

ADOPTED BUDGET-IN-BRIEF



Serving, enhancing, and transforming our community

FISCAL YEAR 2015-2016



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



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

FROM THE CITY MANAGER

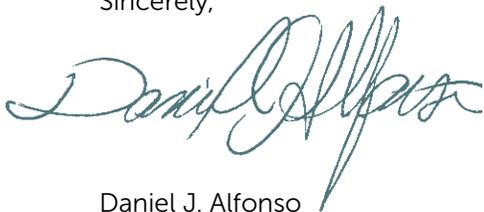
funds now being used throughout the City for initiatives to reduce poverty and provide greater opportunity, implemented a robust youth summer jobs program with grant funding, and created Management Internship opportunities. The Adopted Budget builds upon that by adding an additional \$1 million (for 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,

A handwritten signature in blue ink, appearing to read "Daniel J. Alfonso". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Daniel J. Alfonso

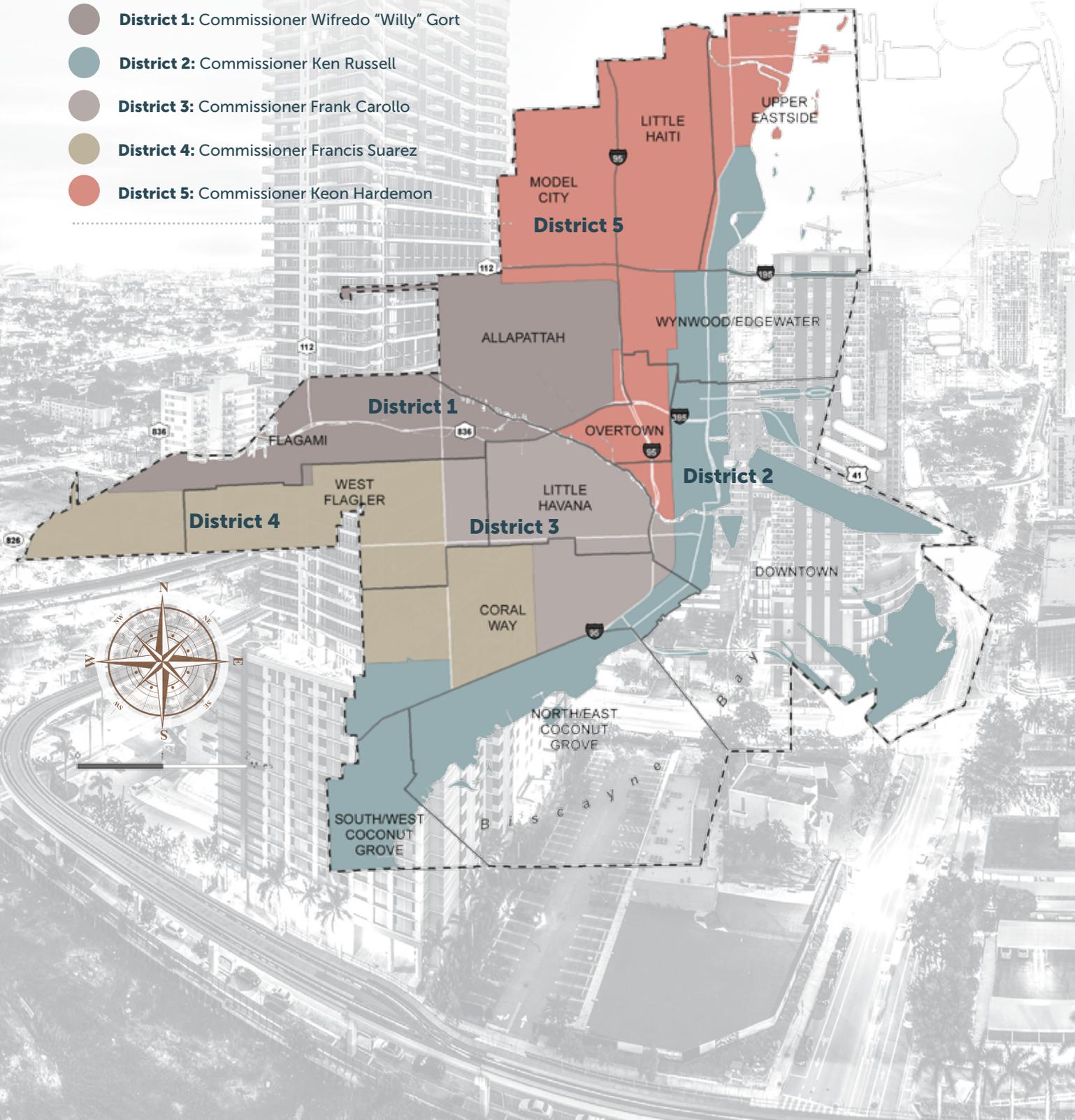


CITY COMMISSION

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

DISTRICT 3



FRANK CAROLLO
Commissioner

fcarollo@miamigov.com
(305) 250-5380

FRANCIS SUAREZ
Commissioner

fsuarez@miamigov.com
(305) 250-5420



DISTRICT 4

DISTRICT 5



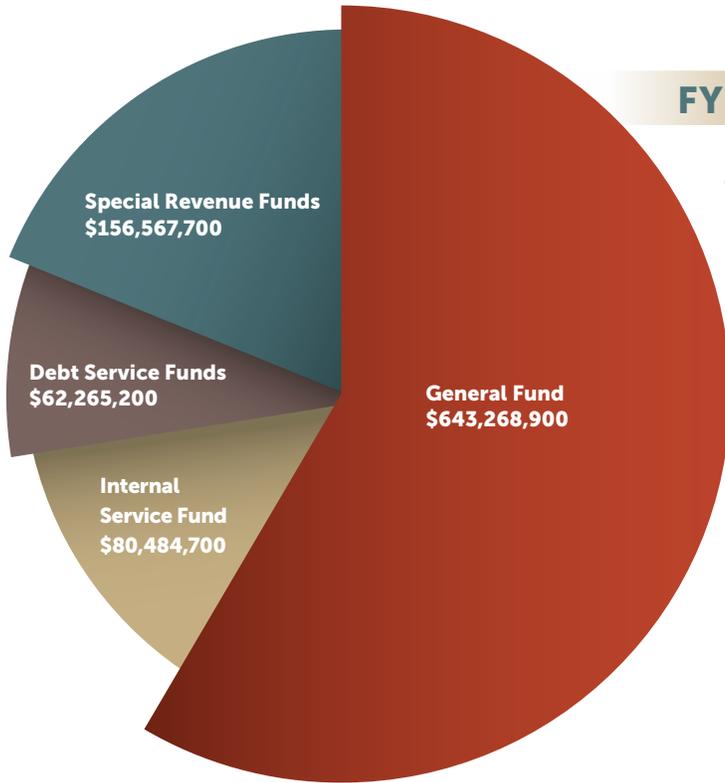
KEON HARDEON
Commissioner

khardeon@miamigov.com
(305) 250-5390



FY 2015-16

BUDGET OVERVIEW



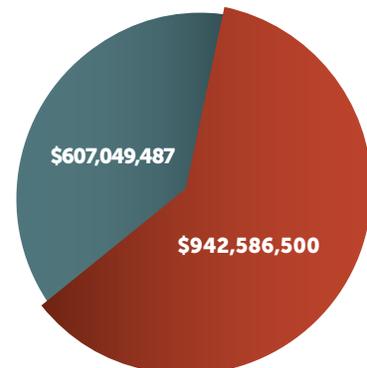
FY 2015-16 Operating Budget

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



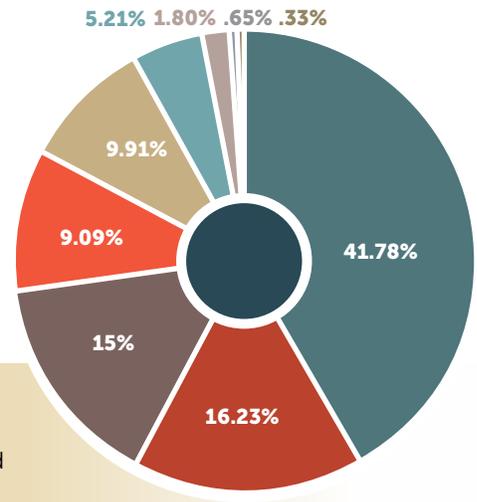
REVENUES AND EXPENDITURES ADOPTED BUDGET



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%**



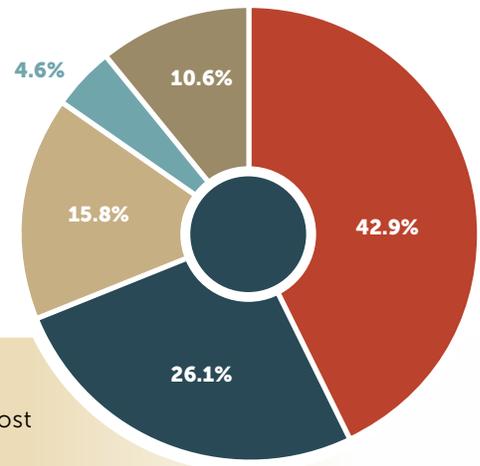
The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes.

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%**

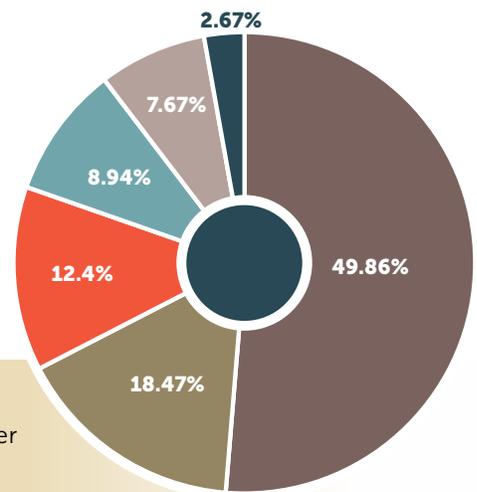


Personnel costs, including wages and employee benefits, represent the largest **General Fund expenditure** category. These costs account for almost three-quarters of the total General Fund expenditure budget.

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%**

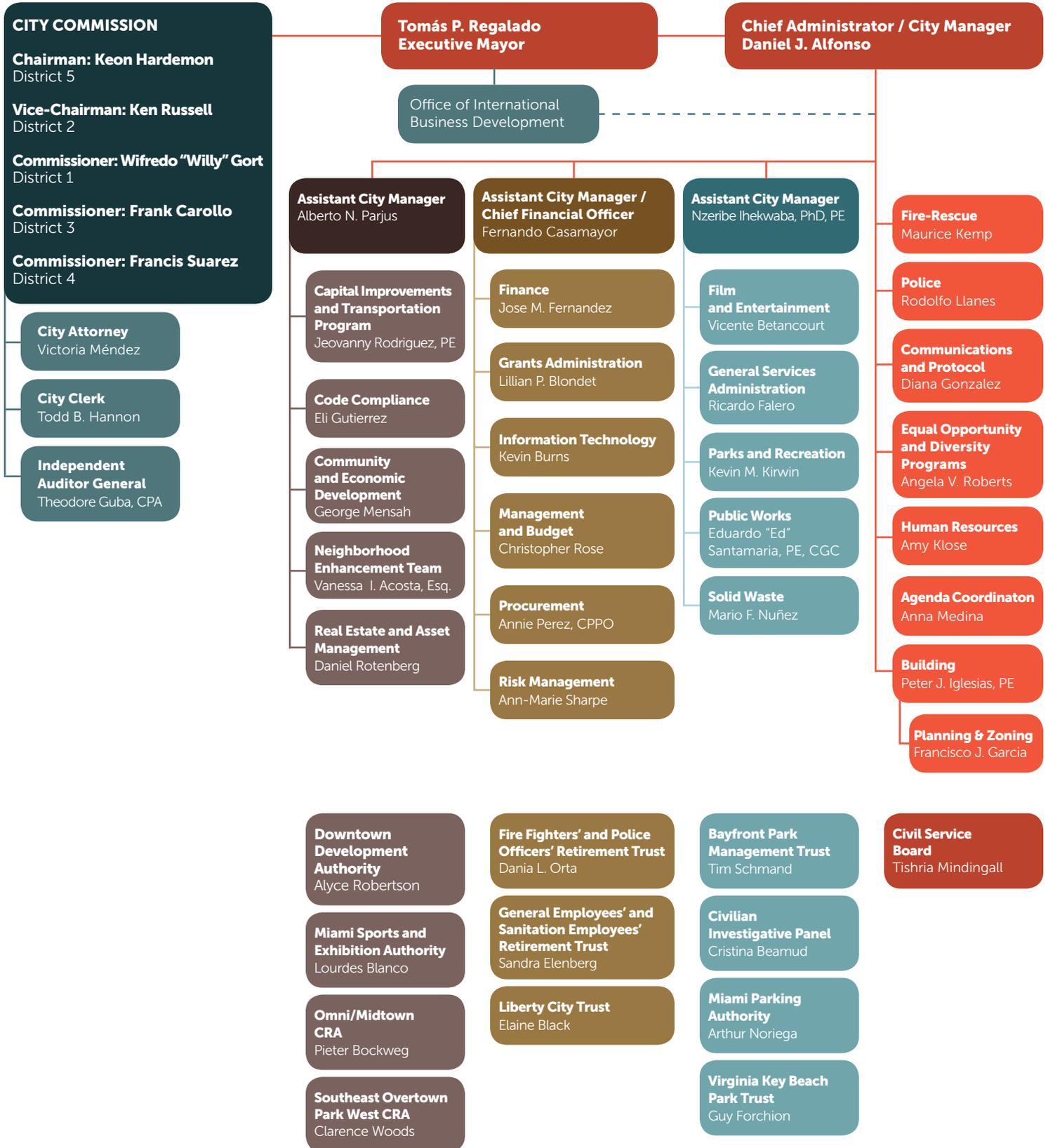


Nearly half of **General Fund spending** is allocated to the provision of public safety services. Police, fire, and emergency medical services together comprise 49.86% of the General Fund expenditure budget.



CITY

ORGANIZATION



CITY COMMISSION

Chairman: Keon Hardemon
District 5

Vice-Chairman: Ken Russell
District 2

Commissioner: Wifredo "Willy" Gort
District 1

Commissioner: Frank Carollo
District 3

Commissioner: Francis Suarez
District 4

City Attorney
Victoria Méndez

City Clerk
Todd B. Hannon

Independent Auditor General
Theodore Guba, CPA

Tomás P. Regalado
Executive Mayor

Chief Administrator / City Manager
Daniel J. Alfonso

Office of International
Business Development

Assistant City Manager
Alberto N. Parjus

Assistant City Manager / Chief Financial Officer
Fernando Casamayor

Assistant City Manager
Nzeribe Ihekwaba, PhD, PE

Fire-Rescue
Maurice Kemp

Police
Rodolfo Llanes

Communications and Protocol
Diana Gonzalez

Equal Opportunity and Diversity Programs
Angela V. Roberts

Human Resources
Amy Klose

Agenda Coordinaton
Anna Medina

Building
Peter J. Iglesias, PE

Planning & Zoning
Francisco J. Garcia

Capital Improvements and Transportation Program
Jeovanny Rodriguez, PE

Finance
Jose M. Fernandez

Film and Entertainment
Vicente Betancourt

Code Compliance
Eli Gutierrez

Grants Administration
Lillian P. Blondet

General Services Administration
Ricardo Falero

Community and Economic Development
George Mensah

Information Technology
Kevin Burns

Parks and Recreation
Kevin M. Kirwin

Neighborhood Enhancement Team
Vanessa I. Acosta, Esq.

Management and Budget
Christopher Rose

Public Works
Eduardo "Ed" Santamaria, PE, CGC

Real Estate and Asset Management
Daniel Rotenberg

Procurement
Annie Perez, CPPO

Solid Waste
Mario F. Nuñez

Risk Management
Ann-Marie Sharpe

Downtown Development Authority
Alyce Robertson

Fire Fighters' and Police Officers' Retirement Trust
Dania L. Orta

Bayfront Park Management Trust
Tim Schmand

Civil Service Board
Tishria Mindingall

Miami Sports and Exhibition Authority
Lourdes Blanco

General Employees' and Sanitation Employees' Retirement Trust
Sandra Elenberg

Civilian Investigative Panel
Cristina Beamud

Omni/Midtown CRA
Pieter Bockweg

Liberty City Trust
Elaine Black

Miami Parking Authority
Arthur Noriega

Southeast Overtown Park West CRA
Clarence Woods

Virginia Key Beach Park Trust
Guy Forchion

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
Public Safety				
Fire-Rescue	\$109,575,000	\$111,880,700	809	838
Police	\$182,439,300	\$208,836,700	1,639	1,710
Public Works				
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
General Government				
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
Other Departments				
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
Planning and Development				
Building	\$9,703,400	\$10,361,800	78	80
Planning and Zoning	\$6,822,800	\$6,800,600	57	58
Non-Departmental Accounts	\$80,740,600	\$118,812,100	0	0
TOTAL	\$559,936,000	\$643,268,900	3,883	4,179

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

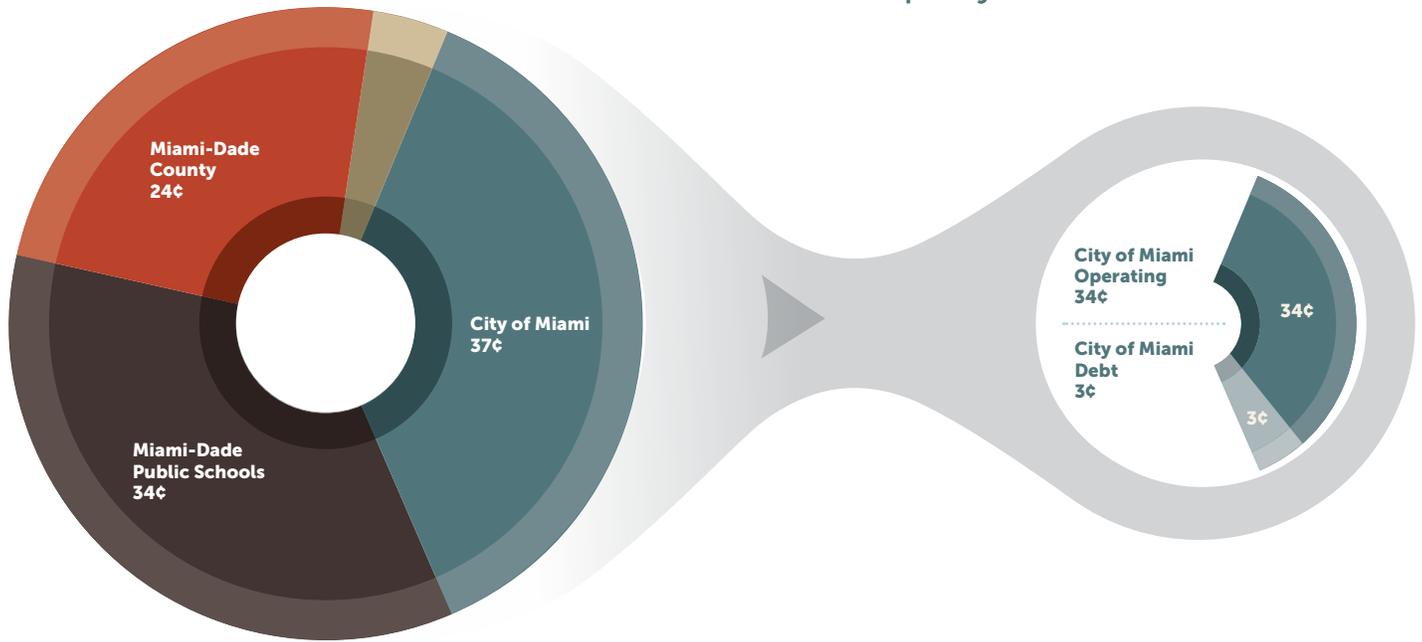


YOUR PROPERTY

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.

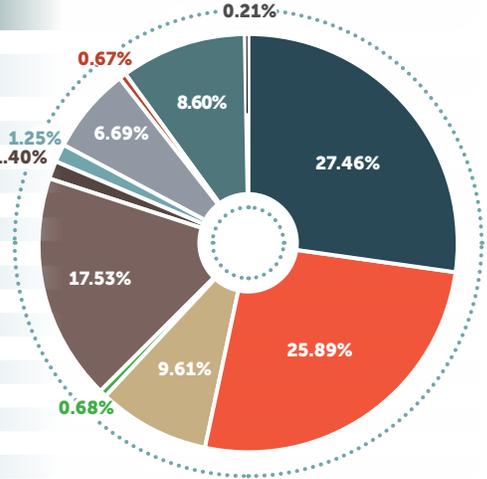
Total Assessed Value	\$197,421 <i>Average Homestead</i>	\$500,000	\$1,000,000
FY 2015 Taxes 8.3850	\$1,655.38	\$4,192.50	\$8,385.00
FY 2016 Taxes 8.3351	\$1,645.52	\$4,167.55	\$8,335.10
Taxpayer Savings	\$9.85	\$24.95	\$49.90



OVERVIEW

Program Overview

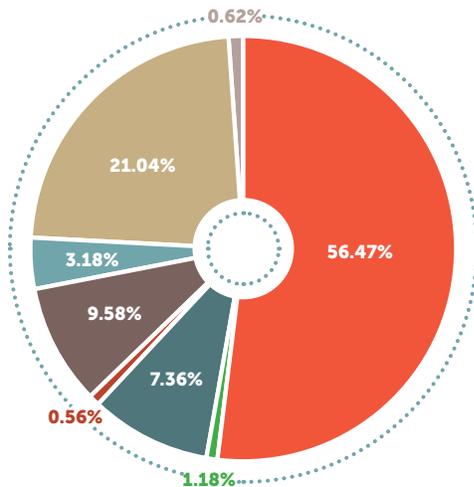
Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Parks and Recreation	190,712,600	124,028,100	102,777,100	21,251,000		66,684,500
Capital Improvements and Transportation Program	388,961,800	236,809,400	200,686,500	12,309,900	23,813,000	152,152,400
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			
TOTAL	1,127,252,000	607,049,400	521,151,700	62,084,700	23,813,000	520,202,600



- 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

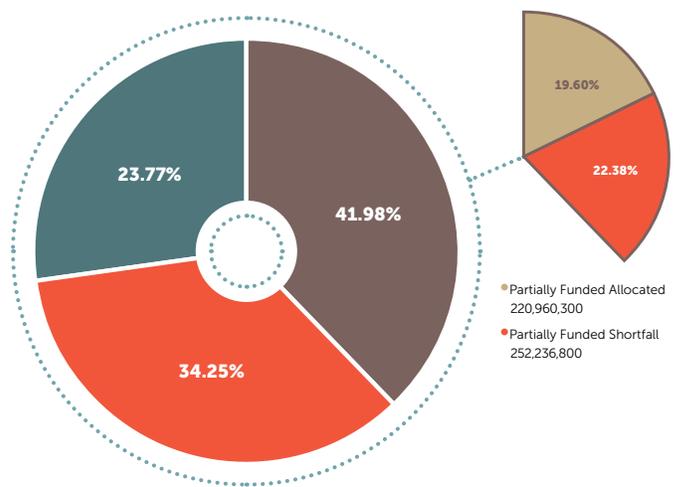
Summary by Fund Type



- 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

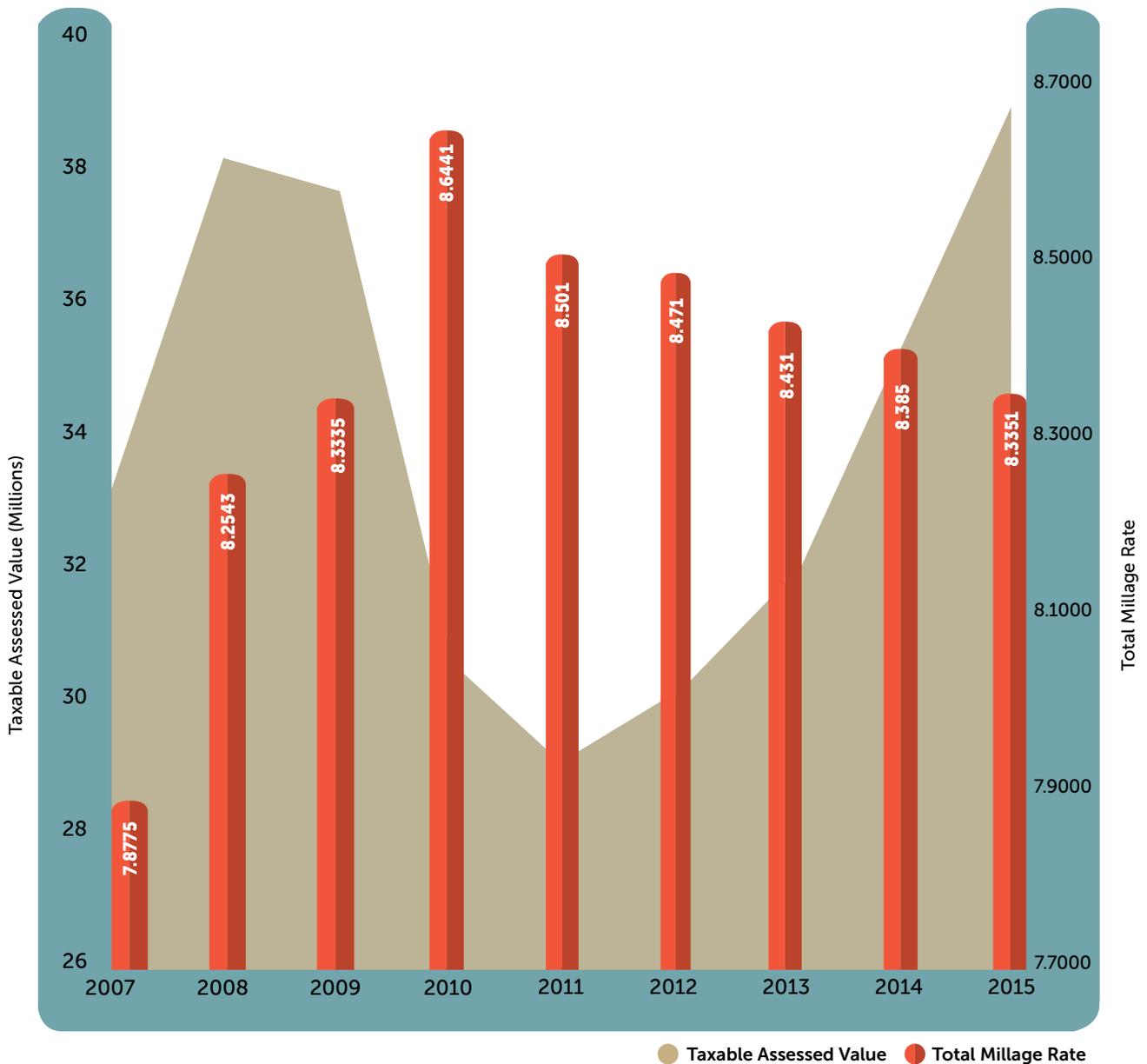
TOTAL: 1,127,252,000



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

