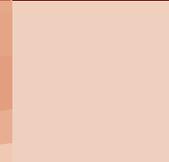
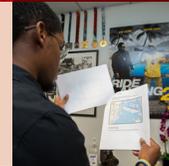




# ADOPTED BUDGET IN BRIEF

FISCAL YEAR 2016-17



*Serving, enhancing, and transforming  
our community*





**TOMÁS P. REGALADO**  
*Mayor*

tregalado@miamigov.com  
(305) 250-5300

Dear Chairman Hardemon, Members of the City Commission, and my fellow Miamians,

As I stated in the Proposed Budget documents, it is truly a privilege to serve as Mayor of this great City. The City of Miami is in a wonderful position and is poised to capitalize on the future that is in front of us. It continues to be a great place to live, work, and visit. My consistent goal of investing in activities and services that impact the quality of life of our residents and businesses, while keeping taxes low, has proven to be a formula for success for our City. And of course, the leadership stability in our Administration and overall financial stability that we have maintained over the last several years, has given us all the comfort to reach further and higher.

We have accomplished so much this year and our citizens can feel the difference. We are delivering high-quality services in our parks, by our police force – truly Miami's Finest, in the way we hire, on our roads, inside our NET Offices, through our transparent procurement processes, in the quick response of our firefighters, by our dedicated waste and recycling collectors, and in all of the services that our employees provide.

I must thank the City Commission for adopting a budget that meets these goals and remains in accordance with all applicable City and State requirements. The FY 2016-17 Adopted General Fund Budget of \$670.2 million and a total operating budget of \$979.06 million includes a lowered overall property tax rate for the sixth year in a row and funds certain strategic enhancements without reducing services. With this budget, we are investing in our employees, building for the future, being responsible, and emphasizing community.

Miami is a great City with a very promising future. Thank you for taking part in making it so.

Sincerely,

A handwritten signature in black ink that reads "Tomás P. Regalado". The signature is written in a cursive, flowing style.

Tomás P. Regalado

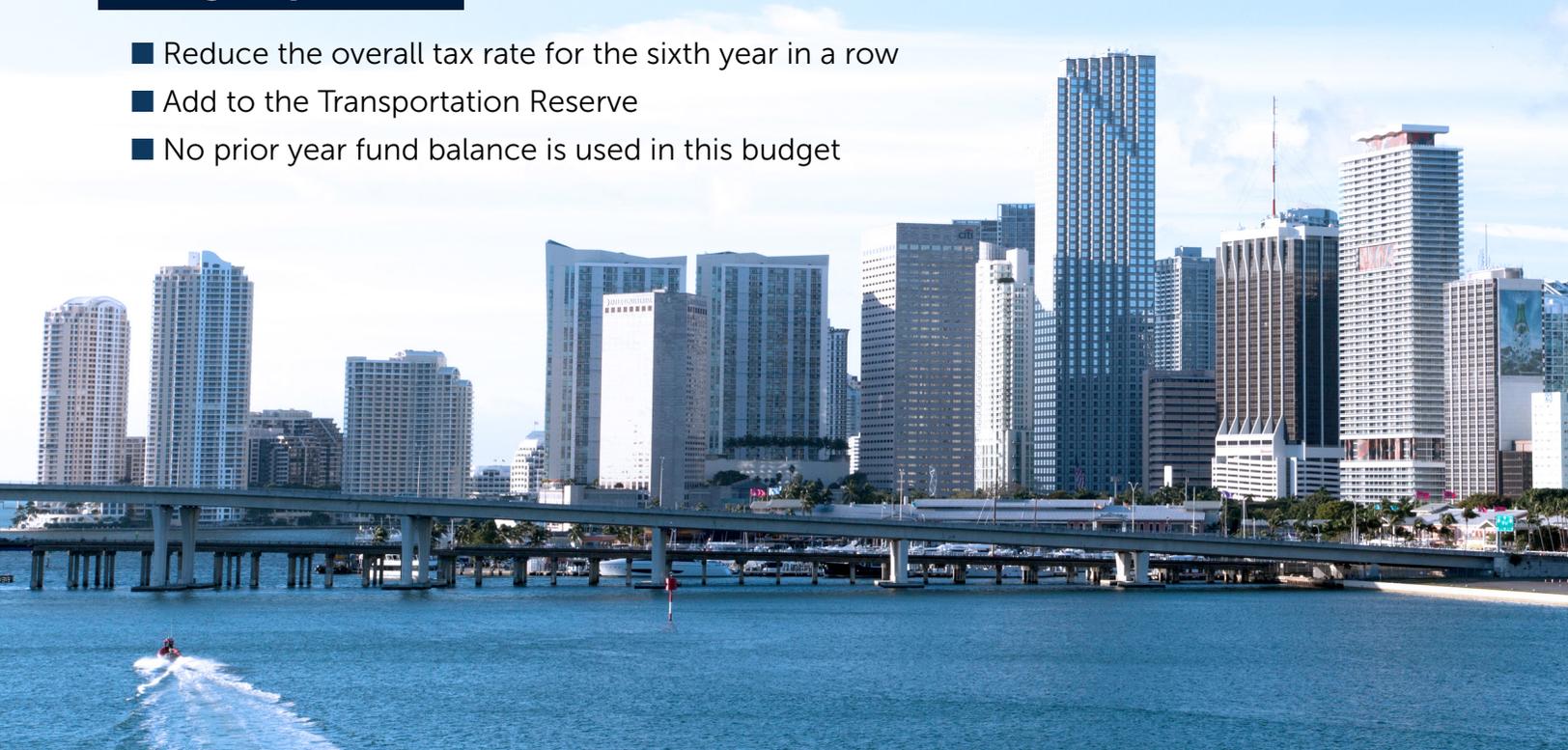


## Building for the Future

- Provide funding for Citywide Playground Repairs
- Provide funding for repairs at Little Haiti Cultural Center
- Construct capacity enhancements in City Parks, Police, and Fire-Rescue with Impact Fees
- Provide additional funding for the 20th Street Maintenance Yard Building with Impact Fees
- Provide funding for the Olympia Theater
- Provide funding for the Downtown Skate Park
- Provide funding for repairs for the Children's Museum
- Reserve for potential repairs at the James L. Knight Convention Center
- Begin certain, needed repairs at Police Headquarters
- Purchase additional Safety Pads in the Fire-Rescue Department for Fire-Rescue units
- Provide further funding for the Building Department Electronic Plans Review Project
- Re-design the city's website and implement tools for website content management
- Implement a Procurement Contract Management System
- Implement Claims Management System for our Risk Management Department
- Fund repairs at the Manuel Arttime Theater
- Provide funding for street lighting in Downtown and Overtown
- Provide funding for tree planting and solar lights in Museum Park

## Being Responsible

- Reduce the overall tax rate for the sixth year in a row
- Add to the Transportation Reserve
- No prior year fund balance is used in this budget



# BUDGET HIGHLIGHTS

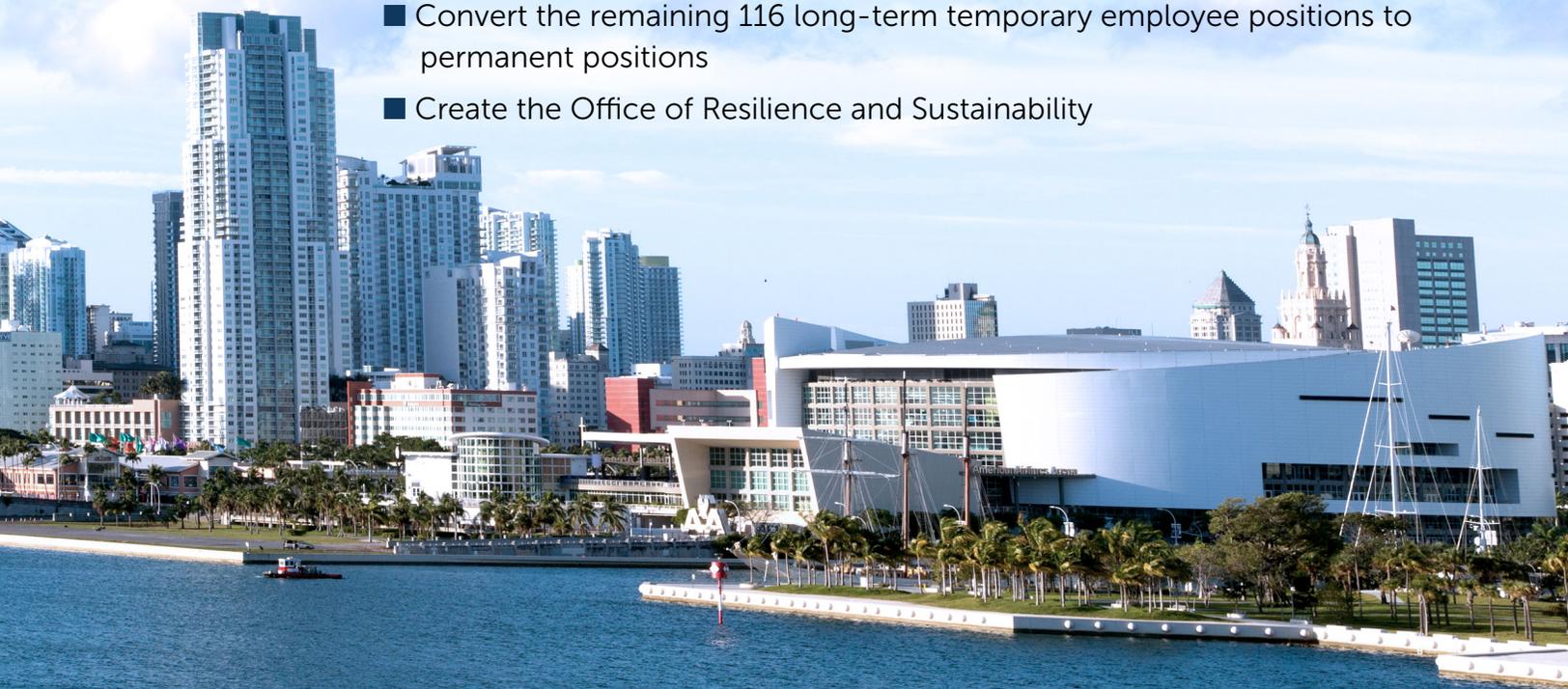
**With this budget, we are building for the future, being responsible, emphasizing community, and investing in our employees.**

## Emphasizing Community

- Increase the funding for Anti-Poverty Initiatives
- Provide funds to cover Maceo Park operational costs for half a year once the facility is complete
- Provide In-Kind support for the 2017 Major League Baseball All-Star Game
- Increase support to the Miami River Commission
- Add one position to the City Clerk's Office to assist with newly created Boards
- Add funding for the Office of Community Investment to do an Emergency Medical Technician Training Program, a Summer Jobs Program, a Summer Reading Program, and a Summer Scholars Program
- Add two Neighborhood Services Workers to the Downtown NET Office
- Provide funding for the Latin Champions Professional Golfers Association event
- Add funding for Citywide Affordable Housing efforts
- Provide funding to the Grants Department for Small Business Development, the Tax Preparation Campaign, the Americorp VISTA partnership, and the Summer Youth Employment and Financial Empowerment Program

## Investing in Our Employees

- Fund a raise for every employee that is due an increase, whether included in a collective bargaining agreement, via annual review for those not in a bargaining unit, or via 12-month part-time employees
  - Convert the remaining 116 long-term temporary employee positions to permanent positions
  - Create the Office of Resilience and Sustainability





**DANIEL J. ALFONSO**

*City Manager*

djalfonso@miamigov.com  
(305) 250-5400

This message serves as a summary of the FY 2016-17 Adopted Operating Budget and Multi-Year Capital Plan. This budget is a structurally balanced budget fully in compliance with the City's Financial Integrity Principles (FIPs) that maintains services for our citizens (with minimal strategic enhancements) and funds the priorities of the City Commission, where financially feasible.

I am proud that in the General Fund we've been able to: increase funding to repair playgrounds throughout the City (\$300,000) and make repairs at the Little Haiti Cultural Center (\$80,000), convert the remaining 116 long-term temporary positions to permanent status (\$540,000), fund a reserve for repairs at the James L. Knight Center (\$1.25 million), complete the capital improvement and fund operations at Antonio Maceo Park for the last six months of the year (\$90,000), purchase additional safety pad tablets that our Firefighters use to record medical information when responding to rescue calls (\$150,000), fund the City's contribution to both the Skate Park in Downtown Miami (\$600,000) and repairs to the Children's Museum (\$500,000), increase the Anti-Poverty Initiatives (\$2.5 million), continue progress on the Electronic Plans Review technology solution (\$500,000), set aside funds for in-kind services for the 2017 Major League Baseball All Star Game (\$2 million), and provide summer programs through the Office of Community Investment (\$207,000). This budget also funds a raise for every employee that is due a raise (whether included in a collective bargaining agreement, or via annual review for those not in a bargaining unit), including raises for year-round, part-time employees not covered in bargaining agreements.

These are all funded even as the City is absorbing General Fund cost increases such as contractual wage growth in all four bargaining units (\$26 million), special obligation bond debt increases (\$9 million), and switching the fiscal year of federal funding in the Office of Community and Economic Development back to the City's fiscal year (\$1.6 million).

Impact Fee collection remains strong and the Adopted Capital Plan includes more than \$27 million of projects in parks that provide more and better services throughout the entire Parks and Recreation system. Both Fire-Rescue and Police have programmed Impact Fee expenditures that will allow our public safety system to expand and modernize. The employees of the Public Works and the Parks and Recreation Departments that report to the 20th Street yard will be pleased to know that the budget includes an additional \$1.8 million of general government impact fees toward the construction of that new building.

Further, the changes made during the first and second budget hearings to general fund allocations include: \$50,000 for the Latin Champions PGA event at the Melreese Golf Course in 2017, \$200,000 for street lighting in the downtown area, \$200,000 for street lighting in the Overtown area, \$93,300 for two additional Neighborhood Services Workers at the Neighborhood Enhancement Team Downtown Office, and \$306,000 for the Citywide affordable housing efforts. In addition, Special Revenue allocations at the two hearings include: \$197,000 for Solar Lights in Museum Park from the Downtown Development of Regional Impact Funds and \$303,000 from the Tree Trust Fund for Tree Planting in Museum Park.

These are all laudable efforts that the City will be able to accomplish within the Adopted Budget, but we must be cautious if we wish to maintain a healthy financial status. Last fiscal year, FY 2015-16, was the first in six years where the City did not add to its general fund balance. While it is clear that property tax revenues, the single largest revenue source of the City, have grown an average of 10.9 percent for the last three years, this can not continue indefinitely (as it has only been 4.0 percent over the last ten years). If the current rate of expenditure does not change, the Five Year Financial Forecast shows that the City will not meet the FIP reserve requirements in the next fiscal year (FY 2017-18). Revenues are growing very quickly, but expenses have recently grown even more so. Further, these projections do not take into account reductions of the operating millage rates that would otherwise require a super majority in future years according to State law. Nor do they account for the General Fund absorbing any costs of the City's transportation and trolley system after that fund balance is depleted (also projected in FY 2017-18).

So, while we have cause to be pleased with what the City has accomplished in recent years, and we need to be cautiously optimistic about our current situation, we must all be alert to the future that is before us. The adopted budget for the current year will impact all future years.

The budget is not only balanced, in that revenues equal expenses; it is also structurally balanced, i.e., one-time revenues do not fund recurring expenses. There are approximately \$5.5 million of one-time revenues, primarily in the conversion of the James L. Knight Center operations from a Special Revenue Fund to the General Fund and there are slightly more than \$5.7 million of one-time expenses that are funded with these revenues.

While the Office of Management and Budget (OMB) worked with departments to find areas of saving, this budget maintains all of the same levels of service as are currently provided. That is, even though costs were reduced, we will continue to provide all of the services that our residents, businesses, and visitors have come to expect – and even enhance a select few of them.

A special Thank You to Budget Director Christopher Rose, Deputy Budget Director Leon Michel, all of the budget staff, and departmental staff that worked so hard to put this spending plan together. We remain committed to having a City budget that spends within its means while together we serve, enhance, and transform our community.

Sincerely,



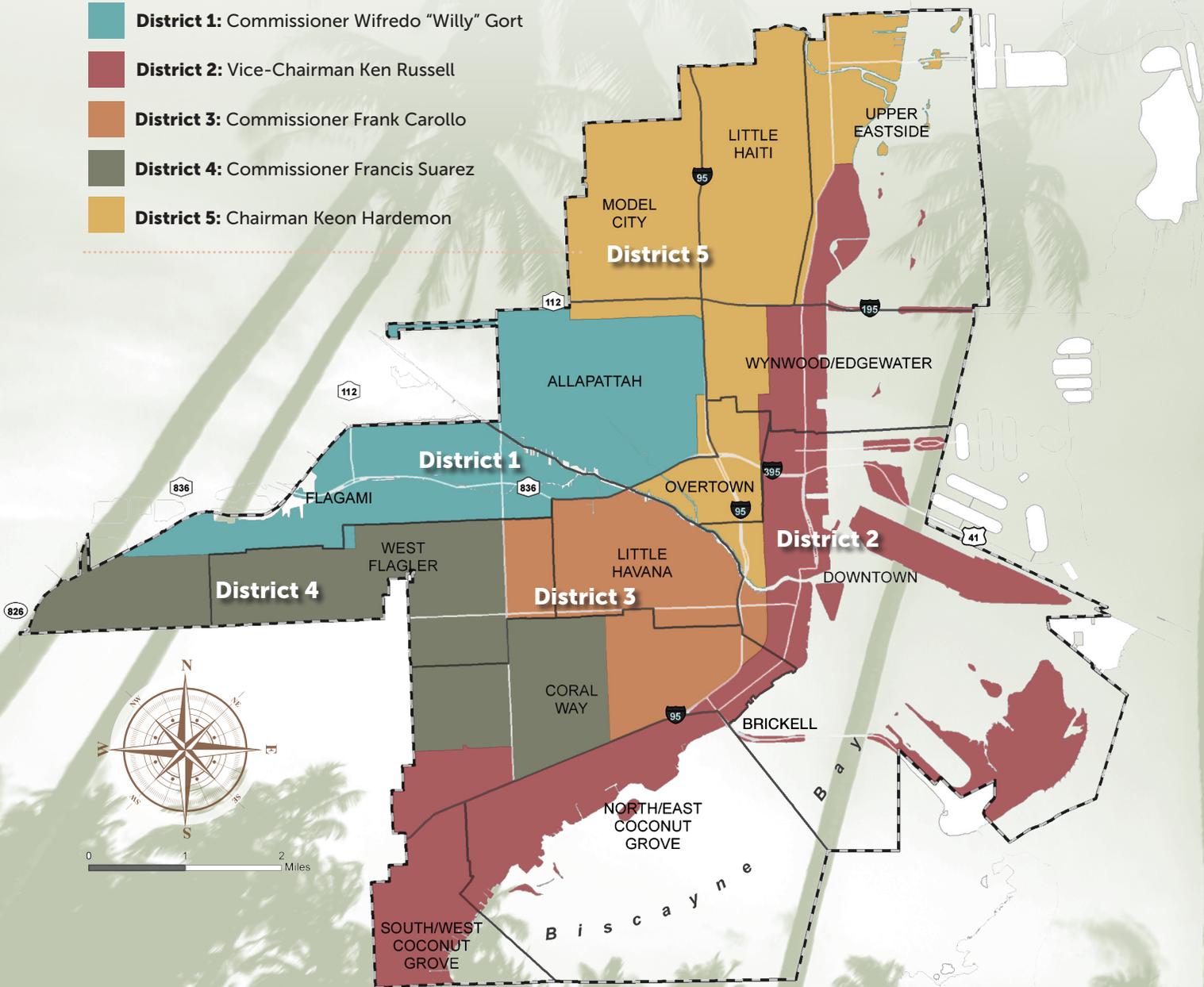
Daniel J. Alfonso



# DISTRICTS

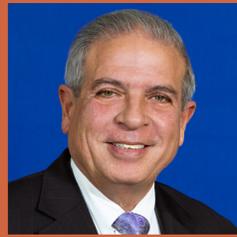
## Commission Districts

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



DISTRICT  
**2**



**KEN RUSSELL**  
*Vice-Chairman*

krussell@miamigov.com  
(305) 250-5333

DISTRICT  
**3**

**FRANK CAROLLO**  
*Commissioner*

fcarollo@miamigov.com  
(305) 250-5380



DISTRICT  
**4**



**FRANCIS SUAREZ**  
*Commissioner*

fsuarez@miamigov.com  
(305) 250-5420

DISTRICT  
**5**

**KEON HARDEMON**  
*Chairman*

khardemon@miamigov.com  
(305) 250-5390





FY 2016-17

# BUDGET OVERVIEW

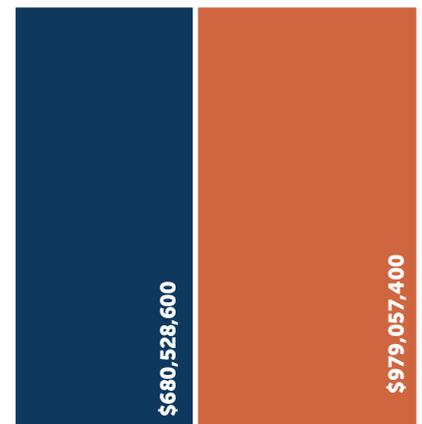
## FY 2016-17 Adopted Operating Budget



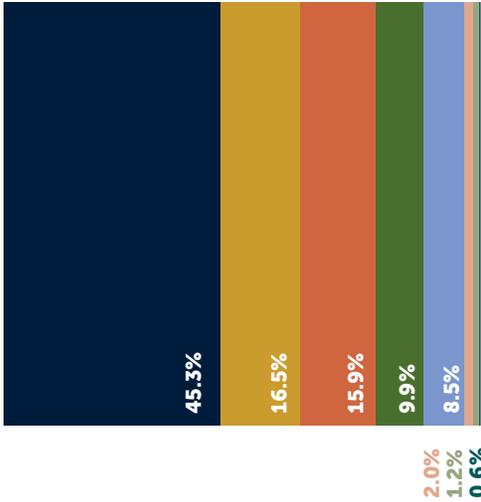
The City's operating budget is comprised of four separate fund groups. The General Fund is the City's primary operating fund. The Special Revenue Funds are used to account for revenues that are restricted to a specific purpose. The Debt Service Funds are used to account for proceeds of City issued debt 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 2016-17: **\$979,057,400**

The City's Adopted Capital Budget for FY 2016-17: **\$680,528,600**  
with **\$55,757,900** newly appropriated



# ADOPTED BUDGET

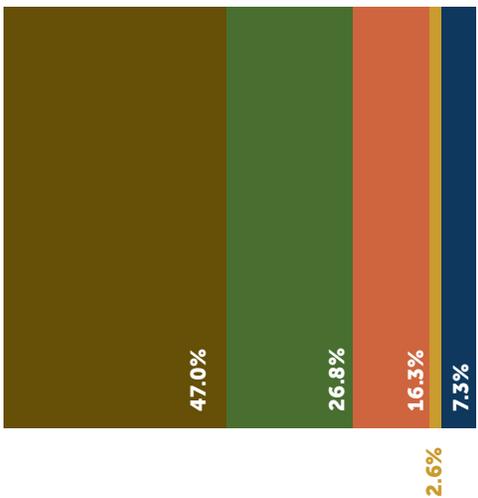


## Where the Money Comes From:

**General Fund Revenue Sources Total: \$670,198,600**

- Property Taxes • \$303.61 million • **45.3%**
- Franchise Fees and Other Taxes • \$106.50 million • **15.9%**
- Charges for Services • \$110.49 million • **16.5%**
- Intergovernmental Revenues • \$65.94 million • **9.9%**
- Licenses and Permits • \$56.95 million • **8.5%**
- Fines and Forfeitures • \$13.44 million • **2.0%**
- Transfers In • \$7.77 million • **1.2%**
- Other Revenues • \$3.80 million • **0.6%**
- Interest • \$1.70 million • **0.3%**

**The General Fund** includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 45.3% of total General Fund revenues and represents the largest source of funding for general operations.

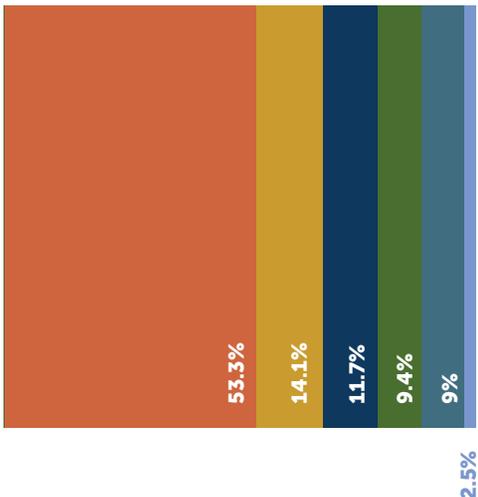


## Where the Money Goes:

Expenditures by Category

- Salaries and Wages • \$315.17 million • **47.0%**
- Employee Benefits • \$179.45 million • **26.8%**
- Other Expenses • \$109.04 million • **16.3%**
- Budget Reserve • \$17.62 million • **2.6%**
- Transfer Out • \$48.93 million • **7.3%**
  - Transfer to Capital • \$11.38 million
  - Transfer to Special Revenue • \$8.96 million
  - Transfer to Debt Service • \$26.87 million
  - Other • \$1.71 million

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.



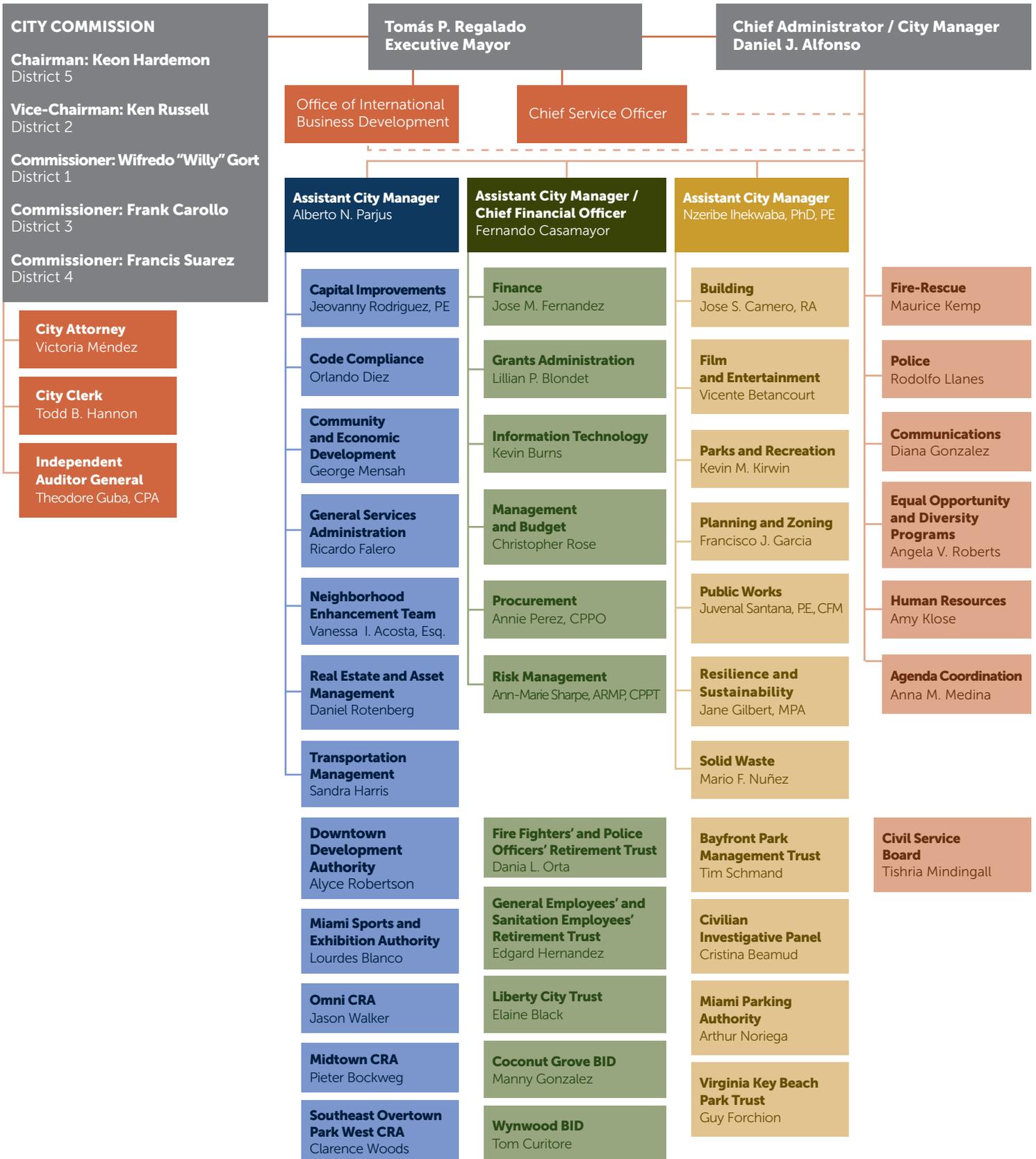
## Where the Money Goes:

Expenditures by Function

- Public Safety • \$357.10 million • **53.3%**
- Non-Departmental Accounts • \$94.74 million • **14.1%**
- Public Works • \$78.08 million • **11.7%**
- General Government • \$60.63 million • **9.4%**
- Other Departments • \$60.63 million • **9%**
- Planning & Development • \$16.88 million • **2.5%**

More than half of **General Fund spending** is allocated to the provision of public safety services. Police, Fire-Rescue, and emergency medical services together comprise 53.3% of the General Fund expenditure budget.

# ORGANIZATION



# GENERAL FUND BUDGET BY DEPARTMENT



	FY 2015-16 ADOPTED BUDGET	FY 2016-17 ADOPTED BUDGET	FY 2015-16 ADOPTED POSITIONS	FY 2016-17 ADOPTED POSITIONS
<b>Public Safety</b>				
Fire-Rescue	\$111,880,700	\$125,451,500	838	846
Police	\$208,836,700	\$231,648,100	1,710	1,734
<b>Public Works</b>				
Capital Improvements	\$5,330,200	\$2,824,600	45	48
General Services Administration	\$23,131,600	\$22,526,000	135	139
Public Works	\$20,685,800	\$21,242,600	109	140
Solid Waste	\$30,598,900	\$31,484,800	228	236
Transportation Management	\$0	\$0	0	10
<b>General Government</b>				
Agenda Coordination	\$341,800	\$356,200	3	3
City Attorney	\$7,615,100	\$8,164,800	60	60
City Clerk	\$1,624,700	\$1,697,400	12	13
City Manager	\$3,264,600	\$3,578,400	22	22
Civil Service Board	\$435,000	\$453,400	3	3
Code Compliance	\$5,584,500	\$5,816,000	52	54
Commissioners	\$2,658,400	\$3,231,000	33	34
Communications	\$1,079,400	\$1,160,700	11	11
Equal Opportunity and Diversity Programs	\$369,900	\$396,800	3	3
Film and Entertainment	\$381,100	\$422,700	4	4
Finance	\$8,506,800	\$9,170,200	72	72
Grants Administration	\$1,265,500	\$1,566,000	38	41
Human Resources	\$4,114,000	\$4,416,800	39	39
Independent Auditor General	\$1,200,900	\$1,282,700	9	9
Information Technology	\$8,821,700	\$9,102,000	76	77
Management and Budget	\$2,135,400	\$2,535,600	18	18
Mayor	\$1,075,000	\$1,128,000	12	13
Neighborhood Enhancement Team	\$4,878,400	\$5,800,400	101	123
Procurement	\$2,162,200	\$2,364,800	20	20
Resilience and Sustainability	\$0	\$139,800	0	3
<b>Other Departments</b>				
Community and Economic Development	\$2,252,700	\$3,482,500	35	35
Parks and Recreation	\$35,613,400	\$41,653,700	279	301
Real Estate and Asset Management	\$8,525,100	\$12,391,400	54	63
Risk Management	\$2,924,900	\$3,098,000	20	20
<b>Planning and Development</b>				
Building	\$10,361,800	\$10,242,600	80	86
Planning and Zoning	\$6,800,600	\$6,633,900	58	66
<b>Non-Departmental Accounts</b>				
	\$118,812,100	\$94,735,200	0	0
<b>TOTAL</b>	<b>\$643,268,900</b>	<b>\$670,198,600</b>	<b>4,179</b>	<b>4,346</b>

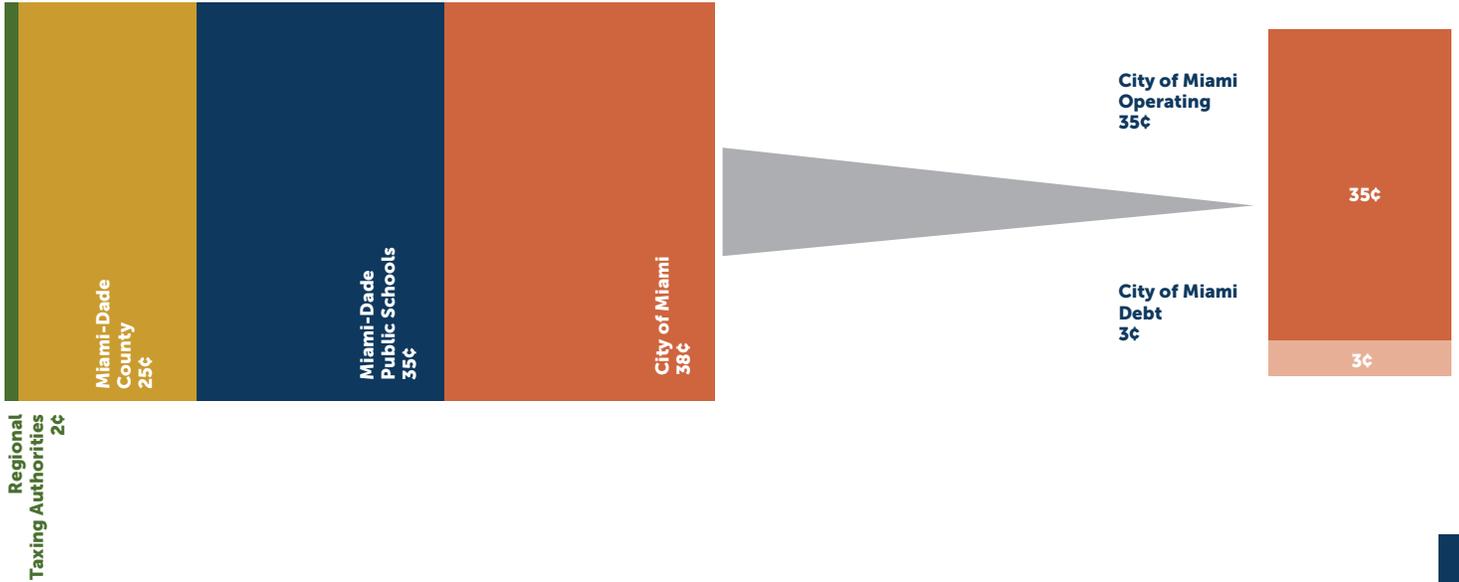
\*Budget amounts are General Fund only. Position counts are for all funds.



YOUR PROPERTY

# TAX BILL

## Allocation of Each Dollar Paid in Property Taxes - FY 2016-17



MILLAGE AND

# PROPERTY TAX



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

General Operations: 7.6465 /  
General Obligation Debt: 0.6886

### FY 2016-17 TOTAL ADOPTED MILLAGE RATE 8.2900 MILLS

General Operations: 7.6465 /  
General Obligation Debt: 0.6435

The City's total adopted property tax rate for FY 2016-17 is 8.2900, a reduction of 0.0451 from last year's total tax rate.

Total Assessed Value	\$209,998 <i>Average Homestead</i>	\$500,000	\$1,000,000
			
FY 2015-16 Taxes <b>8.3351</b>	\$1,750	\$4,168	\$8,335
FY 2016-17 Taxes <b>8.2900</b>	\$1,741	\$4,145	\$8,290
<b>Taxpayer Savings</b>	<b>\$9</b>	<b>\$23</b>	<b>\$45</b>

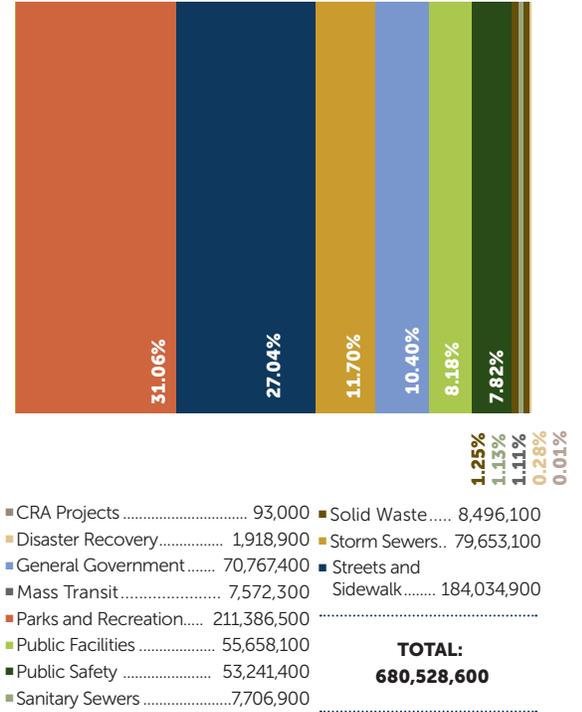


# OVERVIEW

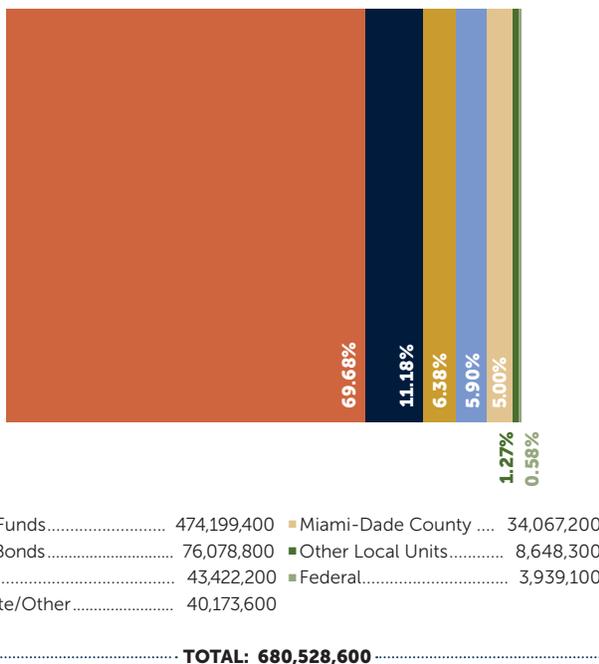
## Summary by Department

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Parks and Recreation	329,652,400	226,084,400	128,805,900	28,670,400	68,608,100	103,568,000
Office of Capital Improvements	437,091,800	271,080,500	232,346,500	13,530,000	25,204,000	166,011,300
Fire-Rescue	79,935,100	37,431,800	26,169,000	3,858,700	7,404,100	42,503,300
Real Estate and Asset Management	40,274,300	19,214,500	16,777,000	2,437,500		21,059,800
Police	20,882,400	16,409,700	10,177,300	2,045,900	4,186,500	4,472,700
General Services Administration	65,607,500	59,092,300	53,155,800	1,864,600	4,071,900	6,515,200
Public Works	38,942,900	16,266,900	15,216,900	1,050,000		22,676,000
Transportation	15,783,100	12,300,300	7,750,300	650,000	3,900,000	3,482,800
Building	1,050,000	1,050,000	550,000	500,000		
Communications	769,400	445,800	23,800	422,000		323,600
Information Technology	6,393,700	5,022,200	4,672,200	350,000		1,371,500
Risk	300,000	300,000		300,000		
Procurement	60,000	60,000		60,000		
Virginia Key Beach Park Trust	27,868,200	6,524,600	6,505,800	18,800		21,343,600
Solid Waste	34,485,600	8,666,100	8,666,100			25,819,500
Office of the City Attorney	327,000	327,000	327,000			
Neighborhood Enhancement Team	119,400	116,400	116,400			3,000
OMNI Community Redevelopment Agency	93,000	93,000	93,000			
City Clerk	43,300	43,300	43,300			
<b>Grand Total</b>	<b>1,099,679,100</b>	<b>680,528,600</b>	<b>511,396,100</b>	<b>55,757,900</b>	<b>113,374,600</b>	<b>419,150,500</b>

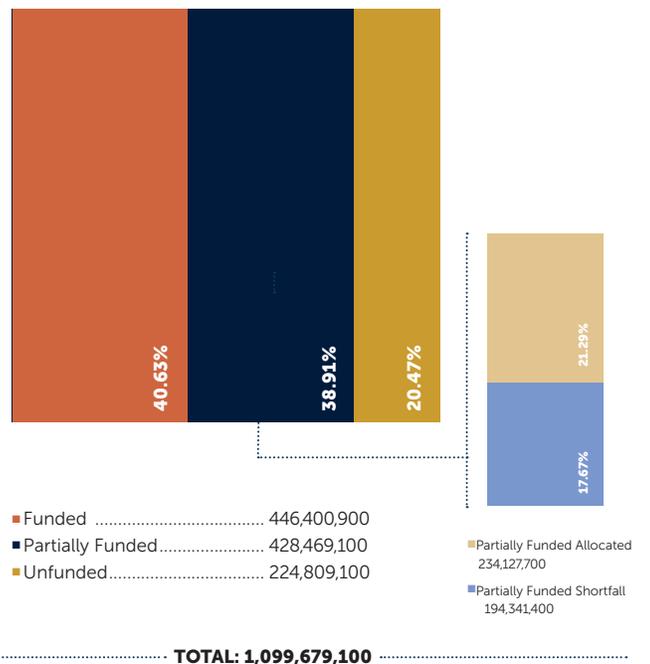
## Summary by Program Fund



## Summary by Funding Source



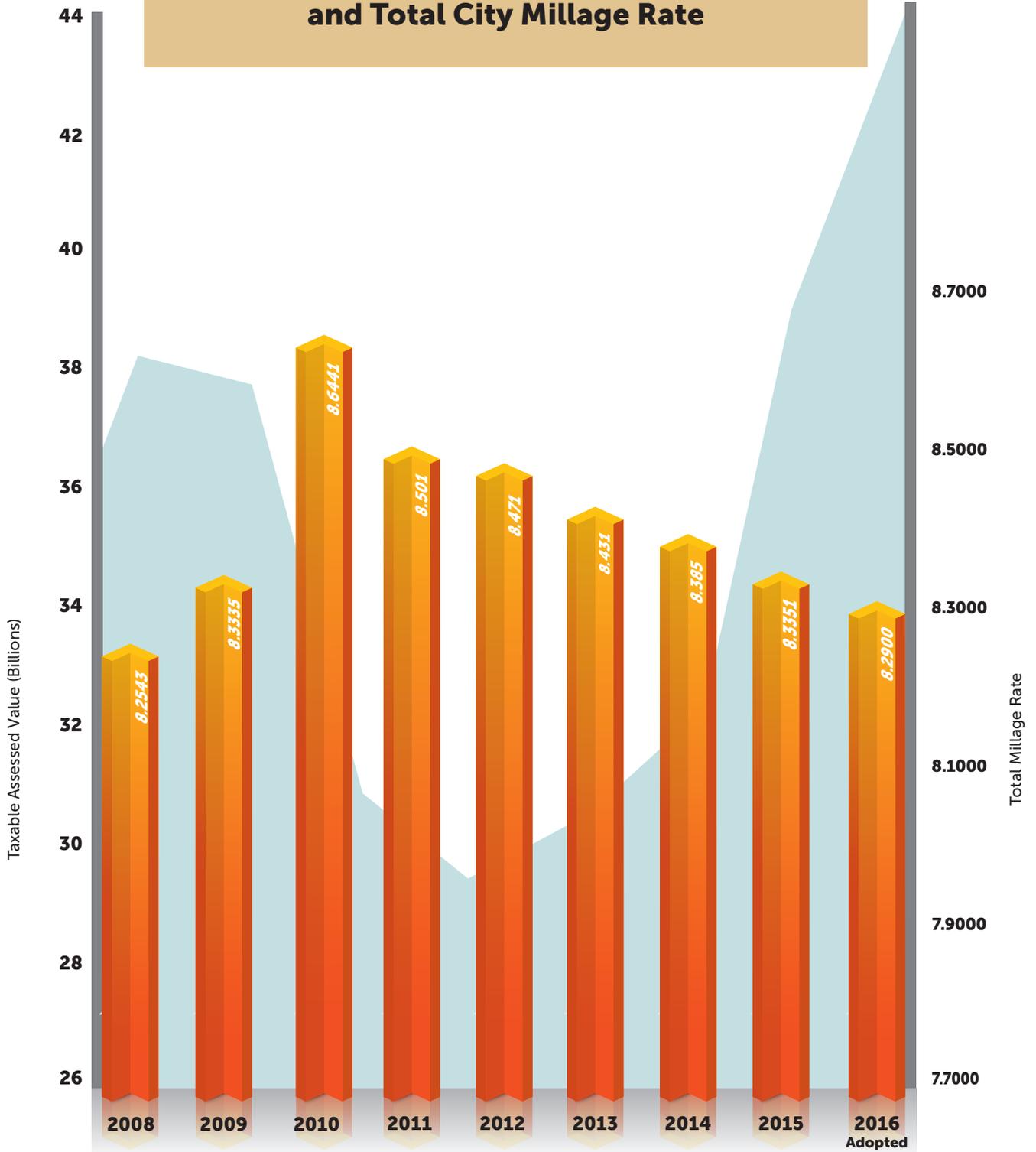
## Summary of Funding Status





# MILLAGE HISTORY

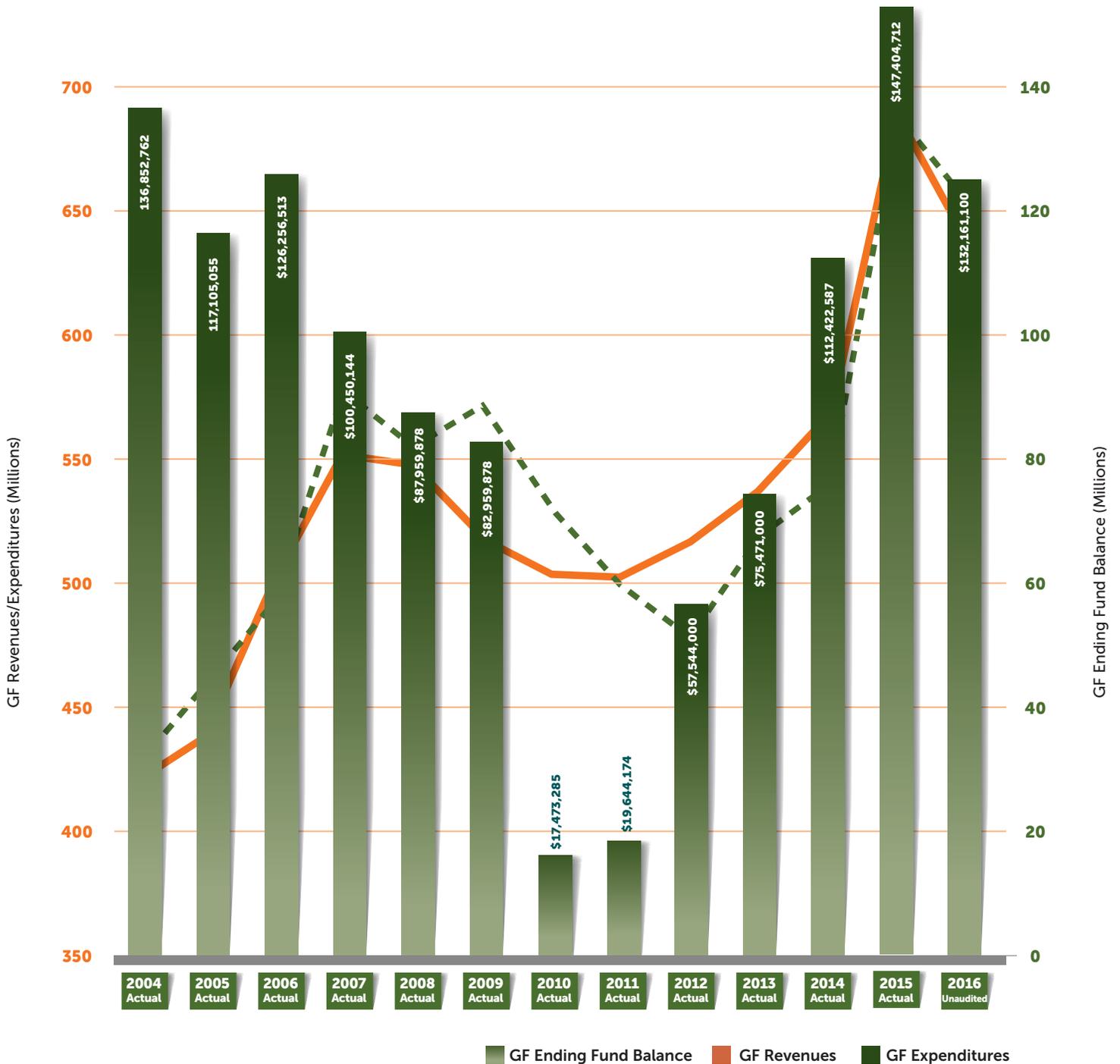
### Net Assessed Valuation of Taxable Property and Total City Millage Rate



■ Taxable Assessed Value ■ Total Millage Rate



**Revenues, Expenditures,  
and General Fund Ending Balance**



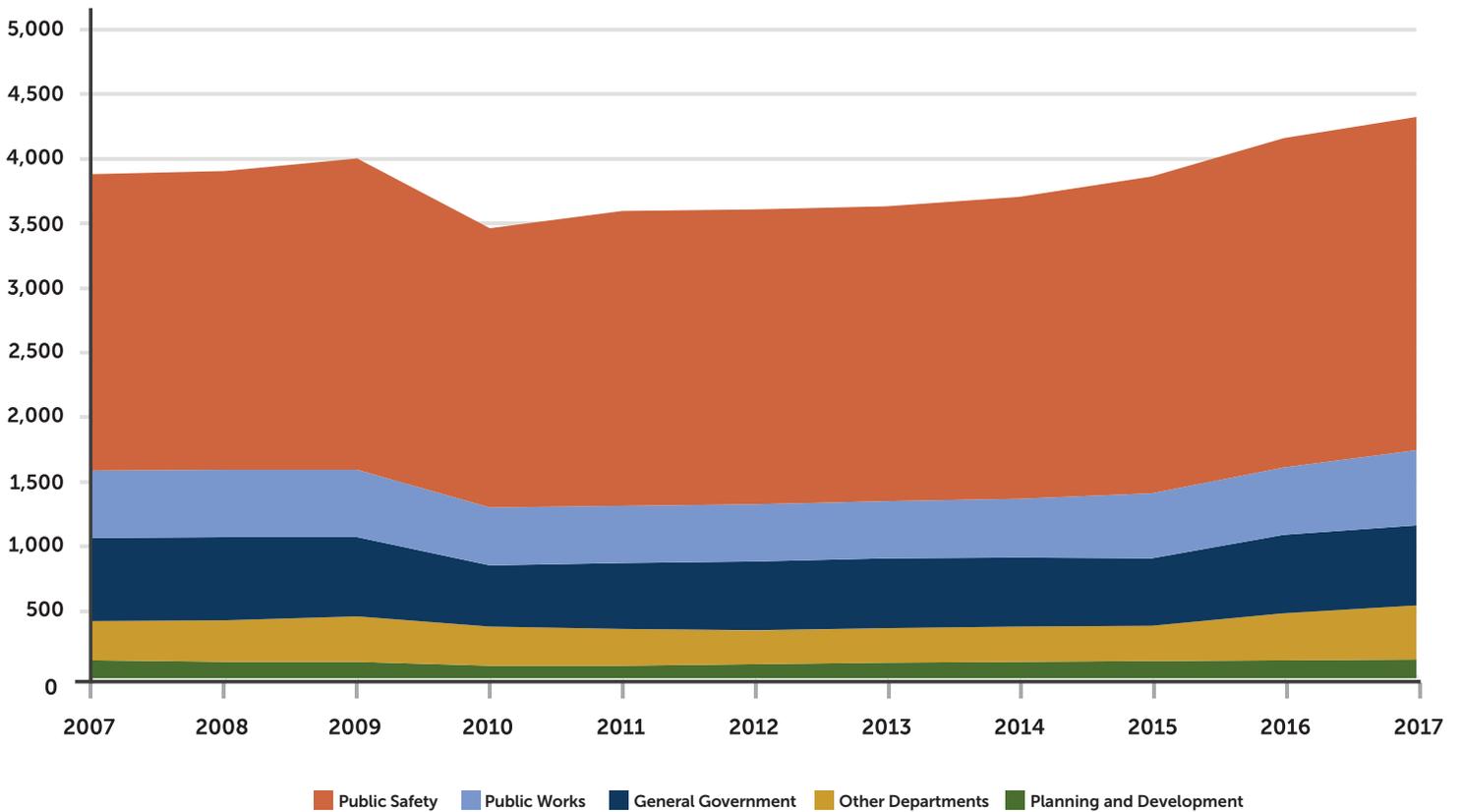


FULL TIME

# EMPLOYEES

2007  
to  
2017

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Public Safety	2,288	2,310	2,413	2,161	2,383	2,282	2,286	2,338	2,447	2,548	2,580
Public Works	526	525	521	446	442	442	443	452	506	517	573
General Government	644	641	611	475	507	533	540	538	519	608	622
Other Departments	299	322	352	304	283	262	263	273	275	368	419
Planning and Development	142	128	128	96	101	111	124	126	135	138	152
<b>TOTAL</b>	<b>3,899</b>	<b>3,926</b>	<b>4,025</b>	<b>3,482</b>	<b>3,716</b>	<b>3,630</b>	<b>3,656</b>	<b>3,727</b>	<b>3,882</b>	<b>4,179</b>	<b>4,346</b>







ADOPTED  
**BUDGET  
IN BRIEF**

FISCAL YEAR 2016-17