

*The City of*

# *Opa-Locka*

*Florida*



## *Adopted Operating Budget*



*FY 2011-2012*

# ADOPTED OPERATING BUDGET

## City of Opa-locka, Florida

FISCAL YEAR 2011-2012



Bottom Row L to R: Mayor "Lady" Myra Taylor, Vice-Mayor Dorothy "Dottie" Johnson  
Top Row L to R: Commissioner Rose Tydus, Commissioner Timothy Holmes, Commissioner Gail Miller

Bryan Finnie, Interim City Manager  
Deborah Irby, City Clerk  
Joseph Geller, City Attorney

David Chiverton, Assistant City Manager  
Faye Douglas, Budget Administrator  
Dr. Ezekiel Orji, Finance Director  
Cheryl Cason, Chief of Police  
Fritz Armand, Public Works & Utilities Director  
Howard Brown, Community Development Director  
Shirley Freeman, Human Resources Director  
Nelson Rodriguez, Information Technology Director  
Esin Daniel Abia, Building & Code Enforcement Director  
Charles Brown, Parks & Recreation Director  
Starex Smith, Crime Prevention Program Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Opa-Locka  
Florida**

For the Fiscal Year Beginning

**October 1, 2010**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Opa-locka, Florida for its annual budget for the fiscal year beginning October 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# TABLE OF CONTENTS

Page No.	
1	Budget Message
7	Community Profile
9	Miscellaneous Statistics
13	Budget Development Process
17	Financial Policies
21	City Organizational Chart
23	Fund Descriptions
28	Fund Balance
31	Executive Summary
50	Performance Measures
53	Summary of All Funds Revenues
54	Summary of All Funds Expenditures
55	Adopted Revenue
61	Adopted Expenditures
64	Personnel Summary
67	City Commission
71	Office of the City Manager
77	General Government
79	Office of the City Clerk
83	Office of the City Attorney
87	Human Resources
91	Finance
101	Information Technology (IT)
107	Community Development
113	Building & Licenses
117	Code Enforcement
121	Parks and Recreation
127	Police
143	Opa-locka Youth Academy - DJJ
147	Crime Prevention
153	Community Redevelopment Agency (CRA)
157	Public Works – Admin/ Bldg Maintenance/Roads & Streets/Vehicle Maintenance
169	Public Utilities – Solid Waste
173	Public Utilities – Water and Sewer
183	Public Utilities – Stormwater
187	Public Works - Capital Projects
207	Glossary
214	Acronyms

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*City of*  
**OPA-LOCKA**  
*Florida*

## MISSION STATEMENT

*The mission of the City of Opa-locka staff is to enhance the quality of life, environment, and safety of our customers and employees in an atmosphere of courtesy, integrity and quality service.*

July 29, 2011

To the Honorable Mayor and members of the City Commission:

In accordance with Article VI, Section 40 of the City of Opa-Locka Code of Ordinances, I hereby submit the FY 2011-2012 Operating Budget for all funds for the fiscal year beginning October 1, 2011 and ending September 30, 2012 for your review and consideration. The budget expresses the goals and objectives of the City Commission and is intended to establish the financial plan for delivering services to the community. The recommendations in this budget document are a result of your vision for the City communicated via Commission Meetings, Town Hall meetings with the City Commission and city residents, Budget Workshops with the City Commission, and meetings with the Department Heads to develop a strategic plan. Our citizens have also provided their input throughout the process and, as specified in Florida Statutes, during two public hearings in September.

We continue to face a tough economic challenge in the upcoming year and continue to feel the impact of the foreclosure crisis, mortgage crisis, and national recession. There are tough decisions ahead, but we believe this budget plan allows us to be fiscally responsible yet provide quality services to our citizenry.

The City has been forced to accommodate losses in our property tax revenue. Between the sluggish economy and the voter approved constitutional amendments, the current year taxable value has decreased from \$785 million to \$715 million, a reduction of 8.91%. This reduction is on top of a reduction in property values over the past three years. In three years, the City's taxable value has reduced from \$974 million to \$715 million, a reduction of 26.7%.

The FY 2012 Proposed millage rate is 9.1526. This millage rate is the City's rolled-back rate which will generate the same level of revenues as the previous fiscal year. The average property owner will see no change in their property taxes.

# BUDGET MESSAGE

In the beginning of the budget process, the General Fund budget initially faced a budget gap in two funds, General Fund budget gap of \$2,251,966 and Crime Prevention fund budget gap of \$123,310, due to the following:

- As stated before, an 8.91% reduction in property values
- The FY 2010-2011 Adopted Budget included a one-time transfer to the General Fund from the FEMA Fund in the amount of \$1,024,233 as a reimbursement for expenses paid by the General Fund on behalf of the FEMA fund. This transfer accounted for approximately 7% of General Fund revenue in FY 2010-2011 that would not reoccur in FY 2011-2012.
- Another issue we had to deal with was employee health insurance. The City's health insurance provider notified the City that rates would increase by 10% in the upcoming year.

Closing the budget gap was a team effort. Each department was asked to submit budget requests with a reduction of 10%. These requests were then reviewed to determine which reductions would have the least impact to services to our residents. The City's Agent of Record was also directed to seek quotes for health insurance services as the City could not absorb a 10% increase. The City's agreement with employees contracts the City to paying 100% of the employee cost and 50% of dependent cost of health insurance.

The City's strategy to developing the budget concentrated on (1) providing basic services essential to the residents' quality of life, (2) optimizing the use of technology, and (3) keeping public safety a top priority.

In the end, the General Fund budget gap was closed by a combination of the elimination of six (6) vacant positions, the elimination of six (6) filled positions, a reduction of operating expenses, and a transfer from the Water & Sewer in the amount of \$556,000. This transfer will eventually be repaid in upcoming years. The Crime Prevention budget gap was closed by a reduction of expenses, a small increase in grant revenue and a transfer from the General Fund in the amount of \$99,575. Included in the reduction of the gap was a decrease in health insurance costs due to a new provider agreement with National Health Plan.

We will also:

- Continue to suspend the City's education reimbursement program and grandfathered annual leave payouts for an additional year.
- Continue to freeze all salaries that are not impacted by union negotiations.
- Not fill two positions impacted by employee retirements
- Obtain City Commission approval prior to filling any positions
- Submit an entity-wide reorganization to the City Commission will further consolidate services and increase efficiencies.

These actions were part of a global approach to closing the budget gap while still maintaining the City's commitment to providing services to our residents.

# BUDGET MESSAGE

## Significant FY 2011 accomplishments include:

- ▶ The assets of the City exceeded its liabilities at the close of FY 2010 by \$23.264 million (*net assets*). Of this amount, \$7.706 million (*unrestricted net assets*) may be used to meet the City's ongoing obligations to citizens and creditors.
- ▶ Received the Distinguished Budget Award for the FY 2011 Adopted Budget and received the Excellence in Financial Reporting Award for the FY 2010 Audit Report.
- ▶ Completed renovations to Ingram Park Lakefront utilizing dollars from the Florida Recreation Development Assistance Program (FRDAP).
- ▶ The City was awarded an Urban Forestry Grant for Phase III in the amount of \$18,500.
- ▶ Added an additional ten (10) sworn police officers to the force bring the total number of officers to fifty-five (54).
- ▶ Successfully adopted the final Community Redevelopment Agency (CRA) plan and the CRA board has been identified. This plan will address physical improvement to the community and economic development and empowerment of the residents.
- ▶ Opened a new payment center on the first floor of Town Center One. The new space is larger, brighter, and allows customers easier and more efficient access to the cashier and customer service.
- ▶ Completed refunding the 1994 Refunding Revenue Bonds. The new 2011A&B Capital Improvement Revenue and Revenue Refunding Bonds provided the City with over \$2 million dollars in cash to immediately apply towards approved capital projects.
- ▶ Successfully implemented emergency communication via text messages to provide an additional channel of emergency communication.
- ▶ Upgraded the City's Community and Financial system software to the most current version.
- ▶ Continued to reduce network printers and redirect printing to lower cost multi function devices (copiers).
- ▶ Managed the City's video tour book which will be implemented this fiscal year on the City's website.
- ▶ Instituted an Employee Discount Program in partnership with local businesses.
- ▶ Facilitated "Lunch and Learn" information sessions for employees to maximize understanding about benefits and programs related to the employees' quality of life.
- ▶ Published four (4) quarterly Employee Newsletters.
- ▶ Serviced over 100 youth within the City in the Alternative to Outdoor suspension program while contributing to a consistent three (3) year reduction of Miami Dade District 1 suspension.

# BUDGET MESSAGE

- ▶ Obtained over \$20,000 in private donations in providing summer employment and after school activities for youth.
- ▶ Implemented innovative after-school programming for teens and elementary aged youth that increased the grade point averages of each program participant reaching over a 3.0 GPA.

## **THE CONTINUED CHALLENGE - STATEMENT OF GOALS**

As in recent years, the upcoming year will also be challenging as we continue making progress toward the following goals:

- Providing for increased public safety service
- Continue the beautification effort and Go Green Program
- Increase Development throughout the City
- Improve the City's Perception so as to attract more visitors to the City, and
- Increase revenue

### **Specifically, in the next year, we will:**

- Continue upgrades to bring all of the City's pump stations out of moratorium that will increase the opportunities for economic development
- Fully deploy the CRA program, beginning in the Magnolia North community. The CRA will not only bring physical improvements to the City but also economic development and empowerment to the residents.
- Complete the Sherbondy Park Village community center. The center will have a pool, gym, theater, office space and will offer organized recreational activities to residents of all ages.
- Expand our online services.
- Develop a destination plan to attract more visitors to the City.

### **Long-term, we will be looking to:**

- Using the CRA and other tools, continue redevelopment opportunities throughout the City including along NW 22<sup>nd</sup> Ave, Cuyahoga property, sidewalk construction, Cairo Lane, and downtown Opa-locka.
- Eliminate fund balance deficits in several funds. The FY 2010 Audit Report noted deficits in the Safe Neighborhood Capital Projects Fund (\$347,729), Opa-locka Youth Academy Fund (\$281,723), Crime Prevention Fund (\$157,604), and VAWA Fund (\$144,471). Once the City's economic condition improves, the City will annually budget a transfer from the General Fund to these Special Revenue Funds until the deficits no longer exists.
- Identify a permanent location of the City of Opa-locka Administrative Offices and long term solution for the Police Department Headquarters. City Administration is currently renting office space at a cost of approximately \$445,000 annually and the Police Department is in need of a larger and more updated space to accommodate their needs.

# BUDGET MESSAGE

## CONCLUSION

We continue to deal with the impact of the national economic crisis and the effects of State mandated property tax reform that has eroded our property tax revenue. As a City, we are determined to do the best we can with what we have. We are committed to undertaking the best budgeting and fiscal management practices in order to continue the City's healthy economic condition. Cuts in employee positions and benefits are not popular; however a reorganization of City Government services will see us continue to provide services and will result in the elimination of six filled positions.

This budget is a conservative and fiscally responsible financial plan for the City of Opa-locka. While I have presented you with a very conservative budget proposal, you, as the elected legislative body, have the difficulty of adopting a budget that truly reflects the needs and wants of our residents and at the same time balance that against limited resources. You must weigh the cost of government against the need for critical services that residents depend upon that ensure a high quality of life.

Considering the numerous challenges that presented themselves during this budget process, it would not have been possible to formulate a complete, thoughtful, and realistic budget without a dedicated team effort. On behalf of the many City employees who prepared this budget, I extend thanks to the Mayor and members of the City Commission for the many hours dedicated to overseeing the City's well-being. It has been a pleasure preparing this budget and we look forward to a successful 2011-2012 fiscal year.

*Respectfully submitted,*



**Bryan Finnie**  
**Interim City Manager**

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# COMMUNITY PROFILE

The City of Opa-locka, Florida (the "City") was founded in 1925 by Glen H. Curtiss, a pioneer aviator, airplane manufacturer and real estate developer, who in the early 1920's developed the cities of Hialeah and Miami Springs. The name Opa-locka, derived from the Seminole Indian word Opatishawockalocka, meaning "big island covered with many trees in the swamp" is located in the northwest area of Miami-Dade County. The City is envisioned by many as the Baghdad of Miami-Dade County. The city was incorporated in 1926.

The entire city was developed with an Arabian theme which was carried throughout all phases of the city's development, including streets named Aladdin, Sharazad, Sesame, Caliph, Ali Baba and Sinbad. Opa-locka's Moorish architecture is more of a design theme than a specific style. Architect Bernard E. Mueller collaborated upon the design of the City with planner Clinton McKenzie. Mueller's designs for the buildings were inspired by the book, The 1001 Tales of the Arabian Nights, from whose stories he created an elaborate architectural motif of domes, minarets and arches. Significantly, City Hall, the first major structure, was inspired from a description of the palace of Emperor Kosrroushah in "The Talking Bird", from The 1001 Tales of the Arabian Nights. The mosque-like building, with its domes, minarets and arches, provides distinctive advertising for the City.

Opa-locka is primarily a residential community, 4.5 square miles in size, and assumes an irregular shape and has the following boundaries: N.W. 151 Street on the north; N.W. 135 Street, N.W. 127 Street and N.W. 119 Street on the south; N. W. 17 Avenue, N.W. 27 Avenue and N.W. 37 Avenue on the east and N.W. 47 Avenue on the west.

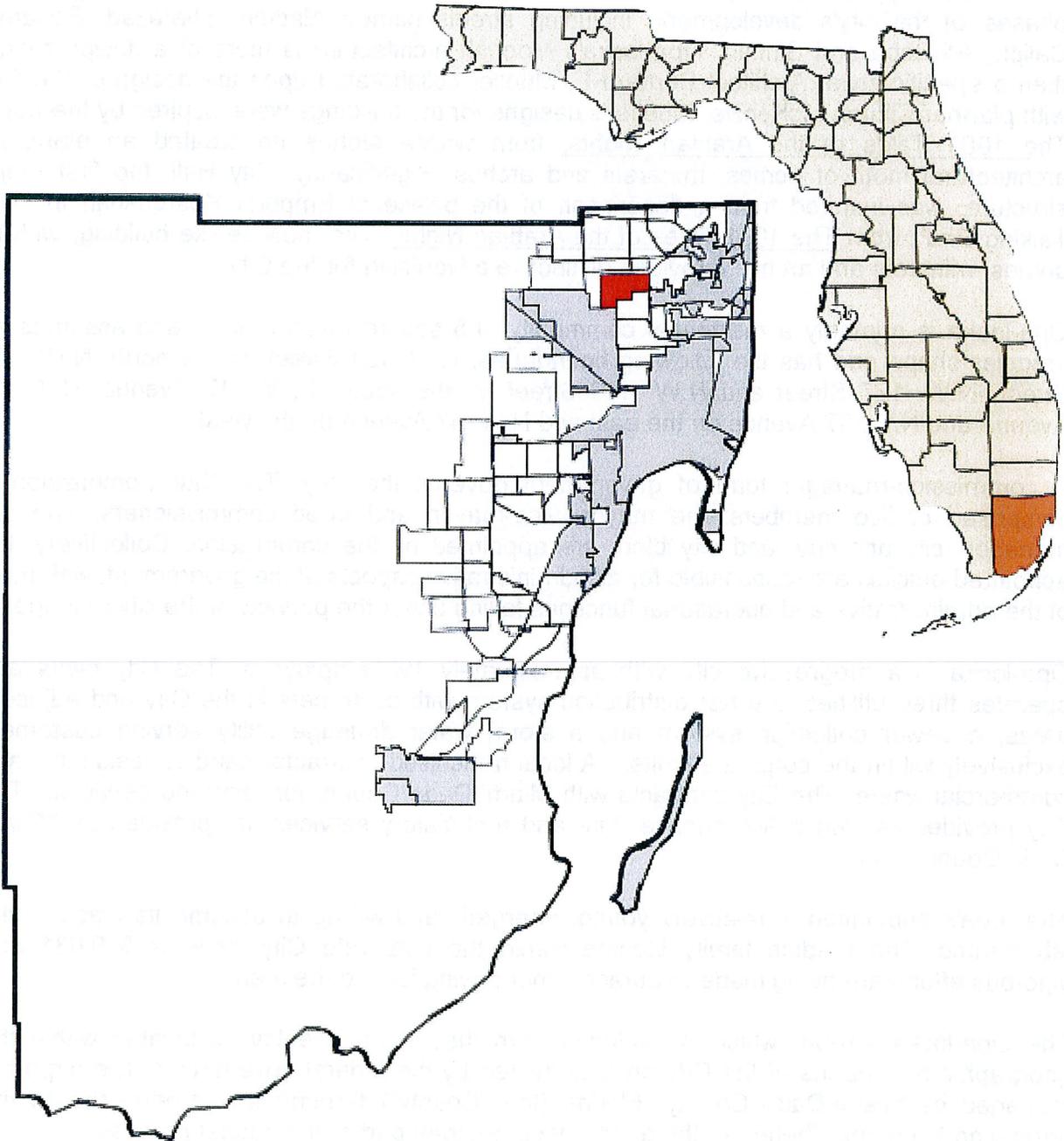
A commission-manager form of government governs the City. The City Commission is comprised of five members; the mayor, vice-mayor, and three commissioners. The city manager, city attorney, and city clerk are appointed by the commission. Collectively, the appointed officials are responsible for all administrative aspects of the government, with most of the administrative and operational functions falling under the purview of the city manager.

Opa-locka is a progressive city with approximately 190 employees. The City owns and operates three utilities: a water distribution system with customers in the City and adjacent areas, a sewer collection system and a storm water drainage utility serving customers exclusively within the corporate limits. A local franchised contractor handles residential and commercial waste. The City contracts with Miami-Dade County for recycling services. The City provides its own police service. Fire and ambulatory services are provided by Miami-Dade County.

The area's population is relatively young, energetic and willing to assume its place in the labor force. The median family income within the corporate City limits is \$19,631 and vigorous efforts are being made to attract higher paying jobs to the area.

The Opa-locka Airport, which is excluded from the reporting entity, is located within the geographic boundaries of the City on land owned by the federal government. The airport is managed by Miami-Dade County, Florida (the "County") through an agreement with the federal government. Therefore, the airport does not form part of the budget process.

*Location of City of Opa-locka, Florida*



# MISCELLANEOUS STATISTICS

Year of incorporation:

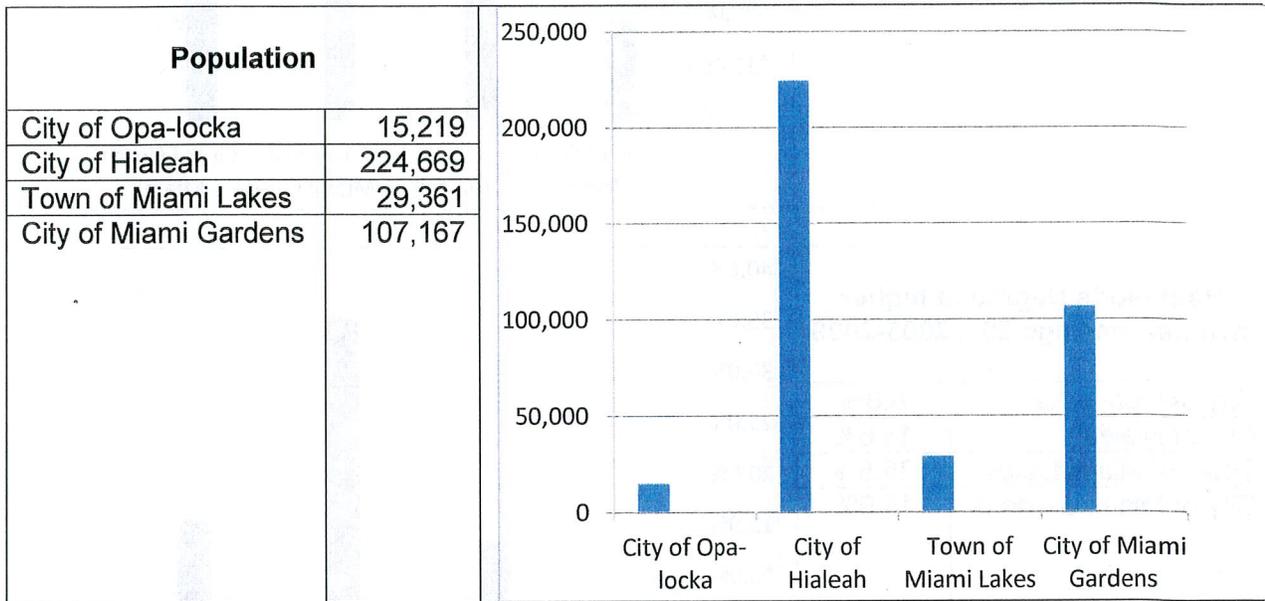
1926

City Hall address:

780 Fisherman Street  
Fourth Floor  
Opa-locka, FL 33054

**Demographic Information:**

(source: <http://quickfacts.census.gov>)

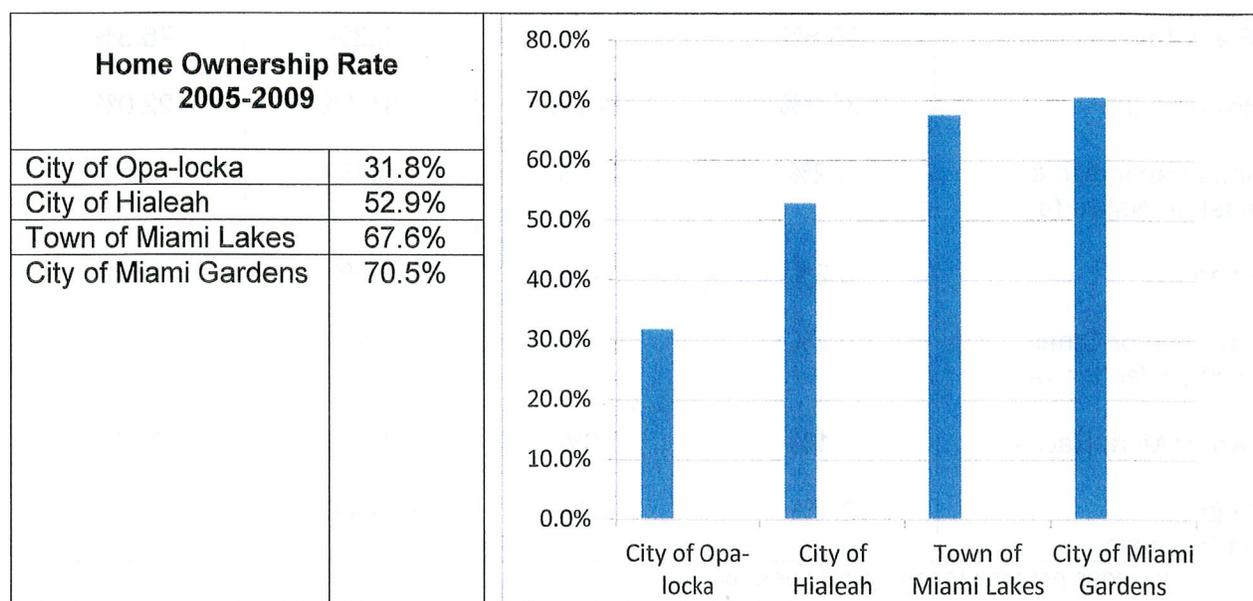
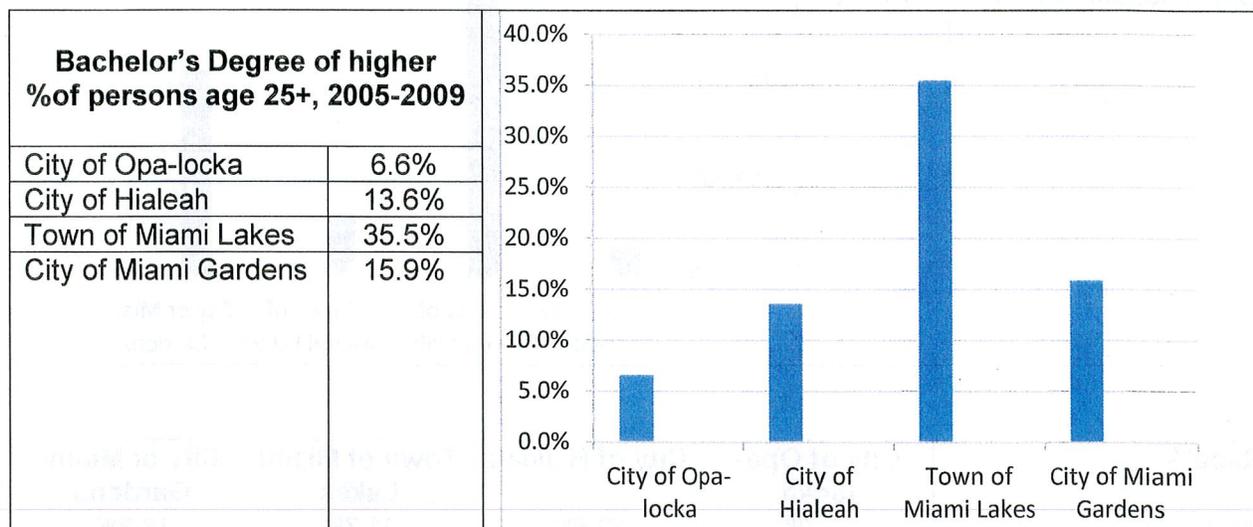
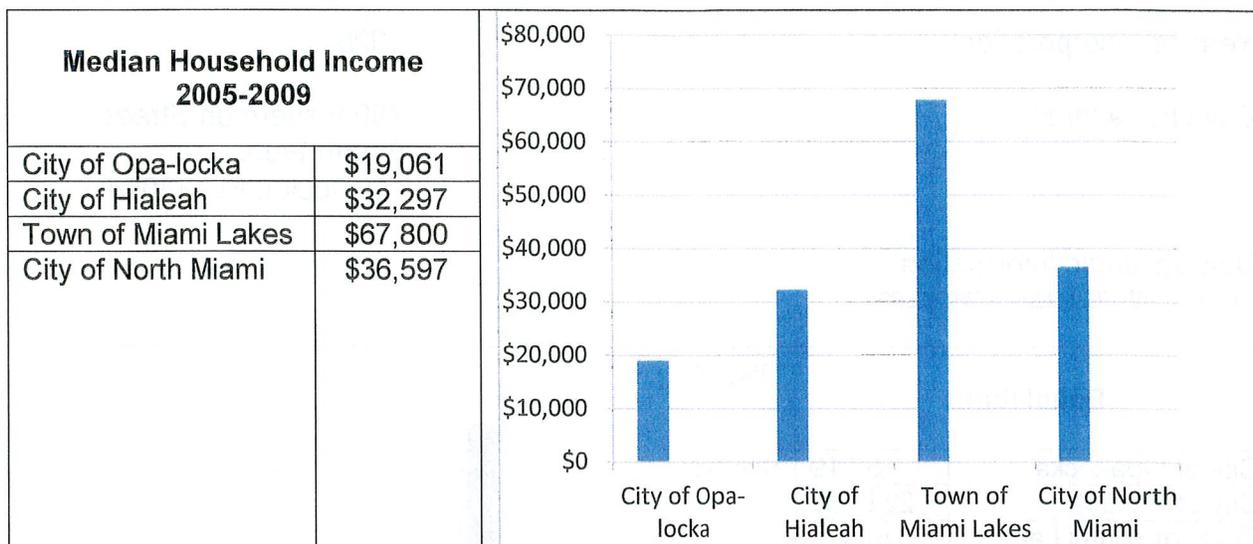


Race%	City of Opa-locka	City of Hialeah	Town of Miami Lakes	City of Miami Gardens
White (a)	27.7%	92.6%	91.7%	18.3%
\Black (a)	65.8%	2.7%	3.3%	76.3%
Hispanic (b)	35.3%	94.7%	81.1%	22.0%
American Indian & Alaskan Native (a)	0.2%	0.1%	0.1%	0.2%
Asian (a)	0.2%	0.4%	1.5%	0.6%
Hawaiian or Other Pacific Islander (a)	0.2%	-	-	-
Two or More Races	2.1%	1.6%	1.6%	2.2%
White, not Hispanic	2.1%	4.2%	14.4%	2.6%

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also included in applicable race categories.

# MISCELLANEOUS STATISTICS



# MISCELLANEOUS STATISTICS

Form of government:	Commission/Manager
Area in square miles:	4.5
Miles of street:	36
Number of street lights:	625
Number of police stations:	1
Sewer system:	
Miles of sanitary sewer	77
Miles of storm sewer	14
Number of service connections	3,675
Water system:	
Miles of water mains	71
Number of fire hydrants	363
Number of service connections	6,500
Daily average consumption in gallons	2.6 million
Culture and Recreation:	
Number of Community Centers	1
Number of parks	3
Number of libraries	1
Number of tennis courts	1
Hospitals:	
Number of hospitals	1
Number of patient beds	75
Education:	
Number of Elementary Schools	2

## Principal Property Taxpayers as 09/30/2010

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Creative Choice Homes II	\$32,445,013	1	3.36%
Bodwin LTD Partnership	15,663,494	2	1.62%
Lejeune-Douglas Industrial Park	14,673,645	3	1.52%
Florida Power & Light	11,595,330	4	1.20%
Thyssenkrupp Safway Inc	10,403,937	5	1.08%
J R Realty Corp.	10,214,976	6	1.06%
American Fruit & Produce	10,029,596	7	1.04%
Sahara Properties, Inc	9,991,856	8	1.04%
Avanti Press Inc	8,343,077	9	0.86%
Bellsouth Telecommunications	8,290,844	10	0.86%
<b>Total</b>	<b>\$131,651,768</b>		<b>13.64%</b>

# MISCELLANEOUS STATISTICS

## Demographics and Economic Statistics as of 09/30/2010

Calendar Year	Population	Personal Income (\$ thousands)	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2001	14,951	19,631	9,538	27.3	368,453	17.5
2002	14,951	19,631	9,538	27.3	374,725	17.5
2003	14,951	19,631	9,538	27.3	371,482	17.5
2004	14,951	19,631	9,538	27.3	369,578	17.5
2005	14,951	19,631	9,538	27.3	361,550	17.5
2006	14,951	19,631	9,538	27.3	365,784	17.5
2007	14,951	19,631	9,538	27.3	353,283	17.5
2008	14,951	19,631	9,538	27.3	385,655	17.5
2009	14,951	19,631	9,538	27.3	385,655	17.5
2010	14,951	19,631	9,538	27.3	341,051	17.5

## Principal Employers as of 09/30/2010

Employer	Employees	Rank	Percentage of Total City Employment
Master North America	200	1	4%
Aramark	160	2	3%
Don Greene Poultry	140	3	3%
American Fruit	105	4	2%
Combined Services	98	5	2%
Republic Metals	95	6	2%
Miami Offset	75	7	2%
Choice Environmental	75	7	2%
Florida International Academy	75	7	2%
Robert B. Ingram Elementary	73	8	1%
Nathan B. Young Elementary	66	9	1%
Total	1,162		22%

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

## DEVELOPMENT PROCESS

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The budget process is guided by direction from the City Commission as it strives to meet the needs of the community at a reasonable price. Every Commission meeting involves deliberation about what services the City should provide, at what level, and at what price. The decisions made by the Commission throughout the year provide a general path for the budget deliberations to follow. City employees provide the perspective of professionals as to the most efficient and effective way to implement Commission policy. Residents have the opportunity to express their preferences for City services and funding mechanisms through formal budget public hearings as well as individual agenda items during the year.

## BUDGET PROCESS

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The budget process is a formalized annual occurrence that requires the input and collaboration between the respective City departments, the City Manager, the City Commission, and citizens. In general, the budget development process and content requirements of the City's annual budget are stated in Article VI, Budget of the City Charter and consistent with these requirements, the City Manager prepares a proposed budget. Detailed budget requests are made by each department, and approved by the City Manager.

The City Manager's proposed budget is considered by the City Commission. At least two public hearings are scheduled. Prior to October 1, the City Commission must adopt a budget and this budget may be the same as that proposed by the City Manager or may contain those amendments which the City Commission approves. After City Commission action, the proposed budget is revised if necessary and is published as the adopted budget. Once all of these steps are taken, the result is a balanced budget. A budget is considered balance when the revenues of all funds equal expenditures of all funds.

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

The specific steps taken to prepare the annual budget are as follows:

1. The City Manager meets with department heads to outline the general philosophy for the upcoming budget, to discuss financial and economic conditions and to establish budgetary guidelines.
2. The Budget Administrator conducts budget workshops for City departments to discuss and implement budget development schedules, budget forms and procedural guidelines.
3. City departments prepare budget forms and justification detail and submit them to the finance department.
4. The Budget Administrator reviews and organizes departments' forms and submits them for review and modification and approval by the City Manager.
5. The Budget Administrator estimates budgetary limits and prepares departmental line-item budgets within the constraints of available revenues. Based on established limits, departments will submit the final copy of their budget request and budget justification detail to the finance department.
6. The City receives a Certification of Taxable Value (Form DR 420) from the County's Property Appraiser which indicates the real and personal property values in the City.
7. The City Manager submits a proposed Millage rate and public hearing dates on the proposed budget to the City Commission.
8. The City Manager submits the budget estimate to the City Commission
9. The City advises the County's Property Appraiser and Tax Collector of the proposed Millage rate and the day, time and place of the first public hearing.
10. The Property Appraiser mails the notice of proposed property taxes and notification.
11. The first public hearing is held on the tentative budget and proposed Millage rate.
12. The second public hearing is advertised.
13. The second public hearing is held to adopt the final Millage rate and budget.
14. Upon final adoption, the budget is certified by the City Manager and the City Clerk and filed in the office of the City Clerk. A copy of the budget is made available to public libraries and newspapers located within the corporate limits.

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

15. The County's Property Appraiser, the County's Tax Collector and the State's Department of Revenue are notified within three (3) days after adoption of the budget.
16. The Certification of Compliance with "TRIM", a copy of the adopted ordinances Millage rate, (general fund, special revenue funds, and proprietary funds), Form DR 420 and the public hearing advertisements are submitted to the State's Department of Revenue within 30 days after adoption of the budget.

## FY 2011-2012 BUDGET CALENDAR

Budget Preparation Manual Distribution and Orientation	March 1, 2011
Departmental Budget Requests Due	March 28, 2011
Compilation by Budget Administrator (including meetings with City Manager and Department Heads)	March 29, 2011 thru July 30, 2011
Receive Certification of Taxable Value	July 1, 2011
Submit Preliminary Proposed Budget to City Commission	July 30, 2011
City Commission Budget Workshop	September 1, 2011
First Budget Hearing	September 13, 2011
Second Budget Hearing	September 27, 2011
FY 2010-2011 Begins	October 1, 2011

## AMENDMENT PROCESS

After the budget has been adopted in September, budgetary control is maintained at the departmental and fund level, with the finance department providing support to departments in the administration of their budgets. Adjustments within the same fund to departmental appropriations may be approved by the City Manager or by Resolution of the City Commission. The City Manager is authorized to approve adjustments to expenditure code allocations, within the limit of departmental appropriations. Any supplemental appropriations or revisions that will amend total revenues or total expenses of any fund must be approved by the City Commission. The budget is typically amended mid-year; however that budget can be amended at any time during the fiscal year.

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

## BASIS OF BUDGETING

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The basis of budgeting is the same as the basis of accounting. The budget is adopted on a basis consistent with generally accepted accounting principles (GAAP) with the following exceptions:

- Advances from other funds are presented as revenues
- Encumbrances, advances to other funds, and principal on long-term debt of the proprietary funds are presented as expenditures or expenses.
- Depreciation and compensated absences are not budgeted.

The GAAP basis of accounting for governmental funds is modified accrual. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., measurable and available to finance the City's operations. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures (decrease in net financial resources) are recognized in the accounting period in which the related fund liabilities are incurred as long as it is measurable. An exception to this is long-term debt and the long-term portion of accumulated compensated absences and longevity pay, which are recognized when due.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as a guide. There are however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditures and are usually revocable only for failure to comply with prescribed compliance requirements. The resources are reflected as revenues at the time of receipt or earlier if susceptible to accrual.

The major utility and franchise taxes are recorded as revenues when earned. Licenses and permits, fines and forfeitures, charges for services, and other revenues (except investment earnings) are recorded as revenues when received in cash because they are generally not measurable until actually received. Property taxes are recorded as revenue in the fiscal year levied, provided they are collected in the current period or within sixty days thereafter. Those remaining uncollected are recorded as deferred revenues. Investment income is recorded as revenue when earned. Special assessments are recorded as revenues only to the extent that individual installments are considered available.

The accrual basis of accounting is utilized by proprietary funds and pension and nonexpendable trust funds. Under the accrual basis, revenues are recognized in the accounting period in which they are earned, if objectively measurable, whether collected

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

sooner or later. Expenses, not expenditures, are recognized when the benefits of costs incurred are deemed to have been consumed or expired. Long-term liabilities are accounted for through those funds. Depreciation of fixed assets is recorded in the accounts of these funds as well.

In the operating budget, revenues are equal to expenditures without the use of prior year fund balances. However, in the capital budget, particularly with projects which overlap different fiscal years, fund balance may be utilized to fund the completion of the project.

## CAPITAL IMPROVEMENT PLAN

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Expenditures for capital improvements are not included directly in the operating budget. The Annual Operating Budget includes and identifies amounts to be transferred to capital project funds from operating sources. The appropriation for capital improvements are budgeted as part of the Capital Improvement Plan (CIP) and prepared and approved separately. A separate CIP document is available which details each project, its purpose, funding sources, timetable, and its effect on future operating budgets. The first year of the CIP is referred to as the capital budget. The CIP and Annual Operating Budget are closely linked as the budget assumes the cost for maintaining and operating new facilities as they are constructed within the CIP.

There are many differences between the operating budget and the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all City services, but does not result in the addition of major, physical assets for the community. The capital budget includes one-time costs for projects that may last several years and result in major physical assets being added in the community.

## DEBT POLICY AND ADMINISTRATION

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The debt policy is approved by the City Commission and implemented by the City Manager. Currently, there is no statutory or charter debt limitation. However, debt is limited by the City's revenue. The City is not subject to debt limits. Debt is used for a variety of purposes and in a variety of ways. The principal use of debt by the City has been for making capital expenditures. Because of the use of public capital stretched over many years, it is appropriate that those who enjoy the benefits should also pay the costs. This general principal of intergenerational equity, however, must be applied cautiously. The public capital of one generation may be regarded as a dubious asset by the next. Why should those who did not choose to make the expenditure pay for them? Any capital expenditures, the continuing merit of which is in doubt, might more appropriately be paid for by those who chose to make the expenditure. Moreover, this reservation accords with financial conservatism as a public debt based on unwanted capital expenditures is not of very good quality. Another more pragmatic qualification to this general principle is that short-lived capital expenditures may be more easily and appropriately fitted into current budgets than paid for by borrowing.

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

The City's long-term capital improvement debt as of October 1, 2011 is as follows:

	Bonds <u>Outstanding</u>	Interest Rate <u>Range</u>	Final <u>Maturity</u>	<u>BOND RATING</u>	
				<u>Standard &amp; Poors</u>	<u>Moody's</u>
2011A&B Capital Improvement Revenue and Revenue Refunding Bonds	\$7,713,000	3.890%	01-01-26	Aaa	AAA
<b>TOTAL</b>	<b>\$7,713,000</b>				

The 2011A&B Capital Improvement Revenue and Revenue Refunding Bonds requirements are as follows and are accounted for in the Capital Improvement Debt Service fund:

Fiscal Year	Principal	Interest	Total Debt Payment
2012	358,000	262,649	620,649
2013	390,000	249,972	639,972
2014	403,000	236,627	639,627
2015	416,000	222,854	638,854
2016	430,000	208,621	638,621
2017	445,000	193,889	638,889
2018	510,000	177,679	687,679
2019	527,000	159,957	686,957
2020	545,000	141,635	686,635
2021	564,000	122,683	686,683
2022	583,000	103,086	686,086
2023	603,000	82,816	685,816
2024	624,000	61,832	685,832
2025	645,000	38,608	683,608
2026	670,000	13,032	683,032

Other Long-Term Debt consists of the following:

- Settlement with Florida Department of Transportation (FDOT), due in 119 monthly payments of \$5,274.62, from January 2001 through November 2014. This is accounted for in the Water & Sewer Fund.

Fiscal Year	Principal	Interest	Total Debt Payment
2012	63,295	0	63,295
2013	63,295	0	63,295
2014	10,549	0	10,549

- State Revolving Loan for \$480,816, bearing interest rates ranging from 2.89% to 3.75% due in 20 annual payments of \$32,365, including interest, from July 31, 1994 through July 31, 2013, secured by a lien on pledge revenues as defined by the State Revolving Fund loan agreement. This is accounted for in the Water & Sewer Fund.

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

- State Revolving Loan for \$1.827 million, bearing interest at a rate of 2.56% and 1.54%, due in 40 semi-annual payments of \$53,240, including interest, from June 15, 2003 through December 15, 2022, secured by a lien on pledge revenues as defined by the State Revolving Fund loan agreement. This is accounted for in the Water & Sewer Fund.
- State Revolving Loan for \$2.375 million, bearing interest at a rate of 1.53%, due in 40 semi-annual payments of \$71,143, including interest, from June 15, 2003 through December 15, 2022, , secured by a lien on pledge revenues as defined by the State Revolving Fund loan agreement. This is accounted for in the Water & Sewer Fund.

The service requirements for the State Revolving Loan debt is as follows:

Fiscal Year	Principal	Interest	Total Debt Payment
2012	128,160	14,126	142,286
2013	129,142	13,144	142,286
2014	130,132	12,154	142,286
2015	131,129	11,157	142,286
2016	132,135	10,151	142,286
2017	133,147	9,139	142,286
2018	134,168	8,118	142,286
2019	135,196	7,090	142,286
2020	136,232	6,054	142,286
2021	137,277	5,009	142,286
2022	138,329	3,957	142,286
2023	139,389	2,897	142,286
2024	140,457	1,829	142,286
2025	133,632	752	134,384

In FY 2012, the City will continue to explore the possibility of securing additional debt to fund capital improvement dollars. In FY 2010, the City concluded a water and sewer rate study that included the CIP in the analysis. The recommended rates were approved by the City Commission and will provide acceptable income required by lenders and sufficient revenues to cover the debt service.

## RESERVE POLICY

The reserve policy is approved by the City Commission and implemented by the City Manager. The General Fund is required to reserve a minimum of five hundred thousand dollars (\$500,000) annually. Three hundred thousand dollars (\$300,000) shall be available for use, with City Commission approval, to fund unanticipated budget issues, emergencies/natural disasters which may arise or potential expenditure overruns which cannot be offset through other sources. This reserve level shall be replenished at the beginning of each fiscal year so it is available on an ongoing basis. Two hundred thousand dollars (\$200,000) shall remain unspent to provide for year end reserve.

# BUDGET DEVELOPMENT AND FINANCIAL POLICIES

The City shall also provide a reserve for uncompensated absences and other employee benefit liabilities. The City is required to budget sixty-five thousand dollars (\$65,000) annually in the General Fund, seventeen thousand five hundred dollars (\$17,500) in the Water and Sewer Fund, and seventeen thousand five hundred dollars (\$17,500) in the Solid Waste Fund to build the reserves sufficient to cover base liabilities for each fund.

If a budget shortfall is determined, a written plan will be forwarded from the City Manager to the City Commission within a reasonable time frame that may include the reduction of services, increases in fees and rates, or some combination thereof.

## ACCOUNTING, AUDITING & FINANCIAL REPORTING POLICY

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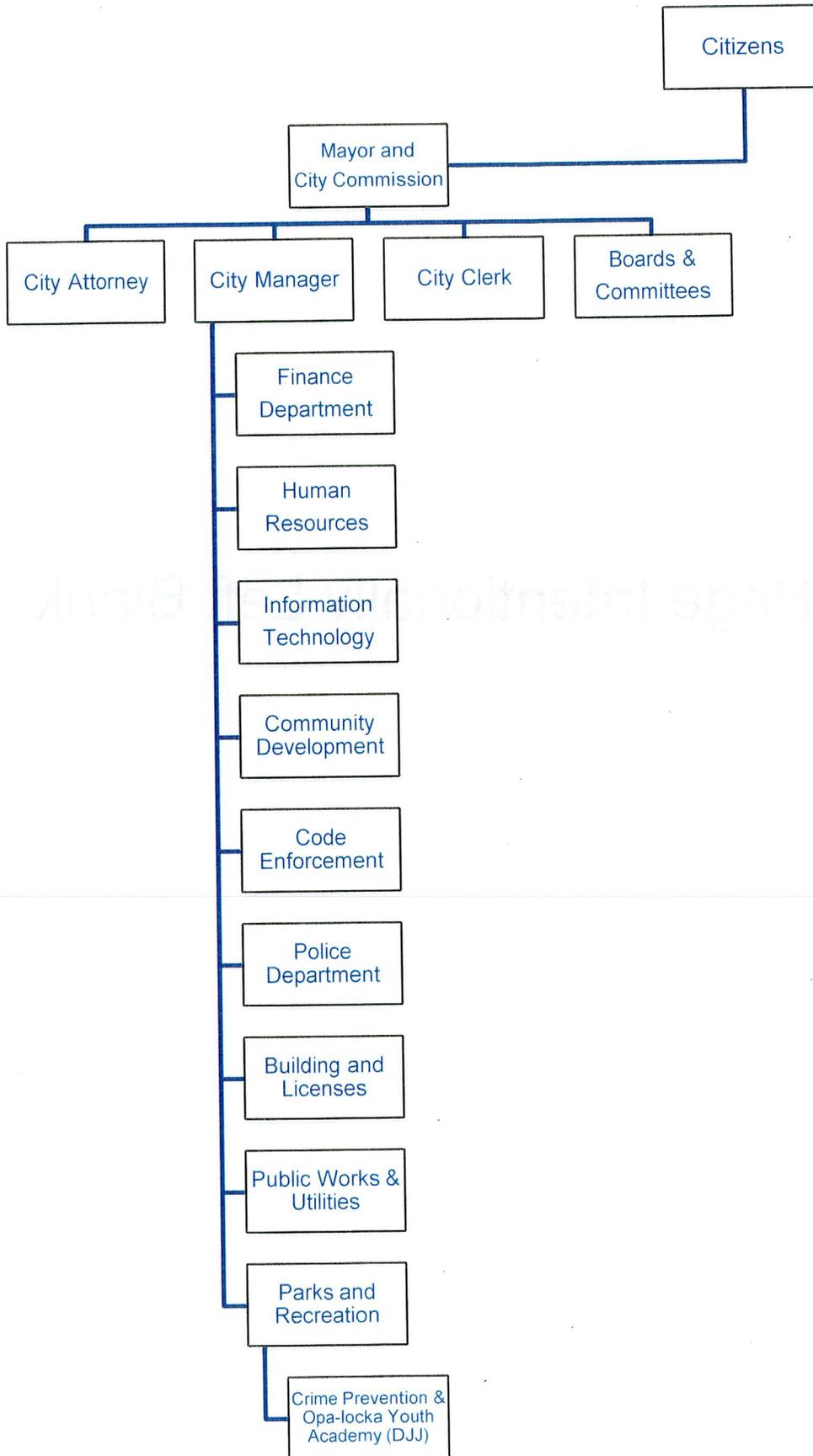
An independent audit in accordance with Government Auditing Standards will be performed annually. Also, the City will produce financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Government Accounting Standards Board (GASB). The accounting, auditing, and financial reporting policy is considered administrative and is approved by the City Manager.

## CAPITAL IMPROVEMENT PLAN (CIP)

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The City will develop a five-year Capital Improvements Plan (CIP) and update it annually. This first year of the plan is the only year that is approved by the City Commission during the annual budget process and those projects are included in the budget. The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. The City Commission makes the final approval about whether and when to fund a project.

# ORGANIZATIONAL CHART



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# FUND DESCRIPTIONS

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities – identified as funds—based upon the purpose for which they are to be spent and the means by which spending activities are legally controlled.

Governmental units should establish and maintain those funds required by law and for sound financial administration. Only the minimum number of funds consistent with legal and operating requirements should be established because unnecessary funds result in inflexibility, undue complexity, and inefficient financial administration.

Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

## GOVERNMENTAL FUND TYPES

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Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Capital Projects funds, and Debt Service Funds.

General Fund – Accounts for all financial resources, except those required to be accounted for in another fund.

Special Revenue Funds – Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Debt Service Fund – Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Projects Funds – Accounts for financial resources to be used for the acquisition or construction of major capital facilities.

### GENERAL FUND

The General Fund of a government unit serves as the primary reporting vehicle for current governmental operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem taxes, franchise taxes, and intergovernmental revenues. The major departments funded here are administrative: Mayor and City Commission, City Manager, City Attorney, City Clerk, Finance, Human Resources, Community Development, Parks and Recreation, Police, Public Works, and Building and Licenses.

# FUND DESCRIPTIONS

## SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific sources, other than expendable trusts or major capital projects that are legally restricted to expenditures for specific purposes.

Police – Special Law Enforcement Revenue Fund – This fund is used to account for the proceeds from the State’s special law enforcement trust fund, fines and forfeitures.

Boy Scouts Special Revenue Fund – This fund is used to account for the proceeds from donations to the City’s Police Explorer Program.

Opa-locka Youth Academy (DJJ) fund – This fund was established to account of the activities of this intervention/prevention program committed to reducing juvenile crime and delinquency by changing criminal behavior.

Crime Prevention Special Revenue Fund – This fund is used to account for special State grants to the City to develop programs to prevent at risk youths from becoming involved in or returning to criminal activities.

Federal Emergency Management Fund – This fund is used to account for special State grants to the City in connection with hurricanes.

Safe Neighborhood-Nile Gardens Special Revenue Funds – This fund is used to account for grants to the City to provide service to the Department of Juvenile Justice court mandated juveniles for care after release from incarceration.

Peoples Transportation Tax Fund – This fund is used to account for the proceeds derived from the transportation Transit Tax Surcharge. Eighty percent of these funds are used for transportation related projects and twenty percent of these funds are used for transit related projects.

DEP Wastewater Improvement Fund – This fund is used to account for funds received for sewer improvement projects.

Community Redevelopment Agency (CRA) Fund – This fund was established to account for community redevelopment activities. This redevelopment will include not only physical improvement of the community but also economic development and empowerment of the residents. Redevelopment is ultimately about helping a community meet its fullest potential.

# FUND DESCRIPTIONS

## DEBT SERVICE FUND

The fund accounts for the sinking fund requirements of the Series 2011A&B Capital Improvement revenue bonds. At October 1, 2011, the annual requirements to amortize the debt was as follows:

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Payment</b>
2012	358,000	262,649	620,649
2013	390,000	249,972	639,972
2014	403,000	236,627	639,627
2015	416,000	222,854	638,854
2016	430,000	208,621	638,621
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2020	545,000	141,635	686,635
2021	564,000	122,683	686,683
2022	583,000	103,086	686,086
2023	603,000	82,816	685,816
2024	624,000	61,832	685,832
2025	645,000	38,608	683,608
2026	670,000	13,032	683,032

## CAPITAL PROJECTS FUNDS

Capital Project Funds are used to account for the acquisition of major facilities other than those financed by proprietary funds and trust funds. There are three funds in this group:

Capital Improvement Debt Service Capital Projects Fund – This fund is used to account for sinking fund requirements of the 1994 Series Capital Improvement Revenue Bonds.

Capital Acquisition Capital Projects Fund – This fund is used to account for capital assets (including infrastructure) acquisition and construction from proceeds of the 1994 Series Capital Improvement Revenue Bonds.

Safe Neighborhood Capital Improvement Capital Projects Fund – This fund is used to account for grants to be utilized for activities related to the Enterprise Zone Safe Neighborhood Capital Improvement Project.

# FUND DESCRIPTIONS

## PROPRIETARY FUND TYPES

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Proprietary Fund Types consist of the Enterprise Funds.

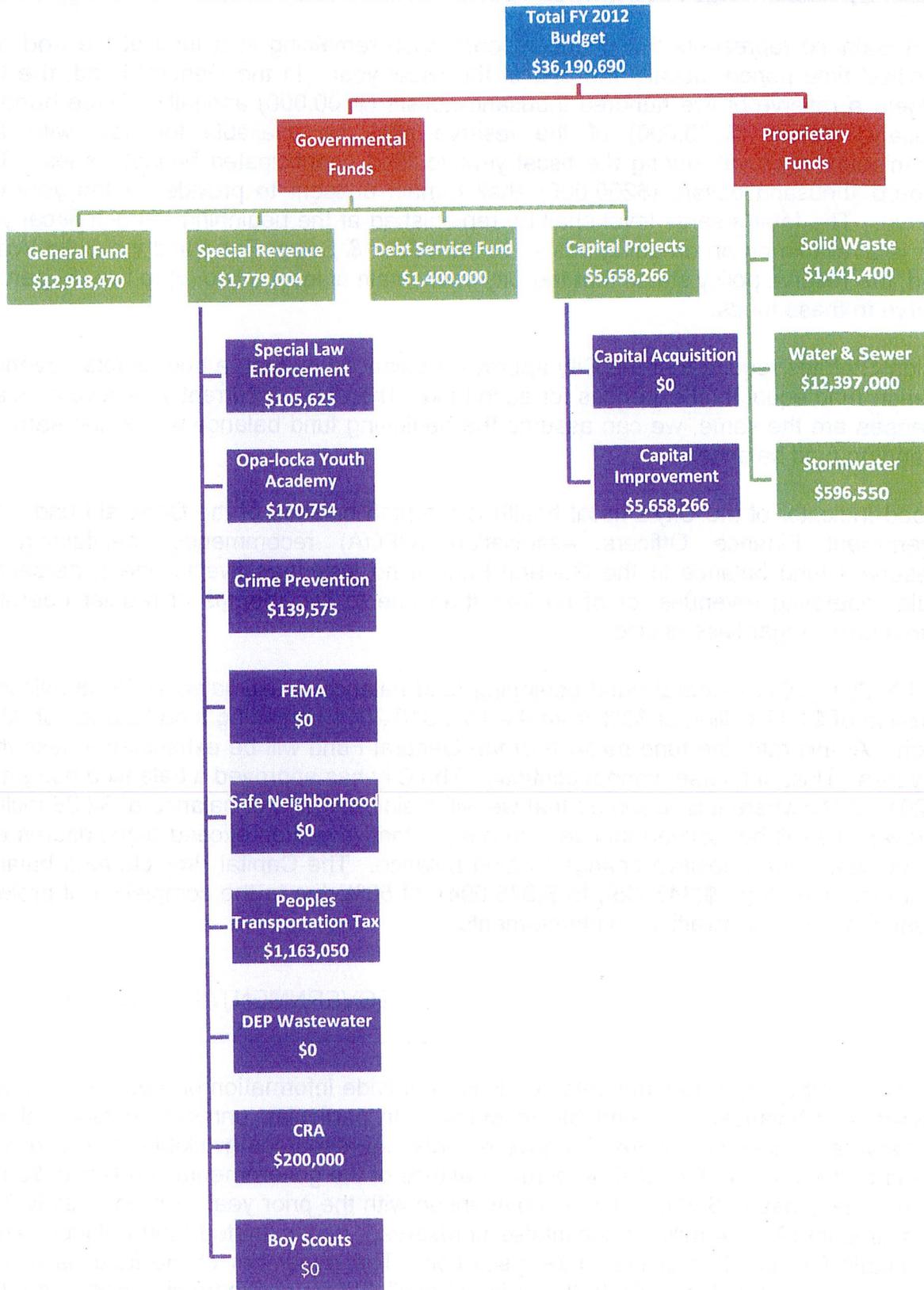
Enterprise Funds – Accounts for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purpose. The City operates three funds in this category:

Solid Waste Management Enterprise Fund – This fund is used to account for solid waste collection services. The City has contracted with private companies to collect residential and commercial trash and garbage. Miami Dade County is responsible for collecting recycling.

Water and Sewer Enterprise Fund – This fund is used to account for the delivery of water and sewer services. The four components of the fund are meter reading, water services, sewer services, and customer services.

Stormwater Utility Management Fund - This fund is used to account for fees collected for Stormwater operations and capital costs. Activities in this fund include maintenance of the storm drains, canals, and street and curb sweeping.

# FY 2012 BUDGET BY FUND



## FUND BALANCE

Fund Balance represents the unencumbered cash remaining in a fund at the end of a specified time period, usually the end of the fiscal year. In the General Fund, the City budgets a reserve of five hundred thousand dollars (\$500,000) annually. Three hundred thousand dollars (\$300,000) of the reserve shall be available for use, with City Commission approval, during the fiscal year to fund unanticipated budget issues. Two hundred thousand dollars (\$200,000) shall remain unspent to provide for the year-end reserve. The total reserve level shall be replenished at the beginning of each fiscal year so it is available on an on-going basis. In the Water & Sewer Fund and the Solid Waste Fund, the reserve policy states that the City shall retain at least a two (2) to five (5) percent reserve in these funds.

Florida Statutes require that the City approve a balanced budget; a budget total revenues for each fund equal total expenses for each fund. Therefore, if current year revenues and expenses are the same, we can assume the beginning fund balance will be the same as the ending fund balance.

A good indicator of the City's fiscal health is the fund balance of the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund if no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, regardless of size.

The FY 2011-2012 General Fund beginning fund balance is estimated at \$2.38 million; a decrease of \$1.19 million of 33% from the FY 2010-2011 beginning fund balance of \$3.57 million. At this rate, the fund balance of the General Fund will be exhausted in less than two years. This, of course, cannot continue. The City has approved a balanced budget for FY 2011-2012 where it is assumed that we will maintain the fund balance of \$2.38 million. However, we will be working this year to ensure that revenues exceed expenditures and end the year with a positive change to fund balance. The Capital Projects fund balance deficit increased from \$(347,729) to \$(875,094), of 56% due to the completion of projects for which we are still awaiting reimbursements.

### GOVERNMENTAL FUNDS ANALYSIS

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The focus of the City's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the year. In FY 2010, total fund balance of the governmental funds was \$5.933 million, a decrease of \$.918 million in comparison with the prior year. Approximately 29% of this amount (\$1.734 million) constitutes unreserved, undesignated fund balance, which is available for spending at the City's discretion. The remainder of the fund balance is reserved or designated to indicate that it is not available for new spending because it has already been committed to 1) pay debt service, 2) pay capital projects costs, or 3) various other restricted purposes.

# FUND BALANCE

## Changes in Fund Balance - GENERAL FUND

	2008-09 Actual	2009-10 Actual	2010-11 Projected*	2011-2012 Budget
Beginning Balance	\$ 5,249,028	\$ 4,661,755	\$ 3,573,040	\$ 2,375,772
Revenues	12,911,208	11,789,019	13,152,266	11,584,120
Expenditures	13,769,505	13,726,697	15,274,534	12,918,470
Other Financing Sources	271,024	848,963	925,000	1,334,350
Excess (deficiency) of revenues over expenditures and other financing sources	(587,273)	(1,088,715)	(1,197,268)	-
Ending Balance	\$ 4,661,755	\$ 3,573,040	\$ 2,375,772	\$ 2,375,772

## Changes in Fund Balance – CAPITAL PROJECTS FUND

	2008-09 Actual	2009-10 Actual	2010-11 Projected*	2011-12 Budget
Beginning Balance	\$ (664,346)	\$ (8,841)	\$ (347,729)	\$ (875,094)
Revenues	541,600	862,039	929,393	3,658,266
Expenditures	277,083	1,200,927	3,776,758	5,658,266
Other Financing Sources	390,988	-	2,320,000	2,000,000
Excess (deficiency) of revenues over expenditures and other financing sources	655,505	(338,888)	(527,365)	-
Ending Balance	\$ (8,841)	\$ (347,729)	\$ (875,094)	\$ (875,094)

## Changes in Fund Balance – OTHER GOVERNMENTAL FUNDS

	2008-09 Actual	2009-10 Actual	2010-11 Projected*	2011-2012 Budget
Beginning Balance	\$ 1,347,128	\$ 2,198,666	\$ 2,707,786	\$ 1,294,261
Revenues	2,245,831	2,633,377	10,756,699	5,724,020
Expenditures	1,126,500	1,424,898	15,561,457	8,837,270
Other Financing Sources	(729,562)	(699,359)	3,391,233	3,113,250
Excess (deficiency) of revenues over expenditures and other financing sources	389,769	509,120	(1,413,525)	-
Ending Balance	\$ 1,736,897	\$ 2,707,786	\$ 1,294,261	\$ 1,294,261

\*Un-Audited

# FUND BALANCE

## PROPRIETARY FUNDS ANALYSIS

Proprietary or Enterprise Funds are used to account for the City's business-type activities. In FY 2010, proprietary funds increased by \$.741 million due to a combination of a small increase in water and sewer rates and a decrease in expenses.

### Changes in Fund Net Assets – WATER & SEWER FUND

	2008-09 Actual	2009-10 Actual	2010-11 Projected*	2011-2012 Budget
Beginning Net Assets	\$10,247,125	\$ 11,053,855	\$12,124,710	\$12,354,195
Revenues	7,224,495	7,295,836	6,993,650	8,377,000
Expenditures	6,289,091	6,050,964	6,782,165	12,397,000
Non-operating revenues/expenses	(128,674)	(174,017)	18,000	4,020,000
Change in Net Assets	806,730	1,070,855	229,485	-
Ending Net Assets	\$11,053,855	\$ 12,124,710	\$12,354,195	\$12,354,195

### Changes in Fund Net Assets – SOLID WASTE FUND

	2008-09 Actual	2009-10 Actual	2010-11 Projected*	2011-2012 Budget
Beginning Net Assets	\$ (482,581)	\$ (521,856)	\$ (577,332)	\$ (606,332)
Revenues	885,964	1,014,622	1,345,000	1,441,400
Expenditures	1,047,524	1,070,098	1,374,000	1,441,400
Non-operating revenues/expenses	122,285	-	-	-
Change in Net Assets	(39,275)	(55,476)	(29,000)	-
Ending Net Assets	\$ (521,856)	\$ (577,332)	\$ (606,332)	\$ (606,332)

### Changes in Fund Net Assets – STORMWATER FUND

	2008-09 Actual	2009-10 Actual	2010-11 Projected*	2011-2012 Budget
Beginning Net Assets	\$ 1,227,254	\$ 1,122,181	\$ 848,621	\$ 820,613
Revenues	283,731	234,934	235,000	235,000
Expenditures	388,804	508,494	263,008	596,550
Non-operating revenues/expenses	-	-	-	361,550
Change in Net Assets	(105,073)	(273,560)	(28,008)	-
Ending Net Assets	\$ 1,122,181	\$ 848,621	\$ 820,613	\$ 820,613

\* Un-Audited

# EXECUTIVE SUMMARY

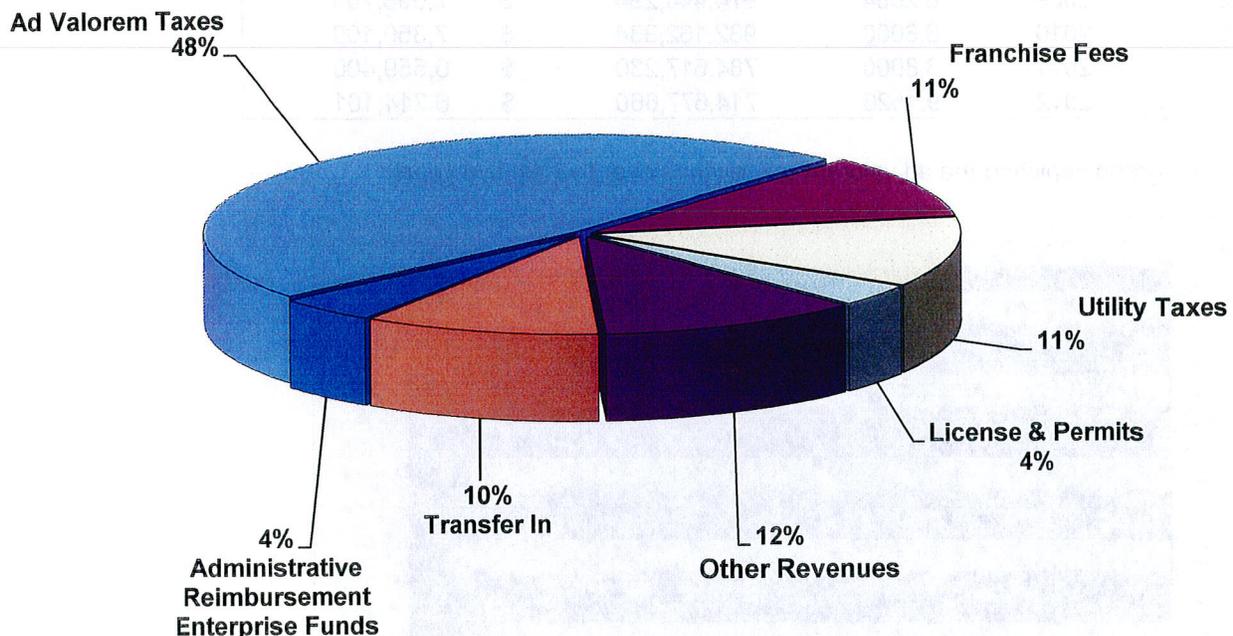
We are continuing to see a decline in General Fund revenues primarily due to the decrease in property values and the impact of the challenging economy. The City's property values declined by 8.91% compared to last year's values. The FY 2012 Proposed Budget attempts to balance our obligation to continue to provide services to our residents with our fiscal responsibility to remain within available resources

The FY 2012 Budget for all funds totals \$36,190,690. This represents a decrease of \$8,442,992, or 18.9% when compared with the FY 2011 Amended Budget of \$44,633,682. The decrease is primarily due to the completion of Sherbondy Park Village community center (approx \$3.8 million). In FY 2011, the City also refinanced the 1994 Capital Improvement Bonds. These items will not reoccur in FY 2011-2012.

## GENERAL FUND REVENUE ESTIMATES

General Fund revenue estimates from all sources show a decrease of \$1,300,218 or 9% when compared to the amended FY 2011 budget of \$14,218,688. This is primarily due to lower estimations for red light camera revenue, reduction in tax revenues, and no longer having the availability of FEMA revenue. This will be discussed in greater detail in the upcoming discussion of General Fund revenue. The graph below depicts the major general fund categories. All other revenue categories are grouped together under "Other Revenues". FY 2011 General Fund revenue estimates are based on historical data and the current economic environment unless otherwise stated.

### FY 2011 GENERAL FUND REVENUE = \$12,918,470



# EXECUTIVE SUMMARY

## GENERAL FUND - MAJOR REVENUE SOURCES

### Ad Valorem Tax Revenue

The Miami-Dade County Property Appraiser's office sets the assessed and taxable values of the property in the City of Opa-locka. Each year during September, the City sets a millage rate at which property owners are taxed according to the adopted budget. Taxable value of a property may differ from the assessed value because of exemptions. The maximum millage a city can levy is 10 mills.

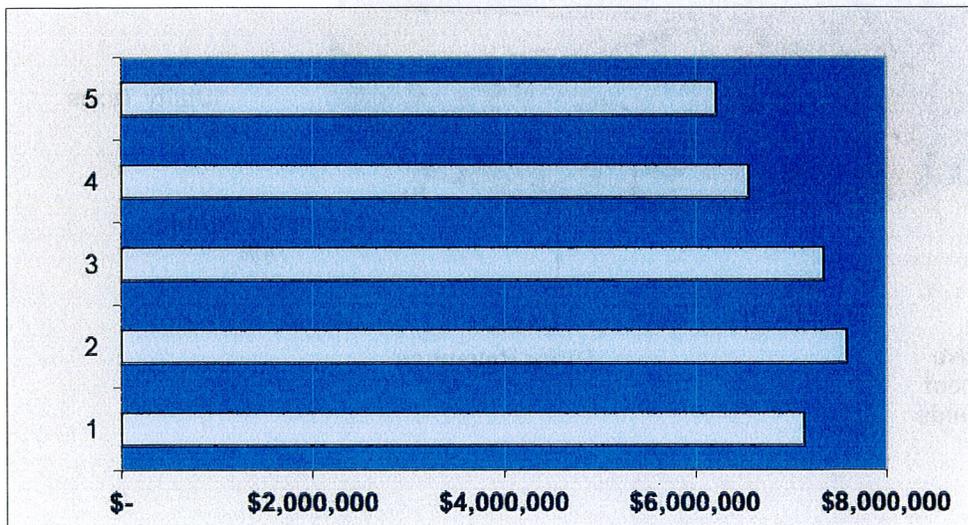
The City of Opa-locka FY 2012 taxable value for operating purposes is \$714,677,660. This is an 8.91% decrease compared to the FY 2011 taxable value. This is a direct result of our slumping economy (increased foreclosures, high unemployment, and frozen credit markets).

Based on the rules to calculate the City's millage rate, the rolled back rate (the rate that generates the same level of revenues as the previous year) for the City is 9.1562, which results in ad valorem tax revenue of \$6,214,101. The FY 2012 adopted millage rate is 9.1526. Below you will find schedules depicting the change in gross taxable revenue over five years and ad valorem tax revenue over the past five years. The adopted budget approved the rolled back rate of 9.1526 and ad valorem tax revenue funds 48% of the FY 2012 General Fund expenditures.

Below is a schedule depicting the change in gross taxable value over the past five (5) years:

Number	Fiscal Year	Millage	Gross Taxable Value	Revenue
1	2008	8.0084	937,633,178	\$ 7,133,530
2	2009	8.2084	974,444,294	\$ 7,598,700
3	2010	8.3000	932,162,334	\$ 7,350,100
4	2011	8.8000	784,617,230	\$ 6,559,400
5	2012	9.1526	714,677,660	\$ 6,214,101

Below is a graph depicting the ad valorem tax revenue over the last five years:

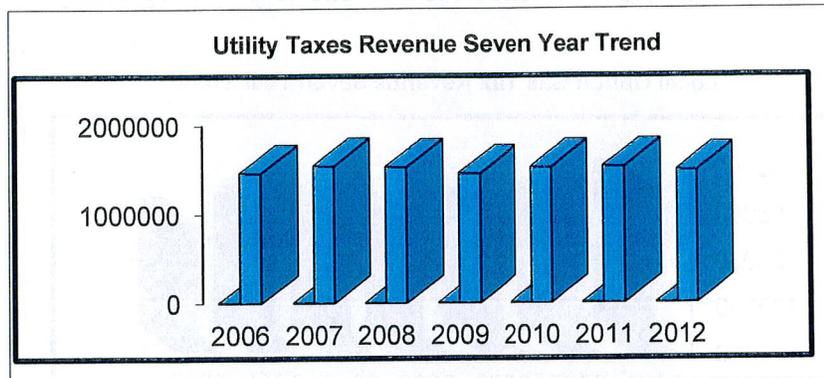


# EXECUTIVE SUMMARY

## Utility Taxes/Telecommunications Services Tax

The City collects utility taxes from companies who charge residents or businesses for utilities such as electricity, gas, water and telecommunications. This category of revenues is estimated to provide for \$1,491,400 or 12% of the FY 2012 General Fund revenues. This is a decrease of 2.8% from last year's projected revenue. The decrease in revenue in FY 2012 is due to the decreased revenues from Florida Power and Light due to poor collections.

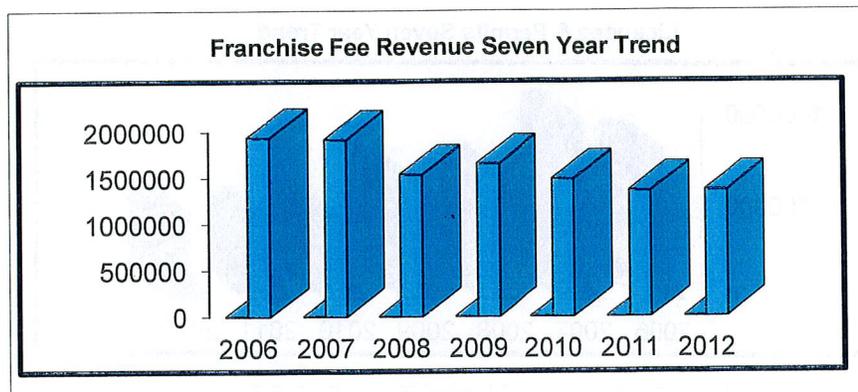
2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Projected	2011 Projected	2012 Proposed
\$1,467,039	\$1,544,532	\$1,532,071	\$1,459,022	\$1,524,326	\$1,534,179	\$1,491,400



## Franchise Fees

The City assesses a fee on corporations in return for granting them a privilege to exclusive rights to provide services to residents and businesses (FPL, Waste Management, BFI, and City Gas). Estimates from this category are estimated at \$1,365,200 or 11% of total projected revenue and represents a 0.3% increase from last year. There is minimum change from last year. However, the amount is lower than in prior years due to lower revenue projections from Waste Management franchise fee due to changing multi-family properties up to four units from commercial status to residential status. We no longer receive a franchise fee for those units.

2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Projected	2011 Projected	2012 Proposed
\$1,941,939	\$1,919,542	\$1,540,751	\$1,656,094	\$1,487,056	\$1,361,356	\$1,365,200

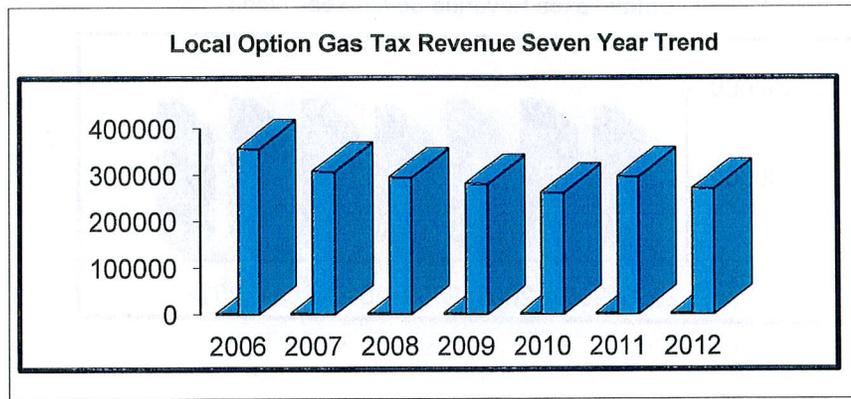


# EXECUTIVE SUMMARY

## Local Option Fuel Taxes

Local Option Fuel Taxes are collected by the State of Florida and is levied on every net gallon of gasoline and diesel fuel sold in the county. The proceeds may be used to fund transportation expenditures. The City estimates to receive \$270,000 in FY 2012, an increase of 8.8% from last year and 2.1% of the total budget. These revenue estimates are provided annually by the Florida Department of Revenue, Office of Tax Research.

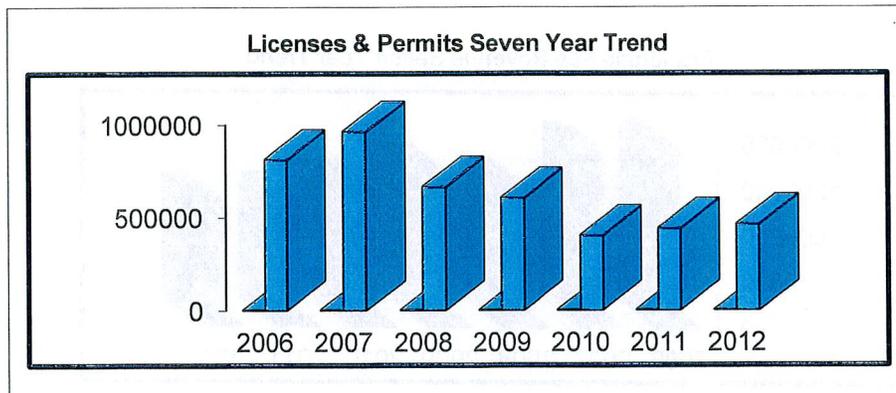
2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Projected	2011 Projected	2012 Proposed
\$356,931	\$308,171	\$295,194	\$281,095	\$261,643	\$295,897	\$270,000



## Licenses and Permits

This category accounts for revenues collected by the City for the issuance of occupational licenses to businesses and the cost of building, electrical, alarm and plumbing permitting; in addition to, certificates of occupancy and inspections. It is estimated that this category would provide for \$463,950 or 3.6% of the FY 2012 general fund revenues and is 5.2% more than last year. This increase is due to the expected occupational license fees the City will receive from the Opa-locka Flea Market. Management has come to a tentative agreement with the flea market to collect current year occupational license fees.

2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Projected	2011 Projected	2012 Proposed
\$813,503	\$965,593	\$667,098	\$607,713	\$404,169	\$440,914	\$463,950



# EXECUTIVE SUMMARY

## GENERAL FUND - OTHER REVENUE SOURCES

### State Grants

This category includes funding for several grants: COPPS Grant revenue (\$85,225), Weed & Seed Grant (\$157,000), Byrne Grant (\$126,584), and a JAG Grant for the purchase of tasers (\$12,000). The total revenue in this category is estimated at \$380,809 or 3.0% of total revenue. This category is 28.7% less than FY 2011 projected due to the closeout and expiration of several grants. This category could increase due to pending grant applications that are awaiting decisions.

### Intergovernmental Revenue

The City receives revenues from the State of Florida and Miami-Dade County. The State of Florida distributes cigarette taxes, gas tax rebates, and alcoholic beverage taxes. State Shared Revenue is estimated at \$26,500, less than 1% of the general fund budget for FY 2012 and a 2% increase from last year. The County distributes school crossing guard revenues and county occupational license revenue. County Shared Revenue is estimated at \$56,600, less than 1% of the general fund budget for FY 2012. The City's share in these categories increases with the growth of the economy and the growth of the City's population.

### Charges for Services

This category includes fees from services which the City provides, such as zoning and subdivision fees, rental of park facilities, police reports, and other miscellaneous charges. An estimate of \$28,100 is anticipated to be received in FY 2012, less than 1% of the total budget. The small increase is due to a combination of increases and decreases in different line items within this category.

### Fines and Forfeitures

This category accounts for revenues received from Miami-Dade County for court fines, city issued citations, city code violations and returned check fines/penalties. Approximately \$588,500 is estimated to be received in FY 2012. This is 4.6% of the general fund revenues and is 20.3% more than last year. The increase is due to the expected increase in red light camera revenues due to the installation of additional cameras.

### Interest

Interest revenue in the amount of \$8,000 is estimated to be received for funds held at Wells Fargo, less than 1.0% of general fund revenue. Interest revenue has suffered tremendously due to the recession. The City's interest revenue is based on the Federal Funds rate and rate continues to be less than 1%.

# EXECUTIVE SUMMARY

## Other Revenues

This category includes revenues such as copies, towing revenues, notary fees, etc. The FY 2012 estimate for this category is \$126,000 or 1% of the budget and represents a 27.1% decrease from FY 2011 projected revenue. The decrease is due to not budgeting for reimbursements from the insurance company for the loss of assets. If those revenues do occur, it will be considered additional revenue.

## Other Financing Sources

Included in this category are transfers from the Capital Improvement Debt Service Fund and the Water & Sewer Fund. State shared revenues and sales taxes are recorded in the Capital Improvement Debt Service Fund to pay the debt service on the 2011A&B Capital Improvement Bonds. After those payments are made, the residual is transferred by the Paying Agent to the General Fund. In FY 2012, \$778,350 will be transferred. This is an increase of 20% from last year due to a decrease in bond interest and principal payments from refinancing the bonds to a lower interest rate. The Water & Sewer fund will also transfer \$556,000 to the General Fund to support General Fund operations. This is a loan that will be repaid in future years.

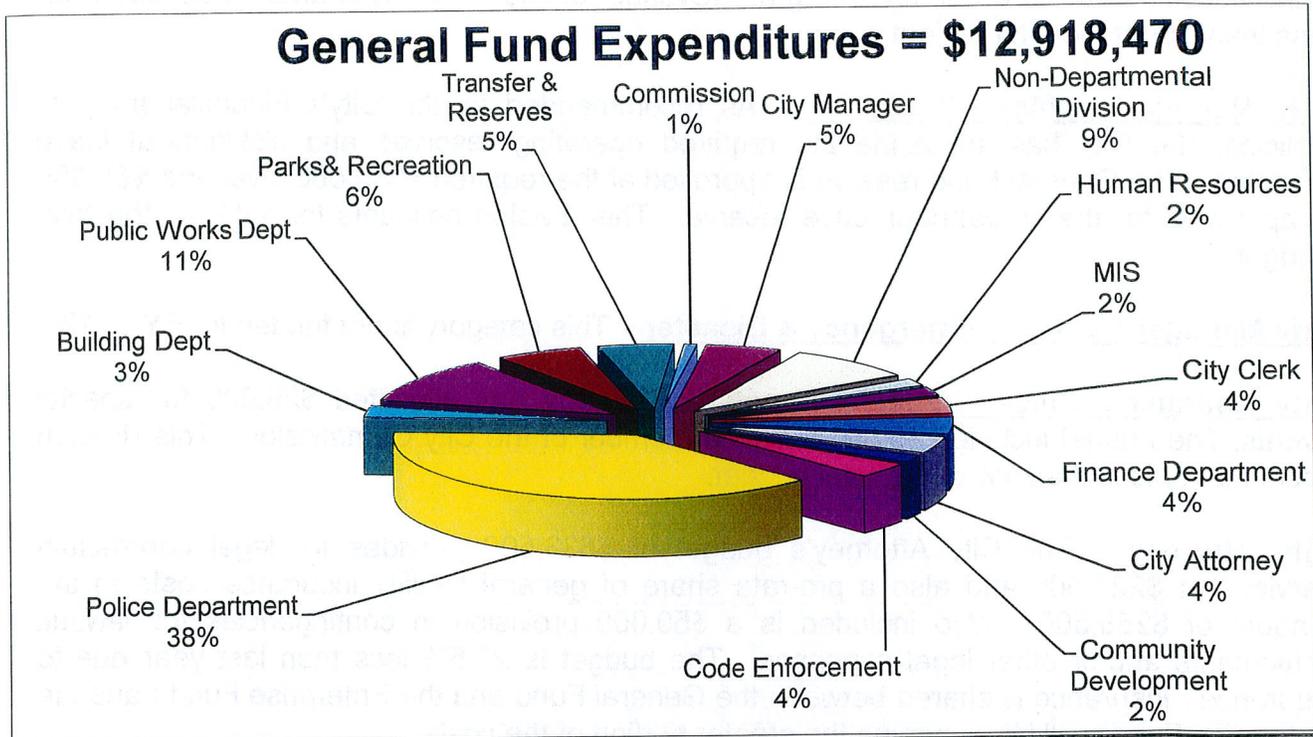
This category also includes reimbursements from the Enterprise Funds (\$564,750) for expenditures incurred in the general fund to provide support to the Enterprise Funds. This reimbursement is calculated based on an estimate of the percentage of indirect costs the General Fund provides to the Enterprise Funds. Direct expenses attributable to any enterprise fund are charged directly to that fund.

This category accounts for \$1,899,100, 14.70% of revenue for FY 2012. This represents a decrease of \$533,748 or 26.1% from the FY 2011 projected budget. In FY 2011, the FEMA fund provided a one-time reimbursement to the General Fund that will not be repeated in FY 2012.

AD VALOREM TAXES	\$ 6,559,400	\$ 6,214,101	-5.3%
FRANCHISE FEES	1,361,356	1,365,200	0.3%
UTILITY TAXES	1,534,179	1,491,400	-2.8%
LOCAL OPTION GAS TAXES	295,897	270,000	-8.8%
LICENSES & PERMITS	440,914	463,950	5.2%
STATE GRANTS	533,945	380,809	-28.7%
STATE SHARED REVENUE	26,060	26,500	1.7%
OTHER SHARED REV/COUNTY	58,145	56,600	-2.7%
CHARGES FOR SERVICES	24,806	28,100	13.3%
FINES & FORFEITURES	489,279	588,500	20.3%
INTEREST	8,628	8,000	-7.3%
OTHER REVENUES	173,124	126,210	-27.1%
OTHER FIN SOURCES	2,571,533	1,899,100	-26.1%
<b>TOTAL REVENUE</b>	<b>\$14,077,266</b>	<b>\$12,918,470</b>	<b>-8.2%</b>

# EXECUTIVE SUMMARY

## GENERAL FUND EXPENDITURES



Personnel Costs are the driving force of the General Fund expense budget and account for 63.9% of General Fund expenses. We will see some savings in personnel costs in FY 2011-2012. In FY 2011, the Florida Legislature made several legislative changes to the Florida Retirement system that included a requirement for members to contribute to a portion of their salary to their retirement. The City will no longer pay 100% of the retirement costs of employees. The City also changed health insurance providers that will ensure savings of approximately 10% in health insurance costs. A summary of department budgets are provided below:

**City Commission** – The FY 2012 budget of \$105,205 reflects a decrease of \$13,885 or 12.3% compared to the FY 2011 projected budget and less than 1% of the total budget. This budget provides for the City Commission’s salary, health insurance, monthly allocation, and travel allocation. The savings are due to the decrease in health insurance costs.

**City Manager’s Office – Executive** – The FY 2012 budget of \$633,609 reflects a decrease of \$91,117 or 13.5% when compared to the FY 2011 projected budget and is 5% of the total budget. The decrease is primarily due to savings in retirement costs, health insurance costs, elimination of car allowances to executives except the City Manager and the City Clerk and transferring one employee from the City Manager’s Office to City Clerk’s Office.

**Non-Departmental Division** – This division provides for city-wide expenses that cannot be attributable to any particular department and also provides for the maintenance of City Hall. This division is expected to decrease by \$338,548 to \$1,148,543, or 22.5%, due to a projected decrease in worker’s compensation claims and projected decreases in other line items throughout the division.

# EXECUTIVE SUMMARY

City Manager's Office – Interfund Transfers – The Crime Prevention Fund requires a transfer out of \$99,575. These dollars are transferred to provide support to Crime Prevention Fund activities due to a decrease in grant revenue for the fund. This division accounts for less than 1% of the total budget.

City Manager's Office – Reserves – As recommended by the City's Financial Integrity Policies, the City has set aside the required operating reserves and sick/annual leave reserves. The General Fund reserve is approved at the required \$500,000 level and \$65,000 is approved for the sick/annual leave reserve. This division accounts for 4.4% of the total budget.

City Manager's Office – Emergency & Disaster – This category is not funded for FY 2012.

City Manager's Office – Special Events – The City has allocated \$25,000 for special events. The budget includes \$5,000 for each member of the City Commission. This division accounts for less than 1% of the total budget.

City Attorney – The City Attorney's budget of \$533,500 provides for legal contractual services of \$225,000 and also a pro-rata share of general liability insurance costs in the amount of \$258,500. Also included is a \$50,000 provision in contingencies for lawsuit settlements and/or other legal expenses. The budget is 27.5% less than last year due to insurance. Insurance is shared between the General Fund and the Enterprise Funds and the Enterprise Funds will be assuming the greater portion of the costs.

City Clerk – The City Clerk's budget is proposed at \$502,839, which represents a 5.5% increase and is 3.9% of the total budget. The increase is due to the transfer of one employee to the department to handle the scanning and retention of city documents to create a paperless system.

Human Resources – The FY 2012 budget of \$240,866 is 12.9% less than last year's projected and represents 1.9% of the total budget. The decrease is due to savings from retirement and health insurance costs and the elimination of one employee in the department.

Finance Department – The Finance Department budget of \$545,034 is \$119,410 or 19.4% less than FY 2011. This is due to retirement and health insurance savings and the elimination of car allowances to executives except the City Manager and the City Clerk.

IT – The budget of \$284,380 represents 2.7% decrease from the FY 2011 Budget and is 2.2% of the total budget. All computer equipment for the City (with the exception of the Police Department) will be purchased through this Department. There is \$20,000 budgeted for computer equipment.

Community Development Department – Funding for FY 2012 is \$228,582. This is a decrease of 40.7% from FY 2011 and represents 1.8% of the General Fund budget. Included in this division is \$40,000 in funding for the EAR and Comprehensive Master Plan update. The decrease is due to the completion of the CRA plan, health insurance and retirement savings, and the retirement of one employee. That position will not be filled.

# EXECUTIVE SUMMARY

Code Enforcement Department –The FY 2012 budget is \$482,800 and is 11.9% more than FY 2011 and represents 3.7% of the budget. This department includes funding for the Urban Rangers; a group of employees that provide miscellaneous services including grass cutting, boarding up abandoned houses, discarding illegal signage, etc. The increase is due to possibly outsourcing the Code Enforcement division in FY 2011-2012. The Urban Rangers will remain part of the City force.

Building, Permitting and License Department – The FY 2012 budget of \$371,847 represents a 17.8% decrease from the previous year, and is 2.9% of the total budget. The decrease is primarily due to retirement savings and health insurance savings. The budget also includes \$50,000 to pay for permit inspector services.

Parks & Recreation – Funding for FY 2012, \$737,692 is \$281,933 or 31.6% less than the previous year. The decrease is due to retirement savings, transferring the parks maintenance staff back to the urban rangers, transferring two employees back to Crime Prevention, and health insurance and retirement savings. This budget also includes \$55,000 for lifeguard and maintenance services for Sherbondy Village, \$50,000 for recreational activities and programs and \$20,000 for promotional special event activities specifically related to park services.

Public Works – (Physical Environment) Department – The Public Works Department's budget of \$1,466,820 is 37.1% less than last year due to health insurance and retirement savings and the elimination of a \$240,000 landscape maintenance contract. Employees will now provide that service. The Department represents 11.4% of the General Fund budget and is comprised of the following divisions:

Administrative Division	\$ 222,727
Building Maintenance	277,685
Roads and Streets	368,311
Vehicle Maintenance	598,097
Total	\$1,466,820

The FY 2012 budget includes:

- \$57,000 for FL Dept. of Corrections services
- \$154,000 for vehicle maintenance supplies
- \$300,000 for fuel costs

Police Department – The budget for the department in the amount of \$4,947,180 and represents 38.3% of the total general fund budget and is 9.8% less than FY 2011. The decrease is due to health insurance and retirement savings and the two civilian positions in the department. Included in the FY 2012 budget is funding for:

- Fifty-five (55) sworn police officer positions
- \$114,709 in vehicle lease/purchase payments for the existing 8 Dodge Chargers, 7 Ford Interceptors, and the purchase of a new prisoner van funded by a Byrne grant.
- Grant funding: \$12,000 for the purchase of tasers, \$90,487 for the purchase of police equipment, and \$85,225 towards the salaries of two police officers
- \$51,520 in maintenance expenses for the building

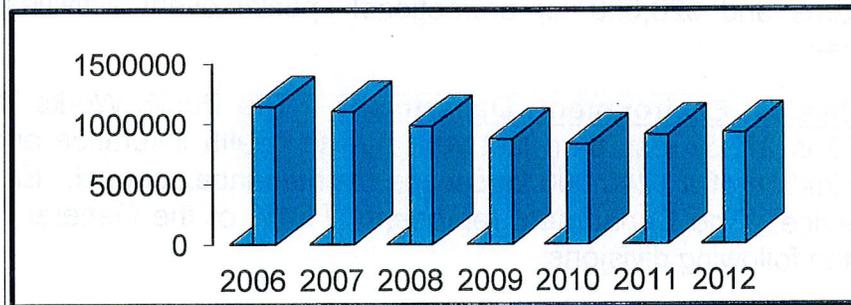
# EXECUTIVE SUMMARY

## CAPITAL IMPROVEMENT FUND

Capital Improvement Debt Service – The City has pledged receipts from two (2) revenue streams to re-pay 2011A&B Capital Improvement Revenue Bonds. After paying the debt service charges, the balance remaining is transferred-out to the General Fund. The table below summarizes budget estimates for FY 2012. These revenue estimates are provided annually by the Florida Department of Revenue, Office of Tax Research.

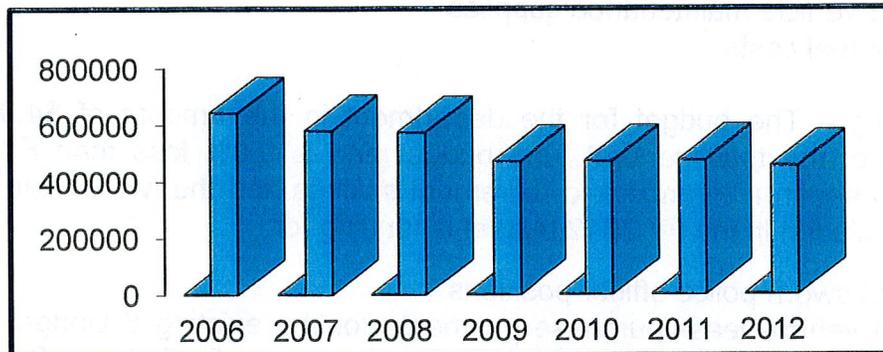
2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Audited	2011 Projected	2012 Adopted
\$1,146,689	\$1,104,690	\$983,202	\$874,614	\$831,768	\$907,800	\$925,000

**Half Cent Sales Tax Seven Year Trend**



2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Audited	2011 Projected	2012 Adopted
\$643,904	\$580,911	\$575,081	\$471,927	\$472,220	\$475,990	\$475,000

**State Revenue Sharing Seven Year Trend**



# EXECUTIVE SUMMARY

Half-Cent Sales Tax	\$907,800	\$925,000
State Revenue Sharing	475,990	475,000
Bond Refunding Proceeds	7,713,000	-
Transfer from Fund Balance	22,000	-
Interest	-	-
<b>Total</b>	<b>\$9,118,790</b>	<b>\$1,400,000</b>
Principal	\$5,575,000	\$358,000
Interest	355,153	262,650
Other Debt Service Costs	500	1,000
Bond Issuance Costs	60,322	-
Automobile Purchase	22,000	-
Transfer to General Fund	785,815	778,350
Transfer to Capital Projects Fund	2,320,000	-
<b>Total</b>	<b>\$9,118,790</b>	<b>\$1,400,000</b>

In FY 2011, the City refinanced the Series 1994A Capital Improvement Revenue Bonds to take advantage of lower interest rates and immediately finance several capital projects. In the end, the refinancing was successful and the City received \$2,320,000 to apply towards capital projects. As a result of refinancing, the principal and interest payments to the new 2011A&B Capital improvement bonds will be lower.

**Safe Neighborhood Capital Improvement Projects** – The FY 2012 budget includes revenues which the City anticipates are forthcoming from Miami-Dade County G. O. Bonds, Community Development Block Grants – OCED, and other sources. The table shown below details these estimates.

Segal Park	\$2,750,000
Sherbondy Park	2,000,000
NW 128 <sup>th</sup> Street Improvements*	161,458
NW 139 <sup>th</sup> Street Improvements*	3,547
NW 143 <sup>rd</sup> Street Improvements*	292,500
Rutland Street Improvements*	60,414
Bus Shelters – citywide	152,275
Bus Circulator funding	238,072

- Note: These capital projects are funded by the state and require a dollar-for-dollar match. The match is provided by the Peoples Transportation Tax Fund.

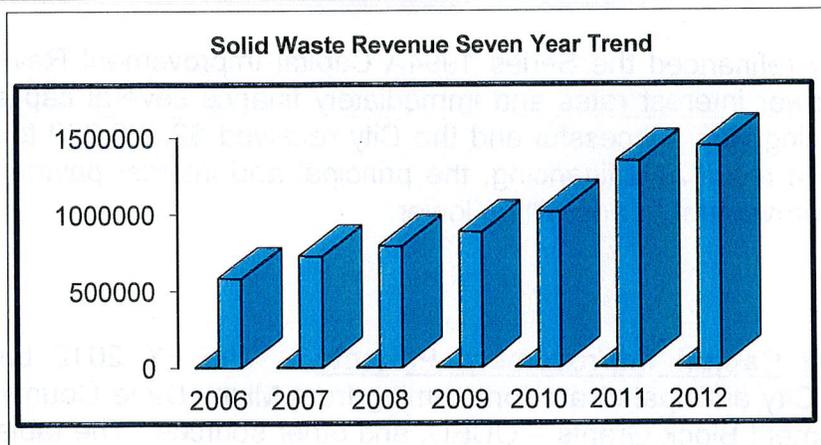
# EXECUTIVE SUMMARY

## ENTERPRISE FUNDS

**Solid Waste Fund** – The Solid Waste operations proposed budget is \$1,441,400. Waste and Garbage Fee revenue is estimated to increase by \$45,400 or 7.2%. This increase is attributable to an increase in the residential solid waste collection rate from \$500.00 to \$530.00 per year. Also, last year the number of residential properties increased due to changing the status of multi-family properties up to four units from commercial to residential. The fee for this service is assessed as a non - ad valorem assessment to all affected homeowners. Solid Waste revenues are received from Miami- Dade County as residents pay their tax bills. The City has outsourced the collection of residential and commercial waste to private contractors.

### SOLID WASTE FUND - MAJOR REVENUE SOURCE

2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Audited	2011 Adopted	2012 Adopted
\$583,123	\$728,162	\$793,534	\$885,964	\$1,014,623	\$1,396,000	\$1,441,400

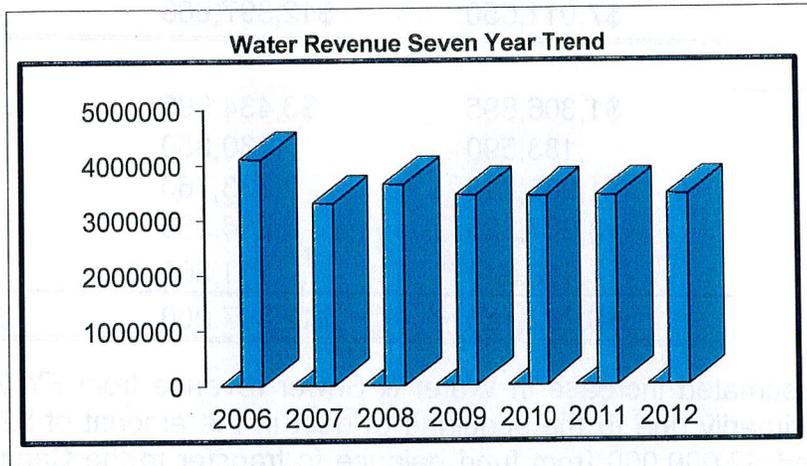


Revenue	FY 2011	FY 2012	Difference
Sanitation Fees	\$1,396,000	\$1,441,400	\$45,400
Delinquent Service Charges	-	-	-
Transfer-In from General Fund	-	-	-
Interest	-	-	-
<b>Total</b>	<b>\$1,396,000</b>	<b>\$1,441,400</b>	<b>\$45,400</b>
Expenditure			
Contracted Services	\$1,086,400	\$952,600	(\$133,800)
Reimbursement of Administrative Costs	78,500	75,500	(3,000)
Solid Waste Disposal - City Public Works Dept	60,000	60,000	-
Curbside Recycling - Miami Dade County	80,000	63,000	(17,000)
Insurance	6,100	5,500	(600)
Worker's Compensation	55,000	55,000	-
Fuel Expenses	12,500	12,500	-
Repair & Maintenance - Machinery & Equip	-	10,000	10,000
Reserve - Sick and Annual Leave	17,500	17,500	-
Deficit Reduction	-	189,800	189,800
<b>Total</b>	<b>\$1,396,000</b>	<b>\$1,441,400</b>	<b>\$45,400</b>

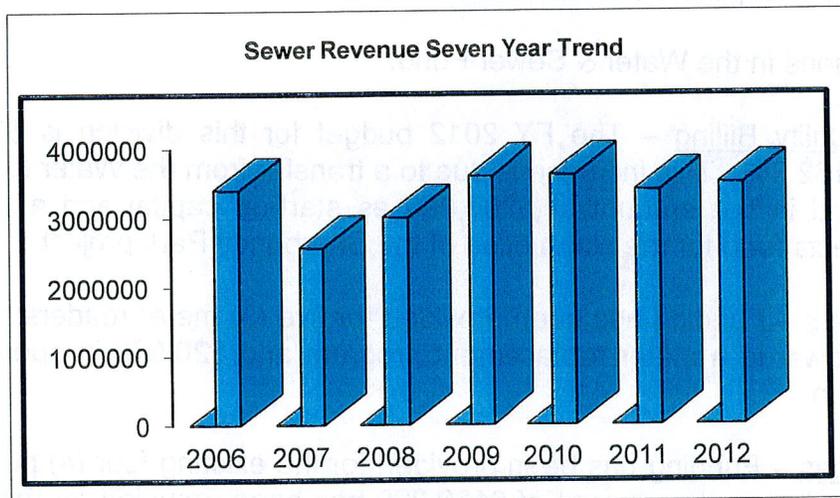
# EXECUTIVE SUMMARY

Water and Sewer Fund – The City supplies water and sewer to over 5,000 customers. Areas serviced by the City’s water distribution system include outside customers in the City of Miami Gardens and parts of unincorporated Miami-Dade County. Also, the water and sewer rates are scheduled to increase slightly in October 2011. The total FY 2012 budget estimated for water and sewer operations is \$12,397,000.

WATER REVENUE						
2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Audited	2011 Projected	2012 Adopted
\$4,107,045	\$3,304,616	\$3,643,565	\$3,448,348	\$3,429,197	\$3,430,100	\$3,450,000



SEWER REVENUE						
2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Audited	2011 Projected	2012 Adopted
\$3,404,909	\$2,568,333	\$3,007,793	\$3,598,709	\$3,616,621	\$3,401,500	\$3,500,000



Below is a schedule summarizing the Water & Sewer Fund revenues and expenditures:

# EXECUTIVE SUMMARY

Revenues			
Water Revenue	\$3,430,100	\$3,450,000	\$19,900
Sewer Revenue	3,401,500	3,500,000	98,500
Grants	0	1,270,000	1,270,000
Interest	18,000	20,000	2,000
Other	162,050	157,000	-5,050
Trans In - Fund Balance	0	2,000,000	2,000,000
State Revolving Loan	0	2,000,000	2,000,000
Total	\$7,011,650	\$12,397,000	\$5,385,350
Expenditures			
Finance-Utility Billing	\$1,306,895	\$3,434,595	\$2,127,700
Meter Readers	183,590	230,350	46,760
Water Services	1,965,815	2,333,760	367,945
Sewer Services	3,207,325	6,286,930	3,079,605
Customer Services	118,540	111,365	-7,175
Total	\$6,782,165	\$12,397,000	\$5,614,835

There is a \$5,385,530 estimated increase in Water & Sewer revenue from FY 2011 to FY 2012. This increase is primarily due to the acquiring of debt in the amount of \$2 million for infrastructure projects and \$2,000,000 from fund balance to transfer to the Capital Projects fund for the completion of Sherbony Park. There is a total of \$3,834,500 in Water & Sewer projects funded in FY 2012. The remaining capital project dollars will come from current year revenues and grants. The new water and sewer rate structure allows the City to finance debt to cover infrastructure improvements and also incorporates a conservation element to encourage users to take measures to conserve water. Also, water and sewer revenue will increase slightly due to expected rate increases in October 2011.

There are five divisions in the Water & Sewer Fund:

1. Finance – Utility Billing – The FY 2012 budget for this division is \$3,434,595, an increase of 162.8%. This increase is due to a transfer from the Water & Sewer fund to the CRA fund in the amount of \$200,000 as start-up capital and a transfer to the Capital Projects fund for the completion of the Sherbony Park project.
2. Meter Readers – Funding has been provided for five (5) meter readers. Also included is \$30,000 towards a meter replacement program and \$20,000 in operating supplies for the division.
3. Water Services – Funding has been provided for the existing four (4) personnel in this division. Funding in the amount of \$150,000 has been provided for the development of an updated water & sewer atlas and \$20,000 is included for a peak flow study. Provision has also been made in the amount of \$1,374,995 to pay Miami-Dade County Water and Sewer Authority for the purchase of water.

# EXECUTIVE SUMMARY

4. Sewer Services – Included in this budget is sewer treatment costs payable to Miami-Dade County in the amount of \$1,190,000 and a reserve of \$500,000. Also included is \$3,432,000 in infrastructure improvement projects.
5. Customer Service – This division will handle all customer service calls and requests for service in the Public Utilities Department. The FY 2012 budget for this division is \$111,365.

The following Water & Sewer capital projects are funded in the FY 2012 Budget:

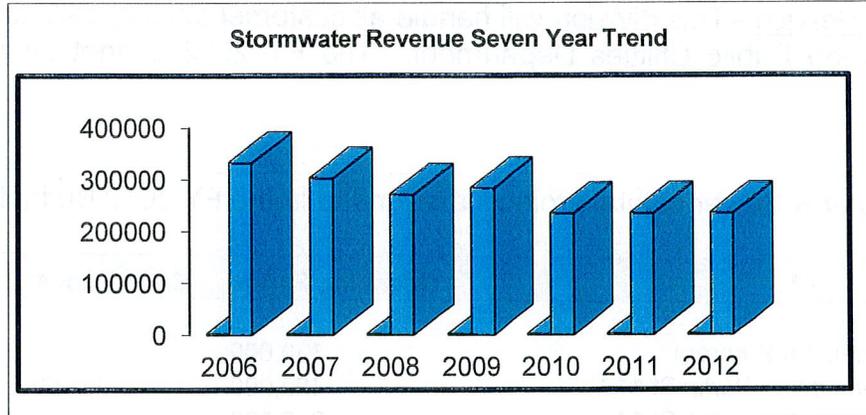
Capital Project	Operating Funds	Grant Funds	Total Cost
Water Meter Replacement Program	\$30,000		\$30,000
Wastewater Improvements - Pump St 11A	450,000	200,000	650,000
Wastewater Improvements - Pump St 14	215,000		215,000
Wastewater Improvements - Pump St 8	350,000	100,000	450,000
Wastewater Improvements - Pump St 7	-	230,000	230,000
Wastewater Improvements - Pump St 9	-	255,000	255,000
Wastewater Improvements - Pump St 5	-	242,500	242,500
Wastewater Improvements - Pump St 10	-	242,500	242,500
Wastewater Improvements - Pump St 11C	847,000		847,000
SSES CCTV & Lining	300,000		300,000
New Water & Sewer Atlas Survey	150,000		150,000
Control and Monitoring System /SCADA	125,000		125,000
Fire Hydrant & Valve Repair/Replacement	30,000		30,000
Leak Detection Program	20,000		20,000
Data Collection for Peak Flow Study	20,000		20,000
Rain Peak Flow Study	15,000		15,000
Roundabout Design & Construction	12,500		12,500
<b>Total</b>	<b>\$2,564,500</b>	<b>\$1,270,000</b>	<b>\$3,834,500</b>

## STORMWATER FUND - MAJOR REVENUE SOURCE

Stormwater Utility Fund – Revenues collected are used to fund operating expenses and capital improvements which are directly related to management of stormwater. This utility is currently staffed with three (3) employees and includes the contract with Miami-Dade County for canal cleaning services. The FY 2012 estimated budget is \$596,550 and is comprised as shown in the following table. The FY 2012 budget includes \$346,500 to pay Miami Dade County for canal cleaning services and \$100,000 for the lease of a street sweeper.

# EXECUTIVE SUMMARY

2006 Audited	2007 Audited	2008 Audited	2009 Audited	2010 Audited	2011 Projected	2012 Adopted
\$332,821	\$303,309	\$271,277	\$283,731	\$234,934	\$235,000	\$235,000



## Stormwater Revenues and Expenditures

Revenues	FY 2011 Projected	FY 2012 Estimated
User Fees	\$235,000	\$235,000
Transfer from Net Earnings	28,008	361,550
<b>Total</b>	<b>\$263,008</b>	<b>\$596,550</b>
<hr/>		
Expenditures		
Salaries and Benefits	\$76,355	\$101,985
Operating expenses	186,653	394,565
Capital Outlay	0	100,000
<b>Total</b>	<b>\$263,008</b>	<b>\$596,550</b>

## SPECIAL REVENUE FUNDS

Public Safety – The City has three (3) Special Revenue Funds which are receiving funding from outside sources. These programs enhance the principal public safety component which is funded by the General Fund.

Special Revenue Fund	Grant/Revenue	City's Contribution	Total
Special Law Enforcement	\$ 100,625	\$ ----	\$ 100,625
FEMA Fund	----	----	----
Department. of Justice – Aftercare	170,754	----	170,754
Crime Prevention	40,000	99,575	139,575
<b>Totals</b>	<b>\$ 311,379</b>	<b>\$ 99,575</b>	<b>\$ 410,954</b>

# EXECUTIVE SUMMARY

The [REDACTED] accounts for proceeds from the State's law enforcement trust fund, fines, and forfeitures. Dollars from monthly fine proceeds are primarily used towards training. The FY 2011-2012 revenue budget includes \$5,000 from the State and \$100,625 from fund balance to purchase additional vehicles for the Police Department.

The [REDACTED] is utilized only during disaster events.

The [REDACTED] program is an intensive conditional release/conditional release program committed to reducing juvenile crime and delinquency. In FY 2011, the City was notified that the contract would be reduced by 40% since the State of Florida was moving towards prevention programs rather than release programs resulting in less juvenile arrests.

Intensive conditional release programs were provided to high risk clients that require daily monitoring. Conditional release programs were provided to low/moderate risk clients that require monitoring two to three times per week.

The reduced funding resulted in (1) a reduction of client slots from 38 slots @ \$20.34 per slot to 28 slots @ \$20.34 per slot and (2) elimination of the intensive release program. To accommodate the reduction in revenue, the salaries of the three employees in the grant program were reduced.

The [REDACTED] program promotes social and behavioral applications rather than law enforcement to prevent at risk youths ages eight (8) to eighteen (18) from becoming involved in or return to crime. The grants that have supported this program in the past have been reduced to an estimate of \$40,000 for FY 2011-2012. The General Fund will transfer \$99,575 to support the fund. This fund is currently currently supports three employees.

Peoples Transportation Tax (PTT) Fund –The City has budgeted \$1,163,050 in the Peoples' Transportation Tax Fund to fund the following projects:

NW 128th Street Drainage Improvements (match)	\$161,458
NW 139th Street Drainage Improvements (match)	3,548
NW 143rd Street Drainage Improvements (match)	292,500
Rutland Street Improvements (match)	60,414
Citywide Sidewalk Improvements	200,000
Roadway Milling and Resurfacing	105,000
Round-a-bout design & Construction	195,000
Bus Circulator	145,130
Total Projects	<u>\$1,163,050</u>

The City is anticipating \$450,000 in current year PTT proceeds and will carry forward the unused portion from prior years' proceeds (\$713,050) to FY 2012 to complete the above mentioned projects. Revenue estimates are provided by Miami Dade County.

# EXECUTIVE SUMMARY

Community Redevelopment Agency (CRA Fund) – The CRA fund was established to account for activities of the Community Redevelopment Agency. This plan and agency was approved by the City Commission in FY 2011 to spearhead physical and economic development in the City of Opa-locka. Until the agency generates its own funding, it will be supported by the City's Water & Sewer Fund. In FY 2012, \$200,000 will be transferred from the Water & Sewer Fund to the CRA Fund.

## Direct and Indirect Expenses

In FY 2011, we amended the way we account for direct and indirect expenses in the Enterprise Funds. In previous years, expenses that were shared between funds were charged 100% in the General Fund and an administrative reimbursement was then made from the Enterprise Funds to the General Fund. We are now charging direct expenses (those that are specifically associated to a program and clearly identifiable) to the Enterprise Funds and specifically identify indirect costs that will be an administrative charge payable from the Enterprise Funds to the General Fund.

Direct Expenses that were previously charged 100% in the General Fund and now charged to Enterprise Funds as clearly identifiable expenses include:

- Utility Billing staff and operating costs
- Pentamation software maintenance costs – the maintenance costs for the Utility Billing system can be charged directly to the Water & Sewer Fund
- FPL Costs – the energy costs for the pump stations can be charged to the Water & Sewer Fund and since the Opa-locka Youth Academy grant personnel uses the Young, Bowers & Brown building for their operations, a portion of the energy costs for that building can be charged to the grant.
- Fuel Costs – the new fuel master system will allow us to charge the fuel used for programs directly to the appropriate fund. For example, the fuel used in the meter reader trucks will be charged directly to the Water & Sewer Fund and the fuel used in the garbage truck will be charged directly to the Solid Waste Fund.

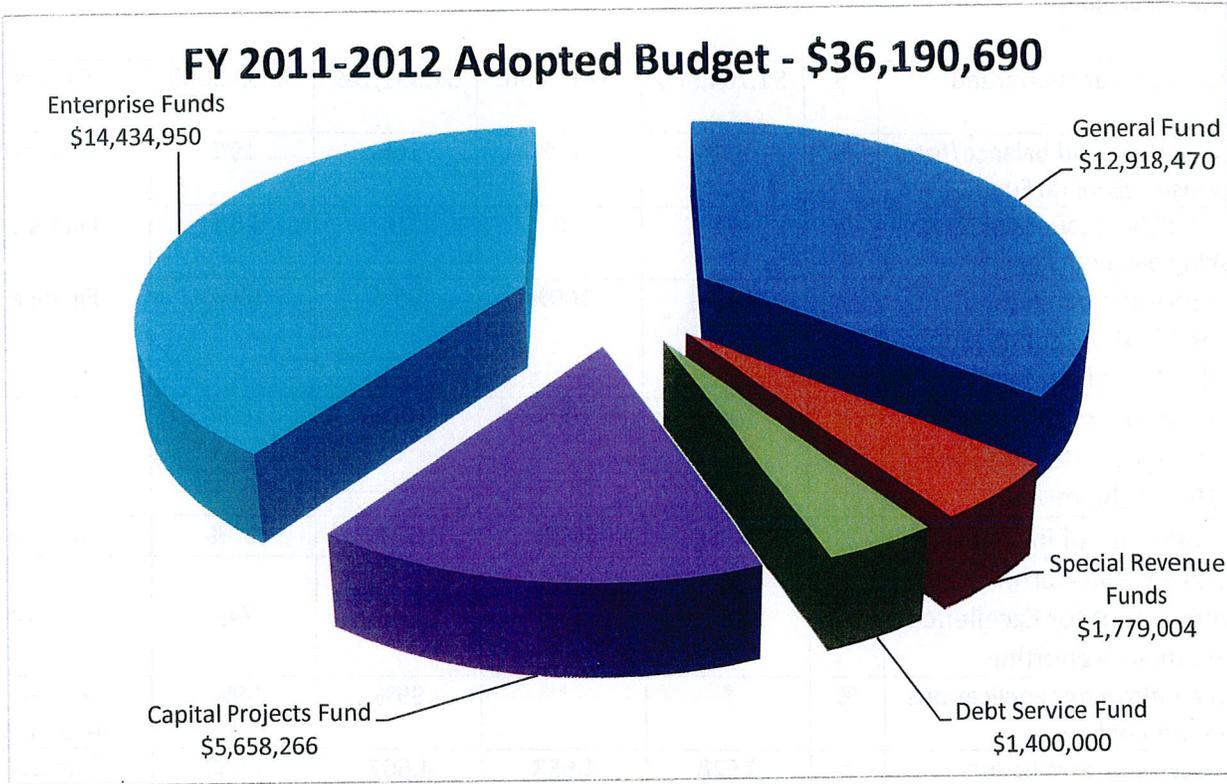
The following Indirect Expenses are an administrative charge payable from the Enterprise Funds to the General Fund.

- A percentage of the Finance Department administration and the Public Works Department administration time that supports Enterprise Fund activities.
- The City Manager's staff time will be allocated to the Enterprise Funds based on the proportion of the Enterprise Funds budget to the total budget.
- The Accounts Payable Clerk and the Purchasing Officer's time will be allocated based on the number of checks printed and purchase orders issued.
- The Human Resources staff time will be allocated based on the number of employees in the Enterprise Funds.
- The Information Technology director time will be allocated based a percentage of time that supports Enterprise Fund activities.

This change in our methodology is compliant with Generally Accepted Account Principles (GAAP) and will allow for consistency from year to year.

# EXECUTIVE SUMMARY

The FY 2011-2012 Budget for all funds totals \$36,190,690. The graph below summarizes and illustrates by fund level the total FY 2011-2012 budget.



## PERFORMANCE MEASURES

City Goal	Measure	Unit	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target	Responsible Department
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\* indicates data unavailable

Increase Revenue/ Improve Processes	\$ value of grants awarded	\$	\$1,704,360	\$813,086	\$1,591,189	\$2,550,000	Grants
	Unreserved fund balance/total expenses (General Fund)	%	15%	17%	16%	18%	Finance
	% of Utility account holders making payments online	%	0	0	0	25%	Finance
	# of months bank reconciliations completed by the 10 <sup>th</sup> of each month	#	100%	100%	95%	100%	Finance
	# of months monthly financial reports completed by 15 <sup>th</sup> of the month	#	100%	100%	100%	100%	Finance
	Average rate of investment	%	.22%	.22%	.22%	.30%	Finance
	Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Y/N	Yes	Yes	Yes	Yes	Finance
	% of employment applications submitted online	%	*	*	99%	99%	Human Resources
	# of payroll checks issued	#	4,628	4,953	4,607	4,600	Human Resources
	\$ of overtime paid	\$	\$807,800	\$475,615	\$409,495	\$298,000	Citywide
	# of employees with accidents resulting in lost days at work	#	*	*	6	>6	Human Resources
	Worker's comp claims paid	\$	\$254,513	\$160,692	\$232,609	\$110,000	Human Resources
	OSHA reportable injuries	#	33	30	31	>31	Citywide
	Worker's comp claims filed	#	33	30	31	>31	City wide
	% of commission meeting agendas available 5 days before meeting	%	100%	100%	100%	100%	Office of the City Clerk
	Receive Distinguished Budget Presentation Award	Y/N	Yes	Yes	Yes	Yes	Budget
	Salary & benefits as a % of operating budget (General Fund)	%	59%	65%	66%	64%	Budget
	Variation between actual expenditure and budget	%	-1%	2%	7%	0%	Budget

# PERFORMANCE MEASURES

City Goal	Measure	Unit	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target	Responsible Department
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\* indicates data unavailable

	(General Fund)						
	Variation between actual revenue and budget (General Fund)	%	-5%	-5%	-1%	0%	Budget
<b>Increase Public Safety</b>	# of crime watch meetings attended	#	19	27	14	47	Police
	Average # of participants at crime watch meetings	#	184	297	121	340	Police
	# of officers per shift	#	10	12	15	17	Police
	Emergency incident response time	#	3.41 min	2.75 min	4.4 min	3.0 min	Police
	Non-emergency incident response time	#	3.33 min	4.16 min	6.5 min	5.0 min	Police
	Total arrests (Part 1 & 2)	#	881	1,138	1,141	*	Police
	Clearance rate for Part 1 crimes	%	4%	6%	22%	*	Police
	Total domestic violence offenses	#	319	312	642	*	Police
<b>Increase Development</b>	# of Zoning items heard	#	0	0	4	6	Community Development
	# of new occupational licenses reviewed	#	292	363	400	450	Community Development
	# of planning council meetings	#	5	9	10	11	Community Development
	# of planning council items	#	14	19	23	28	Community Development
	# of building permits reviewed	#	342	359	400	450	Community Development

## PERFORMANCE MEASURES

City Goal	Measure	Unit	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target	Responsible Department
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\* indicates data unavailable

<b>Improve Overall City Perception</b>	# of web page visits (began May 2010)	#	n/a	17,669	56,462	70,000	Information Technology
	# of code enforcement violations written	#	3,744	3,057	2,155	2,500	Code Enforcement
	% of code violations corrected within 30 days	%	75%	77%	78%	80%	Code Enforcement
	# of City Community newspaper issues printed	#	0	4	5	4	Media
	# of Community special events	#	*	*	*	6	Parks
	# of participants of special events	#	*	*	*	1,250	Parks
	Capital \$ invested in Parks	\$	\$443,540	\$1,067,534	\$3,430,764	\$3,500,000	Parks/Grants
	# of shuttle riders per year (began March 2011)	#	n/a	n/a	*	*	Public Works
<b>Continue Beautification/ Go-Green Program</b>	# of trees planted	#	90	0	60	0	Public Works
	# of permits for residential exterior house painting	#	75	41	34	40	Building & Licensing
	# of permits for commercial exterior business painting	#	13	26	14	16	Building & Licensing
	# of LEED buildings constructed	#	0	0	1	1	Building & Licensing
	# of LEED buildings proposed	#	0	0	1	2	Building & Licenses
	# of feet of sidewalk installed/repaired	#	1,526 ft	1,084 ft	547 ft	5,000 ft	Public Works
	Tons of recycling collected	#	328 tons	328 tons	328 tons	328 tons	Public Works

**CITY OF OPA-LOCKA  
SUMMARY OF ALL FUNDS OPERATING REVENUE  
FY 2011-2012**

08-Nov-11

REVENUE SOURCE BY LINE ITEM	FY 2011						
	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 ADOPTED
AD VALOREM TAXES	\$ 7,667,287	\$ 7,184,823	\$ 6,559,400	\$ 6,559,400	\$ 5,789,065	\$ 6,559,400	\$ 6,214,101
FRANCHISE FEES	1,656,094	1,487,056	1,667,000	1,384,868	821,448	1,361,356	1,365,200
UTILITY TAXES	1,459,022	1,524,326	1,619,250	1,534,179	870,649	1,534,179	1,491,400
LOCAL OPTION GAS TAXES	281,095	261,643	277,390	295,897	168,076	295,897	270,000
LICENSES & PERMITS	607,713	404,169	430,500	440,914	262,422	440,914	463,950
STATE GRANTS	528,264	478,020	519,110	533,945	130,598	533,945	380,809
STATE SHARED REVENUE	24,417	23,714	21,500	27,388	15,998	26,060	26,500
OTHER SHARED REV/COUNTY	50,991	66,700	44,900	58,145	30,369	58,145	56,600
CHARGES FOR SERVICES	25,731	81,955	21,000	24,844	9,444	24,806	28,100
FINES & FORFEITURES	438,244	171,720	1,600,000	480,624	322,526	489,279	588,500
INTEREST	17,450	7,928	10,000	8,628	5,258	8,628	8,000
OTHER REVENUES	209,635	246,567	86,000	162,024	147,549	173,124	126,210
OTHER FINANCING SOURCES	2,676,441	2,593,524	2,432,848	2,707,832	1,782,646	2,571,533	1,899,100
<b>TOTAL GENERAL FUND</b>	<b>15,642,384</b>	<b>14,532,145</b>	<b>15,288,898</b>	<b>14,218,688</b>	<b>10,356,048</b>	<b>14,077,266</b>	<b>12,918,470</b>
<b>NON GENERAL FUND REVENUES</b>							
FUND 230 CAP. IMP. DEBT SVC	1,346,563	1,303,988	2,183,790	9,118,790	806,237	9,118,790	1,400,000
FUND 310 CAPITAL ACQUISITION	(26)	(36)	-	-	-	-	-
FUND 320 CAPITAL PROJECT	932,588	862,040	5,243,525	6,952,955	767,464	3,249,393	5,658,266
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>2,279,124</b>	<b>2,165,992</b>	<b>7,427,315</b>	<b>16,071,745</b>	<b>1,573,701</b>	<b>12,368,183</b>	<b>7,058,266</b>
FUND 410 SOLID WASTE	1,008,249	1,014,623	1,396,000	1,396,000	783,798	1,345,000	1,441,400
FUND 440 WATER & SEWER	7,267,409	7,315,959	10,221,550	10,221,550	4,380,828	7,011,650	12,397,000
FUND 450 STORM WATER UTILITY	283,731	234,934	597,200	597,200	133,495	235,000	596,550
<b>TOTAL ENTERPRISE FUNDS</b>	<b>8,559,389</b>	<b>8,565,516</b>	<b>12,214,750</b>	<b>12,214,750</b>	<b>5,298,121</b>	<b>8,591,650</b>	<b>14,434,950</b>
FUND 165 SPECIAL LAW ENF	46,862	4,447	5,000	30,000	2,700	30,000	105,625
FUND 167 BOY SCOUT	-	-	-	-	-	-	-
FUND 169 FEDERAL EMER.GENCY	-	551,671	1,024,233	1,024,233	-	1,024,233	-
FUND 171 DEPT OF JUSTICE AFTER CARE	225,410	246,465	198,696	198,696	127,023	198,696	170,754
FUND 172 CRIME PREVENTION	174,166	95,118	70,000	70,000	61,734	70,000	139,575
FUND 173 S/N HOOD CRIME PREVENTION	-	-	-	-	-	-	-
FUND 174 STOP/VAWA	-	-	-	-	-	-	-
FUND 176 PEOPLES' TRANS PLAN	462,851	431,687	805,570	805,570	266,150	450,000	1,163,050
FUND 177 DEP WASTE WATER	-	-	-	-	-	-	-
FUND 178 SFWMD CANAL MTCE	-	-	-	-	-	-	-
FUND 179 LOCAL LAW ENFORC BLK GRANT	-	-	-	-	-	-	-
FUND 180 COMM REDEV AGENCY GRANT	-	-	-	-	-	-	200,000
FUND 181 VOCA GRANT	-	-	-	-	-	-	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>909,290</b>	<b>1,329,388</b>	<b>2,103,499</b>	<b>2,128,499</b>	<b>457,607</b>	<b>1,772,929</b>	<b>1,779,004</b>
<b>TOTAL REVENUE ALL FUNDS</b>	<b>\$ 27,390,186</b>	<b>\$ 26,593,041</b>	<b>\$ 37,034,462</b>	<b>\$ 44,633,682</b>	<b>\$ 17,685,477</b>	<b>\$ 36,810,028</b>	<b>\$ 36,190,690</b>

**CITY OF OPA - LOCKA**  
**SUMMARY OF ALL FUNDS - EXPENDITURES**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY DEPARTMENT	FY 2009	FY 2010	FY 2011	FY 2011	FY 2010	FY 2011	FY 2012	FY 2012
	ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MOS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
CITY COMMISSION	\$ 145,732	\$ 125,825	\$ 131,965	\$ 112,865	\$ 76,690	\$ 119,089	\$ 123,625	\$ 105,205
OFFICE OF THE CITY MANAGER	833,803	526,113	573,140	674,440	393,400	724,725	610,250	633,609
NON DEPARTMENTAL DIVISION	1,840,878	1,539,316	1,142,405	1,506,130	807,232	1,487,091	1,419,020	1,148,543
HUMAN RESOURCES	252,510	269,186	337,100	279,833	164,968	276,990	307,125	240,866
OFFICE OF THE CITY CLERK	474,803	532,965	490,425	471,765	297,428	476,963	484,285	502,839
INFORMATION TECHNOLOGY	262,639	357,034	284,705	280,699	173,067	292,066	470,820	284,380
FINANCE/ UTILITY BILLING	1,003,466	1,059,046	680,910	614,710	418,000	664,444	637,240	545,034
OFFICE OF THE CITY ATTORNEY	898,511	623,056	646,000	645,000	483,490	711,147	676,000	533,500
COMMUNITY DEVELOPMENT	385,544	289,652	402,645	387,187	233,180	386,356	345,247	228,582
CODE ENFORCEMENT	345,317	525,119	524,665	449,895	259,569	429,085	507,865	482,800
CONTINGENCIES	11,438	41,896	50,000	1,703	62	1,000	130,000	-
POLICE	5,318,381	5,755,550	5,775,908	5,002,062	3,074,886	5,437,377	5,417,130	4,947,181
BUILDING & LICENCES	377,971	421,290	468,465	402,177	265,502	443,277	431,435	371,847
PUBLIC WORKS	2,385,010	2,400,659	1,993,370	1,811,279	1,452,447	2,138,962	1,927,260	1,466,820
SPECIAL EVENTS - C/MGR DEPT	59,138	76,357	55,000	121,255	112,551	101,338	25,000	25,000
PARKS & RECREATION	1,104,763	1,077,796	1,017,195	892,688	584,457	1,019,624	2,256,878	737,692
TRANSFERS OUT - OPERATIONS	523,273	-	150,000	-	-	-	-	99,575
RESERVES INCL SICK/ANNUAL LEAVE	-	-	565,000	565,000	-	565,000	565,000	565,000
<b>TOTAL GENERAL FUND</b>	<b>\$ 16,223,178</b>	<b>\$ 15,620,860</b>	<b>\$ 15,288,898</b>	<b>\$ 14,218,688</b>	<b>\$ 8,796,929</b>	<b>\$ 15,274,534</b>	<b>\$ 16,334,180</b>	<b>\$ 12,918,470</b>
SOLID WASTE	1,047,524	1,070,098	1,396,000	1,396,000	611,108	1,374,000	1,131,000	1,441,400
WATER & SEWER	6,460,679	6,245,867	10,221,550	10,221,550	2,634,760	6,782,165	12,166,410	12,397,000
STORMWATER UTILITY	388,805	508,494	597,200	597,200	214,949	263,008	945,610	596,550
<b>TOTAL ENTERPRISE FUND</b>	<b>7,897,008</b>	<b>7,824,459</b>	<b>12,214,750</b>	<b>12,214,750</b>	<b>3,460,817</b>	<b>8,419,173</b>	<b>14,243,020</b>	<b>14,434,950</b>
CAPITAL IMP DEBT SERVICE	1,343,600	1,302,122	2,183,790	9,118,790	6,395,565	9,118,790	597,475	1,400,000
CAPITAL ACQUISITION	-	18	-	-	18	-	-	-
CAPITAL IMPROVEMENTS	277,081	1,200,928	5,243,525	6,952,955	1,156,884	3,776,758	3,852,970	5,658,266
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>1,620,681</b>	<b>2,503,068</b>	<b>7,427,315</b>	<b>16,071,745</b>	<b>7,552,467</b>	<b>12,895,548</b>	<b>4,450,445</b>	<b>7,058,266</b>
SPECIAL LAW ENFORCEMENT	14,823	5,434	5,000	30,000	15,037	30,000	15,000	105,625
LLEBG	-	-	-	-	-	-	-	-
POLICE EXPLORERS	-	-	-	-	-	-	-	-
OPALOCKA YOUTH ACADEMY / DJJ	289,603	185,856	198,696	198,696	114,886	193,802	170,766	170,754
VAWA	-	-	-	-	-	-	-	-
CRIME PREVENTION	218,033	79,121	70,000	70,000	78,919	70,000	191,904	139,575
FEMA	-	551,671	1,024,233	1,024,233	1,005,259	1,024,233	-	-
SOUTH FLORIDA WATER MGMT	-	-	-	-	-	-	-	-
PEOPLES TRANSPORTATION PLAN	-	-	805,570	805,570	25,811	805,570	420,000	1,163,050
DEP WASTEWATER	-	-	-	-	-	-	-	-
CRA	-	-	-	-	-	-	221,710	200,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>522,459</b>	<b>822,082</b>	<b>2,103,499</b>	<b>2,128,499</b>	<b>1,239,912</b>	<b>2,123,605</b>	<b>1,019,380</b>	<b>1,779,004</b>
<b>TOTAL EXPENDITURES ALL FUNDS</b>	<b>26,263,325</b>	<b>26,770,469</b>	<b>37,034,462</b>	<b>44,633,682</b>	<b>21,050,125</b>	<b>38,712,860</b>	<b>36,047,025</b>	<b>36,190,690</b>

**CITY OF OPA-LOCKA**  
**GENERAL FUND OPERATING REVENUE SUMMARY**  
**FY 2011-2012**

08-Nov-11

REVENUE SOURCE BY LINE ITEM	FY 2011							
	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 ADOPTED	
311100 AD VALOREM TAXES	\$ 7,667,287	\$ 7,184,823	\$ 6,559,400	\$ 6,559,400	\$ 5,789,065	\$ 6,559,400	\$ 6,214,101	
314100 UTILITY TAX - FPL	710,579	832,380	930,000	863,300	486,301	863,300	830,000	
314400 UTILITY TAX - CITY GAS	16,371	18,090	19,750	16,415	8,615	16,415	16,900	
314500 UTILITY TAX - T/COM	717,858	654,141	650,000	623,279	358,809	623,279	625,000	
314900 UTILITY TAX - OTHER	14,214	19,715	19,500	31,185	16,924	31,185	19,500	
<b>UTILITY TAXES</b>	<b>1,459,022</b>	<b>1,524,326</b>	<b>1,619,250</b>	<b>1,534,179</b>	<b>870,649</b>	<b>1,534,179</b>	<b>1,491,400</b>	
312405 LOCAL OPTION GAS TAX (5)	202,350	189,318	200,560	212,065	120,477	212,065	195,000	
312410 LOCAL OPTION GAS TAX -(3)	78,746	72,325	76,830	83,832	47,599	83,832	75,000	
<b>LOCAL GAS TAXES</b>	<b>281,095</b>	<b>261,643</b>	<b>277,390</b>	<b>295,897</b>	<b>168,076</b>	<b>295,897</b>	<b>270,000</b>	
<b>TOTAL TAXES</b>	<b>9,407,404</b>	<b>8,970,792</b>	<b>8,456,040</b>	<b>8,389,476</b>	<b>6,827,790</b>	<b>8,389,476</b>	<b>7,975,501</b>	
313100 FRANCHISE FEE - FPL	1,075,527	963,009	1,130,000	869,468	529,969	869,468	870,000	
313170 FRANCHISE FEE - WASTE	537,357	483,549	495,000	451,460	225,017	451,460	455,000	
313400 FRANCHISE FEE - CITY GAS	27,961	23,395	24,500	48,612	22,092	25,100	22,100	
313600 FRANCHISE FEE - BENCH ADS	1,300	700	2,000	4,840	2,200	4,840	5,000	
313700 FRANCHISE FEE - BFI	13,950	16,403	15,500	10,488	42,170	10,488	13,100	
<b>FRANCHISE FEES</b>	<b>1,656,094</b>	<b>1,487,056</b>	<b>1,667,000</b>	<b>1,384,868</b>	<b>821,448</b>	<b>1,361,356</b>	<b>1,365,200</b>	
321050 OCCU LICENSES - CITY	219,979	204,252	200,000	202,175	77,512	202,175	200,000	
321150 OCC LIC FIELD INSP	5,205	5,895	5,500	4,590	2,700	4,590	5,500	
321200 OCC LIC - LATE PENALTIES	4,443	5,330	7,500	6,105	4,387	6,105	6,100	
322110 BLDG PERMITS	294,800	124,244	145,000	144,296	112,046	144,296	160,000	
322130 ALARM PERMITS	5,900	3,375	10,000	1,225	1,000	1,225	1,350	
322200 ELEC PERMITS	46,435	42,128	35,000	55,188	44,019	55,188	65,000	
322300 PLUMB PERMITS	22,592	16,240	15,500	24,483	18,956	24,483	25,000	
322400 CERT OF OCCUPANCY	2,763	2,240	2,000	2,852	1,802	2,852	1,000	
322500 LANDLORD PERMITS	5,595	465	10,000	-	-	-	-	
<b>LICENSES &amp; PERMITS</b>	<b>607,713</b>	<b>404,169</b>	<b>430,500</b>	<b>440,914</b>	<b>262,422</b>	<b>440,914</b>	<b>463,950</b>	
331510 FEDERAL DISASTER RELIEF	-	-	-	-	-	-	-	
335140 MOBILE HOME LICENSES	6,971	8,140	10,000	9,606	7,946	9,606	9,800	
335150 ALCOHOLIC BEV	5,569	5,625	1,000	5,554	353	5,554	5,600	
335490 GAS TAX REBATE	11,877	9,949	10,500	12,228	7,699	10,900	11,100	
<b>TOTAL STATE SHARED REV</b>	<b>24,417</b>	<b>23,714</b>	<b>21,500</b>	<b>27,388</b>	<b>15,998</b>	<b>26,060</b>	<b>26,500</b>	
334700 GRANTS-OTHER (JAG)	25,000	4,160	84,810	84,810	-	84,810	12,000	
334720 GRANTS-VOCA	-	-	-	-	-	-	-	
334721 GRANTS-BYRNE	1,373	-	90,490	90,490	4,218	90,490	126,584	
334722 GRANTS-CHILDRENS TRUST	35,167	875	-	14,835	14,835	14,835	-	
334723 GRANTS-URBAN FORESTRY	17,200	-	-	-	-	-	-	
334724 GRANTS-FRDAP	17,355	-	-	-	-	-	-	
334725 GRANTS-UASI SECURITY	-	-	-	-	-	-	-	
334726 GRANTS-DADE COUNTY PARKS	158,586	-	-	-	-	-	-	
334728 GRANTS-SEGAL PARK CONSULTIN	-	-	-	-	-	-	-	
334729 GRANTS-WEED & SEED	-	42,700	157,000	157,000	39,038	157,000	157,000	
334730 GRANTS-POLICE TECHNOLOGY	-	186,199	-	-	26,175	-	-	
334732 GRANTS - BACK TO WORK	-	84,370	-	-	-	-	-	
334750 GRANTS-COPPS	273,583	159,716	186,810	186,810	46,332	186,810	85,225	
334950 SO. FL REGIONAL PL GRANT	-	-	-	-	-	-	-	
<b>TOTAL STATE GRANTS</b>	<b>528,264</b>	<b>478,020</b>	<b>519,110</b>	<b>533,945</b>	<b>130,598</b>	<b>533,945</b>	<b>380,809</b>	

**CITY OF OPA-LOCKA  
GENERAL FUND OPERATING REVENUE SUMMARY  
FY 2011-2012**

08-Nov-11

REVENUE SOURCE BY LINE ITEM	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 ADOPTED
338110 SCH CROS GUARD PRG	27,348	36,838	25,400	37,590	20,007	37,590	35,500
338120 PARKING FINES REIMB PRGM	-	7,342	-	-	-	-	-
338200 OCC LICENSES - COUNTY	23,642	22,520	19,500	20,555	10,362	20,555	21,100
<b>TOTAL SHARED REV/COUNTY</b>	<b>50,991</b>	<b>66,700</b>	<b>44,900</b>	<b>58,145</b>	<b>30,369</b>	<b>58,145</b>	<b>56,600</b>
341200 ZONING & SUB DIV FEES	5,100	4,255	5,000	3,800	3,800	3,800	4,100
342100 POLICE A/R & O/R	4,699	7,958	8,500	1,929	2,588	5,200	7,500
342110 CIVILIAN ID	-	-	-	-	-	-	-
343910 LOT MOWING & CLEARING	-	-	-	540	541	541	-
343920 OTHER CHRGS FOR SRVS	-	-	-	-	-	-	-
347150 LIBRARY BOOK SALE	-	-	-	-	-	-	-
347210 RECR ACTIVITIES FEES	4,179	6,915	5,500	7,410	1,610	4,100	5,000
347230 RENTAL PARK FAC	530	150	-	1,165	905	1,165	1,500
347250 RECREATION SUMMER PGM	9,898	10,757	2,000	10,000	-	10,000	10,000
347260 RECREATION DONATIONS	-	-	-	-	-	-	-
347900 DONATIONS	-	51,920	-	-	-	-	-
349100 BID SPEC FEE	1,325	-	-	-	-	-	-
<b>CHARGES FOR SERVICES</b>	<b>25,731</b>	<b>81,955</b>	<b>21,000</b>	<b>24,844</b>	<b>9,444</b>	<b>24,806</b>	<b>28,100</b>
342120 OFF DUTY REVENUE	-	6,021	40,000	31,845	13,845	40,500	45,000
351100 COURT FINES - COUNTY	45,841	81,825	125,000	107,350	70,449	107,350	115,000
354100 VIOLATION OF CODES/ORD	390,033	96,367	85,000	68,618	42,532	68,618	90,000
354120 CODE ENF BRD ADM FEES	2,050	199	-	4,507	3,859	4,507	3,500
354130 FALSE ALARM PENALTY FEE	200	-	-	-	-	-	-
354140 RED LIGHT CAMERA FINE	-	(12,722)	1,350,000	268,304	191,841	268,304	335,000
359120 RET CKS PENALTIES	120	30	-	-	-	-	-
<b>FINES &amp; FORFEITURES</b>	<b>438,244</b>	<b>171,720</b>	<b>1,600,000</b>	<b>480,624</b>	<b>322,526</b>	<b>489,279</b>	<b>588,500</b>
361100 INTEREST EARNED	17,450	7,928	10,000	8,628	5,258	8,628	8,000
341300 XEROX COPIES	7,372	478	1,000	27	27	27	-
341400 NOTARY FEES	380	260	500	362	182	362	200
362100 LEASES & RENTALS/APTS	20,759	9,775	7,500	13,179	9,645	13,179	7,500
364100 SALE OF FIXED ASSETS	-	-	-	-	-	-	-
364110 RE-IMB LOSS OF FIXED ASSETS	-	24,043	-	51,331	51,331	51,331	-
366903 FOURTH OF JULY SPONSER	-	-	-	-	-	-	-
366999 OTHER CONT & DONATIONS	-	-	-	31,680	34,490	31,680	40,000
369100 JURY DUTY	-	-	-	-	-	-	-
369200 WORKERS COMP	5,286	4,526	5,000	-	1,484	11,100	6,000
369900 MISC REVENUES	101,360	43,353	60,000	57,757	46,813	57,757	60,000
369904 TOWING	13,475	9,630	10,000	4,325	1,925	4,325	9,500
369905 D & R TOWING	-	-	-	-	-	-	-
369950 WITNESS FEES	8	56	-	50	89	50	10
369960 LIEN RELEASES	6,262	2,841	2,000	3,313	1,563	3,313	3,000
369970 QUALIFYING FEES	-	2,000	-	-	-	-	-
399010 LOAN PROCEEDS-LEASES	54,734	149,605	-	-	-	-	-
<b>OTHER MISC REVENUES</b>	<b>209,635</b>	<b>246,567</b>	<b>86,000</b>	<b>162,024</b>	<b>147,549</b>	<b>173,124</b>	<b>126,210</b>
381010 TRANSFER IN -FUND BAL	-	-	-	-	-	-	-
381169 TRANS IN - FEMA FUND	-	-	1,024,233	1,024,233	1,000,000	1,024,233	-
381176 TRANS IN - PTP FUND	-	-	-	-	-	-	-
381220 TRANS IN - UNRES CIP	739,562	699,359	786,315	786,299	445,564	650,000	778,350
381440 TRANS IN - WATER & SEWER	-	-	-	275,000	-	275,000	556,000
389030 ADM RE-IMBURSEMENT S/W	-	-	78,500	78,500	42,522	78,500	75,500
389040 ADM RE-IMBURSEMENT W/S	1,708,480	1,673,550	530,000	530,000	287,085	530,000	476,300
389050 ADM RE-IMBURSEMENT ST/WTR	228,399	220,615	13,800	13,800	7,475	13,800	12,950
389060 TRANS - CAP. ACQ. FUND BALANCE	-	-	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>2,676,441</b>	<b>2,593,524</b>	<b>2,432,848</b>	<b>2,707,832</b>	<b>1,782,646</b>	<b>2,571,533</b>	<b>1,899,100</b>
<b>TOTAL GEN FUND REVENUES</b>	<b>\$ 15,642,384</b>	<b>\$ 14,532,145</b>	<b>\$ 15,288,898</b>	<b>\$ 14,218,688</b>	<b>\$ 10,356,048</b>	<b>\$ 14,077,266</b>	<b>\$ 12,918,470</b>

**CITY OF OPA-LOCKA  
CAPITAL IMPROVEMENT FUND OPERATING REVENUE SUMMARY  
FY 2011-2012**

08-Nov-11

REVENUE SOURCE BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 ADOPTED
230	CAPITAL IMPROVEMENT DEBT SERVICE							
335120	STATE SHARED REV	\$ 471,927	\$ 472,220	\$ 475,990	\$ 475,990	\$ 273,641	\$ 475,990	\$ 475,000
335180	LOCAL GOVERNMENT SALES TAX	874,614	831,768	907,800	907,800	532,596	907,800	925,000
361100	INT EARNED	-	-	-	-	-	-	-
385010	BOND REFUNDING PROCEEDS	22	-	800,000	7,713,000	-	7,713,000	-
381010	TRANS IN	-	-	-	22,000	-	22,000	-
TOTAL CAPITAL IMPROV D/SERV		1,346,563	1,303,988	2,183,790	9,118,790	806,237	9,118,790	1,400,000
310	CAPITAL ACQUISITION FUND							
361100	INT EARNED	(26)	(36)	-	-	-	-	-
369900	OTHER MISC REV	-	-	-	-	-	-	-
383020	TRANSFER IN- G/F D/REDUCTION	-	-	-	-	-	-	-
TOTAL CAPITAL ACQUISITION		(26)	(36)	-	-	-	-	-
320	S/HOOD CAPITAL PROJ FUND							
331691	GRANTS - COUNTY	541,600	807,640	2,760,555	3,410,555	183,834	183,834	2,750,000
331692	GRANTS - GOB	-	-	609,000	609,000	571,750	571,750	-
334727	GRANTS-MPO	-	54,400	-	-	-	-	-
331740	LANDSCAPING 22 AVENUE	-	-	-	-	-	-	-
334930	STATE GRANTS	-	-	357,327	357,327	11,880	152,700	670,194
334733	SFRTA/JARC	-	-	238,073	238,073	-	20,293	238,072
334723	DEPT OF AGR-DIVISION OF FORESRTY	-	-	18,000	18,000	-	-	-
361100	INTEREST	-	-	-	-	-	816	-
369900	OTHER MISC REV	-	-	-	-	-	-	-
383020	TRANSFER IN - GENERAL FUND	390,988	-	150,000	-	-	-	-
381230	TRANSFER IN - CAPITAL IMP DEBT SVC	-	-	800,000	2,320,000	-	2,320,000	-
381176	TRANSFER IN - PIP FUND	-	-	310,570	-	-	-	-
381176	TRANSFER IN - WATER & SEWER FUND	-	-	-	-	-	-	2,000,000
TOTAL S/N HOODCAPITAL PROJ		932,588	862,040	5,243,525	6,952,955	767,464	3,249,393	5,658,266
TOTAL CAPITAL PROJECTS FUNDS		\$ 2,279,124	\$ 2,165,992	\$ 7,427,315	\$ 16,071,745	\$ 1,573,701	\$ 12,368,183	\$ 7,058,266

**CITY OF OPA-LOCKA**  
**ENTERPRISE FUND OPERATING REVENUE SUMMARY**  
**FY 2011-2012**

08-Nov-11

REVENUE SOURCE BY LINE ITEM	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012
	ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MOS ACTUAL	PROJECTED	ADOPTED
<b>410 SOLID WASTE FUND</b>							
331690 FEDERAL GRANTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
343390 DELINQ SERV CHRGS	-	-	-	-	-	-	-
343400 WASTE & GARBAGE FEES	885,964	1,014,623	1,396,000	1,396,000	783,798	1,345,000	1,441,400
313170 FRANCHISE FEES	-	-	-	-	-	-	-
381001 TRANSFER IN FROM G/F	122,285	-	-	-	-	-	-
364100 SALE OF FIXED ASSETS	-	-	-	-	-	-	-
361100 INTEREST	-	-	-	-	-	-	-
<b>TOTAL SOLID WASTE FUND</b>	<b>1,008,249</b>	<b>1,014,623</b>	<b>1,396,000</b>	<b>1,396,000</b>	<b>783,798</b>	<b>1,345,000</b>	<b>1,441,400</b>
<b>440 WATER AND SEWER FUND</b>							
331690 FEDERAL GRANTS	-	-	-	-	-	-	-
334700 STATE GRANTS	-	17,254	500,000	800,000	-	-	1,270,000
343310 WATER REVENUE	3,448,348	3,429,197	4,079,300	4,079,300	1,999,772	3,430,100	3,450,000
343330 FIRE LINE CHARGES	2,455	2,212	2,500	2,500	1,229	2,500	2,500
343340 FIRE HYDRANT CHARGES	71,927	72,207	80,900	80,900	41,317	71,500	72,500
343350 WATER SRV INSTAL	7,482	1,027	-	-	1,043	1,500	1,000
343341 RETURNED CHECKS	-	-	-	-	8,483	9,500	-
343343 RE-CONNECT FEE	60,868	73,340	78,000	78,000	33,853	58,100	60,000
343344 LOCK METER FEE	8,216	4,865	5,000	5,000	1,168	2,000	3,500
343345 REMOVE METER FEE	1,320	300	1,000	1,000	130	250	500
343346 PLUG LINE FEE	7,300	450	1,000	1,000	-	-	-
343347 BROKEN LOCK FEE	110	50	-	-	-	-	-
343390 DELINQ SERV CHRGS	-	-	-	-	-	-	-
<b>WATER SERVICES</b>	<b>3,608,026</b>	<b>3,600,902</b>	<b>4,747,700</b>	<b>5,047,700</b>	<b>2,086,995</b>	<b>3,575,450</b>	<b>4,860,000</b>
343510 SEWER REVENUE	3,598,709	3,616,621	3,641,350	3,641,350	1,984,284	3,401,500	3,500,000
361100 INT EARNED	42,915	20,890	10,000	10,000	13,641	18,000	20,000
361040 LIEN INT	-	-	-	-	-	-	-
343342 RETURN CK CHRNG	3,017	5,838	5,000	5,000	2,666	4,000	4,000
369960 LIEN SEARCH/RELEASES	12,862	14,783	12,500	12,500	10,212	12,500	12,500
369900 MISC REV	1,881	56,925	5,000	5,000	100	200	500
369901 DERM	-	-	-	-	281,145	-	-
369902 EXCISE TAX	-	-	-	-	1,785	-	-
383010 TRANSFERS FROM FUND BAL	-	-	-	-	-	-	2,000,000
MISCELLANEOUS	17,760	77,546	22,500	22,500	295,908	16,700	2,017,000
<b>WATER AND SEWER OPERATIONS</b>	<b>7,267,409</b>	<b>7,315,959</b>	<b>8,421,550</b>	<b>8,721,550</b>	<b>4,380,828</b>	<b>7,011,650</b>	<b>10,397,000</b>
<b>STATE REVOLVING LOAN PROGRAM</b>							
384110 STATE REV LOAN-WTR	-	-	-	-	-	-	-
384120 STATE REV LOAN-SWR	-	-	1,800,000	1,500,000	-	-	2,000,000
TOTAL STATE REVOLVING LOANS	-	-	1,800,000	1,500,000	-	-	2,000,000
<b>TOTAL WATER AND SEWER</b>	<b>7,267,409</b>	<b>7,315,959</b>	<b>10,221,550</b>	<b>10,221,550</b>	<b>4,380,828</b>	<b>7,011,650</b>	<b>12,397,000</b>
<b>450 STORM WATER UTILITY FUND</b>							
343800 STORM WATER REVENUE	283,731	234,934	275,400	275,400	133,495	235,000	235,000
361100 INT EARNED	-	-	-	-	-	-	-
369900 MISC REVENUE	-	-	-	-	-	-	-
331690 GRANT	-	-	-	-	-	-	-
383010 TRANSFERS FROM FUND BAL	-	-	321,800	321,800	-	-	361,550
<b>TOTAL STORM WATER REV</b>	<b>283,731</b>	<b>234,934</b>	<b>597,200</b>	<b>597,200</b>	<b>133,495</b>	<b>235,000</b>	<b>596,550</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>\$ 8,559,389</b>	<b>\$ 8,565,516</b>	<b>\$ 12,214,750</b>	<b>\$ 12,214,750</b>	<b>\$ 5,298,121</b>	<b>\$ 8,591,650</b>	<b>\$ 14,434,950</b>

**CITY OF OPA-LOCKA**  
**SPECIAL REVENUE FUNDS OPERATING REVENUE SUMMARY**  
**FY 2011-2012**

08-Nov-11

REVENUE SOURCE BY LINE ITEM	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 ADOPTED
<b>165 POLICE - SPEC LAW ENF FUND</b>							
335210 LAW ENF TRNG	\$ 3,815	\$ 4,717	\$ 5,000	\$ 5,000	\$ 2,460	\$ 5,000	\$ 5,000
338100 COURT FORFEITURES	42,454	(687)	-	-	-	-	-
361100 INT EARNED	593	417	-	-	240	-	-
369900 OTHER MISC REVENUES	-	-	-	-	-	-	-
381010 TRANSFER IN - FUND BALANCE	-	-	-	25,000	-	25,000	100,625
383020 TRANS IN - GENERAL FUND	-	-	-	-	-	-	-
<b>TOTAL SPEC LAW ENFORCEMENT</b>	<b>46,862</b>	<b>4,447</b>	<b>5,000</b>	<b>30,000</b>	<b>2,700</b>	<b>30,000</b>	<b>105,625</b>
<b>173 SAFE N/HOOD YOUTH CRIME/PRE</b>							
381010 TRANSFER IN -G/F FOR D/REDUCTI	-	-	-	-	-	-	-
<b>167 POLICE EXPLORER</b>							
366920 CONTR EXPLORER PRG	-	-	-	-	-	-	-
366920 CONTR BOYSCOUT PRG	-	-	-	-	-	-	-
361100 INTEREST	-	-	-	-	-	-	-
383020 TRANS IN - GENERAL FUND	-	-	-	-	-	-	-
<b>TOTAL BOY SCOUTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>169 FEDERAL EMERGENCY ASSISTANCE</b>							
331510 FEDERAL DISASTER ELIEF	-	551,671	-	-	-	-	-
334930 STATE GRANTS	-	-	-	-	-	-	-
361100 INTEREST	-	-	-	-	-	-	-
369900 MISC REV	-	-	-	-	-	-	-
383020 TRANSFER IN - FUND BALANCE	-	-	1,024,233	1,024,233	-	1,024,233	-
<b>TOTAL FEDERAL EMERGENCY ASST.</b>	<b>-</b>	<b>551,671</b>	<b>1,024,233</b>	<b>1,024,233</b>	<b>-</b>	<b>1,024,233</b>	<b>-</b>
<b>172 CRIME PREV PROGRAM</b>							
334722 GRANT REV-CHILDRENS TRUST	74,705	54,211	10,500	14,800	27,388	14,800	-
337500 CRIME PREV GR - COUNTY	80,962	39,718	59,500	41,000	28,846	41,000	40,000
337510 GRANT REV-CHILDRENS TRUST	-	-	-	-	-	-	-
347900 DONATIONS	8,500	1,189	-	14,200	5,500	14,200	-
369900 MISC REV	-	-	-	-	-	-	-
381010 TRANS IN - G/F FOR OPERATION	10,000	-	-	-	-	-	99,575
383020 TRANS IN - DEFICIT REDUCTION	-	-	-	-	-	-	-
<b>TOTAL CRIME PREV PRG</b>	<b>174,166</b>	<b>95,118</b>	<b>70,000</b>	<b>70,000</b>	<b>61,734</b>	<b>70,000</b>	<b>139,575</b>
<b>174 STOP / VAWA</b>							
334780 STATE GRANT	-	-	-	-	-	-	-
381010 TRANS IN - DEFICIT REDUCTION	-	-	-	-	-	-	-
<b>TOTAL STOP VAWA GRANT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>171 DJJ AFTER-CARE FUND</b>							
334920 FEDERAL GRANT	225,113	245,465	198,696	198,696	127,023	198,696	170,754
334722 GRANT REV-CHILDRENS TRUST	-	-	-	-	-	-	-
369900 OTHER MISC REVENUES	297	1,000	-	-	-	-	-
383020 TRANS IN- DEFICIT REDUCTION	-	-	-	-	-	-	-
<b>TOTAL D.J.J. AFTER CARE FUND</b>	<b>\$ 225,410</b>	<b>\$ 246,465</b>	<b>\$ 198,696</b>	<b>\$ 198,696</b>	<b>\$ 127,023</b>	<b>\$ 198,696</b>	<b>\$ 170,754</b>

**CITY OF OPA-LOCKA**  
**SPECIAL REVENUE FUNDS ESTIMATED OPERATING REVENUE SUMMARY**  
**FY 2010-2011**

08-Nov-11

REVENUE SOURCE BY LINE ITEM	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 ADOPTED
<b>176 PEOPLES' TRANS PLAN FUND</b>							
334950 STATE GRANT -	\$ 462,851	\$ 431,687	\$ 450,000	\$ 450,000	\$ 266,150	\$ 450,000	\$ 450,000
369900 MISC REV	-	-	-	-	-	-	-
383010 TRANSFER IN - FUND BALANCE	-	-	355,570	355,570	-	-	713,050
TRANSFER IN - CAP IMP DEBT SVC	-	-	-	-	-	-	-
TOTAL PEOPLES' TRANS TAX FUND	462,851	431,687	805,570	805,570	266,150	450,000	1,163,050
<b>177 DEP WASTE WATER</b>							
334790 STATE GRANT -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
369900 MISC REV	-	-	-	-	-	-	-
381010 TRANSFER IN	-	-	-	-	-	-	-
383010 TRANSFER IN - FUND BALANCE	-	-	-	-	-	-	-
TOTAL DEP WASTE WATER	-	-	-	-	-	-	-
<b>178 SO FL WATER MGMNT CANAL MTCE</b>							
334000 SWWMD / STATE GRANT	-	-	-	-	-	-	-
361100 INTEREST EARNED	-	-	-	-	-	-	-
381010 TRANS IN - FUND BALANCE	-	-	-	-	-	-	-
TOTAL SO FL WATER MGMNT CANAL MTCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>179 LOCAL LAW ENFORCEMENT BLOCK GRANT</b>							
334770 FEDERAL GRANT	-	-	-	-	-	-	-
361100 INTEREST EARNED	-	-	-	-	-	-	-
381010 TRANS IN - FUND BALANCE	-	-	-	-	-	-	-
TOTAL LOCAL LAW ENFORCEMENT BLOCK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>180 COMM REDEV AGENCY GRANT</b>							
381010 TRANS IN - FUND BALANCE	-	-	-	-	-	-	-
TRANS IN - WATER & SEWER FUJ	-	-	-	-	-	-	200,000
TOTAL COMM REDEV AGENCY GRANT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	200,000

**CITY OF OPA - LOCKA**  
**SUMMARY OF ALL FUNDS EXPENDITURES**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY FUND	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2010 7 MOS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
<b>GENERAL FUND</b>	\$ 16,223,178	\$ 15,620,860	\$ 15,288,898	\$ 14,218,688	\$ 8,796,929	\$ 15,274,534	\$ 16,334,180	\$ 12,918,470
<b>ENTERPRISE FUND</b>								
Solid Waste	1,047,524	1,070,098	1,396,000	1,396,000	611,108	1,374,000	1,131,000	1,441,400
Water and Sewer	6,460,679	6,245,867	10,221,550	10,221,550	2,634,760	6,782,165	12,166,410	12,397,000
Stormwater Utility	388,805	508,494	597,200	597,200	214,949	263,008	945,610	596,550
<b>TOTAL ENTRPRISE FUND</b>	<b>7,897,008</b>	<b>7,824,459</b>	<b>12,214,750</b>	<b>12,214,750</b>	<b>3,460,817</b>	<b>8,419,173</b>	<b>14,243,020</b>	<b>14,434,950</b>
<b>CAPITAL PROJECTS FUNDS</b>								
Capital Improvement Debt Service	1,343,600	1,302,122	2,183,790	9,118,790	6,395,565	9,118,790	597,475	1,400,000
Capital Acquisition	-	18	-	-	18	-	-	-
Capital Improvement Projects	277,081	1,200,928	5,243,525	6,952,955	1,156,884	3,776,758	3,852,970	5,658,266
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>1,620,681</b>	<b>2,503,068</b>	<b>7,427,315</b>	<b>16,071,745</b>	<b>7,552,467</b>	<b>12,895,548</b>	<b>4,450,445</b>	<b>7,058,266</b>
<b>SPECIAL REVENUE FUNDS</b>								
<b>Public Safety</b>								
Special Police Law Enforcement	14,823	5,434	5,000	30,000	15,037	30,000	15,000	105,625
Local Law Enforcement Block Grant	-	-	-	-	-	-	-	-
Police Explorers	-	-	-	-	-	-	-	-
After Care Program - Dept. of Justice	289,603	185,856	198,696	198,696	114,886	193,802	170,766	170,754
Stop Violence Against Women - VAWA	-	-	-	-	-	-	-	-
Crime Prevention - CDBG	218,033	79,121	70,000	70,000	78,919	70,000	191,904	139,575
S/ Hood Crime Prevention Fund	-	-	-	-	-	-	-	-
<b>Physical Environment</b>								
Federal Emergency Management	-	551,671	1,024,233	1,024,233	1,005,259	1,024,233	-	-
South Florida Water Management Canal Mtc	-	-	-	-	-	-	-	-
Peoples' Transportation Plan Fund	-	-	805,570	805,570	25,811	805,570	420,000	1,163,050
Dep Waste Water	-	-	-	-	-	-	-	-
Community Redevelopment Agency	-	-	-	-	-	-	221,710	200,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>522,459</b>	<b>822,082</b>	<b>2,103,499</b>	<b>2,128,499</b>	<b>1,239,912</b>	<b>2,123,605</b>	<b>1,019,380</b>	<b>1,779,004</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 26,263,325</b>	<b>\$ 26,770,469</b>	<b>\$ 37,034,462</b>	<b>\$ 44,633,682</b>	<b>\$ 21,050,125</b>	<b>\$ 38,712,860</b>	<b>\$ 36,047,025</b>	<b>\$ 36,190,690</b>

**CITY OF OPA - LOCKA**  
**GENERAL FUND SUMMARY OF EXPENDITURES**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY DEPARTMENT	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2010 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
CITY COMMISSION	\$ 145,732	\$ 125,825	\$ 131,965	\$ 112,865	\$ 76,690	\$ 119,089	\$ 123,625	\$ 105,205
OFFICE OF THE CITY MANAGER	833,803	526,113	573,140	674,440	393,400	724,725	610,250	633,609
NON DEPARTMENTAL DIVISION	1,840,878	1,539,316	1,142,405	1,506,130	807,232	1,487,091	1,419,020	1,148,543
HUMAN RESOURCES	252,510	269,186	337,100	279,833	164,968	276,990	307,125	240,866
OFFICE OF THE CITY CLERK	474,803	532,965	490,425	471,765	297,428	476,963	484,285	502,839
INFORMATION TECHNOLOGY	262,639	357,034	284,705	280,699	173,067	292,066	470,820	284,380
FINANCE/ UTILITY BILLING	1,003,466	1,059,046	680,910	614,710	418,000	664,444	637,240	545,034
OFFICE OF THE CITY ATTORNEY/ RISK	898,511	623,056	646,000	645,000	483,490	711,147	676,000	533,500
COMMUNITY DEVELOPMENT	385,544	289,652	402,645	387,187	233,180	386,356	345,247	228,582
CODE ENFORCEMENT	345,317	525,119	524,665	449,895	259,569	429,085	507,865	482,800
<b>TOTAL GENERAL GOVERNMENT</b>	<b>6,443,204</b>	<b>5,847,312</b>	<b>5,213,960</b>	<b>5,422,524</b>	<b>3,307,024</b>	<b>5,567,956</b>	<b>5,581,477</b>	<b>4,705,356</b>
<b>PUBLIC SAFETY</b>								
CONTINGENCIES	11,438	41,896	50,000	1,703	62	1,000	130,000	-
POLICE	5,318,381	5,755,550	5,775,908	5,002,062	3,074,886	5,437,377	5,417,130	4,947,181
BUILDING & LICENCES	377,971	421,290	468,465	402,177	265,502	443,277	431,435	371,847
<b>TOTAL PUBLIC SAFETY</b>	<b>5,707,790</b>	<b>6,218,736</b>	<b>6,294,373</b>	<b>5,405,942</b>	<b>3,340,450</b>	<b>5,881,654</b>	<b>5,978,565</b>	<b>5,319,027</b>
<b>PUBLIC WORKS</b>								
ADMIN, BLDG MTCE,ROADS & STREETS, V/M	2,385,010	2,400,659	1,993,370	1,811,279	1,452,447	2,138,962	1,927,260	1,466,820
<b>TOTAL PUBLIC WORKS</b>	<b>2,385,010</b>	<b>2,400,659</b>	<b>1,993,370</b>	<b>1,811,279</b>	<b>1,452,447</b>	<b>2,138,962</b>	<b>1,927,260</b>	<b>1,466,820</b>
<b>CULTURE &amp; RECREATION</b>								
SPECIAL EVENTS - C/MGR DEPT	59,138	76,357	55,000	121,255	112,551	101,338	25,000	25,000
PARKS & RECREATION	1,104,763	1,077,796	1,017,195	892,688	584,457	1,019,624	2,256,878	737,692
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>1,163,901</b>	<b>1,154,153</b>	<b>1,072,195</b>	<b>1,013,943</b>	<b>697,008</b>	<b>1,120,962</b>	<b>2,281,878</b>	<b>762,692</b>
TRANSFERS OUT - OPERATIONS	523,273	-	150,000	-	-	-	-	99,575
RESERVES INCL SICK/ANNUAL LEAVE	-	-	565,000	565,000	-	565,000	565,000	565,000
<b>****GRAND TOTAL</b>	<b>\$ 16,223,178</b>	<b>\$ 15,620,860</b>	<b>\$ 15,288,898</b>	<b>\$ 14,218,688</b>	<b>\$ 8,796,929</b>	<b>\$ 15,274,534</b>	<b>\$ 16,334,180</b>	<b>\$ 12,918,470</b>

**SUMMARY OF ALL FUNDS EXPENDITURES BY CATEGORY  
FY 2011-2012**

8-Nov-11

<b>EXPENDITURES BY DEPARTMENT/FUND</b>	<b>PERSONNEL SERVICES</b>	<b>OPERATING COSTS</b>	<b>CAPITAL OUTLAYS</b>	<b>DEBT SERVICE</b>	<b>OTHER USES</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>						
CITY COMMISSION	\$ 59,705	\$ 45,500	\$ -	\$ -	\$ -	\$ 105,205
OFFICE OF THE CITY MANAGER	622,959	10,650	-	-	-	633,609
GENERAL GOVERNMENT	6,900	1,113,684	27,959	-	-	1,148,543
HUMAN RESOURCES	189,776	51,090	-	-	-	240,866
INFORMATION TECHNOLOGY	163,360	97,500	23,520	-	-	284,380
OFFICE OF THE CITY CLERK	369,839	133,000	-	-	-	502,839
FINANCE/ UTILITY BILLING	462,534	82,500	-	-	-	545,034
OFFICE OF THE CITY ATTORNEY	-	533,500	-	-	-	533,500
COMMUNITY DEVELOPMENT	175,632	52,950	-	-	-	228,582
CODE ENFORCEMENT	342,400	126,400	14,000	-	-	482,800
CONTINGENCIES	-	-	-	-	-	-
POLICE	4,281,467	449,507	216,207	-	-	4,947,181
BUILDING & LICENCES	312,547	59,300	-	-	-	371,847
PUBLIC WORKS	741,445	686,200	39,175	-	-	1,466,820
SPECIAL EVENTS - C/MGR DEPT	-	25,000	-	-	-	25,000
PARKS & RECREATION	521,810	202,670	13,212	-	-	737,692
TRANSFERS OUT - OPERATIONS	-	-	-	-	99,575	99,575
RESERVES INCL SICK/ANNUAL LEAVE	-	-	-	-	565,000	565,000
<b>TOTAL GENERAL FUND</b>	<b>8,250,370</b>	<b>3,669,451</b>	<b>334,073</b>	<b>-</b>	<b>664,575</b>	<b>12,918,470</b>
<b>PERCENTAGE OF TOTAL</b>	<b>63.9%</b>	<b>28.4%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>5.1%</b>	<b>100.0%</b>
<b>ENTERPRISE FUND</b>						
SOLID WASTE	55,000	1,179,100	-	-	207,300	1,441,400
WATER AND SEWER	1,057,265	3,787,935	3,872,500	-	3,679,300	12,397,000
STORMWATER UTILITY	101,985	394,565	100,000	-	-	596,550
<b>TOTAL ENTERPRISE FUND</b>	<b>1,214,250</b>	<b>5,361,600</b>	<b>3,972,500</b>	<b>-</b>	<b>3,886,600</b>	<b>14,434,950</b>
<b>CAPITAL PROJECTS FUNDS</b>						
CAPITAL IMPROV DEBT SERVICE	-	-	-	1,400,000	-	1,400,000
CAPITAL ACQUISITION	-	-	-	-	-	-
CAPITAL IMPROVEMENTS	-	-	5,658,266	-	-	5,658,266
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>-</b>	<b>-</b>	<b>5,658,266</b>	<b>1,400,000</b>	<b>-</b>	<b>7,058,266</b>
<b>SPECIAL REVENUE FUNDS</b>						
SPECIAL LAW ENFORCEMENT	-	10,000	95,625	-	-	105,625
LOCAL LAW ENF BLOCK GRANT	-	-	-	-	-	-
POLICE EXPLORERS	-	-	-	-	-	-
AFTERCARE PROGRAM - DJJ	150,834	19,920	-	-	-	170,754
VAWA	-	-	-	-	-	-
CRIME PREVENTION - CDBG	110,980	28,595	-	-	-	139,575
S/HOOD CRIME PREVENTION	-	-	-	-	-	-
FEMA	-	-	-	-	-	-
SFWMD - CANAL MAINTENANCE	-	-	-	-	-	-
PEOPLES TRANSPORTATION TAX	-	-	1,163,050	-	-	1,163,050
DEP WASTEWATER	-	-	-	-	-	-
CRA	168,950	23,550	7,500	-	-	200,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>430,764</b>	<b>82,065</b>	<b>1,266,175</b>	<b>-</b>	<b>-</b>	<b>1,779,004</b>
<b>TOTAL ESTIMATED EXPENDITURES</b>	<b>\$ 9,895,384</b>	<b>\$ 9,113,116</b>	<b>\$ 11,231,014</b>	<b>\$ 1,400,000</b>	<b>\$ 4,551,175</b>	<b>\$ 36,190,690</b>
<b>PERCENTAGE OF TOTAL</b>	<b>27.3%</b>	<b>25.2%</b>	<b>31.0%</b>	<b>3.9%</b>	<b>12.6%</b>	<b>100.0%</b>

# PERSONNEL SUMMARY

(Position Count)

DESCRIPTION	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 PROJECTED	FY 2012 BUDGET
<b>GENERAL FUND</b>				
City Commission	5	5	5	5
City Manager	7	7	8	8
City Attorney	0	0	0	0
City Clerk	4	4	4	5
Human Resources	3	4	3	3
Finance	10	10	10	10
IT	3	3	3	3
Building & Licenses	6	6	6	5
Community Development	3	3	3	2
Code Enforcement	12	12	12	12 *
Sub-Total	53	54	54	53
Public Works - Admin	4	4	4	2
Public Works - Bldg Mtce	7	7	7	7
Public Works - Roads & Streets	6	6	5	6
Public Works - Veh Mtce	4	4	4	3
Sub-Total	21	21	20	18
Police Sworn	47	49	55	54
Police Civilians (P/T)	8	8	10	10
Police Civilians (F/T)	10	16	14	12
Total Police	65	73	79	76
Parks & Recreation (F/T)	14	14	14	11
Parks & Recreation (P/T)	0	0	0	0
Sub Total	14	14	14	11
Total General Fund	153	162	167	158
<b>SOLID WASTE FUND</b>	0	0	0	0
<b>WATER &amp; SEWER FUND</b>				
Customer Service	2	2	2	2
Meter Readers	4	4	5	5
Water Service	4	4	4	4
Sewer Service	5	7	6	8
Total Water and Sewer Fund	15	17	17	19
<b>STORMWATER MANAGEMENT FUND</b>	2	3	3	3
<b>COMMUNITY REDEVELOPMENT AGENCY (CRA)</b>	0	0	0	2
<b>CRIME PREVENTION</b>	1	1	1	3
<b>DJJ AFTERCARE PROGRAM</b>	4	3	3	3
<b>PEOPLES TRANSPORTATION TAX FUND</b>	0	0	0	0
Grand Total	175	186	191	188

FTE Reconciliation	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 PROJECTED	FY 2012 BUDGET
Citywide Full Time Equivalent (FTE) Reconciliation	171	182	186	183
Change From FY 2011 Projected to FY 2012 Budget =	One (1) Human Resources Director One (1) Cashier - Utility Billing One (1) Assistant Police Chief One (1) Dispatcher One (1) Administrative Assistant - Public Utilities One (1) CRA Director One (1) CRA Administrative Assistant			

\* The Code Enforcement Department includes four (4) Code Enforcement Officers, one (1) clerk, and seven (7) Urban Rangers. In FY 2011-2012, the City plans to explore outsourcing Code Enforcement. The other employees in the division will remain.

# PERSONNEL SUMMARY

Explanation of changes to personnel:

## **General Fund**

City Clerk - One (1) employee was transferred from the City Manager's Office to the City Clerk's Office to handle the scanning and paperless retention of City documents.

Building and Licensing - The Minimum Housing Inspector position was eliminated.

Community Development – The Executive Secretary will retire at the beginning of the fiscal year and the position will not be filled.

Public Works – Administration – The Assistant Public Works Director position was eliminated and the Project Coordinator position was transferred to the Sewer Division.

Public Works – Roads & Streets – An additional Maintenance Worker position was added to work on landscaping and grass cutting.

Public Works – Vehicle Maintenance – The Fleet Manager position was eliminated.

Human Resources Department - One (1) Human Resources Director position will be filled and one (1) Receptionist position will be eliminated.

Police Department – One (1) Sergeant position is eliminated and the two (2) civilian positions on the Community Empowerment Team are eliminated.

Parks & Recreation – One (1) part time Recreation Leader position was eliminated and two (2) employees were transferred to Crime Prevention.

## **Water and Sewer Fund**

Public Utilities – Sewer Division - One (1) Engineer will be added for additional support of the City's capital projects and one (1) Administrative Assistant position will be added to the division to provide administrative support.

## **Community Redevelopment Agency (CRA)**

The City Commission adopted a CRA plan in FY 2011. One (1) Director position and one (1) Administrative Assistant position will be added to perform the services needed in the CRA.

## **Crime Prevention Fund**

Two (2) employees were transferred from the Parks & Recreation Department since these are two separate departments and those employees are performing tasks associated with the Crime Prevention Department.

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# CITY COMMISSION

## DEPARTMENT DESCRIPTION

The City of Opa-locka, Florida ("City") in Miami-Dade County, Florida ("County") was incorporated in 1926 and comprises 4.5 square miles. The City operates under a Commissioner/City Manager form of government with the Commission functioning as the governing body. Under the expression of the City's Charter, the City Commission, which consists of a Mayor, a Vice-Mayor, and three Commissioners, is responsible for the determination of all matters of policy as implemented by the City Manager and City's employees.

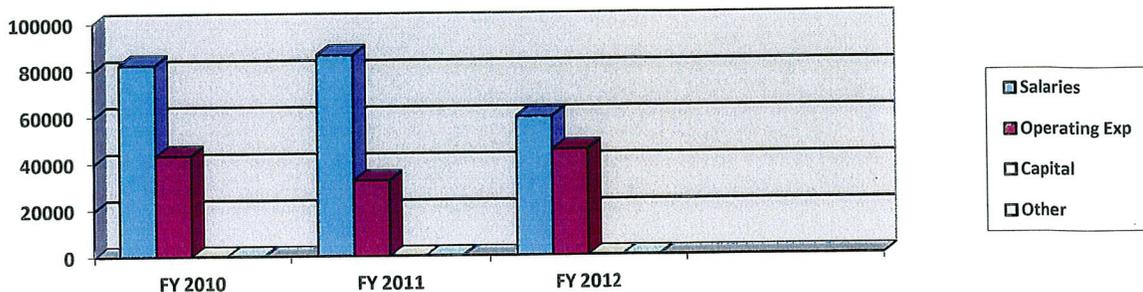
The Commission meets on the second and fourth Wednesday of the month to discuss regular business issues. The Mayor presides at meetings and is recognized as head of the City's government for all ceremonial purposes and by the Governor for purposes of military law and civil disasters.

## SERVICES

- \* Establishes the goals and priorities of the City
- \* Adopts and amends legislation
- \* Promotes effective and efficient government
- \* Provides for an independent annual budget
- \* Appoints City board members
- \* Sets the City millage rate
- \* Appoints City Manager, City Clerk, and City Attorney

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$82,418	\$86,465	\$59,705
Operating Expenses	43,407	32,624	45,500
Capital Outlay	-	-	-
Other	-	-	-
<b>Total</b>	<b>\$125,825</b>	<b>\$119,089</b>	<b>\$105,205</b>



# CITY COMMISSION

## GOALS

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### Increase Revenue

- Continue to guide the City along a path that allows for the most effective use of the City's resources.
- Establish priorities that protect and promote the fiscal well being of the City.

## DEPARTMENT STAFFING

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Position Title	Number Budgeted
Mayor	1
Vice – Mayor	1
Commissioner	3
Total	5

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND 001	GENERAL FUND								
DEPT 10	CITY COMMISSION								
DIV 10	LEGISLATIVE								
511110	SALARIES-EXECUTIVE	\$ 33,000	\$ 32,800	\$ 33,000	\$ 33,000	\$ 19,800	\$ 33,000	\$ 33,000	\$ 33,000
511120	REGULAR SALARIES	-	-	-	-	-	-	-	-
511210	F. I. C. A. TAXES	-	-	-	-	-	-	-	-
511220	RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-	-
511230	LIFE & HEALTH INSURANCE	52,235	49,618	53,465	39,365	25,188	53,465	45,125	26,705
511240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
511245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
511250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
	<b>SALARIES AND RELATED COSTS</b>	<b>85,235</b>	<b>82,418</b>	<b>86,465</b>	<b>72,365</b>	<b>44,988</b>	<b>86,465</b>	<b>78,125</b>	<b>59,705</b>
511306	MONTHLY ALLOCATION-MAYOR	2,400	2,400	2,400	2,400	1,400	2,400	2,400	2,400
511307	MONTHLY ALLOWANCE - COMMISIONERS	9,600	9,950	9,600	9,600	5,800	9,600	9,600	9,600
511312	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
511390	CONTINGENCIES	-	-	-	-	-	-	-	-
511400	TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
511401	TRAVEL & PER DIEM- VM Pinder	-	-	-	-	-	-	-	-
511402	TRAVEL & PER DIEM - Mayor Kelly	9,747	3,911	8,000	1,400	1,374	1,374	-	-
511404	TRAVEL & PER DIEM- Mayor Taylor	3,922	2,887	5,000	7,000	4,542	5,000	8,000	8,000
511405	TRAVEL & PER DIEM- Com Tydus	7,217	3,378	5,000	1,300	946	1,600	5,000	5,000
511408	TRAVEL & PER DIEM - Com Miller	2,530	-	-	5,000	3,403	-	5,000	5,000
511406	TRAVEL & PER DIEM -Com Holmes	122	-	5,000	300	50	50	5,000	5,000
511407	TRAVEL & PER DIEM -Vice Mayor Johnson	11,945	6,150	5,000	5,000	4,649	5,000	5,000	5,000
511412	TELEPHONE & TELEGRAPH	-	-	-	-	-	-	-	-
511420	POSTAGE AND FREIGHT	-	-	-	-	-	-	-	-
511440	RENTALS & LEASES	-	-	-	-	-	-	-	-
511461	REPAIRS & MAINT BLDG	-	-	-	-	-	-	-	-
511465	REPAIRS & MAINT OFFICE EQUIP	-	-	-	-	-	-	-	-
511470	PRINTING & BINDING	-	-	-	-	-	-	-	-
511480	PROMOTIONAL ACTIVITIES	-	302	-	-	-	-	-	-
511491	OTHER ADVERTISING	-	-	-	-	-	-	-	-
511493	GENERAL EXPENSES	3,855	11,106	1,500	1,500	2,662	3,000	1,500	1,500
511450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
511510	OFFICE SUPPLIES & EXPENSES	222	103	1,000	1,000	1,149	1,500	1,000	1,000
511520	OPERATING SUPPLIES	695	815	-	3,000	-	-	-	-
511540	PUBL/SUBS/MEMBERSHIPS	5,977	2,405	3,000	3,000	3,062	3,100	3,000	3,000
	<b>OPERATING EXPENSES</b>	<b>58,232</b>	<b>43,407</b>	<b>45,500</b>	<b>40,500</b>	<b>29,037</b>	<b>32,624</b>	<b>45,500</b>	<b>45,500</b>
511546	BOOKS	-	-	-	-	-	-	-	-
511642	OFFICE FURN & EQUIP	1,399	-	-	-	2,665	-	-	-
511646	COMPUTER EQUIPMENT	866	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>2,265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,665</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL MAYOR AND CITY COMMISSION</b>	<b>\$ 145,732</b>	<b>\$ 125,825</b>	<b>\$ 131,965</b>	<b>\$ 112,865</b>	<b>\$ 76,690</b>	<b>\$ 119,089</b>	<b>\$ 123,625</b>	<b>\$ 105,205</b>

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# CITY MANAGER

## DEPARTMENT DESCRIPTION

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The City Manager, as the administrative head of the City Government, provides the primary source of leadership and is responsible for the efficiency of all departments. The City Manager is appointed by the City Commission for an indefinite term and serves at the discretion of the City Commission. The Office of the City Manager is the liaison for administrative functions and the legislative body.

The Office of the City Manager executes all City laws and ordinances; appoints and removes all subordinate officers and employees; directs and controls all departments created by the City Commission; attends Commission meetings with the right to take part in discussions, but does not have a vote. The City Manager makes recommendations to the City Commission to adopt measures which are necessary or urgent and performs other duties which are required by ordinances and resolutions of the City Commission. The City Manager also develops programs tailored toward implementing the policy that the City Commission has established for the City.

## SERVICES

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- \* Carries out Commission Directives
- \* Assesses major issues facing the City
- \* Focuses on organizational improvement
- \* Coordinates all special events
- \* Prepares the annual operating and capital budgets
- \* Coordinates the procurement of materials, supplies, services and equipment for all City departments.
- \* Keeps Commission advised of future needs and provides recommendations

## MAJOR ACCOMPLISHMENTS

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- \* Completed construction on the Sherbondy Park Phase I project. Construction costs are \$3.7 million. The newly constructed park will include a gym, pool, and silver certified green building facility.
- \* Completed upgrades to pump stations 1 & 2 that will allow Habitat for Humanity to build over 20 homes in the Magnolia North community.
- \* The assets of the City exceeded its liabilities at the close of FY 2010 by \$23.264 million (*net assets*). Of this amount, \$7.706 million (*unrestricted net assets*) may be used to meet the City's ongoing obligations to citizens and creditors.

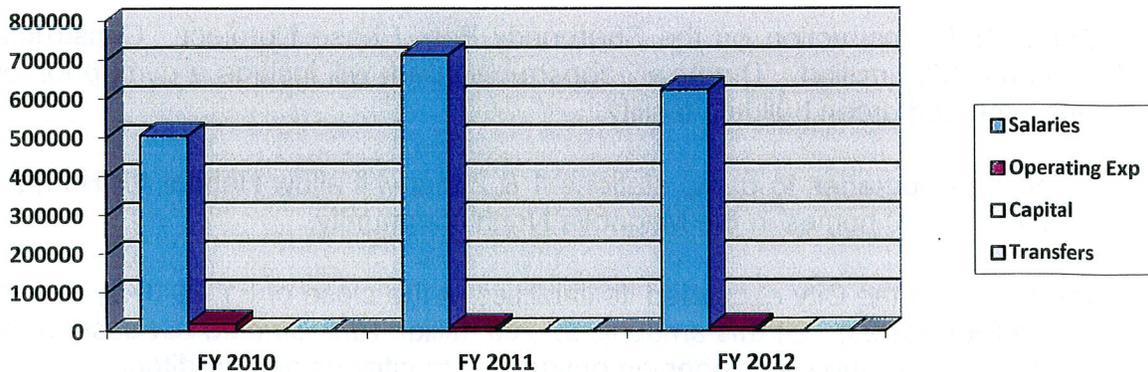
# CITY MANAGER

## GOALS

City Goals	Department Goals
<b>Increase Revenue</b>	<ul style="list-style-type: none"> <li>Maintain the City's long-term financial stability</li> <li>Continue to aggressively apply for grants for park improvements, infrastructure improvements and additional police resources.</li> </ul>
<b>Increase Public Safety</b>	<ul style="list-style-type: none"> <li>Increase the public safety presence throughout the City</li> </ul>
<b>Increase Development throughout the City</b>	<ul style="list-style-type: none"> <li>Continue redevelopment efforts throughout the City by providing an attractive environment ready for investment</li> </ul>

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$505,489	\$713,686	\$622,959
Operating Expenses	20,624	11,039	10,650
Capital Outlay	-	-	-
Transfers	-	-	-
<b>Total</b>	<b>\$526,113</b>	<b>\$724,725</b>	<b>\$633,609</b>



# CITY MANAGER

## DEPARTMENT STAFFING

Position Title	Number Budgeted
City Manager	1
Assistant City Manager	1
Assistant to the City Manager	1
Budget Administrator	1
Executive Secretary	1
Secretary	1
Media Coordinator	1
Purchasing Officer	1
<b>Total</b>	<b>8</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

- Funding is included in the amount of \$25,000 is included for special events; \$5,000 for each member of the City Commission.
- The General Fund reserve is budgeted at \$500,000, the level required by the City's Financial Integrity Principles. The reserve for sick and annual leave is budgeted at \$65,000.
- Transfers out to the Crime Prevention Fund in the amount of \$99,575.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011	FY 2011	FY 2012	FY 2012
						7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND 001	GENERAL FUND								
DEPT 20	CITY MANAGER								
DIV 12	EXECUTIVE								
512110	SALARIES-EXECUTIVE	\$ 569,194	\$ 326,181	\$ 309,235	\$ 359,235	\$ 193,116	\$ 419,962	\$ 412,715	\$ 469,165
512120	SALARIES-REGULAR	70,941	48,694	81,640	131,640	80,236	109,659	53,080	25,420
512130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
512140	OVERTIME	357	224	-	140	105	200	-	-
512210	F. I. C. A. TAXES	36,844	29,814	29,900	38,900	22,193	41,650	35,635	37,885
512220	RETIREMENT CONTRIBUTION	70,027	39,622	59,865	59,365	38,827	75,301	35,870	37,280
512230	LIFE & HEALTH INSURANCE	46,262	44,464	47,300	47,300	23,492	37,652	51,250	46,009
512240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
512245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
512250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
512499	VEHICLE ALLOWANCE	13,112	16,490	28,200	28,200	26,462	29,262	7,200	7,200
	<b>SALARIES AND RELATED COSTS</b>	<b>806,738</b>	<b>505,489</b>	<b>556,140</b>	<b>664,780</b>	<b>384,431</b>	<b>713,686</b>	<b>595,750</b>	<b>622,959</b>
512311	EMPLOYEE PHYSICALS	105	-	-	-	-	-	-	-
512400	TRAVEL & PER DIEM	8,704	8,988	7,000	5,900	4,065	5,740	7,000	5,000
512412	TELEPHONE & TELEGRAPH	-	-	-	-	-	-	-	-
512420	POSTAGE & FREIGHT	684	415	500	260	223	229	500	400
512440	RENTALS & LEASES	-	-	-	-	-	-	-	-
512461	REP & MAINT BLDG & EQUIP	-	-	-	-	-	-	-	-
512470	PRINTING & BINDING	-	-	-	-	-	-	-	-
512465	REPAIR & MAINT-OFFICE EQUIP	32	16	-	-	-	-	-	-
512480	PROMOTIONAL ACTIVITIES	4,179	3,868	2,500	100	80	80	2,500	-
512493	GENERAL EXPENSES	666	577	1,000	200	40	40	1,000	250
512450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
512510	OFFICE SUPPLIES & EXPENSES	5,111	6,356	2,500	2,500	3,969	4,200	2,500	4,000
512520	OPERATING SUPPLIES	1,671	60	1,000	500	422	500	1,000	1,000
512540	PUBL/SUBS/MEMBERSHIPS	1,993	344	500	200	170	250	-	-
512541	EDUCATIONAL COSTS	1,164	-	2,000	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>24,308</b>	<b>20,624</b>	<b>17,000</b>	<b>9,660</b>	<b>8,969</b>	<b>11,039</b>	<b>14,500</b>	<b>10,650</b>
512646	COMPUTER EQUIPMENT	1,851	-	-	-	-	-	-	-
512642	OFFICE FURN & EQUIP	907	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>2,758</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>D I V T O T A L S :</b>	<b>\$ 833,803</b>	<b>\$ 526,113</b>	<b>\$ 573,140</b>	<b>\$ 674,440</b>	<b>\$ 393,400</b>	<b>\$ 724,725</b>	<b>\$ 610,250</b>	<b>\$ 633,609</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

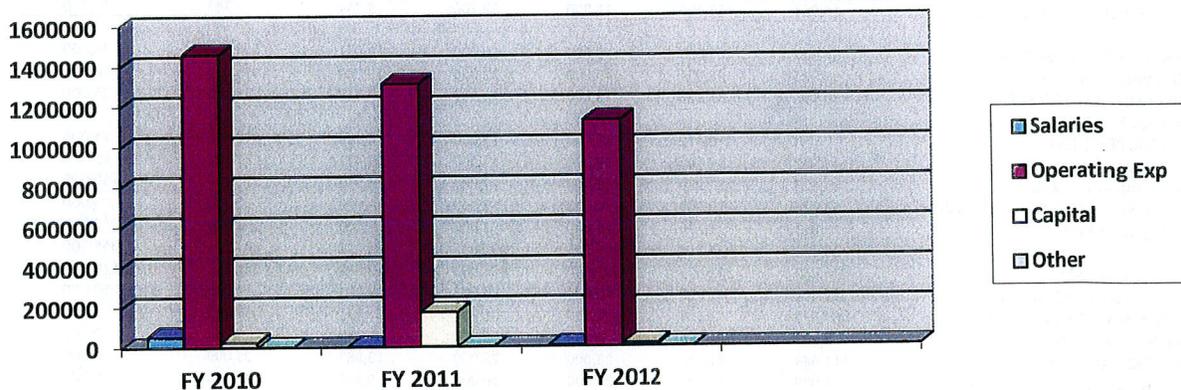
EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	20 CITY MANAGER								
DIV	25 EMERGENCY & DISASTER RELIEF								
525390	CONTINGENCIES/CAPITAL IMP	\$ 11,438	\$ 41,896	\$ 25,000	\$ 1,703	\$ 62	\$ 1,000	\$ 80,000	\$ -
525990	DISCRETIONARY ITEMS	-	-	25,000	-	-	-	50,000	-
<b>D I V T O T A L S :</b>		<b>11,438</b>	<b>41,896</b>	<b>50,000</b>	<b>1,703</b>	<b>62</b>	<b>1,000</b>	<b>130,000</b>	<b>-</b>
FUND	001 GENERAL FUND								
DEPT	20 CITY MANAGER								
DIV	79 SPECIAL EVENTS								
579390	MULTICULTURAL HERITAGE DAY	-	-	-	-	-	-	-	-
579391	HEALTH INITIATIVE	8,535	1,665	-	-	-	-	-	-
579392	ARABIAN NIGHTS FESTIVAL	-	-	-	-	-	-	-	-
579395	JULY FOURTH EVENT	(5,000)	-	-	-	-	-	-	-
579396	M.L.K. WALK	6,100	-	-	10,000	9,748	9,784	-	-
579397	EMPLOYEES APPRECIATION	-	-	-	-	-	-	-	-
579398	EMPLOYEE RECOGNITION	-	350	-	-	-	-	-	-
579399	JAZZ ON BURLINGTON	5,051	-	-	-	-	-	-	-
579400	CHRISTMAS EVENT	5,000	2,050	15,000	23,960	23,432	23,432	-	-
579401	SENIORS CHRISTMAS BALL	-	-	-	-	-	-	-	-
579380	BLACK HISTORY MONTH	7,471	-	15,000	15,000	10,766	10,389	-	-
579381	70's COSTUME BALL	15,721	19,202	-	28,720	28,717	28,186	-	-
579402	HOLIDAY IN THE PARK	16,259	-	-	-	-	-	-	-
579403	SPECIAL EVENTS	-	53,090	25,000	32,375	29,158	18,852	25,000	25,000
579404	HOLIDAY FOOD GIFT GIVING	-	-	-	11,200	10,730	10,695	-	-
<b>D I V T O T A L S :</b>		<b>59,138</b>	<b>76,357</b>	<b>55,000</b>	<b>121,255</b>	<b>112,551</b>	<b>101,338</b>	<b>25,000</b>	<b>25,000</b>
FUND	001 GENERAL FUND								
DEPT	20 CITY MANAGER								
DIV	80 INTERFUND TRANSFERS								
581910	TRANS OUT CRIME PREVENTION	10,000	-	-	-	-	-	-	99,575
581911	TRANS OUT VAWA	-	-	-	-	-	-	-	-
581912	TRANS OUT LLEBG	-	-	-	-	-	-	-	-
581913	TRANS OUT CRA	-	-	-	-	-	-	-	-
581914	TRANS OUT FEMA	-	-	-	-	-	-	-	-
581915	TRANS OUT DJJ	-	-	-	-	-	-	-	-
581916	TRANS OUT CAPITAL PROJECTS	390,988	-	150,000	-	-	-	-	-
581917	TRANS OUT SOLID WASTE	122,285	-	-	-	-	-	-	-
581918	TRANS OUT SPECIAL LAW	-	-	-	-	-	-	-	-
581919	TRANS OUT POLICE EXPLORER	-	-	-	-	-	-	-	-
	TRANS OUT SAFE NHD CAP IMP FUND	-	-	-	-	-	-	-	-
<b>NON-OPERATING EXPENSES</b>		<b>523,273</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>99,575</b>
<b>D I V T O T A L S :</b>		<b>523,273</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>99,575</b>
FUND	001 GENERAL FUND								
DEPT	20 CITY MANAGER								
DIV	81 RESERVES								
581920	GENERAL FUND RESERVE	-	-	500,000	500,000	-	500,000	500,000	500,000
581921	FUND BALANCE RESERVES	-	-	-	-	-	-	-	-
581922	RESERVE FOR SICK/ANNUAL LEAVE	-	-	65,000	65,000	-	65,000	65,000	65,000
581923	RESERVE ADDL W/COMP CLAIMS	-	-	-	-	-	-	-	-
<b>NON-OPERATING EXPENSES</b>		<b>-</b>	<b>-</b>	<b>565,000</b>	<b>565,000</b>	<b>-</b>	<b>565,000</b>	<b>565,000</b>	<b>565,000</b>
<b>D I V T O T A L S :</b>		<b>-</b>	<b>-</b>	<b>565,000</b>	<b>565,000</b>	<b>-</b>	<b>565,000</b>	<b>565,000</b>	<b>565,000</b>
<b>TOTAL OFFICE OF THE CITY MANAGER</b>		<b>\$ 3,268,530</b>	<b>\$ 2,183,682</b>	<b>\$ 2,535,545</b>	<b>\$ 2,868,528</b>	<b>\$ 1,313,245</b>	<b>\$ 2,879,154</b>	<b>\$ 2,749,270</b>	<b>\$ 2,471,727</b>

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# GENERAL GOVERNMENT

This division is a part of the City Manager's Office but is separated to account for City-wide expenses.

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$53,696	\$3,743	\$6,900
Operating Expenses	1,460,728	1,310,858	1,127,684
Capital Outlay	24,892	172,490	13,959
Other	-	-	-
<b>Total</b>	<b>\$1,539,316</b>	<b>\$1,487,091</b>	<b>\$1,148,543</b>



FY 2012 DEPARTMENT HIGHLIGHTS

	FY 2011 Projected	FY 2012 Budget
Worker's Compensation	\$150,000	\$50,000
Electricity Payments	284,245	285,000
Rentals & Leases	526,663	511,924

\* Town Center One Rental Payments for City Administrative Offices are budget: 2<sup>nd</sup> and 4<sup>th</sup> Floor offices (\$34,805 monthly) and 1<sup>st</sup> Floor Library (\$6,752 monthly). The payment for the 1<sup>st</sup> Floor Utility Billing/Cashier office is budgeted in the Water and Sewer Fund.

\* In an effort to reduce costs, the following line items are pooled in the General Government division and are no longer funded in the separate departments. Those line items are Travel & Per Diem (\$10,000), Publications & Subscriptions (\$15,000), and Education (\$10,000).

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	0 01 GENERAL FUND								
DEPT	020 CITY MANAGER								
DIV	19 GENERAL GOVERNMENT								
519110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
519120	SALARIES-REGULAR	-	-	-	-	-	-	-	-
	CITY-WIDE MERIT/COLA	-	-	-	-	-	-	-	-
519140	OVERTIME	-	-	-	-	-	-	-	-
519210	F. I. C. A. TAXES	-	-	-	-	-	-	-	-
519220	RETIREMENT CONTRIBUTION	-	481	-	-	-	-	-	-
519230	LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-	-
519240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
519245	ACCIDENTAL DEATH	-	2,761	2,400	3,200	-	2,400	2,400	1,900
519250	UNEMPLOYMENT COMPENSATION	15,951	50,454	9,500	19,500	3,744	1,343	9,500	5,000
	<b>SALARIES AND RELATED COSTS</b>	<b>15,951</b>	<b>53,696</b>	<b>11,900</b>	<b>22,700</b>	<b>3,744</b>	<b>3,743</b>	<b>11,900</b>	<b>6,900</b>
519240	WORKER'S COMPENSATION	94,912	67,663	10,000	10,000	12,071	150,000	75,000	50,000
519312	OTHER PROFESSIONAL SERVICES	91,925	48,051	40,000	32,000	19,920	35,921	50,000	40,000
519340	OTHER CONTRACTED SERVICES	30,792	51,260	18,800	18,800	21,817	28,100	25,000	20,800
519390	CONTINGENCIES	-	-	-	-	-	-	-	-
519400	TRAVEL & PER DIEM	-	6,472	15,000	11,000	4,224	10,500	15,000	10,000
519411	TELEPHONE - CELLULAR	143,942	99,787	21,000	83,000	42,471	81,746	85,000	50,000
519413	TELEPHONE - SUNCOM	85,023	82,989	40,000	77,000	45,853	75,100	50,000	50,260
519414	TELEPHONE - MCI, AT&T, COMCAST	53,426	39,604	40,000	12,000	996	2,700	20,000	2,700
519420	POSTAGE & FREIGHT	821	1,775	5,000	1,000	1,000	2,200	5,000	5,000
519430	ELECTRIC, GAS & WATER	380,150	326,914	296,205	295,605	165,422	284,245	355,000	285,000
519440	RENTALS & LEASES	536,063	542,091	485,000	485,000	312,082	526,663	510,000	511,924
519461	REPAIR & MAINT-BLDG & EQUIP	51,461	51,029	40,000	20,000	9,294	15,000	50,000	10,000
519465	REPAIR & MAINT-OFFICE EQUIP	60,333	1,824	1,500	700	635	1,235	5,000	1,000
519470	PRINTING & BINDING	8,623	468	2,500	2,500	1,148	1,748	2,500	-
519480	PROMOTIONAL ACTIVITIES	111,689	41,256	25,000	25,000	13,982	25,000	30,000	25,000
519493	GENERAL EXPENSES	53,009	19,298	20,000	16,000	9,501	16,100	30,000	12,500
519450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
519499	TRAVEL PRIVATE VEHICLE	-	-	-	-	-	-	-	-
519510	OFFICE SUPPLIES & EXPENSES	5,962	6,721	2,500	2,500	3,652	3,800	2,500	4,000
519520	OPERATING SUPPLIES	31,160	22,172	20,000	20,000	5,416	11,500	30,000	10,500
519526	LIBRARY CARD ASSISTANCE	-	-	-	-	-	-	-	-
519540	PUBL/SUBS/MEMBERSHIPS	6,048	18,567	15,000	15,000	10,580	12,500	15,000	15,000
519541	EDUCATIONAL COSTS	5,639	22,787	15,000	15,000	15,797	19,800	15,000	10,000
519554	DONATIONS TO NON-PROFITS	3,300	10,000	-	7,000	7,000	7,000	-	-
519556	EMPLOYEE BONUS	-	-	-	-	-	-	-	-
519555	GRANTS FOR SCHOOLS	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>1,754,277</b>	<b>1,460,728</b>	<b>1,112,505</b>	<b>1,149,105</b>	<b>702,861</b>	<b>1,310,858</b>	<b>1,370,000</b>	<b>1,113,684</b>
519610	PURCHASE OF LAND	-	-	-	237,184	20,000	130,000	-	-
519620	BUILDING IMPROVEMENTS	-	-	-	49,000	48,968	-	-	-
519640	MACHINERY & EQUIP (UASI GRANT)	3,693	-	-	5,000	3,290	3,290	-	-
519642	OFC FURN & EQUIP	36,834	3,909	-	-	619	619	-	-
519644	COMMUNICATION EQUIP (RADIOS)	4,028	3,000	-	-	-	-	-	-
519720	INTEREST	-	-	-	-	-	-	-	-
519730	OTHER DEBT SERVICE COSTS	-	-	-	-	-	-	-	-
519648	AUTO LEASE	26,095	17,983	18,000	43,141	27,750	38,581	37,120	27,959
519646	COMPUTER EQUIPMENT	-	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>70,650</b>	<b>24,892</b>	<b>18,000</b>	<b>334,325</b>	<b>100,627</b>	<b>172,490</b>	<b>37,120</b>	<b>27,959</b>
519970	PRO FOR BAD DEBTS	-	-	-	-	-	-	-	-
519980	DEPRECIATION	-	-	-	-	-	-	-	-
	<b>D I V T O T A L S:</b>	<b>\$ 1,840,878</b>	<b>\$ 1,539,316</b>	<b>\$ 1,142,405</b>	<b>\$ 1,506,130</b>	<b>\$ 807,232</b>	<b>\$ 1,487,091</b>	<b>\$ 1,419,020</b>	<b>\$ 1,148,543</b>

# CITY CLERK

## DEPARTMENT DESCRIPTION

The Office of the City Clerk is the custodian of the City's Official Seal. The office records and maintains a record of the actions of the City Commission and Boards. The City Clerk is appointed by the City Commission for an indefinite term and serves at the discretion of the City Commission.

The Office of the City Clerk responds to requests for research and public records and coordinates City events directly related to the City Commission including the Mayor's State of the City Address, Board and Committee Members Appreciation Banquet and other related events.

## SERVICES

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>* Supervises all City Elections</li> <li>* Complies with legal requirements for public requests, advertisements, &amp; record retention.</li> <li>* Prepares commission meeting agendas</li> <li>* Coordinates various Commission events</li> </ul> | <ul style="list-style-type: none"> <li>* Codifies all laws adopted by City Commission</li> <li>* Countersigns official documents</li> <li>* Attests to all documents</li> <li>* Publish all legal notices</li> <li>* Administers oath to elected and appointed officials</li> </ul> |
|--|---|

## MAJOR ACCOMPLISHMENTS

- \* Met open law requirements for City Commission meetings
- \* Updated legislative history on a continuing basis
- \* Began having records automated into a system where all official documents are identified, classified, and archived.

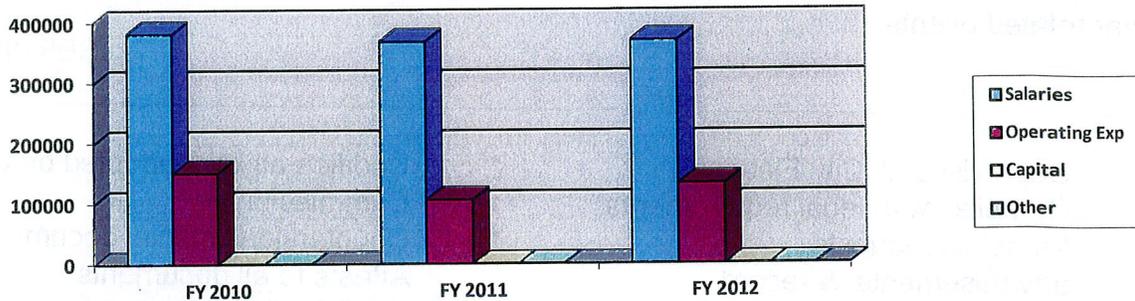
## GOALS

City Goals	Department Goals
<p><b>Improve Customer Service</b></p>	<ul style="list-style-type: none"> <li>• Advertise non-legal information.</li> <li>• Publish Commission meeting minutes and post board and committee meeting minutes.</li> <li>• Begin scanning resolutions and ordinances and make available on the City's website</li> </ul>

# CITY CLERK

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$381,957	\$368,294	\$369,839
Operating Expenses	151,008	106,332	133,000
Capital Outlay	-	2,337	-
Other	-	-	-
<b>Total</b>	<b>\$532,965</b>	<b>\$476,963</b>	<b>\$502,839</b>



## DEPARTMENT STAFFING

Position Title	Number Budgeted
City Clerk	1
Deputy City Clerk	1
Executive Secretary to City Commission/Deputy City Clerk	1
Receptionist/Clerk	1
OCS Coordinator	1
<b>Totals</b>	<b>5</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

- Funding in the amount of \$40,000 is included for legal advertisement.
- Funding in the amount of \$20,000 is included for contract services.
- The OCS Coordinator was transferred from the Office of the City Manager to electronically scan all records to move the department towards a paperless environment.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND 001	GENERAL FUND								
DEPT 30	CITY CLERK								
DIV 16	LEGISLATIVE SUPPORT								
512110	SALARIES-EXECUTIVE	\$ 146,080	\$ 182,996	\$ 166,215	\$ 166,215	\$ 104,828	\$ 175,156	\$ 164,050	\$ 166,215
512120	SALARIES-REGULAR	93,052	85,466	82,265	82,265	49,536	85,280	84,615	112,280
512130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
512140	SALARIES - OVERTIME	7,125	9,741	4,000	4,000	4,292	6,964	5,000	5,000
512210	F. I. C. A. TAXES	18,799	21,602	19,090	19,090	10,678	18,900	19,405	21,687
512220	RETIREMENT CONTRIBUTION	37,806	36,824	41,200	37,200	23,733	35,792	25,145	26,610
512230	LIFE & HEALTH INSURANCE	34,286	32,034	28,455	28,455	18,772	32,311	32,670	30,847
512240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
512245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
512250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
512499	VEHICLE ALLOWANCE	13,207	13,294	13,200	13,200	8,769	13,891	7,200	7,200
SALARIES AND RELATED COSTS		350,355	381,957	354,425	350,425	220,608	368,294	338,085	369,839
512311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
512312	OTHER PROFESSIONAL SERVICES	5,431	1,079	10,000	9,000	-	-	10,000	10,000
512340	OTHER CONTRACTED SERVICES	-	13,730	20,000	10,000	5,559	7,000	20,000	20,000
512400	TRAVEL & PER DIEM	1,123	963	2,500	500	454	900	2,500	1,000
512412	TELEPHONE	-	-	-	-	-	-	-	-
512420	POSTAGE	14,426	15,011	15,000	15,000	10,054	14,970	15,000	15,000
512440	RENTALS & LEASES	15,622	14,180	12,500	12,500	6,272	12,500	12,500	12,500
512461	REPAIR & MAINT-BLDG EQUIP	-	-	-	-	-	-	-	-
512465	REPAIR & MAINT-OFFICE EQUIP	382	32	-	-	-	-	-	-
512470	PRINTING & BINDING	-	-	-	-	-	-	-	-
512480	PROMOTIONAL ACTIVITIES	-	-	-	-	-	-	10,000	-
512482	STATE OF THE CITY ADDRESS	-	19,727	17,500	17,500	19,962	19,962	17,500	17,500
512490	LEGAL ADVERTISING	53,749	64,067	40,000	39,000	20,305	34,500	40,000	40,000
512491	OTHER ADVERTISING	9,916	5,167	2,500	2,500	-	-	2,500	2,500
512493	GENERAL EXPENSES	5,805	3,089	7,000	4,000	2,070	3,000	7,000	3,000
512450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
512510	OFFICE SUPPLIES & EXPENSES	10,652	12,237	7,500	7,500	9,137	12,500	7,500	10,000
512520	OPERATING SUPPLIES	3,569	1,277	1,500	1,500	670	1,000	1,500	1,500
512546	BOOKS	-	-	-	-	-	-	200	-
512540	PUBL/SUBS/MEMBERSHIPS	575	449	-	-	-	-	-	-
512541	EDUCATIONAL COSTS	365	-	-	-	-	-	-	-
512467	REPAIR & MAINT-MACH & EQUIP	-	-	-	-	-	-	-	-
512466	REPAIR & MAINT-VEH. & EQUIP	-	-	-	-	-	-	-	-
OPERATING EXPENSES		121,614	151,008	136,000	119,000	74,483	106,332	146,200	133,000
512646	COMPUTER EQUIP	142	-	-	-	-	-	-	-
512642	OFFICE FURN & EQUIPMENT	2,691	-	-	2,340	2,337	2,337	-	-
CAPITAL OUTLAYS		2,834	-	-	2,340	2,337	2,337	-	-
TOTAL LEGISLATIVE SUPPORT		\$ 474,803	\$ 532,965	\$ 490,425	\$ 471,765	\$ 297,428	\$ 476,963	\$ 484,285	\$ 502,839

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# CITY ATTORNEY

## DEPARTMENT DESCRIPTION

The Office of the City Attorney provides legal support and advice to the City Commission and City Manager on all legal matters involving the City. The City Attorney is appointed by the City Commission for an indefinite term and serves at the discretion of the City Commission.

## SERVICES

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>* Reviews and prepares all resolutions, ordinances, and contracts</li> <li>* Represent the City in union negotiations</li> <li>* Represent the City in all litigations</li> </ul> | <ul style="list-style-type: none"> <li>* Handles all risk management issues</li> <li>* Represent the City at public hearings and meetings</li> <li>* Furnishes opinion on question of law</li> </ul> |
|--|--|

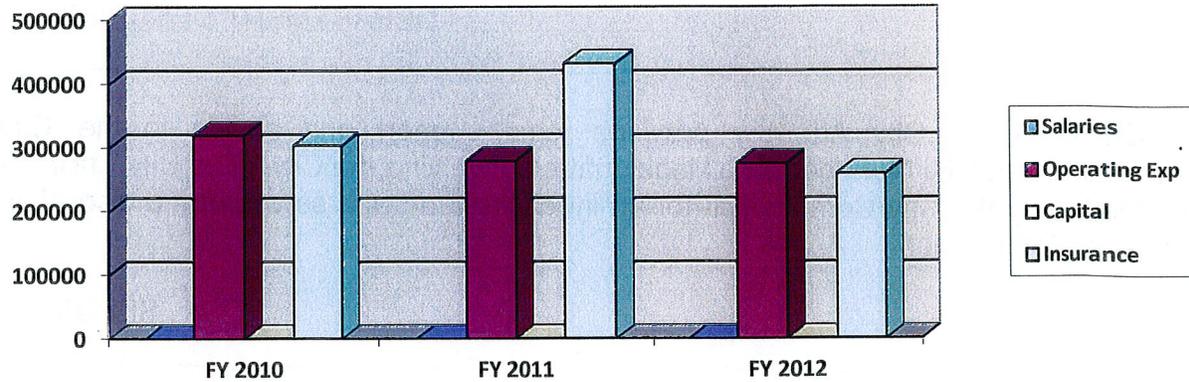
## GOALS

City Goals	Department Goals
<b>Increase Revenue</b>	<ul style="list-style-type: none"> <li>Initiate and prosecute litigation by the City upon approval of the City Commission.</li> <li>Aggressively negotiate contracts with vendors and consultants.</li> <li>Continue to use a preventable law approach to lessen the City's risk and litigation exposure.</li> <li>Update the City's code to eliminate outdated and inconsistent provisions.</li> </ul>

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$-	\$-	\$-
Operating Expenses	319,901	279,241	275,000
Capital Outlay	-	-	-
Insurance	303,155	431,906	258,500
<b>Total</b>	<b>\$623,056</b>	<b>\$711,147</b>	<b>\$533,500</b>

# CITY ATTORNEY



## DEPARTMENT STAFFING

Note: The City Attorney's office has been contracted out to a local law firm.

## FY 2012 DEPARTMENT HIGHLIGHTS

- In Other Contracted Services, \$225,000 is budgeted for the City Attorney's contract.
- In the Risk Management division, \$258,500 is budgeted for the General Funds share of the property and liability insurance. The Water & Sewer fund will be taking on a greater portion of the insurance costs in FY 2012 based on the audited net assets of the City as of Sept 30, 2010.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011	FY 2011	FY 2012	FY 2012
						7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	40 CITY ATTORNEY								
DIV	28 LEGAL COUNSEL								
514110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
514120	SALARIES-REGULAR	-	-	-	-	-	-	-	-
514210	F. I. C. A. TAXES	-	-	-	-	-	-	-	-
514220	RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-	-
514230	LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-	-
514240	WORKMEN'S COMPENSATION	-	-	-	-	-	-	-	-
514245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
514250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
514499	TRAVEL-PRIVATE	-	-	-	-	-	-	-	-
SALARIES AND RELATED COSTS		-	-	-	-	-	-	-	-
514310	LEGAL SERVICES	-	-	-	-	-	-	-	-
514320	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
514312	OTHER PROFESSIONAL SERVICES	300	-	-	-	-	-	-	-
514340	OTHER CONTRACTED SERVICES	205,024	237,731	225,000	225,000	141,435	236,768	225,000	225,000
514390	CONTINGENCIES	537,256	82,014	50,000	50,000	15,821	42,473	150,000	50,000
514400	TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
514421	TELEPHONE & TELEGRAPH	-	-	-	-	-	-	-	-
514420	POSTAGE & FREIGHT	-	-	-	-	-	-	-	-
514451	INSURANCE	-	-	-	-	-	-	-	-
514461	REPAIR & MAINT- BLDG	-	-	-	-	-	-	-	-
514465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
514470	PRINTING & BINDING	-	-	-	-	-	-	-	-
514490	LEGAL ADVERTISING	-	-	-	-	-	-	-	-
514491	OTHER ADVERTISING	-	-	-	-	-	-	-	-
514493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
514510	OFFICE SUPPLIES & EXPENSES	852	156	1,000	-	-	-	1,000	-
514520	OPERATING SUPPLIES	-	-	-	-	-	-	-	-
514540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
514541	EDUCATIONAL COSTS	75	-	-	-	-	-	-	-
OPERATING EXPENSES		743,507	319,901	276,000	275,000	157,256	279,241	376,000	275,000
514646	COMPUTER EQUIPMENT	(37)	-	-	-	-	-	-	-
514642	OFFICE FURN & EQUIP	11,894	-	-	-	-	-	-	-
514546	BOOKS	-	-	-	-	-	-	-	-
CAPITAL OUTLAYS		11,857	-	-	-	-	-	-	-
TOTAL CITY ATTORNEY DEPARTMEN		\$ 755,363	\$ 319,901	\$ 276,000	\$ 275,000	\$ 157,256	\$ 279,241	\$ 376,000	\$ 275,000

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

<b>EXPENDITURES BY LINE ITEM</b>		<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>AMENDED</b>	<b>7 MONTHS</b>	<b>PROJECTED</b>	<b>DEPT</b>	<b>ADOPTED</b>
						<b>ACTUAL</b>		<b>REQUESTS</b>	
FUND	001 GENERAL FUND								
DEPT	40 CITY ATTORNEY								
DIV	18 RISK MANAGEMENT								
513312	OTHER PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
513340	OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-	-
513400	TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
513451	INSURANCE	143,148	303,155	370,000	370,000	326,234	431,906	300,000	258,500
513465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
513551	OFFICE SUPPLIES & EXPENSES	-	-	-	-	-	-	-	-
513540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
	OTHER OPERATING EXPENSES	143,148	303,155	370,000	370,000	326,234	431,906	300,000	258,500
	TOTAL CITY ATTY DEPARTMENT	\$ 898,511	\$ 623,056	\$ 646,000	\$ 645,000	\$ 483,490	\$ 711,147	\$ 676,000	\$ 533,500

# HUMAN RESOURCES

## DEPARTMENT DESCRIPTION

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The Human Resource Department is responsible for providing administrative direction to departments on matters of employee recruitment and selection, policies and procedure development, problem resolution, employee performance evaluation, position classification, compensation and benefits, negotiating and administering labor agreements and equal opportunity. The department is equally committed to providing essential training opportunities for City employees.

The Human Resources Department is dedicated to attracting, developing and retaining talented individuals who are committed to building a healthy, safe and vibrant community.

## SERVICES

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- Administrative Policy and Procedures impacting employees city wide
- Recruitment and Placement of employees (externally and internally)
- Consultation to address personnel related matters and compliance with the City Personnel Rules, collective bargaining contracts.
- Compliance with local, state and federal law
- Employee recognition program
- Benefit and contract administration
- Support for labor relations/collective bargaining with the City's two unions
- Liaison to the Personnel Board
- Employee Communications
- Employee relations and conflict resolution
- Risk Management/Safety
- Coordination of the City Volunteer Program for High School youth and individuals who must fulfill court mandated community services.
- Summer youth Employment Program and other types of internships

## MAJOR ACCOMPLISHMENTS

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- Update the City's 2011 Pay and Classification Plan
- Instituted an Employee Discount Program in partnership with local businesses
- Hosted various Employee Appreciation Awards venues
- Created an effective New Hire orientation process
- Facilitated training opportunities for all staff as well as a Management Team
- Published 4 quarterly Employee Newsletters
- Facilitated "Lunch and Learn" informational sessions for employees to maximize understanding about benefits and programs related to employees' quality of life.
- Capitalized on the ADP System and fully implemented the Human Resources Information System (HRIS).
- Completed the revision of the Personnel Rules, Administrative Rules creating consistency in governing and administrative documents.

# HUMAN RESOURCES

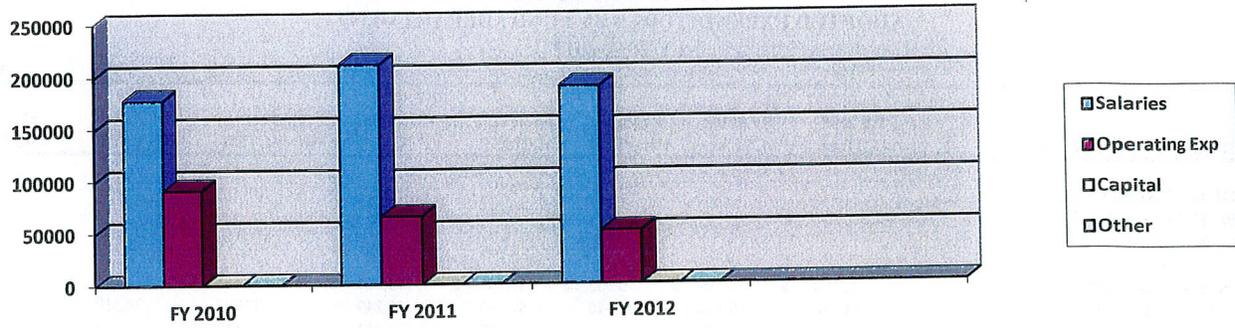
## GOALS

City Goals	Department Goals
<p><b>Provide for Increased Public/Employee Safety Service</b></p>	<ul style="list-style-type: none"> <li>• Foster a work environment where employees feel engaged and take responsibility for productivity and safety within their respective areas.</li> <li>• Ensure compliance related to City ordinances, Resolutions, Local, State and Federal laws</li> <li>• Recognize employees who practice safety at work and document habitual non-compliance with safety regulations</li> <li>• Provide additional public safety training</li> </ul>
<p><b>Increase Services to Internal Customers</b></p>	<ul style="list-style-type: none"> <li>• Strengthen the infrastructure of the Human Resources Department as well as provide adequate support to ensure timely and efficiency for meeting preparation, record keeping, preparation of job descriptions, postings, correspondence, salary surveys, public record requests, and record retention.</li> <li>• Assist with labor relations for both AFSCME and PBA</li> <li>• Continue to publish four quarterly employee newsletters to enhance employee productivity and cohesiveness city-wide.</li> </ul>

## RESOURCE SUMMARY

Category	FY 2010	FY 2011	FY 2012
	Actual	Projected	Budget
Salaries & Benefits	\$177,748	\$211,393	\$189,776
Operating Expenses	91,438	\$65,597	51,090
Capital Outlay	-	-	-
Other	-	-	-
<b>Total</b>	<b>\$269,186</b>	<b>\$276,990</b>	<b>\$240,866</b>

# HUMAN RESOURCES



## DEPARTMENT STAFFING

Position Title	Number Budgeted
Human Resources Director	1
Human Resources Specialist II	1
Human Resources Specialist I / Safety	1
<b>Total</b>	<b>3</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

- "Employee of the Month" program expenses are **not** included.
- Funding is included for ADP expenses.
- The Receptionist position was eliminated.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/8/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	60 HUMAN RESOURCES								
DIV	13 PERSONNEL								
513110	SALARIES-EXECUTIVE	\$ 65,036	\$ 39,119	\$ 96,955	\$ 61,955	\$ 44,641	\$ 72,451	\$ 111,945	\$ 111,945
513120	SALARIES-REGULAR	96,107	95,163	107,640	87,640	37,249	87,207	78,310	42,995
513140	OVERTIME	242	38	-	1,940	1,642	2,610	-	-
513210	F. I. C. A. TAXES	12,750	10,820	15,650	13,150	6,742	12,716	14,555	11,850
513220	RETIREMENT CONTRIBUTION	16,168	13,687	22,035	13,035	9,010	17,240	9,340	7,605
513230	LIFE & HEALTH INSURANCE	17,756	15,186	23,320	15,320	9,400	15,244	24,015	15,381
513240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
513245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
513250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
513499	VEHICLE ALLOWANCE	6,003	3,735	6,000	3,923	3,462	3,925	-	-
SALARIES AND RELATED COSTS		214,062	177,748	271,600	196,963	112,146	211,393	238,165	189,776
513311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
513312	OTHER PROFESSIONAL SERVICES	-	61,117	10,000	22,000	17,866	20,000	10,000	-
513340	OTHER CONTRACTED SERVICES	-	12,859	32,100	35,800	21,614	24,500	32,000	35,840
513390	CONTINGENCY	-	-	-	-	-	-	-	-
513397	EMPLOYEE APPRECIATION	7,956	1,243	-	-	-	-	-	-
513398	EMPLOYEE RECOGNITION	1,227	485	9,000	6,000	3,228	5,000	10,000	-
513400	TRAVEL & PER DIEM	1,499	-	-	-	-	-	-	-
513421	TELEPHONE	-	-	-	-	-	-	-	-
513420	POSTAGE & FREIGHT	1,050	56	150	70	57	80	210	150
513430	ELECTRIC AND GAS	-	-	-	-	-	-	-	-
513440	RENTAL & LEASES	4,586	10,872	5,500	13,000	7,024	12,317	7,000	7,600
513461	REPAIRS & MAINT - BULDINGS	-	-	-	-	-	-	-	-
513465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
513470	PRINTING & BINDING	-	-	2,500	1,500	900	2,700	3,000	2,000
513480	PROMOTIONAL ACTIVITIES	-	-	500	-	-	-	500	-
513491	OTHER ADVERTISING	-	-	-	-	-	-	-	-
513493	GENERAL EXPENSES	9,431	996	3,000	2,800	1,350	-	3,000	3,000
513450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
513510	OFFICE SUPPLIES & EXPENSES	2,457	3,008	2,000	1,700	783	1,000	2,500	2,500
513520	OPERATING SUPPLIES	1,041	677	750	-	-	-	750	-
513540	PUBL/SUBS/MEMBERSHIPS	555	125	-	-	-	-	-	-
513541	EDUCATIONAL COSTS	1,248	-	-	-	-	-	-	-
OPERATING EXPENSES		31,050	91,438	65,500	82,870	52,822	65,597	68,960	51,090
513642	OFFICE FURN & EQUIP	-	-	-	-	-	-	-	-
513646	COMPUTER EQUIP	7,398	-	-	-	-	-	-	-
CAPITAL OUTLAYS		7,398	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES DEPARTM		\$ 252,510	\$ 269,186	\$ 337,100	\$ 279,833	\$ 164,968	\$ 276,990	\$ 307,125	\$ 240,866

# FINANCE DEPARTMENT

## DEPARTMENT DESCRIPTION

---

The Finance Department provides centralized financial, accounting, cash investment, purchasing and debt management services for the City. The goal of the department is to manage the City's financial resources in the most cost effective and efficient manner. The mission is to provide accurate financial support in a timely manner.

The Department is also responsible for the development of the Comprehensive Annual Financial Report.

## SERVICES

---

### Financial Administration

- \* Providing financial advice to City Commission, City Manger and departments
- \* Encourage professional growth in finance personnel
- \* Develop citywide financial policies
- \* Manage all banking relationships and maintains bank balances and bank accounts
- \* Manage the investment of City funds
- \* Improve the financial reporting system to provide more timely reports

### Accounting

- \* Monitor revenues and expenditures and provide monthly reports
- \* Posting of all financial data to the general ledger
- \* Processing and payment of all financial obligations
- \* Coordinate with external auditors in the preparation of CAFR and Single Audit Report

### Utility Billing/Collections

- \* Operates and manages all billing and customer service activities
- \* Provides for collection activities related to delinquent monies owed to the City
- \* Places and releases liens on property

## MAJOR ACCOMPLISHMENTS

---

- Received the excellence in Financial Reporting Award for the FY 2009 Audit
- Opened the Payment Center on the 1<sup>st</sup> Floor of Town Center One to more effectively provide customer service to residents
- Enhanced the credit/debit payment options
- Assisted Code Enforcement to implement the Lien Amnesty Program
- Completed the process of refunding the Series 1994 Refunding Revenue Bonds
- Consolidated the grant application and monitoring function (police, crime prevention and weed & seed)
- Completed the citywide vendors listing and the local (Opa-locka) vendors listing

# FINANCE DEPARTMENT

- Submitted eight (8) federal, state and county grant applications. To date, four (4) have been awarded in the amount of \$710,000.00. Also, completed and submitted budget to Miami-Dade County for the GOB funding of \$2,000,000.00 for the Historic City Hall.
- Submitted closed out documents for the Curtis Drive and Port Said GOB and CDBG Awards.
- Submitted payment request and received payment of the GOB retainage for Curtis Drive and Port Said awards.

## GOALS

### City Goals

**Increase Revenue**

**Improve Overall City Perception**

### Department Goals

- \* Continue to improve internal controls
- \* Explore creative ways to increase revenues on a recurring basis
- \* Conduct rate studies on all services
- \* Establish ability to accept FPL and other utility payments
- \* Introduce Tele-Check system to prevent excessive returned checks
- \* Submit grant reports and reimbursement requests timely
- \* Work with the Public Utilities Department to eliminate illegal water usage
- \* Provide employees training opportunities to improve professional goals
- \* Continue Customer Service training to provide superior services to customers
- \* Develop multi-lingual (English, Spanish & Creole) forms and communications

## DEPARTMENT STAFFING

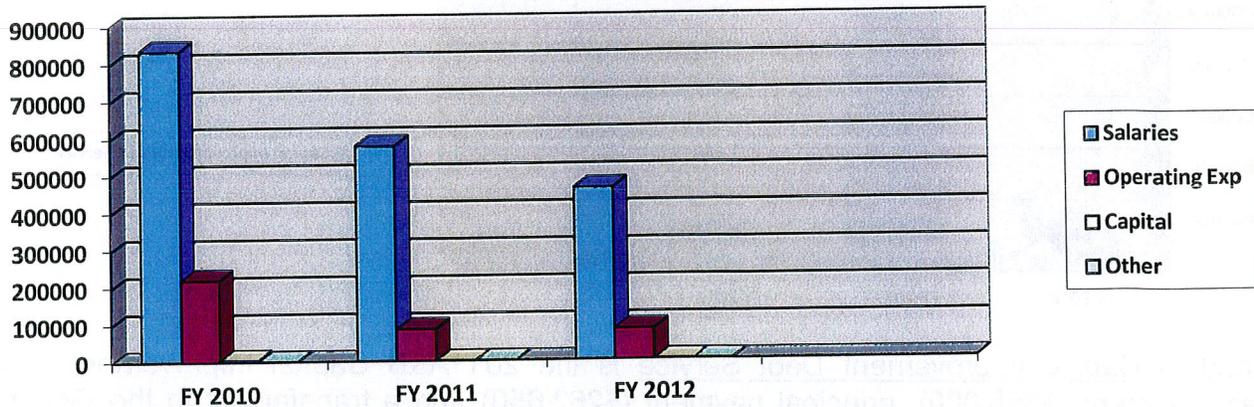
Position Title	Number Budgeted
Finance Director	1
Assistant Finance Director	1
Accountant	1
Administrative Assistant	1
Grant Writer	1
Utility Billing Supervisor	1
Utility Billing Specialist	2
Central Cashier	1
Accounts Payable Clerk	1
<b>Total</b>	<b>10</b>

# FINANCE DEPARTMENT

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
<b>Administration</b>			
Salaries & Benefits	\$834,777	\$578,408	\$462,534
Operating Expenses	220,191	86,036	82,500
Capital Outlay	4,078	-	-
Other	-	-	-
Sub-Total	\$1,059,046	\$664,444	\$545,034
<b>Utility Billing Water &amp; Sewer</b>			
Salaries & Benefits	\$-	\$177,970	\$159,695
Operating Expenses	308,400	182,125	403,100
Capital Outlay	-	-	-
Other	193,725	946,800	2,871,800
Sub-Total	\$502,125	\$1,306,895	\$3,434,595
<b>Capital Imp Debt Service*</b>	\$1,302,122	\$9,118,790	\$1,400,000
<b>Total Finance Department</b>	<b>\$2,863,293</b>	<b>\$11,090,129</b>	<b>\$5,379,629</b>

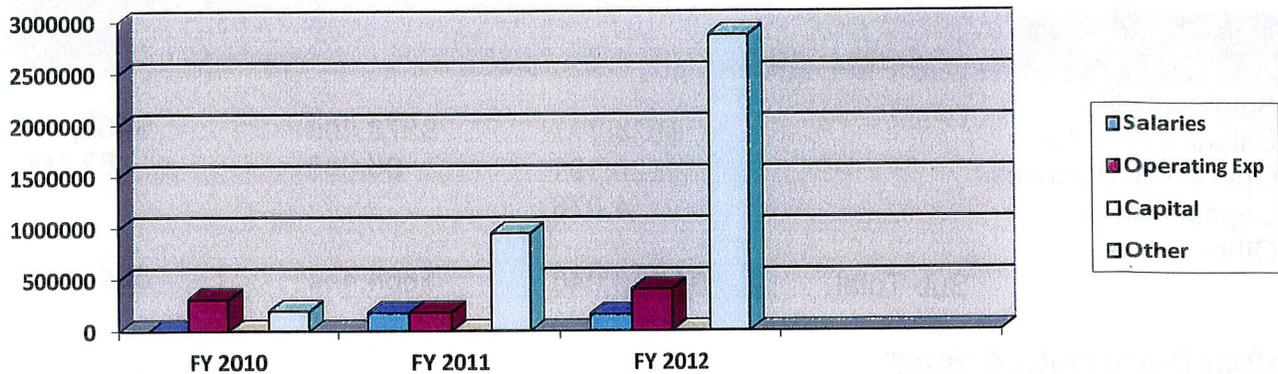
### Administration



Included in the Administration Division are all of the personnel, operating and capital expenses of the day to day operations of the Finance Department. In FY 2011, the Utility Billing employees were moved to the Water and Sewer fund and the Budget Administrator moved to the City Manager's Office.

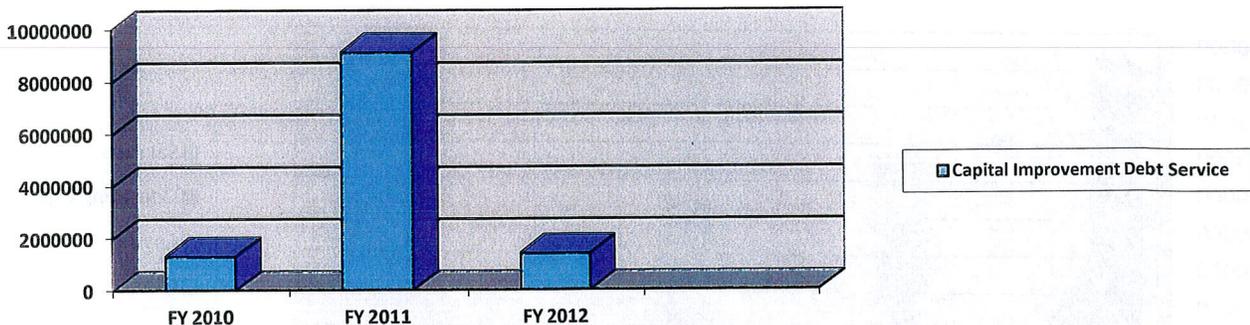
# FINANCE DEPARTMENT

## Utility Billing



Included in Utility Billing Division are the Utility Billing employee costs (\$188,985), the Water and Sewer Fund's portion of the City's liability insurance (\$280,500), the FY 2012 State Revolving Loan payment (\$248,800), the annual SunTrust Loan payment (\$423,000), a transfer to the CRA fund (\$200,000) to support that fund until their revenue begins to come in, and a transfer to the Capital Projects fund (\$2,000,000) to fund the completion of Sherbondy Park. The loan and transfer payments are included in the "Other" category. Also, in FY 2011, the Water and Sewer fund transferred \$275,000 to the General Fund as financial support which will be repaid by the General Fund over a three year period.

## Capital Improvement Debt Service



Included in Capital Improvement Debt Service is the 2011A&B Capital Improvement bond interest payment (\$358,000), principal payment (\$262,650) and a transfer out to the General Fund (\$778,350). The dollars transferred to the General Fund are the residual dollars available from Sales Tax and State Revenue Sharing revenues once the bond payments are made. Also, in FY 2011, in the Capital Improvement Debt Service Fund, the City refinanced the 1994A Capital Improvement Revenue Bonds. The 1994A bonds were paid off and the City received an additional \$2 million in revenue to support current capital project needs.

# FINANCE DEPARTMENT

## FY 2012 DEPARTMENT HIGHLIGHTS

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- Dollars are included to complete the annual audit report.
- The Water & Sewer portion of the property and liability insurance is included in the amount of \$280,500.
- The principal and interest payments for the 2011A&B bonds are included.
- The Water and Sewer Fund will transfer \$2,000,000 to the Capital Projects Fund for the completion of the Sherbondy Park project and \$200,000 to the CRA fund as start-up capital for the fund.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND 001 GENERAL FUND								
DEPT 60 FINANCE/ADMIN								
DIV 17 FINANCIAL & ADMIN								
513110 SALARIES-EXECUTIVE	\$ 272,921	\$ 342,381	\$ 252,495	\$ 252,495	\$ 173,499	\$ 279,732	\$ 244,695	\$ 250,245
513120 SALARIES-REGULAR	294,077	275,010	157,935	145,935	83,280	153,427	161,265	119,785
513130 SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
513140 OVERTIME	2,884	7,512	-	-	947	1,200	-	-
513210 F. I. C. A. TAXES	44,217	47,988	31,400	31,400	18,870	32,338	31,055	28,305
513220 RETIREMENT CONTRIBUTION	66,094	67,273	50,275	43,275	29,112	50,862	32,600	30,835
513230 LIFE & HEALTH INSURANCE	81,231	76,946	53,805	48,005	30,805	51,849	60,125	33,364
513240 WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
513245 ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
513250 UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
513499 VEHICLE ALLOWANCE	18,564	17,667	12,000	9,000	8,077	9,000	-	-
<b>SALARIES AND RELATED COSTS</b>	<b>779,988</b>	<b>834,777</b>	<b>557,910</b>	<b>530,110</b>	<b>344,590</b>	<b>578,408</b>	<b>529,740</b>	<b>462,534</b>
513311 EMPLOYEE PHYSICALS	177	-	-	-	-	-	-	-
513312 OTHER PROFESSIONAL SERVICES	32,696	45,044	40,000	10,000	7,507	9,000	10,000	-
513320 ACCOUNTING & AUDITING	81,450	65,943	54,000	51,700	47,408	52,000	56,000	54,000
513340 OTHER CONTRATED SERVICES	9,862	49,319	-	-	-	-	-	-
513400 TRAVEL & PER DIEM	4,926	618	-	-	300	-	-	-
513412 TEL - TEL	-	-	-	-	-	-	-	-
513420 POSTAGE & FREIGHT	35,604	21,981	2,500	2,500	5,127	6,233	12,000	8,000
513430 ELECTRIC., GAS & WATER	-	-	-	-	-	-	-	-
513440 RENTALS & LEASES	6,403	8,534	9,000	7,200	4,220	7,558	9,000	9,000
513461 REPAIR & MAINT-BLDG & EQUIP	80	-	-	-	-	-	-	-
513465 REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
513470 PRINTING & BINDING	3,073	1,146	3,500	1,700	481	500	1,500	1,000
513493 GENERAL EXPENSES	6,629	4,372	2,000	2,000	412	700	1,000	1,000
513510 OFFICE SUPPLIES & EXPENSES	13,866	9,751	6,000	6,000	6,065	7,965	10,000	8,000
513511 LIEN RECORDING/RELEASE CHARGES	-	6,636	4,000	2,000	1,510	1,700	-	-
513520 OPERATING SUPPLIES	7,296	5,761	2,000	1,500	380	380	3,000	1,500
513540 PUBL/SUBS/MEMBERSHIPS	3,195	1,011	-	-	-	-	-	-
513541 EDUCATIONAL COSTS	9,380	75	-	-	-	-	5,000	-
513546 BOOKS	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>	<b>214,638</b>	<b>220,191</b>	<b>123,000</b>	<b>84,600</b>	<b>73,410</b>	<b>86,036</b>	<b>107,500</b>	<b>82,500</b>
513642 OFFICE FURN & EQUIP	4,191	557	-	-	-	-	-	-
513646 COMPUTER EQUIP	1,422	-	-	-	-	-	-	-
513648 AUTO LEASE	3,227	3,521	-	-	-	-	-	-
513837 INTEREST	-	-	-	-	-	-	-	-
513594 INVENTORY OFFICE SUPPLIES	-	-	-	-	-	-	-	-
<b>CAPITAL OUTLAYS</b>	<b>8,840</b>	<b>4,078</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DIV T O T A L S:</b>	<b>\$ 1,003,466</b>	<b>\$ 1,059,046</b>	<b>\$ 680,910</b>	<b>\$ 614,710</b>	<b>\$ 418,000</b>	<b>\$ 664,444</b>	<b>\$ 637,240</b>	<b>\$ 545,034</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 PROJECTED	FY 2012	
						DEPT REQUESTS	FY 2012 ADOPTED
FUND 410 SOLID WASTE MGMT							
DEPT 60 FINANCE							
DIV 31 UTILITY BILLING							
513110 SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
513120 SALARIES-REGULAR	-	-	-	-	-	-	-
513140 OVERTIME	-	-	-	-	-	-	-
513210 F. I. C. A. TAXES	-	-	-	-	-	-	-
513220 RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-
513230 LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-
513240 WORKER'S COMPENSATION	-	-	-	-	-	-	-
513245 ACCIDENTAL DEATH	-	-	-	-	-	-	-
513250 UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-
<b>SALARIES AND RELATED COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
513311 EMPLOYEE PHYSICAL	-	-	-	-	-	-	-
513312 OTHER PROFESSIONAL SRVS	-	-	-	-	-	-	-
513320 ACCOUNTING & AUDITING	-	-	-	-	-	-	-
513499 TRAVEL - PRIVATE VEHICLE	-	-	-	-	-	-	-
513412 TELEPHONE & TELEGRAPH	-	-	-	-	-	-	-
513420 POSTAGE & FREIGHT	-	-	-	-	-	-	-
513430 ELECTRIC, GAS & WATER	-	-	-	-	-	-	-
513451 INSURANCE	-	-	-	-	-	-	-
513461 REPAIR & MAINT-BLDG & EQUIPMEN	-	-	-	-	-	-	-
513465 REPAIR & MAINT-OFFICE EQUIPMEN	-	-	-	-	-	-	-
513470 PRINTING AND BINDING	-	-	-	-	-	-	-
513493 GENERAL EXPENSES	-	-	-	-	-	-	-
513510 OFFICE SUPPLIES & EXPENSES	-	-	-	-	-	-	-
513511 LIEN REL/REC	-	-	-	-	-	-	-
513520 OPERATING SUPPLIES	-	-	-	-	-	-	-
513541 EDUCATIONAL COST	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
513642 OFFICE FURN & EQUIP	-	-	-	-	-	-	-
613646 EQUIPMENT LEASE	-	-	-	-	-	-	-
<b>CAPITAL OUTLAYS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
513720 INTEREST	-	-	-	-	-	-	-
513914 OPERATION RESERVE	-	-	-	-	-	-	-
<b>NON-OPERATING EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEPARTMENT TOTALS:</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011	FY 2011	FY 2012	FY 2012
						7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	440 WATER & SEWER								
DEPT	60 FINANCE								
DIV	61 UTILITY BILLING								
513110	EXECUTIVE SALARIES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
513120	SALARIES-REGULAR	-	-	130,535	130,535	82,100	130,535	139,925	121,925
513130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
513140	OVERTIME	-	-	7,000	7,000	5,824	7,000	7,000	7,000
513210	F.I.C.A. TAXES	-	-	10,520	10,520	6,881	10,520	11,240	9,860
513220	RETIREMENT CONTRIBUTION	-	-	14,815	14,815	8,739	14,815	7,215	6,330
513230	LIFE & HEALTH INSURANCE	-	-	20,830	20,830	9,540	15,100	21,620	14,580
513240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
513245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
513250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
	<b>SALARIES AND RELATED COST</b>	<b>-</b>	<b>-</b>	<b>183,700</b>	<b>183,700</b>	<b>113,084</b>	<b>177,970</b>	<b>187,000</b>	<b>159,695</b>
513311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
513312	OTHER PROFESSIONAL SRVS	-	621	35,000	35,000	6,240	9,500	35,000	-
513340	OTHER CONTRATED SERVICES	-	-	31,000	31,000	7,637	11,500	25,000	25,000
513320	ACCOUNTING & AUDITING	-	-	21,600	21,600	10,043	21,600	23,000	23,000
513390	CONTINGENCIES	-	-	-	-	-	-	-	-
513499	TRAVEL PRIVATE	-	-	-	-	-	-	-	-
513411	TELEPHONE VERIZON	-	-	-	-	-	-	-	-
513413	TELEPHONE SUNCOM	-	-	-	-	-	-	-	-
513420	POSTAGE	-	-	25,000	25,000	12,075	25,000	26,000	25,000
513421	TEL & TEL	-	-	-	-	-	-	-	-
513430	SUNCOM	-	-	-	-	-	-	-	-
513420	POSTAGE & FREIGHT	-	-	-	-	-	-	-	-
513430	ELECTRIC, GAS & WATER	-	-	-	-	593	-	1,000	-
513440	RENTALS & LEASES	-	-	36,000	36,000	15,397	19,100	37,100	37,100
513450	VEHICLE MAINTENANCE	-	-	-	-	-	-	-	-
513451	INSURANCE	403,344	287,368	90,000	90,000	80,364	90,000	90,000	280,500
513461	REP & MAINT-BLDG & EQUIP	-	-	-	-	1,046	-	-	-
513465	REP & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
513470	PRINTING & BINDING	-	-	-	-	-	-	-	-
513493	GENERAL EXPENSES	8,781	20,411	-	-	3,242	-	-	-
513510	OFFICE SUPPLIES & EXPENSES	-	-	2,625	2,625	1,462	2,625	4,000	2,500
513511	LIEN RECORDING CHARGES	-	-	6,000	6,000	130	800	5,000	5,000
513520	OPERATING SUPPLIES	-	-	2,000	2,000	2,156	2,000	10,000	5,000
513522	CITY HARDSHIP PROGRAM	-	-	-	-	-	-	-	-
513528	SOFTWARE MAINTENANCE	-	-	-	-	10,461	-	-	-
513541	EDUCATIONAL COST	-	-	-	-	-	-	2,000	-
	<b>OPERATING EXPENSES</b>	<b>412,125</b>	<b>308,400</b>	<b>249,225</b>	<b>249,225</b>	<b>150,846</b>	<b>182,125</b>	<b>258,100</b>	<b>403,100</b>
513630	IMPROV OTHER THAN BLDG	-	3,000	-	-	-	-	-	-
513642	OFFICE FURN & EQUIP	-	(3,000)	-	-	5,455	-	-	-
513646	COMPUTER EQUIP	-	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,455</b>	<b>-</b>	<b>-</b>	<b>-</b>
513720	INTEREST	-	-	-	-	-	-	-	-
513723	STATE REVOLVING LOAN	281,131	92,415	248,800	248,800	124,383	248,800	248,800	248,800
513724	MASTER LEASE INTEREST	-	-	-	-	-	-	-	-
513730	OTHER DEBT SVC COSTS	-	-	-	-	-	-	-	-
513733	MDWSA LOAN PAYMENT	(218,369)	-	-	-	-	-	-	-
513734	SUNTRUST LOAN PAYMENT	113,701	101,310	423,000	423,000	317,234	423,000	423,000	423,000
513970	BAD DEBTS	-	-	-	-	-	-	-	-
	TRANSFER OUT - GENERAL FUND	-	-	-	275,000	-	275,000	-	-
	TRANSFER OUT - CAPITAL PRJ	-	-	-	-	-	-	-	2,000,000
	TRANSFER OUT - CRA FUND	-	-	-	-	-	-	-	200,000
	<b>NON-OPERATING EXPENSES</b>	<b>176,463</b>	<b>193,725</b>	<b>671,800</b>	<b>946,800</b>	<b>441,617</b>	<b>946,800</b>	<b>671,800</b>	<b>2,871,800</b>
<b>TOTAL FINANCE/UTILITY BILLING</b>		<b>\$ 588,588</b>	<b>\$ 502,125</b>	<b>\$ 1,104,725</b>	<b>\$ 1,379,725</b>	<b>\$ 711,002</b>	<b>\$ 1,306,895</b>	<b>\$ 1,116,900</b>	<b>\$ 3,434,595</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS	PROJECTED	DEPT	ADOPTED
						ACTUAL		REQUESTS	
FUND	230 CAPITAL IMPROVEMENT DEBT SERVICE								
DEPT	60 FINANCE								
DIV	83 REDEMPTION-S/T DEBT								
513731	DOT LOAN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
513720	BOND INTEREST	376,075	359,800	342,475	355,153	314,679	355,153	342,475	262,650
513710	BOND PRINCIPAL	225,000	240,000	255,000	5,575,000	5,575,000	5,575,000	255,000	358,000
513723	STATE REVOLVING LOAN	-	-	-	-	-	-	-	-
513730	OTHER DEBT SERVICE COSTS	2,963	2,963	500	500	-	500	-	1,000
513740	BOND ISSUE COST	-	-	-	60,322	60,321	60,322	-	-
513548	AUTO PURCHASE	-	-	-	22,000	-	22,000	-	-
513910	TRANS OUT - UNRESTR REV	739,562	699,359	785,815	785,815	445,565	785,815	-	778,350
513916	TRANS OUT - CAPITAL PROJECTS	-	-	800,000	2,320,000	-	2,320,000	-	-
	DEBT SERVICE EXPENSES	1,343,600	1,302,122	2,183,790	9,118,790	6,395,565	9,118,790	597,475	1,400,000
	TOTAL CAPITAL IMPROVEMENT DEBT SERVICE	1,343,600	1,302,122	2,183,790	9,118,790	6,395,565	9,118,790	597,475	1,400,000

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The Information Technology Department (IT) focuses on meeting the cities strategic business and technology goals. The department delivers quality service and innovative information technology solutions to provide the citizens, business community and City staff with convenient access to the appropriate information and services. The ever increasing demands for information access have caused dramatic changes in the basic approach to information technologies.

In the past, Information Technology (IT) was largely driven by a departmental-centric perspective. The Department has changed that model to a customer-centric approach which is better suited for the delivery of information and IT required services to each customer site. Effort is now focused on new initiatives to upgrade infrastructure, improve security, and implement common IT solutions. Work is additionally being done in the general manner by which to plan and manage IT systems and services for the future. Much like the rest of the IT industry, the IT department has structured itself to align expenditures with business objectives. IT is also responsible for providing the basic framework for the City's computer system and operational plans.

## SERVICES

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IT provides technology in the broad area of Administration, Server Support, Desktop and Education, including Network Communications, Document Management, Enterprise Application, Department Specific Applications, Web Infrastructure, OPATV Operations, and Motorola Digital Radio Service.

### **Information Technology Administration**

Develops and Implements an overall information technology strategy, architecture and support structure for the operating departments in the City of Opa-locka.

- To develop information management solutions that enable City of Opa-locka government work smarter (leadership).
- To provide an integrated computing system that provides efficient and productive information tools for the city to conduct its business (Integration).
- To deliver a top level of support services to the city departments (Service).
- To make government information more available, accessible, and affordable (Access).
- To align IT investment with organizations needs (Strategy).
- To minimize the cost of technology and information management (Cost of Ownership).

- 
- To transform business practices to capture the benefits of automation (Process Redesign).

### **Server Support**

- To provide server support services fundamental to supporting City of Opa-locka information services environment for the City and the Police Department while ensuring that all computer infrastructure remains highly available, reliable, and serviceable.

### **Desktop and Educational Support**

- To provide superior customer service through high level software and hardware support, which meet the professional needs and objectives of city staff.

### **Communications**

- To support, implement, develop and maintain communication system for the City of Opa-locka. Communication systems include telephone services, wireless technology services, Local Area Networks (LAN) and Wide Area Networks (WAN) data communications, two way radio communications, camera surveillance systems, and network security systems.

### **OPATV**

- Continue to produce high quality information through the City of Opa-locka's OPATV operations and all elements related to effective communications from government to the citizens of the City of Opa-locka.

## MAJOR ACCOMPLISHMENTS

- 
- Successfully implemented emergency communication via SMS text messaged to provide an additional channel of emergency communication
  - Developed and implemented a strategic plan to maintain public access computers at a low cost
  - Upgraded the City's Community and Financial System to the most current version
  - Implemented a remote camera system in the City Commission Chambers in order to provide citizens a complete view of the City Commission meeting via OPATV
  - Installed a HP T770 Plotter at the Public Works facility, allowing for the printing of plans in house
  - Continues to reduce network printers and redirect printing to lower cost multi function devices (copiers)
  - Tested and implemented "open source" software which allows user of specific task software at no cost

# INFORMATION TECHNOLOGY

- Implemented and consulted with the Public Works Department on innovative ways to improve the department and ultimately provide better services to the community
- Managed the City's video tour book which will be implemented on the City's website
- Continued to reduce network charges by discontinuing unneeded services to the City
- Eliminated unused physical phone lines around the City
- Implemented in car citation printers and software for the police department
- Implemented Police Accident module, allowing for better accuracy and increasing patrol time of police officers
- Joined the Miami Dade Broadband coalition, a non-profit organization
- Developed a "draft" Technology Administrative Regulations

GOALS

<b>City Goals</b>	<b>Department Goals</b>
<b>Increase Revenue</b>	<ul style="list-style-type: none"> <li>• Upgrade ageing critical City servers using virtualization technology which provides an instant savings when compared to traditional servers.</li> <li>• Continue to centralize printing to reduce costs</li> <li>• Bring the City's permitting process online</li> </ul>
<b>Improve City's Overall Perception</b>	<ul style="list-style-type: none"> <li>• Continue to enhance and develop content to be placed on the City's website</li> <li>• Continue to increase turnaround time on all IT related service calls</li> <li>• Identify new technology to effectively relay new information to residents</li> <li>• Release a City intranet where employees have a central location for information</li> <li>• Apply for City recognition on outstanding Information Technology</li> </ul>
<b>Provide for Increased Public Safety</b>	<ul style="list-style-type: none"> <li>• Continue growing support for the Police Department's applications</li> <li>• Implement an offsite location to backup all stored data.</li> </ul>

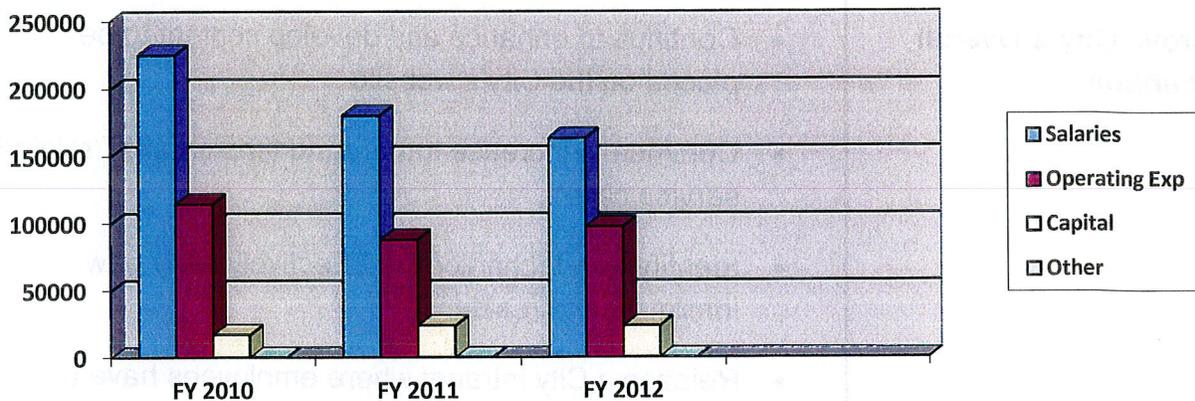
# INFORMATION TECHNOLOGY

**Continue the City's Beautification and Go-Green Program**

- Implement email footer on all outbound emails stating the public records information
- Facilitate on-board cameras on the City's Opa-locka Express circulator
- Initiate a hardware recycling and safe disposal program
- "Go Green" in all possible situations where the department can

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$225,462	\$180,360	\$163,360
Operating Expenses	114,568	87,896	97,500
Capital Outlay	17,004	23,810	23,520
Other	-	-	-
<b>Total</b>	<b>\$357,034</b>	<b>\$292,066</b>	<b>\$284,380</b>



## DEPARTMENT STAFFING

Position Title	Number Budgeted
IT Director	1
Information Systems Specialist	1
TV/Video Production Assistant	1
<b>Total</b>	<b>3</b>

# INFORMATION TECHNOLOGY

FY 2012 DEPARTMENT HIGHLIGHTS

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- Funding in the amount of \$75,000 is included for software licensing.
- In the Computer Equipment line item, \$20,000 is included for city-wide computer needs. With the exception of the Police Department, funding for computer equipment is pooled in the Information Technology budget.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011	FY 2011	FY 2012	FY 2012
						7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	20 CITY MANAGER								
DIV	14 INFORMATION TECHNOLOGY								
512110	SALARIES-EXECUTIVE	\$ 75,754	\$ 68,291	\$ 62,775	\$ 62,775	\$ 36,215	\$ 62,775	\$ 60,260	\$ 62,775
512120	SALARIES-REGULAR	67,900	85,980	69,390	63,390	33,100	60,610	65,210	65,210
512130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
512140	OVERTIME	8,233	11,074	5,000	12,000	7,373	12,861	5,000	5,000
512210	F. I. C. A. TAXES	12,016	22,598	10,500	10,500	5,996	10,536	9,910	10,175
512220	RETIREMENT CONTRIBUTION	15,653	16,577	14,775	13,275	8,259	14,674	6,405	6,530
512230	LIFE & HEALTH INSURANCE	28,737	18,915	14,745	14,745	8,906	18,904	17,225	13,670
512240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
512245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
512250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
512499	VEHICLE ALLOWANCE	6,003	2,027	-	-	-	-	-	-
SALARIES AND RELATED COSTS		214,297	225,462	177,185	176,685	99,849	180,360	164,010	163,360
512311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
512340	OTHER CONTRACTED SERVICES	8,350	25,772	15,000	7,000	2,217	8,091	10,000	5,000
512528	SOFTWARE LICENSING	-	77,235	45,000	66,000	50,256	75,000	75,000	75,000
512400	TRAVEL & PER DIEM	12	-	-	-	-	-	5,000	-
512412	TELEPHONE & TELEGRAPH	-	-	-	-	-	-	-	-
512420	POSTAGE & FREIGHT	-	-	-	-	-	-	-	-
512440	RENTALS & LEASES	-	-	-	-	-	-	-	-
512461	REP & MAINT BLDG & EQUIP	-	-	-	-	-	-	-	-
512470	PRINTING & BINDING	-	-	-	-	-	-	-	-
512465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
512480	PROMOTIONAL ACTIVITIES	-	-	-	-	-	-	-	-
512493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
512450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
512510	OFFICE SUPPLIES & EXPENSES	3,286	639	4,000	2,200	1,341	2,541	3,000	4,000
512520	OPERATING SUPPLIES	16,440	10,797	15,000	8,000	1,763	2,264	15,000	13,500
512540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
512541	EDUCATIONAL COSTS	816	125	-	-	-	-	5,000	-
OPERATING EXPENSES		28,903	114,568	79,000	83,200	55,577	87,896	113,000	97,500
512642	OFFICE FURN & EQUIP	-	-	-	-	-	-	-	-
512648	AUTOMOTIVE LEASE	3,227	3,520	3,520	3,814	2,054	3,810	3,810	3,520
512646	COMPUTER EQUIPMENT	16,211	13,484	25,000	17,000	15,587	20,000	190,000	20,000
CAPITAL OUTLAYS		19,438	17,004	28,520	20,814	17,641	23,810	193,810	23,520
D I V T O T A L S:		\$ 262,639	\$ 357,034	\$ 284,705	\$ 280,699	\$ 173,067	\$ 292,066	\$ 470,820	\$ 284,380

# COMMUNITY DEVELOPMENT

## DEPARTMENT DESCRIPTION

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The Planning and Community Development (CDD) is responsible for the direction and coordination of all growth, development and redevelopment related programs. The administration oversees the city's current and long-term planning processes. The Department will continue strengthening the local economy through planning and the expansion and business retention activities for the overall betterment of the city.

The Department will continue strengthening the local economy through meticulous planning and the expansion and retention of businesses activities for the overall betterment of the city and its residents.

**Planning and Zoning** - responsible for administering the city's current and long range planning efforts including the implementation of land use development, processing rezoning and land use applications, and the development of community neighborhood plans.

**Community Development** - Assists in the relocation and / expansion of businesses in the City of Opa-locka, FL by providing demographic and market data about the city, information on available space for lease, land for sale, as well as providing incentives to businesses through various county agencies and non-profit organizations.

## SERVICES

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- Coordinate City's planning activities.
- Recommend updates and amendments to the City's Comprehensive Master Development Plan
- Prepares reports and analysis for applications to the Planning Council, Zoning Board of Appeals, and City Commission.
- Collects and maintains demographic data application to the development and redevelopment of the city.
- Provides recommendations related to business recruitment, retention, and expansion.

# COMMUNITY DEVELOPMENT

## MAJOR ACCOMPLISHMENTS

→ *The 22<sup>nd</sup> and 27<sup>th</sup> Avenue Pedestrian Friendly Project* - requested funding through Miami-Dade County Metropolitan Planning Organization (MPO). If this project is funded, a study will be initiated by the Miami MPO to identify pedestrian and transit deficiencies in and around the 22<sup>nd</sup> and 27<sup>th</sup> Avenue. This is the first application ever submitted by the City of Opa-locka under this program.

→ *Development of the Community Redevelopment Agency (CRA)* – CDD was responsible for working with the CRA Consultant to prepare the CRA plan. The final plan was approved by the City Commission.

→ The Department was also responsible for recommending a major amendment to the landlord permit fee structure. The city stands to generate approximately \$257,000 dollars from this legislative change approved by the Mayor and City Commission on March 23, 2011.

→ CDD, with Mayor and City Commission approval, successfully submitted an application for the funding of a road classification and improvement study. This study will allow our elected officials to request funds for road and drainage improvements and have the technical support data needed in order to receive state and federal funds.

## GOALS

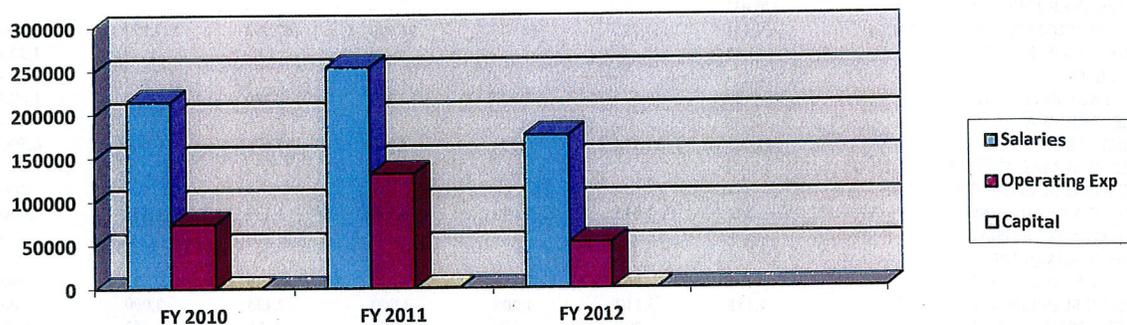
City Goals	Department Goals
<b>Continue the Beautification and Go-Green Program</b>	<ul style="list-style-type: none"><li>• Proactively increase awareness in the open market that “Opa-locka is the great destination for conducting business and good living”, because of its location and competitive rates.</li><li>• Pursue other green technologies such as the creation of a water re-use facility; implementation of infiltration inflow study, and use of green-building retrofits for city owned and operated facilities, all of which are aimed at saving the city and its residents time, energy, and expense.</li><li>• Promote city beautification through the increase of green-space among residential, business and industrial areas as well as entrances into the city, designed to instill pride in the community and to make the City more appealing to residents, visitors, and investors.</li></ul>

# COMMUNITY DEVELOPMENT

- Administer Business Assistance Workshops within city to assist Opa-locka residents with first steps in starting or expanding business citywide.

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$215,250	\$254,287	\$175,632
Operating Expenses	74,402	131,819	52,950
Capital Outlay	-	250	-
<b>Total</b>	<b>\$289,652</b>	<b>\$386,356</b>	<b>\$228,582</b>



## DEPARTMENT STAFFING

Position Title	Number Budgeted
Community Development Director	1
Planner	1
Executive Secretary	0*
<b>Totals</b>	<b>2</b>

- The current Executive Secretary will retire in November. The position will not be filled.

## FY 2012 DEPARTMENT HIGHLIGHTS

- In the Other Professional Services line item, \$40,000 is included for 2012 EAR update and the Comprehensive Master Plan update. We anticipate receiving additional dollars through grants to complete these projects.
- The Executive Secretary position will become unfunded upon the retirement of the exiting employee in that position in November 2011.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	001 GENERAL FUND								
DEPT	15 COMMUNITY DEV								
DIV	37 COMPREHENSIVE PLANNING								
515110	SALARIES-EXECUTIVE	\$ -	\$ 102,348	\$ 145,820	\$ 143,320	\$ 82,380	\$ 142,792	\$ 140,475	\$ 142,800
515120	SALARIES-REGULAR	89,371	60,448	64,200	64,200	36,518	55,489	49,171	5,675
515140	OVERTIME	4,712	-	-	-	543	543	-	-
515210	F. I. C. A. TAXES	17,446	13,080	16,070	16,070	9,612	15,651	14,510	11,360
515220	RETIREMENT CONTRIBUTION	25,860	19,921	21,000	18,700	12,421	21,112	9,310	7,290
515230	LIFE & HEALTH INSURANCE	23,477	14,103	24,855	31,455	10,995	15,000	14,760	8,507
515240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
515245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
515250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
515499	VEHICLE ALLOWANCE	6,003	5,350	6,000	3,692	3,231	3,700	6,000	-
	<b>SALARIES AND RELATED COSTS</b>	<b>166,871</b>	<b>215,250</b>	<b>277,945</b>	<b>277,437</b>	<b>155,700</b>	<b>254,287</b>	<b>234,226</b>	<b>175,632</b>
515311	EMPLOYEE PHYSICALS	129,962	-	-	-	-	-	-	-
515312	OTHER PROFESSIONAL SERVICES	69,151	57,722	110,000	98,000	67,993	117,993	90,000	40,000
515400	TRAVEL - PER DIEM	45	-	-	-	-	-	1,500	-
515421	TEL & TEL	-	-	-	-	-	-	-	-
515420	POSTAGE & FREIGHT	73	-	500	200	180	-	1,000	250
515430	ELECTRIC WATER & GAS	-	-	-	-	-	-	-	-
515440	RENTALS & LEASES	13,063	11,784	7,500	7,500	5,694	9,000	6,500	8,000
515461	REPAIR & MAINT-BLDG & EQUIP	-	-	-	-	-	-	-	-
515465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	600	-
515470	PRINTING & BINDING	542	1,015	2,000	1,500	1,134	1,551	2,000	1,750
515490	LEGAL ADVERTISING	-	-	-	-	-	-	-	-
515491	OTHER ADVERTISING	-	-	-	-	-	-	-	-
515493	GENERAL EXPENSES	194	567	1,250	250	25	25	2,300	200
515510	OFFICE SUPPLIES & EXPENSES	3,131	3,112	1,200	1,200	2,135	3,000	1,200	2,000
515520	OPERATING SUPPLIES	-	202	750	250	76	250	1,000	750
515540	PUBL/SUBS/MEMBERSHIPS	400	-	-	-	-	-	921	-
515541	EDUCATIONAL COSTS	324	-	-	-	-	-	2,500	-
515546	BOOKS	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>216,885</b>	<b>74,402</b>	<b>123,200</b>	<b>108,900</b>	<b>77,237</b>	<b>131,819</b>	<b>109,521</b>	<b>52,950</b>
515640	MACHINERY & EQUIPMENT	-	-	-	-	-	-	-	-
515642	OFFICE FURN & EQUIP	1,789	-	-	-	-	-	-	-
515643	COMMUNICATION EQUIP	-	-	-	-	-	-	-	-
515646	COMPUTER EQUIPMENT	-	-	1,500	850	243	250	1,500	-
515648	AUTOMOTIVE LEASE	-	-	-	-	-	-	-	-
515641	AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>1,789</b>	<b>-</b>	<b>1,500</b>	<b>850</b>	<b>243</b>	<b>250</b>	<b>1,500</b>	<b>-</b>
	<b>DIV TOTAL:</b>	<b>\$ 385,544</b>	<b>\$ 289,652</b>	<b>\$ 402,645</b>	<b>\$ 387,187</b>	<b>\$ 233,180</b>	<b>\$ 386,356</b>	<b>\$ 345,247</b>	<b>\$ 228,582</b>

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# BUILDING & LICENSES

## DEPARTMENT DESCRIPTION

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The Building and Licensing Department issues occupational licenses, building, electrical, mechanical, roofing, plumbing permits and certificates of occupancy in the City. In addition, the department enforces building and zoning codes in accordance with local City codes and south Florida Building Codes, to protect the health, welfare and safety of the City residents and visitors of the city.

Our mission is to provide safe and healthy structures through the effective application of construction code standards, professional inspections and quality service to the citizens of the City of Opa-locka.

## SERVICES

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- \* Provide review of City Codes, Florida Building & Zoning Codes and County Land Development.
- \* Review building/land development applications to ensure consistency with Comprehensive Master Plan.
- \* Provide inspections to ensure compliance with the occupational license ordinance.
- \* Provide inspections of building construction activity for compliance with codes
- \* Review building plans.
- \* Issue permits and certificates of occupancy.
- \* Issue notices to owners of 40-year old buildings to comply with the structural and electrical inspection for building recertification and review consultant's reports.

## ACCOMPLISHMENTS

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- Sherbondy Park Community Center: Issued building, mechanical, and electrical permits for construction. The construction is in progress and is expected to be completed in August 2011.
- Completed and inspected the demolition of five (5) unsafe buildings at Villa Francine housing development. The demolition was done by the U.S. Army Corps of Engineers.
- Completed the plan review for the interior renovation of a charter school located at 13401 NW 28<sup>th</sup> Ave. Issued building, mechanical, and electrical permits.

# BUILDING & LICENSES

## GOALS

### City Goals

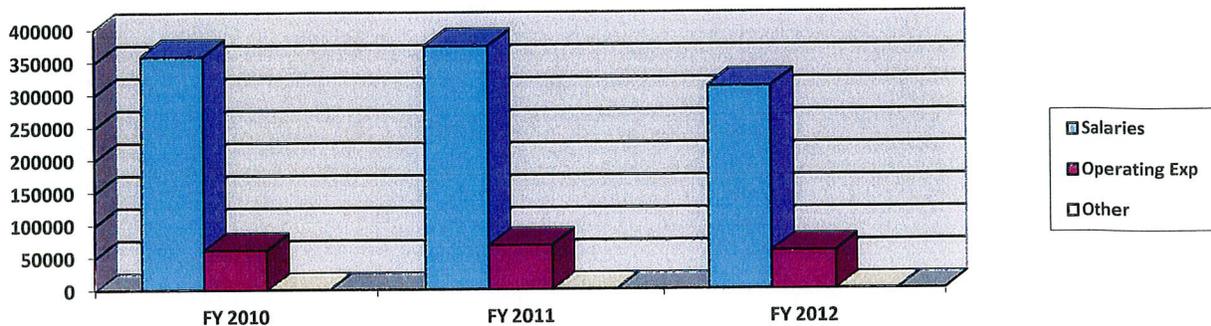
Increase Development throughout the City

### Department Goals

- Attract developers to start new projects in the City.
- Continue to provide efficient customer-friendly and responsive building services.
- Effectively expedite and coordinate the permit process of capital improvement and construction projects.
- Provide uniformity and consistency in the interpretation and enforcement of the Florida Building Code.
- Continue to enforce regulations governing buildings and unsafe structures while responding to the building industry and protecting citizens.

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$359,537	\$374,892	\$312,547
Operating Expenses	61,753	68,385	59,300
Capital Outlay	-	-	-
Other	-	-	-
<b>Total</b>	<b>\$421,290</b>	<b>\$443,277</b>	<b>\$371,847</b>



# BUILDING & LICENSES

## DEPARTMENT STAFFING

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Position Title	Number Budgeted
Building Director	1
Chief Building Inspector/Structural Plans Processor	1
Administrative Assistant	2
Building Clerk	1
<b>Total</b>	<b>5</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

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- In other professional services, \$50,000 is included for costs related to electrical, mechanical, and plumbing inspectors.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011	FY 2011	FY 2012	FY 2012
						7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	24 BUILDING & OCC. LICENCES								
DIV	30 PROTECTIVE INSPECTIONS								
524110	SALARIES-EXECUTIVE	\$ 87,661	\$ 101,282	\$ 171,500	\$ 99,500	\$ 56,222	\$ 129,698	\$ 154,755	\$ 161,200
524120	SALARIES-REGULAR	109,337	166,986	138,800	161,800	99,548	153,906	138,800	99,030
524130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
524140	OVERTIME	877	1,833	-	-	673	965	-	-
524210	F. I. C. A. TAXES	14,775	21,632	23,740	20,740	12,499	22,402	22,460	19,910
524220	RETIREMENT CONTRIBUTION	19,742	31,387	33,420	25,920	17,751	31,784	14,415	12,775
524230	LIFE & HEALTH INSURANCE	25,397	27,797	29,505	26,905	16,871	28,937	29,505	19,632
524240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
524245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
524250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
524499	TRAVEL-PRIVATE VEHICLE	3,049	8,620	11,000	7,192	6,346	7,200	6,000	-
	<b>SALARIES AND RELATED COSTS</b>	<b>260,839</b>	<b>359,537</b>	<b>407,965</b>	<b>342,057</b>	<b>209,910</b>	<b>374,892</b>	<b>365,935</b>	<b>312,547</b>
524311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
524312	OTHER PROFESSIONAL SERVICES	96,791	50,212	50,000	50,000	47,766	57,455	50,000	50,000
524340	OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-	-
524390	CONTINGENCIES	-	-	-	-	-	-	-	-
524400	TRAVEL-PER DIEM	966	50	-	-	-	-	-	-
524421	TELEPHONE	-	-	-	-	-	-	-	-
524420	POSTAGE	-	9	-	-	57	100	-	-
524440	RENTALS & LEASES	3,253	5,302	4,000	4,000	2,601	4,478	4,000	3,800
524461	REPAIR & MAINT-BLDG & EQUIP	-	-	-	-	-	-	-	-
524465	REPAIR & MAINT-OFFICE EQUIP	271	-	-	-	-	-	-	-
524266	REPAIR & MAINT MACH & EQUIP	-	-	-	-	-	-	-	-
524470	PRINTING & BINDING	848	418	1,000	1,000	679	944	1,000	1,000
524493	GENERAL EXPENSES	5,524	956	2,500	2,500	3,507	4,000	2,500	2,500
524450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
524510	OFFICE SUPPLIES & EXPENSES	5,090	3,063	2,000	2,000	956	1,400	2,000	1,500
524341	CLOTHING & UNIFORM ALLOWANCE	-	-	-	-	-	-	-	-
524520	OPERATING SUPPLIES	592	465	1,000	620	8	8	1,000	500
524540	PUBL/SUBS/MEMBERSHIPS	1,095	249	-	-	18	-	-	-
524541	EDUCATIONAL COSTS	2,701	1,029	-	-	-	-	2,000	-
524546	BOOKS	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>117,132</b>	<b>61,753</b>	<b>60,500</b>	<b>60,120</b>	<b>55,592</b>	<b>68,385</b>	<b>62,500</b>	<b>59,300</b>
524642	OFFICE FURN & EQUIP	-	-	-	-	-	-	-	-
524630	COMMUNICATION EQUIP	-	-	-	-	-	-	-	-
524644	PUBLIC SAFETY EQUIPMENT	-	-	-	-	-	-	500	-
524646	COMPUTER EQUIP	-	-	-	-	-	-	2,500	-
	<b>CAPITAL OUTLAYS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>-</b>
	<b>TOTAL BUILDING &amp; OCC. LICENSES,</b>	<b>\$ 377,971</b>	<b>\$ 421,290</b>	<b>\$ 468,465</b>	<b>\$ 402,177</b>	<b>\$ 265,502</b>	<b>\$ 443,277</b>	<b>\$ 431,435</b>	<b>\$ 371,847</b>

# CODE ENFORCEMENT

## DEPARTMENT DESCRIPTION

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The City of Opa-locka Code Enforcement Division is responsible for enforcement of the City's Code of Ordinance which includes inspections for occupational license. Codes have been adopted over the years to protect the health, safety, and welfare of all who live, work, or visit in the City. They also establish standards to ensure a positive effect on property value, community appearance, and neighborhood pride.

Adherence to City Codes and maintenance of property is the responsibility of each and every citizen. Structures that are not maintained...deteriorate; devalue neighborhoods, and encourage crime; contributing to the blight in a community. As the City ages, it becomes more critical for property owners to be aware and comply with the City's codes. Code Enforcement provides an effective means of educating and enforcing the Code of Ordinance to ensure that the City ages gracefully and maintains its quality of life.

The primary objectives of the Code Enforcement Department personnel is to patrol the City on a daily basis and monitor for City Ordinance compliance, and where there are violations, provide ample opportunity for the subject violator to come into compliance in a reasonable time period. In circumstances where violations are deemed egregious or repetitive, immediate punitive fines are assessed. The Department is also charged with the responsibility of performing outreach to all of the residents, business leaders, and visitors to the City and informing them of the importance of adherence to the City Ordinances and how these rules benefit them as valued City stakeholders.

While punitive measures are available means to persuade conformity, it is the goal of the City to encourage voluntary compliance. However, to enforce the codes and ordinances, governing legislation has provided several tools to accomplish this task through both quasi-judicial and judicial means.

## SERVICES

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- \* Educate the public on minimum property maintenance standards, zoning regulations and sources of assistance.
- \* Inspect properties for maintenance and zoning regulations.
- \* Enforce compliance through voluntary efforts, City Abatement and/or legal action.
- \* Resolve citizen's complaints in regards to illegal dumping, property maintenance, etc.
- \* Monitor signage and weed control issues that affect City beautification.

# CODE ENFORCEMENT

## DEPARTMENT STAFFING

Position Title	Number Budgeted
Neighborhood Improvement Supervisor	1
Code Enforcement Clerk	1
Code Enforcement Officer	4*
Urban Rangers	6
<b>Total</b>	<b>12</b>

\* The City is in the process of outsourcing Code Enforcement services to an outside firm. We plan to have the current code enforcement officers absorbed by the firm selected.

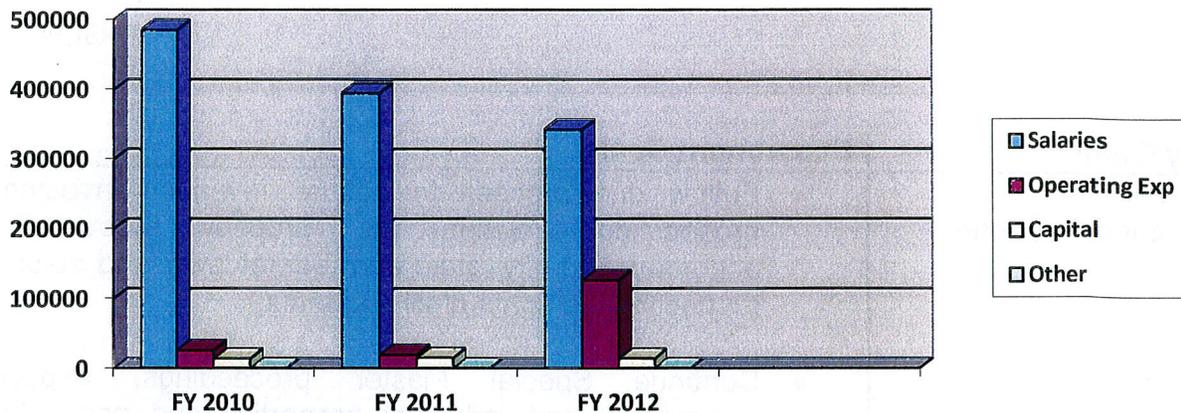
## GOALS

City Goals	Department Goals
<p><b>Increase Revenue</b></p>	<ul style="list-style-type: none"> <li>• Follow due process to assure revenues invested in prosecuting violators are properly recovered in accordance to city, state and federal laws, and state and respecting the rights of all residents.</li> <li>• Continue Special Master proceedings, especially commercial and industrial properties and occupational license holders having outstanding City debts.</li> <li>• Develop an Operations Manual to create and maintain a highly professional and systematic agency that provides services and activities based on benchmarked policy and procedures.</li> <li>• Work in collaboration with the Police Department, Public Works and Utilities Department, and the Building and Licensing departments to facilitate mandatory compliance with City ordinances and codes to promote and maintain a safe and desirable living and working environment.</li> <li>• Maintain an attractive, safe, and healthy environment in order to provide a high quality of life for our residents and visitors.</li> <li>• Provide timely professional code enforcement to the citizens of the City of Opa-locka.</li> <li>• Provide timely professional code enforcement to the citizens of the City of Opa-locka.</li> </ul>
<p><b>Improve the Overall City Perception</b></p>	

# CODE ENFORCEMENT

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$485,431	\$394,713	\$342,400
Operating Expenses	25,896	19,430	126,400
Capital Outlay	13,792	14,942	14,000
Other	-	-	-
<b>Total</b>	<b>\$525,119</b>	<b>\$429,085</b>	<b>\$482,800</b>



## FY 2012 DEPARTMENT HIGHLIGHTS

- In the Other Professional Services line item, funding is included for the Special Master Services.
- In Other Contracted Services, \$100,000 is budgeted for a firm to provide comprehensive Code Enforcement Services to the City as of the beginning of the second quarter.

## CODE ENFORCEMENT REVENUES

Revenue Source	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Code Violations	\$96,367	\$68,618	\$90,000
Code Enf Board Adm Fees	199	4,507	3,500
<b>Total</b>	<b>\$96,566</b>	<b>\$73,125</b>	<b>\$93,500</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND 001	GENERAL FUND								
DEPT 15	CODE ENFORCEMENT								
DIV 23	CODE ENFORCEMENT								
515110	SALARIES-EXECUTIVE	\$ 24,926	\$ 21,065	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
515120	SALARIES-REGULAR	178,795	320,637	341,020	311,020	170,832	286,000	343,900	267,640
515125	SALARIES - PBA MERIT	-	-	-	-	-	-	-	-
515130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
515140	OVERTIME	23,563	24,118	5,000	5,000	5,145	5,413	5,000	5,000
515210	F. I. C. A. TAXES	17,294	28,383	26,470	24,470	13,713	22,561	26,690	20,855
515220	RETIREMENT CONTRIBUTION	23,634	32,027	37,265	27,265	17,389	29,882	17,130	13,385
515230	LIFE & HEALTH INSURANCE	39,305	58,278	62,410	54,410	29,547	50,857	62,645	35,520
515240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
515245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
515250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
515499	TRAVEL - PRIVATE VEHICLE	-	923	-	-	-	-	-	-
SALARIES AND RELATED COSTS		307,517	485,431	472,165	422,165	236,626	394,713	455,365	342,400
515311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
515312	OTHER PROFESSIONAL SERVICES	9,331	15,624	28,000	6,000	4,301	7,500	28,000	10,000
515340	OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-	100,000
515390	CONTINGENCIES	-	-	-	-	-	-	-	-
515400	TRAVEL & PER DIEM	444	-	-	-	-	-	-	-
515420	POSTAGE	-	-	1,000	700	337	400	1,000	400
515421	TELEPHONE	-	-	-	-	-	-	-	-
515440	RENTALS & LEASES	-	-	-	-	-	-	-	-
515470	PRINTING & BINDING	30	120	500	30	30	30	500	-
515493	GENERAL EXPENSES	3,657	2,760	2,000	2,000	2,489	3,000	2,000	2,000
515450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
515510	OFFICE SUPPLIES & EXPENSES	6,124	1,767	3,000	1,000	383	500	3,000	3,000
515521	CLOTHING & UNIFORM EXPENSES	2,277	2,371	2,000	2,000	3,552	4,500	2,000	3,000
515520	OPERATING SUPPLIES	659	3,254	2,000	2,000	2,656	3,500	2,000	8,000
515540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
515541	EDUCATIONAL COSTS	2,422	-	-	-	-	-	-	-
515467	REPAIR & MAINT/MACH & EQUIP	-	-	-	-	-	-	-	-
515466	REPAIR & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
OPERATING EXPENSES		24,944	25,896	38,500	13,730	13,748	19,430	38,500	126,400
515641	AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	-
515642	OFFICE FURNITURE & EQUIP	-	-	-	-	-	-	-	-
515644	COMMUNICATION EQUIP	-	-	-	-	-	-	-	-
515646	COMPUTER EQUIPMENT	214	-	-	-	-	-	-	-
515648	AUTOMOTIVE LEASE	12,643	13,792	14,000	14,000	9,195	14,942	14,000	14,000
CAPITAL OUTLAYS		12,857	13,792	14,000	14,000	9,195	14,942	14,000	14,000
521980	DEPRECIATION	-	-	-	-	-	-	-	-
OTHER EXPENSES		-	-	-	-	-	-	-	-
TOTAL CODE COMPLIANCE		\$ 345,317	\$ 525,119	\$ 524,665	\$ 449,895	\$ 259,569	\$ 429,085	\$ 507,865	\$ 482,800

## DEPARTMENT DESCRIPTION

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The Parks and Recreation Department provides oversight to recreation facilities, activities, and programs to meet the demands for leisure time opportunities for Opa-locka residents. The department plays a major role in maintaining a sense of community pride and providing quality of life expected by the residents. This role is exemplified through the department's delivery of programs and services that enhance the city's attractiveness as a desired place to live, work, and visit.

Sherbondy, Segal, and Ingram Parks provide open spaces and avenues for participation and enjoyment of leisure, fitness and cultural programs offered by the department.

## SERVICES

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- Football/Cheerleading Program-Entering the 7<sup>th</sup> year this fall under the City of Opa-Locka, the football program is striving to becoming the signature sporting program. The staff is attempting to field teams @ Ingram and Sherbondy for the first time in the city's history.
- Girl Scouts-Entering the 3<sup>rd</sup> year this fall the program is dedicated solely to all girls in an accepting and nurturing atmosphere. The purpose of building character and skills for success. In partnership with committed adult volunteers, the girls develop qualities that will serve and assist with leadership, self-esteem and strong values.
- Baseball-Entering the 7<sup>th</sup> year this spring under the City of Opa-Locka. The program has increased the previous years with the goal of fielding teams @ Ingram and Sherbondy Park for the first time in the city's history.
- Arts Program-A music and dance program was created within our cultural arts division of the department. The program focuses on youth thirteen through twenty-one who has interest in the performing arts. It targets at risk youth, in providing innovative after school programming.
- Arts Program-A cultural arts program that will focus and introduce youth(s) between the ages of 5-16 on theatre style programs highlighted with the "Shakespeare in the Hood" production.

# PARKS & RECREATION

- Photography Program-This multi media skill will introduce, enhance and expose the youth on the proper and correct procedures that involves photography for events or just everyday life experiences.
- Youth Tennis Academy-introducing the youths to the fundamentals and unique skills and the mental concentration for this sport.
- Seniors on the Move-The Seniors program helps improve and enhance the quality of life for the seniors and the communities. The seniors are able to fellowship and share their knowledge, wisdom and experiences with others. The seniors are heavily involved in city sponsored events, activities and or field trips. The Parks/Recreation Department's goal is to further enhance and introduce additional resources and recommend increased future funding for their annual budget.
- Camps (Spring, Summer & Winter). The camps are designed to assist the youths in programming and learning skills while out of school by providing structured activities that include arts/crafts, field trips and life skills.
- Special Events-Community Meets the Parks/Recreation Staff; Easter Egg Hunt; and annual Toy giveaway.

## GOALS

<b>City Goals</b>	<b>Department Goals</b>
<b>Improve City's Overall Perception</b>	<ul style="list-style-type: none"> <li>• Continue to enhance and improve the coordinated efforts of all public agencies while providing citizens and visitors with recreational programs and entertainment.</li> <li>• Continue to maintain and develop partnerships in the community to develop facility usage and programs to meet individual/group neighborhood needs.</li> <li>• Continue our membership and networking of the South Florida Parks/Recreation Association.</li> </ul>

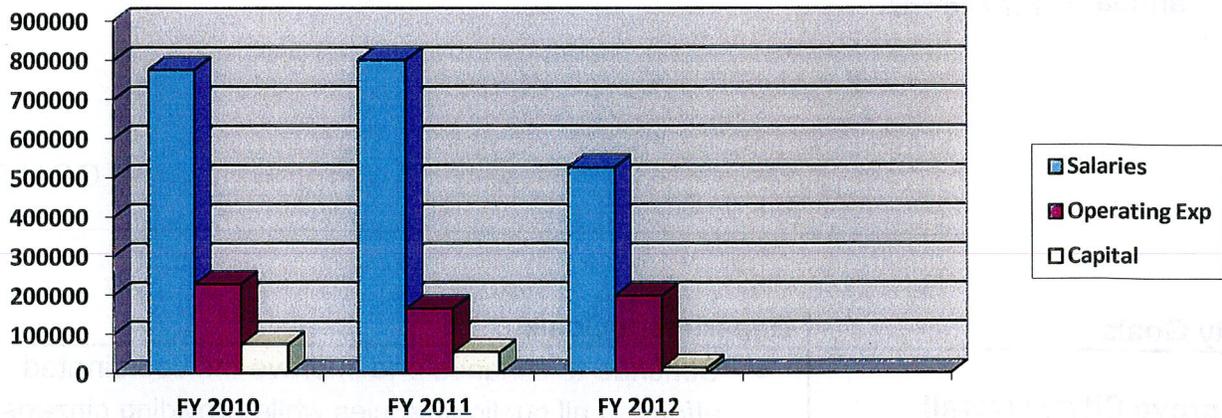
# PARKS & RECREATION

## Increase Public Safety

- Continue to educate and train our administrative staff and supervisors in rules/regulations governing Certified Park/Recreation Professionals (CPRP) through the National Recreation/ Parks Association (NRPA).
- Continue to update present and new staff on the required certifications in First Aid/CPR.

## .RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$775,152	\$800,364	\$526,310
Operating Expenses	228,386	166,048	198,170
Capital Outlay	74,258	53,212	13,212
<b>Total</b>	<b>\$1,077,796</b>	<b>\$1,019,624</b>	<b>\$737,692</b>



## DEPARTMENT STAFFING

Position Title	Number Budgeted
Department Director	1
Assistant Director	1
Senior Citizens Coordinator	1
Recreation Supervisor	3
Recreation Leader	3
Executive Secretary	1
Driver	1
<b>Total</b>	<b>11</b>

# PARKS & RECREATION

## FY 2012 DEPARTMENT HIGHLIGHTS

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- In the Other Professional Services line item, \$50,000 is included for a lifeguard and maintenance services for the Sherbondy Park Village community center.
- The two (2) parks maintenance employees were moved back to the Urban Rangers in the Code Enforcement division and two (2) employees were moved back to the Crime Prevention Program.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	72 PARKS & RECREATION								
DIV	72 PARKS & RECREATION								
572110	SALARIES-EXECUTIVE	\$ 70,343	\$ 142,141	\$ 130,355	\$ 90,355	\$ 60,233	\$ 116,383	\$ 150,355	\$ 119,825
572120	SALARIES-REGULAR	332,297	403,968	355,515	435,515	276,712	447,155	470,515	277,660
572130	SALARIES-PART TIME	-	-	-	-	-	-	-	-
572140	OVERTIME	61,321	28,154	15,000	15,000	22,993	33,632	10,000	13,000
572210	F. I. C. A. TAXES	35,244	44,706	38,315	38,315	28,522	46,627	55,000	31,410
572220	RETIREMENT CONTRIBUTION	46,221	59,727	53,945	53,945	37,330	62,235	70,000	20,150
572230	LIFE & HEALTH INSURANCE	86,000	96,456	83,845	83,845	54,780	92,022	100,000	59,765
572240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
572245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
572250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
572499	TRAVEL - PRIVATE VEHICLE	-	-	-	-	1,846	2,310	6,000	-
	<b>SALARIES AND RELATED COSTS</b>	<b>631,427</b>	<b>775,152</b>	<b>676,975</b>	<b>716,975</b>	<b>482,416</b>	<b>800,364</b>	<b>861,870</b>	<b>521,810</b>
572311	EMPLOYEE PHYSICALS	105	-	-	-	-	-	-	-
572312	OTHER PROFESSIONAL SERVICES	3,950	14,482	23,000	7,000	3,560	8,000	23,000	-
572340	OTHER CONTRACTED SERVICES	10,850	10,855	64,000	14,000	4,383	9,000	64,000	50,000
572341	UNIFORM RENTAL/LAUNDRY	45	-	-	-	312	-	-	-
572400	TRAVEL AND PER DIEM	-	-	-	-	-	-	-	-
572412	TELEPHONE	-	-	-	-	-	-	-	-
572420	POSTAGE	-	-	-	-	-	-	-	-
572430	ELECTRIC., GAS & WATER	-	-	-	-	-	-	-	-
572440	RENTALS & LEASES	27,171	45,563	-	-	20,473	30,000	29,796	31,270
572461	REPAIR & MAINT-BLDG & EQUIP	30,746	14,935	20,000	15,000	6,413	10,000	95,000	19,000
572465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
572467	REPAIR & MAIN MACH/EQUIP	-	1,305	-	-	48	48	-	-
572480	PROMOTIONAL ACTIVITIES	1,500	28,447	30,000	26,500	20,141	25,000	30,000	19,400
572481	RECREATION PROGRAMS	54,581	52,031	50,000	45,000	9,954	30,000	50,000	30,000
572485	RECREATIONAL ACTIVITIES (SPORTS)	95	17,741	25,000	22,000	12,499	25,000	25,000	20,000
572493	GENERAL EXPENSES	16,365	9,688	-	-	15	-	-	-
572450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
572510	OFFICE SUPPLIES & EXPENSES	4,964	4,430	-	-	1,967	3,000	50,000	3,000
572520	OPERATING SUPPLIES	9,694	7,844	15,000	11,000	6,155	12,000	15,000	10,000
572541	EDUCATIONAL COSTS	135	-	-	-	-	-	-	-
572552	ELDERLY SERVICES	7,188	20,629	20,000	17,000	8,414	14,000	20,000	20,000
572525	CHEMICAL SUPPLIES	1,908	436	-	-	-	-	-	-
572526	LIBRARY CARD ASSISTANCE	-	-	-	-	-	-	-	-
572527	COMMUNITY RELATIONS BOARD EXPENSES	-	-	-	-	-	-	-	-
572466	REPAIR & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>169,298</b>	<b>228,386</b>	<b>247,000</b>	<b>157,500</b>	<b>94,334</b>	<b>166,048</b>	<b>401,796</b>	<b>202,670</b>
572630	IMPROV OTHER THAN BLDG	278,440	47,886	80,000	5,000	-	40,000	980,000	-
572640	MACHINERY & EQUIP	3,478	12,146	-	-	-	-	-	-
572642	OFFICE FURN & EQUIP	3,115	1,013	-	-	-	-	-	-
572646	COMPUTER EQUIPMENT	993	-	-	-	-	-	-	-
572750	INTEREST	-	-	-	-	-	-	-	-
572730	OTHER DEBT SERVICE COSTS	-	-	-	-	-	-	-	-
572740	E- LIBRARY	-	-	-	-	-	-	-	-
572648	AUTOMOTIVE LEASE	18,012	13,213	13,220	13,213	7,707	13,212	13,212	13,212
	<b>TOTAL OUTLAY</b>	<b>304,039</b>	<b>74,258</b>	<b>93,220</b>	<b>18,213</b>	<b>7,707</b>	<b>53,212</b>	<b>993,212</b>	<b>13,212</b>
	<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>	<b>\$ 1,104,763</b>	<b>\$ 1,077,796</b>	<b>\$ 1,017,195</b>	<b>\$ 892,688</b>	<b>\$ 584,457</b>	<b>\$ 1,019,624</b>	<b>\$ 2,256,878</b>	<b>\$ 737,692</b>

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# POLICE DEPARTMENT

## DEPARTMENT DESCRIPTION

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The Police Department is responsible for enforcing the laws of the State, county and the Code of Ordinances of the City of Opa-locka. The purpose of the Police Department is to protect and serve. These services include, but are not limited to, response to calls for service, preparation of reports documenting events, investigation of crime scenes, conduction of investigations to apprehend individuals who have committed crimes within the boundaries of the City, suppression of unlawful activity, development of intelligence related to the offenses conducted, or to be conducted, and those committing them with the intent of preventing their occurrence or ensuring the offenders apprehension.

The Police Department is divided into six bureaus: Office of the Chief, Professional Compliance, Vice, Intelligence and Narcotics Unit/Crime Suppression Team, Operations (Uniform Patrol) Division, Traffic Unit, and Community Service Officers.

### **OFFICE OF THE CHIEF**

The Office of the Chief is responsible for overall management and supervision of the operations of the Police Department. The Office is supervised by the Police Chief and is staffed by the Assistant Chief of Police and the Executive Secretary. The Professional compliance Bureau reports directly the Assistant Chief of Police. The Vice, Intelligence and Narcotics Unit report directly to the City Manager but are still a part of the Police Department and, as such, are under the Chief of Police.

Professional Compliance Bureau - Formerly known as Internal Affairs, the Professional Compliance Bureau (PCB) is tasked with Professional Integrity investigations of all Police Department personnel, as well as employees of other City entities as necessary. In addition, the Unit handles background investigations as deemed necessary by the Chief of Police. The PCB also coordinates State and Federally mandated training for sworn personnel in order to insure that their police certifications are maintained and current.

Vice, Intelligence and Narcotics Unit/Crime Suppression Team (VIN/CST) - The VIN/CST Unit is an expansion of the current 2 Investigator Unit. The unit is responsible for undercover investigations relating, but not limited to, drug sales. They also coordinate with other Federal, State, County and Municipal law enforcement agencies conducting similar investigations. They gather information and plan and execute special anti crime operations. They share pertinent information with other Departmental Divisions/Units as well as outside agencies when appropriate. They report directly to the City Manager.

# POLICE DEPARTMENT

## OPERATIONS (UNIFORM PATROL) DIVISION

The Operations Uniform Patrol Division is responsible for providing uniformed services to the public, including patrol, preliminary investigation, traffic enforcement, and accident investigation. The personnel in this unit are usually the first contact a citizen has with the police. Their ability to mediate disputes, calm nervous or distraught victims and, at the same time, get the information necessary to make an informed decision as to what course of action to pursue is critical to the effectiveness of the Department as a whole. They generate the reports concerning criminal activity that are the first step in the investigative process.

Uniform patrol officers are the foundation upon which the Department is built. Each officer is assigned to a specific zone or area to patrol. The purpose of the increased number of officers for this division is to provide a swift and safe response to calls for police service and to render aid and assistance to victims of criminal activity or accidents.

The Operations Uniform Patrol Division is supervised by a Major and broken up into three (3) platoons that work an eight hour shift. Each platoon is supervised by a Captain in order to provide Command Staff continuity at all hours. The actual road patrol is supervised by a Sergeant for each platoon. The Sergeant is responsible for direct supervision of assigned personnel, reviewing all reports generated by the platoon, and completing necessary summaries at the end of the work shift. Corporals patrol the City at large and handle calls when the Sergeant is present. In the absence of the Sergeant, the Corporal assumes the duties and responsibilities of the Sergeant.

Each platoon is comprised of eight (8) police officers who are assigned responsibility for one of four zones. Additional personnel are assigned to cover areas of immediate concern, as well as support VIN/CST should the need arise.

Traffic Unit - A part of the Operations (Uniform Patrol) Division, the Traffic Unit, is comprised of two (2) police officers specifically assigned to enforce the traffic laws within the City. They are deployed during hours and in locations that an analysis of traffic crashes and noted repeat violations indicate they would have the greatest impact on public safety. The Unit also handles traffic crashes if a Community Service Officer is not available. The unit reports to the Day Shift Captain but is responsible for instructions by the Day Shift Supervisor.

Community Service Officers - Non-sworn Community Service Officers (CSO) are assigned to the Operations (Uniform Patrol) Division. When in the field, they shall report to the Shift Supervisor for their particular work hours, but are ultimately responsible to the Special Units Captain – the Day Shift Captain. CSOs are trained and responsible to complete preliminary reports on traffic accidents and routine incidents where there is no danger of the criminal returning to the scene. This includes, but is not limited to, burglaries where the suspect is known to be gone, thefts and civil incidents (other than disputes). They are also cross trained to function as back-up Crime Scene Investigators.

# **POLICE DEPARTMENT**

## **GENERAL INVESTIGATIVE DIVISION**

The General Investigative Division Unit (GIU) is responsible for the follow up investigation of crimes originally reported to the Operations Division. They gather the necessary information and evidence to clear pending cases and secure arrests where appropriate. The Division is commanded by a Captain who assigns and follows up on special investigations. Detectives perform the bulk of the investigations in the field, including victim and subject interviews, photo lineups, taking witness statements and, when necessary or expedient, processing a crime scene for physical evidence.

Crime Scene - The Crime Scene Investigator is responsible for processing (photographing, fingerprinting, evidence collection, etc) scenes where criminal acts have occurred, or vehicles and/or items which were involved in such crimes.

Part Time Reserve Officer Program - The reserve officer program is a means of augmenting available sworn personnel in case of Special Operations, Special Events, civil disorder, or other emergency operations. The program is staffed by certified law enforcement officers who volunteer twenty (20) hours of their time per month in order to assist the Police Department and retain their Florida Department of Law Enforcement Division of Standards and Training Police Certification. All Reserve Officers are subject to the direction and instructions of full-time sworn police personnel. Reserve Officers are compensated \$1 per year.

## **ADMINISTRATIVE DIVISION**

The Administrative Division is responsible for the daily internal operations of the Police Department as well as general services provided to the public from Police Headquarters. Emergency Management and Homeland Security functions also fall under this Division.

Records Section - The Records Section is responsible for the maintenance of all police reports generated by the various operational and investigative sections where a case number has been issued. The Communications Section receives call for service from the public and dispatches calls for service to patrol units. Dispatchers handle electronic communications with other agencies as well as conduct criminal records and driver information checks.

Communications Section – The Communications Section receives calls for service from the public and dispatches calls for service to available patrol units. Dispatchers also handle electronic communications from other agencies as well as conduct criminal records and driver licenses checks. They enter information regarding stolen vehicles and other property into the National Florida Crime Information Center database and remove the item from the database if recovered.

School Crossing Guards – School Crossing Guards assure the safety of our school children as they cross busy intersections and roadways on their way to and from school.

# POLICE DEPARTMENT

## SPECIAL OPERATIONS DIVISION

The Special Operations Division functions as the Police Department's coordination center for various community empowerment and outreach projects.

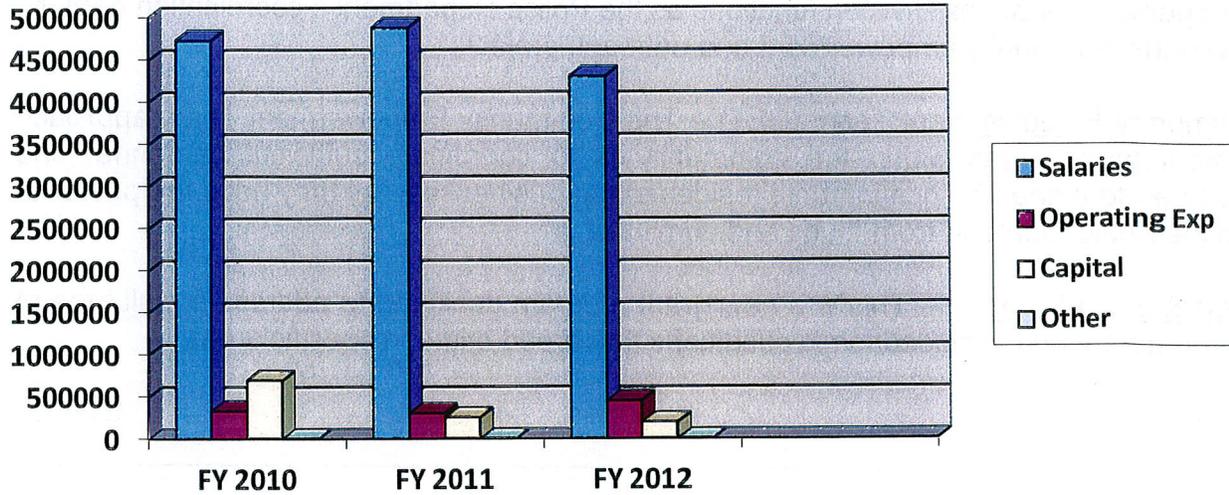
Community Empowerment Team (CET) – The Community Empowerment Team approach to problematic areas within the community is to coordinate sufficient personnel and resources to a specific location until residents and businesses feel they have the power to take their neighborhood from thugs and criminals.

Weed & Seed Program – This is a new grant program designed to address a multitude of environmental and socioeconomic conditions that breed crime in specific areas.

### GOALS

<b>City Goals</b>	<b>Department Goals</b>
<b>Increase Revenue</b>	<ul style="list-style-type: none"> <li>• Continue the development and implementation of the red light camera system.</li> <li>• Implement a Traffic Unit focusing on traffic enforcement where specific problems are noted.</li> <li>• Continue to utilize the services of the grant writer to enhance the acquisition of grants that will support the efforts to acquire equipment and hire additional personnel, as well as support community service, delinquency prevention and drug and crime prevention.</li> <li>• Conduct forfeited/seized property auction</li> <li>• Suggested Alarm ordinance revision and implementation strategy to generate additional revenue</li> <li>• Conduct forfeited/seized property auction</li> <li>• Increase efforts pertaining to drug seizures and asset forfeitures working with Multi Joint Task Force Agencies</li> </ul>
<b>Increase Public Safety</b>	<ul style="list-style-type: none"> <li>• To create an environment in which OLPD enhances the quality of life for the City's residents, businesses and employees</li> <li>• To provide OLPD with quality leadership that encourages individual development, productivity,</li> </ul>

# POLICE DEPARTMENT



## DEPARTMENT STAFFING

Position Title	Number Budgeted
Police Chief	1
Police Major	2
Police Captain	4
Police Sergeant	5
Police Corporal	2
Police Officer	41
Police Reserves	*
Crime Scene Investigator	1
Communication Operators	6
School Crossing Guard Supervisor	1
School Crossing Guard	9
Executive Secretary	1
Clerk Typist	1
Records Specialist	1
Property Specialist	1
<b>Total Police</b>	<b>76</b>

# POLICE DEPARTMENT

## FY 2012 DEPARTMENT HIGHLIGHTS

- Funding is included for fifty-four (54) sworn officers.
- The following police grant funding is included in the FY 2012 budget:

COPPS Hiring Grant	\$85,225	Funding salaries of two officers
Byrne 2009 Grant	\$45,375	Purchase of police equipment
Byrne 2010 Grant	\$45,112	Purchase of police equipment
Byrne 2011 Grant	\$36,097	Purchase of prisoner transport van
JAG Grant	\$12,000	Purchase of tasers

## PUBLIC SAFETY REVENUES

Revenue Source	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Reports	\$7,958	\$5,200	\$7,500
Court Fines	81,825	107,350	115,000
Towing	9,630	4,325	9,500
Red Light Camera Fine	(12,722)	268,304	335,000
Special Law Enforcement Fund	4,447	30,000	105,625
Explorer Program	-	-	-
<b>Total</b>	<b>\$91,138</b>	<b>\$415,179</b>	<b>\$572,625</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND							
DEPT	21 POLICE							
DIV	20 GENERAL INVESTIGATIVE UNIT							
521110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
521120	SALARIES-REGULAR	-	-	-	-	-	-	-
521125	SALARIES - PBA MERIT	-	-	-	-	-	-	-
521130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-
521140	OVERTIME	-	-	-	-	-	-	-
521210	F. I. C. A. TAXES	-	-	-	-	-	-	-
521220	RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-
521230	LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-
521240	WORKER'S COMPENSATION	-	-	-	-	-	-	-
521245	ACCIDENTAL DEATH	-	-	-	-	-	-	-
521250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-
****SALA SALARIES AND RELATED COSTS		-	-	-	-	-	-	-
521311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-
521312	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	-
521340	OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-
521390	CONTINGENCIES	-	-	-	-	-	-	-
521400	TRAVEL & PER DIEM	-	-	-	-	-	-	-
521421	TELEPHONE & TELEGRAPH	-	-	-	-	-	-	-
521440	RENTALS & LEASES	-	-	-	-	-	-	-
521465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-
521470	PRINTING & BINDING	-	-	-	-	-	-	-
521493	GENERAL EXPENSES	-	-	-	-	-	-	-
521450	GAS/OIL/GREASE	-	-	-	-	-	-	-
521510	OFFICE SUPPLIES & EXPENSES	-	-	-	-	-	-	-
521521	CLOTHING & UNIFORM EXPENSES	-	-	-	-	-	-	-
521520	OPERATING SUPPLIES	-	-	-	-	-	-	-
521540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-
521541	EDUCATIONAL COSTS	844	-	-	-	-	-	-
521467	REPAIR & MAINT-MACH & EQUIP	-	-	-	-	-	-	-
521466	REPAIR & MAINT-VEH & EQUIP	-	-	-	-	-	-	-
OPERATING EXPENSES		844	-	-	-	-	-	-
521642	OFFICE FURN & EQUIPMENT	-	-	-	-	-	-	-
521646	COMPUTER EQUIPMENT	-	-	-	-	-	-	-
521648	AUTOMOTIVE LEASE	-	-	-	-	-	-	-
521644	PUBLIC SAFETY & EQUIP	-	-	-	-	-	-	-
521641	VEHICLES	-	-	-	-	-	-	-
CAPITAL OUTLAYS		-	-	-	-	-	-	-
DIV TOTALS:		\$ 844	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	001 GENERAL FUND								
DEPT	21 POLICE								
DIV	36 ADMINISTRATION								
521110	SALARIES-EXECUTIVE	\$ -	\$ 2,763	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
521120	SALARIES-REGULAR	-	606,213	434,215	434,215	410,540	613,246	339,850	308,590
521125	SALARIES - PBA MERIT	-	-	-	-	-	-	-	-
521130	SALARIES-P/TIME & TEMP	-	11,755	91,800	-	-	45,900	112,800	113,120
521140	OVERTIME	-	69,529	20,000	20,000	45,714	82,921	-	30,000
521210	F. I. C. A. TAXES	-	53,597	41,770	41,770	35,736	57,562	36,925	34,560
521220	RETIREMENT CONTRIBUTION	-	44,921	58,810	49,310	33,430	65,861	24,700	22,180
521230	LIFE & HEALTH INSURANCE	-	72,208	70,815	67,815	42,558	70,558	61,000	50,179
521240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
521245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
521250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	6,000	-
521499	TRAVEL - PRIVATE VEHICLE	-	2,462	-	-	-	-	-	-
SALARIES AND RELATED COSTS		-	863,448	717,410	613,110	567,978	936,048	581,275	558,629
521311	EMPLOYEE PHYSICALS	1,191	1,165	15,000	8,200	235	6,000	15,000	12,500
521312	OTHER PROFESSIONAL SERVICES	(646)	41,853	50,000	47,800	18,188	32,250	50,000	40,000
521340	OTHER CONTRACTED SERVICES	-	2,360	35,000	5,000	185	325	35,000	10,000
521390	CONTINGENCIES	-	-	-	-	-	-	-	-
521400	TRAVEL & PER DIEM	-	500	3,000	1,300	871	871	3,000	500
521421	TEL & TEL	-	-	-	-	-	-	-	-
521420	POSTAGE	-	87	-	-	79	200	-	-
521440	RENTALS & LEASES	2,500	49,460	63,800	61,800	39,966	54,000	63,800	51,520
521461	REPAIR & MAINT-BLDG & EQUIP	781	23,442	50,000	22,000	4,999	10,500	50,000	30,000
521465	REPAIR & MAINT-OFFICE EQUIP	-	210	-	-	480	480	-	-
521466	REPAIR & MAINT-VEH & EQUIP	461	38,021	25,000	25,000	18,515	28,866	25,000	25,000
521467	REPAIR & MAINT-MACH & EQUIP	-	-	-	-	-	-	-	-
521470	PRINTING & BINDING	-	280	-	-	-	-	-	-
521493	GENERAL EXPENSES	1,074	17,618	25,000	4,000	355	955	25,000	2,500
521450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
521510	OFFICE SUPPLIES & EXPENSES	117	26,780	20,000	20,000	13,777	18,132	20,000	20,000
521521	CLOTHING & UNIFORM EXPENSES	-	14,080	11,100	11,100	11,941	17,858	11,100	12,000
521520	OPERATING SUPPLIES	1,000	38,844	35,000	35,000	18,384	31,200	35,000	30,000
521525	CHEMICAL SUPPLIES	-	-	-	-	-	-	-	-
521533	CITIZENS ON PATROL	-	-	-	-	-	-	-	-
521540	PUBL/SUBS/MEMBERSHIPS	-	2,116	1,000	1,000	1,441	1,510	1,000	1,000
521541	EDUCATIONAL COSTS	-	5,128	10,000	7,200	4,624	5,130	10,000	5,000
521546	BOOKS	-	1,130	2,000	1,400	1,275	1,275	2,000	1,500
521555	SMALL TOOLS & SUPPLIES	-	-	-	-	-	-	-	-
OPERATING EXPENSES		6,477	263,074	345,900	250,800	135,315	209,552	345,900	241,520
521641	AUTOMOTIVE EQUIPMENT	-	12,778	25,000	-	-	25,000	25,000	-
521642	FURNITURE/ OFFICE EQUIPMENT	-	40,017	5,000	-	-	-	5,000	-
521643	COMMUNICATION EQUIPMENT	-	6,200	20,000	10,000	3,953	6,000	20,000	5,000
521644	PUBLIC SAFETY EQUIP	-	15,542	15,000	15,000	-	-	15,000	5,000
521646	COMPUTER EQUIP	-	261,655	175,300	72,300	55,659	90,000	175,300	22,000
521648	AUTOMOTIVE LEASE/PURCHASE	-	349,919	203,160	148,160	43,757	76,122	203,160	-
CAPITAL OUTLAYS		-	686,111	443,460	245,460	103,369	197,122	443,460	32,000
DIV T O T A L S:		\$ 6,477	\$ 1,812,633	\$ 1,506,770	\$ 1,109,370	\$ 806,662	\$ 1,342,722	\$ 1,370,635	\$ 832,149

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	001	GENERAL FUND								
DEPT	21	POLICE								
DIV	22	PATROL								
521110		SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
521120		SALARIES-REGULAR	-	2,102,478	2,320,450	2,220,450	1,218,595	2,283,903	2,425,820	2,454,125
521125		SALARIES - PBA NEGOTIATIONS	-	-	-	-	-	-	-	-
521130		SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
521140		OVERTIME	-	290,926	160,000	160,000	134,418	199,896	190,000	175,000
521210		F. I. C. A. TAXES	-	180,097	184,400	184,400	104,296	190,867	200,110	201,190
521220		RETIREMENT CONTRIBUTION	-	539,325	563,712	558,712	341,028	589,036	368,830	370,705
521230		LIFE & HEALTH INSURANCE	-	256,386	288,435	261,435	153,766	265,487	327,200	258,556
521240		WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
521245		ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
521250		UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
		<b>SALARIES AND RELATED COSTS</b>	<b>-</b>	<b>3,369,212</b>	<b>3,516,997</b>	<b>3,384,997</b>	<b>1,952,103</b>	<b>3,529,189</b>	<b>3,511,960</b>	<b>3,459,576</b>
521311		EMPLOYEE PHYSICALS	-	35	-	-	-	-	-	-
521390		CONTINGENCIES	-	-	-	-	-	-	-	-
521400		TRAVEL & PER DIEM	-	(5,565)	-	-	-	-	-	-
521421		TELEPHONE	-	-	-	-	-	-	-	-
524440		RENTALS & LEASES	-	-	-	-	-	-	-	-
521470		PRINTING & BINDING	-	-	-	-	-	-	-	-
521493		GENERAL EXPENSES	-	-	-	-	-	-	-	-
521450		GAS/OIL/GREASE	-	-	-	-	-	-	-	-
521510		OFFICE SUPPLIES & EXPENSES	-	-	-	-	-	-	-	-
521521		CLOTHING & UNIFORM EXPENSES	-	46,442	30,000	30,000	27,025	40,000	30,000	50,000
521520		OPERATING SUPPLIES	-	89	-	-	-	-	-	-
521533		CITIZENS ON PATROL	-	-	1,800	-	-	-	1,800	-
521540		PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
521541		EDUCATIONAL COSTS	-	-	8,000	200	200	200	8,000	4,000
521467		REPAIR & MAINT/MACH & EQUIP	-	-	-	-	-	-	-	-
521466		REPAIR & MAINT-VEH & EQUIP	-	3,237	-	-	-	-	-	-
		<b>OPERATING EXPENSES</b>	<b>-</b>	<b>44,238</b>	<b>39,800</b>	<b>30,200</b>	<b>27,225</b>	<b>40,200</b>	<b>39,800</b>	<b>54,000</b>
521641		AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	37,150
521642		OFFICE FURNITURE & EQUIP	-	-	-	-	-	-	-	-
521643		COMMUNICATION EQUIP	-	-	-	-	-	-	-	-
521644		PUBLIC SAFETY EQUIP	-	-	-	-	-	-	-	-
521645		CANINE UNIT	-	-	6,500	-	-	-	6,500	-
521646		COMPUTER EQUIPMENT	-	-	-	-	-	-	-	-
521546		BOOKS	-	-	-	-	-	-	-	-
521648		AUTOMOTIVE LEASE/PURCHASE	-	1,700	10,200	-	-	55,000	10,200	114,709
521730		OTHER DEBT SERVICE COSTS	-	-	-	-	-	-	-	-
521649		MOTORCYCLE LEASE	-	5,100	-	1,425	-	-	-	17,100
		<b>CAPITAL OUTLAYS</b>	<b>-</b>	<b>6,800</b>	<b>16,700</b>	<b>1,425</b>	<b>-</b>	<b>55,000</b>	<b>16,700</b>	<b>168,959</b>
521720		INTEREST	-	-	-	-	-	-	-	-
521980		DEPRECIATION	-	-	-	-	-	-	-	-
521730		OTHER DEBT SERVICE	-	-	-	-	-	-	-	-
		<b>OTHER EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
		<b>DIV T O T A L S:</b>	<b>\$ -</b>	<b>\$ 3,420,250</b>	<b>\$ 3,573,497</b>	<b>\$ 3,416,622</b>	<b>\$ 1,979,328</b>	<b>\$ 3,624,389</b>	<b>\$ 3,568,460</b>	<b>\$ 3,682,535</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2010	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	210 POLICE								
DIV	26 CHIEF OF POLICE OFFICE								
521110	SALARIES - EXECUTIVE	\$ -	\$ 172,153	\$ 194,835	\$ 153,835	\$ 105,584	\$ 195,316	\$ 141,275	\$ 94,930
521120	SALARIES - REGULAR	-	108,564	46,345	56,890	39,863	46,109	46,345	46,345
521125	SALARIES - PBA MERIT	-	-	-	-	-	-	-	-
521130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
521140	OVERTIME	-	-	-	-	-	-	-	-
521210	F. I. C. A. TAXES	-	21,573	18,450	16,850	11,428	18,778	10,810	10,810
521220	RETIREMENT CONTRIBUTION	-	45,038	50,290	40,790	30,718	50,585	15,660	15,660
521230	LIFE & HEALTH INSURANCE	-	12,469	23,090	7,590	4,366	6,375	12,670	9,804
521240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
521245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
521250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
SALARIES AND RELATED COSTS		-	359,797	333,010	275,955	191,959	317,163	226,760	177,549
521311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
521312	OTHER PROFESSIONAL SERVICES	-	-	1,500	-	-	-	1,500	-
521340	OTHER CONTRACTED SRVS	-	-	-	-	-	-	-	-
521390	CONTINGENCIES	-	-	-	-	-	-	-	-
521400	TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
521420	POSTAGE	-	-	-	-	-	-	-	-
521421	TEL & TEL	-	-	-	-	-	-	-	-
521440	RENTALS & LEASES	-	-	1,000	-	-	-	1,000	-
521465	REPAIR MAIN - OFFICE EQUIP	-	-	-	-	-	-	-	-
521470	PRINTING & BINDING	-	-	-	-	-	-	-	-
521493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
521450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
521510	OFFICE SUPPLIES & EXPENSES	-	-	2,500	200	200	400	2,500	1,000
521521	CLOTHING & UNIFORM EXPENSES	-	1,495	3,700	900	848	2,448	3,700	2,500
521520	OPERATING SUPPLIES	-	-	4,000	-	-	-	4,000	-
521540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
521541	EDUCATIONAL COSTS/TRAINING	-	-	-	-	-	-	-	-
521466	REPAIR & MAIN - VEH & EQUIP	-	-	-	-	-	-	-	-
OPERATING EXPENSES		-	1,495	12,700	1,100	1,048	2,848	12,700	3,500
521642	OFFICE FURN & EQUIP	-	-	-	-	-	-	-	-
521643	COMMUNICATION EQUIP	-	-	-	-	-	-	-	-
521644	PUBLIC SAFETY EQUIPMENT	-	-	-	-	-	-	-	-
521646	COMPUTER EQUIP	-	-	-	-	-	-	-	-
521648	AUTOMOTIVE LEASE	-	-	-	-	-	-	-	15,248
521546	BOOKS	-	-	-	-	-	-	-	-
CAPITAL OUTLAYS		-	-	-	-	-	-	-	15,248
D I V T O T A L S:		\$ -	\$ 361,292	\$ 345,710	\$ 277,055	\$ 193,007	\$ 320,011	\$ 239,460	\$ 196,297

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
	ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND 001 GENERAL FUND								
DEPT 210 POLICE DEPARTMENT								
DIV 27 COMMUNITY EMPOWERMENT TEAM								
521110 SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
521120 SALARIES-REGULAR	-	104,315	105,600	102,600	45,471	78,817	78,810	-
521130 SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
521140 OVERTIME	-	-	-	-	-	-	-	-
521210 F. I. C. A. TAXES	-	3,873	8,080	8,080	3,591	6,141	6,030	-
521220 RETIREMENT CONTRIBUTION	-	10,134	11,375	8,475	4,897	8,488	3,870	-
521230 LIFE & HEALTH INSURANCE	-	7,228	10,030	6,030	2,880	4,939	10,030	-
521240 WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
521245 ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
521250 UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
<b>SALARIES AND RELATED COSTS</b>	<b>-</b>	<b>125,550</b>	<b>135,085</b>	<b>125,185</b>	<b>56,839</b>	<b>98,385</b>	<b>98,740</b>	<b>-</b>
521311 EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
521312 OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
521400 TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
521412 TEL - TEL	-	-	-	-	-	-	-	-
521420 POSTAGE & FREIGHT	-	-	-	-	-	-	-	-
521440 RENTALS & LEASES	-	-	-	-	-	-	-	-
521461 REPAIR & MAINT-BLDG & EQUIP	-	-	-	-	-	-	-	-
521465 REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
521470 PRINTING & BINDING	-	82	-	-	-	-	-	-
521470 PROMOTIONAL ACTIVITIES	-	-	-	-	-	-	-	-
521485 RECREATIONAL ACTIVITIES	-	-	-	-	-	-	-	-
521493 GENERAL EXPENSES	-	-	-	-	-	-	-	-
521510 OFFICE SUPPLIES & EXPENSES	-	7,140	5,000	500	500	700	5,000	-
521520 OPERATING SUPPLIES	-	-	-	-	2,340	5,340	-	-
521521 CLOTHING & UNIFORM EXPENSES	-	-	1,500	-	-	-	1,500	-
521540 PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
521541 EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
521546 BOOKS	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>	<b>-</b>	<b>7,222</b>	<b>6,500</b>	<b>500</b>	<b>2,840</b>	<b>6,040</b>	<b>6,500</b>	<b>-</b>
521642 OFFICE FURN & EQUIP	-	745	-	-	-	-	-	-
521646 COMPUTER EQUIP	-	-	-	-	-	-	-	-
521648 AUTOMOTIVE LEASE/PURCHASE	-	-	-	-	-	-	-	-
<b>CAPITAL OUTLAYS</b>	<b>-</b>	<b>745</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DIV T O T A L S:</b>	<b>\$ -</b>	<b>\$ 133,517</b>	<b>\$ 141,585</b>	<b>\$ 125,685</b>	<b>\$ 59,679</b>	<b>\$ 104,425</b>	<b>\$ 105,240</b>	<b>\$ -</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	181 SUPPLEMENTAL GRANTS								
DEPT	21 POLICE								
DIV	29 SUPP GRANTS								
529110	SALARIES-REGULAR	\$ -	\$ -	\$ 99,000	\$ -	\$ -	\$ -	\$ -	45,000
529140	OVERTIME	-	-	39,000	-	-	-	-	25,000
529210	F. I. C. A. TAXES	-	-	7,497	-	-	-	-	5,355
529220	RETIREMENT CONTRIBUTION	-	-	5,127	-	-	-	-	4,218
529230	LIFE & HEALTH INSURANCE	-	563	8,295	-	-	-	-	4,200
529240	WORKER'S COMPENSATION	-	-	3,254	-	-	-	-	1,800
529245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
529250	UNEMPLOYMENT COMPENSATION	-	-	343	-	-	-	-	140
	<b>SALARIES AND RELATED COSTS</b>	<b>-</b>	<b>563</b>	<b>162,516</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,713</b>
529311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
529493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
529541	EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
529529	GRANT EXPENSES - Weed & Seed	-	11,890	45,830	68,830	36,210	45,830	133,335	60,000
529831	GRANT EXPENSES- voca	-	-	-	-	-	-	-	-
529832	GRANT EXPENSES - byrne	22,707	3,266	-	4,500	-	-	-	90,487
529833	GRANT EXPENSES- coppers	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>22,707</b>	<b>15,156</b>	<b>45,830</b>	<b>73,330</b>	<b>36,210</b>	<b>45,830</b>	<b>133,335</b>	<b>150,487</b>
	<b>DIV T O T A L S:</b>	<b>22,707</b>	<b>15,719</b>	<b>208,346</b>	<b>73,330</b>	<b>36,210</b>	<b>45,830</b>	<b>133,335</b>	<b>236,200</b>
	<b>TOTAL PUBLIC SAFETY DEPARTMENT</b>	<b>\$ 5,318,381</b>	<b>5,755,550</b>	<b>5,775,908</b>	<b>5,002,062</b>	<b>3,074,886</b>	<b>5,437,377</b>	<b>5,417,130</b>	<b>4,947,181</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	165 SPEC LAW ENFORCEMENT								
DEPT	21 POLICE								
DIV	65 ADMINISTRATION								
521110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
521120	SALARIES-REGULAR	-	-	-	-	-	-	-	-
521130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
521140	OVERTIME	-	-	-	-	-	-	-	-
521210	F.I.C.A. TAXES	-	-	-	-	-	-	-	-
521220	RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-	-
521230	LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-	-
521240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
521245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
521250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
	<b>SALARIES AND RELATED COSTS</b>								
521310	LEGAL SRVS	-	-	-	-	-	-	-	-
521311	EMPLOYEE PHYSICAL	-	-	-	-	-	-	-	-
521312	OTHER PROFESSIONAL SRVS	-	-	-	-	-	-	-	-
521340	OTHER CONTRACTED SERVICES	-	-	-	-	4,000	5,000	-	-
521400	TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
521440	RENTALS & LEASES	-	-	-	-	-	-	-	-
521470	PRINTING & BINDING	-	-	-	-	-	-	-	-
521490	LEGAL ADVERTISING	-	-	-	-	-	-	-	-
521492	AUCTION RELATED EXPENSES	-	-	-	-	-	-	-	-
521493	GENERAL EXPENSES	14,823	5,434	5,000	30,000	11,037	25,000	15,000	10,000
521510	OFFICE SUPPLIES	-	-	-	-	-	-	-	-
521520	OPERATING SUPPLIES	-	-	-	-	-	-	-	-
521541	EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
521466	REP & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
521595	TOWING SERVICES	-	-	-	-	-	-	-	-
521533	CITIZENS ON PATROL	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>14,823</b>	<b>5,434</b>	<b>5,000</b>	<b>30,000</b>	<b>15,037</b>	<b>30,000</b>	<b>15,000</b>	<b>10,000</b>
521641	AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	-
521642	OFFICE FURN & EQUIP	-	-	-	-	-	-	-	-
521646	COMPUTER EQUIPMENT	-	-	-	-	-	-	-	-
521648	AUTO LEASE/PURCHASE	-	-	-	-	-	-	-	95,625
521747	EQUIPMENT LEASE	-	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>								<b>95,625</b>
521970	BAD DEBTS	-	-	-	-	-	-	-	-
	<b>OTHER USES</b>								
	<b>TOTAL SPECIAL POLICE LAW ENF</b>	<b>\$ 14,823</b>	<b>\$ 5,434</b>	<b>\$ 5,000</b>	<b>\$ 30,000</b>	<b>\$ 15,037</b>	<b>\$ 30,000</b>	<b>\$ 15,000</b>	<b>\$ 105,625</b>

**CITY OF OPA-LOCKA  
ADOPTED EXPENDITURES BY FUND / DEPARTMENT  
FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 PROJECTED	FY 2012	
							DEPT REQUESTS	FY 2012 ADOPTED
FUND	167 POLICE EXPLORERS							
DEPT	21 POLICE							
DIV	67 ADMINISTRATION							
521521	CLOTHING & UNIFORM EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
521493	GENERAL EXPENSES	-	-	-	-	-	-	-
521540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-
521541	EDUCATIONAL COSTS/TRAINING	-	-	-	-	-	-	-
	OPERATING EXPENSES	-	-	-	-	-	-	-
<b>** TOTAL POLICE EXPLORERS FUND</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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# OPA-LOCKA POLICE YOUTH ACADEMY

## DEPARTMENT DESCRIPTION

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The Opa-locka Police Youth Academy is an aftercare conditional release program committed to reducing juvenile crime and delinquency by changing criminal behavior. The program envisions a safe environment where people experience the benefits of life resulting from reduced risk of harm caused by juvenile delinquency. The program also envisions that children and families will live in a safe, nurturing community that provide for their needs, recognize their strengths, and supports their successes. The program serves youths in a non residential, non secure environment to transition back to the community. The program is an aftercare conditional release program serving youths fourteen (14) to twenty one (21) years of age.

The Opa-locka Police Youth Academy is committed to providing a well structured academic, instructional and behavioral program. The program offers a full range of activities and services to motivate youth released from residential commitment programs to improve delinquent behaviors. The program is designed to promote successful, responsible citizens in a world of continuing change. In partnership with families, schools, communities, and other agencies, the program anticipates increasing public safety while simultaneously decreasing juvenile delinquency. Students are encouraged to make better life choices and to develop leadership roles.

The program is funded by the Florida Department of Juvenile Justice and is limited to the funding received.

## SERVICES

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- \* Transition Planning – assist youth in making a smooth transition back into the community.
- \* Academic/Leadership Services – ensure that youth is enrolled in school and provide mentoring, tutoring and testing services to assist with job placement.
- \* Case Management – monitor youth and families, attend court, and coordinate community and recreational activities.
- \* Self Sufficiency Enhancement – life skills needed to function in society; social skills needed to enhance interpersonal skills.
- \* Mental Health/Substance Abuse/Health – provide mental health services, substance abuse education, screening, evaluations, and basic health service.
- \* Behavioral Management – behavioral modification through counseling; provides for rewards, privileges and consequences.
- \* Transportation – facilitate transportation to program related activities.
- \* Vocational Services – ensure that youth receive vocational services.
- \* Educational Field Trips – College tours, cultural awareness, etc.
- \* Community Service – Youth participate in city wide community service projects.

# OPA-LOCKA POLICE YOUTH ACADEMY

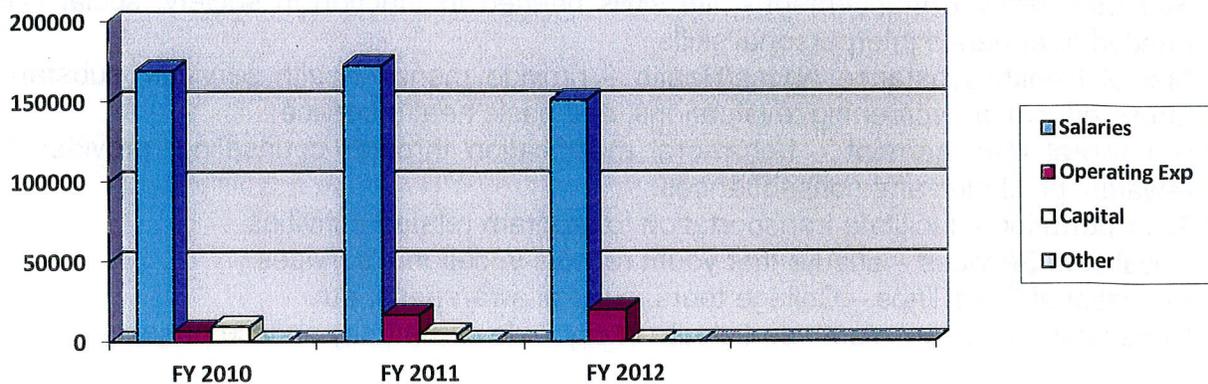
## KEY PERFORMANCE INDICATORS

This program is mandated by the grantor (Department of Juvenile Justice) to meet the following performance measures:

MEASURE	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 BUDGET
Percentage of youth having supervision plan within 14 days of admission	100%	100%	100%
Percentage of youth participating in an academic or vocational program (excluding youths that have obtained a diploma of GED)	100%	100%	100%
Percentage of youths that have obtained a diploma or GED employed or enrolled in a higher education or vocational program	100%	100%	100%
Percentage of youths demonstrating improved behavioral and social skills	94%	94%	94%
Percentage of youths not arrested while in program	92%	95%	95%
Percentage of youths not arrested within one year of successfully completing program	96%	96%	96%

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$169,437	\$172,310	\$150,834
Operating Expenses	6,934	16,750	19,920
Capital Outlay	9,485	4,742	-
Other	-	-	-
<b>Total</b>	<b>\$185,856</b>	<b>\$193,802</b>	<b>\$170,754</b>



# OPA-LOCKA POLICE YOUTH ACADEMY

## GOALS

City Goals	Department Goals
Improve Overall Perception of City	<ul style="list-style-type: none"> <li>Have youth participants of the program perform community service within the City to continue work towards beautification.</li> </ul>
Increase Revenue	<ul style="list-style-type: none"> <li>Actively seek grants that would assist the City with for at risk youth services that would help reduce truancy and decrease juvenile delinquency.</li> </ul>

## DEPARTMENT STAFFING

Position Title	Number Budgeted
Program Director	1
Administrative Assistant	1
Case Manager	1
<b>Total</b>	<b>3</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

- In FY 2011, the City was notified that the contract would be reduced by 40% since the State of Florida was moving towards prevention civil citation programs rather than release programs resulting in less juvenile arrests. The reduced funding resulted in (1) a reduction of client slots from 38 slots @ \$20.34 per slot to 28 slots @ \$20.34 per slot and (2) elimination of the intensive release program. To accommodate the reduction in revenue, the salaries of the three employees in the grant program were reduced.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
			ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS	PROJECTED	DEPT	ADOPTED
							ACTUAL		REQUESTS	
FUND 171	DEPARTMENT OF JUSTICE- GRANT									
DEPT 21	POLICE									
DIV 68	OPA LOCKA YOUTH ACADEMY									
529110	SALARIES-EXECUTIVE		\$ 85,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
529120	SALARIES-REGULAR		113,678	129,162	133,285	133,285	78,034	133,285	123,000	122,990
529130	SALARIES-PART TIME		-	-	-	-	-	-	-	-
529140	SALARIES-OVERTIME		-	-	-	-	-	-	-	-
529210	F.I.C.A. TAXES		15,208	10,043	10,200	10,200	6,138	10,200	9,409	9,409
529220	RETIREMENT		20,186	12,859	14,355	14,355	8,408	14,355	13,247	6,040
529230	LIFE & HEALTH INSURANCE		28,393	17,373	14,470	14,470	8,434	14,470	14,440	12,395
529240	WORKER'S COMPENSATION		-	-	-	-	-	-	-	-
529245	ACCIDENTAL DEATH		-	-	-	-	-	-	-	-
529250	UNEMPLOYMENT COMPENSATION		-	-	-	-	-	-	-	-
	SALARIES AND RELATED COST		263,335	169,437	172,310	172,310	101,014	172,310	160,096	150,834
529312	OTHER PROFESSIONAL SERVICES		-	-	-	-	-	-	-	-
529340	OTHER CONTRACTED SERVICES		404	276	1,200	1,200	-	1,200	-	-
529400	TRAVEL		-	-	-	-	-	-	-	-
529411	TELEPHONE AND NEXTEL		-	-	-	-	-	-	1,560	1,560
529499	TRAVEL - PRIVATE VEHICLE		-	-	-	-	-	-	-	-
529421	TEL - TEL		-	-	1,900	1,900	-	1,900	-	-
529420	POSTAGE & FREIGHT		-	527	150	150	88	150	-	-
529430	ELEC/GAS/WATER		3,327	2,517	4,000	4,000	2,119	4,000	3,600	3,600
529440	RENTALS & LEASES		10,829	-	1,500	1,500	-	1,500	-	-
529451	INSURANCE		-	-	-	-	-	-	-	-
529461	REP & MAINT-BLDG & EQUIP		80	207	-	-	-	-	-	-
529465	REP & MAINT-OFFICE EQUIP		-	153	-	-	-	-	-	-
529470	PRINTING		-	-	-	-	-	-	-	-
529485	PROGRAM ACTIVITIES		-	-	-	-	-	-	-	-
529493	GENERAL EXPENSES		3,632	2,975	6,136	6,136	4,801	6,000	760	8,760
529450	GAS OIL GREASE		-	-	-	-	-	-	-	-
529510	OFFICE SUPPLIES & EXP		546	279	1,500	1,500	2,122	1,500	-	-
529520	OPERATING SUPPLIES		-	-	500	500	-	500	-	6,000
529541	EDUCATIONAL COSTS		-	-	-	-	-	-	-	-
	OPERATING EXPENSES		18,817	6,934	16,886	16,886	9,130	16,750	5,920	19,920
529642	OFFICE FURN AND EQUIP		-	-	-	-	-	-	-	-
529646	COMPUTER EQUIP		-	1,357	-	-	-	-	-	-
529648	AUTOMOTIVE LEASE		7,451	8,128	9,500	9,500	4,742	4,742	4,750	-
	CAPITAL OUTLAYS		7,451	9,485	9,500	9,500	4,742	4,742	4,750	-
	DEFICIT REDUCTION		-	-	-	-	-	-	-	-
	TOTAL DJJ- AFTER CARE GRANT FUND		\$ 289,603	\$ 185,856	\$ 198,696	\$ 198,696	\$ 114,886	\$ 193,802	\$ 170,766	\$ 170,754

# CRIME PREVENTION PROGRAM

## DEPARTMENT DESCRIPTION

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The overall goal of the Youth Crime Prevention Program is to prevent youth at risk, ages eight (8) to eighteen (18), from becoming involved in or returning to criminal activities. The Program's activities, trainings, and workshops include multiple partnerships and endeavors to curtail juvenile crime. Its concept embodies social and behavioral applications rather than law enforcement. This project combines counseling, tutorial, educational and recreational activities designed to empower participants, enhance self-esteem and self-confidence, and to develop survival and leadership skills.

Referrals are received from the Department of Juvenile Justice, Miami Dade County Public Schools, Miami Dade Post-Arrest Diversion Program & Delinquency Prevention Services, parents and other community members. Program activities, trainings, and workshops comprise over fifty events annually.

The Program has been in operation for over 30 years within the City of Opa-locka and surrounding neighborhoods. Many young people have benefited from the vital social services provided from this program. Our program has operated through the fiscal support of grants and the general fund of the City of Opa-locka. There are over five (5) distinct programs that we provide to our youth and their families within the City of Opa-locka. Each program along with its accomplishments and futuristic activities are listed below:

## SERVICES

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City of Opa-locka Youth Employment Initiative (Project O.Y.E.I) - In its inaugural year of 2007 the Opa-locka Youth Employment Initiative, or Project O.Y.E.I was begun to address the issue of youth unemployment within the City of Opa-locka. Working with the Office of the Mayor, this program has raised eight thousand dollars so far in our efforts to employ youth in the summer of 2009. This program emphasizes the goal of the City to Increase Revenue. This program has brought close to \$50,000.00 to the City in the form of donations to assist youth receive vital services and employment during the school year and summer months.

City of Opa-locka P.E.A.R.L.S Program - The P.E.A.R.L.S Program is a collaborative endeavor along with the Parks and Recreation Department after school program. This program works with young ladies ages 12 – 18 years of age on improving employability skills, etiquette, social and academic skills. Field trips, workshops, and recreational activities are a frequent occurrence that serves as incentives for program participants. This program emphasizes the beautification goal of the City, as youth in this program continue their positive community service through tree planting and community clean ups.

# CRIME PREVENTION PROGRAM

City of Opa-locka Teens (C.O.O.L Teens) - This program was begun as a byproduct of the 2007 Opa-locka Youth Employment Initiative (Project OYEI). Youth who were employed as a part of the OYEI received academic tutoring during the summer and when school began, these youth continued to receive academic assistance from city staff and as a result, the COOL TEENS Program was born. Youth between the ages of 11-19 come to the Administrative Complex and receive academic assistance, Conflict Resolution, Substance Abuse Education, Life Skills and Mentoring by the Crime Prevention staff between the hours of 4:00 p.m. – 8:00 p.m. Youth are also provided the opportunity to receive after school jobs that focus on City beautification. We currently have 15 youth enrolled in this program and are growing daily. Any support will be greatly appreciated. A physical fitness and nutritional component occurs daily with you running at Florida International University, North Campus and receiving a balanced meal daily. This program emphasizes the beautification goal of the City, as youth in this program continue their positive community service through tree planting and community clean ups.

City of Opa-locka Alternative to Outdoor Suspension Program - The School Suspension Program (SSP) was derived from the overwhelming number of students who are suspended in the Opa-locka/Miami Gardens area within Miami-Dade County Public Schools at all grade levels. The Suspension Program was created in response to the need of placing these students in a productive environment, assisting them academically, socially, and emotionally. The School Suspension Program takes place Monday – Friday at the Opa-locka Crime Prevention Program between the hours of 8:30 a.m. – 4:00 p.m. This program emphasizes the beautification goal of the City as youth in this program continue their positive community service through tree planting and community clean ups.

City of Opa-locka Kids Program (C.O.O.L KIDS) - The C.O.O.L KIDS Program is a collaborative endeavor along with the Parks and Recreation Department after school program. This program targets at-risk elementary school aged youth within the City of Opa-locka in providing mentors along with academic and social intervention with an emphasis placed on mentoring. The students meet every Saturday from 10:30 a.m. – 4:00 p.m. Field trips and other recreational activities are a frequent occurrence within this program to produce desired outcome. The program currently has 30 youth enrolled. We would like to grow our numbers of participants for this program to 50 youth. We will also establish a partnership with Florida International University (FIU).

City of Opa-locka Youth Crime Prevention - The Youth Crime Prevention Program is designed to assist youth who have received civil citations from law enforcement officers or is ungovernable as determined by parental referrals or walk ins. We assist these youth with anger management, decisions making, and deterrence from criminal activities. The first stage of the program is 9 weeks. Youth are required to attend community service projects as well as workshops that assist them in making good choices. Once youth complete the 9 week stage of the program, their grades, behavior, and attitude is reviewed and if applicable, will begin either the P.E.A.R.L.S Program or the C.O.O.L TEENS. This program emphasizes the goal of the City of increase public safety service. This program is a juvenile delinquency prevention program that assists in keeping youth from becoming negative members of society and breaking the law.

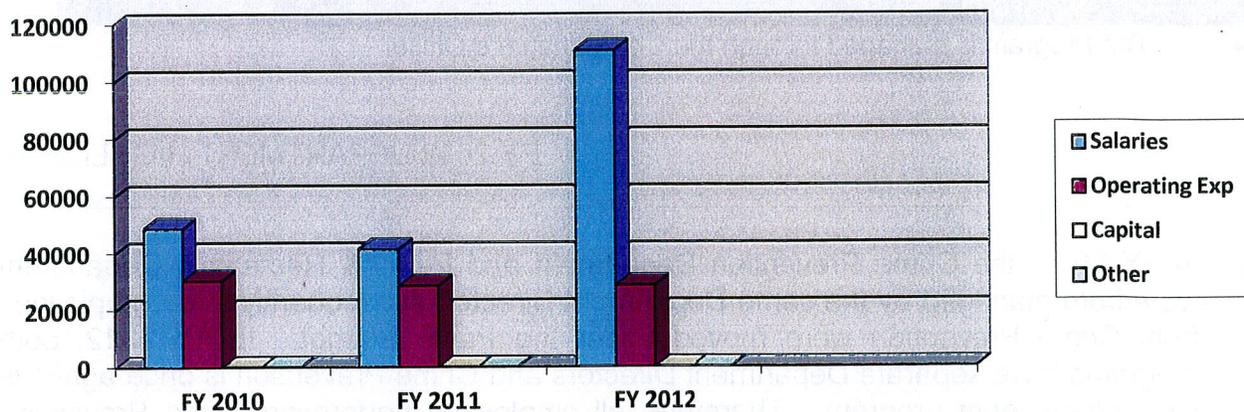
# CRIME PREVENTION PROGRAM

## ACCOMPLISHMENTS

- Services over 100 youth within the City in the Alternative to Outdoor suspension program while contributing to a consistent three year reduction of District 1 outdoor suspension.
- Obtained funding of over \$20,000 in private donations in providing summer employment and other after school activities for teenage youth.
- Assisted over 10 youth to attend college while obtaining financial aid scholarships.
- Implemented innovative after-school programming for teens and elementary aged youth that increased grade point averages of each program participant reaching over 3.0 GPA.
- Coordinate and plan weekly field trips and out of town trips for program participants in deterring negative idle behavior and improving behavior.

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$48,671	\$41,405	\$110,980
Operating Expenses	30,450	28,595	28,595
Capital Outlay	-	-	-
Other	-	-	-
<b>Total</b>	<b>\$79,121</b>	<b>\$70,000</b>	<b>\$139,575</b>



# CRIME PREVENTION PROGRAM

## GOALS

City Goals	Department Goals
<b>Improve Academic Efficiency</b>	<ul style="list-style-type: none"> <li>• Provide tutoring services</li> <li>• Provide homework assistance to improve reading and writing skills</li> <li>• Increase cultural knowledge, awareness and pride</li> <li>• Provide for educational field trips</li> </ul>
<b>Encourage Positive Behaviors</b>	<ul style="list-style-type: none"> <li>• Improve social and personal etiquette</li> <li>• Provide lessons in anger management</li> <li>• Prevent the entering or return to criminal behavior</li> </ul>
<b>Introduce Skills to Prepare for Independent Living</b>	<ul style="list-style-type: none"> <li>• Increase knowledge of life skills</li> <li>• Provide for career exploration and internship opportunities</li> <li>• Provide summer and in-school employment</li> </ul>

## DEPARTMENT STAFFING

Position Title	Number Budgeted
Program Director	*
Counselor	2
Administrative Assistant	1
<b>Total</b>	<b>3</b>

- The Program is managed through the City Manager's Office.

## FY 2012 DEPARTMENT HIGHLIGHTS

→ In FY 2011, the Crime Prevention Department and Parks & Recreation Department were both managed by the same Department Director; subsequently three employees from Crime Prevention were moved under the Parks Budget. In FY 2012, both programs have separate Department Directors and Crime Prevention is once again its own independent program. Therefore, all employees performing Crime Prevention services are now budgeted in the Crime Prevention department. In FY 2011, only one employee was budgeted under the program. In FY 2012, all three employees performing program services are budgeted under the program.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS	PROJECTED	DEPT	ADOPTED
						ACTUAL		REQUESTS	
FUND	172 CRIME PREV PROGRAM								
DEPT	21 POLICE DEPARTMENT								
DIV	74 OTHER PUBLIC SAFETY								
529110	SALARIES-EXECUTIVE	\$ 12,896	\$ (548)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
529120	SALARIES-REGULAR	87,098	37,646	30,890	30,890	30,423	30,890	111,571	85,740
529140	OVERTIME	1,055	(20)	-	-	396	-	-	-
529210	F.I.C.A. TAXES	8,122	2,892	2,365	2,365	2,472	2,365	8,535	6,560
529220	RETIREMENT	7,919	3,167	3,330	3,330	2,336	3,330	5,478	4,210
529230	LIFE & HEALTH INSURANCE	11,828	5,534	4,820	4,820	2,811	4,820	22,320	14,470
529240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
529245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
529250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
<b>SALARIES AND RELATED COST</b>		<b>128,919</b>	<b>48,671</b>	<b>41,405</b>	<b>41,405</b>	<b>38,438</b>	<b>41,405</b>	<b>147,904</b>	<b>110,980</b>
529311	EMPLOYEES PHYSICALS	70	-	-	-	-	-	-	-
529312	OTHER PROFESSIONAL SERVICES	9,726	(207)	-	-	-	-	18,000	-
529400	TRAVEL	-	-	-	-	-	-	-	-
529499	TRAVEL - PRIVATE VEHICLE	-	-	-	-	-	-	-	-
529421	TEL - TEL	-	-	-	-	-	-	-	-
529420	POSTAGE & FREIGHT	-	-	-	-	-	-	-	-
529430	ELEC/GAS/WATER	-	-	-	-	-	-	-	-
529440	RENTALS & LEASES	-	-	-	-	-	-	-	-
529451	INSURANCE	-	-	-	-	-	-	-	-
529461	REP & MAINT-BLDG & EQUIP	-	-	-	-	-	-	-	-
529465	REP & MAINT-OFFICE EQUIP	160	-	-	-	-	-	-	-
529470	PRINTING & BINDING	-	-	-	-	-	-	-	-
529485	PROGRAM ACTIVITIES	65,669	29,160	23,595	23,595	40,316	23,595	22,000	23,595
529491	OTHER ADVERTISING	-	-	-	-	-	-	-	-
529493	GENERAL EXPENSES	135	-	-	-	-	-	-	-
529510	OFFICE SUPPLIES & EXP	3,208	1,497	5,000	5,000	165	5,000	4,000	5,000
529520	OPERATING SUPPLIES	4,293	-	-	-	-	-	-	-
529540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
529541	EDUCATIONAL COSTS	387	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>		<b>83,649</b>	<b>30,450</b>	<b>28,595</b>	<b>28,595</b>	<b>40,481</b>	<b>28,595</b>	<b>44,000</b>	<b>28,595</b>
529642	OFFICE FURN AND EQUIP	2,255	-	-	-	-	-	-	-
529646	COMPUTER EQUIP	3,211	-	-	-	-	-	-	-
<b>CAPITAL OUTLAYS</b>		<b>5,465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEFICIT REDUCTION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CRIME PREVENTION GRANT FU</b>		<b>\$ 218,033</b>	<b>\$ 79,121</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 78,919</b>	<b>\$ 70,000</b>	<b>\$ 191,904</b>	<b>\$ 139,575</b>

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# COMMUNITY REDEVELOPMENT AGENCY

## DEPARTMENT DESCRIPTION

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In an effort to spur investment and redevelopment in the City of Opa-locka and improve conditions for residents, the City commissioned a Finding of Necessity study in 2009. The results of the study confirmed that conditions existed for the formulation of a Community Redevelopment Agency (CRA). The CRA plan was completed and approved by the City Commission. The plan is now in the process of review and approval by Miami Dade County.

The CRA is generally bounded on the north by NW 151<sup>st</sup> Street, on the west by the Opa-locka Executive Airport, on the South by the Tri-Rail corridor, and on the east by a constructed storm water lake managed by the South Florida Water Management District. The 514 acre CRA covers approximately 18% of the City's total area.

The Redevelopment Plan gives a snapshot of recommendation and perspective that will encompass improvements in residential, commercial and industrial areas. There are four (4) primary districts:

- a) Magnolia North (formally "the Triangle")
- b) Magnolia Gardens (including Cuyahoga)
- c) City Center
- d) Opa-locka & LeJeune Commerce Areas

In the Magnolia North and Magnolia Gardens communities, the CRA is a catalyst to spearhead a number of initiatives and projects that will benefit the immediate redevelopment areas that have the potential to attract resources to the City at large. The benefits extend beyond the immediate redevelopment area because the maximum potential of the projects can spur the acquisition of funds and resources outside of the CRA boundaries.

## SERVICES

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When the CRA has all of its administrative powers and TIF Financing, it will undertake a number of initiatives such as:

- Affordable Housing Projects
- home Buyer Subsidy Loans
- Rehabilitation Loans
- Foreclosure Loans
- Infrastructure Projects
- Land Acquisition
- Façade improvements (Residential / Business)
- Business Assistance
- Commercial Grants
- Commercial Security
- Street Paving
- Landscaping
- Playgrounds
- Community/Cultural Events

# COMMUNITY REDEVELOPMENT AGENCY

## MAJOR ACCOMPLISHMENTS

- The City Commission approved the CRA Plan, CRA Board, and CRA Agency
- Have already initiated partnerships with Housing and Urban Development (HUD), Opa-locka Community Development Corporation (CDC), and Habitat for Humanity

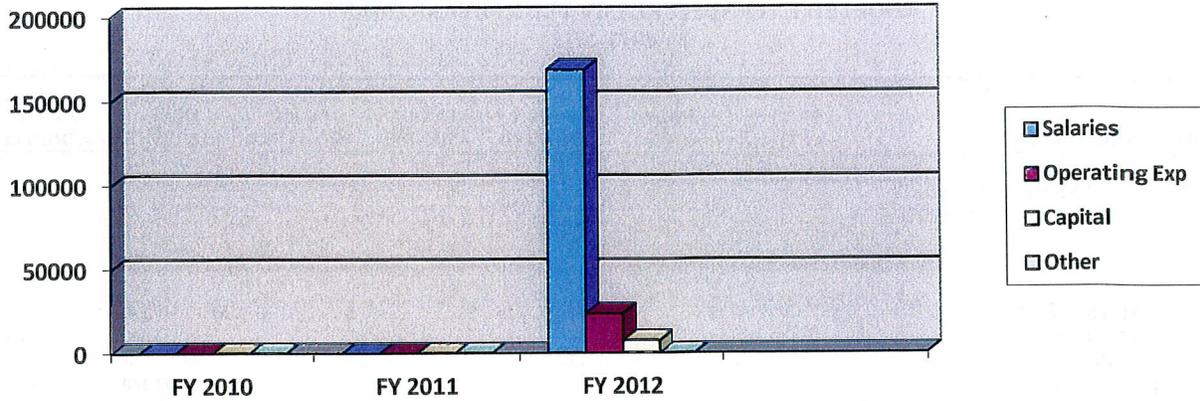
## GOALS

City Goals	Department Goals
<b>Increase Development</b>	<ul style="list-style-type: none"> <li>• Fully deploy the statutory powers of the CRA to bring physical redevelopment to the City as well as social and economic growth to the residents.</li> <li>• Work with our partners to utilize all dollars coming to the City to best advantage of the City.</li> <li>• Continue to seek dollars to fund the agency as well as bring more development to the City.</li> </ul>

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$-	\$-	\$168,950
Operating Expenses	-	-	23,550
Capital Outlay	-	-	7,500
Other	-	-	-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$200,000</b>

# COMMUNITY REDEVELOPMENT AGENCY



## DEPARTMENT STAFFING

Position Title	Number Budgeted
CRA Director	1
Administrative Assistant	1
<b>Total</b>	<b>2</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

- Funding in the amount of \$200,000 is included as a transfer from the Water & Sewer Fund

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
			ACTUAL	ACTUAL	ADOPTED	AMENDED	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	180	COMMUNITY REDEV AGENCY							
DEPT	15	COMMUNITY DEVELOPMENT							
DIV	77	CRA							
515110		SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	110,240	\$ 110,240
515120		SALARIES-REGULAR	-	-	-	-	-	35,360	35,360
515140		OVERTIME	-	-	-	-	-	-	-
515210		F. I. C. A. TAXES	-	-	-	-	-	11,140	11,140
515220		RETIREMENT CONTRIBUTION	-	-	-	-	-	7,150	7,150
515230		LIFE & HEALTH INSURANCE	-	-	-	-	-	4,820	5,060
515240		WORKER'S COMPENSATION	-	-	-	-	-	-	-
515245		ACCIDENTAL DEATH	-	-	-	-	-	-	-
515250		UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-
		<b>SALARIES AND RELATED COSTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>168,710</b>	<b>168,950</b>
515311		EMPLOYEE PHYSICALS	-	-	-	-	-	-	-
515312		OTHER PROFESSIONAL SERVICES	-	-	-	-	-	7,500	7,500
515340		OTHER CONTRACTED SERVICES	-	-	-	-	-	5,000	5,000
515400		TRAVEL & PER DIEM	-	-	-	-	-	2,000	2,000
515440		RENTALS & LEASES	-	-	-	-	-	-	-
515461		REPAIR & MAIN - BUILDING	-	-	-	-	-	25,000	5,000
515470		PRINTING & BINDING	-	-	-	-	-	-	-
515480		PROMOTIONAL ACTIVITIES	-	-	-	-	-	3,500	3,500
515510		OFFICE SUPPLIES & EXPENSE	-	-	-	-	-	-	-
515520		OPERATING SUPPLIES & EXPENSE	-	-	-	-	-	-	-
515540		PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	2,500	550
		<b>OPERATING EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,500</b>	<b>23,550</b>
642		OFFICE FURN & EXPENSE	-	-	-	-	-	7,500	7,500
643		COMMUNICATION EQUIPMENT	-	-	-	-	-	-	-
646		COMPUTER EQUIPMENT	-	-	-	-	-	-	-
		<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,500</b>	<b>7,500</b>
		<b>TOTAL COMMUNITY REDEV AGENCY</b>	<b>\$ -</b>	<b>221,710</b>	<b>\$ 200,000</b>				

# PUBLIC WORKS

## DEPARTMENT DESCRIPTION

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The Public Works and Utilities Department is committed to improve the quality of life, and also to promote public health, safety, transportation, economic prosperity and sustainable economic growth through effective, efficient, and responsive delivery of a high quality and level of services to the residents of the community. The staff is committed to anticipating and identifying problems and needs within the community and the development and implementation of creative and innovative solutions. The Department provides planning, supervision, and management of four divisions: Administration, Building Maintenance, Roads & Streets, and Vehicle Maintenance.

### Administration

The Administration Division is responsible for the overall monitoring of the department's operating and capital budgets and providing technical support to the other divisions within the department.

### Building Maintenance

The Building Maintenance Division is responsible for the maintenance, repair, renovation and cleaning of all City facilities. The Department is working towards increasing the effectiveness and capabilities of the division by providing better services for our physical assets.

### Roads and Streets

The Roads and Streets Division is responsible for the maintenance, repair and construction activities for all City dedicated streets, alleys and right-of-ways. Street resurfacing and paving are the most important issue facing the division this year.

### Vehicle Maintenance

The Vehicle Maintenance Division has a major responsibility in the delivery of maintenance service for all city vehicles and heavy equipment. Staff is also required to assemble/modify equipment or tools and assist in the repairs of other ancillary equipment.

The Department also supervises the City's utilities including solid waste contract and water and sewer system.

## SERVICES

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- |                                       |                                    |
|---------------------------------------|------------------------------------|
| * Maintenance of all City buildings   | * Maintenance of all City vehicles |
| * Street resurfacing                  | * Monitor capital budget programs  |
| * Cutting of right-of-ways and alleys | * Pothole and sidewalk repair      |

# PUBLIC WORKS

## MAJOR ACCOMPLISHMENTS

- Successfully completed Ingram Park Lakefront construction.
- Ali-Baba Roadway project (funded by the American Recovery and Reinvestment Act of 2009) is substantially completed and successfully passed all Federal and State requirements and inspections.

## GOALS

City Goals	Department Goals
<p><b>Increased Public Safety</b></p>	<ul style="list-style-type: none"> <li>• Creation of a training library which will be populated with material readily available for staff use to further develop their technical and leadership skills with a focus on safety and customer service</li> <li>• Continue maintaining all thoroughfares including pot hole patching, maintaining the streetscapes, right of ways, alleys, and improving street lighting, street signs and road markings.</li> <li>• Assess all City buildings to implement strategies intended to improve performance in energy savings, water efficiency, indoor environmental quality, and stewardship of resources and sensitivity to their impacts.</li> <li>• Initiate citywide landscaping and tree planting program which will help improve the environmental aesthetics and enhance the quality of life.</li> <li>• Partner with the Purchasing Division to evaluate the current vendor list and establish an additional pool of vendors</li> <li>• Creation of an inventory control system to account for all material and equipment purchase and ensure proper use of material with zero waste.</li> <li>• Prepare plan and proper documentation for improved preventative maintenance program of all City vehicles</li> <li>• Complete all grant funded infrastructure projects and open the window to apply for additional grant dollars</li> </ul>
<p><b>Continue Beautification and Go-Green Program</b></p>	
<p><b>Increase Revenue</b></p>	

# PUBLIC WORKS

## DEPARTMENT STAFFING

Position Title	Number Budgeted
<u>Administration</u>	
Director	1
Secretary	1
<u>Building Maintenance</u>	
Supervisor	1
Custodian	3
Carpenter	1
Maintenance Worker	2
<u>Roads and Streets</u>	
Supervisor	1
Maintenance Worker	5
<u>Vehicle Maintenance</u>	
Mechanic	3
<b>Total Public Works Department</b>	<b>18</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

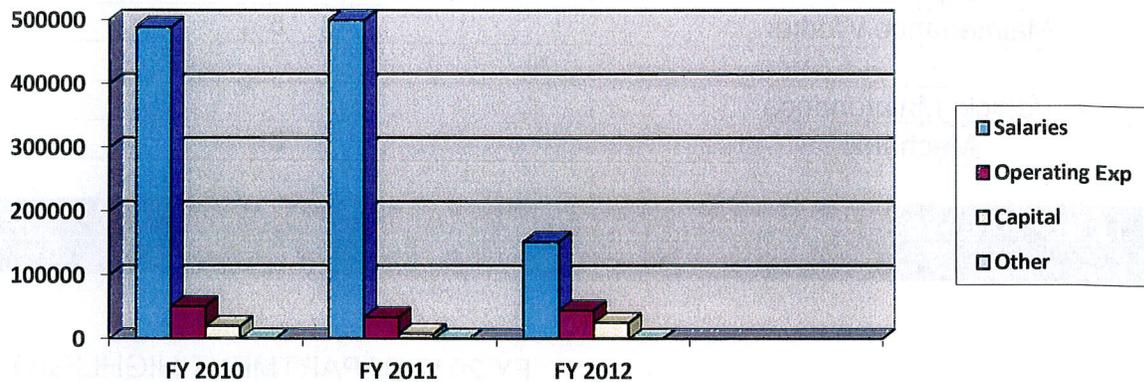
- The landscape maintenance contract will not be renewed. Employees will incorporate those duties in their day to day activities.
- Funding is included for Florida Department of Corrections contract.
- Funding in the amount of \$300,000 is included for fuel for City vehicles and equipment.
- Vehicle maintenance operating supplies in the amount of \$154,000 is included.
- The following Peoples' Transportation Tax projects are included:

NW 128th Street Drainage Improvements	\$161,458
NW 139th Street Drainage Improvements	3,548
NW 143rd Street Drainage Improvements	292,500
Rutland Street Improvements	60,414
Citywide Sidewalk Improvements	200,000
Roadway Milling and Resurfacing	105,000
Round-a-bout design & Construction	195,000
Bus Circulator	145,130
Total Projects	\$1,163,050

# PUBLIC WORKS

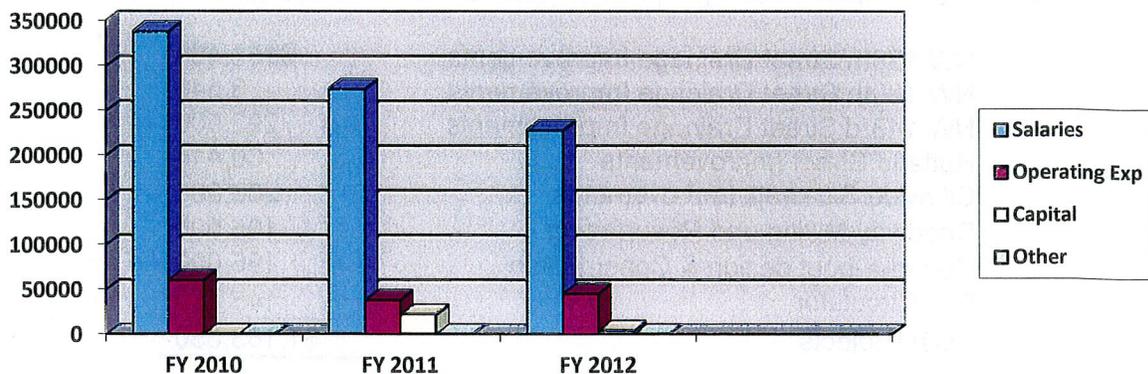
## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
<b>Administration</b>			
Salaries & Benefits	\$489,033	\$499,925	\$152,552
Operating Expenses	50,857	34,006	45,000
Capital Outlay	19,711	7,892	25,175
Other	-	-	-
Sub-Total	\$559,601	\$541,823	\$222,727



### **Building Maintenance**

Salaries & Benefits	\$338,426	\$274,327	\$228,185
Operating Expenses	60,486	38,339	45,500
Capital Outlay	-	22,085	4,000
Other	-	-	-
Sub-Total	\$398,912	\$334,751	\$277,685

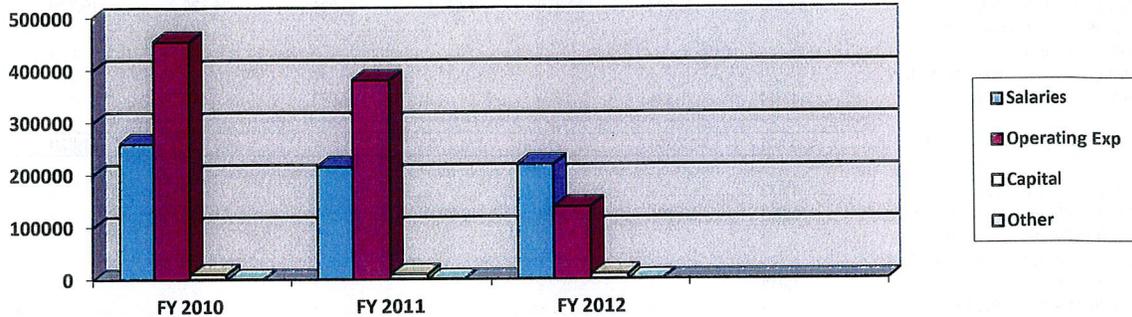


# PUBLIC WORKS

Category	FY 2009 Actual	FY 2010 Projected	FY 2011 Budget
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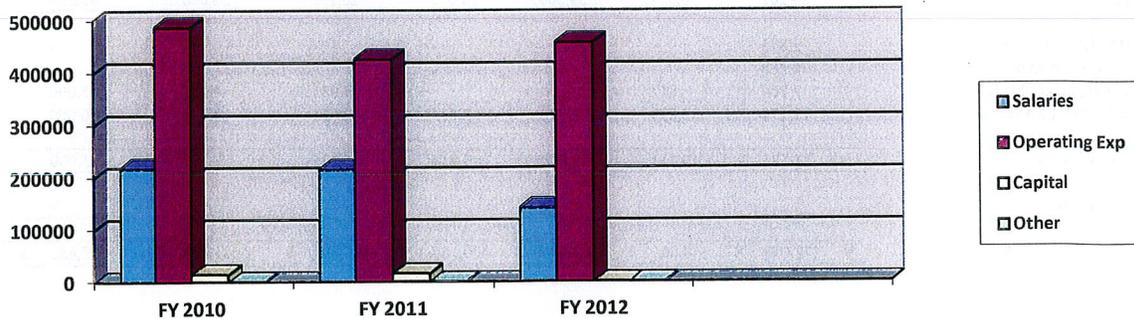
## **Roads and Streets**

Salaries & Benefits	\$258,773	\$215,454	\$219,611
Operating Expenses	454,422	380,681	138,700
Capital Outlay	9,846	9,531	10,000
Other	-	-	-
<b>Sub-Total</b>	<b>\$723,041</b>	<b>\$605,666</b>	<b>\$368,311</b>



## **Vehicle Maintenance**

Salaries & Benefits	\$217,729	\$215,291	\$141,097
Operating Expenses	487,021	425,636	457,000
Capital Outlay	14,355	15,795	-
Other	-	-	-
<b>Sub-Total</b>	<b>\$719,105</b>	<b>\$656,722</b>	<b>\$598,097</b>



## **Total Public Works Department**

<b>Total Public Works Department</b>	<b>\$2,400,659</b>	<b>\$2,138,962</b>	<b>\$1,466,820</b>
FEMA Fund	\$551,671	\$1,024,233	-
Peoples Transportation Plan	\$-	\$805,570	\$1,163,050

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS	PROJECTED	DEPT	ADOPTED
						ACTUAL		REQUESTS	
FUND	001 GENERAL FUND								
DEPT	50 PUBLIC WORKS								
DIV	32 ADMINISTRATION								
541110	SALARIES- EXECUTIVE	\$ 189,355	\$ 179,196	\$ 220,745	\$ 220,745	\$ 250,927	\$ 289,004	\$ 165,010	\$ 85,000
541120	SALARIES- REGULAR	156,292	196,626	87,840	87,840	82,389	112,755	90,940	43,555
541140	OVERTIME	1,826	6,730	-	-	2,751	4,550	-	-
541210	F. I. C. A. TAXES	26,952	31,747	23,605	23,605	24,206	29,548	19,580	9,835
541220	RETIREMENT CONTRIBUTION	36,716	37,336	26,775	26,775	28,128	35,208	12,570	6,310
541230	LIFE & HEALTH INSURANCE	54,452	36,074	27,310	19,310	13,926	26,320	19,720	7,852
541240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
541245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
541250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
541499	TRAVEL - PRIVATE VEHICLE	4,714	1,324	-	-	2,077	2,540	-	-
	<b>SALARIES AND RELATED COSTS</b>	<b>470,307</b>	<b>489,033</b>	<b>386,275</b>	<b>378,275</b>	<b>404,404</b>	<b>499,925</b>	<b>307,820</b>	<b>152,552</b>
541311	EMPLOYEE PHYSICALS	4,033	-	-	-	-	-	-	-
541312	OTHER PROFESSIONAL SERVICES	56,823	33,496	10,000	10,000	20,604	23,497	-	-
541341	UNIFORM RENTAL/LAUNDRY	-	-	-	-	-	-	-	-
541340	OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-	-
541400	TRAVEL & PER DIEM	1,018	-	-	-	-	-	-	-
541499	TRAVEL PRIVATE VEHICLE	-	-	-	-	-	-	-	-
541421	TEL & TEL	-	-	-	-	-	-	-	-
541420	POSTAGE & FREIGHT	140	170	1,500	132	39	75	1,500	1,500
541430	ELECTRIC, GAS & WATER	-	-	-	-	-	-	-	-
541440	RENTALS & LEASES	5,573	7,286	6,000	4,800	2,667	5,334	6,000	6,000
541461	REPAIR & MAINT-BLDG & EQUIP	855	575	10,000	1,000	210	400	30,000	30,000
541465	REPAIR & MAINT - OFFICE EQUIP	456	-	1,000	310	-	-	1,000	1,000
541470	PRINTING	147	-	-	-	-	-	-	-
541493	GENERAL EXPENSES	2,693	3,335	-	-	395	500	-	-
541450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
541510	OFFICE SUPPLIES & EXPENSE	1,531	2,096	2,000	1,700	1,446	2,000	2,000	2,000
541520	OPERATING SUPPLIES	6,736	3,504	-	-	795	2,200	1,500	1,500
541540	PUBL/SUBS/MEMEBRSHIPS	-	395	1,000	-	-	-	1,000	1,000
541541	EDUCATIONAL COSTS	200	-	2,000	128	-	-	2,000	2,000
	<b>OPERATING EXPENSES</b>	<b>80,205</b>	<b>50,857</b>	<b>33,500</b>	<b>18,070</b>	<b>26,156</b>	<b>34,006</b>	<b>45,000</b>	<b>45,000</b>
541640	MACHINERY & EQUIP	1,875	-	-	-	-	-	-	-
541642	OFFICE FURN & EQUIP	1,268	-	-	-	-	-	-	-
541646	COMPUTER EQUIPMENT	7,264	812	-	-	4,081	4,081	5,000	2,500
541648	AUTOMOTIVE LEASE	11,174	18,899	22,720	3,814	2,054	3,811	20,000	22,675
	<b>CAPITAL OUTLAYS</b>	<b>21,581</b>	<b>19,711</b>	<b>22,720</b>	<b>3,814</b>	<b>6,135</b>	<b>7,892</b>	<b>25,000</b>	<b>25,175</b>
	<b>DEPRECIATION</b>	<b>-</b>							
DIV	<b>T O T A L S:</b>	<b>\$ 572,093</b>	<b>\$ 559,601</b>	<b>\$ 442,495</b>	<b>\$ 400,159</b>	<b>\$ 436,695</b>	<b>\$ 541,823</b>	<b>\$ 377,820</b>	<b>\$ 222,727</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	001 GENERAL FUND								
DEPT	50 PUBLIC WORKS								
DIV	39 BUILDING MAINTENANCE								
541120	SALARIES-REGULAR	\$ 220,347	\$ 235,065	\$ 170,665	\$ 170,665	\$ 111,709	\$ 182,121	\$ 170,665	\$ 170,665
541140	OVERTIME	6,539	7,513	7,500	7,500	4,041	7,444	7,500	7,500
541210	F. I. C. A. TAXES	17,302	18,958	13,630	13,630	9,103	14,737	13,630	13,630
541220	RETIREMENT CONTRIBUTION	19,914	24,582	19,190	19,190	15,730	23,221	8,750	8,750
541230	LIFE & HEALTH INSURANCE	40,210	52,308	33,805	33,805	27,057	46,804	33,805	27,640
541240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
541245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
541250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
SALARIES AND RELATED COSTS		304,312	338,426	244,790	244,790	167,640	274,327	234,350	228,185
541311	EMPLOYEE PHYSICALS	738	200	4,500	-	-	-	1,500	1,500
541312	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
541341	UNIFORM RENTAL/LAUNDRY	4,243	5,881	4,000	4,000	2,626	4,039	4,000	4,000
541340	OTHER CONTRACTED SERVICES	6,219	1,390	-	-	-	-	-	-
541390	CONTINGENCIES	-	-	-	-	-	-	-	-
541421	TEL & TEL	-	-	-	-	-	-	-	-
541440	RENTALS & LEASES	-	911	-	-	-	-	-	-
541461	REPAIR & MAINT-BLDG & EQUIP	224	-	-	-	-	-	-	-
541465	REPAIR & MAINT-OFFICE EQUIP	-	-	-	-	-	-	-	-
541461	REPAIR & MAINT-MACH & EQUIP	-	-	-	-	-	-	-	-
541493	GENERAL EXPENSES	5,804	4,753	-	-	1,107	1,800	-	2,000
541450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
541520	OPERATING SUPPLIES	58,215	47,351	25,000	25,000	22,882	32,500	33,000	33,000
541541	EDUCATIONAL COSTS	320	-	-	-	-	-	-	-
541550	SMALL TOOLS & SUPPLIES	-	-	5,000	-	-	-	5,000	5,000
OPERATING EXPENSES		75,762	60,486	38,500	29,000	26,615	38,339	43,500	45,500
541640	MACHINERY & EQUIP	1,082	-	-	-	-	-	-	-
541733	STEP TRUCK & PICK-UP LEASE	-	-	-	-	-	-	-	-
541643	COMM EQUIP	-	-	-	-	-	-	-	-
541641	AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	-
541631	LIBRARY RENOVATIONS	-	-	-	-	-	-	-	-
541648	AUTOMOTIVE LEASE	-	-	5,800	545	22,085	22,085	-	4,000
CAPITAL OUTLAYS		1,082	-	5,800	545	22,085	22,085	-	4,000
DIV TOTALS:		\$ 381,156	\$ 398,912	\$ 289,090	\$ 274,335	\$ 216,340	\$ 334,751	\$ 277,850	\$ 277,685

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	001 GENERAL FUND								
DEPT	50 PUBLIC WORKS								
DIV	41 ROADS AND STREETS								
541120	SALARIES-REGULAR	\$ 190,734	\$ 185,281	\$ 178,355	\$ 153,355	\$ 88,459	\$ 150,394	\$ 146,390	\$ 169,190
541130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
541140	OVERTIME	7,246	5,379	5,000	4,000	1,703	4,103	5,000	5,000
541210	F. I. C. A. TAXES	15,171	14,942	14,030	12,030	7,083	12,007	11,580	13,325
541220	RETIREMENT CONTRIBUTION	19,997	17,654	18,670	16,670	10,809	17,555	7,435	8,555
541230	LIFE & HEALTH INSURANCE	43,758	35,517	31,605	31,205	18,261	31,395	26,785	23,541
541240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
541245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
541250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
	<b>SALARIES AND RELATED COSTS</b>	<b>276,906</b>	<b>258,773</b>	<b>247,660</b>	<b>217,260</b>	<b>126,315</b>	<b>215,454</b>	<b>197,190</b>	<b>219,611</b>
541311	EMPLOYEE PHYSICALS	-	-	2,000	-	-	-	2,000	200
541312	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
541341	UNIFORM RENTAL/LAUNDRY	4,848	4,267	4,000	4,000	2,395	3,659	4,500	4,500
541340	OTHER CONTRACTED SERVICES	388,636	355,867	322,000	307,000	187,683	319,418	322,000	57,000
541390	CONTINGENCIES	-	-	-	-	-	-	-	-
541421	TEL & TEL	-	-	-	-	-	-	-	-
541440	RENTALS & LEASES	3,050	-	-	-	-	-	-	-
541467	REP & MAINT - MACH & EQUIP	11,605	12,229	8,000	7,000	2,202	4,452	4,000	4,000
541470	PRINTING	-	-	-	-	-	-	-	-
541493	GENERAL EXPENSES	8,858	11,056	-	-	5,250	8,652	7,000	7,000
541450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
541520	OPERATING SUPPLIES	74,556	47,641	60,000	55,000	26,765	40,000	60,000	45,000
541530	ROAD MATERIALS & SUPPLIES	29,414	23,004	55,000	15,000	2,557	4,500	55,000	20,000
541541	EDUCATIONAL COSTS	-	358	-	-	-	-	-	-
541550	SMALL TOOLS & SUPPLIES	-	-	1,000	-	-	-	1,000	1,000
541466	REP & MAINT - VEH & EQUIP	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>520,967</b>	<b>454,422</b>	<b>452,000</b>	<b>388,000</b>	<b>226,852</b>	<b>380,681</b>	<b>455,500</b>	<b>138,700</b>
541640	MACHINERY & EQUIP	-	8,250	29,000	4,000	1,136	1,136	-	10,000
541641	AUTOMOTIVE EQUIPMENT	6,385	-	-	-	-	-	-	-
541630	IMPROV OTHER THAN BLDG	1,256	-	-	-	-	-	-	-
541648	AUTO LEASE	-	1,596	17,200	11,600	8,396	8,395	-	-
541643	COMM EQUIP	-	-	-	-	-	-	-	-
541980	DEPRECIATION	-	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>7,641</b>	<b>9,846</b>	<b>46,200</b>	<b>15,600</b>	<b>9,532</b>	<b>9,531</b>	<b>-</b>	<b>10,000</b>
	<b>DIV T O T A L S:</b>	<b>\$ 805,514</b>	<b>\$ 723,041</b>	<b>\$ 745,860</b>	<b>\$ 620,860</b>	<b>\$ 362,699</b>	<b>\$ 605,666</b>	<b>\$ 652,690</b>	<b>\$ 368,311</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	001 GENERAL FUND								
DEPT	50 PUBLIC WORKS								
DIV	49 VEHICLE MAINT								
541110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
541120	SALARIES-REGULAR	158,498	158,554	159,435	159,435	92,031	159,486	159,435	114,340
541130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
541140	OVERTIME	573	459	500	500	-	-	500	500
541210	F. I. C. A. TAXES	12,169	12,407	12,235	12,235	7,242	12,406	12,235	8,785
541220	RETIREMENT CONTRIBUTION	16,084	16,728	17,225	17,225	9,912	17,176	7,855	5,640
541230	LIFE & HEALTH INSURANCE	26,980	29,581	27,030	27,030	15,259	26,223	21,875	11,832
541240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
541245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
541250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
SALARIES AND RELATED COSTS		214,304	217,729	216,425	216,425	124,444	215,291	201,900	141,097
541311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
541312	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
541341	UNIFORM RENTAL/LAUNDRY	4,201	4,489	3,000	3,000	2,619	4,035	3,000	3,000
541340	OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-	-
541440	RENTALS & LEASES	-	-	-	-	-	-	-	-
541461	REP & MAINT BLDG & EQUIP	-	-	-	-	-	-	-	-
541467	REP & MAINT - MACH & EQUIP	-	-	-	-	-	-	-	-
541493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
541450	GAS/OIL/GREASE	241,291	290,040	190,000	190,000	196,577	291,601	250,000	300,000
541510	OFFICE SUPPLIES	-	-	-	-	-	-	-	-
541520	OPERATING SUPPLIES	157,842	192,492	85,000	85,000	97,278	130,000	164,000	154,000
541541	EDUCATIONAL COSTS	-	-	1,500	1,500	-	-	-	-
541550	SMALL TOOLS	-	-	-	-	-	-	-	-
541466	REPAIR & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
OPERATING EXPENSES		403,334	487,021	279,500	279,500	296,474	425,636	417,000	457,000
541640	MACHINERY & EQUIP	8,608	-	20,000	20,000	15,795	15,795	-	-
541642	OFFICE FURNITURE & EQUIP	-	-	-	-	-	-	-	-
541646	COMPUTER EQUIPMENT	-	14,355	-	-	-	-	-	-
CAPITAL OUTLAYS		8,608	14,355	20,000	20,000	15,795	15,795	-	-
DIV T O T A L S:		626,247	719,105	515,925	515,925	436,713	656,722	618,900	598,097
TOTAL PUBLIC WORKS DEPARTMENT		\$ 2,385,010	\$ 2,400,659	\$ 1,993,370	\$ 1,811,279	\$ 1,452,447	\$ 2,138,962	\$ 1,927,260	\$ 1,466,820

**CITY OF OPA-LOCKA  
ADOPTED EXPENDITURES BY FUND / DEPARTMENT  
FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	169	FEDERAL EMERGENCY MGMNT								
DEPT	50	PUBLIC WORKS								
DIV	45	PUBLIC WORKS ADMINSTRTION								
538312		OTHER PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
538340		OTHER CONT SERVICES	-	551,671	-	-	5,259	-	-	-
538469		DEBRIS REMOVAL HURRICANE IREN	-	-	-	-	-	-	-	-
538493		GENERAL EXPENSES	-	-	-	-	-	-	-	-
		OPERATING EXPENSES	-	551,671	-	-	5,259	-	-	-
538914		FUND DEFICIT RESERVE	-	-	-	-	-	-	-	-
538909		TRANSFER OUT - GENERAL FUND	-	-	1,024,233	1,024,233	1,000,000	1,024,233	-	-
		NON-OPERATING EXPENSES	-	-	1,024,233	1,024,233	1,000,000	1,024,233	-	-
		TOTAL FEMA GRANT FUND	\$ -	\$ 551,671	\$ 1,024,233	\$ 1,024,233	\$ 1,005,259	\$ 1,024,233	\$ -	\$ -

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
		ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	176 PEOPLES' TRANSPORTATION PLAN FUND								
DEPT	50 PUBLIC WORKS ADMINISTRATION								
DIV	47 PEOPLES' TRANSPORTATION PLAN								
541110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
541120	SALARIES-REGULAR	-	-	-	-	-	-	-	-
541130	SALARIES-P/T & TEMP	-	-	-	-	-	-	-	-
541140	OVERTIME	-	-	-	-	-	-	-	-
541210	F.I.C.A. TAXES	-	-	-	-	-	-	-	-
541220	RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-	-
541230	LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-	-
541240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
541245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
541250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
SALARIES AND RELATED COSTS		-	-	-	-	-	-	-	-
541340	OTHER CONTRACTED SRVS	-	-	-	-	-	-	-	-
541400	TRAVEL - PER DIEM	-	-	-	-	-	-	-	-
541420	POSTAGE	-	-	-	-	-	-	-	-
541421	TELE & TELEGRAPH	-	-	-	-	-	-	-	-
541430	ELECTRIC/GAS/WATER	-	-	-	-	-	-	-	-
541440	RENTALS & LEASES	-	-	-	-	-	-	-	-
541493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
541450	GAS OIL GREASE	-	-	-	-	-	-	-	-
541510	OFFICES SUPPLIES & EXPENSE	-	-	-	-	-	-	-	-
541520	OPERATING SUPPLIES	-	-	-	-	-	-	-	-
541461	REP MAINT BLDG-EQUIP	-	-	-	-	-	-	-	-
541541	EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
OPERATING EXPENSES		-	-	-	-	-	-	-	-
541646	COMPUTER EQUIPMENT	-	-	-	-	-	-	-	-
541630	IMPROV OTHER THAN BLDGS	-	-	495,000	495,000	-	805,570	420,000	400,000
541641	AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	-
541803	NW 139TH STREET IMPROVEMENTS	-	-	-	5,447	-	-	-	3,548
541805	NW 143RD STREET IMPROVEMENTS	-	-	-	160,000	-	-	-	292,500
541806	NW 128TH STREET IMPROVEMENTS	-	-	-	-	-	-	-	161,458
541807	RUTLAND STREET IMPROVEMENTS	-	-	-	-	-	-	-	60,414
541810	CIRCULATOR - MPO	-	-	-	145,123	25,811	-	-	145,130
541820	CAIRO LANE IMPROVEMENTS	-	-	-	-	-	-	-	100,000
CAPITAL OUTLAY		-	-	495,000	805,570	25,811	805,570	420,000	1,163,050
541909	TRANSFER OUT - GENERAL FUND	-	-	-	-	-	-	-	-
541916	TRANSFER OUT - CAP PROJ FUND	-	-	310,570	-	-	-	-	-
NON OPERATING EXPENSES		-	-	310,570	-	-	-	-	-
TOTAL PEOPLES' TRANS TAX FUND		\$ -	\$ -	\$ 805,570	\$ 805,570	\$ 25,811	\$ 805,570	\$ 420,000	\$ 1,163,050

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

<b>EXPENDITURES BY LINE ITEM</b>		<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>AMENDED</b>	<b>7 MOS</b>	<b>PROJECTED</b>	<b>DEPT</b>	<b>ADOPTED</b>
								<b>REQUESTS</b>	
FUND 310	CAPITAL ACQUISITION								
DEPT 50	PUBLIC WORKS								
DIV 42	STREETS/DRAINAGE MAINT								
541748	INFRA-STRUCTURE IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	CAPITAL OUTLAY	-	-	-	-	-	-	-	-
	DIV. TOTALS:	-	-	-	-	-	-	-	-
FUND 310	CAPITAL ACQUISITION								
DEPT 50	PUBLIC WORKS								
DIV 33	ADMINISTRATION								
541493	GENERAL EXPENSES	-	18	-	-	18	-	-	-
541804	DEMOLITION	-	-	-	-	-	-	-	-
	CAPITAL OUTLAY	-	18	-	-	18	-	-	-
	FUND BALANCE RESERVE	-	-	-	-	-	-	-	-
	I DIV. TOTAL	\$ -	\$ 18	\$ -	\$ -	\$ 18	\$ -	\$ -	\$ -
	TOTAL CAPITAL ACQUISITION FUND	\$ -	\$ 18	\$ -	\$ -	\$ 18	\$ -	\$ -	\$ -

# PUBLIC UTILITIES – SOLID WASTE

## DEPARTMENT DESCRIPTION

The City recently renewed the contract with Waste Management, Inc. for collection and disposal of commercial solid waste. The collection of Residential Waste is handled by Choice Environmental. The City currently receives a 26% franchise fee for commercial solid waste collected and disposed of by Waste Management.

The City continues to face many challenges in the area of illegal dumping all over the City. Provisions have been made with Code Enforcement to identify and prosecute alleged trash dumpers. Additionally, the Florida Department of Corrections Worker Program continues to assist with the collection of illegally dumped solid waste.

The City has an inter-local agreement with Miami-Dade County for residential recycling services.

### SERVICES

- \* Monitor garbage and trash collection by contractors
- \* Pick up illegally dumped trash

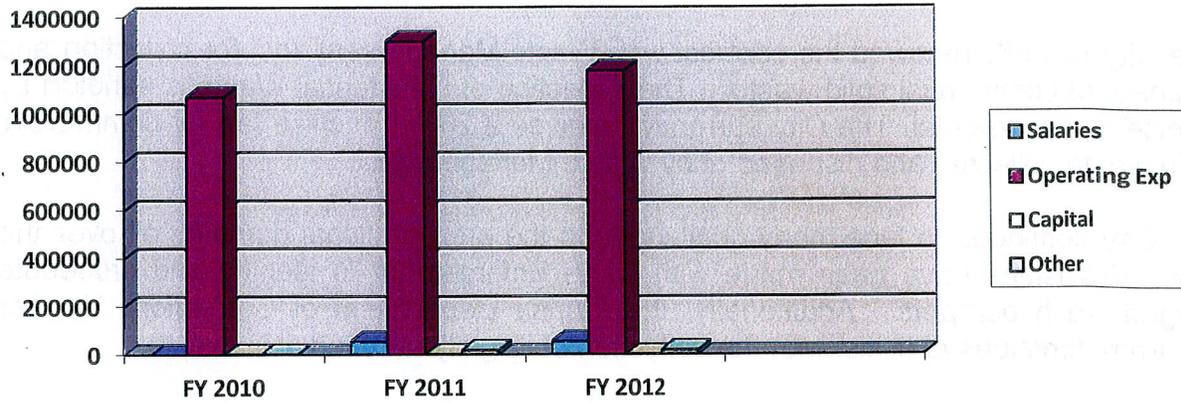
### GOALS

City Goals	Department Goals
Increase Revenue	<ul style="list-style-type: none"> <li>• Work with Waste Management to ensure that all commercial industries are being serviced and billed.</li> </ul>
Improve City Overall Perception	<ul style="list-style-type: none"> <li>• Continue to work with Code Enforcement to reduce illegal dumping throughout the City.</li> </ul>

### RESOURCE SUMMARY

Category	FY 2010	FY 2011	FY 2012
	Actual	Projected	Budget
Salaries & Benefits	\$ -	\$ 55,000	\$ 55,000
Operating Expenses	1,070,098	1,301,500	1,179,100
Capital Outlay	-	-	-
Other		17,500	17,500
<b>Total</b>	<b>\$ 1,070,098</b>	<b>\$ 1,374,000</b>	<b>\$ 1,441,400</b>

# PUBLIC UTILITIES – SOLID WASTE



## FY 2012 DEPARTMENT HIGHLIGHTS

- Funding is included for the residential waste collection services contract with Choice Environmental

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND 410	SOLID WASTE MGMT								
DEPT 50	PUBLIC UTILITIES								
DIV 34	GARBAGE/SOLID WASTE DISPOSAL								
534110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
534120	SALARIES-REGULAR	-	-	-	-	-	-	-	-
534140	OVERTIME	-	-	-	-	-	-	-	-
534210	F. I. C. A. TAXES	-	-	-	-	-	-	-	-
534220	RETIREMENT CONTRIBUTION	-	-	-	-	-	-	-	-
534230	LIFE & HEALTH INSURANCE	-	-	-	-	-	-	-	-
534240	WORKER'S COMPENSATION	-	-	55,000	55,000	22,335	55,000	55,000	55,000
534245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
534250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
SALARIES AND RELATED COST		-	-	55,000	55,000	22,335	55,000	55,000	55,000
534311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
534340	OTHER CONTRACTED SERVICES	917,745	938,775	1,086,400	1,086,400	483,619	1,086,400	936,000	952,600
534341	UNIFORM RENTAL/LAUNDRY	-	-	-	-	-	-	-	-
534391	RE-IMBUSE ADMIN. COSTS G/F	-	-	78,500	78,500	42,522	78,500	-	75,500
534340	CONTRACTED SERVICES	-	-	-	-	-	-	-	-
534421	TEL & TEL	-	-	-	-	-	-	-	-
534431	SOLID WASTE DISPOSAL	54,505	67,715	60,000	60,000	32,262	56,000	60,000	60,000
534440	RENTALS & LEASES	-	-	-	-	-	-	-	-
534451	INSURANCE	-	-	6,100	6,100	-	6,100	-	5,500
534493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
534450	GAS/OIL/GREASE	-	-	12,500	12,500	-	12,500	-	12,500
534520	OPERATING SUPPLIES	-	-	-	-	-	-	-	-
534541	EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
534467	REPAIR & MAINT-MACH & EQUIP	-	-	-	-	-	-	-	10,000
534466	REPAIR & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
534592	CURBSIDE RECYCLING	75,274	63,608	80,000	80,000	30,370	62,000	80,000	63,000
OPERATING EXPENSES		1,047,524	1,070,098	1,323,500	1,323,500	588,773	1,301,500	1,076,000	1,179,100
534641	AUTOMOTIVE EQUIPMENT	-	-	-	-	-	-	-	-
534641	AUTOMOTIVE LEASE	-	-	-	-	-	-	-	-
CAPITAL OUTLAYS		-	-	-	-	-	-	-	-
534720	INTEREST	-	-	-	-	-	-	-	-
534916	RESERVE FOR SICK/ANNUAL LEAVE	-	-	17,500	17,500	-	17,500	-	17,500
534920	LOSS ON DISP OF FIXED ASSETS	-	-	-	-	-	-	-	-
534980	DEPRECIATION	-	-	-	-	-	-	-	-
NON - OPERATING EXPENSES		-	-	17,500	17,500	-	17,500	-	17,500
DEFICIT REDUCTION		-	-	-	-	-	-	-	189,800
DIVISION TOTALS:		1,047,524	1,070,098	1,396,000	1,396,000	611,108	1,374,000	1,131,000	1,441,400
DEPT TOTAL		1,047,524	1,070,098	1,396,000	1,396,000	611,108	1,374,000	1,131,000	1,441,400
TOTAL SOLID WASTE FUND		\$ 1,047,524	\$ 1,070,098	\$ 1,396,000	\$ 1,396,000	\$ 611,108	\$ 1,374,000	\$ 1,131,000	\$ 1,441,400

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# PUBLIC UTILITIES – WATER & SEWER

## DEPARTMENT DESCRIPTION

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The Utility Division is responsible for delivery of water and sewer services to the City. The City buys water and disposes sewer under an inter-local agreement with Miami-Dade County. The City owns approximately 50 miles of water mains and provides water to all areas in the city. Complete infrastructure construction, repairs and maintenance are performed as part of the service.

The City is mandated to operate this fund along with some other enterprise funds in a business-like manner and assures operating reserves are sufficient to cover all costs of operations and depreciation. In addition, progress must be continually made to eliminate deficits over the next 10 years.

The four components of the division are meter reading, water, customer service, and sewer.

## SERVICES

---

- |                                      |  |
|--------------------------------------|--|
| * Read meters for monthly billing    | * Maintain sewer lines, pump stations, and force mains |
| * Validate and/or Repair meters      | * Establish new residential or business services       |
| * Maintain water distribution system |  |

## MAJOR ACCOMPLISHMENTS

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- Completed the design, permitting and construction of pump stations #1 and #2 that will allow Habitat for Humanity to build over 20 new homes in the Magnolia North community
- Completed the design and permitting of the City's master pump station 11C and construction will begin in FY 2012
- Initiated in-house training for water and, water meter, and sewer divisions to enhance job related skills and knowledge for improved operations and better customer service.
- Initiated electronic NAPOT (Nominal Average Pump Operating Time) reporting to DERM

# PUBLIC UTILITIES – WATER & SEWER

## GOALS

City Goals	Department Goals
<b>Increase Efficiencies/Revenues</b>	<ul style="list-style-type: none"> <li>• Prepare electronic water distribution system Atlas</li> <li>• Survey and rehabilitate all area of sewer system to ensure optimum efficiency</li> <li>• Create maintenance and repair history of all lift stations</li> <li>• Prepare valve exercise program for all sanitary sewer force mains</li> <li>• Prepare electronic sewer system Atlas</li> <li>• Resolve electronic meter reading issues in order to transition to automated meter readings</li> </ul>
<b>Increase Development throughout the City</b>	<ul style="list-style-type: none"> <li>• Create a realistic action plan to bring sewer system into compliance with DERM requirements and remove moratorium on sanitary sewer lift stations</li> </ul>

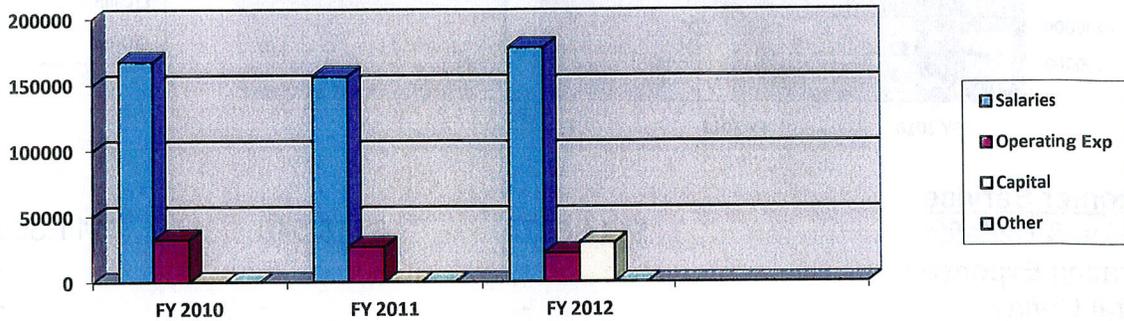
## DEPARTMENT STAFFING

Position Title	Number Budgeted
Project/Utilities Engineer	2
Project Coordinator	1
Meter Reader Supervisor	1
Meter Reader	4
Water Services Supervisor	1
Water Services Utility Mechanic	3
Sewer Services Supervisor	1
Sewer Services Utility Mechanic	4
Customer Care	2
<b>Total</b>	<b>19</b>

# PUBLIC UTILITIES – WATER & SEWER

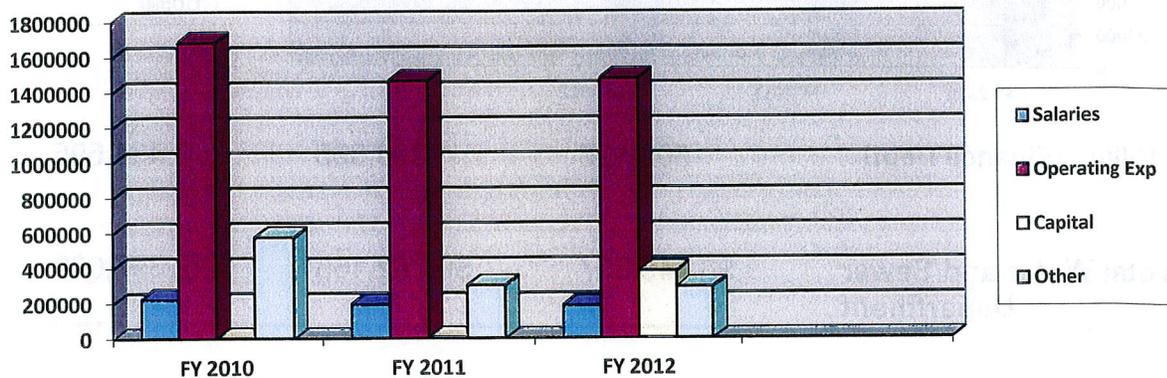
## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
<b>Meter Readers</b>			
Salaries & Benefits	\$167,821	\$156,590	\$178,350
Operating Expenses	32,534	27,000	22,000
Capital Outlay	-	-	30,000
Other	-	-	-
Sub-Total	\$200,355	\$183,590	\$230,350



### Water Services

Salaries & Benefits	\$223,585	\$195,515	\$186,265
Operating Expenses	1,684,618	1,465,300	1,476,995
Capital Outlay	-	5,000	380,500
Other	574,433	300,000	290,000
Sub-Total	\$2,482,636	\$1,965,815	\$2,333,760

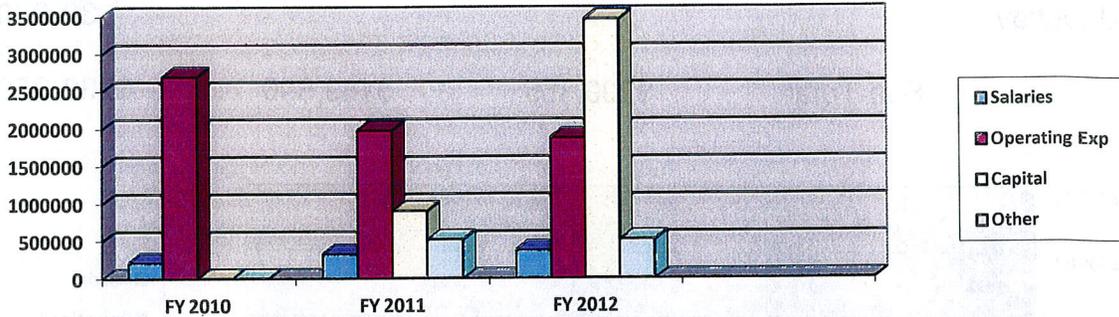


# PUBLIC UTILITIES – WATER & SEWER

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
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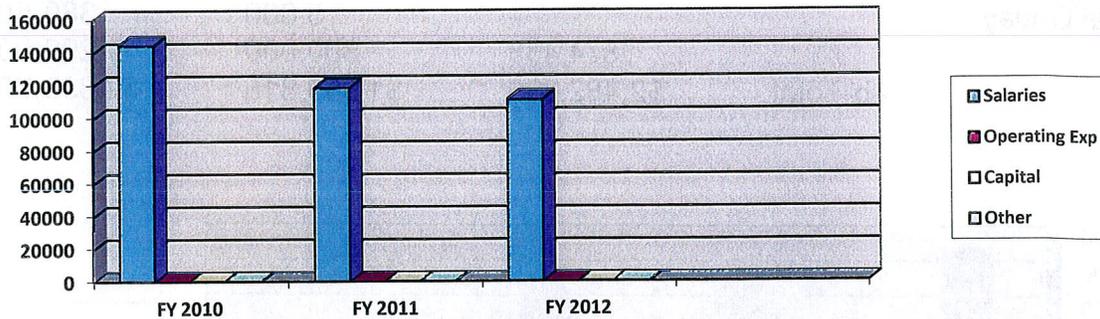
## Sewer Services

Salaries & Benefits	\$215,347	\$327,525	\$421,590
Operating Expenses	2,700,707	1,979,800	1,885,840
Capital Outlay	-	900,000	3,462,000
Other	-	-	517,500
<b>Sub-Total</b>	<b>\$2,916,054</b>	<b>\$3,207,325</b>	<b>\$6,286,930</b>



## Customer Service

Salaries & Benefits	\$144,697	\$118,540	\$111,365
Operating Expenses	-	-	-
Capital Outlay	-	-	-
Other	-	-	-
<b>Sub-Total</b>	<b>\$144,697</b>	<b>\$118,540</b>	<b>\$111,365</b>



<b>Utility Billing (Finance Dept)</b>	502,125	1,306,895	3,434,595
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<b>Total Water and Sewer Department</b>	<b>\$6,245,867</b>	<b>\$6,782,165</b>	<b>\$12,397,000</b>
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# PUBLIC UTILITIES – WATER & SEWER

## 2012 DEPARTMENT HIGHLIGHTS

→ FY 2011-2012 Water & Sewer Capital Projects includes the following:

Capital Project	Operating Funds	Grant Funds	Total Cost
Water Meter Replacement Program	\$30,000		\$30,000
Wastewater Improvements - Pump St 11A	450,000	200,000	650,000
Wastewater Improvements - Pump St 14	215,000		215,000
Wastewater Improvements - Pump St 8	350,000	100,000	450,000
Wastewater Improvements - Pump St 7	-	230,000	230,000
Wastewater Improvements - Pump St 9	-	255,000	255,000
Wastewater Improvements - Pump St 5	-	242,500	242,500
Wastewater Improvements - Pump St 10	-	242,500	242,500
Wastewater Improvements - Pump St 11C	847,000		847,000
SSES CCTV & Lining	300,000		300,000
New Water & Sewer Atlas Survey	150,000		150,000
Control and Monitoring System /SCADA	125,000		125,000
Fire Hydrant & Valve Repair/Replacement	30,000		30,000
Leak Detection Program	20,000		20,000
Data Collection for Peak Flow Study	20,000		20,000
Rain Peak Flow Study	15,000		15,000
Roundabout Design & Construction	12,500		12,500
<b>Total</b>	<b>\$2,564,500</b>	<b>\$1,270,000</b>	<b>\$3,834,500</b>

- Grant funds in the amount of \$1,270,000 include the following:
- 2009 State Legislative Appropriation in the amount of \$500,000; of which the City will receive \$485,000 after deduction of State administrative fees
  - 2010 State Legislative Appropriation in the amount of \$500,000; of which the City will receive \$485,000 after deduction of State administrative fees
  - Miami Dade County Community Development Block Grant in the amount of \$100,000 for pump station #8
  - Miami Dade County Community Development Block Grant in the amount of \$200,000 for pump station #11A
- A Water and Sewer reserve of \$500,000 is funded and a sick/vacation leave reserve is funded at \$17,500.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM		FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 AMENDED	FY 2011 7 MONTHS ACTUAL	FY 2011 PROJECTED	FY 2012 DEPT REQUESTS	FY 2012 ADOPTED
FUND	440 WATER & SEWER								
DEPT	50 PUBLIC UTILITIES								
DIV	63 METER READERS								
533110	SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
533120	SALARIES-REGULAR	123,877	121,410	110,450	110,450	63,902	110,450	110,450	132,915
533130	SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
533140	OVERTIME	2,868	3,514	5,000	5,000	1,389	5,000	5,000	5,000
533210	F.I.C.A. TAXES	8,663	9,064	8,850	8,850	5,199	8,850	8,830	10,165
533220	RETIREMENT CONTRIBUTION	11,641	11,577	12,435	12,435	7,032	12,435	5,670	6,525
533230	LIFE & HEALTH INSURANCE	23,100	22,256	19,855	19,855	14,583	19,855	19,855	23,745
533240	WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
533245	ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
533250	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
	<b>SALARIES AND RELATED COST</b>	<b>170,149</b>	<b>167,821</b>	<b>156,590</b>	<b>156,590</b>	<b>92,105</b>	<b>156,590</b>	<b>149,805</b>	<b>178,350</b>
533311	EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
533340	OTHER CONTRACTED SERVICES	-	305	-	-	-	-	-	-
533341	UNIFORM RENTAL/LAUNDRY	1,680	1,812	2,000	2,000	1,174	2,000	2,000	2,000
533440	RENTALS & LEASES	-	-	-	-	-	-	-	-
533493	GENERAL EXPENSES	-	-	-	-	-	-	-	-
533450	GAS/OIL/GREASE	-	-	-	-	-	-	-	-
533510	OFFICE SUPPLIES & EXPENSE	-	-	-	-	-	-	-	-
533520	OPERATING SUPPLIES	47,236	30,417	20,000	20,000	21,210	25,000	20,000	20,000
533541	EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
533550	SMALL TOOLS & SUPPLIES	-	-	-	-	-	-	-	-
533466	REPAIR & MAINT VEH & EQUIP	-	-	-	-	-	-	-	-
	<b>OPERATING EXPENSES</b>	<b>48,916</b>	<b>32,534</b>	<b>22,000</b>	<b>22,000</b>	<b>22,384</b>	<b>27,000</b>	<b>22,000</b>	<b>22,000</b>
533630	IMPROV OTHER THAN BLDGS	45,455	-	-	-	-	-	-	30,000
533640	MACHINERY & EQUIPMENT	-	-	-	-	-	-	-	-
533648	AUTO LEASE	(122)	-	11,500	11,500	-	-	-	-
533643	COMM EQUIP	-	-	-	-	-	-	-	-
533720	INTEREST	-	-	-	-	-	-	-	-
533730	OTHER DEBT SERVICE COSTS	-	-	-	-	-	-	-	-
	<b>CAPITAL OUTLAYS</b>	<b>45,333</b>	<b>-</b>	<b>11,500</b>	<b>11,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
533980	DEPRECIATION	-	-	-	-	-	-	-	-
	<b>DEPRECIATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>DIVISION TOTALS:</b>	<b>\$ 264,398</b>	<b>\$ 200,355</b>	<b>\$ 190,090</b>	<b>\$ 190,090</b>	<b>\$ 114,489</b>	<b>\$ 183,590</b>	<b>\$ 171,805</b>	<b>\$ 230,350</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
			ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	440	WATER & SEWER								
DEPT	50	PUBLIC UTILITIES								
DIV	64	WATER SRVS								
533110		SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
533120		SALARIES-REGULAR	174,181	161,250	139,400	139,400	81,822	139,400	139,400	139,400
533130		SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
533140		OVERTIME	7,852	7,817	5,000	5,000	3,643	5,000	5,000	5,000
533210		F.I.C.A. TAXES	13,121	12,183	11,050	11,050	6,718	11,050	11,050	11,050
533220		RETIREMENT CONTRIBUTION	16,654	15,547	15,560	15,560	9,174	15,560	7,090	7,090
533230		LIFE & HEALTH INSURANCE	31,854	26,788	24,505	24,505	17,739	24,505	29,420	23,725
533240		WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
533245		ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
533250		UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
		<b>SALARIES AND RELATED COST</b>	<b>243,664</b>	<b>223,585</b>	<b>195,515</b>	<b>195,515</b>	<b>119,096</b>	<b>195,515</b>	<b>191,960</b>	<b>186,265</b>
533311		EMPLOYEE PHYSICALS	-	-	2,000	2,000	-	-	2,000	-
533312		OTHER PROFESSIONAL SERVICES	27,135	12,843	10,000	10,000	7,155	10,000	10,000	10,000
533341		UNIFORM RENTAL/LAUNDRY	5,984	9,707	5,000	5,000	5,096	7,200	5,000	9,000
533340		OTHER CONTRACTED SERVICES	11,606	11,132	10,000	10,000	4,362	8,000	10,000	10,000
533400		TRAVEL & PER DIEM	-	-	-	-	-	-	-	-
533421		TEL & TEL	-	-	-	-	-	-	-	-
533420		POSTAGE	-	-	-	-	-	-	-	-
533430		ELECTRIC., GAS & WATER	-	-	-	-	-	-	-	-
533433		PURCHASE OF WATER	1,239,148	1,578,382	1,350,500	1,350,500	569,686	1,353,100	1,350,500	1,374,995
533440		RENTALS & LEASES	9,511	2,787	20,000	20,000	3,989	20,000	20,000	5,000
533461		REP & MAINT-BLDG & EQUIP	-	-	-	-	-	-	-	-
533467		REP & MAINT-MACH & EQUIP	-	-	10,000	10,000	795	2,000	10,000	5,000
533466		REP & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
533493		GENERAL EXPENSES	4,861	4,790	-	-	-	-	-	-
533450		GAS/OIL/GREASE	-	-	-	-	-	-	-	-
533510		OFFICE SUPPLIES & EXPENSE	-	-	-	-	-	-	-	-
533520		OPERATING SUPPLIES	58,684	41,911	50,000	50,000	27,602	50,000	50,000	45,000
533522		HARDSHIP ASSISTANCE PROGRAM	24,048	20,191	15,000	15,000	1,323	5,000	15,000	8,000
533523		EQUIP REPLACEMENT RESERVE	-	-	10,000	10,000	(3,530)	10,000	10,000	10,000
533524		OPERATING RESERVE	48	2,875	-	-	3,530	-	-	-
533540		PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
533541		EDUCATIONAL COSTS	598	-	-	-	-	-	2,000	-
533555		SMALL TOOLS & SUPPLIES	-	-	-	-	-	-	-	-
533525		CHEMICAL SUPPLIES	-	-	-	-	-	-	-	-
		<b>OPERATING EXPENSES</b>	<b>1,381,622</b>	<b>1,684,618</b>	<b>1,482,500</b>	<b>1,482,500</b>	<b>620,008</b>	<b>1,465,300</b>	<b>1,484,500</b>	<b>1,476,995</b>
533630		IMPROV OTHER THAN BLDGS	31,000	-	55,000	55,000	-	-	55,000	372,500
533640		MACHINERY & EQUIPMENT	-	-	65,000	65,000	3,731	5,000	65,000	-
533646		COMPUTER EQUIPMENT	-	-	75,000	75,000	-	-	75,000	-
533648		AUTO LEASE	-	-	-	-	-	-	-	8,000
533643		COMM EQUIP	-	-	-	-	-	-	-	-
		<b>CAPITAL OUTLAYS</b>	<b>31,000</b>	<b>-</b>	<b>195,000</b>	<b>195,000</b>	<b>3,731</b>	<b>5,000</b>	<b>195,000</b>	<b>380,500</b>
533822		DEMOLITION	34,243	102,373	-	-	-	-	-	-
533980		DEPRECIATION	446,080	472,060	300,000	300,000	-	300,000	300,000	290,000
		<b>DEPRECIATION</b>	<b>480,323</b>	<b>574,433</b>	<b>300,000</b>	<b>300,000</b>	<b>-</b>	<b>300,000</b>	<b>300,000</b>	<b>290,000</b>
		<b>TOTAL WATER SERVICES</b>	<b>\$ 2,136,610</b>	<b>\$ 2,482,636</b>	<b>\$ 2,173,015</b>	<b>\$ 2,173,015</b>	<b>\$ 742,835</b>	<b>\$ 1,965,815</b>	<b>\$ 2,171,460</b>	<b>\$ 2,333,760</b>

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
			ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS	PROJECTED	DEPT	ADOPTED
							ACTUAL		REQUESTS	
FUND	440	WATER & SEWER								
DEPT	50	PUBLIC UTILITIES								
DIV	38	CUSTOMER SERVICE								
533110		SALARIES-EXECUTIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
533120		SALARIES-REGULAR	95,837	115,990	91,960	91,960	54,947	91,960	91,960	91,960
533130		SALARIES-P/TIME & TEMP	100	-	-	-	-	-	-	-
533140		OVERTIME	-	382	-	-	287	-	-	-
533210		F.I.C.A. TAXES	6,623	7,655	7,035	7,035	4,315	7,035	7,035	7,035
533220		RETIREMENT CONTRIBUTION	6,010	9,381	9,900	9,900	5,930	9,900	4,515	4,515
533230		LIFE & HEALTH INSURANCE	6,305	11,289	9,645	9,645	8,457	9,645	9,640	7,855
533240		WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
533245		ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
533250		UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
		SALARIES AND RELATED COST	114,877	144,697	118,540	118,540	73,936	118,540	113,150	111,365
533311		EMPLOYEE PHYSICALS	-	-	-	-	-	-	-	-
533340		OTHER CONTRACTED SERVICES	-	-	-	-	-	-	-	-
533341		UNIFORM RENTAL/LAUNDRY	-	-	-	-	-	-	-	-
533391		REIMBURSEMENT ADMIN COSTS	-	-	-	-	-	-	-	-
533440		RENTALS & LEASES	-	-	-	-	-	-	-	-
533493		GENERAL EXPENSES	-	-	-	-	-	-	-	-
533450		GAS/OIL/GREASE	-	-	-	-	-	-	-	-
533510		OFFICE SUPPLIES & EXPENSE	-	-	-	-	-	-	-	-
533520		OPERATING SUPPLIES	-	-	-	-	-	-	-	-
533541		EDUCATIONAL COSTS	-	-	-	-	-	-	-	-
533550		SMALL TOOLS & SUPPLIES	-	-	-	-	-	-	-	-
533466		REPAIR & MAINT VEH & EQUIP	-	-	-	-	-	-	-	-
		OPERATING EXPENSES	-	-	-	-	-	-	-	-
533630		IMPROV OTHER THAN BLDGS	-	-	-	-	-	-	-	-
533640		MACHINERY & EQUIPMENT	-	-	-	-	-	-	-	-
533648		AUTO LEASE	-	-	-	-	-	-	-	-
533643		COMM EQUIP	-	-	-	-	-	-	-	-
533720		INTEREST	-	-	-	-	-	-	-	-
533730		OTHER DEBT SERVICE COSTS	-	-	-	-	-	-	-	-
		CAPITAL OUTLAYS	-	-	-	-	-	-	-	-
533980		DEPRECIATION	-	-	-	-	-	-	-	-
		DEPRECIATION	-	-	-	-	-	-	-	-
		DIVISION TOTALS:	\$ 114,877	\$ 144,697	\$ 118,540	\$ 118,540	\$ 73,936	\$ 118,540	\$ 113,150	\$ 111,365

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012
			ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED
FUND	440	WATER & SEWER								
DEPT	50	PUBLIC UTILITIES								
DIV	35	SEWER SERVICES								
535110		SALARIES-EXECUTIVE	\$ 10,882	\$ 63,900	\$ 108,355	\$ 108,355	\$ 36,549	\$ 108,355	\$ 72,010	\$ 127,005
535120		SALARIES-REGULAR	151,861	93,764	134,140	134,140	52,555	134,140	159,100	206,480
535130		SALARIES-P/TIME & TEMP	-	-	-	-	-	-	-	-
535140		OVERTIME	8,472	3,214	5,000	5,000	3,741	5,000	5,000	5,000
535210		F.I.C.A. TAXES	12,270	12,136	18,935	18,935	7,188	18,935	18,060	25,895
535220		RETIREMENT CONTRIBUTION	15,208	15,979	26,655	26,655	9,974	26,655	11,590	19,665
535230		LIFE & HEALTH INSURANCE	30,369	26,354	34,440	34,440	12,581	34,440	36,880	37,545
535240		WORKER'S COMPENSATION	-	-	-	-	-	-	-	-
535245		ACCIDENTAL DEATH	-	-	-	-	-	-	-	-
535250		UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-
		<b>SALARIES AND RELATED COST</b>	<b>229,062</b>	<b>215,347</b>	<b>327,525</b>	<b>327,525</b>	<b>122,588</b>	<b>327,525</b>	<b>302,640</b>	<b>421,590</b>
535311		EMPLOYEE PHYSICALS	-	35	2,000	2,000	130	300	2,000	400
535340		OTHER CONTRACTED SERVICES	17,127	36,598	20,000	20,000	20,375	25,000	40,000	20,000
535341		UNIFORM RENTAL/LAUNDRY	1,866	1,295	3,000	3,000	527	1,200	3,000	2,200
535391		REIMBURSEMENT OF ADMIN COSTS	1,708,489	1,673,550	650,000	650,000	287,085	650,000	650,000	476,300
535390		CONTINGENCIES	275,000	-	63,300	63,300	42,197	63,300	63,300	63,300
535400		TRAVEL AND PER DIEM	-	-	-	-	-	-	-	-
535499		TRAVEL-PRIVATE VEHICLE	-	-	-	-	-	-	-	-
535421		TEL & TEL	-	-	-	-	-	-	-	-
535430		ELECTRIC., GAS & WATER	-	-	52,000	52,000	29,953	50,000	52,000	50,000
535432		SEWAGE DISPOSAL	1,063,778	945,285	1,130,500	1,130,500	466,824	1,150,000	1,130,500	1,190,000
535440		RENTALS & LEASES	28,388	12,417	40,000	40,000	10,251	20,000	40,000	43,000
535461		REP & MAINT-BLDG & EQUIP	1,450	1,206	-	-	216	-	-	1,000
535493		GENERAL EXPENSES	6,372	1,750	-	-	-	-	-	-
535450		GAS/OIL/GREASE	-	-	-	-	-	-	-	-
535510		OFFICE SUPPLIES & EXPENSE	-	-	-	-	-	-	-	-
535520		OPERATING SUPPLIES	24,427	27,566	40,000	40,000	9,832	20,000	2,010,155	38,640
535540		PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-	-	-	-
535541		EDUCATIONAL COSTS	249	-	2,000	2,000	-	-	2,000	1,000
535550		SMALL TOOLS & SUPPLIES	-	-	-	-	-	-	-	-
535525		CHEMICAL SUPPLIES	-	-	-	-	-	-	-	-
535467		REP & MAINT-MACH & EQUIP	-	1,005	7,355	7,355	-	-	-	-
535466		REP & MAINT-VEH & EQUIP	-	-	-	-	-	-	-	-
535595		TOWING	-	-	-	-	-	-	-	-
		<b>OPERATING EXPENSES</b>	<b>3,127,146</b>	<b>2,700,707</b>	<b>2,010,155</b>	<b>2,010,155</b>	<b>867,390</b>	<b>1,979,800</b>	<b>3,992,955</b>	<b>1,885,840</b>
535630		IMPROV OTHER THAN BLDGS	-	-	3,585,000	3,310,000	2,520	900,000	3,585,000	3,432,000
535640		MACHINERY & EQUIP	-	-	-	-	-	-	-	-
535646		COMPUTER EQUIPMENT	-	-	195,000	195,000	-	-	195,000	30,000
535648		AUTO LEASE	-	-	-	-	-	-	-	-
535752		PUMP STATION 7	-	-	-	-	-	-	-	-
		<b>CAPITAL OUTLAYS</b>	<b>-</b>	<b>-</b>	<b>3,780,000</b>	<b>3,505,000</b>	<b>2,520</b>	<b>900,000</b>	<b>3,780,000</b>	<b>3,462,000</b>
535980		DEPRECIATION	-	-	-	-	-	-	-	-
535914		RESERVE FOR DEFICIT REDUCTION	-	-	-	-	-	-	-	-
535915		CONTINGENCY RESERVE	-	-	500,000	500,000	-	-	500,000	500,000
535916		RESERVE FOR SICK/ANNUAL LEAVE	-	-	17,500	17,500	-	-	17,500	17,500
		<b>TOTAL NON- OPERATING EXPENSES</b>	<b>-</b>	<b>-</b>	<b>517,500</b>	<b>517,500</b>	<b>-</b>	<b>-</b>	<b>517,500</b>	<b>517,500</b>
		<b>TOTAL SEWER SRVICES</b>	<b>3,356,207</b>	<b>2,916,054</b>	<b>6,635,180</b>	<b>6,360,180</b>	<b>992,498</b>	<b>3,207,325</b>	<b>8,593,095</b>	<b>6,286,930</b>
		<b>TOTAL WATER AND SEWER FUND</b>	<b>\$ 6,460,679</b>	<b>\$ 6,245,867</b>	<b>\$ 10,221,550</b>	<b>\$ 10,221,550</b>	<b>\$ 2,634,760</b>	<b>\$ 6,782,165</b>	<b>\$ 12,166,410</b>	<b>\$ 12,397,000</b>

(Total Water and Sewer Fund includes the Finance/Utility Billing Division)

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# PUBLIC UTILITIES - STORMWATER

## DEPARTMENT DESCRIPTION

The Public Works (Utilities) Division is responsible for the maintenance of stormwater drains, accrual basis and street and curb sweeping.

In addition, the division samples, monitors and tests stormwater outfalls in order to identify and eliminate stormwater pollution sources so as to obtain National Pollution Discharge Elimination System (NPDES) permit as mandated by provisions in the Clean Water Act. The City currently charges \$1.90 per Environmental Residential Unit (ERU). No increase is proposed in FY 2011.

## SERVICES

- \* Ensure the City has adequate conveyance of storm runoffs
- \* Collect and dispose of litter and trash thrown into canals
- \* Maintain and clean canals and area around the canals
- \* Maintenance of storm drains
- \* Street and curb sweeping

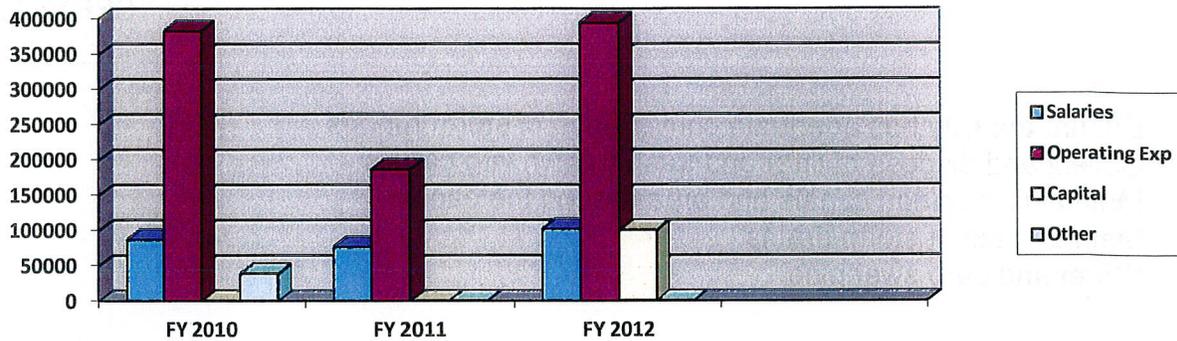
## GOALS

City Goals	Department Goals
<p><b>Improve City's Overall Perception</b></p>	<ul style="list-style-type: none"> <li>• Prepare storm water master plans with implementation strategy for better drain/flood management</li> <li>• Continue to monitor the inter-local agreement with Miami-Dade County to maintain the canals city-wide. Clean canals translate into more pleasant and aesthetical settings, safer open waters, and a better quality of life particularly for those residents living in close proximity to the canals.</li> <li>• Explore the lease purchase of new street sweeper to one again implement regular street sweepings in order to avoid any problem during the rainy season; while meeting the reporting requirements of DERM including NPDES Report.</li> </ul>

# PUBLIC UTILITIES - STORMWATER

## RESOURCE SUMMARY

Category	FY 2010 Actual	FY 2011 Projected	FY 2012 Budget
Salaries & Benefits	\$86,964	\$76,355	\$101,985
Operating Expenses	383,088	186,653	394,565
Capital Outlay	-	-	100,000
Other	38,442	-	-
<b>Total</b>	<b>\$508,494</b>	<b>\$263,008</b>	<b>\$596,550</b>



## DEPARTMENT STAFFING

Position Title	Number Budgeted
Heavy Equipment Operator	3
<b>Total</b>	<b>3</b>

## FY 2012 DEPARTMENT HIGHLIGHTS

- Funding is included for the agreement with Miami-Dade County for city-wide canal maintenance.
- Funding is included for the lease purchase of a street sweeper.

**CITY OF OPA-LOCKA**  
**ADOPTED EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2011-2012**

11/9/2011

EXPENDITURES BY LINE ITEM			FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	
			ACTUAL	ACTUAL	ADOPTED	AMENDED	7 MONTHS ACTUAL	PROJECTED	DEPT REQUESTS	ADOPTED	
FUND 450	STORM WATER UTILITY										
DEPT 50	PUBLIC UTILITIES										
DIV 43	STORM WATER MGMNT										
538110	SALARIES-EXECUTIVE	\$	-	\$	-	\$	-	\$	-	\$	-
538120	SALARIES-REGULAR		62,445		62,152		74,590		74,590		30,518
538140	OVERTIME		4,107		2,637		5,000		5,000		941
538210	F.I.C.A. TAXES		4,923		4,869		6,090		6,090		2,481
538220	RETIREMENT CONTRIBUTION		8,841		5,593		8,575		8,575		3,388
538230	LIFE & HEALTH INSURANCE		14,944		11,713		9,645		9,645		5,622
538240	WORKER'S COMPENSATION		-		-		-		-		-
538245	ACCIDENTAL DEATH		-		-		-		-		-
538250	UNEMPLOYMENT COMPENSATION		-		-		-		-		-
	SALARIES AND RELATED COST		95,260		86,964		103,900		103,900		42,950
538311	EMPLOYEE PHYSICALS		-		-		-		-		-
538312	OTHER PROFESSIONAL SERVICES		-		-		-		-		-
538320	ACCOUNTING & AUDITING		-		-		-		-		-
538341	UNIFORM RENTAL/LAUNDRY		1,651		1,105		1,500		1,500		751
538340	OTHER CONTRACTED SERVICES		-		137,609		346,500		346,500		163,353
538390	CONTINGENCIES		-		-		-		-		-
538411	TELEPHONE - NEXTEL		-		-		-		-		-
538413	TELEPHONE - SUNCOM		-		-		-		-		-
538420	POSTAGE		-		-		-		-		-
538430	ELECTRIC, GAS, WATER		-		-		-		-		-
538440	RENTALS & LEASES		-		1,986		5,000		5,000		-
538451	INSURANCE		-		-		-		-		-
538391	REIMBURSEMENT OF ADM COSTS		228,400		220,615		13,800		13,800		7,475
538493	GENERAL EXPENSES		-		-		-		-		-
538490	LEGAL ADVERTISING		-		-		-		-		-
538450	GAS/OIL/GREASE		-		-		-		-		-
538461	REPAIR & MAINT BLDG & EQUIP		-		-		-		-		-
538465	REPAIR & MAINT OFFICE EQUIP		-		-		-		-		-
538520	OPERATING SUPPLIES		5,083		4,111		15,000		15,000		300
538541	EDUCATIONAL EXPENSES		747		-		1,500		-		-
538550	SMALL TOOLS		-		-		-		-		-
538467	REPAIR & MAINT MACH & EQUIP		2,423		17,662		10,000		10,000		120
	OPERATING EXPENSES		238,304		383,088		393,300		393,300		171,999
538630	IMPROVEMENT OTHER THAN BLDG		-		-		100,000		100,000		-
538640	MACHINERY & EQUIPMENT		-		-		-		-		-
538641	AUTOMOTIVE EQUIPMENT		-		-		-		-		-
538644	PUBLIC SAFETY EQUIPMENT		-		-		-		-		-
	CAPITAL OUTLAYS		-		-		100,000		100,000		-
538970	BAD DEBTS		-		-		-		-		-
538980	DEPRECIATION		55,241		38,442		-		-		-
	DRAIN MAINTENANCE		-		-		-		-		-
	OTHER		55,241		38,442		-		-		-
	TOTAL STORMWATER MGMNT		\$ 388,805		\$ 508,494		\$ 597,200		\$ 597,200		\$ 214,949
									\$ 263,008		\$ 945,610
											\$ 596,550

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# CAPITAL PROJECTS

The Capital Projects Fund includes capital improvement projects such as:

- a. New and expanded physical facilities for the community,
- b. Large scale rehabilitation or replacement of existing facilities,
- c. Major pieces of equipment which have a relatively long period of usefulness,
- d. Equipment for any public facility or improvement when first erected or acquired,
- e. The cost of engineering or architectural studies and services related to the improvement, and
- f. The acquisition of land for a community facility such as a park, sewer line, etc.

The project must exceed \$10,000 in cost with an anticipated life exceeding one year.

Normal replacement of vehicles or equipment and normal recurring renovations or projects which are funded in departmental operating budgets are generally excluded from the Capital Projects Fund. Recurring projects are those that have a regular replacement cycle.

Capital Projects are funded in the Capital Projects Fund (\$5,658,266), Peoples Transportation Tax Fund (\$1,163,042) and the Water & Sewer Fund (\$3,834,500).

## CAPITAL PROJECT DESCRIPTION

<b>Project #PW-1</b>	-	<b><u>NW 128<sup>th</sup> Street Drainage Improvements</u></b>	
Scope -		Drainage improvements along NW 128 <sup>th</sup> St - NW 45 Ave to NW 47 Ave	
Estimated Cost -			\$322,916.00
Funding Sources -		State of Florida	
		Department of Environmental Protection	
		FY 2005-2006 Legislative Appropriation	\$161,458.00
		Peoples Transportation Tax funds	\$161,458.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced costs during flood events related to overtime costs and the rental of water pumping equipment.

Justification – This will improve the quality of life of City residents and visitors and increase the availability of revenue.

# CAPITAL PROJECTS

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**Project #PW-2 - NW 139<sup>th</sup> Street Improvements**

Scope - Drainage improvements along NW 139<sup>th</sup> St – NW 22 PL to NW 27 Ave

Estimated Cost - \$457,094.00

Funding Sources- FL Department of Environmental Protection  
FY 2005-2006 Legislative Appropriation \$ 3,547.00  
Peoples Transportation Tax funds \$ 3,547.00  
Future Years \$450,000.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced costs during flood events related to overtime costs and the rental of water pumping equipment.

Justification – This will improve the quality of life of City residents and visitors and increase the availability of revenue.

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**Project #PW-3 - NW 143<sup>rd</sup> Street Stormwater Drainage Improvements**

Scope - Drainage improvements along NW 143<sup>rd</sup> St – NW 22 Ave to State Rd 9

Estimated Cost - \$585,000.00

Funding Sources - FL Department of Environmental Protection  
FY 2006-2007 Legislative Appropriation \$292,500.00  
Peoples Transportation Tax funds \$292,500.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced costs during flood events related to overtime costs and the rental of water pumping equipment.

Justification – This will improve the quality of life of City residents and visitors and increase the availability of revenue.

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**Project #PW-4 - Rutland Street Improvements**

Scope - Drainage improvements along Rutland St – NW 22 Ave to NW 143 St

Estimated Cost - \$120,828.00

Funding Sources - FL Department of Environmental Protection  
FY 2005-2006 Legislative Appropriation \$ 60,414.00  
City of Opa-locka \$ 60,414.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced costs during flood events related to overtime costs and the rental of water pumping equipment.

Justification – This will improve the quality of life of City residents and visitors and increase the availability of revenue.

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# CAPITAL PROJECTS

**Project #PW-41 - Roadway Milling and Resurfacing**

Scope - Roadway milling and resurfacing – Intersection of Sesame Street and Superior Ave

Estimated Cost - \$ 60,000.00

Funding Sources - Peoples Transportation Tax funds \$ 30,000.00  
Future Years \$ 30,000.00

Future Impact on Operating Budget – The completion of this project will eliminate temporary roadway patching activities.

Justification: This will improve the quality of life of residents and visitors and increase the availability of revenue.

---

**Project #PW-48 - Roadway Milling and Resurfacing**

Scope - Roadway milling and resurfacing – Opa-locka Blvd & Burlington St east to Sinbad Ave

Estimated Cost - \$100,000.00

Funding Sources - Peoples Transportation Tax funds \$ 50,000.00  
Future Years \$ 50,000.00

Future Impact on Operating Budget – The completion of this project will eliminate temporary roadway patching activities.

Justification: This will improve the quality of life of residents and visitors and increase the availability of revenue.

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**Project #PW-50 - Roadway Milling and Resurfacing**

Scope - Roadway milling and resurfacing – Intersection of Jann and Bahman Ave

Estimated Cost - \$ 55,000.00

Funding Sources - Peoples Transportation Tax funds \$ 25,000.00  
Future Years \$ 25,000.00

Future Impact on Operating Budget – The completion of this project will eliminate temporary roadway patching activities.

Justification: This will improve the quality of life of residents and visitors and increase the availability of revenue.

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# CAPITAL PROJECTS

**Project #PW-56 - Sidewalk Construction & Repair**

Scope -

Estimated Cost - \$3,800,000.00

Funding Sources - Peoples Transportation Tax funds \$ 200,000.00  
Future Years \$3,600,000.00

Future Impact on Operating Budget – Upon completion, the impact to the operating budget will be nominal.

Justification – Will improve the quality of life of City residents.

---

**Project #PU-3 - Meter Replacement Program**

Scope - Replacement of residential and commercial water meters throughout the City

Estimated Cost - \$150,000.00

Funding Sources - Water and Sewer funds \$ 30,000.00  
Future Years \$120,000.00

Future Impact on Operating Budget – The replacement of outdated water meters will increase the accuracy of water meter readings thereby increasing revenue.

Justification - New or increased revenue provided upon completion of the project.

---

**Project #PU-4- Wastewater Infrastructure Improvements**

Scope - Pump Station #11A – Upgrade/repairs to pump station #11A to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost - \$650,000.00

Funding Sources - Water and Sewer funds \$450,000.00  
Miami Dade County CDBG Grant \$200,000.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

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# CAPITAL PROJECTS

## **Project #PU-5 - Wastewater Infrastructure Improvements**

Scope - Pump Station #14 – Upgrade/repairs to pump station #14 to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost - \$325,000.00

Funding Sources - Water and Sewer funds (FY 2012) \$215,000.00  
Water and Sewer funds (FY 2013) \$110,000.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

---

## **Project #PU-7 - Wastewater Infrastructure Improvements**

Scope - Pump Station #8 – Upgrade/repairs to pump station #8 to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost - \$450,000.00

Funding Sources - Water and Sewer funds \$350,000.00  
Miami Dade County CDBG Grant \$100,000.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

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## **Project #PU-8 - Wastewater Infrastructure Improvements**

Scope - Pump Station #7 – Upgrade/repairs to pump station #7 to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost - \$450,000.00

Funding Sources - 2009 State Legislation Appropriation \$230,000.00  
Water and Sewer funds (FY 2013) \$220,000.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of

# CAPITAL PROJECTS

hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

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## **Project #PU-9 - Wastewater Infrastructure Improvements**

Scope - Pump Station #9 – Upgrade/repairs to pump station #9 to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost - \$520,000.00

Funding Sources - 2009 State Legislative Appropriation \$255,000.00  
Water and Sewer funds (FY 2013) \$265,000.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

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## **Project #PU-10 - Wastewater Infrastructure Improvements**

Scope - Pump Station #5 – Upgrade/repairs to pump station #5 to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost - \$485,000.00

Funding Sources - 2010 State Legislative Appropriation \$242,500.00  
Water and Sewer funds (FY 2013) \$242,500.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

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## **Project #PU-11 - Wastewater Infrastructure Improvements**

Scope - Pump Station #10 – Upgrade/repairs to pump station #10 to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

# CAPITAL PROJECTS

Estimated Cost -		\$500,000.00
Funding Sources -	2010 State Legislation Appropriation	\$242,500.00
	Water and Sewer funds (FY 2013)	\$257,500.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

---

## **Project #PU-12 - Wastewater Infrastructure Improvements**

Scope - Pump Station #11C – Upgrade/repairs to pump station #11C to address existing capacity issues and accommodate future growth citywide. (Work to include pump upgrades, lining and manhole repair.)

Estimated Cost -		\$847,000.00
Funding Sources -	Water and Sewer funds	\$847,000.00

Future Impact on Operating Budget – The upgrade of the sewer pump station will increase efficiencies throughout the system. The completion of this project will reduce the number of hours the station is running each day thereby reducing maintenance costs. Also, the increase in capacity will allow for increased economic development.

Justification – Reduced maintenance costs and increased economic development.

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## **Project #PU-15 - SSES CCTV & Lining**

Scope - Evaluation of the sanitary sewer system through video inspection and subsequent lining of sewer lines.

Estimated Cost -		\$2,500,000.00
Funding Sources -	Water and Sewer funds	\$ 300,000.00
	Future Years	\$2,200,000.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced infiltration thereby reducing sewer treatment costs.

Justification – Reduced maintenance costs and increased availability of revenue.

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# CAPITAL PROJECTS

## Project #PU-16 -

### New Water and Sewer Atlas

Scope - Commissioning of a new water sewer atlas to accurately account for City's critical infrastructure and schedule effective future maintenance. Current atlas is early 50 years old and information is inaccurate not reflecting new improvements undertaken over the past decades.

Estimated Cost - \$200,000.00

Funding Sources - Water and Sewer funds (FY 2012) \$150,000.00  
Water and Sewer funds (FY 2013) \$ 50,000.00

Future Impact on Operating Budget – None

Justification – Increased efficiencies.

---

## Project #PU-17 -

### Control & Monitoring System for Wastewater Pump Stations

Scope - This system will be a tool to oversee sewer pump stations or other critical assets in our collection network. The telemetry system will enable the City to monitor real time assets operations and performances citywide.

Estimated Cost - \$340,000.00

Funding Sources - Water and Sewer funds (FY 2012) \$125,000.00  
Future Years \$215,000.00

Future Impact on Operating Budget – None

Justification – Increased efficiencies.

---

## Project #PU-18 -

### Water Distribution System Improvements (Fire Hydrant Repair Replacement Program)

Scope - Identify fire hydrants in need of repair and identify locations in need of fire hydrants.

Estimated Cost - \$150,000.00

Funding Sources - Water and Sewer funds (FY 2012) \$ 30,000.00  
Future Years \$120,000.00

Future Impact on Operating Budget – None

Justification – Increased public safety.

---

# CAPITAL PROJECTS

**Project #PU-20 - Leak Detection Program**

Scope - Program that will detect leaks in the water and sewer distribution system that will allow for early repairs and prevent need for costly improvements.

Estimated Cost - \$40,000.00

Funding Sources - Water and Sewer funds (FY 2012) \$20,000.00  
Water and Sewer funds (FY 2013) \$20,000.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced infiltration thereby reducing sewer treatment costs.

Justification – Reduced maintenance costs and increased availability of revenue.

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**Project #PU-20 - Data Collection for Rain Peak Flow Study**

Scope - Data collection for study to determine the level of rainfall that infiltrates the sewer collection system.

Estimated Cost - \$20,000.00

Funding Sources - Water and Sewer funds (FY 2012) \$20,000.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced infiltration thereby reducing sewer treatment costs.

Justification: Reduced maintenance costs and increased availability of revenue.

---

**Project #PU-21 - Rain Peak Flow Study**

Scope - Study to determine the level of rainfall that infiltrates the sewer collection system.

Estimated Cost - \$15,000.00

Funding Sources - Water and Sewer funds \$15,000.00

Future Impact on Operating Budget – Upon completion of this project there will be reduced infiltration thereby reducing sewer treatment costs.

Justification: Reduced maintenance costs and increased availability of revenue.

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# CAPITAL PROJECTS

**Project #PR-1 - Sherbondy Park Renovations**

Scope - A complete renovation of the park to include: demolition of exiting structures, vacating a street, a community pool, and a community center that will be used for park offices, recreation center, and hurricane shelter.

Estimated Cost - \$5,930,000.00

Funding Sources -	Bond Refunding Proceeds	\$2,320,000.00
	General Fund	\$1,610,000.00
	Transfer from Water & Sewer Fund to Capital Projects Fund	\$2,000,000.00

Future Impact on Operating Budget – Once completed, personnel costs and maintenance costs will increase by approximately \$300,000 annually to maintain the new facilities.

Justification – Positively impacts the quality of life of City residents and protects the welfare of residents in the event of a hurricane.

---

**Project #PR-6 - Segal Park Improvements / Helen Miller Center**

Scope - Demolition of the existing structure due to building safety concerns and the building of a new structure.

Estimated Cost - \$2,750,000.00

Funding Sources - Miami Dade County CDBG Grant \$2,750,000.00

Future Impact on Operating Budget – Once completed maintenance costs of the facility will increase. The costs cannot be determined at this time.

Justification - Positively impacts the quality of life of City residents.

---

**Project #CD-3 - Bus Shelters**

Scope - Construct bus shelters at high utilization bus stops throughout the City to the extent of grant funding.

Estimated Cost - \$152,275.00

Funding Sources - ARRA (American Recovery & Reinvestment  
of 2009) Grant \$152,275.00

Future Impact on Operating Budget – Once completed, the future impact on the operating budget is nominal.

Justification – Protects the welfare of users of the public transportation system by shielding them from inclement weather.

---

# CAPITAL PROJECTS

**Project #PW-53 - Roundabout Design & Construction**

Scope - Construction of a small roundabout at the intersection of Jann & Seaman

Estimated Cost - \$250,000.00

Funding Sources -	Peoples Transportation Tax funds (FY 2012)	\$195,000.00
	Water and Sewer funds (FY 2012)	\$ 12,500.00
	Future Years	\$ 42,500.00

Future Impact on Operating Budget – Once completed, the future impact on the operating budget is nominal and will include maintenance of the roundabouts.

Justification: Provides for increased roadway safety.

**Project #CD-4 - Bus Circulator**

Scope - The City has received funding from the South Florida Regional Transportation Authority (SFRTA) and JARC to fund a local bus circulator in the City with two routes (North and South). The City has entered into an agreement with a turnkey service operator that provided the buses and the bus drivers. Oversight, monitoring and quality control will be provided by City staff. The grant funding is for two years.

Estimated Cost – \$383,195.00

Funding Sources -	SFRTA	\$145,122.00
	JARC	\$ 92,950.00
	Peoples Transportation Tax funds	\$145,123.00

Future Impact on Operating Budget – Once the initial two years have expired, if additional grant funding is not identified, the City will be responsible for maintaining the system. We will be utilizing Peoples Transportation Tax proceeds to operate the system.

Justification - Improves the quality of life of city residents by providing an additional public transportation alternative at no cost.

**Following are financial summaries of all Capital Projects:**

- Pages 198-199 - FY 2011-2012 Capital Projects by Funding Source
- Pages 200-205 - FY 2012-2016 Five Year CIP Summary

**City of Opa-locka**  
**FY 2011-2012 Capital Projects by Funding Source**

	<b>FY 2012</b>	<b>General Fund</b>	<b>Water &amp; Sewer Fund</b>	<b>PTP Fund</b>	<b>ARRA</b>
<b>Public Works Drainage and Pavement Improvements</b>					
PW-1	NW 128th Street Drainage Improvements NW 45 Ave to NW 47 Av)	\$322,916		\$161,458	
PW-2	NW 139th Street Drainage Improvements NW 22 Pl to NW 27 Av	\$7,094		\$3,547	
PW-3	NW 143rd Street Drainage Improvements NW 22 Av to SR 9	\$585,000		\$292,500	
PW-4	Rutland Street Improvements NW 22 Av to NW 143 St	\$120,828		\$60,414	
<b>Public Works Milling and Resurfacing Projects</b>					
PW-41	Intersection of Sesame St & Superior	\$30,000		\$30,000	
PW-48	Opa-Locka Blvd & Burlington going east to Sinbad Ave	\$50,000		\$50,000	
PW-50	Intersection of Jann & Bahman	\$25,000		\$25,000	
<b>Public Sidewalk Projects</b>					
PW-56	Citywide Sidewalk Improvements	\$200,000		\$200,000	
<b>Public Utilities</b>					
PU-3	Water Meter Replacement Program	\$30,000	\$30,000		
PU-4	Wastewater Improv - Pump St 11A	\$650,000	\$450,000		
PU-5	Wastewater Improv - Pump St 14	\$215,000	\$215,000		
PU-7	Wastewater Improv - Pump St 8	\$450,000	\$350,000		
PU-8	Wastewater Improv - Pump St 7 (design only)	\$230,000	\$0		
PU-9	Wastewater Improv - Pump St 9 (design only)	\$255,000	\$0		
PU-10	Wastewater Improv - Pump St 5 (design only)	\$242,500	\$0		
PU-11	Wastewater Improv - Pump St 10 (design only)	\$242,500	\$0		
PU-12	Wastewater Improv - Pump St 11C	\$847,000	\$847,000		
PU-15	SSES CCTV & Lining	\$300,000	\$300,000		
PU-16	New Water & Sewer Atlas Survey	\$150,000	\$150,000		
PU-17	Control and Monitoring System /SCADA	\$125,000	\$125,000		
PU-18	Fire Hydrant & Valve Repair/Replacement	\$30,000	\$30,000		
PU-19	Leak Detection Program	\$20,000	\$20,000		
PU-20	Data Collection for Peak Flow Study	\$20,000	\$20,000		
PU-21	Rain Peak Flow Study	\$15,000	\$15,000		
<b>Parks &amp; Recreation Projects</b>					
PR-1	Sherbondy Park Renovations	\$2,000,000	\$2,000,000		
PR-6	Helen Miller Center	\$2,750,000			
<b>Community Development Projects</b>					
CD-3	Bus Shelters - Citywide	\$152,275			\$152,275
PW-53	Roundabout Design & Construction	\$207,500	\$12,500	\$195,000	
CD-4	Bus Circulator	\$383,195		\$145,123	
		<b>\$10,655,808</b>	<b>\$0</b>	<b>\$4,564,500</b>	<b>\$1,163,042</b>
					<b>\$152,275</b>

**City of Opa-locka**  
**FY 2011-2012 Capital Projects by Funding Source**

CDBG	FDEP	State Appropriation	JARC	SFRTA	Total	
						<b>Public Works Drainage and Pavement Improvements</b>
	\$161,458				\$322,916	NW 128th Street Drainage Improvements (NW 45 Ave to
	\$3,547				\$7,094	NW 139th Street Drainage Improvements (NW 22 Pl to NW)
	\$292,500				\$585,000	NW 143rd Street Drainage Improvements (NW 22 Av to SR
	\$60,414				\$120,828	Rutland Street Improvements (NW 22 Av to NW 143 St)
						<b>Public Works Milling and Resurfacing Projects</b>
					\$30,000	Intersection of Sesame St & Superior
					\$50,000	Opa-Locka Blvd & Burlington going east to Sinbad Ave
					\$25,000	Intersection of Jann & Bahman
						<b>Public Sidewalk Projects</b>
					\$200,000	Citywide Sidewalk Improvements
						<b>Public Utilities</b>
					\$30,000	Water Meter Replacement Program
\$200,000					\$650,000	Wastewater Improv - Pump St 11A
					\$215,000	Wastewater Improv - Pump St 14
\$100,000					\$450,000	Wastewater Improv - Pump St 8
		\$230,000			\$230,000	Wastewater Improv - Pump St 7 (design only)
		\$255,000			\$255,000	Wastewater Improv - Pump St 9 (design only)
		\$242,500			\$242,500	Wastewater Improv - Pump St 5 (design only)
		\$242,500			\$242,500	Wastewater Improv - Pump St 10 (design only)
					\$847,000	Wastewater Improv - Pump St 11C
					\$300,000	SSES CCTV & Lining
					\$150,000	New Water & Sewer Atlas Survey
					\$125,000	Control and Monitoring System /SCADA
					\$30,000	Fire Hydrant & Valve Repair/Replacement
					\$20,000	Leak Detection Program
					\$20,000	Data Collection for Peak Flow Study
					\$15,000	Rain Peak Flow Study
						<b>Parks &amp; Recreation Projects</b>
\$0					\$2,000,000	Sherbondy Park Renovations
\$2,750,000					\$2,750,000	Helen Miller Center
						<b>Community Development Projects</b>
					\$152,275	Bus Shelters - Citywide
					\$207,500	Roundabout Design & Construction
			\$92,950	\$145,122	\$383,195	Bus Circulator
<b>\$3,050,000</b>	<b>\$517,919</b>	<b>\$970,000</b>	<b>\$92,950</b>	<b>\$145,122</b>	<b>\$10,655,808</b>	

**CITY OF OPA-LOCKA**  
**FIVE - YEAR CAPITAL IMPROVEMENT PROJECTS**  
**FY 2012 - FY 2016**

Projects		Prior Yr	FY 2012	FY 2013	FY 2014
<b>PUBLIC WORKS DRAINAGE AND PAVEMENT IMPROVEMENTS</b>					
NW 128th Street Drainage Improvements (NW 45 Ave to NW 47 Av)	PW-1	\$0	\$322,916	\$0	\$0
NW 139th Street Drainage Improvements (NW 22 Pl to NW) 27 Av	PW-2	\$0	\$7,094	\$0	\$0
NW 143rd Street Drainage Improvements (NW 22 Av to SR 9)	PW-3	\$0	\$585,000	\$0	\$0
Rutland Street Improvements (NW 22 Av to NW 143 St)	PW-4	\$0	\$120,828	\$0	\$0
NW 132 St (NW 27 Av to NW 30 Ave/Aswan)	PW-5	\$0	\$0	\$450,000	\$0
NW 131 St (NW 31 Av to NW 32 Av)	PW-6	\$0	\$0	\$0	\$350,000
NW 25 Ct (151 St to 147 St)	PW-7	\$0	\$0	\$0	\$0
NW 147th Street (NW 22 Av to NW 27 Av)	PW-8	\$0	\$0	\$0	\$0
NW 133 Ct (NW 42 Av to NW 43 Av)	PW-9	\$0	\$0	\$0	\$0
Cairo Lane (NW 135 St to NW 127 St Canal)	PW-10	\$0	\$0	\$0	\$0
NW 34 AV/Alexandria Dr ( 0.3 miles south from NW 135 St)	PW-11	\$0	\$0	\$0	\$0
NW 22 Pl (NW 143 St to Burlington)	PW-12	\$0	\$0	\$0	\$0
NW 22 Ct (NW 143 St to Burlington)	PW-13	\$0	\$0	\$0	\$0
NW 23 Ct (NW 143 St to Burlington)	PW-14	\$0	\$0	\$0	\$0
NW 23 Pl (NW 143 St to Burlington)	PW-15	\$0	\$0	\$0	\$0
NW 24 Av (NW 143 St to Burlington)	PW-16	\$0	\$0	\$0	\$0
NW 24 Ct ( NW 143 St to Burlington)	PW-17	\$0	\$0	\$0	\$0
Burlington West (NW 27 Av to Dunad Av)	PW-18	\$0	\$0	\$0	\$0
Burlington St & Codadad St going east to 27 Ave	PW-19	\$0	\$0	\$0	\$0
Bahman (Jann Av to Sultan Av)	PW-20	\$0	\$0	\$0	\$0
E Superior St (NW 24 Av to 22 Pl)	PW-21	\$0	\$0	\$0	\$0
Sarazad Blvd (Kalandar st to Ahmad St)	PW-22	\$0	\$0	\$0	\$0
Ali Baba (Opa-Locka to NW 27 Av)	PW-23	\$0	\$0	\$0	\$0
136th St from 24th Ave to 27 Ave	PW-24	\$0	\$0	\$0	\$0
129th St going west from 30th Ave to 31st Ave	PW-25	\$0	\$0	\$0	\$0
132nd Terr & 30th Ave going west to Port Said Rd	PW-26	\$0	\$0	\$0	\$0
31st Ave from 132nd Terr to 131st St	PW-27	\$0	\$0	\$0	\$0
132nd St & 42/37 Ave Connector- NW 38th Ave to 124st St	PW-28	\$0	\$0	\$0	\$0
NW 30 Ave/Aswom (NW 135 st to 127 st Canal)	PW-29	\$0	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$1,035,838</b>	<b>\$450,000</b>	<b>\$350,000</b>
<b>PUBLIC WORKS MILLING AND RESURFACING PROJECTS</b>					
21nd Ave east to 19th Ave (NW 139th St)	PW-30	\$0	\$0	\$0	\$0
21 Ave east to 19th Ave (NW 141st St)	PW-31	\$0	\$0	\$0	\$0
Sesame St NW 26th Ave going west to 27th Ave	PW-32	\$0	\$0	\$0	\$35,000
Ali-Baba going 22nd Ave to 27th Ave	PW-33	\$0	\$0	\$0	\$0
Intersection of 143rd St from Rutland to 24th Ave	PW-34	\$0	\$0	\$30,000	\$0
Intersection of 24th Ct & Burlington	PW-35	\$0	\$0	\$50,000	\$0
141st St going 26th Ave to 23rd Ave	PW-36	\$0	\$0	\$0	\$0
136th St from 24th Ave to 27 Ave	PW-37	\$0	\$0	\$0	\$0

**CITY OF OPA-LOCKA**  
**FIVE - YEAR CAPITAL IMPROVEMENT PROJECTS**  
**FY 2012 - FY 2016**

FY 2015	FY 2016	Funded	Unfunded	Total Cost	Projects
					<b>PUBLIC WORKS DRAINAGE AND PAVEMENT IMPROVEMENTS</b>
\$0	\$0	\$322,916	\$0	\$322,916	NW 128th Street Drainage Improvements (NW 45 Ave to NW 47 Av)
\$0	\$0	\$7,094	\$450,000	\$457,094	NW 139th Street Drainage Improvements (NW 22 Pl to NW) 27 Av
\$0	\$0	\$585,000	\$0	\$585,000	NW 143rd Street Drainage Improvements (NW 22 Av to SR 9)
\$0	\$0	\$120,828	\$0	\$120,828	Rutland Street Improvements (NW 22 Av to NW 143 St)
\$0	\$0	\$450,000	\$0	\$450,000	NW 132 St (NW 27 Av to NW 30 Ave/Aswan)
\$0	\$0	\$350,000	\$0	\$350,000	NW 131 St (NW 31 Av to NW 32 Av)
\$300,000	\$200,000	\$500,000	\$0	\$500,000	NW 25 Ct (151 St to 147 St)
\$0	\$0	\$0	\$2,500,000	\$2,500,000	NW 147th Street (NW 22 Av to NW 27 Av)
\$0	\$0	\$0	\$600,000	\$600,000	NW 133 Ct (NW 42 Av to NW 43 Av)
\$0	\$0	\$0	\$2,400,000	\$2,400,000	Cairo Lane (NW 135 St to NW 127 St Canal)
\$0	\$0	\$0	\$1,500,000	\$1,500,000	NW 34 AV/Alexandria Dr ( 0.3 miles south from NW 135 St)
\$0	\$0	\$0	\$150,000	\$150,000	NW 22 Pl (NW 143 St to Burlington)
\$0	\$0	\$0	\$150,000	\$150,000	NW 22 Ct (NW 143 St to Burlington)
\$0	\$0	\$0	\$150,000	\$150,000	NW 23 Ct (NW 143 St to Burlington)
\$0	\$0	\$0	\$150,000	\$150,000	NW 23 Pl (NW 143 St to Burlington)
\$0	\$0	\$0	\$150,000	\$150,000	NW 24 Av (NW 143 St to Burlington)
\$0	\$0	\$0	\$150,000	\$150,000	NW 24 Ct ( (NW 143 St to Burlington)
\$0	\$0	\$0	\$150,000	\$150,000	Burlington West (NW 27 Av to Dunad Av)
\$0	\$0	\$0	\$400,000	\$400,000	Burlington St & Codadad St going east to 27 Ave
\$0	\$0	\$0	\$60,000	\$60,000	Bahman (Jann Av to Sultan Av)
\$0	\$0	\$0	\$200,000	\$200,000	E Superior St (NW 24 Av to 22 Pl)
\$0	\$0	\$0	\$150,000	\$150,000	Sarazad Blvd (Kalandar st to Ahmad St)
\$0	\$0	\$0	\$650,000	\$650,000	Ali Baba (Opa-Locka to NW 27 Av)
\$0	\$0	\$0	\$150,000	\$150,000	136th St from 24th Ave to 27 Ave
\$0	\$0	\$0	\$450,000	\$450,000	129th St going west from 30th Ave to 31st Ave
\$0	\$0	\$0	\$350,000	\$350,000	132nd Terr & 30th Ave going west to Port Said Rd
\$0	\$0	\$0	\$600,000	\$600,000	31st Ave from 132nd Terr to 131st St
\$0	\$0	\$0	\$575,000	\$575,000	132nd St & 42/37 Ave Connector- NW 38th Ave to 124st St
\$0	\$0	\$0	\$500,000	\$500,000	NW 30 Ave/Aswom (NW 135 st to 127 st Canal)
\$300,000	\$200,000	\$2,335,838	\$12,585,000	\$14,920,838	<b>SUB-TOTAL</b>
					<b>PUBLIC WORKS MILLING AND RESURFACING PROJECTS</b>
\$0	\$0	\$0	\$100,000	\$100,000	21nd Ave east to 19th Ave (NW 139th St)
\$0	\$0	\$0	\$350,000	\$350,000	21 Ave east to 19th Ave (NW 141st St)
\$0	\$0	\$35,000	\$0	\$35,000	Sesame St NW 26th Ave going west to 27th Ave
\$0	\$0	\$0	\$275,000	\$275,000	Ali-Baba going 22nd Ave to 27th Ave
\$0	\$0	\$30,000	\$0	\$30,000	Intersection of 143rd St from Rutland to 24th Ave
\$0	\$0	\$50,000	\$0	\$50,000	Intersection of 24th Ct & Burlington
\$0	\$0	\$0	\$175,000	\$175,000	141st St going 26th Ave to 23rd Ave
\$0	\$0	\$0	\$150,000	\$150,000	136th St from 24th Ave to 27 Ave

**CITY OF OPA-LOCKA  
FIVE - YEAR CAPITAL IMPROVEMENT PROJECTS  
FY 2012 - FY 2016**

Projects		Prior Yr	FY 2012	FY 2013	FY 2014
131st St 27th Ave going west (by bank)	PW-38	\$0	\$0	\$0	\$0
Intersection of Medina & Superior St	PW-39	\$0	\$0	\$25,000	\$0
Intersection of Medina & Atlantic	PW-40	\$0	\$0	\$25,000	\$0
Intersection of Sesame St & Superior	PW-41	\$0	\$30,000	\$0	\$30,000
Medina & Atlantic going west to Sesame	PW-42	\$0	\$0	\$0	\$30,000
Intersection of Superior & Aladdin	PW-43	\$0	\$0	\$0	\$30,000
Intersection of West Dr & Aladdin	PW-44	\$0	\$0	\$0	\$30,000
York St & 27th Ave going west to Ahmad St	PW-45	\$0	\$0	\$0	\$10,000
Intersection of Codadad St & Wilmington	PW-46	\$0	\$0	\$0	\$0
Vermont & 27th Ave going west to Rutland St	PW-47	\$0	\$0	\$0	\$0
Opa-Locka Blvd & Burlington going east to Sinbad Ave	PW-48	\$0	\$50,000	\$0	\$0
Intersection of Fisherman & Sinbad	PW-49	\$0	\$0	\$0	\$0
Intersection of Jann & Bahman	PW-50	\$0	\$25,000	\$0	\$0
13000 NW 45th Ave to 128th St	PW-51	\$0	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$105,000</b>	<b>\$130,000</b>	<b>\$165,000</b>
<b>PUBLIC WORKS NEW ROADWAY/PAVEMENT PROJECTS</b>					
NW 127 St (Cairo Ln to NW 32 Av)	PW-52	\$0	\$0	\$0	\$0
Roundabout at Jann@Seaman	PW-53	\$0	\$207,500	\$0	\$0
Roundabout at Dunad@Ahmad	PW-54	\$0	\$0	\$250,000	\$0
19th Ave: 141st Street going north to 143rd Street	PW-55	\$0	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$207,500</b>	<b>\$250,000</b>	<b>\$0</b>
<b>PUBLIC SIDEWALK PROJECTS</b>					
Citywide Sidewalk Improvements	PW-56	\$0	\$200,000	\$300,000	\$300,000
<b>PUBLIC UTILITIES</b>					
Waste Water Collection Ext West of Lejeune Road	PU-1	\$0	\$0	\$0	\$0
Water Distribution System Improvements	PU-2	\$0	\$0	\$0	\$0
Water Meter Replacement Program	PU-3	\$0	\$30,000	\$30,000	\$30,000
Wastewater Improv - Pump St 11A	PU-4	\$0	\$650,000	\$0	\$0
Wastewater Improv - Pump St 14	PU-5	\$0	\$215,000	\$110,000	\$0
Wastewater Improv - Pump St 11B	PU-6	\$0	\$0	\$0	\$0
Wastewater Improv - Pump St 8	PU-7	\$0	\$450,000	\$0	\$0
Wastewater Improv - Pump St 7	PU-8	\$0	\$230,000	\$220,000	\$0
Wastewater Improv - Pump St 9	PU-9	\$0	\$255,000	\$265,000	\$0
Wastewater Improv - Pump St 5	PU-10	\$0	\$242,500	\$242,500	\$0
Wastewater Improv - Pump St 10	PU-11	\$0	\$242,500	\$257,500	\$0
Wastewater Improv - Pump St 11C	PU-12	\$0	\$847,000	\$0	\$0
Wastewater Improv - Pump St 1	PU-13	\$400,000	\$0	\$0	\$0
Wastewater Improv - Pump St 2	PU-14	\$400,000	\$0	\$0	\$0
SSES CCTV & Lining	PU-15	\$0	\$300,000	\$500,000	\$500,000
New Water & Sewer Atlas W/ Survey	PU-16	\$0	\$150,000	\$50,000	\$0
Control and Monitoring System /SCADA	PU-17	\$0	\$125,000	\$125,000	\$90,000
Fire Hydrant & Valve Repair/Replacement	PU-18	\$0	\$30,000	\$30,000	\$30,000
Leak Detection Program	PU-19	\$0	\$20,000	\$20,000	\$0
Data Collection for Peak Flow Study	PU-20	\$0	\$20,000	\$0	\$0
Rain Peak Flow Study	PU-21	\$0	\$15,000	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$800,000</b>	<b>\$3,822,000</b>	<b>\$1,850,000</b>	<b>\$650,000</b>
<b>PUBLIC WORKS CANAL CLEANING</b>					
Canal Dredging & Sideslope Restoration Canal #1,2,3 & 4	PW-57	\$0	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**CITY OF OPA-LOCKA**  
**FIVE - YEAR CAPITAL IMPROVEMENT PROJECTS**  
**FY 2012 - FY 2016**

FY 2015	FY 2016	Funded	Unfunded	Total Cost	Projects
\$0	\$0	\$0	\$90,000	\$90,000	131st St 27th Ave going west (by bank)
\$0	\$0	\$25,000	\$0	\$25,000	Intersection of Medina & Superior St
\$0	\$0	\$25,000	\$0	\$25,000	Intersection of Medina & Atlantic
\$0	\$0	\$60,000	\$0	\$60,000	Intersection of Sesame St & Superior
\$0	\$0	\$30,000	\$0	\$30,000	Medina & Atlantic going west to Sesame
\$0	\$0	\$30,000	\$0	\$30,000	Intersection of Superior & Aladdin
\$0	\$0	\$30,000	\$0	\$30,000	Intersection of West Dr & Aladdin
\$0	\$0	\$10,000	\$0	\$10,000	York St & 27th Ave going west to Ahmad St
\$20,000	\$0	\$20,000	\$0	\$20,000	Intersection of Codadad St & Wilmington
\$30,000	\$0	\$30,000	\$0	\$30,000	Vermont & 27th Ave going west to Rutland St
\$50,000	\$0	\$100,000	\$0	\$100,000	Opa-Locka Blvd & Burlington going east to Sinbad Ave
\$25,000	\$0	\$25,000	\$0	\$25,000	Intersection of Fisherman & Sinbad
\$25,000	\$0	\$50,000	\$0	\$50,000	Intersection of Jann & Bahman
\$0	\$35,000	\$35,000	\$0	\$35,000	13000 NW 45th Ave to 128th St
<b>\$150,000</b>	<b>\$35,000</b>	<b>\$585,000</b>	<b>\$1,140,000</b>	<b>\$1,725,000</b>	<b>SUB-TOTAL</b>
					<b>PUBLIC WORKS NEW ROADWAY/PAVEMENT PROJECTS</b>
\$0	\$0	\$0	\$750,000	\$750,000	NW 127 St (Cairo Ln to NW 32 Av)
\$0	\$0	\$207,500	\$42,500	\$250,000	Roundabout at Jann@Seaman
\$0	\$0	\$250,000	\$0	\$250,000	Roundabout at Dunad@Ahmad
\$0	\$0	\$0	\$650,000	\$650,000	19th Ave: 141st Street going north to 143rd Street
<b>\$0</b>	<b>\$0</b>	<b>\$457,500</b>	<b>\$1,442,500</b>	<b>\$1,900,000</b>	<b>SUB-TOTAL</b>
					<b>PUBLIC SIDEWALK PROJECTS</b>
\$300,000	\$300,000	\$1,400,000	\$2,400,000	\$3,800,000	Citywide Sidewalk Improvements
					<b>PUBLIC UTILITIES</b>
\$0	\$0	\$0	\$3,000,000	\$3,000,000	Waste Water Collection Ext West of Lejeune Road
\$0	\$0	\$0	\$7,114,250	\$7,114,250	Water Distribution System Improvements
\$30,000	\$30,000	\$150,000	\$0	\$150,000	Water Meter Replacement Program
\$0	\$0	\$650,000	\$0	\$650,000	Wastewater Improv - Pump St 11A
\$0	\$0	\$325,000	\$0	\$325,000	Wastewater Improv - Pump St 14
\$0	\$0	\$0	\$455,000	\$455,000	Wastewater Improv - Pump St 11B
\$0	\$0	\$450,000	\$0	\$450,000	Wastewater Improv - Pump St 8
\$0	\$0	\$450,000	\$0	\$450,000	Wastewater Improv - Pump St 7
\$0	\$0	\$520,000	\$0	\$520,000	Wastewater Improv - Pump St 9
\$0	\$0	\$485,000	\$0	\$485,000	Wastewater Improv - Pump St 5
\$0	\$0	\$500,000	\$0	\$500,000	Wastewater Improv - Pump St 10
\$0	\$0	\$847,000	\$0	\$847,000	Wastewater Improv - Pump St 11C
\$0	\$0	\$400,000	\$0	\$400,000	Wastewater Improv - Pump St 1
\$0	\$0	\$400,000	\$0	\$400,000	Wastewater Improv - Pump St 2
\$200,000	\$0	\$1,500,000	\$1,000,000	\$2,500,000	SSES CCTV & Lining
\$0	\$0	\$200,000	\$0	\$200,000	New Water & Sewer Atlas W/ Survey
\$0	\$0	\$340,000	\$0	\$340,000	Control and Monitoring System /SCADA
\$30,000	\$30,000	\$150,000	\$0	\$150,000	Fire Hydrant & Valve Repair/Replacement
\$0	\$0	\$40,000	\$0	\$40,000	Leak Detection Program
\$0	\$0	\$20,000	\$0	\$20,000	Data Collection for Peak Flow Study
\$0	\$0	\$15,000	\$0	\$15,000	Rain Peak Flow Study
<b>\$260,000</b>	<b>\$60,000</b>	<b>\$7,442,000</b>	<b>\$11,569,250</b>	<b>\$19,011,250</b>	<b>SUB-TOTAL</b>
					<b>PUBLIC WORKS CANAL CLEANING</b>
\$0	\$0	\$0	\$9,905,520	\$9,905,520	Canal Dredging & Sideslope Restoration Canal #1,2,3 & 4
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,905,520</b>	<b>\$9,905,520</b>	<b>SUB-TOTAL</b>

**CITY OF OPA-LOCKA**  
**FIVE - YEAR CAPITAL IMPROVEMENT PROJECTS**  
**FY 2012 - FY 2016**

Projects		Prior Yr	FY 2012	FY 2013	FY 2014
<b>PARKS &amp; RECREATION PROJECTS</b>					
Sherbondy Park Renovations (Phase I)	PR-1	\$3,930,000	\$2,000,000	\$0	\$0
Sherbondy Park Renovations (Phase II)	PR-2	\$293,400	\$0	\$0	\$0
Community Parking	PR-3	\$0	\$0	\$0	\$0
Ingram Park Lakefront	PR-4	\$101,711	\$0	\$0	\$0
Ingram Park Community Center Improvements	PR-5	\$0	\$0	\$0	\$0
Helen Miller Center - Segal Park	PR-6	\$0	\$2,750,000	\$0	\$0
Magnolia Park Improvements	PR-7	\$0	\$0	\$0	\$0
Niles Garden Park	PR-8	\$0	\$0	\$0	\$0
Segal Park Expansion (Land Acquisition)	PR-9	\$220,000	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$4,545,111</b>	<b>\$4,750,000</b>	<b>\$0</b>	<b>\$0</b>
<b>POLICE DEPARTMENT PROJECTS</b>					
New Police Headquarters	PD-1	\$0	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>COMMUNITY DEVELOPMENT PROJECTS</b>					
Beautification & Enhancement - Citywide	CD-1	\$18,000	\$0	\$0	\$0
Beautification & Enhancement - Downtown Corridor Phase I	CD-2	\$0	\$0	\$0	\$0
Bus Shelters - Citywide	CD-3	\$0	\$152,275	\$0	\$0
Bus Circulator	CD-4	\$383,195	\$383,195	\$383,195	\$383,195
<b>SUB-TOTAL</b>		<b>\$401,195</b>	<b>\$535,470</b>	<b>\$383,195</b>	<b>\$383,195</b>
<b>BUILDING DEPARTMENT PROJECTS</b>					
Inspection/ Repair/ Recertification	BD-1	\$0	\$0	\$0	\$0
Demolition of Unsafe Structures	BD-2	0	\$0	\$30,000	\$30,000
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>GOVERNMENT/ADMINISTRATIVE SERVICES</b>					
Restoration of Historic City Hall	GA-1	\$0	\$0	\$2,000,000	\$0
New City Administration Building	GA-2	\$0	\$0	\$0	\$0
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>
<b>INFORMATION TECHNOLOGY</b>					
Digital Off-Site Data Storage	IT-1	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$5,746,306</b>	<b>\$10,655,808</b>	<b>\$5,393,195</b>	<b>\$1,878,195</b>

**CITY OF OPA-LOCKA  
FIVE - YEAR CAPITAL IMPROVEMENT PROJECTS  
FY 2012 - FY 2016**

<b>FY 2015</b>	<b>FY 2016</b>	<b>Funded</b>	<b>Unfunded</b>	<b>Total Cost</b>	<b>Projects</b>
					<b>PARKS &amp; RECREATION PROJECTS</b>
\$0	\$0	\$5,930,000	\$0	\$5,930,000	Sherbondy Park Renovations (Phase I)
\$0	\$0	\$293,400	\$0	\$293,400	Sherbondy Park Renovations (Phase II)
\$0	\$0	\$0	\$1,500,000	\$1,500,000	Community Parking
\$0	\$0	\$101,711	\$0	\$101,711	Ingram Park Lakefront
\$0	\$0	\$0	\$600,000	\$600,000	Ingram Park Community Center Improvements
\$0	\$0	\$2,750,000	\$0	\$2,750,000	Helen Miller Center - Segal Park
\$0	\$0	\$0	\$0	\$0	Magnolia Park Improvements
\$0	\$0	\$0	\$1,000,000	\$1,000,000	Niles Garden Park
\$0	\$0	\$220,000	\$0	\$220,000	Segal Park Expansion (Land Acquisition)
<b>\$0</b>	<b>\$0</b>	<b>\$9,295,111</b>	<b>\$3,100,000</b>	<b>\$12,395,111</b>	<b>SUB-TOTAL</b>
					<b>POLICE DEPARTMENT PROJECTS</b>
\$0	\$0	\$0	\$3,500,000	\$3,500,000	New Police Headquarters
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500,000</b>	<b>\$0</b>	<b>SUB-TOTAL</b>
					<b>COMMUNITY DEVELOPMENT PROJECTS</b>
\$0	\$0	\$18,000	\$0	\$18,000	Beautification & Enhancement - Citywide
\$0	\$0	\$0	\$2,500,000	\$2,500,000	Beautification & Enhancement - Downtown Corridor Phase I
\$0	\$0	\$152,275	\$0	\$152,275	Bus Shelters - Citywide
\$383,195	\$383,195	\$2,299,170	\$0	\$2,299,170	Bus Circulator
<b>\$383,195</b>	<b>\$383,195</b>	<b>\$2,469,445</b>	<b>\$2,500,000</b>	<b>\$4,969,445</b>	<b>SUB-TOTAL</b>
					<b>BUILDING DEPARTMENT PROJECTS</b>
\$0	\$0	\$0	\$500,000	\$500,000	Inspection/ Repair/ Recertification
\$30,000	\$30,000	\$120,000	\$90,000	\$210,000	Demolition of Unsafe Structures
<b>\$30,000</b>	<b>\$30,000</b>	<b>\$120,000</b>	<b>\$590,000</b>	<b>\$710,000</b>	<b>SUB-TOTAL</b>
					<b>GOVERNMENT/ADMINISTRATIVE SERVICES</b>
\$0	\$0	\$2,000,000	\$2,000,000	\$4,000,000	Restoration of Historic City Hall
\$0	\$0	\$0	\$3,500,000	\$3,500,000	New City Administration Building
<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$5,500,000</b>	<b>\$7,500,000</b>	<b>SUB-TOTAL</b>
					<b>INFORMATION TECHNOLOGY</b>
\$0	\$0	\$0	\$360,000	\$360,000	Digital Off-Site Data Storage
<b>\$1,423,195</b>	<b>\$1,008,195</b>	<b>\$26,104,894</b>	<b>\$54,592,270</b>	<b>\$77,197,164</b>	

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# GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when the cash is received or spent.

**Adopted Budget** - The original budget as approved by the City Commission at the beginning of the fiscal year.

**Ad Valorem Taxes** - Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.

**Amended Budget** – The current budget, resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.

**Annualize** – Taking changes that occurred mid-year and calculating their costs for a full year, for the purpose of preparing an annual budget.

**Appropriation** – A legal authorization to incur obligations and make expenditures for specific purposes.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.

**Asset** – Resources owned or held by a government which have monetary value.

**Authorized Positions** – Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Undesignated) Fund Balance** – This refers to funds remaining from prior years, which are available for appropriation and expenditure in the current year.

**Balanced Budget** – A budget is considered balanced when the revenues of all funds equal the expenditures of all funds.

**Base Budget** – Projected cost of continuing the existing levels of service in the current budget year.

**Bond** – A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government.

**Revenue Bond** – This type of bond is backed only by revenues, which come from a specified enterprise or project, such as a hospital or toll road.

# GLOSSARY

**Bond Refinancing** – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** – A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

**Budgetary Basis** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of the three forms: GAAP, cash, or modified accrual.

**Budget Calendar** – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

**Budgetary Control** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Expenditures** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the physical plant of the government – sometime referred to as infrastructure.

**Capital Improvement Program (C.I.P.)** – An expenditure plan incurred each year over a fixed number of years to meet capital needs arising from the long term needs of the government.

**Capital Outlay** – Fixed assets which have a value of \$750 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital improvements.

**Cash Basis** – A basis of accounting which recognizes transactions only when cash is increased or decreased.

# GLOSSARY

**Collective Bargaining Agreement** – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of all employees).

**Constant or Real Dollars** – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U. S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other government agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-Living Adjustment (COLA)** – An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Deficit** – The excess liability of an entity over its assets; or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** – The basic organizational unit of a government which is functionally unique in its delivery of services.

**Depreciation** - A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the governments share of the costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

# GLOSSARY

**Expenditure** – The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** – A governments policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For the City of Opa-locka, this twelve (12) month period is October 1 to September 30.

**Fixed Assets** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Franchise Fee** – Fees assessed on public utility corporations in return for granting a privilege to operate inside the City limits, e.g. water, electricity, cable television.

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Fund** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Find Balance** – The excess of the assets of a fund over its liabilities, reserves, and carry-over.

**GAAP** – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Intergovernmental Revenue** – Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

# GLOSSARY

**Levy** – To impose taxes in support of government activities.

**Line-item Budget** – A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt** – Debt with a maturity date of more than one year after the date of issuance.

**Mill** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**Indirect Cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g. streets, water, sewer, public building and parks).

**Interfund Transfers** – The movement of monies between funds of the same governmental entity.

**Object of Expenditures** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective** – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Expenses** - The cost for personnel, materials and equipment required for a department to function.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Personnel Services** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

# GLOSSARY

**Prior-year Encumbrances** – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Purpose** – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** – Sources of income financing the operations of government.

**Rolled-back Rate** - The tax rate when applied to the current year's adjusted taxable value, generates the same ad valorem tax revenue as the prior year.

**Source of Revenue** – Revenues are classified according to their source or point of origin.

**Taxes** – Compulsory charges levied by government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Temporary Positions** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temporary employees are paid on a per-hour basis, and do not receive benefits.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**TRIM** – Truth in millage (Section 200.065, Florida Statute)

# GLOSSARY

**Unencumbered Balance** – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** – The payment of a fee for direct receipt of public service by the party who benefits from the service.

**Utility Taxes** – Municipal charges on consumers or various utilities such as electricity, gas, water, and telecommunications.

# ACRONYMS

- ADA** – Americans With Disabilities Act
- ARRA** – American Recovery & Reinvestment Act of 2009
- CAD** – Computer Aided Dispatch
- CAFR** – Comprehensive Annual Financial Report
- CDBG** – Community Development Block Grant
- CET** – Community Empowerment Team
- CIP** – Capital Improvement Plan
- COLA** – Cost of Living Adjustment
- CPI** – Consumer Price Index
- CRA** – Community Redevelopment Agency
- DARE** – Drug Awareness Resistance Education
- DEP** – Department of Environmental Protection
- DJJ** – Department of Juvenile Justice (Opa-locka Police Youth Academy)
- EEOC** – Equal Employment Opportunity Commission
- ERU** – Environmental Resource Unit
- FDEP** – Florida Department of Environmental Protection
- FDLE** – Florida Department of Law Enforcement
- FDOT** – Florida Department of Transportation
- FEMA** – Federal Emergency Management Association
- FMLA** – Family Medical Leave Act
- FPL** – Florida Power & Light
- FRDAP** – Florida Recreation Development Assistance Program
- FTE** – Full Time Equivalent
- FY** – Fiscal Year
- GAAP** – Generally Accepted Accounting Principles
- GASB** – Government Accounting Standards Board
- GFOA** – Government Finance Officers Association

# ACRONYMS

- GIS** – Geographic Information System
- GOB** – General Obligation Bond
- GIU** – General Investigative Unit
- HUD** – Housing and Urban Development
- ICMA** – International City/County Management Association
- IT** – Information Technology
- JARC** – Job Access Reverse Commute
- LCIR** – Legislative Committee on Intergovernmental Relations
- LEED** – Leadership in Energy and Environmental Design
- LLEBG** – Local Law Enforcement Block Grant
- MLK** – Martin Luther King
- MOU** – Memorandum of Understanding
- M/WBE** – Minority and Women Business Enterprise
- NACSLB** – National Advisory Council on State and Local Budgeting
- NAPOT** – Nominal Average Pump Operating Time
- NPDES** – National Pollution Discharge Elimination System
- OCED** – Office of Community and Economic Development
- P/T** – Part time
- PTP** – People’s Transportation Plan
- R & R** – Repair and Replacement
- RFQ/RFP** – Request for Qualifications/Request for Proposal
- ROW** – Right of Way
- SEA** – Service Efforts and Accomplishments
- SFWMD** – South Florida Water Management District

# ACRONYMS

**SFRTA** – South Florida Regional Transit Authority

**SLE** – Special Law Enforcement

**SMS** – Short Message Service

**SNP** – Safe Neighborhood Parks (Miami Dade County)

**TIF** – Tax Increment Financing

**TRIM** – Truth in millage

**VAWA** – Violence Against Women Act

**VOCA** – Victims of Crime Act