



**TOMÁS P. REGALADO**  
*Mayor*

tregalado@miamigov.com  
(305) 250-5300

# FROM THE **MAYOR**

As I stated in the budget message in July, the past year has been very good for the City of Miami operationally, financially, strategically, and in so many other ways.

We are the very opposite of boring. We are delivering excellent service to our residents, businesses, and visitors. Our employees and Departments are winning and applying for awards, accreditations, and certifications.

The City's financial situation is stable for the next two years at least. The City has completed negotiations with three out of the four labor unions. We are currently in negotiations with the Fraternal Order of Police and will begin negotiations again with the International Association of Fire Fighters in a few months. We have closed out some of our major lawsuits and investigations and are working diligently on the remaining such concerns.

All of this is occurring while the City is undergoing tremendous growth and development in the private sector. A brief glance out of any window reveals multiple cranes and construction equipment. Fortunately, this building boom is much more fundamentally sound than prior ones. By and large, these projects are not funded by extreme borrowing, but are fully or nearly fully funded with existing money. While this boom will surely end, as all do, I do not believe that it will come crashing down, as past ones have. I'm not an economist, but we can all hope for a softer landing in the future than we experienced several years ago.

About five years ago, when faced with near economic catastrophe, we made difficult decisions and collectively we don't ever want to experience those times again. Like our residents, those choices meant that we were not able to do all of the things that we would have liked over these last five years. Now that times are better, we can adjust some of the decisions made in the past to prepare for the future.

As such, in this budget we are investing in our employees, our infrastructure, and our services. The budget includes funding for 60 new police officer positions and over \$27 million for general fund investments in capital projects, with over \$4 million of that in the City's parks. The budget further includes wage increases for all concluded collective bargaining agreements and for all non-bargaining employees. Finally, we are selectively and carefully spending to improve services in the Fire-Rescue, Police, Parks and Recreation, and Solid Waste departments, as well as in other service areas. While this included the use of \$27.6 million of fund balance from FY 2014-15 (also called "rollover"). The City still expects to grow the fund balance of the General Fund by an additional \$11.1 million as of September 30, 2015.

By the way, the Adopted Budget represents the fifth year in a row with a lower overall tax rate than the year before.

I'm sure that with these investments and this team, our citizens will notice the difference. I'm proud of what we've done and excited about what we will do.

Sincerely,

Tomás P. Regalado





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Miami  
Florida**

For the Fiscal Year Beginning

**October 1, 2014**

Executive Director



### **Improve Infrastructure**

- Repair and enhance parks throughout the City
- Beautify key traffic corridors
- Improve technology systems and security
- Repair and renovate police stations
- Modernize and refurbish operations facilities and office buildings
- Replace solid waste trucks and 475 light fleet vehicles, including 299 police vehicles



### **Enhance Services**

- Add 60 Police officers
- Add two fire rescue units at Stations 3 and 4 to address growth and response times in those areas
- Hire and train twenty-two part-time Traffic Control Specialists to address traffic in the downtown area
- Increased funding to put Police helicopter back in service
- Add seven civilians in Police to take on tasks currently done by police officers allowing the officers to focus on core police functions
- Include funding to hire part-time Police Officers to augment our Police Department staffing when and where needed
- Launch an outreach campaign, including two Communications Specialists in the Solid Waste Department to help increase the City's recycling of waste
- Add eleven new personnel at eight parks that will have newly completed capital improvements
- Increase staff in other departments such as Information Technology, the City Attorney's Office, Grants Administration, and the General Services Administration



### **Socially Responsible**

- Convert full-time temporary positions employed more than three years of service to permanent status, with the intent of continuing this initiative next year
- Create the Division of Community Investment to maximize growth opportunities, especially in disadvantaged areas of the City
- Provide on the job training and experience by way of four Technician Apprentice positions in the heavy fleet shops
- Continue the Anti-Poverty Initiatives funding begun in the current year
- Maintain a strong youth summer jobs programs
- Fund the Responsible Wage program as applied to capital projects
- Provide a Living Wage and healthcare for all full-time employees

# BUDGET HIGHLIGHTS

The FY 2015-16 Adopted Budget focuses on improving infrastructure, enhancing services, and being socially responsible while reducing the overall property tax rate, honoring existing commitments, and remaining fiscally prudent.

## Reduction to the City's Total Property Tax Rate

- A reduction of the overall property tax rate for the fifth year in a row – this year by 0.0499 mills



## Honoring Commitments

- Fund previously agreed-upon collective bargaining agreements
- Increase salaries for non-bargaining unit employees
- Include funding to continue services after several Department of Justice grants are concluded



## Maintaining Fiscal Prudence

- Continue to remain in compliance with the thresholds included in the Financial Integrity Ordinance regarding fund balance reserves
- Build on the momentum of bond ratings increases by all three ratings agencies – Moody's, Fitch, and Standard and Poor's
- Both the Comprehensive Annual Financial Report and the Budget have been recognized by the Government Finance Officers Association





**DANIEL J. ALFONSO**

*City Manager*

djalfonso@miamigov.com  
(305) 250-5400

As I stated in the budget message in July, we are fortunate to be in Miami during this exciting period of growth. Our City is experiencing a cultural, financial, and professional renaissance and we are participants with an opportunity to leave something great for those who follow us. It is time to position the City and ourselves for the future by managing growth in a responsible and sustainable manner. The City's financial woes have largely been corrected. We have improved our cash reserves, upgraded our financial credibility, given employees pay increases, reduced taxes, and added significant funding for public safety. We must also continue to fund the previously-deferred maintenance and public facility infrastructure programs to position ourselves for the future. Our residents, businesses, and visitors expect and deserve it.

Managing during growth and expansion has required collective discipline; our elected officials together with the City's administration and workforce have worked together to stabilize the City's financial situation. This budget continues to spend cautiously – committing to a sustainable plan of improved customer service, the creation of a first rate-city, and expansion of economic opportunities for all.

To improve service delivery, customer experience, and citizen perception, the City is improving our facilities, public spaces, and equipment. The Adopted Budget includes increased funding to update, refresh, and acquire park and recreation spaces throughout the City (\$20.03 million); beautification of key traffic corridors (\$2.71 million); improve our technology systems and security (\$2.18 million); build, repair and renovate police stations, office buildings, operation maintenance areas, and various other government and public spaces (\$14.38 million). We have begun the process of replacing 475 vehicles, including 300 for police officers, and replacing trucks and street sweepers in our Solid Waste department; furthermore, we have funded the purchase of several new emergency transport vehicles and other fire rescue apparatus.

Improving service delivery also requires more hands on deck; therefore, the budget includes the addition of personnel to meet our customer demand. At the City Commission's direction, we have included funding for 60 additional Police Officer positions. Funding is also included to add fire fighters to staff two additional fire rescue units; seven administrative personnel in the Police Department to take on tasks currently done by police officers; funding to hire part-time police officers to augment our Police Department staffing when and where needed; three additional positions in the Neighborhood Enhancement Team; two communications specialist in Solid Waste to launch an outreach and educational campaign aimed at increasing our recycling of waste; and personnel at eight parks that will have new public facilities completed in the new fiscal year (Hadley, Gibson, 12th Avenue, West End, African Square, Regatta, Bryan, and the Marine Stadium Flex Park).

This Adopted Budget is also socially responsible. Last year, we committed to a living wage and healthcare for all of our full-time employees, set goals for responsible wages with our construction contractors, allocated

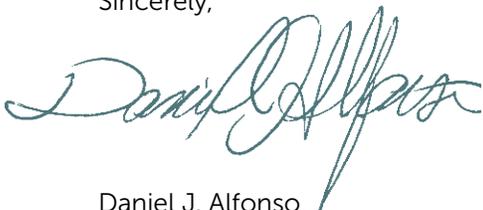
funds now being used throughout the City for initiatives to reduce poverty and provide greater opportunity, implemented a robust youth summer jobs program with grant funding, and created Management Internship opportunities. The Adopted Budget builds upon that by adding an additional \$1 million (for a total of \$2.25 million) to the Anti-Poverty Initiative fund, the creation of the Office of Community Investment in the Manager's Office to maximize growth opportunities, primarily in but not limited to, disadvantaged areas of the City, and four technician apprentice positions in the General Services Administration (GSA). Finally, the Adopted Budget establishes 145 full time positions to convert all full-time temporary City employees that have at least three years of continuous service on October 1, 2015 to permanent status, with the intent of converting the remaining full-time temporary employees to permanent status in the following fiscal year. These are the right things to do for those who serve our customers every day.

Along with the above noted additions and initiatives, the Adopted Budget honors our current commitments including funding for all agreed-upon collective bargaining contracts (\$10.8 million) (including \$6.5 for the International Association of Fire Fighters), as well as expenditure increases in the General Fund due to ending of subsidized Department of Justice COPS grants (\$4.3 million). Furthermore, the Budget includes an allocation for salary increases for non-bargaining unit employees (\$1.4 million). This funding equates to an average increase of five percent, though the actual increase may be higher or lower based on performance.

This budget includes a flat operating millage and lowering the debt service millage, so that the overall tax rate for the City of Miami is lowered for the fifth year in a row. We have been able to do this while absorbing several other cost increases in pensions, waste disposal, elections, Workers' Compensation costs, debt service for the environmental remediation project and the Flex Park at Marine Stadium, and adding support for the Police Athletic League and the Do the Right Thing programs.

I wish to express my gratitude to Mayor Tomas Regalado and the City Commission for their support and guidance throughout the development of this important document. Additionally, I wish to recognize the efforts of our Budget Director Mr. Christopher Rose, Deputy Director Leon Michel, the entire Management and Budget team, and all the Department Directors and staff who dedicated time and effort to compiling our collective vision into this set of books.

Sincerely,



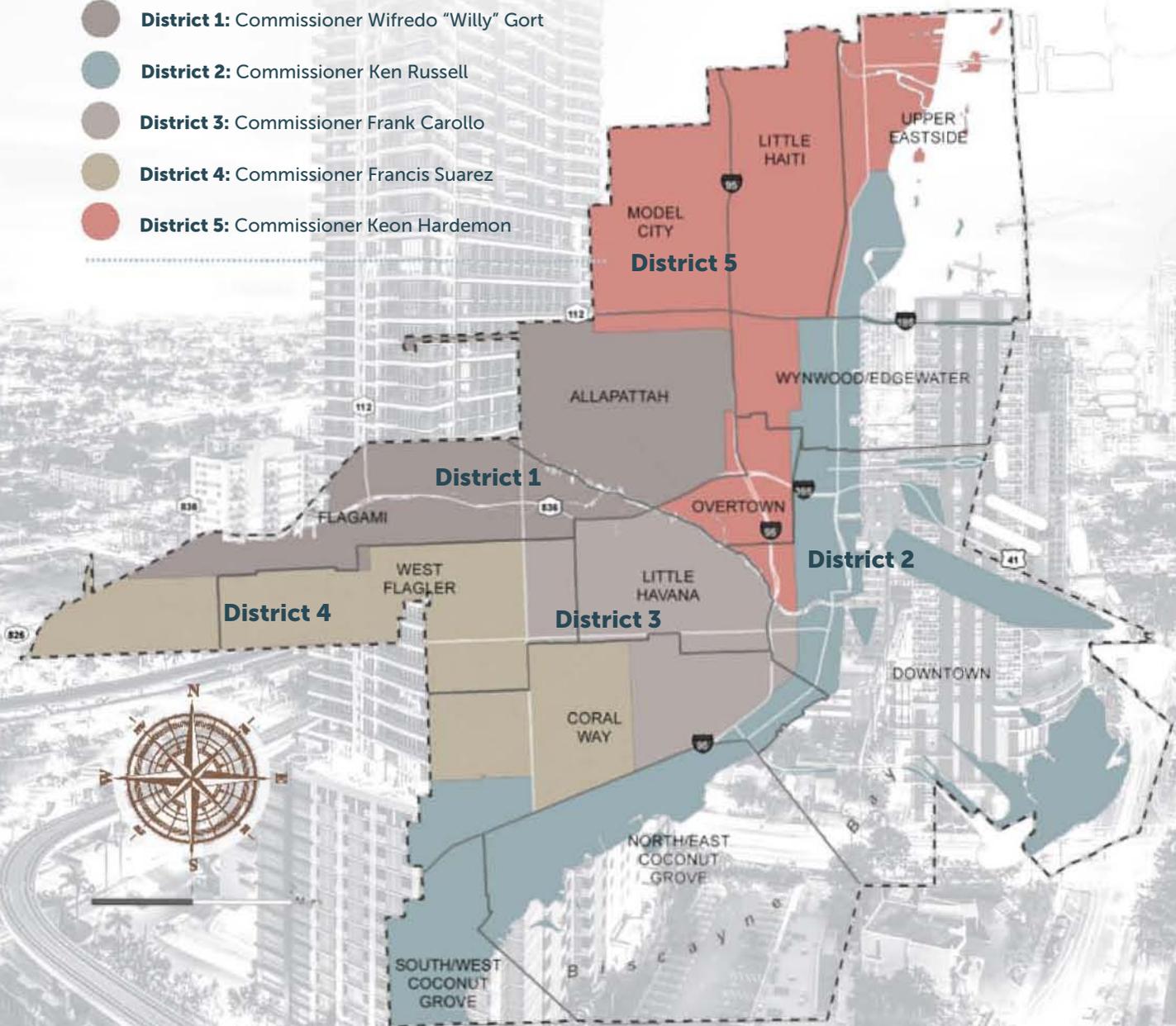
Daniel J. Alfonso



# DISTRICTS

## Commission Districts

-  **District 1:** Commissioner Wifredo "Willy" Gort
-  **District 2:** Commissioner Ken Russell
-  **District 3:** Commissioner Frank Carollo
-  **District 4:** Commissioner Francis Suarez
-  **District 5:** Commissioner Keon Hardemon



ELECTED

# OFFICIALS



**TOMÁS P. REGALADO**

*Mayor*

tregalado@miamigov.com  
(305) 250-5300



**DISTRICT 1**



**WIFREDO "WILLY" GORT**  
*Commissioner*

wgort@miamigov.com  
(305) 250-5430

**KEN RUSSELL**

*Commissioner*

krussell@miamigov.com  
(305) 250-5333



**DISTRICT 2**



**FRANK CAROLLO**  
*Commissioner*

fcarollo@miamigov.com  
(305) 250-5380

**DISTRICT 3**



**FRANCIS SUAREZ**

*Commissioner*

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**DISTRICT 4**



**KEON HARDEEMON**  
*Commissioner*

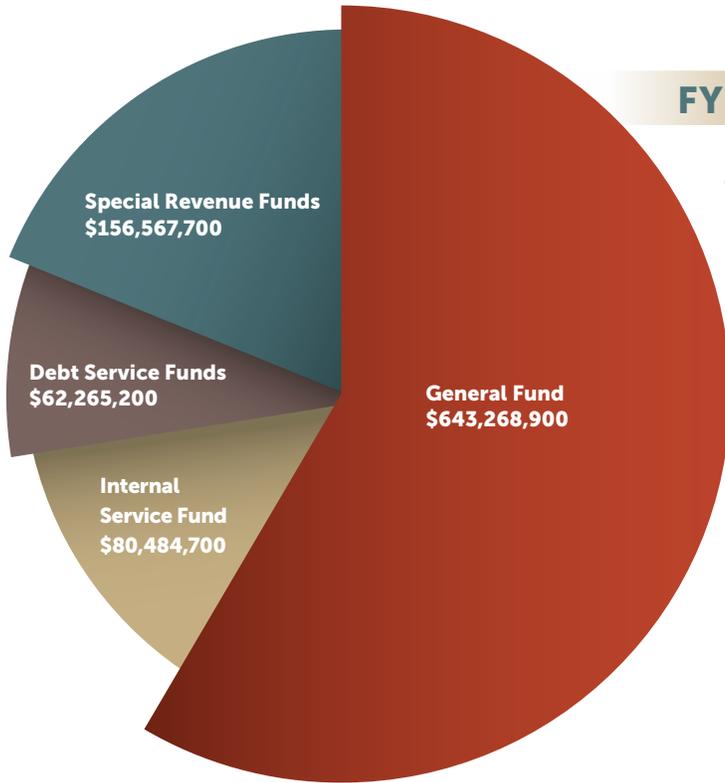
khardeemon@miamigov.com  
(305) 250-5390

**DISTRICT 5**



FY 2015-16

# BUDGET OVERVIEW



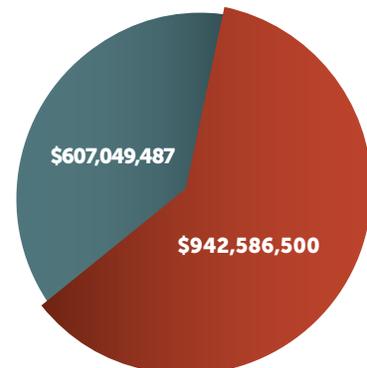
## FY 2015-16 Operating Budget

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.



The City's Adopted Operating Budget for FY 2015-16: **\$942,586,500**

The City's Adopted Capital Budget for FY 2015-16: **\$607,049,487** with **\$62,084,700** newly appropriated



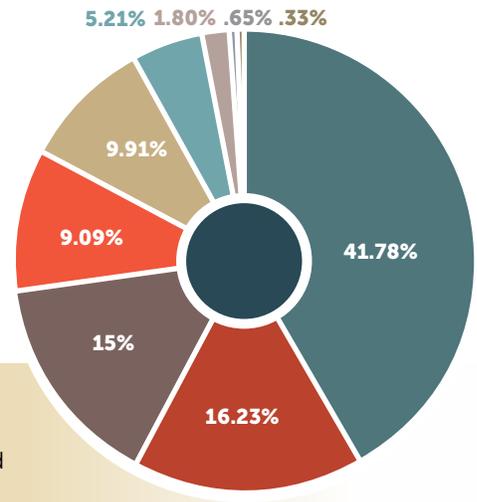
# REVENUES AND EXPENDITURES ADOPTED BUDGET



## Where the Money Comes From

**General Fund Revenue Sources Total: \$643,268,900**

- **Property Taxes** • \$268.76 million • **41.78%**
- **Franchise Fees and Other Taxes** • \$104.40 million • **16.23%**
- **Charges for Services** • \$96.43 million • **15%**
- **Intergovernmental Revenues** • \$63.74 million • **9.91%**
- **Licenses and Permits** • \$58.50 million • **9.09%**
- **Fines and Forfeitures** • \$11.57 million • **1.80%**
- **Other Revenues** • \$33.55 million • **5.21%**
- **Transfers** • \$4.18 million • **0.65%**
- **Interest** • \$2.13 million • **0.33%**



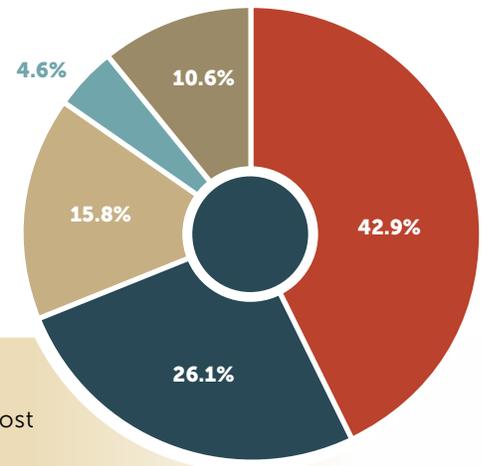
**The General Fund** includes revenues from a variety of sources, including fees, fines, and state and local taxes.

Property tax revenue comprises of 42% of total General Fund revenues and represents the largest source of funding for general operations.

## Where the Money Goes

Expenditures by Category

- **Salaries and Wages** • \$275.90 million • **42.9%**
- **Employee Benefits** • \$167.74 million • **26.1%**
- **Other Expenses** • \$101.71 million • **15.8%**
- **Budget Reserve** • \$29.55 million • **4.6%**
- **Debt Service** • \$68.36 million • **10.6%**

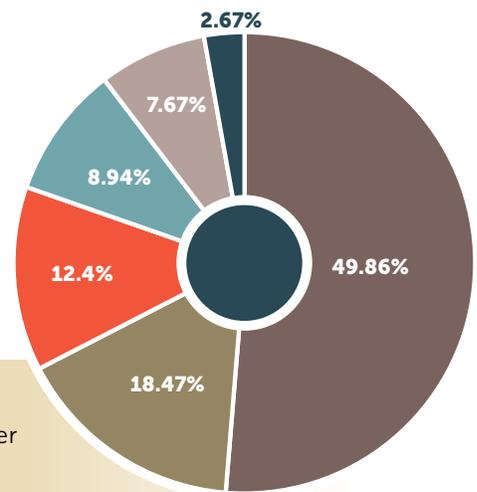


Personnel costs, including wages and employee benefits, represent the largest **General Fund expenditure** category. These costs account for almost three-quarters of the total General Fund expenditure budget.

## Where the Money Goes

Expenditures by Function

- **Public Safety** • \$320.71 million • **49.86%**
- **Non-Departmental Accounts** • \$118.81 million • **18.47%**
- **Public Works** • \$79.75 million • **12.4%**
- **General Government** • \$57.51 million • **8.94%**
- **Other Departments** • \$49.32 million • **7.67%**
- **Planning & Development** • \$17.16 million • **2.67%**

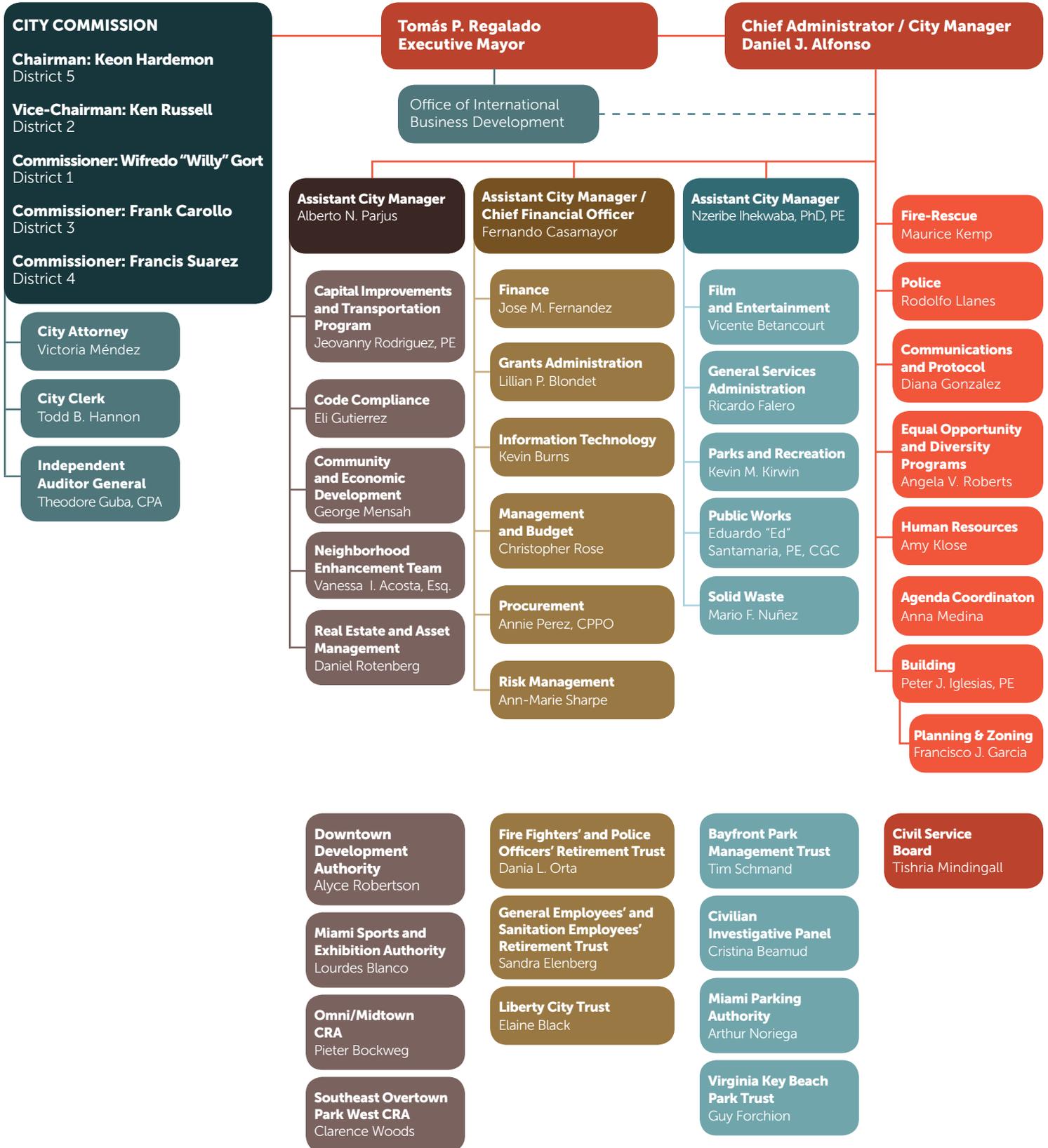


Nearly half of **General Fund spending** is allocated to the provision of public safety services. Police, fire, and emergency medical services together comprise 49.86% of the General Fund expenditure budget.



CITY

# ORGANIZATION



# GENERAL FUND BUDGET BY DEPARTMENT



	FY 2014-15 ADOPTED BUDGET	FY 2015-16 ADOPTED BUDGET	FY 2014-15 ADOPTED POSITIONS	FY 2015-16 ADOPTED POSITIONS
<b>Public Safety</b>				
Fire-Rescue	\$109,575,000	\$111,880,700	809	838
Police	\$182,439,300	\$208,836,700	1,639	1,710
<b>Public Works</b>				
Capital Improvements and Transportation Program	\$5,093,100	\$5,330,200	43	45
General Services Administration	\$21,302,400	\$23,131,600	133	135
Public Works	\$18,092,300	\$20,685,800	104	109
Solid Waste	\$29,583,000	\$30,598,900	226	228
<b>General Government</b>				
Agenda Coordinator	\$302,400	\$341,800	3	3
Auditor General	\$1,160,000	\$1,200,900	9	9
City Attorney	\$7,487,900	\$7,615,100	55	60
City Clerk	\$1,526,800	\$1,624,700	12	12
City Manager	\$2,678,700	\$3,264,600	18	22
Civil Service	\$424,900	\$435,000	3	3
Code Compliance	\$4,630,700	\$5,584,500	52	52
Commissioners	\$2,880,700	\$2,658,400	32	33
Office of Communications and Protocol	\$1,147,400	\$1,079,400	12	11
Equal Opportunity and Diversity Programs	\$344,900	\$369,900	3	3
Office of Film and Entertainment	\$341,700	\$381,100	4	4
Finance	\$8,511,200	\$8,506,800	72	72
Grants Administration	\$1,051,100	\$1,265,500	40	38
Human Resources	\$3,851,400	\$4,114,000	38	39
Information Technology	\$8,633,700	\$8,821,700	62	76
Management and Budget	\$1,821,300	\$2,135,400	15	18
Mayor	\$1,018,200	\$1,075,000	12	12
Neighborhood Enhancement Team	\$3,963,000	\$4,878,400	39	101
Procurement	\$2,046,100	\$2,162,200	19	20
<b>Other Departments</b>				
Community and Economic Development	\$0	\$2,252,700	38	35
Parks and Recreation	\$32,386,200	\$35,613,400	196	279
Real Estate and Asset Management	\$7,466,300	\$8,525,100	41	54
Risk Management	\$2,909,500	\$2,924,900	19	20
<b>Planning and Development</b>				
Building	\$9,703,400	\$10,361,800	78	80
Planning and Zoning	\$6,822,800	\$6,800,600	57	58
<b>Non-Departmental Accounts</b>	\$80,740,600	\$118,812,100	0	0
<b>TOTAL</b>	<b>\$559,936,000</b>	<b>\$643,268,900</b>	<b>3,883</b>	<b>4,179</b>

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

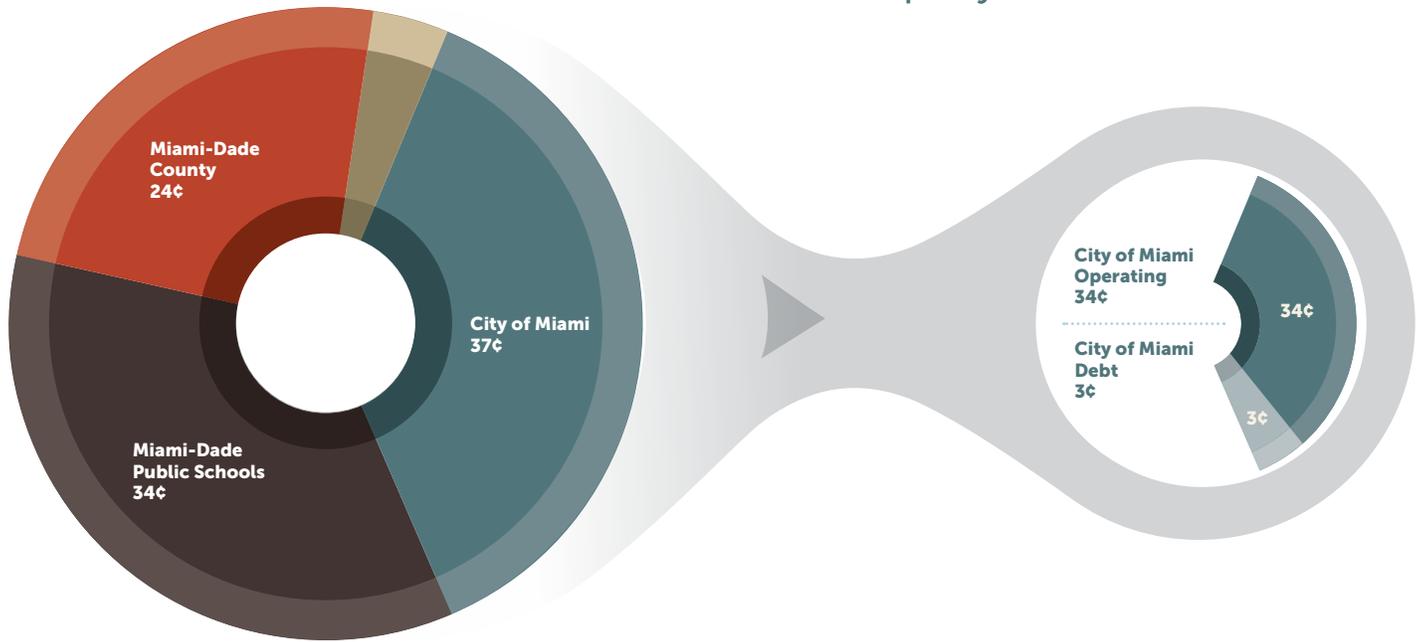


## YOUR PROPERTY

# TAX BILL

Regional  
Taxing Authority  
5¢

Allocation of Each Dollar Paid in  
Property Taxes - **FY 2015-16**



## MILLAGE AND

# PROPERTY TAX

### FY 2014-15 TOTAL ADOPTED MILLAGE RATE 8.3850 MILLS

General Operations: 7.6465 /  
General Obligation Debt: 0.7385

### FY 2015-16 TOTAL ADOPTED MILLAGE RATE 8.3351 MILLS

General Operations: 7.6465 /  
General Obligation Debt: 0.6886

The City's total adopted property tax rate for FY 2015-16 is 8.3351, a reduction of 0.0499 from last year's total tax rate.

Total Assessed Value	\$197,421 <i>Average Homestead</i>	\$500,000	\$1,000,000
FY 2015 Taxes <b>8.3850</b>	\$1,655.38	\$4,192.50	\$8,385.00
FY 2016 Taxes <b>8.3351</b>	\$1,645.52	\$4,167.55	\$8,335.10
<b>Taxpayer Savings</b>	<b>\$9.85</b>	<b>\$24.95</b>	<b>\$49.90</b>

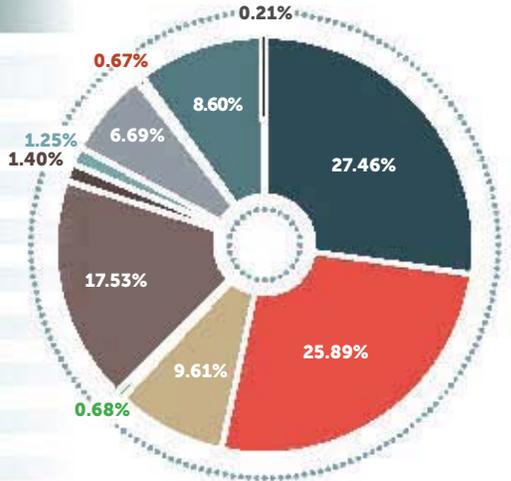




# OVERVIEW

## Program Overview

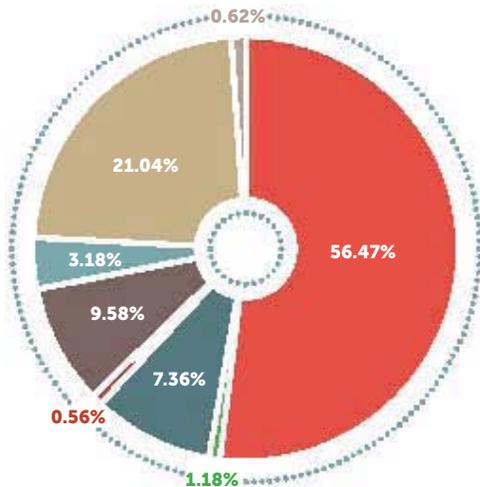
Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Parks and Recreation	190,712,600	124,028,100	102,777,100	21,251,000		66,684,500
Capital Improvements and Transportation Program	388,961,800	236,809,400	200,686,500	12,309,900	23,813,000	152,152,400
Real Estate and Asset Management	162,041,900	45,945,400	37,839,900	8,105,500		116,096,500
Public Works	61,932,900	28,787,600	19,489,600	9,298,000		33,145,300
Solid Waste	34,306,900	8,685,500	5,964,700	2,720,800		25,621,400
Fire-Rescue	108,443,600	30,428,800	27,833,800	2,595,000		78,014,800
Information Technology	56,619,600	40,450,200	38,367,200	2,083,000		16,169,400
Police	13,389,800	8,665,500	6,634,000	2,031,500		4,724,300
General Services Administration	53,493,400	46,468,700	45,628,700	840,000		7,024,700
Transportation & Transit	6,217,100	6,217,100	5,567,100	650,000		
Procurement	200,000	200,000		200,000		
Virginia Key Park Trust	41,395,300	22,007,900	22,007,900			19,387,400
Community Redevelopment Agency	8,461,300	7,593,000	7,593,000			868,300
Communications and Protocol	413,600	100,000	100,000			313,600
Bayfront Park Management Trust	309,000	309,000	309,000			
City Attorney's Office	327,000	327,000	327,000			
Building	6,800	6,800	6,800			
Neighborhood Enhancement Team	19,400	19,400	19,400			
<b>TOTAL</b>	<b>1,127,252,000</b>	<b>607,049,400</b>	<b>521,151,700</b>	<b>62,084,700</b>	<b>23,813,000</b>	<b>520,202,600</b>



- CRA Projects ..... 7,593,000
- Public Safety ..... 40,590,700
- Sanitary Sewers ..... 4,138,900
- Storm Sewers... 58,357,300
- General Government ... 106,388,500
- Real Estate & Asst. Mgmt... 52,191,700
- Streets and Sidewalks... 166,725,700
- Solid Waste..... 8,515,500
- Disaster Recovery ..... 1,301,700
- Parks and Recreation..... 157,176,900
- Mass Transit..... 4,069,500

**TOTAL: 607,049,400**

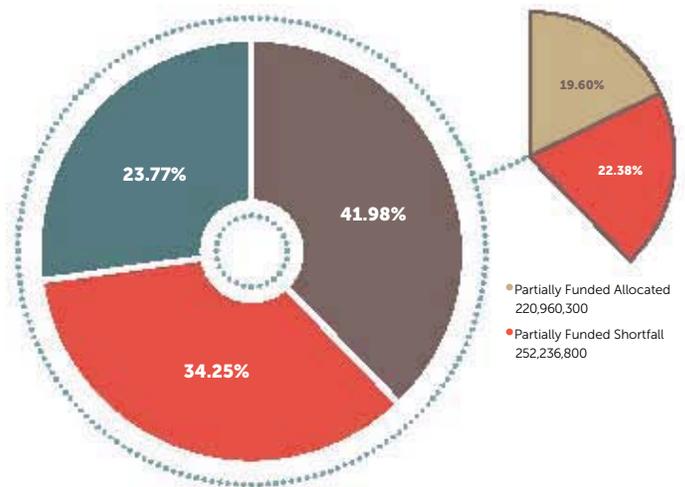
## Summary by Fund Type



- Grant - State ..... 44,701,400
- City Bonds ..... 127,746,100
- Grant - Federal ..... 3,425,400
- Combined with Others ..... 3,745,800
- Grant - Miami-Dade County ... 58,174,800
- Capital Fees/Revenues . 342,786,800
- Grant - Other ..... 19,331,000
- Private Donations/Other ..... 7,138,100

**TOTAL: 607,049,400**

## Cost Estimate by Funded Proportion



- Funded ..... 386,089,200
- Unfunded ..... 267,965,700
- Partially Funded ..... 473,197,100

**TOTAL: 1,127,252,000**

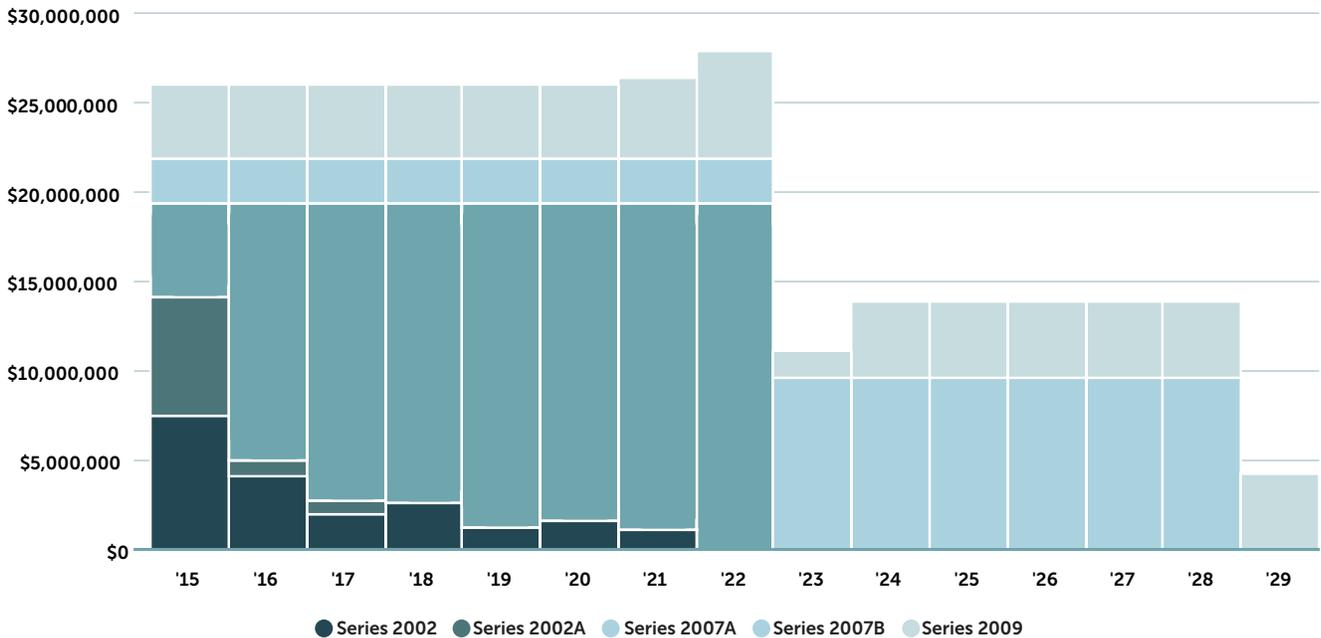
# DEBT SERVICE OVERVIEW



## Manageable Debt Obligations - GENERAL OBLIGATION BONDS

- Maximum Annual Debt Service of approximately \$27.8 million (FY 2022); Final Maturity in 2029
- 79% principal amortization within 10 years, 100% in 15 years

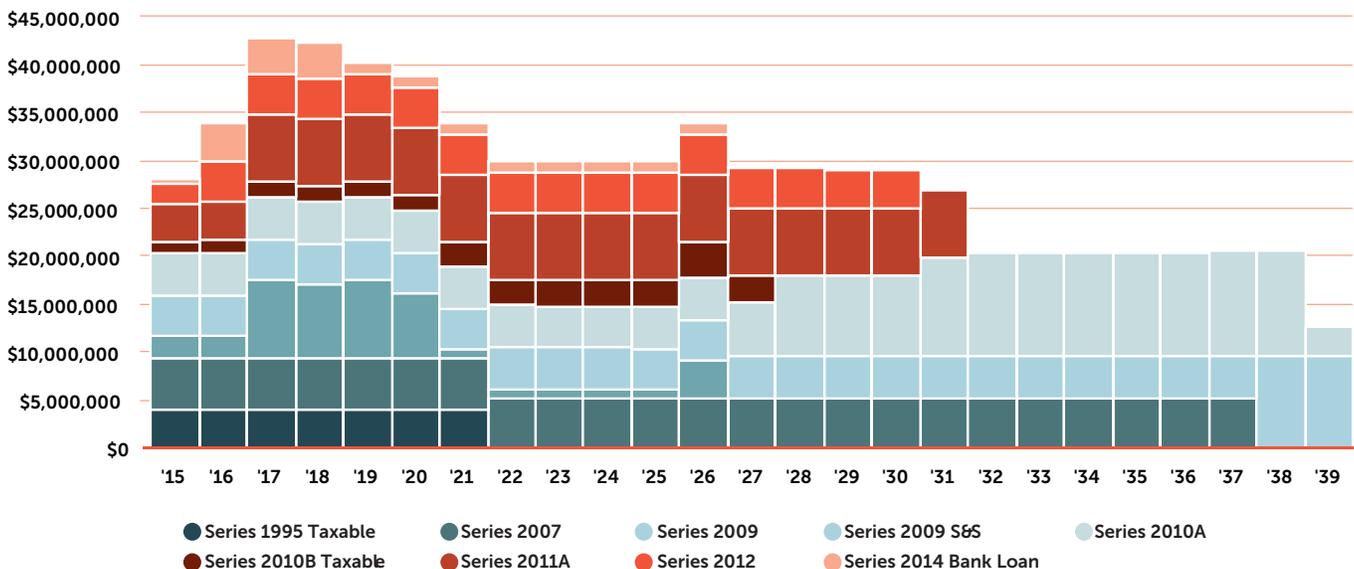
### Miami General Obligation Bond Debt Service



## Manageable Debt Obligations - SPECIAL OBLIGATION BONDS

- Final Maturity on 2039
- Debt Service Coverage for all obligations equal to 4.63x (based on FY'14 Revenue)
- 49% principal amortization within 10 years, 100% in 25 years

### Miami Special Obligation Bond Debt Service

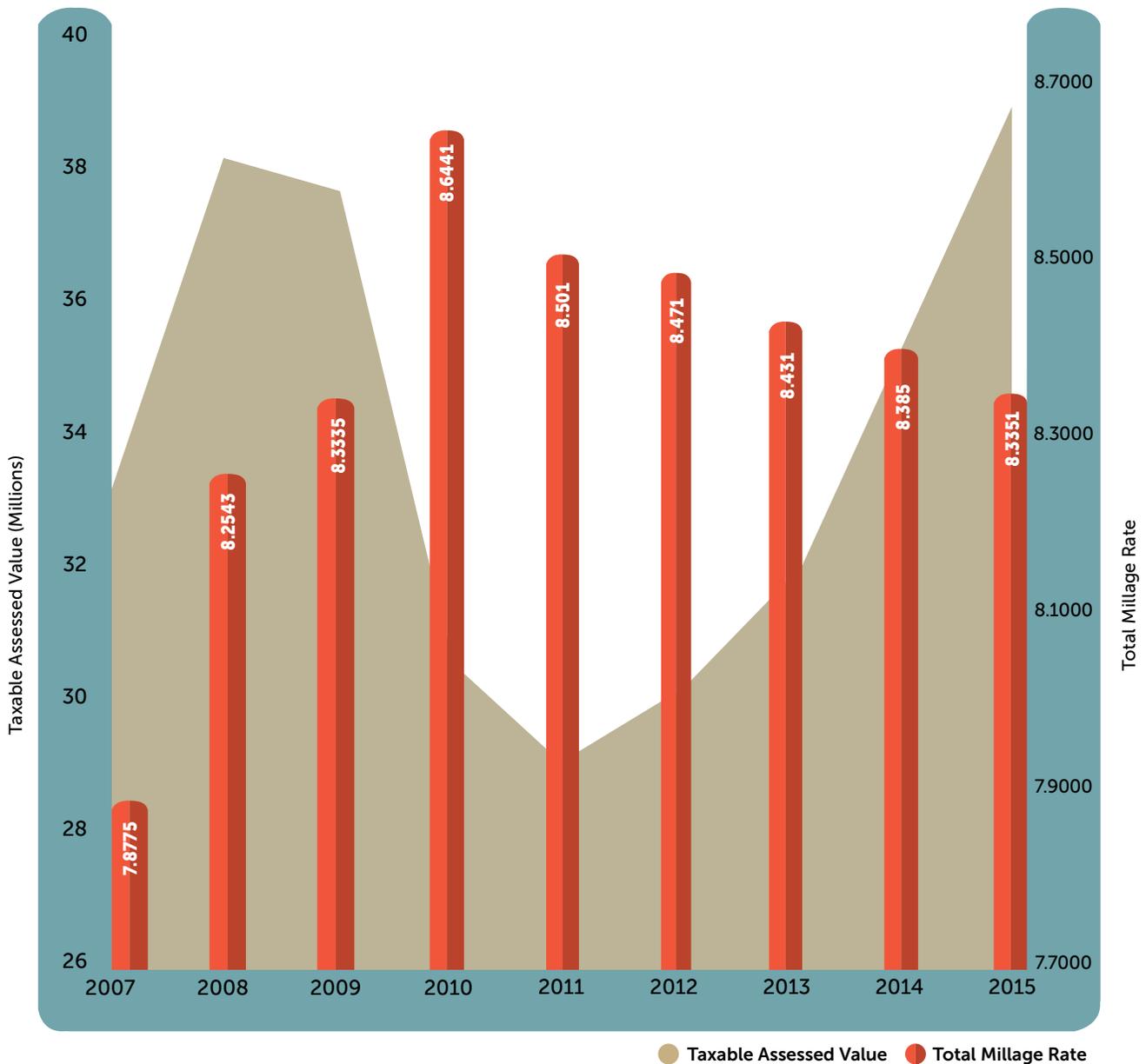




TAX ROLL AND

# MILLAGE HISTORY

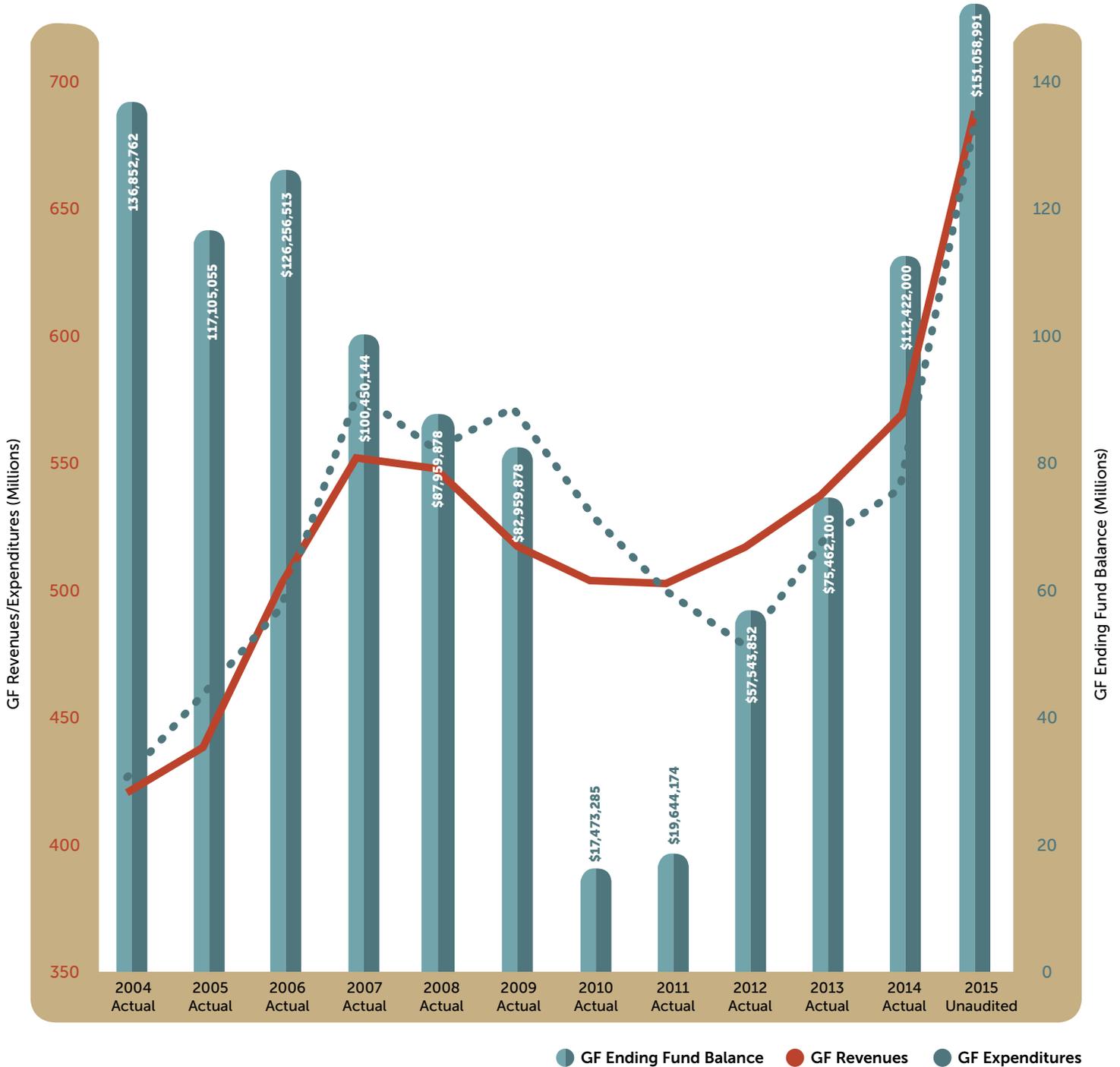
## Net Assessed Valuation of Taxable Property and Total City Millage Rate



# FINANCIAL HISTORY

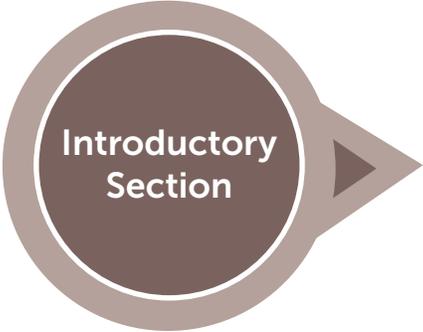


## Revenues, Expenditures, and General Fund Ending Balance





# 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.



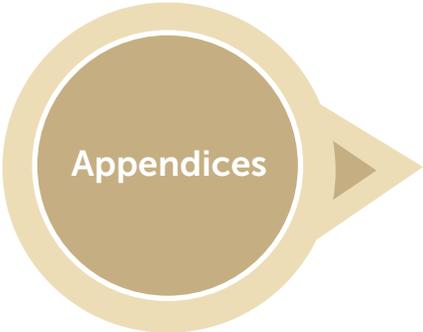
## Financial Information Section

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.



## Department Budgets

This section of the Adopted Budget Book provides detailed information about the operating budgets of each of the City's departments. The department 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

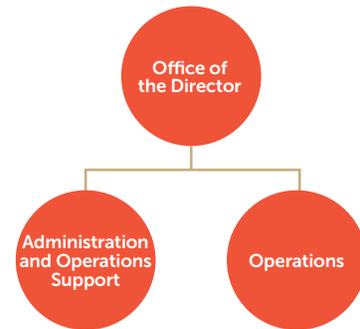
The Department Budgets section of the Adopted Budget Book provides detailed information about each of the City departments. Each department's budget description includes the following information:

### 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 Proposed
Personnel	16,220,552	16,001,924	21,020,705	21,610,600	24,132,910
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
	<b>25,577,305</b>	<b>25,573,517</b>	<b>32,136,216</b>	<b>32,592,000</b>	<b>35,482,400</b>

### 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 department 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 department performance metrics with historical trends and targets.

#### Performance Metrics

	2011-12 Actuals	2012-13 Actuals	2013-14 Estimate
False alarm incidents by automatic fire detection systems (number)	5,449	5,430	3,488
Trainees graduating from recruit training (percent)	96.0	86.0	91.0
Average age of front line rescue units (years)	8.03	9.03	10.03
Average age of light fleet support vehicles (years)	5.8	6.8	7.8
Fire and rescue alarm calls (number)	96,646	94,881	95,763
Response time from initial call to first unit on scene (minutes)	5.32	5.41	5.36

### 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 by 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.

### 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

- History of Miami
- Budget Methodology and Process
- Financial Structure and Policies
- City of Miami 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." In 1513, Juan Ponce de León was the first European man to visit the Miami area by sailing into Biscayne Bay. He wrote in his journal that he reached Chequescha, which was Miami's first recorded name, but it is unknown whether or not he came ashore or made contact with the natives. Pedro Menéndez de Avilés and his men made the first recorded landing in this area when they visited the Tequesta settlement in 1566. Shortly after the Spanish rule established a mission on the north bank of the river, the Tequestas were targeted for conversion to Christianity. The attempt failed and a majority of the tribe died, disease-stricken with small pox and other illnesses.

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.

## City History

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. 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 1926, when a hurricane 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.

In 1959, Cuban dictator Fulgencio Batista was deposed of power by Fidel Castro, another dictator; this caused 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 homeland were freed from its communist regime. 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 1970s saw yet another immigration influx when over 100,000 Haitians and Nicaraguans fled their countries’ newly overthrown governments.

During the 1980s, on four separate occasions riots erupted across racial divides. In addition, the City experienced great social upheaval associated with the arrival of 125,000 refugees from the Cuban port of Mariel. The City, its leaders, and its residents worked hard to improve race relations, rebuild the City, and stimulate community.

In the 1990s, the City had already bounced back and transformed into a global metropolis bustling with international trade, and populated by the largest proportion of foreign-born residents in the United States. Another major Cuban exodus occurred in 1994, and the presence of Haitians was acknowledged with Haitian Creole language signs in public places and ballots during voting. No city in the United States,

## City History

and few in the world, had been as profoundly affected by immigration in such a short period of time as Miami. During the same decade, in 1991 alone, \$21.7 billion-worth goods was processed through the Miami customs district, and the development of a global financial structure in the City was boosted by the presence in Miami-Dade County of the highest concentration of foreign bank agencies in the southeastern United States.

In 2000, tens of thousands of protesters, many of whom were outraged at the raid, poured out into the streets of Little Havana to demonstrate against the seizure by federal agents and later repatriation to Cuba of Elián Gonzalez, a six-year-old Cuban rafter who was rescued from the waters off the coast of Miami. In 2003, the controversial Free Trade Area of the Americas negotiation occurred. It was a proposed agreement to reduce trade barriers while increasing intellectual property rights. During the 2003 meeting in Miami, the Free Trade Area of the Americas was met by heavy opposition from anti-corporatization and anti-globalization protests.

During the latter half of the 2000–2010 decade, Miami saw an extensive boom of high rise architecture, dubbed a "Miami Manhattanization" wave. This included the construction of many of the tallest buildings in Miami, with nearly 20 of the city's tallest 25 buildings, completed after 2005. This boom transformed the look of downtown Miami, which is now considered to have one of the largest skylines in the United States, ranked behind New York City and Chicago. This boom slowed after the 2008 global financial crisis, with some projects being put on hold and none of the city's tallest buildings constructed in 2010. In May 2010, construction began on a major Port of Miami infrastructure project known as the Port of Miami Tunnel, with a total estimated cost of one billion US dollars completed in 2014.

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

## Budget Methodology and Process

The City's budget is a performance-based tool that is 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 departments and to track performance in utilizing these resources to meet objectives.

The budget is a document that paves the way for the City's future growth, and details how this growth is to be finally 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 the following 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'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 all departments an all-inclusive instructional tool-kit 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 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, each department works with OMB to compile the basic information needed for submission of each department's operating and capital budget requests.

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

## **Budget Methodology and Process**

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**

By Mid-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 no later than the first week of July.

At the same time, a revenue estimating conference is assembled to review revenue assumptions and estimates employed at that time by OMB. 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**

The City Code includes a 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.

## Budget Methodology and Process

- 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 and Recreation
  - Information Technology

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

- A contingency reserve must be budgeted annually at \$5.00 million dollars.
- A revenue estimating conference is to be established each year to review the initially proposed revenues included in the 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.

### **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 legislation, with the City Manager's approval, to be presented to the City Commission for review and approval.

The legislation 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. 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 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

## Financial Structure and Policies

lawful, and unless the estimating conference has determined that (a) the funds to be loaned will not be 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 Real Estate and Asset Management 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 limited

## Financial Structure and Policies

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

## Financial Structure and Policies

and estimated completion 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

In the fall of 2014, the City of Miami adopted an organization-wide strategic plan for fiscal years 2015, 2016, and 2017. The strategic plan articulates the City's highest-priority objectives for the coming years, provides a mechanism for managing organizational performance, and facilitates ongoing communication with the public.

The City's strategic planning process emphasized inclusion and transparency. This 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**

In the summer of 2014, 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, parks, culture and recreation, and efficiency and effectiveness of government operations. In the summer of 2015, upon completion of the first plan year, the same teams convened to identify changes in priorities, goals, strategies and targets.

## **2. Community stakeholder focus group meetings**

In the summer of 2014, the City held strategy development sessions where more than 45 community stakeholders provided their input on community issues. Participants identified the most important issues in the community and discussed opportunities for collaboration to achieve common goals. In the summer of 2015, community stakeholders participated in the process for updating the strategic plan. The update included the incorporation of new goals, priorities, and city initiatives into the plan.

## **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**

In 2014, a survey was sent to a randomly selected sample of Miami households to gather data on residents' quality of life. A second survey was completed in 2015 to measure progress against the previous year and to identify any changes in residents' priorities.

In the fall of 2015, the City's strategic plan will be updated on the website and reprinted as a booklet to reflect this year's accomplishments and new goals identified by internal and external stakeholders. The latest version of the City of Miami Strategic Plan articulates the City's mission, vision, and the highest-priority strategic objectives. These are as follows:

# City of Miami Strategic Plan

## 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;
- 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
- Invest in the safety of structures and public spaces

### 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
- Reduce homelessness in the City of Miami

### 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

## **City of Miami Strategic Plan**

The City of Miami Strategic Plan can be viewed at

<http://www.miamigov.com/strategicplanning/strategicPlan.html>

## **FINANCIAL INFORMATION**

- **Governmental Funds Overview**
- **Consolidated Budget Overview**
  - **General Fund Overview**
- **Special Revenue Funds Overview**
  - **Debt Service Funds Overview**
  - **Internal Service Fund 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 \$112.4 million. Of this amount, approximately \$3.0 million is recorded as non-spendable for prepaid expenses. Approximately \$51.8 million is assigned fund balance in accordance with the City's Financial Integrity Ordinance and approximately \$57.6 million to be designated as unassigned fund balance.

General Fund's fund balance had a net increase of approximately \$37.0 million during the current fiscal year. The General Fund's budgeted revenues, less expenditures and other financing sources was expected to yield no change in fund balance. Considering this, key factors in the overall increase were due to:

- Revenues performing approximately \$27.0 million better than budgeted while expenditures were approximately \$10.4 million lower than budgeted.
- The City was very diligent in creating stop-gaps in fiscal year 2014, by budgeting funds for one-time payouts, uncollectable revenues and managing expenditures.

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

The Special Obligation Bond Debt Service Fund has a fund balance of approximately \$29.2 million. This represents a decrease of approximately \$5.5 million.

The Fire Rescue Services' fund balance of approximately \$3.5 million remained constant with the prior fiscal year. This resulted \$177 thousand change to its fund balance.

Public Safety Capital Projects Fund has a deficit fund balance of \$2.3 million; a decrease in fund balance of \$3.7 million from the prior year due primarily to capital expenditures of approximately \$6.4 million partially offset by a net excess of approximately \$2.4 million in transfers in over transfers out.

The General Government Capital Project Fund has a fund balance of \$62.9 million. This represents an increase of approximately \$6.6 million. The increase can be attributed to an increase in impact fees.

Streets and Sidewalks Capital Projects Fund has a fund balance of \$53.1 million. This represents a decrease of approximately \$5.5 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**  
**Governmental Funds**  
**For The Year Ended September 30, 2014**  
*(\$ in thousands)*

	Major Funds						Non-Major Governmental Funds	Total Governmental Funds
	General	Special Obligation Bonds	Fire Rescue Services	Public Safety	General Government	Streets & Sidewalks		
<b>Revenues</b>								
Property Taxes	\$ 215,972	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,604	\$ 266,576
Franchise and Other Taxes	106,707	-	-	-	-	-	-	106,707
Licenses and Permits	60,863	-	-	-	-	-	42	60,905
Fines and Forfeitures	11,407	-	-	-	-	-	1,226	12,633
Intergovernmental Revenues	61,013	3,000	18,120	5	15	-	65,166	147,319
Charges for Services	92,987	-	3	294	-	-	16,574	109,858
Investment Earnings	3,740	39	1	-	127	75	316	4,298
Impact Fees	-	-	-	-	21,561	1	-	21,562
Other	4,042	-	6	-	130	4,439	2,611	11,228
<b>Total Revenues</b>	<b>556,731</b>	<b>3,039</b>	<b>18,130</b>	<b>299</b>	<b>21,833</b>	<b>4,515</b>	<b>136,539</b>	<b>741,086</b>
<b>Expenditures</b>								
Current Operating:								
General Government	80,151	59	-	-	1,253	748	9,111	91,322
Planning and Development	13,710	-	-	-	-	-	177	13,887
Community Development	-	-	-	-	-	-	35,182	35,182
Community Redevelopment Areas	-	-	-	-	-	-	16,496	16,496
Public Works	63,258	-	-	-	467	1	572	64,298
Public Safety	281,287	-	18,869	119	-	-	8,758	309,033
Public Facilities	5,791	-	-	-	-	-	5,768	11,559
Parks and Recreation	28,339	-	-	-	-	-	2,595	30,934
Debt Service:								
Principal	-	35,831	-	-	-	1	11,592	47,424
Interest and Other Charges	-	28,634	-	-	-	-	13,780	42,414
Capital Outlay	2,262	-	1,109	6,361	6,196	18,439	31,333	65,700
<b>Total Expenditures</b>	<b>474,798</b>	<b>64,524</b>	<b>19,978</b>	<b>6,480</b>	<b>7,916</b>	<b>19,189</b>	<b>135,364</b>	<b>728,249</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>81,933</b>	<b>(61,485)</b>	<b>(1,848)</b>	<b>(6,181)</b>	<b>13,917</b>	<b>(14,674)</b>	<b>1,175</b>	<b>12,837</b>
<b>Other Financing Sources (Uses)</b>								
Transfers In	12,278	49,679	1,671	10,450	6,276	10,221	39,743	130,318
Transfers Out	(57,699)	(11,766)	-	(8,007)	(13,571)	(1,036)	(38,239)	(130,318)
Proceeds from Sale of Property	448	-	-	-	-	1	10,159	10,608
Premium from Issuance of Debt	-	-	-	-	-	-	4,331	4,331
Issuance of Debt	-	18,049	-	-	-	-	55,885	73,934
<b>Total Other Financing Sources (Uses)</b>	<b>(44,973)</b>	<b>55,962</b>	<b>1,671</b>	<b>2,443</b>	<b>(7,295)</b>	<b>9,186</b>	<b>71,879</b>	<b>88,873</b>
<b>Net Changes in Fund Balances</b>	<b>36,960</b>	<b>(5,523)</b>	<b>(177)</b>	<b>(3,738)</b>	<b>6,622</b>	<b>(5,488)</b>	<b>73,054</b>	<b>101,710</b>
<b>Fund Balances (Deficit) - Beginning</b>	<b>75,462</b>	<b>34,759</b>	<b>3,654</b>	<b>1,400</b>	<b>56,242</b>	<b>58,582</b>	<b>182,679</b>	<b>412,778</b>
<b>Fund Balances (Deficit) - Ending</b>	<b>\$ 112,422</b>	<b>\$ 29,236</b>	<b>\$ 3,477</b>	<b>\$ (2,338)</b>	<b>\$ 62,864</b>	<b>\$ 53,094</b>	<b>\$ 255,733</b>	<b>\$ 514,488</b>

# Consolidated Budget Overview

The consolidated, or total of all funds, of the FY 2015-16 Adopted Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals \$942.59 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 budget. 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 for 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 2015-16 General Fund Adopted Budget total is \$643.27 million. This represents an increase of \$83.33 million or 15 percent over the FY 2014-15 Adopted 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 Revenues
- Homeless Programs
- Law Enforcement Trust Fund
- Miami Ballpark Parking Facilities
- Parks and Recreation Services

## Consolidated Budget Overview

Planning Services  
Police Services  
Public Works Services  
Solid Waste – Recycling Education Trust Fund  
Transportation and Transit  
Tree Trust Fund  
Urban Area Security Initiative (UASI) – Fire-Rescue

The total FY 2015-16 Adopted Budget for all Special Revenue Funds is \$156.57 million. This represents an increase of \$18.27 million or 11.3 percent over the prior year's budget primarily due to an increase in the Planning Service fund (fund balance rollover \$5.1 million), an increase in Transportation and Transit fund by \$3.9 million in part to supplement the brand-new trial-rail project.

### **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 2015-16 Adopted Budget for the Debt Service Fund is \$62.27 million. This represents approximately the same amount as the FY2014-15 Adopted Budget.

### **Internal Service Fund**

The City's Internal Service Fund (ISF) provides a mechanism that allows for the cost allocation of 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 2015-16 Internal Service Fund Adopted Budget is \$80.48 million. This represents a decrease of \$88.12 million or 52.40 percent over the prior year's budget primarily due to the Pension cost being budgeted in each department rather than in the Internal Service Fund to continue compliance with the Governmental Accounting Standard Board (GASB) and Generally Accepted Accounting Principles (GAAP), and recommendation by the outside auditors; a decrease in Health Insurance (\$5.36 million); an increase in Workers' Compensation (\$258,000); an increase in Liabilities Insurance (\$4.37 million); and an increase to Information Technology Cost Allocation (\$522,700).

## 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 that are not paid through other funds are paid from this fund. The FY 2015-16 General Fund Adopted Budget total is \$643.3 million. This represents an increase of \$83.33 million or 14.9 percent over the FY 2014-15 Adopted Budget.

### General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 27, 2015 by the Revenue Estimating Conference members as required by City Code. Also, included are the underlying assumptions on which these estimates are based and explanations of material variances from the FY 2014-15 Adopted Budget:

- **Property Taxes** consist primarily of real and personal property taxes and accounts for 41.8 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 per year 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 2015-16 General Fund Adopted Budget includes \$268.77 million in anticipated property tax revenues. This represents an increase of \$29.71 million or 12.4 percent over the FY 2014-15 Adopted Budget. This is based on a 2015 gross taxable value of \$39.90 billion with an Adopted operating millage rate of 7.6465 mills at a 95 percent collection rate adjusted by \$23.12 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (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** consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granting permission to construct, maintain, or operate within the City of Miami, and accounts for 16.2 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 the Local Option Gas Tax (LOGT). The FY 2015-16 General Fund Adopted Budget includes \$104.4 million in anticipated collections from this category. This represents an increase of \$2.19 million or 2.1 percent over the FY 2014-15 Adopted Budget. This increase is primarily due to higher than anticipated collection based on a three-year trend in Gas Franchise Fees and Electrical Franchise Fees partially offset by a decrease in Public Service Taxes revenues as released by the State of Florida Department of Revenue Office of Tax Research and as mentioned in the Change Memo to the Second Budget Hearing.

## General Fund Overview

- **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 State Board of Administration Investment Pool; and prime commercial paper. This category also includes gains or losses on such investments. The FY 2015-16 General Fund Adopted Budget includes \$2.13 million in anticipated revenues.
- **Transfers-In** consist primarily of inflow or transfer of funds used to: (a) move revenues from the fund that statute or budget requires collecting the revenue to the fund, which statute or budget requires expending them; (b) move revenues restricted to debt service from the funds collecting the revenue to the debt service fund as debt service payments become due; and (c) move unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations. The FY 2015-16 General Fund Adopted Budget includes \$4.18 million in anticipated revenues. For a more detailed explanation, see the schedule of "All Transfers".
- **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 2015-16 General Fund Adopted Budget includes \$63.74 million in anticipated revenues and accounts for 9.9 percent of the total General Fund revenue budget. This represents an increase of \$13.24 million or 26.2 percent over the FY 2014-15 Adopted Budget. The increase is primarily due to recognition of Florida Statutes Chapter 175 and 185 revenues (\$10.22 million) that have previously been recognized in the Fire-Rescue and Police Departments at the end of each fiscal year that were not budgeted in prior years. Additionally, the Half Cent Sales Tax and Municipal Revenue Sharing revenue estimates have been released by the State of Florida, Office of Economic and Demographic Research, and it was increased by \$1.94 million as mentioned in the Change Memo to the Second Budget Hearing.
- **Fines and Forfeitures** consist 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 2015-16 General Fund Adopted Budget includes \$11.57 million in anticipated revenues, an increase of \$940,700 or 8.8 percent over the FY 2014-15 Adopted Budget.
- **Licenses and Permits** consist 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 (such as Fireworks Permits and Bench Permits). The FY 2015-16 General Fund Adopted Budget for Licenses and Permits is \$58.5 million. This amount represents a net

## General Fund Overview

increase of \$6.46 million or 12.4 percent as compared to the FY 2014-15 Adopted Budget. This increase is primarily due to higher than anticipated revenue in Building Permits (\$3.98 million) and Other Licenses and Fees (\$2 million) generated by the Solid Waste Department.

- **Other Revenues** consist of Red Light Camera revenue and other revenues and inflows not otherwise specified. The FY 2015-16 Adopted Budget for Other Revenues is \$33.55 million. This amount represents a net increase of \$28.9 million as compared to the FY 2014-15 Adopted Budget. This increase is primarily due to the appropriation of the prior year fund balance in the amount of \$27.62 million as per Change Memo to the Second Budget Hearing and a one-time revenue of \$1.8 million related to insurance liability in the Fire-Rescue Department.
- **Charges for Services** consist 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 and 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 such as parking surcharges and building inspections. The FY 2015-16 General Fund Adopted Budget includes \$96.43 million in anticipated Charges for Services as compared to \$96.06 million in FY 2014-15 Adopted Budget.

The FY 2015-16 Adopted Budget includes prior year fund balance (also known as rollover or carryover).

### General Fund Expenditures (Outflows)

The FY 2015-16 General Fund Adopted Budget total is \$643.3 million. This represents an increase of \$83.33 million or 14.9 percent over the FY 2014-15 Adopted Budget.

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2015-16 General Fund Adopted Budget:

- Transfers-Out increased \$28.27 million or 70.5 percent primarily due to transfers to capital projects as per Change Memo to the Second Budget Hearing.
- Regular Salaries and Wages increased \$19.41 million. Inclusive in the \$19.41 million, \$6.26 million is related to the collective bargaining agreement between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907 and 871 per R-15-0154 and R-15-0197, respectively); \$3.5 million is related to the collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. per R-14-0447, and the implementation of a new pay scale for police executives in FY 2014-15; \$1.8 million is related to the newly budgeted bi-annual Advanced Life Support (ALS) revenue sharing payments; \$1.4 million is related to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation; \$1.05 million is related to the transfer of the SAFER 2012 grant positions from Special Revenue to General Fund due grant expiration in May 2015; \$771,600 is related to the transfer of the COPS 2011 Hiring grant expiring in February 2016 and COPS 2013 Hiring grant expiring in August

## General Fund Overview

2016; \$319,100 is related to the alignment of unclassified and managerial confidential positions with AFSCME positions. Additionally, 60 new Police Officers were added in the amount of \$4.6 million as per Change Memo to the Second Budget Hearing.

- Budget Reserve increased \$14.14 million or 135.9 percent primarily due to the allocation of Public Safety Reserve in the amount of \$12.97 million to conclude the current negotiations with the International Association of Firefighters and the Fraternal Order of Police as per Change Memo to the Second Budget Hearing.
- Secondary Pension Contribution Section 175-185 pass-through is \$10.22 million as mentioned in the revenue section: “The increase is due to Florida Statutes Chapter 175 and 185 (\$10.22 million) revenues that are regularly recognized in the Fire-Rescue and Police Departments at the end of the fiscal year that were not budgeted in prior years.”
- Other Salaries and Wages increased \$4.03 million or 42.9 percent primarily due to increase in personnel in new/renovated/expanded parks, transfer of Consolidated Special Revenue Fund temporary and part-time personnel, and Federal minimum wage increase for part-time personnel in Parks and Recreation; and the transfer of temporary personnel from an outside staffing agency and the addition of 22 Traffic Control Specialists to the Police Department.
- Other Current Charges and Obligations increased \$3.39 million or 25.4 percent primarily due to \$2.04 million in Non-Departmental Accounts (NDA) for Election costs and \$1.61 million of in Solid Waste for Tipping Fees.
- Insurance – General Liability increased \$2.90 million primarily due to estimated liability expenditures in the Fire Department. (See the offset in “Other Revenues” above).
- Rentals and Leases increased \$2.77 million or 142.8 percent primarily due to the leases of vehicles for the Police Department and General Services Administration (GSA) for Citywide fleet replacement in lieu of purchasing vehicles.
- Other Contractual Services increased \$2.16 million or 26.2 percent primarily due to Stormwater Utility inlet cleaning (\$797,600) in Public Works; and structural review and inspection services in the Building Department (\$397,800).
- Insurance – Police Torts increased \$1.8 million due to pending cases.
- Aid to Private Organizations increased \$1.46 million primarily due to contribution to Community and Economic Development (\$874,300) and contribution to the Police Athletic League (\$390,000) and Do the Right Thing (\$110,000).
- Life and Health Insurance decreased \$5.89 million or 17.2 percent.
- Special Pay decreased \$2.20 million or 9.5 percent due to decreased reserve for separation payouts.
- Capital Leases decreased \$1.26 million or 100 percent due to the final payment of the solid waste bins.
- Overtime decreased by \$1.11 million.

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 Fund Overview

**General Government** - The General Government sector increased by \$3.69 million or 6.9 percent. The increase was mainly due to the decrease in funding from the Community Development Block Grant for Code Compliance inspectors (\$670,000); conversion of temporary to permanent personnel in the Department of Neighborhood Enhancement Team (\$610,000); and the transfer of four positions from the Office of Capital Improvements and Transportation Program to the Office of Management and Budget (\$274,700).

**Planning and Development** - The Planning and Development sector increased by \$636,200 or 3.9 percent. This increase was mainly due to structural review and inspection services based on construction requirement, and a Subject Matter Expert in the Building Department.

**Public Works** - The Public Works sector increased by \$5.68 million or 7.7 percent. This increase was mainly due to Stormwater Utility inlet cleaning (\$797,600) in Public Works, an increase in tonnage of garbage disposal in the Solid Waste Department (\$1.61 million), and an increase for rental vehicles in General Services Administration (GSA) (\$735,900).

**Public Safety** - The Public Safety sector increased by \$28.70 million or 9.8 percent. This increase was mainly due to the previously explained expenditures associated with Section 175 (Fire-Rescue) and 185 (Police) State Pension payments (\$10.22 million), a new collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. per R-14-0447, and the implementation of a new pay scale for police executives (\$3.5 million), increase in Police and Fire – FIPO pension (\$2.22 million), a General Fund contribution to the E911 Program (\$2.05 million), increase in Insurance for Police Torts (\$1.8 million), increase in FOP Health Trust for Life and Health Insurance (\$1.5 million), increase in overtime (\$1.3 million), increase in GESE pension allocation (\$917,100) in the Police Department. Additionally, 60 new Police Officers were added in the amount of \$4.6 million as per Change Memo to the Second Budget Hearing.

**Other Departments** - The Other Departments sector consists of Department of Real Estate and Asset Management, Parks and Recreation, and Risk Management. This sector increased by \$4.30 million or 10.1 percent primarily due to increase in personnel in new/renovated/expanded parks, transfer of Consolidated Special Revenue Fund temporary and part-time personnel, and State minimum wage increase for part-time personnel in Parks and Recreation; increase in various non-personnel line items to account for contractual and historic increases throughout the Department of Real Estate and Asset Management (\$595,200). Additionally, the Community and Economic Development Department increased by \$2.25 million. Previously the General Fund contribution to Community Development was reported as a Transfer-Out to Community Development. For FY 2015-16 it is recommended that it be reported in the General Fund Other Departments section.

**Non-Departmental Accounts** – Activities operating out of this area are not specific to a particular expenditure category or department. From FY 2014-15 to FY 2015-16, activities operating in this category increased by \$9.80 million or 24.1 percent. The increase is primarily due to Election costs (\$2.04 million), transportation reserve (\$1.5 million), the funding for the Elected Officers' Retirement Trust (\$840,000), and police training reserve (\$500,000).

## General Fund Overview

**Transfers-Out** – This category primarily includes transfer of funds to Special Revenue Funds, Capital Funds, and Debt Service Funds. This sector increased by \$28.27 million or 70.5 percent due to transfer to Capital Improvement Funds for citywide capital needs.

## 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.

*"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)..."*

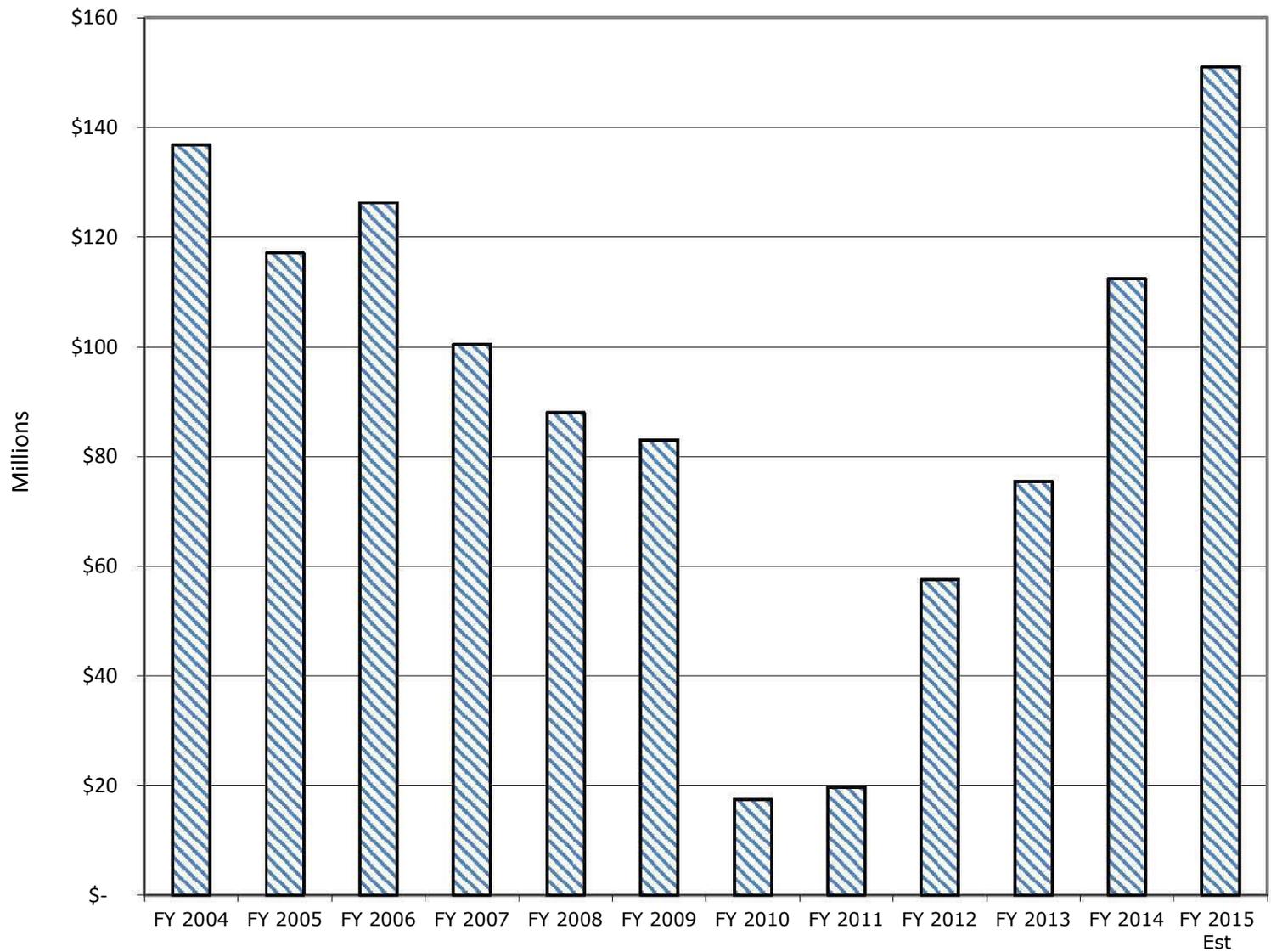
*The City shall retain assigned fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). Such reserves shall be used for funding long-term liabilities and commitments of the City..."*

- 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 gradual 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 begin to rebuild its fund balance reserve levels. By the end of FY 2014, fund balance reserves in the General Fund had grown to \$112.42 million, or approximately 20.3 percent of budgeted General Fund revenues. The City's Administration expects to end FY 2015 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 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated as of 11/04/15
<b>Revenues</b>				
Property Taxes	209,126	208,999	215,972	239,634
Franchise and Other Taxes	102,490	103,975	106,707	107,342
Licenses and Permits	35,656	35,794	60,863	65,010
Fines and Forfeitures	4,808	11,459	11,407	12,629
Intergovernmental Revenues	56,177	58,259	61,013	62,916
Charges for Services	91,413	104,604	92,987	103,230
Interest (Investment Earnings (Loss))	2,419	(2,547)	3,740	4,213
Other Departments	11,374	17,846	4,042	5,064
Total Revenues	513,463	538,389	556,731	600,038
<b>Expenditures</b>				
Current Operating:				
General Government	51,649	95,458	80,151	51,720
Planning and Development	7,706	11,819	13,710	15,735
Public Works	48,876	62,538	63,258	75,480
Public Safety	190,370	275,521	281,287	307,327
Other Departments	148,522	34,919	34,130	41,462
Non-Departmental Accounts	-	-	-	27,425
Capital Outlay	-	1,919	2,262	-
Total Expenditures	447,123	482,174	474,798	519,149
Excess (Deficiency) of Revenues Over Expenditures	66,340	56,215	81,933	80,889
<b>Other Financing Sources (Uses)</b>				
Transfers In	4,590	440	12,278	4,846
Transfers Out	(33,030)	(38,973)	(57,699)	(63,631)
Premium (Discount) on Debt Issuance of Debt				
Proceeds from Sale of Property		236	448	
Total Other Financing Sources (Uses)	(28,440)	(38,297)	(44,973)	(58,785)
Net Changes in Fund Balances	37,900	17,918	36,960	22,104
Internal Service Fund Balance				16,972
Fund Balances (Deficit) - Beginning	19,642	57,544	75,462	112,422
Fund Balances (Deficit) - Ending	57,544	75,462	112,422	151,498

## **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:

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

A detailed description of each Special Revenue Fund is located in the Five-Year Financial Forecast section of the book under the Special Revenue Funds forecast (Appendix B).

Special Revenue Fund Balance

	FY 2012 Actual	FY 2013 Actual	Actual Budget	FY 2015 Adopted Budget	FY 2016 Adopted Budget
Begin Date:	<u>10/1/2011</u>	<u>10/1/2012</u>	<u>10/1/2013</u>	<u>10/1/2014</u>	<u>10/1/2015</u>
Beginning Fund Balance	\$48,347,450	\$45,156,057	\$52,457,000	\$59,202,000	\$59,202,000
<b>Revenues/Inflows</b>					
Interest	26,195	(6,000)	93,000	-	-
Transfers-IN	13,779,245	8,378,000	12,918,000	8,637,600	11,263,200
Fines and Forfeitures	729,698	363,000	1,226,000	670,000	975,000
Intergovernmental Revenues	80,213,987	99,856,000	79,026,000	84,455,900	79,300,000
Licenses and Permits	68,424	100,000	42,000	79,100	24,000
Other Revenues/Inflows	1,124,341	1,804,000	2,031,000	35,250,500	47,898,800
Charges for Services	14,593,815	17,843,000	16,138,000	14,901,300	17,106,700
Total Revenues/Inflows	110,535,705	128,338,000	111,474,000	143,994,400	156,567,700
<b>Expenditures/Outflows</b>					
General Government	6,702,276	7,822,000	7,583,000	15,704,600	11,302,000
Planning & Development	216,316	109,000	142,000	9,917,800	16,369,300
Community and Economic Development	36,706,327	40,442,000	35,182,000	60,412,100	58,853,200
Public Works	39,481	(467,000)	536,000	4,843,500	15,782,600
Public Safety	29,977,371	36,051,000	27,627,000	24,739,700	22,670,600
Public Facilities	5,133,225	6,083,000	5,561,000	7,303,600	8,126,500
Parks & Recreation	2,304,981	2,684,000	2,074,000	3,161,400	1,571,100
Debt Service	-	3,417,000	-	-	-
Capital Outlay	3,491,194	4,692,000	4,506,000	-	-
Transfers-OUT	24,755,794	21,530,000	21,521,000	17,911,700	21,892,400
Total Expenditures/Outflows	109,326,965	122,363,000	104,732,000	143,994,400	156,567,700
Revenues/Inflows Over(Under) Expenditures/Outflows	1,208,740	5,975,000	6,742,000	-	-
Fund Balance Restated	43,947,317	46,482,000	52,460,000		
Ending Fund Balance	45,156,057	52,457,000	59,202,000	59,202,000	59,202,000
End Date:	<u>9/30/2012</u>	<u>9/30/2013</u>	<u>9/30/2014</u>	<u>9/30/2015</u>	<u>9/30/2016</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, repayment of other debt instruments (such as the State Revolving Loan Program), and accumulated resources to fund these debt service payments. The FY 2015-16 Adopted Budget for the Debt Service Funds is \$62.26 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 as of September 30, 2015. 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 2015-16 Adopted Budget for debt service for general obligation bonds is \$26.10 million with an Adopted millage rate of 0.6886.

### **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 2015-16 Adopted Budget for debt service on special obligation bonds is \$36.16 million, which is comprised of \$33.16 million of Transfers-In (see schedule on the next page) and \$3.00 million from the Miami-Dade County Convention Development Tax (CDT).

## Debt Service Fund Balance

Special Obligation Bond (\$ in thousands)	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
	Actual	Actual	Actual	Actual	Adopted	Adopted
					Budget	Budget
<b>Revenue</b>						
Intergovernmental Revenues	3,000	3,000	3,000	3,000	3,000	3,000
Interest	45	38	39	39		
Other Revenues		-	-	-	33,937	-
<b>Total Revenues</b>	<b>3,045</b>	<b>3,038</b>	<b>3,039</b>	<b>3,039</b>	<b>36,937</b>	<b>3,000</b>
<b>Expenditures</b>						
Current Operating:						
General Government			991	59		
Debt Service:						
Principal	\$ 14,839	\$ 11,121	\$ 57,466	\$ 35,831	\$ 9,295	13,800
Interest	25,736	27,403	30,320	28,634	27,636	22,355
Other Charges			-	-	6	7
Budget Reserve			-	-		-
Debt Service Issuance Cost	2,048		-	-		
<b>Total Expenditures</b>	<b>42,623</b>	<b>38,524</b>	<b>88,777</b>	<b>64,524</b>	<b>36,937</b>	<b>36,162</b>
<b>Excess (Deficiency of Revenue Over Expenditures)</b>	<b>(39,578)</b>	<b>(35,486)</b>	<b>(85,738)</b>	<b>(61,485)</b>		<b>(33,162)</b>
<b>Other Financing Sources (Uses):</b>						
Transfers in	\$ 35,112	\$ 35,969	\$ 38,185	\$ 49,679		33,162
Transfers out	(3)		50,029	(11,766)		
Contribution to Port Tunnel	\$ (50,000)					
Proceeds Received From Refunding	68,894					
Payment To Escrow Agent for Refunding	\$ (68,572)					
Premium (Discount) Issuance Costs	1,712			18,049		
Proceeds Received From Long -Term Debt	\$ 51,751					
<b>Total Other Financing Sources(Uses)</b>	<b>38,894</b>	<b>35,969</b>	<b>88,214</b>	<b>55,962</b>	<b>-</b>	<b>33,162</b>
<b>Net Change in Fund Balance</b>	<b>(684)</b>	<b>483</b>	<b>2,476</b>	<b>(5,523)</b>		<b>-</b>
<b>Fund Balance - Beginging of Year</b>	<b>32,484</b>	<b>31,800</b>	<b>32,283</b>	<b>34,759</b>		<b>-</b>
<b>Fund Balance - End of Year</b>	<b>31,800</b>	<b>32,283</b>	<b>34,759</b>	<b>29,236</b>	<b>-</b>	<b>-</b>

**Debt Service Fund - Special Obligation - FY-2015-16 Debt Payments**

**Total Transfers-In**

Description	Amount	Funding Source
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	\$ 4,057,500	General Fund - Public Service Tax
Non-Ad Valorem Series 2009 (Pension)	2,301,900	General Fund - Public Service Tax
Streets and Sidewalks Series 2007	1,484,500	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2007	884,800	General Fund - Parking Surcharge
Streets and Sidewalks Series 2007	2,857,200	Transportation and Transit
Streets and Sidewalks Series 2009	1,012,400	General Fund - Parking Surcharge
Streets and Sidewalks Series 2009	3,269,500	Transportation and Transit
Sunshine State Loan Refinancing - 2011A	3,886,000	General Fund - Public Service Tax
Marlins Garage 2010A	2,243,400	Miami Ballpark Parking Facilities
Marlins Retail 2010B	716,300	Miami Ballpark Parking Facilities
Port of Miami Tunnel Series 2012	4,265,900	CRA - Omni
Special Obligation Refunding Bonds Series 2014	3,825,300	General Fund - Public Service Tax
Flex Park and Remediation	2,357,000	General Fund - State Share Revenues
<b>Total Transfers-In</b>	<b>\$ 33,161,700</b>	
<b>Other Revenues</b>		
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
<b>Total - Other Revenues</b>	<b>\$ 3,000,000</b>	
<b>Total - Special Obligation Bonds</b>	<b>\$ 36,161,700</b>	

## Debt Service Fund Balance

General Obligation Bond (\$ in thousands)	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY2014-15 Adopted Budget	FY2015-16 Adopted Budget
<b>Revenue</b>						
Property Taxes	28,132	26,887	26,425	24,853	24,755	26,104
Intergovernmental Revenues	3	-				
Charges For services	16	-	-	-	-	-
Interest	1	-				
Other Revenues	247	-			1,352	
<b>Total Revenues</b>	<b>28,399</b>	<b>26,887</b>	<b>26,425</b>	<b>24,853</b>	<b>26,107</b>	<b>26,104</b>
<b>Expenditures</b>						
General Government		20	38	16		
Debt Service:						
Principal	\$ 14,238	\$ 11,578	\$ 11,018	\$ 11,592	\$ 12,340	14,909
Interest	13,783	13,673	13,732	13,780	13,742	11,166
Debt Service Issuance Cost		-	-	-		-
Other Charges		-	-	-	25	29
<b>Total Expenditures</b>	<b>28,021</b>	<b>25,271</b>	<b>24,788</b>	<b>25,388</b>	<b>26,107</b>	<b>26,104</b>
<b>Excess (Deficiency of Revenue Over Expenditures)</b>	<b>378</b>	<b>1,616</b>	<b>1,637</b>	<b>(535)</b>	<b>-</b>	<b>-</b>
<b>Other Financing Sources (Uses):</b>						
<b>Total Other Financing Sources(Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change in Fund Balance</b>	<b>378</b>	<b>1,616</b>	<b>1,637</b>	<b>(535)</b>		<b>-</b>
<b>Fund Balance - Beginning of Year</b>	<b>(41)</b>	<b>337</b>	<b>1,952</b>	<b>3,589</b>	<b>3,589</b>	<b>-</b>
<b>Fund Balance - End of Year</b>	<b>337</b>	<b>1,952</b>	<b>3,589</b>	<b>3,054</b>	<b>3,589</b>	<b>-</b>

**Bonds, Loans and Leases Outstanding - The following presents the City's bond, loans and Leases outstanding at September 30, 2014:**

Description	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
<b>General Obligation Bonds</b>					
Homeland Defense/Neighborhood CIP Series 2002 (Limited)	Homeland Defense	1/1/2021	\$ 153,186	\$ 13,938	4.670%-4.970%
General Obligation Refunding Bonds Series 2002A	Refunding	9/1/2017	32,510	7,675	5.000%-5.375%
Homeland Defense/Neighborhood CIP Series 2007A (Limited)	Refunding	1/1/2022	103,060	102,185	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	43,580	3.553%-5.500%
<b>Total General Obligation Bonds</b>			<b>\$ 389,811</b>	<b>\$ 217,378</b>	
<b>Special Obligation and Revenue Bonds and Loans:</b>					
Special Revenue Refunding Bonds Series 1987	Refunding	1/1/2015	\$ 65,271	\$ 630	8.00%
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000	22,295	7.000%-7.200%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435	32,035	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	70,980	3.831%-5.250%
Special Revenue Bonds Series 2009	Street & Sidewalks	1/1/2039	65,000	61,195	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%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049	18,049	3.280%
CRA SEOPW Tax Increment Revenue Bonds Series 2014 A-1	Redevelopment	3/1/2030	50,000	50,000	5.000%
CRA SEOPW Tax Increment Revenue Bonds Series 2014 A-2	Redevelopment	3/1/2016	5,885	5,885	3.000%-4.000%
Gran Central Corporation Loan	Redevelopment	Not applicable	1,709	1,709	0.000%
Mears Leasing Company	Recycling Bins	10/1/2015	3,600	1,236	3.020%
<b>Total Special Obligation Bonds, Revenue Bonds, and Loans</b>			<b>\$ 615,689</b>	<b>\$ 480,754</b>	
<b>Total Bonds and Loans</b>			<b>\$ 1,005,500</b>	<b>\$ 698,132</b>	

Source: Fiscal Year 2014 Comprehensive Annual Financial Report (CAFR)

## Annual Debt Service Requirement to Maturity

The annual debt service requirements for all bonds, loans and leases outstanding, as of September 30, 2014 are as follows:

### General Obligation Bonds

(\$ in thousands)

Year Ended September 30,	Principal	Interest	Total
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	18,775	7,287	26,062
2020-2024	83,030	22,347	105,377
2025-2029	53,460	6,186	59,646
2030-2034	-	-	-
2035-2039	-	-	-
Total	\$ 217,378	\$ 77,990	\$ 295,368

### Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2015	\$ 12,031	\$ 29,845	\$ 41,876
2016	16,758	24,752	41,510
2017	23,579	23,768	47,347
2018	24,363	22,493	46,856
2019	23,521	21,132	44,653
2020-2024	96,102	88,699	184,801
2025-2029	111,696	61,630	173,326
2030-2034	88,775	33,146	121,921
2035-2039	83,929	11,834	95,763
Total	\$ 480,754	\$ 317,299	\$ 798,053

Total General Obligation and Special Obligation Bonds	\$ 698,132	\$ 395,289	\$ 1,093,421
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Source: Fiscal Year 2014 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 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 2015-16 Adopted Budget for the ISF is \$80.48 million.

## Health Insurance

The FY 2015-16 Adopted Budget for Health Insurance is \$42.85 million; this represents an 11.13 percent decrease over the FY 2014-15 Adopted Budget. The decrease is primarily due in part to an overall reduction in serious illness claims and due in part to a reduction in the anticipated impact of the Affordable Care Act (ACA).

## Workers' Compensation

The FY 2015-16 Adopted Budget for Workers' Compensation is \$17.02 million. This represents a 1.54 percent increase over the FY 2014-15 Adopted Budget. The increase of \$500,000 for Workers' Compensation is due to a higher confidence level being used in the actuarial projection of claim cost and a decrease of \$242,000 for Workers' Compensation third party administrator, Gallagher Bassett.

## Liability Insurance

The FY 2015-16 Adopted Budget for Liability Insurance is \$14.30 million. This represents a 44 percent increase over the FY 2014-15 Adopted Budget. The increase is primarily due to claims that are anticipated to settle in the FY 2015-16 Fiscal Year.

## Information Technology Repair and Maintenance

The FY 2015-16 Adopted Budget for ITD Repair and Maintenance is \$4.82 million. This represent a 12.15 percent increase over the FY 2014-15 Adopted Budget. The increase is primarily due to the support of Microsoft Office 365 (\$539,300).

## Capital Plan Overview

The Multi-Year Capital Plan (the Capital Improvement Plan or CIP) is an official statement of public policy regarding short-range and long-range planning, design, construction and capital purchasing of City of Miami assets and facilities. 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 Budget and Multi-Year 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 \$607.05 Million, representing 881 projects (315 active and 566 future) throughout the various programs. The Streets and Sidewalks program accounts for the largest portion of the total Capital Plan funding at \$166.73 million or 27.46%. The Parks and Recreation program, the second largest, accounts for \$157.18 million or 25.89% of the overall Plan value. The General Government, the third largest, accounts for \$106.39 million or 17.53% of the overall Plan value.

The Capital Budget represents a legal authorization to spend funds from Federal, State and various other sources during the first year of the plan 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:

- Hadley Park Youth Center (Year 1 \$377,700)
- Regatta Park (Year 1 \$131,000)
- Coral Way Net Office (Year 1 \$18,000)

The legal requirements for preparing Miami’s Capital Plan are set forth in 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 of the Code of the City of Miami requires the development and approval of a multi-year capital plan and delineates specific requirements for inclusion.

### Capital Improvement Plan Development Process and Framework

The FY 2015-16 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 FY 2015-16. The goals and objectives of the plan are as follows:

- Provide excellent recreational, educational, and cultural programs,
- Restore, maintain, and beautify residential and urban infrastructure,
- Prepare a systems for future growth,
- Systems for future growth,
- Provide excellent public safety, and
- Improve business and service delivery processes.

## Capital Plan Overview

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 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.

The 2015-16 Multi-Year Capital Plan is structured into 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:

- **Hadley Park New Youth Center**
- **Miami Police Department Helipad & Roof Replacement** (The 2014 Award of Merit in Job Order Contracting as part of The Harry H. Mellon Award of Excellence in Job Order Contracting Program).
- **Coral Way NET Office Remodeling, Community Center**
- **Coconut Grove Waterfront Masterplan Regatta Park Development**

## Capital Plan Overview

- **East Flagami Roadway Improvements**
- **Traffic Calming Circle at SW 2<sup>nd</sup> Street and SW 40<sup>th</sup> Avenue**
- **Wagner Creek/Seybold Canal Dredging**

The Multi-year Capital Plan is presented in the companion book to this budget.

# Personnel Overview

## Introduction

The FY 2015-16 Adopted Budget includes several additions, reductions, and transfers of positions across most departments. This section details each of the adopted personnel changes by department.

## City Manager

The Adopted Budget for the Office of the City Manager includes a net increase of four positions when compared to the FY 2014-15 Adopted Budget: one position was added as part of the mid-year budget amendment to assist with strategic planning and performance improvement, and three positions were added as enhancements (one Community Investment Director, one Administrative Clerk, and one Administrative Aide I). One Administrative Assistant II position will be transferred from the Office of the City Manager to the Office of the City Attorney.

## City Attorney

The Adopted Budget for the Office of the City Attorney includes an increase of five positions: one attorney was added as part of the mid-year budget amendment, an Administrative Assistant II position is transferred in from the City Manager's office, one additional Assistant City Attorney, a Litigation Assistant II, and one position to accommodate the support of City boards as per the second budget hearing.

## Commissioners

The Adopted Budget for the City of Miami Commission includes an increase of two positions.

## Communications and Protocol

The Adopted Budget for the Office of Communications and Protocol includes a decrease of one position: a Protocol Officer position will be transferred to Human Resources.

## Grants Administration

The Adopted Budget for the Office of Grants Administration includes a net decrease of two positions: one Administrative Aide I and two Workforce Career Advisors were eliminated and one Grant Writer will be added.

## Human Resources

The Adopted Budget for the Department of Human Resources includes an increase of one position: a Protocol Officer position will be transferred in from the Office of Communications and Protocol and reclassified as a Training and Development Specialist position.

## Information Technology (IT)

The Adopted Budget for IT includes an increase of fourteen positions: two Database Specialist positions were added as part of the mid-year budget amendment, two positions will be transferred to IT from the Office of Management and Budget and the Neighborhood Enhancement Team (NET), and ten new full-time positions will replace consultants.

## **Personnel Overview**

### Management and Budget

The Adopted Budget for the Office of Management and Budget includes a net increase of three positions: a Special Projects Manager position will be transferred from the Office Management and Budget to IT. Four positions will be transferred to the Office of Management and Budget from the Office of Capital Improvements and Transportation Program (CITP) as enhancements.

### Neighborhood Enhancement Teams (NET)

The Adopted Budget for NET includes a net increase of sixty-two positions. The added positions include: an Assistant Director and a NET Administrator for Upper East Side as part of the mid-year budget amendment; one NET Administrator, one Special Project Coordinator, and one 3-1-1 Coordinator for the new Downtown NET; one Neighborhood Service Aide position; and one Special Project Coordinator will be transferred from the Planning and Zoning department to oversee special permitting applications. Two positions will be transferred out, one to IT and another to Planning and Zoning. NET will also convert fifty-seven temporary positions to permanent positions.

### Procurement

The Adopted Budget for the Procurement Department includes the addition of one position: a Procurement Assistant.

### Building

The Adopted Budget for the Building Department includes an increase of two positions: the conversion of two temporary positions to permanent positions.

### Planning and Zoning

The Adopted Budget for the Planning and Zoning Department includes an increase of two positions: one Chief of Urban Design and the transfer in of one Special Projects Assistant from NET.

### Capital Improvements and Transportation Program (CITP)

The Adopted Budget for CITP includes a net increase of three positions: the addition of one Project Manager, one Construction Manager, and one CAD Technician. CITP received one Planner and two Contract Compliance positions as part of the mid-year budget amendment. Four positions will be transferred to the Office of Management and Budget.

### General Services Administration (GSA)

The Adopted Budget for GSA includes a net increase of two positions: two Miami Riverside Center (MRC) General Laborers were added as part of the mid-year budget amendment.

### Public Works

The Adopted Budget for the Public Works Department includes an increase of five positions: one

## **Personnel Overview**

Certified Arborist will be transferred in from the Parks and Recreation Department and four temporary positions will be made permanent.

### **Solid Waste**

The Adopted Budget for the Solid Waste Department includes an increase of two positions: two Outreach Specialists.

### **Fire-Rescue**

The Adopted Budget for the Department of Fire-Rescue includes a net increase of thirty positions: twenty six positions for two new rescue units (13 each), one Capital Liaison, one Occupational Health Nurse, one Plans Reviewer added as part of the mid-year budget amendment, and the conversion of one temporary position to a permanent position.

### **Police**

The Adopted Budget for the Police Department includes a net increase of seventy-one positions: four Public Service Aides were added as part of the mid-year Budget Amendment, five Administrative Aide I positions, two Typist Clerk II positions, and sixty Police Officer positions were added at the second budget hearing.

### **Community and Economic Development**

The Adopted Budget for the Department of Community and Economic Development includes a net decrease of three positions: three long-term vacant positions will be eliminated.

### **Parks and Recreation**

The Adopted Budget for the Parks and Recreation Department includes an increase of eighty-three positions: one Park Manager was added as part of the mid-year budget amendment, one Capital Liaison, three positions at Hadley Park, two positions at Gibson Park, one position at New West End Park, one position at African Square Park, two positions at Regatta Park, a Parks Naturalist position, and two Flex Park positions. The departmental budget includes the proposal to convert sixty-nine temporary positions to permanent positions.

### **Real Estate and Asset Management**

The Adopted Budget for the Department of Real Estate and Asset Management includes an increase of thirteen positions: one Lease Quality Control position and the conversion of twelve temporary positions to permanent positions.

### **Risk Management**

The Adopted Budget for the Risk Management Department includes an increase of one position: one Administrative Aide I.

## All Funds - Transfers Out Schedule

From	To	Amount	Description
General Fund	Capital Fund - Streets and Sidewalks Fund	2,209,800	20 percent of Parking Surcharge net of debt requirement for Capital needs
General Fund	Capital Fund - Citywide Capital Needs	15,311,300	Capital Improvement Program for different Citywide projects
General Fund	Capital Fund - Citywide Capital Needs	17,381,300	Capital Improvement Program for different Citywide projects (Change Memo)
General Fund	Capital Fund - Streets and Sidewalks	484,300	Capital Improvement Fund from Local Option Gas Tax
General Fund	Capital Improvement Streets and Transportation Programs	1,950,000	Capital Improvement Fund from Stormwater Utility Fees collected from Miami-Dade-County.
General Fund	Special Revenue Fund - Department of Real Estate and Asset Management	836,300	Ten percent of Marina revenues in support of Public Facilities capital requirement per Ordinance 12937
General Fund	Special Revenue Fund - Department of Real Estate and Asset Management	487,900	Fund balance from the Miamarina ticket surcharge revenues
General Fund	Special Revenue Fund - Miami Homeless Program/Net Offices	347,000	Miami Homeless Program for administrative cost (Living Wage included)
General Fund	Special Revenue Fund - Homeless Salary Adjustments	28,600	Contribution to Homeless for salary adjustments
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 Fund - Police Services Fund COPS Hiring Grant 2014	53,200	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	Special Revenue Police Services Fund COPS Hiring Grant 2015	440,500	To cover costs not allowable under the COPS Hiring Grant for fifteen police officers. COPS Hiring Grant 2015/Police Vehicles
General Fund	Special Revenue Fund - E-911	2,045,800	To cover deficit in Special Revenue for E-911
General Fund	Special Revenue Fund - Strategic Development Camillus House MAT Program	260,000	Camillus House MAT Program contribution from General Fund to Special Revenue Fund
General Fund	Special Revenue Fund - Strategic Development Camillus House MAT Program	90,000	Camillus House MAT Program contribution from General Fund to Special Revenue Fund (Change Memo)

## All Funds - Transfers Out Schedule

From	To	Amount	Description
General Fund	Special Revenue Fund - Festivals and Parades Transfer to Departmental Improvement Initiatives	525,000	Support for citywide festivals and special events in Special Revenue (New Award and projects) - \$75,000 for the Three Kings Parade; \$50,000 - Dr Martin Luther King Parade; \$50,000 - Dr Martin Luther King Candlelight Vigil; \$300,000 to be allocated in \$50,000 increments to the Mayor and each of the five commission districts; and \$50,000 - Pitbull New Years Eve Celebration
General Fund	Special Revenue Fund - Cost Allocation for Retirement Contribution, Life and Health Insurance, Workers' Compensation, Insurance - Vehicle Liability, General Liability, and Public Official, where applicable	3,777,400	To subsidize Special Revenue Fund for the allocation for Retirement Contribution, Life and Health Insurance, and Workers' Compensation Departmental Improvement Initiatives Fund (\$27,700), Workforce Program (\$665,800), Homeless Programs (\$237,200), Fire-Rescue Services (\$1,280,000), Police Services (\$1,496,600), and Parks and Recreation Services (\$65,300)
General Fund	Special Revenue Fund - Strategic Initiative	1,250,000	Allocation for Citywide Anti-Poverty Initiative Program
General Fund	Special Revenue Fund - Strategic Initiative	1,000,000	Allocation for Citywide Anti-Poverty Initiative Program (Change Memo)
General Fund	Debt Service Fund - Special Obligation Bond	1,897,200	Street Bonds series 2007 and 2009 from Parking Surcharge Revenue
General Fund	Debt Service Fund - Special Obligation Bond	6,359,400	FY13 SOB series 1995 and 2009(Pension) Fund 24002 - Contribution from Public Service Tax
General Fund	Debt Service Fund - Special Obligation Bond	3,825,300	Special Obligation Bonds series 2014
General Fund	Debt Service Fund - Special Obligation Bond	3,886,000	Sunshine State Loan Refinance - 2011A
General Fund	Debt Service Fund - Special Obligation Bond	1,484,500	Local Option Gas Tax three cents committed transfer to 2007 obligation debt
General Fund	Debt Service Fund - Special Obligation Bond	2,357,000	Contribution from General Fund for Flex Park and Remediation Debt Service
	<b>Total Transfer from General Fund</b>	<b>\$68,361,800</b>	
Special Revenue Fund - Transportation and Transit	Debt Service - Streets and Sidewalks Series 2007	2,857,200	Transportation and Transit
Special Revenue Fund - Transportation and Transit	Debt Service - Streets and Sidewalks Series 2009	3,269,500	Transportation and Transit
Special Revenue Fund - Miami Ballpark Facilities	Debt Service - Marlins Garage 2010A	2,243,400	Marlins Garage 2010A

## All Funds - Transfers Out Schedule

From	To	Amount	Description
Special Revenue Fund - Miami Ballpark Facilities	Debt Service - Marlins Garage 2010B	716,300	Marlins Garage 2010B
Special Revenue Fund - DREAM	Capital Fund - DREAM	836,300	10% of dockage annual revenue of FY 2014
Special Revenue Fund - DREAM	Capital Fund - DREAM	487,900	Fund Balance from the Miamarina ticket surcharge revenues to Capital
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	2,310,300	City-wide beautification projects
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	400,000	Electronic Right of Way Permit Processing System for Public Works
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	400,000	District 1 Swale Improvements
Special Revenue Fund - Public Facilities	General Fund	\$1,941,000	James L Knight Center to General Fund
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	\$5,680,500	Transportation and Transit Revenue committed to Streets and Sidewalk Capital Fund
Special Revenue Fund - Transportation and Transit	Capital Fund - Mass Transit	\$150,000	Transportation and Transit Revenue committed to Mass Transit Capital Fund
Special Revenue Fund - Community Development	General Fund	\$600,000	Refund related to Wagner Square
	<b>Total Transfer from Special Revenue Fund</b>	<b>\$21,892,400</b>	
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 - 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

## All Funds - Transfers Out Schedule

<b>From</b>	<b>To</b>	<b>Amount</b>	<b>Description</b>
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	\$600,000	To Fund six Police Officers
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	\$600,000	To Fund six Police Officers
Outside Agency -Omni Community Redevelopment Agency	Debt service	\$4,265,900	For the payment of the Port of Miami Tunnel series 2012
	<b>Total Transfer from Outside Agency</b>	<b>\$5,953,500</b>	
	<b>Grand Total</b>	<b>\$96,207,700</b>	

**DEPARTMENT  
EXPENDITURES:**  
GENERAL GOVERNMENT

- Mayor
- Commissioners
- City Manager
- Agenda Coordination
  - City Attorney
  - City Clerk
  - Civil Service
- Code Compliance
- Communications and Protocol
- Equal Opportunity and Diversity Programs
  - Film and Entertainment
  - Finance
  - Grants Administration
  - Human Resources
- Independent Auditor General
  - Information Technology
  - Management and Budget
- Neighborhood Enhancement Team (NET)
  - Procurement





# Mayor

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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.

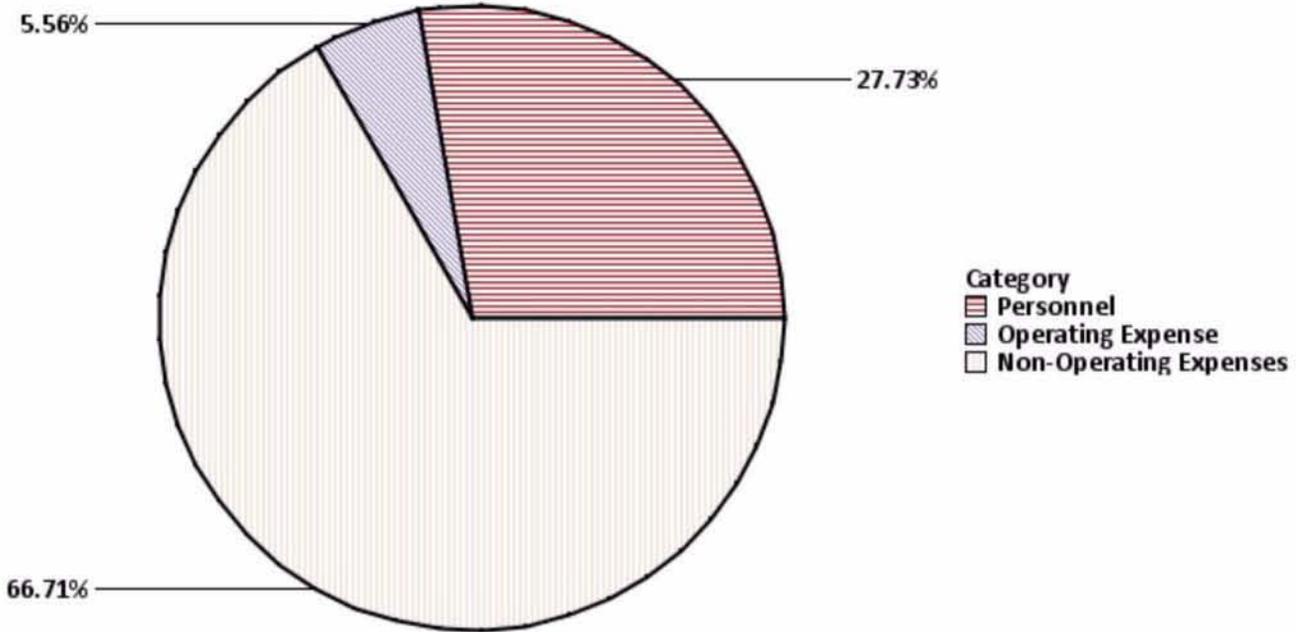
One of the Mayor's responsibilities is to appoint the City Manager, who is the Chief Administrative Officer. However, the Mayor may not dictate the appointment or employment of any other City employees outside the Mayor's Office. The Mayor is the presiding officer of the City Commission, with the authority 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 also 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 Employment-Based Immigration Fifth Preference Visa (EB-5) application process of 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.

# Mayor

## Allocation by Category



## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	551,728	801,453	929,318	1,117,900	1,108,200
Operating Expense	46,375	142,804	134,464	106,600	222,100
Non-Operating Expenses	0	0	3,000	305,900	2,665,800
Transfers - OUT	0	352,000	0	0	0
	<b>598,103</b>	<b>1,296,257</b>	<b>1,066,782</b>	<b>1,530,400</b>	<b>3,996,100</b>

# Mayor

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	643,291	875,257	890,382	1,018,200	1,075,000
Departmental Improvement Initiative	(45,188)	421,000	176,400	512,200	2,921,100
	<b>598,103</b>	<b>1,296,257</b>	<b>1,066,782</b>	<b>1,530,400</b>	<b>3,996,100</b>

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following additional considerations:

The Office of the Mayor accepted the Challenge of the White House to become a “My Brother’s Keeper (MBK) Community”. The MBK initiative encourages communities to implement a coherent “cradle-to-college-and-career strategy” for improving the life outcomes of all young people to ensure that they can reach their full potential, regardless of who they are, where they come from, or the circumstances into which they are born. As the acceptor of the Challenge, the Mayor’s Office is responsible for the implementation of this initiative.

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 \$271,400).

Increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee’s annual evaluation (GF \$15,800; SR \$8,300).

The contribution from the General Fund to the Mayor’s Special Revenue Fund for festivals and special events remains the same as the previous fiscal year (SR \$50,000).

To reflect the changes made at the Second Budget Hearing, the Citywide Capital Improvement Initiative funding allocated to the Mayor was increased from \$1.50 million to \$2.50 million (GF \$1.00 million).

## Mayor

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	371,000	150,000	521,000	375,900	153,600	529,500
513000 - Other Salaries and Wages	62,200	0	62,200	79,700	33,600	113,300
516000 - Fringe Benefits	33,600	9,600	43,200	33,600	9,600	43,200
521000 - Fica Taxes	38,500	12,200	50,700	38,700	10,300	49,000
522000 - Retirement Contributions	173,400	0	173,400	137,800	12,300	150,100
523000 - Life and Health Insurance	156,200	14,200	170,400	114,600	11,500	126,100
<b>Personnel</b>	<b>931,900</b>	<b>186,000</b>	<b>1,117,900</b>	<b>877,300</b>	<b>230,900</b>	<b>1,108,200</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	18,700	1,700	20,400	11,600	5,800	17,400
531000 - Professional Services	31,600	0	31,600	35,000	0	35,000
534000 - Other Contractual Services	2,800	0	2,800	2,800	0	2,800
540000 - Travel and Per Diem	0	15,000	15,000	0	15,000	15,000
541000 - Communications & Related Services	1,700	0	1,700	1,700	0	1,700
541100 - Postage	500	0	500	100	0	100
544000 - Rentals and Leases	2,000	0	2,000	2,100	0	2,100
545011 - Insurance - Vehicle Liability	1,200	0	1,200	600	0	600
545013 - Insurance - General Liability	1,200	0	1,200	117,600	0	117,600
545014 - Insurance - Public Official	900	0	900	200	0	200
546001 - IT-Repair and Maintenance Services	8,700	0	8,700	10,600	0	10,600
549000 - Other Current Charges and Obligations	13,000	0	13,000	11,400	0	11,400
551000 - Office Supplies	3,700	3,600	7,300	3,700	3,600	7,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	300	0	300	300	0	300
<b>Operating Expense</b>	<b>86,300</b>	<b>20,300</b>	<b>106,600</b>	<b>197,700</b>	<b>24,400</b>	<b>222,100</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	305,900	305,900	0	2,665,800	2,665,800
<b>Non-Operating Expenses</b>	<b>0</b>	<b>305,900</b>	<b>305,900</b>	<b>0</b>	<b>2,665,800</b>	<b>2,665,800</b>
<b>Total Expense</b>	<b>1,018,200</b>	<b>512,200</b>	<b>1,530,400</b>	<b>1,075,000</b>	<b>2,921,100</b>	<b>3,996,100</b>

# Commissioners

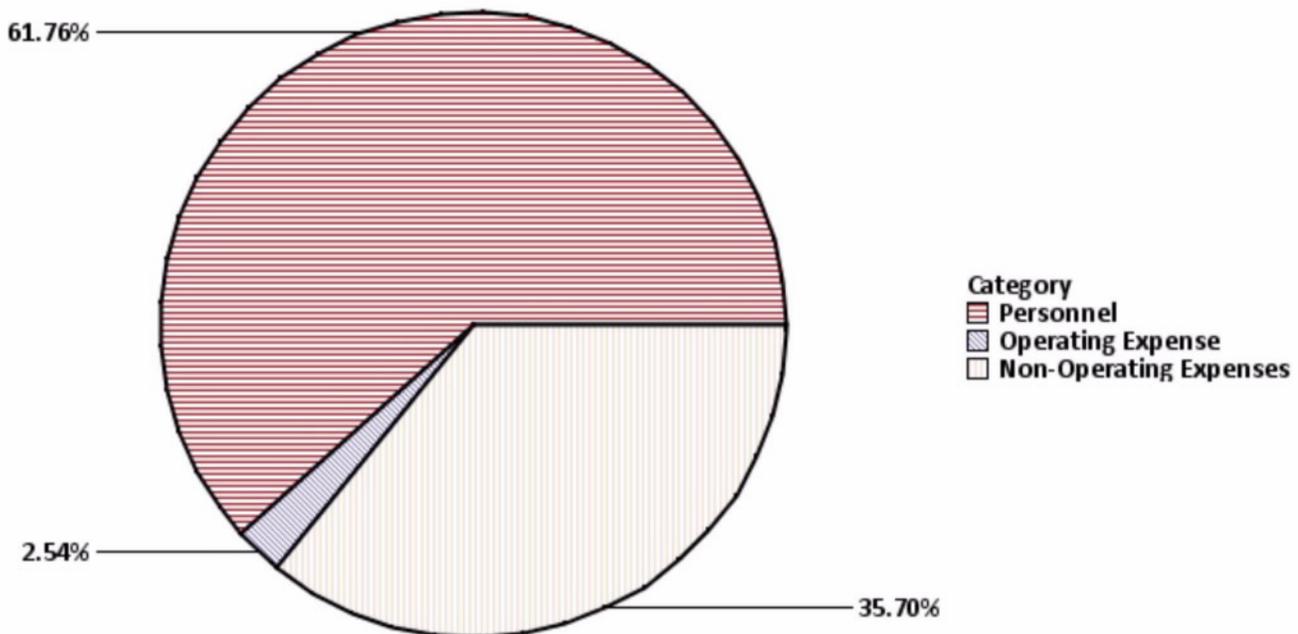
## Description

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 Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	1,557,230	2,298,085	2,367,003	2,634,200	2,315,100
Operating Expense	64,425	59,441	196,822	104,300	95,200
Capital Outlay	0	0	1,424	0	0
Non-Operating Expenses	16,935	6,366	114,355	1,095,000	1,338,100
	<b>1,638,590</b>	<b>2,363,892</b>	<b>2,679,604</b>	<b>3,833,500</b>	<b>3,748,400</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	1,619,795	2,371,199	2,427,245	2,880,700	2,658,400
Departmental Improvement Initiative	18,795	(7,307)	252,359	952,800	1,090,000
	<b>1,638,590</b>	<b>2,363,892</b>	<b>2,679,604</b>	<b>3,833,500</b>	<b>3,748,400</b>

## Budget Highlights for FY 2014-15

The Adopted Budget includes the following additional considerations:

Each District budget is increased by \$30,000, which brings each office funding to the level of FY 2008-09 (GF \$150,000).

Increase in Regular Salaries and Wages of \$11,800 allocated to each District due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$ 59,000).

The contribution from the General Fund of \$50,000 to each District Special Revenue Fund for festivals and special events remains the same as the previous fiscal year (SR \$250,000).

To reflect the changes made at the Second Budget Hearing, the Citywide Anti-Poverty Initiative funding allocated to each Commissioner was increased from \$1.25 million to a total of \$2.25 million (GF \$5.00 million).

To reflect the changes made at the Second Budget Hearing, the Citywide Capital Improvement Initiative funding allocated to each Commissioner was increased from \$1.50 million to \$2.50 million (GF \$5.00 million).

To reflect the changes made at the Second Budget Hearing, two new permanent positions were added to the staff of District 3 with no additional funds.

## Commissioners

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
511000 - Executive Salaries	291,000	0	291,000	291,000	0	291,000
512000 - Regular Salaries and Wages	1,031,300	0	1,031,300	1,088,400	0	1,088,400
513000 - Other Salaries and Wages	28,700	0	28,700	52,200	0	52,200
516000 - Fringe Benefits	238,400	0	238,400	238,200	0	238,200
521000 - Fica Taxes	119,900	0	119,900	123,500	0	123,500
522000 - Retirement Contributions	484,700	0	484,700	224,000	0	224,000
523000 - Life and Health Insurance	440,200	0	440,200	297,800	0	297,800
<b>Personnel</b>	<b>2,634,200</b>	<b>0</b>	<b>2,634,200</b>	<b>2,315,100</b>	<b>0</b>	<b>2,315,100</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	52,700	0	52,700	41,400	0	41,400
534000 - Other Contractual Services	2,300	0	2,300	2,900	0	2,900
540000 - Travel and Per Diem	500	0	500	9,000	0	9,000
541000 - Communications & Related Services	3,000	0	3,000	5,800	0	5,800
541100 - Postage	600	0	600	700	0	700
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	3,000	0	3,000	0	0	0
545013 - Insurance - General Liability	3,000	0	3,000	5,000	0	5,000
545014 - Insurance - Public Official	2,500	0	2,500	600	0	600
546001 - IT-Repair and Maintenance Services	18,600	0	18,600	4,600	0	4,600
547100 - Printing and Binding-Outsourcing	400	0	400	400	0	400
549000 - Other Current Charges and Obligations	4,200	0	4,200	5,800	0	5,800
551000 - Office Supplies	5,900	0	5,900	10,800	0	10,800
552000 - Operating Supplies	0	0	0	200	0	200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,600	0	3,600	4,000	0	4,000
<b>Operating Expense</b>	<b>104,300</b>	<b>0</b>	<b>104,300</b>	<b>95,200</b>	<b>0</b>	<b>95,200</b>
<b>Non-Operating Expense</b>						
882000 - Aids to Private Organizations	6,000	0	6,000	6,000	260,000	266,000
896000 - Budget Reserve	136,200	952,800	1,089,000	242,100	830,000	1,072,100
<b>Non-Operating Expenses</b>	<b>142,200</b>	<b>952,800</b>	<b>1,095,000</b>	<b>248,100</b>	<b>1,090,000</b>	<b>1,338,100</b>
<b>Total Expense</b>	<b>2,880,700</b>	<b>952,800</b>	<b>3,833,500</b>	<b>2,658,400</b>	<b>1,090,000</b>	<b>3,748,400</b>

# City Manager

Department Head: Daniel J. Alfonso

Phone: (305) 250-5400

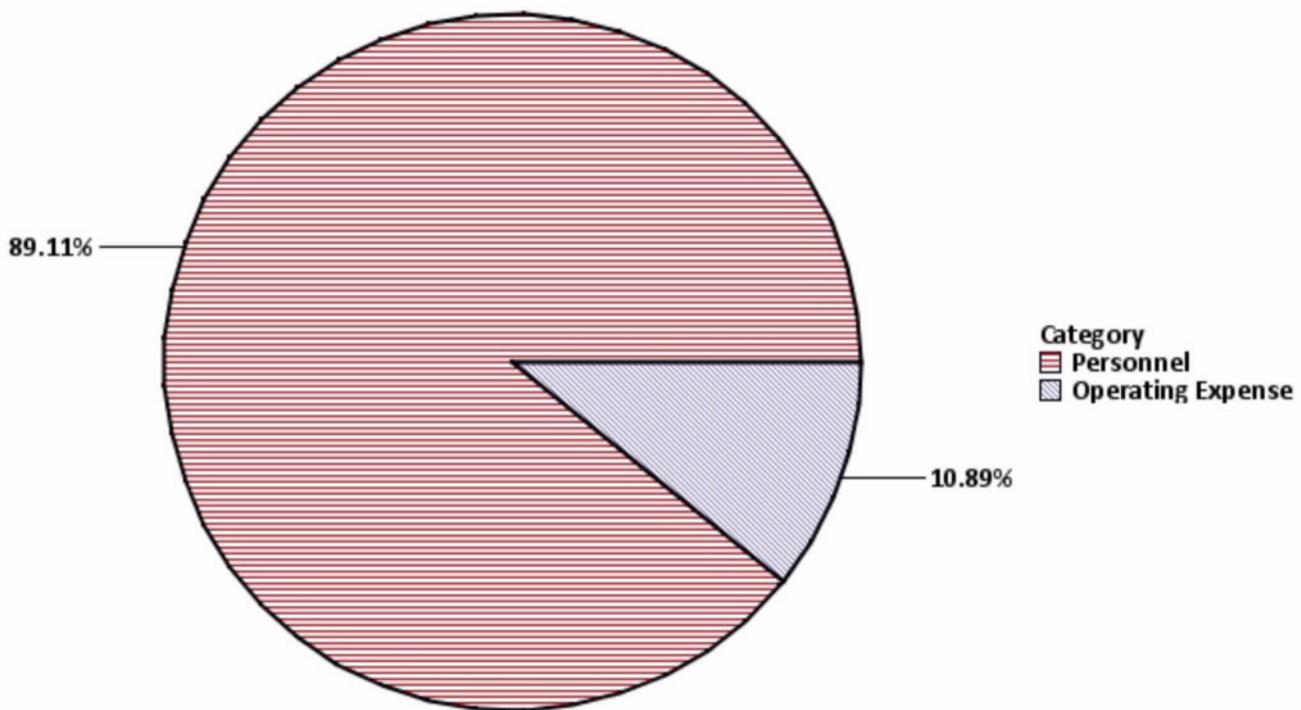
## Description

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 and associated staff provide support to the City Manager in the areas of infrastructure, operations, and finance.

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

## Allocation by Category



# City Manager



## City Manager

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>CITY MANAGER</b>                      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.</p>	3	3
<p><b>DEPUTY CITY MANAGER/CHIEF OF INFRASTRUCTURE</b>                      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.</p>	2	2
<p><b>ASSISTANT CITY MANAGER/CHIEF OF OPERATIONS</b>                      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.</p>	2	2
<p><b>ASSISTANT CITY MANAGER/CHIEF FINANCIAL OFFICER</b>                      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.</p>	2	2
<p><b>STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT</b>                      Coordinates the development and production of the citywide strategic plan and annual plan updates; coordinates resources across departments to measure and manage organizational performance improvement studies.</p>	1	2
<p><b>MANAGEMENT AND ADMINISTRATIVE SUPPORT</b>                      Provides technical, administrative, and clerical support to the City Manager.</p>	5	6
<p><b>INTERNATIONAL AND INTERGOVERNMENTAL AFFAIRS OFFICE</b>                      Interacts with other government agencies; plans and organizes City international events.</p>	2	1
<p><b>UNSAFE STRUCTURES PANEL</b>                      Enforces unsafe structures code.</p>	1	1
<p><b>DIVISION OF COMMUNITY INVESTMENT</b>                      Interacts with community organizations to identify projects and best practices in providing improved quality of live for residents through a self-sufficiency initiative.</p>	0	3
<b>TOTAL FULL-TIME POSITIONS</b>	<b>18</b>	<b>22</b>

# City Manager

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	1,642,960	2,444,954	2,592,192	2,476,700	2,914,400
Operating Expense	30,096	50,236	105,911	202,000	356,200
Capital Outlay	0	1,235	7,055	0	0
Non-Operating Expenses	1,000	0	(1,066)	0	0
	<b>1,674,057</b>	<b>2,496,425</b>	<b>2,704,091</b>	<b>2,678,700</b>	<b>3,270,600</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	1,674,057	2,496,425	2,704,659	2,678,700	3,264,600
General Special Revenue	0	0	(1,144)	0	0
Community Development	0	0	577	0	0
Departmental Improvement Initiative	0	0	0	0	6,000
	<b>1,674,057</b>	<b>2,496,425</b>	<b>2,704,091</b>	<b>2,678,700</b>	<b>3,270,600</b>

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following additions:

Creation of the Division of Community Investment to identify, review, and integrate best practices for improving community quality of life for our residents (GF \$307,100).

Increase in Regular Salaries and Wages for two positions, one position in mid-year which was partially funded to assist with strategic planning and performance improvement and one additional position to assist with performance improvement studies (GF \$161,800).

Transfer of one Administrative Assistant II position to City Attorney (GF \$87,800).

Increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$73,200).

## City Manager

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	1,543,300	0	1,543,300	2,036,500	0	2,036,500
513000 - Other Salaries and Wages	0	0	0	53,800	0	53,800
516000 - Fringe Benefits	41,000	0	41,000	67,900	0	67,900
521000 - Fica Taxes	122,500	0	122,500	137,500	0	137,500
522000 - Retirement Contributions	502,300	0	502,300	400,900	0	400,900
523000 - Life and Health Insurance	267,600	0	267,600	217,800	0	217,800
<b>Personnel</b>	<b>2,476,700</b>	<b>0</b>	<b>2,476,700</b>	<b>2,914,400</b>	<b>0</b>	<b>2,914,400</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	32,000	0	32,000	32,300	0	32,300
531000 - Professional Services	86,100	0	86,100	94,400	0	94,400
534000 - Other Contractual Services	1,000	0	1,000	128,000	0	128,000
540000 - Travel and Per Diem	13,000	0	13,000	13,000	0	13,000
541000 - Communications & Related Services	1,200	0	1,200	1,200	0	1,200
541100 - Postage	2,000	0	2,000	2,400	0	2,400
544000 - Rentals and Leases	4,300	0	4,300	7,300	0	7,300
545011 - Insurance - Vehicle Liability	4,600	0	4,600	200	0	200
545013 - Insurance - General Liability	4,400	0	4,400	5,000	0	5,000
545014 - Insurance - Public Official	2,900	0	2,900	200	0	200
546001 - IT-Repair and Maintenance Services	15,400	0	15,400	16,100	0	16,100
548000 - Promotional Activities	0	0	0	0	6,000	6,000
548100 - Advertising and Related Costs	0	0	0	4,500	0	4,500
549000 - Other Current Charges and Obligations	6,600	0	6,600	11,600	0	11,600
551000 - Office Supplies	5,500	0	5,500	16,700	0	16,700
552000 - Operating Supplies	20,500	0	20,500	14,300	0	14,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,500	0	2,500	3,000	0	3,000
<b>Operating Expense</b>	<b>202,000</b>	<b>0</b>	<b>202,000</b>	<b>350,200</b>	<b>6,000</b>	<b>356,200</b>
<b>Total Expense</b>	<b>2,678,700</b>	<b>0</b>	<b>2,678,700</b>	<b>3,264,600</b>	<b>6,000</b>	<b>3,270,600</b>

# Agenda Coordination

Department Head: Anna M. Medina

Phone: (305) 416-2077

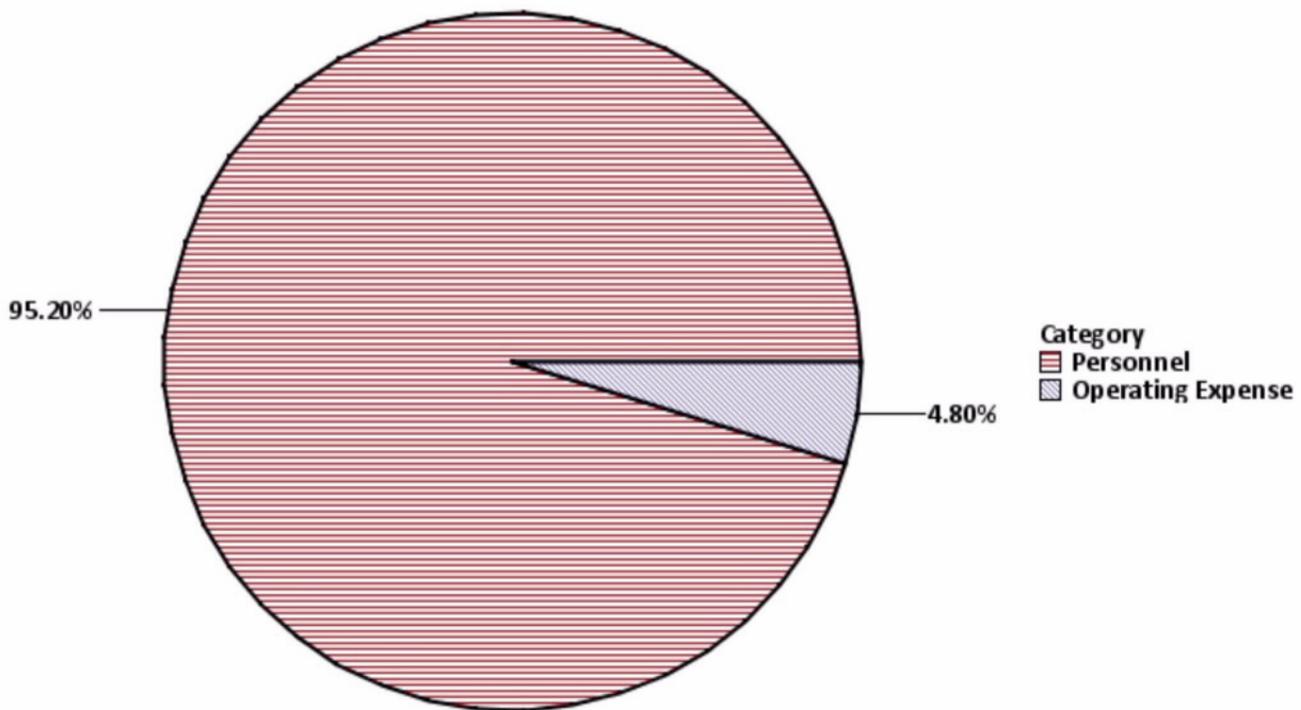
## Description

The Office of Agenda Coordination is responsible for overseeing the preparation of the City Commission agenda. It 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 and the public the opportunity to review Adopted 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 regarding 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 Coordination

## Office of Agenda Coordination

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF AGENDA COORDINATION</b>                      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 and delivery of the agenda.</p>	3	3
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3</b>	<b>3</b>

# Agenda Coordination

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	0	0	0	293,400	325,400
Operating Expense	0	0	0	9,000	16,400
	-	-	-	<b>302,400</b>	<b>341,800</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	0	0	0	302,400	341,800
	-	-	-	<b>302,400</b>	<b>341,800</b>

## Objectives for FY 2015-16

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 2014-15

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.

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

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

Trained, on an on-going basis, Agenda Liaisons on the agenda process.

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following consideration:

Increase in Regular Salaries and Wages due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$9,300).

# Agenda Coordination

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**Performance Metrics**

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Regular items prepared and distributed (number)	N/A	832	748	890
Planning and Zoning items distributed (number)	N/A	200	148	180
Substitutions distributed (number)	N/A	12	3	4

## Office of Agenda Coordination

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	168,500	0	168,500	193,600	0	193,600
516000 - Fringe Benefits	0	0	0	4,800	0	4,800
521000 - Fica Taxes	12,800	0	12,800	15,100	0	15,100
522000 - Retirement Contributions	69,500	0	69,500	77,500	0	77,500
523000 - Life and Health Insurance	42,600	0	42,600	34,400	0	34,400
<b>Personnel</b>	<b>293,400</b>	<b>0</b>	<b>293,400</b>	<b>325,400</b>	<b>0</b>	<b>325,400</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	5,100	0	5,100	5,100	0	5,100
541100 - Postage	0	0	0	1,000	0	1,000
544000 - Rentals and Leases	1,700	0	1,700	0	0	0
545013 - Insurance - General Liability	0	0	0	5,000	0	5,000
545014 - Insurance - Public Official	0	0	0	200	0	200
546001 - IT-Repair and Maintenance Services	0	0	0	2,200	0	2,200
551000 - Office Supplies	2,200	0	2,200	2,200	0	2,200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	700	0	700
<b>Operating Expense</b>	<b>9,000</b>	<b>0</b>	<b>9,000</b>	<b>16,400</b>	<b>0</b>	<b>16,400</b>
<b>Total Expense</b>	<b>302,400</b>	<b>0</b>	<b>302,400</b>	<b>341,800</b>	<b>0</b>	<b>341,800</b>

# City Attorney

Department Head: Victoria Mendez, City Attorney

Phone: (305) 416-1800

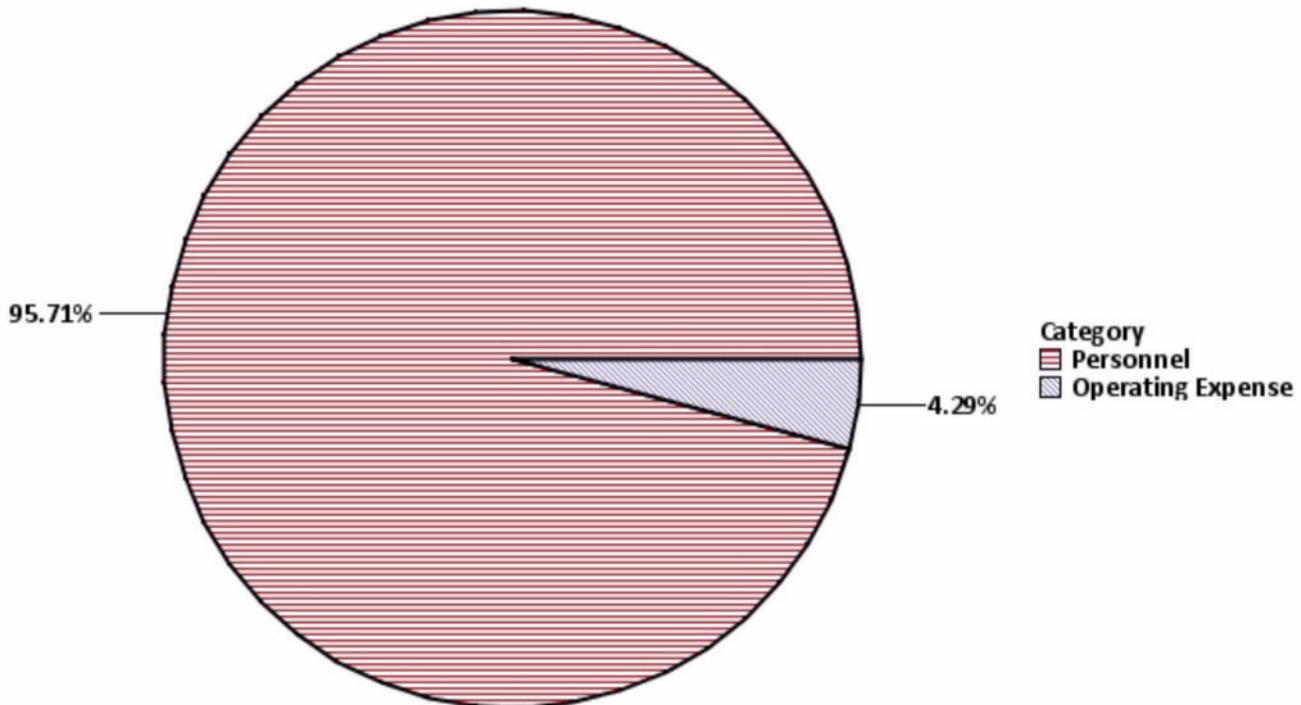
## Description

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 2014-15	FY 2015-16
<b>CITY ATTORNEY</b> 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
<b>ATTORNEYS</b> Assists the City Attorney to oversee and administer all legal matters concerning the City of Miami; 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.	25	27
<b>ADMINISTRATION</b> Performs diversified managerial duties; develops, implements and manages the office budget; implements and enforces office policies 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 the City of Miami's public records coordinator.	4	5
<b>SUPPORT STAFF</b> 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.	25	27
<b>TOTAL FULL-TIME POSITIONS</b>	<b>55</b>	<b>60</b>

**Department Expenditure Summary**

# City Attorney

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	4,139,526	5,472,534	5,849,354	7,204,300	7,288,300
Operating Expense	124,903	210,198	230,702	283,600	326,800
Capital Outlay	0	0	45,417	0	0
Non-Operating Expenses	0	0	29,454	0	0
	<b>4,264,429</b>	<b>5,682,731</b>	<b>6,154,928</b>	<b>7,487,900</b>	<b>7,615,100</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	4,264,429	5,682,731	6,154,928	7,487,900	7,615,100
	<b>4,264,429</b>	<b>5,682,731</b>	<b>6,154,928</b>	<b>7,487,900</b>	<b>7,615,100</b>

## Objectives for FY 2015-16

- Proactively provide legal advice to the City Commission and City administration in order to reduce liabilities.
- Process Legal Service Requests in a timely manner.
- Develop in-house expertise in environmental and real estate matters.
- Continue and expand collection efforts.
- Aggressively address quality of life matters including, but not limited to, code compliance, nuisance abatement, unsafe structures, and squatting situations.
- Aggressively litigate matters on behalf of the City.
- Provide for seamless transition upon departure of senior attorneys and staff.

## Accomplishments in FY 2014-15

- Instituted a comprehensive leadership development program within the Office.
- Promoted efficient and effective policy and procedures regarding Legal Services Requests.
- Developed in-house expertise in the areas of labor, pension matters, and land use.
- Developed in-house advocacy services for the State of Florida Legislative Process by developing the City of Miami's legislative priorities for the 2014 Session. Drafted approximately ten pieces of legislation, including but not limited to, legislation regarding Adult Living Facilities (ALF), firearms, and condominiums.
- Collected 378 liens totaling approximately \$279,000 at the time of writing.
- Assisted in the negotiation of the collective bargaining agreements with AFSCME Local 1971, AFSCME 871, and FOP.
- Prevailed in a wrongful death case with a potential liability of \$6.2 million.
- Settled fifteen Worker's Compensation matters for \$904,500 which had a total life exposure cost of \$5,624,500.

# City Attorney

yielding a savings of \$4,720,000 which is approximately 93.8% savings to the City.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$6,000 and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$190,400).

Increase in Regular Salaries due to the Transfer of an Administrative Assistant II from the City Manager's Office (\$87,800).

Increase in Regular Salaries due to the addition of one Assistant City Attorney (GF \$162,700)

Increase in Regular Salaries due to the addition of one Litigation Assistant II (GF \$46,600)

Increase in Travel and Per-Diem for Continuing Legal Education (GF \$4,500).

Increase in Office Supplies for public records request and additional employees (GF \$5,000)

Increase in Memberships, License, Permits, & Others for ProLaw Software (GF \$13,000).

To reflect the changes made at the second budget hearing there is an increase in Regular Salaries due to the addition of one Special Projects Coordinator to accommodate additional responsibilities regarding support of City Boards (\$56,700).

## **Performance Metrics**

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Litigation matters opened (number)	567	616	598	600
Litigation matters closed (number)	700	682	671	660
Non-litigation matters opened (number)	1,513	2,036	1,927	1,800
Non-litigation matters closed (number)	1,603	2,096	1,791	1,800
Blended Attorney hourly rate (dollars)	61.71	56.74	53.18	57.00
Blended billable hours per Attorney (hours)	1,271	1,200	1,400	1,200

## City Attorney

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	4,586,800	0	4,586,800	4,987,900	0	4,987,900
512010 - Attrition Savings - Salaries	(124,200)	0	(124,200)	(143,400)	0	(143,400)
513000 - Other Salaries and Wages	264,900	0	264,900	136,500	0	136,500
515000 - Special Pay	12,100	0	12,100	23,000	0	23,000
516000 - Fringe Benefits	78,900	0	78,900	83,800	0	83,800
521000 - Fica Taxes	356,900	0	356,900	364,100	0	364,100
522000 - Retirement Contributions	1,361,500	0	1,361,500	1,194,800	0	1,194,800
523000 - Life and Health Insurance	667,400	0	667,400	641,600	0	641,600
<b>Personnel</b>	<b>7,204,300</b>	<b>0</b>	<b>7,204,300</b>	<b>7,288,300</b>	<b>0</b>	<b>7,288,300</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	79,900	0	79,900	80,500	0	80,500
531000 - Professional Services	15,000	0	15,000	30,400	0	30,400
540000 - Travel and Per Diem	13,500	0	13,500	18,000	0	18,000
541000 - Communications & Related Services	600	0	600	600	0	600
541100 - Postage	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	12,900	0	12,900	13,400	0	13,400
545011 - Insurance - Vehicle Liability	9,300	0	9,300	0	0	0
545013 - Insurance - General Liability	8,800	0	8,800	5,000	0	5,000
545014 - Insurance - Public Official	6,000	0	6,000	4,600	0	4,600
546000 - Repair and Maintenance Services	700	0	700	700	0	700
546001 - IT-Repair and Maintenance Services	33,900	0	33,900	52,600	0	52,600
551000 - Office Supplies	15,000	0	15,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	80,000	0	80,000	93,000	0	93,000
<b>Operating Expense</b>	<b>283,600</b>	<b>0</b>	<b>283,600</b>	<b>326,800</b>	<b>0</b>	<b>326,800</b>
<b>Total Expense</b>	<b>7,487,900</b>	<b>0</b>	<b>7,487,900</b>	<b>7,615,100</b>	<b>0</b>	<b>7,615,100</b>

# City Clerk

Department Head: Todd B. Hannon

Phone: (305) 250-5360

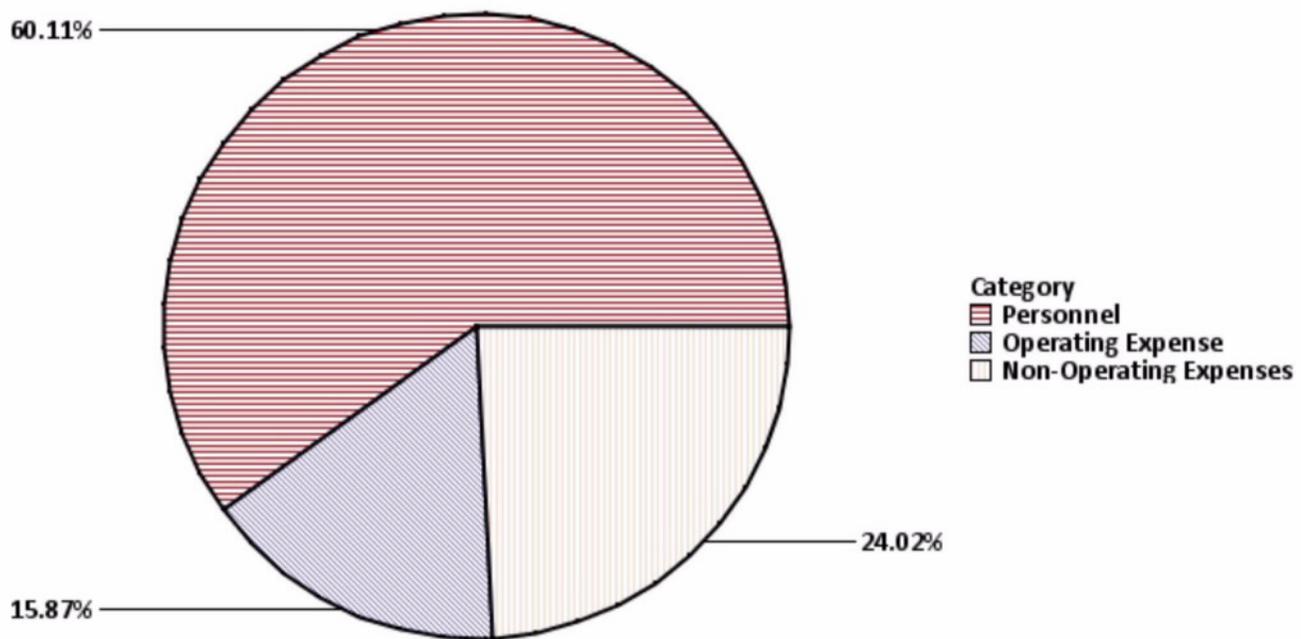
## Description

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 City 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.

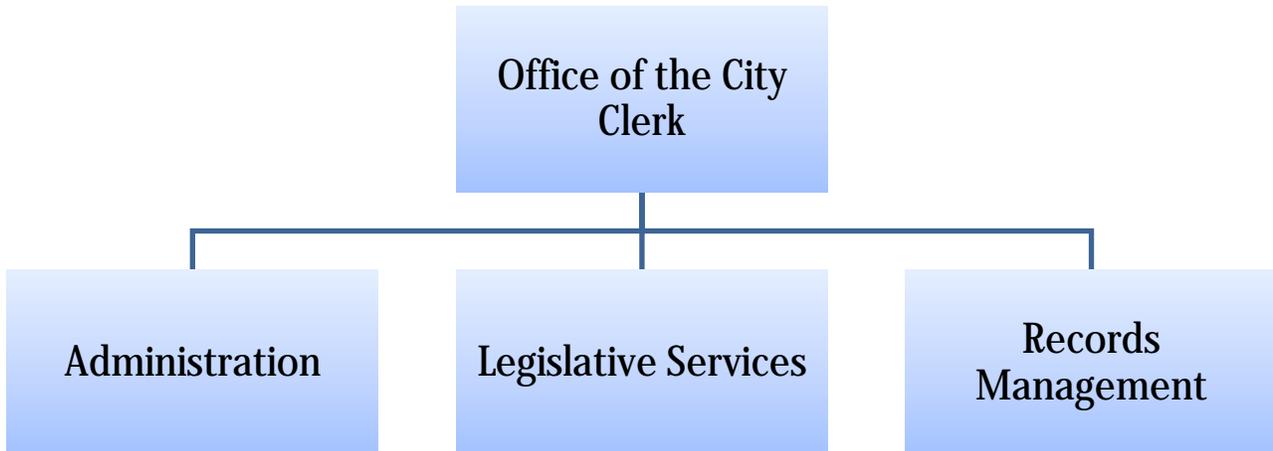
To perform its functions as part of the General Government service area, the Clerk's staff prepares public notices and attends meetings of the City Commission, advisory boards, elections, and others as required. Staff ensures compliance of City records as mandated by Florida Department of State, Division of Library and Information Services. Additionally, the Clerk's Office researches and implements records management best practices and technologies according to industry standards, and maintains a searchable repository of active, inactive, and historical 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 2014-15	FY 2015-16
<b>OFFICE OF THE CITY CLERK</b> Performs the constitutional and statutory responsibilities of the City Clerk; attends and records Commission meetings; prepares and administers oaths of office; maintains official calendars of Commission, Boards and Committee meetings; executes documents as Secretary of the Municipal Corporation and Community Redevelopment Agency (CRA) Board.	1	1
<b>ADMINISTRATION</b> Prepares the annual office budget; attests and archives contracts and agreements; oversees all matters relating to personnel and expenditures; supervises all municipal elections (charter amendments, candidates, referenda, etc.); certifies and declares election results.	4	4
<b>LEGISLATIVE SERVICES</b> 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.	5	5
<b>RECORDS MANAGEMENT</b> Archives 119 years of digitized official records on-site; 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>12</b>	<b>12</b>

# City Clerk

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	932,718	1,157,203	1,276,767	1,383,900	1,376,200
Operating Expense	313,704	319,057	290,505	280,200	363,400
Capital Outlay	0	0	1,431	0	0
Non-Operating Expenses	0	0	0	580,900	550,000
	<b>1,246,422</b>	<b>1,476,261</b>	<b>1,568,704</b>	<b>2,245,000</b>	<b>2,289,600</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	1,048,340	1,267,125	1,395,658	1,526,800	1,624,700
City Clerk Services	198,082	209,135	173,046	718,200	664,900
	<b>1,246,422</b>	<b>1,476,261</b>	<b>1,568,704</b>	<b>2,245,000</b>	<b>2,289,600</b>

## Objectives for FY 2015-16

Complete City Commission meeting after-action reports (marked agenda) within ten calendar days.

Complete City Commission minutes within 25 calendar days.

Scan executed contracts and agreements into Laserfiche within seven calendar days of receipt.

Notify board members of their appointments within established guidelines based upon data generated through the People Offices Management System (POMS).

Fully implement a new and advanced management system that will dramatically improve the business processes and functions associated with Legislative, Agenda, Minutes, Boards, and Web Streaming services.

## Accomplishments in FY 2014-15

Projected to assist 2,610 first-time applicants with the Department of State's application for a United States Passport from October 1, 2014 to September 30, 2015.

Successfully upgraded the City of Miami's webstreaming service (Granicus) used for City Commission and City of Miami board meetings by expanding access to mobile devices and computers that use all major mobile and desktop operating systems.

Assisted the Department of Information Technology and the Procurement Department with a Request for Proposal (RFP) to replace the City's Legislative/Agenda/Minutes/Boards/Web Streaming Management System.

# City Clerk

Enhanced access to the Miami City Code for citizens and City of Miami employees by implementing MunicodeNEXT.

Conducted and supervised the qualification and elections processes for the November 2015 General Municipal Election and assisted in the planning and implementation of the petition process for the 2013 Wynwood Business Improvement District (BID) Boundary Expansion. All 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.

Transmitted over 36 adopted resolutions to various governmental and non-governmental agencies as directed by the City Commission.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$12,800; SR \$1,900) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$24,900).

Increase in Fringe Benefits due to car (GF \$3,600) and cell phone allowance (GF \$900) for Assistant City Clerk for a total amount of \$4,500.

Increase in Other Contractual Services due to the upgrade of Municode Services (GF \$2,000) and VR Systems Annual Renewal Service Fee (GF \$3,000), which allows candidates running for elected office the ability to submit their campaign treasurer reports electronically, for a total amount of \$5,000.

Increase in Other Contractual Services due to the For the Record (FTR) project (SR \$9,100).

Increase in Advertising and Related Costs due to the addition of Miami Today for publication of various City Commission Public Notices (GF \$35,000).

Increase in Operating Supplies for computer and monitor replacement (SR \$28,000).

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).

# City Clerk

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Marked agenda completed within ten calendar days (percent)	91	95	95	95
City Commission minutes completed within 25 calendar days (percent)	100	100	100	100
Contracts and agreements scanned and available in Laserfiche within seven calendar days of receipt (percent)	N/A	80	85	85
Notifications sent to board appointees within 30 calendar days of City Commission approval (percent)	N/A	80	85	90

## City Clerk

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	733,900	37,600	771,500	789,400	40,900	830,300
516000 - Fringe Benefits	4,800	0	4,800	9,300	0	9,300
521000 - Fica Taxes	56,300	2,800	59,100	60,500	3,100	63,600
522000 - Retirement Contributions	303,500	60,400	363,900	319,000	16,500	335,500
523000 - Life and Health Insurance	156,200	28,400	184,600	126,000	11,500	137,500
<b>Personnel</b>	<b>1,254,700</b>	<b>129,200</b>	<b>1,383,900</b>	<b>1,304,200</b>	<b>72,000</b>	<b>1,376,200</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	18,700	3,400	22,100	21,200	1,100	22,300
531000 - Professional Services	50,300	0	50,300	50,300	0	50,300
534000 - Other Contractual Services	48,800	0	48,800	53,800	9,100	62,900
540000 - Travel and Per Diem	600	0	600	600	0	600
541100 - Postage	7,100	2,700	9,800	7,100	2,700	9,800
544000 - Rentals and Leases	2,100	0	2,100	2,100	0	2,100
545011 - Insurance - Vehicle Liability	2,200	0	2,200	0	0	0
545013 - Insurance - General Liability	2,100	0	2,100	5,000	0	5,000
545014 - Insurance - Public Official	1,500	0	1,500	200	0	200
546000 - Repair and Maintenance Services	1,100	0	1,100	1,100	0	1,100
546001 - IT-Repair and Maintenance Services	46,100	0	46,100	52,600	0	52,600
547200 - Printing and Binding-Paper Stock	800	0	800	755	0	755
548100 - Advertising and Related Costs	85,000	0	85,000	120,000	0	120,000
551000 - Office Supplies	3,200	2,000	5,200	3,200	2,000	5,200
552000 - Operating Supplies	800	0	800	755	28,000	28,755
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,700	0	1,700	1,790	0	1,790
<b>Operating Expense</b>	<b>272,100</b>	<b>8,100</b>	<b>280,200</b>	<b>320,500</b>	<b>42,900</b>	<b>363,400</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	580,900	580,900	0	550,000	550,000
<b>Non-Operating Expenses</b>	<b>0</b>	<b>580,900</b>	<b>580,900</b>	<b>0</b>	<b>550,000</b>	<b>550,000</b>
<b>Total Expense</b>	<b>1,526,800</b>	<b>718,200</b>	<b>2,245,000</b>	<b>1,624,700</b>	<b>664,900</b>	<b>2,289,600</b>

# Civil Service

Department Head: Tishria Mindingall

Phone: (305) 416-2020

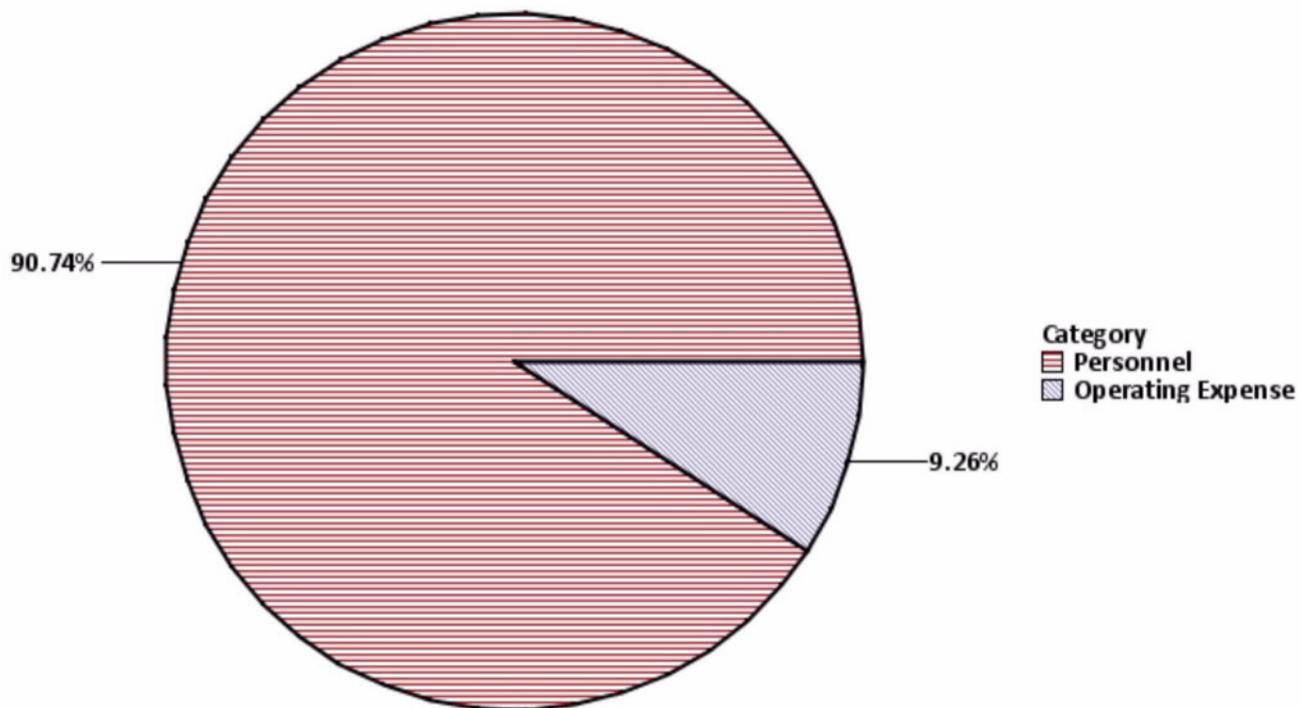
## Description

The Civil Service Board is a Commission-appointed body of five members (three appointed by the Commission, two elected by employees) who are responsible for the enforcement of Section 36 of the City of Miami Charter and Chapter 40 of the 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 Rules 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



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>CIVIL SERVICE</b> Enforces Section 36 of the City of Miami Charter and Chapter 40 of the City of Miami Code of Laws; amends the rules as required; acts as a court hearing appeals of disciplinary actions, grievances, and investigations concerning alleged violations of rules and regulations, and of whistleblower complaints; prepares agendas, issues subpoenas, and organizes reports detailing the outcome of hearings; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3</b>	<b>3</b>

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	264,540	384,080	314,599	388,200	394,700
Operating Expense	21,601	23,538	21,049	36,700	40,300
	<b>286,141</b>	<b>407,618</b>	<b>335,648</b>	<b>424,900</b>	<b>435,000</b>

# Civil Service

## **Objectives for FY 2015-16**

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.

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 ten new employee orientations, eight supervisory orientation sessions, and five 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.

## **Accomplishments in FY 2014-15**

Updated rules as needed, and assisted in formulating personnel hiring and employment policies.

Prepared subpoenas and documented continuances; rescheduled cases, and processed closures of cases.

Conducted five Civil Service Rules workshops and 13 new employee orientation sessions and supervisory orientations.

Published four information bulletins and newsletters.

Conducted 80 investigations 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 the remainder of the fiscal year.

Heard and ruled on 15 appeals, whistleblowers, grievances, investigations, and unsatisfactory service rating matters, while simultaneously increasing settlement agreements in appeals disciplinary matters.

Evaluated and approved five requests for the extension of employee probationary periods.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Regular Salary and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$11,000).

## **Performance Metrics**

## Civil Service

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters heard (number)	18	20	20	12
Cases closed (number)	20	20	40	12
Subpoenas prepared and processed (number)	120	100	30	30
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	85	80	90	90
Civil Service Rules workshops conducted (number)	4	4	6	5
New employee and supervisor orientation training sessions conducted (number)	13	15	12	18
Subpoenas processed within two business days of receipt (percent)	N/A	100	100	100
Civil Service Board meeting minutes completed within seven calendar days (percent)	N/A	100	100	100

## Civil Services

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
511000 - Executive Salaries	10,800	0	10,800	14,400	0	14,400
512000 - Regular Salaries and Wages	216,000	0	216,000	229,400	0	229,400
516000 - Fringe Benefits	7,200	0	7,200	4,800	0	4,800
521000 - Fica Taxes	17,800	0	17,800	19,000	0	19,000
522000 - Retirement Contributions	93,800	0	93,800	92,700	0	92,700
523000 - Life and Health Insurance	42,600	0	42,600	34,400	0	34,400
<b>Personnel</b>	<b>388,200</b>	<b>0</b>	<b>388,200</b>	<b>394,700</b>	<b>0</b>	<b>394,700</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	5,100	0	5,100	5,100	0	5,100
531010 - Professional Services- Legal Services	22,000	0	22,000	22,000	0	22,000
540000 - Travel and Per Diem	3,200	0	3,200	1,000	0	1,000
541000 - Communications & Related Services	0	0	0	1,200	0	1,200
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	1,400	0	1,400	800	0	800
545011 - Insurance - Vehicle Liability	500	0	500	0	0	0
545013 - Insurance - General Liability	500	0	500	5,000	0	5,000
545014 - Insurance - Public Official	400	0	400	200	0	200
546000 - Repair and Maintenance Services	0	0	0	700	0	700
546001 - IT-Repair and Maintenance Services	2,200	0	2,200	2,700	0	2,700
547200 - Printing and Binding- Paper Stock	200	0	200	200	0	200
549000 - Other Current Charges and Obligations	200	0	200	400	0	400
551000 - Office Supplies	200	0	200	200	0	200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	700	0	700
<b>Operating Expense</b>	<b>36,700</b>	<b>0</b>	<b>36,700</b>	<b>40,300</b>	<b>0</b>	<b>40,300</b>
<b>Total Expense</b>	<b>424,900</b>	<b>0</b>	<b>424,900</b>	<b>435,000</b>	<b>0</b>	<b>435,000</b>

# Code Compliance

Department Head: Eli Gutierrez

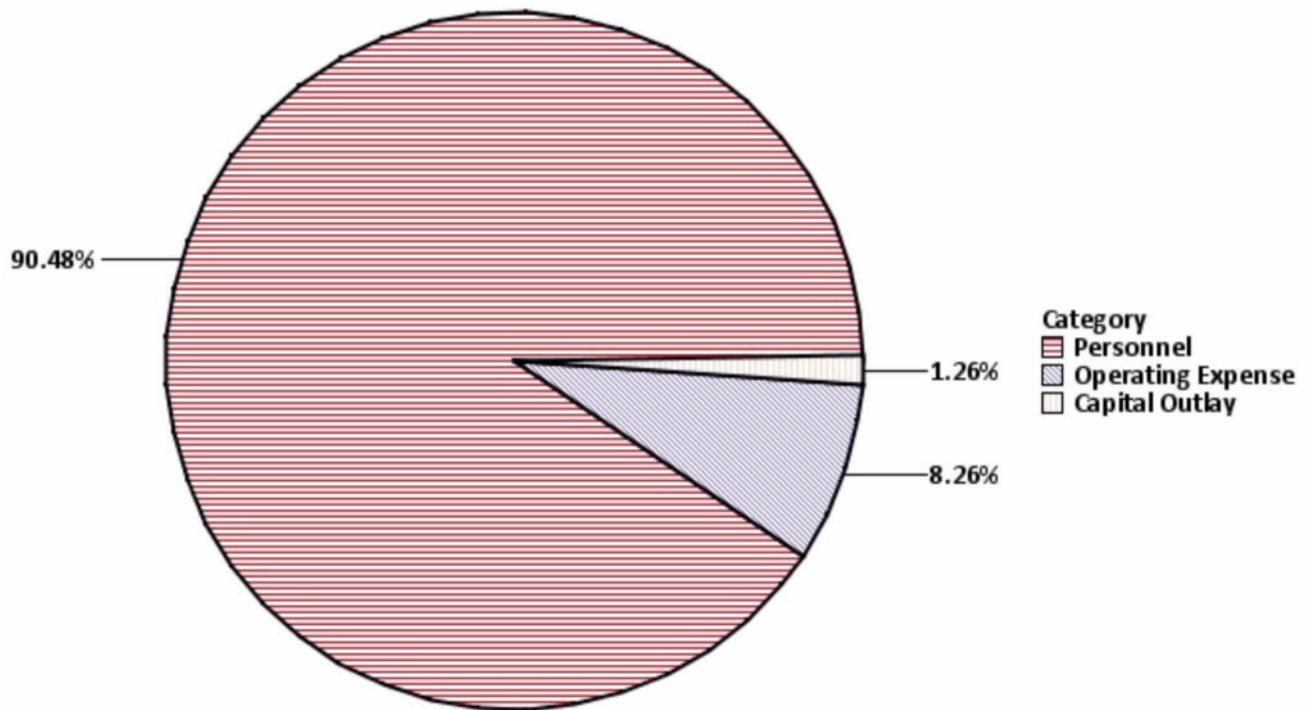
Phone: (305) 416-2087

## Description

The Office of Code Compliance is responsible for enforcing and educating both residents and business owners on the City's codes and ordinances. Code Compliance staff notify residents and business owners of code violation and educate them about possible future violations. They also work with all stakeholders to bring violations into compliance. Through their efforts, the City is able to achieve a better quality of life for residents, business owners, and visitors.

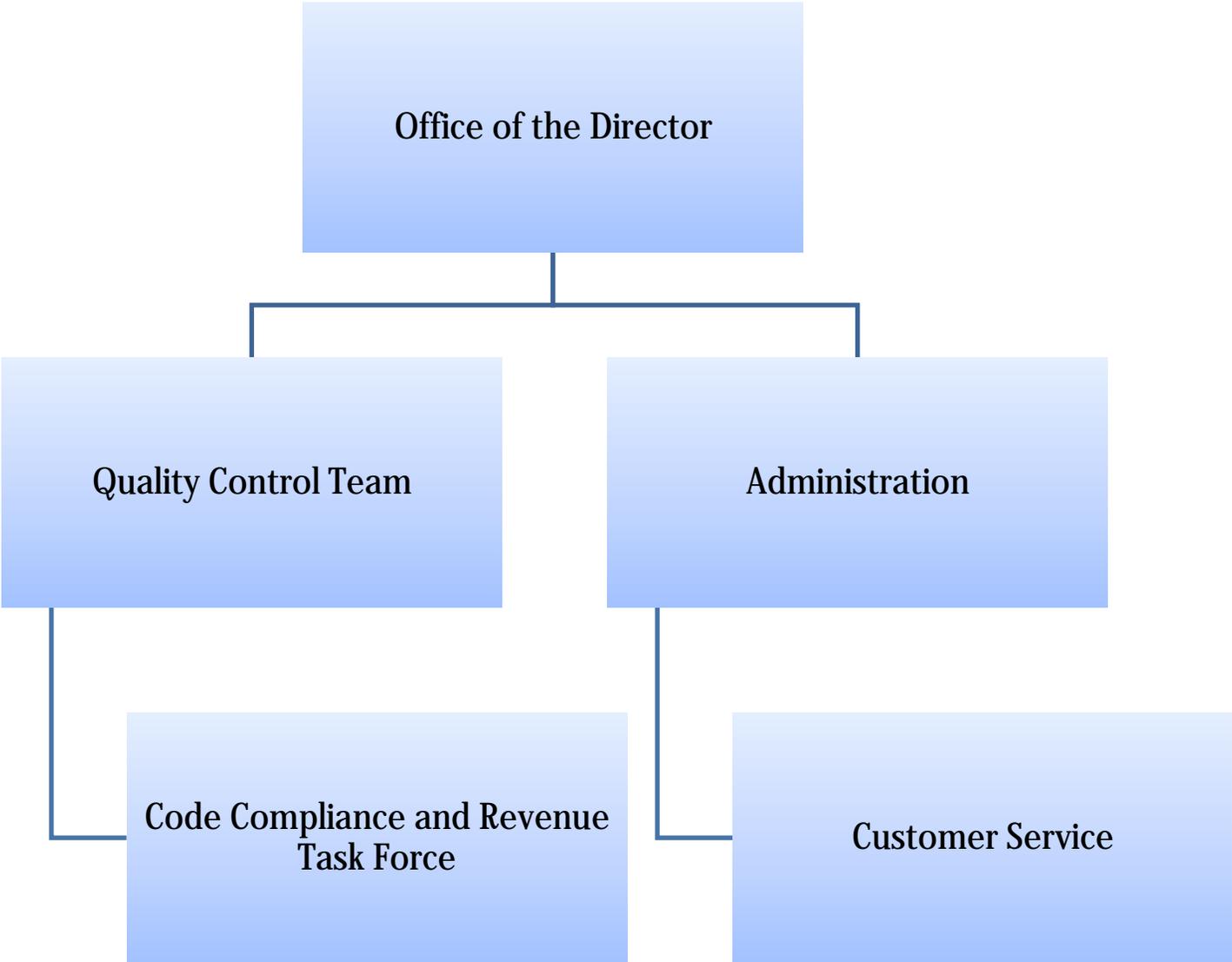
The stakeholders are property owners, homeowners' associations, business owners, and residents.

## Allocation by Category



# Code Compliance

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## Code Compliance

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Provides leadership, guidance, and vision for the Department; assists other City Departments and agencies with code compliance issues, ordinances, and the City Charter.</p>	1	1
<p><b>CODE COMPLIANCE AND REVENUE TASK FORCE</b> Patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; works with the community to resolve code violations; processes Certificates of Use (CU) and Business Tax Receipts (BTR) for businesses found non-compliant in the field; collects outstanding fees.</p>	42	41
<p><b>ADMINISTRATION</b> Provides administrative support for budgeting, billing, collections, lien processing, human resources, and procurement.</p>	3	2
<p><b>QUALITY CONTROL TEAM</b> 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.</p>	6	4
<p><b>CUSTOMER SERVICE</b> Provides customer service via phone and in person; assists with clerical duties such as inventory control, payroll, file maintenance, mailings, data entry and performs other clerical support functions as needed.</p>	0	4
<b>TOTAL FULL-TIME POSITIONS</b>	<b>52</b>	<b>52</b>

# Code Compliance

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	2,790,226	4,079,325	3,967,895	4,219,400	5,053,100
Operating Expense	430,544	342,290	449,351	411,300	461,300
Capital Outlay	11,525	24,102	8,642	0	70,100
	<b>3,232,295</b>	<b>4,445,717</b>	<b>4,425,887</b>	<b>4,630,700</b>	<b>5,584,500</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	3,025,066	4,332,045	4,287,011	4,630,700	5,584,500
Net Offices & Code Enforcement (SR)	207,229	113,672	138,876	0	0
	<b>3,232,295</b>	<b>4,445,717</b>	<b>4,425,887</b>	<b>4,630,700</b>	<b>5,584,500</b>

## Objectives for FY 2015-16

Return phone calls and emails within 48 hours.

Educate residents on Code Compliance issues when inspecting businesses, speaking at association meeting, and after achieving compliance by giving them tips on how to avoid code violations.

Target illegal signs in the City of Miami focusing on major corridors including State and County Rights of Ways.

Replace CityView with an updated inspection module program (GF \$70,000).

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

## Accomplishments in FY 2014-15

Collected over \$2 million in licenses for all new business and delinquent CU and BTR balances owed.

Continue to encourage residents to work closely with Neighborhood Enhancement Team (NET) area offices and the Solid Waste Department to become more familiar with illegal dumping and waste pick-up-schedule as part of the Keep Miami clean campaign.

Filled 11 of 14 vacancies in the Code Compliance Department.

Investigated and responded all 311 complaints within ten days of receipt.

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

# Code Compliance

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Operating Supplies due to upgrades and licenses for new software for the inspections module (GF \$70,000).

Increase in Travel and Per Diem for training and educational blitzes (GF \$3,000).

The Adopted Budget includes the following additional consideration:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$16,700) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$28,900).

The Adopted Budget includes the following additional consideration:

Decrease in funding from the Community Development Block Grant funding for Code Compliance Inspectors replaced with general fund funding (GF \$670,000).

## **Performance Metrics**

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	28,099	26,564	15,147	22,000
Collections from new/outstanding BTR and CU inspections (dollars)	2,511,550	2,558,443	2,300,980	2,500,000
Respond to 311 complaints within 10 days (percent)	99	98.3	72%	99
Qualitative Code Compliance Customer Service Survey (percent of excellence)	N/A	N/A	N/A	80

## Code Compliance

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
511000 - Executive Salaries	3,600	0	3,600	0	0	0
512000 - Regular Salaries and Wages	2,162,400	0	2,162,400	3,058,700	0	3,058,700
512010 - Attrition Savings - Salaries	0	0	0	(45,200)	0	(45,200)
516000 - Fringe Benefits	30,000	0	30,000	35,100	0	35,100
521000 - Fica Taxes	167,200	0	167,200	236,300	0	236,300
522000 - Retirement Contributions	1,117,800	0	1,117,800	1,172,400	0	1,172,400
523000 - Life and Health Insurance	738,400	0	738,400	595,800	0	595,800
<b>Personnel</b>	<b>4,219,400</b>	<b>0</b>	<b>4,219,400</b>	<b>5,053,100</b>	<b>0</b>	<b>5,053,100</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	88,400	0	88,400	89,100	0	89,100
531000 - Professional Services	140,000	0	140,000	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	24,000	0	24,000	27,100	0	27,100
541000 - Communications & Related Services	7,200	0	7,200	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	7,700	0	7,700	0	0	0
545013 - Insurance - General Liability	4,900	0	4,900	5,000	0	5,000
545014 - Insurance - Public Official	4,500	0	4,500	200	0	200
546001 - IT-Repair and Maintenance Services	49,800	0	49,800	103,700	0	103,700
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	12,000	0	12,000	16,200	0	16,200
<b>Operating Expense</b>	<b>411,300</b>	<b>0</b>	<b>411,300</b>	<b>461,300</b>	<b>0</b>	<b>461,300</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	70,100	0	70,100
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,100</b>	<b>0</b>	<b>70,100</b>
<b>Total Expense</b>	<b>4,630,700</b>	<b>0</b>	<b>4,630,700</b>	<b>5,584,500</b>	<b>0</b>	<b>5,584,500</b>

# Communications and Protocol

Department Head: Diana Gonzalez

Phone: (305) 416-1440

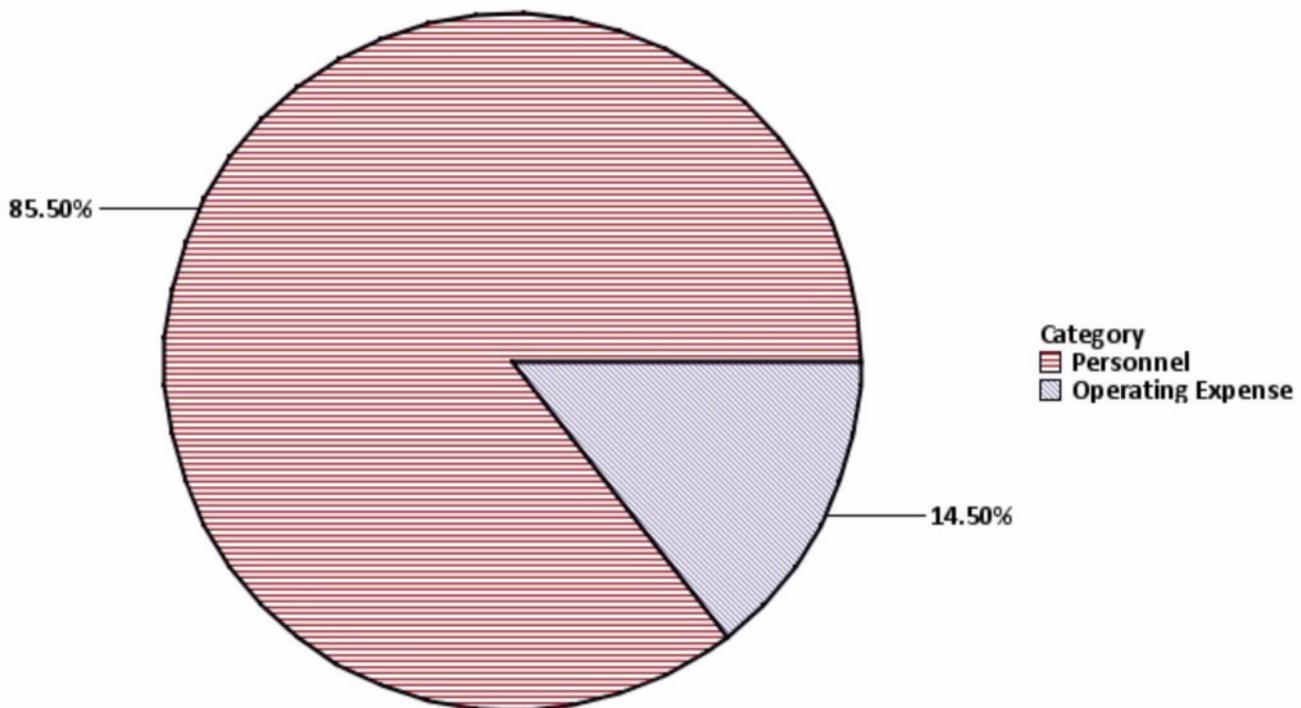
## Description

The Office of Communications and Protocol and the Mayor's International Council is the source of all official information for the City of Miami and promotes the public image of the City of Miami across many different media platforms.

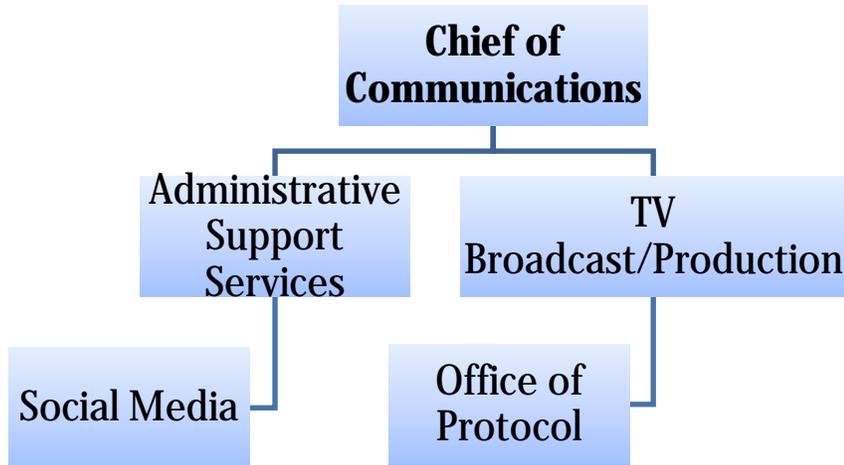
The Office is vital in keeping the community informed, especially during emergency situations, by transmitting public service announcements. Staff disseminates important information about City operations and events that are generated by City officials. Staff uses various transmission mediums such as television, the internet, Twitter, Facebook, YouTube, newspapers, radio, and others to reach a wide audience. The Office of Communications 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 presence daily by designing and managing content and uploading video and photo components. The Office of Communications and Protocol also generates media advisories and press releases, organizes press conferences and presentations, promotes community events, and ensures that all of the City's communications reach residents through modern 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 with countries outside of the U.S. to bring business, tourism, and other economic interests to the City of Miami. 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. Furthermore, the MIC identifies and attracts international corporations to establish themselves in Miami. In addition, the Office of Communications and Protocol is also responsible for the writing and editing of proclamations and community information material for or about the City of Miami.

Primary stakeholders include the Mayor, City Commissioners, department heads, City residents, and visitors.

## Allocation by Category



## Communications and Protocol



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>CHIEF OF COMMUNICATIONS</b> 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
<b>ADMINISTRATIVE SUPPORT SERVICES</b> 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; performs technical and professional goodwill functions at honorary ceremonies; prepares recognition documents for City honorees.	3	3
<b>SOCIAL MEDIA</b> Develops, maintains, and supports the web-based content for the City's web pages and social media.	1	1
<b>TV BROADCAST/PRODUCTION</b> 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
<b>OFFICE OF PROTOCOL</b> Performs technical and professional goodwill functions at honorary ceremonies; prepares recognition documents for City honorees.	1	0
<b>TOTAL FULL-TIME POSITIONS</b>	<b>12</b>	<b>11</b>

# Communications and Protocol

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	328,499	805,070	964,322	1,066,100	960,900
Operating Expense	43,745	84,863	59,936	81,300	162,900
Capital Outlay	5,087	8,191	26,194	0	0
Non-Operating Expenses	0	235	600	0	0
	<b>377,331</b>	<b>898,357</b>	<b>1,051,051</b>	<b>1,147,400</b>	<b>1,123,800</b>

## Objectives for FY 2015-16

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

Incorporate advertisements on internet, webpage, and mobile devices to generate revenue for the City.

Continue to assist and coordinate, video, photographic, and translation services with City departments and elected officials; 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 as well as 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.

Create a mobile application for both Android and iPhone to increase residents' and visitors' accessibility to City departments, programs, and information.

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 as well as increase the number of followers of 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 Consular Corps to attract new businesses, increase tourism, and bring investments to the City.

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

## Accomplishments in FY 2014-15

Promoted tourism and the local economy through original City-produced programming and video presentations highlighting the City of Miami which were shown to international guests and dignitaries during their visits and at international meetings and conferences including Spain, Mexico, and Colombia.

Provided videos, photographic, and translation services as well as training videos, presentations, publications, print material, letters to residents, and event coverage to other City departments and the offices of elected officials.

Informed international, national, and local media through press releases, media advisories, and emails.

Responded and coordinated media requests and inquiries with all City departments and elected officials.

## Communications and Protocol

Provided residents, visitors, and businesses in the City of Miami with accurate information through original programming on Channel 77, Channel 99, press releases, content on the City's web page and social media sites on community-related events, public service topics, and the latest happenings in the City.

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

Improved and added new features to the City's website, such as the addition of search tools, buttons that increase transition speed to different pages, and intranet to better assist residents and City employees in accessing important information.

Worked with various television and radio stations and obtained airtime at no cost to promote city programs and inform residents, visitors, and businesses.

Transmitted on Comcast and Uverse; upgraded cameras to record digital format; and upgraded the software that is used for transmission to television stations.

In addition to the City's Facebook pages and Twitter account, helped other departments launch individual accounts.

Increased the City's presence on social media through new formats and services including Google+ and Instagram.

Expanded the City's processes on various social media by updating news feeds with press releases and videos.

Increased the City's participation in international events through the Mayor's International Council, the Consular Corps, and Sister Cities, by executing six new agreements with the help of Board Members and Special Ambassadors to further position the City of Miami as an international destination for tourism, trade and business.

Promoted a 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, tourist, and businesses.

Increased our distribution list on Constant Contact to optimize our reach with press releases and media advisories published.

Updated and added protocol documents and items to present at goodwill functions as well as to distinguished citizens and visitors of the City of Miami.

### **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following reductions:

Decrease in Regular Salaries and Wages due the transfer of the Protocol Officer to Human Resources (GF \$65,700).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$5,800) and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$21,900).

Increase in Other Contractual Services for the purchase of protocol items and the Mayor's International Council (GF \$30,000).

## Communications and Protocol

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Produced capsules for website and City channel (number)	209	250	300	325
Events and meetings filmed and or photographed (number)	435	485	530	550
City website pages updated with new layout and information (number)	484	550	600	610
Press releases and media advisories issued (number)	530	650	700	730
Media requests processed (number)	300	350	400	675
Tweets promoting City events, programs, and information (number)	387	500	600	675
Protocol Presentations(number)	N/A	984	1,000	1,025
Improve the quality of programming on Channel 77 by showcasing the City's past, present and future (percent)	N/A	N/A	N/A	20%

## Office of Communications and Protocol

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	621,300	0	621,300	603,100	0	603,100
512010 - Attrition Savings - Salaries	0	0	0	(22,000)	0	(22,000)
521000 - Fica Taxes	47,500	0	47,500	46,100	0	46,100
522000 - Retirement Contributions	241,100	0	241,100	207,700	0	207,700
523000 - Life and Health Insurance	156,200	0	156,200	126,000	0	126,000
<b>Personnel</b>	<b>1,066,100</b>	<b>0</b>	<b>1,066,100</b>	<b>960,900</b>	<b>0</b>	<b>960,900</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	18,700	0	18,700	18,800	0	18,800
534000 - Other Contractual Services	15,000	0	15,000	45,000	0	45,000
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
541100 - Postage	400	0	400	500	0	500
544000 - Rentals and Leases	2,500	0	2,500	2,500	0	2,500
545011 - Insurance - Vehicle Liability	1,300	0	1,300	0	0	0
545013 - Insurance - General Liability	1,200	0	1,200	5,000	0	5,000
545014 - Insurance - Public Official	1,000	0	1,000	200	0	200
546000 - Repair and Maintenance Services	5,000	0	5,000	5,000	0	5,000
546001 - IT-Repair and Maintenance Services	7,700	0	7,700	12,000	0	12,000
548100 - Advertising and Related Costs	0	0	0	0	44,400	44,400
551000 - Office Supplies	2,500	0	2,500	3,500	0	3,500
552000 - Operating Supplies	15,500	0	15,500	15,500	0	15,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,500	0	2,500	2,500	0	2,500
<b>Operating Expense</b>	<b>81,300</b>	<b>0</b>	<b>81,300</b>	<b>118,500</b>	<b>44,400</b>	<b>162,900</b>
<b>Total Expense</b>	<b>1,147,400</b>	<b>0</b>	<b>1,147,400</b>	<b>1,079,400</b>	<b>44,400</b>	<b>1,123,800</b>

# Equal Opportunity and Diversity Programs

Department Head: Angela Roberts

Phone: (305) 416-1990

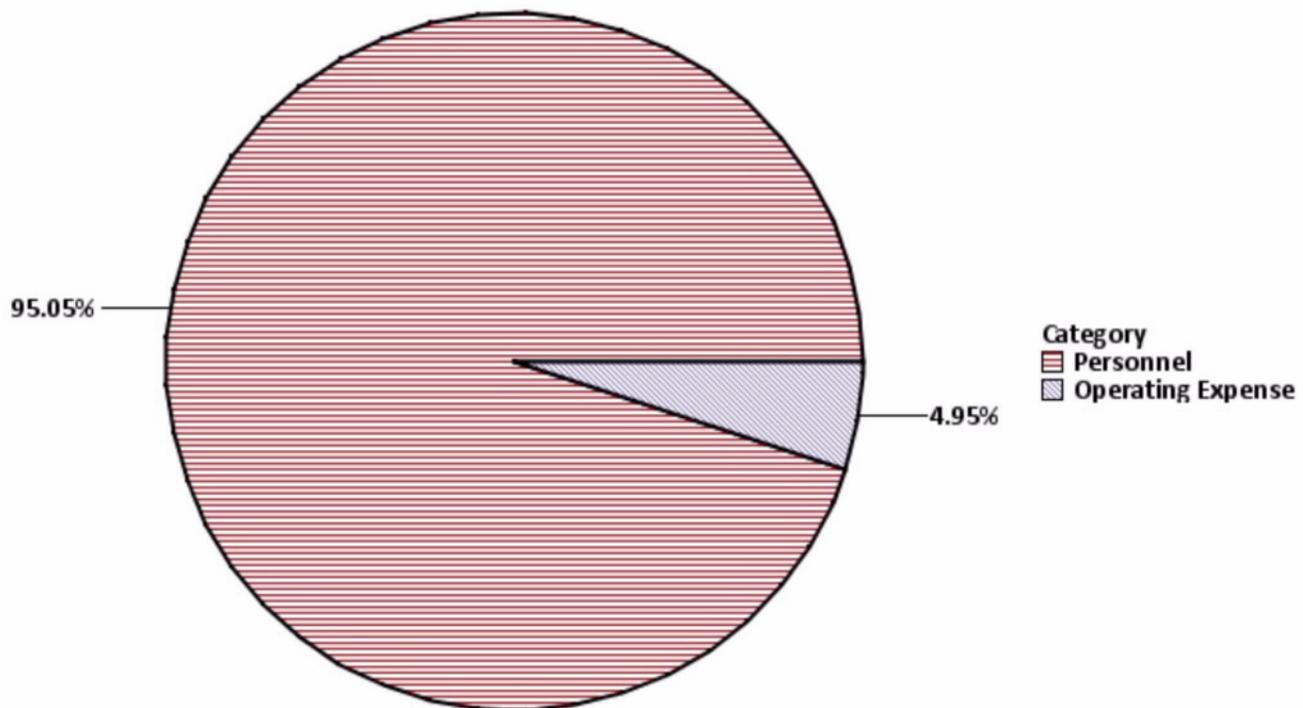
## Description

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 (EEOC), the Florida Commission on Human Relations, and the 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. It 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 2014-15	FY 2015-16
<b>EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS</b> 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3</b>	<b>3</b>

# Equal Opportunity and Diversity Programs

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	235,396	293,239	244,972	333,300	351,600
Operating Expense	2,349	5,480	8,858	11,600	18,300
	<b>237,745</b>	<b>298,719</b>	<b>253,829</b>	<b>344,900</b>	<b>369,900</b>

## Objectives for FY 2015-16

Continue to ensure the City's compliance with Equal Employment Opportunity (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 2014-15

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

Completed investigation of over 50 cases formally filed with EODP or the EEOC since October 2014.

Conducted over 50 EEO trainings for over 1,400 employees, thus eliminating the City's need to allocate funding for 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 EEOC as part of its mandate under Title VII of the Civil Rights Act of 1964, as amended.

Attended four webinars and one seminar related to the regulation and/or amendments of state, local, and federal laws.

Became an active member of the Society for Diversity.

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following additions:

Increase in Regular Salary and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$10,100).

## Equal Opportunity and Diversity Programs

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Case investigations completed (number)	10	25	25	35
Percentage of internal case investigations completed within 25 calendar days (percent)	N/A	N/A	92	98
Percentage of local, state, and federal (external) case investigations completed within 30 calendar days (percent)	N/A	N/A	96	98
Employees provided with mandatory EEO training (number)	600	600	800	700
Percentage of employees attending mandatory training every 3 years (percent)	N/A	N/A	33	90
Employees provided with additional empowerment trainings (number)	N/A	N/A	200	200
Percentage of overall satisfaction from mandatory and empowerment training evaluations (percentage)	N/A	N/A	80	100
Certification lists reviewed and approved (number)	65	225	250	300
Percentage of Certification Lists processed and returned to Departments within one day (percent)	N/A	N/A	99	99

## Equal Opportunity and Diversity Programs

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	193,100	0	193,100	211,000	0	211,000
516000 - Fringe Benefits	3,000	0	3,000	4,500	0	4,500
521000 - Fica Taxes	14,900	0	14,900	16,500	0	16,500
522000 - Retirement Contributions	79,700	0	79,700	85,200	0	85,200
523000 - Life and Health Insurance	42,600	0	42,600	34,400	0	34,400
<b>Personnel</b>	<b>333,300</b>	<b>0</b>	<b>333,300</b>	<b>351,600</b>	<b>0</b>	<b>351,600</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	5,100	0	5,100	5,100	0	5,100
540010 - Training	0	0	0	600	0	600
541000 - Communications & Related Services	0	0	0	1,000	0	1,000
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	800	0	800	800	0	800
545011 - Insurance - Vehicle Liability	500	0	500	0	0	0
545013 - Insurance - General Liability	500	0	500	5,000	0	5,000
545014 - Insurance - Public Official	300	0	300	200	0	200
546000 - Repair and Maintenance Services	0	0	0	700	0	700
546001 - IT-Repair and Maintenance Services	1,700	0	1,700	2,200	0	2,200
547200 - Printing and Binding-Paper Stock	300	0	300	300	0	300
551000 - Office Supplies	700	0	700	700	0	700
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	600	0	600	600	0	600
<b>Operating Expense</b>	<b>11,600</b>	<b>0</b>	<b>11,600</b>	<b>18,300</b>	<b>0</b>	<b>18,300</b>
<b>Total Expense</b>	<b>344,900</b>	<b>0</b>	<b>344,900</b>	<b>369,900</b>	<b>0</b>	<b>369,900</b>

# Office of Film and Entertainment

Department Head: Vicente Betancourt

Phone: (305) 416-1072

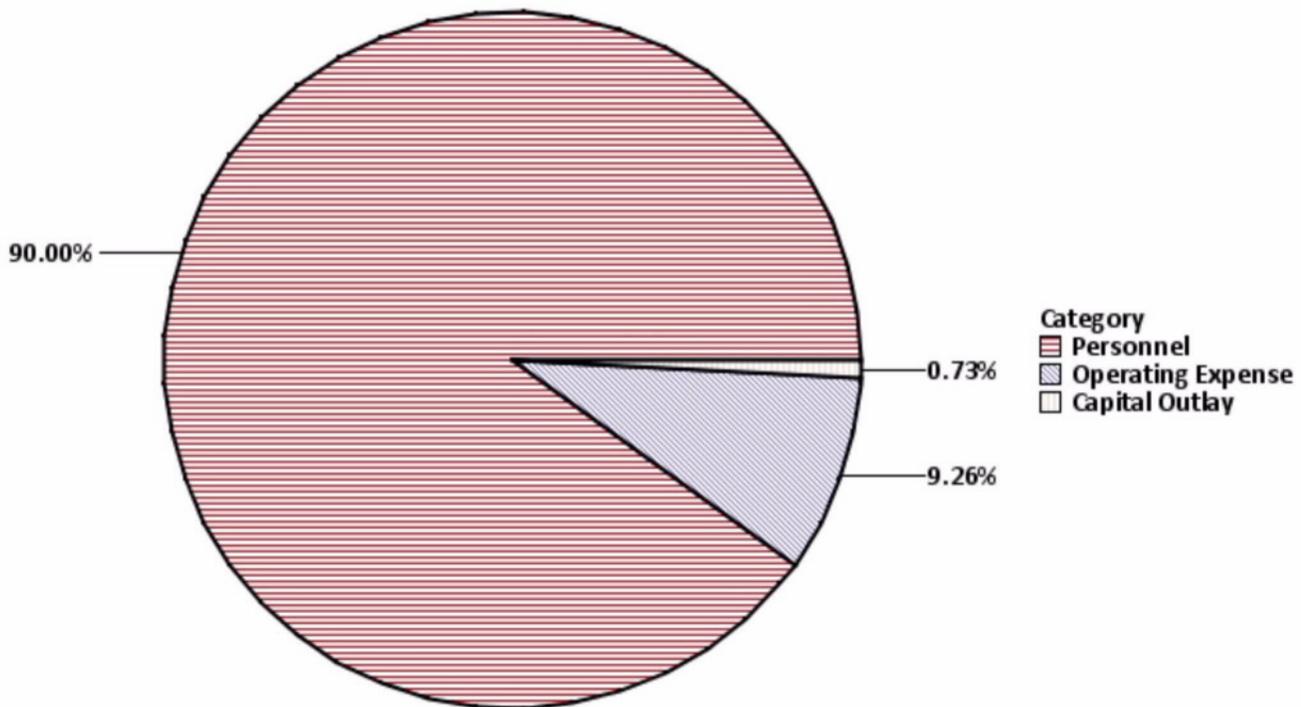
## Description

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, businesses, and visitors alike.

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 the City, 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 Office also facilitates and coordinates all logistics and City services related to special events and cultural affairs. This section processes and approves permit applications for all events located within the City of Miami. The well-known festivals of “Calle Ocho,” “Martin Luther King Jr. Parade,” “Art Basel,” “Three Kings Parade,” “ULTRA Music Festival,” “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



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>OFFICE OF FILM AND ENTERTAINMENT</b> 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.	4	4
<b>TOTAL FULL-TIME POSITIONS</b>	<b>4</b>	<b>4</b>

**Department Expenditure Summary**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	0	0	0	334,900	343,000
Operating Expense	0	0	0	6,800	35,300
Capital Outlay	0	0	0	0	2,800
	-	-	-	<b>341,700</b>	<b>381,100</b>

**Department / Fund Relationship**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	0	0	0	341,700	381,100
	-	-	-	<b>341,700</b>	<b>381,100</b>

**Objectives for FY 2015-16**

- Create and promote opportunities for artist and cultural organizations to visit the City of Miami.
- Provide information and cultural resources for residents and visitors through websites and social media.
- Revise the City Code to implement new fees for Special Events application process.
- Finalize the enhancement of the Special Events website to better serve the customers.
- Streamline policies and procedures to increase efficiency and effectiveness in the film and special events process.

# Office of Film and Entertainment

## Accomplishments in FY 2014-15

Increased the efficiency and effectiveness of the Film and Special Events application process with the implementation of a new web form that facilitated the submission of applications.

Found and facilitated opportunities for international trade and cultural exchange, working with consulate in Brazil and Spain to create cultural events and film projects in the City of Miami.

Motivated national and local organizations to sponsor special events in the City of Miami.

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following addition:

Increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$8,500).

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Film permit applications processed (number)	900	1,398	726	900
Film permit applications approved (number)	657	700	717	900
Special event applications processed (number)	43	180	252	220
Special event applications approved (number)	43	148	202	220
Days of production in the City (number)	2,504	1,934	1,675	2,048
Total revenue generated from Special Events (dollars)	1,398,913	2,157,931	3,255,706	3,700,000
Total revenue generated from Film (dollars)	302,497	234,759	131,640	200,000

## Office of Film and Entertainment

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	222,600	0	222,600	182,900	0	182,900
513000 - Other Salaries and Wages	0	0	0	27,600	0	27,600
516000 - Fringe Benefits	600	0	600	600	0	600
521000 - Fica Taxes	17,100	0	17,100	14,000	0	14,000
522000 - Retirement Contributions	52,000	0	52,000	72,100	0	72,100
523000 - Life and Health Insurance	42,600	0	42,600	45,800	0	45,800
<b>Personnel</b>	<b>334,900</b>	<b>0</b>	<b>334,900</b>	<b>343,000</b>	<b>0</b>	<b>343,000</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	5,100	0	5,100	5,100	0	5,100
540000 - Travel and Per Diem	0	0	0	12,500	0	12,500
541000 - Communications & Related Services	0	0	0	1,500	0	1,500
541100 - Postage	0	0	0	100	0	100
544000 - Rentals and Leases	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	0	0	0	5,000	0	5,000
545014 - Insurance - Public Official	0	0	0	200	0	200
546000 - Repair and Maintenance Services	0	0	0	900	0	900
546001 - IT-Repair and Maintenance Services	0	0	0	3,100	0	3,100
551000 - Office Supplies	1,700	0	1,700	2,400	0	2,400
552200 - Clothing/Uniform Supplies	0	0	0	500	0	500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	3,000	0	3,000
<b>Operating Expense</b>	<b>6,800</b>	<b>0</b>	<b>6,800</b>	<b>35,300</b>	<b>0</b>	<b>35,300</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	2,800	0	2,800
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,800</b>	<b>0</b>	<b>2,800</b>
<b>Total Expense</b>	<b>341,700</b>	<b>0</b>	<b>341,700</b>	<b>381,100</b>	<b>0</b>	<b>381,100</b>

# Finance

Department Head: Jose M. Fernandez, CPA

Phone: (305) 416-1324

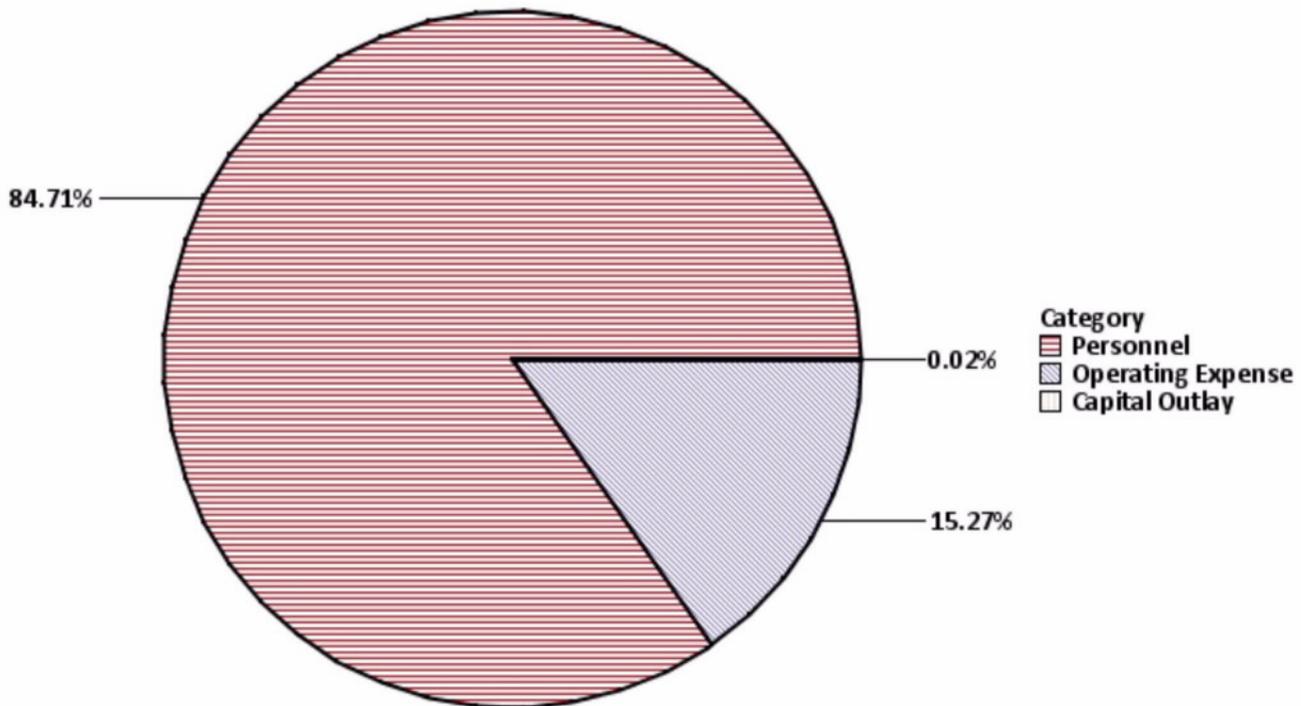
## Description

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 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(BTRs), grants monitoring, and treasury and debt management. The Department also conducts financial system training; coordinates the annual financial audit, the State of Florida Audit, and the Federal Single Audit; and prepares routine accounting reports, the City's Comprehensive Annual Financial Report (CAFR), the Single Audit Report, and the State of Florida Annual Financial Report.

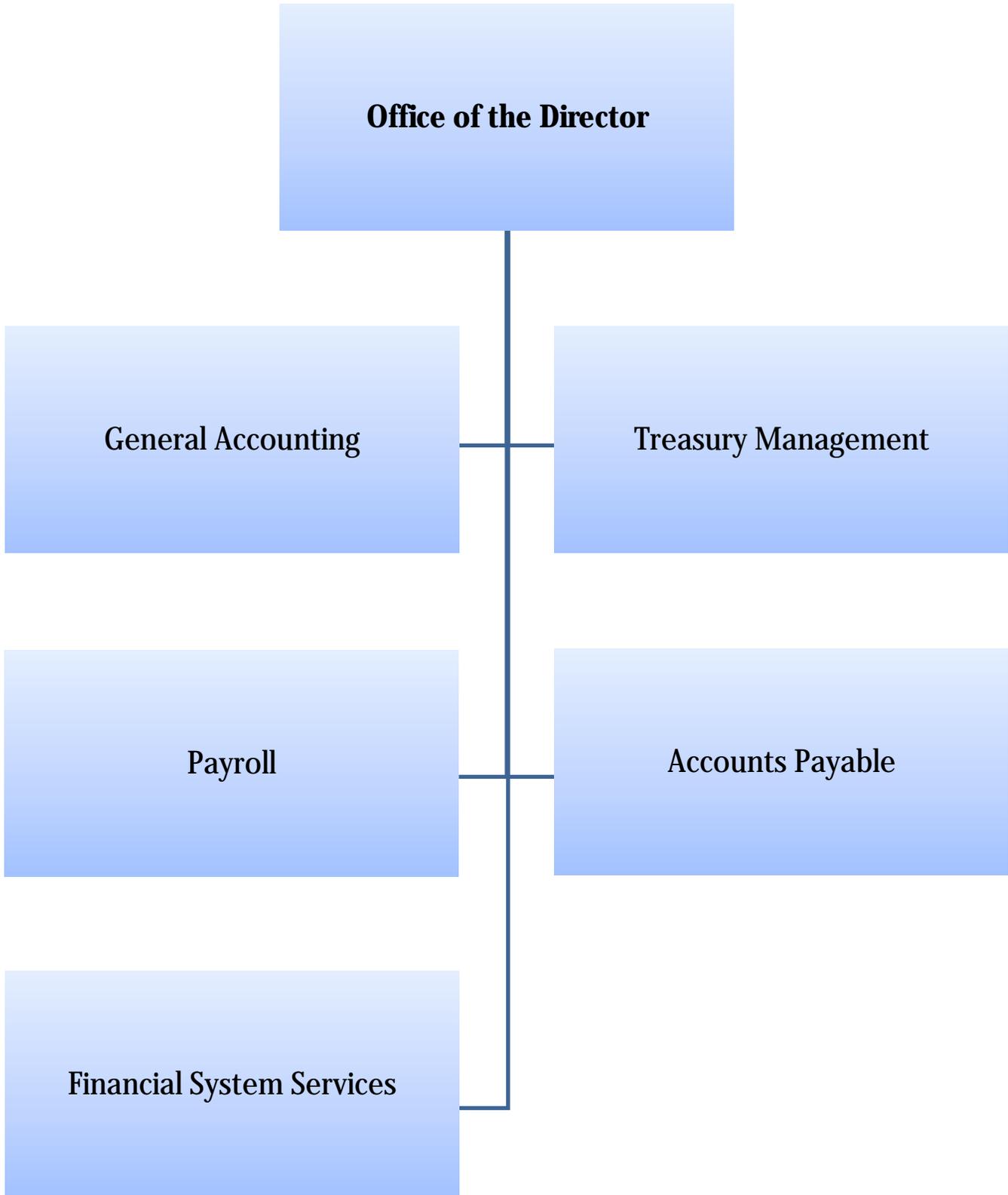
The Finance Department serves all City departments, as well as those entities conducting financial transactions with the City of Miami. The financial data it generates is also used by citizens, elected officials, and investors

## Allocation by Category



# Finance

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## Finance

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Formulates departmental policy and provides overall direction and coordination of departmental operations and management; 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; prepares the CAFR; performs departmental payroll, personnel, procurement, and legislative functions.</p>	6	6
<p><b>GENERAL ACCOUNTING</b> 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; reviews, monitors and reconciles projects and grants, general ledger revenues and expenditures.</p>	30	30
<p><b>TREASURY MANAGEMENT</b> Manages and coordinates cash flow and the 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 BTRs and certificates of use (CU); collects revenue for past due bills and returned checks; requests lien searches; handles customer inquiries; receives, records and deposits cash receipts.</p>	18	18
<p><b>PAYROLL</b> Ensures the accuracy and timeliness of the bi-weekly payroll process; monitors time entries; establishes payroll deductions and direct deposit requests; deposits taxes withheld; processes garnishments; prepares and prints W-2s.</p>	9	9
<p><b>ACCOUNTS PAYABLE</b> 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; prepares and prints 1099s.</p>	5	5
<p><b>FINANCIAL SYSTEM SERVICES</b> 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 the 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>72</b>	<b>72</b>

# Finance

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	4,321,428	5,993,757	6,304,633	7,219,600	7,206,200
Operating Expense	1,422,263	1,147,970	981,042	1,291,600	1,298,600
Capital Outlay	0	50,850	9,650	0	2,000
Debt Service	6,231	0	0	0	0
Transfers - OUT	4,564,684	0	0	0	0
	<b>10,314,606</b>	<b>7,192,577</b>	<b>7,295,325</b>	<b>8,511,200</b>	<b>8,506,800</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	5,743,691	7,193,506	7,295,325	8,511,200	8,506,800
Fire Rescue Services	0	(929)	0	0	0
Local Option Gas Tax	616,720	0	0	0	0
Community Development	6,231	0	0	0	0
Emergency Funds	3,947,965	0	0	0	0
	<b>10,314,606</b>	<b>7,192,577</b>	<b>7,295,325</b>	<b>8,511,200</b>	<b>8,506,800</b>

# Finance

## **Objectives for FY 2015-16**

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

Train user departments on the revised Accounts Payable Process to achieve optimal operational efficiency in regards to the payment of city vendors.

Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies.

Streamline the grant reimbursement process in an effort to ensure the timely receipt of city funds.

Reduce the average number of days to process invoices citywide.

## **Accomplishments in FY 2014-15**

Successfully published the 2014 Comprehensive Annual Financial Report by the second quarter of FY 2014-15 utilizing the newly implemented Hyperion Financial Management (HFM) system.

Streamlined 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. Through this effort, the audit of capital assets resulted in no repeat of prior year audit finding related to capital assets.

Strengthened the City's financial position by receiving an upgrade in the primary bond rating upgrading four tiers from BBB to A+.

Provided for senior staff to attend intensive government accounting trainings conducted by the Government Finance Officers Association (GFOA), Florida Government Finance Officers Association (FGFOA) and the American Institute of Certified Public Accountants (AICPA) in an effort to enhance their skill set.

Procured and implemented Central Services Cost Allocation Plan software to successfully prepare and publish the Cost Allocation Plan, which results in an annual cost savings of \$25,000.

Transferred one position from Police and one position from Fire-Rescue to the Finance Department in order to assume grant reimbursement functions.

Reviewed the Accounts Payable Payment process to ensure it is consistent with best practices and determined a manner to achieve optimal operational efficiency.

## **Budget Highlights for FY 2014-15**

The Adopted Budget includes the following addition:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$173,700) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$47,300).

## Finance

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
General ledger closed within nine business days following the end of the prior month (number)	N/A	12	11	11
Dunning letters printed and mailed by the 15th of each month (number)	N/A	12	9	9
Payroll processing success rate (percent)	N/A	99	99	99
Invoices processed without exception on a monthly basis (percent)	N/A	95	82	95
Grant expenditures reimbursed at year end (percent)	N/A	90	98	90
Monthly financial reports produced within 30 days after the close of the general ledger each month (number)	N/A	12	10	11
GFOA Financial Reporting Award (unit)	Yes	No	N/A	Yes
Number of repeat finance audit finding (number)	0	0	0	0
Publish Single Audit per Financial Integrity Principles deadline of April 30 <sup>th</sup> (unit)	N/A	N/A	N/A	Yes
Produce Comprehensive Annual Financial Report by the end of second quarter (unit)	N/A	N/A	N/A	Yes
Customer Service Survey Satisfaction (percent)	N/A	N/A	77	85

## Finance

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	4,316,700	0	4,316,700	4,777,100	0	4,777,100
512010 - Attrition Savings - Salaries	(210,000)	0	(210,000)	(321,400)	0	(321,400)
513000 - Other Salaries and Wages	66,900	0	66,900	66,900	0	66,900
516000 - Fringe Benefits	22,800	0	22,800	20,700	0	20,700
521000 - Fica Taxes	325,500	0	325,500	364,900	0	364,900
522000 - Retirement Contributions	1,703,700	0	1,703,700	1,473,000	0	1,473,000
523000 - Life and Health Insurance	994,000	0	994,000	825,000	0	825,000
<b>Personnel</b>	<b>7,219,600</b>	<b>0</b>	<b>7,219,600</b>	<b>7,206,200</b>	<b>0</b>	<b>7,206,200</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	119,000	0	119,000	120,000	0	120,000
531000 - Professional Services	295,000	0	295,000	295,000	0	295,000
532000 - Accounting and Auditing	550,000	0	550,000	550,000	0	550,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	43,000	0	43,000	43,000	0	43,000
540000 - Travel and Per Diem	22,000	0	22,000	22,000	0	22,000
541100 - Postage	100,000	0	100,000	100,000	0	100,000
544000 - Rentals and Leases	6,000	0	6,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	10,300	0	10,300	0	0	0
545013 - Insurance - General Liability	9,800	0	9,800	5,000	0	5,000
545014 - Insurance - Public Official	7,900	0	7,900	14,500	0	14,500
546001 - IT-Repair and Maintenance Services	67,600	0	67,600	84,100	0	84,100
548100 - Advertising and Related Costs	1,000	0	1,000	1,000	0	1,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
<b>Operating Expense</b>	<b>1,291,600</b>	<b>0</b>	<b>1,291,600</b>	<b>1,298,600</b>	<b>0</b>	<b>1,298,600</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	2,000	0	2,000
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>
<b>Total Expense</b>	<b>8,511,200</b>	<b>0</b>	<b>8,511,200</b>	<b>8,506,800</b>	<b>0</b>	<b>8,506,800</b>

# Grants Administration

Department Head: Lillian Blondet

Phone: (305) 416-1536

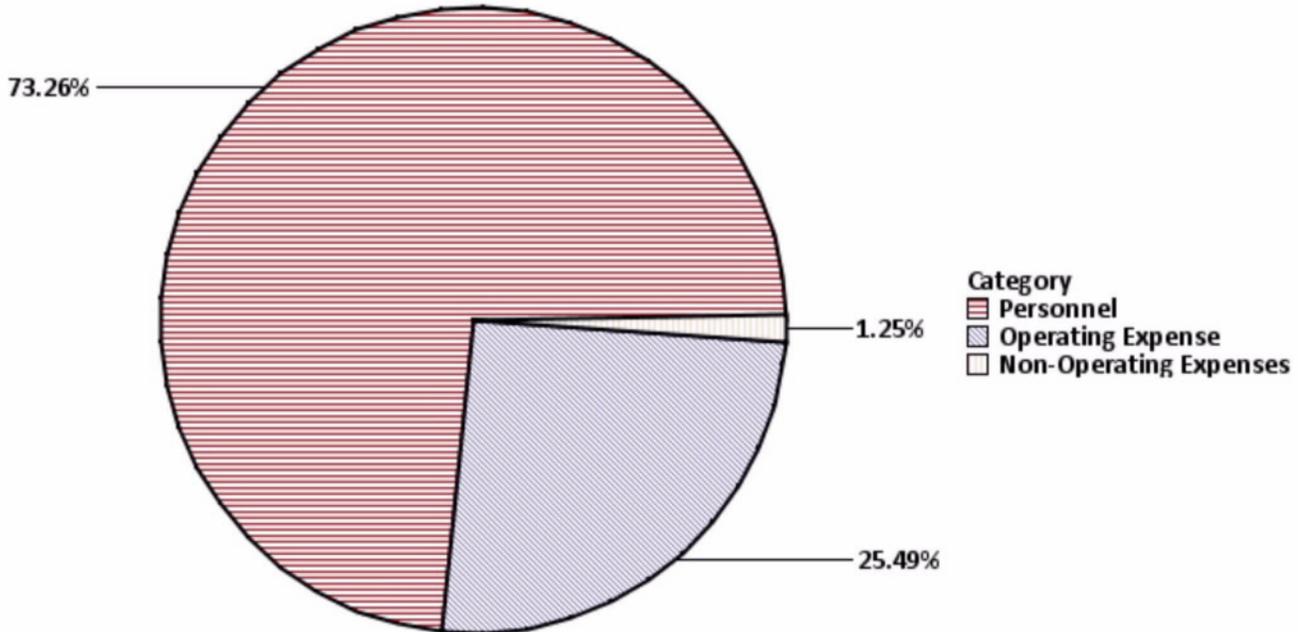
## Description

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, state, 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, including the Office of Miami Sustainable Initiatives, ACCESS Miami Poverty Initiatives, Workforce Initiatives (CareerSource South Florida at Lindsey Hopkins), and Education Initiatives.

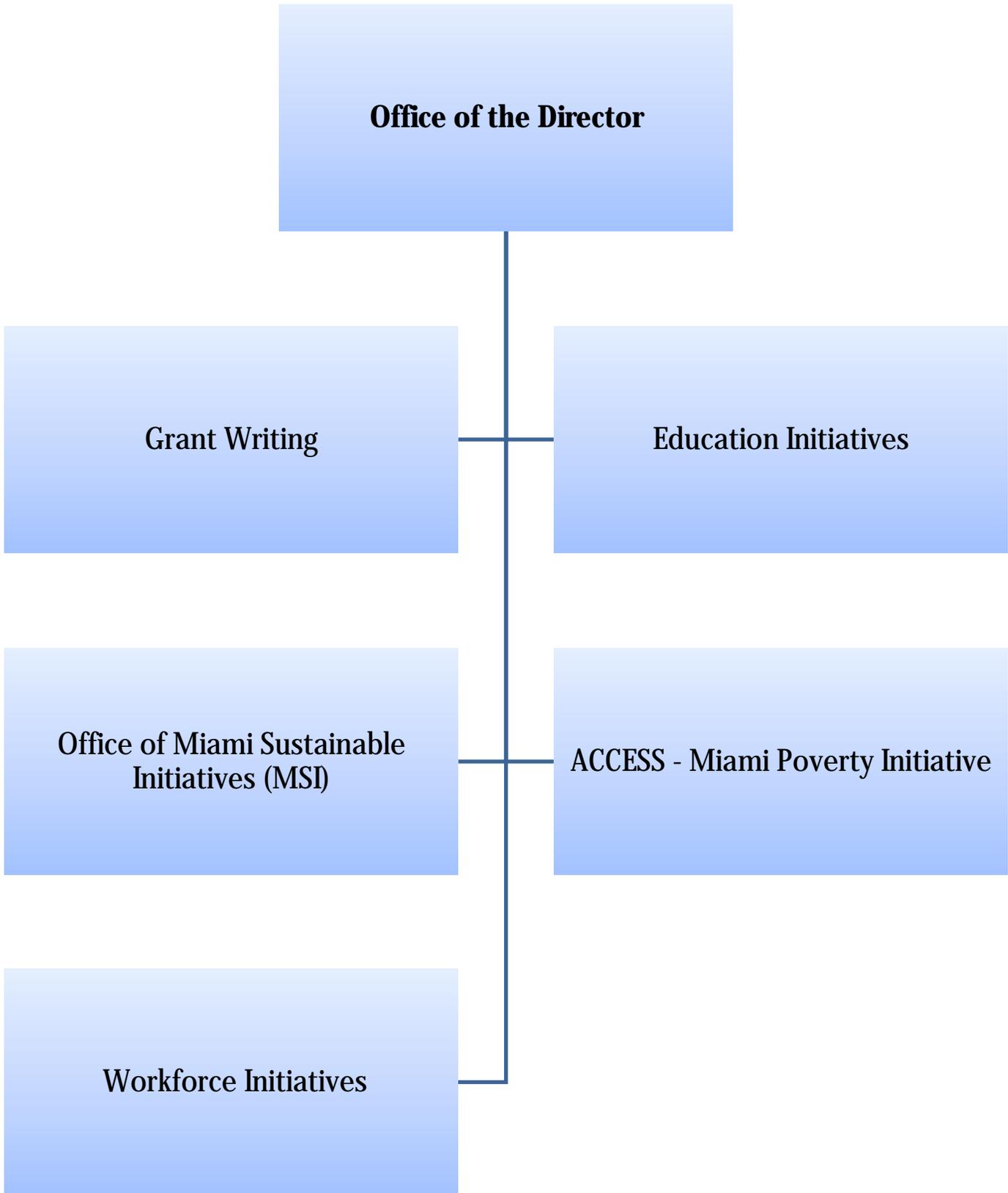
The stakeholders include the Mayor, the City Manager, the Commissioners, City departments and residents, as well as private donors and public-sector grantors at the federal, state, and local levels of government.

## Allocation by Category



# Grants Administration

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## Grants Administration

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> 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	3
<p><b>GRANT WRITING</b> 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><b>EDUCATION INITIATIVES</b> 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>	2	1
<p><b>OFFICE OF MIAMI SUSTAINABLE INITIATIVES (MSI)</b> 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>	1	1
<p><b>ACCESS – MIAMI POVERTY INITIATIVE</b> 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), and Summer Youth Employment Program</p>	1	1
<p><b>WORKFORCE INITIATIVES</b> 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>40</b>	<b>40</b>

# Grants Administration

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	1,025,870	1,715,403	2,072,605	2,929,900	3,364,500
Operating Expense	3,966,774	(503,722)	1,020,834	858,300	1,170,700
Capital Outlay	497,100	(51,269)	0	0	0
Non-Operating Expenses	0	35,985	0	35,000	57,500
	<b>5,489,744</b>	<b>1,196,397</b>	<b>3,093,439</b>	<b>3,823,200</b>	<b>4,592,700</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	537,470	732,316	921,911	1,051,100	1,265,500
Planning Services	5,280	0	0	0	0
Economic Development (SR)	21,041	178,959	0	0	0
Departmental Improvement Initiative	1,704,422	1,744,080	2,063,836	2,772,100	3,327,200
ARRA-Others-Memo Only	3,221,532	(1,458,958)	107,691	0	0
	<b>5,489,744</b>	<b>1,196,397</b>	<b>3,093,439</b>	<b>3,823,200</b>	<b>4,592,700</b>

## Objectives for FY 2015-16

Secure over \$7.50 million in grant revenue and achieve a success ratio of at least 50 percent in awarded grants. Implement grant management system eCivis to optimize grant seeking opportunities and facilitate the grant management process citywide.

Secure funding to continue offering the Families First Program to provide services to 150 families in eight to ten childcare centers; continue the partnership with Miami-Dade County Public Schools to provide internship program to high school students at various City departments; partner with United Healthcare Community Plan to provide health resources and educational activities to low income families; continue to facilitate the implementation of education programs and services citywide.

Continue the operation of free tax preparation at various sites; continue provision of credit and money management classes; continue provision of Benefit Bank credit and money management classes; promote partnership with American Association of Retired Persons, Inc. (AARP) and Housing Opportunities Projects for Excellence, Inc. (HOPE); assist businesses in partnership with the Minority Business Development agency; expand the Buy Miami program and secure funding to continue to provide a one-on-one financial coaching program.

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

## Grants Administration

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) balance scorecard and placement requirements.

Launch and promote the "green" on line challenge program for City residents and businesses; update City's greenhouse gas emissions inventory and existing Climate Action Plan; complete energy audit and retrofit program; centralize information for the City's tree management program.

### **Accomplishments in FY 2014-15**

Achieved a 49 percent success ratio in FY 2013-14, resulting in over \$8.3 million in grant revenues from 26 funded grants; and submitted 31 applications totaling \$9.3 million in the first six months of FY 2014-15, resulting in \$841,205 in revenue from five funded grants.

Obtained \$50,000 for the development and implementation of the "green" on line challenge program for City residents and businesses.

Provided services to over 90 children through the Miami Learning Zone Out of School Program at Kinloch Park and Curtis Park; provided services to 85 families through the Families First Program in six daycare centers; assisted with the coordination of back-to-school book bag giveaway events; promoted health initiative that provided 50 laptops to City children who completed the "Get Healthy Now Essay" contest; coordinated visits to schools as part of the Keep Miami Beautiful campaign. Launched a partnership with MDCPS to provide internship program to high school students at various departments within the City.

Continued to provide free tax preparation at several sites and completed 1,237 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. Provided one-on-one financial counseling to 288 City residents, and established the Florida Virtual Entrepreneur Center resulting in over 15,000 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 122 youths who reside in City of Miami low to moderate income neighborhoods.

Managed the City of Miami CareerSource South Florida center at Lindsey Hopkins and met 67 percent of the required performance measures; the Center ranked number two for the Region in performance, welcomed 15,786 visitors, created 1,310 job openings, placed 895 individuals (380 City residents) in jobs, and hosted over 15 job recruitment events.

### **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Subscription, Memberships, Licenses, Permit and Other due to a Grants Professional Association (GPA) membership for the grant management system eCivis (GF \$28,800).

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (SR \$2600)

## Grants Administration

and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$67,300).

The Adopted Budget includes the following additional considerations:

- Elimination of three full-time, long-term vacant positions, and six part-time, long-term vacant positions.
- Increase funding for rent (GF \$30,400) and telephone (GF \$11,400) for the City of Miami Career Center at Lindsey Hopkins.
- Increase funding for a Grant Writer position (GF \$64,900).
- Increase funding for training employees in the up-to-date environmental and educational trend (GF \$5,900)
- Increase funding for a car allowance to the City of Miami Career Center Manager (GF \$2,400).
- Increase funding to provide financial empowerment coaching and financial literacy programs to 300 residents citywide thru one-on-one and group sessions (GF \$3,000).
- Increase funding to provide financial education and capacity building for 200-300 local/city business, sponsor and/or hold business events citywide in partnership with SBA, MBDA, Mayor/Commissioner Offices, SCORE and other local organizations (\$5,000).
- To reflect the changes made at the Second Budget Hearing the addition of 2 Career Advisor positions to the Department that would support the workforce services at the City of Miami CareerSource South Florida center, due to an increase in the awarded funds by the CareerSource Florida (SR \$63,300).

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Grant funding (dollars in millions)	7.00	8.10	6.4	7.50
Ratio of grants received versus grants applied for (percent)	55	55	69	50
Residents under ACCESS Miami Poverty Initiative (number)	2,000	2,200	2,233	1,800
Residents served by City of Miami CareerSource South Florida at Lindsey Hopkins (number)	3,700	6,600	15,915	18,000
Job Placements through Workforce Program (number)	803	1,088	959	775*
Average number of children attending per month under Miami Learning Zone (number)	N/A	85	100	n/a
Average number of sessions attended by all participants under Families First Program (out of 16 sessions)(number)	N/A	13	15	15

## Grants Administration

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Percentage of parents who meet or exceed the required number of sessions under Families First Program (percent)	N/A	56	85	100
Percentage responding with Good or higher customer satisfaction (percent)	N/A	N/A	N/A	80

\* Changes in methodologies and Grantor's requirement.

## Grants Administration

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	533,700	907,200	1,440,900	670,000	1,036,800	1,706,800
513000 - Other Salaries and Wages	0	70,900	70,900	0	454,400	454,400
516000 - Fringe Benefits	11,400	0	11,400	10,200	600	10,800
521000 - Fica Taxes	41,700	69,400	111,100	51,800	79,400	131,200
522000 - Retirement Contributions	216,200	468,800	685,000	224,400	413,000	637,400
523000 - Life and Health Insurance	142,000	468,600	610,600	103,100	320,800	423,900
<b>Personnel</b>	<b>945,000</b>	<b>1,984,900</b>	<b>2,929,900</b>	<b>1,059,500</b>	<b>2,305,000</b>	<b>3,364,500</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	17,000	56,100	73,100	26,700	47,000	73,700
531000 - Professional Services	13,000	165,800	178,800	13,000	115,500	128,500
534000 - Other Contractual Services	29,000	296,400	325,400	78,800	658,000	736,800
540000 - Travel and Per Diem	2,000	25,000	27,000	2,000	27,500	29,500
541000 - Communications & Related Services	1,800	200	2,000	1,800	0	1,800
541100 - Postage	200	6,600	6,800	200	3,100	3,300
544000 - Rentals and Leases	0	5,000	5,000	0	2,500	2,500
545011 - Insurance - Vehicle Liability	2,700	0	2,700	0	0	0
545013 - Insurance - General Liability	2,600	0	2,600	5,000	0	5,000
545014 - Insurance - Public Official	900	0	900	200	0	200
546000 - Repair and Maintenance Services	3,300	0	3,300	3,300	0	3,300
546001 - IT-Repair and Maintenance Services	25,600	0	25,600	32,300	0	32,300
547100 - Printing and Binding-Outsourcing	0	4,200	4,200	0	0	0
548000 - Promotional Activities	0	5,000	5,000	0	5,000	5,000
548100 - Advertising and Related Costs	0	13,000	13,000	0	1,500	1,500
549000 - Other Current Charges and Obligations	0	29,100	29,100	0	43,100	43,100
551000 - Office Supplies	4,000	25,700	29,700	4,000	51,300	55,300
552000 - Operating Supplies	3,000	114,800	117,800	3,000	10,200	13,200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	5,300	6,300	35,700	0	35,700
<b>Operating Expense</b>	<b>106,100</b>	<b>752,200</b>	<b>858,300</b>	<b>206,000</b>	<b>964,700</b>	<b>1,170,700</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	35,000	35,000	0	57,500	57,500
<b>Non-Operating Expenses</b>	<b>0</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>57,500</b>	<b>57,500</b>
<b>Total Expense</b>	<b>1,051,100</b>	<b>2,772,100</b>	<b>3,823,200</b>	<b>1,265,500</b>	<b>3,327,200</b>	<b>4,592,700</b>

# Human Resources

Department Head: Amy Klose

Phone: (305) 416-2110

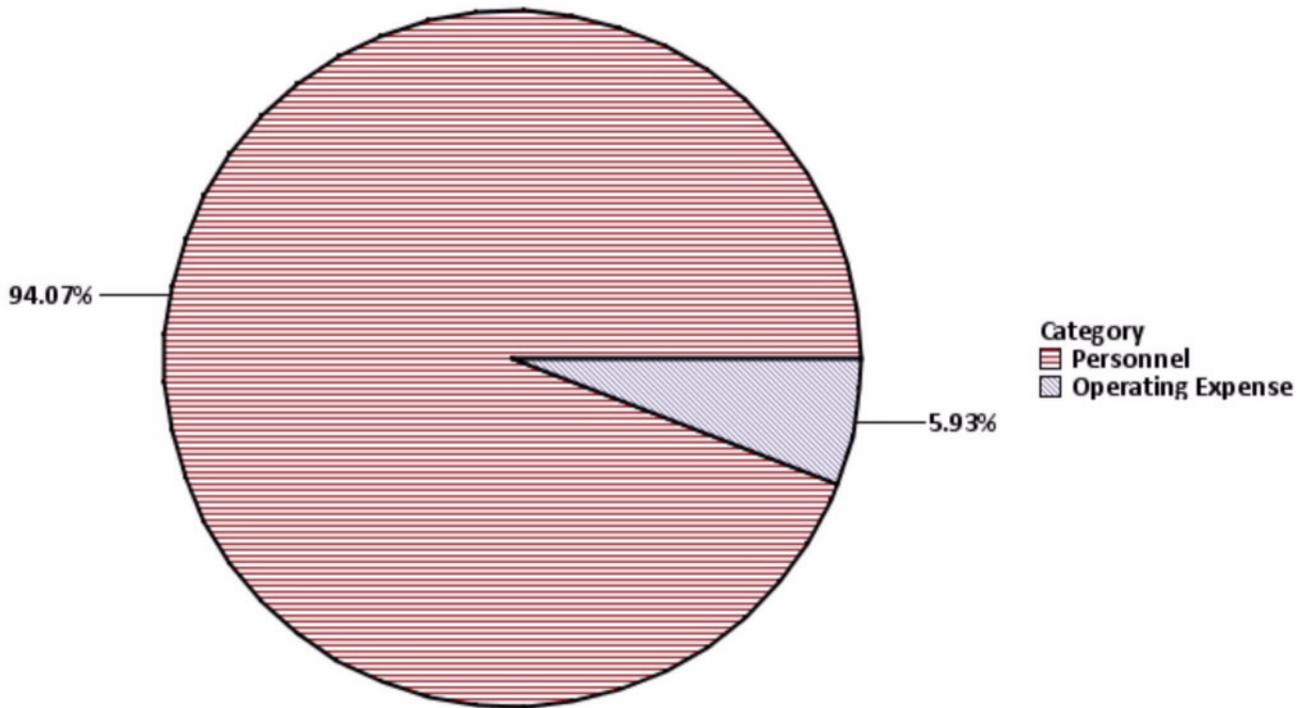
## Description

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 Equal Employment Opportunity (EEO) related; providing Citywide training, internal communications, and other developmental programs.

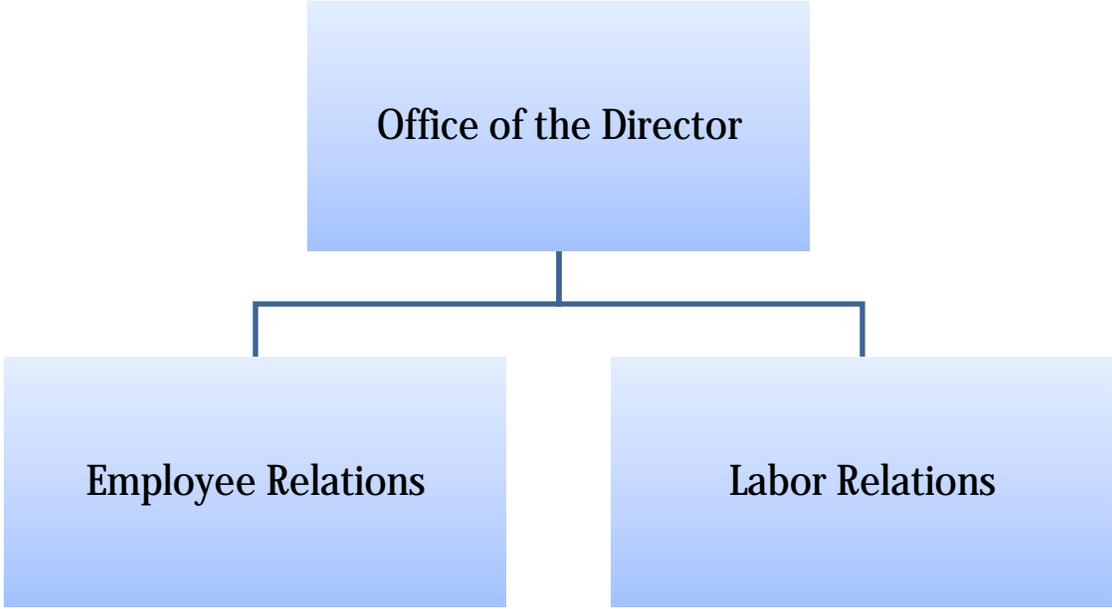
The Department provides services through several divisions and sections: Employment, Labor, Records, Classification and Pay, Testing and Validation, Pre-employment, and Organizational Development and Training. All personnel activities are managed based on policies and procedures developed in accordance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

Stakeholders include the Mayor, the City Manager, the Commissioners, unions, 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 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b></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><b>EMPLOYEE RELATIONS</b></p> <p>Conducts proactive recruitment for City positions; tests and conducts skills screening of applicants to determine eligibility for a position and validity of each 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 Statutes 119.07 and 257; administers the compensation system in accordance with Administrative Policy Manual (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>	28	29

## Human Resources

<p><b>LABOR RELATIONS</b></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: American Federation of State, County and Municipal Employee (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><b>TOTAL FULL-TIME POSITIONS</b></p>	<b>38</b>	<b>39</b>

# Human Resources

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	1,759,926	2,814,088	3,038,284	3,532,100	3,870,000
Operating Expense	119,574	153,654	239,051	319,300	244,000
Capital Outlay	2,506	(1,253)	7,325	0	0
	<b>1,882,005</b>	<b>2,966,489</b>	<b>3,284,660</b>	<b>3,851,400</b>	<b>4,114,000</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	1,882,005	2,966,489	3,284,660	3,851,400	4,114,000
	<b>1,882,005</b>	<b>2,966,489</b>	<b>3,284,660</b>	<b>3,851,400</b>	<b>4,114,000</b>

## Objectives for FY 2015-16

- Continue to seek ways to streamline and expedite the hiring process.
- Expand the Secret Shopper Program to assess in-person service as well as email responses.
- Enhance the Mandatory Supervisor Training by adding an additional day of pertinent material to the curriculum.
- Revise and improve the interview rater training course.
- Re-launch the Employee Service Recognition Program.
- Continue to digitize all personnel records storage access and retention.
- Continue to research pay ranges, citywide, on a priority basis, and adjust accordingly in order to attract and retain talent.

## Accomplishments in FY 2014-15

- Projected to process 1,468 new hires city-wide and 350 promotions among the sworn ranks of Fire-Rescue and Police.
- Provided City employees with two structured interview rater trainings referring to the Labor Management Policy (LMP) No. LMP-3-92 – Interview Procedures.
- Conducted over 60 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).
- Held Labor Management meetings with representatives from all four unions and department directors to revise LMP-3-92.
- Created and implemented the Secret Shopper Program to enhance customer service.
- Projected to conduct over six Human Resources Liaison trainings for over 23 Liaisons, as well as training new appointees, on an as-needed basis.
- Began digitizing all new and current employee personnel files and continue to digitize separated employee personnel files for records storage access and retention.

# Human Resources

Completed the hiring process for internal positions, department-wide, i.e. HR Generalists, Senior HR Generalist, and HR Technician I and II – which helped to service departments more effectively.

Helped to secure and apply new collective bargaining agreements for three unions; FOP, AFSCME Local 1907, and AFSCME Local 871.

Researched and adjusted pay ranges for Inspector Classifications in Building in order to align same with current market rates and attract and retain talent.

Reviewed and updated recruitment benchmarks which resulted in a reduction of processing employment applications and establishing registers for classified positions from 18 to 14 days.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$39,100) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee’s annual evaluation (GF \$69,000).

Increase in Operating Supplies due to funding for purchased of operating supplies and various office equipment (GF \$5,000).

The Adopted Budget includes the following additional considerations:

Funding for a Training and Development Specialist transferred from the Office of Communications (GF \$57,000).

## **Performance Metrics**

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	N/A	64	10	7
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	N/A	10.21	14	7.69
Employees trained by courses offered by the Human Resources Department (number)	N/A	2,957	3,100	3,500
Average time for the completion of the Personnel Action Form cycle (days)	N/A	4	3.5	3.5
Position audits and reclassifications completed (number)	N/A	266	300	350

## Human Resources

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	2,027,300	0	2,027,300	2,521,400	0	2,521,400
512010 - Attrition Savings - Salaries	(29,800)	0	(29,800)	(73,100)	0	(73,100)
513000 - Other Salaries and Wages	42,000	0	42,000	51,000	0	51,000
516000 - Fringe Benefits	4,800	0	4,800	11,700	0	11,700
521000 - Fica Taxes	156,000	0	156,000	194,100	0	194,100
522000 - Retirement Contributions	792,200	0	792,200	729,500	0	729,500
523000 - Life and Health Insurance	539,600	0	539,600	435,400	0	435,400
<b>Personnel</b>	<b>3,532,100</b>	<b>0</b>	<b>3,532,100</b>	<b>3,870,000</b>	<b>0</b>	<b>3,870,000</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	73,400	0	73,400	74,000	0	74,000
531000 - Professional Services	45,800	0	45,800	20,000	0	20,000
531020 - Professional Services-Medical	60,600	0	60,600	60,600	0	60,600
540000 - Travel and Per Diem	10,000	0	10,000	5,000	0	5,000
541000 - Communications & Related Services	3,600	0	3,600	3,600	0	3,600
541100 - Postage	3,000	0	3,000	3,000	0	3,000
544000 - Rentals and Leases	6,800	0	6,800	6,800	0	6,800
545011 - Insurance - Vehicle Liability	4,300	0	4,300	0	0	0
545013 - Insurance - General Liability	4,100	0	4,100	5,000	0	5,000
545014 - Insurance - Public Official	3,500	0	3,500	200	0	200
546000 - Repair and Maintenance Services	3,200	0	3,200	3,200	0	3,200
546001 - IT-Repair and Maintenance Services	73,600	0	73,600	31,100	0	31,100
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	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,900	0	5,900	5,000	0	5,000
<b>Operating Expense</b>	<b>319,300</b>	<b>0</b>	<b>319,300</b>	<b>244,000</b>	<b>0</b>	<b>244,000</b>
<b>Total Expense</b>	<b>3,851,400</b>	<b>0</b>	<b>3,851,400</b>	<b>4,114,000</b>	<b>0</b>	<b>4,114,000</b>

# Independent Auditor General

Department Head: Theodore Guba, CPA

Phone: (305) 416-2044

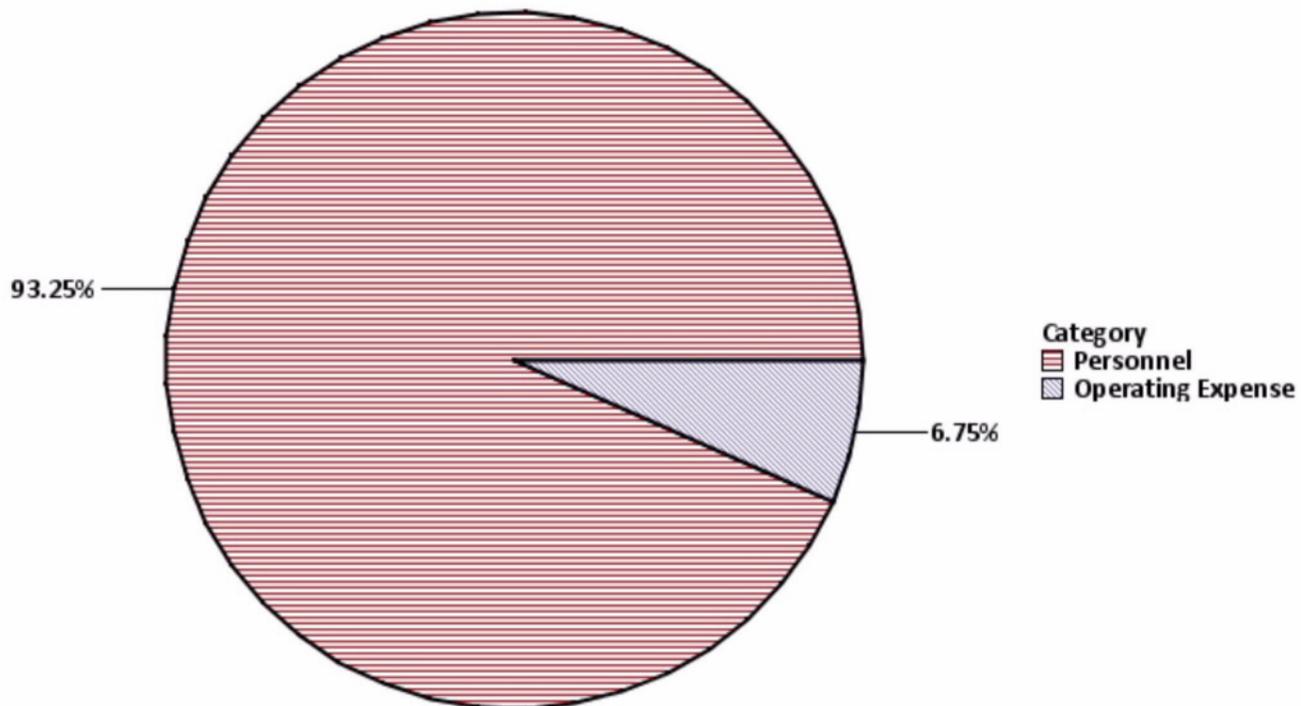
## Description

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 City's key areas to determine what risks exist and how to best handle them. 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



# Independent Auditor General



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>OFFICE OF THE AUDITOR GENERAL</b> 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>9</b>	<b>9</b>

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	421,347	897,111	951,758	1,093,700	1,119,800
Operating Expense	14,678	23,483	31,164	66,300	81,100
Capital Outlay	0	4,853	1,497	0	0
	<b>436,026</b>	<b>925,447</b>	<b>984,419</b>	<b>1,160,000</b>	<b>1,200,900</b>

## Objectives for FY 2015-16

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 2015-16. Audits will also focus on construction activities and recoveries of monies owed to the City.

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.

# Independent Auditor General

## Accomplishments in FY 2014-15

Participated in a negotiation that recovered \$1.4 million for the City as a result of unreported solid waste franchise fee revenues from a commercial waste hauler audit that was completed during FY 2012-13; 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, impact fees, investments, towing fees, 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.

Followed-up on the status of a sample of prior audit findings. This process is ongoing.

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

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$32,800).

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Audits performed (number)	10	13	13	13
Special reviews performed (number)	3	3	3	3
Investigations performed (number)	3	3	1	3
Recommended recoveries due from Audits (dollars)	\$6,352,191	\$1,350,715	\$651,321	N/A
Actual recoveries collected from Audits (dollars)	\$1,978,306	\$713,715	\$254,346	N/A

## Auditor General

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	649,100	0	649,100	690,900	0	690,900
513000 - Other Salaries and Wages	50,000	0	50,000	39,500	0	39,500
516000 - Fringe Benefits	8,400	0	8,400	8,400	0	8,400
521000 - Fica Taxes	49,900	0	49,900	51,600	0	51,600
522000 - Retirement Contributions	208,500	0	208,500	226,300	0	226,300
523000 - Life and Health Insurance	127,800	0	127,800	103,100	0	103,100
<b>Personnel</b>	<b>1,093,700</b>	<b>0</b>	<b>1,093,700</b>	<b>1,119,800</b>	<b>0</b>	<b>1,119,800</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	15,300	0	15,300	15,400	0	15,400
531000 - Professional Services	0	0	0	10,500	0	10,500
532000 - Accounting and Auditing	29,500	0	29,500	29,500	0	29,500
540000 - Travel and Per Diem	2,500	0	2,500	2,500	0	2,500
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	1,700	0	1,700	0	0	0
545013 - Insurance - General Liability	1,600	0	1,600	5,000	0	5,000
545014 - Insurance - Public Official	1,100	0	1,100	200	0	200
546000 - Repair and Maintenance Services	0	0	0	1,700	0	1,700
546001 - IT-Repair and Maintenance Services	5,600	0	5,600	7,300	0	7,300
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
<b>Operating Expense</b>	<b>66,300</b>	<b>0</b>	<b>66,300</b>	<b>81,100</b>	<b>0</b>	<b>81,100</b>
<b>Total Expense</b>	<b>1,160,000</b>	<b>0</b>	<b>1,160,000</b>	<b>1,200,900</b>	<b>0</b>	<b>1,200,900</b>

# Information Technology

Department Head: Kevin Burns

Phone: (305) 416-1911

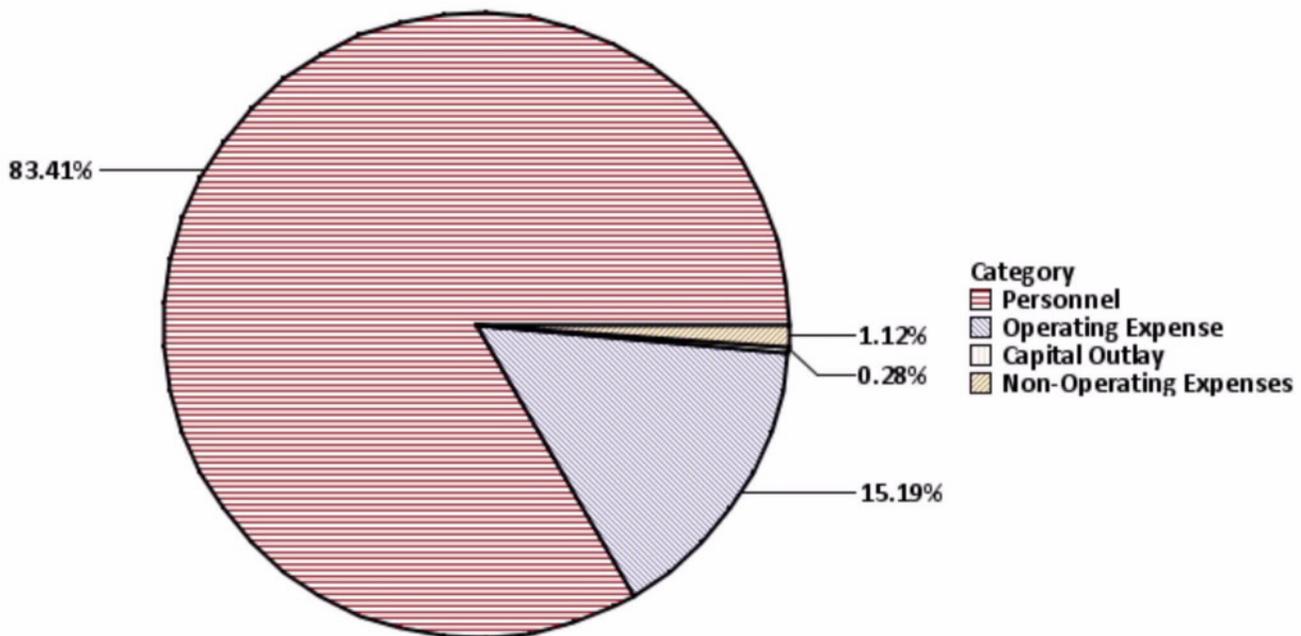
## Description

The Information Technology Department (ITD) provides information technology enterprise applications 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.

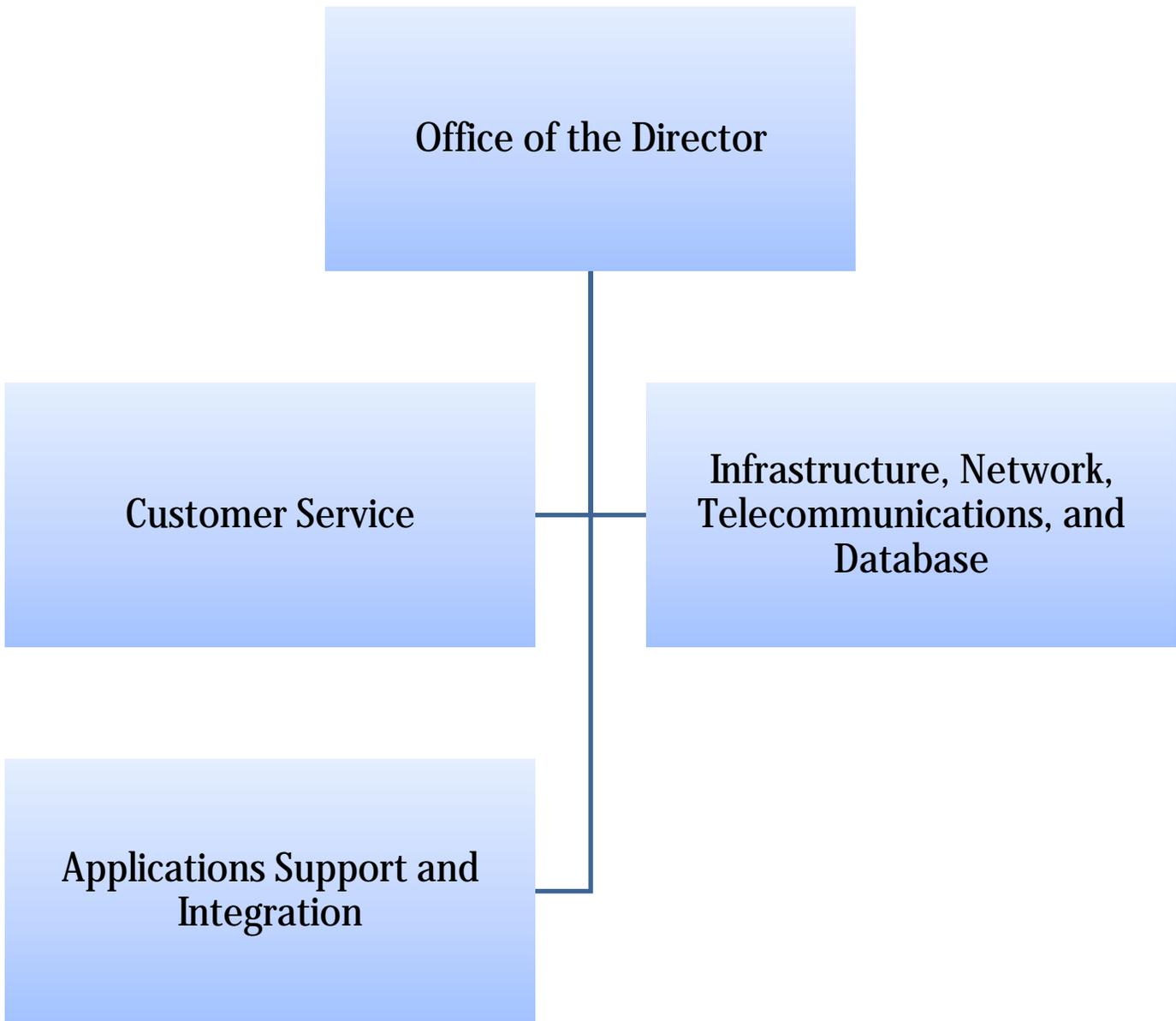
The Department's stakeholders include all City departments, elected officials, residents, businesses, visitors, and all who visit the City's website.

## Allocation by Category



# Information Technology

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# Information Technology

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> 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.</p>	5	5
<p><b>CUSTOMER SERVICE</b> Provides efficient customer service using professional, prompt, accurate, and knowledgeable assistance via the Help Desk, inventory control, and the IT Training Team. Markets and communicates IT Services to business partners.</p>	16	14
<p><b>INFRASTRUCTURE, NETWORK, TELECOMMUNICATIONS AND DATABASE</b> 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.</p>	14	18
<p><b>APPLICATIONS SUPPORT AND INTEGRATION</b> 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.</p>	27	39
<b>TOTAL FULL-TIME POSITIONS</b>	<b>62</b>	<b>76</b>

**Department Expenditure Summary**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	3,862,537	6,045,448	6,127,150	7,044,300	7,441,200
Operating Expense	4,933,851	5,556,682	2,256,397	1,589,400	1,355,500
Capital Outlay	0	62,746	9,738	0	25,000
Non-Operating Expenses	135	0	0	0	100,000
	<b>8,796,522</b>	<b>11,664,876</b>	<b>8,393,285</b>	<b>8,633,700</b>	<b>8,921,700</b>

# Information Technology

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	8,454,345	11,055,697	8,393,285	8,633,700	8,821,700
General Special Revenue	10,902	(238)	0	0	0
Departmental Improvement Initiative	331,276	609,417	0	0	100,000
	<b>8,796,522</b>	<b>11,664,876</b>	<b>8,393,285</b>	<b>8,633,700</b>	<b>8,921,700</b>

## Objectives for FY 2015-16

- Upgrade or Replace the existing end-of-life Network Backbone Infrastructure and other critical infrastructure areas such as VMWare, Security, Storage Area Network, Backup, Business Continuity and Disaster Recovery.
- Upgrade or Replace the existing end of life Microsoft SQL Database cluster.
- Renew the Microsoft Enterprise Agreement.
- Implement multiple information security initiatives.
- Partner with Planning and Zoning (iPlan) and the Public Works (iPW) Departments to incorporate and integrate their business processes into the Enterprise Land Management System
- Continue incorporating standalone Fire-Rescue applications into the Fire Web Portal providing improved and integrated services into a single enterprise system.
- Provide technical assistance and support to the Fire-Rescue Department in their quest to replace the Fire Computer Aided Dispatch (CAD) System.
- Support Fire-Rescue in the effort to update or replace the existing Fire Records Management System.
- Improve upon the Geographical Information System (GIS) Infrastructure and bring it to enterprise standards to become the foundation of all enterprise systems with full integration.
- Deploy GIS/Geospatial outward-facing applications to support Emergency Management, Fire-Rescue, Parks and Recreation, and other City departments to provide citizens, visitors, 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.
- 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 Office of Capital Improvements and Transportation Program in acquiring and implementing a project management system.
- Complete the implementation of the Hyperion Budget implementation.
- Assist and support the Finance Department with the review, selection, and implementation of a new Point of Sale (POS) System.
- Replace the current Code Compliance System (CityView) with a more robust, fully-integrated system that

# Information Technology

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conforms to departmental needs.

Implement electronic performance evaluation in Oracle Human Capital Management (HCM).

## **Accomplishments in FY 2014-15**

Completed the upgrade of the LaserFiche application and servers

Completed the Fire Web Portal Consolidation.

Assisted Fire-Rescue with specifications for a new Fire Computer Aided Dispatch System and Fire Records Management System.

Completed the deployment of GIS outward-facing applications for Parks, Find My Commissioner, Zoning, and Public Works.

Evaluated an Enterprise Storage Network, continuing the selection and acquisition phase of the Request for Proposal (RFP).

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

Implemented multiple enhancements to the iBuild (Enterprise Land Management System) including; 40/50 year certifications; Shutters Ordinance requirements; South Miami Streetscape Ordinance; Zoning Verification Letters; Certificates of Use "On Hold"; Inspector Routing; Automatic Reinstatement of Expired Permits less than \$10K (with proper application and fee submittal); Online Permit Applications; Customization for the PW department to be able to reuse the Miscellaneous transactions module; Module for Boilers and Elevators, including violations, inspections and integration with Building permits (Access databases removed – Shadow System)

Restructured the GIS architecture to comply with the upcoming ArcGIS upgrade.

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.

Launched an applications integration project to facilitate data sharing and communication among several systems.

Implemented a system to allow generation and payment of open violations and lien searches online.

Implemented MiamiBiz software enhancements to facilitate Solid Waste with review and maintenance of their franchise contracts.

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

# Information Technology

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 the State of Florida Driver's License interface for the Fire-Rescue Department.

Evaluated, selected, and deployed professional tablets for Code Compliance and Building inspectors, Law Department, City Administration, and Department directors and their assistants.

Upgraded SQL development infrastructure to improve performance, availability, and capacity.

Upgraded the VOIP Call Manager at the Miami Riverside Center.

Installed Wireless Campus at Fire Station 6 and General Services Administration.

Extended Fire Station 6 network connectivity to the Moore Park Tennis Center.

Upgraded the wireless infrastructure at the Miami Riverside Center.

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.

Installed MRC Security Camera and Access Panel providing connectivity to floors seven through ten.

Upgraded McAfee software on all email servers.

Upgraded ProLaw software.

Migrated over 1,200 active directory account to Office 365 for the Information Technology Department, Office of Management of Budget, Office of Grants Administration, Neighborhood Enhancement Team, Department of Parks and Recreation, Human Resources Department, Risk Management Department, Office of Communications, Public Works Department, Code Compliance, Agenda Office, Building Department, Planning and Zoning, Office of the Hearing Boards, and Community and Economic Development Department.

Consolidated isolated NetMotion Servers to a load-balanced clustered environment.

Synchronized Active Directory with Oracle.

Fully tested City Hall's emergency power capabilities successfully.

## **Budget Highlights for FY 2014-15**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$155,300)

## Information Technology

and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$65,600).

Funding provided for two Database Specialist as per the FY 2014-15 Mid-year Budget Amendment (GF \$132,700).

Increase in Advertising and Related Costs due to supporting additional required advertising sources per Commission (GF \$500).

Increase in Office Supplies due to additional supplies to support increase Information Technology personnel (GF \$1,000).

Increase in Operating Supplies to fund various miscellaneous supplies to meet citywide needs (GF \$2,000).

Increase in Membership, Licenses, Permit & Others due to funding various software licenses and registrations (GF \$5,000).

The Adopted Budget includes the following additional considerations:

Transfer of one positions from the Office of Management and Budget and one position from one position from the Neighborhood Enhancement Team (GF \$115,000).

Eliminated funding for ten consultants to be replaced with ten new full-time position resulting in net savings of \$300,000.

A General Fund contribution to various capital improvement projects including Network Backbone Infrastructure replacement, Share Point Migration tool, Microsoft SQL Cluster upgrades, Security Data Classification, Security Information and Event Management (SIEM), Information Technology Service Management System, Self -Service Password Management System, Storage Area network, City Hall VOIP Phone System upgrades, Share Point Migration system, and Enterprise Integration (\$2.18 million).

## Information Technology

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Land management systems up time (percent)	97	98	99.9	99.9
Land management systems down time (hours)	N/A	N/A	8.76	8.76
Public safety systems up time (percent)	97	98	100	99.9
Public safety system down time (hours)	N/A	N/A	0	8.76
Oracle system up time (percent)	90	95	100	99.9
Oracle system down time (hours)	N/A	N/A	0	8.76
GIS up time (percent)	98	99	100	99.9
GIS down time (hours)	N/A	N/A	0	8.76
SQL Database(s) {>200} up time (percent)	99	99	99.9	99.9
SQL Database(s) {>200} down time (hours)	N/A	N/A	8.76	8.76
Work Orders opened (number)	21,105	19,338	22,243	24,467
Work orders closed (number)	18,186	18,187	21,576	23,733

## Information Technology

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	4,166,100	0	4,166,100	5,465,400	0	5,465,400
512010 - Attrition Savings - Salaries	(56,700)	0	(56,700)	(692,000)	0	(692,000)
514000 - Overtime	10,000	0	10,000	15,000	0	15,000
516000 - Fringe Benefits	17,400	0	17,400	26,700	0	26,700
OBJ_516010	0	0	0	300	0	300
521000 - Fica Taxes	331,500	0	331,500	419,500	0	419,500
522000 - Retirement Contributions	1,695,600	0	1,695,600	1,450,100	0	1,450,100
523000 - Life and Health Insurance	880,400	0	880,400	756,200	0	756,200
<b>Personnel</b>	<b>7,044,300</b>	<b>0</b>	<b>7,044,300</b>	<b>7,441,200</b>	<b>0</b>	<b>7,441,200</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	105,400	0	105,400	107,600	0	107,600
531000 - Professional Services	953,800	0	953,800	900,000	0	900,000
540000 - Travel and Per Diem	30,000	0	30,000	30,000	0	30,000
540010 - Training	70,000	0	70,000	70,000	0	70,000
541100 - Postage	200	0	200	200	0	200
544000 - Rentals and Leases	2,800	0	2,800	2,800	0	2,800
545011 - Insurance - Vehicle Liability	9,800	0	9,800	10,700	0	10,700
545013 - Insurance - General Liability	9,300	0	9,300	5,000	0	5,000
545014 - Insurance - Public Official	8,400	0	8,400	200	0	200
546001 - IT-Repair and Maintenance Services	349,200	0	349,200	170,000	0	170,000
548100 - Advertising and Related Costs	3,000	0	3,000	3,500	0	3,500
551000 - Office Supplies	2,500	0	2,500	3,500	0	3,500
552000 - Operating Supplies	30,000	0	30,000	32,000	0	32,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	15,000	0	15,000	20,000	0	20,000
<b>Operating Expense</b>	<b>1,589,400</b>	<b>0</b>	<b>1,589,400</b>	<b>1,355,500</b>	<b>0</b>	<b>1,355,500</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	25,000	0	25,000
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	0	0	0	100,000	100,000
<b>Non-Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Expense</b>	<b>8,633,700</b>	<b>0</b>	<b>8,633,700</b>	<b>8,821,700</b>	<b>100,000</b>	<b>8,921,700</b>

# Management and Budget

Department Head: Christopher Rose

Phone: (305) 416-1500

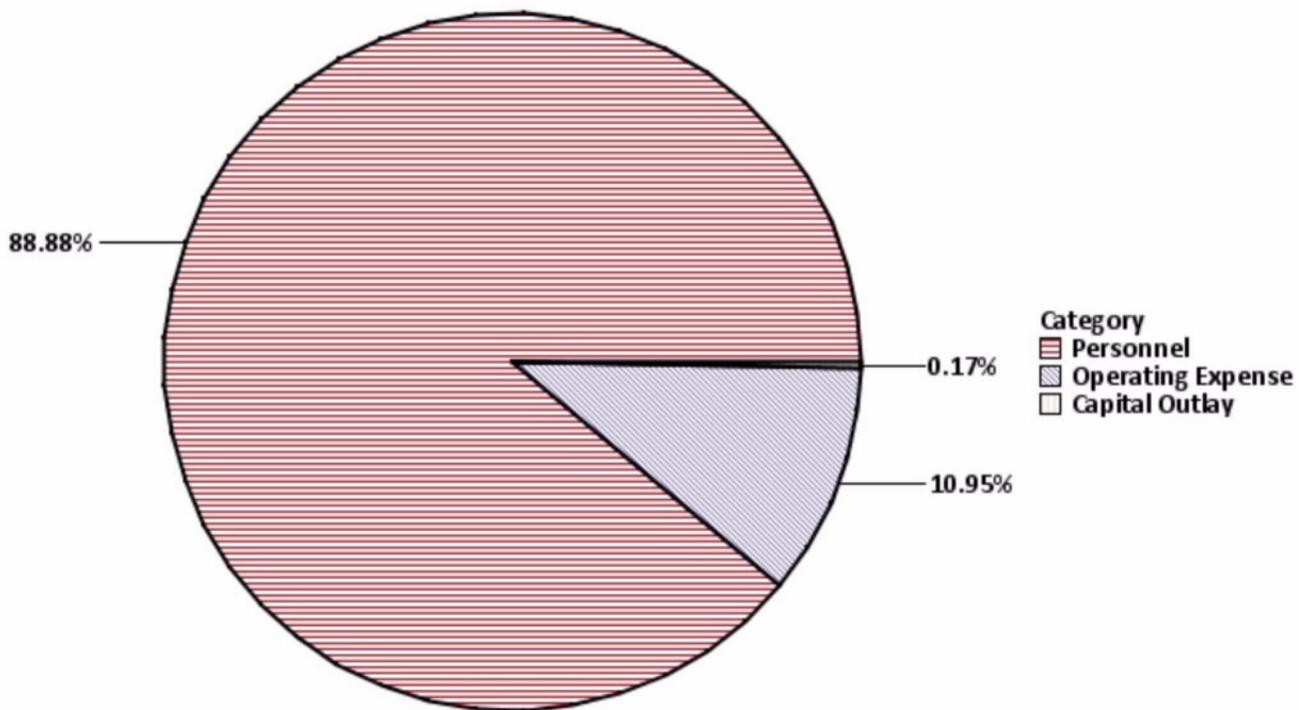
## Description

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. OMB activities focus on allocating resources toward stakeholder priorities and promoting the efficient and effective use of those resources.

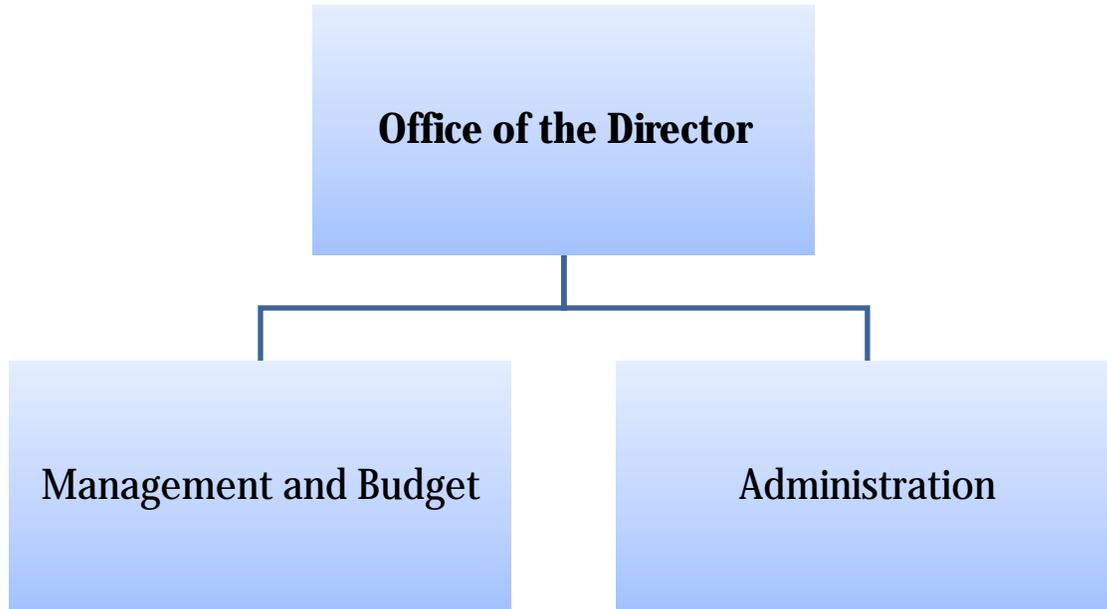
As part of the General Government service area, OMB develops the City's annual Operating Budget and Multi-Year Capital Plan, facilitates performance reporting mechanisms, conducts organizational business process reviews, reviews agenda submissions for all City-sponsored items, and coordinates and monitors payments of funded discretionary allocations and purchases. OMB works to facilitate funding transactions and recruitment as it monitors departmental financial performance throughout the City's operation. Additionally, OMB prepares monthly reports on the year-to-date revenues and expenditures of the City's operation and is responsible for developing the Five-Year Financial Plan and presenting them 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 2014-15	FY 2015-16
<b>OFFICE OF THE DIRECTOR</b> Implements policy enacted by the City Commission and Mayor; promotes the efficient allocation of resources in accordance with the needs and priorities of citizens, elected officials, and the administration; establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel.	2	2
<b>MANAGEMENT AND BUDGET</b> 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; prepares the capital budget; enters and oversees capital purchasing requisitions; prepares direct payments and journal entries; maintains capital requisition purchase order log.	10	14
<b>ADMINISTRATION</b> Assists the Director and Deputy 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.	3	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>15</b>	<b>18</b>

# Management and Budget

## Department Expenditure Summary

	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Personnel	1,052,449	1,491,008	1,664,066	1,738,700	2,059,600
Operating Expense	52,329	35,409	78,796	78,600	253,800
Capital Outlay	9,376	6,492	8,598	4,000	4,000
	<b>1,114,154</b>	<b>1,532,910</b>	<b>1,751,461</b>	<b>1,821,300</b>	<b>2,317,400</b>

## Objectives for FY 2015-16

Complete the prior Year-end and Mid-year Budget Amendments no later than the last meeting in November and in April respectively.

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

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

Continue to receive the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in financial reporting for the FY 2015-16 Budget.

Load all Operating and Capital budget changes within one week of Commission approval.

## Accomplishments in FY 2014-15

Completed Year-end Amendment for FY 2013-14 on November 20, 2014.

Completed Mid-year Amendment for FY 2014-15 on April 23 and May 14, 2015.

Projected to complete the Adopted Operating Budget and Multi-Year Capital Plan by the first week of July.

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

Prepared and monitored the City's Operating and Capital Budgets.

Achieved excellence in financial reporting by receiving the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2014-15 Budget.

## Budget Highlights for FY 2014-15

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the transfer of four positions from the Office of Capital Improvements and Transportation Program (CITP) to manage capital accounts payable services and all other capital budgeting functions (GF \$226,000).

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$3,900) and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$47,600).

The Adopted Budget includes the following reductions:

## Management and Budget

Decrease in Regular Salaries and Wages due to the transfer of the Special Projects Manager to the Information Technology Department (GF \$72,300).

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Receipt of GFOA Distinguished Budget Presentation Award (unit)	No	No	Yes	Yes
Agenda review requests from departments processed within three working days (percent)	N/A	67	78	85
Position approval requests from departments processed within three working days (percent)	N/A	63	63	85
GFOA distinguished Budget Award average score	N/A	N/A	N/A	3
Budget projections completed 6 calendar days before the last commission meeting of the month (months)	N/A	N/A	8	11
Customer service satisfaction survey (percent)	N/A	N/A	N/A	75

## Management and Budget

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	1,050,600	0	1,050,600	1,386,100	0	1,386,100
516000 - Fringe Benefits	13,800	0	13,800	20,700	0	20,700
521000 - Fica Taxes	79,100	0	79,100	105,200	0	105,200
522000 - Retirement Contributions	396,400	0	396,400	387,200	0	387,200
523000 - Life and Health Insurance	198,800	0	198,800	160,400	0	160,400
<b>Personnel</b>	<b>1,738,700</b>	<b>0</b>	<b>1,738,700</b>	<b>2,059,600</b>	<b>0</b>	<b>2,059,600</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	23,800	0	23,800	22,700	0	22,700
531000 - Professional Services	10,000	0	10,000	0	182,000	182,000
540000 - Travel and Per Diem	25,000	0	25,000	25,000	0	25,000
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	2,300	0	2,300	0	0	0
545013 - Insurance - General Liability	2,200	0	2,200	5,000	0	5,000
545014 - Insurance - Public Official	1,700	0	1,700	200	0	200
546001 - IT-Repair and Maintenance Services	7,500	0	7,500	11,900	0	11,900
551000 - Office Supplies	2,800	0	2,800	3,300	0	3,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	1,400	0	1,400
<b>Operating Expense</b>	<b>78,600</b>	<b>0</b>	<b>78,600</b>	<b>71,800</b>	<b>182,000</b>	<b>253,800</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	4,000	0	4,000	4,000	0	4,000
<b>Capital Outlay</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
<b>Total Expense</b>	<b>1,821,300</b>	<b>0</b>	<b>1,821,300</b>	<b>2,135,400</b>	<b>182,000</b>	<b>2,317,400</b>

# Neighborhood Enhancement Team (NET)

Department Head: Vanessa I. Acosta

Phone: (305) 416-2089

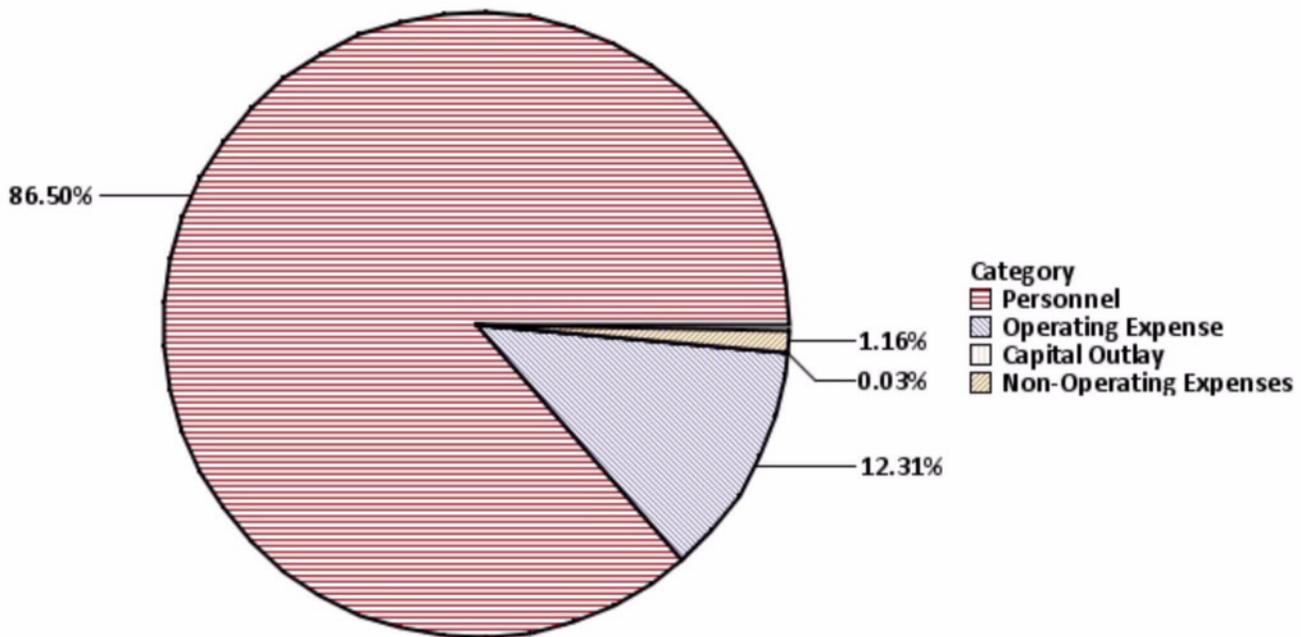
## Description

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.

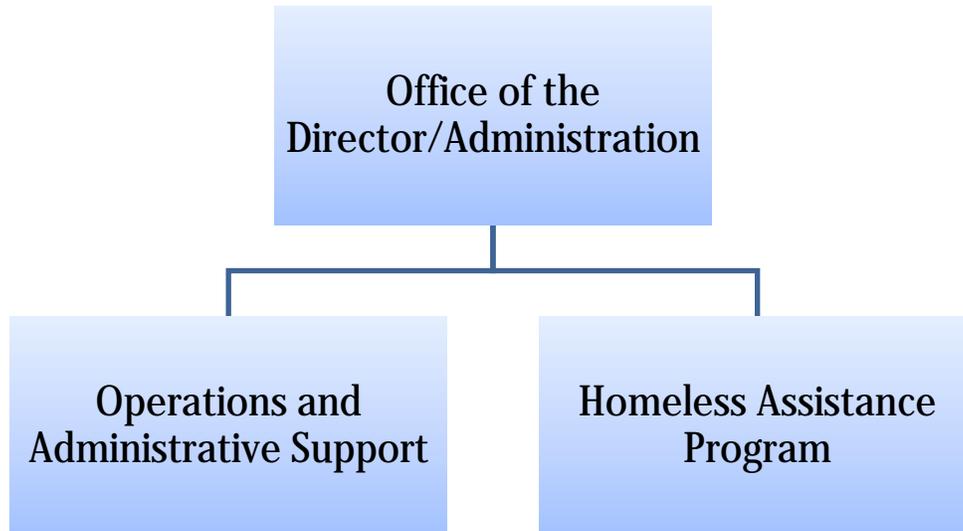
NET is the City's official "One Stop" center deployed in the community. There are 12 multilingual points of entry geared to address non-emergency requests and make local government more user-friendly when addressing quality of life issues and homelessness. NET partners with Miami-Dade County through the City IT Department to operate the regional 311 Answer Center and provide recreational, educational, and cultural programs. The Department administers a special revenue fund that houses multiple grants to administer and manage the placement and care of the homeless population within the City and Countywide.

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

## Allocation by Category



## Neighborhood Enhancement Team (NET)



Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR/ADMINISTRATION</b>            Monitors the effectiveness of the activities within the NET Service Centers, Miami Homeless Assistance Program, COM 311, Community Relations Board, Arts and Entertainment Board and the Overtown Advisory Board; plans, implements, and provides training for all services provided; coordinates services with State, County, and other governmental agencies; prepares and maintains the budget; assists the Mayor and Commissioners with the coordination of activities and special projects.</p>	2	7
<p><b>OPERATIONS/ADMINISTRATIVE SUPPORT</b>            Manages and monitors the daily activities of NET areas; serves as a liaison between the community and the City administration; coordinates and attends community meetings as required and coordinates community functions. Support Staff serves as the technical and customer service liaisons between the City and residents; maintain and tracks daily tasks in 311 call center in conjunction with Miami-Dade County; prepares reports as necessary and assists community with tax preparations and other services at each NetService Center; and works closely with District Commissioners in daily task-activities under the supervision of a Net Administrator.</p>	30	50
<p><b>HOMELESS ASSISTANCE PROGRAM</b>            Provides outreach, assessment, placement, information services, referral, and transportation services to the homeless individuals and families in a caring and professional manner.</p>	7	44
<b>TOTAL FULL-TIME POSITIONS</b>	<b>39</b>	<b>101</b>



# Neighborhood Enhancement Team (NET)

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	3,323,804	4,285,223	4,281,004	6,047,300	6,785,600
Operating Expense	584,210	1,067,349	1,315,526	1,005,000	965,900
Capital Outlay	0	0	0	0	2,000
Non-Operating Expenses	194	145	372	0	91,300
	<b>3,908,209</b>	<b>5,352,718</b>	<b>5,596,902</b>	<b>7,052,300</b>	<b>7,844,800</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	2,386,199	3,372,977	3,187,699	3,963,000	4,878,400
Homeless Program	1,522,010	1,979,741	2,409,202	3,089,300	2,966,400
	<b>3,908,209</b>	<b>5,352,718</b>	<b>5,596,902</b>	<b>7,052,300</b>	<b>7,844,800</b>

## Objectives for FY 2015-16

Refer and assess approximately 60,000 homeless people through the outreach team.

Provide placement to over 6,000 homeless individuals in either a shelter or transitional permanent housing through the Miami Homeless Assistance Program (MHAP).

Implement a survey to measure the Department's performance.

Continue to provide and disseminate information through city departments.

Continue to add new cleanup locations as necessary for the Keep Miami Clean Campaign and maintain the cleanup and Graffiti mitigation services.

## Accomplishments in FY 2014-15

Referred and assisted approximately 60,000 homeless in the outreach program.

Provided placement to approximately 6,100 homeless individuals in either a shelter or transitional permanent housing.

Provided specialized training to the NET staff (such as 311 Service Center and customer service) with the purpose of maintaining a more efficient level of service which allowed the residents to enjoy the benefits of a "One Stop Shop" procedure that permits the solution of multiple issues at the same place and time.

Disseminated information to residents about citywide services.

## Neighborhood Enhancement Team (NET)

Performed special cleaning services and graffiti mitigation to city-owned 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 and the Office of Grants Administration.

Launched “Keep Miami Clean Campaign” in October 2014.

### **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

As per Mid-year second Budget Amendment, increase in Regular Salaries and Wages due to the addition of two full-time positions, an Assistant Department Director and a NET Administrator for the Upper East Side office, and a transfer of a Special Projects Coordinator position to the Information Technology Department (GF \$102,000).

As per Midyear second Budget Amendment, increase in Other Salaries and Wages for a part-time liaison for the Overtown advisory board (GF \$30,100).

The Adopted Budget includes the following additional considerations:

Transfer of a Special Projects Assistant position to Planning and Zoning Department (GF \$55,400).

Increase funding in Regular Salaries and Wages for a Service Center Aide full-time position (GF \$35,400).

Increase funding in Operating Supplies to relocate the Model City Net office to a new location (GF \$15,600), to purchase materials to perform daily clean up within City of Miami communities (GF \$8,900), and to provide annual training and minimum of one departmental retreat/training a year (GF \$600).

Increase funding in Machinery and Equipment to purchase a new computer (GF \$1,900).

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$40,100) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$47,600).

The addition of 57 positions to the Department as a conversion of that number of temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of \$85,000 in GF and \$18,700 in SR); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2015 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions.

To reflect the changes made at the Second Budget Hearing the addition of 3 positions to the Department: one NET Administrator for the Downtown office, and two Special Project Coordinators, a 3-1-1 Coordinator, and a

## **Neighborhood Enhancement Team (NET)**

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Special Project Coordinator (\$192,200); transfer of a Special Projects Assistant from Planning and Zoning department (\$55,400); and increase funding to align salaries (\$54,200).

To reflect the changes made at the Second Budget Hearing increase funding in Other Contractual Services to install alarm system in five NET offices (\$15,000).

To reflect the changes made at the Second Budget Hearing, funding increase for the Citywide Camillus House Mats Program (\$90,000).

## Neighborhood Enhancement Team (NET)

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
One Stop Shop- Permits Processed In NET Offices (number)	1,757	2,079	2,513	2,079
Revenues Collected (dollars)	382,936	361,514	300,611	365,000
NET Sponsored Events (number)	57	111	154	65
Value of in-kind contributions and Donation in Partner Events (dollars)	0	58,000	83,260	85,000
Finance-Families assisted with taxes (number)	261	354	404	350
Average length of time to complete service requests	0	0	0	25 days
Average customer satisfaction survey score (1=Poor, 10= Excellent)	0	0	0	7.5
Homeless Contacts (number)	48,514	58,000	55,020	60,000
Homeless placements (number)	4,627	6,001	4,157	6,000
Homeless cold or severe weather placements (number)	800	953	414	1,200

## Neighborhood Enhancement Teams (NET)

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	2,460,200	305,500	2,765,700	2,901,600	1,284,700	4,186,300
512010 - Attrition Savings - Salaries	(267,000)	0	(267,000)	(67,800)	0	(67,800)
513000 - Other Salaries and Wages	287,300	1,693,400	1,980,700	532,500	564,400	1,096,900
516000 - Fringe Benefits	18,600	3,000	21,600	35,700	3,000	38,700
521000 - Fica Taxes	196,300	48,700	245,000	223,100	97,900	321,000
522000 - Retirement Contributions	622,600	139,100	761,700	605,900	146,200	752,100
523000 - Life and Health Insurance	440,200	99,400	539,600	378,200	80,200	458,400
<b>Personnel</b>	<b>3,758,200</b>	<b>2,289,100</b>	<b>6,047,300</b>	<b>4,609,200</b>	<b>2,176,400</b>	<b>6,785,600</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	52,700	11,900	64,600	54,400	10,800	65,200
531000 - Professional Services	0	628,900	628,900	0	529,700	529,700
534000 - Other Contractual Services	12,500	5,000	17,500	31,700	16,600	48,300
541000 - Communications & Related Services	13,300	36,800	50,100	13,300	33,700	47,000
541100 - Postage	500	100	600	500	100	600
543000 - Utility Services	22,000	14,400	36,400	22,000	18,000	40,000
544000 - Rentals and Leases	12,200	87,900	100,100	8,200	68,600	76,800
545011 - Insurance - Vehicle Liability	10,800	0	10,800	21,500	0	21,500
545013 - Insurance - General Liability	8,200	0	8,200	5,000	0	5,000
545014 - Insurance - Public Official	3,300	0	3,300	200	0	200
546001 - IT-Repair and Maintenance Services	55,800	0	55,800	67,500	0	67,500
549000 - Other Current Charges and Obligations	0	2,000	2,000	0	3,000	3,000
551000 - Office Supplies	3,300	4,800	8,100	3,600	4,800	8,400
552000 - Operating Supplies	9,700	8,000	17,700	38,800	8,000	46,800
552200 - Clothing/Uniform Supplies	0	0	0	0	5,000	5,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	500	400	900	500	400	900
<b>Operating Expense</b>	<b>204,800</b>	<b>800,200</b>	<b>1,005,000</b>	<b>267,200</b>	<b>698,700</b>	<b>965,900</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	2,000	0	2,000
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	0	0	0	91,300	91,300
<b>Non-Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,300</b>	<b>91,300</b>

## Neighborhood Enhancement Teams (NET)

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Total Expense</b>	<b>3,963,000</b>	<b>3,089,300</b>	<b>7,052,300</b>	<b>4,878,400</b>	<b>2,966,400</b>	<b>7,844,800</b>

# Procurement

Department Head: Annie Perez

Phone: (305) 416-1910

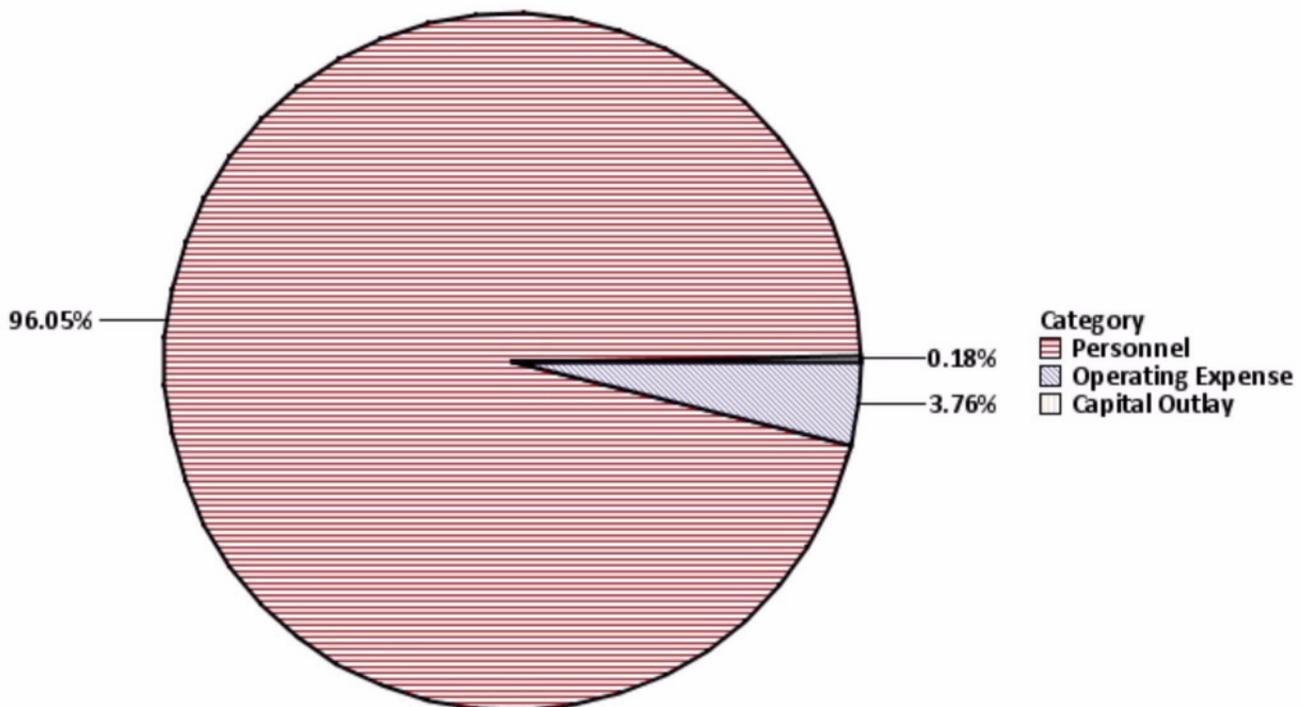
## Description

The Procurement Department (Procurement) administers the purchase of all materials, supplies, equipment, goods, and services needed by the various departments of the City of Miami. Additionally, the Procurement's Capital Improvements and Transportation Program team processes and maintains the City's construction and architectural and engineering services contracts.

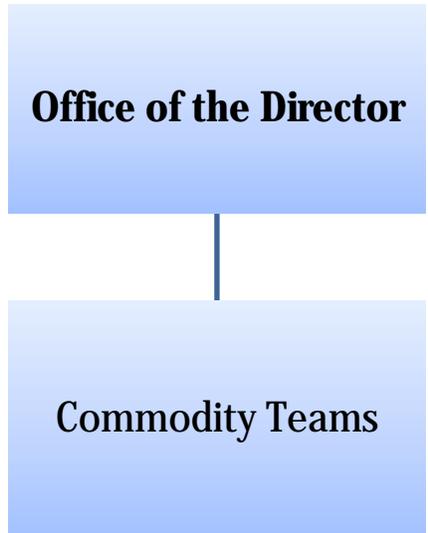
Procurement conducts all purchases in an open and fair competitive manner as established by the informal and formal methods of source selection pursuant to the City of Miami Procurement Code. The primary methods of source selection consist of: Invitation for Quotations (IFQs) for purchases between \$2,501 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. Purchases which are \$2,500 or less are processed through a citywide Procurement Card (P-Card) Program or via purchase orders. Procurement also administers the disposition of citywide surplus and personal property. Additionally, Procurement provides specification refinement, contract negotiations, expert consultant agreements, contract administration, and vendor performance. All functions are performed in compliance with federal, state, and local laws.

Procurement's customers include, but are not limited to, 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 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b>            Manages the daily operations and supervision of the Procurement Department; drafts, reviews and approves all citywide Oracle purchase orders; resolves all Oracle technical-related issues in the Procurement module; handles large and complex procurements and negotiations, certifies the procurement processes for each commodity team; drafts, reviews, and approves agenda items; briefs City Commissioners and attends City Commission meetings.</p>	3	3
<p><b>COMMODITY TEAMS</b>            Procures goods and services citywide for a defined commodity set; registers vendors processes and maintains the City’s construction and architectural and engineering services contracts for the Capital Improvements and Transportation Program Department; 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 departments; negotiates, awards, amends, and renews contracts; processes and tracks contracts; manages and tracks vendor performance and capacity. Administers the Purchasing Card (P-Card) Program citywide; monitors on a daily basis, transactions that are attempted or made by individual cardholders. Issues, cancels, and trains city personnel on P-Card use. Administers the disposition of surplus personal property citywide.</p>	16	17
<b>TOTAL FULL-TIME POSITIONS</b>	<b>19</b>	<b>20</b>

# Procurement

## Department Expenditure Summary

	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Personnel	891,177	1,350,862	1,445,857	1,980,700	2,076,800
Operating Expense	9,601	25,673	60,417	65,400	81,400
Capital Outlay	0	7,460	5,246	0	4,000
	<b>900,777</b>	<b>1,383,996</b>	<b>1,511,520</b>	<b>2,046,100</b>	<b>2,162,200</b>

## Objectives for FY 2015-16

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 and Transportation Program (CITP) Projects.

Fully integrate all CITP construction, architecture, engineering solicitations into the Oracle software system.

Conduct all negotiations for solicitations to achieve maximum savings for the City.

Implement an electronic contract management program for the tracking of contract expiration dates, insurance, and bonds.

## Accomplishments in FY 2014-15

Passed one ordinance amending City Procurement Code Sections 18-89, Contracts for Public Works or Improvements, to create a tiered system in which the local participation requirement percentage is based on certain dollar thresholds; expanded the local workforce boundary from City of Miami to Miami-Dade County; created an aspirational goal where the contractor shall strive to employ a minimum of 50 percent of the minimum local workforce participation percentage requirements from within the district where the project resides; and added a requirement for a work plan that details how the local workforce requirements will be met. Completed reviews and made changes to the general contract terms and conditions for formal solicitations for CITP projects and goods and services.

Completed the solicitation templates for CITP projects for integration into the Oracle software system.

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following additions:

Increase in funding for retention of one Subject Matter Expert until December 2015 (GF \$24,500).

Increase in funding for subscriptions and travel to enable Procurement training of staff (GF \$9,400).

Increase in funding for one Procurement Assistant to handle administrative functions (GF \$48,000).

# Procurement

The Adopted Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$29,300) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$33,400).

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Purchase orders issued citywide (number)	12,829	10,500	14,263	16,500
Purchase orders spent citywide (dollar in millions)	141.00	155.00	145.03	190.00
Solicitations issued (number)	277	280	226	250
Reduction of standard purchase orders processed through the establishment of blanket purchase orders (percentage)	NA	NA	NA	30
Average processing time cycle for RFP/RFQs (days)	NA	NA	NA	115
Capital solicitations issued through the Oracle system (number)	NA	NA	NA	20
Increase the iSupplier vendor pool by 20% (Currently there are 11,710 vendors) (number)	NA	NA	NA	14,052

## Procurement

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	1,186,000	0	1,186,000	1,360,000	0	1,360,000
512010 - Attrition Savings - Salaries	0	0	0	(64,100)	0	(64,100)
513000 - Other Salaries and Wages	0	0	0	22,800	0	22,800
516000 - Fringe Benefits	8,400	0	8,400	12,000	0	12,000
521000 - Fica Taxes	87,900	0	87,900	106,700	0	106,700
522000 - Retirement Contributions	428,600	0	428,600	421,700	0	421,700
523000 - Life and Health Insurance	269,800	0	269,800	217,700	0	217,700
<b>Personnel</b>	<b>1,980,700</b>	<b>0</b>	<b>1,980,700</b>	<b>2,076,800</b>	<b>0</b>	<b>2,076,800</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	32,300	0	32,300	32,600	0	32,600
534000 - Other Contractual Services	300	0	300	400	0	400
540000 - Travel and Per Diem	0	0	0	9,600	0	9,600
540010 - Training	1,000	0	1,000	1,000	0	1,000
541100 - Postage	200	0	200	100	0	100
544000 - Rentals and Leases	2,500	0	2,500	2,500	0	2,500
545011 - Insurance - Vehicle Liability	2,200	0	2,200	0	0	0
545013 - Insurance - General Liability	2,100	0	2,100	5,000	0	5,000
545014 - Insurance - Public Official	1,500	0	1,500	200	0	200
546001 - IT-Repair and Maintenance Services	11,700	0	11,700	18,500	0	18,500
548100 - Advertising and Related Costs	5,000	0	5,000	4,000	0	4,000
551000 - Office Supplies	2,000	0	2,000	3,000	0	3,000
552000 - Operating Supplies	600	0	600	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	3,500	0	3,500
<b>Operating Expense</b>	<b>65,400</b>	<b>0</b>	<b>65,400</b>	<b>81,400</b>	<b>0</b>	<b>81,400</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	4,000	0	4,000
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
<b>Total Expense</b>	<b>2,046,100</b>	<b>0</b>	<b>2,046,100</b>	<b>2,162,200</b>	<b>0</b>	<b>2,162,200</b>



**DEPARTMENT  
EXPENDITURES:**  
PLANNING AND DEVELOPMENT

- Building
- Planning and Zoning





# Building

Department Head: Peter J. Iglesias, PE

Phone: (305) 416-1102

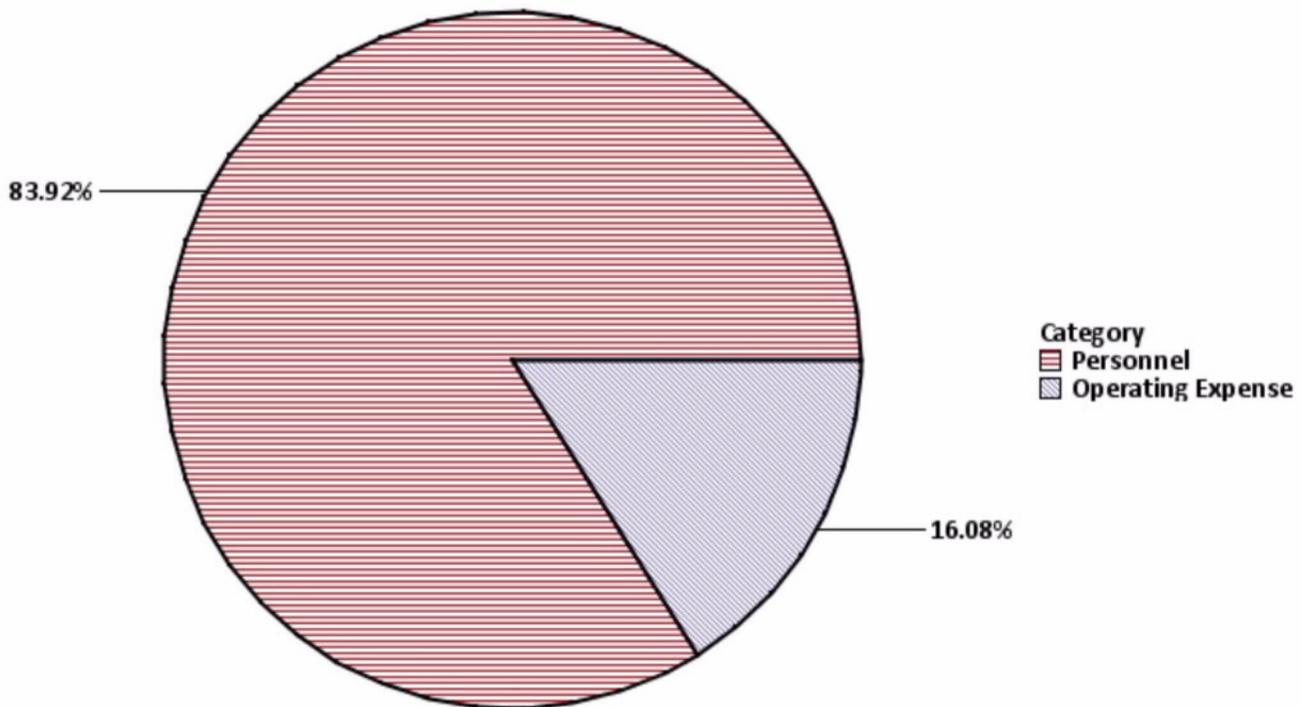
## Description

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

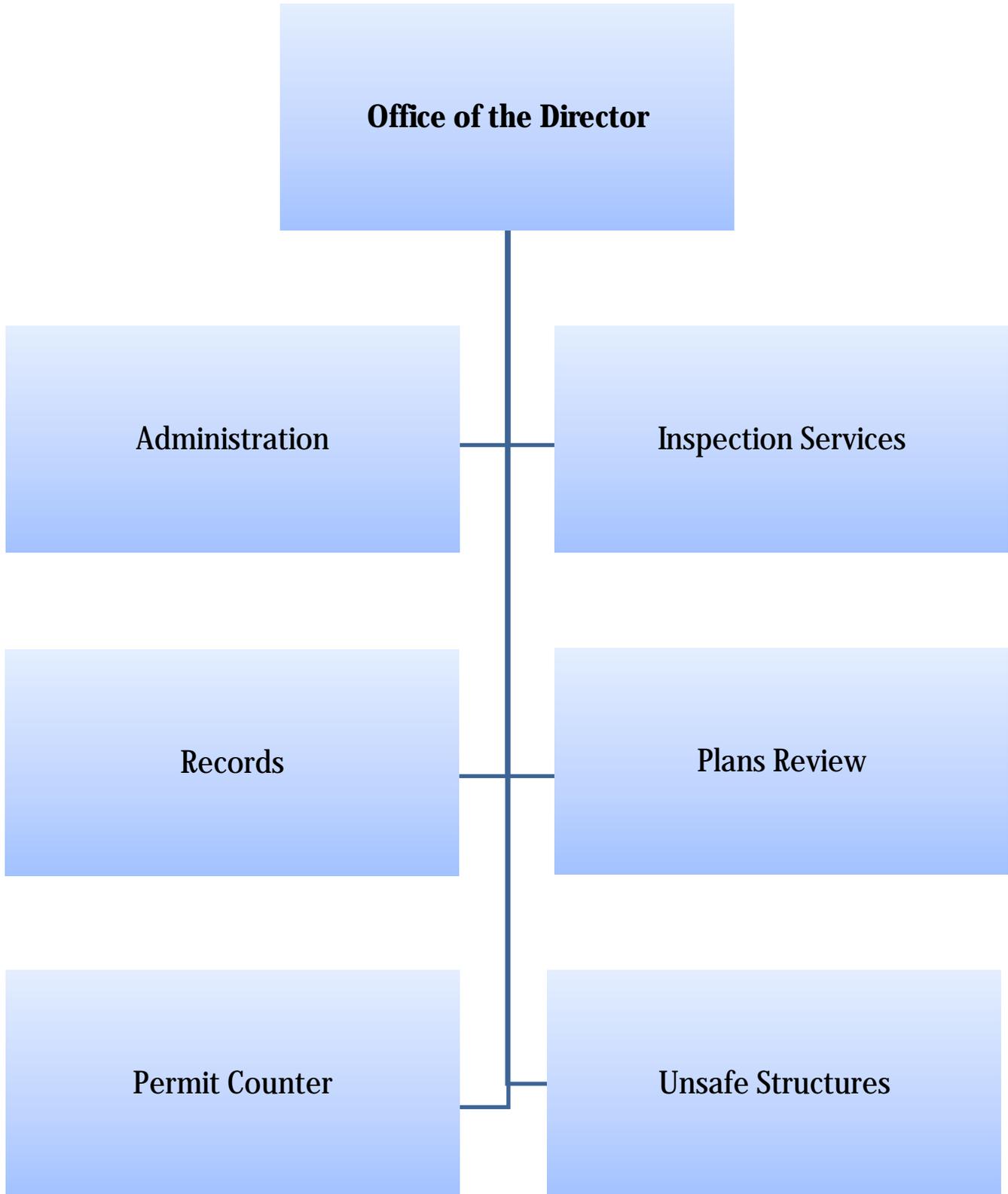
The Building Department assures first responders such as Police and Fire Rescue that structures are constructed in compliance with all applicable life safety codes. This is of crucial importance since first responders often have to respond to emergencies in structures that may have been compromised due to unforeseen occurrences. The Department accomplishes these tasks through the following divisions: Administration, Plans Review, Inspection Services, Permit Counter, Records and Unsafe Structure.

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 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> 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 and short and long-range plans.</p>	2	2
<p><b>ADMINISTRATION</b> Prepares and implements the departmental budget; monitors revenue, personnel activities; performs routine clerical duties such as answering phones and prepares legislative packages as required.</p>	6	8
<p><b>INSPECTION SERVICES</b> 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	38
<p><b>RECORDS</b> Conducts research on record requests received from the general public; coordinates the digitizing of records to comply with State of Florida Public Record requirements; enters and retrieves information to and from the filing system.</p>	8	7
<p><b>PLANS REVIEW</b> Assists homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process.</p>	11	9
<p><b>PERMIT COUNTER</b> Issues all Building permits, CO/TCO (Certificates of Occupancy and Temporary Certificates of Occupancy), commercial, residential certificates; 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.</p>	14	10
<p><b>UNSAFE STRUCTURES</b> Conducts field inspections of structures due to customer complaints to determine hazardous conditions at construction sites, residential and commercial properties, as well as any accidents that may occur involving structural damages; aides homeowners and contractors through the Unsafe Structures process in order to secure structures that may be occupied or vacant; conducts board hearings to determine structures that should be demolished, and schedules those demolitions alongside the legal department; records liens and demolition orders on abandoned properties; administers the 40/50 year recertification process.</p>	0	6
<b>TOTAL FULL-TIME POSITIONS</b>	<b>78</b>	<b>80</b>

# Building

## Department Expenditure Summary

	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Personnel	4,117,446	6,698,080	8,004,277	8,984,400	9,064,500
Operating Expense	460,986	492,904	734,913	1,547,600	1,736,700
Capital Outlay	0	28,826	0	0	0
	<b>4,578,432</b>	<b>7,219,810</b>	<b>8,739,190</b>	<b>10,532,000</b>	<b>10,801,200</b>

## Department / Fund Relationship

	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
General Fund	4,492,191	7,145,638	8,626,917	9,703,400	10,361,800
Departmental Improvement Initiative	86,241	74,173	112,274	828,600	439,400
	<b>4,578,432</b>	<b>7,219,810</b>	<b>8,739,190</b>	<b>10,532,000</b>	<b>10,801,200</b>

## Objectives for FY 2015-16

Continue to focus on providing the most efficient and superior customer service to customers.

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

Continuing to enhance iBuild Phase III to improve and simplify our business processes thereby providing more efficient services to our customers.

Review and re-classify Inspector positions to simplify and better align the Review and Inspection Sections with the requirements of the construction industry in order to attract qualified personnel and retain current staff.

## Accomplishments in FY 2014-15

Completed iBuild Phase II of several enhancements and new business processes to our existing iBuild computer system. This has provided better reporting capability to better appropriate staffing and project future inspection/review requirements.

Reconciled iBuild and Oracle accounts to ensure that information was being directed to the correct accounts and balances matched. This program consolidation has created better communication and controls with the Finance Department.

# Building

Reorganized the Unsafe Structures Section to streamline functions and focus on productivity and customer service including the creation of the 40/50 year recertification module in iBuild which combined the intake and review process with follow-up actions such as form letters and violations for non-compliance.

Initiated a three year capital improvement project for facilities renovation, electronic plans review, IT enhancements, and full system integration of the iBuild program.

Completed the real time inspections through direct web link to the main City webpage, iBuild displays a visual map with color coordination that shows inspections completed and inspections remaining.

Continued to focus on providing the best and most efficient customer service to all customers by striking the difficult balance between ensuring life safety and providing services to residents, businesses and the construction industry.

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

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Other Contractual Services to continue structural review and inspection services based on construction requirement (GF \$397,800).

Increase in Other Salaries and Wages for a Subject Matter Expert (GF \$216,500).

Increase in Overtime to cover hourly staff as necessary (GF \$19,100).

Increase in Other Contractual Services to continue to digitize records (GF \$65,100).

Increase in Travel and Per Diem for Elevator Safety training (GF \$900).

Increase in Subscription, Membership, and Licenses to maintain up-to-date information of the American Society of Civil Engineers books, Engineering News-Record (ENR), Building Codes and International Code Council (GF \$6,100).

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$223,200) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$37,000).

The addition of two positions to the Department as a conversion of that number of temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of \$56,700 GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2015 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions

# Building

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Building construction permit applications processed for commercial properties (number)	11,109	13,170	13,871	13,764
Building construction permit applications processed for residential properties (number)	6,996	7,518	7,617	6,852
Inspections performed within 24 hours of request (percent)	98	98	98	99
Average time to process permit applications (minutes)	20	20	15	15
Average number of weeks to complete plan reviews (days)	N/A	N/A	5	5
Quality customer satisfaction based on inspection efficiency, plan process times and low customer complaints (percent)	N/A	N/A	99	99

## Building Department

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	5,137,800	0	5,137,800	5,579,500	0	5,579,500
512010 - Attrition Savings - Salaries	(298,000)	0	(298,000)	(317,100)	0	(317,100)
513000 - Other Salaries and Wages	383,600	0	383,600	545,500	0	545,500
514000 - Overtime	206,000	0	206,000	206,000	0	206,000
516000 - Fringe Benefits	17,400	0	17,400	11,700	0	11,700
521000 - Fica Taxes	388,000	0	388,000	426,700	0	426,700
522000 - Retirement Contributions	2,042,000	0	2,042,000	1,718,600	0	1,718,600
523000 - Life and Health Insurance	1,107,600	0	1,107,600	893,600	0	893,600
<b>Personnel</b>	<b>8,984,400</b>	<b>0</b>	<b>8,984,400</b>	<b>9,064,500</b>	<b>0</b>	<b>9,064,500</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	132,600	0	132,600	133,700	0	133,700
533000 - Court Services	80,000	0	80,000	80,000	0	80,000
534000 - Other Contractual Services	240,300	828,600	1,068,900	703,100	439,400	1,142,500
540000 - Travel and Per Diem	400	0	400	1,300	0	1,300
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	42,500	0	42,500	42,500	0	42,500
544000 - Rentals and Leases	23,000	0	23,000	23,000	0	23,000
545011 - Insurance - Vehicle Liability	12,200	0	12,200	32,000	0	32,000
545013 - Insurance - General Liability	10,600	0	10,600	5,000	0	5,000
545014 - Insurance - Public Official	9,100	0	9,100	200	0	200
546000 - Repair and Maintenance Services	2,100	0	2,100	2,100	0	2,100
546001 - IT-Repair and Maintenance Services	85,000	0	85,000	112,100	0	112,100
547000 - Printing and Binding	3,500	0	3,500	3,500	0	3,500
547200 - Printing and Binding- Paper Stock	3,500	0	3,500	3,500	0	3,500
548100 - Advertising and Related Costs	600	0	600	38,100	0	38,100
551000 - Office Supplies	20,000	0	20,000	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
552200 - Clothing/Uniform Supplies	0	0	0	31,500	0	31,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,800	0	3,800	15,900	0	15,900
<b>Operating Expense</b>	<b>719,000</b>	<b>828,600</b>	<b>1,547,600</b>	<b>1,297,300</b>	<b>439,400</b>	<b>1,736,700</b>
<b>Total Expense</b>	<b>9,703,400</b>	<b>828,600</b>	<b>10,532,000</b>	<b>10,361,800</b>	<b>439,400</b>	<b>10,801,200</b>

# Planning and Zoning

Department Head: Francisco J. Garcia

Phone: (305) 416-1470

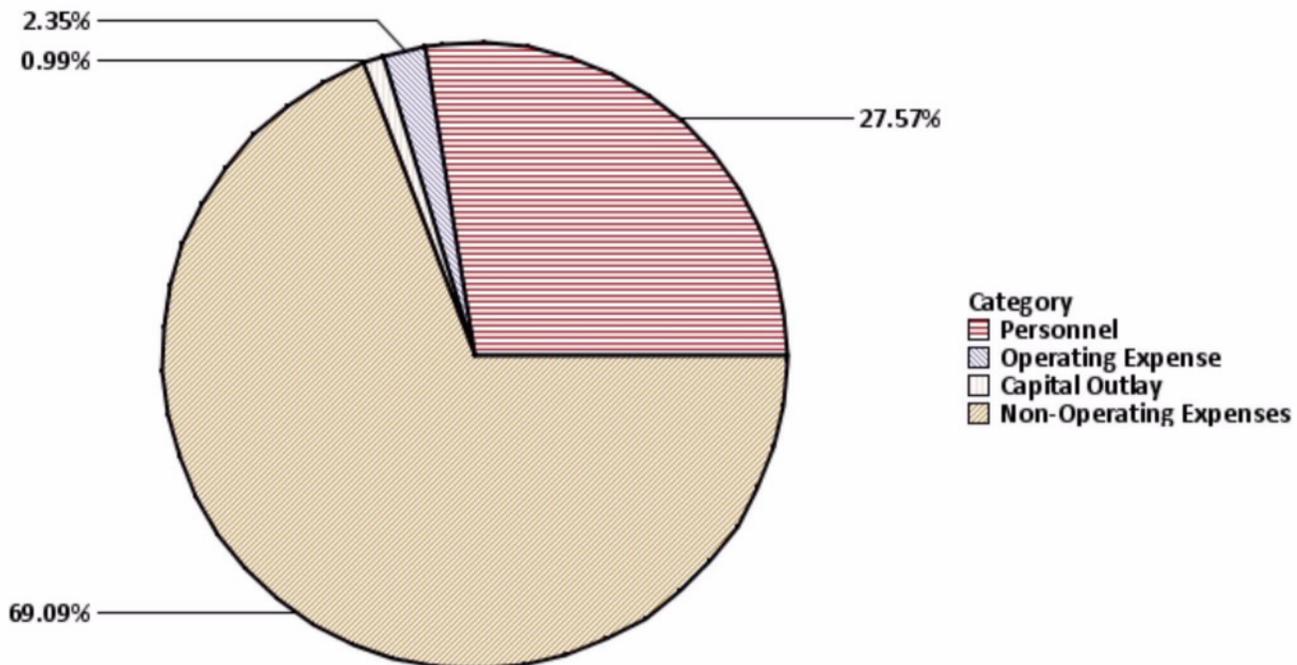
## Description

The Department of Planning and Zoning manages and implements regulations, guidelines, and policies which direct the growth and redevelopment of the City of Miami. 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 resources.

As part of this process, staff analyzes the adopted growth for 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 Zoning Ordinances, preservation and development regulations, collection of revenues (Certificates of Use, Business Tax Receipts, Temporary Use Permits), and other state and local requirements that govern growth. The Department processes and handles applications, petitions, advertisings, signs of posting, notifications to property owners and neighborhood associations, open violation cases and liens, and schedules public hearings and meetings to be held by the Planning and Zoning portion of the City Commission; the Planning, Zoning and Appeals Board (PZAB); the Code Enforcement Board; the Ticketing Appellate Board; the Nuisance Abatement Board; the Red Light Camera Appeals Board; and the Waterfront Advisory Board.

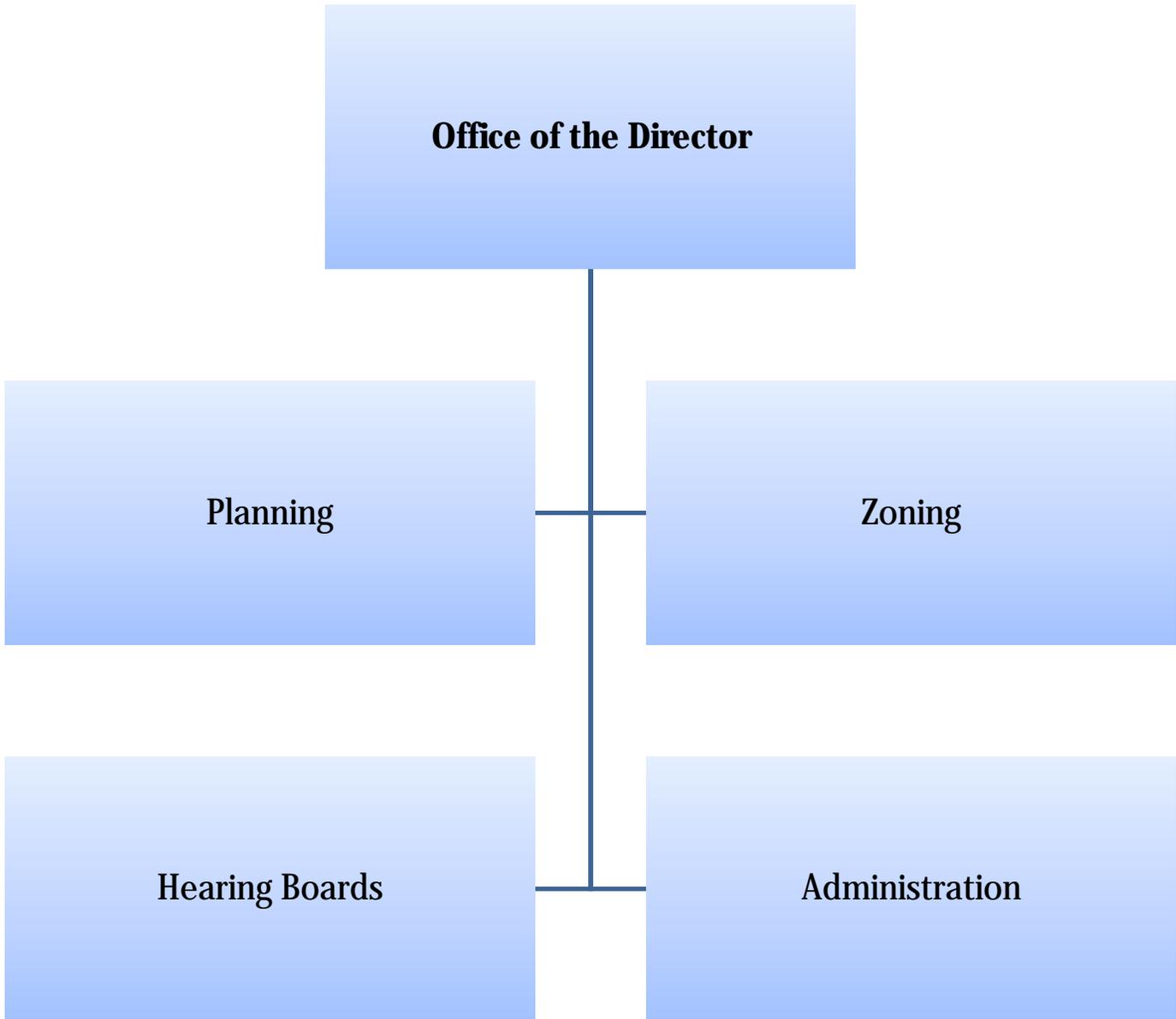
Stakeholders include City residents, elected officials, the business and development communities, City departments and other governmental agencies.

## Allocation by Category



# Planning and Zoning

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## Planning and Zoning

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Oversees the implementation of all departmental operations; provides guidance in the interpretation of the Zoning Ordinance and the implementation of the Comprehensive Plan; 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>	3	2
<p><b>PLANNING</b> 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 the City Commission; collects and analyzes demographic, physical, social, and economic data; implements and supervises urban design.</p>	24	25
<p><b>ZONING</b> 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; issues Certificates of Use and Temporary Use permits; issues approval of Alcohol and Tobacco applications; verifies compliance of Assisted Living Facilities as per Florida Statutes and the Zoning Ordinance.</p>	16	16
<p><b>HEARING BOARDS</b> Processes applications for public meetings and hearings in support of the 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 Planning and Zoning 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><b>ADMINISTRATION</b> 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	6
<b>TOTAL FULL-TIME POSITIONS</b>	<b>57</b>	<b>58</b>

# Planning and Zoning

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	3,014,464	4,444,711	4,956,672	6,578,300	6,267,500
Operating Expense	296,288	292,412	444,610	478,000	533,100
Capital Outlay	0	69,221	11,721	225,000	225,000
Non-Operating Expenses	0	0	0	8,630,700	15,704,900
Transfers - OUT	4,975,224	551,250	325,000	0	0
	<b>8,285,975</b>	<b>5,357,594</b>	<b>5,738,002</b>	<b>15,912,000</b>	<b>22,730,500</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	3,213,862	4,758,265	5,383,216	6,822,800	6,800,600
Planning Services	5,039,613	600,445	354,787	7,036,800	12,208,000
Tree Trust Fund	0	0	0	1,900,000	3,545,900
Economic Development (SR)	32,500	(1,116)	0	152,400	176,000
	<b>8,285,975</b>	<b>5,357,594</b>	<b>5,738,002</b>	<b>15,912,000</b>	<b>22,730,500</b>

## Objectives for FY 2015-16

Evaluate and streamline both internal and external processes to increase operational efficiency and to improve customer service and communications.

Restructure the staff's functions to fit the changing needs of the City and 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.

Complete the Downtown Historic District Guidelines to address the needs of the National Register District and balance increased development interest as well as create new incentives for historic preservation within the Downtown area.

Continue to build on the 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 into the iBuild system or a similar process.

Continue to make 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, establishes a separate zoning category for Parks and Recreation and Community Plans for Wynwood, Little Havana, and Little Santo Domingo.

# Planning and Zoning

## **Accomplishments in FY 2014-15**

Successfully implemented the standardization and automation of Zoning Verification Letters.

Fully integrated Environmental Resources into one comprehensive process by consolidating all permits (private property, Public Works right of way, and Capital Improvements and Transportation) into iBuild. Additionally, some planning and zoning functions were integrated into one process.

Completed the digitization of all Zoning documents into Laserfische making records more readily accessible to the public and upgrades were made to Geographic Information Systems (GIS).

Filled 11 vacancies to expedite approvals, processes, and project reviews.

Collaborated with the Downtown Development Authority to authorize Increment III of the Downtown Development of Regional Impact (DRI).

Completed Growth Management Legislation which passed on first reading of the City Commission. The Evaluation and Appraisal Report (EAR) is currently in process and will be completed prior to the November 1, 2015 due date.

Completed the designation of a Riverview Historic District.

Continued to build the Department's website to provide latest amendments made to the Zoning Code, updated permit applications, and educational material on Tree Protection to the public.

Completed the consolidation of Environmental Resources tree permits into iBuild.

Completed legislative amendments to Miami 21, Chapter 62 and Chapter 23. Completed the Little Havana Historic designation and rezoning and preliminary concepts of Little Santo Domingo. Additionally, the legislation creating the Wynwood Neighborhood Revitalization District is being presented to the City Commission.

Reviewed and approved several major projects and Special Area Plans.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in regular salaries and wages due to the addition of a Chief of Urban Design to implement and supervise urban design (GF \$109,700).

Increase in travel and per diem to keep staff on the constant technological advances in the area of GIS mapping (GF \$5,000).

To reflect the changes made at the Second Budget Hearing, a Special Projects Assistant position was transferred from Planning and Zoning to NET (GF \$55,400).

The Adopted Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$137,200) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$45,600).

## Planning and Zoning

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
File search requests processed (number)	9,700	9,900	14,807	12,000
Public hearing applications processed (number)	100	130	113	115
Number of annual visitors to the Department (number)	8,200	8,400	19,363	15,000
Visits to Department website (number)	53,000	53,200	144,173	130,000
E-mail inquiries reviewed and processed annually (number)	250	275	344	275

## Planning and Zoning

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	3,742,400	0	3,742,400	4,056,200	0	4,056,200
512010 - Attrition Savings - Salaries	0	0	0	(155,800)	0	(155,800)
513000 - Other Salaries and Wages	92,100	233,500	325,600	92,100	0	92,100
516000 - Fringe Benefits	25,800	0	25,800	17,100	0	17,100
521000 - Fica Taxes	284,800	0	284,800	295,900	0	295,900
522000 - Retirement Contributions	1,432,900	0	1,432,900	1,308,900	0	1,308,900
523000 - Life and Health Insurance	766,800	0	766,800	653,100	0	653,100
<b>Personnel</b>	<b>6,344,800</b>	<b>233,500</b>	<b>6,578,300</b>	<b>6,267,500</b>	<b>0</b>	<b>6,267,500</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	91,800	0	91,800	92,500	0	92,500
531000 - Professional Services	78,500	0	78,500	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	18,000	0	18,000	9,000	0	9,000
540000 - Travel and Per Diem	5,000	0	5,000	10,100	0	10,100
541100 - Postage	79,000	0	79,000	115,000	0	115,000
544000 - Rentals and Leases	6,700	0	6,700	5,300	0	5,300
545011 - Insurance - Vehicle Liability	7,200	0	7,200	21,100	0	21,100
545013 - Insurance - General Liability	6,800	0	6,800	5,000	0	5,000
545014 - Insurance - Public Official	5,700	0	5,700	200	0	200
546000 - Repair and Maintenance Services	600	0	600	0	0	0
546001 - IT-Repair and Maintenance Services	26,200	0	26,200	43,800	0	43,800
547000 - Printing and Binding	3,800	0	3,800	1,900	0	1,900
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	8,500	0	8,500	10,500	0	10,500
552000 - Operating Supplies	6,500	0	6,500	6,500	0	6,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	700	0	700
<b>Operating Expense</b>	<b>478,000</b>	<b>0</b>	<b>478,000</b>	<b>533,100</b>	<b>0</b>	<b>533,100</b>
<b>Capital Outlay</b>						
663000 - Improvements Other Than Buildings	0	225,000	225,000	0	225,000	225,000
<b>Capital Outlay</b>	<b>0</b>	<b>225,000</b>	<b>225,000</b>	<b>0</b>	<b>225,000</b>	<b>225,000</b>

## Planning and Zoning

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	8,630,700	8,630,700	0	15,704,900	15,704,900
<b>Non-Operating Expenses</b>	<b>0</b>	<b>8,630,700</b>	<b>8,630,700</b>	<b>0</b>	<b>15,704,900</b>	<b>15,704,900</b>
<b>Total Expense</b>	<b>6,822,800</b>	<b>9,089,200</b>	<b>15,912,000</b>	<b>6,800,600</b>	<b>15,929,900</b>	<b>22,730,500</b>



**DEPARTMENT  
EXPENDITURES:**  
PUBLIC WORKS

- Capital Improvements and Transportation Program
  - General Services Administration
    - Public Works
    - Solid Waste





# Capital Improvements and Transportation Program

Department Head: Jeovanny Rodriguez, PE

Phone: (305) 416-1225

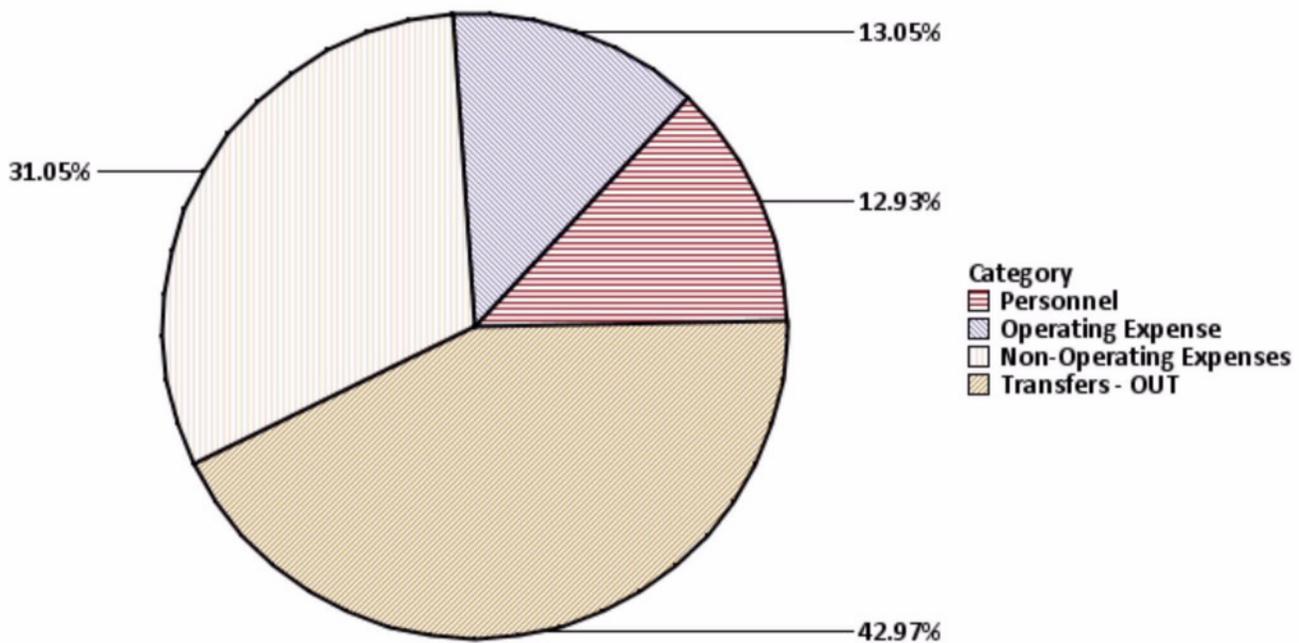
## Description

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

As part of the Public Works service area, the Office is staffed by engineers, architects, construction managers, and public relations agents who administers the Capital Improvements and Transportation Program. The Office manages all phases of design and construction for 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 free On-Demand Transportation services for the elderly.

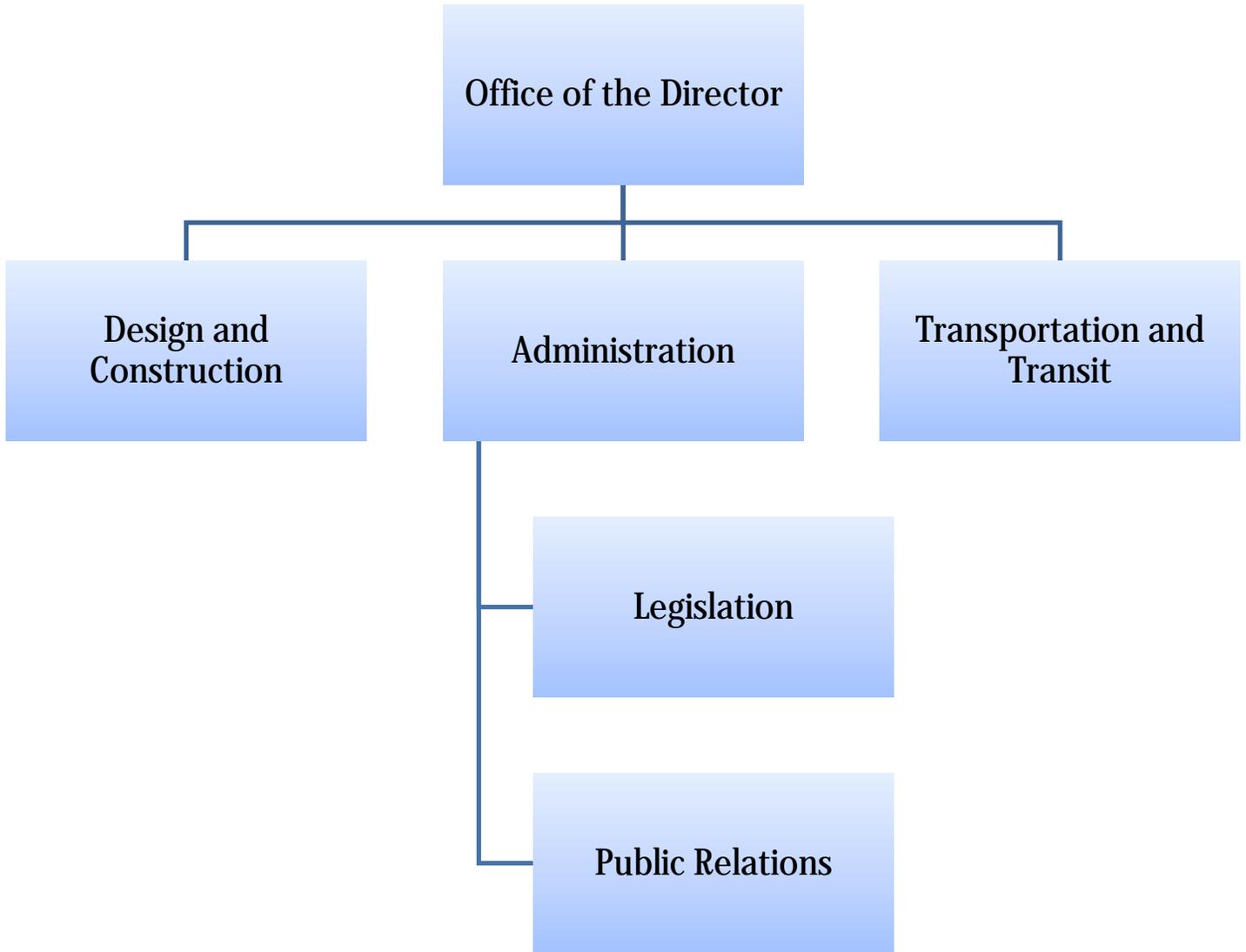
Stakeholders include other City departments, elected officials, the community, and other governmental agencies.

## Allocation by Category



# Capital Improvements and Transportation Program

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## Capital Improvements and Transportation Program

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Directs, plans and implements the City's capital improvements and transportation program; 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>	2	3
<p><b>DESIGN AND CONSTRUCTION</b> 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	29
<p><b>ADMINISTRATION</b> Provides administrative and support services to technical staff; performs personnel and payroll functions.</p>	5	2
<p><b>COST ANALYSIS</b> Enters and oversees purchasing requisitions; prepares direct payments and journal entries; maintains a requisition purchase order log.</p>	1	0
<p><b>LEGISLATION</b> Drafts legislative items; routes CITP agenda items for approval; serves as the liaison with the Procurement Department; works along with the Agenda and City Attorney offices toward resolving legislative matters.</p>	1	1
<p><b>PUBLIC RELATIONS</b> Organizes CITP groundbreaking and community meetings; responds to public records requests and constituents inquiries; prepares voting ballots and mail outs for special projects; assists with the Trolley system.</p>	2	2
<p><b>TRANSPORTATION AND TRANSIT</b> 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>	8	8
<b>TOTAL FULL-TIME POSITIONS</b>	<b>43</b>	<b>45</b>

# Capital Improvements and Transportation Program

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	932,631	2,428,638	2,722,525	3,380,200	3,598,700
Operating Expense	3,236,574	8,877,379	6,902,212	4,025,900	3,630,700
Capital Outlay	2,411,728	(245,465)	(8,671)	0	0
Non-Operating Expenses	0	0	0	5,347,000	8,638,300
Transfers - OUT	9,404,600	9,442,400	11,205,857	11,027,500	11,957,200
	<b>15,985,533</b>	<b>20,502,952</b>	<b>20,821,923</b>	<b>23,780,600</b>	<b>27,824,900</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	2,641,053	4,888,632	4,805,064	5,093,100	5,330,200
General Special Revenue	367,552	833,929	431,517	1,287,900	918,300
Planning Services	93,106	53,423	8,143	0	0
Community Development	0	0	1,105	0	0
Transportation and Transit	10,715,770	12,794,665	15,576,094	17,399,600	21,576,400
ARRA-Others-Memo Only	2,168,052	1,932,303	0	0	0
	<b>15,985,533</b>	<b>20,502,952</b>	<b>20,821,923</b>	<b>23,780,600</b>	<b>27,824,900</b>

## Objectives for FY 2015-2016

Continue to assess the needs of the CITP organization to develop and implement a comprehensive CITP policies and procedures manual by the fourth quarter of FY 2015-16.

Address project scheduling delays by continuing bi-weekly meetings with staff to review project status and updates; these requirements require all staff to be proactive, invested, and held accountable for their projects throughout the upcoming FY 2015-16.

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 2015-16.

Implement accessibility for the GIS Tracking software for all active capital projects which provides an up-to-date mapping system to the general public via the City's website by the second quarter of FY 2015-16.

Expand the Miami Trolley system service coverage by establishing three new routes approved by City Commission in FY 2015-16.

Secure capital funding for the acquisition of new Miami Trolley vehicles by the fourth quarter of FY 2015-16.

Implement the Miami Trolley Website Feedback Program by the first quarter of FY 2015-16.

# Capital Improvements and Transportation Program

Complete the City's Transportation Vision Plan in the first quarter of FY 2015-16.

Initiate implementation of mobility strategies for the Downtown Miami area by the fourth quarter of FY 2015-16.

Develop a traffic calming plan and guidelines for the City by the fourth quarter FY 2015-16.

## **Accomplishments in FY 2014-15**

Implemented key components of the CIPP policies and procedures manual during the second quarter of FY 2014-15 effectuating the streamlining of the internal CIPP grants management system for all third-party funded capital projects.

Held meetings with vendors to determine the best software system to replace the TRACS System. As a result of these meetings, the Information Technology Department is currently developing a RFQ for a replacement system.

Worked closely with outside agencies and with the Office of Grants Administration to facilitate requests for funding from the Florida Inland Navigation District (FINN) for ten waterway projects.

Prepared the CIPP Five-Year plan in conjunction with the Office of Management and Budget that was approved by Commission on time as per the Financial Integrity Principles and initiated the development of the City's 20-year Transportation Master Plan.

Received Commission approval to establish three new Miami Trolley routes providing connections from residential neighborhoods to employment and entertainment hubs by way of the Little Havana, Wynwood, and Coconut Grove routes.

Developed and implemented a free smartphone application (app) for Android and iPhone platforms providing easy access to maps, schedules, and service updates on the Miami Trolley.

Received commendation by the City Commission for the 2014 Appy Award. This award was for the development of an innovative and user-friendly smartphone application known as the Miami Trolley app.

Awarded a grant from FDOT to improve pedestrian access to Metro Mover Stations as part of CIPP's objective to improve connectivity to other transit systems.

Resolved prior years audited compliance issues with Florida Department of Transportation (FDOT) to secure the City's ability to continue to partake in FDOT's Local Agency Program (LAP) which provides Federal funds for select capital projects of the City.

Awarded the "2014 Award of Merit in Job Order Contracting" for the management of the Miami Police Helipad project.

Steadily increased Miami Trolley system ridership to now 3.5 million people annually.

Implemented GIS Tracking software for all active capital projects which provides an up-to-date mapping system.

Conducted the Streetcar Preliminary Funding Plan.

Established a social media presence on Facebook and Twitter to provide updates and respond to citizen's concerns regarding Miami's capital projects.

Commenced the processes necessary to revamp the CIPP website to provide ease of navigational access by the public in the presentation of project information, procurement opportunities and public events. The CIPP website will also now provide a mechanism for the public to provide feedback on CIPP activities.

Initiated the development of the City's Transportation Vision Plan.

Collaborated with Miami-Dade County to secure the rights to certain traffic engineering functions enabling the City to install traffic calming devices pertaining to the City's local municipal streets. This initiative has been legislatively approved by both the City and County Commission bodies and is pending final execution.

# Capital Improvements and Transportation Program

Executed a Master Joint Participation (MPA) Agreement with Miami-Dade County Water and Sewer Department that allows both municipal bodies to coordinate cross jurisdictional projects in an expedited and efficient way for water and sewer, and roadway and drainage improvement projects within the City of Miami. This initiative has significantly minimize construction related impacts.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following reductions:

Transfer four positions to the OMB to maintain the accounts payable and capital budgeting functions outside of CITP to focus the department's efforts on designing and constructing capital projects (GF \$73,400).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$4,700) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$31,700) (SR \$22,400).

Increase in funding for one Construction Manager to address delays that have occurred in the construction schedule (GF \$20,300).

Increase in funding for one Project Manager to address delays that have occurred in the construction schedule (GF \$20,300).

Increase in funding for one CADD Operator to design and draft computer aided drawings for capital projects (GF \$14,400).

Increase of one Planner and two Contract Compliance positions as per the FY 2014-15 Mid-year Budget Amendment (GF \$119,000).

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 \$11.96 million from the Transportation and Transit Special Revenue Fund to the Debt Service Fund (\$6.13 million) for payment of the Street Bonds; and to the Capital Fund (\$5.83 million) for Capital Street and Sidewalk and Mass Transit projects.

The FY 2015-16 Transportation and Transit Special Revenue Fund budget includes \$5.83 million of fund balance to augment county revenues to cover the costs of approximately \$5.79 million to manage the mass transit component, which includes the Trolley system and On Demand Transportation services, and an additional \$3 million contribution towards the Tri-Rail.

Additional funding in Capital projects for the repair of Citywide FDEP Drainage Wells (\$150,000) and environmental remediation of various contaminated sites (\$200,000) to ensure compliance.

## Capital Improvements and Transportation Program

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Resurfaced or reconstructed road surfaces (lane miles)	15.7	18.2	38	19
Trolley system ridership (riders in millions)	1.50	2.00	3.60	3.70
Planned project phases initiated (percent)	80	80	80	N/A
Traffic impact studies of new developments reviewed (number)	15	20	20	25
Planned projects completed on budget (percent)	N/A	N/A	N/A	80
Planned projects completed on-time (percent)	N/A	N/A	N/A	80

## Capital Improvements and Transportation

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	782,900	618,900	1,401,800	951,500	575,000	1,526,500
513000 - Other Salaries and Wages	77,900	0	77,900	77,500	0	77,500
516000 - Fringe Benefits	5,500	6,900	12,400	6,200	1,800	8,000
521000 - Fica Taxes	60,300	47,600	107,900	72,900	43,900	116,800
522000 - Retirement Contributions	985,600	191,000	1,176,600	1,112,500	218,900	1,331,400
523000 - Life and Health Insurance	479,300	124,300	603,600	435,400	103,100	538,500
<b>Personnel</b>	<b>2,391,500</b>	<b>988,700</b>	<b>3,380,200</b>	<b>2,656,000</b>	<b>942,700</b>	<b>3,598,700</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	57,300	14,900	72,200	60,100	12,700	72,800
531000 - Professional Services	10,000	0	10,000	0	0	0
534000 - Other Contractual Services	3,500	1,290,400	1,293,900	5,000	920,800	925,800
540000 - Travel and Per Diem	1,000	1,000	2,000	4,000	5,000	9,000
541000 - Communications & Related Services	4,300	3,000	7,300	4,300	3,000	7,300
541100 - Postage	3,000	0	3,000	3,000	0	3,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	4,200	0	4,200	0	0	0
545013 - Insurance - General Liability	2,700	0	2,700	5,000	0	5,000
545014 - Insurance - Public Official	5,100	0	5,100	200	0	200
546001 - IT-Repair and Maintenance Services	28,800	0	28,800	34,700	0	34,700
547000 - Printing and Binding	700	0	700	700	0	700
548100 - Advertising and Related Costs	500	2,000	2,500	500	2,000	2,500
549000 - Other Current Charges and Obligations	2,544,000	0	2,544,000	2,520,000	0	2,520,000
551000 - Office Supplies	13,400	7,900	21,300	20,500	7,900	28,400
552000 - Operating Supplies	4,800	0	4,800	4,800	0	4,800
552100 - Public Safety Supplies	1,700	0	1,700	1,700	0	1,700
552200 - Clothing/Uniform Supplies	1,600	900	2,500	1,600	900	2,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,400	4,200	14,600	3,500	4,200	7,700
666000 - Capitalized Books, Publications, and Library Materials	600	0	600	600	0	600
<b>Operating Expense</b>	<b>2,701,600</b>	<b>1,324,300</b>	<b>4,025,900</b>	<b>2,674,200</b>	<b>956,500</b>	<b>3,630,700</b>
<b>Non-Operating Expense</b>						
882000 - Aids to Private Organizations	0	0	0	0	3,000,000	3,000,000
896000 - Budget Reserve	0	5,347,000	5,347,000	0	5,638,300	5,638,300
<b>Non-Operating Expenses</b>	<b>0</b>	<b>5,347,000</b>	<b>5,347,000</b>	<b>0</b>	<b>8,638,300</b>	<b>8,638,300</b>

## Capital Improvements and Transportation

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Transfers-OUT</b>						
891000 - Interfund Transfers	0	11,027,500	11,027,500	0	11,957,200	11,957,200
Transfers - OUT	<b>0</b>	<b>11,027,500</b>	<b>11,027,500</b>	<b>0</b>	<b>11,957,200</b>	<b>11,957,200</b>
<b>Total Expense</b>	<b>5,093,100</b>	<b>18,687,500</b>	<b>23,780,600</b>	<b>5,330,200</b>	<b>22,494,700</b>	<b>27,824,900</b>

# General Services Administration

Department Head: Ricardo Falero

Phone: (305) 329-4854

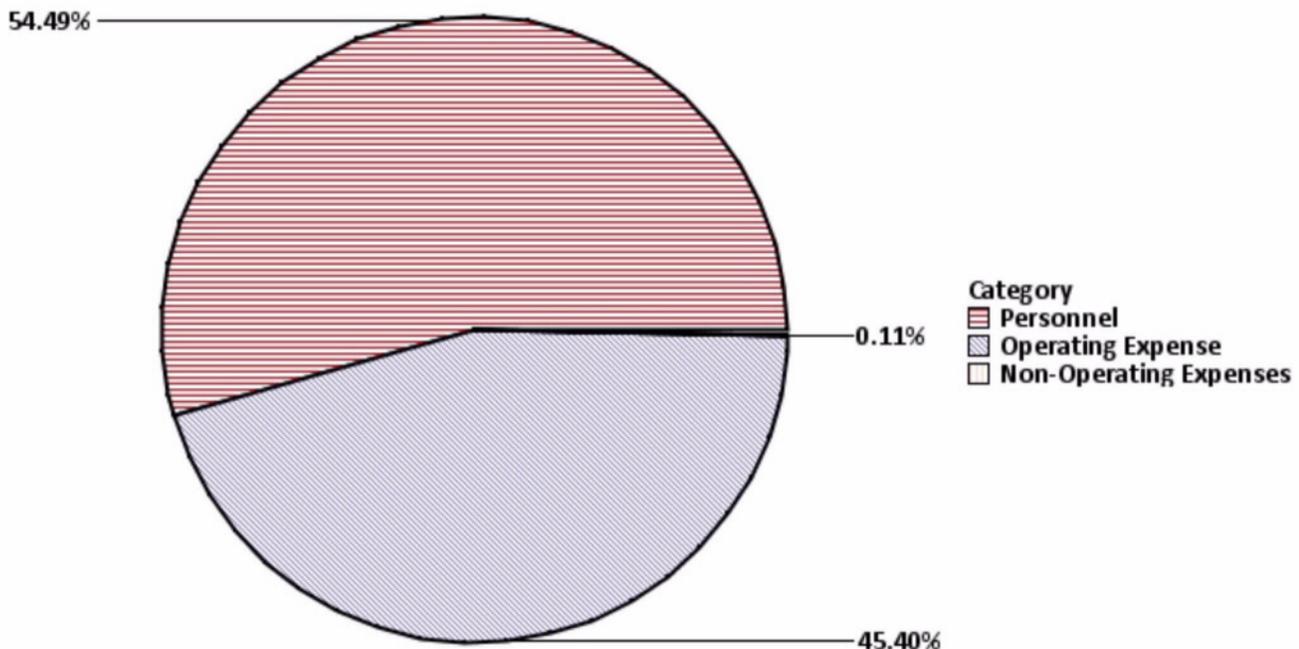
## Description

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

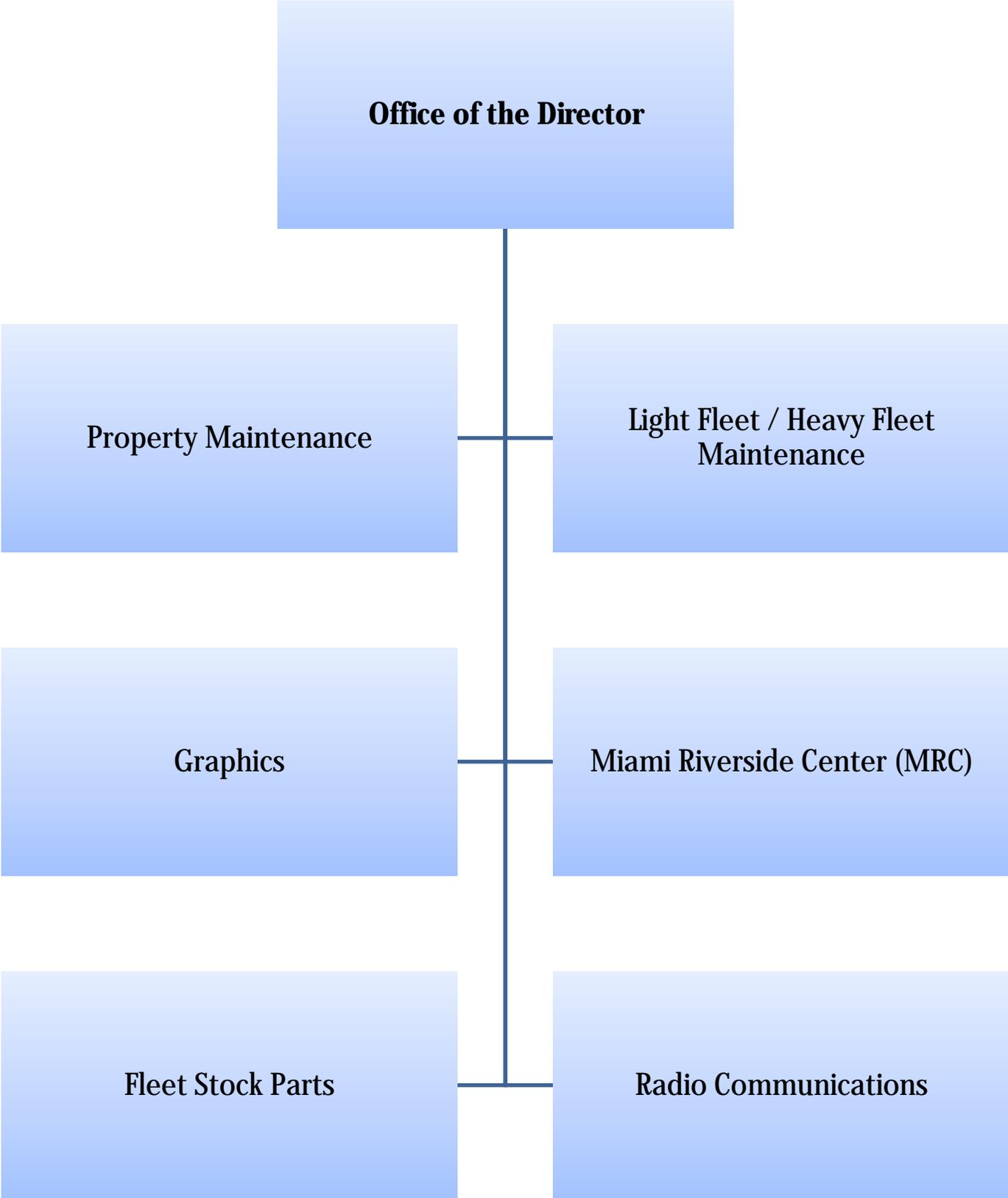
The Department acquires, maintains, and repairs City property and equipment. GSA also provides graphic reproductions, graphic design, and mail delivery services. Support services are provided throughout the City, including at the Miami Riverside Center Building and Garage, City Hall, GSA Administration Building and Fleet Maintenance Garage - where the Fueling Facility and Truck Wash are housed, Property Maintenance Building, Communications Warehouse, radio wave broadcasting and receiving antenna towers, and other departments located at the 20<sup>th</sup> Street facility. GSA maintains and repairs vehicles for the Police Department, the general fleet, Solid Waste, and Public Works. Additionally, all small equipment used City-wide for lawn and maintenance needs are serviced and repaired by the GSA operation as well. Furthermore, it maintains the City's 800 MHz radio and E-911 emergency communication systems, including portable radios. GSA prints City Commission agenda packages and produces graphic illustrations, forms, business cards, the Proposed and Adopted Budget Books, flyers, and banners.

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

## Allocation by Category



# General Services Administration



## General Services Administration

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Responsible for 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>	8	8
<p><b>PROPERTY MAINTENANCE</b> 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	36
<p><b>LIGHT FLEET / HEAVY FLEET MAINTENANCE</b> Manages, directs, and supervises fleet maintenance; procures vendor services for both mechanical and body-related repairs; manages parts and fuel inventory.</p>	65	65
<p><b>GRAPHICS</b> 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><b>MIAMI RIVERSIDE CENTER (MRC)</b> 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><b>FLEET STOCK PARTS</b> Purchases, warehouses, and maintains inventory of parts needed for repairs.</p>	4	4
<p><b>RADIO COMMUNICATIONS</b> Repairs and maintains the City's 800 MHz radio system; provides communication support to the E-911 service; provides 24-hour on call emergency repair service to the communication system.</p>	8	8
<p><b>TOTAL FULL-TIME POSITIONS</b></p>	<b>133</b>	<b>135</b>

# General Services Administration

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	7,434,180	11,079,284	11,534,986	11,750,300	12,619,200
Operating Expense	8,478,869	9,372,494	9,530,778	9,552,100	10,512,400
Capital Outlay	0	151,966	5,379	0	0
Non-Operating Expenses	141	0	0	27,000	25,700
	<b>15,913,190</b>	<b>20,603,744</b>	<b>21,071,143</b>	<b>21,329,400</b>	<b>23,157,300</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	15,910,361	20,540,725	21,066,261	21,302,400	23,131,600
General Special Revenue	2,829	63,019	4,881	27,000	25,700
	<b>15,913,190</b>	<b>20,603,744</b>	<b>21,071,143</b>	<b>21,329,400</b>	<b>23,157,300</b>

## Objectives for FY 2015-16

Attain a qualitative score of good or better on property-maintenance-related work orders as indicated by the service survey.

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 14 days or less.

Maintain a minimum of 68 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 73 percent of the daily cranes available for operations.

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.

Complete all work orders within 25 days.

Complete interior renovations to the MRC facility that includes carpet replacement and painting.

Construct and initiate use of a dedicated wash pit for Solid Waste equipment.

# General Services Administration

## **Accomplishments in FY 2014-15**

Built a fueling platform for fuel delivery trucks to enhance safety and efficiency of the operation.

Secured a new bucket truck and crane truck for the Heavy Fleet division.

Reactivated the T1 link from the Fire College to the Police Department as a backup for the microwave communications system.

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

Provided 95 percent availability of police vehicle fleet every day of the year.

Achieved a turn-around rate of 64.4 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 99 percent operability.

Completed major system replacements at the MRC that included the heating, ventilation and air conditioning system (HVAC) and the elevator machines.

Completed beautification project of the common and garden areas that surround the Miami Riverside Center.

Upgraded and replaced crucial operating and diagnostic equipment that is essential in the delivery of effective and efficient fleet garage services.

Reduced vehicle and equipment downtime for City vehicles to 14 days or less.

Maintained 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.

Maintained the monthly work order count to 25 days or less.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in funding for two General Labor part-time positions assigned to the MRC (GF \$30,800).

Increase in funding for 24 hour security guards assigned to the MRC (GF \$74,300).

Increase in funding for City-wide replacement water filters (GF \$4,200).

Increase in funding for replacement of aging plumbing fixtures at the MRC (GF \$7,100).

Increase in funding for City-wide pest control services (GF \$10,000).

Increase in funding for carpet maintenance at City Hall (GF \$5,000).

Additional funding for expected increased costs of the City-wide custodial contract (GF \$152,400).

Increase in funding to add four mechanic trainee positions for GSA's apprenticeship program (GF \$140,000).

Increase in Rentals and Leases due to lease of 175 General Fleet vehicles in lieu of purchasing vehicles (GF \$735,900).

The Adopted Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$327,500) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$22,000).

Two temporary Heavy Equipment Mechanic positions will expire on September 30<sup>th</sup>, 2016.

## General Services Administration

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	66	66	64	65
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent of time)	100	98	100	100
Emergency radio communications system kept operational and ready (percent of time)	98	96	93	99
Average time for completion of property maintenance work orders (days)	N/A	N/A	1	5
Partial service interruptions in the communications system (number)	N/A	N/A	6	0

## GSA

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	6,794,300	0	6,794,300	7,335,400	0	7,335,400
512010 - Attrition Savings - Salaries	(488,000)	0	(488,000)	(146,200)	0	(146,200)
513000 - Other Salaries and Wages	184,800	0	184,800	282,700	0	282,700
514000 - Overtime	70,100	0	70,100	75,900	0	75,900
515000 - Special Pay	10,400	0	10,400	31,900	0	31,900
516000 - Fringe Benefits	25,500	0	25,500	28,300	0	28,300
521000 - Fica Taxes	522,200	0	522,200	571,700	0	571,700
522000 - Retirement Contributions	2,756,600	0	2,756,600	2,892,700	0	2,892,700
523000 - Life and Health Insurance	1,874,400	0	1,874,400	1,546,800	0	1,546,800
<b>Personnel</b>	<b>11,750,300</b>	<b>0</b>	<b>11,750,300</b>	<b>12,619,200</b>	<b>0</b>	<b>12,619,200</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	514,900	0	514,900	516,200	0	516,200
534000 - Other Contractual Services	345,800	0	345,800	582,500	0	582,500
540000 - Travel and Per Diem	9,900	0	9,900	9,900	0	9,900
541000 - Communications & Related Services	2,200	0	2,200	3,800	0	3,800
541100 - Postage	300	0	300	300	0	300
543000 - Utility Services	636,200	0	636,200	631,000	0	631,000
544000 - Rentals and Leases	173,400	0	173,400	904,300	0	904,300
545011 - Insurance - Vehicle Liability	26,100	0	26,100	19,900	0	19,900
545013 - Insurance - General Liability	16,600	0	16,600	5,000	0	5,000
545014 - Insurance - Public Official	20,800	0	20,800	200	0	200
546000 - Repair and Maintenance Services	4,050,000	0	4,050,000	4,082,500	0	4,082,500
546001 - IT-Repair and Maintenance Services	95,900	0	95,900	125,400	0	125,400
547100 - Printing and Binding-Outsourcing	5,000	0	5,000	7,000	0	7,000
547200 - Printing and Binding-Paper Stock	18,000	0	18,000	18,000	0	18,000
547300 - Printing and Binding-Supplies	8,500	0	8,500	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	0	1,500	1,700	0	1,700
551000 - Office Supplies	7,500	0	7,500	7,900	0	7,900
552000 - Operating Supplies	225,000	0	225,000	227,100	0	227,100
552010 - Motor Fuel	3,357,900	0	3,357,900	3,304,700	0	3,304,700
552200 - Clothing/Uniform Supplies	13,000	0	13,000	24,700	0	24,700
554000 - Subscriptions, Memberships, Licenses, Permits & Others	21,700	0	21,700	29,900	0	29,900

## GSA

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Operating Expense</b>	<b>9,552,100</b>	<b>0</b>	<b>9,552,100</b>	<b>10,512,400</b>	<b>0</b>	<b>10,512,400</b>
<b><u>Non-Operating Expense</u></b>						
896000 - Budget Reserve	0	27,000	27,000	0	25,700	25,700
<b>Non-Operating Expenses</b>	<b>0</b>	<b>27,000</b>	<b>27,000</b>	<b>0</b>	<b>25,700</b>	<b>25,700</b>
<b>Total Expense</b>	<b>21,302,400</b>	<b>27,000</b>	<b>21,329,400</b>	<b>23,131,600</b>	<b>25,700</b>	<b>23,157,300</b>

# Public Works

Department Head: Eduardo (Ed) Santamaria, PE, CGC

Phone: (305) 416-1200

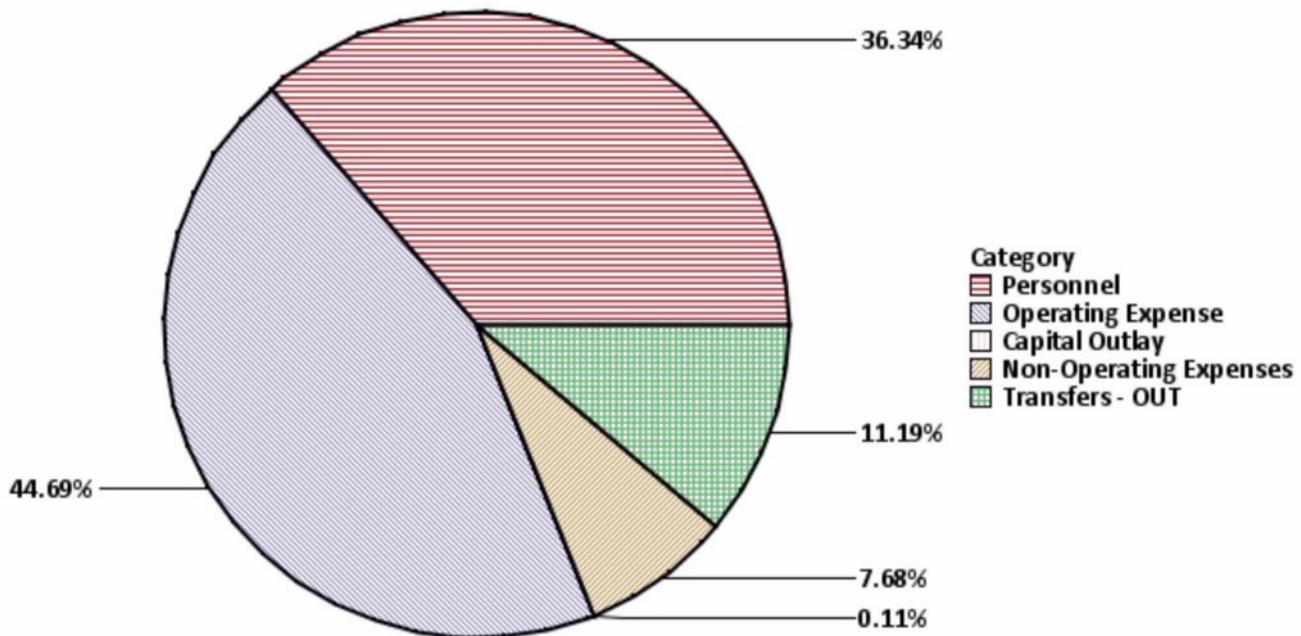
## Description

The Public Works Department is responsible for the permitting and regulation of construction of public improvements, and the repair and maintenance of the streets, alleys, sidewalks, curbs, bridges, and canals within the public right-of-way (ROW). Public Works also promotes storm water management implemented under the City's 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, various tree plantings, bus benches and shelters, public payphones, news racks, sidewalk cafes, and certain franchise agreements with public utility owners.

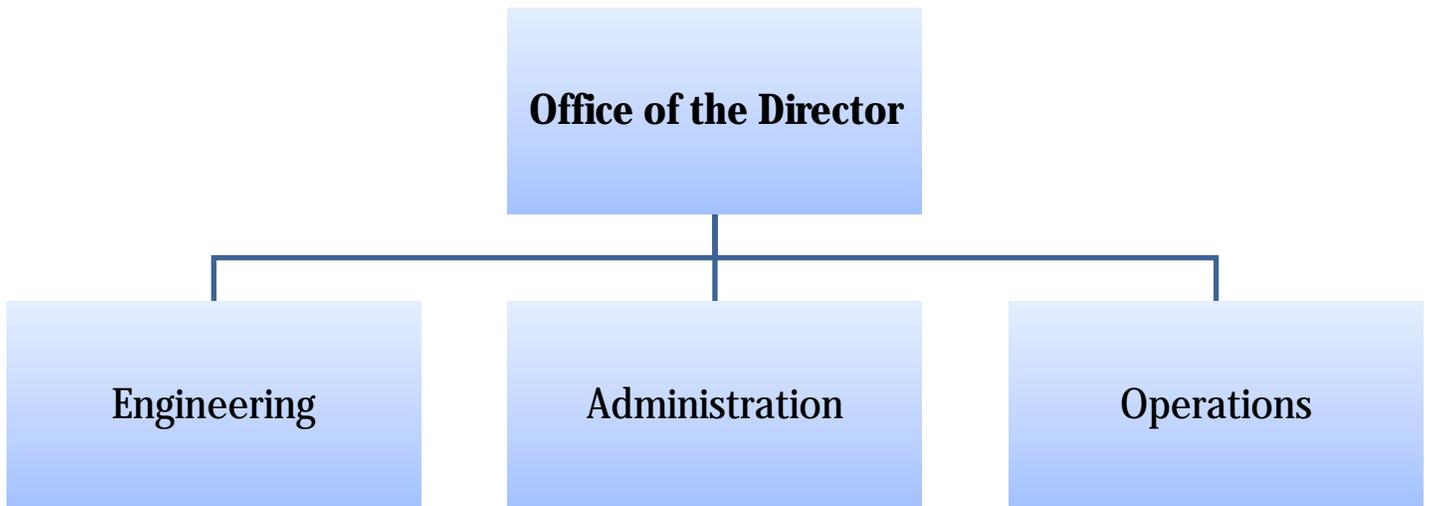
The Department's Operations Division receives and processes resident complaints related to any of the public ROW components under its jurisdiction; dispatches work crews to perform maintenance or repairs to address complaints; and ensures that the City has a safe and utilizable road system. In the Engineering Division, the Department reviews various permits, including Special Area Plans (SAP); coordinates right-of-way development, dedications, deeds, plats and easements; inspects public and private facilities; and enforces environmental regulations.

Stakeholders include residents, visitors, businesses, business improvement districts, developers and contractors.

## Allocation by Category



## Public Works



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>OFFICE OF THE DIRECTOR</b> Provides leadership, guidance, and vision for the Department.	2	2
<b>ENGINEERING</b> Reviews Major Use Special Permits (MUSP), SAPs, Development Orders (DO), and miscellaneous major developments; coordinates all ROW developments; reviews all ROW and related building projects; inspects public and private facilities and enforces environmental compliance regulations; maintains the NPDES permit and prepares required reports; designs and installs replacement of new storm drainage systems; administers various ROW programs; coordinates the platting and subdivision process; maintains City survey benchmarks and underground utility information; attends meetings such as homeowners' associations (HOAs), the Plat and Street Committee, and the Planning and Zoning Advisory Board (PZAB).	33	35
<b>ADMINISTRATION</b> 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
<b>OPERATIONS</b> Receives and addresses complaints about right-of-way issues; verifies illumination coverage; performs repairs of damaged street surfaces, sidewalks, curbs, gutters, swales, and trash holes; performs mowing of street medians, swales fronting City facilities, and traffic control areas; landscapes the ROW; cleans the storm sewer system, and outfalls citywide; conducts tree maintenance in ROWs, City-owned or maintained properties, and alleys.	64	67
<b>TOTAL FULL-TIME POSITIONS</b>	<b>104</b>	<b>109</b>

**Department Expenditure Summary**

## Public Works

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	5,181,305	7,437,952	7,963,763	9,521,900	10,103,500
Operating Expense	7,649,131	8,638,935	8,468,686	9,915,200	12,426,600
Capital Outlay	421	44,547	16,964	0	30,000
Non-Operating Expenses	0	0	0	2,235,200	2,136,100
Transfers - OUT	0	549,746	0	0	3,110,300
	<b>12,830,857</b>	<b>16,671,181</b>	<b>16,449,414</b>	<b>21,672,300</b>	<b>27,806,500</b>

### Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	12,827,976	16,121,435	15,962,737	18,092,300	20,685,800
Public Works Services	2,881	549,746	486,677	3,580,000	7,120,700
	<b>12,830,857</b>	<b>16,671,181</b>	<b>16,449,414</b>	<b>21,672,300</b>	<b>27,806,500</b>

### Objectives for FY 2015-16

Implement an online permitting process and web-based project coordinationsystem.

Inspect 35 percent of the City's Storm Sewer Infrastructure.

Enhance and beautify the 116 traffic circles Citywide.

Provide strategic drainage enhancements to address a significant number of chronic drainage complaint locations.

Submit the fourth annual report for the fifth cycle in compliance with the applicable Municipal Separate Storm Sewer System (MS4) permit.

### Accomplishments in FY 2014-15

Completed 95 percent of the conversion of ROW street lights to the SMART Grid Light System by Florida Power and Light (FPL). The fixtures have been installed and the system initiation is pending.

Removed over 3,000 double poles in conjunction with utility companies, thus surpassing the original 2,400 estimate.

Submitted the third annual report for the fourth cycle in compliance with the MS4 permit on April 30, 2015 with the Florida Department of Environmental Protection (FDEP); maintained 12 storm water pump stations; cleaned and maintained 4,100 inlets and manholes; de-silted and cleaned 260,000 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

## Public Works

the NPDES program.

Performed 7,900 line and grade inspections, prepared 150 covenant or maintenance agreements, and processed 5,500 walk-through building permit applications.

Repaired, replaced, or constructed 400,000 square feet of sidewalk; 800 linear feet of curbs; 700 square feet of sidewalk paver resetting; and 25 Americans with Disabilities Act (ADA) compliant accessible ramps.

Repaired 3,050 pot holes, filled 2,250 trash holes, and trimmed 3,950 trees.

### **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due to the transfer of a Parks Operation Coordinator/Certified Arborist (GF \$73,400).

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$236,800) and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$24,600).

Increase in Rentals and Leases due to pump station emergency generators (GF \$11,500).

Increase in Other Contractual Services for Stormwater Utility Inlet Cleaning and Outfall Cleaning Projects, as contained in the Mid-Year appropriations (GF \$398,800).

To reflect the changes made at the Second Budget Hearing, an increase in Other Contractual Services, for decontamination/oxygenation of water and shoreline clean up (\$66,600).

To reflect the changes made at the Second Budget Hearing, an increase in Other Contractual Services for the beautification of Martin Luther King Boulevard (\$116,300).

The Adopted Budget includes the following additional considerations:

The addition of four positions to the Department as a conversion of that number of temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of \$12,100 GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2015 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions.

### **Performance Metrics**

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Pot holes repaired (number)	2,334	2,872	3,050	4,200
Sidewalk repaired (square feet)	80,299	358,156	400,000	275,000
Trash holes filled (number)	897	2,026	2,250	2,500
Trees trimmed (number)	2,164	3,676	3,950	4,400
Storm sewer pipes cleaned (linear feet)	84,973	122,107	260,000	260,000
Utility Permits issued with-in 30 days of submittal (percent)	N/A	N/A	N/A	90

## Public Works

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Line & Grade Inspections completed within a day of scheduling (percent)	N/A	N/A	N/A	95
NPDES Permits issued within 2 days of submittal (percent)	N/A	N/A	N/A	90

## Public Works Dept.

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	5,386,200	0	5,386,200	5,837,600	0	5,837,600
512010 - Attrition Savings - Salaries	(355,000)	0	(355,000)	(386,500)	0	(386,500)
513000 - Other Salaries and Wages	790,500	0	790,500	794,000	0	794,000
514000 - Overtime	23,000	0	23,000	23,000	0	23,000
516000 - Fringe Benefits	26,000	0	26,000	24,400	0	24,400
521000 - Fica Taxes	385,900	0	385,900	444,400	0	444,400
522000 - Retirement Contributions	1,930,000	0	1,930,000	2,163,600	0	2,163,600
523000 - Life and Health Insurance	1,335,300	0	1,335,300	1,203,000	0	1,203,000
<b>Personnel</b>	<b>9,521,900</b>	<b>0</b>	<b>9,521,900</b>	<b>10,103,500</b>	<b>0</b>	<b>10,103,500</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	235,500	0	235,500	237,400	0	237,400
531000 - Professional Services	220,000	0	220,000	292,000	0	292,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	1,728,500	1,344,800	3,073,300	2,713,000	1,874,300	4,587,300
540000 - Travel and Per Diem	4,000	0	4,000	4,000	0	4,000
541000 - Communications & Related Services	15,700	0	15,700	23,900	0	23,900
541100 - Postage	2,500	0	2,500	2,500	0	2,500
543000 - Utility Services	5,700,000	0	5,700,000	5,700,000	0	5,700,000
544000 - Rentals and Leases	27,500	0	27,500	39,000	0	39,000
545011 - Insurance - Vehicle Liability	20,600	0	20,600	24,000	0	24,000
545013 - Insurance - General Liability	362,700	0	362,700	991,300	0	991,300
545014 - Insurance - Public Official	16,100	0	16,100	200	0	200
546000 - Repair and Maintenance Services	7,500	0	7,500	31,500	0	31,500
546001 - IT-Repair and Maintenance Services	52,600	0	52,600	84,300	0	84,300
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	4,000	0	4,000
548100 - Advertising and Related Costs	25,000	0	25,000	25,000	0	25,000
551000 - Office Supplies	10,500	0	10,500	10,500	0	10,500
552000 - Operating Supplies	10,600	0	10,600	26,000	0	26,000
552100 - Public Safety Supplies	14,200	0	14,200	14,200	0	14,200
552200 - Clothing/Uniform Supplies	13,900	0	13,900	16,000	0	16,000
552300 - Landscaping Related Supplies	0	0	0	75,000	0	75,000
553000 - Road Materials and Supplies	65,000	0	65,000	195,000	0	195,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	32,000	0	32,000	41,500	0	41,500

## Public Works Dept.

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Operating Expense</b>	<b>8,570,400</b>	<b>1,344,800</b>	<b>9,915,200</b>	<b>10,552,300</b>	<b>1,874,300</b>	<b>12,426,600</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	30,000	0	30,000
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>30,000</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	2,235,200	2,235,200	0	2,136,100	2,136,100
<b>Non-Operating Expenses</b>	<b>0</b>	<b>2,235,200</b>	<b>2,235,200</b>	<b>0</b>	<b>2,136,100</b>	<b>2,136,100</b>
<b>Transfers-OUT</b>						
891000 - Interfund Transfers	0	0	0	0	3,110,300	3,110,300
<b>Transfers - OUT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,110,300</b>	<b>3,110,300</b>
<b>Total Expense</b>	<b>18,092,300</b>	<b>3,580,000</b>	<b>21,672,300</b>	<b>20,685,800</b>	<b>7,120,700</b>	<b>27,806,500</b>

# Solid Waste

Department Head: Mario F Nunez

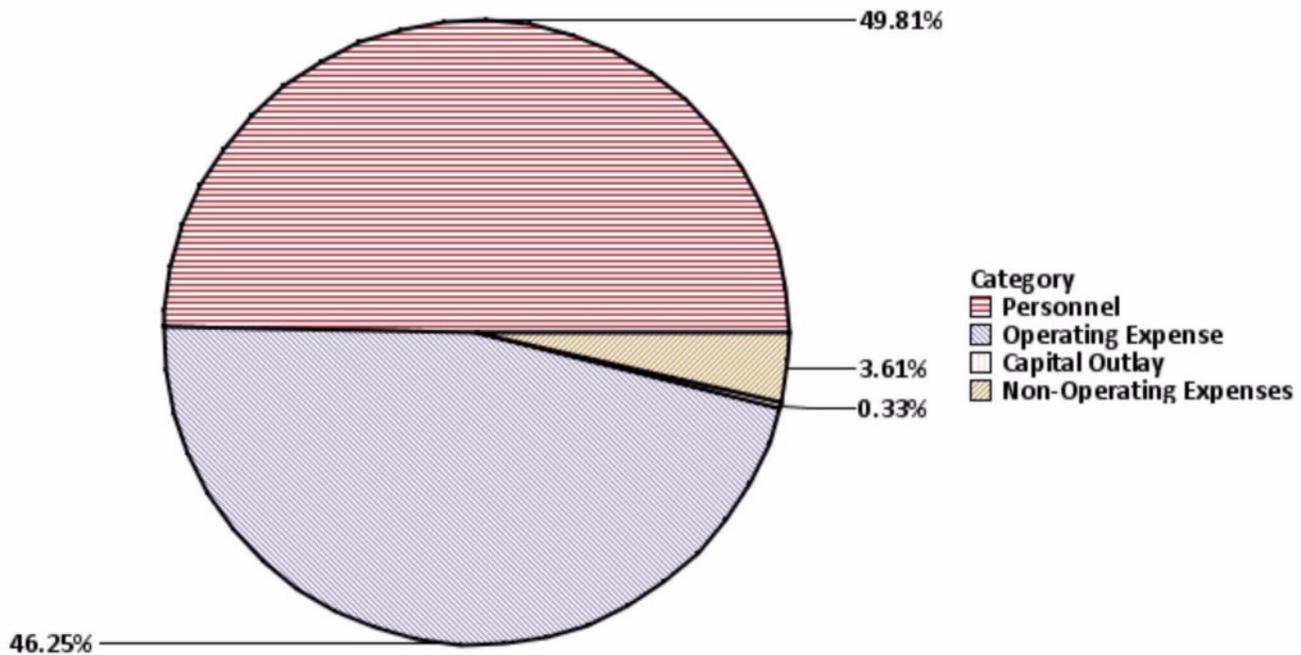
Phone: (305) 960-2804

## Description

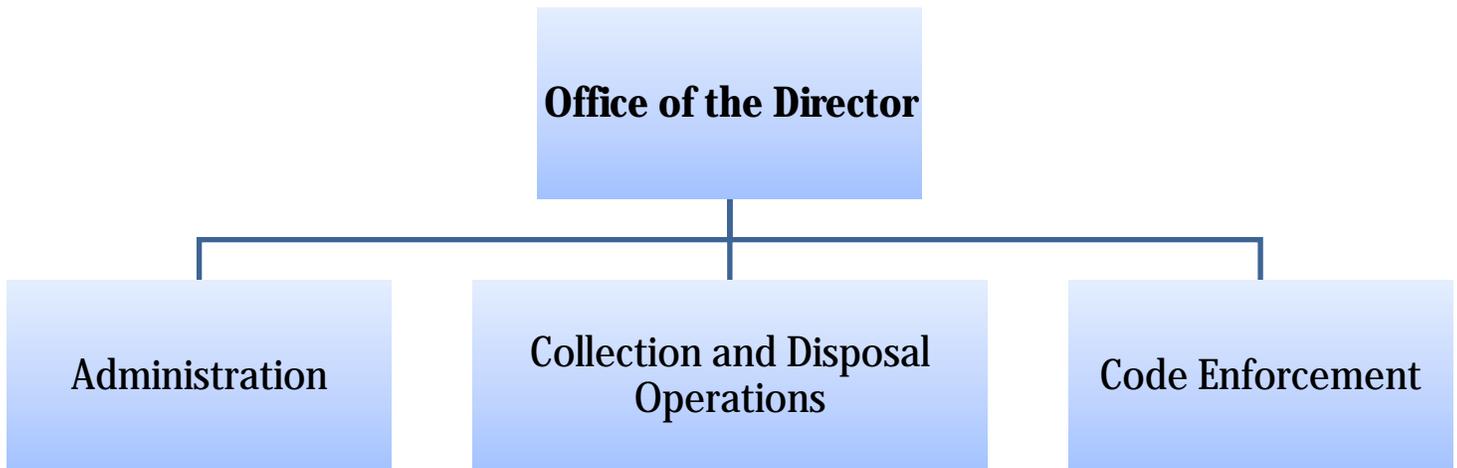
The Department of Solid Waste provides courteous, dependable, and value-priced waste and recycling collection services to over 68,000 residences within the City.

As one of the leading providers of waste management services in South Florida, the Department is a six-day-a-week (seven nights) operation which 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 800 litter containers on sidewalks, proper removal and disposal of dead animals, handling clean-up operations for special events, and Keep Miami Beautiful campaign efforts. In addition, the Department administers the Commercial Solid Waste Franchise Agreement between the City and private hauling companies, which generates over \$13 million in annual revenues for the City, and regulates more than 10,500 commercial solid waste accounts within the City.

## Allocation by Category



## Solid Waste



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>OFFICE OF THE DIRECTOR</b> Formulates departmental policy; provides overall direction and coordination of departmental operations and management.	2	2
<b>ADMINISTRATION</b> 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	18
<b>COLLECTION AND DISPOSAL OPERATIONS</b> 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.	199	199
<b>CODE ENFORCEMENT</b> 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>226</b>	<b>228</b>

## Solid Waste

### Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	9,435,373	14,459,075	15,225,357	15,639,500	15,842,100
Operating Expense	10,744,744	11,084,507	12,319,581	12,725,800	14,711,600
Capital Outlay	314,925	1,262,429	1,262,632	1,259,700	105,200
Non-Operating Expenses	0	0	561	1,194,500	1,149,000
Transfers - OUT	0	0	1,257,800	0	0
	<b>20,495,042</b>	<b>26,806,011</b>	<b>30,065,931</b>	<b>30,819,500</b>	<b>31,807,900</b>

### Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	20,456,228	27,321,980	28,763,604	29,583,000	30,598,900
Public Works Services	36,600	28,885	1,256,300	0	0
Solid Waste Recycling Trust	0	0	3,000	1,236,500	1,194,800
Departmental Improvement Initiative	0	41,736	42,912	0	14,200
Emergency Funds	2,214	(586,590)	115	0	0
	<b>20,495,042</b>	<b>26,806,011</b>	<b>30,065,931</b>	<b>30,819,500</b>	<b>31,807,900</b>

# Solid Waste

## **Objectives for FY 2015-16**

Continue to lead the Keep Miami Beautiful campaign to more effectively address, in a coordinated manner, the general issues of street litter, illegal dumping, sidewalk and swale maintenance, as well as code violation issues in respect to neglected properties, and improve the community's environment.

Broader implementation of video-based technology and telematics to the solid waste fleet in order to prevent and reduce industrial related incidents and increased operational efficiency vis-a-vis routing, employee coaching, and overall safety practices.

Upgrade certain solid waste equipment in order to increase operational efficiency, workplace safety and reduce operational costs.

Extensively increase the Department's environmental outreach efforts to educate and create community awareness in matters related to recycling, litter prevention, anti-pollution efforts, sustainability, and conservation. This includes mandatory commercial and multifamily recycling, illegal dumping, and public right-of-way property owner responsibilities.

## **Accomplishments in FY 2014-15**

Improved service by extending the work schedule to include Saturdays and Sundays with the goal of proactively enforcing solid waste regulations, discouraging and responding to incidents of illegal dumping, and promoting environmental education.

Provision of recycling options for special events and city events to increase participation in waste diversion.

Increased internal staffing efficiency by auditing and reclassifying existing vacant positions, including the doubling of the code compliance workforce section, outreach staff, and night shift street-sweeping crew and scheduling reconfiguration without adding additional positions.

Led the effort to build a reliable solid waste database system to identify, verify, and confirm commercial/multifamily users citywide, and to ensure that monthly fees are accurately captured from all permitted solid waste haulers.

Led and executed 27 clean-up events for the Keep Miami Beautiful Campaign throughout the City of Miami. During the period between October 2014 and May 2015, approximately 161 tons of trash was collected, with an average of 16 citations identified per event, and an average of 25 participants per event from different departments in the City.

Implemented video-based driver technology (DriveCam) as a pilot program designed to improve driver safety.

## **Budget Highlights for FY 2014-15**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees AFSCME Local 1907 and AFSCME Local 871 (GF \$402,900); and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$26,000).

Increase in Regular Salaries and Wages due to the addition of two Outreach Specialists to enhance community recycling education (GF \$67,200).

## Solid Waste

Increase in Other Salaries and Wages due to the addition of one temporary Route Auditor to maximize the efficiency of waste collection and disposal routes (\$40,300).

Additional funds included to continue the DriveCam program (GF \$77,000)

Increase in Printing and Binding for Graphic Design Services (GF \$8,000); Promotional Activities (GF \$10,000); and Office Supplies (GF \$2,500), to provide the new Outreach Specialist with tools to maximize community recycling outreach efforts, as well as support the Keep Miami Beautiful campaign.

Increase in Other Contractual Services to provide diagnostic electronic vehicle monitoring (GF \$5,000).

Increase in Operating Supplies to provide additional surveillance cameras (\$30,000) and, litter containers (\$30,000) (GF \$ 60,000).

Increase in Subscriptions and Memberships for Keep Miami Beautiful (GF \$4,000).

Increase in Printing and Binding for brochures to educate the community (GF \$20,000).

Increase in Training to provide FACE level II training for inspectors to improve basic certifications (GF \$2,400).

Increase in Repair and Maintenance to upgrade the Mini-Dump facility's electrical, plumbing, and structural integrity (GF \$30,000).

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Recycled materials collection (tons)	10,700	11,000	11,000	11,000
Portion of residential garbage directed to Resource Recovery (percent)	77	65	75	75
Commercial Haulers revenues (millions)	14.40	12.50	12.6	13.0
Number of preventable accidents (percent)	51	58	43	37
Recycling tonnage as % of total waste collection	27.5	28.3	28	28
Number of presentations to students promoting City recycling programs	N/A	N/A	8	8
Number of events to promote City recycling programs	N/A	N/A	5	15

## Solid Waste

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	8,326,200	0	8,326,200	9,126,300	0	9,126,300
512010 - Attrition Savings - Salaries	(497,000)	0	(497,000)	(544,700)	0	(544,700)
513000 - Other Salaries and Wages	136,900	0	136,900	265,200	0	265,200
514000 - Overtime	480,000	0	480,000	480,000	0	480,000
515000 - Special Pay	11,800	0	11,800	0	0	0
516000 - Fringe Benefits	12,600	0	12,600	1,800	0	1,800
521000 - Fica Taxes	657,600	0	657,600	700,500	0	700,500
522000 - Retirement Contributions	3,302,200	0	3,302,200	3,510,200	0	3,510,200
523000 - Life and Health Insurance	3,209,200	0	3,209,200	2,302,800	0	2,302,800
<b>Personnel</b>	<b>15,639,500</b>	<b>0</b>	<b>15,639,500</b>	<b>15,842,100</b>	<b>0</b>	<b>15,842,100</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	1,017,000	0	1,017,000	1,025,000	0	1,025,000
534000 - Other Contractual Services	255,000	0	255,000	177,000	0	177,000
540010 - Training	0	0	0	4,800	0	4,800
541000 - Communications & Related Services	1,300	0	1,300	0	0	0
541100 - Postage	1,000	0	1,000	16,000	0	16,000
543000 - Utility Services	54,000	0	54,000	54,000	0	54,000
544000 - Rentals and Leases	6,100	0	6,100	21,000	0	21,000
545011 - Insurance - Vehicle Liability	163,700	0	163,700	279,700	0	279,700
545013 - Insurance - General Liability	21,200	0	21,200	5,000	0	5,000
545014 - Insurance - Public Official	27,100	0	27,100	200	0	200
546000 - Repair and Maintenance Services	6,000	0	6,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	140,600	0	140,600	188,900	0	188,900
547000 - Printing and Binding	0	0	0	20,000	0	20,000
548000 - Promotional Activities	0	0	0	10,000	0	10,000
549000 - Other Current Charges and Obligations	10,327,000	42,000	10,369,000	11,946,500	60,000	12,006,500
551000 - Office Supplies	10,000	0	10,000	14,400	0	14,400
552000 - Operating Supplies	610,000	0	610,000	821,700	0	821,700
552100 - Public Safety Supplies	15,000	0	15,000	22,000	0	22,000
552200 - Clothing/Uniform Supplies	25,800	0	25,800	27,500	0	27,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	11,900	0	11,900
<b>Operating Expense</b>	<b>12,683,800</b>	<b>42,000</b>	<b>12,725,800</b>	<b>14,651,600</b>	<b>60,000</b>	<b>14,711,600</b>

**Capital Outlay**

## Solid Waste

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
664000 - Machinery and Equipment	0	0	0	105,200	0	105,200
668000 - Capital Leases	1,259,700	0	1,259,700	0	0	0
<b>Capital Outlay</b>	<b>1,259,700</b>	<b>0</b>	<b>1,259,700</b>	<b>105,200</b>	<b>0</b>	<b>105,200</b>
 <b><u>Non-Operating Expense</u></b>						
896000 - Budget Reserve	0	1,194,500	1,194,500	0	1,149,000	1,149,000
<b>Non-Operating Expenses</b>	<b>0</b>	<b>1,194,500</b>	<b>1,194,500</b>	<b>0</b>	<b>1,149,000</b>	<b>1,149,000</b>
 <b>Total Expense</b>	 <b>29,583,000</b>	 <b>1,236,500</b>	 <b>30,819,500</b>	 <b>30,598,900</b>	 <b>1,209,000</b>	 <b>31,807,900</b>



**DEPARTMENT  
EXPENDITURES:**  
PUBLIC SAFETY

- Fire-Rescue
- Police





# Fire-Rescue

Department Head: Maurice Kemp

Phone: (305) 416-5401

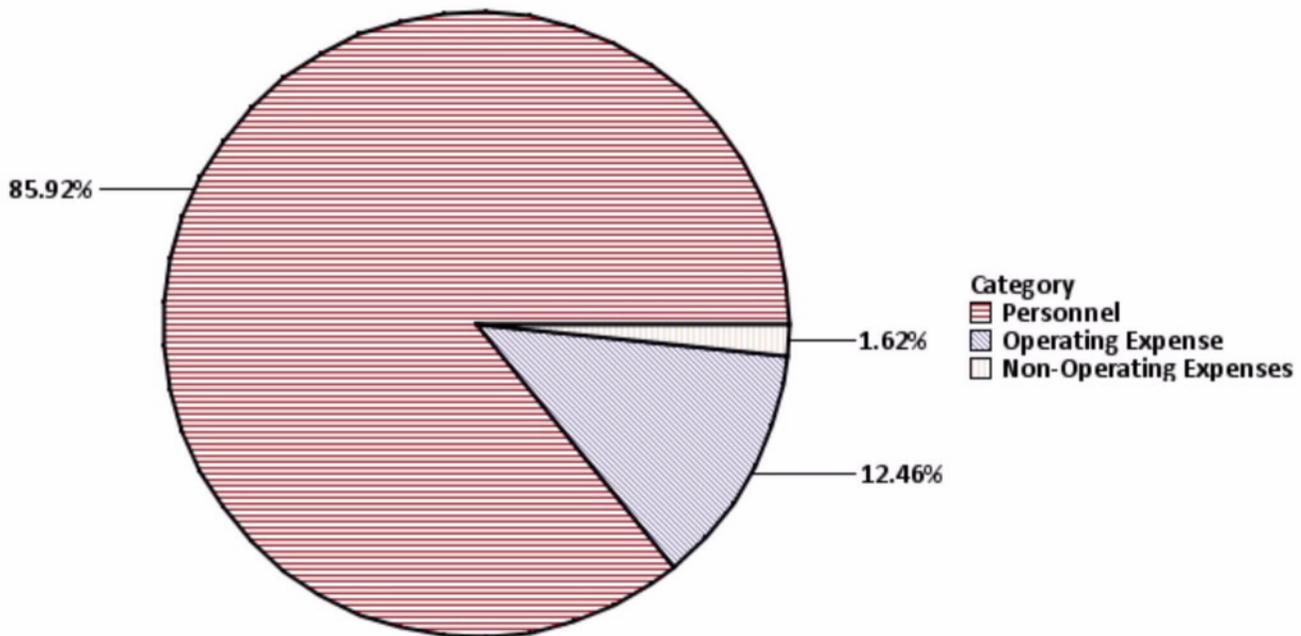
## Description

The Fire-Rescue Department's primary responsibilities are the protection of life and the preservation of property through prevention, control, and quick suppression of fire; and the provision of emergency medical and rescue services.

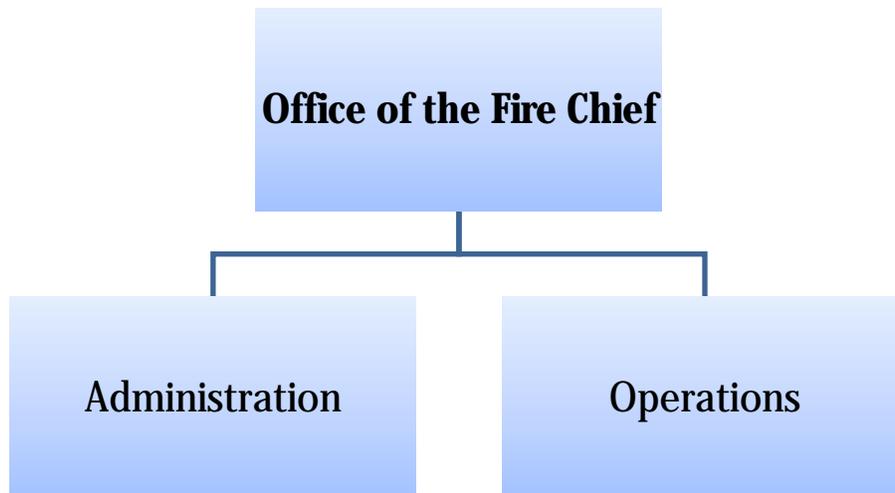
The Fire-Rescue Department responds to fires, public safety incidents, and medical emergencies. The Department advances prevention efforts through the inspection of residential, industrial, and commercial structures, as well as construction plan reviews for conformance with City fire codes. Officers 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 residents and employees of the City.

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

## Allocation by Category

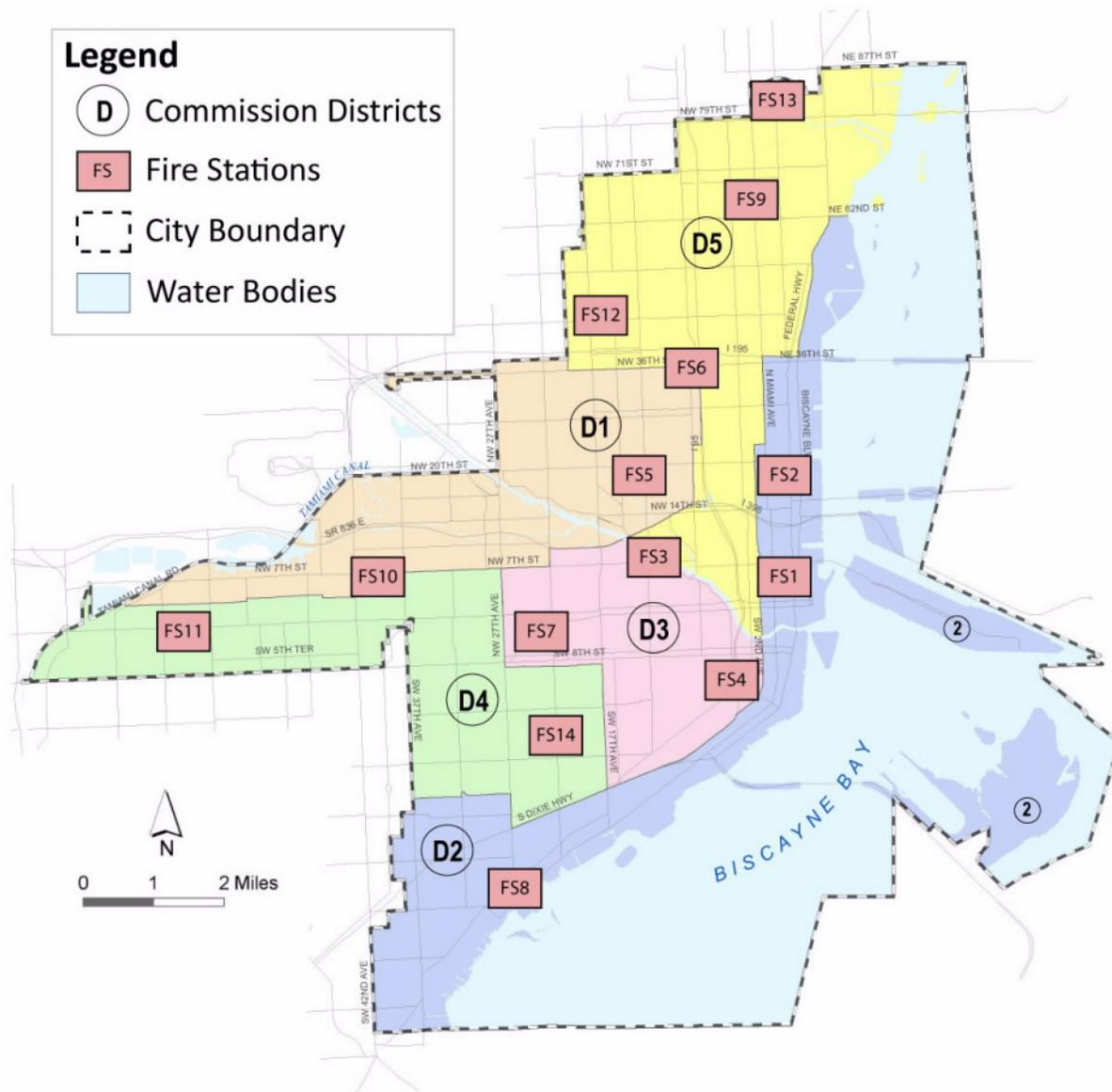


## Fire-Rescue



Departmental Function/Unit	FY 2014-15	FY 2015-16
<b>OFFICE OF THE FIRE CHIEF</b> 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
<b>ADMINISTRATION</b> 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; provides emergency medical support through the newly established Emergency Medical Services Support Division.	95	99
<b>OPERATIONS</b> 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 (SWAT) 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; improves firefighting and rescue capability through recruitment, physical fitness, and in-service and specialized training in the areas of fire suppression, firefighting, and other related functions; maintains a library of training materials; answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls.	699	725
<b>TOTAL FULL-TIME POSITIONS</b>	<b>808</b>	<b>838</b>

# Fire-Rescue



Station	Phone
FS-1 144 NE 5 <sup>th</sup> St.	(305) 579-6253
FS-2 1901 N Miami Ave	(305) 372-4508
FS-3 1103 NW 7 <sup>th</sup> St.	(305) 575-5224
FS-4 1105 SW 2 <sup>nd</sup> Ave	(305) 854-9426
FS-5 1200 NW 20 <sup>th</sup> St.	(305) 575-5222
FS-6 701 NW 36 <sup>th</sup> 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 <sup>nd</sup> St.	(305) 759-3503
FS-10 4101 NW 7 <sup>th</sup> St.	(305) 643-7133
FS-11 5920 W Flagler St.	(305) 266-2676
FS-12 1455 NW 46 <sup>th</sup> St.	(305) 579-6283
FS-13 990 NE 79 <sup>th</sup> St.	(305) 759-3513
FS-14 2111 SW 19 <sup>th</sup> St.	(305) 860-3817

## Fire-Rescue

### Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	71,146,165	103,063,560	106,948,821	101,711,800	101,564,100
Operating Expense	12,633,135	26,926,910	21,013,813	10,849,300	14,726,900
Capital Outlay	5,723,955	4,867,857	1,151,294	2,302,700	0
Non-Operating Expenses	1	921	5,954	3,370,600	1,913,300
Transfers - OUT	6,805	0	41,979	0	0
	<b>89,510,061</b>	<b>134,859,248</b>	<b>129,161,861</b>	<b>118,234,400</b>	<b>118,204,300</b>

### Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	71,924,250	106,985,080	108,826,467	109,575,000	111,880,700
Fire Rescue Services	17,487,757	25,307,065	6,684,039	2,860,200	2,036,000
UASI-Fire Rescue	0	2,502,492	13,565,536	5,699,200	4,187,600
Emergency Funds	98,054	64,612	85,820	100,000	100,000
	<b>89,510,061</b>	<b>134,859,248</b>	<b>129,161,861</b>	<b>118,234,400</b>	<b>118,204,300</b>

### Objectives for FY 2015-16

Continue to transition suppression units from Basic Life Support (BLS) to Advanced Life Support (ALS) in an effort to provide enhanced services to the citizens of Miami.

Continue working 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 Strategic Plan 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 E-911 call management and the processing of calls for emergency services.

Continue to enhance the inventory control system for the management of commodities required for the delivery of emergency services.

Work with the Neighborhood Enhancement Team (NET), Building, and Finance Departments to assure proper billing and recording of fees generated by the Fire Prevention Bureau.

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 2014-15

Coordinated the recruitment, application, and selection process regarding the hiring of candidates in line with the adopted succession plan in order to overcome the most significant attrition in the departments history.

Graduated approximately 150 personnel from the Fire Training Center.

Placed four replacement rescue units in service at Fire Stations.

Placed one new Aerial (fire apparatus) in service.

Purchased four new engines to be placed in service.

Installed new emergency generators at Fire Stations.

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.

Maintained 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.

Conducted Officer Development Training for Chief Fire Officers.

Completed transition of five suppression units from BLS to ALS.

Worked with the Capital Improvement and Transportation Program Office to complete major remodeling and renovation work in Fire Stations 1, 5, and 14

Continued to work with City leaders to bring joint venture fire station projects to fruition which resulted in an approved lease and a development agreement outlining the specifications of the new Fire Station 14 at the Blue condominium on Coral Way with construction to begin in the next 12-18 months. Currently, the Department is in negotiations with Brickell City Center, Miami World Center, Skyrise Miami and All Aboard Florida for the incorporation of fire stations within those projects.

Completed the needs assessment for a new Computer-Aided Dispatch system. The product was submitted to Procurement as the basis for a Request for Information.

Implemented an enhanced inventory control system to better track expiration dates of pharmaceuticals thereby reducing waste in the Department's inventory.

The Department has fully implemented an initiative to and is continuing to work with other Department's to improve the proper billing and recording of fees through the verification of Certificates of Use (CU) during the building inspection process. Any owners possessing expired CUs' are automatically referred to the Code Compliance Department for renewal.

The Department identified 53 abandoned structures for demolition during the current fiscal year in conjunction with other City Departments.

# Fire-Rescue

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following reduction:

Decrease in Regular Salaries and Wages due to retirement of 54 sworn and civilian personnel (GF \$3.86 million).

The Adopted Budget includes the following additions:

Increase in funding for personnel and other operating expenses of one Rescue 23 unit to handle increased call volume in Fire Station 3 (GF \$778,200).

Increase in funding for personnel and other operating expenses of one rescue unit to be stationed at Fire Station 4 to reduce response times (GF \$778,200).

Increase in Regular Salaries and Wages for one Occupational Health Nurse responsible for city-wide infection control monitoring of employees (GF \$85,000).

Increase in funding for surveillance in order to reduce excessive overtime (\$12,000).

Increased in funding for one Capital Liaison position to ensure that the Department's capital projects are completed on time and on budget (\$75,000).

The Adopted Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$174,600) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$42,500).

The addition of one position to the Department as a conversion of one temporary employee to a permanent position resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of \$700 GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2015 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions.

Increase in Regular Salaries and Wages due to the bi-annual ALS revenue sharing payments being budgeted (GF\$1.80 million).

Increase of one Plans Reviewer position as per the FY 2014-15 Mid-year Budget Amendment (GF \$63,400).

Section 175 state pass-through revenues and expenses are presented in the budget instead of being amended at year end (GF \$5.20 million).

Additional funds included for IAFF Retiree Health Plan as per the collective bargaining agreement (GF 325,000).

Decrease in Fire Rescue Special Revenue funds due to expiration of SAFER 2011, 2012 and UASI 2013 grants (SR \$2.34 million).

Additional funds to be provided by CDBG for purchases of fire equipment apparatus (SR \$1.00 million).

A General Fund contribution to capital improvement projects for the funding of State of Florida mandated hazard mitigation projects (\$500,000) and for the purchase of response apparatus (\$600,000).

Funding from Impact Fees for purchase of new fire apparatus (\$1.50 million).

Department is in the application process for the UASI 2015 grant estimated at \$5.23 million.

The Adopted Budget includes 735 regular sworn Fire Fighters and 14 sworn executives.

## Fire-Rescue

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Response time from initial call to first unit on scene (minutes)	5.41	5.36	5.36	5.32
False alarm incidents by automatic fire detection systems (number)	6,318	6,168	6,974	6,562
Trainees graduating from recruit training (percent)	86	91	89	89
Average age of firefighting units (years)	9.88	10.58	10.00	9.18
Average age of rescue units (years)	9.03	9.02	8.47	7.64
Average age of light fleet support vehicles (years)	6.8	7.8	7.17	7.52
Fire and rescue alarm calls (number)	94,881	95,763	99,570	104,100

## Fire-Rescue

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
511000 - Executive Salaries	0	0	0	7,200	0	7,200
512000 - Regular Salaries and Wages	54,027,600	960,800	54,988,400	53,139,500	824,900	53,964,400
512010 - Attrition Savings - Salaries	(2,130,200)	0	(2,130,200)	(488,200)	0	(488,200)
513000 - Other Salaries and Wages	287,500	122,300	409,800	260,500	147,300	407,800
514000 - Overtime	7,687,800	515,300	8,203,100	5,130,600	483,800	5,614,400
515000 - Special Pay	6,156,600	26,400	6,183,000	6,397,700	25,600	6,423,300
516000 - Fringe Benefits	357,400	0	357,400	28,900	0	28,900
521000 - Fica Taxes	1,056,100	46,800	1,102,900	1,147,600	44,600	1,192,200
522000 - Retirement Contributions	1,592,700	218,500	1,811,200	1,718,400	225,600	1,944,000
522010 - Police and Fire - FIPO	19,673,000	174,700	19,847,700	17,586,400	508,700	18,095,100
OBJ_522020	0	0	0	5,200,000	0	5,200,000
523000 - Life and Health Insurance	10,739,700	198,800	10,938,500	8,751,000	424,000	9,175,000
<b>Personnel</b>	<b>99,448,200</b>	<b>2,263,600</b>	<b>101,711,800</b>	<b>98,879,600</b>	<b>2,684,500</b>	<b>101,564,100</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	3,669,300	67,200	3,736,500	3,647,600	121,700	3,769,300
531000 - Professional Services	702,600	5,000	707,600	601,600	234,500	836,100
531020 - Professional Services-Medical	438,000	0	438,000	438,000	0	438,000
534000 - Other Contractual Services	614,200	20,000	634,200	660,200	317,200	977,400
540000 - Travel and Per Diem	20,900	373,500	394,400	20,900	317,400	338,300
540010 - Training	0	0	0	300,000	0	300,000
541000 - Communications & Related Services	3,200	0	3,200	3,200	133,500	136,700
541100 - Postage	15,000	0	15,000	15,000	800	15,800
543000 - Utility Services	438,500	0	438,500	498,000	0	498,000
544000 - Rentals and Leases	22,900	10,000	32,900	22,900	37,500	60,400
545011 - Insurance - Vehicle Liability	83,100	0	83,100	109,500	0	109,500
545012 - Insurance - Property & Casualty	40,100	0	40,100	38,200	0	38,200
545013 - Insurance - General Liability	150,300	0	150,300	2,337,300	0	2,337,300
545014 - Insurance - Public Official	97,900	0	97,900	73,700	0	73,700
546000 - Repair and Maintenance Services	1,388,600	20,000	1,408,600	1,616,300	270,000	1,886,300
546001 - IT-Repair and Maintenance Services	836,900	0	836,900	1,011,200	0	1,011,200
548100 - Advertising and Related Costs	3,400	0	3,400	3,400	800	4,200
549000 - Other Current Charges and Obligations	2,500	0	2,500	2,500	0	2,500
551000 - Office Supplies	35,000	25,000	60,000	35,000	20,000	55,000
552000 - Operating Supplies	332,500	191,800	524,300	332,500	236,200	568,700
552100 - Public Safety Supplies	855,000	0	855,000	855,000	0	855,000

## Fire-Rescue

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
552200 - Clothing/Uniform Supplies	325,800	10,000	335,800	325,800	36,200	362,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	51,100	0	51,100	53,300	0	53,300
<b>Operating Expense</b>	<b>10,126,800</b>	<b>722,500</b>	<b>10,849,300</b>	<b>13,001,100</b>	<b>1,725,800</b>	<b>14,726,900</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	2,302,700	2,302,700	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>2,302,700</b>	<b>2,302,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	3,370,600	3,370,600	0	1,913,300	1,913,300
<b>Non-Operating Expenses</b>	<b>0</b>	<b>3,370,600</b>	<b>3,370,600</b>	<b>0</b>	<b>1,913,300</b>	<b>1,913,300</b>
<b>Total Expense</b>	<b>109,575,000</b>	<b>8,659,400</b>	<b>118,234,400</b>	<b>111,880,700</b>	<b>6,323,600</b>	<b>118,204,300</b>

# Police

Department Head: Rodolfo Llanes

Phone: (305) 603-1600

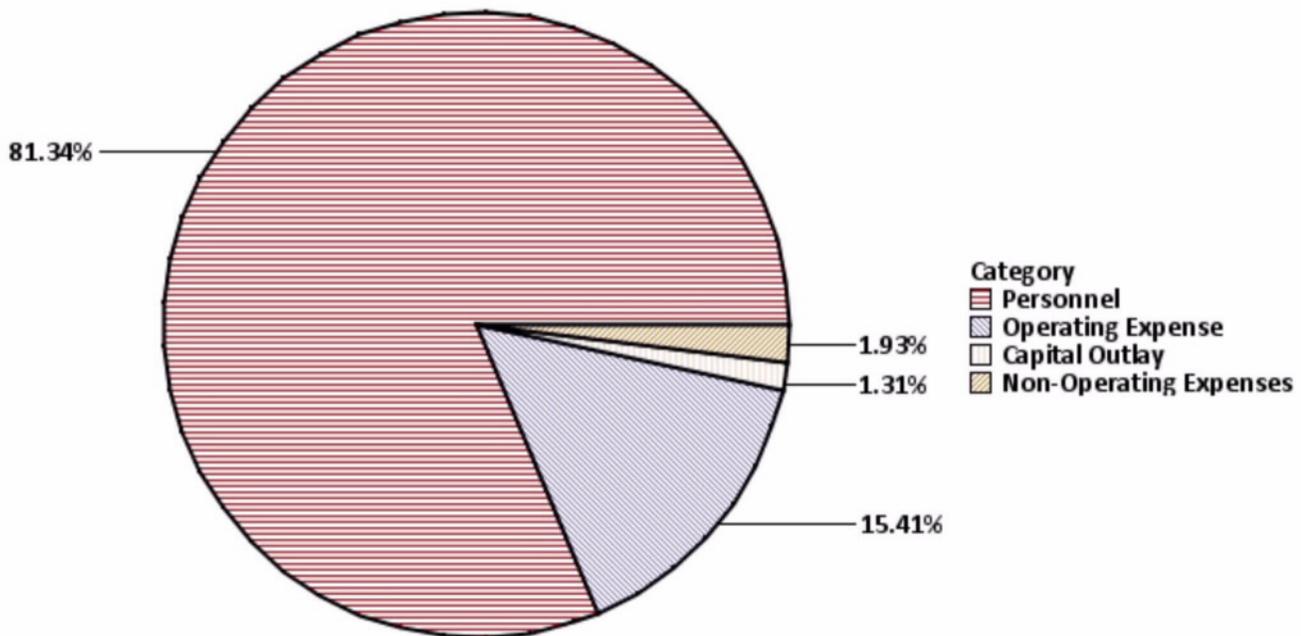
## Description

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, unrelenting follow-up, and criminal investigation 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 the City quality of life.

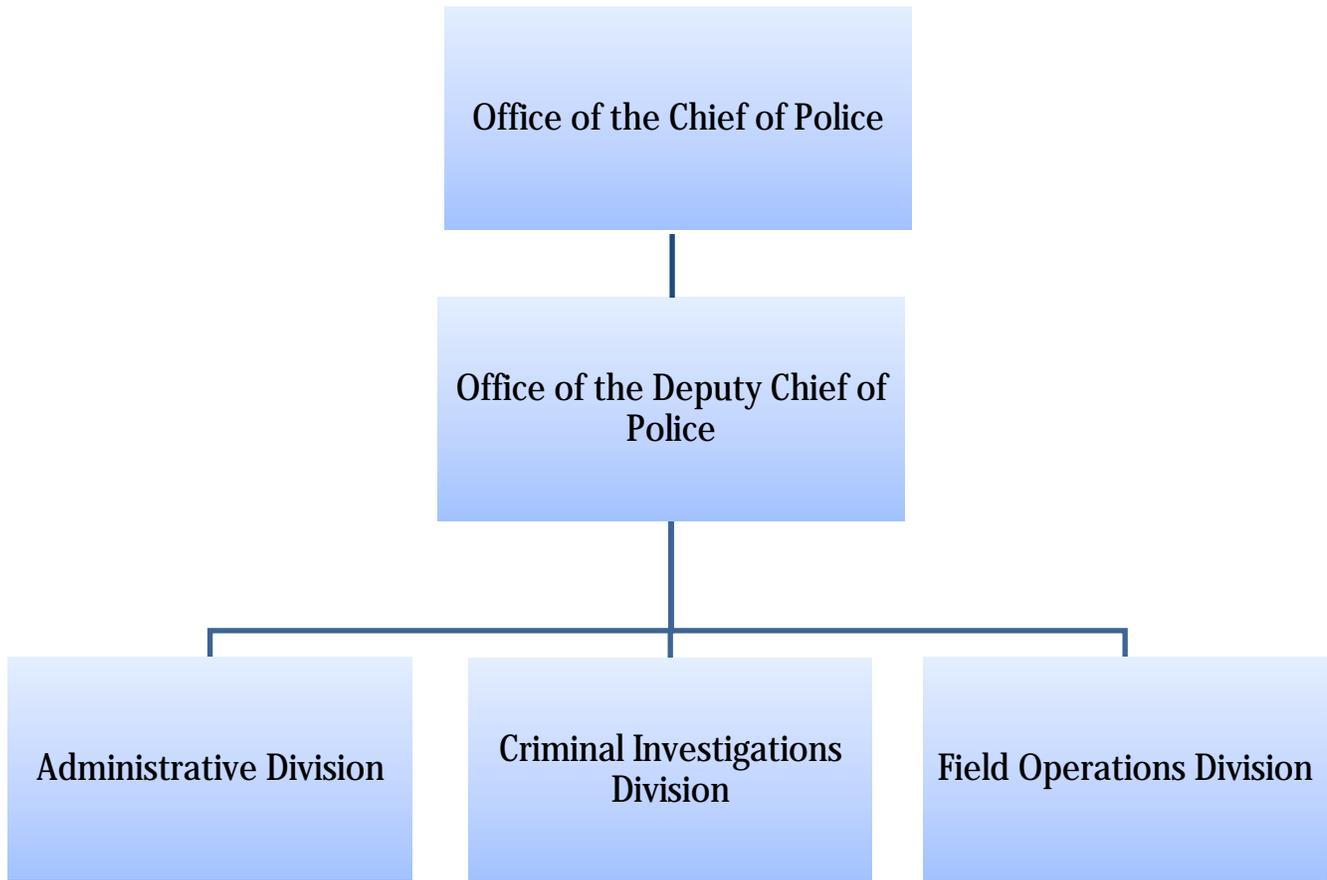
Stakeholders include residents, businesses, and visitors to the City of Miami.

## Allocation by Category



# Police

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# Police

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE CHIEF OF POLICE</b>  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.</p>	184	169
<p><b>OFFICE OF THE DEPUTY CHIEF OF POLICE</b>  Reports directly to the Chief of Police; the Assistant Chiefs of the Field Operations, Criminal Investigations, and Administration Divisions report to the Deputy Chief of Police; oversees departmental staffing; coordinates, manages and implements special projects for the Chief of Police to achieve the department's goals and vision.</p>	0	10
<p><b>FIELD OPERATIONS DIVISION</b>  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 (SWAT) teams; engages in special crime suppression operations; coordinates special event staffing.</p>	935	1,019
<p><b>CRIMINAL INVESTIGATIONS DIVISION</b>  Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations; conducts crime scene investigations; provides victims advocate services.</p>	177	177
<p><b>ADMINISTRATION DIVISION</b>  Coordinates the management of the department's fiscal and equipment; 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 management; responsible for information systems support; provides budget, finance, and procurement services.</p>	343	335
<b>TOTAL FULL-TIME POSITIONS</b>	<b>1,639</b>	<b>1,710</b>

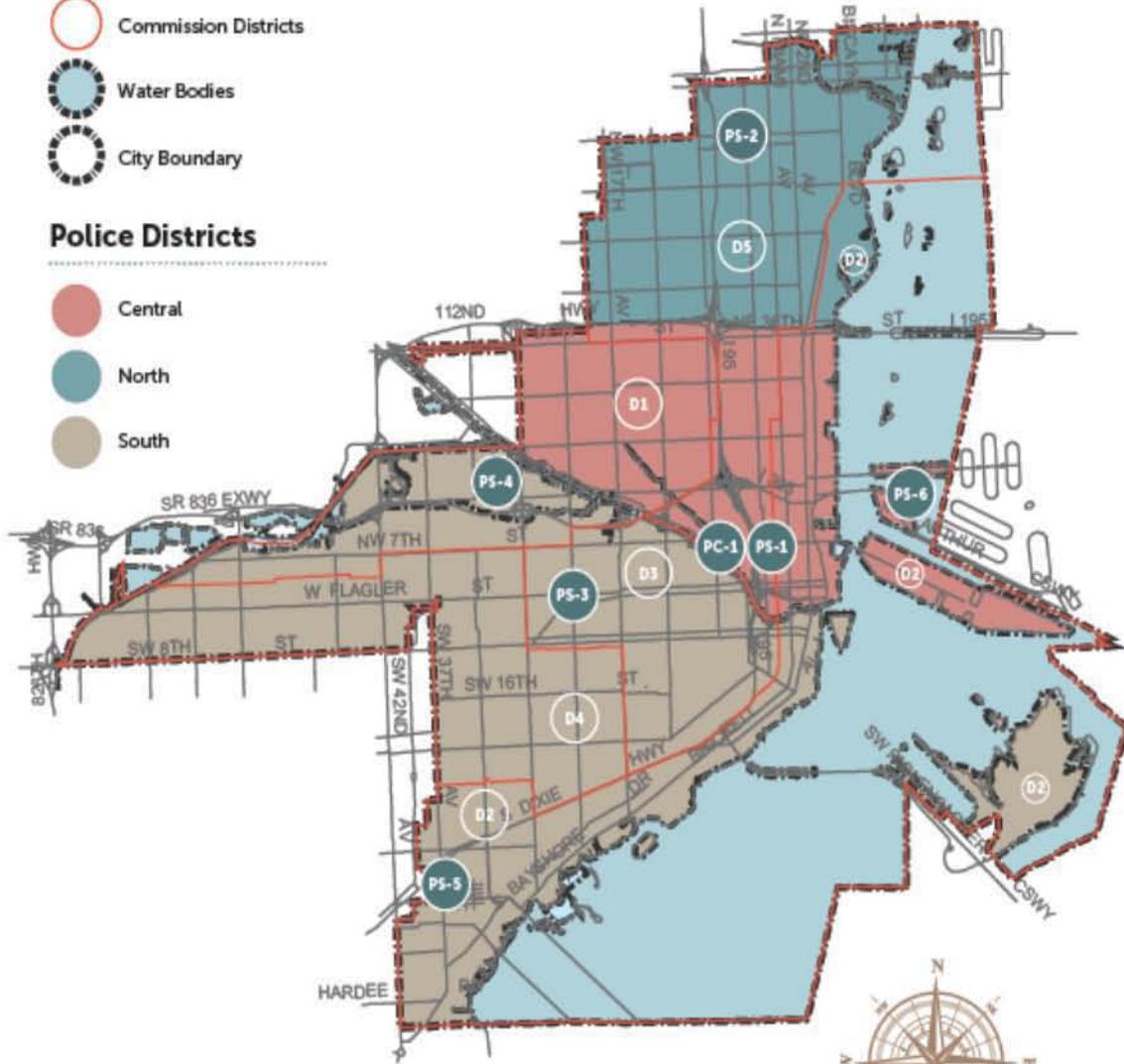
# Police

## Legend

-  Commission Districts
-  Water Bodies
-  City Boundary

## Police Districts

-  Central
-  North
-  South



STATION	ADDRESS
 PS-1 Central District Station	400 N.W. 2nd Ave.
 PC-1 Miami Police College	350 N.W. 2nd Ave.
 PS-2 North District Station	1000 N.W. 62nd St.
 PS-3 South District Station	2200 W. Flagler St.
 PS-4 Grapeland Heights Station	1701 N.W. 30th Ave.
 PS-5 Coconut Grove Mini-Station	3727 Grand Ave.
 PS-6 Marine Patrol Sub-Station	1001 MacArthur Cswy

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 Expenditure Summary

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
Personnel	116,508,306	153,144,576	158,536,108	160,851,700	183,173,900
Operating Expense	13,302,778	22,809,336	23,224,199	29,144,300	34,702,700
Capital Outlay	1,189,961	444,517	1,205,500	2,788,600	2,953,300
Non-Operating Expenses	838,364	556,641	330,700	5,735,000	4,353,800
Transfers - OUT	0	0	364,418	0	0
	<b>131,839,410</b>	<b>176,955,070</b>	<b>183,660,925</b>	<b>198,519,600</b>	<b>225,183,700</b>

## Department / Fund Relationship

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
General Fund	118,452,286	164,383,336	174,431,362	182,439,300	208,836,700
Fire Rescue Services	215,779	165,335	(271,509)	0	0
Police Services	5,992,046	9,432,563	8,107,918	14,290,700	14,117,500
Law Enforcement Trust Fund	699,204	1,937,598	1,058,634	1,789,600	2,229,500
Community Development	697,718	0	0	0	0
ARRA-Police-Memo Only	5,782,377	1,036,238	334,519	0	0
	<b>131,839,410</b>	<b>176,955,070</b>	<b>183,660,925</b>	<b>198,519,600</b>	<b>225,183,700</b>

## Objectives for FY 2015-16

Initiate ShotSpotter, a gunfire detection system.

Answer 97 percent of all emergency 911 calls in less than ten seconds.

Integrate the Emergency Police Dispatch System (EPD) into the Computer-Aided Dispatch (CAD) System.

Continue to work with local schools in providing active shooter and awareness training.

Conduct five academy classes and graduate over 100 Police Officers.

Embrace technology to ensure accountability among personnel by obtaining wearable video cameras for 50 uniform patrol officers.

# Police

## Accomplishments in FY 2014-15

Implemented 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 aid in force deployment decisions. This process is anticipated to be completed in the fourth quarter of FY 2014-15.

Completed the installation of a closed-circuit television camera system throughout the City at no cost to City residents.

Worked with local schools in providing active shooter and awareness training.

Issued Mobile Data Computers to all 386 remaining uniform patrol officer vehicles at a cost of \$1.35 million. A portion of these costs were funded by the Department of Justice (DOJ) Justice Assistance Grant (JAG) by the third quarter of FY 2014-15.

Projected to conduct seven academy classes and graduate 107 Police Officers by the fourth quarter of FY 2014-15.

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following reductions:

Reduction in Life and Health Insurance (GF \$766,500).

Reduction in Professional Services primarily due to decrease of promotional exams (GF \$372,100).

Reduction in Insurance – General Liability (GF \$209,300).

Reduction in Insurance – Public Official (GF \$164,400).

Reduction in Motor Fuel primarily due to price decrease (GF \$874,500).

Reduction in Machinery and Equipment due to one-time capital purchases (GF \$963,400).

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due to in part to the new collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. per R-14-0447, and the implementation of a new pay scale for police executives (GF \$3.5 million); contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$1.32 million; SR \$63,200); and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$27,200).

Increase in Regular Salaries and Wages due to COPS 2011 Hiring Grant expiring in February 2016 (GF \$711,200) and COPS 2013 Hiring Grant expiring in August 2016 (GF \$60,400).

Increase in Regular Salaries and Wages due to five percent increase of April 2015 promotions for Sergeants, Lieutenants, and Captains (GF \$285,900).

Increase in Regular Salaries and Wages due to funding of four Public Service Aide positions for Red Light Camera that were added in the Mid-Year with no funding.

Increase in funding for seven civilian positions (five Administrative Aide I and two Typist Clerk II) to replace sworn police officer positions (GF \$267,800).

Increase in funding to convert 21 police officer positions to five Lieutenants and 16 Sergeants (GF \$541,900).

## Police

To reflect the changes made at the Second Budget Hearing funding was increased for 60 new police officer positions (GF \$4.61 million).

Increase in Other Salaries and Wages primarily due to 26 additional temporary personnel for the Records Unit and other units (GF \$791,600); funding for part-time reserve police officers (GF \$500,000); funding for 22 Traffic Control Specialists to relieve Public Service Aides (PSAs), and conduct traffic direction in the downtown area (GF \$417,100) partially offset by a reduction of \$57,100 for a temporary Subject Matter Expert, for a total amount of \$1.65 million.

Increase in Overtime due to FY 2014-15 Mid-Year Amendment (GF \$1.2 million) plus a 1.7 percent increase to match all other salary increases in the sworn positions (GF \$100,500) for FY 2015-16 for a total amount of \$1.3 million.

Increase in GESE pension allocation (GF \$917,100).

Increase in Police and Fire – FIPO pension allocation due to grants running out and Fire's proportional share decreasing (GF \$2.22 million).

Increase in FOP Health Trust for Life and Health Insurance (GF \$1.5 million).

Increase in Professional Services – Medical mainly due to new provision of physicals to sworn personnel required over a two year period (GF \$767,600).

To reflect the changes made at the Second Budget Hearing funding was increased for the outsourcing of the polygraph (GF \$90,000).

Increase in Rentals and Leases due to leases of 166 marked police vehicles and 133 police administrative vehicles in lieu of purchasing vehicles (GF \$1.31 million); staff rental vehicles of 33 Tahoes (GF \$155,500); price increase of office space rental for Internal Affairs (GF \$55,400); price increase of 117 rental vehicles for Sergeant-At-Arms and Detectives (GF \$9,000) for a total increase of \$1.53 million.

Increase in Insurance – Police Torts (GF \$1.8 million).

Increase in Insurance – Vehicle Liability (GF \$303,200).

Increase in funding for the helicopter support and maintenance (GF \$221,200).

Increase in IT Repair and Maintenance Services for cost allocation (GF \$191,600).

To reflect the changes made at the Second Budget Hearing, funding was increased for the storage and operations of the body cameras (GF \$100,000).

Increase in funding for the GPS vehicle tracking monthly fee of \$19.95 per month for 418 vehicles (GF \$100,100).

Increase in funding for NC4 Street Smart, a collaborative tool to quickly validate dispatched calls for service (GF \$400,000).

The Adopted Budget includes the following additional considerations:

Budget for Section 185 State Pension Payment, which was previously amended into the budget at year end closeout. This is a pass-through of both revenues and expenditures as provided by the State of Florida (GF \$5.02 million).

A General Fund Contribution to the E-911 Program (GF \$2.05 million).

Funding of ten Police Officers and two Police Sergeants positions by both the Omni and Southeast Overtown Park (SEOPW) CRA's (GF \$1.2 million).

A General Fund contribution to various capital improvement projects including Grapeland electrical panels (\$350,000); Headquarters' parking garage (\$250,000); carpeting and flooring of Central, North and South District

## **Police**

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(\$182,500); Headquarter pressure clean and paint exterior (\$180,000); Headquarters' 5<sup>th</sup> Floor interior repairs (\$150,000); recertification of the Headquarter building (\$50,000).

Funding of the COPS 2015 Hiring Grant through 15 vacant police officer positions (SR \$1.07 million).

Funding of Do the Right Thing (GF \$110,000) and Police Athletic League (GF \$390,000) included in the Non-Departmental Accounts (NDA).

The Adopted Budget includes 1,284 regular sworn Police Officers and 37 sworn executives.

## Police

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
911 calls answered within ten seconds of call initiation (percent)	95.7	97	95.8	97
Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	5.07	5.81	4.92	5
911 call volume for service (number)	561,713	637,530	680,475	750,000
Calls for service which resulted in an incident report being written (number)	70,238	106,184	102,789	105,000
Uniform Crime Reporting Part 1 Crimes which includes criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	26,525	25,158	23,372	25,000
Uniform Crime Reporting Arrests (number)	29,900	31,221	24,659	28,000
Police academy classes completed (number)	7	7	6	7
Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)	Yes	Yes	Yes	Yes

## Police

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
511000 - Executive Salaries	0	0	0	3,600	0	3,600
512000 - Regular Salaries and Wages	92,761,300	3,131,400	95,892,700	102,847,300	4,035,400	106,882,700
512010 - Attrition Savings - Salaries	(5,649,500)	0	(5,649,500)	(6,187,900)	0	(6,187,900)
513000 - Other Salaries and Wages	1,403,500	0	1,403,500	3,055,100	0	3,055,100
514000 - Overtime	4,709,200	1,055,500	5,764,700	6,009,700	793,900	6,803,600
515000 - Special Pay	4,639,500	764,000	5,403,500	4,808,700	216,000	5,024,700
516000 - Fringe Benefits	340,000	0	340,000	328,600	0	328,600
521000 - Fica Taxes	2,309,400	124,900	2,434,300	2,697,300	156,700	2,854,000
522000 - Retirement Contributions	5,987,000	530,100	6,517,100	6,904,100	546,700	7,450,800
522010 - Police and Fire - FIPO	29,158,300	740,500	29,898,800	31,382,400	1,063,400	32,445,800
OBJ_522020	0	0	0	5,015,600	0	5,015,600
523000 - Life and Health Insurance	4,920,800	399,000	5,319,800	4,154,300	316,200	4,470,500
523010 - Health Trust - FOP	13,526,800	0	13,526,800	15,026,800	0	15,026,800
<b>Personnel</b>	<b>154,106,300</b>	<b>6,745,400</b>	<b>160,851,700</b>	<b>176,045,600</b>	<b>7,128,300</b>	<b>183,173,900</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	9,177,300	400,000	9,577,300	9,213,400	440,200	9,653,600
531000 - Professional Services	1,514,100	148,500	1,662,600	1,250,500	115,100	1,365,600
531020 - Professional Services-Medical	364,100	0	364,100	1,177,200	11,400	1,188,600
534000 - Other Contractual Services	1,306,500	577,800	1,884,300	1,408,700	706,700	2,115,400
540000 - Travel and Per Diem	21,700	282,500	304,200	21,700	282,400	304,100
541000 - Communications & Related Services	38,400	547,000	585,400	57,300	732,000	789,300
541100 - Postage	48,700	1,000	49,700	67,200	1,000	68,200
543000 - Utility Services	900,200	0	900,200	1,021,700	0	1,021,700
544000 - Rentals and Leases	1,458,400	155,500	1,613,900	3,290,800	171,500	3,462,300
545010 - Insurance - Police Torts	900,000	0	900,000	2,700,000	0	2,700,000
545011 - Insurance - Vehicle Liability	439,800	0	439,800	743,000	0	743,000
545012 - Insurance - Property & Casualty	129,600	0	129,600	123,000	0	123,000
545013 - Insurance - General Liability	214,300	0	214,300	5,000	0	5,000
545014 - Insurance - Public Official	165,800	0	165,800	1,400	0	1,400
546000 - Repair and Maintenance Services	751,500	283,800	1,035,300	1,053,500	89,800	1,143,300
546001 - IT-Repair and Maintenance Services	2,028,300	0	2,028,300	2,219,900	0	2,219,900
547100 - Printing and Binding-Outsourcing	19,600	4,100	23,700	19,600	10,300	29,900
547200 - Printing and Binding-Paper Stock	43,100	0	43,100	43,100	0	43,100
548000 - Promotional Activities	7,400	200	7,600	7,400	200	7,600

## Police

548100 - Advertising and Related  
Costs

53,700

100

53,800

53,700

100

53,800

## Police

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
549000 - Other Current Charges and Obligations	141,500	3,300	144,800	201,000	166,700	367,700
551000 - Office Supplies	160,000	6,000	166,000	185,000	6,000	191,000
552000 - Operating Supplies	175,100	174,800	349,900	284,600	241,800	526,400
552010 - Motor Fuel	4,664,500	4,200	4,668,700	4,070,000	70,000	4,140,000
552100 - Public Safety Supplies	181,800	500	182,300	219,300	500	219,800
552200 - Clothing/Uniform Supplies	979,500	8,800	988,300	1,210,000	80,600	1,290,600
554000 - Subscriptions, Memberships, Licenses, Permits & Others	122,400	144,000	266,400	343,600	76,200	419,800
667000 - Weapons And Ammunitions	394,900	0	394,900	480,200	28,400	508,600
<b>Operating Expense</b>	<b>26,402,200</b>	<b>2,742,100</b>	<b>29,144,300</b>	<b>31,471,800</b>	<b>3,230,900</b>	<b>34,702,700</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	1,930,800	857,800	2,788,600	1,319,300	1,634,000	2,953,300
<b>Capital Outlay</b>	<b>1,930,800</b>	<b>857,800</b>	<b>2,788,600</b>	<b>1,319,300</b>	<b>1,634,000</b>	<b>2,953,300</b>
<b>Non-Operating Expense</b>						
883000 - Other Grants and Aids	0	224,200	224,200	0	25,000	25,000
896000 - Budget Reserve	0	5,510,800	5,510,800	0	4,328,800	4,328,800
<b>Non-Operating Expenses</b>	<b>0</b>	<b>5,735,000</b>	<b>5,735,000</b>	<b>0</b>	<b>4,353,800</b>	<b>4,353,800</b>
<b>Total Expense</b>	<b>182,439,300</b>	<b>16,080,300</b>	<b>198,519,600</b>	<b>208,836,700</b>	<b>16,347,000</b>	<b>225,183,700</b>



**DEPARTMENT  
EXPENDITURES:**  
OTHER DEPARTMENTS

- **Community and Economic Development**
  - **Parks and Recreation**
- **Real Estate and Asset Management**
  - **Risk Management**





# Community and Economic Development

Department Head: George Mensah

Phone: (305) 416-1978

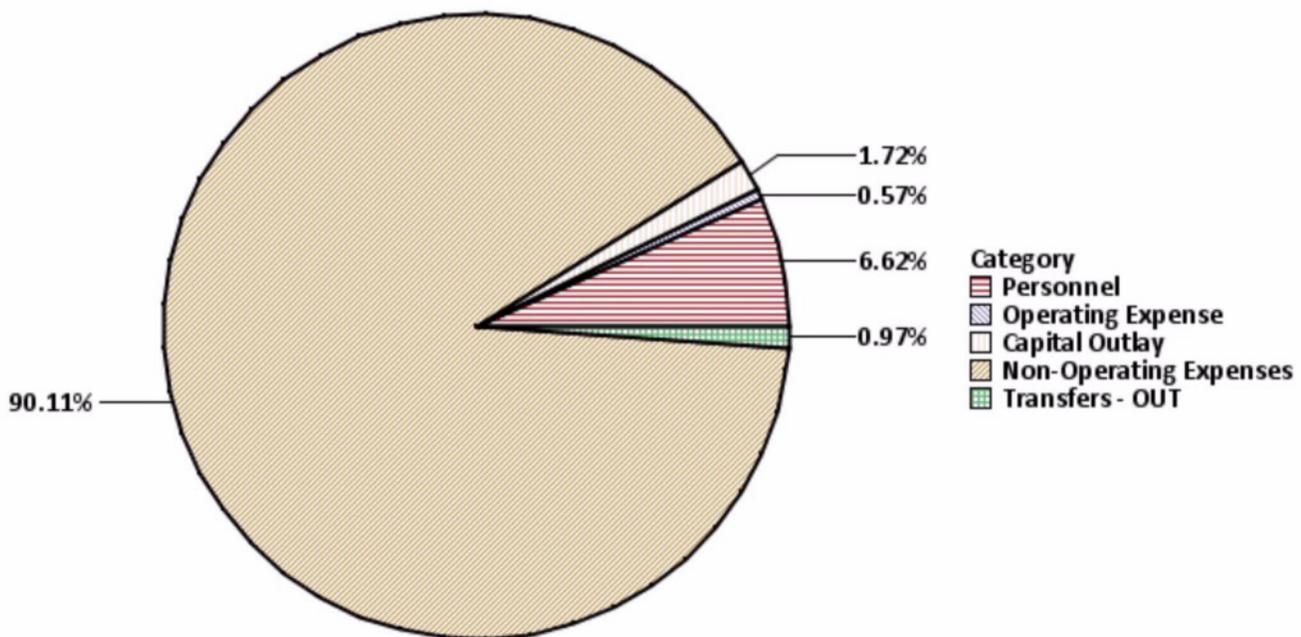
## Description

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.

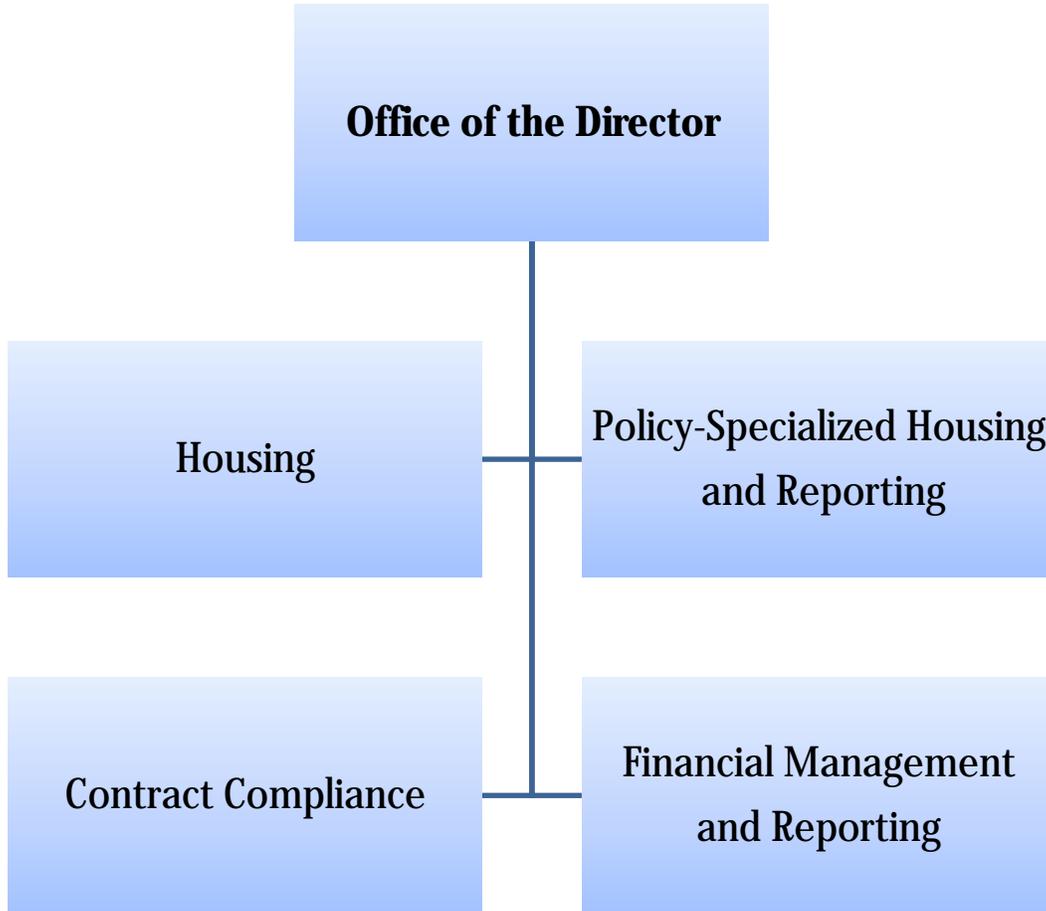
Stakeholders include all residents and elected officials.

## Allocation by Category



# Community and Economic Development

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## Community and Economic Development

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Provides general direction and coordination with private and public stakeholders in the management of federal, state, 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>	6	5
<p><b>HOUSING</b> 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><b>POLICY-SPECIALIZED HOUSING AND REPORTING</b> 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	7
<p><b>CONTRACT COMPLIANCE</b> 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>	6	5
<p><b>FINANCIAL MANAGEMENT AND REPORTING</b> 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>38</b>	<b>35</b>

# Community and Economic Development

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	4,048,580	5,290,489	4,456,775	4,795,200	4,088,000
Operating Expense	813,922	625,260	576,282	411,800	353,800
Capital Outlay	1,261,873	425,026	2,756,327	0	1,058,900
Debt Service	215,476	3,416,748	0	0	0
Non-Operating Expenses	28,140,519	32,547,605	27,740,126	55,205,100	55,605,200
Transfers - OUT	1,136,933	1,280,875	0	0	600,000
	<b>35,617,302</b>	<b>43,586,004</b>	<b>35,529,510</b>	<b>60,412,100</b>	<b>61,705,900</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	0	87	0	0	2,252,700
Community Development	35,617,302	43,585,917	35,529,510	60,412,100	59,453,200
	<b>35,617,302</b>	<b>43,586,004</b>	<b>35,529,510</b>	<b>60,412,100</b>	<b>61,705,900</b>

## Objectives for FY 2015-16

Process all reimbursement requests within ten days.

Serve 416 households through the Section 8 program; serve 1,000 households through the HOPWA program; provide single-family rehabilitation assistance to two low to moderate-income households; provide down payment 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 funding for daycare and after-school services to approximately 95 youth, and meals services to approximately 700 senior citizens.

# Community and Economic Development

## **Accomplishments in FY 2014-15**

Accomplishments for Community and Economic Development reflect their federal time period from April 1, 2014 to March 31, 2015.

Processed all reimbursement requests within ten days. After careful consideration, the department is no longer tracking the time it takes to process client recertification packages submitted by HOPWA project sponsors. This is, for the most part, a monitoring procedure to ensure that clients are being recertified on time and does not have a direct effect on customer service.

Assisted over 1,600 low-income individuals through different public service programs. These services are essential to neighborhood viability. Provided funding for daycare and after-school services to 112 youth; provided funding for meals services to approximately 1,300 senior citizens; serviced three 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 HOPWA 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 2015-16**

The Adopted Budget includes the following reductions:

Reduction in federal funds allocated by HUD, for the period beginning on April 1, 2015 to March 31, 2016, in the following items: HOME entitlement funds by \$2.1 million, ESG entitlement funds by \$154,700, and CDBG entitlement funds by \$113,300.

Reduction in state funds allocated by Florida Housing, for the period beginning on April 1, 2015 to March 31, 2016, in SHIP entitlement by \$1.7 million.

Reduction in Other Sources entitlement funds by \$49,300 for the period beginning on April 1, 2015 to March 31, 2016.

Reduction in CD-Housing Loan Recovery entitlement funds by \$44,600 for the period beginning on April 1, 2015 to March 31, 2016.

The Adopted Budget includes the following additions:

Increase in federal funds allocated by HUD, for the period beginning on April 1, 2015 to March 31, 2016, in the following items: HOPWA entitlement by \$1.2 million, Section 8 Moderate Rehabilitation 1 entitlement by \$110,100, and Section 8 Moderate Rehabilitation 2 entitlement by \$57,500.

The Adopted Budget includes the following additional considerations (to be determined by Budget):

Elimination of three grant-funded, long-term vacant positions.

## Community and Economic Development

Transfer out to General Fund of \$600,000, increase in Capital outlay for Fire Equipment (\$1.0 million), and Computer Upgrades (\$58,900) funded from the Settlement of Wagner Square 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.

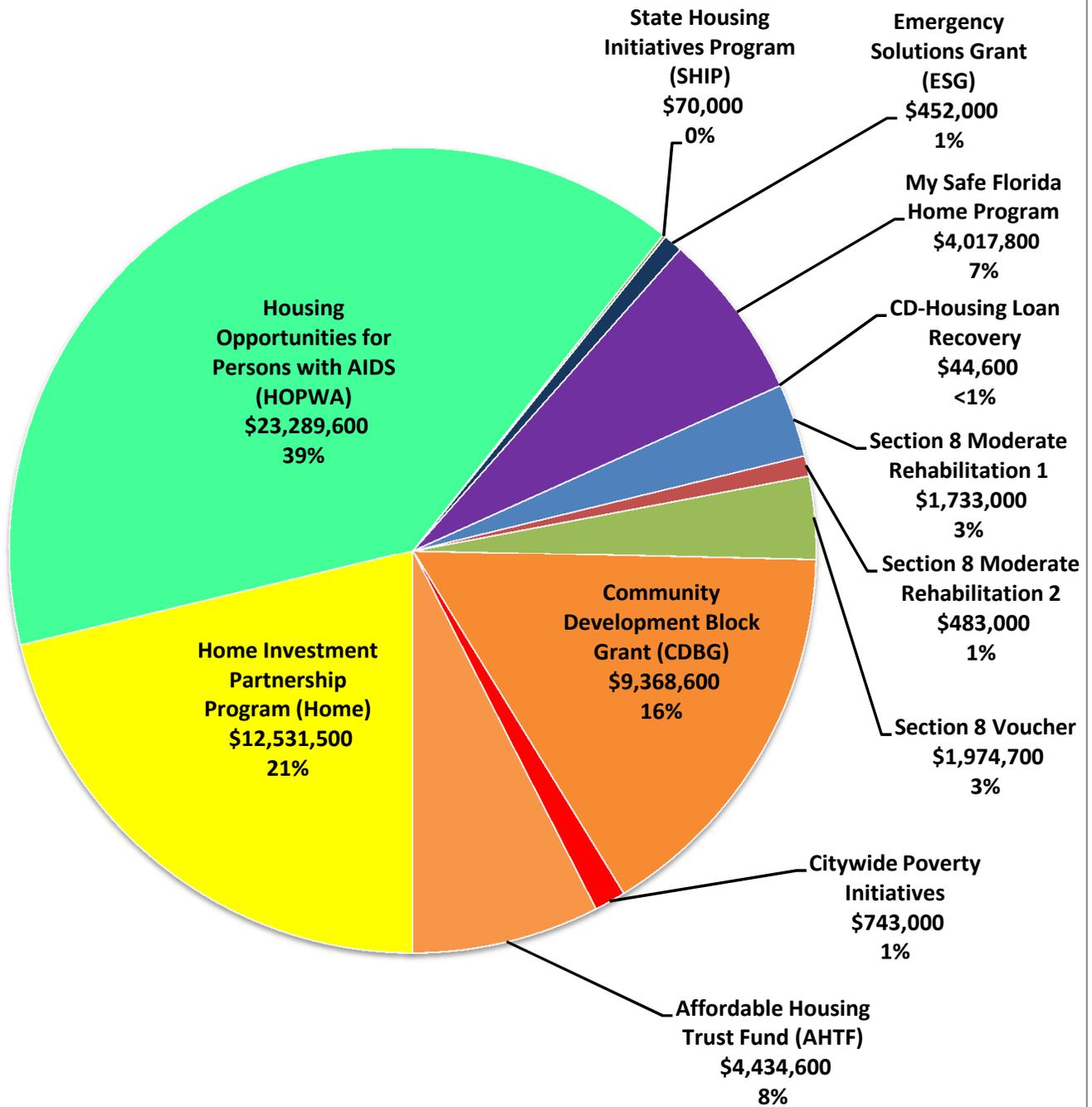
Contribution from General Fund in a total amount of \$2.2 million for the following items:

- Social Services Gap Funding (\$743,000).
- IT Repair and Maintenance Services (\$28,800), Retirement Contributions (\$822,800), Life and Health Insurance (\$318,100), Workers' Compensation (\$68,600), Insurance – General Liability (\$5,000), Insurance – Public Officials (\$200) for a total of \$1.24 million.
- Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (SR \$80,000), due in part to a salary adjustment (GF \$13,000), and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$29,400).
- Increase in FICA due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (SR \$6,000), due in part to a salary adjustment (GF \$1,000), and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$2,200).

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actual	2015-16 Estimate
Elderly meals provided with Community Development Block Grant (CDBG) and Poverty Initiatives Funding (number)	1,071	1,605	785	1,050
Children and youth assisted with CDBG and Poverty Initiatives Funding (number)	95	112	124	110
Households assisted under the Down Payment Assistance Program (number)	25	18	10	10
Businesses assisted through the Commercial Façade Program with CDBG funding (number)	117	54	N/A	75
HOPWA clients assisted with the Tenant-Based Rental Assistance Program (number)	1,014	1,030	982	1,000
Section 8 clients assisted (number)	416	416	411	416
Turnaround time on agency reimbursement packets (days)	N/A	N/A	8.8	10

## Community and Economic Development Funding Sources FY 2015-16



## Community and Economic Development

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	0	2,818,700	2,818,700	125,400	2,183,300	2,308,700
513000 - Other Salaries and Wages	0	222,700	222,700	0	253,200	253,200
516000 - Fringe Benefits	0	22,800	22,800	0	20,700	20,700
521000 - Fica Taxes	0	234,800	234,800	9,500	168,500	178,000
522000 - Retirement Contributions	0	928,200	928,200	822,800	103,600	926,400
523000 - Life and Health Insurance	0	568,000	568,000	318,100	82,900	401,000
<b>Personnel</b>	<b>0</b>	<b>4,795,200</b>	<b>4,795,200</b>	<b>1,275,800</b>	<b>2,812,200</b>	<b>4,088,000</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	0	68,000	68,000	68,600	0	68,600
531000 - Professional Services	0	148,700	148,700	0	80,000	80,000
534000 - Other Contractual Services	0	1,200	1,200	0	27,100	27,100
540000 - Travel and Per Diem	0	16,500	16,500	0	11,600	11,600
541000 - Communications & Related Services	0	11,600	11,600	0	11,000	11,000
541100 - Postage	0	4,000	4,000	0	4,700	4,700
544000 - Rentals and Leases	0	15,100	15,100	0	15,400	15,400
545011 - Insurance - Vehicle Liability	0	3,900	3,900	0	0	0
545013 - Insurance - General Liability	0	3,800	3,800	5,000	0	5,000
545014 - Insurance - Public Official	0	56,600	56,600	200	0	200
546001 - IT-Repair and Maintenance Services	0	0	0	28,800	0	28,800
547000 - Printing and Binding	0	300	300	0	300	300
548100 - Advertising and Related Costs	0	65,700	65,700	0	77,700	77,700
549000 - Other Current Charges and Obligations	0	800	800	0	1,600	1,600
551000 - Office Supplies	0	11,300	11,300	0	13,200	13,200
552000 - Operating Supplies	0	700	700	0	4,900	4,900
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	3,600	3,600	0	3,700	3,700
<b>Operating Expense</b>	<b>0</b>	<b>411,800</b>	<b>411,800</b>	<b>102,600</b>	<b>251,200</b>	<b>353,800</b>
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	0	1,058,900	1,058,900
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,058,900</b>	<b>1,058,900</b>
<b>Non-Operating Expense</b>						
881000 - Aids to Government Agencies	0	0	0	0	230,300	230,300
882000 - Aids to Private Organizations	0	55,205,100	55,205,100	874,300	52,209,800	53,084,100

## Community and Economic Development

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
883000 - Other Grants and Aids	0	0	0	0	2,289,800	2,289,800
896000 - Budget Reserve	0	0	0	0	1,000	1,000
<b>Non-Operating Expenses</b>	<b>0</b>	<b>55,205,100</b>	<b>55,205,100</b>	<b>874,300</b>	<b>54,730,900</b>	<b>55,605,200</b>
<b>Transfers-OUT</b>						
891000 - Interfund Transfers	0	0	0	0	600,000	600,000
<b>Transfers - OUT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>600,000</b>
<b>Total Expense</b>	<b>0</b>	<b>60,412,100</b>	<b>60,412,100</b>	<b>2,252,700</b>	<b>59,453,200</b>	<b>61,705,900</b>

# Parks and Recreation

Department Head: Kevin M. Kirwin

Phone: (305) 416-1320

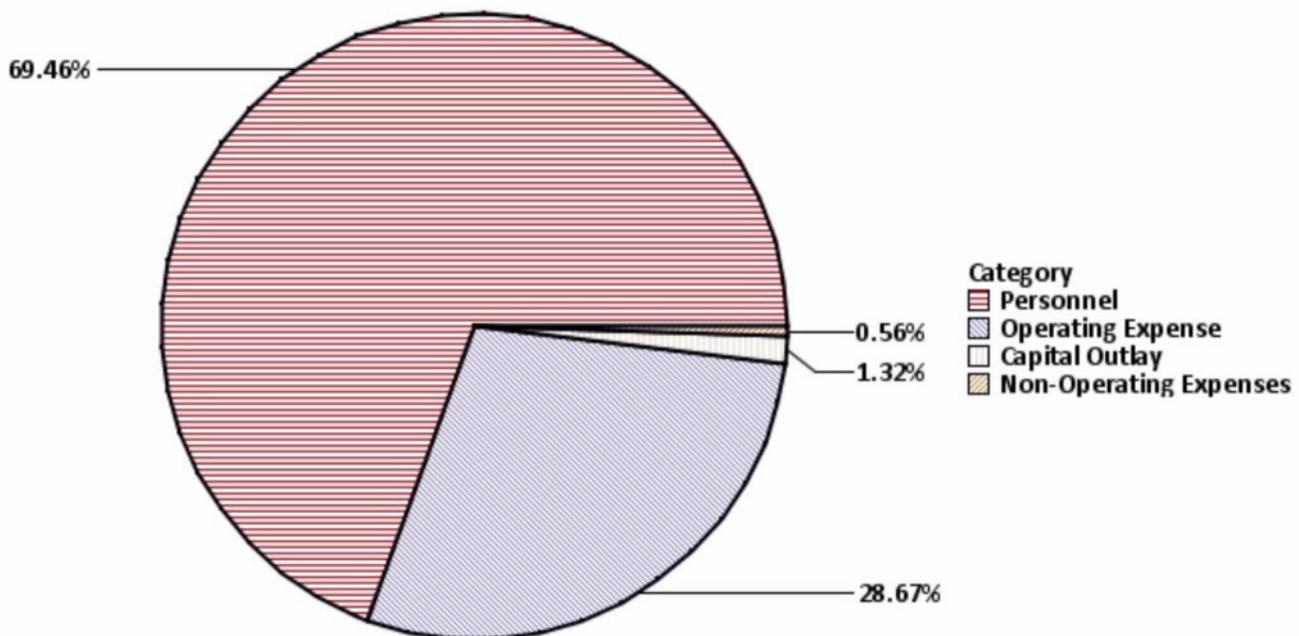
## Description

The Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department delivers quality of life services to all ages through active senior programs, services for persons with disabilities and youth-serving programs through day care, after school, seasonal camps, sports, and learn-to-swim. The Department is an active participant in health, wellness and obesity initiatives for City of Miami residents of all ages.

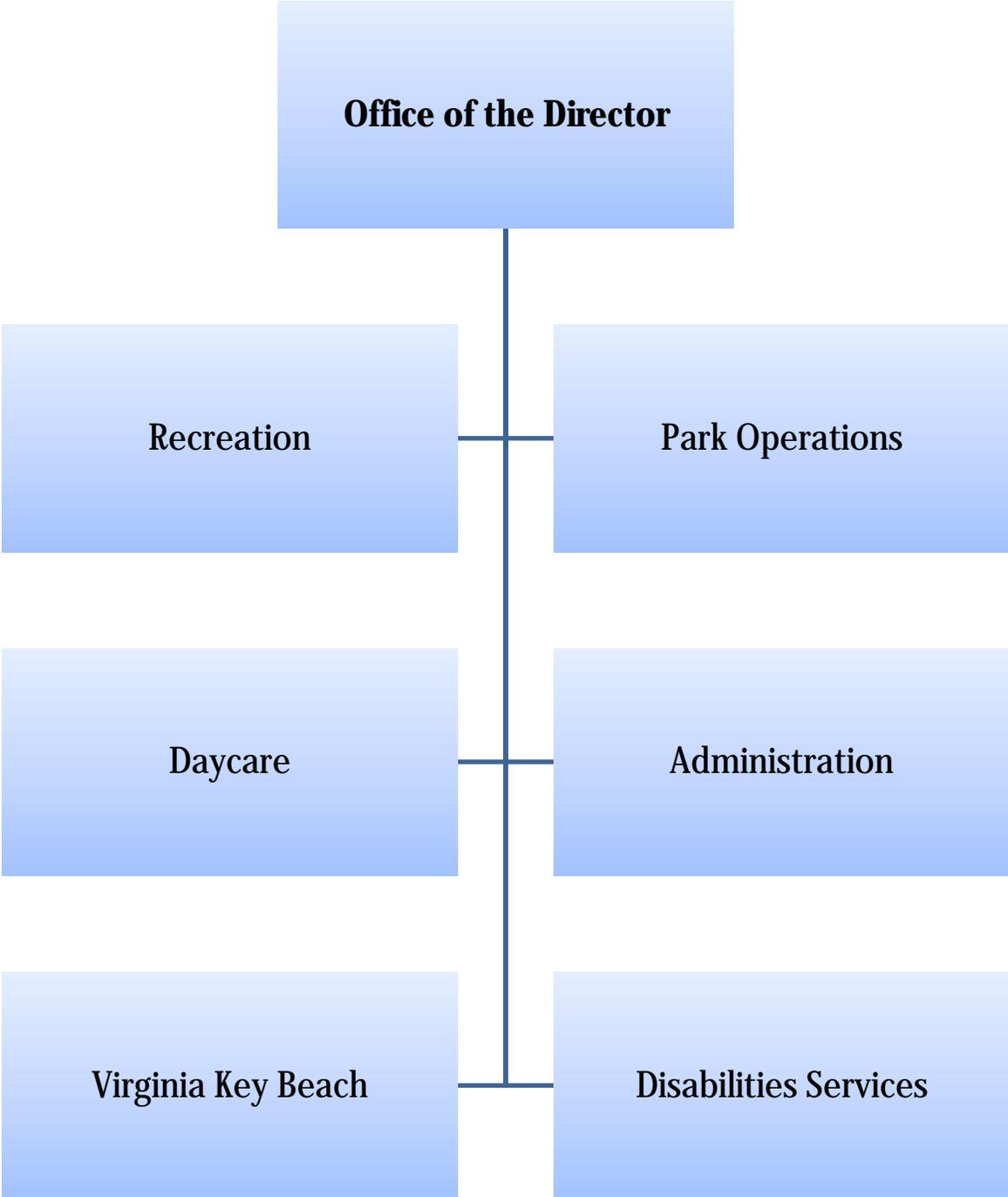
The Department provides 131 parks totaling 936 acres, 11 swimming pools, 43 community centers, four gymnasiums, one natural area Visitor's Center, the Virginia Key 32 acre hammock restoration and interpretive trail, three natural areas designated Natural Forest Communities, a Japanese Garden, the Grapeland Water Park, the Melreese Golf Course, and the Virginia Key mountain bike trails, walking trails, and beach.

The Department offers recreation and leisure opportunities that appeal to all interests and encourage a connection with the outdoors as well as an active and healthy lifestyle.

## Allocation by Category



# Parks and Recreation



## Parks and Recreation

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and capital improvement projects; coordinates internal and external government communications.</p>	10	12
<p><b>ADMINISTRATION</b> Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, procurement, finance functions; manages internal Parks information technology functions and liaises with Risk Management on safety issues in parks.</p>	10	13
<p><b>DAYCARE</b> Provides developmental, educational, and recreational day care service for infants through age five; administers programs that teach social life skills and fosters parent and child development.</p>	8	8
<p><b>PARK OPERATIONS</b> Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire system of 131 parks; processes permit applications for park-level and citywide events; issues sports permits; manages the stockroom and inventory.</p>	69	120
<p><b>RECREATION</b> Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 park facilities and 11 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; provides sports programs through successful partnerships.</p>	86	94
<p><b>VIRGINIA KEY BEACH</b> Manages beach operations for the Virginia Key Beach Trust that include beach safety, maintenance, shoreline conservation, and habitat restoration</p>	4	21
<p><b>DISABILITIES SERVICES</b> 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>	9	11
<b>TOTAL FULL-TIME POSITIONS</b>	<b>196</b>	<b>279</b>

# Parks and Recreation

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	16,001,924	21,020,705	21,304,249	24,198,110	25,826,900
Operating Expense	8,992,268	10,744,489	9,480,704	10,470,490	10,660,800
Capital Outlay	393,380	69,965	62,571	356,500	489,700
Non-Operating Expenses	185,945	186,435	190,357	522,500	207,100
Transfers - OUT	0	114,621	610,586	0	0
	<b>25,573,517</b>	<b>32,136,216</b>	<b>31,648,466</b>	<b>35,547,600</b>	<b>37,184,500</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	22,857,751	29,300,240	28,945,629	32,386,200	35,613,400
Net Offices & Code Enforcement (SR)	40,281	0	0	0	0
Parks & Recreation Services	2,675,485	2,835,975	2,588,780	3,161,400	1,571,100
Departmental Improvement Initiative	0	0	114,057	0	0
	<b>25,573,517</b>	<b>32,136,216</b>	<b>31,648,466</b>	<b>35,547,600</b>	<b>37,184,500</b>

## Objectives for FY 2015-16

Replace, renovate and repair aging playground structures and resurface basketball, tennis and racquetball courts throughout the system.

Replace, renovate and repair park restrooms, HVAC units, flooring and other facilities and park elements throughout the system.

Expand on environmental conservation, restoration, and education of our three Natural Forest Communities (NFC) located at Simpson Park, Virginia Key Beach North Point Park, and Alice Wainwright Park.

Provide industry-related trainings to staff to deliver a higher level of recreation, disability, and grounds maintenance services to the residents of the City of Miami.

Implement program partnerships to codify agreements with not-for-profit entities that offer recreation services on park property.

Conduct a comprehensive recreation planning process that allows community input and resource assessment for a roadmap focused on service delivery in parks. The outcome of this process will be a recreation plan guiding the City's recreational programmatic offerings for five years.

Apply for and achieve re-accreditation in from the National Park and Recreation Association Commission for

# Parks and Recreation

Accreditation of Park and Recreation Agencies (CAPRA) organization in the summer of 2016.

## **Accomplishments in FY 2014-15**

The Sandra DeLuca Developmental Center hosted the biannual showcase “Rhythm of Life” with the Actors Playhouse, at the Manuel Arttime Theatre collaborating with 10 community organizations to showcase the talents of 200 individuals of all abilities.

Received a \$200,000 Department of Education appropriation for the Project Search Miami (PSM) program to provide state of the art technology, training and employment for participants in the job training program that serves teens with special needs.

Completed Specialized Golf Training for participants in the GET FIT Sandra DeLuca Developmental Center program, resulting in five new unified golf teams that can play nine holes.

Started a new Get FIT Boot Camp at the Sandra DeLuca Developmental Center utilizing recreation resources and summer staff to provide four weeks of intensive full-day sports and recreation programming for 20 adults with disabilities.

Get Fit Athletes participated in state-level competitions for team and individual sports: swimming, softball, flag football, gymnastics, and basketball-obtaining 31 total metals for the year: 19 Gold, 9 Silver and 5 Bronze.

Participated in Bike305 month activities by providing park managers with training from the University of Miami Bike Safe Curriculum. Hosted Bike Day during spring break for campers to learn bike safety. Conducted helmet fittings during Bike Day for 100 campers and gave out 48 free helmets to campers that didn’t own them. Hosted the Brickell Station for Bike the Underline event, providing free yoga classes, passes to Grapeland Water Park and information on recreation programs.

Collaborated with the General Services Administration Department to improve the work order process and establish work flow processes. Enabled direct access to software for parks staff to allow faster communication of maintenance issues in facilities.

Increased the hourly wage for Lifeguard II part-time positions to bring the pay scale in line with other municipal pay rates. The pay rate increase was required to encourage experienced candidates to apply for seasonal positions and retain annual employees.

Promoted and enrolled 10 children in after school and 40 campers in the summer camp program at the new Peacock Park recreation center.

Trained three staff members to become Certified Playground Inspectors for increased safety of playground structures.

Graduated 14 children from the Day Care program who will be entering first grade in the fall.

Implemented new cash handling policies and procedures, training staff on processes for fiscal control and cash collection management.

Implemented a department realignment to assign staff tasks and responsibilities according to division functions.

Worked with the Human Resources Department to identify and develop positions that fill the needs of the department with the necessary education and experience backgrounds.

Hired a Construction Coordinator to oversee small internal repair and renovation projects of site amenities, playgrounds and courts.

## Parks and Recreation

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Installed new artificial turf field at Armbrister Park offering extended play time for soccer, football, softball and lacrosse.

Built and opened new recreation center at Bryan Park, allowing for indoor component to the afterschool and summer tennis programs and meeting space for the local Homeowner's Association.

Added a new facility at Virginia Key for bicycle and kayak rentals, allowing expanded recreation use at the park.

Partnered with the National Parks and Recreation Association and Coca Cola Company to provide expanded active and fitness spaces at Shenandoah Park with new playground equipment, tennis court improvements, and outdoor fitness equipment.

Installed a new playground at Henderson Park to expand play opportunities.

Repaired and cleaned grounds at Oakland Grove Mini Park.

### **Budget Highlights for FY 2014-15**

The Adopted Budget includes the following additions:

Increase in funding for Hadley Park's expansion to cover personnel and operating expenses. Estimated to be completed in the first quarter of FY 2015-16 (GF \$361,700).

Increase in funding for a flex park at the Miami Marine Stadium to cover personnel and operating expenses. Estimated to be completed in the fourth quarter of FY 2014-15 (GF \$591,200).

Increase in funding for Gibson Park's expansion to cover personnel and operating expenses. Estimated to be completed in the fourth quarter of FY 2014-15 (GF \$324,900).

Increase in funding for a park on 12<sup>th</sup> avenue for playground and grounds maintenance. Estimated to be completed in the second quarter of FY 2015-16 (GF \$8,000).

Increase in funding for West End Park's expansion to cover personnel and operating expenses. Estimated to be completed in the fourth quarter of FY 2014-15 (GF \$123,200).

Increase in funding for African Square Park to cover personnel and operating expenses. Estimated to be completed in the first quarter of FY 2015-16 (GF \$129,300).

Increase in funding for newly built Regatta Park to cover personnel and operating expenses (GF \$127,800).

Increase in funding for Bryan Park's expansion to cover personnel and operating expenses (GF \$77,700).

Increase in funding for permanent Lifeguard and various part-time positions in order to retain and recruit qualified aquatic staff (GF \$359,900).

Increase in Regular Salaries and Wages for the hiring of a new Parks Naturalist position to further enhance best practices in conservation of park land and environmentally sensitive areas within the City's parks system (GF \$46,800).

Increased in funding for one Capital Improvement and Transportation Program Office liaison position to ensure that the Department's capital projects are completed on time and on budget (\$75,000).

Increase of one Park Manager II position for Regatta Park as per the FY 2014-15 Mid-year Budget Amendment (GF \$29,000).

## Parks and Recreation

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The Adopted Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$445,300; SR \$7,300) and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$18,900).

The addition of 69 positions to the Department as a conversion of that number of long-term temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of \$267,600 GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2015 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions.

Due to a reduction in the Children's Trust Grant, one permanent and 10 temporary positions that were partially funded by this grant will now be fully covered by the General Fund (\$104,000).

Decrease in Parks and Recreation Special Revenues due to transfer Consolidated Funds revenues and expenses from the Special Revenue Fund to the General Fund. This created a more sustainable model for funding various programs and operations such as department special events, billboards, and concession activities (SR \$1.50 million).

## Parks and Recreation

### Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Children enrolled in summer camp (number)	2,500	2,426	2,477	3,100
Children taught Learn-to-Swim (number)	3,600	4,743	4,534	4,900
Enrollment in programs for persons with special needs (number)	49	37	100	80
Percentage of Summer Campers qualified for fee reduction or waived fee program. (percent)	N/A	87	85	85
Children enrolled in after school program (number)	N/A	1,962	2,012	2,100
Average Park System Sparkle Tour Score (average score, maximum five points)	N/A	N/A	N/A	2.5/5
Park User Surveys and Customers Satisfaction Rating (average score, maximum five points)	N/A	N/A	N/A	4.5/5
National Citizen Survey: Recreation Opportunity Availability (percent)	N/A	47%	N/A	56
National Citizen Survey: Positive opinion of Recreation Programs (percent)	N/A	46%	N/A	55
National Citizen Survey: Positive opinion of Recreation Centers (percent)	N/A	44%	N/A	53
National Citizen Survey: Positive opinion of City Parks (percent)	N/A	60%	N/A	63

## Parks and Recreation Department

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	10,912,800	200,100	11,112,900	12,547,400	154,200	12,701,600
512010 - Attrition Savings - Salaries	(350,000)	0	(350,000)	(376,900)	0	(376,900)
513000 - Other Salaries and Wages	4,705,200	841,200	5,546,400	6,550,300	123,000	6,673,300
514000 - Overtime	168,000	0	168,000	293,000	0	293,000
516000 - Fringe Benefits	11,400	0	11,400	10,300	0	10,300
521000 - Fica Taxes	1,345,410	15,400	1,360,810	940,900	11,800	952,700
522000 - Retirement Contributions	3,523,500	84,500	3,608,000	3,291,400	24,400	3,315,800
523000 - Life and Health Insurance	2,683,800	56,800	2,740,600	2,222,700	34,400	2,257,100
<b>Personnel</b>	<b>23,000,110</b>	<b>1,198,000</b>	<b>24,198,110</b>	<b>25,479,100</b>	<b>347,800</b>	<b>25,826,900</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	472,500	10,000	482,500	479,800	6,500	486,300
531000 - Professional Services	45,300	0	45,300	45,300	267,000	312,300
534000 - Other Contractual Services	2,954,200	366,300	3,320,500	2,912,300	358,400	3,270,700
540000 - Travel and Per Diem	700	20,300	21,000	700	93,400	94,100
541000 - Communications & Related Services	54,000	0	54,000	54,000	0	54,000
541100 - Postage	1,600	0	1,600	1,600	0	1,600
543000 - Utility Services	2,419,000	0	2,419,000	2,603,900	0	2,603,900
544000 - Rentals and Leases	70,000	0	70,000	70,000	0	70,000
545011 - Insurance - Vehicle Liability	54,800	0	54,800	37,800	0	37,800
545012 - Insurance - Property & Casualty	65,600	0	65,600	62,400	0	62,400
545013 - Insurance - General Liability	34,900	0	34,900	100,400	0	100,400
545014 - Insurance - Public Official	28,600	0	28,600	200	0	200
546000 - Repair and Maintenance Services	492,000	250,000	742,000	702,000	0	702,000
546001 - IT-Repair and Maintenance Services	159,300	0	159,300	211,900	0	211,900
548000 - Promotional Activities	2,000	0	2,000	0	0	0
548100 - Advertising and Related Costs	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	15,000	515,900	530,900	12,500	10,000	22,500
551000 - Office Supplies	53,900	0	53,900	65,500	0	65,500
552000 - Operating Supplies	1,934,000	107,500	2,041,500	2,010,200	0	2,010,200
552100 - Public Safety Supplies	54,000	0	54,000	54,000	0	54,000
552200 - Clothing/Uniform Supplies	61,000	0	61,000	88,800	0	88,800
552300 - Landscaping Related Supplies	200,000	0	200,000	380,000	0	380,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	23,090	0	23,090	27,200	0	27,200

## Parks and Recreation Department

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Operating Expense</b>	<b>9,200,490</b>	<b>1,270,000</b>	<b>10,470,490</b>	<b>9,925,500</b>	<b>735,300</b>	<b>10,660,800</b>
<b>Capital Outlay</b>						
663000 - Improvements Other Than Buildings	0	352,000	352,000	0	462,000	462,000
664000 - Machinery and Equipment	4,500	0	4,500	27,700	0	27,700
<b>Capital Outlay</b>	<b>4,500</b>	<b>352,000</b>	<b>356,500</b>	<b>27,700</b>	<b>462,000</b>	<b>489,700</b>
<b>Non-Operating Expense</b>						
882000 - Aids to Private Organizations	181,100	8,300	189,400	181,100	0	181,100
896000 - Budget Reserve	0	333,100	333,100	0	26,000	26,000
<b>Non-Operating Expenses</b>	<b>181,100</b>	<b>341,400</b>	<b>522,500</b>	<b>181,100</b>	<b>26,000</b>	<b>207,100</b>
<b>Total Expense</b>	<b>32,386,200</b>	<b>3,161,400</b>	<b>35,547,600</b>	<b>35,613,400</b>	<b>1,571,100</b>	<b>37,184,500</b>

# Department of Real Estate and Asset Management

Department Head: Daniel Rotenberg

Phone: (305) 416-1458

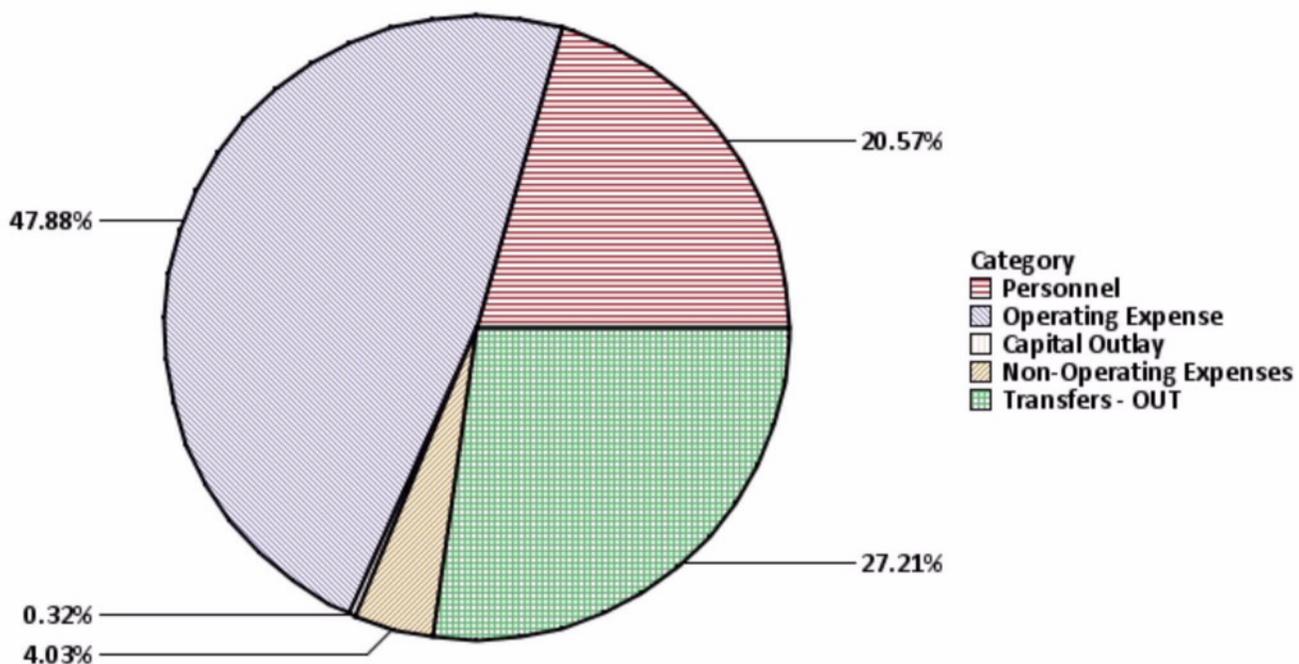
## Description

The Department of Real Estate and Asset Management, formerly Public Facilities, manages and provides the community facilities for use in sporting, recreational, cultural, and entertainment events. This Department oversees the City's four municipal marinas, the James L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, the Little Haiti Cultural Complex, which includes the Caribbean Market Place, and the Miami Ballpark Garages located at the Marlins Stadium.

The Department serves as the asset manager for the City's real estate, including the leasing, acquisition, and disposition of the City's real estate portfolio. To do so, the Department categorizes City-owned properties according to highest and best use, determines whether to use for City operations, to lease to third parties, or to dispose of properties. The department also identifies and acquires properties according to the City's needs. In addition, the Department manages approximately 90 leases throughout the City. The Department maintains the City's property inventory consisting of approximately 515 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.

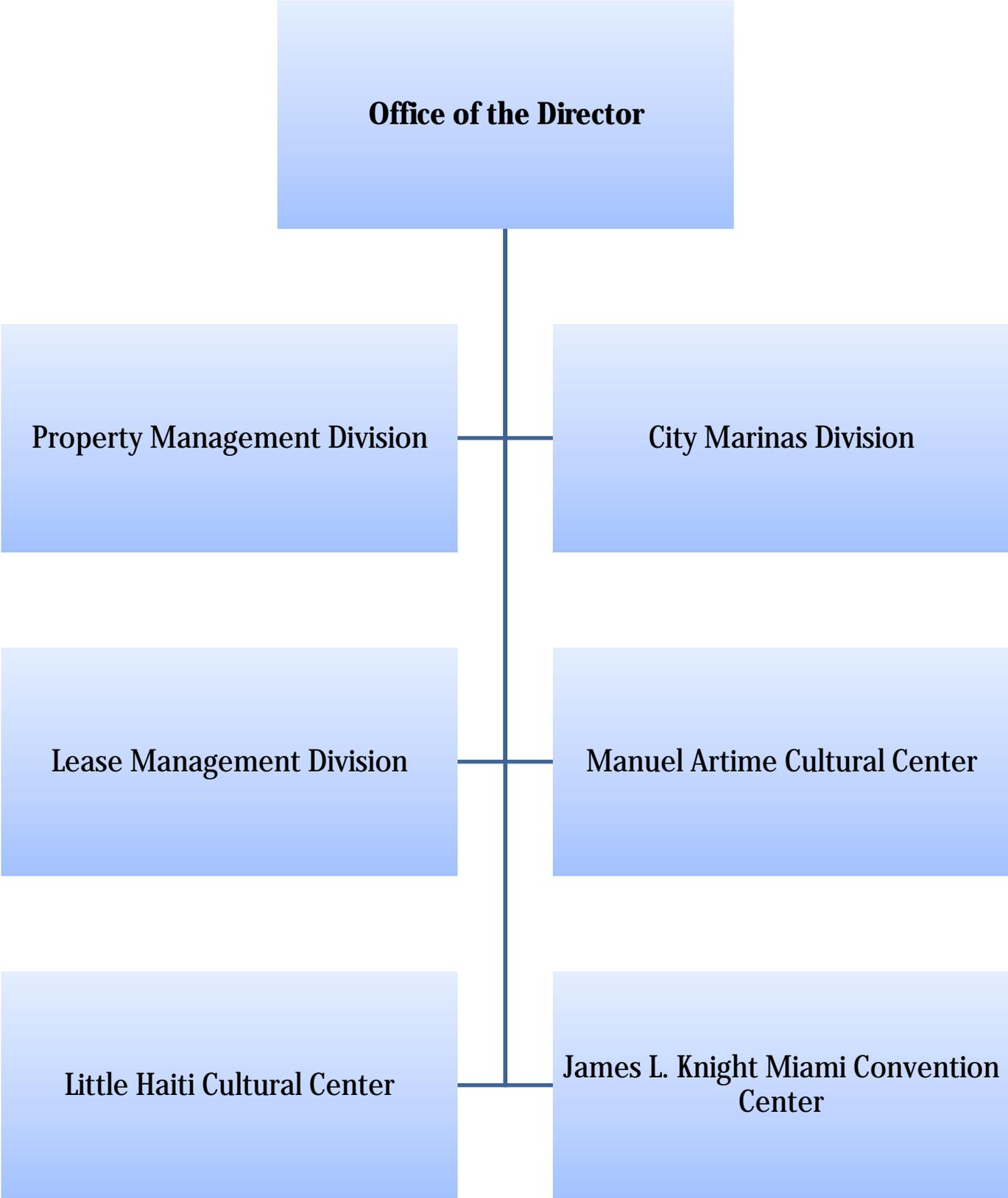
Stakeholders are City residents, tourists, businesses, entertainment industries, and employees.

## Allocation by Category



**Department of Real Estate and Asset Management**

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## Department of Real Estate and Asset Management

Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b> 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 the use of City-owned assets.</p>	2	3
<p><b>PROPERTY MANAGEMENT DIVISION</b> Negotiates agreements, researches properties, maintains property inventories, performs requests for proposals, performs surveys and appraisals, and negotiates development agreements, monitors development projects, and monitors property tax compliance in accordance with lease terms.</p>	6	6
<p><b>CITY MARINAS DIVISION</b> 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	31
<p><b>LEASE MANAGEMENT DIVISION</b> 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 the use of City owned properties.</p>	2	3
<p><b>MANUEL ARTIME CULTURAL CENTER</b> 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	6
<p><b>LITTLE HAITI CULTURAL CENTER</b> Monitors, manages, and operates the Little Haiti Cultural Center and the Caribbean Marketplace.</p>	1	2
<p><b>JAMES L. KNIGHT MIAMI CONVENTION CENTER</b> Monitors the management and operation of the James L. Knight Center, Miami Convention Center, Miami Parking Garage 4, Hyatt Hotel lease, LaSalle Investment Management and air space rent collections; processes departmental payroll functions.</p>	4	3
<b>TOTAL FULL-TIME POSITIONS</b>	<b>41</b>	<b>54</b>

# Department of Real Estate and Asset Management

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	2,882,360	4,154,234	4,227,992	4,494,600	4,704,900
Operating Expense	6,413,305	7,579,750	7,245,509	10,021,600	10,953,000
Capital Outlay	0	0	2,784	0	72,400
Non-Operating Expenses	0	0	0	253,700	921,300
Transfers - OUT	9,239,037	9,238,777	7,772,612	6,884,200	6,224,900
	<b>18,534,703</b>	<b>20,972,760</b>	<b>19,248,897</b>	<b>21,654,100</b>	<b>22,876,500</b>

## Department / Fund Relationship

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
General Fund	4,162,439	5,650,827	5,915,745	7,466,300	8,525,100
Department of Real Estate and Asset Management Services	10,452,495	10,499,170	8,465,629	8,762,800	7,753,000
Miami Ballpark Parking Facilities Departmental Improvement Initiative	0	9,517	332,500	0	0
	<b>18,534,703</b>	<b>20,972,760</b>	<b>19,248,897</b>	<b>21,654,100</b>	<b>22,876,500</b>

## Objectives for FY 2015-16

Continue to manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned properties as well as leases from other City departments.

Apply for a minimum of two grants to help support funding operations for Department facilities.

Increase total dockage revenue at all marina facilities by two percent, providing approximately \$200,000 in additional recurring annual revenue to the City.

Construct a new dinghy dock facility and an improved vacuum pump-out system at Dinner Key Marina; upgrade the vessel electrical utility service at Miamarina at Bayside; and enter into a lease for a new marina fork lift truck at Marine Stadium Marina.

Apply for and receive grant funding for: design/permitting of commercial wharf Improvements at Miamarina; design/permitting to construct new 250 slip marina and mooring facility at Virginia Key; construction of electrical utility service upgrades at Miamarina; and conduct citywide derelict vessel removal.

Construct a concession stand in the lobby area of the Manuel Artime Theater that will improve the customer experience and increase revenue.

Modernize the lobby area of the Manuel Artime Theater with liquid crystal display (LCD) screens that will stream future events at the theater and other City-owned facilities; as well as running private ads which will increase revenue opportunities.

Maximize event bookings and increase programming at the Manuel Artime Theater, the Caribbean Marketplace, and the Little Haiti Cultural Complex.

## Department of Real Estate and Asset Management

Convey at least two County Land Use Code 90 (“CLUC 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.

Issue four Request for Proposals for the Virginia Key Marina, Fort Dallas Park, and two riverfront properties potentially generating additional revenues.

Run and operate the first successful National Marine Manufacturer’s Association (“NMMA”) Miami international boat show potentially increasing departmental revenues by approximately \$1.1 million.

### **Accomplishments in FY 2014-15**

Coordinated a Revocable License and seven Access Agreements between the City, current tenants at Virginia Key, and NMMA for the 2016 Boat Show.

Planned for the implementation of the Yardi Project Management System in order to improve the internal processes of the department and increase management’s ability to monitor, organize, and coordinate leases and licenses of City-owned property as well as leases from other departments.

Applied for the Florida Inland Navigation District (“FIND”) Waterways Assistance Program for Phase II construction services for the installation and upgrades of Dinner Key Marina Pump-out equipment, and the removal of small derelict vessels at Dinner Key Marina and the Mooring Field.

Projected to complete construction on the Dinner Key Marina Dockmaster’s Office building; Marine Stadium Marine Seawall and Vessel Launch Area replacement; Miamarina Pier D; completed design and permitting of Dinner Key Marina vacuum pump out system replacement.

Drafted and executed six new revocable license agreements: Lease Agreements and Lease Amendments for Beasley FM Acquisition Corp, Dade Dialysis Center, Perricones, two for Miami-Dade County, Florida Veterans Foundation; completed two new lease agreements.

Projected to facilitate over 300 cultural events at the Little Haiti Cultural Center and Caribbean Marketplace.

Projected to host approximately 200 cultural events at the Manuel Artime Cultural Center.

Coordinated the conveyance of two surplus County Land Use Code 90 (“CLUC 90”) properties

Made arrangements with Tour Buses to make the Manuel Artime Theater a stop for Miami visitors.

Amended the Bayside Lease with the negotiation of the lease agreement between SkyRise Miami LLC, Bayside Marketplace and, the City of Miami.

Continued our Professional Services Agreement with NAI Miami for the leasing of the retail space at the Marlin’s Garage.

Coordinated nine special events at the Miami Marine Stadium parking area including film shoots and triathlon activities.

Issued three Request for Proposals which were successfully selected and awarded for the Garden-Style Cafe (Glasshouse) at Peacock Park, Outdoor Advertising Signs, and Recreational Support Facility at Virginia Key.

Coordinated the issuance of a Special Events Permit to allow the use of City-owned land at Watson Island.

Collected a fee from the refinancing of Bayside Marketplace in the amount of \$3.75 million.

Entered into Revocable License with Miami Bay Club and with Nicholson Construction

Entered into a Development Agreement with 3170 Holdings, LLC which will provide the Fire Department with a lease for a new fire station.

Negotiated a 325 foot pier as part of the SkyRise project increasing the capacity of Miamarina at Bayside adding an additional 17 slips.

Conveyed a surplus vacant land to an abutting owner.

# Department of Real Estate and Asset Management

Coordinated the grant of five easements.

Coordinated the acquisition of a foreclosed Fannie Mae property for the future construction of a park.

Coordinated the conveyance of City-owned property to the Veterans Administration at market value.

Hosted the Strictly Sail venue of the Miami International Boat Show at Miamarina, which attracted approximately 40,000 visitors.

Accommodated approximately 3,300 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 2014 National Physique Committee (“NPC”) National Bodybuilding Championships, American Institute for Conservation of historic and Artistic Works (“AIC”) 43<sup>rd</sup> Annual Meeting, 2015 Anxiety and Depression Association of America (“ADAA”) Annual Conference, 2015 Eastern North American Region International Biometric Society’s Spring Meeting, 47<sup>th</sup> Annual Baker Gordon Educational Symposium, and the 15<sup>th</sup> Annual Florida International Bankers Association (“FIBA”) Anti Money Laundering Compliance Conference.

Increased dockage receivable collections rate by 7 percent at Dinner Key Marina and Miamarina.

## **Budget Highlights for FY 2015-16**

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$71,100) and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee’s annual evaluation (GF \$30,900).

Increase in Regular Salary and Wages due to a new Lease Quality Control position (GF \$69,100).

Increase in Other Contractual Services due additional custodial services, armored car services, and a fire and burglary system for the new Dock masters building (GF \$29,700).

Increase in Rentals and Leases due to the leasing of a marina forklift (GF \$ 50,000).

Increase in Repairs and Maintenance due to repairs to the elevators in the new Dock masters building (GF \$12,000).

Increase in Operating Supplies due to additional replacement parts for 450 slips utility pedestals, lightbulbs for pedestals and parking lots, additional ship supplies, and pump out services for boats (GF \$97,100)

Increase in Machinery and Equipment due to the purchase of Core Logic RealQuest–Real Estate Data and Comparable systems and the Yardi project management system (GF 72,400).

Increased various non-personnel line items to account for contractual and historic increases throughout the department (GF \$595,200).

The Adopted Budget includes the following considerations:

The addition of 12 positions to the Department as a conversion of that number of temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of \$21,500 GF); employees that are eligible for the

## **Department of Real Estate and Asset Management**

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Career Opportunity program will be converted on the first full pay period following October 1, 2015 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions.

# Department of Real Estate and Asset Management

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Dockage receivable collections rate (percent)	85	88	95	95
Dockage occupancy rate (percent)	99	100	92	93
Bookings and events attendance rate at the Manuel Arttime Center (percent)	N/A	N/A	N/A	50
Bookings and events per year at the Manuel Arttime Center (number)	200	235	200	200
Leased office spaces occupied (percent)	69	77	68	88
Properties inspected annually (number)	70	75	40	80
Percentage of leased properties inspected (percent)	N/A	N/A	20	98
Number of A/A- rated Properties maintained and managed by DREAM (Out of 10) <sup>1</sup>	N/A	N/A	N/A	1
Number of B/B- rated Properties Maintained and managed by Dream (Out of 10) <sup>2</sup>	N/A	N/A	N/A	1
Number of C rated Properties maintained and managed by DREAM (Out of 10) <sup>3</sup>	N/A	N/A	N/A	8
Number of D rated Properties maintained and managed by DREAM (Out of 10) <sup>4</sup>	N/A	N/A	N/A	1
Programs presented at the Little Haiti Cultural Center (number)	38	50	50	50

<sup>1</sup> A/A- Rated properties are structures that are new and with little to no physical depreciation, have no deferred maintenance, require no repairs, and are virtually new or renovated.

<sup>2</sup> B/B- Rated properties are structures that are well-maintained, but exhibit minor deferred maintenance or repairs to correct issues due to normal wear and tear. Structures rated B/B- have no apparent issues with their major components/improvements and may have recently been rehabilitated.

<sup>3</sup> C Rated properties are structures that exhibit obvious signs of deferred maintenance and are in need moderate to significant repairs. The functional utility of these properties is somewhat diminished and a hindrance to regular operation.

<sup>4</sup> D Rated properties are substantially damaged, with strong indications of deferred maintenance that create issues of safety. These properties are in need of substantial repairs and/or full rehabilitation of its major components.

## Department of Real Estate and Asset Management

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	2,112,400	267,700	2,380,100	2,438,100	310,200	2,748,300
512010 - Attrition Savings - Salaries	(63,600)	0	(63,600)	(75,000)	0	(75,000)
513000 - Other Salaries and Wages	534,500	0	534,500	447,000	0	447,000
514000 - Overtime	60,000	0	60,000	66,000	0	66,000
516000 - Fringe Benefits	11,700	2,000	13,700	15,200	2,000	17,200
521000 - Fica Taxes	168,500	20,600	189,100	159,500	23,500	183,000
522000 - Retirement Contributions	729,600	83,400	813,000	762,700	86,000	848,700
523000 - Life and Health Insurance	520,400	47,400	567,800	420,000	49,700	469,700
<b>Personnel</b>	<b>4,073,500</b>	<b>421,100</b>	<b>4,494,600</b>	<b>4,233,500</b>	<b>471,400</b>	<b>4,704,900</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	62,500	5,700	68,200	56,900	11,800	68,700
531000 - Professional Services	156,000	47,600	203,600	156,300	10,100	166,400
533000 - Court Services	3,600	0	3,600	3,600	0	3,600
534000 - Other Contractual Services	623,600	6,541,900	7,165,500	846,000	6,708,800	7,554,800
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	8,000	0	8,000	8,000	0	8,000
543000 - Utility Services	850,000	0	850,000	1,064,400	0	1,064,400
544000 - Rentals and Leases	77,000	800	77,800	263,100	800	263,900
545011 - Insurance - Vehicle Liability	7,000	0	7,000	0	0	0
545012 - Insurance - Property & Casualty	1,263,800	0	1,263,800	1,201,600	0	1,201,600
545013 - Insurance - General Liability	6,700	0	6,700	123,400	0	123,400
545014 - Insurance - Public Official	6,400	0	6,400	200	0	200
546000 - Repair and Maintenance Services	114,400	0	114,400	165,400	0	165,400
546001 - IT-Repair and Maintenance Services	55,500	0	55,500	62,300	0	62,300
547000 - Printing and Binding	5,500	0	5,500	5,500	0	5,500
548000 - Promotional Activities	0	1,700	1,700	0	1,700	1,700
548100 - Advertising and Related Costs	12,000	0	12,000	22,000	0	22,000
549000 - Other Current Charges and Obligations	0	30,500	30,500	0	0	0
551000 - Office Supplies	7,000	0	7,000	9,700	0	9,700
552000 - Operating Supplies	78,000	600	78,600	175,400	600	176,000
552200 - Clothing/Uniform Supplies	10,400	0	10,400	10,400	0	10,400
554000 - Subscriptions, Memberships, Licenses, Permits & Others	7,000	0	7,000	6,600	0	6,600
<b>Operating Expense</b>	<b>3,392,800</b>	<b>6,628,800</b>	<b>10,021,600</b>	<b>4,219,200</b>	<b>6,733,800</b>	<b>10,953,000</b>

## Department of Real Estate and Asset Management

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>Capital Outlay</b>						
664000 - Machinery and Equipment	0	0	0	72,400	0	72,400
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72,400</b>	<b>0</b>	<b>72,400</b>
<b>Non-Operating Expense</b>						
896000 - Budget Reserve	0	253,700	253,700	0	921,300	921,300
<b>Non-Operating Expenses</b>	<b>0</b>	<b>253,700</b>	<b>253,700</b>	<b>0</b>	<b>921,300</b>	<b>921,300</b>
<b>Transfers-OUT</b>						
891000 - Interfund Transfers	0	6,884,200	6,884,200	0	6,224,900	6,224,900
<b>Transfers - OUT</b>	<b>0</b>	<b>6,884,200</b>	<b>6,884,200</b>	<b>0</b>	<b>6,224,900</b>	<b>6,224,900</b>
<b>Total Expense</b>	<b>7,466,300</b>	<b>14,187,800</b>	<b>21,654,100</b>	<b>8,525,100</b>	<b>14,351,400</b>	<b>22,876,500</b>

# Risk Management

Department Head: Ann-Marie Sharpe

Phone: (305) 416-1381

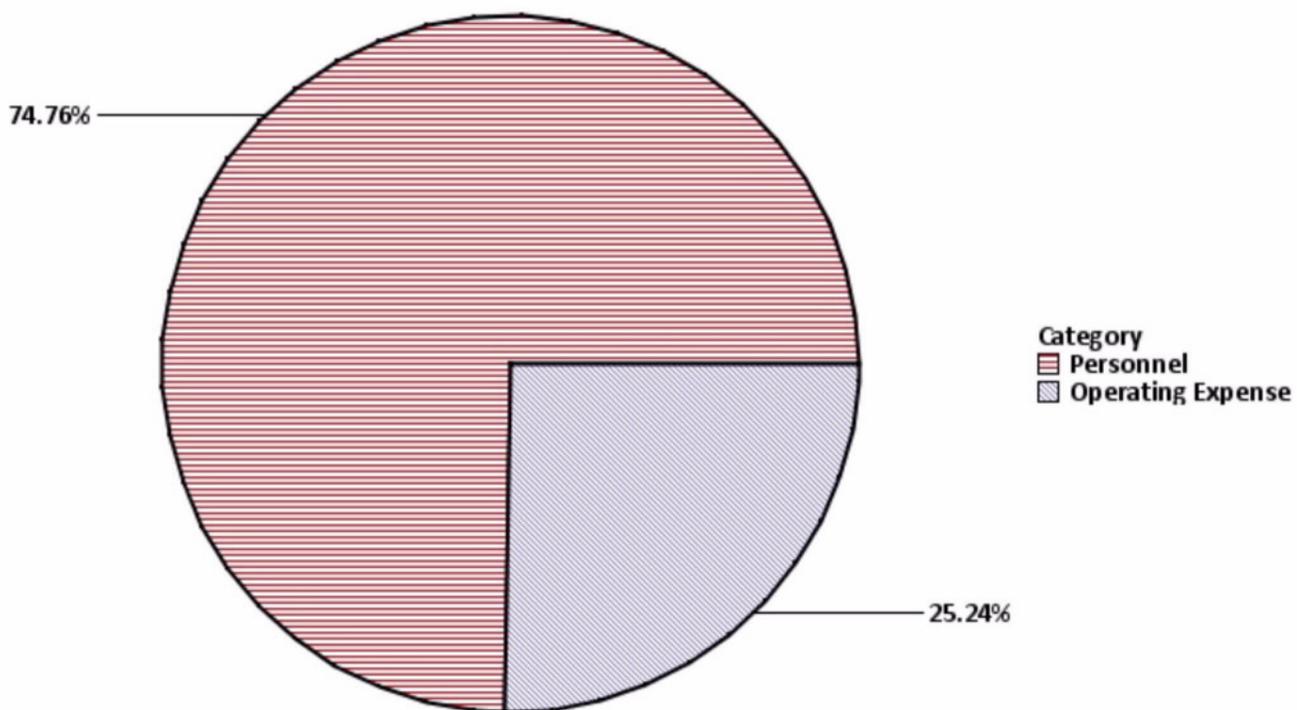
## Description

The Department of Risk Management 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.

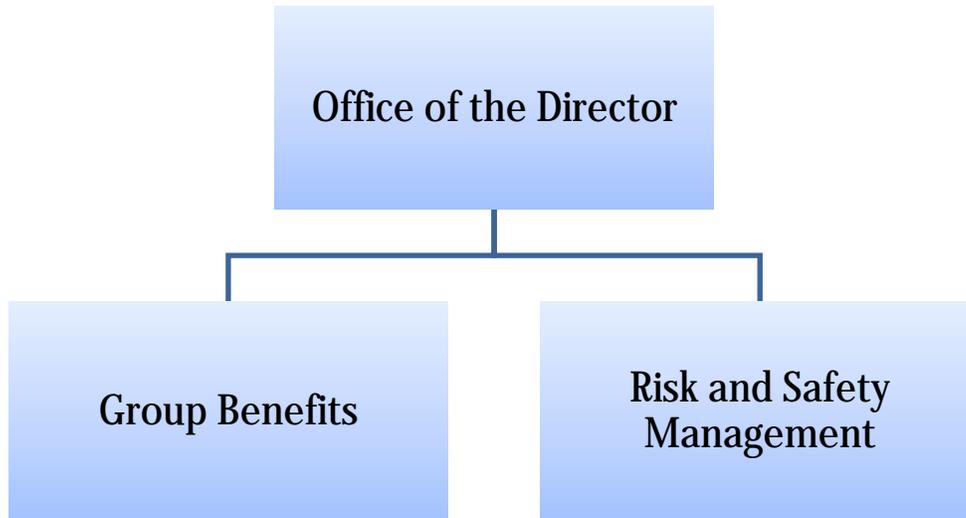
The Department manages claims involving workers' compensation, damages to City property, and allegations of City liability. Risk Management also implements comprehensive programs targeted at reducing accidents and complying with State and Federal occupational health and safety laws. The Department is also responsible for developing and administering health insurance, life insurance, and long-term disability programs to protect City employees and their families.

The Department of Risk Management works closely with all operating departments and their employees, third party administrators, and the public in the effort to manage financial risk and liability.

## Allocation by Category



# Risk Management



Departmental Function/Unit	FY 2014-15	FY 2015-16
<p><b>OFFICE OF THE DIRECTOR</b>            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	4
<p><b>GROUP BENEFITS</b>            Manages and coordinates all functions related 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><b>RISK AND SAFETY MANAGEMENT</b>            Manages and coordinates all functions related 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
<b>TOTAL FULL-TIME POSITIONS</b>	<b>19</b>	<b>20</b>

# Risk Management

## Department Expenditure Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Personnel	38,124,012	2,386,938	1,824,495	2,162,400	2,186,800
Operating Expense	20,232,995	9,422,328	9,370,508	747,100	738,100
	<b>58,357,007</b>	<b>11,809,265</b>	<b>11,195,003</b>	<b>2,909,500</b>	<b>2,924,900</b>

## Objectives for FY 2015-16

Prevent the re-occurrence of accidents by implementing an Accident Investigation Program that focuses on root causes.

Reduce workers' compensation related claims cost by reducing average lost work days.

Improve satisfaction and participation of wellness initiatives that align with the City's strategic plan.

Increase safety awareness by introducing the City Manager's Safety Statement that supports the citywide Safety Program.

Revise the Safety Handbook for the Solid Waste Department.

## Accomplishments in FY 2014-15

Renewed the property insurance contract with a savings of a 15 percent reduction over expiring premiums.

Recovered \$145,800 including subrogation and the Second Disability Trust Fund.

Workers Compensation loss work days were reduced to an average of 24 percent for the current fiscal year to date.

Provided annual safety management and supervisory safety training to an approximate total of 900 employees, at the time of this writing.

Inspected all City of Miami facilities for ADA Compliance.

Implemented a comprehensive hypertension education and prevention program for the Solid Waste Department in partnership with the American Heart Association via a five month Check-Change-Control Heart 360 National Program.

Projected to conduct root cause analyses to prevent the re-occurrence of accidents by the end of the FY2014-15 fiscal year.

# Risk Management

## Budget Highlights for FY 2015-16

The Adopted Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$27,200) and due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$29,700).

The Adopted Budget includes the following additional considerations:

Funding for an Administrative Aide I position to adequately provide clerical and administrative support for the department (GF \$40,500).

## Performance Metrics

	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Estimate
Annual medical claim costs (dollars)	36,502,900	39,045,400	39,800,000	39,800,000
Annual workers' compensation claim costs (dollars)	13,538,718	12,547,525	15,600,000	15,600,000
Annual auto liability claim costs (dollars)	702,251	725,897	900,000	900,000
Annual police tort claim costs (dollars)	442,159	224,632	900,000	900,000
Annual property insurance premiums (dollars)	3,026,000	3,419,978	2,919,924	2,919,924
Number of employees receiving safety training	N/A	N/A	200	200
Number of facility inspections	N/A	N/A	10	10
Number of participants in the wellness programs	N/A	N/A		
Average lost workdays per new Workers' Compensation claim	N/A	N/A	18	18

## Risk Management

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
512000 - Regular Salaries and Wages	1,262,500	0	1,262,500	1,384,400	0	1,384,400
516000 - Fringe Benefits	8,400	0	8,400	7,200	0	7,200
521000 - Fica Taxes	97,300	0	97,300	106,400	0	106,400
522000 - Retirement Contributions	524,400	0	524,400	471,100	0	471,100
523000 - Life and Health Insurance	269,800	0	269,800	217,700	0	217,700
<b>Personnel</b>	<b>2,162,400</b>	<b>0</b>	<b>2,162,400</b>	<b>2,186,800</b>	<b>0</b>	<b>2,186,800</b>
<b>Operating Expense</b>						
524000 - Workers' Compensation	32,300	0	32,300	32,600	0	32,600
525000 - Unemployment Compensation	280,000	0	280,000	280,000	0	280,000
531000 - Professional Services	363,300	0	363,300	363,300	0	363,300
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541000 - Communications & Related Services	3,600	0	3,600	3,600	0	3,600
541100 - Postage	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
545011 - Insurance - Vehicle Liability	3,000	0	3,000	0	0	0
545013 - Insurance - General Liability	2,900	0	2,900	5,000	0	5,000
545014 - Insurance - Public Official	12,700	0	12,700	200	0	200
546001 - IT-Repair and Maintenance Services	11,300	0	11,300	15,400	0	15,400
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	8,000	0	8,000	8,000	0	8,000
<b>Operating Expense</b>	<b>747,100</b>	<b>0</b>	<b>747,100</b>	<b>738,100</b>	<b>0</b>	<b>738,100</b>
<b>Total Expense</b>	<b>2,909,500</b>	<b>0</b>	<b>2,909,500</b>	<b>2,924,900</b>	<b>0</b>	<b>2,924,900</b>

## **OTHER GENERAL FUND EXPENDITURES**

- **Non-Departmental Accounts (NDA)**
  - **NDA Programs**
- **General Fund – Transfers Out-Schedule**
- **General Fund- Transfers to Capital**
  - **Pension Overview**
  - **Pension Summary**





# Non-Departmental Accounts

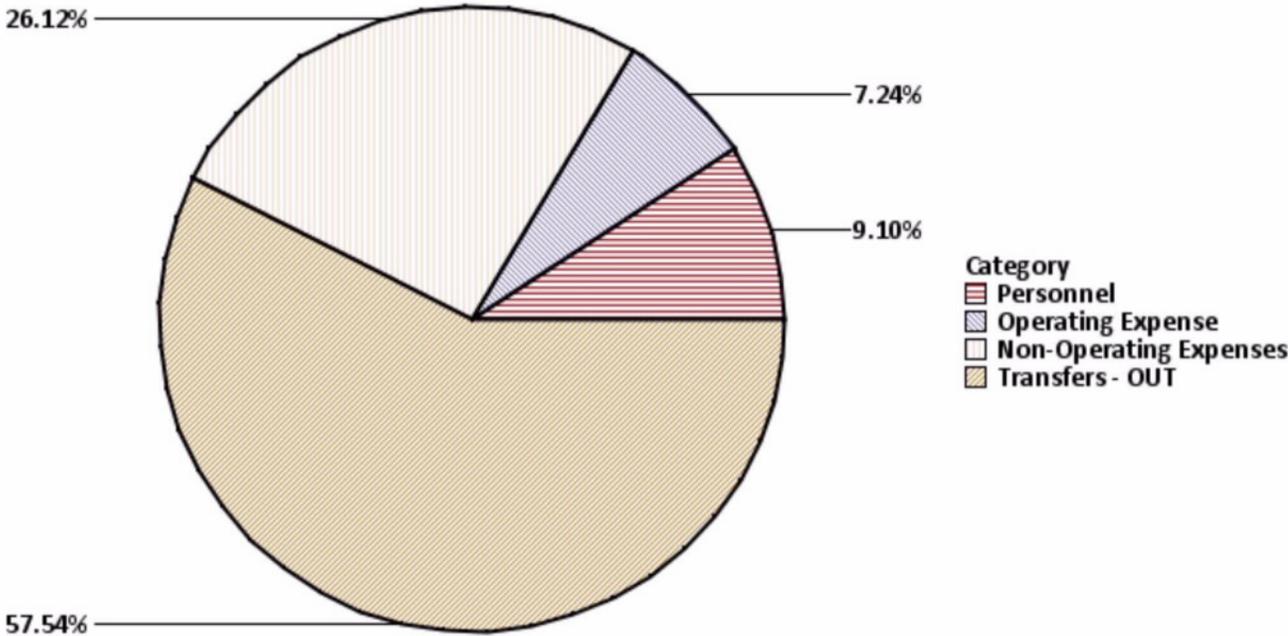
Department Head: Christopher Rose

Phone: (305) 416-1500

## Description

The Non-Departmental Accounts (NDA) provides the fiscal resources necessary for governmental operations that are considered multi-departmental or otherwise do not fit into an individual department. Expenditures in this account include items such as contingency reserves, outside legal services, and lobbying services.

## Allocation by Category



## Non-Departmental Accounts

### Department Expenditure Summary

	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Personnel	9,711,466	17,225,907	19,537,557	12,339,300	10,811,400
Operating Expense	3,008,729	3,708,167	3,013,170	7,336,400	8,599,600
Capital Outlay	0	27,278	0	0	0
Non-Operating Expenses	1,228,503	778,146	872,200	20,971,200	31,039,300
Transfers - OUT	33,023,112	38,973,300	58,242,545	40,093,700	68,361,800
	<b>46,971,810</b>	<b>60,712,798</b>	<b>81,665,472</b>	<b>80,740,600</b>	<b>118,812,100</b>

## Non-Departmental

	FY 2014-15 Adopted General Fund	FY 2014-15 Adopted Sp. Rev. Fund	Total	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total
<b>EXPENDITURES</b>						
<b>Personnel</b>						
515000 - Special Pay	12,339,300	0	12,339,300	9,707,400	0	9,707,400
OBJ_516010	0	0	0	264,000	0	264,000
522000 - Retirement Contributions	0	0	0	840,000	0	840,000
<b>Personnel</b>	<b>12,339,300</b>	<b>0</b>	<b>12,339,300</b>	<b>10,811,400</b>	<b>0</b>	<b>10,811,400</b>
<b>Operating Expense</b>						
531000 - Professional Services	809,700	0	809,700	590,300	0	590,300
531010 - Professional Services- Legal Services	900,000	0	900,000	900,000	0	900,000
545012 - Insurance - Property & Casualty	5,232,700	0	5,232,700	4,974,800	0	4,974,800
549000 - Other Current Charges and Obligations	315,000	0	315,000	2,050,000	0	2,050,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	79,000	0	79,000	84,500	0	84,500
<b>Operating Expense</b>	<b>7,336,400</b>	<b>0</b>	<b>7,336,400</b>	<b>8,599,600</b>	<b>0</b>	<b>8,599,600</b>
<b>Non-Operating Expense</b>						
881000 - Aids to Government Agencies	699,100	0	699,100	876,500	0	876,500
882000 - Aids to Private Organizations	268,000	0	268,000	858,000	0	858,000
896000 - Budget Reserve	10,268,700	0	10,268,700	24,304,800	0	24,304,800
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
899000 - Other Uses	4,735,400	0	4,735,400	0	0	0
<b>Non-Operating Expenses</b>	<b>20,971,200</b>	<b>0</b>	<b>20,971,200</b>	<b>31,039,300</b>	<b>0</b>	<b>31,039,300</b>
<b>Transfers-OUT</b>						
891000 - Interfund Transfers	40,093,700	0	40,093,700	68,361,800	0	68,361,800
<b>Transfers - OUT</b>	<b>40,093,700</b>	<b>0</b>	<b>40,093,700</b>	<b>68,361,800</b>	<b>0</b>	<b>68,361,800</b>
<b>Total Expense</b>	<b>80,740,600</b>	<b>0</b>	<b>80,740,600</b>	<b>118,812,100</b>	<b>0</b>	<b>118,812,100</b>

## Non-Departmental Accounts

Program	FY 2015-16 Adopted Budget	Description
One-Time Payouts	9,707,400	Reserve for centralization of separation and other one-time salary payments
Tuition Reimbursements	264,000	Tuition Reimbursements for City employees
Elected Officers' Retirement Trust	840,000	Elected Officers' Retirement Trust Payment
Legislative Support	75,000	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	770,300	Fee for the administration of the Parking Surcharge Program
Impact Fee Study	50,000	Impact fee allocation (Change Memo)
GESE Administrative Cost	(35,900)	Reduction from GESE Administrative cost made at the Second Budget Hearing (Floor Amendment).
GESE Administrative Cost	(269,100)	Reduction from GESE Administrative cost due to the same expense being budgeted both in GESE budget and City's budget (Change memo).
Legal Services	900,000	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Insurance Policies and Annual Premiums	4,974,800	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	2,040,000	Estimated elections expenses in the fiscal year
Citywide Subscriptions and Memberships	84,500	Annual membership fee to the Miami-Dade County League of Cities (\$20,000), the Florida League of Cities (\$40,500), the National League of Cities (\$19,000), the Greater of Miami Chamber of Commerce (\$3,100), and the annual subscription for legislative research (\$1,900)
Civilian Investigative Panel	677,500	City contribution to the Civilian Investigative Panel (CIP)
Liberty City Community Revitalization Trust	199,000	City contribution to the Liberty City Community Revitalization Trust
Coconut Grove Business Improvement District	268,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
MiMo Business Improvement District	40,000	MiMo Business Improvement District
Do The Right Thing	110,000	City Contribution to Do The Right Thing.
Police Athletic League	390,000	City Contribution to Police Athletic League.
To address derelict vessels offshore	50,000	To address five derelict vessels offshore near Peacock Park as per floor amendment.
Interfund Transfers	68,361,800	Please refer to the "Transfers Out" Schedule on next page
Reserve for Uncollectables	9,073,600	Budget reserve for uncollectable revenues
Reserve for Public Safety	12,971,200	General Reserve (Change Memo)
City Manager's Reserve	260,000	Reserve for other uses to be determined during the fiscal year
Police Training Reserve	500,000	Police Training Reserve
Transportation Reserve	1,500,000	Transportation Reserve
Contingency Reserve	5,000,000	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles

## Non-Departmental Accounts

Program	FY 2015-16 Adopted Budget	Description
Total Non-Departmental Accounts	118,812,100	

## All Funds - Transfers Out Schedule

From	To	Amount	Description
General Fund	Capital Fund - Streets and Sidewalks Fund	2,209,800	20 percent of Parking Surcharge net of debt requirement for Capital needs
General Fund	Capital Fund - Citywide Capital Needs	15,311,300	Capital Improvement Program for different Citywide projects
General Fund	Capital Fund - Citywide Capital Needs	17,381,300	Capital Improvement Program for different Citywide projects (Change Memo)
General Fund	Capital Fund - Streets and Sidewalks	484,300	Capital Improvement Fund from Local Option Gas Tax
General Fund	Capital Improvement Streets and Transportation Programs	1,950,000	Capital Improvement Fund from Stormwater Utility Fees collected from Miami-Dade-County.
General Fund	Special Revenue Fund - Department of Real Estate and Asset Management	836,300	Ten percent of Marina revenues in support of Public Facilities capital requirement per Ordinance 12937
General Fund	Special Revenue Fund - Department of Real Estate and Asset Management	487,900	Fund balance from the Miamarina ticket surcharge revenues
General Fund	Special Revenue Fund - Miami Homeless Program/Net Offices	347,000	Miami Homeless Program for administrative cost (Living Wage included)
General Fund	Special Revenue Fund - Homeless Salary Adjustments	28,600	Contribution to Homeless for salary adjustments
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 Fund - Police Services Fund COPS Hiring Grant 2014	53,200	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	Special Revenue Police Services Fund COPS Hiring Grant 2015	440,500	To cover costs not allowable under the COPS Hiring Grant for fifteen police officers. COPS Hiring Grant 2015/Police Vehicles
General Fund	Special Revenue Fund - E-911	2,045,800	To cover deficit in Special Revenue for E-911
General Fund	Special Revenue Fund - Strategic Development Camillus House MAT Program	260,000	Camillus House MAT Program contribution from General Fund to Special Revenue Fund
General Fund	Special Revenue Fund - Strategic Development Camillus House MAT Program	90,000	Camillus House MAT Program contribution from General Fund to Special Revenue Fund (Change Memo)

## All Funds - Transfers Out Schedule

From	To	Amount	Description
General Fund	Special Revenue Fund - Festivals and Parades Transfer to Departmental Improvement Initiatives	525,000	Support for citywide festivals and special events in Special Revenue (New Award and projects) - \$75,000 for the Three Kings Parade; \$50,000 - Dr Martin Luther King Parade; \$50,000 - Dr Martin Luther King Candlelight Vigil; \$300,000 to be allocated in \$50,000 increments to the Mayor and each of the five commission districts; and \$50,000 - Pitbull New Years Eve Celebration
General Fund	Special Revenue Fund - Cost Allocation for Retirement Contribution, Life and Health Insurance, Workers' Compensation, Insurance - Vehicle Liability, General Liability, and Public Official, where applicable	3,777,400	To subsidize Special Revenue Fund for the allocation for Retirement Contribution, Life and Health Insurance, and Workers' Compensation Departmental Improvement Initiatives Fund (\$27,700), Workforce Program (\$665,800), Homeless Programs (\$237,200), Fire-Rescue Services (\$1,280,000), Police Services (\$1,496,600), and Parks and Recreation Services (\$65,300)
General Fund	Special Revenue Fund - Strategic Initiative	1,250,000	Allocation for Citywide Anti-Poverty Initiative Program
General Fund	Special Revenue Fund - Strategic Initiative	1,000,000	Allocation for Citywide Anti-Poverty Initiative Program (Change Memo)
General Fund	Debt Service Fund - Special Obligation Bond	1,897,200	Street Bonds series 2007 and 2009 from Parking Surcharge Revenue
General Fund	Debt Service Fund - Special Obligation Bond	6,359,400	FY13 SOB series 1995 and 2009(Pension) Fund 24002 - Contribution from Public Service Tax
General Fund	Debt Service Fund - Special Obligation Bond	3,825,300	Special Obligation Bonds series 2014
General Fund	Debt Service Fund - Special Obligation Bond	3,886,000	Sunshine State Loan Refinance - 2011A
General Fund	Debt Service Fund - Special Obligation Bond	1,484,500	Local Option Gas Tax three cents committed transfer to 2007 obligation debt
General Fund	Debt Service Fund - Special Obligation Bond	2,357,000	Contribution from General Fund for Flex Park and Remediation Debt Service
	<b>Total Transfer from General Fund</b>	<b>\$68,361,800</b>	
Special Revenue Fund - Transportation and Transit	Debt Service - Streets and Sidewalks Series 2007	2,857,200	Transportation and Transit
Special Revenue Fund - Transportation and Transit	Debt Service - Streets and Sidewalks Series 2009	3,269,500	Transportation and Transit
Special Revenue Fund - Miami Ballpark Facilities	Debt Service - Marlins Garage 2010A	2,243,400	Marlins Garage 2010A

## All Funds - Transfers Out Schedule

From	To	Amount	Description
Special Revenue Fund - Miami Ballpark Facilities	Debt Service - Marlins Garage 2010B	716,300	Marlins Garage 2010B
Special Revenue Fund - DREAM	Capital Fund - DREAM	836,300	10% of dockage annual revenue of FY 2014
Special Revenue Fund - DREAM	Capital Fund - DREAM	487,900	Fund Balance from the Miamarina ticket surcharge revenues to Capital
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	2,310,300	City-wide beautification projects
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	400,000	Electronic Right of Way Permit Processing System for Public Works
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	400,000	District 1 Swale Improvements
Special Revenue Fund - Public Facilities	General Fund	\$1,941,000	James L Knight Center to General Fund
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	\$5,680,500	Transportation and Transit Revenue committed to Streets and Sidewalk Capital Fund
Special Revenue Fund - Transportation and Transit	Capital Fund - Mass Transit	\$150,000	Transportation and Transit Revenue committed to Mass Transit Capital Fund
Special Revenue Fund - Community Development	General Fund	\$600,000	Refund related to Wagner Square
	<b>Total Transfer from Special Revenue Fund</b>	<b>\$21,892,400</b>	
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 - 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

## All Funds - Transfers Out Schedule

<b>From</b>	<b>To</b>	<b>Amount</b>	<b>Description</b>
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	\$600,000	To Fund six Police Officers
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	\$600,000	To Fund six Police Officers
Outside Agency -Omni Community Redevelopment Agency	Debt service	\$4,265,900	For the payment of the Port of Miami Tunnel series 2012
	<b>Total Transfer from Outside Agency</b>	<b>\$5,953,500</b>	
	<b>Grand Total</b>	<b>\$96,207,700</b>	

General Fund Projects

Department	Project	Estimated Cost	Description
Capital Improvements and Transportation Program	20th Street Maintenance Yard Operations Facilities	500,000	To add to funding the 20th Street Building.
Capital Improvements and Transportation Program	FDEP Drainage Wells Compliance	150,000	To address auger well compliance issues.
Capital Improvements and Transportation Program	Environmental Remediation - Citywide	200,000	To conduct environmental remediation assessments on an as-needed basis at select citywide sites.
<b>Capital Improvements and Transportation Program Total</b>		<b>850,000</b>	
Department of Real Estate and Asset Management	Manuel Artime Cultural Center - Miscellaneous Project	47,000	To replace the fire alarm and address the asbestos problem at the Manuel Artime Cultural Center.
Department of Real Estate and Asset Management	James L. Knight Center - Parking Garage Improvements	300,000	For structural repairs and structural reconditioning at the G4 Garage.
Department of Real Estate and Asset Management	Manuel Artime Cultural Center - Window Replacement 970 Building	170,000	To replace and seal windows throughout the Manuel Artime 970 building.
Department of Real Estate and Asset Management	MiaMarina Pier/Electrical Upgrades, Engineering & Feasibility Study	150,000	To engage a consultant to prepare electrical upgrades, engineering, and a feasibility study at the Miamarina pier.
Department of Real Estate and Asset Management	Little Haiti Cultural Center - Miscellaneous Repairs	33,000	For interior repairs and upgrades at the Little Haiti Cultural Center.
Department of Real Estate and Asset Management	Little Haiti Cultural Center - Roof	225,000	To replace the roof at the Little Haiti Cultural Center.
Department of Real Estate and Asset Management	Manuel Artime Cultural Center - Repairs 900 Building	75,000	To address plumbing, electrical, and AC repair maintenance issues at the Manuel Artime Cultural Center.
Department of Real Estate and Asset Management	Gusman Hall - Improvements / Repairs	1,000,000	For capital repairs at the Gusman Olympia theater. The first year of a three year commitment.
<b>Department of Real Estate and Asset Management Total</b>		<b>2,000,000</b>	
Fire-Rescue	Replace Existing Fire Apparatus	600,000	To replace fire apparatus on a rotational basis.
Fire-Rescue	Hazard Mitigation Projects	500,000	To replace the loss of grant funds for citywide the mitigation of potential risk factors as identified in the Hazard Mitigation projects list.
<b>Fire-Rescue Total</b>		<b>1,100,000</b>	
General Services Administration	Miami Riverside Center - A/C Boxes	300,000	To purchase heating, ventilating, and air condition (HVAC) variable air volume (VAV) boxes for the Miami Riverside building.
General Services Administration	MRC - Security Upgrades and Enhancements	30,000	To replace security cameras at the MRC Building.
General Services Administration	City Hall - Roof Repairs	350,000	To repair the roof at City Hall.

General Fund Projects

Department	Project	Estimated Cost	Description
General Services Administration	MRC - Glass Window System	90,000	To purchase energy efficient enhancing film for the MRC Building lobby area and to recaulk windows.
General Services Administration	MRC - Bathroom Repairs	70,000	To re-grout, polish, and refurbish the marble tile in the MRC bathrooms.
<b>General Services Administration Total</b>		<b>840,000</b>	
Information Technology	Enterprise Integration	500,000	To provide improved and enhanced services and upgrades to select Information Technology Systems through hardware, software, implementation services, content delivery services, etc.
Information Technology	POS System	200,000	To procure a Point of Sale System.
Information Technology	Operations Network Backbone Upgrade	117,000	To replace the obsolete hardware that maintains the cities network backbone within the Operations Center at the Miami Police Department.
Information Technology	Microsoft SQL Cluster Upgrade	70,000	To replace the existing old hardware and software with newer equipment and technology to provide better performance and more efficient application performance.
Information Technology	Security Data Classification	315,000	To provide the required technology to support current data classification efforts.
Information Technology	Security Information and Event Management (SIEM)	240,000	As part of the Security Connected framework, SIEM is a high-performance, powerful security information and event management tool that brings event, threat, and risk data together to provide strong security intelligence, rapid incident response, seamless log management, and extensible compliance reporting.
Information Technology	Information Technology Service Management System	150,000	To procure a system that will enable process-based practice intended to align the delivery of Information Technology services with needs of the City strategic planning and objectives.
Information Technology	Share Point Migration	15,000	A SharePoint migration tool will assist in preserving data as the City migrates from SharePoint 2007 to 2013. The use of a SharePoint migration tool, will also save approximately \$10,000 in labor costs.
Information Technology	Self Service Password Management System	11,000	To acquire software that allows self-service for password resets.
Information Technology	City Hall - VOIP Phone System Upgrade	35,000	To complete the upgrade of the phone system at City Hall.
Information Technology	Storage Area Network (SAN)	180,000	To efficiently and accurately maintain, secure and store on-site data.

General Fund Projects

Department	Project	Estimated Cost	Description
Information Technology	Hyperion Financial Management Application	350,000	To implement Hyperion Decision Packages, Human Capital, and Capital Budgeting applications.
<b>Information Technology Total</b>		<b>2,183,000</b>	
Neighborhood Enhancement Teams (NET)	Citywide Net Office Repairs	100,000	To cover miscellaneous repair cost at NET offices, such as roofing, carpeting, and waterproofing.
<b>Neighborhood Enhancement Teams (NET) Total</b>		<b>100,000</b>	
Parks and Recreation	Coral Gate Mini Park - D4	100,000	To create a linear park in the Coral Gate community area.
Parks and Recreation	Charles Hadley Park - Landscaping	30,000	To landscape the plaza area of the Carrie Meek Recreation building.
Parks and Recreation	Douglas Park Community Center Improvements - D2	1,100,000	To replace playground equipment at the Douglas Park Community Center.
Parks and Recreation		75,000	To remove and install new flooring at the Southside Park Recreation Center.
Parks and Recreation	Legion Memorial Park Improvements	150,000	To cover miscellaneous repair costs including window replacement and waterproofing at Legion park.
Parks and Recreation	Legion Memorial Park - Restrooms	250,000	To renovate two restrooms at Legion Memorial Park.
Parks and Recreation	Recreation Plan Master Plan	250,000	To initiate a recreation plan and a master plan.
Parks and Recreation	Park Security Improvements	100,000	To install alarms and wi-fi access at various parks.
Parks and Recreation	Charles Hadley Pool Locker Room Flooring	120,000	To remove and install new epoxy flooring in the Hadley pool locker room.
Parks and Recreation	Belafonte Tacolcy Park - Roof	250,000	To replace the roof and waterproof the windows at the Belafonte Tacolcy Center.
Parks and Recreation	Grapeland Water Park - General Maintenance	200,000	To cover miscellaneous repairs at the Grapeland Water Park.
Parks and Recreation	Replacement Equipment	200,000	To replace equipment at citywide parks.
Parks and Recreation	Citywide Parks Playground Replacements	550,000	To replace playgrounds on an as-needed basis.
Parks and Recreation	Epoxy Flooring Upgrades	200,000	To install epoxy flooring at various citywide parks.
Parks and Recreation	Citywide A/C repairs	200,000	To repair air conditioning units at citywide parks.
Parks and Recreation	Citywide Bathrooms	300,000	To repair the bathrooms at citywide parks.
Parks and Recreation	Grounds Maintenance Equipment	200,000	To replace heavy equipment at citywide parks.
Parks and Recreation	Grounds Maintenance Equipment - Truck for Marine Stadium Flex Park	20,000	To purchase a truck as part of the capital start up cost for the new Marine Stadium Flex Park.

General Fund Projects

Department	Project	Estimated Cost	Description
Parks and Recreation	Grounds Maintenance Equipment - 4500 Toro Lawnmower for Marine Stadium Flex Park	60,000	To purchase a lawnmower as part of the capital start up cost for the new Marine Stadium Flex Park.
<b>Parks and Recreation Total</b>		<b>4,355,000</b>	
Police	Recertification of the Police Headquarter Building	50,000	To recertify the police headquarter building.
Police	Police HQ Pressure Clean/Seal/Paint Exterior	180,000	To pressure clean/paint exterior police Central Station to prevent air, water and other environmental elements from entering or exiting the structure.
Police	Police Central Station Parking Garage	250,000	The complete replacement of the damaged lighting at the Central Station parking garage.
Police	Grapeland Heights Electrical Panel - Police Dept.	350,000	To install seven 200 amps, 3 phase feeder panels to expand the electricity demands at the Grapeland Heights police substation.
Police	Carpeting/Flooring Central, North and South District	182,500	For carpet and flooring replacement at the Central, North and South district police stations.
Police	Police Headquarters 5th Floor Interior Renovations	150,000	To replace the ceiling grid, lay-in light fixtures, A/C diffusers and floor carpet on the 5th floor criminal investigation division to address all asbestos and mold problems.
<b>Police Total</b>		<b>1,162,500</b>	
Solid Waste	Solid Waste - Equipment Acquisition	2,720,800	To purchase Solid Waste equipment.
<b>Solid Waste Total</b>		<b>2,720,800</b>	
<b>Grand Total</b>		<b>15,311,300</b>	

## Pension Summary

	FY 2013-14 Adopted Budget	FY 2014-15 Adopted Budget	FY 2015-16 Adopted Budget
<b>Revenues (Inflows)</b>			
General and Special Revenue Funds	79,335,200	87,943,900	87,970,900
Contribution from General Fund	600,000	840,000	840,000
<b>Total Revenues (Inflows)</b>	<b>79,935,200</b>	<b>88,783,900</b>	<b>88,810,900</b>
<b>Expenditures (Outflows)</b>			
Executive Salaries	39,600	32,000	32,000
FICA	3,000	2,400	2,400
Postage	15,000	15,000	15,000
Administrative Cost	2,894,200	2,894,100	2,950,900
GESE Contributions	30,710,100	33,972,500	32,881,500
GESE Excess Benefits	665,700	723,000	947,700
GESE Staff Pension	292,000	299,300	269,000
GESE Administrative for Excess	109,300	109,300	116,300
GESE Interest	94,980	-	-
FIPO Contributions	41,927,900	43,849,400	44,291,300
Section 175	(3,380,000)	-	-
FIPO COLA	5,477,800	5,696,900	5,924,800
FIPO Interest	135,620	-	-
EORT	600,000	840,000	840,000
ICMA 401(a)	350,000	350,000	540,000
<b>Total Expenditures (Outflows)</b>	<b>79,935,200</b>	<b>88,783,900</b>	<b>88,810,900</b>

## Pension and Retirement Plans Overview

The City of Miami sponsors three 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). Additionally, the City sponsors a defined contribution plan, administered by the International City/County Management Association (ICMA). The City's FY 2015-16 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 portion coming from the Special Revenue funds.

To continue compliance with the Governmental Accounting Standard Board (GASB) and Generally Accepted Accounting Principles (GAAP), and recommendation by the outside auditors, the City has proposed to budget Pension cost in each department rather than in the Internal Service Fund as done in prior years. The FY 2015-16 Adopted Budget for Pension payments is \$89.12 million. This represents a decrease of \$208,000, or .23 percent as compared to the FY 2014-15 Adopted Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2015-16:

### **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, 2014, membership in the FIPO Pension Plan consisted of 2,245 retirees and beneficiaries receiving benefits, and 1,482 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. Members hired prior to October 1, 2012 are required to contribute seven percent.

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 7.18 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2015-16 required contribution based on the actuarial valuation report dated October 1, 2014 is \$44.29 million. Additionally, the City is required to contribute \$5.92 million for the Cost of Living Adjustment.

## Pension and Retirement Plans 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, as amended 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, 2014, membership in the GESE Trust was 2,031 retirees and beneficiaries currently receiving benefits and 1,376 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 valuation is based on a series of actuarial assumptions, including an interest (actuarial asset return) rate of 7.70 percent per year.

The City's FY 2015-16 required contribution based on the actuarial valuation report dated October 1, 2014 is expected to be \$32.88 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 2015-16 required contribution based on the actuarial valuation report dated October 1, 2014 is estimated at \$947,700. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

## Pension and Retirement Plans 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, 2014, 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 2015-16 contribution determined through actuarial valuation is \$269,000.

### **Elected Officers' Retirement Trust (EORT)**

The EORT, administered by the Finance Director, 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 does not require members to contribute.

EORT was established by the City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions.

As of October 1, 2014 membership in the EORT consisted of six retirees, three active participants not receiving benefits, and two vested participants with deferred benefit payable at age 55.

The City's FY 2015-16 contribution determined through actuarial valuation is \$840,000. The Elected Officers' Retirement Trust is budgeted in the Non Departmental Account under the Pension organization.

### **Contributory Section 401(a) Plan**

The Section 401(a) Plan is a defined contribution plan offered to executive-level City employees. This defined contribution plan covers governmental employees throughout the United States, and is governed by the Board of Directors responsible for carrying out the overall management of the organization, including investment administration and regulatory compliance.

## **Pension and Retirement Plans Overview**

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 generally requires the City to contribute eight percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary.

On June 1, 2015, there were approximately 60 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2015-16 contributions are anticipated at \$540,000.

## **APPENDIX A**

### **PROPERTY TAX INFORMATION**

- **Net Assessed Valuation of Taxable Property – Last Ten Fiscal Years**
  - **Millage Rate 30-Year History**
- **Property Tax Rates for Direct and Overlapping Government – Last Ten Fiscal Years**





## Net Assessed Valuation of Taxable Property Last Ten Fiscal Years

Tax Year	Net Assessed Value	City of Miami Tax Rate
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
2015	39,903,058,628	8.3351

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 30-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
1985-86	9.8571	2.0520	11.9091
1986-87	9.8400	2.4512	12.2912
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
2015-16	7.6465	0.6886	8.3351

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	Miami-Dade County	Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Okeechobee Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2005	8.4995	0.7650	9.2645	8.4380	6.1200	0.4288	0.4860	0.5970	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		0.0385	24.6443
2007	7.2999	0.5776	7.8775	7.9480	4.8646	0.4223	0.3842	0.5346	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		0.0345	22.6361
2009	7.6740	0.6595	8.3335	7.9950	5.1229	0.5000	0.3822	0.5346	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		0.0345	24.2081
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	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		0.0345	22.5934
2013	7.6148	0.8162	8.4310	7.9770	5.1255	0.5000	0.1725	0.3523	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
2015*	7.6465	0.6886	8.3351	7.6120	5.1169	0.5000	0.2840	0.1459	0.0506	0.1586	0.0345	22.2376

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.



**APPENDIX B:**  
FIVE-YEAR  
FINANCIAL 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 assist with 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, the tax base has now recovered and other sectors of the local economy continue to show strong growth. The following economic assumptions are factored into the development of the five-year financial forecast.

### Population

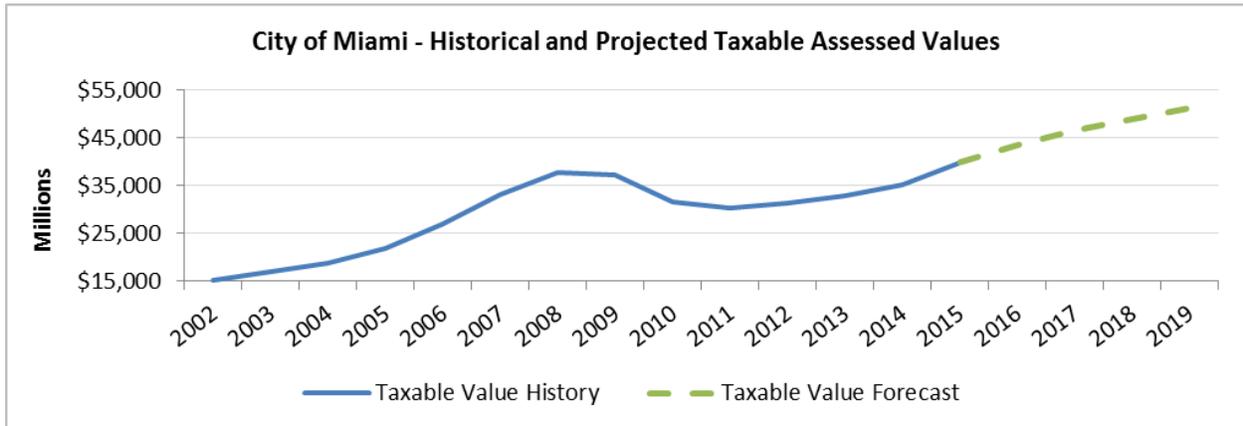
According to the 2010 Decennial Census, Miami's population was 399,457. This represents over ten percent population growth since 2000. The most recent available estimate from the U.S. Census Bureau's American Community Survey indicates that Miami's population in 2013 was 417,670. Based on this estimate 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 43.6 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 nation's regions hardest hit by the housing market crash in 2009. Taxable assessed values in the City of Miami declined

## Five-Year Financial Forecast

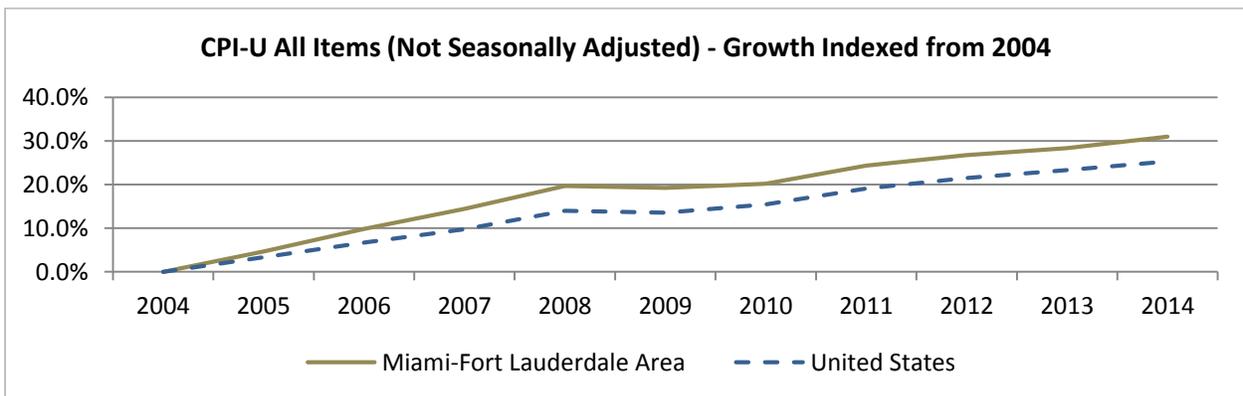
by 19.6 percent between 2008 and 2011. More recently, the City has been seeing assessed values rebound, with 4.5 percent growth in 2013, 7.8 percent growth in 2014, and 13.1 percent growth in 2015.



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 5.0 percent by 2019. This is believed to be an appropriately conservative assumption.

Tax Year	Projected							
	2012	2013	2014	2015	2016	2017	2018	2019
<b>TAV (Billions)</b>	\$31.33	\$32.74	\$35.28	\$39.90	\$43.50	\$46.54	\$48.87	\$51.31
<b>% Change</b>	3.2%	4.5%	7.8%	13.1%	9.0%	7.0%	5.0%	5.0%

### Inflation

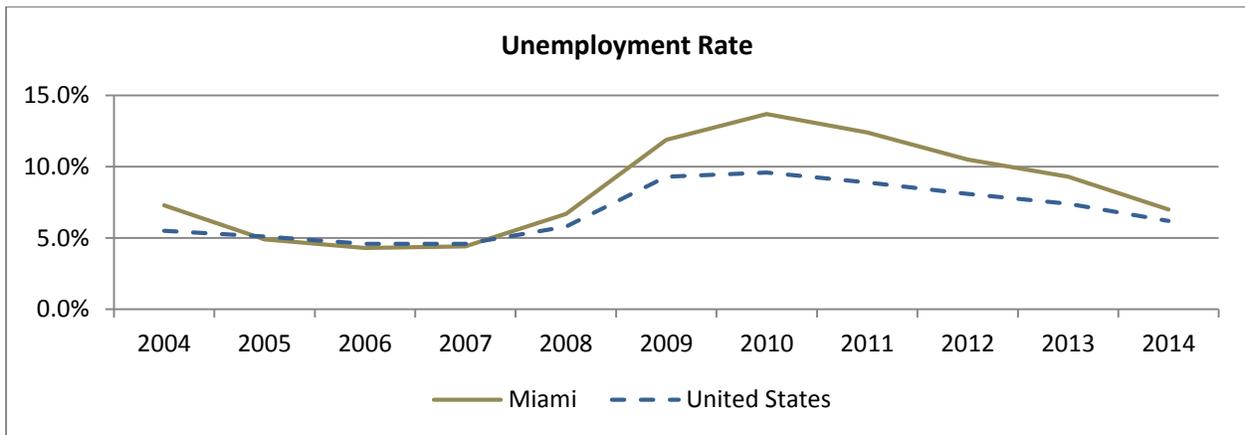


## Five-Year Financial Forecast

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 recession. Since then, however, prices in the Miami-Fort Lauderdale area have increased each year. The past three years have shown average growth of 1.7 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 most goods and services procured by the City.

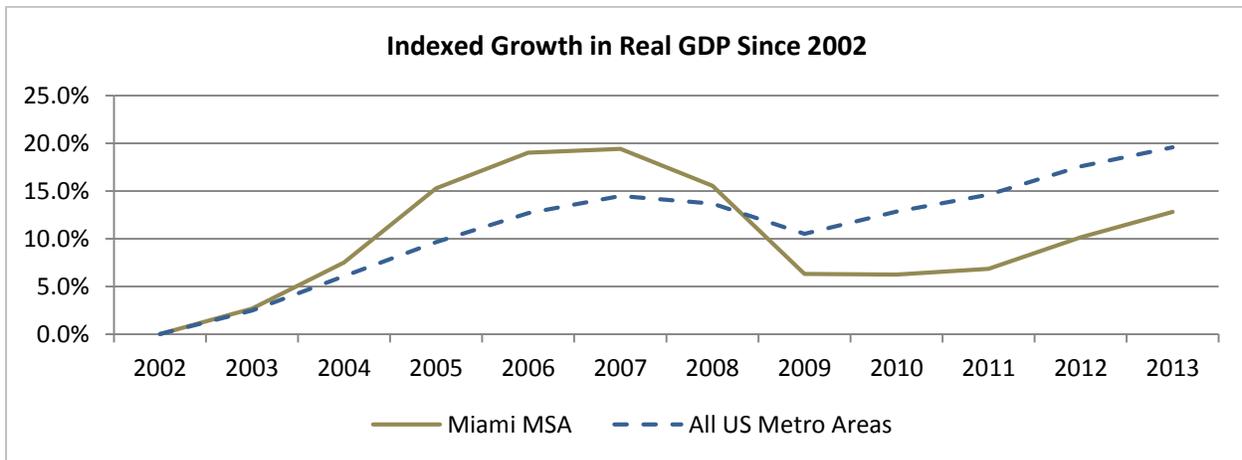
### Unemployment



Trends in unemployment locally and nationally indicate that an economic recovery is firmly on track. 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 6.2 percent in 2014. Similarly, the unemployment rate in the City of Miami declined from a high of 13.7 percent in 2010 to 7.0 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



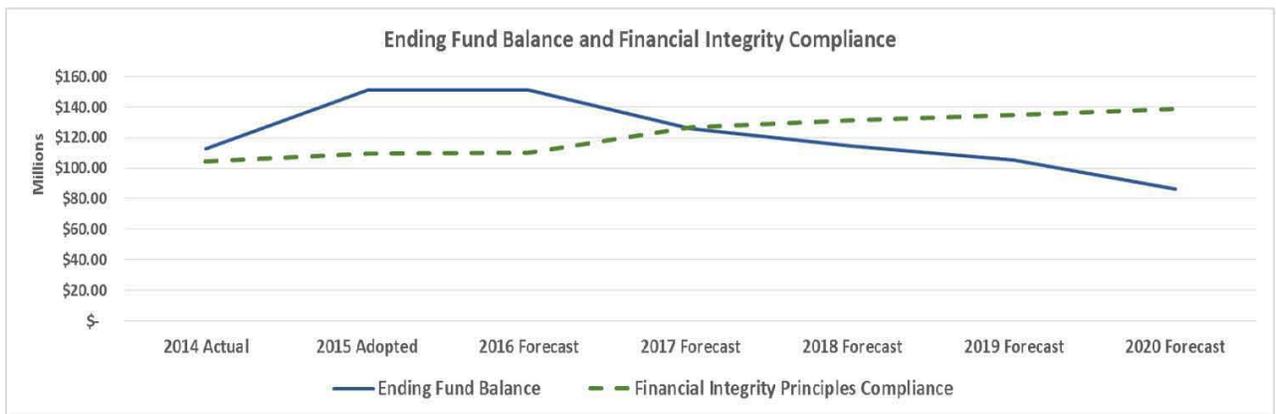
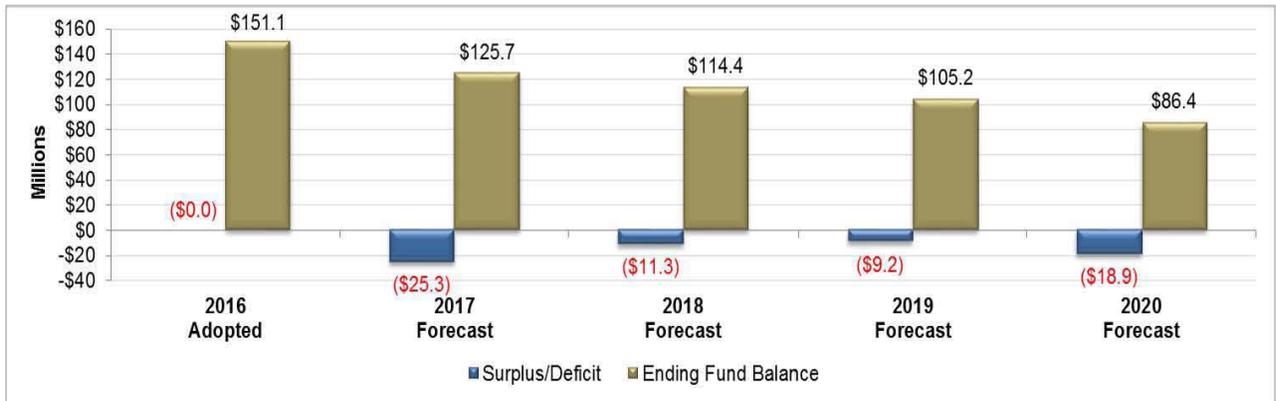
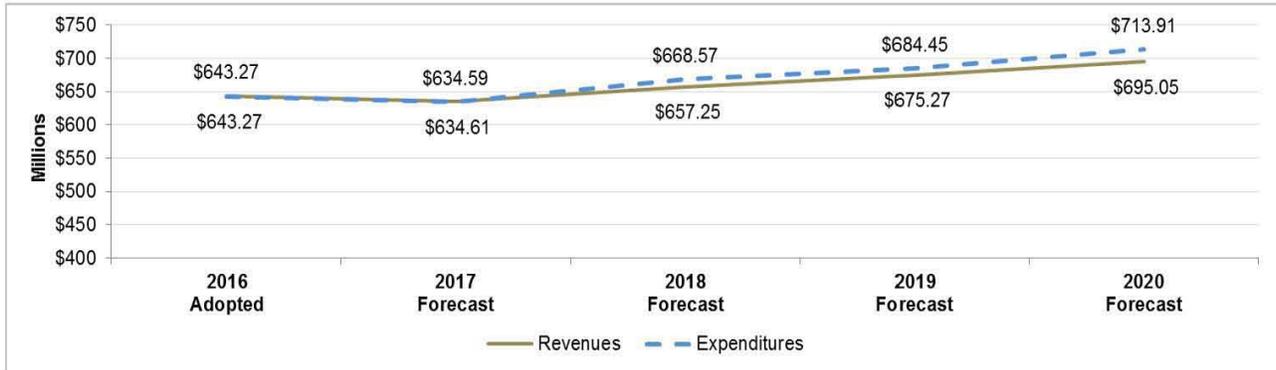
Trends in gross domestic product also indicate that the economy is recovering. The last ten years of available real GDP data indicate that growth in economic output in the Miami metropolitan statistical area has rebounded since 2009, though at a slower rate than the national average of metropolitan areas. 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.

### **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 8 percent over the next five years, while General Fund expenditures are projected to grow by 11 percent over the same period. However, with the projected fund balance of \$86.4 million for FY’2019 – 2020 the city will fall below the financial integrity principle requirement.

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that cost of salaries and wages City-wide will grow from FY 2017 to FY 2020 due to current Collective Bargaining Agreements.

## Five-Year Financial Forecast



## Five-Year Financial Forecast

### General Fund Five-Year Forecast Summary

	2016 Adopted	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast
<b><u>Revenues</u></b>					
Property Taxes	268,768,800	292,775,292	313,127,462	328,682,336	345,014,952
Franchise Fees and Other Taxes	104,403,200	108,173,086	110,058,866	111,986,134	113,955,801
Interest	2,126,300	2,147,563	2,169,039	2,190,729	2,212,636
Transfers-IN	4,181,100	4,181,100	4,181,100	4,181,100	4,181,100
Fines and Forfeitures	11,572,900	5,220,171	5,167,969	5,116,290	5,065,127
Intergovernmental Revenues	63,742,800	62,399,318	63,037,471	63,714,862	64,433,823
Licenses and Permits	58,502,300	56,824,743	55,325,993	54,179,116	53,839,971
Other Revenues (Inflows)	33,545,600	6,076,403	6,210,084	6,346,706	6,486,333
Charges for Services	96,425,900	96,812,182	97,970,429	98,868,406	99,861,511
<b>Total Revenues</b>	<b>643,268,900</b>	<b>634,609,858</b>	<b>657,248,414</b>	<b>675,265,679</b>	<b>695,051,255</b>
		41.8%			
<b><u>Expenditures</u></b>					
General Government	57,514,400	65,348,089	68,522,058	71,860,747	75,373,127
Planning & Development	17,162,400	18,022,516	18,904,144	19,831,795	20,807,977
Public Works	79,746,500	76,280,948	79,295,561	82,450,568	85,753,272
Public Safety	332,777,090	344,576,425	366,412,440	369,587,972	385,757,178
Public Facilities	10,777,800	10,459,367	10,856,039	11,271,910	11,708,004
Parks & Recreation	35,613,400	36,872,546	38,299,465	39,792,202	41,354,160
Risk Management	2,924,900	3,047,238	3,178,679	3,316,845	3,462,097
Pensions	0	0	0	0	0
Non-Departmental	106,752,411	79,979,831	83,098,472	86,333,493	89,689,595
<b>Total Expenditures</b>	<b>643,268,900</b>	<b>634,586,960</b>	<b>668,566,859</b>	<b>684,445,531</b>	<b>713,905,409</b>
<b>Fiscal Year Surplus / (Deficit)</b>	<b>(0)</b>	<b>(25,346,102)</b>	<b>(11,318,444)</b>	<b>(9,179,853)</b>	<b>(18,854,154)</b>
<b>Fiscal Year Ending Fund Balance</b>	<b>151,058,991</b>	<b>125,712,889</b>	<b>114,394,445</b>	<b>105,214,592</b>	<b>86,360,439</b>

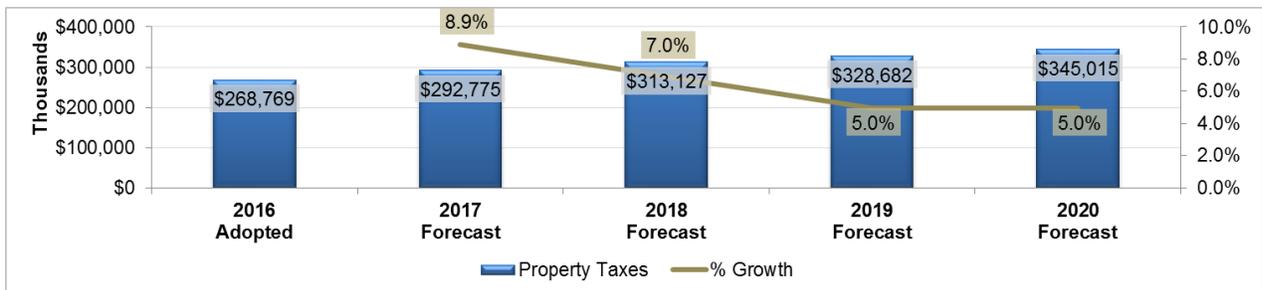
# Five-Year Financial Forecast

## Major Revenue Assumptions

Between FY 2016 and FY 2020, General Fund revenues are forecasted to grow by a total of 8 percent. The largest components of General Fund revenues are Property Taxes (42 percent of FY 2016 General Fund revenues), Franchise Fees and Other Taxes (16 percent), Charges for Services (15 percent), Licenses and Permits (9 percent), and Intergovernmental Revenues (10 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers In comprise the remaining 8 percent.

### Property Taxes:

The FY 2016 Adopted Budget for General Fund property tax revenue is \$268.77 million. This budget is based on an assessed valuation of \$39.90 billion (excluding \$3.18 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 9.0 percent in FY 2017, by 7.0 percent in FY 2018, by 5.0 percent in FY 2019, and by 5.0 percent in FY 2020. 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.

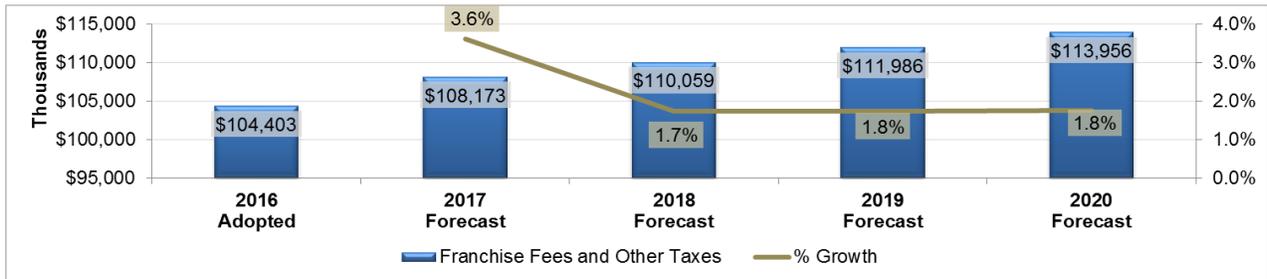


### Franchise Fees and Other Taxes:

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-

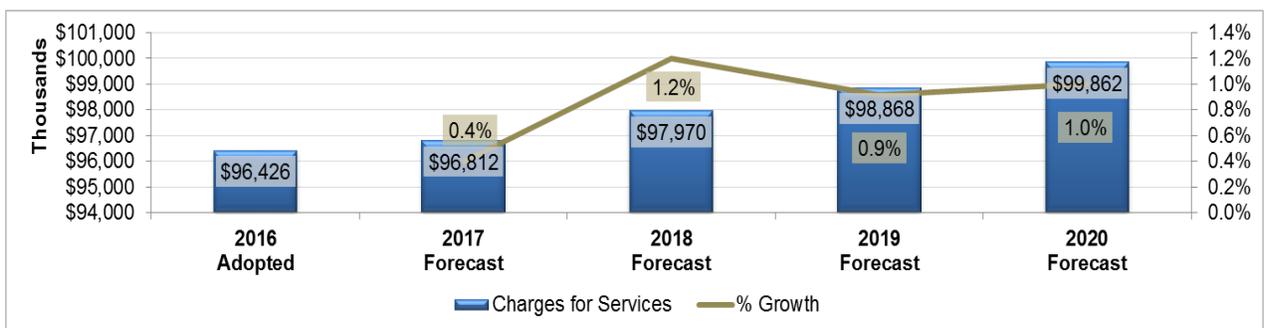
## Five-Year Financial Forecast

year period. Other revenues in this category are projected to grow at 2% percent annually through FY 2020.



### Charges for Services:

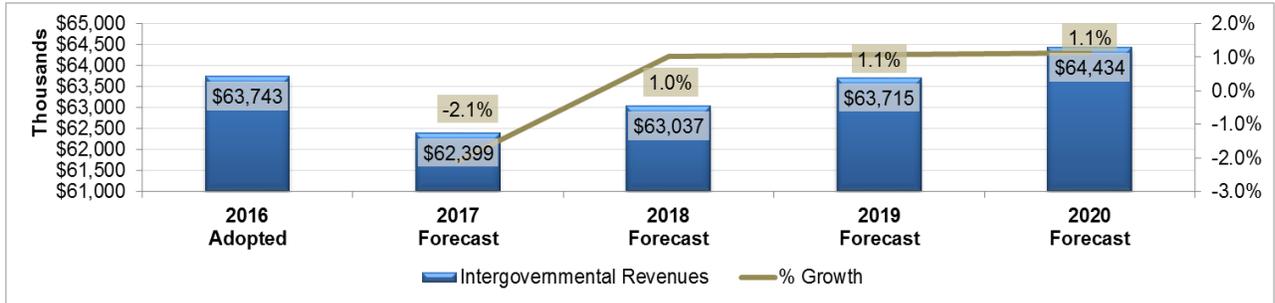
The 'Charges for Services' category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties, revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous 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 1 percent annually except for Building Permit Inspections that are expected to decline as new construction decreases over the five-year period.



## Five-Year Financial Forecast

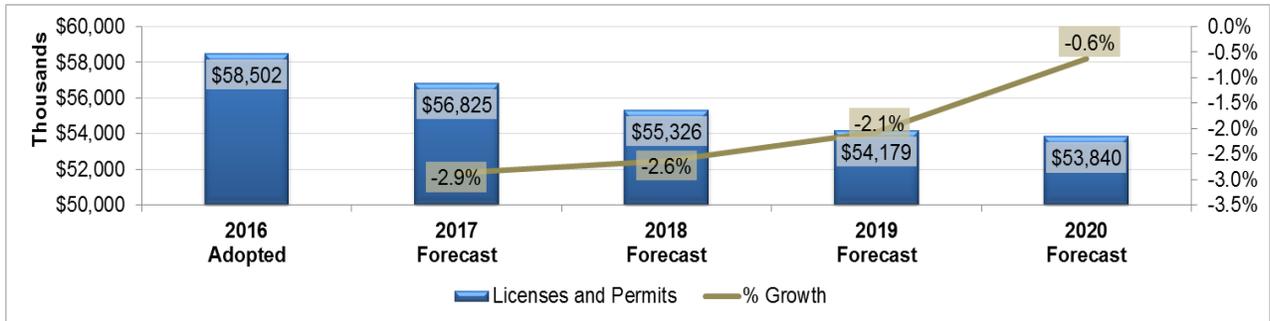
### Intergovernmental Revenues:

'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 increase by 1% through FY 2020.



### 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 decline to more typical levels over the course of the next five years as new construction decreases.

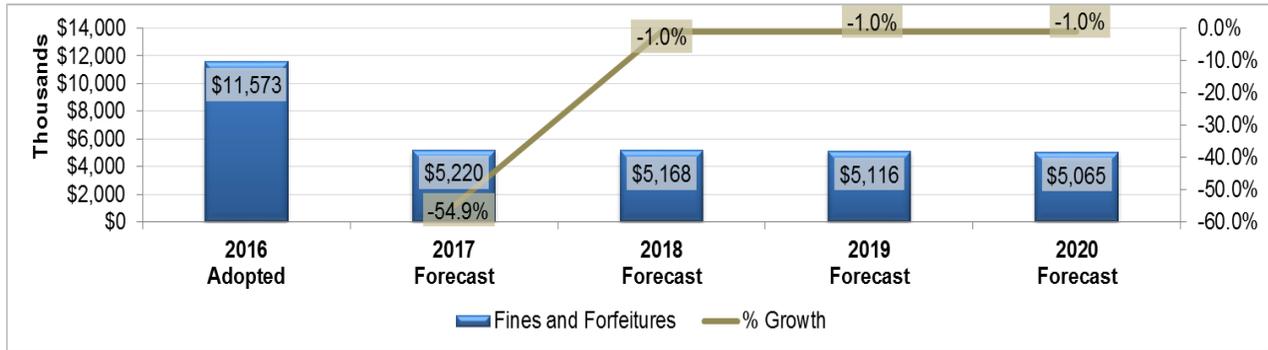


### Fines and Forfeitures:

'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

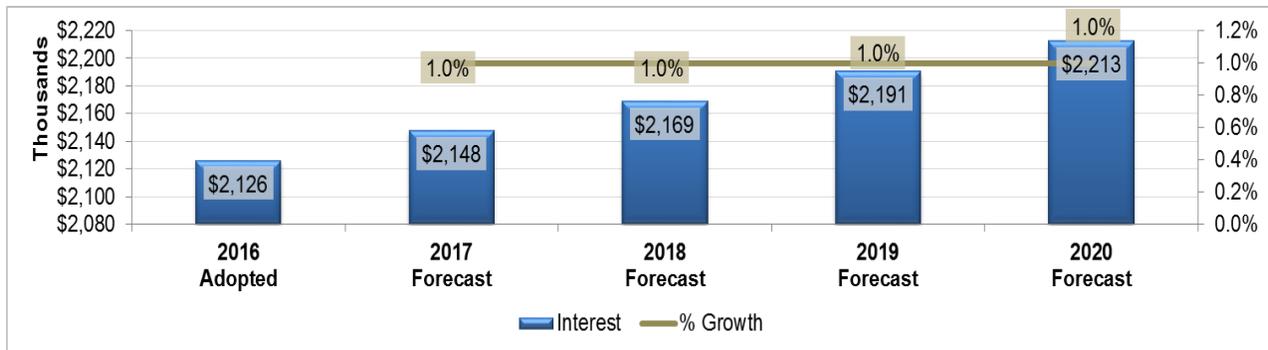
## Five-Year Financial Forecast

confiscated property. The five-year forecast assumes that this revenue will decline by 1.0 percent annually as the penalties charged result in changes of behavior and a reduced number 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 1.0 percent annually.

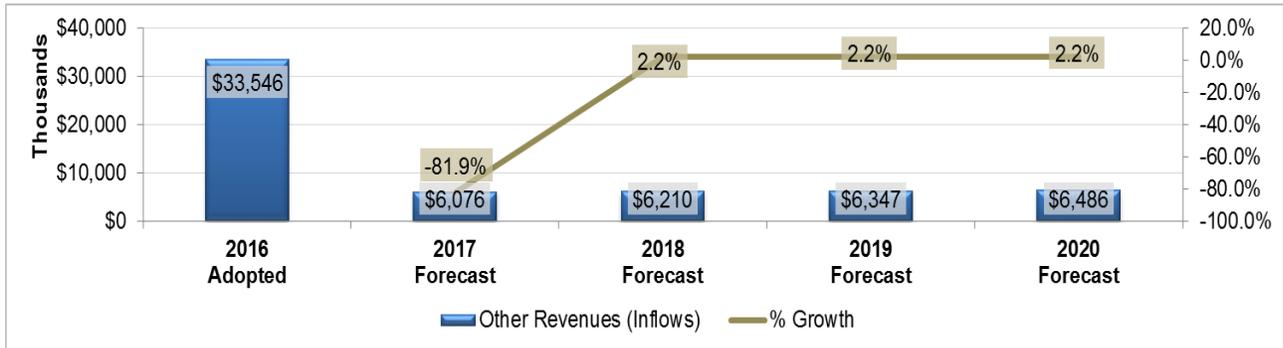


### Other Revenues:

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

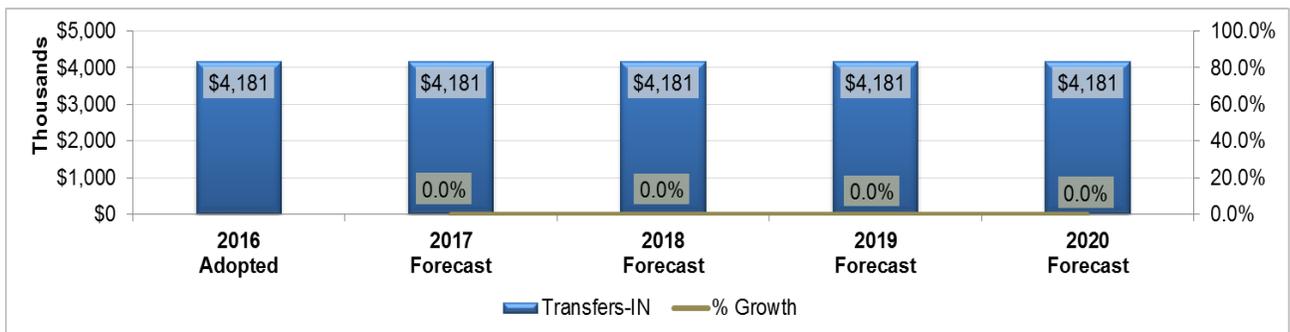
## Five-Year Financial Forecast

that red light camera revenue will not increase as driver behavior continues to change. For all other revenues in this category, no growth is assumed through FY 2020.



### 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 both the Southeast Overtown/Park West and Omni/Midtown Community Redevelopment Agencies (CRA) for debt service costs associated with improvements at Gibson Park, funding to cover the cost of 12 additional police officers assigned to the CRA districts, and parking garage fees from the James L. Knight Center. These transfers are not projected to grow over the course of the forecast period.



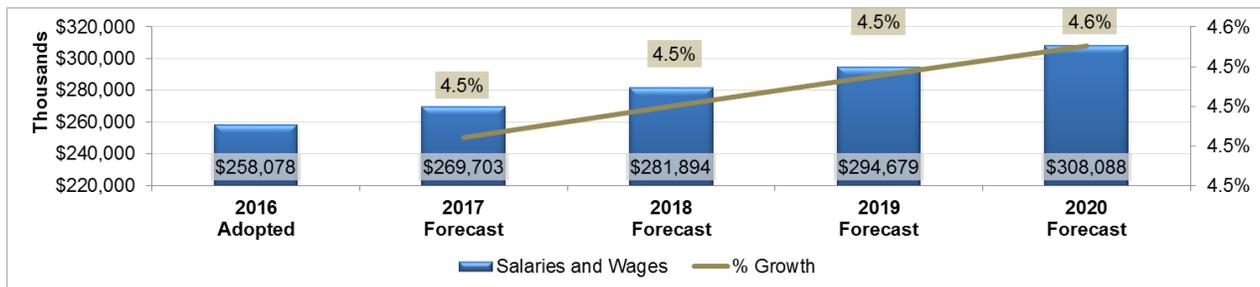
## Five-Year Financial Forecast

### Major Expenditure Assumptions:

General Fund expenditures are projected to grow by a total of 10.6 percent between FY 2016 and FY 2020. Personnel costs are the largest drivers of General Fund spending, comprising 71.5 percent of all FY 2016 General Fund expenditures. Personnel costs include salaries and wages (44.3 percent) and employee benefits (27.2 percent). The remaining 28.5 percent is comprised of operating expenditures (15.6 percent), capital outlay (0.2 percent), and transfers out and other non-operating expenses (12.7 percent).

### Salaries and Wages:

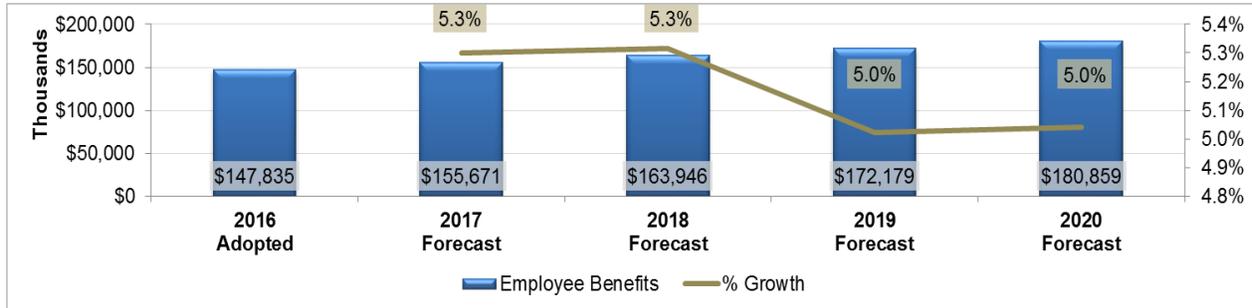
Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that cost of salaries and wages City-wide will grow for FY 2017 and FY 2018 due to current Collective Bargaining Agreements. Wage growth is projected at 4.5 percent through FY 2019 and FY 2020 and is subject to future collective bargaining agreements.



## 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 5 percent over the five-year period.



### Health Benefits:

The cost of employee life and health insurance is projected to grow by 7.0 percent annually in FY 2017 and FY 2018 and by 6.0 percent annually in FY 2019 and FY 2020. The forecast includes increased costs associated to the expiration of COPS grants.

### Pension Costs:

Growth in the cost of the City's retirement plans is forecasted at 5.0 percent annually in FY 2017 and FY 2018 and is expected to level out in FY 2019 and FY 2020 as the impact of increased return on market assets is realized. The forecast includes increased costs associated to the expiration of COPS grants.

### Workers' Compensation:

Workers' compensation costs are projected to grow by 3.0 percent annually based on estimates developed by the City's casualty actuary. The forecast includes increased costs associated to the expiration of COPS grants.

## Five-Year Financial Forecast

### Non-Personnel Costs:

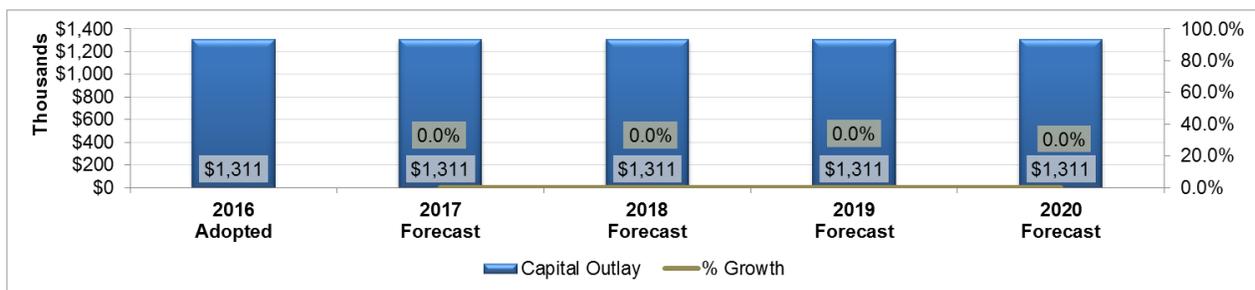
#### Operating Expense:

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) with slightly higher projected growth rates for spending on postage and motor fuel. In addition, insurance costs are reduced in FY 2017 due to lower anticipated costs associated with catastrophic insurance claims.



#### Capital Outlay:

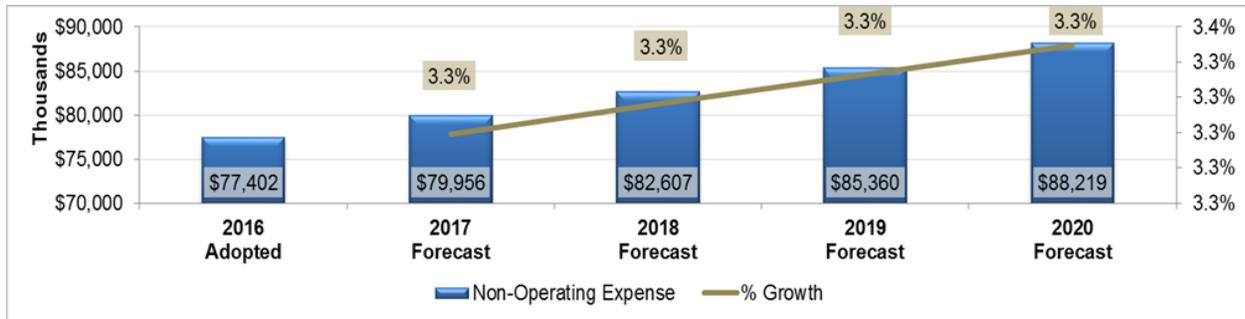
General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital, include costs for machinery, equipment, and capital leases, are projected to remain constant over the five-year period.



## 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. This category is forecasted to grow by 3.3 percent annually due to increases in budgeted reserves and transfers for major capital expenditures.



### 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:

At the time of budget preparation, the City was in labor negotiations with the police and fire unions over the terms of successor agreements. Also, existing contracts with the City's general employee and sanitation employee unions will expire at the end of FY 2018. Ongoing labor negotiations and the terms of new contracts will impact the forecasted personnel costs and can result in a different five-year outcome.

#### National Health Care Legislation:

Though health care costs are projected to decline in FY 2015-16, 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.

## **Five-Year Financial Forecast**

### 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.

## Five-Year Financial Forecast

### Special Revenue Funds:

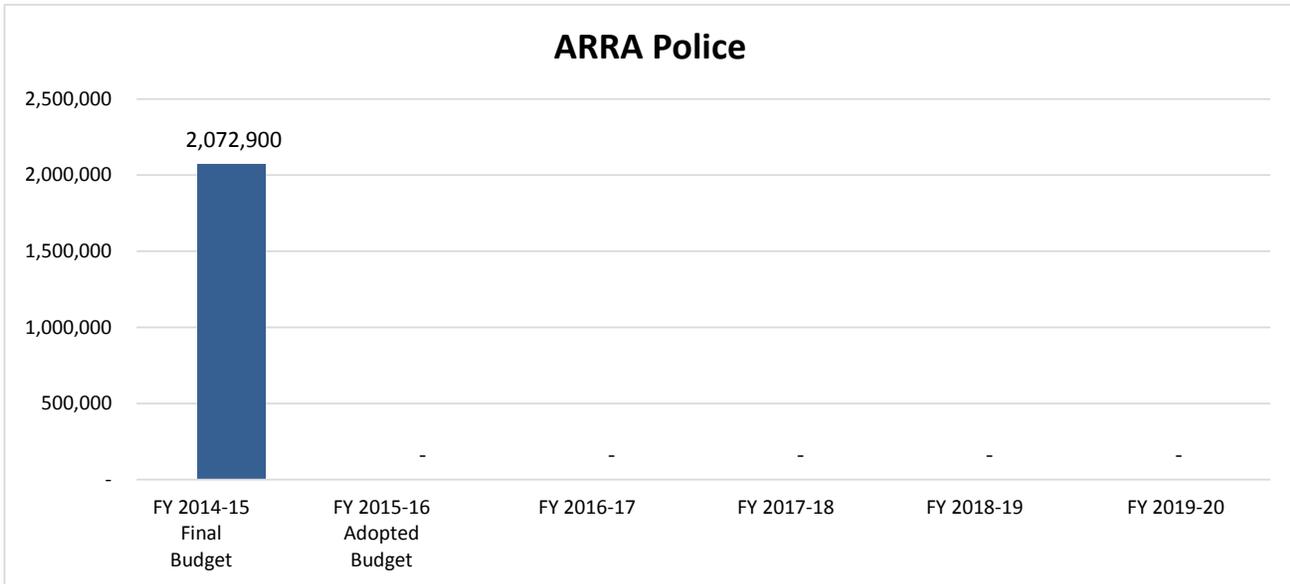
These funds receive support from various sources, mainly in the form of grants and other aids and are restricted to expenditures for particular purposes. Below are the descriptions, detail and summary data of each Special Revenue Fund as well as the outlook for the next five years.

	FY 2014-15 Final Budget	FY 2015-16 Adopted Budget	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>ARRA Police</b>	2,072,900	-	-	-	-	-
<b>City Clerk Services</b>	803,400	664,900	664,900	664,900	664,900	664,900
<b>Community and Economic Dev</b>	60,412,100	59,453,200	37,822,900	37,822,900	37,822,900	37,822,900
<b>Department Initiative Improvement</b>	8,137,600	8,124,300	8,124,300	8,124,300	8,124,300	8,124,300
<b>Economic Development and Planning Services</b>	8,220,400	12,384,000	12,522,600	12,711,800	12,912,200	13,121,200
<b>Emergency Services Fund</b>	100,000	100,000	100,000	100,000	100,000	100,000
<b>Fire-Rescue Services</b>	14,961,100	6,223,600	71,200	5,000	-	-
<b>General Special Revenues</b>	1,511,200	944,000	951,200	625,000	625,000	625,000
<b>Homeless Programs</b>	3,134,100	2,966,400	2,966,400	2,966,400	2,966,400	2,966,400
<b>Law Enforcement Trust Fund</b>	2,072,000	2,229,500	1,171,500	899,700	807,500	757,700
<b>Marlins Parking Garage Operations</b>	5,425,000	6,598,400	6,649,900	6,702,500	6,756,100	6,810,800
<b>Parks and Recreation</b>	3,363,200	1,571,100	1,290,800	1,205,600	1,143,300	1,063,800
<b>Police Services</b>	15,588,400	14,117,500	11,864,400	11,867,200	10,978,600	10,703,500
<b>Public Works</b>	4,804,900	7,120,700	3,810,000	3,425,500	3,046,775	2,250,000
<b>Real Estate and Asset Management Services</b>	8,762,800	7,753,000	5,232,700	5,329,300	5,428,100	5,450,800
<b>Solid Waste</b>	1,254,800	1,194,800	1,169,800	1,144,800	1,119,800	1,094,800
<b>Transportation and Transit</b>	17,399,600	21,576,400	21,627,300	21,464,500	17,196,200	17,706,000
<b>Tree Trust Fund</b>	2,659,700	3,545,900	3,604,818	3,644,900	3,685,800	3,727,500
	<b>160,683,200</b>	<b>156,567,700</b>	<b>119,644,718</b>	<b>118,704,300</b>	<b>113,377,875</b>	<b>112,989,600</b>

# 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.

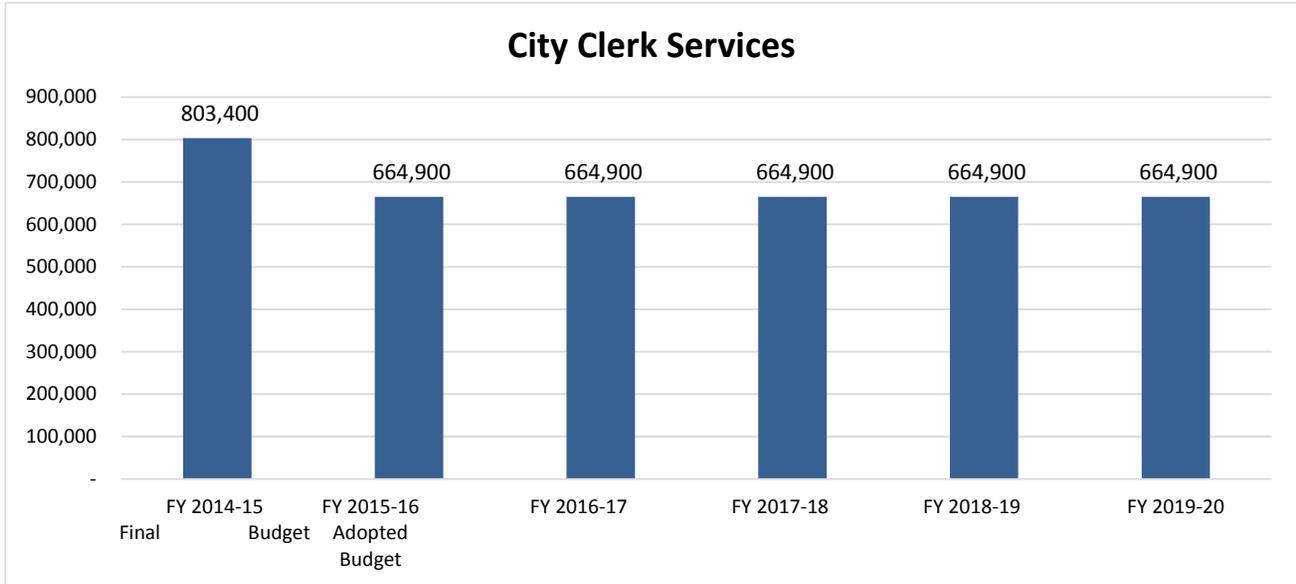


The forecast assumes that the ARRA - Community Oriented Policing Services Hiring grant funding was fully expended in FY 2014-15 and no new ARRA grants was awarded by the federal government thereafter.

# 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.

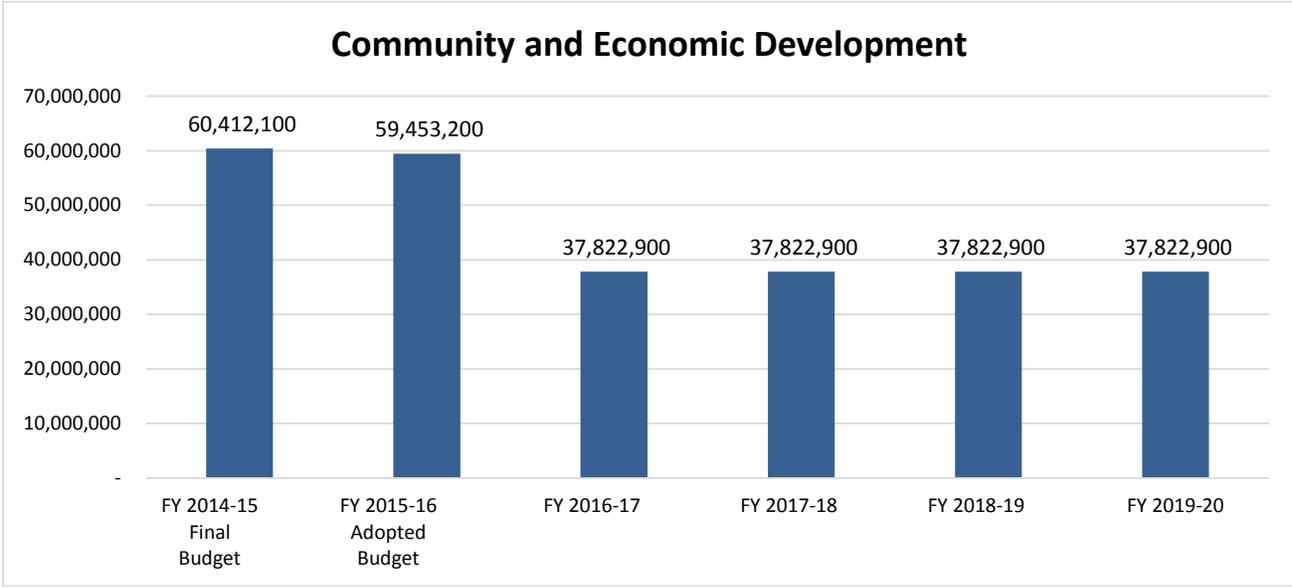


The five-year forecast assumes a constant annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position with no growth in revenues, and a constant annual General Fund contribution for cost allocation. A steady spend down of fund balance 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.

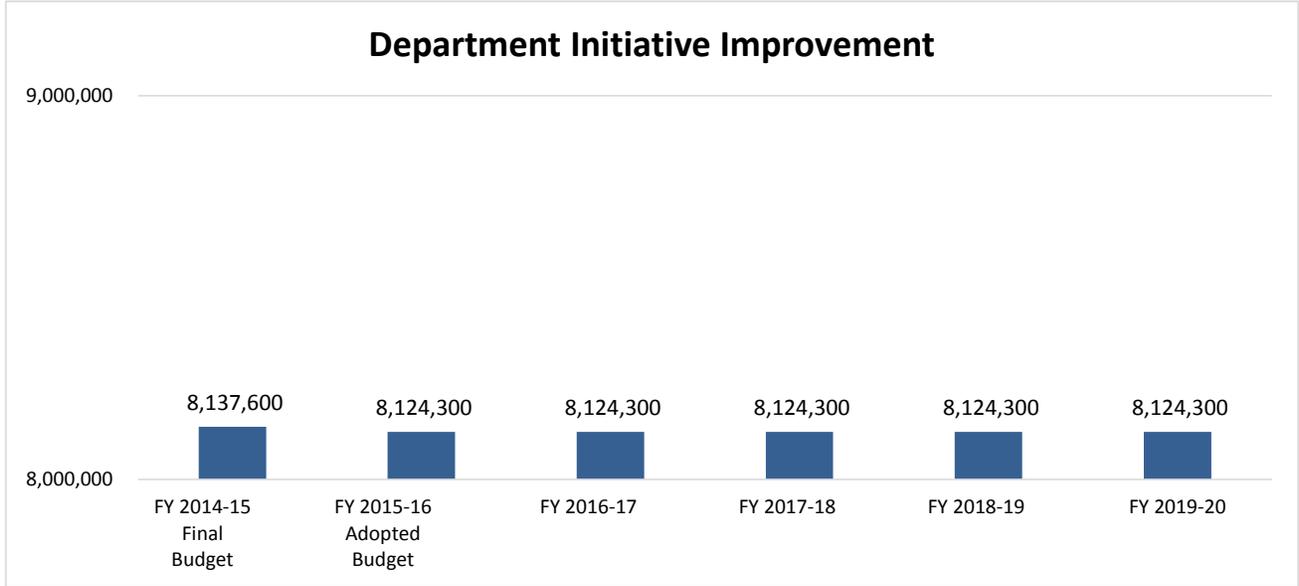


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2015-16 with a stable funding from federal and local grantors over the remaining period.

# 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.

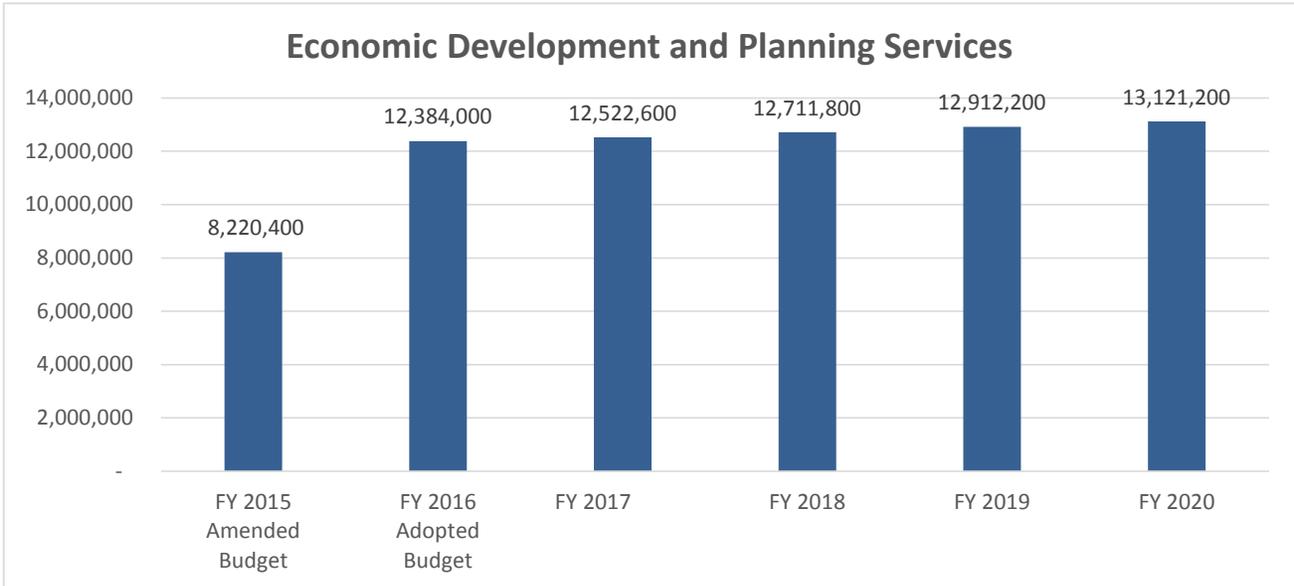


The five-year forecast assumes prior year carryovers for the Mayor’s Office and the five districts according to new budget allocations and previous and current year expenditure trends. Additionally, zero prior year carryovers are being projected for Public Works, Parks and Recreation, and Department of Real Estate and Asset Management. Steady funding from federal and local grantors 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.

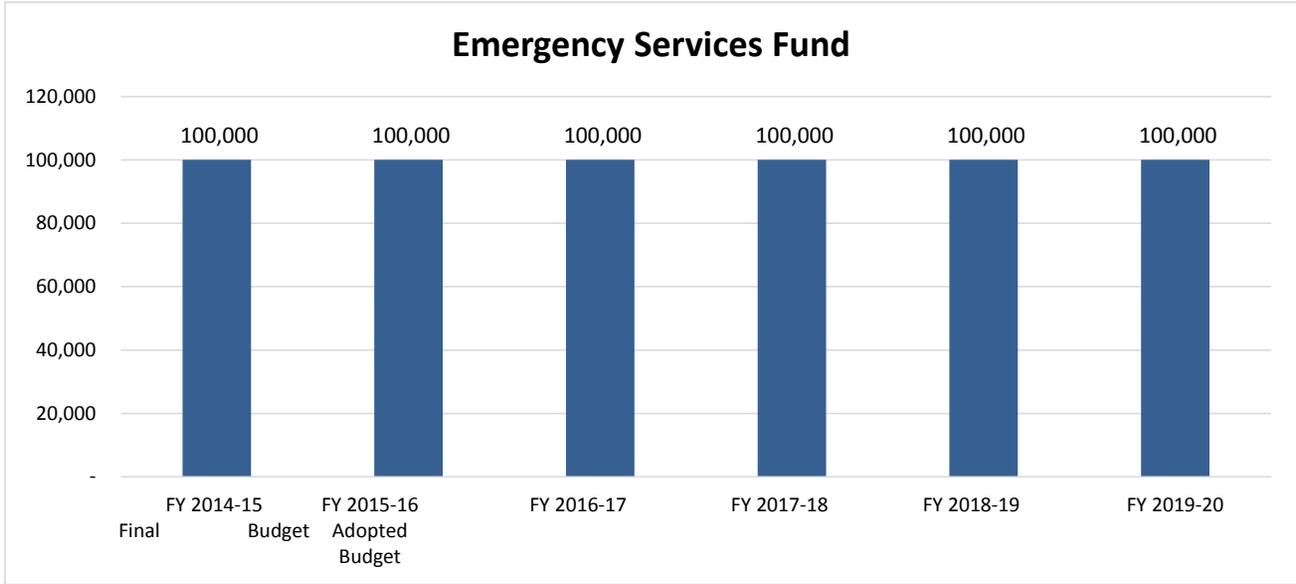


The five-year forecast assumes a fund balance increase in Fiscal Year 2015-16 due to the sizable increase in revenues in prior fiscal year, and a modest increase in revenues is projected over the remaining five years.

# 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.

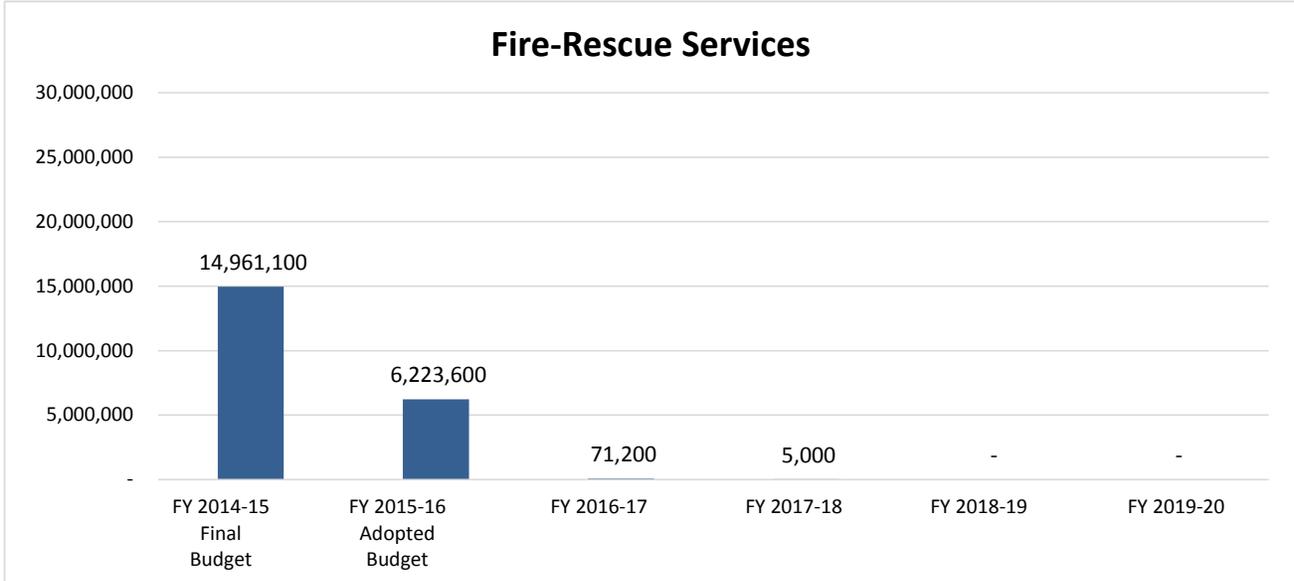


The five-year forecast assumes a sizable depletion of prior years grant balances. The grants and programs for the First Aide/CPR Educational Training program and the Fire-Rescue Emergency Medical Services Cadet and Explorer programs are forecasted to decrease minimally over this time period.

# Five-Year Financial Forecast

## 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.

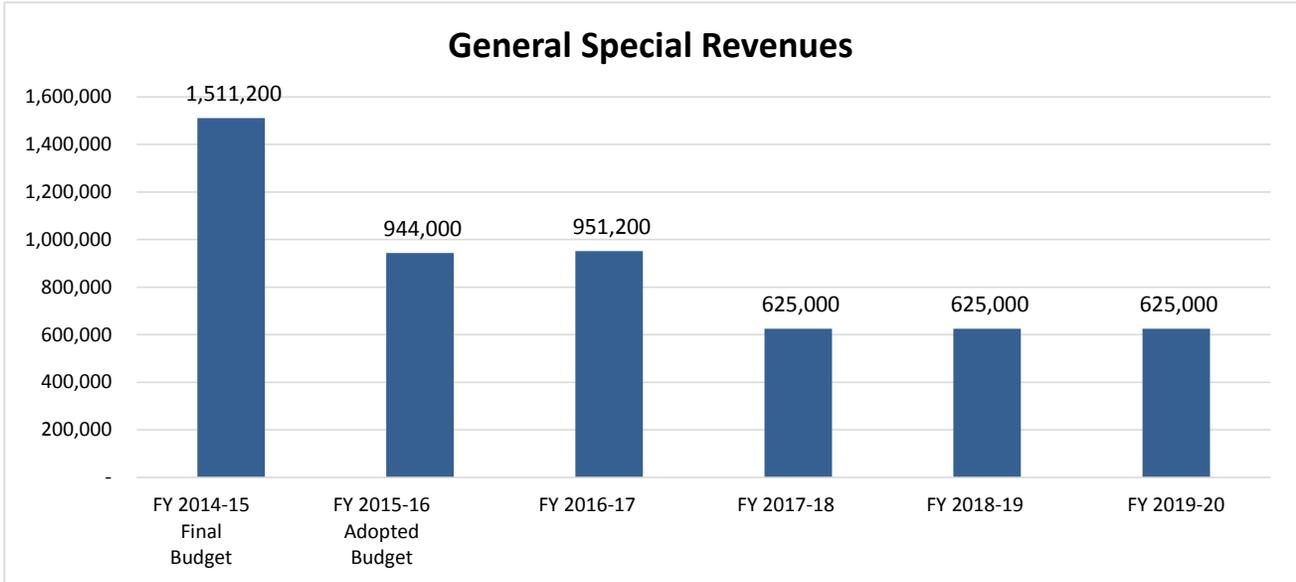


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to Hurricane Zones.

# 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.

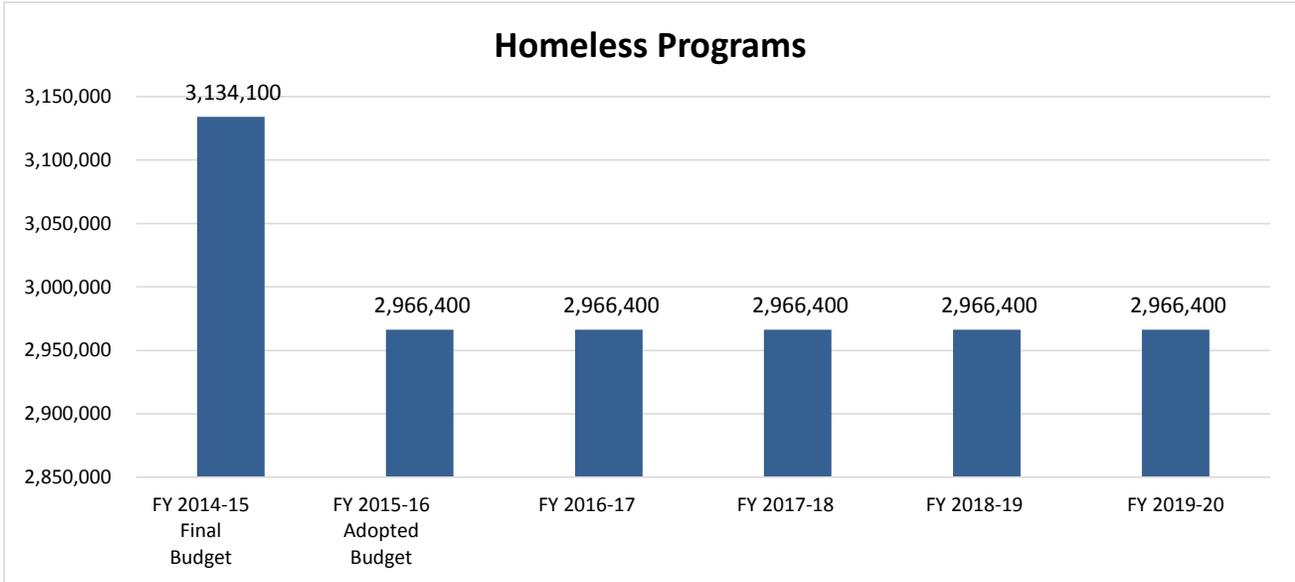


The five-year forecast assumes stable funding from the State for the support of the operations of the Trolley program. The City was awarded a \$1.00 million Florida Department of Transportation - Coral Way grant in FY 2014-15 which is scheduled to expire in FY 2015-16.

# Five-Year Financial Forecast

## Homeless Programs:

The Homeless Program Special Revenue Fund is used for activities of the City of Miami homeless programs.

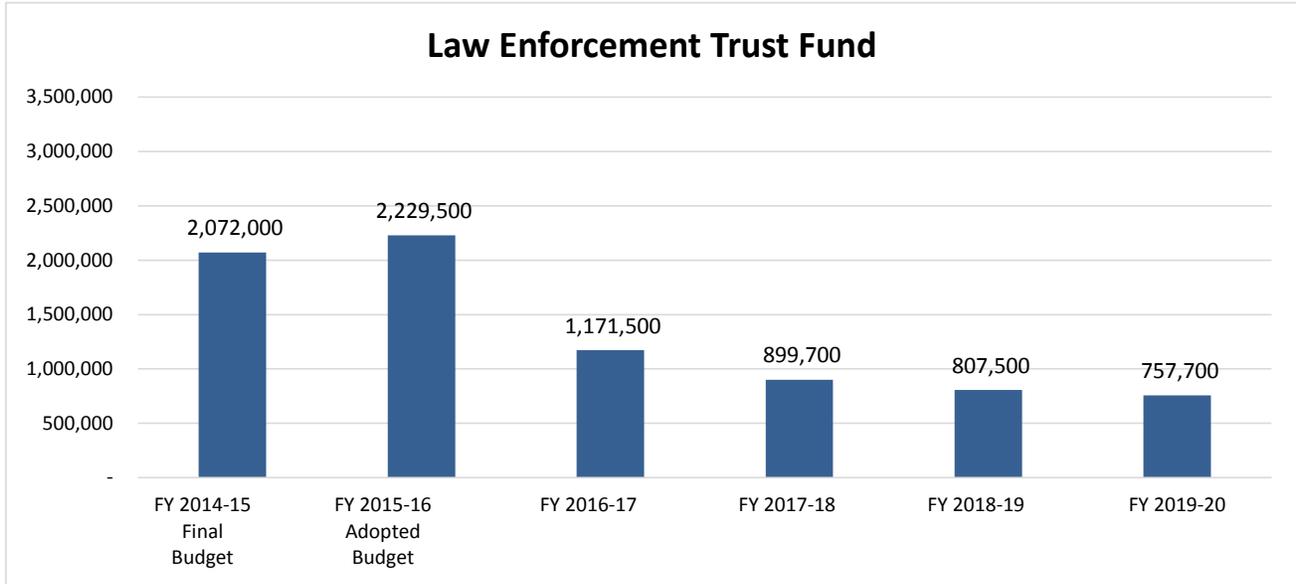


The five-year forecast assumes a considerable decrease in Other Local Revenues, and an increase in the annual General Fund contribution for administration of the Homeless Program with a steady companion funding from a vast array of re-occurring grant sources.

# 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.

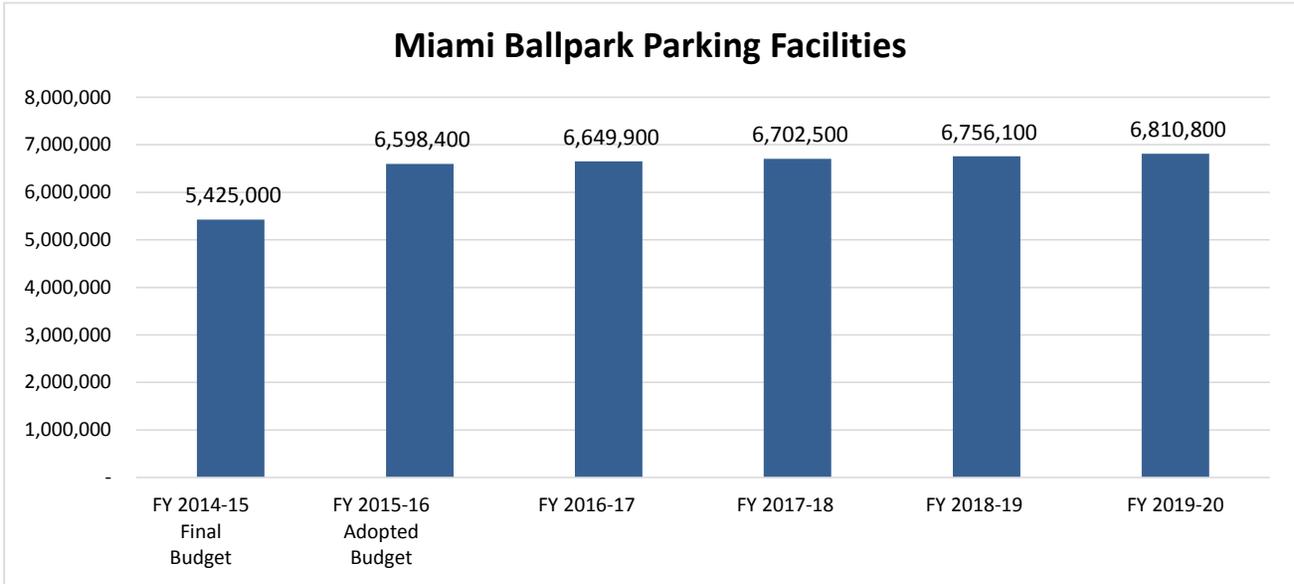


The five-year forecast assumes a steady decrease in future revenues due to declining confiscations and increased expenditures over the five-year period.

# Five-Year Financial Forecast

## Miami Ballpark Parking Facilities:

To account for the operations of the Miami Ballpark Parking Facilities.

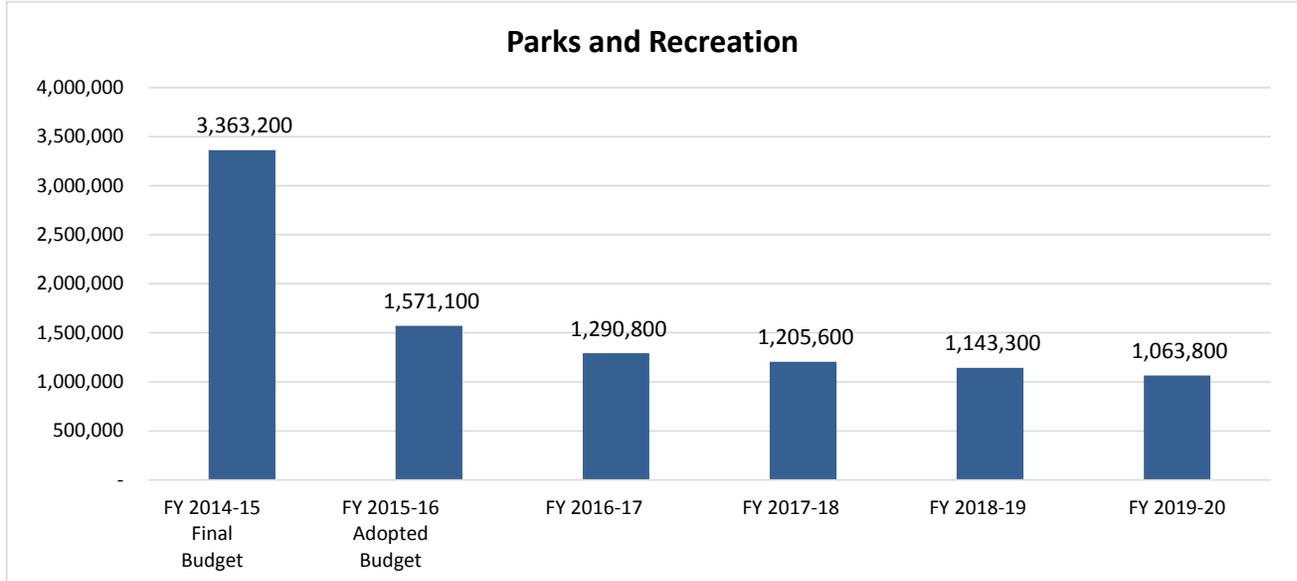


The five-year forecast assumes a fund balance increase for Fiscal Year 2015-16, and a 2.0 percent annual increase in revenues with a slight increase in fund balance over this period. The Fiscal Year 2015-16 includes projected rollover funds, where Fiscal Year 2016-17 and follows presents only new revenues.

# 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.

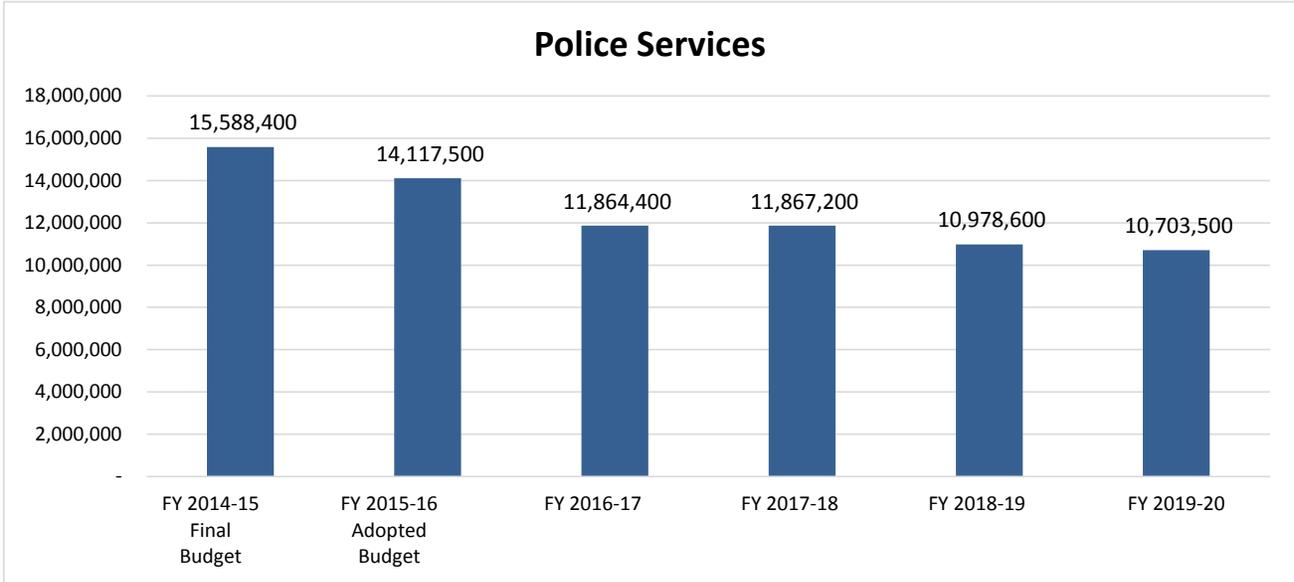


The five-year forecast assumes a continued fund balance decrease in FY 2015-16 primarily due to the depletion of fund balances in the Parks Consolidated project. Both the grant and program revenues are forecasted to decrease slightly over this time period.

# 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.

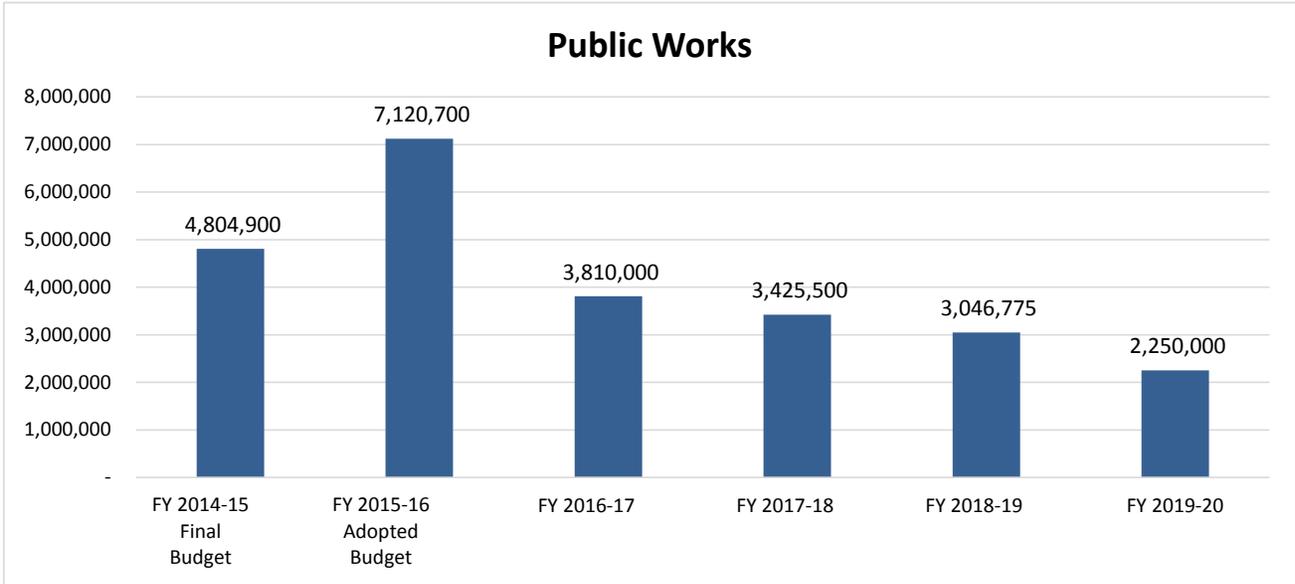


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2013-14. Revenues are forecasted to increase slightly through FY 2016-17 primarily due to the addition of two new Community Oriented Policing Services Hiring grants which are scheduled to expire in FY 2017-18 and FY 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.

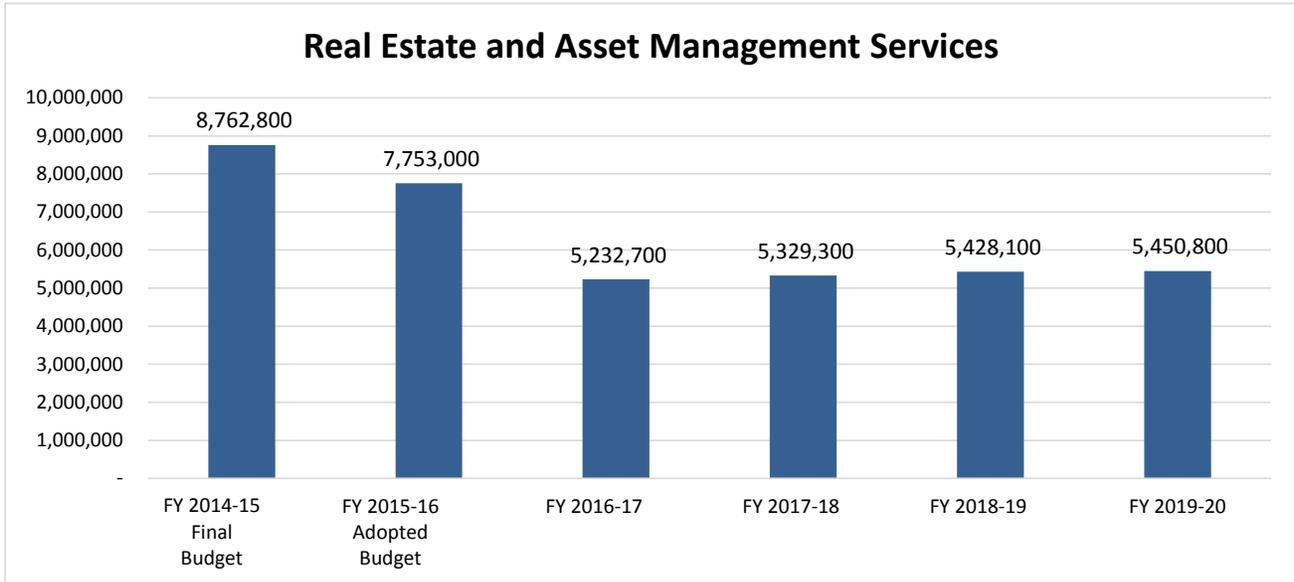


The five-year forecast assumes a sizable fund balance increase in FY 2015-16 primarily due to an increase in Lane Closure revenues collecting in the prior fiscal year. The Fiscal Year 2015-16 include expenditures in the amount of \$2.3 million funded by both prior year roll over and new revenues. The Fiscal Year 2016-17 include only new revenues, and is expected to decrease as large-scale private fund projects are completed.

## 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.

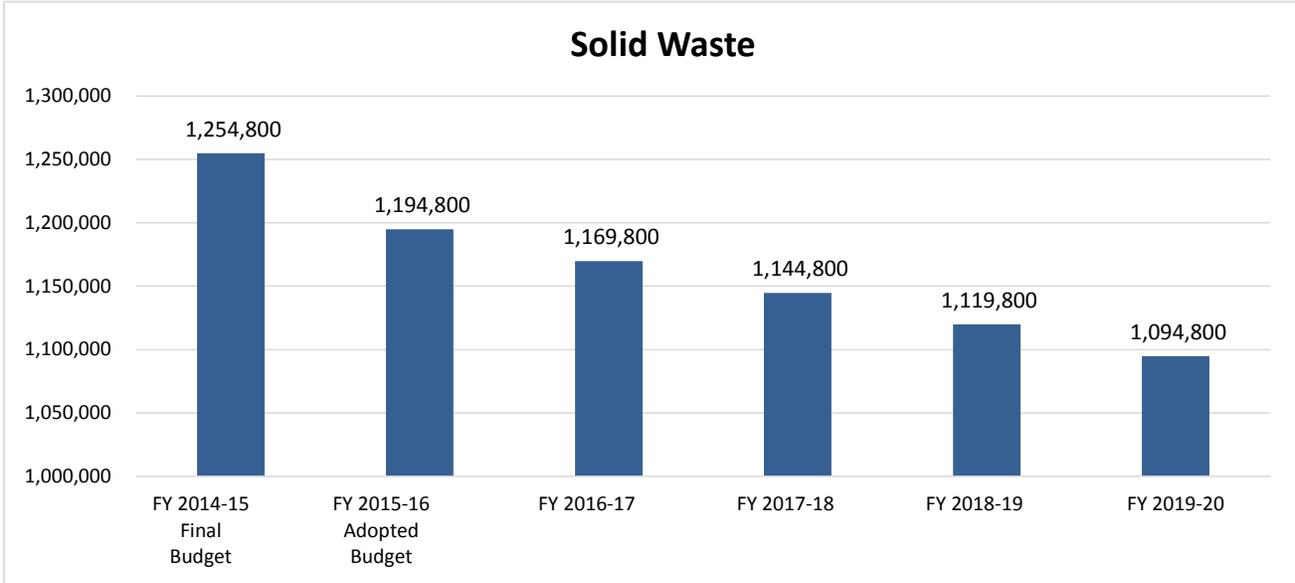


The five-year forecast assumes a decrease in revenues for Fiscal Year 2015-16 due to the historical trending of revenues. Fiscal Year 2015-16 includes projected transfer out, whereas Fiscal Year 2016-17 and the following years does not. Beginning in FY 2012-13, the City began collecting a Sightseeing 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.

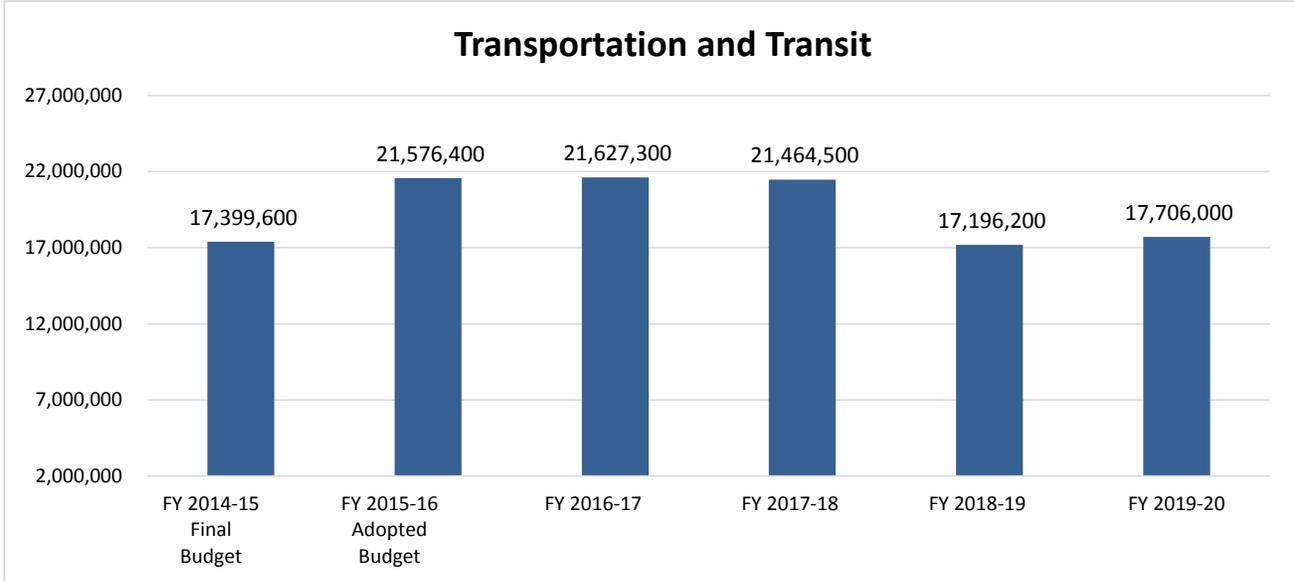


The five-year forecast assumes a \$25,000 constant annual decrease in the interest portion of the Solid Waste Recycling Educational Trust Fund.

# 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.

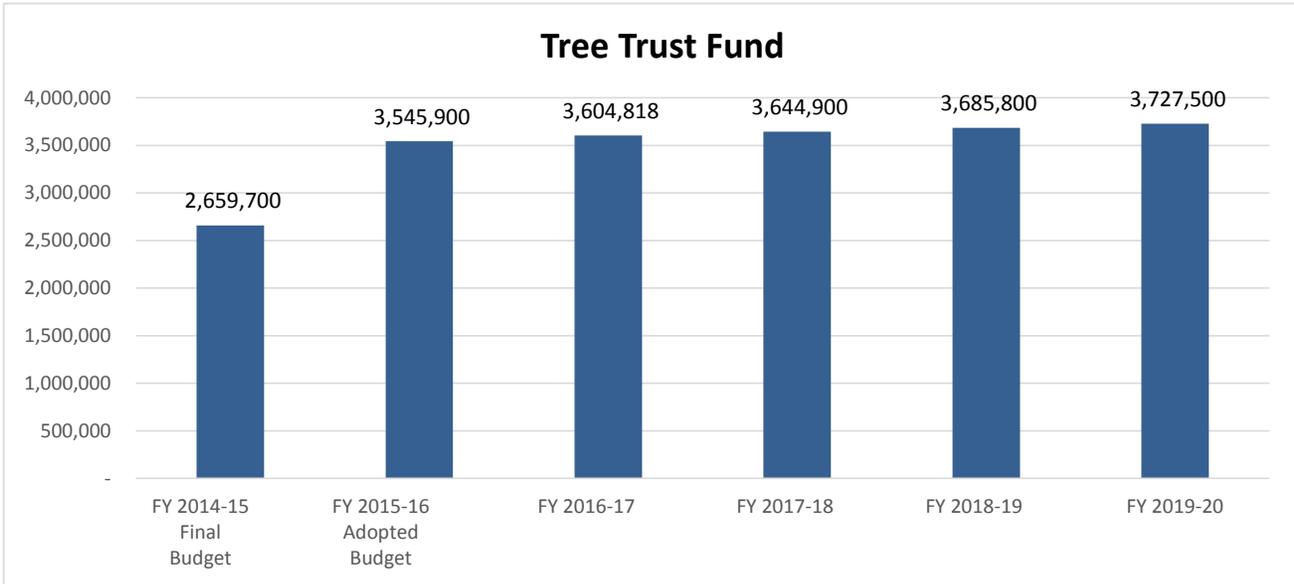


The five-year forecast assumes a sizable increase in fund balance allocation in FY 2015-16 through FY 2017-18 due to the contribution towards the Tri-Rail project. Revenues from the county over this period is assumed to increase by 3 percent annually and a steady allocation of prior year fund balance to augment the annual funding for the mass transit operations including the Trolley system and On Demand services is being projected.

# 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.



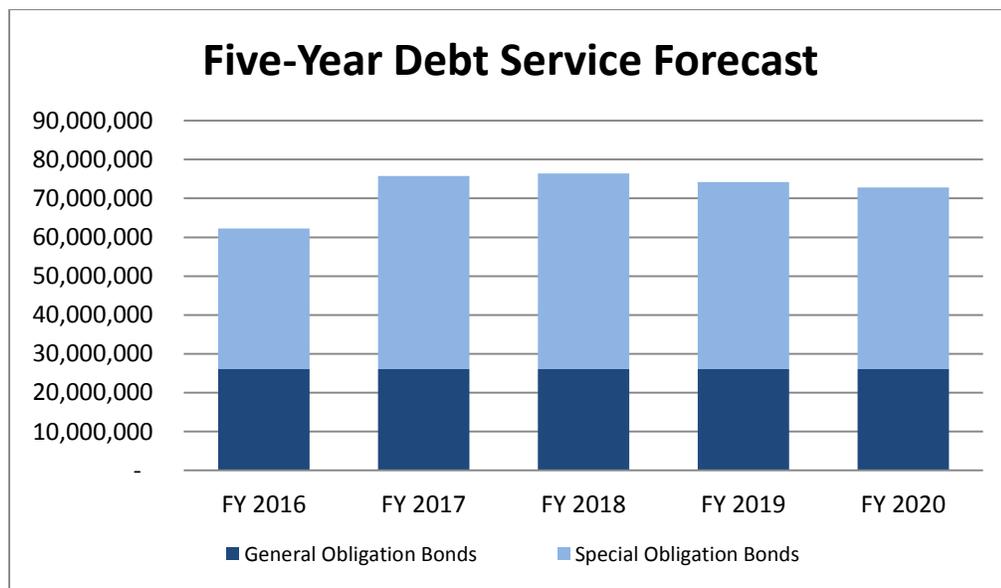
The five-year forecast assumes an increase in fund balance for Fiscal Year 2015-16, and a 2.0 percent annual increase in revenues over the five year period due to a stable pattern of revenues and expenditures.

## 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 2015-16 Debt Service Fund Budget is \$62.26 million and the projected budget amounts for FY 2017 through FY 2020 are as follows, based on the CAFR and future information:

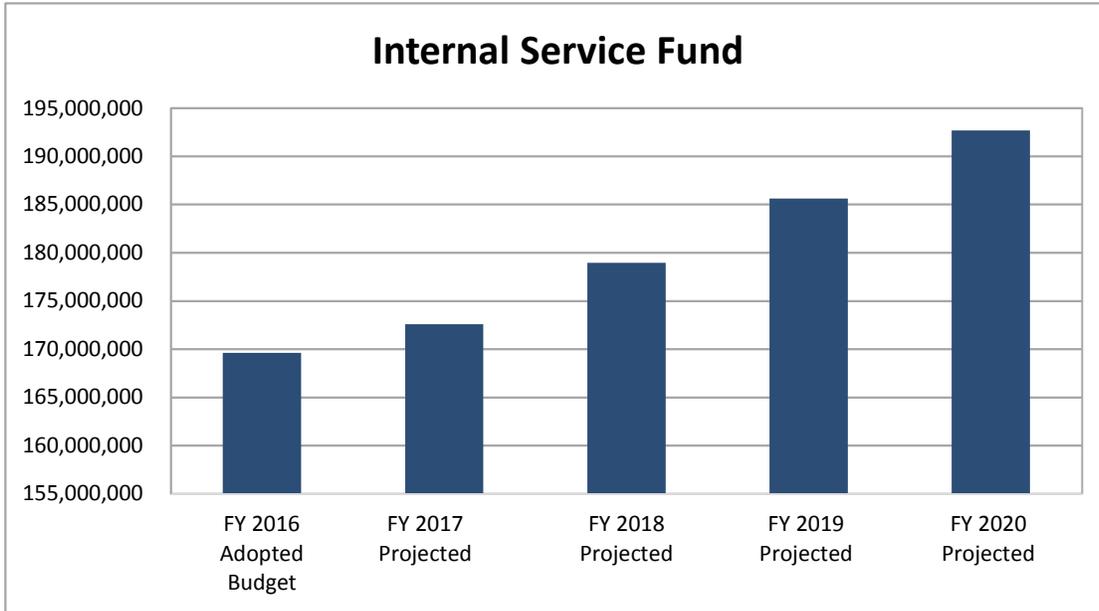
	FY 2016 Adopted Budget	FY 2017 Projected Budget	FY 2018 Projected Budget	FY 2019 Projected Budget	FY 2020 Projected Budget
<b>Revenues (Inflows)</b>					
Property Taxes	26,103,500	26,067,000	26,061,000	26,062,000	26,059,400
Transfers-IN	33,161,700	46,704,000	47,363,000	45,160,000	43,763,900
Intergovernmental Revenues	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	-	-	-	-	-
<b>Total Revenues (Inflows)</b>	<b>62,265,200</b>	<b>75,771,000</b>	<b>76,424,000</b>	<b>74,222,000</b>	<b>72,823,300</b>
<b>Expenditures (Outflows)</b>					
General Obligation Bonds	26,103,500	26,067,000	26,061,000	26,062,000	26,059,400
Special Obligation Bonds	36,161,700	49,704,000	50,363,000	48,160,000	46,763,900
<b>Total Expenditures (Outflows)</b>	<b>62,265,200</b>	<b>75,771,000</b>	<b>76,424,000</b>	<b>74,222,000</b>	<b>72,823,300</b>



# Five Year Financial Forecast

## Internal Service Fund

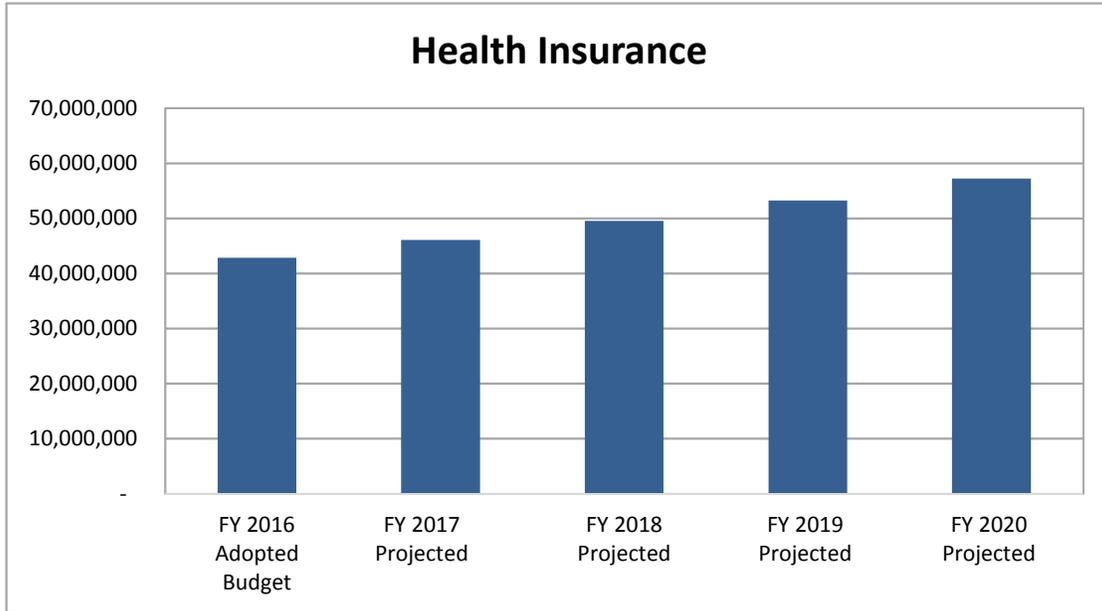
The City's Internal Service Fund (ISF) provides a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2015-16 Adopted Budget for the ISF is \$80.48 million.



# Five Year Financial Forecast

## Health Insurance

The FY 2015-16 Adopted Budget for Health Insurance is \$42.85 million. This represents an 11.13 percent decrease over the FY 2014-15 Adopted Budget. The decrease is primarily due in part to an overall reduction in serious illness claims and due in part to a reduction in the anticipated impact of the Affordable Care Act (ACA).

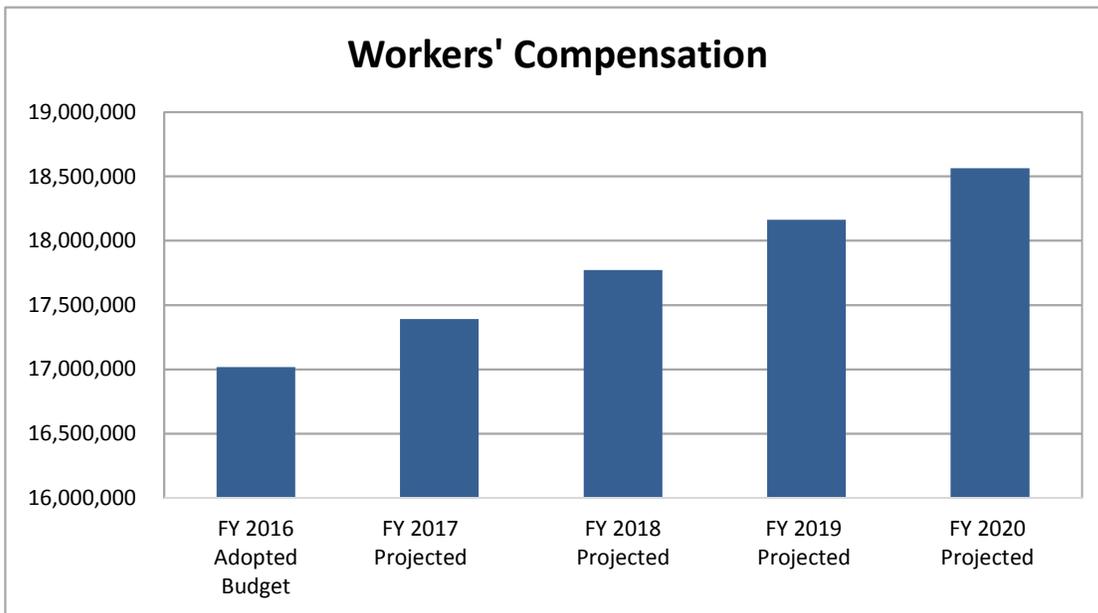


A 7.5 percent annual growth rate is actuarially projected throughout the forecast based on medical and prescription claims experience.

# Five Year Financial Forecast

## Workers' Compensation

The FY 2015-16 Adopted Budget for Workers' Compensation is \$17.02 million. This represents a 1.54 percent increase over the FY 2014-15 Adopted Budget. The increase of \$500,000 for Workers' Compensation is due to a higher confidence level being used in the actuarial projection of claim cost and a decrease of \$242,000 for Workers' Compensation

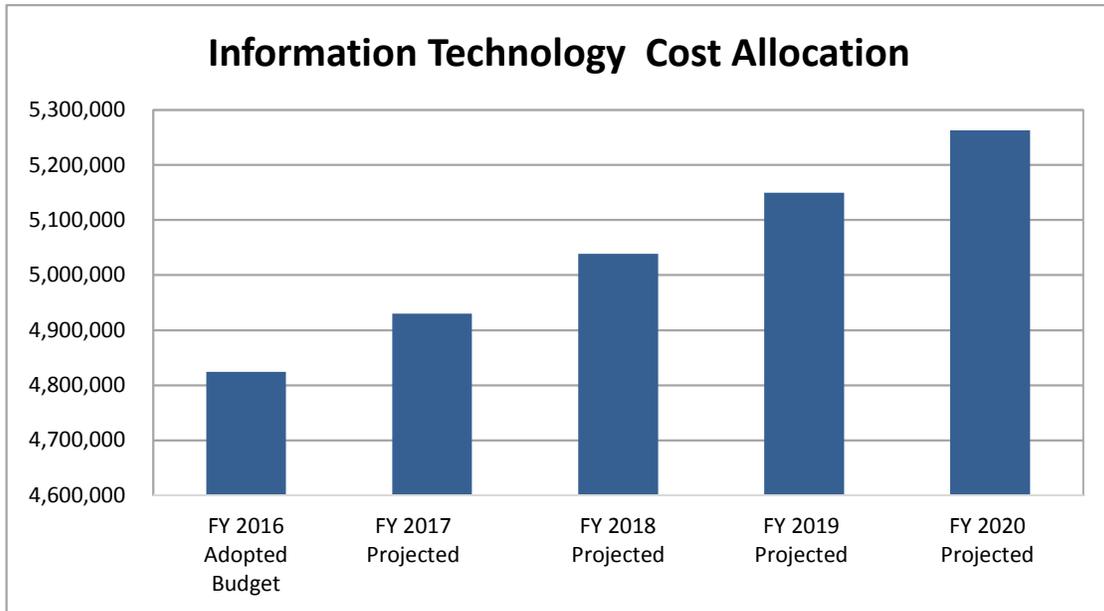


A 3 percent annual growth rate is actuarially projected throughout the forecast based on claims experience.

# Five Year Financial Forecast

## Information Technology Cost Allocation

The FY 2015-16 Adopted Budget for ITD Repair and Maintenance is \$4.82 million. This represents a 12.15 percent increase over the FY 2014-15 Adopted Budget. The increase is primarily due to the support of Microsoft Office 365 (\$539,300).

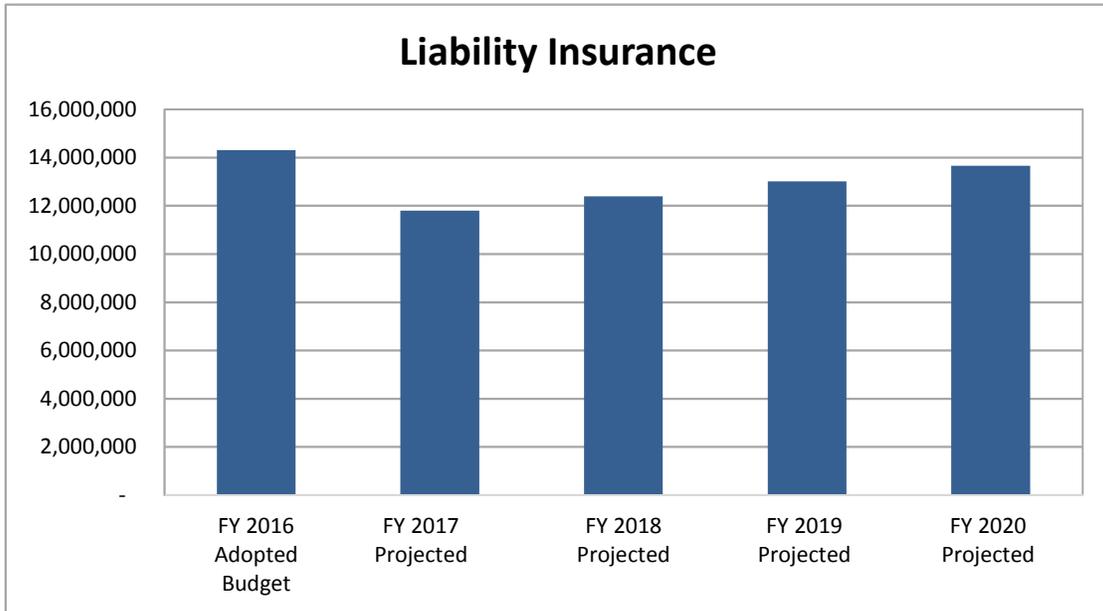


A 2.2 percent annual growth rate is projected throughout the forecast based on estimated growth rate.

# Five Year Financial Forecast

## Liability Insurance

The FY 2015-16 Adopted Budget for Liability Insurance is \$14.30 million. This represents a 44 percent increase over the FY 2014-15 Adopted Budget. The increase is primarily due to claims that are anticipated to settle in the FY 2015-16 Fiscal Year.



This projection includes an annual decrease of 17 percent for FY 2017, and an increase of 5 percent for FY 2018-20. These assumptions are based in part on forecasts developed by external actuaries.



**APPENDIX C:**  
PRESENTATION OF  
SCHEDULES AND  
GRAPHS, ALL FUNDS

**GRAPH:**  
Adopted Budget, All Funds

**SCHEDULE:**  
Revenues and Expenditures by Functional Category, All Funds

**GRAPH:**  
Revenues (Inflows) by Functional Category

**SCHEDULE:**  
Revenues (Inflows) by Functional Category and Account Object

**GRAPH:**  
Expenditures (Outflows) by Functional Category

**SCHEDULE:**  
Expenditures (Outflows) by Functional Category

**GRAPH:**  
Expenditures (Outflows) by Account Category

**SCHEDULE:**  
Expenditures (Outflows) by Account Category and Account Object

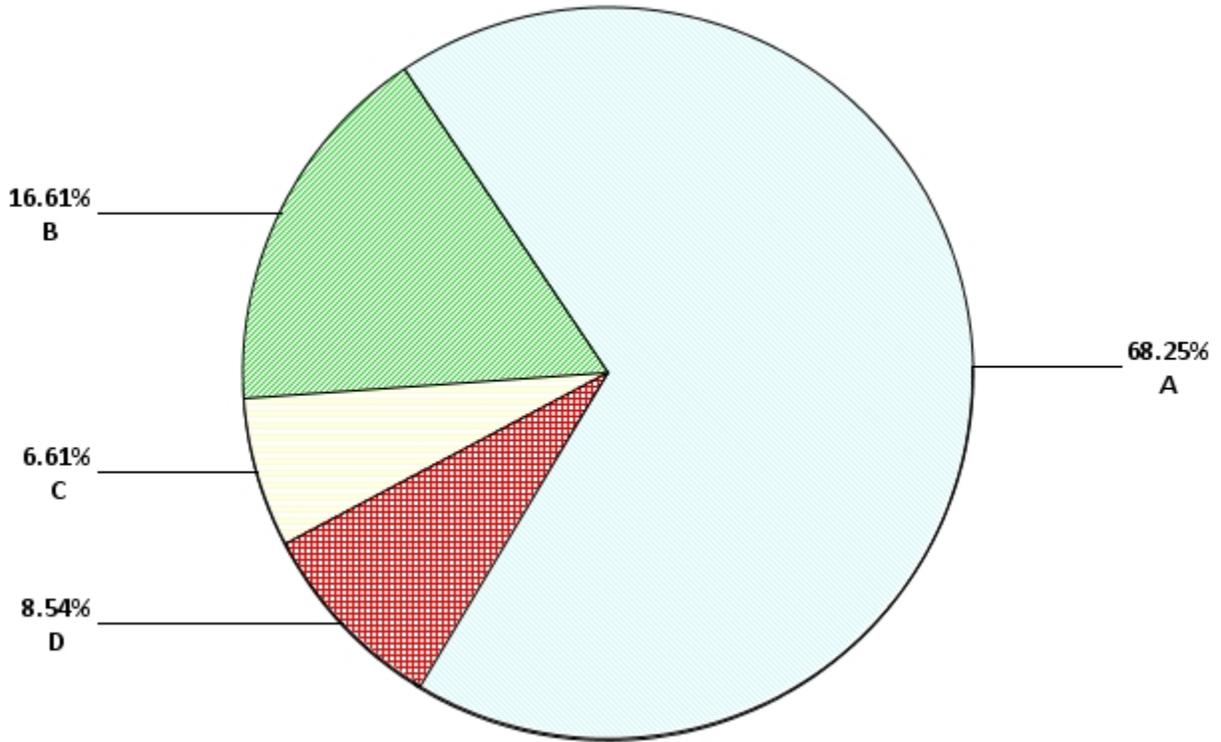




## Adopted Budget All Funds

FY 2015-16

\$942,586,500



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: General Fund	559,936,000	59.79%	643,268,900	68.25%
B: Special Revenue Funds	143,994,400	15.38%	156,567,700	16.61%
C: Debt Service Funds	63,043,900	6.73%	62,265,200	6.61%
D: Internal Service Fund	169,484,800	18.10%	80,484,700	8.54%
Total	936,459,100	100.00%	942,586,500	100.00%

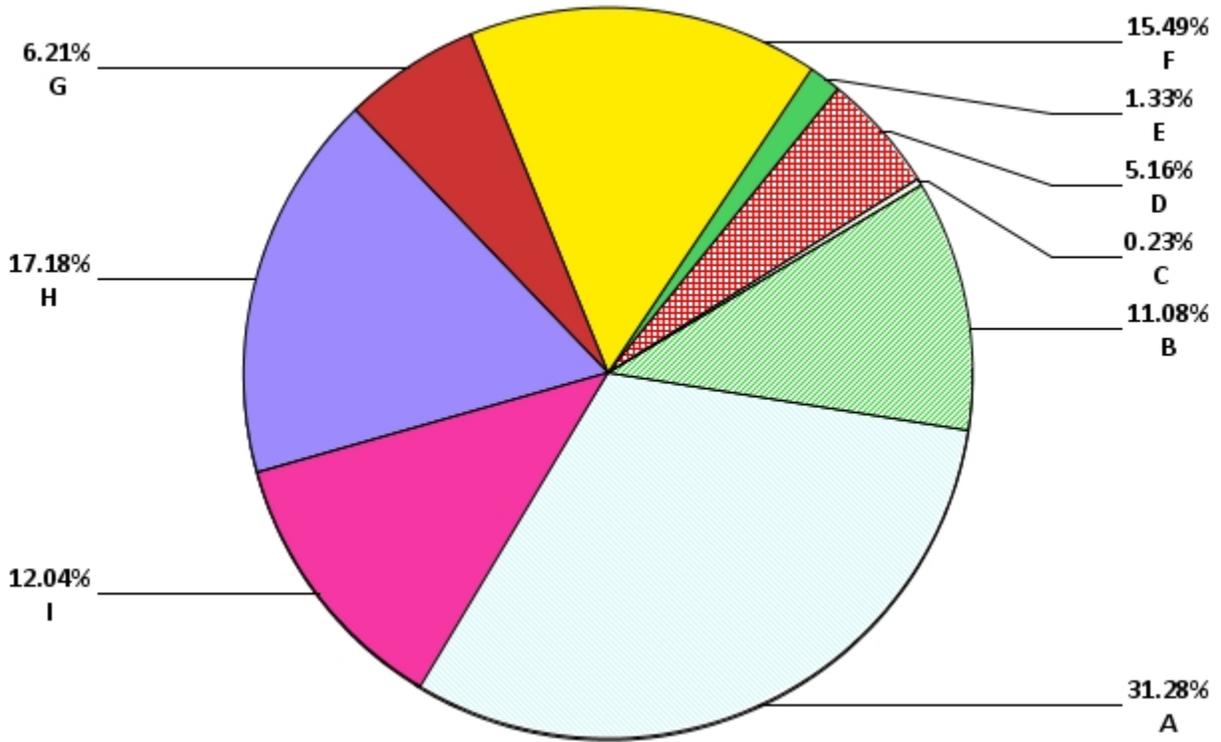
**Consolidated Schedule  
Adopted Budget  
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
<b>Revenues (Inflows)</b>						
Property Taxes	268,768,800	0	26,103,500	0	294,872,300	263,811,600
Franchise Fees and Other Taxes	104,403,200	0	0	0	104,403,200	102,212,800
Interest	2,126,300	0	0	0	2,126,300	1,900,000
Transfers-IN	4,181,100	11,263,200	33,161,700	0	48,606,000	43,633,200
Fines and Forfeitures	11,572,900	975,000	0	0	12,547,900	11,302,200
Intergovernmental Revenues	63,742,800	79,300,000	3,000,000	0	146,042,800	137,954,200
Licenses and Permits	58,502,300	24,000	0	0	58,526,300	52,118,100
Other Revenues (Inflows)	33,545,600	47,898,800	0	80,484,700	161,929,100	212,561,300
Charges for Services	96,425,900	17,106,700	0	0	113,532,600	110,965,700
<b>Total Revenues (Inflows)</b>	<b>643,268,900</b>	<b>156,567,700</b>	<b>62,265,200</b>	<b>80,484,700</b>	<b>942,586,500</b>	<b>936,459,100</b>
<b>Expenditures (Outflows)</b>						
General Government	57,514,400	11,302,000	62,265,200	4,823,800	135,905,400	129,211,700
Planning and Development	17,162,400	16,369,300	0	0	33,531,700	26,444,000
Public Works	79,746,500	15,782,600	0	0	95,529,100	86,574,300
Public Safety	320,717,400	22,670,600	0	0	343,388,000	316,754,000
Community and Economic Development	2,252,700	58,853,200	0	0	61,105,900	60,412,100
Public Facilities	8,525,100	8,126,500	0	0	16,651,600	14,769,900
Parks and Recreation	35,613,400	1,571,100	0	0	37,184,500	35,547,600
Risk Management	2,924,900	0	0	75,660,900	78,585,800	79,309,300
Non Departmental Units	50,450,300	0	0	0	50,450,300	40,646,900
Transfers - OUT	68,361,800	21,892,400	0	0	90,254,200	58,005,400
<b>Total Expenditures (Outflows)</b>	<b>643,268,900</b>	<b>156,567,700</b>	<b>62,265,200</b>	<b>80,484,700</b>	<b>942,586,500</b>	<b>936,459,100</b>

## Revenues (Inflows) All Funds

FY 2015-16

\$942,586,500



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: Property Taxes	263,811,600	28.17%	294,872,300	31.28%
B: Franchise Fees and Other Taxes	102,212,800	10.91%	104,403,200	11.08%
C: Interest	1,900,000	0.20%	2,126,300	0.23%
D: Transfers-IN	43,633,200	4.66%	48,606,000	5.16%
E: Fines and Forfeitures	11,302,200	1.21%	12,547,900	1.33%
F: Intergovernmental Revenues	137,954,200	14.73%	146,042,800	15.49%
G: Licenses and Permits	52,118,100	5.57%	58,526,300	6.21%
H: Other Revenues (Inflows)	212,561,300	22.70%	161,929,100	17.18%
I: Charges for Services	110,965,700	11.85%	113,532,600	12.04%
<b>Total</b>	<b>936,459,100</b>	<b>100.00%</b>	<b>942,586,500</b>	<b>100.00%</b>

**Consolidated Schedule  
Revenues (Inflows) by Account Category  
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
<b>Property Taxes</b>						
Ad Valorem Taxes-Real	251,500,200	0	26,103,500	0	277,603,700	247,168,600
Ad Valorem Taxes-Real-Delinquent	2,000,000	0	0	0	2,000,000	2,000,000
Ad Valorem Taxes-Penalty & Interest	25,000	0	0	0	25,000	25,000
Ad Valorem Taxes-Personal	15,238,600	0	0	0	15,238,600	14,613,000
Ad Valorem Taxes-Personal-Delinquent	5,000	0	0	0	5,000	5,000
<b>Total Property Taxes:</b>	<b>268,768,800</b>	<b>0</b>	<b>26,103,500</b>	<b>0</b>	<b>294,872,300</b>	<b>263,811,600</b>
<b>Franchise Fees and Other Taxes</b>						
S,U&F Taxes-Local Option Fuel Tax	6,871,000	0	0	0	6,871,000	6,647,000
Franc Fee-Electricity	27,889,300	0	0	0	27,889,300	25,000,200
Franc Fee-Gas	370,200	0	0	0	370,200	370,200
Utility Ser Fee-Electricity	32,270,200	0	0	0	32,270,200	29,585,500
Utility Ser Fee-Water	4,755,000	0	0	0	4,755,000	4,200,000
Utility Ser Fee-Gas	677,100	0	0	0	677,100	537,000
Utility Ser Fee-Fuel Oil	16,600	0	0	0	16,600	13,200
Public Service Taxes	20,203,800	0	0	0	20,203,800	24,639,700
Other Taxes-Storm Water	11,350,000	0	0	0	11,350,000	11,220,000
<b>Total Franchise Fees and Other Taxes:</b>	<b>104,403,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,403,200</b>	<b>102,212,800</b>
<b>Interest</b>						
Misc-Int & Pen-Investment	2,126,300	0	0	0	2,126,300	1,900,000
<b>Total Interest:</b>	<b>2,126,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,126,300</b>	<b>1,900,000</b>
<b>Transfers-IN</b>						
Other-Interfund Transfer	4,181,100	7,485,800	33,161,700	0	44,828,600	38,570,500
Other-Intrafund Transfer	0	3,777,400	0	0	3,777,400	5,062,700
<b>Total Transfers-IN:</b>	<b>4,181,100</b>	<b>11,263,200</b>	<b>33,161,700</b>	<b>0</b>	<b>48,606,000</b>	<b>43,633,200</b>
<b>Fines and Forfeitures</b>						
Fines-Judgments And Fines	4,000,000	0	0	0	4,000,000	3,500,000
Fines-Violations Of Local Ordinances	250,000	0	0	0	250,000	250,000
Fines-Other Fines And/Or Forfeits	1,022,900	975,000	0	0	1,997,900	1,192,200
Misc-Red Light Camera Fines	6,300,000	0	0	0	6,300,000	6,360,000
<b>Total Fines and Forfeitures:</b>	<b>11,572,900</b>	<b>975,000</b>	<b>0</b>	<b>0</b>	<b>12,547,900</b>	<b>11,302,200</b>

**Consolidated Schedule  
Revenues (Inflows) by Account Category  
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
<b><u>Intergovernmental Revenues</u></b>						
Federal Grants	0	59,657,100	0	0	59,657,100	64,228,700
State Grants	0	1,267,500	0	0	1,267,500	1,679,300
State Shared Revenues	574,200	0	0	0	574,200	547,500
Municipal Rev Sharing	13,294,300	0	0	0	13,294,300	12,497,500
Half Cent Sales Tax	31,921,500	0	0	0	31,921,500	29,582,100
State Pension Payment	10,215,600	0	0	0	10,215,600	0
Grants From Other Local Units	0	16,989,400	3,000,000	0	19,989,400	19,481,900
Shared Revenues From Other Local Units	537,200	1,386,000	0	0	1,923,200	2,737,200
Shared Revenues - MPA	7,200,000	0	0	0	7,200,000	7,200,000
<b>Total Intergovernmental Revenues:</b>	<b>63,742,800</b>	<b>79,300,000</b>	<b>3,000,000</b>	<b>0</b>	<b>146,042,800</b>	<b>137,954,200</b>
<b><u>Licenses and Permits</u></b>						
Business Tax Receipt-Business	7,200,000	0	0	0	7,200,000	7,125,000
Business Tax Receipt-Business-Penalty	183,000	0	0	0	183,000	100,000
Business Tax Receipt-Metro	510,100	0	0	0	510,100	530,000
Building Permits	19,504,000	0	0	0	19,504,000	15,520,000
Other Licenses, Fees and Permits	2,405,200	24,000	0	0	2,429,200	2,443,100
Other Licenses, Fees - CU(SW)	7,200,000	0	0	0	7,200,000	6,100,000
Other Licenses, Fees - SW						
Franchise and Comm Haulers	13,500,000	0	0	0	13,500,000	12,600,000
Other Licenses, Fees - Murals	3,000,000	0	0	0	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	2,500,000	0	0	0	2,500,000	2,500,000
Other Licenses, Fees - CU	2,500,000	0	0	0	2,500,000	2,200,000
<b>Total Licenses and Permits:</b>	<b>58,502,300</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>58,526,300</b>	<b>52,118,100</b>
<b><u>Other Revenues (Inflows)</u></b>						
Misc-Disposition Of Fixed Assets	34,200	0	0	0	34,200	4,000
Misc-Sales Of Surplus Materials And Scrap	1,000	0	0	0	1,000	2,500
Misc-Contributions And Donations From Private Sources	0	705,000	0	0	705,000	0
Misc-Other Miscellaneous Revenues	932,300	5,650,600	0	0	6,582,900	11,882,600
Misc.-Other Service Charges/Late Fees	1,211,100	0	0	0	1,211,100	1,900,000
Misc. -Other Revenues EE Health	0	0	0	4,500,000	4,500,000	4,500,000
Misc. -Other Revenues Retirees Health	0	0	0	8,500,000	8,500,000	0
Misc-Settlements	1,800,000	55,000	0	1,500,000	3,355,000	1,865,500
Misc-Contra Revenue For Bad Debt Allowance	105,200	0	0	0	105,200	105,000

**Consolidated Schedule  
Revenues (Inflows) by Account Category  
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
Other-Nonoperating Sources	1,841,300	2,853,700	0	65,984,700	70,679,700	158,072,600
Other-Oth N-optg Sour/Carryover	27,620,500	38,634,500	0	0	66,255,000	34,229,100
<b>Total Other Revenues (Inflows):</b>	<b>33,545,600</b>	<b>47,898,800</b>	<b>0</b>	<b>80,484,700</b>	<b>161,929,100</b>	<b>212,561,300</b>

**Charges for Services**

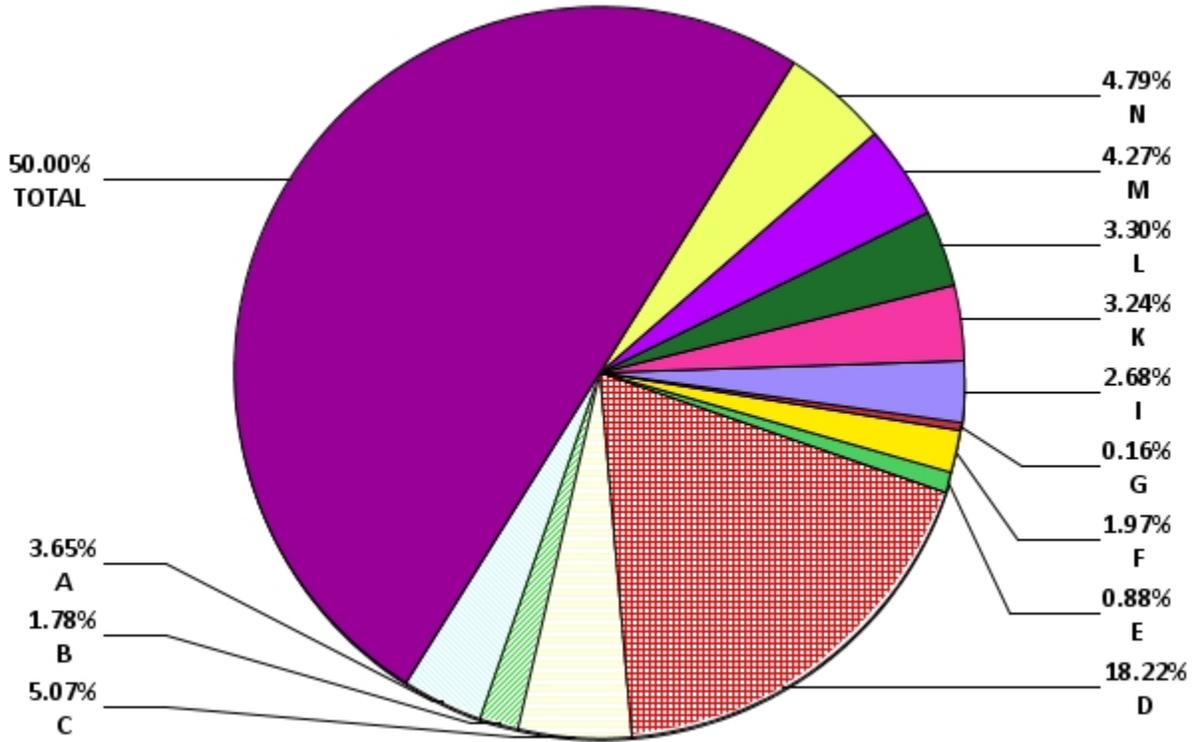
CFS-GG-Internal Service Fund Fees And Charges	1,060,000	0	0	0	1,060,000	755,000
CFS-GG-Other General Government Charges And Fees	922,000	60,000	0	0	982,000	754,200
CFS-PS-Police Services	2,950,000	886,000	0	0	3,836,000	3,581,000
CFS-PS-Emergency Service Fees	8,500,000	0	0	0	8,500,000	8,500,000
CFS-PS-Protective Inspection Fees	440,500	0	0	0	440,500	440,500
CFS-PS-Ambulance/False Alarm Fees	600,700	0	0	0	600,700	600,700
CFS-PS-Other Public Safety Charges And Fees	400,000	600,000	0	0	1,000,000	650,000
CFS-PE-Garbage/Solid Waste Revenue	25,226,000	0	0	0	25,226,000	25,600,000
CFS-PE-Cemetery Fees	1,200	0	0	0	1,200	1,200
CFS-PE-Other Physical Environment Revenue	245,800	0	0	0	245,800	290,000
CFS-Trans-Parking Facilities	0	7,556,200	0	0	7,556,200	7,485,600
CFS-Trans-Tolls	250,000	0	0	0	250,000	250,000
CFS-Trans-Tools	0	739,000	0	0	739,000	739,000
CFS-C&R-Special Recreation Facilities	1,096,000	780,000	0	0	1,876,000	2,766,300
CFS-C&R-Other Culture/Recreation	3,602,000	150,100	0	0	3,752,100	3,749,500
CFS-C&R-Other Culture/Recreation (PF)	8,800,000	0	0	0	8,800,000	8,600,000
CFS-Rents And Royalties	10,014,600	2,429,300	0	0	12,443,900	12,059,300
CFS-Other Charges for Services	6,940,300	3,600,000	0	0	10,540,300	7,343,400
CFS-Parking Surcharges Lockbox	19,500,000	306,100	0	0	19,806,100	18,000,000
CFS - Pari-Mutuel Revenues stor	1,926,800	0	0	0	1,926,800	1,800,000
CFS-Building Inspections	3,950,000	0	0	0	3,950,000	7,000,000
<b>Total Charges for Services:</b>	<b>96,425,900</b>	<b>17,106,700</b>	<b>0</b>	<b>0</b>	<b>113,532,600</b>	<b>110,965,700</b>

<b>Total Revenue (Inflows):</b>	<b>643,268,900</b>	<b>156,567,700</b>	<b>62,265,200</b>	<b>80,484,700</b>	<b>942,586,500</b>	<b>936,459,100</b>
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## Expenditures (Outflows) All Funds

FY 2015-16

\$942,586,500



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: General Government	61,866,700	6.61%	68,816,400	7.30%
B: Planning and Development	26,444,000	2.82%	33,531,700	3.56%
C: Public Works	86,574,300	9.24%	95,529,100	10.13%
D: Public Safety	316,754,000	33.82%	343,388,000	36.43%
E: Public Facilities	14,769,900	1.58%	16,651,600	1.77%
F: Parks and Recreation	35,547,600	3.80%	37,184,500	3.94%
G: Risk Management	2,909,500	0.31%	2,924,900	0.31%
H: Non-Departmental	40,646,900	4.34%	50,450,300	5.35%
I: Community and Economic Development	60,412,100	6.45%	61,105,900	6.48%
J: Debt Service Funds	63,043,900	6.73%	62,265,200	6.61%
K: Internal Service Fund	169,484,800	18.10%	80,484,700	8.54%
L: Transfers - OUT	58,005,400	6.19%	90,254,200	9.58%
<b>Total</b>	<b>936,459,100</b>	<b>100.00%</b>	<b>942,586,500</b>	<b>100.00%</b>

**Consolidated Schedule**  
**Expenditures (Outflows) by Function and department**  
**All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
<b><u>General Government</u></b>						
Office of the Mayor	1,075,000	2,921,100	0	0	3,996,100	1,530,400
Board of Commissioners	2,658,400	1,090,000	0	0	3,748,400	3,833,500
Total City Manager	3,264,600	6,000	0	0	3,270,600	2,678,700
Total Office of Agenda Coordination	341,800	0	0	0	341,800	302,400
Total Office of the Auditor General	1,200,900	0	0	0	1,200,900	1,160,000
Office of the City Attorney	7,615,100	0	0	0	7,615,100	7,487,900
Office of the City Clerk	1,624,700	664,900	0	0	2,289,600	2,245,000
Total Civil Services	435,000	0	0	0	435,000	424,900
Total Code Compliance	5,584,500	0	0	0	5,584,500	4,630,700
Office of Communications and Protocol	1,079,400	44,400	0	0	1,123,800	1,147,400
Total Office of EODP	369,900	0	0	0	369,900	344,900
Total Office of Film and Entertainment	381,100	0	0	0	381,100	341,700
Total Finance	8,506,800	0	62,265,200	0	70,772,000	71,555,100
Total Office of Grants Administration	1,265,500	3,327,200	0	0	4,592,700	3,823,200
Total Human Resources	4,114,000	0	0	0	4,114,000	3,851,400
Total Information Technology	8,821,700	100,000	0	4,823,800	13,745,500	12,934,800
Total Office of Management and Budget	2,135,400	182,000	0	0	2,317,400	1,821,300
Total Neighborhood Enhancement Teams (NET)	4,878,400	2,966,400	0	0	7,844,800	7,052,300
Total Procurement	2,162,200	0	0	0	2,162,200	2,046,100
<b>Total General Government</b>	<b>57,514,400</b>	<b>11,302,000</b>	<b>62,265,200</b>	<b>4,823,800</b>	<b>135,905,400</b>	<b>129,211,700</b>
<b><u>Planning and Development</u></b>						
Total Building Department	10,361,800	439,400	0	0	10,801,200	10,532,000
Total Planning Department	6,800,600	15,929,900	0	0	22,730,500	15,912,000
<b>Total Planning and Development</b>	<b>17,162,400</b>	<b>16,369,300</b>	<b>0</b>	<b>0</b>	<b>33,531,700</b>	<b>26,444,000</b>
<b><u>Community and Economic Development</u></b>						
Total Community Development Department	2,252,700	59,453,200	0	0	61,705,900	60,412,100
<b>Total Community and Economic Development</b>	<b>2,252,700</b>	<b>59,453,200</b>	<b>0</b>	<b>0</b>	<b>61,705,900</b>	<b>60,412,100</b>
<b><u>Public Works</u></b>						
Total GSA Department	23,131,600	25,700	0	0	23,157,300	21,329,400
Total Public Works Department	20,685,800	7,120,700	0	0	27,806,500	21,672,300
Total Solid Waste Department	30,598,900	1,209,000	0	0	31,807,900	30,819,500

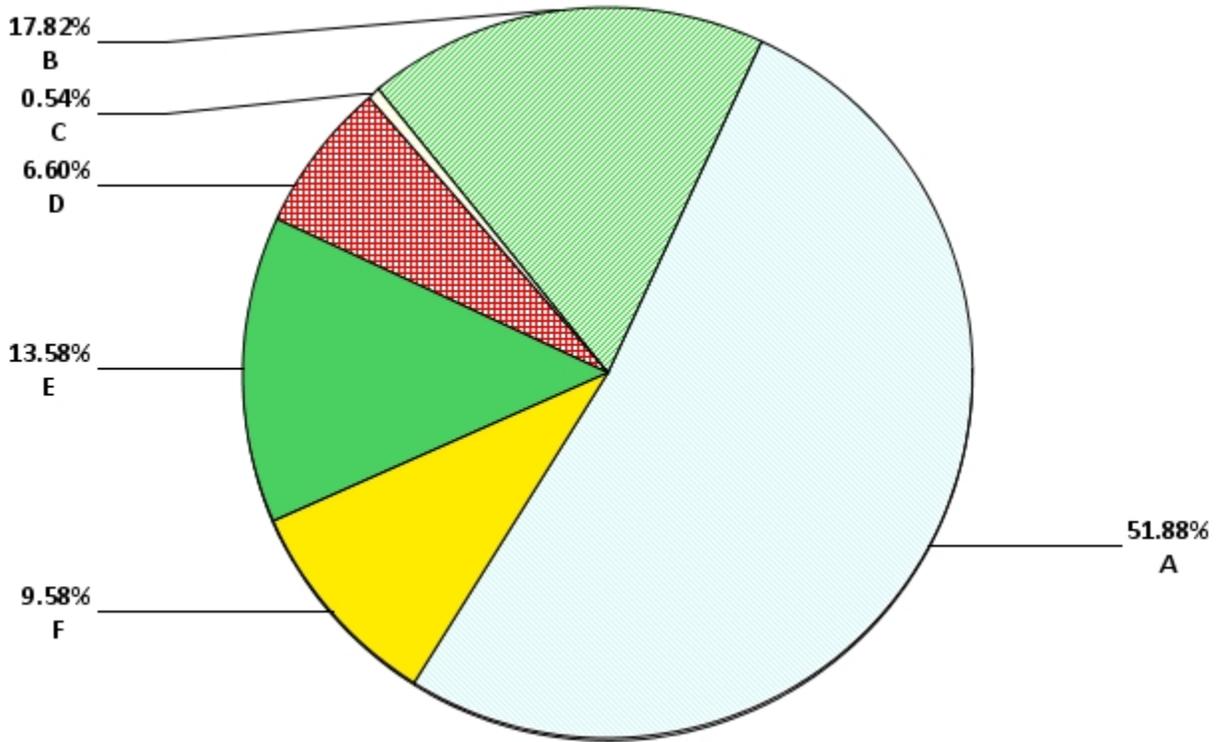
**Consolidated Schedule**  
**Expenditures (Outflows) by Function and department**  
**All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
Total Capital Improvements and Transportation	5,330,200	22,494,700	0	0	27,824,900	23,780,600
<b>Total Public Works</b>	<b>79,746,500</b>	<b>30,850,100</b>	<b>0</b>	<b>0</b>	<b>110,596,600</b>	<b>97,601,800</b>
<b>Public Safety</b>						
Total Fire-Rescue	111,880,700	6,323,600	0	0	118,204,300	118,234,400
Total Police	208,836,700	16,347,000	0	0	225,183,700	198,519,600
<b>Total Public Safety</b>	<b>320,717,400</b>	<b>22,670,600</b>	<b>0</b>	<b>0</b>	<b>343,388,000</b>	<b>316,754,000</b>
<b>Other Departments</b>						
Total Real Estate and Asset Management	8,525,100	14,351,400	0	0	22,876,500	21,654,100
Total Parks and Recreation	35,613,400	1,571,100	0	0	37,184,500	35,547,600
Risk Management	2,924,900	0	0	75,660,900	78,585,800	79,309,300
<b>Total Other</b>	<b>47,063,400</b>	<b>15,922,500</b>	<b>0</b>	<b>75,660,900</b>	<b>138,646,800</b>	<b>136,511,000</b>
<b>Pension</b>						
Pensions Department	0	0	0	0	0	88,783,900
<b>Pensions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88,783,900</b>
<b>Non-Departmental</b>						
Total Non Departmental	118,812,100	0	0	0	118,812,100	80,740,600
<b>Total Non Departmental Units</b>	<b>118,812,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118,812,100</b>	<b>80,740,600</b>
<b>Total All Organizations</b>	<b>643,268,900</b>	<b>156,567,700</b>	<b>62,265,200</b>	<b>80,484,700</b>	<b>942,586,500</b>	<b>936,459,100</b>

## Expenditures (Outflows) by Category All Funds

FY 2015-16

\$942,586,500



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: Personnel	553,531,910	59.11%	489,052,000	51.88%
B: Operating Expense	147,963,590	15.80%	168,009,700	17.82%
C: Capital Outlay	6,936,500	0.74%	5,044,400	0.54%
D: Debt Service	63,012,400	6.73%	62,229,500	6.60%
E: Non-Operating Expenses	107,009,300	11.43%	127,996,700	13.58%
F: Transfers - OUT	58,005,400	6.19%	90,254,200	9.58%
<b>Total</b>	<b>936,459,100</b>	<b>100.00%</b>	<b>942,586,500</b>	<b>100.00%</b>

**Budget Funds**  
**Schedule of Expenditures (Outflows)**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
<b>Personnel</b>						
Executive Salaries	413,200	0	0	0	413,200	434,400
Regular Salaries and Wages	238,897,900	10,599,000	0	0	249,496,900	228,884,200
Attrition Savings - Salaries	(10,107,300)	0	0	0	(10,107,300)	(10,519,000)
Other Salaries and Wages	13,432,399	1,575,900	0	0	15,008,299	12,582,500
Overtime	12,299,200	1,277,700	0	0	13,576,900	14,984,900
Special Pay	20,968,700	241,600	0	0	21,210,300	23,960,100
Fringe Benefits	1,108,400	37,700	0	0	1,146,100	1,429,100
Fringe Benefits - Tuition Reimbursement	264,300	0	0	0	264,300	0
Fica Taxes	10,161,500	639,700	0	0	10,801,200	10,140,410
Retirement Contributions	37,019,200	1,793,200	0	0	38,812,400	74,347,700
Police and Fire - FIPO	48,968,800	1,572,100	0	0	50,540,900	99,292,800
Secondary Pension Contributions	10,215,600	0	0	0	10,215,600	0
Life and Health Insurance	28,366,200	1,434,300	0	42,845,900	72,646,400	84,468,000
Health Trust - FOP	15,026,800	0	0	0	15,026,800	13,526,800
<b>Total Personnel:</b>	<b>427,034,899</b>	<b>19,171,200</b>	<b>0</b>	<b>42,845,900</b>	<b>489,052,000</b>	<b>553,531,910</b>

**Operating Expense**

Workers' Compensation	16,332,500	657,600	0	17,015,000	34,005,100	33,627,300
Unemployment Compensation	280,000	0	0	0	280,000	280,000
Professional Services	4,966,400	1,533,900	6,500	0	6,506,800	6,691,100
Professional Services-Legal Services	954,500	0	0	0	954,500	954,500
Professional Services-Medical	1,675,800	11,400	0	0	1,687,200	862,700
Accounting and Auditing	579,500	0	0	0	579,500	579,500
Court Services	95,400	0	0	0	95,400	95,400
Other Contractual Services	10,403,200	12,036,400	29,200	0	22,468,800	22,435,800
Travel and Per Diem	267,900	752,300	0	0	1,020,200	961,700
Training	376,400	0	0	0	376,400	71,000
Communications & Related Services	264,400	913,200	0	0	1,177,600	829,100
Postage	451,600	12,400	0	0	464,000	410,300
Utility Services	11,595,000	18,000	0	0	11,613,000	11,034,300
Rentals and Leases	4,711,500	296,300	0	0	5,007,800	2,215,100
Insurance - Police Torts	2,700,000	0	0	2,700,000	5,400,000	1,800,000
Insurance - Vehicle Liability	1,300,000	0	0	1,300,000	2,600,000	1,800,000
Insurance - Property & Casualty	6,400,000	0	0	6,400,000	12,800,000	13,463,600
Insurance - General Liability	3,800,000	0	0	3,800,000	7,600,000	1,800,000
Insurance - Public Official	100,000	0	0	100,000	200,000	1,000,400
Repair and Maintenance Services	7,676,600	359,800	0	0	8,036,400	7,379,800

**Budget Funds**  
**Schedule of Expenditures (Outflows)**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
IT-Repair and Maintenance Services	4,823,800	0	0	4,823,800	9,647,600	8,602,200
Printing and Binding	31,600	300	0	0	31,900	13,800
Printing and Binding-Outsourcing	27,000	10,300	0	0	37,300	33,300
Printing and Binding-Paper Stock	72,855	0	0	0	72,855	72,900
Printing and Binding-Supplies	8,500	0	0	0	8,500	8,500
Promotional Activities	18,900	12,900	0	0	31,800	17,800
Advertising and Related Costs	387,100	126,500	0	0	513,600	381,400
Other Current Charges and Obligations	16,763,400	284,400	0	0	17,047,800	13,994,100
Office Supplies	545,800	108,800	0	0	654,600	553,300
Operating Supplies	4,009,055	529,700	0	0	4,538,755	4,064,500
Motor Fuel	7,374,700	70,000	0	0	7,444,700	8,026,600
Public Safety Supplies	1,173,800	500	0	0	1,174,300	1,129,800
Clothing/Uniform Supplies	1,753,000	122,700	0	0	1,875,700	1,462,700
Landscaping Related Supplies, LandscapingRelated Supplies	455,000	0	0	0	455,000	200,000
Road Materials and Supplies	195,000	0	0	0	195,000	65,000
Subscriptions, Memberships, Licenses, Permits & Others	813,890	84,500	0	0	898,390	650,590
Capitalized Books, Publications, and Library Materials	600	0	0	0	600	600
Weapons And Ammunitions	480,200	28,400	0	0	508,600	394,900
<b>Total Operating Expense:</b>	<b>113,864,900</b>	<b>17,970,300</b>	<b>35,700</b>	<b>36,138,800</b>	<b>168,009,700</b>	<b>147,963,590</b>
<b>Capital Outlay</b>						
Improvements Other Than Buildings	0	687,000	0	0	687,000	577,000
Machinery and Equipment	1,664,500	2,692,900	0	0	4,357,400	5,099,800
Capital Leases	0	0	0	0	0	1,259,700
<b>Total Capital Outlay:</b>	<b>1,664,500</b>	<b>3,379,900</b>	<b>0</b>	<b>0</b>	<b>5,044,400</b>	<b>6,936,500</b>
<b>Debt Service</b>						
Principal	0	0	28,708,600	0	28,708,600	21,634,500
Interest	0	0	33,520,900	0	33,520,900	41,377,900
<b>Total Debt Service:</b>	<b>0</b>	<b>0</b>	<b>62,229,500</b>	<b>0</b>	<b>62,229,500</b>	<b>63,012,400</b>
<b>Non-Operating Expense</b>						
Aids to Government Agencies	876,500	230,300	0	0	1,106,800	699,100
Aids to Private Organizations	1,919,400	55,469,800	0	0	57,389,200	55,668,500
Other Grants and Aids	0	2,314,800	0	0	2,314,800	224,200
Budget Reserve	24,546,900	36,139,000	0	1,500,000	62,185,900	40,682,100

**Budget Funds**  
**Schedule of Expenditures (Outflows)**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2015-16 Adopted All Funds	FY 2014-15 Adopted All Funds
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Other Uses	0	0	0	0	0	4,735,400
<b>Total Non-Operating Expense:</b>	<b>32,342,800</b>	<b>94,153,900</b>	<b>0</b>	<b>1,500,000</b>	<b>127,996,700</b>	<b>107,009,300</b>
<b><u>Transfers-OUT</u></b>						
Interfund Transfers	68,361,800	21,892,400	0	0	90,254,200	58,005,400
<b>Total Transfers-OUT:</b>	<b>68,361,800</b>	<b>21,892,400</b>	<b>0</b>	<b>0</b>	<b>90,254,200</b>	<b>58,005,400</b>
<b>Total Expenditure (Outflows):</b>	<b>643,268,900</b>	<b>156,567,700</b>	<b>62,265,200</b>	<b>80,484,700</b>	<b>942,586,500</b>	<b>936,459,100</b>



**APPENDIX D:**  
PRESENTATION OF  
SCHEDULES AND  
GRAPHS, GENERAL FUNDS

**SCHEDULE:**  
Summary Revenues and Expenditures by Functional Category, General Fund

**GRAPH:**  
Revenues (Inflows) by Functional Category

**SCHEDULE:**  
Revenues (Inflows) by Functional Category and Account Object

**SCHEDULE:**  
Revenues (Inflows) by Department and Account Category

**GRAPH:**  
Expenditures (Outflows) by Functional Category

**SCHEDULE:**  
Expenditures (Outflows) by Functional Category and General Fund Department

**GRAPH:**  
Expenditures (Outflows) by Account Category

**SCHEDULE:**  
Expenditures (Outflows) by Account Category and Account Object



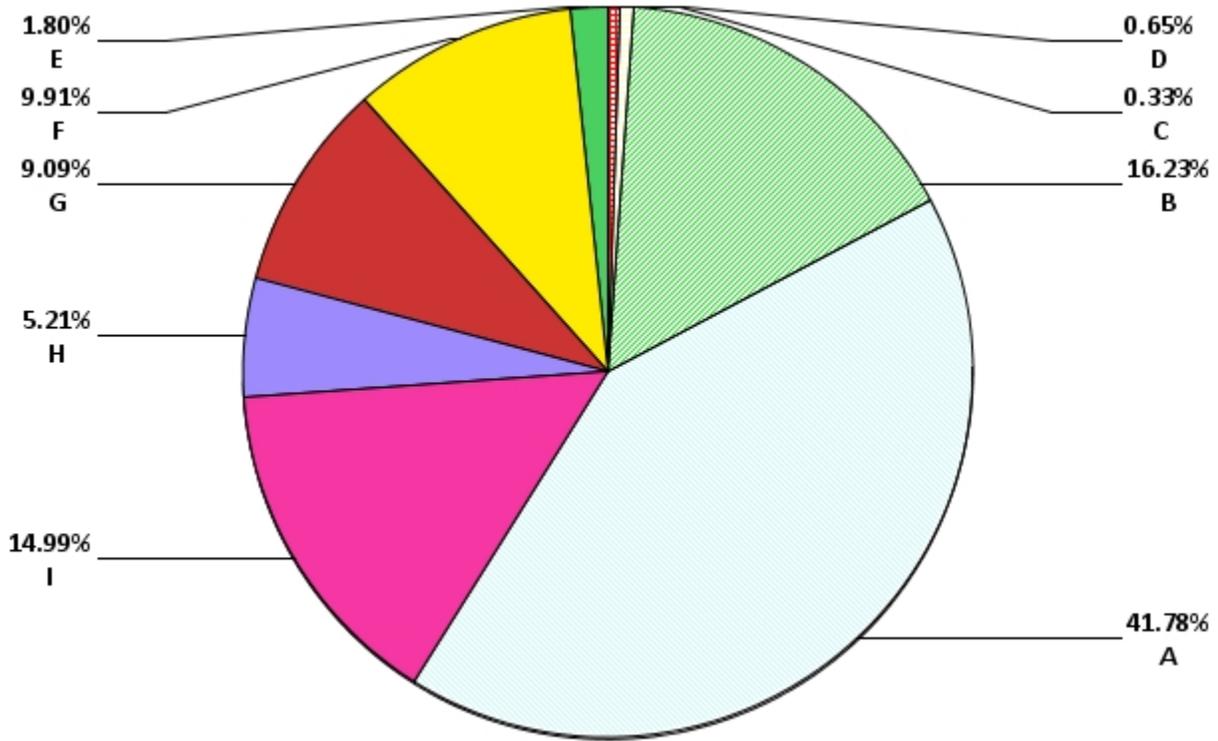


**Summary of FY 2015-16  
Adopted Budget  
Hyperion - Total General Fund**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
<b>Revenues</b>					
Property Taxes	209,126,414	208,998,635	215,971,382	239,056,600	268,768,800
Franchise Fees and Other Taxes	102,489,740	103,974,852	106,706,982	102,212,800	104,403,200
Interest	2,418,809	(2,546,552)	3,740,132	1,900,000	2,126,300
Transfers-IN	5,206,967	440,059	12,279,145	2,899,200	4,181,100
Fines and Forfeitures	10,666,517	11,459,362	11,406,852	10,632,200	11,572,900
Intergovernmental Revenues	56,176,739	58,259,391	61,012,402	50,498,300	63,742,800
Licenses and Permits	35,655,699	35,794,074	60,863,491	52,039,000	58,502,300
Other Revenues (Inflows)	15,103,567	5,072,173	4,489,905	4,633,500	33,545,600
Charges for Services	91,413,221	104,418,469	92,987,683	96,064,400	96,425,900
<b>Total Revenues</b>	<b>528,257,674</b>	<b>525,870,461</b>	<b>569,457,974</b>	<b>559,936,000</b>	<b>643,268,900</b>
<b>Expenditures</b>					
General Government	34,630,860	47,789,312	46,828,592	53,822,100	57,514,400
Planning and Development	7,706,053	11,903,902	14,010,132	16,526,200	17,162,400
Public Works	51,835,618	68,872,772	70,597,666	74,070,800	79,746,500
Public Safety	190,369,730	271,368,416	283,201,432	292,014,300	320,717,400
Public Facilities	4,162,439	5,650,827	5,915,745	7,466,300	8,525,100
Parks and Recreation	22,857,751	29,300,240	28,944,391	32,386,200	35,613,400
Risk Management	58,357,007	11,809,265	11,195,003	2,909,500	2,924,900
Pensions	72,843,201	535,711	0	0	0
Non-Departmental	13,948,698	21,739,498	23,422,927	40,646,900	50,450,300
Community and Economic Development	0	87	0	0	2,252,700
Transfers - OUT	33,029,917	38,973,300	58,300,181	40,093,700	68,361,800
<b>Total Expenditures</b>	<b>489,741,275</b>	<b>507,943,330</b>	<b>542,416,068</b>	<b>559,936,000</b>	<b>643,268,900</b>

## Revenues (Inflows) General Fund

FY 2015-16  
\$643,268,900



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: Property Taxes	239,056,600	42.69%	268,768,800	41.78%
B: Franchise Fees and Other Taxes	102,212,800	18.25%	104,403,200	16.23%
C: Interest	1,900,000	0.34%	2,126,300	0.33%
D: Transfers-IN	2,899,200	0.52%	4,181,100	0.65%
E: Fines and Forfeitures	10,632,200	1.90%	11,572,900	1.80%
F: Intergovernmental Revenues	50,498,300	9.02%	63,742,800	9.91%
G: Licenses and Permits	52,039,000	9.29%	58,502,300	9.09%
H: Other Revenues (Inflows)	4,633,500	0.83%	33,545,600	5.21%
I: Charges for Services	96,064,400	17.16%	96,425,900	14.99%
<b>Total</b>	<b>559,936,000</b>	<b>100.00%</b>	<b>643,268,900</b>	<b>100.00%</b>

**General Fund  
Schedule of Revenue (Inflows)**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
<b>Property Taxes</b>					
Ad Valorem Taxes-Real	190,370,219	189,021,563	195,373,995	222,413,600	251,500,200
Ad Valorem Taxes-Real-Delinquent	6,684,047	5,710,390	5,719,002	2,000,000	2,000,000
Ad Valorem Taxes-Penalty & Interest	0	67,907	29,635	25,000	25,000
Ad Valorem Taxes-Personal	11,378,141	13,760,847	14,921,223	14,613,000	15,238,600
Ad Valorem Taxes-Personal-Delinquent	694,007	437,929	(72,473)	5,000	5,000
<b>Total Property Taxes:</b>	<b>209,126,414</b>	<b>208,998,635</b>	<b>215,971,382</b>	<b>239,056,600</b>	<b>268,768,800</b>
<b>Franchise Fees and Other Taxes</b>					
S,U&F Taxes-Local Option Taxes	0	50	0	0	0
S,U&F Taxes-Local Option Fuel Tax	6,682,646	6,625,945	6,828,949	6,647,000	6,871,000
Franc Fee-Electricity	26,257,819	25,754,584	27,749,562	25,000,200	27,889,300
Franc Fee-Gas	392,007	381,627	373,779	370,200	370,200
Utility Ser Fee-Electricity	27,573,832	29,639,931	32,270,632	29,585,500	32,270,200
Utility Ser Fee-Water	4,174,937	4,209,451	4,907,132	4,200,000	4,755,000
Utility Ser Fee-Gas	1,398,101	937,604	698,803	537,000	677,100
Utility Ser Fee-Fuel Oil	14,330	12,909	17,150	13,200	16,600
Public Service Taxes	24,884,787	24,522,303	22,501,605	24,639,700	20,203,800
Other Taxes-Storm Water	11,111,283	11,890,448	11,359,370	11,220,000	11,350,000
<b>Total Franchise Fees and Other Taxes:</b>	<b>102,489,740</b>	<b>103,974,852</b>	<b>106,706,982</b>	<b>102,212,800</b>	<b>104,403,200</b>
<b>Interest</b>					
Misc-Int & Pen-Lot Clear & Demoli	(56,059)	(226,349)	41,965	0	0
Misc-Int & Pen-Investment	2,275,032	1,856,117	2,194,366	1,900,000	2,126,300
Misc-Net Increase Decrease In Fair ValueOf	199,837	(4,176,321)	1,503,801	0	0
<b>Total Interest:</b>	<b>2,418,809</b>	<b>(2,546,552)</b>	<b>3,740,132</b>	<b>1,900,000</b>	<b>2,126,300</b>
<b>Transfers-IN</b>					
Other-Interfund Transfer	5,206,967	440,059	12,206,059	2,899,200	4,181,100
Other-Intrafund Transfer	0	0	73,086	0	0
<b>Total Transfers-IN:</b>	<b>5,206,967</b>	<b>440,059</b>	<b>12,279,145</b>	<b>2,899,200</b>	<b>4,181,100</b>
<b>Fines and Forfeitures</b>					
Fines-Judgments And Fines	4,062,491	4,153,018	4,100,282	3,500,000	4,000,000
Fines-Violations Of Local Ordinances	49,577	0	457,846	250,000	250,000

**General Fund  
Schedule of Revenue (Inflows)**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
Fines-Other Fines And/Or Forfeits	696,207	687,983	623,941	522,200	1,022,900
Misc-Red Light Camera Fines	5,858,241	6,618,360	6,224,783	6,360,000	6,300,000
<b>Total Fines and Forfeitures:</b>	<b>10,666,517</b>	<b>11,459,362</b>	<b>11,406,852</b>	<b>10,632,200</b>	<b>11,572,900</b>
<b><u>Intergovernmental Revenues</u></b>					
Federal Grants	(152,785)	203,821	148,656	134,000	0
Federal Payments In Lieu Of Taxes	0	(445)	0	0	0
State Grants	(12)	587	163	0	0
State Shared Revenues	2,158,419	598,825	594,786	547,500	574,200
Municipal Rev Sharing	12,009,612	12,074,536	12,794,268	12,497,500	13,294,300
Half Cent Sales Tax	25,803,387	27,737,964	29,490,981	29,582,100	31,921,500
State Pension Payment	10,008,353	10,644,731	10,156,699	0	10,215,600
Grants From Other Local Units	0	6,879	0	0	0
Shared Revenues From Other Local Units	6,349,764	6,992,492	1,124,036	537,200	537,200
Shared Revenues - MPA	0	0	6,700,000	7,200,000	7,200,000
Pmts Other Local U In Lieu Of Taxes	0	0	2,812	0	0
<b>Total Licenses and Permits:</b>	<b>56,176,739</b>	<b>58,259,391</b>	<b>61,012,402</b>	<b>50,498,300</b>	<b>63,742,800</b>
<b><u>Licenses and Permits</u></b>					
Business Tax Receipt	2,545	3,901	3,023	0	0
Business Tax Receipt-Business	7,303,647	7,398,587	6,882,862	7,125,000	7,200,000
Business Tax Receipt-Business-Penalty	91,589	242,347	253,605	100,000	183,000
Business Tax Receipt-Metro	589,654	546,447	526,593	530,000	510,100
Building Permits	6,987,058	6,492,349	22,745,913	15,520,000	19,504,000
Other Licenses, Fees and Permits	20,681,207	21,110,443	1,812,986	2,364,000	2,405,200
Other Licenses, Fees - CU(SW)	0	0	7,165,906	6,100,000	7,200,000
Other Licenses, Fees - SW					
Franchise and Comm Haulers	0	0	13,989,002	12,600,000	13,500,000
Other Licenses, Fees - Murals	0	0	2,347,569	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	0	0	2,709,754	2,500,000	2,500,000
Other Licenses, Fees - CU	0	0	2,426,278	2,200,000	2,500,000
<b>Total Licenses and Permits:</b>	<b>35,655,699</b>	<b>35,794,074</b>	<b>60,863,491</b>	<b>52,039,000</b>	<b>58,502,300</b>
<b><u>Other Revenues (Inflows)</u></b>					
Misc-Disposition Of Fixed Assets	184,968	235,886	447,995	4,000	34,200
Misc-Sales Of Surplus Materials And Scrap	0	1,220	2,821	2,500	1,000

**General Fund  
Schedule of Revenue (Inflows)**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
Misc-Other Miscellaneous Revenues	12,622,612	2,636,832	1,734,398	780,700	932,300
Misc.-Other Service Charges/Late Fees	0	0	271,456	1,900,000	1,211,100
Misc-Settlements	221,023	14,136	108,132	0	1,800,000
Misc-Contra Revenue For Bad Debt Allowance	310,616	105,389	105,248	105,000	105,200
Other-Nonoperating Sources	1,620,387	1,865,787	1,678,261	1,841,300	1,841,300
Other-Oth N-optg Sour/Carryover	143,962	212,923	141,596	0	27,620,500
<b>Total Other Revenues (Inflows):</b>	<b>15,103,567</b>	<b>5,072,173</b>	<b>4,489,905</b>	<b>4,633,500</b>	<b>33,545,600</b>

**Charges for Services**

CFS-GG-Internal Service Fund Fees And Charges	631,449	1,074,931	1,349,519	755,000	1,060,000
CFS-GG-Other General Government Charges And Fees	709,349	702,036	353,171	694,200	922,000
CFS-PS-Police Services	3,257,611	2,822,770	2,739,859	2,800,000	2,950,000
CFS-PS-Fire Protection Services	725	1,211	1,875	0	0
CFS-PS-Emergency Service Fees	7,661,878	8,161,498	9,808,327	8,500,000	8,500,000
CFS-PS-Protective Inspection Fees	270,281	442,526	521,925	440,500	440,500
CFS-PS-Ambulance/False Alarm Fees	535,494	668,816	667,343	600,700	600,700
CFS-PS-Other Public Safety Charges And Fees	565,732	571,363	401,736	550,000	400,000
CFS-PE-Water Utility Revenue	0	0	5,868	0	0
CFS-PE-Garbage/Solid Waste Revenue	25,108,812	26,667,206	24,638,325	25,600,000	25,226,000
CFS-PE-Cemetery Fees	296	0	310	1,200	1,200
CFS-PE-Other Physical Environment Revenue	295,332	242,282	251,477	290,000	245,800
CFS-Trans-Parking Facilities	0	14,991	0	0	0
CFS-Trans-Tolls	229,132	245,085	266,302	250,000	250,000
CFS-Trans-Other Transportation Revenue	0	2,447	0	0	0
CFS-Trans-Tools	0	64	150	0	0
CFS-C&R-Special Events	0	0	809	0	0
CFS-C&R-Special Recreation Facilities	1,059,077	1,110,088	1,117,364	1,169,700	1,096,000
CFS-C&R-Other Culture/Recreation	11,008,958	11,825,014	2,366,587	3,459,500	3,602,000
CFS-C&R-Other Culture/Recreation (PF)	0	0	8,792,315	8,600,000	8,800,000
CFS-Rents And Royalties	7,015,363	7,824,138	9,662,924	9,453,600	10,014,600
CFS-Other Charges for Services	33,063,730	42,042,004	5,614,242	6,100,000	6,940,300
CFS-Parking Surcharges Lockbox	0	0	19,044,351	18,000,000	19,500,000

**General Fund  
Schedule of Revenue (Inflows)**

	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
CFS - Pari-Mutuel Revenues stor	0	0	1,988,412	1,800,000	1,926,800
CFS-Building Inspections	0	0	3,394,493	7,000,000	3,950,000
<b>Total Charges for Services:</b>	<b>91,413,221</b>	<b>104,418,469</b>	<b>92,987,683</b>	<b>96,064,400</b>	<b>96,425,900</b>
<b>Total Revenue (Inflows):</b>	<b>528,257,674</b>	<b>525,870,461</b>	<b>569,457,974</b>	<b>559,936,000</b>	<b>643,268,900</b>

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<u>411100 - Ad Valorem Taxes-Real</u>					
<i>Finance</i>	190,370,148	189,021,563	195,373,995	222,413,600	251,500,200
<i>Police</i>	71	0	0	0	0
<b>Total</b>	<b>190,370,219</b>	<b>189,021,563</b>	<b>195,373,995</b>	<b>222,413,600</b>	<b>251,500,200</b>
<u>411150 - Ad Valorem Taxes-Real-Delinquent</u>					
<i>Finance</i>	6,684,047	5,710,390	5,719,002	2,000,000	2,000,000
<i>Police</i>	6,684,047	5,710,390	5,719,002	2,000,000	2,000,000
<u>411200 - Ad Valorem Taxes-Penalty &amp; Interest</u>					
<i>Finance</i>	0	67,907	29,635	25,000	25,000
<i>Police</i>	0	67,907	29,635	25,000	25,000
<u>411300 - Ad Valorem Taxes-Personal</u>					
<i>Finance</i>	11,378,141	13,760,847	14,921,223	14,613,000	15,238,600
<i>Police</i>	11,378,141	13,760,847	14,921,223	14,613,000	15,238,600
<u>411350 - Ad Valorem Taxes-Personal-Delinquent</u>					
<i>Finance</i>	694,007	437,929	(72,473)	5,000	5,000
<i>Police</i>	694,007	437,929	(72,473)	5,000	5,000
<u>Property Taxes</u>					
<i>Finance</i>	209,126,342	208,998,635	215,971,382	239,056,600	268,768,800
<i>Police</i>	71	0	0	0	0
<b>Total</b>	<b>209,126,414</b>	<b>208,998,635</b>	<b>215,971,382</b>	<b>239,056,600</b>	<b>268,768,800</b>
<u>412100 - S,U&amp;F Taxes-Local Option Taxes</u>					
<i>Finance</i>	0	50	0	0	0
<i>Police</i>	0	50	0	0	0
<u>412400 - S,U&amp;F Taxes-Local Option Fuel Tax</u>					
<i>Finance</i>	6,682,646	6,625,945	6,828,949	6,647,000	6,871,000
<i>Police</i>	6,682,646	6,625,945	6,828,949	6,647,000	6,871,000
<u>413100 - Franc Fee-Electricity</u>					
<i>Finance</i>	26,257,819	25,754,584	27,749,562	28,000,200	27,889,300
<i>Police</i>	26,257,819	25,754,584	27,749,562	28,000,200	27,889,300

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<u>413400 - Franc Fee-Gas</u>					
<i>Finance</i>	392,007	381,627	373,779	370,200	370,200
<i>Police</i>	392,007	381,627	373,779	370,200	370,200
<u>414100 - Utility Ser Fee-Electricity</u>					
<i>Finance</i>	27,573,832	29,639,931	32,270,632	32,085,500	32,270,200
<i>Police</i>	27,573,832	29,639,931	32,270,632	32,085,500	32,270,200
<u>414300 - Utility Ser Fee-Water</u>					
<i>Finance</i>	4,174,937	4,209,451	4,907,132	4,200,000	4,755,000
<i>Police</i>	4,174,937	4,209,451	4,907,132	4,200,000	4,755,000
<u>414400 - Utility Ser Fee-Gas</u>					
<i>Finance</i>	1,398,101	937,604	698,803	537,000	677,100
<i>Police</i>	1,398,101	937,604	698,803	537,000	677,100
<u>414700 - Utility Ser Fee-Fuel Oil</u>					
<i>Finance</i>	14,330	12,909	17,150	13,200	16,600
<i>Police</i>	14,330	12,909	17,150	13,200	16,600
<u>415000 - Public Service Taxes</u>					
<i>Finance</i>	24,884,787	24,522,303	22,501,605	24,639,700	20,203,800
<i>Police</i>	24,884,787	24,522,303	22,501,605	24,639,700	20,203,800
<u>419000 - Other Taxes-Storm Water</u>					
<i>Finance</i>	(15,375)	16,250	3,880	0	0
<i>Police</i>	11,126,658	11,874,197	11,355,489	11,618,800	11,350,000
Total	11,111,283	11,890,448	11,359,370	11,618,800	11,350,000
<u>Franchise Fees and Other Taxes</u>					
<i>Finance</i>	91,363,082	92,100,604	95,351,492	96,492,800	93,053,200
<i>Police</i>	11,126,658	11,874,197	11,355,489	11,618,800	11,350,000
Total	0	50	0	0	0
<u>461100 - Misc-Int &amp; Pen-Lot Clear &amp; Demoli</u>					
<i>Finance</i>	(59,555)	(230,205)	36,406	0	0
<i>Police</i>	3,496	3,856	5,558	0	0
Total	(56,059)	(226,349)	41,965	0	0

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<u>461110 - Misc-Int &amp; Pen-Investment</u>					
Finance	2,275,032	1,855,979	2,194,366	1,900,000	2,126,300
Police	0	139	0	0	0
Total	2,275,032	1,856,117	2,194,366	1,900,000	2,126,300
<u>461300 - Misc-Net Increase Decrease In Fair Value Of</u>					
Finance	199,837	(4,176,321)	1,503,801	0	0
Police	199,837	(4,176,321)	1,503,801	0	0
<u>Interest</u>					
Finance	2,415,313	(2,550,547)	3,734,573	1,900,000	2,126,300
Police	3,496	3,995	5,558	0	0
Total	2,418,809	(2,546,552)	3,740,132	1,900,000	2,126,300
<u>481000 - Other-Interfund Transfer</u>					
Finance	5,206,967	440,059	12,206,059	5,899,200	2,981,100
Police	0	0	0	0	1,200,000
Total	5,206,967	440,059	12,206,059	5,899,200	4,181,100
<u>481100 - Other-Intrafund Transfer</u>					
Finance	0	0	73,086	0	0
Police	0	0	73,086	0	0
<u>Transfers-IN</u>					
Finance	5,206,967	440,059	12,206,059	5,899,200	2,981,100
Police	0	0	73,086	0	1,200,000
Total	5,206,967	440,059	12,279,145	5,899,200	4,181,100
<u>451000 - Fines-Judgments And Fines</u>					
Finance	0	0	0	(600,000)	0
Police	4,062,491	4,153,018	4,100,282	4,100,000	4,000,000
Total	4,062,491	4,153,018	4,100,282	3,500,000	4,000,000
<u>454000 - Fines-Violations Of Local Ordinances</u>					
Finance	32,018	0	457,846	250,000	250,000
Police	17,559	0	0	0	0
Total	49,577	0	457,846	250,000	250,000
<u>459000 - Fines-Other Fines And/Or Forfeits</u>					

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<i>Finance</i>	0	0	600	0	0
<i>Police</i>	392,321	378,438	283,077	370,000	670,000
<b>Total</b>	<b>95,047</b>	<b>88,725</b>	<b>89,238</b>	<b>80,000</b>	<b>165,000</b>

462000 - Misc-Red Light Camera Fines

<i>Finance</i>	5,858,241	6,618,360	6,224,783	6,360,000	6,300,000
<i>Police</i>	5,858,241	6,618,360	6,224,783	6,360,000	6,300,000

Fines and Forfeitures

<i>Finance</i>	5,858,241	6,618,360	6,224,783	6,360,000	6,300,000
<i>Police</i>	0	0	600	0	0
<b>Total</b>	<b>392,321</b>	<b>378,438</b>	<b>283,077</b>	<b>370,000</b>	<b>670,000</b>

431000 - Federal Grants

<i>Finance</i>	(257,085)	0	0	0	0
<i>Police</i>	104,300	203,821	148,656	134,000	0
<b>Total</b>	<b>(152,785)</b>	<b>203,821</b>	<b>148,656</b>	<b>134,000</b>	<b>0</b>

433000 - Federal Payments In Lieu Of Taxes

<i>Finance</i>	0	(445)	0	0	0
<i>Police</i>	0	(445)	0	0	0

434000 - State Grants

<i>Finance</i>	7	0	0	0	0
<i>Police</i>	(19)	587	163	0	0
<b>Total</b>	<b>(12)</b>	<b>587</b>	<b>163</b>	<b>0</b>	<b>0</b>

435000 - State Shared Revenues

<i>Finance</i>	563,631	596,157	592,616	547,500	574,200
<i>Police</i>	1,594,788	2,669	2,170	0	0
<b>Total</b>	<b>2,158,419</b>	<b>598,825</b>	<b>594,786</b>	<b>547,500</b>	<b>574,200</b>

435001 - Municipal Rev Sharing

<i>Finance</i>	12,009,612	12,074,536	12,794,268	12,497,500	13,294,300
<i>Police</i>	12,009,612	12,074,536	12,794,268	12,497,500	13,294,300

435002 - Half Cent Sales Tax

<i>Finance</i>	25,803,387	27,737,964	29,490,981	29,582,100	31,921,500
<i>Police</i>	25,803,387	27,737,964	29,490,981	29,582,100	31,921,500

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<b><u>436900 - State Pension Payment</u></b>					
<i>Finance</i>	5,201,192	5,218,719	5,141,122	0	5,200,000
<i>Police</i>	4,807,161	5,426,012	5,015,577	0	5,015,600
<b>Total</b>	<b>10,008,353</b>	<b>10,644,731</b>	<b>10,156,699</b>	<b>0</b>	<b>10,215,600</b>
<b><u>437000 - Grants From Other Local Units</u></b>					
<i>Finance</i>	0	6,879	0	0	0
<i>Police</i>	0	6,879	0	0	0
<b><u>438000 - Shared Revenues From Other Local Units</u></b>					
<i>Finance</i>	5,812,500	6,500,000	542,000	0	0
<i>Police</i>	537,264	492,492	582,036	537,200	537,200
<b>Total</b>	<b>6,349,764</b>	<b>6,992,492</b>	<b>1,124,036</b>	<b>537,200</b>	<b>537,200</b>
<b><u>438010 - Shared Revenues - MPA</u></b>					
<i>Finance</i>	0	0	6,700,000	7,200,000	7,200,000
<i>Police</i>	0	0	6,700,000	7,200,000	7,200,000
<b><u>439000 - Pmts Other Local U In Lieu Of Taxes</u></b>					
<i>Finance</i>	0	0	2,812	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,812</b>	<b>0</b>	<b>0</b>
<b><u>Intergovernmental Revenues</u></b>					
<i>Finance</i>	7	0	0	0	0
<i>Police</i>	43,932,045	46,908,657	50,119,865	49,827,100	52,990,000
<b>Total</b>	<b>0</b>	<b>(445)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>421000 - Business Tax Receipt</u></b>					
<i>Finance</i>	2,520	3,901	3,023	0	0
<i>Police</i>	25	0	0	0	0
<b>Total</b>	<b>2,545</b>	<b>3,901</b>	<b>3,023</b>	<b>0</b>	<b>0</b>
<b><u>421100 - Business Tax Receipt-Business</u></b>					
<i>Finance</i>	7,303,647	7,398,587	6,882,862	7,125,000	7,200,000
<i>Police</i>	7,303,647	7,398,587	6,882,862	7,125,000	7,200,000
<b><u>421200 - Business Tax Receipt-Business-Penalty</u></b>					
<i>Finance</i>	91,580	242,347	255,283	100,000	183,000

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<i>Police</i>	0	0	(1,678)	0	0
<b>Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**421400 - Business Tax Receipt-Metro**

<i>Finance</i>	589,654	546,447	526,593	530,000	510,100
<i>Police</i>	589,654	546,447	526,593	530,000	510,100

**422000 - Building Permits**

<i>Finance</i>	6,987,058	6,492,349	22,745,913	15,520,000	19,504,000
<i>Police</i>	6,987,058	6,492,349	22,745,913	15,520,000	19,504,000

**429000 - Other Licenses, Fees and Permits**

<i>Finance</i>	61,555	80,927	64,197	72,000	72,000
<i>Police</i>	1,389,910	1,047,745	(120,239)	0	20,000
<b>Total</b>	<b>316,838</b>	<b>103,131</b>	<b>76,574</b>	<b>110,000</b>	<b>85,000</b>

**429010 - Other Licenses, Fees - CU(SW)**

<i>Finance</i>	0	0	7,165,906	6,100,000	7,200,000
<i>Police</i>	0	0	7,165,906	6,100,000	7,200,000

**429020 - Other Licenses, Fees - SW Franchise and Comm Haulers**

<i>Finance</i>	0	0	13,989,002	14,005,100	13,500,000
<i>Police</i>	0	0	13,989,002	14,005,100	13,500,000

**429030 - Other Licenses, Fees - Murals**

<i>Finance</i>	0	0	2,347,569	3,000,000	3,000,000
<i>Police</i>	0	0	2,347,569	3,000,000	3,000,000

**429035 - Other Licenses, Fees - Fire Safety Permits**

<i>Finance</i>	0	0	2,709,754	2,500,000	2,500,000
<i>Police</i>	0	0	2,709,754	2,500,000	2,500,000

**429040 - Other Licenses, Fees - CU**

<i>Finance</i>	0	0	1,004,469	1,259,700	1,385,800
<i>Police</i>	0	0	1,421,809	940,300	1,114,200
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,426,278</b>	<b>2,200,000</b>	<b>2,500,000</b>

**Licenses and Permits**

<i>Finance</i>	61,555	80,927	64,197	72,000	72,000
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**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<i>Police</i>	9,377,311	9,239,027	8,551,992	9,014,700	9,298,900
<b>Total</b>	<b>7,303,896</b>	<b>6,595,479</b>	<b>22,822,488</b>	<b>15,630,000</b>	<b>19,589,000</b>

464000 - Misc-Disposition Of Fixed Assets

<i>Finance</i>	0	25	0	0	0
<i>Police</i>	0	105	0	0	0
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

465000 - Misc-Sales Of Surplus Materials And Scrap

<i>Finance</i>	0	1,220	2,364	0	0
<i>Police</i>	0	0	457	2,500	1,000
<b>Total</b>	<b>0</b>	<b>1,220</b>	<b>2,821</b>	<b>2,500</b>	<b>1,000</b>

469000 - Misc-Other Miscellaneous Revenues

<i>Finance</i>	0	5,750	13,580	176,800	10,000
<i>Police</i>	791	103	115	0	0
<b>Total</b>	<b>364</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>0</b>

469010 - Misc.-Other Service Charges/Late Fees

<i>Finance</i>	0	0	241,235	1,900,000	1,199,100
<i>Police</i>	0	0	15,340	0	12,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>14,881</b>	<b>0</b>	<b>0</b>

469300 - Misc-Settlements

<i>Finance</i>	0	0	500	0	0
<i>Police</i>	0	14,136	104,278	0	0
<b>Total</b>	<b>121,023</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800,000</b>

469900 - Misc-Contra Revenue For Bad Debt Allowance

<i>Finance</i>	440	0	0	0	0
<i>Police</i>	310,176	105,389	105,248	105,000	105,200
<b>Total</b>	<b>310,616</b>	<b>105,389</b>	<b>105,248</b>	<b>105,000</b>	<b>105,200</b>

489000 - Other-Nonoperating Sources

<i>Finance</i>	0	0	0	127,800	127,800
<i>Police</i>	42,900	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>

489900 - Other-Oth N-optg Sour/Carryover

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<i>Finance</i>	127,764	127,764	127,764	0	0
<i>Police</i>	0	73,615	(62)	8,800,000	27,620,500
<b>Total</b>	<b>16,198</b>	<b>11,543</b>	<b>13,894</b>	<b>0</b>	<b>0</b>

Other Revenues (Inflows)

<i>Finance</i>	0	25	0	0	0
<i>Police</i>	0	5,750	13,580	176,800	10,000
<b>Total</b>	<b>791</b>	<b>103</b>	<b>115</b>	<b>0</b>	<b>0</b>

441200 - CFS-GG-Internal Service Fund Fees And Charges

<i>Finance</i>	584,176	1,033,536	1,232,882	700,000	1,000,000
<i>Police</i>	47,062	41,395	116,637	55,000	60,000
<b>Total</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

441900 - CFS-GG-Other General Government Charges And Fees

<i>Finance</i>	87	1,174	2,092	800	0
<i>Police</i>	42,038	21,557	24,234	22,000	22,000
<b>Total</b>	<b>667,224</b>	<b>679,305</b>	<b>326,845</b>	<b>671,400</b>	<b>900,000</b>

442100 - CFS-PS-Police Services

<i>Finance</i>	25	505	0	0	0
<i>Police</i>	(22,673)	(113)	36,406	0	0
<b>Total</b>	<b>2,974,832</b>	<b>2,822,367</b>	<b>2,703,528</b>	<b>2,800,000</b>	<b>2,950,000</b>

442200 - CFS-PS-Fire Protection Services

<i>Finance</i>	725	1,211	1,875	0	0
<i>Police</i>	725	1,211	1,875	0	0

442400 - CFS-PS-Emergency Service Fees

<i>Finance</i>	7,661,878	8,161,498	9,807,507	8,500,000	8,500,000
<i>Police</i>	0	0	820	0	0
<b>Total</b>	<b>7,661,878</b>	<b>8,161,498</b>	<b>9,808,327</b>	<b>8,500,000</b>	<b>8,500,000</b>

442500 - CFS-PS-Protective Inspection Fees

<i>Finance</i>	473	1,964	2,309	0	0
<i>Police</i>	269,808	440,562	519,615	440,500	440,500
<b>Total</b>	<b>270,281</b>	<b>442,526</b>	<b>521,925</b>	<b>440,500</b>	<b>440,500</b>

442600 - CFS-PS-Ambulance/False Alarm Fees

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<i>Finance</i>	535,494	668,816	667,343	600,700	600,700
<i>Police</i>	535,494	668,816	667,343	600,700	600,700
<b><u>442900 - CFS-PS-Other Public Safety Charges And Fees</u></b>					
<i>Finance</i>	565,732	571,363	399,385	550,000	400,000
<i>Police</i>	0	0	2,351	0	0
<b>Total</b>	<b>565,732</b>	<b>571,363</b>	<b>401,736</b>	<b>550,000</b>	<b>400,000</b>
<b><u>443300 - CFS-PE-Water Utility Revenue</u></b>					
<i>Finance</i>	0	0	5,868	0	0
<i>Police</i>	0	0	5,868	0	0
<b><u>443400 - CFS-PE-Garbage/Solid Waste Revenue</u></b>					
<i>Finance</i>	44,189	62,102	25,794	30,000	10,000
<i>Police</i>	25,060,934	25,972,484	24,613,751	25,569,700	25,216,000
<b>Total</b>	<b>0</b>	<b>630,252</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>443800 - CFS-PE-Cemetery Fees</u></b>					
<i>Finance</i>	296	0	310	1,200	1,200
<i>Police</i>	296	0	310	1,200	1,200
<b><u>443900 - CFS-PE-Other Physical Environment Revenue</u></b>					
<i>Finance</i>	146,312	138,782	152,252	145,000	145,800
<i>Police</i>	149,019	103,499	99,225	145,000	100,000
<b>Total</b>	<b>295,332</b>	<b>242,282</b>	<b>251,477</b>	<b>290,000</b>	<b>245,800</b>
<b><u>444500 - CFS-Trans-Parking Facilities</u></b>					
<i>Finance</i>	0	14,991	0	0	0
<i>Police</i>	0	14,991	0	0	0
<b><u>444600 - CFS-Trans-Tolls</u></b>					
<i>Finance</i>	229,132	245,085	266,302	250,000	250,000
<i>Police</i>	229,132	245,085	266,302	250,000	250,000
<b><u>444900 - CFS-Trans-Other Transportation Revenue</u></b>					
<i>Finance</i>	0	921	0	0	0
<i>Police</i>	0	6	0	0	0
<b>Total</b>	<b>0</b>	<b>1,521</b>	<b>0</b>	<b>0</b>	<b>0</b>

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<u>446000 - CFS-Trans-Tools</u>					
Finance	0	64	150	0	0
Police	0	64	150	0	0
<u>447400 - CFS-C&amp;R-Special Events</u>					
Finance	0	0	809	0	0
Police	0	0	809	0	0
<u>447500 - CFS-C&amp;R-Special Recreation Facilities</u>					
Finance	101,396	123,727	124,176	124,000	116,000
Police	957,681	986,360	993,188	1,045,700	980,000
Total	1,059,077	1,110,088	1,117,364	1,169,700	1,096,000
<u>447900 - CFS-C&amp;R-Other Culture/Recreation</u>					
Finance	1,650	0	0	0	0
Police	7,597,440	8,264,796	92,013	0	2,000
Total	3,409,868	3,560,218	2,274,573	3,459,500	3,600,000
<u>447910 - CFS-C&amp;R-Other Culture/Recreation (PF)</u>					
Finance	0	0	8,791,554	8,600,000	8,800,000
Police	0	0	761	0	0
Total	0	0	8,792,315	8,600,000	8,800,000
<u>448000 - CFS-Rents And Royalties</u>					
Finance	0	0	0	72,000	72,000
Police	0	126,038	1,626	0	0
Total	6,937,324	7,655,520	9,660,607	13,089,000	9,900,000
<u>449000 - CFS-Other Charges for Services</u>					
Finance	30,000	30,000	30,000	30,000	30,000
Police	767	632	832	300	300
Total	17,633,174	20,214,285	34,890	275,300	35,000
<u>449010 - CFS-Parking Surcharges Lockbox</u>					
Finance	0	0	19,044,351	18,000,000	19,500,000
Police	0	0	19,044,351	18,000,000	19,500,000
<u>449015 - CFS - Pari-Mutuel Revenues</u>					
Finance	0	0	1,988,412	1,800,000	1,926,800

**General Fund  
Departmental Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<i>Police</i>	0	0	1,988,412	1,800,000	1,926,800

449020 - CFS-Building Inspections

<i>Finance</i>	0	0	3,394,809	7,000,000	3,950,000
<i>Police</i>	0	0	(316)	0	0
<b>Total</b>	0	0	3,394,493	7,000,000	3,950,000

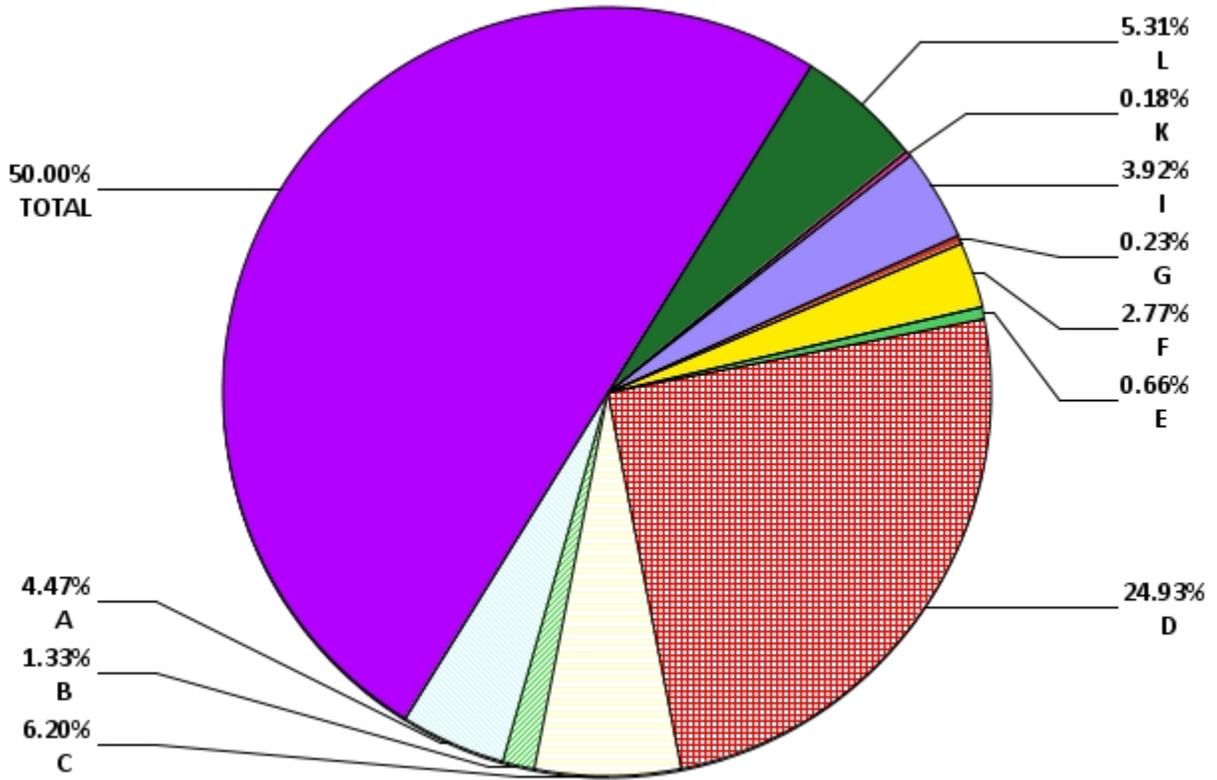
Charges for Services

<i>Finance</i>	30,000	30,000	30,000	30,000	30,000
<i>Police</i>	2,504	1,806	2,924	1,100	300
<b>Total</b>	18,217,848	21,250,290	22,302,843	20,847,300	22,533,800

## Expenditures (Outflows) General Fund

FY 2015-16

\$643,268,900



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: General Government	53,822,100	9.61%	57,514,400	8.94%
B: Planning and Development	16,526,200	2.95%	17,162,400	2.67%
C: Public Works	74,070,800	13.23%	79,746,500	12.40%
D: Public Safety	292,014,300	52.15%	320,717,400	49.86%
E: Public Facilities	7,466,300	1.33%	8,525,100	1.33%
F: Parks and Recreation	32,386,200	5.78%	35,613,400	5.54%
G: Risk Management	2,909,500	0.52%	2,924,900	0.45%
H: Non-Departmental	40,646,900	7.26%	50,450,300	7.84%
I: Community and Economic Development	0	0.00%	2,252,700	0.35%
J: Transfers - OUT	40,093,700	7.16%	68,361,800	10.63%
<b>Total</b>	<b>559,936,000</b>	<b>100.00%</b>	<b>643,268,900</b>	<b>100.00%</b>

**General Fund**  
**Schedule of Expenditures (Outflows) by Department**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
<b><u>General Government</u></b>					
Mayor	643,291	875,257	890,382	1,018,200	1,075,000
Commissioners	1,619,795	2,371,199	2,427,245	2,880,700	2,658,400
City Manager	1,674,057	2,496,425	2,704,659	2,728,700	3,264,600
Office of Agenda Coordination	0	0	0	302,400	341,800
Auditor General	436,026	925,447	984,419	1,160,000	1,200,900
City Attorney	4,264,429	5,682,731	6,154,928	7,493,900	7,615,100
City Clerk	1,048,340	1,267,125	1,395,658	1,542,100	1,624,700
Civil Services	286,141	407,618	335,648	429,400	435,000
Code Compliance	3,025,066	4,332,045	4,287,011	4,712,900	5,584,500
Office of Communications and Protocol	377,331	894,855	1,048,951	1,152,200	1,079,400
Equal Opportunity and Diversity Programs	237,745	298,719	253,829	356,000	369,900
Office of Film and Entertainment	0	0	0	341,700	381,100
Finance	5,743,691	7,193,506	7,295,325	8,616,200	8,506,800
Grants Administration	537,470	732,316	921,911	1,051,100	1,265,500
Human Resources	1,882,005	2,966,489	3,284,660	3,870,900	4,114,000
Information Technology	8,454,345	11,055,697	8,393,285	8,729,700	8,821,700
Management and Budget	1,114,154	1,532,910	1,751,461	1,823,700	2,135,400
Neighborhood Enhancement Teams (NET)	2,386,199	3,372,977	3,187,699	4,184,500	4,878,400
Procurement	900,777	1,383,996	1,511,520	2,063,000	2,162,200
Total General Government	<u>34,630,860</u>	<u>47,789,312</u>	<u>46,828,592</u>	<u>54,457,300</u>	<u>57,514,400</u>
<b><u>Planning and Development</u></b>					
Building Department	4,492,191	7,145,638	8,626,917	10,123,800	10,361,800
Planning and Zoning	3,213,862	4,758,265	5,383,216	6,934,000	6,800,600
Planning and Development	<u>7,706,053</u>	<u>11,903,902</u>	<u>14,010,132</u>	<u>17,057,800</u>	<u>17,162,400</u>
<b><u>Community and Economic Development</u></b>					
Community Development Department	0	87	0	0	2,252,700
Community and Economic Development	<u>0</u>	<u>87</u>	<u>0</u>	<u>0</u>	<u>2,252,700</u>
<b><u>Public Works</u></b>					
GSA	15,910,361	20,540,725	21,066,261	21,546,300	23,131,600
Public Works Dept.	12,827,976	16,121,435	15,962,737	18,683,700	20,685,800
Solid Waste	20,456,228	27,321,980	28,763,604	30,983,500	30,598,900
Capital Improvements and Transportation	2,641,053	4,888,632	4,805,064	5,153,700	5,330,200

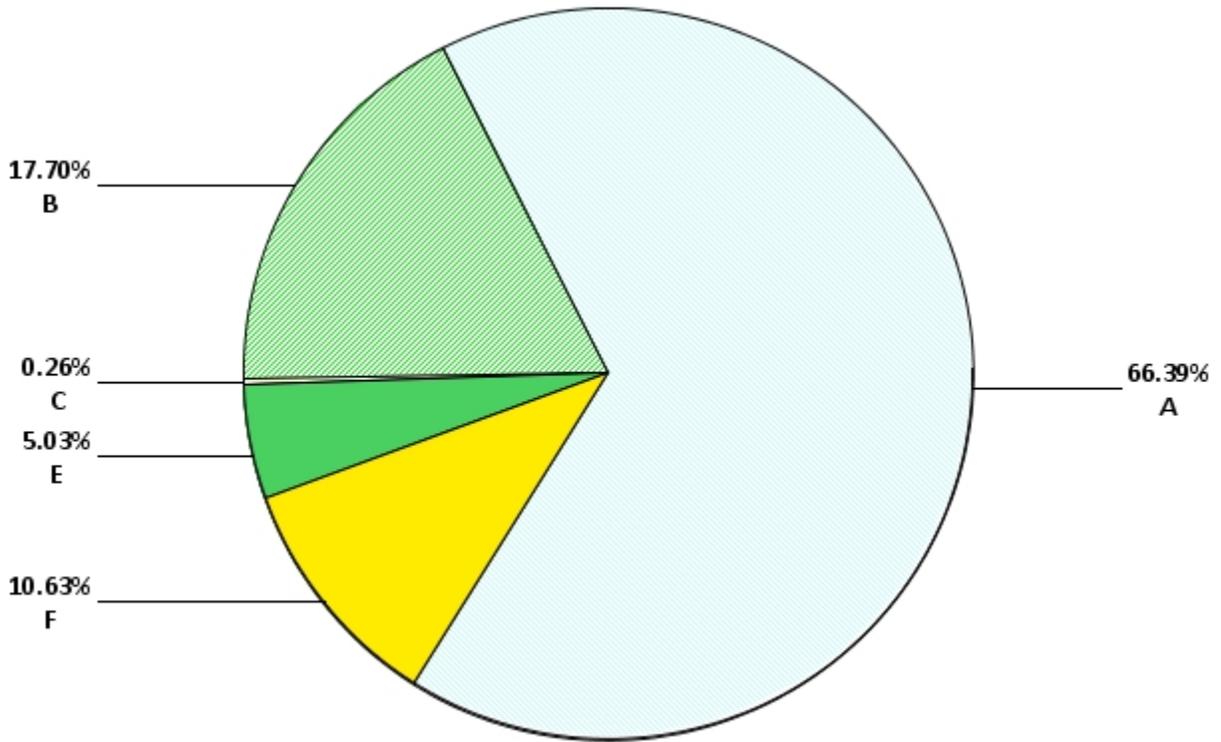
**General Fund**  
**Schedule of Expenditures (Outflows) by Department**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended	FY 2015-16 Adopted
Public Works	51,835,618	68,872,772	70,597,666	76,367,200	79,746,500
<b>Public Safety</b>					
Fire-Rescue	71,917,445	106,985,080	108,784,488	110,087,900	111,880,700
Police	118,452,286	164,383,336	174,416,944	188,987,900	208,836,700
Public Safety	190,369,730	271,368,416	283,201,432	299,075,800	320,717,400
<b>Other Departments</b>					
Public Facilities	4,162,439	5,650,827	5,915,745	7,648,400	8,525,100
Parks and Recreation	22,857,751	29,300,240	28,944,391	32,746,100	35,613,400
Risk Management	58,357,007	11,809,265	11,195,003	2,928,700	2,924,900
Total Other	85,377,197	46,760,332	46,055,139	43,323,200	47,063,400
<b>Pension</b>					
Pensions Department	72,843,201	535,711	0	0	0
Pensions	72,843,201	535,711	0	0	0
<b>Non-Departmental</b>					
Non-Departmental	13,948,698	21,739,498	23,422,927	30,865,400	50,450,300
Non Departmental Units	13,948,698	21,739,498	23,422,927	30,865,400	50,450,300
Transfers -OUT	33,029,917	38,973,300	58,300,181	61,643,200	68,361,800
Total Expenditures (Outflows)	489,741,275	507,943,330	542,416,068	582,789,900	643,268,900

## Expenditures (Outflows) by Category General Fund

FY 2015-16

\$643,268,900



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: Personnel	398,211,610	71.12%	427,034,899	66.39%
B: Operating Expense	97,137,190	17.35%	113,864,900	17.70%
C: Capital Outlay	3,199,000	0.57%	1,664,500	0.26%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	21,294,500	3.80%	32,342,800	5.03%
F: Transfers - OUT	40,093,700	7.16%	68,361,800	10.63%
Total	559,936,000	100.00%	643,268,900	100.00%

**General Fund**  
**Schedule of Expenditures (Outflows) by Category**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b>Personnel</b>					
Executive Salaries	435,264	429,103	404,421	402,400	413,200
Regular Salaries and Wages	197,390,169	197,861,858	196,885,798	219,486,300	238,897,900
Attrition Savings - Salaries	0	0	0	(10,519,000)	(10,107,300)
Other Salaries and Wages	7,772,412	8,566,361	9,580,360	9,398,500	13,432,399
Overtime	7,789,291	11,092,208	15,157,890	13,414,100	12,299,200
Special Pay	19,947,262	27,097,239	29,718,730	23,169,700	20,968,700
Fringe Benefits	1,165,040	1,362,014	1,448,403	1,384,800	1,108,400
Fringe Benefits - Tuition Reimbursement	0	0	0	0	264,300
Fica Taxes	8,461,397	8,973,782	8,892,155	9,514,810	10,161,500
Retirement Contributions	79,676,294	79,624,969	85,274,968	35,349,600	37,019,200
Police and Fire - FIPO	0	0	0	48,831,300	48,968,800
Secondary Pension Contributions	0	0	0	0	10,215,600
Life and Health Insurance	45,421,634	40,706,306	41,523,252	34,252,300	28,366,200
Health Trust - FOP	0	0	0	13,526,800	15,026,800
<b>Total Personnel:</b>	<b>368,058,763</b>	<b>375,713,841</b>	<b>388,885,977</b>	<b>398,211,610</b>	<b>427,034,899</b>
<b>Operating Expense</b>					
Workers' Compensation	11,558,218	11,407,398	13,241,358	16,231,400	16,332,500
Unemployment Compensation	246,488	167,963	37,021	280,000	280,000
Professional Services	6,284,712	6,163,499	6,425,734	5,540,100	4,966,400
Professional Services-Legal Services	1,396,281	1,069,959	903,961	954,500	954,500
Professional Services-Medical	366,112	744,348	520,286	862,700	1,675,800
Accounting and Auditing	473,729	534,242	554,565	579,500	579,500
Court Services	19,545	47,661	68,268	95,400	95,400
Other Contractual Services	7,789,181	8,031,608	8,451,855	8,244,300	10,403,200
Travel and Per Diem	73,758	149,982	521,292	227,900	267,900
Training	0	0	0	71,000	376,400
Communications & Related Services	2,182,931	2,286,814	2,238,642	230,500	264,400
Postage	338,802	456,242	371,922	380,900	451,600
Utility Services	10,257,599	11,583,703	11,016,523	11,019,900	11,595,000
Rentals and Leases	1,808,910	3,170,620	1,775,698	1,940,800	4,711,500
Insurance	6,446,780	7,304,836	7,316,468	0	0
Insurance - Police Torts	0	0	0	900,000	2,700,000
Insurance - Vehicle Liability	0	0	0	896,100	1,300,000
Insurance - Property & Casualty	0	0	0	6,731,800	6,400,000
Insurance - General Liability	0	0	0	896,200	3,800,000

**General Fund**  
**Schedule of Expenditures (Outflows) by Category**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
Insurance - Public Official	0	0	0	443,600	100,000
Repair and Maintenance Services	7,872,504	8,785,040	9,138,477	6,826,000	7,676,600
IT-Repair and Maintenance Services	0	0	0	4,301,100	4,823,800
Printing and Binding	8,584	6,973	10,341	13,500	31,600
Printing and Binding-Outsourcing	29,295	36,534	28,285	25,000	27,000
Printing and Binding-Paper Stock	67,849	86,436	62,432	72,900	72,855
Printing and Binding-Supplies	8,175	8,509	5,888	8,500	8,500
Promotional Activities	264,798	146,623	304,997	10,900	18,900
Advertising and Related Costs	240,541	295,767	387,279	300,600	387,100
Other Current Charges and Obligations	13,097,442	12,960,974	13,734,574	13,370,500	16,763,400
Office Supplies	462,989	466,011	636,846	467,000	545,800
Operating Supplies	2,974,641	3,368,528	3,663,829	3,466,300	4,009,055
Motor Fuel	7,956,972	7,743,041	7,744,922	8,022,400	7,374,700
Public Safety Supplies	893,150	1,146,603	1,075,128	1,129,300	1,173,800
Clothing/Uniform Supplies	501,206	1,366,343	1,069,811	1,443,000	1,753,000
Landscaping Related Supplies, LandscapingRelated Supplies	188,704	239,152	196,716	200,000	455,000
Road Materials and Supplies	68,890	59,133	49,128	65,000	195,000
Subscriptions, Memberships, Licenses, Permits & Others	271,357	539,371	375,975	493,090	813,890
Depreciation	500	0	(500)	0	0
Capitalized Books, Publications, and Library Materials	0	0	0	600	600
Weapons And Ammunitions	0	0	125,347	394,900	480,200
<b>Total Operating Expense:</b>	<b>84,150,642</b>	<b>90,373,910</b>	<b>92,053,069</b>	<b>97,137,190</b>	<b>113,864,900</b>
<b>Capital Outlay</b>					
Improvements Other Than Buildings	2,200	0	23,036	0	0
Machinery and Equipment	(157,807)	659,666	824,076	1,939,300	1,664,500
Capital Leases	314,925	1,259,702	1,259,702	1,259,700	0
Construction In Progress	13,929	0	0	0	0
<b>Total Capital Outlay:</b>	<b>173,247</b>	<b>1,919,368</b>	<b>2,106,814</b>	<b>3,199,000</b>	<b>1,664,500</b>
<b>Non-Operating Expense</b>					
Aids to Government Agencies	432,000	499,600	742,200	699,100	876,500
Aids to Private Organizations	472,819	461,273	318,695	455,100	1,919,400
Advances	2,902,853	0	(21,820)	0	0
Budget Reserve	520,243	866	29,454	10,404,900	24,546,900
Contingency Reserve	0	0	0	5,000,000	5,000,000

**General Fund  
Schedule of Expenditures (Outflows) by Category**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
Other Uses	329	1,171	1,499	4,735,400	0
Default Expenditure Account	462	0	0	0	0
<b>Total Non-Operating Expense:</b>	<b>4,328,706</b>	<b>962,910</b>	<b>1,070,028</b>	<b>21,294,500</b>	<b>32,342,800</b>
<b>Transfers-OUT</b>					
Interfund Transfers	33,029,917	38,973,300	58,284,524	40,093,700	68,361,800
Intrafund Transfers	0	0	15,657	0	0
<b>Total Transfers-OUT:</b>	<b>33,029,917</b>	<b>38,973,300</b>	<b>58,300,181</b>	<b>40,093,700</b>	<b>68,361,800</b>
<b>Total Expenditure (Outflows):</b>	<b>489,741,275</b>	<b>507,943,330</b>	<b>542,416,068</b>	<b>559,936,000</b>	<b>643,268,900</b>

**APPENDIX E:**  
PRESENTATION OF  
SCHEDULES AND GRAPHS,  
SPECIAL REVENUE FUNDS

**SCHEDULE:**  
Revenues and Expenditures by Functional Category, Special Revenue Funds

**GRAPH:**  
Revenues (Inflows) by Functional Category

**SCHEDULE:**  
Revenues (Inflows) by Functional Category and Account Object

**GRAPH:**  
Expenditures (Outflows) by Functional Category

**SCHEDULE:**  
Expenditures (Outflows) by Functional Category and Special Revenue Fund

**SCHEDULE:**  
Grants and Programs



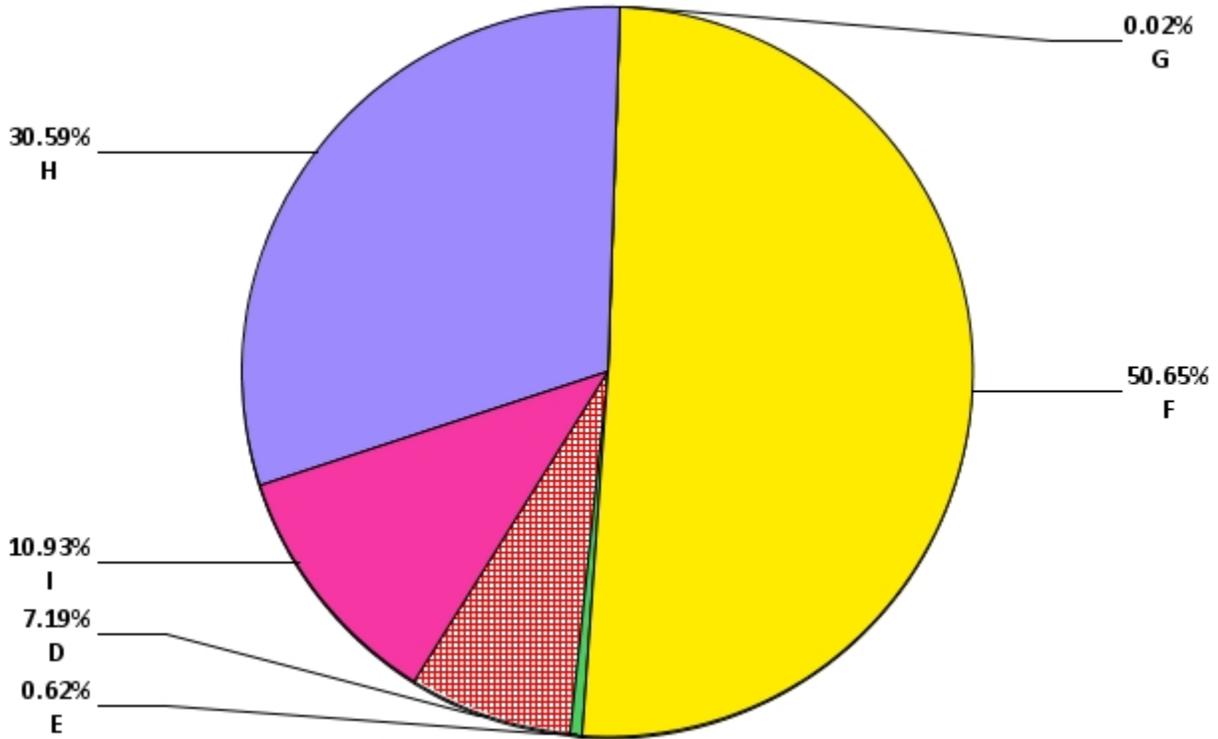


**Summary of FY 2015-16  
Adopted Budget  
Hyperion - Total Special Revenue Funds**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
<b>Revenues</b>					
Franchise Fees and Other Taxes	0	0	0	0	0
Interest	26,196	(6,371)	93,157	0	0
Transfers-IN	13,779,246	8,377,576	12,917,721	8,637,600	11,263,200
Fines and Forfeitures	729,698	363,425	1,226,906	670,000	975,000
Intergovernmental Revenues	85,226,553	99,855,500	79,029,509	84,455,900	79,300,000
Licenses and Permits	68,424	100,187	38,175	79,100	24,000
Other Revenues (Inflows)	866,308	1,805,112	2,030,284	35,250,500	47,898,800
Charges for Services	14,594,739	17,843,328	16,137,935	14,901,300	17,106,700
<b>Total Revenues</b>	<b>115,291,164</b>	<b>128,338,757</b>	<b>111,473,685</b>	<b>143,994,400</b>	<b>156,567,700</b>
<b>Expenditures</b>					
General Government	7,201,612	3,440,075	5,322,943	8,044,600	11,302,000
Planning and Development	183,131	122,252	142,060	9,917,800	16,369,300
Public Works	3,984,404	5,718,969	5,347,088	12,503,500	15,782,600
Public Safety	30,972,935	40,445,902	29,214,956	24,739,700	22,670,600
Public Facilities	5,133,226	6,083,156	5,560,540	7,303,600	8,126,500
Parks and Recreation	2,715,766	2,717,680	2,093,490	3,161,400	1,571,100
Community and Economic Development	34,480,369	42,305,042	35,529,510	60,412,100	58,853,200
Transfers - OUT	29,320,478	21,529,669	21,520,616	17,911,700	21,892,400
<b>Total Expenditures</b>	<b>113,991,921</b>	<b>122,362,746</b>	<b>104,731,203</b>	<b>143,994,400</b>	<b>156,567,700</b>

## Revenues (Inflows) Special Revenue Funds

FY 2015-16  
\$156,567,700



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 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	8,637,600	6.00%	11,263,200	7.19%
E: Fines and Forfeitures	670,000	0.47%	975,000	0.62%
F: Intergovernmental Revenues	84,455,900	58.65%	79,300,000	50.65%
G: Licenses and Permits	79,100	0.05%	24,000	0.02%
H: Other Revenues (Inflows)	35,250,500	24.48%	47,898,800	30.59%
I: Charges for Services	14,901,300	10.35%	17,106,700	10.93%
<b>Total</b>	<b>143,994,400</b>	<b>100.00%</b>	<b>156,567,700</b>	<b>100.00%</b>

**Special Revenue Funds  
Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b><u>Franchise Fees and Other Taxes</u></b>					
Utility Ser Fee-Gas	0	0	0	0	0
<b>Total Franchise Fees and Other Taxes:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Interest</u></b>					
Misc-Int & Pen-Lot Clear & Demoli	3,071	33,230	35,944	0	0
Misc-Int & Pen-Investment	20,313	19,023	12,759	0	0
Misc-Net Increase Decrease In Fair ValueOf	2,812	(58,624)	44,454	0	0
<b>Total Interest:</b>	<b>26,196</b>	<b>(6,371)</b>	<b>93,157</b>	<b>0</b>	<b>0</b>
<b><u>Transfers-IN</u></b>					
Other-Interfund Transfer	13,779,246	8,377,576	12,903,303	3,574,900	7,485,800
Other-Intrafund Transfer	0	0	14,418	5,062,700	3,777,400
<b>Total Transfers-IN:</b>	<b>13,779,246</b>	<b>8,377,576</b>	<b>12,917,721</b>	<b>8,637,600</b>	<b>11,263,200</b>
<b><u>Fines and Forfeitures</u></b>					
Fines-Judgments And Fines	23,165	31,498	30,219	0	0
Fines-Other Fines And/Or Forfeits	706,533	331,927	1,196,687	670,000	975,000
<b>Total Fines and Forfeitures:</b>	<b>729,698</b>	<b>363,425</b>	<b>1,226,906</b>	<b>670,000</b>	<b>975,000</b>
<b><u>Intergovernmental Revenues</u></b>					
Federal Grants	66,217,914	78,154,771	56,396,777	64,094,700	59,657,100
State Grants	1,269,819	1,202,687	2,216,564	1,679,300	1,267,500
Grants From Other Local Units	15,465,646	18,646,919	18,836,685	16,481,900	16,989,400
Shared Revenues From Other Local Units	2,273,174	1,851,123	1,579,483	2,200,000	1,386,000
<b>Total Licenses and Permits:</b>	<b>85,226,553</b>	<b>99,855,500</b>	<b>79,029,509</b>	<b>84,455,900</b>	<b>79,300,000</b>
<b><u>Licenses and Permits</u></b>					
Business Tax Receipt-Business-Penalty	3,354	(2,851)	(3,825)	0	0
Other Licenses, Fees and Permits	65,070	103,038	42,000	79,100	24,000
<b>Total Licenses and Permits:</b>	<b>68,424</b>	<b>100,187</b>	<b>38,175</b>	<b>79,100</b>	<b>24,000</b>
<b><u>Other Revenues (Inflows)</u></b>					
Misc-Contributions And Donations From Private Sources	16,024	30,837	2,677	0	705,000
Misc-Gain Or Loss On Sale Of Investments	0	(167)	0	0	0

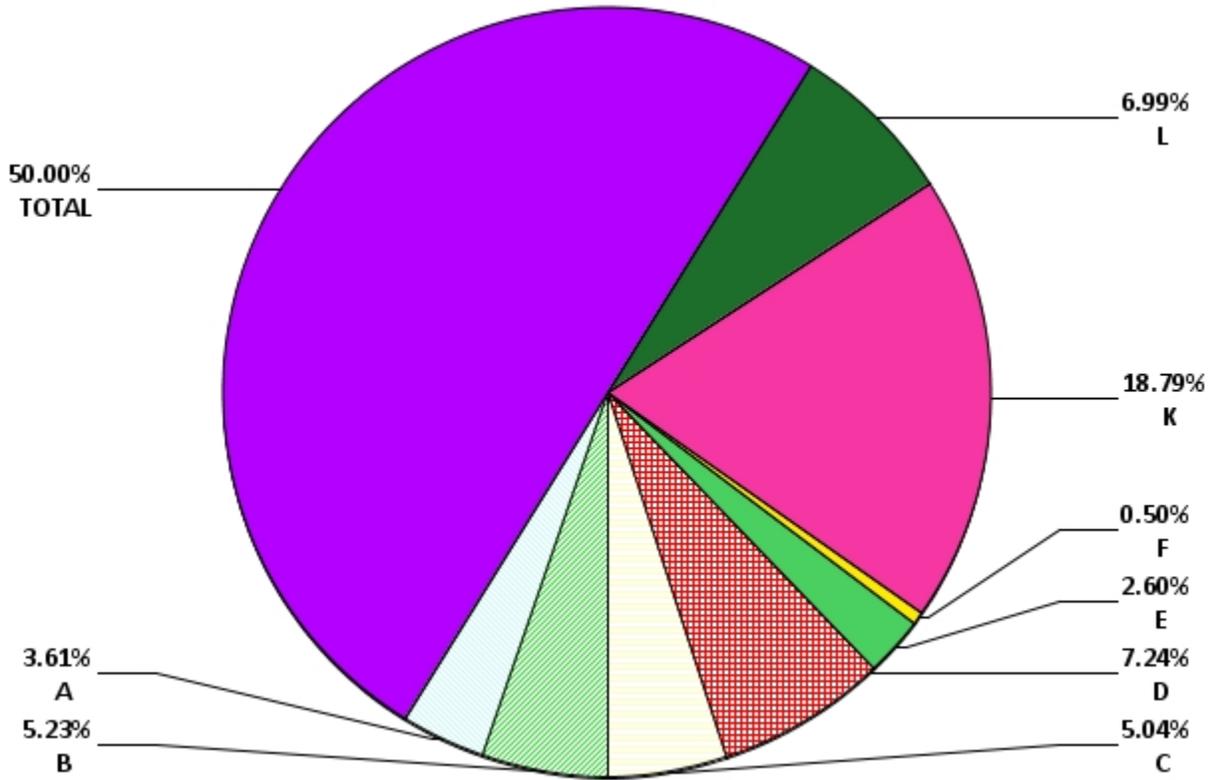
**Special Revenue Funds  
Schedule of Revenue (Inflows)**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
Misc-Other Miscellaneous Revenues	1,998,008	2,357,142	2,025,458	3,801,900	5,650,600
Misc-Settlements	432,271	414,100	404,000	365,500	55,000
Misc-Contra Revenue For Bad Debt Allowance	(1,623,953)	(996,758)	(401,851)	0	0
Other-Nonoperating Sources	43,959	(43)	0	1,236,500	2,853,700
Other-Oth N-optg Sour/Carryover	0	0	0	29,846,600	38,634,500
<b>Total Other Revenues (Inflows):</b>	<b>866,308</b>	<b>1,805,112</b>	<b>2,030,284</b>	<b>35,250,500</b>	<b>47,898,800</b>
<b><u>Charges for Services</u></b>					
CFS-GG-Other General Government Charges And Fees	82,372	99,925	125,761	60,000	60,000
CFS-PS-Police Services	895,532	319,682	241,967	781,000	886,000
CFS-PS-Other Public Safety Charges And Fees	331,019	823,454	232,733	100,000	600,000
CFS-PE-Garbage/Solid Waste Revenue	1	1	0	0	0
CFS-Trans-Parking Facilities	7,133,857	7,589,173	7,296,048	7,485,600	7,556,200
CFS-Trans-Tolls	1,534	0	0	0	0
CFS-Trans-Tools	519,731	557,589	600,093	739,000	739,000
CFS-C&R-Special Recreation Facilities	1,238,536	857,353	666,905	1,596,600	780,000
CFS-C&R-Other Culture/Recreation	446,529	366,761	201,740	290,000	150,100
CFS-C&R-Other Culture/Recreation (PF)	0	0	95,804	0	0
CFS-Rents And Royalties	2,282,819	2,476,994	2,555,599	2,605,700	2,429,300
CFS-Other Charges for Services	1,662,809	4,752,395	4,121,287	1,243,400	3,600,000
CFS-Parking Surcharges Lockbox	0	0	0	0	306,100
<b>Total Charges for Services:</b>	<b>14,594,739</b>	<b>17,843,328</b>	<b>16,137,935</b>	<b>14,901,300</b>	<b>17,106,700</b>
<b>Total Revenue (Inflows):</b>	<b>115,291,164</b>	<b>128,338,757</b>	<b>111,473,685</b>	<b>143,994,400</b>	<b>156,567,700</b>

## Expenditures (Outflows) Special Revenue Funds

FY 2015-16

\$156,567,700



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: General Government	8,044,600	5.59%	11,302,000	7.22%
B: Planning and Development	9,917,800	6.89%	16,369,300	10.46%
C: Public Works	12,503,500	8.68%	15,782,600	10.08%
D: Public Safety	24,739,700	17.18%	22,670,600	14.48%
E: Public Facilities	7,303,600	5.07%	8,126,500	5.19%
F: Parks and Recreation	3,161,400	2.20%	1,571,100	1.00%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	0	0.00%	0	0.00%
I: Community and Economic Development	60,412,100	41.95%	58,853,200	37.59%
J: Transfers - OUT	17,911,700	12.44%	21,892,400	13.98%
<b>Total</b>	<b>143,994,400</b>	<b>100.00%</b>	<b>156,567,700</b>	<b>100.00%</b>

Special Revenue Funds  
Schedule of Expenditures by Fund

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
ARRA-Others-Memo Only	5,389,584	473,345	107,691	0	0
ARRA-Police-Memo Only	5,782,377	1,036,238	334,519	0	0
City Clerk Services	198,082	209,135	173,046	718,200	664,900
Community Development	36,321,251	43,582,243	35,531,191	60,412,100	59,453,200
Department of Real Estate and Asset Management Services	10,452,495	10,499,170	8,465,629	8,762,800	7,753,000
Departmental Improvement Initiative	2,095,547	2,896,119	3,096,438	5,065,700	8,124,300
Economic Development (SR)	53,541	177,843	0	152,400	176,000
Emergency Funds	4,048,233	(521,979)	85,935	100,000	100,000
Fire Rescue Services	17,703,536	25,471,471	6,412,529	2,860,200	2,036,000
General Special Revenue	381,283	896,709	435,255	1,314,900	944,000
Homeless Program	1,522,010	1,979,741	2,409,202	3,089,300	2,966,400
Law Enforcement Trust Fund	699,204	1,937,598	1,058,634	1,789,600	2,229,500
Local Option Gas Tax	616,720	0	0	0	0
Miami Ballpark Parking Facilities Net Offices & Code Enforcement (SR)	247,510	113,672	138,876	0	0
Parks & Recreation Services	2,675,485	2,835,975	2,588,780	3,161,400	1,571,100
Planning Services	5,137,999	653,869	362,930	7,036,800	12,208,000
Police Services	5,992,046	9,432,563	8,107,918	14,290,700	14,117,500
Public Works Services	39,481	578,631	1,742,977	3,580,000	7,120,700
Solid Waste Recycling Trust	0	0	3,000	1,236,500	1,194,800
Transportation and Transit	10,715,770	12,794,665	15,576,094	17,399,600	21,576,400
Tree Trust Fund	0	0	0	1,900,000	3,545,900
UASI-Fire Rescue	0	2,502,492	13,565,536	5,699,200	4,187,600
<b>Special Revenue Funds</b>	<b>113,991,921</b>	<b>122,362,746</b>	<b>104,731,203</b>	<b>143,994,400</b>	<b>156,567,700</b>

# Special Revenue Funds

## Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
<b>American Recovery and Reinvestment Act (ARRA) - Other</b>				
ARRA - Others		-	Intergovernmental Revenue	General Government
ARRA - Others	-	-	Contribution from General Fund	General Government
<b>Total - ARRA Other</b>	<b>-</b>	<b>-</b>		
<b>American Recovery and Reinvestment Act (ARRA) - Police</b>				
ARRA - Police	2,072,900	-	Fund Balance Allocation	Public Safety
<b>Total - ARRA Police</b>	<b>2,072,900</b>	<b>-</b>		
<b>City Clerk Services</b>				
Lobbyists' Registration Fee	280,500	214,900	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	60,000	60,000	Program Revenue	General Government
Lobbyists' Registration Fee	60,500	0	Contribution from General Fund	General Government
U.S. Passport Acceptance Fee	274,800	287,200	Fund Balance Allocation	General Government
U.S. Passport Acceptance Fee	15,000	15,000	Program Revenue	General Government
City Clerk Miscellaneous Special Revenues	30,000	30,000	Contribution from Southeast Overtown/Park West CRA	General Government
City Clerk Miscellaneous Special Revenues	24,800	0	Contribution from General Fund	General Government
City Clerk Miscellaneous Special Revenues	40,300	40,300	Fund Balance Allocation	General Government
City Clerk Miscellaneous Special Revenues	17,500	17,500	Contribution from Omni and Midtown CRA	General Government
<b>Total - City Clerk Services</b>	<b>803,400</b>	<b>664,900</b>		
<b>Community Development</b>				
Community Development Block Grant (CDBG)	9,481,900	9,368,600	Intergovernmental Revenue	Community Development
Community Development Block Grant (CDBG)		500,000	Program Revenue	Community Development
Community Development Block Grant (CDBG)		1,058,900	Fund Balance Allocation	Community Development
Community Development Block Grant (CDBG)		600,000	Fund Balance Allocation	Transfer Out
Home Investment Partnership	14,629,500	12,531,500	Intergovernmental Revenue	Community Development
Home Investment Partnership		100,000	Program Revenue	Community Development
State Housing Initiative Partnership (SHIP)	1,772,500	70,000	Intergovernmental Revenue	Community Development
Emergency Solutions Grant (ESG)	606,700	452,000	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	22,055,800	23,289,600	Intergovernmental Revenue	Community Development
Section 8 Voucher	1,759,200	1,974,700	Intergovernmental Revenue	Community Development
Affordable Housing Trust Fund (AHTF)	3,118,100	4,300,000	Program Revenue	Community Development
Affordable Housing Trust Fund (AHTF)	134,600		Contribution from General Fund	Community Development
Citywide Poverty Initiatives	743,000		Contribution from General Fund	Community Development
CD-Housing Loan Recovery	44,600	44,600	Program Revenue	Community Development

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
My Safe Florida	1,310,000		Contribution from General Fund	Community Development
My Safe Florida	2,707,800	2,560,000	Intergovernmental Revenue	Community Development
M-D Disaster Recovery	-	-	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 1	1,622,900	1,733,000	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 2	425,500	483,000	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)		387,300	Intergovernmental Revenue	Community Development
<b>Total - Community Development</b>	<b>60,412,100</b>	<b>59,453,200</b>		
<b>Department Initiative Improvement</b>				
Mayor's Park Initiatives	2,800	-	Fund Balance Allocation	General Government
Mayor's Park Initiatives	-	-	Contribution from General Fund - Rollover	General Government
Poverty Initiative-101000	69,800	120,000	Fund Balance Allocation	General Government
Poverty Initiative-101000	-	5,000	Fund Balance Allocation - Festivals and Events	General Government
Poverty Initiative-101000	66,800	-	Contribution from General Fund - Rollover	General Government
Poverty Initiative-101000	50,000	50,000	Contribution from General Fund - Festivals and Events	General Government
Poverty Initiative-101000	-	-	Contribution from Parks Special Revenue	General Government
Citywide Parades - Three Kings	75,000	75,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade	50,000	50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Candlelight Vigil	50,000	50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide New Year Festival	-	50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Poverty Initiative Program	-	2,250,000	Contribution from General Fund	General Government
Citywide Camillus House Mats Program	-	260,000	Contribution from General Fund	General Government
Office of International Business Development (EB5 Program)	147,300	243,700	Program Revenue	General Government
Office of International Business Development (EB5 Program)	15,900	27,400	Contribution from General Fund (Cost Allocation)	General Government
District 1 Disc. Account-114000	94,000	90,000	Fund Balance Allocation	General Government
District 1 Disc. Account-114000	30,000	60,000	Fund Balance Allocation - Festivals and Events	General Government
District 1 Disc. Account-114000	50,000	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 1 Disc. Account-114000	13,500	-	Contribution from General Fund - Rollover Festivals	General Government
District 1 Disc. Account-114000	9,300	-	Contribution from General Fund - Rollover	General Government
District 2 Disc. Account-113000	101,000	10,000	Fund Balance Allocation	General Government
District 2 Disc. Account-113000	500	-	Fund Balance Allocation - Festivals and Events	General Government
District 2 Disc. Account-113000	50,000	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 2 Disc. Account-113000	1,800	-	Contribution from General Fund - Rollover	General Government
District 2 Disc. Account-113000	-	-	Contribution from Parks Special Revenue	General Government
District 3 Disc. Account-110000	285,800	250,000	Fund Balance Allocation	General Government

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
District 3 Disc. Account-110000	25,000	40,000	Fund Balance Allocation - Festivals and Events	General Government
District 3 Disc. Account-110000	50,000	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 3 Disc. Account-110000	39,100	-	Contribution from General Fund - Rollover	General Government
District 3 Disc. Account-110000	12,200	-	Contribution from General Fund - Rollover Festivals	General Government
District 4 Disc. Account-112000	134,900	100,000	Fund Balance Allocation	General Government
District 4 Disc. Account-112000	1,600	20,000	Fund Balance Allocation - Festivals and Events	General Government
District 4 Disc. Account-112000	50,000	50,000	Contribution from General Fund - Festivals Rollover	General Government
District 4 Disc. Account-112000	7,300	-	Contribution from General Fund - Rollover	General Government
District 4 Disc. Account-112000	-	-	Contribution from Parks Special Revenue	General Government
District 5 Disc. Account-115000	74,700	10,000	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	50,000	Contribution from General Fund - Festivals	General Government
District 5 Disc. Account-115000	3,300	-	Contribution from General Fund - Rollover	General Government
District 5 Disc. Account-115000	1,100	-	Contribution from General Fund - Rollover Festivals	General Government
MSI Special-411000	22,100		Fund Balance Allocation	General Government
IT Strategic-251000	39,300	100,000	Fund Balance Allocation	General Government
IT Strategic-251000	150,800	-	Contribution from General Fund - Rollover	General Government
ED-Poverty Initiative	234,600	99,000	Fund Balance Allocation	General Government
Parks Budget Surplus-291001	561,500		Contribution from General Fund - Rollover	General Government
Parks Budget Surplus-291001	143,100		Fund Balance Allocation	General Government
Public Facilities (Rollover)	549,700		Contribution from General Fund - Rollover	General Government
Public Facilities (Rollover)			Fund Balance Allocation	General Government
Families 1st Parent Academy 2012	153,200	227,000	Intergovernmental Revenue	General Government
Families 1st Parent Academy	31,000		Fund Balance Allocation	General Government
Miami Learning Zone	98,000		Contribution from General Fund (Cost Allocation)	General Government
Miami Learning Zone	86,700		Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	1,058,700		Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery		1,192,100	Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	594,000	611,700	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce /Admin	117,600		Intergovernmental Revenue	General Government
South Florida Workforce /Admin		117,600	Intergovernmental Revenue	General Government
South Florida Workforce /Admin	62,800	59,200	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce Training & Support Services	515,900		Intergovernmental Revenue	General Government
South Florida Workforce Training & Support Services		515,900	Intergovernmental Revenue	General Government
Financial Empowerment Coaching	82,600		Donation	General Government
Believe in Recycling Program - SW	14,200	14,200	Fund Balance Allocation	General Government

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Believe in Recycling Program - Communication	44,400	44,400	Fund Balance Allocation	General Government
Unsafe Structure Program	575,800	119,400	Fund Balance Allocation	General Government
Unsafe Structure Program	320,000	320,000	Program Revenue	General Government
Camillus House Mats Donations -113000	680,000		Contribution from General Fund	General Government
Summer Youth Employment & Financial Empowerment Program 2014-371007	57,900		Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2015-371007-15			Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2016-371007-16		492,000	Intergovernmental Revenue	General Government
Green Business Challenge	75,000	12,700	Fund Balance Allocation	General Government
Office of Sustainable Initiatives - 411000	4,000	6,000	Fund Balance Allocation	General Government
Professional Analysis Service	250,000	182,000	Fund Balance Allocation	General Government
<b>Total - Department Initiative Improvement</b>	<b>8,137,600</b>	<b>8,124,300</b>		
<b>Economic Development and Planning Services</b>				
DDRI Transportation	2,452,900	3,619,400	Fund Balance Allocation	Planning and Development
DDRI Transportation	100,000	1,105,000	Program Revenue	Planning and Development
DDRI Transportation Interest	69,100	69,100	Fund Balance Allocation	Planning and Development
DDRI Master Plan Recovery Fee	698,700	1,543,300	Fund Balance Allocation	Planning and Development
DDRI Master Plan Recovery Fee	200,000	200,000	Program Revenue	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	1,040,800	1,114,700	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	1,762,100	2,949,200	Fund Balance Allocation	Planning and Development
DDRI Administration	50,000	50,000	Program Revenue	Planning and Development
Southeast Overtown Park West	1,049,700	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	118,600	268,700	Fund Balance Allocation	Planning and Development
DDRI Air quality Fee	30,000	30,000	Program Revenue	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	61,400	53,400	Fund Balance Allocation	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	24,000	24,000	Program Revenue	Planning and Development
Downtown Vending District	184,400	176,000	Fund Balance Allocation	Planning and Development
FEC Corridor Improvement Trust Fund	196,400	-	Fund Balance Allocation	Planning and Development
Miscellaneous Balancing Items	-	-	Fund Balance Allocation	Planning and Development
The Miami Commission on the Status of Women	12,500	12,500	Fund Balance Allocation	Planning and Development

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Hazardous Brownsfield	-	-	Program Revenue	Planning and Development
<b>Total - Economic Development and Planning Services</b>	<b>8,220,400</b>	<b>12,384,000</b>		
<b>Emergency Services Fund</b>				
Deployment	100,000	100,000	Fund Balance Allocation	Public Safety
<b>Total - Emergency Services Fund</b>	<b>100,000</b>	<b>100,000</b>		
<b>Fire Rescue Services</b>				
Fire Assessment Fee	57,800	41,100	Fund Balance Allocation	Public Safety
South Florida Urban Search FL/TF2	3,335,000	-	Fund Balance Allocation	
First Aide/CPR Educational/Training Program	60,100	63,100	Fund Balance Allocation	Public Safety
Fire-Rescue EMS Cadet Program	25,000	48,300	Fund Balance Allocation	Public Safety
Fire-Rescue Explorers Program	57,200	98,700	Fund Balance Allocation	Public Safety
EMS County Grant #C0013	41,900	33,200	Fund Balance Allocation	Public Safety
EMS County Grant #C0013	38,000	43,600	Intergovernmental Revenue	Public Safety
FY 2012 Department of Homeland Security-FEMA-USAR	130,600	-	Intergovernmental Revenue	Public Safety
Ultra Music Festival	10,600	3,500	Fund Balance Allocation	Public Safety
SAFER 2011	667,600	-	Fund Balance Allocation	Public Safety
SAFER 2012	1,794,500	-	Fund Balance Allocation	
UASI 2012	489,400	-	Fund Balance Allocation	
FEMA/USAR FY2013	513,200	-	Intergovernmental Revenue	
UASI 2013	4,432,200	-	Fund Balance Allocation	
2013 State Homeland Security Grant Program	103,000	-	Intergovernmental Revenue	
Florida Task Force II FY2014 National Urban Search and Rescue (US&R) Response System	1,220,600	-	Intergovernmental Revenue	
Florida Task Force II FY2014 National Urban Search and Rescue (US&R) Response System	-	693,400	Fund Balance Allocation	
Contribution from GF for Allocations (FY2014 USAR)	-	1,011,100	Contribution from General Fund (Cost Allocation)	
EMS Matching Grant Award-M3007	125,900	-	Intergovernmental Revenue	
EMS Matching Grant Award-M3007 GF Match	42,000	-	Contribution from General Fund	
Assistance to Firefighters Grant Program Fiscal Year 2013	1,030,200	-	Intergovernmental Revenue	
City Match for Assistance to Firefighters Grant Program Fiscal Year 2013	127,100	-	Contribution from General Fund	
UASI 2014	-	3,918,700	Fund Balance Allocation	
Contribution from GF for Allocations (UASI 2014)	659,200	268,900	Contribution from General Fund (Cost Allocation)	
<b>Total - Fire Rescue Services</b>	<b>14,961,100</b>	<b>6,223,600</b>		

# Special Revenue Funds

## Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
<b>General Special Revenues</b>				
FDOT Brickell/Biscayne	-	0	Intergovernmental Revenue	General Government
FDOT Health/Stadium	187,200	0	Intergovernmental Revenue	General Government
FDOT Overtown/Allapattah	23,800	0	Intergovernmental Revenue	General Government
FDOT Overtown/Health	62,200	15,900	Intergovernmental Revenue	General Government
FDOT Coral Way	1,002,400	902,400	Intergovernmental Revenue	General Government
Frequency Reconfiguration	208,600	0		
Amigos for Kids	27,000	25,700	Fund Balance Allocation	General Government
<b>Total - General Special Revenues</b>	<b>1,511,200</b>	<b>944,000</b>		
<b>Homeless Programs</b>				
Homeless Project Administration	484,200	375,600	Contribution From General Fund	General Government
Homeless Project Administration	250,400	237,200	Contribution From General Fund Cost Allocation	General Government
2015-16 MMHAP-NORTH	288,500	288,500	Fund Balance Allocation	General Government
2015-16 MMHAP - SOUTH	136,800	136,800	Intergovernmental Revenue	General Government
2015-16 MMHAP (Main)	247,500	247,500	Intergovernmental Revenue	General Government
2014-15 MMHAP-NORTH	105,600	96,200	Intergovernmental Revenue	General Government
2014-15 MMHAP - SOUTH	91,300	91,200	Fund Balance Allocation	General Government
2014-15 MMHAP (Main)	166,100	165,000	Fund Balance Allocation	General Government
Emergency Shelter Grant (ESG)	239,700	253,200	Fund Balance Allocation	General Government
Identification Assistance Program	12,500	12,500	Community Development	General Government
2013 Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	639,600	544,700	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		Intergovernmental Revenue	General Government
Homeless Trust Contribution	120,000	88,000	Intergovernmental Revenue	General Government
Citywide Camillus House Mats Program	-	90,000	Contribution from General Fund	General Government
<b>Total - Homeless Programs</b>	<b>3,134,100</b>	<b>2,966,400</b>		
<b>Law Enforcement Trust Fund (LETF)</b>				
LETF State	455,000	-	Fund Balance Allocation	Public Safety
LETF State	100,000	200,000	Intergovernmental Revenue	Public Safety
LETF Treasury	477,300	672,800	Fund Balance Allocation	Public Safety
LETF Treasury	75,000	200,000	Intergovernmental Revenue	Public Safety
LETF Justice	794,700	906,700	Fund Balance Allocation	Public Safety
LETF Justice	170,000	250,000	Intergovernmental Revenue	Public Safety
<b>Total - Law Enforcement Trust Fund</b>	<b>2,072,000</b>	<b>2,229,500</b>		

# Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
<b>Miami Ball Park</b>				
Miami Ballpark Parking Facilities (Fund 15400)	2,800,300	2,577,200	Program Revenue	Public Facilities
Miami Ballpark Parking Facilities		1,061,500	Fund Balance Allocation	Public Facilities
Miami Ballpark Parking Facilities	2,624,700	2,959,700	Program Revenue	Transfer-OUT
<b>Total - Miami Ball Park</b>	<b>5,425,000</b>	<b>6,598,400</b>		
<b>Parks and Recreation</b>				
Billboard at Grapeland	55,000	55,000	Program Revenue	Parks and Recreation
Billboard at Grapeland	46,500	172,000	Fund Balance Allocation	Parks and Recreation
Ordinance 10425 -Recreation Activity -Consolidated	616,400	-	Program Revenue	Parks and Recreation
Disabilities State Program	505,400	195,000	Intergovernmental Revenue Contribution from General Fund	Parks and Recreation
Disabilities State Program	151,300	65,300	(Cost Allocation)	Parks and Recreation
Disabilities State Program	63,800	70,000	Fund Balance Allocation	Parks and Recreation
Disabilities ADA Parking Fines	34,300	34,300	Intergovernmental Revenue	Parks and Recreation
Disabilities ADA Parking Fines	-	47,000	Fund Balance Allocation	Parks and Recreation
The Children's Trust Grant FY 2013-2014	150,200	-	Intergovernmental Revenue	Parks and Recreation
The Children's Trust Grant FY 2014-2015	419,200	-	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	-	30,700	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	57,900	70,000	Program Revenue	Parks and Recreation
Bayfront Park Management Trust, Commission District #1	1,000	-	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #2	7,600	-	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #3	3,300	-	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #4	5,900	-	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 2013-2014	249,000	-	Intergovernmental Revenue	Parks and Recreation
Out-of-School Time Snack Program 2014-2015	-	200,000	Intergovernmental Revenue	Parks and Recreation
Summer Food Program	465,500	-	Intergovernmental Revenue	Parks and Recreation
Summer Food Program	4,200	-	Fund Balance Allocation	Parks and Recreation
Child Day Care Food Program	44,200	-	Fund Balance Allocation	Parks and Recreation
Child Day Care Food Program	83,000	44,800	Intergovernmental Revenue	Parks and Recreation
Basketball Court Resurface - Dorsey Park	10,000	5,000	Fund Balance Allocation	Parks and Recreation
On-the-Job Training Project Search Miami	4,500	-	Intergovernmental Revenue	Parks and Recreation
Shenandoah Active Spaces	150,000		Intergovernmental Revenue	Parks and Recreation
Miscellaneous Donations and Grants	-	207,000.00	Program Revenue	Parks and Recreation

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Miscellaneous Donations and Grants	-	140,000.00	Fund Balance Allocation	Parks and Recreation
<b>Total - Parks and Recreation</b>	<b>3,363,200</b>	<b>1,571,100</b>		
<b>Police Services</b>				
Investigative Cost Recovery	22,800	300	Fund Balance Allocation	Public Safety
Investigative Cost Recovery	5,000	5,000	Program Revenue	Public Safety
Sp Tax Dist Pol Roving Patrol	165,000	165,000	Program Revenue	Public Safety
Morningsd. Sec Grd Spc Tx Dis	50,000	150,000	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	114,300	300,000	Fund Balance Allocation	Public Safety
Training Entrepreneurial Fund	200,000	200,000	Program Revenue	Public Safety
LETF Second Dollar Training-Consolidated	86,100	-	Fund Balance Allocation	Public Safety
LETF Second Dollar Training-Consolidated	135,000	121,000	Intergovernmental Revenue	Public Safety
Electronic Message Center	16,700	16,700	Fund Balance Allocation	Public Safety
Partnership Fund	-	5,000	Program Revenue	Public Safety
Partnership Fund	4,100	4,100	Fund Balance Allocation	Public Safety
E-911 Wireline	503,700	223,600	Fund Balance Allocation	Public Safety
E-911 Wireline	500,000	735,000	Intergovernmental Revenue	Public Safety
E-911 Wireline	-	1,137,000	Contribution from General Fund	Public Safety
E-911 Wireline	-	642,800	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Wireless	4,784,500	2,940,400	Fund Balance Allocation	Public Safety
E-911 Wireless	1,700,000	651,000	Intergovernmental Revenue	Public Safety
E-911 Wireless	-	908,800	Contribution from General Fund	Public Safety
E-911 Wireless	-	395,000	Contribution from General Fund (Cost Allocation)	Public Safety
Police Visibility Pilot Program-Omni	350,000	-	Contribution from CRA	Public Safety
FY'11 Justice Assistance Grant	-	229,200	Intergovernmental Revenue	Public Safety
FY2011 COPS Hiring Grant Program	1,551,900	1,164,700	Program Revenue	Public Safety
FY2011 COPS Hiring Grant Program	-	43,700	Contribution from General Fund (Cost Allocation)	Public Safety
TVM Productions (Burn Notice)	-	-	Intergovernmental Revenue	Public Safety
Solving Cold Case with DNA	500,000	-	Intergovernmental Revenue	Public Safety
2013 COPS Hiring Grant	594,800	1,017,100	Intergovernmental Revenue	Public Safety
2013 COPS Hiring Grant	-	52,700	Contribution from General Fund (Cost Allocation)	Public Safety
FY 2013 Edward Byrne Memorial JAG	46,500	46,500	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	625,500	746,200	Intergovernmental Revenue	Public Safety

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
2014 COPS Hiring Grant	-	53,200	Contribution from General Fund	Public Safety
2014 COPS Hiring Grant	-	362,400	Contribution from General Fund (Cost Allocation)	Public Safety
2015 COPS Hiring Grant	-	625,500	Intergovernmental Revenue	Public Safety
2015 COPS Hiring Grant	-	440,500	Contribution from General Fund	Public Safety
FY 2014 Edward Byrne Memorial Justice Assistance Grant	369,100	369,100	Intergovernmental Revenue	Public Safety
HIDTA-Strange Fruit	24,500	-	Intergovernmental Revenue	Public Safety
HIDTA-Overtown Takeover	20,000	-	Intergovernmental Revenue	Public Safety
FY 2014-15 VOCA	32,500	-	Intergovernmental Revenue	Public Safety
BJA FY2013 Smart Policing Initiative	605,400	-	Intergovernmental Revenue	Public Safety
FY 15 Pedestrian & Bicycle Visibility	73,700	-	Intergovernmental Revenue	Public Safety
Miami DUI Checkpoint & Saturation Patrol Overtime Project	172,500	-	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations	1,747,200	-	Contribution from General Fund (Cost Allocation)	Public Safety
Contribution from GF for Non-Allocation Items	221,600	-	Contribution from General Fund	Public Safety
<b>Total - Police Services</b>	<b>15,588,400</b>	<b>14,117,500</b>		
<b>Public Works</b>				
Municip. Fuel Tax Str. Repairs	191,400	-	Fund Balance Allocation	Public Works
Lane Closure Fund	3,813,500	1,810,400	Fund Balance Allocation	Public Works
Lane Closure Fund		3,110,300	Fund Balance Allocation	Transfer Out
Lane Closure Fund	800,000	2,200,000	Program Revenue	Public Works
<b>Total - Public Works</b>	<b>4,804,900</b>	<b>7,120,700</b>		
<b>Real Estate and Asset Management Services</b>				
Miami Parking Authority Garage #4	2,325,300	2,325,400	Program Revenue	Real Estate and Asset Mgt.
Miami Convention Center Debt Payment	3,428,600	-	Program Revenue	Transfer Out
Miami Convention Center	1,416,500	1,941,000	Program Revenue	Transfer Out
Miami Convention Center		2,087,400	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	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%	796,700	836,300	Contribution from General Fund	Transfer Out
Knight Foundation and Haitian Heritage Art	-	-	Donationn	Real Estate and Asset Mgt.
Miamarina Ticket Surcharge	214,200	487,900	Contribution from General Fund	Transfer Out
<b>Total - Real Estate and Asset Mgt. Services</b>	<b>8,762,800</b>	<b>7,753,000</b>		
<b>Solid Waste Recycling Educational Trust Fund</b>				

## Special Revenue Funds Schedule of Grants and Programs

	FY 2015 Amended Budget	FY 2016 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Educ. Trust Fund - Recycling	1,254,800	1,194,800	Fund Balance Allocation	Public Works
<b>Total - Solid Waste</b>	<b>1,254,800</b>	<b>1,194,800</b>	<b>Fund Balance Allocation</b>	<b>Public Works</b>
<b>Transportation and Transit</b>				
Transportation and Transit Fund	4,918,500	5,680,500		Intergovernmental Revenue
Transportation and Transit Fund	6,109,000	6,126,700		Intergovernmental Revenue
Transportation and Transit Fund	735,200	787,100		Intergovernmental Revenue
Transportation and Transit Fund	2,940,700	3,148,600		Intergovernmental Revenue
Transportation and Transit Fund	2,696,200	5,833,500		Fund Balance Allocation - MT Fund Balance Allocation - Admin
<b>Total - Transportation and Transit</b>	<b>17,399,600</b>	<b>21,576,400</b>		
<b>Tree Trust Fund</b>				
Tree Trust Fund	100,000	600,000	Program Revenue	Planning and Development
Tree Trust Fund	2,559,700	2,945,900	Fund Balance Allocation	Planning and Development
<b>Total - Tree Trust Fund</b>	<b>2,659,700</b>	<b>3,545,900</b>		
<b>Total - All Grants and Programs</b>	<b>160,683,200</b>	<b>156,567,700</b>		

**APPENDIX F:**  
PRESENTATION OF  
SCHEDULES AND GRAPHS,  
DEBT SERVICE FUNDS

**Legal Debt Management Information**

**SCHEDULE:**  
**Revenues and Expenditures by Functional Category, Debt Service Funds**

**GRAPH:**  
**Revenues (Inflows) by Functional Category**

**SCHEDULE:**  
**Revenues (Inflows) by Functional Category and Account Object**

**SCHEDULE:**  
**Revenues (Inflows) by Fund and Account Object**

**GRAPH:**  
**Expenditures (Outflows) by Debt Service Fund**

**SCHEDULE:**  
**Expenditures (Outflows) by Debt Service Fund and Account Object**





**CITY OF MIAMI, FLORIDA  
LEGAL DEBT MARGIN INFORMATION  
LAST TEN FISCAL YEARS**

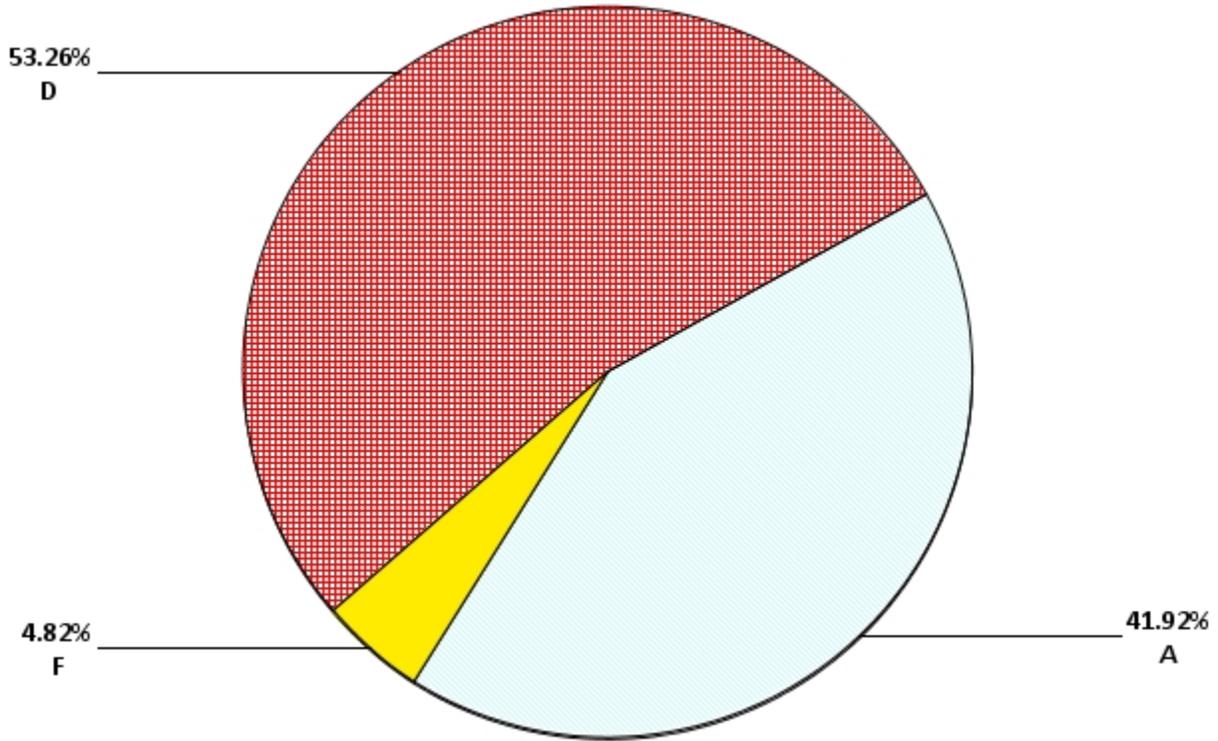
	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Debt Limit	\$ 4,990,152	\$ 4,599,937	\$ 4,533,761	\$ 4,383,369	\$ 5,370,834	\$ 5,372,350	\$ 5,400,940	\$ 4,954,936	\$ 4,046,607	\$ 3,289,455
Total Net Debt Applicable to Limit	214,324	225,381	238,036	251,230	265,845	274,618	233,255	243,385	203,312	214,217
Legal Debt Margin	\$ 4,775,828	\$ 4,374,556	\$ 4,295,725	\$ 4,132,139	\$ 5,104,989	\$ 5,097,732	\$ 5,167,685	\$ 4,711,551	\$ 3,843,295	\$ 3,075,238
Total Net Debt Applicable to the Limit as a percentage of Debt Limit	4.29%	4.90	5.25%	5.73%	4.95%	5.11%	4.32%	4.91	5.02%	6.51%
Net Assessed Value	\$ 35,284,842									
Less Homestead Exempt Valuation	(2,017,164)									
Total Assessed Value	33,267,678									
Debt Limit for Bonds (15% of Total Assessed Value)	4,990,152									
Present Debt Application of Debt Limitation										
General Obligation Debt	217,378									
Less Amount Available in Debt Service Fund	(3,054)									
Total Net Debt Applicable to Limit	214,324									
Legal Debt Margin	\$ 4,775,828									

**Summary of FY 2015-16  
Adopted Budget  
Debt Service Funds**

	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adopted</b>	<b>FY 2015-16 Adopted</b>
<b><u>Revenues</u></b>					
Property Taxes	26,887,032	26,425,029	24,853,246	24,755,000	26,103,500
Interest (R)	37,533	38,539	38,567	0	0
Transfers-IN	36,461,047	38,185,060	49,678,671	30,906,400	33,161,700
Intergovernmental Revenues	3,300,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	0	50,028,639	18,049,380	4,382,500	0
<b>Total Revenues</b>	<b>66,685,612</b>	<b>117,677,267</b>	<b>95,619,864</b>	<b>63,043,900</b>	<b>62,265,200</b>
<b><u>Expenditures</u></b>					
General Obligation Bonds	25,271,561	24,787,654	25,388,755	26,106,800	26,103,500
Special Obligation Bonds	38,872,233	89,996,332	76,289,100	36,937,100	36,161,700
<b>Total Expenditures</b>	<b>64,143,795</b>	<b>114,783,985</b>	<b>101,677,854</b>	<b>63,043,900</b>	<b>62,265,200</b>

## Revenues (Inflows) Debt Service Funds

FY 2015-16  
\$62,265,200



	FY 2014-15 Adopted (\$)	FY 2014-15 Adopted (%)	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)
A: Property Taxes	24,755,000	39.27%	26,103,500	41.92%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	30,906,400	49.02%	33,161,700	53.26%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	3,000,000	4.76%	3,000,000	4.82%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	4,382,500	6.95%	0	0.00%
I: Charges for Services	0	0.00%	0	0.00%
<b>Total</b>	<b>63,043,900</b>	<b>100.00%</b>	<b>62,265,200</b>	<b>100.00%</b>

**Debt Service Funds  
Schedule of Revenue (Inflows)**

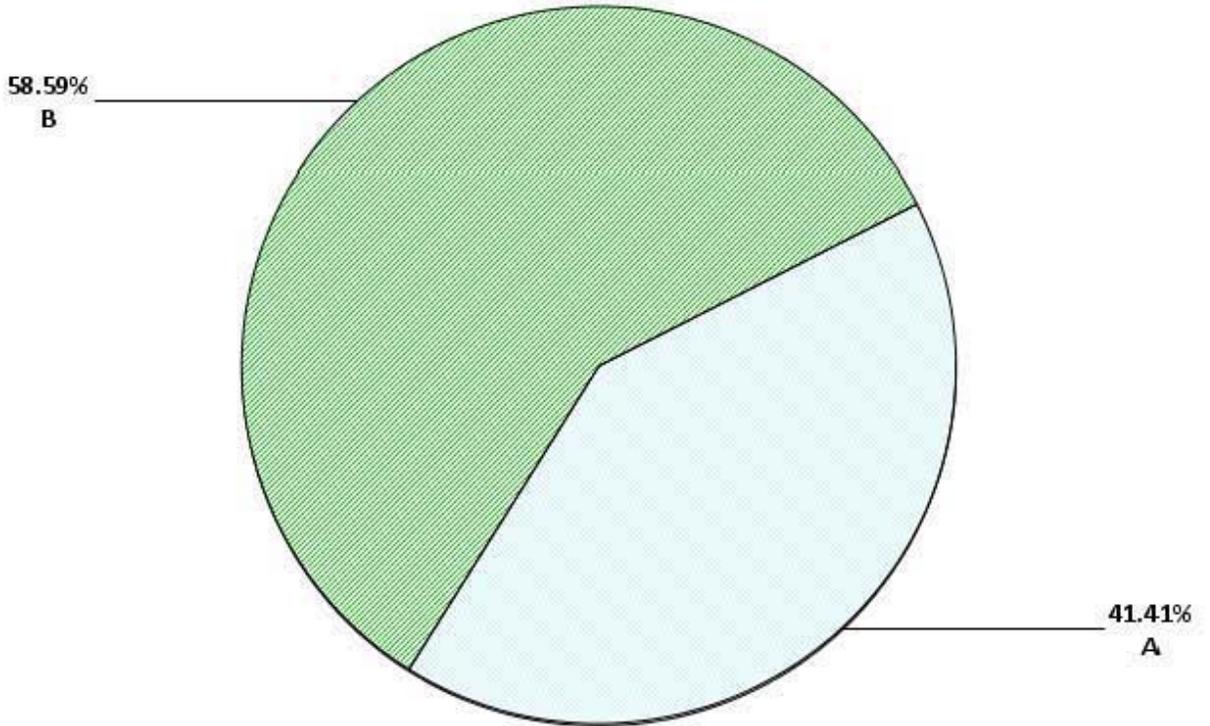
	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b><u>Property Taxes</u></b>					
Ad Valorem Taxes-Real	24,589,812	24,085,117	22,687,265	24,755,000	26,103,500
Ad Valorem Taxes-Real-Delinquent	817,481	655,550	571,864	0	0
Ad Valorem Taxes-Personal	1,395,068	1,635,409	1,605,873	0	0
Ad Valorem Taxes-Personal-Delinquent	84,671	48,953	(11,755)	0	0
<b>Total Property Taxes:</b>	<b>26,887,032</b>	<b>26,425,029</b>	<b>24,853,246</b>	<b>24,755,000</b>	<b>26,103,500</b>
<b><u>Interest</u></b>					
Misc-Int & Pen-Lot Clear & Demoli	162	292	319	0	0
Misc-Int & Pen-Investment	37,370	38,248	38,248	0	0
<b>Total Interest:</b>	<b>37,533</b>	<b>38,539</b>	<b>38,567</b>	<b>0</b>	<b>0</b>
<b><u>Transfers-IN</u></b>					
Other-Interfund Transfer	36,461,047	38,185,060	49,678,671	30,906,400	33,161,700
<b>Total Transfers-IN:</b>	<b>36,461,047</b>	<b>38,185,060</b>	<b>49,678,671</b>	<b>30,906,400</b>	<b>33,161,700</b>
<b><u>Intergovernmental Revenues</u></b>					
State Shared Revenues	300,000	0	0	0	0
Grants From Other Local Units	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Total Licenses and Permits:</b>	<b>3,300,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b><u>Other Revenues (Inflows)</u></b>					
Other-Debt Proceeds	0	50,028,639	18,049,380	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	4,382,500	0
<b>Total Other Revenues (Inflows):</b>	<b>0</b>	<b>50,028,639</b>	<b>18,049,380</b>	<b>4,382,500</b>	<b>0</b>
<b><u>Charges for Services</u></b>					
<b>Total Charges for Services:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenue (Inflows):</b>	<b>66,685,612</b>	<b>117,677,267</b>	<b>95,619,864</b>	<b>63,043,900</b>	<b>62,265,200</b>

**Debt Service  
Schedule of Revenue (Inflows)**

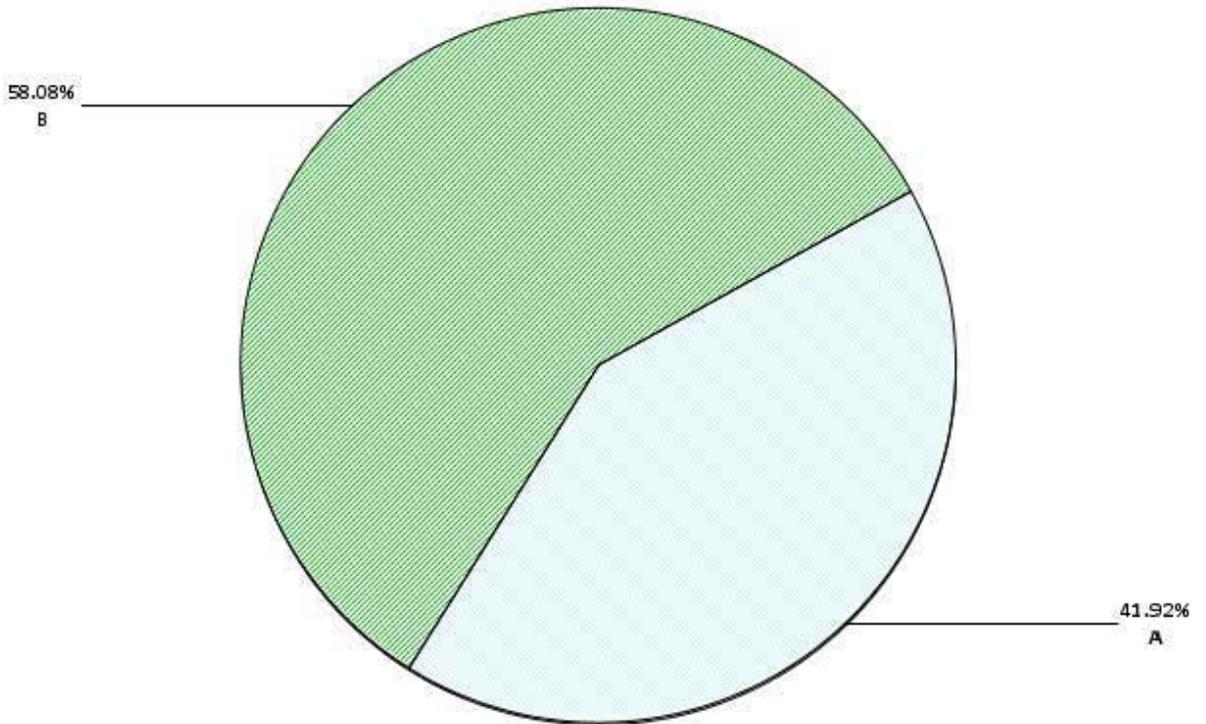
	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b>General Obligation Bonds</b>					
Ad Valorem Taxes-Personal	1,395,068	1,635,409	1,605,873	0	0
Ad Valorem Taxes-Personal-Delinquent	84,671	48,953	(11,755)	0	0
Ad Valorem Taxes-Real	24,589,812	24,085,117	22,687,265	24,755,000	26,103,500
Ad Valorem Taxes-Real-Delinquent	817,481	655,550	571,864	0	0
Misc-Int & Pen-Lot Clear & Demoli	0	0	17	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	1,351,800	0
<b>Total -General Obligation Bonds</b>	<b>26,887,032</b>	<b>26,425,029</b>	<b>24,853,263</b>	<b>26,106,800</b>	<b>26,103,500</b>
<b>Special Obligation Bonds</b>					
Grants From Other Local Units	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Misc-Int & Pen-Investment	37,370	38,248	38,248	0	0
Misc-Int & Pen-Lot Clear & Demoli	162	292	303	0	0
Other-Debt Proceeds	0	50,028,639	18,049,380	0	0
Other-Interfund Transfer	36,461,047	38,185,060	49,678,671	30,906,400	33,161,700
Other-Oth N-optg Sour/Carryover	0	0	0	3,030,700	0
State Shared Revenues	300,000	0	0	0	0
<b>Total -Special Obligation Bonds</b>	<b>39,798,580</b>	<b>91,252,238</b>	<b>70,766,601</b>	<b>36,937,100</b>	<b>36,161,700</b>
<b>Total Revenues (Inflows)</b>	<b>66,685,612</b>	<b>117,677,267</b>	<b>95,619,864</b>	<b>63,043,900</b>	<b>62,265,200</b>

## Expenditures (Outflows) Debt Service Funds

FY 2014-15  
\$63,043,900



FY 2015-16  
\$62,265,200



	FY 2014-15 Adopted	FY 2015-16 Adopted
A: General Obligation Bonds	26,106,800	26,103,500
B: Special Obligation Bonds	36,937,100	36,161,700
Total	63,043,900	62,265,200

**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 Amended
<b>General Obligation Bonds</b>					
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
<b>Total -General Obligation Bonds</b>	<b>28,020,430</b>	<b>25,271,561</b>	<b>24,787,654</b>	<b>26,481,900</b>	<b>26,106,800</b>
<b>Special Obligation Bonds</b>					
Interest	25,864,709	27,512,426	30,369,294	28,463,500	27,545,500
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	8,171,500
Professional Services	0	0	0	6,500	6,500
<b>Total -Special Obligation Bonds</b>	<b>111,546,324</b>	<b>38,872,233</b>	<b>89,996,332</b>	<b>41,331,200</b>	<b>35,723,500</b>
<b>Total Expenditures (Outflows)</b>	<b>139,566,755</b>	<b>64,143,795</b>	<b>114,783,985</b>	<b>67,813,100</b>	<b>61,830,300</b>



**APPENDIX G:**  
PRESENTATION OF  
SCHEDULES AND GRAPHS,  
INTERNAL SERVICE FUND

**SCHEDULE:**  
**Revenues (Inflows) by Account Object**

**SCHEDULE:**  
**Expenditures (Outflows) by Account Object**





**Internal Service Fund  
Schedule of Revenue (Inflows)**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b>Transfers-IN</b>					
Other-Interfund Transfer	0	0	600,000	1,190,000	0
<b>Total Transfers-IN:</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>1,190,000</b>	<b>0</b>
<b>Licenses and Permits</b>					
Business Tax Receipt-Business-Penalty	0	0	40	0	0
<b>Total Licenses and Permits:</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>
<b>Other Revenues (Inflows)</b>					
Misc-Other Miscellaneous Revenues	0	122,201,129	13,662,484	7,300,000	0
Misc. -Other Revenues EE Health	0	0	4,629,016	4,500,000	4,500,000
Misc. -Other Revenues Retirees Health	0	0	0	0	8,500,000
Misc-Settlements	0	3,751,833	1,999,315	1,500,000	1,500,000
Other-Nonoperating Sources	0	0	123,996,833	154,994,800	65,984,700
<b>Total Other Revenues (Inflows):</b>	<b>0</b>	<b>125,952,962</b>	<b>144,287,647</b>	<b>168,294,800</b>	<b>80,484,700</b>
<b>Charges for Services</b>					
CFS-PS-Police Services	0	143,257	108,012	0	0
CFS-Other Charges for Services	0	42,055	32,899	0	0
<b>Total Charges for Services:</b>	<b>0</b>	<b>185,312</b>	<b>140,911</b>	<b>0</b>	<b>0</b>
<b>Total Revenue (Inflows):</b>	<b>0</b>	<b>126,138,274</b>	<b>145,028,598</b>	<b>169,484,800</b>	<b>80,484,700</b>

**Internal Service Fund**  
**Schedule of Expenditures (Outflows) by Category**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b><u>Personnel</u></b>					
Executive Salaries	0	0	32,589	32,000	0
Fica Taxes	0	0	1,889	2,400	0
Retirement Contributions	0	69,164,731	76,300,327	36,294,100	0
Police and Fire - FIPO	0	0	0	49,546,300	0
Life and Health Insurance	0	40,580,604	40,142,706	48,210,800	42,845,900
<b>Total Personnel:</b>	<b>0</b>	<b>109,745,335</b>	<b>116,477,511</b>	<b>134,085,600</b>	<b>42,845,900</b>
<b><u>Operating Expense</u></b>					
Workers' Compensation	0	13,709,666	12,742,228	16,757,000	17,015,000
Other Contractual Services	0	0	2,492,177	2,894,100	0
Communications & Related Services	0	854	1,773,484	0	0
Postage	0	0	14,833	15,000	0
Insurance	0	54,049	0	0	0
Insurance - Police Torts	0	0	0	900,000	2,700,000
Insurance - Vehicle Liability	0	0	0	900,000	1,300,000
Insurance - Property & Casualty	0	0	0	6,731,800	6,400,000
Insurance - General Liability	0	0	0	900,000	3,800,000
Insurance - Public Official	0	0	0	500,200	100,000
Repair and Maintenance Services	0	0	1,369,944	0	0
IT-Repair and Maintenance Services	0	0	0	4,301,100	4,823,800
Other Current Charges and Obligations	0	(7,582)	(186)	0	0
<b>Total Operating Expense:</b>	<b>0</b>	<b>13,756,987</b>	<b>18,392,481</b>	<b>33,899,200</b>	<b>36,138,800</b>
<b><u>Capital Outlay</u></b>					
Machinery and Equipment	0	0	30,142	0	0
<b>Total Capital Outlay:</b>	<b>0</b>	<b>0</b>	<b>30,142</b>	<b>0</b>	<b>0</b>
<b><u>Debt Service</u></b>					
<b>Total Debt Service:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Non-Operating Expense</u></b>					
Advances	0	2,644,943	209,871	0	0
Budget Reserve	0	0	0	1,500,000	1,500,000
<b>Total Non-Operating Expense:</b>	<b>0</b>	<b>2,644,943</b>	<b>209,871</b>	<b>1,500,000</b>	<b>1,500,000</b>

**Internal Service Fund**  
**Schedule of Expenditures (Outflows) by Category**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Adopted
<b>Total Expenditure (Outflows):</b>	<b>0</b>	<b>126,147,266</b>	<b>135,110,004</b>	<b>169,484,800</b>	<b>80,484,700</b>



## **APPENDIX H:** STATISTICAL INFORMATION

- **City Profile**

- **Full-Time Employees by Function for the Last Ten Years**





# CITY PROFILE



**Year of Incorporation:** 1896

**Area of City of Miami:** 55.3 Square Miles (Land 35.87; Water 19.43)

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
2003	372,920	\$23,774	38.0	4.6%
2004	379,550	\$24,031	37.0	3.9%
2005	361,701	\$25,211	39.1	3.2%
2006	358,091	\$27,088	39.2	2.8%
2007	348,827	\$29,075	39.9	3.1%
2008	343,142	\$28,333	41.2	4.8%
2009	433,143	\$28,999	38.8	10.4%
2010	399,457	\$27,291	37.7	11.1%
2011	412,438*	\$30,270	39.1	9.4%
2012	416,917*	\$28,301	39.2	8.3%
2013	421,363*	\$30,375	39.0	7.6%
2014	430,332*	N/A	N/A	6.8%

Source (a):  
U.S. Bureau of the Census,  
American Community Survey

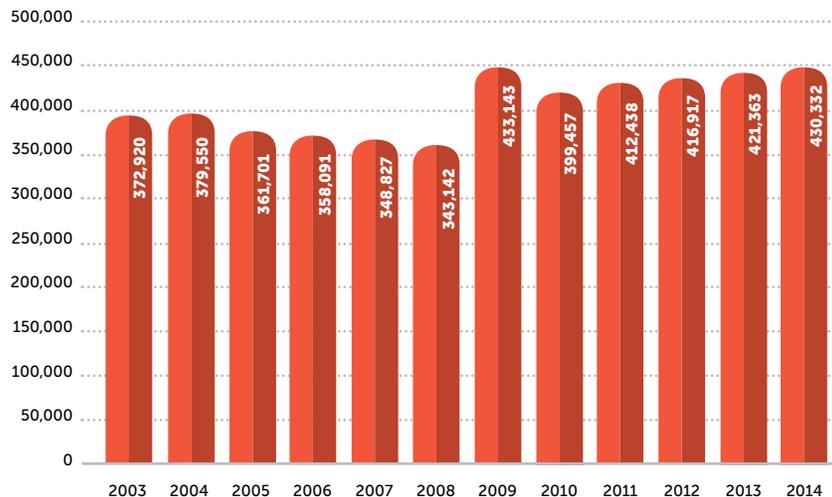
Source (b):  
U.S. Bureau of the Census,  
2009-2013 5-Year American  
Community Survey

Source (c):  
U.S. Bureau of the Census,  
2009-2013 5-Year American  
Community Survey

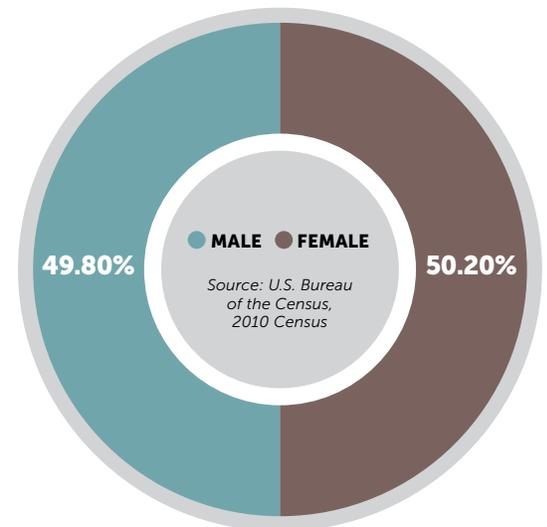
Source (d):  
U.S. Bureau of Labor Statistics:  
Local Area Unemployment  
Statistics - Miami-Miami Beach-  
Kendall - Annual Averages  
(as of June 2015)

\*Source: U.S. Bureau of the  
Census, Annual Estimates of  
Residential Population,  
2011 - 2014

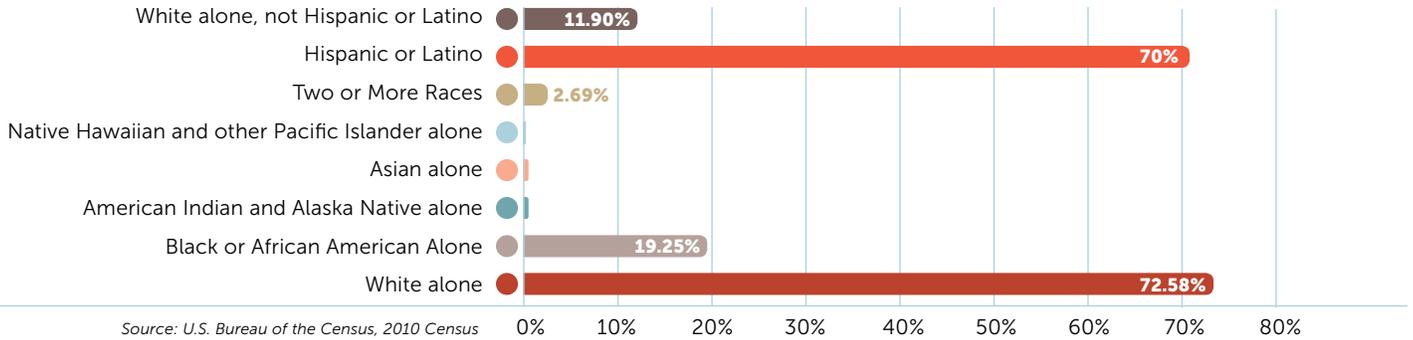
## City Population Trend



## Population by Sex



## Population by Race/Ethnicity



## Poverty and Per Capita Income

Source: U.S. Bureau of the Census, American Community Survey, 5-Year Estimates (2009-2013)

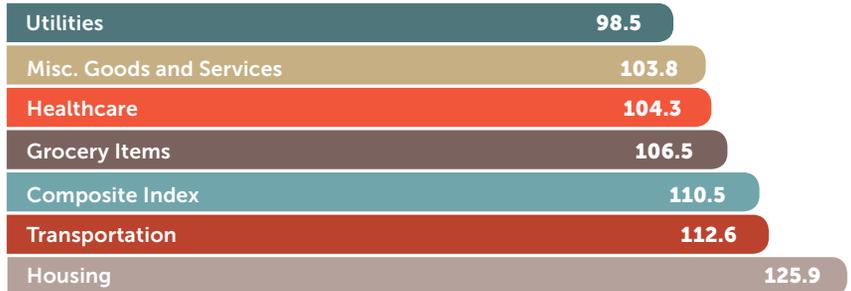
Per Capita Money Income (2013)

**\$21,120**

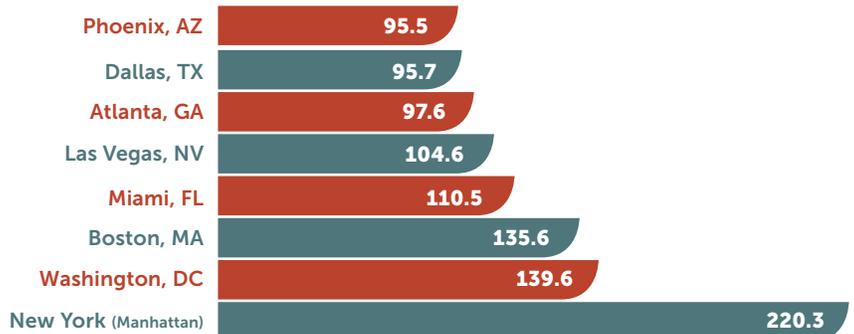
Percentage of persons below poverty level

**29.9%**

## Cost of Living in Miami-Dade County (U.S. Average =100)



## Cost of Living Composite Index selected major urban areas



## Educational Attainment

**Population 18 to 24 years 36,117**

Less than high school graduate	23.4%
High school graduate (incl. equivalency)	33.9%
Some college or associate's degree	32.9%
Bachelor's degree or higher	9.8%

**Population 25 years and over 295,853**

Less than 9th grade	17.6%
9th to 12th grade, no diploma	11.5%
High school graduate (incl. equivalency)	29.4%
Some college, no degree	11.3%
Associate's degree	7.1%
Bachelor's degree	14.5%
Graduate or professional degree	8.6%

**Percent high school graduate or higher 70.9%**

**Percent bachelor's degree or higher 23.1%**

Source: U.S. Bureau of the Census, American Community Survey, 5-Year Estimates (2009-2013)

## Housing Occupancy City of Miami

Source: (b) U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Total housing units 187,938	
Occupied housing units	150,974 80.3%
Vacant housing units	36,964 19.7%
Homeowner vacancy rate	5.4 n/a
Rental vacancy rate	9.0 n/a

## Labor Force and Employment Statistics: Greater Miami Metropolitan Area

### Distribution of Major Employment Classifications for Miami-Dade County, First Quarter 2015

Occupational Title	Employees
Education and Health Services	173,000
Professional and Business	155,500
Retail Trade	147,300
Government	140,600
Leisure and Hospitality	134,500
Finance Activities	77,000
Wholesale Trade	74,700
Transportation, Warehousing, and Utilities	66,500
Other Services	51,200
Manufacturing	38,100
Construction	37,300
Information	19,100
Natural Resources and Mining	400
<b>Total Non-farm Employed</b>	<b>1,115,200</b>

Source: Miami-Dade County Regulatory & Economic Resources Dept., Labor Market Report, First Quarter 2015

### City of Miami Business Owners

Total number of firms as of 2007	85,146
Black-owned firms	11.1%
American Indian-owned and Alaska Native-owned firms	N/A
Asian-owned firms	2.0%
Native Hawaiian and Other Pacific Islander-owned firms	N/A
Hispanic-owned firms	62.5%
Women-owned firms	28.7%

Source: U.S. Bureau of the Census, 2010

### Top Ten Major Employers in Miami-Dade County 2014

#### Public Employers

Name	Number of Employees
Miami-Dade County Public Schools	33,477
Miami-Dade County	25,502
Federal Government	19,200
Florida State Government	17,100
Jackson Health System	9,797
City of Miami	3,997
Florida International University	3,534
Homestead AFB	3,250
Miami VA Healthcare System	2,500
Miami Dade College	2,390

Source: The Beacon Council, 2014

#### Private Employers

Name	Number of Employees
University of Miami	12,818
Baptist Health South Florida	11,353
American Airlines	11,031
Carnival Cruise Lines	3,500
Miami Children's Hospital	3,500
Mount Sinai Medical Center	3,321
Florida Power & Light Company	3,011
Royal Caribbean Intl./Celebrity Cruises	2,989
Wells Fargo	2,050
Bank of America Merrill Lynch	2,000

Source: The Beacon Council, 2014

### 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  
ExxonMobil 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

### Sister Cities Program

#### Sister Cities

Buenos Aires, Argentina  
Kagoshima, Japan  
Lima, Peru  
Port-au-Prince, Haiti

Santiago, Chile  
Santo Domingo, Dominican Republic  
Madrid, Spain

#### Friendship Cities

Qingdao, China

#### Emeritus Status

Agadir, Morocco  
Amman, Jordan

Cochabamba, Bolivia  
Managua, Nicaragua  
Montes de Oca, Costa Rica  
Murcia, Spain  
Nice, France  
Palermo, Italy

Panama City, Panama  
Ramat-Hasharon, Israel  
Varna, Bulgaria  
Kaohsiung Municipality, Chinese Taipei

# Department of Real Estate and Asset Management

**JAMES L. KNIGHT CENTER**  
400 SE Second Ave. Miami, FL 33131  
(305) 416-5970

**DINNER KEY MARINA AND MOORING FIELD**  
3500 Pan American Dr., Miami, FL 33133  
(305) 579-6980

**CARIBBEAN MARKETPLACE**  
5925 NE 2nd Ave., Miami, FL 33137  
(305) 960-2969

**MANUEL ARTIME CULTURAL CENTER**  
900 and 970 SW First St., Miami, FL 33130  
(305) 960-4686

**MIAMARINA AT BAYSIDE**  
401 Biscayne Blvd., Miami, FL 33132  
(305) 579-6980

**LITTLE HAITI CULTURAL CENTER**  
254 NE 59 Terrace, Miami, FL 33137  
(305) 960-2969

**MARINE STADIUM MARINA**  
3501 Rickenbacker Cswy., Miami, FL 33149  
(305) 579-6980



## RECREATION FACILITY LOCATIONS

**AFRICAN SQUARE PARK**  
1428 NW 62nd St

**ANTONIO MACEO PARK**  
5135 NW 7th St

**ARMBRISTER PARK**  
4000 Grand Ave

**ATHALIE RANGE PARK**  
525 NW 62nd St

**BELAFONTE TALCOCY PARK**  
6161 NW 9th Ave

**BRYAN PARK**  
2240 SW 12th St

**BUENA VISTA PARK**  
232 NW 53 St

**CHARLES HADLEY PARK**  
1300 NW 50th St

**CORAL GATE PARK**  
1415 SW 32nd Ave

**CURTIS PARK**  
1901 NW 24 Ave

## Active Recreation Parks

**DORSEY PARK**  
1775 NW 1st Ave

**DOUGLAS PARK**  
2795 SW 37th Ave

**EATON PARK**  
490 NE 61th St

**ELIZABETH VIRRICK PARK**  
3255 Plaza St.

**FERN ISLE PARK**  
2201 NW 11 St.

**GRAPELAND PARK**  
1550 NW 37th Ave

**HENDERSON PARK**  
971 NW 2nd St

**HENRY REEVES PARK**  
528 NW 10th St

**JOSE MARTI GYM**  
434 SW 3rd Ave

**JOSE MARTI PARK**  
362 SW 4 Avenue

**JUAN PABLO DUARTE PARK**  
1700 NW 28th St

**KINLOCH PARK**  
455 NW 47th Ave

**LEGION MEMORIAL PARK**  
6447 NE 7th Ave

**LEMON CITY PARK**  
27 NE 58 St

**LITTLE HAITI SOCCER PARK**  
6301 NE 2nd Ave

**LUMMUS PARK**  
360 NW 3rd St

**MARGARET PACE PARK**  
1805 North Bayshore Drive

**MIAMI ROWING CLUB**  
3601 Rickenbacker Cswy

**MOORE PARK**  
765 NW 36th St

**MOORE PARK  
TENNIS CENTER**  
765 NW 36th Street

**MORNINGSIDE PARK**  
750 NE 55 Terrace

**PEACOCK PARK**  
2820 Mcfarlane Road

**ROBERT KING HIGH PARK  
AND CARLOS ARBOLEYA  
CAMPGROUND**  
7025 W. Flagler St

**ROBERTO CLEMENTE PARK**  
101 NW 34th St

**SANDRA DELUCCA  
DEVELOPMENTAL CENTER**  
4560 NW 4 Terrace

**SHENANDOAH PARK**  
2111 SW 19 St

**SOUTHSIDE PARK**  
140 SW 11th St

**THEODORE GIBSON PARK**  
401 NW 12 St

**WEST END PARK**  
6030 SW 2nd St

**WILLIAMS PARK**  
1717 NW 5th Ave

## POOL AND WATER PARK LOCATIONS *Year Round Locations*

**SHENANDOAH POOL**  
1805 SW 22 Ave.

**JOSE MARTI POOL**  
351 SW 4 St.

**CHARLES HADLEY POOL**  
4800 NW 12 Ave

**MIAMI ROWING CLUB**  
3601 Rickenbacker Causeway

**THEODORE GIBSON POOL**  
401 NW 12 St.

## SEASONAL POOLS

**WEST END POOL**  
250 SW 60 Ave

**WILLIAMS POOL**  
1717 NW 5th Ave

**ATHALIE RANGE POOL**  
525 NW 62nd St

**ELIZABETH VIRRICK POOL**  
3255 Plaza St.

**MORNINGSIDE POOL**  
750 NE 55 Terrace

**CURTIS POOL**  
1901 NW 24 Ave

**GRAPELAND  
WATER PARK**  
1550 NW 37th Ave



**NET ADMINISTRATION**

444 SW 2nd Avenue  
(305) 416-1992

**UPPER EASTSIDE**

6599 Biscayne Blvd  
(305) 795-2330

**LITTLE HAITI/EDISON**

6301 NE 2nd Avenue  
(305) 960-4660

**MODEL CITY**

1000 NW 62nd Street  
(305) 960-2990

**WYNWOOD**

101 NW 34 Street  
(305) 960-2904

**ALLAPATTAH**

1901 NW 24th Avenue  
(305) 575-5128

**OVERTOWN**

1490 NW 3rd Avenue  
(305) 372-4550

**LITTLE HAVANA**

121 NW 27th Avenue  
(305) 960-4650

**WEST FLAGLER/FLAGAMI**

5135 NW 7th Street  
(305) 960-2890

**COCONUT GROVE**

2820 McFarlane Road  
(305) 960-4670

**CORAL WAY**

1415 SW 32nd Avenue  
(305) 960-5131

**DOWNTOWN/BRICKELL**

900 S Miami Avenue  
(305) 350-7898



**MIAMI POLICE HEADQUARTERS**  
400 NW 2nd Avenue  
Miami, Florida 33128  
(305) 603-6640

**MIAMI POLICE NORTH STATION**  
1000 NW 62nd Street  
Miami, Florida 33150  
(305) 795-2300

**MIAMI POLICE SOUTH STATION**  
2200 West Flagler Street  
Miami, Florida 33135  
(305) 643-7160

**MIAMI POLICE GRAPELAND HEIGHTS SUBSTATION**  
1701 NW 30th Avenue  
Miami, Florida 33125  
(305) 603-6500

**MIAMI POLICE MINI-STATION**  
3727 Grand Avenue  
Miami, Florida 33133  
(786) 703-8543



**FIRE - COLLEGE**  
(305) 446-0722  
3425 Jefferson St.  
Miami, FL 33133-5600

**FIRE - GARAGE**  
(305) 416-5406  
1151 N.W. 7th St.  
Miami, FL 33136-3604

**FIRE - STATION 1**  
(305) 579-6215  
144 N.E. 5th St.  
Miami, FL 33132-1909

**FIRE - STATION 2**  
(305) 579-6202  
1901 North Miami Ave.  
Miami, FL 33136-1313

**FIRE - STATION 3**  
(305) 575-5223  
1103 N.W. 7th St.  
Miami, FL 33136-3604

**FIRE - STATION 4**  
(305) 579-6204  
1105 S.W. 2nd Ave.  
Miami, FL 33130-4011

**FIRE - STATION 5**  
(305) 575-5219  
1200 N.W. 20th St.  
Miami, FL 33142-7720

**FIRE - STATION 6**  
(305) 579-6206  
701 N.W. 36th St.  
Miami, FL 33127-3029

**FIRE - STATION 7**  
(305) 643-7120  
314 Beacon Blvd.  
Miami, FL 33135-1537

**FIRE - STATION 8**  
(305) 579-6208  
2975 Oak Ave.  
Miami, FL 33133-5209

**FIRE - STATION 9**  
(305) 579-6209  
69 N.E. 62nd St.  
Miami, FL 33138-5841

**FIRE - STATION 10**  
(305) 643-7130  
4101 N.W. 7th St.  
Miami, FL 33126-5517

**FIRE - STATION 11**  
(305) 579-6211  
5920 W. Flagler St.  
Miami, FL 33144-3303

**FIRE - STATION 12**  
(305) 579-6212  
1455 N.W. 46th St. Miami, FL  
33142-4145

**FIRE - STATION 13**  
(305) 759-3513  
990 N.E. 99 St. Miami, FL  
33138-3761

**FIRE - STATION 14**  
(305) 860-3817  
2151 S.W.19 St. Miami, FL  
33145-2129

**FIRE - STATION 15**  
(305) 365-3951  
560 Crandon Blvd.  
Miami, FL 33149-1832

**Miami-Dade County Public Libraries in the City of Miami**

**ALLAPATTAH**  
1799 NW 35th Street  
Miami, FL 33142

**EDISON CENTER**  
531 NW 62nd Street  
Miami, FL 33150

**MAIN LIBRARY**  
101 W Flagler Street  
Miami, FL 33130

**CIVIC CENTER**  
1501 NW 12th Avenue  
Miami, FL 33136

**HISPANIC**  
1398 SW 1st Street  
Miami, FL 33135

**SHENANDOAH**  
2111 SW 19th Street  
Miami, FL 33145

**COCONUT GROVE**  
2875 McFarlane Road  
Miami, FL 33133

**LEMON CITY**  
430 NE 61st Street  
Miami, FL 33137

**VIRRICK PARK**  
3255 Plaza Street  
Miami, FL 33133

**CULMER/OVERTOWN**  
350 NW 13th Street  
Miami, FL 33136

**LITTLE RIVER**  
160 NE 79th Street  
Miami, FL 33138

**WEST FLAGLER**  
5050 West Flagler Street  
Miami, FL 33134

## Public Schools

Auburndale Elementary	3255 SW 6th St., Miami, FL 33135
Citrus Grove Elementary	2121 NW 5th St., Miami, FL 33125
Coconut Grove Elementary	3351 Matilda St., Miami, FL 33133
Comstock Elementary	2420 NW 18th Ave., Miami, FL 33142
Eneida Massas Hartner Elementary	401 NW 29th St., Miami, FL 33127
Fairlawn Elementary	444 SW 60th Ave., Miami, FL 33144
Frances S Tucker Elementary	3500 Douglas Rd., Miami, FL 33133
Frederick Douglass Elementary	314 NW 12th St., Miami, FL 33136
Henry M Flagler Elementary	5222 NW 1st St., Miami, FL 33134
Holmes Elementary	1175 NW 67th St., Miami, FL 33150
Jesse J. McCrary, JR. Elementary	514 NW 77th St., Miami, FL 33150
Kensington Parl Elementary	711 NW 30th Ave., Miami, FL 33125
Kinloch Park Elementary	4275 NW 1st St., Miami, FL 33126
Lenora Braynon Smith Elementary	4700 NW 12th Ave., Miami, FL 33142
Maya Angelou Elementary	1850 NW 32nd St., Miami, FL 33142
Orchard Villa Elementary	5720 NW 13th Ave., Miami, FL 33142
Phillis Wheatley Elementary	1801 NW 1st Place, Miami, FL 33136
Phyllis R Miller Elementary	840 NE 87th St., Miami, FL 33138
Riverside Elementary	1190 SW 2nd St., Miami, FL 33130
Santa Clara Elementary	1051 NW 29th Terr., Miami, FL 33127
Shadowlawn Elementary	149 NW 49th St., Miami, FL 33127
Shenandoah Elementary	1023 SW 21st Ave., Miami, FL 33135
Silver Bluff Elementary	2609 SW 25th Ave., Miami, FL 33133
Southside Elementary	45 SW 13th St., Miami, FL 33130
Toussaint L'ouverture Elementary	120 NE 59th St., Miami, FL 33137
Allapattah Middle	1331 NW 46th St., Miami, FL 33142
Citrus Grove Middle	2153 NW 3rd St., Miami, FL 33125
Jose De Diego Middle	3100 NW 5th Ave., Miami, FL 33127
Kinloch Park Middle	4340 NW 3rd St., Miami, FL 33126
Miami Edison Middle	6101 NW 2nd Ave., Miami, FL 33127
Shenandoah Middle	1950 SW 19th St., Miami, FL 33145
Booker T Washington Senior High	1200 NW 6th Ave., Miami, FL 33136
Design and Architecture Senior High	4001 NE 2nd Ave., Miami, FL 33137
Miami Edison Senior High	6161 NW 5th Ct., Miami, FL 33127
Miami Jackson Senior High	1751 NW 36th St., Miami, FL 33142
Miami Northwestern Senior High	1100 NW 71st St., Miami, FL 33150
Miami Senior High	2450 SW 1st St., Miami, FL 33135
Law Enforcement Officers Memorial	300 NW 2nd Ave., Miami, FL 33128
Ada Merritt K-8 Center	660 SW 3rd St., Miami, FL 33130
Coral Way K-8 Center	1950 SW 13th Ave., Miami, FL 33145
Edison Park K-8 Center	500 NW 67th St., Miami, FL 33150
Paul L Dunbar K-8 Center	505 NW 20th St., Miami, FL 33127
iPrep Academy	1501 NE 2nd Ave., Miami, FL 33132
Morningside K-8 Academy	6620 NE 5th Ave., Miami, FL 33138
Young Men's Preparatory Academy	3001 NW 2nd Ave., Miami, FL 33127
Young Women's Academy	1150 SW 1st St., Miami, FL 33130
English Center	3501 SW 28th St., Miami, FL 33133
Lindsey Hopkins Technical Education	750 NW 20th St., Miami, FL 33127
Primary Learning Center at SBAB ANNEX	1500 Biscayne Blvd., Miami, FL 33132
Thena Crowder Early Childhood Diagnostic	757 NW 66th St., Miami, FL 33150

## Private Schools

Creativo Center	2339 SW 22nd St., Miami, FL
Miami Fine Arts Academy	3191 SW 22nd St., Miami, FL
St. Hugh School	3460 Royal Road, Miami, FL
The Art Box	2911 Grand Ave., Miami, FL
International Studies Charter	2480 SW 8th St., Miami, FL
Siloye Christian Ministry	8325 NE 2nd Ave., Miami, FL
St. Mary Cathedral School	7485 NW 2nd Ave., Miami, FL
Arcadia Academy	200 NW 22nd Ave., Miami, FL
Champs Brickell	1050 Brickell Ave., Miami, FL
International Bilingual	70 NW 22nd Ave., Miami, FL
St. Albans Day Nursery	3465 Brooker St., Miami, FL
La Prima Casa	2725 SW 3rd Ave., Miami, FL
Care Elementary School	2025 NW 1st Ave., Miami, FL
Coconut Grove Montessori	2850 SW 27th Ave., Miami, FL
Hope Community Development	7561 NE 1st Ave., Miami, FL
International School	609 Brickell Ave., Miami, FL
La Luz / Lincoln Marti	931 SW 1st St., Miami, FL
Lincoln Marti Community Agency	970 W Flagler St., Miami, FL
Lincoln Marti School	969 SW 1st St., Miami, FL
Mater Academy of Intl Studies	795 NW 32nd St., Miami, FL
Ramz Academy	2609 NW 7th St., Miami, FL
St Hugh Elementary School	3455 Royal Road, Miami, FL
Sunflowers Preschool	1102 SW 27th Ave., Miami, FL
Tamiami United Methodist	726 SW 14th Ave., Miami, FL
The Cushman School	592 NE 60th St., Miami, FL
Theodore & Thelma Gibson	1682 NW 4th Ave., Miami, FL
Convent of Sacred Heart	3747 Main Highway, Miami, FL
Lincoln Marti Community Agency	2700 SW 8th St., Miami, FL
Lincoln Marti Community Agency	953 SW 1st St., Miami, FL
Ransom Everglades	2045 South Bayshore Dr., Miami, FL
River Cities Community	3405 NW 27th Ave., Miami, FL
Sunflowers Academy	2901 SW 7th St., Miami, FL
Florida High School for Accelerated	3555 NW 7th St., Miami, FL
La Salle High School	3601 S. Miami Ave., Miami, FL
Mater Academy Charter High	990 SW 1st St., Miami, FL
Miami Arts Charter School	3900 Biscayne Blvd., Miami, FL
Ransom Everglades School	3575 Main Highway, Miami, FL
Acting for All	3138 Commodore Plaza, Miami, FL
Alpha Charter School	1223 SW 4th St., Miami, FL
Bridgepoint Academy	621 Beacom Blvd., Miami, FL
Easter Seals of South Florida	1475 NW 14th Ave., Miami, FL
First Span UN	2480 NW 7th St., Miami, FL
Mater Academy	2805 SW 32nd Ave., Miami, FL
Active Health Review	6520 W Flagler St., Miami, FL
St. Peter & Paul School	1435 SW 12th Ave., Miami, FL

# The National Citizens Survey

Assesses resident sentiment regarding key aspects of life in the City of Miami.



2015 Community Characteristics		Percent rating Positively (excellent/good, very/ somewhat safe)		2015 rating compared to 2014
		2014	2015	
Safety	Overall feeling of safety	40%	40%	Similar
	Safe in neighborhood	66%	72%	Similar
Mobility	Overall ease of travel	44%	33%	Lower
Natural Environment	Overall Natural Environment	50%	49%	Similar
Built Environment	Overall Built Environment	37%	38%	Similar
Economy	Overall economic health	32%	33%	Similar
	Cost of living	13%	14%	Similar
Recreation and Wellness	Health and Wellness	37%	46%	Higher
	Recreational opportunities	47%	53%	Similar
Education and Enrichment	Cultural/arts/music activities	57%	61%	Similar
	K-12 education	39%	44%	Similar
Community Engagement	Social events and activities	48%	56%	Higher
	Neighborliness	29%	38%	Higher
	Openness and acceptance	43%	56%	Higher
2015 General Governance		2014	2015	
Services provided by Miami		42%	43%	Similar
Customer service		34%	37%	Similar
Value of services for taxes paid		30%	32%	Similar
Overall direction		38%	44%	Similar
Welcoming citizen involvement		29%	37%	Higher
Confidence in City Government		27%	31%	Similar
Acting in best interests of the City		25%	32%	Similar
Being honest		23%	30%	Similar
Treating all residents fairly		26%	30%	Similar
2015 Governance by Facet		2014	2015	
Natural Environment	Garbage Collection	61%	71%	Higher
Recreation and Wellness	City parks	60%	60%	Similar

## Full-Time Employees by Function Last Ten Years

Function	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Government	641	644	641	611	475	507	533	540	538	519	608
Planning and Development	141	142	128	128	96	101	111	124	126	135	138
Public Works	522	526	525	521	446	442	442	443	452	506	517
Public Safety	2,222	2,288	2,310	2,413	2,161	2,283	2,282	2,286	2,338	2,447	2,548
Other Departments	306	299	322	352	304	283	262	263	273	275	368
<b>Total Number of Employees</b>	<b>3,832</b>	<b>3,899</b>	<b>3,926</b>	<b>4,025</b>	<b>3,482</b>	<b>3,616</b>	<b>3,630</b>	<b>3,656</b>	<b>3,727</b>	<b>3,882</b>	<b>4,179</b>

**APPENDIX I:**  
COST ALLOCATION PLAN

- Cost Allocation Methodology
- Indirect Cost Rates





## 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 %
<b>Composite Rate</b>	<b>107,366,923</b>	<b>0</b>	<b>0</b>	<b>107,366,923</b>	<b>237,892,013</b>	<b>45.1326 %</b>



All Monetary Values Are \$ Dollars  
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 Report Output Prepared By CITY OF MIAMI, FLORIDA

## **APPENDIX J: RESOLUTIONS**

- **Adopted Budget Resolution**
- **Adopted Millage Ordinance**
- **Information for the Second Budget Hearing**
- **Actions Taken at the Second Budget Hearing Memo**







# City of Miami

## Master Report

2B

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

**Enactment Number: R-15-0416**

<b>File Number:</b> 15-01014a	<b>File Type:</b> Resolution	<b>Status:</b> Mayor's Office for Signature
<b>Version:</b> 2	<b>Reference:</b>	<b>Controlling Body:</b> Office of the City Clerk
<b>File Name:</b> Adopting Final Budget FY'16		<b>Introduced:</b> 9/9/2015
<b>Requester:</b> Office of Management and Budget	<b>Cost:</b>	<b>Final Action:</b> 9/24/2015

**Title:** A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO THE CITY OF MIAMI'S ("CITY") OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2016, INCLUDING ADOPTION OF THE CITY'S OPERATING BUDGET, FIVE-YEAR FINANCIAL PLAN, AND STRATEGIC PLAN, AND ALL NECESSARY RELATED REVISIONS TO AND APPROPRIATIONS FOR THE ADOPTED CAPITAL PLAN, OPERATING BUDGET, FIVE-YEAR FINANCIAL PLAN, AND STRATEGIC PLAN.

**Sponsors:**

**Notes:**

**Indexes:**

**Attachments:** 15-01014a Summary Form.pdf,15-01014a Legislation.pdf,15-01014a Exhibit-Change Memo SUB,

**History of Legislative File**

Version:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Office of the City Attorney	9/22/2015	Reviewed and Approved				
2	City Commission	9/24/2015	ADOPTED WITH MODIFICATIONS				Pass
2	City Commission	9/24/2015	ADOPTED WITH MODIFICATIONS				Pass
2	Office of the Mayor	9/24/2015	Signed by the Mayor	Office of the City Clerk			
2	Office of the City Clerk	9/24/2015	Signed and Attested by City Clerk				
2	Office of the City Attorney	9/25/2015	Reviewed and Approved				
<b>Action Note:</b> MODIFICATIONS MADE TO RESOLUTION AND EXHIBIT							



# City of Miami Certified Copy

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

File Number: 15-01014a

Enactment Number: R-15-0416

A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO THE CITY OF MIAMI'S ("CITY") OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2016, INCLUDING ADOPTION OF THE CITY'S OPERATING BUDGET, FIVE-YEAR FINANCIAL PLAN, AND STRATEGIC PLAN, AND ALL NECESSARY RELATED REVISIONS TO AND APPROPRIATIONS FOR THE ADOPTED CAPITAL PLAN, OPERATING BUDGET, FIVE-YEAR FINANCIAL PLAN, AND STRATEGIC PLAN.

WHEREAS, the City Manager has prepared and submitted to the City Commission a proposed budget ("Proposed Budget") of the estimated expenditures and revenues of all City of Miami ("City") Departments, Offices and Boards for Fiscal Year 2015-16, copies of such Proposed Budget having been posted on the City's website, and duly advertised in a local paper of record for public review; and

WHEREAS, the City Manager has also prepared and submitted to the City Commission a Fiscal Year 2015-2016 Multi-Year Capital Plan, copies of which were posted on the City's website and furnished to the City Clerk, and which was revised and adopted by the City Commission on September 10, 2015 (the "Adopted Capital Plan"); and

WHEREAS, the City's Proposed Budget book also includes the City's proposed Five-Year Financial Plan and proposed Strategic Plan; and

WHEREAS, the General Fund Budget for Fiscal Year 2015-16 is \$643,268,900 and the total Budget for all non-capital funds is \$942,586,500; 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 \$268,768,800; and

WHEREAS, provisions have been duly made by the City Commission for Public Hearings on the Proposed Budget, as modified on September 10, 2015, to become the Preliminary Budget ("Preliminary Budget"), and considered today as modified before the City Commission, and Public Hearings thereon were held in order to adopt the City's Final Budget, including all necessary related revisions to and appropriations for the City's Operating Budget, Adopted Capital Plan, Five-Year Financial Plan, and Strategic Plan (collectively, "Final 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 any amendments

to and appropriations for the Operating Budget, the Adopted Capital Plan, the Five-Year Financial Plan, and the Strategic Plan for the City of Miami, Florida ("City"), for the Fiscal Year commencing October 1, 2015.

Section 3. The Preliminary Budget, as adopted with amendments by the City Commission on September 10, 2015, is incorporated herein by reference and is amended to include all of the applicable changes contained in the memorandum entitled "Information for the Second Budget Hearing - Fiscal Year 2015-16 Preliminary Budget", which includes adoption of the Operating Budget, the Five-Year Financial Plan, the Strategic Plan, and necessary revisions to and appropriations from the Operating Budget, Adopted Capital Plan, the Five-Year Financial Plan, and the Strategic Plan, as well as any floor amendments, to become on the date of this Resolution the collective Final Budget.

Section 4. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year commencing October 1, 2015 and ending September 30, 2016:

GENERAL FUND	APPROPRIATIONS	ADOPTED BUDGET
Departments, Boards & Offices:		
Mayor	\$ 1,075,000	\$ 1,075,000
Commissioners	2,658,400	2,658,400
City Manager	3,264,600	3,264,600
Office of Agenda Coordination	341,800	341,800
Auditor General	1,200,900	1,200,900
Capital Improvements and Transportation Program	5,330,200	5,330,200
City Attorney	<del>7,558,400</del>	7,615,100
City Clerk	1,624,700	1,624,700
Civil Service	435,000	435,000
Code Compliance	5,584,500	5,584,500
Office of Communications and Protocol	1,079,400	1,079,400
Equal Opportunity and Diversity Programs	369,900	369,900
Office of Film and Entertainment	381,100	381,100
Finance	8,506,800	8,506,800
Grants Administration	1,265,500	1,265,500
Human Resources	4,114,000	4,114,000
Information Technology	8,821,700	8,821,700
Management & Budget	2,135,400	2,135,400
Neighborhood Enhancement Teams (NET)	<del>4,561,600</del>	4,878,400
Procurement	2,162,200	2,162,200
Building Department	10,361,800	10,361,800
Planning and Zoning	<del>6,856,000</del>	6,800,600
General Service Administration	23,131,600	23,131,600
Public Works Dept.	<del>20,502,900</del>	20,685,800
Solid Waste	30,598,900	30,598,900
Fire-Rescue	111,880,700	111,880,700
Police	<del>204,040,800</del>	208,836,700
Department of Real Estate and Asset Management	8,525,100	8,525,100

Parks and Recreation	35,613,400	35,613,400
Risk Management	2,924,900	2,924,900
Community and Economic Development	2,252,700	2,252,700
Non-Departmental	<del>62,059,400</del>	50,450,300
Transfers - OUT	<del>34,579,200</del>	68,361,800
TOTAL GENERAL FUND	<u><del>\$ 615,798,500.00</del></u>	<u>\$ 643,268,900</u>

Reserves Based on Financial Integrity Principles:  
(Included in General Fund - NDA)

Contingency Reserves	\$	5,000,000
Undesignated Reserves		0
TOTAL RESERVES	<u>\$</u>	<u>5,000,000</u>

Section 5. The above appropriations for the General Fund are made based on the following sources of revenues for Fiscal Year ending September 30, 2016:

GENERAL FUND	REVENUES	ADOPTED BUDGET
Property Taxes	\$ 268,768,800	\$ 268,768,800
Franchise Fees and Other Taxes	<del>106,327,900</del>	104,403,200
Interest	2,126,300	2,126,300
Transfers-In	4,181,100	4,181,100
Fines and Forfeitures	11,572,900	11,572,900
Intergovernmental Revenues	<del>61,798,200</del>	63,742,800
Licenses and Permits	58,502,300	58,502,300
Other Revenues	<del>6,095,100</del>	33,545,600
Charges for Services	<u>96,425,900</u>	<u>96,425,900</u>
TOTAL GENERAL FUND	<u><del>\$ 615,798,500.00</del></u>	<u>\$ 643,268,900</u>

Section 6. The following appropriations are made for the municipal operations of Debt Service Funds for Fiscal Year ending September 30, 2016:

DEBT SERVICE FUNDS	APPROPRIATIONS
Special Obligation Bonds	\$ 36,161,700
General Obligation Bonds	<u>26,103,500</u>
TOTAL DEBT SERVICE FUNDS	<u>\$ 62,265,200</u>

Section 7. The above appropriations for Debt Service Funds are made based on the following sources of revenues for Fiscal Year ending September 30, 2016:

DEBT SERVICE FUNDS	REVENUES
--------------------	----------

Property Taxes	\$	26,103,500
Transfers In and Other Revenues		<u>36,161,700</u>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$</b>	<b><u>62,265,200</u></b>

Section 8. The following appropriations are made for the municipal operations of Special Revenue Funds for Fiscal Year ending September 30, 2016:

SPECIAL REVENUE FUNDS	APPROPRIATIONS ADOPTED BUDGET	
City Clerk Services	\$ 664,900	\$ 664,900
Community Development	59,453,200	59,453,200
Department of Real Estate and Asset Management	7,753,000	7,753,000
Departmental Improvement Initiative	<del>7,061,000</del>	8,124,300
Economic Development (SR)	176,000	176,000
Emergency Funds	100,000	100,000
Fire Rescue Services	2,036,000	2,036,000
General Special Revenue	944,000	944,000
Homeless Program	<del>2,876,400</del>	2,966,400
Law Enforcement Trust Fund	2,229,500	2,229,500
Miami Ballpark Parking Facilities	6,598,400	6,598,400
Parks & Recreation Services	1,571,100	1,571,100
Planning Services	12,208,000	12,208,000
Police Services	14,117,500	14,117,500
Public Works Services	7,120,700	7,120,700
Solid Waste Recycling Educational Trust Fund	1,194,800	1,194,800
Transportation and Transit	21,576,400	21,576,400
Tree Trust Fund	3,545,900	3,545,900
UASI-Fire Rescue	<del>4,187,600</del>	4,187,600
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b><u><del>\$ 155,414,400</del></u></b>	<b><u>\$ 156,567,700</u></b>

Section 9. The above appropriations for Special Revenue Funds are made based on the following sources of revenues for Fiscal Year ending September 30, 2016:

SPECIAL REVENUE FUNDS	REVENUES	ADOPTED BUDGET
All Sources	<del>\$ 155,414,400</del>	\$ 156,567,700.00
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b><u><del>\$ 155,414,400</del></u></b>	<b><u>\$ 156,567,700.00</u></b>

Section 10. The following appropriations are made for the municipal operations of Internal Service Funds for the Fiscal Year ending September 30, 2016:

INTERNAL SERVICE FUND	APPROPRIATIONS
Life and Health Insurance	42,845,900
Workers' Compensation	17,015,000
Others	<u>20,623,800</u>
<b>TOTAL INTERNAL SERVICE FUND</b>	<b><u>\$ 80,484,700</u></b>

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, 2016:

INTERNAL SERVICE FUND	REVENUES
All Sources	\$ 80,484,700
TOTAL INTERNAL SERVICE FUND	<u>\$ 80,484,700</u>

Section 12. (a) 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 Sections 18-503 of the Code of the City of Miami, Florida, as amended ("City 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 moneys from other funds to the General Fund provided that those are appropriated moneys which are no longer needed to implement the original purpose of the appropriation, which are legally available at the time of such transfer, and whose expenditure is not limited to use for any other specified purpose.

(b) The City Manager is further authorized (1) to adjust, amend, and appropriate for the Operating Budget, the Adopted Capital Plan, the Five-Year Financial Plan, and the Strategic Plan, with the transfers in and/or out, as necessary and applicable, of legally available funds, and (2) to designate projects, services, components, values, amounts, and uses, as necessary and applicable, for the particular purposes stated and adopted by the City Commission on September 24, 2015.

Section 13. 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 14. 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 15.

Section 15. 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 16. Nothing contained in this Resolution shall be construed as to prohibit or prevent the City Manager, the administrative head of the City of Miami, 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 17. (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 City 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 18. (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 19, for which formal bidding is required; such bids to be returnable to the City Commission or City Manager in accordance with Charter or City 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 City Code provisions.

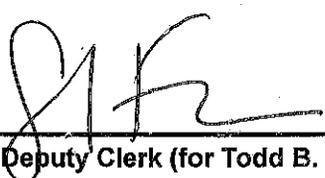
Section 19. This Resolution shall become effective immediately upon its adoption and signature of the Mayor. {1}

**Date:           SEPTEMBER 24, 2015**

**Date:** SEPTEMBER 24, 2015  
**Mover:** COMMISSIONER SARNOFF  
**Seconder:** VICE CHAIR HARDEMON  
**Vote:** AYES: 4 - COMMISSIONER(S) GORT, SARNOFF, SUAREZ AND HARDEMON  
 NOES: 1 - COMMISSIONER(S) CAROLLO  
**Action:** ADOPTED WITH MODIFICATIONS

**Date:** SEPTEMBER 24, 2015  
**Action:** SIGNED BY THE MAYOR

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-15-0416, with attachment(s), passed by the City Commission on 9/24/2015.

  
 \_\_\_\_\_  
 Deputy Clerk (for Todd B. Hannon, City Clerk)

September 25, 2015  
 \_\_\_\_\_  
 Date Certified

{1} If the Mayor does not sign this Resolution, it shall become effective at the end of ten 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: 15-01046

Enactment Number: 13558

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, 2015 AND ENDING SEPTEMBER 30, 2016; 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, 2015 and ending September 30, 2016, is \$39,903,058,628; 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 territories have 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 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, 2015 and ending September 30, 2016, 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 0.6886 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 of Miami Fiscal Year 2015-16 Operating Millage Rate is 7.6465 which is 15.19 percent above the state-defined rolled-back rate of 6.6379.

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 \$40,246,225.

Section 6. If any section, part of this 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, 2015 after final reading and adoption thereof.{1}

**Date:** SEPTEMBER 10, 2015  
**Mover:** COMMISSIONER SARNOFF  
**Seconder:** COMMISSIONER SUAREZ  
**Vote:** AYES: 5 - COMMISSIONER(S) GORT, SARNOFF, CAROLLO, SUAREZ AND HARDEMON  
**Action:** PASSED ON FIRST READING

**Date:** SEPTEMBER 24, 2015  
**Mover:** COMMISSIONER SARNOFF  
**Seconder:** COMMISSIONER SUAREZ  
**Vote:** AYES: 5 - COMMISSIONER(S) GORT, SARNOFF, CAROLLO, SUAREZ AND HARDEMON  
**Action:** ADOPTED

**Date:** SEPTEMBER 24, 2015  
**Action:** SIGNED BY THE MAYOR

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. 13558, passed by the City Commission on 9/24/2015.

  
\_\_\_\_\_  
Deputy Clerk (for Todd B. Hannon, City Clerk)

September 25, 2015  
\_\_\_\_\_  
Date Certified

{1} This Ordinance shall become effective as specified herein unless vetoed by the Mayor within ten 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

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TO: Honorable Mayor and Members  
of the City Commission

DATE: September 16, 2015

SUBJECT: Information for the Second  
Budget Hearing - FY 2015-16 Preliminary  
Budget

  
FROM: Daniel J. Alfonso  
City Manager

---

On September 10<sup>th</sup>, 2015, the City of Miami Commission adopted the Operating Preliminary Budget with modifications. These modifications entailed:

- 1) Reducing the transfers out to capital from the general fund by \$15,311 million
- 2) Reducing the transfer out to the General Employees and Sanitation Employees Pension Trust by \$35,900
- 3) Increasing revenues from the Downtown Development Authority and expenses in the Police Department both by \$110,000 with the addition of one police officer
- 4) Not accepting the changes included in the Memo titled "Information for the First Budget Hearing - FY 2015-16 Proposed Budget"

This memorandum serves to address many of the concerns expressed during the first meeting and provide the Commission with the most up-to-date revenue and expenditure information. A majority of the proposals made in the memo for the first meeting are included as well as the following additional proposed changes to the general fund budget:

- A) The addition of 60 new police officer positions to be funded from the Public Safety Reserve and the General Reserve (\$4.61 million)
- B) The addition of \$1 million from the Public Safety Reserve the General Reserve for increased Anti-Poverty Initiatives (\$1 million)
- C) The reservation of \$12.97 million in the Public Safety Reserve the General Reserve to conclude the current negotiations with the International Association of Firefighters and the Fraternal Order of Police (\$12.97 million)
- D) Utilizing the remaining \$5.07 million in the Public Safety Reserve the General Reserve plus an additional \$10.24 million from the anticipated FY 2014-15 (current year) surplus

to fund all \$15.31 million of capital projects that were removed at the first budget hearing (\$15.31 million)

- E) Set aside \$1 million for each elected official for capital projects in each District from the anticipated FY 2014-15 (current year) surplus (\$6 million)
- F) Appropriate additional funds to complete the Flex Park at Marine Stadium from the anticipated FY 2014-15 (current year) surplus (\$4.38 million)
- G) Appropriate additional funds to for the maintenance building at the 20<sup>th</sup> Street Yard from the anticipated FY 2014-15 (current year) surplus (\$7 million)

These proposed changes total a reallocation of \$23.65 million from the Public Safety Reserve (\$15.31 million) and the General Reserve (\$8.34 million) as well as \$27.62 million of new revenues from the anticipated FY 2014-15 (current year) surplus.

**General Fund Revenues Recommended Changes**

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$615.80 million. It is recommended that the budget be amended to include an increase in the amount of \$27.58 million of which \$27.6 million from FY 2014-15 estimated fund balance allocation as outlined below (See Table 1):

<b>TABLE 1</b>			
<u>General Fund Revenue</u>	<u>Proposed Budget</u>		<u>Proposed Budget</u>
	<u>FY 2015-16</u> <u>September 10<sup>th</sup>, 2015</u>	<u>Changes to</u> <u>Preliminary Budget</u>	
Property Taxes	\$268,768,800		\$268,768,800
Franchise Fees and Other Taxes	\$106,327,900	(\$1,924,700)	\$104,403,200
Interest	\$2,126,300		\$2,126,300
Transfers-IN	\$4,181,100		\$4,181,100
Fines and Forfeitures	\$11,572,900		\$11,572,900
Intergovernmental Revenue	\$61,798,200	\$1,944,600	\$63,742,800
Licenses and Permits	\$58,502,300		\$58,502,300
Other Revenues	\$6,095,100	\$27,560,500	\$33,655,600
Charges for Services	\$96,425,900		\$96,425,900
<b>Total Revenues</b>	<b>\$615,798,500</b>	<b>\$27,580,400</b>	<b>\$643,378,900</b>

As was recommended before, the 'Franchise Fees and Other Taxes' revenue category decreased by \$1.92 million due to updated information from the State of Florida Department of Revenue's Office of Tax Research. Included in this total is a decrease of \$2.25 million in Communication Services Tax revenue, and an increase of \$327,300 in Local Option Gas Tax revenue.

As was recommended before, the 'Intergovernmental Revenue' category increased by \$1.94 million due to updated information from the State of Florida Department of Revenue's Office of Tax Research. Included in this total is an increase of \$1.42 million in Local Government Half-Cent Sales Tax, and an increase of \$523,100 in Municipal Revenue Sharing.

The 'Other Revenue' category is newly proposed to be increased by \$27.62 million as noted above from the FY 2014-15 estimated fund balance appropriation, and the change in funding from the Downtown Development Authority (DDA). As was recommended before, the funding for the Public Service Aides (PSAs) in the amount of \$170,000 was removed. Based on comments at the First Budget Hearing, funding for one police officer in the amount of \$110,000 was added also from the DDA.

#### **General Fund Expenditures Recommended Changes (Summary Values in Attachment A)**

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is proposed to be \$615.80 million. It is recommended that the budget be revised to \$615.76 million to include the following adjustments:

##### Commission Offices

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget remains as proposed at \$2.66 million. As was recommended before, it is recommended that the personnel count of District 3 be increased by two positions with no increase of funding.

##### City Attorney

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$7.56 million. As was recommended before, it is recommended that the budget be revised to \$7.62 million to add a position (\$56,700) to accommodate additional responsibilities regarding support of City boards.

Neighborhood Enhancement Team Offices

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$4.56 million. As was recommended before, it is recommended that the budget be revised to \$4.87 million to add three positions (one NET Administrator and two Special Project Coordinators) (\$192,200), to align salaries (\$54,200), and to install alarm systems in five NET Offices (\$15,000). The three positions are for a new Downtown NET Administrator, a 3-1-1 Coordinator, and a Special Project Coordinator to accommodate additional responsibilities regarding support of City boards. It is newly recommended that a Special Project Coordinator position be transferred from Planning and Zoning department to oversee the special permitting application (\$55,400).

Planning and Zoning Department

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$6.85 million. It is newly recommended that the budget be revised to \$6.8 million to transfer a Special Project Coordinator position to Neighborhood Enhancement Teams Offices for the aforementioned reason (\$-55,400). This transfer represents no increase or decrease of the City's total Proposed Budget.

Public Works Department

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$20.5 million. It is newly recommended that the budget be revised to \$20.57 million to allocate \$66,600 under Other Contractual Services for the decontamination/oxygenation of water and shoreline cleanup. The work is to be done through existing contracts including the scavenger boat and will be reimbursed according to zoning covenants by two adjacent properties.

Police Department

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$204.04 million. It is newly recommended that the budget be revised to \$208.95 million to reflect the funding of 60 new Police Officers (\$4.6 million) and one additional Police Officer from Downtown Development Authority (\$110,000) both as noted above, and as was recommended before, it is recommended that \$90,000 be added for outsourcing of polygraph testing and \$100,000 be added for storage and operations of body cameras.

Transfers-Out

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$34.58 million. It is recommended that the budget be revised to \$68.36 million to reflect the following:

- Transfer of funds to Capital Improvements Fund in the amount of \$15.31 that was previously removed and new additional transfers to capital in the amount of \$17.38 million. **See list of Capital projects in Attachment B**
- Transfer of funds to Special Revenue Fund – Departmental Improvement Initiatives in the amount of \$1 million to the Anti-Poverty Initiative Program is newly proposed to continue and enhance those efforts.
- Transfer of funds to Special Revenue Fund – Miami Homeless Assistance Program/NET Department in the amount of \$90,000 for additional to fully fund the \$350,000 commitment by the City of Miami to the Camillus House, as was recommended before.

#### Non-Departmental Accounts (NDA)

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$62.06 million. As was recommended before, it is recommended that the budget be revised to \$51.3 million to include \$50,000 for an Impact Fee Study, and to reduce \$269,100 due to the same expense being budgeted both in the GESE budget and the City's budget. Additionally, the line item Budget Reserve for Uncollectables has been reduced by \$4.07 to accommodate the recommendations noted above.

#### **Special Revenue (Summary Values in Attachment C)**

##### Departmental Improvement Initiatives

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$7.06 million. It is newly recommended that the Special Revenue Budget for Departmental Improvement Initiatives be increased by \$1.06 million to allocate \$1 million for additional Anti-Poverty Initiatives and \$63,300 to add two Career Advisor positions to the Office of Grant Administration that would support the workforce services at the City of Miami CareerSource South Florida center, due to an increase in the awarded funds by the CareerSource Florida, as was recommended before.

##### Miami Homeless Assistance Program/NET Department

The September 10<sup>th</sup> FY 2015-16 Preliminary Budget is \$2.87 million. As was recommended before, it is recommended that the Special Revenue Budget for Miami Homeless Assistance Program be increased by \$90,000 as noted above.

**Revised Position Counts by Department (Attachment D)**

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 2015-16 Capital Plan be amended to incorporate the proposed changes above. That is, the projects that were removed at the First Budget Hearing are proposed to be funded as noted above and re-appropriated in the Adopted Capital Plan as originally presented. In addition, the \$6 million for capital projects in each district, the funding for the Flex Park, and the funding for the 20<sup>th</sup> Street Maintenance facility are recommended to be appropriated into the Adopted Capital Plan into separate accounts as recommended to be funded above.

**Strategic Plan and Five-Year Financial Plan**

As was done last year, to comply with all Financial Integrity Principles, both the Strategic Plan and the Five-Year Financial Plan are recommended for adoption along with the Proposed Budget. Further, it is recommended that the authority be delegated to the City Manager to update the Five-Year Financial Plan based on the final Adopted Budget.

Should you have any questions or need further information, please contact Christopher Rose, Budget Director, at 305 416-1500 or at [crose@miamigov.com](mailto:crose@miamigov.com).

**Attachments**

General Fund - Preliminary Budget with Floor Amendment of 09-10-2015

General Fund					A
Department	FY 2015-16 Proposed Budget	Floor Amendment 09-10-2015	Preliminary Budget 09-10-2015	Change Memo	Amended FY 2015-16 Preliminary Budget
Mayor	\$ 1,075,000		\$ 1,075,000		\$ 1,075,000
Commissioners	2,658,400		\$ 2,658,400		2,658,400
City Manager	3,264,600		\$ 3,264,600		3,264,600
Office of Agenda Coordination	341,800		\$ 341,800		341,800
Auditor General	1,200,900		\$ 1,200,900		1,200,900
Capital Improvements and Transportation Program	5,330,200		\$ 5,330,200		5,330,200
City Attorney	7,558,400		\$ 7,558,400	56,700	7,615,100
City Clerk	1,624,700		\$ 1,624,700		1,624,700
Civil Service	435,000		\$ 435,000		435,000
Code Compliance	5,584,500		\$ 5,584,500		5,584,500
Office of Communications and Protocol	1,079,400		\$ 1,079,400		1,079,400
Equal Opportunity and Diversity Programs	369,900		\$ 369,900		369,900
Office of Film and Entertainment	381,100		\$ 381,100		381,100
Finance	8,506,800		\$ 8,506,800		8,506,800
Grants Administration	1,265,500		\$ 1,265,500		1,265,500
Human Resources	4,114,000		\$ 4,114,000		4,114,000
Information Technology	8,821,700		\$ 8,821,700		8,821,700
Management & Budget	2,135,400		\$ 2,135,400		2,135,400
Neighborhood Enhancement Teams (NET)	4,561,600		\$ 4,561,600	316,800	4,878,400
Procurement	2,162,200		\$ 2,162,200		2,162,200
Building Department	10,361,800		\$ 10,361,800		10,361,800
Planning and Zoning	6,856,000		\$ 6,856,000	(55,400)	6,800,600
General Service Administration	23,131,600		\$ 23,131,600		23,131,600
Public Works Dept.	20,502,900		\$ 20,502,900	66,600	20,569,500
Solid Waste	30,598,900		\$ 30,598,900	-	30,598,900
Fire-Rescue	111,880,700		\$ 111,880,700		111,880,700
Police	204,040,800		\$ 204,040,800	4,905,900	208,946,700
Department of Real Estate and Asset Management	8,525,100		\$ 8,525,100		8,525,100
Parks and Recreation	35,613,400		\$ 35,613,400		35,613,400
Risk Management	2,924,900		\$ 2,924,900		2,924,900
Community and Economic Development	2,252,700		\$ 2,252,700		2,252,700
Non-Departmental	46,748,100	(35,900)	\$ 46,712,200	(9,116,800)	37,595,400
Non-Departmental- Reserve for Public Safety		15,347,200	\$ 15,347,200	(2,376,000)	12,971,200
Transfers - Out	49,890,500	(15,311,300)	\$ 34,579,200	33,782,600	68,361,800
<b>Total General Fund</b>	<b>\$ 615,798,500</b>	<b>\$ -</b>	<b>\$ 615,798,500</b>	<b>\$ 27,580,400</b>	<b>\$ 643,378,900</b>

<b>SPECIAL REVENUE FUNDS</b>	<b>Preliminary Budget FY 2015-16 September 10<sup>th</sup>, 2015</b>	<b>Changes to Preliminary Budget</b>	<b>Amended FY 2015-16 Preliminary Budget</b>
City Clerk Services	664,900		664,900
Community Development	59,453,200		59,453,200
Department of Real Estate and Asset Management Services	7,753,000		7,753,000
Departmental Improvement Initiative	7,061,000	1,063,300	8,124,300
Economic Development (SR)	176,000		176,000
Emergency Funds	100,000		100,000
Fire Rescue Services	2,036,000		2,036,000
General Special Revenue	944,000		944,000
Homeless Program	2,876,400	90,000	2,966,400
Law Enforcement Trust Fund	2,229,500		2,229,500
Miami Ballpark Parking Facilities	6,598,400		6,598,400
Parks & Recreation Services	1,571,100		1,571,100
Planning Services	12,208,000		12,208,000
Police Services	14,117,500	-	14,117,500
Public Works Services	7,120,700		7,120,700
Solid Waste Recycling Trust	1,194,800		1,194,800
Transportation and Transit	21,576,400		21,576,400
Tree Trust Fund	3,545,900		3,545,900
UASI-Fire Rescue	4,187,600		4,187,600
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>155,414,400</b>	<b>1,153,300</b>	<b>156,567,700</b>

**CAPITAL PLAN NEW APPROPRIATION FOR FY 2015-16**

**Attachment B**

#	Project	Amount	Fund	Award / Source
1	40-B30777 - Coral Gate Mini Park - D4	100,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
2	40-B75957 - Charles Hadley Park - Landscaping	30,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
3	40-B40581A - Douglas Park Community Center Improvements - D2	1,100,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
4	40-B40717 - Southside Park - Recreation Center - Floor	75,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
5	40-B40510 - Legion Memorial Park - Improvements	150,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
6	40-B40511 - Legion Memorial Park - Restrooms	250,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
7	40-B35895A - Recreation Plan Master Plan	250,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
8	40-B40716 - Park Security Improvements	100,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
9	40-B40505 - Charles Hadley Park - Pool Locker Room Flooring	120,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
10	40-B35873A - Belafonte Tacolcy Park - Roof	250,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
11	40-B40573A - Grapeland Water Park - General Maintenance	200,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
12	40-B30160B - Replacement Equipment	200,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
13	40-B40547 - Citywide Parks Playground Replacements	550,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
14	40-B40713 - Epoxy Flooring upgrades	200,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
15	40-B40710 - Citywide A/C repairs	200,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
16	40-B40709 - Citywide Bathrooms	300,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
17	40-B30160A - Grounds Maintenance Equipment	200,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
18	40-B30160C - Grounds Maintenance Equipment - 4500 Toro Lawnmower for Marine Stadium Flex Park	60,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
19	40-B30160D - Grounds Maintenance Equipment - Truck for Marine Stadium Flex Park	20,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund - PARKS
20	40-B30551A - 20th Street Maintenance Yard Operations Facilities	500,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - CIP
21	40-B30865G - Environmental Remediation - Citywide	200,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - CIP
22	40-B30700 - Florida Department of Environmental Protection Drainage Wells Compliance	150,000.00	38000 - Storm Sewers	Award 1426 - Contribution from General Fund - CIP
23	40-B74617A Enterprise Integration	500,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
24	40-B70979 - Point of Sale System	200,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
25	40-B70981 - Operations Network Backbone Upgrade	117,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
26	40-B70982 - Microsoft SQL Cluster Upgrade	70,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
27	40-B70983 - Security Data Classification	315,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
28	40-B70984 - Security Information and Event Management (SIEM)	240,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
29	40-B70985 - Information Technology Service Management System	150,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
30	40-B70986 - Share Point Migration	15,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
31	40-B70987 - Self Service Password Management System	11,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
32	40-B70974 - City Hall - VOIP Phone System Upgrade	35,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
33	40-B70988 - Storage Area Network (SAN)	180,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT

**CAPITAL PLAN NEW APPROPRIATION FOR FY 2015-16**

**Attachment B**

#	Project	Amount	Fund	Award / Source
34	40-B70965 - Hyperion Financial Management Application	350,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - IT
35	40-B70332 - MRC Facility - Repair of HVAC VAV Boxes	300,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - GSA
36	40-B74218 - MRC - Security Upgrades and Enhancements	30,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - GSA
37	40-B70334 - City Hall - Roof Repairs	350,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - GSA
38	40-B74217 - MRC - Glass Window System	90,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - GSA
39	40-B70330 - MRC - Bathroom Repairs	70,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - GSA
40	40-B50767 - Citywide Net Office Repairs	100,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - NET
41	40-B70144 - Recertification of the Police Headquarter Building	50,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - POLICE
42	40-B70119 - Police Headquarters Pressure Clean/Seal/Paint Exterior	180,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - POLICE
43	40-B70118 - Police Central Station Parking Garage	250,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - POLICE
44	40-B70126 - Grapeland Heights Electrical Panel - Police Department	350,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - POLICE
45	40-B70120 - Carpeting/Flooring Central, North and South District	182,500.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - POLICE
46	40-B70113 - Police Headquarters - 5th Floor Interior Renovations	150,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - POLICE
47	40-B72810C - Replace Existing Fire Apparatus	600,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - FIRE
48	40-B30505C - Hazard Mitigation Projects	500,000.00	32000 - Public Safety	Award 1426 - Contribution from General Fund - FIRE
49	40-B30501A - Manuel Artime Cultural Center - Miscellaneous Project	47,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
50	40-B73503A - James L. Knight Center - Parking Garage Improvements	300,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
51	40-B30501C - Manuel Artime Cultural Center - Window Replacement 970 Building	170,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
52	40-B70010A - MiaMarina PIER/Electrical Upgrades, Engineering & Feasibility Study	150,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
53	40-B70029 - Little Haiti Cultural Center - Miscellaneous Repair	33,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
54	40-B70041 - Little Haiti Cultural Center - Roof	225,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
55	40-B30558A - Manuel Artime Repairs 900 Building	75,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
56	40-B70100 - Gusman Hall - Improvements / Repairs	1,000,000.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund - DREAM
57	40-B40274 - Solid Waste - Equipment Acquisition	2,720,800.00	39000 - Solid Waste	Award 1426 - Contribution from General Fund - SOLID WASTE
58	40-B40710 - Mayor Parks, Streets, and Lighting Improvements	1,000,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund
59	40-B40711 - D1 Parks, Streets, and Lighting Improvements	1,000,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund
60	40-B40712 - D2 Parks, Streets, and Lighting Improvements	1,000,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund
61	40-B40713 - D3 Parks, Streets, and Lighting Improvements	1,000,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund
62	40-B40714 - D4 Parks, Streets, and Lighting Improvements	1,000,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund
63	40-B40715 - D5 Parks, Streets, and Lighting Improvements	1,000,000.00	35000 - Parks & Recreation	Award 1426 - Contribution from General Fund
64	40-B40668 - Marine Stadium Flex - Park Development	4,381,300.00	34000 - Public Facilities	Award 1426 - Contribution from General Fund
65	40-B30551A - 20th Street Maintenance Yard Operations Facilities	7,000,000.00	31000 - General Government	Award 1426 - Contribution from General Fund - CIP
<b>NEW APPROPRIATIONS TOTALS</b>		<b>\$ 32,692,600.00</b>		

**Attachment C**

<b>SPECIAL REVENUE FUNDS</b>	<b>Preliminary Budget FY 2015-16 September 10<sup>th</sup>, 2015</b>	<b>Changes to Preliminary Budget</b>	<b>Amended FY 2015-16 Preliminary Budget</b>
City Clerk Services	664,900		664,900
Community Development	59,453,200		59,453,200
Department of Real Estate and Asset Management Services	7,753,000		7,753,000
Departmental Improvement Initiative	7,061,000	1,063,300	8,124,300
Economic Development (SR)	176,000		176,000
Emergency Funds	100,000		100,000
Fire Rescue Services	2,036,000		2,036,000
General Special Revenue	944,000		944,000
Homeless Program	2,876,400	90,000	2,966,400
Law Enforcement Trust Fund	2,229,500		2,229,500
Miami Ballpark Parking Facilities	6,598,400		6,598,400
Parks & Recreation Services	1,571,100		1,571,100
Planning Services	12,208,000		12,208,000
Police Services	14,117,500	-	14,117,500
Public Works Services	7,120,700		7,120,700
Solid Waste Recycling Trust	1,194,800		1,194,800
Transportation and Transit	21,576,400		21,576,400
Tree Trust Fund	3,545,900		3,545,900
UASI-Fire Rescue	4,187,600		4,187,600
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>155,414,400</b>	<b>1,153,300</b>	<b>156,567,700</b>

## Attachment D

Department	Preliminary Budget FY 2015-16 FTE'S	Change Memo	Amended Preliminary Budget FY 2015-16
Fire Rescue	838		838
Police	1,650	61	1,711
General Services Administration	135		135
Public Works	109		109
Solid Waste	228		228
Office of Agenda Coordination	3		3
Auditor General	9		9
CIPT	45		45
City Attorney	59	1	60
City Clerk	12		12
City Manager	22		22
Civil Service	3		3
Code Compliance	52		52
Commissioners	31	2	33
Office of Communications and Protocol	11		11
Equal Opportunity and Diversity Programs	3		3
Office of Film and Entertainment	4		4
Finance	72		72
Grants Administration	38		38
Human Resources	39		39
Information Technology	76		76
Management and Budget	18		18
Mayor	12		12
Neighborhood Enhancement Teams (NET)	97	4	101
Procurement	20		20
Community and Economic Development	35		35
Parks and Recreation	279		279
Building	80		80
Planning and Zoning	59	-1	58
Risk Management	20		20
Department of Real Estate and Asset Management	54		54
<b>Total Full-Time Positions</b>	<b>4,113</b>	<b>67</b>	<b>4,180</b>

General Fund - Attachment A

General Fund - Adopted Budget FY 2015-16 with Floor Amendment of 09-24-2015

General Fund - Revenues	Preliminary Budget 09-10-2015	Change Memo	Amended FY 2015-16 Proposed Budget	09-24-2015 Floor Amendment	FY 2015-16 Adopted Budget
Property Taxes	\$ 268,768,800		268,768,800		268,768,800
Franchise Fees and Other Taxes	106,327,900	(1,924,700)	104,403,200		104,403,200
Interest	2,126,300		2,126,300		2,126,300
Transfers-In	4,181,100		4,181,100		4,181,100
Fines and Forfeitures	11,572,900		11,572,900		11,572,900
Intergovernmental Revenues	61,798,200	1,944,600	63,742,800		63,742,800
Licenses and Permits	58,502,300		58,502,300		58,502,300
Other Revenues	6,095,100	27,560,500	33,655,600	(110,000)	33,545,600
Charges for Services	96,425,900		96,425,900		96,425,900
<b>Total Revenues</b>	<b>\$ 615,798,500</b>	<b>\$ 27,580,400</b>	<b>\$ 643,378,900</b>	<b>\$ (110,000)</b>	<b>\$ 643,268,900</b>

Department	Preliminary Budget 09-10-2015	Change Memo	Amended FY 2015-16 Preliminary Budget	09-24-2015 Floor Amendment	FY 2015-16 Adopted Budget
Mayor	\$ 1,075,000		\$ 1,075,000		\$ 1,075,000
Commissioners	\$ 2,658,400		2,658,400		\$ 2,658,400
City Manager	\$ 3,264,600		3,264,600		\$ 3,264,600
Office of Agenda Coordination	\$ 341,800		341,800		\$ 341,800
Auditor General	\$ 1,200,900		1,200,900		\$ 1,200,900
Capital Improvements and Transportation Program	\$ 5,330,200		5,330,200		\$ 5,330,200
City Attorney	\$ 7,558,400	56,700	7,615,100		\$ 7,615,100
City Clerk	\$ 1,624,700		1,624,700		\$ 1,624,700
Civil Service	\$ 435,000		435,000		\$ 435,000
Code Compliance	\$ 5,584,500		5,584,500		\$ 5,584,500
Office of Communications and Protocol	\$ 1,079,400		1,079,400		\$ 1,079,400
Equal Opportunity and Diversity Programs	\$ 369,900		369,900		\$ 369,900
Office of Film and Entertainment	\$ 381,100		381,100		\$ 381,100
Finance	\$ 8,506,800		8,506,800		\$ 8,506,800
Grants Administration	\$ 1,265,500		1,265,500		\$ 1,265,500
Human Resources	\$ 4,114,000		4,114,000		\$ 4,114,000
Information Technology	\$ 8,821,700		8,821,700		\$ 8,821,700
Management & Budget	\$ 2,135,400		2,135,400		\$ 2,135,400
Neighborhood Enhancement Teams (NET)	\$ 4,561,600	316,800	4,878,400		\$ 4,878,400
Procurement	\$ 2,162,200		2,162,200		\$ 2,162,200
Building Department	\$ 10,361,800		10,361,800		\$ 10,361,800
Planning and Zoning	\$ 6,856,000	(55,400)	6,800,600		\$ 6,800,600
General Service Administration	\$ 23,131,600		23,131,600		\$ 23,131,600
Public Works Dept.	\$ 20,502,900	66,600	20,569,500	116,300	\$ 20,685,800
Solid Waste	\$ 30,598,900	-	30,598,900		\$ 30,598,900
Fire-Rescue	\$ 111,880,700		111,880,700		\$ 111,880,700
Police	\$ 204,040,800	4,905,900	208,946,700	(110,000)	\$ 208,836,700
Department of Real Estate and Asset Management	\$ 8,525,100		8,525,100		\$ 8,525,100
Parks and Recreation	\$ 35,613,400		35,613,400		\$ 35,613,400
Risk Management	\$ 2,924,900		2,924,900		\$ 2,924,900
Community and Economic Development	\$ 2,252,700		2,252,700		\$ 2,252,700
Non-Departmental	\$ 46,712,200	(9,116,800)	37,595,400		\$ 37,595,400
Non-Departmental- Reserve for Public Safety	\$ 15,347,200	(2,376,000)	12,971,200		\$ 12,971,200
Non-Departmental - 09-24 floor amendment (aid to Private Org.)			-	50,000	\$ 50,000
Non-Departmental - 09-24 floor amendment (Reserve for Uncollectible)			-	(50,000)	\$ (50,000)
Non-Departmental - 09-24 floor amendment (Reserve for Uncollectible for MLK)			-	(116,300)	\$ (116,300)
Transfers - Out	\$ 34,579,200	33,782,600	68,361,800		\$ 68,361,800
<b>Total General Fund</b>	<b>\$ 615,798,500</b>	<b>\$ 27,580,400</b>	<b>\$ 643,378,900</b>	<b>\$ (110,000)</b>	<b>\$ 643,268,900</b>

**CITY OF MIAMI, FLORIDA  
INTER-OFFICE MEMORANDUM**

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**TO:** Honorable Mayor and Members  
of the City Commission  
**DATE:** September 25, 2015

**FROM:** Daniel J. Alfonso   
City Manager  
**SUBJECT:** Actions Taken at the  
Second Budget Hearing

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This memo will serve to clarify the actions taken at the Second Budget Hearing last night. The City Commission accepted the recommendations made in the memorandum titled *“Information for the Second Budget Hearing – FY 2015-16 Preliminary Budget”* and amended those recommendations in the following manner:

- Due to the change in the Downtown Development authority budget in agenda item BH.4, City of Miami General Fund revenues were reduced by \$110,000 while the Police Department budget was reduced by the same amount. As well, one Police Officer position was removed from the Police Department.
- To address five derelict vessels offshore near Peacock Park, \$50,000 were added to a new line item in the Non-Departmental Accounts (NDA) with an equal reduction of \$50,000 from the Reserve for Uncollectibles (also in NDA).
- To augment median and swale landscape management along NW 62 Street east of I-95, \$116,300 were added to the Public Works budget, in addition to the \$57,300 already budgeted for that corridor’s landscape management (for a total of \$173,600) with an equal reduction of \$116,300 to the Reserve for Uncollectibles in NDA.
- The City Commission accepted the recommendation read into the record by the Budget Director to reflect the \$260,000 Budgeted for the Camillus House Mat Program in a Citywide Account.
- The Budget Director read into the record the administration’s commitment to review parks and other facilities that may come online during the fiscal year and address as necessary any required staffing in the potential Mid-Year Budget Amendment.

As always, you may contact me with questions or clarification as needed. You may also call Christopher Rose, Budget Director, at 305-416-1502.

**OMB150019**

General Fund - Attachment A

General Fund - Adopted Budget FY 2015-16 with Floor Amendment of 09-24-2015

General Fund - Revenues	Preliminary Budget 09-10-2015	Change Memo	Amended FY 2015-16 Proposed Budget	09-24-2015 Floor Amendment	FY 2015-16 Adopted Budget
Property Taxes	\$ 268,768,800		268,768,800		268,768,800
Franchise Fees and Other Taxes	106,327,900	(1,924,700)	104,403,200		104,403,200
Interest	2,126,300		2,126,300		2,126,300
Transfers-In	4,181,100		4,181,100		4,181,100
Fines and Forfeitures	11,572,900		11,572,900		11,572,900
Intergovernmental Revenues	61,798,200	1,944,600	63,742,800		63,742,800
Licenses and Permits	58,502,300		58,502,300		58,502,300
Other Revenues	6,095,100	27,560,500	33,655,600	(110,000)	33,545,600
Charges for Services	96,425,900		96,425,900		96,425,900
<b>Total Revenues</b>	<b>\$ 615,798,500</b>	<b>\$ 27,580,400</b>	<b>\$ 643,378,900</b>	<b>\$ (110,000)</b>	<b>\$ 643,268,900</b>

General Fund - Expenditures	Preliminary Budget 09-10-2015	Change Memo	Amended FY 2015-16 Preliminary Budget	09-24-2015 Floor Amendment	FY 2015-16 Adopted Budget
Mayor	\$ 1,075,000		\$ 1,075,000		\$ 1,075,000
Commissioners	\$ 2,658,400		2,658,400		\$ 2,658,400
City Manager	\$ 3,264,600		3,264,600		\$ 3,264,600
Office of Agenda Coordination	\$ 341,800		341,800		\$ 341,800
Auditor General	\$ 1,200,900		1,200,900		\$ 1,200,900
Capital Improvements and Transportation Program	\$ 5,330,200		5,330,200		\$ 5,330,200
City Attorney	\$ 7,558,400	56,700	7,615,100		\$ 7,615,100
City Clerk	\$ 1,624,700		1,624,700		\$ 1,624,700
Civil Service	\$ 435,000		435,000		\$ 435,000
Code Compliance	\$ 5,584,500		5,584,500		\$ 5,584,500
Office of Communications and Protocol	\$ 1,079,400		1,079,400		\$ 1,079,400
Equal Opportunity and Diversity Programs	\$ 369,900		369,900		\$ 369,900
Office of Film and Entertainment	\$ 381,100		381,100		\$ 381,100
Finance	\$ 8,506,800		8,506,800		\$ 8,506,800
Grants Administration	\$ 1,265,500		1,265,500		\$ 1,265,500
Human Resources	\$ 4,114,000		4,114,000		\$ 4,114,000
Information Technology	\$ 8,821,700		8,821,700		\$ 8,821,700
Management & Budget	\$ 2,135,400		2,135,400		\$ 2,135,400
Neighborhood Enhancement Teams (NET)	\$ 4,561,600	316,800	4,878,400		\$ 4,878,400
Procurement	\$ 2,162,200		2,162,200		\$ 2,162,200
Building Department	\$ 10,361,800		10,361,800		\$ 10,361,800
Planning and Zoning	\$ 6,856,000	(55,400)	6,800,600		\$ 6,800,600
General Service Administration	\$ 23,131,600		23,131,600		\$ 23,131,600
Public Works Dept.	\$ 20,502,900	66,600	20,569,500	116,300	\$ 20,685,800
Solid Waste	\$ 30,598,900	-	30,598,900		\$ 30,598,900
Fire-Rescue	\$ 111,880,700		111,880,700		\$ 111,880,700
Police	\$ 204,040,800	4,905,900	208,946,700	(110,000)	\$ 208,836,700
Department of Real Estate and Asset Management	\$ 8,525,100		8,525,100		\$ 8,525,100
Parks and Recreation	\$ 35,613,400		35,613,400		\$ 35,613,400
Risk Management	\$ 2,924,900		2,924,900		\$ 2,924,900
Community and Economic Development	\$ 2,252,700		2,252,700		\$ 2,252,700
Non-Departmental	\$ 46,712,200	(9,116,800)	37,595,400		\$ 37,595,400
Non-Departmental- Reserve for Public Safety	\$ 15,347,200	(2,376,000)	12,971,200		\$ 12,971,200
Non-Departmental - 09-24 floor amendment (aid to Private Org.)			-	50,000	\$ 50,000
Non-Departmental - 09-24 floor amendment (Reserve for Uncollectible)			-	(50,000)	\$ (50,000)
Non-Departmental - 09-24 floor amendment (Reserve for Uncollectible for MLK)			-	(116,300)	\$ (116,300)
Transfers - Out	\$ 34,579,200	33,782,600	68,361,800		\$ 68,361,800
<b>Total General Fund</b>	<b>\$ 615,798,500</b>	<b>\$ 27,580,400</b>	<b>\$ 643,378,900</b>	<b>\$ (110,000)</b>	<b>\$ 643,268,900</b>

<b>Department</b>	<b>Preliminary Budget FY 2015-16 FTE'S</b>	<b>Change Memo</b>	<b>Floor Amendment 09-24-2015</b>	<b>Amended Preliminary Budget FY 2015-16</b>
Fire Rescue	838			838
Police	1,650	61	-1	1,710
General Services Administration	135			135
Public Works	109			109
Solid Waste	228			228
Office of Agenda Coordination	3			3
Auditor General	9			9
CIPT	45			45
City Attorney	59	1		60
City Clerk	12			12
City Manager	22			22
Civil Service	3			3
Code Compliance	52			52
Commissioners	31	2		33
Office of Communications and Protocol	11			11
Equal Opportunity and Diversity Programs	3			3
Office of Film and Entertainment	4			4
Finance	72			72
Grants Administration	38			38
Human Resources	39			39
Information Technology	76			76
Management and Budget	18			18
Mayor	12			12
Neighborhood Enhancement Teams (NET)	97	4		101
Procurement	20			20
Community and Economic Development	35			35
Parks and Recreation	279			279
Building	80			80
Planning and Zoning	59	-1		58
Risk Management	20			20
Department of Real Estate and Asset Management	54			54
<b>Total Full-Time Positions</b>	<b>4,113</b>	<b>67</b>	<b>-1</b>	<b>4,179</b>

**APPENDIX K:**  
REFERENCE AND  
LOOK UP INFORMATION

- Abbreviations and Acronyms
  - Definition of Terms
  - Acknowledgements





## Abbreviations and Acronyms

<b>AARP</b>	American Association of Retired Persons, Inc.
<b>ACA</b>	Affordable Care Act
<b>ADA</b>	Americans with Disabilities Act
<b>ADT</b>	Adult Day Training
<b>ALS</b>	Advanced Life Support
<b>AFSCME</b>	American Federation of State, County and Municipal Employees
<b>APM</b>	Administrative Policies Manual
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BCC</b>	Brickell CitiCentre
<b>BID</b>	Business Improvement District
<b>BTR</b>	Business Tax Receipts
<b>CAD</b>	Computer-Aided Dispatch
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies
<b>CAP</b>	Career Advancement Program
<b>CAPER</b>	Consolidated Annual Performance and Evaluation Report
<b>CAPRA</b>	Commission for Accreditation of Park and Recreation Agencies
<b>CBA</b>	Collective Bargaining Agreement
<b>CBO</b>	Community Based Organization

## Abbreviations and Acronyms

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**CDBG** Community Development Block Grant

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**CDL** Commercial Driver License

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**CFO** Chief Financial Officer

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**CHOICE** Cops Helping our Inner City Children Excel

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**CIO** Chief Information Officer

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**CITP** Capital Improvements and Transportation Program Office

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**CITT** Citizen’s Independent Transportation Transit

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**CLE** Continuing Legal Education

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**CM** City Manager

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**CO** Certificate of Occupancy

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**COM** City of Miami

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**COBRA** Consolidated Omnibus Budget Reconciliation Act

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**COPS** Community Oriented Policing Services

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**CRA** Community Redevelopment Agency

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**CRB** Community Relations Board

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**CSI** Crime Scene Investigation

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**CST** Combined Simplified Tax

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**CU** Certificate of Use

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**CY** Calendar Year

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## Abbreviations and Acronyms

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<b>DDA</b>	Downtown Development Authority
<b>DDRI</b>	Downtown Development Regional Impact
<b>DERM</b>	Department of Environmental Resources Management
<b>DO</b>	Development Order
<b>DOJ</b>	Department of Justice
<b>DROP</b>	Deferred Retirement Option
<b>EB-5</b>	Immigrant Investor Program
<b>EECBG</b>	Energy Efficiency and Conservation Block Grant
<b>EEO</b>	Equal Employment Opportunity
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Training
<b>EODP</b>	Office of Equal Opportunity and Diversity Programs
<b>EORT</b>	Elected Officers' Retirement Trust
<b>EPA</b>	Environmental Protection Agency
<b>EPD</b>	Emergency Police Dispatch
<b>ERP</b>	Enterprise Resource Planning
<b>FACE</b>	Florida Association of Code Enforcement
<b>FDEP</b>	Florida Department of Environmental Protection

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## Abbreviations and Acronyms

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<b>FDOT</b>	Florida Department of Transportation
<b>FDVA</b>	Florida Department of Veterans Affairs
<b>FEC</b>	Florida East Coast
<b>FEMA</b>	Federal Emergency Management Agency
<b>FICA</b>	Federal Insurance Contributions Act
<b>FIND</b>	Florida Inland Navigation District
<b>FIPO</b>	Firefighters' and Police Officers' Retirement Trust
<b>FPL</b>	Florida Power and Light
<b>FTR</b>	For the Record
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GESE</b>	General Employees' and Sanitation Employees' Retirement Trust
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GOB</b>	General Obligation Bond
<b>GPS</b>	Global Positioning System
<b>GSA</b>	General Services Administration
<b>HB-1B</b>	House Bill 1B

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## Abbreviations and Acronyms

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<b>HIDTA</b>	High Intensity Drug Traffic Area
<b>HIPPA</b>	Health Insurance Portability and Accountability Act
<b>HOA</b>	Homeowners' Association
<b>HOME</b>	Home Investment Partnership
<b>HOPE</b>	Housing Opportunities Projects for Excellence, Inc.
<b>HOPWA</b>	Housing Opportunities for Persons with AIDS
<b>HR</b>	Human Resources
<b>HUD</b>	United States Department of Housing and Urban Development
<b>HVAC</b>	Heating Ventilation and Air Conditioning
<b>IAFF</b>	International Association of Fire Fighters
<b>ICE</b>	Immigration and Customs Enforcement
<b>ICMA</b>	International City/County Management Association
<b>IFB</b>	Invitation for Bid
<b>IFQ</b>	Invitation for Quotation
<b>ISF</b>	Internal Service Fund
<b>ITD</b>	Information Technology Department
<b>JAG</b>	Justice Assistance Grant
<b>LCD</b>	Liquid crystal display
<b>LETF</b>	Law Enforcement Trust Fund

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## Abbreviations and Acronyms

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**LOGT** Local Option Gas Tax

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**LTRA** Long-Term Rental Assistance

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**MUSP** Major Use Special Permit

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**MDX** Miami-Dade Expressway Authority

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**MHAP** Miami Homeless Assistance Program

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**MIC** Mayor's International Council

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**MRC** Miami Riverside Center

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**MS4** Municipal Separate Storm Sewer System

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**MSI** Miami Sustainable Initiatives

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**MUSP** Major Use Special Permit

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**NET** Neighborhood Enhancement Team

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**NDA** Non-Departmental Accounts

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**NPDES** National Pollutant Discharge Elimination System

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**NSP** Neighborhood Stabilization Program

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**OCIP** Owner Controlled Insurance Program

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**ODAT** Organizational Development and Training

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**OGA** Office of Grants Administration

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**OIAG** Office of the Independent Auditor General

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**OMB** Office of Management and Budget

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## Abbreviations and Acronyms

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<b>OPEB</b>	Other Post-Employment Benefits
<b>OSHA</b>	Occupational Safety and Health Administration
<b>PARC</b>	Park and Recreational Facility Construction
<b>PADMA</b>	Property Address Maintenance Application
<b>PAF</b>	Personnel Action Form
<b>P-CARD</b>	Procurement Card
<b>PFM</b>	Public Financial Management, Inc.
<b>POMS</b>	Peoples Office Management System
<b>PROW</b>	Public Right of Way
<b>PZAB</b>	Planning and Zoning Advisory Board
<b>RFP</b>	Request for Proposal
<b>RFPs</b>	Request for Proposals
<b>RFQs</b>	Request for Qualifications
<b>RFI</b>	Request for information
<b>ROW</b>	Right of way
<b>SAFER</b>	Staffing for Adequate Fire and Emergency Response
<b>SAP</b>	Special Area Plans
<b>SEOPW</b>	Southeast Overtown Park West
<b>SFOB</b>	State Financial Oversight Board

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## Abbreviations and Acronyms

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**SLA** Service Level Agreement

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**SNAP** Supplemental Nutritional Assistance Program

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**SNPB** Safe Neighborhood Parks Bond

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**SOB** Special Obligation Bond

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**SOP** Standard Operating Procedure

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**SPPA** Smart Policing Predictive Analytics

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**SWAT** Special Weapons and Tactics

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**TAME** Tunnel and Marine Exercise

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**TCEA** Transportation Concurrency Exemption Area

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**TCO** Temporary Certificates of Occupancy

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**TCT** The Children's Trust

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**TRIM** Truth in Mileage

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**TUP** Temporary Use Permit

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**UASI** Urban Area Security Initiative

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**UCR** Uniform Crime Reporting

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**UIA** Urban Infill Area

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**UPK** User Productivity Kit

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**USAR** Urban Search and Rescue

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**USCIS** U.S. Citizenship and Immigration Services

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## Abbreviations and Acronyms

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**USDA** United States Department of Agriculture

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**USDOJ** United States Department of Justice

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**VISTA** Volunteers in Service to America

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**VOIP** Voice Over Internet Protocol

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## 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 1<sup>st</sup> to September 30<sup>th</sup> 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.

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- |                             |   |
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