

CITY OF MIAMI



ADOPTED OPERATING BUDGET FISCAL YEAR 2014-2015



FROM THE MAYOR

TOMÁS P. REGALADO
Mayor
tregalado@miamigov.com
(305) 250-5300



As I said when we released the proposed budget, “What a difference four years make.” The City of Miami has come a long way since the darkest moments of the recession. We don’t want to go back to those times. This is the right budget for the City at this time. The present looks good, but the future looks great. But, as I’ve been careful to point out several times, it takes just as much discipline and talent to manage growth as it does to manage through a recession.

Not only I am pleased to present the City of Miami FY 2014-15 Adopted Budget, but I am very pleased with the collaboration and process that all elected officials, the public, and staff undertook to arrive at this plan for the new year. I must thank Chairman Gort for his steady hand through the process, especially with all of the outside agencies and speakers that we had at the First Budget Hearing. I must also thank Commissioners Carollo and Suarez for their reasoned discussions of the Capital Plan and the need to move forward with all of our projects. Commissioner Sarnoff and Vice-Chairman Hardemon both deserve thanks for spearheading the funding from the Community Redevelopment Agencies for several police officers. All Commissioners showed true leadership by insisting on the additional 80 police officers and \$1.25 million for poverty initiatives that are included in this budget.

This is now the fourth year in a row with a reduction in the overall property tax millage rate. I am pleased that we have adopted a fiscally responsible budget that improves those services most central to the residents, businesses, and visitors to our City. We are all pleased to add Police, Fire, and Public Works positions to respond to the needs in our communities after so many years of reducing the personnel that deliver the services to our citizens.

The good news extends to non-Financial aspects of the City as well. The first Strategic Plan in several years was adopted with the budget. The administration of the City is stronger than ever. We are working with our collective bargaining units to come to an agreement on the next round of contracts. We are attracting businesses both domestically and internationally to our traditional business centers and to several of the revitalized areas of the City. We are implementing a living wage and fully funding the health insurance requirements of the Affordable Care Act for our employees. We are moving forward with all hands on deck with the EB-5 Regional Center for Foreign Investment under the U.S. Citizen and Immigration Services immigrant investment visa program. All of this is happening while our tax base is recovering, construction in the downtown core is under way, and faith in the City is returning.

I want to thank and commend the City Manager and his team for what they have accomplished and again charge them with continued improvements both in the services we deliver and the financial stability of the City.

Sincerely,

Tomás P. Regalado

FY 2014-15 BUDGET HIGHLIGHTS

The Adopted Budget for FY2014-15 represents 6.7% net growth in the General Fund over the prior year's adopted budget. Some of the key budgetary factors that affect this net growth include:

Reduction to the total City property tax rate

- Overall property tax rate is proposed to be reduced by 0.0460 mills – the fourth year in a row of property tax rate reductions

Enhancements to existing operations

- Enhancements to public safety with the addition of 80 police officers, 22 fire fighters, and 8 public service aides
 - Addition of two public works crews to improve the public right-of-way
 - Addition of staff in other departments, such as Planning and Zoning, NET, GSA, and the City Attorney's Office



Increases of employee compensation and benefits

- Includes funding for wage proposals which contain recurring salary increases
 - Increased cost of pension and healthcare
 - Living wage increases to full-time permanent and temporary employees

Investments in capital improvements

- Facility repairs in parks, police stations, the Manuel Artime Theater, and general City buildings
 - Replacement of aging City vehicles
 - Targeted technology improvements

Restoration of fund balance reserves

- Fiscally responsible budgeting of reserves to achieve the City's 20 percent fund balance goal



FROM THE CITY MANAGER

DANIEL J. ALFONSO
City Manager
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I am pleased to present the FY 2014-15 Adopted Operating and Capital Budgets for the City of Miami. In it, we have balanced the reality of the current economic recovery with the knowledge that the City is still well below the property tax collection of that period prior to the recession. The administration has been tasked with budgeting both resources and expectations. We are conservatively budgeting for the present so that we can accomplish the future that we all want – a future that is bright for our citizens, business owners, visitors, and employees.

Reduced Property Tax Rate

The operating budget includes the general fund, special revenue funds dedicated for specific uses, debt service funds, and the internal service fund. The largest and most flexible of these is the \$559 million general fund and the largest revenue source in that fund is property taxes. The City Commission adopted an overall property tax millage rate that is 0.0460 mills below that of last fiscal year, the fourth year in a row that the City of Miami has reduced the overall tax rate for its property owners.

Targeted Service Improvements and No Layoffs

This Adopted Budget does not require any position eliminations for budgetary concerns. There are a few positions that are being removed that have either been vacant for some time or are associated with grants that are concluding. Nonetheless, no employees are being laid off to bring expenditures in line with revenues.

The City will now have 80 additional Police Officers, to bring the number of sworn employees in the Police Department from 1,179 to 1,259 as well as the addition of eight Public Service Aides.

The Commission set aside \$1.250 million for Poverty Initiatives to improve the quality of life for the neediest of the City's residents and to be used as a catalyst for economic growth, provide opportunities, and deter crime.

The City is investing in its capital infrastructure with many parks improvements Citywide to accommodate recent building growth, funding for parks remediation, road improvements, facility improvements, and vehicle purchases to bolster the aging fleet. Furthermore, the City is adding two new crews in the Public Works Department to improve responsiveness to potholes and landscaping Citywide and increased cleaning of the City's waterways.

This budget grows the City's reserves for the fifth year in a row, while implementing the Living Wage Ordinance for the first time after a five-year delay and the requirements of the Affordable Care Act, continuing all core services, and including funding for the administration's offers made to the City's four labor unions.

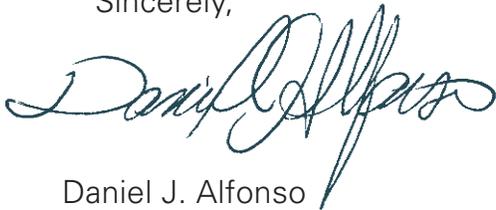
Further, the City is adding 22 new Firefighters to reduce the reliance on overtime, adding eight more positions to the City Attorney's Office to address the ever-increasing workload, and one additional position and increased funding for the Little Haiti Cultural Center and the Caribbean Marketplace.

I must thank the Mayor and the Commissioners for their full engagement during the budget development process. We had numerous deep policy discussions as this spending plan developed.

I must also thank the staff of the Office of Management and Budget. Each and every one of them contributed much to construct this balanced budget. I'm sure if we asked them, they would want us to thank all of the hard work on this budget by the operational departments as well.

In conclusion, the Adopted Budget lowers the property tax rate, builds reserves and continues to keep the City on a path to achieve the Financial Integrity Principles, does not eliminate any positions for budgetary reasons, includes measured increases of employee compensation and benefits, addresses strategic needs for service, and begins a reinvestment in our capital infrastructure all within the principles of the new Strategic Plan. We remain committed to having a City that spends within its means and properly manages its resources to ensure both short-term and long-term stability.

Sincerely,

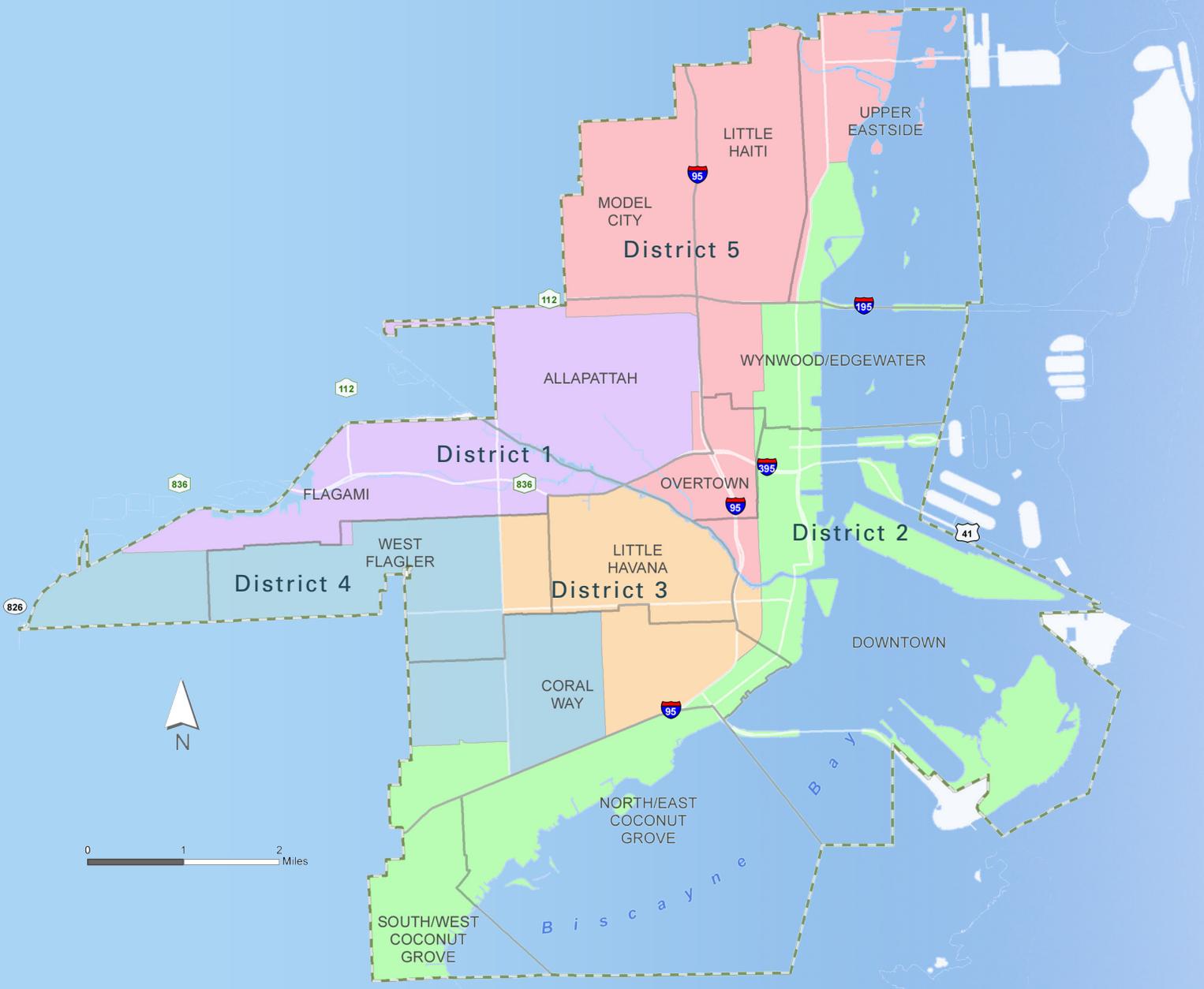
A handwritten signature in cursive script, appearing to read "Daniel J. Alfonso". The signature is written in black ink and is positioned above the printed name.

Daniel J. Alfonso

CITY DISTRICTS

Commission Districts

- District 1: Commissioner Wilfredo (Willy) Gort
- District 2: Commissioner Marc Sarnoff
- District 3: Commissioner Frank Carollo
- District 4: Commissioner Francis Suarez
- District 5: Commissioner Keon Hardemon



CITY OFFICIALS

TOMÁS P. REGALADO

Mayor

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WIFREDO (WILLY) GORT

Commissioner, District 1

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MARC D. SARNOFF

Commissioner, District 2

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FRANK CAROLLO

Commissioner, District 3

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FRANCIS SUAREZ

Commissioner, District 4

fsuarez@miamigov.com
(305) 250-5420



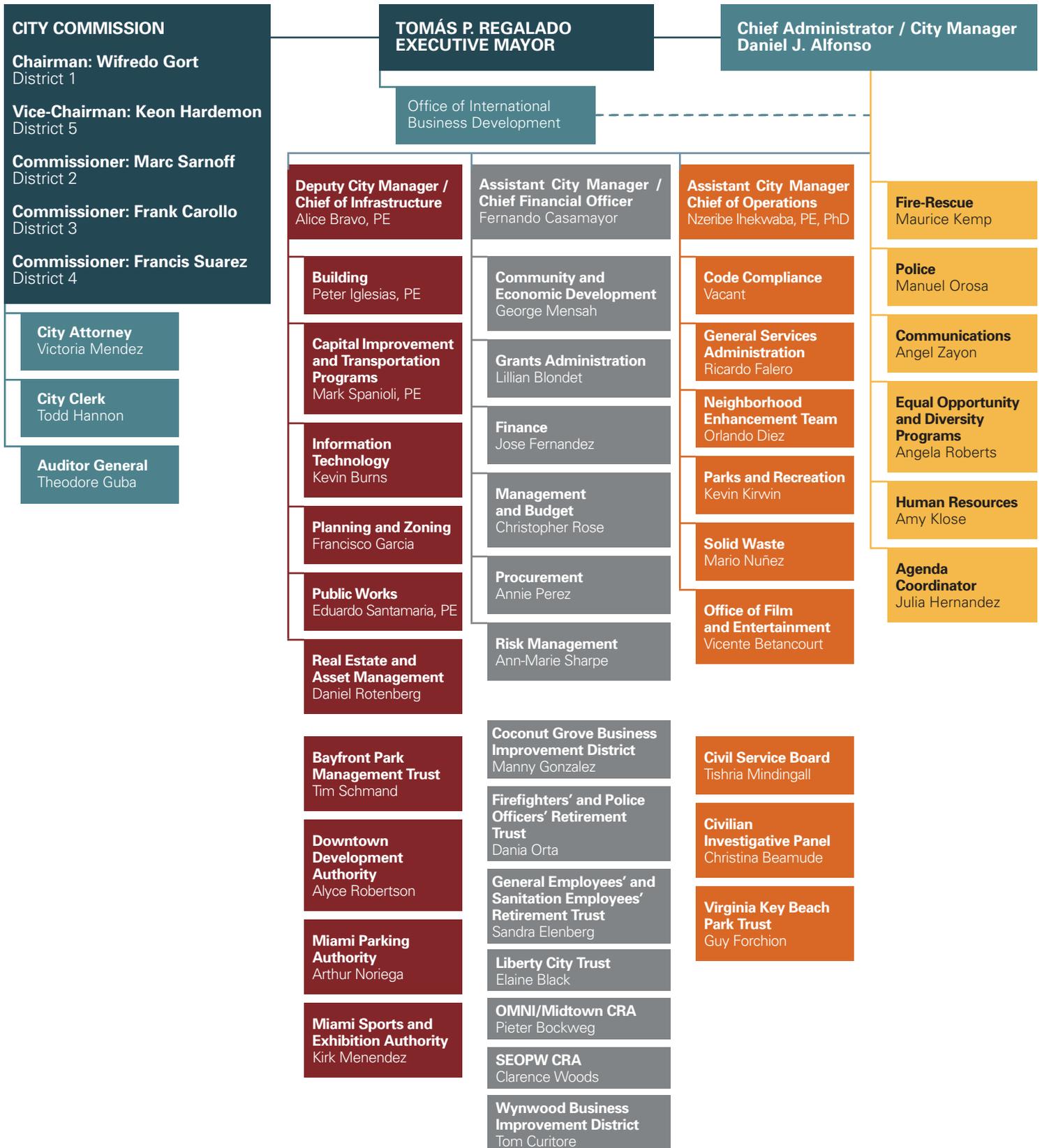
KEON HARDEMON

Commissioner, District 5

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(305) 250-5390



CITY ORGANIZATION





FY2014-15 BUDGET OVERVIEW

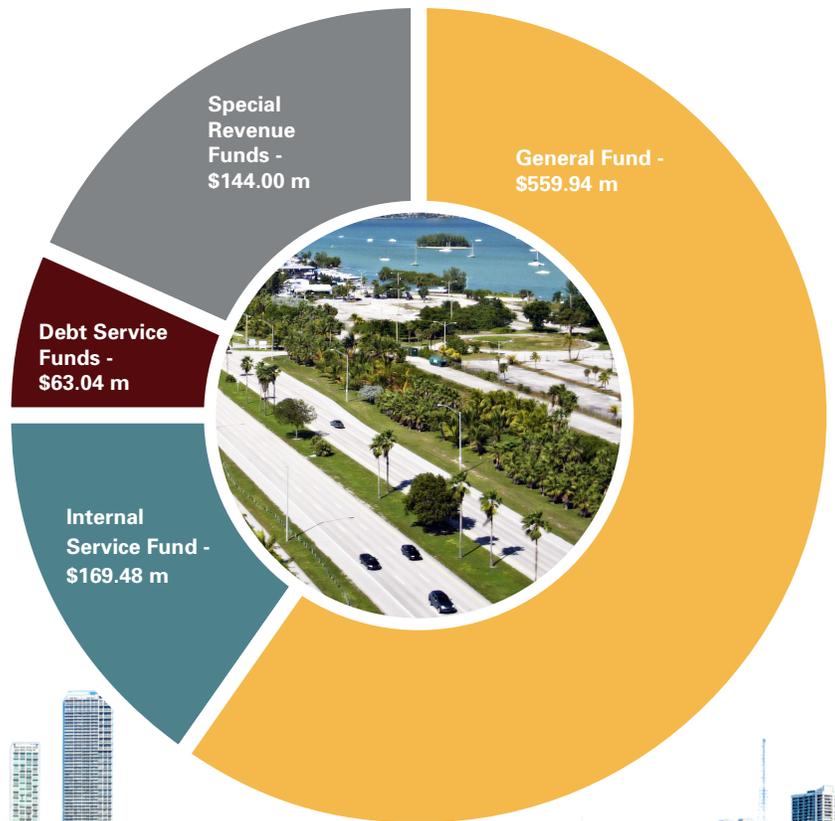
The City's Adopted Operating Budget for FY2014-15 is \$936.46 million



The City's Adopted Capital Budget for FY2014-15 is \$72.14 million

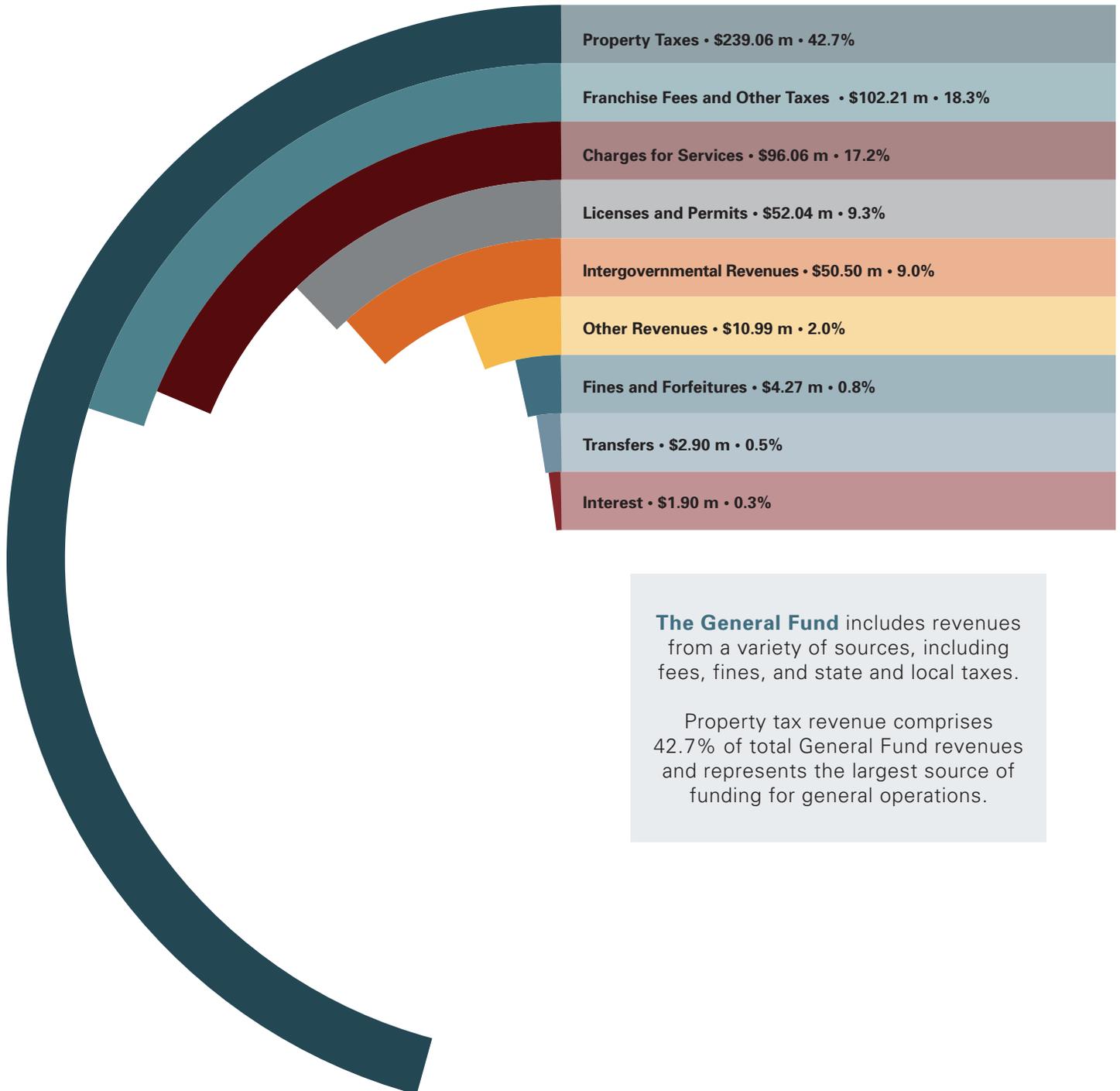
FY2014-15 Operating Budget

The City's operating budget is comprised of four separate fund groups. The General Fund is the City's primary operating fund. The Special Revenue Funds are used to account for revenues that are restricted to a specific purpose. The Debt Service Funds are used to account for proceeds of City issued debt and repayments of principal and interest. The Internal Service Fund is used to account for internal cost allocation between various City cost centers.



WHERE THE MONEY COMES FROM

General Fund Revenue Sources Total: \$559.94 m

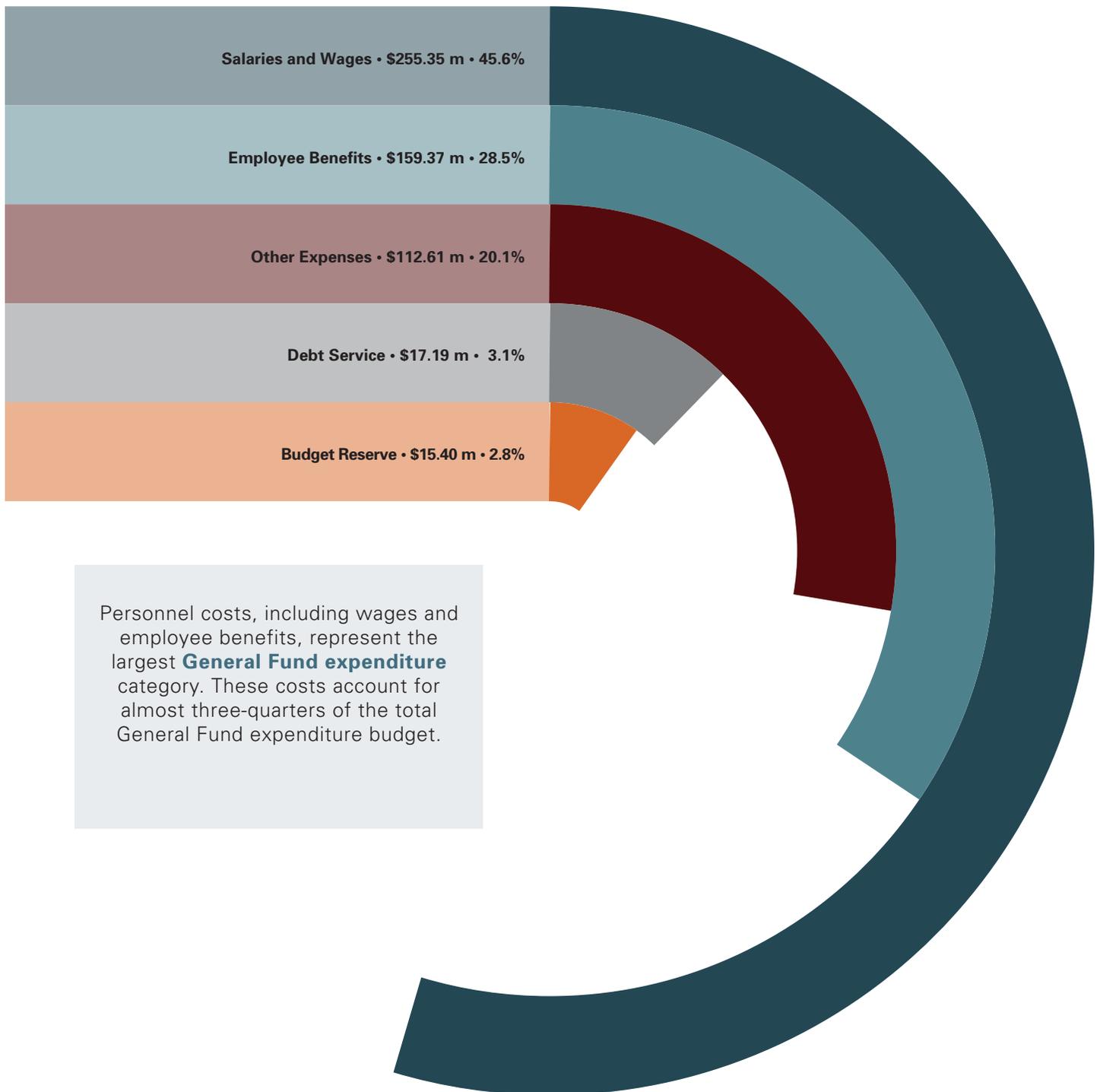


The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes.

Property tax revenue comprises 42.7% of total General Fund revenues and represents the largest source of funding for general operations.

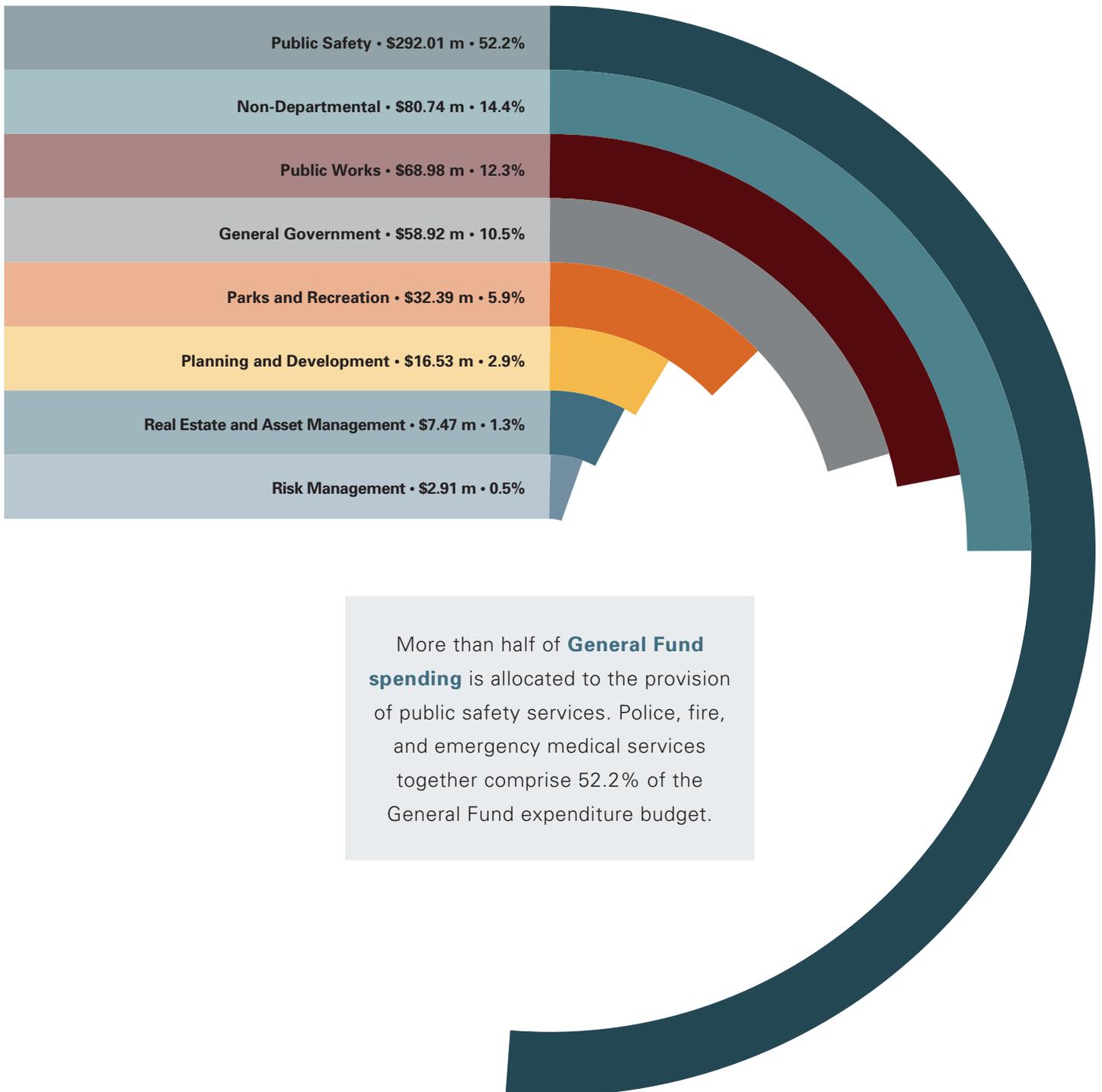
WHERE THE MONEY GOES

(EXPENDITURES BY CATEGORY)



WHERE THE MONEY GOES

(EXPENDITURES BY FUNCTION)



GENERAL FUND BUDGET BY DEPARTMENT

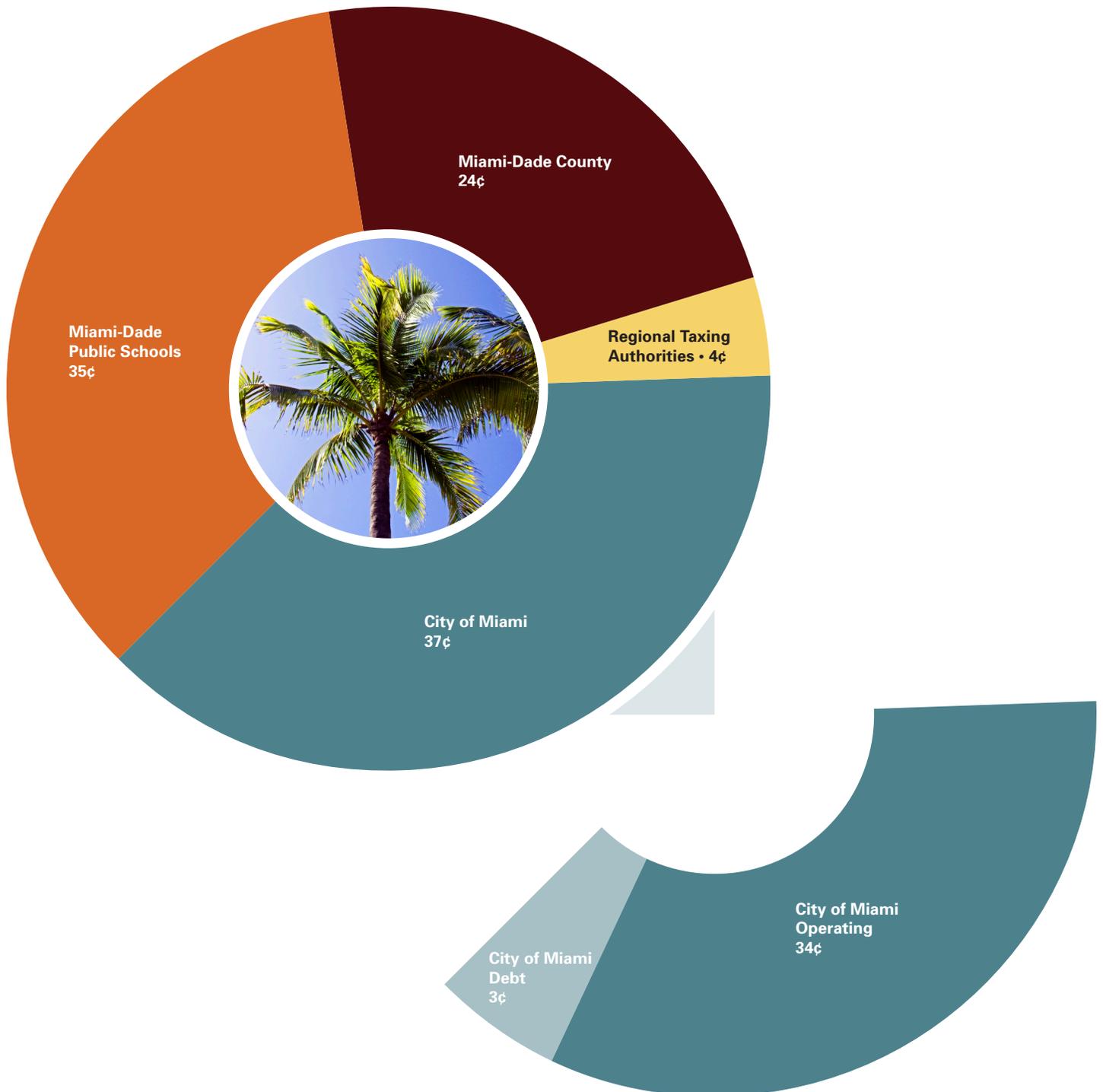
	FY 2013-14 BUDGET	FY 2014-15 BUDGET	FY 2013-14 POSITIONS	FY 2014-15 POSITIONS
Public Safety				
Fire-Rescue	\$99.63 m	\$109.58 m	783	808
Police	\$168.72 mi	\$182.44 m	1,555	1,639
Public Works				
General Services Administration	\$21.12 m	\$21.30 m	132	133
Public Works	\$16.35 m	\$18.09 m	94	110
Solid Waste	\$27.57 m	\$29.58 m	226	226
General Government				
Agenda Coordinator	\$0.00 m	\$0.30 m	0	3
Auditor General	\$1.08 m	\$1.16 m	9	9
Capital Improvement and Transportation Programs	\$5.16 m	\$5.09 m	45	43
City Attorney	\$6.10 m	\$7.49 m	41	55
City Clerk	\$1.51 m	\$1.53 m	13	12
City Manager	\$2.92 m	\$2.68 m	24	18
Civil Service	\$0.37 m	\$0.42 m	3	3
Code Compliance	\$4.53 m	\$4.63 m	52	52
Commissioners	\$2.49 m	\$2.88 m	31	32
Communications	\$1.05 m	\$1.15 m	11	12
Equal Opportunity and Diversity Programs	\$0.33 m	\$0.34 m	3	3
Office of Film and Entertainment	\$0.00 m	\$0.34 m	0	4
Finance	\$8.01 m	\$8.51 m	70	72
Grants Administration	\$0.93 m	\$1.05 m	44	40
Human Resources	\$3.57 m	\$3.85 m	34	38
Information Technology	\$8.54 m	\$8.63 m	62	62
Management and Budget	\$1.76 m	\$1.82 m	13	15
Mayor	\$0.96 m	\$1.02 m	11	12
Neighborhood Enhancement Team	\$3.37 m	\$3.96 m	38	75
Procurement	\$1.57 m	\$2.05 m	15	19
Community and Economic Development	\$0	\$0	40	38
Parks and Recreation	\$29.12 m	\$32.39 m	192	272
Planning and Zoning				
Building	\$9.28 m	\$9.70 m	78	78
Planning and Zoning	\$5.82 m	\$6.82 m	48	57
Risk Management	\$12.96 m	\$2.91 m	19	19
Real Estate and Asset Management	\$6.47 m	\$7.47 m	41	41
Non-Departmental	\$73.60 m	\$80.74 m	0	0
TOTAL	\$524.90 m	\$559.94 m	3,727	4,000

Due to a scrivener's error, the FY2014-15 position counts for Parks and Recreation, Public Works, and Neighborhood Enhancement Team were incorrectly presented and will be corrected in a future budget amendment.

Budget amounts are General Fund only. Position counts are for all funds.

YOUR PROPERTY TAX BILL

Allocation of Each Dollar Paid in Property Taxes - FY 2015



MILLAGE AND PROPERTY TAX

FY 2013-14 TOTAL ADOPTED MILLAGE RATE 8.4310 MILLS

General Operations: 7.6148

General Obligation Debt: 0.8162

FY 2014-15 TOTAL ADOPTED MILLAGE RATE 8.3850 MILLS

General Operations: 7.6465

General Obligation Debt: 0.7385

The City's total adopted property tax rate for FY2015 is 8.3850, a reduction of 0.0460 from last year's total tax rate.

Total Assessed Value

\$123,000
Average Homestead

\$500,000

\$1,000,000

FY 2014
Taxes
8.4310

\$1,037

\$4,216

\$8,431

FY 2015
Taxes
8.3850

\$1,031

\$4,193

\$8,385

Taxpayer Savings

\$6.00

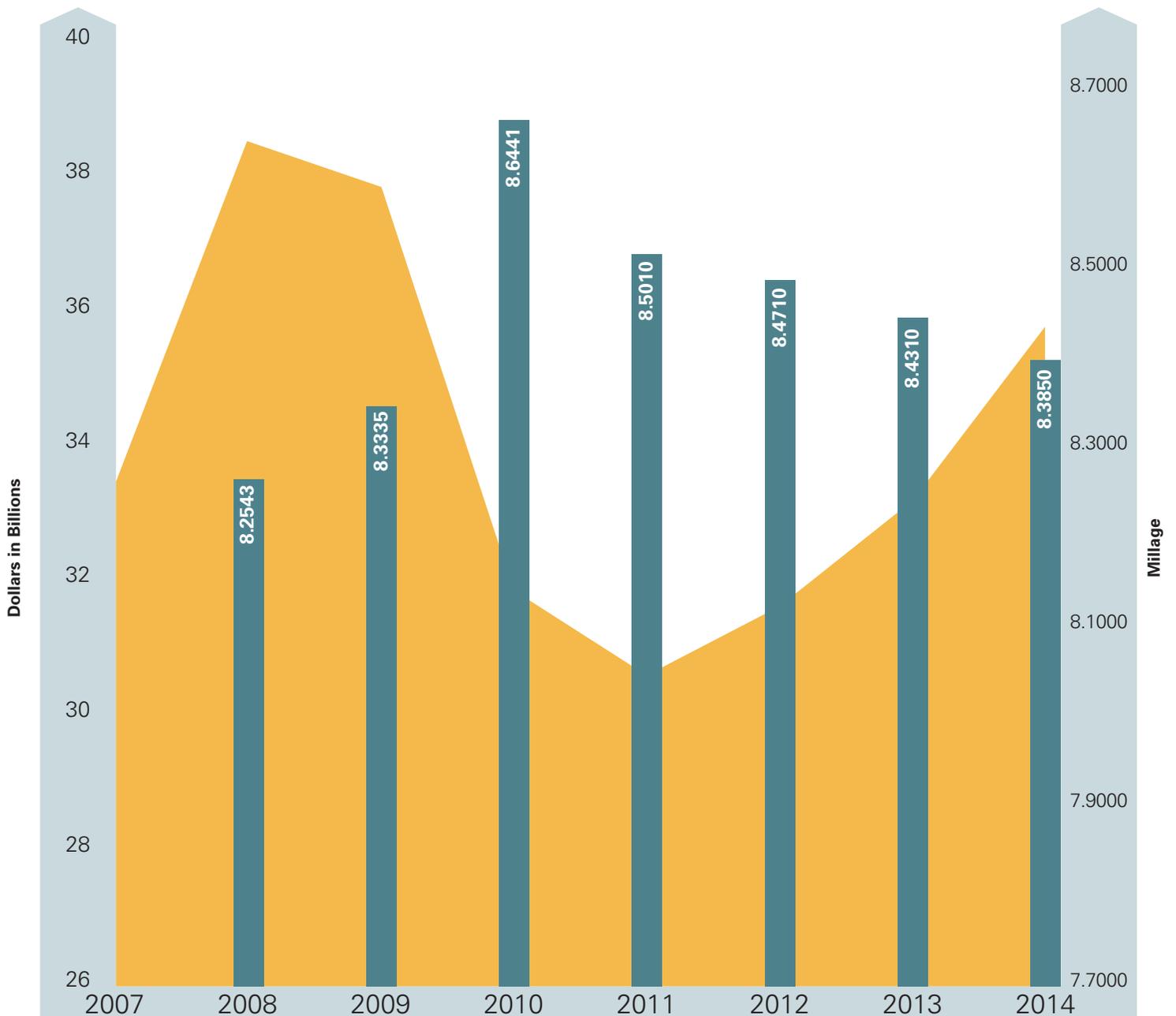
\$23.00

\$46.00

TAX ROLL AND MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate

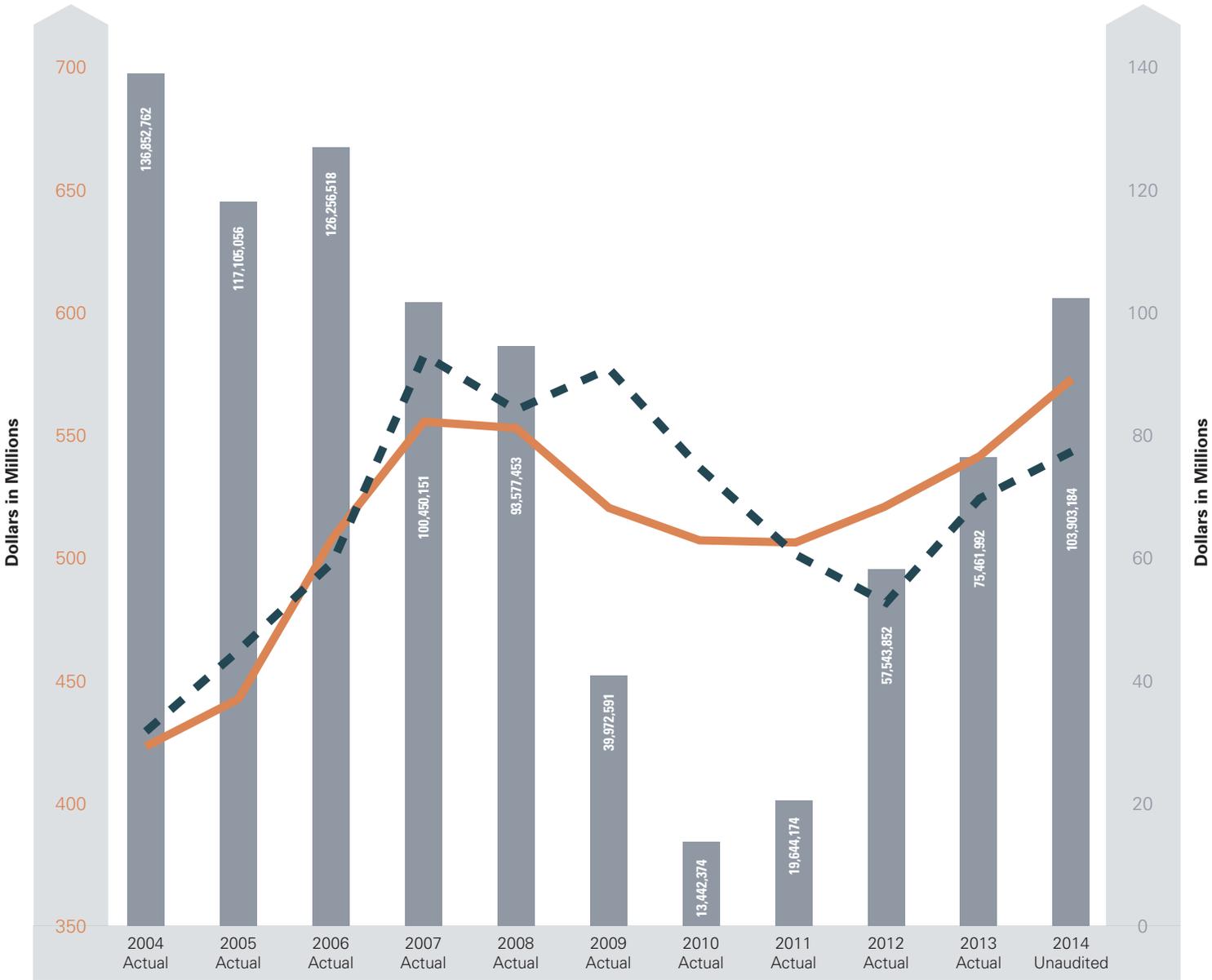
- Taxable Assessed Value
- Total Millage Rate



FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance

- GF Ending Fund Balance
- GF Revenues
- GF Expenditures



HOW TO READ THIS BOOK (GENERAL)

Introductory Section

This section of the Adopted Budget Book contains general information about the City of Miami, its financial structure, and the budget development process.

Financial Information Section

This section of the Adopted Budget Book contains information about each of the City's operating funds. These include the General Fund, the Special Revenue Funds, the Debt Service Funds, and the Internal Service Fund.

Departmental Budgets

This section of the Adopted Budget Book provides detailed information about the operating budgets of each of the City's departments. The departmental budgets include information on budget allocations, staffing allocations, current year objectives, prior year accomplishments, and historical trends in departmental performance.

Appendices

The appendices to the Adopted Budget Book include multiyear budget projections for all operating funds, information on the City's cost allocation plan, and non-departmental budget considerations. This section also includes summary schedules and graphs for all operating funds, as well as historical property tax, millage rate, economic, and demographic statistics.

HOW TO READ THIS BOOK (DEPARTMENT PAGES)

The Departmental Budgets section of the Adopted Budget Book provides detailed information about each of the City departments. Each department's budget description includes the following information:

Description

Information about the department, its core functions, and its primary customers and stakeholders.

Table of Organization and Staffing Summary

A chart illustrating the organizational structure of the department, and a staffing summary outlining the divisions within the department, the functions each performs, and a comparison of budgeted employees from the prior year to the current year.



	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	16,220,552	16,001,924	21,020,705	21,610,600	24,198,110
Operating Expense	9,077,635	8,992,268	10,744,489	9,641,500	10,470,490
Capital Outlay	98,011	393,380	69,965	409,100	356,500
Non-Operating Expenses	181,107	185,945	186,435	430,800	522,500
Transfers - OUT	0	0	114,621	500,000	0
	25,577,305	25,573,517	32,136,216	32,592,000	35,547,600

Department Summary

A summary of historical expenditures and current budget allocations by fund and expenditure category.

Objectives, Accomplishments, and Budget Highlights

A list of key departmental objectives for the current fiscal year, key accomplishments from the prior year, and major changes made to the department's budget.

Performance Metrics

A list of departmental performance metrics with historical trends and targets.

Performance Metrics	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
• Response time from initial call to first unit on scene (minutes)	5.32	5.41	5.36	5.30
• False alarm incidents by automatic fire detection systems (number)	6,435	6,318	6,168	6,300
• Trainees graduating from recruit training (percent)	96.0	86.0	91.0	91.0
• Average age of firefighting units (years)	9.47	9.88	10.58	9.95
• Average age of rescue units (years)	8.03	9.03	9.02	7.46
• Average age of light fleet support vehicles (years)	5.8	6.8	7.8	8.1
• Fire and rescue alarm calls (number)	96,646	94,881	95,763	98,100

Expenditure by Object and Fund

A detailed summary of expenditures by account and by fund comparing the current budget to the prior year's budget.

Budget Calendar

**January
and
February**

Departments develop base budget and enter data into Hyperion.

Departments develop requests for new funding or enhancements and enter data into Hyperion.

Departments develop plans to reduce the budget through efficiencies or service cuts and enter data into Hyperion.

By the end of February, department directors submit an e-mail message to OMB Director noting that the data has been entered into Hyperion.

March

Departments prepare and submit Staffing and Functional Tables of Organization by mid-March.

Departments prepare and submit capital requests for funding.

Initial review and revision period is in the month of March.

Mayor delivers the "State of the City" Address setting priorities for future years prior to the end of March.

April

Meetings between departments and OMB to discuss unresolved issues, important items, and capital requests begin in the last week of March through the first week of April.

May

Meetings with the City Manager to discuss unresolved issues, important items, and capital requests begin the last week of April and continue through mid-May.

**June and
July**

From mid-May through mid-July, operating and capital budget proposals are finalized, production of the Proposed Budget Books is set in motion, and the Proposed Operating and Capital Budgets are released on or before July 15th.

The City Commission votes for a proposed millage in late July.

**August
and
September**

Additional budget discussions occur through September when two public budget hearings are held.

The Final Operating Budget and Capital Plan are adopted in late September.

October

Line item operating budgets are loaded, capital accounts are updated, and Adopted Budget Books are published.

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Introduction Section

History of Miami

Budget Methodology and Process

Financial Structure

Strategic Plan

City History



A little more than a century ago, a city sprung up almost overnight. As a result, one of Miami's many nicknames is the Magic City. Much like her geographical description, Miami's history is colorful, magnetic and exotic. Ever-evolving, Miami is surging as a major international port and a gateway for global industries establishing footholds in the U.S. despite the City's relatively young age.

Early inhabitants depended on the Miami River for food and spoke of their "Mayaimi" with pride. These early Native American settlers were known as the "Tequestas." Later, Juan Ponce de Leon was the first European to visit in 1513 and Spain is credited for the first recorded landing in 1566. Shortly after the Spanish rule established a mission on the river's north bank, the Tequestas were targeted for conversion to Christianity. The attempt failed and a majority of the tribe, disease-stricken with small pox and other illnesses died.

The attack of the United States land expansion to displace and relocate American Indians brought large migrations of Native Americans around the late 1700's to South Florida. "Cimmarrones" as the Spanish referred to them became known as the fierce tribe called the Seminoles. After Florida was ceded to the United States and purchased from Spain in 1819, three major wars were waged by the Seminoles against the U.S. Government. The Miami area was devastated by the second war and was known as one of the worst events in American history. These wars are attributed for the slow settlement of Miami until 1842.

Then, William English charted the "Village of Miami" and the village was established on the south bank of the Miami River. On the north side of the river, Julia Tuttle, a wealthy widow from Ohio, purchased a large citrus plantation in addition to a plot she inherited. She had envisioned the City as a gateway for international trade. This notion prompted her to persuade the millionaire Henry Flagler to extend his railroad to Miami, but he was hesitant. To aid her in her quest, Miami was hit by a severe freeze in the winter of 1894 which had no effect on her crops. This made Tuttle the sole producer of citrus that year. Tuttle along with William and Mary Brickell persuaded Flagler of the potential and agreed to give him land in exchange.

By April 1896, the railroad tracks reached Miami and in July a meeting was held to incorporate the city. The right to vote was restricted to men and a third of the voters were Bahamian immigrants. The City was incorporated in 1896 with 444 citizens under the name of "The City of Miami". Along with the railroad, Flagler financed and built streets, water and power systems and a resort hotel.

City History

Canals were made to drain water from the everglades that covered a majority of the land. It was no surprise that Miami soon became an instant tourist attraction and retreat for the rich and famous. This prompted the first of many real estate booms.

Several years later John Collins and Carl Fisher, two prominent men in the City's history, became promoters of Miami living. They transformed the Miami Beach area into one of the hottest tourist spots in the country. To ensure a steady influx of visitors, Collins built hotels and Fisher built shops, nightclubs and the Dixie Highway. This boom lasted until one of many hurricanes in 1926 hit the area prior to the Great Depression.

The Art Deco District was born out of this era due to post hurricane re-development in the area. Also, Overtown, an area slated for African-Americans, was a hot spot for the Harlem renaissance elite. Once known as "Little Broadway" head liners like Duke Ellington, Louis Armstrong, Cab Calloway and others frequented Miami Beach.

Furthermore, World War II stabilized the economy in Miami due to the hundreds of thousands of servicemen trained in South Florida. The war ended and many of these servicemen returned to Miami pushing another development boom by 1950.

Then, Cuban dictator, Fulgencio Batista, was deposed of power in 1959 by Fidel Castro, who is also a dictator. What followed was a mass exodus of people from Cuba to Miami. Hundreds of thousands of Cubans came to Miami thinking it to be a temporary home until their home was freed from its communistic reign. An invasion of Cuba was planned by the U.S., which became known as "The Bay of Pigs", but was disrupted when the Soviet Union threatened the U.S. with warfare.

Since the late 1960's, Miami has become a mix of cultural influences. The City experienced a large population growth with neighborhoods known as Little Havana, which was established with over 500,000 Cuban-Americans. Prior to this population growth, the African-American and Caribbean population made up approximately one-third of the total population. The late 1970's saw yet another immigration influx when over 100,000 Haitians and Nicaraguans fled their countries' newly overthrown governments. Finally, in 1980, the Mariel boatlift transported an additional 150,000 Cubans to Miami.

With a continuing vision on global economies, Miami has become the headquarters for many multi-national companies and financial institutions. The City has the largest concentration of international banks in the country. It is also known as an attractive location for the rich and famous, but consistently ranks as one of the top poorest cities in the country.

For FY 2014-15, challenges remain. The cost of pension plans continues to increase from one year to the next as the pension plan portfolio's performance is stabilized. The cost of worker compensation and regulatory concerns related to the Affordable Health Care Act, and various post-employment benefits liability reporting requirements also pose a challenge. Capital improvement needs continue to increase as the City has deferred maintenance, vehicle purchases, and other capital expenditures. Implementation of the living wage, future collective bargaining agreements, outstanding legal cases, and

City History

environmental remediation also are causes for concern. The Administration is continuing to work with all stakeholders to reach solutions that will be sustainable while meeting demands for increased service levels in public safety and building planning and construction.

The future for the City of Miami is cautiously optimistic. The Greater Miami Visitors and Convention Bureau has released data that shows greater numbers of visitors arriving through the City's ports, higher hotel room occupancy rates, and more dollars being spent on food and beverage in our restaurants. Additionally, the taxable property values grew 7.8 percent in 2014; this was the third year with an increase after the real estate crash of 2008. This reversal of property value trend along with the visible increase in construction planning and permitting activity in the City, points to the recovery in the City's economy.

Budget Methodology and Process

The City's budget is a performance-based tool used to link management goals and objectives with the allocation of resources. The performance-based approach to budgeting allows stakeholders to better understand the distribution of available resources among City's departments and to track their performance in utilizing these resources to meet their objectives.

The budget is a communications device that paves the way for the City's future growth and details how this growth is to be managed and sustained. Budget documents provide sufficient, meaningful, and useful information to elected officials, City staff, and most importantly, the public. It is with this in mind that the budget book has been developed to serve three primary functions:

- Financial Plan
- Operations Guide
- Communication Device

In serving these three functions, the budget document defines for the public what the City of Miami has done, what it plans to do in the future, and how it will accomplish these goals.

Budget Development

The City of Miami's budget is developed based on needs and performance, and follows the direction of policy as set by the elected officials. The process begins in January with the Office of Management and Budget (OMB) sending out to all departments an all-inclusive instructional booklet that is used for budget development. This early start allows the City's administration the time to align its resource allocations with the new and continued objectives set forth by the elected officials and the service delivery commitments each department made in developing their goals and objectives. With this framework as the determining factor for resource allocations, departmental staff works with OMB to compile the basic information needed for submission of each Department's operating budget request.

Operating budget

The process of developing departmental operating budgets includes a review of personnel costs, such as salaries and wages, pension contribution requirements, and anticipated insurance premium increases, as well as other operating costs, such as service contracts and supplies. The budget toolkit distributed to each department provides step-by-step instructions on how to enter operating budget information for the upcoming year into the City's budget development system. This system provides the department users with financial information relevant to their current and historical operations. Specifically, the budget development system provides three years of historical actual expenditures as well as the previous year's adopted and revised operating budgets. Upon entry of budget information into the budget development system, departments are required to provide justification for all requested amounts and to provide supporting documentation as appropriate.

Departments then update their department descriptions, accomplishments in the current year, and objectives for the upcoming year. These sections represent the business framework for

Budget Methodology and Process

determining each department's operating needs going forward. As part of the budget submission process, departments are also asked to identify any potential operating efficiencies that can result in reduced spending in the upcoming year.

Once departments have completed their budget submissions, OMB reviews these submissions to ensure that they are void of material errors and that the Budget presentation is cohesive and organized. In late April or early May, the OMB Director then organizes budget discussion sessions with the department directors and the City Manager for review and approval. Review and initial approval is conducted in an open forum format where department directors, the City Manager, and the OMB Director discuss funding availability and prioritized needs of the City overall. These allocation needs are then compared to the City's anticipated revenue inflows to determine whether these needs can be satisfied.

Capital budget

The City's capital budget is distinct from the operating budget. The capital budget represents a legal authorization to spend, during the first year of the plan, funds from Federal, State, and various other sources and is adopted separately from the operating budget by means of an appropriations resolution. The capital budget authorizes capital expenditures while the operating budget authorizes the expenditure of funds for employee salaries and the purchase of supplies, services, and minor equipment. Capital projects can have an impact on the operating budget through additional costs, revenues, or cost savings. The Multi-Year Capital Plan includes a section detailing future impacts to the operating budget.

While the above noted processes are underway, in March, the Mayor delivers the State of the City Address setting general guidelines for the future. Goals identified in the City's Strategic Plan are also considered in prioritizing budget allocations.

Approving the Budget

During the month of May, the Mayor, the City Manager, and the OMB Director complete their comprehensive review and initial approval of all budget submissions provided by the City departments. These budget submissions are then compiled and a Proposed Budget is prepared in early July for review by the City Commission. Additional feedback is then provided during internal budget workshops.

An estimating conference is assembled to review all methodologies and estimates employed in the budget development process. Once estimating conference suggestions are reviewed and applied to the budget document, it is presented to the Mayor and City Commission for ultimate ratification and approval by the City Commission in September. The City Commission tentatively approves and or makes changes in the recommended budget in the first public budget hearing in September. The final adoption of the budget occurs in the second public budget hearing in September.

Monitoring the Budget

Budget Methodology and Process

The City has adopted legislation entitled the Financial Integrity Principles Ordinance, which dictates the managerial oversight that is to be undertaken by the City in its operations to ensure fiscal integrity. This legislation details the following:

The OMB staff is authorized to transfer budget amounts within any one individual City department.

Transfers between City departments must be approved by the City Commission.

Revisions that alter the total appropriation of expenditures for any City department within a fund must be approved by the City Commission.

Actual expenditures and operating transfers out may not exceed budget appropriations at the individual department level.

Transfers that exceed 10.0 percent of appropriated budgets for any one City department must be approved by the City Commission Chair, City Manager, and OMB Director.

Transfers that exceed \$5,000 in any one line item for any City department in the fourth quarter of the fiscal year must be approved by the City Commission Chair, City Manager, and OMB Director.

Appropriations that are not expended, encumbered, nor specifically designated to be carried over lapse at the end of the fiscal year and are returned to the General Fund with the exception of the following City departments and offices:

- Mayor
- Commissioners
- Real Estate and Asset Management
- Parks
- Information Technology

In accordance with the City's Financial Integrity Principles, the following applies:

Contingency reserve must be budgeted annually at \$5.00 million dollars.

An estimating conference is to be established each year to review the initially proposed budget before final submission to the City Commission.

Budgets must be structurally-balanced.

The City must maintain General Fund balance reserves of 20 percent of the average of general revenues (excluding transfers) over the prior three years—including both assigned and unassigned fund balance reserves.

Budget Methodology and Process

Amending the Budget

If, during the course of the year, it becomes evident that a particular department is unable to provide the required level of services to the community due to unexpected higher costs of service provision, the budget may be amended. The OMB Director prepares the required resolution to be passed before the City Commission.

The resolution includes a proposal for financing the additional expenditures, usually either by appropriating from fund balance or by submitting evidence of an expected surplus in current year revenue collections versus budget. The resolution is approved by the City Manager for City Commission review and approval. City Commission approval is required for all budget amendments that alter the budget of any City department.

Financial Structure and Policies

In accordance with Generally Accepted Accounting Principles (GAAP) as applicable to local governments, the City of Miami prepares its budget on a fund accounting basis. A fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts which comprise its assets, liabilities, fund balances, revenues, and expenditures. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which activities are controlled. The City maintains the minimum number of funds consistent with legal and managerial requirements.

The City reports the following fund groups in its annual budget:

General Fund –This is the general operating fund of the City. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund.

Special Revenue Funds –These funds receive support from various sources, mainly in the form of grants and other aid, and are restricted to expenditures for particular purposes.

Debt Service Funds –These funds are used to account for the resources allocated to the payment of debt service on general obligation bonds and special obligation bonds.

Internal Service Fund - The chief purpose of this fund is to provide a mechanism that allows for the cost allocation of pension, health insurance, workers' compensation, liability insurance, and certain information technology cost in the operating departments. This fund also serves as a centralized account for payment of these expenses.

Capital Project Funds –These funds are used to account for the resources allocated for capital expenditures associated with various capital improvement projects.

Financial Management Principles

The following financial management principles are applied in formulating the City's annual budget:

- (1) Structurally-Balanced Budget. The City shall maintain a structurally-balanced budget. Recurring revenues will fund recurring expenditures.
- (2) Estimating Conference Process. The City shall adopt budgets and develop its long- and short-term financial plan utilizing a professional estimating conference process. Conference principals shall include, but not be limited to: one principal from the budget office, one principal from the Finance Department and two non-staff principals with public finance expertise.
- (3) Inter-fund Borrowing. The City shall not borrow or use internal fund transfers to obtain cash from one fund type or reserve to fund activities of another fund type or reserve unless such use is deemed lawful, and unless the estimating conference has determined that (a) the funds to be loaned will not be

Financial Structure and Policies

needed during the lending period, and (b) the funds for repayment will be available within a two-year period. Any actions taken to borrow funds under these conditions must be separately presented to and approved by the City Commission and the term of such borrowing shall not extend beyond the last day of the subsequent fiscal year.

Recognizing that some programs are funded by grants or other entities on a reimbursement basis, the City shall apply for such reimbursements on a timely basis to minimize the period that city funds are used as float. In the event loans/float for these reimbursements extend beyond the end of a fiscal year, such reimbursements shall be reflected as receivables in the comprehensive annual financial statements report (CAFR) to the extent allowed under accounting principles generally accepted in the United States of America (GAAP). The Department of Finance shall make a quarterly determination of the amount of expenses incurred which may not be reimbursable under these programs. A quarterly report of expenses incurred but not reimbursable shall be presented to the City Commission, together with the actions needed to avoid project deficits.

(4) For purposes of this section, city-wide surplus for any fiscal year is defined as the increase in unreserved general fund balance as reflected in the City's Comprehensive Annual Financial Report (CAFR). Citywide deficit for any fiscal year is defined as the decrease in unreserved general fund balance as reflected in the City's Comprehensive Annual Financial Report (CAFR). Budget surplus of any office, department or elected official is defined as the excess of budgeted expenses over actual expenses in any fiscal year.

Notwithstanding anything to the contrary in this section, the total amount of budget surplus to be added to designated reserves and special revenue funds pursuant to this section (together, the "rollover amounts") is limited to city-wide surplus for any fiscal year. In the event the rollover amounts would result in a city-wide deficit, then each budget surplus within the rollover amounts shall be reduced proportionately so the City's Comprehensive Annual Financial Report (CAFR) will reflect no change in undesignated, unreserved general fund balance. In the event that a city-wide deficit would result before affecting the rollover amounts in any fiscal year, then no rollover amounts shall be available.

- a. Budget surpluses in an elected official's budget in any fiscal year shall be reflected as designated reserves at the end of the fiscal year in which such surplus arose and be appropriated for discretionary use of such elected official for the following fiscal year.
- b. Budget surpluses of the Parks and Recreation Department shall be allocated, as of the end of the fiscal year in which such surplus arose, to a parks special revenue fund. Allowed expenditures from the parks special revenue fund shall be limited to the purchase of parks recreational and maintenance equipment and the direct operations of recreational programs in and for the City's parks, subject to appropriation by the City Commission.
- c. Budgeted surpluses of the Department of Conferences, Conventions and Public Facilities shall be allocated, as of the end of the fiscal year in which such surplus arose, to a public facilities special revenue fund. Allowed expenditures of the public facilities special revenue fund shall be

Financial Structure and Policies

limited to capital improvements for the City's public facilities, subject to appropriation by the City Commission.

d. Budgeted surpluses of the Department of Information Technology shall be allocated, as of the end of the fiscal year in which such surplus arose, to an IT strategic plan special revenue fund. Allowed expenditures of the IT strategic plan special revenue fund shall be limited to expenditures, excluding those related to permanent city staff, necessary for the implementation of the City's information technology strategic plan, subject to appropriation by the City Commission.

(5) Reserve Policies. The following three reserve policies categories are established for the general operating fund of the City:

a. Current fiscal year contingency. A "contingency" reserve level of \$5,000,000.00 shall be budgeted annually. Such contingency reserve shall be available for use, with City Commission approval, during the fiscal year, to fund unanticipated budget issues which arise or potential expenditure overruns which cannot be offset through other sources or actions. The unused portion of the budgeted contingency reserve in any fiscal year shall be reflected as unassigned fund balance reserves until such time as the City has funded 50 percent of the liabilities of the long-term liabilities (excluding bonds, loans, and capital lease payables) as reflected in the City's Comprehensive Annual Financial Report (CAFR). Amounts not needed to satisfy the 50 percent requirement shall be considered general fund unassigned fund balance reserve and be treated in accordance with subsection (5)b.

b. General fund unassigned fund balance reserves. The City shall retain unassigned fund balance reserves equal to a threshold ten percent of the prior three years average of general revenues (excluding transfers). Amounts designated as "contingency" reserve in subsection 5a. shall be included in the calculation of meeting the ten percent of the prior three years average of general revenues for the unassigned fund balance category. Such reserves may only be used for offsetting an unexpected mid-year revenue shortfall or for funding an emergency such as a natural or man-made disaster, which threatens the health, safety and welfare of the City's residents, businesses or visitors. Any time these reserve funds fall below the ten percent threshold, the City Commission shall adopt a plan to achieve the threshold within two fiscal years and the City Manager shall present an oral report at the second Commission meeting of every month, except during the month of September, regarding: i) the status of the current fiscal year budget and ii) the proposed budget for the subsequent fiscal year. Such oral report shall appear on the City Commission agenda as a discussion item under the agenda category titled "Budget." Amounts in excess of the ten percent threshold may be used for capital improvements, unanticipated expenditures necessary to assure compliance with legal commitments, and for expenditures that will result in the reduction of recurring costs or the increase in recurring revenues of the City.

c. General fund assigned fund balance reserves. The City shall retain assigned fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding

Financial Structure and Policies

transfers). Such reserves shall be used for funding long-term liabilities and commitments of the City such as:

1. Compensated absences and other employee benefit liabilities, including liabilities related to post-retirement benefits;
2. Self-insurance plan deficits (including workers compensation, liability claims and health insurance);
3. Anticipated adjustments in pension plan payments resulting from market losses in plan assets and other unanticipated payments necessary to maintain compliance with contractual obligations.

Payment for compensated absences and other employee benefit liabilities and self-insurance plan deficits may be drawn from this reserve during the fiscal year and shall be replenished each year until 50 percent of such the liabilities are funded. Other designated reserves may be drawn upon without the need for replenishment.

(6) Proprietary Funds. The City shall establish proprietary funds only if the costs to provide the service are fully funded from the charges for the service.

(7) Multi-year Financial Plan. The City Commission shall annually adopt a five year financial plan by September 30 of each year, reflecting as the base year, the current year's budget. For fiscal year 2004 the multi-year financial plan will be adopted no later than 30 days after the completion of labor negotiations. Such plan will include cost estimates of all current city operations and pension obligations, anticipated increases in operations, debt service payments, reserves to maintain the City's officially adopted levels and estimated recurring and non-recurring revenues. This plan will be prepared by fund and reflect forecasted surpluses or deficits and potential budget balancing initiatives, where appropriate.

(8) Multi-year Capital Improvement Plan. The City Commission shall annually adopt a capital improvements plan ("CIP") by November 30th of each year. The CIP shall address cost estimates for all necessary infrastructure improvements needed to support city services, including information technology, with an adequate repair and replacement ("R&R") component. Funded, partially funded and unfunded projects shall be clearly delineated. The CIP shall be detailed for the current fiscal year and for five additional years and, if practicable, additional required improvements aggregated for two additional five year periods. To the extent feasible, department heads shall be required to submit independent needs assessments for their departments for use in preparing the CIP. The CIP will be detailed by fund, include recommended project prioritization rankings, identified revenue sources, planned financing options and unfunded projects. The CIP shall include estimates of the operational impacts produced for the operation of the capital improvements upon their completion. The CIP shall include a component reflecting all on-going approved capital projects of the City, the date funded, amount budgeted, amount spent since the start date, remaining budget, fiscal impact of known changes to financial assumptions underlying the project, estimated expenditures by fiscal year for the project and estimated completion

Financial Structure and Policies

date. Approved projects, with circumstances that arise which change the funding requirements of the project, shall be addressed in the CIP annually.

(9) Debt Management. The City shall manage its debt in a manner consistent with the following principles:

- a. Capital projects financed through the issuance of bonded debt shall be financed for a period not to exceed the estimated useful life of the project.
- b. The net direct general obligation debt shall not exceed five percent and the net direct and overlapping general obligation debt shall not exceed ten percent of the taxable assessed valuation of property in the City.
- c. The weighted average general obligation bond maturity shall be maintained at 15 years or less.
- d. Special obligation debt service shall not exceed 20 percent of non-ad valorem general fund revenue.
- e. Revenue based debt shall only be issued if the revenue so pledged will fully fund the debt service after operational costs plus a margin based on the volatility of the revenues pledged.

(10) Financial Oversight and Reporting. The City shall provide for the on-going generation and utilization of financial reports on all funds comparing budgeted revenue and expenditure information to actual on a monthly and year-to-date basis. The Finance Department shall be responsible for issuing the monthly reports to departments, the Mayor and City Commission, and provide any information regarding any potentially adverse trends or conditions. These reports should be issued within 30 days after the close of each month.

The external auditor shall prepare the City's Comprehensive Annual Financial Report (CAFR) by March 31 of each year. The single audit and management letter of the City shall be prepared by the external auditor by April 30 of each year. The external auditor shall present the findings and recommendations of the audit, single audit and management letter, to the Mayor and City Commission at a scheduled Commission meeting prior to July 30 of each year.

Financial reports, offering statements and other financial related documents issued to the public, shall provide full and complete disclosure of all material financial matters.

(11) Basic Financial Policies. The City shall endeavor to maintain formal policies, which reflect "best practices" in the areas of:

- a. Debt: Such policy shall address affordability, capacity, debt issuance and management.

Financial Structure and Policies

b. Cash management and investments: Such policy shall require 24-month gross and net cash-flow projections by fund and address adequacy, risk, liquidity, and asset allocation issues.

c. Budget development and adjustments: Such policy shall establish proper budgetary preparation procedures and guidelines, calendar of events, planning models by fund, budget adjustment procedures, establishment of rates and fees, indirect costs/interest income and the estimating conference process. The proposed budget should be scheduled to allow sufficient review by the Mayor and City Commission while allowing for sufficient citizen input.

The city budget document reflecting all final actions as adopted by the City Commission on or before September 30 of each year, shall be printed and made available within 30 days of such adoption.

d. Revenue collection: Such policy shall provide for maximum collection and enforcement of existing revenues, monitoring procedures, and the adequacy level of subsidy for user fees.

e. Purchasing policy: Such policy shall establish departmental policies and procedures and provide appropriate checks and balances to ensure the city departments adhere to the City's purchasing policies.

f. Collective bargaining management practices: Such policy shall require that all memorandums of understanding (M.O.U.s) entered into between the City and any collective bargaining unit that amends, alters, or modifies any existing collective bargaining agreement and that may have a fiscal impact of \$40,000.00 or more be reviewed by the Budget Director, reviewed by the Finance Committee with recommendations to the City Manager. The Finance Committee shall provide its recommendations regarding such M.O.U.s to the City Manager not less than 14 days prior to consideration by the City Commission of any said M.O.U. for ratification. In the event that the Finance Committee is unable to meet within the timeframes provided herein, then the City Manager may proceed to the City Commission for ratification.

(12) Evaluation Committees.

a. Solicitations: An evaluation committee, consisting of a majority of citizen and/or business appointees from outside city employment, shall be created, to the extent feasible, to review city solicitations ("requests for proposals," "requests for qualifications," etc.). The recommendation(s) of the evaluation committee shall be provided to the Mayor and City Commission on all such solicitations prior to presentation to the City Commission for official action.

b. Collective bargaining agreements: The City Finance Committee, established pursuant to City Commission resolutions 98-631 and 98-767, shall review and provide recommendations to the City Manager regarding all collective bargaining agreements. The Finance Committee shall provide its recommendations regarding such collective bargaining agreements to the City Manager not less than 14 days prior to consideration by the City Commission of any said

Financial Structure and Policies

collective bargaining agreement for ratification. In the event that the Finance Committee is unable to meet within the timeframes provided herein, then the City Manager shall proceed to the City Commission for ratification.

(13) Full Cost of Service. The City shall define its core services and develop financial systems that will determine on an annual basis the full cost of delivering those services. This information shall be presented as part of the annual budget and financial plan.

Source: Financial Integrity Principles: City of Miami, Florida, Code of Ordinances, Sec. 18-542.

**City of Miami Strategic Plan
FY2015-FY2017**

In June 2013, the City of Miami began an organization-wide strategic planning initiative. The purpose of this effort was to develop a three-year strategic plan that would articulate the City's highest-priority objectives for the coming years. This plan would also provide a mechanism for managing organizational performance and facilitate ongoing communication with the public.

With a focus on inclusion and transparency, the strategic planning process included participation from all City departments and over 45 community stakeholders representing the private, public, and not-for-profit sectors. Participants in the strategic planning process were engaged through a variety of activities over the course of several months.

1. Internal strategy development workshops

Interdepartmental teams participated in over 20 strategy development sessions focused on identifying the City's highest priorities across six key strategy areas: public safety, neighborhood beautification, growth and development, education and economic access, culture and recreation, and efficiency and effectiveness of government operations.

2. Community stakeholder focus group meetings

Strategy development was informed by input from over 45 community stakeholders, representing more than 35 organizations. Participants identified the most important issues facing the community and discussed opportunities for collaboration to achieve common goals.

3. Employee survey and SWOT analysis

City employees were asked to complete an electronic survey to provide input on the most important strengths, weaknesses, opportunities, and threats (SWOT) of the organization. Employees were also asked to identify the issues that should be the highest priority in the coming years.

4. Resident opinion survey

A mailed survey was sent to a randomly selected sample of Miami households to gain input from residents on the most important issues impacting the quality of life in the City.

At the conclusion of the strategic planning process, the City updated its mission and vision statements and identified a number of high-priority objectives for the coming years.

**City of Miami Strategic Plan
FY2015-FY2017**

Mission

To effectively serve the community and continuously enhance quality of life

Vision Statement

Miami is:

- a world-class city with a commitment to public engagement and excellent service delivery;
- a diverse and vibrant community with a high quality of life;
- and a global destination for business, culture, and leisure.

High-Priority Objectives

Public Safety

- Provide first-class public safety services
- Foster a sense of safety in Miami’s communities
- Achieve lower per capita crime rates in the City of Miami

Education and Economic Access

- Support the development of a quality workforce and strong labor market
- Increase homeownership and access to affordable housing in the City of Miami
- Support individuals and families in achieving educational success

Clean and Beautiful Neighborhoods

- Promote livable and sustainable communities
- Maintain streets and public spaces to a high standard
- Promote environmental sustainability and resilience
- Invigorate economically challenged neighborhoods within the City

Culture and Recreation

- Develop and maintain City-owned arts and culture assets to a high standard
- Increase residents’ access to and awareness of culture and recreation services and events
- Leverage alternative funding sources to enhance service delivery in a cost-effective manner

Growth and Development

- Enhance transportation and mobility options
- Develop a strong and diversified local economy
- Improve the City’s infrastructure

Efficient and Effective Government

- Promote effective service delivery and high-quality customer service
- Improve operational efficiency
- Foster a positive work environment for all City employees
- Improve the City’s credit ratings and ensure financial sustainability
- Improve community access to City services

The City of Miami Strategic Plan for FY2015-FY2017 can be viewed at www.miamigov.com.

Financial Information Section

Consolidated Budget Overview

General Fund Balance

General Fund Balance Overview

Special Revenue Funds Overview

Debt Service Funds Overview

Internal Service Funds Overview

Capital Plan Overview

All Funds - Transfers Out Schedule

Governmental Funds

The focus of the City's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular; unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

The General Fund is the chief operating fund of the City. At the end of the current fiscal year, the City's total general fund balance was \$75.5 million. Of this amount, approximately \$2.6 million is recorded as non-spendable for prepaid expenses. \$72.9 million is assigned fund balance in accordance with the City's Financial Integrity Ordinance which requires 10 percent of the average 3 years revenue to be designated as assigned fund balance.

General Fund's fund balance had a net increase of \$17.9 million during the current fiscal year. Key factors in the overall increase were due to:

An increase in tax revenues due to the 3.29 percent growth in the City's taxable property value.

The City was very diligent in creating stop-gaps in fiscal year 2013, by budgeting funds for one-time payouts, uncollectible revenues and managing expenditures.

Financial highlights of the City's other major governmental funds are as follows:

The special Obligation Bond Debt Service Funds has a fund balance of approximately \$34.8 million. This represents an increase of approximately \$2.5 million.

Fire Rescue Services has a fund balance of \$3.7 million. This represents an increase in fund balance of \$7.6 million attributable to the reimbursement of grant expenditures from contracts that ended in fiscal year 2013.

Public Safety Capital Projects Fund has a fund balance of \$1.4 million; an increase in fund balance of \$1.2 million from the prior year due primarily to increases in revenues of 40.5 million and a decrease in expenditures not funded by grants.

The General Government Capital Project Fund has a fund balance of \$56.2 million. This represents a decrease of approximately \$2.6 million. The decrease can be attributed to an increase in expenditures on projects funded by homeland defense in fiscal year 2013 which includes police vehicle replacements.

Streets & Sidewalks Capital Projects Fund has a fund balance of \$58.6 million. This represents a decrease of approximately 47.4 million. The decrease can be attributed to an increase in expenditures on road improvement projects throughout the City.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes In Fund Balances (Deficit)
Governmental Funds
For The Year Ended September 30, 2013
(\$ in thousands)

	Major Funds						Other Non-Major Government Funds	Total Government Funds
	Special Obligation		Fire Rescue Services	Public Safety	General Government	Street & Sidewalks		
	General	Bonds						
Revenues								
Property Taxes	\$ 208,999	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,509	\$ 258,508.00
Franchise and Other Taxes	103,975	-	-	-	-	-	46	104,021
Licenses and Permits	35,794	-	-	-	-	-	100	35,894
Fines and Forfeitures	11,459	-	-	-	-	-	363	11,822
Intergovernmental Revenues	58,259	3,000	35,156	908	-	2,827	69,227	169,377
Charges for Services	104,604	-	5	296	-	-	18,368	123,273
Investment Earnings (Loss)	(2,547)	39	-	-	(77)	2	(70)	(2,653)
Impact Fees	-	-	-	-	9,122	-	-	9,122
Other	17,846	-	6	-	75	-	2,530	20,457
Total Revenues	538,389	3,039	35,167	1,204	9,120	2,829	140,073	729,821
Expenditures								
Current Operating:								
General Government	95,458	991	-	45	568	306	8683	212,102
Planning and Development	11,819	-	-	-	-	-	119	11,938
Community Development	-	-	-	-	-	-	40442	40,442
Community Redevelopment Areas	-	-	-	-	-	-	20408	20,408
Public Works	62,538	-	-	-	525	-	(288)	62,775
Public Safety	275,521	-	23,784	227	-	-	12267	311,799
Public Facilities	5,651	-	-	-	-	-	6771	12,422
Parks and Recreation	29,268	-	-	-	-	-	3194	32,462
Debt Service:								
Principal	-	57,466	-	-	-	-	15601	73,067
Interest and Other Charges	-	30,320	-	-	-	-	-	30,320
Debt Issuance Costs	-	-	-	-	-	-	13792	13,792
Capital Outlay	1,919	-	4,190	4,610	4121	14401	23339	52,580
Total Expenditures	482,174	88,777	27,974	4,882	5,214	14,707	144,328	874,107
Excess (Deficiency) of Revenues Over Expenditures	56,215	(85,738)	7,193	(3,678)	3,906	(11,878)	(4,255)	(144,286)
Other Financing Sources (Uses)								
Transfers In	440	38,185	389	4,878	5365	5588	25009	79,854
Transfers Out	(38,973)	-	-	(1)	(11,957)	(1,136)	(27,787)	(79,854)
Proceeds from Sale of Property	236	-	-	-	68	-	-	304
Issuance of Debt	-	50,029	-	-	-	-	-	50,029
Total Other Financing Sources (Uses)	(38,297)	88,214	389	4,877	(6,524)	4,452	(2,778)	50,333
Net Changes in Fund Balances	17,918	2,476	7,582	1,199	(2,618)	(7,426)	(7,033)	12,098
Fund Balances (Deficit) - Beginning	57,544	32,283	(3,928)	201	58860	66008	189712	400,680
Fund Balances - Ending	\$ 75,462	\$ 34,759	\$ 3,654	\$ 1,400	\$ 56,242	\$ 58,582	\$ 182,679	\$ 412,778

Consolidated Budget Overview

The consolidated FY 2014-15 Adopted Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals \$936.46 million.

The City of Miami's budget is prepared in accordance with the financial structure of the City and is consistent with the State of Florida Uniform Accounting System. Each fund is a distinct financial entity with its own revenues, inflows, expenditures, and outflows.

Basis of Budgeting

The City uses the modified accrual basis of budgeting for its general fund type budgets; there are no enterprise funds. Therefore, obligations of the City are budgeted as expenses, but revenues are recorded when we know how much to expect (measurable), and we receive the revenues within the time needed to make payments for costs incurred within the fiscal year. This differs from "generally accepted accounting principles" (GAAP), with outstanding purchase orders at the end of the fiscal year unless there are outstanding encumbrances (commitments to pay for goods and services ordered through the utilization of a purchase order, a formal authorization of the City, or a contract).

The Comprehensive Annual Financial Report (CAFR) presents the City's financial status based on GAAP. In 1999, the Government Accounting Standards Board (GASB) published significant changes in State and Local government financial reporting. This new reporting standard calls for financial statements prepared using full accrual accounting, rather than the modified accrual basis. The method of budgeting continues to be on a modified accrual basis.

General Fund

This is the general operating fund of the City. This fund includes expenditures related to general City government services such as police, fire, public works, building, and parks and recreation services. The FY 2014-15 General Fund Adopted Budget total is \$559.94 million. This represents an increase of \$35.03 million or 6.7 percent over the FY 2013-14 Budget.

Special Revenue Funds

This area includes individual funds which receive support from various outside sources in the form of grants or other aid and are restricted to expenditures for particular purposes. These funds include:

- City Clerk Services
- Community and Economic Development
- Departmental Improvement Initiatives
- Department of Real Estate and Asset Management
- Economic Development
- Emergency Services
- Fire Rescue Services
- General Special Revenue

Consolidated Budget Overview

Homeless Programs
Law Enforcement Trust Fund
Miami Ballpark Parking Facilities
Parks and Recreation Services
Planning Services
Police Services
Public Works Services
Solid Waste – Recycling Education Trust Fund
Transportation and Transit
Tree Trust Fund
UASI – Fire Rescue

The total FY 2014-15 Adopted Budget for all Special Revenue Funds is \$143.99 million. This represents a decrease of \$18.15 million or 11.2 percent under the prior year's budget primarily due to the expiration of the SAFER 2011 and 2012 grants, and the UASI 2011 and 2012 grants.

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for the cost allocation of pension, health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2014-15 Internal Service Fund Adopted Budget is \$169.48 million. This represents an increase of 27.38 million or 19.3 percent over the prior year's budget primarily due to Liability Insurance that was previously allocated in the Risk Management Department and is now fully allocated across all user departments (\$9.93 million); an increase in Pension (\$8.85 million), an increase in Health Insurance (\$4.35 million), and an increase in Workers' Compensation (\$2.76 million).

Debt Service Fund

This fund is used to account for resources and expenditures related to voter-approved general obligation and special obligation debt. The FY 2014-15 Adopted Budget for the Debt Service Fund is \$63.04 million. This represents a decrease of \$4.77 million or 7.0 percent under the prior year's budget due to the payments of principal and interest specified in the bond indentures different from the prior year.

General Fund Overview

The General Fund is the term used to describe the general ledger account where operating revenues and expenditures of the City are recorded. General tax revenues and other receipts that are not allocated by law or contractual agreement to other funds are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund. The FY 2014-15 General Fund Adopted Budget total is \$559.94 million. This represents an increase of \$35.03 million or 6.7 percent over the FY 2013-14 Adopted Budget.

General Fund Revenues (Inflows)

Following are descriptions of revenue sources and inflows, as reviewed on June 13, 2014 by the Revenue Estimating Conference members, along with the underlying assumptions on which these estimates are based and explanations of material variances from the FY 2013-14 Budget:

Property Taxes – Consists primarily of real and personal property taxes and accounts for 42.7 percent of the total General Fund revenue budget. Property taxes are levied based on the taxable value of real and personal property in the City of Miami as of January 1st and are payable on November 1st, with discounts of one percent to four percent allowed if paid prior to March 1st of the following calendar year, all in accordance with State Law. All unpaid taxes on real and personal property become delinquent on April 1st and bear interest at 18 percent until a tax sale certificate is sold at auction. Miami-Dade County bills and collects all property taxes and tax sale certificates for delinquent taxes for the City. The FY 2014-15 General Fund Adopted Budget includes \$239.06 million in anticipated property tax revenues. This represents an increase of \$13.33 million or 5.9 percent over the FY 2013-14 Budget. This is based on a 2014 preliminary gross taxable value of \$35.28 billion with an adopted operating millage rate of 7.6465 mills at a 95 percent collection rate adjusted by \$19.29 million (TIF-CRA transfer). All assessments are determined by the Miami-Dade County Property Appraiser's Office. The millage rate is adopted in accordance with State of Florida House Bill 1-B passed by the Florida Legislature on June 14, 2007.

Franchise Fees and Other Taxes – Consists primarily of fees collected from various franchise licenses awarded to businesses or individuals granting permission to construct, maintain, and/or operate within the City of Miami, and accounts for 18.3 percent of the General Fund resources. This category includes fees such as Gas Franchise Fees, Electrical Franchise Fees, Utility Service Fees, Public Service Taxes (PST), and Local Option Gas Tax (LOGT). The FY 2014-15 General Fund Adopted Budget includes \$102.21 million in anticipated collections from this category. This represents an increase of \$3.02 million or 3.1 percent over the FY 2013-14 Budget. This increase is primarily due to higher than anticipated revenue estimates for 2014 by the Florida Office of Tax Research.

Interest – Consists primarily of interest earned on funds invested prudently in U.S. Treasuries and obligations of agencies of the United States, provided that such investments are guaranteed by the United States or by the issuing agency; general obligations of states, municipalities, school districts, or other political subdivisions; revenue and excise tax bonds of the various municipalities of the State of Florida; negotiable certificates of deposit; bankers' acceptance drafts; money market investments; the

General Fund Overview

State Board of Administration Investment Pool; and prime commercial paper. This category also includes gains or losses on such investments. The FY 2014-15 General Fund Adopted Budget includes \$1.90 million in anticipated revenues.

Intergovernmental Revenue – Consists of revenues received from federal, state, and other local government sources which are used to (a) support the statute or budget, which requires expending them, or (b) represent the City's proportionate share from taxes assessed by the State of Florida and Miami-Dade County. The FY 2014-15 General Fund Adopted Budget includes \$50.5 million in anticipated revenues and accounts for 9.0 percent of the total General Fund revenue budget. This represents an increase of \$3.39 million or 7.2 percent over the FY 2013-14 Budget. This increase is primarily due to higher than anticipated estimates from the State of Florida for State Shared Revenue (\$1.50 million) and Half Cent Sales Tax (\$1.51 million).

Fines and Forfeitures – Consists primarily of revenues derived from the collection of penalties for statutory offenses, violation of administrative rules, and neglect of lawful duties. This category also includes revenues from confiscated property and court fees. The FY 2014-15 General Fund Adopted Budget includes \$4.27 million in anticipated revenues, an increase of \$253,000 or 6.3 percent over the FY 2013-14 Budget.

Licenses and Permits – Consists of revenues generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City: (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations, and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations to, and additions to buildings, roofing, electrical, etc.; and (3) Other Licenses and Permits, which includes permits required for activities not related to those specified above (i.e. Fireworks Permits and Bench Permits). The FY 2014-15 General Fund Adopted Budget for Licenses and Permits is \$52.04 million. This amount represents a net increase of \$14.41 million or 38.3 percent as compared to the FY 2013-14 Budget. This increase is primarily due to higher than anticipated revenue in Building Permits (\$8.00 million) and reclassification of Other Licenses and Fees (\$6.00 million) generated by the Solid Waste Department. This revenue was incorrectly shown in the Charges for Services category in the FY 2013-14 Budget and was corrected in the mid-year.

Other Revenues – Consists of miscellaneous revenues, Red Light Camera revenue, and other revenues and inflows not otherwise specified. The FY 2014-15 Adopted Budget for Other Revenues is \$10.99 million, a decrease of \$24,600 under the FY 2013-14 Budget.

Charges for Services – Consists of revenues derived from charges for the use of certain City services. There are five areas of charges for services. They are: (1) General Government, which includes charges for reports, public documents, and photographs; (2) Public Safety, which includes charges for police, fire protection, and emergency services; (3) Physical Environment for cemetery charges; (4) Parks, Recreation, and Special Events for the use of City-owned facilities and participation in related activities; and (5) Other Charges for Services, which includes charges not specifically mentioned. The FY 2014-15 General Fund Adopted Budget includes \$96.06 million in anticipated Charges for Services revenues,

General Fund Overview

which accounts for 17.2 percent of the total General Fund budget. This amount represents a change of \$3.13 million or 3.2 percent under the FY 2013-14 Budget. This decrease is primarily due to reclassification of Other Licenses and Fees (\$6.00 million) generated by the Solid Waste Department to the Licenses and Permits category. Additionally, revenue from Rents and Royalties is projected to increase by (\$1.83 million).

General Fund Expenditures (Outflows)

The FY 2014-15 General Fund Adopted Budget total is \$559.94 million. This represents an increase of \$35.03 million or 6.7 percent over the FY 2013-14 Budget.

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2014-15 General Fund Adopted Budget:

- Pension costs increased approximately \$8.65 million or 11.5 percent.
- Overtime increased by \$7.36 million.
- Life and Health Insurance increased approximately \$6.10 million or 14.6 percent.
- Workers' Compensation costs increased approximately \$2.83 million or 21.1 percent. The increase is partly due to a 50 percent confidence level for Workers' Compensation and an additional \$1.76 million for Workers' Compensation third party administrator, Gallagher Bassett transferred from Professional Services account in Risk Management to the Workers' Compensation account.
- Living Wage implementation for a total cost of \$1.8 million.
- Other Current Charges and Obligations increased \$1.63 million or 13.9 percent primarily due to an increase in tipping fees.
- Other Salaries and Wages increased \$1.11 million or 13.4 percent primarily due to reclassification of temporary positions from the Parks and Recreation Services Fund Consolidated account to the General Fund.
- Regular Salaries and Wages increased \$11.1 million partially offset by a decrease in attrition of \$10.52 million. Inclusive in the \$11.1 million, \$1.01 million is related to the 1.75 percent increase for AFSCME and \$778,600 is related to the 2.4 percent increase for non-bargaining employees (CM1).
- Special Pays decreased \$1.45 million or 5.9 percent due to decreased reserve for separation payouts.
- Professional Services decreased \$1.37 million or 19.8 percent primarily due to workers' compensation and managed care services third party administrator expenditures being transferred to the Internal Service Fund to more accurately reflect individual department costs.

For a more detailed explanation, see the "Budget Highlights" section for each department and explanations below by functional category in addition to the changes noted above.

General Government - The General Government sector increased by \$4.66 million or 8.6 percent. The increase was mainly due to six FY 2013-14 Mid-Year approved positions in the City Attorney's Office and four positions in the Procurement Office plus an additional eight positions in FY 2014-15 for the City Attorney's Office (\$582,700), and the inclusion of the Citywide Clean-Up Program transferred from Solid Waste to the Neighborhood Enhancement Teams (\$181,900).

General Fund Overview

Planning and Development - The Planning and Development sector increased by \$1.42 million or 9.4 percent. This increase was mainly due to six FY 2013-14 Mid-Year approved positions in the Planning and Zoning Department, one position added as part of the FY 2014-15 Proposed Budget (\$77,400), and two positions added in CM2 to address the backlog in tree permits (\$122,900).

Public Works - The Public Works sector increased by \$3.93 million or 6 percent. This increase was mainly due to increase in tonnage of garbage disposal in the Solid Waste Department (\$1.70 million), and the addition of ten positions in the Public Works Department (\$422,600).

Public Safety - The Public Safety sector increased by \$23.66 million or 8.8 percent. This increase was mainly due to three FY 2013-14 Mid-Year approved positions in the Fire-Rescue Department (\$161,700) plus an additional 22 positions (to offset the cost of overtime) in FY 2014-15, increased overtime funding to support the current service delivery model (\$5.08 million), and funding of SAFER grant positions in the General Fund, which were previously funded in the Special Revenue Fund (\$833,500). Additionally, 40 positions were added in CM1 (\$2.96 million) and 19 positions were added in CM2 for a total of 59 positions in the Police Department (\$1.69 million). Furthermore, funding for overtime in Police was increased to reflect historical spending levels (\$2.15 million).

Non-Departmental – Activities operating out of this area are not specific to a particular expenditure category or department. As such, expenditures in this category are not readily attributable to any other department. From FY 2013-14 to FY 2014-15, activities operating in this category increased by \$7.14 million or 9.7 percent. The increase is primarily due to the reallocation of insurance policies and annual premiums from Risk Management to Non-Departmental Accounts (\$5.23 million) and increase in reserve for uncollectible (\$1.90 million).

Other - The Other sector consists of Department of Real Estate and Asset Management, Parks and Recreation, and Risk Management. This sector decreased by \$5.79 million or 11.9 percent mainly due to Citywide insurance expenditures previously allocated in the Risk Management Department transferred to the Internal Service Fund (including \$1.76 million for Workers' Compensation third party administrator, Gallagher Bassett transferred from Professional Services account to the Workers' Compensation account), and Non-Departmental Accounts (NDA) to more accurately reflect individual departmental costs.

General Fund Balance Overview

The level of fund balance reserves is an important indicator of financial stability for local governments. Maintaining a healthy level of fund balance provides the City with the flexibility to deal with unexpected shortfalls in revenue or increases in expenditures without adversely impacting operations. The City's Financial Integrity Ordinance specifies the appropriate level of general fund balance reserves to be maintained. According to the Financial Integrity Ordinance, the City should maintain general fund balance reserves of 20 percent of the average of general revenues (excluding transfers) over the prior three years—including both assigned and unassigned fund balance reserves.

*“The City shall retain **unassigned** fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues (excluding transfers)...*

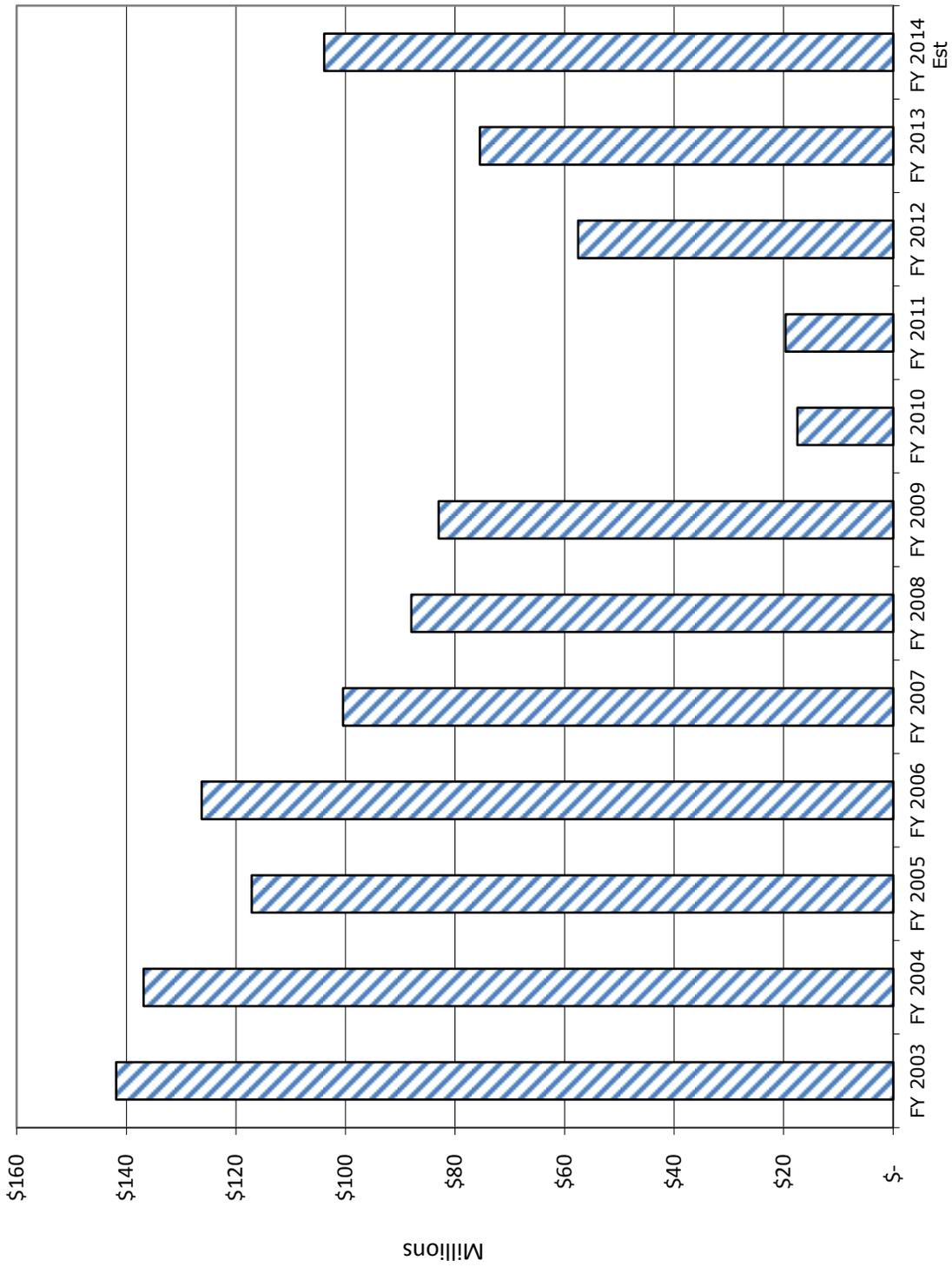
*The City shall retain **assigned** fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). Such reserves shall be used for funding long-term liabilities and commitments of the City...”*

- Code of Ordinances, Sec. 18-542 (5) b-c

Due in part to declining revenues associated with the national housing and financial market crashes in 2009, the City fell out of compliance with the reserve policies outlined in the Financial Integrity Ordinance. In FY 2010, fund balance reserves in the General Fund fell to \$17.5 million, or approximately 3.5 percent of budgeted General Fund revenues.

In more recent years, the City has seen a rebound in property values as well as total General Fund revenues. This rebound in revenues, combined with cost containment strategies implemented in recent years, has helped the City to rebuild its fund balance reserve levels. By the end of FY 2013, fund balance reserves in the General Fund had grown to \$75.46 million, or approximately 15.0 percent of budgeted General Fund revenues. The City's Administration expects to end FY 2014 with a positive surplus.

The City's Administration is committed to continuing to restore fund balance levels over time to achieve compliance with the reserve policies outlined in the Financial Integrity Ordinance. Based on forecasted levels of local economic growth, the City anticipates a continued upward trend in fund balance reserves in years to come. Managed strategic growth will be important to ensure that the City is able to enhance reserve levels while continuing to provide quality services for residents.



General Fund Balance History

General Fund Balance

City of Miami, Florida

Statement of Revenues, Expenditures and Changes In Fund Balances (Deficit)

General Fund (\$ in thousands)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated as of 10/30/14
Revenues				
Property Taxes	210,697	209,126	208,999	215,971
Franchise and Other Taxes	104,277	102,490	103,975	106,682
Licenses and Permits	33,965	35,656	35,794	60,864
Fines and Forfeitures	4,674	4,808	11,459	11,407
Intergovernmental Revenues	54,540	56,177	58,259	60,982
Charges for Services	85,226	91,413	104,604	93,073
Interest (Investment Earnings (Loss))	1,915	2,419	(2,547)	3,740
Transfert -IN				
Other	7,247	11,374	17,846	4,620
Total Revenues	502,541	513,463	538,389	557,339
Expenditures				
Current Operating:				
General Government	57,590	51,649	95,458	51,577
Planning and Development	8,309	7,706	11,819	13,995
Public Works	46,634	48,876	62,538	65,358
Public Safety	205,194	190,370	275,521	282,832
Other	157,003	148,522	34,919	45,841
Non-Departmental	-	-		23,290
Capital Outlay	166	-	1,919	-
Total Expenditures	474,896	447,123	482,174	482,893
Excess (Deficiency) of Revenues Over Expenditures	27,645	66,340	56,215	74,446
Other Financing Sources (Uses)				
Transfers In	12,817	4,590	440	12,279
Transfers Out	(38,293)	(33,030)	(38,973)	(58,285)
Proceeds from Sale of Property			236	
Total Other Financing Sources (Uses)	(25,476)	(28,440)	(38,297)	(46,006)
Net Changes in Fund Balances	2,169	37,900	17,918	28,440
Fund Balances (Deficit) - Beginning	17,473	19,642	57,544	75,462
Other Adjustments				
Public Service Tax				
Grapeland Park				
Local Option Gas Tax				
Fund Balances (Deficit) - Ending	19,642	57,544	75,462	103,902

Special Revenue Funds Overview

Special Revenue Funds are used to account for resources, that are legally restricted to expenditures for particular purposes.

Many of the Special Revenue Funds have a General Fund Department component in their funding structure. The following Special Revenue Funds have General Fund Department components:

Special Revenue Fund	General Fund Department
City Clerk Services	City Clerk
Departmental Improvement Initiative	Building, Commissioners, Grants Administration, and Mayor
Economic Development	Planning and Zoning
Emergency Services	Fire-Rescue
Fire-Rescue Services	Fire-Rescue
General Special Revenue	Capital Improvement and Transportation and GSA
Homeless Program	Neighborhood Enhancement Team (NET)
Law Enforcement Trust Fund	Police
Miami Ballpark Parking Facilities	Real Estate and Asset Management
Parks and Recreation Services	Parks and Recreation
Planning Services	Planning and Zoning
Police Services	Police
Public Works Services	Public Works
Real Estate and Asset Management	Real Estate and Asset Management
Solid Waste Recycling Trust Fund	Solid Waste
Transportation and Transit	Capital Improvements and Transportation
Tree Trust Fund	Planning and Zoning
UASI Fire-Rescue	Fire-Rescue

Community and Economic Development is the only Special Revenue Fund without a corresponding General Fund Department component.

A detailed description of each Special Revenue Fund is located in the Special Revenue Five-Year Forecast section of the book.

Special Revenue Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted Budget	FY 2015 Adopted Budget
Begin Date:	<u>10/1/2010</u>	<u>10/1/2011</u>	<u>10/1/2012</u>	<u>10/1/2013</u>	<u>10/1/2014</u>
Beginning Fund Balance	\$40,252,762	\$48,347,450	\$45,156,057	\$52,457,000	\$52,457,000
Revenues/Inflows					
Property Taxes					
Franchise Fees and Other Taxes	66,493,352				
Interest	32,119	26,195	(6,000)		
Transfers-IN	16,477,374	13,779,245	8,378,000	10,709,600	8,637,600
Proceeds from LT Debt					
Fines and Forfeitures	1,780,025	729,698	363,000	1,365,900	670,000
Intergovernmental Revenues	85,595,687	80,213,987	99,856,000	88,177,300	84,455,900
Licenses and Permits	65,665	68,424	100,000	63,600	79,100
Other Revenues/Inflows	1,783,027	1,124,341	1,804,000	46,194,500	35,250,500
Charges for Services	8,491,148	14,593,815	17,843,000	15,632,100	14,901,300
Total Revenues/Inflows	180,718,397	110,535,705	128,338,000	162,143,000	143,994,400
Expenditures/Outflows					
General Government	3,820,118	6,702,276	7,822,000	16,179,500	15,704,600
Planning & Development	19,205	216,316	109,000	7,498,700	9,917,800
Community and Economic Development	40,432,177	36,706,327	40,442,000	57,569,200	60,412,100
Community Redevelopment Areas					
Public Works	6,000	39,481	(467,000)	3,796,900	4,843,500
Public Safety	13,152,396	29,977,371	36,051,000	46,252,500	24,739,700
Public Facilities	3,926,473	5,133,225	6,083,000	7,252,500	7,303,600
Parks & Recreation	2,134,294	2,304,981	2,684,000	2,973,500	3,161,400
Debt Service	195,000		3,417,000		
Capital Outlay	10,204,426	3,491,194	4,692,000		
Transfers-OUT	98,733,620	24,755,794	21,530,000	20,620,200	17,911,700
Total Expenditures/Outflows	172,623,709	109,326,965	122,363,000	162,143,000	143,994,400
Revenues/Inflows Over(Under) Expenditures/Outflows	8,094,688	1,208,740	5,975,000		
Fund Balance Restated		43,947,317	46,482,000		
Ending Fund Balance	48,347,450	45,156,057	52,457,000	52,457,000	52,457,000
End Date:	<u>9/30/2011</u>	<u>9/30/2012</u>	<u>9/30/2013</u>	<u>9/30/2014</u>	<u>9/30/2015</u>

Debt Service Funds Overview

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments. The FY 2014-15 Adopted Budget for the Debt Service Funds is \$63.04 million.

General Obligation Bonds

Payment of debt service on general obligation bonds is funded by a tax levy on non-exempt property value. A millage rate is calculated and approved by the City Commission based on the amount of general obligation debt outstanding at September 30, 2014. All general obligation bonds are voter-approved and used for specific projects or purchases. The total amount of general obligation bonds outstanding is limited by the City Charter to 15 percent of the assessed non-exempt property value. The FY 2014-15 Adopted Budget for debt service on general obligation bonds is \$26.11 million with an adopted millage rate of 0.7385

Special Obligation Bonds

Payment of debt service on the City's various special obligation bonds are secured by pledges of specific revenue sources in accordance with their bond indentures. The City's bond resolutions require that sufficient funds be available in reserve accounts to meet the debt service requirement. The FY 2014-15 Adopted Budget for debt service on special obligation bonds is \$36.94 million, which is comprised of \$30.91 million of Transfers-In (see schedule on the next page), \$3.00 million from the Miami-Dade County Convention Development Tax (CDT), \$1.92 million cash with the Fiscal Agent for the final payment of the Refunding Bonds 1987 related to the Knight Center, and an appropriation of \$1.11 million of fund balance for the payment of Sunshine State Loan series 2011A.

Debt Service Fund - Special Obligation - FY-2014-15 Debt Payments

Total Transfers-In

Description	Amount	Funding Source
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	\$ 4,057,200	General Fund - Public Service Tax
Non-Ad Valorem Series 2009 (Pension)	2,307,300	General Fund - Public Service Tax
Special Obligation Refunding Bonds Series 2002A	1,593,300	General Fund - Public Service Tax
Special Obligation Refunding Bonds Series 2002C	2,649,800	General Fund - Public Service Tax
Streets and Sidewalks Series 2007	1,542,400	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2007	857,700	General Fund - Parking Surcharge
Streets and Sidewalks Series 2007	2,825,800	Transportation and Transit
Streets and Sidewalks Series 2009	996,400	General Fund - Parking Surcharge
Streets and Sidewalks Series 2009	3,283,200	Transportation and Transit
Sunshine State Loan Refinancing - 2011A	2,771,800	General Fund - Public Service Tax
Special Revenue Refunding Bonds 1987 (Miami Convention Center)	3,248,600	Public Facilities - Convention Center
Marlins Garage 2010A	2,243,400	Miami Ballpark Parking Facilities
Marlins Retail 2010B	381,300	Miami Ballpark Parking Facilities
Port of Miami Tunnel Series 2012	2,148,200	CRA - Omni
Total Transfers-In	\$ 30,906,400	
Other Revenues		
Description	Amount	Funding Source
Marlins Garage 2010A	\$ 2,160,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B	840,000	Miami-Dade County - Convention Development Tax
Special Revenue Refunding Bonds 1987 (Miami Conv Cntr)	1,916,500	Rollover - Cash with Fiscal Agent
Sunshine State Loan Refinancing - 2011A	1,114,200	Rollover - Use of fund balance FY 2014
Total - Other Revenues	\$ 6,030,700	
Total - Special Obligation Bonds	\$ 36,937,100	

Debt Service Fund Balance

General Obligation Bond (\$ in thousands)	FY2010 Actuals	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014-15 Adopted Budget
Revenue					
Property Taxes	22,663	28,132	26,887	26,425	24,755
Intergovernmental Revenues	-	3	-		
Charges For services	-	16	-	-	-
Interest		-	-		
Other Revenues		247	-		1,352
Total Revenues	<u>22,663</u>	<u>28,398</u>	<u>26,887</u>	<u>26,425</u>	<u>26,107</u>
		-	-		
Expenditures					
General Government			20	38	
Debt Service:					
Principal	\$ 10,309	\$ 14,238	\$ 11,578	\$ 11,018	\$ 12,340
Interest	13,891	13,783	13,673	13,732	13,742
Debt Service Issuance Cost			-	-	-
Other Charges			-	-	25
Total Expenditures	<u>24,200</u>	<u>28,021</u>	<u>25,271</u>	<u>24,788</u>	<u>26,107</u>
Excess (Deficiency of Revenue Over Expenditures)	<u>(1,537)</u>	<u>377</u>	<u>1,616</u>	<u>1,637</u>	<u>-</u>
Other Financing Sources (Uses):					
Total Other Financing Sources(Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	(1,537)	377	1,616	1,637	-
Fund Balance - Beginning of Year	1,496	(41)	336	1,952	3,589
Fund Balance - End of Year	<u>(41)</u>	<u>336</u>	<u>1,952</u>	<u>3,589</u>	<u>3,589</u>

Debt Service Fund Balance

Special Obligation Bond (\$ in thousands)	FY2010 Actuals	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014 Adopted Budget
Revenue					
Intergovernmental Revenues		3,000	3,000	3,000	3,000
Interest		45	38	39	
Other Revenues	30		-	-	33,937
Total Revenues	<u>30</u>	<u>3,045</u>	<u>3,038</u>	<u>3,039</u>	<u>36,937</u>
	-	-			
Expenditures					
Current Operating:					
General Government				991	
Debt Service:					
Principal	\$ 16,559	\$ 14,839	\$ 11,121	\$ 57,466	9,295
Interest	24,027	25,736	27,403	30,320	27,636
Other Charges				-	6
Budget Reserve				-	-
Debt Service Issuance Cost		2,048		-	
Total Expenditures	<u>40,586</u>	<u>42,623</u>	<u>38,524</u>	<u>88,777</u>	<u>36,937</u>
Excess (Deficiency of Revenue Over Expenditures)	<u>(40,556)</u>	<u>(39,578)</u>	<u>(35,486)</u>	<u>(85,738)</u>	
Other Financing Sources (Uses):					
Transfer in	\$ 39,013	\$ 35,112	\$ 35,969	\$ 38,185	
Transfer out	(3,148)	(3)		50,029	
Contribution to Port Tunnel		\$ (50,000)			
Proceeds Received From Refunding	19,951	68,894			
Payment To Escrow Agent for Refunding		\$ (68,572)			
Premium (Discount) Issuance Costs		1,712			
Proceeds Received From Long -Term Debt		\$ 51,751			
Total Other Financing Sources(Uses)	<u>55,816</u>	<u>38,894</u>	<u>35,969</u>	<u>88,214</u>	
Net Change in Fund Balance	15,260	(684)	483	2,476	
Fund Balance - Beginging of Year	13,546	32,484	31,800	32,283	
Fund Balance - End of Year	<u>28,806</u>	<u>31,800</u>	<u>32,283</u>	<u>34,759</u>	

Bonds and Loans Outstanding - Summarized below are the City's bond and loan issues, which are outstanding at September 30, 2013:

Description	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds					
Homeland Defense/Neighborhood CIP Series 2002 (Limited)	Homeland Defense	1/1/2021	\$ 153,186	\$ 17,960	4.670%-4.970%
General Obligation Refunding Bonds Series 2002A	Refunding	9/1/2017	32,510	12,415	5.000%-5.375%
General Obligation Bonds Series 2003B	Refunding	12/1/2013	4,180	1,365	3.500%
Homeland Defense/Neighborhood CIP Series 2007A (Limited)	Refunding	1/1/2022	103,060	102,345	4.000%-5.000%
Homeland Defense/Neighborhood CIP Series 2007B (Limited)	Homeland Defense	1/1/2028	50,000	50,000	4.995%-5.000%
Homeland Defense/Neighborhood CIP Series 2009 (Limited)	Homeland Defense	1/1/2029	51,055	44,885	3.553%-5.500%
Total General Obligation Bonds			\$ 393,991	\$ 228,970	
Special Obligation and Revenue Bonds and Loans:					
Special Revenue Refunding Bonds Series 1987	Refunding	1/1/2015	\$ 65,271	\$ 1,361	8.00%
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000	24,670	7.000%-7.200%
Special Revenue Refunding Bonds Series 2002A	Refunding	9/1/2025	27,895	15,860	4.250%-5.000%
Special Revenue Refunding Bonds Series 2002C	Refunding	10/1/2017	28,390	11,910	3.700%-4.375%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435	34,330	4.750%-7.550%
Special Obligation Tax-Exempt Revenue Bonds Series 2010A	Parking	7/1/2039	84,540	84,540	5.000%-5.250%
Special Obligation Tax Revenue Bonds, Garages Series 2010B	Parking	7/1/2027	16,830	16,830	5.9375%-7.443%
Special Revenue Bonds Series 2007	Street & Sidewalks	1/1/2037	80,000	72,635	3.831%-5.250%
Special Revenue Bonds Series 2009	Street & Sidewalks	1/1/2039	65,000	62,200	3.000%-5.625%
Special Obligation Non-Ad Valorem Refunding 2012	Refunds Port Tunnel	3/1/2030	44,725	44,725	3.000%-5.000%
Special Obligation Refunding Bonds Series 2011-A	Refunding	2/1/2031	70,645	70,645	4.000%-6.000%
Gran Central Corporation Loan	Redevelopment	N/A	1,709	1,709	0.000%
Mears Leasing Company	Recycling Bins	10/1/2015	3,600	2,436	3.020%
Total Special Obligation Bonds, Revenue Bonds, and Loans			\$ 598,040	\$ 443,851	
Total Bonds and Loans			\$ 992,031	\$ 672,821	

Source: Fiscal Year 2013 Comprehensive Annual Financial Report (CAFR)

Annual Debt Service Requirement to Maturity

The annual debt service requirements for all bonds and loans outstanding as of September 30, 2013 are as follows:

General Obligation Bonds

(\$ in thousands)

Year Ended September 30,	Principal	Interest	Total
2014	\$ 11,592	13,781	25,373
2015	12,340	13,741	26,081
2016	14,908	11,166	26,074
2017	17,000	9,067	26,067
2018	17,865	8,196	26,061
2019-2023	90,940	26,641	117,581
2024-2028	60,225	9,066	69,291
2029-2033	4,100	113	4,213
2034-2038	-	-	-
2039	-	-	-
Total	228,970	91,771	320,741

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2014	\$ 14,062	\$ 28,567	42,629
2015	10,531	27,705	38,236
2016	11,585	22,674	34,259
2017	21,475	21,816	43,291
2018	22,195	20,614	42,809
2019-2023	88,569	86,059	174,628
2024-2028	88,360	62,971	151,331
2029-2033	87,930	37,510	125,440
2034-2038	85,300	16,415	101,715
2039	13,844	412	14,256
Total	\$ 443,851	\$ 324,743	\$ 768,594

Total General Obligation and Special Obligation Bonds \$ 672,821 \$ 416,514 \$ 1,089,335

Source: Fiscal Year 2013 Comprehensive Annual Financial Report (CAFR)

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for the cost allocation of pension, health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2014-15 Adopted Budget for the ISF is \$169.48 million.

Health Insurance

The FY 2014-15 Adopted Budget for Health Insurance is \$48.21 million. This represents an increase of \$4.35 million or 9.9 percent compared to the FY 2013-14 Adopted Budget. The increase is due largely to the impact of the Affordable Care Act (ACA).

Pension

The FY 2014-15 Adopted Budget for Pension is \$88.78 million. This represents an increase of \$8.85 million or 11.1 percent as compared to the FY 2013-14 Adopted Budget.

Workers' Compensation

The FY 2014-15 Adopted Budget for Workers' Compensation is \$16.76 million. This represents an increase of \$2.76 million or 19.7 percent as compared to the FY 2013-14 Adopted Budget. The increase is partly due to a 50 percent confidence level for Workers' Compensation and an additional \$1.76 million for Workers' Compensation third party administrator, Gallagher Bassett transferred from Professional Services account in Risk Management to the Workers' Compensation account.

Liability Insurance

The FY 2014-15 Adopted Budget for Liability Insurance is \$9.93 million. This represents an increase of \$1.40 million or 16.4 percent over the FY 2013-14 Adopted Budget. The FY 2013-14 Adopted Budget for Liability Insurance was previously allocated in the Risk Management Department, and is now fully allocated across all user departments.

Information Technology Repair and Maintenance

The FY 2014-15 Adopted Budget for Information Technology Department (ITD) Repair and Maintenance is \$4.30 million. There was no change in the budget as compared to the FY 2013-14 Adopted Budget. The FY 2013-14 budget was previously allocated in ITD Communications and Repair and Maintenance account, and is now combined into the ITD Repair and Maintenance account.

Capital Plan Overview

The Multi-Year Capital Plan (the Capital Improvement Plan or CIP) is an official statement of public policy regarding long-range physical development in the City of Miami. A capital improvement is defined as a capital or “in-kind” expenditure of \$5,000 or more, resulting in the acquisition, improvement or addition to fixed assets in the form of land, buildings or improvements, more or less permanent in character, and durable equipment with a life expectancy of at least three years. The Capital Plan is a proposed funding schedule for six years, updated annually to add new projects, reevaluate project priorities and revise recommendations, with the first year of the plan being the Capital Budget.

The Capital Budget

The total value of the six-year plan is \$533 million, representing 818 projects (293 active and 525 future) throughout the various programs. The Streets and Sidewalks program accounts for the largest portion of the total Capital Plan funding at \$165 million or 30.88%. The Parks and Recreation program, the second largest, accounts for \$127 million or 23.90% of the overall Plan value. The General Government, the third largest, accounts for \$92 million or 17.31% of the overall Plan value.

The Capital Budget represents a legal authorization to spend, during the first year of the plan, funds from Federal, State and various other sources and is adopted separately from the six year plan by means of an appropriations resolution. Capital projects can have an impact on the operating budget through additional costs, revenues or cost savings.

The impact on the operating budget of capital projects is detailed in a separate section of the Multi-Year Capital Plan. Some examples include: the Robert King High Park Soccer Field and Restrooms (varying amounts from \$5,000 to \$15,000 per year for maintenance costs), the Duarte Park Building Renovation, Splash Park and Sign (\$10,000 per year for maintenance costs), the purchase of additional SWAT vehicles in the Police Department (\$4,700 of additional fuel per year), and the SW 23 Street Roadway and Drainage Improvements project (varying amounts from \$10,250 to \$11,500 of annual maintenance on the new drainage structures).

Legal requirements for preparing Miami’s Capital Plan are set forth in the Florida Statutes and the City of Miami Code. A capital improvement programming process to support the Comprehensive Plan is required by the Local Government Comprehensive Planning and Land Development Regulation Act, more particularly, Section 163.3177, Florida Statutes (2012). Further, the Financial Integrity Ordinance, Chapter 18/Article IX/Divisions 1 and 2 of the Code of the City of Miami, Florida, as amended (“City Code”), requires the development and approval of a multi-year capital plan.

Capital Improvement Plan Development Process and Framework

The 2014-2015 Multi-Year Capital Plan contains the same fund and program framework and project priorities as the prior Plan incorporating allocations for funding sources becoming available in FY2015. The goals and objectives of the plan are as follows: Provide Excellent Recreational, Educational and Cultural Programs; Restore, Maintain & Beautify Residential & Urban Infrastructure; Systems for Future Growth; Provide Excellent Public Safety; and Improve Business and Service Delivery Processes.

The City uses a hierarchy of criteria to determine how projects are considered for funding on a yearly basis. Projects with the highest rankings, or in the case of projects meeting more than one criterion, are given priority for funding and implementation. The criterion used is listed as follows in the order of priority: Life/Safety; Legal Requirements; Essential Improvements; Quality of Life Improvements; Efficiency Improvements; Revenue Producing; Service Improvements; and Service/Space Expansion.

Capital Plan Overview

The 2014-2015 Multi-Year Capital Plan is structured into eleven (11) distinct funds or programs, some with subcategories. With the exception of the Funding Type by Job report, all reports in the Plan follow this program framework. The programs are listed and described below.

- **Community Redevelopment Area (CRA):** the acquisition or construction of major capital facilities and infrastructure for community redevelopment in the defined CRA Area.
- **General Government Projects:** This program consists of capital improvements, including computers and communications, to municipal buildings and operations facilities.
- **Public Safety:** The acquisition of equipment or construction of major facilities that support the operations of the Police and Fire-Rescue Departments.
- **Disaster Recovery:** This fund is utilized to account for revenue received from the Federal government, insurance, and other agencies resulting from declared disasters.
- **Public Facilities:** The Public Facilities program includes improvements to public use facilities such as stadiums, auditoriums and marinas.
- **Parks and Recreation:** This program accounts for the acquisition, rehabilitation or construction of capital facilities for recreational activities in over 100 parks throughout the City.
- **Streets and Sidewalks:** The capital projects in the Streets and Sidewalks program provide reconstruction, major maintenance and beautification to Miami's street system.
- **Mass Transit:** This program accounts for the acquisition of equipment or construction of capital facilities that support the maintenance and operation of public transportation systems.
- **Sanitary Sewers:** This program includes projects that will improve the City's existing sanitary sewer system.
- **Storm Sewers:** The Storm Sewer program accounts for projects that result in improved drainage and stormwater management throughout the City of Miami.
- **Solid Waste:** This program includes projects for the acquisition of equipment or construction of facilities for the collection and removal of solid waste.

Major Projects

Some examples of major projects include:

- **Environmental Remediation projects** – the environmental remediation of 23 sites throughout the City (\$3.89 million, to be completed in the Summer of 2016).
- **New Dinner Key Dockmaster Building** –the design and construction of a three-story new dockmaster facility of approximately 11,300 square feet at the Dinner Key Marina (\$5.23 million, to be completed in the Fall of 2014).
- **Coral Way NET Office Remodeling, Community Center and Playground** – the remodeling the facility, adding play structures, and adding parking (\$2.03 million, to be completed in the Spring of 2015).
- **Hadley Park New Youth Center** - the design and construction of a one-story building of approximately 3,000 square feet including a field house and ancillary space to support the building's operation (\$8.28 million, to be completed in the Summer of 2015).
- **West End Park New Community Building** - the design and construction of a new community building of approximately 10,800 square feet and a permanent canopy over the existing picnic area and ADA improvements in the park (\$2.93 million, to be completed in the Fall of 2015).
- **East Flagami Roadway Improvements** - design and construction of pavement widening and restoration, and repair of broken sidewalk (\$422,265 to be completed in the Summer of 2015).
- **Wagner Creek/Seybold Canal Dredging** - dredging and environmental clean-up along Wagner Creek and the Seybold Canal (\$23.35 million, to be completed in the Winter of 2016).

All Funds - Transfers Out Schedule

From	To	Amount	Description
General Fund	Capital Improvement Storm Sewer Fund	\$750,000	Capital Improvement Fund from Stormwater Utility Fees collected from Miami-Dade County.
General Fund	Capital Improvement Storm Sewer Fund	\$1,200,000	Matching Funds for Florida Inland Navigation District grants (2014 and 2015) for Seybold Canal Dredging Project.
General Fund	Capital Fund for Police Vehicles Purchase	\$1,290,000	Vehicle Replacement per contract (\$1.29 million).
General Fund	Capital Improvement Streets and Sidewalks Fund	\$1,972,200	20 percent of Parking Surcharge net of debt requirement for Capital needs.
General Fund	Capital Improvement-Solid Waste Fund	\$606,600	Solid Waste Equipment Purchase.
General Fund	Capital Fund for Citywide Capital Needs	\$3,187,500	Capital Improvement Program for different Citywide projects (Proposed amount adjusted by CM1 and CM2).
General Fund	Capital fund for Police Vehicles Purchase (Outside Agency - Omni and Midtown Community Redevelopment Agency)	\$186,000	To purchase six Police Vehicles for new officers (CM1)
General Fund	Capital fund for Police Vehicles Purchase (Outside Agency - Southeast Overtown Park West Redevelopment Agency)	\$186,000	To purchase six Police Vehicles for new officers (CM2)
General Fund	Capital fund for Police Vehicles Purchase	\$1,067,000	Purchase Ford Explorers (CM1)
General Fund	Capital fund for the 35 new police officers	\$1,050,000	To purchase Police Vehicles for 35 new officers (CM1)
General Fund	Capital fund for Police Vehicles Purchase	\$390,000	To purchase Police Vehicles for 13 new officers (CM2)
General Fund	Capital Fund for Sunshine State Loan	\$1,114,200	Sunshine State Loan Refinance - 2011A to replenish Capital Fund for unspent Sunshine State Loan proceeds that was transferred to Debt in 2014.
General Fund	Capital Improvement Streets and Sidewalks Fund	\$559,900	Local Option Gas Tax three cents Committed to Capital Needs.
General Fund	Special Revenue Fund Department of Real Estate and Asset Management	\$796,700	Ten percent of Marina revenues in support of Department of Real Estate and Asset Management capital requirement per Ordinance 12937.
General Fund	Special Revenue Department of Real Estate and Asset Management Fund	\$214,200	Fund balance from the Miamarina ticket surcharge revenues.

All Funds - Transfers Out Schedule

General Fund	Special Revenue Fund - Department of Real Estate and Asset Management	\$417,900	(From General Fund/Public Service Tax) Use cash with fiscal agent to make final payment (Knight Center). This allocation added to existing funds represents the final payment on this bond.
General Fund	Special Revenue Fund - Miami Homeless Program/Net Offices	\$428,700	Miami Homeless Program for administrative cost. (Living Wage included).
General Fund	Special Revenue Community and Economic Development Fund to compensate for the reduction of the CDBG public services funding	\$381,000	Special Revenue Community and Economic Development Fund to compensate for the reduction of the CDBG public services funding.
General Fund	Special Revenue Community and Economic Development Fund for Citywide Poverty Initiative Program	\$362,000	Community and Economic Development to Citywide Poverty Initiative for Elderly Services.
General Fund	Special Revenue Community and Economic Development Fund to fund Citywide Poverty Initiatives and other initiatives and union time that cannot be paid with federal funds	\$134,600	To fund Citywide Poverty Initiatives and other initiatives and union time that cannot be paid with federal funds.
General Fund	Special Revenue Fund - Economic Development and Planning Services	\$74,000	Bayfront/Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985.
General Fund	Special Revenue Police Services Fund Cops Hiring Grant 2011	\$69,400	To cover costs not allowable under the Cops Hiring grant for 25 police officers.
General Fund	Special Revenue Police Services Fund Cops Hiring Grant 2013	\$152,200	To cover costs not allowable under the Cops Hiring grant for 15 police officers. (The 2014 General Fund portion of the Cops Hiring Grant is in the Police General Fund Budget).
General Fund	Various Special Revenue Funds Cost Allocation for Retirement Contribution, Life and Health Insurance, Workers' Compensation, Insurance - Vehicle Liability, General Liability, and Public Official, where applicable	\$5,062,700	To subsidize Special Revenue Fund for the allocation for Retirement Contribution, Life and Health Insurance, and Workers' Compensation. Departmental Improvement Initiatives Fund (\$770,700), City Clerk Services (\$85,300), NET Office/Homeless Programs (\$250,400), Fire-Rescue Services (\$659,200), Police Services (\$1,747,200), Community and Economic Development Fund (\$1,310,000), Department of Real Estate and Asset Management Services (\$88,600), and Parks and Recreation Services (\$151,300).

All Funds - Transfers Out Schedule

General Fund	Debt Service Fund / Special Obligation Bond	\$1,854,100	Street Bonds series 2007 and 2009 from Parking Surcharge Revenue.
General Fund	Debt Service Fund / Special Obligation Bond	\$6,364,500	FY13 SOB series 1995 and 2009(Pension) Fund 24002 - Contribution from Public Service Tax.
General Fund	Debt Service Fund / Special Obligation Bond	\$1,593,300	Fund 24004 Special Obligation Refunding Bonds Series 2002A.
General Fund	Debt Service Fund / Special Obligation Bond	\$2,649,800	Fund 24006 Special Obligation Refunding Bonds Series 2002C.
General Fund	Debt Service Fund / Special Obligation Bond	\$2,771,800	Sunshine State Loan Refinance - 2011A.
General Fund	Debt Service Fund / Special Obligation Bond	\$1,542,400	Local Option Gas Tax three cents committed transfer to 2007 obligation debt.
General Fund	Internal Service Fund for Elected Officials Retirement Trust (EORT)	\$840,000	Contribution to Internal Service Fund for EORT payment.
General Fund	Transfer to Internal Service Fund for International City Management Association (ICMA)	\$350,000	Contribution to Internal Service Fund for ICMA payment.
General Fund	Transfer to Departmental Improvement Initiatives Special Revenue Fund - Festivals and Parades	\$475,000	Support for citywide festivals and special events in Special Revenue (New Award and projects) - \$75,000 for the Three Kings Parade; \$50,000 for the Dr. Martin Luther King Parade; \$50,000 for the Dr. Martin Luther King Candlelight Vigil; and \$300,000 to be allocated in \$50,000 increments to the Mayor and each of the five commission districts.
	Total Transfer from General Fund	\$40,093,700	
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Street and Sidewalk 2009 Series	\$3,283,200	Transportation and Transit Revenue committed to Debt.
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Street and Sidewalk 2007 Series	\$2,825,800	Transportation and Transit Revenue committed to Debt.
Special Revenue Fund - Public Facilities	Debt Service Fund for Special Revenue Refunding Bonds 1987	\$3,248,600	Final Payment of the James L. Knight Center.
Special Revenue Fund - Miami Ballpark Facilities	Debt Service Fund	\$2,243,400	Marlins Garage 2010A
Special Revenue Fund - Miami Ballpark Facilities	Debt Service Fund	\$381,300	Marlins Retail 2010B

All Funds - Transfers Out Schedule

Special Revenue Fund - Transportation and Transit	Capital Fund	\$5,068,500	Transportation and Transit Revenue committed to Capital.
Special Revenue Fund - Public Facilities	Capital Fund for improvement and repair in the Marinas	\$796,700	10% of dockage annual revenue of FY 2013.
Special Revenue Fund - Public Facilities	Capital Fund for improvements and repairs in the Marinas	\$214,200	Fund balance from the Miamarina ticket surcharge revenues to Capital.
	Total Transfer from Special Revenue Fund	\$18,061,700	
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	\$440,100	To reimburse City for CRA portion of Sunshine Loan for Gibson Park.
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	\$30,000	To reimburse City Clerk Services for Legislative Service Rep. I position.
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	\$1,184,200	To Fund six Police Officers (CM2)
Outside Agency - Omni and Midtown Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	\$17,500	To reimburse City Clerk Services for Legislative Service Rep. I position.
Outside Agency - Omni and Midtown Community Redevelopment Agency	Special Revenue Fund - Police Services	\$350,000	To reimburse Police Services for the Police Visibility Program.
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	\$1,275,000	To Fund six Police Officers (CM1)
Outside Agency - Omni Community Redevelopment Agency	Debt service	\$2,148,200	For the payment of the Port of Miami Tunnel series 2012.
	Total Transfer from Outside Agency	\$5,445,000	
	Grand Total	\$63,600,400	

Department Expenditures: General Government

Mayor

Commissioners

City Manager

Agenda

Auditor General

Capital Improvements and Transportation

City Attorney

City Clerk

Civil Service

Code Compliance

Communications

Equal Opportunity and Diversity Programs

Film and Entertainment

Finance

Grants Administration

Human Resources

Information Technology

Management and Budget

Neighborhood Enhancement Team (NET)

Procurement

Mayor

Department Head: Tomas Regalado

Phone: (305) 250-5300

Description

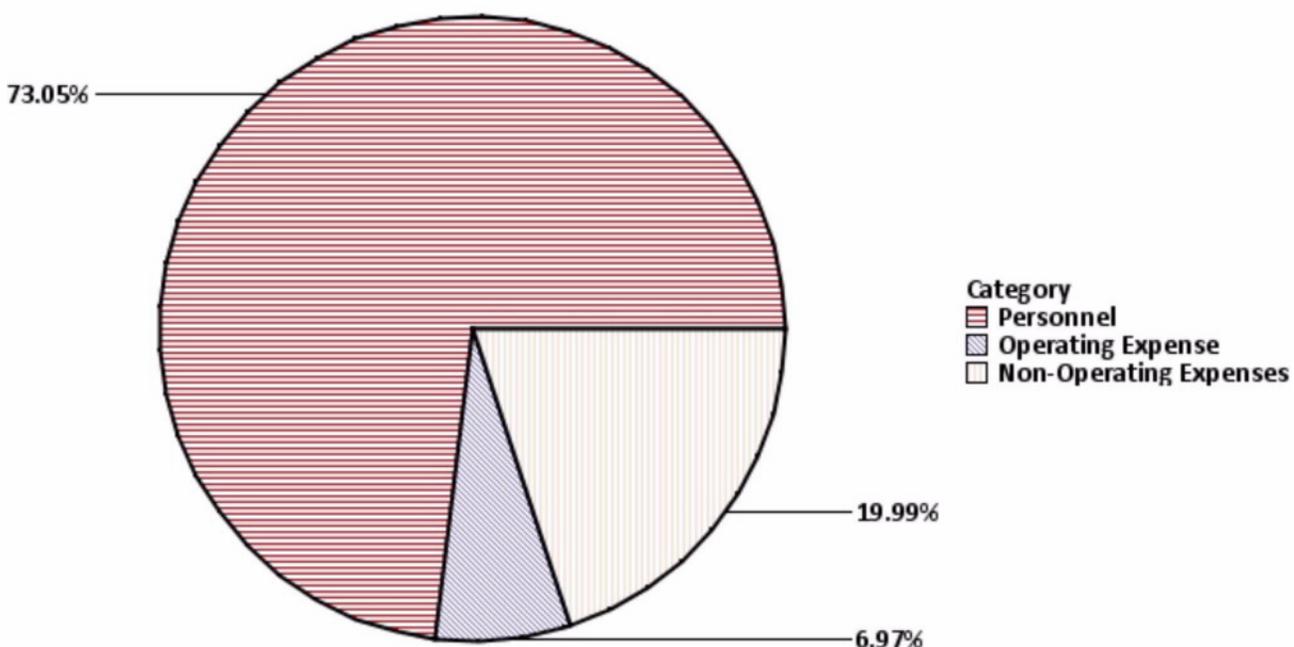
The Mayor works with the Chairman and members of the City Commission, the residents, the leaders in the private and business sectors, and all elected officials in order to determine policy direction. The Mayor maintains contact with other governments to foster mutual cooperation and is the official representative of the City of Miami. The City of Miami has a "Mayor-City Commission" form of government. Voters elect the Mayor at-large (Citywide) to a four-year term.

One of the Mayor's responsibilities is to appoint the City Manager, who is the Chief Administrative Officer. However, the Mayor may not dictate the appointment or employment of any other City employee outside the Mayor's Office. The Mayor is the presiding officer of the City Commission, with the authority to designate the Chairman and Vice-Chairman among the Commissioners, and may take command of the Police Department during a public emergency.

Within ten days of final adoption by the members of the City Commission, the Mayor has veto authority over any legislative, quasi-judicial, zoning, and master plan or land use decision, including the budget or any particular component of it. The Mayor prepares and delivers a report on the State of the City annually and sets forth the funding priorities for the City.

The Office of the Mayor serves as the central focal point to develop plans for tourism, trade, and investments in the City of Miami. Further, the Mayor's Office is the sponsor for the development of the Office of International Business Development, which was established with the purpose of improving Miami's economy by promoting the investment of foreign capital into new and existing businesses in the City. For that purpose, the City of Miami has been designated as a Regional Center by the U.S. Citizenship and Immigration Services (USCIS) qualified to participate in the Immigrant Investor Program. As such, the City offers capital investment opportunities in the geographic area of Broward, Miami-Dade, and Palm Beach in the categories of residential and nonresidential construction, household furnishing, and lessors of real estate among others.

Allocation by Category



Mayor

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	623,424	551,728	801,453	876,400	1,117,900
Operating Expense	44,503	46,375	142,804	230,800	106,600
Non-Operating Expenses	0	0	0	97,700	305,900
Transfers - OUT	0	0	352,000	0	0
	667,928	598,103	1,296,257	1,204,900	1,530,400

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	639,652	643,291	875,257	957,200	1,018,200
Departmental Improvement Initiative	28,276	(45,188)	421,000	247,700	512,200
	667,928	598,103	1,296,257	1,204,900	1,530,400

Budget Highlights for FY 2014-15

The Adopted Budget includes the following additions:

Addition of a contribution from the General Fund to the Mayor's Special Revenue Fund for festivals and special events (SR \$50,000).

The Adopted Budget includes the following additional considerations:

Strategic Initiatives special revenue funds allocated for the operation of the Office of International Business Development (Employment-Based Immigration: Fifth Preference Visa (EB-5) Program)(SR \$215,900).
 Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$1,200).
 Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$1,000).
 Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$900).
 As per Change Memo #1, additional funding allocated to cover a non-union 2.40 percent salary increase (GF \$11,800).

Mayor

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	362,400	0	362,400	371,000	150,000	521,000
513000 - Other Salaries and Wages	62,200	0	62,200	62,200	0	62,200
516000 - Fringe Benefits	33,600	0	33,600	33,600	9,600	43,200
521000 - Fica Taxes	37,700	0	37,700	38,500	12,200	50,700
522000 - Retirement Contributions	141,600	0	141,600	173,400	0	173,400
523000 - Life and Health Insurance	141,900	0	141,900	156,200	14,200	170,400
Personnel	876,400	0	876,400	931,900	186,000	1,117,900
Operating Expense						
524000 - Workers' Compensation	16,500	0	16,500	18,700	1,700	20,400
531000 - Professional Services	31,600	120,000	151,600	31,600	0	31,600
534000 - Other Contractual Services	2,800	0	2,800	2,800	0	2,800
540000 - Travel and Per Diem	0	25,000	25,000	0	15,000	15,000
541000 - Communications & Related Services	7,900	0	7,900	1,700	0	1,700
541100 - Postage	500	0	500	500	0	500
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	0	0	0	1,200	0	1,200
545013 - Insurance - General Liability	0	0	0	1,200	0	1,200
545014 - Insurance - Public Official	0	0	0	900	0	900
546000 - Repair and Maintenance Services	2,500	0	2,500	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	8,700	0	8,700
549000 - Other Current Charges and Obligations	13,000	0	13,000	13,000	0	13,000
551000 - Office Supplies	3,700	5,000	8,700	3,700	3,600	7,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	300	0	300	300	0	300
Operating Expense	80,800	150,000	230,800	86,300	20,300	106,600
Non-Operating Expense						
896000 - Budget Reserve	0	97,700	97,700	0	305,900	305,900
Non-Operating Expenses	0	97,700	97,700	0	305,900	305,900
Total Expense	957,200	247,700	1,204,900	1,018,200	512,200	1,530,400

Commissioners

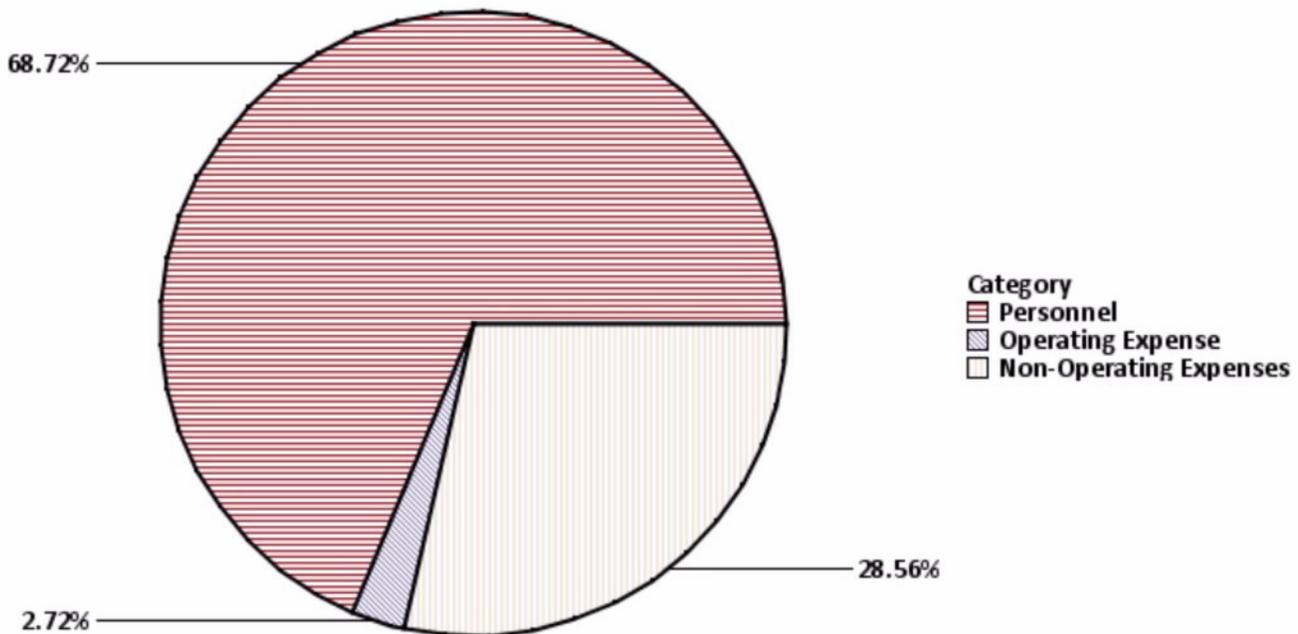
Description

The City of Miami Commission is the legislative and governing body of the City of Miami. One City Commissioner is elected from each of the City's five districts to serve a four-year term. Registered voters from the district in which the Commission candidate resides choose Commissioners in non-partisan elections held every four years on the first Tuesday after the first Monday in November in odd-numbered years. The Mayor is the presiding officer of the City Commission with the authority to designate the Chairman and Vice-Chairman among the Commissioners to serve as presiding officers. Each Commissioner's salary is set by the City Charter at \$58,200 per year.

The City Commission reviews and adopts comprehensive development land use plans for the City; licenses and regulates taxis, jitneys, limousines, and rental cars; sets tolls and policy regarding public transportation systems; regulates utilities; adopts and enforces building codes; establishes zoning controls; and establishes policy relating to public health, safety services, facilities, housing programs, and other services. The Commission sets the property tax millage rates and approves the City's budget, which determines the expenditures and revenues necessary to operate all City services. All meetings are public and the Commission can take no action unless a majority of Commissioners currently serving in office are present. The Commission may override a mayoral veto at its next regularly scheduled meeting by a four-fifths vote of those present.

The Commission performs legislative and policy-making functions for residents, businesses, and visitors to the City of Miami.

Allocation by Category



Commissioners

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	1,519,652	1,557,230	2,298,085	2,331,800	2,634,200
Operating Expense	51,767	64,425	59,441	88,100	104,300
Non-Operating Expenses	12,967	16,935	6,366	776,000	1,095,000
	1,584,385	1,638,590	2,363,892	3,195,900	3,833,500

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	1,584,385	1,619,795	2,371,199	2,489,100	2,880,700
Departmental Improvement Initiative	0	18,795	(7,307)	706,800	952,800
	1,584,385	1,638,590	2,363,892	3,195,900	3,833,500

Budget Highlights for FY 2014-15

The Adopted Budget includes the following additional considerations:

- Each District budget is increased by \$30,000, which represents half of the reductions made in FY 2009-10 (GF \$150,000).
- Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$3,000).
- Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$2,500).
- Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$3,000).
- As per Change Memo #1, additional funding of \$5,200 allocated to each District to cover a non-union 2.40 percent salary increase (GF \$26,000).

Commissioners

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	291,000	0	291,000	291,000	0	291,000
512000 - Regular Salaries and Wages	866,200	0	866,200	1,031,300	0	1,031,300
513000 - Other Salaries and Wages	105,700	0	105,700	28,700	0	28,700
516000 - Fringe Benefits	236,800	0	236,800	238,400	0	238,400
521000 - Fica Taxes	106,600	0	106,600	119,900	0	119,900
522000 - Retirement Contributions	338,500	0	338,500	484,700	0	484,700
523000 - Life and Health Insurance	387,000	0	387,000	440,200	0	440,200
Personnel	2,331,800	0	2,331,800	2,634,200	0	2,634,200
Operating Expense						
524000 - Workers' Compensation	45,000	0	45,000	52,700	0	52,700
534000 - Other Contractual Services	2,300	0	2,300	2,300	0	2,300
540000 - Travel and Per Diem	500	0	500	500	0	500
541000 - Communications & Related Services	14,800	0	14,800	3,000	0	3,000
541100 - Postage	600	0	600	600	0	600
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	0	0	0	3,000	0	3,000
545013 - Insurance - General Liability	0	0	0	3,000	0	3,000
545014 - Insurance - Public Official	0	0	0	2,500	0	2,500
546000 - Repair and Maintenance Services	6,800	0	6,800	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	18,600	0	18,600
547100 - Printing and Binding-Outsourcing	400	0	400	400	0	400
549000 - Other Current Charges and Obligations	4,200	0	4,200	4,200	0	4,200
551000 - Office Supplies	5,900	0	5,900	5,900	0	5,900
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,600	0	3,600	3,600	0	3,600
Operating Expense	88,100	0	88,100	104,300	0	104,300
Non-Operating Expense						
882000 - Aids to Private Organizations	6,000	0	6,000	6,000	0	6,000
896000 - Budget Reserve	63,200	706,800	770,000	136,200	952,800	1,089,000
Non-Operating Expenses	69,200	706,800	776,000	142,200	952,800	1,095,000
Total Expense	2,489,100	706,800	3,195,900	2,880,700	952,800	3,833,500

City Manager

Department Head: Daniel Alfonso

Phone: (305) 250-5400

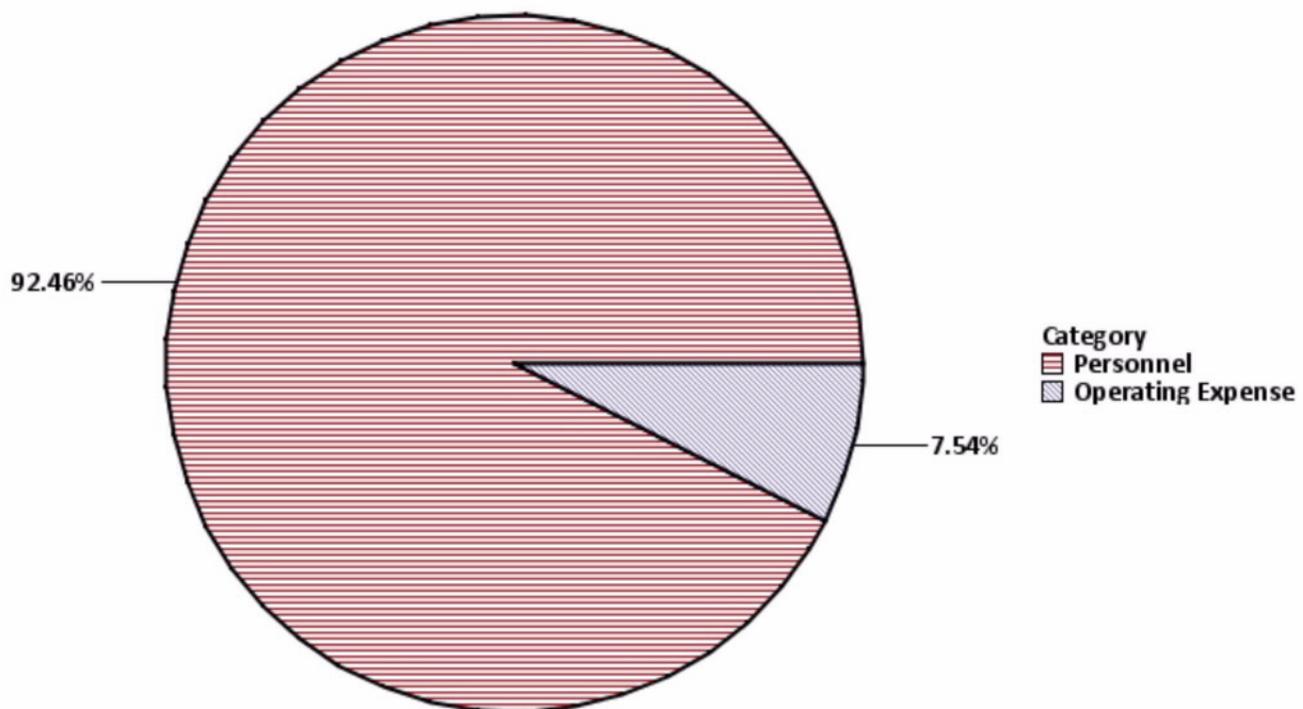
Description

The City Manager is the Chief Administrative Officer responsible for the implementation and enforcement of the policies, directives, and legislation adopted by the City Commission. The City Manager also assists in planning for the development of the City, oversees the budget preparation, and supervises the daily operations of the City.

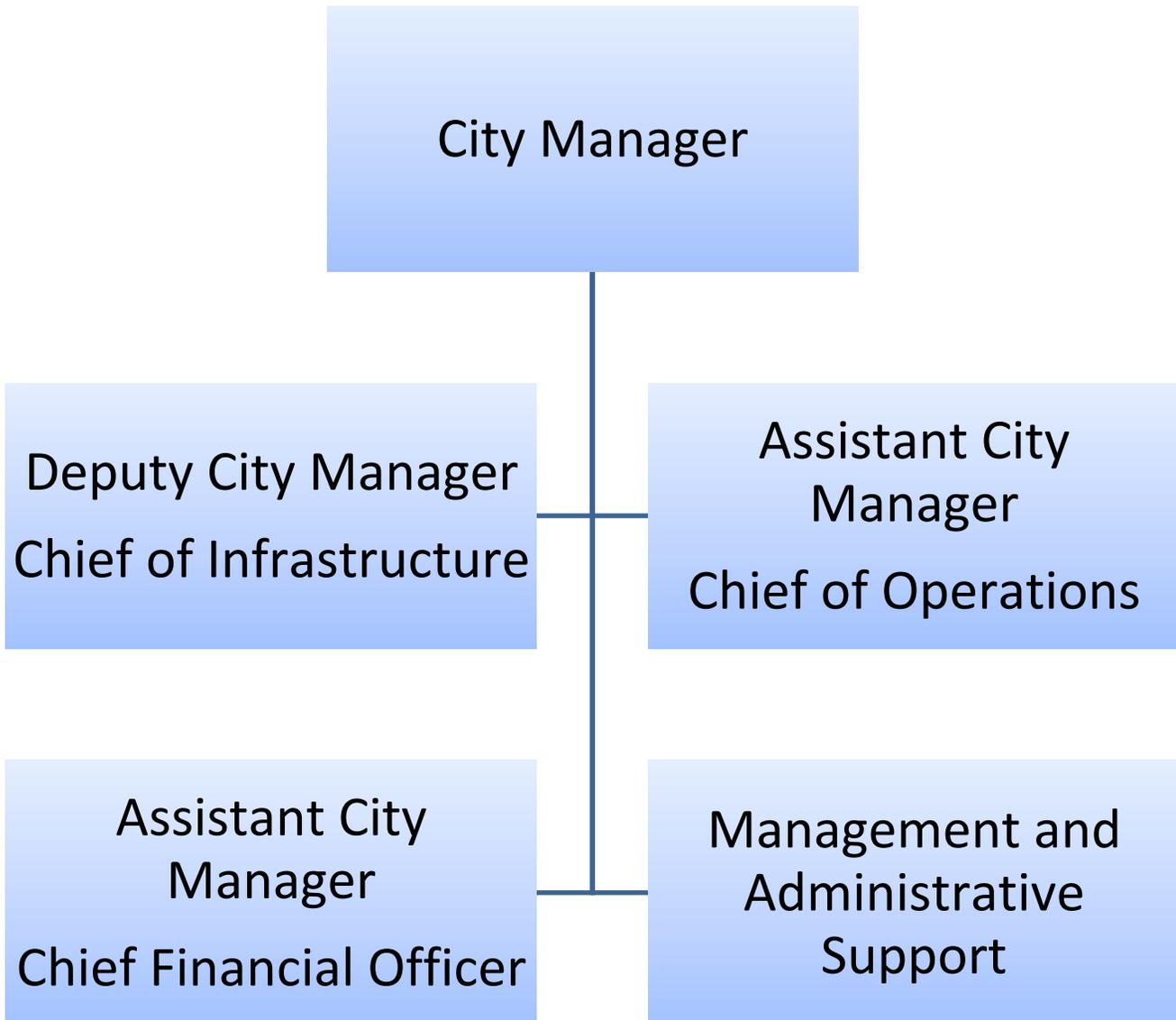
To execute the above functions, a Deputy and two Assistant City Managers with a small group of professionals provide support to the City Manager in the areas of infrastructure, operations, and finance.

The functions of the City Manager focus on all stakeholders across the board materializing the initiatives of elected officials, providing guidance to City employees, and promoting the health, safety, and welfare of residents, businesses, and visitors to the City of Miami.

Allocation by Category



City Manager



City Manager

Departmental Function/Unit	FY 2013-14	FY 2014-15
CITY MANAGER Implements and enforces the policies, directives, and legislation adopted by the City Commission; oversees the daily operations of the City; promotes the health, safety, and welfare of residents, businesses, and visitors to the City of Miami.	4	3
DEPUTY CITY MANAGER/CHIEF OF INFRASTRUCTURE Assists the City Manager with the administration of the area of Infrastructure, which includes the Departments of Building, Capital Improvements and Transportation Program, Information Technology, Planning and Zoning, Real Estate and Assets Management, and Public Works.	4	2
ASSISTANT CITY MANAGER/CHIEF OF OPERATIONS Assists the City Manager with the administration of the area of Operations, which includes the Departments of Code Compliance, General Services Administration, Neighborhood Enhancement Teams, Parks and Recreation, and Solid Waste.	2	2
ASSISTANT CITY MANAGER/CHIEF FINANCIAL OFFICER Assists the City Manager with the administration of the area of Finance, which includes the Departments of Finance, Procurement, Office of Management and Budget, Community and Economic Development, Grants Administration, and Risk Management.	3	2
STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT Coordinates the development and production of the citywide strategic plan and annual plan updates; coordinates resources across departments to measure and manage organizational performance.	0	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the City Manager.	0	5
INTERNATIONAL & INTERGOVERNMENTAL AFFAIRS OFFICE Interacts with other government agencies; plans and organizes City international events.	1	2
UNSAFE STRUCTURES PANEL Enforces unsafe structures code.	1	1
SPECIAL PROJECTS Provides technical, administrative, and clerical support to the City Manager and the Assistant City Managers.	3	0
AGENDA OFFICE Prepares the agenda for the Commission meetings.	3	0
OFFICE OF FILM & ENTERTAINMENT Promotes the film, art, and entertainment industries.	3	0
TOTAL	24	18

City Manager

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	1,492,841	1,642,960	2,444,954	2,799,800	2,476,700
Operating Expense	30,287	30,096	50,236	124,900	202,000
Capital Outlay	0	0	1,235	0	0
Non-Operating Expenses	1,144	1,000	0	0	0
	1,524,272	1,674,057	2,496,425	2,924,700	2,678,700

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	1,500,821	1,674,057	2,496,425	2,924,700	2,678,700
General Special Revenue	1,144	0	0	0	0
Departmental Improvement Initiative	22,307	0	0	0	0
	1,524,272	1,674,057	2,496,425	2,924,700	2,678,700

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Transfer of the Senior Assistant to the City Manager position to CTP, which was partially reimbursed from projects (GF \$47,600).

Transfer of the Senior Project Representative position to OMB to be reimbursed by CRA (GF \$0).

Removal of the Agenda Office with its full staff to be independently budgeted and operated (GF \$252,000).

Removal of the Office of Film & Entertainment with its full staff to be independently budgeted and operated (GF \$244,200).

The Adopted Budget includes the following additions:

Transfer of the Strategic Planning and Performance Manager position from OMB (GF \$87,700).

City Manager

The Adopted Budget includes the following additional considerations:

A reimbursement of 50 percent of the salary of the Deputy City Manager/Chief of Infrastructure from capital projects (GF \$104,300).

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$83,100)

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$97,900)

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$150,000).

As per Change Memo #1, additional funding allocated to cover the addition of an Administrative Assistant I position to the International and Intergovernmental Affairs Office to support the activities of the Miami Sports and Exposition Authority (MSEA) and be financially supported in the same amount by MSEA (GF \$170,800).

As per Change Memo #1, additional funding allocated to cover a non-union 2.40 percent salary increase (GF \$41,500).

City Manager

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,763,000	0	1,763,000	1,543,300	0	1,543,300
513000 - Other Salaries and Wages	82,500	0	82,500	0	0	0
516000 - Fringe Benefits	52,800	0	52,800	41,000	0	41,000
521000 - Fica Taxes	116,600	0	116,600	122,500	0	122,500
522000 - Retirement Contributions	430,100	0	430,100	502,300	0	502,300
523000 - Life and Health Insurance	354,800	0	354,800	267,600	0	267,600
Personnel	2,799,800	0	2,799,800	2,476,700	0	2,476,700
Operating Expense						
524000 - Workers' Compensation	41,200	0	41,200	32,000	0	32,000
531000 - Professional Services	30,000	0	30,000	86,100	0	86,100
534000 - Other Contractual Services	1,000	0	1,000	1,000	0	1,000
540000 - Travel and Per Diem	13,000	0	13,000	13,000	0	13,000
541000 - Communications & Related Services	10,500	0	10,500	1,200	0	1,200
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	6,000	0	6,000	4,300	0	4,300
545011 - Insurance - Vehicle Liability	0	0	0	4,600	0	4,600
545013 - Insurance - General Liability	0	0	0	4,400	0	4,400
545014 - Insurance - Public Official	0	0	0	2,900	0	2,900
546000 - Repair and Maintenance Services	6,100	0	6,100	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	15,400	0	15,400
549000 - Other Current Charges and Obligations	6,600	0	6,600	6,600	0	6,600
551000 - Office Supplies	5,500	0	5,500	5,500	0	5,500
552000 - Operating Supplies	500	0	500	20,500	0	20,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,500	0	2,500	2,500	0	2,500
Operating Expense	124,900	0	124,900	202,000	0	202,000
Total Expense	2,924,700	0	2,924,700	2,678,700	0	2,678,700

Agenda Office

Department Head: Julia D. Hernandez

Phone: (305) 416-2077

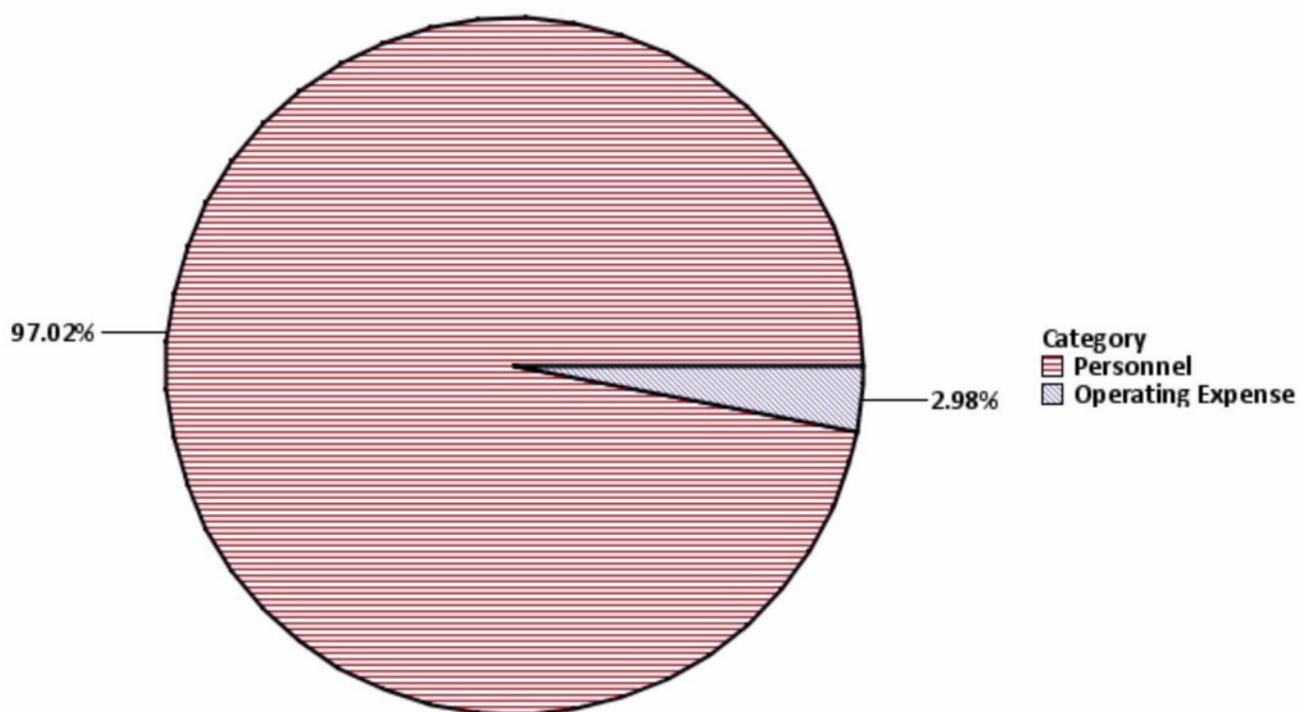
Description

The Agenda Office is responsible for overseeing the preparation of the City Commission agenda. This Office ensures that the agenda is available at least five full business days prior to the scheduled City Commission meeting in both paper and digital formats. Agenda packets provide the City's decision-making body, as well as the public, the opportunity to review proposed legislative action matters and supporting documents.

The Agenda Coordinator, at the direction of the City Manager, sets the deadlines for placement of items and ensures communication throughout the process between all respective parties. Additionally, this Office is responsible for providing guidance and assistance to both internal and external customers with the placement of agenda items. Through the use of the Legistar system, this Office is able to generate and make the City Commission agenda available to the public at large.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Allocation by Category



Agenda Office



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE AGENDA COORDINATOR Establishes, directs, and ensures a policy of achieving the delivery of the agenda in a timely manner; performs administrative and clerical duties to support the preparation, elaboration, and delivery of the agenda.	0	3
TOTAL FULL-TIME POSITIONS	0	3

Agenda Office

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	0	0	0	0	293,400
Operating Expense	0	0	0	0	9,000
	-	-	-	-	302,400

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	0	0	0	0	302,400
	-	-	-	-	302,400

Objectives for FY 2014-15

Ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting.

Release the draft agenda at least seven calendar days prior to the distribution of the final agenda.

Train Agenda Liaisons regarding the agenda process.

Accomplishments in FY 2013-14

Distributed agenda packets to the Mayor and each member of the City Commission in compliance with City Code Sec. 2-33 (e), at least five full business days before each City Commission meeting, for a total of 22 meetings this year.

Ensured availability of 22 agendas online to the public through Legistar in compliance with City Code Sec. 2-33 (f).

Completed a training manual for Agenda Liaisons regarding the agenda process.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following additional considerations:

Previously within the City Manager's Office, the Agenda Office will operate independently as an individual City department.

As per Change Memo #1, additional funding allocated to cover a non-union 2.40 percent salary increase (GF \$4,200).

Agenda Office

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Regular items prepared and distributed (number)	N/A	N/A	832	800
Planning and Zoning items distributed (number)	N/A	N/A	200	190
Substitutions distributed (number)	N/A	N/A	12	11

Office of Agenda Coordination

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	168,500	0	168,500
521000 - Fica Taxes	0	0	0	12,800	0	12,800
522000 - Retirement Contributions	0	0	0	69,500	0	69,500
523000 - Life and Health Insurance	0	0	0	42,600	0	42,600
Personnel	0	0	0	293,400	0	293,400
Operating Expense						
524000 - Workers' Compensation	0	0	0	5,100	0	5,100
544000 - Rentals and Leases	0	0	0	1,700	0	1,700
551000 - Office Supplies	0	0	0	2,200	0	2,200
Operating Expense	0	0	0	9,000	0	9,000
Total Expense	0	0	0	302,400	0	302,400

Auditor General

Department Head: Ted Guba, CPA

Phone: (305) 416-2044

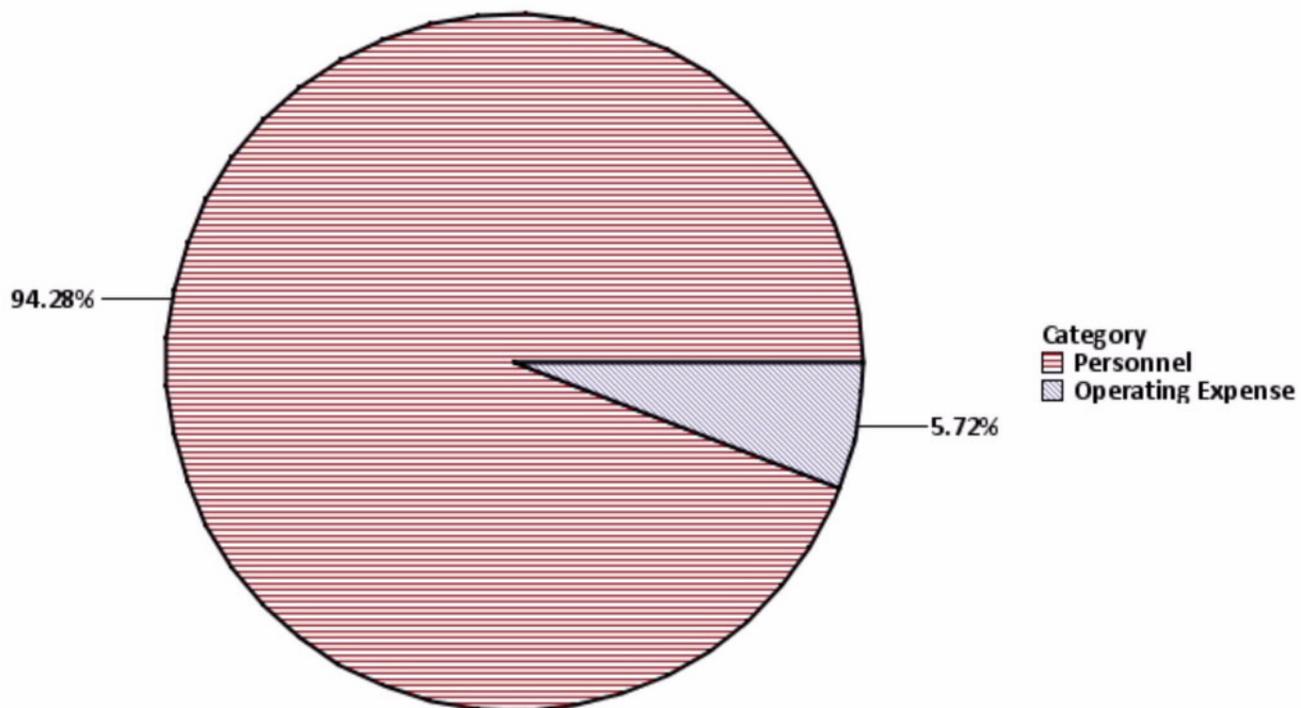
Description

The Office of the Independent Auditor General (OIAG) was created pursuant to Section 48 of the City of Miami Charter and is responsible for performing independent audits, reviews, and analytical functions as stipulated in the Charter. The OIAG reports directly to the City Commission.

The OIAG prepares an annual risk-based audit plan, and conducts audits in order to determine whether financial transactions are fairly presented in compliance with Generally Accepted Accounting Principles (GAAP), City Code, Charter provisions, State Statutes, and federal regulations. The OIAG also determines whether a system of internal controls, which would promote and encourage the accomplishment of management objectives, has been established and implemented. It reviews business processes and operations in order to determine if they are executed in an economic, effective, and efficient manner. The OIAG also verifies that prior audit recommendations have been implemented. The primary objective of the OIAG is to assist the City Commission in ensuring that taxpayers' assets are properly safeguarded. As such, this Office is one of the key components of the City's Risk Management structure. It provides checks and balances and proffers recommendations to management for enhancing performance, accountability, and the City's overall financial and operational efficiency.

The stakeholders include City Commissioners, City departments, and residents.

Allocation by Category



Auditor General



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Provides oversight of the City's financial transactions by investigating, auditing, and reviewing City programs, projects, and contracts to detect and prevent fraud and mismanagement; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes.	9	9
TOTAL FULL-TIME POSITIONS	9	9

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	588,195	421,347	897,111	1,018,100	1,093,700
Operating Expense	22,521	14,678	23,483	60,100	66,300
Capital Outlay	0	0	4,853	0	0
	610,716	436,026	925,447	1,078,200	1,160,000

Objectives for FY 2014-15

- Prepare a risk-based annual audit plan and identify high-risk types of audit engagements relative to business and service delivery processes prior to the start of FY 2014-15.
- Determine the status of all prior audit findings, related recommendations, and management action plans pertaining to overall operations of the City throughout the fiscal year.
- Conduct investigations of complaints in accordance with the implemented investigative procedures prepared for staff use.

Auditor General

Accomplishments in FY 2013-14

Identified unreported solid waste franchise fee revenues from various commercial waste hauler audits; assisted management in implementing a database of commercial accounts in order to effectively monitor franchise fee activity.

Identified internal control deficiencies and lack of compliance with certain programs and contracts. Made recommendations for improvements in areas of grant administration, timeliness of financial reporting, parking and ticket surcharge programs, workers' compensation, lease administration, business tax receipts, and information technology.

Prepared a risk-based annual audit plan and identified high-risk types of audit engagements relative to business and service delivery processes.

Completed several investigations into allegations that resulted in recommendations for operating and control improvements in various areas.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Decrease in Other Salaries and Wages to allocate funds for Regular Salaries and Wages (\$22,500).

Decrease in Accounting and Auditing to allocate funds for Travel and Per Diem (\$2,500).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due to employees' salary step increase (\$40,500).

The Adopted Budget includes the following additional considerations:

Insurance - Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$1,700).

Insurance - General Liability cost previously allocated centrally in the Risk Management Department (GF \$1,600).

Insurance - Public Officials cost previously allocated centrally in the Risk Management Department (GF \$1,100)

As per Change Memo #1, additional funding allocated for non-bargaining employees 2.40 percent salary increase (GF \$11,700).

Auditor General

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Audits performed (number)	10	10	13	13
Special reviews performed (number)	0	3	3	3
Investigations performed (number)	0	3	3	3

Auditor General

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	597,700	0	597,700	649,100	0	649,100
513000 - Other Salaries and Wages	72,500	0	72,500	50,000	0	50,000
516000 - Fringe Benefits	8,400	0	8,400	8,400	0	8,400
521000 - Fica Taxes	46,400	0	46,400	49,900	0	49,900
522000 - Retirement Contributions	177,000	0	177,000	208,500	0	208,500
523000 - Life and Health Insurance	116,100	0	116,100	127,800	0	127,800
Personnel	1,018,100	0	1,018,100	1,093,700	0	1,093,700
Operating Expense						
524000 - Workers' Compensation	13,500	0	13,500	15,300	0	15,300
532000 - Accounting and Auditing	32,000	0	32,000	29,500	0	29,500
540000 - Travel and Per Diem	0	0	0	2,500	0	2,500
541000 - Communications & Related Services	3,600	0	3,600	0	0	0
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	1,300	0	1,300	1,300	0	1,300
545011 - Insurance - Vehicle Liability	0	0	0	1,700	0	1,700
545013 - Insurance - General Liability	0	0	0	1,600	0	1,600
545014 - Insurance - Public Official	0	0	0	1,100	0	1,100
546000 - Repair and Maintenance Services	2,000	0	2,000	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	5,600	0	5,600
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,600	0	3,600	3,600	0	3,600
Operating Expense	60,100	0	60,100	66,300	0	66,300
Total Expense	1,078,200	0	1,078,200	1,160,000	0	1,160,000

Capital Improvements and Transportation

Department Head: Mark Spanioli, PE

Phone: (305) 416-1224

Description

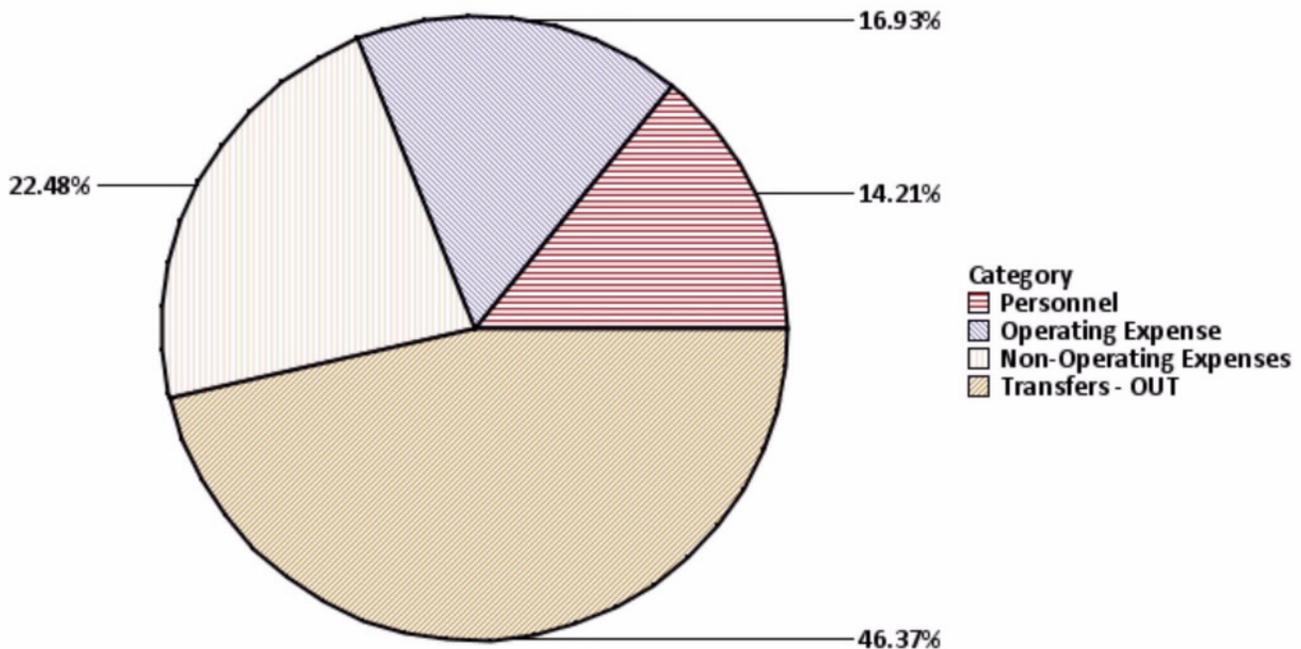
The Capital Improvements and Transportation Program Office (CITP) is responsible for planning, coordinating, implementing, and monitoring all construction related capital projects in the City of Miami.

As part of the General Government service area, the Office is staffed by architects, engineers, public relations specialists, and a financial manager who administers the Capital Improvements and Transportation Programs. The Office manages all phases of design and construction for all horizontal and vertical projects and coordinates all activities related to the City's Trolley system.

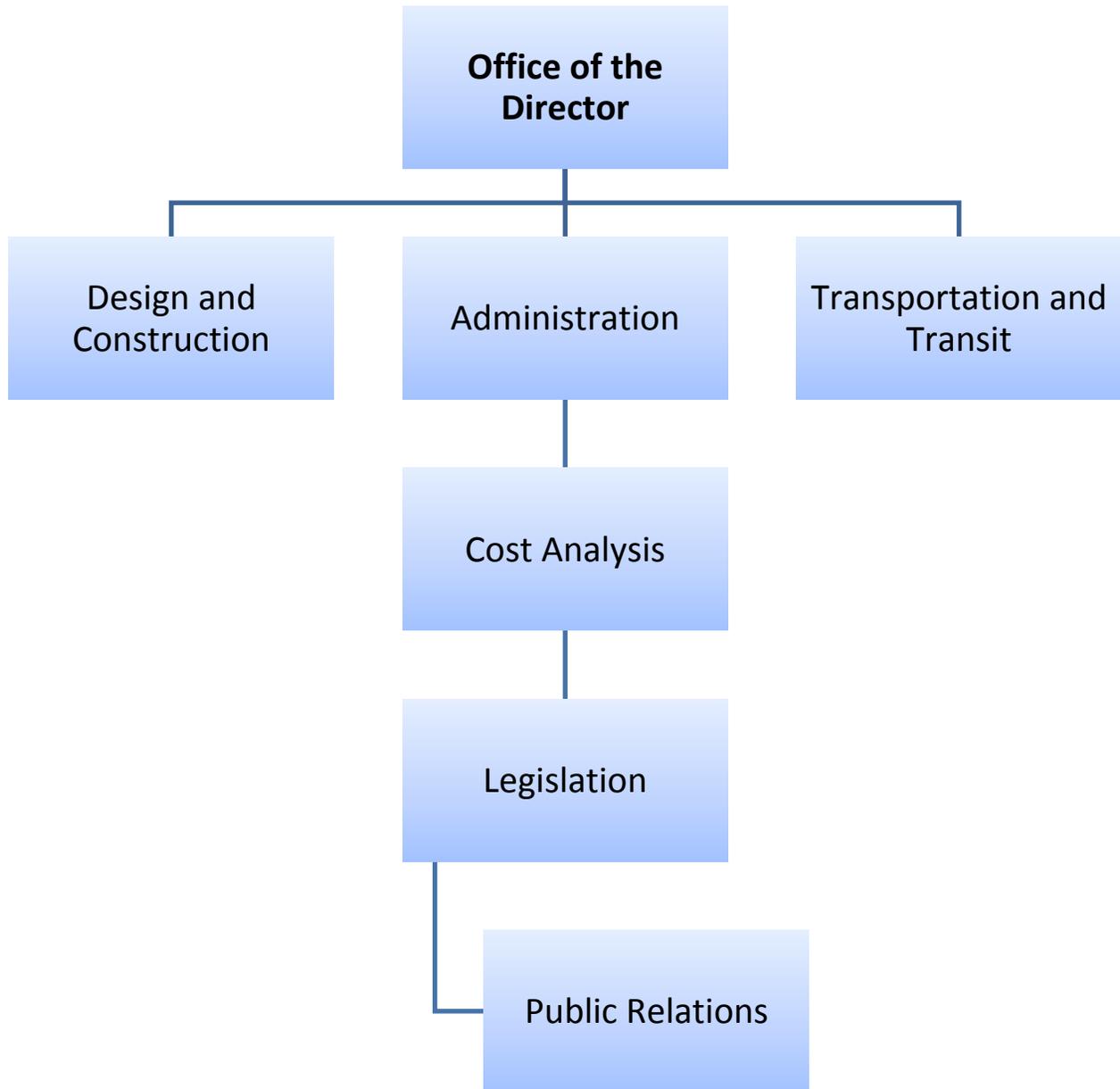
The Transportation and Transit Special Revenue Fund accounts for the operations of the City of Miami's transit and transportation projects including the Trolley system and On Demand Transportation services for the elderly.

Stakeholders include other City departments, elected officials, the community, and other governmental agencies.

Allocation by Category



Capital Improvements and Transportation



Capital Improvements and Transportation

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Directs, plans and implements the City’s Capital Improvements and Transportation Programs; provides leadership and administers the resources necessary to successfully deliver projects for client departments; develops and monitors the Office’s budget and manages cost controls.</p>	3	2
<p>DESIGN AND CONSTRUCTION Provides oversight of design and construction projects including planning, directing, designing, constructing, and coordinating all activities related to the projects; distributes work assignments to managers; provides design and construction management services to client departments; ensures that goals and objectives are accomplished within prescribed time frames and funding parameters.</p>	24	24
<p>ADMINISTRATION Administers CIP program management software; develops reports on Capital Funds; assists in developing the annual budget and capital plan in corporation with the Office of Management and Budget; processes payroll; provides support services to technical staff.</p>	5	5
<p>COST ANALYSIS Enters and oversees purchasing requisitions; prepares Direct Payments and journal entries; maintains a Requisition Purchase Order Log.</p>	1	1
<p>LEGISLATION Drafts legislative items; routes CIP agenda items for approval; serves as the liaison with the Procurement Department; coordinates with the Agenda and City Attorney offices on legislative matters.</p>	4	1
<p>PUBLIC RELATIONS Coordinates Bond Oversight Board (BOB) meetings; organizes CIP groundbreaking and community meetings; responds to records requests and constituents inquiries; prepares voting ballots and mail outs for special projects; assists with the Trolley system.</p>	2	2
<p>TRANSPORTATION AND TRANSIT Coordinates operational traffic, roadway safety programs, and initiatives; manages transportation and transit projects; represents the City on technical transportation issues; secures grant funding for transportation and transit projects; manages the City’s Trolley system.</p>	6	8
<p>TOTAL FULL-TIME POSITIONS</p>	45	43

Capital Improvements and Transportation

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	1,185,959	932,631	2,428,638	3,064,400	3,380,200
Operating Expense	1,297,172	3,236,574	8,877,379	3,584,200	4,025,900
Capital Outlay	6,558,948	2,411,728	(245,465)	9,500	0
Non-Operating Expenses	0	0	0	4,251,000	5,347,000
Transfers - OUT	8,843,179	9,404,600	9,442,400	10,706,300	11,027,500
	17,885,258	15,985,533	20,502,952	21,615,400	23,780,600

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	1,634,325	2,641,053	4,888,632	5,157,200	5,093,100
General Special Revenue	0	367,552	833,929	677,400	1,287,900
Planning Services	16,500	93,106	53,423	0	0
Transportation and Transit	9,626,311	10,715,770	12,794,665	15,780,800	17,399,600
ARRA-Others-Memo Only	6,608,122	2,168,052	1,932,303	0	0
	17,885,258	15,985,533	20,502,952	21,615,400	23,780,600

Objectives for FY 2014-15

Develop and implement a CITP policies and procedures manual by the fourth quarter of FY 2014-15; develop and adhere to project schedules that provide accountability measures for team members by the first quarter of FY 2014-15; and prepare project guidelines for schedule and budget to require all staff to be proactive, invested and held accountable for their projects by the first quarter of FY 2014-15.

Replace the Transportation Automated Control System (TRACS) Project Management software with a new, modern system that will better service the Office by the fourth quarter of FY 2014-15.

Work closely with outside agencies and the Office of Grants Administration to pursue all grant opportunities available for CITP.

Continue to update the CITP Five-Year Plan on time and in conjunction with the Office of Management and Budget, and develop a 20-year Transportation Master Plan by the fourth quarter of FY 2014-15.

Update the Trolley route plan by the third quarter of FY 2014-15 and develop a smartphone app for Android applications by the first quarter of FY 2014-15.

Improve connectivity to other transit systems.

Accomplishments in FY 2013-14

Prepared CITP plan with five-year allocations that was approved by Commission on time as per the Financial

Capital Improvements and Transportation

Integrity Principles.

Completed the process of transferring two finance positions to the Finance Department; four procurement positions to the Procurement Department, and one vacant position to the Office of Management and Budget. Implemented GIS Tracking software for all projects; this provided a mapping system that generated project data by simply clicking on a specific project on the map, and posted online for the public to access.

Increased the Miami Trolley system capacity from 15 to 34 trolleys.

Added trolley routes to the Health District/Stadium, the Brickell/Biscayne extension, and the Coral Way route implementation.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Transferring four positions to the Procurement Department and one position to the Office of Management and Budget to maintain the centralization of the procurement and budget functions as per the FY 2013-14 Mid-year Budget Amendment (GF \$71,900).

Funding for two positions that were eliminated effective January 2014 due to the change of responsibility for the accounting functions of capital assets that were assumed by the Finance Department (GF \$7,800).

Elimination of a Transportation Coordinator, Assistant position as per the FY 2013-14 Mid-year Budget Amendment (SR \$96,900).

Funding to cover the vendor payments for the administration of the Red Light Camera program as a result of the decreased revenue budgeted (GF \$196,000).

The Adopted Budget includes the following additions:

Transferring one Senior Assistant position from the City Manager's Office to CITP (GF \$40,200).

Funding for the 7.5 percent General Fund allocation increase for personnel, adjusting the rate from 22.5 percent to 30 percent (GF \$183,500).

Funding for two Special Project Assistants and one Administrative Assistant I position as per the FY 2013-14 Mid-year Budget Amendment (SR \$170,800).

Funding for the reclassification of three positions based upon the reorganization of the Transportation Office including the salary increase of one split funded position (SR \$39,600).

Transferring one temporary Project Manager position from the City Manager's Office to CITP (GF \$77,900).

Grant funding for the operation of the Trolleys reflected in the General Special Revenue Fund (SR \$610,500).

The Adopted Budget includes the following additional considerations:

The General Fund allocation for personnel in CITP represents 30 percent of the full salary cost; the remaining 70 percent is charged to the capital projects.

The non-operating expense includes a Transfer Out in the amount of \$11.18 million from the Transportation and Transit Special Revenue Fund to the Debt Service Fund (\$6.11 million) for payment of the Street Bonds; and to the Capital Fund (\$5.07 million) for Capital Street and Sidewalk and Mass Transit projects.

The FY 2014-15 Transportation and Transit Special Revenue Fund budget includes \$2.41 million of fund balance to augment county revenues to cover the costs of approximately \$5.35 million to manage the mass transit component, which includes the Trolley system and On Demand Transportation services.

Insurance-Vehicle Liability costs previously allocated centrally in the Risk Management Department (GF \$4,200).

Insurance-General Liability costs previously allocated centrally in the Risk Management Department (GF \$2,700).

Capital Improvements and Transportation

Insurance-Public Officials costs previously allocated centrally in the Risk Management Department (GF \$5,100). As per the Second Budget Hearing Change Memo, decrease in personnel cost that is classified as project charge back to capital projects (GF \$37,300).

As per the First Budget Hearing Change Memo, additional \$5,800 funding approving the modification of the 2012-2014 collective bargaining agreement with AFSME Local 1907, and \$47,500 for non-bargaining employees (GF \$53,000).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Resurfaced or reconstructed road surfaces (lane miles)	N/A	15.7	18.2	19.0
Trolley system ridership (riders in millions)	N/A	1.50	2.00	3.40
Planned project phases initiated (percent)	72	80	80	80
Traffic impact studies of new developments reviewed (number)	N/A	15	20	20

Capital Improvements and Transportation

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	635,700	513,500	1,149,200	782,900	618,900	1,401,800
513000 - Other Salaries and Wages	0	0	0	77,900	0	77,900
516000 - Fringe Benefits	3,700	6,900	10,600	5,500	6,900	12,400
521000 - Fica Taxes	48,900	39,800	88,700	60,300	47,600	107,900
522000 - Retirement Contributions	1,061,900	141,200	1,203,100	985,600	191,000	1,176,600
523000 - Life and Health Insurance	525,700	87,100	612,800	479,300	124,300	603,600
Personnel	2,275,900	788,500	3,064,400	2,391,500	988,700	3,380,200
Operating Expense						
524000 - Workers' Compensation	61,100	10,000	71,100	57,300	14,900	72,200
531000 - Professional Services	10,000	0	10,000	10,000	0	10,000
534000 - Other Contractual Services	3,500	679,900	683,400	3,500	1,290,400	1,293,900
540000 - Travel and Per Diem	1,000	1,000	2,000	1,000	1,000	2,000
541000 - Communications & Related Services	21,700	3,000	24,700	4,300	3,000	7,300
541100 - Postage	5,000	0	5,000	3,000	0	3,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	0	0	0	4,200	0	4,200
545013 - Insurance - General Liability	0	0	0	2,700	0	2,700
545014 - Insurance - Public Official	0	0	0	5,100	0	5,100
546000 - Repair and Maintenance Services	11,400	0	11,400	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	28,800	0	28,800
547000 - Printing and Binding	1,800	0	1,800	700	0	700
548100 - Advertising and Related Costs	1,300	2,000	3,300	500	2,000	2,500
549000 - Other Current Charges and Obligations	2,740,000	0	2,740,000	2,544,000	0	2,544,000
551000 - Office Supplies	13,100	6,000	19,100	13,400	7,900	21,300
552000 - Operating Supplies	4,400	0	4,400	4,800	0	4,800
552100 - Public Safety Supplies	0	0	0	1,700	0	1,700
552200 - Clothing/Uniform Supplies	0	0	0	1,600	900	2,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	1,000	4,000	10,400	4,200	14,600
666000 - Capitalized Books, Publications, and Library Materials	0	0	0	600	0	600
Operating Expense	2,881,300	702,900	3,584,200	2,701,600	1,324,300	4,025,900
Capital Outlay						
664000 - Machinery and Equipment	0	9,500	9,500	0	0	0

Capital Improvements and Transportation

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
Capital Outlay	0	9,500	9,500	0	0	0
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	4,251,000	4,251,000	0	5,347,000	5,347,000
Non-Operating Expenses	0	4,251,000	4,251,000	0	5,347,000	5,347,000
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	10,706,300	10,706,300	0	11,027,500	11,027,500
Transfers - OUT	0	10,706,300	10,706,300	0	11,027,500	11,027,500
Total Expense	5,157,200	16,458,200	21,615,400	5,093,100	18,687,500	23,780,600

City Attorney

Department Head: Victoria Mendez, City Attorney

Phone: (305) 416-1800

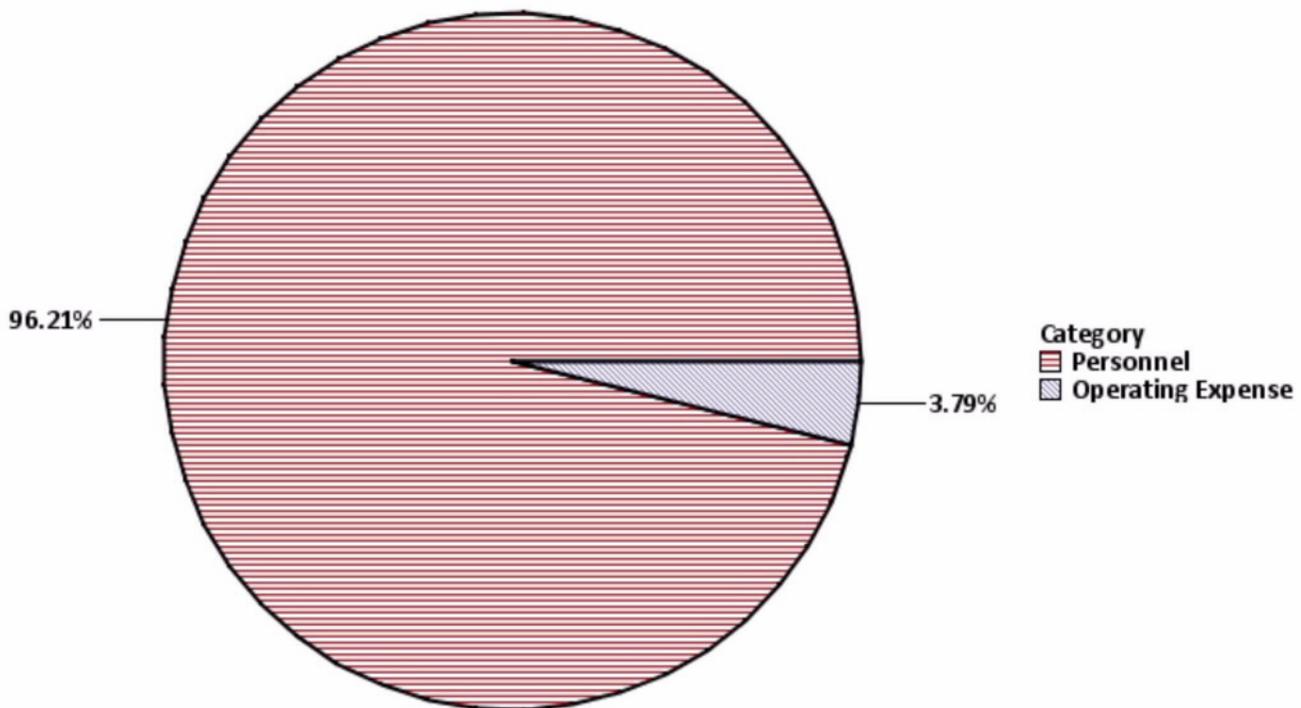
Description

The Office of the City Attorney provides legal counsel to the City of Miami's elected officials and Administration and is the charter officer of the City responsible for all legal matters related to the City's municipal government and corporate affairs. The Office of the City Attorney is responsible for the prosecution and defense of all lawsuits brought by or against the City.

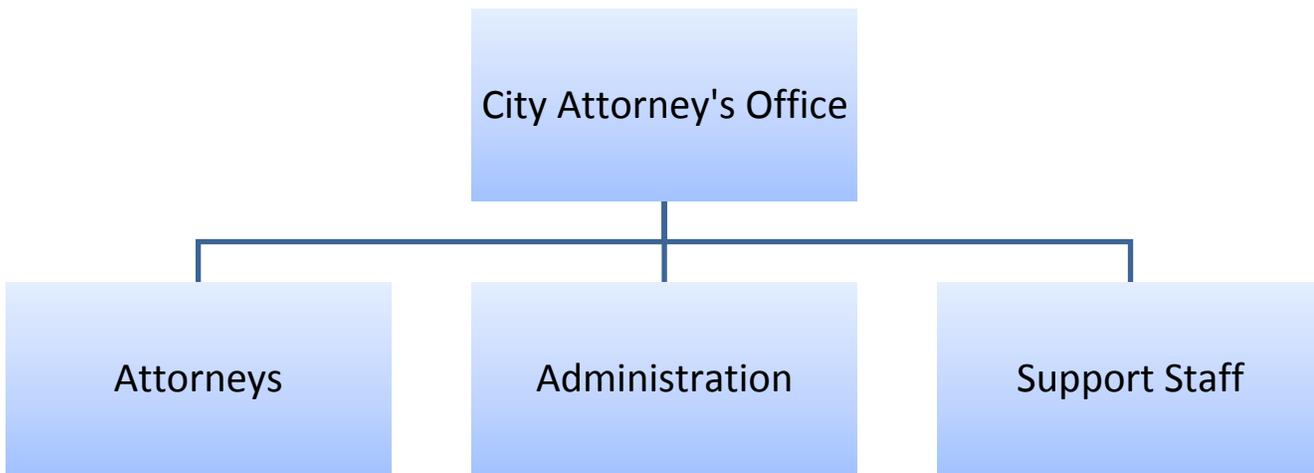
The Office of the City Attorney performs all legal services essential to support the operations and functions of all City departments; handles all commercial and financial legal transactions related to the Administration; prepares all contract, bonds and legal instruments; and represents the City, its officers, and employees in all litigation. Additionally, staff drafts and reviews all ordinances and resolutions enacted by the City Commission. The City Attorney issues written legal opinions to inform, advise, and update the City Commission and Administration on federal, state, and local laws impacting the conduct of municipal affairs.

Stakeholders include elected officials, the Administration, City departments, residents, and approximately 38 City authorities, boards, and committees.

Allocation by Category



City Attorney



Departmental Function/Unit	FY 2013-14	FY 2014-15
CITY ATTORNEY'S OFFICE Directs, coordinates, and administers all legal matters concerning the City of Miami; handles all legal issues concerning City Government; provides legal advice and direction to the City Commission, City Manager, and department heads.	1	1
ATTORNEYS Assists, or in the absence of the City Attorney, oversees, and administers all legal matters concerning the City of Miami; designated to overlook and supervise the General Government, Quality of Life and Administration, General Litigation and Appeals, and Labor and Employment Litigation Divisions; represents the City in court and before quasi-judicial or administrative agencies of government; may perform other legal or administrative duties designated by local laws and the City Charter.	20	25
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages departmental budget; implements/enforces departmental policy and procedures; provides personnel training; processes payroll; provides budget, finance, and procurement services; provides information technology systems support; administers the ProLaw database; coordinates upgrades of personal computers and computer systems; coordinates the City's legislative process with all departments within the City of Miami's organization; serves as department liaison for Human Resources, Information Technology, Hearing Boards, and City Clerk Departments.	4	4
SUPPORT STAFF Assists legal staff in the Office of the City Attorney; performs technical and complex clerical legal tasks; records legal documents with the court system; serves as courier for the Office.	16	25
TOTAL FULL-TIME POSITIONS	41	55

City Attorney

Department Summary

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
Personnel	4,160,377	4,139,526	5,472,534	5,852,300	7,204,300
Operating Expense	167,565	124,903	210,198	252,300	283,600
	4,327,941	4,264,429	5,682,731	6,104,600	7,487,900

Funding Structure

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
General Fund	4,327,941	4,264,429	5,682,731	6,104,600	7,487,900
	4,327,941	4,264,429	5,682,731	6,104,600	7,487,900

Objectives for FY 2014-15

Institute a comprehensive leadership development program within the Office.

Streamline policies and procedures to increase efficiency and effectiveness in the Request for Legal Services process.

Continue to develop in-house expertise in labor, pension matters, land use, and environmental matters.

Develop in-house advocacy services for the State of Florida Legislative Process.

Aggressively litigate matters on behalf of the City.

Collect on outstanding liens owed to the City.

Assist in the negotiations of collective bargaining agreements with the City's unions.

Accomplishments in FY 2013-14

The Office of the City Attorney has augmented its resources in assisting the City in enforcing code compliance and the collection of outstanding liens and fines.

City Attorney

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Savings from reclassifying vacant position Switchboard Operator to Law Administrator Clerk step 1 (GF \$13,600).

Savings from re-setting DROP position Administrative Assistant I to step 1 (GF \$7,600).

Savings from re-setting DROP position Legal Services Aide to step 1 (GF \$11,900).

Savings from re-setting DROP position Legal Services Aide to step 3 (GF \$12,000).

The Adopted Budget includes the following additions:

Eight new positions (two Attorneys, one Litigation Assistant, and five Paralegals) in addition to the six positions added in the FY 2013-14 mid-year budget amendment (GF \$582,700).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$9,300).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$6,000).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$8,800).

A General Fund contribution to capital improvement projects including the reconfiguration of the cubicles of the Department to accommodate new positions (CIP \$50,000).

As per Change Memo # 1, additional \$3,200 funding for the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$87,000 for non-bargaining employees (GF \$90,200).

Performance Metrics

	2011-12	2012-13	2013-14	2014-15
	Actuals	Actuals	Actuals	Estimate
Litigation matters opened (number)	626	567	616	550
Litigation matters closed (number)	698	700	682	660
Non-litigation matters opened (number)	1,301	1,513	2,036	1,300
Non-litigation matters closed (number)	1,264	1,603	2,096	1,400
Blended Attorney hourly rate (dollars)	61.05	61.71	56.74	56.74
Blended billable hours per Attorney (hours)	1,521	1,271	1,200	1,500
Blended Attorney hourly rate (dollars)	61.05	61.71	56.74	56.74

City Attorney

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,809,900	0	3,809,900	4,586,800	0	4,586,800
512010 - Attrition Savings - Salaries	0	0	0	(124,200)	0	(124,200)
513000 - Other Salaries and Wages	79,600	0	79,600	264,900	0	264,900
515000 - Special Pay	12,100	0	12,100	12,100	0	12,100
516000 - Fringe Benefits	57,600	0	57,600	78,900	0	78,900
521000 - Fica Taxes	211,700	0	211,700	356,900	0	356,900
522000 - Retirement Contributions	1,152,500	0	1,152,500	1,361,500	0	1,361,500
523000 - Life and Health Insurance	528,900	0	528,900	667,400	0	667,400
Personnel	5,852,300	0	5,852,300	7,204,300	0	7,204,300
Operating Expense						
524000 - Workers' Compensation	61,500	0	61,500	79,900	0	79,900
531000 - Professional Services	15,000	0	15,000	15,000	0	15,000
540000 - Travel and Per Diem	13,500	0	13,500	13,500	0	13,500
541000 - Communications & Related Services	15,200	0	15,200	600	0	600
541100 - Postage	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	12,900	0	12,900	12,900	0	12,900
545011 - Insurance - Vehicle Liability	0	0	0	9,300	0	9,300
545013 - Insurance - General Liability	0	0	0	8,800	0	8,800
545014 - Insurance - Public Official	0	0	0	6,000	0	6,000
546000 - Repair and Maintenance Services	20,000	0	20,000	700	0	700
546001 - IT-Repair and Maintenance Services	0	0	0	33,900	0	33,900
551000 - Office Supplies	20,000	0	20,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	86,200	0	86,200	80,000	0	80,000
Operating Expense	252,300	0	252,300	283,600	0	283,600
Total Expense	6,104,600	0	6,104,600	7,487,900	0	7,487,900

City Clerk

Department Head: Todd B. Hannon

Phone: (305) 250-5360

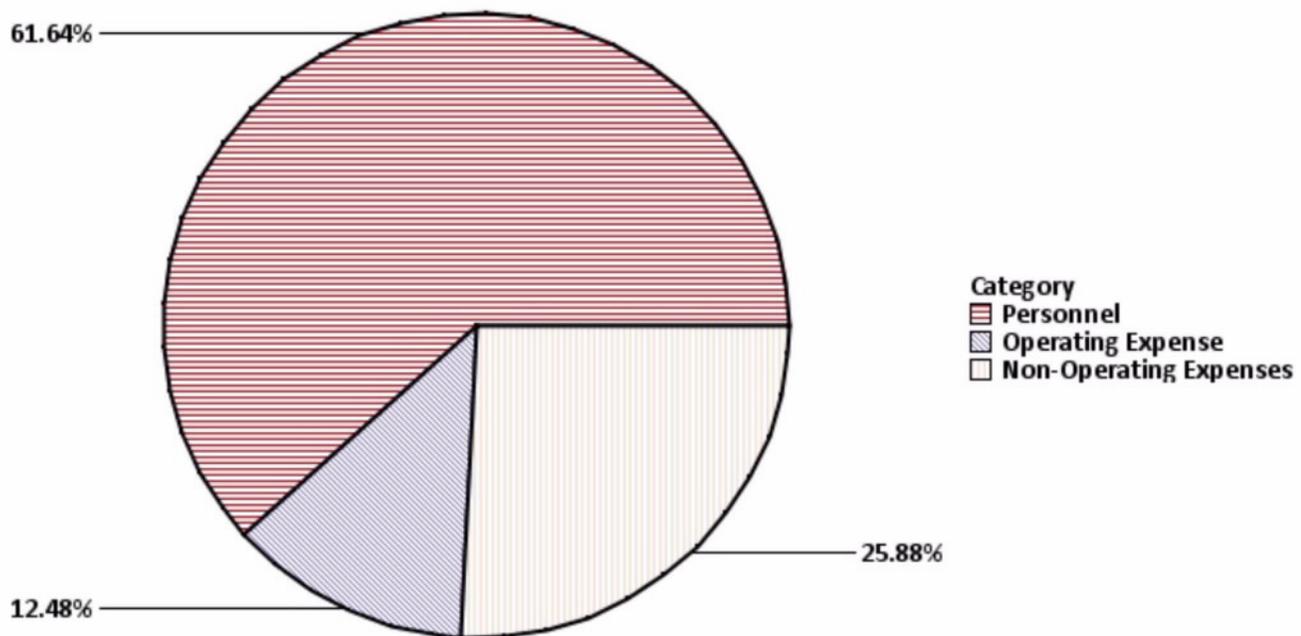
Description

The City Clerk's Office is the keeper of all official records. Duties and responsibilities are derived from Florida Statutes, City Charter, and City Code, or are defined administratively. Staff records and maintains Commission minutes, legislation, lobbyist registration, bid openings, meeting schedules, minutes and attendance records of all city boards, committees, agencies and trusts, and bond validation proceedings. Additionally, the Clerk's Office administers, supervises, and certifies municipal elections, including those for elected officials, advisory boards, charter amendments, City referenda, and straw ballot issues.

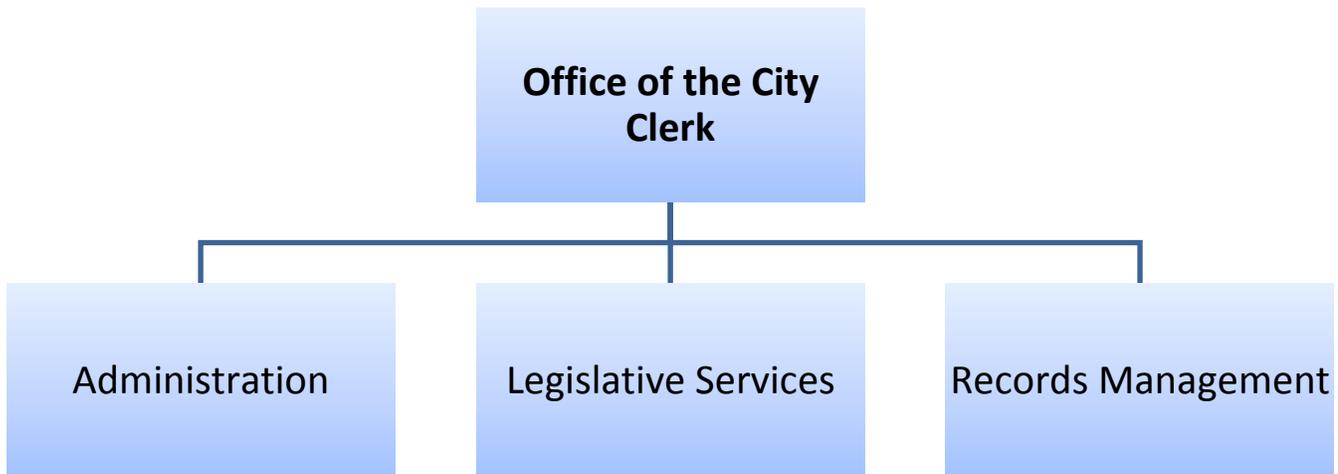
To perform its functions as part of the General Government service area, the Clerk's staff prepares public notices and attends meetings of the Commission, advisory boards, elections, and others as required. Staff ensures compliance of City records as mandated by Florida Department of State, Division of Library and Information Services. Additionally, the Clerk's Office researches and implements best records management practices and technologies according to industry standards; and maintains a searchable repository of inactive, historical, and vital records. The Clerk's Office also works on collaborative projects and cost sharing approaches for the preservation of the City's archives.

Stakeholders include elected officials, City residents, visitors, and City departments.

Allocation by Category



City Clerk



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records Commission meetings; prepares and administers oaths of office; maintains official calendar of Commission, Boards and Committee meetings; executes documents as Secretary of the Municipal Corporation and Community Revitalization Agency (CRA) Board.	1	1
ADMINISTRATION Prepares the annual budget; attests and archives contracts and agreements; oversees all matters relating to personnel and expenditures; supervises all municipal elections (charter amendments, candidates, bonds, referenda, etc.); certifies and declares election results.	4	4
LEGISLATIVE SERVICES Records Commission actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes and distributes verbatim minutes; attends and participates in bond validation proceedings; advertises official notices; registers and maintains lobbyist files; coordinates the routing of bids and proposals for appropriate tabulation; reproduces, certifies, notarizes, and researches official City records; provides passport application services; notifies board and committee appointees upon being selected by the Commission.	6	5
RECORDS MANAGEMENT Archives on-site 116 years of digitized official records; develops, updates, and maintains the City of Miami Records Management Procedures Manual for on-site and off-site destruction, filing, and retention schedule; oversees compliance with State of Florida General Records Schedules; digitally archives agenda, minutes, ordinances, resolutions, background memoranda, and other related documents.	2	2
TOTAL FULL-TIME POSITIONS	13	12

City Clerk

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	894,597	932,718	1,157,203	1,471,900	1,383,900
Operating Expense	297,111	313,704	319,057	284,800	280,200
Non-Operating Expenses	0	0	0	337,500	580,900
	1,191,708	1,246,422	1,476,261	2,094,200	2,245,000

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	1,041,780	1,048,340	1,267,125	1,508,500	1,526,800
City Clerk Services	149,928	198,082	209,135	585,700	718,200
	1,191,708	1,246,422	1,476,261	2,094,200	2,245,000

Objectives for FY 2014-15

- Complete the City Commission meeting after-action reports (marked agenda) in a timely manner.
- Complete City Commission minutes within established guidelines.
- Scan executed contracts and agreements into Laserfiche in a timely manner.
- Notify board members of their appointments within established guidelines based upon data generated through the People Offices Management System (POMS).

Accomplishments in FY 2013-14

- Surpassed the passport revenue objective of \$15,000 by collecting over \$35,000 in passport fees.
- Conducted and supervised the qualification and elections processes for the November 2013 General Municipal Election and Runoff Election, the March 2014 Civil Service Board Election, and the August 2014 Overtown Advisory Board/Overtown Community Oversight Board Election. All elections-related documents, including candidate qualification papers, campaign finance reports, and certified election results, were promptly made available for public access through the City Clerk's website.
- Pursuant to Florida Statutes Chapter 106, the Clerk performed the ministerial duties relating to all election campaign documents by deeming those appropriate as complete and filed timely. In addition, the Office of the City Clerk is obligated to respond to requests from the Florida Elections Commission regarding election document filing histories of candidates appealing charges of violating Chapter 106 of Florida Statutes.
- Conducted and successfully met the notification and advertising requirements of Florida Statutes Chapter 170 for the Flagler Street Special Assessment Area created by the City Commission in March of 2014.

City Clerk

City Clerk is obligated to respond to requests from the Florida Elections Commission regarding election document filing histories of candidates appealing charges of violating Chapter 106 of Florida Statutes. Conducted and successfully met the notification and advertising requirements of Florida Statutes Chapter 170 for the Flagler Street Special Assessment Area created by the City Commission in March of 2014. Transmitted over 15 adopted resolutions to various governmental and non-governmental agencies as directed by the City Commission. Destroyed 670.5 cubic feet (447 boxes) of records that met the State of Florida's records retention requirement, saving the City thousands of dollars in off-site storage fees.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction in Regular Salaries and Wages due to three positions filled at a lower amount than that budgeted in FY 2014 (GF \$34,500) and one vacant position budgeted at Step 1 (GF \$9,800) for a total amount of \$44,300. Reduction in Advertising and Related Costs to align budget to actuals (GF \$25,000).

The Adopted Budget includes the following additions:

Increase in Other Contractual Services due to Senate Bill 50 which requires interpreters at public meetings (GF \$11,000). Increase in Budget Reserve due to future acquisition of a comprehensive program for Commission agenda preparation, administration of legislation, and electronic records managements system; and placement of City Commission documents from 1896 to the present online for public access (SR \$243,400).

The Adopted Budget includes the following additional considerations:

Reimbursement to the Office of the City Clerk of \$30,000 by Southeast Overtown Park West (SEOPW) Community Redevelopment Agency (CRA) and \$17,500 by Omni and Midtown CRA for services rendered (SR \$47,500). Elimination of Special Projects Manager position (SR \$113,300). Insurance – Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$2,200). Insurance – General Liability cost previously allocated centrally in the Risk Management Department (GF \$2,100). Insurance – Public Officials cost previously allocated centrally in the Risk Management Department (GF \$1,500). A General Fund contribution to capital improvement projects to replace the Legislative Information System (CIP \$75,000). As per Change Memo #1, additional \$4,400 funding the modification of the 2012-2014 collective bargaining agreement with AFSCME Local 1907, and \$12,500 for non-bargaining employees.

City Clerk

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Marked agenda completed within seven calendar days (percent)	90.0	91.0	95.0	95.0
City Commission minutes completed within 25 calendar days (percent)	100.0	100.0	100.0	100.0
Contracts and agreements scanned and available in Laserfiche within seven calendar days of receipt (percent)	N/A	N/A	80.0	85.0
Notifications sent to board appointees within 30 calendar days of City Commission approval (percent)	N/A	N/A	80.0	85.0

City Clerk

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	762,500	142,900	905,400	733,900	37,600	771,500
516000 - Fringe Benefits	4,800	0	4,800	4,800	0	4,800
521000 - Fica Taxes	58,800	10,900	69,700	56,300	2,800	59,100
522000 - Retirement Contributions	264,800	59,500	324,300	303,500	60,400	363,900
523000 - Life and Health Insurance	140,000	27,700	167,700	156,200	28,400	184,600
Personnel	1,230,900	241,000	1,471,900	1,254,700	129,200	1,383,900
Operating Expense						
524000 - Workers' Compensation	16,200	3,200	19,400	18,700	3,400	22,100
531000 - Professional Services	50,300	0	50,300	50,300	0	50,300
534000 - Other Contractual Services	37,800	0	37,800	48,800	0	48,800
540000 - Travel and Per Diem	600	0	600	600	0	600
541000 - Communications & Related Services	4,500	0	4,500	0	0	0
541100 - Postage	7,100	2,000	9,100	7,100	2,700	9,800
544000 - Rentals and Leases	2,000	0	2,000	2,100	0	2,100
545011 - Insurance - Vehicle Liability	0	0	0	2,200	0	2,200
545013 - Insurance - General Liability	0	0	0	2,100	0	2,100
545014 - Insurance - Public Official	0	0	0	1,500	0	1,500
546000 - Repair and Maintenance Services	42,600	0	42,600	1,100	0	1,100
546001 - IT-Repair and Maintenance Services	0	0	0	46,100	0	46,100
547200 - Printing and Binding-Paper Stock	800	0	800	800	0	800
548100 - Advertising and Related Costs	110,000	0	110,000	85,000	0	85,000
551000 - Office Supplies	3,200	2,000	5,200	3,200	2,000	5,200
552000 - Operating Supplies	800	0	800	800	0	800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,700	0	1,700	1,700	0	1,700
Operating Expense	277,600	7,200	284,800	272,100	8,100	280,200
Non-Operating Expense						
896000 - Budget Reserve	0	337,500	337,500	0	580,900	580,900
Non-Operating Expenses	0	337,500	337,500	0	580,900	580,900
Total Expense	1,508,500	585,700	2,094,200	1,526,800	718,200	2,245,000

Civil Service

Department Head: Tishria L. Mindingall

Phone: (305) 416-2020

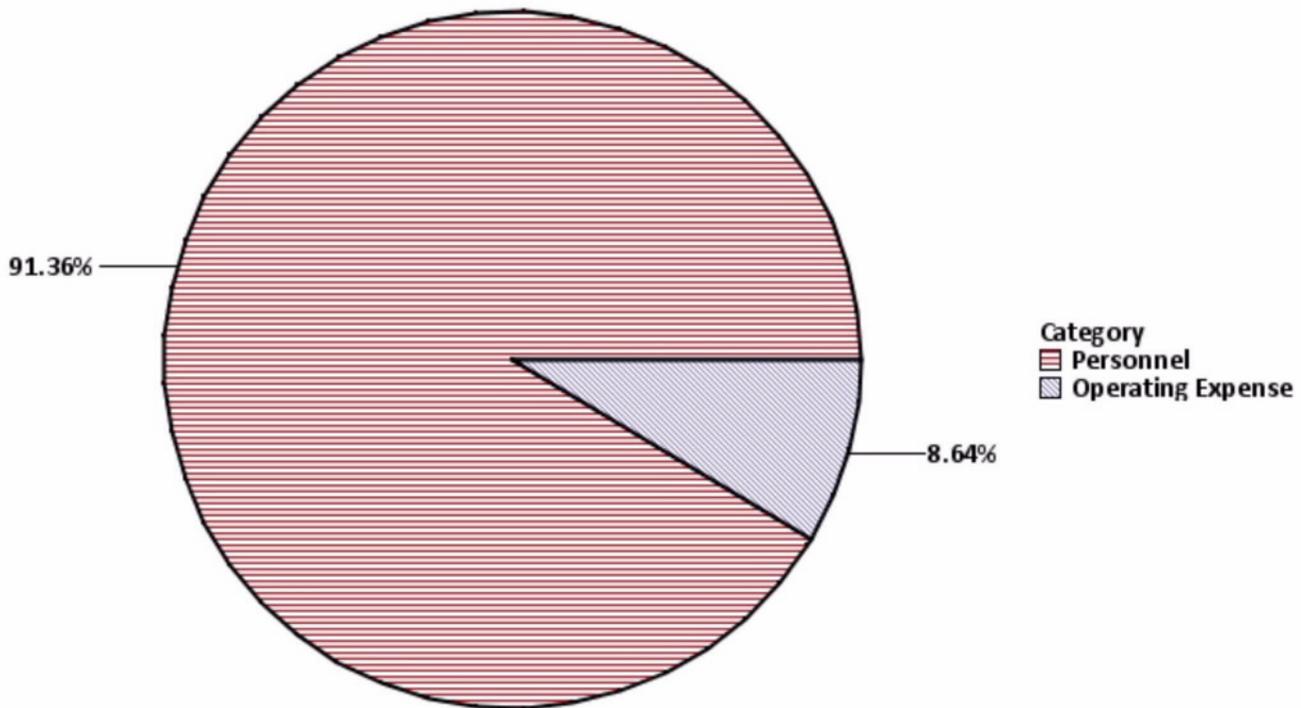
Description

The Civil Service Board is a Commission-appointed body of five members (three appointed by Commission, two elected by employees) who are responsible for the enforcement of Section 36 of the City of Miami Charter and Code of Laws.

The Board is supported by three staff members and outside legal counsel. The staff prepares and maintains the agendas and minutes, meets with and guides employees and residents in the civil service process, conducts research and prepares regular and special reports, and performs all administrative functions for the members. The Board considers complaints made by and against City of Miami employees and departments, as well as appeals of disciplinary action. The Board has an advisory and reporting function to the City of Miami Commission, and at times reports findings and recommendations to the City Manager.

The Board Office performs its duties for the benefit of City of Miami employees and applicants, as well as the residents of the City of Miami, who have the ability to address the Board via Rule 2.7, 14, and 16.1. The Board serves as overseer to protect the merit system and to ensure that established rules, regulations, policies, and procedures are utilized in the hiring of capable people into the City's workforce.

Allocation by Category



Civil Service

Civil Service

Departmental Function/Unit	FY 2013-14	FY 2014-15
CIVIL SERVICE Enforces Section 36 of the City of Miami Charter and Chapter 40 of the Code of Laws; amends the rules as required; acts like a court hearing appeals of disciplinary actions, grievances, and investigations concerning alleged violations of rules and regulations, and whistleblower complaints; prepares agendas, issues subpoenas, and organizes reports detailing outcome of hearings; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3
TOTAL FULL-TIME POSITIONS	3	3

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	269,949	264,540	384,080	331,200	388,200
Operating Expense	18,483	21,601	23,538	39,700	36,700
	288,432	286,141	407,618	370,900	424,900

Civil Service

Objectives for FY 2014-15

Update rules as needed and assist in formulating personnel hiring and employment policies.
Prepare subpoenas and document continuances; reschedule cases, and process closures of cases.
Conduct 12 new employee orientations, five supervisory orientation sessions, and four workshops as necessary.
Publish departmental newsletters and informational bulletins on a quarterly basis.
Investigate allegations of mistreatment, fraud, and other abuses of power as they occur.
Hear complaints of employees and residents concerning the City's selection and employment practices, whistleblower violations, appeals of disciplinary action, and violations of the Civil Service Rules as they are scheduled.

Accomplishments in FY 2013-14

Evaluated and approved five requests for the extension of employee probationary periods.
Heard and ruled on 15 appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters, while simultaneously increasing settlement agreements in appeal (disciplinary) matters.
Conducted five Civil Service Rules workshops and 13 new employee orientation sessions.
Conducted 80 research and investigative projects, brought by employees, Board members, and members of the public. This number may increase due to Citywide employment changes (i.e., retirements, new hires) and upcoming promotional exams expected to be scheduled for sworn personnel during this fiscal year.
Published five information bulletins and newsletters.
Drafted curriculum for upcoming supervisory orientation sessions.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following additional considerations:

Insurance - Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$500).
Insurance - General Liability cost previously allocated centrally in the Risk Management Department (GF \$500).
Insurance - Public Officials cost previously allocated centrally in the Risk Management Department (GF \$400).
As per Change Memo #1, additional funding allocated for non-bargaining employees 2.40 percent salary increase (GF \$5,500).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters heard (number)	24	18	20	20
Cases closed (number)	30	20	20	40
Subpoenas prepared and processed				

Civil Service

(number)				
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	96	85	80	90
Civil Service Rules workshops conducted (number)	7	4	4	6
New employee and supervisor orientation training sessions conducted (number)	10	13	15	12
Subpoenas processed within two business days of receipt (percent)	N/A	N/A	100	100
Civil Service Board meeting minutes completed within seven calendar days (percent)	N/A	N/A	100	100

Civil Services

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	10,800	0	10,800	10,800	0	10,800
512000 - Regular Salaries and Wages	215,400	0	215,400	216,000	0	216,000
516000 - Fringe Benefits	7,200	0	7,200	7,200	0	7,200
521000 - Fica Taxes	17,000	0	17,000	17,800	0	17,800
522000 - Retirement Contributions	42,100	0	42,100	93,800	0	93,800
523000 - Life and Health Insurance	38,700	0	38,700	42,600	0	42,600
Personnel	331,200	0	331,200	388,200	0	388,200
Operating Expense						
524000 - Workers' Compensation	4,500	0	4,500	5,100	0	5,100
531010 - Professional Services- Legal Services	30,000	0	30,000	22,000	0	22,000
540000 - Travel and Per Diem	0	0	0	3,200	0	3,200
541000 - Communications & Related Services	1,500	0	1,500	0	0	0
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	1,400	0	1,400	1,400	0	1,400
545011 - Insurance - Vehicle Liability	0	0	0	500	0	500
545013 - Insurance - General Liability	0	0	0	500	0	500
545014 - Insurance - Public Official	0	0	0	400	0	400
546000 - Repair and Maintenance Services	700	0	700	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	2,200	0	2,200
547200 - Printing and Binding- Paper Stock	200	0	200	200	0	200
549000 - Other Current Charges and Obligations	200	0	200	200	0	200
551000 - Office Supplies	200	0	200	200	0	200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	900	0	900	700	0	700
Operating Expense	39,700	0	39,700	36,700	0	36,700
Total Expense	370,900	0	370,900	424,900	0	424,900

Code Compliance

Department Head: Vacant

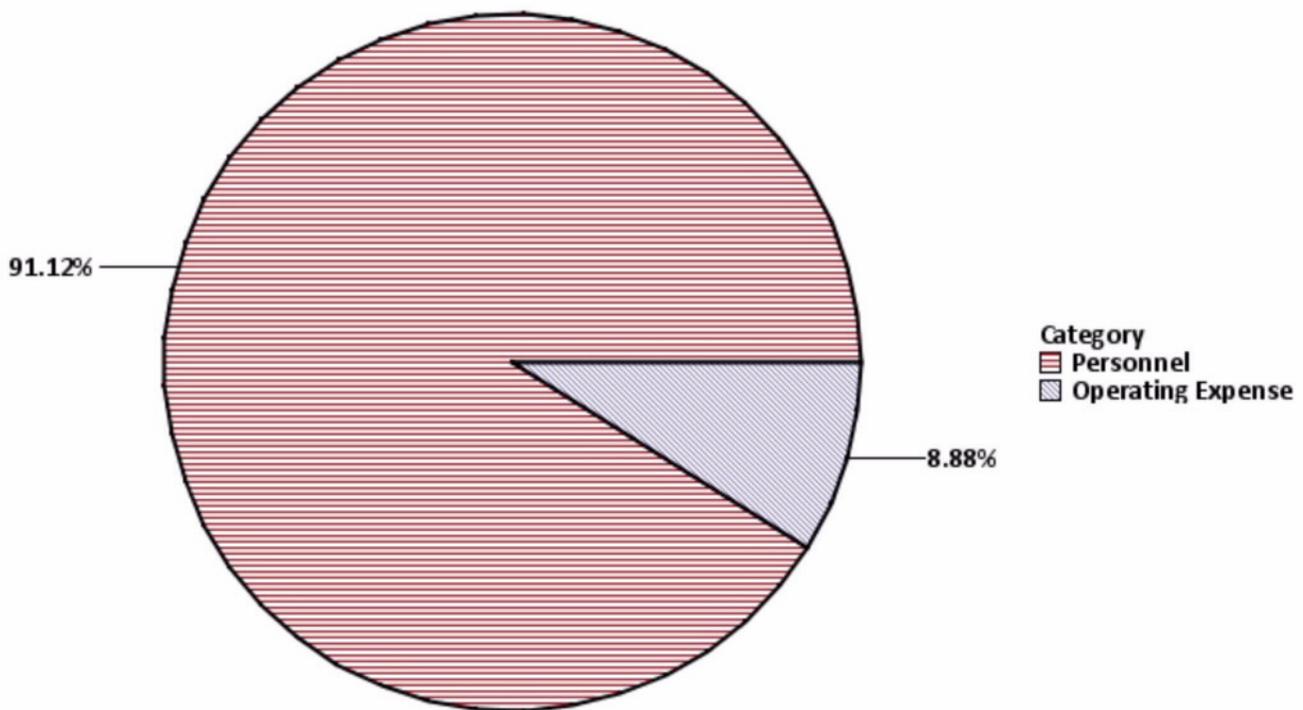
Phone: (305) 416-2087

Description

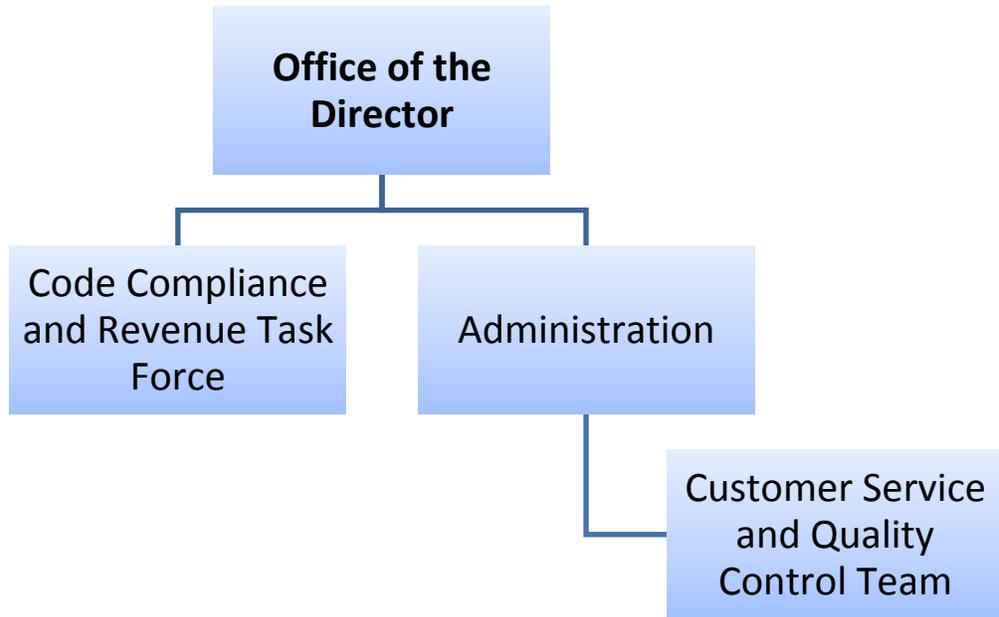
The Code Compliance Office is responsible for enforcing and educating residents and business owners on the City's codes and ordinances. Code Compliance staff monitors City areas, notifying resident and business owners of code violations, and educating them as to possible future violations. They also work with residents, business owners, and other stakeholders to bring violations into compliance. As they monitor specific areas, they visit businesses and residents educating them about the City's codes and ordinances. Through their efforts, the City is able to achieve a better quality of life for its residents, business owners, and visitors.

The stakeholders are property owners, homeowners' associations, business owners, and the residents.

Allocation by Category



Code Compliance



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; assists other City Departments and agencies with code compliance issues, ordinances, and the City Charter; develops and monitors the Department’s budget.	1	1
CODE COMPLIANCE AND REVENUE TASK FORCE Patrols neighborhoods in search of violations of the City’s code; maintains records and correspondence pertaining to violations; works with stakeholders to achieve waste disposal in accordance with sanitation ordinances; works with the community to resolve code violations; initiates and processes all Certificates of Use and Business Tax Receipts for new and existing businesses; collects outstanding fees.	42	42
ADMINISTRATION Provides administrative support for finance, budgeting, billing and collections, lien processing, human resources, and procurement.	3	3
CUSTOMER SERVICE AND QUALITY CONTROL TEAM Responds to unusual or difficult situations; resolves problems and complaints; evaluates and monitors the ongoing performance of Code Compliance inspectors; defines and implements quality improvement programs; determines effectiveness of Departmental procedures.	6	6
TOTAL FULL-TIME POSITIONS	52	52

Code Compliance

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	3,028,301	2,790,226	4,079,325	4,102,100	4,219,400
Operating Expense	316,281	430,544	342,290	396,600	411,300
Capital Outlay	(5,012)	11,525	24,102	260,000	0
Non-Operating Expenses	0	0	0	2,083,000	0
Transfers - OUT	10,000	0	0	0	0
	3,349,570	3,232,295	4,445,717	6,841,700	4,630,700

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	3,294,560	3,025,066	4,332,045	4,533,700	4,630,700
Net Offices & Code Enforcement (SR)	55,010	207,229	113,672	2,308,000	0
	3,349,570	3,232,295	4,445,717	6,841,700	4,630,700

Objectives for FY 2014-15

Collect over \$2 million in licenses for all new business and delinquent Certificate of Use and Business Tax Receipt balances owed.

Continue to encourage residents to work closely with their Neighborhood Enhancement Team (NET) area offices and the Solid Waste Department on getting familiar with illegal dumping and solid waste pick-up-schedules.

Investigate and respond to 100 percent of all 311 complaints within ten days of receipt.

Collect Departmental revenues through the issuance of liens, fines, and tickets (GF \$450,000).

Resolve 99 percent of all 311 complaints received Citywide during FY 2014-15, which are processed 100 percent through Code Compliance.

Accomplishments in FY 2013-14

Deployed Code Compliance Inspectors Citywide to collect outstanding fees or fine balances in connection with Certificate of Use and Occupational Licenses; collected more than \$2 million dollars by the end of FY 2013-14.

Resolved and closed 90 percent of all the business establishment noise complaint cases opened and handled by the Noise Compliance Unit.

Resolved 99 percent of all 311 call system complaints received Citywide during FY 2013-14, which were processed through Code Compliance.

Code Compliance

Resolved approximately 80 percent of all the violations related to illegal mechanical repairs, abandoned vehicles, and commercial vehicles parked in residential areas through the efforts of inspectors prior to the code hearing process.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction in Professional Services from \$180,000 originally budgeted for FY 2013-14 to \$140,000 for FY 2014-15 (GF \$40,000).

Reduction in Clothing/Uniform Supplies from \$16,000 originally budgeted for FY 2013-14 to \$12,000 for FY 2014-15 (GF \$4,000).

The Adopted Budget includes the following additions:

Florida Association of Code Enforcement (F.A.C.E) training and certification equips the Code Compliance Inspector with the latest knowledge, skills, and changes in codes and state laws in order to efficiently apply these methods within the City of Miami (GF \$24,000).

Code Compliance is implementing better technology to assist with mobile electronic data access (GF \$7,200).

The Adopted Budget includes the following additional considerations:

Reimbursement from Community Development Block Grant funding for Code Compliance Inspectors (\$670,000).

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$7,700)

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$4,500)

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$4,900).

As per Change Memo # 1, additional \$34,300 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$12,300 for non-bargaining employees.

Code Compliance

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	27,954	28,099	26,564	26,000
Collections from new/outstanding BTR and CU inspections (dollar)	2,202,300	2,511,550	2,558,443	2,000,000
Respond to 311 complaints within 10 days (percent)	98.0	99.0	98.34	99.0

Code Compliance

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	3,600	0	3,600	3,600	0	3,600
512000 - Regular Salaries and Wages	2,200,400	0	2,200,400	2,162,400	0	2,162,400
516000 - Fringe Benefits	33,000	0	33,000	30,000	0	30,000
521000 - Fica Taxes	168,600	0	168,600	167,200	0	167,200
522000 - Retirement Contributions	1,025,700	0	1,025,700	1,117,800	0	1,117,800
523000 - Life and Health Insurance	670,800	0	670,800	738,400	0	738,400
Personnel	4,102,100	0	4,102,100	4,219,400	0	4,219,400
Operating Expense						
524000 - Workers' Compensation	78,000	0	78,000	88,400	0	88,400
531000 - Professional Services	180,000	0	180,000	140,000	0	140,000
531010 - Professional Services- Legal Services	2,500	0	2,500	2,500	0	2,500
533000 - Court Services	300	0	300	300	0	300
540000 - Travel and Per Diem	0	0	0	24,000	0	24,000
541000 - Communications & Related Services	38,000	0	38,000	7,200	0	7,200
541100 - Postage	50,000	0	50,000	50,000	0	50,000
544000 - Rentals and Leases	3,500	0	3,500	3,500	0	3,500
545011 - Insurance - Vehicle Liability	0	0	0	7,700	0	7,700
545013 - Insurance - General Liability	0	0	0	4,900	0	4,900
545014 - Insurance - Public Official	0	0	0	4,500	0	4,500
546000 - Repair and Maintenance Services	11,800	0	11,800	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	49,800	0	49,800
547200 - Printing and Binding- Paper Stock	3,000	0	3,000	3,000	0	3,000
551000 - Office Supplies	12,000	0	12,000	12,000	0	12,000
552000 - Operating Supplies	1,500	0	1,500	1,500	0	1,500
552200 - Clothing/Uniform Supplies	16,000	0	16,000	12,000	0	12,000
Operating Expense	396,600	0	396,600	411,300	0	411,300
Capital Outlay						
663000 - Improvements Other Than Buildings	0	225,000	225,000	0	0	0
664000 - Machinery and Equipment	35,000	0	35,000	0	0	0
Capital Outlay	35,000	225,000	260,000	0	0	0
Non-Operating Expense						
896000 - Budget Reserve	0	2,083,000	2,083,000	0	0	0
Non-Operating Expenses	0	2,083,000	2,083,000	0	0	0

Code Compliance

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
Total Expense	4,533,700	2,308,000	6,841,700	4,630,700	0	4,630,700

Office of Communications and Protocol

Department Head: Angel Zayon

Phone: (305) 416-1440

Description

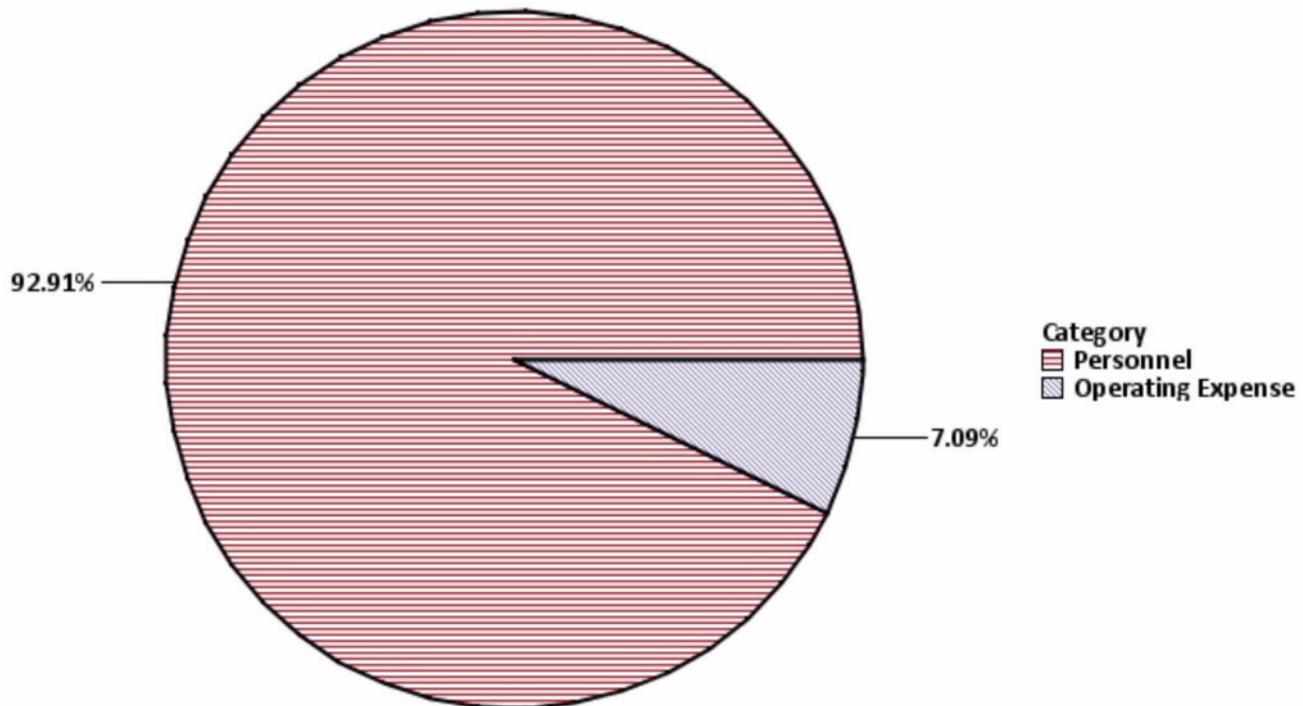
The Office of Communications, Protocol, and the Mayor's International Council is the source of official information for the City of Miami. The Office promotes the public image of the City of Miami and disseminates official information.

The Office is vital in keeping the community informed, especially during emergency situations, by transmitting public service announcements. Staff uses various transmission mediums such as television, fiber optic feed to local media, the World Wide Web, Twitter, Facebook, YouTube, radio, and others. The Office of Communications and Protocol produces and broadcasts original programming for the City of Miami television station, social media, and City web pages. The Office updates the City's web content daily and uploads video and photo components. The Office of Communications and Protocol also generates media advisories and press releases, organizes press conferences and presentations, and promotes community events through the latest media tools.

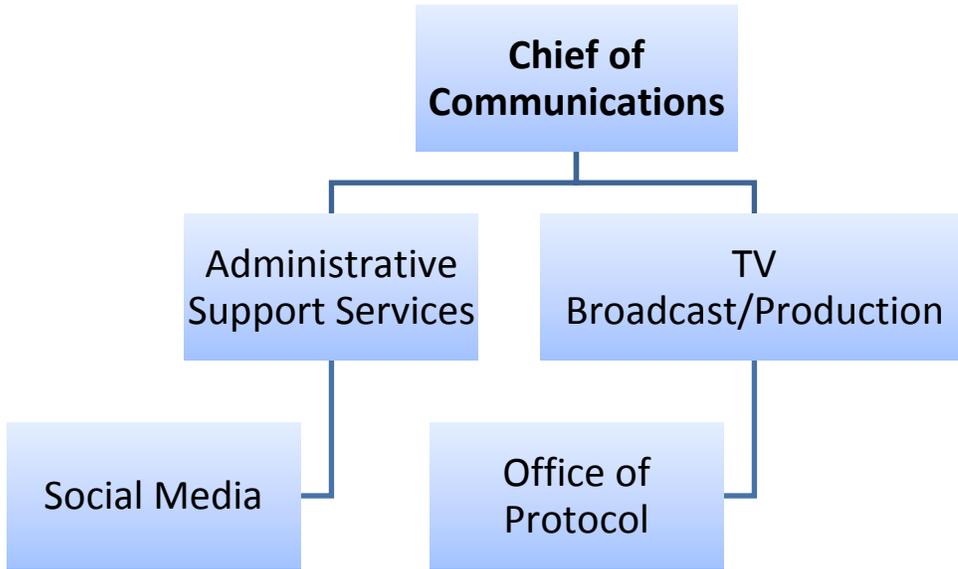
The Office of Communications and Protocol also performs the function of the Mayor's International Council (MIC), which is responsible for planning, developing, and executing international trade and business development initiatives. The MIC also plans and coordinates activities in conjunction with the Sister Cities International Organization, positioning the City of Miami as a city that supports and promotes cultural activities. The Office is also responsible for the writing and editing of proclamations, commendations, recognitions, and letters for City officials involving dignitaries, special representatives, groups, organizations, and other cities.

The primary stakeholders include the Mayor, City Commissioners, department heads, residents of the City, and visitors.

Allocation by Category



Office of Communications and Protocol



Departmental Function/Unit	FY 2013-14	FY 2014-15
CHIEF OF COMMUNICATIONS Oversees and directs public information, public and media relations, photographic, and video production programs; develops and implements production studies relating to public access TV channels and the Internet; develops and executes communication initiatives in international trade and business with countries outside the U.S. to attract business, tourism, and other economic interests through the Mayor's International Council; coordinates public records requests; manages the Sister Cities program; promotes Miami as a city which supports cultural activities.	1	1
ADMINISTRATIVE SUPPORT SERVICES Assists the Department Chief in directing all personnel, procurement, budgeting, and fiscal activities; produces official statements and press releases; processes public records requests; assists with the Mayor's International Council and Sister Cities Program.	2	3
SOCIAL MEDIA Develops, maintains, and supports the web-based content for the City's web pages and social media.	1	1
TV BROADCAST/PRODUCTION Provides photo, video, and editing services; produces original TV programming; programs and broadcasts City Channel 77; broadcasts live City Commission and other meetings; photographs and documents official City events.	6	6
OFFICE OF PROTOCOL Performs technical and professional goodwill functions at honorary ceremonies; prepares recognition documents for City honorees.	1	1
TOTAL FULL-TIME POSITIONS	11	12

Office of Communications and Protocol

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	654,261	328,499	805,070	889,000	1,066,100
Operating Expense	27,327	43,745	84,863	154,700	81,300
Capital Outlay	0	5,087	8,191	5,900	0
Non-Operating Expenses	0	0	235	0	0
	681,589	377,331	898,357	1,049,600	1,147,400

Objectives for FY 2014-15

Promote tourism and the local economy through original city-produced programming, which will air locally and internationally.

Incorporate advertisements on the Internet, webpage, and mobile applications in coordination with the City's Trolley Service; and generate revenues for the City.

Continue to assist and coordinate with other City departments and the offices of elected officials, video, photographic, and translation services; provide training videos, video presentations, publications, public service announcements, and letters to residents, event coverage, etc.

Improve the information provided to international, national, and local media and keep the lines of communication open with all members of the press.

Continue providing citizens and visitors of the City of Miami with accurate information through television and webcasts on community-related events, public service topics, and the latest happenings in the City.

Develop a sponsorship program to buy media time on commercial television and radio in order to promote the City without incurring a monetary cost.

Continue to update and modernize the City's television channel.

Continue to increase the City's presence on social media through new formats and services including Google+, Instagram, and others as well as increase the number of followers to the City's social media outlets.

Continue to expand the presence of the Mayor's International Council through the use of Special Ambassadors to fortify existing relations with the Consular Corps to attract new businesses, increase tourism, and investments to the City.

Continue to update and improve the quality of protocol items available for goodwill functions.

Office of Communications and Protocol

Accomplishments in FY 2013-14

Improved the TV studio using currently available resources and equipment for the purpose of filming community-oriented programs.

Increased the City's participation in international events through the members of the Mayor's International Council, the Consular Corps, and the Sister Cities program.

Improved and added new features to the City's website and intranet to better assist citizens and City employees in accessing important information and increase web traffic.

Furthered the use of social media, Facebook, Twitter, and YouTube to increase the information outlets available to residents, including daily tweets and Facebook updates.

Promoted cultural appreciation, awareness, and participation in the arts by residents and visitors to the City of Miami through a variety of television and web content.

Updated video and photo libraries including "Smug Mug" photo services to residents, tourists, and businesses.

Produced hundreds of capsules, video presentations, and public service announcements on YouTube, Facebook, City website, and television channel.

Promoted the City of Miami's image locally, nationally, and internationally through a group of volunteers composed of public relations and journalism professionals.

Digitized archived City meetings from 2002 to present to the most current media format.

Improved public records request responses by implementing a tracking system for responses and providing status updates on a regular basis.

Implemented the use of Constant Contact to distribute, track, and manage press releases and media advisories published.

Took inventory of protocol items, and implemented a system to track protocol items, supplies, and distribution.

Created a digital protocol request form to improve services and reduce paper usage.

Created a digital press release request form to improve services and reduce paper waste.

Updated the podiums and microphone systems used at remote events to improve the City's presence.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Decrease in Other Salaries and Wages due to elimination of one part-time position (GF \$10,400).

Decrease in Repair and Maintenance to align budget to actual expenditures (GF\$21,400).

The Adopted Budget includes the following addition:

Increase in Regular Salaries and Wages due to the Video Production Writer/Editor being promoted to Production Manager (5,800) and the addition of a new Administrative Aide Position (\$40,500) (GF\$46,300).

As per Change Memo # 1, additional \$2,000 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$11,800 for non-bargaining employees.

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$1,300).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$1,200).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$1,000).

Office of Communications and Protocol

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Produced capsules for website and City channel (number)	116	209	250	300
Events and meetings filmed and or photographed (number)	375	435	485	530
City website pages updated with new layout and information (number)	N/A	484	550	600
Press releases and media advisories issued (number)	503	530	650	700
Media requests processed (number)	N/A	300	350	400
Tweets promoting City events, programs, and information (number)	225	387	500	600

Office of Communications and Protocol

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	314,800	0	314,800	621,300	0	621,300
514000 - Overtime	300	0	300	0	0	0
521000 - Fica Taxes	64,200	0	64,200	47,500	0	47,500
522000 - Retirement Contributions	303,300	0	303,300	241,100	0	241,100
523000 - Life and Health Insurance	206,400	0	206,400	156,200	0	156,200
Personnel	889,000	0	889,000	1,066,100	0	1,066,100
Operating Expense						
524000 - Workers' Compensation	34,500	0	34,500	18,700	0	18,700
534000 - Other Contractual Services	10,800	0	10,800	15,000	0	15,000
540000 - Travel and Per Diem	3,800	0	3,800	8,000	0	8,000
541000 - Communications & Related Services	6,000	0	6,000	0	0	0
541100 - Postage	200	0	200	400	0	400
544000 - Rentals and Leases	2,100	0	2,100	2,500	0	2,500
545011 - Insurance - Vehicle Liability	0	0	0	1,300	0	1,300
545013 - Insurance - General Liability	0	0	0	1,200	0	1,200
545014 - Insurance - Public Official	0	0	0	1,000	0	1,000
546000 - Repair and Maintenance Services	47,800	0	47,800	5,000	0	5,000
546001 - IT-Repair and Maintenance Services	0	0	0	7,700	0	7,700
547100 - Printing and Binding-Outsourcing	6,800	0	6,800	0	0	0
547200 - Printing and Binding-Paper Stock	21,800	0	21,800	0	0	0
547300 - Printing and Binding-Supplies	9,200	0	9,200	0	0	0
551000 - Office Supplies	2,600	0	2,600	2,500	0	2,500
552000 - Operating Supplies	5,100	0	5,100	15,500	0	15,500
552200 - Clothing/Uniform Supplies	400	0	400	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,600	0	3,600	2,500	0	2,500
Operating Expense	154,700	0	154,700	81,300	0	81,300
Capital Outlay						
664000 - Machinery and Equipment	5,900	0	5,900	0	0	0
Capital Outlay	5,900	0	5,900	0	0	0
Total Expense	1,049,600	0	1,049,600	1,147,400	0	1,147,400

Equal Opportunity and Diversity Programs

Department Head: Angela Roberts

Phone: (305) 416-1990

Description

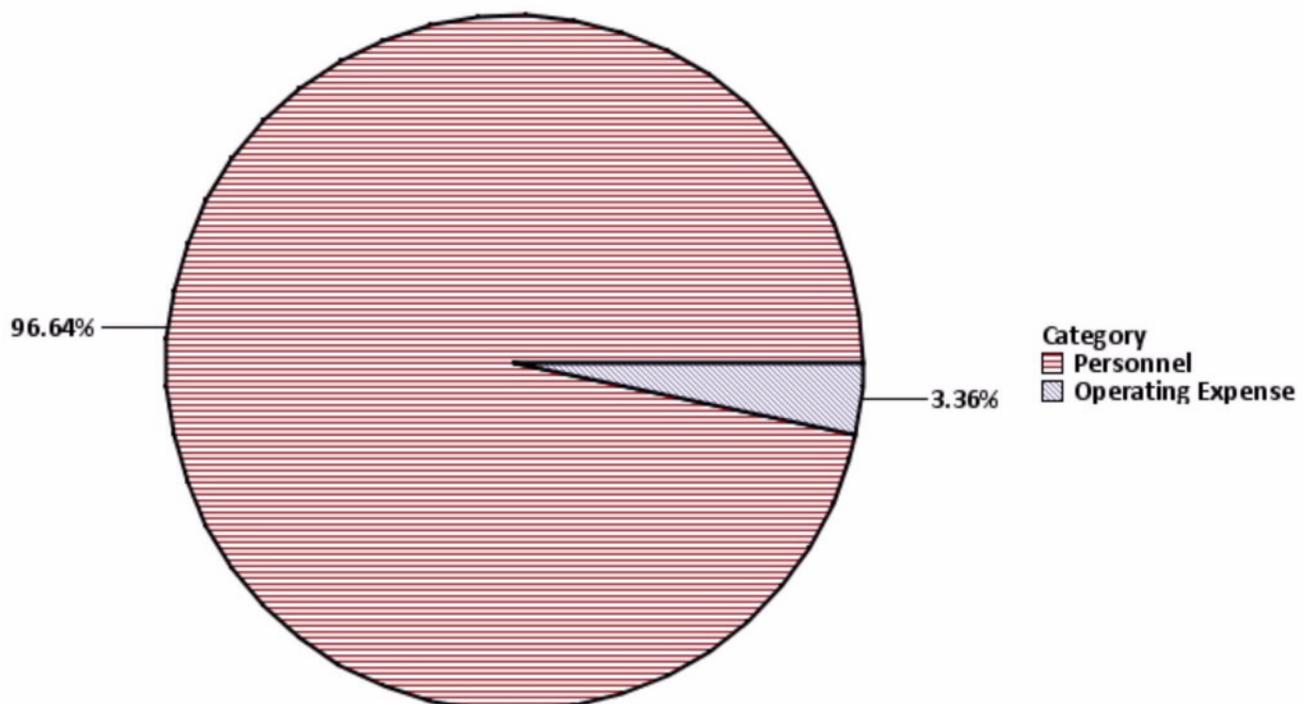
The Office of Equal Opportunity and Diversity Programs (EODP) was established by Section 2-581 of the Code of the City of Miami. It oversees and manages the City's equal employment opportunity function and overall compliance with laws and administrative policies prohibiting employment discrimination.

EODP investigates internal complaints involving employment discrimination and handles charges of discrimination filed with the Equal Employment Opportunity Commission, Florida Commission on Human Relations, and Miami-Dade County Commission on Human Rights. EODP also acts to prevent or decrease instances of discrimination by developing and implementing instructional programs emphasizing the City's prohibition of discrimination in employment; and highlighting the importance of diversity in the workforce. Additionally, EODP monitors various employee recruiting, selection, and promotional procedures, and is responsible for the City's fulfillment of certain federal reporting requirements, and provides support to the City's Equal Opportunity Advisory Board and the Miami Commission on the Status of Women.

Reporting directly to the City Manager, EODP is independent from any City department. This independence provides employees a comfortable setting to report instances of perceived discrimination, which are often extremely sensitive in nature.

Stakeholders include City employees and departmental administrative staff.

Allocation by Category



Equal Opportunity and Diversity Programs

Equal Opportunity and Diversity Programs

Departmental Function/Unit	FY 2013-14	FY 2014-15
EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS Oversees and manages the equal employment opportunity function; ensures overall compliance with administrative policies and laws prohibiting employment discrimination; develops and implements instructional programs emphasizing the prohibition of discrimination in employment and applicable federal, state, and local laws; investigates allegations and complaints; responds on behalf of the City to complaints filed with external enforcement agencies.	3	3
TOTAL FULL-TIME POSITIONS	3	3

Equal Opportunity and Diversity Programs

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	214,514	235,396	293,239	320,400	333,300
Operating Expense	1,916	2,349	5,480	9,000	11,600
	216,430	237,745	298,719	329,400	344,900

Objectives for FY 2014-15

Continue to ensure the City's compliance with EEO laws by implementing tools for prevention, promptly investigating claims of discrimination, and scrutinizing employee selection procedures.

Enrich equal employment opportunity and diversity training programs, perform over 50 trainings, and continually update courses to address topical discrimination issues.

Attend at least four pertinent webinars, seminars, and conferences that regulate and/or amend state, local, and federal EEO laws.

Continue to provide quality assistance to two advisory boards by supplying the boards with administrative materials and technical guidance.

Accomplishments in FY 2013-14

Mitigated EEO liability by providing ongoing assistance to all departments citywide to comply with EEO laws and regulations.

Completed investigation of 25 cases formally filed with EODP or the EEOC since October 2013.

Conducted over 50 Equal Employment Opportunity trainings for nearly 600 employees, eliminating the City's need to allocate more than \$15,000 in outsourced training courses.

Organized and held 11 meetings of the Equal Opportunity Advisory Board and 11 meetings of the Commission on the Status of Women.

Monitored two Firefighter Recruitments at various stages, including providing staff to serve in the critical role as observers during the implementation of the Physical Ability Test.

Compiled and submitted the EEO-4 Survey - a biennial report filed by public and private employers which reflects the composition of the workforce by sex, race, and ethnic categories as required by the Equal Employment Opportunity Commission as part of its mandate under Title VII of the Civil Rights Act of 1964, as amended.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Decrease in Regular Salaries and Wages due to the replacement of personnel at lower salaries (\$26,200).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$500)

Equal Opportunity and Diversity Programs

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$500).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$300)

As per Change Memo # 1, additional funding of \$4,800 for non-bargaining employees.

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Case investigations completed (number)	20	10	25	25
Percentage of internal case investigations completed within 25 calendar days (percent)	N/A	N/A	N/A	92%
Percentage of local, state, and federal (external) case investigations completed within 30 calendar days (percent)	N/A	N/A	N/A	96%
Employees provided with mandatory EEO training (number)	451	600	600	800
Percentage of employees attending mandatory training every 3 years (percent)	N/A	N/A	N/A	33%
Employees provided with additional empowerment trainings (number)	N/A	N/A	N/A	200
Percentage of overall satisfaction from mandatory and empowerment training evaluations (percentage)	N/A	N/A	N/A	80%
Certification lists reviewed and approved (number)	83	65	225	250
Percentage of Certification Lists processed and returned to Departments within one day (percent)	N/A	N/A	N/A	99%

Equal Opportunity and Diversity Programs

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	214,800	0	214,800	193,100	0	193,100
516000 - Fringe Benefits	3,600	0	3,600	3,000	0	3,000
521000 - Fica Taxes	16,700	0	16,700	14,900	0	14,900
522000 - Retirement Contributions	46,600	0	46,600	79,700	0	79,700
523000 - Life and Health Insurance	38,700	0	38,700	42,600	0	42,600
Personnel	320,400	0	320,400	333,300	0	333,300
Operating Expense						
524000 - Workers' Compensation	4,500	0	4,500	5,100	0	5,100
541000 - Communications & Related Services	1,000	0	1,000	0	0	0
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	800	0	800	800	0	800
545011 - Insurance - Vehicle Liability	0	0	0	500	0	500
545013 - Insurance - General Liability	0	0	0	500	0	500
545014 - Insurance - Public Official	0	0	0	300	0	300
546000 - Repair and Maintenance Services	700	0	700	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	1,700	0	1,700
547200 - Printing and Binding-Paper Stock	300	0	300	300	0	300
551000 - Office Supplies	700	0	700	700	0	700
552000 - Operating Supplies	300	0	300	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	600	0	600	600	0	600
Operating Expense	9,000	0	9,000	11,600	0	11,600
Total Expense	329,400	0	329,400	344,900	0	344,900

Office of Film and Entertainment

Department Head: Vicente Betancourt

Phone: (305) 416-1072

Description

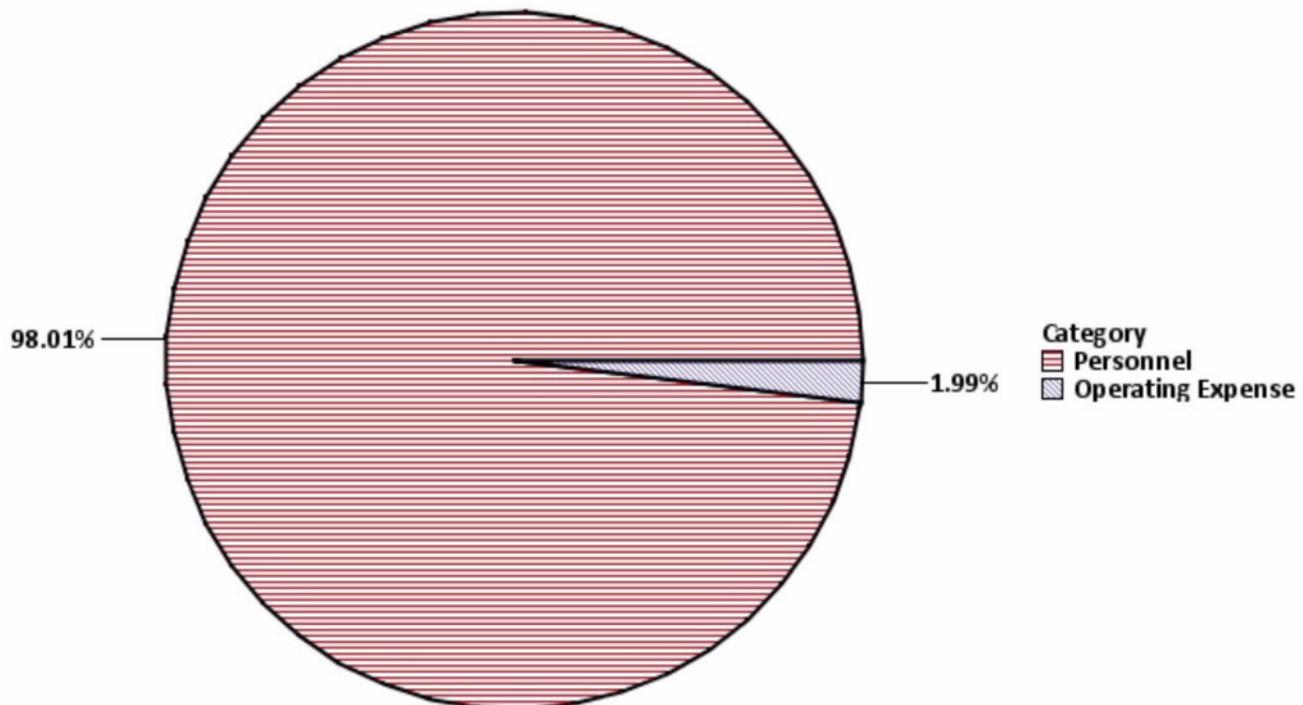
The Office of Film and Entertainment is responsible for promoting, coordinating, and processing applications for films, special events, and cultural affairs within the City of Miami. The mission of this Office is to ensure the growth and stability of all facets of the entertainment production industries in Miami while balancing the needs of the residents, resident businesses, and visitors alike.

The Film Section of the Office is responsible for promoting the film industry in the City of Miami through its participation in film industry conferences, festivals, industry networking events, and guilds. It processes and approves all permit applications for commercials, documentaries, music videos, TV series/pilots, still photography, movies, and other media uses when utilizing public or residential areas of Miami, no matter the scale of the production. It also contributes to the local economy and workforce, to the creation of private-public partnerships, and to the charisma, tourism, worldwide prominence, and name recognition of the City of Miami.

The main function of the special events section of the Office is to facilitate and coordinate all logistics and City services related to special events and cultural affairs. This section processes and approves permit applications for all the events located within the City of Miami. The well-known festivals of "Calle Ocho," "Art Basel," "Independence Day," and "Coconut Grove Art Festival" are examples of events held in the City.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Allocation by Category



Office of Film and Entertainment

Office of the Film and Culture Administrator

Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE FILM AND CULTURE ADMINISTRATOR Establishes, directs, and ensures a policy of achieving the delivery of the highest quality of services to the film and entertainment industry in the City of Miami. Performs administrative duties to support and facilitate the delivery of services provided by the Office to the Industry.	0	4
TOTAL FULL-TIME POSITIONS	0	4

Office of Film and Entertainment

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	0	0	0	0	334,900
Operating Expense	0	0	0	0	6,800
	-	-	-	-	341,700

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	0	0	0	0	341,700
	-	-	-	-	341,700

Objectives for FY 2014-15

- Increase the efficiency and effectiveness of the Film and Special Events application process.
- Enhance growth opportunities in local profit and not-for-profit agencies within the film industry.
- Expose opportunities for international trade and cultural exchange.
- Motivate national and local organizations to sponsor special events in the City of Miami.

Accomplishments in FY 2013-14

- Assisted with the design of the new special events website.
- Redesigned film permit application requirements for online submittals.
- Expanded recruitment for filming opportunities.
- Created and enforced new standard operational procedures for special events within the City of Miami.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following additions:

- Addition of one Broadcast Engineer position to assist with technical aspects of the film industry (GF \$101,600).

The Adopted Budget includes the following additional considerations:

- Previously within the City Manager's Office, the Office of Film and Entertainment will operate independently as an individual City department.
- As per Change Memo #1, additional funding allocated to cover a non-union 2.40 percent salary increase (GF \$5,800).

Performance Metrics

Office of Film and Entertainment

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Film permit applications processed (number)	N/A	900	1,398	1,000
Film permit applications approved (number)	N/A	657	700	700
Special event applications processed (number)	N/A	43	180	180
Special event applications approved (number)	N/A	43	148	148
Days of production in the City (number)	N/A	2,504	1,934	1,934
Total revenue generated from Special Events (dollars)	N/A	1,398,913.08	2,157,931.49	2,100,000.00
Total revenue generated from Film (dollars)	N/A	302,497.23	234,759.20	230,000.00

Office of Film and Entertainment

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	222,600	0	222,600
516000 - Fringe Benefits	0	0	0	600	0	600
521000 - Fica Taxes	0	0	0	17,100	0	17,100
522000 - Retirement Contributions	0	0	0	52,000	0	52,000
523000 - Life and Health Insurance	0	0	0	42,600	0	42,600
Personnel	0	0	0	334,900	0	334,900
Operating Expense						
524000 - Workers' Compensation	0	0	0	5,100	0	5,100
551000 - Office Supplies	0	0	0	1,700	0	1,700
Operating Expense	0	0	0	6,800	0	6,800
Total Expense	0	0	0	341,700	0	341,700

Finance

Department Head: Jose M. Fernandez, CPA

Phone: (305) 416-1324

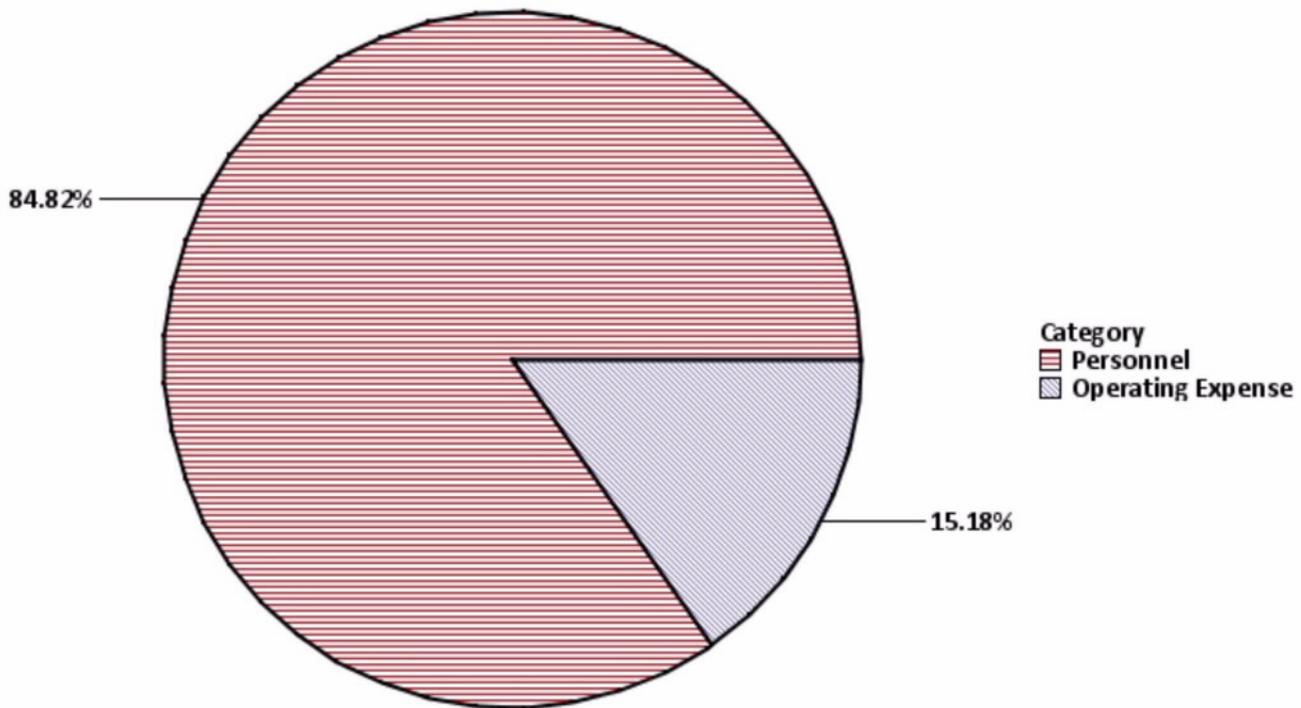
Description

The Finance Department delivers financial services for sound management decision-making. It is responsible for centralized accounting, cash management, financial, and debt management services, financial reporting, customer service, and the collection of delinquent accounts.

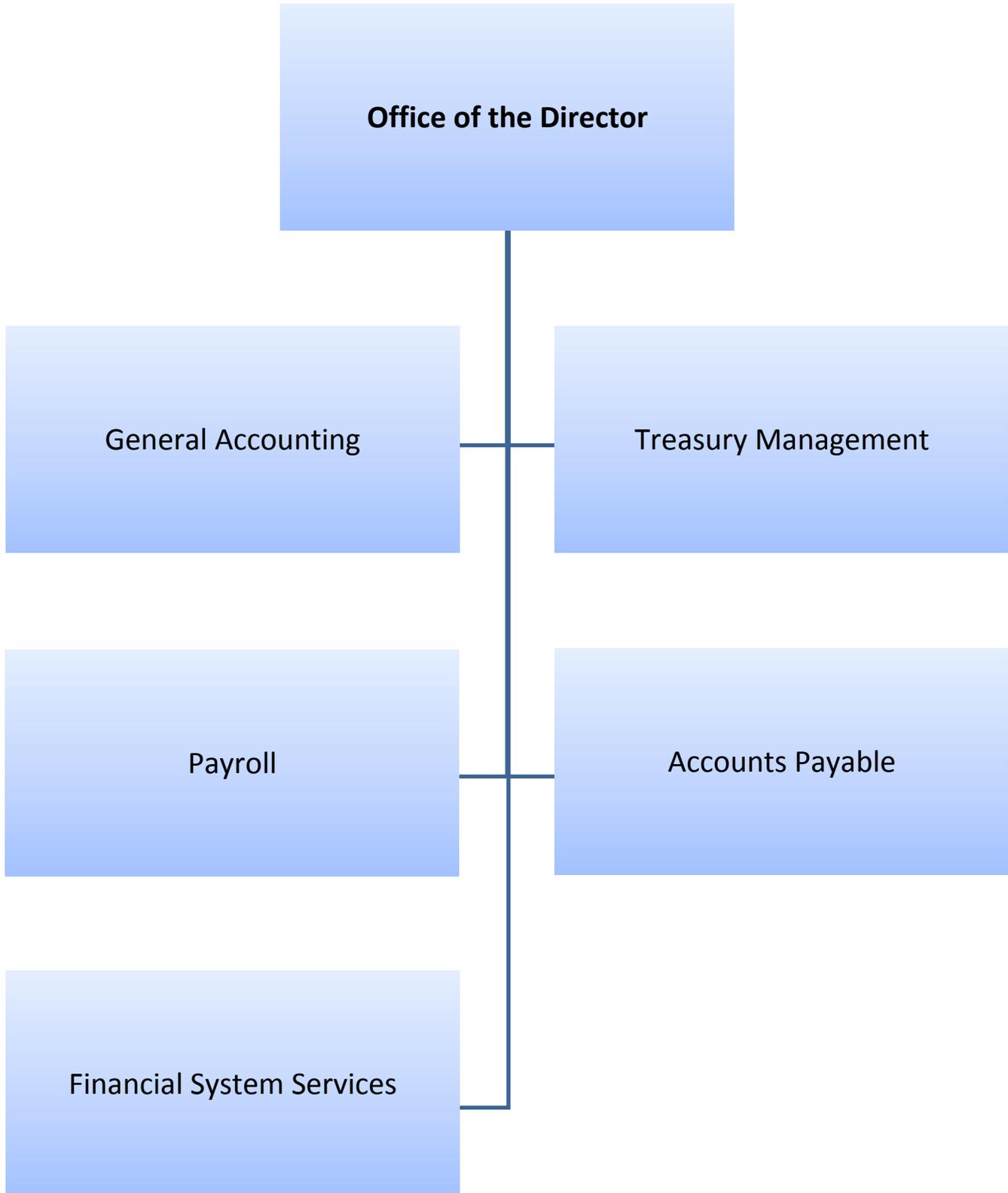
The Finance Department provides fiscal and accounting controls over resources. It processes vendor payments, payroll checks, maintains the City's general ledger system, provides centralized customer service, accounts payable, accounts receivable, delinquent account collections, centralized invoicing, issuance and renewals of Business Tax Receipts, grants monitoring, and treasury and debt management. The Department also conducts financial system training, coordinates the annual financial audit and State of Florida and Federal Single Audits, prepares routine accounting reports, the City's Comprehensive Annual Financial Report (CAFR), and Single Audit Report, and State of Florida Annual Financial Report.

The Finance Department serves all City departments, as well as those entities conducting financial transactions with the City of Miami. The financial data it generates is also used by citizens, elected officials, and investors.

Allocation by Category



Finance



Finance

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Formulates departmental policy and provides overall direction and coordination of departmental operations and management; performs payroll, personnel, procurement, and legislative functions; manages the City's financial affairs, such as financial reporting, debt administration, billings and collections, and accounts payable; advises the City Manager on fiscal policy; oversees preparation of interim and annual financial reports.</p>	6	6
<p>GENERAL ACCOUNTING Receives, records, and deposits cash receipts; maintains and balances accounts; analyzes and reconciles financial records and reports; prepares schedules and reports for year-end close; complies with standards of the Governmental Accounting Standards Board (GASB); prepares monthly and annual trial balance reports and statements; prepares the CAFR.</p>	28	30
<p>TREASURY MANAGEMENT Manages and coordinates cash flow and investment portfolio; coordinates debt issuance with financial advisors and bond counsel; monitors bond payments to ensure indenture compliance; ensures payment of debt service; processes all business tax receipts (BTR), and certificates of use (CU); collects revenue for past due bills and returned checks; requests lien searches; handles customer inquiries.</p>	18	18
<p>PAYROLL Ensures the accuracy and timeliness of the bi-weekly payroll; monitors time entries; establishes payroll deductions and direct deposit requests; deposits taxes withheld; processes garnishments.</p>	9	9
<p>ACCOUNTS PAYABLE Approves and pays invoices for the purchase of goods and services used in the operations of the City; maintains accounts payable records; reconciles vendor accounts.</p>	5	5
<p>FINANCIAL SYSTEM SERVICES Provides frontline support to all financial modules' end-users; analyzes special departmental procedures and information systems to determine the most feasible and cost effective methods to develop automated business processes, reports, and operating processes utilizing Oracle-based Enterprise Resource Planning (ERP) and complimenting systems; assists employees engaged in financial activities to prepare and update documentation supporting the use of the Oracle financial applications.</p>	4	4
TOTAL FULL-TIME POSITIONS	70	72

Finance

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	4,355,642	4,321,428	5,993,757	6,898,500	7,219,600
Operating Expense	1,212,115	1,422,263	1,147,970	1,112,300	1,291,600
Capital Outlay	0	0	50,850	0	0
Debt Service	0	6,231	0	0	0
Transfers - OUT	74,720,303	4,564,684	0	0	0
	80,288,060	10,314,606	7,192,577	8,010,800	8,511,200

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	5,567,757	5,743,691	7,193,506	8,010,800	8,511,200
General Special Revenue	9,506,251	0	0	0	0
Fire Rescue Services	0	0	(929)	0	0
Local Option Gas Tax	0	616,720	0	0	0
Communication Service Tax	63,214,052	0	0	0	0
Community Development	0	6,231	0	0	0
Emergency Funds	2,000,000	3,947,965	0	0	0
	80,288,060	10,314,606	7,192,577	8,010,800	8,511,200

Objectives for FY 2014-15

Review financial statement closing process to ensure it is consistent with best practices and yields reliable, timely, and accurate statements.

Streamline the close out of capital projects with the addition of a Capital Assets Administrator and a Senior Capital Assets Analyst, in an effort to ensure that all capital asset activity is properly accounted for and reported in the financial statements.

Continue to apply sound asset management internal controls, and enhance financial investment strategies and financial accounting and reporting to achieve a higher bond rating by Standard and Poor's, Fitch Rating Services, and Moody's Investor Services.

Provide training opportunities to key personnel to ensure staff expands on their foundations of knowledge, stays current with accounting standards and practice, and adds to their professional growth and development.

Procure and implement Central Services Cost Allocation Plan software to develop and publish the Cost Allocation Plan.

Accomplishments in FY 2013-14

Finance

Issued the Comprehensive Annual Financial Report by the second quarter of FY 2013-14.

Installed Hyperion Financial Management software to facilitate timely financial reporting on a monthly and annual basis.

Received a positive outlook rating from Standard and Poor's, indicating a strengthened financial position.

Transfer of two positions from CITP to Finance in order to assume all accounting functions of capital assets.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Attrition savings from various positions that are in the DROP Program and expected to be vacant for some time (GF \$210,000).

The Adopted Budget includes the following additions:

Increase in Professional Services due to service costs (\$35,000).

Increase in Accounting and Auditing due to service costs (GF \$83,000).

The Adopted Budget includes the following additional considerations:

Insurance - Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$10,300).

Insurance - General Liability cost previously allocated centrally in the Risk Management Department (GF \$9,800).

Insurance - Public Officials cost previously allocated centrally in the Risk Management Department (GF \$7,900).

As per Change Memo #1, additional \$42,700 funding approving the modification of the 2012-2014 collective bargaining agreement with AFSME Local 1907, and \$18,400 for non-bargaining employees 2.40 percent salary increase (GF \$147,300).

As per Change Memo #1, additional \$86,000 of funding to assume the responsibilities for all Financial Grants management.

Finance

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
General ledger closed within nine business days following the end of the prior month (number)	N/A	N/A	12	12
Dunning letters printed and mailed by the 15th of each month (number)	N/A	N/A	12	12
Payroll processing success rate (percent)	N/A	N/A	99	99
Invoices processed without exception on a monthly basis (percent)	N/A	N/A	95	95
Grant expenditures reimbursed at year end (percent)	N/A	N/A	90	90
Monthly financial reports produced within 30 days after the close of the general ledger each month (number)	N/A	N/A	12	12
GFOA Financial Reporting Award (unit)	N/A	Yes	No	N/A
Number of repeat finance audit finding (number)	N/A	0	0	0

Finance

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,201,900	0	4,201,900	4,316,700	0	4,316,700
512010 - Attrition Savings - Salaries	0	0	0	(210,000)	0	(210,000)
513000 - Other Salaries and Wages	60,300	0	60,300	66,900	0	66,900
516000 - Fringe Benefits	20,400	0	20,400	22,800	0	22,800
521000 - Fica Taxes	323,100	0	323,100	325,500	0	325,500
522000 - Retirement Contributions	1,415,600	0	1,415,600	1,703,700	0	1,703,700
523000 - Life and Health Insurance	877,200	0	877,200	994,000	0	994,000
Personnel	6,898,500	0	6,898,500	7,219,600	0	7,219,600
Operating Expense						
524000 - Workers' Compensation	102,000	0	102,000	119,000	0	119,000
531000 - Professional Services	260,000	0	260,000	295,000	0	295,000
532000 - Accounting and Auditing	467,000	0	467,000	550,000	0	550,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	40,900	0	40,900	43,000	0	43,000
540000 - Travel and Per Diem	15,000	0	15,000	22,000	0	22,000
541000 - Communications & Related Services	25,700	0	25,700	0	0	0
541100 - Postage	93,500	0	93,500	100,000	0	100,000
544000 - Rentals and Leases	6,000	0	6,000	6,000	0	6,000
545011 - Insurance - Vehicle Liability	0	0	0	10,300	0	10,300
545013 - Insurance - General Liability	0	0	0	9,800	0	9,800
545014 - Insurance - Public Official	0	0	0	7,900	0	7,900
546000 - Repair and Maintenance Services	41,900	0	41,900	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	67,600	0	67,600
548100 - Advertising and Related Costs	1,000	0	1,000	1,000	0	1,000
551000 - Office Supplies	49,300	0	49,300	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	1,112,300	0	1,112,300	1,291,600	0	1,291,600
Total Expense	8,010,800	0	8,010,800	8,511,200	0	8,511,200

Grants Administration

Department Head: Lillian Blondet

Phone: (305) 416-1536

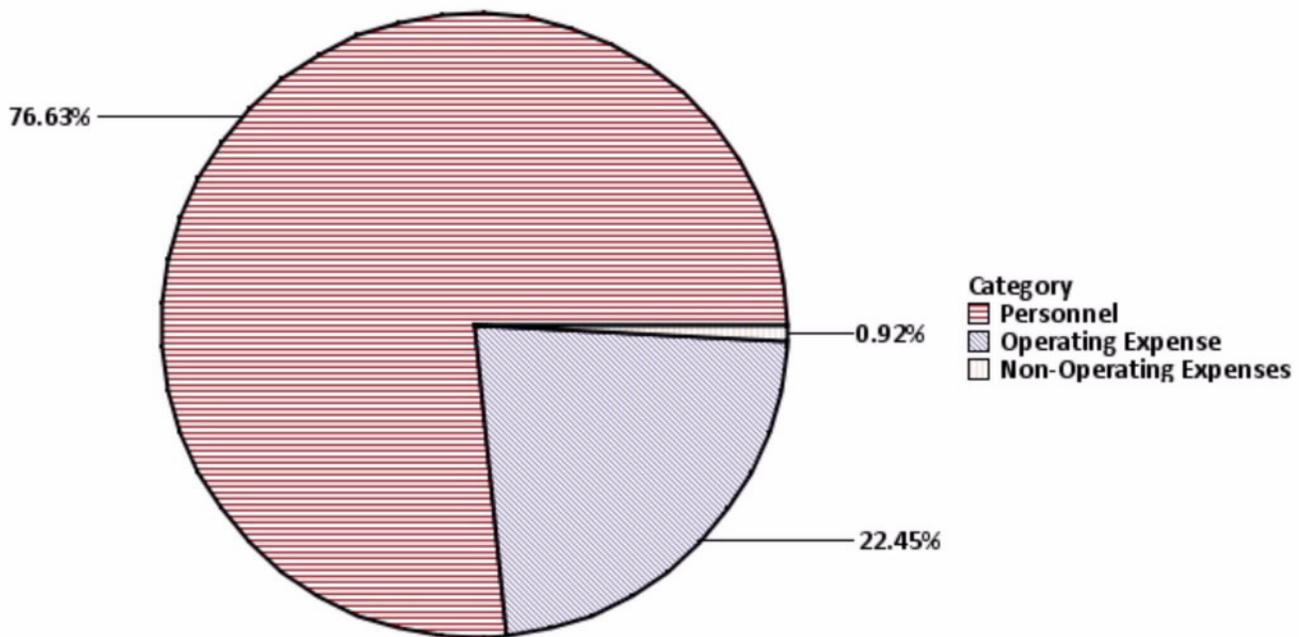
Description

The Office of Grants Administration (OGA) identifies funding and partnership opportunities for all City departments from federal, state, local governments, foundations, and private funding sources to maximize revenue generating opportunities. OGA coordinates and oversees all aspects related to the writing, preparation, and submission of grant and funding applications for all City departments. In addition, OGA provides technical support to City Departments to ensure the implementation of policies and practices in compliance with applicable federal and local laws, regulations, and contract stipulations. OGA also provides expertise in assessing changes, regulatory compliance, and grant management that may impact funding.

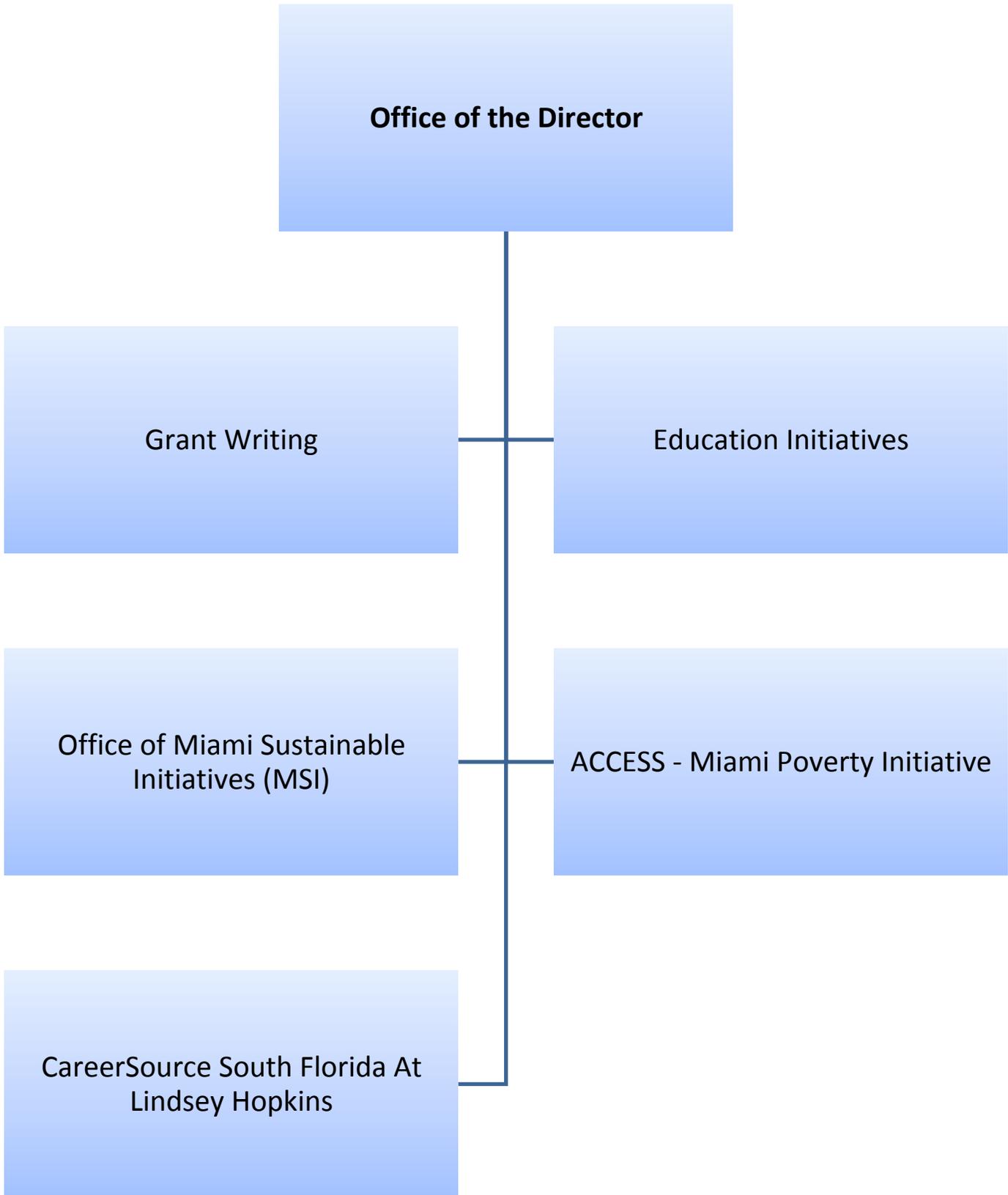
Additionally, OGA manages and administers grants and programs for Citywide initiatives, Office of Miami Sustainable Initiatives, Access/Miami Poverty Initiatives, and Workforce Initiatives/CareerSource South Florida at Lindsey Hopkins.

The stakeholders include the Mayor, the City Manager, the Commissioners, and all City departments, as well as private donors and public-sector grantors at the federal, state, and local levels of government.

Allocation by Category



Grants Administration



Grants Administration

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Coordinates and oversees all aspects of the development of grant proposals to maximize revenue generating opportunities; provides technical assistance to ensure that the City maintains compliance with applicable programmatic and administrative federal, state, and local grant requirements; offers leadership and direction to departmental staff; prepares and manages the departmental budget; performs administrative functions as required; directs the implementation of Citywide initiatives: Sustainable Initiatives, ACCESS Miami Poverty Initiative, Education Initiatives, Workforce Initiatives- CareerSource South Florida at Lindsey Hopkins.</p>	2	2
<p>GRANT WRITING Identifies grant opportunities, distributes information, and processes grant applications; assists all City departments in the development, submission, and oversight of grants as per grantor guidelines; provides technical support and expertise in assessing program and funder requirements, regulatory compliance, and grant management that may impact current and future funding.</p>	4	4
<p>EDUCATION INITIATIVES Pursues funding for programs advancing the City's education needs and priorities; manages education- related programs funded by federal, state, and local agencies; works with the Education Advisory Board on Citywide education-related issues.</p>	5	2
<p>OFFICE OF MIAMI SUSTAINABLE INITIATIVES (MSI) Coordinates “green” programs and sustainable initiatives, including tree planting activities and energy efficiency projects; ensures implementation of the City’s strategies to reduce greenhouse gas emissions as stipulated in the City’s Climate Action Plan; provides Citywide technical assistance and support in sustainable practices and “green” measures and technologies.</p>	2	1
<p>ACCESS – MIAMI POVERTY INITIATIVE Implements programs for the financial self-sufficiency of City residents and businesses; coordinates programs to access benefits, capital, wealth accumulation, and financial literacy; manages tax preparation sites; manages savings, financial education, and business assistance programs; manages the Americorp VISTA (Volunteers in Service to America) program.</p>	1	1
<p>WORKFORCE INITIATIVES Manages the City of Miami CareerSource South Florida center at Lindsey Hopkins; Provides workforce employment and training services to jobseekers as well as business services to employers; offers employment guidance, coaching, and job placement assistance to job seekers; develops relationships with area businesses to identify and develop job opportunities that will lead to the hiring of job seekers.</p>	30	30
TOTAL FULL-TIME POSITIONS	44	40

Grants Administration

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	865,526	1,025,870	1,715,403	2,955,600	2,929,900
Operating Expense	1,686,307	3,966,774	(503,722)	1,465,100	858,300
Capital Outlay	26,341	497,100	(51,269)	0	0
Non-Operating Expenses	0	0	35,985	773,900	35,000
	2,578,173	5,489,744	1,196,397	5,194,600	3,823,200

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	487,943	537,470	732,316	931,100	1,051,100
Planning Services	0	5,280	0	0	0
Economic Development (SR)	0	21,041	178,959	0	0
Departmental Improvement Initiative	1,222,465	1,704,422	1,744,080	4,198,800	2,772,100
ARRA-Others-Memo Only	867,765	3,221,532	(1,458,958)	64,700	0
	2,578,173	5,489,744	1,196,397	5,194,600	3,823,200

Objectives for FY 2014-15

Secure over \$7.5 million in grant revenue and achieve a success ratio of at least 52 percent in awarded grants.

Seek corporate partners and grant funding to secure \$150,000 to fund "green" programs at the Miami Green Lab and continue urban forestry initiatives to increase the tree canopy in the City.

Secure funding to continue offering the Miami Learning Zone Out of School Program at Kinloch and Curtis Parks to serve over 90 children and the Miami Families First Program providing services in eight childcare centers to 85 families; and facilitate the implementation of education programs and services Citywide.

Continue the operation of free tax preparation at two sites to complete at least 800 free tax returns, the provision of Benefit Bank credit and money management classes to over 450 individuals, and the promotion of partnership with American Association of Retired Persons, Inc.(AARP) and Housing Opportunities Projects for Excellence, Inc.(HOPE); assist over 300 businesses in partnership with the Minority Business Enterprises; assist with the implementation of City of Miami Regional Center for Foreign Investment (EB-5) to increase business development and job opportunities; expand the Buy Miami program by 15 percent and secure funding to continue to provide a one-on-one financial coaching program to 200 City residents.

Secure funding to continue the implementation of the Summer Youth Employment and Financial Empowerment programs.

Continue operation of the City of Miami CareerSource South Florida Center at Lindsey Hopkins to offer workforce services to job seekers and local companies; meet or exceed South Florida Workforce Investment Board (SFWIB) requirements.

Grants Administration

Accomplishments in FY 2013-14

Met with departments on a quarterly basis to identify needs and opportunities for grant funded projects. Achieved a 57 percent success ratio in FY 2012-13, resulting in over \$8.9 million in grant revenues from 23 funded grants; and submitted 32 applications totaling \$9.1 million in the first six months of FY 2013-14, resulting in \$608,200 in revenue from four funded grants.

Managed the City of Miami CareerSource South Florida center at Lindsey Hopkins and met 86 percent of the required performance measures; the Center ranked #2 in terms of performance for the Region; welcomed 18,803 visitors; created 877 job openings; placed 727 City residents in jobs; and hosted over 10 job recruitment events.

Continued to provide free tax preparation at two sites and completed at least 800 free tax returns; continued the provision of the Benefit Bank credit and money management classes to over 450 individuals; assisted over 300 businesses in partnership with the Minority Business Enterprises; assisted with the implementation of City of Miami EB-5 Regional Office; expanded the Buy Miami program by 15 percent.

Secured a grant for \$150,000 to provide one-on-one financial counseling to 200 City residents.

Produced the Miami Business Solution Guide and established the Florida Virtual Entrepreneur Center resulting in over 11,000 on-line visits.

Secured a grant from the Cities of Financial Empowerment to offer a Summer Youth Employment and Financial Empowerment Program to at least 100 youths who reside in City of Miami low to moderate income neighborhoods.

Secured grant funding in the amount of \$75,000 to develop and implement a "green" on line challenge program for City residents and businesses.

Closed the American Recovery and Reinvestment Act of 2009 (ARRA) – Energy Efficiency and Conservation Block Grant program, saving over \$320,000 from reduced energy consumption and maintenance.

Implemented an urban forestry program; planted 100 trees on Arbor Day; conducted fruit tree giveaways of 500 trees.

Provided services to over 90 children through the Miami Learning Zone Out of School Program at Holmes Elementary; provided services to 85 families through the Miami Families First Program; assisted with the coordination of back-to-school book bag giveaway events.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction in Regular Salaries and Wages due to elimination of education initiative program positions (SR \$218,800).

Reduction in Professional Services (SR \$702,600) and Office Supplies (SR \$23,800) due to the conclusion of the Truancy Services Partnership Program.

Reduction in Other Grants and Aids due to the decrease in the workforce training program (SR \$554,200).

The Adopted Budget includes the following additions:

Increase in Regular Salary and Wages due to living wage for three workforce employees (GF \$5,000).

Increase in Other Contractual Services due to the shifting of training for Workforce Program from Other Grants

Grants Administration

and Aids (SR \$83,400).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management (GF \$2,700).

Insurance-General Liability cost previously allocated centrally in the Risk Management (GF \$2,600).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$900).

As per Change Memo # 1, additional \$13,200 funding for non-bargaining employees (GF\$13,200).

Grants Administration

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Grant funding (dollars in millions)	9.90	7.00	8.10	7.50
Ratio of grants received versus grants applied for (percent)	56.0	55.0	55.0	52.0
Residents under ACCESS Miami Poverty Initiative (number)	1,638	2,000	2,200	2,200
Children and Families under Education Initiative Program (Truancy program no longer funded) (number)	1,675	1,675	500	500
Residents served by City of Miami CareerSource South Florida at Lindsey Hopkins (number)	N/A	3,700	6,600	7,500
Job Placements through Workforce Program (number)	125	803	1,088	4,000
Average number of children attending per month under Miami Learning Zone (number)	N/A	N/A	85	100
Average number of sessions attended by all participants under Families First Program (out of 16 sessions)(number)	N/A	N/A	13	15
Percentage of parents who meet or exceed the required number of sessions under Families First Program (percent)	N/A	N/A	56	70

Grants Administration

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	516,400	1,126,000	1,642,400	533,700	907,200	1,440,900
513000 - Other Salaries and Wages	0	40,500	40,500	0	70,900	70,900
516000 - Fringe Benefits	8,400	0	8,400	11,400	0	11,400
521000 - Fica Taxes	40,200	86,100	126,300	41,700	69,400	111,100
522000 - Retirement Contributions	156,900	434,700	591,600	216,200	468,800	685,000
523000 - Life and Health Insurance	116,100	430,300	546,400	142,000	468,600	610,600
Personnel	838,000	2,117,600	2,955,600	945,000	1,984,900	2,929,900
Operating Expense						
524000 - Workers' Compensation	13,500	50,500	64,000	17,000	56,100	73,100
531000 - Professional Services	13,000	868,400	881,400	13,000	165,800	178,800
534000 - Other Contractual Services	29,000	213,000	242,000	29,000	296,400	325,400
540000 - Travel and Per Diem	2,000	45,800	47,800	2,000	25,000	27,000
541000 - Communications & Related Services	17,200	5,200	22,400	1,800	200	2,000
541100 - Postage	200	6,600	6,800	200	6,600	6,800
544000 - Rentals and Leases	0	5,000	5,000	0	5,000	5,000
545011 - Insurance - Vehicle Liability	0	0	0	2,700	0	2,700
545013 - Insurance - General Liability	0	0	0	2,600	0	2,600
545014 - Insurance - Public Official	0	0	0	900	0	900
546000 - Repair and Maintenance Services	10,200	2,000	12,200	3,300	0	3,300
546001 - IT-Repair and Maintenance Services	0	0	0	25,600	0	25,600
547000 - Printing and Binding	0	2,000	2,000	0	0	0
547100 - Printing and Binding-Outsourcing	0	0	0	0	4,200	4,200
547200 - Printing and Binding-Paper Stock	0	3,300	3,300	0	0	0
548000 - Promotional Activities	0	5,000	5,000	0	5,000	5,000
548100 - Advertising and Related Costs	0	10,000	10,000	0	13,000	13,000
549000 - Other Current Charges and Obligations	0	31,700	31,700	0	29,100	29,100
551000 - Office Supplies	4,000	49,500	53,500	4,000	25,700	29,700
552000 - Operating Supplies	3,000	58,100	61,100	3,000	114,800	117,800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	15,900	16,900	1,000	5,300	6,300
Operating Expense	93,100	1,372,000	1,465,100	106,100	752,200	858,300
Non-Operating Expense						
883000 - Other Grants and Aids	0	554,200	554,200	0	0	0
896000 - Budget Reserve	0	219,700	219,700	0	35,000	35,000

Grants Administration

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
Non-Operating Expenses	0	773,900	773,900	0	35,000	35,000
Total Expense	931,100	4,263,500	5,194,600	1,051,100	2,772,100	3,823,200

Human Resources

Department Head: Amy Klose

Phone: (305) 416-2110

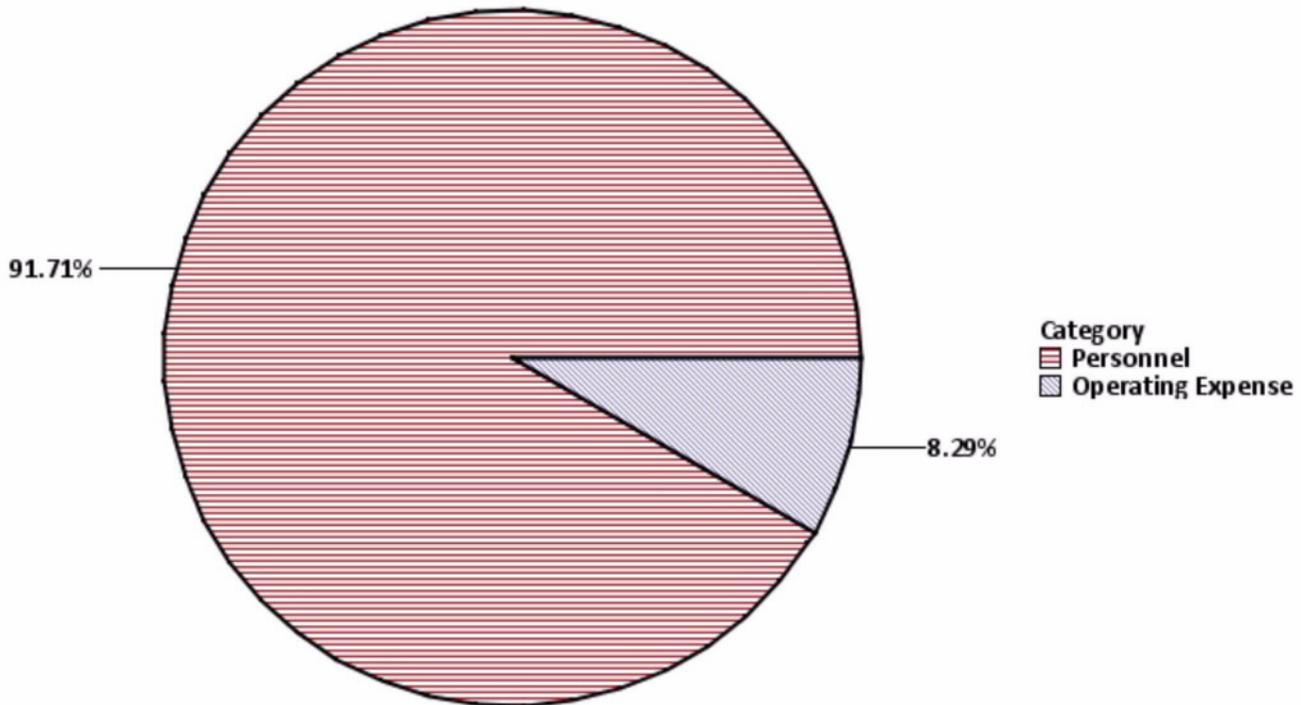
Description

The Department of Human Resources plans, organizes, leads, and administers the various personnel services for civil service, unclassified, and temporary employees. The responsibilities of the Department include participating in all aspects of securing and administering collective bargaining agreements; interpreting City policies and procedures, and promoting Citywide adherence to applicable laws and regulations related to management-employee relations; supporting Citywide staffing needs of operating departments; investigating alleged violations of administrative policies and non-criminal laws related to the workforce that are not EEO related; providing Citywide training, internal communications, and other developmental programs.

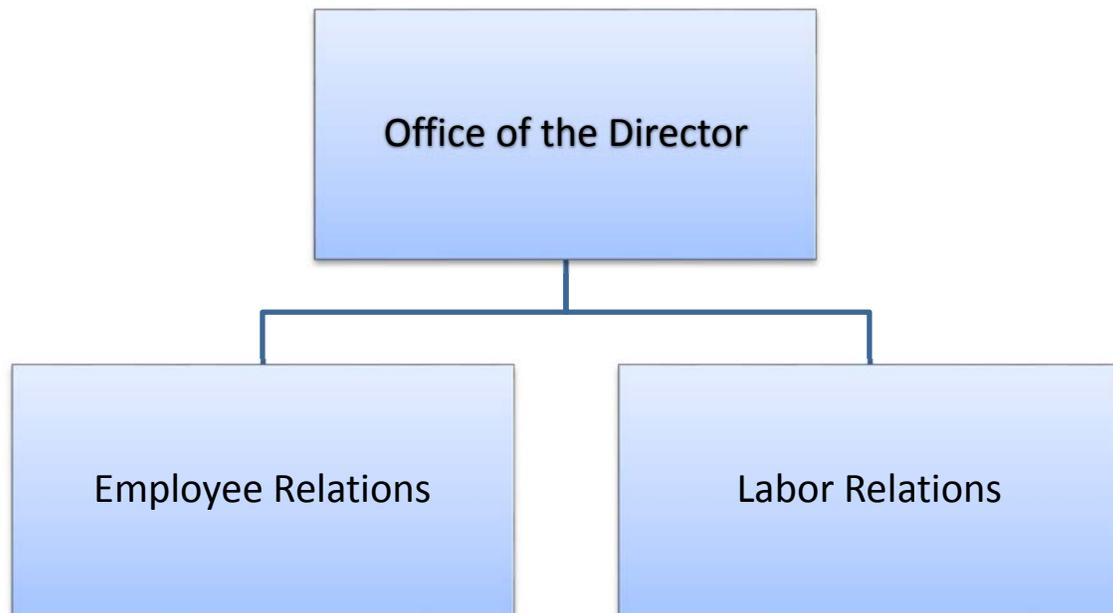
The Department provides services through several divisions and sections: Employment, Labor, Records, Classification and Pay, Testing and Validation, Pre-employment, and Organizational Development and Training. All personnel activities are managed based on policies and procedures developed in accordance with City Commission mandates; labor agreements; Civil Service Rules and Regulations; and federal, state, and local laws.

The stakeholders include the Mayor, the City Manager, the Commissioners, all City employees, and all job applicants interested in becoming part of the City of Miami team.

Allocation by Category



Human Resources



Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR</p> <p>Originates and leads Human Resources (HR) practices and objectives in accordance with the City Charter, Civil Service Rules, and City policy to provide an employee-oriented, high-performance culture; oversees and manages salary and performance, labor contracts, labor grievances, workplace investigations, medical and background screenings, recordkeeping compliance, and labor reporting requirements; partners with the executive management team to provide leadership, expertise, advice, and guidance on HR issues as they relate to the overall strategic goals of the City.</p>	6	6
<p>EMPLOYEE RELATIONS</p> <p>Conducts proactive recruitment for City positions; tests and conducts skills screening of applicants to determine eligibility for a position and validity of testing process in accordance with the Federal Uniform Guidelines for Employee Selection Procedures; maintains all official employment records in accordance with the State of Florida Retention Schedule pursuant to Florida State Statute 119.07 and 257; administers the compensation system in accordance with APM 5-78; maintains the job classification structure in accordance with the Fair Labor Standards Act, applicable state laws, collective bargaining agreements, City Code, and Civil Service Rules; processes all employee personnel actions, generates certification lists, and terminates eligible registers in accordance with Civil Service Rules; processes tuition reimbursements, provides employment verifications, and conducts exit interviews in accordance with APM 1-04; provides professional and mandatory training in accordance with APM 1-10; provides organizational development services.</p>	24	28

Human Resources

<p>LABOR RELATIONS</p> <p>Provides City department directors with guidelines on how to manage human resources effectively and efficiently; documents, develops, and implements policies, procedures, and mandates that support the City’s mission; administers grievances, discipline, and contractual benefits; monitors compliance with federal, state, and local laws, and conducts investigations including violations of the City’s Administrative Policies (APMs); assists the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implements the City's collective bargaining agreements (CBAs) with the appropriate unions: AFSCME Local 1907, AFSCME Council 79 Local 871, FOP, and IAFF; coordinates and implements federally mandated acts; assists the City Attorney’s Office by acting in the capacity of agency representative on behalf of the administration for hearings, mediations, and court appearances.</p>	4	4
<p>TOTAL FULL-TIME POSITIONS</p>	34	38

Human Resources

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	2,159,284	1,759,926	2,814,088	3,278,700	3,532,100
Operating Expense	139,877	119,574	153,654	288,000	319,300
Capital Outlay	0	2,506	(1,253)	0	0
	2,299,161	1,882,005	2,966,489	3,566,700	3,851,400

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	2,299,161	1,882,005	2,966,489	3,566,700	3,851,400
	2,299,161	1,882,005	2,966,489	3,566,700	3,851,400

Objectives for FY 2014-15

- Provide City employees with at least two structured interview rater trainings referring to the Labor Management Policy No. LMP-3-92 – Interview Procedures, or as needed.
- Conduct structured interview processes for classified positions in order to fill active and budgeted vacancies from expected attrition, and attrition due to the Deferred Retirement Option Program (DROP).
- Hold Labor Management Meetings with representatives from all four unions and department directors to revise LMP-3-92.
- Create and implement Secret Shopper Program to enhance customer service.
- Offer Human Resources Liaison training bi-annually to all current Liaisons, as well as on an as-needed basis for new appointees.
- Continue to digitize separated employee personnel files for records storage access and retention.
- Review and update recruitment benchmarks.

Accomplishments in FY 2013-14

- Developed and administered promotional examination processes for Chief Fire Officer, Fire Captain, Fire Lieutenant, Police Sergeant, Police Lieutenant, and Police Captain.
- Conducted Police Officer – Basic Recruit recruitment eliciting over 1,500 applications. Screened all applications in one week to produce a register of over 1,300 qualified applicants.
- Completed over 200 recruitment processes where the average time between the closing of the recruitment and the establishment of the register was two weeks. Many were completed in just one week.
- Performed upwards of 150 job audits; reconstructed 12 pay histories; calculated 70 seniority scores for interviews; and completed 16 working out of class requests.
- Investigated and issued determinations in over 20 written complaints in an average of ten days from receipt of complaint.
- Processed hundreds of Personnel Action Forms each in two days on average.

Human Resources

Assisted Fire-Rescue in staggering the hiring of classes of Basic Recruits, including participating in Physical Ability Tests and holding at least two weeks of structured interviews for each class.

Published the results of the 2014 Chief Fire Officer promotional exam in a record nine business days.

Established and regularly conducted a mandatory and comprehensive supervisor training.

Constructed and currently staff a computer lab – equipped with PCs, scanners, printer, and copiers – dedicated exclusively to helping job applicants apply to positions using the web-based NeoGov hiring program.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Cost of postage savings due to the implementation of new communication technology in the recruitment process (GF \$3,000).

The Adopted Budget includes the following additions:

Addition of two HR Generalist positions transferred from Police that were approved by the Commission in the FY 2013-14 mid-year budget amendment (GF \$121,800).

Addition of two newly created HR Generalist positions approved by the Commission in the FY 2013-14 mid-year budget amendment (GF \$121,800).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$4,300).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$3,500).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$4,100).

As per Change Memo # 1, additional \$6,200 funding for the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$28,800 for non-bargaining employees (GF \$35,000).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	N/A	N/A	N/A	10
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	N/A	N/A	N/A	14
Employees trained by courses offered by the Human Resources Department (number)	N/A	N/A	N/A	3,000
Average time for the completion of the Personnel Action Form cycle (days)	N/A	N/A	N/A	3
Position audits and reclassifications completed (number)	N/A	N/A	N/A	300

Human Resources

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,935,700	0	1,935,700	2,027,300	0	2,027,300
512010 - Attrition Savings - Salaries	0	0	0	(29,800)	0	(29,800)
513000 - Other Salaries and Wages	42,000	0	42,000	42,000	0	42,000
516000 - Fringe Benefits	8,400	0	8,400	4,800	0	4,800
521000 - Fica Taxes	148,700	0	148,700	156,000	0	156,000
522000 - Retirement Contributions	705,300	0	705,300	792,200	0	792,200
523000 - Life and Health Insurance	438,600	0	438,600	539,600	0	539,600
Personnel	3,278,700	0	3,278,700	3,532,100	0	3,532,100
Operating Expense						
524000 - Workers' Compensation	51,000	0	51,000	73,400	0	73,400
531000 - Professional Services	45,800	0	45,800	45,800	0	45,800
531020 - Professional Services-Medical	60,600	0	60,600	60,600	0	60,600
540000 - Travel and Per Diem	10,000	0	10,000	10,000	0	10,000
541000 - Communications & Related Services	16,200	0	16,200	3,600	0	3,600
541100 - Postage	6,000	0	6,000	3,000	0	3,000
544000 - Rentals and Leases	6,800	0	6,800	6,800	0	6,800
545011 - Insurance - Vehicle Liability	0	0	0	4,300	0	4,300
545013 - Insurance - General Liability	0	0	0	4,100	0	4,100
545014 - Insurance - Public Official	0	0	0	3,500	0	3,500
546000 - Repair and Maintenance Services	64,200	0	64,200	3,200	0	3,200
546001 - IT-Repair and Maintenance Services	0	0	0	73,600	0	73,600
548100 - Advertising and Related Costs	6,500	0	6,500	6,500	0	6,500
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
552000 - Operating Supplies	5,000	0	5,000	5,000	0	5,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,900	0	5,900	5,900	0	5,900
Operating Expense	288,000	0	288,000	319,300	0	319,300
Total Expense	3,566,700	0	3,566,700	3,851,400	0	3,851,400

Information Technology

Department Head: Kevin E. Burns

Phone: (305) 416-2027

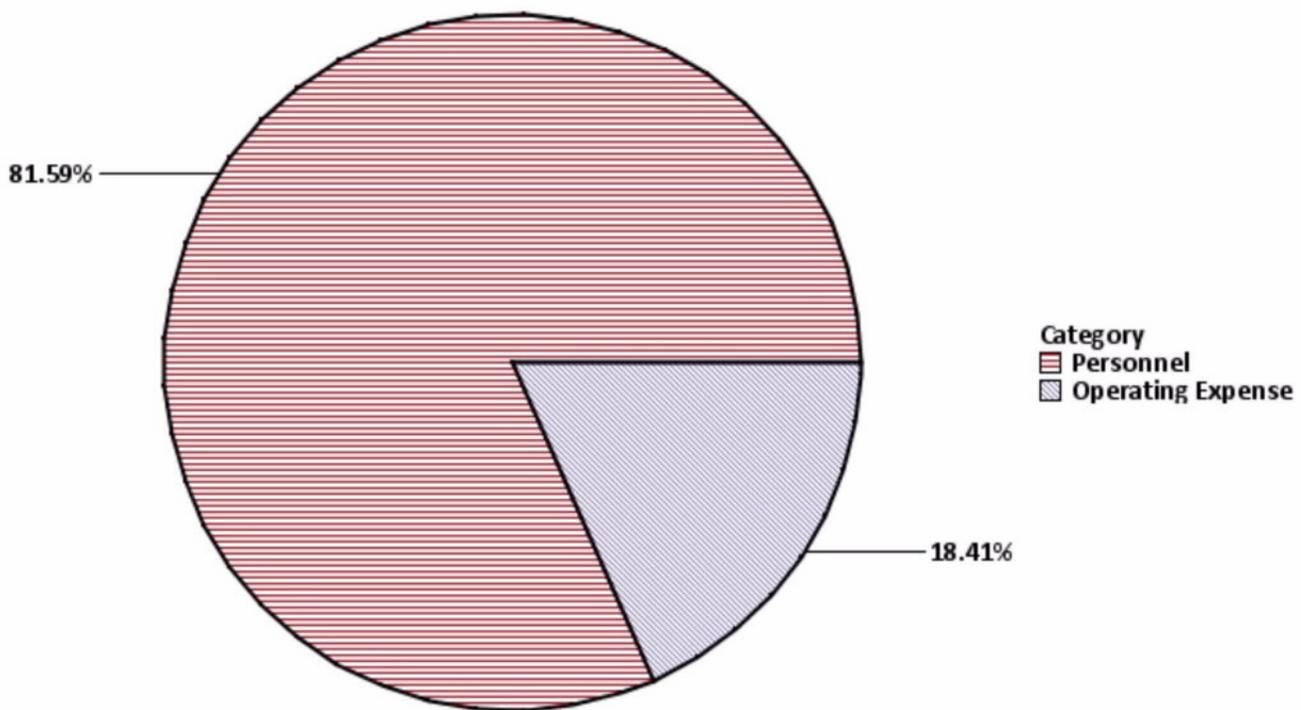
Description

The Information Technology Department (ITD) provides information technology enterprise and infrastructure services that support the operations of all City departments.

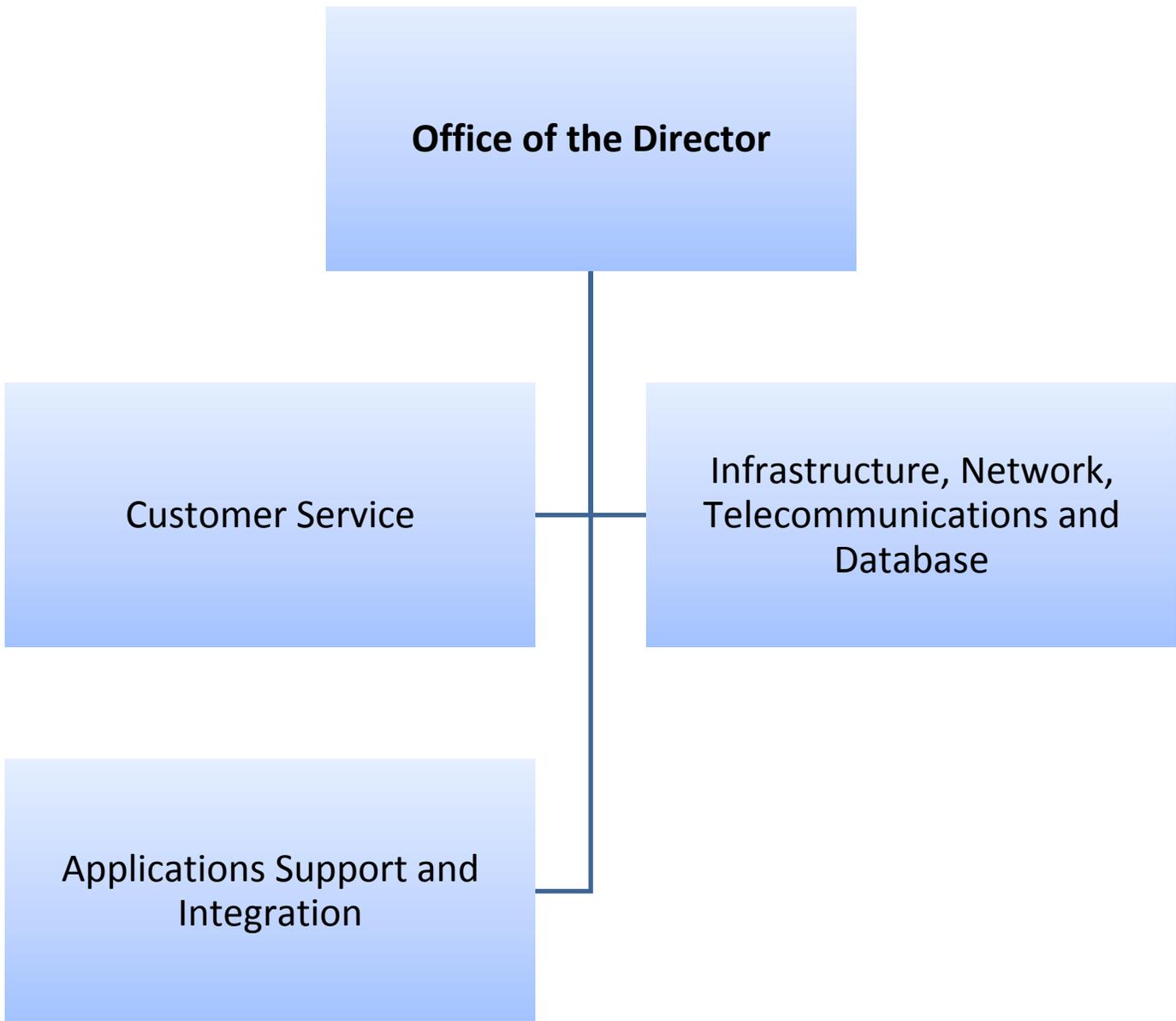
The Department deploys emerging technologies in support of City government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network, hardware, and software platforms to support departmental applications and enterprise services. ITD partners with other City departments and management to implement and maintain technology solutions that enable efficient operations and delivery of City services, including Land Management and Permitting, Enterprise Resource Planning (ERP) operations, and a host of other services. ITD ensures that its services improve government access, efficiency, and effectiveness through the implementation of appropriate IT standards, methodologies, security, and project management practices.

The Department's stakeholders include all City departments, elected officials, residents, businesses, visitors, and anyone who visits the City's website.

Allocation by Category



Information Technology



Information Technology

Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel engaged in the provision of information technology resources and services; provides administrative support to operations; develops the City's cyber-security policies; performs Chief Information Officer (CIO) functions; oversees shared services development.	5	5
CUSTOMER SERVICE Supports day-to-day operations across all City departments; operations include the Help Desk, Training, Business Analysts, and Technical Desktop Support.	18	18
INFRASTRUCTURE, NETWORK, TELECOMMUNICATIONS AND DATABASE Maintains and supports the City's network servers, email, fax system, smartphones, storage, and archival system; manages all Oracle and Microsoft SQL Server databases to ensure compliance with application and database performance requirements; provides support for equipment, network services, and billing for all City voice and cable systems service.	12	12
APPLICATIONS SUPPORT AND INTEGRATION Supports the Oracle Enterprise Business System; facilitates the implementation of projects, software maintenance, and user support; supports all business unit functionality; facilitates the implementation of projects, software maintenance, and user support; plans, designs, and maintains the City's Geographic Information System (GIS); manages the City's official website and intranet sites; provides critical enterprise-web services across 31 web servers.	27	27
TOTAL FULL-TIME POSITIONS	62	62

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	4,978,189	3,862,537	6,045,448	7,060,100	7,044,300
Operating Expense	5,087,293	4,933,851	5,556,682	1,484,000	1,589,400
Capital Outlay	0	0	62,746	0	0
Non-Operating Expenses	0	135	0	0	0
	10,065,482	8,796,522	11,664,876	8,544,100	8,633,700

Information Technology

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	9,952,187	8,454,345	11,055,697	8,544,100	8,633,700
General Special Revenue	113,295	10,902	(238)	0	0
Departmental Improvement Initiative	0	331,276	609,417	0	0
	10,065,482	8,796,522	11,664,876	8,544,100	8,633,700

Objectives for FY 2014-15

Research, select, purchase, and implement the most fitting application to improve, facilitate, and streamline business processes in the Public Works Department.

Upgrade the Laserfiche application to improve document management through workflow and provide better system performance and response time.

Review the most current version of CityView to determine whether or not an upgrade will provide the business units with the required functionality and provide a more robust and mobile application to sufficiently perform their duties.

Continue with the consolidation of the Fire Web Portal to integrate several applications used by the Fire-Rescue Department including Substance Abuse, Facility Requests, Public Access Defibrillators, and other systems.

FireCAD replacement – Support Fire-Rescue in their quest to replace the existing FireCAD with a Tier 1 Computer Aided Dispatch System with the emphasis on Fire Dispatch.

Support Fire-Rescue in the effort to replace the existing Fire Records Management System.

Upgrade and improve the GIS Infrastructure to the latest version; improve the monthly address application, and provide more GIS applications for internal and external customers.

Deploy GIS/Geospatial outward facing applications to support Emergency Management, Fire-Rescue, Parks and Recreation, and other City departments and provide citizens, constituents, visitors, vacationers, and City employees with important City data on their mobile devices.

Implement a new Cloud-Based Enterprise Backup Solution to replace the end-of-life current infrastructure and evaluate Cloud-Based technologies to improve disaster recovery, development and production environments.

Evaluate, select, and acquire an Enterprise Storage Network.

Integrate electronic plans submittal and review process currently being used by Miami-Dade County.

Upgrade the City Hall call manager and telephone handsets to Voice Over Internet Protocol (VOIP).

Provide management solution tools such as dashboards to all aspects of management using Business Intelligence and GIS software.

Automate the public records request process using Cloud Technologies to provide faster responses to citizen requests.

Assist the CITP Department in acquiring and implementing a Project Management system.

Accomplishments in FY 2013-14

Information Technology

Implemented Hyperion Financial Management to facilitate financial reporting and automate the generation of the Comprehensive Annual Financial Report (CAFR).

Implemented electronic Performance Evaluation in Oracle Human Capital Management (HCM). This enhancement will facilitate and streamline the annual performance evaluation process.

Restructured the GIS architecture to comply with the forthcoming ArcGIS upgrade and modified the GIS monthly updates process to comply with the new Miami-Dade County Computer-Assisted Mass Appraisal System.

Developed an interface between Payroll and Projects and Grants to facilitate project cost accounting and reporting. This enhancement fulfilled audit findings associated with project tracking and costing while improving reimbursements from federal grants.

Launched an Applications Integration Project to facilitate the communication among several systems. This includes scanning documents in the Fire-Rescue, and Planning and Zoning Departments. This project will enhance current business processes by delivering information electronically.

Implemented a system to allow generation and payment of Open Violations and Lien Searches online. This enhancement eliminates the need to commute to the MRC to request these services. This enhancement facilitates doing business with the City and has a positive impact on City residents.

Implemented MiamiBiz software enhancements to facilitate tracking of Solid Waste haulers.

Implemented new functionality to track leave for civilians who work in the Fire-Rescue Department.

Implemented new functionality to track Fire-Rescue personnel injuries, accept payroll inquiries, and track annual Fire-Rescue physicals.

Upgraded the Medical Priority Dispatch System to the next version.

Re-implemented Fire State of Florida Driver's License Interface.

Evaluated, selected, and deployed professional tablets for inspectors and other positions.

Upgraded SQL Development/Staging/Quality Assurance infrastructure to improve performance, availability, and capacity.

Evaluated multiple cloud solutions, such as backup, Office 365, and storage.

Deployed over 600 Voice Over Internet Protocol (VOIP) telephone handsets in MRC.

Moved the Coral Springs Disaster Recovery and Development Infrastructure to Operations and Fire Training realizing an annual savings of \$30,000.

MRC Call Manager upgrade.

Installed Wireless Campus at Fire Station 6 and GSA and improved the wireless infrastructure at the MRC.

Updated several City department websites, Parks and Recreation, Planning and Zoning, and Public Works.

Upgraded the Uninterrupted Power Supplies in several communications closets Citywide.

Deployed computer kiosks Citywide to assist employees to access data more easily.

Implemented Hyperion Planning and Budgeting Software for the Office of Management and Budget.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Decrease in Regular Salaries and Wages due to vacant positions being placed at step 1 (GF \$230,700).

The Adopted Budget includes the following additions:

Information Technology

Increase in funds for Technical Training for staff (GF \$70,000).

Increase in Subscriptions, Memberships, Licenses, Permits & Others (GF \$9,500).

The Adopted Budget includes the following additional considerations:

Insurance - Vehicle Liability cost previously allocated centrally in Risk Management (GF \$9,800).

Insurance - General Liability cost previously allocated centrally in Risk Management (GF \$9,300).

Insurance - Public Officials cost previously allocated centrally in the Risk Management Department (GF \$8,400).

As per Change Memo #1, additional \$34,400 funding approving the modification of the 2012-2014 collective bargaining agreement with AFSME Local 1907, and \$33,000 for non-bargaining employees 2.40 percent salary increase (GF \$67,400).

Information Technology

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Land management systems up time (percent)	N/A	97	98	99
Land management systems down time (hours)	N/A	N/A	N/A	8.76
Public safety systems up time (percent)	N/A	97	98	99
Public safety system down time (hours)	N/A	N/A	N/A	8.76
Oracle system up time (percent)	N/A	90	95	99
Oracle system down time (hours)	N/A	N/A	N/A	8.76
GIS up time (percent)	N/A	98	99	99
GIS down time (hours)	N/A	N/A	N/A	8.76
SQL Database(s) {>200} up time (percent)	N/A	99	99	99
SQL Database(s) {>200} down time (hours)	N/A	N/A	N/A	8.76
Work Orders opened (number)	N/A	21,105	19,338	22,243
Work orders closed (number)	N/A	18,186	18,187	21,576

Information Technology

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,334,200	0	4,334,200	4,166,100	0	4,166,100
512010 - Attrition Savings - Salaries	0	0	0	(56,700)	0	(56,700)
514000 - Overtime	0	0	0	10,000	0	10,000
516000 - Fringe Benefits	35,400	0	35,400	17,400	0	17,400
521000 - Fica Taxes	333,700	0	333,700	331,500	0	331,500
522000 - Retirement Contributions	1,557,000	0	1,557,000	1,695,600	0	1,695,600
523000 - Life and Health Insurance	799,800	0	799,800	880,400	0	880,400
Personnel	7,060,100	0	7,060,100	7,044,300	0	7,044,300
Operating Expense						
524000 - Workers' Compensation	93,000	0	93,000	105,400	0	105,400
531000 - Professional Services	953,000	0	953,000	953,800	0	953,800
540000 - Travel and Per Diem	50,000	0	50,000	30,000	0	30,000
540010 - Training	0	0	0	70,000	0	70,000
541000 - Communications & Related Services	42,300	0	42,300	0	0	0
541100 - Postage	300	0	300	200	0	200
544000 - Rentals and Leases	2,000	0	2,000	2,800	0	2,800
545011 - Insurance - Vehicle Liability	0	0	0	9,800	0	9,800
545013 - Insurance - General Liability	0	0	0	9,300	0	9,300
545014 - Insurance - Public Official	0	0	0	8,400	0	8,400
546000 - Repair and Maintenance Services	306,900	0	306,900	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	349,200	0	349,200
548100 - Advertising and Related Costs	500	0	500	3,000	0	3,000
551000 - Office Supplies	3,000	0	3,000	2,500	0	2,500
552000 - Operating Supplies	27,500	0	27,500	30,000	0	30,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,500	0	5,500	15,000	0	15,000
Operating Expense	1,484,000	0	1,484,000	1,589,400	0	1,589,400
Total Expense	8,544,100	0	8,544,100	8,633,700	0	8,633,700

Management and Budget

Department Head: Christopher Rose

Phone: (305) 416-1585

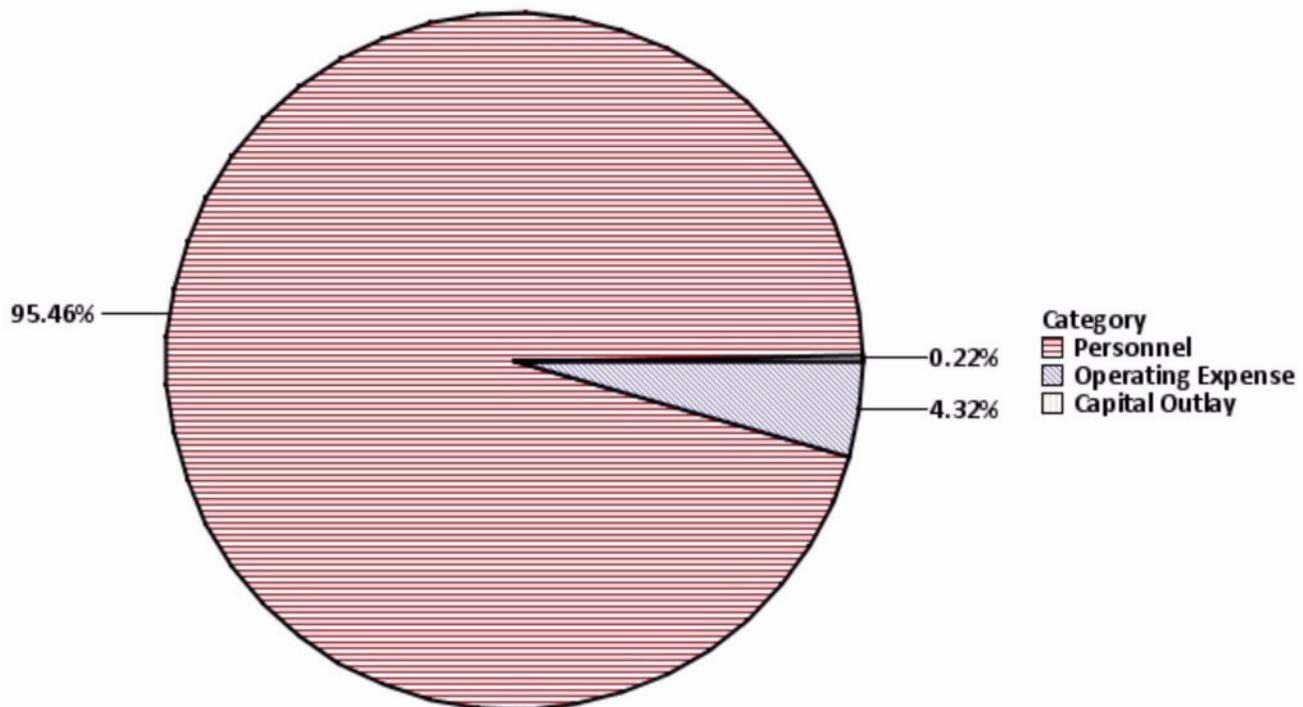
Description

The Office of Management and Budget (OMB) supports the City's results-oriented government activities to maximize the use of the City's annual operating and capital resources. The Office's activities focus on allocating resources toward stakeholder priorities and promoting the efficient and effective use of those resources.

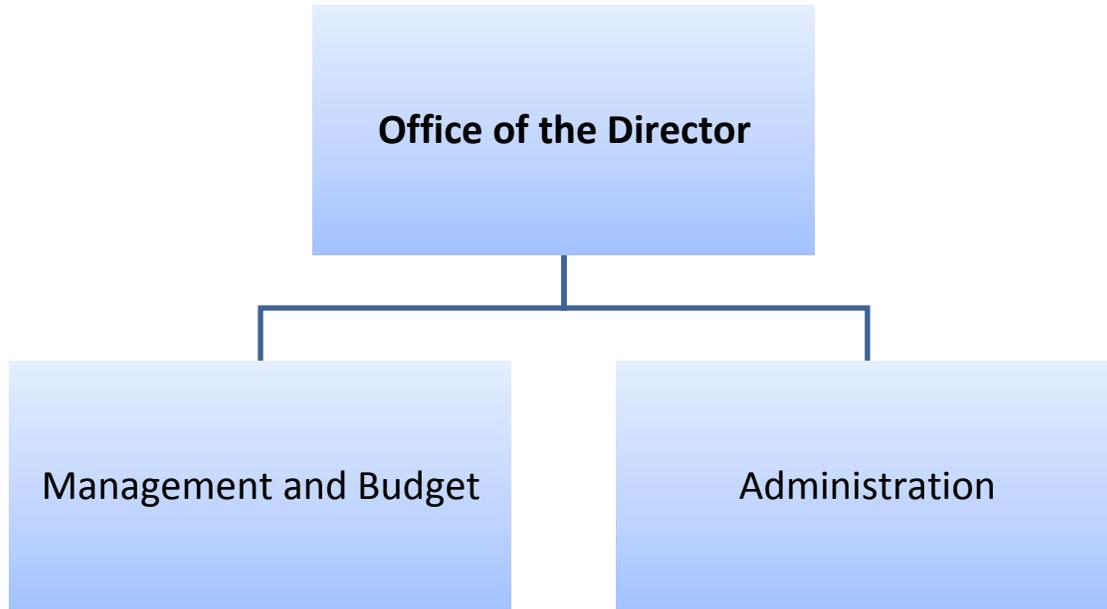
As part of the General Government service area, the Office works to facilitate funding transactions and recruitment as it monitors departmental financial performance throughout the City's operation. The Office develops the City's annual resource allocation plan, works with the Office of Capital Improvements to develop the annual Capital Plan, facilitates performance reporting mechanisms, conducts organizational business process reviews, reviews agenda submissions for all City-sponsored items, and coordinates and monitors payments to funded discretionary allocations and purchases. Additionally, the OMB prepares monthly reports on the year-to-date revenue and expense of the City's operation and is responsible for developing the Five-Year Financial Plan and presenting it to the City Commission.

Stakeholders include the Mayor, City Commissioners, City departments, other quasi-governmental entities, and residents of the City of Miami.

Allocation by Category



Management and Budget



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Implements policy enacted by the City Commission and Mayor; coordinates operations performance review; promotes the efficient allocation of resources in accordance with the needs and priorities of citizens, elected officials, and administration; Establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel.	3	2
MANAGEMENT AND BUDGET Monitors departmental budgets; processes Transfer of Funds Requests, Position Authorization Requests, and Requests to Fill; reviews departmental items for approval; participates in the review and formulation of the fiscal year budget; prepares the Five-Year Financial Plan; prepares monthly budgetary projections; completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement.	8	10
ADMINISTRATION Assists the Director and Assistant Director with special projects; coordinates and monitors payment of all procurement for elected officials and the City Manager; serves as Office Manager; maintains official records; processes payroll and personnel actions; maintains and updates Hyperion budgeting system; maintains and updates Monthly Projection System; administers the Hyperion budgeting system implementation; creates and provides custom budget reports.	2	3
TOTAL FULL-TIME POSITIONS	13	15

Management and Budget

Department Summary

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
Personnel	1,042,173	1,052,449	1,491,008	1,602,500	1,738,700
Operating Expense	10,196	52,329	35,409	149,100	78,600
Capital Outlay	0	9,376	6,492	4,000	4,000
	1,052,369	1,114,154	1,532,910	1,755,600	1,821,300

Objectives for FY 2014-15

Complete the prior Year-end and Mid-year Budget Amendments no later than November 21st and April 30th respectively.

Complete the Adopted Budget and Five-Year Financial Plan by the first week of July and present it to the Commission for review.

Process 90 percent of agenda review, personnel approvals, and other budgetary requests from departments within three working days.

Prepare and monitor the City's Operating and Capital Budgets.

Accomplishments in FY 2013-14

Completed Year-end Amendment for FY 2012-13 on November 21, 2013.

Completed Mid-year Amendment for FY 2013-14 on March 10, 2014.

Implemented Phase 1 of the new Hyperion Budgeting System in conjunction with the Information Technology Department in January 2014.

Prepared the City's Strategic Plan for Commission review in July 2014.

Developed the Adopted Operating Budget for release in July 2014 as has been done in prior years.

Management and Budget

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

- Transfer of the Strategic Planning and Performance Manager position to the City Manager (GF \$87,700).
- Decrease in Professional Services due to transfer of the Strategic Planning and Performance Manager position and funds allocated to Travel and Per-diem for GFOA training (GF \$75,000).

The Adopted Budget includes the following additions:

- Transfer of the Project Representative, Sr. position from the City Manager to OMB to be reimbursed by CRA (\$0).
- Increase in Travel and Per-diem for GFOA training for staff (GF \$9,000).
- Creation of an Administrative Clerk position without increasing the total office budget.
- OMB, in partnership with the Mayor’s Office, Miami-Dade Public Schools, Miami Dade College, and Florida College Access Network (Florida CAN), is supporting an education initiative to expand high school students’ access to college to improve the local workforce and promote economic development.

The Adopted Budget includes the following additional considerations:

- Insurance – Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$2,300).
- Insurance – General Liability cost previously allocated centrally in the Risk Management Department (GF \$2,200).
- Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$1,700).
- As per Change Memo #1, additional funding allocated for non-bargaining employees 2.40 percent salary increase (GF \$27,600).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
• Receipt of GFOA Distinguished Budget Presentation Award (unit)	N/A	N/A	No	Yes
• Agenda review requests from departments processed within three working days (percent)	N/A	N/A	67	80
• Position approval requests from departments processed within three working days (percent)	N/A	N/A	63	80
• GFOA distinguished Budget Award Score	N/A	N/A	N/A	N/A
• General Fund revenue budget variance (% variance between budgeted and actual revenues)	N/A	N/A	N/A	N/A
• General fund expenditure budget variance	N/A	N/A	N/A	N/A

Management and Budget

(% variance between budgeted and actual expenditures)

- Budget projections completed 6 calendar days before last commission meeting of the month N/A N/A N/A N/A

Management and Budget

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,021,000	0	1,021,000	1,050,600	0	1,050,600
513000 - Other Salaries and Wages	9,800	0	9,800	0	0	0
516000 - Fringe Benefits	13,800	0	13,800	13,800	0	13,800
521000 - Fica Taxes	80,300	0	80,300	79,100	0	79,100
522000 - Retirement Contributions	309,900	0	309,900	396,400	0	396,400
523000 - Life and Health Insurance	167,700	0	167,700	198,800	0	198,800
Personnel	1,602,500	0	1,602,500	1,738,700	0	1,738,700
Operating Expense						
524000 - Workers' Compensation	19,500	0	19,500	23,800	0	23,800
531000 - Professional Services	100,000	0	100,000	10,000	0	10,000
540000 - Travel and Per Diem	16,000	0	16,000	25,000	0	25,000
541000 - Communications & Related Services	4,500	0	4,500	0	0	0
541100 - Postage	300	0	300	300	0	300
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	0	0	0	2,300	0	2,300
545013 - Insurance - General Liability	0	0	0	2,200	0	2,200
545014 - Insurance - Public Official	0	0	0	1,700	0	1,700
546000 - Repair and Maintenance Services	3,000	0	3,000	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	7,500	0	7,500
551000 - Office Supplies	2,800	0	2,800	2,800	0	2,800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	1,000	0	1,000
Operating Expense	149,100	0	149,100	78,600	0	78,600
Capital Outlay						
664000 - Machinery and Equipment	4,000	0	4,000	4,000	0	4,000
Capital Outlay	4,000	0	4,000	4,000	0	4,000
Total Expense	1,755,600	0	1,755,600	1,821,300	0	1,821,300

Neighborhood Enhancement Team (NET)

Department Head: Orlando Diez

Phone: (305) 416-2089

Description

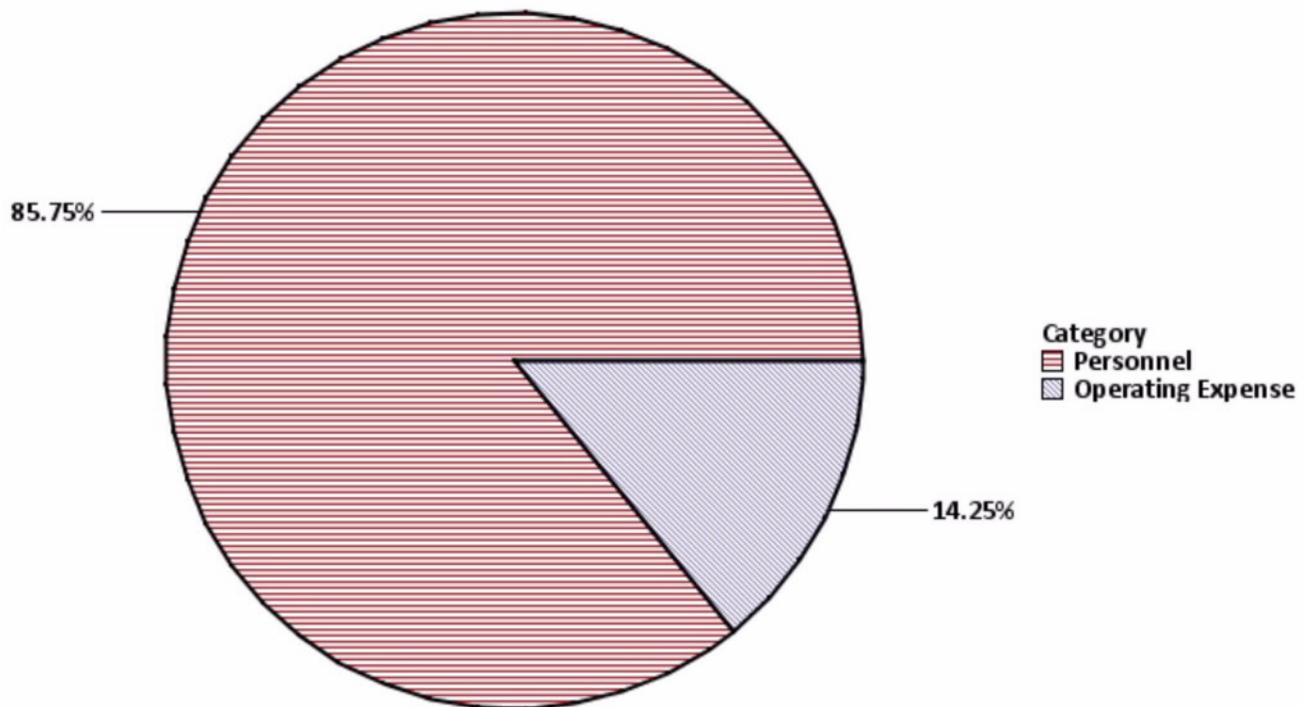
The Neighborhood Enhancement Team (NET) is a community-oriented Department that provides direct municipal and social services to residents, business owners, and community-based organizations.

NET is the City's official "One Stop" center deployed in the community. There are 12 multilingual points-of-entry geared to address non-emergency requests and make local government more user-friendly when addressing quality of life issues, homelessness, and collection of revenues (Certificates of Use, Business Tax Receipts, Temporary Use Permits). The Department also partners with Miami-Dade County to operate the regional 311 Answer Center and provide recreational, educational, and cultural programs.

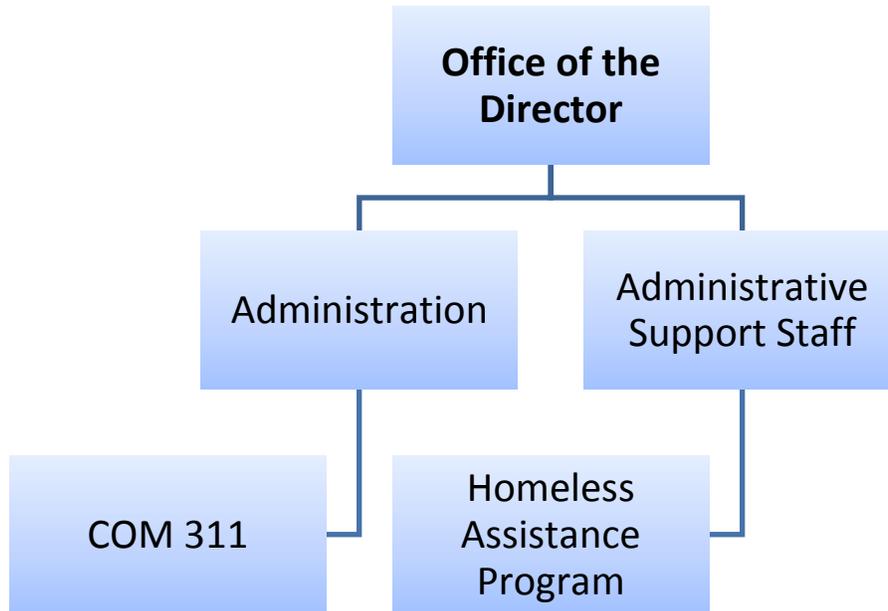
The Department also administers a special revenue fund that houses multiple grants to administer and manage the placement and care of the homeless population.

The stakeholders are the Mayor, City Commissioners, residents, business owners, and community-based organizations.

Allocation by Category

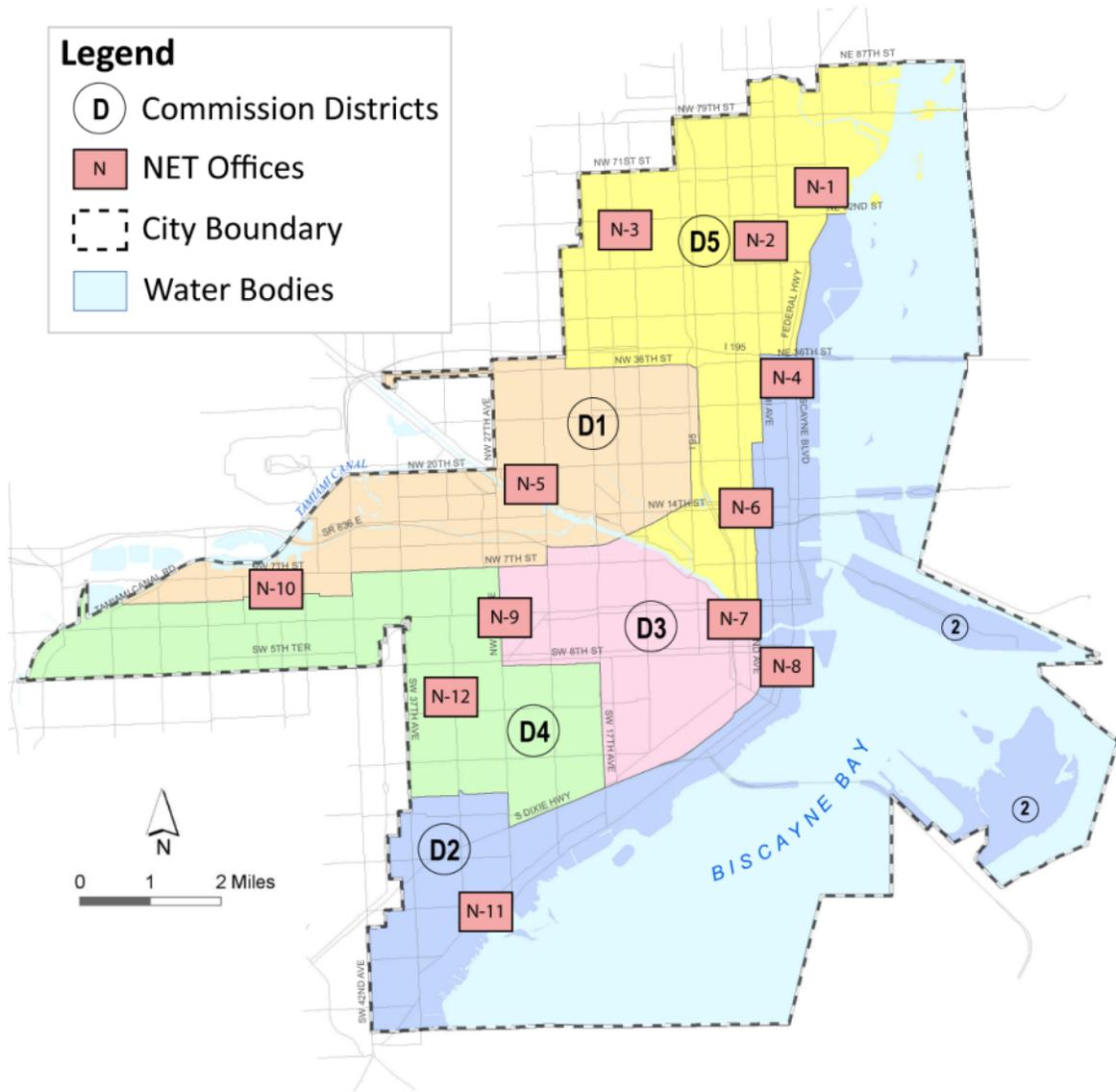


Neighborhood Enhancement Team (NET)



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Monitors the effectiveness of the activities within the NET Service Centers, Miami Homeless Assistance Program, COM 311, and the Community Relations Board; plans, implements, and provides training for all services provided; coordinates services with State, County, and other governmental agencies; assists the Mayor and Commissioners with the coordination of activities and special projects.	1	1
ADMINISTRATION Manages and monitors the daily activities of NET areas; serves as liaison between the community and City administration; coordinates and attends community meetings.	7	8
COM 311 Assists Administrator with all clerical matters; mediates between residents and all levels of government; works directly with constituents, business owners, and visitors, addressing concerns regarding delivery of municipal services.	1	1
ADMINISTRATIVE SUPPORT STAFF Serves as technical liaison between the City and Miami-Dade County; maintains and develops 311 programs; prepares reports for users and departments.	22	48
HOMELESS ASSISTANCE PROGRAM Provides outreach, assessment, placement, information services, referral, and transportation services to homeless individuals and families in a caring and professional manner.	7	17
TOTAL FULL-TIME POSITIONS	38	75

Neighborhood Enhancement Team (NET)



Office	Address	Phone
1 Upper Eastside	6599 Biscayne Blvd.	(305) 795-2330
2 Little Haiti / Edison	6301 NE 2 nd Ave	(305) 960-4660
3 Model City	1000 NW 62 nd Ave	(305) 960-2990
4 Wynwood – Edgewater	101 NW 34 th St.	(305) 960-2904
5 Allapattah	1901 NW 24 th Ave	(305) 575-5128
6 Overtown	1490 NW 3 rd Ave	(305) 372-4550
7 Net Administration	444 NW 2 nd Ave	(305) 416-1992
8 Downtown / Brickell	900 S Miami Ave	(786) 472-5939
9 Little Havana	151 NW 27 th Ave	(305) 960-4650
10 Flagami / West Flagler	5135 NW 7 th St.	(305) 960-2890
11 Coconut Grove	2820 McFarlane Rd.	(305) 960-4670
12 Coral Way	1415 SW 32 nd Ave	(305) 960-5131

Neighborhood Enhancement Team (NET)

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	3,420,004	3,323,804	4,285,223	4,847,300	6,047,300
Operating Expense	433,452	584,210	1,067,349	844,600	1,005,000
Non-Operating Expenses	34,235	194	145	0	0
	3,887,692	3,908,209	5,352,718	5,691,900	7,052,300

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	2,508,272	2,386,199	3,372,977	3,376,000	3,963,000
Net Offices & Code Enforcement (SR)	(1,432)	0	0	0	0
Homeless Program	1,380,851	1,522,010	1,979,741	2,315,900	3,089,300
	3,887,692	3,908,209	5,352,718	5,691,900	7,052,300

Objectives for FY 2014-15

Refer and assess over 40,000 homeless people through the outreach team.

Provide placement to over 5,500 homeless individuals in either a shelter or transitional permanent housing through the Miami Homeless Assistance Program (MHAP).

Accomplishments in FY 2013-14

Provided specialized training to the NET staff with the purpose of maintaining a more efficient level of service, allowing residents to enjoy the benefits of a "One Stop Shop" procedure that permits the solution of multiple issues at the same place and time.

Provided additional internal departmental trainings to our staff in the 311 Citywide Applications to improve the quality of our tracking system.

Disseminated information when in contact with residents about new Zoning and Planning applications and decisions.

Performed special cleaning services and graffiti mitigation to properties and right-of-ways by Neighborhood Service Workers, servicing approximately 58,000 sites (i.e. graffiti, cleanups, removal of signs, tires, shopping carts, etc.).

Provided assistance to the citizens of Miami with income tax return preparation through the Benefit Bank system in partnership with the ACCESS Miami program of the Office of Grants Administration.

Neighborhood Enhancement Team (NET)

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction to base budget in Other Salaries and Wages from \$572,100 originally budgeted for FY 2013-14 to \$501,000 for FY 2014-15 to better align future expected expenses with historical costs (GF \$71,100).
Salary reductions corresponding to two Service Center Representative positions due to retirement (GF \$32,000).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages for FY 2014-15 to supply 40 full-time, temporary NET Division employees with a Living Wage of approximately \$13.70 per hour, with 26 positions converted to permanent status. (GF \$363,500). This figure has since been adjusted to \$320,600 million per Change Memo #2.

Increase in Utility Services from \$16,200 originally budgeted for FY 2013-14 to \$22,000 for FY 2014-15 (GF \$5,800).

Increase in Operating Supplies from \$3,300 originally budgeted for FY 2013-14 to \$8,300 for FY 2014-15 to fund various safety equipment and tools (GF \$5,000).

Creation of one new Administrative Assistant II position in the Director's Office (GF \$78,200).

The Adopted Budget includes the following additional considerations:

As per Change Memo # 1, additional \$181,900 due to the inclusion of the Citywide Clean-Up Program transferred from Solid Waste.

NET and Code's Special Revenue Fund, consisting of the Tree Trust Fund, has been transferred to the Planning and Development Special Revenue Fund for FY 2015 (SR \$1.9 million).

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$10,800).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$3,300).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$8,200).

As per Change Memo # 1, additional \$30,500 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$29,600 for non-bargaining employees.

As per Change Memo # 2, funding for eligible temporary employees transitioning to full time status has been retracted, pending successful collective bargaining negotiations. The correct FTE count for NET is 39; correction will be made in the first budget amendment.

Neighborhood Enhancement Team (NET)

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
One Stop Shop- Permits Processed In NET Offices (number)	1,711	1,757	2,079	2,100
Revenues Collected (dollars)	380,400	382,936	361,514	362,000
NET Sponsored Events (number)	94	57	111	60
Finance-Families assisted with taxes (number)	869	261	354	350
Homeless Contacts (number)	39,883	48,514	58,000	60,000
Homeless placements (number)	5,397	4,627	6,001	6,100
Homeless cold or severe weather placements (number)	706	800	953	1000

Neighborhood Enhancement Teams (NET)

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,637,700	328,900	1,966,600	2,460,200	305,500	2,765,700
512010 - Attrition Savings - Salaries	0	0	0	(267,000)	0	(267,000)
513000 - Other Salaries and Wages	572,100	1,087,300	1,659,400	287,300	1,693,400	1,980,700
516000 - Fringe Benefits	24,600	9,000	33,600	18,600	3,000	21,600
521000 - Fica Taxes	127,200	25,900	153,100	196,300	48,700	245,000
522000 - Retirement Contributions	445,400	99,000	544,400	622,600	139,100	761,700
523000 - Life and Health Insurance	399,900	90,300	490,200	440,200	99,400	539,600
Personnel	3,206,900	1,640,400	4,847,300	3,758,200	2,289,100	6,047,300
Operating Expense						
524000 - Workers' Compensation	46,500	10,500	57,000	52,700	11,900	64,600
531000 - Professional Services	0	510,800	510,800	0	628,900	628,900
534000 - Other Contractual Services	15,300	5,000	20,300	12,500	5,000	17,500
541000 - Communications & Related Services	54,000	31,300	85,300	13,300	36,800	50,100
541100 - Postage	500	200	700	500	100	600
543000 - Utility Services	16,200	0	16,200	22,000	14,400	36,400
544000 - Rentals and Leases	19,800	96,500	116,300	12,200	87,900	100,100
545011 - Insurance - Vehicle Liability	0	0	0	10,800	0	10,800
545013 - Insurance - General Liability	0	0	0	8,200	0	8,200
545014 - Insurance - Public Official	0	0	0	3,300	0	3,300
546000 - Repair and Maintenance Services	8,600	0	8,600	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	55,800	0	55,800
547000 - Printing and Binding	0	100	100	0	0	0
549000 - Other Current Charges and Obligations	0	1,400	1,400	0	2,000	2,000
551000 - Office Supplies	3,300	4,800	8,100	3,300	4,800	8,100
552000 - Operating Supplies	4,700	14,500	19,200	9,700	8,000	17,700
554000 - Subscriptions, Memberships, Licenses, Permits & Others	200	400	600	500	400	900
Operating Expense	169,100	675,500	844,600	204,800	800,200	1,005,000
Total Expense	3,376,000	2,315,900	5,691,900	3,963,000	3,089,300	7,052,300

Procurement

Department Head: Annie Perez

Phone: (305) 416-1910

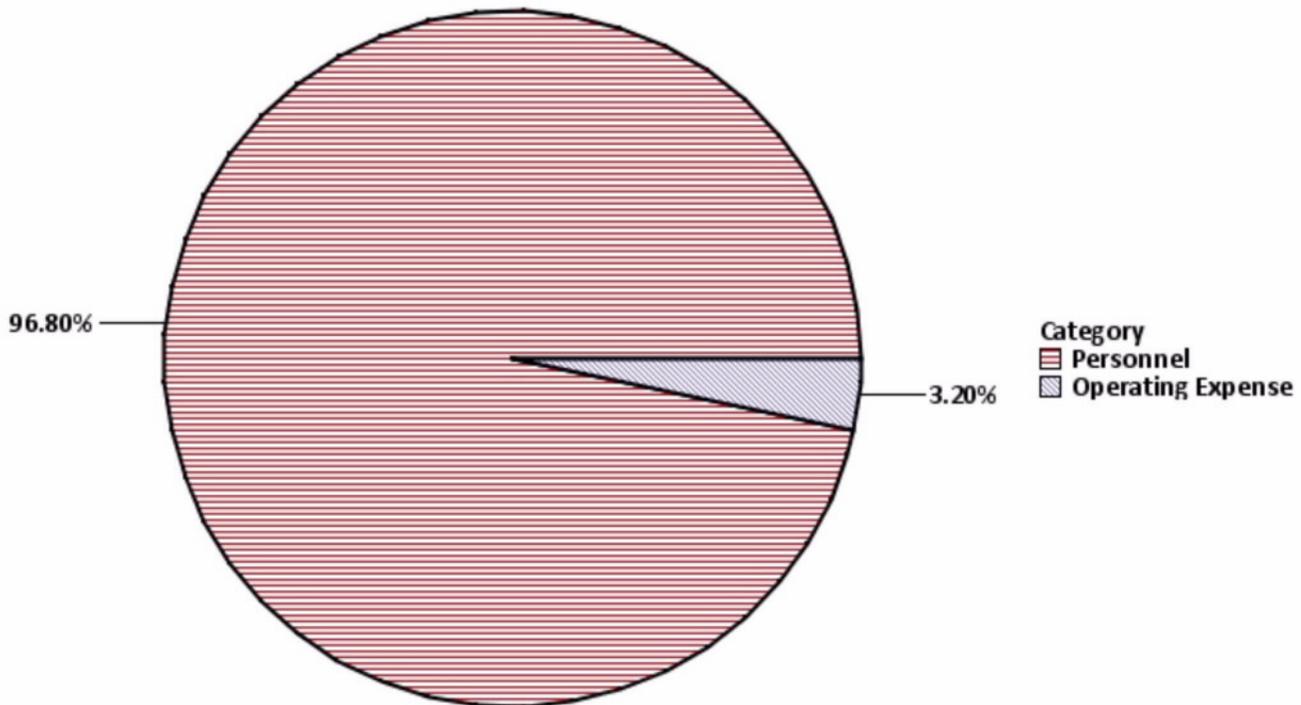
Description

The Procurement Department conducts or supervises the purchase of all materials, supplies, equipment, goods, and services needed by the various departments of the City of Miami. Additionally, the department's CIP team processes and maintains the City's construction contracts including, but not limited to its contracts for architectural and engineering services.

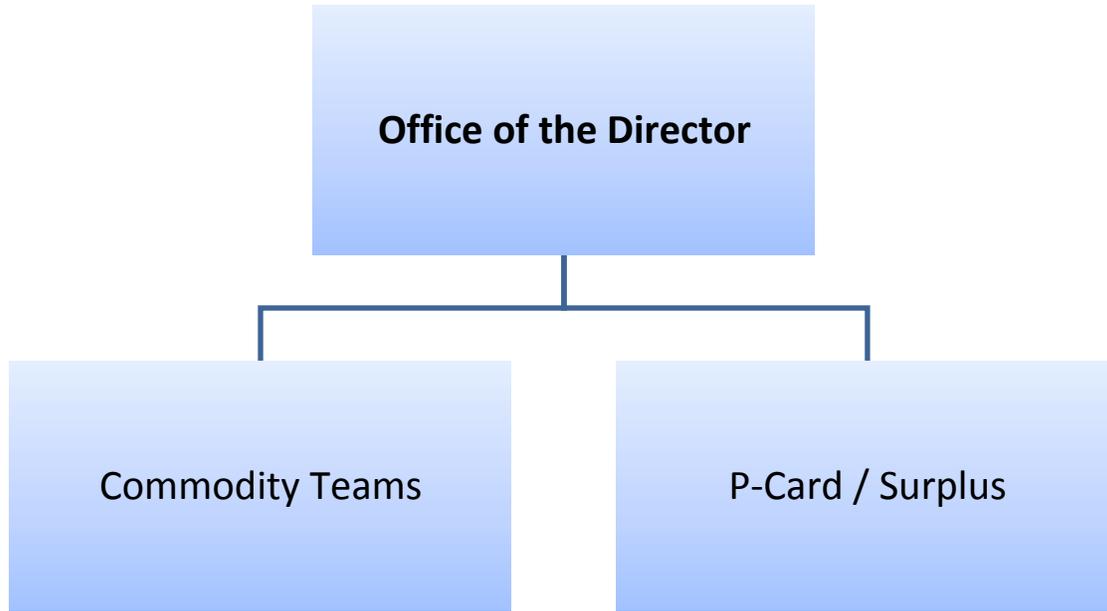
The Department conducts all purchases in an open and fair competitive manner as established by the informal and formal methods of source selection per the City of Miami Procurement Code. The primary methods of source selection consist of: Invitation for Quotations (IFQs) for purchases between \$2,501 and \$25,000; and Invitation for Bids (IFBs), Request for Proposals (RFPs), Request for Qualifications (RFQs), and Request for Letters of Interest for purchases exceeding \$25,000. Additionally, the Procurement Department administers the disposition of citywide surplus personal property; a citywide Procurement Card (P-Card) Program for all purchases below \$2,500; and programs for specification development, contract administration, and vendor performance. All functions are performed in compliance with federal, state, and local laws.

The Procurement Department's customers include vendors registered to do business with the City of Miami, elected officials, all City departments, and other quasi-governmental entities.

Allocation by Category



Procurement



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Manages the daily operations and supervision of the Procurement Department; reviews and approves all Oracle purchase requisitions and purchase orders citywide; resolves all Oracle technical-related issues regarding Procurement; certifies the procurement processes for each commodity team; provides customer service; drafts, reviews, and approves agenda items; briefs City Commissioners and attends City Commission meetings.	3	3
COMMODITY TEAMS Registers vendors; procures goods and services citywide for a defined commodity set; manages the daily operations and supervision of teams; drafts, advertises, and administers the procurement process for IFQs, IFBs, RFPs, and RFQs; reviews and approves all Oracle purchase requisitions and purchase orders for teams; awards, amends, and renews contracts; processes and tracks contracts; manages and tracks vendor performance; provides customer service.	11	15
P-CARD / SURPLUS Administers the Purchasing Card Program citywide; monitors transactions on a daily basis that are attempted or made by individual cardholders; coordinates the issuance and cancellation of cards; provides training to new cardholders and their supervisors; reviews transaction reconciliation documents submitted monthly; assists in resolving billing issues; performs recurring physical audits of card possession by cardholders; administers the disposition of surplus personal property citywide.	1	1
TOTAL FULL-TIME POSITIONS	15	19

Procurement

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	826,251	891,177	1,350,862	1,522,300	1,980,700
Operating Expense	10,596	9,601	25,673	44,700	65,400
Capital Outlay	0	0	7,460	0	0
	836,846	900,777	1,383,996	1,567,000	2,046,100

Objectives for FY 2014-15

Continue to review and update the City's Procurement Ordinance, the City's general contract terms and conditions for formal solicitations for goods, services, and Capital Improvement Projects (CIP).

Further the CIP procurement team's transition to the Procurement Department via its adoption and implementation of the Oracle software system used by the rest of the Department for all its processes.

Accomplishments in FY 2013-14

Issued purchase orders totaling approximately \$103.90 million. Each purchase order was reviewed and processed in accordance with the informal and formal methods of source selection per the City of Miami Procurement Code.

Drafted, published, and administered approximately 153 informal and formal procurements.

Passed two ordinances: one creating City Procurement Code Sections 18-118, Public Private Partnerships, and 18-119, Unsolicited Proposals, and the other amending Section 18-74, Cone of Silence, to recognize exemptions currently part of Florida Statutes Section 286.0113.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due to the addition of four CIP positions to the Department (GF \$241,500).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$2,200).
 Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$2,100).
 Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$1,500).
 As per Change Memo # 1, additional \$7,500 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$9,400 for non-bargaining employees.

Procurement

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Purchase orders issued citywide (number)	9,778	12,829	10,500	12,200
Purchase orders spent citywide (dollar in millions)	140.50	141.00	155.00	160.00
Contracts administered (number)	269	277	280	290

Procurement

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	948,200	0	948,200	1,186,000	0	1,186,000
513000 - Other Salaries and Wages	5,000	0	5,000	0	0	0
516000 - Fringe Benefits	8,400	0	8,400	8,400	0	8,400
521000 - Fica Taxes	73,200	0	73,200	87,900	0	87,900
522000 - Retirement Contributions	306,900	0	306,900	428,600	0	428,600
523000 - Life and Health Insurance	180,600	0	180,600	269,800	0	269,800
Personnel	1,522,300	0	1,522,300	1,980,700	0	1,980,700
Operating Expense						
524000 - Workers' Compensation	21,000	0	21,000	32,300	0	32,300
534000 - Other Contractual Services	300	0	300	300	0	300
540010 - Training	0	0	0	1,000	0	1,000
541000 - Communications & Related Services	4,800	0	4,800	0	0	0
541100 - Postage	200	0	200	200	0	200
544000 - Rentals and Leases	2,500	0	2,500	2,500	0	2,500
545011 - Insurance - Vehicle Liability	0	0	0	2,200	0	2,200
545013 - Insurance - General Liability	0	0	0	2,100	0	2,100
545014 - Insurance - Public Official	0	0	0	1,500	0	1,500
546000 - Repair and Maintenance Services	6,900	0	6,900	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	11,700	0	11,700
548100 - Advertising and Related Costs	4,000	0	4,000	5,000	0	5,000
551000 - Office Supplies	1,500	0	1,500	2,000	0	2,000
552000 - Operating Supplies	500	0	500	600	0	600
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	4,000	0	4,000
Operating Expense	44,700	0	44,700	65,400	0	65,400
Total Expense	1,567,000	0	1,567,000	2,046,100	0	2,046,100

Department Expenditures: Planning and Development

Building

Planning and Zoning

Building

Department Head: Peter Iglesias, PE

Phone: (305) 416-1102

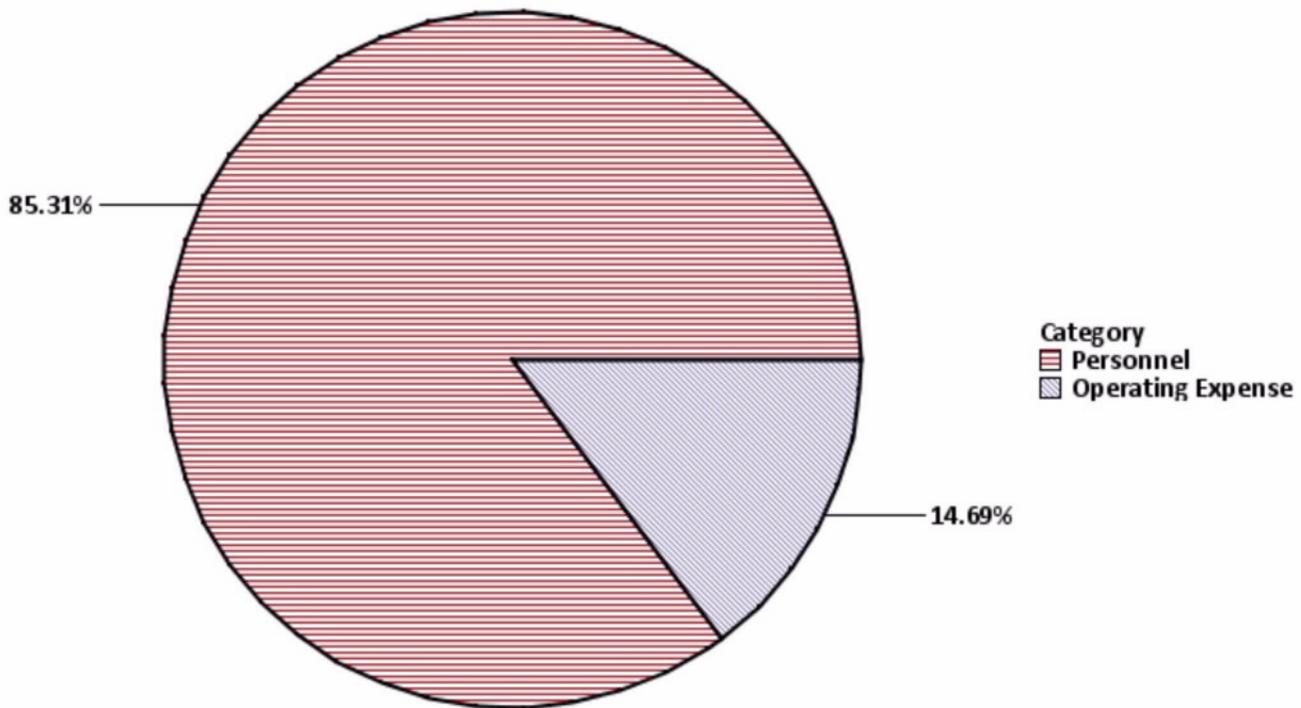
Description

The Building Department protects the health, safety, and welfare of the public, and enhances the general quality of life through providing records, interpreting and enforcing the Florida Building Code, and all other applicable regulations governing construction and land use.

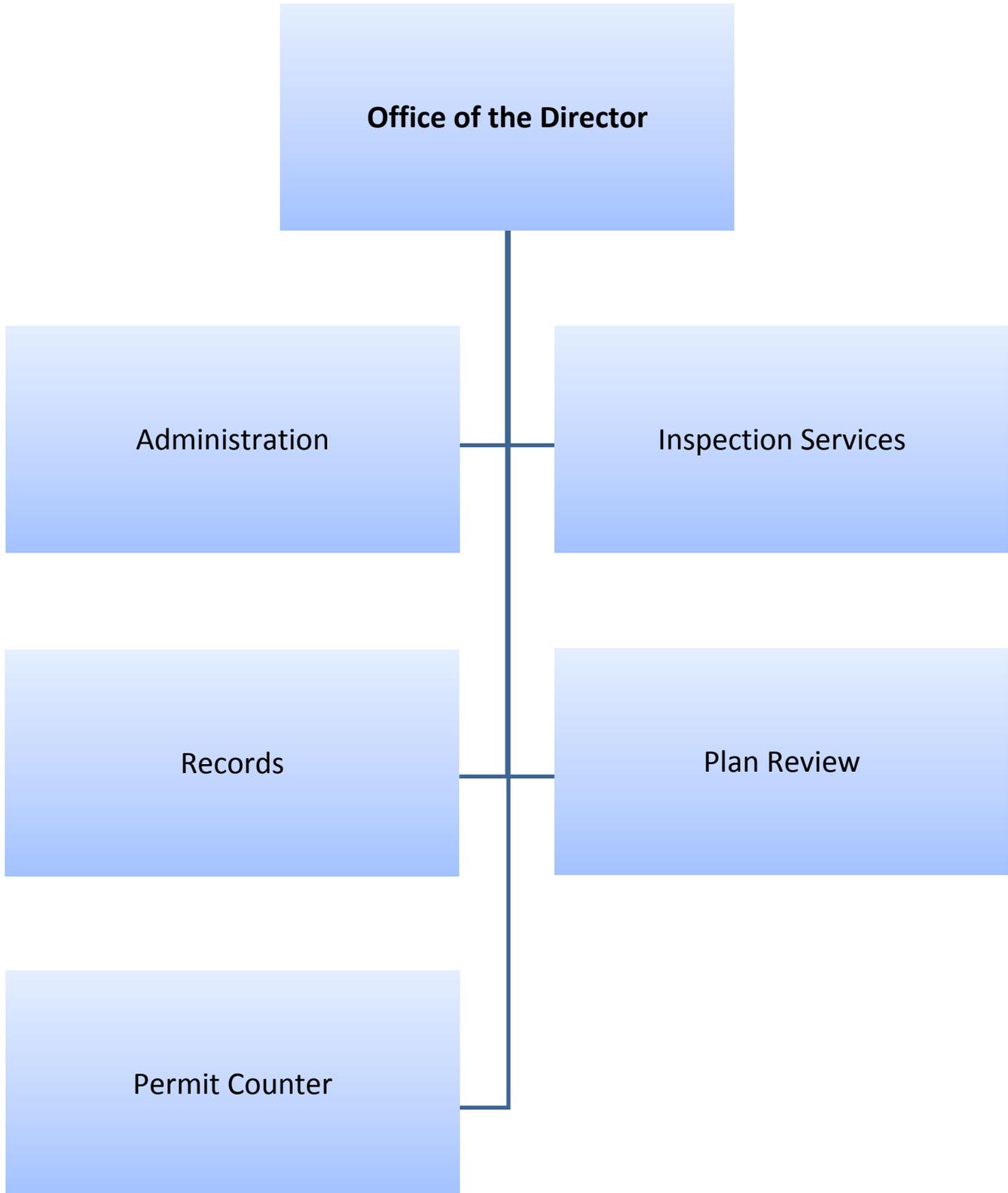
The Building Department assures first responders, such as Police and Fire, that structures are constructed in compliance with all applicable life safety codes. This is of crucial importance since first responders often have to respond to emergencies in structures that may have been compromised due to unforeseen occurrences.

The primary customers of the Building Department are property owners, homeowners associations, private and charter schools, City departments, and the building construction industry at large.

Allocation by Category



Building



Building

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR</p> <p>Directs, administers, and manages departmental activities and professional or technical employees engaged in providing interpretations and enforcement of the Florida Building Code; develops and formulates policies and procedures, the departmental budget, and short and long-range plans.</p>	2	2
<p>ADMINISTRATION</p> <p>Prepares and implements the departmental budget; monitors revenue, personnel activities, and the issuance of all Building Permits, CO/TCO (Certificates of Occupancy and Temporary Certificates of Occupancy) Commercial and Residential certificates; performs routine clerical duties such as answering phones; prepares legislative packages as required.</p>	6	6
<p>INSPECTION SERVICES</p> <p>Conducts field inspections of new construction, remodeling, repairs, and condemnation, for possession of permits; checks for conformity with Florida and Miami-Dade County Building Codes and approves plans and specification requirements; outlines plans and procedures for the execution of inspection activities affecting installations, materials, and appliances.</p>	37	37
<p>RECORDS</p> <p>Conducts research on record requests received from the general public; coordinates the digitizing of records to comply with State of Florida Public Records requirements; enters and retrieves information to and from the filing system.</p>	8	8
<p>PLANS REVIEW</p> <p>Assists homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process; supervises the organization and coordination of the plans review process of all sections to ensure they are completed in a timely manner.</p>	11	11
<p>PERMIT COUNTER</p> <p>Issues permits and collects fees to be recorded in a computerized system; performs data entry; assists callers and monitors the message center; returns calls and distributes messages as needed; reviews and prepares documents for digitizing; reviews a variety of permit documents for accuracy and legibility; maintains electronic files.</p>	14	14
TOTAL FULL-TIME POSITIONS	78	78

Building

Department Summary

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
Personnel	4,776,593	4,117,446	6,698,080	8,618,300	8,984,400
Operating Expense	307,610	460,986	492,904	1,039,200	1,547,600
Capital Outlay	0	0	28,826	0	0
	5,084,203	4,578,432	7,219,810	9,657,500	10,532,000

Funding Structure

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
General Fund	5,084,203	4,492,191	7,145,638	9,282,500	9,703,400
Departmental Improvement Initiative	0	86,241	74,173	375,000	828,600
	5,084,203	4,578,432	7,219,810	9,657,500	10,532,000

Objectives for FY 2014-15

The Department will continue to focus on providing the best and most efficient customer service to all customers.

Reconciliation of iBuild and Oracle accounts to ensure information is being directed to the correct accounts and that balances match.

Continue to provide high-quality customer service by administration and support staff through ongoing training, with an emphasis on collaboration and professionalism.

The Building Department will analyze the Unsafe Structure Section functions focusing on productivity and customer service.

Remodeling of the Plans Review Section to improve productivity, efficiency, and customer service.

Continuation of the iBuild Phase II Project consisting of several system enhancements and business processes to the existing iBuild system.

Continue mapping of inspector routes. In addition to the real-time inspections through a direct web link to the main City webpage, iBuild will display a visual map with color coordination that will show inspections completed and inspections remaining.

Building

Accomplishments in FY 2013-14

iBuild Phase II consists of several enhancements and new business processes to the existing iBuild computer system including many small, but in-depth projects; several projects have already been completed this year, while others will be ongoing through 2015.

Global Positioning System (GPS) was installed in inspectors' cars in early FY 2013-14, allowing the Building Department to provide more efficient service to customers. The GPS allows inspectors to remain in the field performing inspections at least one more hour per day.

Smart phones with texting ability were distributed to all inspectors earlier this year. Inspectors can now text, enabling them to track inquiries and provide quicker responses without having to stop what they are doing to respond to a call which could take longer than providing a written response.

Hand-held tablets were distributed to all inspectors earlier this year. The use of hand-held tablets is more convenient to take to construction sites and they enable inspectors to provide real-time inspection results.

Through a direct web link on the main City webpage, iBuild displays a visual map with color coordination showing completed and pending inspections. This increase productivity and raises the level of customer service by providing customers a good idea of an inspector's arrival time.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Attrition savings from various positions that are in the DROP Program and expected to be vacant for some time (GF \$298,000).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages mainly due to the conversion of a position titled Assistant Director/Structural Engineer (GF \$95,000).

Funds allocated for Other Salaries and Wages to fund additional temporary positions to handle increased workload (GF \$383,600).

Increase in Court Services due to price increases for various services (GF \$19,900).

The Adopted Budget includes the following additional considerations:

Insurance – Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$12,200).

Insurance – General Liability cost previously allocated centrally in the Risk Management Department (GF \$10,600).

Insurance – Public Officials cost previously allocated centrally in the Risk Management Department (GF \$9,100)

Building

As per Change Memo #1, additional \$68,000 funding approving the modification of the 2012-2014 collective bargaining agreement with AFSME Local 1907, and \$19,800 for non-bargaining employees 2.40 percent salary increase (GF \$87,800).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Building construction permit applications processed for commercial properties (number)	7,843	11,109	13,170	14,755
Building construction permit applications processed for residential properties (number)	4,295	6,996	7,518	8,775
Construction permit applications processed (number)	12,138	17,709	20,166	23,530
Inspections performed within 24 hours of request (percent)	97	98	98	100
Average time utilized to process permit applications (minutes)	20	20	20	20
Average number of days to complete plan reviews (days)	N/A	N/A	N/A	6

Building Department

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,067,400	0	5,067,400	5,137,800	0	5,137,800
512010 - Attrition Savings - Salaries	0	0	0	(298,000)	0	(298,000)
513000 - Other Salaries and Wages	0	0	0	383,600	0	383,600
514000 - Overtime	200,000	0	200,000	206,000	0	206,000
516000 - Fringe Benefits	25,200	0	25,200	17,400	0	17,400
521000 - Fica Taxes	389,500	0	389,500	388,000	0	388,000
522000 - Retirement Contributions	1,930,000	0	1,930,000	2,042,000	0	2,042,000
523000 - Life and Health Insurance	1,006,200	0	1,006,200	1,107,600	0	1,107,600
Personnel	8,618,300	0	8,618,300	8,984,400	0	8,984,400
Operating Expense						
524000 - Workers' Compensation	117,000	0	117,000	132,600	0	132,600
533000 - Court Services	70,100	0	70,100	80,000	0	80,000
534000 - Other Contractual Services	290,300	375,000	665,300	240,300	828,600	1,068,900
540000 - Travel and Per Diem	400	0	400	400	0	400
541000 - Communications & Related Services	56,900	0	56,900	40,000	0	40,000
541100 - Postage	35,700	0	35,700	42,500	0	42,500
544000 - Rentals and Leases	21,700	0	21,700	23,000	0	23,000
545011 - Insurance - Vehicle Liability	0	0	0	12,200	0	12,200
545013 - Insurance - General Liability	0	0	0	10,600	0	10,600
545014 - Insurance - Public Official	0	0	0	9,100	0	9,100
546000 - Repair and Maintenance Services	45,900	0	45,900	2,100	0	2,100
546001 - IT-Repair and Maintenance Services	0	0	0	85,000	0	85,000
547000 - Printing and Binding	3,000	0	3,000	3,500	0	3,500
547200 - Printing and Binding- Paper Stock	3,000	0	3,000	3,500	0	3,500
548100 - Advertising and Related Costs	600	0	600	600	0	600
551000 - Office Supplies	6,000	0	6,000	20,000	0	20,000
552000 - Operating Supplies	2,200	0	2,200	2,200	0	2,200
552100 - Public Safety Supplies	7,600	0	7,600	7,600	0	7,600
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,800	0	3,800	3,800	0	3,800
Operating Expense	664,200	375,000	1,039,200	719,000	828,600	1,547,600
Total Expense	9,282,500	375,000	9,657,500	9,703,400	828,600	10,532,000

Planning and Zoning

Department Head: Francisco Garcia

Phone: (305) 416-1470

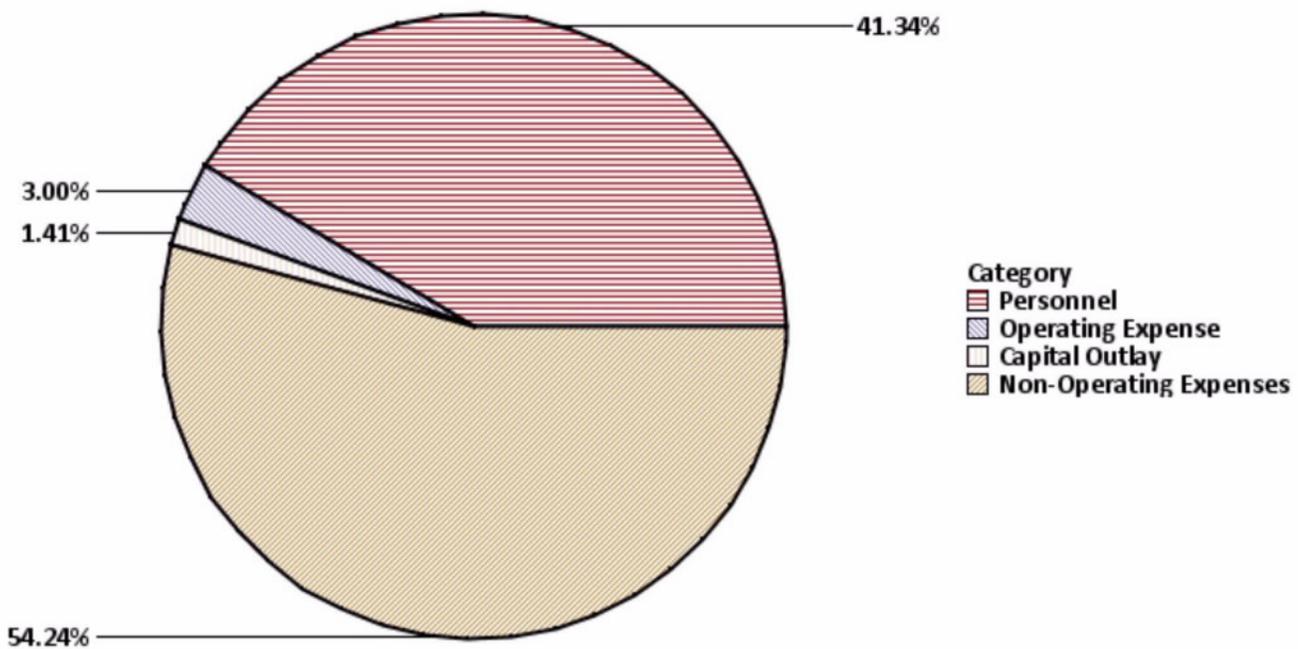
Description

The Planning and Zoning Department manages and implements regulations, guidelines, and policies which direct the growth and redevelopment of our City and support the improvement of our residents' quality of life. The Department drafts development regulations, district plans, and neighborhood plans to guide future growth, spur development, and preserve the City's residential and historic areas as well as its environmental direct resources.

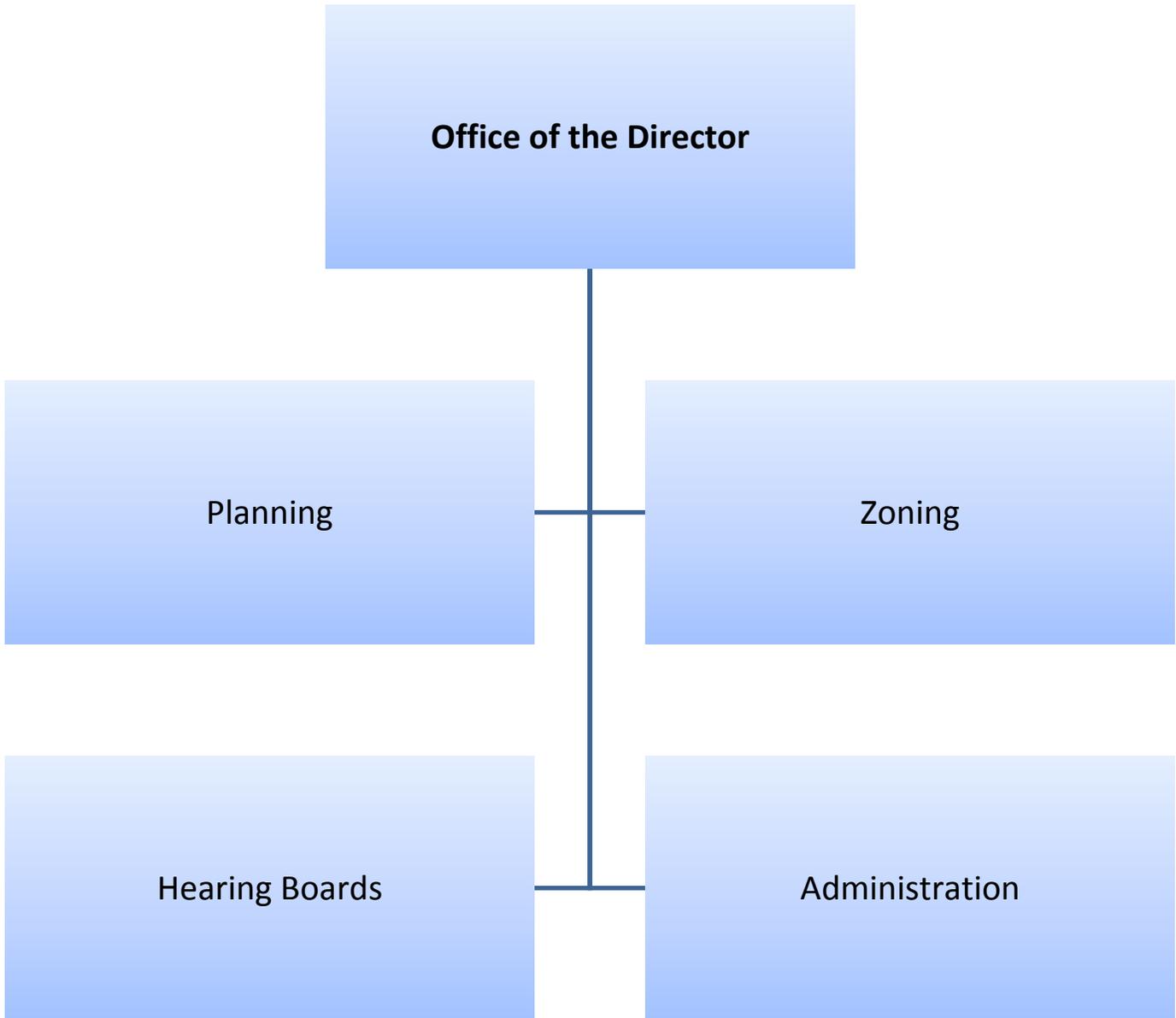
As part of this process, staff analyzes the Adopted growth vis-à-vis concurrency concerns and researches the constraints experienced by underdeveloped areas of the City to better understand the need for changes. Additionally, the department is charged with the review of all development projects for compliance with the Zoning Ordinance, preservation and development regulations, and other state and local requirements that govern growth.

Stakeholders include City residents, elected officials, the business and development communities, and other City departments and governmental agencies.

Allocation by Category



Planning and Zoning



Planning and Zoning

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Oversees the implementation of the City's Zoning Ordinance, Miami Comprehensive Neighborhood Plan, Historic Preservation and Environmental Resources program as well as all functions under Hearing Boards; provides guidance in the interpretation of the Zoning Ordinance and the implementation of the Comprehensive Plan in order to spur sound and appropriate development and growth for the City of Miami; develops and monitors the Department's budget, implements cost controls and efficient systems as well as identifies resources necessary for the continued delivery of excellent customer service and projects in a timely manner.</p>	2	3
<p>PLANNING Provides guidance for the future development of the City; prepares neighborhood plans; amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan; manages and preserves the City's historic, architectural, archeological and environmental assets including the management of the Tree Trust Fund; prepares analysis and recommendations on Planning and Zoning related matters to committees, boards, and City Commission; collects and analyzes demographic, physical, social, and economic data.</p>	18	24
<p>ZONING Implements and interprets the Zoning Ordinance and other City, county, state and federal regulations; implements and interprets the Zoning Ordinance; reviews development plans and identifies types of special permits needed based on the application of the Zoning Ordinance; reviews all submissions for development and redevelopment within the City for compliance with City, state and federal laws, rules, and regulations; issues Certificates of Use, Temporary Use permits; issues approval of Alcohol and Tobacco applications, and verifies compliance of Assisted Living Facilities as per Florida Statutes and the Zoning Ordinance.</p>	14	16
<p>HEARING BOARDS Processes applications for public meetings and hearings in support of Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board, and Red Light Camera Appeals Hearings; provides notice of hearings to property owners and neighborhood associations; schedules public hearings and meetings for the Planning, Zoning and Appeals Board as well as the PZ portion of the City Commission; processes, records and releases liens related to code enforcement, ticketing, lot clearing, and certain Board resolutions; serves as custodian of all records, cases, and documents pertaining to orders and resolutions issued by various boards.</p>	9	9
<p>ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters; manages all procurement solicitations and processes, including Request for Proposals (RFPs) and Request for Qualifications (RFQs); provides support services to professional staff; prepares special projects and reports; tracks performance measures and statistics for the Department.</p>	5	5
TOTAL FULL-TIME POSITIONS	48	57

Planning and Zoning

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	2,918,467	3,014,464	4,444,711	5,550,000	6,578,300
Operating Expense	359,145	296,288	292,412	670,300	478,000
Capital Outlay	17,357	0	69,221	0	225,000
Non-Operating Expenses	0	0	0	6,724,200	8,630,700
Transfers - OUT	600,000	4,975,224	551,250	0	0
	3,894,969	8,285,975	5,357,594	12,944,500	15,912,000

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	3,224,862	3,213,862	4,758,265	5,820,800	6,822,800
Planning Services	604,914	5,039,613	600,445	6,984,100	7,036,800
Tree Trust Fund	0	0	0	0	1,900,000
Economic Development (SR)	(2,209)	32,500	(1,116)	139,600	152,400
Departmental Improvement Initiative	39,364	0	0	0	0
ARRA-Others-Memo Only	28,038	0	0	0	0
	3,894,969	8,285,975	5,357,594	12,944,500	15,912,000

Objectives for FY 2014-15

Evaluate and streamline both internal and external processes, including the standardization and automation of Zoning Verification Letters, to increase operational efficiency and to improve customer service and communications.

Restructure staff's functions to fit the changing needs of the City and our clients to achieve a fully integrated Department for better communication and a cohesive and multi-disciplinary review.

Create computerized plans review for intake, review, and tracking that will include the digitization of documents in order to make records more readily accessible to the public through Laserfiche and Geographic Information Systems (GIS) upgrades, and transition different Boards into the existing agenda process.

Fill all open positions to expedite approvals, processes, and project reviews as well as fill transitional positions as part of the Citywide Succession Plan as a result of employees scheduled to retire as part of the DROP.

Work with Downtown Development Authority to authorize Increment III of the Downtown DRI.

Begin preparation to implement Growth Management Legislation including Water Supply Update and Evaluation and Appraisal Report, both due in 2015.

Complete Downtown Historic District Guidelines to address the needs of the National Register District and

Planning and Zoning

balance increased development interest as well as create new incentives for historic preservation within Downtown.

Continue to build on Department's website to provide more information to the public.

Create an efficient, effective, and comprehensive tree permitting process that is responsive to the needs of all stakeholders and our environment, as well as consolidate all permits (private property, CIP, Public Works) into iBuild system or a similar process.

Legislative Goals: necessary amendments to Miami 21, revisions to Chapter 62 and Chapter 23 to better address processes, fees, etc. Additionally, work on new projects such as Urban Agriculture, establish separate zoning category for Parks and Recreations, and Community Plans for Wynwood, Little Havana, and Little Santo Domingo.

Accomplishments in FY 2013-14

Reviewed and approved several major projects including Brickell CitiCentre, Design District, and Riverlanding Special Area Plans which will amount to the construction of over 1,700 residential units, approximately 470 lodging units, and approximately 2.7 million square feet of retail and commercial space.

Reviewed, analyzed, and recommended approvals for several Major Use Special Permit modifications as well as large-scale projects, overseeing development of over 18,000 residential units, approximately 5,000 lodging units, 2.3 million square feet of office space, and over 5 million square feet of commercial/retail space.

Implemented Electronic Certificate of Use System (MiamiBiz), including the transfer and verification of Certificate of Use information into new computerized system.

Collaborated with the Southeast Overtown Park West (SEOPW) CRA to amend the City Code in the issuance of Increment III Development Order to address and mitigate demands created by new development upon public facilities, services, and infrastructure.

Successfully implemented the Red Light Cameras appeal hearings, holding several mock trials for quality control and efficiency, processing over 30 appeals in the first hearing.

Executed a thorough public participation process to amend the City's Comprehensive Plan to revise the Parks Levels of Service (LOS) standard for concurrency purposes. As a result of this exercise, the City is in a better position to identify areas of need and be able to mitigate with surrounding development.

Implemented the Transfer of Development Rights (TDR) program for historic properties, successfully issuing 11 Certificates of Eligibility and nine Certificates of Transfer, resulting in the rehabilitation of historic sites and the transfer of over 2.4 million square feet to eligible sites.

Prepared and began the legislative process to overhaul the City's Sign Ordinance in order to improve the City's image and facilitate signage review. This process is the result of two years of research and drafting based on best-practices regulations and changes in industry standards and technology.

Successfully transitioned Tree Permitting from Public Works and Code Enforcement, establishing the section of Environmental Resources for the Department, centralizing the process and adding professional staff to improve the process.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Decrease in Professional Services (GF \$115,200).

Planning and Zoning

Decrease in Other Contractual Services (GF \$73,600).

Decrease in Rental and Leases (GF \$24,000).

The Adopted Budget includes the following additions:

Increase in Other Salaries due to additional need for planning services (SR \$33,500).

Funding was provided for a Zoning Information Specialist (\$53,800), a Special Projects Coordinator (\$56,700), an Administrative Aide I (\$40,500), an Administrative Aide II (\$43,000), and two Planning Technicians (\$93,700) as part of the mid-year allocation. Additionally, a Chief of urban Design is being added for FY2014-15 (GF \$77,400).

The Adopted Budget includes the following additional considerations:

Insurance - Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$7,200).

Insurance - General Liability cost previously allocated centrally in the Risk Management Department (GF \$6,800).

Insurance - Public Officials cost previously allocated centrally in the Risk Management Department (GF \$5,700).

As per Change Memo #1, additional \$35,500 funding approving the modification of the 2012-2014 collective bargaining agreement with AFSME Local 1907, and \$21,400 for non-bargaining employees 2.40 percent salary increase (GF \$56,900).

As per Change Memo #2, additional \$122,900 of funding for additional staff to address the backlog in tree permits.

Planning and Zoning

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
File search requests processed (number)	8,165	9,700	9,900	10,000
Public hearing applications processed (number)	68	100	130	120
Number of visitors (number)	4,320	8,200	8,400	9,020
Visits to Department website (number)	45,355	53,000	53,200	55,000
E-mail inquiries reviewed and processed (number)	230	250	275	275

Planning and Zoning

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,134,900	105,900	3,240,800	3,742,400	0	3,742,400
513000 - Other Salaries and Wages	75,000	200,000	275,000	92,100	233,500	325,600
516000 - Fringe Benefits	22,200	0	22,200	25,800	0	25,800
521000 - Fica Taxes	241,500	23,400	264,900	284,800	0	284,800
522000 - Retirement Contributions	1,088,300	41,400	1,129,700	1,432,900	0	1,432,900
523000 - Life and Health Insurance	591,600	25,800	617,400	766,800	0	766,800
Personnel	5,153,500	396,500	5,550,000	6,344,800	233,500	6,578,300
Operating Expense						
524000 - Workers' Compensation	66,000	3,000	69,000	91,800	0	91,800
531000 - Professional Services	193,700	0	193,700	78,500	0	78,500
531010 - Professional Services- Legal Services	30,000	0	30,000	30,000	0	30,000
533000 - Court Services	7,500	0	7,500	7,500	0	7,500
534000 - Other Contractual Services	91,600	0	91,600	18,000	0	18,000
540000 - Travel and Per Diem	300	0	300	5,000	0	5,000
541000 - Communications & Related Services	15,800	0	15,800	0	0	0
541100 - Postage	64,000	0	64,000	79,000	0	79,000
543000 - Utility Services	12,000	0	12,000	0	0	0
544000 - Rentals and Leases	30,700	0	30,700	6,700	0	6,700
545011 - Insurance - Vehicle Liability	0	0	0	7,200	0	7,200
545013 - Insurance - General Liability	0	0	0	6,800	0	6,800
545014 - Insurance - Public Official	0	0	0	5,700	0	5,700
546000 - Repair and Maintenance Services	16,000	0	16,000	600	0	600
546001 - IT-Repair and Maintenance Services	0	0	0	26,200	0	26,200
547000 - Printing and Binding	3,800	0	3,800	3,800	0	3,800
548000 - Promotional Activities	1,500	0	1,500	1,500	0	1,500
548100 - Advertising and Related Costs	94,000	0	94,000	94,000	0	94,000
551000 - Office Supplies	19,700	0	19,700	8,500	0	8,500
552000 - Operating Supplies	20,000	0	20,000	6,500	0	6,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	700	0	700
Operating Expense	667,300	3,000	670,300	478,000	0	478,000
Capital Outlay						
663000 - Improvements Other Than Buildings	0	0	0	0	225,000	225,000
Capital Outlay	0	0	0	0	225,000	225,000

Planning and Zoning

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	6,724,200	6,724,200	0	8,630,700	8,630,700
Non-Operating Expenses	0	6,724,200	6,724,200	0	8,630,700	8,630,700
Total Expense	5,820,800	7,123,700	12,944,500	6,822,800	9,089,200	15,912,000

Department Expenditures: Public Works

GSA

Public Works

Solid Waste

GSA

Department Head: Ricardo Falero

Phone: (305) 329-4854

Description

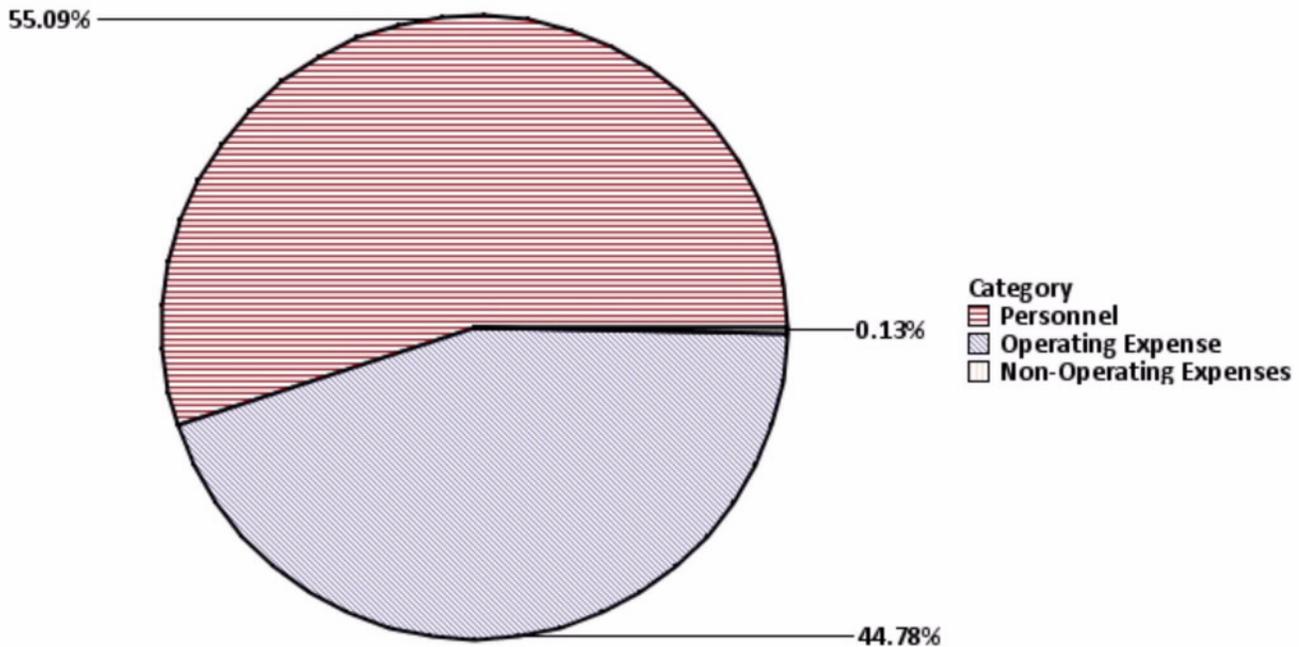
The Department of General Services Administration (GSA) provides internal service support to City departments in the areas of fleet management, graphic reproductions, property maintenance, radio communication, and Miami Riverside Center facility management including Citywide inter-office mail delivery.

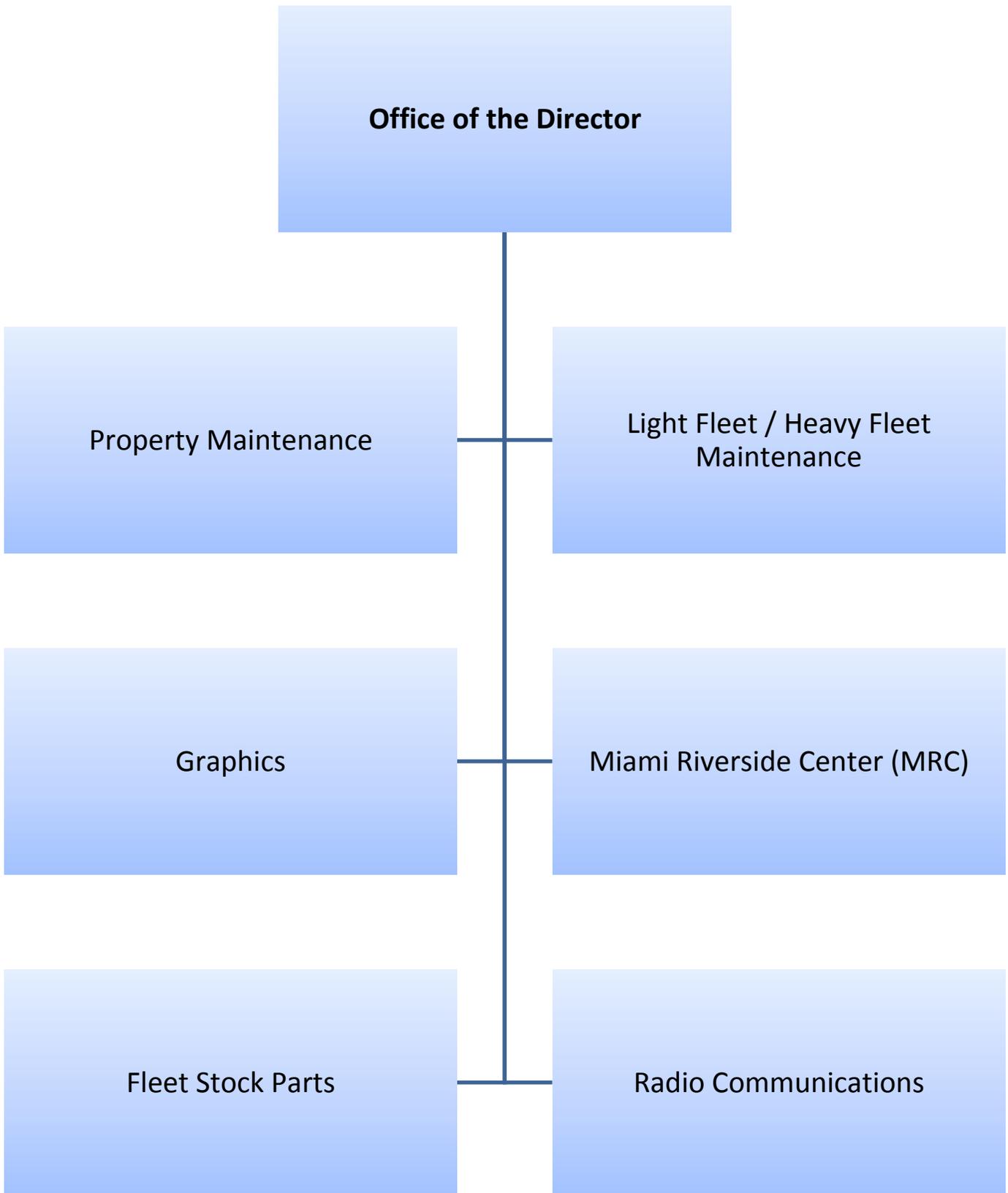
The Department acquires, maintains, and repairs City property and equipment; and provides graphic reproductions, and mail delivery. Support services are provided throughout the City as well as at the Miami Riverside Center Building and Garage, City Hall, GSA Administration Building and Fleet Maintenance Garage - where the Fueling Facility and Truck Wash are housed, Property Maintenance Building, Communications Warehouse, and radio wave broadcasting and receiving antenna towers.

Among the Department's many functions, it maintains and repairs vehicles for Police, general fleet, Solid Waste, and Public Works; as well as lawn equipment for Parks and Recreation. Additionally, it maintains the City's 800 MHz radio and 911 emergency communication systems, including portable radios. GSA prints City Commission agenda packages and produces graphic illustrations, forms, business cards, flyers, and banners.

GSA's primary stakeholders are comprised of City of Miami employees and City departments.

Allocation by Category





GSA

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Responsible for all the administrative functions of the Department, including accounting, payroll, personnel, Citywide utility management, operational statistics, and contract administration; develops and monitors the Department's budget and manages cost controls.</p>	9	8
<p>PROPERTY MAINTENANCE Repairs and maintains most City facilities; secures facilities when threatened by a hurricane or other natural disaster; provides in-house expertise on plumbing, electrical, HVAC, and other disciplines as required; administers small construction contracts.</p>	34	34
<p>LIGHT FLEET / HEAVY FLEET MAINTENANCE Manages, directs, and supervises fleet maintenance; procures vendor services for both mechanical and body-related repairs; manages parts and fuel inventory.</p>	65	66
<p>GRAPHICS Prepares designs, layout, and typeset for all graphic and related materials produced by the section; manages leases of low to mid-volume copiers; designs and publishes forms; prints Commission meeting agendas.</p>	6	6
<p>MIAMI RIVERSIDE CENTER (MRC) Maintains the MRC building, grounds, car pool, and mechanical and security equipment; distributes inter-office and US mail; administers contracts for supplies and services.</p>	8	8
<p>FLEET STOCK PARTS Purchases, warehouses, and maintains inventory of parts needed for repairs.</p>	3	3
<p>RADIO COMMUNICATIONS Repairs and maintains City's 800 MHz radio system; provides communication support to the 911 service; provides 24-hour on call emergency repair service to communication system.</p>	7	8
TOTAL FULL-TIME POSITIONS	132	133

GSA

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	7,960,464	7,434,180	11,079,284	12,145,300	11,750,300
Operating Expense	8,143,261	8,478,869	9,372,494	9,079,400	9,552,100
Capital Outlay	9,594	0	151,966	0	0
Non-Operating Expenses	0	141	0	0	27,000
	16,113,318	15,913,190	20,603,744	21,224,700	21,329,400

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	16,003,368	15,910,361	20,540,725	21,124,700	21,302,400
General Special Revenue	109,951	2,829	63,019	100,000	27,000
	16,113,318	15,913,190	20,603,744	21,224,700	21,329,400

Objectives for FY 2014-15

- Turn around 65 percent of marked police pursuit vehicles that are brought into the garage for minor repairs the same day, and ensure that the Police Department has 95 percent of its vehicles available for service every day.
- Reduce vehicle and equipment downtime for City vehicles to 20 days or less.
- Maintain a daily automated garbage truck count of 28 trucks, including four used in the single stream recycling program, and meet the daily trash crane count requirement of 19.
- Maintain the City's 800 MHz Emergency Radio Communications System at 99 percent operability, and work with Fire and Police through the process of upgrading current communications systems to the federally mandated P25 compliant communication system.
- Build fueling platform for fuel delivery trucks to enhance safety and efficiency of the operation.
- Secure a new bucket truck and crane truck for the shop.
- Reactivate the T1 link from the Fire College to the Police Department as a backup for the microwave communications system.
- Maintain the monthly work order count to 25 days or less.

Accomplishments in FY 2013-14

- Completed the renovation project at City Hall that replaced the facility's windows and terraces.
- Replaced the fire panel at the Miami Riverside Center facility and adjacent parking garage.
- Replaced cooling tower pipes at the Miami Riverside Center.
- Reduced stock room inventory levels at the Property Maintenance division by \$30,000.

GSA

Secured three abandoned buildings for the Code Compliance Department instead of using higher-priced contracted vendors.

Successfully procured and coordinated equipment installations for over 100 police vehicles.

Ensured that 95 percent of the police vehicle fleet was available every day of the year.

Turned around 66 percent of marked Police Department pursuit vehicles that were brought into the garage for minor repairs within the same day.

Maintained the emergency radio communications system at 98 percent operability.

Established radio communications interoperability with the U.S. Marshall's Service, the U.S. Immigration and Customs Enforcement (ICE) Agency, the City of Miramar Police Department, the U.S. Federal Emergency Management Agency (FEMA), and its Urban Search and Rescue (USAR) program participants that are new partners with the City.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction of Regular Salaries and Wages mainly due to vacancies and DROP positions being placed at step one (GF \$450,400).

Removal of Attrition Savings – Seven percent of salaries removed based on three-year average (GF \$488,000).

Reduction in funding of Operating Supplies based on aligning budget to actuals (GF \$92,000).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages, Fringe Benefits and FICA Taxes for conversion of Assistant to Director position to Assistant Director (GF \$25,000), and one Laborer I position added to assist with truck wash and fuel island (GF \$31,500).

Increase in Other Salaries and Wages to align budget to actuals (GF \$177,800), and adjustment for living wage (GF \$7,000).

Increase in Repair and Maintenance Services to align budget to actuals (GF \$340,000).

Increase in Motor Fuel for estimated increase in diesel fuel cost (GF \$157,200).

The Adopted Budget includes the following additional considerations:

Insurance – Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$26,100).

Insurance – General Liability cost previously allocated centrally in the Risk Management Department (GF \$16,600).

Insurance – Public Officials cost previously allocated centrally in the Risk Management Department (GF \$20,800).

A General Fund contribution to various capital improvement projects including general fleet vehicle/truck replacement, carpet replacement at Miami Riverside Center facility, and Light Emitting Diode (LED) lights for the Miami Riverside Center garage (CIP \$1.45 million).

As per Change Memo #1, additional \$108,900 funding the modification of the 2012-2014 collective bargaining agreement with AFSCME Local 1907, and \$8,100 for non-bargaining employees.

Performance Metrics

GSA

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	66.0	66.0	66.0	65.0
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent of time)	100.0	100.0	98.0	100.0
Emergency radio communications system kept operational and ready (percent of time)	99.0	98.0	96.0	99.0
Average time for completion of property maintenance work orders (days)	N/A	N/A	6	6
Partial service interruptions in the communications system (number)	N/A	N/A	7	7

GSA

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,106,700	0	7,106,700	6,794,300	0	6,794,300
512010 - Attrition Savings - Salaries	0	0	0	(488,000)	0	(488,000)
513000 - Other Salaries and Wages	0	0	0	184,800	0	184,800
514000 - Overtime	79,700	0	79,700	70,100	0	70,100
515000 - Special Pay	0	0	0	10,400	0	10,400
516000 - Fringe Benefits	22,500	0	22,500	25,500	0	25,500
521000 - Fica Taxes	545,200	0	545,200	522,200	0	522,200
522000 - Retirement Contributions	2,688,300	0	2,688,300	2,756,600	0	2,756,600
523000 - Life and Health Insurance	1,702,900	0	1,702,900	1,874,400	0	1,874,400
Personnel	12,145,300	0	12,145,300	11,750,300	0	11,750,300
Operating Expense						
524000 - Workers' Compensation	435,500	0	435,500	514,900	0	514,900
534000 - Other Contractual Services	354,400	0	354,400	345,800	0	345,800
540000 - Travel and Per Diem	9,900	0	9,900	9,900	0	9,900
541000 - Communications & Related Services	57,900	0	57,900	2,200	0	2,200
541100 - Postage	300	0	300	300	0	300
543000 - Utility Services	636,200	0	636,200	636,200	0	636,200
544000 - Rentals and Leases	158,800	0	158,800	173,400	0	173,400
545011 - Insurance - Vehicle Liability	0	0	0	26,100	0	26,100
545013 - Insurance - General Liability	0	0	0	16,600	0	16,600
545014 - Insurance - Public Official	0	0	0	20,800	0	20,800
546000 - Repair and Maintenance Services	3,710,000	0	3,710,000	4,050,000	0	4,050,000
546001 - IT-Repair and Maintenance Services	0	0	0	95,900	0	95,900
547100 - Printing and Binding-Outsourcing	6,800	0	6,800	5,000	0	5,000
547200 - Printing and Binding-Paper Stock	21,800	0	21,800	18,000	0	18,000
547300 - Printing and Binding-Supplies	9,200	0	9,200	8,500	0	8,500
548100 - Advertising and Related Costs	1,900	0	1,900	1,900	0	1,900
549000 - Other Current Charges and Obligations	1,500	100,000	101,500	1,500	0	1,500
551000 - Office Supplies	8,900	0	8,900	7,500	0	7,500
552000 - Operating Supplies	317,000	0	317,000	225,000	0	225,000
552010 - Motor Fuel	3,200,700	0	3,200,700	3,357,900	0	3,357,900
552200 - Clothing/Uniform Supplies	28,800	0	28,800	13,000	0	13,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	19,800	0	19,800	21,700	0	21,700

GSA

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
Operating Expense	8,979,400	100,000	9,079,400	9,552,100	0	9,552,100
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	0	0	0	27,000	27,000
Non-Operating Expenses	0	0	0	0	27,000	27,000
Total Expense	21,124,700	100,000	21,224,700	21,302,400	27,000	21,329,400

Public Works

Department Head: Eduardo (Ed) Santamaria, PE, CGC

Phone: (305) 416-1200

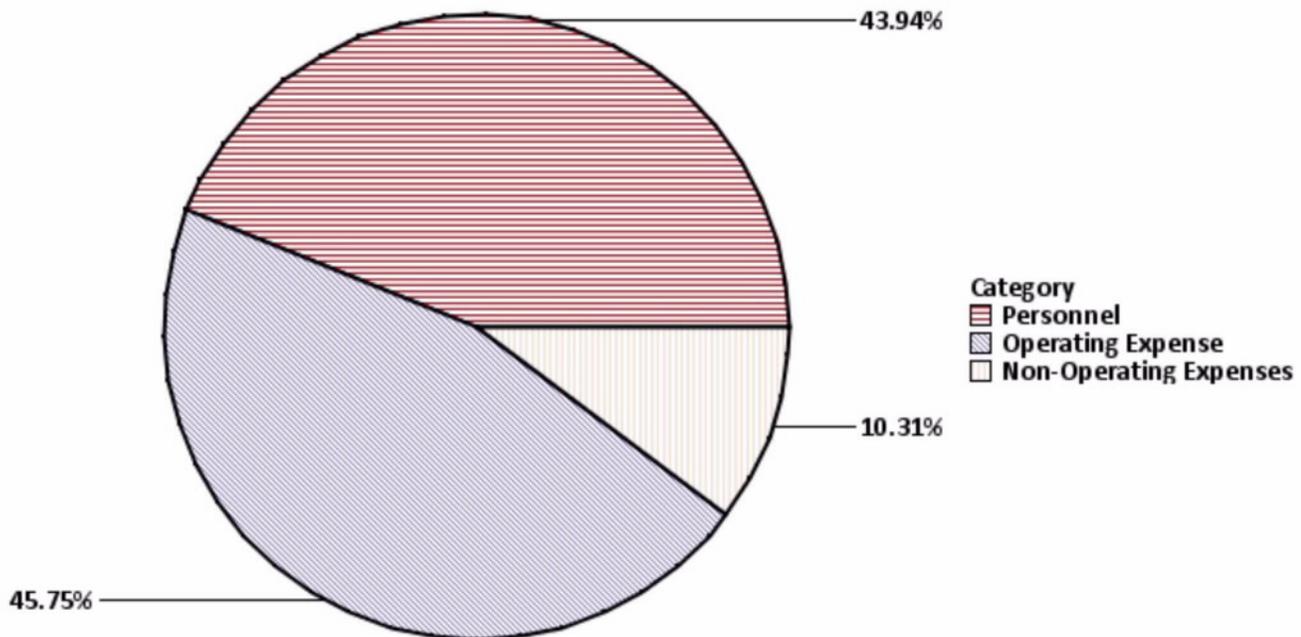
Description

The Public Works Department is responsible for permitting and controlling construction work involving public improvements and repair and maintenance of streets, alleys, sidewalks, curbs, bridges, and canals within the public right-of-way. Public Works also provides storm water quality management through its Municipal Separate Storm Water Management program implemented by the National Pollutant Discharge Elimination System (NPDES) permit. The Department also processes plat applications for the division of land. Additionally, Public Works manages the City's street lighting system, 12 storm water collection systems and pump stations, certain tree planting, bus benches and shelters, public payphones, news racks, and certain franchise agreements with public utility owners.

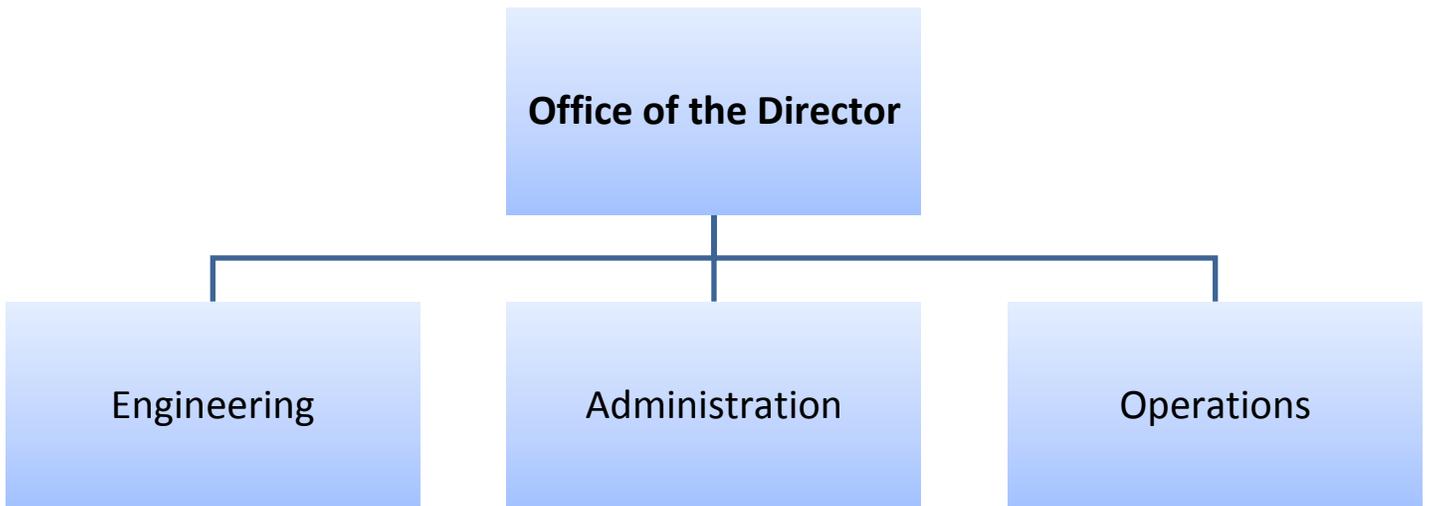
As part of the Public Works area, the Department receives and processes resident complaints related to any of the areas under its jurisdiction, then dispatches work crews to perform maintenance or repair in the affected areas to ensure that the City has a safe and efficient road system. Under the engineering umbrella, the Department reviews various permits such as Special Area Plans; coordinates right of way development, acquisitions, deeds, plats and easements; inspects public and private facilities; and enforces environmental regulations.

Stakeholders include residents, visitors, businesses, business improvement districts, and development authorities.

Allocation by Category



Public Works



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department.	2	2
ENGINEERING Reviews Major Use Special Permits (MUSP), Special Area Plans (SAP), Development Orders (DO), and miscellaneous major developments; coordinates all right-of-way developments; reviews all right-of-way (ROW) and related building projects; inspects public and private facilities and enforces environmental compliance regulations; maintains the National Pollutant Discharge Elimination System (NPDES) permit and prepares required reports; designs and installs replacement of new storm drainage systems; administers various ROW programs; coordinates platting and subdivision process; maintains City survey benchmarks and underground utility information; attends meetings such as homeowners' association (HOA), Plat and Street Committee, and Planning and Zoning Advisory Board (PZAB).	32	33
ADMINISTRATION Provides administrative and support services; conducts project reconciliations; performs personnel and payroll functions; enters and oversees purchasing requisitions; drafts solicitations and contract documents; executes and tracks contracts for compliance.	5	5
OPERATIONS Receives and addresses complaints about right-of-way issues; verifies illumination coverage; performs repairs of damaged street surfaces, sidewalks, curbs, gutters, swale, and trash holes; performs mowing of street medians, swales fronting City facilities, and traffic control areas; landscapes the right-of-way; cleans the storm sewer system, and outfalls citywide; conducts tree maintenance in rights-of-way, City-owned or maintained properties, and alleys.	55	70
TOTAL FULL-TIME POSITIONS	94	110

Public Works

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	5,353,857	5,181,305	7,437,952	8,522,000	9,521,900
Operating Expense	6,324,474	7,649,131	8,638,935	9,129,400	9,915,200
Capital Outlay	12,900	421	44,547	0	0
Non-Operating Expenses	0	0	0	1,098,400	2,235,200
Transfers - OUT	6,731,539	0	549,746	0	0
	18,422,770	12,830,857	16,671,181	18,749,800	21,672,300

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	11,835,384	12,827,976	16,121,435	16,351,400	18,092,300
Public Works Services	0	2,881	549,746	2,398,400	3,580,000
Local Option Gas Tax	6,587,386	0	0	0	0
	18,422,770	12,830,857	16,671,181	18,749,800	21,672,300

Objectives for FY 2014-15

Implement the conversion of right-of-way street lights to SMART Grid Light System through Florida Power and Light (27,000 lights).

Implement the utility double-pole transfer and removal action plan; the goal is to remove and transfer 75 percent of the poles.

Inspect 35 percent of the City's Storm Sewer Infrastructure.

Implement an online permitting process and web-based project coordination.

Accomplishments in FY 2013-14

Submitted the second annual report for the third cycle in compliance with applicable Municipal Separate Storm Sewer System (MS4) permit on May 30, 2014 with Florida Department of Environmental Protection (FDEP); maintained 12 storm water pump stations; cleaned and maintained 2,062 inlets and manholes; de-silted and cleaned 120,000 linear feet of storm sewer pipeline; cleaned and maintained 28 miles of canal banks; removed approximately 90 tons of debris from the waterways on a monthly basis using contracted forces; removed approximately 7,500 cubic feet of floatables and debris from City of Miami waterways; and conducted one educational class on Erosion and Sediment Control, as part of the NPDES program.

Public Works

Performed 7,500 line and grade inspections, prepared 130 covenant or maintenance agreements and processed 4,700 walk-through building permit applications.

Repaired, replaced, or constructed 315,000 square feet of sidewalk; 2,900 linear feet of curbs; 7,500 square feet of sidewalk paver resetting; and 380 Americans with Disabilities Act (ADA) compliant accessible ramps.

Repaired 3,500 pot holes, backfilled 1,200 trash holes, installed 240 trash pads, and trimmed 2,500 trees.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction in Professional Services from \$275,000 originally budgeted for FY 2013-14 to \$220,000 for FY 2014-15 to better align future expected expenses with historical costs (GF \$55,000).

Reduction in Office Supplies from \$19,000 originally budgeted for FY 2013-14 to \$10,500 for FY 2014-15 to better align future expected expenses with historical costs (GF \$8,500).

Reduction in Operating Supplies from \$31,600 originally budgeted for FY 2013-14 to \$10,600 for FY 2014-15 to better align future expected expenses with historical costs (GF \$21,000).

The Adopted Budget includes the following additions:

Four new permanent positions in the Roadway Section of the Maintenance Operations Division will allow the department to reduce the response time significantly on requested services (GF \$163,900).

Five new permanent positions in the Tree Trimming Section of the Maintenance Operations division will allow the department to reduce the response time significantly on requested services and more consistently follow the citywide tree trimming maintenance grid schedule (GF \$204,365).

One new Utility Coordinator position that will identify utilities within the scope of the right-of-way projects and will facilitate the relocation of utilities confirmed to be in conflict with the projects (GF \$54,300).

Other Contractual Services has been increased from \$1,640,000 originally budgeted for FY 2013-14 to \$1,728,500 for FY 2014-15 due to additional funding needed for new contractual obligations, including an additional \$50,000 designated to remove trash from City waterways (GF \$87,600).

Increase in Regular Salaries and Wages for FY 2014-15 to fund 12 full time, temporary employees with a Living Wage of approximately \$13.70 per hour, with 6 positions converted to permanent status (GF \$140,500). This figure has since been adjusted to \$130,600 per Change Memo #2.

Public Works

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$20,600).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$16,100)

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$362,700).

As per Change Memo # 1, additional \$72,100 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$14,600 for non-bargaining employees.

As per Change Memo # 2, funding for eligible temporary employees transitioning to full time status has been retracted, pending successful collective bargaining negotiations. The correct FTE count for Public Works is 104; correction will be made in the first budget amendment.

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Pot holes repaired (number)	1,070	2,334	2,872	4,200
Sidewalk repaired (square feet)	1169,724	80,299	358,156	315,000
Trash holes filled (number)	1,100	897	2,026	2,250
Trees trimmed (number)	1,050	2,164	3,676	4,000
Storm sewer pipes cleaned (linear feet)	84,973	84,973	122,107	125,000

Public Works Dept.

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,687,900	0	4,687,900	5,386,200	0	5,386,200
512010 - Attrition Savings - Salaries	0	0	0	(355,000)	0	(355,000)
513000 - Other Salaries and Wages	654,900	0	654,900	790,500	0	790,500
514000 - Overtime	23,000	0	23,000	23,000	0	23,000
516000 - Fringe Benefits	21,500	0	21,500	26,000	0	26,000
521000 - Fica Taxes	360,300	0	360,300	385,900	0	385,900
522000 - Retirement Contributions	1,664,200	0	1,664,200	1,930,000	0	1,930,000
523000 - Life and Health Insurance	1,110,200	0	1,110,200	1,335,300	0	1,335,300
Personnel	8,522,000	0	8,522,000	9,521,900	0	9,521,900
Operating Expense						
524000 - Workers' Compensation	193,300	0	193,300	235,500	0	235,500
531000 - Professional Services	275,000	0	275,000	220,000	0	220,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	1,640,900	1,300,000	2,940,900	1,728,500	1,344,800	3,073,300
540000 - Travel and Per Diem	4,500	0	4,500	4,000	0	4,000
541000 - Communications & Related Services	33,700	0	33,700	15,700	0	15,700
541100 - Postage	3,200	0	3,200	2,500	0	2,500
543000 - Utility Services	5,370,900	0	5,370,900	5,700,000	0	5,700,000
544000 - Rentals and Leases	30,200	0	30,200	27,500	0	27,500
545011 - Insurance - Vehicle Liability	0	0	0	20,600	0	20,600
545013 - Insurance - General Liability	0	0	0	362,700	0	362,700
545014 - Insurance - Public Official	0	0	0	16,100	0	16,100
546000 - Repair and Maintenance Services	39,600	0	39,600	7,500	0	7,500
546001 - IT-Repair and Maintenance Services	0	0	0	52,600	0	52,600
547200 - Printing and Binding-Paper Stock	2,900	0	2,900	4,000	0	4,000
548100 - Advertising and Related Costs	28,000	0	28,000	25,000	0	25,000
551000 - Office Supplies	19,000	0	19,000	10,500	0	10,500
552000 - Operating Supplies	31,600	0	31,600	10,600	0	10,600
552010 - Motor Fuel	15,000	0	15,000	0	0	0
552100 - Public Safety Supplies	15,700	0	15,700	14,200	0	14,200
552200 - Clothing/Uniform Supplies	18,900	0	18,900	13,900	0	13,900
553000 - Road Materials and Supplies	65,000	0	65,000	65,000	0	65,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	40,000	0	40,000	32,000	0	32,000
Operating Expense	7,829,400	1,300,000	9,129,400	8,570,400	1,344,800	9,915,200

Public Works Dept.

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	1,098,400	1,098,400	0	2,235,200	2,235,200
Non-Operating Expenses	0	1,098,400	1,098,400	0	2,235,200	2,235,200
Total Expense	16,351,400	2,398,400	18,749,800	18,092,300	3,580,000	21,672,300

Solid Waste

Department Head: Mario F. Nunez

Phone: (305) 960-2804

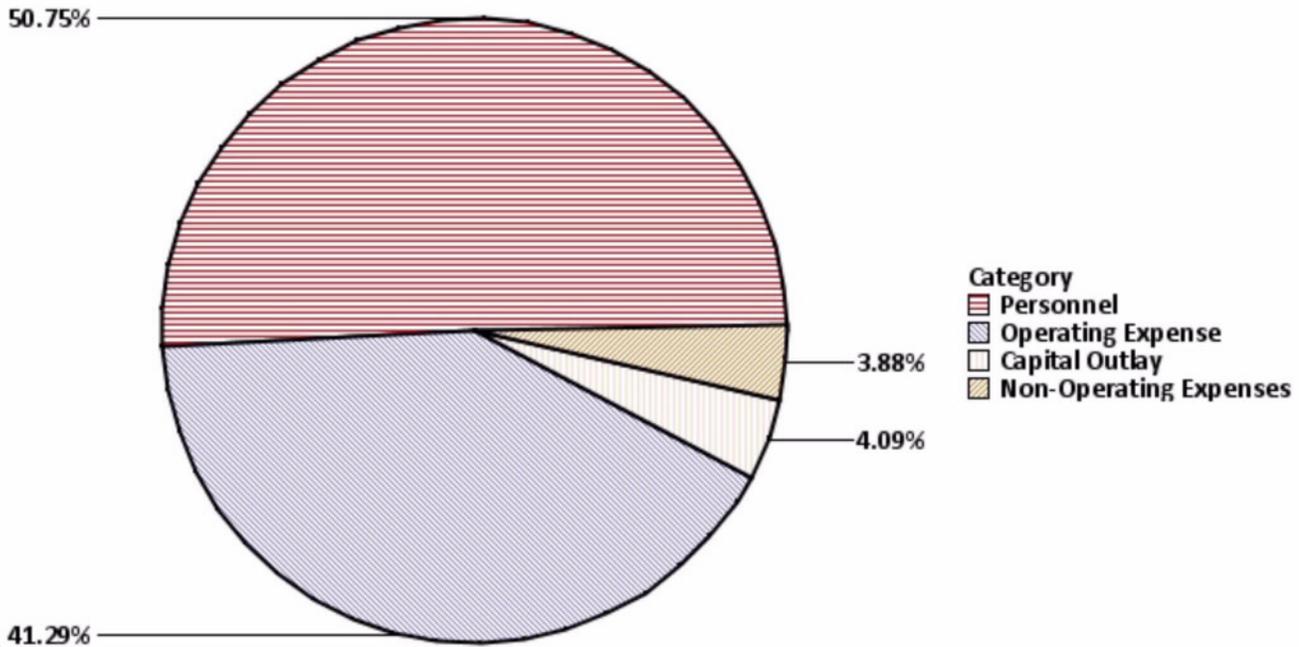
Description

The Solid Waste Department provides courteous, dependable, and value-priced waste collection services to over 69,000 residences within the City.

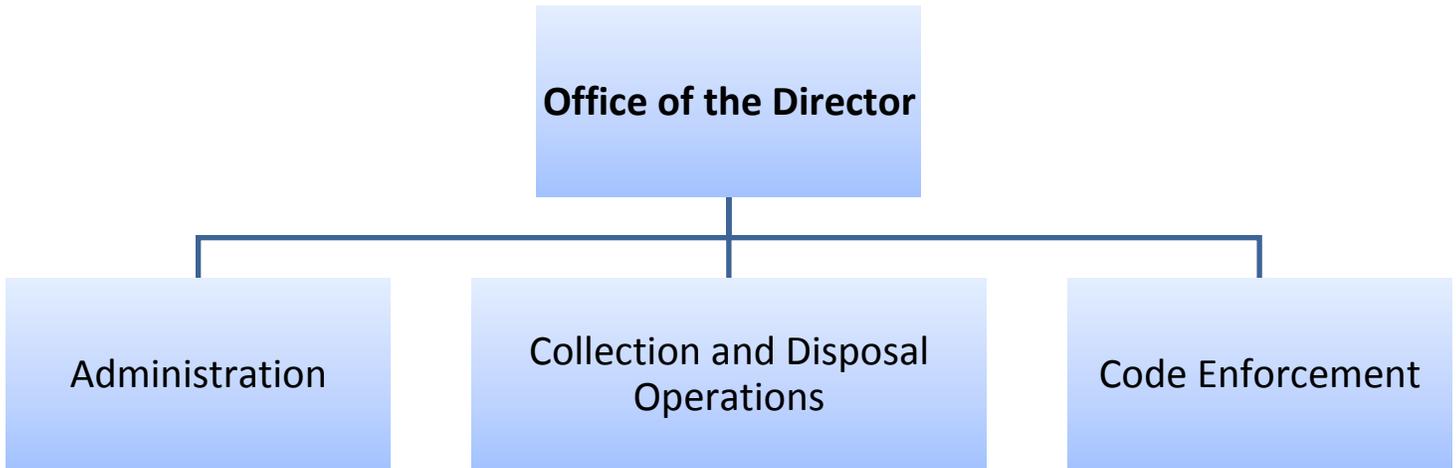
As one of the leading providers of waste management services in South Florida, the Department offers the industry's most comprehensive collection services including residential pick-up of garbage, trash, bulky waste, and recyclables. The Department is also responsible for cleaning the City's right-of-way by mechanically sweeping major commercial corridors, servicing over 700 litter containers on sidewalks, removing dead animals, and handling clean-up operations for special events, which generally take place on holidays and weekends. In addition, the Department administers the Commercial Solid Waste Franchise Agreement between the City and private hauling companies (Commercial Haulers).

Stakeholders include residents and businesses of the City of Miami. The agreement governs the regulation and servicing of more than 9000 commercial solid waste accounts within the City.

Allocation by Category



Solid Waste



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE DIRECTOR Formulates departmental policy; provides overall direction and coordination of departmental operations and management.	1	2
ADMINISTRATION Implements departmental policy and provides overall direction on personnel, finance, budget, planning, procurement, and customer service; ensures the delivery of heavy equipment to GSA for repairs and service.	16	16
COLLECTION AND DISPOSAL OPERATIONS Provides residential and commercial garbage and trash collection and recycling; performs mechanical street sweeping of major thoroughfares; performs litter collection and residential manual street sweeping in assigned areas; grinds clean yard trash collected in the City and converts it into mulch.	200	199
CODE ENFORCEMENT Oversees the enforcement of the City Code concerning solid waste collection and storage practices, and compliance with sanitary conditions for both public and commercial establishments, confers with other City departments on waste removal matters as to jurisdiction and compliance with regulatory codes and ordinances, prepares information for action by the City Attorney or applicable administrative hearings and, if necessary, testifies in court concerning violation cases, posts and records roll-off permits for commercial solid waste franchisee and identifies illegal dumping as well as illegal commercial solid waste haulers.	9	9
TOTAL FULL-TIME POSITIONS	226	226

Solid Waste

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	9,831,813	9,435,373	14,459,075	16,009,500	15,639,500
Operating Expense	9,138,559	10,744,744	11,084,507	10,341,300	12,725,800
Capital Outlay	(24,064)	314,925	1,262,429	1,259,700	1,259,700
Non-Operating Expenses	156	0	0	1,256,500	1,194,500
	18,946,464	20,495,042	26,806,011	28,867,000	30,819,500

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	18,939,428	20,456,228	27,321,980	27,568,500	29,583,000
General Special Revenue	(373,400)	0	0	0	0
Public Works Services	6,000	36,600	28,885	0	0
Solid Waste Recycling Trust	0	0	0	1,257,800	1,236,500
Departmental Improvement Initiative	0	0	41,736	40,700	0
ARRA-Others-Memo Only	349,336	0	0	0	0
Emergency Funds	25,100	2,214	(586,590)	0	0
	18,946,464	20,495,042	26,806,011	28,867,000	30,819,500

Solid Waste

Objectives for FY 2014-15

Assist in the coordination of the Keep Miami Beautiful campaign to promote cleanliness within the City.
Install and conduct a feasibility study to determine the efficiencies that will be gained through the installation of video-based driver technology.

Accomplishments in FY 2013-14

Increased the clean yard trash tonnage delivered to Waste Management by 50 percent; resulting in a cost savings for disposal costs.

Installed a fitness center on-site to promote health and wellness among the employees.

Re-implemented an internal training program for operational employees in order to facilitate promotional opportunities within the Department; and to reduce the potential impact on services due to the large number of upcoming retirements.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction in Regular Salaries and Wages mainly due to vacancies and DROP positions placed at step 1 (GF \$567,500).

Attrition of six percent based on historical data (GF \$497,000).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages to fund ten full-time, temporary employees with a Living Wage of approximately \$13.70 per hour with one position being converted to permanent status (GF \$96,600).

Increase in Other Contractual Services due the Drive Cam Program (GF \$160,000).

Increase in Other Current Charges and Obligations due to increase in tonnage of garbage disposal (GF \$1.70 million).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$163,700).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$21,200).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$27,100).

As per Change Memo # 1, additional \$22,400 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$16,000 for non-bargaining employees.

In addition, as per Change Memo # 1, it is recommended that a bulky waste pilot project be undertaken at a cost of \$178,700. It is further recommended, that an additional \$20,000 be allocated to purchase 60 gallon litter containers to allow a street litter program.

As per Change Memo # 1, this budget is being reduced by \$181,900 due to the transfer of the Citywide Clean-up Program to the Neighborhood Enhancement Team (NET).

Solid Waste

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Recycled materials collection (tons)	2,920	10,700	11,000	11,000
Portion of residential garbage directed to Resource Recovery (percent)	84.0	77.0	65.0	75.0
Commercial Haulers revenues (millions)	12.10	14.40	12.50	12.60
Number of preventable accidents (percent)	N/A	51.0%	58.0%	43.0%
Recycling tonnage as % of total waste collection	N/A	27.5%%	28.3%	28.0%

Solid Waste

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,497,900	0	8,497,900	8,326,200	0	8,326,200
512010 - Attrition Savings - Salaries	0	0	0	(497,000)	0	(497,000)
513000 - Other Salaries and Wages	244,900	0	244,900	136,900	0	136,900
514000 - Overtime	480,000	0	480,000	480,000	0	480,000
515000 - Special Pay	10,500	0	10,500	11,800	0	11,800
516000 - Fringe Benefits	7,800	0	7,800	12,600	0	12,600
521000 - Fica Taxes	649,400	0	649,400	657,600	0	657,600
522000 - Retirement Contributions	3,229,400	0	3,229,400	3,302,200	0	3,302,200
523000 - Life and Health Insurance	2,889,600	0	2,889,600	3,209,200	0	3,209,200
Personnel	16,009,500	0	16,009,500	15,639,500	0	15,639,500
Operating Expense						
524000 - Workers' Compensation	851,200	0	851,200	1,017,000	0	1,017,000
534000 - Other Contractual Services	95,000	0	95,000	255,000	0	255,000
541000 - Communications & Related Services	91,600	0	91,600	1,300	0	1,300
541100 - Postage	500	0	500	1,000	0	1,000
543000 - Utility Services	54,000	0	54,000	54,000	0	54,000
544000 - Rentals and Leases	6,100	0	6,100	6,100	0	6,100
545011 - Insurance - Vehicle Liability	0	0	0	163,700	0	163,700
545013 - Insurance - General Liability	0	0	0	21,200	0	21,200
545014 - Insurance - Public Official	0	0	0	27,100	0	27,100
546000 - Repair and Maintenance Services	56,800	0	56,800	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	0	0	0	140,600	0	140,600
549000 - Other Current Charges and Obligations	8,431,600	42,000	8,473,600	10,327,000	42,000	10,369,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
552000 - Operating Supplies	637,000	0	637,000	610,000	0	610,000
552100 - Public Safety Supplies	27,000	0	27,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	38,500	0	38,500	25,800	0	25,800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	3,000	0	3,000
Operating Expense	10,299,300	42,000	10,341,300	12,683,800	42,000	12,725,800
Capital Outlay						
668000 - Capital Leases	1,259,700	0	1,259,700	1,259,700	0	1,259,700
Capital Outlay	1,259,700	0	1,259,700	1,259,700	0	1,259,700

Solid Waste

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	1,256,500	1,256,500	0	1,194,500	1,194,500
Non-Operating Expenses	0	1,256,500	1,256,500	0	1,194,500	1,194,500
Total Expense	27,568,500	1,298,500	28,867,000	29,583,000	1,236,500	30,819,500

Department Expenditures: Public Safety

Fire-Rescue

Police

Fire-Rescue

Department Head: Maurice L. Kemp

Phone: (305) 416-5401

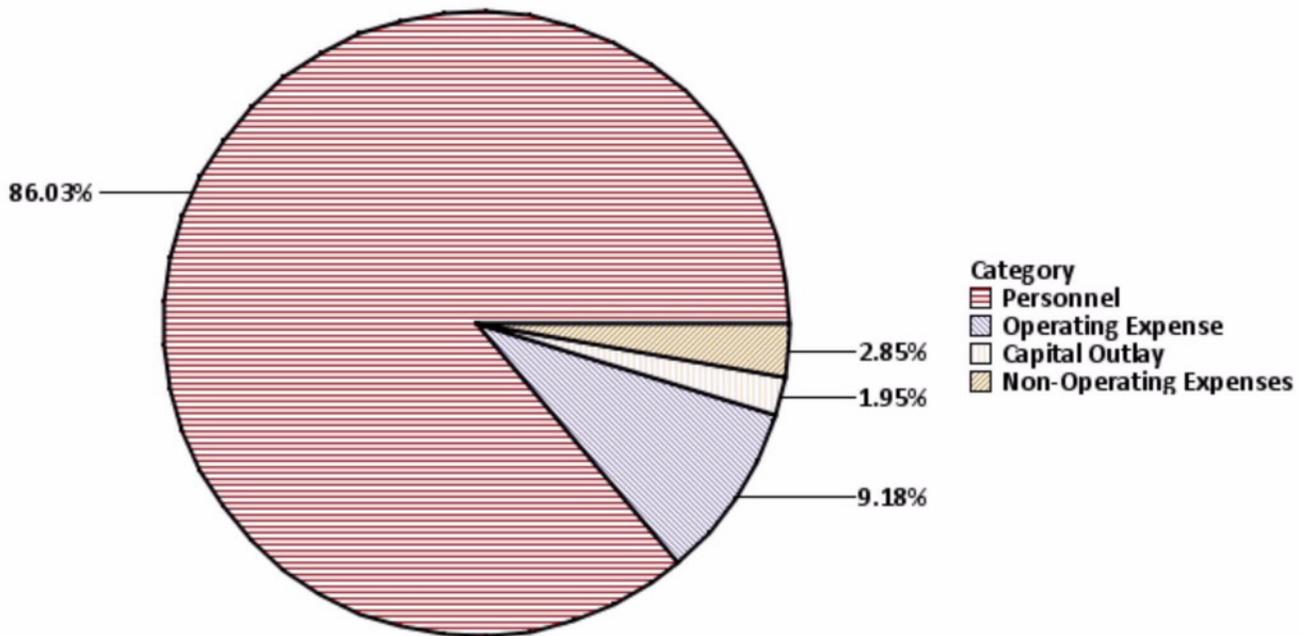
Description

The Department of Fire-Rescue's primary responsibilities are the protection of life and preservation of property through prevention, control, and quick suppression of fires; and the provision of emergency medical and rescue services.

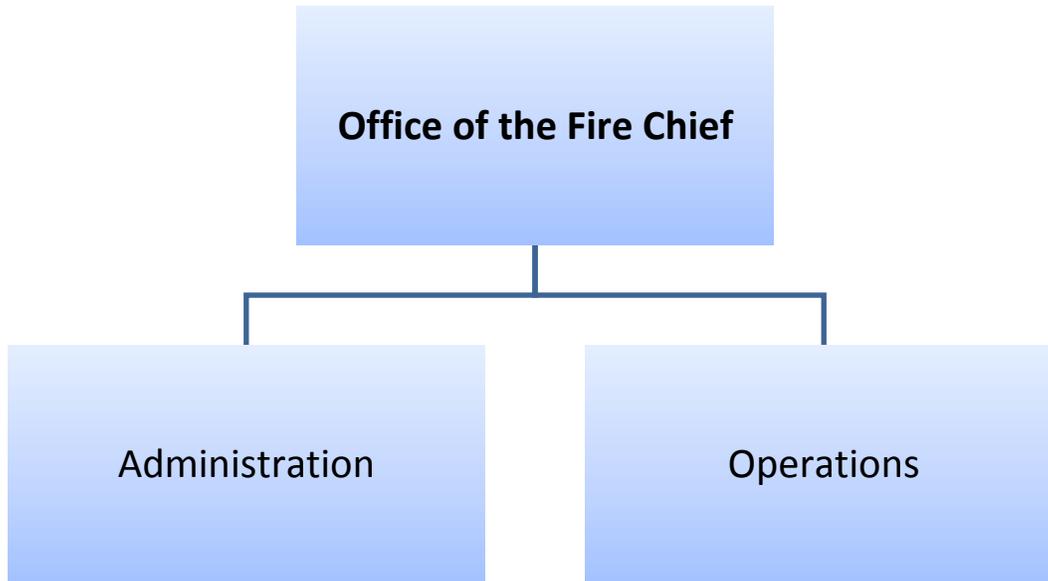
The Department of Fire-Rescue responds to fires, public safety, and medical emergencies. The Department advances prevention efforts through inspection of residential, industrial, and commercial structures, and the reviews of construction plans for conformance with City fire codes. Officers conduct fire investigations to assist law enforcement agencies in cases of suspected arson. The Department maintains specialty teams uniquely trained in the areas of hazardous materials, dive rescue, technical rescue (confined space and elevated rescue), and marine services. Additionally, the Department provides training through various public safety programs to both employees and residents of the City.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Allocation by Category

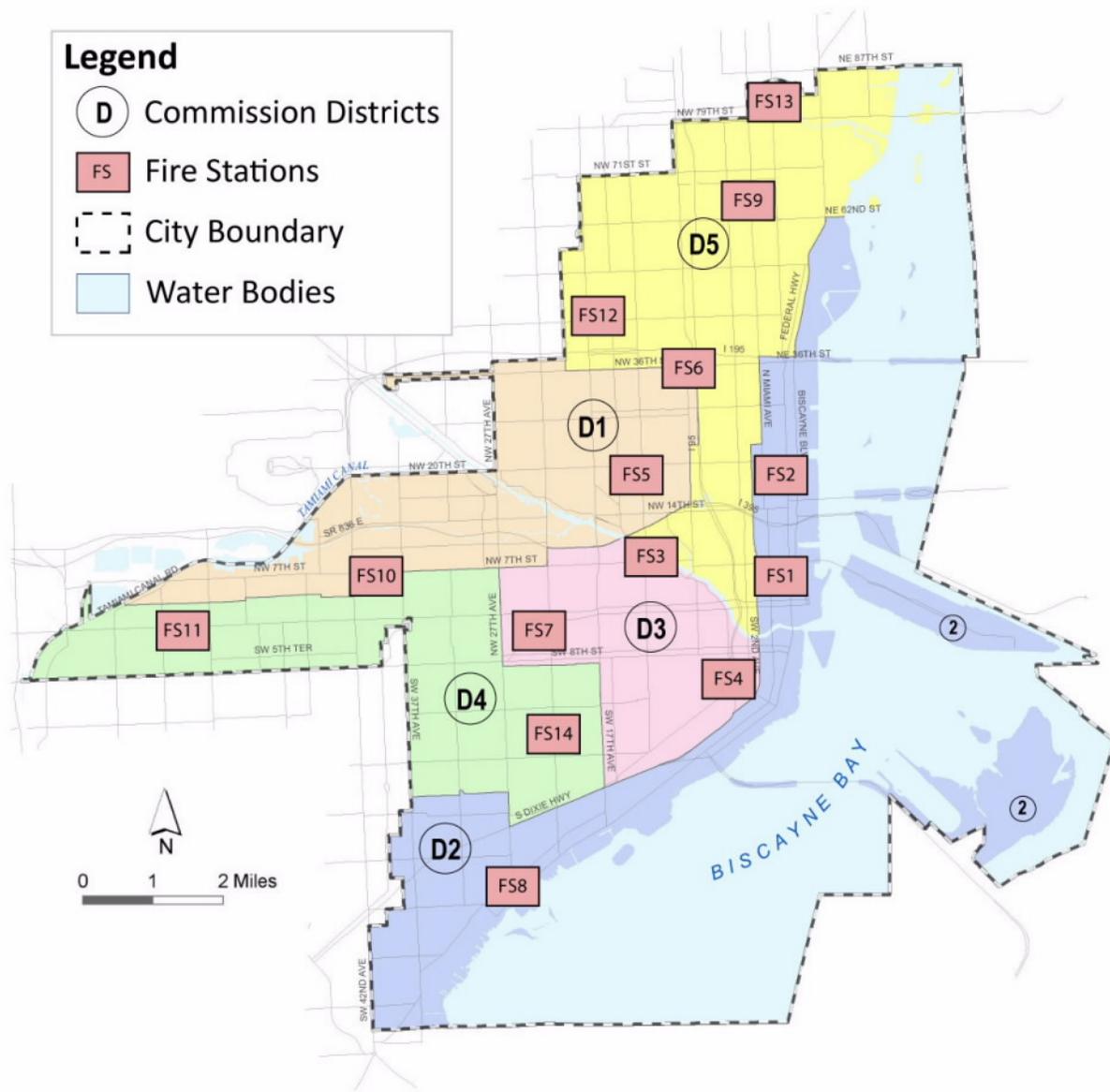


Fire-Rescue



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates all aspects of the Department; develops and implements policies, plans, programs, and budgets; develops standards and methods to improve fire safety.	14	14
ADMINISTRATION Provides human resources management; coordinates information technology needs; provides repair and maintenance of departmental fleet and equipment; develops uniform and equipment specifications; manages fiscal operations including capital and grants management; provides payroll, procurement, legislation, and quality management of emergency medical services; coordinates Citywide disaster preparedness, response, recovery, and mitigation; creates, updates, and participates in the City's Comprehensive Emergency Management Plan; manages the Emergency Operations Center; answers, processes, and dispatches all emergency and non-emergency 911 calls.	96	95
OPERATIONS Provides fire response, suppression, and emergency medical services; performs specialized protection services, such as hazardous materials, water rescue, weapons of mass destruction mitigation, technical rescue and Special Weapons and Tactics medical teams; conducts permit inspection and plans review for construction; performs water flow tests, and monitors the hydrant and water supply system; conducts annual life safety inspections in all hazardous materials occupancies, hospital, and institutional properties; conducts arson investigations; responsible for improving firefighting and rescue capability through recruitment, physical fitness, and in-service and specialized training in the areas of fire suppression, fire fighting, and other related functions; maintains a library of training materials.	673	699
TOTAL FULL-TIME POSITIONS	783	808

Fire-Rescue



Station	Phone
FS-1	144 NE 5 th St. (305) 579-6253
FS-2	1901 N Miami Ave (305) 372-4508
FS-3	1103 NW 7 th St. (305) 575-5224
FS-4	1105 SW 2 nd Ave (305) 854-9426
FS-5	1200 NW 20 th St. (305) 575-5222
FS-6	701 NW 36 th St. (305) 634-5848
FS-7	314 Beacom Blvd (305) 643-7124

Station	Phone
FS-8	2975 Oak Ave (305) 448-2448
FS-9	69 NE 62 nd St. (305) 759-3503
FS-10	4101 NW 7 th St. (305) 643-7133
FS-11	5920 W Flagler St. (305) 266-2676
FS-12	1455 NW 46 th St. (305) 579-6283
FS-13	990 NE 79th St. (305) 759-3513
FS-14	2111 SW 19 th St. (305) 860-3817

Fire-Rescue

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	74,434,739	71,146,165	103,063,560	99,341,200	101,711,800
Operating Expense	7,158,275	12,633,135	26,926,910	10,199,000	10,849,300
Capital Outlay	2,291,146	5,723,955	4,867,857	8,509,700	2,302,700
Non-Operating Expenses	430,985	1	921	3,072,700	3,370,600
Transfers - OUT	0	6,805	0	0	0
	84,315,144	89,510,061	134,859,248	121,122,600	118,234,400

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	76,781,455	71,924,250	106,985,080	99,634,700	109,575,000
General Special Revenue	460	0	0	0	0
Fire Rescue Services	7,325,602	17,487,757	25,307,065	21,387,900	2,860,200
UASI-Fire Rescue	0	0	2,502,492	0	5,699,200
Emergency Funds	207,627	98,054	64,612	100,000	100,000
	84,315,144	89,510,061	134,859,248	121,122,600	118,234,400

Objectives for FY 2014-15

Continue working with our Capital Improvement and Transportation Program Office (CITP) toward building and renovating Fire-Rescue Stations.

Work with City leaders to bring joint venture fire station projects to fruition.

Train new officers through Officer Development courses.

Continue to implement the Department's 2013-2016 succession plan strategy as outlined, to the extent it is funded.

Work to transition the completed needs assessment into a scope of work for a new Computer Aided Dispatch (CAD) system to facilitate greater efficiency in 911 call management and the processing of calls for emergency services.

Implement and enhance a new inventory control system for the management of commodities required for the delivery of emergency services.

Work with the Neighborhood Enhancement Team, Building, and Finance Departments to assure proper billing and recording of fees generated by the Fire Prevention Bureau (continued initiative).

Work with City leaders to reduce the amount of abandoned structures (and resultant fires) in the City of Miami.

Work with the City's Strategic Planning Team to ensure the Fire-Rescue Department is equipped to deal with the anticipated growth of the City.

Fire-Rescue

Accomplishments in FY 2013-14

Coordinated the recruitment, application, and selection process regarding the hiring of candidates in line with the adopted succession plan.

Completed construction of the new Fire Station 13.

Placed four replacement rescue units in service at Fire Stations 1, 6, 9 and 13.

Placed one new Quint (fire apparatus) in service at Fire Station 9.

Installed new emergency generators at Fire Stations 6 and 8.

Purchased multiple regional deployable assets such as portable generators, portable light towers, and pumps that were distributed to regional agencies.

Purchased three regional fire training simulator trailers for Northern, Central, and Southern Regions.

Planned and executed a Fire-Rescue Expo at Bayfront Park designed to showcase the Miami Fire-Rescue Department, the Division of Emergency Management, Florida Task Force Two, and their highly trained and capable personnel and equipment on December 14th, 2013.

Returned to full emergency response staffing of units at Station 2 and Station 8 that were placed out of service due to budgetary challenges.

Created a Stroke Coalition Network which collaborated between all the Miami-Dade County Emergency Medical Services and area hospitals that have established standards to ensure state of the art stroke care for all stroke patients.

Reactivated the Fireboat by re-establishing Marine Advanced Life Support (ALS) and Firefighting protection for maritime emergencies by completing a comprehensive training and certification program and staffing the Fireboat 24/7.

Conducted Officer Development Training for all Fire Captains and Lieutenants.

Collected over \$678,000 in false alarm fees.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Attrition savings from various positions in the Deferred Retirement Option Plan (DROP) Program (GF \$2.13 million).

Decrease in Regular Salaries and Wages primarily due to the Staffing for Adequate Fire and Emergency Response (SAFER) grant positions now being funded in General Fund (SR \$2.73 million).

Decrease in Machinery and Equipment was primarily due to expenditures being transferred to Operating Supplies (GF \$136,000).

The Adopted Budget includes the following additions:

Increases in various revenues over FY 2013-14 mainly due to increased collections for Emergency Medical Services (EMS) transport, Permits and Special Events fees (GF \$1.11 million).

Fire-Rescue

Additional funding appropriated in the FY 2013-14 Mid-Year Amendment included funding for one Fire Fighter (GF \$48,800), one Fire Lieutenant (GF \$66,100), and one Heavy Equipment Mechanic (GF \$46,800).

Increase in Regular Salaries and Wages due to SAFER grant positions previously funded out of Special Revenue now being funded in General Fund; partially offset by salary savings from DROP positions being funded at Step 2 and attrition from personnel changes (\$833,500).

Funding for Overtime to support current service delivery model (GF \$5.08 million).

Increase in Operating Supplies primarily due to expenditures being transferred from Machinery and Equipment (GF \$138,400).

The Adopted Budget includes the following additional considerations:

Reclassify an Executive Assistant to the Fire Chief position to Assistant Chief for the new EMS Division (GF \$46,300).

Additional 22 positions to offset the cost of overtime and to maintain the same level of service as prior year.

Transfer of a Grant Funded Executive Assistant to the Fire Chief position from Special Revenue (GF \$235,000).

Increase for Overtime SWAT Training (GF \$200,000).

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$83,100).

Insurance-Property and Casualty cost previously allocated centrally in the Risk Management Department (GF \$40,100).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$150,300).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$97,900).

As per the First Budget Hearing Change Memo, transfer of a Grant Funded Fiscal Assistant position to the Finance Department to augment its Financial Grants management duties (GF \$43,100).

As per the First Budget Hearing Change Memo, additional \$65,200 funding approving the modification of the 2012-2014 collective bargaining agreement with AFSME Local 1907, and \$81,600 for non-bargaining employees (GF \$146,800).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Response time from initial call to first unit on scene (minutes)	5.32	5.41	5.36	5.30
False alarm incidents by automatic fire detection systems (number)	6,435	6,318	6,168	6,300
Trainees graduating from recruit training (percent)	96.0	86.0	91.0	91.0
Average age of firefighting units (years)	9.47	9.88	10.58	9.95
Average age of rescue units (years)	8.03	9.03	9.02	7.46

Fire-Rescue

Average age of light fleet support vehicles (years)	5.8	6.8	7.8	8.1
Fire and rescue alarm calls (number)	96,646	94,881	95,763	98,100

Fire-Rescue

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	53,100,800	3,960,200	57,061,000	54,027,600	960,800	54,988,400
512010 - Attrition Savings - Salaries	0	0	0	(2,130,200)	0	(2,130,200)
513000 - Other Salaries and Wages	293,400	221,700	515,100	287,500	122,300	409,800
514000 - Overtime	2,605,400	1,455,800	4,061,200	7,687,800	515,300	8,203,100
515000 - Special Pay	6,262,600	487,300	6,749,900	6,156,600	26,400	6,183,000
516000 - Fringe Benefits	184,800	0	184,800	357,400	0	357,400
521000 - Fica Taxes	926,600	75,800	1,002,400	1,056,100	46,800	1,102,900
522000 - Retirement Contributions	18,570,100	1,128,200	19,698,300	1,592,700	218,500	1,811,200
522010 - Police and Fire - FIPO	0	0	0	19,673,000	174,700	19,847,700
523000 - Life and Health Insurance	9,130,700	937,800	10,068,500	10,739,700	198,800	10,938,500
Personnel	91,074,400	8,266,800	99,341,200	99,448,200	2,263,600	101,711,800
Operating Expense						
524000 - Workers' Compensation	2,926,200	222,000	3,148,200	3,669,300	67,200	3,736,500
531000 - Professional Services	735,000	1,364,200	2,099,200	702,600	5,000	707,600
531020 - Professional Services-Medical	438,000	0	438,000	438,000	0	438,000
534000 - Other Contractual Services	555,500	0	555,500	614,200	20,000	634,200
540000 - Travel and Per Diem	20,900	15,000	35,900	20,900	373,500	394,400
541000 - Communications & Related Services	444,600	0	444,600	3,200	0	3,200
541100 - Postage	14,500	0	14,500	15,000	0	15,000
543000 - Utility Services	417,300	0	417,300	438,500	0	438,500
544000 - Rentals and Leases	18,800	0	18,800	22,900	10,000	32,900
545011 - Insurance - Vehicle Liability	0	0	0	83,100	0	83,100
545012 - Insurance - Property & Casualty	0	0	0	40,100	0	40,100
545013 - Insurance - General Liability	0	0	0	150,300	0	150,300
545014 - Insurance - Public Official	0	0	0	97,900	0	97,900
546000 - Repair and Maintenance Services	1,629,600	0	1,629,600	1,388,600	20,000	1,408,600
546001 - IT-Repair and Maintenance Services	0	0	0	836,900	0	836,900
548100 - Advertising and Related Costs	2,000	0	2,000	3,400	0	3,400
549000 - Other Current Charges and Obligations	2,500	0	2,500	2,500	0	2,500
551000 - Office Supplies	45,000	0	45,000	35,000	25,000	60,000
552000 - Operating Supplies	194,100	173,500	367,600	332,500	191,800	524,300
552100 - Public Safety Supplies	730,000	0	730,000	855,000	0	855,000
552200 - Clothing/Uniform Supplies	226,600	0	226,600	325,800	10,000	335,800

Fire-Rescue

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
554000 - Subscriptions, Memberships, Licenses, Permits & Others	23,700	0	23,700	51,100	0	51,100
Operating Expense	8,424,300	1,774,700	10,199,000	10,126,800	722,500	10,849,300
Capital Outlay						
664000 - Machinery and Equipment	136,000	8,373,700	8,509,700	0	2,302,700	2,302,700
Capital Outlay	136,000	8,373,700	8,509,700	0	2,302,700	2,302,700
Non-Operating Expense						
896000 - Budget Reserve	0	3,072,700	3,072,700	0	3,370,600	3,370,600
Non-Operating Expenses	0	3,072,700	3,072,700	0	3,370,600	3,370,600
Total Expense	99,634,700	21,487,900	121,122,600	109,575,000	8,659,400	118,234,400

Police

Department Head: Manuel Orosa

Phone: (305) 603-1600

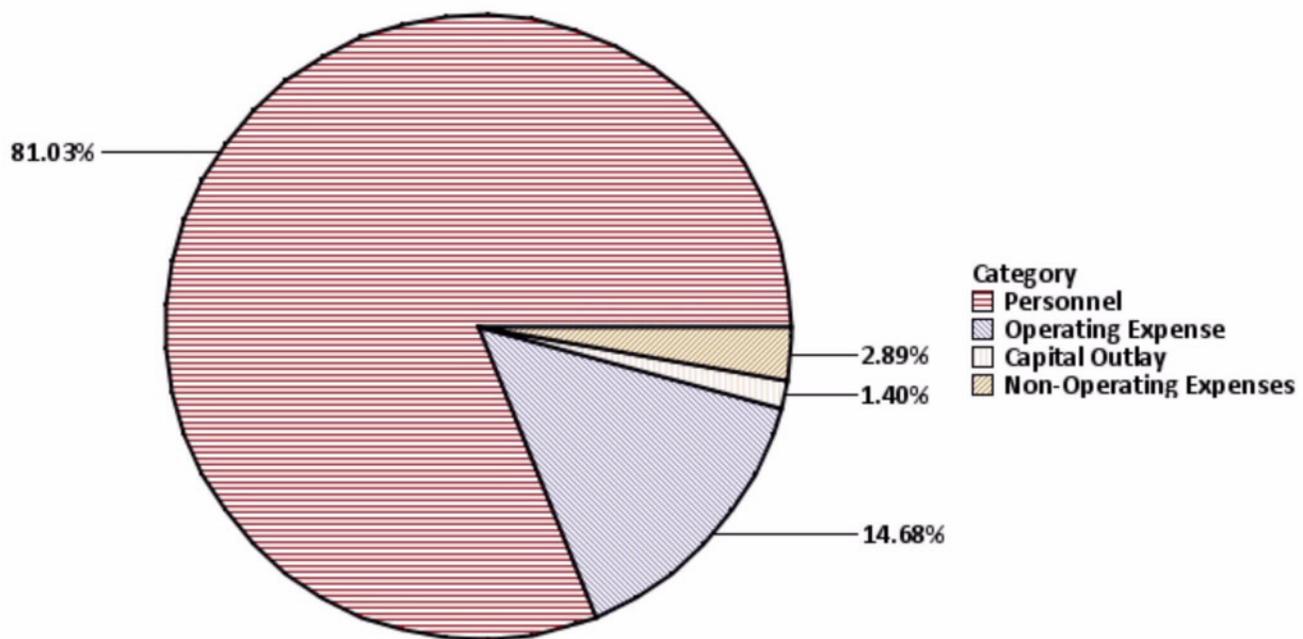
Description

The Miami Police Department is a modern, full-service law enforcement agency which serves a large and diverse population. The Department is committed to proactive crime prevention efforts, timely responses to calls, and unrelenting follow-up and criminal investigations efforts.

The Miami Police Department provides basic law enforcement, investigative, and support services in order to prevent, detect, and solve crime. Utilizing time-tested police methods and welcoming innovative problem-solving techniques, neighborhood problems are identified and solutions are implemented to improve quality of life.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Allocation by Category

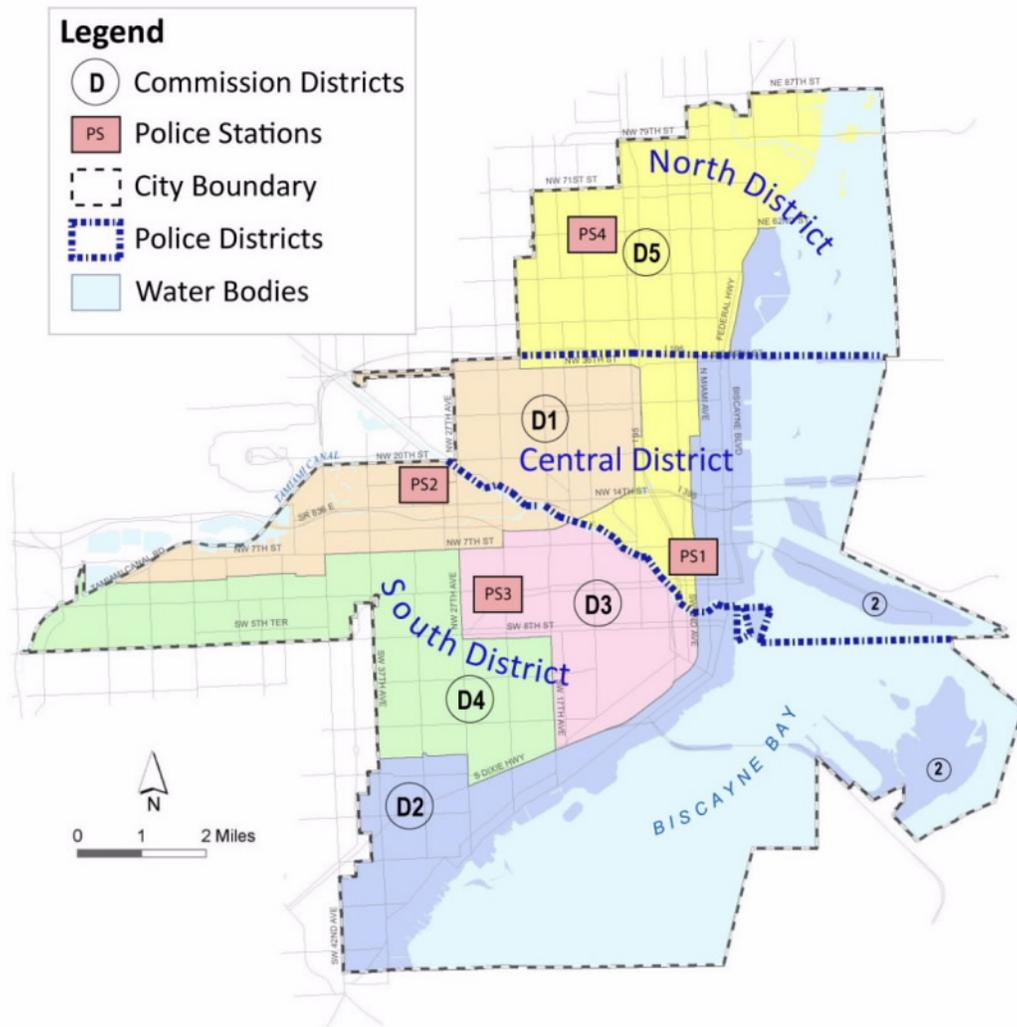


Police



Departmental Function/Unit	FY 2013-14	FY 2014-15
OFFICE OF THE CHIEF OF POLICE Establishes, directs, and ensures a policy of achieving the delivery of the highest-quality law enforcement services; provides administration for departmental operations; provides legal counsel; responsible for investigations of Departmental and City employees; provides information to the media and community; promotes community outreach; oversees inter-agency narcotics and Homeland Security investigations; coordinates interaction with other City departments.	184	184
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service; provides traffic enforcement; conducts specialized police functions including aviation, canine response, marine, mounted, and Special Weapons and Tactics teams; engages in special crime suppression operations; coordinates special event staffing.	847	935
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations; conducts crime scene investigations; provides victims advocate services.	177	177
ADMINISTRATION DIVISION Coordinates the management of the department's fiscal, equipment, and human resources; provides personnel resources management; oversees training and personnel development; operates the 911 Communications Center; oversees the receipt, storage, and final disposition of evidence and property items; provides fleet and equipment management; responsible for information systems support; provides budget, finance, and procurement services.	347	343
TOTAL FULL-TIME POSITIONS	1,555	1,639

Police



Station

Address

PS-1	Central District	400 NW 2 nd Ave
PS-2	Grapeland Heights	1701 NW 30 th Ave
PS-3	Southern District	2200 W Flagler St.
PS-4	Northern District	1000 NW 62 nd St.

Contact

Phone

Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Drug Tip Hotline	(305) 623-7874
Gang / Graffiti Hotline	(305) 808-6800

Dial 911 for EMERGENCIES ONLY

Police

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	122,989,891	116,508,306	153,144,576	154,279,900	160,851,700
Operating Expense	12,985,353	13,302,778	22,809,336	23,971,400	29,144,300
Capital Outlay	733,609	1,189,961	444,517	1,501,700	2,788,600
Non-Operating Expenses	315,325	838,364	556,641	13,732,200	5,735,000
Transfers - OUT	1,942,709	0	0	470,000	0
	138,966,888	131,839,410	176,955,070	193,955,200	198,519,600

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	129,609,948	118,452,286	164,383,336	168,720,600	182,439,300
General Special Revenue	17,675	0	0	0	0
Fire Rescue Services	0	215,779	165,335	0	0
Police Services	4,268,273	5,992,046	9,432,563	21,439,600	14,290,700
Law Enforcement Trust Fund	1,044,672	699,204	1,937,598	3,090,900	1,789,600
Community Development	0	697,718	0	0	0
ARRA-Police-Memo Only	4,026,321	5,782,377	1,036,238	704,100	0
	138,966,888	131,839,410	176,955,070	193,955,200	198,519,600

Objectives for FY 2014-15

Implement a Smart Policing Predictive Analytics (SPPA) software modeler solution funded by a Bureau of Justice Assistance Smart Policing Grant. The SPPA program will analyze historical, real-time, social media, and civic events to aide in force deployment decisions. This process is anticipated to be completed in the fourth quarter of FY 2014-15.

Complete installation of closed-circuit television camera system throughout the City at nocost to City residents. This process is anticipated to be completed in the fourth quarter of FY 2014-15.

Continue to work with our local schools in providing active shooter and awareness training.

Issue Mobile Data Computers to all 386 remaining uniform patrol officer vehicles at a cost of \$1.35 million. A portion of these costs will be funded by DOJ Justice Assistance Grant and is anticipated to be completed in the second quarter of FY 2014-15.

Conduct five academy classes and graduate over 100 Police Officers in FY 2014-15.

Accomplishments in FY 2013-14

Revised and updated policy and procedures manual for all departmental members.

Police

Implemented a new call management system in the fourth quarter of FY 2013-14.

Deployed Countywide Electronic Arrest Affidavit software resulting in the elimination of handwritten arrest forms.

Conducted seven academy classes that graduated 112 Police Officer recruits.

Conducted five Gun Buyback Operations resulting in over 500 guns being collected.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Attrition savings based on historical data (GF \$5.65 million).

As per CM #1, reduction in funding due to transfer of vacant Fiscal Assistant position to the Finance Department to augment its Financial Grants management duties (GF \$43,100)

As per CM #2, reduction in Retirement Contributions due to savings to the GF from reduced funding of the General Employees and Sanitation Employees Retirement Trust operating budget as approved at the First Budget Hearing (\$ 361,800).

As per CM #1, reduced funding for Vehicle Rentals by half due to City purchasing Ford Explorers for the department's command staff (GF \$221,000).

Overall reduction in Special Revenues mainly due to expiration of 2009 COPS grant, decreases in projected Law Enforcement Trust Fund revenues, and expiration of certain grants (SR \$9.15 million).

The Adopted Budget includes the following additions:

Increased GF funding for seven Police Officers due to expiration of 2009 COPS grant. As per CM #2, the Department of Justice has extended this grant an additional six months thereby reducing GF funding by half from the original amount of \$324,800 (GF \$162,400).

Increased 20 Police Officer positions in the proposed budget; with a portion of payroll costs (\$624,500) to be covered by the General Fund and remaining portion (\$625,500) to be covered by a 2014 COPS Grant for 15 positions; with additional funding from Police Impact Fees for the purchase of new vehicles (\$600,000).

As per CM #1 and CM #2, increase of 48 budgeted Police Officer positions for eight months of the year (GF \$2.57 million).

Additional GF costs related to adding 48 Police Officers to the Department include purchase of new vehicles budgeted in NDA (GF \$1.44 million).

As per CM #1 and CM #2, increase of 10 budgeted Police Officers and two Police Sergeants positions to be funded by both the Omni and Southeast Overtown Park West CRAs' (SEOPW). SEOPW positions are funded for 11 months of the year (GF \$2.09 million).

Additional GF costs related to adding 12 CRA funded positions to Department include purchase of new vehicles to be funded by CRAs' budgeted in NDA (GF \$372,000).

The City of Miami has added 115 "net new" officers to the Police Force over a two-year period. This represents a ten percent increase in budgeted sworn positions.

Increased funding for eight Public Service Aides to relieve Police Officers and conduct traffic direction in the downtown area with the cost to be partially funded by the DDA (GF \$210,000).

As per the CM #1, increased funding for contractually approved 1.75% salary increase in FY 2013-14 for all AFSCME Local 1907 Bargaining Unit employees (GF \$244,100).

Police

As per the CM #1, increased funding for approved 2.40% salary increase for all non-bargaining unit employees (GF \$138,900).

Increase funding for nine formally; ARRA grant-funded temporary positions (GF \$631,300) and 11 School Safety Officers (GF \$268,000).

Increase funding for Overtime to reflect historical spending levels (GF \$2.15 million).

As per CM #1, increased funding of the City's contractually obligated contribution to the FOP Health Trust (\$2.03 million).

Increase funding for promotional exams for Lieutenants, Captains and Sergeants (GF \$473,300)

Increase funding for security guards to patrol additional City sites (GF \$116,700).

The Adopted Budget includes the following additional considerations:

Police Budget Unit and the OMB examined the E-911 Program and determined that no GF contribution was needed for FY 2014-15 Budget.

A General Fund contribution to various capital improvement projects including vehicle replacement per FOP contract (\$1.29 million); renovation and water proofing the external walls of the Records Unit (\$395,000); ceiling replacement in the 5th Floor Police Headquarters (\$200,000).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$900,000).

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$439,800).

Insurance-General Liability cost previously allocated in the Risk Management Department (GF \$214,300)

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
911 calls answered within ten seconds of call initiation (percent)	95.0	95.7	95.0	96.0
Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	5.22	5.07	5.00	4.00
911 call volume for service (number)	591,965	561,713	628,000	650,000
Calls for service which resulted in an incident report being written (number)	73,064	70,238	74,000	95,000
Uniform Crime Reporting Part 1 Crimes which includes criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	28,070	26,525	25,600	25,000
Uniform Crime Reporting Arrests (number)	29,321	29,900	30,000	33,000
Police academy classes completed (number)	6.0	7.0	7.0	6.0
Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)	Yes	Yes	Yes	*Yes

Police

(Yes/No) *Department has begun the reaccreditation process and expects to receive an answer in March 2015.

Police

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	7,200	0	7,200	0	0	0
512000 - Regular Salaries and Wages	88,430,400	3,464,800	91,895,200	92,761,300	3,131,400	95,892,700
512010 - Attrition Savings - Salaries	0	0	0	(5,649,500)	0	(5,649,500)
513000 - Other Salaries and Wages	425,800	0	425,800	1,403,500	0	1,403,500
514000 - Overtime	2,430,200	1,600,000	4,030,200	4,709,200	1,055,500	5,764,700
515000 - Special Pay	4,332,000	766,500	5,098,500	4,639,500	764,000	5,403,500
516000 - Fringe Benefits	341,900	0	341,900	340,000	0	340,000
521000 - Fica Taxes	2,297,200	168,200	2,465,400	2,309,400	124,900	2,434,300
522000 - Retirement Contributions	32,070,900	1,278,800	33,349,700	5,987,000	530,100	6,517,100
522010 - Police and Fire - FIPO	0	0	0	29,158,300	740,500	29,898,800
523000 - Life and Health Insurance	16,141,600	524,400	16,666,000	4,920,800	399,000	5,319,800
523010 - Health Trust - FOP	0	0	0	13,526,800	0	13,526,800
Personnel	146,477,200	7,802,700	154,279,900	154,106,300	6,745,400	160,851,700
Operating Expense						
524000 - Workers' Compensation	7,600,900	341,600	7,942,500	9,177,300	400,000	9,577,300
531000 - Professional Services	1,016,300	90,000	1,106,300	1,514,100	148,500	1,662,600
531020 - Professional Services-Medical	195,700	0	195,700	364,100	0	364,100
534000 - Other Contractual Services	1,168,400	577,800	1,746,200	1,306,500	577,800	1,884,300
540000 - Travel and Per Diem	21,700	343,500	365,200	21,700	282,500	304,200
541000 - Communications & Related Services	1,051,600	537,000	1,588,600	38,400	547,000	585,400
541100 - Postage	48,700	0	48,700	48,700	1,000	49,700
543000 - Utility Services	897,400	0	897,400	900,200	0	900,200
544000 - Rentals and Leases	1,638,400	10,000	1,648,400	1,458,400	155,500	1,613,900
545010 - Insurance - Police Torts	0	0	0	900,000	0	900,000
545011 - Insurance - Vehicle Liability	0	0	0	439,800	0	439,800
545012 - Insurance - Property & Casualty	0	0	0	129,600	0	129,600
545013 - Insurance - General Liability	0	0	0	214,300	0	214,300
545014 - Insurance - Public Official	0	0	0	165,800	0	165,800
546000 - Repair and Maintenance Services	1,599,500	265,000	1,864,500	751,500	283,800	1,035,300
546001 - IT-Repair and Maintenance Services	0	0	0	2,028,300	0	2,028,300
547100 - Printing and Binding-Outsourcing	19,600	7,600	27,200	19,600	4,100	23,700
547200 - Printing and Binding-Paper Stock	43,100	0	43,100	43,100	0	43,100
548000 - Promotional Activities	7,400	0	7,400	7,400	200	7,600
548100 - Advertising and Related Costs	53,700	0	53,700	53,700	100	53,800

Police

	FY 2013-14		Total	FY 2014-15		Total
	Adopted General Fund	Adopted Sp. Rev. Fund		Adopted General Fund	Adopted Sp. Rev. Fund	
549000 - Other Current Charges and Obligations	226,700	0	226,700	141,500	3,300	144,800
551000 - Office Supplies	181,600	6,000	187,600	160,000	6,000	166,000
552000 - Operating Supplies	161,600	79,000	240,600	175,100	174,800	349,900
552010 - Motor Fuel	4,516,700	4,200	4,520,900	4,664,500	4,200	4,668,700
552100 - Public Safety Supplies	181,800	0	181,800	181,800	500	182,300
552200 - Clothing/Uniform Supplies	604,400	0	604,400	979,500	8,800	988,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	113,400	95,000	208,400	122,400	144,000	266,400
667000 - Weapons And Ammunitions	266,100	0	266,100	394,900	0	394,900
Operating Expense	21,614,700	2,356,700	23,971,400	26,402,200	2,742,100	29,144,300
Capital Outlay						
664000 - Machinery and Equipment	628,700	873,000	1,501,700	1,930,800	857,800	2,788,600
Capital Outlay	628,700	873,000	1,501,700	1,930,800	857,800	2,788,600
Non-Operating Expense						
883000 - Other Grants and Aids	0	0	0	0	224,200	224,200
896000 - Budget Reserve	0	13,732,200	13,732,200	0	5,510,800	5,510,800
Non-Operating Expenses	0	13,732,200	13,732,200	0	5,735,000	5,735,000
Transfers-OUT						
891000 - Interfund Transfers	0	470,000	470,000	0	0	0
Transfers - OUT	0	470,000	470,000	0	0	0
Total Expense	168,720,600	25,234,600	193,955,200	182,439,300	16,080,300	198,519,600

Department Expenditures: Other Departments

Community and Economic Development

Department of Real Estate and Asset Management

Parks and Recreation

Risk Management

Community and Economic Development

Department Head: George Mensah

Phone: (305) 416-1978

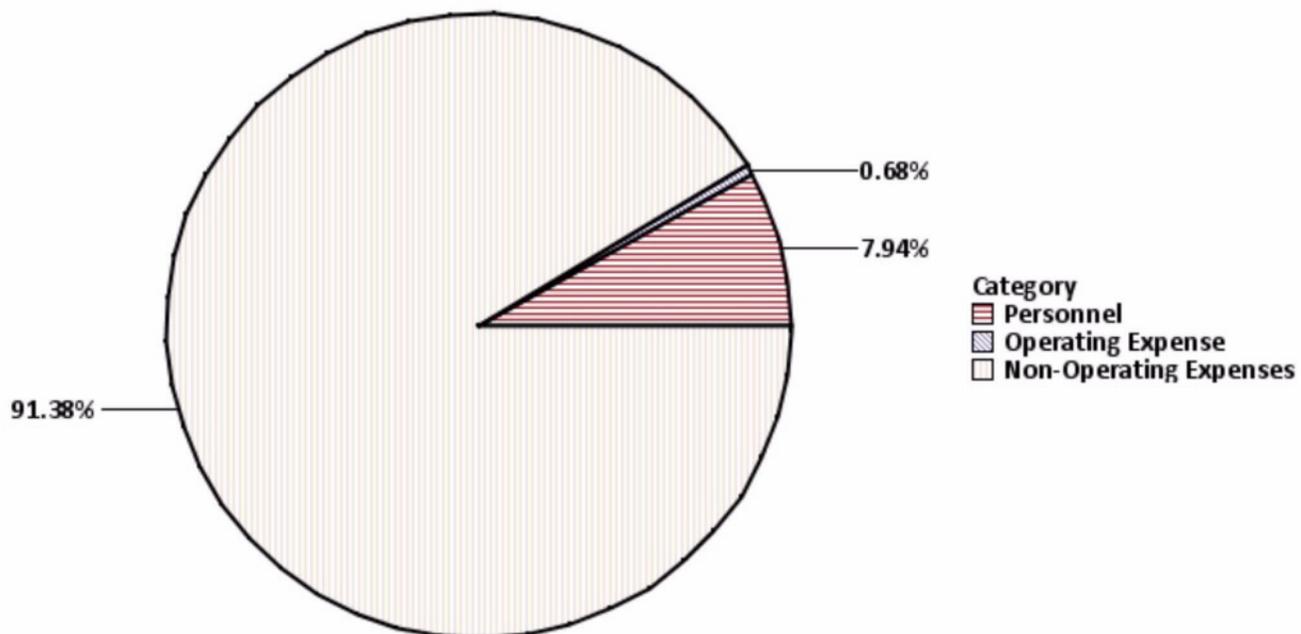
Description

The Department of Community and Economic Development utilizes the grant funds it receives from federal, state, and local government sources to aid in the development of a viable urban community. The essence of this objective is to provide decent housing, a suitable living environment, and expansion of economic opportunities for the neediest people in the community. The Department performs a wide range of community and economic development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City.

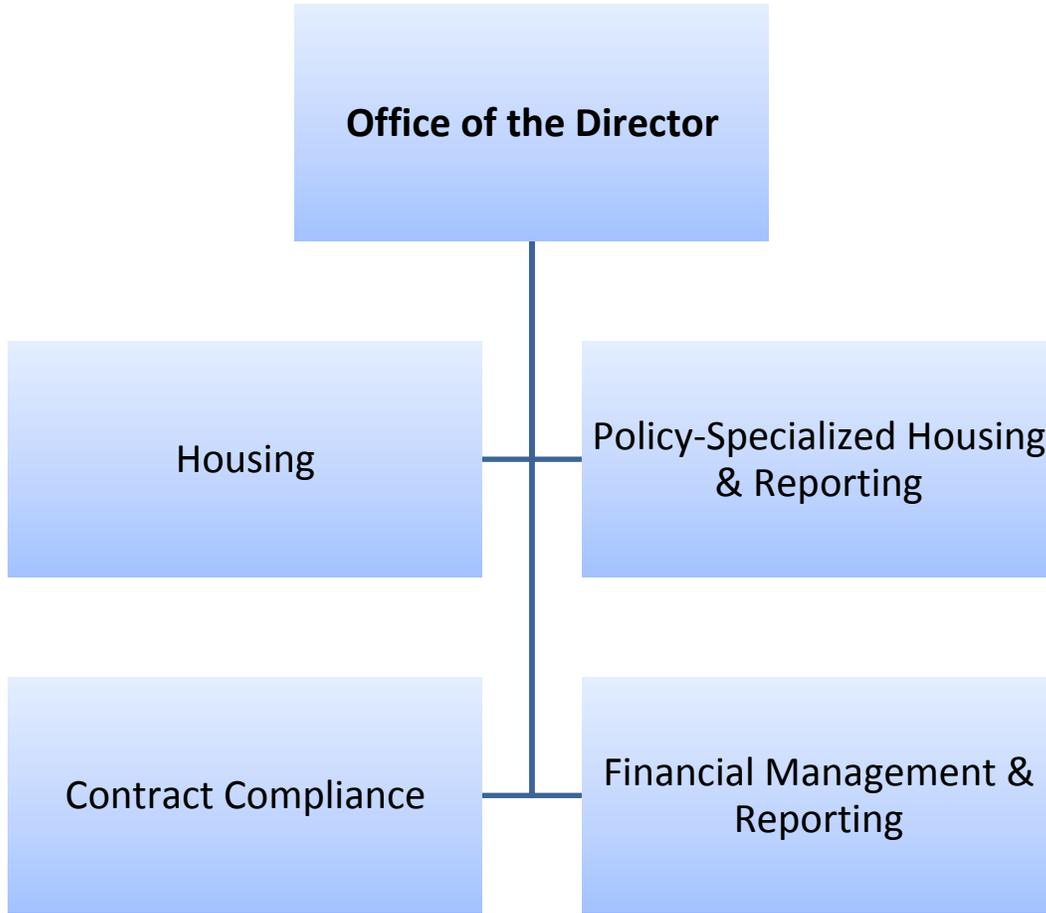
As part of the Community and Economic Development service area, the Department focuses on serving as an advocate for disenfranchised and economically disadvantaged residents, as it works to facilitate funding from federal, state, and local sources through cooperative partnerships with the public and private sectors. The Department is responsible for overseeing the creation, implementation, and monitoring of programs in the areas of affordable public housing, social services, economic development, public facility improvement, and planning and administration among others. The successful execution of programs in all these areas provides the community part of the support it needs and allows low-income residents the opportunity to access the region's economic growth and prosperity.

Stakeholders include City and county-wide residents and elected officials.

Allocation by Category



Community and Economic Development



Community and Economic Development

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Provides general direction and coordination with private and public stakeholders in the management of federal and local community development programs to assist low to moderate-income residents; oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.</p>	7	6
<p>HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon and Section 3 regulations on all contracted projects; administers the City's relocation program.</p>	10	10
<p>POLICY-SPECIALIZED HOUSING & REPORTING Creates policies for the Department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the United States Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); manages the Department's Housing Opportunities for Persons with Aids (HOPWA) and Section 8 specialized housing unit.</p>	8	8
<p>CONTRACT COMPLIANCE Monitors local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of social services and economic development to revitalize the City's communities and integrate economic, environmental, and human developmental needs in the process.</p>	7	6
<p>FINANCIAL MANAGEMENT & REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; develops and manages the Department's budget; processes and reports all financial activities and transactions; reimburses funded organizations.</p>	8	8
TOTAL FULL-TIME POSITIONS	40	38

Community and Economic Development

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	4,330,714	4,048,580	5,290,489	4,828,300	4,795,200
Operating Expense	977,977	813,922	625,260	326,600	411,800
Capital Outlay	1,275,308	1,261,873	425,026	0	0
Debt Service	214,399	215,476	3,416,748	0	0
Non-Operating Expenses	33,723,448	28,140,519	32,547,605	52,414,300	55,205,100
Transfers - OUT	2,824,140	1,136,933	1,280,875	0	0
	43,345,985	35,617,302	43,586,004	57,569,200	60,412,100

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	0	0	87	0	0
Community Development	43,345,985	35,617,302	43,585,917	57,569,200	60,412,100
	43,345,985	35,617,302	43,586,004	57,569,200	60,412,100

Objectives for FY 2014-15

Process all reimbursement requests within 14 days and process at least 90 percent of the client recertification packages within five days.

Serve 416 households through the Section 8 program; serve 1,000 households through the Housing Opportunities for Persons with Aids Long-Term Rental Assistance (HOPWA LTRA) program; provide single-family rehabilitation assistance to nine low to moderate-income households; provide downpayment assistance to approximately ten low to moderate-income households.

Continue to promote economic development through the provision of technical assistance to approximately ten for-profit businesses and to assist approximately 75 businesses to improve the exterior look of the establishment through the Department's Façade Renovation and Code Compliance Program.

Provide daycare services and after-school services to approximately 95 youth, and meals to approximately 700 senior citizens.

Community and Economic Development

Accomplishments in FY 2013-14

Accomplishments for Community and Economic Development reflect their federal time period from April 1, 2013 to March 31, 2014.

Assisted over 1,600 low-income individuals through different public service programs. These services are essential to neighborhood viability. Provided daycare services and after-school services to 112 youth; provided meals to approximately 1,300 senior citizens; serviced six people with developmental disabilities.

Provided rental assistance to 416 households currently being served under the Section 8 program; provided rental assistance to over 1,000 households under the Housing Opportunities for Persons with Aids Long-Term Rental Assistance (HOPWA LTRA) program (county-wide program); funded projects that will bring over 350 affordable housing units for low to moderate-income residents and provided down payment assistance to 18 households.

Promoted economic development to small businesses by providing technical and financial assistance to 65 for-profit businesses.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction of Salaries and Wages mainly due to replacement of positions filled at a lower salary and DROP positions being placed at step three (\$71,900).

Reduction of Other Salaries and Wages due to reduction in contribution to Homeless Trust (\$167,200)

The Adopted Budget includes the following additions:

Increase in Aid to Private Organizations due to increased allocations for the following programs – State Housing Initiative Partnership (\$1.51 million), Emergency Solutions Grant (\$138,100), Section 8 Voucher (\$56,800), Section 8 Moderate Rehabilitation 1 (\$119,200), Section 8 Moderate Rehabilitation 2 (\$24,000); and Community Development Block Grant Program Income (\$512,500), additional funding for Citywide Poverty Initiatives (\$325,100) and prior year rollover in various programs (\$105,100) for a total increase of \$2.79 million.

The Adopted Budget includes the following additional considerations:

Elimination of two frozen positions – One Contract Compliance Manager and one Administrative Aide II (\$0).

Insurance – Vehicle Liability cost previously allocated centrally in the Risk Management Department (\$3,900).

Insurance – General Liability cost previously allocated centrally in the Risk Management Department (\$3,800).

Insurance – Public Officials cost previously allocated centrally in the Risk Management Department (\$56,600).

Contribution from Non-Departmental General Fund to Citywide Poverty Initiatives Aid to Private Organizations for the provision of public services such as meals for the elderly (\$743,000); and Citywide Poverty Initiative Program Management cost (\$134,600) as stated above for a total of \$877,600.

Contribution from Non-Departmental General Fund for Retirement Contributions (\$752,500), Life and Health Insurance (\$425,200), Workers' Compensation (\$68,000), Insurance Vehicle Liability (\$3,900), Insurance – General Liability (\$3,800), Insurance – Public Officials (\$56,600) for a total of \$1.31 million.

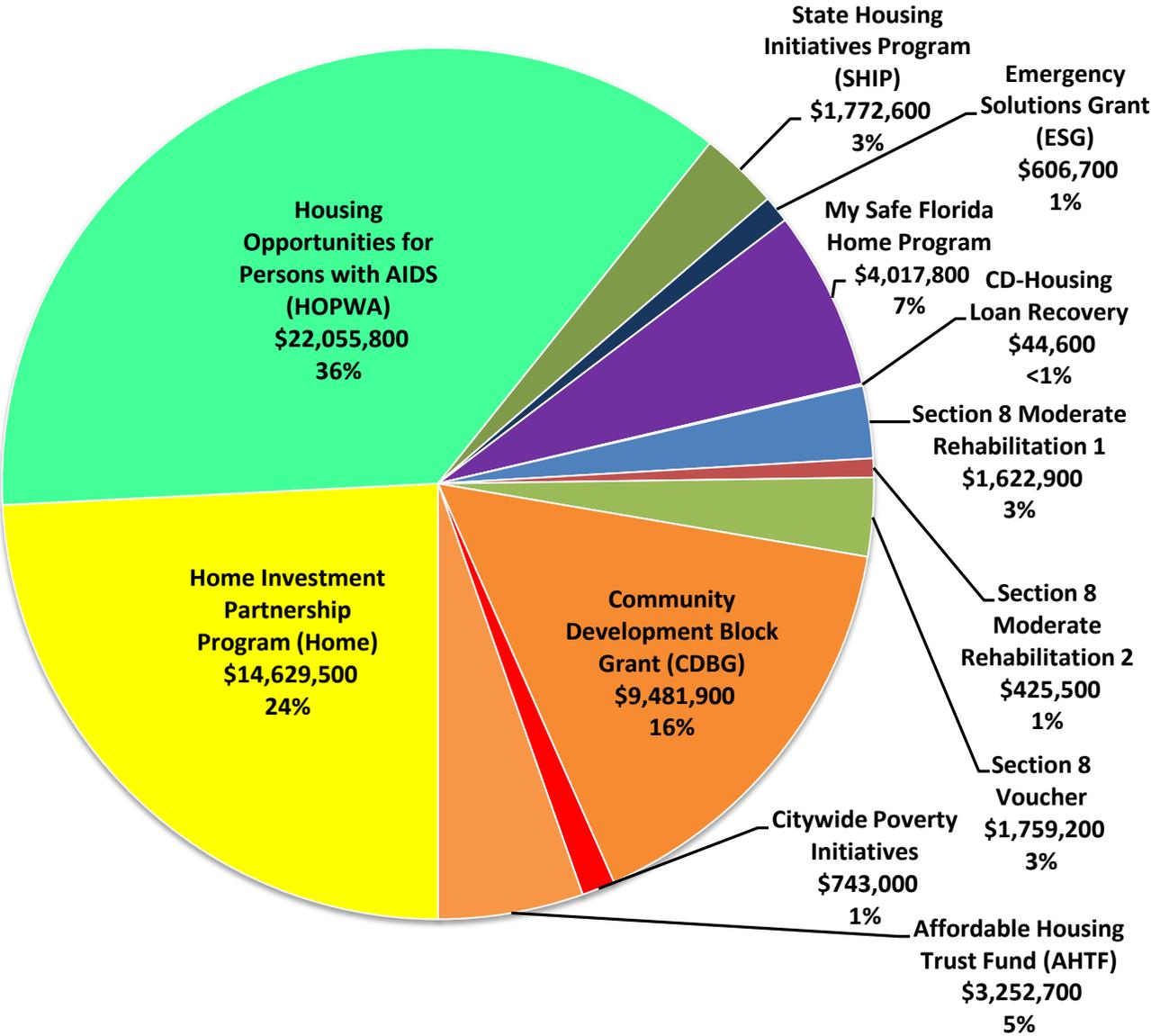
Community and Economic Development

Reduction in the Home Investment Partnership program funding and dramatic increased costs of housing has led to provision of higher levels of subsidy to each eligible household. Thus, fewer households are assisted.

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Elderly meals provided with Community Development Block Grant (CDBG) and Poverty Initiatives Funding (number)	1,071	1,071	1,605	1,400
Children and youth assisted with CDBG and Poverty Initiatives Funding (number)	95	95	112	95
Households assisted under the Down Payment Assistance Program (number)	35	25	18	10
Businesses assisted through the Commercial Façade Program with CDBG funding (number)	50	117	54	75
HOPWA clients assisted with the Tenant-Based Rental Assistance Program (number)	1,000	1,014	1,030	1,000
Section 8 clients assisted (number)	416	416	416	416
Turnaround time on agency reimbursement packets (days)	N/A	N/A	N/A	15

Community and Economic Development Funding Sources FY 2014-15



Community and Economic Development

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	2,890,600	2,890,600	0	2,818,700	2,818,700
513000 - Other Salaries and Wages	0	389,900	389,900	0	222,700	222,700
516000 - Fringe Benefits	0	23,800	23,800	0	22,800	22,800
521000 - Fica Taxes	0	226,900	226,900	0	234,800	234,800
522000 - Retirement Contributions	0	741,300	741,300	0	928,200	928,200
523000 - Life and Health Insurance	0	555,800	555,800	0	568,000	568,000
Personnel	0	4,828,300	4,828,300	0	4,795,200	4,795,200
Operating Expense						
524000 - Workers' Compensation	0	62,000	62,000	0	68,000	68,000
531000 - Professional Services	0	148,700	148,700	0	148,700	148,700
534000 - Other Contractual Services	0	0	0	0	1,200	1,200
540000 - Travel and Per Diem	0	7,500	7,500	0	16,500	16,500
541000 - Communications & Related Services	0	11,000	11,000	0	11,600	11,600
541100 - Postage	0	3,900	3,900	0	4,000	4,000
544000 - Rentals and Leases	0	15,000	15,000	0	15,100	15,100
545011 - Insurance - Vehicle Liability	0	0	0	0	3,900	3,900
545013 - Insurance - General Liability	0	0	0	0	3,800	3,800
545014 - Insurance - Public Official	0	0	0	0	56,600	56,600
547000 - Printing and Binding	0	400	400	0	300	300
548100 - Advertising and Related Costs	0	64,900	64,900	0	65,700	65,700
549000 - Other Current Charges and Obligations	0	300	300	0	800	800
551000 - Office Supplies	0	9,400	9,400	0	11,300	11,300
552000 - Operating Supplies	0	700	700	0	700	700
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	2,800	2,800	0	3,600	3,600
Operating Expense	0	326,600	326,600	0	411,800	411,800
Non-Operating Expense						
882000 - Aids to Private Organizations	0	52,414,300	52,414,300	0	55,205,100	55,205,100
Non-Operating Expenses	0	52,414,300	52,414,300	0	55,205,100	55,205,100
Total Expense	0	57,569,200	57,569,200	0	60,412,100	60,412,100

Parks and Recreation

Department Head: Kevin Kirwin

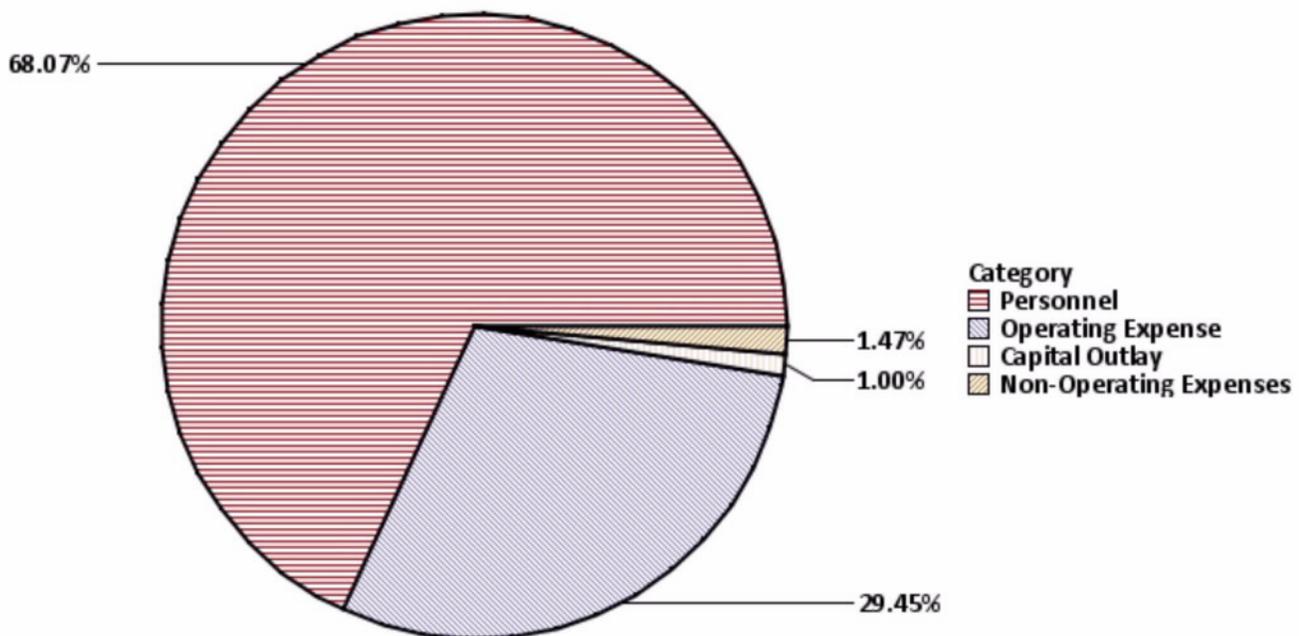
Phone: (305) 416-1300

Description

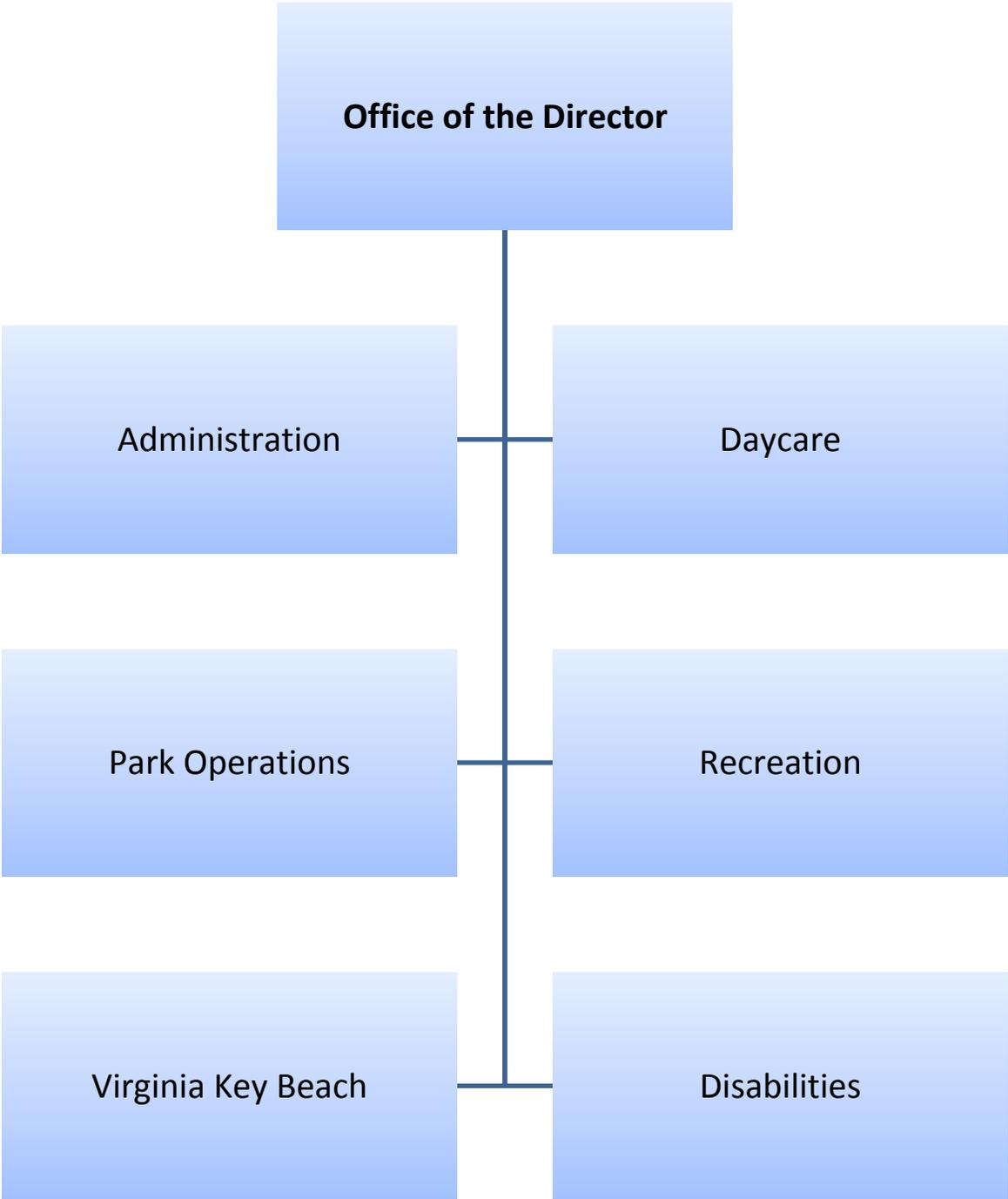
The Parks and Recreation Department is a nationally accredited Commission for Accreditation of Park and Recreation Agencies (CAPRA) organization delivering quality of life programming to all ages in the City of Miami. The Department focuses on youth-serving programs through day care, after school, seasonal camps, sports, and learn-to-swim initiatives. The Department offers a safe and enriching environment for the youngest residents. Parks are destinations for family fun, senior activities, programs for persons with disabilities, and the opportunity for self-directed recreation, whether it is a power walk or a family picnic under a live oak tree.

The Department provides 127 parks totaling 936 acres, 15 swimming pools, 26 community centers, two gymnasiums, six nature/visitor's centers, Virginia Key national habitat trails, a Japanese Garden, Melreese Golf Course, and Virginia Key mountain bike/walking trails and beach. The Department strives to offer parks, recreation, and conservation opportunities that will appeal to all interests and encourage a connection with the great outdoors and a lifestyle that embraces leisure activities.

Allocation by Category



Parks and Recreation



Parks and Recreation

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and Capital Improvements and Transportation Program (CIPT) projects; coordinates internal and external government communications.</p>	1	1
<p>ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, CIP, procurement, legislative, public relations, and marketing functions; processes permit application for park-level and citywide events; issues sports permits; represents and assists outside event coordinators for Citywide events; manages the operating agreement for Melreese Golf Course.</p>	11	11
<p>DAYCARE Provides developmental, educational, and recreational day care service for infants through age five; administers programs that teach social life skills and foster parent and child development.</p>	9	9
<p>PARK OPERATIONS Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire system of 127 parks.</p>	78	154
<p>RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 park facilities and 15 pools; offers year-round after-school, summer, and other recreation programs to approximately 3,000 children between the ages of six and 13; provides cultural art programs; manages available rental spaces for performance arts and community meetings; fosters partnerships that make art programs affordable or free for a larger audience; provides sports programs through successful partnerships.</p>	82	82
<p>VIRGINIA KEY BEACH Manages operations and the environmental restoration of Virginia Key Beach and Virginia Key Beach Trust.</p>	3	3
<p>DISABILITIES Provides recreation, life skills, and job training skills for people with special needs; advocates in local, state, and national forums for the rights of people with disabilities.</p>	8	12
TOTAL FULL-TIME POSITIONS	192	272

Parks and Recreation

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	16,220,552	16,001,924	21,020,705	21,610,600	24,198,110
Operating Expense	9,077,635	8,992,268	10,744,489	9,641,500	10,470,490
Capital Outlay	98,011	393,380	69,965	409,100	356,500
Non-Operating Expenses	181,107	185,945	186,435	430,800	522,500
Transfers - OUT	0	0	114,621	500,000	0
	25,577,305	25,573,517	32,136,216	32,592,000	35,547,600

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	23,403,186	22,857,751	29,300,240	29,118,500	32,386,200
Net Offices & Code Enforcement (SR)	0	40,281	0	0	0
Parks & Recreation Services	2,174,118	2,675,485	2,835,975	3,255,000	3,161,400
Departmental Improvement Initiative	0	0	0	218,500	0
	25,577,305	25,573,517	32,136,216	32,592,000	35,547,600

Objectives for FY 2014-15

Increase efficiency in department-wide functions. Allow better tracking of inventory, demographics on park users and tracking of work time lines. Allow park users to pay for services online rather than coming in-person to take care of payment.

Revenue producing programs will be self-supporting, while increasing available recreation opportunities within parks and investing in quality of life deliverables. Examples of opportunities include: an increase in adult basketball leagues at Jose Marti Gym run by the Parks Department, fitness programs in parks, art classes during day-time hours, and expanded water sport rentals and tours. All these programs tap into activities that patrons are willing to pay money to participate in.

Open a new after-school program at Peacock Park. Partner with outside non-profit organizations to provide youth -serving programs in parks.

Have minimal interruption in delivery of services across park system as employees retire. Identify internal staff to cross-train and proactively recruit for positions prior to vacancies. Capture job tasks of current employees to allow a thorough understanding of roles and responsibilities of positions.

Be responsive to the decrease of State funding while maintaining and enhancing services for persons with disabilities.

Parks and Recreation

Use of the Recreation Division and the Sandra Delucca Developmental Center will continue to work together on opportunities to expand programs for persons with disabilities within more parks. Identify group programs as well as independent recreation opportunities.

Utilize recreation facilities that are underutilized during the day to provide senior programming that allows for education, socialization, and fitness opportunities.

Accomplishments in FY 2013-14

Added 15 new participants at the Sandra Delucca Developmental Center to the Adult Day Training (ADT) and GET FIT programs. The Center won gold medals in Special Olympics in swimming, flag football (unified), basketball, bocce unified (a first for a Miami-Dade delegation) and soccer. The GET FIT softball team won silver at the 2014 Special Olympics National Games.

Revamped the Curriculum Planning for the Adult Day Training program, worked with two interns from Florida International University and Barry University for their study in disability services, and partnered with the Discovery Channel for Impact Day, where participants took part in unified sports, bowling, landscaping and arts and crafts alongside participants from the Sandra Delucca Developmental Center.

Invested in new outdoor fitness and gym equipment and site furnishings (GF \$137,655) and in new computers and WIFI in parks for improved services at various parks citywide (SR \$75,000).

Added a recreation center with youth services and installed a new playground to Peacock Park (GF \$99,400).

Opened a new building for recreation and day care center at Moore Park (CIP \$6.3 million).

Installed a new artificial turf soccer field at Henderson Park and partnered with Amigos for Kids to create a Literacy Room at Jose Marti Park.

Created a new website for Grapeland Water Park for greater information delivery and added an expanded birthday party and monthly pass program to encourage frequent use.

Enhanced the special event permit experience with a new online payment capability, expanded free WIFI locations to Jose Marti Park, Morningside Park, Grapeland Water Park, Hadley Park, and Little Haiti Soccer Park, added the Park Finder Application, making it easier for residents to search for parks by proximity and amenities offered.

Offered the Dive-In Movie Series and \$5 Family Fridays during the summer season at Grapeland Water Park to provide increased revenue traffic at the park, invested in water/sport equipment for expanding water/sport revenue generating programs and expansion of a specialty camp at Morningside Park, and added a Park Manager I to the Miami Rowing Center to allow development of revenue generating programs.

Introduced the "I Love Miami Parks" campaign to generate brand recognition and connection to neighborhood parks.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Reduction in Public Safety Supplies from \$64,500 originally budgeted for FY 2013-14 to \$54,000 for FY 2014-15 to better align future expected expenses with historical costs (GF \$10,500).

Reduction in Clothing/Uniform Supplies from \$91,800 originally budgeted for FY 2013-14 to \$61,000 for FY 2014-15 to better align future expected expenses with historical costs (GF \$30,800).

Parks and Recreation

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages for FY 2014-15 to fund 76 full time, temporary employees with a Living Wage of approximately \$13.70 per hour, with all 76 positions converted to permanent status as well. (GF \$2.302 million). This figure has since been adjusted to \$2.173 million per Change Memo #2.

Increase in Regular Salaries and Wages for FY 2014-15 to accommodate one new Disabilities Division Program Leader position due to growth participation in the Adult Day Training Program, Get Fit Program, and Special Olympics-related activities (GF \$41,500).

Increase in Regular Salaries and Wages for FY 2014-15 to accommodate two new Park Ranger positions to enhance safety and security in City parks (GF \$53,200).

Increase in Operating Supplies from \$1,809,000 originally budgeted for FY 2013-14 to \$1,934,000 for FY 2014-15 to replenish the account to historical expense levels for all City parks (GF \$125,000).

The Adopted Budget includes the following additional considerations:

A General Fund contribution to various capital improvement projects including roof replacements, upgraded air conditioning systems, pool repairs, and new decking at various parks citywide (CIP \$1.07 million).

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$54,800)

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$28,600)

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$34,900).

As per Change Memo # 1, additional \$182,800 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$11,500 for non-bargaining employees.

As per Change Memo # 2, funding for eligible temporary employees transitioning to full time status has been retracted, pending successful collective bargaining negotiations. The correct FTE count for Parks and Recreation is 196; correction will be made in the first budget amendment.

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Children enrolled in general summer camp (number)	2,470	2,500	2,426	2,700
Children taught Learn-to-Swim (number)	1,597	3,600	4,743	4,900
Athletes with special needs enrolled in GET FIT	31	49	37	70
Permits issued for events in parks	1,615	1,515	1,600	1,650
Attendees to Grapeland Water Park	112,127	120,000	102,742	110,000
Attendees to Jose Marti Gym	25,886	55,000	55,553	57,000
Percentage of Summer Campers subsidized	N/A	N/A	87%	85%

Parks and Recreation

for general camp attendance

Children enrolled in specialty camp	N/A	N/A	554	600
Children enrolled in specialty camp (number)	N/A	N/A	1962	2100

Parks and Recreation

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,797,700	200,100	8,997,800	10,912,800	200,100	11,112,900
512010 - Attrition Savings - Salaries	0	0	0	(350,000)	0	(350,000)
513000 - Other Salaries and Wages	4,891,700	815,800	5,707,500	4,705,200	841,200	5,546,400
514000 - Overtime	196,200	0	196,200	168,000	0	168,000
516000 - Fringe Benefits	0	0	0	11,400	0	11,400
521000 - Fica Taxes	1,038,700	25,800	1,064,500	1,345,410	15,400	1,360,810
522000 - Retirement Contributions	3,270,200	78,200	3,348,400	3,523,500	84,500	3,608,000
523000 - Life and Health Insurance	2,244,600	51,600	2,296,200	2,683,800	56,800	2,740,600
Personnel	20,439,100	1,171,500	21,610,600	23,000,110	1,198,000	24,198,110
Operating Expense						
524000 - Workers' Compensation	400,200	9,200	409,400	472,500	10,000	482,500
531000 - Professional Services	45,300	0	45,300	45,300	0	45,300
534000 - Other Contractual Services	2,697,000	400,700	3,097,700	2,954,200	366,300	3,320,500
540000 - Travel and Per Diem	700	17,600	18,300	700	20,300	21,000
541000 - Communications & Related Services	153,400	0	153,400	54,000	0	54,000
541100 - Postage	1,600	0	1,600	1,600	0	1,600
543000 - Utility Services	2,321,900	0	2,321,900	2,419,000	0	2,419,000
544000 - Rentals and Leases	89,600	0	89,600	70,000	0	70,000
545011 - Insurance - Vehicle Liability	0	0	0	54,800	0	54,800
545012 - Insurance - Property & Casualty	0	0	0	65,600	0	65,600
545013 - Insurance - General Liability	0	0	0	34,900	0	34,900
545014 - Insurance - Public Official	0	0	0	28,600	0	28,600
546000 - Repair and Maintenance Services	534,900	250,000	784,900	492,000	250,000	742,000
546001 - IT-Repair and Maintenance Services	0	0	0	159,300	0	159,300
548000 - Promotional Activities	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	10,200	420,100	430,300	15,000	515,900	530,900
551000 - Office Supplies	53,600	0	53,600	53,900	0	53,900
552000 - Operating Supplies	1,809,000	50,100	1,859,100	1,934,000	107,500	2,041,500
552100 - Public Safety Supplies	64,500	0	64,500	54,000	0	54,000
552200 - Clothing/Uniform Supplies	91,800	0	91,800	61,000	0	61,000
552300 - Landscaping Related Supplies	190,000	0	190,000	200,000	0	200,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	23,100	0	23,100	23,090	0	23,090

Parks and Recreation

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
Operating Expense	8,493,800	1,147,700	9,641,500	9,200,490	1,270,000	10,470,490
Capital Outlay						
663000 - Improvements Other Than Buildings	0	404,600	404,600	0	352,000	352,000
664000 - Machinery and Equipment	4,500	0	4,500	4,500	0	4,500
Capital Outlay	4,500	404,600	409,100	4,500	352,000	356,500
Non-Operating Expense						
882000 - Aids to Private Organizations	181,100	31,200	212,300	181,100	8,300	189,400
896000 - Budget Reserve	0	218,500	218,500	0	333,100	333,100
Non-Operating Expenses	181,100	249,700	430,800	181,100	341,400	522,500
Transfers-OUT						
891000 - Interfund Transfers	0	500,000	500,000	0	0	0
Transfers - OUT	0	500,000	500,000	0	0	0
Total Expense	29,118,500	3,473,500	32,592,000	32,386,200	3,161,400	35,547,600

Department of Real Estate and Asset Management

Department Head: Daniel Rotenburg

Phone: (305) 416-1458

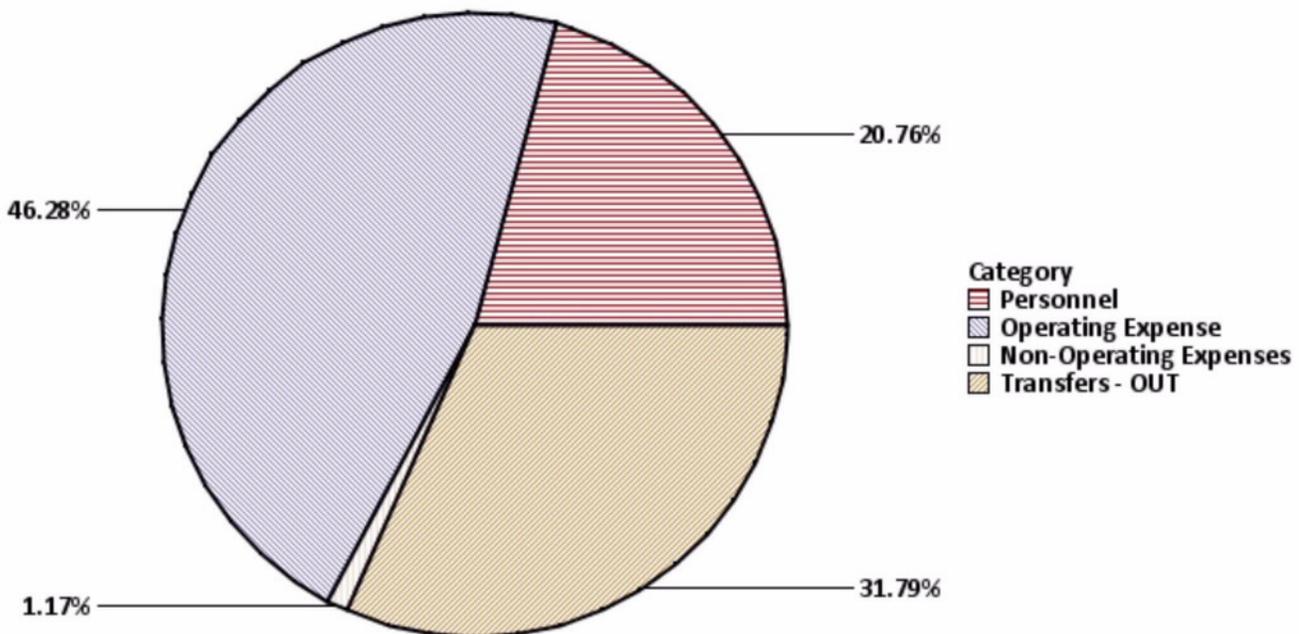
Description

The Department of Real Estate and Asset Management, formerly Public Facilities, serves to provide facilities to the community for use in sporting, recreational, cultural, and entertainment events. This Department also oversees the City's four municipal marinas, James L. Knight and Miami Convention Center, Parking Garage 4, Manuel Artime Cultural Center, the Little Haiti Cultural Complex which includes the Caribbean Market, and the Miami Ballpark Garages located at the Marlins Stadium.

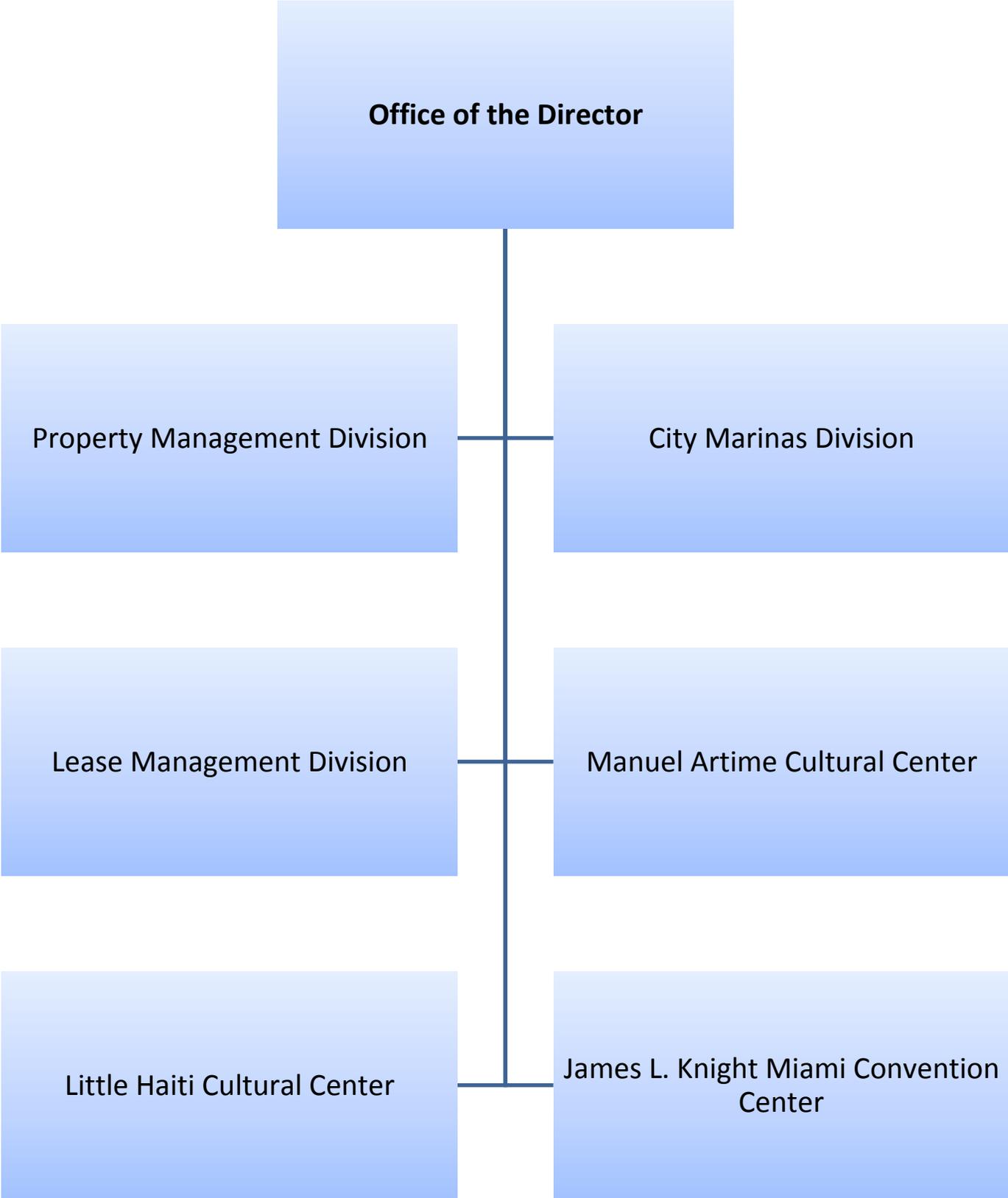
The Department serves as a real estate office for the City and manages the leasing of properties. To do so, the staff categorizes City-owned properties according to highest and best use to determine whether to use for City operations, to lease to third parties, or to dispose of properties. The departmental staff also identifies needed properties and acquires them; the Department is responsible for preparing all the documentation required for acquisition. In addition, the Department manages approximately 90 leases throughout the City. The Department maintains the City's property inventory consisting of approximately 510 parcels inclusive of parks, fire stations, City administrative buildings, public facilities, vacant lots, and housing sites. Additionally, the Department manages the day to day operations of the City's four marinas, including the Dinner Key Mooring Field and the Dinner Key Marina, the City's flagship marina which has the distinction of being the largest wet slip marina on the East Coast with 582 berths.

Stakeholders are City residents, tourists, businesses, entertainment industries, and employees

Allocation by Category



Department of Real Estate and Asset Management



Department of Real Estate and Asset Management

Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Directs all the administrative and operation functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and use of City-owned assets.</p>	2	2
<p>PROPERTY MANAGEMENT DIVISION Negotiates agreements, researches properties, maintains property inventory, performs requests for proposals, performs surveys and appraisals, negotiates development agreements, monitors development projects, and monitors property tax compliance in accordance with lease terms.</p>	6	6
<p>CITY MARINAS DIVISION Oversees the day to day operation and maintenance of four City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.</p>	22	22
<p>LEASE MANAGEMENT DIVISION Prepares, negotiates, and manages leases and other agreements, monitors monthly rents and fee collection of all leases and other agreements, performs requests for proposals, conducts yearly leased property inspections, and issues permits for use of City owned properties.</p>	2	2
<p>MANUEL ARTIME CULTURAL CENTER Manages, operates, and maintains two multi-story buildings; books events; prepares, negotiates, and manages theater agreements; leases available office space; collects and processes theater rental fees.</p>	4	4
<p>LITTLE HAITI CULTURAL CENTER Monitors, manages, and operates the Little Haiti Cultural Center and the Caribbean Marketplace.</p>	1	1
<p>JAMES L. KNIGHT MIAMI CONVENTION CENTER Monitors the management and operation of the James L. Knight Center, Miami Convention Center, Miami Parking Garage 4, Hyatt Hotel lease, and LaSalle Investment Management and air space rent collections; processes departmental payroll functions.</p>	4	4
TOTAL FULL-TIME POSITIONS	41	41

Department of Real Estate and Asset Management

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	3,110,233	2,882,360	4,154,234	4,534,800	4,494,600
Operating Expense	5,141,290	6,413,305	7,579,750	9,101,200	10,021,600
Capital Outlay	9,945	0	0	0	0
Non-Operating Expenses	0	0	0	81,900	253,700
Transfers - OUT	6,331,913	9,239,037	9,238,777	8,943,900	6,884,200
	14,593,380	18,534,703	20,972,760	22,661,800	21,654,100

Funding Structure

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Fund	4,334,995	4,162,439	5,650,827	6,465,400	7,466,300
Department of Real Estate and Asset Management Services	10,258,385	10,452,495	10,499,170	10,617,500	8,762,800
Miami Ballpark Parking Facilities	0	3,919,769	4,813,246	5,497,000	5,425,000
Departmental Improvement Initiative	0	0	9,517	81,900	0
	14,593,380	18,534,703	20,972,760	22,661,800	21,654,100

Objectives for FY 2014-15

Continue to manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned property and leases from other City departments.

Apply for a minimum of two grants to help support funding operations for Department facilities.

Monitor the completion of the following capital improvement projects: new marina office building for Dinner Key Marina and Mooring Field; and replace 375 feet of sea wall at Marine Stadium Marina.

Increase total dockage revenue at all facilities by two percent providing approximately \$150,000 in additional recurring annual revenue to the City.

Design and permit the replacement vacuum pump-out system for Dinner Key Marina; apply for grant funding for Phase II construction services.

Maximize event bookings and increase programming at Manuel Artime, Caribbean Marketplace, and Little Haiti Cultural Complex.

Convey at least two County Land Use Code 90 properties (City-owned properties acquired in connection with delinquent taxes).

Enter into lease agreements for the remaining retail spaces at the Marlins Park Garages.

Department of Real Estate and Asset Management

Accomplishments in FY 2013-14

Lowered the 30 day past due Accounts Receivable balance to under one percent, well below industry standards.

Hosted over 200 cultural events at the Manuel Artime Cultural Center.

Facilitated over 200 cultural events at the Little Haiti Cultural Complex.

Drafted and executed ten new Revocable License Agreements: Lease Agreements and Lease Amendments for Beasley FM Acquisition Corp, Dade Dialysis Center, Crown Castle USA Inc., Grove Bay Investment Group LLC, Perricones, two for Miami-Dade County, Florida Veterans Foundation, Lopetegui Corporation and Tropical Financial Credit Union, in the Lease Management section which resulted in approximately \$192 million of new revenues. Completed new lease agreements for Police including: Internal Affairs, Coconut Grove Substation and 601 Brickell.

Amend the Bayside Lease to increase revenues to the City with the negotiation of the lease agreement between SkyRise Miami LLC, Bayside Marketplace and, the City of Miami.

Coordinated nine special events at Miami Marine Stadium parking area, including film shoots and triathlon activities; generated \$24,000 in revenue and received \$48,000 of in-kind services, from Miami-Dade County, for use of the parking area for the annual Tennis Tournament.

Entered into a Professional Services Agreement with NAI Miami for the leasing of the retail space at the Marlin's Garage.

Issued three Request for Proposals for the Garden-Style Cafe (Glasshouse), Outdoor Advertising Sign(s), and Recreational Support Facility. Coordinated approximately ten special events at Watson Island including photo and film shoots.

Secured \$75,000 in grant funding from the Florida Inland Navigation District to build the Dinner Key Mooring Field Dinghy Dock.

Hosted the Strictly Sail venue of the Miami International Boat Show at Miamarina, which attracted approximately 40,000 visitors and generated \$73,700 in revenues.

Accommodated approximately 2,990 transient vessels and their owners and guests, originating from around the world at the Dinner Key Mooring facility.

Developed and implemented a Summer Youth Employment and Financial Empowerment Program at the four marinas, with the assistance of the Office of Grants Administration, providing employment and business training to eight local residents for ten weeks.

Hosted various events at the James L. Knight Center, including the Integrated Health Symposium and Wellness Expo, National Alliance of Resident – Services in Affordable and Assisted Housing Annual Leadership Conference, Centro de Estudios y Formacion Integral Para La Mujer International Women's Forum, American Society Clinical Pathology – 2014 Spring Leadership Meeting, Innovation Enterprise Group LTD – Big Data Marketing Innovator Summit, and Micro Strategy – Latin America 2014.

Provided office space to the Civilian Investigative Panel.

Budget Highlights for FY 2014-15

The Adopted Budget includes the following reductions:

Attrition of 3.5 percent based on historical data (GF \$63,600).

Department of Real Estate and Asset Management

Decrease in Other Salaries and Wages due to funding shift to Regular Salaries and Wages for Temporary to Permanent employees (GF \$258,300), partially offset by an increase in Other Salaries and Wages to fund nine full-time, temporary employees with a living wage of approximately \$13.70 per hour (GF \$83,500).

Decrease in Professional Services to align budget to historic expenditures (GF \$107,900).

Decrease in Utility Services to align budget to historic expenditures (GF \$153,800).

Decrease in Operating Supplies to align budget to historic expenditures (GF \$65,200).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages to fund nine full-time, temporary employees with all nine converted to permanent status (GF\$275,200), partially offset by a reduction due to positions in the DROP program being placed at step one (GF \$158,200).

The Adopted Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$6,700).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$7,000).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$6,400).

As per Change Memo # 1, additional \$29,800 funding the modification of the 2012-2014 collective bargaining agreement with AFCSME Local 1907, and \$9,600 for non-bargaining employees.

Department of Real Estate and Asset Management

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Dockage receivable collections rate (percent)	83.0	85.0	88.0	95.0
Dockage occupancy rate (percent)	99.0	99.0	100.0	100.0
Bookings and events per year at the Manuel Artime Center (number)	233	200	235	235
Leased office spaces occupied (percent)	69.0	69.0	77.0	88.0
Properties inspected annually (number)	70	70	75	75
Bookings and events per year at the Little Haiti Cultural Center (number)	167	192	250	250
Programs presented at the Little Haiti Cultural Center (number)	26	38	50	50
Program participation at the Little Haiti Cultural Center	N/A	N/A	N/A	50
Percentage of leased properties inspected (percent)	N/A	N/A	N/A	100

Department of Real Estate and Asset Management

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,975,700	300,400	2,276,100	2,112,400	267,700	2,380,100
512010 - Attrition Savings - Salaries	0	0	0	(63,600)	0	(63,600)
513000 - Other Salaries and Wages	609,800	0	609,800	534,500	0	534,500
514000 - Overtime	35,000	0	35,000	60,000	0	60,000
516000 - Fringe Benefits	14,800	2,500	17,300	11,700	2,000	13,700
521000 - Fica Taxes	190,600	23,200	213,800	168,500	20,600	189,100
522000 - Retirement Contributions	737,200	103,800	841,000	729,600	83,400	813,000
523000 - Life and Health Insurance	485,800	56,000	541,800	520,400	47,400	567,800
Personnel	4,048,900	485,900	4,534,800	4,073,500	421,100	4,494,600
Operating Expense						
524000 - Workers' Compensation	56,700	6,600	63,300	62,500	5,700	68,200
531000 - Professional Services	263,900	129,200	393,100	156,000	47,600	203,600
533000 - Court Services	3,600	0	3,600	3,600	0	3,600
534000 - Other Contractual Services	670,600	6,439,400	7,110,000	623,600	6,541,900	7,165,500
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	35,400	0	35,400	35,400	0	35,400
541100 - Postage	7,000	0	7,000	8,000	0	8,000
543000 - Utility Services	1,003,800	0	1,003,800	850,000	0	850,000
544000 - Rentals and Leases	93,300	800	94,100	77,000	800	77,800
545011 - Insurance - Vehicle Liability	0	0	0	7,000	0	7,000
545012 - Insurance - Property & Casualty	0	0	0	1,263,800	0	1,263,800
545013 - Insurance - General Liability	0	0	0	6,700	0	6,700
545014 - Insurance - Public Official	0	0	0	6,400	0	6,400
546000 - Repair and Maintenance Services	130,400	0	130,400	114,400	0	114,400
546001 - IT-Repair and Maintenance Services	0	0	0	55,500	0	55,500
547000 - Printing and Binding	3,000	0	3,000	5,500	0	5,500
548000 - Promotional Activities	0	1,700	1,700	0	1,700	1,700
548100 - Advertising and Related Costs	23,000	0	23,000	12,000	0	12,000
549000 - Other Current Charges and Obligations	1,000	105,000	106,000	0	30,500	30,500
551000 - Office Supplies	10,600	1,700	12,300	7,000	0	7,000
552000 - Operating Supplies	93,200	300	93,500	78,000	600	78,600
552200 - Clothing/Uniform Supplies	10,100	0	10,100	10,400	0	10,400
554000 - Subscriptions, Memberships, Licenses, Permits & Others	7,900	0	7,900	7,000	0	7,000
Operating Expense	2,416,500	6,684,700	9,101,200	3,392,800	6,628,800	10,021,600

Department of Real Estate and Asset Management

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	81,900	81,900	0	253,700	253,700
Non-Operating Expenses	0	81,900	81,900	0	253,700	253,700
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	8,943,900	8,943,900	0	6,884,200	6,884,200
Transfers - OUT	0	8,943,900	8,943,900	0	6,884,200	6,884,200
Total Expense	6,465,400	16,196,400	22,661,800	7,466,300	14,187,800	21,654,100

Risk Management

Department Head: Ann-Marie Sharpe

Phone: (305) 416-1757

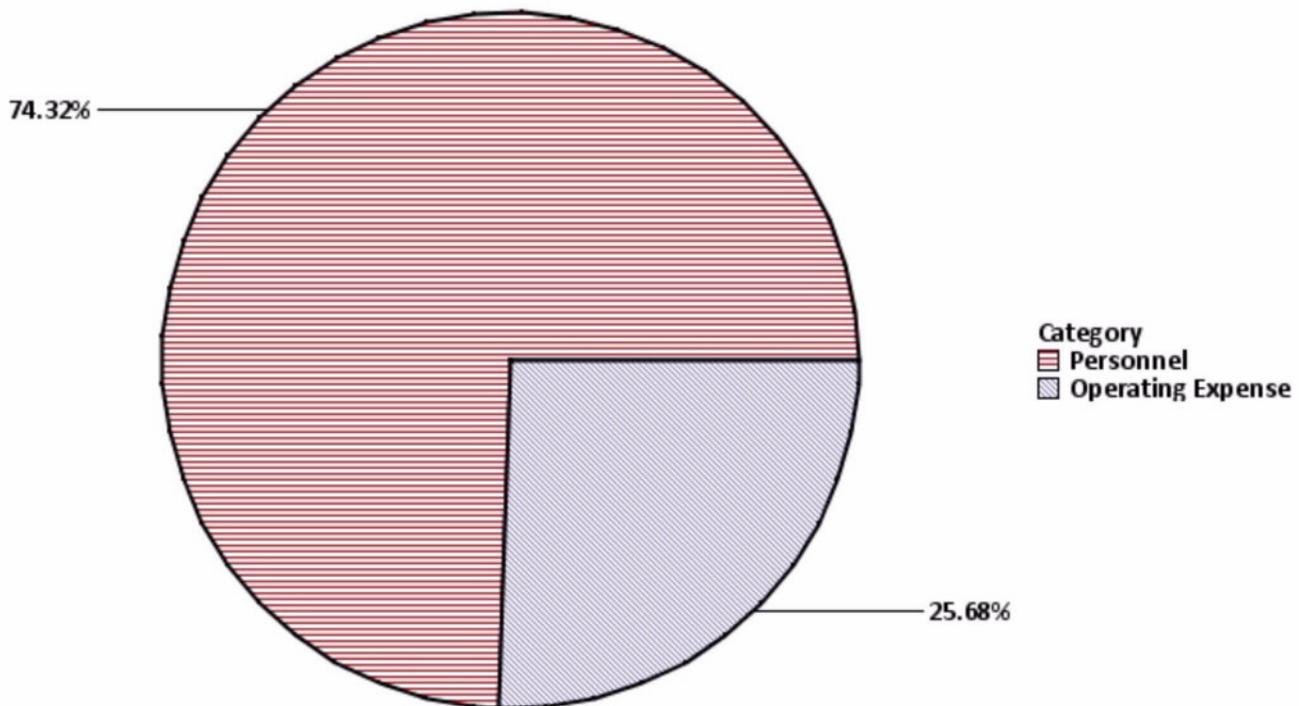
Description

The City's Risk Management Department is an internal service provider, working closely with all operating departments within the City in an effort to protect the City's human, financial, and physical assets.

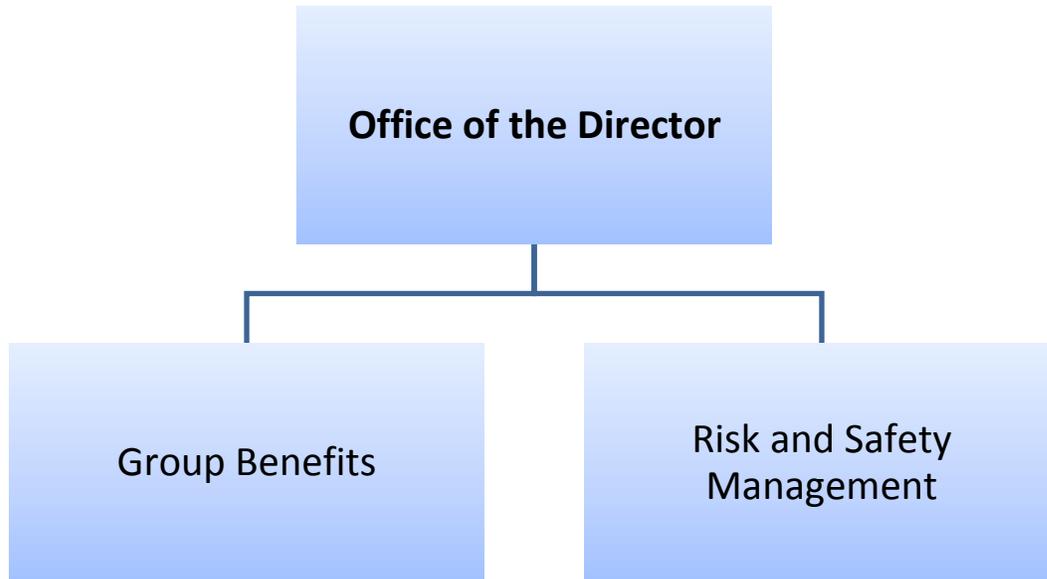
The Department manages claims involving workers' compensation, damage to City property, and allegations of City liability; and implements comprehensive programs targeted at reducing accidents and complying with State and Federal occupational health and safety laws. The Department is also responsible for developing and administering health, life insurance, and long-term disability programs to protect City employees and their families.

The Risk Management Department works closely with all operating departments and their employees, third party administrators, and the public in its effort to manage financial risk and liability.

Allocation by Category



Risk Management



Departmental Function/Unit	FY 2013-14	FY 2014-15
<p>OFFICE OF THE DIRECTOR Recommends and implements effective enterprise risk management procedures and practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; establishes a collaborative relationship with all of the City's departments to minimize adverse financial losses and to promote a safe environment.</p>	3	3
<p>GROUP BENEFITS Manages and coordinates all functions relating to the provision and administration of the City's self-insured and fully-insured group benefits programs; provides technical support; orients, educates, and assists employees with enrollment of benefits; processes claims; notifies and assists former employees in regard to their qualification for continued benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA); coordinates the management of unemployment benefits for qualified former employees; reconciles monthly billing invoices associated with group benefit related payments.</p>	4	4
<p>RISK AND SAFETY MANAGEMENT Manages and coordinates all functions relating to risk, claims, and safety management; ensures the effective identification, analysis, control, and financing of all major risks; structures and procures risk financing and risk transfer mechanisms through self-insured, commercially-insured programs, and contractual risk transfers; completes and processes the required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process; implements safety management; assists with ensuring that the City is compliant and responsive to federal requirements involving the Americans with Disabilities Act (ADA), the Health Insurance Portability and Accountability Act (HIPAA), and the Affordable Care Act (ACA).</p>	12	12
TOTAL FULL-TIME POSITIONS	19	19

Risk Management

Department Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel	38,887,400	38,124,012	2,386,938	1,997,600	2,162,400
Operating Expense	25,051,325	20,232,995	9,422,328	10,966,600	747,100
	63,938,725	58,357,007	11,809,265	12,964,200	2,909,500

Objectives for FY 2014-15

Control the overall property and casualty insurance cost increase to five percent by effectively managing the City's self-insured programs and by aggressively pursuing cost reductions through procurement negotiations with the City's insurance providers.

Prevent the re-occurrence of accidents by conducting root cause analyses.

Reduce workers' compensation related claims cost by implementing an effective citywide Return-to-Work program.

Provide annual safety management and supervisory safety training sessions for Fire-Rescue, Police, Solid Waste, GSA, Parks and Recreation, and Public Works focusing on accident causation and investigations and measuring safety performance. Provide semi-annual safety training for employees in Solid Waste, GSA, and Public Works focusing on hazard identification and safe work practices.

Implement a comprehensive hypertension education and prevention program on a pilot basis for the Solid Waste Department. Measurable objectives will include having at least ten percent of Departments' complete health risk assessments or biometric screening, commit to monitoring their blood pressure on a monthly basis, and interfacing with a hypertension prevention coach to receive guidance.

Accomplishments in FY 2013-14

Property insurance was renewed with a savings of approximately \$400,000 over expiring premiums.

Total recoveries of \$645,333 from subrogation, now handled internally, and the Second Disability Trust Fund.

Increased safety awareness by implementing the introduction of on-line safety training for City of Miami employees.

Implemented processes by which employees may request ADA services online.

Risk Management

Budget Highlights for FY 2014-15

The Proposed Budget includes the following reductions:

Reduction in Professional Services from \$1.95 million originally budgeted for FY 2013-14 to \$363,300 for FY 2014-15 (GF \$1.58 million) due to workers' compensation and managed care services third party administrator expenses being transferred to the Internal Service Fund to more accurately reflect individual department costs. Citywide insurance expenses previously allocated in Risk Management Department transferred to the Internal Service Fund and Non-Departmental account (NDA) to more accurately reflect individual department costs (GF \$8.53 million).

Decreased funding for Unemployment Compensation Tax due to reduced projection (GF \$120,000).

The Proposed Budget includes the following additional considerations:

Insurance-Vehicle Liability cost previously allocated centrally in the Risk Management Department (GF \$3,000).

Insurance-Public Officials cost previously allocated centrally in the Risk Management Department (GF \$487,300).

Insurance-General Liability cost previously allocated centrally in the Risk Management Department (GF \$2,900).

Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Actuals	2014-15 Estimate
Annual medical claim costs (dollars)	38,495,740	36,502,900	39,045,400	39,800,000
Annual workers' compensation claim costs (dollars)	12,537,521	13,538,718	14,000,000	15,600,000
Annual auto liability claim costs (dollars)	553,067	702,251	900,000	900,000
Annual police tort claim costs (dollars)	1,736,253	442,159	900,000	900,000
Annual property insurance premiums (dollars)	3,008,000	3,026,000	2,854,208	3,150,000

Risk Management

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,240,700	0	1,240,700	1,262,500	0	1,262,500
516000 - Fringe Benefits	16,800	0	16,800	8,400	0	8,400
521000 - Fica Taxes	96,200	0	96,200	97,300	0	97,300
522000 - Retirement Contributions	398,800	0	398,800	524,400	0	524,400
523000 - Life and Health Insurance	245,100	0	245,100	269,800	0	269,800
Personnel	1,997,600	0	1,997,600	2,162,400	0	2,162,400
Operating Expense						
524000 - Workers' Compensation	28,500	0	28,500	32,300	0	32,300
525000 - Unemployment Compensation	400,000	0	400,000	280,000	0	280,000
531000 - Professional Services	1,951,100	0	1,951,100	363,300	0	363,300
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541000 - Communications & Related Services	10,600	0	10,600	3,600	0	3,600
541100 - Postage	5,000	0	5,000	6,000	0	6,000
544000 - Rentals and Leases	2,000	0	2,000	3,000	0	3,000
545000 - Insurance	8,535,500	0	8,535,500	0	0	0
545011 - Insurance - Vehicle Liability	0	0	0	3,000	0	3,000
545013 - Insurance - General Liability	0	0	0	2,900	0	2,900
545014 - Insurance - Public Official	0	0	0	12,700	0	12,700
546000 - Repair and Maintenance Services	4,300	0	4,300	0	0	0
546001 - IT-Repair and Maintenance Services	0	0	0	11,300	0	11,300
548100 - Advertising and Related Costs	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,600	0	8,600	8,000	0	8,000
Operating Expense	10,966,600	0	10,966,600	747,100	0	747,100
Total Expense	12,964,200	0	12,964,200	2,909,500	0	2,909,500

Other General Fund Expenditures

Non-Departmental

Programs and Grants

Pensions

Non-Departmental

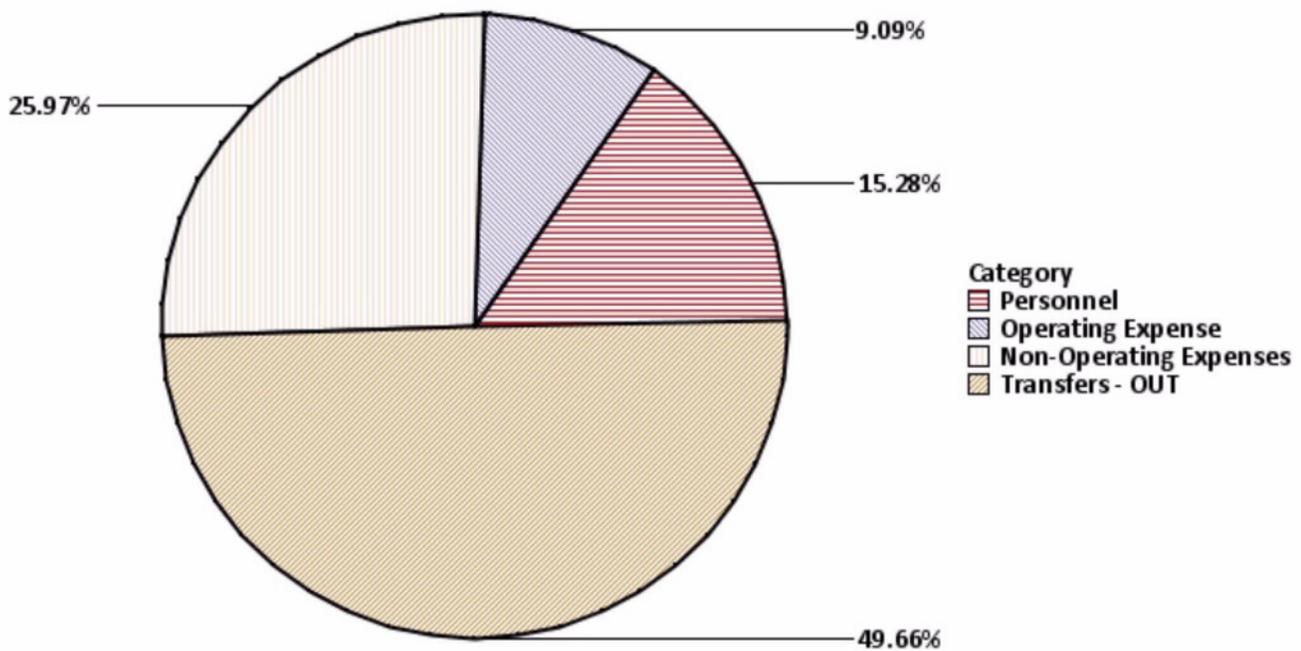
Department Head: Christopher Rose

Phone: (305) 416-1585

Description

The Non-Departmental Account (NDA) provides fiscal resources necessary for governmental operations that are considered multi-department or Citywide. Expenditures in this account include contingency reserves, outside legal services, lobbying services, and funding necessary for Citywide special events, such as the Three Kings Parade and the Dr. Martin Luther King Parade.

Allocation by Category



Non-Departmental

Department Summary

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
Personnel	11,856,509	9,711,466	17,225,907	14,000,000	12,339,300
Operating Expense	5,940,276	3,008,729	3,708,167	2,186,300	7,336,400
Capital Outlay	0	0	27,278	0	0
Non-Operating Expenses	1,362,937	1,228,503	778,146	17,462,300	20,971,200
Transfers - OUT	14,196,337	33,023,112	38,973,300	39,948,300	40,093,700
	33,356,059	46,971,810	60,712,798	73,596,900	80,740,600

Non-Departmental

	FY 2013-14 Adopted General Fund	FY 2013-14 Adopted Sp. Rev. Fund	Total	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
515000 - Special Pay	14,000,000	0	14,000,000	12,339,300	0	12,339,300
Personnel	14,000,000	0	14,000,000	12,339,300	0	12,339,300
Operating Expense						
531000 - Professional Services	741,300	0	741,300	809,700	0	809,700
531010 - Professional Services- Legal Services	1,000,000	0	1,000,000	900,000	0	900,000
534000 - Other Contractual Services	80,000	0	80,000	0	0	0
545012 - Insurance - Property & Casualty	0	0	0	5,232,700	0	5,232,700
549000 - Other Current Charges and Obligations	305,000	0	305,000	315,000	0	315,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	60,000	0	60,000	79,000	0	79,000
Operating Expense	2,186,300	0	2,186,300	7,336,400	0	7,336,400
Non-Operating Expense						
881000 - Aids to Government Agencies	564,000	0	564,000	531,400	0	531,400
882000 - Aids to Private Organizations	240,000	0	240,000	268,000	0	268,000
896000 - Budget Reserve	9,659,000	0	9,659,000	10,436,400	0	10,436,400
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
899000 - Other Uses	1,999,300	0	1,999,300	4,735,400	0	4,735,400
Non-Operating Expenses	17,462,300	0	17,462,300	20,971,200	0	20,971,200
Transfers-OUT						
891000 - Interfund Transfers	39,948,300	0	39,948,300	40,093,700	0	40,093,700
Transfers - OUT	39,948,300	0	39,948,300	40,093,700	0	40,093,700
Total Expense	73,596,900	0	73,596,900	80,740,600	0	80,740,600

Non-Departmental Programs

Program	FY 2014-15 Adopted Budget	Description
One-Time Payouts	\$12,339,300	Reserve for centralization of separation and other one-time salary payments.
Legislative Support	\$75,000	Support for State and Federal lobbying services.
Parking Surcharge Administrative Fee	\$734,700	Fee for the administration of the Parking Surcharge Program (3.95 percent of \$18.6 million).
Legal Services	\$900,000	Miscellaneous support for Citywide retention of outside legal services.
Insurance Policies and Annual Premiums	\$5,232,700	Insurance Policies and Annual Premiums not allocated to departments.
Special Assessment District Tax	\$10,000	Special Assessment expense for taxes on City of Miami Parks and Recreation properties.
Elections	\$305,000	Referendum questions (amount estimated by the City Clerk's Office).
Citywide Subscriptions and Memberships	\$79,000	Annual membership fee to the Miami-Dade County League of Cities (\$20,000), Florida League of Cities (\$40,000), and National League of Cities (\$19,000).
Civilian Investigative Panel	\$500,100	City contribution to the Civilian Investigative Panel (CIP). Original Amount reduced by \$31,300 (FA)
Liberty City Community Revitalization Trust	\$199,000	City contribution to the Liberty City Community Revitalization Trust (FA)
Coconut Grove Business Improvement District	\$268,000	Contribution of 20 percent for Parking Surcharge.
Interfund Transfers	\$40,093,700	Please refer to the "Transfers Out" Schedule on next page.
Reserve for Uncollectible	\$13,554,100	Budget reserve for uncollectable revenues.
Reserve for City's Poverty Initiative Program	\$1,250,000	Reserve for City's Poverty Initiative Program (CM1 and CM2)
City Manager's Reserve	\$200,000	Reserve for other uses to be determined during the fiscal year.
Contingency Reserve	\$5,000,000	Per the City of Miami Code of Ordinance, Article IX, Division 2. Financial Integrity Principles.
Total Non-Departmental Accounts	\$80,740,600	

General Fund - Transfers Out Schedule

Programs and Funds	FY 2014-15 Adopted Budget	Description
Capital Improvement Storm Sewer Fund	\$750,000	Capital Improvement Fund from Stormwater Utility Fees collected from Miami-Dade County.
Capital Improvement Storm Sewer Fund	\$1,200,000	Matching Funds for Florida Inland Navigation District grants (2014 and 2015) for Seybold Canal Dredging Project.
Capital Fund for Police Vehicles Purchase	\$1,290,000	Vehicle Replacement per contract (\$1.29 million).
Capital Improvement Streets and Sidewalks Fund	\$1,972,200	20 percent of Parking Surcharge net of debt requirement for Capital needs.
Capital Improvement - Solid Waste Fund	\$606,600	Solid Waste Equipment Purchase.
Capital Fund for Citywide Capital Needs	\$3,187,500	Capital Improvement Program for different citywide projects.(Proposed amount adjusted by CM1 and CM2)
Capital fund for Police Vehicles Purchase (Outside Agency - Omni and Midtown Community Redevelopment Agency)	\$186,000	To purchase six Police Vehicles for new officers (CM1)
Capital fund for Police Vehicles Purchase(Outside Agency - Southeast Overtown Park West Redevelopment Agency)	\$186,000	To purchase six Police Vehicles for new officers (CM2)
Capital fund for Police Vehicles Purchase	\$1,067,000	Purchase Ford Explorers (CM1)
Capital fund for the 35 new police officers	\$1,050,000	To purchase Police Vehicles for 35 new officers (CM1)
Capital fund for Police Vehicles Purchase	\$390,000	To purchase Police Vehicles for 13 new officers (CM2)
Capital Fund for Sunshine State Loan	\$1,114,200	Sunshine State Loan Refinance - 2011A to replenish Capital Fund for unspent Sunshine State Loan proceeds that was transferred to Debt in 2014.
Special Revenue Fund Department of Real Estate and Asset Management	\$796,700	Ten percent of Marina revenues in support of Department of Real Estate and Asset Management capital requirement per Ordinance 12937.
Special Revenue Department of Real Estate and Asset Management Fund	\$214,200	Fund balance from the Miamarina ticket surcharge revenues.
Capital Improvement Streets and Sidewalks Fund	\$559,900	Local Option Gas Tax three cents Committed to Capital Needs.

General Fund - Transfers Out Schedule

Special Revenue Fund - Miami Homeless Program/Net Offices	\$428,700	Miami Homeless Program for administrative cost. (Living Wage included).
Special Revenue Community and Economic Development Fund to compensate for the reduction of the CDBG public services funding	\$381,000	Citywide Poverty Initiative Program.
Special Revenue Community and Economic Development Fund for Citywide Poverty Initiative Program	\$362,000	Community and Economic Development to Citywide Poverty Initiative for Elderly Services.
Special Revenue Community and Economic Development Fund to fund Citywide Poverty Initiatives and other initiatives and union time that cannot be paid with federal funds	\$134,600	To fund Citywide Poverty Initiatives and other initiatives and union time that cannot be paid with federal funds.
Special Revenue Fund - Department of Real Estate and Asset Management	\$417,900	(From General Fund/Public Service Tax) Use cash with fiscal agent to make final payment (Knight Center). This allocation added to existing funds represents the final payment on this bond.
Special Revenue Fund - Economic Development and Planning Services	\$74,000	Bayfront/Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985.
Special Revenue Police Services Fund Cops Hiring Grant 2011	\$69,400	To cover costs not allowable under the Cops Hiring grant for 25 police officers.
Special Revenue Police Services Fund Cops Hiring Grant 2013	\$152,200	To cover costs not allowable under the Cops Hiring grant for 15 police officers. (The 2014 General Fund portion of the Cops Hiring Grant is in the Police General Fund Budget).
Various Special Revenue Funds Cost Allocation for Retirement Contribution, Life and Health Insurance, Workers' Compensation, Insurance - Vehicle Liability, General Liability, and Public Official, where applicable	\$5,062,700	To subsidize Special Revenue Fund for the allocation for Retirement Contribution, Life and Health Insurance, and Workers' Compensation. Departmental Improvement Initiatives Fund (\$770,700), City Clerk Services (\$85,300), NET Office/Homeless Programs (\$250,400), Fire-Rescue Services (\$659,200), Police Services (\$1,747,200), Community and Economic Development Fund (\$1,310,000), Department of Real Estate and Asset Management Services (\$88,600), and Parks and Recreation Services (\$151,300).
Debt Service Fund / Special Obligation Bond	\$1,854,100	Street Bonds series 2007 and 2009 from Parking Surcharge Revenue.
Debt Service Fund / Special Obligation Bond	\$6,364,500	FY13 SOB series 1995 and 2009(Pension) Fund 24002 - Contribution from Public Service Tax.

General Fund - Transfers Out Schedule

Debt Service Fund / Special Obligation Bond	\$1,593,300	Fund 24004 Special Obligation Refunding Bonds Series 2002A.
Debt Service Fund / Special Obligation Bond	\$2,649,800	Fund 24006 Special Obligation Refunding Bonds Series 2002C.
Debt Service Fund / Special Obligation Bond	\$2,771,800	Sunshine State Loan Refinance - 2011A.
Debt Service Fund / Special Obligation Bond	\$1,542,400	Local Option Gas Tax three cents committed transfer to 2007 obligation debt.
Internal Service Fund for Elected Officials Retirement Trust (EORT)	\$840,000	Contribution to Internal Service Fund for EORT payment.
Transfer to Internal Service Fund for International City Management Association (ICMA)	\$350,000	Contribution to Internal Service Fund for ICMA payment.
Transfer to Departmental Improvement Initiatives Special Revenue Fund - Festivals and Parades	\$475,000	Support for citywide festivals and special events in Special Revenue (New Award and projects) - \$75,000 for the Three Kings Parade; \$50,000 for the Dr. Martin Luther King Parade; \$50,000 for the Dr. Martin Luther King Candlelight Vigil; and \$300,000 to be allocated in \$50,000 increments to the Mayor and each of the five commission districts.
Total Transfers Out	\$40,093,700	

General Fund Projects

Department	Project	Estimated Cost	Description
Parks	Roof	\$ 310,000	Legion Park - Replace entire roof system
Parks	New Deck	82,500	Simpson Park - Install new deck
Parks	HVAC	100,000	Legion Park - Replace air conditioning units in building
Parks	Building	12,500	Virrick Park - Replace air conditioning unit in gym
Parks	Building	31,000	Hadley Park - Replacement of all rooftop units (6)
Parks	Building	5,000	African Square Park - Replacement of one unit
Parks	Building	250,000	Belafonte Tacolcy - Roof repair and extermination services
Parks	Pool	275,000	Hadley Park - Resurface and repair pools
	Parks Total	\$ 1,066,000	
GSA	40 Year Recertification and Repair Work for Property Maintenance Building	\$ 21,500	To recertify the Property Maintenance Building
GSA	General Fleet Vehicle/Truck Replacement	576,000	To save on costs related to extensive repairs that are continuously needed to maintain the current vehicles operational
GSA	Carpet Replacement	300,000	Carpet Replacement at Miami Riverside Center Facility
GSA	Back up Batteries for the Communications Systems	42,000	To maintain communication systems during major outage or large scale event
GSA	Light Emitting Diode (LED) Lights for the Miami Riverside Center Garage	50,000	To complete conversion of the lighting at the Miami Riverside Center garage to <u>Light Emitting Diode</u>
GSA	Uninterrupted Power Supply (UPS) System	7,000	To replace current uninterrupted power supply (UPS) which is no longer reliable
GSA	Fuel Station Roof Replacement	25,000	To replace fuel station roof - Station services Solid Waste, Public Works and general fleet vehicles
	GSA Total	\$ 1,021,500	
Police	5th Floor Ceiling Replacement	\$ 200,000	5th Floor Ceiling Replacement at Police Headquarters

General Fund Projects

Department	Project	Estimated Cost	Description
Police	Water Intrusion Record Unit Exteriors Walls	395,000	To renovate and water proof the external walls of the Record Unit
	Police Total	\$ 595,000	
Public Facilities	Manuel Arttime Repairs	\$ 250,000	Various repairs at Manuel Arttime 900 and 970 buildings
Public Facilities	Structural Assessment	50,000	Structural consultant for 900 and 970 buildings
	Public Facilities Total	\$ 300,000	
Information Technology	Increase Bandwidth	\$ 25,000	To increase bandwidth for internet connectivity access
Information Technology	Virtual Private Network (VPN) Infrastructure	15,000	Virtual Private Network (VPN) Infrastructure services for remote personal computer access
Information Technology	Training Room Improvements	10,000	Upgrades to Training Room
Information Technology	MRC 10th Floor Conference Room Improvements	30,000	To upgrade furniture and projection equipment in the 10th floor main conference room
	Information Technology Total	\$ 80,000	
City Clerk	Replacement of Legislative Information System	\$ 75,000	Replacement of antiquated legislative document technology solution, and replacement of commission chamber sound system
City Attorney	Attorney Office Reconfiguration - 9th Floor Miami Riverside Center	50,000	To reconfigure the cubicles to accommodate new positions
	City Clerk and City Attorney Total	\$ 125,000	
	Total	\$ 3,187,500	

Pension Overview

The City of Miami sponsors separate single-employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees' and Sanitation Employees' Retirement Trust (GESE), and the City of Miami Elected Officers' Retirement Trust (EORT). The City's FY 2014-15 Adopted Budget for each pension plan is based on its current year contribution requirements as determined by the most recent actuarial valuation. Most of the City's contribution is made from the General Fund, with a small portion coming from the Special Revenue funds.

For FY 2012-13, the City changed the methodology of showing all pension cost in one central location in the General Fund to one that distributes the cost of pension to all of the various cost centers in the City. The various departments then transfer the pension cost to an Internal Service Fund (ISF) from which the payments to the pension providers are made. The FY 2014-15 Adopted Budget for Pension is \$88.78 million. This represents an increase of \$8.85 million, or 11.1 percent as compared to the FY 2013-14 Adopted Budget.

The following is a summary of the contribution requirement for each pension plan in FY 2014-15:

Firefighters' and Police Officers' Retirement Trust (FIPO)

The FIPO pension plan is a single-employer defined benefit plan established by the City pursuant to the provisions and requirements of Ordinance No. 10002 as amended. Contributing participants are City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2013, membership in the FIPO Pension Plan consisted of 2,119 retirees and beneficiaries receiving benefits, and 1,273 active contributing members. The City of Miami is required to contribute annual amounts necessary to maintain the actuarial soundness of the plan and to provide FIPO with assets sufficient to meet the benefits to be paid to participants. Firefighter and police officer members of the FIPO pension plan are generally required to contribute ten percent of their salary on a bi-weekly basis, with certain exceptions per agreement for police members based on hiring date.

Contributions to FIPO are authorized pursuant to City of Miami Code Sections 40.196 (a) and (b). Contributions to the FIPO Cost of Living Adjustment are authorized pursuant to Section 40.204 of the City of Miami Code. The yield on investments made by the FIPO Board is intended to reduce annual cash contributions that would otherwise be provided by the City. The current actuarially expected rate of return is 7.5 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2014-15 required contribution based on the actuarial valuation report dated October 1, 2013 is \$43.85 million. Additionally, the City is required to contribute \$5.70 million for the Cost of Living Adjustment.

Pension Overview

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers three defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust"). Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of the plan.

GESE Trust

The GESE Trust is a single-employer defined benefit plan, established pursuant to the City of Miami Ordinance No. 10002 and subsequently revised under City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers and those eligible to decline membership as defined by the Ordinance. As of October 1, 2013, membership in the GESE Trust was 2,073 retirees and beneficiaries currently receiving benefits and; 1,288 current employees. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, will fully provide benefits as they become payable. Members of the GESE Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to the GESE Trust are authorized pursuant to City of Miami Code Section 40-241 (a) and (b). The yield on investments made by the GESE Trust is intended to reduce annual cash contributions that would otherwise be provided by the City. The City's contribution to the GESE Trust provides for non-investment expenses, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2014-15 contribution determined through actuarial valuations as of October 1, 2013 is expected to be \$33.98 million.

GESE Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

The City's FY 2014-15 contribution, as determined through the October 1, 2013 actuarial valuation, is estimated at \$723,000. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

Pension Overview

GESE Staff Trust

The GESE Staff Trust is a single-employer defined benefit plan. The Staff Trust was established by the rule-making authority of the GESE Retirement Trust, pursuant to Chapter 40 of the Miami City Code. It covers all administrative full-time employees and other positions as approved by the GESE Board of Trustees. Participation in the Staff Trust is mandatory for all full-time employees, other than those eligible to decline membership, as defined by the Plan document.

As of October 1, 2013, membership in the Staff Trust included four retirees currently receiving benefits, and seven active members. The City is required to contribute an actuarially determined amount that, when combined with participant contributions, will fully provide benefits as they become payable. Members of the Staff Trust are required to contribute ten percent of their salary on a bi-weekly basis.

The City's FY 2014-15 contribution determined through actuarial valuation is \$299,300.

Elected Officers' Retirement Trust (EORT)

The EORT is a single-employer defined benefit pension plan under the administration and management of the Board of Trustees and the City of Miami Elected Officers' Retirement Trust (EORT). The EORT plan is available to City of Miami elected officials with seven years of total service as an elected official of the City. The required service does not have to be continuous. This plan is non-contributory.

EORT was established by the City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions.

As of October 1, 2013 membership in the EORT consisted of seven retirees and beneficiaries currently receiving benefits.

The City's FY 2014-15 contribution determined through actuarial valuation is \$840,000. The valuation includes an additional \$80,000 for a new defined contribution plan for elected officials equivalent to the Manager's retirement plan beginning on October 1, 2014.

Contributory Section 401(a) Plan

The Section 401(a) Plan is a defined contribution plan offered to executive-level City employees. This defined contribution deferred compensation plan covers governmental employees throughout the country, and is governed by a Board of Directors responsible for carrying out the overall management of the organization, including investment administration and regulatory compliance.

Membership for City employees is limited by the City Code to specific members of the City Clerk, City Manager, and City Attorney's Offices, as well as Department Directors, Assistant Directors, and other executives. To participate in the plan, a written trust agreement must be executed, which requires the

Pension Overview

City to contribute eight percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary.

On May 1, 2014, there were approximately 41 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2014-15 contributions are anticipated at \$350,000.

Pension Summary

	FY 2013 Adopted Budget	FY 2014 Adopted Budget	FY 2015 Adopted Budget
Revenues (Inflows)			
General and Special Revenue Funds	66,067,000	79,335,200	87,943,900
Contribution from General Fund	600,000	600,000	840,000
Total Revenues (Inflows)	66,667,000	79,935,200	88,783,900
Expenditures (Outflows)			
Executive Salaries	39,600	39,600	32,000
FICA	3,000	3,000	2,400
Postage	15,000	15,000	15,000
Administrative Cost	2,850,000	2,894,200	2,894,100
GESE Contributions	24,150,000	30,710,100	33,972,500
GESE Excess Benefits	520,000	665,700	723,000
GESE Staff Pension	220,000	292,000	299,300
GESE Administrative for Excess	109,300	109,300	109,300
GESE Interest	324,100	94,980	-
FIPO Contributions	31,818,700	41,927,900	43,849,400
Section 175	-	(3,380,000)	-
FIPO COLA	5,267,100	5,477,800	5,696,900
FIPO Interest	400,200	135,620	-
EORT	600,000	600,000	840,000
ICMA 401(a)	350,000	350,000	350,000
Total Expenditures (Outflows)	66,667,000	79,935,200	88,783,900

Appendix A

Property Tax Information

Net Assessed Valuation of Taxable Property – Last 10 Fiscal Years

Millage Rates History

Property Tax Rates for Direct and Overlapping Governments – Last 10 Years

**Net Assessed Valuation
of Taxable Property
Last Ten Fiscal Years**

Tax Year	Net Assessed Value	City of Miami Tax Rate
2003	16,937,886,770	9.8525
2004	18,871,123,318	9.6663
2005	21,929,702,057	9.2645
2006	26,977,377,288	8.9955
2007	33,032,909,346	7.8775
2008	37,755,839,094	8.2543
2009	37,149,190,992	8.3335
2010	31,466,457,890	8.6441
2011	30,352,746,208	8.5010
2012	31,333,834,037	8.4710
2013	32,735,569,577	8.4310
2014	35,284,841,538	8.3850

Note: Property in the City of Miami is reassessed each year. State law requires the County Property Appraiser to appraise property at 100% of market value. The Florida Constitution, amended 1/1/95, limited annual increases in assessed value of homestead property to 3% per year or the amount of the Consumer Price Index, whichever is lower. This increase is not automatic since no assessed value shall exceed market value.

Millage Rates 28-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
1987-88	9.5995	2.2224	11.8219
1988-89	9.5995	2.3381	11.9376
1989-90	9.5995	2.3381	11.9376
1990-91	9.5995	2.3381	11.9376
1991-92	9.5995	2.3308	11.9303
1992-93	9.5995	2.3308	11.9303
1993-94	9.5995	2.2126	11.8121
1994-95	9.5995	2.1060	11.7055
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-11	7.6740	0.9701	8.6441
2011-12	7.5710	0.9300	8.5010
2012-13	7.5710	0.9000	8.4710
2013-14	7.6148	0.8162	8.4310
2014-15	7.6465	0.7385	8.3850

Note: A mill is expressed as \$1 in taxes for every \$1,000 of assessed valuation.

Property Tax Rates Direct and Overlapping Governments Last Ten Fiscal Years

City of Miami		*Overlapping Rates										
Tax Year	General Operations	Debt Service	Total City	Miami-Dade Schools	County	Miami-Dade Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Okeechobee Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2004	8.7163	0.9500	9.6663	8.6870	6.2200	0.4442	0.4860	0.5970	0.1000	0.1000	0.0385	26.2390
2005	8.4995	0.7650	9.2645	8.4380	6.1200	0.4288	0.4860	0.5970	0.1000	0.1000	0.0385	25.4728
2006	8.3745	0.6210	8.9955	8.1050	5.9000	0.4223	0.4860	0.5970	0.1000	0.1000	0.0385	24.6443
2007	7.2999	0.5776	7.8775	7.9480	4.8646	0.4223	0.3842	0.5346	0.0894	0.0894	0.0345	22.1551
2008	7.6740	0.5803	8.2543	7.7970	5.1229	0.4212	0.3822	0.5346	0.0894	0.0894	0.0345	22.6361
2009	7.6740	0.6595	8.3335	7.9950	5.1229	0.5000	0.3822	0.5346	0.0894	0.0894	0.0345	22.9921
2010	7.6740	0.9701	8.6441	8.2490	5.8725	0.5000	0.2840	0.5346	0.0894	0.0894	0.0345	24.2081
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	0.0624	0.0624	0.0345	22.7463
2012	7.5710	0.9000	8.4710	7.9980	4.9885	0.5000	0.1725	0.3676	0.0613	0.0613	0.0345	22.5934
2013	7.6148	0.8162	8.4310	7.9770	5.1255	0.5000	0.1725	0.3523	0.0587	0.0587	0.0345	22.6515
2014	7.6465	0.7385	8.3850	7.9740	5.1169	0.5000	0.2840	0.1577	0.0548	0.1717	0.0345	22.6786

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.
Not all overlapping rates apply to all City of Miami property owners.

**Proposed

Appendix B

Five-Year Forecast

General Fund Forecast

Special Revenue Funds Forecast

Debt Service Funds Forecast

Internal Service Fund Forecast

Five-Year Financial Forecast

Overview

Planning for the future is critical to the effective management of any organization. As such, the City of Miami utilizes a five-year financial forecast to guide strategic decision-making and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast. Revenue forecasts are developed based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are developed based on historical trends, current service levels, existing commitments, and other known future obligations. The projected surpluses or deficits are the combined result of these revenue and expenditure forecasts. The outcome of this forecasting exercise serves to inform decision-making in the interest of long-term financial stability.

Economic Assumptions

The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The 2009 crash in the housing and financial markets resulted in significant declines in City revenues. However, since 2011, economic indicators have been more promising, suggesting that a recovery is underway. The following economic assumptions are factored into the development of the five-year financial forecast.

Population

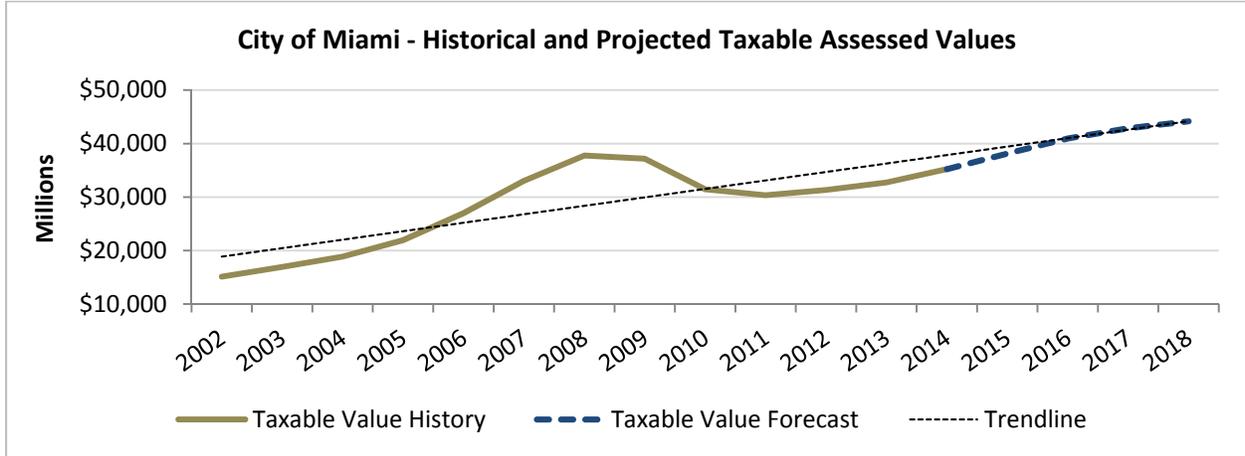
According to the 2010 Decennial Census, Miami's population was 399,457. This represents over ten percent population growth since 2000. The most recent available estimate from the U.S. Census Bureau's American Community Survey indicates that Miami's population in 2013 was 417,670. Based on this estimate and historical trends, the five-year forecast assumes continued growth in the City's resident population and revenue base.

Property Values

Property tax revenue comprises the largest source of revenue for the City, accounting for 42.7 percent of total General Fund revenues. As such, assumptions on the future growth or decline in the property tax base largely drive the five-year revenue forecast. South Florida was among the regions hardest hit by the housing market crash in 2009. Taxable assessed values in the City of Miami declined by 19.6

Five-Year Financial Forecast

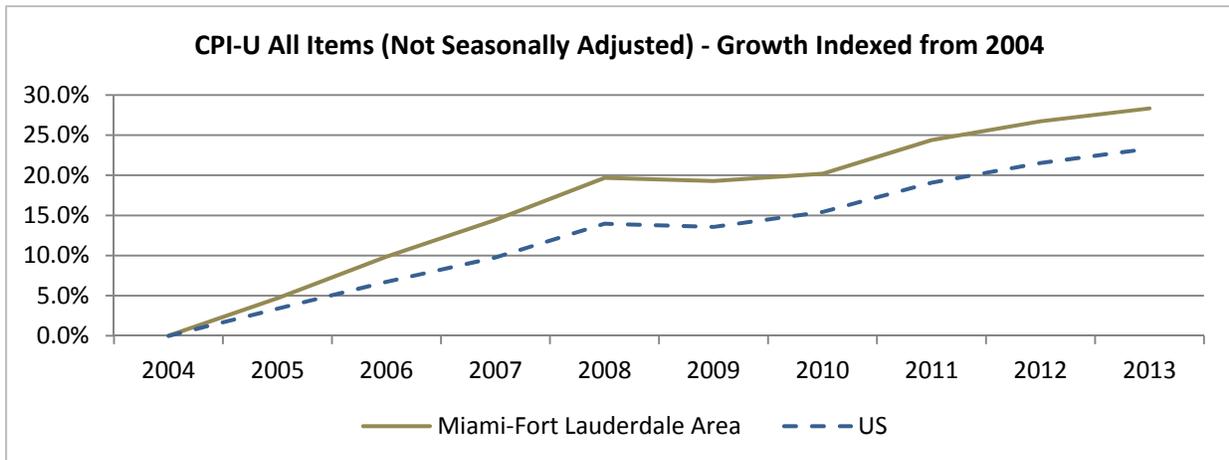
percent between 2008 and 2011. More recently, the City has been seeing assessed values rebound, with 3.2 percent growth in 2012, 4.5 percent growth in 2013, and 7.8 percent growth in 2014.



The five-year forecast assumes that this growth in taxable assessed value will continue over the next several years, though growth is expected to stabilize at around 3.1 percent by 2018. This is believed to be an appropriately conservative assumption.

Tax Year	Projected							
	2011	2012	2013	2014	2015	2016	2017	2018
TAV (Billions)	\$30.35	\$31.33	\$32.74	\$35.28	\$38.16	\$40.96	\$42.88	\$44.19
% Change		3.2%	4.5%	7.8%	8.1%	7.3%	4.7%	3.1%

Inflation



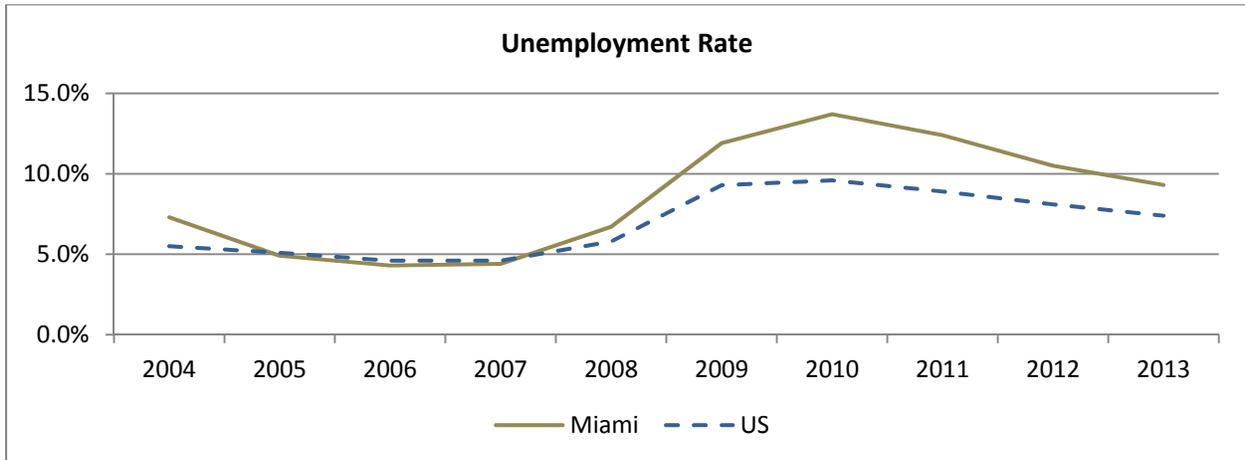
Data from the U.S. Bureau of Labor Statistics indicate that since 2004, the Consumer Price Index has grown more rapidly in the Miami-Fort Lauderdale area than the average rate of growth for the rest of the country. The Miami metro area CPI saw a slight decline in 2009 associated with the economic

Five-Year Financial Forecast

recession. Since then, however, prices in the Miami-Fort Lauderdale area have increased each year. The past three years have shown average growth of 2.2 percent annually.

The five-year forecast assumes that the cost of living in Miami will continue to grow by a rate of 2.2 percent annually for the forecasting period. This economic assumption impacts projected growth in revenue sources tied to consumption, as well as projected expenditure growth for certain goods and services procured by the City.

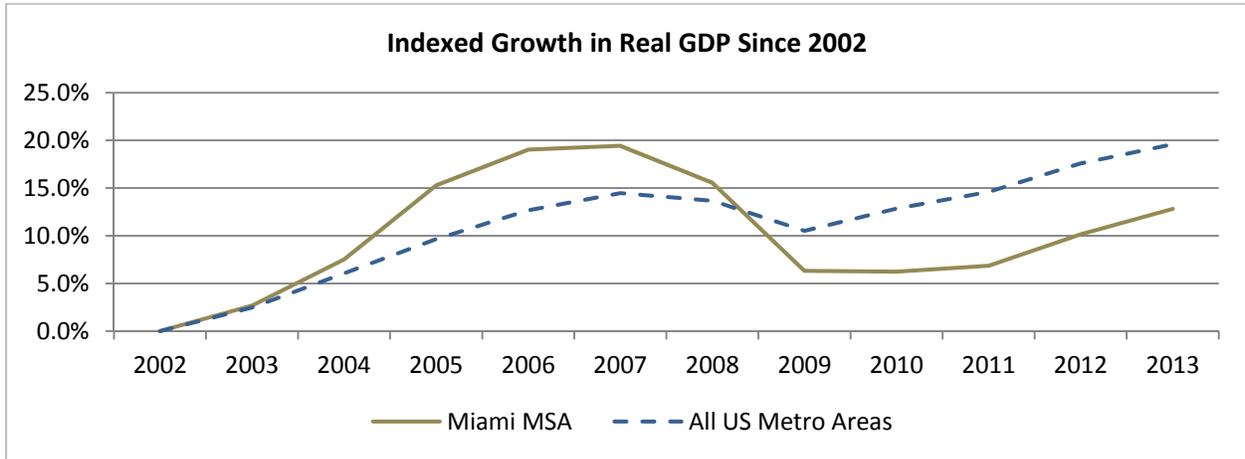
Unemployment



Trends in unemployment locally and nationally indicate that an economic recovery is underway. Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of 9.6 percent in 2010 to 7.4 percent in 2013. Similarly, the unemployment rate in the City of Miami declined from a high of 13.7 percent in 2010 to 9.3 percent in 2013. The five-year forecast assumes that the unemployment rate in Miami will continue to decline gradually over the forecast period. While revenue forecasts are not based on unemployment directly, assumed growth in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

Five-Year Financial Forecast

Gross Domestic Product

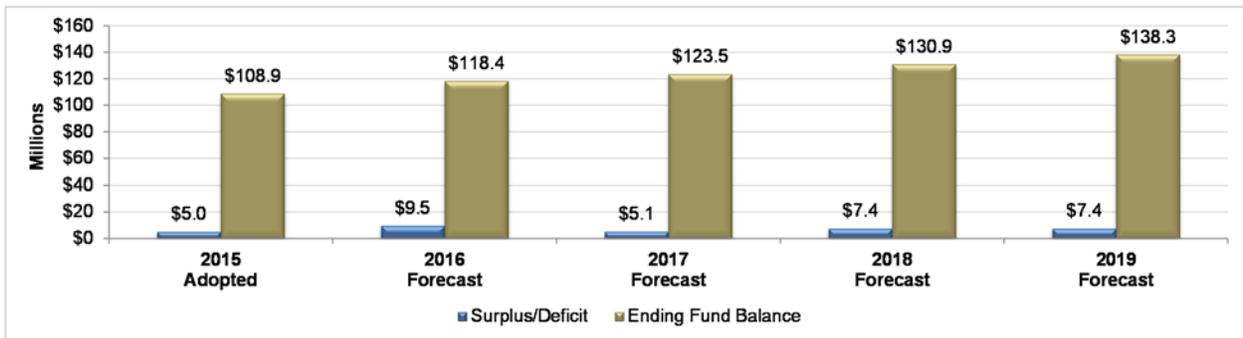
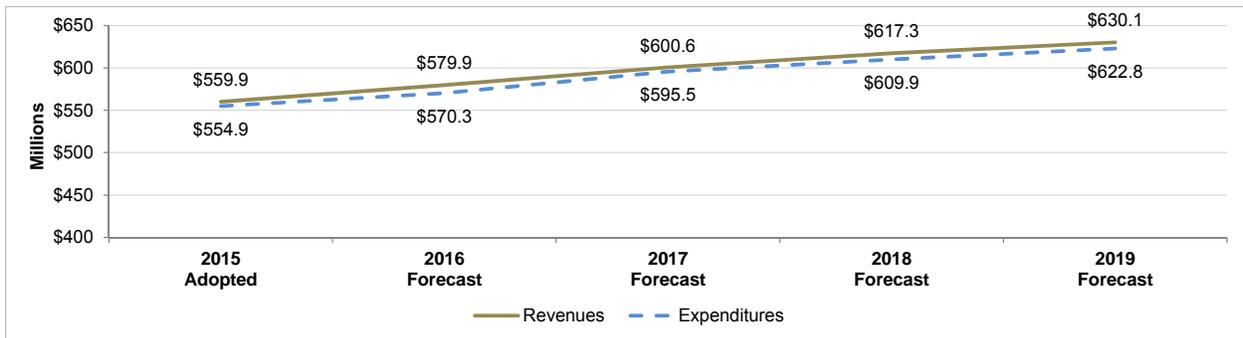


Trends in gross domestic product also indicate that the economy is recovering. The last ten years of available real GDP data indicate that growth in economic output in the Miami metropolitan statistical area has rebounded since 2009, though at a slower rate than the national average of metropolitan areas. Based on data from the U.S. Department of Commerce’s Bureau of Economic Analysis, real GDP growth in the Miami MSA since 2009 averaged 1.5 percent annually compared to an average of 2.0 percent annually among all metropolitan areas. In 2013, however, growth of 2.1 percent in the Miami area outpaced national growth of 1.7 percent. While the five-year forecast does not base any revenue forecasts on GDP directly, assumed growth in economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

Five-Year Financial Forecast

General Fund Five-Year Forecast Summary

The Five-Year Financial Forecast demonstrates that anticipated revenue growth will be sufficient to cover anticipated expenditure growth over the forecast period. Overall, General Fund revenues are projected to grow by 12.5 percent over the next five years, while General Fund expenditures are projected to grow by 12.2 percent over the same period. Based on current projections, approximately \$34.41 million can be added to General Fund reserves over the five-year period.



Five-Year Financial Forecast

General Fund Five-Year Forecast Summary

	2015 Adopted	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
<u>Revenues</u>					
Property Taxes	239,056,600	258,147,380	276,787,168	289,493,505	298,182,415
Franchise Fees and Other Taxes	102,212,800	103,919,408	105,663,562	107,446,087	109,267,827
Interest	1,900,000	1,938,000	1,976,760	2,016,295	2,056,621
Transfers-IN	2,899,200	2,899,200	2,899,200	2,899,200	2,899,200
Fines and Forfeitures	4,272,200	4,229,478	4,187,183	4,145,311	4,103,858
Intergovernmental Revenues	50,498,300	50,498,300	50,498,300	50,498,300	50,498,300
Licenses and Permits	52,039,000	49,965,218	49,088,466	50,050,868	51,037,745
Other Revenues (Inflows)	10,993,500	10,853,580	10,716,738	10,582,907	10,452,020
Charges for Services	96,064,400	97,414,401	98,794,103	100,204,158	101,645,234
Total Revenues	559,936,000	579,864,965	600,611,480	617,336,631	630,143,220
<u>Expenditures</u>					
General Government	58,915,200	60,582,736	62,270,514	63,622,567	65,303,503
Planning & Development	16,526,200	16,995,753	17,470,263	17,842,387	18,312,394
Public Works	68,977,700	70,791,302	72,637,262	74,269,546	76,149,357
Public Safety	292,014,300	305,853,554	315,971,023	325,648,459	334,580,497
Public Facilities	7,466,300	7,657,630	7,852,330	8,027,931	8,226,553
Parks & Recreation	32,386,200	33,231,833	34,092,407	34,859,404	35,736,232
Risk Management	2,909,500	2,982,845	3,056,964	3,115,655	3,189,140
Pensions	0	0	0	0	0
Non-Departmental	75,740,600	72,251,104	82,141,317	82,545,681	81,282,943
Total Expenditures	554,936,000	570,346,757	595,492,079	609,931,630	622,780,618
Fiscal Year Surplus / (Deficit)	5,000,000	9,518,209	5,119,401	7,405,001	7,362,602
Fiscal Year Ending Fund Balance	108,903,192	118,421,401	123,540,802	130,945,802	138,308,405

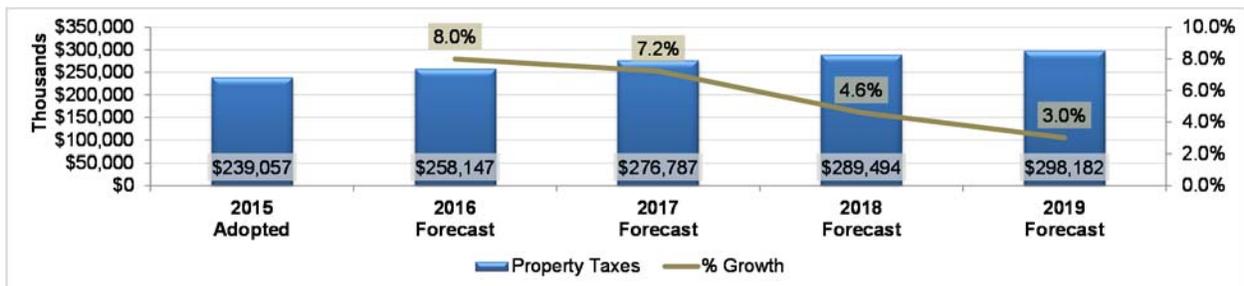
Five-Year Financial Forecast

Major Revenue Assumptions

Between FY 2015 and FY 2019, General Fund revenues are forecasted to grow by a total of 12.5 percent. The largest components of General Fund revenues are Property Taxes (42.7 percent of FY 2015 General Fund revenues), Franchise Fees and Other Taxes (18.3 percent), Charges for Services (17.2 percent), Licenses and Permits (9.3 percent), and Intergovernmental Revenues (9.0 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers In comprise the remaining 3.6 percent.

Property Taxes:

The FY 2015 Adopted Budget for General Fund property tax revenue is \$239.06 million. This budget is based on an assessed valuation of \$32.63 billion (excluding \$2.66 billion in the CRA) and the adopted General Fund millage rate of 7.6465. The adopted millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by 8.1 percent in FY 2016, by 7.3 percent in FY 2017, by 4.7 percent in FY 2018, and by 3.1 percent in FY 2019. This assumption is based on the expectation that the recent increase in development activity in the City will continue over the next two years and will gradually level out by the end of the five-year period. While current tax revenue is projected to increase annually, delinquent tax revenue is projected to decline over the five-year period. The forecast assumes a 10.0 percent annual decline in delinquent tax revenue.

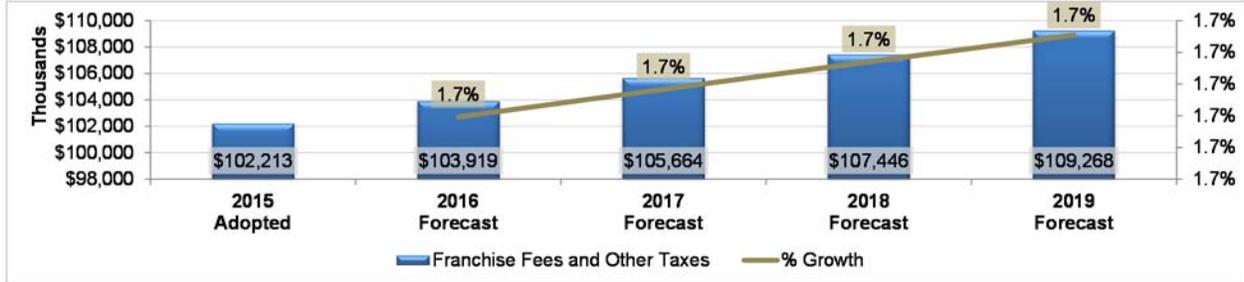


Franchise Fees and Other Taxes:

The 'Franchise Fees and Other Taxes' category includes revenue from franchise fees charged to electricity, gas, and other utility service providers for the right to construct, maintain, and operate facilities within the City of Miami. This category also includes revenue from the Public Service Tax (PST) and the Local Option Gas Tax (LOGT). PST and LOGT revenues were accounted for in special revenue funds until FY 2012, when these funds were consolidated with the General Fund in compliance with GASB 54. PST revenue has been declining in recent years and is projected to remain flat over the five-

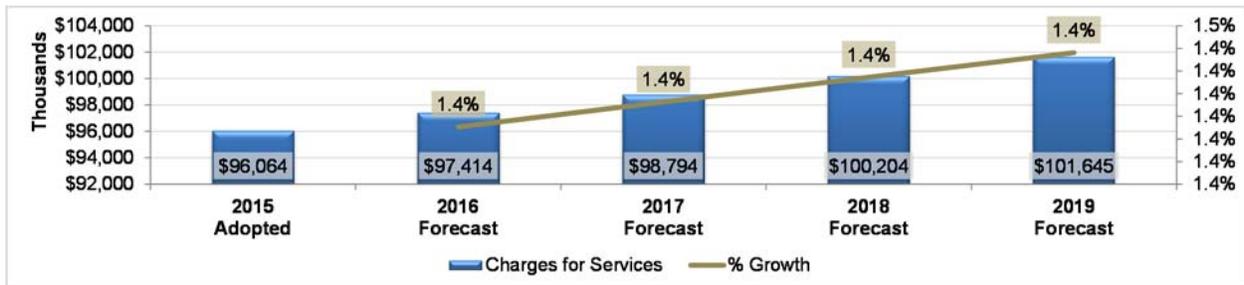
Five-Year Financial Forecast

year period. Other revenues in this category are projected to grow at 2.2% percent annually through FY 2019.



Charges for Services:

The 'Charges for Services' category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties, revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. Revenue from residential Solid Waste fees, False Alarm fees, and Emergency Services fees are projected to remain flat over the five-year period. All other Charges for Service revenues are projected to increase by 2.2 percent annually.



Five-Year Financial Forecast

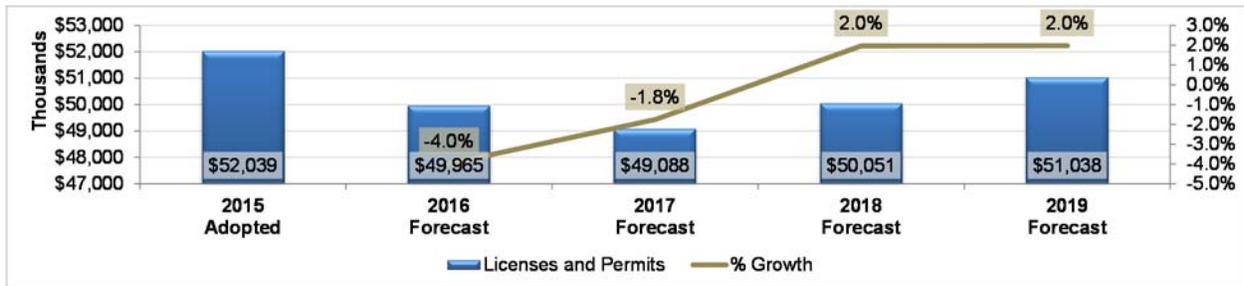
Intergovernmental Revenues:

'Intergovernmental Revenues' include revenues from the State of Florida, such as the Half-Cent Sales Tax, as well as revenues from other local units, such as the Miami Parking Authority and the Village of Key Biscayne. Intergovernmental revenues are projected to remain flat through FY 2019.



Licenses and Permits:

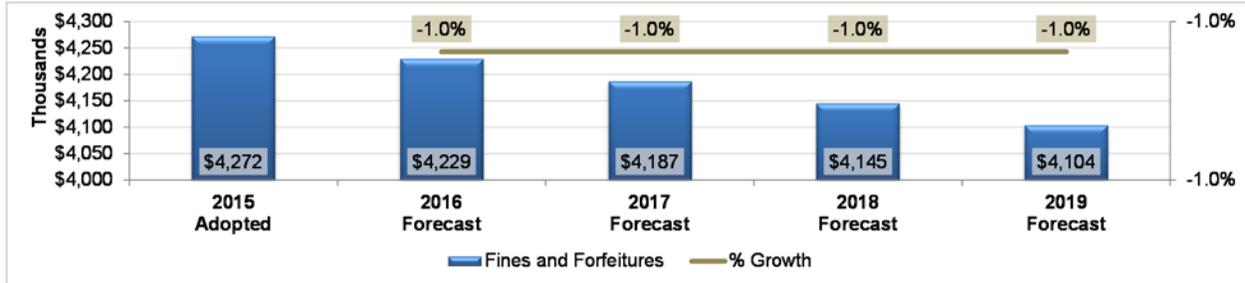
The 'Licenses and Permits' revenue category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen a dramatic increase in building permits associated with growth in development activity. The five-year forecast assumes that building permit revenue will gradually decline to more typical levels over the course of the next two years and remain flat for the remainder of the forecast period. Commercial solid waste franchise revenues are also included in the 'Licenses and Permits' category. The City expects to see moderate growth in this revenue source associated with the new development in the City. All other license and permit revenues are projected to grow by 2.2 percent annually.



Five-Year Financial Forecast

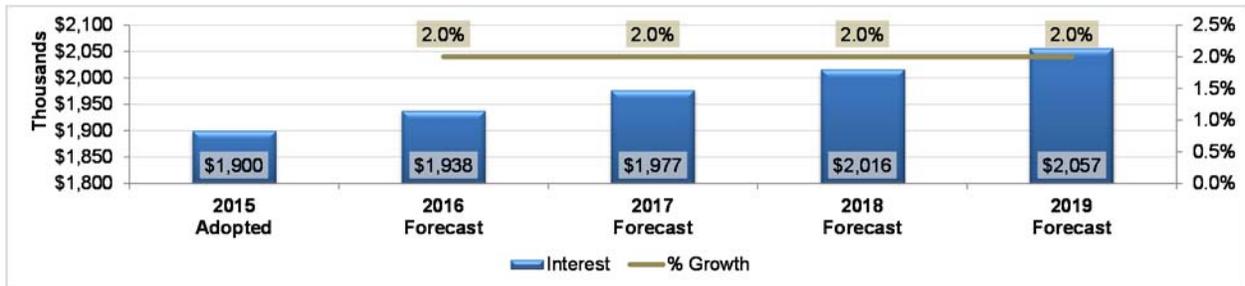
Fines and Forfeitures:

'Fines and Forfeitures' are revenues derived from penalties for violation of statutory offenses and administrative rules. This category also includes revenue generated through court fees, as well as confiscated property. The five-year forecast assumes that this revenue will decline by 1.0 percent annually as the penalties charged result in changes in behavior and reduced numbers of offenses.



Interest:

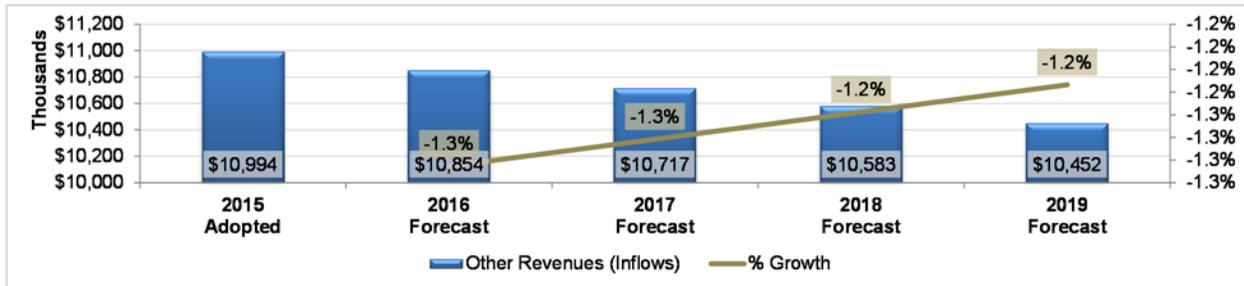
The 'Interest' revenue category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will grow by 2.0 percent annually.



Five-Year Financial Forecast

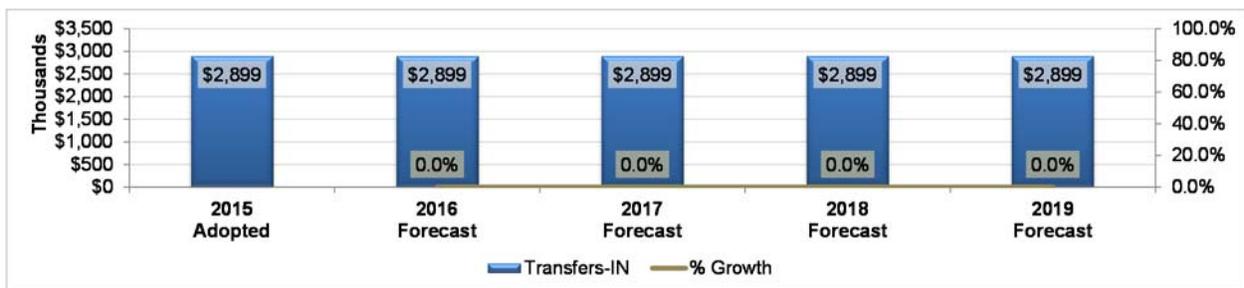
Other Revenues:

The 'Other Revenues' category includes revenues from miscellaneous sources not included in any of the other categories. Examples include revenue from red light cameras, the sale of confiscated items, miscellaneous reimbursements, providing police service at special events, etc. The forecast assumes that red light camera revenue will decline by 2.2 percent annually as driver behavior continues to change. For all other revenues in this category, no change is assumed through FY 2019.



Transfers In:

The 'Transfers In' category includes revenues transferred into the General Fund from other City funds. The FY 2015 transfers include a reimbursement to the General Fund from the Southeast Overtown/Park West Community Redevelopment Agency for debt service costs associated with improvements at Gibson Park, as well as CRA funding to cover the cost of 12 additional police officers. These transfers are projected to remain flat over the course of the forecast period.



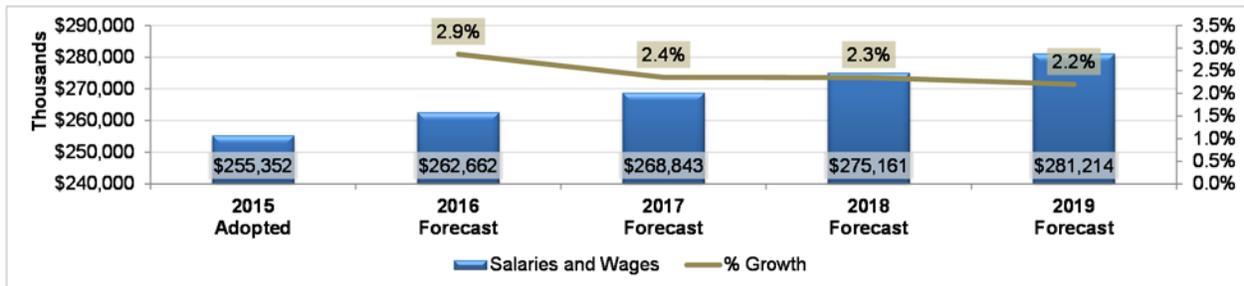
Five-Year Financial Forecast

Major Expenditure Assumptions:

General Fund expenditures are projected to grow by a total of 12.2 percent between FY 2015 and FY 2019. Personnel costs are the largest drivers of General Fund spending comprising 74.1 percent of all FY 2015 General Fund expenditures. Personnel costs include salaries and wages (45.6 percent) and employee benefits (28.5 percent). The remaining 25.9 percent is comprised of operating expenditures (14.4 percent), capital outlay (0.6 percent), and transfers out and other non-operating expenses (11.0 percent).

Salaries and Wages:

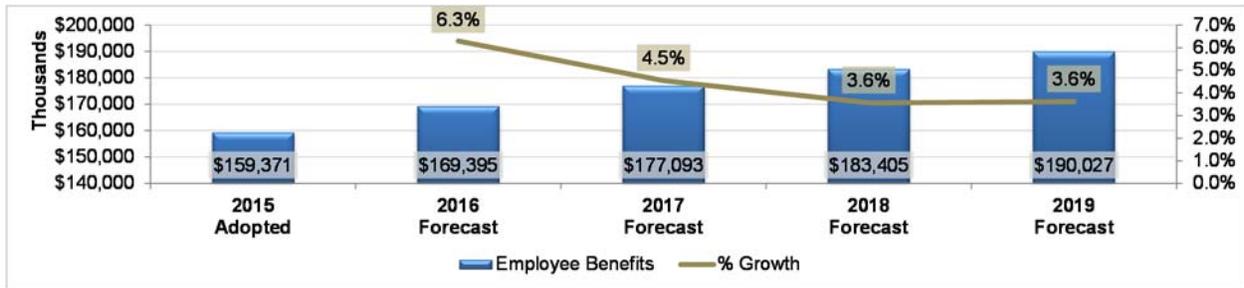
Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow annually with inflation (2.2 percent). In addition, the forecast includes the annualized cost of salaries for 80 new police officer positions added in FY 2015 on a partial year basis. Increased General Fund costs resulting from the expiration of several Community Oriented Policing Services (COPS) grants are also factored into the five-year forecast.



Five-Year Financial Forecast

Employee Benefits:

While employee wages comprises the largest portion of General Fund spending, employee benefits are the primary driver of expenditure growth. Health, pension, and workers’ compensation benefits are projected to increase by a cumulative 19.2 percent over the five-year period.



Health Benefits:

The cost of employee life and health insurance is projected to grow by 6.0 percent annually. This growth accounts for the estimated cost of expanded coverage required under the Patient Protection and Affordable Care Act. In addition, healthcare cost increases associated with hiring additional police officers and the expiration of COPS grants are also included in the forecast.

Pension Costs:

Growth in the cost of the City’s general employees’ retirement plan is expected to gradually level out as the impact of increased return on market assets is realized. The cost of the City’s police and fire retirement plan is expected to grow at a faster rate, but this growth is also projected to slow down by the end of the forecast period. These assumptions are based in part on forecasts developed by external plan actuaries. The cost of the police and fire retirement plan is also projected to increase due to the hiring of additional police officers and the expiration of COPS grants.

Workers’ Compensation:

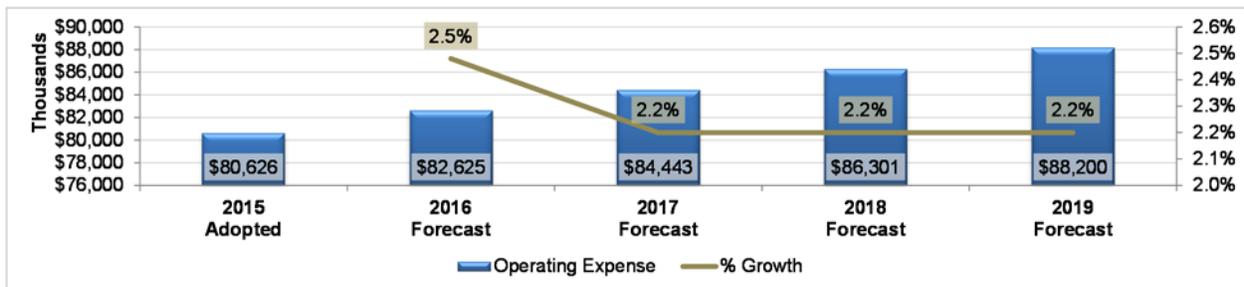
Workers’ compensation costs are projected to grow by 6.0 percent annually based on estimates developed by the City’s casualty actuary. The forecast also includes increased workers’ compensation costs associated with hiring additional police officers and the expiration of COPS grants.

Five-Year Financial Forecast

Non-Personnel Costs:

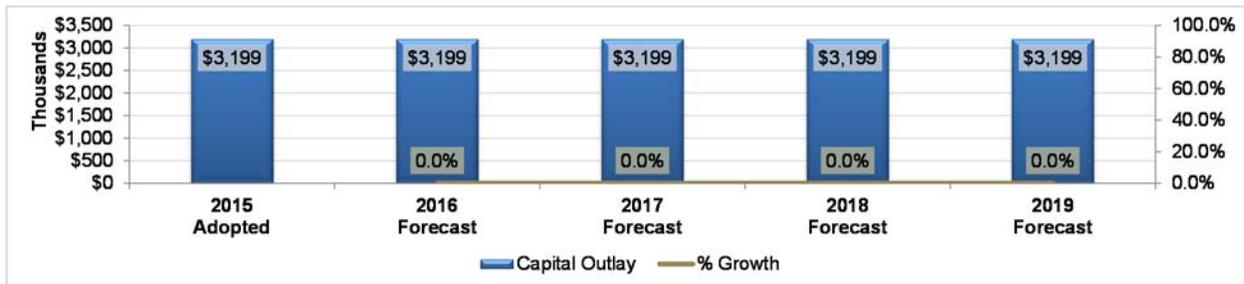
Operating Expense:

Operating expenses, such as professional services, utility costs, and materials and supplies, are projected to grow by the assumed rate of inflation (2.2 percent). In addition, operating expenses are increased in FY 2016 to reflect the annualized cost of a partial year increase for police department vehicle rental in FY 2015.



Capital Outlay:

General Fund capital outlay costs, including costs for machinery, equipment, and capital leases, are projected to remain constant over the five-year period.



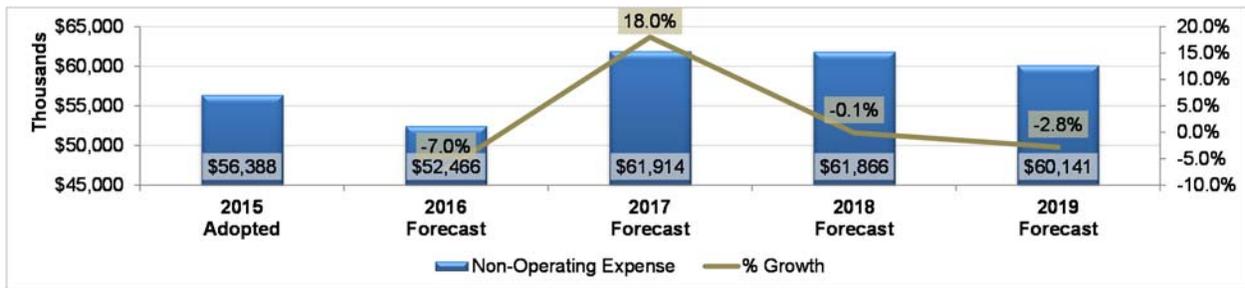
Five-Year Financial Forecast

Non-Operating Expense:

The 'Non-Operating Expense' category is comprised of budgeted reserves, aid to private organizations, and transfers out of the General Fund. Aid to private organizations and budgeted reserves are projected to remain flat over the five-year period. Transfers out of the General Fund are projected to increase by 2.0 percent annually.

The five-year forecast also includes the following adjustments to Transfers out of the General Fund:

- Reduction in transfer to capital in FY 2016 due to nonrecurring police vehicle purchases in FY 2015
- Increase in transfer to capital in FY 2016 to fund vehicle replacements deferred from FY 2015 in order to balance the budget
- Adjustments in transfer to debt service from FY 2016 through FY 2019 to reflect the current debt service repayment schedule
- Increase in transfer to debt service in FY 2016 due to new debt issuance for environmental remediation



Key Long-Term Considerations

While the City's five-year forecast shows a positive operating result over the coming five-year period, it should be noted that each of the following issues has the potential to significantly alter the forecasted outcome.

Collective Bargaining:

Contracts with all of the City's labor unions expired at the end of FY 2014, and new labor contracts were being negotiated at the time of budget adoption. Labor negotiations and the terms of the new contracts will impact the forecasted personnel costs and can result in a different five-year outcome.

Five-Year Financial Forecast

National Health Care Legislation:

The five-year forecast incorporates the increased cost of expanded health coverage required under the Patient Protection and Affordable Care Act. However, there is still uncertainty on the extent to which federal health care exchanges may impact the cost of health insurance in the long-term. Continuing changes in the health care landscape will need to be monitored closely to anticipate any impacts on the future cost of providing employee health benefits.

Changes to Service Levels:

Policy decisions on future changes in service levels have the potential to impact forecasted personnel costs as well as operating expenditures.

Capital Improvement Funding Decisions:

During the economic recession, various infrastructure and facility improvements were deferred, resulting in an accumulation of capital need. Decisions on how necessary capital improvements will be funded in the coming years have the potential to impact the outcome of the five-year forecast.

Fund Balance Reserves:

The City's General Fund reserve balance has grown from \$13.44 million in FY 2010 to \$75.46 million in FY 2013. The City's Financial Integrity Ordinance requires that a reserve of 20.0 percent of operating revenues be maintained in the General Fund. Based on the current forecast, the City will achieve the 20 percent threshold by FY 2016. The City Manager will identify the portion of fund balance reserves to be distinguished as "assigned", with the remainder being "unassigned" as per GASB 54.

Strategic Goals

The FY 2015 Adopted Budget addresses a number of the goals identified in the City's Strategic Plan (see pages 43–44). The budget includes increased resources for public safety, social services, and infrastructure maintenance, among other high-priority functions. The five-year forecast demonstrates that the FY 2015 Adopted Budget also puts the City on the path to financial sustainability by maintaining structural balance through FY 2019. The outcome of budgeted initiatives will be monitored each year to assess the extent to which the City's long-term goals are achieved.

Five-Year Financial Forecast

Special Revenue Funds:

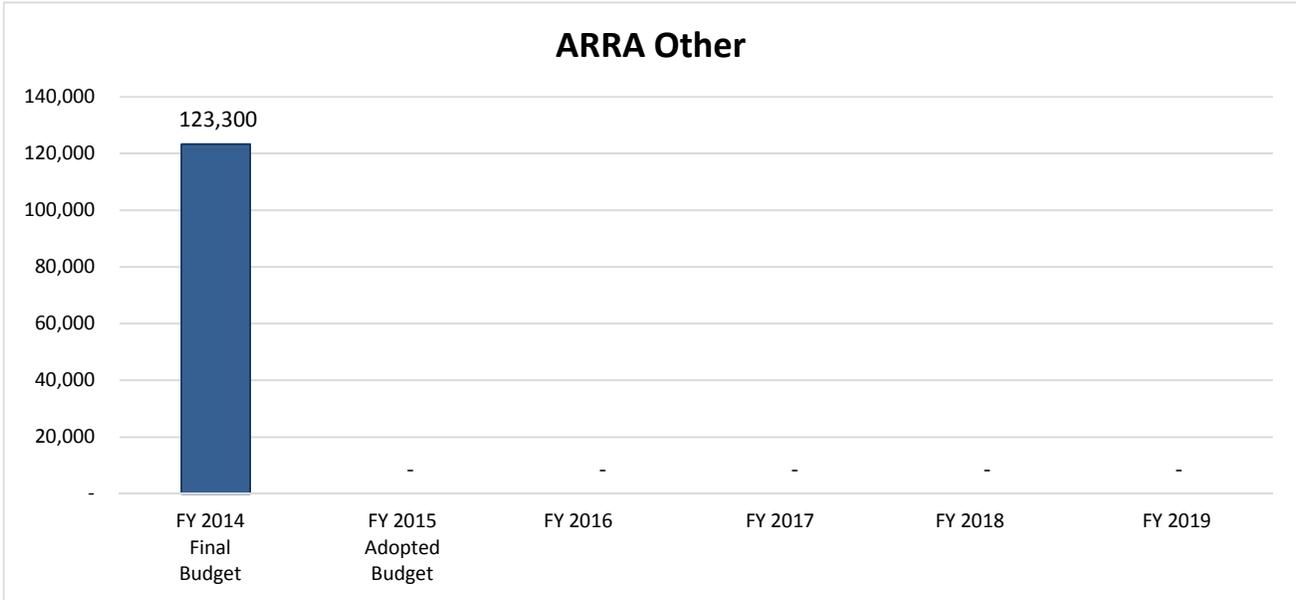
These funds receive support from various sources, mainly in the form of grants and other aids and are restricted to expenditures for particular purposes. Below are the descriptions, detail and summary data of each Special Revenue Fund as well as the outlook for the next five years.

	FY 2014 Final Budget	FY 2015 Adopted Budget	FY 2016	FY 2017	FY 2018	FY 2019
ARRA Other	123,300	-	-	-	-	-
ARRA Police	704,100	-	-	-	-	-
City Clerk Services	663,300	718,200	304,800	267,100	232,400	244,700
Community and Economic Dev	57,950,200	60,412,100	28,032,000	28,032,000	28,032,000	28,032,000
Department Initiative Improvement	4,788,500	5,065,700	4,685,000	4,649,100	4,526,400	4,485,200
Economic Development and Planning	7,451,600	7,189,200	7,246,000	7,329,800	7,441,800	7,545,400
Emergency Services Fund	100,000	100,000	100,000	100,000	100,000	100,000
Fire-Rescue Services	27,705,700	8,559,400	145,600	101,100	89,600	78,100
General Special Revenues	841,500	1,314,900	1,001,200	625,000	625,000	625,000
Homeless Programs	2,204,400	3,089,300	3,299,500	3,299,500	3,299,500	3,299,500
Law Enforcement Trust Fund	3,248,500	1,789,600	838,000	496,300	332,600	230,500
Marlins Parking Garage Operations	5,497,000	5,425,000	5,481,000	5,538,100	5,596,400	5,655,800
NET and Code Enforcement	2,762,100	-	-	-	-	-
Parks and Recreation	4,049,700	3,161,400	2,276,700	2,176,700	2,076,700	1,976,700
Police Services	21,988,000	14,290,700	15,104,000	15,444,900	11,328,600	11,053,500
Public Works	2,229,000	3,580,000	1,840,000	1,382,000	1,176,100	972,400
Real Estate and Asset Management Services	10,767,500	8,762,800	5,089,800	5,183,900	5,279,700	5,377,500
Solid Waste	1,259,000	1,236,500	1,211,500	1,186,500	1,161,500	1,136,500
Transportation and Transit	17,280,800	17,399,600	17,877,500	18,494,900	19,023,300	19,658,900
Tree Trust Fund	-	1,900,000	1,938,000	1,956,700	1,975,900	1,995,400
	171,614,200	143,994,400	96,470,600	96,263,600	92,297,500	92,467,100

Five-Year Financial Forecast

American Recovery and Reinvestment Act - Others:

To account for the grant funds received from the federal government. As a grantee, the City of Miami is required to allocate the awarded funds to stimulate the economy through measures that modernize the infrastructure, improve energy efficiency, and expand educational opportunities.

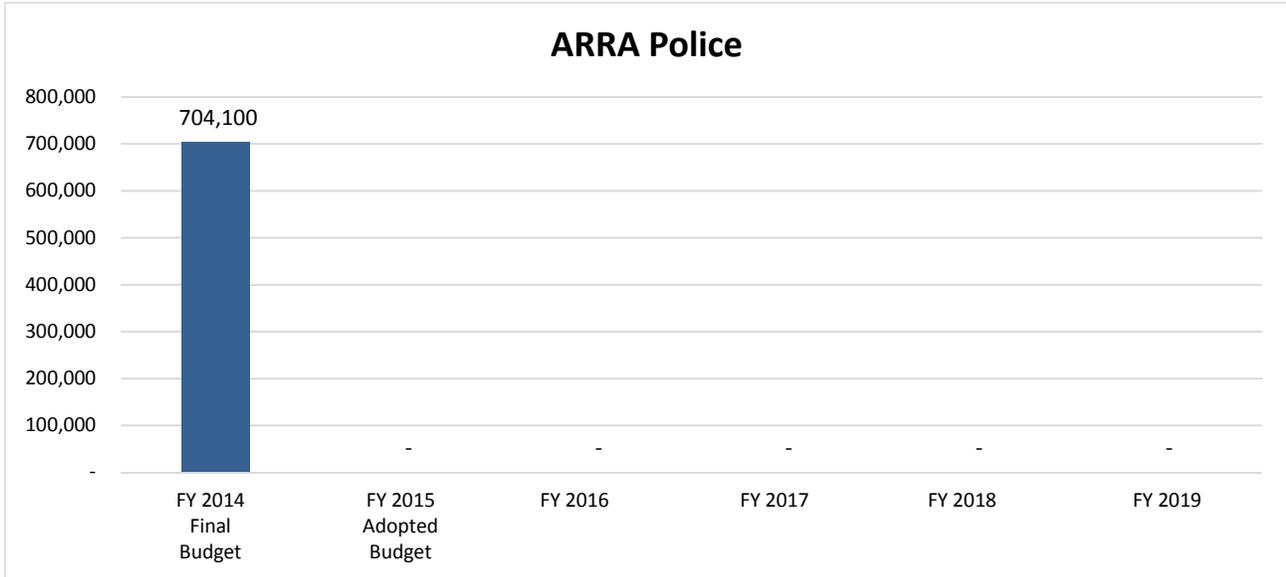


The forecast assumes that the ARRA - Others grant funding will be fully expended by January 2014 and no new ARRA grants will be awarded by the federal government thereafter.

Five-Year Financial Forecast

American Recovery and Reinvestment Act Police:

To account for the grant funds received from the federal government. As a grantee, the City of Miami is required to allocate the awarded funds to stimulate the economy through measures that modernize the infrastructure, improve energy efficiency, expand educational opportunities, and increase the hiring of police officers.

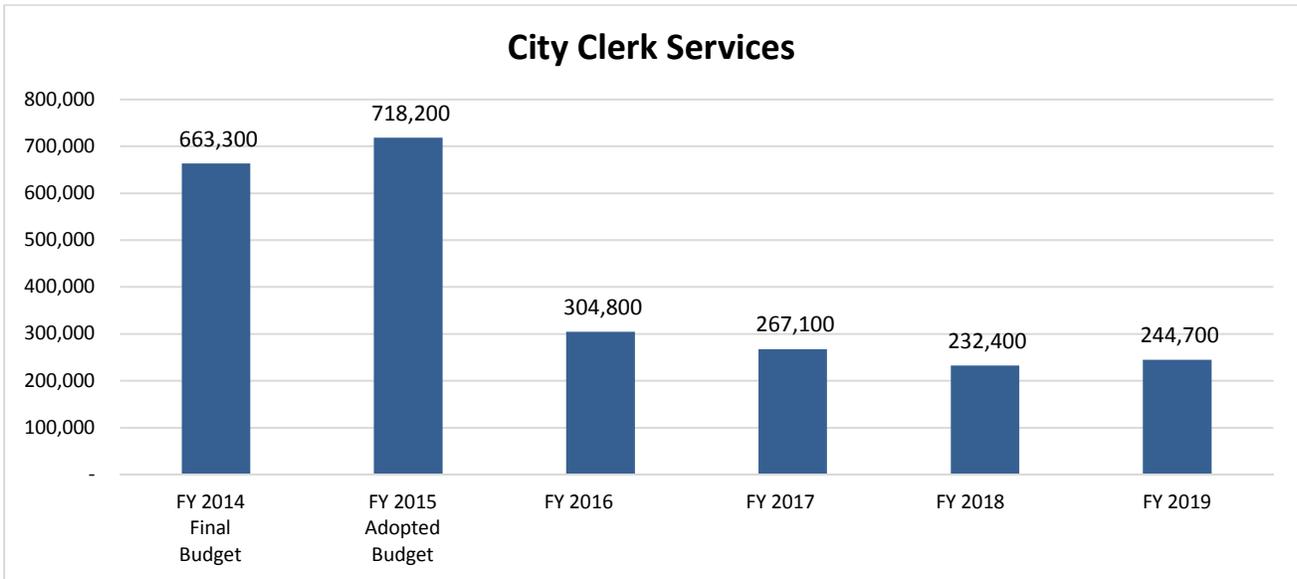


The forecast assumes that the ARRA - Community Oriented Policing Services Hiring grant funding will be fully expended at the end of FY 2013-14 and no new ARRA grants will be awarded by the federal government thereafter.

Five-Year Financial Forecast

City Clerk Services:

The City Clerk Services Special Revenue Fund is used for the operations of the Passport Acceptance Facility, Municipal Archives and Records and other City Clerk related programs.

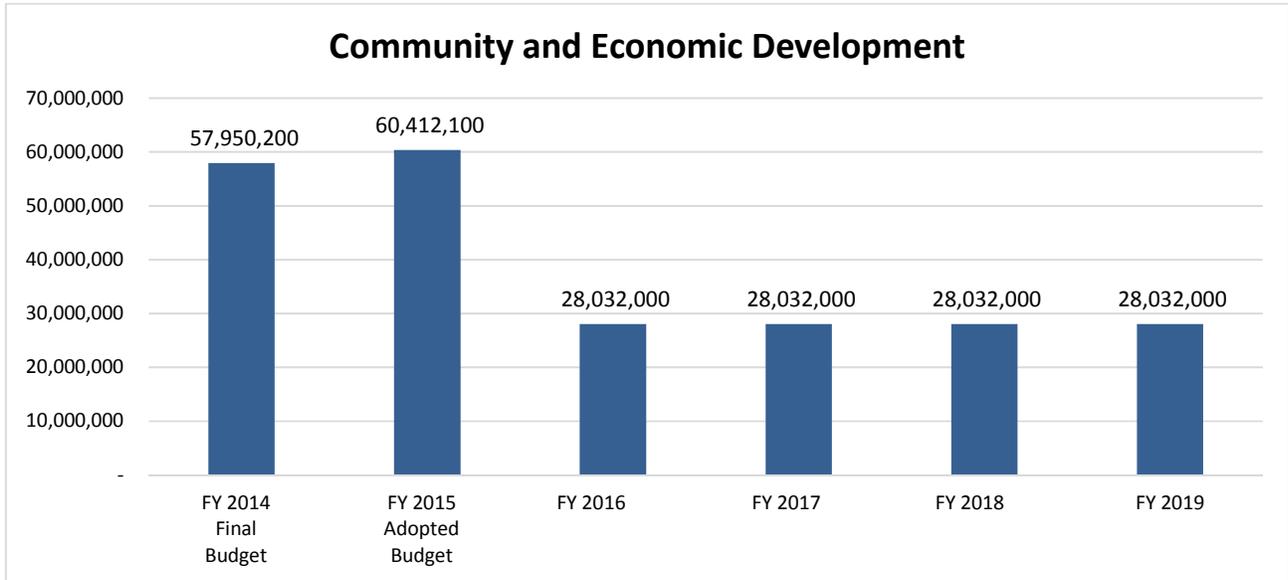


The five-year forecast assumes a constant annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position with no growth in revenues, and a constant annual General Fund contribution for cost allocation. A steady spend down of fund balance under the Lobbyists' Registration program is projected resulting in a total depletion of the funds by FY 2016-17; at the same time, a small increase in fund balance is forecasted for the U.S. Passport Acceptance Facility starting in FY 2016-17.

Five-Year Financial Forecast

Community and Economic Development:

The Community and Economic Development Fund accounts for the proceeds from local, state, and federal agencies, which aid in the development of a viable urban community in the City of Miami.

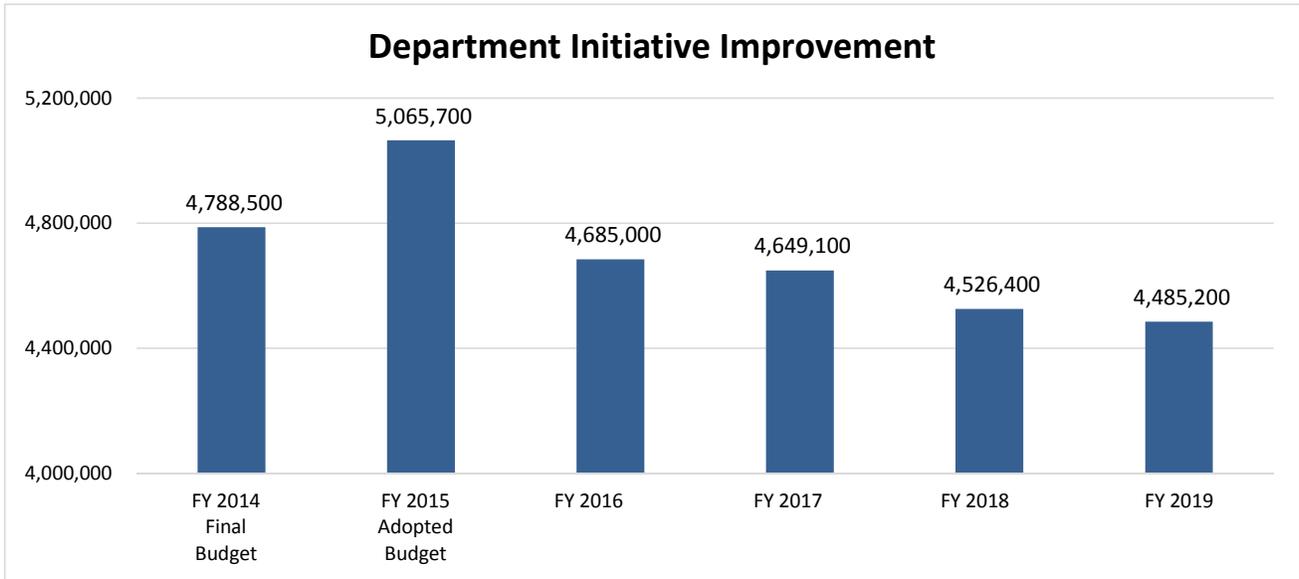


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2014-15 with a stable funding from federal and local grantors over the remaining period.

Five-Year Financial Forecast

Department Initiative Improvement:

The Department Initiative Improvement Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

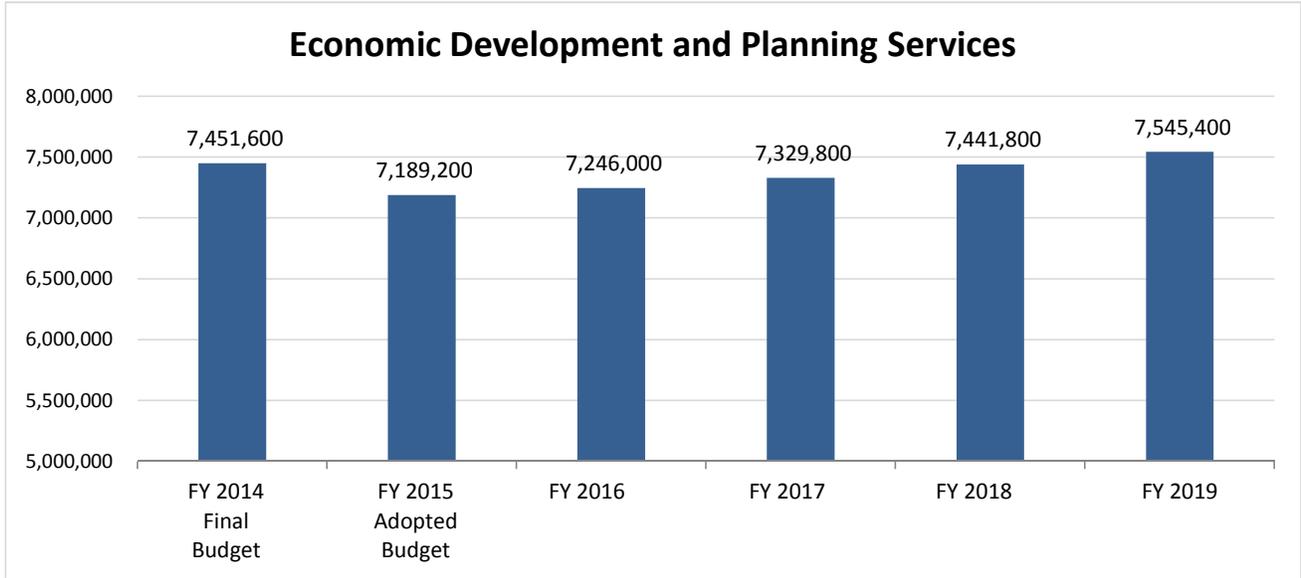


The five-year forecast assumes prior year carryovers for the Mayor’s Office and the five districts according to new budget allocations and previous and current year expenditure trends. Additionally, zero prior year carryovers are being projected for Information Technology, Parks and Recreation, and Department of Real Estate and Asset Management. Steady funding from federal and local grantors and a moderate spend down of fund balances are forecasted over this time period.

Five-Year Financial Forecast

Economic Development and Planning Services:

The Economic Development and Planning Services Special Revenue Fund is used for the operations of the Economic Development and Planning Services.

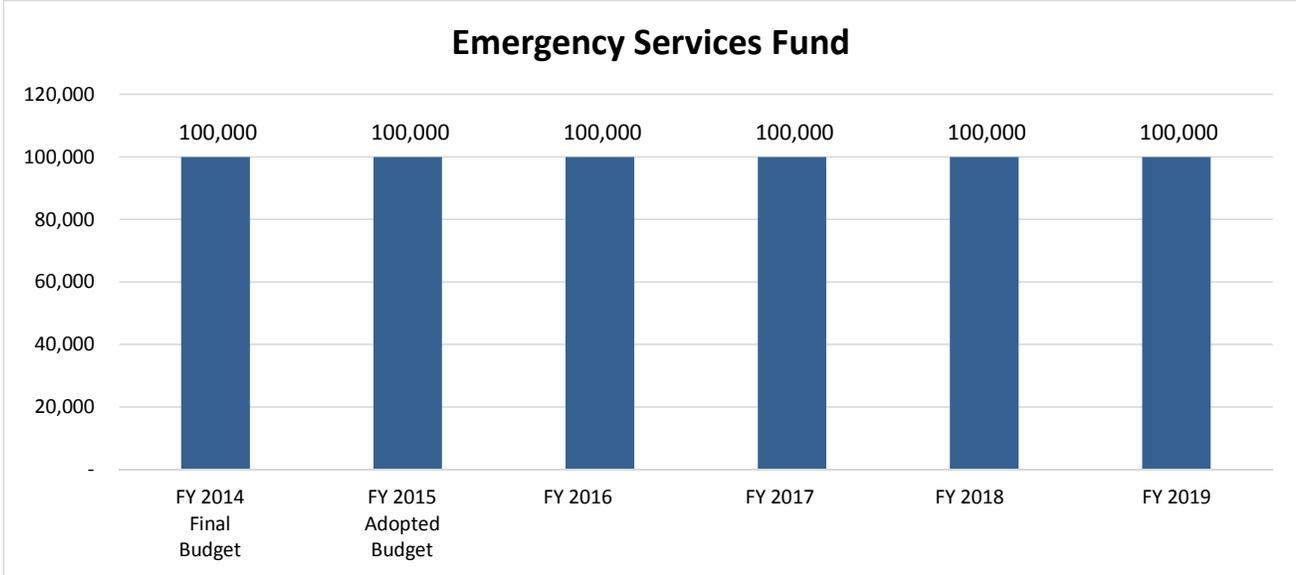


The five-year forecast assumes a slight decrease in Downtown Development Regional Impact fee revenues for FY 2014-2015 with a modest increase over the remaining four years.

Five-Year Financial Forecast

Emergency Services:

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

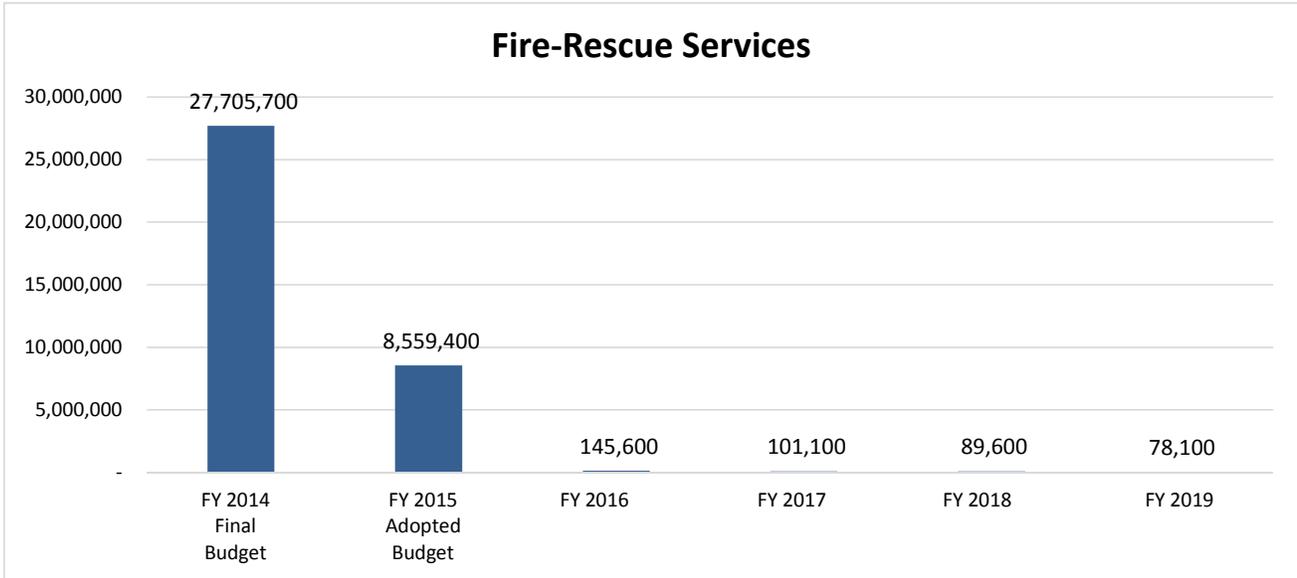


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to Hurricane Zones.

Five-Year Financial Forecast

Fire-Rescue Services:

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City’s Fire-Rescue operations. Additionally, this fund accounts for grants from local, state, and federal agencies.

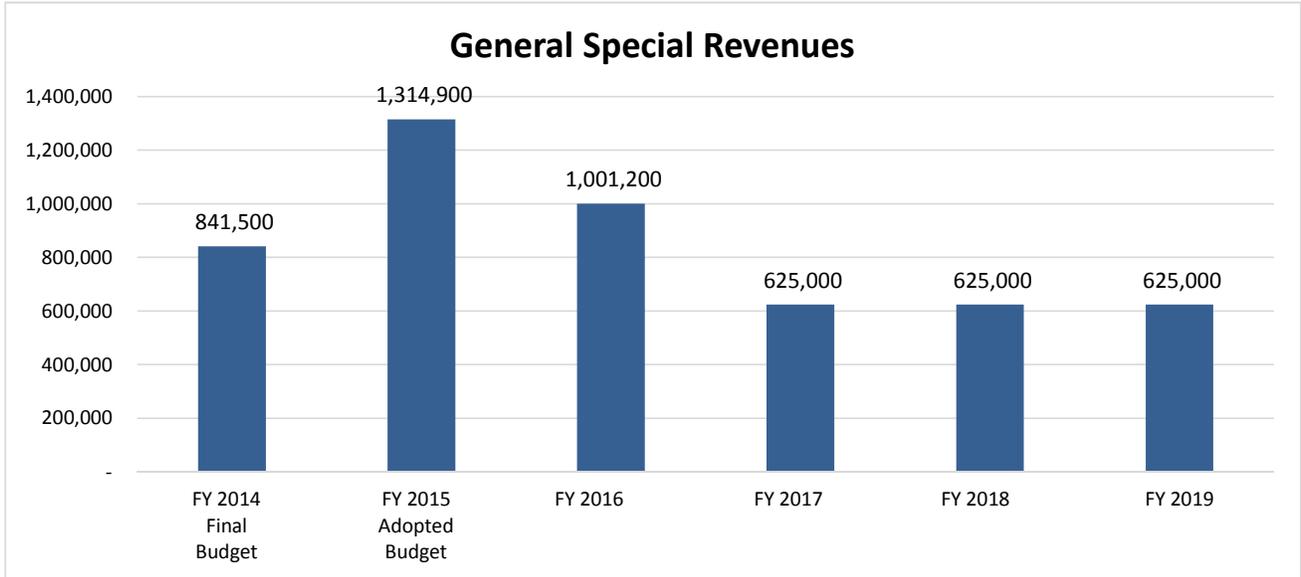


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2013-14. The grants and programs for the First Aide/CPR Educational Training program and the Fire-Rescue Emergency Medical Services Cadet and Explorer programs are forecasted to decrease minimally over this time period.

Five-Year Financial Forecast

General Special Revenues:

The General Special Revenue Fund is used for activities that do not fall into a specific special revenue category.

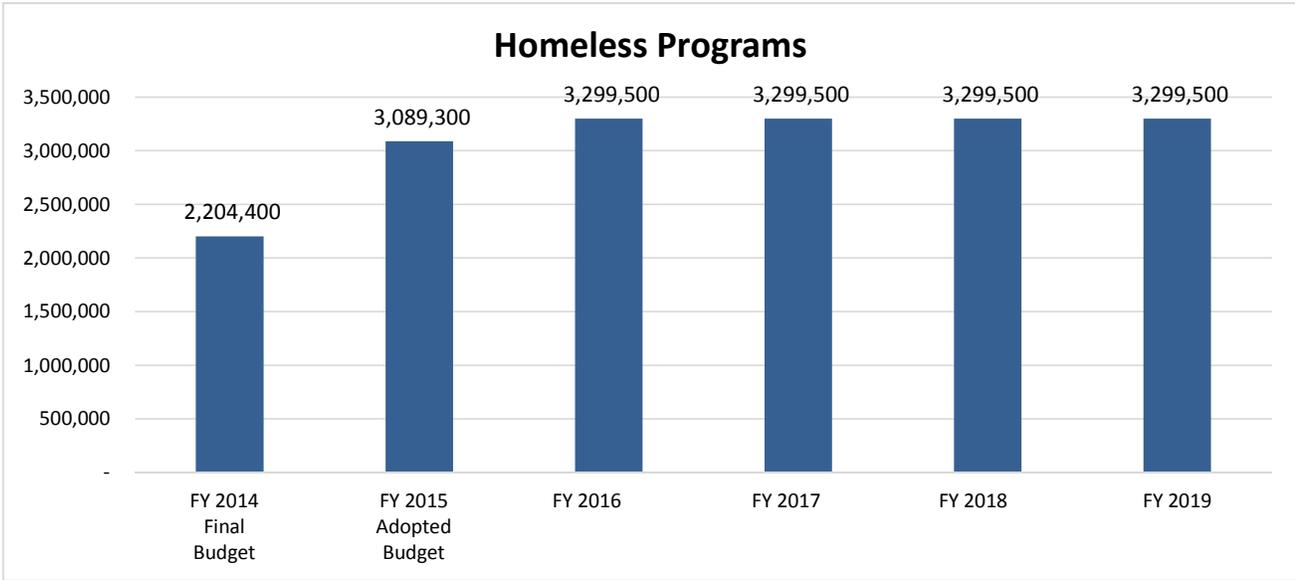


The five-year forecast assumes stable funding from the State for the support of the operations of the Trolley program. The City was awarded a \$1.00 million Florida Department of Transportation - Coral Way grant in FY 2014-15 which is scheduled to expire in FY 2015-16.

Five-Year Financial Forecast

Homeless Programs:

The Homeless Program Special Revenue Fund is used for activities of the City of Miami homeless programs.

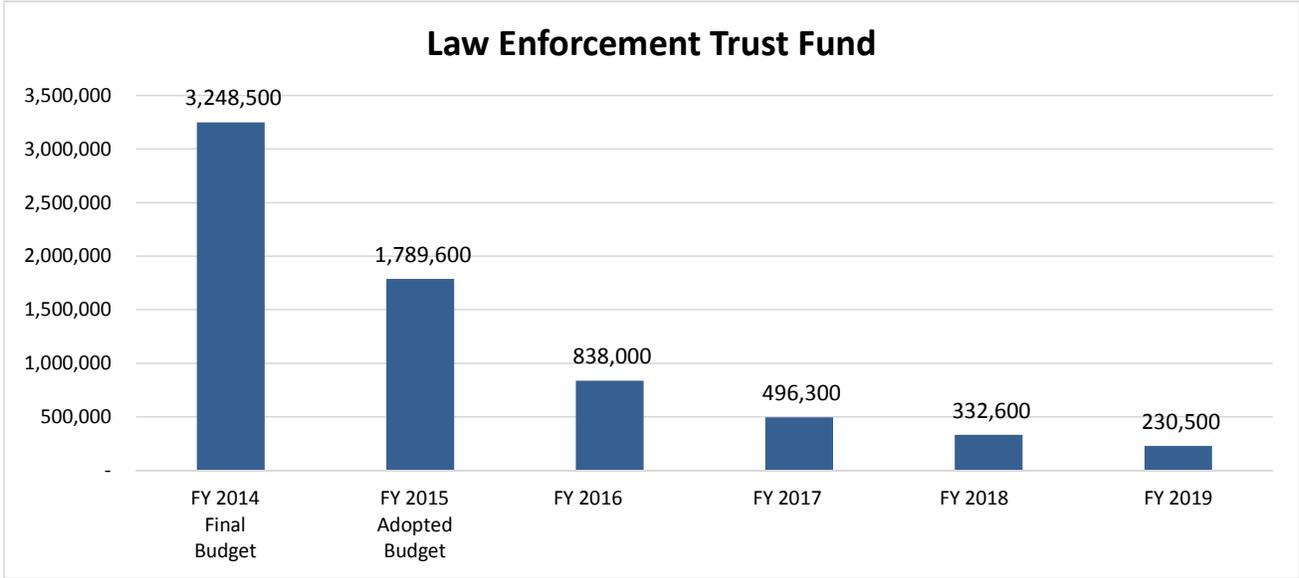


The five-year forecast assumes an increased annual General Fund contribution for administration of the Homeless Program with steady companion funding from an increasingly vast array of re-occurring grant sources.

Five-Year Financial Forecast

Law Enforcement Trust Fund:

The Law Enforcement Trust Fund’s purpose is to account for confiscated monies awarded to the City for law enforcement related expenditures as stipulated by state and federal statutes.

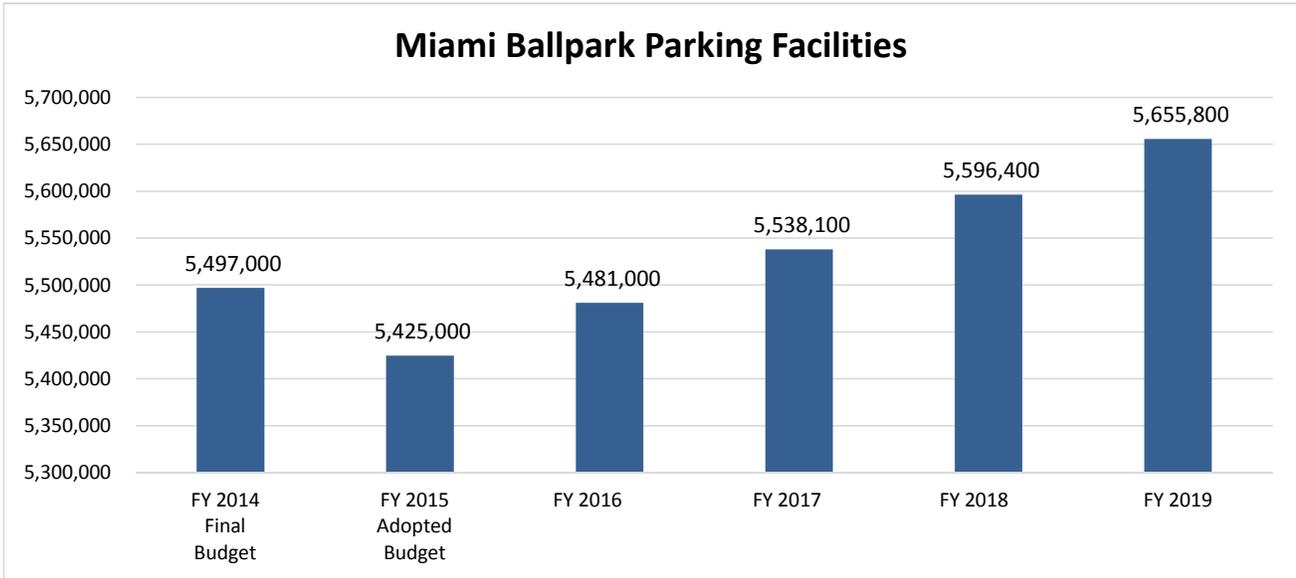


The five-year forecast assumes a steady decrease in future revenues due to declining confiscations and increased expenditures over the five -year period.

Five-Year Financial Forecast

Miami Ballpark Parking Facilities:

To account for the operations of the Miami Ballpark Parking Facilities.

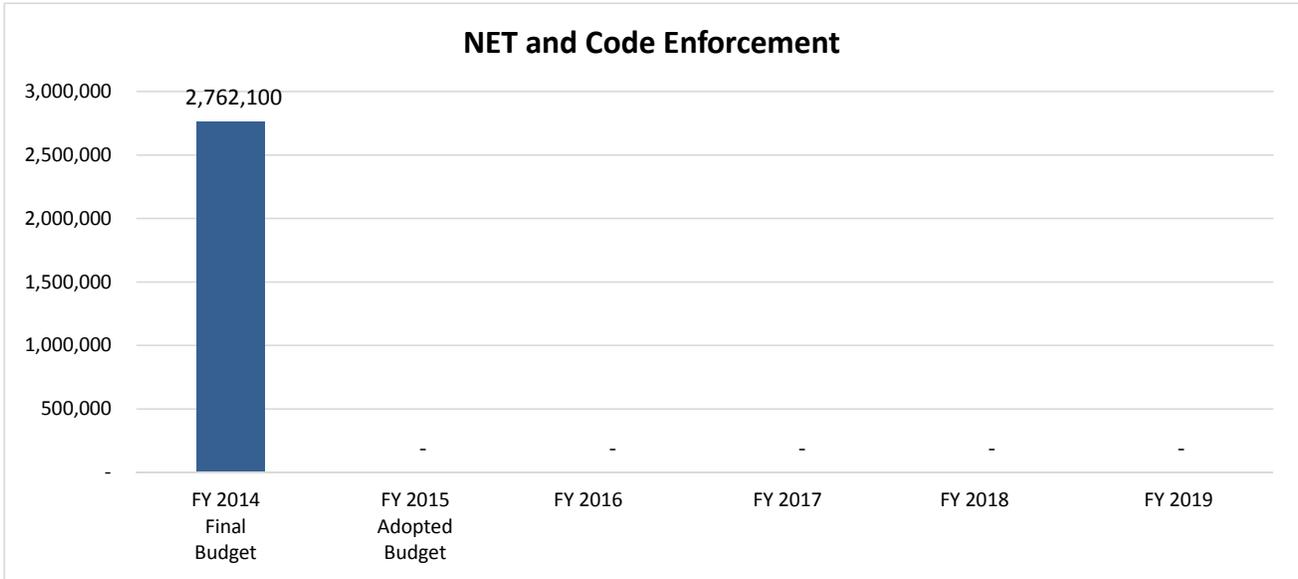


The five-year forecast assumes a 2.0 percent annual increase in revenues with a slight increase in fund balance over this period.

Five-Year Financial Forecast

NET and Code Enforcement:

To account for the Tree Trust Fund which provides for administration and regulations of Trust Fund payments as specified in Sec. 8.1.6.6 of the Zoning Ordinance. It assists with the City's compliance of the United States Mayor's Climate Protection Agreement.

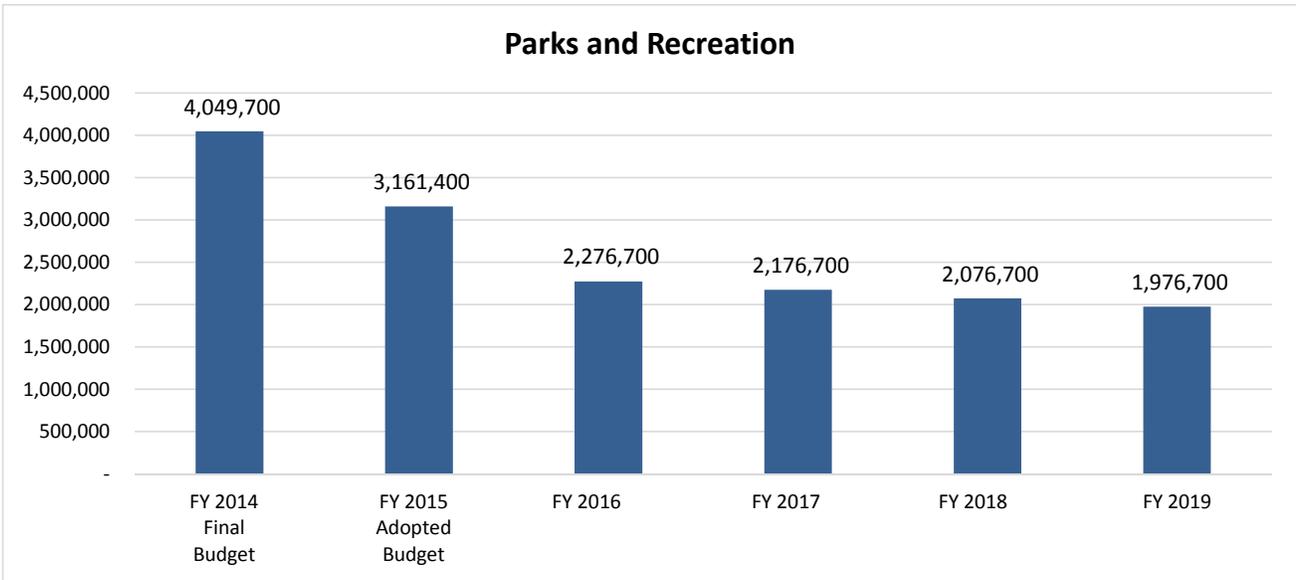


The forecast reflects the relocation of funds to the Tree Trust Fund which will now be administered by the Planning and Zoning Department as of FY 2014-15.

Five-Year Financial Forecast

Parks and Recreation:

The Parks and Recreation Services Special Revenue Fund is used for parks and recreation activities. Additionally, this fund accounts for grants from local, state, and federal agencies that are used for these activities.

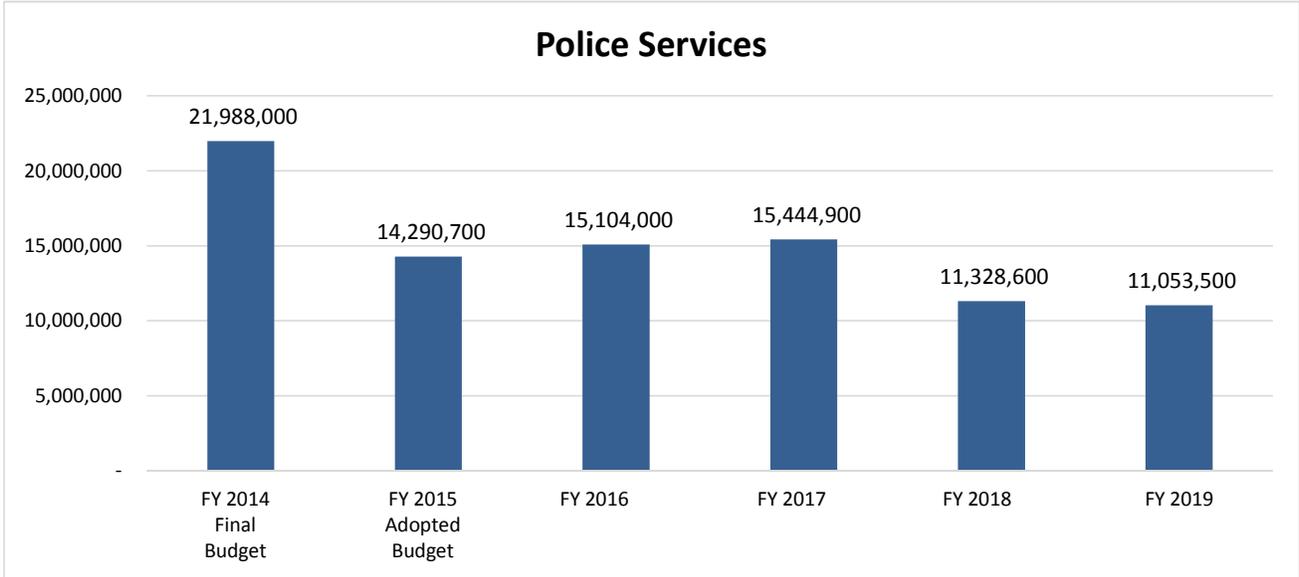


The five-year forecast assumes a continued fund balance decrease in FY 2013-14 primarily due to the depletion of fund balances in the Parks Consolidated project. Both the grant and program revenues are forecasted to decrease slightly over this time period.

Five-Year Financial Forecast

Police Services:

The Police Services Special Revenue Fund is used for Public Safety activities. Additionally, this fund accounts for grants from local, state, and federal agencies.

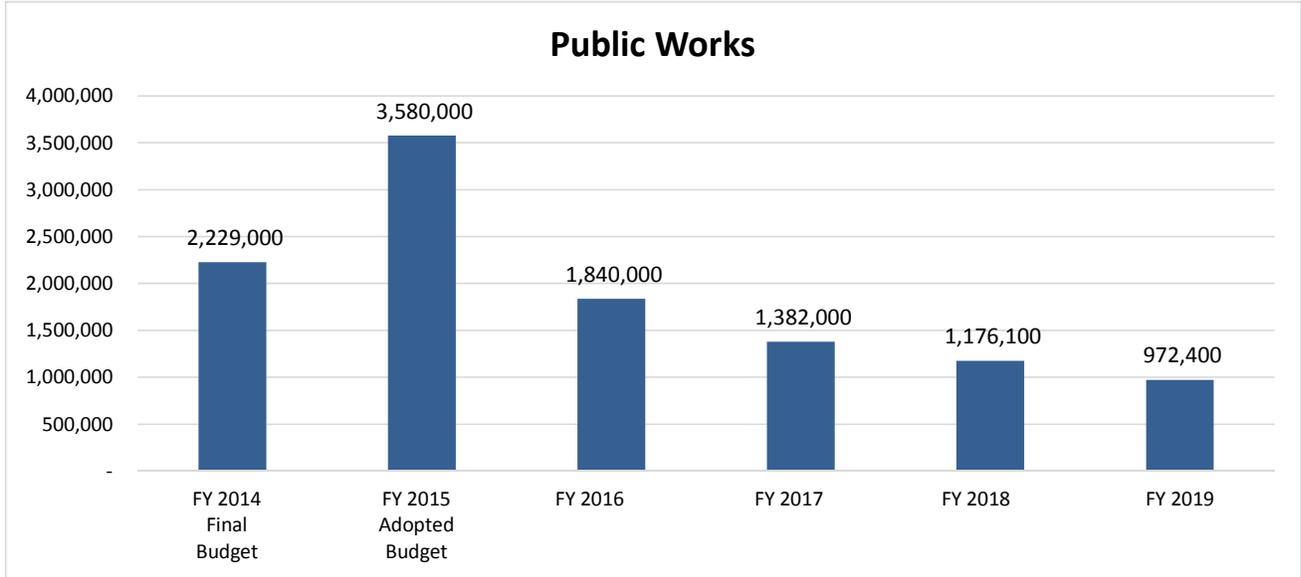


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2013-14. Revenues are forecasted to increase slightly through FY 2016-17 primarily due to the addition of two new Community Oriented Policing Services Hiring grants which are scheduled to expire in FY 2017-18 and FY 2018-19.

Five-Year Financial Forecast

Public Works:

The Public Works Services Special Revenue Fund is used for special programs managed by the Public Works Department. Additionally, this fund accounts for grants from local, state, and federal agencies.

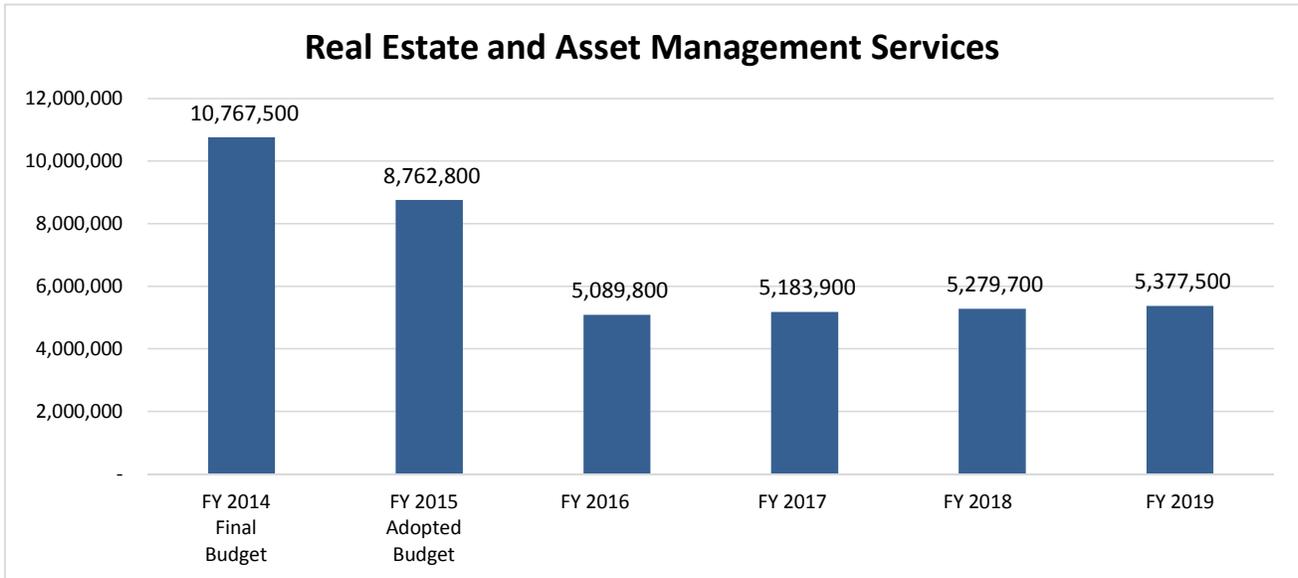


The five-year forecast assumes a sizable fund balance increase in FY 2013-14 primarily due to an increase in Lane Closure revenues. A steady spend down of fund balance is forecasted from FY 2015-16 thru FY 2018-19 thus offsetting expenditures previously charged to the General Fund.

Five-Year Financial Forecast

Real Estate and Asset Management Services:

The Real Estate and Asset Management Services Fund is used for the operations of the James L. Knight Center and Parking Garage. It also accounts for special projects managed by the Department of Real Estate and Asset Management.

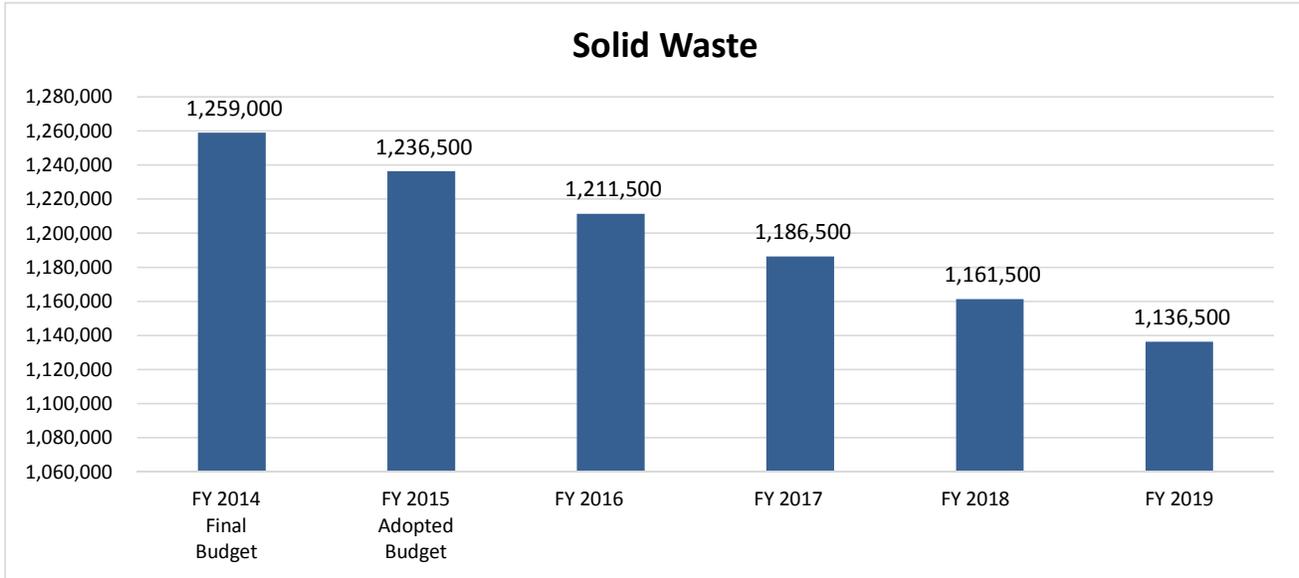


The five-year forecast assumes a decrease in revenues for FY 2014-15 due to the reduction in contributions from the General Fund for the final payment of the debt service for the James L. Knight Center. Beginning in FY 2012-13, the City began collecting a Sightseeing Ticket Surcharge on all paid admissions to sightseeing boat tours. These revenues, along with a 2.0 percent annual increase in the Convention Center revenues, are projected for the period.

Five-Year Financial Forecast

Solid Waste Recycling Education Trust Fund:

The Solid Waste Special Revenue Fund is used as specified by Ordinance No. 10654 which established an Educational Trust Fund from recycling programs, for scholarships to eligible, qualified candidates.

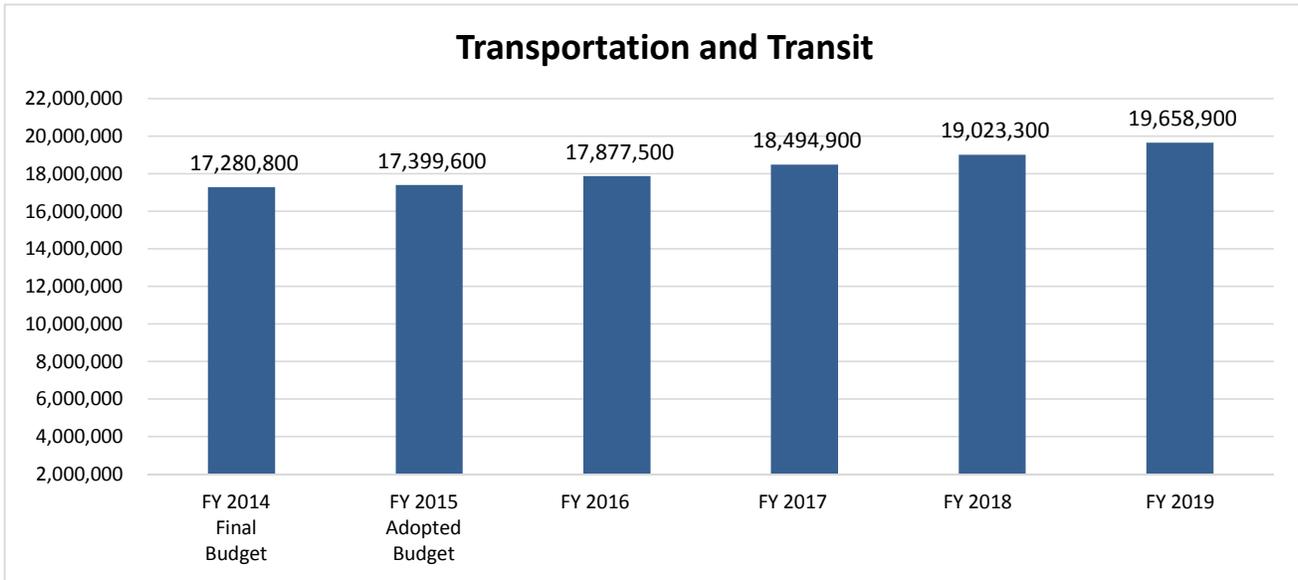


The five-year forecast assumes a \$25,000 constant annual decrease in the interest portion of the Solid Waste Recycling Educational Trust Fund.

Five-Year Financial Forecast

Transportation and Transit:

The Transportation and Transit Fund is used for the operations of the City of Miami’s transit and transportation projects.

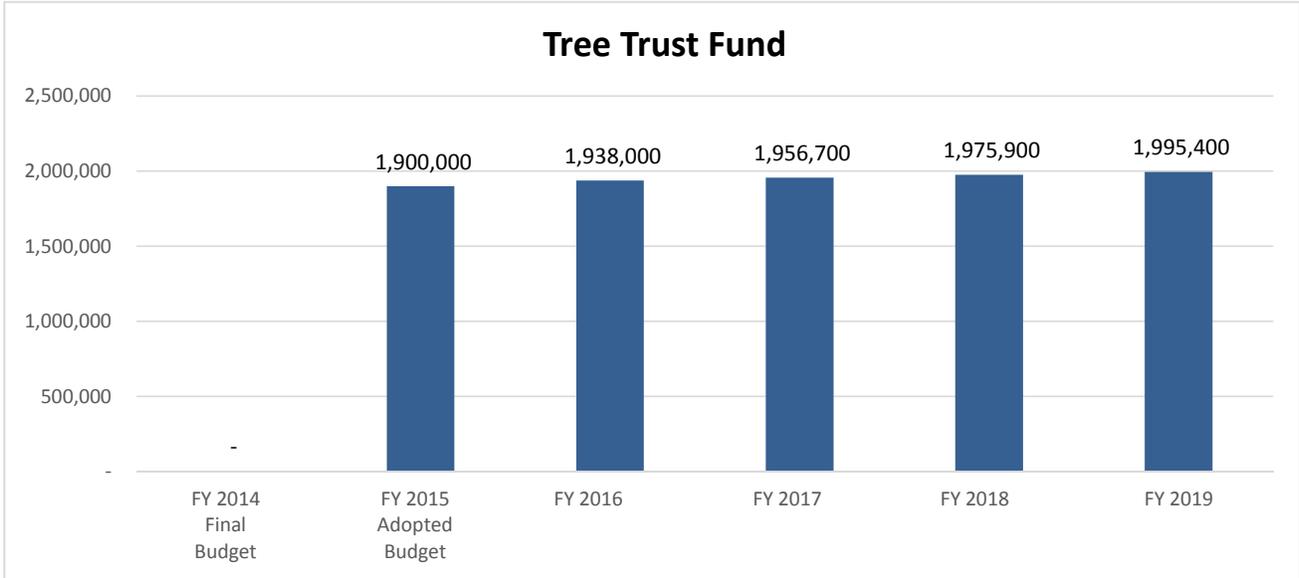


The five-year forecast assumes a 3.0 percent annual increase in revenues from the County over this period, along with a steady allocation of prior year fund balance to augment the annual funding for the mass transit operations including the Trolley system and On Demand services.

Five-Year Financial Forecast

Tree Trust Fund:

To account for the Tree Trust Fund which provides for administration and regulations and for Trust Fund payments as specified in Sec 8.1.6.6 of the Zoning Ordinance. It assists with the City's compliance of the U.S. Mayors Climate Protection Agreement.



The five-year forecast assumes a 2.0 percent annual increase in revenues over the five year period due to a stable pattern of revenues and expenditures.

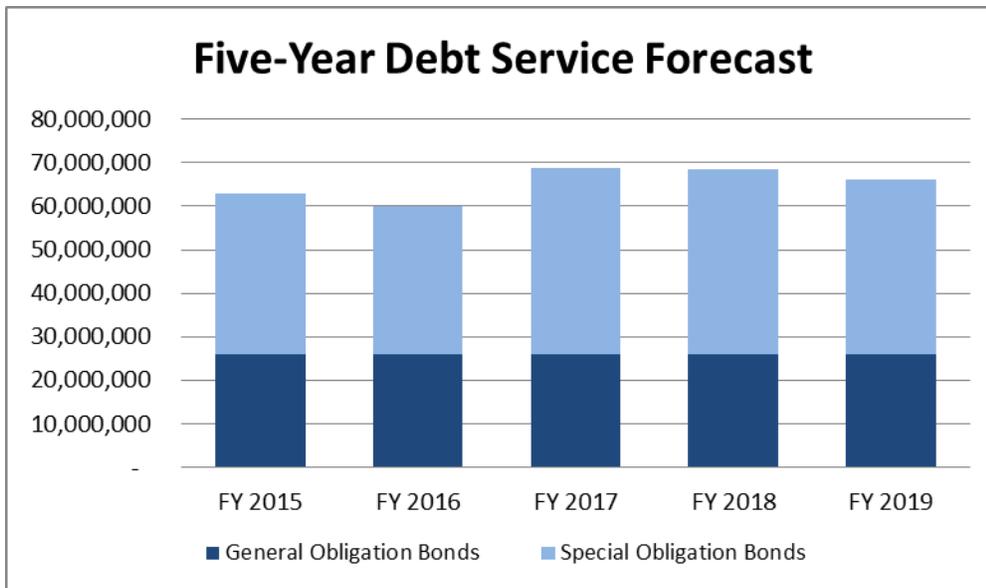
Five-Year Financial Forecast

DEBT SERVICE FUND

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments.

The Adopted FY 2014-15 Debt Service Fund Budget is \$63.04 million and the projected budget amounts for FY 2016 through FY 2019 are as follows:

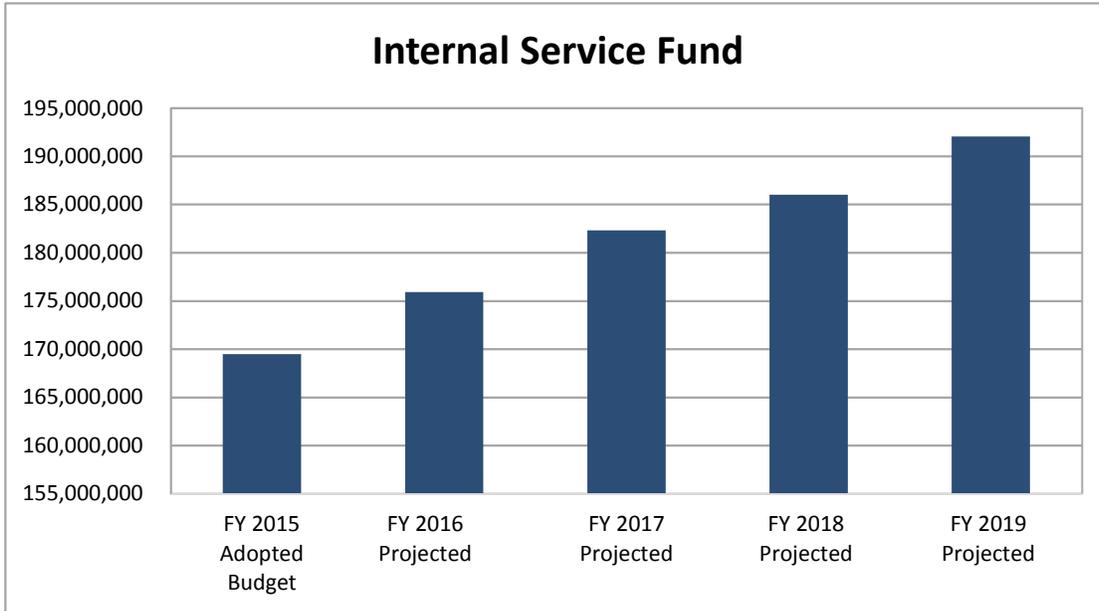
	FY 2015 Adopted Budget	FY 2016 Projected Budget	FY 2017 Projected Budget	FY 2018 Projected Budget	FY 2019 Projected Budget
Revenues (Inflows)					
Property Taxes	24,755,000	26,073,900	26,067,500	26,060,900	26,062,300
Transfers-IN	30,906,400	30,797,713	39,827,883	39,334,452	37,133,681
Intergovernmental Revenues	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	4,382,500	-	-	-	-
Total Revenues (Inflows)	63,043,900	59,871,613	68,895,383	68,395,352	66,195,981
Expenditures (Outflows)					
General Obligation Bonds	26,106,800	26,073,900	26,067,500	26,060,900	26,062,300
Special Obligation Bonds	36,937,100	33,797,713	42,827,883	42,334,452	40,133,681
Total Expenditures (Outflows)	63,043,900	59,871,613	68,895,383	68,395,352	66,195,981



Five Year Financial Forecast

Internal Service Fund

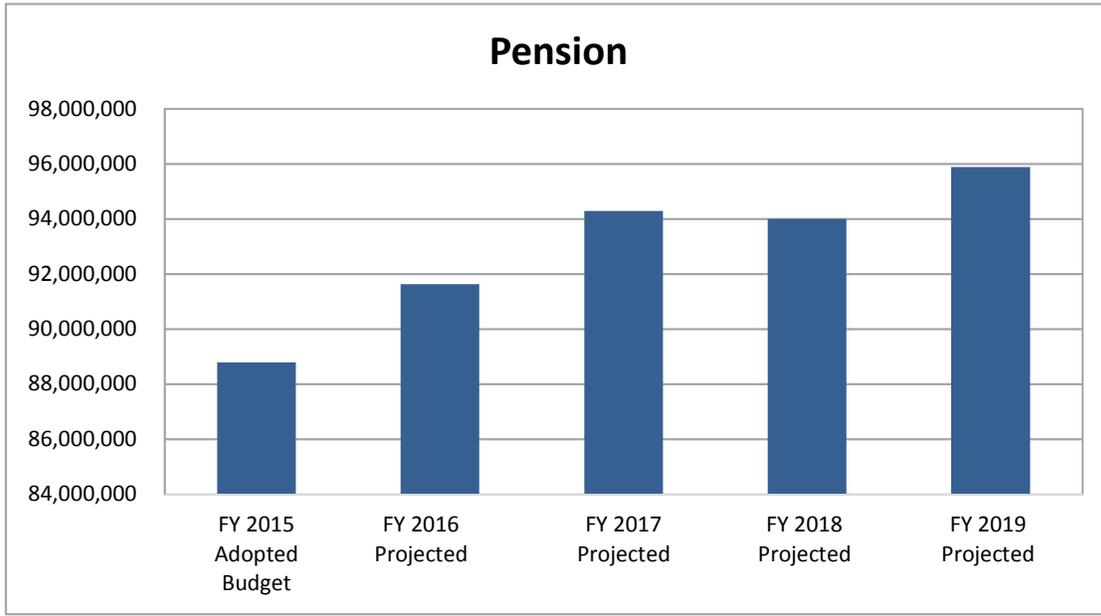
The City's Internal Service Fund (ISF) is to provide a mechanism that allows for the cost allocation of pension, health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2014-15 Adopted Budget for the ISF is \$169.48 million. This represents an increase of \$27.38 million or 19.1 percent as compared to the FY 2013-14 Adopted Budget.



Five Year Financial Forecast

Pension

The FY 2014-15 Adopted Budget for Pension is \$88.78 million. This represents an increase of \$8.85 million or 11.1 percent as compared to the FY 2013-14 Adopted Budget.

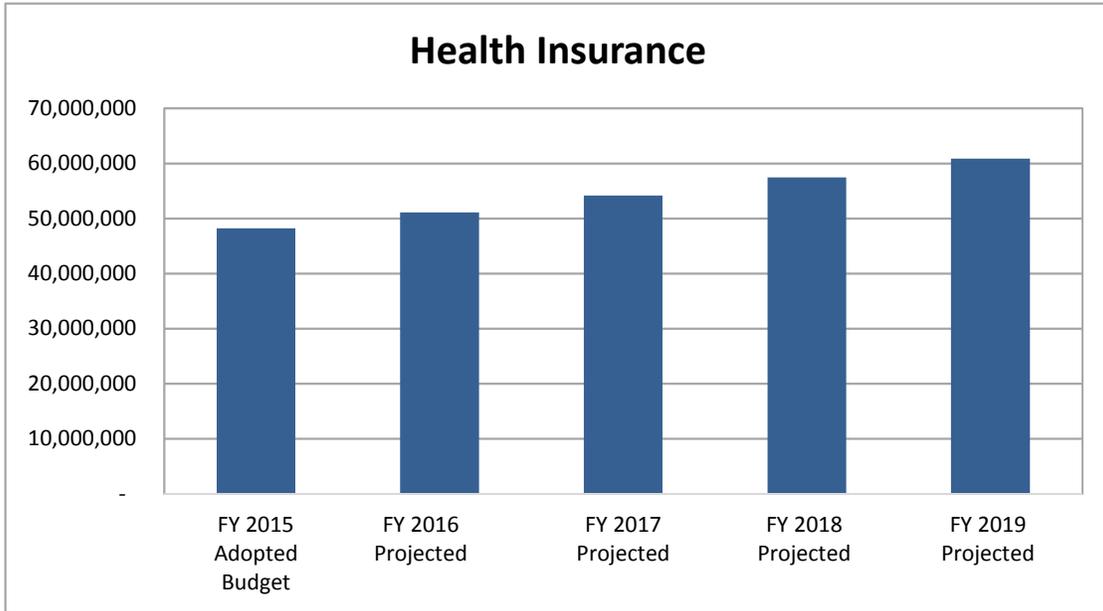


This projection includes an annual increase of 3.2 percent for FY 2016, 2.9 percent for FY 2016-17, and a decrease of 0.30 percent for FY 2017-18 and increasing to 2.0 percent in FY 2018-2019. These assumptions are based in part on forecasts developed by external plan

Five Year Financial Forecast

Health Insurance

The FY 2014-15 Adopted Budget for Health Insurance is \$48.21 million. This represents an increase of \$4.35 million or 9.9 percent compared to the FY 2013-14 Adopted Budget.

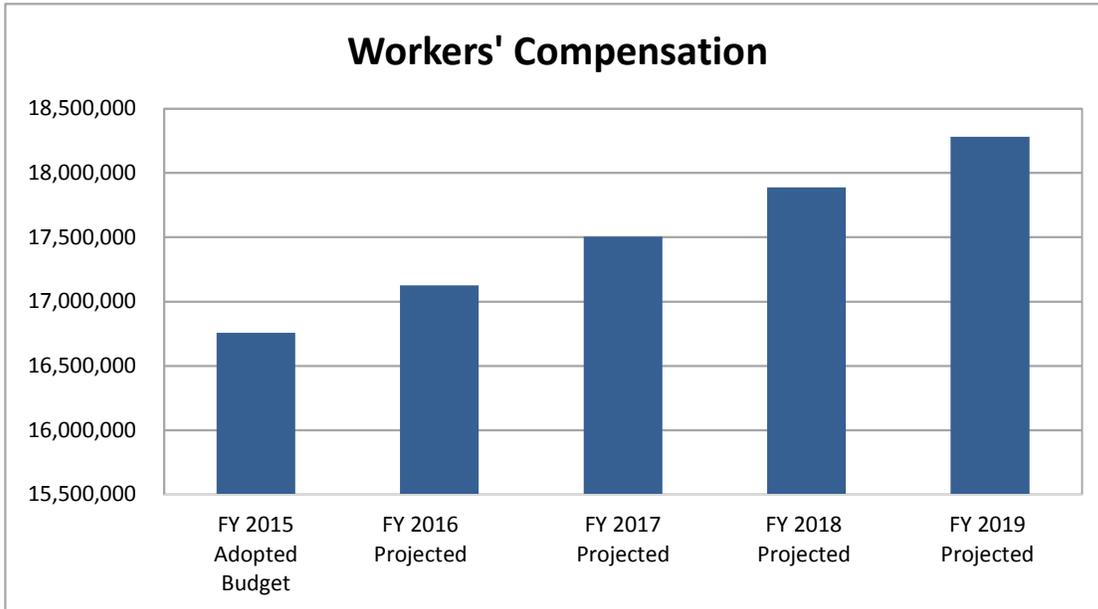


A 6.0 percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Five Year Financial Forecast

Workers' Compensation

The FY 2014-15 Adopted Budget for Workers' Compensation is \$16.76 million. This represents an increase of \$2.76 million or 19.7 percent as compared to the FY 2013-14 Adopted Budget.

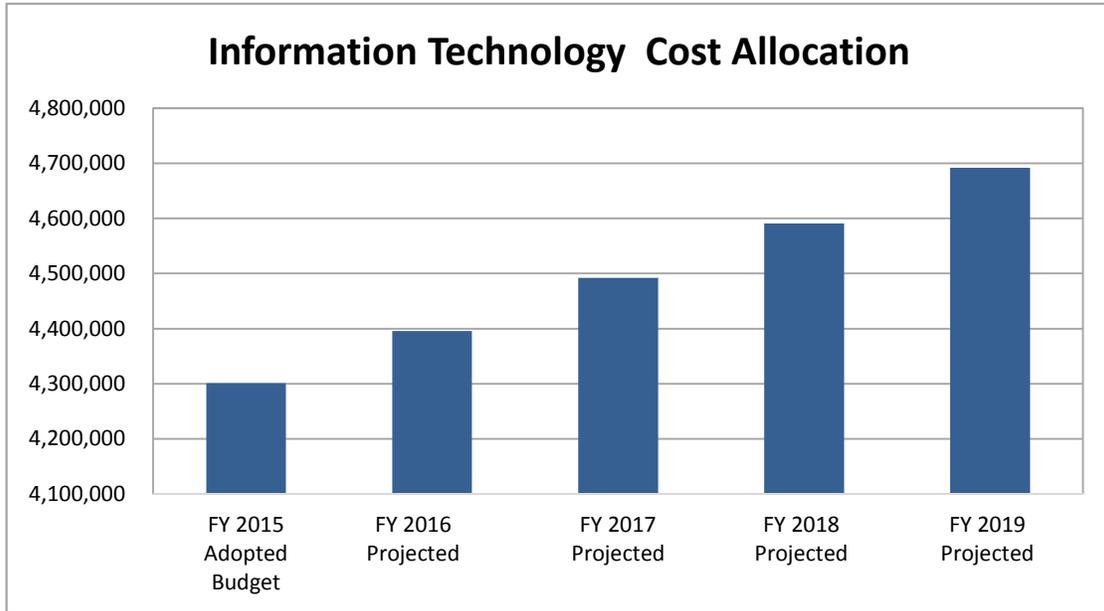


A 2.20 percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Five Year Financial Forecast

Information Technology Cost Allocation

The FY 2014-15 Adopted Budget for ITD Repair and Maintenance is \$4.30 million. There was no change in the budget as compared to the FY 2013-14 Adopted Budget.

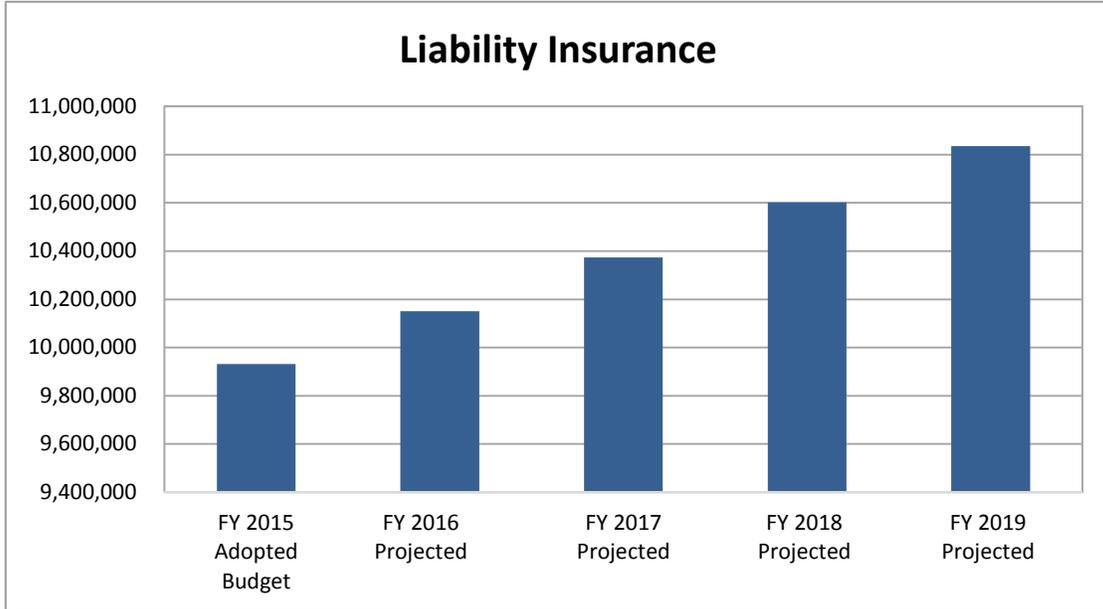


A 2.20 percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Five Year Financial Forecast

Liability Insurance

The FY 2014-15 Adopted Budget for Liability Insurance is \$9.93 million. This represents an increase of \$1.40 million or 16.4 percent over the FY 2013-14 Adopted Budget.



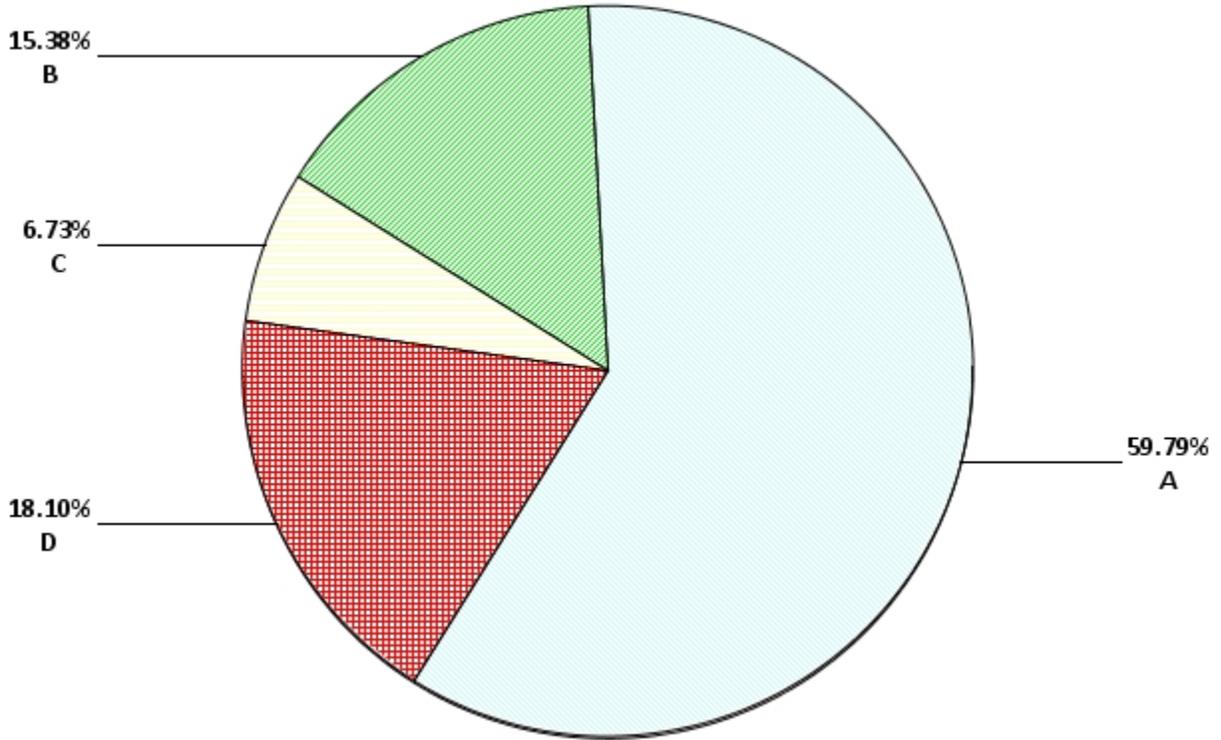
A 2.20 percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Appendix C
Presentation of Schedules and Graphs
For
All Funds

Adopted Budget All Funds

FY 2014-15

\$936,459,100



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: General Fund	524,902,600	58.52%	559,936,000	59.79%
B: Special Revenue Funds	162,143,000	18.08%	143,994,400	15.38%
C: Debt Service Funds	67,813,100	7.56%	63,043,900	6.73%
D: Internal Service Fund	142,101,200	15.84%	169,484,800	18.10%
Total	896,959,900	100.00%	936,459,100	100.00%

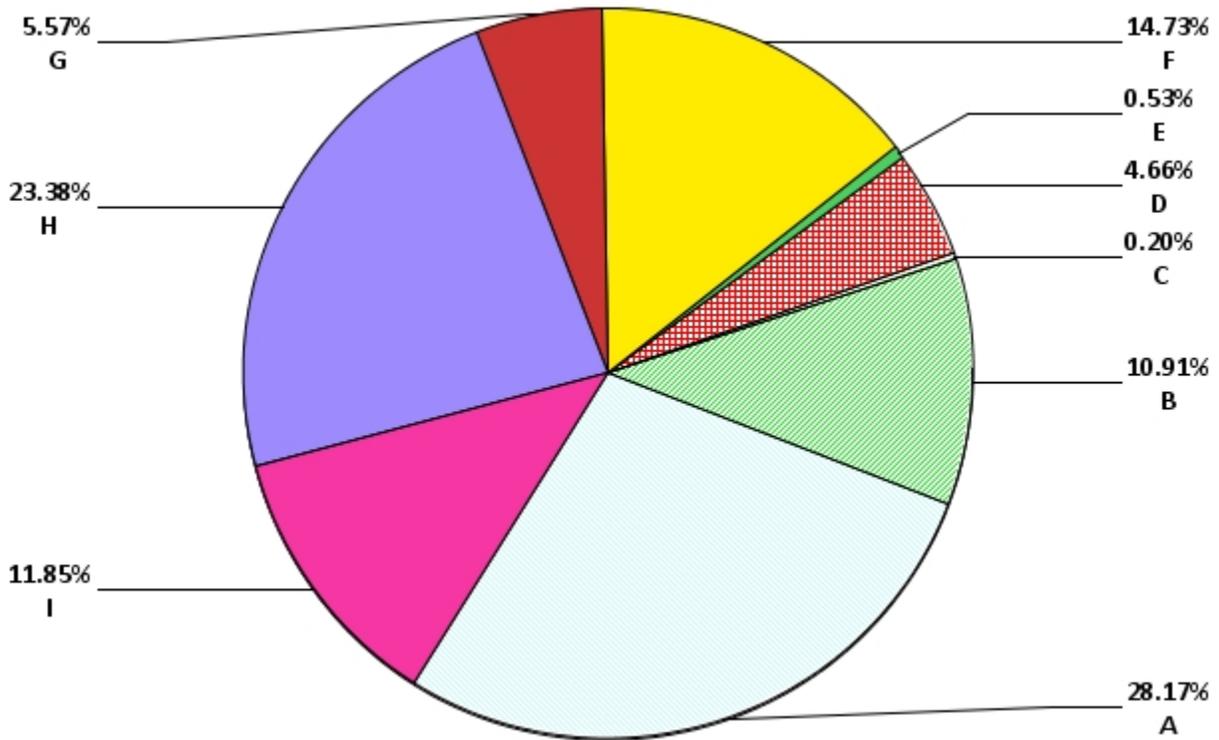
**Consolidated Schedule
Adopted Budget
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted All Funds	FY 2013-14 Adopted All Funds
<u>Revenues (Inflows)</u>						
Property Taxes	239,056,600	0	24,755,000	0	263,811,600	251,116,200
Franchise Fees and Other Taxes	102,212,800	0	0	0	102,212,800	99,191,900
Interest	1,900,000	0	0	0	1,900,000	1,000,000
Transfers-IN	2,899,200	8,637,600	30,906,400	1,190,000	43,633,200	49,640,800
Fines and Forfeitures	4,272,200	670,000	0	0	4,942,200	5,385,100
Intergovernmental Revenues	50,498,300	84,455,900	3,000,000	0	137,954,200	138,289,500
Licenses and Permits	52,039,000	79,100	0	0	52,118,100	37,697,100
Other Revenues (Inflows)	10,993,500	35,250,500	4,382,500	168,294,800	218,921,300	199,812,900
Charges for Services	96,064,400	14,901,300	0	0	110,965,700	114,826,400
Total Revenues (Inflows)	559,936,000	143,994,400	63,043,900	169,484,800	936,459,100	896,959,900
<u>Expenditures (Outflows)</u>						
General Government	58,915,200	15,704,600	63,043,900	4,301,100	141,964,800	142,548,000
Planning and Development	16,526,200	9,917,800	0	0	26,444,000	22,602,000
Public Works	68,977,700	4,843,500	0	0	73,821,200	68,841,500
Public Safety	292,014,300	24,739,700	0	0	316,754,000	314,607,800
Pensions	0	0	0	88,783,900	88,783,900	79,935,200
Community and Economic Development	0	60,412,100	0	0	60,412,100	57,569,200
Total Other	42,762,000	10,465,000	0	76,399,800	129,626,800	116,639,100
Non Departmental Units	40,646,900	0	0	0	40,646,900	33,648,600
Transfers - OUT	40,093,700	17,911,700	0	0	58,005,400	60,568,500
Total Expenditures (Outflows)	559,936,000	143,994,400	63,043,900	169,484,800	936,459,100	896,959,900

Revenues (Inflows) All Funds

FY 2014-15

\$936,459,100



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: Property Taxes	251,116,200	28.00%	263,811,600	28.17%
B: Franchise Fees and Other Taxes	99,191,900	11.06%	102,212,800	10.91%
C: Interest	1,000,000	0.11%	1,900,000	0.20%
D: Transfers-IN	49,640,800	5.53%	43,633,200	4.66%
E: Fines and Forfeitures	5,385,100	0.60%	4,942,200	0.53%
F: Intergovernmental Revenues	138,289,500	15.42%	137,954,200	14.73%
G: Licenses and Permits	37,697,100	4.20%	52,118,100	5.57%
H: Other Revenues (Inflows)	199,812,900	22.28%	218,921,300	23.38%
I: Charges for Services	114,826,400	12.80%	110,965,700	11.85%
Total	896,959,900	100.00%	936,459,100	100.00%

**Consolidated Schedule
Revenues (Inflows) by Account Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted AllFunds	FY 2013-14 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	222,413,600	0	24,755,000	0	247,168,600	230,395,600
Ad Valorem Taxes-Real-Delinquent	2,000,000	0	0	0	2,000,000	5,100,000
Ad Valorem Taxes-Penalty & Interest	25,000	0	0	0	25,000	1,000
Ad Valorem Taxes-Personal	14,613,000	0	0	0	14,613,000	14,969,600
Ad Valorem Taxes-Personal-Delinquent	5,000	0	0	0	5,000	650,000
Total Property Taxes:	239,056,600	0	24,755,000	0	263,811,600	251,116,200

Franchise Fees and Other Taxes

S,U&F Taxes-Local Option Fuel Tax	6,647,000	0	0	0	6,647,000	6,382,300
Franc Fee-Electricity	25,000,200	0	0	0	25,000,200	26,000,000
Franc Fee-Gas	370,200	0	0	0	370,200	400,000
Utility Ser Fee-Electricity	29,585,500	0	0	0	29,585,500	27,500,000
Utility Ser Fee-Water	4,200,000	0	0	0	4,200,000	3,900,000
Utility Ser Fee-Gas	537,000	0	0	0	537,000	1,330,000
Utility Ser Fee-Fuel Oil	13,200	0	0	0	13,200	13,600
Public Service Taxes	24,639,700	0	0	0	24,639,700	22,316,000
Other Taxes-Storm Water	11,220,000	0	0	0	11,220,000	11,350,000
Total Franchise Fees and Other Taxes:	102,212,800	0	0	0	102,212,800	99,191,900

Interest

Misc-Int & Pen-Investment	1,900,000	0	0	0	1,900,000	1,000,000
Total Interest:	1,900,000	0	0	0	1,900,000	1,000,000

Transfers-IN

Other-Interfund Transfer	2,899,200	3,574,900	30,906,400	1,190,000	38,570,500	49,640,800
Other-Intrafund Transfer	0	5,062,700	0	0	5,062,700	0
Total Transfers-IN:	2,899,200	8,637,600	30,906,400	1,190,000	43,633,200	49,640,800

Fines and Forfeitures

Fines-Judgments And Fines	3,500,000	0	0	0	3,500,000	3,500,000
Fines-Violations Of Local Ordinances	250,000	0	0	0	250,000	1,300
Fines-Other Fines And/Or Forfeits	522,200	670,000	0	0	1,192,200	1,883,800
Total Fines and Forfeitures:	4,272,200	670,000	0	0	4,942,200	5,385,100

Intergovernmental Revenues

**Consolidated Schedule
Revenues (Inflows) by Account Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted AllFunds	FY 2013-14 Adopted AllFunds
Federal Grants	134,000	64,094,700	0	0	64,228,700	68,314,800
State Grants	0	1,679,300	0	0	1,679,300	992,800
State Shared Revenues	547,500	0	0	0	547,500	555,000
Municipal Rev Sharing	12,497,500	0	0	0	12,497,500	11,685,800
Half Cent Sales Tax	29,582,100	0	0	0	29,582,100	26,993,800
Grants From Other Local Units	0	16,481,900	3,000,000	0	19,481,900	19,685,000
Shared Revenues From Other Local Units	537,200	2,200,000	0	0	2,737,200	10,062,300
Shared Revenues - MPA	7,200,000	0	0	0	7,200,000	0
Total Licenses and Permits:	50,498,300	84,455,900	3,000,000	0	137,954,200	138,289,500

Licenses and Permits

Business Tax Receipt-Business	7,125,000	0	0	0	7,125,000	7,000,000
Business Tax Receipt-Business-Penalty	100,000	0	0	0	100,000	200,000
Business Tax Receipt-Metro	530,000	0	0	0	530,000	575,000
Building Permits	15,520,000	0	0	0	15,520,000	7,510,000
Other Licenses, Fees and Permits	2,364,000	79,100	0	0	2,443,100	22,412,100
Other Licenses, Fees - CU(SW)	6,100,000	0	0	0	6,100,000	0
Other Licenses, Fees - SW						
Franchise and Comm Haulers	12,600,000	0	0	0	12,600,000	0
Other Licenses, Fees - Murals	3,000,000	0	0	0	3,000,000	0
Other Licenses, Fees - Fire Safety Permits	2,500,000	0	0	0	2,500,000	0
Other Licenses, Fees - CU	2,200,000	0	0	0	2,200,000	0
Total Licenses and Permits:	52,039,000	79,100	0	0	52,118,100	37,697,100

Other Revenues (Inflows)

Misc-Red Light Camera Fines	6,360,000	0	0	0	6,360,000	6,850,000
Misc-Disposition Of Fixed Assets	4,000	0	0	0	4,000	2,000
Misc-Sales Of Surplus Materials And Scrap	2,500	0	0	0	2,500	2,500
Misc-Other Miscellaneous Revenues	780,700	3,801,900	0	7,300,000	11,882,600	146,529,000
Misc.-Other Service Charges/Late Fees	1,900,000	0	0	0	1,900,000	0
Misc. -Other Revenues EE Health	0	0	0	4,500,000	4,500,000	0
Misc-Settlements	0	365,500	0	1,500,000	1,865,500	1,750,000
Misc-Contra Revenue For Bad Debt Allowance	105,000	0	0	0	105,000	70,000
Other-Nonoperating Sources	1,841,300	1,236,500	0	154,994,800	158,072,600	2,857,800
Other-Oth N-optg Sour/Carryover	0	29,846,600	4,382,500	0	34,229,100	41,751,600
Total Other Revenues (Inflows):	10,993,500	35,250,500	4,382,500	168,294,800	218,921,300	199,812,900

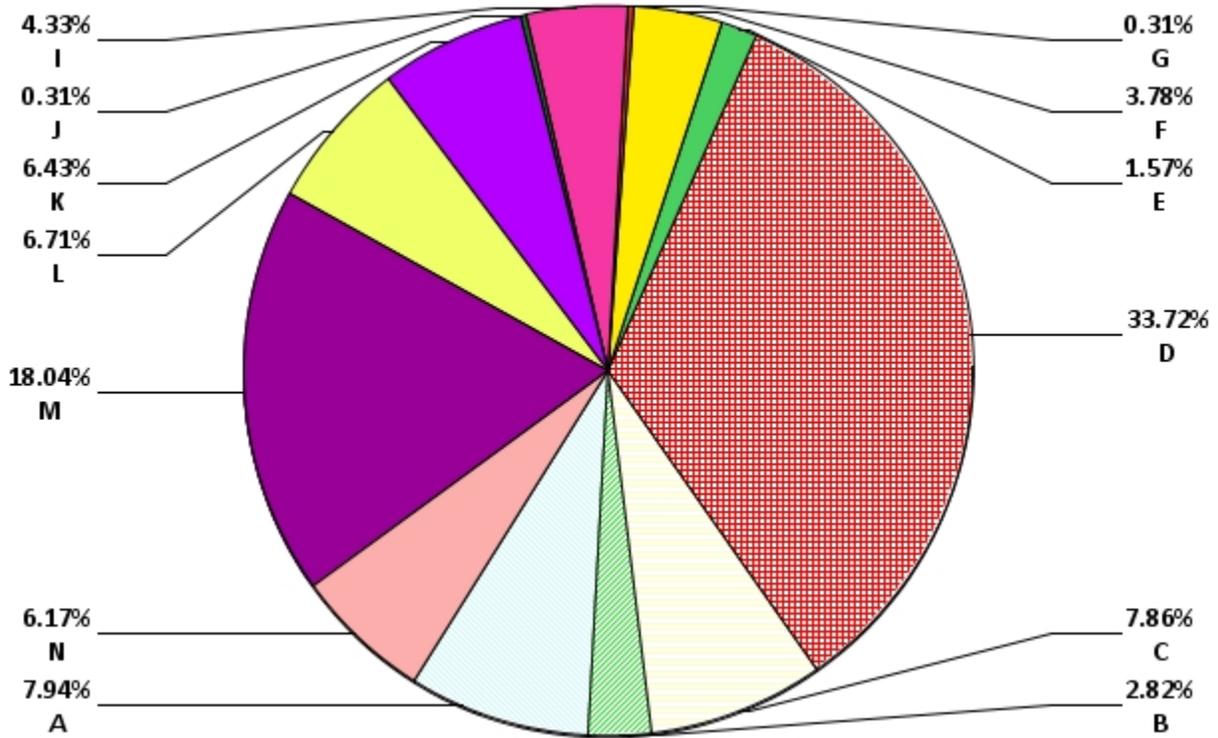
**Consolidated Schedule
Revenues (Inflows) by Account Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted AllFunds	FY 2013-14 Adopted AllFunds
<u>Charges for Services</u>						
CFS-GG-Internal Service Fund Fees And Charges	755,000	0	0	0	755,000	350,000
CFS-GG-Other General Government Charges And Fees	694,200	60,000	0	0	754,200	746,100
CFS-PS-Police Services	2,800,000	781,000	0	0	3,581,000	4,169,900
CFS-PS-Emergency Service Fees	8,500,000	0	0	0	8,500,000	7,600,000
CFS-PS-Protective Inspection Fees	440,500	0	0	0	440,500	289,000
CFS-PS-Ambulance/False Alarm Fees	600,700	0	0	0	600,700	530,000
CFS-PS-Other Public Safety Charges And Fees	550,000	100,000	0	0	650,000	804,400
CFS-PE-Garbage/Solid Waste Revenue	25,600,000	0	0	0	25,600,000	25,636,100
CFS-PE-Cemetery Fees	1,200	0	0	0	1,200	1,500
CFS-PE-Other Physical Environment Revenue	290,000	0	0	0	290,000	145,000
CFS-Trans-Parking Facilities	0	7,485,600	0	0	7,485,600	7,415,100
CFS-Trans-Tolls	250,000	0	0	0	250,000	289,100
CFS-Trans-Tools	0	739,000	0	0	739,000	739,000
CFS-C&R-Special Recreation Facilities	1,169,700	1,596,600	0	0	2,766,300	2,800,100
CFS-C&R-Other Culture/Recreation	3,459,500	290,000	0	0	3,749,500	12,716,500
CFS-C&R-Other Culture/Recreation (PF)	8,600,000	0	0	0	8,600,000	0
CFS-Rents And Royalties	9,453,600	2,605,700	0	0	12,059,300	9,789,600
CFS-Other Charges for Services	6,100,000	1,243,400	0	0	7,343,400	40,805,000
CFS-Parking Surcharges Lockbox	18,000,000	0	0	0	18,000,000	0
CFS - Pari-Mutuel Revenues stor	1,800,000	0	0	0	1,800,000	0
CFS-Building Inspections	7,000,000	0	0	0	7,000,000	0
Total Charges for Services:	96,064,400	14,901,300	0	0	110,965,700	114,826,400
Total Revenue (Inflows):	559,936,000	143,994,400	63,043,900	169,484,800	936,459,100	896,959,900

Expenditures (Outflows) All Funds

FY 2014-15

\$936,459,100



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: General Government	70,433,900	7.85%	74,619,800	7.97%
B: Planning and Development	22,602,000	2.52%	26,444,000	2.82%
C: Public Works	68,841,500	7.67%	73,821,200	7.88%
D: Public Safety	314,607,800	35.07%	316,754,000	33.82%
E: Public Facilities	13,717,900	1.53%	14,769,900	1.58%
F: Parks and Recreation	32,092,000	3.58%	35,547,600	3.80%
G: Risk Management	12,964,200	1.45%	2,909,500	0.31%
H: Pensions	-	0.00%	-	0.00%
I: Non-Departmental	33,648,600	3.75%	40,646,900	4.34%
J: Risk Management	12,964,200	1.45%	2,909,500	0.31%
K: Community and Economic Development	57,569,200	6.42%	60,412,100	6.45%
L: Debt Service Funds	67,813,100	7.56%	63,043,900	6.73%
M: Internal Service Fund	142,101,200	15.84%	169,484,800	18.10%
N: Transfers - OUT	60,568,500	6.75%	58,005,400	6.19%
Total	896,959,900	100.00%	936,459,100	100.00%

Consolidated Schedule
Expenditures (Outflows) by Function and department
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	Budget Funds	Budget Funds
<u>General Government</u>						
Office of the Mayor	1,018,200	512,200	0	0	1,530,400	1,204,900
Board of Commissioners	2,880,700	952,800	0	0	3,833,500	3,195,900
Total City Manager	2,678,700	0	0	0	2,678,700	2,924,700
Total Office of Agenda Coordination	302,400	0	0	0	302,400	0
Total Office of the Auditor General	1,160,000	0	0	0	1,160,000	1,078,200
Total Capital Improvements and Transportation	5,093,100	18,687,500	0	0	23,780,600	21,615,400
Office of the City Attorney	7,487,900	0	0	0	7,487,900	6,104,600
Office of the City Clerk	1,526,800	718,200	0	0	2,245,000	2,094,200
Total Civil Services	424,900	0	0	0	424,900	370,900
Total Code Compliance	4,630,700	0	0	0	4,630,700	6,841,700
Office of Communications and Protocol	1,147,400	0	0	0	1,147,400	1,049,600
Total Office of EODP	344,900	0	0	0	344,900	329,400
Total Office of Film and Entertainment	341,700	0	0	0	341,700	0
Total Finance	8,511,200	0	63,043,900	0	71,555,100	75,823,900
Total Office of Grants Administration	1,051,100	2,772,100	0	0	3,823,200	5,194,600
Total Human Resources	3,851,400	0	0	0	3,851,400	3,566,700
Total Information Technology	8,633,700	0	0	4,301,100	12,934,800	12,845,100
Total Office of Management and Budget	1,821,300	0	0	0	1,821,300	1,755,600
Total Neighborhood Enhancement Teams (NET)	3,963,000	3,089,300	0	0	7,052,300	5,691,900
Total Procurement	2,046,100	0	0	0	2,046,100	1,567,000
Total General Government	58,915,200	26,732,100	63,043,900	4,301,100	152,992,300	153,254,300
<u>Planning and Development</u>						
Total Building Department	9,703,400	828,600	0	0	10,532,000	9,657,500
Total Planning Department	6,822,800	9,089,200	0	0	15,912,000	12,944,500
Total Planning and Development	16,526,200	9,917,800	0	0	26,444,000	22,602,000
<u>Community and Economic Development</u>						
Total Community Development Department	0	60,412,100	0	0	60,412,100	57,569,200
Total Community and Economic Development	0	60,412,100	0	0	60,412,100	57,569,200
<u>Public Works</u>						
Total GSA Department	21,302,400	27,000	0	0	21,329,400	21,224,700
Total Public Works Department	18,092,300	3,580,000	0	0	21,672,300	18,749,800

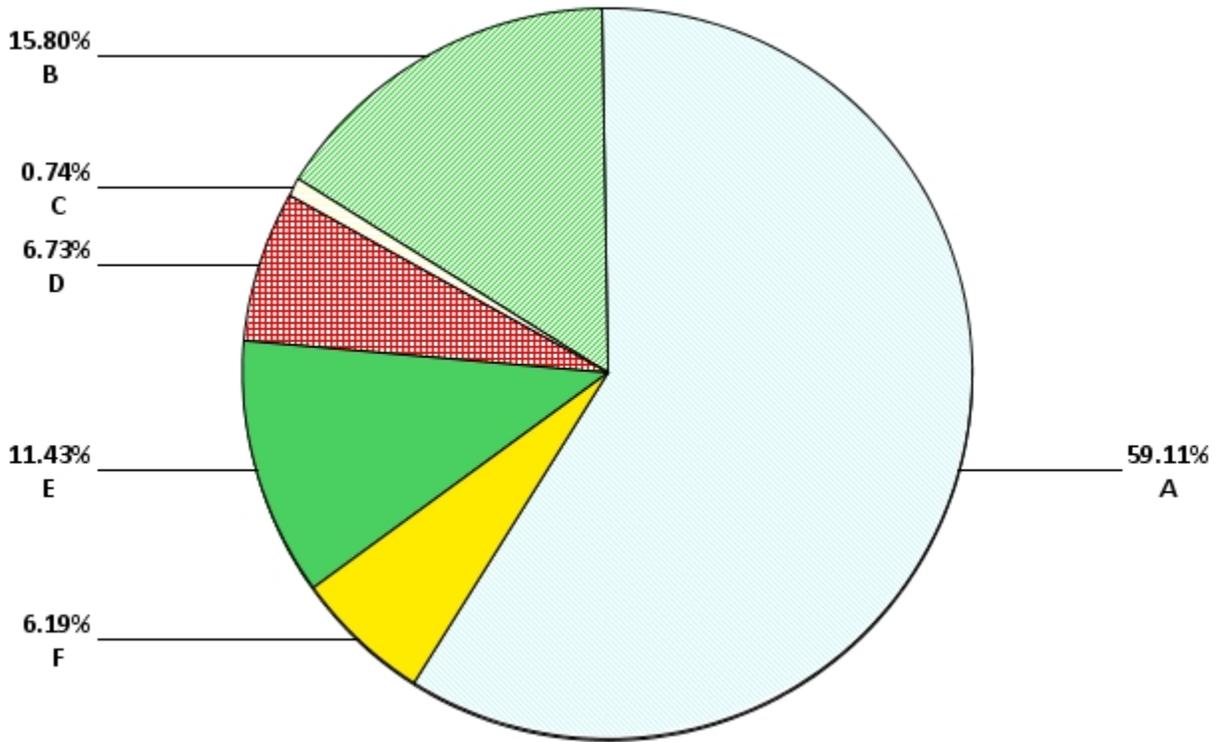
Consolidated Schedule
Expenditures (Outflows) by Function and department
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	Budget Funds	Budget Funds
Total Solid Waste Department	29,583,000	1,236,500	0	0	30,819,500	28,867,000
Total Public Works	68,977,700	4,843,500	0	0	73,821,200	68,841,500
Public Safety						
Total Fire-Rescue	109,575,000	8,659,400	0	0	118,234,400	121,122,600
Total Police	182,439,300	16,080,300	0	0	198,519,600	193,955,200
Total Public Safety	292,014,300	24,739,700	0	0	316,754,000	315,077,800
Other Departments						
Total Real Estate and Asset Management	7,466,300	14,187,800	0	0	21,654,100	22,661,800
Total Parks and Recreation	32,386,200	3,161,400	0	0	35,547,600	32,592,000
Risk Management	2,909,500	0	0	76,399,800	79,309,300	70,829,200
Total Other	42,762,000	17,349,200	0	76,399,800	136,511,000	126,083,000
Pension						
Pensions Department	0	0	0	88,783,900	88,783,900	79,935,200
Pensions	0	0	0	88,783,900	88,783,900	79,935,200
Non-Departmental						
Total Non Departmental	80,740,600	0	0	0	80,740,600	73,596,900
Total Non Departmental Units	80,740,600	0	0	0	80,740,600	73,596,900
Total All Organizations	559,936,000	143,994,400	63,043,900	169,484,800	936,459,100	896,959,900

Expenditures (Outflows) by Category All Funds

FY 2014-15

\$936,459,100



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: Personnel	523,320,300	58.34%	553,531,910	59.11%
B: Operating Expense	128,690,400	14.35%	147,963,590	15.80%
C: Capital Outlay	11,959,600	1.33%	6,936,500	0.74%
D: Debt Service	66,928,700	7.46%	63,012,400	6.73%
E: Non-Operating Expenses	105,492,400	11.76%	107,009,300	11.43%
F: Transfers - OUT	60,568,500	6.75%	58,005,400	6.19%
Total	896,959,900	100.00%	936,459,100	100.00%

Budget Funds
Schedule of Expenditures (Outflows)

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted All Funds	FY 2013-14 Adopted All Funds
Personnel						
Executive Salaries	402,400	0	0	32,000	434,400	449,200
Regular Salaries and Wages	219,486,300	9,397,900	0	0	228,884,200	221,411,300
Attrition Savings - Salaries	(10,519,000)	0	0	0	(10,519,000)	0
Other Salaries and Wages	9,398,500	3,184,000	0	0	12,582,500	11,042,400
Overtime	13,414,100	1,570,800	0	0	14,984,900	9,105,600
Special Pay	23,169,700	790,400	0	0	23,960,100	25,871,000
Fringe Benefits	1,384,800	44,300	0	0	1,429,100	1,260,600
Fica Taxes	9,514,810	623,200	0	2,400	10,140,410	9,463,800
Retirement Contributions	35,349,600	2,704,000	0	36,294,100	74,347,700	156,387,400
Police and Fire - FIPO	48,831,300	915,200	0	49,546,300	99,292,800	0
Life and Health Insurance	34,252,300	2,004,900	0	48,210,800	84,468,000	88,329,000
Health Trust - FOP	13,526,800	0	0	0	13,526,800	0
Total Personnel:	398,211,610	21,234,700	0	134,085,600	553,531,910	523,320,300
Operating Expense						
Workers' Compensation	16,231,400	638,900	0	16,757,000	33,627,300	28,117,100
Unemployment Compensation	280,000	0	0	0	280,000	400,000
Professional Services	5,540,100	1,144,500	6,500	0	6,691,100	10,148,100
Professional Services-Legal Services	954,500	0	0	0	954,500	1,062,500
Professional Services-Medical	862,700	0	0	0	862,700	694,300
Accounting and Auditing	579,500	0	0	0	579,500	499,000
Court Services	95,400	0	0	0	95,400	85,500
Other Contractual Services	8,244,300	11,272,400	25,000	2,894,100	22,435,800	20,880,900
Travel and Per Diem	227,900	733,800	0	0	961,700	649,200
Training	71,000	0	0	0	71,000	0
Communications & Related Services	230,500	598,600	0	0	829,100	4,951,600
Postage	380,900	14,400	0	15,000	410,300	382,900
Utility Services	11,019,900	14,400	0	0	11,034,300	10,729,700
Rentals and Leases	1,940,800	274,300	0	0	2,215,100	2,296,000
Insurance	0	0	0	0	0	8,535,500
Insurance - Police Torts	900,000	0	0	900,000	1,800,000	0
Insurance - Vehicle Liability	896,100	3,900	0	900,000	1,800,000	0
Insurance - Property & Casualty	6,731,800	0	0	6,731,800	13,463,600	0
Insurance - General Liability	896,200	3,800	0	900,000	1,800,000	0
Insurance - Public Official	443,600	56,600	0	500,200	1,000,400	0
Repair and Maintenance Services	6,826,000	553,800	0	0	7,379,800	11,055,900
IT-Repair and Maintenance Services	4,301,100	0	0	4,301,100	8,602,200	0

**Budget Funds
Schedule of Expenditures (Outflows)**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted All Funds	FY 2013-14 Adopted All Funds
Printing and Binding	13,500	300	0	0	13,800	14,100
Printing and Binding-Outsourcing	25,000	8,300	0	0	33,300	41,200
Printing and Binding-Paper Stock	72,900	0	0	0	72,900	100,200
Printing and Binding-Supplies	8,500	0	0	0	8,500	18,400
Promotional Activities	10,900	6,900	0	0	17,800	17,600
Advertising and Related Costs	300,600	80,800	0	0	381,400	412,400
Other Current Charges and Obligations	13,370,500	623,600	0	0	13,994,100	12,443,000
Office Supplies	467,000	86,300	0	0	553,300	593,600
Operating Supplies	3,466,300	598,200	0	0	4,064,500	3,695,200
Motor Fuel	8,022,400	4,200	0	0	8,026,600	7,736,600
Public Safety Supplies	1,129,300	500	0	0	1,129,800	1,026,600
Clothing/Uniform Supplies	1,443,000	19,700	0	0	1,462,700	1,035,500
Landscaping Related Supplies, LandscapingRelated Supplies	200,000	0	0	0	200,000	190,000
Road Materials and Supplies	65,000	0	0	0	65,000	65,000
Subscriptions, Memberships, Licenses, Permits & Others	493,090	157,500	0	0	650,590	546,700
Capitalized Books, Publications, and Library Materials	600	0	0	0	600	0
Weapons And Ammunitions	394,900	0	0	0	394,900	266,100
Total Operating Expense:	97,137,190	16,895,700	31,500	33,899,200	147,963,590	128,690,400
Capital Outlay						
Improvements Other Than Buildings	0	577,000	0	0	577,000	629,600
Machinery and Equipment	1,939,300	3,160,500	0	0	5,099,800	10,070,300
Capital Leases	1,259,700	0	0	0	1,259,700	1,259,700
Total Capital Outlay:	3,199,000	3,737,500	0	0	6,936,500	11,959,600
Debt Service						
Principal	0	0	21,634,500	0	21,634,500	24,453,800
Interest	0	0	41,377,900	0	41,377,900	42,474,900
Total Debt Service:	0	0	63,012,400	0	63,012,400	66,928,700
Non-Operating Expense						
Aids to Government Agencies	531,400	0	0	0	531,400	564,000
Aids to Private Organizations	455,100	55,213,400	0	0	55,668,500	52,872,600
Other Grants and Aids	0	224,200	0	0	224,200	554,200
Budget Reserve	10,572,600	28,777,200	0	1,500,000	40,849,800	44,502,300
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Other Uses	4,735,400	0	0	0	4,735,400	1,999,300

Budget Funds
Schedule of Expenditures (Outflows)

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2014-15 Adopted All Funds	FY 2013-14 Adopted All Funds
Total Non-Operating Expense:	21,294,500	84,214,800	0	1,500,000	107,009,300	105,492,400
<u>Transfers-OUT</u>						
Interfund Transfers	40,093,700	17,911,700	0	0	58,005,400	60,568,500
Total Transfers-OUT:	40,093,700	17,911,700	0	0	58,005,400	60,568,500
Total Expenditure (Outflows):	559,936,000	143,994,400	63,043,900	169,484,800	936,459,100	896,959,900

Appendix D
Presentation of Schedules and Graphs
For
General Fund

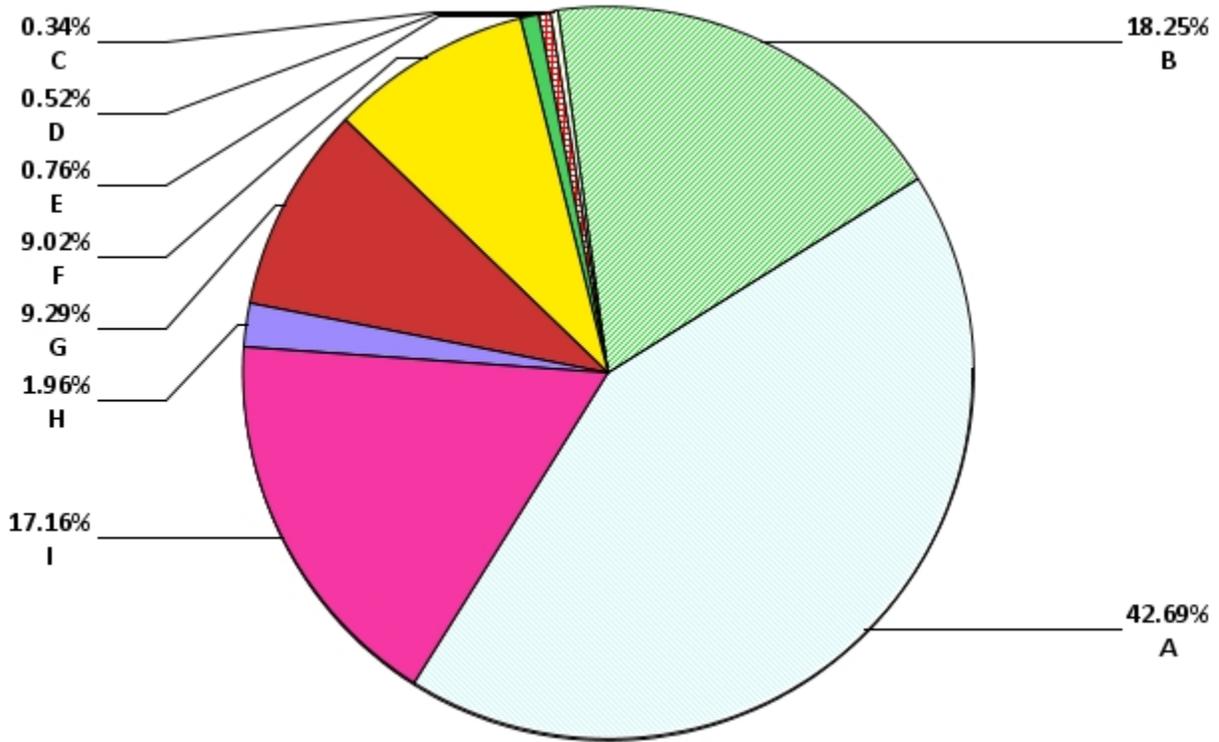
**Summary of FY 2014-15
Adopted Budget
Hyperion - Total General Fund**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Revenues					
Property Taxes	210,697,277	209,126,414	208,998,635	225,733,400	239,056,600
Franchise Fees and Other Taxes	37,783,993	102,489,740	103,974,852	99,191,900	102,212,800
Interest	1,915,415	2,418,809	(2,546,552)	1,000,000	1,900,000
Transfers-IN	59,792,210	5,206,967	440,059	0	2,899,200
Fines and Forfeitures	4,673,959	4,808,276	4,841,001	4,019,200	4,272,200
Intergovernmental Revenues	54,540,146	56,176,739	58,259,391	47,112,200	50,498,300
Licenses and Permits	33,965,077	35,655,699	35,794,074	37,633,500	52,039,000
Other Revenues (Inflows)	14,139,508	20,961,808	11,690,533	11,018,100	10,993,500
Charges for Services	85,203,149	91,413,221	104,418,469	99,194,300	96,064,400
Total Revenues	502,710,733	528,257,674	525,870,461	524,902,600	559,936,000
Expenditures					
General Government	38,525,166	37,271,913	52,677,944	54,254,400	58,915,200
Planning and Development	8,309,065	7,706,053	11,903,902	15,103,300	16,526,200
Public Works	46,634,027	49,194,565	63,984,140	65,044,600	68,977,700
Public Safety	205,265,392	190,369,730	271,368,416	268,355,300	292,014,300
Public Facilities	4,334,995	4,162,439	5,650,827	6,465,400	7,466,300
Parks and Recreation	23,403,186	22,857,751	29,300,240	29,118,500	32,386,200
Risk Management	63,938,725	58,357,007	11,809,265	12,964,200	2,909,500
Pensions	72,194,979	72,843,201	535,711	0	0
Non-Departmental	19,159,722	13,948,698	21,739,498	33,648,600	40,646,900
Community and Economic Development	0	0	87	0	0
Transfers - OUT	15,466,500	33,029,917	38,973,300	39,948,300	40,093,700
Total Expenditures	497,231,757	489,741,275	507,943,330	524,902,600	559,936,000

Revenues (Inflows) General Fund

FY 2013-14

\$524,902,600



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: Property Taxes	225,733,400	43.00%	239,056,600	42.69%
B: Franchise Fees and Other Taxes	99,191,900	18.90%	102,212,800	18.25%
C: Interest	1,000,000	0.19%	1,900,000	0.34%
D: Transfers-IN	0	0.00%	2,899,200	0.52%
E: Fines and Forfeitures	4,019,200	0.77%	4,272,200	0.76%
F: Intergovernmental Revenues	47,112,200	8.98%	50,498,300	9.02%
G: Licenses and Permits	37,633,500	7.17%	52,039,000	9.29%
H: Other Revenues (Inflows)	11,018,100	2.10%	10,993,500	1.96%
I: Charges for Services	99,194,300	18.90%	96,064,400	17.16%
Total	524,902,600	100.00%	559,936,000	100.00%

**General Fund
Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	186,443,601	190,370,219	189,021,563	205,012,800	222,413,600
Ad Valorem Taxes-Real-Delinquent	11,827,498	6,684,047	5,710,390	5,100,000	2,000,000
Ad Valorem Taxes-Penalty & Interest	59,727	0	67,907	1,000	25,000
Ad Valorem Taxes-Personal	12,341,855	11,378,141	13,760,847	14,969,600	14,613,000
Ad Valorem Taxes-Personal-Delinquent	24,597	694,007	437,929	650,000	5,000
Total Property Taxes:	210,697,277	209,126,414	208,998,635	225,733,400	239,056,600
<u>Franchise Fees and Other Taxes</u>					
S,U&F Taxes-Local Option Taxes	0	0	50	0	0
S,U&F Taxes-Local Option Fuel Tax	0	6,682,646	6,625,945	6,382,300	6,647,000
Franc Fee-Electricity	26,500,677	26,257,819	25,754,584	26,000,000	25,000,200
Franc Fee-Gas	444,208	392,007	381,627	400,000	370,200
Utility Ser Fee-Electricity	0	27,573,832	29,639,931	27,500,000	29,585,500
Utility Ser Fee-Water	0	4,174,937	4,209,451	3,900,000	4,200,000
Utility Ser Fee-Gas	0	1,398,101	937,604	1,330,000	537,000
Utility Ser Fee-Cable Television	422,379	0	0	0	0
Utility Ser Fee-Fuel Oil	0	14,330	12,909	13,600	13,200
Public Service Taxes	0	24,884,787	24,522,303	22,316,000	24,639,700
Other Taxes-Storm Water	10,416,729	11,111,283	11,890,448	11,350,000	11,220,000
Total Franchise Fees and Other Taxes:	37,783,993	102,489,740	103,974,852	99,191,900	102,212,800
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	61,077	(56,059)	(226,349)	0	0
Misc-Int & Pen-Investment	2,203,530	2,275,032	1,856,117	1,000,000	1,900,000
Misc-Net Increase Decrease In Fair ValueOf	(345,473)	199,837	(4,176,321)	0	0
Misc-Treasury Onaccount Receipts	(3,720)	0	0	0	0
Total Interest:	1,915,415	2,418,809	(2,546,552)	1,000,000	1,900,000
<u>Transfers-IN</u>					
Other-Interfund Transfer	59,792,210	5,206,967	440,059	0	2,899,200
Total Transfers-IN:	59,792,210	5,206,967	440,059	0	2,899,200
<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	3,604,820	4,062,491	4,153,018	3,500,000	3,500,000

**General Fund
Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Fines-Violations Of Local Ordinances	41,220	49,577	0	1,300	250,000
Fines-Other Fines And/Or Forfeits	1,027,920	696,207	687,983	517,900	522,200
Total Fines and Forfeitures:	4,673,959	4,808,276	4,841,001	4,019,200	4,272,200
<u>Intergovernmental Revenues</u>					
Federal Grants	345,294	(152,785)	203,821	98,400	134,000
Federal Payments In Lieu Of Taxes	0	0	(445)	0	0
State Grants	1,953	(12)	587	0	0
State Shared Revenues	38,433,783	2,158,419	598,825	555,000	547,500
Municipal Rev Sharing	0	12,009,612	12,074,536	11,685,800	12,497,500
Half Cent Sales Tax	0	25,803,387	27,737,964	26,993,800	29,582,100
State Pension Payment	9,375,374	10,008,353	10,644,731	0	0
Grants From Other Local Units	0	0	6,879	0	0
Shared Revenues From Other Local Units	6,437,264	6,349,764	6,992,492	7,779,200	537,200
Shared Revenues - MPA	0	0	0	0	7,200,000
Pmts Other Local U In Lieu Of Taxes	(53,522)	0	0	0	0
Total Licenses and Permits:	54,540,146	56,176,739	58,259,391	47,112,200	50,498,300
<u>Licenses and Permits</u>					
Business Tax Receipt	755	2,545	3,901	0	0
Business Tax Receipt-Business	6,297,096	7,303,647	7,398,587	7,000,000	7,125,000
Business Tax Receipt-Business-Penalty	607,843	91,589	242,347	200,000	100,000
Business Tax Receipt-Metro	596,052	589,654	546,447	575,000	530,000
Building Permits	6,712,986	6,987,058	6,492,349	7,510,000	15,520,000
Other Licenses, Fees and Permits	19,750,345	20,681,207	21,110,443	22,348,500	2,364,000
Other Licenses, Fees - CU(SW)	0	0	0	0	6,100,000
Other Licenses, Fees - SW					
Franchise and Comm Haulers	0	0	0	0	12,600,000
Other Licenses, Fees - Murals	0	0	0	0	3,000,000
Other Licenses, Fees - Fire Safety Permits	0	0	0	0	2,500,000
Other Licenses, Fees - CU	0	0	0	0	2,200,000
Total Licenses and Permits:	33,965,077	35,655,699	35,794,074	37,633,500	52,039,000
<u>Other Revenues (Inflows)</u>					
Misc-Red Light Camera Fines	2,138,804	5,858,241	6,618,360	6,850,000	6,360,000
Misc-Disposition Of Fixed Assets	161,942	184,968	235,886	2,000	4,000

**General Fund
Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Misc-Sales Of Surplus Materials And Scrap	10,812	0	1,220	2,500	2,500
Misc-Contributions And Donations From Private Sources	2,874	0	0	0	0
Misc-Other Miscellaneous Revenues	9,552,129	12,622,612	2,636,832	2,355,800	780,700
Misc.-Other Service Charges/Late Fees	0	0	0	0	1,900,000
Misc-Settlements	2,022,451	221,023	14,136	0	0
Misc-Contra Revenue For Bad Debt Allowance	112,439	310,616	105,389	70,000	105,000
Other-Nonoperating Sources	2,119	1,620,387	1,865,787	1,600,000	1,841,300
Other-Oth N-optg Sour/Carryover	135,938	143,962	212,923	137,800	0
Total Other Revenues (Inflows):	14,139,508	20,961,808	11,690,533	11,018,100	10,993,500

Charges for Services

CFS-GG-Internal Service Fund Fees And Charges	445,440	631,449	1,074,931	350,000	755,000
CFS-GG-Other General Government Charges And Fees	623,753	709,349	702,036	686,100	694,200
CFS-PS-Police Services	3,037,509	3,257,611	2,822,770	3,408,900	2,800,000
CFS-PS-Fire Protection Services	10,014	725	1,211	0	0
CFS-PS-Emergency Service Fees	7,287,679	7,661,878	8,161,498	7,600,000	8,500,000
CFS-PS-Protective Inspection Fees	227,331	270,281	442,526	289,000	440,500
CFS-PS-Ambulance/False Alarm Fees	311,272	535,494	668,816	530,000	600,700
CFS-PS-Other Public Safety Charges And Fees	575,984	565,732	571,363	504,400	550,000
CFS-PE-Garbage/Solid Waste Revenue	25,647,374	25,108,812	26,667,206	25,636,100	25,600,000
CFS-PE-Cemetery Fees	0	296	0	1,500	1,200
CFS-PE-Other Physical Environment Revenue	308,003	295,332	242,282	145,000	290,000
CFS-Trans-Parking Facilities	0	0	14,991	0	0
CFS-Trans-Tolls	217,907	229,132	245,085	289,100	250,000
CFS-Trans-Other Transportation Revenue	0	0	2,447	0	0
CFS-Trans-Tools	328	0	64	0	0
CFS-C&R-Special Events	(615)	0	0	0	0
CFS-C&R-Special Recreation Facilities	759,576	1,059,077	1,110,088	1,203,500	1,169,700
CFS-C&R-Other Culture/Recreation	10,523,643	11,008,958	11,825,014	12,475,000	3,459,500
CFS-C&R-Other Culture/Recreation (PF)	0	0	0	0	8,600,000
CFS-Rents And Royalties	6,149,978	7,015,363	7,824,138	7,079,500	9,453,600

**General Fund
Schedule of Revenue (Inflows)**

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
CFS-Other Charges for Services	29,077,972	33,063,730	42,042,004	38,996,200	6,100,000
CFS-Parking Surcharges Lockbox	0	0	0	0	18,000,000
CFS - Pari-Mutuel Revenues stor	0	0	0	0	1,800,000
CFS-Building Inspections	0	0	0	0	7,000,000
Total Charges for Services:	85,203,149	91,413,221	104,418,469	99,194,300	96,064,400
Total Revenue (Inflows):	502,710,733	528,257,674	525,870,461	524,902,600	559,936,000

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<u>411100 - Ad Valorem Taxes-Real</u>					
<i>Finance</i>	186,442,221	190,370,148	189,021,563	205,012,800	222,413,600
<i>Police</i>	1,381	71	0	0	0
Total	186,443,601	190,370,219	189,021,563	205,012,800	222,413,600
<u>411150 - Ad Valorem Taxes-Real-Delinquent</u>					
<i>Finance</i>	11,827,498	6,684,047	5,710,390	5,100,000	2,000,000
Total	11,827,498	6,684,047	5,710,390	5,100,000	2,000,000
<u>411200 - Ad Valorem Taxes-Penalty & Interest</u>					
<i>Finance</i>	59,727	0	67,907	1,000	25,000
Total	59,727	0	67,907	1,000	25,000
<u>411300 - Ad Valorem Taxes-Personal</u>					
<i>Finance</i>	12,341,855	11,378,141	13,760,847	14,969,600	14,613,000
Total	12,341,855	11,378,141	13,760,847	14,969,600	14,613,000
<u>411350 - Ad Valorem Taxes-Personal-Delinquent</u>					
<i>Finance</i>	24,597	694,007	437,929	650,000	5,000
Total	24,597	694,007	437,929	650,000	5,000
<u>Property Taxes</u>					
<i>Finance</i>	210,695,897	209,126,342	208,998,635	225,733,400	239,056,600
<i>Police</i>	1,381	71	0	0	0
Total	210,697,277	209,126,414	208,998,635	225,733,400	239,056,600
<u>412100 - S,U&F Taxes-Local Option Taxes</u>					
<i>Police</i>	0	0	50	0	0
Total	0	0	50	0	0
<u>412400 - S,U&F Taxes-Local Option Fuel Tax</u>					
<i>Finance</i>	0	6,682,646	6,625,945	6,382,300	6,647,000
Total	0	6,682,646	6,625,945	6,382,300	6,647,000
<u>413100 - Franc Fee-Electricity</u>					
<i>Finance</i>	26,500,677	26,257,819	25,754,584	26,000,000	25,000,200
Total	26,500,677	26,257,819	25,754,584	26,000,000	25,000,200

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<u>413400 - Franc Fee-Gas</u>					
Finance	444,208	392,007	381,627	400,000	370,200
Total	444,208	392,007	381,627	400,000	370,200
<u>414100 - Utility Ser Fee-Electricity</u>					
Finance	0	27,573,832	29,639,931	27,500,000	29,585,500
Total	0	27,573,832	29,639,931	27,500,000	29,585,500
<u>414300 - Utility Ser Fee-Water</u>					
Finance	0	4,174,937	4,209,451	3,900,000	4,200,000
Total	0	4,174,937	4,209,451	3,900,000	4,200,000
<u>414400 - Utility Ser Fee-Gas</u>					
Finance	0	1,398,101	937,604	1,330,000	537,000
Total	0	1,398,101	937,604	1,330,000	537,000
<u>414500 - Utility Ser Fee-Cable Television</u>					
Finance	422,379	0	0	0	0
Total	422,379	0	0	0	0
<u>414700 - Utility Ser Fee-Fuel Oil</u>					
Finance	0	14,330	12,909	13,600	13,200
Total	0	14,330	12,909	13,600	13,200
<u>415000 - Public Service Taxes</u>					
Finance	0	24,884,787	24,522,303	22,316,000	24,639,700
Total	0	24,884,787	24,522,303	22,316,000	24,639,700
<u>419000 - Other Taxes-Storm Water</u>					
Finance	10,415,661	(15,375)	16,250	0	0
Public Works Dept.	0	11,126,658	11,874,197	11,746,000	11,220,000
Public Facilities	1,068	0	0	0	0
Total	10,416,729	11,111,283	11,890,448	11,746,000	11,220,000
<u>Franchise Fees and Other Taxes</u>					
Finance	37,782,925	91,363,082	92,100,604	87,841,900	90,992,800
Public Works Dept.	0	11,126,658	11,874,197	11,746,000	11,220,000
Police	0	0	50	0	0
Public Facilities	1,068	0	0	0	0

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
Total	37,783,993	102,489,740	103,974,852	99,587,900	102,212,800

461100 - Misc-Int & Pen-Lot Clear & Demoli

<i>Finance</i>	56,119	(59,555)	(230,205)	0	0
<i>Solid Waste</i>	4,959	3,496	3,856	0	0
Total	61,077	(56,059)	(226,349)	0	0

461110 - Misc-Int & Pen-Investment

<i>Finance</i>	2,203,530	2,275,032	1,855,979	1,000,000	1,900,000
<i>Solid Waste</i>	0	0	139	0	0
Total	2,203,530	2,275,032	1,856,117	1,000,000	1,900,000

461300 - Misc-Net Increase Decrease In Fair Value Of

<i>Finance</i>	(345,473)	199,837	(4,176,321)	0	0
Total	(345,473)	199,837	(4,176,321)	0	0

461800 - Misc-Treasury Onaccount Receipts

<i>Finance</i>	(3,720)	0	0	0	0
Total	(3,720)	0	0	0	0

Interest

<i>Finance</i>	1,910,456	2,415,313	(2,550,547)	1,000,000	1,900,000
<i>Solid Waste</i>	4,959	3,496	3,995	0	0
Total	1,915,415	2,418,809	(2,546,552)	1,000,000	1,900,000

481000 - Other-Interfund Transfer

<i>Finance</i>	58,975,511	5,206,967	440,059	11,766,000	2,899,200
<i>Pensions Department</i>	816,699	0	0	0	0
Total	59,792,210	5,206,967	440,059	11,766,000	2,899,200

Transfers-IN

<i>Finance</i>	58,975,511	5,206,967	440,059	11,766,000	2,899,200
<i>Pensions Department</i>	816,699	0	0	0	0
Total	59,792,210	5,206,967	440,059	11,766,000	2,899,200

451000 - Fines-Judgments And Fines

<i>Finance</i>	0	0	0	0	(600,000)
<i>Police</i>	3,604,820	4,062,491	4,153,018	3,500,000	4,100,000
Total	3,604,820	4,062,491	4,153,018	3,500,000	3,500,000

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<u>454000 - Fines-Violations Of Local Ordinances</u>					
<i>Finance</i>	41,220	32,018	0	1,300	250,000
<i>Police</i>	0	17,559	0	0	0
Total	41,220	49,577	0	1,300	250,000

<u>459000 - Fines-Other Fines And/Or Forfeits</u>					
<i>Code Compliance</i>	0	392,321	378,438	350,000	370,000
<i>Finance</i>	42,182	95,047	88,725	35,000	80,000
<i>Procurement</i>	200	0	0	0	0
<i>Building Department</i>	285,337	153,401	139,646	120,000	60,000
<i>Planning and Zoning</i>	770,406	111,165	(1,121)	0	0
GSA	0	152	0	0	0
<i>Solid Waste</i>	96,463	(56,658)	76,562	7,300	7,300
<i>Police</i>	0	5,282	4,469	5,600	4,900
<i>Public Facilities</i>	0	0	393	0	0
Total	1,027,920	696,207	687,983	517,900	522,200

Fines and Forfeitures

<i>Code Compliance</i>	0	392,321	378,438	350,000	370,000
<i>Finance</i>	83,402	127,065	88,725	36,300	(270,000)
<i>Procurement</i>	200	0	0	0	0
<i>Building Department</i>	285,337	153,401	139,646	120,000	60,000
<i>Planning and Zoning</i>	770,406	111,165	(1,121)	0	0
GSA	0	152	0	0	0
<i>Solid Waste</i>	96,463	(56,658)	76,562	7,300	7,300
<i>Police</i>	3,604,820	4,085,333	4,157,487	3,505,600	4,104,900
<i>Public Facilities</i>	0	0	393	0	0
Total	4,673,959	4,808,276	4,841,001	4,019,200	4,272,200

431000 - Federal Grants

<i>Finance</i>	257,085	(257,085)	0	0	0
<i>Parks and Recreation</i>	88,209	104,300	203,821	98,400	134,000
Total	345,294	(152,785)	203,821	98,400	134,000

433000 - Federal Payments In Lieu Of Taxes

<i>Building Department</i>	0	0	(445)	0	0
Total	0	0	(445)	0	0

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<u>434000 - State Grants</u>					
<i>Capital Improvements and Transportation</i>	0	7	0	0	0
<i>Public Facilities</i>	1,953	0	0	0	0
<i>Parks and Recreation</i>	0	(19)	587	0	0
Total	1,953	(12)	587	0	0
<u>435000 - State Shared Revenues</u>					
<i>Finance</i>	37,417,553	563,631	596,157	1,334,200	547,500
<i>Fire-Rescue</i>	1,016,230	1,594,788	2,669	0	0
Total	38,433,783	2,158,419	598,825	1,334,200	547,500
<u>435001 - Municipal Rev Sharing</u>					
<i>Finance</i>	0	12,009,612	12,074,536	11,685,800	12,497,500
Total	0	12,009,612	12,074,536	11,685,800	12,497,500
<u>435002 - Half Cent Sales Tax</u>					
<i>Finance</i>	0	25,803,387	27,737,964	28,499,600	29,582,100
Total	0	25,803,387	27,737,964	28,499,600	29,582,100
<u>436900 - State Pension Payment</u>					
<i>Fire-Rescue</i>	5,088,318	5,201,192	5,218,719	0	0
<i>Police</i>	4,287,056	4,807,161	5,426,012	0	0
Total	9,375,374	10,008,353	10,644,731	0	0
<u>437000 - Grants From Other Local Units</u>					
<i>Public Facilities</i>	0	0	6,879	0	0
Total	0	0	6,879	0	0
<u>438000 - Shared Revenues From Other Local Units</u>					
<i>Finance</i>	5,900,000	5,812,500	6,500,000	542,000	0
<i>Fire-Rescue</i>	537,264	537,264	492,492	537,200	537,200
Total	6,437,264	6,349,764	6,992,492	1,079,200	537,200
<u>438010 - Shared Revenues - MPA</u>					
<i>Finance</i>	0	0	0	6,700,000	7,200,000
Total	0	0	0	6,700,000	7,200,000
<u>439000 - Pmts Other Local U In Lieu Of Taxes</u>					
<i>Building Department</i>	(6,416)	0	0	0	0

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>Police</i>	(47,106)	0	0	0	0
Total	(53,522)	0	0	0	0

Intergovernmental Revenues

<i>Capital Improvements and Transportation</i>	0	7	0	0	0
<i>Finance</i>	43,574,638	43,932,045	46,908,657	48,761,600	49,827,100
<i>Building Department</i>	(6,416)	0	(445)	0	0
<i>Fire-Rescue</i>	6,641,812	7,333,244	5,713,880	537,200	537,200
<i>Police</i>	4,239,950	4,807,161	5,426,012	0	0
<i>Public Facilities</i>	1,953	0	6,879	0	0
<i>Parks and Recreation</i>	88,209	104,281	204,408	98,400	134,000
Total	54,540,146	56,176,739	58,259,391	49,397,200	50,498,300

421000 - Business Tax Receipt

<i>Finance</i>	549	2,520	3,901	0	0
<i>Police</i>	0	25	0	0	0
<i>Risk Management</i>	207	0	0	0	0
Total	755	2,545	3,901	0	0

421100 - Business Tax Receipt-Business

<i>Finance</i>	6,297,096	7,303,647	7,398,587	7,000,000	7,125,000
Total	6,297,096	7,303,647	7,398,587	7,000,000	7,125,000

421200 - Business Tax Receipt-Business-Penalty

<i>Finance</i>	607,843	91,580	242,347	200,000	100,000
<i>Police</i>	0	9	0	0	0
Total	607,843	91,589	242,347	200,000	100,000

421400 - Business Tax Receipt-Metro

<i>Finance</i>	596,052	589,654	546,447	575,000	530,000
Total	596,052	589,654	546,447	575,000	530,000

422000 - Building Permits

<i>Building Department</i>	6,712,986	6,987,058	6,492,349	7,888,000	15,520,000
Total	6,712,986	6,987,058	6,492,349	7,888,000	15,520,000

429000 - Other Licenses, Fees and Permits

<i>Code Compliance</i>	133,357	61,555	80,927	65,000	72,000
<i>Finance</i>	3,866,579	1,389,910	1,047,745	0	0

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>Building Department</i>	191,797	316,838	103,131	350,100	110,000
<i>Planning and Zoning</i>	1,412,465	4,330,297	5,450,862	1,645,000	2,000,000
GSA	28,096	0	0	0	0
<i>Public Works Dept.</i>	46,744	25,125	56,821	23,400	57,000
Solid Waste	11,414,501	12,134,949	12,401,386	0	0
Fire-Rescue	2,318,909	2,302,915	1,837,598	0	0
Police	110,066	119,243	131,275	110,000	125,000
Public Facilities	155,123	375	700	0	0
Total	19,750,345	20,681,207	21,110,443	2,193,500	2,364,000

429010 - Other Licenses, Fees - CU(SW)

<i>Solid Waste</i>	0	0	0	6,000,000	6,100,000
Total	0	0	0	6,000,000	6,100,000

429020 - Other Licenses, Fees - SW Franchise and Comm Haulers

<i>Solid Waste</i>	0	0	0	12,500,000	12,600,000
Total	0	0	0	12,500,000	12,600,000

429030 - Other Licenses, Fees - Murals

<i>Planning and Zoning</i>	0	0	0	4,000,000	3,000,000
Total	0	0	0	4,000,000	3,000,000

429035 - Other Licenses, Fees - Fire Safety Permits

<i>Fire-Rescue</i>	0	0	0	2,500,000	2,500,000
Total	0	0	0	2,500,000	2,500,000

429040 - Other Licenses, Fees - CU

<i>Finance</i>	0	0	0	1,300,000	1,259,700
<i>Planning and Zoning</i>	0	0	0	0	940,300
Total	0	0	0	1,300,000	2,200,000

Licenses and Permits

<i>Code Compliance</i>	133,357	61,555	80,927	65,000	72,000
<i>Finance</i>	11,368,118	9,377,311	9,239,027	9,075,000	9,014,700
<i>Building Department</i>	6,904,783	7,303,896	6,595,479	8,238,100	15,630,000
<i>Planning and Zoning</i>	1,412,465	4,330,297	5,450,862	5,645,000	5,940,300
GSA	28,096	0	0	0	0
<i>Public Works Dept.</i>	46,744	25,125	56,821	23,400	57,000
Solid Waste	11,414,501	12,134,949	12,401,386	18,500,000	18,700,000

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>Fire-Rescue</i>	2,318,909	2,302,915	1,837,598	2,500,000	2,500,000
<i>Police</i>	110,066	119,277	131,275	110,000	125,000
<i>Public Facilities</i>	155,123	375	700	0	0
<i>Risk Management</i>	207	0	0	0	0
Total	33,965,077	35,655,699	35,794,074	44,156,500	52,039,000

462000 - Misc-Red Light Camera Fines

<i>Capital Improvements and Transportation</i>	0	5,858,241	6,618,360	6,850,000	6,360,000
<i>Finance</i>	2,128,304	0	0	0	0
<i>Police</i>	10,500	0	0	0	0
Total	2,138,804	5,858,241	6,618,360	6,850,000	6,360,000

464000 - Misc-Disposition Of Fixed Assets

<i>Commissioners</i>	0	0	25	0	0
<i>Auditor General</i>	25	0	0	0	0
<i>City Clerk</i>	11	0	105	0	0
<i>Code Compliance</i>	205	0	0	0	0
<i>Office of Communications and Protocol</i>	473	5	0	0	0
<i>Finance</i>	10	210	0	0	0
<i>Information Technology</i>	5	713	5	0	0
<i>Procurement</i>	0	0	412	0	0
<i>Building Department</i>	0	847	968	0	0
<i>Planning and Zoning</i>	63	0	0	0	0
<i>GSA</i>	127,888	139,332	171,082	0	0
<i>Solid Waste</i>	25,375	35	5,825	0	0
<i>Fire-Rescue</i>	1,779	36,645	887	0	0
<i>Police</i>	2,858	7,084	56,572	2,000	4,000
<i>Public Facilities</i>	0	97	0	0	0
<i>Parks and Recreation</i>	3,250	0	5	0	0
Total	161,942	184,968	235,886	2,000	4,000

465000 - Misc-Sales Of Surplus Materials And Scrap

<i>Finance</i>	6,624	0	0	0	0
<i>GSA</i>	1,880	0	1,220	0	0
<i>Solid Waste</i>	2,308	0	0	2,500	2,500
Total	10,812	0	1,220	2,500	2,500

466000 - Misc-Contributions And Donations From Private Sources

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>Police</i>	2,500	0	0	0	0
<i>Community Development Department</i>	374	0	0	0	0
Total	2,874	0	0	0	0
469000 - Misc-Other Miscellaneous Revenues					
<i>City Manager</i>	(16)	0	5,750	6,000	176,800
<i>Capital Improvements and Transportation</i>	861	791	103	0	0
<i>City Clerk</i>	1,340	364	93	100	0
<i>Code Compliance</i>	0	0	(81)	0	0
<i>Equal Opportunity and Diversity Programs</i>	55	2	0	0	0
<i>Finance</i>	1,770,095	2,116,263	1,779,796	100,000	0
<i>Information Technology</i>	2,150	0	1	0	0
<i>Neighborhood Enhancement Teams (NET)</i>	1,022	1,356	725	0	0
<i>Procurement</i>	0	9,984	0	0	0
<i>Building Department</i>	200,263	288,758	116,244	250,200	10,000
<i>Planning and Zoning</i>	1,275	2,388	7,396	600	7,600
<i>GSA</i>	6,846	13,837	624	0	0
<i>Solid Waste</i>	4,186	421	289,101	394,000	197,000
<i>Fire-Rescue</i>	14,962	12,233	20,379	10,300	10,300
<i>Police</i>	353,717	81,669	5,797	14,600	80,000
<i>Public Facilities</i>	244,729	281,433	378,813	259,000	272,000
<i>Parks and Recreation</i>	68,432	23,958	31,170	21,000	27,000
<i>Risk Management</i>	6,882,211	9,789,155	923	0	0
Total	9,552,129	12,622,612	2,636,832	1,055,800	780,700
469010 - Misc.-Other Service Charges/Late Fees					
<i>Finance</i>	0	0	0	1,300,000	1,900,000
Total	0	0	0	1,300,000	1,900,000
469300 - Misc-Settlements					
<i>Finance</i>	120,000	0	14,136	0	0
<i>Fire-Rescue</i>	0	121,023	0	0	0
<i>Risk Management</i>	1,902,451	100,000	0	0	0
Total	2,022,451	221,023	14,136	0	0
469900 - Misc-Contra Revenue For Bad Debt Allowance					
<i>Civil Services</i>	0	440	0	0	0
<i>Police</i>	112,439	310,176	105,389	70,000	105,000

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
Total	112,439	310,616	105,389	70,000	105,000

489000 - Other-Nonoperating Sources

City Attorney	0	0	0	0	127,800
Code Compliance	0	42,900	0	0	0
Building Department	0	21,800	0	0	0
GSA	0	5,400	0	0	0
Public Works Dept.	0	4,800	0	0	0
Solid Waste	0	2,600	0	0	0
Fire-Rescue	0	63,281	1,865,667	1,600,000	1,700,000
Police	2,119	940,461	119	0	13,500
Public Facilities	0	2,400	0	0	0
Parks and Recreation	0	4,800	0	0	0
Non-Departmental	0	531,944	0	0	0
Total	2,119	1,620,387	1,865,787	1,600,000	1,841,300

489900 - Other-Oth N-optg Sour/Carryover

City Attorney	127,764	127,764	127,764	127,800	0
Finance	(7,591)	0	73,615	2,590,200	0
Police	15,765	16,198	11,543	10,000	0
Total	135,938	143,962	212,923	2,728,000	0

Other Revenues (Inflows)

Commissioners	0	0	25	0	0
City Manager	(16)	0	5,750	6,000	176,800
Auditor General	25	0	0	0	0
Capital Improvements and Transportation	861	5,859,032	6,618,464	6,850,000	6,360,000
City Attorney	127,764	127,764	127,764	127,800	127,800
City Clerk	1,351	364	198	100	0
Civil Services	0	440	0	0	0
Code Compliance	205	42,900	(81)	0	0
Office of Communications and Protocol	473	5	0	0	0
Equal Opportunity and Diversity Programs	55	2	0	0	0
Finance	4,017,442	2,116,473	1,867,547	3,990,200	1,900,000
Information Technology	2,155	713	6	0	0
Neighborhood Enhancement Teams (NET)	1,022	1,356	725	0	0
Procurement	0	9,984	412	0	0
Building Department	200,263	311,405	117,212	250,200	10,000

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>Planning and Zoning</i>	1,338	2,388	7,396	600	7,600
GSA	136,615	158,568	172,926	0	0
<i>Public Works Dept.</i>	0	4,800	0	0	0
Solid Waste	31,868	3,056	294,926	396,500	199,500
Fire-Rescue	16,742	233,182	1,886,933	1,610,300	1,710,300
Police	499,898	1,355,588	179,421	96,600	202,500
<i>Community Development Department</i>	374	0	0	0	0
Public Facilities	244,729	283,930	378,813	259,000	272,000
<i>Parks and Recreation</i>	71,682	28,758	31,175	21,000	27,000
Risk Management	8,784,662	9,889,155	923	0	0
<i>Non-Departmental</i>	0	531,944	0	0	0
Total	14,139,508	20,961,808	11,690,533	13,608,300	10,993,500

441200 - CFS-GG-Internal Service Fund Fees And Charges

<i>Finance</i>	358,380	584,176	1,033,536	300,000	700,000
<i>Public Works Dept.</i>	86,860	47,062	41,395	50,000	55,000
<i>Police</i>	200	210	0	0	0
Total	445,440	631,449	1,074,931	350,000	755,000

441900 - CFS-GG-Other General Government Charges And Fees

<i>City Clerk</i>	750	87	1,174	0	800
<i>Public Facilities</i>	39,247	42,038	21,557	24,000	22,000
<i>Parks and Recreation</i>	583,756	667,224	679,305	662,100	671,400
Total	623,753	709,349	702,036	686,100	694,200

442100 - CFS-PS-Police Services

<i>Finance</i>	0	25	505	0	0
<i>Fire-Rescue</i>	0	(22,673)	(113)	0	0
<i>Police</i>	2,769,303	2,974,832	2,822,367	3,408,900	2,800,000
<i>Risk Management</i>	268,206	305,427	10	0	0
Total	3,037,509	3,257,611	2,822,770	3,408,900	2,800,000

442200 - CFS-PS-Fire Protection Services

<i>Fire-Rescue</i>	10,014	725	1,211	0	0
Total	10,014	725	1,211	0	0

442400 - CFS-PS-Emergency Service Fees

<i>Fire-Rescue</i>	7,287,524	7,661,878	8,161,498	7,600,000	8,500,000
<i>Parks and Recreation</i>	155	0	0	0	0

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
Total	7,287,679	7,661,878	8,161,498	7,600,000	8,500,000

442500 - CFS-PS-Protective Inspection Fees

<i>Finance</i>	2,441	473	1,964	0	0
<i>Fire-Rescue</i>	224,890	269,808	440,562	289,000	440,500
Total	227,331	270,281	442,526	289,000	440,500

442600 - CFS-PS-Ambulance/False Alarm Fees

<i>Fire-Rescue</i>	311,272	535,494	668,816	530,000	600,700
Total	311,272	535,494	668,816	530,000	600,700

442900 - CFS-PS-Other Public Safety Charges And Fees

<i>Police</i>	575,984	565,732	571,363	504,400	550,000
Total	575,984	565,732	571,363	504,400	550,000

443400 - CFS-PE-Garbage/Solid Waste Revenue

<i>Finance</i>	6,929	0	0	0	0
<i>Building Department</i>	54,055	44,189	62,102	50,000	30,000
<i>Solid Waste</i>	25,583,541	25,060,934	25,972,484	25,580,800	25,569,700
<i>Fire-Rescue</i>	0	0	630,252	0	0
<i>Parks and Recreation</i>	2,850	3,689	2,368	5,300	300
Total	25,647,374	25,108,812	26,667,206	25,636,100	25,600,000

443800 - CFS-PE-Cemetery Fees

<i>Parks and Recreation</i>	0	296	0	1,500	1,200
Total	0	296	0	1,500	1,200

443900 - CFS-PE-Other Physical Environment Revenue

<i>Solid Waste</i>	160,879	146,312	138,782	145,000	145,000
<i>Public Facilities</i>	147,124	149,019	103,499	0	145,000
Total	308,003	295,332	242,282	145,000	290,000

444500 - CFS-Trans-Parking Facilities

<i>Public Facilities</i>	0	0	14,991	0	0
Total	0	0	14,991	0	0

444600 - CFS-Trans-Tolls

<i>Parks and Recreation</i>	217,907	229,132	245,085	289,100	250,000
Total	217,907	229,132	245,085	289,100	250,000

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<u>444900 - CFS-Trans-Other Transportation Revenue</u>					
<i>Public Works Dept.</i>	0	0	921	0	0
<i>Public Facilities</i>	0	0	6	0	0
<i>Parks and Recreation</i>	0	0	1,521	0	0
Total	0	0	2,447	0	0
<u>446000 - CFS-Trans-Tools</u>					
<i>Parks and Recreation</i>	328	0	64	0	0
Total	328	0	64	0	0
<u>447400 - CFS-C&R-Special Events</u>					
<i>Public Facilities</i>	(615)	0	0	0	0
Total	(615)	0	0	0	0
<u>447500 - CFS-C&R-Special Recreation Facilities</u>					
<i>Public Facilities</i>	68,661	101,396	123,727	127,400	124,000
<i>Parks and Recreation</i>	690,915	957,681	986,360	1,076,100	1,045,700
Total	759,576	1,059,077	1,110,088	1,203,500	1,169,700
<u>447900 - CFS-C&R-Other Culture/Recreation</u>					
<i>City Clerk</i>	122	1,650	0	100	0
<i>Finance</i>	42,408	0	0	0	0
<i>Public Facilities</i>	7,150,614	7,597,440	8,264,796	0	0
<i>Parks and Recreation</i>	3,330,500	3,409,868	3,560,218	3,377,000	3,459,500
Total	10,523,643	11,008,958	11,825,014	3,377,100	3,459,500
<u>447910 - CFS-C&R-Other Culture/Recreation (PF)</u>					
<i>Public Facilities</i>	0	0	0	9,097,900	8,600,000
Total	0	0	0	9,097,900	8,600,000
<u>448000 - CFS-Rents And Royalties</u>					
<i>Finance</i>	0	0	0	0	72,000
<i>GSA</i>	4,553,691	0	126,038	0	0
<i>Public Facilities</i>	1,454,692	6,937,324	7,655,520	7,001,500	9,339,000
<i>Parks and Recreation</i>	141,596	78,040	42,580	78,000	42,600
Total	6,149,978	7,015,363	7,824,138	7,079,500	9,453,600
<u>449000 - CFS-Other Charges for Services</u>					

**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>City Attorney</i>	30,000	30,000	30,000	30,000	30,000
<i>City Clerk</i>	541	767	632	500	300
<i>Finance</i>	16,956,281	17,633,174	20,214,285	0	275,300
<i>Information Technology</i>	3,232	823	3,771	0	0
<i>Building Department</i>	3,156,554	5,313,635	11,544,114	0	800,000
<i>Planning and Zoning</i>	280,411	1,338,574	2,137,984	2,621,200	2,660,000
<i>Public Works Dept.</i>	875,041	957,688	958,592	1,146,100	1,000,000
<i>Solid Waste</i>	6,047,849	6,542,701	6,095,090	0	0
<i>Fire-Rescue</i>	365,347	451,808	433,950	360,000	640,100
<i>Police</i>	688,015	608,676	510,027	946,000	555,000
<i>Public Facilities</i>	17,571	22,926	19,450	51,100	35,000
<i>Parks and Recreation</i>	154,826	117,280	94,107	116,000	104,300
<i>Risk Management</i>	53,117	45,677	0	0	0
Total	29,077,972	33,063,730	42,042,004	5,270,900	6,100,000

449010 - CFS-Parking Surcharges Lockbox

<i>Finance</i>	0	0	0	17,500,000	18,000,000
Total	0	0	0	17,500,000	18,000,000

449015 - CFS - Pari-Mutuel Revenues

<i>Finance</i>	0	0	0	1,950,000	1,800,000
Total	0	0	0	1,950,000	1,800,000

449020 - CFS-Building Inspections

<i>Building Department</i>	0	0	0	8,395,300	7,000,000
Total	0	0	0	8,395,300	7,000,000

Charges for Services

<i>City Attorney</i>	30,000	30,000	30,000	30,000	30,000
<i>City Clerk</i>	1,412	2,504	1,806	600	1,100
<i>Finance</i>	17,366,438	18,217,848	21,250,290	19,750,000	20,847,300
<i>Information Technology</i>	3,232	823	3,771	0	0
<i>Building Department</i>	3,210,608	5,357,824	11,606,216	8,445,300	7,830,000
<i>Planning and Zoning</i>	280,411	1,338,574	2,137,984	2,621,200	2,660,000
<i>GSA</i>	4,553,691	0	126,038	0	0
<i>Public Works Dept.</i>	961,901	1,004,750	1,000,907	1,196,100	1,055,000
<i>Solid Waste</i>	31,792,269	31,749,948	32,206,356	25,725,800	25,714,700
<i>Fire-Rescue</i>	8,199,047	8,897,041	10,336,178	8,779,000	10,181,300
<i>Police</i>	4,033,502	4,149,451	3,903,757	4,859,300	3,905,000

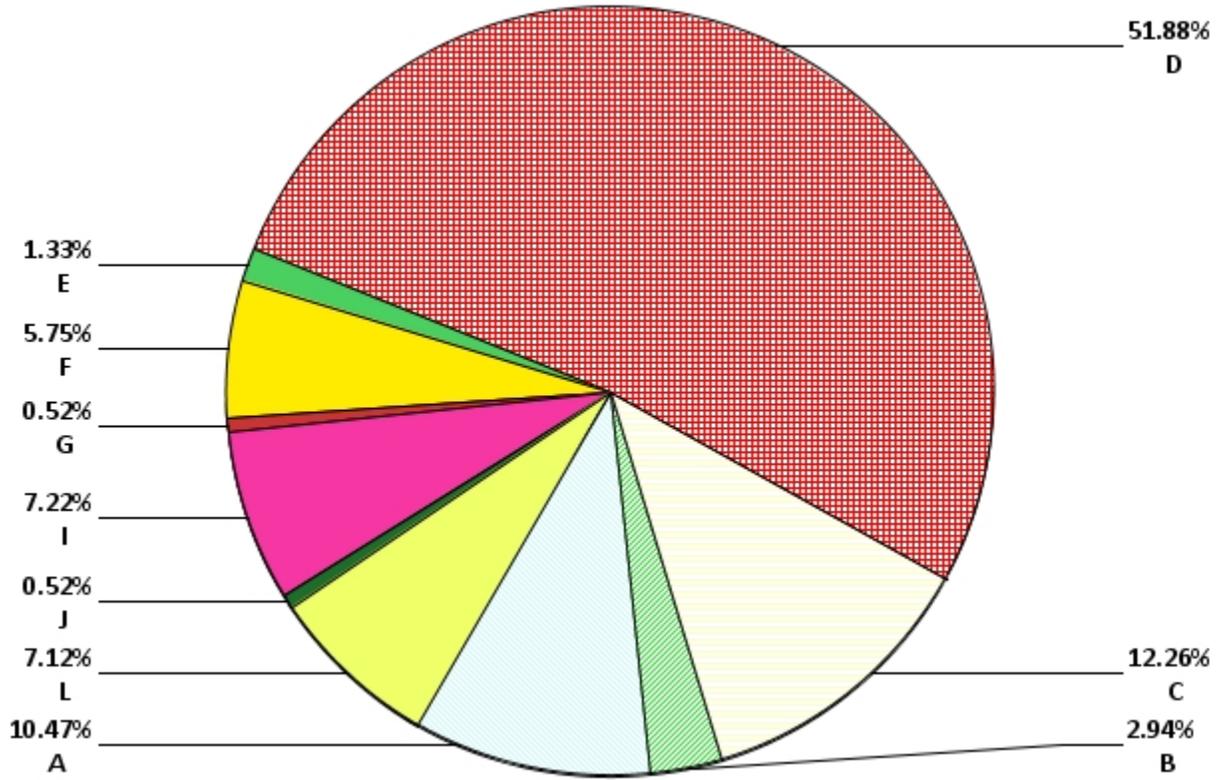
**General Fund
Departmental Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<i>Public Facilities</i>	8,877,294	14,850,143	16,203,546	16,301,900	18,265,000
<i>Parks and Recreation</i>	5,122,832	5,463,210	5,611,609	5,605,100	5,575,000
<i>Risk Management</i>	321,323	351,104	10	0	0
Total	85,203,149	91,413,221	104,418,469	93,314,300	96,064,400

Expenditures (Outflows) General Fund

FY 2014-15

\$559,936,000



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: General Government	54,254,400	10.34%	58,915,200	10.52%
B: Planning and Development	15,103,300	2.88%	16,526,200	2.95%
C: Public Works	65,044,600	12.39%	68,977,700	12.32%
D: Public Safety	268,355,300	51.12%	292,014,300	52.15%
E: Public Facilities	6,465,400	1.23%	7,466,300	1.33%
F: Parks and Recreation	29,118,500	5.55%	32,386,200	5.78%
G: Risk Management	12,964,200	2.47%	2,909,500	0.52%
H: Pensions	0	0.00%	0	0.00%
I: Non-Departmental	33,648,600	6.41%	40,646,900	7.26%
J: Risk Management	12,964,200	2.47%	2,909,500	0.52%
K: Community and Economic Development	0	0.00%	0	0.00%
L: Transfers - OUT	39,948,300	7.61%	40,093,700	7.16%
Total	524,902,600	100.00%	559,936,000	100.00%

**General Fund
Schedule of Expenditures (Outflows) by Department**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
<u>General Government</u>					
Mayor	639,652	643,291	875,257	957,200	1,018,200
Commissioners	1,584,385	1,619,795	2,371,199	2,489,100	2,880,700
City Manager	1,500,821	1,674,057	2,496,425	2,924,700	2,678,700
Office of Agenda Coordination	0	0	0	0	302,400
Auditor General	610,716	436,026	925,447	1,078,200	1,160,000
Capital Improvements and Transportation	1,634,325	2,641,053	4,888,632	5,121,100	5,093,100
City Attorney	4,327,941	4,264,429	5,682,731	6,393,900	7,487,900
City Clerk	1,041,780	1,048,340	1,267,125	1,508,500	1,526,800
Civil Services	288,432	286,141	407,618	370,900	424,900
Code Compliance	3,294,560	3,025,066	4,332,045	4,533,700	4,630,700
Office of Communications and Protocol	681,589	377,331	894,855	1,060,100	1,147,400
Equal Opportunity and Diversity Programs	216,430	237,745	298,719	329,400	344,900
Office of Film and Entertainment	0	0	0	0	341,700
Finance	5,567,757	5,743,691	7,193,506	8,010,800	8,511,200
Grants Administration	487,943	537,470	732,316	931,100	1,051,100
Human Resources	2,299,161	1,882,005	2,966,489	3,749,400	3,851,400
Information Technology	9,952,187	8,454,345	11,055,697	8,544,100	8,633,700
Management and Budget	1,052,369	1,114,154	1,532,910	1,823,600	1,821,300
Neighborhood Enhancement Teams (NET)	2,508,272	2,386,199	3,372,977	3,376,000	3,963,000
Procurement	836,846	900,777	1,383,996	1,567,000	2,046,100
Total General Government	<u>38,525,166</u>	<u>37,271,913</u>	<u>52,677,944</u>	<u>54,768,800</u>	<u>58,915,200</u>
<u>Planning and Development</u>					
Building Department	5,084,203	4,492,191	7,145,638	9,282,500	9,703,400
Planning and Zoning	3,224,862	3,213,862	4,758,265	5,964,600	6,822,800
Planning and Development	<u>8,309,065</u>	<u>7,706,053</u>	<u>11,903,902</u>	<u>15,247,100</u>	<u>16,526,200</u>
<u>Community and Economic Development</u>					
Community Development Department	0	0	87	0	0
Community and Economic Development	<u>0</u>	<u>0</u>	<u>87</u>	<u>0</u>	<u>0</u>
<u>Public Works</u>					
GSA	16,003,368	15,910,361	20,540,725	21,114,200	21,302,400
Public Works Dept.	11,691,231	12,827,976	16,121,435	16,351,400	18,092,300
Solid Waste	18,939,428	20,456,228	27,321,980	28,519,800	29,583,000

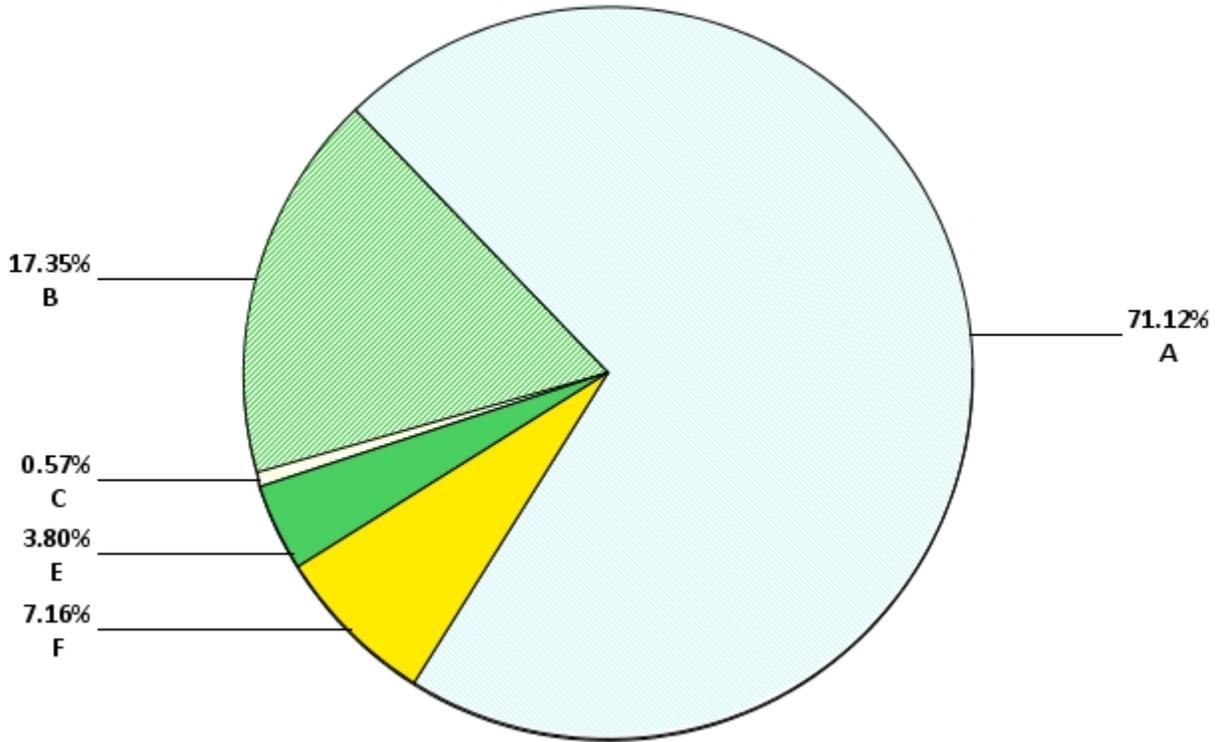
General Fund
Schedule of Expenditures (Outflows) by Department

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended	FY 2014-15 Adopted
Public Works	46,634,027	49,194,565	63,984,140	65,985,400	68,977,700
Public Safety					
Fire-Rescue	76,781,455	71,917,445	106,985,080	103,181,900	109,575,000
Police	128,483,938	118,452,286	164,383,336	168,598,800	182,439,300
Public Safety	205,265,392	190,369,730	271,368,416	271,780,700	292,014,300
Other Departments					
Public Facilities	4,334,995	4,162,439	5,650,827	6,465,400	7,466,300
Parks and Recreation	23,403,186	22,857,751	29,300,240	29,507,100	32,386,200
Risk Management	63,938,725	58,357,007	11,809,265	12,964,200	2,909,500
Total Other	91,676,906	85,377,197	46,760,332	48,936,700	42,762,000
Pension					
Pensions Department	72,194,979	72,843,201	535,711	0	0
Pensions	72,194,979	72,843,201	535,711	0	0
Non-Departmental					
Non-Departmental	19,159,722	13,948,698	21,739,498	28,461,800	40,646,900
Non Departmental Units	19,159,722	13,948,698	21,739,498	28,461,800	40,646,900
Transfers -OUT	15,466,500	33,029,917	38,973,300	57,402,300	40,093,700
Total Expenditures (Outflows)	497,231,757	489,741,275	507,943,330	542,582,800	559,936,000

Expenditures (Outflows) by Category General Fund

FY 2014-15

\$559,936,000



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: Personnel	374,920,700	71.43%	398,211,610	71.12%
B: Operating Expense	90,247,200	17.19%	97,137,190	17.35%
C: Capital Outlay	2,073,800	0.40%	3,199,000	0.57%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	17,712,600	3.37%	21,294,500	3.80%
F: Transfers - OUT	39,948,300	7.61%	40,093,700	7.16%
Total	524,902,600	100.00%	559,936,000	100.00%

**General Fund
Schedule of Expenditures (Outflows) by Category**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Personnel					
Executive Salaries	439,458	435,264	429,103	409,600	402,400
Regular Salaries and Wages	208,351,697	197,390,169	197,861,858	208,378,000	219,486,300
Attrition Savings - Salaries	0	0	0	0	(10,519,000)
Other Salaries and Wages	7,170,735	7,772,412	8,566,361	8,287,200	9,398,500
Overtime	10,127,811	7,789,291	11,092,208	6,049,800	13,414,100
Special Pay	23,009,366	19,947,262	27,097,239	24,617,200	23,169,700
Fringe Benefits	3,248,517	1,165,040	1,362,014	1,218,400	1,384,800
Fica Taxes	8,876,197	8,461,397	8,973,782	8,754,800	9,514,810
Retirement Contributions	78,435,116	79,676,294	79,624,969	75,528,500	35,349,600
Police and Fire - FIPO	0	0	0	0	48,831,300
Life and Health Insurance	48,881,621	45,421,634	40,706,306	41,677,200	34,252,300
Health Trust - FOP	0	0	0	0	13,526,800
Total Personnel:	388,540,516	368,058,763	375,713,841	374,920,700	398,211,610
Operating Expense					
Workers' Compensation	13,149,629	11,558,218	11,407,398	13,398,500	16,231,400
Unemployment Compensation	480,488	246,488	167,963	400,000	280,000
Professional Services	6,436,041	6,284,712	6,163,499	6,910,300	5,540,100
Professional Services-Legal Services	2,537,245	1,396,281	1,069,959	1,062,500	954,500
Professional Services-Medical	498,107	366,112	744,348	694,300	862,700
Accounting and Auditing	401,017	473,729	534,242	499,000	579,500
Court Services	133,725	19,545	47,661	85,500	95,400
Other Contractual Services	7,594,992	7,789,181	8,031,608	7,787,400	8,244,300
Travel and Per Diem	115,451	73,758	149,982	193,800	227,900
Training	0	0	0	0	71,000
Communications & Related Services	1,976,891	2,182,931	2,286,814	2,240,900	230,500
Postage	338,069	338,802	456,242	355,200	380,900
Utility Services	9,930,894	10,257,599	11,583,703	10,729,700	11,019,900
Rentals and Leases	1,933,591	1,808,910	3,170,620	2,168,700	1,940,800
Insurance	9,295,080	6,446,780	7,304,836	8,535,500	0
Insurance - Police Torts	0	0	0	0	900,000
Insurance - Vehicle Liability	0	0	0	0	896,100
Insurance - Property & Casualty	0	0	0	0	6,731,800
Insurance - General Liability	0	0	0	0	896,200
Insurance - Public Official	0	0	0	0	443,600
Repair and Maintenance Services	7,492,385	7,872,504	8,785,040	8,361,100	6,826,000

**General Fund
Schedule of Expenditures (Outflows) by Category**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
IT-Repair and Maintenance Services	0	0	0	0	4,301,100
Printing and Binding	2,951	8,584	6,973	11,600	13,500
Printing and Binding-Outsourcing	24,584	29,295	36,534	33,600	25,000
Printing and Binding-Paper Stock	81,543	67,849	86,436	96,900	72,900
Printing and Binding-Supplies	8,386	8,175	8,509	18,400	8,500
Promotional Activities	42,088	264,798	146,623	10,900	10,900
Advertising and Related Costs	292,838	240,541	295,767	335,500	300,600
Other Current Charges and Obligations	11,782,595	13,097,442	12,960,974	11,742,500	13,370,500
Office Supplies	409,155	462,989	466,011	509,200	467,000
Operating Supplies	2,984,865	2,974,641	3,368,528	3,319,000	3,466,300
Motor Fuel	7,906,773	7,956,972	7,743,041	7,732,400	8,022,400
Public Safety Supplies	852,811	893,150	1,146,603	1,026,600	1,129,300
Clothing/Uniform Supplies	707,562	501,206	1,366,343	1,035,500	1,443,000
Landscaping Related Supplies, LandscapingRelated Supplies	208,551	188,704	239,152	190,000	200,000
Road Materials and Supplies	91,202	68,890	59,133	65,000	65,000
Subscriptions, Memberships, Licenses, Permits & Others	435,386	271,357	539,371	431,600	493,090
Depreciation	0	500	0	0	0
Capitalized Books, Publications, and Library Materials	0	0	0	0	600
Weapons And Ammunitions	1,682	0	0	266,100	394,900
Total Operating Expense:	88,146,578	84,150,642	90,373,910	90,247,200	97,137,190
Capital Outlay					
Improvements Other Than Buildings	24,638	2,200	0	0	0
Machinery and Equipment	411,202	(157,807)	659,666	814,100	1,939,300
Capital Leases	0	314,925	1,259,702	1,259,700	1,259,700
Construction In Progress	1,275	13,929	0	0	0
Total Capital Outlay:	437,115	173,247	1,919,368	2,073,800	3,199,000
Non-Operating Expense					
Aids to Government Agencies	464,000	432,000	499,600	564,000	531,400
Aids to Private Organizations	890,000	472,819	461,273	427,100	455,100
Advances	3,083,881	2,902,853	0	0	0
Budget Reserve	203,011	520,243	866	9,722,200	10,572,600
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	156	329	1,171	1,999,300	4,735,400
Default Expenditure Account	0	462	0	0	0

**General Fund
Schedule of Expenditures (Outflows) by Category**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Total Non-Operating Expense:	4,641,048	4,328,706	962,910	17,712,600	21,294,500
<u>Transfers-OUT</u>					
Interfund Transfers	15,466,500	33,029,917	38,973,300	39,948,300	40,093,700
Total Transfers-OUT:	15,466,500	33,029,917	38,973,300	39,948,300	40,093,700
Total Expenditure (Outflows):	497,231,757	489,741,275	507,943,330	524,902,600	559,936,000

Appendix E
Presentation of Schedules and Graphs
For
Special Revenue Funds

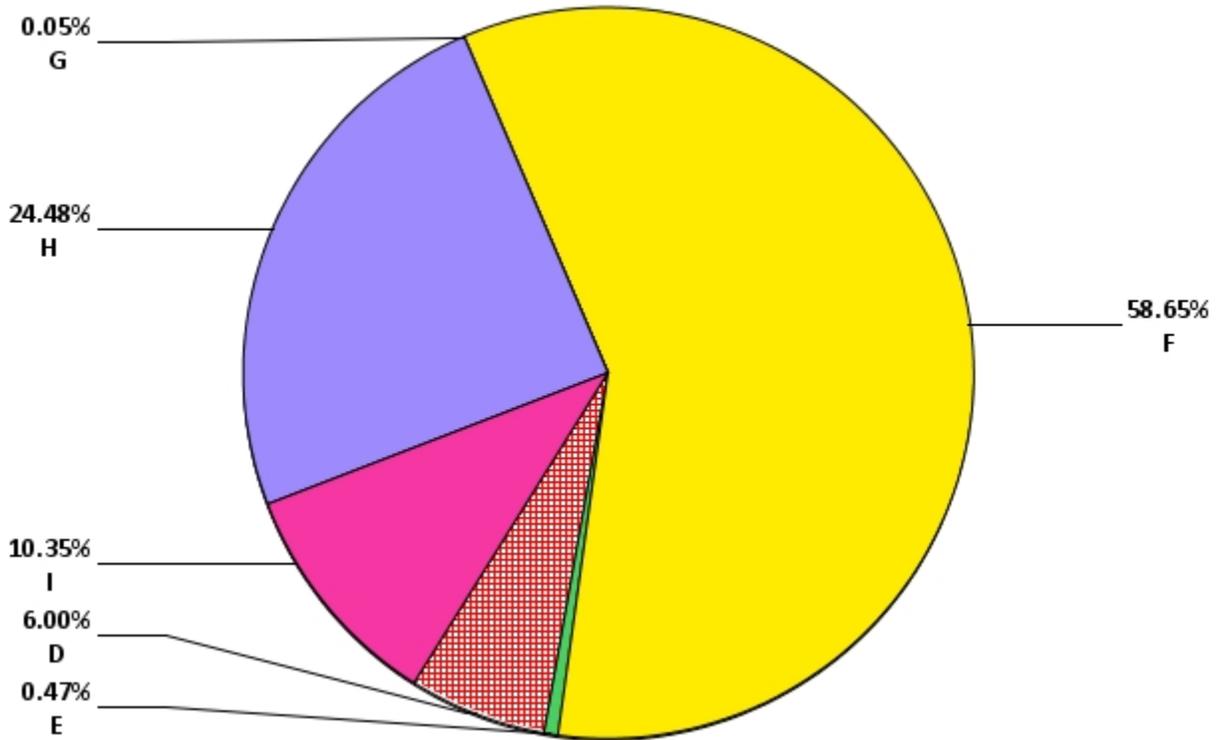
**Summary of FY 2014-15
Adopted Budget
Hyperion - Total Special Revenue Funds**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
<u>Revenues</u>					
Franchise Fees and Other Taxes	66,491,152	0	0	0	0
Interest	32,118	26,196	(6,371)	0	0
Transfers-IN	16,477,374	13,779,246	8,377,576	10,709,600	8,637,600
Fines and Forfeitures	1,780,025	729,698	363,425	1,365,900	670,000
Intergovernmental Revenues	96,548,362	85,226,553	99,855,500	88,177,300	84,455,900
Licenses and Permits	65,665	68,424	100,187	63,600	79,100
Other Revenues (Inflows)	1,759,594	866,308	1,805,112	46,194,500	35,250,500
Charges for Services	8,515,072	14,594,739	17,843,328	15,632,100	14,901,300
Total Revenues	191,669,361	115,291,164	128,338,757	162,143,000	143,994,400
<u>Expenditures</u>					
General Government	11,237,365	11,141,492	9,611,995	16,179,500	15,704,600
Planning and Development	70,107	183,131	122,252	7,498,700	9,917,800
Public Works	116,987	44,524	(452,951)	3,796,900	4,843,500
Public Safety	16,073,931	30,972,935	40,445,902	46,252,500	24,739,700
Public Facilities	3,926,473	5,133,226	6,083,156	7,252,500	7,303,600
Parks and Recreation	2,174,118	2,715,766	2,717,680	2,973,500	3,161,400
Community and Economic Development	40,521,845	34,480,369	42,305,042	57,569,200	60,412,100
Transfers - OUT	100,733,619	29,320,478	21,529,669	20,620,200	17,911,700
Total Expenditures	174,854,235	113,991,921	122,362,746	162,143,000	143,994,400

Revenues (Inflows) Special Revenue Funds

FY 2013-14

\$162,143,000



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	10,709,600	6.61%	8,637,600	6.00%
E: Fines and Forfeitures	1,365,900	0.84%	670,000	0.47%
F: Intergovernmental Revenues	88,177,300	54.38%	84,455,900	58.65%
G: Licenses and Permits	63,600	0.04%	79,100	0.05%
H: Other Revenues (Inflows)	46,194,500	28.49%	35,250,500	24.48%
I: Charges for Services	15,632,100	9.64%	14,901,300	10.35%
Total	162,143,000	100.00%	143,994,400	100.00%

**Special Revenue Funds
Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
<u>Franchise Fees and Other Taxes</u>					
S,U&F Taxes-Local Option Fuel Tax	7,066,468	0	0	0	0
Utility Ser Fee-Electricity	26,195,243	0	0	0	0
Utility Ser Fee-Water	4,004,020	0	0	0	0
Utility Ser Fee-Gas	1,473,217	0	0	0	0
Utility Ser Fee-Fuel Oil	14,545	0	0	0	0
Public Service Taxes	27,739,858	0	0	0	0
Other Taxes-Storm Water	(2,200)	0	0	0	0
Total Franchise Fees and Other Taxes:	66,491,152	0	0	0	0
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	2,871	3,071	33,230	0	0
Misc-Int & Pen-Investment	31,246	20,313	19,023	0	0
Misc-Net Increase Decrease In Fair ValueOf	(2,000)	2,812	(58,624)	0	0
Total Interest:	32,118	26,196	(6,371)	0	0
<u>Transfers-IN</u>					
Other-Interfund Transfer	16,477,374	13,779,246	8,377,576	10,709,600	3,574,900
Other-Intrafund Transfer	0	0	0	0	5,062,700
Total Transfers-IN:	16,477,374	13,779,246	8,377,576	10,709,600	8,637,600
<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	28,938	23,165	31,498	0	0
Fines-Other Fines And/Or Forfeits	1,751,087	706,533	331,927	1,365,900	670,000
Total Fines and Forfeitures:	1,780,025	729,698	363,425	1,365,900	670,000
<u>Intergovernmental Revenues</u>					
Federal Grants	77,053,044	66,217,914	78,154,771	68,216,400	64,094,700
State Grants	1,411,517	1,269,819	1,202,687	992,800	1,679,300
Grants From Other Local Units	15,230,257	15,465,646	18,646,919	16,685,000	16,481,900
Shared Revenues From Other Local Units	2,853,544	2,273,174	1,851,123	2,283,100	2,200,000
Total Licenses and Permits:	96,548,362	85,226,553	99,855,500	88,177,300	84,455,900
<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	0	3,354	(2,851)	0	0
Other Licenses, Fees and Permits	65,665	65,070	103,038	63,600	79,100

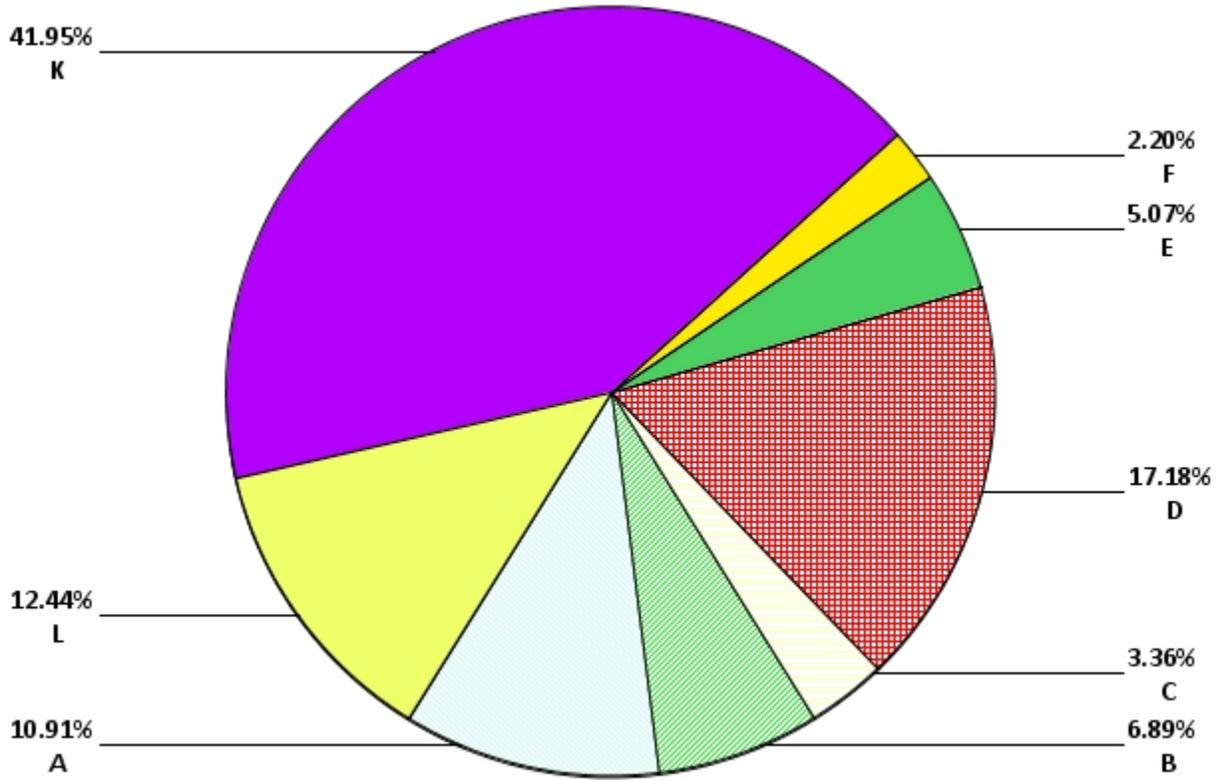
**Special Revenue Funds
Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
Total Licenses and Permits:	65,665	68,424	100,187	63,600	79,100
<u>Other Revenues (Inflows)</u>					
Misc-Contributions And Donations From Private Sources	2,687	16,024	30,837	0	0
Misc-Gain Or Loss On Sale Of Investments	0	0	(167)	0	0
Misc-Other Miscellaneous Revenues	1,550,417	1,998,008	2,357,142	4,172,000	3,801,900
Misc-Settlements	335,714	432,271	414,100	250,000	365,500
Misc-Contra Revenue For Bad Debt Allowance	(129,224)	(1,623,953)	(996,758)	0	0
Other-Nonoperating Sources	0	43,959	(43)	1,257,800	1,236,500
Other-Oth N-optg Sour/Carryover	0	0	0	40,514,700	29,846,600
Total Other Revenues (Inflows):	1,759,594	866,308	1,805,112	46,194,500	35,250,500
<u>Charges for Services</u>					
CFS-GG-Other General Government Charges And Fees	85,890	82,372	99,925	60,000	60,000
CFS-PS-Police Services	450,875	895,532	319,682	761,000	781,000
CFS-PS-Other Public Safety Charges And Fees	193,719	331,019	823,454	300,000	100,000
CFS-PE-Garbage/Solid Waste Revenue	4,634	1	1	0	0
CFS-Trans-Parking Facilities	2,191,603	7,133,857	7,589,173	7,415,100	7,485,600
CFS-Trans-Tolls	0	1,534	0	0	0
CFS-Trans-Tools	652,048	519,731	557,589	739,000	739,000
CFS-C&R-Special Recreation Facilities	1,822,374	1,238,536	857,353	1,596,600	1,596,600
CFS-C&R-Other Culture/Recreation	524,088	446,529	366,761	241,500	290,000
CFS-Rents And Royalties	2,184,136	2,282,819	2,476,994	2,710,100	2,605,700
CFS-Other Charges for Services	405,706	1,662,809	4,752,395	1,808,800	1,243,400
Total Charges for Services:	8,515,072	14,594,739	17,843,328	15,632,100	14,901,300
Total Revenue (Inflows):	191,669,361	115,291,164	128,338,757	162,143,000	143,994,400

Expenditures (Outflows) Special Revenue Funds

FY 2014-15

\$143,994,400



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: General Government	16,179,500	9.98%	15,704,600	10.91%
B: Planning and Development	7,498,700	4.62%	9,917,800	6.89%
C: Public Works	3,796,900	2.34%	4,843,500	3.36%
D: Public Safety	46,252,500	28.53%	24,739,700	17.18%
E: Public Facilities	7,252,500	4.47%	7,303,600	5.07%
F: Parks and Recreation	2,973,500	1.83%	3,161,400	2.20%
G: Risk Management	0	0.00%	0	0.00%
H: Pensions	0	0.00%	0	0.00%
I: Non-Departmental	0	0.00%	0	0.00%
J: Risk Management	0	0.00%	0	0.00%
K: Community and Economic Development	57,569,200	35.51%	60,412,100	41.95%
L: Transfers - OUT	20,620,200	12.72%	17,911,700	12.44%
Total	162,143,000	100.00%	143,994,400	100.00%

Special Revenue Funds
Schedule of Expenditures by Fund

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
ARRA-Others-Memo Only	7,853,261	5,389,584	473,345	64,700	0
ARRA-Police-Memo Only	4,026,321	5,782,377	1,036,238	704,100	0
City Clerk Services	149,928	198,082	209,135	585,700	718,200
Communication Service Tax	63,214,052	0	0	0	0
Community Development	43,345,775	36,321,251	43,582,243	57,569,200	60,412,100
Department of Real Estate and Asset Management Services	10,258,385	10,452,495	10,499,170	10,617,500	8,762,800
Departmental Improvement Initiative	1,312,412	2,095,547	2,896,119	5,869,400	5,065,700
Economic Development (SR)	(2,209)	53,541	177,843	139,600	152,400
Emergency Funds	2,232,727	4,048,233	(521,979)	100,000	100,000
Fire Rescue Services	7,325,602	17,703,536	25,471,471	21,387,900	2,860,200
General Special Revenue	9,375,376	381,283	896,709	777,400	1,314,900
Homeless Program	1,380,851	1,522,010	1,979,741	2,315,900	3,089,300
Law Enforcement Trust Fund	1,044,672	699,204	1,937,598	3,090,900	1,789,600
Local Option Gas Tax	6,587,386	616,720	0	0	0
Miami Ballpark Parking Facilities Net Offices & Code Enforcement (SR)	0 53,578	3,919,769 247,510	4,813,246 113,672	5,497,000 2,308,000	5,425,000 0
Parks & Recreation Services	2,174,118	2,675,485	2,835,975	3,255,000	3,161,400
Planning Services	621,414	5,137,999	653,869	6,984,100	7,036,800
Police Services	4,268,273	5,992,046	9,432,563	21,439,600	14,290,700
Public Works Services	6,000	39,481	578,631	2,398,400	3,580,000
Solid Waste Recycling Trust	0	0	0	1,257,800	1,236,500
Transportation and Transit	9,626,311	10,715,770	12,794,665	15,780,800	17,399,600
Tree Trust Fund	0	0	0	0	1,900,000
UASI-Fire Rescue	0	0	2,502,492	0	5,699,200
Special Revenue Funds	174,854,235	113,991,921	122,362,746	162,143,000	143,994,400

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
ARRA - Others				
ARRA - Others	123,300	-	Intergovernmental Revenue	General Government
ARRA - Others	-	-	Contribution from General Fund	General Government
Total - ARRA	123,300	-		
ARRA - Police				
ARRA - Police	42,800	-	Contribution from General Fund for Allocations	Public Safety
ARRA - Police	99,300	-	Contribution from General Fund for Non-Allocation Items	Public Safety
ARRA - Police	562,000	-	Fund Balance Allocation	Public Safety
ARRA - Police	-	-	Intergovernmental Revenue	Public Safety
Total - ARRA - Police	704,100	-		
City Clerk Services				
Lobbyists' Registration Fee	182,400	231,300	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	60,000	60,000	Program Revenue	General Government
Lobbyists' Registration Fee	59,500	60,500	Contribution from General Fund	General Government
U.S. Passport Acceptance Fee	222,500	223,700	Fund Balance Allocation	General Government
U.S. Passport Acceptance Fee	15,000	15,000	Program Revenue	General Government
U.S. Passport Acceptance Fee	-	-	Contribution from General Fund Contribution from Southeast Overtown/Park West CRA	General Government
City Clerk Miscellaneous Special Revenues	35,000	30,000		General Government
City Clerk Miscellaneous Special Revenues	30,900	24,800	Contribution from General Fund	General Government
City Clerk Miscellaneous Special Revenues	40,500	55,400	Fund Balance Allocation Contribution from Omni and Midtown CRA	General Government
City Clerk Miscellaneous Special Revenues	17,500	17,500		General Government
Wynwood BID	-	-	Donation	General Government
Total - City Clerk Services	663,300	718,200		
Community & Economic Development				
Community Development Block Grant (CDBG)	14,765,700	9,481,900	Intergovernmental Revenue	Community Development
Home Investment Partnership	15,953,300	14,629,500	Intergovernmental Revenue	Community Development
State Housing Initiative Partnership (SHIP)	246,700	1,772,500	Intergovernmental Revenue	Community Development
Emergency Solutions Grant (ESG)	949,800	606,700	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	14,163,500	22,055,800	Intergovernmental Revenue	Community Development
Section 8 Voucher	1,850,000	1,759,200	Intergovernmental Revenue	Community Development
Affordable Housing Trust Fund (AHTF)	3,321,000	3,118,100	Intergovernmental Revenue	Community Development
Section 108	-	-	Fund Balance Allocation	Community Development
Citywide Poverty Initiatives	933,500	877,600	Contribution from General Fund	Community Development
CD Other Sources	-	-	Contribution from General Fund	Community Development

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Economic Development Init. Grant	-	-	Intergovernmental Revenue	Community Development
CD-Housing Loan Recovery	45,000	44,600	Intergovernmental Revenue	Community Development
My Safe Florida	1,026,200	1,310,000	Contribution from General Fund	Community Development
My Safe Florida	200,000	2,707,800	Intergovernmental Revenue	Community Development
M-D Disaster Recovery	-	-	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 1	1,733,000	1,622,900	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 2	483,000	425,500	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)	2,279,500	-	Intergovernmental Revenue	Community Development
Total - Community & Economic Development	57,950,200	60,412,100		
Department Initiative Improvement				
Mayor's Park Initiatives	-	-	Fund Balance Allocation Contribution from General Fund -	General Government
Mayor's Park Initiatives	-	-	Rollover	General Government
Poverty Initiative-101000	17,600	71,300	Fund Balance Allocation Contribution from General Fund -	General Government
Poverty Initiative-101000	-	50,000	Festivals Rollover	General Government
Poverty Initiative-101000	8,200	-	Contribution from General Fund - Rollover	General Government
Poverty Initiative-101000	83,500	-	Contribution from Parks Special Revenue	General Government
Citywide Parades - Three Kings	-	75,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade	-	50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Candlelight Vigil	-	50,000	Contribution from General Fund - Festivals and Events	General Government
Office of International Business Development (EB5 Program)	150,000	200,000	Program Revenue	General Government
Office of International Business Development (EB5 Program)	-	15,900	Contribution from General Fund	General Government
District 1 Disc. Account-114000	22,600	88,400	Fund Balance Allocation Fund Balance Allocation -	General Government
District 1 Disc. Account-114000	-	30,000	Festivals and Events	General Government
District 1 Disc. Account-114000	-	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 1 Disc. Account-114000	32,500	-	Contribution from General Fund - Rollover	General Government
District 1 Disc. Account-114000	83,300	-	Contribution from Parks Special Revenue	General Government
District 2 Disc. Account-113000	29,900	93,300	Fund Balance Allocation Fund Balance Allocation -	General Government
District 2 Disc. Account-113000	-	19,500	Festivals and Events	General Government
District 2 Disc. Account-113000	-	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 2 Disc. Account-113000	30,600	-	Contribution from General Fund - Rollover	General Government
District 2 Disc. Account-113000	83,300	-	Contribution from Parks Special Revenue	General Government
District 3 Disc. Account-110000	196,600	281,100	Fund Balance Allocation Fund Balance Allocation -	General Government
District 3 Disc. Account-110000	-	25,000	Festivals and Events	General Government
District 3 Disc. Account-110000	-	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 3 Disc. Account-110000	48,200	-	Contribution from General Fund - Rollover	General Government
District 3 Disc. Account-110000	83,300	-	Contribution from Parks Special Revenue	General Government

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
District 4 Disc. Account-112000	54,200	132,900	Fund Balance Allocation	General Government
District 4 Disc. Account-112000	-	10,000	Fund Balance Allocation - Festivals and Events	General Government
District 4 Disc. Account-112000	-	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 4 Disc. Account-112000	15,400	-	Contribution from General Fund - Rollover	General Government
District 4 Disc. Account-112000	83,300	-	Contribution from Parks Special Revenue	General Government
District 5 Disc. Account-115000	(5,400)	20,600	Fund Balance Allocation	General Government
District 5 Disc. Account-115000	-	2,000	Fund Balance Allocation - Festivals and Events	General Government
District 5 Disc. Account-115000	-	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 5 Disc. Account-115000	4,700	-	Contribution from General Fund - Rollover	General Government
District 5 Disc. Account-115000	83,300	-	Contribution from Parks Special Revenue	General Government
MSI Special-411000	25,300	12,700	Fund Balance Allocation	General Government
IT Strategic-251000	-	-	Fund Balance Allocation	General Government
ED-Poverty Initiative	330,500	205,100	Fund Balance Allocation	General Government
Parks Budget Surplus-291001	-	-	Contribution from General Fund - Rollover	General Government
Parks Budget Surplus-291001	218,500	-	Contribution from Parks Special Revenue	General Government
Public Facilities (Rollover)	-	-	Contribution from General Fund - Rollover	General Government
Public Facilities (Rollover)	332,500	-	Fund Balance Allocation	General Government
Families 1st Parent Academy 2012	152,700	153,200	Intergovernmental Revenue	General Government
Miami Learning Zone	85,900	86,700	Intergovernmental Revenue	General Government
Truancy Reduction-12012	-	-	Intergovernmental Revenue	General Government
One Stop Career Center - Programs	-	-	Intergovernmental Revenue	General Government
One Stop Career Center - Programs	-	-	Contribution from General Fund	General Government
One Stop Career Center - Renov I	-	-	Fund Balance Allocation	General Government
One Stop Career Center - Renov II	-	-	Intergovernmental Revenue	General Government
One Stop Career Center - Training	-	-	Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	1,060,500	1,248,900	Intergovernmental Revenue	General Government
South Florida Workforce /Admin	117,400	138,900	Intergovernmental Revenue	General Government
South Florida Workforce Training & Support Services	151,700	171,800	Intergovernmental Revenue	General Government
Financial Empowerment Coaching	150,000	-	Donation	General Government
Believe in Recycling Program	-	-	Donation	General Government
Believe in Recycling Program - SW	103,600	-	Fund Balance Allocation	General Government
Unsafe Structure Program	307,800	508,600	Fund Balance Allocation	General Government
Unsafe Structure Program	75,000	320,000	Program Revenue	General Government
Contribution from GF for Allocations	572,000	754,800	Contribution from General Fund for Allocations	General Government
Total - Department Initiative Improvement	4,788,500	5,065,700		

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Economic Development and Planning Services				
DDRI Transportation	2,024,800	2,176,200	Fund Balance Allocation	Planning and Development
DDRI Transportation	676,400	100,000	Program Revenue	Planning and Development
DDRI Transportation Intrest	69,100	69,100	Fund Balance Allocation	Planning and Development
DDRI Master Plan Recovery Fee	383,900	553,500	Fund Balance Allocation	Planning and Development
DDRI Master Plan Recovery Fee	213,000	200,000	Program Revenue	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	618,300	1,040,700	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	74,000	74,000	Contribution from General Fund	Planning and Development
Impact Fees Administration	9,600	9,600	Fund Balance Allocation	Planning and Development
Downtown Development Authority	45,800	-	Fund Balance Allocation	Planning and Development
DDRI Administration	1,149,600	1,461,200	Fund Balance Allocation	Planning and Development
DDRI Administration	426,000	50,000	Program Revenue	Planning and Development
Southeast Overtown Park West	1,049,600	1,049,700	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West	-	5,000	Program Revenue	Planning and Development
Southeast Overtown Parkwest Interest	35,400	35,400	Fund Balance Allocation	Planning and Development
DDRI Air quality Fee	99,900	109,500	Fund Balance Allocation	Planning and Development
DDRI Air quality Fee	35,000	30,000	Program Revenue	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	65,400	36,400	Fund Balance Allocation	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	15,000	24,000	Program Revenue	Planning and Development
Downtown Vending District	171,800	152,400	Fund Balance Allocation	Planning and Development
FEC Corridor Improvement Trust Fund	194,300	-	Fund Balance Allocation	Planning and Development
Miscellaneous Balancing Items	82,200	-	Fund Balance Allocation	Planning and Development
The Miami Commission on the Status of Women	12,500	12,500	Fund Balance Allocation	Planning and Development
Hazardous Brownsfield	-		Program Revenue	Planning and Development
Total - Economic Development and Planning Services	7,451,600	7,189,200		
Emergency Services Fund				
Deployment	100,000	100,000	Fund Balance Allocation	Public Safety
Total - Emergency Services Fund	100,000	100,000		
Fire Rescue Services				
Fire Assessment Fee	141,500	98,000	Fund Balance Allocation	Public Safety
South Florida Urban Search FL/TF2	3,335,000		Fund Balance Allocation	Public Safety
First Aide/CPR Educational/Training Program	89,900	67,900	Fund Balance Allocation	Public Safety
Matching Grant from GF to 2006 FEMA/Asst to FF	4,600		Fund Balance Allocation	Public Safety
Fire-Rescue EMS Cadet Program	30,200	24,700	Fund Balance Allocation	Public Safety
Fire-Rescue Explorers Program	57,300	51,500	Fund Balance Allocation	Public Safety

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Matching/2009FEMA/ATFF	32,200		Fund Balance Allocation	Public Safety
EMS Grant M0072 Match	-		Fund Balance Allocation	Public Safety
EMS County Grant #C0013	79,400	47,800	Fund Balance Allocation	Public Safety
EMS County Grant #C0013	-	38,000	Intergovernmental Revenue	Public Safety
Police UASI Overtime	(109,300)		Fund Balance Allocation	Public Safety
FEMA/USAR FY2011	15,000		Fund Balance Allocation	Public Safety
UASI 2010	163,200		Fund Balance Allocation	Public Safety
FY 2012 Department of Homeland Security-FEMA-USAR	466,200		Fund Balance Allocation	Public Safety
SHSGP 2011	-		Intergovernmental Revenue	Public Safety
SHSGP 2011	56,000		Fund Balance Allocation	Public Safety
UASI 2011	8,348,300	111,600	Fund Balance Allocation	Public Safety
EMW-2012-FO-06964--AFG 2012	130,500		Fund Balance Allocation	Public Safety
SAFER 2011	2,768,800	427,800	Fund Balance Allocation	Public Safety
Ultra Music Festival	150,000	34,700	Fund Balance Allocation	Public Safety
SAFER 2012	3,682,200	1,483,200	Fund Balance Allocation	Public Safety
UASI 2010 City of Miramar	184,100		Fund Balance Allocation	Public Safety
2012 State Homeland Security	60,000		Intergovernmental Revenue	Public Safety
UASI 2012	5,239,300	-	Fund Balance Allocation	Public Safety
FEMA/USAR FY2013	1,152,200	290,000	Intergovernmental Revenue	Public Safety
UASI 2013	-	5,225,000	Intergovernmental Revenue	Public Safety
SAFER 2012	-		Fund Balance Allocation	Public Safety
UASI 2012	-		Fund Balance Allocation	Public Safety
Contribution from GF for Allocations	1,629,100	659,200	Contribution from General Fund	Public Safety
Total - Fire Rescue Services	27,705,700	8,559,400		
General Special Revenues				
FDOT Brickell/Biscayne	-	-	Intergovernmental Revenue	General Government
FDOT Health/Stadium	451,300	200,000	Intergovernmental Revenue	General Government
FDOT Overtown/Allapattah	255,400	45,900	Intergovernmental Revenue	General Government
FDOT Overtown/Health	-	39,600	Intergovernmental Revenue	General Government
FDOT Coral Way	-	1,002,400	Intergovernmental Revenue	General Government
Frequency Reconfiguration	107,800	-	Fund Balance Allocation	General Government
Amigos for Kids	27,000	27,000	Fund Balance Allocation	General Government
Total - General Special Revenues	841,500	1,314,900		
Homeless Programs				
Homeless Project Administration	187,000	450,400	Contribution From General Fund	General Government

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Homeless Project Administration	199,800	250,400	Contribution From General Fund Cost Allocation	General Government
Homeless Project Administration	101,700		Fund Balance Allocation	General Government
2014-15 MMHAP-NORTH	117,600	288,500	Intergovernmental Revenue	General Government
2014-15 MMHAP - SOUTH	98,500	136,800	Intergovernmental Revenue	General Government
2014-15 MMHAP (Main)	174,000	247,500	Intergovernmental Revenue	General Government
2013-14 MMHAP-NORTH	-	96,000	Fund Balance Allocation	General Government
2013-14 MMHAP - SOUTH	-	91,000	Fund Balance Allocation	General Government
2013-14 MMHAP (Main)	-	165,000	Fund Balance Allocation	General Government
Emergency Shelter Grant (ESG)	389,800	239,700	Community Development	General Government
Identification Assistance Program	44,500	12,500	Intergovernmental Revenue	General Government
2013 Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	539,600	639,600	Intergovernmental Revenue	General Government
2013 Memorandum of Agreement - Intergovernmental Revenue	340,000	340,000	Intergovernmental Revenue	General Government
MDC - Coordination Social Svcs.Contract	11,900	11,900	Intergovernmental Revenue	General Government
Homeless Trust Contribution	-	120,000	Intergovernmental Revenue	General Government
Total - Homeless Programs	2,204,400	3,089,300		
Law Enforcement Trust Fund (LETF)				
LETF State	287,500	409,400	Fund Balance Allocation	Public Safety
LETF State	548,300	100,000	Intergovernmental Revenue	Public Safety
LETF Treasury	1,013,400	312,600	Fund Balance Allocation	Public Safety
LETF Treasury	531,000	75,000	Intergovernmental Revenue	Public Safety
LETF Justice	656,700	722,600	Fund Balance Allocation	Public Safety
LETF Justice	211,600	170,000	Intergovernmental Revenue	Public Safety
Total - Law Enforcement Trust Fund	3,248,500	1,789,600		
Miami Ballpark Parking Facilities				
Miami Ballpark Parking Facilities (Fund 15400)	2,872,300	2,800,300	Program Revenue	Real Estate and Asset Mgt.
Miami Ballpark Parking Facilities	2,624,700	2,624,700	Program Revenue	Transfer-OUT
Total - Miami Ball Park	5,497,000	5,425,000		
Neighborhood Enhancement Teams and Code Enforcement				
Tree Trust Fund	300,000	-	Program Revenue	General Government
Tree Trust Fund	2,462,100	-	Fund Balance Allocation	General Government
Total - NET and Code Enforcement	2,762,100	-		
Parks and Recreation Services				
Billboard at Grapeland	55,000	55,000	Program Revenue	Parks and Recreation

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Billboard at Grapeland	46,500	62,000	Fund Balance Allocation	Parks and Recreation
Ordinance 10425 -Recreation Activity -Consolidated	655,300	836,800	Program Revenue	Parks and Recreation
Ordinance 10425 -Recreation Activity -Consolidated	910,400	286,000	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	215,400	218,400	Intergovernmental Revenue	Parks and Recreation
Disabilities State Program	139,000	151,300	Contribution from General Fund	Parks and Recreation
Disabilities State Program	226,300	27,200	Fund Balance Allocation	Parks and Recreation
Disabilities ADA Parking Fines	39,000	34,300	Intergovernmental Revenue	Parks and Recreation
Disabilities ADA Parking Fines	51,000	-	Fund Balance Allocation	Parks and Recreation
The Children's Trust Grant FY 2013-2014	-	-	Intergovernmental Revenue	Parks and Recreation
The Children's Trust Grant FY 2014-2015	412,600	380,200	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	113,700	83,700	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	39,000	57,900	Program Revenue	Parks and Recreation
Bayfront Park Management Trust, Commission District #1	4,300	-	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #2	8,000	-	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #3	3,300	3,300	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #4	11,200	5,000	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #5	-	-	Fund Balance Allocation	Parks and Recreation
Project Search Miami	-	-	Fund Balance Allocation	Parks and Recreation
Parks and Open Space Trust Fund	235,000	235,000	Fund Balance Allocation	Parks and Recreation
Out-of-School Time Snack Program 2012-2013	231,100	-	Intergovernmental Revenue	Parks and Recreation
Out-of-School Time Snack Program 2013-2014	-	200,000	Intergovernmental Revenue	Parks and Recreation
Out-of-School Time Snack Program	114,600	-	Fund Balance Allocation	Parks and Recreation
Summer Food Program	370,000	465,500	Intergovernmental Revenue	Parks and Recreation
Summer Food Program	-	10,000	Fund Balance Allocation	Parks and Recreation
Child Day Care Food Program	47,000	-	Fund Balance Allocation	Parks and Recreation
Child Day Care Food Program	79,000	44,800	Intergovernmental Revenue	Parks and Recreation
Basketball Court Resurface - Dorsey Park	10,000	5,000	Fund Balance Allocation	Parks and Recreation
National Urban and Community Forestry Grant	-	-	Intergovernmental Revenue	Parks and Recreation
National Urban and Community Forestry Grant	-	-	Fund Balance Allocation	Parks and Recreation
On-the-Job Training Project Search Miami	4,500	-	Intergovernmental Revenue	Parks and Recreation
Restoring Coastal Miami 2012-2013	20,500	-	Intergovernmental Revenue	Parks and Recreation
Baseball Equip. & Uniform - Roberto Clemente Park	8,000	-	Intergovernmental Revenue	Parks and Recreation
Total - Parks & Recreation	4,049,700	3,161,400		
Police Services				
Investigative Cost Recovery	23,600	22,800	Fund Balance Allocation	Public Safety
Investigative Cost Recovery	-	5,000	Program Revenue	Public Safety

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Sp Tax Dist Pol Roving Patrol	165,000	165,000	Program Revenue	Public Safety
Morningsd. Sec Grd Spc Tx Dis	50,000	50,000	Program Revenue	Public Safety
Natoma Man Sec Grd Sp Tx Dist	30,000	30,000	Program Revenue	Public Safety
Bayheights Spec.Tax Dist. 2007	250,000	250,000	Program Revenue	Public Safety
Fairhaven Spec Tax District	86,000	86,000	Program Revenue	Public Safety
Training Entrepreneurial Fund	44,000	114,300	Fund Balance Allocation	Public Safety
Training Entrepreneurial Fund	170,000	200,000	Program Revenue	Public Safety
LETF Second Dollar Training-Consolidated	165,000	86,100	Fund Balance Allocation	Public Safety
LETF Second Dollar Training-Consolidated	100,000	135,000	Intergovernmental Revenue	Public Safety
Electronic Message Center	16,700	16,700	Fund Balance Allocation	Public Safety
Partnership Fund	-	-	Program Revenue	Public Safety
Partnership Fund	7,600	4,100	Fund Balance Allocation	Public Safety
E-911 Wireline	2,043,900	503,700	Fund Balance Allocation	Public Safety
E-911 Wireline	883,100	500,000	Intergovernmental Revenue	Public Safety
E-911 Wireless	5,176,100	4,784,500	Fund Balance Allocation	Public Safety
E-911 Wireless	1,400,000	1,700,000	Intergovernmental Revenue	Public Safety
JAG - Local Solicitation	-	-	Fund Balance Allocation	Public Safety
FY2010 Byrne Memorial Justice Assitance Grant High Intensity Drug Trafficking Area Operation Safe Streets	-	-	Fund Balance Allocation	Public Safety
FY2011 Paul Coverdell Forensic Grant	-	-	Fund Balance Allocation	Public Safety
Police Visibility Pilot Program-Omni	350,000	350,000	Contribution from CRA	Public Safety
Police Visibility Pilot Program-Omni	350,000	-	Contribution from CRA	Public Safety
Police Visibility Pilot Program-SEOPW	250,000	-	Fund Balance Allocation	Public Safety
Police Visibility Pilot Program-SEOPW	250,000	-	Contribution from CRA	Public Safety
FY'11 Justice Assistance Grant	-	-	Fund Balance Allocation	Public Safety
FY2011 COPS Hiring Grant Program	-	-	Intergovernmental Revenue	Public Safety
FY2011 COPS Hiring Grant Program	4,317,300	1,551,900	Fund Balance Allocation	Public Safety
TVM Productions (Burn Notice)	10,000	-	Program Revenue	Public Safety
TVM Productions (Burn Notice)	110,000	-	Fund Balance Allocation	Public Safety
Victims of Crime Act Grant	-	-	Intergovernmental Revenue	Public Safety
FY2013 School Resource Officer	-	-	Intergovernmental Revenue	Public Safety
FY2013 Records Improvement Grant	-	-	Intergovernmental Revenue	Public Safety
Ultra Music Festival	350,000	-	Program Revenue	Public Safety
Solving Cold Case with DNA	500,000	-	Intergovernmental Revenue	Public Safety
Solving Cold Case with DNA	-	500,000	Fund Balance Allocation	Public Safety
2013 COPS Hiring Grant	3,125,000	-	Intergovernmental Revenue	Public Safety
2013 COPS Hiring Grant	-	594,800	Fund Balance Allocation	Public Safety

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
FY 2013-14 Victims of Crime Act	33,900	-	Intergovernmental Revenue	Public Safety
FY 2014 Records Improvement	15,700	-	Intergovernmental Revenue	Public Safety
FY 2014 School Resource Officer	15,700		Intergovernmental Revenue	Public Safety
HIDTA Young Forever Bosses	24,900		Intergovernmental Revenue	Public Safety
FY 2013 Edward Byrne Memorial JAG	333,300		Intergovernmental Revenue	Public Safety
FY 2013 Edward Byrne Memorial JAG	-	46,500	Fund Balance Allocation	Public Safety
HIDTA-Triple Beam Dreams	24,900	-	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	-	625,500	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations	1,210,900	1,747,200	Contribution from General Fund for Allocations	Public Safety
Contribution from GF for Non-Allocation Items	105,400	221,600	Contribution from General Fund for Non-Allocation Items	Public Safety
Total - Police Services	21,988,000	14,290,700		
Public Works Services				
Municip. Fuel Tax Str. Repairs	184,100	-	Fund Balance Allocation	Public Works
Lane Closure Fund	1,644,900	2,780,000	Fund Balance Allocation	Public Works
Lane Closure Fund	400,000	800,000	Program Revenue	Public Works
Total - Public Works	2,229,000	3,580,000		
Real Estate and Asset Management Services				
Miami Parking Authority Garage #4	1,584,900	2,325,300	Program Revenue	Real Estate and Asset Mgt.
Miami Convention Center Debt Payment	5,547,400	3,428,600	Program Revenue	Transfer Out
Miami Convention Center	-	1,416,500	Program Revenue	Real Estate and Asset Mgt.
Dinner Key Mooring Field	75,000	75,000	Program Revenue	Real Estate and Asset Mgt.
Miami Convention Center	2,638,400	417,900	Contribution from General Fund	Real Estate and Asset Mgt.
Cost Allocation	-	88,600	Contribution from General Fund	Real Estate and Asset Mgt.
Marinas Capital Repairs and Capital Related Improv. 10%	771,800	796,700	Contribution from General Fund	Transfer Out
Knight Foundation and Haitian Heritage Art	150,000	-	Donationn Contribution from General Fund	Real Estate and Asset Mgt.
Miamarina Ticket Surcharge	-	214,200	General Fund	Transfer Out
Total - Real Estate and Asset Mgt. Services	10,767,500	8,762,800		
Solid Waste Recycling Educational Trust Fund				
Educ. Trust Fund - Recycling	1,259,000	1,236,500	Fund Balance Allocation	Public Works
Total - Solid Waste	1,259,000	1,236,500		
Transportation and Transit				
Transportation and Transit Fund	10,706,300	11,027,500	Intergovernmental Revenue	Transfers-OUT -CIP & Debt
Transportation and Transit Fund	3,568,800	3,675,900	Intergovernmental Revenue	General Government

Special Revenue Funds
Schedule of Grants and Programs

	FY 2014 Amended Budget	FY 2015 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Transportation and Transit Fund	3,005,700	2,546,200	Fund Balance Allocation	General Government
Transportation and Transit Fund	-	150,000	Fund Balance Allocation	Transfer Out
Total - Transportation and Transit	17,280,800	17,399,600		
<hr/>				
Tree Trust Fund				
Tree Trust Fund	-	100,000	Program Revenue	Planning and Development
Tree Trust Fund	-	1,800,000	Fund Balance Allocation	Planning and Development
Total - Tree Trust Fund	-	1,900,000		
Total - All Grants and Programs	171,614,200	143,994,400		

Appendix F
Presentation of Schedules and Graphs
For
Debt Service Funds

CITY OF MIAMI, FLORIDA
 LEGAL DEBT MARGIN INFORMATION
 LAST TEN FISCAL YEARS

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Debt Limit	\$ 4,599,937	\$ 4,533,761	\$ 4,383,369	\$ 5,370,834	\$ 5,372,350	\$ 5,400,940	\$ 4,954,936	\$ 4,046,607	\$ 3,289,455	\$ 2,830,668
Total Net Debt Applicable to Limit	228,967	238,036	251,230	265,846	274,617	233,255	243,385	203,312	214,217	224,979
Legal Debt Margin	\$ 4,370,970	\$ 4,295,725	\$ 4,132,139	\$ 5,104,988	\$ 5,097,733	\$ 5,167,685	\$ 4,711,551	\$ 3,843,295	\$ 3,075,238	\$ 2,605,689
	4.98%	5.25%	5.73%	4.95%	5.11%	4.32%	4.91%	5.02%	6.51%	7.95%
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit										
Assessed Value	\$ 32,735,570									
Less Homestead Exempt Valuation	(2,069,325)									
Total Assessed Value	\$ 30,666,245									
Debt Limit Bonds	4,599,937									
(15% of Total Assessed Value)										
Present Debt Application to Debt Limitation	228,971									
General Obligation Debt										
Less Amount Available in Debt Service Fund	(4)									
Total Net Debt Application to Limit	228,967									
Legal Debt Margin	\$ 4,370,970									

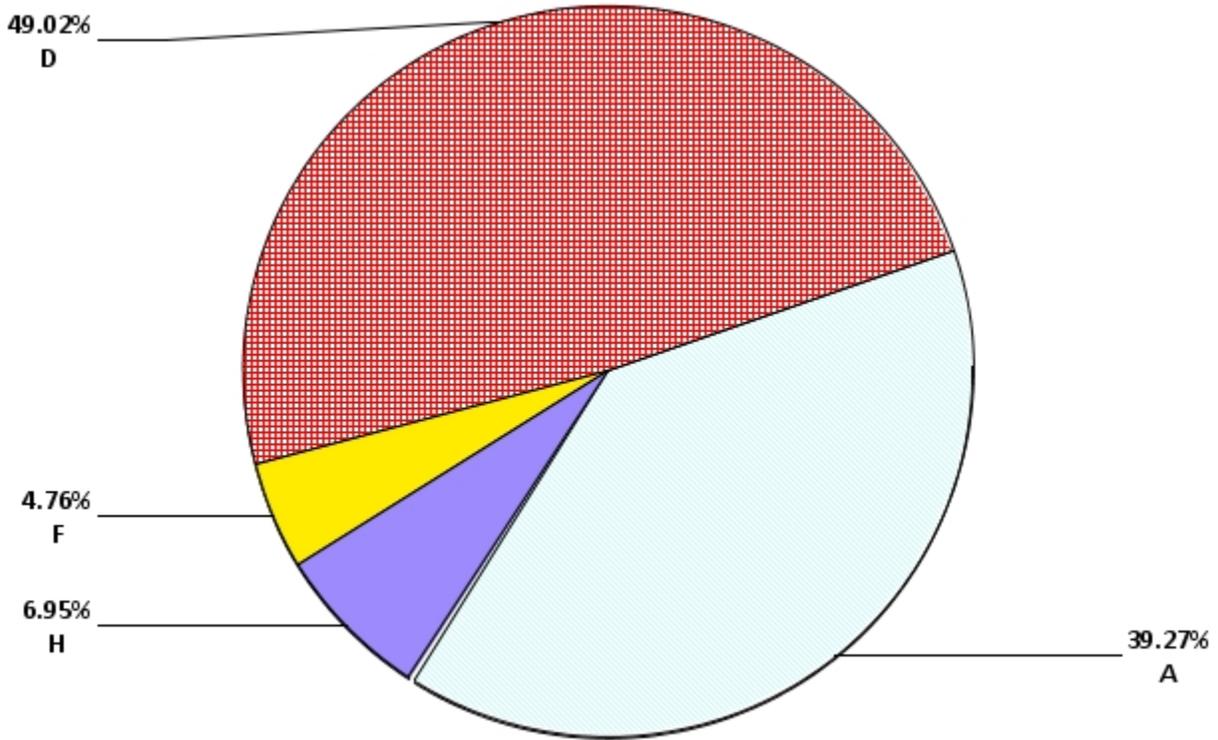
**Summary of FY 2014-15
Adopted Budget
Debt Service Funds**

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Adopted	Adopted
<u>Revenues</u>					
Property Taxes	28,131,853	26,887,032	26,425,029	25,382,800	24,755,000
Interest (R)	45,090	37,533	38,539	0	0
Transfers-IN	35,160,815	36,461,047	38,185,060	38,331,200	30,906,400
Intergovernmental Revenues	3,303,288	3,300,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	72,604,292	0	50,028,639	1,099,100	4,382,500
Charges for Services	16,197	0	0	0	0
Total Revenues	139,261,536	66,685,612	117,677,267	67,813,100	63,043,900
<u>Expenditures</u>					
General Obligation Bonds	28,020,430	25,271,561	24,787,654	26,481,900	26,106,800
Special Obligation Bonds	111,546,324	38,872,233	89,996,332	41,331,200	36,937,100
Total Expenditures	139,566,755	64,143,795	114,783,985	67,813,100	63,043,900

Revenues (Inflows) Debt Service Funds

FY 2013-14

\$67,813,100



	FY 2013-14 Adopted (\$)	FY 2013-14 Adopted (%)	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)
A: Property Taxes	25,382,800	37.43%	24,755,000	39.27%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	38,331,200	56.52%	30,906,400	49.02%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	3,000,000	4.42%	3,000,000	4.76%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	1,099,100	1.62%	4,382,500	6.95%
I: Charges for Services	0	0.00%	0	0.00%
Total	67,813,100	100.00%	63,043,900	100.00%

**Debt Service Funds
Schedule of Revenue (Inflows)**

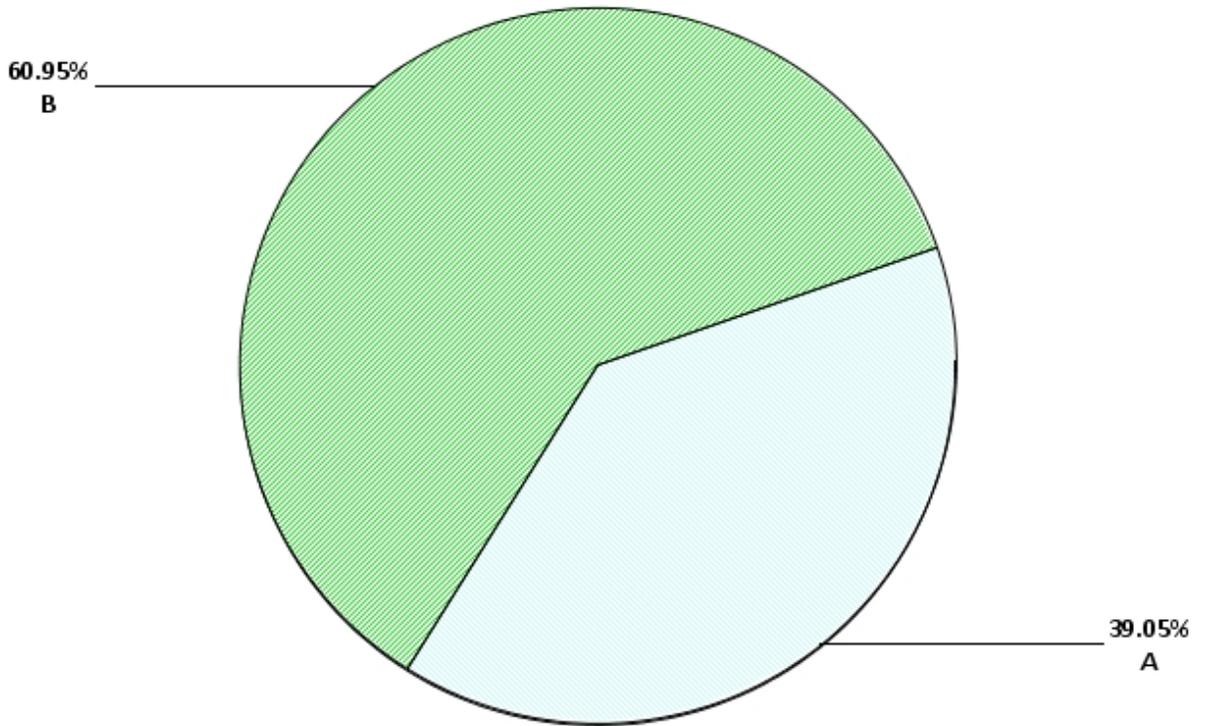
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	25,558,540	24,589,812	24,085,117	25,382,800	24,755,000
Ad Valorem Taxes-Real-Delinquent	1,023,748	817,481	655,550	0	0
Ad Valorem Taxes-Personal	1,547,431	1,395,068	1,635,409	0	0
Ad Valorem Taxes-Personal-Delinquent	2,134	84,671	48,953	0	0
Total Property Taxes:	28,131,853	26,887,032	26,425,029	25,382,800	24,755,000
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	783	162	292	0	0
Misc-Int & Pen-Investment	44,307	37,370	38,248	0	0
Total Interest:	45,090	37,533	38,539	0	0
<u>Transfers-IN</u>					
Other-Interfund Transfer	35,160,815	36,461,047	38,185,060	38,331,200	30,906,400
Total Transfers-IN:	35,160,815	36,461,047	38,185,060	38,331,200	30,906,400
<u>Intergovernmental Revenues</u>					
Federal Grants	3,288	0	0	0	0
State Shared Revenues	300,000	300,000	0	0	0
Grants From Other Local Units	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Total Licenses and Permits:	3,303,288	3,300,000	3,000,000	3,000,000	3,000,000
<u>Other Revenues (Inflows)</u>					
Other-Debt Proceeds	72,357,325	0	50,028,639	0	0
Other-Nonoperating Sources	246,967	0	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	1,099,100	4,382,500
Total Other Revenues (Inflows):	72,604,292	0	50,028,639	1,099,100	4,382,500
<u>Charges for Services</u>					
CFS-PE-Garbage/Solid Waste Revenue	16,197	0	0	0	0
Total Charges for Services:	16,197	0	0	0	0
Total Revenue (Inflows):	139,261,536	66,685,612	117,677,267	67,813,100	63,043,900

**Debt Service
Schedule of Revenue (Inflows)**

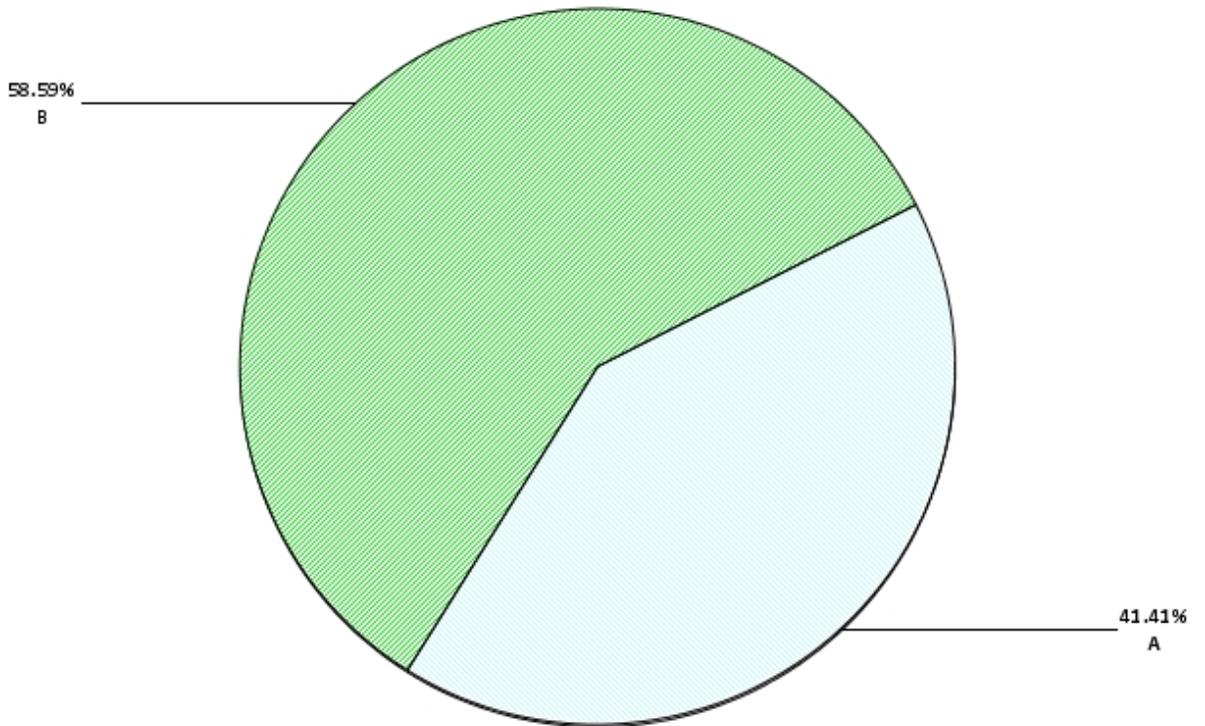
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,547,431	1,395,068	1,635,409	0	0
Ad Valorem Taxes-Personal-Delinquent	2,134	84,671	48,953	0	0
Ad Valorem Taxes-Real	25,558,540	24,589,812	24,085,117	25,382,800	24,755,000
Ad Valorem Taxes-Real-Delinquent	1,023,748	817,481	655,550	0	0
CFS-PE-Garbage/Solid Waste Revenue	16,197	0	0	0	0
Federal Grants	3,288	0	0	0	0
Misc-Int & Pen-Lot Clear & Demoli	15	0	0	0	0
Other-Nonoperating Sources	246,967	0	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	1,099,100	1,351,800
Total -General Obligation Bonds	28,398,320	26,887,032	26,425,029	26,481,900	26,106,800
Special Obligation Bonds					
Grants From Other Local Units	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Misc-Int & Pen-Investment	44,307	37,370	38,248	0	0
Misc-Int & Pen-Lot Clear & Demoli	768	162	292	0	0
Other-Debt Proceeds	72,357,325	0	50,028,639	0	0
Other-Interfund Transfer	35,160,815	36,461,047	38,185,060	38,331,200	30,906,400
Other-Oth N-optg Sour/Carryover	0	0	0	0	3,030,700
State Shared Revenues	300,000	300,000	0	0	0
Total -Special Obligation Bonds	110,863,216	39,798,580	91,252,238	41,331,200	36,937,100
Total Revenues (Inflows)	139,261,536	66,685,612	117,677,267	67,813,100	63,043,900

Expenditures (Outflows) Debt Service Funds

FY 2013-14
\$67,813,100



FY 2014-15
\$63,043,900



	FY 2013-14 Adopted	FY 2014-15 Adopted
A: General Obligation Bonds	26,481,900	26,106,800
B: Special Obligation Bonds	41,331,200	36,937,100
Total	67,813,100	63,043,900

Debt Service
Schedule of Expenditures (Outflows)

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
General Obligation Bonds					
Budget Reserve	0	0	0	900,000	0
Interest	13,761,940	13,673,035	13,731,697	13,780,800	13,741,800
Other Contractual Services	20,826	20,151	10,188	208,500	25,000
Principal	14,237,664	11,578,376	11,017,644	11,592,600	12,340,000
Professional Services	0	0	28,125	0	0
Total -General Obligation Bonds	28,020,430	25,271,561	24,787,654	26,481,900	26,106,800
Special Obligation Bonds					
Interest	25,864,709	27,512,426	30,369,294	28,463,500	27,636,100
Interfund Transfers	2,524	0	0	0	0
Other Contractual Services	(263,519)	0	0	0	0
Other Current Charges and Obligations	2,311,701	3,991	990,808	0	0
Principal	83,630,910	11,355,815	58,636,230	12,861,200	9,294,500
Professional Services	0	0	0	6,500	6,500
Total -Special Obligation Bonds	111,546,324	38,872,233	89,996,332	41,331,200	36,937,100
Total Expenditures (Outflows)	139,566,755	64,143,795	114,783,985	67,813,100	63,043,900

Appendix G
Presentation of Schedules and Graphs
For
Internal Service Fund

**Internal Service Fund
Schedule of Revenue (Inflows)**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
<u>Transfers-IN</u>					
Other-Interfund Transfer	0	0	0	600,000	1,190,000
Total Transfers-IN:	0	0	0	600,000	1,190,000
<u>Other Revenues (Inflows)</u>					
Misc-Other Miscellaneous Revenues	0	0	122,201,129	140,001,200	7,300,000
Misc. -Other Revenues EE Health	0	0	0	0	4,500,000
Misc-Settlements	0	0	3,751,833	1,500,000	1,500,000
Other-Nonoperating Sources	0	0	0	0	154,994,800
Total Other Revenues (Inflows):	0	0	125,952,962	141,501,200	168,294,800
<u>Charges for Services</u>					
CFS-PS-Police Services	0	0	143,257	0	0
CFS-Other Charges for Services	0	0	42,055	0	0
Total Charges for Services:	0	0	185,312	0	0
Total Revenue (Inflows):	0	0	126,138,274	142,101,200	169,484,800

**Internal Service Fund
Schedule of Expenditures (Outflows) by Category**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted
<u>Personnel</u>					
Executive Salaries	0	0	0	39,600	32,000
Fica Taxes	0	0	0	3,000	2,400
Retirement Contributions	0	0	69,164,731	76,752,800	36,294,100
Police and Fire - FIPO	0	0	0	0	49,546,300
Life and Health Insurance	0	0	40,580,604	43,865,000	48,210,800
Total Personnel:	0	0	109,745,335	120,660,400	134,085,600
<u>Operating Expense</u>					
Workers' Compensation	0	0	13,709,666	14,000,000	16,757,000
Other Contractual Services	0	0	0	2,894,200	2,894,100
Communications & Related Services	0	0	854	2,123,200	0
Postage	0	0	0	15,000	15,000
Insurance	0	0	54,049	0	0
Insurance - Police Torts	0	0	0	0	900,000
Insurance - Vehicle Liability	0	0	0	0	900,000
Insurance - Property & Casualty	0	0	0	0	6,731,800
Insurance - General Liability	0	0	0	0	900,000
Insurance - Public Official	0	0	0	0	500,200
Repair and Maintenance Services	0	0	0	2,177,800	0
IT-Repair and Maintenance Services	0	0	0	0	4,301,100
Other Current Charges and Obligations	0	0	(7,582)	0	0
Total Operating Expense:	0	0	13,756,987	21,210,200	33,899,200
<u>Debt Service</u>					
Interest	0	0	0	230,600	0
Total Debt Service:	0	0	0	230,600	0
<u>Non-Operating Expense</u>					
Advances	0	0	2,644,943	0	0
Budget Reserve	0	0	0	0	1,500,000
Total Non-Operating Expense:	0	0	2,644,943	0	1,500,000
Total Expenditure (Outflows):	0	0	126,147,266	142,101,200	169,484,800

Appendix H

Statistical Information

City Profile

Full-Time Employees by Function – Last 10 Years

Year of Incorporation

1896

Area of City of Miami

55.3 Square Miles (Land 35.68; Water 19.59 sq mi)

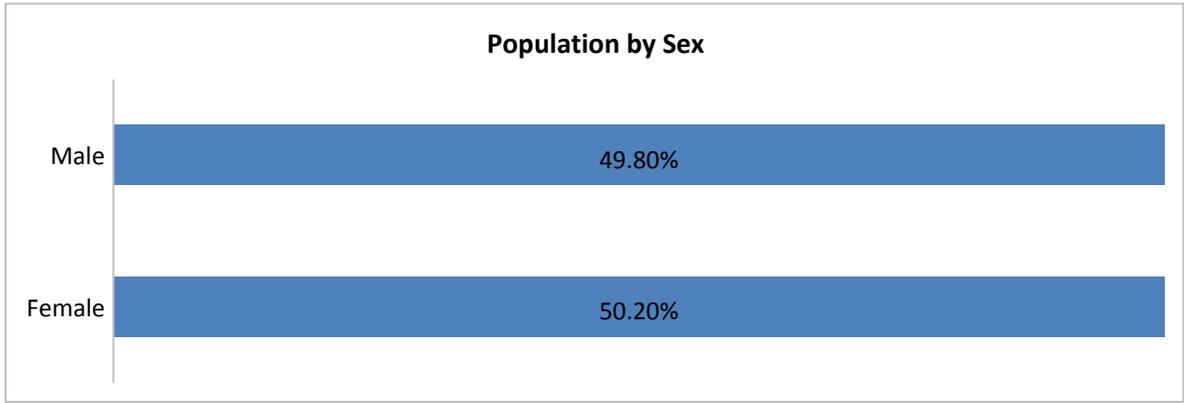
Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (e)
2003	372,920	23,774	38.0	5.90%
2004	379,550	24,031	37.0	5.50%
2005	361,701	25,211	39.1	4.60%
2006	358,091	27,088	39.2	4.10%
2007	348,827	29,075	39.9	4.10%
2008	343,142	28,333	41.2	6.20%
2009	433,143	28,999	38.8	11.20%
2010	399,457	27,291	38.8	12.40%
2011	410,335	30,270	39.4	11.10%
2012	413,864	28,301	38.8	9.30%
2013	N/A	N/A	N/A	8.40%
2014	N/A	N/A	N/A	7.60%

Source: (a): U.S. Bureau of the Census, American Community Survey

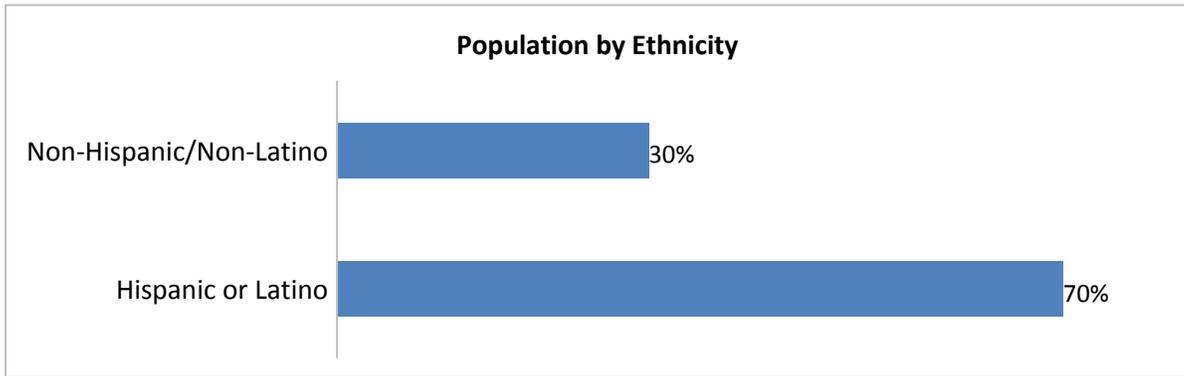
Source: (b): U.S. Bureau of the Census, American Community Survey

Source: (c): U.S. Bureau of the Census, American Community Survey

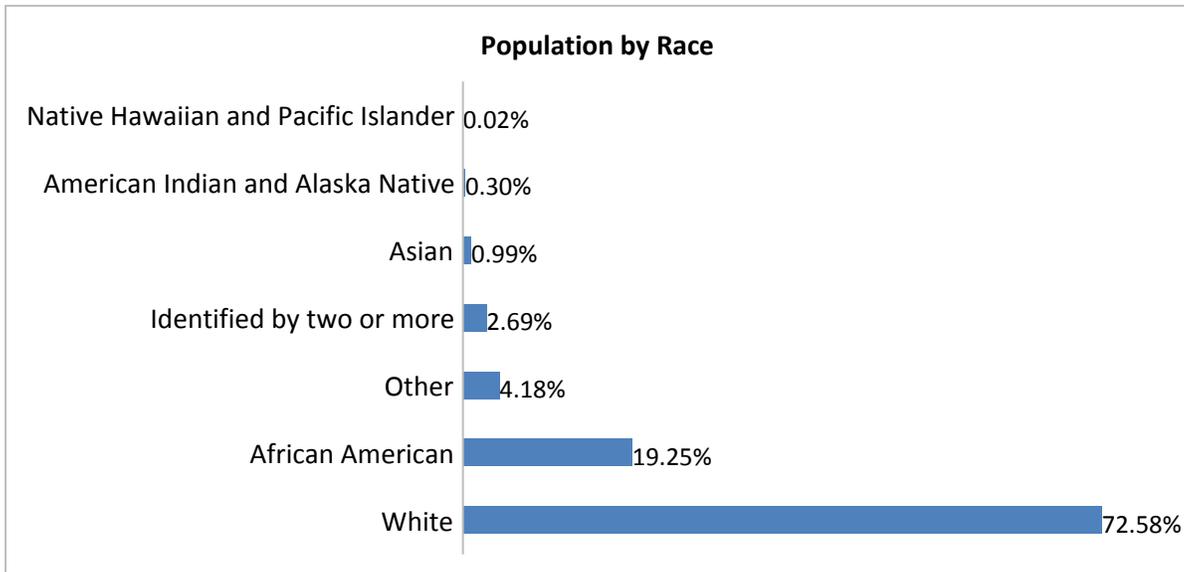
Source: (e): U.S. Bureau of Labor Statistics: Local Area Unemployment Statistics - Miami-Miami Beach-Kendall (May 2014, not seasonally adjusted)



Source: U.S. Bureau of the Census, 2010 Census

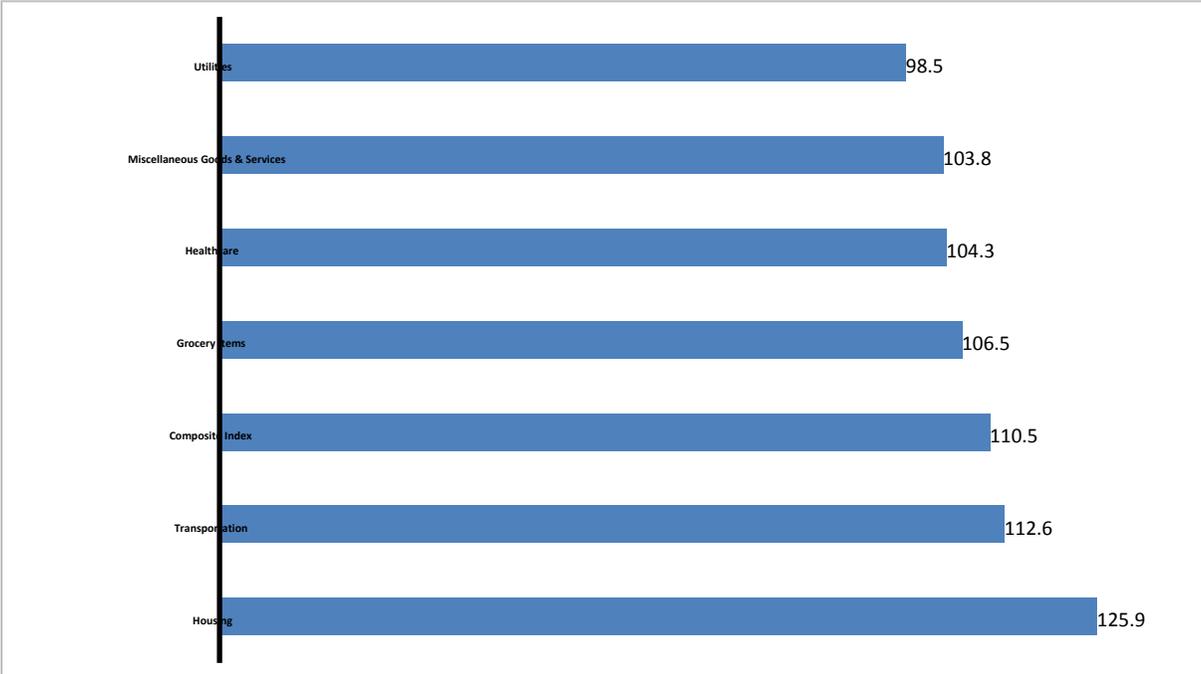


Source: U.S. Bureau of the Census, 2010 Census



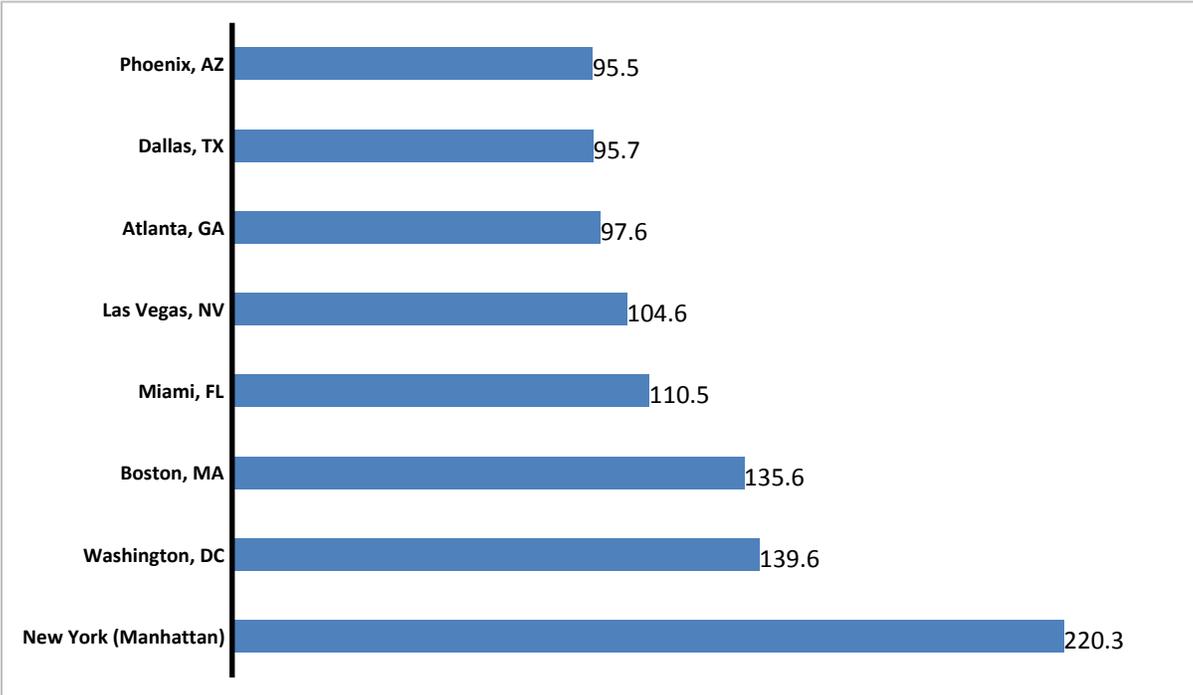
Source: U.S. Bureau of the Census, 2010 Census

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Council for Community and Economic Research, Cost of Living Index, First Quarter 2014

Cost of Living Composite Index from Selected Major Urban Areas



Source: Council for Community and Economic Research, Cost of Living Index, First Quarter 2014

Labor Force and Employment Statistics Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County, First Quarter 2014

Occupational Title	Employees	Percentage of Totals
Education and Health Services	165,900	15.4%
Professional and Business	150,500	14.0%
Retail Trade	143,900	13.4%
Government	138,900	12.9%
Leisure and Hospitality	128,500	11.9%
Wholesale Trade	73,100	6.8%
Finance Activities	73,000	6.8%
Transportation, Warehousing, and Utilities	64,900	6.0%
Other Services	48,900	4.5%
Manufacturing	37,800	3.5%
Construction	34,000	3.2%
Information	18,000	1.7%
Total Non-farm Employed	1,077,400	100.0%

Source: Miami-Dade County Regulatory & Economic Resources Dept., Labor Market Report, First Quarter 2014

Top Ten Major Employers in Miami-Dade County 2011

Public Employers:

Name	Number of Employees
Miami-Dade County Public Schools	44,132
Miami-Dade County	26,351
U.S. Federal Government	19,400
Florida State Government	17,600
Jackson Health System	10,809
Florida International University	8,000
Miami-Dade College	6,200
City of Miami	4,309
Homestead Air Force Base	2,700
Veterans Administration Healthcare System	2,487

Source: The Beacon Council/Miami-Dade County, Florida-Miami Business Profile & Relocation Guide 2012

Private Employers:

Name	Number of Employees
Baptist Health Systems of South Florida	14,865
University of Miami	13,233
Publix Supermarkets	10,800
American Airlines	9,000
Precision Response Corp	5,000
Florida Power & Light	3,840
Carnival Cruise Lines	3,500
Winn Dixie Stores	3,400
Mount Sinai Medical Center	3,400
AT&T	3,100

Source: The Beacon Council/Miami-Dade County, Florida-Miami Business Profile & Relocation Guide 2012

Major Companies with Their Latin American Headquarters Located in the City of Miami

The GAP, Inc.	Caterpillar Americas Company	Lucent Technologies
Federal Express Corporation	Ericsson, Inc.	Barclays Bank PLC
ABN AMRO Bank	Terra Networks USA	Oracle Latin America
Sony Broadcasts Export Corporation	IBM Corporation	Cisco Systems
Olympus America	Canon Latin America	AT&T Latin America
ExxonMobile Inter America	Acer Latin America	Clorox
Black & Decker Latin America Group	Komatsu Latin America	American Express
Hewlett Packard Co. Latin America	Tech Data	Stanley
Eastman Chemical Latin America	Chevron-Texaco	
Telefonica International USA, Inc.	Johnson & Johnson	

Source: The Beacon Council/Miami-Dade County, Florida

Sister Cities Program:

Sister Cities	Friendship Cities	Emeritus Status	Emeritus Status
Buenos Aires, Argentina	Qingdao, China	Agadir, Morocco	Nice, France
Kagoshima, Japan		Amman, Jordan	Palermo, Italy
Lima, Peru		Cochabamba, Bolivia	Panama City, Panama
Port-au-Prince, Haiti		Managua, Nicaragua	Ramat-Hasharon, Israel
Santiago, Chile		Montes de Oca, Costa Rica	Varna, Bulgaria
Santo Domingo, Dominican Republic		Murcia, Spain	Kaohsiung Municipality, Chinese Taipei
Madrid, Spain			

Source: Sister Cities International

Full-Time Employees by Function Last Ten Years

Function	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
General Government	617	641	644	641	611	475	507	533	540	538	598
Planning and Development	147	141	142	128	128	96	101	111	124	126	135
Community Development	73	61	52	61	63	60	60	43	43	40	38
Public Works	505	522	526	525	521	446	442	442	443	452	469
Public Safety	2,138	2,222	2,288	2,310	2,413	2,161	2,283	2,282	2,286	2,338	2,447
Public Facilities	45	55	56	54	45	41	41	41	42	41	41
Parks and Recreation	188	190	191	207	244	203	182	178	178	192	272
Total Number of Employees	3,713	3,832	3,899	3,926	4,025	3,482	3,616	3,630	3,656	3,727	4,000

The correct FTE count for Parks and Recreation is 196; correction will be made in the first budget amendment.

The correct FTE count for Public Works is 104; correction will be made in the first budget amendment.

The correct FTE count for NET is 39; correction will be made in the first budget amendment.

Appendix I

Reference and Lookup Information

Abbreviations and Acronyms

Definition of Terms

Abbreviations and Acronyms

AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
ADT	Adult Day Training
ALS	Advanced Life Support
AFSCME	American Federation of State, County & Municipal Employees
APM	Administrative Policies Manual
ARRA	American Recovery and Reinvestment Act
BCC	Brickell CitiCentre
BTR	Business Tax Receipts
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAP	Career Advancement Program
CAPER	Consolidated Annual Performance and Evaluation Report
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant
CDL	Commercial Driver License
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel
CIO	Chief Information Officer
CIPT	Capital Improvements and Transportation Program Office

Abbreviations and Acronyms

CITT	Citizen's Independent Transportation Transit
CM	City Manager
CO	Certificate of Occupancy
COM	City of Miami
CAPRA	Commission for Accreditation of Park and Recreation Agencies
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPS	Community Oriented Policing Services
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CSI	Crime Scene Investigation
CST	Combined Simplified Tax
CU	Certificate of Use
CY	Calendar Year
DDA	Downtown Miami Development Authority
DDRI	Downtown Development Regional Impact
DERM	Department of Environmental Resources Management
DO	Development Order
DROP	Deferred Retirement Option
EB-5	Immigrant Investor Program
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission

Abbreviations and Acronyms

EMS	Emergency Medical Services
EMT	Emergency Medical Training
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Official Retirement Trust
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
FACE	Florida Association of Code Enforcement
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FDVA	Florida Department of Veterans Affairs
FEC	Florida East Coast
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contributions Act
FIPO	Firefighters and Police Officers Retirement Fund
FPL	Florida Power and Light
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GESE	General Employees and Sanitation Employees Retirement Fund
GFOA	Government Finance Officers
GIS	Geographic Information System
GOB	General Obligation Bond

Abbreviations and Acronyms

GPS	Global Positioning System
GSA	General Services Administration
HB-1B	House Bill 1B
HIDTA	High Intensity Drug Traffic Area
HIPPA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HUD	United States Department of Housing and Urban Development
IAFF	International Association of Fire Fighters
ICE	Immigration and Customs Enforcement
ICMA	International City Management Association
IFB	Invitation for Bid
IFQ	Invitation for Quotation
ISF	Internal Service Fund
ITD	Information Technology Department
JAG	Justice Assistance Grant
LETF	Law Enforcement Trust Fund
LOGT	Local Option Gas Tax
LTRA	Long-Term Rental Assistance

Abbreviations and Acronyms

MUSP	Major Use Special Permit
MDX	Miami-Dade Expressway Authority
MHAP	Miami Homeless Assistance Program
MHAP	Miami Homeless Assistance Program
MIC	Mayor's International Council
MRC	Miami Riverside Center
MS4	Municipal Separate Storm Sewer System
MSI	Miami Sustainable Initiatives
MUSP	Major Use Special Permit
NET	Neighborhood Enhancement Team
NDA	Non-Departmental account
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Administration
PARC	Park and Recreational Facility Construction
PADMA	Property Address Maintenance Application

Abbreviations and Acronyms

PAF	Personnel Action Form
P-CARD	Procurement Card
PFM	Public Financial Management, Inc.
POMS	Peoples Office Management System
PROW	Public Right of Way
PZAB	Planning and Zoning Advisory Board
RFP	Request for Proposal
RFPs	Request for Proposals
RFQs	Request for Qualifications
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plan
SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SLA	Service Level Agreement
SNAP	Supplemental Nutritional Assistance Program
SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
SWAT	Special Weapons and Tactics
TAME	Tunnel and Marine Exercise
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificates of Occupancy

Abbreviations and Acronyms

TCT	The Children's Trust
TRIM	Truth in Mileage
TUP	Temporary Use Permits
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UIA	Urban Infill Area
UPK	User Productivity Kit
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services
USDA	United States Department of Agriculture
USDOJ	United States Department of Justice
VISTA	Volunteers in Service to America
VOIP	Voice Over Internet Protocol

Definition of Terms

Account Code: Part of a numbering system designating accounts in such a manner that the symbol used quickly reveals certain required information.

Actuarial: A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

Ad Valorem Taxes: A tax levied on the assessed value of real and tangible personal property (also known as “property taxes”).

Allocation: The amount provided by legislative action for planned purchases of goods or services.

Allotment: Part of an appropriation that may be expended or encumbered during the fiscal year.

Anti-Deficiency Act: A 1998 amendment to the City of Miami Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation: A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation: Is the value of land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Balanced Budget: Is a budget in which estimated recurring revenues equal estimated recurring expenses.

Bond: A written promise to pay a specific sum of money at a specified date or dates in the future, together with the periodic interest at a specified rate.

Budget: A financial plan of programs, services, and projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

Budget Amendment: A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another; or, the appropriation of new sources of revenue.

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Definition of Terms

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of \$5,000 and an expected life of more than one year such as automobiles, typewriters and office furniture.

Capital Expenditure: Capital or “in kind “expense of \$5,000 or more, resulting in the acquisition, improvement or addition to fixed assets in the form of land, buildings or improvements, more or less permanent in character, and durable equipment with a life expectancy of at least three years.

Capital Improvement Budget: A plan of capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Plan (CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles or machinery, which become additions to the City’s fixed assets.

Comprehensive Annual Financial Report: The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

Community Development Block Grant: A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled “Certification of Taxable Value” that the City submits annually to the State of Florida and contains specific details about the City’s proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for nonpayment is attached.

Department: An administrative unit of the City with overall management responsibility to provide a service or an operation for a group of related operations.

Definition of Terms

Disbursement: Payment for goods and services.

Division: The second level in the formal City organization in which a specific function is carried out. Several divisions may comprise a single department.

Encumbrances: An amount of committed funds to purchase a designated item or service or to cover specific contracts which are in the process of being completed.

Estimated Revenues: Is the amount of income to be collected during the fiscal year.

Exemption: A portion of the total property valuation not subject to property taxes.

Expenditure: A transaction involving the exchange of money for payment of present or future obligations.

Expenses: An event which an asset is used up or a liability is incurred.

Fiscal Year: The time period designated as the beginning and ending period for recording financial transactions. The City of Miami fiscal year is from October 1st to September 30th of the following year.

Fixed Assets: Are long-term tangible assets such as land, buildings, machinery, furniture and equipment.

Fund: An accounting entity containing a set of self-balancing accounts to record all financial transactions for specific activities or government functions. Seven commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust and agency funds, and internal service funds.

Fund Balance: The amount of equity held by the City to support future operations or emergencies. It is the difference between fund assets and fund liabilities.

General Fund: The general operating fund used to account for most of the City's financial activities.

General Obligation Bonds: Voter approved bonds used to finance a variety of capital improvement projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government. The repayment of these bonds is usually made from ad valorem taxes based on an approved debt millage rate.

Grant: An agreement made by a governmental unit, foundation, or corporation to provide financial contributions for specified purposes.

Hyperion: A comprehensive financial management, web-based budget application that delivers global financial consolidation, reporting and analysis in a single, highly scalable software solution.

Definition of Terms

Indirect Cost: Elements of costs necessary to produce a product or service which is not directly traceable to the product or service provided. It is typically associated with payments made by grant-funded activities to cover the City's central service costs. In Miami, a cost allocation plan is developed to recoup central service costs from grants and other sources.

Inter-fund Transfers: Contributions made from one fund to another fund within an organization.

Inter-local Agreement: A contractual agreement between two or more governmental entities.

Levy: To impose taxes, special assessments, or service charges for City activities.

Line-item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each category.

Local Government Half-Cents Sales Tax: The value of ½ cent on the State's sales tax, which is returned to the City on the basis of population size and use for transportation related projects.

Local Option Gas Tax: A tax levy of up to six cents on each gallon of motor and special fuels sold, which can be imposed by Miami-Dade County in accordance with State law, and which is shared with the cities within the county.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance of Current Level of Service: The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

Millage Rate: One mill equals \$1.00 of tax for each \$1,000 of assessed value. The millage rate is the total number of mills of tax assessed against this value.

Object Code: An account code which identifies a type of asset, liability, revenue, or expense category.

Objective: Specific measurable action that will be taken to achieve a goal.

Operating Budget: Is a financial plan for providing programs and services for a specified period.

Operating Expenses: Expenses related directly to a department's primary activities.

Performance Indicator: A measure used to identify departmental achievements in numerical or statistical terms.

Personnel Costs: An expenditure category that includes employee costs such as salary, wages, shift differential, holiday pay, etc.

Definition of Terms

Projections: Forecast of anticipated revenue, expenditures, or other budget amounts for a specific time period, usually one-year.

Property Tax Levy: The value derived by multiplying the millage rate by the net taxable assessed value of property in the City.

Property Taxes: Taxes paid on the assessed or “just” value of land, buildings, business inventory or equipment.

Proprietary Agency: Commonly called “self-supporting”, these agencies pay for all or most of their cost of operations from user fees. These agencies receive little or no general tax support.

Rate Of Return: The yield obtainable on an investment based on its purchase price or its current market price.

Reconciliation: A detailed explanation of changes in financial activities from one period to another or from one accounting basis to another.

Revenue: An increase in assets of governmental funds that do not increase liability or recovery of expenditure. It includes such items as tax payments, fees for specific services, receipts from other governments, franchise fees, fines, forfeitures, grants, shared revenues and interest income.

Rolled-back Millage Rate: The millage rate which will provide the same property tax revenues as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions, and property added due to geographic boundary changes.

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

Strategic Objectives: The object or goal of action that is measurable and attainable within a specific time frame within the strategic plan.

Strategic Perspective: The overall vision and strategy utilizing the balanced scorecard methodology.

Strategic Themes: The principal unifying element within a strategic plan.

Tax Reserve: That portion of the property tax levy estimated to be uncollected during the fiscal year and remains uncollected 60 days beyond the close of the fiscal year.

Trim Bill: An acronym referring to House Bill 4D which was an act related to taxation amending Chapter 80-274 of the Florida State Statutes.

Definition of Terms

Unencumbered Balance: The amount of an appropriation that is neither amended nor encumbered. It is essentially the amount of money still available for future purchases.

Appendix J
Cost Allocation Plan

City of Miami, Florida Cost Allocation Methodology

OVERVIEW

The City of Miami's (the City) Cost Allocation Plan identifies the costs of indirect services provided by central service departments of the City based on actual expenditures for fiscal year ending September 30, 2013.

The Cost Allocation Plan is used by the City to claim indirect costs as charges against awards (grants) and City funds. The list of federal/state grants and awards that are charged indirect costs based on the results of this plan are located in Schedule F – Indirect Cost Rate Proposal.

The Federal 2 CFR 225 Cost Allocation Plan is a document that distributes, or allocates, City indirect costs. Indirect costs are those costs incurred by City divisions and departments that benefit other City divisions and departments. Examples of City indirect costs are personnel, purchasing, human resources and the Finance Department.

The primary purpose for preparing the Cost Allocation Plan is to (1) identify the appropriate division and department indirect costs and (2) calculate corresponding indirect cost rates if needed.

The significant steps involved in preparing the Cost Allocation Plan include the following:

- Identify the City divisions and departments that provide support to other City divisions and departments. These divisions and departments are referred to as central service or allocating departments.
- Identify the City divisions and departments that receive support from other City divisions and departments. These departments are referred to as grantee or receiving departments.
- Accumulate the allowable actual expenditures of the City divisions and departments that provide support to other City divisions and departments.
- Distribute, or allocate, the allowable expenditures of the City divisions and departments that provide support to other City divisions and departments based on available, meaningful, measurable and auditable allocation statistics that match the service provided to the service received.

PROCESS

A double-step down allocation methodology is used to allocate the allowable costs of the central service divisions and departments. This methodology recognizes the cross support provided between central service divisions and departments. For example, accounting supports the information systems department by providing payroll, paying vouchers and preparing a budget. However, the information systems department also supports accounting, by providing software and hardware support and by maintaining and administering various applications and systems.

The double-step down methodology requires an initial sequencing of allocating divisions and departments. In the first step of the double-step methodology, allowable costs from central service divisions and departments are allocated in the sequence selected to all City divisions, departments and funds; including to other central service divisions and departments. The second step in the double-step down methodology is made to fully account for the cross support provided between central service divisions and departments. Central service divisions and departments are closed after the second step in the double-step down allocation methodology.

FORMAT OF THE REPORT

The City's Cost Allocation Plan is organized as follows:

1. Nature and Extent of Services for the Central Service Department
2. Summary schedules, and
3. Detail schedules

The Nature and Extent of Services is a narrative description of the central service and each function that was identified. Also described are the allocation bases used for each function and other relevant information on expenditures.

The Summary Schedules provide a recap of the results of the cost allocation process as described below:

1. Schedule A – Allocated Costs by Department demonstrates for each Receiving Department the costs received from each Central Service Department. This schedule answers the question:

Which Central Service Department actually allocated the costs to each Receiving Department?

2. Schedule C – Summary of Allocated Costs is the simplest report to use when balancing to the financials. This schedule demonstrates the full sequence of all departments. The Central Service Departments are listed first and in the order of their allocating sequence. Basically this schedule demonstrates the costs to be allocated, the adjustments made to these costs,

and the results of the allocations. The Receiving Departments follow the Central Service Departments with the total allocations received from all Central Service Departments.

3. Schedule D – Detail of Allocated Costs provides a view of the allocation flow of costs for each Central Service Department. This schedule allows the reader to see how the process sequentially zeroes out all of the Central Service Department costs and allocates them to Receiving Departments.
4. Schedule E – Summary of Allocated Costs demonstrates for each Central Service Department the services or functions of the Central Service Department and the basis for the allocation of each function. This schedule is a convenient reference for reviewing the activities identified for each Central Service Department. This is particularly important when preparing a new plan and incorporating organizational and services changes.
5. Schedule F – Indirect Cost Rate Proposal calculates indirect cost rates for selected Receiving Departments. The indirect rate is computed as the total indirect costs allocated to the Receiving Department divided by the total Salary cost of the Receiving Department.

The detail schedules follow the summary schedules in the cost allocation plan. These schedules demonstrate the original costs being allocated by each Central Service Department. The adjustments are applied; the functions are defined; the incoming costs from other Central Service Departments are detailed; the allocation calculations for both step-downs are documented; and the results for each Central Service Department are summarized.

CITY OF MIAMI, FLORIDA
FEDERAL 2 CFR 225 (A-87) COST ALLOCATION PLAN
FY2015 BASED ON ACTUALS AS OF SEPTEMBER 30, 2013
Indirect Cost Rate Proposal

Receiving Departments	Central Service Costs	Dept Admin Personnel Costs	Dept Admin Other Costs	Total Indirect Costs	Indirect Cost Rate Base	Indirect Cost Rate
101 MAYOR	219,065	0	0	219,065	526,642	41.5966 %
111-5 CITY	715,505	0	0	715,505	1,485,193	48.1759 %
151 NET -	1,844,715	0	0	1,844,715	2,072,232	89.0207 %
152 CODE	890,586	0	0	890,586	2,149,298	41.4361 %
181-9 FIRE	20,306,129	0	0	20,306,129	68,631,474	29.5872 %
190-1 POLICE	55,475,120	0	0	55,475,120	98,903,878	56.0899 %
201-9 PUBLIC WORKS	2,065,262	0	0	2,065,262	4,643,386	44.4775 %
211-3 SOLID WASTE	6,276,706	0	0	6,276,706	8,503,413	73.8140 %
221 PUBLIC FACILITIES	2,409,164	0	0	2,409,164	2,737,918	87.9926 %
242 GSA PROPERTY	1,455,580	0	0	1,455,580	1,628,314	89.3918 %
245 GSA	500,240	0	0	500,240	528,870	94.5866 %
281-4 BUILDING	1,431,042	0	0	1,431,042	4,258,248	33.6064 %
291-8 PARKS &	8,109,240	0	0	8,109,240	14,870,904	54.5309 %
351-4 PLANNING &	959,297	0	0	959,297	2,900,762	33.0705 %
381 COMMUNICATIONS	154,689	0	0	154,689	499,613	30.9618 %
401 CIP &	1,427,192	0	0	1,427,192	871,435	163.7749 %
411 SUSTAINABLE	119,391	0	0	119,391	121,424	98.3257 %
910 CD - COMMUNITY	2,227,994	0	0	2,227,994	4,135,709	53.8721 %
920 CRA - COMMUNITY	261,273	0	0	261,273	988,167	26.4402 %
930 MODEL CITY	7,497	0	0	7,497	119,854	6.2551 %
940 VIRGINIA KEY	227,296	0	0	227,296	210,098	108.1857 %
950 CIVILIAN	67,214	0	0	67,214	193,251	34.7807 %
960 PENSION	148,396	0	0	148,396	30,907	480.1372 %
980 NON	68,330	0	0	68,330	16,881,023	0.4048 %
Composite Rate	107,366,923	0	0	107,366,923	237,892,013	45.1326 %



All Monetary Values Are \$ Dollars
 MAXCars © 2014 MAXIMUS, INC.
 Report Output Prepared By CITY OF MIAMI, FLORIDA

Schedule F.001
 Page 19

Appendix K

Adopted Resolution

Millage Ordinance

First Budget Hearing Change Memo

Second Budget Hearing Change Memo

Action Taken from Second Budget Hearing



City of Miami Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 14-00823a

Enactment Number: R-14-0362

A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2015.

WHEREAS, the City Manager has prepared and submitted to the City Commission a Proposed Budget ("Proposed Budget") of the expenditures and revenues of all City of Miami ("City") Departments, Offices and Boards for Fiscal Year 2014-2015, and the Proposed Budget has been posted on the City's website and duly advertised in a local paper of record for public review; and

WHEREAS, the General Fund Budget for Fiscal Year 2014-2015 is \$559,936,000 and the total City Budget for all non-capital funds is \$936,459,100; and

WHEREAS, the City's ad valorem millage rate is 7.6465; and

WHEREAS, the major source of revenue for the General Fund is derived from the category identified as "Property Taxes" in the amount of \$239,056,600; and

WHEREAS, the name of the Public Facilities Department was changed to the Department of Real Estate and Asset Management; and

WHEREAS, the name of the Capital Improvements Program was changed to Capital Improvements and Transportation Programs; and

WHEREAS, the name of the Office of Communications was changed to Office of Communications and Protocol; and

WHEREAS, the function of agenda coordination previously conducted within the Office of the City Manager is now established as an independent office as the Office of Agenda Coordination reporting to the City Manager; and

WHEREAS, the Office of Film and Entertainment previously within the Office of the City Manager is now established as an independent office reporting to the Assistant City Manager/Chief of Operations; and

WHEREAS, the Strategic Plan was presented to the City Commission on July 10, 2014; and

WHEREAS, the same Strategic Plan was included in the Proposed Budget book and has since been modified to include input from City Directors; and

WHEREAS, the Tree Trust Fund that was administered by Code Compliance and accounted within that Department, is now administered by the Planning and Zoning Department; and

WHEREAS, the City Commission wishes to delegate authority to the City Manager to make amendments to the Multi-Year Capital Plan as modified only at the Second Budget Hearing; and

WHEREAS, provisions have been duly made by the City Commission for Public Hearings on the Proposed Budget, as modified on September 9, 2014 to become the Preliminary Budget ("Preliminary Budget") considered today as modified before the City Commission, and Public Hearings thereon were held in order to adopt the City's Final Budget ("Budget"), as follows;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated as fully set forth in this Section.

Section 2. The City Manager has recommended a Proposed Budget, including the five (5) year financial plan, for the City of Miami, Florida, for the Fiscal Year commencing October 1, 2014.

Section 3. The Preliminary Budget as adopted by the City Commission on September 9, 2014, is incorporated herein by reference and is amended to include all of the applicable changes contained in the memoranda entitled "First Budget Hearing Changes Memo-FY 2014-15 Proposed Budget" and "Second Budget Hearing Changes Memo-FY 2014-15 Preliminary Budget", as well as any floor amendments to become on the date of this Resolution the Final Budget.

Section 4. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year commencing October 1, 2014 and ending September 30, 2015:

GENERAL FUND Departments, Boards & Offices:	APPROPRIATIONS	ADOPTED BUDGET
Mayor	\$ 1,018,200	\$ 1,018,200
Commissioners	2,880,700	2,880,700
City Manager	2,678,700	2,678,700
Office of Agenda Coordination	302,400	302,400
Auditor General	1,160,000	1,160,000
Capital Improvements and Transportation Programs	5,130,400	5,093,100
City Attorney	7,487,900	7,487,900
City Clerk	1,526,800	1,526,800
Civil Service	424,900	424,900
Code Compliance	4,630,700	4,630,700
Office of Communications and Protocol	1,147,400	1,147,400
Equal Opportunity and Diversity Programs	344,900	344,900
Office of Film and Entertainment	341,700	341,700
Finance	8,511,200	8,511,200
Grants Administration	1,051,100	1,051,100
Human Resources	3,851,400	3,851,400
Information Technology	8,633,700	8,633,700
Management & Budget	1,821,300	1,821,300
Neighborhood Enhancement Teams (NET)	4,005,900	3,963,000
Procurement	2,046,100	2,046,100
Building	9,703,400	9,703,400
Planning and Zoning	6,699,900	6,822,800
GSA	21,302,400	21,302,400
Public Works	18,102,200	18,092,300
Solid Waste	29,584,900	29,583,000
Fire-Rescue	109,575,000	109,575,000
Police	181,270,300	182,439,300
Department of Real Estate and Asset Management	7,484,500	7,466,300

Parks and Recreation	32,515,300-	32,386,200
Risk Management	2,909,500	2,909,500
Non-Departmental	40,645,600-	40,646,900
Non-Departmental (Civilian Investigative Panel)		(31,300)
Non-Departmental (Budget Reserve for Uncollectable)		(167,700)
Non-Departmental (Liberty City Community Revitalization Trust)		199,000
Transfers - OUT	39,963,400-	40,093,700
TOTAL GENERAL FUND	<u>\$ 558,751,800.00</u>	<u>\$ 559,936,000</u>

Reserves Based on Financial Integrity Principles:
(Included in General Fund - NDA)

Contingency Reserves	\$	5,000,000
Undesignated Reserves		<u>0000000</u>
TOTAL RESERVES	\$	5,000,000

Section 5. The above appropriations for the General Fund are made based on the following sources of revenues for the Fiscal Year ending September 30, 2015:

GENERAL FUND	REVENUES	ADOPTED BUDGET
Property Taxes	\$ 239,056,600	\$ 239,056,600
Franchise Fees and Other Taxes	102,212,800	102,212,800
Interest	1,900,000	1,900,000
Transfers-In	1,715,000	2,899,200
Fines and Forfeitures	4,272,200	4,272,200
Intergovernmental Revenues	50,498,300	50,498,300
Licenses and Permits	52,039,000	52,039,000
Other Revenues	10,993,500	10,993,500
Charges for Services	96,064,400	96,064,400
TOTAL GENERAL FUND	<u>\$ 558,751,800</u>	<u>\$ 559,936,000</u>

Section 6. The following appropriations are made for the municipal operations of Debt Service Funds for the Fiscal Year ending September 30, 2015:

DEBT SERVICE FUNDS	APPROPRIATIONS
Special Obligation Bonds	\$ 36,937,100
General Obligation Bonds	<u>26,106,800</u>
TOTAL DEBT SERVICE FUNDS	<u>\$ 63,043,900</u>

Section 7. The above appropriations for Debt Service Funds are made based on the following sources of revenues for the Fiscal Year ending September 30, 2015:

DEBT SERVICE FUNDS	REVENUES
Property Taxes	\$ 24,755,000
Transfers In & Other Revenues	<u>38,288,900</u>
TOTAL DEBT SERVICE FUNDS	<u>\$ 63,043,900</u>

Section 8. The following appropriations are made for the municipal operations of Special Revenue Funds for the Fiscal Year ending September 30, 2015:

SPECIAL REVENUE FUNDS	APPROPRIATIONS
City Clerk Services	\$ 718,200

Community Development		60,412,100
Department of Real Estate and Asset Management Services		8,762,800
Departmental Improvement Initiative		5,065,700
Economic Development (SR)		152,400
Emergency Funds		100,000
Fire Rescue Services		2,860,200
General Special Revenue		1,314,900
Homeless Program		3,089,300
Law Enforcement Trust Fund		1,789,600
Miami Ballpark Parking Facilities		5,425,000
Parks & Recreation Services		3,161,400
Planning Services		7,036,800
Police Services		14,290,700
Public Works Services		3,580,000
Solid Waste Recycling Educational Trust Fund		1,236,500
Transportation and Transit		17,399,600
Tree Trust Fund		1,900,000
UASI-Fire Rescue		<u>5,699,200</u>
TOTAL SPECIAL REVENUE FUNDS	\$	<u>143,994,400</u>

Section 9. The above appropriations for Special Revenue Funds are made based on the following sources of revenues for the Fiscal Year ending September 30, 2015:

SPECIAL REVENUE FUNDS	REVENUES
All Sources	\$ <u>143,994,400</u>
TOTAL SPECIAL REVENUE FUNDS	\$ <u>143,994,400</u>

Section 10. The following appropriations are made for the municipal operations of Internal Service Funds for the Fiscal Year ending September 30, 2015:

INTERNAL SERVICE FUND	APPROPRIATIONS	APPROPRIATIONS
Retirement Contributions	\$ 89,145,700	\$ 88,783,900
Life and Health Insurance	48,210,800	48,210,800
Workers' Compensation	16,757,000	16,757,000
Others	<u>15,733,100</u>	<u>15,733,100</u>
TOTAL INTERNAL SERVICE FUND	\$ 169,846,600	\$ <u>169,484,800</u>

Section 11. The above appropriations for Internal Service Funds are made based on the following sources of revenues for the Fiscal Year ending September 30, 2015:

INTERNAL SERVICE FUND	REVENUES	REVENUES
All Sources	\$ 169,846,600	\$ <u>169,484,800</u>
TOTAL INTERNAL SERVICE FUND	\$ 169,846,600	\$ <u>169,484,800</u>

Section 12. The Strategic Plan is adopted.

Section 13. This Resolution is a resolution of precedent and all other resolutions in conflict

with it are held null and void insofar as they pertain to these appropriations; however, no provision contained in this Resolution shall be construed to violate the Anti-Deficiency Act, as set forth in Sections 18-500 through 18-503 of the Code of the City of Miami, Florida, as amended ("Code"). The appropriations are the anticipated expenditure requirements for the City, but are not mandatory should efficient administration of City Departments and Boards or altered economic conditions indicate that a curtailment in certain expenditures is necessary or desirable for the general welfare of the City. The City Manager is specifically authorized to transfer funds between accounts and withhold any of these appropriated funds from encumbrance or expenditure should such action appear advantageous to the economic and efficient operation of the City. The City Manager is also authorized to transfer any excess unrestricted monies from other funds to the General Fund provided that those are appropriated monies which are no longer needed to implement the original purpose of the appropriation and whose expenditure is not limited to use for any other specified purpose.

Section 14. All Departments and the number of employees designated therein provided for in this Budget either by position summary or by the organizational chart are deemed approved by the City Commission. Any permanent change regarding same shall require City Commission approval.

Section 15. The City Manager is authorized to administer the executive pay plan and benefit package, and to disburse the funds appropriated herein for said purpose in a manner he deems appropriate. The City Manager is also authorized to administer and disburse the City Commission benefit package. With the exception of those positions in which the salary is established by City Commission action, the City Manager is further authorized to establish the salaries of those employees in executive and staff positions in accordance with the executive and staff pay plan. These employees may receive any salary increases given in Section 16.

Section 16. The City Manager is authorized to disburse any funds that may be designated by the City Commission as cost-of-living or other pay adjustments to Civil Service, executive and staff employees as may be approved by the City Manager.

Section 17. Nothing contained in this Resolution shall be construed as to prohibit or prevent the City Manager, the administrative head of the City, who is responsible for the efficient administration of all Departments, from exercising the power granted to and imposed upon him/her in the City Charter to fix, adjust, raise, or lower salaries, and to create, abolish, fill or hold vacant, temporary or permanent positions whenever it has been determined by the City Manager to be in the best interest of efficient and economical administration of the City and all its Departments. The authority contained in this Section shall also be applicable whenever the City Manager shall cause a Department to reorganize itself to perform its services more efficiently; such reorganization may include reduction of budgeted positions, reclassification of positions, and alteration of the number of budgeted positions in any given classification.

Section 18. (a)(1) The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above Sections hereof is approved and authorized when such transfer shall have been made at the request of the City Manager and when such transfer shall have been made of any part of an unencumbered balance of an appropriation to or for a purpose or object for which the appropriation for the herein fiscal year has proved insufficient.

(2) The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above Sections hereof is approved and authorized when such transfer of funds is made at the request of the City Manager and when such transfer is to be made between the detailed accounts appropriated to the same office, department, or division.

(b)(1) To effect salary adjustments, the City Manager is further authorized to

make departmental and other transfers from any reserve accounts established in the General Fund, and is authorized to approve transfers for any unforeseen requirements of all appropriated funds as may be required so long as such transfer is consistent with the provisions contained in Chapter 18, Article IX of the Code.

(2) To facilitate effective budgetary control and sound fiscal management, the City Manager is further authorized to transfer funds from departmental budget reserve accounts to the Emergency Account of Non-Departmental Accounts to other Funds, and to departmental budget reserve accounts from the Emergency Account of Non-Departmental Accounts to other Funds.

(3) The Emergency Account is declared to be appropriated to meet emergency expenses and is subject to expenditure by the City Manager for any emergency purpose.

(c) Except as herein provided, transfers between items appropriated shall be authorized by resolution amendatory hereto, except that transfers from the Non-Departmental Accounts may be made by resolution.

Section 19. (a) The City Manager is authorized to invite or advertise for bids for the purchase of any material, equipment, physical improvement, or service provided by the aforementioned appropriations or which may be provided for in accordance with the authority of Section 20, for which formal bidding is required; such bids are to be returnable to the City Commission or City Manager in accordance with Charter or Code provisions.

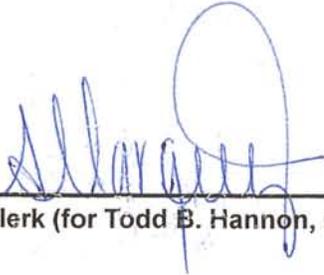
(b) Further, expenditure of the herein appropriated funds is authorized in the procurement of goods and services by award or contract for the same by the City Commission following the use, if applicable, of competitive negotiations unless the award of such contract by the City Manager is expressly allowed under Code provisions.

Section 20. This Resolution shall become effective immediately upon its adoption and signature of the Mayor. {1}

Date: SEPTEMBER 23, 2014
Action: SIGNED BY THE MAYOR

Date: SEPTEMBER 23, 2014
Mover: COMMISSIONER SARNOFF
Seconder: COMMISSIONER SUAREZ
Vote: AYES: 4 - COMMISSIONER(S) GORT, SARNOFF, SUAREZ AND HARDEMON
NOES: 1 - COMMISSIONER(S) CAROLLO
Action: ADOPTED WITH MODIFICATIONS

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Resolution No. R-14-0362, with attachments, passed by the City Commission on 9/23/2014.



Deputy Clerk (for Todd B. Hannon, City Clerk)

September 25, 2014

Date Certified

{1} If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.



City of Miami Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 14-00822

Enactment Number: 13478

AN ORDINANCE OF THE MIAMI CITY COMMISSION DEFINING AND DESIGNATING THE TERRITORIAL LIMITS FOR THE CITY OF MIAMI FOR THE PURPOSE OF TAXATION; ADOPTING THE FINAL MILLAGE AND LEVYING AD VALOREM TAXES IN THE CITY OF MIAMI, FLORIDA, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014 AND ENDING SEPTEMBER 30, 2015; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Miami-Dade County Property Appraiser estimates that the non-exempt valuation of taxable property, both real and personal, in the City of Miami, Florida ("City"), for the fiscal year beginning October 1, 2014 and ending September 30, 2015, is \$35,284,841,538; and

WHEREAS, at an election held September 2, 1915, the City did annex certain territory unincorporated at the time of such election and did annex certain other territory incorporated at the time of such election; and

WHEREAS, from time to time other territory has been included in the corporate limits for the City by legislative acts;

NOW, THEREFORE, BE IT ORDAINED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Ordinance are adopted by reference and incorporated herein as fully set forth in this Section.

Section 2. For the purpose of this Ordinance, the "City" is defined to be, includes and designates the City of Miami as it now exists with its extended territorial limits, as set forth in the paragraphs prefatory hereto.

Section 3. There shall be and hereby are levied upon the non-exempt assessed value of all property, both real and personal, in the City as described in Section 2 hereof, taxes at the rate reflected below for the fiscal year beginning October 1, 2014 and ending September 30, 2015, for the following purposes:

A tax of 7.6465 for every one thousand dollars of assessed property for the General Operating Budget.

A tax of 0.7385 for every one thousand dollars to provide for the payment of maturing principal and interest, and charges and requirements related thereto of voter approved indebtedness.

Section 4. The final City Fiscal Year 2014-15 Operating millage rate is 7.6465 which is 12.26 percent above the state-defined rolled-back rate of 6.8115.

Section 5. The total of all ad valorem taxes proposed by the City Commission to be levied is more than the current year aggregate rolled back taxes by \$29,462,843.

Section 6. If any section, part of a section, paragraph, clause, phrase or word of this Ordinance is declared invalid, the remaining provisions of this Ordinance shall not be affected.

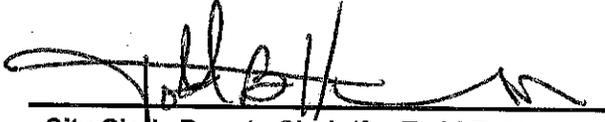
Section 7. This Ordinance shall take effect October 1, 2014 after final reading and adoption thereof.{1}

Date: SEPTEMBER 9, 2014
Mover: COMMISSIONER SARNOFF
Seconder: VICE CHAIR HARDEMON
Vote: AYES: 4 - COMMISSIONER(S) GORT, SARNOFF, CAROLLO AND HARDEMON
NOES: 1 - COMMISSIONER(S) SUAREZ
Action: PASSED ON FIRST READING

Date: SEPTEMBER 23, 2014
Action: SIGNED BY THE MAYOR

Date: SEPTEMBER 23, 2014
Mover: COMMISSIONER SARNOFF
Seconder: VICE CHAIR HARDEMON
Vote: AYES: 4 - COMMISSIONER(S) GORT, SARNOFF, CAROLLO AND HARDEMON
NOES: 1 - COMMISSIONER(S) SUAREZ
Action: ADOPTED

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Ordinance No. 13478, passed by the City Commission on 9/23/2014.



City Clerk, Deputy Clerk (for Todd B. Hannon,
City Clerk)

September 25, 2014

Date Certified

{1} This Ordinance shall become effective as specified herein unless vetoed by the Mayor within ten (10) days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission or upon the effective date stated herein, whichever is later.

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members
of the City Commission

DATE: September 4, 2014


FROM: Daniel J. Alfonso
City Manager

SUBJECT: First Budget Hearing Changes
Memo – FY 2014-15 Proposed Budget

The preparation of the FY 2014-15 Operating and Capital Budgets for the City of Miami continues to be a dynamic process that involves changes in information and policy ultimately affecting the final adopted budget. This memorandum is prepared to provide the Commission with the most up-to-date information, to offer proposed changes for consideration of both revenues and expenditures between the July 9, 2014 Proposed Budget and the current date, to present attachments that reflect these changes, to provide updates to the Proposed Capital Plan, and to explain some of the information contained in the budgets of outside agencies.

Options

In discussion with our elected officials, the City administration hears and understands the concerns regarding public safety in general, the total number of Police Officers in specific, and other strategies for ensuring the safety of everyone within the City's boundaries. As such, after careful review of the immediate and long-term financial impacts, we are recommending an additional 35 Officers for a total of 55 net new officers above the FY 2013-14 Budget and an additional \$750,000 for the City's Poverty Initiative. In response to the directives at the July 24, 2014 Regular Commission Meeting, a plan for an additional 80 Officers and \$2 million of Poverty Initiative funding is also provided, but not recommended, as the administration does not view this as sustainable in the long-term. These options and ways to pay for them are outlined in Attachment A.

Summer Studies

At the time of proposal, the administration committed to studying several topics over the summer and reporting to the Commission. These studies have been concluded and their results are as follows:

Staff from the Office of Management and Budget (OMB) have met with each Department regarding the metrics reflected in each Departmental Narrative in the Proposed Budget. Many new measures reflecting the quality of work, the efficiency of outputs, and the improvement of overall outcomes have been agreed upon. Examples include average time to complete various types of work orders, total hours of down-time in IT and communication systems, and participation rates in certain grant-funded programs. The new measures will be included in the Adopted Budget when it is released in the month of October.

It is recommended that the Police Department change the vehicles provided to their command staff. To reduce costs over the seven year life of the vehicles, the Police Department will discontinue leasing Chevrolet Tahoes and Ford Expeditions at a cost of \$442,000 per year for 40 vehicles and instead begin purchasing Ford Explorers. Even with an additional three vehicles purchased for coverage purposes, the Department is expected to save \$1.80 million over seven years with the purchase of 43 vehicles. Funding in the amount of \$1.067 million will be placed in a capital account from surplus funds in the current year and the Police Department budget will be reduced by \$221,000 which represents half of the year's lease costs to provide time to purchase the new vehicles.

The Public Works Department has compared the labor cost of their new tree trimming crew to prices available locally via contract labor and found that the in-house crew is approximately seven percent less expensive. As such, no recommendation to change the proposed budget is made at this time.

It is recommended that the Finance Department assume the responsibilities for all Financial Grants management. It is recommended that one position each will be moved from the Fire Department and the Police Department both to the Finance Department to accomplish this. Staff will continue to monitor this through FY 2014-15 to determine if additional changes may be warranted.

Staff from the Police Department worked with OMB and the County's Police Department and have determined that no additional funding from the general fund is required at this time to keep the E-911 program whole. Recent improvements to the system have increased some operating costs and revenues throughout the County have been dwindling as many individuals are disconnecting their land lines in favor of only using cell phones.

Revenues

The FY 2014-15 Proposed Budget for General Fund revenue as proposed on July 9, 2014 was \$551.96 million. Some assumptions have changed since the budget was prepared, resulting in a new recommended Proposed Budget of \$558.75 million. The increase of \$6.79 million is outlined below (See Table 1):

TABLE 1			
General Fund Revenue	Proposed Budget FY 2014-15 July 9th, 2014	Changes to Proposed Budget	Preliminary Budget
Property Taxes	\$239,056,600		\$239,056,600
Franchise Fees and Other Taxes	\$97,878,100	\$4,334,700	\$102,212,800
Interest	\$1,900,000		\$1,900,000
Transfers-IN	\$440,000	\$1,275,000	\$1,715,000
Fines and Forfeitures	\$4,272,200		\$4,272,200
Intergovernmental Revenue	\$50,031,200	\$467,100	\$50,498,300
Licenses and Permits	\$52,039,000		\$52,039,000
Other Revenues	\$10,822,700	\$170,800	\$10,993,500
Charges for Services	\$95,524,400	\$540,000	\$96,064,400
Total Revenues	\$551,964,200	\$6,787,600	\$558,751,800

The 'Franchise Fees and Other Taxes' revenue category accounts for the largest portion of the increased revenue projection. These revenues increased by \$4.33 million due to updated information from the State of Florida Revenue Estimating Conference. Included in this total is an increase of \$4.11 million in Communication Services Tax revenue, and an increase of \$226,400 in Local Option Gas Tax revenue.

The 'Transfers-IN' revenue category increased by \$1.28 million due to funding appropriated from the Omni Midtown CRA to the General Fund to fund six additional Police Officers.

The 'Intergovernmental Revenue' category increased by a net amount of \$467,100 due to a revised estimate from the Miami Parking Authority (increase of \$500,000) and revised estimates from the State of Florida for State shared revenue (increase of \$385,000 in Municipal Revenue Sharing and decrease of \$417,900 in Half-Cent Sales Tax).

The 'Other Revenues' category increased by \$170,800 due to the reimbursement by the Miami Sports and Exposition Authority (MSEA) of an Administrative Assistant I position to be added to the International and Intergovernmental Affairs Office of the City Manager's Office that would be used and paid by that Agency (\$101,200), as well as half of the cost of the

Intergovernmental Affairs Liaison position, also in the same Office, for the functions of its incumbent's capacity as MSEA Executive Director (\$69,600).

Charges for Services is also proposed to increase by \$540,000 due to additional revenues attributable to the base rent increase for the Skyrise development at Bayside Marketplace.

General Fund Departmental Changes (Summary Values in Attachment B)

The FY 2014-15 Proposed Budget as of July 9th, 2014 was \$551.96 million. It is recommended that the budget be revised to \$558.75 million to include the following adjustments:

It is recommended that the allocation of appropriate funding per Resolution R-14-0290, as approved by the City Commission on July 24, 2014, be annualized in FY 2014-15. This resolution formally approved the modification of the 2012-2014 collective bargaining agreement between the City of Miami and the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (\$1.01 million).

As you know, in addition to this wage re-opener for FY 2013-14 (current fiscal year), the Proposed Budget included the salary increases for FY 2014-15 (next fiscal year) that were proposed at the time of budget preparation that were being offered to each of the collective bargaining units (\$5.5 million). Included in this reserve were also salary increases of 2.4 percent for the City's non-bargaining employees to be consistent with the average salary increases offered to the employees in AFSCME Local 1907 (General Employees) (\$778,600). It is recommended that this increase be allocated by department as also noted in Attachment B (column B and C).

Additionally, other changes have been made in the departmental budgets. They are included in Attachment B column D (Other Adjustments).

City Manager

The FY 2014-15 Proposed Budget as of July 9th, 2014 is \$2.47 million. As noted above, it is recommended that the budget be revised to \$2.68 million to add one Administrative Assistant I position to the International and Intergovernmental Affairs Office that would support the activities of the Miami Sports and Exposition Authority (MSEA) and be financially supported in the same amount by MSEA.

City Attorney

To correct a scrivener's error, it is recommended that the City Attorney's FY 2014-15 Proposed Budget be revised with no change in the dollar amount or total headcount, but to clarify the classifications of employees. Instead of 26 attorneys and support staff of 24 as noted in the Proposed Budget, it is clarified to include 25 attorneys with support staff of 25.

Finance Department

The FY 2014-15 Proposed Budget as of July 9th, 2014 is \$8.36 million. It is recommended that the budget be revised to \$8.51 million to include the Finance Department assuming the responsibilities for all Financial Grants management. To accomplish this one position will be moved from the Fire Department and one position from the Police Department to the Finance Department. Staff will continue to monitor this through FY 2014-15 to determine if additional changes may be warranted.

NET Offices

The FY 2014-15 Proposed Budget as of July 9th, 2014 is \$3.76 million. It is recommended that the budget be revised to include \$181,900 because of the inclusion of the Citywide Clean-Up Program transferred from Solid Waste.

Solid Waste Department

The FY 2014-15 Proposed Budget as of July 9th, 2014 is \$29.53 million. The Solid Waste Department is recommending two pilot programs involving the collection of bulky waste and additional sizes of waste containers. It is recommended that the bulky waste pilot project be undertaken in the Coconut Grove area by which two articulated tractors will be used to more efficiently collect the yard waste at a cost of \$178,700. It is further recommended that an additional \$20,000 be allocated to purchase 60 gallon litter containers to allow the street litter program to be serviced by existing automated side-load trucks. Future savings in fleet costs

(vehicle purchases, fuel costs, and repair costs) in addition to savings associated with Workers Compensation claims and temporary employee costs are expected should these pilot programs prove to be successful as staff believes. Additionally, this budget is being reduced by \$181,900 due to the transfer of the Citywide Clean-up Program to the Neighborhood Enhancement Team (NET).

Fire-Rescue Department

The FY 2014-15 Proposed Budget as of July 9th, 2014 is \$109.47 million. It is recommended that the budget be revised to \$109.58 million to include a reduction of \$43,100 to transfer a vacant Grant Funded Fiscal Assistant position to Finance to augment its Financial Grants management duties.

Police Department

The FY 2014-15 Proposed Budget as of July 9th, 2014 was \$176.16 million. Several changes are recommended as a result of new information available since the budget was proposed. It is recommended that the budget be revised to \$181.27 million to reflect the funding of six additional Police Officers by the Omni Community Redevelopment Agency in the amount of \$1.28 million of which, \$1.09 million is appropriated in the Police General Fund Budget and \$186,000 to be appropriated as a transfer out to the Capital Improvement Fund for the purchase of six vehicles. Additionally, it is recommended that the budget be reduced by the lower cost of purchasing Ford Explorers for the command staff (\$221,000).

Three additional technical changes are recommended in the Police Department Budget. New estimates are now available associated with the Fraternal Order of Police Health Trust recommended to change from the \$11.50 million Proposed Budget to \$13.53 million.

The budget has been increased to reflect the recommendation to add 35 new Police Officers as described above. The total cost for the new Police Officers is \$2.92 million of which \$1.87 million is allocated to the General Fund Police Budget and \$1.05 million is allocated in Transfers Out to Capital for the purchase of police vehicles.

Furthermore, it is recommended that the budget be reduced by \$43,100 to transfer a vacant Fiscal Assistant position to Finance to augment its Financial Grants management duties.

Non-Departmental Accounts (NDA)

The FY 2014-15 Proposed Budget as of July 9th, 2014 is \$41.70 million. It is recommended that the budget be revised to \$40.65 million to include \$750,000 for the City's Poverty Initiative in response to the directives in July. Additionally, the line item Budget Reserve for Uncollectibles has been reduced primarily to reflect the changes in and Attachment B column B and C (\$1.79 million).

Transfers-Out

The FY 2014-15 Proposed Budget as of July 9th, 2014 was \$39.05 million. It is recommended that the budget be revised to \$39.96 million to reflect the following:

- Transfer of funds to Capital Improvements Fund in the amount of \$186,000 for the purchase of six vehicles from the \$1.28 million allocation from the Omni Midtown CRA to the General Fund to fund six additional Police Officers.
- Transfer of funds to Capital Improvements Fund in the amount of \$1.07 million for the purchase of Ford Explorer vehicles for the Police Department in lieu of rental of Tahoes.
- Transfer of funds to Capital Improvements Fund in the amount of \$1.04 million for the purchase of vehicles for the 35 new Police Officers.
- Reduction in transfer of funds to Capital Improvements Fund in the amount of \$1.19 million to provide funds for the 35 Police Officers. The items being reduced are as follows:
 - CIP – Citywide Beautification and Drainage Projects - \$427,000
 - Parks – Range Park – Replace air conditioning units - \$200,000
 - Communications – Upgrade cameras and lighting at City Hall Chambers and A/V software - \$100,000
 - IT – Cloud Services - \$100,000
 - IT – MRC/City Hall Switches - \$85,000
 - IT – City Hall VOIP Phones - \$30,000
 - Police – Pressure clean and seal Police Headquarters - \$95,000
 - Police – Carpet Replacement at Police Headquarters and central, north and south stations – \$285,000
 - Parks – Lemon City Park – Upgrade air conditioning system - \$40,000
 - Parks – To replace/repair parks air conditioning units due to vandalism and age - \$26,500

Special Revenue (Summary Values in Attachment C)

Departmental Improvement Initiatives

It is recommended that the Special Revenue Budget for Departmental Improvement Initiatives be increased by \$120,000 (from \$4.95 million to \$5.07 million). The General Fund Transfers Out schedule included this \$120,000, but due to a scrivener's error, the corresponding Transfers In was not included in the appropriate Special Revenue account.

Revised Position Counts by Department

The changes noted above caused the position counts in various departments to change. Attachment D shows the changes in position count for all departments.

Capital Plan

It is recommended that the FY 2014-15 Capital Plan be adopted as proposed with amendments reflecting the actions taken by the City Commission in resolutions R-14-0258 on July 10, 2014 and R-14-0306 and R-14-0307 on July 24, 2014.

Outside Agencies

Attachment E provides notes and summaries of each of the outside agency budgets being considered by the Commission at this meeting.

Attachments

OMB14001

Attachment A – Options for Additional Police and Poverty Initiative Funding

The City Administration recommends the Proposed Budget which includes 20 net new Police Officers. In response to the directives at the July 24, 2014 Regular Commission Meeting to provide options to fund additional Police services and a new Poverty Initiative, the following considerations are provided.

Option 1 (Recommended) – 35 Additional Police Officers (55 net new officers) and \$750,000 for a new Poverty Initiative funding

- Total cost of \$3.671 million (\$2.921 million for Police and \$750,000 for the Poverty Initiative)
- Police Hiring is attritted (reduced due to the time required to hire) by 35 percent
- Can be funded in the following way:
 - New revenues remaining after the other budget adjustments (\$2.271 million)
 - Eliminate Capital Project - Citywide Beautification and Drainage Projects (\$427,000)
 - Eliminate Capital Project - Range Park - Replace air conditioning units (\$200,000)
 - Eliminate Capital Project - Upgrade cameras and lighting at City Hall Chambers and A/V software (\$100,000)
 - Eliminate Capital Project - Cloud Services (\$100,000)
 - Eliminate Capital Project - MRC/City Hall Switches (\$85,000)
 - Eliminate Capital Project - City Hall VOIP Phones (\$30,000)
 - Eliminate Capital Project - Pressure clean and seal Police Headquarters (\$95,000)
 - Eliminate Capital Project - Carpet Replacement at Police HQ. & C NS (\$285,000)
 - Eliminate Capital Project - Lemon City Park - Upgrade air conditioning System (\$40,000)
 - Eliminate Capital Project - To replace/repair parks air conditioning units due to vandalism and age (\$26,500)
 - Reduce reserves by \$11,500 to balance

Option 2 – 80 Additional Police Officers (100 net new officers) and \$2 million new Poverty Initiative funding

- Total cost of \$8.677 million (\$6.677 million for Police and \$2 million for the Poverty Initiative)
- Police Hiring is attritted (reduced due to the time required to hire) by 35 percent
- Can be funded in the following way:
 - New revenues remaining after the other budget adjustments (\$2.271 million)
 - All of the reductions included in Option 1 (\$1.389 million)
 - Eliminate Capital Project - Legion Park - Replace entire roof system (\$310,000)
 - Eliminate Capital Project - Simpson Park - Install new deck (\$82,500)
 - Eliminate Capital Project - Legion Park - Replace air conditioning units (\$100,000)
 - Eliminate Capital Project - Virrick Park - Replace air conditioning units (\$12,500)
 - Eliminate Capital Project - Hadley Park - Replace air conditioning units (\$31,000)
 - Eliminate Capital Project - African Square Park - Replace air conditioning unit (\$5,000)

- Eliminate Capital Project - Belafonte Tacolcy - Roof repair and extermination services (\$250,000)
- Eliminate Capital Project - General Fleet Vehicle/Truck Replacement (\$1 million)
- Eliminate Capital Project - Replace current uninterrupted power supply (\$7,000)
- Eliminate Capital Project - Carpet Replacement at the MRC (\$300,000)
- Eliminate Capital Project - Backup Batteries for Tech Systems (\$42,000)
- Eliminate Capital Project - Light Emitting Diode Lights for the MRC Garage (\$50,000)
- Eliminate Capital Project - Fuel Station Roof Replacement (\$25,000)
- Eliminate Capital Project - Waterproof the Records Unit (\$395,000)
- Eliminate Capital Project - Increase Bandwidth (\$25,000)
- Eliminate Capital Project - VPN Infrastructure (\$15,000)
- Eliminate Capital Project - Training Room Improvements (\$10,000)
- Reduce various repairs at Manuel Arttime 900 and 970 buildings by \$108,800 (from \$300,000 to \$191,200)
- Do not convert Temp positions to Permanent (128 Positions) (\$200,000)
- Do not add additional scavenger boat hours (\$50,000)
- Do not implement pilot projects in the Solid Waste Department (\$198,700)
- Delay the Living Wage Implementation another year (\$1.8 million)

Change Memo # 1

Department	A FY 2014-15 Proposed Budget	B AFSCME 1.75% (with FICA)	C NON-UNION 2.40% (with FICA)	D Other Adjustments	E Total Adjustments	F Amended FY 2014-15 Proposed Budget
Mayors Office	1,006,400	-	11,800	-	11,800	1,018,200
Commissioners	2,854,700	-	26,000	-	26,000	2,880,700
City Manager	2,466,400	-	41,500	170,800	212,300	2,678,700
Office of Agenda Coordination	298,200	-	4,200	-	4,200	302,400
Auditor General	1,148,300	-	11,700	-	11,700	1,160,000
Capital Improvements and Transportation Programs	5,077,100	5,800	47,500	-	53,300	5,130,400
City Attorney	7,397,700	3,200	87,000	-	90,200	7,487,900
City Clerk	1,509,900	4,400	12,500	-	16,900	1,526,800
Civil Service	419,400	-	5,500	-	5,500	424,900
Code Compliance	4,584,100	34,300	12,300	-	46,600	4,630,700
Office of Communications and Protocol	1,133,600	2,000	11,800	-	13,800	1,147,400
Equal Opportunity and Diversity Programs	340,100	-	4,800	-	4,800	344,900
Office of Film and Entertainment	335,900	-	5,800	-	5,800	341,700
Finance	8,363,900	42,700	18,400	86,200	147,300	8,511,200
Grants Administration	1,037,900	-	13,200	-	13,200	1,051,100
Human Resources	3,816,400	6,200	28,800	-	35,000	3,851,400
Information Technology	8,566,300	34,400	33,000	-	67,400	8,633,700
Management and Budget	1,793,700	-	27,600	-	27,600	1,821,300
Neighborhood Enhancement Teams (NET)	3,763,900	30,500	29,600	181,900	242,000	4,005,900
Procurement	2,029,400	7,300	9,400	-	16,700	2,046,100
Building	9,615,600	68,000	19,800	-	87,800	9,703,400
Planning and Zoning	6,643,000	35,500	21,400	-	56,900	6,699,900
GSA	21,185,400	108,900	8,100	-	117,000	21,302,400
Public Works	18,015,500	72,100	14,600	-	86,700	18,102,200
Solid Waste	29,529,700	22,400	16,000	16,800	55,200	29,584,900
Fire Rescue	109,471,300	65,200	81,600	(43,100)	103,700	109,575,000
Police	176,164,400	244,100	138,900	4,722,900	5,105,900	181,270,300
Department of Real Estate and Asset Management	7,445,100	29,800	9,600	-	39,400	7,484,500
Parks and Recreation	32,321,000	182,800	11,500	-	194,300	32,515,300
Risk	2,885,900	8,900	14,700	-	23,600	2,909,500
Non-Departmental	41,695,100	-	-	(1,049,500)	(1,049,500)	40,645,600
Transfers-Out	39,048,900	-	-	914,500	914,500	39,963,400
Grand Total	551,964,200	1,008,500	778,600	5,000,500	6,787,600	558,751,800

Attachment C

SPECIAL REVENUE FUNDS	Proposed Budget FY 2014-15 July 9 th , 2014	Changes to Proposed Budget	Amended FY 2014-15 Proposed Budget
City Clerk Services	718,200		718,200
Community and Economic Development	60,412,100		60,412,100
Department of Real Estate and Asset Management Services	8,762,800		8,762,800
Departmental Improvement Initiatives	4,945,700	120,000	5,065,700
Economic Development (SR)	152,400		152,400
Emergency Funds	100,000		100,000
Fire Rescue Services	2,860,200		2,860,200
General Special Revenue	1,314,900		1,314,900
Homeless Program	3,089,300		3,089,300
Law Enforcement Trust Fund	1,789,600		1,789,600
Miami Ballpark Parking Facilities	5,425,000		5,425,000
Parks & Recreation Services	3,161,400		3,161,400
Planning Services	7,036,800		7,036,800
Police Services	14,290,700	-	14,290,700
Public Works Services	3,580,000		3,580,000
Solid Waste Recycling Educational Trust Fund	1,236,500		1,236,500
Transportation and Transit	17,399,600		17,399,600
Tree Trust Fund	1,900,000		1,900,000
UASI - Fire Rescue	5,699,200		5,699,200
TOTAL SPECIAL REVENUE FUNDS	143,874,400	120,000	143,994,400

Attachment D

Department	Proposed FY 2014-15	Change Memo 1	Amended Proposed FY 2014-15
Fire Rescue	809	(1)	808
Police	1,580	40	1,620
General Services Administration	133		133
Public Works	110		110
Solid Waste	226		226
Office of Agenda Coordination	3		3
Auditor General	9		9
CIPT	43		43
City Attorney	55		55
City Clerk	12		12
City Manager	17	1	18
Civil Service	3		3
Code Compliance	52		52
Commissioners	32		32
Office of Communications and Protocol	12		12
Equal Opportunity and Diversity Programs	3		3
Office of Film and Entertainment	4		4
Finance	70	2	72
Grants Administration	40		40
Human Resources	38		38
Information Technology	62		62
Management and Budget	15		15
Mayor	12		12
Neighborhood Enhancement Teams (NET)	75		75
Procurement	19		19
Community and Economic Development	38		38
Parks and Recreation	272		272
Building	78		78
Planning and Zoning	55		55
Risk Management	19		19
Department of Real Estate and Asset Management	41		41
Total Full-Time Positions	3,937	42	3,979

Attachment E – Summary of Outside Agencies

DDA Millage Rate (BH.3)

The Downtown Development Authority millage is the same rate as FY 2012-14.

DDA Budget (BH.4)

The Downtown Development Authority is decreasing by 2.02 percent due to reduction in operating expenditures and regional impact expenses.

Bayfront Park Management Trust Budget (BH.5)

The Bayfront Park Management Trust Budget is increasing by 7.04 percent due to personnel cost and operating expenditures.

Civilian Investigative Panel (CIP) Budget (BH.6)

The Civilian Investigative Panel (CIP) Budget is increasing by 15.79 percent due to personnel cost and operating expenditures. The CIP is requesting an additional \$85,000 that is not included in the City's Proposed Budget.

Coconut Grove Business Improvement District (BID) Budget (BH.7)

The Coconut Grove Business Improvement District Budget is increasing by 5.69 percent due to personnel cost and operating expenditures.

Fire Fighters' and Police Officers' Retirement Trust Budget (BH.8)

Fire Fighters' and Police Officers' Retirement Trust Budget is increasing by 1.62 percent due to personnel cost and operating expenditures.

General Employees' and Sanitation Employees' Retirement Trust Budget (BH.9)

General Employees' and Sanitation Employees' Retirement Trust Budget is increasing by 12.50 percent primarily due to operating expenditures.

General Employees' and Sanitation Employees' Retirement Trust Excess Plan Budget (BH.10)

The General Employees' and Sanitation Employees' Retirement Trust Excess Plan Budget remained constant from FY 2013-14 to FY 2014-15.

Liberty City Community Revitalization Trust Budget (BH.11)

The Liberty City Community Revitalization Trust Budget is increasing by 8.12 percent due to personnel cost and operating expenditures. The budget as submitted does not show revenues.

Miami Parking Authority Budget (BH.12)

The Miami Parking Authority (MPA) revenues are increasing by 2.93 percent due to increases in leasing of retail spaces in garage facilities, transient and monthly parking fees. Operating expenses are decreasing by .08 percent due to increase operational efficiencies. The MPA is increasing its contribution of excess revenue to \$7.20 million and estimating a Net Loss for FY 2014-15 of \$1.81 million.

Miami Sports and Exhibition Authority Budget (BH.13)

The Miami Sports and Exhibition Authority Budget is increasing by 35 percent due to personnel cost and operating expenditures.

Midtown Community Redevelopment Authority Budget (BH.14)

The Midtown Community Redevelopment Authority General Operating Budget is increasing by 12 percent due to personnel cost.

Omni Community Redevelopment Authority Budget (BH.15)

The Omni Community Redevelopment Authority Budget Omni Special Revenue fund is increasing by 5 percent due to operating expenditures.

Southeast Overtown Park West Community Redevelopment Authority Budget (BH.16)

The Southeast Overtown Park West Community Redevelopment Authority Budget is increasing by 9 percent due to operating expenditures.

Virginia Key Beach Park Trust Budget (BH.17)

The Virginia Key Beach Park Trust Budget is increasing by 23 percent due to personnel and operating expenditures. The revenues reflect a City contribution of \$89,240 that is not included in the City's Proposed Budget.

Wynwood Business Improvement District (BID) Budget (BH.18)

The Wynwood Business Improvement District (BID) Budget is increasing by 46 percent due to personnel and operating expenditures.

Solid Waste Special Assessment Fee (BH.19)

The Solid Waste Special Assessment Fee is the same rate as last year (\$380 per household).

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members
of the City Commission

DATE: September 19, 2014

FROM: Daniel J. Alfonso
City Manager

SUBJECT: Second Budget Hearing Changes
Memo – FY 2014-15 Preliminary Budget

This memorandum serves to address many of the concerns expressed during the First Budget Hearing on September 9th, 2014 and provide the Commission with the most up-to-date information. **These recommendations, if approved, will provide a total of 80 “net new” Police Officers over those budgeted in FY 2013-14 and will bring the funding for poverty initiatives up to \$1.25 million.** This budget resolution for Commission consideration maintains the administration’s commitment to investing in the capital infrastructure and employees of the City, all while maintaining financial reserves for the future, though at a slightly lower amount and with targeted reductions in other operating and capital areas.

If these recommendations are approved, the City of Miami will have added 115 “net new” officers to the Police Force over a two-year period. This represents a ten percent increase in budgeted sworn positions as described below:

- +35 Officers added in FY 2013-14 (and others reassigned to patrol)
- +20 Officers in the Proposed Budget (partially grant-funded, partially General Fund)
- +6 Officers funded by the Omni CRA in the First Budget Hearing
- +35 Officers funded by the General Fund in the First Budget Hearing
- +13 Officers funded by the General Fund **recommended now** (\$1.09 million)
- +6 Officers funded by the SEOPW CRA **recommended now** (\$1.18 million funded for 11 months)
- 115 Net-New Officers over a two-year period

Two further expenditure changes are recommended:

- the Poverty Initiative funding is increased to \$1.25 million as described above (a change of \$500,000)
- additional staff to address the backlog in tree permits in the Planning and Zoning Department (\$122,900)

To accommodate these expenditure recommendations totaling \$2.89 million, the following combination of revenues and savings are recommended:

- Additional Revenues from the SEOPW CRA (\$1.18 million)
- Savings from reduced funding of the General Employees and Sanitation Employees Retirement Trust as approved at the First Budget Hearing (\$361,800)
- Savings due to information from the Department of Justice received on September 11, 2014 that the 2009 COPS grant would be extended an additional six months yielding savings to the General Fund as Police Officers would not be converted from grant-funding as early as budgeted in the fiscal year (\$162,400)
- Savings associated with a refined cost allocation of personnel costs in the Capital Improvements and Transportation Programs Department reflecting the changes made at the First Budget Hearing (\$37,300)
- Reduction of the funding set aside for vehicle purchases in the General Services Administration (GSA) from \$1 million to \$576,000 allowing GSA to replace the oldest trucks in the fleet from 1996 to 2000 leaving the oldest vehicles from 2001 (\$424,000)
- Eliminating the plan to convert 128 temporary positions to permanent positions in FY 2014-15 (shown below in the Parks and Recreation, NET, Public Works, Solid Waste, and Department of Real Estate and Asset Management departments) and instead allowing this conversion to be bargained with AFSCME Local 1907 (\$223,700)
- Reducing the Reserve for Uncollectable Revenues to meet the difference (\$498,700)

Outside Agencies

The Budget of the Civilian Investigative Panel (CIP) has been reduced from the amount presented on September 9, 2014 by \$116,300 to reflect the reduction of staff from six employees in the current year to five employees in FY 2014-15 and a reduction of \$85,000 to reflect that the CIP is no longer requesting funding for a settlement of the outside-counsel contract. Should the CIP budget be approved at this new amount, a savings of \$31,300 could be realized in the City's general fund budget.

The Budget of the Liberty City Community Revitalization Trust is now reflecting operating revenues and expenses of \$592,000 which includes a request of \$199,000 from the City's General Fund (not included in the City's Proposed Budget). Included in this budget are project revenues and expenditures of \$350,000 associated with the Skyrise agreement. The Trust currently has one full-time and three part-time employees increasing by one full-time employee in FY 2014-15 as proposed and requested.

Revenues

The September 9th FY 2014-15 Preliminary Budget is \$558.75 million. It is recommended that the budget be amended to include an increase of \$1.18 million as outlined below (See Table 1):

TABLE 1			
<u>General Fund Revenue</u>	<u>Preliminary Budget FY 2014-15 September 9th, 2014</u>	<u>Changes to Preliminary Budget</u>	<u>Proposed Budget</u>
Property Taxes	\$239,056,600		\$239,056,600
Franchise Fees and Other Taxes	\$102,212,800		\$102,212,800
Interest	\$1,900,000		\$1,900,000
Transfers-IN	\$1,715,000	\$1,184,200	\$2,899,200
Fines and Forfeitures	\$4,272,200		\$4,272,200
Intergovernmental Revenue	\$50,498,300		\$50,498,300
Licenses and Permits	\$52,039,000		\$52,039,000
Other Revenues	\$10,993,500		\$10,993,500
Charges for Services	\$96,064,400		\$96,064,400
Total Revenues	\$558,751,800	\$1,184,200	\$559,936,000

The 'Transfers-IN' revenue category increased by \$1.18 million due to funding appropriated from the Southeast Overtown Park West CRA to the General Fund to fund six additional Police Officers.

General Fund Departmental Changes (Summary Values in Attachment A)

The September 9th FY 2014-15 Preliminary Budget is \$558.75 million. It is recommended that the budget be amended to \$559.93 million to include a decrease in personnel costs(\$223,700) for the conversion of temporary positions to permanent positions subject to labor negotiation in the following the Departments:

- Neighborhood Enhancement Teams (NET) 36 positions (\$64,600)
- Public Works -6 positions(\$9,900)
- Solid Waste – One position (\$1,900)
- Department of Real Estate and Asset Management -9 positions(\$18,200)
- Parks and Recreation – 76 positions(\$129,100)

Additionally, other changes are outline below and summary values in Attachment A.

Capital Improvements and Transportation Programs

The September 9th FY 2014-15 Preliminary Budget is \$5.13 million. It is recommended that the budget be amended to \$5.09 million to include a decrease in personnel costs amount (\$37,300) that is classified as project charge back to capital projects.

Police Department

The September 9th FY 2014-15 Preliminary Budget is \$181.27 million. It is recommended that the budget be amended to \$182.44 million to include several items added in the first budget hearing. Eleven months of funding for six additional Police Officers by the Southeast Overtown Park West Community Redevelopment Agency in the amount of \$1.18 million of which, \$998,200 is appropriated in the Police General Fund Budget and \$186,000 to be appropriated as a transfer out to the Capital Improvement Fund for the purchase of police vehicles.

Funding for 13 new Police Officers in the amount of \$1.09 million of which \$695,000 is allocated to the General Fund Police Budget and \$390,000 is allocated in Transfers Out to Capital for the purchase of police vehicles. Additionally, there're two reductions to Police General Fund Budget. A reduction of \$361,800 to the Police General Fund Budget retirement line-item due to a floor amendment during the first budget hearing that reduced the FY 2014-15 Budget of the General Employees and Sanitations Employees Retirement Trust (GESE). Also, a second reduction of \$162,400 due to the 2009 COPS grant being extended for another six months until March 31, 2014. This grant was supposed to end on September 30, 2014.

Non-Departmental Accounts (NDA)

The September 9th FY 2014-15 Preliminary Budget is \$40.65 million. It is recommended that the budget be amended to \$40.64 million to include the following:

Increase the City's Poverty Initiative as per floor amendment \$750,000 to \$1.25 million. The additional funding (\$500,000) is due to a decrease in the Reserve for Uncollectables - (\$138,200) and a decrease in the line item Retirement Contributions allocation to GESE (\$361,800). Additionally, the line item Budget Reserve for Uncollectables has been reduced by \$498,700 to meet the difference noted above.

Transfers-Out

The September 9th FY 2014-15 Preliminary Budget is \$39.96 million. It is recommended that the budget be amended to \$40.09 million to reflect the following:

- \$186,000 transfer out to the Capital Improvement Fund for the purchase of police vehicles (for six police officers funded by Southeast Overtown Park West CRA).
- \$390,000 transfer out to the Capital Improvement Fund for the purchase of police vehicles (for 13 additional police officers funded by General Fund).
- Decrease transfer out to Capital Improvement Fund (\$424,000) for the purchase of vehicle for fleet replacement.
- Decrease transfer out to Homeless Program related to the conversion of 10 temporary to permanent positions (\$21,700).

Internal Service Fund

The September 9th FY 2014-15 Preliminary Budget is \$169.85 million. It is recommended that the budget be amended to \$169.48 million to include a floor amendment reduction in the General Employees and Sanitation Employees Retirement Trust (GESE) budget of \$361,800.

Revised Position Counts by Department

The changes noted above caused the position counts in various departments to change. Attachment B shows the changes in position count for all departments.

OMB14002

Attachment A

Department	FY 2014-15 Preliminary Budget	Amendment Value	FY 2014-15 Proposed Budget
Mayors Office	\$1,018,200		\$1,018,200
Commissioners	\$2,880,700		\$2,880,700
City Manager	\$2,678,700		\$2,678,700
Office of Agenda Coordination	\$302,400		\$302,400
Auditor General	\$1,160,000		\$1,160,000
Capital Improvements and Transportation Programs	\$5,130,400	(\$37,300)	\$5,093,100
City Attorney	\$7,487,900		\$7,487,900
City Clerk	\$1,526,800		\$1,526,800
Civil Service	\$424,900		\$424,900
Code Compliance	\$4,630,700		\$4,630,700
Office of Communications and Protocol	\$1,147,400		\$1,147,400
Equal Opportunity and Diversity Programs	\$344,900		\$344,900
Office of Film and Entertainment	\$341,700		\$341,700
Finance	\$8,511,200		\$8,511,200
Grants Administration	\$1,051,100		\$1,051,100
Human Resources	\$3,851,400		\$3,851,400
Information Technology	\$8,633,700		\$8,633,700
Management and Budget	\$1,821,300		\$1,821,300
Neighborhood Enhancement Teams (NET)	\$4,005,900	(\$42,900)	\$3,963,000
Procurement	\$2,046,100		\$2,046,100
Building	\$9,703,400		\$9,703,400
Planning and Zoning	\$6,699,900	\$122,900	\$6,822,800
GSA	\$21,302,400		\$21,302,400
Public Works	\$18,102,200	(\$9,900)	\$18,092,300
Solid Waste	\$29,584,900	(\$1,900)	\$29,583,000
Fire Rescue	\$109,575,000		\$109,575,000
Police	\$181,270,300	\$1,169,000	\$182,439,300
Department of Real Estate and Asset Management	\$7,484,500	(\$18,200)	\$7,466,300
Parks and Recreation	\$32,515,300	(\$129,100)	\$32,386,200
Risk	\$2,909,500		\$2,909,500
Non-Departmental	\$40,645,600	\$1,300	\$40,646,900
Transfers-Out	\$39,963,400	\$130,300	\$40,093,700
Grand Total	\$558,751,800	\$1,184,200	\$559,936,000

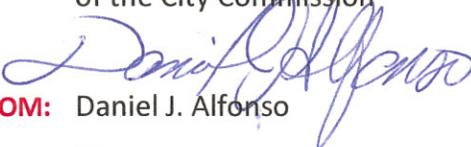
Attachment B

Department	Preliminary Budget FY 2014-15	Change Memo 2	Proposed Budget FY 2014-15
Fire Rescue	808		808
Police	1,620	+19	1,639
General Services Administration	133		133
Public Works	110		110
Solid Waste	226		226
Office of Agenda Coordination	3		3
Auditor General	9		9
CIPT	43		43
City Attorney	55		55
City Clerk	12		12
City Manager	18		18
Civil Service	3		3
Code Compliance	52		52
Commissioners	32		32
Office of Communications and Protocol	12		12
Equal Opportunity and Diversity Programs	3		3
Office of Film and Entertainment	4		4
Finance	72		72
Grants Administration	40		40
Human Resources	38		38
Information Technology	62		62
Management and Budget	15		15
Mayor	12		12
Neighborhood Enhancement Teams (NET)	75		75
Procurement	19		19
Community and Economic Development	38		38
Parks and Recreation	272		272
Building	78		78
Planning and Zoning	55	+2	57
Risk Management	19		19
Department of Real Estate and Asset Management	41		41
Total Full-Time Positions	3,979	+21	4,000

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members
of the City Commission

DATE: September 26, 2014


FROM: Daniel J. Alfonso
City Manager

SUBJECT: Actions Taken at the
Second Budget Hearing

This memo will serve to clarify the actions taken at the Second Budget Hearing this past Tuesday night. The City Commission accepted the recommendations made in the memorandum titled "*Second Budget Hearing Changes Memo – FY 2014-15 Budget*" (*Change Memo*) and amended those recommendations in the following ways:

The Commission adopted the Civilian Investigative Panel budget at the level requested (\$744,100) which reduced the need from the City's General Fund by \$31,300.

The Commission adopted the Liberty City Community Revitalization Trust budget at the level requested (\$591,993) which increased the need from the City's General Fund by \$199,000.

The Commission thereby amended the Non-Departmental Accounts by reducing the Reserve for Uncollectable by an additional \$167,700.

All other recommendations in the Preliminary Budget were approved as amended at the First Budget Hearing and Second Budget Hearing by the respective Change Memos of those meetings as noted in the attachment to this memorandum.

Thank you for the high level of engagement from each of you and your respective staff throughout the budget process. I'm sure the new fiscal year will bring good things to the City of Miami.

As always, you may contact me with questions or clarification as needed. You may also call Christopher Rose, Budget Director, at 305-416-1502.

OMB14004

ACKNOWLEDGEMENTS

The Management and Budget staff would like to extend our gratitude to the Elected Officials, City Manager, Assistant City Managers, Department Directors and the entire staff for your assistance and continued support to this year's budget effort.

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Special thanks for the creativity and hard work of Richard Rios and Jeffrey Sauers, in the General Services Administration, Graphics Reproductions Division.

Also, special thanks for all the hard work of Mark Spanioli, PE, Edwige De Crumpe, Eric Rush, Giraldo Marquez, PE, Marcia Lopez, Lourdes Ferro, and Gloria Carabaly in the Capital Improvements and Transportation Programs Office without whom, the OMB could not have completed the Capital Budget.