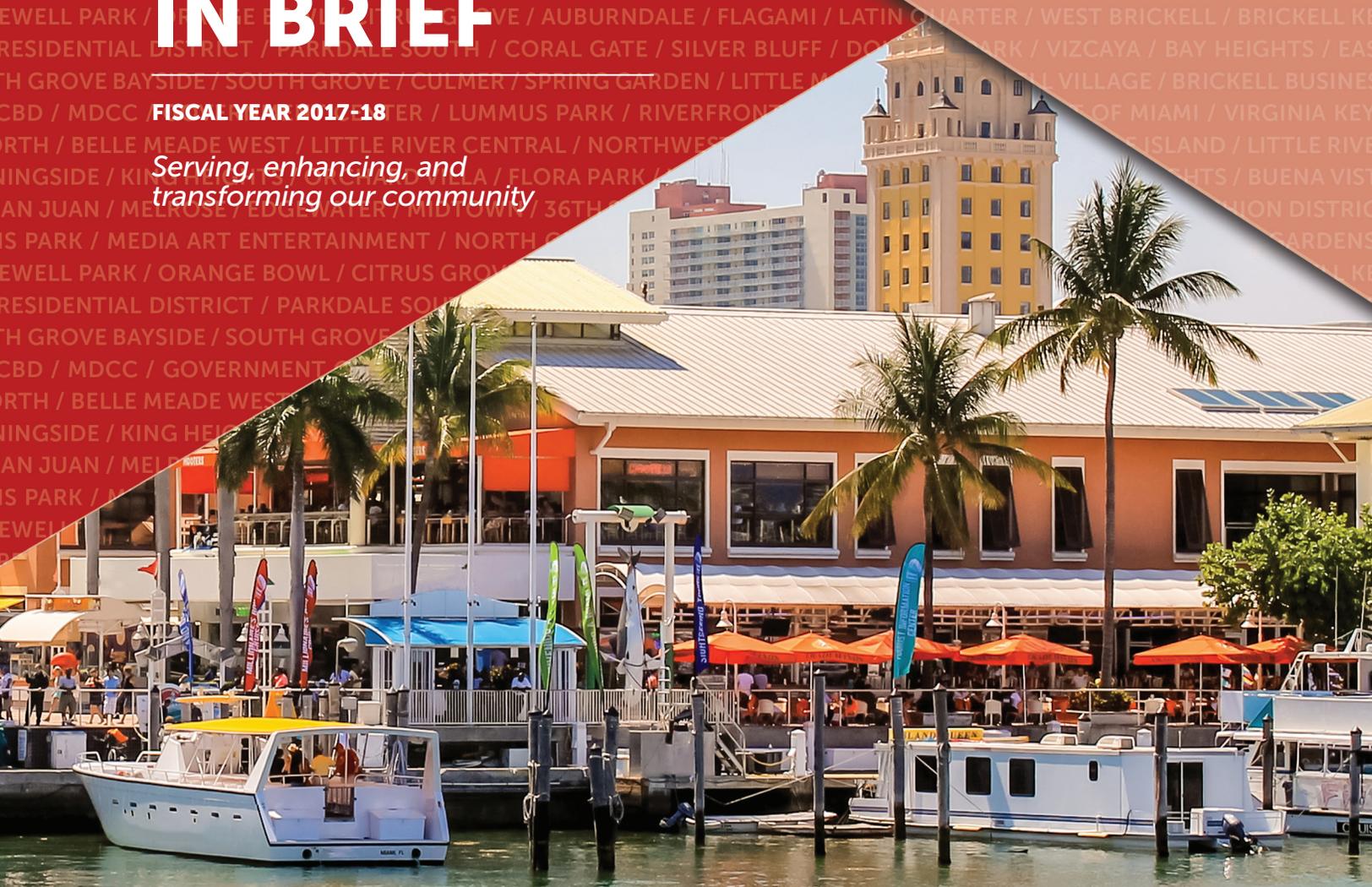




# ADOPTED BUDGET IN BRIEF

**FISCAL YEAR 2017-18**

*Serving, enhancing, and  
transforming our community*







**TOMÁS P. REGALADO**

*Mayor*

tregalado@miamigov.com  
(305) 250-5300

FROM THE  
**MAYOR**

Honorable City Commission and Citizens of the City of Miami,

It has truly been a privilege to serve as the Mayor of this great City. As I near the end of my tenure as Mayor, and by extension my time as a public servant, there is a smile on my face and hope in my heart. I am proud of what we have accomplished over the last eight years, especially what the City Manager and his team have done in the last four. Investing in activities and services that impact the quality of life of our residents and businesses while keeping taxes low has always been my goal and guiding star. This budget is the seventh in a row that I have proposed a lower overall tax rate.

A legacy is not built on one budget, one year, or one decision; but on the myriad of choices, statements, and actions that we each make. The future, both near and long term, is not guaranteed. The first year that I took the oath of office of Mayor, the City's fund balance dropped to \$17.473 million. As of the end of the previous fiscal year, the general fund balance was \$131.521 million and is projected to go higher.

Even though the City is on stable and solid ground, there remains improvements to be made. This budget addresses those needs and improves services for our residents. There is the new Department of Veterans Affairs and Homeless Services to assist those that need the most help and deserve our attention and the elevation of the zoning and planning functions to stand-alone Departments. Finally, we are investing in much-needed capital, especially in the Departments of Information Technology, Parks and Recreation, Police, and Fire-Rescue. As I stated in the Proposed Budget Documents, our fine employees cannot do their jobs adequately if they don't have the equipment, systems, or facilities available and functioning.

I would also like to encourage each citizen vote their conscience on the "Miami Forever" General Obligation Bond. I, myself will be voting in favor of it. It can play a vital role in making Miami even greater than it is today.

In closing, I continue to encourage conservative decisions by the Elected Officials that work for the City's citizens, businesses, and visitors and I further encourage maximum effort by the employees that deliver these services. I believe that the future will be full of growth and distinction. It is up to each one of us to build that future.

I look forward to passing the mantle to the next Mayor.

Respectfully,

A handwritten signature in blue ink that reads "Tomás P. Regalado". The signature is fluid and cursive, with a large initial 'T'.

Tomás P. Regalado



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Miami  
Florida**

For the Fiscal Year Beginning

**October 1, 2016**

*Christopher P. Morill*

Executive Director



**DANIEL J. ALFONSO**  
*City Manager*

djalfonso@miamigov.com  
(305) 250-5400

# FROM THE **CITY MANAGER**

Monday, November 6, 2017

This message serves as a summary of the FY 2017-18 Adopted Budget. It includes highlights from the four funds that comprise the Operating Budget as well as highlights from the Capital Budget and Multi-Year Capital Plan. This City Budget reflects what is important to our stakeholders and reduces the tax burden on the families in the City of Miami.

The total Adopted Operating Budget of the City of Miami includes four funds: the General Fund (\$726.828 million), the Special Revenue Funds (\$164.111 million), the Debt Service Funds (\$79.962 million), and the Internal Service Fund (\$90.039 million); for a total Operating Budget of all funds of \$1,060.940 billion. The total Adopted Capital Budget and Multi-Year Capital Plan is \$622.268 million with \$75.362 million of new funding in FY 2017-18.

Our 456,000 residents expect a broad range of services and have needs that vary greatly from neighborhood to neighborhood, group to group, and person to person. Staff from multiple offices and departments held Community Meetings in May to seek input on budget priorities, in July to explain what was included in the Proposed Budget, and in October to explain what was in the Adopted Budget. Participation throughout the City has been wonderful, especially at Hadley Park every time.

The first significant feature of this budget is that the total Property Tax Millage Rate was lowered from 8.2900 mills in FY 2016-17 to 8.0300 mills in FY 2017-18. Residents and businesses have now benefited from the seventh year in a row of lowering the overall property tax rate (from 8.6441 mills in FY 2009-10 to 8.0300 mills in FY 2017-18). The average homesteaded home in the City of Miami has a taxable value of \$223,207 and is saving \$58 this year when compared to the same taxable value in the previous fiscal year.

Additional operating highlights include three new Departments: Veterans Affairs and Homeless Services, Planning, and Zoning to better serve the citizens and their respective customers. In response to requests

---

heard at the aforementioned Community Budget Meetings, four additional Code Compliance Inspectors are added to the budget. Certain reserves are set aside to plan for future financial stability. The City is investing in technology – including 11 new positions to move projects forward and make our systems more secure. The budget includes a grant match for 15 new Police Officers, if the City is awarded the COPS 2017 Grant by the Department of Justice. The City is addressing resilience initiatives (both Operating and Capital) throughout the City of Miami by cataloguing the cumulative needs. We have added a Dispatcher in the Fire-Rescue Department and four Crime Scene Investigator Positions in the Police Department. And, lastly, we are implementing a Citywide Strategic Planning Performance Dashboard.

There is a total net gain of 66 positions, which represents a net personnel growth of 1.5 percent across all departments and includes positions added in the prior year Mid-Year Budget Amendment. All personnel changes are summarized in the “Personnel Overview” at the end of the Overview Section of this book, immediately before the departmental budget narratives.

Capital highlights include \$24 million of new funding for parks including: the Underline, Virginia Key Northpoint Park, PBA/Fern Isle Park, Douglas Park Community Center, Alice Wainwright Park, Morningside Park, Jose Marti Park, West End Park, Shenandoah Park, Charles Hadley Park, Legion Park Community Building, Simonhoff Park, Reeves Park, Spring Garden Park, Little Haiti Cultural Complex, Recreation system software, Citywide A/C repairs and replacements, Citywide roof repairs, Citywide restroom remodeling, and a new Showmobile. We are also funding \$15 million of Technology Projects including \$12 million for the First Responder Radio System and \$2 million to modernize and make safe the City’s data servers. The Electronic Plans Review System is now fully funded and underway. Finally, we are purchasing new vehicles and heavy equipment for the Fire-Rescue, Police, Solid Waste, and Public Works Departments.

Nonetheless, we must be careful as we look to the future. The warning signs we are seeing now are similar to those included in last year’s message. While we appear to have delayed some of the difficulties for another year, FY 2015-16 was the first in seven years where the City did not add to its general fund balance. As well, FY 2016-17 was the first in three years where the City did not meet its Financial Integrity Principles, though this was more about the way that restricted funds were reported than about fund balances. But, this is the way that financial difficulties begin – a few, small issues appear while large collective bargaining agreements are approved. We have been fortunate that property tax revenues, the single largest revenue source of the City,

have grown in the double digits again this year, however we can be sure that this cannot continue indefinitely. If revenues do not grow faster or expenditures do not grow slower, the Five-Year Financial Forecast shows that the City will not meet the Financial Integrity Principle reserve requirements in FY 2021-22. As we described last year, revenues have grown greatly, but expenses have grown even faster. These projections do not take into account other issues such as increasing the property tax homestead exemption to \$75,000, the day when the City's Transportation and Trolley System will require General Fund support, or any unresolved labor issues.

For these reasons, it is best to take all appropriate steps to limit the rate of increase of future year expenditures.

The City of Miami is well served with engaged citizens, an energetic City Commission that always endeavors to serve the residents, and a talented and dedicated professional staff. This budget continues each of our individual commitments to balance fiscal responsibility and meet community priorities. Thank you to the Office of Management and Budget staff for their hard work in preparing and guiding the budget process. Thank you to the City Commission for exhibiting their vision and adopting this budget. Thank you to the Mayor for appointing me, supporting me, and allowing all of us to serve the Citizens of the City. And, especially, thank you to the Department Directors and Assistant City Managers that lead their teams in *Serving, Enhancing, and Transforming Our Community*.

Sincerely,

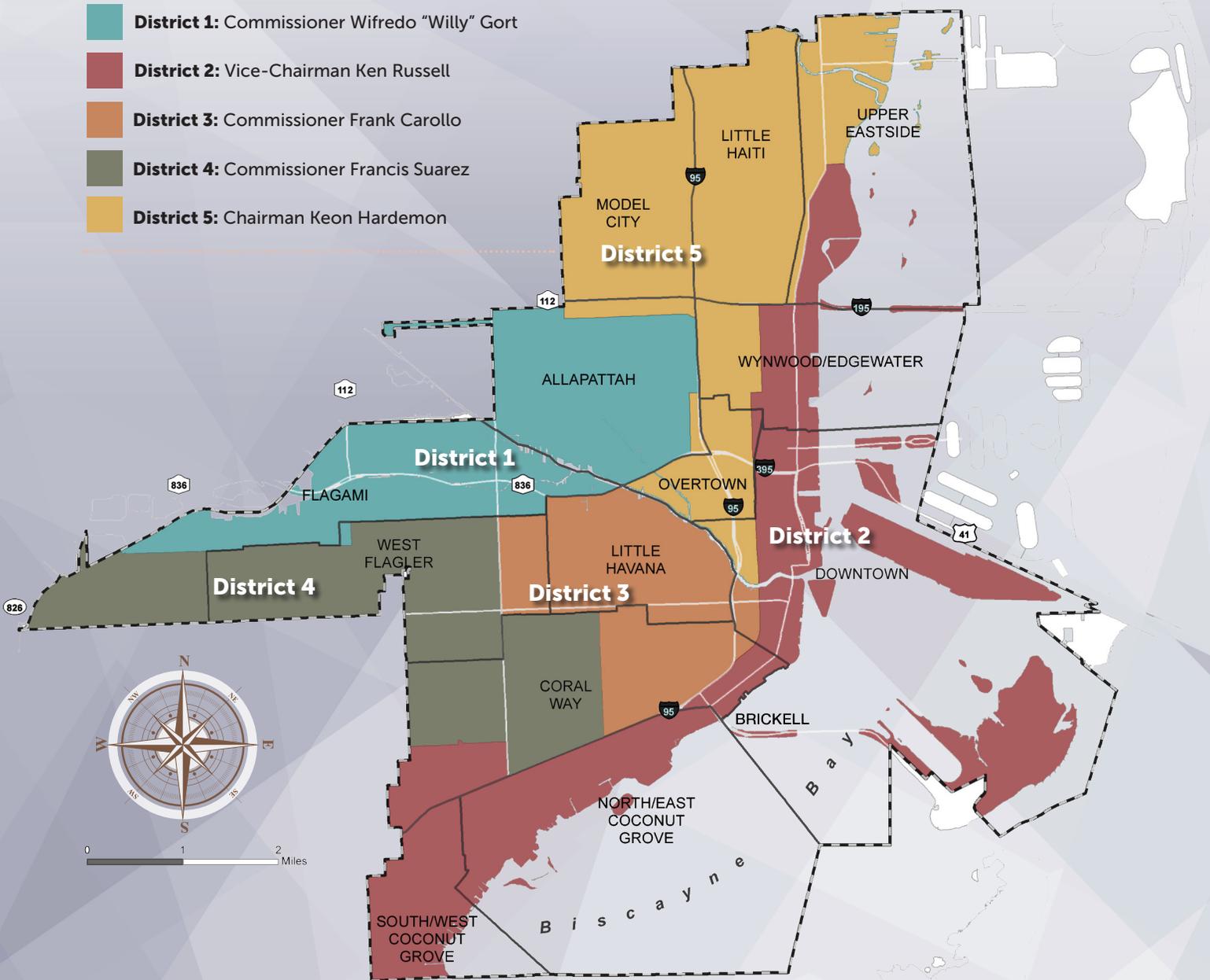
A handwritten signature in blue ink, appearing to read "Daniel J. Alfonso". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Daniel J. Alfonso

# CITY COMMISSION DISTRICTS

## Commission Districts

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



# 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

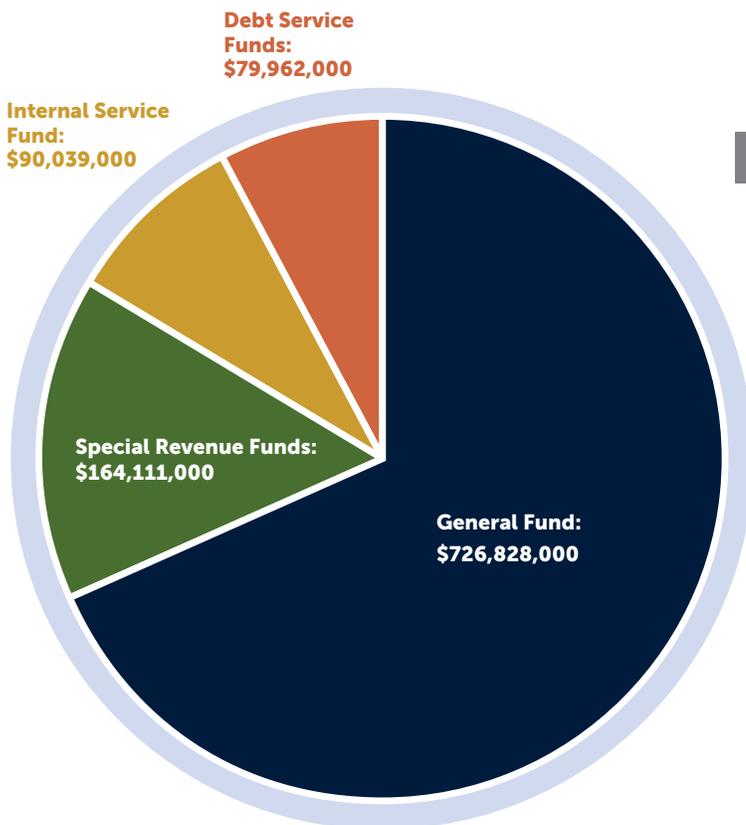
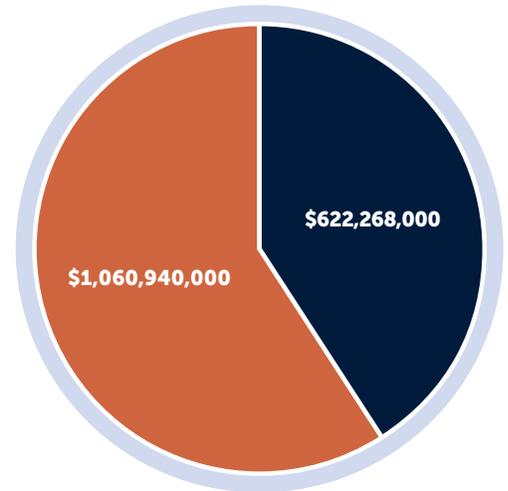


# BUDGET OVERVIEW

The City adopts two budgets every year - an Operating Budget and a Capital Budget.

The City's Adopted **Operating** Budget for FY 2017-18: **\$1,060,940,000**.

The City's Adopted **Capital** Budget for FY 2017-18: **\$622,268,000** with **\$75,362,231** newly appropriated.

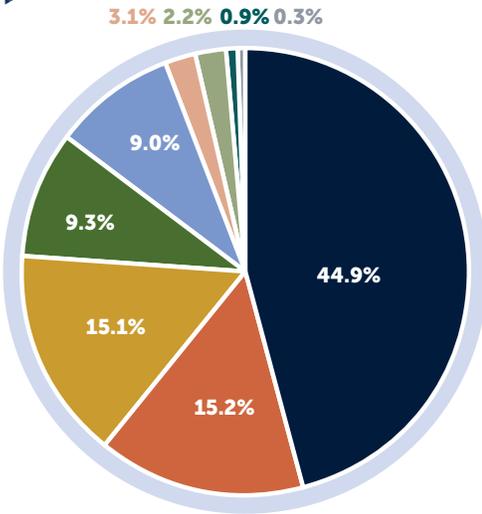


## FY 2017-18 Adopted Operating Budget

The City's Operating Budget is comprised of four separate fund groups:

- **General Fund** - City's primary operating fund
- **Special Revenue Funds** - accounts for revenues that are restricted to a specific purpose
- **Debt Service Funds** - accounts for proceeds of City issued debt and repayment of principal and interest
- **Internal Service Fund** - accounts for internal cost allocation between various City cost centers

# ADOPTED BUDGET

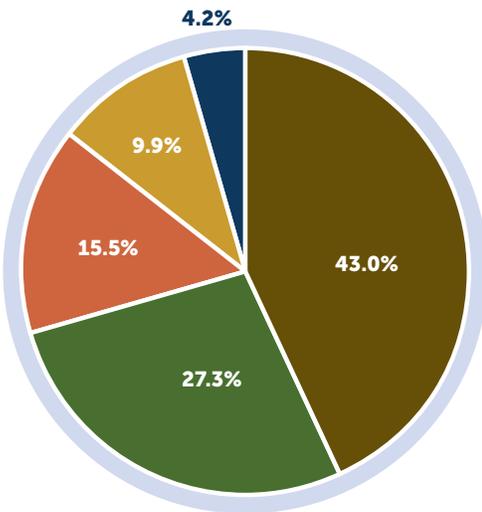


## Where the Money Comes From:

**General Fund Revenue Sources Total: \$726,828,000**

- Property Taxes • \$326.0 million • **44.9%**
- Franchise Fees and Other Taxes • \$110.3 million • **15.2%**
- Charges for Services • \$109.7 million • **15.1%**
- Intergovernmental Revenues • \$67.7 million • **9.3%**
- Licenses and Permits • \$65.7 million • **9.0%**
- Other Revenues • \$22.7 million • **3.1%**
- Fines and Forfeitures • \$15.7 million • **2.2%**
- Transfers In • \$6.5 million • **0.9%**
- Interest • \$2.5 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 44.9% of total General Fund revenues and represents the largest source of funding for general operations.

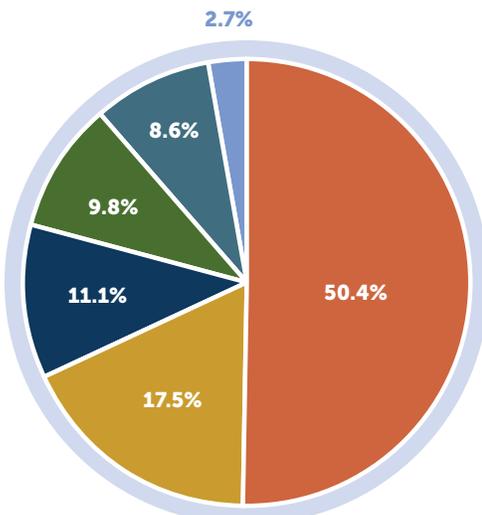


## Where the Money Goes:

Expenditures by Category

- Salaries and Wages • \$312.6 million • **43.0%**
- Employee Benefits • \$198.8 million • **27.3%**
- Other Expenses • \$112.9 million • **15.5%**
- Budget Reserve • \$30.4 million • **4.2%**
- Transfer Out • \$72.1 million • **9.9%**
  - Transfer to Capital • \$27.4 million
  - Transfer to Special Revenue • \$11.5 million
  - Transfer to Debt Service • \$31.4 million
  - Other • \$1.7 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.



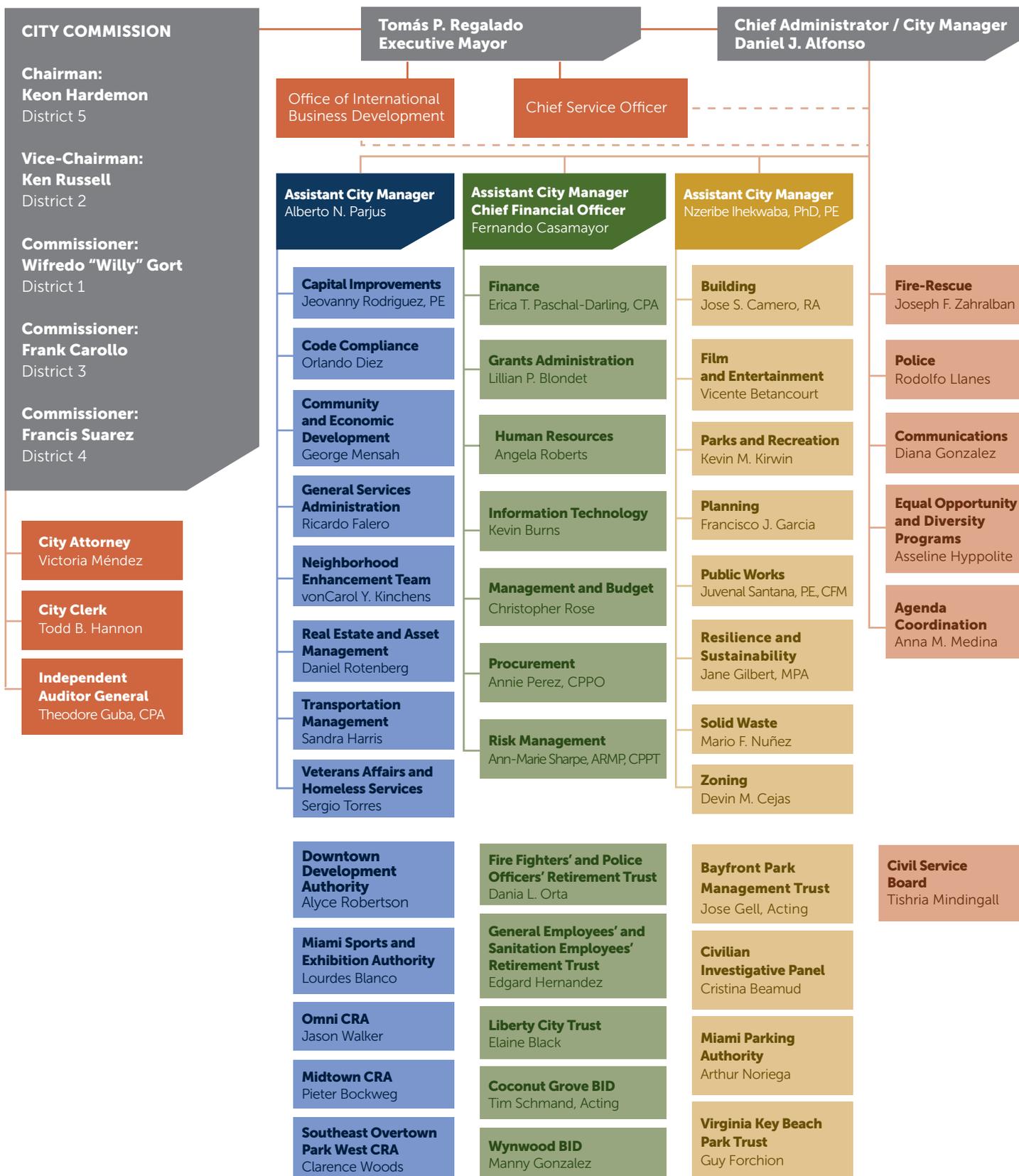
## Where the Money Goes:

Expenditures by Function

- Public Safety • \$366.4 million • **50.4%**
- Public Works • \$80.7 million • **11.1%**
- General Government • \$70.9 million • **9.8%**
- Other Departments • \$62.1 million • **8.6%**
- Planning and Development • \$19.6 million • **2.7%**
- Non-Departmental Accounts • \$127.1 million • **17.5%**

More than half of **General Fund spending** is allocated to the provision of public safety services. The Police Department and the Fire-Rescue Department together comprise 50.4 % of the General Fund expenditure budget.

# ORGANIZATION



# GENERAL FUND BUDGET

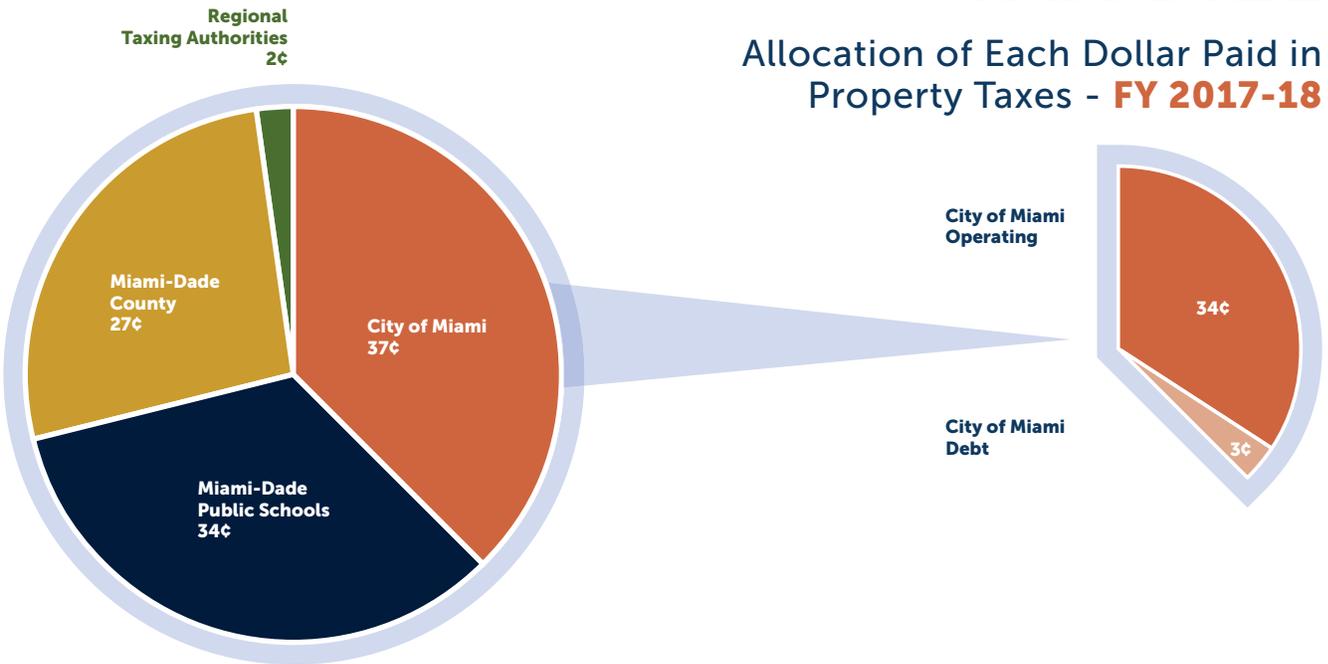
## BY DEPARTMENT

	FY 2016-17 Adopted BUDGET	FY 2017-18 Adopted BUDGET	FY 2016-17 Adopted POSITIONS	FY 2017-18 Adopted POSITIONS
<b>Public Safety</b>				
Fire-Rescue	\$125,451,500	\$130,864,000	846	847
Police	\$231,648,100	\$235,486,000	1,734	1,752
<b>Public Works</b>				
Capital Improvements	\$2,824,600	\$3,252,000	48	45
General Services Administration	\$22,526,000	\$23,067,000	139	141
Public Works	\$21,242,600	\$21,111,000	140	140
Solid Waste	\$31,484,800	\$33,291,000	236	236
Transportation Management	\$0	\$0	10	10
<b>General Government</b>				
Agenda Coordination	\$356,200	\$397,000	3	3
City Attorney	\$8,164,800	\$8,418,000	60	60
City Clerk	\$1,697,400	\$1,753,000	13	13
City Manager	\$3,578,400	\$3,916,000	22	22
Civil Service Board	\$453,400	\$428,000	3	3
Code Compliance	\$5,816,000	\$6,728,000	54	59
Commissioners	\$3,231,000	\$3,602,000	34	36
Communications	\$1,160,700	\$1,592,000	11	13
Equal Opportunity and Diversity Programs	\$396,800	\$438,000	3	3
Film and Entertainment	\$422,700	\$424,000	4	5
Finance	\$9,170,200	\$8,873,000	72	70
Grants Administration	\$1,566,000	\$1,741,000	41	41
Human Resources	\$4,416,800	\$4,603,000	39	39
Independent Auditor General	\$1,282,700	\$1,126,000	9	9
Information Technology	\$9,102,000	\$10,956,000	77	93
Management and Budget	\$2,535,600	\$2,843,000	18	19
Mayor	\$1,128,000	\$1,333,000	13	13
Neighborhood Enhancement Team	\$5,800,400	\$6,514,000	123	79
Procurement	\$2,364,800	\$2,701,000	20	21
Resilience and Sustainability	\$139,800	\$785,000	3	5
Veterans Affairs and Homeless Services	\$0	\$1,722,000	0	48
<b>Other Departments</b>				
Community and Economic Development	\$3,482,500	\$2,411,000	35	35
Parks and Recreation	\$41,653,700	\$44,752,000	301	300
Real Estate and Asset Management	\$12,391,400	\$12,052,000	63	63
Risk Management	\$3,098,000	\$2,920,000	20	20
<b>Planning and Development</b>				
Building	\$10,242,600	\$12,533,000	86	97
Planning and Zoning	\$6,633,900	\$0	66	0
Planning	\$0	\$4,763,000	0	49
Zoning	\$0	\$2,305,000	0	23
Non-Departmental Accounts	\$94,735,200	\$127,128,000	0	0
<b>TOTAL</b>	<b>\$670,198,600</b>	<b>\$726,828,000</b>	<b>4,346</b>	<b>4,412</b>

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

# TAX BILL

Allocation of Each Dollar Paid in Property Taxes - **FY 2017-18**



# PROPERTY TAX

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

General Operations: 7.6465  
General Obligation Debt: 0.6435

**FY 2017-18 TOTAL ADOPTED MILLAGE RATE 8.0300 MILLS**

General Operations: 7.4365  
General Obligation Debt: 0.5935

The City's total adopted property tax rate for FY 2017-18 is 8.0300, a reduction of 0.2600 from last year's total tax rate.

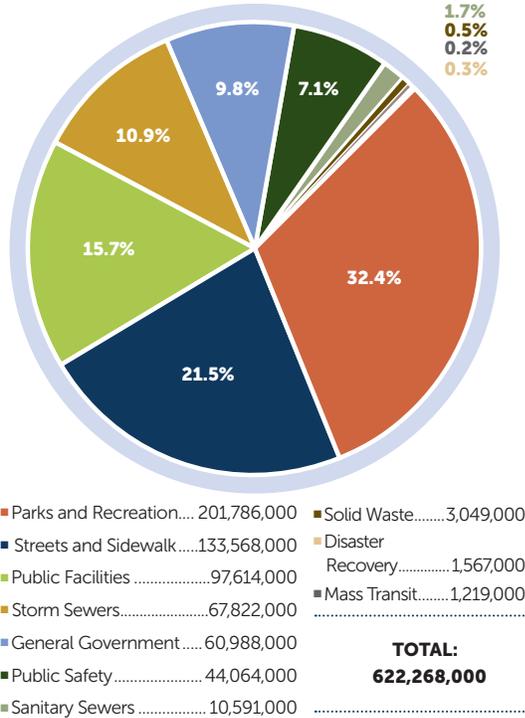
Total Assessed Value	<b>\$223,207</b> <i>Average Homestead</i>	<b>\$500,000</b>	<b>\$1,000,000</b>
			
FY 2016-17 Taxes <b>8.2900</b>	\$1,850	\$4,145	\$8,290
FY 2017-18 Taxes <b>8.0300</b>	\$1,792	\$4,015	\$8,030
<b>Taxpayer Savings</b>	<b>\$58</b>	<b>\$130</b>	<b>\$260</b>

# OVERVIEW

## Summary by Department

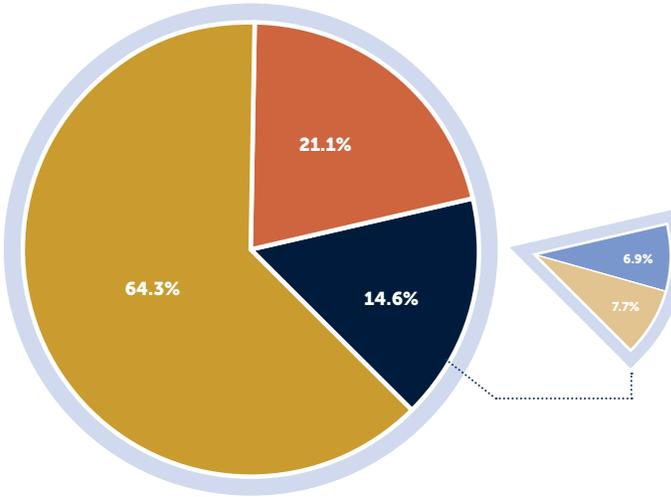
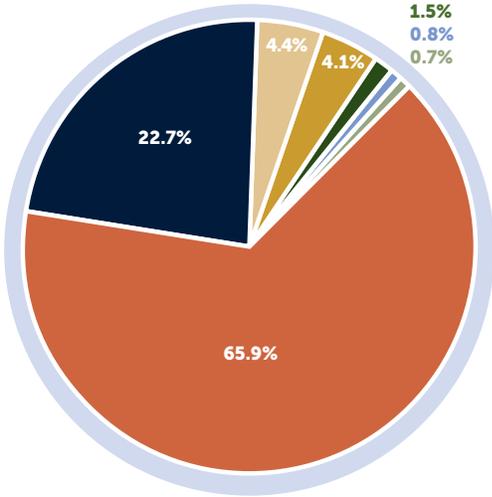
## Summary by Program Fund

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Parks and Recreation	477,783,000	262,592,000	187,573,000	21,326,581	53,693,000	215,191,000
Office of Capital Improvements	492,451,000	221,220,000	203,360,000	17,860,150		271,231,000
Information Technology	16,227,000	16,227,000	1,030,000	15,197,000		
Real Estate and Asset Management	152,450,000	30,582,000	25,401,000	5,181,000		121,868,000
Fire-Rescue	185,800,000	31,147,000	18,884,000	5,100,000	7,163,000	154,653,000
Solid Waste	79,676,000	3,049,000	285,000	2,764,000		76,627,000
Police	73,521,000	13,803,000	7,881,000	2,646,000	3,276,000	59,718,000
Public Works	627,976,000	25,041,000	22,868,000	2,172,500		602,935,000
Building	2,475,000	2,475,000	975,000	1,500,000		
General Services Administration	37,425,000	7,025,000	2,289,000	797,000	3,939,000	30,400,000
Office of Planning	640,000	640,000	140,000	500,000		
Transportation	9,066,000	5,599,000	3,399,000	250,000	1,950,000	3,467,000
Communications	514,000	514,000	446,000	68,000		
Neighborhood Enhancement Team	2,024,000	1,994,000	1,994,000			30,000
Procurement	60,000	60,000	60,000			
Risk	300,000	300,000	300,000			
<b>Grand Total</b>	<b>2,158,388,000</b>	<b>622,268,000</b>	<b>476,885,000</b>	<b>75,362,231</b>	<b>70,021,000</b>	<b>1,536,120,000</b>



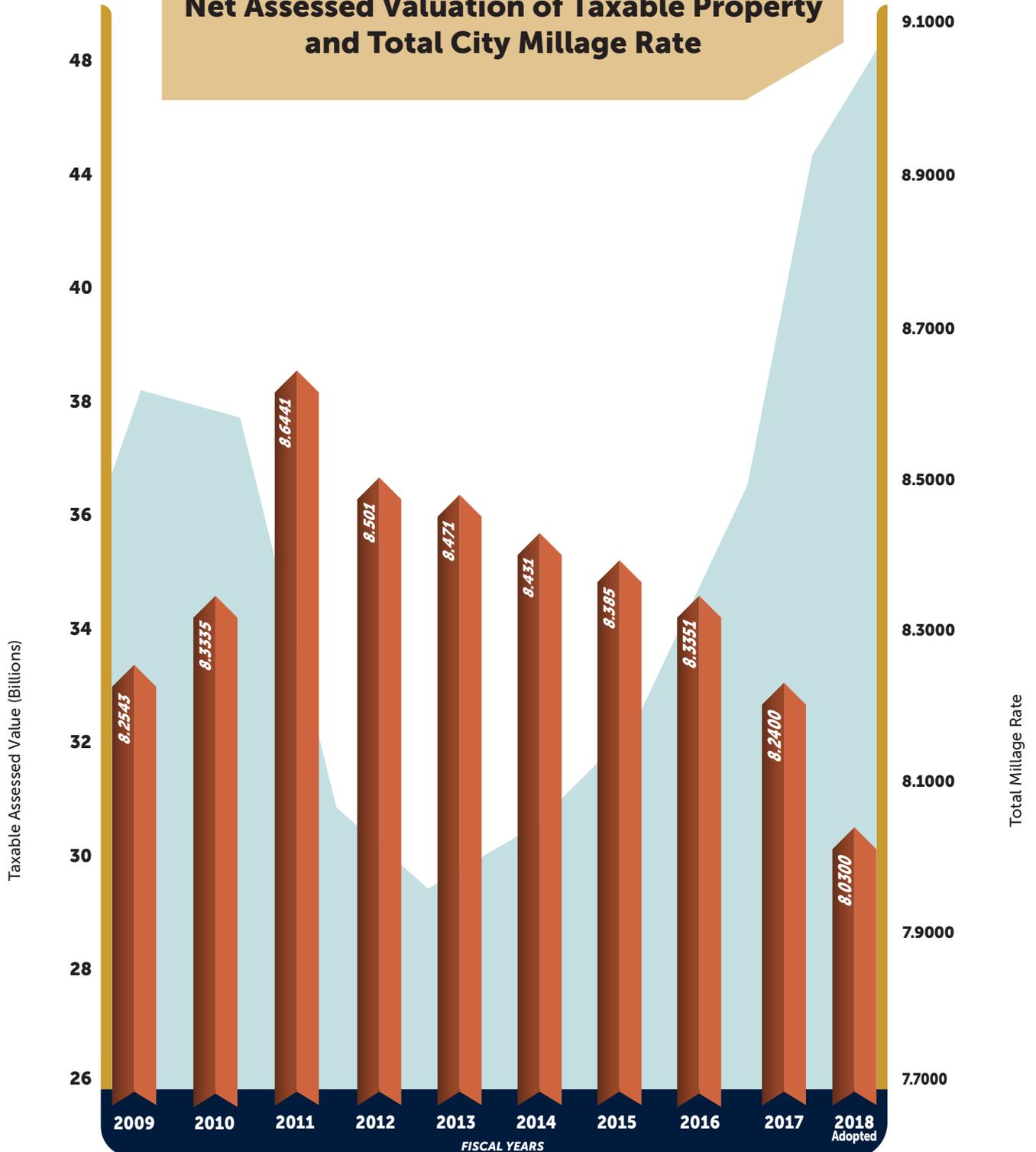
## Summary by Funding Source

## Summary of Funding Status



# MILLAGE HISTORY

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

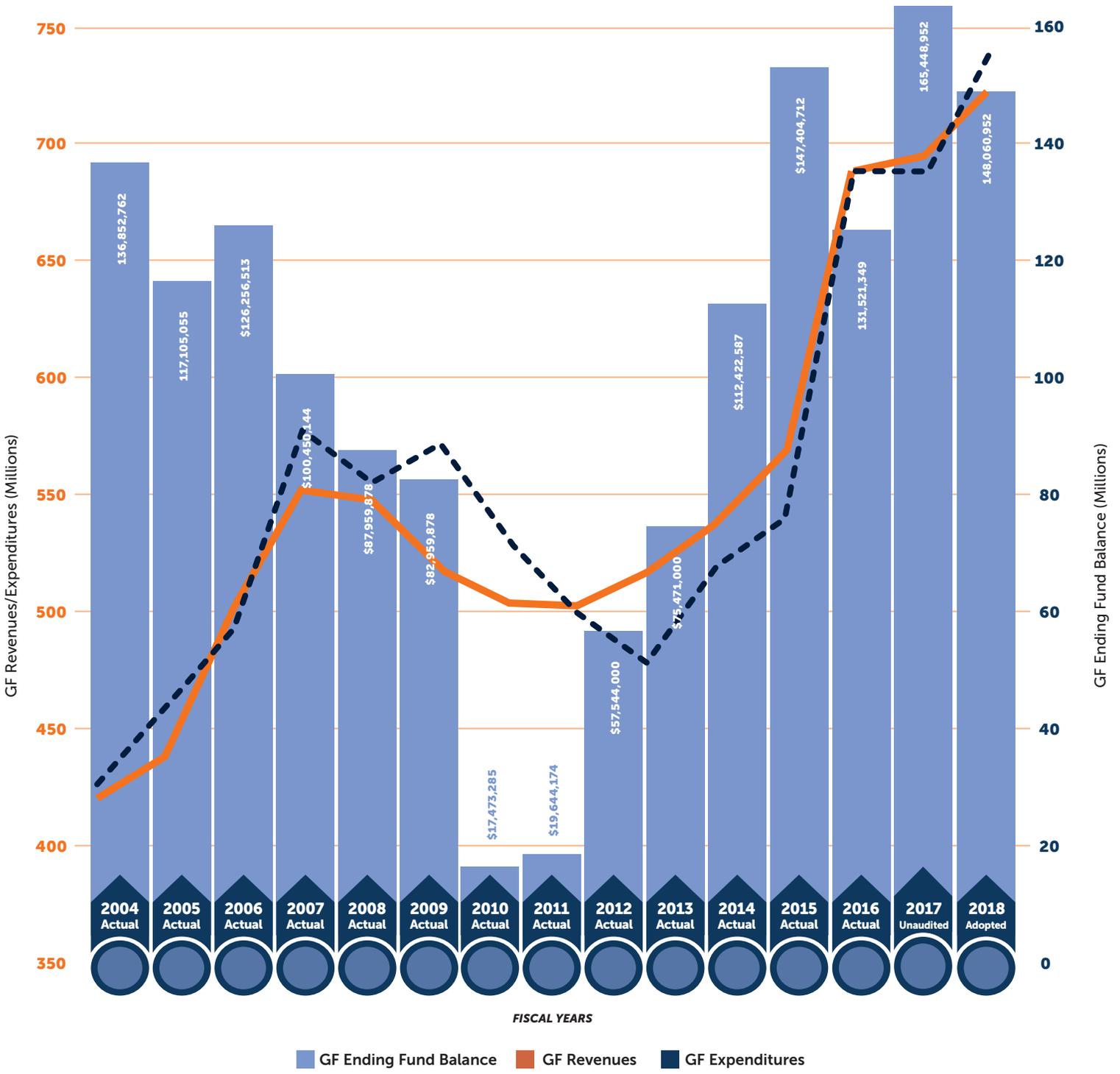


■ Taxable Assessed Value ■ Total Millage Rate



# HISTORY

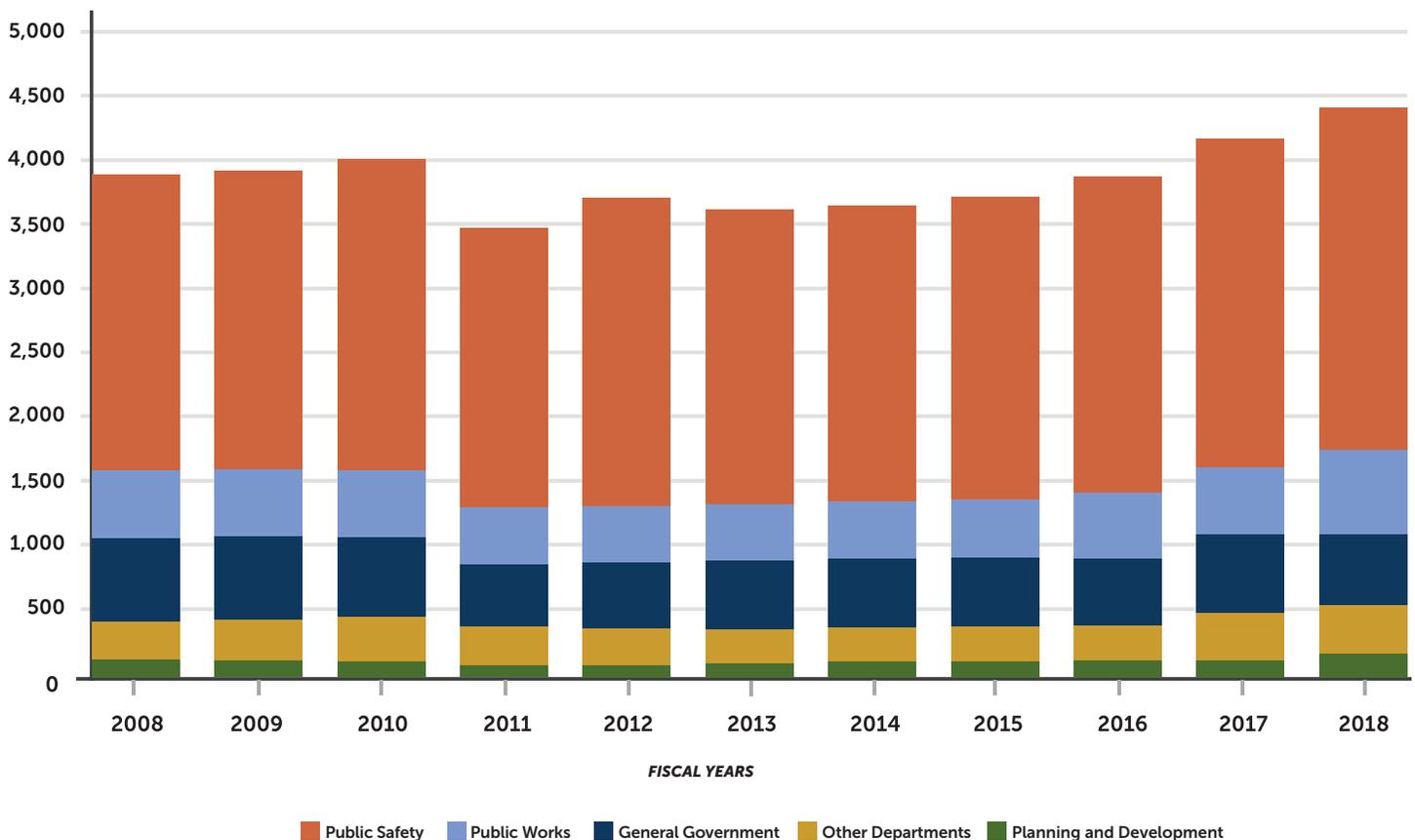
## Revenues, Expenditures, and General Fund Ending Balance



# EMPLOYEES

2008  
to  
2018

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Public Safety	2,310	2,413	2,161	2,383	2,282	2,286	2,338	2,447	2,548	2,580	2,599
Public Works	525	521	446	442	442	443	452	506	517	573	572
General Government	641	611	475	507	533	540	538	519	608	622	654
Other Departments	322	352	304	283	262	263	273	275	368	419	418
Planning and Development	128	128	96	101	111	124	126	135	138	152	169
<b>TOTAL</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>	<b>4,412</b>



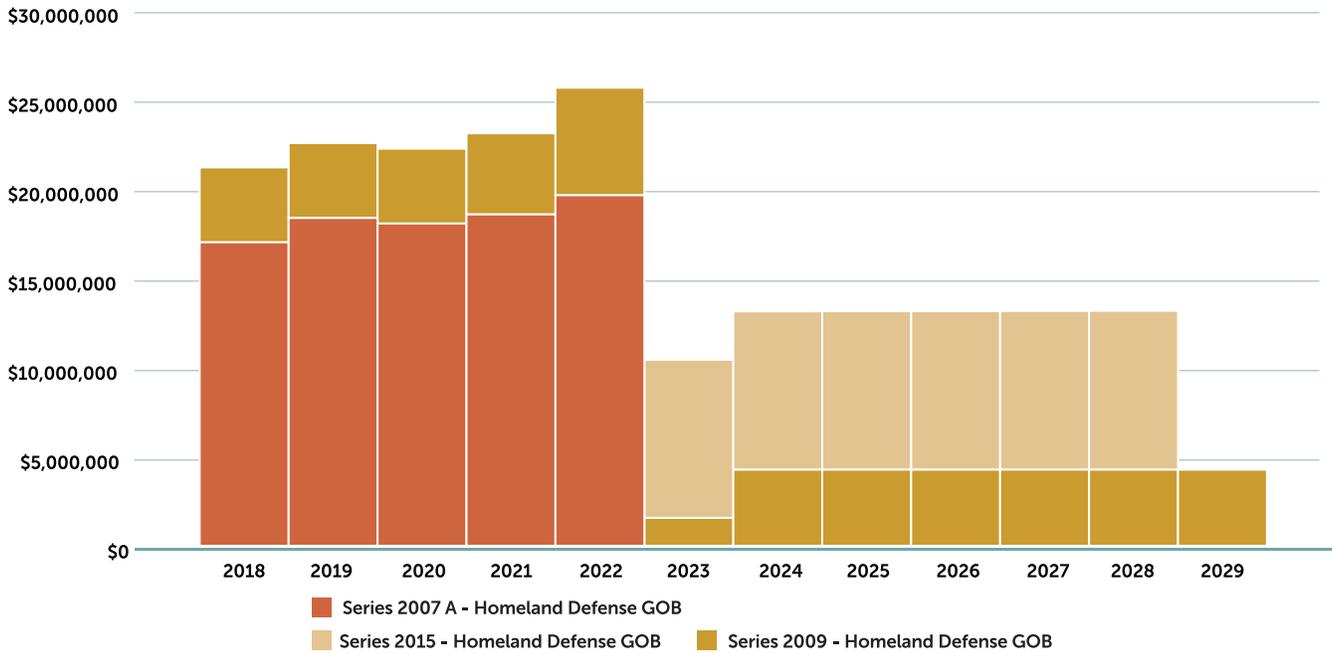


# OVERVIEW

## GENERAL OBLIGATION BONDS

Maximum Annual Debt Service of approximately \$26.9 million (FY 2021-22) • Final Maturity in 2029

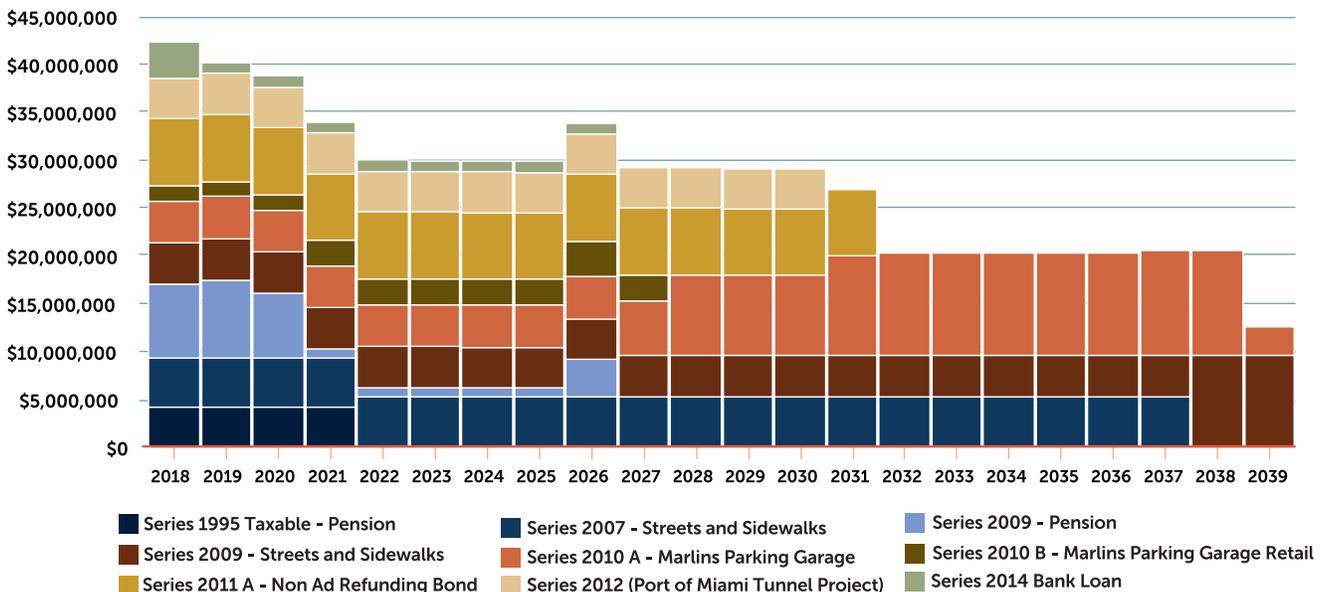
### General Obligation Bond Debt Service



## SPECIAL OBLIGATION BONDS

Maximum Annual Debt Service \$44.6 million (FY 2017-18) • Final Maturity in 2039

### Special Obligation Bond Debt Service





ADOPTED  
**BUDGET  
IN BRIEF**

FISCAL YEAR 2017-18

*Serving, enhancing, and  
transforming our community*

[www.miamigov.com/budget](http://www.miamigov.com/budget)

