ADOPTED
OPERATING BUDGET

FISCAL YEAR 2018-19

Serving, enhancing, and transforming our community

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FRANCIS X. SUAREZ
Mayor

(305) 250-5300 • fsuarez@miamigov.com

FROM THE MAYOR

Last year was a turning point for the City of Miami. We demonstrated our unwavering commitment to addressing some of our most pressing issues. This year, we will build upon that progress to further elevate our standing as a world class city and drive us forward with a renewed sense of purpose.

The evidence is clear that the City is heading in a new and exciting direction. With the help of the City Commission, we repealed the regressive red light camera program, expanded ShotSpotter, the City's high tech gunfire detection system, and made the City more livable by setting aside $2 million in last year's Mid-Year Budget Amendment for Citywide beautification projects. We have also fostered a global, entrepreneurial technology hub by uniting with the shared workspace startup WeWork and formed strategic partnerships with several other companies and events like Endeavor Miami to create economic opportunities and prepare our residents for the jobs of tomorrow. Most importantly, I appointed Dr. Emilio T. Gonzalez as our City Manager to encourage professional responsiveness to our citizens.

This budget, as properly amended and passed by the City Commission, extends those initiatives into the new fiscal year. Through hard work, dedication, and compromise, we have provided the framework to achieve what continues to be our ultimate goal - enhancing the quality of life for all City of Miami residents. For instance, this budget contains an additional $5 million for citywide beautification projects. Our residents saw the first of our beautification initiatives when we lit up the City for the holidays, with additional longer-lasting projects to come in the following months. All great cities are defined by their public spaces. These are the spaces we share as residents. Making sure that our public spaces are a source of pride is a key part of creating a city that we are all proud to call home.

As a service city, efficiency, convenience, and accessibility continue to be at the core of everything that we do. We have consolidated departments and aligned other similar functions in order to provide greater coordination and "wrap-around" human services for those residents who need it most. In addition, the budget includes technological advances that further streamline services such as an expanding Electronic Plans Review system, as well as the beginnings of the new Code Compliance system.

This budget further reflects my commitment to our employees. We have chosen to partner with our labor unions in order to attract and retain public servants, enter into new and fair contracts with our labor unions, and eliminate legal liabilities that have long plagued the City of Miami, all while leaving the City with a strong financial future. This is a huge win for both our residents and employees.

FROM THE MAYOR

The City of Miami is also leading the charge and serves as a model for others who strive to live up to the name "Safe City." Last year we reached a more than 50 year low in homicides. We also had a 9% reduction in overall crime. These are more than just numbers. This is personal. It represents lives saved, as well as our commitment to tackling crime in strategic and innovative ways. This budget builds upon the progress we have made by recommitting resources, technology, and smart policing to drive violent crime down and safety up.

This is also a resilient budget for a resilient city as it invests in building a more robust capital plan, strategically prioritizing and allocating resources to projects that address mobility, affordable housing, safety, and economic opportunity. Miamians have also invested in their city's future through the Miami Forever Bond. Just recently, tranche one of the Miami Forever Bond was approved by the City Commission. Included were shovel-ready projects that strategically invest in roadways, parks and cultural facilities, public safety, and sea level rise and flood prevention. These projects set the foundation for future bond tranches that will incorporate resources like the City's much-anticipated Stormwater Masterplan and FIU Affordable Housing Masterplan. Together we will build a stronger, more resilient future for the City of Miami.

While preparing for the future, we are also addressing the present, which includes the need for more localized transportation options. Our residents need safe and reliable transportation alternatives to move around the city. With this in mind, the Transportation Trust Fund, which I started as commissioner and continue to support, will fund the gap that would have otherwise required the City to eliminate or cut back on trolley routes and services. Our trolley system is the largest municipal trolley system regionally, and with the help of the Trust Fund, we will continue to expand it across the City of Miami.

It is time we put the tools this budget provides to use and continue our proactive efforts to give all City of Miami residents the quality of life they deserve. Together, we can continue to demonstrate why there is no better place to live, work, or visit than the City of Miami.

Respectfully,

Francis X. Suarez

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EMILIO T. GONZALEZ, Ph.D.
City Manager

(305) 250-5400 • egonzalez @miamigov.com

I am pleased to present the FY 2018-19 Adopted Budget for the City of Miami, Florida. This message outlines the key priorities of the City, provides a brief description of the four funds that form the operating budget, serves as a summary of the operations funded in the budget, highlights select accomplishments, and presents a view of the current and future operational and financial outlook.

Our budget follows the key priorities of the City's Strategic Plan:

- **MOBILITY SOLUTIONS** - Increasing and improving mobility and transit options for our residents
- **HOUSING OPTIONS** - Increasing the supply of housing that is affordable and increasing home ownership
- **PUBLIC SAFETY** - Keeping our residents and City safe
- **INTERNAL SERVICES** - Improving the way we deliver municipal services to our citizens
- **SHARED CIVIC SPACES** - Enhancing the public realm

We have aligned each City department to a primary priority area and goal with specific objectives. Department Directors are held accountable for meeting those goals and staying within their approved budgets. Although challenging, we are the guardians of the public purse and will ensure that the City not only spends within its means but also invests in the areas most important to our citizens.

Our total ***Operating Budget*** is $1.099 billion and is broken-down into:

- $763.002 million in the ***General Fund*** (the City's primary operating fund that is also the property tax-supported fund)
- $161.838 million in the ***Special Revenue Funds*** (accounts for revenues that are restricted to a specific purpose such as the Tree Trust Fund, the County Surtax for Trolley service, or the grant for after-school snacks for kids)
- $100.316 million in the ***Internal Service Fund*** (accounts for internal cost allocation across various City cost centers such as insurance or information technology systems used by all departments)
- $73.823 million in the ***Debt Service Funds*** (accounts for proceeds of City-issued general obligation debt or special obligation debt and repayment of the associated principal and interest)

The total six-year funded amount of the ***Capital Budget*** is $537.863 million with $25.874 million of new capital appropriations included in the current fiscal year. It is important to note that the Capital Budget, when adopted, did not include any projects in the Miami Forever Bond, which has since been approved by the City Commission and will require additional appropriations during the year

FROM THE CITY MANAGER

Our General Fund budget for FY 2018-19 of $763.002 is only $36.174 million higher than last year's adopted General Fund budget of $726.828 million, just less than a five percent increase. This is the part of the budget that funds the largest number of City functions or activities, has the least number of restrictions on how the funds can be spent, and therefore has the most pressure upon it. It is important to note that the Operating Budget, when adopted, did not include the collective bargaining agreements which has since been approved by the City Commission and will require budget amendments during the year.

It is also important to note that this budget does not use any prior year accumulated fund balance as was done in the prior budget for FY 2017-18. That is, it does not reach into the previous year for funding – it is balanced on its own in the current year and contains a $5 million one-year reserve, as required by the City's Financial Integrity Principles.

Through this budget, we have been able to fund several priorities. Following are some highlights:

- To increase efficiencies and provide a greater breadth of wrap-around services to the City's most vulnerable, the Budget includes the creation of a new Department of Human Services without adding any new positions or growing costs in any way. Rather, by re-organizing the functions of homeless services, workforce opportunity centers, veterans affairs, childcare services, and Live Healthy Little Havana, the City can create synergies and provide better services to those most in need. The new Director, Milton Vickers and his team, immediately showed the value of this move when the City worked to clean out the drug den that had developed over time under I-395 in Overtown.
- The Budget includes a Labor Negotiations and Mediations Reserve of $27.353 million that fully funds the reoccurring amount of negotiations with all three open collective bargaining units (Fire, AFSCME General, and Police) and includes a plan to use $37.1million of prior year unrestricted fund balance to pay for prior year expenditures and damages associated with these negotiations.
- This has allowed the City to close the long-standing Financial Urgency cases with the Fire and Police Unions and close contracts with all four unions.
- For the first time in many years, the City is not currently negotiating with any collective bargaining unit.
- We have merged the Office of Film and Entertainment into the existing Communications Department to combine strengths and improve coordination.
- We have completed the reconfiguration of the Resilience and Public Works Department (RPW) and the Department of Innovation and Technology (DoIT).
- The Budget has refocused and renamed the Department of Housing and Community Development.
- There is no increase in the total property tax rate; however, the operating property tax millage is increased by 0.15 mills and the debt millage rate is reduced by the same amount.
- Every employee that is due a raise has that raise funded in this budget (that is the "Normal Step Progression" included for all employees).

FROM THE CITY MANAGER

- The Budget absorbs slowed property tax roll growth and the reduction of select revenues when compared to the year before.
- The Budget absorbs the full-year cost of the FY 2017-18 Mid-Year Budget Adjustments.
- The Budget absorbs increased costs for health care, workers compensation claims and insurance premiums, and known legal fees that have all increased dramatically from the previous budget.
- The Budget funds select operating and capital enhancements for life and safety concerns or prior commitments.
- Certain Departments are implementing targeted reductions that have a lesser impact on City services. Such as opening the Grapeland Water Park one week later in the year and closing several weeks sooner will save our taxpayers approximately half a million dollars.
- The Budget includes the elimination of 59 vacant, non-sworn positions from almost every department. Most of these positions had been vacant for more than a year, reducing the impact on services.
- More than 200 employees have been trained in the Miami Innovation Academy on the principles and application of LEAN thinking, bringing greater efficiency and discovering new ways to deliver better services at a lower cost.
- The Budget no longer accepts the grant from CareerSource South Florida and allows the City to place a broader range of individuals into employment and ultimately save the City money.

For a full list of changes to positions (additions, reductions, freezing of funding, and transfers between Departments), please see the "Personnel Overview" pages at the end of the Introductory Section of this Budget.

We have also prepared our City to face several future challenges – both financial and non-financial. While the constitutional amendment enacting a third homestead exemption for homeowners did not pass, the City is still facing a projected deficit of $14 million in FY 2019-20. Current funding from Miami-Dade County alone cannot pay for the existing Trolley system. Therefore, we will need to seek additional funding from every opportunity and partner possible.

While we work to enhance the revenue side of the equation, we are also aggressively scrutinizing our expenditures. As such, each of our departments must contain costs in the current year. Our goal is to not need a Mid-Year Budget Amendment for FY 2018-19. Directors should try to save money as a normal course of action, but we need to see how efficient we can be while still providing excellent service.

I have been very clear that this is not a problem for the Budget Office to solve, rather I have challenged every Department Director and Chief to explore ways to increase revenues or reduce expenses. To date, we have held two off-site meetings with these leaders and have begun culling and defining a long list of ideas. More information will be forthcoming as the budget develops.

We conclude with a thank you to Deputy City Manager, Joseph Napoli, Assistant City Managers Sandra Bridgeman, Nzeribe Ihekwaba, and Fernando Casamayor, Budget Director Christopher Rose, Deputy Director Leon Michel, and all of the budget staff that worked to complete this budget process.

Respectfully yours,

Emilio T. González, Ph.D.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami

Florida

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morrill

Executive Director

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CITY COMMISSION

DISTRICTS

Commission Districts

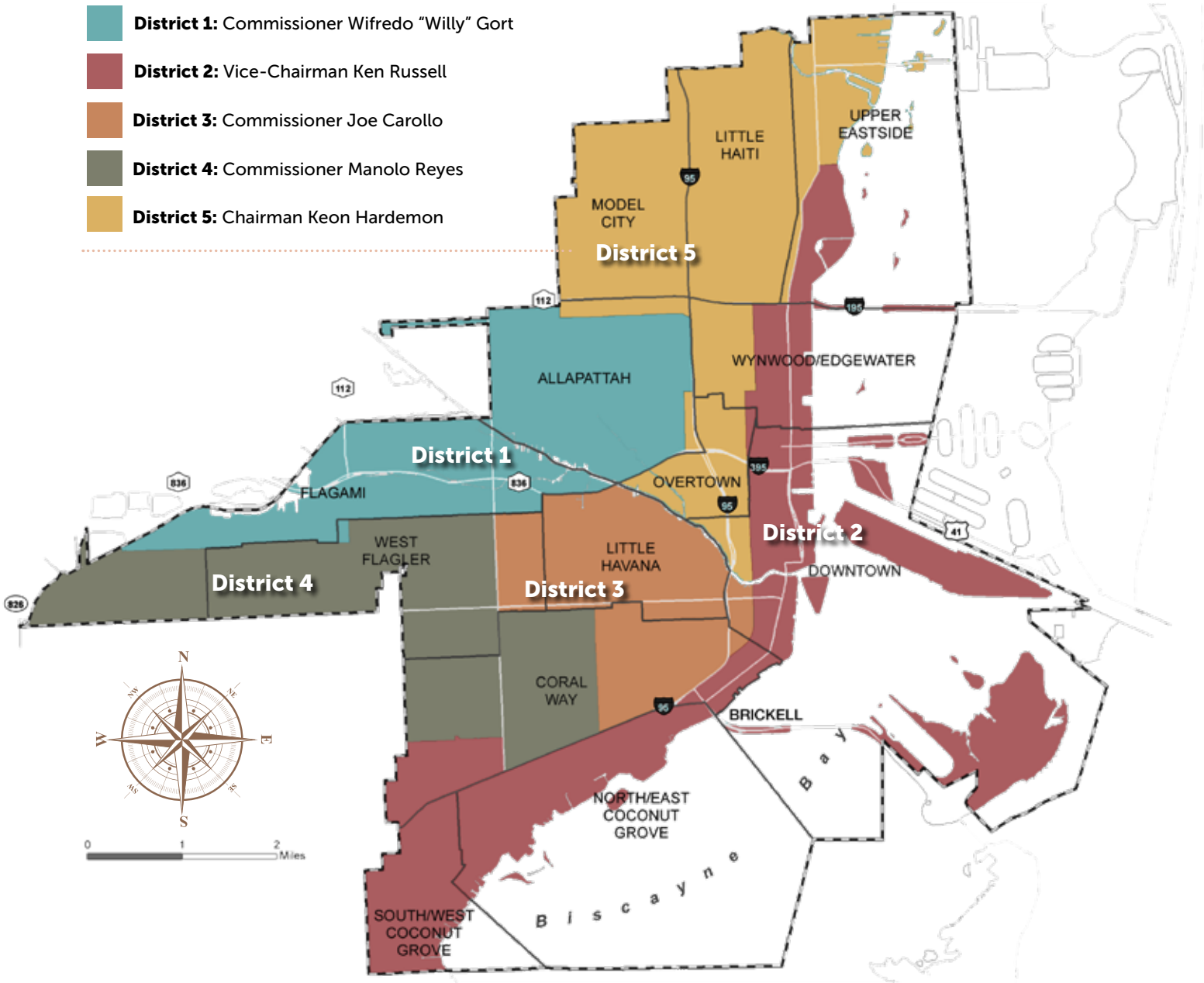
District 1: Commissioner Wifredo "Willy" Gort

District 2: Vice-Chairman Ken Russell

District 3: Commissioner Joe Carollo

District 4: Commissioner Manolo Reyes

District 5: Chairman Keon Hardemon



ELECTED OFFICIALS

CITY OF MIAMI

VISION STATMENT

Miami is a modern and diverse city that is a global leader in technology, innovation, and resiliency.

MISSION STATMENT

The City of Miami is committed to elevating the quality of life of its residents by improving public safety, housing, mobility, diverse shared spaces that foster community, and efficient and transparent government.

VALUES

- Innovative
- Morality
- Professionalism
- Accountability
- Compassionate
- Teamwork

Francis X. Suarez
Mayor

Keon Hardemon
Commissioner - District 5
Chairman

Ken Russell
Commissioner - District 2
Vice-Chairman

Wifredo (Willy) Gort
Commissioner - District 1

Joe Carollo
Commissioner - District 3

Manolo Reyes
Commissioner - District 4

APPOINTED OFFICIALS

Emilio T. González
City Manager

Victoria Méndez
City Attorney

Todd B. Hannon
City Clerk

Theodore Guba
Auditor General

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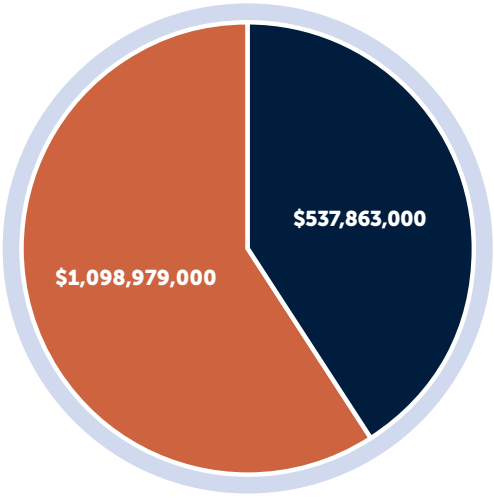
FY 2018-19

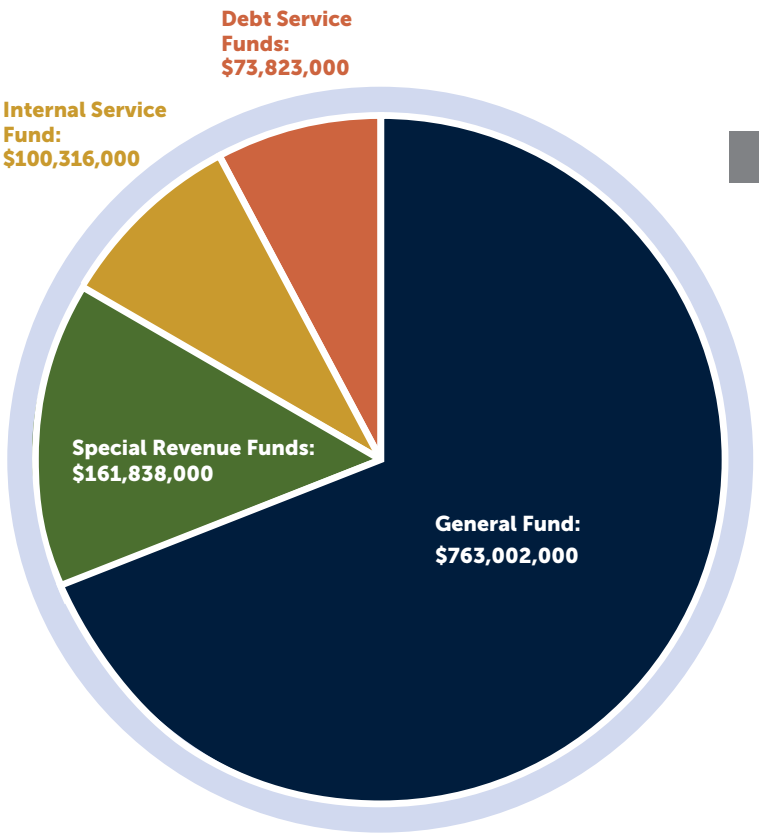
BUDGET OVERVIEW

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

The City's Adopted **Operating** Budget for FY 2018-19: **$1,098,979,000**

The City's Adopted **Capital** Budget for FY 2018-19: **$537,863,000** with **$25,874,000** newly appropriated.





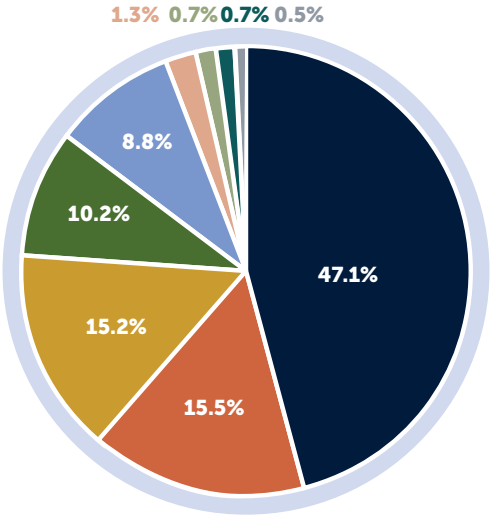
FY 2018-19 Adopted Operating Budget

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

REVENUES AND EXPENDITURES

ADOPTED BUDGET

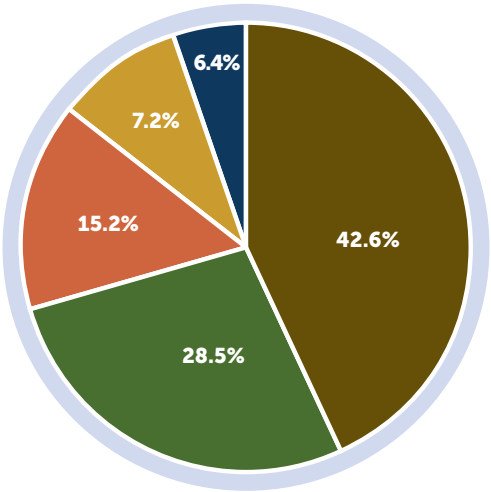


Where the Money Comes From:

General Fund Revenue Sources Total: $763,002,000

- **Property Taxes** • $359.7 million • **47.1%**
- **Franchise Fees and Other Taxes** • $115.8 million • **15.2%**
- **Charges for Services** • $118.3 million • **15.5%**
- **Intergovernmental Revenues** • $77.6 million • **10.2%**
- **Licenses and Permits** • $67.0 million • **8.8%**
- **Other Revenues (Inflows)** • $10.3 million • **1.3%**
- **Fines and Forfeitures** • $5.5 million • **0.7%**
- **Transfers In** • $5.4 million • **0.7%**
- **Interest** • $3.6 million • **0.5%**

The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 47.1% of total General Fund revenues and represents the largest source of funding for general operations.

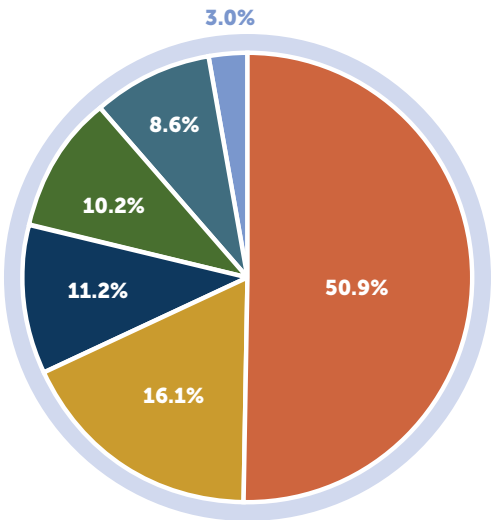


Where the Money Goes:

Expenditures by Category

- **Salaries and Wages** • $325.4 million • **42.6%**
- **Employee Benefits** • $217.7 million • **28.5%**
- **Other Expenses** • $116.0 million • **15.2%**
- **Budget Reserve** •$48.9 million • **6.4%**
- **Transfer Out** • $54.9 million • **7.2%**
  - *Transfer to Capital • $11.2 million*
  - *Transfer to Special Revenue • $13.7 million*
  - *Transfer to Debt Service • $28.1 million*
  - *Transfer to the Transportation Trust • 1.8 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** • $388.4 million • **50.9%**
- **Resilience and Public Works** • $85.2 million • **11.2%**
- **General Government** • $78.1 million • **10.2%**
- **Other Departments** • $65.5 million • **8.6%**
- **Planning and Development** • $23.2 million • **3.0%**
- **Non-Departmental Accounts** • $122.7 million • **16.1%**

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 50.9% of the General Fund expenditure budget.

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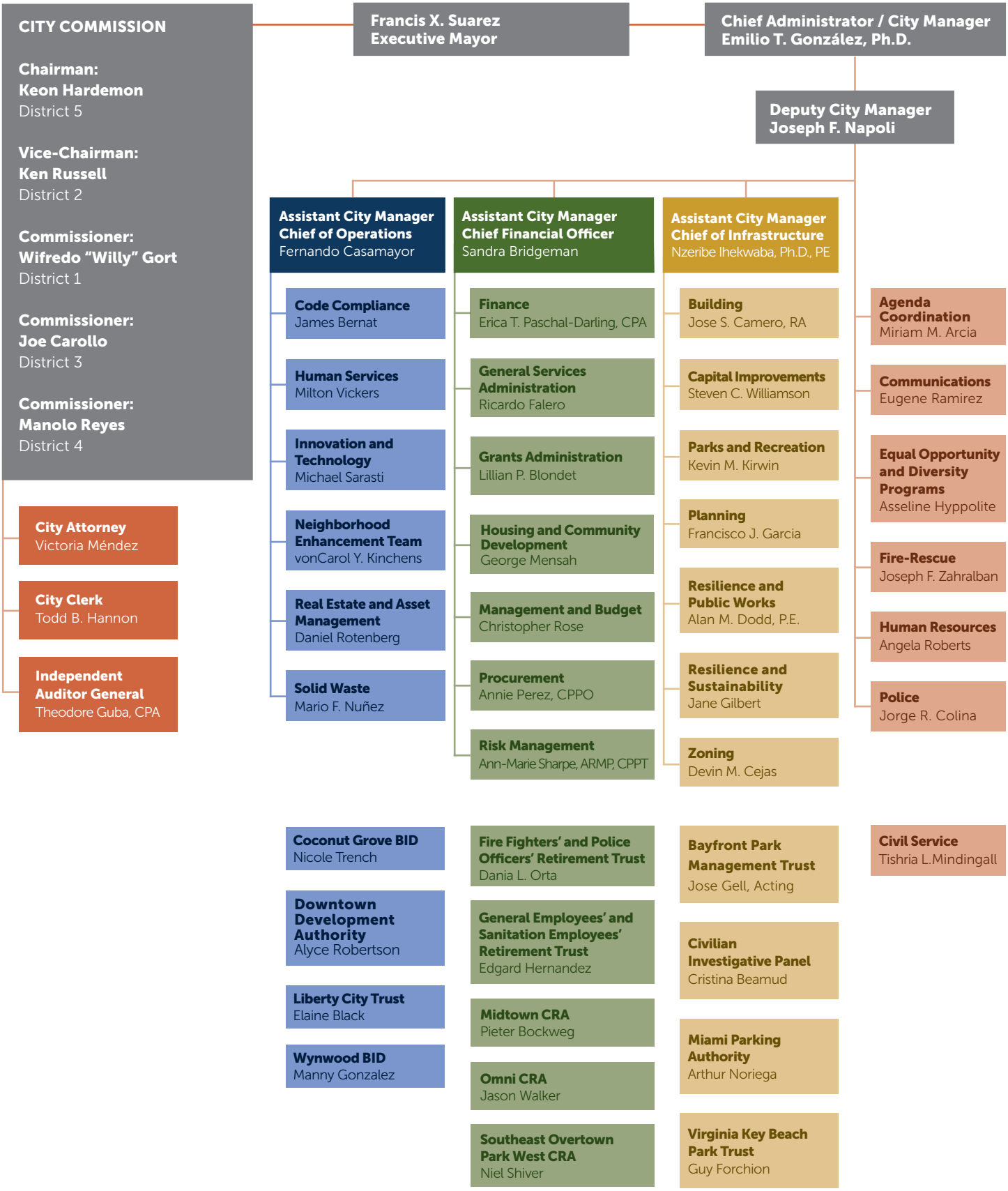
CITY ORGANIZATION



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GENERAL FUND BUDGET
BY DEPARTMENT

	FY 2017-18 Adopted BUDGET	FY 2018-19 Adopted BUDGET	FY 2017-18 Adopted POSITIONS	FY 2018-19 Adopted POSITIONS
Public Safety				
Fire-Rescue	$130,864,000	$143,167,000	847	863
Police	$235,486,000	$245,192,000	1,752	1,785
Public Works				
Capital Improvements	$3,252,000	$3,658,000	45	52
General Services Administration	$23,067,000	$25,258,000	141	140
Resilience and Public Works	$21,111,000	$22,432,000	140	154
Solid Waste	$33,291,000	$33,884,000	236	237
Transportation Management	$0	$0	10	0
General Government				
Agenda Coordination	$397,000	$402,000	3	3
City Attorney	$8,418,000	$9,356,000	60	60
City Clerk	$1,753,000	$1,845,000	13	12
City Manager	$3,916,000	$2,850,000	22	14
Civil Service	$428,000	$445,000	3	3
Code Compliance	$6,728,000	$6,934,000	59	61
Commissioners	$3,602,000	$3,912,000	36	36
Communications	$1,592,000	$2,149,000	13	17
Equal Opportunity and Diversity Programs	$438,000	$464,000	3	3
Film and Entertainment	$424,000	$0	5	0
Finance	$8,873,000	$9,296,000	70	69
Grants Administration	$1,741,000	$1,712,000	41	10
Human Resources	$4,603,000	$4,736,000	39	38
Human Services	$0	$4,381,000	0	64
Independent Auditor General	$1,126,000	$1,368,000	9	9
Innovation and Technology	$10,956,000	$13,597,000	93	85
Management and Budget	$2,843,000	$2,499,000	19	17
Mayor	$1,333,000	$1,454,000	13	13
Neighborhood Enhancement Team (NET)	$6,514,000	$7,382,000	79	80
Procurement	$2,701,000	$2,572,000	21	20
Resilience and Sustainability	$785,000	$723,000	5	4
Veterans Affairs and Homeless Services	$1,722,000	$0	48	0
Other Departments				
Housing and Community Development	$2,411,000	$1,689,000	35	35
Parks and Recreation	$44,752,000	$47,754,000	300	294
Real Estate and Asset Management	$12,052,000	$13,090,000	63	59
Risk Management	$2,920,000	$2,952,000	20	20
Planning and Development				
Building	$12,533,000	$14,285,000	97	104
Planning	$4,763,000	$5,789,000	49	48
Zoning	$2,305,000	$3,089,000	23	27
Non-Departmental Accounts	$127,128,000	$122,686,000	0	0
TOTAL	**$726,828,000**	**$763,002,000**	**4,412**	**4,436**

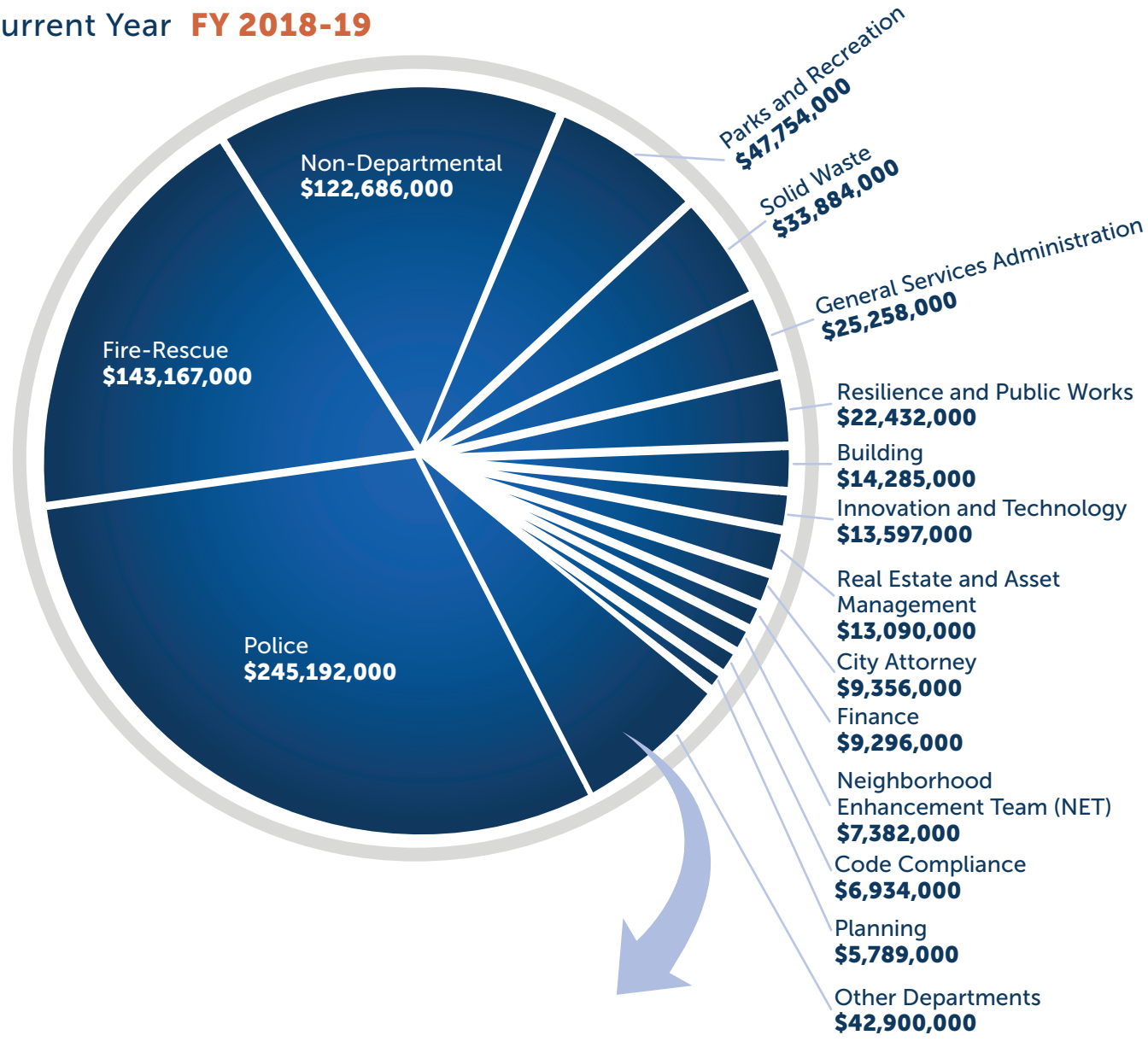
**Budget amounts are General Fund only. Position counts are for all funds.*

CITY OF MIAMI

OPERATING BUDGET BY DEPARTMENT

GENERAL FUND AMOUNTS

Current Year **FY 2018-19**

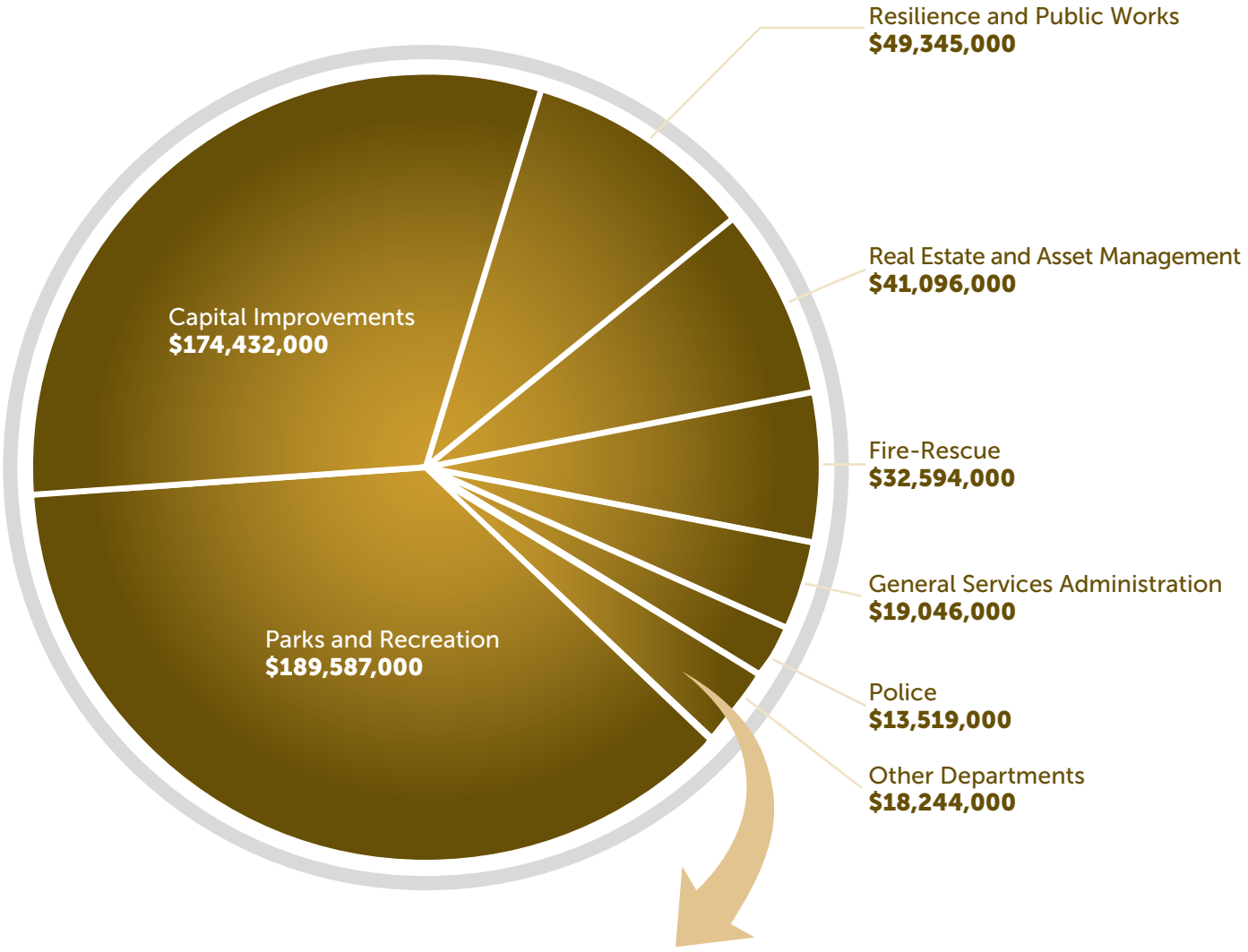


Departments with Operating Budgets less than $5 million

Human Resources	$4,736,000
Human Services	$4,381,000
Commissioners	$3,912,000
Capital Improvements	$3,658,000
Zoning	$3,089,000
Risk Management	$2,952,000
City Manager	$2,850,000
Procurement	$2,572,000
Management and Budget	$2,499,000
Communications	$2,149,000
City Clerk	$1,845,000
Grants Administration	$1,712,000
Housing and Community Development	$1,689,000
Mayor	$1,454,000
Independent Auditor General	$1,368,000
Resilience and Sustainability	$723,000
Equal Opportunity and Diversity Programs	$464,000
Civil Service	$445,000
Agenda Coordination	$402,000

CITY OF MIAMI
CAPITAL BUDGET

TOTAL SIX-YEAR PLAN (not including the Miami Forever Bond)
Current Year **FY 2018-19**



Departments with Capital Budgets less than $10 million

Building	$7,835,000
Solid Waste	$3,434,000
Innovation and Technology	$2,582,000
Neighborhood Enhancement Team	$1,709,000
Code Compliance	$1,050,000
Planning Department	$836,000
Communications	$438,000
Risk	$300,000
Procurement	$60,000

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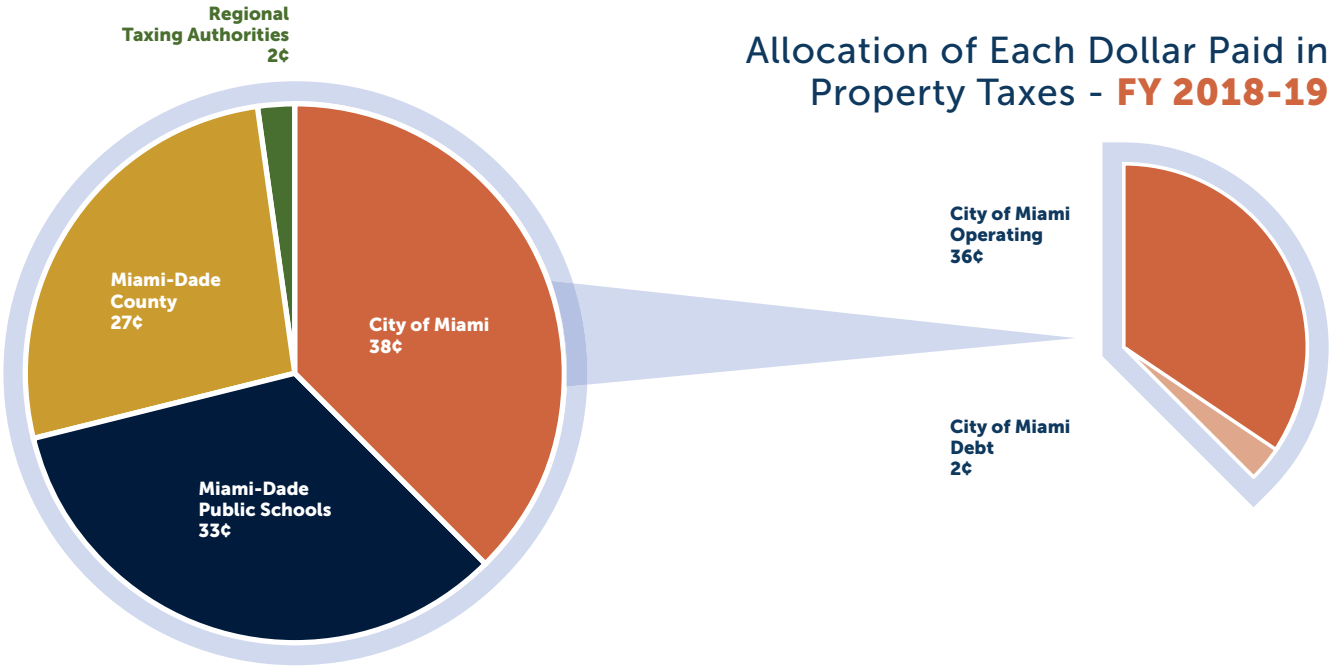
YOUR PROPERTY TAX BILL



MILLAGE AND PROPERTY TAX

FY 2017-18 TOTAL ADOPTED MILLAGE RATE 8.0300 MILLS
General Operations: 7.4365
General Obligation Debt: 0.5935

FY 2018-19 TOTAL ADOPTED MILLAGE RATE 8.0300 MILLS
General Operations: 7.5865
General Obligation Debt: 0.4435

The City's total adopted property tax rate for FY 2018-19 is 8.0300, the same as FY 2017-18.

Total Assessed Value		$236,040 *Average Homestead*	$500,000	$1,000,000
FY 2017-18	Taxes **8.0300**	$1,895	$4,015	$8,030
FY 2018-19	Taxes **8.0300**	$1,895	$4,015	$8,030

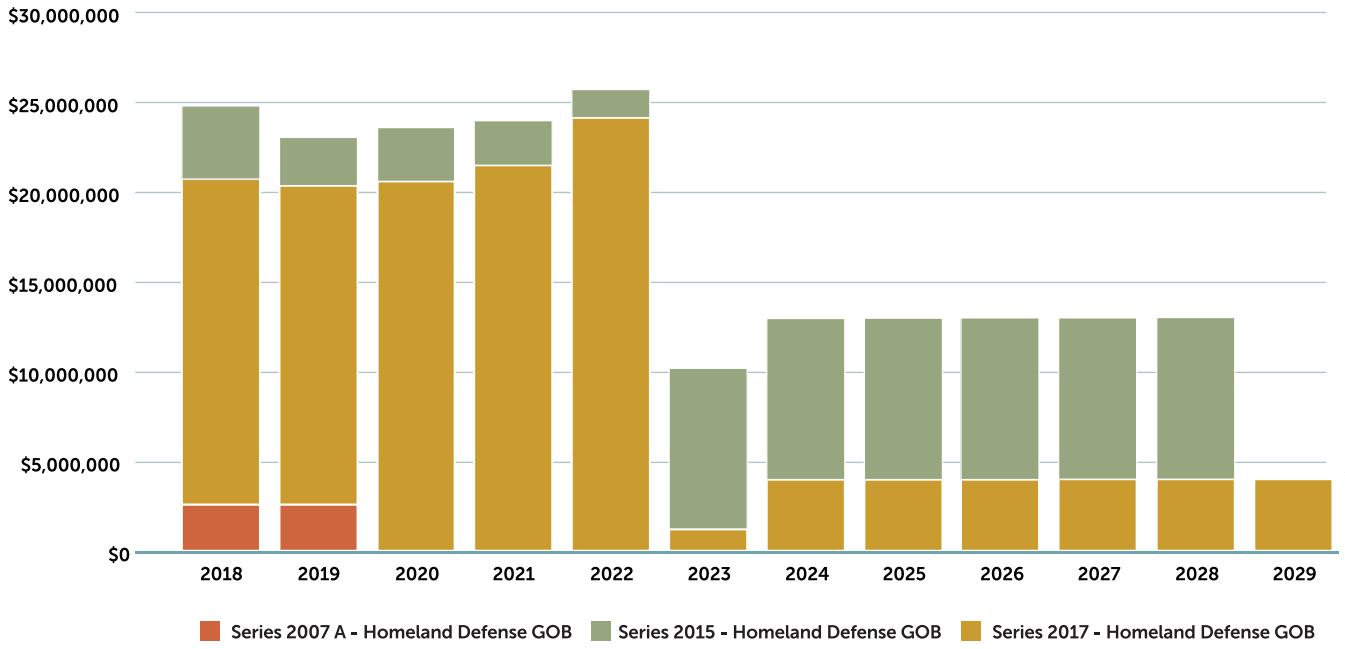
DEBT SERVICE OVERVIEW

GENERAL OBLIGATION BONDS

Maximum Annual Debt Service of approximately $28.4 million (FY 2021-22) • Final Maturity in 2029

General Obligation Bond Debt Service

(Does not include: the Miami Forever Bond)

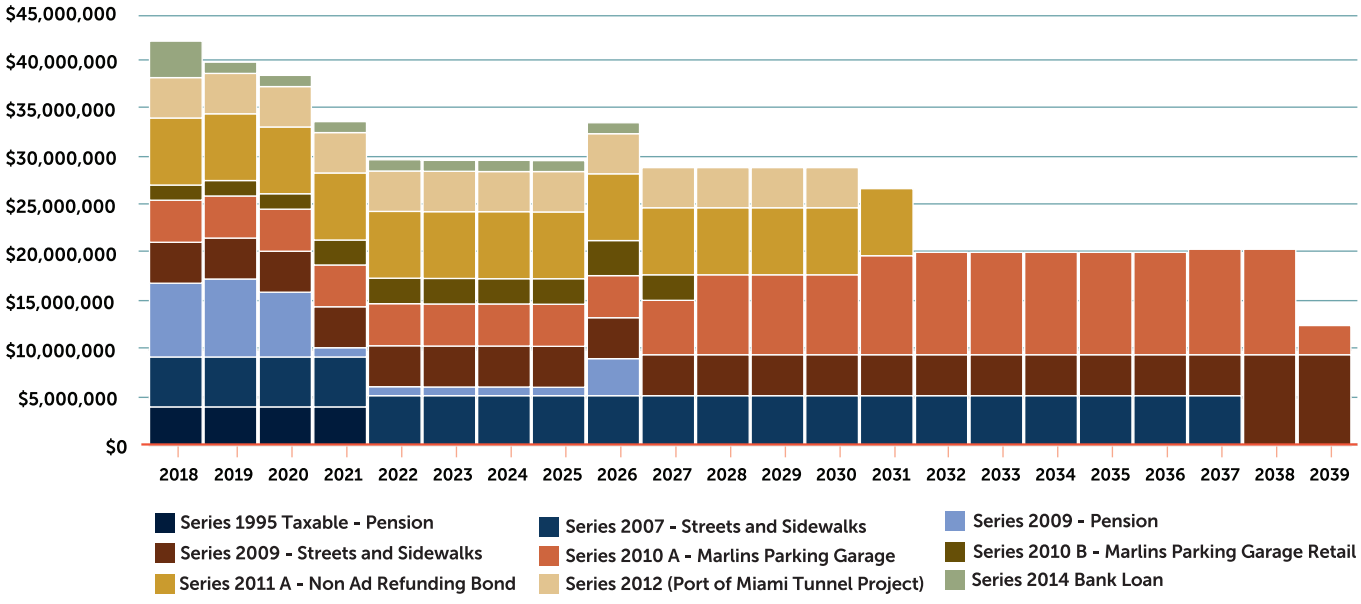


SPECIAL OBLIGATION BONDS

Maximum Annual Debt Service $56.8 million (FY 2018-19) • Final Maturity in 2039

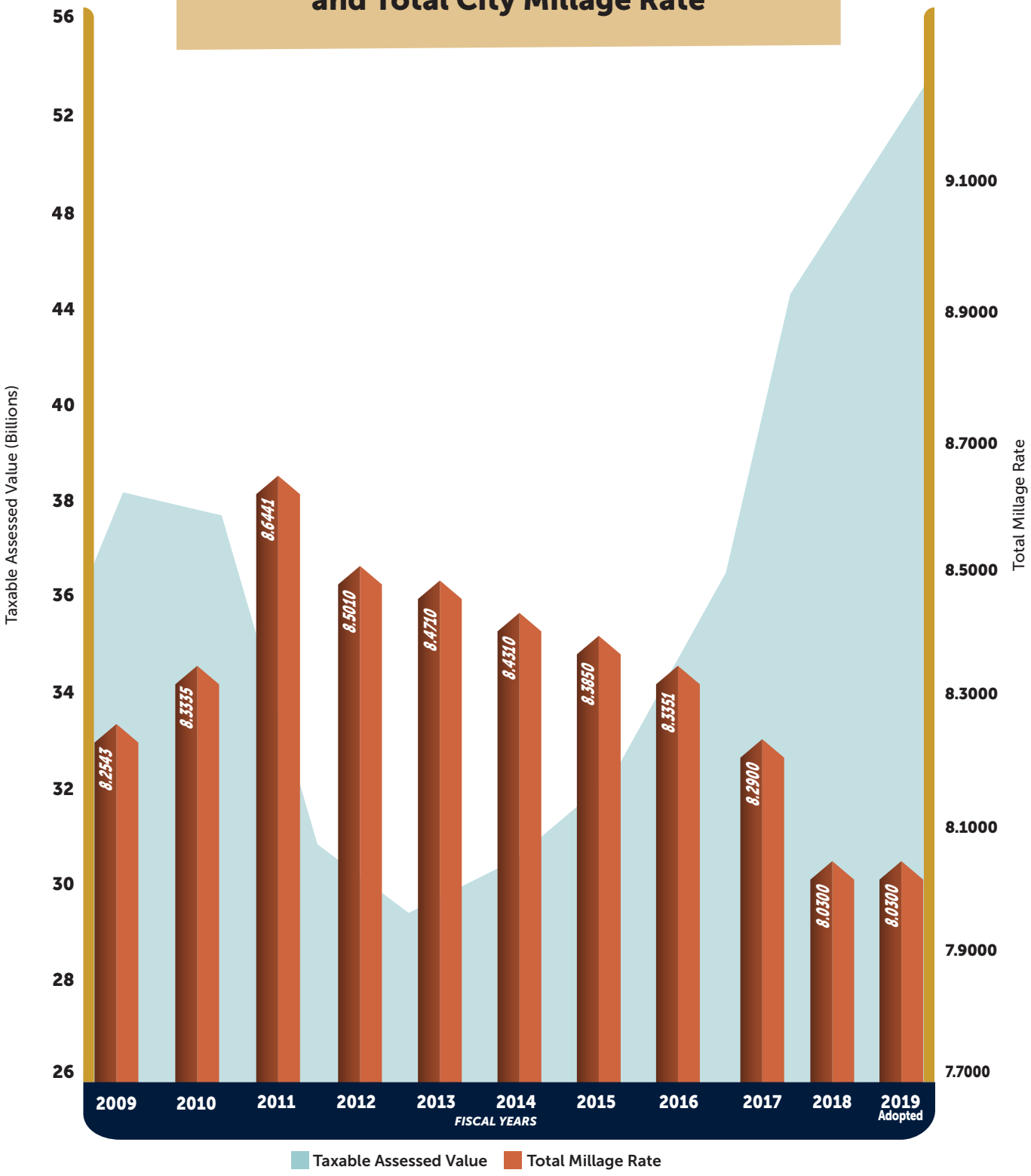
Special Obligation Bond Debt Service

(Does not include: Miami Marine Stadium, FDEP Loan Wagner Creek, and FPL Undergrounding)



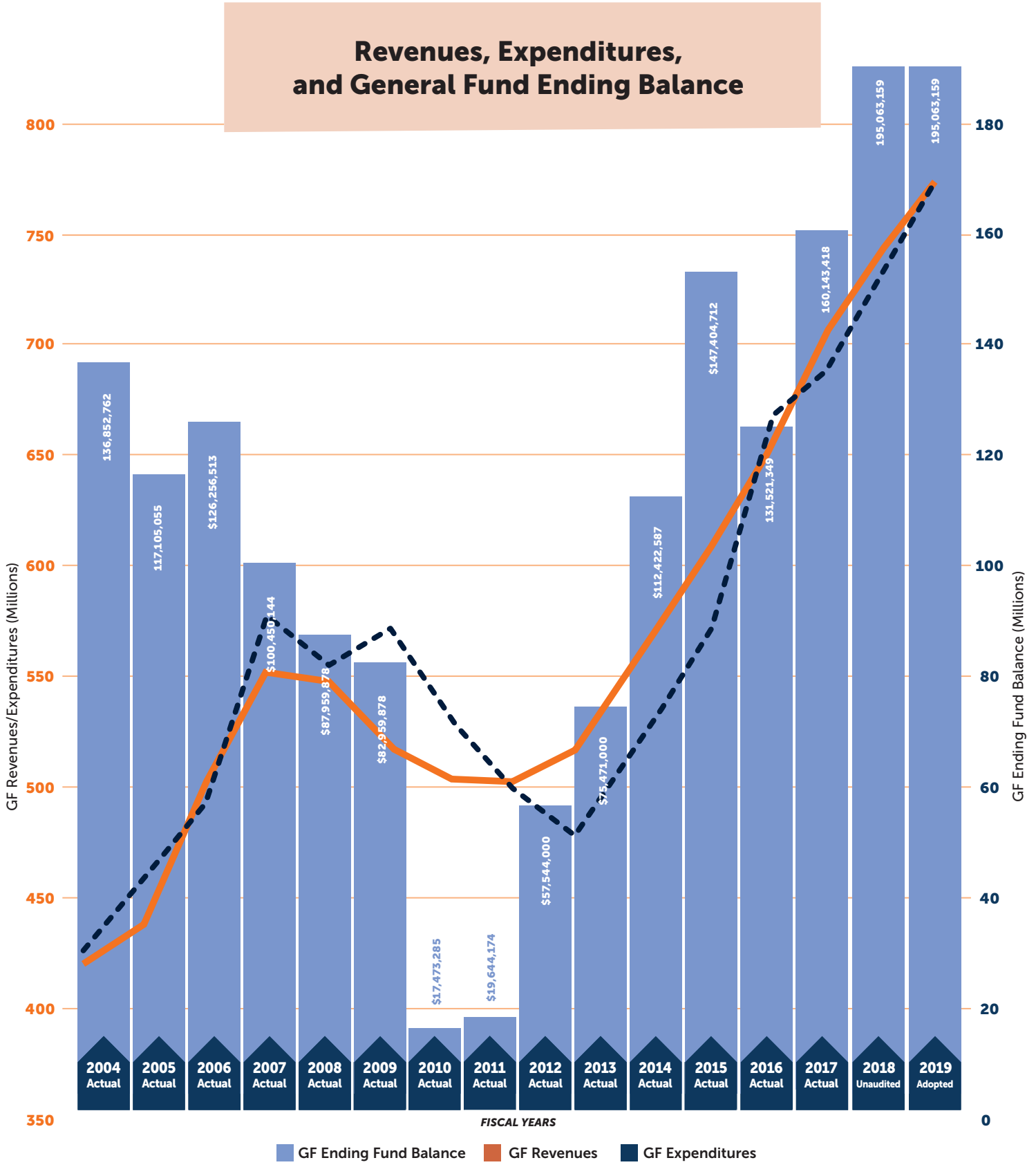
TAX ROLL AND MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate



FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance



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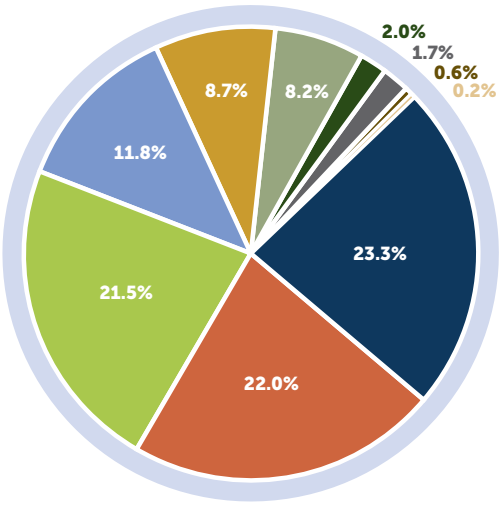
CAPITAL OVERVIEW

Summary by Department

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Resilience and Public Works	187,519,000	49,345,000	37,635,000	8,460,000	3,250,000	138,174,000
Office of Capital Improvements	991,341,000	174,432,000	164,949,000	6,183,000	3,300,000	816,909,000
Real Estate and Asset Management	167,906,000	41,096,000	38,268,000	2,828,000		126,810,000
Parks and Recreation	432,804,000	189,587,000	187,168,000	2,419,000		243,217,000
Police	361,391,000	13,519,000	7,200,000	2,360,000	3,959,000	347,872,000
Fire-Rescue	73,995,000	32,594,000	23,991,000	1,601,000	7,002,000	41,401,000
Building	8,000,000	7,835,000	6,873,000	962,000		165,000
Code Compliance	1,100,000	1,050,000	100,000	950,000		50,000
Office of Planning	836,000	836,000	725,000	111,000		
Communications	438,000	438,000	438,000			
General Services Administration	21,197,000	19,046,000	15,195,000		3,851,000	2,151,000
Neighborhood Enhancement Team	1,849,000	1,709,000	1,709,000			140,000
Procurement	60,000	60,000	60,000			
Risk	300,000	300,000	300,000			
Solid Waste	6,434,000	3,434,000	3,434,000			3,000,000
Innovation and Technology	2,582,000	2,582,000	2,582,000			
Housing and Community Development	25,000,000					25,000,000
	2,282,752,000	**537,863,000**	**490,627,000**	**25,874,000**	**21,362,000**	**1,744,889,000**

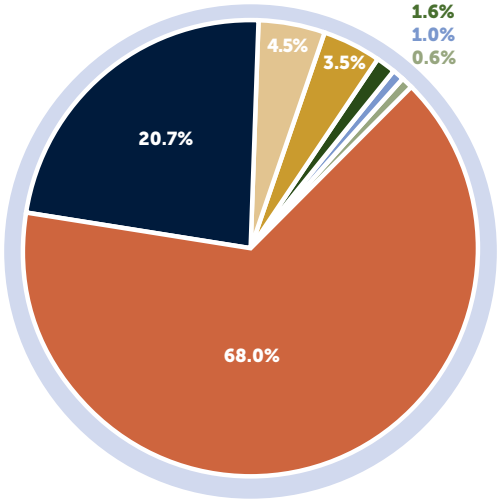
Summary by Program Fund



- Streets and Sidewalk..... 125,229,000
- Parks and Recreation..... 118,452,000
- Public Facilities 115,527,000
- General Government 63,607,000
- Storm Sewer 46,547,000
- Public Safety 44,074,000
- Sanitary Sewers 10,857,000
- Mass Transit ...8,945,000
- Solid Waste 3,374,000
- Disaster Recovery..... 1,251,000

TOTAL: 537,863,000

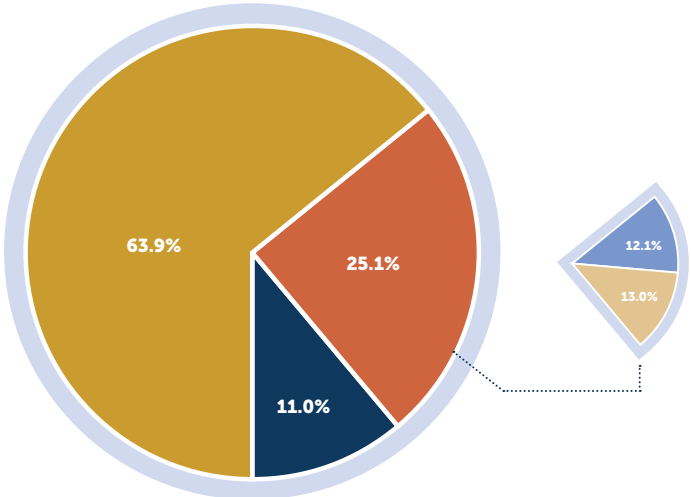
Summary by Funding Source



- City Funds..... 365,941,000
- City Debt Proceeds..... 111,490,000
- Miami-Dade County 24,019,000
- State..... 19,081,000
- Other Local Units..... 8,774,000
- Private/Other..... 5,447,000
- Federal..... 3,111,000

TOTAL: 537,863,000

Summary of Funding Status



- Funded 250,063,000
- Partially Funded..... 573,475,000
- Unfunded..... 1,459,214,000

Partially Funded Allocated 276,112,000

Partially Funded Shortfall 297,363,000

TOTAL: 2,282,752,000

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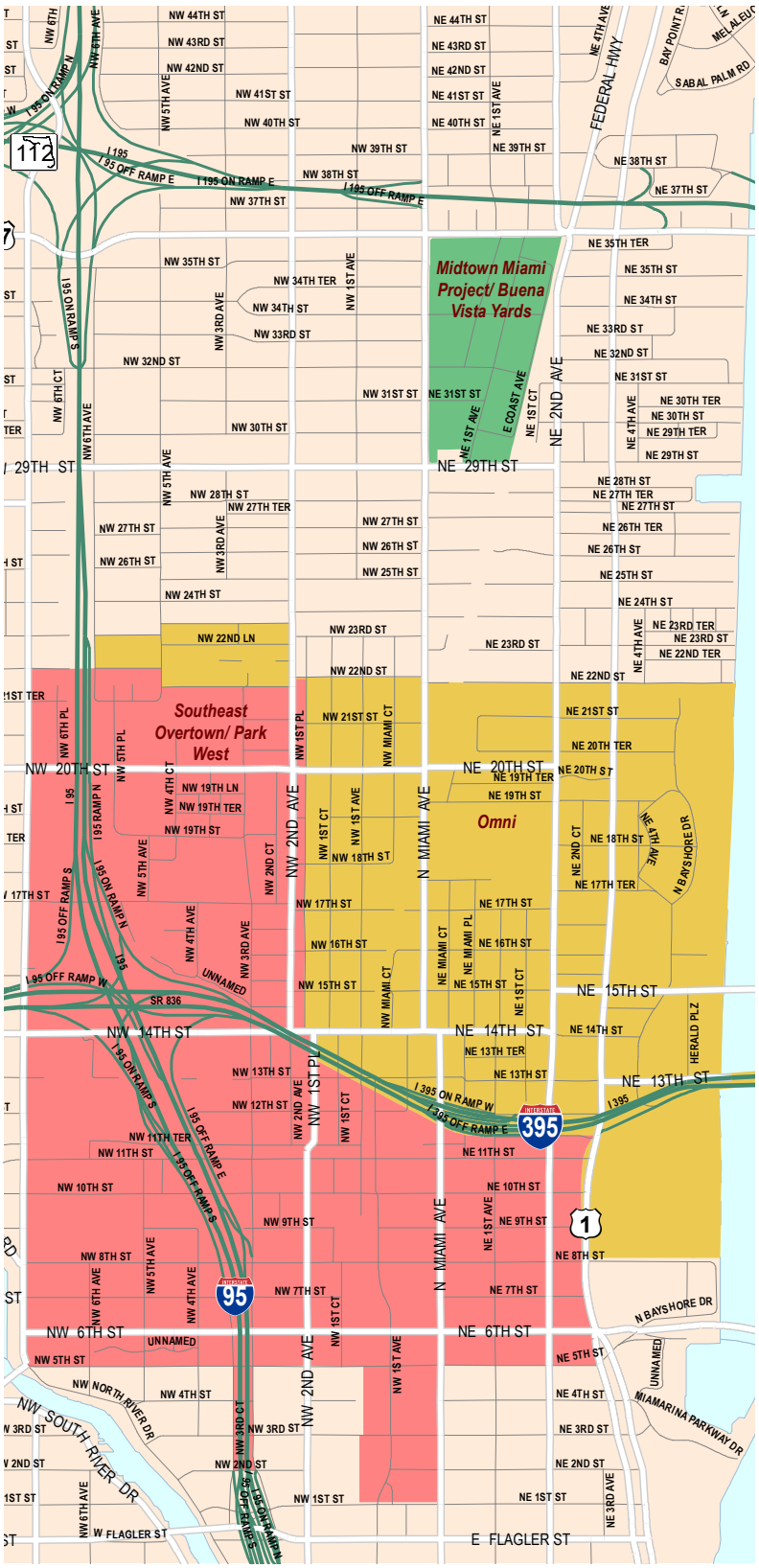
CRA

SUMMARY



Midtown CRA — FY 2018-19

Property Tax (City)	$4,221,173
Property Tax (County)	$2,597,084
Other Revenue	$0
All Expenditures	**$6,818,257**

Omni CRA — FY 2018-19

Property Tax (City)	$11,911,340
Property Tax (County)	$7,330,571
Other Revenue	$24,666,077
All Expenditures	**$43,907,989**

Southeast Overtown/ Park West CRA — FY 2018-19

Property Tax (City)	$11,699,736
Property Tax (County)	$7,201,021
Other Revenue	$36,896,795
All Expenditures	**$55,797,552**

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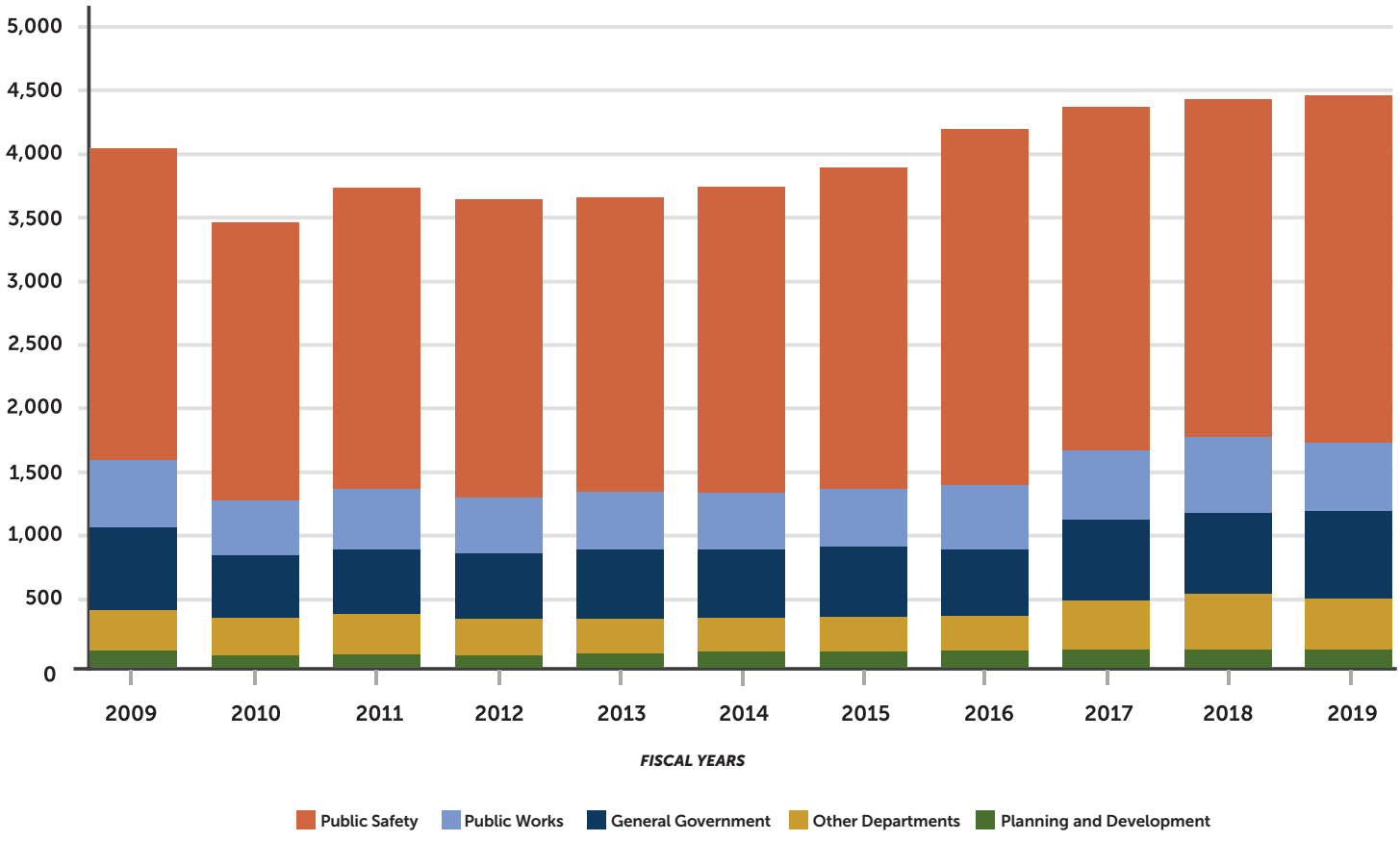
FULL TIME EMPLOYEES

2009 to 2019

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Public Safety	2,413	2,161	2,383	2,282	2,286	2,338	2,447	2,548	2,580	2,599	2,648
Public Works	521	446	442	442	443	452	506	517	573	572	583
General Government	611	475	507	533	540	538	519	608	622	654	618
Other Departments	352	304	283	262	263	273	275	368	419	418	408
Planning and Development	128	96	101	111	124	126	135	138	152	169	179
TOTAL	**4,025**	**3,482**	**3,716**	**3,630**	**3,656**	**3,727**	**3,882**	**4,179**	**4,346**	**4,412**	**4,436**



HOW TO USE THIS BOOK

GENERAL

Introductory Section

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

Overview Section

This section contains an overview of the Strategic Plan and information about each of the City's Financial funds: the Governmental Funds, the General Fund, the Special Revenue Funds, the Debt Service Funds, the Internal Service Fund, and the Capital Plan. Also included are overviews of the consolidated budget, personnel, collective bargaining units, and all funds transfers out schedule.

Department Budgets

This section provides detailed information about the Operating Budgets of each of the City's departments divided into the following sections: General Government, Planning and Development, Resilience and Public Works, Public Safety, and Other Departments and Expenditures. The department budgets include information on staffing allocations, current year strategies, prior year accomplishments, and historical trends in departmental performance.

Appendices

The appendices include multi-year 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, demographic statistics, financial health, and reference information.

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HOW TO USE THIS BOOK

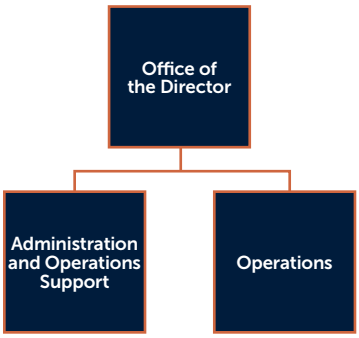
DEPARTMENT PAGES

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

Mission Statement
The mission statement defines how the department will work to achieve the vision of the City and addresses why the department is in existence.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Proposed
Personnel	6,507,547	6,828,526	7,458,977	8,030,000	9,129,000
Operating Expense	421,327	349,275	408,241	388,000	434,000
Capital Outlay	1,274	2,150	59,091	0	0
	6,930,149	**7,179,951**	**7,926,308**	**8,418,000**	**9,563,000**

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

Strategies, Accomplishments, and Budget Highlights
A list of key department strategies for the current fiscal year, key accomplishments from the prior year, and major changes made to the department's budget.

Strategic Alignment and Performance Measures
A list of department performance metrics with historical trends and targets.

Expenditure by Object and Fund
A detailed summary of expenditures by account and by fund comparing the current budget to the prior years' budget.

Strategic Alignment and Performance Metrics

Priority: Service
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:
- Promote a standard of excellence in our work
- Improve communication to the public (methods and content)

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Projection	FY 2018-19 Target
Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities	Litigation matters opened (number)	506	525	600	600
	Litigation matters closed (number)	628	549	600	400
	Non-litigation matters opened (number)	2,470	2,541	2,000	2,400
	Non-litigation matters closed (number)	2,336	2,536	2,000	2,500
Continue litigating matters on behalf of the City with the mind set of obtaining favorable and cost-effective results	Blended Attorney hourly rate (dollars)	$55.18	$57.87	$62.15	$65.00
	Blended billable hours per Attorney (hours)	1,315	1,307	1,600	1,700

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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.
- Departments prepare and submit preliminary objectives, measures, and targets by the end 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.
- Community Budget Meetings to seek public input.

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.
- Community Budget Meetings to explain the Proposed Budget.

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.
- Community Budget Meetings to explain the Adopted Budget.

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INTRODUCTORY SECTION

- History of Miami
- Budget Methodology and Process
- Financial Structure and Policies

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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 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 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 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 ceded to the United States and was purchased from Spain in 1819, three major wars were waged by the Seminoles against the U.S. Government. Miami was devastated by the Second Seminole War and is attributed for the slow settlement of Miami until 1842.

At the close of the Second Seminole War in 1842, William English charted the "Village of Miami" 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. Aiding in her request, Florida was devastated by two record-breaking freezes in the winters of 1894-1895 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 of extending his railroad and agreed to give him land in exchange.

By April 1896, the railroad tracks reached Miami, and a meeting was held in July to incorporate the City. The right to vote was restricted to men, and a third of the voters were Bahamian immigrants. The City was incorporated in 1896 with only 502 registered voters under the name of "The City of Miami".

City History

Along with the railroad, Flagler financed and built streets, a water system, 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.

World War II stabilized the economy in Miami due to the hundreds of thousands of servicemen that were trained in South Florida. Once the war ended, post-World War II economic expansion brought a wave of immigrants to South Florida as well as many of the servicemen returned to Miami pushing another development boom in the 1950s. Also during this time, Overtown, an area slated for African-Americans, was a hot spot for the Harlem renaissance elite. Once known as "Little Broadway" head liners such as Duke Ellington, Louis Armstrong, Cab Calloway, Hazel Scott, and Nat "King" Cole frequented the clubs and theaters on Northwest 2nd Avenue. The historic Lyric Theater is the only theater building that has remained intact through the years. It is a testament to the important period of Overtown's history.

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 would be a temporary home until their homeland would be freed from its communist regime. The U.S., planning an invasion of Cuba, recruited 1,400 Cuban exiles to assist in overthrowing Castro's government. This event became known as "The Bay of Pigs". However, this plan failed when Castro became aware of the attacks and placed them immediately under heavy fire. Cuban planes strafed the invaders, sank two escort ships, and destroyed half of the exile's air support.

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

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 it residents worked hard to improve race relations, rebuild the City, and foster a sense of 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. No city in the United States, and few in the world, had been as profoundly affected by immigration in such a short period of time as Miami. In 1991 alone, $21.7 billion worth of goods were processed through the Miami

City History

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, Elian Gonzalez, a young boy from Cuba was removed from his family's home in Miami by agents of the Federal Government and returned to his father. Immediately thereafter, tens of thousands of protesters, many of whom were outraged by the raid, poured out into the streets of Little Havana to demonstrate against the seizure. In 2003, the controversial Free Trade Area of the Americas negotiation occurred in Downtown Miami. 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 and 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 $1 billion completed in 2014.

In 2012, the Globalization and World Cities Research Network (GaWC, named Miami an Alpha city. An alpha city, also known as a global city, is a city generally considered to be an important node in the global economic system. According to the 2016 Kauffman Index of Growth Entrepreneurship: Metropolitan Area and City Trends report, the Kauffman Foundation also found that Miami ranked No. 39 of the so-called scale-ups, or fast-growing companies. The four factors that play a key role in growth entrepreneurship in the area are density (how close startups are to one another, connectivity (how connected they are to one another and to resources, diversity (including a diversity of skill sets, and fluidity (how effectively startups can assemble resources locally to grow, including money and talent.

From the middle of the current decade, the City of Miami has been experiencing an impressive economic boom. According to the 2017 Kauffman Index of Startup Activity: Metro Trends report, Miami ranked No. 1 among the 40 largest metro areas in the U.S., after two years of following Austin, Texas. The development of an appropriate entrepreneurship ecosystem in the area has made this possible.

This startup and innovation culture has been helped by the area's international flavor and Miami's status as the gateway to Latin America, which has drawn an influx of immigrants that generates a mixture of ideas from different cultures that does not happen in most other cities. Another factor favorable to this environment is the economic benefits of relocating to Miami, such as the lack of income tax in the state and cheaper living costs than in many other startup hubs around the country.

Miami recently announced a partnership with shared-workspace giant WeWork to offer discounts at city locations to entrepreneurs. The continued growth and forward thinking by the community that make up the City of Miami, aids in it remaining a major international, financial, and cultural center.

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 of how this growth is to be managed and sustained. Budget documents provide sufficient, meaningful, and useful information to elected officials, City staff, and most importantly, the public. It is with this in mind that the budget book has been developed to serve the following four essential functions:

- Policy Document
- Financial Plan
- Operations Guide
- Communications Device

In serving these four functions, the budget document defines for the public what the City of Miami has done, what it plans to do, and how it will accomplish set 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. Starting early allows the City's administration 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. In late January, OMB complies a memorandum that 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 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 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,

Budget Methodology and Process

departments are encouraged to identify any potential operating efficiencies that can result in reduced spending in the upcoming year.

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

Capital Budget

The City's Capital Budget is distinct from the Operating Budget. The Capital Budget represents a legal authorization to spend on larger capital projects and purchases such as roads, parks, buildings, vehicles, information technology systems, etc. During the first year of the plan, funds from federal, state, and various other sources are 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.

Proposing the Budget

While the above noted processes are underway, in March or sooner, 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. 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 presented no later than the first week of July.

Setting the Millage Rate

Once the proposed budget is presented, the millage rate or the rate to be applied to every $1,000 of taxable property value must be set by law. Florida statute Section 200.065, governs the setting of millage rates, adoption of budgets, and the timeframes to be followed for each. It requires that the City advise the Property Appraiser of its proposed millage rate within 35 days of the July 1st certification of property values so that the information can be included in the property owners Noticed of Proposed Property Taxes or Truth in Millage report (TRIM).

In order for the millage rate to be set, OMB presents a resolution to the City Commission for approval. Once the vote is taken, the City Manager will submit the information along with the dates, time, and location of the first and second budget hearings to the Property Appraiser's office.

Budget Methodology and Process

Approving the Budget

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. The legislation details the following:

- The OMB staff is authorized to transfer budget amounts within any one individual City department.
- Transfers between City departments must be approved by the City Commission.
- Revisions that alter the total appropriation of expenditures for any City department within a fund must be approved by the City Commission.
- Actual expenditures and operating transfers out may not exceed budget appropriations at the individual department level.
- Transfers that exceed ten 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 million.
- 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 (i.e., one-time revenues must not be used for recurring expenses).

Budget Methodology and Process

- 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 designated and unassigned fund balance reserves.

Amending the Budget

If, during the course of the year it becomes necessary, 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 the current year. 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 is comprised of its assets, liabilities, fund balances, revenues, and expenditures. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which activities are controlled. The City maintains the minimum number of funds consistent with legal and managerial requirements.

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

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

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

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

- **Internal Service Fund** - The chief purpose of this fund is to provide a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology cost in the operating departments. This fund 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) Revenue Estimating Conference Process. The City shall adopt budgets and develop its long- and short-term financial plan utilizing a professional revenue estimating conference process. Conference principals shall include, but are not 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 Revenue 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 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, Citywide surplus for any fiscal year is defined as the increase in unreserved general fund balance as reflected in the City's CAFR. Citywide deficit for any fiscal year is defined as the decrease in unreserved general fund balance as reflected in 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 Citywide surplus for any fiscal year. In the event the rollover amounts would result in a Citywide deficit, then each budget surplus within the rollover amounts shall be reduced proportionately so the City's (CAFR) will reflect no change in undesignated, unreserved general fund balance. In the event that a Citywide deficit would result before effecting 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, capital improvements for the city’s parks, 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

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 (IT) 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 million 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 designated fund balance reserves. The City shall retain designated fund balance reserves equal to ten percent of the prior three years average of general revenues

Financial Structure and Policies

(excluding transfers). The designated fund balance reserves shall be classified as either restricted, committed, or assigned and such designation shall be based on standards and guidance established, and amended from time to time, by the Governmental Accounting Standards Board (GASB). 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 30th of each year, reflecting as the base year, the current year's budget. 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 improvement plan ("CIP") simultaneously with the adoption of the City's final budget pursuant to Section 200.065, Florida Statutes. 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

Financial Structure and Policies

date, remaining budget, fiscal impact of known changes to financial assumptions underlying the project, estimated expenditures by fiscal year for the project, and estimated completion 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 CAFR by March 31st of each year. The Single Audit and Management Letter of the City shall be issued by the external auditor by April 30th 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 30th 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 30th 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, and write-offs of uncollectible accounts.

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.

(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, and the budget director shall review and provide recommendations to the City Manager regarding all memorandums of understanding (MOUs) entered into between the City and any collective bargaining units that amend, alter, or modify any existing collective bargaining agreement and that may have a fiscal impact of $500,000 or more, and all collective bargaining agreements. The Finance Committee shall provide its recommendations regarding such MOUs and collective bargaining agreements to the City Manager not less than 14 days prior to consideration by the City Commission of any said MOU and 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.

Financial Structure and Policies

(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.

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City of Miami Strategic Plan Overview

FY 2019 – FY 2021

City of Miami Leadership recognizes the importance of setting a clear vision for the City. The Strategic Plan articulates that vision and affirms the City's commitment to see it through. Regular public engagement such as the Mayor's Town Hall Meetings, the annual resident survey, Café Conversations, and focused community meetings inform and cultivate the Strategic Plan.

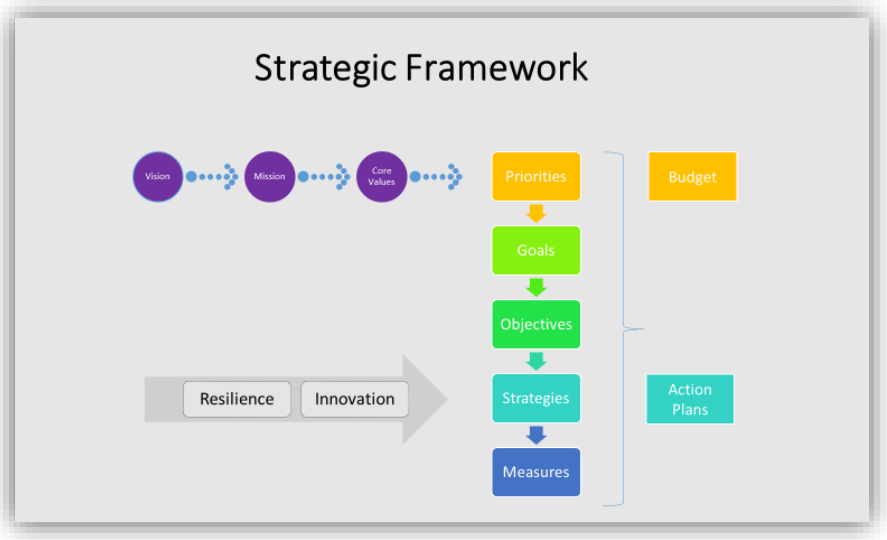
From the City's elected officials to the front-line staff, City Staff relentlessly connect with residents to identify what is most important. This engagement has led to the identification of the five key priority areas – *Mobility Solutions*, *Housing Options, Public Safety, Municipal Services, and Shared Civic Spaces*. From these priorities, the Strategic Planning and Performance Team work with Departments to develop a detailed strategic plan that addresses the needs and wants of the City's residents.

The Strategic Plan describes the direction of the City, first through priorities, goals, and objectives articulated in the Adopted Budget. City staff develop strategies to achieve those goals and objectives and the metrics to be used to determine progress toward achieving those goals for the next three years.

Strategic Planning and the Budget

Using this specially tailored Strategic Plan, the City aligns spending to address resident priorities. As part of the City's budget process, each department is aligned to a primary priority area and goal with specific objectives. This alignment defines how each department will advance the City forward. City Administration understands and appreciates that most departments will align across multiple priority areas and goals. However, for streamlined reporting, each department has identified one priority and goal to which it aligns with few exceptions.

To underscore the importance of the relationship between strategic planning, performance, and the budget, a strategic assessment accompanies every new budget request.



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City of Miami Strategic Plan Overview

FY 2019 – FY 2021

Framework	Definition	Examples
Strategic Priority	The identification of an area of importance that meets the needs of our residents.	*Mobility*
Citywide Goal	Broad Citywide goal areas and statements of what the City hopes to achieve.	*Increasing and improving mobility and transit options for our residents.*
Citywide Objective	High-level action required to achieve the plan.	*Improve traffic in high density areas*
Strategy	Short or long-term initiatives that, when accomplished, help us to meet our objectives.	*Use traffic devices (traffic signals, crosswalk traffic lights, monitors, cameras) to make streets more pedestrian friendly.*
Performance Measure	A quantifiable assessment of outcomes, outputs, efficiency, or effectiveness.	*Resident satisfaction with flow of traffic and congestion management.*

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City of Miami Strategic Plan Overview

FY 2019 – FY 2021

VISION STATEMENT

Miami is a modern and diverse city that is a global leader in technology, innovation, and resiliency.

MISSION STATEMENT

The City of Miami is committed to elevating the quality of life of its residents by improving public safety, housing, mobility, diverse shared spaces that foster community, and efficient and transparent government.

VALUE STATEMENTS

Innovative

We are progressive problem solvers who are not satisfied with the status quo

Morality

We will act in a way that fosters trust and confidence of the public

Professionalism

We maintain a high standard of quality in our work and the way we treat each other

Accountability

We work diligently to honor our commitment to our residents

Compassionate

We are considerate of all residents and communities when making decisions

Teamwork

We partner with each other and residents and businesses to address their needs

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City of Miami Strategic Plan Overview

FY 2019 – FY 2021

Priority: Mobility Solutions
Citywide Goal: Increasing and improving mobility and transit options for our residents
Citywide Objectives:

- Increase livability through improved intergovernmental and intragovernmental collaboration around transportation planning
- Make it safer to walk
- Improve traffic in high density areas
- Improve multi-modal transportation

Priority: Housing Options
Citywide Goal: Increasing the supply of housing that is affordable and increasing home ownership
Citywide Objectives:

- Create more opportunities and availability for affordable housing
- Support entrepreneurship and promote a high-quality job market
- Partner with schools and universities to increase the quality of education for residents
- Promote programs that support input from diverse cultural groups to understand their priorities as it relates to the City
- Reduce homelessness in the urban core

Priority: Public Safety
Citywide Goal: Keeping our city safe
Citywide Objectives:

- Prioritize pedestrian safety
- Reduce gun violence
- Continue to strengthen the community's relationship with the police
- Increase the rate at which we solve crime
- Invest in proactive technology solutions
- Address social and economic disparity

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City of Miami Strategic Plan Overview

FY 2019 – FY 2021

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:

- Improve street paving and pothole repair
- Enforce clean and safe housing in neighborhoods where needed most
- Prioritize code enforcement to promote safe and healthy neighborhoods in areas experiencing high incidences of violent crime, health risks and poverty
- Increase recycling and reduce illegal dumping and littering
- Improve communication to the public in our methods and content
- Promote a standard of excellence in our work
- Modernize City processes

Priority: Share Civic Spaces
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:

- Expand and maintain a citywide park system that offers diverse programs for its residents
- Repurpose under-utilized space in the urban core
- Maintain look and feel of public spaces to a high standard
- Actively promote and enforce Miami 21 to improve compliance
- Increase tree canopy
- Prioritize tree canopy investments in disadvantaged areas to address extreme heat

Governmental Funds Overview

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.

Fiscal Year 2016-17

At the end of the prior fiscal year, the City's total General Fund balance was $160.143 million. Of this amount, approximately $72.818 million was restricted, approximately $2.102 million was recorded as non-spendable for prepaid expenses, approximately $25.386 million was designated as assigned fund balance, which included the five million dollar Required Contingency Reserve, and approximately $59.837 million was unassigned fund balance in accordance with the City's Financial Integrity Ordinance. Consequently, the ten percent of the three-year revenue average required for the assigned fund balance was not met.

The City'sGeneral Fund balance had a net increase of approximately $28.622 million during the past fiscal year. Although revenues saw an increase of $55.069 million, there were also increases in the expenditures of $42.006 million and transfers-in in the amount of $7.868 million. Significant revenue increases included property taxes, licenses and permits, and charges for services. These revenue increases reflected an improvement in the local economy which appears to have now fully recovered. Expenditure increases were seen in the General Fund functions of General Government, Public Safety, and Parks and Recreation. The increase to Public Safety was mainly attributed to an increase in pension payments and the cost of a new collective bargaining agreement. The increase to Parks and Recreation was mainly attributable to an increase in personnel and improvements to parks throughout the City. The increase to transfer-in was primarily due to the result of moving the James L Knight Center operations from a Special Revenue Fund to the General Fund and the collection from the SEOPW global agreement.

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

The Special Obligation Bond Debt Service Fund had a fund balance of approximately $35.092 million. This represented a decrease of approximately $5.959 million. The decrease was attributed to a decrease in transfers-in to maintain the restricted cash requirements.

The Impact Fee Fund had a fund balance of $80.840 million. The increase in fund balance of $16.272 million from the prior year resulted primarily from impact fees associated with an increase in High Rise Residential Units.

The Other Capital Project Fund had a fund balance of $115.847 million. This represented a decrease of approximately $6.382 million. The decrease could be attributed to reduction in intergovernmental revenue and increase in capital outlay expenses related vehicle lease program.

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Governmental Fund Report from Comprehensive Annual Financial Report (CAFR)

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2017

	Major Funds					
	General	Special Obligation Bonds	Other Capital Projects	Impact Fee	Non-Major Governmental Funds	Total Governmental Funds
Revenues						
Property Taxes	$ 294,888,735	$ -	$ -	$ -	$ 68,550,967	$ 363,439,702
Franchise and Other Taxes	111,740,819	-	-	-	-	111,740,819
Licenses and Permits	72,542,186	-	-	-	488,778	73,030,964
Fines and Forfeitures	15,861,887	-	59	-	1,865,843	17,727,789
Intergovernmental Revenues	66,924,951	4,000,002	348,915	-	60,709,968	131,983,836
Charges for Services	115,954,235	-	344,943	-	15,123,303	131,422,481
Investment Earnings (Loss)	2,986,388	60,370	-	675,286	822,560	4,544,604
Impact Fees	-	-	-	25,347,222	-	25,347,222
Other	13,064,144	-	330,319	-	2,299,911	15,694,374
Total Revenues	693,963,345	4,060,372	1,024,236	26,022,508	149,861,330	874,931,791
Expenditures						
Current Operating:						
General Government	98,088,311	99,192	1,459,795	4,251	27,104,728	126,756,277
Planning and Development	16,952,966	-	352,771	-	1,172,375	18,478,112
Community Development	3,234,464	-	-	-	25,824,918	29,059,382
Community Redevelpment Areas	-	-	-	-	33,155,840	33,155,840
Public Works	72,715,761	-	264,343	235,072	7,318,967	80,534,143
Public Safety	359,124,724	-	990,057	531,692	16,989,303	377,635,776
Public Facilities	12,247,719	-	532,916	-	3,314,593	16,095,228
Parks and Recreation	42,170,266	-	301,584	298,596	7,352,476	50,122,922
Debt Service:						
Principal	-	23,418,297	-	-	19,430,000	42,848,297
Interest and Other Charges	-	21,651,860	-	-	11,724,895	33,376,755
Capital Outlay	3,016,412	-	52,665,556	8,680,433	15,949,787	80,312,188
Total Expenditures	607,550,623	45,169,349	56,567,022	9,750,044	169,337,882	888,374,920
Excess (Deficiency) of Revenues Over (Under) Expenditures	86,412,722	(41,108,977)	(55,542,786)	16,272,464	(19,476,552)	(13,443,129)
Other Financing Sources (Uses)						
Transfers In	12,073,226	37,991,500	28,143,913	-	37,776,174	115,984,813
Transfers Out	(70,651,100)	(2,971,099)	(1,101,377)	-	(41,261,237)	(115,984,813)
Proceeds from Sale of Property	787,221	-	-	-	-	787,221
Proceeds Received from Refunding	-	-	-	-	114,380,000	114,380,000
Payment To Escrow Agent For Refunding	-	-	-	-	(112,330,000)	(112,330,000)
Issuance of Debt	-	129,100	22,117,922	-	27,067,900	49,314,922
Discount from Issuance of Debt	-	-	-	-	(67,900)	(67,900)
Total Other Financing Sources (Uses)	(57,790,653)	35,149,501	49,160,458	-	25,564,937	52,084,243
Net Changes in Fund Balances	28,622,069	(5,959,476)	(6,382,328)	16,272,464	6,088,385	38,641,114
Fund Balances - Beginning	131,521,349	41,051,772	122,229,279	64,568,034	168,780,786	528,151,220
Fund Balances - Ending	$ 160,143,418	$ 35,092,296	$ 115,846,951	$ 80,840,498	$ 174,869,171	$ 566,792,334

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2018-19 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals $1.099 billion.

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 budget. There are no enterprise funds. Therefore, obligations of the City are budgeted as expenses, but revenues are recorded when the amount is confirmed and the revenues are received 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 to be 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 2018-19 General Fund Budget total is $763.002 million. This represents an increase of $36.174 million or 4.9 percent over the FY 2017-18 Adopted Budget. Included in the General Fund are several subfunds such as Solid Waste, Real Estate and Asset Management, Building, Transportation Reserve, General Services Administration, and Risk Management.

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:

- Bayfront/Riverfront Land Acquisition Rouse Trust
- City Clerk Services
- Community Development
- Departmental Improvement Initiatives
- Emergency Services
- Fire-Rescue Services
- General Special Revenue
- Homeless Program

Consolidated Budget Overview

- Human Services
- Law Enforcement Trust Fund
- Miami Ballpark Parking Facilities
- NET Offices and Code Enforcement
- Parks and Recreation Services
- Planning Services
- Police Services
- Public Art Fund
- Public Works Services
- Solid Waste Recycling Trust Fund
- Transportation and Transit
- Tree Trust Fund
- Urban Area Security Initiative (UASI) Fire-Rescue

The FY 2018-19 Budget for all Special Revenue (SR) Funds is $161.838 million. This represents a decrease of $23.754 million or 12.8 percent as compared to the FY 2017-18 Adopted Budget. Special Revenue Funds are used to account for resources that are legally restricted to expenditures for particular purposes.

Debt Service Funds

The FY 2018-19 Budget for the Debt Service Fund is $73.823 million. This represents a decrease of $6.139 million or 7.7 percent as compared to the FY 2017-18 Adopted Budget. This fund is used to account for resources and expenditures related to voter-approved general obligation and special obligation debt.

Internal Service Fund

The FY 2018-19 Budget for the ISF is $100.316 million. This represents an increase of $10.277 million or 11.4 percent as compared to the FY 2017-18 Adopted Budget. 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.

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 2018-19 General Fund Budget total is $763.002 million. This represents an increase of $36.174 million or 4.9 percent over the FY 2017-18 Adopted Budget.

The General Fund consist of eight sub-funds to account for different functions and activities within the General Fund. Each has a different fund number and title: General Fund, Solid Waste, Public Facilities and Convention Centers, Building, Building Sub-Fund, Transportation Reserve, General Services Administration, and Risk Management.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 18, 2018 by the Revenue Estimating Conference members, as required by City Code (see Appendix J). Also, included are the underlying assumptions on which these estimates are based and explanations of material variances from the FY 2017-18 Adopted Budget:

General Fund Overview Summary - Revenues

	FY 2017-18 Adopted	FY 2018-19 Adopted	FY 2018-19 Adopted %	Change $ + / (-)	Change % + / (-)
Property Taxes	325,976,000	359,685,000	47.14%	33,709,000	10.34%
Franchise Fees and Other Taxes	110,344,000	115,757,000	15.17%	5,413,000	4.91%
Interest	2,500,000	3,623,000	0.47%	1,123,000	44.92%
Transfers-IN	6,464,000	5,348,000	0.70%	(1,116,000)	(17.26%)
Fines and Forfeitures	15,743,000	5,460,000	0.72%	(10,283,000)	(65.32%)
Intergovernmental Revenues	67,662,000	77,579,000	10.17%	9,917,000	14.66%
Licenses and Permits	65,738,000	67,037,000	8.79%	1,299,000	1.98%
Other Revenues (Inflows)	22,728,000	10,241,000	1.34%	(12,487,000)	(54.94%)
Charges for Services	109,673,000	118,272,000	15.50%	8,599,000	7.84%
Total Revenues (Inflows)	726,828,000	763,002,000	100.00%	36,174,000	4.98%

Property Taxes consist primarily of real and personal property taxes and accounts for 47.1 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 2018-19 Budget

General Fund Overview

includes $359.685 million in anticipated property tax revenues. This represents an increase of $33.709 million or 10.3 percent over the FY 2017-18 Adopted Budget. This is based on a 2018 gross taxable value of $53.357 billion which is 0.15 mills higher than the prior year millage rate offset by an equal reduction in the debt millage rate. The operating millage rate of 7.5865 mills at a 95 percent collection rate adjusted by $29.346 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). The tax roll grew by 7.5 percent. All assessments are determined by the Miami-Dade County Property Appraiser's Office. The millage rate is proposed in accordance with State of Florida House Bill 1-B passed by the Florida Legislature on June 14, 2007 and will require four out of five votes of the Commissioners in office to pass.

Franchise Fees and Other Taxes consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granted permission to construct, maintain, or operate within the City of Miami, and accounts for 15.2 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 2018-19 Budget includes $115.757 million in anticipated collections from this category. This represents an increase of $5.413 million or 4.9 percent over the FY 2017-18 Adopted Budget. This increase is primarily due to higher than anticipated collection, based on a three-year trend. Part of the increase is due to higher electrical franchise fee collection in accordance with the settlement with Florida Power and Light dated July 27th, 2017 that will be used to repay a future financing to pay the City's portion of undergrounding transmission lines.

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 2018-19 Budget includes $3.623 million in anticipated collections from this category. This represents an increase of $1.123 million or 44.9 percent over the FY 2017-18 Adopted Budget.

Transfers-In consists 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 2018-19 Budget includes $5.348 million in anticipated revenues. This represents a decrease of $1.116 million or 17.3 percent over the FY 2017-18 Adopted Budget. For a more detailed explanation, see the schedule of "All Transfers".

General Fund Overview

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 2018-19 Budget includes $5.460 million in anticipated revenues, a decrease of $10.283 million or 65.3 percent over the FY 2017-18 Adopted Budget. This decrease is primarily due to the cessation of the City's Red Light Camera Program.

Intergovernmental Revenues consist 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 2018-19 Budget includes $77.579 million in anticipated revenues and accounts for 10.2 percent of the total General Fund revenue budget. This represents an increase of $9.917 million or 14.7 percent over the FY 2017-18 Budget. This is primarily due to a decrease in State Shared Revenues of 42.3 percent as compared to the previous fiscal year and increased revenues from the Miami Parking Authority of $6.091 million.

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 2018-19 Budget for Licenses and Permits is $67.037 million. This amount represents an increase of $1.299 million or 2.0 percent as compared to the FY 2017-18 Adopted Budget. This increase is primarily due to higher than anticipated revenue in Building Permits.

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2018-19 Budget for Other Revenues is $10.241 million. This amount represents a decrease of $12.487 million or 54.9 percent as compared to the FY 2017-18 Adopted Budget. This decrease is primarily due the City not using Fund Balance rollover to fund Capital projects or other one-time expenses. However, the City will use $3.751 million from the Transportation Trust Fund for transportation projects in FY 2018-19.

Charges for Services consist of revenues derived from charges for the use of certain City services and accounts for 15.5 percent of the total General Fund revenue budget. 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 2018-19 Budget includes $118.272 million in anticipated Charges for Services, an increase of $8.599 million or 7.8 percent as compared to the FY 2017-18 Adopted Budget. The increase is primarily due in part to fee increases proposed by the Department of Resilience and Public Works totaling $2.584 million, a transfer of revenue from Licenses and Permits in the Department of Planning totaling $2.100 million, an increase in Emergency Management

General Fund Overview

Services fees totaling $1.639 million, and additional revenue from the Rickenbacker Marina Lease totaling $1.200 million. Additionally, rental income from Hyatt Equity, LLC for the James L. Knight Center will begin in FY 2018-19. This is due to a settlement with the City, in which rent was foregone over the previous two fiscal years for the James L. Knight Center.

General Fund Expenditures (Outflows)

The FY 2018-19 General Fund Budget total is $763.002 million. This represents an increase of $36.174 million or 4.9 percent over the FY 2017-18 Adopted Budget.

General Fund Overview Summary - Expenditures

	FY 2017-18 Adopted	FY 2018-19 Adopted	FY 2018-19 Adopted %	Change $ + / (-)	Change % + / (-)
Salaries	326,265,000	339,415,000	44.48%	13,150,000	4.03%
Retirement Contributions	44,979,000	47,094,000	6.17%	2,115,000	4.70%
Police and Fire - FIPO	55,941,000	61,892,000	8.11%	5,951,000	10.64%
Secondary Pension Contributions	10,832,000	10,832,000	1.42%	0	0.00%
Life and Health Insurance	38,808,000	48,160,000	6.31%	9,352,000	24.10%
Health Trust - FOP	16,754,000	16,710,000	2.19%	(44,000)	(0.26%)
Workers' Compensation	17,673,000	18,896,000	2.48%	1,223,000	6.92%
Operating Expense	107,651,000	110,252,000	14.45%	2,601,000	2.42%
Capital Outlay	1,787,000	1,483,000	0.19%	(304,000)	(17.01%)
Non-Operating Expense	34,061,000	53,398,000	7.00%	19,337,000	56.77%
Transfers-OUT	72,077,000	54,870,000	7.19%	(17,207,000)	(23.87%)
Total Expenditures (Outflows)	726,828,000	763,002,000	100.00%	36,174,000	4.98%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2018-19 General Fund Budget:

Salaries increased $13.150 million or 4.0 percent. The is due primarily to normal step progression of members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871) ($552,000); normal step progression of members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) ($3.441 million); normal step progression of members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) ($1.575 million); normal step progression of members of the Miami International Association of Firefighters (AFL-CIO Local 587) ($1.316 million); an average of five percent salary increase for all non-bargaining employees ($1.493 million); and an additional increase to Special Events overtime due to the Fire-Rescue Department experiencing an increase in events throughout the fiscal year ($1.957 million).

General Fund Overview

Retirement Contributions increased $2.115 million or 4.7 percent due to the City's actuarial required contribution to the General Employees' and Sanitation Employees' Retirement Trust (GESE), Elected Officers' Retirement Trust (EORT), and Section 401(a) plan.

Police and Fire – FIPO contributions increased by $5.951 million or 10.6 percent due to the City's actuarial required contribution.

Secondary Pension Contribution estimate is projected at the same amount as FY 2017-18 as past actual expenditure have trended lower than the budgeted amount.

Life and Health Insurance increased $9.352 million or 24.1 percent primarily due to the continuing trend of pharmacy cost increases at 11 percent and medical claim trend of eight percent as well as an increase in the City's insured population of ten percent.

Health Trust- FOP is similar for FY 2018-19 as the City is awaiting on final audited Financial Statements from the FOP Insurance Trust Fund to determine its required contribution to the cost of the health plan.

Workers' Compensation increased $1.223 million or 6.9 percent due to medical inflation.

Operating Expense increased $2.601 million or 2.4 percent primarily due to increase in budget for outside legal services and other legal fees ($2.381 million).

Non-Operating Expense increased $19.337 million or 56.8 percent primarily due to increase in the Labor Negotiation and Mediation reserve totaling $27.357 million.

Transfers-Out decreased by $17.207 million or 23.9 percent primarily due to reduced funding for Citywide Capital projects.

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 Principles (FIP) Ordinance specifies the appropriate level of General Fund balance reserves to be maintained. According to the FIP 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 **designated** fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). The designated fund balance reserves shall be classified as either restricted, committed, or assigned and such designation shall be based on standards and guidance established, and amended from time to time, by the Governmental Accounting Standards Board. Such reserves shall be used for funding long-term liabilities and commitments of the City…"*
>
> - *Code of Ordinances, Sec. 18-542 (5) b-c*

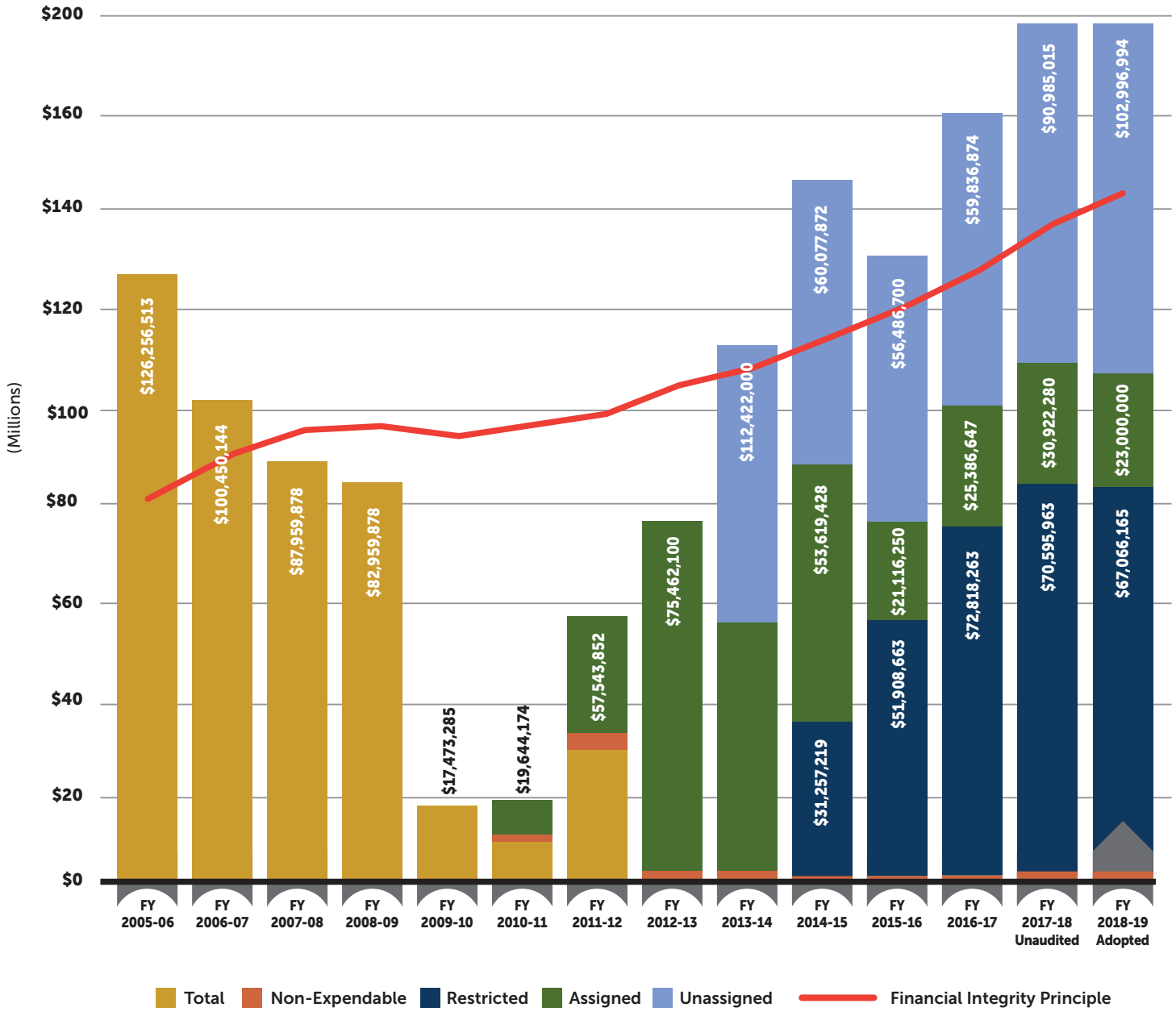
At the end of the 2016-17 fiscal year, the City's General Fund balance had a net increase of approximately $28.600 million and a total fund balance of $160.100 million. Of the total fund balance, approximately $72.800 million is restricted, approximately $2.100 million is non-spendable, approximately $25.400 million is assigned, which includes the $5.000 million Required Contingency Reserve, and approximately $59.800 million is unassigned. Consequently, the ten percent of the three-year revenue average required for the assigned fund balance was not met.

The City's five-year financial forecast assumes a decreasing General Fund balance each of the five years. General Fund revenues are projected to grow by 16.6 percent over the next five years and General Fund expenditures are projected to grow by 17.4 percent over the same period.

Failure to comply with the FIP Ordinance is not an event of default under the Ordinance. The City will strive to come into compliance with the Ordinance. However, there can be no assurance that General Fund reserves will reach or be maintained at the level required by the FIP Ordinance. The City continues to recommend balanced budgets, including recommendations to restore General Fund reserves to required levels as quickly and as reasonably as possible.

GENERAL FUND BALANCE

HISTORY



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General Fund Report

City of Miami, Florida
Statement of Revenues, Expenditures and Changes In Fund Balances (Deficit)
General Fund *($ in thousands)*

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual
Revenues				
Property Taxes	215,972	239,634	262,608	294,889
Franchise and Other Taxes	106,707	107,114	107,437	111,741
Licenses and Permits	60,863	65,002	70,587	72,542
Fines and Forfeitures	11,407	12,629	15,074	15,862
Intergovernmental Revenues	61,013	62,916	65,515	66,925
Charges for Services	92,987	103,222	106,597	115,954
Interest (Investment Earnings (Loss)	3,740	4,213	2,663	2,986
Other Departments	4,042	4,750	8,854	13,064
Total Revenues	556,731	599,480	639,335	693,963
Expenditures				
Current Operating:				
General Government	80,151	82,068	54,907	98,562
Planning and Development	13,710	15,295	16,182	16,991
Public Works	63,258	68,481	79,590	73,086
Public Safety	281,287	303,524	338,541	361,114
Other Departments	34,130	38,693	49,383	607,551
Non-Departmental Accounts	-	-	26,805	-
Capital Outlay	2,262	-	-	
Total Expenditures	474,798	508,061	565,408	1,157,304
Excess (Deficiency) of Revenues Over Expenditures	81,933	91,419	73,927	86,413
Other Financing Sources (Uses)				
Transfers-IN	12,278	4,846	6,206	12,073
Transfers-OUT	(57,699)	(61,596)	(95,881)	(70,651)
Premium (Discount) on Debt Issuance of Debt				
Proceeds from Sale of Property	448	313		
Total Other Financing Sources (Uses)	(44,973)	(56,750)	(89,675)	(58,578)
Net Changes in Fund Balances	36,960	34,982	(15,897)	28,662
Internal Service Fund Balance/13TH Month Adj.			14	
Fund Balances (Deficit) - Beginning	75,462	112,422	147,404	131,521
Fund Balances (Deficit) - Ending	112,422	147,404	131,521	160,143

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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. Below is a list of Special Revenue Funds along with their corresponding General Fund department components:

Special Revenue Fund	General Fund Department
Bayfront/Riverfront Land Acquisition Rouse Trust	Real Estate and Asset Management
City Clerk Services	City Clerk
Community Development	Housing and Community Development
Departmental Improvement Initiatives	Building, Commissioners, Innovation and Technology, Management and Budget, and Mayor
Emergency Services	Fire-Rescue
Fire-Rescue Services	Fire-Rescue
General Special Revenues	Capital Improvements, Resilience and Public Works, and General Services Administration
Grants	Grants Administration
Homeless Program	Human Services
Human Services	Human Services
Law Enforcement Trust	Police
Miami Ballpark Parking Facilities	Real Estate and Asset Management
Parks and Recreation Services	Parks and Recreation
Planning Services	Planning
Police E-911	Police
Police Services	Police
Public Art Fund	Planning
Public Works Services	Resilience and Public Works
Solid Waste Recycling Trust	Solid Waste
Transportation and Transit	Resilience and Public Works
Tree Trust	Planning
UASI Fire-Rescue	Fire-Rescue

The Homeless Program Special Revenue Fund is now a component of the newly created General Fund department entitled Human Services.

One new Special Revenue Fund will be created in FY 2018-19 entitled Human Services which includes Child Day Care; previously administered by the Parks and Recreation Department and Live Healthy Little Havana; previously managed by the Grants Administration.

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.

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Special Revenue Fund Balance

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget
Begin Date:	10/1/2014	10/1/2015	10/1/2016	10/1/2017	10/1/2018
Beginning Fund Balance	$59,202,000	$77,055,400	$81,910,700	$80,906,000	$80,906,000
Revenues/Inflows					
Interest	99,700	103,900	148,000	10,000	17,000
Transfers-IN	12,657,900	14,223,900	23,651,000	12,882,000	13,778,000
Fines and Forfeitures	975,000	1,947,400	1,866,000	1,250,000	1,350,000
Intergovernmental Revenues	67,785,200	60,888,100	59,260,000	56,967,000	59,923,000
Licenses and Permits	135,000	1,239,800	489,000	414,000	1,095,000
Other Revenues/Inflows	7,789,900	1,672,300	1,019,000	78,986,000	72,006,000
Charges for Services	22,853,800	20,946,400	14,480,000	13,602,000	13,669,000
Total Revenues/Inflows	112,296,500	101,021,800	100,913,000	164,111,000	161,838,000
Expenditures/Outflows					
General Government	9,511,800	18,042,300	22,214,000	12,161,000	12,055,000
Planning and Development	2,260,000	548,200	1,172,000	17,412,000	19,128,000
Community and Economic Development	32,937,700	25,417,300	25,825,000	50,231,000	51,845,000
Public Works	1,837,900	2,049,000	7,319,000	29,720,000	24,985,000
Public Safety	18,418,600	15,544,900	16,989,000	33,427,000	32,804,000
Public Facilities	6,144,300	5,520,200	3,315,000	4,540,000	6,868,000
Parks and Recreation	1,957,400	1,079,000	1,473,000	2,376,000	1,116,000
Debt Service	-	-	-		
Capital Outlay	3,139,300	3,798,900	1,636,000		
Transfers-OUT	18,234,400	24,166,700	21,975,000	14,244,000	13,037,000
Total Expenditures/Outflows	94,441,400	96,166,500	101,918,000	164,111,000	161,838,000
Revenues/Inflows Over(Under) Expenditures/Outflows	17,855,100	4,855,300	(1,005,000)	-	-
Fund Balance Restated	59,200,300	77,055,400	81,911,000		
Ending Fund Balance	77,055,400	81,910,700	80,906,000	80,906,000	80,906,000
End Date:	9/30/2015	9/30/2016	9/30/2017	9/30/2018	9/30/2019

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 or the Vehicle Lease Program), and accumulated resources to fund these debt service payments. The FY 2018-19 Budget for the Debt Service Funds is $73.823 million.

State law nor the City Charter provides any limits on the amount of debt that may be incurred. Therefore, the City has a Debt Management Policy that establishes debt ratio targets to provide flexibility to meet future Capital needs and not affect the operating budget. The three ratios that have been established are: General Government Debt Service as a percentage of Non-Ad Valorem General Fund revenues of less than or equal to 15 percent, Net Debt per Capita of less than or equal to $2,000 per resident, and Net Debt to Taxable Assessed Value less than or equal to 5 percent. As an example, in FY 2016-17 the City's total was 2.37 percent of the total debt limit of $7.144 billion using the Net Debt to Taxable Assesed value ratio, which is below the 5 percent target.

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, 2018. All general obligation bonds are voter-approved and used for specific projects or purchases. The FY 2018-19 Budget for debt service for general obligation bonds is $22.520 million with a millage rate of 0.4435.

Special Obligation Bonds

Payment of debt service on the City's various special obligation bonds are secured by pledges of specific non-ad valorem 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 requirements. The FY 2018-19 Budget for debt service on special obligation bonds is $51.303 million, which is comprised of $28.102 million of Transfers-In from General Fund, $6.117 million from Special Revenue Fund, $4.234 million from Omni Community Redevelopment Agency) , $4.000 million from the Miami-Dade County Convention Development Tax (CDT), and $8.850 million of prior year fund balance. The maximum annual debt service payment is $51.303 million in FY 2018-19 with a final maturity in 2039.

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Debt Service Fund Balance - General Obligation Bond

General Obligation Bond ($ in thousands)	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget
Revenue						
Property Taxes	24,853	24,829	25,662	26,964	27,978	22,483
Intergovernmental Revenues						
Charges for Services	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Other Revenues	-	-	21	30	-	37
Total Revenues	24,853	24,829	25,683	26,994	27,978	22,520
Expenditures						
General Government	16	11	18	277		
Debt Service:						
Principal	11,592	12,340	14,908	17,145	18,097	19,070
Interest	13,780	13,741	12,656	9,491	6,221	3,425
Budget Reserve	-	-	-	-	3,635	
Other Charges	-	-	-	-	25	25
Total Expenditures	25,388	26,092	27,582	26,913	27,978	22,520
Excess (Deficiency of Revenue Over Expenditures)	(535)	(1,263)	(2,082)	(81)	-	
Other Financing Sources (Uses):	-	-	-	-	-	
Total Other Financing Sources (Uses)	-	-	-	-	-	
Net Change in Fund Balance	(535)	(1,243)	1,639	2,131		
Fund Balance - Beginning of Year	1,417	3,054	1,811	3,450	-	
Fund Balance - End of Year	882	1,811	3,450	5,581	-	

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Debt Service Fund Balance - Special Obligation Bond

Special Obligation Bond ($ in thousands)	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget
Revenue						
Intergovernmental Revenues	3,000	3,000	4,083	4,000	4,000	4,000
Interest	39	-	-	60		
Other Revenues	-	29,429	24,088	-	4,179	8,850
Total Revenues	3,039	32,429	28,171	4,060	8,179	12,850
Expenditures						
Current Operating:						
General Government	59			99		
Debt Service:						
Principal	$ 35,831	$ 6,049	$ 11,443	$ 23,418	$ 29,252	$ 33,204
Interest	28,634	27,180	22,355	21,652	20,726	18,092
Other Charges	-	6	26	-	6	7
Budget Reserve	-	-		-	2,000	-
Debt Service Issuance Cost	-	-				
Total Expenditures	64,465	33,235	33,824	45,169	51,984	51,303
Excess (Deficiency of Revenue Over Expenditures)	(61,426)	(806)	(5,653)	(41,109)	(43,805)	(38,453)
Other Financing Sources (Uses):						
Transfers in	$ 49,679	$ 36,222	$ 35,510	$ 37,992	$ 43,805	$ 38,453
Transfers out	(11,766)			(2,971)		
Contribution to Port Tunnel						
Proceeds Received From Refunding						
Payment To Escrow Agent for Refunding						
Premium (Discount) Issuance Costs	18,049			129		
Proceeds Received From Long -Term Debt						
Total Other Financing Sources(Uses)	55,962	36,222	35,510	35,150	43,805	38,453
Net Change in Fund Balance	(5,464)	6,022	5,794	(5,959)		
Fund Balance - Beginging of Year	34,759	29,237	35,258	41,052		
Fund Balance - End of Year	29,295	35,259	41,052	35,093	-	-

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Debt Service Funds - Special Obligation- FY 2018-19 Debt Payments		
Total Transfers-IN		
Description	**Amount**	**Funding Source**
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	98,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2009 (Pension)	7,689,000	General Fund - Public Service Tax
Streets and Sidewalks Series 2007	1,499,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2007	880,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2007	2,844,000	Transportation and Transit
Streets and Sidewalks Series 2009	1,013,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2009	3,273,000	Transportation and Transit
Sunshine State Loan Refinancing - 2011A	938,000	General Fund - Public Service Tax
Port of Miami Tunnel Series 2012	4,234,000	CRA - Omni
Special Obligation Refunding Bonds Series 2014	1,175,000	General Fund - Public Service Tax
Lease/purchase of vehicles /Santander Fi	6,884,000	General Fund
Citywide Radio Communication System P25	nancing 1,862,000	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	2,387,000	General Fund
Non-Ad Valorem Taxable Pension Refunding(2009) Note Series 2017	350,000	General Fund
Non-Ad Valorem Series 2017 Park Remediation	2,183,000	General Fund
FDEP Loan Wagner Creek	1,144,000	General Fund
Miami Marine Staduim	-	
Total Transfers-IN	**38,453,000**	
Other Revenues		
Description	**Amount**	**Funding Source**
Marlins Garage 2010A	2,880,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B	505,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	615,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	321,000	Fund Balance
Marlins Retail 2010B Refunding 2018	1,524,000	Fund Balance
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	3,959,000	Fund Balance
Sunshine State Loan Refinancing - 2011A	3,046,000	Fund Balance
Total - Other Revenues	**12,850,000**	
Total - Special Obligation Bonds	**51,303,000**	

Debt Service Funds - Outstanding Debt

The following presents the City's bonds, loans and leases outstanding at September 30, 2017:

DESCRIPTION	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds:					
Homeland Defense/Neighborhood CIP Series 2009 (Limited)	Homeland Defense	1/1/2019	51,055,000	4,800,000	5.000%
General Obligation Refunding Bond Series 2015	Refunding	1/1/2028	57,240,000	55,460,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	114,380,000	2.170%
Total General Obligation Bonds			**$ 222,675,000**	**$ 174,640,000**	
Special Obligation and Revenue Bonds, Loans and Leases:					
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000,000	14,085,000	7.200%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435,000	25,635,000	6.750%- 7.550%
Special Obligation Tax-Exempt Revenue Bonds Series 2010A	Parking	7/1/2039	84,540,000	84,540,000	5.000%-5.250%
Special Obligation Tax Revenue Bonds, Garages Series 2010B	Parking	7/1/2027	16,830,000	16,095,000	5.9375%-7.443%
Special Revenue Bonds Series 2007	Street & Sidewalks	1/1/2037	80,000,000	65,565,000	4.250%-5.250%
Special Revenue Bonds Series 2009	Street & Sidewalks	1/1/2039	65,000,000	57,920,000	4.25%-5.625%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	40,365,000	4.000%-5.000%
Special Obligation Refunding Bonds Series 2011-A	Refunding	2/1/2031	70,645,000	67,450,000	4.000%-6.000%
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	27,160,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	11,482,463	3.280%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	43,540,000	5.000%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,865	0.000%
Vehicle Replacement Program Series 2016	Vehicle Lease	1/1/2021	10,644,628	8,520,130	1.6765%
Vehicle Replacement Program Series 2017	Vehicle Lease	1/1/2022	10,054,922	10,054,922	2.186%
P25 Citywide Radio Equip. Lease	Radio System Lease	1/1/2024	12,100,000	12,100,000	2.0590%
Total Special Obligation Bonds, Revenue Bonds, Loans and Leases			**$ 600,892,794**	**$ 486,221,380**	
Total Bonds, Loans and Leases			**$ 823,567,794**	**$ 660,861,380**	

Source Fiscal Year 2017 Comprehensive Annual Financial Report (CAFR)

Debt Service Funds Balance

Annual Debt Service Requirements to Maturity

The annual debt service requirements for all bonds, loans, and leases outstanding, as of September 30, 2017 are as follows:

General Obligation Bonds

($ in thousands)

Year Ended September 30,	Principal	Interest	Total
2018	$ 20,255	$ 3,941	$ 24,196
2019	19,070	3,423	22,493
2020	20,075	2,958	23,033
2021	20,895	2,507	23,402
2022	23,065	2,027	25,092
2023-2027	54,960	5,619	60,579
2028-2032	16,320	281	16,601
Total	$ 174,640	$ 20,756	$ 195,396

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2018	$ 31,528	$ 23,775	$ 55,303
2019	30,842	22,221	53,063
2020	30,898	20,729	51,627
2021	27,348	19,404	46,752
2022	22,232	18,303	40,535
2023-2027	114,219	75,315	189,534
2028-2032	115,560	43,990	159,550
2033-2037	80,660	20,710	101,370
2038-2042	32,934	1,873	34,807
Total	$ 486,221	$ 246,320	$ 732,541

Total General Obligation and Special Obligation Bonds	$ 660,861	$ 267,076	$ 927,937

Source: Fiscal Year 2017 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 allocating cost to the operating departments. These costs are; health care, certain information technology costs and the property casualty insurance program which includes workers' compensation and liability claims. This fund also serves as a centralized account for payment of these expenditures. The FY 2018-19 Budget for the ISF is $100.316 million.

Health Insurance

The FY 2018-19 Budget for Health Insurance is $63.261 million. This represents a 17.9 percent increase over the FY 2017-18 Adopted Budget. The increase is primarily due to the continuing trend of pharmacy cost increases at 11 percent and medical claim trend of eight percent as well as an increase in the City's insured population of ten percent.

Workers' Compensation

The FY 2018-19 Budget for Workers' Compensation is $17.171 million. This represents a 4.7 percent increase over the FY 2017-18 Adopted Budget. Workers Compensation claims experienced an increase due in part to medical inflation.

Insurance Premium

The FY 2018-19 Budget for Insurance Premiums is $7.475 million. This represents a 15 percent increase over the FY 2017-18 Adopted Budget. The increase is primarily due to higher property premiums following Hurricane Irma.

General Liability

The FY 2018-19 Budget for General Liability is $1.634 million. This represents a 2.1 percent increase over the FY 2017-18 Adopted Budget. The increase is due to normal annual growth.

Information Technology (IT) Repair and Maintenance

The FY 2018-19 Budget for Information Technology Repair and Maintenance is $6.432 million. This represents a 17.8 percent decrease over the FY 2017-18 Adopted Budget. The decrease is primarily due to advanced monitoring and contract negotiations by the Information Technology Department resulting in improved or increased services at a better rate, and providing savings in many areas. Additionally, some of the cost related to single user department were transferred to those department.

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
General Fund	Capital Fund - Streets and Sidewalks Fund	2,559,000	2,508,000	Mandatory City Contribution of the 20 percent of the Parking Surcharge net of debt requirement for Capital needs
General Fund	Capital Fund - Streets and Sidewalks Fund	537,000	601,000	Mandatory City Contribution from Local Option Gas Tax to CIP projects
General Fund	Capital Fund - Storm Sewer	2,299,000	2,394,000	Mandatory City Contribution from Stormwater Utility Fees to CIP projects
General Fund	Capital Fund - Department of Real Estate and Asset Management	957,000	1,052,000	Mandatory City Contribution from Ten percent of Marina revenues in support of Public Facilities capital requirement per Ordinance 12-937
General Fund	Capital Fund - Department of Real Estate and Asset Management	472,000	526,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues
General Fund	Capital Fund - Department of Real Estate and Asset Management	1,250,000	1,250,000	For improvements at the G4 Garage
General Fund	Capital Fund - Public Safety	0	65,000	For repairs at the Police's Mounted Stables Areana 1
General Fund	Capital Fund - Parks and Recreation	0	150,000	Citywide Park Environmental Control for damaged areas due to uprooted trees
General Fund	Capital Fund - Parks and Recreation	0	40,000	To replace fitness equipment at various parks
General Fund	Capital Fund - General Government	0	100,000	For environmental compliance monitoring and ground water testing in various parks and on City-owned properties
General Fund	Capital Fund - General Government	0	200,000	To procure professional services for the new Miami Forever GOB Bond Program
General Fund	Capital Fund -Streets and Sidewalks	0	100,000	To fund the NE Miami Court Railroad Crossing Closure project located at the NE Miami Court (between NE 71st Street and NE 73rd Street)
General Fund	Capital Fund - General Government	18,000	80,000	To reconfigure Office of Capital Improvements offices to align with the recent department reorganization
General Fund	Capital Fund - Citywide Capital Needs	19,317,000	0	Contribution to Citywide Capital Improvement Programs (CIP)
General Fund	Capital Fund - General Government	0	962,000	e-Plan Phase II
Transportation Trust Fund	Capital Fund - Mass Transit Fund	0	1,200,000	Trolley Acquisition for the new Beach Express Route and Transit Studies
	General Fund Transfer to Capital Fund Total	**27,409,000**	**11,228,000**	
General Fund	Special Revenue Fund - Bayfront/Riverfront Land Acquisition Rouse Trust	116,000	119,000	Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
General Fund	Special Revenue Fund - Police Services	0	779,000	City's Grant Match To cover the costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2017-18 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	967,000	816,000	City's Grant Match To cover the costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2016-17 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	703,000	0	To fund a grant match for the purchase of 640 body worn cameras, uploading of equipment, digital storage, and technicians to handle the management, retrieval, redaction and release of digital media for the department.
General Fund	Special Revenue Fund - Police Services	38,000	153,000	To fund the Victims of Crime Act (VOCA) FY 2018-19 Grant
General Fund	Special Revenue Fund - Police Services	184,000	854,000	City's Grant Match To cover the costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2015-16 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police E-911	1,450,000	1,452,000	City Contribution to cover the deficit in Special Revenue for E-911
General Fund	Special Revenue Fund - Department Improvement Initiative	350,000	350,000	City Contribution to the Camilus House Mat Program
General Fund	Special Revenue Fund - Department Improvement Initiative	110,000	110,000	City Contribution to the Camilus House Bed Program
General Fund	Special Revenue Fund - Department Improvement Initiative	575,000	987,000	Support for Citywide festivals and special events in Special Revenue: Allocation to the Mayor and each of the five commission districts ($300,000), Three Kings Parade ($125,000), Pitbull New Year's Eve Celebration ($75,000), Dr. Martin Luther King Parade ($75,000), the Dr. Martin Luther King Candlelight Vigil ($232,000),Veteran's Day ($30,000), July 4th City Hall ($25,000), Blacktop Basketball ($15,000), Little Havana Celebration ($100,000), and July 4th Hadley Park ($10,000)
General Fund	Special Revenue Fund - Department Improvement Initiative	25,000	0	Support for Liberty City Christmas Parade

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
General Fund	Special Revenue Fund - Department Improvement Initiative	2,500,000	2,600,000	Allocation for Citywide Anti-Poverty Initiative Program distributed to the five City Commission Districts ($2.250 million) and the Mayor's Office ($450,000)
General Fund	Various Special Revenue Funds Cost Allocation for Retirement Contribution, Life and Health Insurance, Workers' Compensation, Insurance, and Police and Fire Retirement Contribution	3,700,000	1,897,000	To subsidize certain Special Revenue Funds for the allocation of Retirement Contribution, Life and Health Insurance, Workers' Compensation, and Police and Fire Retirement Contribution - City Clerk ($40,000), Live Health Little Havana ($54,000), Fire-Rescue Services ($677,000), Police Services ($1.095 million), and Parks and Recreation Services ($31,000)
General Fund	Special Revenue Fund - Department Improvement Initiative	700,000	0	Workforce Program contribution from General Fund (Funded only in FY 2017-18)
General Fund	Special Revenue Fund - Social Services GAP Fund	0	743,000	Housing and Community Development Social Services Gap Funding from General Fund
General Fund	Special Revenue Fund - Social Services GAP Fund	0	135,000	Housing and Community Development Social Services Gap Administration of contracts contribution from General Fund
General Fund	Special Revenue Fund - Social Services GAP Fund	0	125,000	Comprehensive Plan required by HUD contribution from General Fund
General Fund	Special Revenue Fund - Parks and Recreation Services	30,000	0	Out of School Snack Program (Funded only in FY 2017-18)
General Fund	Special Revenue Fund - Departmental Improvement Initiatives	82,000	0	Allocate funding for the Employment-Based Immigration: Fifth Preference Visa (EB-5) (Funded only in FY 2017-18)
General Fund	Special Revenue Fund - General Special Revenue	0	50,000	Repay Lane Closure for Properties at 551 NW 71st Street Folio #01-3112-025-0010 (1 of 10 payments)
General Fund	Special Revenue Fund - Fire Rescue Services	0	9,000	FY 2018-19 Grant Match for the Emergency Medical Services (EMS Grant)
Transportation Trust Fund	Special Revenue Fund - General Special Revenue	0	2,551,000	Funding for Trolley Operations (per Performa)
	General Fund Transfer to Special Revenue Fund Total	**11,530,000**	**13,730,000**	

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
General Fund	Debt Service Fund / Special Obligation Bond	1,911,000	1,893,000	Street Bonds Series 2007 and 2009 (Fund 24011) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	1,462,000	1,499,000	Street Bonds Series 2007 (Fund 24011) from Local Option Tax (Three Cents)
General Fund	Debt Service Fund / Special Obligation Bond	10,956,000	7,787,000	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	7,003,000	938,000	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	4,407,000	6,884,000	Car -Lease and Purchase of vehicles 2016 and 2017 (Santander Financing Fund 24018) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	3,810,000	1,175,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	0	2,183,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	Debt Service Fund / Special Obligation Bond	1,863,000	1,862,000	P25 Radio System Repayment (Fund 24020) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	0	1,144,000	FDEP Loan Wagner Creek (Fund 24017)
General Fund	Debt Service Fund / Special Obligation Bond	0	2,387,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021)
General Fund	Debt Service Fund / Special Obligation Bond	0	350,000	Non-Ad Valorem Taxable Pension Refunding(2009) Note Series 2017 (Fund 24022)
	General Fund Transfer to Debt Service Fund / Special Obligation Bond Total	**31,412,000**	**28,102,000**	
General Fund	Transportation Trust Fund Total	1,726,000	1,810,000	Contribution from General Fund to the Transportation Reserve General Fund sub-fund
	General Fund Transfer to Transportation Trust	**1,726,000**	**1,810,000**	
	Total Transfer from General Fund	**72,077,000**	**54,870,000**	
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	2,870,000	2,844,000	Street Bonds Series 2007 (Fund 24011)

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	3,266,000	3,273,000	Street Bonds Series 2009 (Fund 24011)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	483,000	0	Marlins Garage 2010B (Fund 24013)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	1,524,000	0	Marlins Garage 2010A (Fund 24012)
Special Revenue Fund - Real Estate and Asset Management	General Fund	1,119,000	0	Transfer of James L. Knight Center to be a General Fund function
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	250,000	250,000	Transportation and Transit Revenue committed to Streets and Sidewalks Fund (Transportation Studies)
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	350,000	0	Citywide Tree Planting
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	0	4,300,000	Citywide Beautification Program
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	0	560,000	Improvement to the Coral Nook Traffic Circle
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund		700,000	District Roadway Projects (Allocated based on lane miles)
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	0	160,000	Brikell Key Bridge
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	0	111,000	Tree Master Plan (Southwest Streetscape)
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	0	800,000	Citywide Beautification
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	500,000	0	Tree Master Plan
Special Revenue Fund - Planning Services	Special Revenue Fund - Bayfront and Riverfront Land Acquisition Rouse Trust	1,304,000	0	Transfer of Bayfront and Riverfront Land Acquisition Rouse Trust to become a DREAM function
Special Revenue Fund - Public Works Services	Capital Fund - General Government	2,000,000	0	20th Street Maintenance Yard Operation Facilities
Special Revenue Fund - Public Works Services	Capital Fund - General Government	578,000	0	Public Works Heavy Machine Acquisition
Special Revenue Fund - NET and Code	Capital Fund - General Government	0	800,000	Cityview replacement
Special Revenue Fund - NET and Code	Capital Fund - General Government	0	150,000	To reconfigure Code Compliance offices
	Total Transfer from Special Revenue Fund	**14,244,000**	**13,948,000**	

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	832,000	835,000	To reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	3,234,000	3,234,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	30,000	30,000	To reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency -Omni Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	18,000	18,000	To reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	750,000	750,000	To Fund six Police Officers
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	500,000	500,000	To Fund six Police Officers
Outside Agency -Omni Community Redevelopment Agency	Debt Service	4,250,000	4,234,000	For the payment of the Port of Miami Tunnel Series 2012
Outside Agency - Civilian Investigative Panel	General Fund	29,000	29,000	Rental of Manuel Artime office space
	Total Transfer from Outside Agency	**9,643,000**	**9,630,000**	
	Grand Total	**$95,964,000**	**$78,448,000**	

Capital Plan Overview

The City of Miami's Multi-Year Capital Plan (the Capital Improvements Plan or CIP) is a comprehensive, six-year plan for enhancing and maintaining public infrastructure by repairing current facility and asset deficiencies and also providing new service delivery infrastructure. The CIP provides the budgeted fund sources available for capital projects and identifies the planned improvement projects and the corresponding estimated costs over the six-year period.

The City defines a capital improvement as the acquisition, construction, reconstruction, or installation of a physical public improvement or addition to fixed assets in the form of land, buildings, or improvements with a value of $5,000 or more and a "useful life" of at least three years.

The six-year CIP from FY 2018-19 to FY 2023-24 includes funding of $537.863 million for 483 active projects. During FY 2018-19 capital budget appropriations totaling $25.874 million will be used to fund 49 projects as detailed in the Plan.

The Purpose of the Capital Improvements Plan

The purpose of the CIP is to systematically plan, schedule, manage, monitor, and finance capital projects to ensure efficiency and conformance with the overall goals and objectives of the City's Strategic Plan. The Office of Management and Budget, with assistance and support from each City department, develops the Capital Plan to recommend capital project funding to the City Commission. The City Commission makes capital funding decisions based on the proposed appropriations made in the plan.

The FY 2018-19 Capital Plan is an update to the FY 2017-18 Capital Plan which was adopted with modifications on September 19, 2017 pursuant to Resolution No. 17-0445 and as subsequently amended on September 28, 2017 pursuant to Resolution No. 17-0475.

The Capital Budget and Legal Authority

The legal requirements for preparing the City's Capital Plan are set forth in the Florida Statutes and the City of Miami Code. A capital improvement programming process to support the Comprehensive Plan is required by the Community Planning Act, specifically Sections 163.3161 and 163.3177, Florida Statutes (2017).

The first year of the six-year CIP also serves as the Annual Capital Budget. The City's Capital Budget, separate from the annual operating budget, presents the funding plans for City construction and repair projects, and purchases of land, buildings, or equipment.

In accordance with the City's Financial Integrity Principles, the City Manager submits the Capital Budget concurrently with the Operating Budget each year. The Capital Budget authorizes capital project expenditures, while the Operating Budget authorizes the expenditure of funds for such things as employee salaries and the purchase of goods and services. Capital projects may have an impact on the Operating Budget through additional costs to operate new facilities or the expansion of current City assets, potential additional revenues the improvement can bring to the City, or cost savings from acquisition more effective and efficient equipment. The final Capital Budget is adopted by the City Commission each year in September.

Capital Plan Overview

Individual capital projects may not exceed the amount appropriated in the Adopted Capital Budget and, if a project requires additional funds, the Capital Plan can be subsequently amended throughout the fiscal year as needed. Any amendments to the CIP are required to be heard and approved by the City Commission.

Capital Improvements Plan Development Process

The City's CIP Development Process prioritizes the City's numerous needs spread across its departments, bearing in mind the limits of each funding source, progress on ongoing capital improvement projects, and funding commitments made by prior Capital Plans.

The Capital Plan Framework

The Capital Plan is organized by department and each project is identified by a distinct capital program fund based on the attributes of the project. The capital program funds are detailed below:

- **General Government –** This program consists of general governmental capital enhancements and improvements to municipal buildings and operations facilities; this also includes computers and communications equipment.
- **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 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 storm water management throughout the City.
- **Solid Waste –** This program includes projects for the acquisition of equipment or construction of facilities for the collection and removal of solid waste.

Funding Sources

Each funding source for projects in the Capital Plan can be categorized into seven specific types as detailed below:

- **City Funds -** These funds are collected from current revenues produced by miscellaneous county or city taxes and or fees. Notable funding sources included in this category are the annual General

Capital Plan Overview

Fund contribution to capital projects, storm water utility funds, Local Option Gas Tax (LOGT), the transit half-cent surtax, the parking surcharge, and impact fees.

- **City Bonds -** Two types of bonds can be issued by the City for capital improvements:
  - **General Obligation Bonds** are backed by the full faith and credit of the City of Miami. They are secured and repaid by a stand-alone property tax rate, after a vote by the citizens of the City. These bonds typically finance specific capital improvement programs such as public safety, roadway or storm sewers, according to the referenda language.
  - **Special Obligation Bonds** are secured by limited, specified revenue sources. In order to accelerate the construction of much needed road and drainage infrastructure projects, the City leveraged recurring revenue streams from LOGT, the Transit Half-Cent Surtax, and the Parking Surcharge into a special obligation bond program.
- **Federal Grants -** Federal grants, such as Community Development Block Grants (CDBG), may be used only for the purposes specified by Federal laws. The amount of funding available from Federal sources is outside the City's control. These grants derive from agencies at the federal level such as the Federal Emergency Management Agency (FEMA) and Housing and Urban Development (HUD).
- **State Grants -** State grants are awarded by State of Florida agencies such as the Florida Department of Transportation (FDOT) and the Florida Inland Navigation District (FIND). These grants may be used only for the purposes specified in State laws.
- **Miami-Dade County Grants -** Miami-Dade County may contribute funding in the form of a grant for specific projects to be undertaken by the City.
- **Other Grants -** These are grants which do not derive from Federal, State, or Miami-Dade County resources. An example of this funding type is a grant or contribution from another municipality.
- **Private Donation and Other -** This funding source includes any private funds contributed to the City as well as the dedication or sale of land for capital facilities.

On November 7, 2017, City of Miami voters authorized the City to issue $400 million General Obligation Bonds (GO Bond). The GO Bond program, as referred to as the Miami Forever GO Bonds, will be a series of construction projects that intends to change the future of the City of Miami by investing into five broad categories: Flood Prevention and Sea Level Rise Mitigation, Parks and Cultural Facilities, Roadway Improvements, Affordable Housing and Economic Development, and Public Safety. The City Administration is currently developing a Miami Forever Bond Management Task Force which will coordinate and direct City staff and relevant stakeholders in the planning, programming, and implementation of the Miami Forever Bond initiatives. With the adoption of a "Declaration of Intent to Reimburse" the City may begin planning, design, and construction projects prior to the sale of the bonds.

Operating Impact of Capital Plan

The City's capital budget is distinct from its operating budget. However, there is an inter-relationship that exists since projects funded and implemented through the capital budget may directly affect the operating budget to address increases or decreases in costs related to supporting and operating those projects. In short, capital projects may impact ongoing expenses on routine operations, repairs, and maintenance, either positively or negatively.

Capital Plan Overview

The potential operating impacts of proposed capital projects are carefully considered as part of the City's capital planning process. In many cases, the most important component of a capital spending decision is not the initial acquisition and development cost but rather the cost impact on the operating budget over the life of the capital asset. Projects that represent new or significantly enhanced facilities or technology will impact the operating budget as they are completed and released or transferred back to the pertinent department for operation and maintenance.

Many projects involve the purchase or reconstruction of existing infrastructure to upgrade facilities and equipment to current standards and, as such, do not carry significant operating impacts. Some of these projects, however, require additional operating expenditures for utilities such as water and electricity, or for landscape and lighting maintenance that exceed current consumption levels. New projects, such as park recreation centers and fire-rescue stations, often require the hiring of new personnel, purchase of new furniture and equipment, as well as routine maintenance and payment of increased utility bills.

Each City department works with the Office of Management and Budget to determine the operating impacts of proposed capital projects. Future costs associated with the operation and maintenance of capital assets are estimated and included in the City's capital and operating budgets.

The table below summarizes the estimated annual operating impact of current active capital projects on the City's operating budget by program fund. These estimated impacts will be recognized in the first year upon completion of the capital project.

Estimated Annual Operating Impact by Program Fund	
Program	**Year 1**
General Government Projects	2,124,000
Public Safety	300,000
Disaster Recovery	-
Public Facilities	783,000
Parks and Recreation	1,284,000
Streets and Sidewalks	93,000
Sanitary Sewers	-
Storm Sewers	-
Solid Waste	-
Mass Transit	-
Total	**4,584,000**

Significant Non-Routine Capital Expenditures

Citywide Pool Enhancements and Master Plan Improvements

Council District: All

Type: New Construction and Expansion

Category: Parks and Recreation

The City is developing and implementing solutions for its aging public pool system. Through its parks and recreation master plan, the City has gathered extensive input from citizens. In a 2006 community survey, between 20 percent

Capital Plan Overview

Start and Completion Date:	2016-2019
Project Cost:	$750,000
Operating Cost:	Minimal
Operating Staff:	Minimal

and 40 percent of respondents, when given a list of various park and recreation facilities, expressed a need for water-related activities, including fishing areas; canoe, kayak and small-boat water access; indoor pools for recreational swimming; outdoor pools and water parks; and beach-access parks. In addition, almost two-thirds of respondents judged year-round pools to be very or somewhat important. Periodic restoration is needed to provide healthy, safe, and enjoyable park and recreation facilities for residents and visitors. Enhancements to pool facilities at parks citywide are underway and include, for example, restroom and outdoor swimming pool upgrades. A master plan study is also underway.

Parks Master Plan Improvements

Council District:	All
Type:	New Construction and Expansion
Category:	Parks and Recreation
Start and Completion Date:	2016-2019
Project Cost:	$450,000
Operating Cost:	Unknown
Operating Staff:	Unknown

The City envisions a twenty-first century Miami with a connected system of new and renewed parks and public spaces to meet the needs of its diverse citizenry, with more ways to experience water, more places to play, greener and safer routes for pedestrians and bicyclists, and more nature in the city. Every resident will be able to walk safely and comfortably to a park. An array of recreational programs and facilities will serve people of all ages and abilities. Public spaces will incorporate celebration of Miami's tropical and international identity. Design excellence, sustainable management, effective partnerships and a high level of service to the community will be the hallmarks of Miami's parks and public spaces. A master plan study is also underway.

Stormwater Master Plan Improvements

Council District:	All
Type:	Redevelopment
Category:	Storm Sewers
Start and Completion Date:	2017-2019
Project Cost:	$1,059,377
Operating Cost:	Minimal
Operating Staff:	Minimal

The project will identify drainage basins and preliminary drainage improvements within City limits. The plan may include but not be limited to data collection and verification, hydrologic and/or hydraulics analysis of all the drainage basins, review of federal water quality permits obligations and improvements, and recommendations for maintenance and public safety enhancements. An updated and comprehensive stormwater master plan is necessary for the City to remain resilient now and into the future. Stormwater drainage improvement projects help the City address changes in land use, sea level rise, and environmental regulations.

Shorecrest Drainage Improvements

Council District:	5
Type:	New Construction
Category:	Streets and Sidewalks

With City Commission priorities emphasizing resilience and sea level rise, this pilot project will help improve the area bounded by North up to Northeast 87th avenue, South up to Northeast 78th street, West up to Northeast 78th Street, and East up to

Capital Plan Overview

Start and Completion Date:	2017-2019	Northeast Bayshore court. Drainage improvements may include upgrades to the City's primary stormwater management system and address pump stations; waterways, canals, and waterbodies; pipes and culverts; storage (i.e., wet detention, dry retention); exfiltration; recharge wells; roadways; coastal areas; seawalls and bulkheads, floodwalls and levees; and backflow preventers. Neighborhood or community stormwater drainage improvements ensure that the City remains a growing and sustainable community.
Project Cost:	$2,000,000	
Operating Cost:	Minimal	
Operating Staff:	Minimal	

Tree Master Plan Improvements

Council District:	All	The project identifies tree canopy needs and target areas that require attention for reforestation. The City plans to improve its tree master plan by tracking all tree plantings to quantify contributions to the City's tree canopy; developing public and private partnerships to maximize and leverage community resources and funding for the benefit of the enhancement of the citywide tree canopy; introducing a public education awareness campaign to inform and support citizens and local businesses regarding the City's tree canopy needs; and establishing professional development standards that ensure proper installation and maintenance of trees.
Type:	Redevelopment	
Category:	Streets and Sidewalks	
Start and Completion Date:	2017-2019	
Project Cost:	$500,000	
Operating Cost:	Minimal	
Operating Staff:	Minimal	

South Bayshore Drive Roadway and Drainage Improvements

Council District:	2	The project includes widening and reconstruction of the roadway from Darwin Street to Mercy Way with drainage, traffic signalization, and bike lanes and landscape improvements.
Type:	Redevelopment and New Construction	
Category:	Streets and Sidewalks	
Start and Completion Date:	2011, 2017-2019	
Project Cost:	$9,042,045	
Operating Cost:	Minimal	
Operating Staff:	Minimal	

Personnel Overview

Introduction

The FY 2018-19 Adopted Budget includes several transfers, additions, and reductions of full time personnel across departments and offices. This section provides details of each personnel change.

Summary

The total change in positions from the FY 2017-18 Adopted Budget to the FY 2018-19 Adopted Budget is a net gain of 24 positions. The number of positions added in the Mid-Year Budget Amendment for FY 2017-18 was 67. The number of positions added in the Adopted Budget for FY 2018-19 is 26. The number of positions transferred for no net increase or decrease is 99. The number of non-sworn positions frozen is 4. The number of filled, grant-funded non-bargaining positions eliminated is 8. The number of filled executive positions eliminated is 2. The number of long-term vacant civilian positions eliminated is 25. The number of vacant, civilian positions eliminated are 34, which were vacant less than a year.

City Manager

The budget for the Office of the City Manager includes a net decrease of eight positions resulting from the transfer to the Department of Innovation and Technology of a Chief Innovation Officer, an Innovation Analyst, a Strategic Planning and Performance Manager, and a Strategic Planning and Performance Analyst, all of which were transferred in the Mid-Year Budget Amendment for FY 2017-18; the transfer to the new Department of Human Services of a Director of Community Investment and an Administrative Aide II; the transfer to the Grants Administration of an Administrative Assistant II; and the transfer to the Building Department of a Chief of Unsafe Structures.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the budget also includes the elimination of an Assistant to the City Manager position that had been proposed for addition to assist the Assistant City Managers and the Deputy City Manager.

Building

The budget for the Building Department includes a net increase of seven positions resulting from transfers and additions.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the budget includes the transfer to the Department of Innovation and Technology of a Business Systems Administrator.

The budget also includes the transfer from the Office of the City Manager of a Chief of Unsafe Structures.

The budget also includes the addition of a Communications Engineer, and, to reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), three Building Services Assistant I, and three Building Services Assistant II.

Personnel Overview

Capital Improvements

The budget for the Office of Capital Improvements includes an increase of seven positions resulting from transfers and additions.

The budget includes the transfer from the Office of Communications of two Public Relations Agents as well as the transfer from the former Office of Transportation Management of a Transportation Engineer and a Transportation Analyst, all of which were transferred in the Mid-Year Budget Amendment for FY 2017-18.

The budget also includes the addition of an Assistant Director of Capital Improvements for Program Management and a Capital Improvements Community Outreach and Engagement Coordinator, all of which were added in the Mid-Year Budget Amendment for FY 2017-18, and the addition of a Contract Compliance Analyst.

City Attorney

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the budget for the Office of the City Attorney includes an increase of one position resulting from the addition of a vacant Assistant City Attorney position that had been proposed for elimination.

City Clerk

The budget for the Office of the City Clerk includes a decrease of one position resulting from the elimination of a vacant Legislative Services Representative II position.

Code Compliance

The budget for the Department of Code Compliance includes a net increase of two positions resulting from additions and reductions.

The budget includes the addition of four Code Compliance Inspectors, all of which were added in the Mid-Year Budget Amendment for FY 2017-18, and the elimination of a vacant Director of Code Compliance position and a vacant Chief of Code Compliance position.

Communications

The budget for the Office of Communications includes a net increase of four positions resulting from transfers, additions, and reductions.

The budget includes the transfer to the Office of Capital Improvements of two Public Relations Agents, both of which were transferred in the Mid-Year Budget Amendment for FY 2017-18.

The budget also includes the transfer from the Office of Film and Entertainment of a vacant Film Director position, a Film and Culture Administrator, an Administrative Aide I, and two Administrative Clerks.

The budget also includes the addition of a Multimedia Manager, a Communications Specialist, and a Broadcast Engineer, all of which were added in the Mid-Year Budget Amendment for FY 2017-18.

Personnel Overview

The budget also includes the elimination of the vacant Film Director position as well as, to reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the Communications Specialist position.

The budget also includes the freezing of a filled, Communications Technical Operator position.

Film and Entertainment

The budget for the Office of Film and Entertainment includes a decrease of all five positions resulting from its merger with the Office of Communications, thereby removing it from the City of Miami Table of Organization.

The budget includes the transfer to the Office of Communications of a vacant Film Director position, a Film and Culture Administrator, an Administrative Aide I, and two Administrative Clerks.

Finance

The budget for the Finance Department includes a decrease of one position resulting from the elimination of a vacant Financial Analyst I position.

Fire-Rescue

The budget for the Fire-Rescue Department includes a net increase of 16 positions resulting from a transfer, additions, and reductions.

The budget includes the transfer from the Department of Innovation and Technology of an IT Technician III.

The budget also includes the addition of an Assistant Fire Chief, a First Lieutenant, an Administrative Aide II, an Emergency Management Coordinator, and 17 Firefighters, all of which were added in the Mid-Year Budget Amendment for FY 2017-18.

The budget also includes the elimination of a vacant civilian Emergency Management Coordinator position, a vacant Staff Analyst position, a long-term vacant CITP Project Liaison position, two vacant Administrative Aide I positions, and a long-term vacant Administrative Aide I position.

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the budget also includes the unfreezing of 15 long-term vacant Firefighter positions.

General Services Administration

The budget for the General Services Administration includes a net decrease of one position resulting from the elimination of a vacant Accountant position.

Grants Administration

The budget for the Grants Administration includes a net decrease of 31 positions resulting from transfers and reductions.

The budget includes the transfer to the new Department of Human Services of an Assistant Director of Grants and Sustainable Initiatives, a Community Partnerships Manager, a Budget and Financial Support Advisor, two Workforce Program Supervisors, a Workforce Program Specialist II, a Workforce Program

Personnel Overview

Career Advisor, a Workforce Program Employer Specialist, and a Workforce Program Placement Specialist.

The budget also includes a transfer from the Office of the City Manager of an Administrative Assistant II.

The budget includes the elimination of eight long-term vacant, non-bargaining positions:
A Workforce Program Center Manager, a Workforce Program Business Consultant, a Workforce Program Workshop Facilitator, two Workforce Program Customer Service Representatives, a Workforce Program Specialist I, a Workforce Program Career Advisor, and a Workforce Program Outreach Specialist.

The budget also includes the elimination of seven vacant, non-bargaining positions:
A Workforce Program Specialist I, two Workforce Program Career Advisors, a Workforce Program Employer Specialist, two Workforce Program Placement Specialists, and a Clerk I.

The budget also includes the elimination of eight filled, non-bargaining positions:
Two Workforce Program Supervisors, a Workforce Program Specialist I, a Workforce Program Lead Career Advisor, and four Workforce Program Career Advisors.

Human Resources
The budget for the Human Resources Department includes a decrease of one position resulting from the elimination of a vacant Information Clerk position.

Human Services
The budget for the new Department of Human Services includes transfers from several City departments that total 64 full-time positions, but does not include a net increase to the City of Miami Table of Organization.

The budget includes a transfer from the former Department of Veterans Affairs and Homeless Services of a Director of Veterans Affairs and Homeless Services, an Assistant to Director of Veterans Affairs and Homeless Services, a Special Projects Assistant, an Administrative Assistant I, a Licensed Social Worker, a Case Management Assistant, a Veterans Services Information and Referral Specialist, 18 Homeless Program Information and Referral Specialists, 17 Homeless Information and Referral Aides, an Information Clerk, a Homeless Housing Supervisor, and two Homeless Housing Specialists.

The budget also includes a transfer from the Office of Grants Administration of an Assistant Director of Grants and Sustainable Initiatives, a Community Partnerships Manager, a Budget and Financial Support Advisor, two Workforce Program Supervisors, a Workforce Program Specialist II, a Workforce Program Career Advisor, a Workforce Program Employer Specialist, and a Workforce Program Placement Specialist.

The budget also includes a transfer from the Parks and Recreation Department of a Child Day Care Administrator, a Child Day Care Center Supervisor, and five Child Day Care Specialists.

The budget also includes a transfer from the Office of the City Manager of a Director of Community Investment and an Administrative Aid II.

Personnel Overview

Innovation and Technology

The budget for the Department of Innovation and Technology includes a net decrease of eight positions resulting from transfers and reductions.

The budget includes a transfer to the Police Department of a total of nine positions: an Information Systems Manager-Fire/Police, a Geographic Systems Information Developer, a Database Specialist-SQL Server, a Public Safety Applications Manager, a Public Safety Applications Supporter, an IT Security Analyst, an IT Technician I, and two IT Technician II.

The budget also includes a transfer to the Fire-Rescue Department of an IT Technician III.

The budget also includes a transfer from the Office of the City Manager of a Chief Innovation Officer, an Innovation Analyst, a Strategic Planning and Performance Manager, and a Strategic Planning and Performance Analyst, all of which were transferred in the Mid-Year Budget Amendment for FY 2017-18.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the budget also includes a transfer from the Building Department of a Business Systems Administrator.

The budget also includes the elimination of a filled executive Deputy Chief Information Officer Assistant Director of Information Technology position, a vacant Geographic Information System Technical Analyst position, and a vacant Innovation Analyst position.

Management and Budget

The budget for the Office of Management and Budget includes a net decrease of two positions resulting from the transfer to the Department of Real Estate and Asset Management of a Senior Project Representative, which was transferred in the Mid-Year Budget Amendment for FY 2017-18, and the elimination of a vacant Senior Budget Analyst position.

Neighborhood Enhancement Team

The budget for the Neighborhood Enhancement Team includes an increase of one position resulting from the addition of an Administrative Services Manager position that was filled with an employee transferring from the Department of Solid Waste, which was added in the Mid-Year Budget Amendment for FY 2017-18. In addition, the budget includes the freezing of two vacant Waste Collector-Garbage positions and a vacant Waste Collector II position.

Parks and Recreation

The budget for the Parks and Recreation Department includes a net decrease of six positions resulting from transfers, additions, and a reduction.

The budget includes a transfer to the new Department of Human Services of a Child Day Care Administrator, a Child Day Care Center Supervisor, and five Child Day Care Specialists.

The budget also includes the addition of a Principal Staff Analyst, which was added in the Mid-Year Budget Amendment for FY 2017-18, and a Recreation Specialist.

The budget also includes the elimination of a long-term vacant Clerk I position.

Personnel Overview

Planning
The budget for the Department of Planning includes a decrease of one position resulting from the elimination of a vacant Clerical Aide position.

Police
The budget for the Police Department includes a net increase of 33 positions resulting from transfers, additions, and reductions.

The budget includes the transfer from the Department of Innovation and Technology of an Information Systems Manager-Fire/Police, a Geographic Systems Information Developer, a Database Specialist-SQL Server, a Public Safety Applications Manager, a Public Safety Applications Supporter, an IT Security Analyst, an IT Technician I, and two IT Technician II.

The budget also includes the addition of a Sergeant-at-Arms, five Sergeants for Problem Solving, eight Sergeants for Criminal Investigations, two Sergeants for Homeland Security, two Video Retrieval Specialists, and 15 Police Officers, all of which were added in the Mid-Year Budget Amendment for FY 2017-18.

The budget also includes the addition of a Code Compliance Commander, five Emergency Dispatch Assistants, a Stable Attendant, and a Helicopter Pilot.

The budget also includes the elimination of a vacant Administrative Assistant I position, three vacant Administrative Aide I positions, two vacant Typist Clerk II positions, a vacant Typist Clerk III position, a vacant Promotion Assistant position, and a vacant Public Service Aide position.

The budget also includes the elimination of a long-term vacant Human Resources Specialist position, a long-term vacant Fiscal Assistant position, a long-term vacant Emergency Dispatcher Supervisor-Police position, a long-term vacant Emergency Dispatch Assistant position, a long-term vacant Emergency Dispatcher position, two long-term vacant Administrative Aide I positions, and a long-term vacant Public Service Aide position.

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the budget also includes the unfreezing of nine long-term vacant Police Officer positions.

Procurement
The budget for the Procurement Department includes a decrease of one position resulting from the elimination of a vacant Administrative Assistant I position.

Resilience and Public Works
The budget for the Resilience and Public Works Department includes an increase of 14 positions resulting from transfers and additions.

The budget includes the transfer from the former Office of Transportation Management of a Director of Transportation Management, a Transportation Manager, an Administrative Assistant I, a vacant Administrative Assistant I position, a vacant Transportation Analyst position, two Transportation Planning Aides, and a Project Manager, all of which were transferred in the Mid-Year Budget Amendment for FY 2017-18.

Personnel Overview

The budget also includes the addition of a Professional Engineer I, an Arborist, an Automotive Equipment Operator I, and three Laborers.

Real Estate and Asset Management
The budget for the Department of Real Estate and Asset Management includes a net decrease of four positions resulting from a transfer and reductions.

The budget includes a transfer from the Office of Management and Budget of a Senior Project Representative, which was transferred in the Mid-Year Budget Amendment for FY 2017-18.

The budget also includes the elimination of a long-term vacant General Maintenance and Repair Supervisor-Electrical position, a long-term vacant Property Management Representative position, a long-term vacant Promotion Assistant position, a long-term vacant Administrative Aide II position, and a long-term vacant Marinas Facility Attendant position.

Resilience and Sustainability
The budget for the Office of Resilience and Sustainability includes a decrease of one position resulting from the elimination of a vacant Deputy Chief Resilience Officer.

Solid Waste
The budget for the Solid Waste Department includes an increase of one position resulting from the addition of an Assistant Director of Operations.

Transportation Management
The budget for the Office of Transportation Management includes a decrease of ten positions resulting from its merger with the Office of Capital Improvements and the Resilience and Public Works Department, thereby removing it from the City of Miami Table of Organization.

The budget includes the transfer to the Office of Capital Improvements of a Transportation Engineer and Transportation Analyst and the transfer to the Resilience and Public Works Department of a Director of Transportation Management, a Transportation Manager, an Administrative Assistant I, a vacant Administrative Assistant I position, a vacant Transportation Analyst position, two Transportation Planning Aides, and a Project Manager, all of which were transferred in the Mid-Year Budget Amendment for FY 2017-18.

Veterans Affairs and Homeless Services
The budget for the Department of Veteran Affairs and Homeless Services includes a decrease of 48 positions resulting from its merger with the new Department of Human Services, thereby removing it from the City of Miami Table of Organization.

The budget includes the transfer to the new Department of Human Services of a Director of Veterans Affairs and Homeless Services, an Assistant to Director of Veterans Affairs and Homeless Services, a Special Projects Assistant, an Administrative Assistant I, a Licensed Social Worker, a Case Management Assistant, a Veterans Services Information and Referral Specialist, 18 Homeless Program Information and Referral Specialists, 17 Information and Referral Aides, an Information Clerk, a Homeless Housing Supervisor, and two Homeless Housing Specialists.

Personnel Overview

The budget also includes the elimination of a filled executive Assistant Director of Veterans Affairs and Homeless Services position and a long-term vacant Information and Referral Aide.

Zoning

The budget for the Office of Zoning includes a net increase of four positions resulting from the addition of a Zoning Information Supervisor and a Zoning Technician, both of which were added in the Mid-Year Budget Amendment for FY 2017-18, as well as the addition of two Zoning Inspectors.

FY 2018-19 Position Summary Schedule

GENERAL FUND Departments and Offices	Adopted Budget FY 2017-18	Mid-Year Amendment FY 2017-18	Proposed Budget Inter-Departmental Transfers	Proposed Budget FTE Additions	Proposed Budget FTE Reductions	Proposed Budget Total FY 2018-19 July 9, 2018	Changes # 1 to Proposed Budget	Preliminary Budget FY 2018-19	Changes #2 to Proposed Budget	Adopted Budget FY 2018-19
Mayor	13					13	-	13	-	13
Commissioners	36					36	-	36	-	36
City Manager	22	(4)	(4)	1		15	(1)	14	-	14
Agenda Coordination	3					3	-	3	-	3
Building	97		1	1		99	5	104	-	104
Capital Improvements	45	6		1		52	-	52	-	52
City Attorney	60				(1)	59	1	60	-	60
City Clerk	13				(1)	12	-	12	-	12
Civil Service Board	3					3	-	3	-	3
Code Compliance	59	4			(2)	61	-	61	-	61
Communications	13	1	5		(1)	18	-	18	(1)	17
Equal Opportunity and Diversity Programs	3					3	-	3	-	3
Film and Entertainment	5		(5)			-	-	-	-	-
Finance	70				(1)	69	-	69	-	69
Fire-Rescue	847	21	1		(6)	863	-	863	-	863
General Services Administration	141			2	(3)	140	-	140	-	140
Grants Administration	41		(8)		(23)	10	-	10	-	10
Housing and Community Development	35			1	(1)	35	-	35	-	35
Human Resources	39				(1)	38	-	38	-	38
Human Services			64			64	-	64	-	64
Independent Auditor General	9					9	-	9	-	9
Innovation and Technology	93	4	(10)		(3)	84	1	85	-	85
Management and Budget	19	(1)			(1)	17	-	17	-	17
Neighborhood Enhancement Teams	79	1				80	-	80	-	80
Parks and Recreation	300	1	(7)	1	(1)	294	-	294	-	294
Planning	49				(1)	48	-	48	-	48
Police	1,752	33	9	8	(17)	1,785	-	1,785	-	1,785
Procurement	21				(1)	20	-	20	-	20
Public Works	140	8		6		154	-	154	-	154
Real Estate and Asset Management	63	1			(5)	59	-	59	-	59
Resilience and Sustainability	5				(1)	4	-	4	-	4
Risk Management	20					20	-	20	-	20
Solid Waste	236			1		237	-	237	-	237
Transportation Management	10	(10)				-	-	-	-	-
Veteran Affairs and Homeless Services	48		(46)		(2)	-	-	-	-	-
Zoning	23	2		4	(2)	27	-	27	-	27
TOTAL GENERAL FUND	**4,412**	**67**	**-**	**26**	**(74)**	**4,431**	**6**	**4,437**	**(1)**	**4,436**

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Collective Bargaining Overview

The City of Miami has four Collective Bargaining Units (CBUs) as governed by Florida Statute 447.01 and has non-bargaining employees. The CBUs are:

- Miami General Employees American Federation of State, County, and Municipal Employees Local 1907, AFL-CIO (AFSCME 1907)
- Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871)
- Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP)
- International Association of Fire Fighters, AFL-CIO Local 587 (IAFF)

The AFSCME 1907 covers all non-sworn employees in the administrative, financial, and services occupations of the City. As of June 9, 2018, the AFSCME 1907 covers a total of 1,864 positions and has an estimated annual payroll that includes other pay items of $96.452 million. This includes 133 positions newly included in the CBU, according to the Settlement Agreement and General Release between the City of Miami and AFSCME, Local 1907, AFL-CIO that was approved by the City Commission on April 26, 2018. The current collective bargaining agreement expired on September 30, 2017 and is currently under negotiation.

The AFSCME 871 covers all sanitation occupations. As of June 9, 2018, the AFSCME 871 covers a total of 235 positions and has an estimated annual payroll that includes other pay items of $9.296 million. The current collective bargaining agreement expires on September 30, 2020.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of June 9, 2018, the FOP covers a total of 1,311 positions and has an estimated annual payroll that includes other pay items of $90.830 million. The current collective bargaining agreement expires on September 30, 2018 and is currently under negotiation.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of June 9, 2018, the IAFF covers a total of 757 positions and an estimated annual payroll that includes other pay items of $52.785 million. The current collective bargaining agreement expired on September 30, 2016, and is currently under negotiation.

The Non-Bargaining Unit consists of all other full-time occupations that are not in a CBU. As of June 9, 2018, there are a total of 312 positions with an estimated annual payroll of $32.265 million. This includes all positions newly excluded from the CBU according to the Settlement Agreement and General Release between the City of Miami and AFSCME, Local 1907, AFL-CIO approved by the City of Miami Commission on April 26, 2018.

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DEPARTMENT BUDGETS:
GENERAL GOVERNMENT

- Mayor
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- City Manager
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- Equal Opportunity and Diversity Programs
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- Human Services
- Independent Auditor General
- Innovation and Technology
- Management and Budget
- Neighborhood Enhancement Team (NET)
- Procurement
- Resilience and Sustainability

Mayor

Department Head: Francis X. Suarez Phone: (305) 250-5300

Description

In the City of Miami's "Mayor-City Commission" form of government, the Mayor works with the members of the City Commission, residents, leaders in the private and public sectors, and other elected officials in order to determine policy direction for the City of Miami. The Mayor maintains contact with other governments to foster mutual cooperation and is the official representative of the City of Miami. 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 serves as the Chief Administrative Officer. However, the Mayor may not dictate the appointment or employment of any other City employees outside the Mayor's Office. During a public emergency, the Mayor may take command of the Police Department.

The Mayor is the presiding officer of the City Commission, with the authority to designate the Chairman and Vice-Chairman among the Commissioners. The Mayor does not vote on the Commission, but has veto authority over any legislative, quasi-judicial, zoning, and master plan or land use decision adopted by the Commission, including the budget or any particular component of it.

The Mayor prepares and delivers an annual report on the State of the City 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, innovation, and resiliency in Miami.

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Mayor

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	1,075,182	1,018,711	1,137,971	1,169,000	1,315,000
Operating Expense	312,327	448,298	523,126	189,000	127,000
Capital Outlay	2,913	3,367	0	0	0
Non-Operating Expenses	200	790,800	541,000	1,252,000	512,000
	1,390,622	**2,261,176**	**2,202,097**	**2,610,000**	**1,954,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	993,194	962,391	1,106,992	1,333,000	1,454,000
Departmental Improvement Initiative	397,427	1,298,785	1,091,611	1,277,000	500,000
Emergency Funds	0	0	3,495	0	0
	1,390,622	**2,261,176**	**2,202,097**	**2,610,000**	**1,954,000**

Budget Highlights for FY 2018-19

The Budget includes the following considerations:

The Mayor's Office has 13 full-time positions included in the FY 2018-19 Budget. This includes the Mayor.
The increase in Regular Salaries and Wages is mitigated by the reduction of the following line-items from the previous fiscal year: Other Salaries and Wages (GF $27,000), Professional Services (GF $35,000), and Budget Reserve (SR $82,000).
Therefore, the Regular Salaries and Wages line item is equivalent to the prior year Regular Salaries and Wages plus the value of the reductions (noted above) and the salary increase for all non-bargaining employees.
The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees, not including the Mayor (GF $35,000).
The contribution from the General Fund to the Mayor's Special Revenue Fund for Festivals and Events remains the same as the previous fiscal year (SR $50,000).
The contribution from the General Fund to the Mayor's Special Revenue Fund for the Citywide Anti-Poverty Initiative will remain the same as approved in the Mid-Year Amendment (SR $450,000).
The Promotional Activities line item reflects funds for the Mayor's International Council (GF $30,000), Protocol (GF $20,000), and the Arts and Entertainment Council (GF $20,000), all remaining the same as the previous year.
The funding and expense for Citywide festivals and events (Dr. Martin Luther King Parade, Three Kings Parade, Dr. Martin Luther King Candlelight Vigil, and the New Year's Eve Festival) has been transferred from the Mayor's Office to Non-Departmental Accounts to better reflect their Citywide nature, rather than be specific to the Mayor's Office (SR $417,000).

Mayor

The funding and expense for the City's allocation to the Camillus House Bed Program has been transferred from the Mayor's Office to Non-Departmental Accounts to better reflect it's Citywide nature, rather than be specific to the Mayor's Office (SR $460,000).

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Mayor

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	570,000	0	570,000	749,000	0	749,000
513000 - Other Salaries and Wages	44,000	0	44,000	17,000	0	17,000
516000 - Fringe Benefits	34,000	0	34,000	53,000	0	53,000
521000 - Fica Taxes	47,000	0	47,000	68,000	0	68,000
522000 - Retirement Contributions	226,000	0	226,000	155,000	0	155,000
523000 - Life and Health Insurance	151,000	0	151,000	176,000	0	176,000
Personnel	**1,169,000**	**0**	**1,169,000**	**1,315,000**	**0**	**1,315,000**
Operating Expense						
524000 - Workers' Compensation	13,000	0	13,000	14,000	0	14,000
531000 - Professional Services	35,000	0	35,000	0	0	0
534000 - Other Contractual Services	3,000	0	3,000	3,000	0	3,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
541000 - Communications & Related Services	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	4,000	0	4,000	3,000	0	3,000
545013 - Insurance - General Liability	6,000	0	6,000	5,000	0	5,000
546001 - IT-Repair and Maintenance Services	20,000	0	20,000	19,000	0	19,000
548000 - Promotional Activities	70,000	25,000	95,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	3,000	0	3,000	3,000	0	3,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
Operating Expense	**164,000**	**25,000**	**189,000**	**127,000**	**0**	**127,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	460,000	460,000	0	0	0
896000 - Budget Reserve	0	792,000	792,000	12,000	500,000	512,000
Non-Operating Expenses	**0**	**1,252,000**	**1,252,000**	**12,000**	**500,000**	**512,000**
Total Expense	**1,333,000**	**1,277,000**	**2,610,000**	**1,454,000**	**500,000**	**1,954,000**

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 next election for Commission Districts 1, 2, and 4 is to be held in November 2019. The next election for Commission Districts 3 and 5 is to be held in November 2021.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; 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.

Commissioners

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	2,646,069	2,352,758	2,736,809	3,186,000	3,446,000
Operating Expense	359,788	411,879	675,062	185,000	568,000
Capital Outlay	18,860	67,874	0	0	0
Non-Operating Expenses	596,083	1,357,066	1,974,881	4,086,000	4,264,000
	3,620,800	**4,189,576**	**5,386,752**	**7,457,000**	**8,278,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	2,750,067	2,496,907	2,950,415	3,602,000	3,912,000
Parks & Recreation Services	7,000	0	0	0	0
Departmental Improvement Initiative	863,733	1,692,669	2,415,038	3,855,000	4,366,000
Emergency Funds	0	0	21,300	0	0
	3,620,800	**4,189,576**	**5,386,752**	**7,457,000**	**8,278,000**

Budget Highlights for FY 2018-19

The Budget includes the following considerations:

There are 36 full-time positions in all District offices combined; this includes the five Commissioners.

All City Commission District Office budgets are increased over the previous fiscal year, independent of cost allocation (GF $50,000).

Each City Commission District Office has a General Fund budget (GF $564,000). The Commission Chairperson's budget remains the same as the previous fiscal year (GF $100,000). This totals (GF $2,920,000) for all five Commission districts and the Chairperson. The remaining (GF $992,000) represents the total amount for cost allocation that is common to all departments.

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees, not including the City Commissioners. This amounts to $18,000 for each office budget (GF $90,000).

All remaining funds that are not related to personnel or cost allocation have been combined into the Other Current Charges and Obligations line-item for each commission district office (GF $449,000).

The contribution from the General Fund to each District's Special Revenue Fund for Festivals and Special Events remains the same as the previous fiscal year (SR $250,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the Special Revenue Fund for District 3 is decreased by $320,000 to reflect actual contributions to the District 3 Arts and Entertainment Fund (SR $65,000).

Commissioners

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the distribution of the Anti-Poverty Initiative Funds is determined by poverty data in each district as provided by the U.S. Census Bureau's American Community Survey (2012-2016).

District 1 is allocated approximately 19.1% of the Anti-Poverty Initiative funds (SR $430,000).

District 2 is allocated approximately 13.5% of the Anti-Poverty Initiative funds (SR $305,000).

District 3 is allocated approximately 19.4% of the Anti-Poverty Initiative funds (SR $437,000).

District 4 is allocated approximately 16.3% of the Anti-Poverty Initiative funds (SR $368,000).

District 5 is allocated approximately 31.6% of the Anti-Poverty Initiative funds (SR $710,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), District 4's share of Anti-Poverty Initiative Funds is decreased to partially offset costs of funding nine positions in the Miami Police Department that were frozen in the Proposed Budget (SR $100,000).

To reflect floor amendments made at the Second Budget Hearing, as noted in the Memorandum titled *Actions Taken at the Second Budget Hearing* (see Appendix J), the Transfers-OUT from General Fund to the Department Improvement Initiatives Special Revenue Fund is increased to reflect additional funding for the Dr. Martin Luther King Candlelight Vigil (SR $90,000).

To reflect floor amendments made at the Second Budget Hearing, as noted in the Memorandum titled *Actions Taken at the Second Budget Hearing* (see Appendix J), the Transfers-OUT from General Fund to the Department Improvement Initiatives Special Revenue Fund is increased to reflect additional funding for Parades, Entertainment, and the Fourth of July Celebration in Little Havana and throughout District 3 (SR $100,000).

To reflect floor amendments made at the Second Budget Hearing, as noted in the Memorandum titled *Actions Taken at the Second Budget Hearing* (see Appendix J), the Transfers-OUT from General Fund to the Department Improvement Initiatives Special Revenue Fund is increased to reflect additional funding for the Veterans Day Parade, Blacktop Basketball, and the Fourth of July Celebration at City Hall (SR $70,000).

To reflect floor amendments made at the Second Budget Hearing, as noted in the Memorandum titled *Actions Taken at the Second Budget Hearing* (see Appendix J), the Transfers-OUT from General Fund to the Department Improvement Initiatives Special Revenue Fund is increased to reflect additional funding for the Fourth of July Celebration at Hadley Park (SR $10,000).

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Commissioners

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	290,000	0	290,000	290,000	0	290,000
512000 - Regular Salaries and Wages	1,542,000	60,000	1,602,000	1,691,000	0	1,691,000
513000 - Other Salaries and Wages	83,000	0	83,000	91,000	95,000	186,000
516000 - Fringe Benefits	232,000	0	232,000	233,000	0	233,000
516010 - Fringe Benefits - Tuition Reimbursement	3,000	0	3,000	0	0	0
521000 - Fica Taxes	159,000	5,000	164,000	166,000	7,000	173,000
522000 - Retirement Contributions	375,000	0	375,000	346,000	0	346,000
523000 - Life and Health Insurance	437,000	0	437,000	527,000	0	527,000
Personnel	**3,121,000**	**65,000**	**3,186,000**	**3,344,000**	**102,000**	**3,446,000**
Operating Expense						
524000 - Workers' Compensation	47,000	0	47,000	48,000	0	48,000
534000 - Other Contractual Services	5,000	0	5,000	0	0	0
540000 - Travel and Per Diem	7,000	0	7,000	0	0	0
541000 - Communications & Related Services	6,000	0	6,000	0	0	0
541100 - Postage	4,000	0	4,000	0	0	0
544000 - Rentals and Leases	5,000	0	5,000	0	0	0
545011 - Insurance - Vehicle Liability	4,000	0	4,000	7,000	0	7,000
545013 - Insurance - General Liability	19,000	0	19,000	14,000	0	14,000
546001 - IT-Repair and Maintenance Services	50,000	0	50,000	50,000	0	50,000
548100 - Advertising and Related Costs	13,000	0	13,000	0	0	0
549000 - Other Current Charges and Obligations	9,000	0	9,000	449,000	0	449,000
551000 - Office Supplies	12,000	0	12,000	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	0	0	0
Operating Expense	**185,000**	**0**	**185,000**	**568,000**	**0**	**568,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	6,000	2,360,000	2,366,000	0	2,998,000	2,998,000
896000 - Budget Reserve	290,000	1,430,000	1,720,000	0	1,266,000	1,266,000
Non-Operating Expenses	**296,000**	**3,790,000**	**4,086,000**	**0**	**4,264,000**	**4,264,000**
Total Expense	**3,602,000**	**3,855,000**	**7,457,000**	**3,912,000**	**4,366,000**	**8,278,000**

City Manager

Department Head: Emilio T. Gonzalez, PhD Phone: (305) 250-5400

Mission Statement

To efficiently serve the community and continuously enhance quality of life.

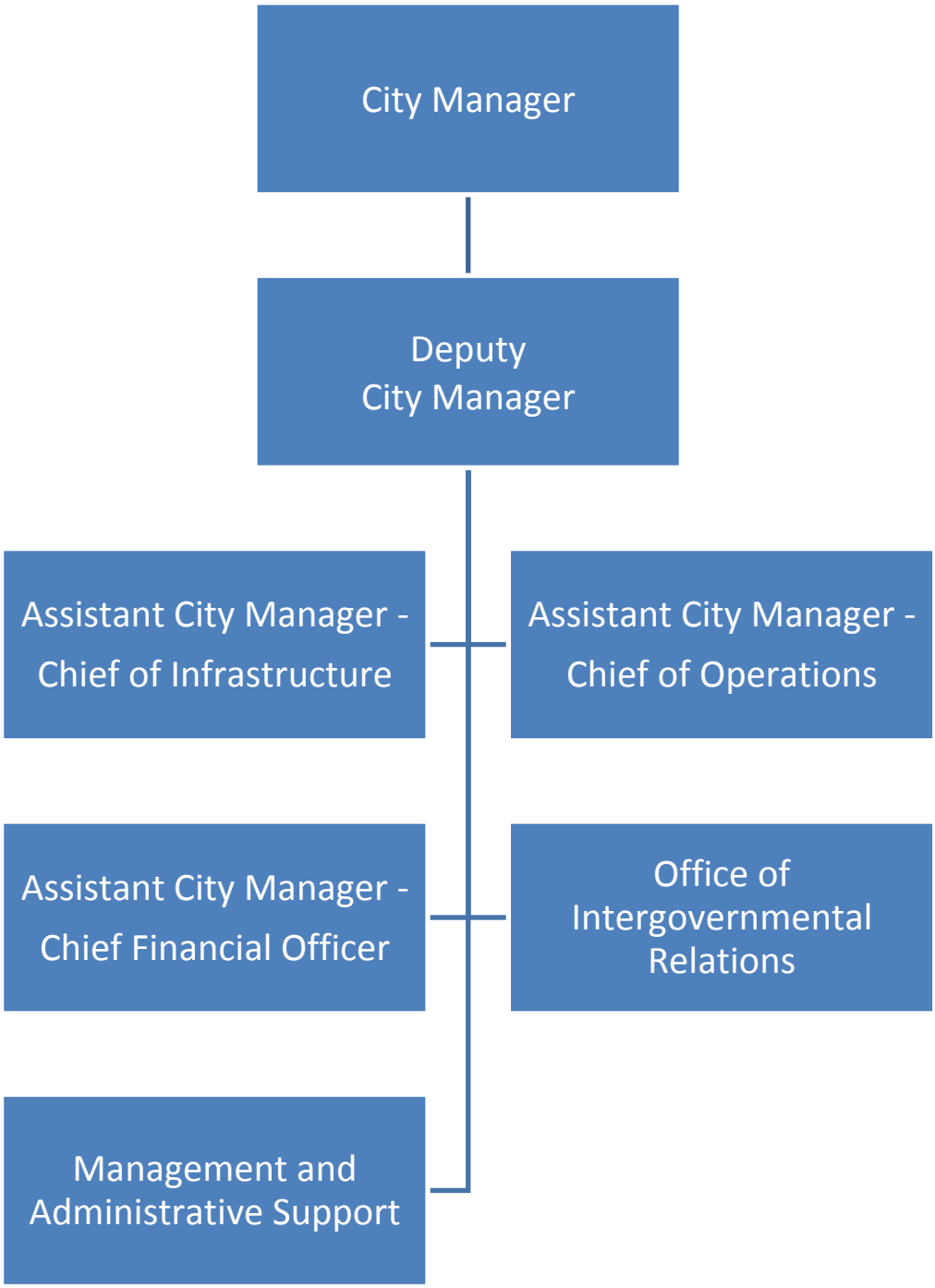
Description

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, one Deputy City Manager, three 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.

City Manager



City Manager

Departmental Function/Unit	FY 2017-18	FY 2018-19
CITY AND DEPUTY CITY MANAGER Implements and enforces the policies, directives, and legislation adopted by the City Commission; oversees the daily operations of the City; promotes the health, safety, and welfare of residents, businesses, and visitors to the City of Miami; oversees the Departments of Agenda Coordination, Communications, Equal Opportunity and Development Programs, Fire Rescue, and Police.	3	4
ASSISTANT CITY MANAGER – CHIEF OF INFRASTRUCTURE Assists the City Manager by planning, directing, reviewing, and overseeing the Infrastructure area, which includes the Departments of Capital Improvements, Code Compliance, Community and Economic Development, General Services Administration, Neighborhood Enhancement Teams, Real Estate and Asset Management, and Veteran Affairs and Homeless Services.	2	1
ASSISTANT CITY MANAGER – CHIEF OF OPERATIONS Assists the City Manager by planning, directing, reviewing, and overseeing the Operations area, which includes the Departments of Building, Parks and Recreation, Planning, Public Works, Resilience and Sustainability, Solid Waste, and Zoning.	2	1
ASSISTANT CITY MANAGER – CHIEF FINANCIAL OFFICER Assists the City Manager by planning, directing, reviewing, and overseeing the Finance and Administrative area, which includes the Departments of Finance, Grants Administration, Human Resources, Information Technology, Management and Budget, Procurement, and Risk Management.	2	1
STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT Coordinates the development and production of the Citywide Strategic Plan and annual plan updates; coordinates resources across departments to measure and manage organizational performance improvement studies.	2	0
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the City Manager.	6	6
OFFICE OF INTERGOVERNMENT RELATIONS Interacts with other government agencies.	1	1
UNSAFE STRUCTURES PANEL Enforces the unsafe structures code.	1	0
COMMUNITY INVESTMENT Interacts with City Departments and community organizations to identify projects and best practices in providing improved quality of life for residents through a self-sufficiency initiative.	3	0
TOTAL FULL-TIME POSITIONS	**22**	**14**

City Manager

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	2,532,027	2,728,080	2,988,767	3,271,000	2,478,000
Operating Expense	142,839	353,482	251,155	649,000	336,000
Capital Outlay	14,389	10,501	2,518	0	0
Non-Operating Expenses	690	1,077	16,074	0	40,000
	2,689,946	**3,093,140**	**3,258,514**	**3,920,000**	**2,854,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	2,689,946	2,914,687	3,254,123	3,916,000	2,850,000
Departmental Improvement Initiative	0	178,453	1,043	4,000	4,000
Emergency Funds	0	0	3,348	0	0
	2,689,946	**3,093,140**	**3,258,514**	**3,920,000**	**2,854,000**

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The Regular Salaries and Wages line item reduction reflects the transfer of the Chief of Unsafe Structures position to the Building Department, the Administrative Assistant position to the Grants Department, and the Director of Community Investment and the Administrative Aide II positions to the Department of Human Services (GF $184,000).

The Other Salaries and Wages line item reduction reflects the elimination of two temporary positions (GF $105,000).

As approved in the FY 2017-18 Mid-Year Amendment, the Regular Salaries and Wages line item reduction reflects the transfer of four positions to the Department of Innovation and Technology (GF $383,000).

The Other Contractual Services line item reduction reflects completion of the purchase of the Strategic Planning dashboard by the end of FY 2017-18 (GF $200,000).

The Professional Services line item reduction reflects the transfer of funds to the Department of Innovation and Technology (GF $110,000).

The Fringe Benefits line item reduction reflects the transfer of funds to the Department of Innovation and Technology (GF $11,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees, including the City Manager (GF $86,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the Regular Salaries and Wages line item reduction reflects the elimination of one Assistant to the City Manager position (GF $70,000).

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City Manager

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,094,000	0	2,094,000	1,815,000	0	1,815,000
513000 - Other Salaries and Wages	105,000	0	105,000	0	0	0
516000 - Fringe Benefits	73,000	0	73,000	69,000	0	69,000
521000 - Fica Taxes	160,000	0	160,000	141,000	0	141,000
522000 - Retirement Contributions	536,000	0	536,000	257,000	0	257,000
523000 - Life and Health Insurance	303,000	0	303,000	196,000	0	196,000
Personnel	**3,271,000**	**0**	**3,271,000**	**2,478,000**	**0**	**2,478,000**
Operating Expense						
524000 - Workers' Compensation	35,000	0	35,000	32,000	0	32,000
531000 - Professional Services	144,000	0	144,000	34,000	0	34,000
534000 - Other Contractual Services	328,000	0	328,000	128,000	0	128,000
540000 - Travel and Per Diem	20,000	0	20,000	20,000	0	20,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
545013 - Insurance - General Liability	11,000	0	11,000	8,000	0	8,000
546001 - IT-Repair and Maintenance Services	32,000	0	32,000	35,000	0	35,000
548000 - Promotional Activities	0	4,000	4,000	0	4,000	4,000
548100 - Advertising and Related Costs	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	12,000	0	12,000	12,000	0	12,000
551000 - Office Supplies	31,000	0	31,000	31,000	0	31,000
552000 - Operating Supplies	14,000	0	14,000	14,000	0	14,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	**645,000**	**4,000**	**649,000**	**332,000**	**4,000**	**336,000**
Non-Operating Expense						
899000 - Other Uses	0	0	0	40,000	0	40,000
Non-Operating Expenses	**0**	**0**	**0**	**40,000**	**0**	**40,000**
Total Expense	**3,916,000**	**4,000**	**3,920,000**	**2,850,000**	**4,000**	**2,854,000**

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Agenda Coordination

Department Head: Miriam M. Arcia Phone: (305) 416-2055

Mission Statement

The mission of the Office of Agenda Coordination is to efficiently and effectively oversee and coordinate the preparation of the City Commission agendas as established by the Code of the City of Miami.

Description

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

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

Stakeholders include residents, businesses, City administration and departments, as well as visitors to the City of Miami.

Office of Agenda Coordination

Departmental Function/Unit	FY 2017-18	FY 2018-19
AGENDA COORDINATION 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.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

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Agenda Coordination

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	290,234	339,804	341,066	382,000	388,000
Operating Expense	9,651	16,030	15,514	15,000	14,000
Capital Outlay	(468)	0	0	0	0
	299,417	**355,834**	**356,579**	**397,000**	**402,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	299,417	355,834	356,579	397,000	402,000
	299,417	**355,834**	**356,579**	**397,000**	**402,000**

Department Strategies for FY 2018-19

Continue to distribute the City Commission agenda packets five full business days prior to the scheduled City Commission meeting.

Ensure the draft agenda is released at least seven calendar days prior to the distribution of the final agenda.

Continue to train new Agenda Liaisons, as well as Department Directors and Assistant Department Directors, regarding the agenda process.

Accomplishments in FY 2017-18

Successfully distributed agenda packets to the Mayor and members 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 23 meetings in FY 2017-18.

Ensured that each draft agenda was released at least seven calendar days prior to the distribution of the final agenda.

Completed training on the new Accela legislative system for all Agenda Liaisons and their respective Department Directors and Assistant Department Directors.

Awarded for customer service as part of the Appraising City Excellence in Service (ACES) by the City.

Agenda Coordination

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects a reduction due to in part to salary savings of new hires being hired at the base salary and the increase for consideration explained below for a net decrease (GF $10,000).

The Overtime line item reflects the reduction that will cause employees to not be able to work additional time in the event there are last minute or emergency items that need to be placed on the agenda (GF $1,000).

The Postage line item reflects the reduction which is due to increased agenda packages distributed electronically (GF $1,000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent for all non-bargaining employees (GF $9,000).

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:

Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
To ensure distribution of the City Commission agenda packets five (5) full business days prior to the scheduled City Commission meeting and release the draft agenda at least seven (7) calendar days prior to the distribution of the final agenda.	Regular items prepared and distributed	1,071	1,052	997	890
	Planning and Zoning items distributed	203	228	234	180
	Substitutions distributed	15	21	26	4
To deliver high-quality customer service and improve operational efficiency	Train new Agenda Liaisons regarding the agenda process	47	30	12	8

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Agenda Coordination

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	216,000	0	216,000	206,000	0	206,000
514000 - Overtime	3,000	0	3,000	2,000	0	2,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	17,000	0	17,000	16,000	0	16,000
522000 - Retirement Contributions	91,000	0	91,000	100,000	0	100,000
523000 - Life and Health Insurance	50,000	0	50,000	59,000	0	59,000
Personnel	**382,000**	**0**	**382,000**	**388,000**	**0**	**388,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
541100 - Postage	1,000	0	1,000	0	0	0
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	2,000	0	2,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	3,000	0	3,000	4,000	0	4,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
Operating Expense	**15,000**	**0**	**15,000**	**14,000**	**0**	**14,000**
Total Expense	**397,000**	**0**	**397,000**	**402,000**	**0**	**402,000**

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City Attorney

Department Head: Victoria Méndez, City Attorney Phone: (305) 416-1800

Mission Statement

To provide the highest quality legal services while ethically and zealously representing all stakeholders in the City of Miami in a timely, efficient, and cost-effective manner.

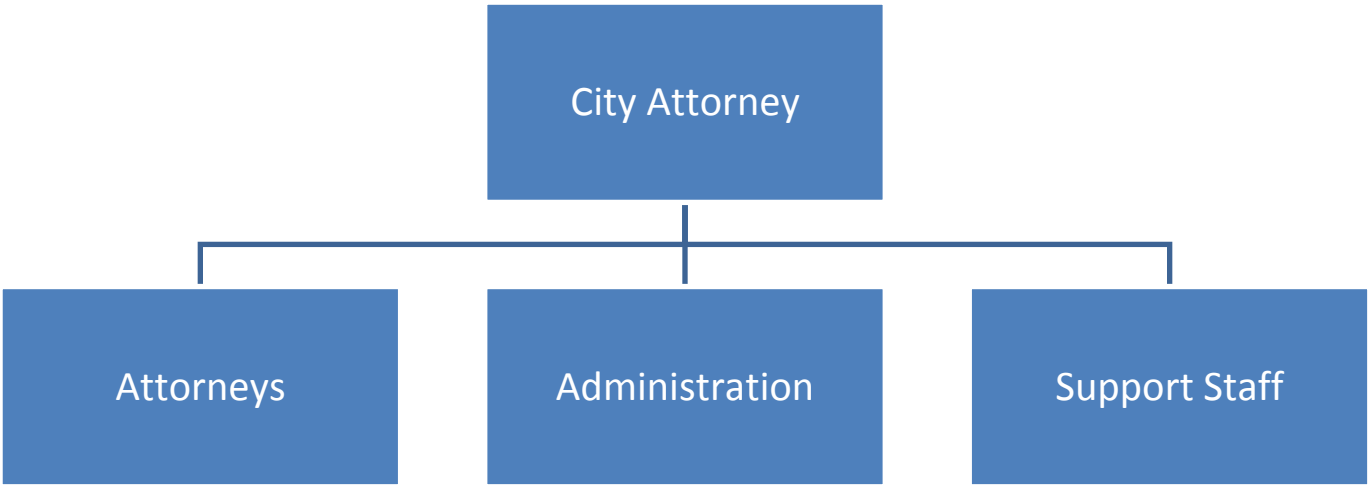
Description

The Office of the City Attorney provides legal counsel to the City of Miami's Elected Officials and the Administration The City Attorney 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.

Contributing to the Administration's Priority of Service, 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; prepares all contracts, 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 the Administration on federal, state, and local laws impacting the conduct of municipal affairs.

Stakeholders include Elected Officials, the Administration, City departments, residents, and approximately 42 City authorities, boards, and committees.

City Attorney



Departmental Function/Unit	FY 2017-18	FY 2018-19
CITY ATTORNEY 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 Mayor, the City Commission, City Manager, and department heads.	1	1
ATTORNEYS 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; performs other legal or administrative duties designated by local laws and the City Charter.	28	28
ADMINISTRATION 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.	5	5
SUPPORT STAFF Assists legal staff in the Office of the City Attorney; performs technical and complex clerical legal tasks; record legal documents with the court system; serves as courier for the Office.	26	26
TOTAL FULL-TIME POSITIONS	**60**	**60**

City Attorney

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	6,507,547	6,828,526	7,458,977	8,030,000	8,957,000
Operating Expense	421,327	349,275	408,241	388,000	399,000
Capital Outlay	1,274	2,150	59,091	0	0
	6,930,149	**7,179,951**	**7,926,308**	**8,418,000**	**9,356,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	6,926,825	7,179,951	7,926,308	8,418,000	9,356,000
General Special Revenue	3,324	0	0	0	0
	6,930,149	**7,179,951**	**7,926,308**	**8,418,000**	**9,356,000**

Department Strategies for FY 2018-19

Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities.
Continue responding to Legal Service Requests (LSRs) in a timely manner.
Develop in-house expertise in environmental and real estate matters.
Continue expanding collection efforts.
Continue to develop a fully-electronic office environment.
Aggressively address quality of life matters including, but not limited to, code compliance, nuisance abatement, unsafe structures, and squatting situations.
Continue litigating matters on behalf of the City with the mind-set of obtaining favorable and cost-effective results.
Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures.
Continue developing the intern and clerkship program to enhance the law-students' legal knowledge for future growing potential including potential recruitment.
Further improve the professionalism and customer service standards of the office.

City Attorney

Accomplishments in FY 2017-18

Proactively provided legal advice to the City Commission and the City administration to reduce liabilities.
Established an office policy wherein all in-coming LSRs must be reviewed and assigned to an Attorney within one business day.
Aggressively addressed quality of life matters including, but not limited to, code compliance, nuisance abatement, unsafe structures, and squatting situations.
Aggressively litigated matters on behalf of the City, such as, Civic Towers, Babylon International, FOP Miami Lodge 20, and the Village of Key Biscayne.
Improved the office standards as to professionalism and customer service concepts.
Mentored law students from various law schools and universities.
Assisted in the on-going negotiation of the collective bargaining agreements.
Developed in-house advocacy services for the State of Florida Legislative Process by assisting in the development of the City's legislative priorities for the 2017 Session. Drafted approximately twenty pieces of state legislation, including but not limited to, vacation rentals and Workers' Compensation initiatives.
Collected various lien monies from several properties in the amount $2,002,111 as of June 28, 2018.
Cross-trained junior-level attorneys with senior-level attorneys to assist with future succession plans.
Hosted six trainings, "Navigating Legal Requirements for Real Estate", "Platting 101", "Preparation and Use of a Trial Notebook", "Interpretation of Legal Documents", "Code Compliance in the City of Miami", and "How to Process a Public Records Request".

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the reduction of one Assistant City Attorney cost, and the reclassification of an expected-to-be vacant position January 2019 (GF $165,000).
The Other Salaries and Wages line item reflects the elimination of one vacant part-time position (GF $77,000).
The Subscriptions, Memberships, Licenses, Permits and Other line item reflects a reduction that will cause employees to self-fund such memberships previously funded by the City (GF $15,000).
The Travel and Per Diem line item reflects a reduction that will cause employees not able to attend conferences or training opportunities previously funded by the City (GF $17,000).

The Budget includes the following additions:

The Professional Services line item increase is due in part to the completion of digitizing the City Attorney's records (GF $15,000).
The Office Supplies line item increase is due in part to the historic increased cost for supplies and office equipment required to support special projects (GF $5,000).

City Attorney

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $9,000), and an average of five percent salary increase for all non-bargaining employees, including the City Attorney (GF $260,000).

To reflect the changes approved at the First Budget Hearing, one Assistant City Attorney position was added with no additional funding.

Strategic Alignment and Performance Metrics

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:
Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Improve communication to the public

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities	Litigation matters opened (number)	506	525	559	600
	Litigation matters closed (number)	628	549	371	600
	Non-litigation matters opened (number)	2,470	2,541	2,556	2,400
	Non-litigation matters closed (number)	2,336	1,536	2,039	2,500
Continue litigating matters on behalf of the City with the mind set of obtaining favorable and cost-effective results	Blended Attorney hourly rate (dollars)	55.18	57.87	62.11	65.00
	Blended billable hours per Attorney (hours)	1,315	1,307	1,500	1,700
Continue expanding collection efforts	Collection of Liens (dollars)	N/A	1,908,724	2,022,390	1,500,000
Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures	Preventative Law Training /Presentations (number)	N/A	11	12	10
Continue responding to Legal Service Requests in a timely manner	Public Records Requests (opened)	N/A	918	1,930	1,300
	Public Records Request (closed)	N/A	754	1,907	1,300

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City Attorney

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,537,000	0	5,537,000	5,667,000	0	5,667,000
512010 - Attrition Savings - Salaries	(497,000)	0	(497,000)	(108,000)	0	(108,000)
513000 - Other Salaries and Wages	150,000	0	150,000	80,000	0	80,000
515000 - Special Pay	22,000	0	22,000	22,000	0	22,000
516000 - Fringe Benefits	84,000	0	84,000	89,000	0	89,000
521000 - Fica Taxes	422,000	0	422,000	427,000	0	427,000
522000 - Retirement Contributions	1,540,000	0	1,540,000	1,744,000	0	1,744,000
523000 - Life and Health Insurance	772,000	0	772,000	1,036,000	0	1,036,000
Personnel	**8,030,000**	**0**	**8,030,000**	**8,957,000**	**0**	**8,957,000**
Operating Expense						
524000 - Workers' Compensation	89,000	0	89,000	94,000	0	94,000
531000 - Professional Services	30,000	0	30,000	45,000	0	45,000
540000 - Travel and Per Diem	35,000	0	35,000	18,000	0	18,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
544000 - Rentals and Leases	13,000	0	13,000	13,000	0	13,000
545011 - Insurance - Vehicle Liability	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	22,000	0	22,000	22,000	0	22,000
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	67,000	0	67,000	84,000	0	84,000
551000 - Office Supplies	20,000	0	20,000	25,000	0	25,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	106,000	0	106,000	91,000	0	91,000
Operating Expense	**388,000**	**0**	**388,000**	**399,000**	**0**	**399,000**
Total Expense	**8,418,000**	**0**	**8,418,000**	**9,356,000**	**0**	**9,356,000**

City Clerk

Department Head: Todd B. Hannon Phone: (305) 250-5360

Mission Statement

To capture and archive public records accurately while making them available to the public as quickly and broadly as possible, and to safeguard the integrity of the election process by applying technology and improved business processes.

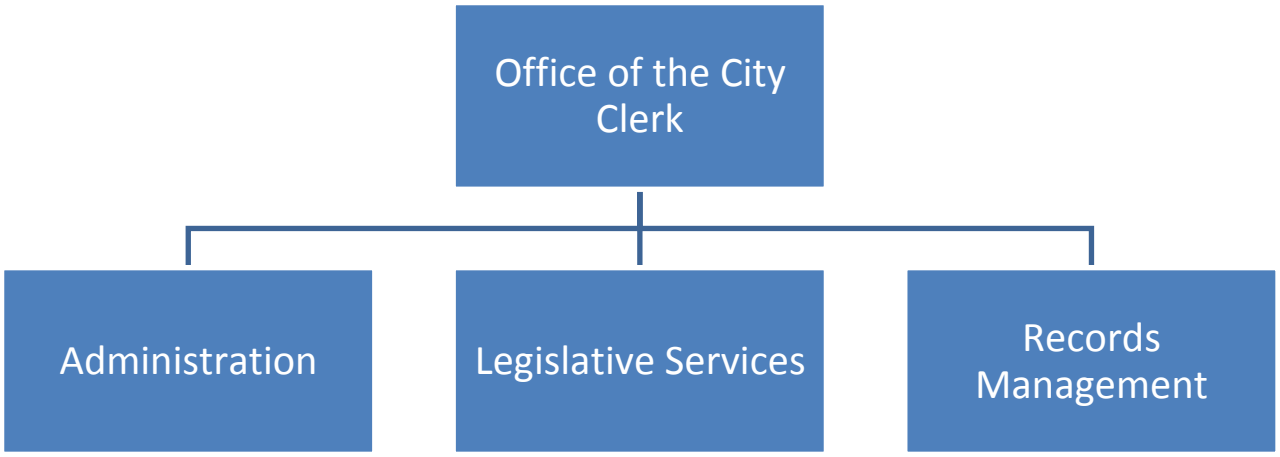
Description

The City Clerk's Office is the keeper of all official records. Duties and responsibilities are derived from the 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, minutesand 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.

Contributing to the Administration's Priority of Service, 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.

City Clerk



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records City Commission meetings; prepares and administers oaths of office; maintains official calendars of City Commission, Boards and Committee meetings; executes documents as Secretary of the Municipal Corporation and Community Redevelopment Agency (CRA) Board.	1	1
ADMINISTRATION 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
LEGISLATIVE SERVICES Records City Commission actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes and distributes verbatim minutes; attends and participates in bond validation proceedings; advertises official notices; registers and maintains lobbyist files; coordinates the routing of bids and proposals for appropriate tabulation; reproduces, certifies, notarizes, and researches official City records; provides passport application services; notifies board and committee appointees upon being selected by the Commission.	6	5
RECORDS MANAGEMENT Archives 121 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
TOTAL FULL-TIME POSITIONS	**13**	**12**

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City Clerk

Department Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	1,385,917	1,331,315	1,362,093	1,509,000	1,553,000
Operating Expense	279,452	376,766	473,721	349,000	404,000
Capital Outlay	0	18,128	4,929	0	0
Non-Operating Expenses	0	0	0	644,000	1,068,000
Transfers - OUT	0	33,300	0	0	0
	1,665,369	**1,759,509**	**1,840,744**	**2,502,000**	**3,025,000**

Funding Structure

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	1,531,994	1,596,330	1,716,047	1,753,000	1,845,000
City Clerk Services	133,375	163,180	124,697	749,000	1,180,000
	1,665,369	**1,759,509**	**1,840,744**	**2,502,000**	**3,025,000**

Department Strategies for FY 2018-19

Complete City Commission meeting after-action reports (marked agenda) within seven business days.
Complete City Commission minutes within 25 business days.
Complete City Commission minutes for consolidated, special, and budget meetings within 35 business days.
Scan executed contracts and agreements into Laserfiche within seven business days of receipt.
Notify board members of their appointments within established guidelines based upon data generated through the Personal and Office Management System (POMS).
Launch Weblink function of the Laserfiche Document Management System to allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes).
Redesign the Elections webpage of the City Clerk's website to enhance user-friendly accessibility for internal and external customers.

Accomplishments in FY 2017-18

Completed City Commission meeting after-action reports (marked agenda) within seven business days.
Completed City Commission minutes within 25 business days.
Completed City Commission minutes for consolidated, special, and budget meetings within 35 business days.
Scanned executed contracts and agreements into Laserfiche within seven business days of receipt.
Notified board members of their appointments within established guidelines.
Developed the search engine platform for the WebLink function of the Laserfiche Document Management System that will eventually allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas and minutes).

City Clerk

Established a comprehensive outline with the Department of Innovation and Technology consisting of multiple web pages that will be used for the redesign of the Elections webpage located on the Office of the City Clerk's website to enhance user-friendly accessibility for internal and external customers.

Projected to assist over 1,200 first-time applicants with the Department of State's application for a United States Passport from October 1, 2017 to September 30, 2018.

Projected to transmit over 50 adopted resolutions to various governmental and non-governmental agencies as directed by the City Commission.

Destroyed approximately 2,500 cubic feet of off-site storage documents that either met their retention value per the Florida Department of State's GS1-SL Records Schedule, or were digitized and the paper copies were no longer needed resulting in a significant savings to the City through reduced off-site storage costs.

The Records Division continues to spearhead an ongoing special project wherein the City's off-site records were inventoried, vital records were digitized and non-vital records that met the State of Florida's retention period and have no administrative value were identified for disposition.

Successfully collaborated with the Department of Innovation and Technology on the development and implementation of an external search engine for the Lobbyist Information Management System (LIMS), empowering the public with the ability to search for lobbyists registered with the City of Miami.

Budget Highlights for FY 2018-19

The Budget includes the following reduction:

The Regular Salaries and Wages line item reflects the elimination of Legislative Services Representative II position that will impact services by limiting the office's ability to efficiently provide oversight to the 41 boards currently operating in the City (GF $48,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF $12,000) as a continuance of the wages and benefits of the contract that expired on September 30, 2017.

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees, including the City Clerk (GF $24,000).

City Clerk

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:

Improve communication to the public in our methods and content

Promote a standard of excellence in our work

Modernize City processes

Department Goals	Performance Measures	FY15-16 Actuals	FY16-17 Actuals	FY17-18 Actual	FY18-19 Target
Provide internal and external customers with timely access to actions and minutes associated with Miami City Commission meetings.	Marked agenda completed within seven business days (percent)	72	67	77	85
	City Commission minutes completed within 25 business days (percent)	100	100	100	100
	City Commission minutes for consolidated, special, and budget meetings completed within 35 business days (percent)	100	100	100	100
Promote effective service delivery of City of Miami contracts and agreements by making them available promptly.	Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	85	82	99	100
Improve operational efficiency of City of Miami boards, committees, trusts and agencies by expeditiously providing newly appointed and reappointed board members with appointment notifications.	Notifications sent to board appointees within 30 business days of City Commission approval (percent)	96	100	98	100

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City Clerk

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	896,000	43,000	939,000	851,000	43,000	894,000
512010 - Attrition Savings - Salaries	(50,000)	0	(50,000)	0	0	0
516000 - Fringe Benefits	9,000	0	9,000	9,000	0	9,000
521000 - Fica Taxes	69,000	3,000	72,000	66,000	3,000	69,000
522000 - Retirement Contributions	319,000	18,000	337,000	327,000	19,000	346,000
523000 - Life and Health Insurance	185,000	17,000	202,000	215,000	20,000	235,000
Personnel	**1,428,000**	**81,000**	**1,509,000**	**1,468,000**	**85,000**	**1,553,000**
Operating Expense						
524000 - Workers' Compensation	22,000	1,000	23,000	24,000	1,000	25,000
531000 - Professional Services	40,000	6,000	46,000	36,000	0	36,000
534000 - Other Contractual Services	55,000	12,000	67,000	52,000	21,000	73,000
540000 - Travel and Per Diem	1,000	0	1,000	1,000	0	1,000
541100 - Postage	11,000	3,000	14,000	9,000	3,000	12,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545013 - Insurance - General Liability	4,000	0	4,000	5,000	0	5,000
546000 - Repair and Maintenance Services	1,000	0	1,000	60,000	0	60,000
546001 - IT-Repair and Maintenance Services	61,000	0	61,000	60,000	0	60,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	120,000	0	120,000	120,000	0	120,000
551000 - Office Supplies	4,000	2,000	6,000	4,000	2,000	6,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**325,000**	**24,000**	**349,000**	**377,000**	**27,000**	**404,000**
Non-Operating Expense						
896000 - Budget Reserve	0	644,000	644,000	0	1,068,000	1,068,000
Non-Operating Expenses	**0**	**644,000**	**644,000**	**0**	**1,068,000**	**1,068,000**
Total Expense	**1,753,000**	**749,000**	**2,502,000**	**1,845,000**	**1,180,000**	**3,025,000**

Civil Service

Department Head: Tishria L. Mindingall Phone: (305) 416-2020

Mission Statement

To ensure that City employees in the classified service are hired, promoted, and retained based upon merit, efficiency, character, and industry and not political patronage. The Civil Service Board will enforce the principles of a merit-based system of employment.

Description

The City Charter provides for a Civil Service Board consisting of five members to adopt, amend, and enforce a code of rules and regulations, subject to the approval of the City Commission, providing for appointment and employment in all positions in the classified service. The Board is responsible for the enforcement of Section 36 of the City of Miami Charter and Chapter 40 of the Code of Laws, and executes legislative, administrative, and quasi-judicial functions that serve to protect and defend the merit system. The Board also ensures that established rules, regulations, policies, and procedures are utilized in the hiring, promoting and retaining of capable peopleinto the City's workforce. It 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 andat times reports findings and recommendations to Department Directors and the City Manager.

Contributing to the Administration's Priority of Service, the staff prepares and maintains the agendas and minutes, meets with and guides employees and residents in the civil service process and methods, conducts research and prepares regular and special reports, and performs all administrative functions for the members.

The Board and staff perform their duties for the benefit of City of Miami employees, applicants, and residents of the City of Miami, who have the ability to address the Board via Rules 2.7, 14.1, and 16.1.

Civil Service

Civil Service

Departmental Function/Unit	FY 2017-18	FY 2018-19
CIVIL SERVICE 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; maintains meeting agendas and minutes, issues subpoenas, and prepares reports detailing the outcome of hearings; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	387,883	361,860	346,631	391,000	414,000
Operating Expense	39,564	39,316	30,684	37,000	31,000
Capital Outlay	1,388	0	0	0	0
	428,835	**401,176**	**377,316**	**428,000**	**445,000**

Department/Funding Structure

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	428,835	401,176	377,316	428,000	445,000
	428,835	**401,176**	**377,316**	**428,000**	**445,000**

Civil Service

Department Strategies for FY 2018-19

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.
Publish departmental newsletters and informational bulletins on a quarterly basis.
Investigate allegations of mistreatment, fraud, and other abuses of power as they occur.
Conduct 12 new employee orientations and five supervisory or managerial-level Civil Service training sessions.

Accomplishments in FY 2017-18

Held 18 Civil Service Board meetings, heard and ruled on all 18 hearings (appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters).
Provided reports and recommendations to the City Manager and Departments related to personnel, hiring, and employment policies and practices.
Processed 100 percent of subpoenas within two business days of receipt.
Conducted 16 Civil Service Rules Workshops, New Employee Orientations, Supervisor Orientations, and training sessions.
Published six informational bulletins and Departmental Newsletters.
Closed nine of 18 cases and conducted 85 research and investigative projects requested by employees, Board Members, and members of the public.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Repair and Maintenance Services line item reflects a reduction that will limit departmental repairs (GF $4,000).
The Subscriptions, Memberships, Licenses line item reflects a reduction that will cause employees to self-fund such memberships previously funded by the City (GF $1,000).
The Training and Per Diem line item reflects a reduction that will cause employees to limit any participation to conferences or training opportunities previously funded by the City (GF $3,000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees (GF $11,000).
To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), the increase in Regular Salaries and Wages is due in part to accommodate personnel changes (GF $20,000).

Civil Service

Strategic Alignment and Performance Measures

Priority: Municipal Services
Department Goal: Improving the way we deliver municipal services to our citizens
Objectives:
Improve communication to the public in method and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Hear citizen or employee complaints of City departments or staff, the hiring/promotion process or alleged violations of the Rules, and formulate corrective actions and process improvements for the Manager's or Director's implementation	Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters heard (number)	12	7	9	8
Establish procedures and grounds for disciplinary action hearings and conduct hearings at the request of an employee dismissed, suspended, demoted, laid off or reduced in pay by the Department Director	Cases closed (number)	12	18	20	10
Conduct hearings upon notification of an employee's unsatisfactory service rating, and impose appropriate sanctions	Subpoenas prepared and processed (number)	30	24	26	25
Hear complaints of employees and investigate allegations concerning abuses of power or Rule violations in appointments, layoffs, removals without justification, or other ways	Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	95	101	142	95
Conduct regular workshops, new employee and supervisor orientation sessions on the responsibilities of employees, functions of the Board, and generally improve the knowledge of and adherence to the Rules	Civil Service Rules workshops conducted (number)	6	2	5	6
	New employee and supervisor orientation conducted (number)	18	12	14	10
	Employees trained by the Civil Service Board (number)	150	150	77	120
	Subpoenas processed within two business days of receipt (percent)	N/A	100	N/A	N/A
	Civil Service Board meeting minutes completed within seven calendar days (percent)	N/A	100	N/A	N/A

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Civil Service

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	11,000	0	11,000	11,000	0	11,000
512000 - Regular Salaries and Wages	246,000	0	246,000	254,000	0	254,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	19,000	0	19,000	24,000	0	24,000
522000 - Retirement Contributions	76,000	0	76,000	81,000	0	81,000
523000 - Life and Health Insurance	34,000	0	34,000	39,000	0	39,000
Personnel	**391,000**	**0**	**391,000**	**414,000**	**0**	**414,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
531010 - Professional Services-Legal Services	17,000	0	17,000	17,000	0	17,000
540000 - Travel and Per Diem	1,000	0	1,000	0	0	0
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	2,000	0	2,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	8,000	0	8,000	5,000	0	5,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	0	0	0
Operating Expense	**37,000**	**0**	**37,000**	**31,000**	**0**	**31,000**
Total Expense	**428,000**	**0**	**428,000**	**445,000**	**0**	**445,000**

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Code Compliance

Department Head: James Bernat Phone: (305) 416-2087

Mission Statement

To improve the quality of life in Miami and beautify the City by administering a fair enforcement program to correct code violations, educating the public on compliance, and partnering with other departments and agencies.

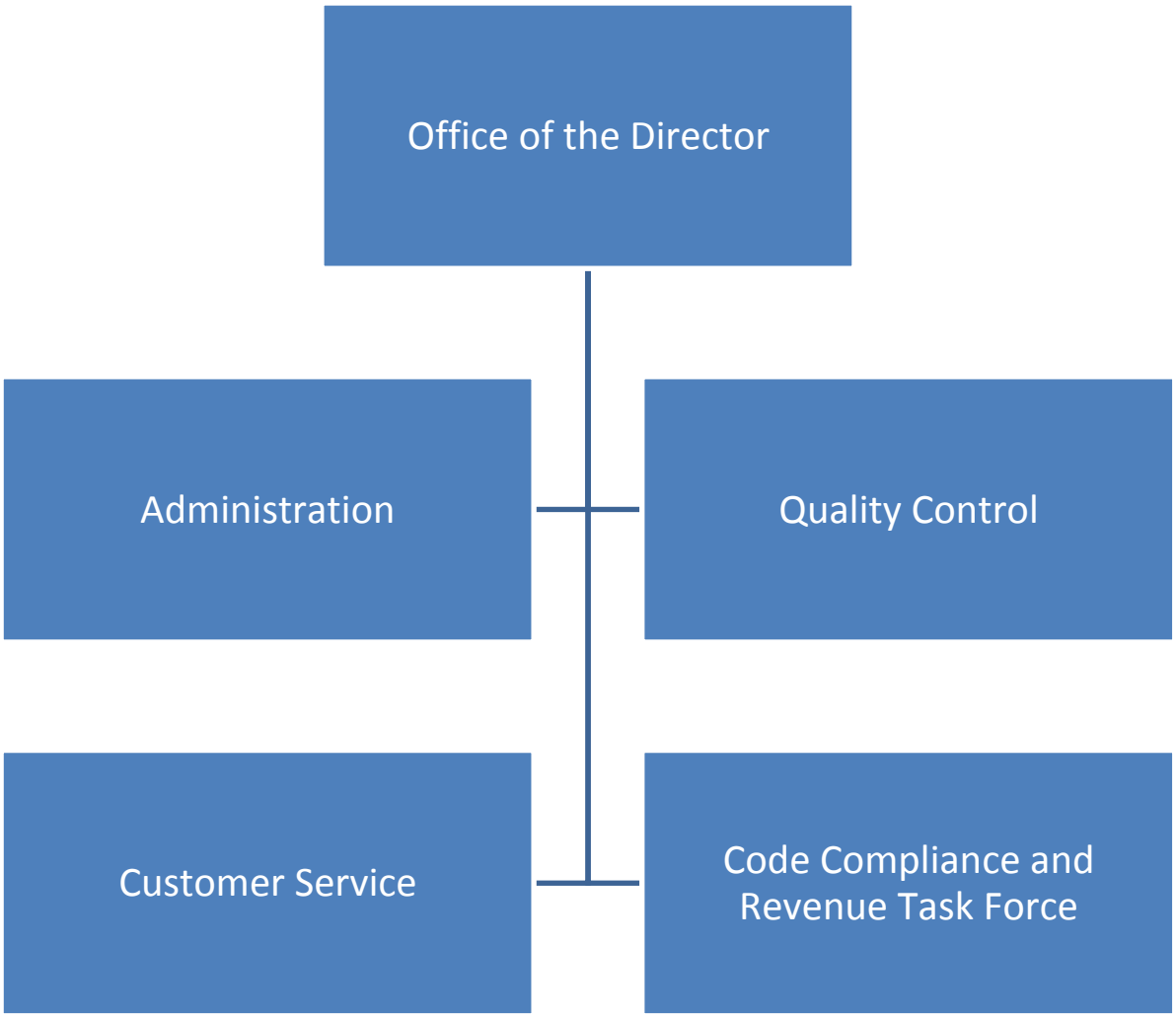
Description

The Office of Code Compliance works in partnership with residents and businesses to promote and maintain a safe and desirable living and working environment. The Department helps to maintain and improve the quality of the community by managing a fair and unbiased code enforcement program to correct violations of municipal codes and land use requirements.

Contributing to the Administration's Priority of Service, the Office of Code Compliance is responsible for enforcing and educating both residents and business owners, on the City's Codes and Ordinances. The Office enforces community and neighborhood code issues, including zoning violations, business tax receipts, illegal dumping, abandoned or inoperable vehicles, graffiti, and overgrown lots. The staff notifies residents and business owners of code violations and educating them about possible future violations. The Office works with all stakeholders to bring violations into compliance.

The stakeholders are City of Miami residents, property owners, homeowners' associations, business owners, and departments.

Code Compliance



Code Compliance

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; assists other City departments and agencies with code compliance issues, ordinances, and the City Charter.	1	0
CODE COMPLIANCE AND REVENUE TASK FORCE Patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with 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.	48	50
ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, and procurement.	2	2
QUALITY CONTROL TEAM Responds to unusual or difficult situations; resolves problems and complaints; evaluates and monitors the ongoing performance of Code Compliance inspectors; defines and implements quality improvement programs; determines the effectiveness of Departmental procedures.	4	5
CUSTOMER SERVICE Provides customer service via phone and in person; assists with clerical duties such as inventory control, payroll, file maintenance, mailings, data entry, and other clerical support as needed.	4	4
TOTAL FULL-TIME POSITIONS	**59**	**61**

Code Compliance

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	4,009,342	4,734,752	5,259,300	6,053,000	6,373,000
Operating Expense	297,526	475,655	379,638	666,000	552,000
Capital Outlay	0	89,290	9,948	9,000	9,000
Non-Operating Expenses	228	130	716	0	717,000
Transfers - OUT	0	0	0	0	950,000
	4,307,096	**5,299,826**	**5,649,601**	**6,728,000**	**8,601,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	4,306,711	5,299,666	5,649,598	6,728,000	6,934,000
Planning and Zoning Tree Trust Fund	385	160	0	0	0
Net Offices & Code Enforcement (SR)	0	0	0	0	1,667,000
Emergency Funds	0	0	3	0	0
	4,307,096	**5,299,826**	**5,649,601**	**6,728,000**	**8,601,000**

Department Strategies for FY 2018-19

Continue to educate residents and business owners on the City codes and ordinances utilizing educational materials.

Proactively identify safety issues that will prevent future injuries and promote the safety, welfare, and services throughout the City of Miami.

Develop and implement an in-house City of Miami certification program for all Code Compliance Inspectors.

Continue to partner with the Innovation and Technology Department to replace the current Cityview program.

Increase the level of Business Tax Receipts (BTR) and Certificate of Use (CU) inspections

Increase the collection of revenues via BTR and CU inspections

Maintain quality customer service in both administrative and field functions.

Code Compliance

Accomplishments in FY 2017-2018

Educated the public by issuing magnets and business cards pertaining to after hours, and booklets explaining common code violations, commercial signage, illegal dumping, vacant homes, graffiti, noise ordinances, garage sales, and overgrown lots, to obtain voluntary compliance.
Continued to pursue life safety issues in order to provide first-class compliance to the community.
Ran reports to review opened cases to determine if they should be closed or moved to a hearing.
Conducted in-house meetings to create a more collaborative relationship with other departments.
Responded and closed 73 percent of 311 calls within ten business days.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of two vacant positions that will impact services by limiting enforcement in the field (GF $171,000).
The Professional Services line item reflects a reduction of lot clearing and fencing due in part to historical projections while maintaining the same level of service (GF $40,000).
The Rental and Leases line item reflects the reduction of a sound machine that will impact the offices ability to measure noise levels (GF $100,000).
The Travel and Per Diem line item reflects a reduction that will cause employees to not be able to attend conferences or training opportunities previously funded by the City (GF $3,000).

The Budget includes the following additions:

The increase in the Overtime line item reflects a high level operation of Code Enforcement Officers around the clock, seven-days-a-week inclusive of holidays (GF $25,000).
As approved in the FY 2017-18 Mid-Year Amendment, four positions were added to the FY 2018-19 Regular Wages and Salaries line item (GF $271,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $162,000), and an average of five percent salary increase for all non-bargaining employees (GF $20,000).
A General Fund contribution to a capital project for the reconfiguration of systems furniture (SR $150,000)
A General Fund contribution to a capital project to replace the current Cityview program (Mid-Year $100,000) (SR $800,000).

Code Compliance

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:

- Enforce clean and safe housing in neighborhoods where needed most
- Prioritize code enforcement to promote safe and healthy neighborhoods in areas experiencing high incidences of violent crime, health and risks and poverty
- Increase recycling and reduce illegal dumping and littering
- Promote a standard of excellence in our work
- Modernize City process

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Increase awareness of and compliance with City codes	Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	19,165	16,268	28,043	22,000
Maintain streets and public spaces to a high standard	Collections from new/outstanding BTR and CU inspections (dollars)	2,091,403	2,206,965	2,759,387	2,550,000
Empower residents and businesses to take a more active role in the beautification of their communities	Respond to 311 complaints within 10 days (percent)	75	73	69	85
Promote effective service delivery and high-quality customer service	Qualitative Code Compliance Customer Service Survey (percent of excellence)	88	85	76	85
Maintain streets and public spaces to a high standard	Residents who agree their neighborhood appearance has improved in the last three years (percent)	88	81	83	88

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Code Compliance

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,632,000	0	3,632,000	3,819,000	0	3,819,000
512010 - Attrition Savings - Salaries	0	0	0	(260,000)	0	(260,000)
514000 - Overtime	0	0	0	25,000	0	25,000
516000 - Fringe Benefits	30,000	0	30,000	32,000	0	32,000
521000 - Fica Taxes	274,000	0	274,000	296,000	0	296,000
522000 - Retirement Contributions	1,312,000	0	1,312,000	1,405,000	0	1,405,000
523000 - Life and Health Insurance	805,000	0	805,000	1,056,000	0	1,056,000
Personnel	**6,053,000**	**0**	**6,053,000**	**6,373,000**	**0**	**6,373,000**
Operating Expense						
524000 - Workers' Compensation	99,000	0	99,000	105,000	0	105,000
531000 - Professional Services	190,000	0	190,000	150,000	0	150,000
531010 - Professional Services-Legal Services	3,000	0	3,000	3,000	0	3,000
540000 - Travel and Per Diem	5,000	0	5,000	2,000	0	2,000
541000 - Communications & Related Services	5,000	0	5,000	5,000	0	5,000
541100 - Postage	50,000	0	50,000	50,000	0	50,000
544000 - Rentals and Leases	100,000	0	100,000	0	0	0
545011 - Insurance - Vehicle Liability	48,000	0	48,000	35,000	0	35,000
545013 - Insurance - General Liability	24,000	0	24,000	22,000	0	22,000
546001 - IT-Repair and Maintenance Services	98,000	0	98,000	132,000	0	132,000
547200 - Printing and Binding-Paper Stock	5,000	0	5,000	5,000	0	5,000
551000 - Office Supplies	12,000	0	12,000	12,000	0	12,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552200 - Clothing/Uniform Supplies	16,000	0	16,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	9,000	0	9,000	9,000	0	9,000
Operating Expense	**666,000**	**0**	**666,000**	**552,000**	**0**	**552,000**
Capital Outlay						
664000 - Machinery and Equipment	9,000	0	9,000	9,000	0	9,000
Capital Outlay	**9,000**	**0**	**9,000**	**9,000**	**0**	**9,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	717,000	717,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**717,000**	**717,000**

Code Compliance

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	950,000	950,000
Transfers - OUT	**0**	**0**	**0**	**0**	**950,000**	**950,000**
Total Expense	**6,728,000**	**0**	**6,728,000**	**6,934,000**	**1,667,000**	**8,601,000**

Communications

Department Head: Eugene Ramirez Phone: (305) 416-1440

Mission Statement

The Office of Communications strives to achieve the highest possible standards in disseminating official information for the City of Miami and ensures the growth and stability of all facets of the film and entertainment production industries while balancing the needs of our residents, businesses, and visitors alike. The Office creates original content and works with local media to inform and educate residents and global stakeholders about initiatives, events, and resources on a variety of platforms to engage, interact, and provide access to the governmental process.

Description

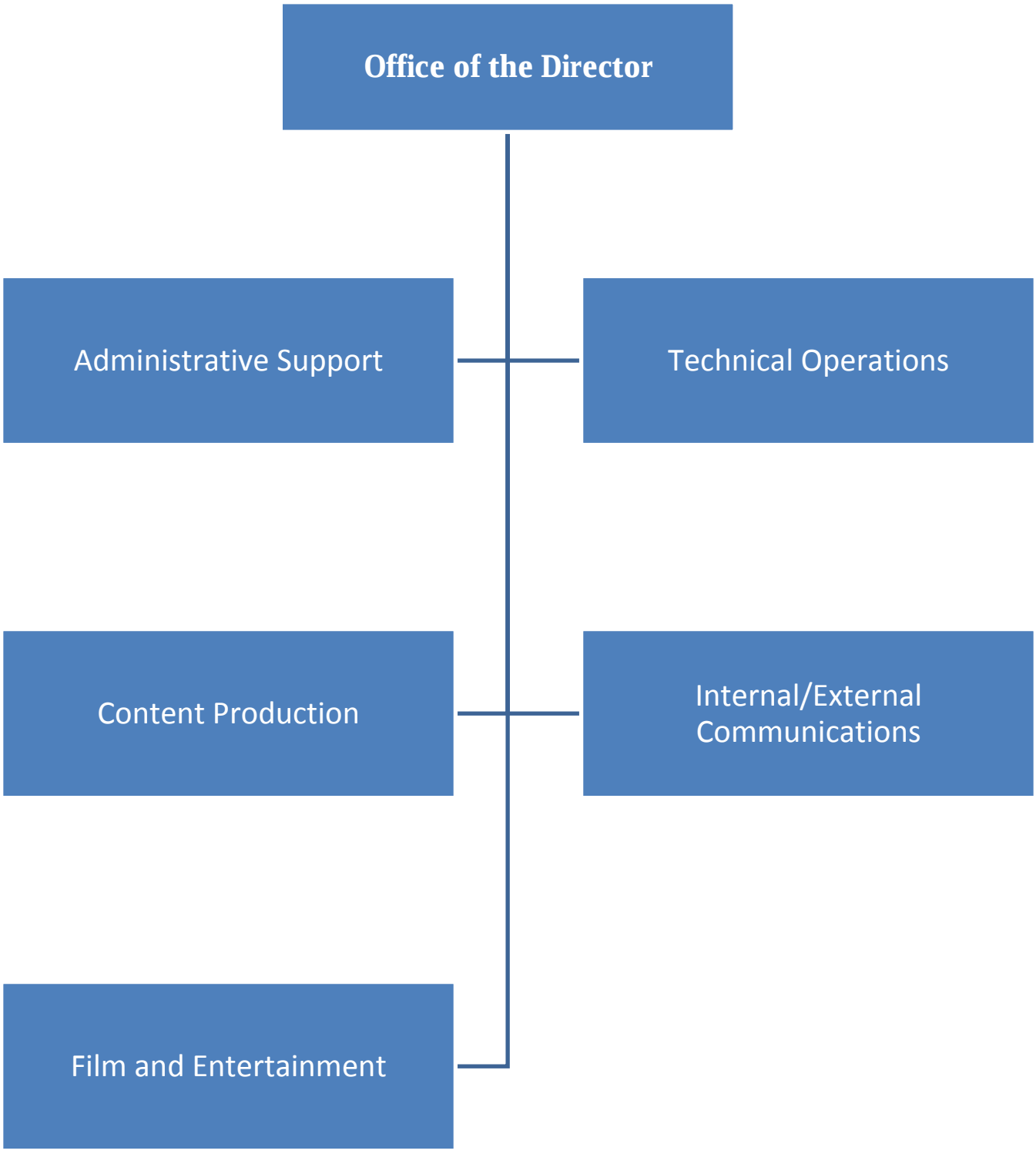
The Office of Communications is responsible for disseminating official information for the City of Miami, responding to requests from the media, and promoting City events, resources, and services using a variety of platforms. The Office plays a vital role in helping to engage members of the community by keeping them informed about what is happening Citywide and in each district or neighborhood.

Contributing to the Administration's Priority of Service, the Office of Communications develops and executes internal and external communications campaigns, produces original video content including public service announcements, broadcasts and livestreams Commission meetings and other events, and provides audio/visual services to City departments and elected officials for events and presentations. To engage directly with residents, the Office creates original multi-platform content that explains City services and aligns with City priorities. The Office of Communications manages the City's official social media accounts on platforms such as Twitter, Facebook, YouTube, Instagram, and Nextdoor, and creates content for City websites.

The Division of Film and Entertainment within the Office of Communications provides professional assistance promoting, coordinating and processing permit applications for films, special events, and cultural affairs within the City of Miami. The Office promotes the film industry through its participation in film industry conferences, festivals, industry networking events, and guilds. 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 production are processed and approved by this Office. The Division of Film and Entertainment contributes to the local economy and workforce, through the creation of private-public partnerships, and to the charisma, tourism, worldwide prominence, and name recognition of the City of Miami. The Division also facilitates and coordinates all logistics and City services related to special events and cultural affairs. This section process and approves permit applications for all events located within the City of Miami. The well-know festival of "Calle Ocho," "Martin Luther King Jr. Parade," "Art Basel," and the "Three Kings Parade" are examples of events held in the Cit

The Office of Communications serves the Elected Officials, City Administration, City Departments, City residents, and visitors.

Communications



Communications

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Oversees and directs public information, internal and external communications, digital platform content and engagement, photographic and video production, and audio and video technical operations.	1	2
TECHNICAL OPERATIONS Provides photography, videography, and editing services, audio and podium services for City events, operates Miami TV broadcasts, and schedules programming.	4	6
CONTENT PRODCUTION Creates content for all digital platforms, MiamiTV, City websites, and official presentations.	7	4
ADMINISTRATIVE SUPPORT Assists the Director in directing all personnel, procurement, budget, and fiscal activities; facilitates public records requests, and handles all administrative needs of the department.	1	1
INTERNAL AND EXTERNAL COMUNICATIONS Drafts written communications for internal and external audiences, and liaises between the Office of Communications and Elected Officials.	0	1
FILM AND ENTERTAINMENT 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. Performs administrative duties to support and facilitate the delivery of services by the Office to the film industry.	0	4
TOTAL FULL-TIME POSITIONS	**13**	**18**

Communications

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	963,877	926,802	1,046,860	1,319,000	1,879,000
Operating Expense	66,940	139,169	112,328	286,000	267,000
Capital Outlay	11,942	4,127	(792)	0	3,000
Non-Operating Expenses	201	0	0	0	0
	1,042,960	**1,070,098**	**1,158,396**	**1,605,000**	**2,149,000**

Department/Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	1,042,960	1,038,703	1,145,396	1,592,000	2,149,000
Departmental Improvement Initiative	0	31,395	13,000	13,000	0
	1,042,960	**1,070,098**	**1,158,396**	**1,605,000**	**2,149,000**

Department Strategies for FY 2018-19

Assist the City Administration, City Departments, and Elected Officials with the dissemination of information via original content and traditional media outreach.
Focus on engaging residents directly via social media.
Create original content that directly aligns with administration priorities (housing, mobility, public safety, shared spaces, and internal services).
Create content for the beta website.
Convert Commission Meeting video from DVD to digital files.
Add new file video to the department's video archive.
Work with the Police Special Events Unit and the Innovation and Technology Department (ITD) to implement a new system to facilitate the process of applications and payments.
Attend film festivals, conferences, industry networking events, and guilds to promote the City of Miami with the purpose of bringing revenue and new events to the City.
Provide assistance to international entities and governmental agencies to host the Formula One (F1) race, a highly regarded international event that will give Miami an opportunity to show its iconic structures and scenic views to a large and diverse global community.

Communications

Accomplishments in FY 2017-18

Worked with ITD in the design and launch of the beta website. Images and design suggestions were provided for the homepage to make services and information easily accessible to website visitors.

Increased social media followers on all platforms. The biggest success story is on Twitter where The City grew from approximately 117,000 followers in March 2018 to 126,000 followers in June 2018. On the Next Door (phone application), reaching more than 16,000 residents Citywide and can target messaging to specific neighborhoods or Districts. Using social platforms to inform residents of events and other news, and often use the platform to directly respond to residents' concerns. In March, the streaming of Commission meetings via Facebook Live where residents can watch live while commenting on the meeting. Also, livestreamed other City events such as the Mayor's Town Halls.

Increased the number of original content produced by focusing on shorter pieces made primarily for digital platforms, allowing the City to highlight more of the work being done in the City. Produced various Public Service Announcements (PSA) for hurricane season and mosquito awareness. Produced a campaign addressing the problem of speeding in residential neighborhoods.

Worked with Brightline to produce railroad-crossing safety messages.

Coordinated press conferences to announce the new City Manager and the New Police Chief. Disseminated information on a continuous basis about City meetings and events using the website, Facebook, Twitter, Instagram, NextDoor, Periscope, YouTube, MiamiTV, and via traditional media outreach.

Began closed captioning of all meetings transmitted live via MiamiTV.

Identified discrepancies and inconsistencies in notification letters to all Districts. Social media postings have increased to better notify residents of a project's progress. They now post on NextDoor to better communication with residents and provide notification of construction projects.

Continued live closed captioning of City Commission, Planning, Zoning and Appeals Board meetings whenever these meetings take place. On Demand videos dating back to 2015 have been captioned and are available for public viewing. There is no live captioning on livestreaming on social media and there is no system that would support this currently.

Did not complete the revision to the City Code that will implement new fees for the special events application process.

Did not complete policies and procedures that will help increase efficiency and effectiveness in the special events process.

Attended film festivals, conferences, industry networking events, and guilds to promote the City of Miami.

Worked with departments in coordination of new renovations, opening ceremonies, and the promotion of new venues for special events, such as Manuel Airtime Theater, Flex Park, Regatta Park, and the Miami Marine Stadium.

Communications

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects a reduction due to the elimination of a Director position in Film and Entertainment (GF $81,000).
The Repairs and Maintenance line item reflects a reduction that will limit departmental repairs previously funded by the City (GF $2,000).
The Other Contractual Services line item reflects a reduction that will cause the department to provide in-house closed-captioning and American with Disabilities Act (ADA) compliancy (GF $67,000).
To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), a reduction of one position (GF $58,000).

The Budget includes the following addition:

As approved in the FY 2017-18 Mid-Year Amendment, three positions were added (GF $186,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami and the Miami General Employees, American Federation of State, County, and Municipal Employee collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $ 18,000), and an average of five percent salary increase for all non-bargaining employees (GF $39,000).
The Budget includes the transfer of the Film and Entertainment function, personnel, and funding from the Office of Film and Entertainment to the Office of Communication. The personnel and funding are reflected in the prior Department in FY 2017-18 and in the new Department in FY 2018-19 (four positions, GF $208,000).

Communications

Strategic Alignment and Performance Measures

Priority: Municipal Services
Department Goal: Improving the way we deliver municipal services to our citizens
Objectives:
Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Create more multi-platform original	Produced video content, Miamigov, Citynet, City TV channel, and presentations (number)	236	306	292	325
	Live or recorded broadcasts of Commission meetings and board hearings (hours)	254	N/A	277	260
Effectively work with other departments and officials	City events recorded or photographed (number)	254	563	279	300
Maintain a positive relationship with media	Media requests processed (number)	400	507	545	400
	Media requests responded to within two business days (percent)	N/A	91	100	100
More effectively engage	Tweets or other social media promoting City events; programs and information (number)	600	5,110	4,365	4,200
	Percentage of Twitter posts retweeted at least three times (percent)	N/A	76	93	85
Create more multi-platform original content that aligns with City priorities and reaches the greatest amount of residents	Percentage of original content produced in more than one version for unique platforms	N/A	N/A	N/A	70
Innovate application process to efficiently approve applications in a timely and cost-effective manner	Film permit applications approved (number)	700	696	798	900
	Special event applications approved (number)	420	295	332	500
	Days of production in the City (number)	1,800	1,741	2,082	2,000
Maximize revenue by partnering with departments and businesses to assist in sponsoring events	Total revenue generated from special events (dollars)	3,071,700	5,748,433	3,662,940	3,000,000
	Total revenue generated from Film (dollars)	100,000	94,114	112,000	130,000

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Communications

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	831,000	0	831,000	1,147,000	0	1,147,000
513000 - Other Salaries and Wages	0	0	0	12,000	0	12,000
516000 - Fringe Benefits	7,000	0	7,000	12,000	0	12,000
521000 - Fica Taxes	65,000	0	65,000	90,000	0	90,000
522000 - Retirement Contributions	265,000	0	265,000	344,000	0	344,000
523000 - Life and Health Insurance	151,000	0	151,000	274,000	0	274,000
Personnel	**1,319,000**	**0**	**1,319,000**	**1,879,000**	**0**	**1,879,000**
Operating Expense						
524000 - Workers' Compensation	21,000	0	21,000	28,000	0	28,000
534000 - Other Contractual Services	59,000	0	59,000	59,000	0	59,000
540000 - Travel and Per Diem	0	0	0	13,000	0	13,000
541000 - Communications & Related Services	0	0	0	2,000	0	2,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	0	0	0	2,000	0	2,000
545011 - Insurance - Vehicle Liability	2,000	0	2,000	5,000	0	5,000
545013 - Insurance - General Liability	4,000	0	4,000	7,000	0	7,000
546000 - Repair and Maintenance Services	5,000	0	5,000	4,000	0	4,000
546001 - IT-Repair and Maintenance Services	13,000	0	13,000	36,000	0	36,000
548100 - Advertising and Related Costs	0	13,000	13,000	0	0	0
549000 - Other Current Charges and Obligations	138,000	0	138,000	71,000	0	71,000
551000 - Office Supplies	4,000	0	4,000	9,000	0	9,000
552000 - Operating Supplies	26,000	0	26,000	26,000	0	26,000
552200 - Clothing/Uniform Supplies	0	0	0	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	3,000	0	3,000
Operating Expense	**273,000**	**13,000**	**286,000**	**267,000**	**0**	**267,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	3,000	0	3,000
Capital Outlay	**0**	**0**	**0**	**3,000**	**0**	**3,000**
Total Expense	**1,592,000**	**13,000**	**1,605,000**	**2,149,000**	**0**	**2,149,000**

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Equal Opportunity and Diversity Programs

Department Head: Asseline Hyppolite Phone: (305) 416-1990

Mission Statement:

To make certain that the City of Miami is an equal opportunity employer that maintains a work environment free from all forms of unlawful discrimination.

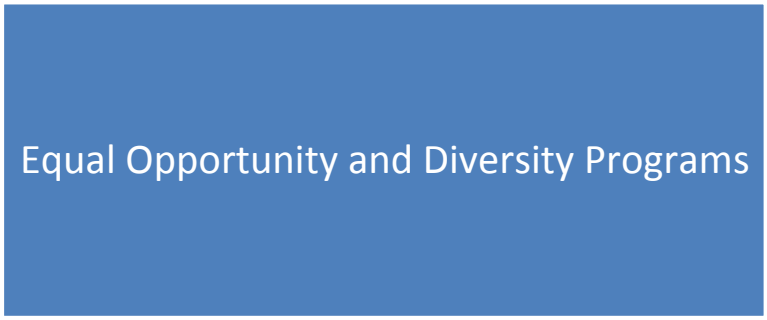
Description

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.

Contributing to the Administration's Priority of Service, EODP investigates internal complaints involving employment discrimination and also 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 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 employment 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 which provides employees a comfortable setting to report instances of perceived discrimination, which are often extremely sensitive in nature.

Stakeholders include City of Miami employees, applicants, as well as citizen doing business with a City of Miami entity.

Equal Opportunity and Diversity Programs



Departmental Function/Unit	FY 2017-18	FY 2018-19
EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS Oversees and manages the equal employment opportunity function; ensures overall compliance with administrative policies and laws prohibiting employment discrimination; develops and implements instructional programs emphasizing the prohibition of discrimination in employment and applicable federal, state, and local laws; investigates allegations and complaints; responds on behalf of the City to complaints filed with external enforcement agencies.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	341,388	355,251	351,174	418,000	443,000
Operating Expense	10,694	15,873	18,776	20,000	21,000
	352,082	**371,123**	**369,950**	**438,000**	**464,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	352,082	371,123	369,950	438,000	464,000
	352,082	**371,123**	**369,950**	**438,000**	**464,000**

Equal Opportunity and Diversity Programs

Department Strategies for FY 2018-19

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.
Continue to enrich equal employment opportunity and diversity training programs and services to position the City of Miami to be a proactive leader to minimize the potential of employment law discrimination claims.
Continue to advance professional development by attending at least four pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.
Continue to provide quality assistance to two advisory boards by supplying administrative materials and technical guidance.
Provide up-to-date accessible guidance and training on the requirements of employment discrimination laws to City leadership, staff, and relevant stakeholders.
Perform over 50 trainings, and continually update courses to address equal opportunity in employment and discrimination issues.
Expand the Nursing Mother's Program, to include set up of an official space at the Police Department, if funding allows, for new mothers returning to work in that building. The program already includes a private, designated room in the Miami Riverside Center building.
Customize and implement a specialized training for sworn Police personnel acting in leadership roles to prevent, recognize, and address issues of equal opportunity, sexual harassment, and diversity.
Commit to making yearly progress towards internal process improvement, automatior, and modernization of case management for the Office, with anticipated completion by 2021.

Accomplishments in FY 2017-18

Updated all training materials and handouts for EODP trainings to reflect the rapidly evolving changes in legislation.
Currently conducting intense research and compiling information that focuses on diversity, cultural awareness, and sensitivity, nursing mothers and equal opportunity laws for the quarterly Citywide Newsletter. The next step will be to review and analyze the information and to develop a newsletter that will not only be beneficial for employees, but for the City of Miami as a whole.
Developed a City of Miami Policy and a draft Agreement on Consensual Relationships, which is pending review by the City Attorney's Office and approval by the City Manager.
Successfully coordinated and planned the "World Diversity Day" event on May 21, 2018 for employees, as well as the community, to inspire dialogue and promote the understanding and value of diversity.
Aligned the internal investigation timeline, and associated reports, to more closely mirror those of the Equal Employment Opportunity Commission (EEOC).
Continued to facilitate Citywide trainings on various EEO topics, conduct thorough and prompt internal and external investigation claims within thirty business days, and review and process all certification list thoroughly within one business day, in order to ensure compliance with EEO laws. In addition, reviewed departments' interview selections prior to interviews being conducted to ensure that the hiring process affirms the City's position on equal employment opportunity.
Continued to facilitate monthly mandatory equal employment opportunity and new employee orientation EEO

trainings. Met with various department heads to engage in diversity and cultural awarenesstrainings, and counseled both employees and management regarding discrimination concerns. In addition, all trainings were updated to highlight gender identity and sexual orientation.
Projected to complete the fiscal year having conducted over 70 trainings to employees on equal employment, diversity and discrimination issues, which eliminates the City's need to allocate funding for outsourced training courses.
Attended over 11 pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.
Projected to organize and hold 11 meetings of the Equal Opportunity Advisory Board and 11 meetings of the Commission on the Status of Women.
Successfully organized and coordinated the Miami Commission on the Status of Women's National Women's History Month Breakfast event.
Worked with the Mayor's Office, City Attorney's Office and the Women's Fund of Miami-Dade to successfully draft and implement the Equal Pay Resolution, which addresses the strengthening of Equal Pay protections and continued development and enforcement of internal policies and procedures that aid in preventing gender pay inequality.
Attended the Title VI and American with Disabilities Act Coordinator and Local Agency Program training for District 6, sponsored by the Florida Department of Transportation, in order to obtain certification to keep the City of Miami in compliance.
Monitored one Firefighter Recruitment at various stages, including providing staff to serve in the critical role of observers during the implementation of the physical ability test.
Mitigated EEO liability by providing ongoing assistance to all departments Citywide to comply with EEO laws and regulations.
Projected to complete 42 investigations formally filed with EODP or the EEOC in FY 2017-18.
Successfully coordinated the drafting of a Miami Commission on the Status of Women resolution, which condemns any sexual harassment or violence against women in the workplace and strongly urges that such acts be reported to the Office, as well as support the County's efforts. Though the City has a sexual harassment policy in place and training in place, the resolution is meant to voice the City's position on this issue, especially in light of recent national attention to sexual harassment in the workplace.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Subscriptions, Memberships, Licenses, Permits and Others line item reflects the reduction that will cause employees to self-fund such memberships previously funded by the City (GF $1,000).
The decrease in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees and the replacement of the Equal Opportunity Programs Administrator with salary savings (GF $6,000).
To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), increase in Salary and Wages is due to a salary adjustment for a recently hired Assistant to the Director position (GF $19,000).

Equal Opportunity and Diversity Programs

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:
Promote a standard of excellence in our work

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
To promote effective high-quality customer service	Case investigations completed (number)	30	36	48	40
	Certification Lists processed and returned to Departments within one day (percent)	98	100	99	99
Improve operational efficiency	Internal case investigations completed within 25 calendar days (percent)	98	100	89	95
	External (Local, state, and federal) case investigations completed within 30 calendar days (percent)	99	100	100	90
	Certification lists reviewed and approved (number)	396	297	342	350
Foster a positive work environment for all City employees	Employees provided with mandatory EEO/Sex Harassment training (number)	525	951	745	600
	Employees attending mandatory training every three years (percent)	33	83	N/A	90
	Employees provided with additional empowerment trainings (number)	18	394	306	450

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Equal Opportunity and Diversity Programs

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	245,000	0	245,000	258,000	0	258,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	19,000	0	19,000	19,000	0	19,000
522000 - Retirement Contributions	97,000	0	97,000	100,000	0	100,000
523000 - Life and Health Insurance	50,000	0	50,000	59,000	0	59,000
Personnel	**418,000**	**0**	**418,000**	**443,000**	**0**	**443,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
540010 - Training	1,000	0	1,000	1,000	0	1,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	2,000	0	2,000	1,000	0	1,000
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	4,000	0	4,000	6,000	0	6,000
551000 - Office Supplies	1,000	0	1,000	2,000	0	2,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	0	0	0
Operating Expense	**20,000**	**0**	**20,000**	**21,000**	**0**	**21,000**
Total Expense	**438,000**	**0**	**438,000**	**464,000**	**0**	**464,000**

Finance

Department Head: Erica Paschal-Darling, CPA Phone: (305) 416-1328

Mission Statement

To provide timely, accurate, and clear financial information to key stakeholders in support of other city departments, citizens, and the community at large, while providing first class customer service through the efforts and dedication of our employees.

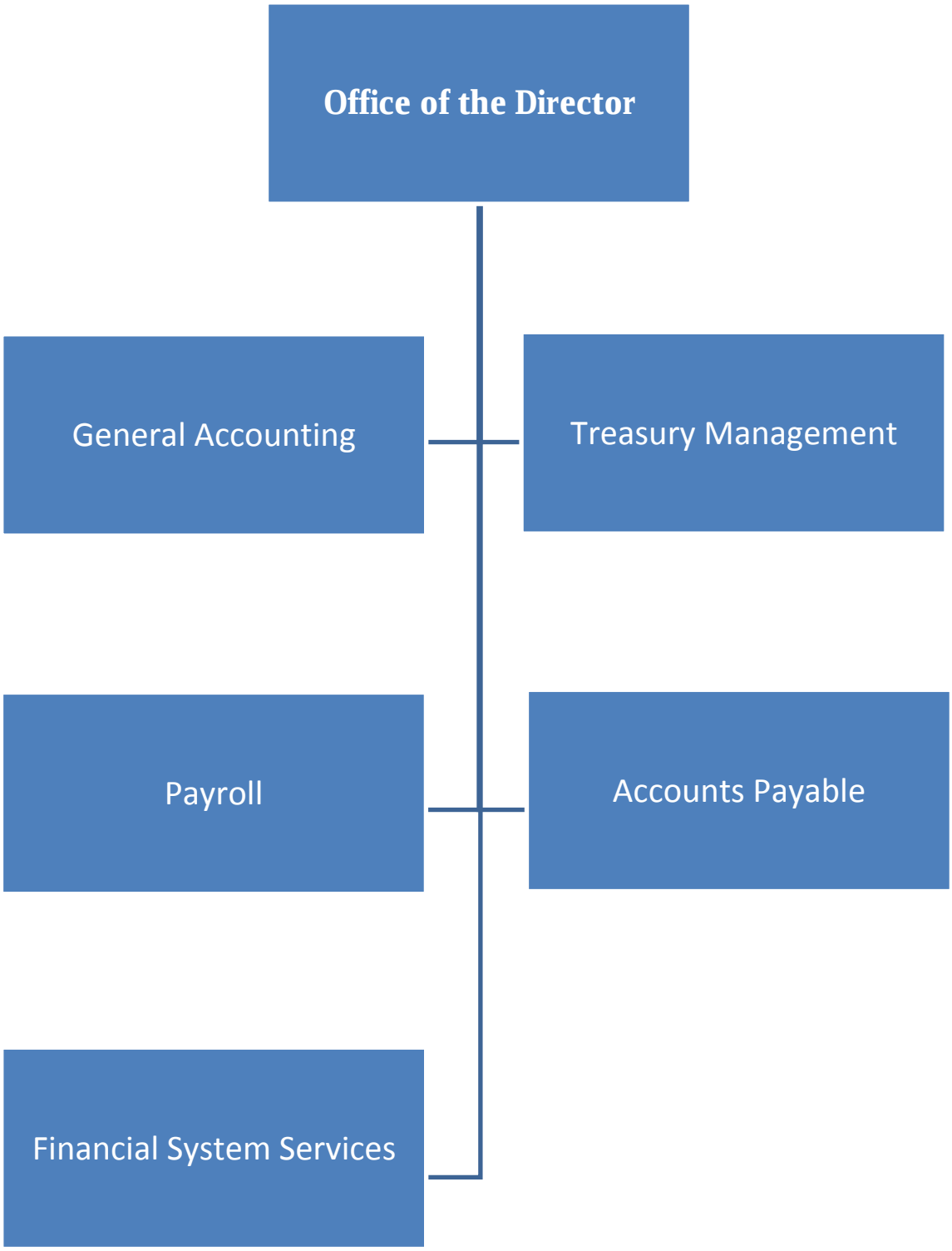
Description

The Finance Department delivers financial services for sound management decision-making.

The Department provides fiscal and accounting controls over resources. Contributing to the Administration's Priority of Service, the Finance Department is responsible for accounts payable (vendor payments), payroll processing, maintaining the City's general ledger system, monitoring capital assets, providing centralized customer service, accounts receivable, maintenance and oversight of the Citywide Point of Sale (POS) system, delinquent account collections, centralized invoicing, renewals of Business Tax Receipts (BTRs), monitoring of projects and grants, 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 City's Popular Annual Financial Report (PAFR), 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.

Finance


Office of the Director
General Accounting
Treasury Management
Payroll
Accounts Payable
Financial System Services

Finance

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR 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.	6	6
GENERAL ACCOUNTING 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.	29	28
TREASURY MANAGEMENT Manages and coordinates cash flow and the investment portfolio; provides oversight for citywide Point of Sale (POS) system; 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.	17	17
PAYROLL 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.	9	9
ACCOUNTS PAYABLE Approves and pays invoices for the purchase of goods and services used in the operations of the City; maintains accounts payable records; reconciles vendor accounts; prepares and prints 1099s.	5	5
FINANCIAL SYSTEM SERVICES Provides frontline support to all financial modules' end-users; analyzes special departmental procedures and information systems to determine the most feasible and cost effective methods to develop automated business processes, reports, and operating processes utilizing the Oracle-based Enterprise Resource Planning (ERP) and complementary systems; assists employees engaged in financial activities to prepare and update documentation supporting the use of the Oracle financial applications.	4	4
TOTAL FULL-TIME POSITIONS	**70**	**69**

Finance

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	6,785,805	6,707,333	7,135,938	7,313,000	7,332,000
Operating Expense	1,276,405	1,773,526	1,198,322	1,560,000	1,964,000
Capital Outlay	71,532	1,855	275,474	0	0
Non-Operating Expenses	0	0	1,478	0	0
Transfers - OUT	0	15,210	0	0	0
	8,133,742	**8,497,924**	**8,611,211**	**8,873,000**	**9,296,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	8,133,742	8,482,807	8,611,211	8,873,000	9,296,000
UASI-Fire Rescue	0	(93)	0	0	0
Police Services	0	15,210	0	0	0
	8,133,742	**8,497,924**	**8,611,211**	**8,873,000**	**9,296,000**

Department Strategies for FY 2018-19

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.
Continue to train user departments on the revised accounts payable process to achieve optimal operational efficiency in regards to the payment of City vendors.
Continue to 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.
Implement regular trainings to reduce the average number of days to process invoices Citywide and ensure that all Departments have their respective invoices processed within the State of Florida mandate of 45 days.
Publish the 2018 Comprehensive Annual Financial Report by March 31, 2019.
Complete the 2018 Single Audit and Management Letter by April 30, 2019.
Prepare the Cost Allocation Plan.
Refinance outstanding bonds to reduce interest costs when appropriate.

Finance

Accomplishments in FY 2017-18

Provided access to training for varying levels of Finance Department staff; the staff attended training conducted by the Government Finance Officers Association (GFOA), Florida Government Finance Officers Association (FGFOA), Rhodes, Salustro and McGladrey (RSM US, LLP), the Florida Institute of Certified Public Accountants (FICPA), Internal Revenue Service (IRS) and KRONOS.

Continued the review of the accounts payable payment process to ensure consistency with best practices, while exploring modifications to the process through a working group, including the City's Chief Innovation Officer.

The City received revised Bond ratings from S & P by applying sound asset management internal controls and enhanced investment strategies, resulting in an upgrade from A+ to AA- .

Streamlined the grant reimbursement process in the Fire-Rescue Department and in the transition of the State Homeland Security and Urban Search and Rescue Grants. The transition of the remaining grants is ongoing.

Developed regular trainings for accounts payable liaisons to educate them on the process of submitting an invoice within the State of Florida mandate. The goal is to reduce the amount of time it takes to process invoices.

Successfully published the 2017 Comprehensive Annual Financial Report by March 30, 2018 utilizing the Hyperion Financial Management (HFM) system.

Successfully completed the 2017 Single Audit and Management Letter by April 30, 2018, in accordance with the Financial Integrity Principles.

Preparation of the Cost Allocation Plan is ongoing. The plan will be published during the third quarter of FY 2017-18.

Issued a Special Obligation Non-Ad Valorem Revenue Refunding Note, Series 2017 and used the proceeds to partially refund Series 2011A bonds in November 2017. Saving $6,322,621 Net Present Value.

Issued a Special Obligation Non-Ad Valorem Refunding Notes, Taxable Pension Series 2017 and used the proceeds to partially refund Taxable Pension, Series 2009 in December 2017. Saving $851,918 Net Present Value.

Issued a Taxable Special Obligation Revenue Refunding Note, Series 2018 in March 2018 and used theproceeds and interest to partially refund Series 2010B Taxable Bonds (Marlins Stadium Project). Saving $1,425,388 Net Present Value.

The Citywide Point of Sale (POS) system has been fully deployed at 11 NET Offices, 40 Parks, and implementation is complete with most user departments.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of a vacant Financial Analyst II position and will impact services by reducing the timeliness of grant reimbursements (GF $77,000).

The Accounting and Auditing line-item reflects a reduction of (GF $50,000).

Finance

The Budget includes the following additions:

The increase in the Professional Services line item is due to expenses for Point of Sale (POS) and KRONOS being transferred from the Internal Service Fund to the Finance Department. This amount includes funding for Knowledgepass (GF $302,000). The total cost to the City of Miami does not change; only the fact that it will be paid from the Finance Department's budget.
The increase in the Other Contractual Services line item is due to funding allocated for EIS Technologies (GF $13,000).

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $212,000), and an average of five percent salary increase for all non-bargaining employees (GF $34,000).

Finance

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver service to our citizens
Citywide Objectives:
Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Continue to provide training to key personnel to ensure staff expands on their foundations of knowledge, stays current with accounting standards and practices for professional growth and development	Payroll processing success rate (percent)	99	100	N/A	100
	Dunning letters printed and mailed by the 15th of each month (percent)	100	100	100	100
Reduce the average number of days to process invoices Citywide	Invoices processed without exception on a monthly basis (percent)	78	82	82	100
	Customer service satisfaction survey (percent)	N/A	63	N/A	90
Streamline the grant reimbursement process in an effort to ensure the timely receipt of City funds	Grant expenditures reimbursed at year end (percent)	98	93	N/A	95
Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies	General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
	Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	100	100	100
	GFOA Financial Reporting Award	Yes	Yes	Yes	Yes
	Number of repeat finance audit findings (number)	0	0	0	0
	Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit)	Yes	Yes	Yes	Yes
	Produce Comprehensive Annual Financial Report by the end of second quarter (unit)	Yes	Yes	Yes	Yes

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Finance

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,807,000	0	4,807,000	4,795,000	0	4,795,000
512010 - Attrition Savings - Salaries	(537,000)	0	(537,000)	(536,000)	0	(536,000)
516000 - Fringe Benefits	14,000	0	14,000	19,000	0	19,000
521000 - Fica Taxes	371,000	0	371,000	373,000	0	373,000
522000 - Retirement Contributions	1,786,000	0	1,786,000	1,723,000	0	1,723,000
523000 - Life and Health Insurance	872,000	0	872,000	958,000	0	958,000
Personnel	**7,313,000**	**0**	**7,313,000**	**7,332,000**	**0**	**7,332,000**
Operating Expense						
524000 - Workers' Compensation	131,000	0	131,000	142,000	0	142,000
531000 - Professional Services	466,000	0	466,000	837,000	0	837,000
532000 - Accounting and Auditing	550,000	0	550,000	500,000	0	500,000
534000 - Other Contractual Services	38,000	0	38,000	51,000	0	51,000
540000 - Travel and Per Diem	22,000	0	22,000	22,000	0	22,000
540010 - Training	11,000	0	11,000	11,000	0	11,000
541100 - Postage	147,000	0	147,000	190,000	0	190,000
544000 - Rentals and Leases	5,000	0	5,000	5,000	0	5,000
545013 - Insurance - General Liability	19,000	0	19,000	26,000	0	26,000
546001 - IT-Repair and Maintenance Services	96,000	0	96,000	100,000	0	100,000
548100 - Advertising and Related Costs	1,000	0	1,000	2,000	0	2,000
549000 - Other Current Charges and Obligations	0	0	0	3,000	0	3,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	24,000	0	24,000	25,000	0	25,000
Operating Expense	**1,560,000**	**0**	**1,560,000**	**1,964,000**	**0**	**1,964,000**
Total Expense	**8,873,000**	**0**	**8,873,000**	**9,296,000**	**0**	**9,296,000**

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Grants Administration

Department Head: Lillian P. Blondet Phone: (305) 416-1536

Mission Statement

To assist City departments and staff in securing grants and external funding opportunities to implement, expand, and enhance services and activities that advance key priority areas identified in the Strategic Plan.

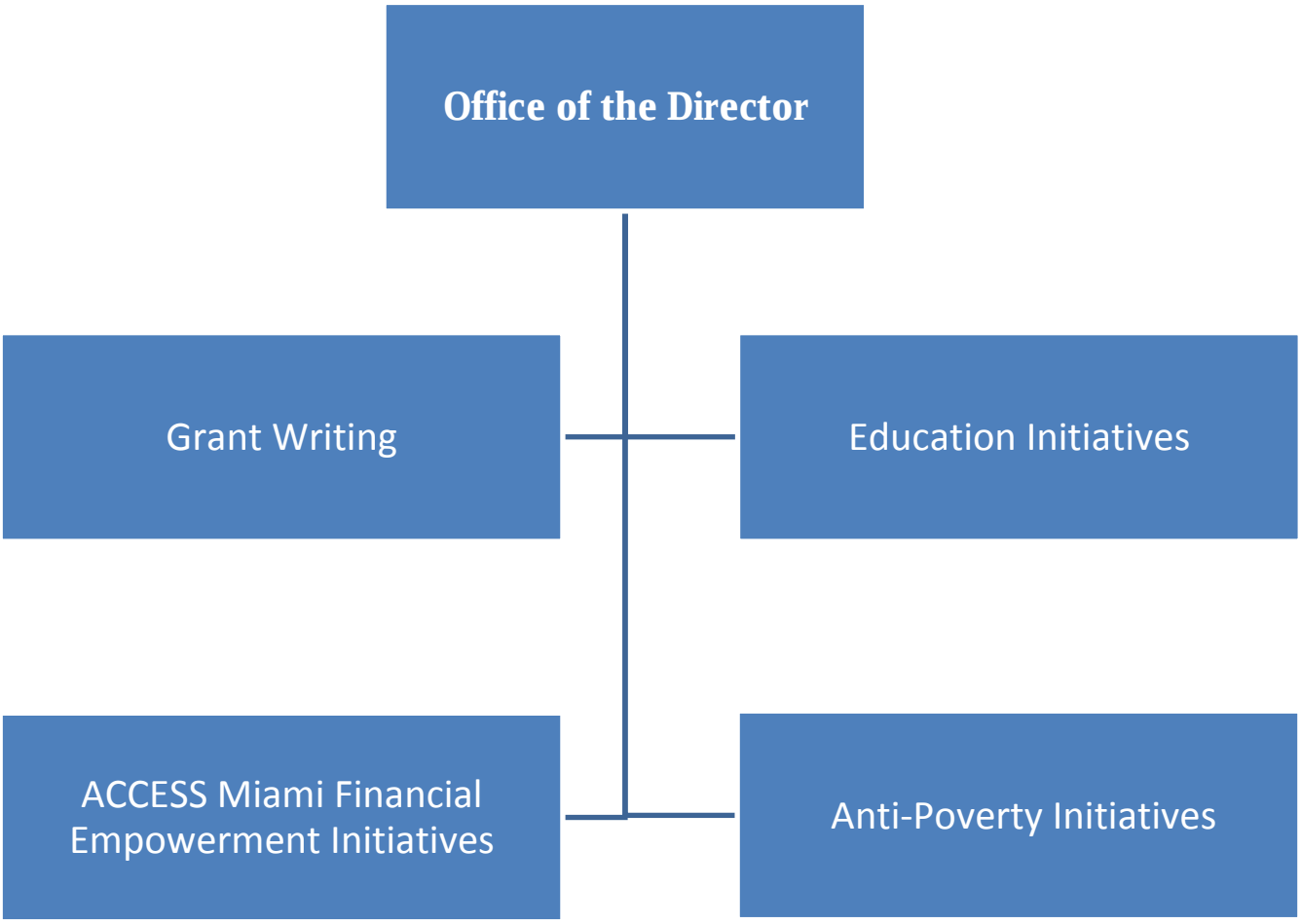
Description

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.

Contributing to the Administration's Priority of Service, OGA manages and administers grants and programs for Citywide initiatives, ACCESS Miami Economic and Financial Empowerment Initiatives, Education Initiatives, and Anti-Poverty Initiative (API) Program.

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

Grants Administration



Grants Administration

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Coordinates and oversees all aspects of the development of grant proposals to maximize revenue generating opportunities; provides technical assistance to ensure that the City maintains compliance with applicable programmatic and administrative federal, state, and local grant requirements; offers leadership and direction to departmental staff; prepares and manages the departmental budget; performs administrative functions as required; directs the implementation of Citywide initiatives: ACCESS Miami, Education Initiatives, and Anti-Poverty Initiatives.	3	2
GRANT WRITING Identifies grant opportunities, distributes information, and processes grant applications; assists all City departments in the development, submission, and oversight of grants as per grantor guidelines; provides technical support and expertise in assessing program and funder requirements, regulatory compliance, and grant management that may impact current and future funding.	4	5
EDUCATION INITIATIVES Pursues funding for programs advancing the City's education needs and priorities; manages education- related programs funded by federal, state, and local agencies; works with the Education Advisory Board.	1	1
LIVE HEALTHY LITTLE HAVANA INITIATIVES Manages multi-year partnership with Little Havana stakeholders aimed at strengthening the community's capacity to collaboratively plan and collectively carry out strategies to make this historic neighborhood healthier.	1	0
ACCESS MIAMI – FINANCIAL EMPOWERMENT INITIATIVES Implements programs for the financial self-sufficiency of City residents and businesses; coordinates programs for 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.	2	1
WORKFORCE INITIATIVES Manages the City of Miami CareerSource South Florida center at Lindsey Hopkins; provides workforce employment and training services to jobseekers as well as business services to employers; offers employment guidance, coaching, and job placement assistance to job seekers; develops relationships with area businesses to identify and develop job opportunities that will lead to the hiring of job seekers.	30	0
ANTI – POVERTY INITIATIVE Coordinates City Commission requests and Agenda Items, and service contracts with receiving entities.	0	1
TOTAL FULL-TIME POSITIONS	**41**	**10**

Grants Administration

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	2,939,768	2,587,920	3,308,001	3,766,000	1,592,000
Operating Expense	668,241	419,084	815,887	492,000	291,000
Capital Outlay	12,059	3,099	3,744	0	2,000
Non-Operating Expenses	0	0	0	758,000	0
	3,620,068	**3,010,103**	**4,127,633**	**5,016,000**	**1,885,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	1,013,770	1,103,361	1,533,912	1,741,000	1,712,000
Departmental Improvement Initiative	2,606,297	1,906,742	2,187,523	3,275,000	0
FND_15501	0	0	11,733	0	0
FND_15502	0	0	394,392	0	173,000
Emergency Funds	0	0	73	0	0
	3,620,068	**3,010,103**	**4,127,633**	**5,016,000**	**1,885,000**

Department Strategies for FY 2018-19

Achieve a 57 percent success ratio of securing new grants in FY 2018-19, resulting in over $9.300 million in grant revenues.

Standardize and implement Citywide procedures for the utilization of the grant management system (eCivis) to facilitate grant management, reporting, monitoring, and program implementation.

Secure funding to provide Education Initiative programs in the City; secure funding to continue offering the Families First Program to provide services to 180 families in ten childcare centers and Miami-Dade County Public Voluntary Prekindergarten (VPK) schools; expand services offered to Families First Program participants to include nutrition, art, health and wellness; continue offering the School Year Internship Program to public, private, and charter schools; and facilitate the implementation of education programs and services Citywide.

Continue the operation of free tax preparation at various park sites and Neighborhood Enhancement Team (NET) offices; continue provision of one-on-one financial coaching and money management classes through the Financial Empowerment Center and Financial Empowerment Network Coalition;continue partnership with the minority business center; continue managing the Americorp VISTA program to provide human capital to local entities. Expand and promote services to the local small business community, such as export assistance and networking event to foster growth.

Expand the summer youth program to incorporate additional high school youth in meaningful employment and financial empowerment program as funding allows, pursue grant opportunities to maximize the number of program participants.

Grants Administration

Accomplishments in FY 2017-18

Achieved a 55 percent success ratio of securing new grants between (October 1, 2017 to March 30, 2018), resulting in $8.720 million in grant revenues from 19 grants awarded; submitted 38 grants for $10.400 million in potential grant fund awards.

Transitioned to the tracking and reporting of all grant operations in eCivis; met with departments for training and to discuss best practices of eCivis; up to 80 percent of time researching grants is saved, partially streamlined and implemented contract routing via eCivis.

Secured funding to continue offering the Families First Program to provide services to 192 families in ten childcare centers Citywide with 90 percent of caretakers meeting or exceeding required attendance and providing 90 percent in customer satisfaction; continued partnership with Miami-Dade County Public Schools and provided an internship program to 18 Miami high school students at various City departments; assisted in implementing children anti-hunger campaign.

Completed free tax returns for 1,479 residents at various Neighborhood Enhancement Team (NET) offices generating over $1.591 million in tax refunds to City residents.

Managed a strategic cost-share partner with the Department of Commerce's Minority Business Development Agency, in the first quarter the small business assistance center provided 208 one-on-ones and workshops to 240 attendees; assisted companies resulting in 76 awarded contracts valued at $10 million and 20 financial transactions totaling over $9.800 million; created and retained 120 jobs.

Maintained the VISTA program which has 17 associates. Program will expand with 20 plus summer associates dedicated to substance abuse and after school related education programming.

Hired 125 youths residing in Miami's low to moderate income neighborhoods to participate in the Summer Youth Employment and Financial Empowerment Program to gain work experience while learning how to budget and save. Expanded the program by adding 100 additional youth in partnership with the Overtown Youth Center through a $367,500 grant awarded by the Cities for Financial Empowerment.

Maintained the host structure for Live Healthy Little Havana (LHLH), engaged over 10,000 residents and partnered with over 60 organizations to advance a healthy community; created a sustainability plan and secured additional funding for the initiative; LHLH also continues to be a finalist in the Aetna's Healthiest Cities and Counties Challenge.

City of Miami's Career Center at Lindsey Hopkins served approximately 6,952 individuals; produced 1,917 outcomes (501 Direct Hires, 1,416 Obtain Employments); provided over 1,699 services to employers; met 30 percent of the Balanced Score Card Measures; conducted over 30 recruitments for various companies; placed 416 individuals in training programs including Employ Miami-Dade.

However, did not meet the South Florida Workforce Investment Board (SFWIB) requirements.

Grants Administration

Budget Highlights for FY 2018-19

The Budget includes the following reduction:

The Regular Salaries and Wages line item reflects the elimination of 23 positions in the Workforce function in Special Revenue (SR) that will impact services. The City will provide a self-sufficient service and no Federal grant dollars will be utilized (SR $518,000).
As approved in change memo two, there are transfer of Tax Assistance Program, Small Business Assistance Center, and Workforce rent cost, phone, and internet cost (GF $117,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $12,000), and an average of five percent salary increase for all non-bargaining employees (GF $18,000).
The Budget includes the transfer of the remaining Workforce Initiative and Live Healthy Little Havana (LHLH) function, personnel, and funding from the Office of Grants Administration to the Department of Human Services. The personnel and funding are reflected in the prior Department in FY 2017-18 and in the new Department in FY 2018-19 (nine positions) (GF $628,000).
The Budget includes the transfer of the Anti-Poverty function, personnel, and funding from the Office of Community Investments in the City Manager's Office to the Office of Grants Administration. The personnel and funding are reflected in the prior Department in FY 2017-18 and in the new Department in FY 2018-19 (one position) (GF $70,000).

Grants Administration

Strategic Alignment and Performance Measures

Priority: Municipal Services
Department Goal: Improving the way we deliver municipal services to our citizens
Objectives:
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Identify funding and partnership opportunities for City Departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities to support and improve residents' access to city's services and programs	Grant funding (dollars in millions)	6.400	9.700	17.600	9.000
	Grants Success Ratio (grants received versus grants applied for) (percent)	69	76	65	57
Implement grants and programs for citywide initiatives promoting financial self-sufficiency, and educational success	Participants served under ACCESS Miami Financial Empowerment Initiative (number)	2,233	2,458	2,159	2,200
	Summer Jobs Connect Miami participants increasing financial literacy to "very good" or higher (percent)	N/A	N/A	90	90

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Grants Administration

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	671,000	1,209,000	1,880,000	634,000	0	634,000
513000 - Other Salaries and Wages	398,000	169,000	567,000	364,000	21,000	385,000
516000 - Fringe Benefits	12,000	3,000	15,000	7,000	0	7,000
521000 - Fica Taxes	53,000	97,000	150,000	50,000	2,000	52,000
522000 - Retirement Contributions	254,000	413,000	667,000	318,000	0	318,000
523000 - Life and Health Insurance	134,000	353,000	487,000	196,000	0	196,000
Personnel	**1,522,000**	**2,244,000**	**3,766,000**	**1,569,000**	**23,000**	**1,592,000**
Operating Expense						
524000 - Workers' Compensation	10,000	19,000	29,000	12,000	0	12,000
531000 - Professional Services	0	118,000	118,000	0	46,000	46,000
534000 - Other Contractual Services	82,000	35,000	117,000	4,000	0	4,000
540000 - Travel and Per Diem	10,000	22,000	32,000	10,000	30,000	40,000
541100 - Postage	0	2,000	2,000	0	0	0
543000 - Utility Services	0	0	0	0	1,000	1,000
545013 - Insurance - General Liability	17,000	0	17,000	15,000	0	15,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	55,000	0	55,000	59,000	0	59,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	0	51,000	51,000	0	58,000	58,000
551000 - Office Supplies	5,000	17,000	22,000	4,000	5,000	9,000
552000 - Operating Supplies	1,000	8,000	9,000	0	8,000	8,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	31,000	1,000	32,000	31,000	0	31,000
Operating Expense	**219,000**	**273,000**	**492,000**	**143,000**	**148,000**	**291,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	0	2,000	2,000
Capital Outlay	**0**	**0**	**0**	**0**	**2,000**	**2,000**
Non-Operating Expense						
896000 - Budget Reserve	0	758,000	758,000	0	0	0
Non-Operating Expenses	**0**	**758,000**	**758,000**	**0**	**0**	**0**
Total Expense	**1,741,000**	**3,275,000**	**5,016,000**	**1,712,000**	**173,000**	**1,885,000**

Human Resources

Department Head: Angela Roberts Phone: (305) 416-2110

Mission Statement

Providing excellent human resources services in a positive, professional, and proactive manner.

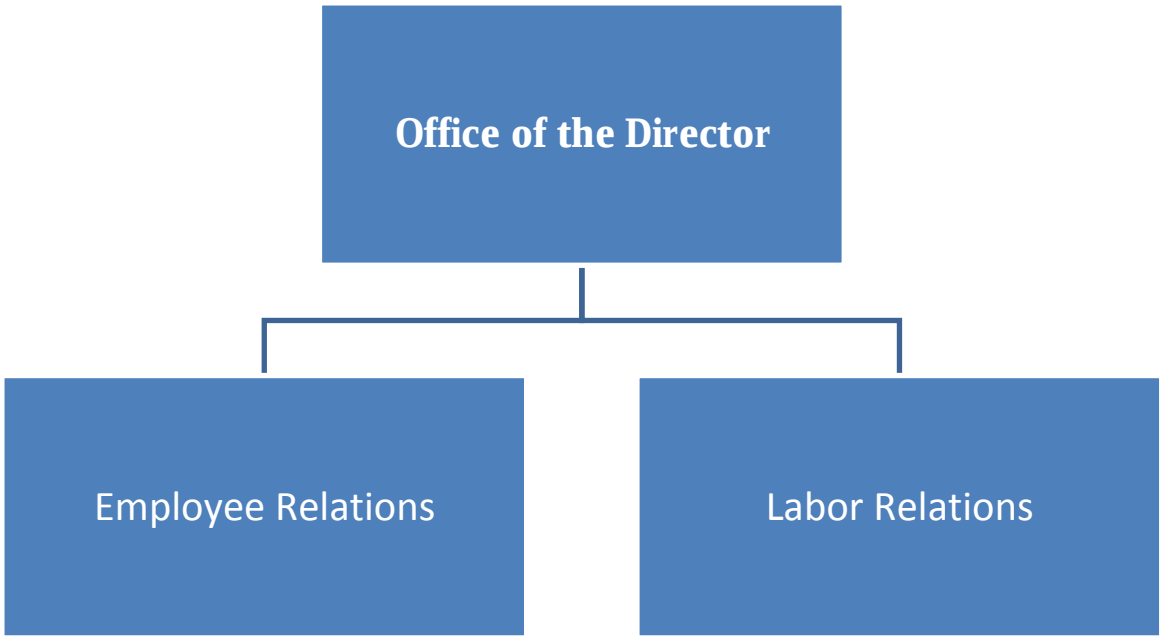
Description

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.

Contributing to the Administration's Priority of Service, the Department provides services through several divisions and sections: Employment, Labor Relations, Records Management, Compensation, Testing and Validation, Pre-employment, Medical, 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 City Manager, the Administration, Department Directors, unions, all City employees, the Mayor, the Commissioners, and all job applicants interested in becoming part of the City of Miami team.

Human Resources



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Originates and leads Human Resources (HR) practices and objectives in accordance with the City Charter, Civil Service Rules, and City policies 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.	8	8
EMPLOYEE RELATIONS 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 (FLSA), 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; provides professional and mandatory training; provides organizational development services.	27	26

Human Resources

LABOR RELATIONS 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 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: the American Federation of State, County and Municipal Employee (AFSCME) Local 1907, the AFSCME Council 79 Local 871, the Fraternal Order of Police (FOP), and the International Association of Fire Fighters (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.	4	4
TOTAL FULL-TIME POSITIONS	**39**	**38**

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	3,352,729	3,564,848	3,930,906	4,315,000	4,528,000
Operating Expense	299,932	276,809	329,800	288,000	208,000
Capital Outlay	10,522	9,357	17,194	0	0
	3,663,183	**3,851,014**	**4,277,899**	**4,603,000**	**4,736,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	3,663,183	3,851,014	4,277,899	4,603,000	4,736,000
	3,663,183	**3,851,014**	**4,277,899**	**4,603,000**	**4,736,000**

Human Resources

Department Strategies for FY 2018-19

Continue to hold monthly Oracle Performance Appraisal trainings for new supervisors and those needing to be retrained.
Review the FLSA on all classifications affected by pending changes to FLSA regulations.
Continue to research pay ranges on a priority basis and adjust accordingly in order to attract and retain talent.
Clean up the job classification list to place all pay ranges, job codes, and titles online via a salary book or similarly linked file.
Work with the Department of Justice (DOJ) and the City Attorney's Office towards releasing the Miami Police Department (MPD) from Federal Order.
Work with the City Administration on negotiating labor contracts with the AFSCME 1907, the FOP, and the IAFF.
Development and implementation of two new Professional Development level courses based on findings from the FY 2017-18 Training Needs Assessment report.
Develop and implement two new Management and Leadership Development courses based on findings from the FY 2017-18 Training Needs Assessment report.
Review customer service standards for telephone and email for potential changes in best practices and City policy, and the incorporate updated standards in mandatory Customer Service Champions trainings (Level I and II), New Employee Orientation, and Supervisor Orientation.
Implement NEOGOV online application process for the Summer Youth Program Worker Trainee for the Grants Department.
Continue to digitize all personnel records of active employees hired prior to 2015.
Continue to identify personnel records in off-site storage that have met their retention and request destruction of those records.
Continue to enhance the marketing of positions in the areas such as information and technology, engineering, and crime scene investigation in order to attract and retain more qualified candidates.

Accomplishments in FY 2017-18

Negotiations between City Administration and AFSCME Local 1907 regarding the original settlement, were approved by the City Commission on April 26, 2018. Human Resources is continuing to implement the March 2016 PERC settlement agreement. Human Resources has corrected the vacation accrual rates for the classifications affected, and has educated departments on the changes.
Introduced the online performance appraisal in Oracle to the remaining departments.
Continued to review FLSA on all classification affected by pending changes to FLSA regulations.
Continued to research pay ranges on a priority basis, and adjust accordingly in order to attract and retain talent.
Created a second level Professionalism and Ethics course including a new expanded section on the Florida Sunshine Laws and Public Records, and integrated emotional intelligence into the curriculum.
Conducted a training needs assessment to identify additional areas for training development.
Continued to work with the Department of Justice (DOJ) and the City Attorney's Office towards releasing the Miami Police Department (MPD) from Federal Order.
Continued to work with the City Administration on negotiating labor contracts. Completed negotiations with AFSCME 871 on October 26, 2017.
Continued to digitize all personnel records of active employees hired prior to 2015.

Human Resources

Identified applications and personnel records in off-site storage that have met their retention.
Enhanced the marketing of positions in high-need, difficult-to-hire areas.
Digitized personnel records of 1,019 employees hired since May 2016 and 1,934 inactive files of employees who separated between 2014 and 2016.
Continued to work with City Attorney to coordinate and implement Federal and State mandated acts such as the Florida State Legislation Senate Bill 8A, the "Medical use of Marijuana Act".
Implemented the newly released veteran's preference regulations.
Streamlined and expedited the hiring process by reducing the overall turn-around time for establishing eligibility lists.
Enhanced the Mandatory Supervisor Training by adding an additional day of pertinent material to the curriculum.
Delivered the interview rater training course to expand and maintain the City's pool of eligible interview raters.
Discontinued the Employee Service Recognition Program.
Implemented the AFSCME 1907, AFSCME 871, FOP and part-time employee salary increases and across-the-board increases.
Established the Human Resources monthly newsletter.
Established the FY 2016-17 eligible lists for the classifications of Fire Lieutenant, Fire Captain, and Chief Fire Officer within 30 days of the expiration of the previous eligible lists in accordance with Article 10 of the IAFF contract.
Further reduced the time to conduct the promotional examination processes with the efficient administration of six promotional examination processes for Police and Fire-Rescue Departments (written, written in-basket, and oral board exercises).
Conducted recruitments, screening, skills testing (typing, transcription), and written examinations for the classifications of Account Clerk, Criminal Investigation Section Desk Operator, Emergency Dispatcher, Emergency Dispatch Assistant, Engineering Technician I, Engineering Technician II, Engineering Technician III, Firefighter-EMT, Latent Print Examiner, Litigation Assistant, and Public Service Aide involving a total of 6,094 applicants.
Conducted over 115 structured interviews in accordance with the City's Labor-Management Policy on Interviews.
Realized a substantial reduction in the number of filed workplace violence complaints due to a series of specialized trainings and measures put in place.
Reviewed and revised various City administrative policies to remain in line with changes in the law and the City's overall strategic objectives.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of one position that will impact internal and external customer service (GF $29,000).
The Other Salaries and Wages line item reflects the elimination of one part-time position (GF $20,000).
The Travel and Per Diem line item reflects a reduction that will cause employees to not able to attend conferences or training opportunities previously funded by the City (GF $5,000).
The Advertising and Related Costs line item reflects a reduction that will limit recruitment from advertising any positions on social media, radio, and attend job fairs previously funded by the City (GF $9,000).
The Operating Supplies line item reflects a reduction that will cause employees to not able to upgrade operating systems previously funded by the City (GF $10,000).

Human Resources

The Professional Services-Medical line item reduction is due in part to the transfer of funds to the Non-Departmental account (GF $87,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $35,000), and an average of five percent salary increase for all non-bargaining employees (GF $86,000).

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objective:
Promote a standard of excellence in our work

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees	Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	11.1	9.5	16.8	11.0
Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole	Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	9.1	9.1	10.8	11
	Position audits and reclassification completed (number)	226	240	234	200
	Average time for the completion of the Personnel Action Form cycle (days)	1.3	1.3	1.5	1.8
Provide training and development programs that support effective utilization and maximum development of human resources to promote organizational productivity	Average training effectiveness assessed by a post-training anonymous evaluation on a 5-point Likert scale (where 1 is needs improvement and 5 is excellent) (rating)	4.8	4.8	4.8	4.8
	Employees trained by courses offered by the Human Resources Department (number)	3,786	4,640	5,045	4,000

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Human Resources

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,672,000	0	2,672,000	2,677,000	0	2,677,000
512010 - Attrition Savings - Salaries	(254,000)	0	(254,000)	(51,000)	0	(51,000)
513000 - Other Salaries and Wages	87,000	0	87,000	67,000	0	67,000
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	207,000	0	207,000	210,000	0	210,000
522000 - Retirement Contributions	1,021,000	0	1,021,000	1,046,000	0	1,046,000
523000 - Life and Health Insurance	570,000	0	570,000	567,000	0	567,000
Personnel	**4,315,000**	**0**	**4,315,000**	**4,528,000**	**0**	**4,528,000**
Operating Expense						
524000 - Workers' Compensation	82,000	0	82,000	87,000	0	87,000
531000 - Professional Services	24,000	0	24,000	24,000	0	24,000
531020 - Professional Services-Medical	68,000	0	68,000	0	0	0
540000 - Travel and Per Diem	5,000	0	5,000	0	0	0
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
545013 - Insurance - General Liability	15,000	0	15,000	14,000	0	14,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	48,000	0	48,000	55,000	0	55,000
548100 - Advertising and Related Costs	9,000	0	9,000	0	0	0
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
552000 - Operating Supplies	10,000	0	10,000	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,000	0	5,000	6,000	0	6,000
Operating Expense	**288,000**	**0**	**288,000**	**208,000**	**0**	**208,000**
Total Expense	**4,603,000**	**0**	**4,603,000**	**4,736,000**	**0**	**4,736,000**

Human Services

Department Head: Milton Vickers Phone: (305) 416-1091

Mission Statement

To be a gateway to self-sufficiency for economically disadvantaged families and individuals. To act as a liaison between the City and local community organizations to improve the delivery of human services.

New Department

It is proposed that the Department of Human Services (DHS) be newly created to better coordinate the services described below. Components of the City Manager Office, Parks and Recreation Department, Office of Grants Administration, and all of the Veterans Affairs and Homeless Services Department are proposed to be transferred and combined into this new Department.

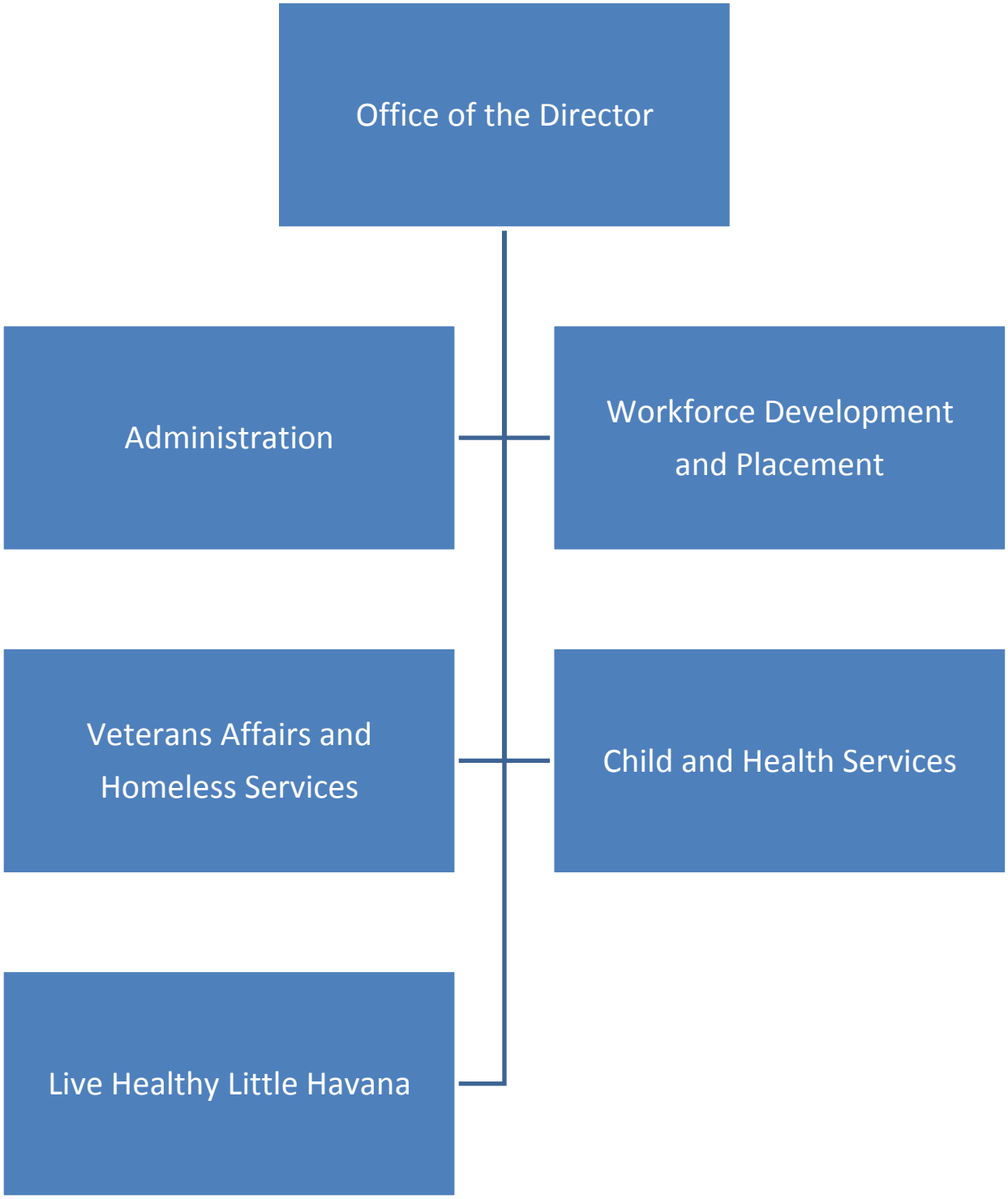
Description

The Department of Human Services partners with organizations to address all areas relating to poverty. This is inclusive of health, education, crime and police community relations, employment development and placement, homelessness and veterans affairs, and physical and environmental enhancements.

Contributing to the Administration's Priority of Service, the Department researches and develops programs that will have an impact on the neediest of City of Miami residents through the introduction of existing programs and the administration of activities that will enhance the quality of life and self-sufficiency. The Department identifies the most cost effective means of service delivery to the City of Miami's most underserved.

Stakeholders include Elected Officials, City Departments, residents, and those below the poverty level including: seniors, young adults, teens and adolescents, homeless, unemployment, the Miami-Dade Homeless Trust, and shelter providers.

Human Services



Human Services

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department. Supervises all divisions and their operations, including implementation of Citywide Initiatives, Workforce Initiatives, Veterans Affairs and Homeless Services, Childcare, Health Initiatives, and Live Healthy Little Havana.	0	1
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the Department budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides procurement services; develops service contracts for homeless shelter providers and other contract agreements.	0	2
WORKFORCE DEVELOPMENT AND PLACEMENT Provides workforce employment and training services to job seekers, pre-employment preparation, and advice to small local businesses in terms of staff development, training, placement assistance, and other hiring opportunities for businesses doing business with the City of Miami.	0	8
VETERANS AFFAIRS AND HOMELESS SERVICES Assists walk-in clients and callers with the coordination of available veterans benefits and services; evaluates and assesses clients to develop a course of action to meet their needs; refers clients to other agencies or offices, when appropriate; provides accurate and current information on veterans' rights, benefits, and all available services; coordinates placements in emergency shelters, treatment facilities, and permanent housing and referral services for employment; provides outreach, assessment, placement, referral, and transportation services to the homeless individuals and families of the City of Miami and all of Miami-Dade County.	0	45
CHILD AND HEALTH SERVICES Focuses on the developmental, educational, and recreational daycare services for infants through age five, and provides the administration of the child subsidy and enrollment activity, develops partnerships with local health providers and community based organizations, homeowners associations, and civic organizations.	0	7
LIVE HEALTHY LITTLE HAVANA Manages a multi-year partnership with Little Havana stakeholders and the Health Foundation of South Florida aimed at making this historic neighborhood healthier.	0	1
TOTAL FULL-TIME POSITIONS	**0**	**64**

Human Services

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	0	0	0	0	5,507,000
Operating Expense	0	0	0	0	1,673,000
Non-Operating Expenses	0	0	0	0	394,000
	-	-	-	-	**7,574,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	0	0	0	0	4,381,000
Child Day Care	0	0	0	0	458,000
Homeless Program	0	0	0	0	2,735,000
	-	-	-	-	**7,574,000**

Department Strategies for FY 2018-19

Provide workforce development and placement services and training resources to job seekers and local businesses.
Increase the number of veterans contacted, assessed and referred.
Increase the number of outreach contacts to the homeless population, and the number of clients placed into emergency shelters.
Decrease the number of homeless settlements throughout the City of Miami by targeting outreach in collaboration with other City Departments.
Increase childcare enrollment to meet the current licensed capacity.
Explore the development of childcare employer programs, and identify any applicable discounts.
Implement various state-approved childcare curriculums, as funding allows.
Register as a licensed Voluntary Prekindergarten Education Program (VPK) provider and implement annual VPK classes for clients.
Register with the Early Learning Coalition as a School Readiness Provider to offer state subsidies.
Increase the number of health partnerships.
Increase the amount of health-related information distributed to all City residents.
Maintain and expand the partnership with Florida International University's College of Medicine in providing medical information and screenings to City residents.

Human Services

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination ofone position in Veterans Affairs and Homeless Services Division that has been vacant for more than a year (SR $31,000).
The Regular Salaries and Wages line item reflects the elimination ofone position in Veterans Affairs and Homeless Services Division that will not impact services due to a reassignment of staff duties and a reorganization of the new department (GF $90,000).

The Budget includes the following considerations:

The increase in Regular Salaries and Wages line item is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $30,000), and an average of five percent salary increase for all non-bargaining employees (GF $25,000).
The Veterans Affairs and Homeless Services division will work in collaboration with the Miami Police Department to implement the use of body worn cameras when performing cleaning activities and providing services to the homeless population in the field; thereby reducing the risk of lawsuits against the City for loss of personal properties and violations of civil rights of homeless people.
This Department does not add positions to the City's Table of Organizations. Instead, it combines two positions form the City Manager Office, seven positions from the Parks and Recreation Department, nine positions from the Office of Grants Administration, and 46 positions from the Veterans Affairs and Homeless Services Department.
To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), an increase in the Other Salaries and Wages line-item (GF $29,000), the Other Contractual Services line-item (GF $86,000), the Office Supplies line-item (GF $1,000), and the Operating Supplies line-item (GF $1,000), to transfer the funds of Tax Assistance Program, Small Business Assistance Center, and the cost of leasing a space in the Lindsey Hopkings Technical Education Center previously budgeted under the Office of Grant Administration.

Human Services

Strategic Alignment and Performance Measure

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:

Prioritize code enforcement to promote safe and healthy neighborhoods in areas experiencing high incidences of violent crime, health risks and poverty
Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Reduce Chronic Homelessness	Individuals engaged in Project Lazarus (number)	N/A	N/A	N/A	40
	Individuals place in permanent housing through Project Lazarus (number)	N/A	N/A	N/A	20
Reduce Homeless Encampments	Homeless encampment closures (number)	N/A	N/A	N/A	100
Decrease Homeless Recidivism Rates	Individuals placed through the MOA (number)	N/A	N/A	N/A	100
Emergency Weather Outreach	Families placed during inclement weather (number)	N/A	N/A	387	600
Accessing Emergency Shelters	Number of homeless individuals contacts (number)	N/A	N/A	13,866	60,000
	Number of homeless individuals placements (number)	N/A	N/A	1,216	5,000
Enhance access point to services	Number of calls received (number)	N/A	N/A	N/A	5,000
	Number of IDs/Birth Certificates replaced (number)	N/A	N/A	N/A	100
Provide excellent customer service	Clients Customer Satisfaction Survey performed upon placement (percent)	N/A	N/A	N/A	100
Increase overall childcare enrollment	Students enrolled (number)	N/A	N/A	68	148
Increase community partnerships	Partnerships (number)	N/A	N/A	16	25
Increase residents savings	Resident savings (dollars)	N/A	N/A	100	150
Increase training enrollments, placements, and completion rate for workforce participants	Employers served (number)	N/A	N/A	N/A	1,000
	Annual placements (number)	N/A	N/A	N/A	700
	Employment (direct) (number)	N/A	N/A	N/A	700
Increase the number of attendees for the diabetes education and empowerment program	Empowerment (number)	N/A	N/A	N/A	100
	Fitness (number)	N/A	N/A	N/A	300
Increase Mental Health Screening & referral process	Mental health screening (number)	N/A	N/A	N/A	300

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Human Services

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	1,520,000	1,408,000	2,928,000
512010 - Attrition Savings - Salaries	0	0	0	0	(254,000)	(254,000)
513000 - Other Salaries and Wages	0	0	0	29,000	22,000	51,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	95,000	80,000	175,000
516000 - Fringe Benefits	0	0	0	12,000	3,000	15,000
521000 - Fica Taxes	0	0	0	116,000	113,000	229,000
522000 - Retirement Contributions	0	0	0	1,067,000	124,000	1,191,000
523000 - Life and Health Insurance	0	0	0	1,152,000	20,000	1,172,000
Personnel	**0**	**0**	**0**	**3,991,000**	**1,516,000**	**5,507,000**
Operating Expense						
524000 - Workers' Compensation	0	0	0	97,000	1,000	98,000
531000 - Professional Services	0	0	0	3,000	1,019,000	1,022,000
534000 - Other Contractual Services	0	0	0	116,000	77,000	193,000
540000 - Travel and Per Diem	0	0	0	1,000	3,000	4,000
541000 - Communications & Related Services	0	0	0	15,000	16,000	31,000
544000 - Rentals and Leases	0	0	0	7,000	46,000	53,000
545013 - Insurance - General Liability	0	0	0	18,000	0	18,000
546001 - IT-Repair and Maintenance Services	0	0	0	66,000	0	66,000
548000 - Promotional Activities	0	0	0	8,000	0	8,000
549000 - Other Current Charges and Obligations	0	0	0	4,000	114,000	118,000
551000 - Office Supplies	0	0	0	14,000	3,000	17,000
552000 - Operating Supplies	0	0	0	22,000	4,000	26,000
552200 - Clothing/Uniform Supplies	0	0	0	19,000	0	19,000
Operating Expense	**0**	**0**	**0**	**390,000**	**1,283,000**	**1,673,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	394,000	394,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**394,000**	**394,000**
Total Expense	**0**	**0**	**0**	**4,381,000**	**3,193,000**	**7,574,000**

Independent Auditor General

Department Head: Theodore Guba, CPA Phone: (305) 416-2044

Mission Statement

To provide objective oversight through audits of all City departments, agencies, and programs. The activities of the Office of the Independent Auditor General add value, enhance performance, provide accountability, and improve the City's financial operational effectiveness and efficiency.

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.

Contributing to the Administration's Priority of Service, 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 critical to determining what risks exist and how to best handle them. It provides checks and balances, and offers 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.

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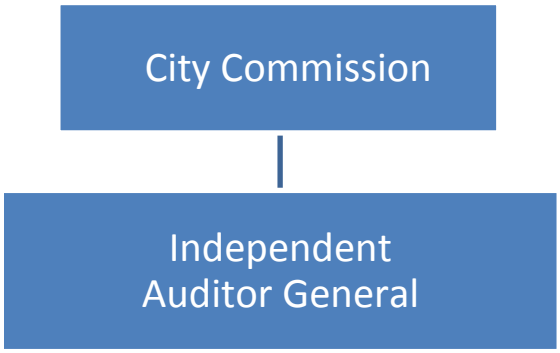
Independent Auditor General



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE INDEPENDENT AUDITOR GENERAL Provides oversight of the City's financial transactions by investigating, auditing, and reviewing City programs, projects, and contracts to detect and prevent fraud and mismanagement; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes.	9	9
TOTAL FULL-TIME POSITIONS	**9**	**9**

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	1,071,194	1,099,036	932,043	1,038,000	1,275,000
Operating Expense	47,115	58,128	60,099	88,000	91,000
Capital Outlay	1,492	11,702	0	0	2,000
	1,119,801	**1,168,866**	**992,142**	**1,126,000**	**1,368,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	1,119,801	1,168,866	992,142	1,126,000	1,368,000
	1,119,801	**1,168,866**	**992,142**	**1,126,000**	**1,368,000**

Independent Auditor General

Department Strategies for FY 2018-19

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 2018-19. Audits will focus on recoveries of monies owed to the City, including construction activities and other areas.
Determine the status of significant 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.

Accomplishments in FY 2017-18

Prepared a risk-based annual audit plan prior to the start of the new fiscal year and identified high-risk types of audit engagements relative to business processes and service delivery processes.
Followed-up on the status of prior audit findings and recommended recommendations.
Completed several investigations into allegations that resulted in recommendations for operating and control improvements in various areas.
Conducted reviews of several major Requests for Proposals prior to going to City Commission.
Identified internal control deficiencies and lack of compliance with certain programs and contracts. Made recommendations for improvements in areas of Solid Waste fee billings and franchise fee collections, as well as, administration of real estate leasing functions and police operations.

Budget Highlights for FY 2018-19

The Budget includes the following additions:

The Other Salaries and Wages line item reflects an increase due to a part-time position salary increase (GF $6,000).
The Fringe Benefits line item reflects an increase for cell phone benefits for a part-time position and three vacant positions (GF $3,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $2,000), and an average of five percent salary increase for all non-bargaining employees, including the Independent Auditor General (GF $29,000).

Independent Auditor General

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:
Improve communication to the public in our methods and content
Promote a standard of excellence in our work

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions	Audits performed (number)	7	7	9	10
	Special reviews performed (number)	4	3	1	3
	Investigations performed (number)	6	3	1	3
Target high risk areas for our audits to improve controls, enhance revenues, and minimize expenses	Recommended recoveries due from Audits (dollars)	1,425,843	538,553	1,988,347	500,000
	Actual recoveries collected from Audits (dollars)	73,666	419,491	577,946	N/A

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Independent Auditor General

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	841,000	0	841,000	851,000	0	851,000
512010 - Attrition Savings - Salaries	(108,000)	0	(108,000)	0	0	0
513000 - Other Salaries and Wages	39,000	0	39,000	45,000	0	45,000
516000 - Fringe Benefits	10,000	0	10,000	14,000	0	14,000
521000 - Fica Taxes	64,000	0	64,000	66,000	0	66,000
522000 - Retirement Contributions	125,000	0	125,000	201,000	0	201,000
523000 - Life and Health Insurance	67,000	0	67,000	98,000	0	98,000
Personnel	**1,038,000**	**0**	**1,038,000**	**1,275,000**	**0**	**1,275,000**
Operating Expense						
524000 - Workers' Compensation	17,000	0	17,000	18,000	0	18,000
531000 - Professional Services	11,000	0	11,000	11,000	0	11,000
532000 - Accounting and Auditing	25,000	0	25,000	25,000	0	25,000
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	11,000	0	11,000	13,000	0	13,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000
Operating Expense	**88,000**	**0**	**88,000**	**91,000**	**0**	**91,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	2,000	0	2,000
Capital Outlay	**0**	**0**	**0**	**2,000**	**0**	**2,000**
Total Expense	**1,126,000**	**0**	**1,126,000**	**1,368,000**	**0**	**1,368,000**

Innovation and Technology

Department Head: Michael Sarasti Phone: (305) 416-1659

Mission Statement

To continuously improve the quality of customer service and provide the most innovative and exceptional technology based solutions to empower City departments and deliver services, exceeding expectations of our community.

Department Name

As approved in the FY 2017-18 Mid-Year Budget Amendment, the InformationTechnology Department's name was changed to the Innovation and Technology Department. The Department was assigned an expanded set of responsibilities that incorporated process improvement, Innovation and Strategic Planning and Performance Management.

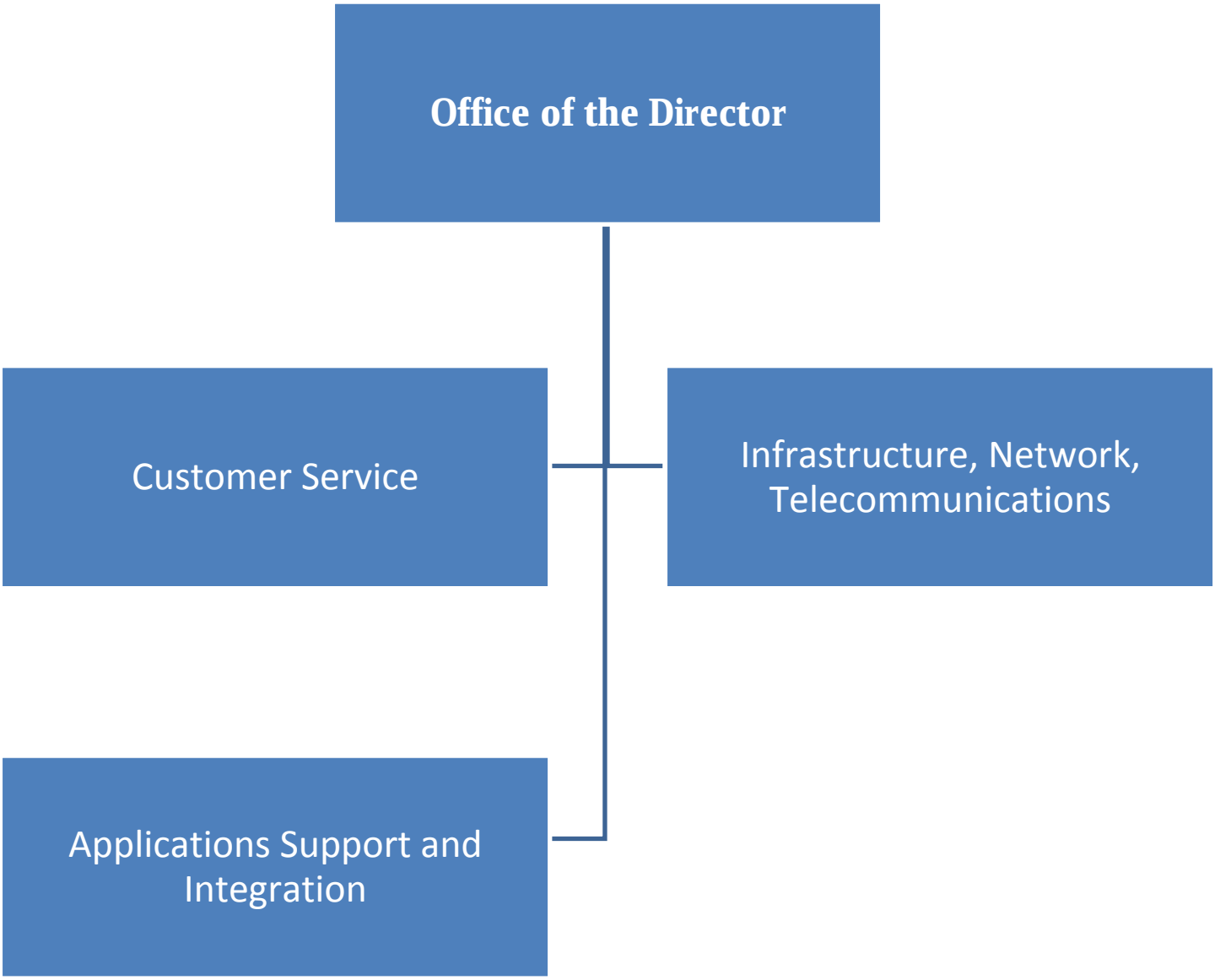
Description

The Department of Innovation and Technology (DoIT), formerly known as the Information Technology Department, is where people process data, and digital converge to create the best possible user experience for residents and City employees.

Contributing to the Administration's priority of Service, DoIT encompasses performance management around the City's strategic plan; process improvement focused on the customer experience; data sharing to improve transparency and to better partner with our residents and the business community; collaboration with our civic technology partners to address challenges facing our city; enterprise technology applications and infrastructure services that support the business operations of all City departments; reliable and secure technology infrastructure, including network, hardware, and software platforms to support departmental applications and enterprise services. The alignment of innovation and the management of City networks, hardware, and systems enable the City to be more responsive and inclusive through technology.

Stakeholders include all City departments, Elected Officials, residents, businesses, visitors, and all who visit the City's website.

Innovation and Technology



Innovation and Technology

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel responsible for the provision of networks, computers, and systems; provides administrative support to operations; develops the City's cyber-security policies; oversees shared services development; facilitates the development of the City's strategic plan, coordinates across departments to identify and determine appropriate measures for performance management; and instructs and leads Citywide process improvement, digital, and data initiatives.	11	12
CUSTOMER SERVICE Provides level 1 and level 2 customer service support via telephone, email, walk-in, and desk side operations to all enterprise business applications; provides accurate and efficient response to extensive Public Records Requests; provides technical training and community support through the Elevate Miami technology courses offered to seniors throughout the community; markets, promotes, and communicates DoIT services to all business partners.	15	15
INFRASTRUCTURE, NETWORK, AND TELECOMMUNICATIONS Maintains and supports the City's business network, application and data servers, email system, cloud and on-premise storage systems, business continuity, backup, and data archival systems.	24	18
APPLICATIONS SUPPORT AND INTEGRATION Supports over 110 departmental business applications to maintain day-to-day business operations; supports maintenance and new development of business software applications; supports and maintains business data, efficient shared services using professional, prompt, accurate, and knowledgeable assistance across the enterprise including internet, project management, database, business analysis, Geographic Information System (GIS), Public Safety, Human Resources, and Enterprise Resource Planning (ERP) operations.	43	40
TOTAL FULL-TIME POSITIONS	**93**	**85**

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Innovation and Technology

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	6,609,634	7,293,231	8,379,442	9,787,000	12,161,000
Operating Expense	1,851,753	1,139,009	672,182	1,197,000	1,578,000
Capital Outlay	42,375	51,683	44,130	38,000	38,000
Non-Operating Expenses	0	0	43	357,000	556,000
	8,503,763	**8,483,923**	**9,095,796**	**11,379,000**	**14,333,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	8,455,652	8,417,342	8,863,805	10,956,000	13,597,000
Departmental Improvement Initiative	48,111	66,581	231,941	423,000	736,000
Emergency Funds	0	0	51	0	0
	8,503,763	**8,483,923**	**9,095,796**	**11,379,000**	**14,333,000**

Department Strategies for FY 2018-19

Full Implementation of the Electronic Plans Review Project.
Move the Operations Center to a Data Center.
Work with Code Compliance to replace the Citiview application with a new application.
Full implementation of the new Public Safety and General Services Administration P25 Radio System
Full implementation of the new service-driven City of Miami website (miamigov.com). Pages are being redesigned and re-written to reflect City processes and step-by-step instructions for users.
Implement data visualization program to feature citywide priorities, performance, and citizen feedback.
Implement tracking of Citywide "innovations" identified through the Miami Innovation Academy, the City's process improvement training program.

Accomplishments in FY 2017-18

Launched the Miami Innovation Academy and will have trained approximately 150 City employees in LEAN process improvement by September 2018.
Selected a vendor for Phase I of relocating the Operations Center to a new Data Center. Lease payments at the new facility are scheduled to begin in the second quarter of FY 2018-19.
Launched beta.miamigov.com website and completed the "Top 50" City services in April with department pages to be completed by September 2018.

Innovation and Technology

Replacing aging and obsolete wireless network access points for the MRC, City Hall, and all Fire Stations to be completed by September 2018.
Replacing obsolete MRC Core technology with new equipment which provides better and faster performance when accessing City applications, upgrading Intermediate Distribution Frame (IDF) Switches from 100MB to 1GB to be completed by September 2018.
Successfully integrated security testing and validation into software development to be completed by July 2018.
Decided not to consolidate Police-DoIT functions at this time.
Replaced out-of-life backup solution with a new solution that reduces the amount of time in executing backups and allows for a longer retention period.
Opened the Self-Service Portal to DoIT Liaisons.
Successfully patched and updated 1,400 end-user devices.
Upgraded the DoIT Data Communication Backbone bandwidth from 2GB fiber to 20GB.
Upgraded the City Hall dedicated Internet Streaming service from 1.5Mb to 10Mb.
Deployed 28 New Gigabit Networks: 21 at Parks, 5 at NET, 1 at Fire Station 12, and 1 at Community Development.
A Net Permit Application was developed and deployed in early January 2018 which allows City residents to apply for Garage Sale Permits and Construction Noise Wavers in a simple and efficient manner allowing the NET Offices to view applications and generate the approval letters online.
A Lobbyist Search Web Application was developed and deployed in early March 2018.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the transfer of nine positions from Innovation and Technology to the Miami Police Department (GF $626,000).
The Regular Salaries and Wages line item reflects the transfer of one position from Innovation and Technology to the Fire-Rescue Department (GF $50,000).
The Regular Salaries and Wages line item reflects the elimination of three positions that will impact services by losing administrative support for Citywide innovation activities (GF $327,000).

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Amendment, four positions were transferred from the City Manager's Office to Innovation and Technology: a Chief Innovation Officer, an Innovation Analyst, a Strategic Planning and Performance Manager, and a Strategic Planning Analyst (GF $374,000).
The increase in the Professional Services line item is due in part to the transfer of operating budget funding for the Strategic Planning and Performance Management team from the City Manager's Office to the Innovation and Technology Department (GF $60,000).
The increase in the Professional Services line item is due in part to grant funding received from the Knight Foundation (SR $180,000).
The increase in the Other Contractual Services line item is due to additional funding to cover seven months of the lease at a new Data Center (GF $500,000).

Innovation and Technology

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), one position is transferred from the Building Department to the Innovation and Technology Department with an increase in position countfor DoIT but with no fiscal impact.

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $334,000), and an average of five percent salary increase for all non-bargaining employees (GF $39,000).

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:
Improve communication to the public through our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Prioritize the user experience	Customer time saved through innovations/process improvement (hrs.)	N/A	N/A	N/A	TBD
	Percent of services migrated to new City website (beta)	N/A	N/A	N/A	TBD
	Help Desk calls resolved on the spot (number)	N/A	6,314	8,651	7,000
	Percent of service requests resolved vs. opened (percent)	N/A	90	95	91
Deliver applications in an efficient and timely manner	Systems Uptime (percent)	N/A	99	99	99
	Critical application up-time: CitiView (code violations)	N/A	N/A	N/A	TBD
	Critical application up-time: Accela (live-stream for City public meetings)	N/A	N/A	N/A	TBD
	Critical application up-time: iBuild (permits)	N/A	N/A	N/A	TBD
Enable the use of data and evidence to propel decision making	Number of departments using data analytics or visualization to communicate publicly	N/A	N/A	N/A	TBD
	Number of visits to open data, performance data, and GIS sites	N/A	N/A	N/A	TBD
	What Works Cities Certification achievement percentage	N/A	N/A	N/A	TBD
Minimize and mitigate security risks for the City	Number of Security Events Detected	N/A	85,956,506	29,099,143	100,000,000
	Number of Attacks	N/A	28,854	4,295	45,000
	Number of Incidents	N/A	11,995	3,709	12,000
	Average Time to Detect (days)	N/A	17	15.75	7

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Innovation and Technology

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,914,000	0	6,914,000	7,289,000	0	7,289,000
512010 - Attrition Savings - Salaries	(862,000)	0	(862,000)	0	0	0
516000 - Fringe Benefits	29,000	0	29,000	33,000	0	33,000
521000 - Fica Taxes	531,000	0	531,000	560,000	0	560,000
522000 - Retirement Contributions	2,152,000	0	2,152,000	2,891,000	0	2,891,000
523000 - Life and Health Insurance	1,023,000	0	1,023,000	1,388,000	0	1,388,000
Personnel	**9,787,000**	**0**	**9,787,000**	**12,161,000**	**0**	**12,161,000**
Operating Expense						
524000 - Workers' Compensation	119,000	0	119,000	108,000	0	108,000
531000 - Professional Services	250,000	0	250,000	60,000	180,000	240,000
534000 - Other Contractual Services	376,000	66,000	442,000	876,000	0	876,000
540000 - Travel and Per Diem	30,000	0	30,000	50,000	0	50,000
540010 - Training	90,000	0	90,000	25,000	0	25,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	28,000	0	28,000	34,000	0	34,000
546001 - IT-Repair and Maintenance Services	143,000	0	143,000	184,000	0	184,000
551000 - Office Supplies	7,000	0	7,000	5,000	0	5,000
552000 - Operating Supplies	62,000	0	62,000	30,000	0	30,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	20,000	0	20,000	20,000	0	20,000
Operating Expense	**1,131,000**	**66,000**	**1,197,000**	**1,398,000**	**180,000**	**1,578,000**
Capital Outlay						
664000 - Machinery and Equipment	38,000	0	38,000	38,000	0	38,000
Capital Outlay	**38,000**	**0**	**38,000**	**38,000**	**0**	**38,000**
Non-Operating Expense						
896000 - Budget Reserve	0	357,000	357,000	0	556,000	556,000
Non-Operating Expenses	**0**	**357,000**	**357,000**	**0**	**556,000**	**556,000**
Total Expense	**10,956,000**	**423,000**	**11,379,000**	**13,597,000**	**736,000**	**14,333,000**

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Management and Budget

Department Head: Christopher Rose Phone: (305) 416-1500

Mission Statement

To efficiently and effectively develop, monitor, and communicate an Opertaing Budget and Capital Plan that manages resources responsive to the needs of all stakeholders.

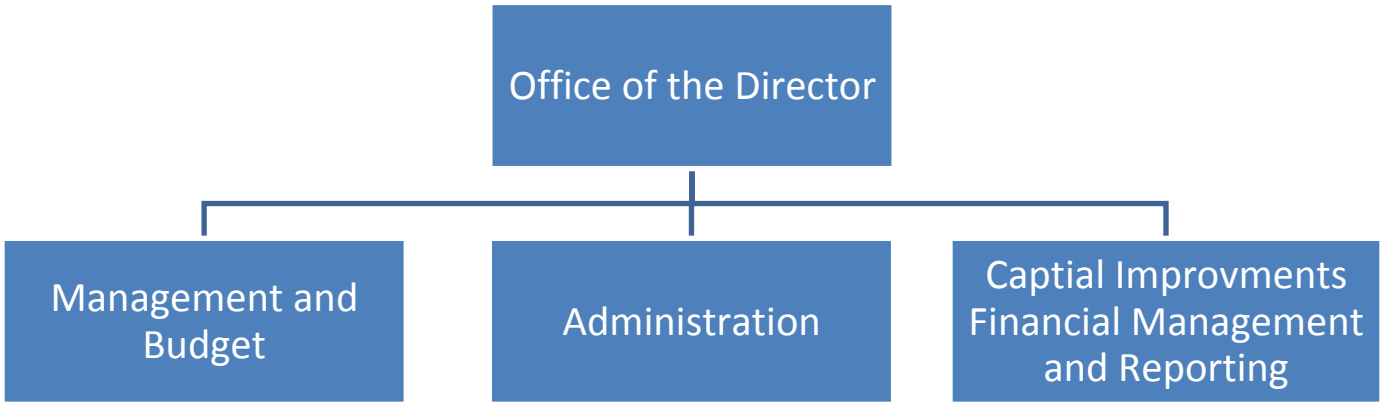
Description

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.

Contributing to the Administration's Priority of Service, 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. The Office provides financial oversight to projects managed by the Office of Capital Improvements, processes and reports on the financial activity of capital projects, ensures the timely issuance of purchase orders and payments for projects, and works with the user departments to assists in the preparation of the Annual Capital Plan. 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 presentingthem to the City Commission.

Stakeholders include the Mayor, City Commissioners, the City Administration, City departments, other independent instrumentalities of the City of Miami, residents of the City of Miami, and bond ratings agencies .

Management and Budget



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Implements policy enacted by the City Commission and Mayor; promotes the efficient allocation of resources in accordance with the needs and priorities of the citizens, Elected Officials, and the Administration; establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel.	2	2
MANAGEMENT AND BUDGET Monitors departmental budgets; processes Transfer of Funds Requests, Position Authorization Requests, and Requests to Fill; reviews departmental items for approval; participates in the review and formulation of the fiscal year budget; prepares the Five-Year Financial Plan; prepares monthly budgetary projections. Completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement; prepares the capital budget.	11	9
CAPITAL IMPROVEMENTS FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight to projects managed by the Office of Capital Improvements; processes and reports on the financial activity of capital projects; ensures the timely issuance of purchase orders and payments for projects' expenditures; assists in the preparation of the annual Capital Plan.	4	4
ADMINISTRATION Assists the Director and Deputy Director with special projects; coordinates and monitors payment of all procurement for elected officials and the City Manager's office; serves as Office Manager; maintains official records; processes payroll and all personnel actions.	2	2
TOTAL FULL-TIME POSITIONS	**19**	**17**

Management and Budget

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	1,506,640	1,736,341	2,041,450	2,550,000	2,309,000
Operating Expense	287,734	151,780	345,469	319,000	219,000
Capital Outlay	3,507	3,058	3,441	4,000	10,000
	1,797,881	**1,891,179**	**2,390,360**	**2,873,000**	**2,538,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	1,629,086	1,848,984	2,390,360	2,843,000	2,499,000
Departmental Improvement Initiative	168,795	42,195	0	30,000	39,000
	1,797,881	**1,891,179**	**2,390,360**	**2,873,000**	**2,538,000**

Department Strategies for FY 2018-19

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

Complete the Operating and Capital Budgets by the first week of July and present them to the City Commission for review.

Process 90 percent of agenda review, personnel approvals, and other budgetary requests from departments within appropriate time frames.

Repeat receipt of the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in financial reporting for the FY 2018-19 Budget.

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

Provide advice and recommendations on other aspects of City operations and administration as requested.

Update and revamp the OMB website to be more user friendly.

Accomplishments in FY 2017-18

Completed the Year-end Amendment for FY 2016-17 on November 19, 2017.

Completed the Mid-year Amendment for FY 2017-18 on May 10, 2018.

Completed the Operating Budget and Multi-Year Capital Plan by the first week of July.

Projected to process 87 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.

Partnered with the Innovation and Technology Department to have 11 of 17 staff trainedthrough the City of Miami Innovation Academy.

Management and Budget

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

As approved in the FY 2017-2018 Mid-Year Amendment, the budget includes the transfer of the Senior Project Representative from the Office of Management and Budget to the Department of Real Estate and Asset Management (GF $108,000).

The Regular Salaries and Wages line item reflects the elimination of one Senior Budget Analyst that will impact the quality and timely production of the Operating Budget, the Capital Plan, the Mid-Year appropriation, and the Year-End appropriation (GF $65,000).

The Professional Services line item reflects a reduction which includes actuarial services and Hyperion support that will hinder timely report production (GF $ 112,000).

The Travel and Per Diem line item reflects the reduction that will cause employees to not able to attend conferences or training opportunities previously funded by the City (GF $6,000).

The Budget includes the following addition:

The Regular Salaries and Wages line item increase is due to the removal of the allocation of 75 percent of Capital Improvement Program Budget staff charged back to Capital Improvement Projects (GF $101,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $19,000), and an average of five percent salary increase for all non-bargaining employees (GF $55,000).

Management and Budget

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:
Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
To improve the City's credit ratings by promoting best practices in budgeting and have those practices validated by a national agency	Receipt of GFOA Distinguished Budget Presentation Award (Response/Average Score)	Yes/3	Yes/3	Yes/3	Yes/3
To deliver high-quality customer service and promote buy-in from Departments	Agenda review requests from departments processed within three working days (percent)	75	74	79	85
To deliver high-quality customer service and promote buy-in from Departments	Position approval requests from departments processed within three working days (percent)	63	91	93	90
To deliver high-quality customer service and promote buy-in from Departments	Customer service satisfaction survey (percent)	89	100	N/A	85
To assist internal decision-makers and external ratings agencies by providing the best information possible	Average monthly accuracy of EOY Projections (percent)	N/A	N/A	N/A	95

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Management and Budget

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,551,000	0	1,551,000	1,364,000	0	1,364,000
512010 - Attrition Savings - Salaries	0	0	0	(6,000)	0	(6,000)
513000 - Other Salaries and Wages	5,000	0	5,000	0	0	0
516000 - Fringe Benefits	29,000	0	29,000	19,000	0	19,000
521000 - Fica Taxes	138,000	0	138,000	113,000	0	113,000
522000 - Retirement Contributions	575,000	0	575,000	526,000	0	526,000
523000 - Life and Health Insurance	252,000	0	252,000	293,000	0	293,000
Personnel	**2,550,000**	**0**	**2,550,000**	**2,309,000**	**0**	**2,309,000**
Operating Expense						
524000 - Workers' Compensation	25,000	0	25,000	26,000	0	26,000
531000 - Professional Services	200,000	30,000	230,000	88,000	39,000	127,000
534000 - Other Contractual Services	5,000	0	5,000	10,000	0	10,000
540000 - Travel and Per Diem	10,000	0	10,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545013 - Insurance - General Liability	8,000	0	8,000	7,000	0	7,000
546000 - Repair and Maintenance Services	1,000	0	1,000	0	0	0
546001 - IT-Repair and Maintenance Services	17,000	0	17,000	28,000	0	28,000
547000 - Printing and Binding	4,000	0	4,000	4,000	0	4,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	0	0	0
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**289,000**	**30,000**	**319,000**	**180,000**	**39,000**	**219,000**
Capital Outlay						
664000 - Machinery and Equipment	4,000	0	4,000	10,000	0	10,000
Capital Outlay	**4,000**	**0**	**4,000**	**10,000**	**0**	**10,000**
Total Expense	**2,843,000**	**30,000**	**2,873,000**	**2,499,000**	**39,000**	**2,538,000**

Neighborhood Enhancement Team (NET)

Department Head: vonCarol Y. Kinchens Phone: 305-960-5110

Mission Statement

To raise the quality of life in Miami neighborhoods by serving as the primary link to City government, and by providing resources, information, and access to government services to residents and businesses.

Description

NET is a community-oriented department that provides direct municipal and social services to residents, business owners, and community-based organizations.

Contributing to the Administration's Priority of Service, NET strives to raise the quality of life in Miami neighborhoods by providing resources, information and access to government services to residents and businesses while serving as the primary link to City government.

NET is the City's official "One Stop" center deployed in the community. There are 12 NET offices that serve as points of entry and community outreach geared to address non-emergency requests and make local government more user-friendly when addressing quality of life issues, and collection of fees (such as Certificates of Use, Business Tax Receipts, and Temporary Use Permits). The Department also partners with Miami-Dade County by utilizing the regional 311 Call Center as a customer service request system in return allows better tracking of NET's functions.

The stakeholders are the residents, elected officials, visitors, business owners, and community-based organizations.

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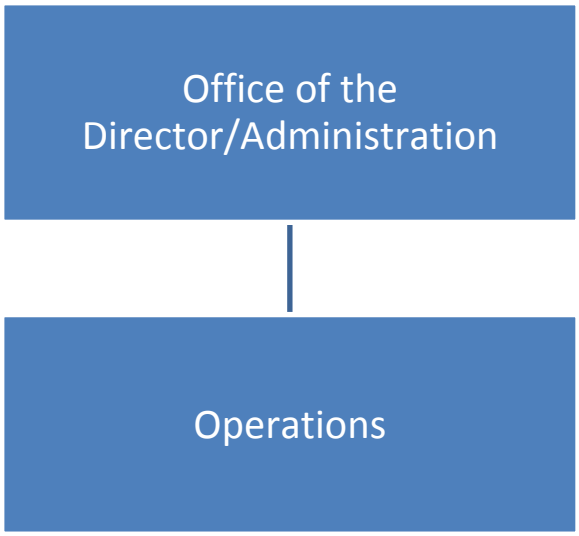
Neighborhood Enhancement Team (NET)



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR/ADMINISTRATION Monitors the effectiveness of the activities within the NET Service Centers and outreach, City of Miami 311, Community Relations Board, Arts and Entertainment Council, and the Overtown Advisory Board; plans, implements, and provides training for all services provided; coordinates services with State, County, and other governmental agencies; assists the Mayor, Commissioners and Commission staff, and the City Manager with the coordination of activities and special projects. Administration also manages the Director's office daily functions; provides managerial support to NET offices as necessary; supervises daily functions of Special Projects personnel; prepares and manages budget, procurements and payables for all Net offices.	8	9
OPERATIONS Manages and monitors the daily activities of NET areas; serves as a liaison between the community and the City Administration; coordinates and attends outreach efforts and community meetings as required, and coordinates community functions; support staff serves as the technical and customer service liaisons between the City and residents; maintains and tracks daily tasks in conjunction with the Miami-Dade County (311 Call Center); processes permits; prepares reports as necessary and assists community with tax preparations and other services at each Net Office; works closely with each District Commissioner in daily task-activities under the supervision of a Net Administrator.	71	71
TOTAL FULL-TIME POSITIONS	**79**	**80**

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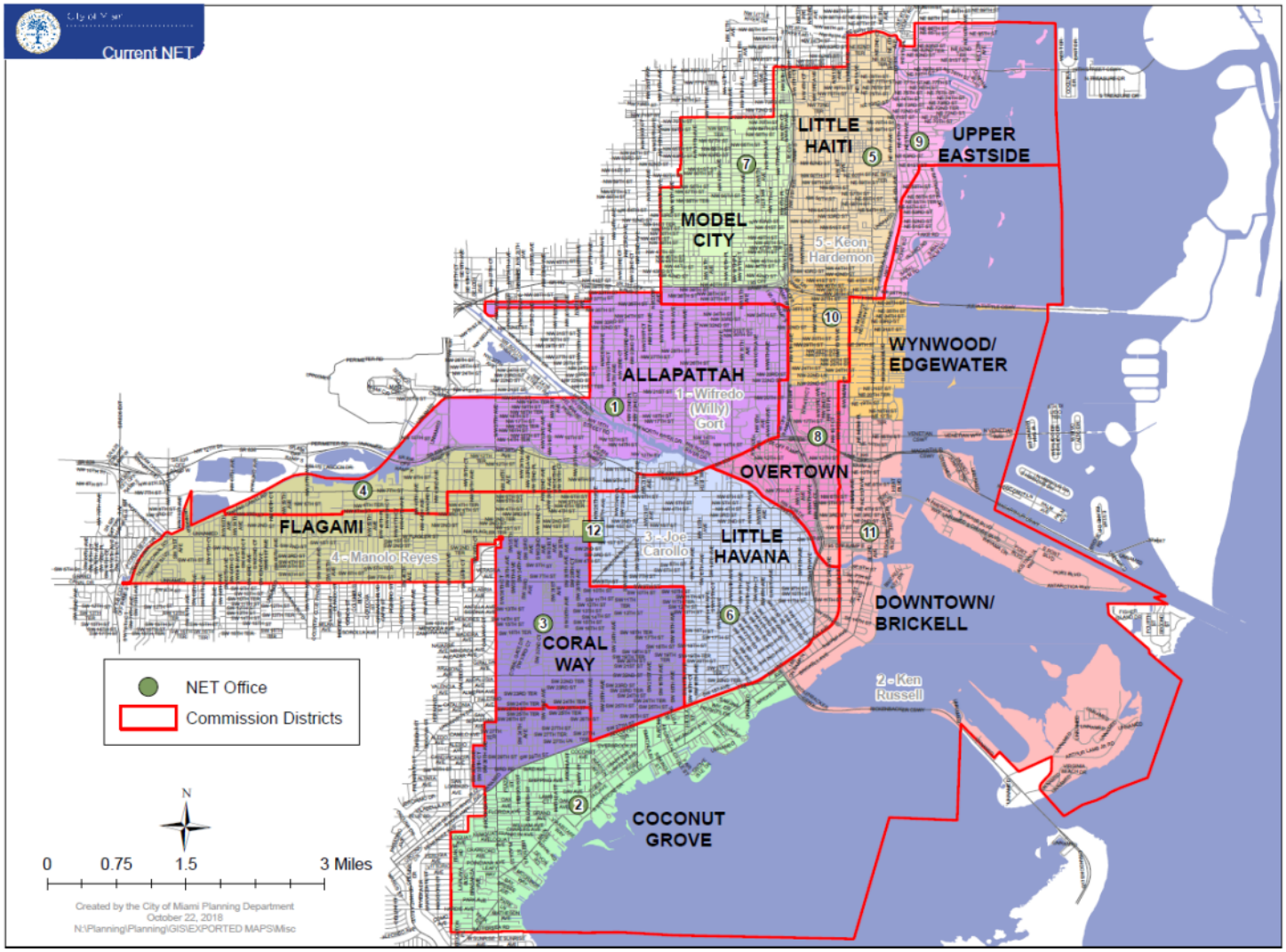
Neighborhood Enhancement Team (NET)



Label	Office	Address	Phone number
1	Allapattah	1901 NW 24th Ave.	(305) 960-5128
2	Coconut Grove	3500 Pan American Drive	(305) 960-4670
3	Coral Way	1415 SW 32nd Ave.	(305) 960-5131
4	Flagami	5135 NW 7th St.	(305) 960-2890
5	Little Haiti	6301 NE 2nd Ave.	(305) 960-4660
6	Little Havana	1300 SW 12th Ave.	(305) 960-4650
7	Model City	1000 NW 62nd Ave.	(305) 960-2990
8	Overtown	1490 NW 3rd Ave.	(305) 960-5133
9	Upper Eastside	6599 Biscayne Blvd.	(305) 960-5118
10	Wynwood/Edgewater	101 NW 34th St.	(305) 960-2904
11	Downtown/Brickell	1400 North Miami Avenue	(305) 960-5737
12	NET Administration	151 NW 27th Ave.	(305) 960-5110

Neighborhood Enhancement Team (NET)

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	3,926,695	4,544,749	5,278,467	6,117,000	6,903,000
Operating Expense	211,218	339,285	417,188	397,000	479,000
Capital Outlay	20,444	3,507	52,025	0	0
	4,158,357	**4,887,542**	**5,747,680**	**6,514,000**	**7,382,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	4,158,357	4,882,219	5,721,882	6,514,000	7,382,000
General Special Revenue	0	5,322	25,764	0	0
Emergency Funds	0	0	34	0	0
	4,158,357	**4,887,542**	**5,747,680**	**6,514,000**	**7,382,000**

Department Strategies FY 2018-19

Continue to increase neighborhood and business canvassing to assist in compliance and education regarding city regulations.

Maintain the proper outreach in targeted areas as part of an enhanced outreach program called “Walking Plans”.

Maintain the services currently available throughout the NET offices, such as permitting processes, in collaboration with other City Departments and agencies.

Continue to successfully operate the Information Desk at the Miami Riverside Center (MRC) to its full capacityin order to better serve those visiting the building through clearer processes, information, and instruction.

Implement a kiosk system at select NET offices in order to facilitate services online such as Certificates of Use and Business Tax Receipts.

Finalize the remodeling or relocation of the Allapattah, Coconut Grove, and Downtown NET offices as funding allows.

Accomplishments in FY 2017-18

Completed over 20,000 contacts during FY 2017-18 through the “Walking Plans” program.

Increased the services available at the MRC front desk, reducing additional foot traffic to other departments by providing useful information to visitors such as how to utilize NET offices, reach Elected Officials, and how to deal with code compliance situations.

Implemented video-based driver tracking technology (DriveCam) in 15 NET vehicles improving the tracking and safety of all drivers.

Completed over 1,400 Golden Passport applications with this service now available at five NET Offices.

Successfully implemented online services for both Garage Sales and Noise Waiver Applications.

Neighborhood Enhancement Team (NET)

Budget Highlights for FY 2018-19

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Amendment, one position was transferred from the Department of Solid Waste to NET increasing the Regular Wages and Salaries line item (GF $76,000).
The Allapattah NET Office is moving from Curtis Park to the Miami-Dade County Allapattah Neighborhood Service Center (GF $1.00).
To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), two additional positions were added increasing the Regular Wages and Salaries line item (GF $103,000).
To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), it is recommended that $150,000 be re-appropriated from 40-B30648A (City Department Buildout at Marlins Garage) to a new capital project 40-B193104 entitled Buildout and Furniture for the Marlins Park NET Office. Those updates will have changed the overall funded amount and projects reflected in the Proposed Capital Plan due to the completion of projects.
To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), additional NET office at Marlins Park ($15,000).

The Budget includes the following additional considerations:

The Regular Salaries and Wages line item reflects the freezing of two vacant Waste Collector-Garbage positions and one Waste Collector II position in AFSCME 871 that have been vacant for more than a year (GF $97,000).
The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871) (GF $73,000), due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $53,000), and an average of five percent salary increase for all non-bargaining employees (GF $61,000).

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objective:
Enforce clean and safe housing in neighborhoods where needed most
Increase recycling and reduce illegal dumping and littering
Improve communication to the public in our methods and content
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Increase Neighborhood Canvassing by Educating Residents	NET Service request Volume (number)	N/A	N/A	93,071	90,000
	Community Outreach (number)	N/A	N/A	46,208	5,000

Neighborhood Enhancement Team (NET)

Enhance Outreach “Walking Plans” program in order to provide better communication and education between City and residents	NET Internal Service Request Completed (number)	N/A	N/A	99,879	70,000
Improve on online services and customer service	Customer service survey (percent)	N/A	N/A	80	90

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Neighborhood Enhancement Team (NET)

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,812,000	0	3,812,000	4,067,000	0	4,067,000
512010 - Attrition Savings - Salaries	(182,000)	0	(182,000)	(122,000)	0	(122,000)
513000 - Other Salaries and Wages	32,000	0	32,000	42,000	0	42,000
516000 - Fringe Benefits	42,000	0	42,000	62,000	0	62,000
521000 - Fica Taxes	302,000	0	302,000	315,000	0	315,000
522000 - Retirement Contributions	1,221,000	0	1,221,000	1,366,000	0	1,366,000
523000 - Life and Health Insurance	890,000	0	890,000	1,173,000	0	1,173,000
Personnel	**6,117,000**	**0**	**6,117,000**	**6,903,000**	**0**	**6,903,000**
Operating Expense						
524000 - Workers' Compensation	40,000	0	40,000	64,000	0	64,000
534000 - Other Contractual Services	56,000	0	56,000	82,000	0	82,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
543000 - Utility Services	22,000	0	22,000	30,000	0	30,000
544000 - Rentals and Leases	8,000	0	8,000	51,000	0	51,000
545011 - Insurance - Vehicle Liability	5,000	0	5,000	30,000	0	30,000
545012 - Insurance - Property & Casualty	0	0	0	10,000	0	10,000
545013 - Insurance - General Liability	29,000	0	29,000	29,000	0	29,000
546000 - Repair and Maintenance Services	4,000	0	4,000	4,000	0	4,000
546001 - IT-Repair and Maintenance Services	164,000	0	164,000	110,000	0	110,000
551000 - Office Supplies	7,000	0	7,000	7,000	0	7,000
552000 - Operating Supplies	37,000	0	37,000	37,000	0	37,000
552200 - Clothing/Uniform Supplies	23,000	0	23,000	23,000	0	23,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	1,000	0	1,000
Operating Expense	**397,000**	**0**	**397,000**	**479,000**	**0**	**479,000**
Total Expense	**6,514,000**	**0**	**6,514,000**	**7,382,000**	**0**	**7,382,000**

Procurement

Department Head: Annie Perez, CPPO Phone: (305) 416-1910

Mission Statement

The Department of Procurement's mission is to ethically procure quality goods and services, design, construction, and construction management services at the best value for the City, while providing excellent customer service, process efficiency, transparency, fairness, competition, accountability, and maintaining public trust.

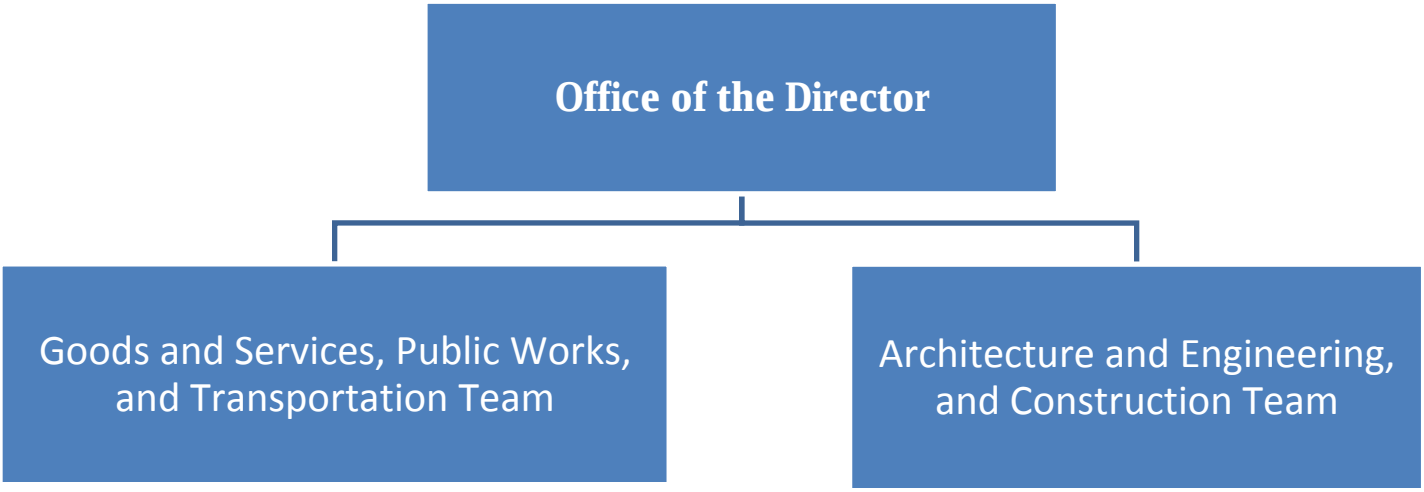
Description

The Department of Procurement administers the purchase of all materials, supplies, equipment, goods, and services needed by the various departments of the City of Miami. Additionally, the Department procures and maintains the City's construction, architectural and engineering services contracts, public works, and transportation contracts.

Contributing to the Administration's Priority of Service, the Department 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 Procurement Code. The primary methods of source selection consist of: Invitation for Quotations (IFQs) for purchases between $5,001 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. Procurement also manages the Purchasing Card (P-card) Program and administers the disposition of Citywide surplus and personal property. Other services provided by Procurement are specification refinement, market research, contract negotiations, processing and management of expert consultant agreements for the City Manager, contract administration, and the handling of vendor non-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, Elected Officials, all City departments, the OMNI CRA, and other independent instrumentalities of the City of Miami.

Procurement



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Manages the daily operations and supervision of the Procurement Department; oversees centralized Procurement functions such as contract negotiations and execution; reviews and approves agenda items; attends City Commission briefings and Commission meetings; oversees all contract management functions; manages vendor services, outreach and performance; coordinates training of staff and external and internal clients; and handles complex RFPs/RFQs.	7	4
GOODS and SERVICES, PUBLIC WORKS and TRANSPORTATION TEAM Procures goods and services Citywide, in addition to public works and transportation procurements; drafts, advertises, and administers the procurement process for IFQs, IFBs, RFPs, RFQs, Sole Sources, and Piggy-Back contracts; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking insurance and bonds, renewal processing and tracking; administers the Purchasing Card (P-Card) Program Citywide; administers the disposition of surplus personal property Citywide; handles procurements for independent instrumentalities of the City of Miami.	9	10
ARCHITECTURE and ENGINEERING, and CONSTRUCTION TEAM Procures architecture and engineering, and construction services Citywide; drafts, advertises, and administers the procurement process for Invitation to Bid (ITB), RFPs, and RFQs; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking of bonds; renewal processing and tracking; administers and manages the Prequalification Pool of Contractors for City Construction Projects Pilot Program.	5	6
TOTAL FULL-TIME POSITIONS	**21**	**20**

Procurement

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	1,982,614	2,000,587	2,117,737	2,535,000	2,406,000
Operating Expense	82,297	119,563	138,111	162,000	162,000
Capital Outlay	0	6,746	3,725	4,000	4,000
Non-Operating Expenses	0	39	1,223	0	0
	2,064,911	**2,126,936**	**2,260,796**	**2,701,000**	**2,572,000**

Department/Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	2,064,911	2,126,936	2,260,759	2,701,000	2,572,000
Emergency Funds	0	0	38	0	0
	2,064,911	**2,126,936**	**2,260,796**	**2,701,000**	**2,572,000**

Department Strategies for FY 2018-19

Implement an electronic solicitation and bid system that would be more user friendly and accessible to a larger number of respondents.

Update the entire City's Procurement Ordinance to include increases in delegated authority, up to date processes, or other substantive improvements.

Provide extensive Citywide training on: Cone of Silence, serving on evaluation committees, and the Procurement Code.

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

Implement procedural and innovative changes to streamline the architectural and engineering, and goods and services procurement processes.

Implement the Pre-qualification Pool of Contactors for City Construction Projects.

Review and update the general terms and conditions for all Construction solicitations.

In an effort to increase the City's vendor database and ensure healthy competition, Procurement will hold numerous general vendor workshops, and the Procurement Outreach Program (POP-Up Shops) for small businesses.

Update and revamp both Procurement's internal and external websites to be more user friendly.

Train Procurement staff on the RFP and RFQ processes, negotiations, City Procurement Code, FEMA procurement requirements, and Florida Statutes that govern procurement.

Procurement

Accomplishments in FY 2017-18

Amended Section 18-72(b) of the Procurement Code to exclude from the requirements of the City of Miami Procurement Ordinance Anti-Poverty Initiative and social service gap allocations of up to $50,000 in any one fiscal year provided to any single entity.

Reviewed and revised the City's general contract terms and conditions for architecture and engineering solicitations.

Conducted various Procurement Code trainings for City Commission offices and the Mayor's Office.

Continued training of staff on conducting negotiations. As part of the centralization of procurement, all negotiations are currently led by Procurement. Successful negotiations thus far have generated significant savings for the City, such as the negotiation for the P25 Radio Network System resulted in savings of $3.22 million.

Through the Miami Innovation Academy, the architecture and engineering process was mapped and analyzed. Procedural changes have been implemented to streamline architecture and engineering timelines, such as the reduction in the number of forms required in the solicitation to reduce the due diligence time.

Successfully launched the Procurement Outreach Program for Small Businesses (POP-UP Shops). Held six Pop-Up Shops between January and April of 2018, which yielded the following results: 1) 190 Small Businesses attended out of a total of 235 attendees; 2) 14 local agencies participated via tabletop displays, and 3) 61 percent of small businesses that attended are now registered with the City as a vendor.

Worked closely with the Innovation and Information Technology Department to implement the Oracle Contract Management module that will house all the City's architecture and engineering services, construction, public works, transportation, goods and services, and all related contract documents in an electronic format.

Successfully launched an aggressive vendor outreach program, which included vendor workshops, updating of vendor contact information in the City's database, a "How to Do Business with the City" flyer and a comprehensive brochure, and the updating of the Oracle sourcing module to allow vendors to view solicitations without having to register in Oracle.

Awarded various large and complex procurements including: the Comprehensive Storm Water Master Plan; Architectural Planning and Design Services for the Development of a General Plan for the City's Maintenance Operations Facilities; the Citywide Storm Sewer Repair and Installation Services; the Employee Long Term and Short Term Disability Insurance Program; and the Risk Management Information System.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the reclassification of the Assistant Director of Procurement Chief Negotiator to an Assistant Director position that will impact services by the City not having a Chief Negotiator that will result in a reduction of contract savings (GF $23,000).

The Regular Salaries and Wages line item reflects the elimination of one vacant Administrative Assistant I position that will have the impact services by causing longer processing times for procurements (GF $54,000).

Procurement

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $15,000), and an average of five percent salary increase for all non-bargaining employees, including the City Clerk (GF $33,000).

The Department successfully implemented an electronic contract management system without the use Capital funds allocated in the FY 2017-18 Adopted Budget. The unused funds will be reallocated to develop and implement a Formal Solicitation Advertisement System that will allow the procurement solicitation process to be digitized ($61,000).

Procurement

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objectives:

Improving communications to the public in our methods and content

Promote a standard of excellence in our work

Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actuals	FY 2017-18 Actual	FY 2018-19 Target
Reduce the procurement processing time for all solicitations	Decrease average processing time cycle for RFP/RFQs/IFBs (days) – Goods and Services	N/A	125	167	115
Establish the small business outreach program (Pop-Up Shops)	Increase the iSupplier vendor pool by 20 percent (number)	11,710	13,437	14,911	24,000
Achieve savings to the City via contract negotiations	Price savings during negotiations (percent)	N/A	N/A	20	20
Streamline the Architecture and Engineering Procurement Process	Decrease average processing time cycle for RFP/RFQs (days) - Architecture and Engineering	N/A	N/A	N/A	150
Streamline the Construction Procurement Process	Decrease average processing time cycle for ITBs (days) - Construction	N/A	N/A	N/A	90
Increase training opportunities for internal customers to educate them on the procurement processes	Conduct monthly trainings to internal client departments on procurement processes and the procurement code (number per year)	N/A	N/A	N/A	12
Maintain professional and competent employees with a knowledge of public procurement	Increase the number of Contracting Officers with Procurement Certifications (percent of Contracting Officers certified)	N/A	N/A	N/A	75

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Procurement

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,555,000	0	1,555,000	1,506,000	0	1,506,000
512010 - Attrition Savings - Salaries	0	0	0	(47,000)	0	(47,000)
513000 - Other Salaries and Wages	23,000	0	23,000	37,000	0	37,000
516000 - Fringe Benefits	12,000	0	12,000	17,000	0	17,000
521000 - Fica Taxes	118,000	0	118,000	116,000	0	116,000
522000 - Retirement Contributions	542,000	0	542,000	464,000	0	464,000
523000 - Life and Health Insurance	285,000	0	285,000	313,000	0	313,000
Personnel	**2,535,000**	**0**	**2,535,000**	**2,406,000**	**0**	**2,406,000**
Operating Expense						
524000 - Workers' Compensation	36,000	0	36,000	37,000	0	37,000
540000 - Travel and Per Diem	5,000	0	5,000	5,000	0	5,000
540010 - Training	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	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	5,000	0	5,000	8,000	0	8,000
546001 - IT-Repair and Maintenance Services	22,000	0	22,000	30,000	0	30,000
548100 - Advertising and Related Costs	74,000	0	74,000	55,000	0	55,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	3,000	0	3,000	9,000	0	9,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	**162,000**	**0**	**162,000**	**162,000**	**0**	**162,000**
Capital Outlay						
664000 - Machinery and Equipment	4,000	0	4,000	4,000	0	4,000
Capital Outlay	**4,000**	**0**	**4,000**	**4,000**	**0**	**4,000**
Total Expense	**2,701,000**	**0**	**2,701,000**	**2,572,000**	**0**	**2,572,000**

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Resilience and Sustainability

Department Head: Jane Gilbert Phone: (305) 416-1048

Mission Statement

To develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy and natural systems through internal and external partnerships.

Description

Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Urban Sustainability involves developing a city that seeks to meet the needs of people while protecting our environment and resources for future generations. Resilience and Sustainability go hand in hand whether in creating a physical building, planning neighborhoods, or improving economic opportunity for all.

Contributing to the Administration's Priority of Safety, the Office of Resilience and Sustainability (ORS) is responsible for assessing and prioritizing the greatest threats to the City of Miami's resilience and sustainability, leading the creation of a cohesive resilience strategy, and subsequently harnessing the expertise and resources across City agencies, other jurisdictions, and the community in order to effectively address these threats.

Stakeholders include City departments, businesses, visitors, City residents, and all municipalities within Miami-Dade County and neighboring counties in Southeast Florida.

Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF RESILIENCE AND SUSTAINABILITY Develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.	5	4
TOTAL FULL-TIME POSITIONS	**5**	**4**

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	0	0	229,757	563,000	499,000
Operating Expense	0	0	12,094	219,000	221,000
Capital Outlay	0	0	2,158	3,000	3,000
	-	-	**244,010**	**785,000**	**723,000**

Department/Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	0	0	244,010	785,000	723,000
	-	-	**244,010**	**785,000**	**723,000**

Department Strategies for FY 2018-19

Complete the writing and begin the implementation of a unified Resilient Greater Miami and the Beaches strategy with Miami-Dade County and the City of Miami Beach.

Integrate a holistic resilience strategy into the City of Miami's strategic plan, budgeting, policies, and capital improvement plan.

Engage and support residents, businesses, and community organizations in strengthening their resilience, individually and collectively, through hurricane preparedness, Community Emergency Response Team (CERT) Training, king tide and other flood awareness, community-led ecosystem restoration and tree planting, and neighborhood resilience planning.

Resilience and Sustainability

Advance the City of Miami's resilience to sea level rise and climate change through interdepartmental planning and advising, strengthening land use and building codes and policies, support to the Sea Level Rise (SLR) Committee, community and stakeholder engagement, and implementing SLR policy and resolutions.
Accelerate the design and implementation of signature, tangible, resilience projects that demonstrate an integrated, collaborative, and engaged approach to infrastructure design and implementation, incorporate robust economic risk and cost benefit analysis of mitigation options, while balancing economic, equity, and environmental considerations.
Continue to refine and implement resilience criteria for capital projects in partnership with the Resilient Infrastructure Working Group for advancing the City's built environment resilience to current and future flood risk.
In partnership with the City's floodplain manager, develop and begin implementing a plan to reduce our Community Rating System (CRS) score.
Work with the Office of Communications on a strong, proactive communications strategy for the City's resilience and sustainability efforts.

Accomplishments in FY 2017-18

Completed Phase I of the *Resilient Greater Miami and the Beaches*' strategy development. Gathered input and ideas from over 3,200 residents, business owners, civic leaders, and subject matter experts through interviews, focus groups, online questionnaires, and numerous speaking engagements. The summary of that extensive data gathering can be found in the *Preliminary Resilience Assessment* at www.resilient305.com .
Synthesized resilience-related feedback from the City of Miami resident survey, focus groups, and neighborhood level meetings and provided high-level objectives and strategies to integrate resilience across the administrative priorities for the City's updated strategic plan.
Developed a checklist for identifying capital improvement projects that will require design guidelines that are above the current code to ensure protection from current and future flood risks.
Secured pro-bono technical assistance from the Connect Capital Technical Assistance Grant through the Center for Community Investment.
Secured pro-bono technical assistance from Hustle Peer to Peer Messaging pilot to improve City's capacity to help residents apply for and secure jobs, in collaboration with the ACCESS Miami Program.
Secured pro-bono technical assistance from Fourth Economy to recommend opportunities for strengthening the workforce development system for construction.
Secured a $50,000 grant from The Urban Sustainability Directors Network (USDN) and The Miami Foundation to conduct deeper resident engagement and further define how resilience and sustainability will be prioritized in the City's Strategic Plan. Beginning in the Fall 2018.
Launched the City's first *King Tide Action Plan* which focused on spreading awareness, especially to vulnerable communities like Shorecrest.
Worked with emergency management on expanding preparedness outreach and training through evening hurricane prep workshops, CERT Training, and coordination with community groups on their own resilience building efforts.
Secured a $60,000 grant and over $100,000 in Technical support from the Van Alen Institute to support a resilient redesign of Jose Marti Park.

Resilience and Sustainability

Supported the selection of an engineering firm to complete the updated *Stormwater Master Plan* that takes sea level rise and other increasing flood risks due to climate change into account while balancing economic, ecological, and equity considerations.
Provided extensive support to the development of and outreach around the $400 million *Miami Forever Bond* which Miami voters approved in November 2017 and includes $192 million of investment in flood risk mitigation infrastructure.
Provided staff support to the Sea Level Rise Committee, a volunteer committee to advise the City Commission on policy recommendations to strengthen the City's resilience to sea level rise.
Facilitated the Resilient Infrastructure Review Working Group to evaluate capital improvement plans to ensure climate and other resilience considerations are appropriately recognized.
Launched Phase II of the Resilient Strategy Development for the greater Miami and the Beaches. Engaged over six different groups with over 180 participants, and 20 City of Miami staff.
Partnered with the Innovation Office with two grant funded initiatives: the Knight Foundation Grant ($100,000) for identifying what the City needs to develop a data platform that can support Innovation and Technology initiatives especially as they relate to resilience, and the Mayor's Bloomberg Challenge ($100,000) to prototype a visual data platform that can be used for City and resident decision-making and engagement around flood mitigation solutions.
Provided extensive support to the Finance Department on setting up and gathering correct information for FEMA reimbursements, before and after Hurricane Irma.
Updated and reprioritized the Local Mitigation Strategy working with County, State, and Internal departments to secure Post Disaster Mitigation grant funding.
Supported Planning, Parks, and Public Works with tree planting and beautification efforts by seeking funding and private partnerships and supporting events.
Helped secure a $300,000 grant to the Frost Science Museum Volunteers for the Environment (MUVE) resilient communities grant for restoring areas of Virginia Key.

Budget Highlights for FY 2018-19

The Budget includes the following reduction:

The Regular Salaries and Wages line item reflects the elimination of one vacant Deputy Chief Resilience Officer position that will impact services by conducting fewer community meetings and securing less pro-bono professional services (GF $81,000).

The Budget includes the following additional consideration:

The Increase of Regular Wages and Salaries is due in part to an average of five percent salary increase for all non-bargaining employees (GF $12,000).

Resilience and Sustainability

Strategic Alignment and Performance Measures

Priority: Public Safety
Citywide Goal: Keeping our City safe
Citywide Objective:
Build physical, social, and economic resilience and sustainability

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Develop City strategy for resilience and sustainability	Resilient Greater Miami at the Beaches Strategy Development (percent)	N/A	50	60	100
Involve as many residents as possible in education and the development of the City strategy	Engage residents through community meetings, presentations, focus groups, interviews and social media (number)	N/A	3,246	3,773	3,000
	Develop resilience performance measures and budget commitments (percent)	N/A	N/A	25	15
	Develop check list and approach for ensuring resilience measures are incorporated into all capital improvement projects (percent)	N/A	100	26	100
	Align citizen survey with resilience framework, develop tracking mechanism to monitor citizen feedback on City's resilience efforts (percent)	N/A	N/A	34	80
Optimize available resources	Secure pro-bono professional services and grants (dollars)	N/A	$170,000+ 100RC Strategy Partner	$84,000 (100RC) 3 100RC Platform Partners (Hustle, 4th Economy, Resilience Accelerator $100,000 (Bloomberg with DoIT and Grants) $60,000 + inkind Van Alen Institute $25,000 (USDN) $25,000 (Miami Foundation)	$170,000+ South Florida Challenge +100RC Strategy and Platform Partners

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Resilience and Sustainability

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	443,000	0	443,000	370,000	0	370,000
516000 - Fringe Benefits	12,000	0	12,000	7,000	0	7,000
521000 - Fica Taxes	35,000	0	35,000	29,000	0	29,000
522000 - Retirement Contributions	39,000	0	39,000	54,000	0	54,000
523000 - Life and Health Insurance	34,000	0	34,000	39,000	0	39,000
Personnel	**563,000**	**0**	**563,000**	**499,000**	**0**	**499,000**
Operating Expense						
524000 - Workers' Compensation	25,000	0	25,000	23,000	0	23,000
531000 - Professional Services	175,000	0	175,000	175,000	0	175,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
545013 - Insurance - General Liability	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	3,000	0	3,000	7,000	0	7,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	**219,000**	**0**	**219,000**	**221,000**	**0**	**221,000**
Capital Outlay						
664000 - Machinery and Equipment	3,000	0	3,000	3,000	0	3,000
Capital Outlay	**3,000**	**0**	**3,000**	**3,000**	**0**	**3,000**
Total Expense	**785,000**	**0**	**785,000**	**723,000**	**0**	**723,000**

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DEPARTMENT BUDGETS:
PLANNING AND DEVELOPMENT

- Building
- Planning
- Zoning

Building

Department Head: Jose S. Camero, RA Phone: (305) 416-1102

Mission Statement

To promote life safety, protect the public, and improve the quality of life by providing prompt and efficient review of plans, issuances of permits, and timely inspections; and by interpreting and enforcing the Florida Building Code and all other applicable regulations governing construction and land uses while ensuring expeditious access to public records and providing excellent customer service through enhanced technology.

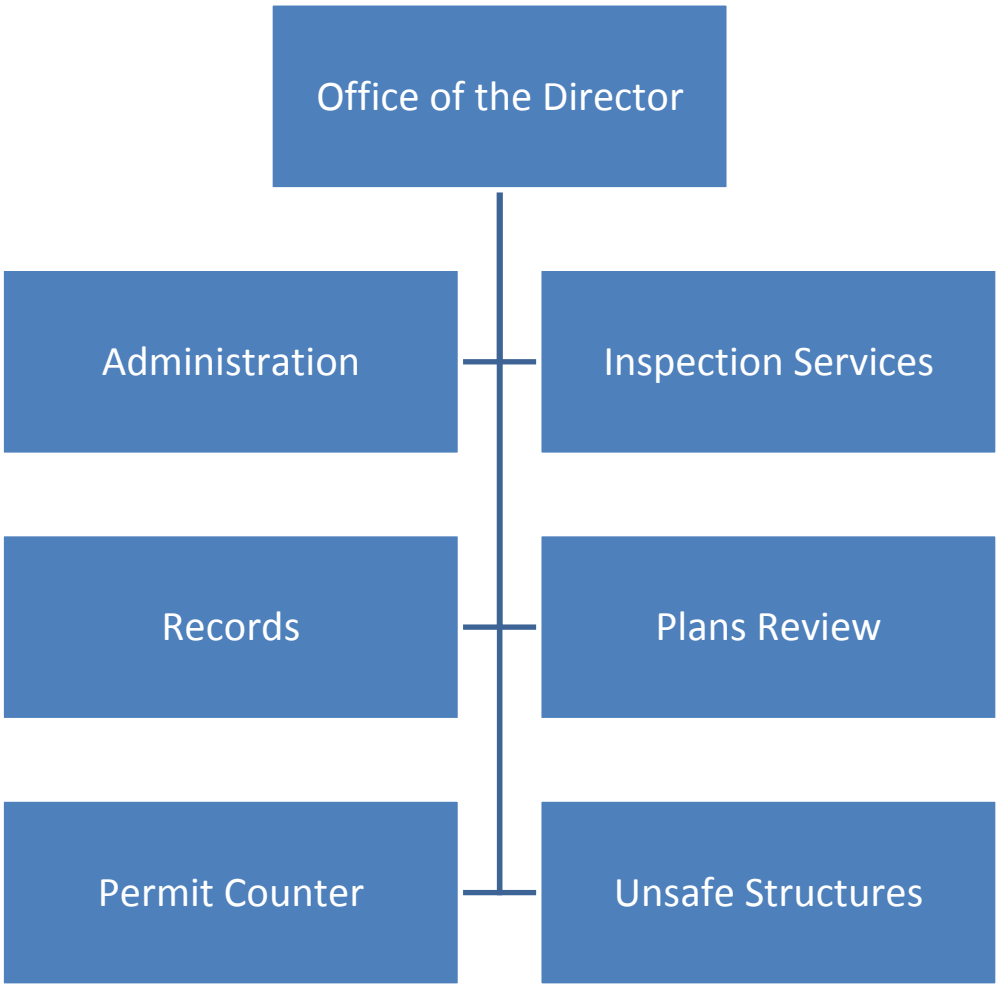
Description

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 other applicable regulations governing construction and land use.

Contributing to the Administration's Priority of Service, the Building Department provides records, issues permits, and performs building inspections. The Department also ensures that commercial and residential buildings and structures comply with the Florida Building Code (FBC) and all other applicable laws and ordinances.

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

Building


Office of the Director
Administration
Inspection Services
Records
Plans Review
Permit Counter
Unsafe Structures

Building

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR 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.	4	4
ADMINISTRATION Prepares and implements the departmental budget; monitors revenue, and personnel activities; performs routine clerical duties such as answering phones and preparing legislative packages.	8	8
INSPECTION SERVICES 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.	41	41
RECORDS 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.	10	10
PLANS REVIEW Assists homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process.	9	15
PERMIT COUNTER Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (COs and TCOs), commercial, and 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.	19	19
UNSAFE STRUCTURES Conducts field inspections of structures due to customer complaints to determine hazardous conditions at construction sites, residential and commercial properties; 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 and 50 year recertification process.	6	7
TOTAL FULL-TIME POSITIONS	**97**	**104**

Building

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	8,268,374	8,304,093	8,999,497	10,307,000	11,954,000
Operating Expense	1,761,439	1,673,408	2,533,599	4,492,000	5,088,000
Capital Outlay	20,990	183,613	23,190	0	0
Non-Operating Expenses	258	100	2,565	0	0
Transfers - OUT	11,141,947	0	0	0	0
	21,193,007	**10,161,214**	**11,558,851**	**14,799,000**	**17,042,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	20,478,775	9,698,019	10,730,587	12,533,000	14,285,000
Departmental Improvement Initiative	714,233	463,195	828,264	2,266,000	2,757,000
	21,193,007	**10,161,214**	**11,558,851**	**14,799,000**	**17,042,000**

Department Strategies for FY 2018-19

Deploy the Electronic Plan Review System (EPR) and complete the integration with the iBuild System to improve and simplify business processes by decreasing the total plan review turnaround time and thereby providing more efficient services to customers.

Complete remodeling the necessary sections of the floor area of the Building Department to accommodate the new EPR system and to address basic issues of privacy, security, and work efficiency.

Implement cross-training for permit clerks to expand their knowledge base, prepare them for electronic plan intake, and enhance the customer permitting process experience.

Implement ongoing seminars and trainings for the public and for reviewers as part of the EPR implementation process.

Continue working with the Innovation and Technology Department for the successful implementation of the EPR system and necessary enhancements to iBuild.

Initiate the development of standard operating procedures (SOPs).

Continue to collaborate with other City Departments involved in the permitting and development process to improve the prompt turnaround reviewing plans, issuing permits, and conducting inspections.

Continue to aggressively pursue abandoned and unsafe structures throughout the City, and demolishing those structures that pose hazards to the neighborhoods of the City.

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

Re-implement expedited after-hours review and inspections.

Continue reducing plan examination and inspection times.

Implement mobile permit services to provide remote permit assistance free of charge to all homeowners.

Building

Accomplishments in FY 2017-18

Provided high quality customer service by department, administrative and support staff through on - going training with an emphasis on collaboration and professionalism.
Began to remodel the necessary sections of the floor area of the Building Department to accommodate the new EPR system. An architect was selected and construction documents were completed on April 9, 2018. Furniture was selected. The Department is currently coordinating with vendors for a phasing plan and for implementation. The project is expected to be completed by September 30, 2018.
Completed the Procurement of the EPR Module. Continued iBuild system information technology enhancements and full-system integration of the iBuild program and permitting process.
Completed implementation of new hardware and software to better track inspector routes and provide faster inspection results.
Successfully launched the new expedited permit process encompassing faster review time for over 50 types of residential and commercial permit types.
Completed implementation of early customer service hours.
Completed implementing the program to mail permit expiration notices to owners 30 days prior to expiration.
Continued to focus on providing the best and most efficient customer service to all customers by striking a balance between ensuring life safety and providing high quality services to residents, businesses, and the construction industry.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Travel and Per Diem line item reflects a reduction that will cause employees to not able to attend conferences or training opportunities previously funded by the City (GF 13,000).

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Amendment, funding was added for Other Contractual Servicesdue in part to additional temporary or contracted personnel to maintain the need for the number of inspections on an as needed basis and to reduce the number of days that plans spend in the review process (GF $453,000).
As approved in the FY 2017-18 Mid-Year Amendment, additional funding was added for two temporary Staff Services Assistants to assist with scanning and preserving deteriorating microfilms (GF $27,000).
The increase in Regular and Wages is due to the addition of one Communication Engineer position (GF $75,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $232,000), and an average of five percent salary increase for all non-bargaining employees (GF $55,000).
A transfer of the Chief of Unsafe Structures position from the City Manager's Office. There is no budget impact due to the position being currently funded in the Building department.

Building

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), funding was increased in Other Contractual Services due to the funding for additional security personnel at the Miami Riverside Center (GF $70,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), funding was increased for three Building Services Assistant I (GF $111,000), and three Building Services Assistant II (GF $120,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), a transfer of the Business Systems Administrator to the Innovation and Technology Department. Funding for this position will remain the Building Department.

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objective:
Enforce clean and safe housing in neighborhoods where needed most
Improve communication to the public in our methods and content
Modernize City processes
Prioritize code enforcement to promote safe and healthy neighborhoods in areas experiencing high incidences of violent crime, health risks and poverty

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Increase the productivity and efficiency of plan reviewers and inspectors	Building construction permit applications processed for commercial properties (number)	14,960	17,101	15,967	14,000
	Building construction permit applications processed for residential properties (number)	8,691	9,732	9,361	7,500
	Inspections performed within 24 hours of request (percent)	98	97	97	98
Reduce the amount of time plans are with the City	Number of days to obtain a Commercial permit (days)	N/A	N/A	N/A	180
	Number of days to obtain a Residential permit (days)	N/A	N/A	N/A	95
	Time to conduct Building plan review (days)	N/A	6	3	4
	Time to conduct Electrical plan review (days)	N/A	4	2	4
	Time to conduct Mechanical plan review (days)	N/A	N/A	N/A	4
	Time to conduct Plumbing plan review (days)	N/A	5	3	4
	Time to conduct Structural plan review (days)	N/A	2	2	4
	Percentage of residents satisfied with the in-person interactions	N/A	N/A	N/A	90

Building

Promote effective service delivery and high-quality customer service	at the MRC (percent) (new)				
	Percentage of residents satisfied with Electronic Plan Review (percent) (new)	N/A	N/A	N/A	90
	Percentage of residents satisfied with permitting process (percent) (new)	N/A	N/A	N/A	90

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Building

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,778,000	0	6,778,000	7,374,000	0	7,374,000
512010 - Attrition Savings - Salaries	(607,000)	0	(607,000)	0	0	0
514000 - Overtime	156,000	0	156,000	156,000	0	156,000
516000 - Fringe Benefits	17,000	0	17,000	24,000	0	24,000
521000 - Fica Taxes	518,000	0	518,000	568,000	0	568,000
522000 - Retirement Contributions	2,371,000	0	2,371,000	2,405,000	0	2,405,000
523000 - Life and Health Insurance	1,074,000	0	1,074,000	1,427,000	0	1,427,000
Personnel	**10,307,000**	**0**	**10,307,000**	**11,954,000**	**0**	**11,954,000**
Operating Expense						
524000 - Workers' Compensation	150,000	0	150,000	161,000	0	161,000
533000 - Court Services	80,000	0	80,000	80,000	0	80,000
534000 - Other Contractual Services	1,575,000	2,266,000	3,841,000	1,645,000	2,757,000	4,402,000
540000 - Travel and Per Diem	15,000	0	15,000	2,000	0	2,000
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	49,000	0	49,000	49,000	0	49,000
544000 - Rentals and Leases	23,000	0	23,000	23,000	0	23,000
545011 - Insurance - Vehicle Liability	35,000	0	35,000	28,000	0	28,000
545013 - Insurance - General Liability	17,000	0	17,000	36,000	0	36,000
546000 - Repair and Maintenance Services	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	134,000	0	134,000	159,000	0	159,000
547000 - Printing and Binding	4,000	0	4,000	4,000	0	4,000
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	4,000	0	4,000
548100 - Advertising and Related Costs	38,000	0	38,000	38,000	0	38,000
551000 - Office Supplies	24,000	0	24,000	24,000	0	24,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552100 - Public Safety Supplies	8,000	0	8,000	8,000	0	8,000
552200 - Clothing/Uniform Supplies	16,000	0	16,000	16,000	0	16,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**2,226,000**	**2,266,000**	**4,492,000**	**2,331,000**	**2,757,000**	**5,088,000**
Total Expense	**12,533,000**	**2,266,000**	**14,799,000**	**14,285,000**	**2,757,000**	**17,042,000**

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Planning

Department Head: Francisco J. Garcia Phone: (305) 416-1470

Mission Statement

Provide policy guidance for the future development of the City of Miami by preparing neighborhood, streetscape, and master plans; preparing amendments to the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan to promote sound urban planning principles; preparing recommendations to and administering the Planning, Zoning and Appeals Board (PZAB), Historic and Environmental Preservation Board (HEPB), and other hearing boards; and collecting and analyzing demographic, physical, social, economic and contextual data on the City of Miami.

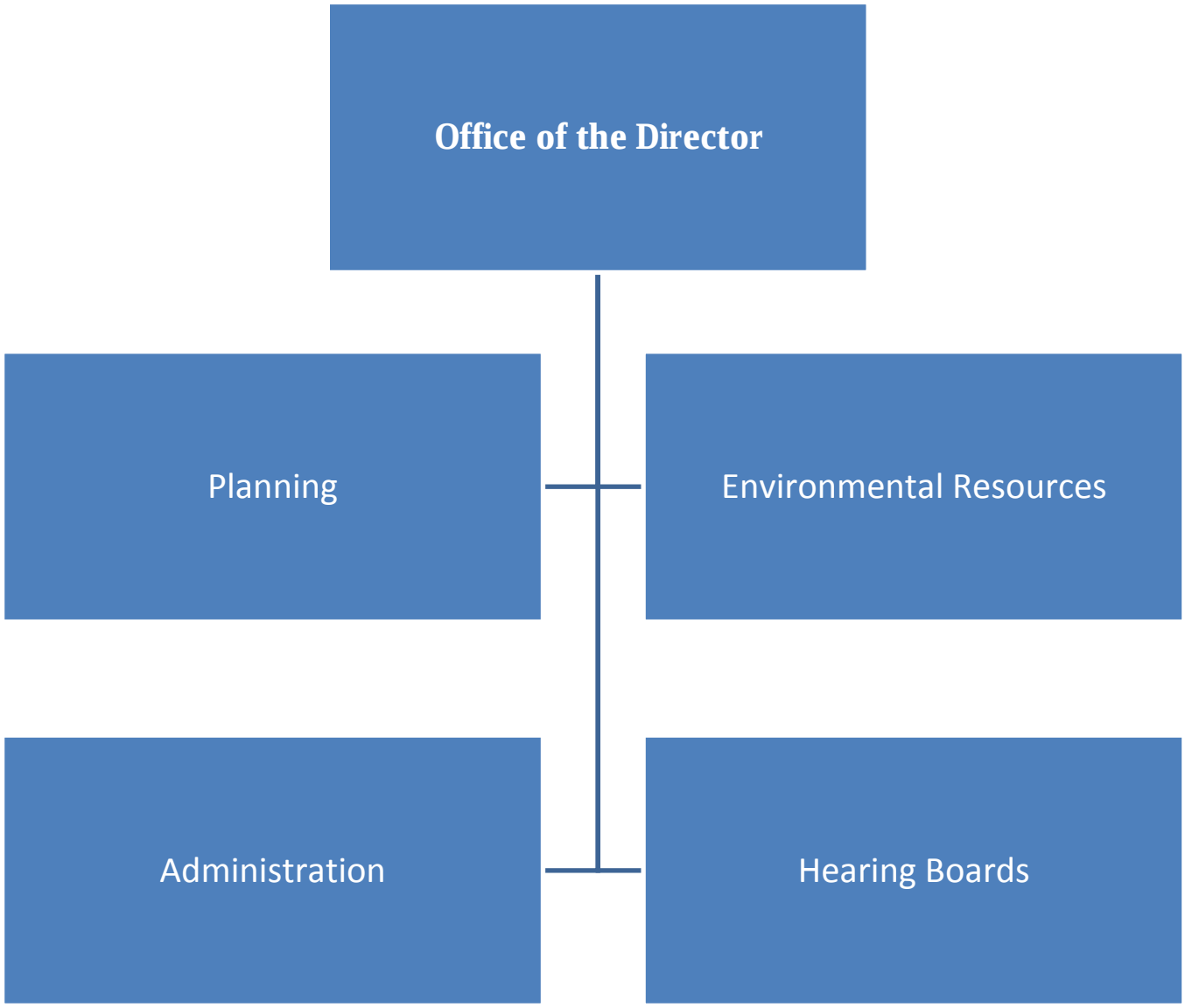
Description

The Planning Department, in collaboration with the Office of 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 and its tree canopy.

Contributing to the Administration's Priority of Spaces, 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. The Planning Department is responsible for the review of large scale development projects to ensure compliance with Zoning Ordinances, review of urban design and preservation, 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 PZAB Board, the HEPB Board, the Urban Development Review Board, the Code Enforcement Board, the Ticketing Appellate Board, the Nuisance Abatement Board, and the Waterfront Advisory Board.

Stakeholders include City residents, Elected Officials, the business and development communities, City departments, and other governmental agencies.

Planning


Office of the Director
Planning
Environmental Resources
Administration
Hearing Boards

Planning

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR 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 and innovative efforts necessary for improved delivery of excellent customer service and projects in a timely manner.	3	4
PLANNING Provides guidance for the future development of the City, amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan to promote sound planning principles; manages and preserves the City's historic, architectural, archeological and environmental assets; prepares analysis and recommendations on Planning and Zoning related matters to committees, boards, and the City Commission; collects and analyzes demographic, physical, social, economic and contextual data, prepares streetscape and master plans that include high standards for architecture, landscape, and urban design.	22	22
ENVIRONMENTAL RESOURCES Evaluates, reviews, and ensures compliance of environmental regulatory standards related to tree conservation, landscaping, and natural features in public and private rights-of-way; conducts field visits and assesses the status of proposed landscape related improvements and conditions; reviews and permits all tree removal, trimming, and planting; manages the Tree Trust Fund including the collection of payments and expenditures.	6	6
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters, procurement solicitations, and processes; provides various support services to professional staff; prepares special projects and reports, tracks performance measures, manages a scanning program for the digital retention of documents related to special permits and case files; manages community outreach efforts, departmental web content, and process improvements.	11	9
HEARING BOARDS Processes applications for public meetings and hearings in support of the Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board; provides notice of hearings to property owners and neighborhood associations; schedules public hearing meetings for the PZAB 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 case records and documents pertaining to orders and resolutions issued by various boards.	7	7
TOTAL FULL-TIME POSITIONS	**49**	**48**

Planning

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	0	0	0	4,463,000	5,413,000
Operating Expense	0	0	217	7,010,000	3,981,000
Capital Outlay	0	0	0	225,000	225,000
Non-Operating Expenses	0	0	0	8,211,000	12,541,000
Transfers - OUT	0	0	0	2,154,000	0
	-	-	**217**	**22,063,000**	**22,160,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	0	0	217	4,763,000	5,789,000
Planning Services	0	0	0	13,320,000	12,601,000
Planning and Zoning Tree Trust Fund	0	0	0	3,980,000	3,610,000
Public Art Fund	0	0	0	0	160,000
	-	-	**217**	**22,063,000**	**22,160,000**

Department Strategies for FY 2018-19

Complete plans for Wynwood, Virginia Key Flex Park, and the Southwest Street Tree Master Plan as funding allows.
Implementation of the South Florida Transit Oriented Development (SFTOD) study.
Launch of the Electronic Plan Review (ePlan) in combination with the electronic intake of applications, as well as the review, tracking, processing, and issuance of special permits.
Review the Miami 21 Zoning Code and the Comprehensive Plan to incorporate enhancements related to sea level rise and resiliency efforts.
Implement a permit review of traffic impact based on a project's location, intensity, and existing traffic level of service.
Review and revise the T6-24(b) transect zone regulations of the Miami 21 code.
Review and revise the Attainable Housing legislation.
Begin to address driverless vehicles in the City Code.

Planning

Accomplishments in FY 2017-18

Implemented Phase I of the Art in Public Places Program. Phase II of the program for private development was indefinitely deferred by the City Commission.
Completed the Request for Qualifications for master planning services for Wynwood, Virginia Key Flex Park, and the Southwest Street Tree Master Plan.
Completed the SFTOD Grant Program for transit oriented development planning.
As part of the Electronic Plan Review (EPR) process, several of the Planning application process are incorporated for electronic acceptance and tracking.
The Southwest Street Tree Master Plan will be the model in creating a Citywide plan to maximize tree plantings funded through the Tree Trust Fund, pending funding.
Completed the revision to the transportation element of the Comprehensive Plan incorporating sustainable modes of transportation to address resiliency efforts.
Achieved Tree City USA status for eleven consecutive years.
Planted 130 trees Citywide and restored 380 trees as a part of the Project TREEstoration Miami: A Celebration of Earth and Arbor Day event funded through the Tree Trust Fund.
Adopted the legislative initiatives for the Microunits within Transit Oriented Development areas.
Adopted a comprehensive plan amendment for additional review of traffic impact.
Created an online process for the appeals for Ticketing Appellate Board requests.
Created an online process for the scheduling of Code Enforcement Board and Special Master mitigation.
The Miami Marine Stadium was added to the National Register of Historic Places and the City was awarded an "Annual Preservation Award" from the Dade Heritage Trust for this accomplishment.
Received a $200,000 grant to fund an intermediary position between the City and "Connect Capital" toward the goal of 10,000 affordable housing units built or preserved in the next five years.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of one vacant Clerical Aide position that will impact services by creating a backlog in digitization of documents pertaining to administration permits, entitlements, covenants, and historical documents (GF $29,000).
The Travel and Per Diem line item reflects a reduction that will cause employees to not able to attend conferences or training opportunities previously funded by the City (GF $10,000).
The Other Contractual Services line item reflects a net reduction due in part of a reduction of cost associated with contractual services related to Miami 21 of which $4,000 of the cost is being transferred to the Downtown Development Regional Fee Administration (DDRI) Special Revenue account (GF $7,000).
The Professional Services line item reflects a net reduction due to the elimination of Special Masters for code compliance cases. This will result in an increased caseload to the Code Enforcement Board (GF$6,000).

Planning

The Budget includes the following additions:

The increase in Fringe Benefits line item is due in part to a new cellphone allowance for staff that did not previously receive the allowance and to fund automobile and cellphone allowances for the Deputy Director (GF $8,000).

The net increase in the Postage line item is due in part to funding for courier services of which includes a reduction of $2,000 which will eliminate courier services used to deliver agenda packages to the HEPB Board and the UDRB Board (GF $9,000).

The increase in Printing and Binding line item is due to the printing of various materials and books (GF $11,000).

The Advertising line item reflects a net increase due to cost for advertising public hearing for Art in Public Places and departmental related items and includes a reduction of $4,000 that will be absorbed by the Art in Public Places Special Revenue account (GF $26,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $117,000), and an average of five percent salary increase for all non-bargaining employees (GF $33,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), funding for training Planning and Code Compliance Staff using available fund from the Tree Trust Fund (SR $100,000).

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), it was recommended that $800,000 be appropriated to fund additional tree planting.

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), funding for the Southwest Streetcape and the Street Tree Masterplan using available funding from the Tree Trust Fund (SR $111,000).

Planning

Strategic Alignment and Performance Measures

Priority: Shared Civic Spaces
Citywide Goal: Creating and improving our shared civics spaces
Citywide Objective:

Repurpose under-utilized space in the urban core
Maintain look and feel of public spaces to a high standard
Actively promote and enforce Miami 21 in order to improve compliance
Increase tree canopy
Prioritize tree canopy investments in disadvantaged areas to address extreme heat

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Maintain streets and public spaces to high standard	Amount of new tree canopy added through City tree plantings (canopy spread in feet)	N/A	N/A	N/A	1,000
	Areas of the City that have been master planned (percentage)	N/A	N/A	N/A	TBD
Increase home ownership and access to affordable housing in the City of Miami	Legislative initiatives to promote Housing/Transit Oriented Development policies (number)	N/A	N/A	N/A	4

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Planning

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,219,000	0	3,219,000	3,194,000	81,000	3,275,000
512010 - Attrition Savings - Salaries	(494,000)	0	(494,000)	(126,000)	0	(126,000)
513000 - Other Salaries and Wages	0	117,000	117,000	0	32,000	32,000
516000 - Fringe Benefits	13,000	0	13,000	21,000	0	21,000
521000 - Fica Taxes	246,000	0	246,000	255,000	6,000	261,000
522000 - Retirement Contributions	909,000	0	909,000	1,131,000	36,000	1,167,000
523000 - Life and Health Insurance	453,000	0	453,000	763,000	20,000	783,000
Personnel	**4,346,000**	**117,000**	**4,463,000**	**5,238,000**	**175,000**	**5,413,000**
Operating Expense						
524000 - Workers' Compensation	70,000	0	70,000	154,000	1,000	155,000
531000 - Professional Services	43,000	6,553,000	6,596,000	37,000	2,831,000	2,868,000
533000 - Court Services	22,000	0	22,000	19,000	0	19,000
534000 - Other Contractual Services	9,000	0	9,000	2,000	545,000	547,000
540000 - Travel and Per Diem	10,000	3,000	13,000	0	3,000	3,000
540010 - Training	0	10,000	10,000	0	10,000	10,000
541000 - Communications & Related Services	0	0	0	3,000	0	3,000
541100 - Postage	74,000	0	74,000	83,000	0	83,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	9,000	0	9,000	18,000	0	18,000
546000 - Repair and Maintenance Services	0	0	0	0	13,000	13,000
546001 - IT-Repair and Maintenance Services	57,000	0	57,000	68,000	0	68,000
547000 - Printing and Binding	2,000	0	2,000	13,000	0	13,000
548000 - Promotional Activities	2,000	0	2,000	1,000	0	1,000
548100 - Advertising and Related Costs	84,000	0	84,000	110,000	0	110,000
549000 - Other Current Charges and Obligations	0	25,000	25,000	0	25,000	25,000
551000 - Office Supplies	20,000	0	20,000	15,000	0	15,000
552000 - Operating Supplies	10,000	0	10,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	2,000	3,000	8,000	2,000	10,000
Operating Expense	**417,000**	**6,593,000**	**7,010,000**	**551,000**	**3,430,000**	**3,981,000**
Capital Outlay						
663000 - Improvements Other Than Buildings	0	225,000	225,000	0	225,000	225,000

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Planning

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
Capital Outlay	**0**	**225,000**	**225,000**	**0**	**225,000**	**225,000**
Non-Operating Expense						
896000 - Budget Reserve	0	8,211,000	8,211,000	0	12,541,000	12,541,000
Non-Operating Expenses	**0**	**8,211,000**	**8,211,000**	**0**	**12,541,000**	**12,541,000**
Transfers-OUT						
891000 - Interfund Transfers	0	2,154,000	2,154,000	0	0	0
Transfers - OUT	**0**	**2,154,000**	**2,154,000**	**0**	**0**	**0**
Total Expense	**4,763,000**	**17,300,000**	**22,063,000**	**5,789,000**	**16,371,000**	**22,160,000**

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Zoning

Department Head: Devin M. Cejas Phone: (305) 416-1488

Mission Statement

To promote a regulated pattern of development as set forth in the City Code and Miami 21, while providing a safe and healthy environment for living, working, and recreation.

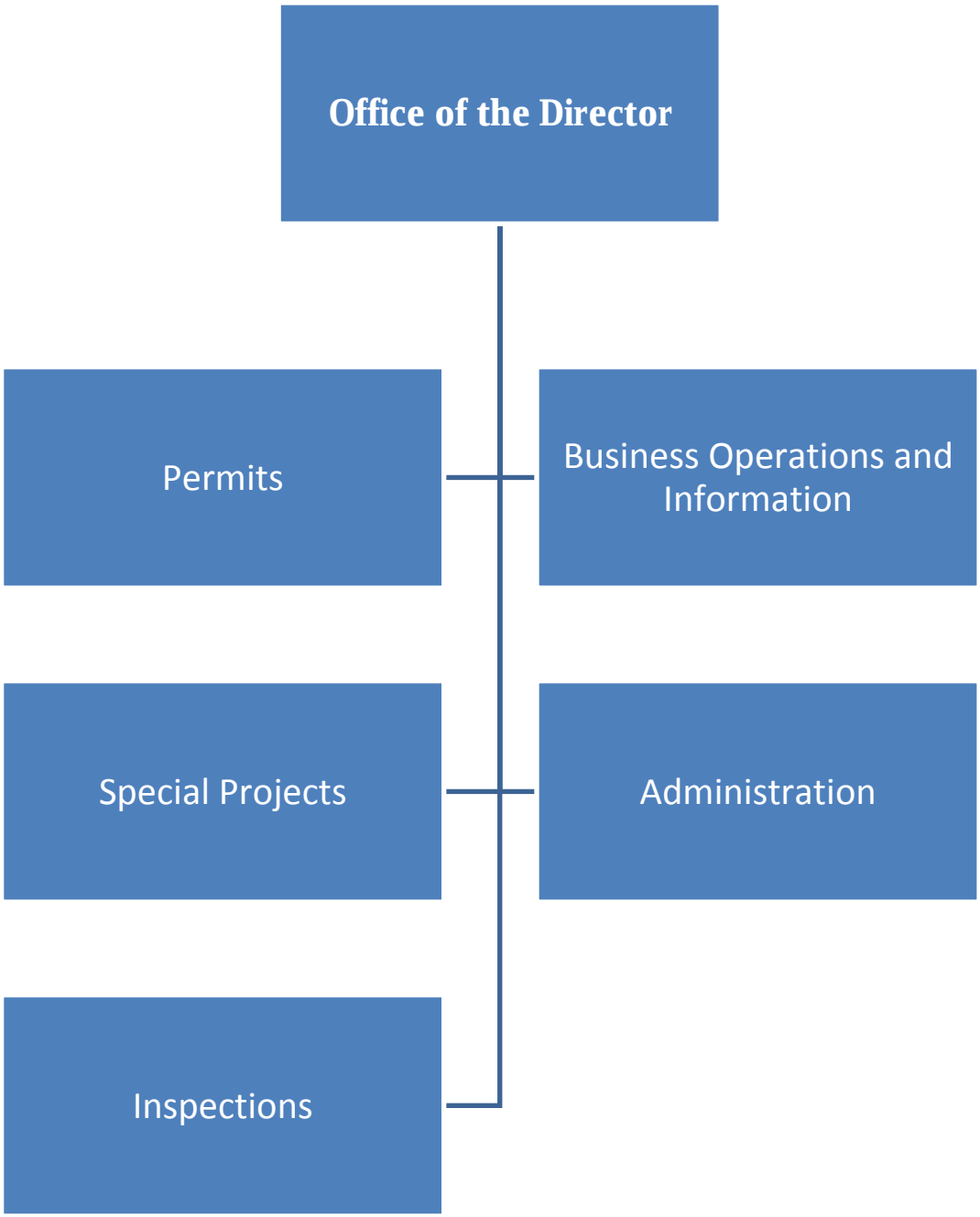
Description

The Office of Zoning implements and interprets the Zoning Ordinance and other city, county, state, and federal regulations pertaining to the permitting of new development and redevelopment plans.

Contributing to the Administration's Priority of Spaces, the Office of Zoning issues Certificates of Use, Waiver permits, Temporary Use permits, approval of Alcohol and Tobacco applications, and verifies compliance of assisted living facilities in accordance with Florida Statues and the Zoning Ordinance.

Stakeholders include City residents, Elected Officials, the business and development communities, City departments, and other governmental agencies.

Zoning


Office of the Director
Permits
Business Operations and Information
Special Projects
Administration
Inspections

Zoning

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Oversees the execution of all departmental operations, provides guidance in the interpretation and implementation of Zoning Ordinances, develops and monitors the Department's budget, identifies resources necessary for the continued delivery of excellent customer service and projects in a timely manner.	2	2
PERMITS Implements and interprets the Zoning Ordinance and other city, county, state and federal regulations, 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.	11	11
BUSINESS OPERATIONS AND INFORMATION Issues Certificates of Use and Temporary Use permits, issues approval of Alcohol and Tobacco applications, Event permits, Zoning Verification Letters, change of addresses, and Community Residential Home certifications.	5	8
SPECIAL PROJECTS Reviews and processes impact fee deferrals; ensures completeness and routes legal instruments such as Unity of Titles, Covenants, and Parking Agreements; administers Affordable and Workforce Housing initiatives; drafts legislation for code amendments; ensures compliance of Alcohol and Tobacco licenses issued.	1	2
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters; manages all procurement solicitations and processes; provides support services to professional staff; tracks performance measures and statistics for the Department.	4	2
INSPECTIONS Conducts field inspections for possession of permits and conformity with the Zoning Ordinance; provides training and guidance to other departments on the application of the Zoning Ordinance and other city, county, state and federal regulations.	0	2
TOTAL FULL-TIME POSITIONS	**23**	**27**

Zoning

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	0	0	0	2,235,000	2,989,000
Operating Expense	0	0	0	70,000	100,000
	-	-	-	**2,305,000**	**3,089,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	0	0	0	2,305,000	3,089,000
	-	-	-	**2,305,000**	**3,089,000**

Department Strategies for FY 2018-19

Full implementation of Electronic Plans Review for all Special Permits and Building Permits.
Develop legislation and standard operating procedures for the issuance of addresses.
Continue to work closely with the Innovation and Technology Department to update existing platforms such as MiamiBiz to create better efficiencies when obtaining a Certificate of Use.
Continue to work collaboratively with the Neighborhood Enhancement Team by providing training and guidance on the issuance of Certificates of Use, processing of Temporary Use Permits, and zoning information provided to the public.
Continue to work collaboratively with the Code Compliance Department by providing guidance related to the application of the City's Zoning Ordinance for inspections, issuance of Certificate of Uses, and public outreach.

Accomplishments in FY 2017-18

Worked closely with the Building Department and ITD to developed a strategy for better interaction between all Special Permits and Building Permits.
Worked closely with ITD and updated existing platforms such as MiamiBiz to enhance the issuance of Certificates of Use.
Collaborated with the Neighborhood Enhancement Team and Department of Code Compliance in training staff for inspections related to Certificates of Occupancy, Landscape, Certificates of Use, issuance of Certificates of Use, process and issuance of Temporary Use Permits, public outreach, customer service, and general information.
Developed the process for the implementation of the new Alcoholic Beverages Ordinance which clarified language to better serve small businesses and improve enforcement.
Participated in the planning and implementation of Electronic Plans Review.
Collaborated with ITD to enhance the process for receiving, assigning, and finalizing Zoning Verification Letters.

Zoning

Budget Highlights for FY 2018-19

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Amendment, a Zoning Information Supervisor position was added (GF $70,000).
As approved in the FY 2017-18 Mid-Year Amendment, a Planner I position was added (GF $70,000).
Funding for two Zoning Inspector positions to ensure compliance with Miami 21 (GF $137,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $59,000), and an average of five percent salary increase for all non-bargaining employees (GF $15,000).

Strategic Alignment and Performance Measures

Priority: Shared Civic Spaces
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:
Maintain look and feel of public spaces to a high standard
Actively promote and enforce Miami 21 in order to improve compliance
Repurpose under-utilized space in the urban core

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Ensure timely delivery of service	Waivers signed within 60 working days of submission of all documents by the applicant (percent)	N/A	N/A	68	80
	Zoning Verification Letters (ZVL) issued within 20 days of receipt of request (percent)	N/A	N/A	27	50
	Number of customers served at the main office (number)	N/A	11,757	16,066	15,000

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Zoning

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,626,000	0	1,626,000	1,948,000	0	1,948,000
512010 - Attrition Savings - Salaries	(190,000)	0	(190,000)	(118,000)	0	(118,000)
516000 - Fringe Benefits	10,000	0	10,000	12,000	0	12,000
521000 - Fica Taxes	131,000	0	131,000	144,000	0	144,000
522000 - Retirement Contributions	423,000	0	423,000	611,000	0	611,000
523000 - Life and Health Insurance	235,000	0	235,000	392,000	0	392,000
Personnel	**2,235,000**	**0**	**2,235,000**	**2,989,000**	**0**	**2,989,000**
Operating Expense						
524000 - Workers' Compensation	33,000	0	33,000	44,000	0	44,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	4,000	0	4,000	9,000	0	9,000
546001 - IT-Repair and Maintenance Services	27,000	0	27,000	32,000	0	32,000
551000 - Office Supplies	2,000	0	2,000	6,000	0	6,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
552200 - Clothing/Uniform Supplies	0	0	0	5,000	0	5,000
Operating Expense	**70,000**	**0**	**70,000**	**100,000**	**0**	**100,000**
Total Expense	**2,305,000**	**0**	**2,305,000**	**3,089,000**	**0**	**3,089,000**

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DEPARTMENT BUDGETS:
PUBLIC WORKS

- Capital Improvements
- General Services Administration
- Resillence and Public Works
- Solid Waste

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Capital Improvements

Department Head: Steven C. Williamson Phone: (305) 416-1225

Mission Statement

To plan, program, and implement the City of Miami's capital construction delivering quality, cost effective, on-time, state of the art resilient facilities and infrastructure to create a better quality of life, a growth-friendly environment and a strong global image for the City and its neighborhoods.

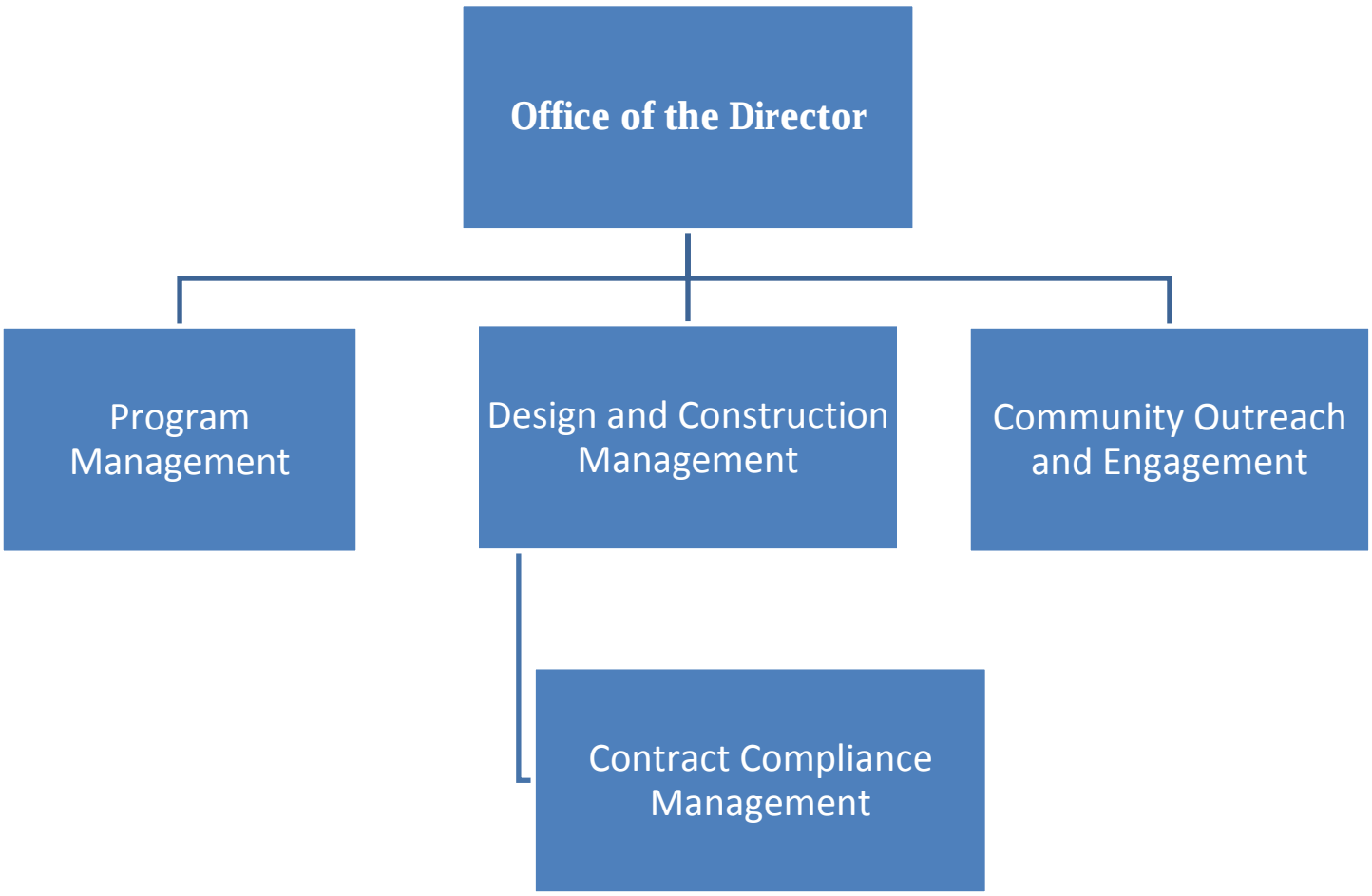
Description

The Office of Capital Improvements (OCI) is staffed with professional project managers, architects, engineers and construction managers administering; all phases of programming, design, and construction of the City's Capital Improvements Program.

Contributing to the Administration's Priority of Spaces, OCI is passionate about serving the residents and making meaningful capital improvements to the City's facilities and infrastructure. OCI provides construction program and project management to City residents and client departments to make Miami a better place to live, work, play, eat and shop. Through the capital construction program, the Department aspires to be a catalyst to encourage residents and businesses to be proud of and invest in their community to create a better future for Miami.

Stakeholders include other City departments, Elected Officials, the community, and other governmental agencies.

Capital Improvements



Capital Improvements

Department Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Directs, plans, and implements the City's Capital Improvements Program, provides leadership and administers the resources necessary to successfully deliver projects for clients. Develops and monitors the OCI's budget and manages cost controls. Provides administrative and personnel support for OCI.	3	2
PROGRAM MANAGEMENT Develops and manages the City's Capital Improvements Program by administering a requirement-based construction review and synchronization process, controlling project change management, aligning the program with the budget cycle, and enhancing program visibility. Manages all infrastructure bond programs, coordinates legislation, administer grants and manages contracts.	0	10
DESIGN AND CONSTRUCTION MANAGEMENT Manages and coordinates the planning, design, and construction of the City's infrastructure and facility projects. Employing professionally-trained project and construction managers who delivers planning, design, and construction management services to clients; coordinates project requirements across all collaborators; and ensures that the goals and objectives of projects meet quality, cost, and time requirements.	35	33
ADMINISTRATION Provides administrative and support services to technical staff; performs personnel and payroll functions. (One position moved to the Program Management section and one position moved to the Design and Construction Management section in FY 2018-19).	2	0
GRANTS AND LEGISLATION Drafts legislative items; routes OCI agenda items for approval; and works along with the Agenda and City Attorney offices toward resolving legislative matters, Monitors grant compliance and reports project statuses to granting agencies, Serves as the liaison with the Procurement Department and external collaborating agencies. (Two positions moved to the Program Management section in FY 2018-19).	2	0
COMMUNITY OUTREACH AND ENGAGEMENT Communicates the Capital Improvements Program and projects with residents, elected officials, City Leadership, and client departments. Focuses effort on community outreach by developing and implementing proactive engagement strategies and supporting tactics; develops and builds OCI's brand and messaging by aligning with the City's vision, communications strategy, and OCI director's goals; manages key leaders and agency engagement plan.	0	3
CONTRACT COMPLIANCE MANAGEMENT Monitors design and construction contracts for compliance as it relates to Small Business Enterprise Participation, Local Workforce Participation, and Responsible Wages requirements.	3	4
TOTAL FULL-TIME POSITIONS	**45**	**52**

Capital Improvements

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	2,274,974	2,874,644	2,740,884	2,944,000	3,616,000
Operating Expense	7,351,970	1,429,501	270,361	308,000	242,000
Capital Outlay	650	1,619	15,330	0	0
Non-Operating Expenses	235	0	75	0	13,000
	9,627,828	**4,305,764**	**3,026,651**	**3,252,000**	**3,871,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	5,888,133	3,350,434	2,899,078	3,252,000	3,658,000
General Special Revenue	331,582	545,411	0	0	13,000
Planning Services	18,900	68,511	37,601	0	0
Transportation and Transit	3,389,213	341,409	89,972	0	200,000
	9,627,828	**4,305,764**	**3,026,651**	**3,252,000**	**3,871,000**

Department Strategies for FY 2018-19

Continue the procurement process and implementation for the replacement of a new project management software that will better service the Office by the first quarter of FY 2018-19.

Finalize Administrative Policies for Community Small Business Enterprise Participation (CSBE), Local Workforce Participation (LWP), and Responsible Wages (RW), and Davis-Bacon Act Wage to be included in the City of Miami's Administrative Policy Manual by the fourth quarter of FY 2018-19.

Continue to establish a comprehensive internal policies and procedures manual for Contract Compliance Management staff by the fourth quarter of FY 2018-19.

Continue with the procurement process for a contract compliance software to assist with the monitoring and recordkeeping of documents and data associated with CSBE, LWP, and RW requirements by the fourth quarter of FY 2018-19.

Continue monitoring the effectiveness of environmental controls for at least one year and Department of Environmental Resources Managements approval for a No Further Action with Conditions (NFAC) by the fourth quarter of FY 2018-19.

Complete the office reconfiguration to align with the recent department reorganizations by the second quarter of FY 2018-19 to the extent funded.

Publish the Miami Forever Bond Capital Construction Plan to coordinate construction and execution programming and budgeting and to portray a strong positive image of the City and its bond program objectives.

Pursue opportunities to leverage and multiply the Miami Forever Bond Plan with matching federal, state, county, and private funding by the first quarter of FY 2018-19.

Capital Improvements

Create a Program Management Office to administer the City's construction review and synchronizing process, develop a project change management process, and enhance program visibility to keystakeholders by the first quarter of FY 2018-19.
Apply a project prioritization process that enables the City to committhe critical resources of funding, time, expertise, procurement, and permitting to address facility and infrastructure needs by the first quarter of FY 2018-19.
Enhance the communication of high-impact projects to increase visibility to citizens, elected officials, City leadership, and client departments by the first quarter of FY 2018-19.
Optimize and streamline the project management process by the second quarter of FY 2018-19.
Create a community outreach and engagement team to better communicate and engage with the residents and elected officials by the second quarter of FY 2018-19.
Develop a construction quick response capability to deliver high-impact projects on time, in budget, and at high quality by the second quarter of FY 2018-19.
Increase and enhance construction procurement options, capabilities, and capacities by the third quarter of FY 2018-19.
Enhance construction management skills to better oversee contractors by the third quarter of FY 2018-19.
Fill vacancies, integrate transportation and traffic functions, and build a team of professional builders who are well trained, working as a team, driven by the can-do spirit, and constantly improving.

Accomplishments in FY 2017-18

Secured $4.3 million in grant funds from the Florida Inland Navigation District, Florida Department of Transportation, and Florida Division of Emergency Management to fund ten projects for transportation analysis, design and construction.
Completed on time and within budget the dredging and clean-up of Wagner Creek and Seybold Canal, resulting in the clearing of the waterway by dredging 32,500 cubic yards of material.
Received $5.5 million in grant reimbursements from the Florida Inland Navigation District, Florida Department of Transportation, and Florida Department of Environmental Protection which contributed to the funding of six projects.
Completed environmental remediation for Armbrister Park, Bayfront Park, Billie Role, Blanche Park, Curtis Park, Douglas Park, Merrie Christmas Park, and Southside Park.
Began construction on four roadway infrastructure improvement projects, in partnership with Miami-Dade Water and Sewer, which reduced roadway flooding, increased water pressure, improved water flow characteristics, thus improving service to residents and businesses.
Kick-off the City's Stormwater Master Plan to develop a comprehensive plan, that includes, creation of a modern stormwater GIS database and models, updated level of service and design standards; and a prioritized capital improvements program with cost-benefit analysis and implementation schedule.
Broke ground to revive the Historic Dorsey Memorial Library, jointly funded by the City of Miami, Miami-Dade General Obligation Bonds, and the City's Omni Community Redevelopment Agency. The restoration included a reading room, computer lab, restrooms, and an open garden (Fall 2018).

Capital Improvements

Budget Highlights for FY 2018-19

The OCI has the largest portion of the Capital Improvement Plan which is detailed in the companion book to this operating budget.

The Budget includes the following reductions:

The Operating Supplies line item reflects a reduction that will have a minimal service impact (GF $3,000).
The Office Supplies line item reflects a net reduction resulting from a $3,000 enhancement associated with the addition of the new Contract Compliance Analyst position and a $4,000 cut having a minimalservice impact to the department's operating budget (GF $1,000).
The Professional Services line item reflects a reduction that will show the budget for environmental compliance monitoring in the Capital fund to better account for the cost. This will have no overall impact on the City's budget, only how it is reflected (GF $100,000).
The Regular Salaries and Wages line item reflects the cost allocation adjustment of one position charging 75 percent of the full salary cost to capital projects and 25 percent of the cost to the General Fund to obtain salary savings to allow for the funding of one new Contract Compliance position (GF $70,000).

The Budget includes the following additions:

The increase in Regular Salaries and Wages line item is due in part to the addition of one Contract Compliance Analyst position to augment the staff responsible for monitoring compliance with the Responsible Wages, Community Small Business Enterprise, and Local Workforce Participation requirements (GF $15,000).
As approved in the FY 2017-18 Mid-Year Budget Amendment, a Capital Improvement Community Outreach and Engagement Coordinator was added. As approved in the FY 2017-18 Mid-Year Budget Amendment, Assistant Director Capital Improvements - Program Management was added (to cultivate strategic partnerships through community outreach activities) and to manage the new Miami Forever Bond program, respectively (GF $47,000).
As approved in the FY 2017-18 Mid-Year Budget Amendment, four positions were transferred to the department, two Public Relations Agents from Communications and one Transportation Engineer and one Transportation Analyst from the Office of Transportation Management (GF $30,000) (SR $137,000).
As approved in the FY 2017-18 Mid-Year Budget Amendment, additional funding was added to the Office Supplies and Other Contractual Services line items for additional computers and phones for new positions and professional development training for staff (GF $38,000).
The increase in the Subscriptions, Memberships, Licenses, Permits line item is due to additional funding for license fees for Computer Aided Design (CAD) and Sketch-Up software (GF $7,000).
The increase in the Promotional Activities line item increase is due to new funding for promotional tools to enhance the visibility of the department (GF $5,000).

Capital Improvements

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $12,000), and an average of five percent salary increase for all non-bargaining employees, including executive staff (GF $17,000).

A General Fund Transfer Out is included to fund the following projects: OCI office reconfiguration ($80,000), the NE Miami Court Railroad Crossing Closure project ($100,000), the Miami Forever Bond Program Consultant ($200,000), and the Environmental Compliance and Ground Water Testing project ($100,000).

The General Fund allocation for personnel in OCI represents 25 percent of the full salary cost; the remaining 75 percent is charged to the capital projects.

Strategic Alignment and Performance Measures

Priority: Shared Civic Spaces
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:
Expand and maintain a citywide park system that offers diverse programs for its residents
Repurpose under-utilized space in the urban core
Maintain look and feel of public spaces to a high standard

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Develop and Manage the City's Capital Improvement Program	Total active and funded projects by Fiscal Year	N/A	N/A	246	130
	Ensure timely delivery of quality capital projects on time and on budget (percent)	N/A	N/A	58	80
Manage and Coordinate Capital Improvement Projects	Projects completed in Design (number)	48	91	37	60
Communicate the Capital Improvement Program and Projects	Promote transparency of capital projects through Geographic Information System (GIS)	N/A	N/A	Yes	Yes
Manage Construction of Capital Improvement Projects	Projects completed in Construction (number)	12	78	29	30
	Project Value Completed in Construction (millions)	6.636	62.300	43.442	20.000
	Resurfaced or reconstructed road surfaces (lane miles)	24	21	14	15
Comply with Construction Related Workforce and Legal and Regulatory Requirements	Develop a Workforce Compliance Program	N/A	N/A	Yes	Yes

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Capital Improvements

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,022,000	0	1,022,000	1,093,000	137,000	1,230,000
513000 - Other Salaries and Wages	78,000	0	78,000	78,000	0	78,000
516000 - Fringe Benefits	5,000	0	5,000	7,000	0	7,000
521000 - Fica Taxes	79,000	0	79,000	84,000	10,000	94,000
522000 - Retirement Contributions	1,223,000	0	1,223,000	1,452,000	31,000	1,483,000
523000 - Life and Health Insurance	537,000	0	537,000	704,000	20,000	724,000
Personnel	**2,944,000**	**0**	**2,944,000**	**3,418,000**	**198,000**	**3,616,000**
Operating Expense						
524000 - Workers' Compensation	67,000	0	67,000	68,000	2,000	70,000
531000 - Professional Services	100,000	0	100,000	0	0	0
534000 - Other Contractual Services	3,000	0	3,000	3,000	0	3,000
540000 - Travel and Per Diem	3,500	0	3,500	3,500	0	3,500
541000 - Communications & Related Services	7,000	0	7,000	7,000	0	7,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
544000 - Rentals and Leases	9,000	0	9,000	9,000	0	9,000
545011 - Insurance - Vehicle Liability	1,000	0	1,000	10,000	0	10,000
545013 - Insurance - General Liability	16,000	0	16,000	21,000	0	21,000
546001 - IT-Repair and Maintenance Services	54,000	0	54,000	63,000	0	63,000
547000 - Printing and Binding	1,000	0	1,000	1,000	0	1,000
548000 - Promotional Activities	0	0	0	5,000	0	5,000
551000 - Office Supplies	21,000	0	21,000	20,000	0	20,000
552000 - Operating Supplies	5,000	0	5,000	2,000	0	2,000
552100 - Public Safety Supplies	6,500	0	6,500	6,500	0	6,500
552200 - Clothing/Uniform Supplies	2,000	0	2,000	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	9,000	0	9,000	16,000	0	16,000
Operating Expense	**308,000**	**0**	**308,000**	**240,000**	**2,000**	**242,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	13,000	13,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**13,000**	**13,000**
Total Expense	**3,252,000**	**0**	**3,252,000**	**3,658,000**	**213,000**	**3,871,000**

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General Services Administration

Department Head: Ricardo Falero Phone: (305) 329-4854

Mission Statement

To provide effective and efficient services with exceptional quality in the areas of property maintenance, fleet maintenance and management, public safety communication systems maintenance, and graphic design and print shop service for all General Services Administration (GSA) customers.

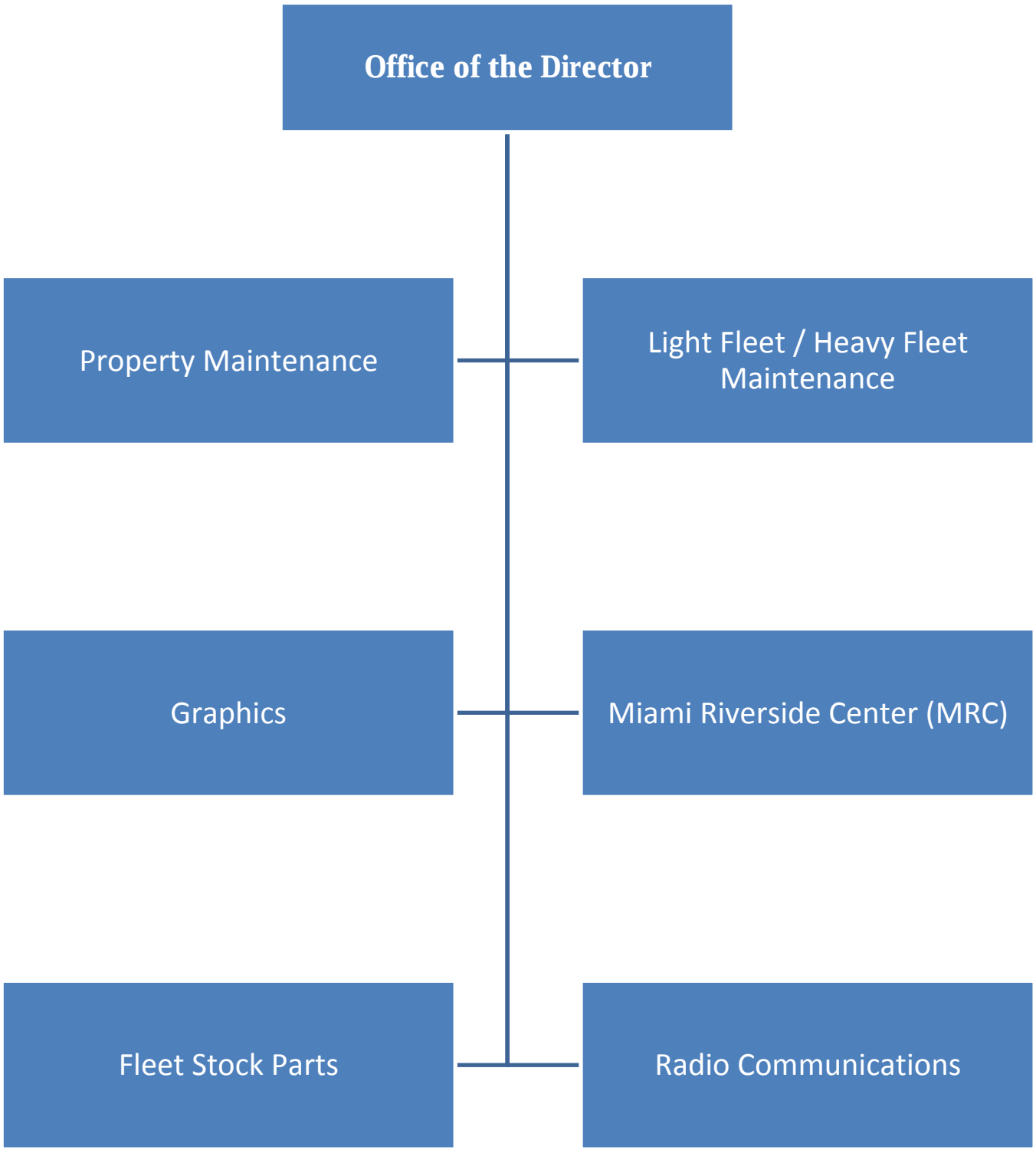
Description

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

Contributing to the Administration's Priority of Service, the Department inventories, maintains, and repairs City property and equipment. Support services are provided throughout the City, including at the Miami Riverside Center (MRC) Building and Garage, City Hall, GSA Administrative Building and Fleet Maintenance Garage, Property Maintenance Building, Communications Warehouse, radio wave broadcasting and receiving antenna towers, and other departments located at the 20th Street facility. GSA maintains and repairs vehicles for the Police Department, the general fleet, Solid Waste, Parks, and Public Works. GSA also provides fueling and truck washing services to user Departments. Additionally, all small equipment used Citywide for lawn and maintenance needs are serviced and repaired by the GSA operation. Furthermore, the Department maintains the City's 800 MHz radio and E-911 emergency communication systems including portable radios. GSA produces graphic illustrations and prints City Commission agenda packages, 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.

General Services Administration



General Services Administration

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR 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.	8	7
PROPERTY MAINTENANCE Repairs and maintains most City facilities; secures facilities when threatened by a hurricane or other natural disaster; provides in-house expertise on plumbing, electrical, heating ventilation and air conditioning, and other disciplines as required; administers small construction contracts.	38	39
LIGHT AND HEAVY FLEET MAINTENANCE Manages, directs, and supervises fleet maintenance; procures vendor services for both mechanical and body-related repairs; procures and coordinates the purchase and replacement of fleet vehicles; manages fleet parts and fuel inventories.	68	68
GRAPHICS Prepares designs, layout, and typeset for all graphic and related materials produced by the section; manages leases of low to mid-volume copiers; designs and publishes forms; prints City Commission meeting agendas.	5	5
MIAMI RIVERSIDE CENTER Maintains the MRC building, grounds, pool vehicles, and mechanical and security equipment; distributes inter-office and US mail; administers contracts for supplies and services.	9	8
FLEET STOCK PARTS Purchases, warehouses, and maintains an inventory of parts needed for repairs.	4	4
RADIO COMMUNICATIONS 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.	9	9
TOTAL FULL-TIME POSITIONS	**141**	**140**

General Services Administration

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	11,677,171	12,226,820	12,790,422	13,781,000	14,325,000
Operating Expense	9,328,099	9,004,368	8,938,933	9,286,000	10,933,000
Capital Outlay	272,029	283,995	129,559	0	0
Non-Operating Expenses	0	0	0	25,000	25,000
	21,277,299	**21,515,183**	**21,858,914**	**23,092,000**	**25,283,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	21,070,332	21,514,599	21,857,169	23,067,000	25,258,000
General Special Revenue	206,967	584	1,697	25,000	25,000
Emergency Funds	0	0	48	0	0
	21,277,299	**21,515,183**	**21,858,914**	**23,092,000**	**25,283,000**

Department Strategies for FY 2018-19

Maintain 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 other than Police to 14 days or less.

Maintain a minimum of 72 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.

Maintain the City's 800 MHz Emergency Radio Communications System at 99 percent operability or better and work with the Departments of Fire-Rescue 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.

Manage construction and initiate the use of a dedicated wash pit for Solid Waste equipment.

Replace the existing Citywide work order management system for property maintenance with the Cartegraph asset management system.

General Services Administration

Accomplishments in FY 2017-18

Attained a qualitative average score of good on property-maintenance-related work orders as indicated by the service survey.
Achieved a turn-around rate of 73 percent of marked Police Department pursuit vehicles that were brought into the garage for minor repairs within the same day.
Reduced vehicle and equipment downtime for City vehicles to 10 days on average.
Maintained an average of 99 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.
Maintained the emergency radio communications system at 95 percent operability, and selected a vendor for the P25 compliant communication system.
Completed work orders on an average of two days and completed all work orders in less than 25 days.
Continued to manage construction and initiate use of a dedicated wash pit for Solid Waste equipment.
Completed and commenced operations of the police motorcycle mechanical maintenance and repair service.
Renovated restroom facilities located at all GSA locations.
Completed replacement of the City Hall roof.
Milled and resurfaced the GSA fleet lot.
Completed comprehensive renovations to City Hall that significantly improved the visitor and employee experience, such as, reinforcement of the building, security upgrades, and cosmetic enhancements to the elected official's offices.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of one vacant Accountant position that will impact the processing of fuel reconciliations and payroll (GF $43,000).
The Other Salaries and Wages reflects the elimination of the apprenticeship program and part-time positions (GF $233,000).
The Travel and Per Diem line item reflects a reduction that will cause employees to not able to attend conferences or training opportunities previously funded by the City (GF $1,000).

The Budget includes the following addition:

The Utility Services line item increase is due to the historical trend (GF $2,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $359,000), and an average of five percent salary increase for all non-bargaining employees (GF $23,000).
Funding from General Government impact fees for the capital improvements at the 20th Street Maintenance Yard Operations Facility ($690,000).

General Services Administration

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), Other Contractual Services line increase reflect higher costs associated with including living wages in the new janitorial services contract (GF $111,000).

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objective:
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
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% of its vehicles available for service each day.	Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	65	73	76	65
Maintain a minimum of 72% of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79% of the daily cranes available for operations.	Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent of time)	95	99	100	80
Maintain the City's 800 MHz Emergency Radio Communications System at 99% operability or better.	Emergency radio communications system kept operational and ready (percent of time)	96	95	94	99
Encounter zero service interruptions.	Partial service interruptions in the communications system (number)	13	9	9	2
Complete all work orders within 25 days.	Average time for completion of property maintenance work orders (days)	0.85	0.97	1.36	2.00

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General Services Administration

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,064,000	0	8,064,000	8,239,000	0	8,239,000
512010 - Attrition Savings - Salaries	(306,000)	0	(306,000)	(316,000)	0	(316,000)
513000 - Other Salaries and Wages	233,000	0	233,000	0	0	0
514000 - Overtime	74,000	0	74,000	76,000	0	76,000
515000 - Special Pay	16,000	0	16,000	10,000	0	10,000
516000 - Fringe Benefits	28,000	0	28,000	12,000	0	12,000
521000 - Fica Taxes	622,000	0	622,000	634,000	0	634,000
522000 - Retirement Contributions	3,137,000	0	3,137,000	3,284,000	0	3,284,000
523000 - Life and Health Insurance	1,913,000	0	1,913,000	2,386,000	0	2,386,000
Personnel	**13,781,000**	**0**	**13,781,000**	**14,325,000**	**0**	**14,325,000**
Operating Expense						
524000 - Workers' Compensation	572,000	0	572,000	608,000	0	608,000
534000 - Other Contractual Services	667,000	0	667,000	778,000	0	778,000
540000 - Travel and Per Diem	0	0	0	7,000	0	7,000
541000 - Communications & Related Services	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	632,000	0	632,000	632,000	0	632,000
544000 - Rentals and Leases	20,000	0	20,000	17,000	0	17,000
545011 - Insurance - Vehicle Liability	11,000	0	11,000	67,000	0	67,000
545012 - Insurance - Property & Casualty	0	0	0	1,407,000	0	1,407,000
545013 - Insurance - General Liability	52,000	0	52,000	52,000	0	52,000
546000 - Repair and Maintenance Services	4,583,000	0	4,583,000	4,576,000	0	4,576,000
546001 - IT-Repair and Maintenance Services	161,000	0	161,000	195,000	0	195,000
547100 - Printing and Binding-Outsourcing	5,000	0	5,000	5,000	0	5,000
547200 - Printing and Binding-Paper Stock	20,000	0	20,000	20,000	0	20,000
547300 - Printing and Binding-Supplies	9,000	0	9,000	8,000	0	8,000
549000 - Other Current Charges and Obligations	6,000	0	6,000	7,000	0	7,000
551000 - Office Supplies	10,000	0	10,000	11,000	0	11,000
552000 - Operating Supplies	70,000	0	70,000	72,000	0	72,000
552010 - Motor Fuel	2,400,000	0	2,400,000	2,400,000	0	2,400,000
552200 - Clothing/Uniform Supplies	24,000	0	24,000	24,000	0	24,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	41,000	0	41,000	44,000	0	44,000
Operating Expense	**9,286,000**	**0**	**9,286,000**	**10,933,000**	**0**	**10,933,000**

General Services Administration

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	25,000	25,000	0	25,000	25,000
Non-Operating Expenses	**0**	**25,000**	**25,000**	**0**	**25,000**	**25,000**
Total Expense	**23,067,000**	**25,000**	**23,092,000**	**25,258,000**	**25,000**	**25,283,000**

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Resilience and Public Works

Department Head: Alan M. Dodd, P.E. Phone: (305) 416-1235

Mission Statement

To maintain and improve our City's right-of-way (ROW) infrastructure, environment, and transportation mobility options through the best professional, technical, engineering, transportation, and construction inspection servicesfor City residents, visitors, business owners, property owners, and other City Departments.

Department Name

As approved in the FY 2017-18 Mid-Year Budget Amendment, the Public Works Department's name is changed to the Department of Resilience and Public Works. This change elevates the focus and begins the process of fully integrating resilience into planning and operations.

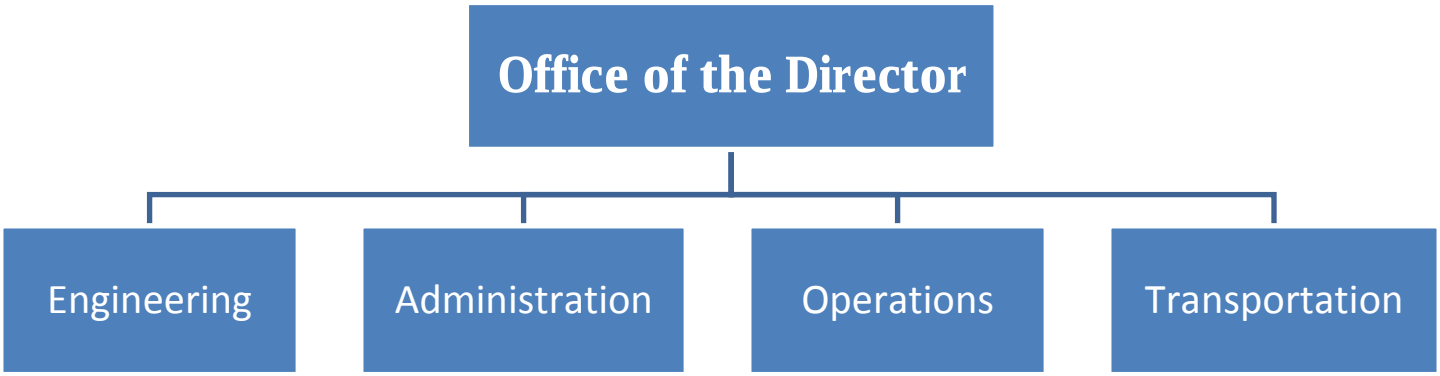
Description

The Department of Resilience and Public Works, formerly known as the Public Works Department, is responsible for establishing engineering design and technical standards, 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 ROW, integrating sustainable practices and climate resiliency into daily operations.

Contributing to the Administration's Priorities of Service and Mobility, the Resilience and Public WorksDepartment processes plat applications for the division of land and manages the City's street lighting system, the storm water collection system within the City's roadways, 12 storm water pump stations, various tree plantings and landscaping improvement projects, bus benches and shelters contract, public payphones, news racks, sidewalk cafes, and certain franchise agreements with public utility owners. As a Storm Water Utility, Resilience and Public Works promotes storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit.
The Maintenance Operations Division performs routine maintenance of the roadways under the City's jurisdiction, 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 usable road system. The Engineering Division reviews various permits, including Special Area Plans (SAP); coordinates right-of-way development, right-of-way dedications and deeds, plats, and easements; processes maintenance agreements with the County and State; inspects public and private facilities; and enforces environmental regulations, considering current and future climate impacts into infrastructure planning and community projects.
The Transportation Division plans, coordinates, and implements the City's Trolley service, the On-Demand transportation service for the elderly, and the Citi Bike program. The City's Trolley and On-Demand services are Special Revenue funded programs that provide an additional mobility options for residents and visitors to explore Miami and serve as first/last mile for transit users.

Stakeholders include residents, visitors, businesses, business improvement districts, community redevelopment agencies, developers, the Downtown Development Authority, and contractors.

Resilience and Public Works



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department.	2	2
ENGINEERING 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).	59	60
ADMINISTRATION Provides administrative and support services; conducts project reconciliations; performs personnel and payroll functions; enters and oversees purchasing requisitions; drafts solicitations and contract documents; executes and tracks contracts for compliance.	6	6
OPERATIONS 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.	73	78
TRANSPORTATION Manages the operations and responds to constituent's inquiries regarding the City's Trolley system and On-Demand Transportation services for the elderly. Secures grant funding for transportation and transit projects; seeks projects and means to improve the efficiency of the transportation programs provided to the community; provides oversight on projects including planning and coordinating all activities related to transportation projects.	0	8
TOTAL FULL-TIME POSITIONS	**140**	**154**

Resilience and Public Works

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	10,059,325	10,680,466	11,370,309	12,699,000	13,752,000
Operating Expense	12,148,764	21,867,237	19,758,160	13,583,000	18,001,000
Capital Outlay	93,727	(27,613)	410,315	0	39,000
Non-Operating Expenses	0	2,744,492	3,701,506	24,373,000	15,229,000
Transfers - OUT	14,263,344	17,108,450	13,275,700	8,964,000	15,838,000
	36,565,160	**52,373,032**	**48,515,990**	**59,619,000**	**62,859,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	19,078,815	24,293,108	19,643,405	21,111,000	26,183,000
General Special Revenue	0	152,293	1,969,285	850,000	3,031,000
Public Works Services	1,635,666	5,142,399	3,122,036	17,027,000	16,512,000
Solid Waste Recycling Trust	0	0	6,000	0	0
Transportation and Transit	15,850,679	22,785,231	23,694,703	20,631,000	17,133,000
Emergency Funds	0	0	80,561	0	0
	36,565,160	**52,373,032**	**48,515,990**	**59,619,000**	**62,859,000**

Department Strategies for FY 2018-19

Continue implementation of an online permitting process and web-based project coordination system with completion of Phases Two and Three by the end of FY 2018-19.

Continue to enhance and beautify medians and traffic circles Citywide.

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

Submit the second annual report for the fourth cycle in compliance with the applicable Municipal Separate Storm Sewer System (MS4) permit with the Florida Department of Environmental Protection (FDEP) by May 17, 2019.

Continue to upgrade the Light Emitting Diode (LED) lighting project Citywide.

Review current trolley routes for optimal efficiency, and complete an analysis of the peak and off peak headways for additional efficiencies by the third quarter of FY 2018-19.

Increase the membership and the ridership participation in the Citi Bike Program by two percent and three percent annually, respectively.

Resilience and Public Works

Accomplishments in FY 2017-18

Completed the implementation of Phase I online permitting process and web-based project coordination system.
Enhanced and beautified 127 various medians and traffic circles Citywide.
Completed approximately $2 million in drainage enhancements.
Submitted the first-year NPDES Annual Report for the fourth cycle of the MS4 permit with the Florida Department of Environmental Protection (FDEP) on May 14, 2018; cleaned and maintained approximately 18,106 inlets and manholes, cleaned 10,505 grates, de-silted and cleaned approximately195,869 linear feet of storm sewer pipeline; using contracted forces, maintained 12 storm water pump stations and cleaned and maintained 28 miles of canal banks, removed approximately 90 tons of debris from the waterways, and removed approximately 7,500 cubic feet of floatables and debris from City of Miami waterways.
Completed the District 5 Alley Improvement Project, including street lighting and re-paving.
In addition to regular trimming of trees and providing landscape maintenance, the Department participated in the planting of approximately 800 trees Citywide.
Completed LED Lighting Installation upgrades in various streets in Wynwood.
Completed LED lighting upgrade to Phase I Overtown.

- Completed the Coral Way landscape and streetscape project.
  Completed the Cuban Memorial landscape and streetscape enhancement project.
  Completed the Biscayne Blvd landscape and streetscape enhancement project.
- Completed the MLK Boulevard signage, landscape, and streetscape project.
  Completed the Brickell Bay Drive LED replacement lighting project.
- Performed 6,700 line and grade inspections, prepared 190 covenant or maintenance agreements, and processed 6,500 building permit applications.
- Repaired, replaced, or constructed 375,000 square feet of sidewalk; 3,000 linear feet of curbs; and 250 Americans with Disabilities Act (ADA) compliant accessible ramps.
- Repaired 8,500 potholes, filled 1,500 trash holes, and trimmed 8,000 trees.
- Processed 80 Plats and Temporary Plats.
  Reviewed current trolley routes and realigned the Wynwood and Coconut Grove routes for optimal efficiency.
  Upgraded the Miami Trolley software application to obtain baseline performance measures such as on-time performance.
  Implemented and launched The Little Haiti Trolley route on February 11, 2018.
  Implementing the Cross Bay Express route in the fourth quarter of FY 2017-18.
  Implementing The Flagami Trolley route in the fourth quarter of FY 2017-18.
  Modified Coconut Grove and Brickell Trolley routes.
  Increased Citi Bike Program's membership by 17% and the ridership by 4% in FY 2017-18.
  Continue the office relocation and reconfiguration.

Resilience and Public Works

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The decrease in the Other Contractual Services line-item in the General Fund is due in part to an efficiency offered by the Department (GF $68,000). The cost of this item is being transferred from General Fund to Public Works Special Revenue (SR $68,000).

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Amendment, eight positions were transferred from the former Office of Transportation Management to the Resilience and Public Works Department (SR $521,000).
The increase in Regular Salaries and Wages is due in part to the addition of one Professional Engineer I position to reduce plan review time (GF $68,000).
The increase in Regular Salaries and Wages is due in part to the addition of one Arborist position (GF $46,000) to assist with additional beautification and overseeing landscape maintenance contracts.
The increase in Regular Salaries and Wages is due in part to the addition of an alley maintenance crew: one Automotive Equipment Operator position (GF $37,000) and three Laborer I positions (GF $98,000). The crew will allow for maintenance of City alleys on a ninety-day rotation schedule.

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $371,000) (SR $10,000); and an average of five percent salary increase for all non-bargaining employees (GF $45,000) (SR $6,000).
Pursuant to Resolution R-16-0541, funds are allocated in the Professional Services line-item per agreement between the City and the Miami River Commission (GF $50,000).
The FY 2018-19 Transportation and Transit Special Revenue Fund budget includes a Transfer-OUT in the amount of $6.37 million, of which, $6.12 million is a transfer to the Debt Service Fund for payment of the Street Bonds and $250,000 is a transfer to the Capital Fund for transportation studies.
The FY 2018-19 Transportation and Transit Special Revenue Fund budget includes $369,000 of fund balance to augment County revenues to cover costs to operate the Trolley Program.
As per the Half-Cent Surtax Pro-Forma included at the end of this narrative, prior year fund balance is projected to be completely exhausted in FY 2018-19 as a result of increased operating and capital costs associated with trolley route expansions. Contributions from the Transportation Trust Fund are expected to cover the funding gap.
To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget* (see Appendix J), funds will be transferred-out from the Lane Closure Fund to Capital for the inspection, repairing, and renovation of the Brickell Key Bridge (SR $160,000).

Resilience and Public Works

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improve the way we deliver municipal services to our citizens
Citywide Objective:

Improve street paving and pothole repair
Promote a standard of excellence in our work
Modernize City Processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Maintain pavement and reduce liability claims	Pot holes repaired (number)	8,378	5,607	4,225	6,500
	Pot holes repaired with-in 20 days of being reported (percent)	N/A	85	75	75
Improve walkability and ADA Compliance	Sidewalk repaired (square feet)	343,834	290,932	274,773	388,000
Maintain aesthetic of swales	Trash holes filled (number)	2,073	1,573	1,741	2,000
Properly maintain tree canopy	Trees trimmed (number)	5,358	10,903	10,434	5,000
Reduce flooding complaints and FDEP compliance	Storm sewer pipes cleaned (linear feet)	192,828	195,869	202,633	210,000
Provide expeditious customer service	Line & Grade Inspections completed within a day of scheduling (percent)	100	100	98	95
	Utility Permits preliminary approval issued with-in 15 days of complete submittal (percent)	N/A	53	48	75
	Lane Closure preliminary approval issued with-in 13 days of complete submittal (percent)	N/A	97	71	90
Prevent pollution and eliminate erosion from construction sites.	NPDES Permits issued with-in 2 days of submittal (percent)	100	100	97	92

Resilience and Public Works

Priority: Mobility Solutions
Citywide Goal: Increasing and improving mobility and transit options for our residents
Citywide Objective:

Increase livability through improved intergovernmental collaboration around transportation planning

Make it safer to walk

Improve traffic in high density areas

Improve multi-modal transportation

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Increase Trolley Ridership by 5 percent	Trolley System Trips (boarding in millions)	4.300	5.000	5.200	5.800
Increase CitiBike Participation by 3 percent	Total Ridership	106,000	N/A	205,446	140,000
Improve Trolley on-time performance by 5 percent	Time the trolley arrived within the scheduled time (percent)	N/A	N/A	58	60

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Resilience and Public Works

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,603,000	684,000	8,287,000	8,116,000	537,000	8,653,000
512010 - Attrition Savings - Salaries	(661,000)	0	(661,000)	(866,000)	0	(866,000)
513000 - Other Salaries and Wages	32,000	0	32,000	0	0	0
514000 - Overtime	32,000	0	32,000	54,000	0	54,000
516000 - Fringe Benefits	31,000	7,000	38,000	39,000	5,000	44,000
521000 - Fica Taxes	587,000	53,000	640,000	628,000	41,000	669,000
522000 - Retirement Contributions	2,497,000	124,000	2,621,000	2,842,000	107,000	2,949,000
523000 - Life and Health Insurance	1,643,000	67,000	1,710,000	2,190,000	59,000	2,249,000
Personnel	**11,764,000**	**935,000**	**12,699,000**	**13,003,000**	**749,000**	**13,752,000**
Operating Expense						
524000 - Workers' Compensation	263,000	36,000	299,000	279,000	38,000	317,000
531000 - Professional Services	192,000	0	192,000	185,000	0	185,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	2,447,000	3,895,000	6,342,000	2,341,000	7,592,000	9,933,000
540000 - Travel and Per Diem	4,000	5,000	9,000	5,000	5,000	10,000
540010 - Training	0	0	0	13,000	0	13,000
541000 - Communications & Related Services	24,000	3,000	27,000	29,000	1,000	30,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	6,025,000	0	6,025,000	6,025,000	500,000	6,525,000
544000 - Rentals and Leases	34,000	0	34,000	51,000	0	51,000
545011 - Insurance - Vehicle Liability	6,000	0	6,000	35,000	1,000	36,000
545013 - Insurance - General Liability	38,000	2,000	40,000	52,000	4,000	56,000
546000 - Repair and Maintenance Services	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	160,000	13,000	173,000	194,000	15,000	209,000
547000 - Printing and Binding	0	0	0	1,000	0	1,000
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	2,000	0	2,000
548100 - Advertising and Related Costs	30,000	0	30,000	33,000	0	33,000
549000 - Other Current Charges and Obligations	0	0	0	0	50,000	50,000
551000 - Office Supplies	11,000	10,000	21,000	24,000	10,000	34,000
552000 - Operating Supplies	16,000	17,000	33,000	16,000	41,000	57,000
552100 - Public Safety Supplies	15,000	0	15,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	29,000	1,000	30,000	41,000	2,000	43,000
552300 - Landscaping Related Supplies	0	75,000	75,000	0	175,000	175,000

Resilience and Public Works

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
553000 - Road Materials and Supplies	0	175,000	175,000	0	175,000	175,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	42,000	4,000	46,000	42,000	2,000	44,000
Operating Expense	**9,347,000**	**4,236,000**	**13,583,000**	**9,390,000**	**8,611,000**	**18,001,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	39,000	0	39,000
Capital Outlay	**0**	**0**	**0**	**39,000**	**0**	**39,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	1,417,000	1,417,000	0	0	0
896000 - Budget Reserve	0	21,218,000	21,218,000	0	15,229,000	15,229,000
899000 - Other Uses	0	1,738,000	1,738,000	0	0	0
Non-Operating Expenses	**0**	**24,373,000**	**24,373,000**	**0**	**15,229,000**	**15,229,000**
Transfers-OUT						
891000 - Interfund Transfers	0	8,964,000	8,964,000	3,751,000	12,087,000	15,838,000
Transfers - OUT	**0**	**8,964,000**	**8,964,000**	**3,751,000**	**12,087,000**	**15,838,000**
Total Expense	**21,111,000**	**38,508,000**	**59,619,000**	**26,183,000**	**36,676,000**	**62,859,000**

City of Miami
Half-Cent Surtax Pro-Forma

	2017 Actual Guide	2018 Adopted	2018 Amended	2019 Adopted	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
Revenues								
FDOT Contribution Fd 10090	$587,496							
New FDOT Contribution Fd 10090		$400,000	$400,000	$0	$354,000	$1,180,000	$1,020,450	$0
Contribution from CITT fund 15600	$2,971,700	$0	$0	$0	$0	$0	$0	$0
Advertising Revenues Fd 10090	$488,106	$450,000	$862,758	$480,000	$504,000	$504,000	$504,000	$504,000
Coconut Grove BID Reimbursement Fd 10090	$400,000	$0	$135,255		$0	$0	$0	$0
Transit Funds (County half-cent) NET Fd 15600	$16,523,990	$16,555,369	$16,555,369	$16,963,000	$18,734,825	$19,296,869	$19,875,775	$20,472,049
Interest Fd 15600	$27,161		$0					
Balance FY16 Contribution from General Fund Fd 10090			$89,110					
Contribution from General Fund Fd 10090	$156,000	$0	$30,890					
Contribution from Transportation Trust Fund				$3,751,152				
Fund Balance Carryover 15600		$4,075,224	$5,881,706	$369,988				
Total Revenues	**$21,154,454**	**$21,480,593**	**$23,955,089**	**$21,564,140**	**$19,592,825**	**$20,980,869**	**$21,400,225**	**$20,976,049**
Expenditures								
Mass Transit								
Allapattah	$712,968	$808,080	$822,000	$871,320	$941,026	$1,044,538	$1,190,774	$1,393,205
Brickell/Biscayne	$2,119,445	$2,391,917	$2,537,348	$0	$0	$0	$0	$0
Brickell			$0	$1,271,108	$1,372,797	$1,523,804	$1,737,137	$2,032,450
Biscayne			$0	$1,533,792	$1,656,495	$1,838,710	$2,096,129	$2,452,471
Coral Way	$1,366,607	$1,674,342	$1,638,000	$1,526,303	$1,648,407	$1,829,731	$2,085,894	$2,440,496
Health/Stadium	$734,580	$853,332	$835,000	$0	$0	$0	$0	$0
Health			$0	$447,543	$483,346	$536,515	$611,627	$715,603
Stadium			$0	$447,643	$483,454	$536,634	$611,763	$715,763
Overtown	$120,178	$134,680	$138,500	$145,425	$157,059	$174,335	$198,742	$232,529
Specials	$1,946		$0	$25,000	$27,000	$29,970	$34,166	$39,974
Coconut Grove	$963,005	$995,555	$912,252	$761,302	$822,206	$912,649	$1,040,420	$1,217,291
Little Havana	$900,208	$995,555	$978,900	$1,263,104	$1,364,153	$1,514,209	$1,726,199	$2,019,652
Wynwood	$448,371	$426,666	$438,700	$460,635	$497,486	$552,210	$629,519	$736,537
Little Haiti	$0	$820,638	$820,638	$1,028,326	$1,110,592	$1,232,758	$1,405,344	$1,644,252
Flagami	$0	$0	$300,000	$1,200,000	$1,296,000	$1,438,560	$1,639,958	$1,918,751
Cross Bay Express			$0	$427,312	$461,497	$512,262	$583,978	$683,255
Fuel	$613,801	$1,130,359	$945,381	$968,686	$1,046,181	$1,161,261	$1,323,838	$1,548,890
On-Demand	$291,267	$450,000	$570,000	$472,500	$496,125	$520,931	$546,978	$574,327
On Demand Ehancement			$0	$0				
Vehicle Acquisition		$0	$3,150,000	$1,050,000	$0	$0	$0	$0
Vehicle Replacement		$0	$0		$1,500,000	$500,000	$500,000	$500,000
Automatic Vehicle Locator/GPS			$0					
Two (2) Temp Positions - Staff Services Assistant	$26,600	$0	$0	$0	$0	$0	$0	$0
Two (2) Full time Positions Transportation Planning Aide	$0	$80,000	$80,000	$0	$0	$0	$0	$0
Transit Studies	$150,000	$0	$0	$150,000	$150,000	$150,000	$150,000	$150,000
Payment to Tri-Rail	$2,628,963	$1,417,000	$1,543,826	$0	$0	$0	$0	$0
Trolley Stop Signs		$0	$310,000	$0				
Other Costs (TSO Monthly Fee /Trolley Stop Signs	$260,164	$244,000	$244,000	$114,840	$114,840	$114,840	$114,840	$114,840
Subtotal Mass Transit	$11,338,103	$12,422,124	$16,264,545	$14,164,840	$15,628,665	$16,123,918	$18,227,305	$21,130,286
Subtotal Administration Cost	$898,700	$935,000	$935,000	$1,032,000	$1,083,600	$1,137,780	$1,194,669	$1,254,402
Subtotal Transfer Out to Debt	$6,107,500	$6,135,556	$6,135,556	$6,117,300	$6,179,320	$6,177,620	$6,178,884	$6,179,424
Subtotal Transfer Out to Capital	$6,429,200	$250,000	$250,000	$250,000	$650,000	$650,000	$650,000	$650,000
Subtotal Transfer Out to Capital (OTM Relocation)		$0	$0					
Budget Reserve		$1,737,913	$0					
Total Expenditures	**$24,773,503**	**$21,480,593**	**$23,585,101**	**$21,564,140**	**$23,541,585**	**$24,089,318**	**$26,250,858**	**$29,214,113**
Fiscal Year Surplus/(Deficit)	**-$3,619,049**	**$0**	**$369,988**	**$0**	**-$3,948,760**	**-$3,108,449**	**-$4,850,632**	**-$8,238,064**
Fiscal Year Ending Fund balance	$5,881,706	$0		$0				
Percent Spent on Mass Transit	**46%**	**58%**	**69%**	**66%**	**66%**	**67%**	**69%**	**72%**

Solid Waste

Department Head: Mario F. Nuñez Phone: (305) 960-2804

Mission Statement

To promote a clean and healthy environment through the delivery of a comprehensive, safe, cost-effective, and environmentally sound solid waste management system; to support sustainable community programs and civic engagement; and to enforce sanitation code compliance rules and policies that assures public welfare, safety, and health.

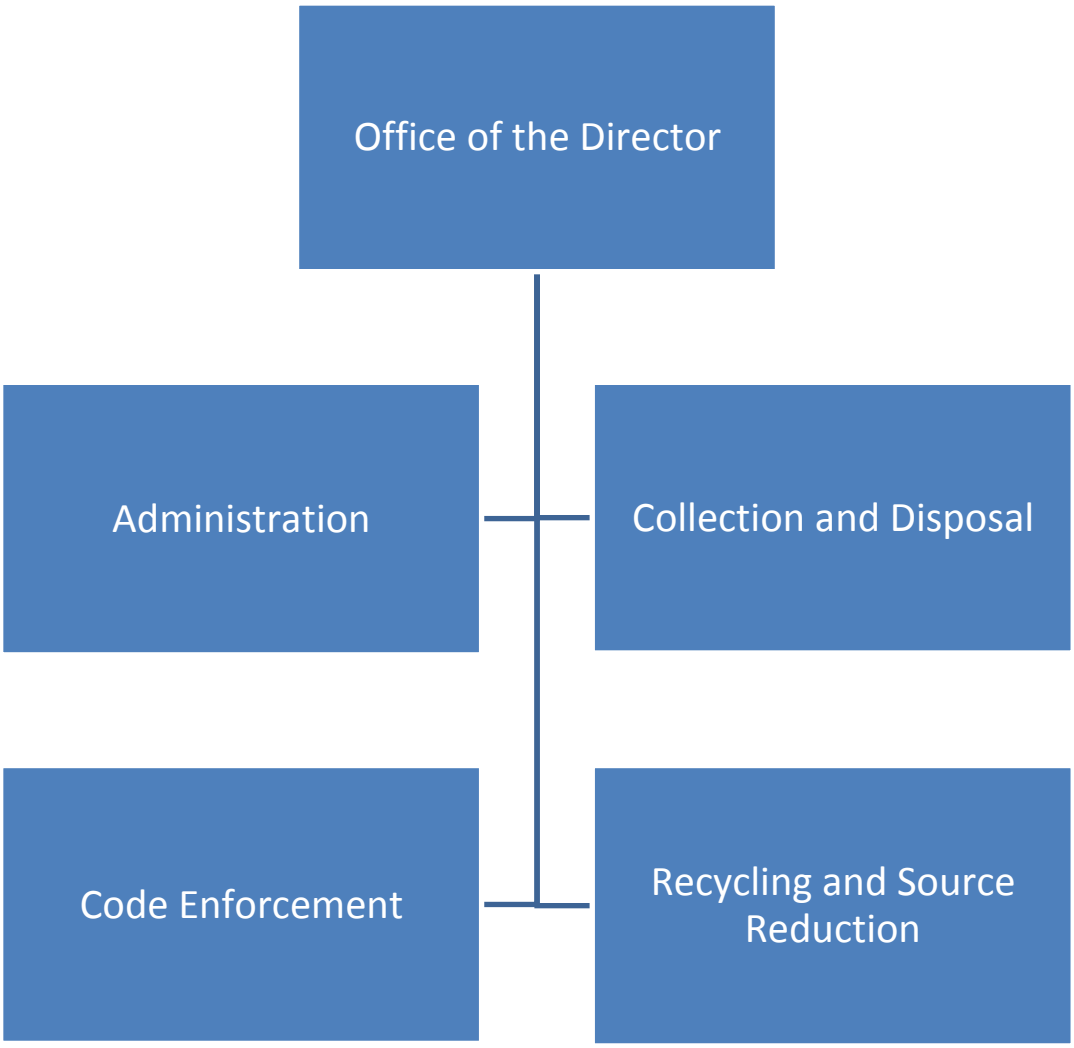
Description

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 municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven night) operation which offers a comprehensive collection service including residential pick-up of garbage, trash, bulky waste, and recyclables.

Contributing to the Administration's Priority of Service, the Department is responsible for cleaning the City's right-of-ways by mechanically sweeping major commercial corridors, servicing over 1,200 litter containers on sidewalks, proper removal and disposal of dead animals, handling clean-up operations for special events, and the Keep Miami Beautiful campaign efforts which involves weekly litter collection from the public right away, environmental education recycling awareness, and code compliance. Further, the Solid Waste Code Enforcement Division handles all sanitary matters related to refuse as per Chapter 22 of the Miami City Code. Finally, the Department administers the Commercial Solid Waste Franchise Agreement between the City and private hauling companies which regulates more than 10,500 commercial solid waste accounts within the City limits.

The stakeholders include residents and businesses of the City of Miami.

Solid Waste


Office of the Director
Administration
Collection and Disposal
Code Enforcement
Recycling and Source Reduction

Solid Waste

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Formulates departmental policies; provides overall direction and coordination of departmental operations and management.	2	3
ADMINISTRATION Implements departmental policies and provides overall direction on personnel, finance, budget, planning, procurement, and customer service; ensures the delivery of heavy equipment to the General Services Administration for repairs and service.	13	13
COLLECTION AND DISPOSAL Provides residential and commercial garbage, trash, and recycling collection; performs mechanical street sweeping of major thoroughfares; performs litter collection and manual residential street sweeping in assigned areas.	207	207
CODE ENFORCEMENT Oversees the enforcement of the City Code concerning solid waste collection and storage practices; oversees 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 franchisees and identifies illegal dumping as well as illegal commercial solid waste haulers.	11	11
RECYCLING AND SOURCE REDUCTION Provides environmental educational programs, promotes community awareness, and educates businesses and residents in matters related to illegal dumping, recycling participation, landscaping and greenery, contamination, sustainability, and Chapter 22 of the City of Miami Code.	3	3
TOTAL FULL-TIME POSITIONS	**236**	**237**

Solid Waste

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	15,736,032	15,932,288	17,136,801	18,506,000	18,929,000
Operating Expense	13,693,415	14,502,182	18,992,320	14,763,000	14,948,000
Capital Outlay	999,286	42,166	195,259	64,000	64,000
Non-Operating Expenses	199	1,692	1,819	109,000	101,000
	30,428,931	**30,478,328**	**36,326,199**	**33,442,000**	**34,042,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	30,350,054	30,432,628	31,586,261	33,291,000	33,884,000
Public Works Services	0	(3,000)	0	0	0
Solid Waste Recycling Trust	78,877	34,500	18,000	151,000	158,000
Departmental Improvement Initiative	0	14,200	17,738	0	0
Emergency Funds	0	0	4,704,201	0	0
	30,428,931	**30,478,328**	**36,326,199**	**33,442,000**	**34,042,000**

Department Strategies for FY 2018-19

Deliver a comprehensive, safe, and cost-effective Solid Waste Management System.

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

Work with the Department of Risk Management on Public Health initiatives such as accident prevention, safety training, and immunization.

Continue to implement injury and accident prevention and safety programs, including driver coaching, specialized solid waste equipment training, weekly tailgate meetings, and in-cab driver evaluations.

Assess equipment conditions and continue to upgrade certain solid waste equipment in order to increase operational efficiency, promote workplace safety, and reduce operational costs.

Increase multi-family and business recycling participation while reducing contamination.

Achieve compliance with Citywide commercial recycling through partnership with community groups, business associations, and waste haulers.

Continue education and outreach at schools and throughout the community (schools, after-school programs, community groups, home owner associations and others).

Implement the Solid Waste Collection Application to assist in departmental reporting.

Solid Waste

Continue to carry out surveillance efforts to deter illegal dumping in the public right of way and reduce other environmental violations through more effective code enforcement through cameras or other available technology.
Commence work on retrofitting and hardening of Solid Waste Building enabling it to withstand natural disasters.
Implement a department wide Global Positioning System in all Solid Waste light fleet, as funding allows.
Establishment of a new storm debris parameters, including first push, road clearance, debris removal, debris classification, preparation of staging areas, debris reduction, final disposition, and site restoration.
Enforcement of landscaping activities by registering landscapers and gardeners conducting business in the City of Miami and conduct workshops with them to educate them on their responsibilities under Chapter 22 of City Code in order to deter illegal dumping and proper disposal of landscape debris.

Accomplishments in FY 2017-18

Delivered reliable, customer-service-oriented solid waste services to users, including street litter collection, street sweeping, garbage, organic and recycling collection, as well as dead animal removal services.
Provided responsible code compliance attention in the areas of illegal dumping and sanitation violations to help improve public health and quality of life for our community.
Lead the City's efforts in environmental education and litter prevention.
Promoted the Keep Miami Beautiful campaign by conducting weekly area cleanups and educating residents within the targeted areas to reduce litter, illegal dumping and increase recycling participation.
Installed 100 additional metal litter containers throughout the major thoroughfares of the city to capture litter.
Awarded the Community Improvement Award for curbing litter by the Keep America Beautiful Organization.
Identified and addressed areas of Solid Waste Operations with a higher exposure to risk including completion of the DriveCam monitoring system.
Purchased four cranes, four automated garbage trucks, six trash trucks, and one Pelican Street Sweeper.
Disseminated educational information in partnership with Code Enforcement to approximately 500 commercial establishments.
Established new partnerships with the Downtown Development Authority, Coconut Grove Business Improvement District, and Wynwood Business Improvement District which have direct access to maintenance staff, property managers, and other community organizations to expand public space recycling and increase commercial recycling compliance.
Disseminated educational outreach information at twenty-five events throughout the City to approximately 23,000 children and residents.
Increased cooperation between Solid Waste operations, regional NET centers, and Public Works to assist in special collections cleanups.
Increased the Code Enforcement presence resulting in approximately 30 percent more illegal dumping citations.

Solid Waste

Budget Highlights for FY 2018-19

The budget includes the following additions:

The increase in Regular Salaries and Wages line item reflect an addition of one Assistant Director of Operations (GF $97,000).
As approved in the FY 2017-18 Mid-Year Amendment, one Administrative Service Manager position was transferred to NET and one Administrative Service Manager position was added to the Solid Waste Department with no fiscal impact.
The increase in Operating Supplies line item is due in part to the expenditures for the truckwash (GF $18,000)

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871) (GF $479,000), and due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $87,000) , and an average of five percent salary increase for all non-bargaining employees (GF $30,000).
The Regular Salaries and Wages line item reflects the freezing of one position in AFSCME 871 that has been vacant for more than a year (GF $31,000).

Solid Waste

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objective:

Enforce clean and safe housing in neighborhoods where needed most
Prioritize code enforcement to promote safe and healthy neighborhoods in areas experiencing high incidences of violent crime, health risks and poverty
Improve communication to the public in our methods and content
Increase recycling and reduce illegal dumping and littering
Promote a standard of excellence in our work
Modernize City processes

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Increase residential recycling participation to protect health, well-being and the environment	Children and Families Outreach in Environmental Education (number)	22,910	27,842	47,885	23,000
Reduce and deter illegal dumping and ensure code compliance thru effective programs	Solid Waste Code Inspections (number)	9,700	14,634	11,137	11,000
Deliver a comprehensive, safe and cost effective solid waste management services	Residential Garbage trips to Resource Recovery Facility (percent)	58	45	35	55
Provide the highest level of excellence in the delivery of refuse, recycling, green waste, street sweeping, and bulky item collection services	Service requests closed within 10 business days (percent)	77	89	94	90
Deliver a comprehensive, safe and cost effective solid waste management services	DriveCam monitoring System Program Effectiveness Relative to Other Government users (percent)	62	61	70	50 and over

* DriveCam is a safety program implemented by the department to monitor drivers and coaches' performance. The average score of cities using the program is 50 percent.

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Solid Waste

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	10,477,000	0	10,477,000	11,050,000	0	11,050,000
512010 - Attrition Savings - Salaries	(398,000)	0	(398,000)	(612,000)	0	(612,000)
513000 - Other Salaries and Wages	135,000	0	135,000	(366,000)	0	(366,000)
514000 - Overtime	435,000	0	435,000	435,000	0	435,000
515000 - Special Pay	0	0	0	40,000	0	40,000
516000 - Fringe Benefits	2,000	0	2,000	5,000	0	5,000
521000 - Fica Taxes	809,000	0	809,000	853,000	0	853,000
522000 - Retirement Contributions	3,993,000	0	3,993,000	4,004,000	0	4,004,000
523000 - Life and Health Insurance	3,053,000	0	3,053,000	3,520,000	0	3,520,000
Personnel	**18,506,000**	**0**	**18,506,000**	**18,929,000**	**0**	**18,929,000**
Operating Expense						
524000 - Workers' Compensation	1,139,000	0	1,139,000	1,196,000	0	1,196,000
534000 - Other Contractual Services	185,000	0	185,000	176,000	0	176,000
540000 - Travel and Per Diem	9,000	0	9,000	9,000	0	9,000
540010 - Training	5,000	0	5,000	5,000	0	5,000
541100 - Postage	16,000	0	16,000	25,000	0	25,000
543000 - Utility Services	60,000	0	60,000	80,000	0	80,000
544000 - Rentals and Leases	15,000	0	15,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	25,000	0	25,000	27,000	0	27,000
545013 - Insurance - General Liability	72,000	0	72,000	87,000	0	87,000
546000 - Repair and Maintenance Services	26,000	0	26,000	19,000	0	19,000
546001 - IT-Repair and Maintenance Services	240,000	0	240,000	330,000	0	330,000
547000 - Printing and Binding	10,000	0	10,000	10,000	0	10,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	12,069,000	42,000	12,111,000	12,058,000	57,000	12,115,000
551000 - Office Supplies	14,000	0	14,000	14,000	0	14,000
552000 - Operating Supplies	760,000	0	760,000	766,000	0	766,000
552100 - Public Safety Supplies	26,000	0	26,000	35,000	0	35,000
552200 - Clothing/Uniform Supplies	33,000	0	33,000	33,000	0	33,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	12,000	0	12,000	12,000	0	12,000
Operating Expense	**14,721,000**	**42,000**	**14,763,000**	**14,891,000**	**57,000**	**14,948,000**
Capital Outlay						
664000 - Machinery and Equipment	64,000	0	64,000	64,000	0	64,000

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Solid Waste

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
Capital Outlay	**64,000**	**0**	**64,000**	**64,000**	**0**	**64,000**
Non-Operating Expense						
896000 - Budget Reserve	0	109,000	109,000	0	101,000	101,000
Non-Operating Expenses	**0**	**109,000**	**109,000**	**0**	**101,000**	**101,000**
Total Expense	**33,291,000**	**151,000**	**33,442,000**	**33,884,000**	**158,000**	**34,042,000**

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DEPARTMENT BUDGETS:
PUBLIC SAFETY

- Fire-Rescue
- Police

Fire-Rescue

Department Head: Joseph F. Zahralban Phone: (305) 416-5401

Mission Statement

To serve the community with the highest level of professionalism, customer service, and responsiveness by providing effective and efficient fire prevention, fire suppression, disaster management, emergency medical care, and other essential services to save lives and protect property.

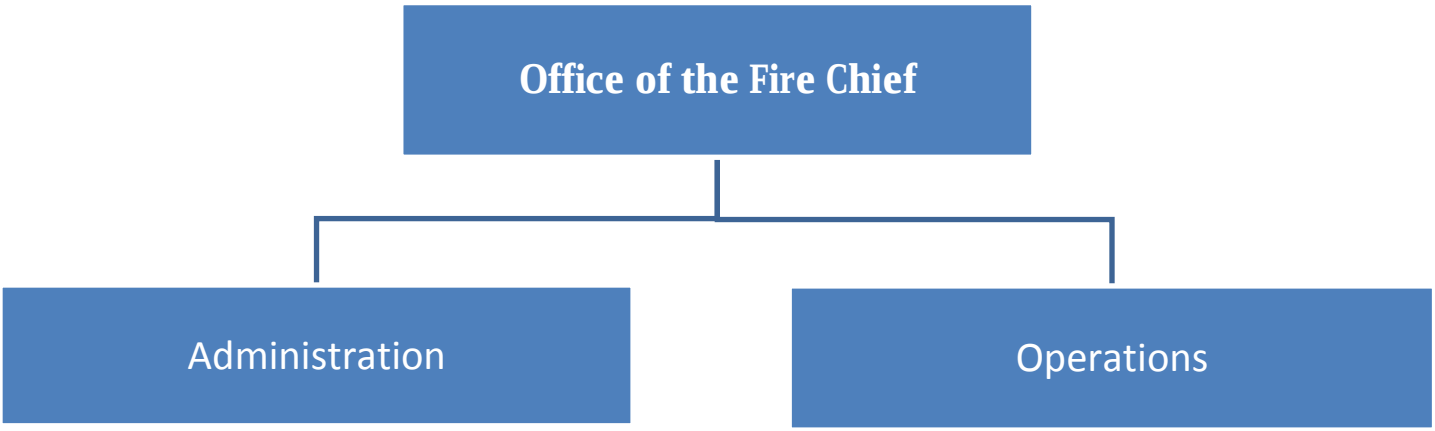
Description

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

Contributing to the Administration's Priority of Safety, the 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 the review and inspection of construction plans consistent with Florida Fire Prevention 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, weapons of mass destruction and decontamination, dive rescue, marine services, and technical rescue. Additionally, the Department provides training through various public safety programs to both residents and employees of the City.

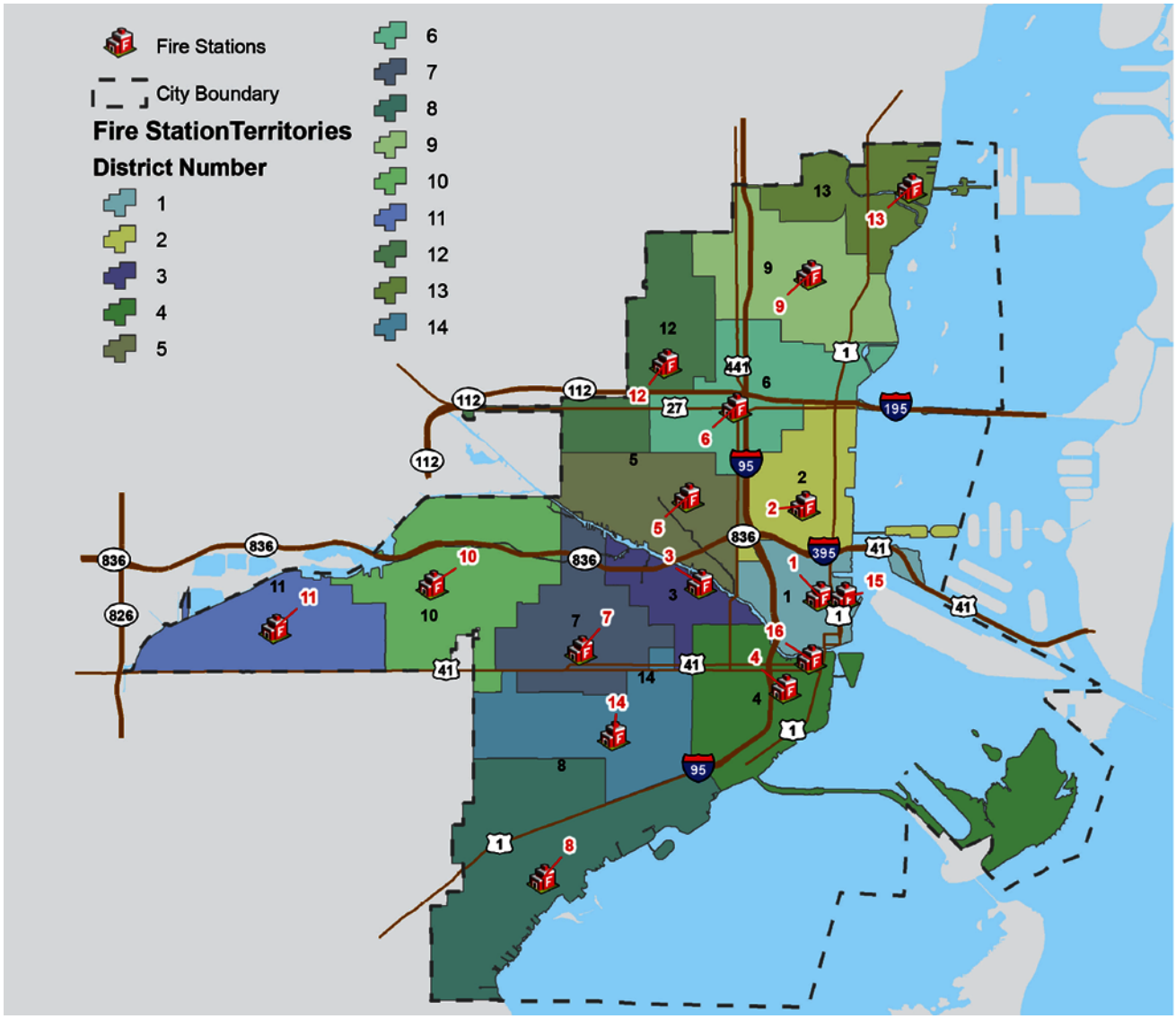
Stakeholders include residents, businesses, and visitors to the City of Miami.

Fire-Rescue



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates; develops and implements policies, procedures, rules and regulations, plans, programs, and budgets: develops standards and methods to improve fire and life safety.	14	15
ADMINISTRATION Provides human resources management; coordinates information technology needs; provides repair and maintenance of departmental facilities, equipment, apparatus and vehicle fleet; develops uniform and equipment specifications; manages fiscal operations including capital and grants management; provides payroll, procurement, legislation, and quality management of all technical services; 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 commercial occupancies including specialty inspections of hazardous material occupancies, hospitals, and institutional properties; conducts arson investigations; provides health and wellness and emergency medical support to sworn personnel.	103	101
OPERATIONS Provides fire response, suppression, emergency medical services, and special operations; performs specialized protection services such as hazardous materials, weapons of mass destruction mitigation, water rescue, marine services, technical rescue, and Special Weapons and Tactics (SWAT) medical teams; 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; 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; provides recruit and in-service training; answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls.	730	747
TOTAL FULL-TIME POSITIONS	**847**	**863**

Fire-Rescue



Station		Phone
FS-1	144 NE 5th St.	(305) 569-3901
FS-2	1901 N Miami Ave	(305) 569-3902
FS-3	1103 NW 7th St.	(305) 569-3903
FS-4	1105 SW 2nd Ave	(305) 569-3904
FS-5	1200 NW 20th St.	(305) 569-3905
FS-6	701 NW 36th St.	(305) 569-3906
FS-7	314 Beacom Blvd	(305) 569-3907

Station		Phone
FS-8	2975 Oak Ave	(305) 569-3908
FS-9	69 NE 62nd St.	(305) 569-3909
FS-10	4101 NW 7th St.	(305) 569-3910
FS-11	5920 W Flagler St.	(305) 569-3911
FS-12	1455 NW 46th St.	(305) 569-3912
FS-13	990 NE 79th St.	(305) 569-3913
FS-14	2119 SW 19th St.	(305) 569-3914
FS-15	401 Biscayne Blvd., Pier 5, Boat Slip 36	(305) 569-3915

Fire-Rescue

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	106,368,465	112,873,172	117,430,232	120,664,000	132,494,000
Operating Expense	16,008,686	17,007,852	18,238,946	15,287,000	16,031,000
Capital Outlay	1,684,032	504,375	395,372	5,397,000	4,212,000
Non-Operating Expenses	385,740	5,478	10,344	7,332,000	5,457,000
	124,446,923	**130,390,878**	**136,074,893**	**148,680,000**	**158,194,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	112,696,328	122,215,240	127,213,296	130,864,000	143,167,000
Fire Rescue Services	6,209,235	2,745,210	1,914,971	3,087,000	3,283,000
UASI-Fire Rescue	5,539,459	5,423,005	4,761,459	14,629,000	11,644,000
Emergency Funds	1,901	7,422	2,185,167	100,000	100,000
	124,446,923	**130,390,878**	**136,074,893**	**148,680,000**	**158,194,000**

Department Strategies for FY 2018-19

Continue to work to reduce response times to potentially life-threatening emergencies by expanding the availability of fire rescue units.

Continue working toward building and renovating Fire-Rescue stations. Work with City leaders to bring joint venture fire station projects to fruition.

Continue to implement the Department's Strategic Plan, as outlined, to the extent it is funded and work with the City's Strategic Planning Team to ensure that the Fire-Rescue Department is equipped to deal with the anticipated growth of the City.

Finalize the 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.

Work with City leaders to reduce the amount of abandoned structures (and resultant fires) in the City of Miami.

Continue the implementation of initiatives outlined in the Department's Comprehensive Cancer Prevention Program and institution of a Health and Wellness Center, to the extent that it is funded.

Continue working with the community and public partnerships to positively impact at risk youth through educational programs such as the Fire Explorer Program and the Fire Chief Maurice L. Kemp Emergency Medical Services (EMS) Cadet Program.

Continue the implementation of Department wide training to increase leadership abilities of supervisors and preparedness for emerging threats.

Fire-Rescue

Accomplishments in FY 2017-18

Maintained an Insurance Service Office rating of Class 1. This is the highest rating that a Fire-Rescue Department can achieve which results in lower fire insurance premiums for the City.
Responded to 104,094 calls for service.
Began construction of Fire Station 14 in October 2017.
Placed into service new Engine 13 unit at fire station 13 located at 990 NE 79th Street.
Outlined technical and communication requirements to finalize the work on an RFP for a new Computer Aided Dispatch system.
Worked with the Building Department on the demolition of 55 Unsafe Structures.
Continued the purchase of new Bunker Gear as part of the ongoing implementation of the Comprehensive Cancer Prevention Program.
Conducted two EMS Cadet Program classes in FY 2017-18 that provided high school students the opportunity to be educated and trained for a career in EMS.
Provided courses in Fire Officer I and II, FIU Leadership and Diversity Training, and Incident Command Simulation training.
Re-accredited as an Accredited Center of Excellence by the International Academy of Emergency Dispatch
Completed a National Urban Search and Rescue (USAR) Response System Administrative Readiness Evaluation that found Florida Task Force Two complied and exceeded in 45 standards measured by the American National Standards Institute, this used as an USAR standard.
Placed into service an EMS Mobile Simulation Unit for EMS Training to conduct EMS training without placing units out of service.
Completed the recruitment, application, and selection process for the hiring of 18 candidates in response to attrition in the Department in line with the adopted succession plan.
Completed the realignment of the department's divisions within the Operations and Administrative branches and added the Special Operations Division.
Conducted approximately 22,922 New Construction inspections and approximately 22,391 Certificate of Use inspections.
Purchased four Fire-Rescue units and two specialized Fireboats.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of two civilian positions that have been vacant for more than a year; and the elimination of four positions that will impact services in the following areas: customer service delays in the Fire Prevention Bureau, development of disaster response plans, delays in closing purchase orders, and adversely affect the grant close-out process (GF $338,000).

Fire-Rescue

The Budget includes the following additions:

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), additional revenue from EMS due to improvements in collection procedures from medical transports within the Department (GF $1.639 million).
Additional revenue for Special Events (GF $800,000) and overtime expenditure line item (GF $1.957 million).
To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), funding for 15 sworn firefighter positions frozen in the Proposed Budget; and an increase in the 50 percent payment to the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF) for EMS revenue sharing as per Article 18.2 of the current collective bargaining agreement. Both are funded by the increased EMS revenues described above (GF $ 1.033 million).
As approved in the FY 2017-18 Mid-Year Amendment, 17 Sworn positions were added to staff Engine 13 (GF $ 1.369 million).
As approved in the FY 2017-18 Mid-Year Amendment, one Assistant Fire Chief was added for the Special Operations division (GF $165,000).
As approved in the FY 2017-18 Mid-Year Amendment, one Fire Lieutenant and one Administrative Aide II were added to handle EMS billing (GF $158,000).
Increase in Regular Salaries and Wages is due to a transfer of one position from the Department of Innovation and Technology (GF $54,000).
To reflect amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), an increase to the Police and Fire - FIPO line-item due to the City contribution requirement for the cost of living adjustment (GF $186,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $236,000; SR $8,000); normal step progression of members of the IAFF as a continuance of the wages and benefits of the contract that expired on September 30, 2016 (GF $1.335 million; SR $5,000), and an average of five percent salary increase for all non-bargaining employees, including fire executive staff (GF $39,000; SR $27,000).
Increase in Professional Services line item is due in part to Fire Lieutenants, Captains, and Chief Fire Officer promotional exams (GF $315,000).
Increase in Memberships, Licenses, Permits and others line item is due in part to Net Express, Attachmate, FireCAD, and Fire records licenses all previously budgeted in the ISF (GF $146,000).
The Department's Special Revenue funds include projected grant budgets for USAR Cooperative agreement 2018, State Homeland Security Grant Program 2018, and Urban Area Security Initiative 2018.
Funding from Fire Impact Fees for the purchase of equipment and facility renovations ($1.601 million).
Section 175 state pass-through revenues and expenses are included in the Department's budget (GF $5.512 million).

Fire-Rescue

As approved in the FY 2017-18 Mid-Year Amendment, a General Fund contribution to capital improvement projects were included for the purchase of general firefighting and EMS equipment (GF $100,000), and one MedCat armored rescue vehicle ($354,000).

The FY 2018-19 also includes a General Fund grant match for the Assistance to Firefighters Grant 2017 ($63,000).

The FY 2018-19 also includes a General Fund grant match for the EMS grant for the purchase of medical equipment (GF $9,000).

The Department's personnel budget includes 757 regular sworn fire officers, 15 sworn executives for a total of 772 sworn positions, and 91 civilians.

Fire-Rescue

Strategic Alignment and Performance Measures

Priority: Public Safety
Citywide Goal: Keeping our City safe
Citywide Objective:
Invest in proactive technology solutions
Build physical, social, and economic resilience and sustainability

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Expeditiously and safely respond to all emergencies to save lives and protect property	Response time from initial call to first unit on scene (minutes)	5:33	5:37	5:38	5:33
Collaboratively work with the public in reducing the amount of false alarms generated in accordance with the City Ordinance	False alarm incidents by automatic fire detection systems (number)	7,450	8,359	9,913	9,027
Continue to respond to the increasing number of calls for service to save lives and protect property	Fire and rescue alarm calls (number)	102,422	103,953	94,460	106,032
Replace an aging fleet with the technological advancements of modern apparatus to continue to safely and effectively mitigate incidents	Average age of firefighting units (years)	9.80	9.29	9.84	10.50
Assure apparatus have the ability to safely respond and render care in all emergency medical incidents, and provide rapid transport to hospital facilities for further care	Average age of rescue units (years)	8.08	6.76	7.22	6.70
Assure non-emergency vehicles are available to support emergency services functions and other essential services required for the protection of property and the saving of lives	Average age of light fleet support vehicles (years)	3.10	3.58	4.45	5.77
To sustain above – average satisfaction on our survey results	Customer Satisfaction Survey: satisfied responses (percent)	99	99	99	99

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Fire-Rescue

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	8,000	0	8,000	4,000	0	4,000
512000 - Regular Salaries and Wages	64,619,000	936,000	65,555,000	67,916,000	968,000	68,884,000
512010 - Attrition Savings - Salaries	(323,000)	0	(323,000)	(656,000)	0	(656,000)
513000 - Other Salaries and Wages	14,000	125,000	139,000	72,000	129,000	201,000
514000 - Overtime	1,498,000	492,000	1,990,000	1,498,000	1,385,000	2,883,000
514010 - OT Staffing	1,593,000	0	1,593,000	1,593,000	0	1,593,000
514020 - OT EMS Backfill for Training	402,000	0	402,000	402,000	0	402,000
514030 - OT Off Duty Events	1,338,000	0	1,338,000	3,295,000	0	3,295,000
515000 - Special Pay	8,133,000	30,000	8,163,000	8,325,000	33,000	8,358,000
516000 - Fringe Benefits	20,000	0	20,000	20,000	0	20,000
521000 - Fica Taxes	1,294,000	51,000	1,345,000	1,401,000	56,000	1,457,000
522000 - Retirement Contributions	1,687,000	209,000	1,896,000	1,702,000	260,000	1,962,000
522010 - Police and Fire - FIPO	20,386,000	108,000	20,494,000	23,638,000	119,000	23,757,000
522020 - Secondary Pension Contributions	5,512,000	0	5,512,000	5,512,000	0	5,512,000
523000 - Life and Health Insurance	12,365,000	167,000	12,532,000	14,587,000	235,000	14,822,000
Personnel	**118,546,000**	**2,118,000**	**120,664,000**	**129,309,000**	**3,185,000**	**132,494,000**
Operating Expense						
524000 - Workers' Compensation	3,891,000	60,000	3,951,000	4,116,000	63,000	4,179,000
531000 - Professional Services	355,000	544,000	899,000	670,000	319,000	989,000
531020 - Professional Services-Medical	380,000	0	380,000	380,000	0	380,000
534000 - Other Contractual Services	816,000	847,900	1,663,900	813,000	720,000	1,533,000
540000 - Travel and Per Diem	31,000	693,000	724,000	31,000	524,000	555,000
540010 - Training	301,000	30,000	331,000	301,000	52,000	353,000
541000 - Communications & Related Services	1,000	312,000	313,000	1,000	229,000	230,000
541100 - Postage	15,000	2,000	17,000	15,000	1,000	16,000
543000 - Utility Services	498,000	0	498,000	511,000	0	511,000
544000 - Rentals and Leases	24,000	88,000	112,000	25,000	65,000	90,000
545011 - Insurance - Vehicle Liability	91,000	0	91,000	108,000	0	108,000
545012 - Insurance - Property & Casualty	39,000	0	39,000	770,000	0	770,000
545013 - Insurance - General Liability	403,000	0	403,000	314,000	0	314,000
546000 - Repair and Maintenance Services	1,850,000	539,000	2,389,000	1,860,000	463,000	2,323,000
546001 - IT-Repair and Maintenance Services	1,084,000	0	1,084,000	1,204,000	0	1,204,000
548100 - Advertising and Related Costs	0	2,000	2,000	0	1,000	1,000

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Fire-Rescue

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
549000 - Other Current Charges and Obligations	40,000	0	40,000	40,000	10,000	50,000
551000 - Office Supplies	36,000	18,000	54,000	36,000	13,000	49,000
552000 - Operating Supplies	635,000	126,500	761,500	635,000	65,000	700,000
552100 - Public Safety Supplies	1,155,000	0	1,155,000	1,155,000	0	1,155,000
552200 - Clothing/Uniform Supplies	326,000	6,600	332,600	326,000	2,000	328,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	47,000	0	47,000	193,000	0	193,000
Operating Expense	**12,018,000**	**3,269,000**	**15,287,000**	**13,504,000**	**2,527,000**	**16,031,000**
Capital Outlay						
664000 - Machinery and Equipment	300,000	5,097,000	5,397,000	291,000	3,921,000	4,212,000
Capital Outlay	**300,000**	**5,097,000**	**5,397,000**	**291,000**	**3,921,000**	**4,212,000**
Non-Operating Expense						
896000 - Budget Reserve	0	7,332,000	7,332,000	0	5,394,000	5,394,000
899000 - Other Uses	0	0	0	63,000	0	63,000
Non-Operating Expenses	**0**	**7,332,000**	**7,332,000**	**63,000**	**5,394,000**	**5,457,000**
Total Expense	**130,864,000**	**17,816,000**	**148,680,000**	**143,167,000**	**15,027,000**	**158,194,000**

Police

Department Head: Jorge R. Colina Phone: (305) 603-6100

Mission Statement

To make the City of Miami a place where all people can live, work, and visit safely without fear.

Description

The City of Miami Police Department (MPD) is a modern, full-service law enforcement agency that 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.

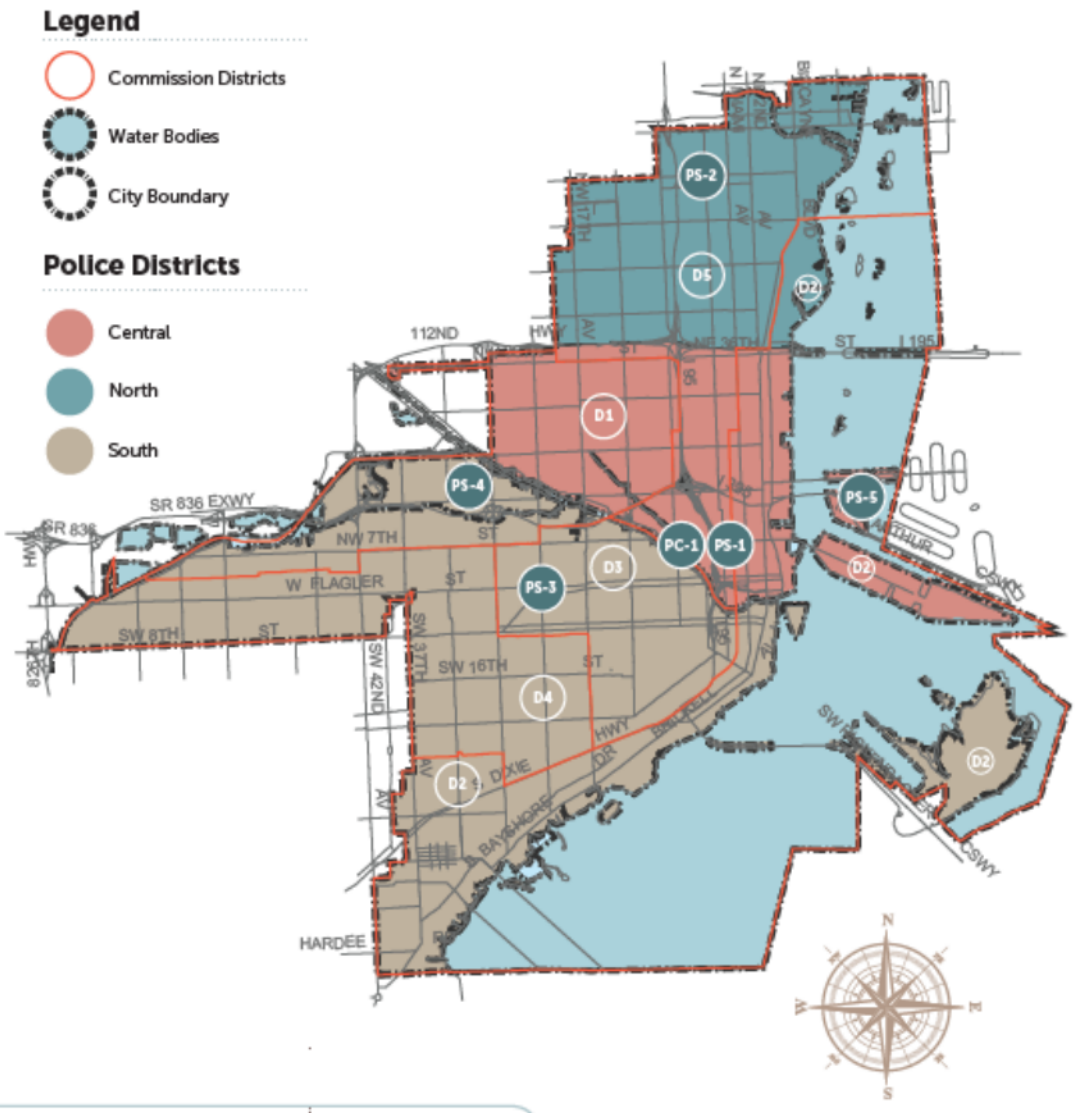
Contributing to the Administration's Priority of Safety, the Department provides basic law enforcement, investigative, and support services in order to prevent, detect, and solve crime. Utilizing time-tested police methods and welcoming innovative problem-solving techniques, neighborhood problems are identified and solutions are implemented to improve the quality of life in the City.

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

Police

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE CHIEF OF POLICE Establishes, directs, and ensures a policy of achieving the delivery of the highest-quality law enforcement services; provides administration for departmental operations; provides legal counsel; responsible for investigations of Departmental and City employees; provides information to the media and community; promotes community outreach; oversees inter-agency narcotics and Homeland Security investigations; coordinates interaction with other City departments.	164	91
OFFICE OF THE DEPUTY CHIEF OF POLICE Reports directly to the Chief of Police; supervises the Assistant Chiefs of the Field Operations, Criminal Investigations, and Administration Divisions; oversees departmental staffing; coordinates, manages and implements special projects for the Chief of Police to achieve the department's goals and vision.	12	0
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service; provides traffic enforcement; conducts specialized police functions including aviation, canine response, marine, mounted, and Special Weapons and Tactics (SWAT) teams; engages in special crime suppression operations; coordinates special event staffing.	974	1,004
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations and conducts crime scene investigations; provides victims advocate services.	190	287
ADMINISTRATION DIVISION Coordinates the management of the Department's fiscal resources 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; supports information systems; provides budget, finance, and procurement services.	412	403
TOTAL FULL-TIME POSITIONS	**1,752**	**1,785**

Police



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	Marine Patrol Sub-Station	1001 MacArthur Cswy

CONTACT	PHONE
Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Gang / Graffiti Hotline	(305) 808-6800

DIAL 911 FOR EMERGENCIES ONLY

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Police

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	171,074,893	190,492,078	203,094,845	208,100,000	216,482,000
Operating Expense	29,837,204	32,065,048	31,790,374	36,252,000	40,139,000
Capital Outlay	2,961,199	2,266,746	2,137,151	3,003,000	3,087,000
Non-Operating Expenses	272,469	25,000	40,000	3,742,000	3,261,000
Transfers - OUT	0	4,106,413	0	0	0
	204,145,765	**228,955,285**	**237,062,370**	**251,097,000**	**262,969,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	195,125,019	216,326,337	228,251,557	235,486,000	245,192,000
Police Services	8,150,515	6,395,580	3,801,886	7,224,000	8,482,000
Police E911-Wireless	408	2,905,106	1,615,789	2,745,000	2,048,000
Police E911-Non Wireless	0	2,843,853	2,374,529	2,785,000	1,565,000
Police E911-Prepaid	0	3,661	0	415,000	3,771,000
Law Enforcement Trust Fund	559,809	480,748	780,860	2,442,000	1,911,000
Departmental Improvement Initiative	0	0	1,352	0	0
ARRA-Police-Memo Only	310,015	0	0	0	0
Emergency Funds	0	0	236,397	0	0
	204,145,765	**228,955,285**	**237,062,370**	**251,097,000**	**262,969,000**

Department Strategies for FY 2018-19

Answer 96 percent of all emergency 911 calls in less than ten seconds.
Conduct five academy classes and graduate over 100 Police Officers.
Continue to outfit patrol officers with 640 Body-Worn Cameras.
Continue to work with local schools in providing active shooter and awareness training.
Fully implement the Rescue Task Force (RTF) concept in partnership with the Fire Department.
Implement the Miami Shield Program to improve public-private information sharing on homeland security issues.
Pilot a pre-arrest diversion project for opioid users.
Provide advanced training to the Crime Analysis Detail through the Smart Policing Initiative (SPI) grant.

Police

Accomplishments in FY 2017-18

Answered 96 percent of all emergency 911 calls in less than ten seconds.
Conducted six academy classes and graduated over 127 Police Officers.
Outfitted 200 patrol officers with Body-worn cameras.
Began renovating the David Herring Building with completion expected by September 30, 2019.
Began the Security Keypads project with completion expected by September 30, 2019.
Provided 15 active shooter and awareness training classes to local businesses and schools.
Began the carpet replacement project with completion expected by September 30, 2019.
Successfully integrated the ShotSpotter gunfire detection system with closed-circuit cameras and license plate readers in Liberty Square.
Obtained recertification from the Commission on Accreditation for Law Enforcement (CALEA).

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of eight civilian positions that have been vacant for more than a year (GF $416,000).
The Regular Salaries and Wages line item reflects the freezing of nine sworn positions that have been vacant for more than a year (GF $457,000).
The Regular Salaries and Wages line item reflects the elimination of nine additional vacant civilian positions that will impact services by slowing down the processing time of clerical and administrative activities such as coordination of events, hiring process, preparation of reports, data enter, maintenance of records, services request, answering phone call and maintenance of facilities amount other activities (GF $326,000).

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Budget Amendment, 16 Sergeant positions were added to double the number of Problem Solving Teams (PST) assigned to the City's five areas most affected by violent crime, and to provide additional supervision to the Gang Unit, Homicide Cold Case Team, Robbery Unit, Special Victims Unit, Assault Investigations Unit, Criminal Intelligence Unit, Domestic Violence Unit, and Vehicle Burglary Detail (GF $1.459 million).
As approved in the FY 2017-18 Mid-Year Budget Amendment, 15 Police Officers were added to increase the City policing capacity and crime prevention efforts (SR $771,000).
As approved in the FY 2017-18 Mid-Year Budget Amendment, two Video Retrieval Specialist positions were added to meet the workload associated with additional closed circuit television monitoring and body-worn cameras (SR $86,000).
Five Innovation Technology (IT) civilian positions, initially created in the MPD and transferred to the Innovation and Technology Department (ITD) in FY 2017-18, plus four new IT civilian positions created in ITD to support this team work transferred to the MPD (GF $636,000).
The increase in Regular Salaries and Wages line item is due to the addition of one Code Compliance Commander (GF $120,000), five Emergency Dispatch Assistants (GF $129,000) (SR $86,000), one Stable Attendant

(GF $34,000), and one Helicopter Pilot (GF $89,000) for a total increase of $458,000.
The increase in Other Salaries and Wages line item is due to the addition of 30 part-time School Crossing Guards ensuring that all schools in the City of Miami have the appropriated number of Guards (GF $221,000).
The increase in Subscription, Memberships, Licenses, Permit, and Other line item is due to the cost for Phase II, and Phase III of the ShotSpotter system (GF $200,000).
The increase in Professional Services line item is due to the cost of additional promotional exams (GF $246,000).
The increase in Professional Services-Medical line item is due to additional funding for quantiferone testing (GF $65,000).
The increase in Repair and Maintenance Services line item is due to the cost of gun range maintenance (GF $155,000).
The increase in Public Safety Supplies line item is due to additional funding foradditional protective gloves for police officers (GF $69,000).
The increase in Machinery and Equipment line item due to the replacement of an antiquated X-Ray machine (GF $56,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $512,000); normal step progression of members of the Fraternal Order of Police, Walter E. Headley,Jr., Miami Lodge No. 20 (FOP) as a continuance of the wages and benefits of the contract that will expire on September 30, 2018 (GF $1.576 million); and an average of five percent salary increase for all non-bargaining employees, including Police Executive Staff (GF $124,000).
Funding of grant matching funds included in General Fund Transfers-Out shown in the Non-Departmental Accounts (NDA) for COPS 2016 Hiring Grant (GF $854,000), COPS 2017 Hiring Grant (GF $816,000), COPS 2018 Hiring Grant (GF $779,000), and Victims of Crime Act (VOCA) 2017 Grant (GF $153,000) for a total amount of $2.602 million.
A General Fund Contribution to the E911 Wireless (GF $ 1.301 million) and E911 Prepaid (GF $ 151,000) for a total amount of $1.452 million.
Funding of unallowable costs included in General Fund Transfers-Out for the Body Worn Camera (GF $55,000), E911 Wireless (GF $ 728,000), and E911 Prepaid (GF $ 312,000) for a total amount of $1.095 million.
Funding of “Do the Right Thing” (GF $110,000) and the “Police Athletic League” (GF $400,000) are included in NDA.
The differences in amount of personnel between divisions are due to the reassignment of existing staff to best suit the needs of the Department. The Office of the Deputy Chief of Police was merged with the Office of the Chief of Police.
One Police Executive is on loan to the Code Compliance Department serving in the capacity of Code Compliance Director. This will have no increase in head count nor have any fiscal impact.
The Department will study merging in one department both Police staff and Fire Staff working under the Emergency Dispatcher job classification.

Police

The Budget includes 1,329 regular sworn Police Officers and 41 sworn executives for a total of 1,370 sworn personnel, as well as 415 civilian positions.

A General Fund contribution to capital improvement project is included for repairs to the mounted police horse Stables Arena 1 ($65,000).

Funding from Police Impact Fees for capital improvement projects are included to acquire vehicles for COPS Grant ($495,000), Virtual Policing for the Violent Crime Reduction Initiative ($203,000), to purchase of the Cellebrite's Analytics Enterprise software ($217,000), and for enhancements to a Mobile Command Vehicle ($180,000) for a total of $1.095 million.

Funding from Sanitary Sewer for capital improvement project MPD Bathroom Renovation Citywide ($1.2 million).

To reflect amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), an increase in the Overtime line-item to fund additional Police services to the Miami-Dade County Public Schools to provide an Officer for the FY 2018-19 school year at the 33 schools identified within the City of Miami (GF $408,000).

To reflect amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), an increase in the Police and Fire - FIPO line-item due to the City contribution requirement for the cost of living adjustment (GF $317,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2018-19 Proposed Budget (see Appendix J), an increase in the Regular Salaries and Wages line-item (GF $450,000) and Fica taxes line-item (GF $7,000) to fully fund nine positions that were frozen in the Proposed Budget.

Police

Strategic Alignment and Performance Measure

Priority: Safety
Citywide Goal: Keeping our City safe
Citywide Objectives:

- Prioritize pedestrian safety
- Reduce gun violence
- Improve traffic control in high density areas
- Continue to strengthen the community's relationship with the police
- Increase the rate at which we solve crime (proactive crime reduction)
- Invest in proactive technology solutions

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Answer 911 calls as quickly as possible.	911 calls answered within ten seconds of call initiation (percent)	98	98	93	98
Minimize response times for emergency calls for service	Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	4.63	4.30	3.65	4.50
Properly document calls for service	Calls for service which resulted in an incident report being written (number)	102,320	100,060	97,139	100,000
Reduce crime	Uniform Crime Reporting Part 1 Crimes which includes criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	21,928	19,769	20,172	19,000
Focus on recidivist offenders and reduce the overall number of arrests	Uniform Crime Reporting Arrests (number)	22,907	20,535	19,002	18,000
Hire and train sufficient officers to offset attrition and maintain growth	Police Academy classes completed (number)	9	6	5	5
Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA) accreditation	Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)	Yes	Yes	Yes	Yes

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Police

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	0	0	0
512000 - Regular Salaries and Wages	116,244,000	2,993,000	119,237,000	118,265,000	3,244,000	121,509,000
512010 - Attrition Savings - Salaries	(2,052,000)	0	(2,052,000)	(3,000,000)	0	(3,000,000)
513000 - Other Salaries and Wages	756,000	105,000	861,000	855,000	677,000	1,532,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	221,000	0	221,000
514000 - Overtime	7,530,000	1,267,000	8,797,000	9,408,000	2,968,000	12,376,000
514030 - OT Off Duty Events	0	0	0	0	1,000	1,000
515000 - Special Pay	5,091,000	143,000	5,234,000	4,644,000	145,000	4,789,000
516000 - Fringe Benefits	461,000	0	461,000	493,000	2,000	495,000
516010 - Fringe Benefits - Tuition Reimbursement	176,000	0	176,000	0	1,000	1,000
521000 - Fica Taxes	2,997,000	142,000	3,139,000	3,083,000	161,000	3,244,000
522000 - Retirement Contributions	7,367,000	553,000	7,920,000	6,958,000	547,000	7,505,000
522010 - Police and Fire - FIPO	35,555,000	951,000	36,506,000	38,254,000	685,000	38,939,000
522020 - Secondary Pension Contributions	5,320,000	0	5,320,000	5,320,000	0	5,320,000
523000 - Life and Health Insurance	4,914,000	389,000	5,303,000	6,097,000	442,000	6,539,000
523010 - Health Trust - FOP	16,754,000	440,000	17,194,000	16,710,000	301,000	17,011,000
Personnel	**201,117,000**	**6,983,000**	**208,100,000**	**207,308,000**	**9,174,000**	**216,482,000**
Operating Expense						
524000 - Workers' Compensation	9,939,000	332,000	10,271,000	10,584,000	281,000	10,865,000
531000 - Professional Services	1,425,000	68,000	1,493,000	1,689,000	131,000	1,820,000
531020 - Professional Services-Medical	742,000	19,000	761,000	809,000	0	809,000
534000 - Other Contractual Services	1,574,000	327,000	1,901,000	1,650,000	653,000	2,303,000
540000 - Travel and Per Diem	50,000	330,000	380,000	50,000	452,000	502,000
540010 - Training	0	0	0	0	4,000	4,000
541000 - Communications & Related Services	32,000	671,000	703,000	867,000	515,000	1,382,000
541100 - Postage	54,000	1,000	55,000	54,000	2,000	56,000
543000 - Utility Services	789,000	0	789,000	889,000	0	889,000
544000 - Rentals and Leases	1,937,000	148,000	2,085,000	1,975,000	7,000	1,982,000
545010 - Insurance - Police Torts	1,000,000	0	1,000,000	810,000	0	810,000
545011 - Insurance - Vehicle Liability	1,056,000	0	1,056,000	1,055,000	0	1,055,000
545012 - Insurance - Property & Casualty	125,000	0	125,000	1,377,000	0	1,377,000
545013 - Insurance - General Liability	676,000	0	676,000	649,000	0	649,000
546000 - Repair and Maintenance Services	1,363,000	90,000	1,453,000	2,562,000	98,000	2,660,000

Police

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
546001 - IT-Repair and Maintenance Services	3,519,000	0	3,519,000	2,495,000	0	2,495,000
547100 - Printing and Binding-Outsourcing	20,000	4,000	24,000	20,000	4,000	24,000
547200 - Printing and Binding-Paper Stock	75,000	0	75,000	75,000	0	75,000
548000 - Promotional Activities	7,000	0	7,000	7,000	2,000	9,000
548100 - Advertising and Related Costs	45,000	0	45,000	45,000	10,000	55,000
549000 - Other Current Charges and Obligations	219,000	690,000	909,000	309,000	726,000	1,035,000
551000 - Office Supplies	215,000	10,000	225,000	215,000	28,000	243,000
552000 - Operating Supplies	337,000	327,000	664,000	751,000	282,000	1,033,000
552010 - Motor Fuel	3,058,000	70,000	3,128,000	3,621,000	0	3,621,000
552100 - Public Safety Supplies	1,229,000	0	1,229,000	768,000	0	768,000
552200 - Clothing/Uniform Supplies	1,308,000	85,000	1,393,000	1,308,000	2,000	1,310,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,130,000	3,000	1,133,000	1,395,000	36,000	1,431,000
667000 - Weapons And Ammunitions	1,125,000	28,000	1,153,000	877,000	0	877,000
Operating Expense	**33,049,000**	**3,203,000**	**36,252,000**	**36,906,000**	**3,233,000**	**40,139,000**
Capital Outlay						
664000 - Machinery and Equipment	1,320,000	1,683,000	3,003,000	978,000	2,109,000	3,087,000
Capital Outlay	**1,320,000**	**1,683,000**	**3,003,000**	**978,000**	**2,109,000**	**3,087,000**
Non-Operating Expense						
883000 - Other Grants and Aids	0	75,000	75,000	0	100,000	100,000
896000 - Budget Reserve	0	3,667,000	3,667,000	0	3,161,000	3,161,000
Non-Operating Expenses	**0**	**3,742,000**	**3,742,000**	**0**	**3,261,000**	**3,261,000**
Total Expense	**235,486,000**	**15,611,000**	**251,097,000**	**245,192,000**	**17,777,000**	**262,969,000**

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DEPARTMENT BUDGETS:
OTHER DEPARTMENTS

- Housing and Community Development
- Parks and Recreation
- Real Estate and Asset Management
- Risk Management

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Housing and Community Development

Department Head: George Mensah Phone: (305) 416-1978

Mission Statement

The Department of Housing and Community Development, formally known as Community and Economic Development, assists in creating a viable urban community for the neediest persons in our City while reducing poverty, embracing diversity, assisting with economic development, and improving the overall quality of life.

Department Name

The Department name is proposed to change from Community and Economic Development to Housing and Community Development to emphasize it with the Department's core activities and send a signal to the community about the Department's current efforts regarding affordable housing.

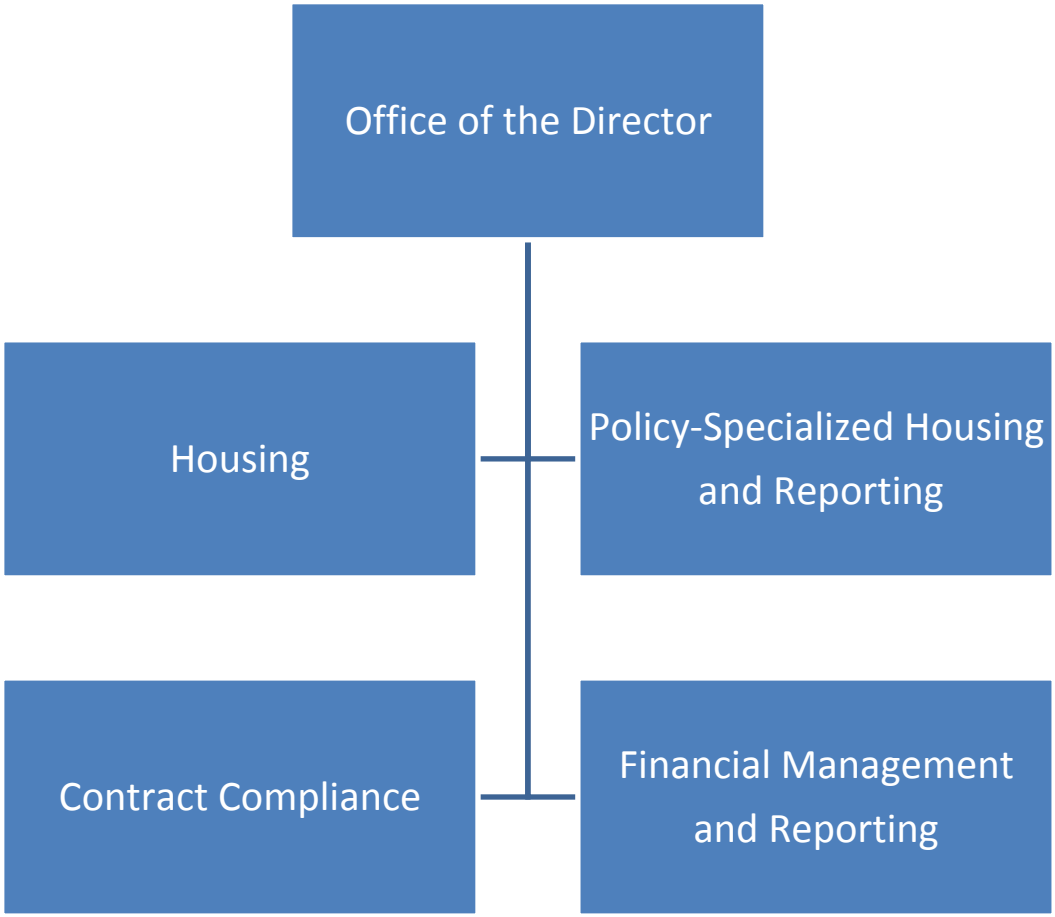
Description

The Department 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 quality housing, a suitable living environment, and expansion of economic opportunities for the neediest of the community. The Department performs a wide range of housing and community 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.

Contributing to the Administration's Priority of Housing, 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, work-force housing, social services, economic development, public facility improvement, and planning and administration among others. The successful execution of programs in all of these areas provides the community part of the support it needs and allows low-to moderate-income residents the opportunity to access the region's economic growth and prosperity.

Stakeholders include City residents, businesses, local community-based organizations, and elected officials.

Housing and Community Development



Housing and Community Development

Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR 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.	5	5
HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon and Section 3 regulations on all contracted projects; administers the City's relocation program.	10	10
POLICY-SPECIALIZED HOUSING AND REPORTING Creates policies for the department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the United States Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); manages the department's Housing Opportunities for Persons with Aids (HOPWA) and Section 8 specialized housing unit.	7	7
CONTRACT COMPLIANCE Monitors local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of social services and economic development to revitalize the City's communities and integrate economic, environmental, and human developmental needs in the process.	5	5
FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; develops and manages the department's budget; processes and reports all financial activities and transactions; reimburses funded organizations.	8	8
TOTAL FULL-TIME POSITIONS	**35**	**35**

Housing and Community Development

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	4,603,578	4,013,104	3,648,717	4,165,000	4,506,000
Operating Expense	535,129	618,734	271,071	667,000	875,000
Capital Outlay	346,396	2,218,595	20,582	0	0
Non-Operating Expenses	25,479,940	23,029,270	25,139,589	47,810,000	48,153,000
Transfers - OUT	0	600,000	0	0	0
	30,965,043	**30,479,702**	**29,079,959**	**52,642,000**	**53,534,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	0	2,252,167	3,235,624	2,411,000	1,689,000
Community Development	30,965,043	28,235,856	25,834,064	50,231,000	51,845,000
Homeless Program	0	(8,320)	7,320	0	0
Emergency Funds	0	0	2,950	0	0
	30,965,043	**30,479,702**	**29,079,959**	**52,642,000**	**53,534,000**

Department Strategies for FY 2018-19

Process all reimbursement requests within ten days or less.
Serve at least 443 households through the Section 8 program;
Serve at least 950 households through the Housing Opportunities for Persons with AIDS (HOPWA) program.
Provide single-family rehabilitation assistance to 20 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.
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
Provide meals services to approximately 700 senior citizens.
Work with external agencies to ensure that more than 50 percent submit reimbursement packages on a monthly basis.
Process the execution of contracts within 45 days.

Housing and Community Development

Accomplishments in FY 2017-18

Accomplishments for Housing and Community Development reflect the department's program year FY 2017-18 which is from October 1, 2017 through September 30, 2018. As such, FY 2017-2018 is still underway and final accomplishments will be gathered and reported to HUD by December 29, 2018. The accomplishments listed below are an end of year projection.

Processed all reimbursement requests in an average of nine days.

Provided rental assistance to 443 households currently under the Section 8 program; provided rental assistance to over 950 households under the HOPWA program (a County-wide program); provided single family rehabilitation to ten households and provide down payment assistance to fifteen low-to-moderate income households.

Provided technical assistance to ten for-profit businesses.

Assisted over 1,101 low-income individuals through different public service programs; provided funding for daycare and after-school services to over 100 youth; provided funding for meals services to approximately 1,000 senior citizens; and assisted ten people with developmental disabilities.

Coordinated programs to ensure that more than 75 percent of the agencies submitted their reimbursements monthly.

Budget Highlights for FY 2018-19

The Budget includes the following considerations:

The contribution from the General Fund in a total amount of $2.692 million for the following items:

- Social Services Gap Funding ($743,000).
- Social Service Gap, Administration of the contracts ($135,000)
- Lease Expenditures including utility services and janitorial services; the department re-located offices during FY 2017-18 ($325,000)
- A second allocation to the Comprehensive Plan required by HUD ($125,000)
- Portion of salaries not able to be reimbursed by grants' salary fund ($56,000), Fica Taxes ($9,000), Retirement Contributions ($567,000), Life and Health Insurance ($528,000), Workers' Compensation ($59,000), Insurance – Vehicle Liability ($4,000), Insurance – Property and Casualty ($10,000), Insurance – General Liability ($13,000), and IT Repair and Maintenance Services ($48,000) for a total of $1.294 million.
- The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF $41,000) as a continuance of the wages and benefits of the contract that expired on September 30, 2017, and an average of five percent salary increase for all non-bargaining employees (GF $29,000).

Housing and Community Development

Strategic Alignment and Performance Measures

Priority: Housing Options
Citywide Goal: Increasing the supply of housing that is affordable, increasing home ownership
Citywide Objectives:

- Create more opportunities and availability for affordable housing
- Support entrepreneurship and promote a high quality job market
- Partner with schools and universities to increase the quality of education for residents
- Promote programs that support input from diverse cultural groups to understand their priorities as it relates to the City
- Reduce homelessness in the urban core

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Provide daily nutritional meals for the elderly	Elderly meals provided with Community Development Block Grant (CDBG) and Poverty Initiatives Funding (number)	1,398	1,478	2,370	700
Provide funding for daycare, after-school services, and for people with disabilities	Children and youth assisted with CDBG and Poverty Initiatives Funding (number)	131	163	234	95
Provide access to affordable housing	Households assisted under the Down Payment Assistance Program (number)	20	22	33	10
Support private for-profit businesses	Businesses assisted through the Commercial Façade Program with CDBG funding (number)	25	75	56	75
Provide access to affordable housing	HOPWA clients assisted with the Tenant-Based Rental Assistance Program (number)	936	933	869	850
Provide access to affordable housing	Section 8 clients assisted (number)	416	443	443	443
Provide daily nutritional meals for the elderly; Provide funding for daycare, after-school services, and for people with disabilities; Support private for-profit businesses; Provide access to affordable housing	Turnaround time on agency reimbursement packets (days)	8.6	11.0	8.5	10
	Agencies submitting their reimbursement monthly (percent)	N/A	63	40	>50
	Average turnaround time for execution of contracts (days)	N/A	57	62	30

Housing and Community Development

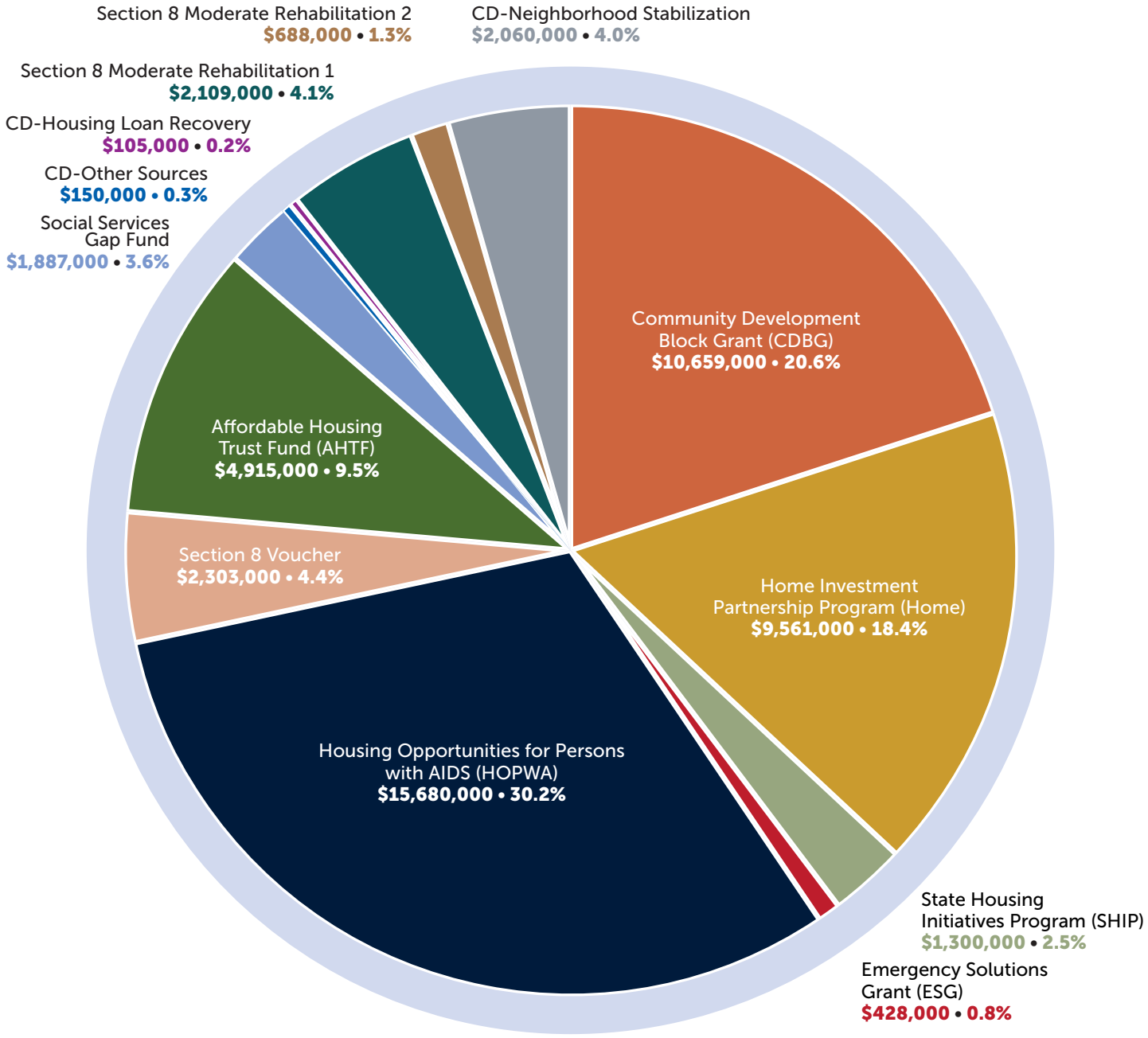
	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	112,000	2,395,000	2,507,000	126,000	2,461,000	2,587,000
513000 - Other Salaries and Wages	0	0	0	0	150,000	150,000
516000 - Fringe Benefits	5,000	17,000	22,000	0	22,000	22,000
521000 - Fica Taxes	10,000	183,000	193,000	9,000	190,000	199,000
522000 - Retirement Contributions	875,000	115,000	990,000	567,000	453,000	1,020,000
523000 - Life and Health Insurance	287,000	166,000	453,000	528,000	0	528,000
Personnel	**1,289,000**	**2,876,000**	**4,165,000**	**1,230,000**	**3,276,000**	**4,506,000**
Operating Expense						
524000 - Workers' Compensation	76,000	0	76,000	59,000	0	59,000
531000 - Professional Services	0	129,000	129,000	0	254,000	254,000
534000 - Other Contractual Services	0	28,000	28,000	32,000	26,000	58,000
540000 - Travel and Per Diem	0	8,000	8,000	0	8,000	8,000
540010 - Training	0	0	0	0	1,000	1,000
541000 - Communications & Related Services	0	10,000	10,000	0	11,000	11,000
541100 - Postage	1,000	5,000	6,000	0	6,000	6,000
543000 - Utility Services	0	0	0	23,000	0	23,000
544000 - Rentals and Leases	249,000	11,000	260,000	270,000	12,000	282,000
545011 - Insurance - Vehicle Liability	0	0	0	4,000	0	4,000
545012 - Insurance - Property & Casualty	0	0	0	10,000	0	10,000
545013 - Insurance - General Liability	12,000	0	12,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	37,000	0	37,000	48,000	0	48,000
547000 - Printing and Binding	0	5,000	5,000	0	6,000	6,000
548100 - Advertising and Related Costs	0	54,000	54,000	0	51,000	51,000
549000 - Other Current Charges and Obligations	2,000	16,000	18,000	0	17,000	17,000
551000 - Office Supplies	1,000	11,000	12,000	0	12,000	12,000
552000 - Operating Supplies	1,000	6,000	7,000	0	6,000	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	5,000	5,000	0	6,000	6,000
Operating Expense	**379,000**	**288,000**	**667,000**	**459,000**	**416,000**	**875,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	743,000	29,472,000	30,215,000	0	32,875,000	32,875,000
883000 - Other Grants and Aids	0	17,595,000	17,595,000	0	15,278,000	15,278,000
Non-Operating Expenses	**743,000**	**47,067,000**	**47,810,000**	**0**	**48,153,000**	**48,153,000**

Housing and Community Development

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
Total Expense	**2,411,000**	**50,231,000**	**52,642,000**	**1,689,000**	**51,845,000**	**53,534,000**

HOUSING AND COMMUNITY DEVELOPMENT

FUNDING SOURCES FY 2018-19



Parks and Recreation

Department Head: Kevin M. Kirwin Phone: (305) 416-1320

Mission Statement

To enrich and inspire the community by delivering a world-class park system that is safe, accessible, and facilitates a healthy and happy quality of life.

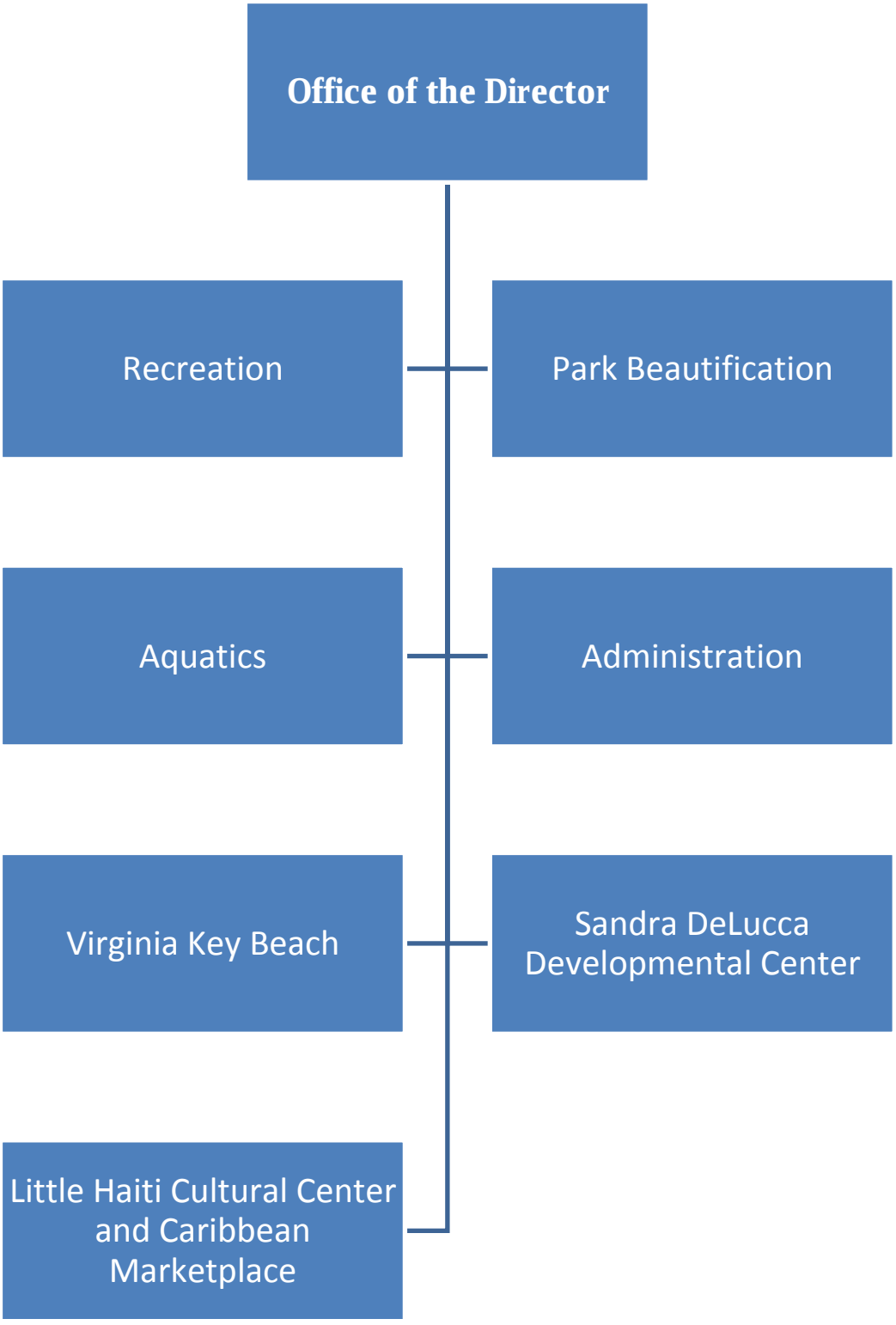
Description

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, teen engagement programs, services for persons with disabilities, and youth-serving programs through seasonal camps, sports, learn-to-swim, and Science Technology Engineering Arts and Math (STEAM) programming. The Department is an active participant in health, wellness, and obesity prevention initiatives for City of Miami residents of all ages.

Contributing to the Administration's Priority of Space, the Department provides 145 parks totaling 1,342 acres, 12 swimming pool facilities, 43 community centers, four gymnasiums, the Little Haiti Cultural Center and Caribbean Marketplace, a Japanese Garden, the Grapeland Water Park, and the Melreese Golf Course. The Department also offers services at the Virginia Key mountain bike trails, walking trails, and beaches as well as three natural areas designated as Natural Forest Communities that include a Visitor's Center at Simpson Hammock Park, the Virginia Key 32-acre hammock restoration and interpretive trail, and the hammock at Alice Wainwright Park. 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.

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

Parks and Recreation



Parks and Recreation

Departmental/Function Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and capital projects; coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.	11	11
ADMINISTRATION Provides Administrative support services to all divisions and sections: develops, implements, and manages the department's budget; performs payroll, personnel, procurement, finance functions; manages internal Parks technology functions and liaises with Risk Management on safety issues in parks; process permit application for park-level and Citywide events; issue sports permits; and manages the stockroom and inventory.	10	10
PARK BEAUTIFICATION Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire system of 145 parks. Provides safety and security functions through the Park Ranger section.	121	148
RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 community centers; offers year-round senior and teen engagement programs; offers after-school, seasonal camp, and recreation programs for youth; provides enhanced programs through partnerships.	94	69
AQUATICS Operates and programs 12 pools, one water park, and one beach; provides 5,747 Learn-to-swim programs annually; hosts 100,000 guests during the water park season; provides access to water fitness activities.	13	14
VIRGINIA KEY BEACH AND NATURAL AREAS MANAGEMENT Manages the operation of the Virginia Key Beach North Point Park and the environmental restoration of Virginia Key Beach Park; natural resource management for environmental areas and National Community Forests; Simpson Hammock Park, Alice Wainwright Park, and Virginia Key Beach North Point Park.	21	20
SANDRA DELUCCA DEVELOPMENT CENTER 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.	17	17
CHILD CARE Provides developmental, educational, and recreational day care services for infants through age five and administers programs that teach social life skills, foster parenting, and child development.	8	0
LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE Facilitates programs and special events that promote, showcase, and support the Afro-Caribbean culture in South Florida for all ages to participate.	5	5
TOTAL FULL-TIME POSITIONS	**300**	**294**

Parks and Recreation

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	22,526,433	24,179,852	28,167,551	30,699,000	32,250,000
Operating Expense	10,974,194	12,805,947	15,273,474	15,005,000	15,896,000
Capital Outlay	619,134	528,796	564,308	42,000	42,000
Non-Operating Expenses	185,982	188,916	202,627	1,382,000	682,000
Transfers - OUT	0	200,000	0	0	0
	34,305,743	**37,903,511**	**44,207,961**	**47,128,000**	**48,870,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	32,044,218	36,360,016	42,312,432	44,752,000	47,754,000
Parks & Recreation Services	1,963,971	737,106	954,344	2,176,000	1,116,000
Departmental Improvement Initiative	297,554	806,389	359,654	200,000	0
Emergency Funds	0	0	581,531	0	0
	34,305,743	**37,903,511**	**44,207,961**	**47,128,000**	**48,870,000**

Department Strategies for FY 2018-19

Position the Department as a community health option through the Health, Wellness, and Obesity Prevention Programs.

Keep park grounds beautiful and safe.

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system.

Pursue grant opportunities to fund recreation programming and site amenity improvements.

Expand active adult 55+ programming.

Increase volunteer opportunities and participation in the preservation of our natural areas.

Expand the Caribbean Marketplace's Market Day concept to more operational days, allowing for increased public access to locally crafted goods.

Integrate a recreation software application for enhanced customer service and seamless registration for programs and park permits.

Parks and Recreation

Accomplishments in FY 2017-18

Provided health, wellness, and obesity prevention programs by offering free fitness classes at Jose Marti Park, Riverside Park, Henderson Park, Shenandoah Park, and Juan Pablo Duarte Park attended by 7,043 participants.
Hosted over 300 active adults in the IHeart Miami Senior Expo at Gibson Park in partnership with Simply Health.
Ensured park grounds were beautiful and safe by hiring the first Sports Turf Manager for the City of Miami to ensure sports fields are maintained effectively; hired a Construction Coordinator to assist in the capacity to complete repairs and maintenance of parks facilities in a timely manner and implemented a mower replacement plan to reduce interruption of ground maintenance due to aging equipment. Successfully stood 292 trees, consisting of over 30 species, at 13 park locations after Hurricane Irma.
Secured grant funds from: The Miami Foundation Public Space Challenge to support the purchase of anine-hole mini golf experience for the Caribbean Marketplace; Trust For Public Land for the installation of an Outdoor Fitness Zone at Jose Marti Park and Keep America Beautiful Community Restoration and Resiliency Fund for Simpson Park trail restoration.
Expanded active adults 55+ programs through a partnership with Simply Health to provide five-weeks of educational and interactive sessions on health, fraud, safety and culinary skills. Opened the expanded and renovated Antonio Maceo Park Community Center which has facilitated a growth in enrollment to 141 participants who are able to participate in activities such as computer classes, fitness classes and field trips.
Introduced Silver Streamers Computer program, offering technology based classes at Elizabeth Virrick Park, Legion Park, and the Little Haiti Cultural Center.
Fostered stewardship and conservation of natural areas through the launching of a volunteer program with sixteen scheduled volunteer opportunity activities at Simpson Park, Alice Wainwright Park and Virginia Key.
Hosted over 986 volunteers at the three natural areas to assist in conservation and restoration activities.
Increased marketing and social media outreach and built relationships with local volunteer groups to increase community participation in restoration activities. Issued the Natural Areas newsletter quartely to opt-in subscribers about activities and achievements in restoration and volunteer opportunities.
Activated the Little Haiti Cultural Center and Caribbean Marketplace through the launching of the Saturday "Mache" having hosted over 6,000 attendees in the first year, providing vendors the opportunity to showcase handmade and local goods for sale. Partnered with the Bayside Foundation to host a five-week, small business training class for minority business owners. Partnered with the Office of Transportation to coordinate a Citi Bike station outside of the Caribbean Marketplace and added a trolley stop within walking distance of the cultural complex.
Resurfaced sports courts at Robert King High Park and Jose Marti Park.
Repaired Playground and Poured-In-Place surfacing at Coral Gate Park, Bryan Park, Shenandoah Park, Regatta Park, Morningside Park, Riverside Park, Kinloch Park, Robert King High Park, African Square Park, Dorsey Park, Jose Marti Park, and Williams Park.
Installed new epoxy flooring in the Jose Marti Park Recreation Center and Shenandoah Park Rene Janero Center.
Installed a new playground at Athalie Range Park, West End Park, Bay of Pigs Park, Elizabeth Virrick Park, Grove Mini Park, Eaton Day Care, and African Square Park.
Replaced the roof at Kinloch Park, Jose Marti Park Gazebo and the Elizabeth Virrick Library.
Repaired irrigation systems at Hadley Park, Grapeland Park, Gibson Park, and Riverside Park.

Parks and Recreation

Replaced the air conditioning systems at Lemon City Day Care and Little Haiti Soccer Park.
Upgraded 24 parks locations to high bandwidth internet connection to facilitate City systems such as point of sale.
Represented the City of Miami at the Florida Recreation and Parks Association and the 2017 Project Search Conference with presentations on "Keys to the Program Planning Success" and on the collaborative Wallet Card Program.
Accompanied the MAGIC Softball Team to the 2018 Special Olympics USA Games in July 2018.
Partnered with the National Recreation and Parks Association, Target, and Kaboom to present the Play Anywhere Tour for a free family fun day with an emphasis on health and play. To date this event was the largest out all of all locations, hosting 3,500 people at Shenandoah Park.
Sent four recreation staff to the National Inclusion Project Conference to learn about hosting inclusive programming at recreation locations.
Introduced a new program called VIP Stars – for active adults 55+ providing social program activities and a support group for parents of adults with disabilities.
Trained and Certified 94 City residents with the American Red Cross Lifeguard Certification, allowing them to be eligible for summer employment opportunities in aquatics.
Celebrated the tenth year of Project Search and the collaboration with Miami-Dade County Public Schools, Vocational Rehabilitation, and Best Buddies Jobs to provide on-the-job training to young adults with special needs graduating from high school.
Held the third annual Water Safety Event at Grapeland Water Park, highlighting water safety educational sessions for open water, pools, boating safety, and free learn-to-swim classes, and launched the swim voucher program in partnership with District 1 Commissioner Wifredo "Willy" Gort.
Collaborated with Disability Independence Group and City of Miami Police to implement the Wallet Card training that provides advocacy training and support for young adults with disabilities to communicate effectively with law enforcement and emergency personnel by training over 70 persons with special needs.
Re-certified all current water safety instructors in Adaptive Aquatics which allows inclusive Learn-to-Swim classes for the public.
Collaborated with District 4 Commissioner Manolo Reyes on presenting an outdoor movie series at Bay of Pigs Park, Coral Gate Park, West End Park, and Shenandoah Park.
Hosted Arbor Day in partnership with the Planning Department and the Solid Waste Department at Legion Park.
Collaborated with the Miami Police Department to host Teen Talks at Jose Marti Park, Elizabeth Virrick Park, Charles Hadley Park, Juan Pablo Duarte Park, Theodore Gibson Park, Roberto Clemente Park, Little Haiti Soccer Park, and West End Park hosting over 159 teens.
Hosted a XGLOsive Tennis event at Moore Park for 250 youth, engaging them in fun glow in the dark tennis activities to foster increased tennis participation through after school programs.
Increased the percent of youth who took Learn-to-Swim lessons and passed the end of session skills test from 80 percent to 85 percent.

Budget Highlights for FY 2018-19

The Budget includes the following reduction:

Parks and Recreation

The Regular Salaries and Wages line item reflects the elimination of one Clerk I that has been vacant for more than a year (GF $26,000).
Various line items are reduced due to shortening Grapeland Water Park Operations to Memorial Day to Labor Day instead of limited operations from October thru March and beginning the season with spring break The Grapeland Water Park will be closed after the end of Labor Day, September 2018 (GF $500,000).
The Professional Services line item reflects a reduction of temporary personnel that will cause a decrease on the number of field trips offered to the summer camp attendant from eight to six (GF $25,000).
The Other Salaries and Wages line item reflects a reduction that will cause a decrease on the staff availability to perform clerical activities (GF $29,000).
The decreased funding in various line items due to the reallocation of the Child Day-Care Division (7 positions) to the new Department of Human Services (GF $174,000) (SR $155,000).

The Budget includes the following additions:

As approved in the FY 2017-18 Mid-Year Amendment, an increase of one Principal Staff Analyst position due to a roll back of a prior classification (GF $94,000).
As approved in the FY 2017-18 Mid-Year Amendment, additional funding was added to the Repairs and Maintenance Line Item to increase repairs in Parks (GF $100,000).
As approved in the FY 2017-18 Mid-Year Amendment, additional funding was added to the Utility Services Line Item to cover an increase in the current utility expenditures based upon the last three years of historical data and additional new facilities (GF $300,000).
The increase in Regular Salaries and Wages line item is due to the addition of one Recreation Specialist for the Dorsey Library, a renovated historic building that facilitates educational, social, and technology programs to benefit the community (GF $35,000).
The increase in Regular Salaries and Wages line item is due to the addition of one part-time Specialized Instructor and two part-times Recreation Aide III for Dorsey Library (GF $39,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages line item is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $333,000), and an average of five percent salary increase for all non-bargaining employees (GF $14,000).
The increase in various operating lines item to support operation at Dorsey Library (GF $48,000).
The increase in the Other Contractual Services line item to fund the increase in cost of chemicals for pools (GF $15,000).
The increase in the Other Current Charge and Obligations line item to cover the increase in property taxes (GF $11,000).
Annual funding in the Aids to Private Organizations line item remains the same: FOCAL (GF $95,000), TACOLCY (GF $101,000), and Nature Links for Lifelong Learning (GF $7,500).
The FY 2018-19 Melreese Golf Course Revenue is (GF $3.525 million) and Expenditure budget is (GF $3.525 million).

Parks and Recreation

A General Fund contribution to capital improvement project for the replacement of fitness equipment that have met their useful life expectancy ($40,000), and for environmental control to damaged areas due to uprooted trees ($150,000).

Among other enhancement requests, the request for funding operating expenditures at Pallet Park was not funded.

The differences in amount of personnel between divisions are due to the reassignment of existing staff to best suit the needs of the Department.

Strategic Alignment and Performance Measures

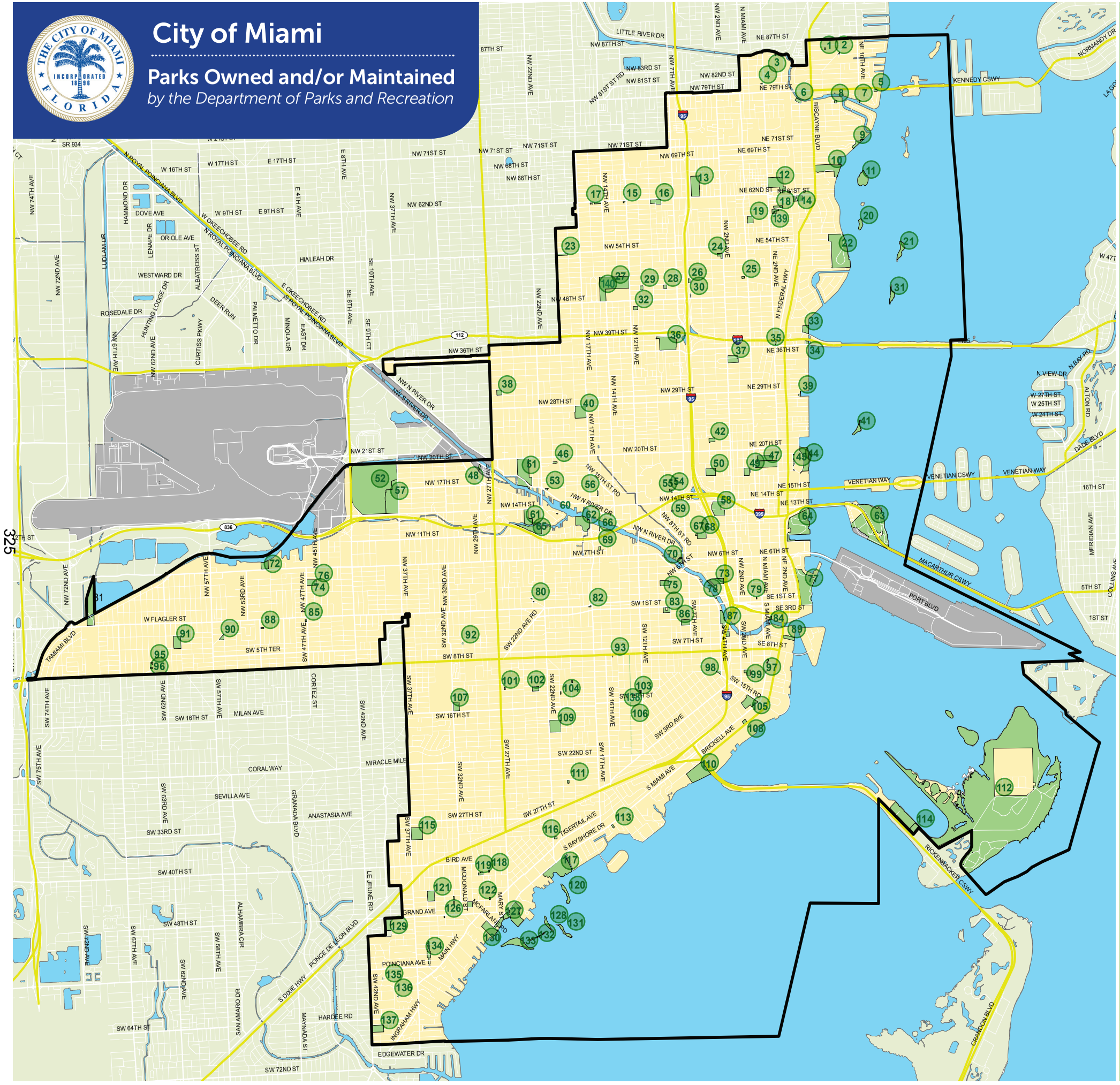
Priority: Shared Civic Spaces
Citywide Goal: Creating and improving our shared civics spaces
Citywide Objectives:
Expand and maintain a citywide park system that offers diverse programs for its residents
Repurpose under-utilized space in the urban core
Maintain look and feel of public spaces to a high standard

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Develop and maintain parks sites and facility assets	Average Park System Sparkle Tour (Score 5)	2.60	3.17	3.13	2.50
	City of Miami Resident Survey: Positive Opinion of Recreation Centers (percent)	47	47	46	50
	City of Miami Resident Survey: Positive Opinion of City Parks (percent)	55	57	53	60
Increase Participation in Recreation Programs	Children enrolled in Summer Camp (number)	3,376	3,533	3,633	3,200
	Children taught Learn-to-Swim (number)	5,405	5,747	5,265	5,200
	Children enrolled in after school program (number)	1,975	2,353	2,185	2,100
	Percent of Summer Campers qualified for fee reduction or waived fee program (percent)	83	76	80	85
	Enrollment in programs for persons with special needs (number)	210	229	292	140
Expand opportunities for leisure, recreation and cultural exchange	Park User Surveys and Customers Satisfaction Rating with Reservation (percent)	64	85	88	85
	City of Miami Resident Survey: Recreation Centers (percent)	47	47	46	50
	City of Miami Resident Survey: Positive opinion of Recreation Programs (percent)	45	52	48	45

City of Miami

Parks Owned and/or Maintained

by the Department of Parks and Recreation



No.	Park	Address
1	Winston Park	721 NE 85 ST
2	Biscayne Heights Park	E DIXIE HWY AT NE 84 ST
3	Oakland Grove Mini Park	NE 3 AVE & 84 ST
3	Oakland Grove Mini Park ROW	NE 3 AVE & 84 ST
4	Little River Commerce Park	8034 NE 2 AVE
5	Oasis by the Bay 7889	N BAYSHORE DR
6	Manatee Bend Park	465 NE 77 STRD
7	Little River Pocket Park	10 AVE & NE LITTLE RIVER DR
8	Belle Meade Park	768 NE 77 ST
9	Baywood Park	760 NE 69 ST
10	Legion Memorial Park	6447 NE 7TH AVE
11	Legion Picnic Islands	SPOIL BANKS OFF LEGION BK
12	Little Haiti Park	6301 NE 2 AVE
13	Athalie Range Park	525 NW 62 ST
14	Eaton Park	490 NE 61 ST
15	Twelfth Ave Mini Park	6198 NW 12 AVE
16	Belafonte-Tacolcy Park	6161 NW 9 AV
17	African Square Park	1466 NW 62 ST
18	Little Haiti Park Project	301 NE 62 ST
19	Lemon City Park	27 NE 58TH ST
20	Parcel No 2 Picnic Island	5511 N BAYSHORE DR
21	Morningside Picnic Islands 3	SPOIL ISLAND BANKS OFF MORNINGSIDE
22	Morningside Park	750 NE 55 TER
23	Simonhoff Park	1850 NW 54 ST
24	Buena Vista Park	5300 NW 2nd Ave
25	Pullman Park	24 NW 49 ST
26	North Bay Vista	4835 NW 6 AVE
27	Charles Hadley Park	1350 NW 46 ST
28	Miller Dawkins Mini-Park	NW 47TH TER / NW 8TH AVE
29	Crestwood Park	NW 11 AVE & NW 48 ST
30	South Bay Vista Park	NW 6 AVE AT 46 ST & 47 ST
31	Parcel No 4 Picnic Island 4	545 SABAL PALM RD
32	West Buena Vista Mini Park	NW 44TH ST / NW 11TH CT
33	Albert Pallot Park 3805	NE 6 AVE
34	Martell Park	NE 36 ST & NE 5 AVE
35	Woodson Mini Park	699 NE 36 ST
36	Moore Park	765 NW 36 ST
37	Roberto Clemente Park	101 NW 34TH ST
38	Melrose Park	2520 NW 31 ST
39	Icon Bay Park	498 NE 28 ST
40	Juan Pablo Duarte Park	1776 NW 28 ST
41	Pace Park Picnic Islands	N OF VENITIAN WAY
42	Rainbow Village Park	2001 NW 4 CT
43	Biscayne Park	150 NE 19 ST
44	Margaret Pace Park	498 NE 20 ST
45	Miramar Park	NE 4TH AVE & NE 19 ST
46	Allapattah Mini Park	1935 NW 21 AV
47	City Cemetery	1800 NE 2 AV
48	Miami River Rapids Park	2916 NW SOUTH RIVER DR
49	Dorsey Park	1701 NW 1 AVE
50	Williams Park	1717 NW 5 AVE
51	Curtis Park	1901 NW 24 AV
52	Melreese Golf Course	1400 NW 37 AVE
53	Unity Park	2175 NW NORTH RIVER DR
54	Pine Heights Mini Park	801 NW 15 ST
55	Broward Circle Mini Park	NW 8 AVE & NW 15 ST
56	Allapattah Mini Residential	2175 NW NORTH RIVER DR
57	Grapeland Heights Park	1550 NW 37TH AVE
58	Theodore Gibson Park	401 NW 12TH ST
59	Highland Circle Mini Park	1301 NW 8 CT
60	Durham Park	2014 NW 13 ST
61	PBA	2300 NW 14 ST
62	E.G. Sewell Park	1815 NW SOUTH RIVER DR
63	Watson Island	1050 MACARTHUR CSWY
64	Museum Park	1075 BISCAYNE BLVD
65	Fern Isle Park	2201 NW 11 ST
66	Grove Mini Circle Park	NW 8 ST FRM NW 15-NW 17 AVE
67	Culmer Park	501 NW 8 ST
68	Henry Reeves Park	528 NW 10 ST.
69	Grove Mini Park	ADJACENT 1543 NW S RIVER DR
70	Seybold Canal House	613 NW 7 ST RD
71	Spring Garden Point Park	601 NW 7 ST RD
72	Antonio Maceo Park	5135 NW 7 ST
73	Lummus Park	404 NW 3 ST
74	Kinloch Park	455 NW 47 AVE
75	Henderson Park	971 NW 2 ST
76	Sandra DeLucca Developmental Center	4560 NW 4 TER

No.	Park	Address
77	Bayfront Park	301 BISCAYNE BLVD
78	Flagler Little Havana Recreation Facility	1 SW S RIVER DR
79	Paul S Walker Mini Park	46 W FLAGLER ST
80	Glen Royal Park	NW 22 AVE & GLEN RD
81	Robert King High Park	7025 W FLAGLER ST
82	Plaza de la Cubanidad	FLAGLER ST & 17 AVE
83	Ernesto Lecuona Park	900 SW 1 ST
84	Fort Dallas Park	64 SE 4 ST
85	12 Tierra Alta Park	12 SW 47 AVE
86	Riverside Park	342 SW 7 AVE
87	Jose Marti Park	362 SW 4TH ST
88	130 Jay Park	130 SW 51 PLACE
89	Brickell Park	501 BRICKELL AV
90	Flagler Terrace Mini Park	5665 SW 3 ST
91	West End Park	250 SW 60 AVE
92	Coral Nook Park	SW 31 AVE & SW 5 ST
93	Domino Park	1444 SW 8 ST
94	Allen Morris Park	25 SE 10 ST
95	601 Fairlawn Park	601 SW 63 CT
96	D4 Park Land Fair Lawn Sub.	735 SW 63 CT
97	Brickell Flatiron Park	1001 S MIAMI AVE
98	Triangle Park	420 SW 11 ST
99	Southside Park	140 SW 11 ST
100	D4 Park Land South Shenandoah	1197 SW 19 AV
101	2601 New Silvercrest Park	2601 SW 13 ST
102	Bryan Park	2301 SW 12 ST
103	12th Avenue Park	1330 SW 12 AV
104	1301 Swannahnoa Park	1301 SW 21 AVE
105	Simpson Park	55 SW 17 RD
106	Cuban Memorial Blvd	SW 13TH AVE / SW 8TH ST
107	Coral Gate Park	1415 SW 32 AVE
108	1814 Brickell	1814 BRICKELL AV
109	Shenandoah Park	1800 SW 21ST AVE
110	Alice C. Wainwright Park	2651 BRICKELL AV
111	Silver Bluff Park	1960 SW 24 ST
112	Virginia Key Beach Park	3861 RICKENBACKER CSWY
113	Elizabeth Steele Park	3525 E FAIRVIEW ST
114	Miami Rowing Club	3601 RICKENBACKER CSWY
115	Douglas Park	2795 SW 37 AVE
116	Marjory Stoneman Douglas Mini Park	2901 SW 22 AVE
117	David T. Kennedy Park	2400 S BAYSHORE DR
118	Lincoln Park	2954 JACKSON AVE
119	Blanche Park	3045 SHIPPING AV
120	Dinner Key Picnic Islands-Parcel 5	BISCAYNE BAY AT PAN AMER
121	Elizabeth Virrick Park	3255 PLAZA ST
122	Coconut Grove Tennis Court	2975 OAK AV
123	Coconut Grove Heritage Garden	MARGARET ST & PERCIVAL AVE
124	Kirk-Munroe Park	3101 FLORIDA AVE
125	Regatta Park	3500 PAN AMERICAN DR
126	Billy Rolle Mini Park	3400 GRAND AV
127	Kenneth Myers Park	S BAYSHORE DR/SW 27TH AVE
128	Dinner Key Picnic Islands-Parcel 3	BISCAYNE BAY AT PAN AMER.
129	Easter Mae Armbrister Park	4000 GRAND AVE
130	Peacock Park	2820 MCFARLAND RD
131	Dinner Key Picnic Islands-Parcel 4	BISCAYNE BAY AT PAN AMER.
132	Dinner Key Picnic Islands - Parcel 2	BISCAYNE BAY AT PAN AMER.
133	Dinner Key Picnic Islands - Parcel 1	BISCAYNE BAY AT PAN AMER
134	Coconut Grove Plaza	ADJACENT 3615 PALMETTO AVE
135	Unnamed Park Pert Atlas Sheet 48	ADJACENT 4095 ENSENADA AVE
136	Ye Little Wood	ABUTTING 3975 LITTLE AVE
137	Merrie Christmas Park	4355 SW 42 AV
138	Coral Way Comm. Center	1330 SW 12 AV
139	Little Haiti Cultural Center and Caribbean Marketplace	212 NE 59 TER
140	Samuel K. Johnson Youth Center	1300 NW 50 ST

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Parks and Recreation

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	13,974,000	66,000	14,040,000	14,015,000	202,000	14,217,000
512010 - Attrition Savings - Salaries	(1,537,000)	0	(1,537,000)	(878,000)	0	(878,000)
513000 - Other Salaries and Wages	7,795,000	54,000	7,849,000	37,000	0	37,000
513010 - Other Salaries and Wages -Part Time Year Year Round	12,000	0	12,000	5,700,000	39,000	5,739,000
513020 - Other Salaries and Wages - Part Time Seasonal	0	0	0	1,701,000	0	1,701,000
514000 - Overtime	293,000	0	293,000	293,000	25,000	318,000
516000 - Fringe Benefits	16,000	0	16,000	23,000	0	23,000
521000 - Fica Taxes	1,046,000	5,000	1,051,000	1,078,000	16,000	1,094,000
522000 - Retirement Contributions	5,256,000	28,000	5,284,000	5,491,000	28,000	5,519,000
523000 - Life and Health Insurance	3,691,000	0	3,691,000	4,480,000	0	4,480,000
Personnel	**30,546,000**	**153,000**	**30,699,000**	**31,940,000**	**310,000**	**32,250,000**
Operating Expense						
524000 - Workers' Compensation	529,000	2,000	531,000	544,000	3,000	547,000
531000 - Professional Services	111,000	0	111,000	103,000	0	103,000
534000 - Other Contractual Services	4,543,000	803,000	5,346,000	4,252,000	259,500	4,511,500
540000 - Travel and Per Diem	1,000	34,000	35,000	1,000	9,500	10,500
541000 - Communications & Related Services	246,000	0	246,000	246,000	0	246,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
543000 - Utility Services	2,821,000	0	2,821,000	3,109,000	0	3,109,000
544000 - Rentals and Leases	62,000	0	62,000	55,000	0	55,000
545011 - Insurance - Vehicle Liability	5,000	0	5,000	74,000	0	74,000
545012 - Insurance - Property & Casualty	63,000	0	63,000	2,045,000	0	2,045,000
545013 - Insurance - General Liability	55,000	0	55,000	111,000	0	111,000
546000 - Repair and Maintenance Services	916,000	0	916,000	1,265,000	55,000	1,320,000
546001 - IT-Repair and Maintenance Services	1,315,000	0	1,315,000	432,000	0	432,000
547000 - Printing and Binding	6,000	0	6,000	6,000	0	6,000
548100 - Advertising and Related Costs	22,000	0	22,000	22,000	0	22,000
549000 - Other Current Charges and Obligations	51,200	0	51,200	60,200	0	60,200
551000 - Office Supplies	86,200	0	86,200	81,200	0	81,200
552000 - Operating Supplies	2,704,400	205,000	2,909,400	2,686,400	0	2,686,400
552100 - Public Safety Supplies	30,000	0	30,000	30,000	0	30,000
552200 - Clothing/Uniform Supplies	120,200	0	120,200	172,200	0	172,200

Parks and Recreation

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
552300 - Landscaping Related Supplies	235,000	0	235,000	235,000	0	235,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	35,000	0	35,000	35,000	0	35,000
Operating Expense	**13,961,000**	**1,044,000**	**15,005,000**	**15,569,000**	**327,000**	**15,896,000**
Capital Outlay						
664000 - Machinery and Equipment	42,000	0	42,000	42,000	0	42,000
Capital Outlay	**42,000**	**0**	**42,000**	**42,000**	**0**	**42,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	203,000	0	203,000	203,000	0	203,000
896000 - Budget Reserve	0	1,179,000	1,179,000	0	479,000	479,000
Non-Operating Expenses	**203,000**	**1,179,000**	**1,382,000**	**203,000**	**479,000**	**682,000**
Total Expense	**44,752,000**	**2,376,000**	**47,128,000**	**47,754,000**	**1,116,000**	**48,870,000**

Real Estate and Asset Management

Department Head: Daniel Rotenberg Phone: (305) 416-1458

Mission Statement:

To preserve, protect, and enhance the quality of life for Miami residents and visitors by ensuring the optimal use of all City-owned properties and assets. The Department of Real Estate and Asset Management's focus is to set a high standard in governmental asset management by applying sound real estate principles and property management expertise to optimize returns for all stakeholders.

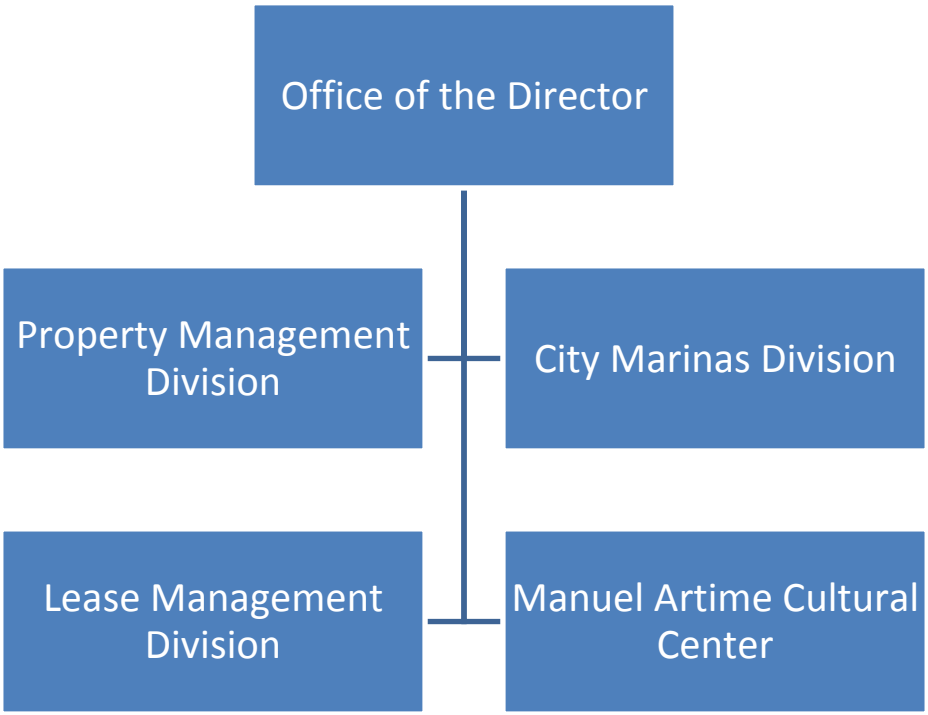
Description

The Department of Real Estate and Asset Management (DREAM), manages and provides facilities for community use in sporting, recreational, cultural, and entertainment events. The Department oversees the City's four municipal marinas, the James L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, and the Miami Ballpark Garages located at the Marlins Stadium.

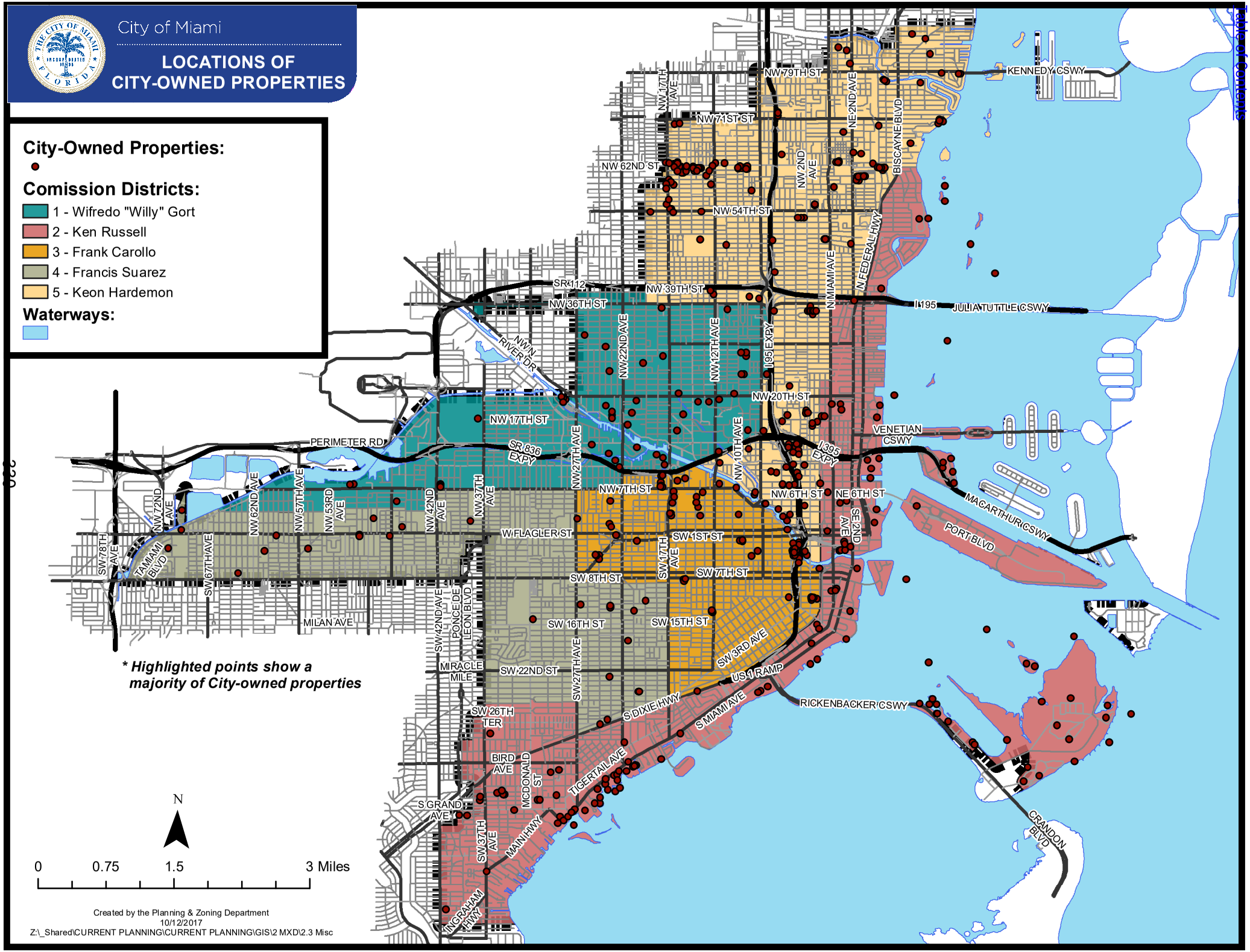
Contributing to the Administration's Priority of Spaces, the Department serves as the asset manager for the City's real estate including the leasing, acquisition, and disposition of the City's real estate portfolio. To do so, the Department categorizes City-owned properties according to highest and best use, determines whether to use for City operations, to lease to third parties, or to dispose of those properties. The Department also identifies and acquires properties according to the City's needs. The Department manages approximately 87 leases throughout the City and maintains the City's property inventory consisting of approximately 509 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, and entertainment industries.

Real Estate and Asset Management



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Directs all the administrative and operation functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and use of City-owned assets; oversees the operation of the James L. Knight Center, Miami Convention Center, Miami Parking Garage 4, and Marlins Parking Garages.	7	7
PROPERTY MANAGEMENT Negotiates agreements, researches properties, maintains property inventory, performs requests for proposals, obtains surveys and appraisals, negotiates development agreements, monitors property, monitors development projects, and monitors property tax compliance in accordance with lease terms.	6	5
CITY MARINAS 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.	38	34
LEASE MANAGEMENT Prepares, negotiates, and manages leases and other agreements; monitors monthly rents and fee collection of all leases and other agreements; performs request for proposals; conducts yearly leased property inspections; issues permits for use of City owned properties.	4	5
MANUEL ARTIME CULTURAL CENTER Manages, operates, and maintains two multi-story buildings; books events; prepares, negotiates, and manages theater rental agreements; leases available office space; collects and process theater rental fees.	8	8
TOTAL FULL-TIME POSITIONS	**63**	**59**


City of Miami
LOCATIONS OF CITY-OWNED PROPERTIES
City-Owned Properties:
Comission Districts:
1 - Wifredo "Willy" Gort
2 - Ken Russell
3 - Frank Carollo
4 - Francis Suarez
5 - Keon Hardemon
Waterways:
* Highlighted points show a majority of City-owned properties
N
0
0.75
1.5
3 Miles
Created by the Planning & Zoning Department
10/12/2017
Z:_Shared\CURRENT PLANNING\CURRENT PLANNING\GIS\2 MXD\2.3 Misc
NW 79TH ST
KENNEDY CSWY
NW 17TH AVE
NW 71ST ST
NE 2ND AVE
BISCAYNE BLVD
NW 62ND ST
NW 2ND AVE
NW 54TH ST
N FEDERAL HWY
N MIAMI AVE
SR 112
NW 39TH ST
NW 36TH ST
I-195
JULIA TUTTLE CSWY
NW 22ND AVE
NW 12TH AVE
I-95 EXPY
NW 20TH ST
NW 17TH ST
PERIMETER RD
SR 836 EXPY
NW 27TH AVE
NW 10TH AVE
I-395 EXPY
VENETIAN CSWY
NW 7TH ST
NW 6TH ST
NE 6TH ST
MACARTHUR CSWY
PORT BLVD
NW 62ND AVE
NW 72ND AVE
NW 57TH AVE
NW 53RD AVE
NW 42ND AVE
NW 37TH AVE
W FLAGLER ST
SW 1ST ST
SE 2ND AVE
SW 78TH AVE
TAMIAMI BLVD
SW 67TH AVE
SW 17TH AVE
SW 8TH ST
SW 7TH ST
MILAN AVE
SW 42ND AVE
PONCE DE LEON BLVD
SW 16TH ST
SW 15TH ST
SW 3RD AVE
MIRACLE MILE
SW 22ND ST
US 1 RAMP
SW 27TH AVE
RICKENBACKER CSWY
S DIXIE HWY
S MIAMI AVE
SW 26TH TER
BIRD AVE
MCDONALD ST
TIGERTAIL AVE
S GRAND AVE
SW 37TH AVE
MAIN HWY
CRANDON BLVD
INGRAHAM HWY
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Real Estate and Asset Management

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	4,359,303	4,353,397	4,425,650	4,986,000	5,364,000
Operating Expense	9,571,911	9,319,737	11,136,667	10,046,000	10,812,000
Capital Outlay	6,023	27,952	1,151	0	0
Non-Operating Expenses	0	0	0	1,560,000	3,782,000
Transfers - OUT	4,185,300	6,224,900	6,597,100	3,126,000	0
	18,122,537	**19,925,987**	**22,160,567**	**19,718,000**	**19,958,000**

Department Fund / Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	7,792,934	8,180,928	12,248,874	12,052,000	13,090,000
Department of Real Estate and Asset Management Services	5,018,461	6,653,582	5,537,400	1,119,000	0
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,420,000	1,539,000
Miami Ballpark Parking Facilities	4,761,441	5,091,477	4,043,664	5,127,000	5,329,000
Departmental Improvement Initiative	549,700	0	298,550	0	0
Emergency Funds	0	0	32,079	0	0
	18,122,537	**19,925,987**	**22,160,567**	**19,718,000**	**19,958,000**

Department Strategies for FY 2018-19

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 four grants to help support operations and capital projects at facilities.

Complete various repairs to the Manuel Artime Center including: Complete windows and structural repairs to the Manuel Artime Office Building, interior cleanup of the third Floor Classroom Space at the Manuel Artime Theater Building, and interior repairs to the Manuel Artime Theater dressing rooms.

Enter into lease agreements for the remaining retail space at the Marlin's Park Garages. As of May 10th, approximately 10,887 square feet of space, out of a total 56,552 square feet, remain to be leased.

Run and operate the fourth successful Miami International Boat Show.

Finalize submerged lands lease negotiations with Resorts World Marina.

Finalize the RFP process for Virginia Key Marina with the selected proposer, subject to bid protest resolution, Commission approval, and voter approval at referendum.

Complete critical repairs to the Flagler Worker's House structure at Fort Dallas Park to the extent funded.

Finalize a lease and development agreement for redevelopment of the Hyatt Hotel and the James L. Knight Center, subject to Commission and voter approval.

Supervised and coordinated the preliminary phase of the Skyrise (Bayside) development. Continue to update marina customers and stakeholders on the status/effects of the project.

Commence and finalize the RFP Process for the restoration and operation of the Gusman Center and Olympia Theater.

Commence and finalize the RFP Process for the operator of the Miami Marine Stadium.

Oversee compliance with Public Benefits Agreement for Fire Station No. 4.

Finalize negotiations with Lancelot Miami River, LLC for the disposition of the Miami Riverside Center and the acquisition of a new administrative facility.

Strategically acquire land for parkland utilization throughout the City to benefit residents within underserved areas, to the extent funded.

Acquire approximately 6.5 to 9.33 acres of land within the FEC Corridor for the proposed Ludlam Trail linear park project, to the extent funded.

Accomplishments in FY 2017-18

Managed and improved internal processes by providing monthly financial reports on leases and licenses of City-owned properties.

Applied for five Florida Inland Navigation District Grant's to cover Phase II costs for marina and mooring system improvements.

Completed a series of improvements to the Manuel Artime Community Center including general roof and gutter repairs, Theater Office Heating Ventilation and Air Conditioning, and theater Carpet Replacement. Further, the Department has commenced windows and structural repairs to the 970 SW 1st Street office building, theater dressing rooms, and renovations to the third floor classroom.

Finalized a lease with Casablanca Seafood for an 8,000 square foot space at the Marlins Garages.

As a result, there remains 10,887 square feet of space available at the Miami Marlin's garages.

Ran and operated the third successful Miami International Boat Show.

Finalized the land exchange agreement with All Aboard Florida acquiring the FDG property in January 2018.

Secured a contribution of $500,000 for the relocation and redevelopment of Fire Station number one.

Initialized an asbestos assessment of the Flagler Cottage (Flagler Worker's House) at Fort Dallas for the future renovation of the structure, to the extent funded.

Submitted permit applications to the Army Corp of Engineers, Florida Department of Environmental Protection, and Department of Environmental Resource Management for the following projects: Bayside, Wharf at Miamarina, Watson Island Mooring Field, Dinner Key North Mooring Field, Miami Marine Stadium Basin Mooring Field, and Virginia Key Boat Launch.

Drafted a request for proposal (RFP) for the lease the Fort Dallas site.

Initiated the redevelopment of the Hyatt Hotel and the James L. Knight Center.

Supervised and coordinated the staging and relocation phase of the Skyrise (Bayside) development. The Department's Marinas division continues to update marina customers on the status and effects of the project.

Executed an extended lease with the Miami Outboard Club, in December 2017. The Department is supervising the progress of related renovations to the Outboard Club property.

Drafted, successfully negotiated, and executed a settlement agreement, and dockage agreement with Miamarina Sightseeing Tour Boat operators.

Analyzed potential development sites for the Police Department Headquarters. In addition, DREAM drafted the request for quotation (RFQ) for design services, prepared a massing study as per Miami Police Department's (MPD) specifications, and compiled a development cost pro-forma.

Drafted a RFQ and contract for Miami Marine Stadium venue management and presented the RFQ to the Virginia Key Advisory Board.
Negotiated terms for the seaplane base operator to develop floating docks adjacent to the upland facilities of the base and drafted a revocable license memorializing said terms.
Participated in multiple design charrettes covering the design, space planning, and site planning of the Virginia Key Maritime Center. Compiled operations pro forma for this facility.
Assisted MPD in arriving at an agreement with a signage company to allow for advertisements on the MPD garage.
Initiated the negotiation process with Lancelot Miami River, LLC (top-ranked proposer) for the disposition of the Miami Riverside Center and the development of a new administrative facility. The Department has prepared a preliminary term sheet which will be submitted for Commission approval once authorized by the City Manager.
Drafted a preliminary RFP for the restoration of the Gusman Center and Olympia Theater, and met and obtained input from the Olympia Theater Task Force.
Executed a Public Benefits Agreement with Southside Development, LLC whereby a land swap was authorized for the eventual public benefit development of the new Fire Station number four.
Obtained final recorded deed from Florida Department of Transportation for the submerged land adjacent to the MacArthur Causeway.
Acquired 22,249 square feet of real property for parkland expansion.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of five positions that have been vacant for more than a year (GF $220,000).
The Other Contractual Services line item reflects the reduction due to redundancy in security services with no service impact (GF $72,000).

The Budget includes the following addition:

As approved in the FY 2017-18 Mid-Year Budget Amendment, one Senior Project Representative was transferred from the Office of Management and Budget to DREAM (GF $108,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages line item is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) as a continuance of the wages and benefits of the contract that expired on September 30, 2017 (GF $124,000), and an average of five percent salary increase for all non-bargaining employees (GF $28,000).
General Fund contributions to capital improvement projects were included for the G4 Garage Improvements at the James L. Knight Center ($1.250 million), from the Miamarina ticket surcharge ($526,000), and the mandatory City contribution from Ten Percent Marina revenues in support of DREAM's capital requirements ($1.052 million).

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Priority: Shared Civic Spaces
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:

- Repurpose under-utilized space in the urban core
- Maintain look and feel of public spaces to a high standard

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Promote and implement strong internal controls for the Department and its divisions	Net Operating Income (all assets managed by "DREAM", $ Value)	N/A	N/A	N/A	N/A
	Total Leasing Revenues (all revenues derived from active lease and revocable license agreements, $ Value)	13.242	14.852	15.069	15.450
	Lease/License collections rate average collected before 90 days, (percent)	N/A	N/A	92	98
	Dockage receivables collection rate (percent)	96	99	95	98
Evaluate and optimize current business processes within all Departmental sections	Dockage occupancy rate (percent)	89	88	61	95
Explore opportunities and strategies that can expand and/or improve services at City-owned facilities	Utilization of Manuel Artime Theatre based on available days for rental (percent)	N/A	55	54	98
	Events per year at the Manuel Artime Theatre	235	130	155	150
Manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned properties and City departments	Leased office spaces occupied at Manuel Artime Center (percent)	87	89	87	95
Plan and recommend a balanced capital improvement plan for City-owned properties improvement plan for City-owned properties, to the extent funded	Number of Capital Improvement and Repair Grants Awarded	N/A	N/A	3	4
Collaborate to install a tailored customer service programs for each Departmental section	Customer Satisfaction Rating (Marinas Customer Service rating, Out of 5)	N/A	4	4	5
	Customer Satisfaction Rating (Cultural Arts and Convention Centers, Customer Service rating, Out of 5)	N/A	4	3	5

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Real Estate and Asset Management

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,111,000	0	3,111,000	3,191,000	0	3,191,000
512010 - Attrition Savings - Salaries	(300,000)	0	(300,000)	(182,000)	0	(182,000)
513000 - Other Salaries and Wages	26,000	0	26,000	0	0	0
514000 - Overtime	71,000	0	71,000	71,000	0	71,000
516000 - Fringe Benefits	19,000	0	19,000	17,000	0	17,000
521000 - Fica Taxes	240,000	0	240,000	259,000	0	259,000
522000 - Retirement Contributions	1,097,000	0	1,097,000	1,108,000	0	1,108,000
523000 - Life and Health Insurance	722,000	0	722,000	900,000	0	900,000
Personnel	**4,986,000**	**0**	**4,986,000**	**5,364,000**	**0**	**5,364,000**
Operating Expense						
524000 - Workers' Compensation	55,000	0	55,000	67,000	0	67,000
531000 - Professional Services	204,000	8,000	212,000	204,000	8,000	212,000
533000 - Court Services	4,000	0	4,000	4,000	0	4,000
534000 - Other Contractual Services	4,089,000	2,936,000	7,025,000	4,099,000	3,038,000	7,137,000
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	36,000	0	36,000	36,000	0	36,000
541100 - Postage	5,000	0	5,000	5,000	0	5,000
543000 - Utility Services	558,000	0	558,000	558,000	0	558,000
544000 - Rentals and Leases	284,000	0	284,000	284,000	0	284,000
545011 - Insurance - Vehicle Liability	1,000	0	1,000	6,000	0	6,000
545012 - Insurance - Property & Casualty	1,220,000	0	1,220,000	1,856,000	0	1,856,000
545013 - Insurance - General Liability	11,000	0	11,000	23,000	0	23,000
546000 - Repair and Maintenance Services	166,000	0	166,000	177,000	0	177,000
546001 - IT-Repair and Maintenance Services	76,000	0	76,000	87,000	0	87,000
546002 - Vending - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
547000 - Printing and Binding	(1,000)	0	(1,000)	(1,000)	0	(1,000)
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	3,000	0	3,000	1,000	0	1,000
549000 - Other Current Charges and Obligations	0	36,000	36,000	0	40,000	40,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	168,000	0	168,000	157,000	0	157,000
552011 - Saleable Fuel	100,000	0	100,000	100,000	0	100,000
552200 - Clothing/Uniform Supplies	8,000	0	8,000	8,000	0	8,000

Real Estate and Asset Management

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
554000 - Subscriptions, Memberships, Licenses, Permits & Others	64,000	0	64,000	40,000	0	40,000
Operating Expense	**7,066,000**	**2,980,000**	**10,046,000**	**7,726,000**	**3,086,000**	**10,812,000**
Non-Operating Expense						
896000 - Budget Reserve	0	1,560,000	1,560,000	0	3,782,000	3,782,000
Non-Operating Expenses	**0**	**1,560,000**	**1,560,000**	**0**	**3,782,000**	**3,782,000**
Transfers-OUT						
891000 - Interfund Transfers	0	3,126,000	3,126,000	0	0	0
Transfers - OUT	**0**	**3,126,000**	**3,126,000**	**0**	**0**	**0**
Total Expense	**12,052,000**	**7,666,000**	**19,718,000**	**13,090,000**	**6,868,000**	**19,958,000**

Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT Phone: (305) 416-1381

Mission Statement

To effectively manage the City's exposure to losses by applying efficient loss control strategies and well-being initiatives with integrity, accountability, commitment, and teamwork.

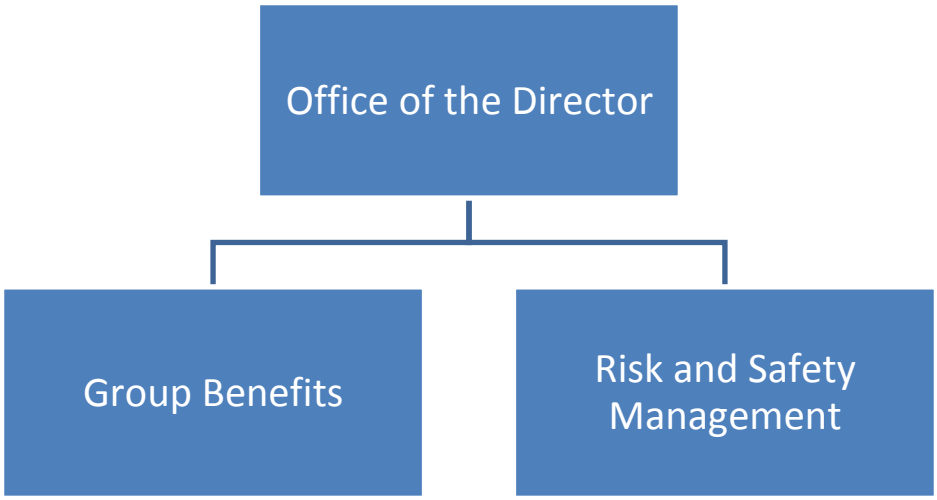
Description

The Department of Risk Management is an internal service provider that works closely with all departments within the City in an effort to protect the City's human, financial, and physical assets.

Contributing to the Administration's Priority of Service, the Department manages first and third party claims. The Department 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 the property and casualty program as well as designing and administering the City's employee group benefits and safety programs.

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.

Risk Management



Departmental Function/Unit	FY 2017-18	FY 2018-19
OFFICE OF THE DIRECTOR Recommends and implements effective enterprise risk management procedures and practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; establishes a collaborative relationship with all of the City's departments to minimize adverse financial losses and to promote a safe environment.	4	3
GROUP BENEFITS 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.	4	4
RISK AND SAFETY MANAGEMENT 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).	12	13
TOTAL FULL-TIME POSITIONS	**20**	**20**

Risk Management

Department Expenditure Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	2,079,708	2,172,568	2,245,746	2,295,000	2,454,000
Operating Expense	558,077	417,852	627,455	625,000	498,000
Capital Outlay	19,111	0	0	0	0
	2,656,896	**2,590,420**	**2,873,201**	**2,920,000**	**2,952,000**

Department / Fund Relationship

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Fund	2,656,896	2,590,420	2,873,201	2,920,000	2,952,000
	2,656,896	**2,590,420**	**2,873,201**	**2,920,000**	**2,952,000**

Department Strategies for FY 2018-19

Improve the safety training program by adding defensive driving training classes.
Obtain a minimum of a 65 percent completion rate of high priority corrective actions taken within 60 days.
Maintain an average of less than 16 days for average lost work days for workers compensation claims.
Achieve a motor vehicle incident rate below 15 percent.
Finish implementation of the Risk Management Information System with Marsh Clearsight.

Accomplishments in FY 2017-18

Increased the number of safety training classes offered from eight to thirteen classes per month.
Conducted a 60-day follow up on corrective actions for hazards identified from facility inspections.
Maintained an average of less than 16 days for average lost work days for workers compensation claims.
Enhanced the wellness program by adding two initiatives: Nutrition Education and Office Tabata.
Began implementing the Risk Management Information System with Marsh Clearsight.

Budget Highlights for FY 2018-19

The Budget includes the following reductions:

The Unemployment Compensation line item reflects a reduction due to decreased claims (GF $70,000).
The Regular Salaries and Wages line item reflects a net reduction due to the reclassification of the Property and Casualty Manager position to a Claims Representative (GF $48,000).
The Professional Services line item reflects a reduction to the Third Party Health Administration fee that will cause more demand on the Safety Manager to administer the Wellness Program ($185,000).

Risk Management

The Budget includes the following addition:

The increase in Professional Services line item is primarily due to the maintenance fee for the Risk Management Information System (GF $115,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression of members of the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF $32,000) as a continuance of the wages and benefits of the contract that expired on September 30, 2017, and an average of five percent salary increase for all non-bargaining employees (GF $34,000).

Strategic Alignment and Performance Measures

Priority: Municipal Services
Citywide Goal: Improving the way we deliver municipal services to our citizens
Citywide Objective:
Promote a standard of excellence in our work

Department Goals	Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Target
Improve employee wellness and work-life quality	Workers Compensation and Automobile claims closure rate (number)	N/A	255	1,087	125
	Average lost workdays for new workers compensation claim (days)	18.0	11.5	10.5	16.0
	Percentage of employees participating in well-being program (percent)	N/A	4	5	10
	Motor Vehicle Incident Rate (percent)	N/A	11	4	11
	High priority corrective action taken within 60 days (percent)	N/A	6	18	50

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Risk Management

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,442,000	0	1,442,000	1,445,000	0	1,445,000
512010 - Attrition Savings - Salaries	(56,000)	0	(56,000)	0	0	0
516000 - Fringe Benefits	15,000	0	15,000	13,000	0	13,000
521000 - Fica Taxes	111,000	0	111,000	110,000	0	110,000
522000 - Retirement Contributions	481,000	0	481,000	514,000	0	514,000
523000 - Life and Health Insurance	302,000	0	302,000	372,000	0	372,000
Personnel	**2,295,000**	**0**	**2,295,000**	**2,454,000**	**0**	**2,454,000**
Operating Expense						
524000 - Workers' Compensation	36,000	0	36,000	39,000	0	39,000
525000 - Unemployment Compensation	150,000	0	150,000	80,000	0	80,000
531000 - Professional Services	371,000	0	371,000	301,000	0	301,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541100 - Postage	6,000	0	6,000	8,000	0	8,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	9,000	0	9,000	7,000	0	7,000
546001 - IT-Repair and Maintenance Services	22,000	0	22,000	29,000	0	29,000
548100 - Advertising and Related Costs	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	10,000	0	10,000	12,000	0	12,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	**625,000**	**0**	**625,000**	**498,000**	**0**	**498,000**
Total Expense	**2,920,000**	**0**	**2,920,000**	**2,952,000**	**0**	**2,952,000**

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OTHER GENERAL FUND BUDGETS

- Non-Departmental Accounts (NDA)
- NDA Schedule
- All Funds – Transfers – OUT Schedule
- Pensions and Retirement Plans 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 fit into an individual department. Expenditures in this account include items such as contingency reserves, outside legal services, and lobbying services.

Non-Departmental Accounts

Department Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel	16,997,566	9,652,922	12,305,477	7,610,000	6,610,000
Operating Expense	8,124,135	12,530,338	15,092,869	14,622,000	8,813,000
Capital Outlay	40,357	37,943	3,109	0	0
Non-Operating Expenses	3,220,222	4,583,587	7,344,333	32,819,000	53,540,000
Transfers - OUT	63,761,103	95,881,200	72,361,100	72,077,000	51,119,000
	92,143,383	**122,685,991**	**107,106,887**	**127,128,000**	**120,082,000**

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Non-Departmental Accounts

	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
515000 - Special Pay	6,800,000	0	6,800,000	5,800,000	0	5,800,000
516010 - Fringe Benefits - Tuition Reimbursement	300,000	0	300,000	300,000	0	300,000
522000 - Retirement Contributions	510,000	0	510,000	510,000	0	510,000
Personnel	**7,610,000**	**0**	**7,610,000**	**6,610,000**	**0**	**6,610,000**
Operating Expense						
531000 - Professional Services	1,098,000	0	1,098,000	921,000	0	921,000
531010 - Professional Services-Legal Services	2,100,000	0	2,100,000	4,481,000	0	4,481,000
534000 - Other Contractual Services	775,000	0	775,000	430,000	0	430,000
545012 - Insurance - Property & Casualty	5,053,000	0	5,053,000	0	0	0
548000 - Promotional Activities	0	0	0	0	687,000	687,000
549000 - Other Current Charges and Obligations	5,504,000	0	5,504,000	2,191,000	0	2,191,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	92,000	0	92,000	103,000	0	103,000
Operating Expense	**14,622,000**	**0**	**14,622,000**	**8,126,000**	**687,000**	**8,813,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	1,723,000	0	1,723,000	1,723,000	0	1,723,000
882000 - Aids to Private Organizations	990,000	0	990,000	2,553,000	460,000	3,013,000
896000 - Budget Reserve	15,571,000	0	15,571,000	6,229,000	0	6,229,000
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
899000 - Other Uses	9,535,000	0	9,535,000	37,575,000	0	37,575,000
Non-Operating Expenses	**32,819,000**	**0**	**32,819,000**	**53,080,000**	**460,000**	**53,540,000**
Transfers-OUT						
891000 - Interfund Transfers	70,351,000	0	70,351,000	49,309,000	0	49,309,000
891100 - Intrafund Transfers	1,726,000	0	1,726,000	1,810,000	0	1,810,000
Transfers - OUT	**72,077,000**	**0**	**72,077,000**	**51,119,000**	**0**	**51,119,000**
Total Expense	**127,128,000**	**0**	**127,128,000**	**118,935,000**	**1,147,000**	**120,082,000**

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NDA Schedule

Program	Account Description	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
Employee One-Time Payouts	515000 Special Pay	6,800,000	5,800,000	Reserve for centralization of separation and other one-time salary payments
Employee Tuition Reimbursements	516010 Fringe Benefits - Tuition Reimbursement	300,000	300,000	Tuition Reimbursements for City employees
Elected Officers' Retirement Trust	522000 Retirement Contributions	510,000	510,000	Elected Officers' Retirement Trust Payment
Legislative Support	531000 Professional Services	125,000	125,000	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	531000 Professional Services	723,000	723,000	Fee for the administration of the Parking Surcharge Program
Salary Survey Results	531000 Professional Services	200,000	0	Potential Information Technology salary increases based on market research (Funded only in FY 2017-18)
Impact Fee Study	531000 Professional Services	50,000	50,000	Study Impact Fee Rates
Miami Dade Transportation Planning Organization (TPO)	531000 Professional Services	0	23,000	Participation Fee due each January for non-County governmental agencies with voting membership on the TPO Governing Board.
Legal Services	531010 Professional Services Legal	2,100,000	4,300,000	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
State Attorneys Office	531010 Professional Services Legal	0	181,000	MOA between the City of Miami and The State Attorney's Office, Eleventh Judicial Circuit of Florida for the Provision of Investigation.
eMerge-Miami Technology Conference	534000 Other Contractual	50,000	100,000	eMerge-Miami Technology Conference
Energy Performance Contracting	534000 Other Contractual	250,000	250,000	Energy Performance Contracting
Project Management Training	534000 Other Contractual	75,000	0	Project Management Training (Funded only in FY 2017-18)
Zika Abatement	534000 Other Contractual	400,000	400,000	Zika Prevention
Forensic Audit	534000 Other Contractual	0	80,000	Forensic Audit of the operation at the Melreese Golf Course
Water Quality Issues	534000 Other Contractual		50,000	Water Quality Issues
GESE Administration	534000 Other Contractual	0	-450,000	GESE Administrative Budget Savings
Insurance Policies and Annual Premiums	545012 Insurance - Property and Casualty	5,053,000	0	Insurance policies and annual premiums not allocated to departments in FY 2017-18 will now be allocated to departments in FY 2018-19
Elections	549000 Other Current Charges and Obligation	1,064,000	91,000	Estimated elections expenses
ATS Red-light Camera	549000 Other Current Charges and Obligation	4,440,000	100,000	Payment to contractor for the administration of the Red Light Camera Program

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NDA Schedule

Program	Account Description	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
346 NW 29th St LLC Tax Abatement Settlement Year 2	549000 Other Current Charges and Obligation	0	2,000,000	Payment of the 346 NW 29th St LLC Settlement
Citywide Subscriptions and Memberships	554000 Subscription, Membership, License	92,000	103,000	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), International Hispanic Network ($2,000), Network Forum for Black Public Administrators ($5,000); Sister Cities International ($2,000); US Conference of Mayors ($9,000)
Civilian Investigative Panel (CIP)	881000 Aids to Government Agencies	1,174,000	1,174,000	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	881000 Aids to Government Agencies	300,000	300,000	City contribution to the Virginia Key Beach Trust
Liberty City Community Revitalization Trust	881000 Aids to Government Agencies	199,000	199,000	City contribution to the Liberty City Community Revitalization Trust
Latin Champions Professional Golf Association	881000 Aids to Government Agencies	50,000	50,000	City contribution to the Latin Champions Professional Golf Association
Coconut Grove Business Improvement District	882000 Aids to Private Organizations	280,000	280,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Do The Right Thing	882000 Aids to Private Organizations	110,000	110,000	City Contribution to Do The Right Thing
Police Athletic League	882000 Aids to Private Organizations	400,000	400,000	City Contribution to Police Athletic League
Camillus House Day Program	882000 Aids to Private Organizations	100,000	100,000	Camillus House Day Program
City Year	882000 Aids to Private Organizations	100,000	100,000	City Year Program
Overtown Youth Center	882000 Aids to Private Organizations	0	1,000,000	Overtown Youth Center
Super Bowl	882000 Aids to Private Organizations	0	500,000	Super Bowl 2020
Downtown Employment Program	882000 Aids to Private Organizations		63,000	Downtown Employment Program
Reserve for Uncollectables	896000 Budget Reserve	9,126,000	5,779,000	Budget reserve for uncollectable revenues
City Manager's Reserve	896000 Budget Reserve	200,000	125,000	Reserve for other uses to be determined during the fiscal year
Police Training Reserve	896000 Budget Reserve	100,000	100,000	Police Training Reserve

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NDA Schedule

Program	Account Description	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	Description
Community Investment Programs	896000 Budget Reserve	207,000	150,000	Overtown Youth Center Summer Read ($25,000); EMT Program($35,000); Lifeguard Program ($10,000); Prospera ($25,000); Urgent, Inc. ($5,000); Community Youth Against Violence ($10,000); Back to the HoodCoconut Grove ($3,000); Prymus Angels ($10,000); Victim's Advocate Fund ($17,000); Reserve ($10,000)
Public Safety Reserves	896000 Budget Reserve	4,428,000	0	Reserves for Public Safety (Funded only in FY 2017-18)
Labor Negotiations Reserves	896000 Budget Reserve	0	0	Reserves for Labor Negotiations
Reserve for Internal Service Functions	896000 Budget Reserve	10,000	75,000	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations
Contingency Reserve	897000 Contingency Reserve	5,000,000	5,000,000	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles
Building Reserves	899000 Other Uses	11,035,000	10,218,000	Reserve to ensure that Building Revenues are only spent on Building expenses
Labor Negotiations Reserves	899000 Other Uses	0	27,357,000	Public Safety Reserves
	Total Non-Departmental Accounts less Transfer-OUT	**55,051,000**	**67,816,000**	
Interfund Transfer	891000 Interfund Transfer	70,351,000	54,870,000	Please refer to the "All Transfers Out" Schedule on next page
Intrafund Transfer	891100 Intrafund Transfer	1,726,000	0	Contribution from General Fund to the Transportation Reserve General
	Total Transfer-OUT	**72,077,000**	**54,870,000**	
	Total Non-Departmental	**$127,128,000**	**$122,686,000**	

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Proposed Budget	Description
General Fund	Capital Fund - Streets and Sidewalks Fund	2,559,000	2,508,000	City Contribution of the 20 percent of the Parking Surcharge net of debt requirement for Capital needs
General Fund	Capital Fund - Streets and Sidewalks Fund	537,000	601,000	City Contribution from Local Option Gas Tax to CIP projects
General Fund	Capital Fund - Storm Sewer	2,299,000	1,149,000	City Contribution from Stormwater Utility Fees to CIP projects
General Fund	Capital Fund - Department of Real Estate and Asset Management	957,000	1,052,000	City Contribution from Ten percent of Marina revenues in support of Public Facilities capital requirement per Ordinance 12-937
General Fund	Capital Fund - Department of Real Estate and Asset Management	472,000	526,000	City Contribution from General Fund Fund Balance from the Miamarina ticket surcharge revenues.
General Fund	Capital Fund - Streets and Sidewalks	0	1,250,000	Extensive Repairs to the Knight Center Garage
General Fund	Capital Fund - Streets and Sidewalks	0	65,000	Mounted Stables is currently over eleven years old and has fallen into disrepair
General Fund	Capital Fund - Public Safety	0	150,000	Citywide Park Environmental Control for damage areas due to uprooted
General Fund	Capital Fund - Parks and Recreation	0	40,000	Funding is required to replace fitness equipment that have met their usefull life expectancy and cannot be repaired as parts are no longer available
General Fund	Capital Fund - General Government	0	36,000	VAHS - Body Worn Camera
General Fund	Capital Fund - General Government	0	100,000	Environmental Remediation
General Fund	Capital Fund - General Government	0	200,000	Consultant GOB Bond Prgram
General Fund	Capital Fund -Streets and Sidewalks	0	100,000	Miami NE Court Railroad Crossing Closure
Transportation Trust Fund	Capital Fund - Mass Transit Fund	0	1,200,000	Funding for new Beach Express Trolley Route - Trolley acquisition and Transit Studies (per performa)
General Fund	Capital Fund - Office of Capital Improvements Reconfiguration	0	80,000	To reconfigure OCI offices to align with the recent department reorganization
	Capital Fund Total	**6,824,000**	**9,057,000**	
General Fund	Special Revenue Fund - Bayfront/Riverfront Land Acquisition Rouse Trust	116,000	119,000	Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Proposed Budget	Description
General Fund	Special Revenue Fund - Police Services	0	748,000	Funded only in FY 2016-17 - 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 Fund - Police Services	967,000	0	To cover costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2017-18 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	703,000	0	To fund a grant match for the purchase of 640 body worn cameras, uploading of equipment, digital storage, and technicians to handle the management, retrieval, redaction and release of digital media for the department.
General Fund	Special Revenue Fund - Police Services	38,000	153,000	To fund the Victims of Crime Act (VOCA) 2017 Grant
General Fund	Special Revenue Fund - Police Services	184,000	230,000	To cover the costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2016-17 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	0	943,000	City's Grant Match To cover the costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2019 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	0	275,000	To cover the costs not allowable under the Cops Hiring grant for 15 police officers (The FY 2019 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police E-911	1,450,000	1,452,000	City Contribution to cover the deficit in Special Revenue for E-911
General Fund	Special Revenue Fund - Department Improvement Initiative	350,000	350,000	City Contribution to the Camillus House Mat Program
General Fund	Special Revenue Fund - Department Improvement Initiative	110,000	110,000	City Contribution to the Camillus House Bed Program

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Proposed Budget	Description
General Fund	Special Revenue Fund - Department Improvement Initiative	575,000	717,000	Support for Citywide festivals and special events in Special Revenue: Three Kings Parade ($75,000), Allocation to the Mayor and each of the five commission districts ($300,000), Pitbull New Year's Eve Celebration ($50,000), Dr. Martin Luther King Parade ($50,000), Dr. Martin Luther King Candlelight Vigil ($50,000), additional allocation to Mayor and each of the five commission districts ($192,000)
General Fund	Special Revenue Fund - Department Improvement Initiative	25,000	0	Support for Liberty City Christmas Parade
General Fund	Special Revenue Fund - Department Improvement Initiative	2,500,000	2,700,000	Allocation for Citywide Anti-Poverty Initiative Program distributed to five City Commission District ($2.250 million) and the Mayor's Office ($250,000), plus an additional $200,000
General Fund	Various Special Revenue Funds Cost Allocation for Retirement Contribution, Life and Health Insurance, Workers' Compensation, Insurance - Vehicle Liability, General Liability, and Public Official, where applicable	3,700,000	2,450,000	To subsidize certain Special Revenue Funds for the allocation of Retirement Contribution, Life and Health Insurance, and Workers' Compensation - Workforce Program ($412,000), Live Health Little Havana ($49,000), Fire-Rescue Services ($544,000), Police Services ($2.665 million), and Parks and Recreation Services ($30,000)
General Fund	Special Revenue Fund - Department Improvement Initiative	700,000	726,000	Workforce Program contribution from General Fund
General Fund	Special Revenue Fund - CD	0	743,000	Housing and Community Development Social Services Gap contribution from General Fund
General Fund	Special Revenue Fund - CD	0	135,000	Housing and Community Development Social Services Gap Administration of contracts contribution from General Fund
General Fund	Special Revenue Fund - CD	0	125,000	Comprehensive Plan required by HUD contribution from General Fund
General Fund	Special Revenue Fund - Parks and Recreation Services	30,000	30,000	Out of School Snack Program

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Proposed Budget	Description
General Fund	Special Revenue - EB5 Transfer to Departmental Improvement Initiatives	82,000	0	Allocate funding for the Employment-Based Immigration: Fifth Preference Visa (EB-5)
General Fund	Special Revenue Fund - General Special Revenue	0	50,000	Repay Lane Closure for the Nu-Way Facilities
General Fund	Special Revenue Fund - General Special Revenue	0	72,000	One FTE pending name of position
General Fund	Special Revenue Fund - Fire Rescue Services		9,000	Emergency Medical Services grant GF Match $8,611 for FY 2018-19
Transportation Trust Fund	Special Revenue Fund - General Special Revenue	0	2,551,000	Funding for Trolley Operations (per Performa)
	Special Revenue Fund Total	**11,530,000**	**14,688,000**	
General Fund	Debt Service Fund / Special Obligation Bond	1,911,000	1,893,000	Street Bonds Series 2007 and 2009 (Fund 24011) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	1,462,000	1,499,000	Street Bonds Series 2007 (Fund 24011) from Local Option Tax (Three Cents)
General Fund	Debt Service Fund / Special Obligation Bond	10,956,000	7,787,000	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	7,003,000	938,000	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	4,407,000	6,884,000	Car -Lease/Purchase of vehicles 2016 and 2017 (Santander Financing Fund 24018) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	3,810,000	1,175,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	0	2,183,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	Debt Service Fund / Special Obligation Bond	1,863,000	1,862,000	P25 Radio System Repayment (Fund 24020) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	0	1,144,000	FDEP Loan Wagner Creek (Fund 24017)
General Fund	Debt Service Fund / Special Obligation Bond	0	2,387,000	Non-Ad Valorem Refunding(2011-A) Note Series 2017 (Fund 24021)

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Proposed Budget	Description
General Fund	Debt Service Fund / Special Obligation Bond	0	350,000	Non-Ad Valorem Taxable Pension Refunding(2009) Note Series 2017 (Fund 24022)
	Debt Service Fund / Special Obligation Bond Total	**31,412,000**	**28,102,000**	
General Fund	Transportation Trust Fund Total	1,726,000	1,826,000	Contribution from General Fund to the Transportation Reserve General Fund sub-fund
	Transportation Trust Fund Total	**1,726,000**	**1,826,000**	
	Total Transfer from General Fund	**51,492,000**	**53,673,000**	
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	2,870,000	2,844,000	Street Bonds Series 2007 (Fund 24011)
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	3,266,000	3,273,000	Street Bonds Series 2009 (Fund 24011)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	483,000	0	Marlins Garage 2010B (Fund 24013)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	1,524,000	0	Marlins Garage 2010A (Fund 24013)
Special Revenue Fund - Real Estate and Asset Management	General Fund	1,119,000	0	Transfer of James L. Knight Center to be a General Fund function
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	250,000	250,000	Transportation and Transit Revenue committed to Streets and Sidewalks Fund (Transportation Studies)
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	350,000	0	Citywide Tree Planting
Special Revenue Fund - Lane Closure	Capital Fund - Citywide Beautification	0	6,000,000	Citywide Beautification Program
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	500,000	0	Tree Master Plan
Special Revenue Fund - Planning Services	Special Revenue Fund - Bayfront and Riverfront Land Acquisition Rouse Trust	1,304,000	0	Transfer of Bayfront and Riverfront Land Acquisition Rouse Trust to become a DREAM function
Special Revenue Fund - Public Works Services	Capital Fund - General Government	2,000,000	0	20th Street Maintenance Yard Operation Facilities
Special Revenue Fund - Public Works Services	Capital Fund - General Government	578,000	0	Public Works Heavy Machine Acquisition
Special Revenue Fund -		0	800,000	Cityview replacement
Special Revenue Fund -		0	50,000	To enhance the Code Compliance Department workspace

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All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Adopted Budget	FY 2018-19 Proposed Budget	Description
	Total Transfer from Special Revenue Fund	**14,244,000**	**13,217,000**	
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	832,000	835,000	To reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	3,234,000	3,234,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	30,000	30,000	To reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency -Omni Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	18,000	18,000	To reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	750,000	750,000	To Fund six Police Officers
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	500,000	500,000	To Fund six Police Officers
Outside Agency -Omni Community Redevelopment Agency	Debt Service	4,250,000	4,234,000	For the payment of the Port of Miami Tunnel series 2012
Outside Agency - Civilian Investigative Panel	General Fund	29,000	29,000	Rental of Manuel Artime office space
	Total Transfer from Outside Agency	**9,643,000**	**9,630,000**	
	Grand Total	**$75,379,000**	**$76,520,000**	

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 2018-19 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 2018-19 Budget for Pension payments is $110.925 million. This represents an increase of $7.395 million or 7.1 percent as compared to the FY 2017-18 Adopted Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2018-19:

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 Chapter 40 of the City of code, as amended, and related law such as the Amended Final Judgement in the matter of Gates v. City of Miami. Contributing participants are City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2017, membership in the FIPO Pension Plan consisted of 2,220 retirees and beneficiaries receiving benefits, and 1,938 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. Police officer members of the FIPO pension plan hired after October 1, 2012, are required to contribute ten percent of their salary on a bi-weekly basis. Police Officers hired prior to October 1, 2012 are required to contribute seven percent of their salary on a bi-weekly basis. Firefighter members of the FIPO pension plan are required to contribute ten percent of their salary on a bi-weekly basis.

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 7.34 percent down from 7.42 percent ($5.4 million). The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2018-19 required contribution based on the actuarial valuation report dated October 1, 2017 is $56.030 million which includes $2.128 million of administrative cost. Additionally, the City is required to contribute $6.162 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 that 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, 2017, membership in the GESE Trust was 2,215 retirees, disabled, vested, and beneficiaries currently receiving benefits and 1,943 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 7.6 percent per year.

  The City's FY 2018-19 required contribution based on the impact statement report dated May 15, 2018 is expected to be $43.527 million which includes an additional $2.824 million of administrative cost.

- **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.

Pension and Retirement Plans Overview

The City's FY 2018-19 required contribution based on the actuarial valuation report dated October 1, 2017 is estimated at $500,000. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

- **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, 2017, membership in the Staff Trust included seven retirees currently receiving benefits, and four 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.

Staff 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 2018-19 contribution determined through actuarial valuation is $232,280 for the Staff Pension Staff Plan and $43,104 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is $275,384 or $25,034 per employee/retiree. This amount is included in GESE's administrative cost.

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.

Pension and Retirement Plans Overview

As of May 29, 2018, membership in the EORT consisted of six retirees, two active participants not receiving benefits, and two vested participants with deferred benefit payable at age 55.

The City's FY 2018-19 contribution determined through actuarial valuation is $510,000. The Elected Officers' Retirement Trust is budgeted in the Non-Departmental Account.

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.

Membership for City employees is limited by the City Code to specific members in 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 ten percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary. Additionally, the 401(a) plan which is equivalent to the Manager's retirement plan beginning on October 1, 2014 is optional for City elected officials that are not eligible under EORT.

On May 22, 2018, there were approximately 61 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2018-19 contributions are anticipated at $754,000.

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Pension Summary

Account	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget
Revenues			
General and Special Revenue Funds	93,062,600	103,530,000	110,978,000
Total Revenues	**93,062,600**	**103,530,000**	**110,978,000**
Expenditures			
511000 Executive Salaries	39,600	40,000	38,000
521000 FICA	3,000	3,000	3,000
541100 Postage	15,000	15,000	15,000
534000 Administrative Cost	3,300,000	3,300,000	*2,824,000
534000 GESE Administrative Cost for Excess	116,300	116,000	112,000
522000 GESE Required Contributions	34,355,700	40,879,000	43,527,000
522000 GESE Excess Benefits	914,900	915,000	500,000
Total GESE	**38,744,500**	**45,268,000**	**47,019,000**
522010 FIPO Required Contribution which includes $2.128 million of administrative cost in FY 2018-19	47,102,200	50,592,000	56,030,000
522010 FIPO COLA	6,161,800	6,408,000	6,665,000
Total FIPO	**53,264,000**	**57,000,000**	**62,695,000**
522000 EORT	493,100	510,000	510,000
Total EORT	**493,100**	**510,000**	**510,000**
522000 ICMA 401(a)	561,000	752,000	754,000
Total ICMA	**561,000**	**752,000**	**754,000**
Total Expenditures	**93,062,600**	**103,530,000**	**110,978,000**

* Reduced by $450,000 as per the Action Taken in the second Budget Hearing

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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
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
2016	44,602,305,542	8.2900
2017	49,632,000,000	8.0300
2018	53,357,105,033	8.0300

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.

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Millage Rates
30-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
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
2016-17	7.6465	0.6435	8.2900
2017-18	7.4365	0.5935	8.0300
2018-19	7.5865	0.4435	8.0300

Note: A mill is expressed as $1 in taxes for every $1,000 of assessed valuation.

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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	Okeechobe Basin	Florida Inland Navigation District	Total City and Overlapping Rates
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
2016	7.6465	0.6435	8.2900	7.3220	5.0669	0.5000	0.2840	0.1359	0.0471	0.1477	0.0320	21.8256
2017	7.4365	0.5935	8.0300	6.9940	5.0669	0.4673	0.2840	0.1275	0.0441	0.1384	0.0320	21.1842
2018	7.5865	0.4435	8.0300	6.5040	4.6669	0.4415	0.2840	0.1209	0.0417	0.1310	0.0320	20.9454

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.

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APPENDIX B:
FIVE-YEAR FINANCIAL FORECAST

- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

General Fund 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 the strategic decision-making process 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 guide decision-making in the interest of long-term financial stability.

Economic Assumptions

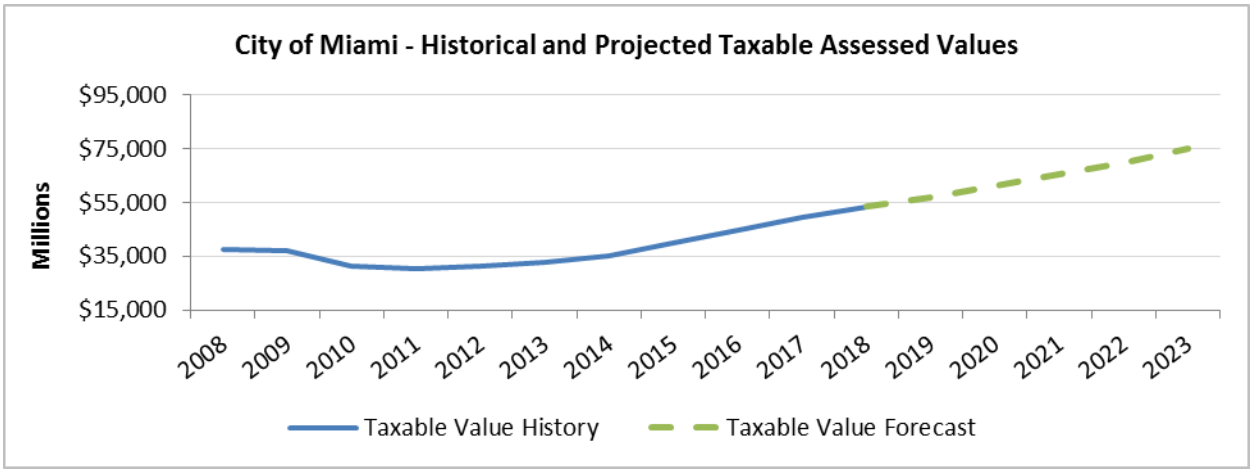
The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available estimate from the U.S. Census Bureau indicates that Miami's population in 2017 was 463,347. 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 48 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. The City has seen assessed values grow 13.1 percent in 2015, 11.8 percent in 2016, and 11.3 percent in 2017. However, assessed values only grew 7.5 percent in 2018. This demonstrates that recent years of robust growth is slowing down.

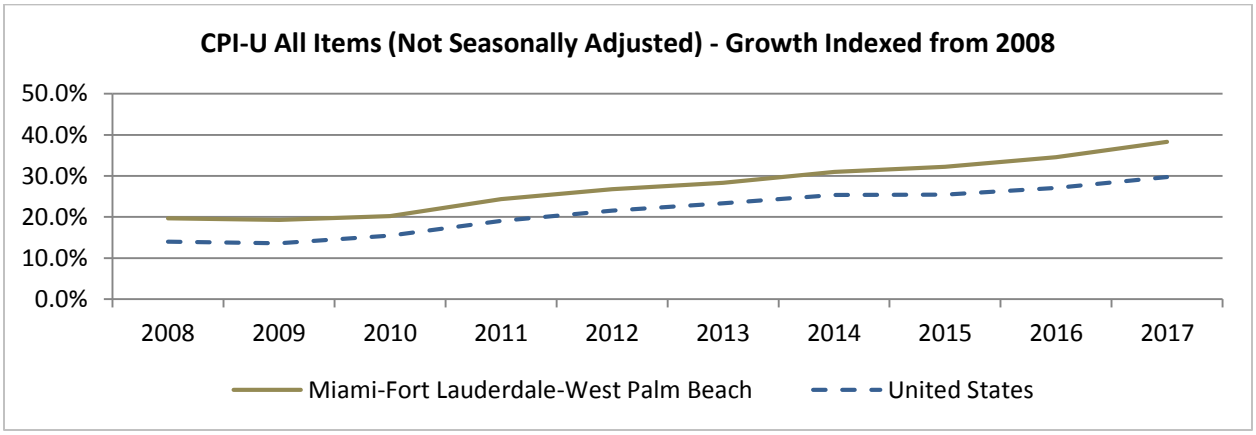


The five-year forecast assumes that the growth in taxable assessed value (TAV) will continue to slow in the next year, though growth is expected to stabilize at around seven percent in FY 2019-20.

General Fund Forecast

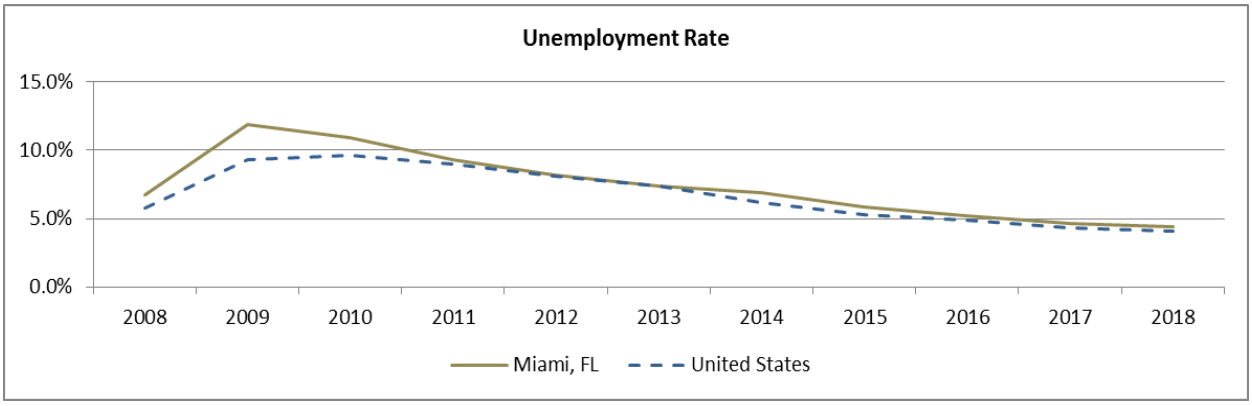
						Projected				
Tax Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
TAV (Billions)	$35.28	$39.90	$44.60	$49.63	$53.36	$57.09	$61.08	$65.36	$69.94	$74.83
% Change	7.8%	13.1%	11.8%	11.3%	7.5%	7.0%	7.0%	7.0%	7.0%	7.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicate that since 2008, the Consumer Price Index (CPI) has grown more rapidly in the Miami-Fort Lauderdale-West Palm Beach area than the average rate of growth for the rest of the country. The Miami metro area Consumer Price Index saw prices in the Miami-Fort Lauderdale area increase each year since 2009. The past three years have shown average growth of 1.2 percent annually.

Unemployment



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 4.4 percent in 2017. Similarly, the unemployment rate in the City of Miami declined from a high of 11.9 percent in 2009 to 4.7 percent in 2017. While revenue forecasts are not based on unemployment directly, assumed growth or decline in

General Fund Forecast

employment and local 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 projects that revenues will not grow as fast as anticipated expenditures. Overall, General Fund revenues are projected to grow by 16.6 percent over the next five years. However, General Fund expenditures are projected to grow by 17.4 percent over the same period. With the projected fund balance of $195.063 million for FY 2017-18, the City will meet the Financial Integrity Principle (FIP) requirement estimated for that year.

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow from FY 2018-19 to FY 2022-23 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.

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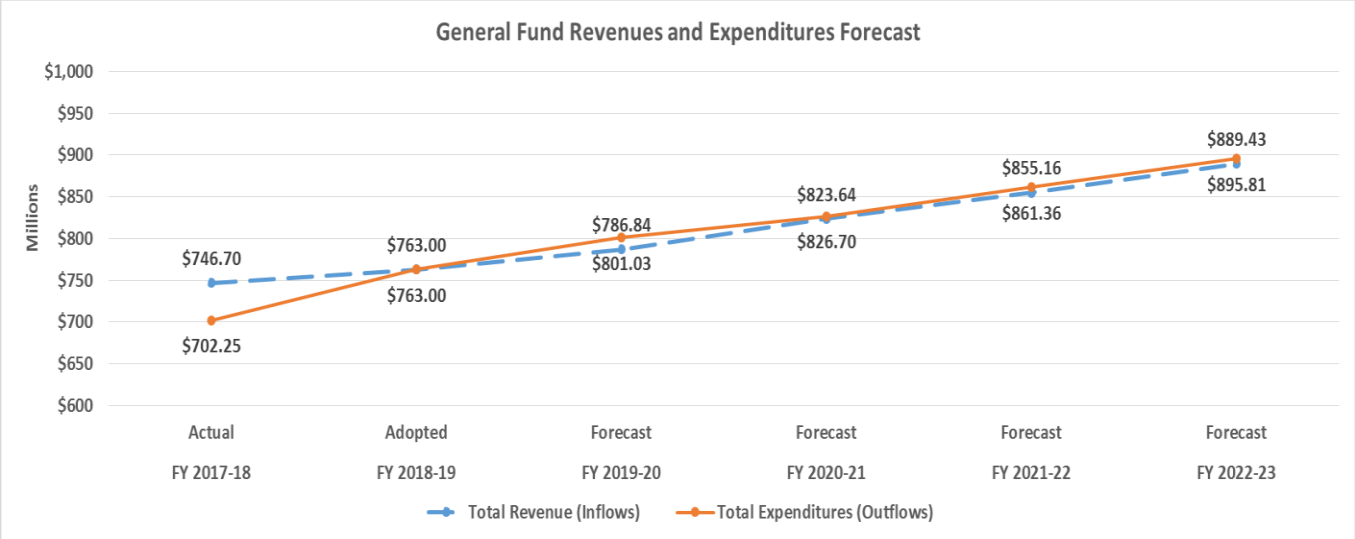
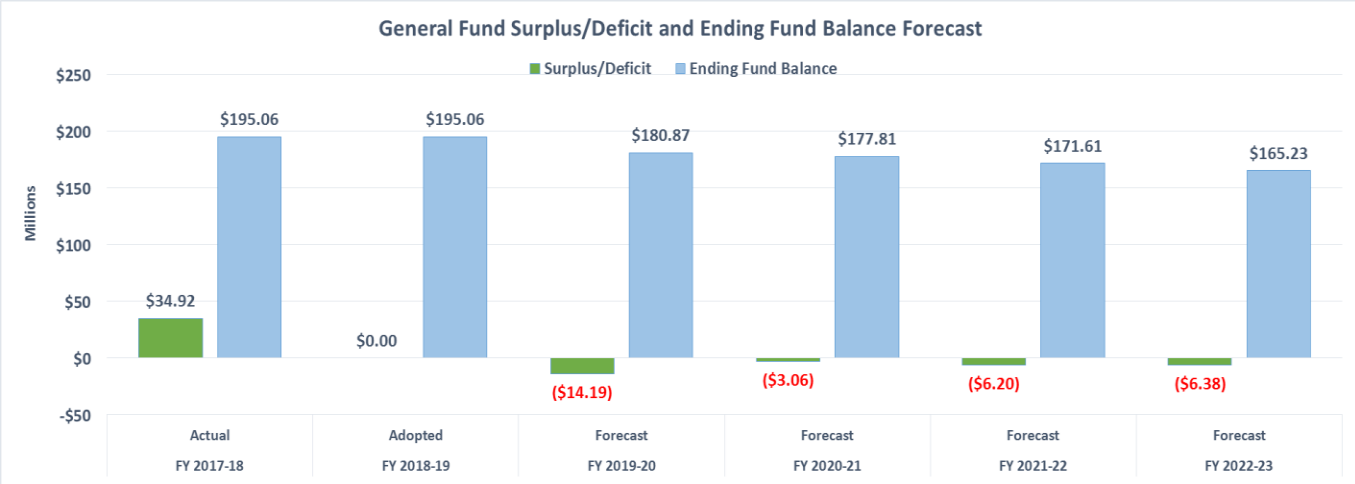
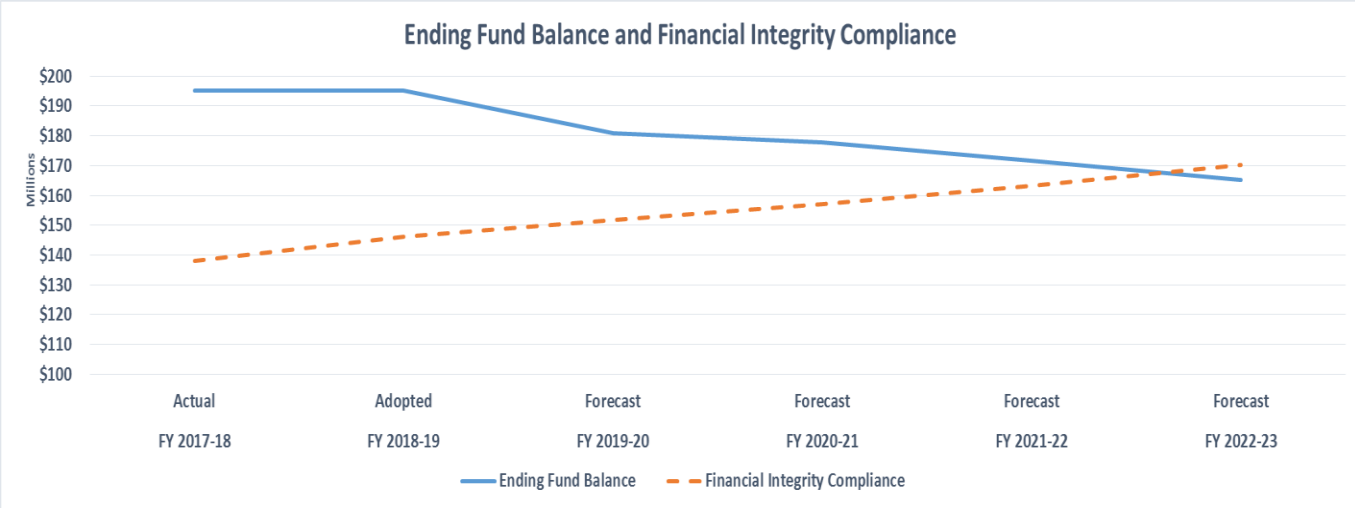
General Fund Forecast







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General Fund Five-Year Forecast Summary

	FY 2017-18 Actuals	FY 2018-19 Adopted	FY 2019-20 Forecast	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast
Revenues						
Property Taxes	325,495,411	359,685,000	384,115,200	418,329,400	446,445,100	476,588,600
Franchise Fees and Other Taxes	114,120,941	115,757,000	118,072,100	120,433,600	122,842,400	125,299,300
Interest	5,829,502	3,623,000	3,695,500	3,769,400	3,844,800	3,921,700
Transfers-IN	7,442,609	5,348,000	5,348,000	5,348,000	5,348,000	5,348,000
Fines and Forfeitures	13,887,393	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000
Intergovernmental Revenues	69,994,927	77,579,000	74,937,000	76,515,800	78,143,500	79,821,500
Licenses and Permits	73,313,615	67,037,000	65,077,400	62,173,500	59,840,900	57,996,900
Other Revenues (Inflows)	19,130,284	10,241,000	10,241,000	10,241,000	10,241,000	10,241,000
Charges for Services	117,484,859	118,272,000	119,890,200	121,368,000	122,993,600	124,751,500
Total Revenue (Inflows)	**746,699,541**	**763,002,000**	**786,836,400**	**823,638,700**	**855,159,300**	**889,428,500**
Expenditures						
General Government	68,063,797	78,077,000	81,859,200	85,834,800	90,019,700	94,426,600
Planning and Development	20,053,360	23,163,000	24,271,100	25,435,800	26,660,700	27,949,100
Public Works	79,264,595	88,983,000	92,821,600	96,850,300	101,082,200	105,528,300
Public Safety	359,234,930	388,359,000	406,683,600	425,943,400	446,193,400	467,488,500
Community and Economic Development	1,566,911	1,689,000	1,778,900	1,874,100	1,975,400	2,082,800
Total Other	59,897,018	63,796,000	66,298,800	68,924,700	71,683,100	74,580,700
Non Departmental Units	114,166,004	118,935,000	127,312,930	121,836,022	123,748,135	123,750,983
Total Expenditures (Outflows)	**702,246,615**	**763,002,000**	**801,026,130**	**826,699,122**	**861,362,635**	**895,806,983**
Surplus / (Deficit)	44,452,926	-	(14,189,730)	(3,060,422)	(6,203,335)	(6,378,483)
Internal Service Fund	(3,070,185)					
Estimated Accruals	(5,000,000)					
Close-Out	(1,463,000)					
Surplus / (Deficit)	34,919,741					
Beginning Fund Balance	160,143,418	195,063,159	195,063,159	180,873,429	177,813,007	171,609,672
Ending Fund Balance	195,063,159	195,063,159	180,873,429	177,813,007	171,609,672	165,231,189
Designated	104,078,144	92,066,165	88,712,857	85,527,214	82,500,853	79,625,812
Unassigned	90,985,015	102,996,994	92,160,572	92,285,793	89,108,819	85,605,377
FIP Target 10%	64,411,285	69,318,571	73,277,230	76,194,731	78,581,103	81,653,013

General Fund Forecast

Major Revenue Assumptions

Between FY 2018-19 and FY 2022-23, General Fund revenues are forecasted to grow by a total of 16.6 percent. The largest components of General Fund revenues are Property Taxes (47.1 percent of FY 2018-19 General Fund revenues), Franchise Fees and Other Taxes (15.2 percent), Charges for Services (15.5 percent), Licenses and Permits (8.8 percent), and Intergovernmental Revenues (10.2 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining 3.2 percent.

Property Taxes:

The FY 2018-19 Budget for General Fund property tax revenue is $359.68 million. This budget is based on an assessed valuation of $53.07 billion and a General Fund millage rate of 7.5865. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by 7.0 percent each year of the forecast through FY 2022-23. This assumption is based on the expectation that the development activity in the City has leveled out and will remain flat through the end of the five-year period.

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 2011-12, when these funds were consolidated with the General Fund in compliance with GASB 54. PST revenue is projected to grow at two percent next year and remain flat over the five-year period. Franchise Fees and Utility Service Fees for electricity are also projected to increase by two percent through the rest of the forecast. Other revenues in this category are also projected to grow at two percent annually through FY 2022-23.

Interest:

The 'Interest' revenue category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will grow at two percent annually.

Transfers In:

The 'Transfers In' category includes revenues transferred into the General Fund from other City funds. These transfers are projected to remain flat over the course of the forecast period.

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, from red light cameras, and confiscated property. The forecast eliminates revenue that would have been collected from the Red Light Camera program as the City has discontinued it. All other revenues in this category are projected to remain flat annually.

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 two percent through FY 2022-23. However, State Pension Payments are projected to increase by five percent through FY 2022-23.

General Fund Forecast

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. However, there are indications that growth is slowing down. As such, the five-year forecast assumes that building permit revenues will decline to more typical levels over the course of the next five years as new construction decreases, just as building inspections are projected.

Other Revenues:
The 'Other Revenues' category includes revenues from miscellaneous sources not included in any of the other categories. Examples include revenue from the sale of confiscated items, miscellaneous reimbursements, providing police service at special events, etc. No growth is assumed for this category through FY 2022-23.

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 (primarily in the Department of Real Estate and Asset Management), revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. All Charges for Service revenues are projected to increase by two percent annually with the exception of Building Inspections. Building Inspections are expected to decline by ten percent in FY 2019-20 and by fifteen percent thereafter as new construction decreases over the five-year period.

General Fund Forecast

Major Expenditure Assumptions:

General Fund expenditures are projected to grow by a total of 17.4 percent between FY 2018-19 and FY 2022-23. Personnel costs are the largest drivers of General Fund spending, comprising 72.0 percent of all FY 2018-19 General Fund expenditures. Personnel costs include salaries and wages (42.6 percent) and employee benefits (28.5 percent). The remaining 28.9 percent is comprised of operating expenditures (15.5 percent), transfers out (7.2 percent) and other non-operating expenses (5.2 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 Citywide will grow by five percent annually through FY 2022-23 as normal step progression is assumed for each bargaining unit.

Employee Benefits:

While employee wages comprises the largest portion of General Fund spending, employee benefits are another primary driver of expenditure growth.

Health Benefits:

The cost of employee life and health insurance is projected to grow by 8.0 percent annually through FY 2022-23. Costs associated with health benefits will be affected by a $1.5 million Excise Tax associated with the Patient Protection and Affordable Care Act in FY 2019-20 and thereafter.

Pension Costs:

Growth in the cost of the City's retirement plans is forecasted at 5.0 percent from FY 2018-19 to FY 2022-23 as the impact of increased return on market assets is realized.

Workers' Compensation:

Workers' compensation costs are projected to grow by 5.0 percent annually based on estimates developed by the City's casualty actuary.

Non-Personnel Costs:

Operating Expenses:

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). Notable exceptions in this category include Postage (projected to grow at 7.0 percent annually) and Utility Services (projected to grow at 5.0 percent annually).

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.

General Fund 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 remain flat at 2.0 percent through FY 2022-23.

The FY 2018-19 Budget includes several reserves: a $5.78 million budget reserve for uncollectable revenues, a $5 million Contingency Reserve per the City's Financial Integrity Principles to fund unanticipated budget issues, a $10.22 million Building reserve to ensure that Building Revenues are only spent on Building related expenses, and a Labor Negotiations reserve of $27.36 million. This forecast assumes that all of the labor reserve will be allocated and will therefore result in recurring personnel expenses.

Key Long-Term Considerations

Collective Bargaining:
The five-year forecast period includes normal step progression for all collective bargaining units. Recently completed negotiations with the International Association of Fire Fighters (IAFF), the Fraternal Order of Police (FOP) and future negotiations with the other collective bargaining units will impact the forecasted personnel costs and will result in a different five-year outcome.

National Health Care Legislation:
The five-year forecast incorporates the increased cost of expanded health coverage required under the Patient Protection and Affordable Care Act. However, there is still uncertainty on the extent to which federal health care exchanges may impact the cost of health insurance in the long-term. In FY 2019-20 and thereafter, the projection assumes an additional $1.5 million in expenses each year associated with an Excise Tax levied by the Patient Protection and Affordable Care Act. However, 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.

Pending Litigation:

Flagstone
In March 2018, the City lost a lawsuit against the developer of Flagstone Island Gardens. Although final numbers of a legal settlement have not been decided, the potential fiscal impact could be as much as $122 million.

346 NW 29th Street, LLC, et al. v. City of Miami
This is a class action for declaratory relief regarding the City's obligations pursuant to Chapter 56, Article V, of the Code of the City of Miami. The city commission, at its discretion, may grant, by ordinance, ad valorem tax exemptions to new and expanding businesses located within enterprise zones. Qualifying new or expanding businesses were eligible to receive an exemption up to 100 percent of the municipal portion of their real or personal property ad valorem taxes. The Florida Statutes which enabled this exemption gave the right to all applicants to be considered by the City Commission. If they were approved as qualified by the administration, they were entitled to and up or down vote by the Commission. If the administration did not approve their application, they had a right to appeal to the commission. Unfortunately, approved applicants were not submitted and rejected applicants were not advised of their right to appeal. The trial court certified the class and granted the Plaintiffs motion for

General Fund Forecast

summary judgment on liability. On January 25, 2018, the City of Miami Commission approved Resolution #18-0033 authorizing to pay an amount not to exceed $12 million in full settlement of any and all claims alleged against the City in the class action.

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.

Special Revenue Funds 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 is the summary data of each Special Revenue Fund, as well as the outlook for the next five years.

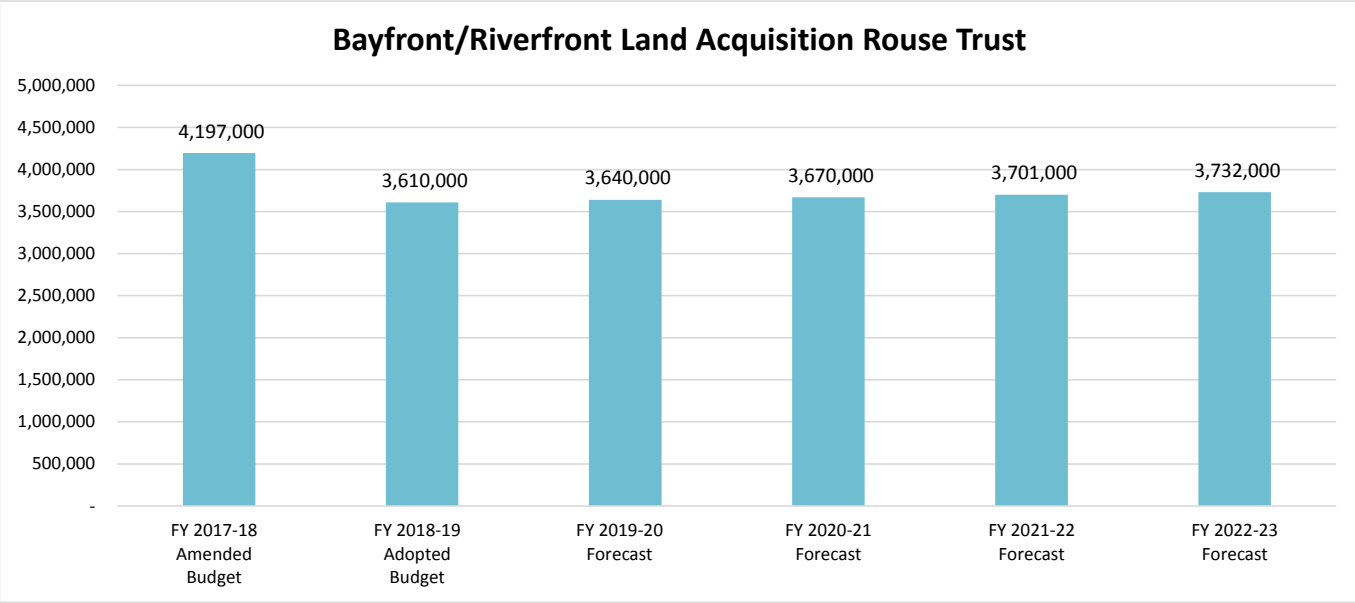
	FY 2017-18 Amended Budget	FY 2018-19 Adopted Budget	FY 2019-20 Forecast	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast
Bayfront/Riverfront Land Acquisition Rouse Trust	1,420,000	1,539,000	238,000	357,000	476,000	595,000
City Clerk Services	1,140,000	1,180,000	1,120,000	1,100,000	1,080,000	1,060,000
Community Development	51,125,000	51,845,000	43,554,000	41,271,000	38,821,000	37,321,000
Department Improvement Initiative	14,664,000	9,722,000	6,214,000	6,233,000	6,252,000	6,271,000
Emergency Services	100,000	100,000	100,000	100,000	100,000	100,000
Fire-Rescue Services	17,962,000	14,927,000	7,190,000	6,976,000	7,014,000	7,053,000
General Special Revenues	1,567,000	3,069,000	858,000	1,684,000	1,524,000	1,504,000
Homeless Programs	2,535,000	2,735,000	2,535,000	2,535,000	2,535,000	2,535,000
Human Services	-	458,000	458,000	458,000	458,000	458,000
Law Enforcement Trust Fund	1,994,000	1,911,000	1,610,000	1,368,000	1,174,000	1,019,000
Miami Ballpark Parking Facilities	5,127,000	5,329,000	5,329,000	5,329,000	5,329,000	5,329,000
Net Offices and Code Enforcment	-	1,667,000	-	-	-	-
Parks and Recreation Services	2,218,000	1,116,000	1,118,000	1,122,000	1,127,000	1,133,000
Planning Services	15,731,000	12,601,000	11,839,000	12,092,000	12,353,000	12,622,000
Police Services	14,005,000	15,866,000	14,488,000	11,694,000	7,599,000	7,751,000
Public Art Fund	-	160,000	202,000	246,000	292,000	340,000
Public Works Services	18,696,000	16,512,000	13,330,000	15,294,000	17,407,000	19,672,000
Real Estate and Asset Management Services	1,119,000	-	-	-	-	-
Solid Waste Recycling Trust	143,000	158,000	154,000	157,000	160,000	163,000
Transportation and Transit	22,438,000	17,333,000	18,735,000	19,297,000	19,876,000	20,472,000
Tree Trust Fund	4,197,000	3,610,000	3,640,000	3,670,000	3,701,000	3,732,000
	176,181,000	161,838,000	132,712,000	130,983,000	127,278,000	129,130,000

The following are the descriptions for each Special Revenue Fund, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each fund.

Special Revenue Funds Forecast

Bayfront/Riverfront Land Acquisition Rouse Trust

The Bayfront/Riverfront Land Acquisition Rouse Trust Fund is used for the acquisition of real property, adjacent to the Miami River and Biscayne Bay, in order to provide public access and public enjoyment of those waterbodies.

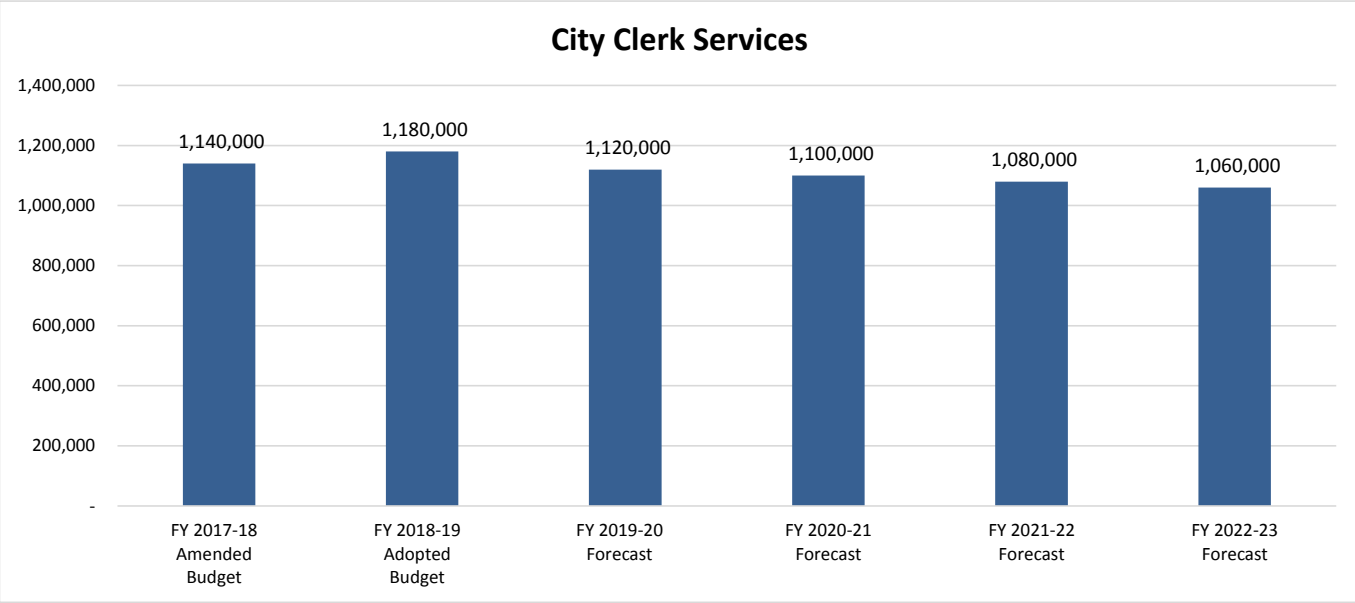


The five-year forecast assumes a stable pattern of revenues as a portion of rents received by the City pursuant to the retail parcel lease. The FY 2017-18 budget reflects an Interfund Transfer-In from a previous year Special Revenue Fund balance.

Special Revenue Funds Forecast

City Clerk Services

The City Clerk Services Special Revenue Fund is used for the operation of the Passport Acceptance Facility, Municipal Archives and Records, and other City Clerk-related programs.

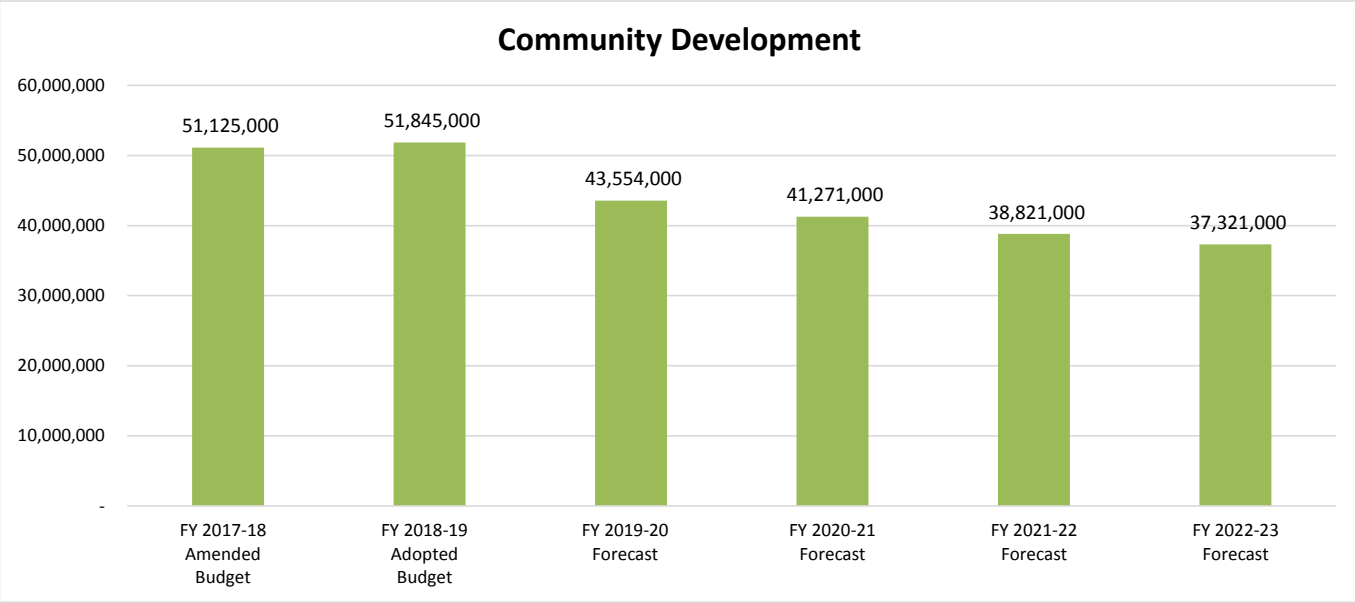


The five-year forecast assumes a constant annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position with no growth in revenues. A steady spend down of fund balances under the Lobbyists' Registration program and U.S. Passport Acceptance program is projected through FY 2022-23.

Special Revenue Funds Forecast

Community 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.

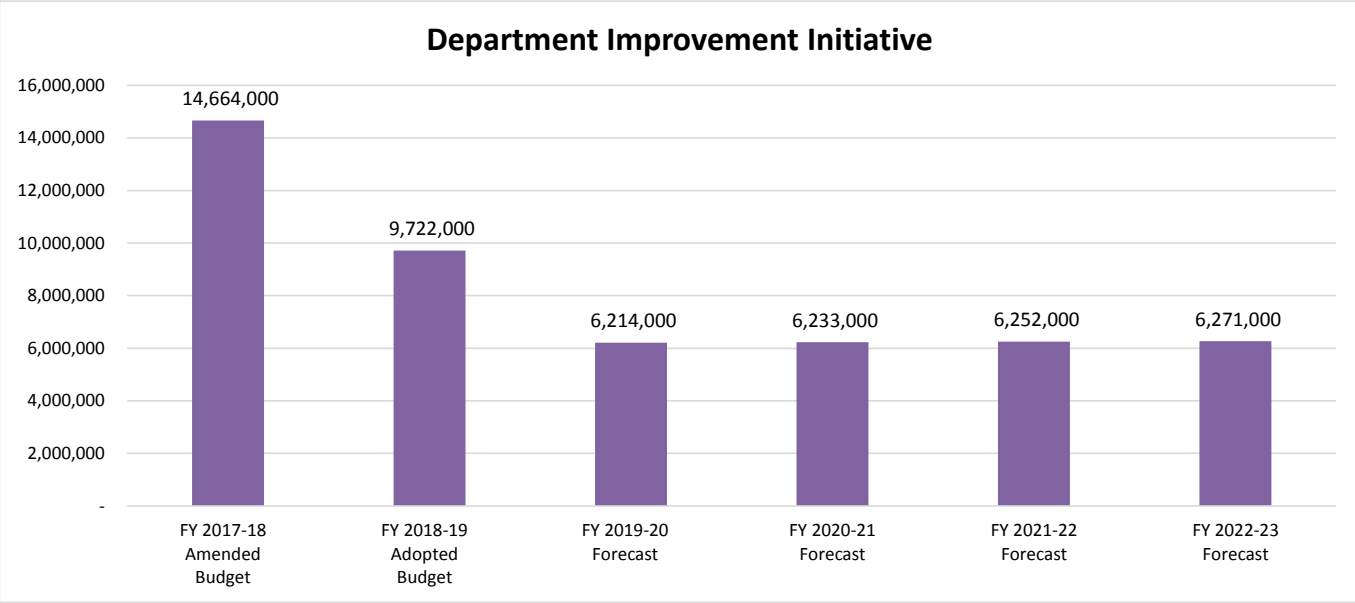


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2017-18 and FY 2018-19 with stable funding from federal and local grantors, and zero prior year carryovers over the forecast period. It should be noted that the most recent budget Adopted by the President included significant reductions in Federal Grants.

Special Revenue Funds Forecast

Department Improvement Initiative

The Department Initiative Improvement Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

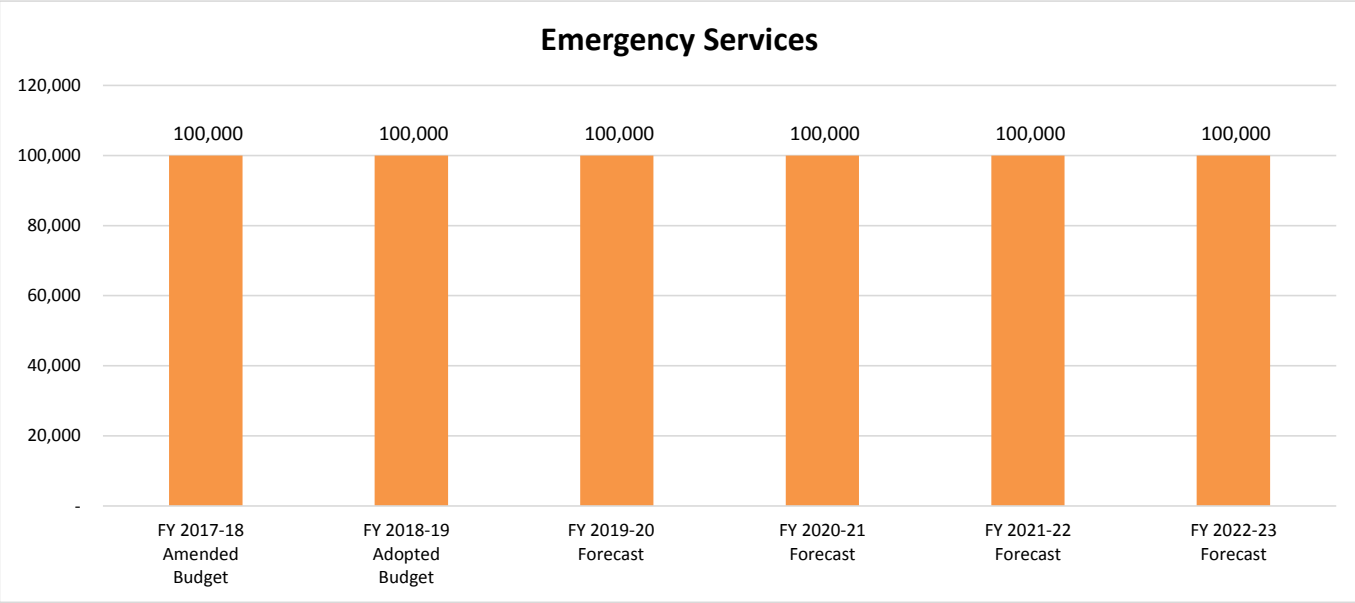


The five-year forecast assumes new budgets based on previous and current years allocation trends. Additionally, zero prior year carryovers are being projected for the Public Facilities, Parks and Recreation Departments, as well as for the Offices of the Elected Officials. Starting July 1, 2018, the City will discontinue the Career Source South Florida grant due to the continue reduccion of cost reimbursement and the increase of perssonel cost associate to the the program, which include and are not limited to health care, City's retirement contribution, and worker's compensation.

Special Revenue Funds Forecast

Emergency Services

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

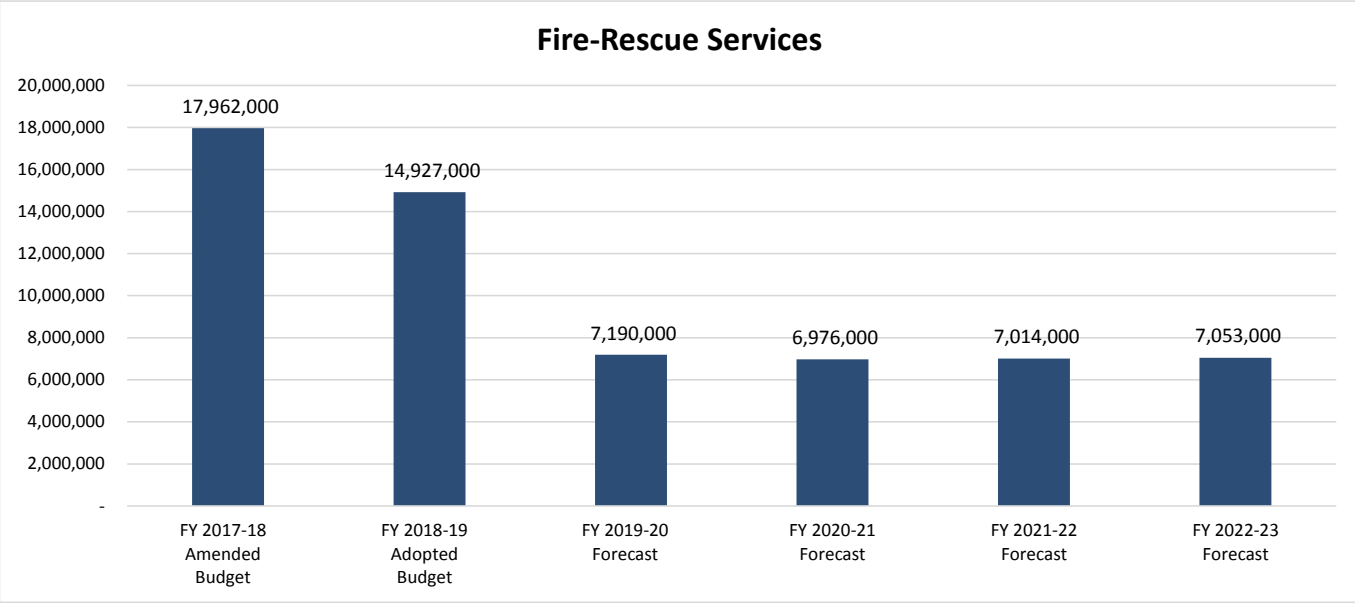


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

Special Revenue Funds Forecast

Fire-Rescue Services

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City's Fire-Rescue operations. This fund accounts for grants and programs from local, state, and federal agencies.

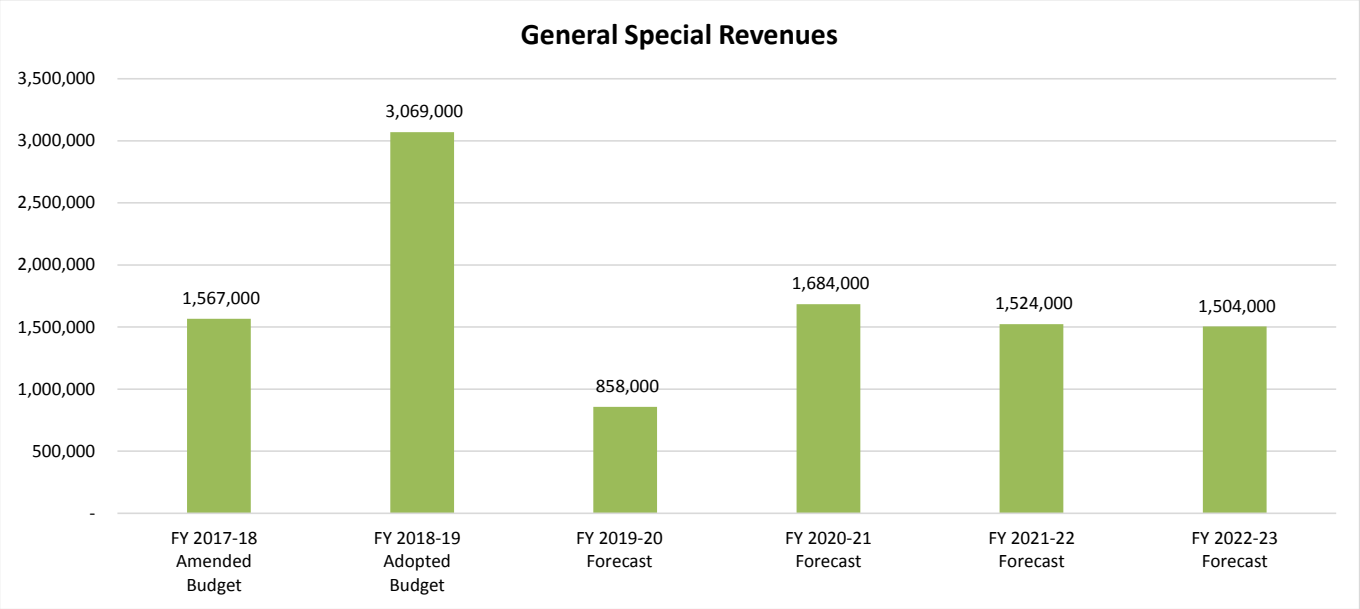


The five-year forecast includes a decrease in Fund Balance in FY 2018-19 due to the complete spend down of fund rollovers in the Urban Area Security Initiative 2015 (UASI) grant from previous years and a major portion of UASI 2016 grants in FY 2017-18. The forecast includes for the 2018 Federal Emergency Management Agency, Urban Search and Rescue grant, 2018 State Homeland Security Grant Program, and the 2018 UASI to be received by the City FY 2018-19. The fund is projected to slightly increase through FY 2022-23 as it is expected that the City will continue to receive these grants. The Emergency Medical Services grant is also expected to continue over the five-year period.

Special Revenue Funds Forecast

General Special Revenues

The General Special Revenue Fund is used for activities that do not fall into a specific special revenue category.

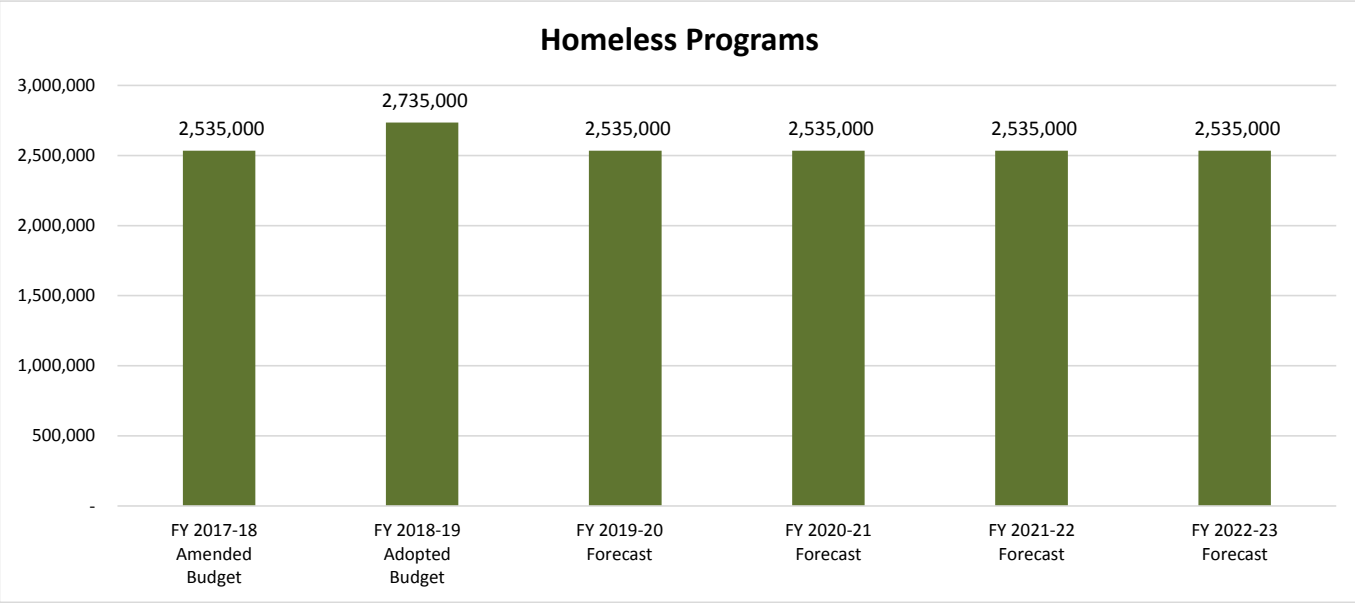


The five-year forecast assumes a depletion of funding in FY 2017-18 primarily due to the expansion of the trolley program necessitating a contribution from the Transportation Trust Fund in FY 2018-19 to cover trolley operations and vehicle acquisition. It is projected that funding from the State for vehicle acquisition will increase sizably beginning in year three as per FDOT Notice of Grant Award letters received for the period. Stable funding is forecasted from trolley advertising over the five-year period.

Special Revenue Funds Forecast

Homeless Programs

The Homeless Program Special Revenue Fund is used for activities of the City of Miami Homeless Programs, a division of the Department of Human Services



The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources. The FY 2018-19 shows an increase of $2 million due to the allocation of previous year fund balance to cover part of personnel expenditures not covered by grants usually budgeted, and covered by the General Fund.

Special Revenue Funds Forecast

Human Services

The Human Services Special Revenue Fund is a new fund that will be used to account for the Child Day-Care program activities and the Live Healthy Little Havana program activities in the newly created Department of Human Services.

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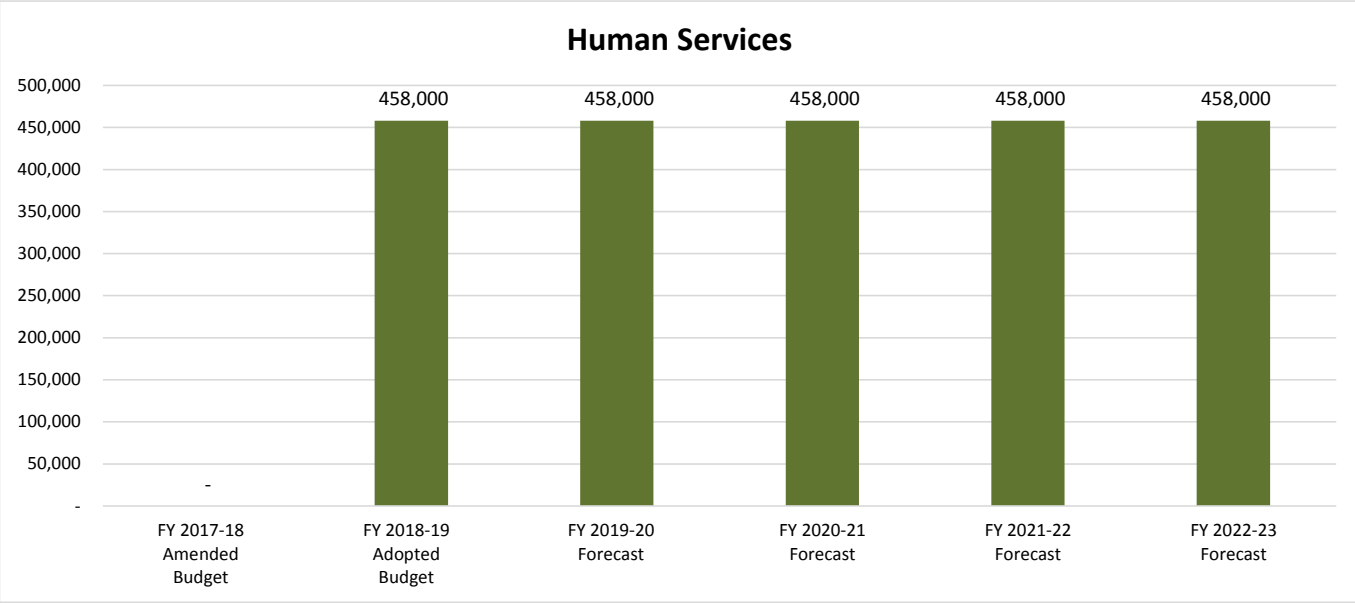
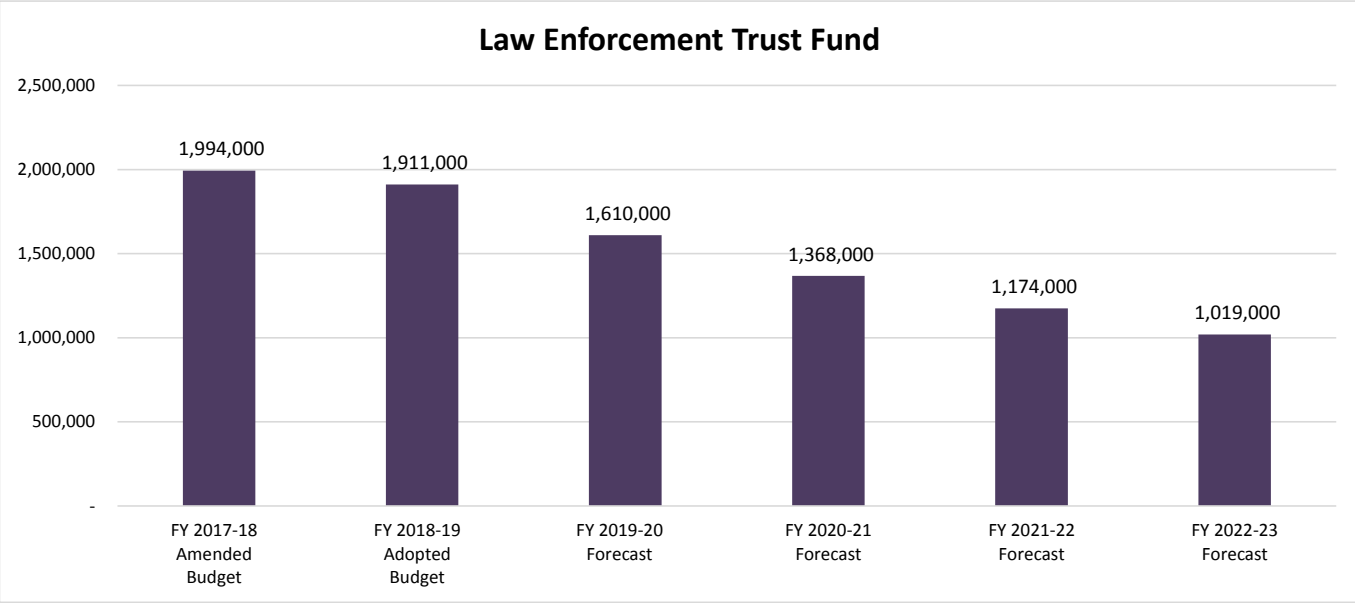


The five-year forecast assumes a steady receipt of two grants, Child Day Care Food Program and Early Learning Coalition of Miami-Dade and Monroe County, and to continue receive donations for the Live Healthy Little Havana program.

Special Revenue Funds 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.

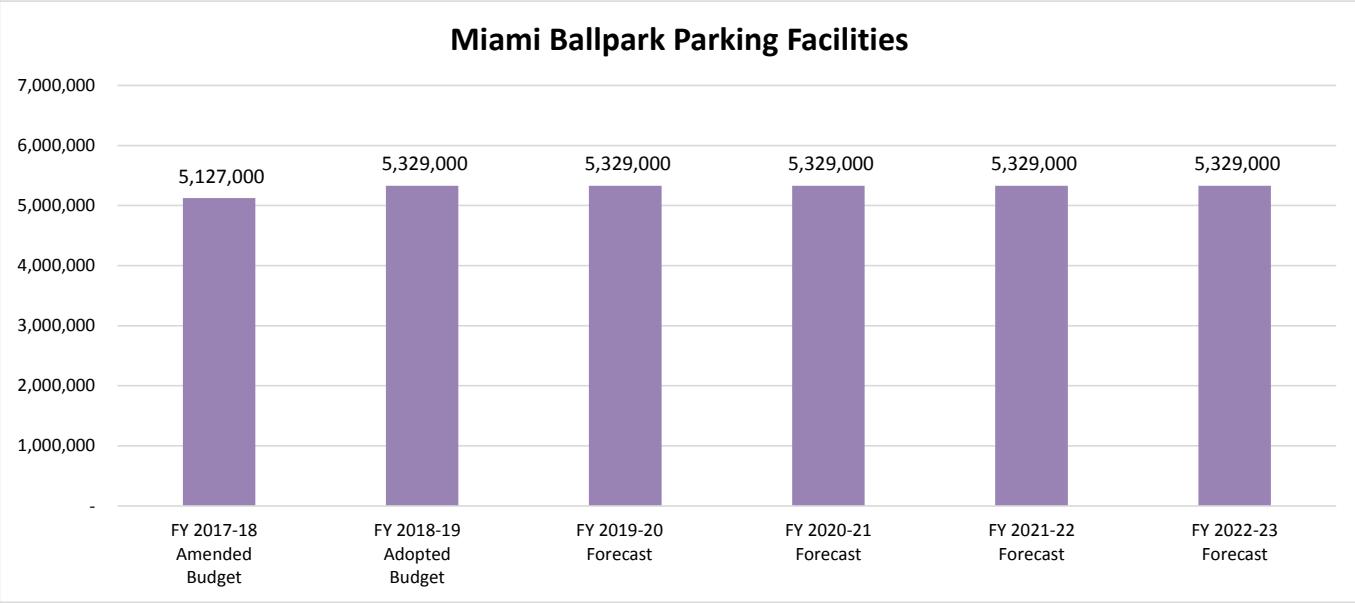


The five-year forecast assumes a steady amount in future revenues with a slight decrease in fund balance over the five -year period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities

To account for the operations of the Miami Ballpark Parking Facilities.

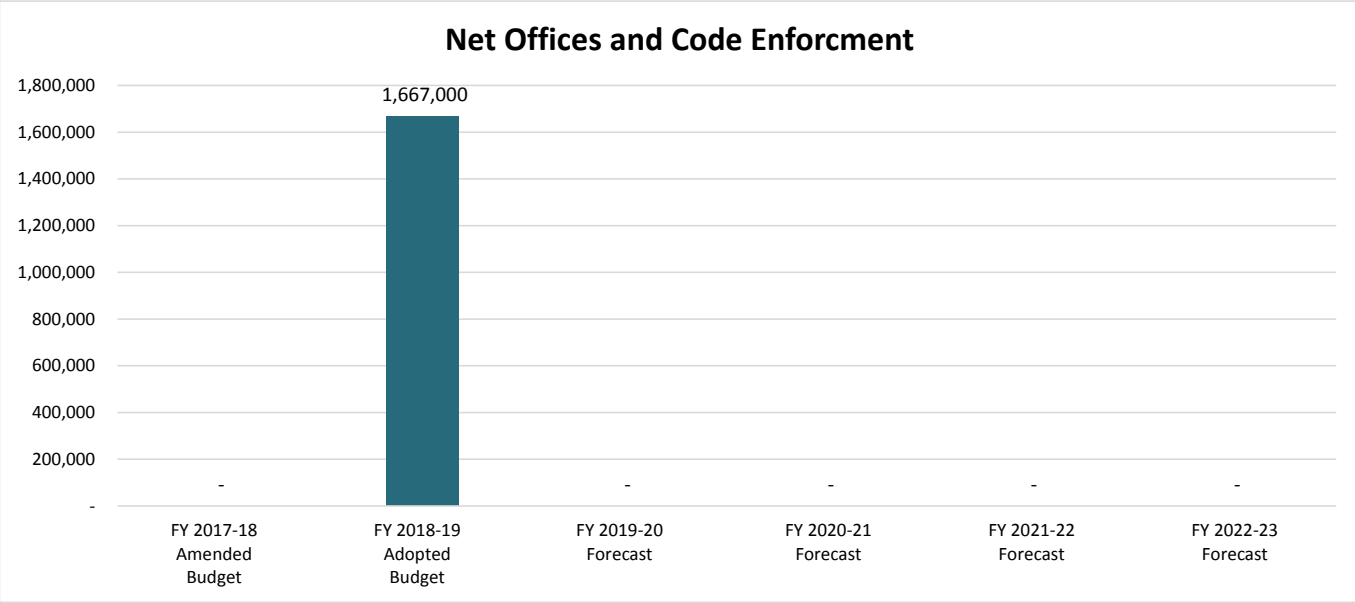


The five-year forecast assumes a fund balance increase for Fiscal Year 2018-19, and a steady revenues forecast for the up coming years.

Special Revenue Funds Forecast

Net Offices and Code Enforcment

The Net Offices and Code Enforcement Special Revenue Fund is used for activities of the Net Offices and Code Enforcement.

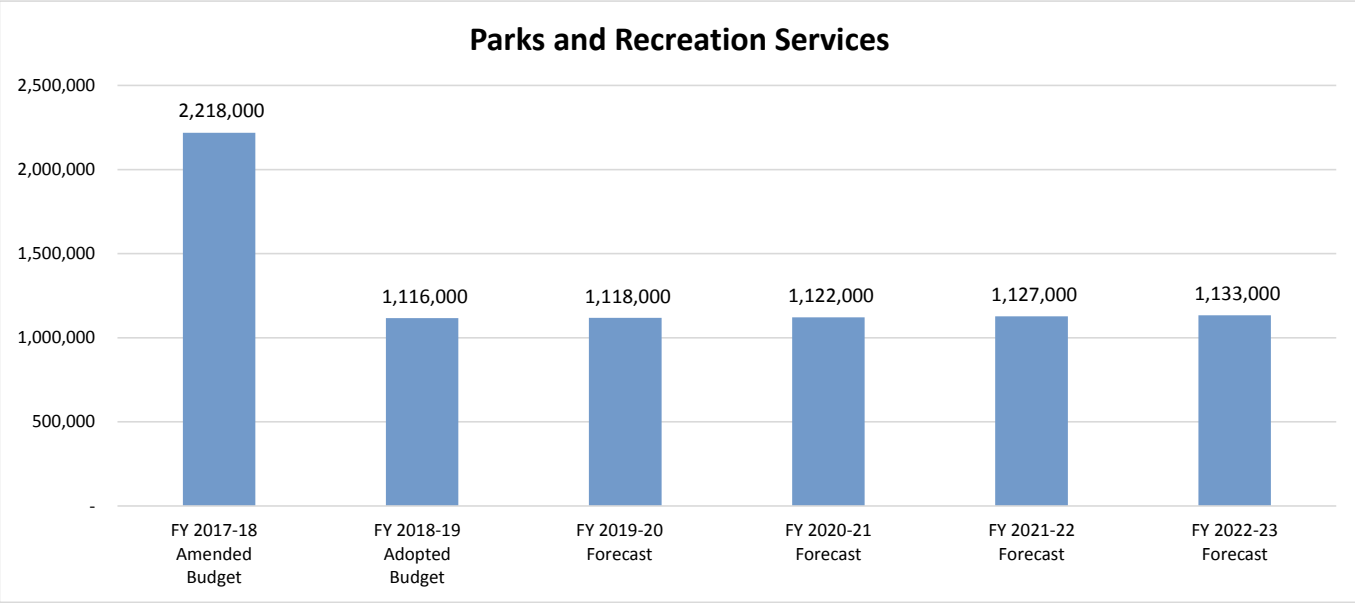


The FY 2017-18 does not have activities due to a reclassification of revenues from Special Revenue Fund to the General Fund, and 2018-19 include a fund balance transfers-out to capital and a budget reserve for future unallocated expenditures.

Special Revenue Funds Forecast

Parks and Recreation Services

The Parks and Recreation Services Special Revenue Fund is used for parks and recreation activities. This fund accounts for grants from local, state, and federal agencies that are used for these activities.

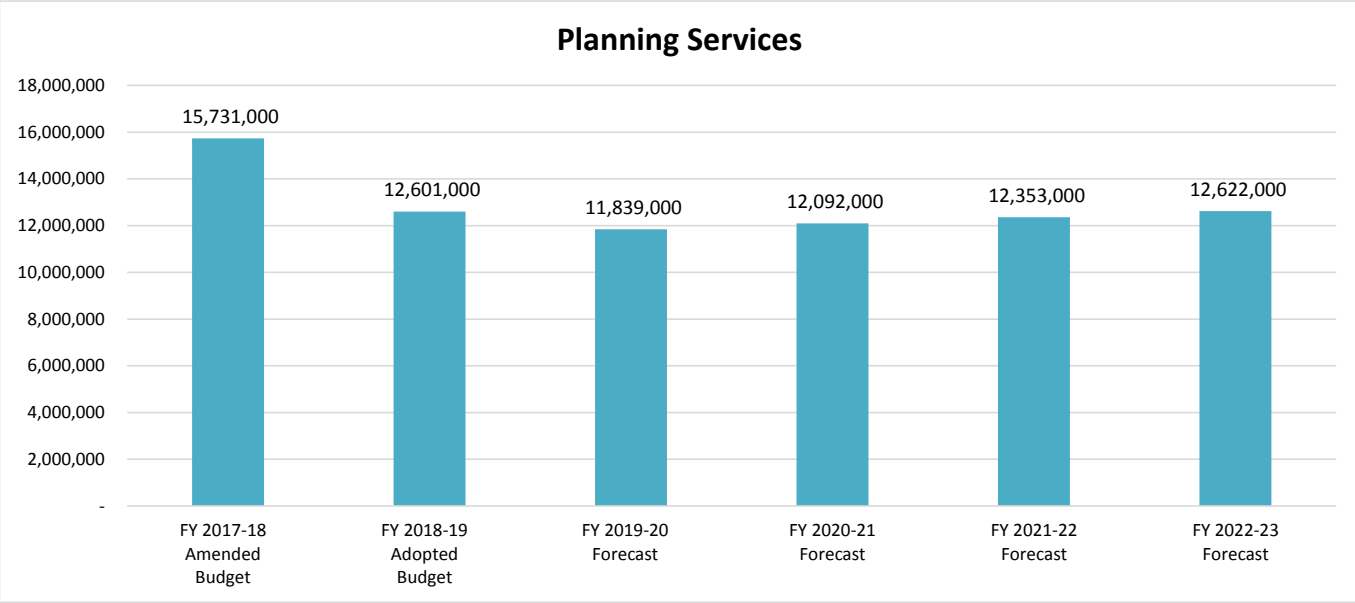


The FY 2017-18 amended budget included an allocation of a previous year fund balance in the Disabilities State program. The five-year forecast includes a revenue decrease in FY 2018-19 due to a transfer-out of the child care activities to a new special revenue fund, a depletion of previous year fund balance, and a stable pattern of revenues for the future periods.

Special Revenue Funds Forecast

Planning Services

The Planning Services Special Revenue Fund is used for the operation of the Department of Planning .

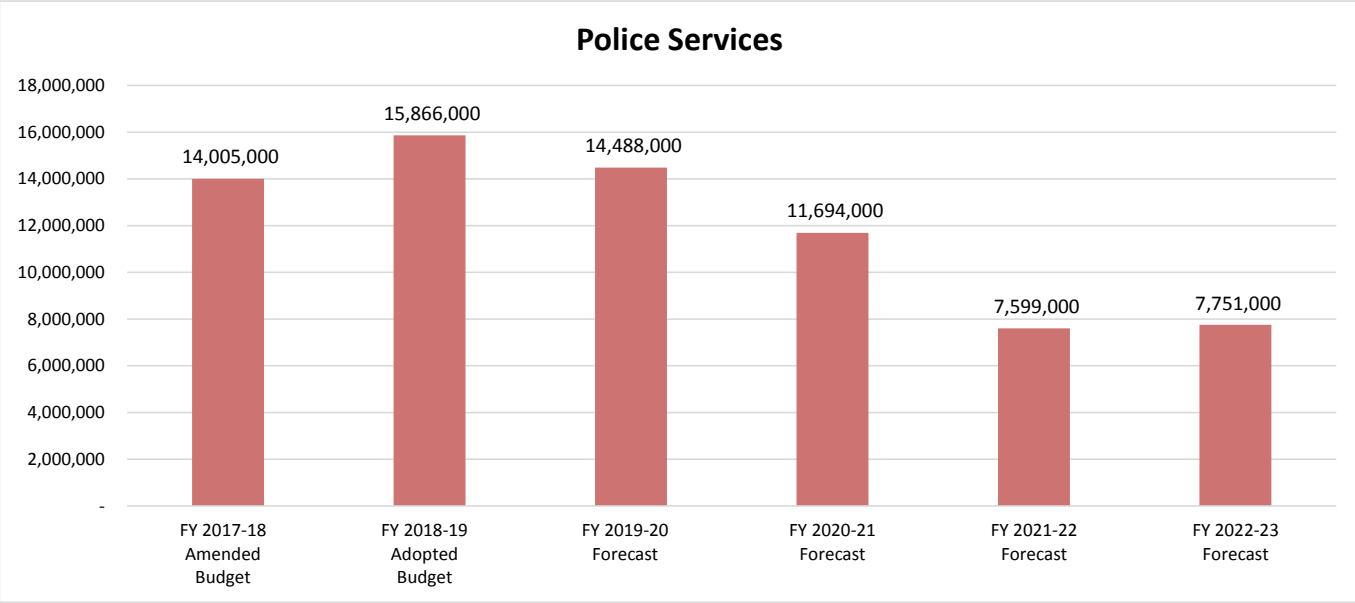


The fund balances of two funds, the Bayfront Riverfront Land Acquisition Trust and the Arts in Public Places were transfered to separate funds for accounting purposes in FY 2017-18. The remaining programs (such as the Downtown Development Regional Impact (DDRI), Traffic Study, FEC Corridor, Southeast Overtown Park West (SEOPW), and the Miami Commission on the Status of Women) have a stable pattern of revenues and expenditures projected over the the five-year period.

Special Revenue Funds 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.

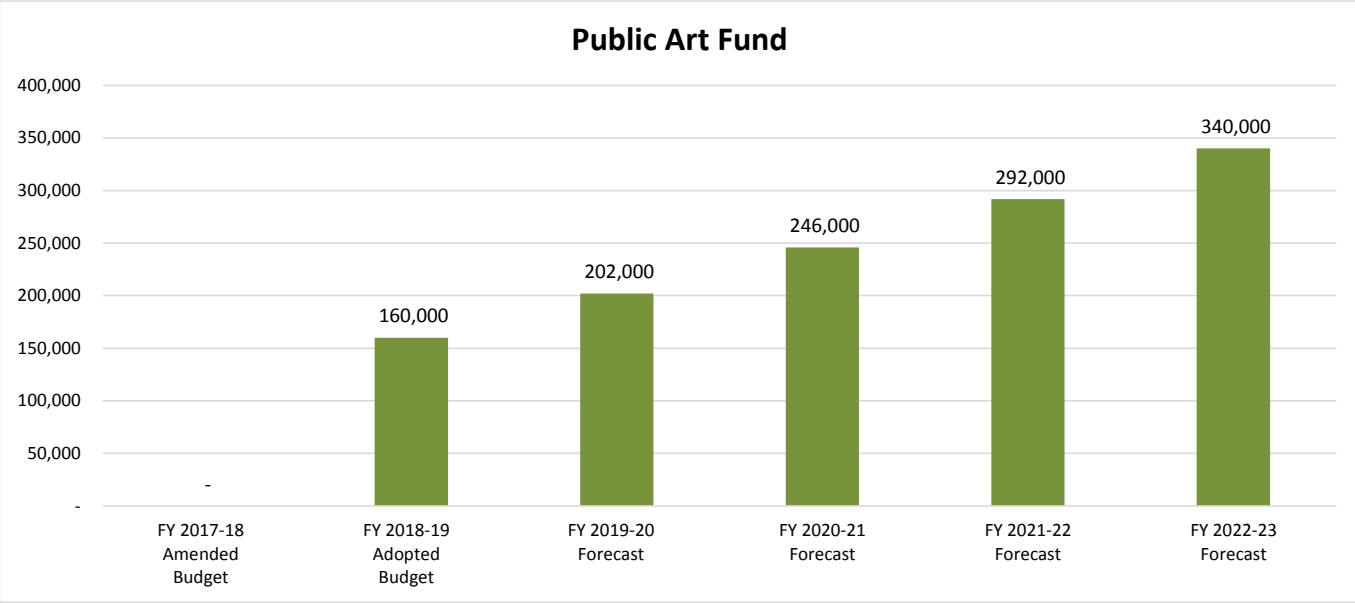


The five-year forecast assumes the termination of the COPS 2014 Hiring Grant partially offset by the addition of the COPS 2017 Hiring Grant fund balance and a newly COPS 2018 Hiring Grant, a fund balance for the Body Worn Camara grant, two new FDOT grants, and a new federal grant. It also assumes a sizeable depletion of prior year grant balance in the E911 Wireline and E911 Wireless grant as well as a decrease in funding from grantor for the E911 Wireline grant.

Special Revenue Funds Forecast

Public Art Fund

The Public Art Fund is used for the acquisition, installation, improvement, maintenance, insurance of art, arts education programming, and grants in order to promote the aesthetic diversity and character of the built environment and the cultural enrichment of the community.

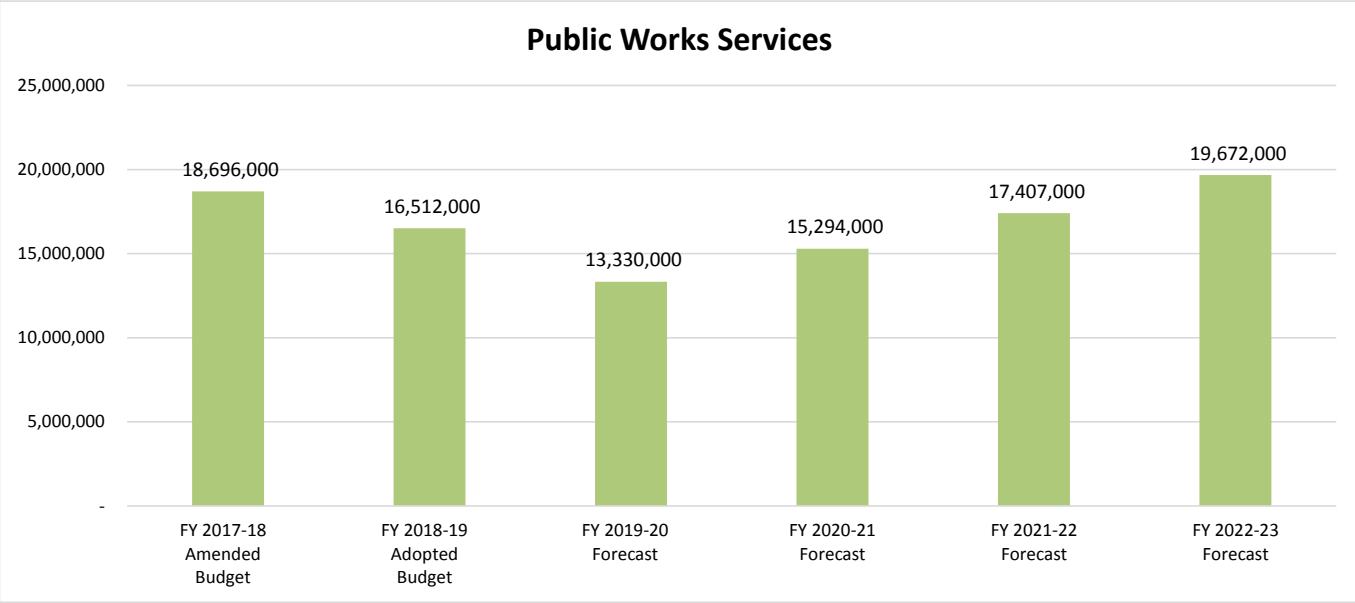


The five-year forecast assumes a stable pattern of revenues with a slight decrease in fund balance over the five-year period.

Special Revenue Funds Forecast

Public Works Services

The Public Works Services Special Revenue Fund is used for special programs managed by the Department of Resilience and Public Works. The fund primarily consists of Lane Closure revenue collections and grants from local, state, and federal agencies. In particular, this fund contains revenue colection related to the permiting and regulation of wall murals, per an agreement between the City and the Florida Department of Transportation (FDOT).

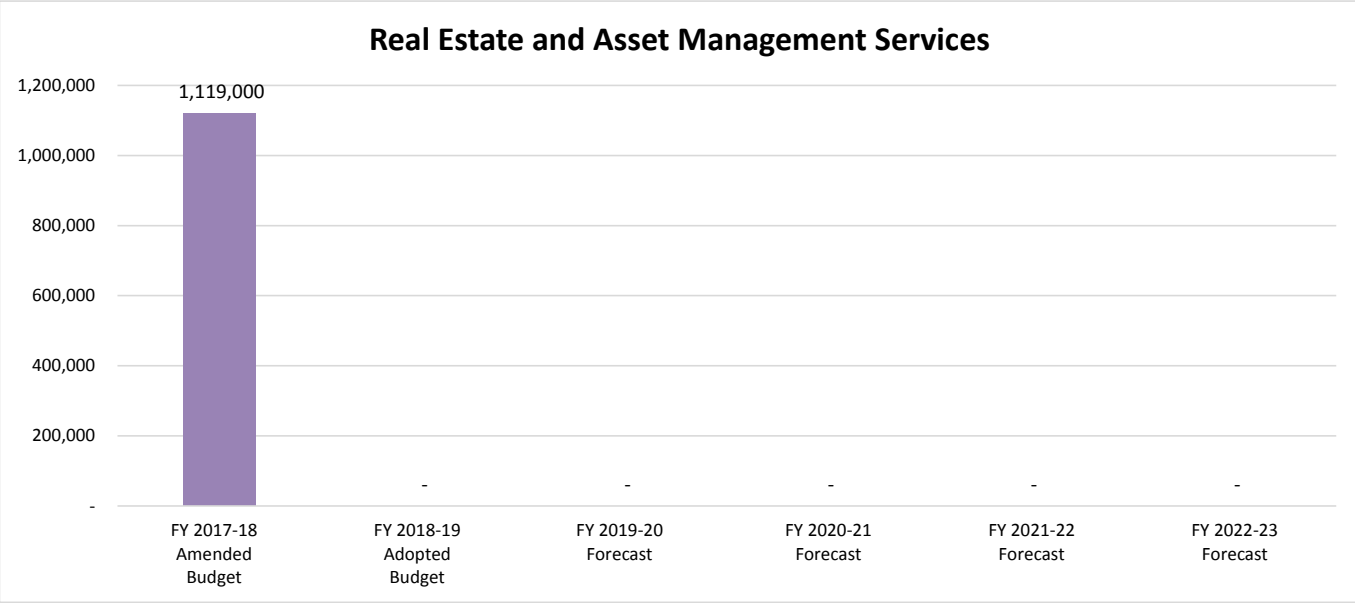


The five-year forecast assumes a fund balance decrease in FY 2018-19 and FY 2019-20 due to slower growth in Lane Closure revenues collected than in the prior fiscal years. The City experienced a “boom” in the last few years, which analyst predict is slowing and will continue to do so over the next few years. In addition, there is a one-time increase in expenditures due to $5 million transferred out to Capital for Citywide Beautification efforts. However, the Resilience and Public Works Department has prepared a proposal to modify fees associated with Lane Closure revenue collection - if adopted, the proposal has the potential to increase revenues into the Public Works Services fund despite predicted slowdowns in the construction market. The FY 2018-19 Budget includes a revenue increase of $671,000 associated with the fee proposal, accounting for only 50 percent of projected revenue collections that fiscal year. These projections assume a two percent growth in Lane Closure revenues every year starting in FY 2019-20.

Special Revenue Funds Forecast

Real Estate and Asset Management Services

The Real Estate and Asset Management Services Fund is used for the operation 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.

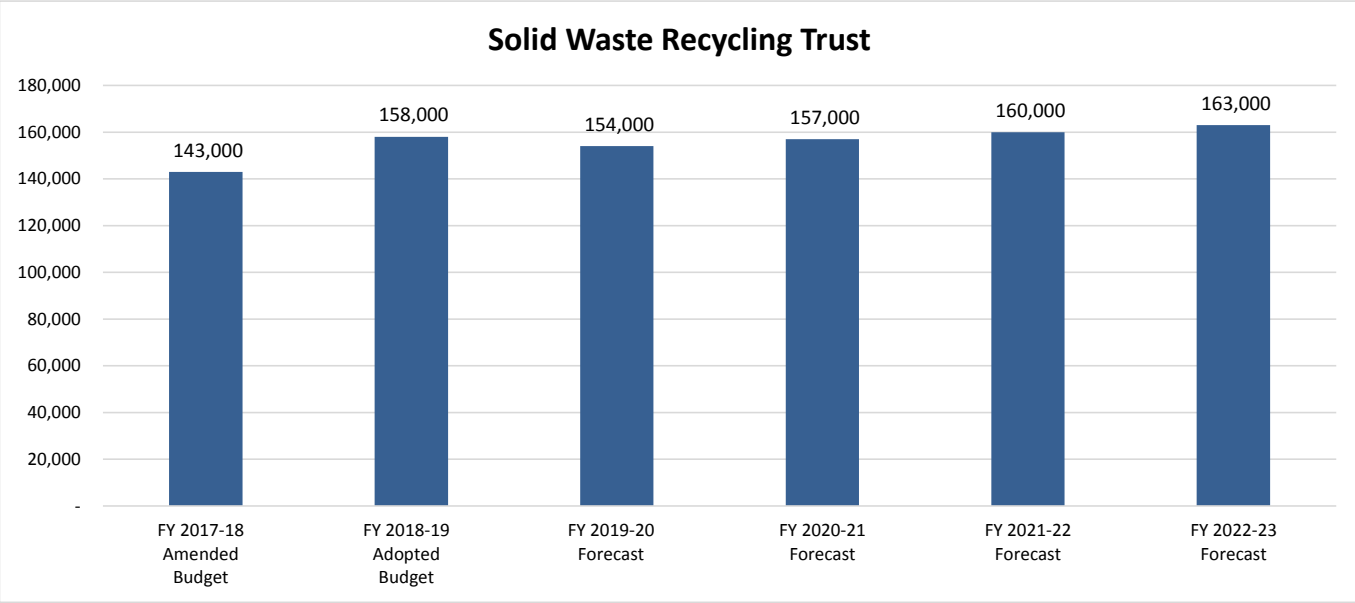


Fiscal Years 2016-17 and 2017-18 include transfers-out of the total fund balance due to a reclassification of revenues from Special Revenue Fund Department of Real Estate and Asset Management Services to the General Fund.

Special Revenue Funds Forecast

Solid Waste Recycling Trust

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.

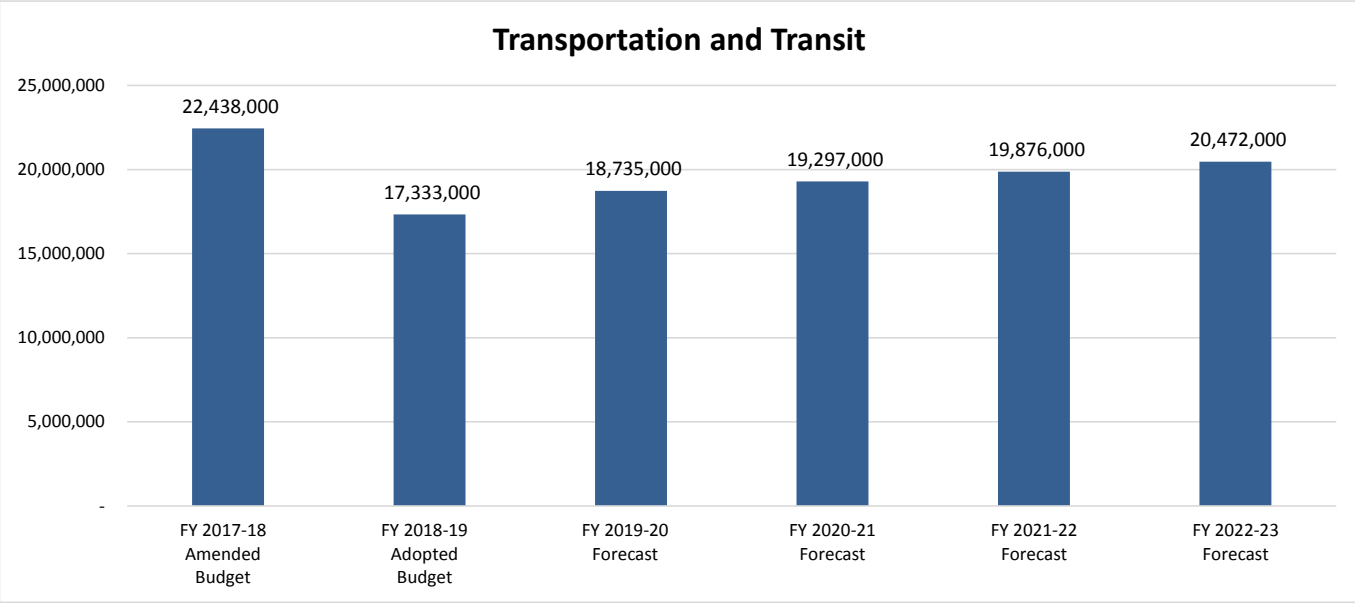


The five-year forecast assumes a slight increase receipt of the interest and slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees and dependent of the department. The fund balance allocated in FY 2017-18 represents the interest earned on the $1 million principal.

Special Revenue Funds Forecast

Transportation and Transit

The Transportation and Transit Fund is used for the operation of City of Miami's transit and transportation projects.

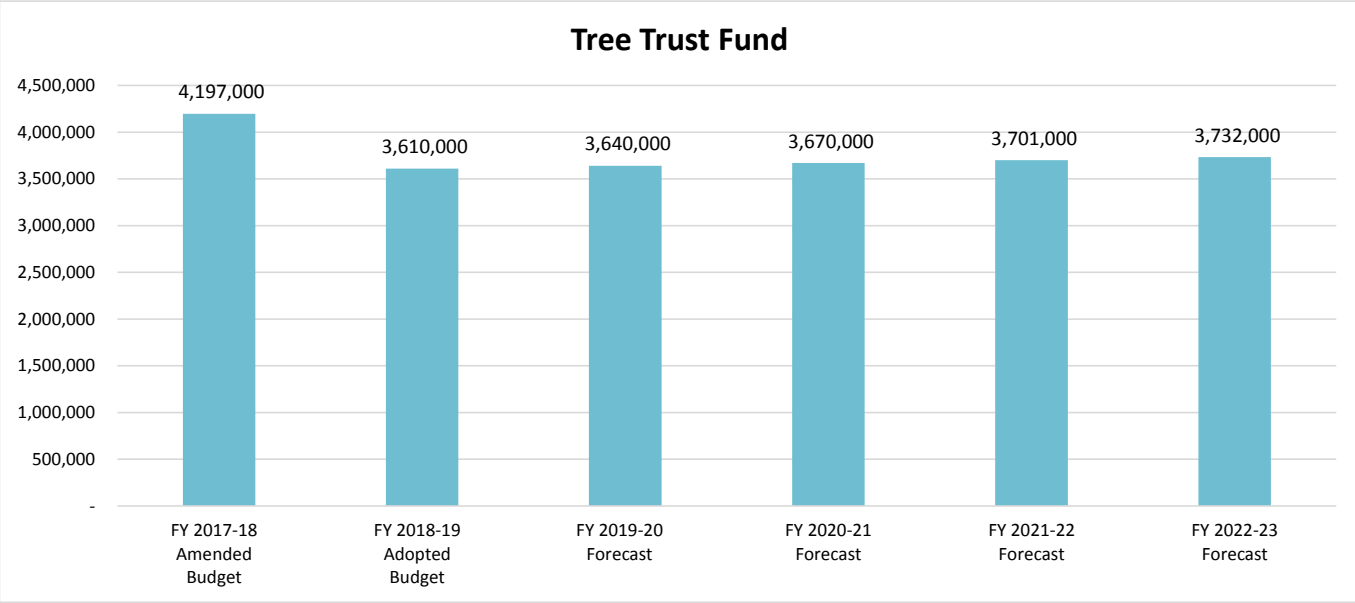


Revenues from Miami-Dade County over the five-year forecast are assumed to increase by three percent annually. Prior year fund balance is projected to be depleted in FY 2018-19 as a result of increased operating and capital costs associated with trolley route expansions necessitating a contribution from the Transportation Trust Fund to balance the budget. The trolley program is projected to be in a deficit beginning in FY 2019-20 through the end of the five-year period, as shown in the Half Cent Surtax Pro-Forma located at the end of the Resilience and Public Works narrative. Contributions from the Transportation Trust Fund are expected to cover the funding gap.

Special Revenue Funds Forecast

Tree Trust Fund

The Tree Trust Fund's purpose is to oversee and regulate the Trust's payments as specified in Section 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 2017-18, a depletion fund balance in FY 2018-19, and a one percent annual increase in revenues over the five-year period due to a stable pattern of revenues and expenditures.

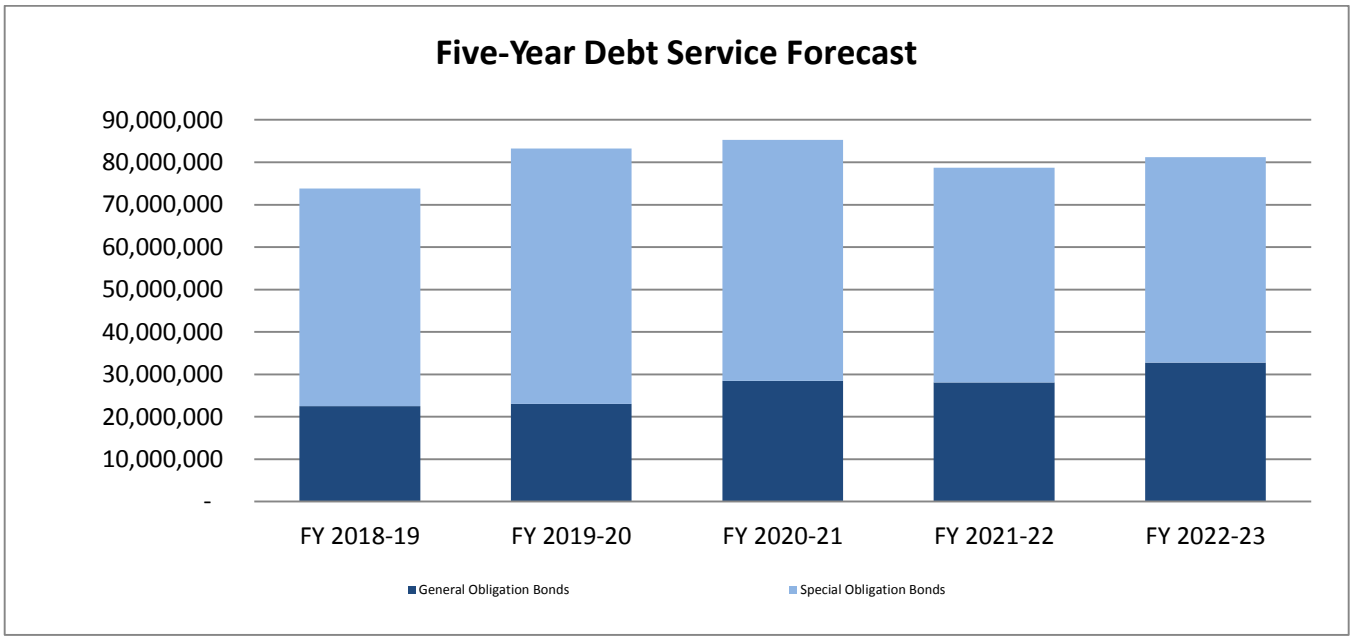
Debt Service Funds Forecast

DEBT SERVICE FUND

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments.

The FY 2018-19 Debt Service Fund Budget is $73.823 million and the projected budget amounts for the FY 2019-20 through FY 2022–23 are as follows:

	FY 2018-19 Adopted Budget	FY 2019-20 Projected Budget	FY 2020-21 Projected Budget	FY 2021-22 Projected Budget	FY 2022-23 Projected Budget
Revenues (Inflows)					
Property Taxes	22,520,000	23,058,000	28,427,000	28,118,000	32,766,400
Transfers-IN/Other Revenues	51,303,000	60,219,800	56,827,300	50,633,800	48,469,700
Total Revenues (Inflows)	73,823,000	83,277,800	85,254,300	78,751,800	81,236,100
Expenditures (Outflows)					
General Obligation Bonds	22,520,000	23,058,000	28,427,000	28,118,000	32,766,400
Special Obligation Bonds	51,303,000	60,219,800	56,827,300	50,633,800	48,469,700
Total Expenditures (Outflows)	73,823,000	83,277,800	85,254,300	78,751,800	81,236,100



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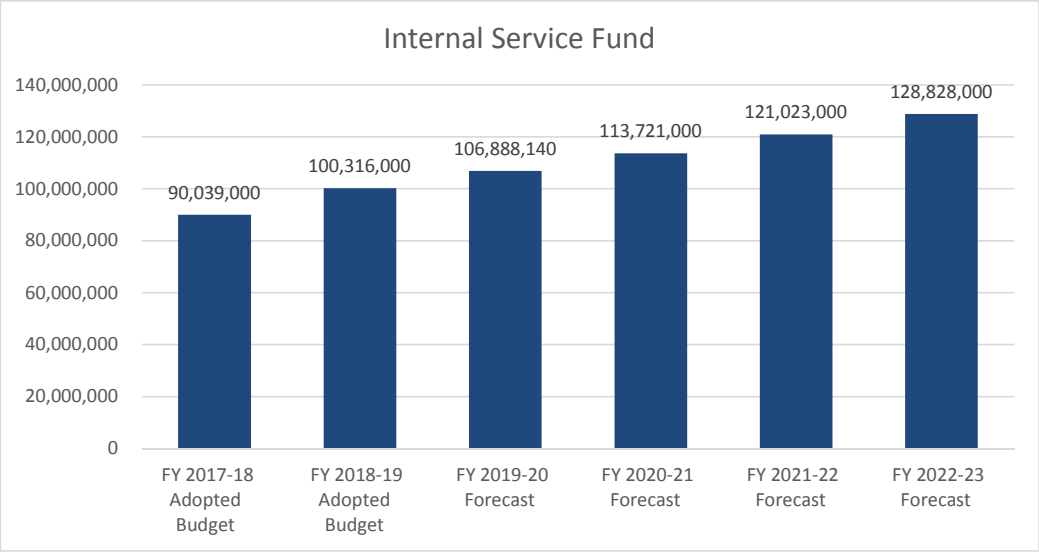
Internal Service Fund Forecast

Internal Service Fund:

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating cost to the operating departments. These cost are: health care, certain information technology costs, and the property casualty insurance program which includes workers' compensation and liability claims. This fund also serves as a centralized account for payment of these expenditures. The FY 2018-19 Budget for the ISF is $100.316 million.

	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	FY 2019-20 Forecast	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast
Health Insurance	53,665,000	63,261,000	68,195,000	73,310,000	78,808,000	84,719,000
Workers' Compensation	18,150,000	19,204,000	19,771,000	20,354,000	20,954,000	21,572,000
Insurance Premium	6,500,000	7,475,000	7,923,500	8,399,000	8,903,000	9,437,000
General Liability	3,900,000	3,944,000	4,180,640	4,431,000	4,697,000	4,979,000
ITD Cost Allocation	7,824,000	6,432,000	6,818,000	7,227,000	7,661,000	8,121,000
Internal Service Fund Total	**90,039,000**	**100,316,000**	**106,888,140**	**113,721,000**	**121,023,000**	**128,828,000**

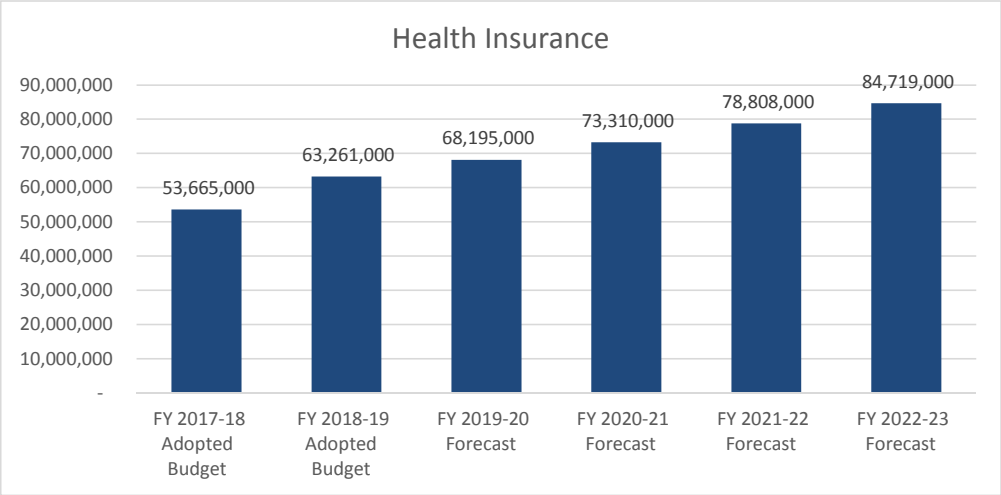
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item.



Internal Service Fund Forecast

Health Insurance

The FY 2018-19 Budget for Health Insurance is $63.261 million. This represents a 17.9 percent increase over the FY 2017-18 Adopted Budget. The increase is primarily due to the continuing trend of pharmacy cost increases at 11 percent and increased in medical catastrophic claims.

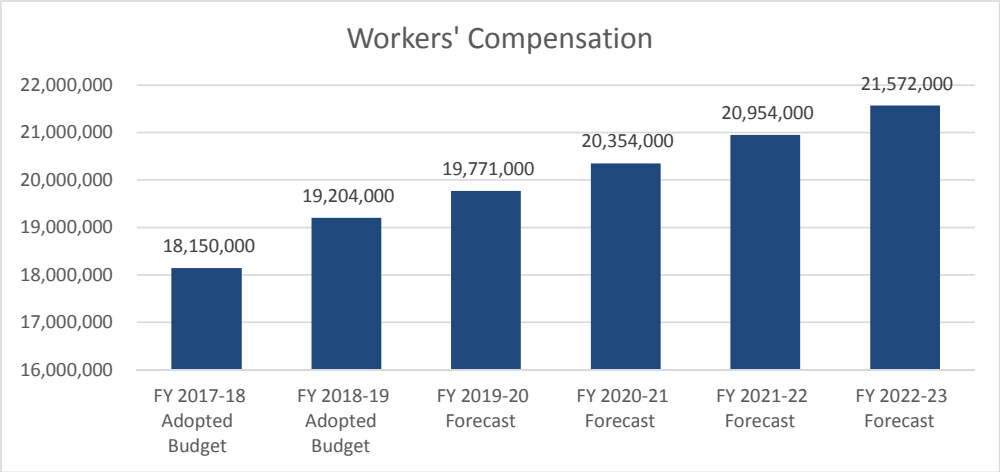


A 7.8 percent growth rate is actuarially projected in FY 2019-20 and a 7.5 percent is projected for FY 2021-22 through FY 2022-23 based on medical and perscription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2018-19 Budget for Workers' Compensation is $19.204 million. This represents a 5.8 percent increase over the FY 2017-18 Adopted Budget. Workers Compensation claims experienced an increase due in part to medical inflation.

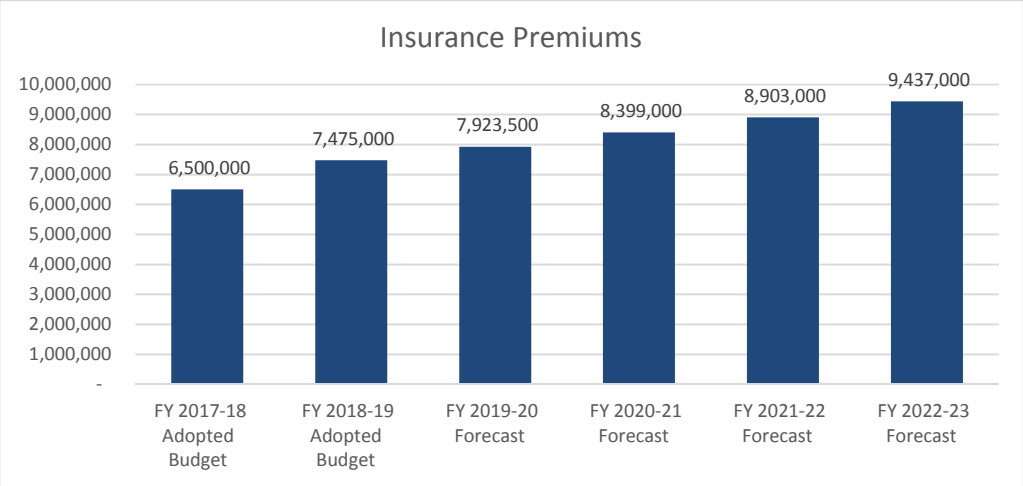


A 2.8 percent annual growth rate is actuarially projected throughout the forecast based on claims experience.

Internal Service Fund Forecast

Insurance Premiums

The FY 2018-19 Budget for Insurance Premiums is $7.475 million. This represents a 15 percent increase over the FY 2017-18 Adopted Budget. The increase is primarily due to higher property premiums following Hurricane Irma.

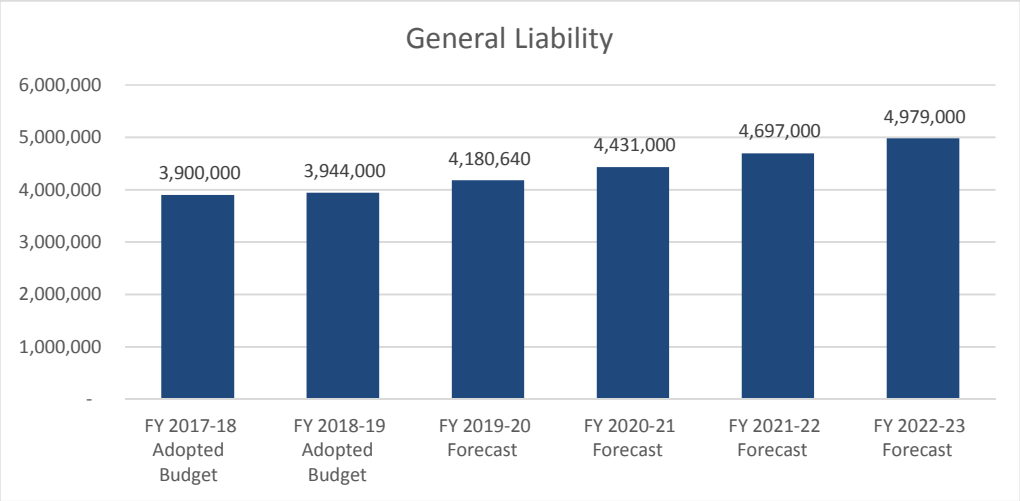


A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Internal Service Fund Forecast

General Liability

The FY 2018-19 Budget for General Liability is $3.944 million. This represents a 1.13 percent increase over the FY 2017-18 Adopted Budget. The increase is due to additional coverage for cyber and police liability insurance policies.

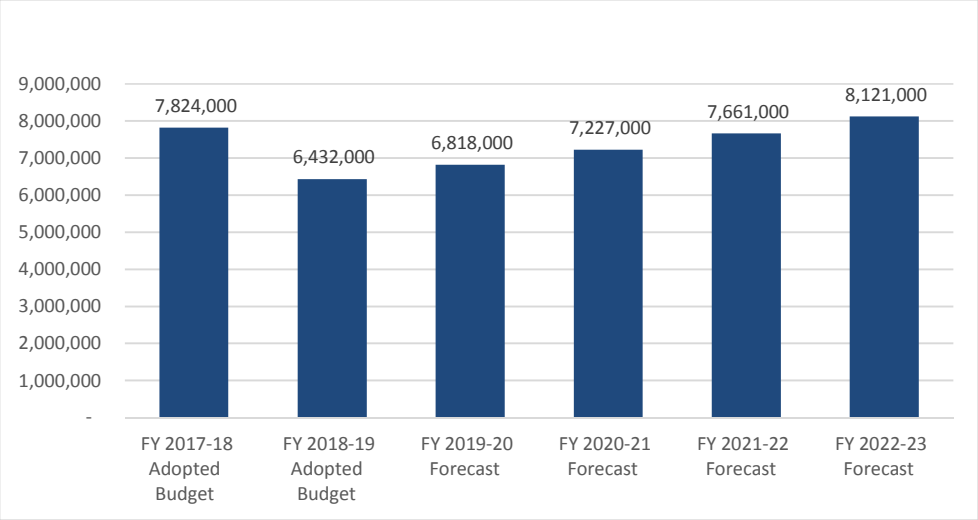


A 2.6 percent annual growth rate is actuarially projected throughout the forecast based on claims experience. These assumptions are based in part on forecasts developed by external actuaries.

Internal Service Fund Forecast

Innovation and Technology Cost Allocation

The FY 2018-19 Budget for Innovation and Technology Repair and Maintenance is $6.432 million. This represents a 17.8 percent decrease over the FY 2017-18 Adopted Budget. The decrease is primarily due to advanced monitoring and contract negotiations by the Innovation and Technology Department resulting in improved or increased services at a better rate, and providing savings in many areas. Additionally, some of the cost related to single user department were transferred to those departments.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

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APPENDIX C:
PRESENTATION OF SCHEDULES AND GRAPHS, ALL FUNDS

GRAPH:
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

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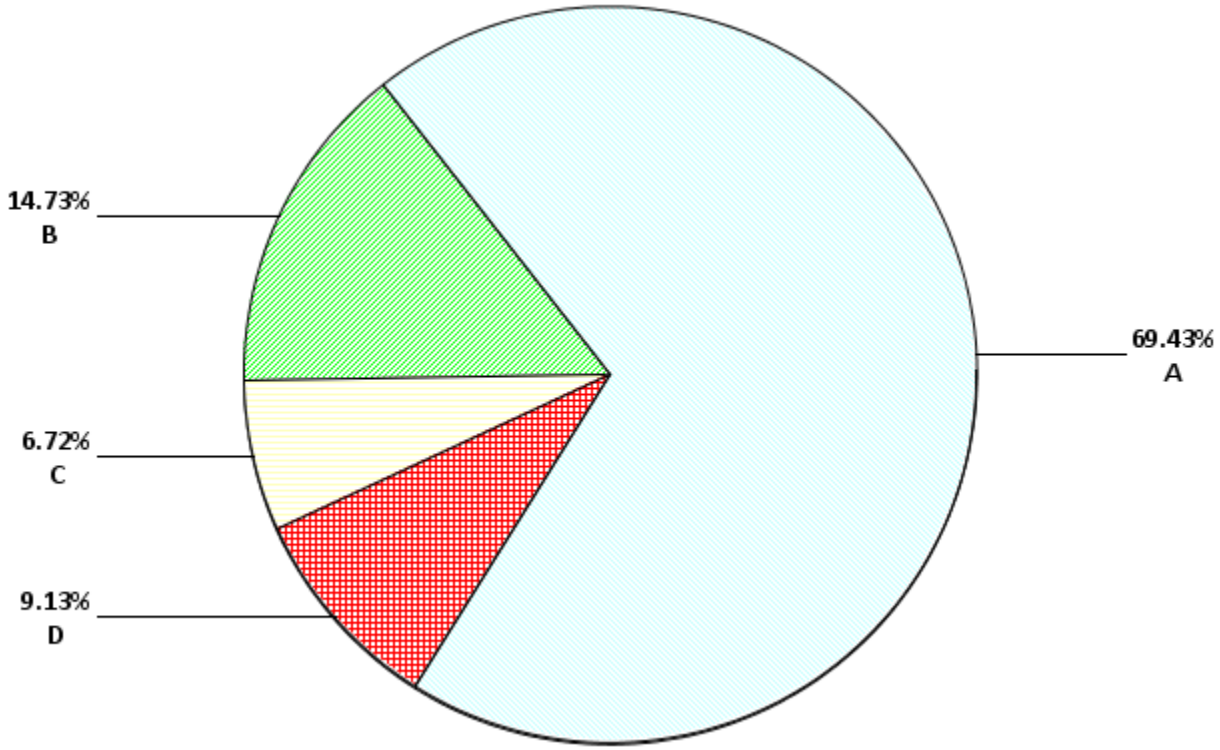
FY 2018-19 Budget
All Funds

FY 2018-19

$1,098,979,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: General Fund	726,828,000	67.15%	763,002,000	69.43%
B: Special Revenue Funds	185,592,000	17.15%	161,838,000	14.73%
C: Debt Service Funds	79,962,000	7.39%	73,823,000	6.72%
D: Internal Service Fund	90,039,000	8.32%	100,316,000	9.13%
Total	1,082,421,000	100.00%	1,098,979,000	100.00%

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Schedule: Revenues and Expenditures by Functional Category
FY 2018-19 Budget
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted All Funds	FY 2017-18 Adopted All Funds
Revenues (Inflows)						
Property Taxes	359,685,000	0	22,483,000	0	382,168,000	353,954,000
Franchise Fees and Other Taxes	115,757,000	0	0	0	115,757,000	110,344,000
Interest	3,623,000	17,000	0	0	3,640,000	2,510,000
Transfers-IN	5,348,000	13,778,000	38,453,000	0	57,579,000	63,151,000
Fines and Forfeitures	5,460,000	1,350,000	0	0	6,810,000	16,993,000
Intergovernmental Revenues	77,579,000	59,923,000	4,000,000	0	141,502,000	145,585,000
Licenses and Permits	67,037,000	1,095,000	0	0	68,132,000	66,152,000
Other Revenues (Inflows)	10,241,000	72,006,000	8,887,000	100,316,000	191,450,000	200,457,000
Charges for Services	118,272,000	13,669,000	0	0	131,941,000	123,275,000
Total Revenues (Inflows)	**763,002,000**	**161,838,000**	**73,823,000**	**100,316,000**	**1,098,979,000**	**1,082,421,000**
Expenditures (Outflows)						
General Government	78,077,000	10,908,000	73,823,000	6,432,000	169,240,000	170,840,000
Planning and Development	23,163,000	19,128,000	0	0	42,291,000	37,013,000
Public Works	85,232,000	24,985,000	0	0	110,217,000	125,536,000
Public Safety	388,359,000	32,804,000	0	0	421,163,000	399,777,000
Community and Economic Development	1,689,000	51,845,000	0	0	53,534,000	52,642,000
Public Facilities	13,090,000	6,868,000	0	0	19,958,000	16,592,000
Parks and Recreation	47,754,000	1,116,000	0	0	48,870,000	47,128,000
Risk Management	2,952,000	0	0	93,884,000	96,836,000	85,135,000
Non Departmental Units	67,816,000	1,147,000	0	0	68,963,000	55,051,000
Transfers - OUT	54,870,000	13,037,000	0	0	67,907,000	92,707,000
Total Expenditures (Outflows)	**763,002,000**	**161,838,000**	**73,823,000**	**100,316,000**	**1,098,979,000**	**1,082,421,000**

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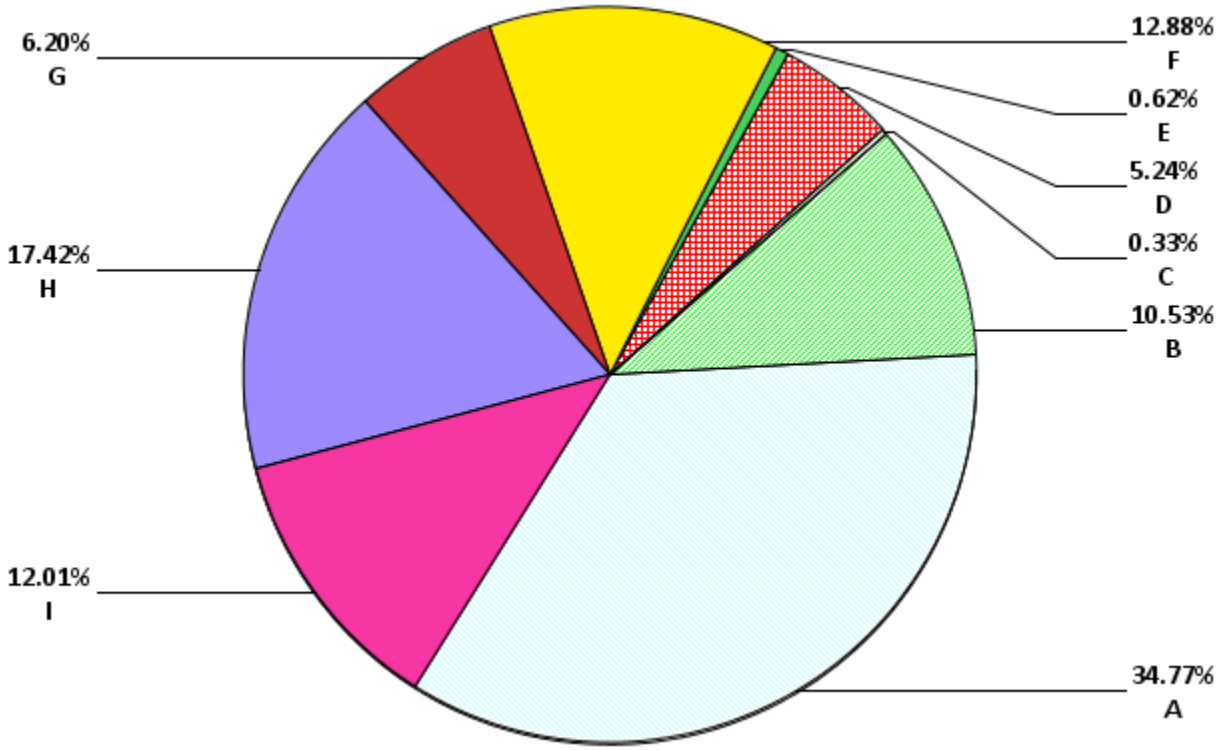
Revenues (Inflows) by Functional Category
All Funds

FY 2018-19

$1,098,979,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: Property Taxes	353,954,000	32.70%	382,168,000	34.77%
B: Franchise Fees and Other Taxes	110,344,000	10.19%	115,757,000	10.53%
C: Interest	2,510,000	0.23%	3,640,000	0.33%
D: Transfers-IN	63,151,000	5.83%	57,579,000	5.24%
E: Fines and Forfeitures	16,993,000	1.57%	6,810,000	0.62%
F: Intergovernmental Revenues	145,585,000	13.45%	141,502,000	12.88%
G: Licenses and Permits	66,152,000	6.11%	68,132,000	6.20%
H: Other Revenues (Inflows)	200,457,000	18.52%	191,450,000	17.42%
I: Charges for Services	123,275,000	11.39%	131,941,000	12.01%
Total	1,082,421,000	100.00%	1,098,979,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted AllFunds	FY 2017-18 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	338,693,000	0	22,483,000	0	361,176,000	335,507,000
Ad Valorem Taxes-Real-Delinquent	4,245,000	0	0	0	4,245,000	3,000,000
Ad Valorem Taxes-Penalty & Interest	130,000	0	0	0	130,000	30,000
Ad Valorem Taxes-Personal	16,517,000	0	0	0	16,517,000	15,317,000
Ad Valorem Taxes-Personal-Delinquent	100,000	0	0	0	100,000	100,000
Total Property Taxes:	**359,685,000**	**0**	**22,483,000**	**0**	**382,168,000**	**353,954,000**
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,500,000	0	0	0	7,500,000	7,200,000
Franc Fee-Electricity	29,900,000	0	0	0	29,900,000	27,800,000
Franc Fee-Gas	284,000	0	0	0	284,000	372,000
Utility Ser Fee-Electricity	36,100,000	0	0	0	36,100,000	34,100,000
Utility Ser Fee-Water	6,217,000	0	0	0	6,217,000	5,820,000
Utility Ser Fee-Gas	709,000	0	0	0	709,000	724,000
Utility Ser Fee-Fuel Oil	10,000	0	0	0	10,000	11,000
Public Service Taxes	21,637,000	0	0	0	21,637,000	21,617,000
Other Taxes-Storm Water	13,400,000	0	0	0	13,400,000	12,700,000
Total Franchise Fees and Other Taxes:	**115,757,000**	**0**	**0**	**0**	**115,757,000**	**110,344,000**
Interest						
Misc-Int & Pen-Lot Clear & Demoli	23,000	0	0	0	23,000	0
Misc-Int & Pen-Investment	3,600,000	17,000	0	0	3,617,000	2,510,000
Total Interest:	**3,623,000**	**17,000**	**0**	**0**	**3,640,000**	**2,510,000**
Transfers-IN						
Other-Interfund Transfer	5,348,000	11,881,000	38,453,000	0	55,682,000	59,451,000
Other-Intrafund Transfer	0	1,897,000	0	0	1,897,000	3,700,000
Total Transfers-IN:	**5,348,000**	**13,778,000**	**38,453,000**	**0**	**57,579,000**	**63,151,000**
Fines and Forfeitures						
Fines-Judgments And Fines	4,745,000	0	0	0	4,745,000	4,315,000
Fines-Other Fines And/Or Forfeits	715,000	1,350,000	0	0	2,065,000	2,133,000
Misc-Red Light Camera Fines	0	0	0	0	0	10,545,000
Total Fines and Forfeitures:	**5,460,000**	**1,350,000**	**0**	**0**	**6,810,000**	**16,993,000**

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted AllFunds	FY 2017-18 Adopted AllFunds
Intergovernmental Revenues						
Federal Grants	0	36,222,000	0	0	36,222,000	36,337,000
State Shared Revenues	625,000	0	0	0	625,000	1,084,000
Municipal Rev Sharing	14,900,000	0	0	0	14,900,000	14,300,000
Half Cent Sales Tax	34,000,000	0	0	0	34,000,000	33,701,000
State Pension Payment	10,832,000	0	0	0	10,832,000	10,832,000
Shared Revenues From Other Local Units	3,931,000	0	0	0	3,931,000	545,000
Shared Revenues - MPA	13,291,000	0	0	0	13,291,000	7,200,000
State Grants	0	2,568,000	0	0	2,568,000	1,095,000
Grants From Other Local Units	0	18,852,000	4,000,000	0	22,852,000	38,937,000
Shared Revenues - E911 Wireles	0	898,000	0	0	898,000	700,000
Shared Revenues - E911 Phone C	0	993,000	0	0	993,000	300,000
Shared Revenues - E911 Land Li	0	390,000	0	0	390,000	554,000
Total Licenses and Permits:	**77,579,000**	**59,923,000**	**4,000,000**	**0**	**141,502,000**	**145,585,000**
Licenses and Permits						
Other Licenses, Fees - Code Foreclosure Registration	450,000	0	0	0	450,000	150,000
Business Tax Receipt-Business	7,300,000	0	0	0	7,300,000	7,100,000
Business Tax Receipt-Business-Penalty	456,000	0	0	0	456,000	345,000
Business Tax Receipt-Metro	593,000	0	0	0	593,000	525,000
Building Permits	25,000,000	0	0	0	25,000,000	23,000,000
Other Licenses, Fees and Permits	2,428,000	795,000	0	0	3,223,000	4,532,000
Other Licenses, Fees - CU(SW)	7,500,000	0	0	0	7,500,000	7,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	15,250,000	0	0	0	15,250,000	14,500,000
Other Licenses, Fees - Murals	3,000,000	300,000	0	0	3,300,000	3,300,000
Other Licenses, Fees - Fire Safety Permits	2,500,000	0	0	0	2,500,000	2,500,000
Other Licenses, Fees - CU	2,560,000	0	0	0	2,560,000	2,700,000
Total Licenses and Permits:	**67,037,000**	**1,095,000**	**0**	**0**	**68,132,000**	**66,152,000**
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	108,000	0	0	0	108,000	108,000
Misc-Contributions And Donations From Private Sources	0	112,000	0	0	112,000	237,000
Misc.-Other Service Charges/Late Fees	296,000	0	0	0	296,000	256,000

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted AllFunds	FY 2017-18 Adopted AllFunds
Misc. -Other Revnues EE Health	0	0	0	6,000,000	6,000,000	5,200,000
Misc. -Other Revenues Retirees Health	0	0	0	8,200,000	8,200,000	8,500,000
Misc - Fuel	50,000	0	0	0	50,000	90,000
Misc - Vending	41,000	0	0	0	41,000	31,000
Misc-Settlements	131,000	0	0	0	131,000	55,000
Misc-Contra Revenue For Bad Debt Allowance	0	0	0	0	0	295,000
Other-Nonoperating Sources	3,343,000	370,000	321,000	86,116,000	90,150,000	94,349,000
Other-Oth N-optg Sour/Carryover	3,751,000	70,394,000	8,566,000	0	82,711,000	87,418,000
Misc-Other Miscellaneous Revenues	2,521,000	1,130,000	0	0	3,651,000	3,918,000
Total Other Revenues (Inflows):	**10,241,000**	**72,006,000**	**8,887,000**	**100,316,000**	**191,450,000**	**200,457,000**
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	1,268,000	0	0	0	1,268,000	1,446,000
CFS-GG-Other General Government Charges And Fees	900,000	60,000	0	0	960,000	960,000
CFS-PS-Police Services	2,800,000	1,129,000	0	0	3,929,000	3,471,000
CFS-PS-Emergency Service Fees	11,139,000	0	0	0	11,139,000	9,500,000
CFS-Public Emerg Med Transp (PEMT) Payment	1,000,000	0	0	0	1,000,000	1,000,000
CFS-PS-Protective Inspection Fees	475,000	0	0	0	475,000	511,000
CFS-PS-Ambulance/False Alarm Fees	700,000	0	0	0	700,000	700,000
CFS-PS-Other Public Safety Charges And Fees	400,000	0	0	0	400,000	1,000,000
CFS-PE-Water Utility Revenue	5,000	0	0	0	5,000	0
CFS-PE-Garbage/Solid Waste Revenue	25,135,000	0	0	0	25,135,000	25,174,000
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,000
CFS-PE-Other Physical Environment Revenue	120,000	0	0	0	120,000	120,000
CFS-Trans-Parking Facilities	2,700,000	4,480,000	0	0	7,180,000	6,959,000
CFS-Trans-Tolls	150,000	0	0	0	150,000	300,000
CFS-Trans-Tools	500,000	0	0	0	500,000	799,000
CFS-C&R-Special Recreation Facilities	2,192,000	0	0	0	2,192,000	2,330,000
CFS-C&R-Other Culture/Recreation	3,911,000	0	0	0	3,911,000	3,649,000
CFS-C&R-Other Culture/Recreation (PF)	8,468,000	0	0	0	8,468,000	10,224,000
CFS-Rents And Royalties	16,619,000	0	0	0	16,619,000	13,792,000

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted AllFunds	FY 2017-18 Adopted AllFunds
CFS-Other Charges for Services	10,330,000	7,201,000	0	0	17,531,000	11,361,000
CFS-Parking Surcharges Lockbox	22,000,000	799,000	0	0	22,799,000	22,778,000
CFS - Pari-Mutuel Revenues stor	2,259,000	0	0	0	2,259,000	2,200,000
CFS-Building Inspections	5,200,000	0	0	0	5,200,000	5,000,000
Total Charges for Services:	**118,272,000**	**13,669,000**	**0**	**0**	**131,941,000**	**123,275,000**
Total Revenue (Inflows):	**763,002,000**	**161,838,000**	**73,823,000**	**100,316,000**	**1,098,979,000**	**1,082,421,000**

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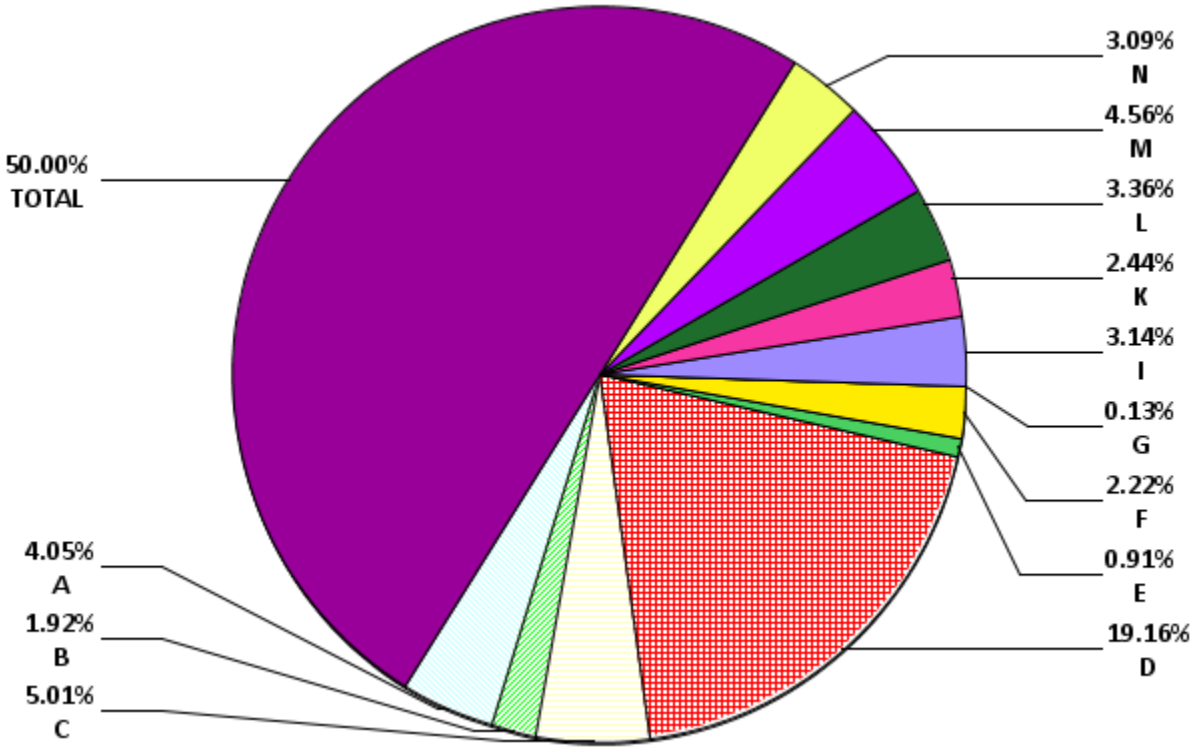
Expenditures (Outflows) By Functional Category
All Funds

FY 2018-19

$1,098,979,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: General Government	83,054,000	7.67%	88,985,000	8.10%
B: Planning and Development	37,013,000	3.42%	42,291,000	3.85%
C: Public Works	125,536,000	11.60%	110,217,000	10.03%
D: Public Safety	399,777,000	36.93%	421,163,000	38.32%
E: Public Facilities	16,592,000	1.53%	19,958,000	1.82%
F: Parks and Recreation Department	47,128,000	4.35%	48,870,000	4.45%
G: Risk Management	2,920,000	0.27%	2,952,000	0.27%
H: Non-Departmental	55,051,000	5.09%	68,963,000	6.28%
I: Community and Economic Development	52,642,000	4.86%	53,534,000	4.87%
J: Debt Service Funds	79,962,000	7.39%	73,823,000	6.72%
K: Internal Service Fund	90,039,000	8.32%	100,316,000	9.13%
L: Transfers - OUT	92,707,000	8.56%	67,907,000	6.18%
Total	1,082,421,000	100.00%	1,098,979,000	100.00%

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Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted All Funds	FY 2017-18 Adopted All Funds
General Government						
Office of the Mayor	1,454,000	500,000	0	0	1,954,000	2,610,000
Board of Commissioners	3,912,000	4,366,000	0	0	8,278,000	7,457,000
Total City Manager	2,850,000	4,000	0	0	2,854,000	3,920,000
Total Office of Agenda Coordination	402,000	0	0	0	402,000	397,000
Total Office of the Auditor General	1,368,000	0	0	0	1,368,000	1,126,000
Office of the City Attorney	9,356,000	0	0	0	9,356,000	8,418,000
Office of the City Clerk	1,845,000	1,180,000	0	0	3,025,000	2,502,000
Total Civil Services	445,000	0	0	0	445,000	428,000
Total Code Compliance	6,934,000	1,667,000	0	0	8,601,000	6,728,000
Office of Communications	2,149,000	0	0	0	2,149,000	1,605,000
Total Office of EODP	464,000	0	0	0	464,000	438,000
Total Office of Film and Entertainment	0	0	0	0	0	424,000
Total Finance	9,296,000	0	73,823,000	0	83,119,000	88,835,000
Total Office of Grants Administration	1,712,000	173,000	0	0	1,885,000	5,016,000
Total Human Resources	4,736,000	0	0	0	4,736,000	4,603,000
Total Innovation and Technology	13,597,000	736,000	0	6,432,000	20,765,000	19,203,000
Total Office of Management and Budget	2,499,000	39,000	0	0	2,538,000	2,873,000
Total Neighborhood Enhancement Teams (NET)	7,382,000	0	0	0	7,382,000	6,514,000
Total Procurement	2,572,000	0	0	0	2,572,000	2,701,000
Total Office of Resilience and Sustainability	723,000	0	0	0	723,000	785,000
Veteran Affairs and Homeless Services	0	0	0	0	0	4,257,000
Human Services	4,381,000	3,193,000	0	0	7,574,000	0
Total General Government	**78,077,000**	**11,858,000**	**73,823,000**	**6,432,000**	**170,190,000**	**170,840,000**
Planning and Development						
Total Building Department	14,285,000	2,757,000	0	0	17,042,000	14,799,000
Office of Planning	5,789,000	16,371,000	0	0	22,160,000	22,063,000
Office of Zoning	3,089,000	0	0	0	3,089,000	2,305,000
Total Planning and Development	**23,163,000**	**19,128,000**	**0**	**0**	**42,291,000**	**39,167,000**
Community and Economic Development						
Total Housing and Community Development Department	1,689,000	51,845,000	0	0	53,534,000	52,642,000

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Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted All Funds	FY 2017-18 Adopted All Funds
Total Community and Economic Development	**1,689,000**	**51,845,000**	**0**	**0**	**53,534,000**	**52,642,000**
Public Works						
Total Office of Capital Improvements	3,658,000	213,000	0	0	3,871,000	3,252,000
Total GSA Department	25,258,000	25,000	0	0	25,283,000	23,092,000
Total Resilience and Public Works Department	26,183,000	36,676,000	0	0	62,859,000	59,619,000
Total Solid Waste Department	33,884,000	158,000	0	0	34,042,000	33,442,000
Total Office of Transportation Management	0	0	0	0	0	21,481,000
Total Public Works	**88,983,000**	**37,072,000**	**0**	**0**	**126,055,000**	**140,886,000**
Public Safety						
Total Fire-Rescue	143,167,000	15,027,000	0	0	158,194,000	148,680,000
Total Police	245,192,000	17,777,000	0	0	262,969,000	251,097,000
Total Public Safety	**388,359,000**	**32,804,000**	**0**	**0**	**421,163,000**	**399,777,000**
Other Departments						
Total Real Estate and Asset Management	13,090,000	6,868,000	0	0	19,958,000	19,718,000
Total Parks and Recreation	47,754,000	1,116,000	0	0	48,870,000	47,128,000
Risk Management	2,952,000	0	0	93,884,000	96,836,000	85,135,000
Total Other	**63,796,000**	**7,984,000**	**0**	**93,884,000**	**165,664,000**	**151,981,000**
Pension						
Pensions	**0**	**0**	**0**	**0**	**0**	**0**
Non-Departmental						
Total Non Departmental	118,935,000	1,147,000	0	0	120,082,000	127,128,000
Total Non Departmental Units	**118,935,000**	**1,147,000**	**0**	**0**	**120,082,000**	**127,128,000**
Total All Organizations	**763,002,000**	**161,838,000**	**73,823,000**	**100,316,000**	**1,098,979,000**	**1,082,421,000**

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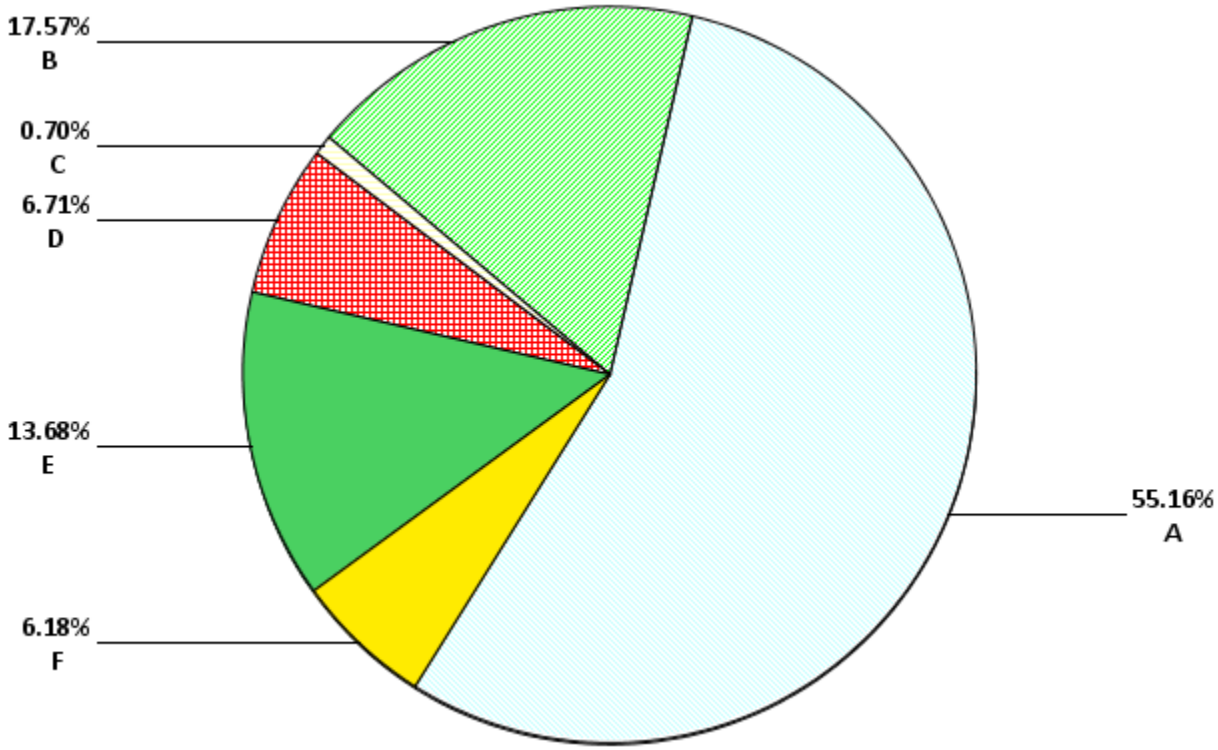
Expenditures (Outflows) by Account Category
All Funds

FY 2018-19

$1,098,979,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: Personnel	564,850,000	52.18%	606,157,000	55.16%
B: Operating Expense	188,099,000	17.38%	193,048,500	17.57%
C: Capital Outlay	8,792,000	0.81%	7,740,000	0.70%
D: Debt Service	74,296,000	6.86%	73,791,500	6.71%
E: Non-Operating Expenses	153,677,000	14.20%	150,335,000	13.68%
F: Transfers - OUT	92,707,000	8.56%	67,907,000	6.18%
Total	1,082,421,000	100.00%	1,098,979,000	100.00%

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Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted All Funds	FY 2017-18 Adopted All Funds
Personnel						
Executive Salaries	402,000	0	0	0	402,000	410,000
Regular Salaries and Wages	287,502,000	9,081,000	0	0	296,583,000	288,516,000
Attrition Savings - Salaries	(7,884,000)	(254,000)	0	0	(8,138,000)	(9,744,000)
Other Salaries and Wages	1,460,000	1,126,000	0	0	2,586,000	10,605,000
Other Salaries and Wages -Part Time Year Year Round	6,016,000	119,000	0	0	6,135,000	12,000
Other Salaries and Wages - Part Time Seasonal	1,701,000	0	0	0	1,701,000	0
Overtime	12,018,000	4,378,000	0	0	16,396,000	11,851,000
OT Staffing	1,593,000	0	0	0	1,593,000	1,593,000
OT EMS Backfill for Training	402,000	0	0	0	402,000	402,000
OT Off Duty Events	3,295,000	1,000	0	0	3,296,000	1,338,000
Special Pay	18,841,000	178,000	0	0	19,019,000	20,235,000
Fringe Benefits	1,402,000	32,000	0	0	1,434,000	1,347,000
Fringe Benefits - Tuition Reimbursement	300,000	1,000	0	0	301,000	484,000
Fica Taxes	12,367,000	605,000	0	0	12,972,000	12,513,000
Retirement Contributions	47,094,000	1,605,000	0	0	48,699,000	46,563,000
Police and Fire - FIPO	61,892,000	804,000	0	0	62,696,000	57,000,000
Secondary Pension Contributions	10,832,000	0	0	0	10,832,000	10,832,000
Life and Health Insurance	48,160,000	816,000	0	63,261,000	112,237,000	93,699,000
Health Trust - FOP	16,710,000	301,000	0	0	17,011,000	17,194,000
Total Personnel:	**524,103,000**	**18,793,000**	**0**	**63,261,000**	**606,157,000**	**564,850,000**
Operating Expense						
Workers' Compensation	18,896,000	390,000	0	17,171,000	36,457,000	36,309,000
Unemployment Compensation	80,000	0	0	0	80,000	150,000
Professional Services	5,573,000	4,827,000	6,500	2,033,000	12,439,500	13,949,000
Professional Services-Legal Services	4,501,000	0	0	0	4,501,000	2,120,000
Professional Services-Medical	1,189,000	0	0	0	1,189,000	1,209,000
Accounting and Auditing	525,000	0	0	0	525,000	575,000
Court Services	105,000	0	0	0	105,000	108,000
Other Contractual Services	17,602,000	15,688,500	25,000	0	33,315,500	29,797,900
Travel and Per Diem	279,500	1,034,500	0	0	1,314,000	1,415,500
Training	362,000	67,000	0	0	429,000	454,000
Communications & Related Services	1,260,000	772,000	0	0	2,032,000	1,438,000
Postage	511,000	12,000	0	0	523,000	469,000
Utility Services	11,857,000	501,000	0	0	12,358,000	11,422,000

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Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted All Funds	FY 2017-18 Adopted All Funds
Rentals and Leases	2,827,000	130,000	0	0	2,957,000	3,122,000
Insurance - Police Torts	810,000	0	0	810,000	1,620,000	2,000,000
Insurance - Vehicle Liability	1,502,000	1,000	0	1,500,000	3,003,000	2,600,000
Insurance - Property & Casualty	7,475,000	0	0	7,475,000	14,950,000	13,000,000
Insurance - General Liability	1,634,000	4,000	0	1,634,000	3,272,000	3,202,000
Repair and Maintenance Services	10,539,000	629,000	0	0	11,168,000	9,557,000
IT-Repair and Maintenance Services	6,419,000	15,000	0	6,432,000	12,866,000	15,655,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	3,000
Printing and Binding	38,000	6,000	0	0	44,000	31,000
Printing and Binding-Outsourcing	25,000	4,000	0	0	29,000	29,000
Printing and Binding-Paper Stock	108,000	0	0	0	108,000	110,000
Printing and Binding-Supplies	8,000	0	0	0	8,000	9,000
Promotional Activities	101,000	693,000	0	0	794,000	118,000
Advertising and Related Costs	435,000	62,000	0	0	497,000	517,000
Other Current Charges and Obligations	15,207,200	1,097,000	0	0	16,304,200	18,921,200
Office Supplies	667,200	73,000	0	0	740,200	747,200
Operating Supplies	5,248,400	406,000	0	0	5,654,400	5,575,900
Motor Fuel	6,021,000	0	0	0	6,021,000	5,528,000
Saleable Fuel	100,000	0	0	0	100,000	100,000
Public Safety Supplies	2,017,500	0	0	0	2,017,500	2,469,500
Clothing/Uniform Supplies	1,998,200	6,000	0	0	2,004,200	2,014,800
Landscaping Related Supplies, LandscapingRelated Supplies	235,000	175,000	0	0	410,000	310,000
Road Materials and Supplies	0	175,000	0	0	175,000	175,000
Subscriptions, Memberships, Licenses, Permits & Others	2,112,000	46,000	0	0	2,158,000	1,735,000
Weapons And Ammunitions	877,000	0	0	0	877,000	1,153,000
Total Operating Expense:	**129,148,000**	**26,814,000**	**31,500**	**37,055,000**	**193,048,500**	**188,099,000**
Capital Outlay						
Improvements Other Than Buildings	0	225,000	0	0	225,000	225,000
Machinery and Equipment	1,483,000	6,032,000	0	0	7,515,000	8,567,000
Total Capital Outlay:	**1,483,000**	**6,257,000**	**0**	**0**	**7,740,000**	**8,792,000**
Debt Service						
Principal	0	0	52,273,600	0	52,273,600	47,349,300
Interest	0	0	21,517,900	0	21,517,900	26,946,700

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Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2018-19 Adopted All Funds	FY 2017-18 Adopted All Funds
Total Debt Service:	**0**	**0**	**73,791,500**	**0**	**73,791,500**	**74,296,000**
Non-Operating Expense						
Aids to Government Agencies	1,723,000	0	0	0	1,723,000	1,723,000
Aids to Private Organizations	2,756,000	36,333,000	0	0	39,089,000	37,068,000
Other Grants and Aids	0	15,378,000	0	0	15,378,000	17,670,000
Budget Reserve	6,241,000	45,226,000	0	0	51,467,000	79,205,000
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Other Uses	37,678,000	0	0	0	37,678,000	13,011,000
Total Non-Operating Expense:	**53,398,000**	**96,937,000**	**0**	**0**	**150,335,000**	**153,677,000**
Transfers-OUT						
Interfund Transfers	53,060,000	13,037,000	0	0	66,097,000	90,981,000
Intrafund Transfers	1,810,000	0	0	0	1,810,000	1,726,000
Total Transfers-OUT:	**54,870,000**	**13,037,000**	**0**	**0**	**67,907,000**	**92,707,000**
Total Expenditure (Outflows):	**763,002,000**	**161,838,000**	**73,823,000**	**100,316,000**	**1,098,979,000**	**1,082,421,000**

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APPENDIX D:
PRESENTATION OF SCHEDULES AND GRAPHS, GENERAL FUNDS

SCHEDULE:
Summary Revenues and Expenditures by Functional Category, General Fund

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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

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Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Revenues					
Property Taxes	239,634,075	262,607,950	294,888,720	325,976,000	359,685,000
Franchise Fees and Other Taxes	107,114,393	107,436,743	111,740,818	110,344,000	115,757,000
Interest	4,212,609	2,662,789	2,986,388	2,500,000	3,623,000
Transfers-IN	15,987,920	8,205,760	13,783,227	6,464,000	5,348,000
Fines and Forfeitures	12,629,413	15,074,723	15,861,887	15,743,000	5,460,000
Intergovernmental Revenues	62,915,749	65,515,560	66,924,951	67,662,000	77,579,000
Licenses and Permits	65,001,836	70,586,810	72,542,186	65,738,000	67,037,000
Other Revenues (Inflows)	5,063,208	8,854,245	13,851,366	22,728,000	10,241,000
Charges for Services	103,222,331	106,597,135	115,954,229	109,673,000	118,272,000
Total Revenues	**615,781,536**	**647,541,714**	**708,533,773**	**726,828,000**	**763,002,000**
Expenditures					
General Government	51,870,416	54,906,695	60,449,751	70,893,000	78,077,000
Planning and Development	15,778,521	16,182,723	16,991,171	19,601,000	23,163,000
Public Works	76,388,589	83,805,583	75,985,912	80,721,000	85,232,000
Public Safety	307,821,348	338,541,578	355,464,854	366,350,000	388,359,000
Public Facilities	7,792,934	8,180,928	12,248,874	12,052,000	13,090,000
Parks and Recreation	32,044,218	36,360,016	42,312,432	44,752,000	47,754,000
Risk Management	2,656,896	2,590,420	2,873,201	2,920,000	2,952,000
Non-Departmental	28,382,280	26,804,791	34,745,787	55,051,000	67,816,000
Community and Economic Development	0	2,252,167	3,235,624	2,411,000	1,689,000
Transfers - OUT	74,903,050	95,881,200	72,361,100	72,077,000	54,870,000
Total Expenditures	**597,638,252**	**665,506,099**	**676,668,706**	**726,828,000**	**763,002,000**

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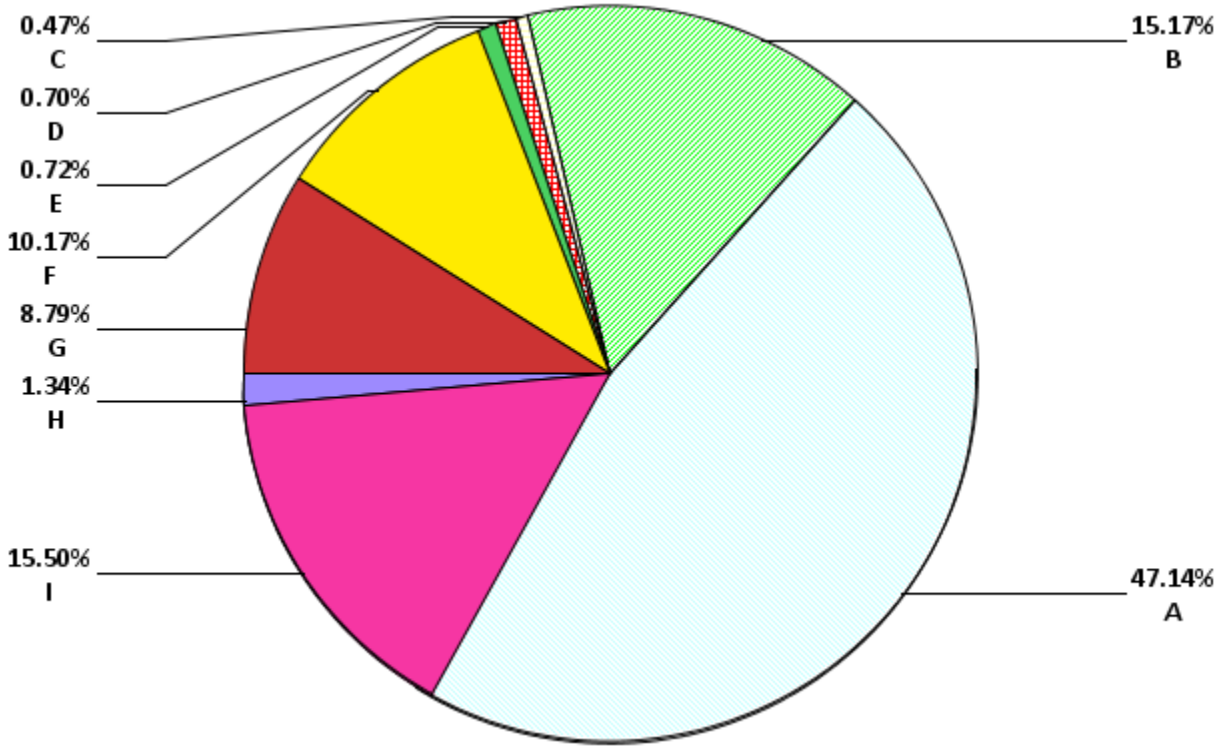
Revenues (Inflows) By Functional Category
General Fund

FY 2018-19
$763,002,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: Property Taxes	325,976,000	44.85%	359,685,000	47.14%
B: Franchise Fees and Other Taxes	110,344,000	15.18%	115,757,000	15.17%
C: Interest	2,500,000	0.34%	3,623,000	0.47%
D: Transfers-IN	6,464,000	0.89%	5,348,000	0.70%
E: Fines and Forfeitures	15,743,000	2.17%	5,460,000	0.72%
F: Intergovernmental Revenues	67,662,000	9.31%	77,579,000	10.17%
G: Licenses and Permits	65,738,000	9.04%	67,037,000	8.79%
H: Other Revenues (Inflows)	22,728,000	3.13%	10,241,000	1.34%
I: Charges for Services	109,673,000	15.09%	118,272,000	15.50%
Total	726,828,000	100.00%	763,002,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Property Taxes					
Ad Valorem Taxes-Real	217,637,527	243,342,147	267,987,730	307,529,000	338,693,000
Ad Valorem Taxes-Real-Delinquent	7,768,273	3,671,785	11,023,464	3,000,000	4,245,000
Ad Valorem Taxes-Penalty & Interest	27,252	35,045	63,941	30,000	130,000
Ad Valorem Taxes-Personal	14,614,502	15,243,338	15,342,551	15,317,000	16,517,000
Ad Valorem Taxes-Personal-Delinquent	(413,480)	315,635	471,035	100,000	100,000
Total Property Taxes:	**239,634,075**	**262,607,950**	**294,888,720**	**325,976,000**	**359,685,000**
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	7,146,476	7,084,039	7,353,444	7,200,000	7,500,000
Franc Fee-Electricity	27,759,575	27,245,268	28,160,663	27,800,000	29,900,000
Franc Fee-Gas	324,621	334,481	272,735	372,000	284,000
Utility Ser Fee-Electricity	32,502,537	33,425,247	34,919,488	34,100,000	36,100,000
Utility Ser Fee-Water	5,277,743	5,664,476	6,117,486	5,820,000	6,217,000
Utility Ser Fee-Gas	734,631	699,394	681,777	724,000	709,000
Utility Ser Fee-Fuel Oil	17,353	10,948	9,437	11,000	10,000
Public Service Taxes	21,043,845	20,220,319	20,804,752	21,617,000	21,637,000
Other Taxes-Storm Water	12,307,612	12,752,572	13,421,036	12,700,000	13,400,000
Total Franchise Fees and Other Taxes:	**107,114,393**	**107,436,743**	**111,740,818**	**110,344,000**	**115,757,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	50,135	24,443	1,852	0	23,000
Misc-Int & Pen-Investment	1,771,298	2,480,082	3,264,844	2,500,000	3,600,000
Misc-Net Increase Decrease In Fair ValueOf	2,391,176	158,265	(280,308)	0	0
Total Interest:	**4,212,609**	**2,662,789**	**2,986,388**	**2,500,000**	**3,623,000**
Transfers-IN					
Other-Interfund Transfer	4,845,974	4,205,760	12,073,227	6,464,000	5,348,000
Other-Intrafund Transfer	11,141,947	4,000,000	1,710,000	0	0
Total Transfers-IN:	**15,987,920**	**8,205,760**	**13,783,227**	**6,464,000**	**5,348,000**
Fines and Forfeitures					
Fines-Judgments And Fines	4,119,851	4,617,636	4,833,543	4,315,000	4,745,000
Fines-Violations Of Local Ordinances	148,806	(590,872)	(40,341)	0	0

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Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Fines-Other Fines And/Or Forfeits	779,853	742,897	570,075	883,000	715,000
Misc-Red Light Camera Fines	7,580,903	10,305,062	10,498,610	10,545,000	0
Total Fines and Forfeitures:	**12,629,413**	**15,074,723**	**15,861,887**	**15,743,000**	**5,460,000**
Intergovernmental Revenues					
Federal Grants	86,832	97,161	71,357	0	0
State Shared Revenues	630,666	624,608	618,296	1,084,000	625,000
Municipal Rev Sharing	13,758,864	14,211,777	15,068,964	14,300,000	14,900,000
Half Cent Sales Tax	31,254,199	32,699,735	33,521,269	33,701,000	34,000,000
State Pension Payment	9,444,067	9,608,380	9,485,549	10,832,000	10,832,000
Shared Revenues From Other Local Units	537,264	537,271	537,271	545,000	3,931,000
Shared Revenues - MPA	7,200,000	7,700,000	7,600,000	7,200,000	13,291,000
Pmts Other Local U In Lieu Of Taxes	2,814	35,426	14,815	0	0
State Grants	1,043	1,203	7,430	0	0
Total Licenses and Permits:	**62,915,749**	**65,515,560**	**66,924,951**	**67,662,000**	**77,579,000**
Licenses and Permits					
Other Licenses, Fees - Code Foreclosure Registration	0	168,566	442,919	150,000	450,000
Business Tax Receipt	161	(77)	476	0	0
Business Tax Receipt-Business	7,011,180	7,158,343	7,277,638	7,100,000	7,300,000
Business Tax Receipt-Business-Penalty	304,013	341,204	438,643	345,000	456,000
Business Tax Receipt-Metro	526,873	523,276	581,357	525,000	593,000
Building Permits	23,818,082	28,725,834	28,472,221	23,000,000	25,000,000
Other Licenses, Fees and Permits	2,778,668	2,486,209	2,508,966	4,418,000	2,428,000
Other Licenses, Fees - CU(SW)	7,253,646	7,689,386	8,944,091	7,500,000	7,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	15,607,015	14,327,494	15,778,906	14,500,000	15,250,000
Other Licenses, Fees - Murals	2,677,554	3,432,340	3,149,161	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	2,360,618	2,784,720	2,455,128	2,500,000	2,500,000
Other Licenses, Fees - CU	2,664,027	2,949,514	2,492,678	2,700,000	2,560,000
Total Licenses and Permits:	**65,001,836**	**70,586,810**	**72,542,186**	**65,738,000**	**67,037,000**
Other Revenues (Inflows)					
Misc-Disposition Of Fixed Assets	412,301	441,720	787,220	108,000	108,000
Misc-Sales Of Surplus Materials And Scrap	585	1,189	143	0	0

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Misc-Contributions And Donations From Private Sources	0	0	500	0	0
Misc.-Other Service Charges/Late Fees	270,733	264,742	296,473	256,000	296,000
Misc. -Other Revnues EE Health	0	0	91	0	0
Misc - Fuel	0	0	73,204	90,000	50,000
Misc - Vending	0	0	38,650	31,000	41,000
Misc-Settlements	142,008	670,657	2,755,373	0	131,000
Misc-Contra Revenue For Bad Debt Allowance	423,019	577,003	399,931	295,000	0
Other-Nonoperating Sources	1,817,915	4,775,678	7,612,708	2,142,000	3,343,000
Other-Oth N-optg Sour/Carryover	127,700	127,715	127,720	17,388,000	3,751,000
Misc-Other Miscellaneous Revenues	1,868,948	1,991,777	1,770,783	2,418,000	2,521,000
Misc - POS Over/Under	0	3,765	(11,430)	0	0
Total Other Revenues (Inflows):	**5,063,208**	**8,854,245**	**13,851,366**	**22,728,000**	**10,241,000**
Charges for Services					
CFS-GG-Internal Service Fund Fees And Charges	1,537,547	1,311,187	1,367,858	1,446,000	1,268,000
CFS-GG-Other General Government Charges And Fees	904,398	749,495	859,477	900,000	900,000
CFS-PS-Police Services	2,700,170	2,643,278	2,756,656	2,600,000	2,800,000
CFS-PS-Fire Protection Services	0	196	546	0	0
CFS-PS-Emergency Service Fees	8,265,520	10,530,161	9,948,489	9,500,000	11,139,000
CFS-Public Emerg Med Transp (PEMT) Payment	0	0	0	1,000,000	1,000,000
CFS-PS-Protective Inspection Fees	467,697	540,175	469,089	511,000	475,000
CFS-PS-Ambulance/False Alarm Fees	698,842	707,178	762,113	700,000	700,000
CFS-PS-Other Public Safety Charges And Fees	344,015	606,933	502,358	400,000	400,000
CFS-PE-Water Utility Revenue	5,100	2,746	2,542	0	5,000
CFS-PE-Garbage/Solid Waste Revenue	24,716,466	25,224,421	24,976,604	25,174,000	25,135,000
CFS-PE-Cemetery Fees	1,352	1,103	536	1,000	1,000
CFS-PE-Other Physical Environment Revenue	138,015	124,152	246,854	120,000	120,000
CFS-Trans-Parking Facilities	2,000	0	2,717,500	2,610,000	2,700,000
CFS-Trans-Tolls	302,618	357,974	195,638	300,000	150,000
CFS-Trans-Other Transportation Revenue	0	355	0	0	0
CFS-Trans-Tools	0	516	505,576	799,000	500,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
CFS-C&R-Special Recreation Facilities	1,343,551	1,202,664	2,349,585	2,330,000	2,192,000
CFS-C&R-Other Culture/Recreation	4,051,945	3,971,555	4,215,181	3,649,000	3,911,000
CFS-C&R-Other Culture/Recreation (PF)	9,511,682	10,036,482	10,489,101	10,224,000	8,468,000
CFS-Rents And Royalties	14,866,994	13,263,826	14,889,381	13,792,000	16,619,000
CFS-Other Charges for Services	6,774,047	6,878,713	8,507,646	4,417,000	10,330,000
CFS-Parking Surcharges Lockbox	19,915,428	21,083,997	22,153,939	22,000,000	22,000,000
CFS - Pari-Mutuel Revenues stor	2,117,062	2,170,940	2,171,650	2,200,000	2,259,000
CFS-Building Inspections	4,557,883	5,189,086	5,865,911	5,000,000	5,200,000
Total Charges for Services:	**103,222,331**	**106,597,135**	**115,954,229**	**109,673,000**	**118,272,000**
Total Revenue (Inflows):	**615,781,536**	**647,541,714**	**708,533,773**	**726,828,000**	**763,002,000**

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Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
411100 - Ad Valorem Taxes-Real	Finance	217,637,527	243,342,147	267,987,730	307,529,000	338,693,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	7,768,273	3,671,785	11,023,464	3,000,000	4,245,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	27,252	35,045	63,941	30,000	130,000
411300 - Ad Valorem Taxes-Personal	Finance	14,614,502	15,243,338	15,342,551	15,317,000	16,517,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	(413,480)	315,635	471,035	100,000	100,000
Property Taxes	**Total**	**239,634,075**	**262,607,950**	**294,888,720**	**325,976,000**	**359,685,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,146,476	7,084,039	7,353,444	7,200,000	7,500,000
413100 - Franc Fee-Electricity	Finance	27,759,575	27,245,268	28,160,663	27,800,000	29,900,000
413400 - Franc Fee-Gas	Finance	324,621	334,481	272,735	372,000	284,000
414100 - Utility Ser Fee-Electricity	Finance	32,502,537	33,425,247	34,919,488	34,100,000	36,100,000
414300 - Utility Ser Fee-Water	Finance	5,277,743	5,664,476	6,117,486	5,820,000	6,217,000
414400 - Utility Ser Fee-Gas	Finance	734,631	699,394	681,777	724,000	709,000
414700 - Utility Ser Fee-Fuel Oil	Finance	17,353	10,948	9,437	11,000	10,000
415000 - Public Service Taxes	Finance	21,043,845	20,220,319	20,804,752	21,617,000	21,637,000
419000 - Other Taxes-Storm Water	Finance	5,351	527	13	0	0
	Total Resilience and Public Works Department	12,302,261	12,752,045	13,420,951	12,700,000	13,400,000
	Parks and Recreation	-	-	73	-	-
Franchise Fees and Other Taxes	**Total**	**107,114,393**	**107,436,743**	**111,740,818**	**110,344,000**	**115,757,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	47,887	22,579	(1,791)	-	23,000
	Solid Waste	2,249	1,864	3,643	0	0
461110 - Misc-Int & Pen-Investment	Finance	1,771,298	2,480,082	3,264,844	2,500,000	3,600,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	2,391,176	158,265	(280,308)	-	0
Interest	**Total**	**4,212,609**	**2,662,789**	**2,986,388**	**2,500,000**	**3,623,000**
481000 - Other-Interfund Transfer	Finance	440,059	2,981,059	10,704,097	5,185,000	4,069,000
	Police	1,772,733	1,224,701	1,369,129	1,250,000	1,250,000
	Public Facilities	-	-	-	29,000	29,000
	Non-Departmental	2,633,182	-	-	-	-
481100 - Other-Intrafund Transfer	Building Department	11,141,947	-	-	-	-
	Total Resilience and Public Works Department	-	2,000,000	1,710,000	-	-
	Capital Improvements and Transportation	-	2,000,000	-	-	-
Transfers-IN	**Total**	**15,987,920**	**8,205,760**	**13,783,227**	**6,464,000**	**5,348,000**
451000 - Fines-Judgments And Fines	Police	4,119,851	4,613,585	4,776,668	4,300,000	4,700,000
	Public Facilities	-	4,052	56,875	15,000	45,000
454000 - Fines-Violations Of Local Ordinances	Finance	148,806	(590,872)	(40,341)	0	0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	303	-	525	-	-
	Code Compliance	458,780	341,967	412,933	508,000	450,000

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Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
	Finance	110,987	0	(83,437)	0	0
	Building Department	88,303	49,658	96,226	75,000	75,000
	Planning and Zoning	59,634	40,630	2,551	0	0
	Planning	-	-	-	150,000	50,000
	Solid Waste	61,846	299,885	138,717	150,000	140,000
	Police	-	10,757	2,560	0	0
	Public Facilities	-	-	0	-	-
462000 - Misc-Red Light Camera Fines	Finance	-	0	10,498,610	10,545,000	0
	Capital Improvements and Transportation	7,580,903	10,305,062	0	0	0
Fines and Forfeitures	**Total**	**12,629,413**	**15,074,723**	**15,861,887**	**15,743,000**	**5,460,000**
431000 - Federal Grants	Parks and Recreation	86,832	97,161	71,357	0	0
435000 - State Shared Revenues	Finance	628,795	623,928	618,296	1,084,000	625,000
	Fire-Rescue	1,871	680	-	-	-
435001 - Municipal Rev Sharing	Finance	13,758,864	14,211,777	15,068,964	14,300,000	14,900,000
435002 - Half Cent Sales Tax	Finance	31,254,199	32,699,735	33,521,269	33,701,000	34,000,000
436900 - State Pension Payment	Fire-Rescue	4,642,266	4,498,841	4,032,832	5,512,000	5,512,000
	Police	4,801,801	5,109,539	5,452,717	5,320,000	5,320,000
438000 - Shared Revenues From Other Local Units	Finance	-	-	-	0	3,000,000
	Fire-Rescue	537,264	537,271	537,271	545,000	545,000
	Police	-	-	-	-	386,000
438010 - Shared Revenues - MPA	Finance	7,200,000	7,700,000	7,600,000	7,200,000	13,291,000
439000 - Pmts Other Local U In Lieu Of Taxes	Solid Waste	2,814	0	-	-	-
	Public Facilities	-	35,426	14,815	-	0
434000 - State Grants	Public Facilities	783	544	7,430	-	-
	Parks and Recreation	260	659	-	-	-
Intergovernmental Revenues	**Total**	**62,915,749**	**65,515,560**	**66,924,951**	**67,662,000**	**77,579,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	-	168,566	442,919	150,000	450,000
421000 - Business Tax Receipt	Finance	161	(77)	476	-	-
421100 - Business Tax Receipt-Business	Finance	7,011,180	7,158,343	7,277,638	7,100,000	7,300,000
421200 - Business Tax Receipt-Business-Penalty	Finance	304,013	341,184	438,637	345,000	456,000
	Police	-	20	6	-	-
421400 - Business Tax Receipt-Metro	Finance	526,873	523,276	581,357	525,000	593,000
422000 - Building Permits	Building Department	23,818,082	28,725,834	28,472,221	23,000,000	25,000,000
429000 - Other Licenses, Fees and Permits	Code Compliance	51,189	32,005	10,763	50,000	25,000
	Finance	26,985	19,531	8,311	20,000	9,000
	Building Department	59,022	75,524	64,928	70,000	70,000
	Planning and Zoning	2,343,346	2,089,741	2,162,041	0	0
	Planning	-	-	-	2,665,000	540,000
	Zoning	-	-	-	1,394,000	1,394,000
	Total Resilience and Public Works Department	33,095	7,470	13,060	5,000	5,000
	Solid Waste	0	-	56	0	0
	Fire-Rescue	36,806	23,995	10,974	-	10,000

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Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
	Police	228,225	237,944	219,564	214,000	225,000
	Public Facilities	-	-	19,270	-	150,000
429010 - Other Licenses, Fees - CU(SW)	Planning and Zoning	-	(4)	-	-	-
	Solid Waste	7,253,646	7,689,390	8,944,098	7,500,000	7,500,000
	Fire-Rescue	-	-	(7)	-	-
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	15,607,015	14,327,494	15,778,906	14,500,000	15,250,000
429030 - Other Licenses, Fees - Murals	Planning and Zoning	2,677,554	3,432,340	3,149,161	0	0
	Zoning	-	-	0	3,000,000	3,000,000
429035 - Other Licenses, Fees - Fire Safety Permits	Solid Waste	-	(144)	-	-	-
	Fire-Rescue	2,360,618	2,784,864	2,455,128	2,500,000	2,500,000
429040 - Other Licenses, Fees - CU	Finance	1,135,529	1,193,087	1,211,990	1,200,000	1,260,000
	Planning and Zoning	1,528,499	1,756,427	1,280,688	0	0
	Zoning	-	-	-	1,500,000	1,300,000
Licenses and Permits	**Total**	**65,001,836**	**70,586,810**	**72,542,186**	**65,738,000**	**67,037,000**
464000 - Misc-Disposition Of Fixed Assets	Auditor General	275	-	-	-	-
	City Attorney	(2,381)	-	-	-	-
	City Clerk	-	-	110	-	-
	Office of Communications	-	154	59	-	-
	Finance	10,021	-	-	-	-
	Procurement	1,006	-	-	-	-
	950101 - Office of Civilian Investigative Panel	80	-	-	-	-
	Building Department	105	-	-	-	-
	GSA	341,606	340,367	741,940	100,000	100,000
	Total Resilience and Public Works Department	14	-	-	-	-
	Solid Waste	-	1,716	325	-	-
	Fire-Rescue	224	26,846	11,380	-	-
	Police	48,213	687	31,755	8,000	8,000
	Public Facilities	12,676	70,950	-	-	-
	Parks and Recreation	371	1,000	1,652	-	-
	Risk Management	91	-	-	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	585	1,189	143	0	0
466000 - Misc-Contributions And Donations From Private Sources	Parks and Recreation	-	-	500	-	-
469010 - Misc.-Other Service Charges/Late Fees	Finance	246,693	239,227	272,945	244,000	284,000
	Planning and Zoning	12,221	12,989	11,976	0	0
	Zoning	-	-	-	12,000	12,000
	Solid Waste	-	(144)	-	-	-
	Fire-Rescue	11,819	12,670	11,552	-	-
469011 - Misc. -Other Revnues EE Health	Public Facilities	-	-	91	-	-
469013 - Misc - Fuel	Public Facilities	-	-	73,204	90,000	50,000
469014 - Misc - Vending	Public Facilities	-	-	38,650	31,000	41,000
469300 - Misc-Settlements	Auditor General	878	-	-	-	-

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Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
	Finance	135,185	200,157	605,400	0	131,000
	Total Resilience and Public Works Department	-	-	359,200	-	-
	Public Facilities	-	-	1,790,773	-	-
	Parks and Recreation	-	420,500	-	-	-
	Risk Management	5,945	50,000	-	-	-
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	423,019	577,003	399,931	295,000	0
489000 - Other-Nonoperating Sources	City Attorney	-	7,570	950	128,000	128,000
	Fire-Rescue	1,807,624	1,910,400	3,230,492	2,000,000	3,200,000
	Police	10,290	16,413	17,612	14,000	15,000
	Non-Departmental	0	2,841,296	4,363,654	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	127,764	127,764	0	0
	Finance	(64)	(49)	(44)	17,388,000	0
	Total Resilience and Public Works Department	-	-	-	-	3,751,000
469000 - Misc-Other Miscellaneous Revenues	City Manager	10,000	15,850	17,750	10,000	10,000
	Code Compliance	(36)	429	39	-	-
	Office of Film and Entertainment	-	300	100	-	-
	Finance	791,011	1,082,550	529,071	800,000	800,000
	Grants Administration	12,303	-	-	-	-
	Innovation and Technology	-	145,856	185,619	150,000	250,000
	Management and Budget	-	(30)	-	-	-
	Neighborhood Enhancement Teams (NET)	1,396	(94)	(347)	-	-
	Procurement	-	-	3,436	-	-
	Office of Resilience and Sustainability	-	-	168,223	170,000	0
	Building Department	(176,385)	(220,336)	(479,838)	0	0
	Planning and Zoning	150,616	28,259	32,210	0	0
	Planning	-	-	-	25,000	32,000
	GSA	69	23	9	-	-
	Total Resilience and Public Works Department	26,461	6,560	-	-	-
	Solid Waste	224,182	154,138	153,078	150,000	55,000
	Fire-Rescue	380,163	332,288	300,616	334,000	334,000
	Police	144,149	(32,103)	17,134	0	330,000
	Public Facilities	289,721	268,000	606,335	679,000	500,000
	Parks and Recreation	9,301	208,859	237,347	100,000	210,000
	Risk Management	5,996	1,225	-	-	-
469200 - Misc - POS Over/Under	Finance	-	3,765	(11,430)	-	-
Other Revenues (Inflows)	**Total**	**5,063,208**	**8,854,245**	**13,851,366**	**22,728,000**	**10,241,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,479,600	1,286,000	1,161,400	1,386,000	1,208,000
	Total Resilience and Public Works Department	57,947	25,187	206,458	60,000	60,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	1,285	474	-	0	0
	Civil Services	-	-	156	-	-
	Grants Administration	-	-	372	-	-

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Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
	Public Facilities	24,905	29,501	18,840	-	0
	Parks and Recreation	878,208	719,521	840,109	900,000	900,000
442100 - CFS-PS-Police Services	Finance	-	-	(60)	-	0
	Police	2,700,210	2,643,308	2,756,721	2,600,000	2,800,000
	Risk Management	(40)	(30)	(5)	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	0	196	546	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	8,265,520	10,529,181	9,948,489	9,500,000	11,139,000
	Parks and Recreation	-	980	-	-	-
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	-	-	-	1,000,000	1,000,000
442500 - CFS-PS-Protective Inspection Fees	Finance	240	236	969	-	0
	Fire-Rescue	467,457	539,939	468,120	511,000	475,000
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	698,842	707,178	762,113	700,000	700,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Civil Services	0	-	25	-	-
	Police	346,416	606,933	502,333	400,000	400,000
	Public Facilities	(2,401)	-	-	-	-
443300 - CFS-PE-Water Utility Revenue	Public Facilities	5,100	2,746	2,542	-	5,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	12,896	6,488	855	0	0
	Solid Waste	24,699,416	25,217,901	24,975,749	25,174,000	25,135,000
	Parks and Recreation	4,154	32	-	0	0
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	1,352	1,103	536	1,000	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Neighborhood Enhancement Teams (NET)	-	-	7,274	-	-
	Solid Waste	138,015	124,152	239,580	120,000	120,000
444500 - CFS-Trans-Parking Facilities	Public Facilities	2,000	-	2,717,500	2,610,000	2,700,000
444600 - CFS-Trans-Tolls	Parks and Recreation	302,618	357,974	195,638	300,000	150,000
444900 - CFS-Trans-Other Transportation Revenue	Police	-	344	-	-	-
	Public Facilities	-	11	-	-	-
446000 - CFS-Trans-Tools	Public Facilities	-	-	505,576	799,000	500,000
	Parks and Recreation	-	516	-	-	-
447500 - CFS-C&R-Special Recreation Facilities	Civil Services	-	-	158	-	-
	Public Facilities	132,895	104,896	1,386,073	1,060,000	1,092,000
	Parks and Recreation	1,210,656	1,097,769	963,353	1,270,000	1,100,000
447900 - CFS-C&R-Other Culture/Recreation	Office of Resilience and Sustainability	-	-	10	-	-
	Planning and Zoning	-	-	16	-	-
	Public Facilities	109,790	117,013	34,570	0	35,000
	Parks and Recreation	3,942,155	3,854,542	4,180,585	3,649,000	3,876,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Mayor	228	-	-	-	-
	Grants Administration	-	-	23	-	-
	Public Facilities	9,511,447	9,927,835	10,489,078	10,224,000	8,468,000
	Parks and Recreation	8	108,646	-	-	-
448000 - CFS-Rents And Royalties	GSA	-	0	-	-	-
	Solid Waste	-	-	(318)	-	-
	Public Facilities	14,866,994	13,245,892	14,822,732	13,756,000	16,579,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
	Parks and Recreation	-	17,934	66,968	36,000	40,000
449000 - CFS-Other Charges for Services	City Attorney	30,890	30,000	33,780	30,000	30,000
	City Clerk	1,482	613	547	0	0
	Civil Services	6,599	2,145	-	-	-
	Finance	18,012	14,877	35,130	16,000	20,000
	Innovation and Technology	7,801	4,629	23,157	6,000	6,000
	Human Services	-	-	-	-	147,000
	Building Department	806,135	797,310	825,969	800,000	800,000
	Planning and Zoning	2,730,907	2,431,469	3,422,787	0	0
	Planning	-	-	0	35,000	2,801,000
	Zoning	-	-	-	141,000	175,000
	Total Resilience and Public Works Department	1,679,558	1,921,555	1,801,863	1,800,000	4,474,000
	Solid Waste	29,712	17,046	11,828	0	4,000
	Fire-Rescue	655,685	785,154	936,128	800,000	800,000
	Police	633,770	646,670	1,153,954	600,000	1,018,000
	Public Facilities	20,594	21,569	58,375	38,000	51,000
	Parks and Recreation	152,901	205,677	203,263	151,000	4,000
	Non-Departmental	-	-	865	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	19,915,428	21,083,997	22,153,939	22,000,000	22,000,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,117,062	2,170,940	2,171,650	2,200,000	2,259,000
449020 - CFS-Building Inspections	Finance	-	-	897,857	700,000	400,000
	Building Department	4,557,883	5,189,086	4,968,054	4,300,000	4,800,000
Charges for Services	**Total**	**103,222,331**	**106,597,135**	**115,954,229**	**109,673,000**	**118,272,000**
Total Revenue	**Total**	**615,781,536**	**647,541,714**	**708,533,773**	**726,828,000**	**763,002,000**

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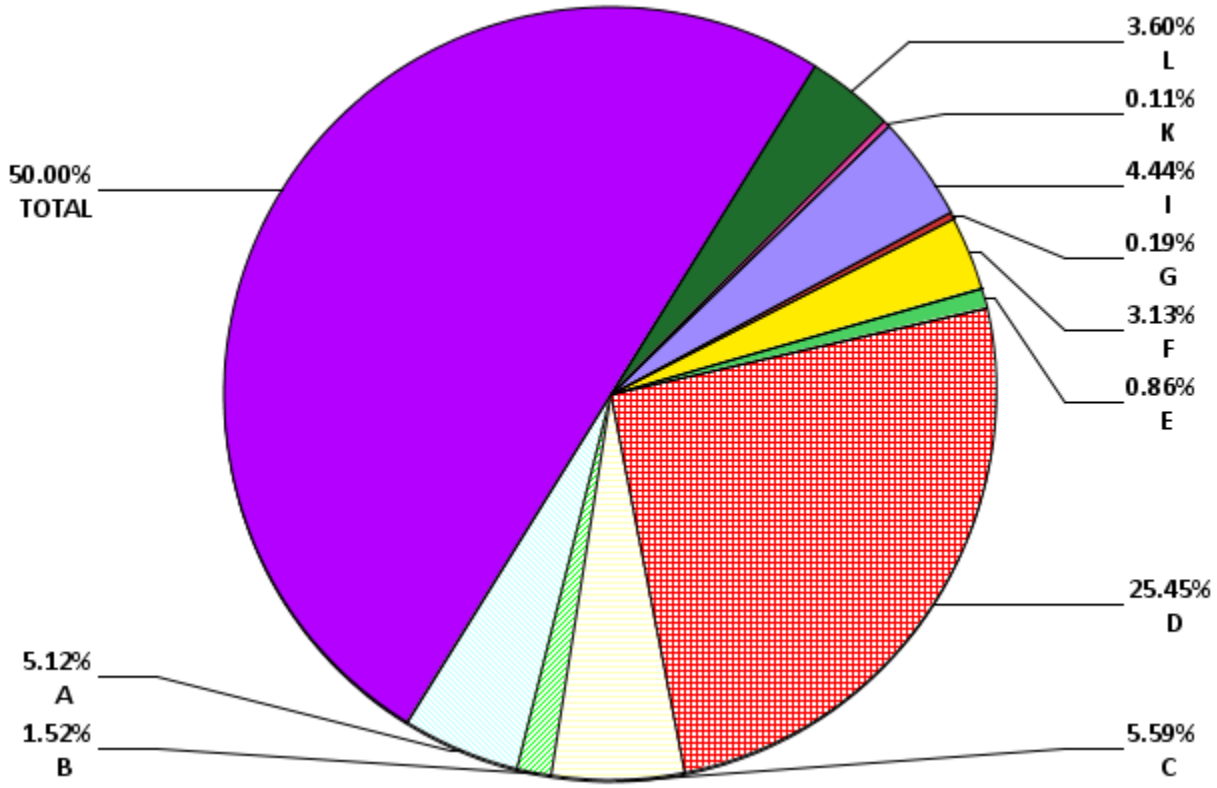
Expenditures (Outflows) By Functional Category
General Fund

FY 2018-19

$763,002,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: General Government	70,893,000	9.75%	78,077,000	10.23%
B: Planning and Development	19,601,000	2.70%	23,163,000	3.04%
C: Public Works	80,721,000	11.11%	85,232,000	11.17%
D: Public Safety	366,350,000	50.40%	388,359,000	50.90%
E: Public Facilities	12,052,000	1.66%	13,090,000	1.72%
F: Parks and Recreation	44,752,000	6.16%	47,754,000	6.26%
G: Risk Management	2,920,000	0.40%	2,952,000	0.39%
H: Non-Departmental	55,051,000	7.57%	67,816,000	8.89%
I: Community and Economic Development	2,411,000	0.33%	1,689,000	0.22%
J: Transfers - OUT	72,077,000	9.92%	54,870,000	7.19%
Total	726,828,000	100.00%	763,002,000	100.00%

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Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Government					
Mayor	993,194	962,391	1,106,992	1,333,000	1,454,000
Commissioners	2,750,067	2,496,907	2,950,415	3,602,000	3,912,000
City Manager	2,689,946	2,914,687	3,254,123	3,916,000	2,850,000
Office of Agenda Coordination	299,417	355,834	356,579	397,000	402,000
Auditor General	1,119,801	1,168,866	992,142	1,126,000	1,368,000
City Attorney	6,926,825	7,179,951	7,926,308	8,418,000	9,356,000
City Clerk	1,531,994	1,596,330	1,716,047	1,753,000	1,845,000
Civil Services	428,835	401,176	377,316	428,000	445,000
Code Compliance	4,306,711	5,299,666	5,649,598	6,728,000	6,934,000
Office of Communications	1,042,960	1,038,703	1,145,396	1,592,000	2,149,000
Equal Opportunity and Diversity Programs	352,082	371,123	369,950	438,000	464,000
Office of Film and Entertainment	309,885	369,402	399,605	424,000	0
Finance	8,133,742	8,482,807	8,611,211	8,873,000	9,296,000
Grants Administration	1,013,770	1,103,361	1,533,912	1,741,000	1,712,000
Human Resources	3,663,183	3,851,014	4,277,899	4,603,000	4,736,000
Innovation and Technology	8,455,652	8,417,342	8,863,805	10,956,000	13,597,000
Management and Budget	1,629,086	1,848,984	2,390,360	2,843,000	2,499,000
Neighborhood Enhancement Teams (NET)	4,158,357	4,882,219	5,721,882	6,514,000	7,382,000
Procurement	2,064,911	2,126,936	2,260,759	2,701,000	2,572,000
Office of Resilience and Sustainability	0	0	244,010	785,000	723,000
Veteran Affairs and Homeless Services	0	38,997	301,443	1,722,000	0
Human Services	0	0	0	0	4,381,000
Total General Government	51,870,416	54,906,695	60,449,751	70,893,000	78,077,000
Planning and Development					
Building Department	9,336,828	9,698,019	10,730,587	12,533,000	14,285,000
Planning and Zoning	6,441,694	6,484,704	6,260,366	0	0
Planning	0	0	217	4,763,000	5,789,000
Zoning	0	0	0	2,305,000	3,089,000
Planning and Development	15,778,521	16,182,723	16,991,171	19,601,000	23,163,000
Community and Economic Development					
Housing and Community Development Department	0	2,252,167	3,235,624	2,411,000	1,689,000
Community and Economic Development	0	2,252,167	3,235,624	2,411,000	1,689,000

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Public Works					
Office of Capital Improvements	5,888,133	3,350,434	2,899,078	3,252,000	3,658,000
GSA	21,070,332	21,514,599	21,857,169	23,067,000	25,258,000
Total Resilience and Public Works Department	19,078,815	24,293,108	19,643,405	21,111,000	22,432,000
Solid Waste	30,350,054	30,432,628	31,586,261	33,291,000	33,884,000
Office of Transportation Management	1,255	4,214,815	0	0	0
Public Works	76,388,589	83,805,583	75,985,912	80,721,000	85,232,000
Public Safety					
Fire-Rescue	112,696,328	122,215,240	127,213,296	130,864,000	143,167,000
Police	195,125,019	216,326,337	228,251,557	235,486,000	245,192,000
Public Safety	307,821,348	338,541,578	355,464,854	366,350,000	388,359,000
Other Departments					
Public Facilities	7,792,934	8,180,928	12,248,874	12,052,000	13,090,000
Parks and Recreation	32,044,218	36,360,016	42,312,432	44,752,000	47,754,000
Risk Management	2,656,896	2,590,420	2,873,201	2,920,000	2,952,000
Total Other	42,494,048	47,131,363	57,434,507	59,724,000	63,796,000
Pension					
Pensions	0	0	0	0	0
Non-Departmental					
Non-Departmental	28,382,280	26,804,791	34,745,787	55,051,000	67,816,000
Non Departmental Units	28,382,280	26,804,791	34,745,787	55,051,000	67,816,000
Transfers -OUT	74,903,050	95,881,200	72,361,100	72,077,000	54,870,000
Total Expenditures (Outflows)	597,638,252	665,506,099	676,668,706	726,828,000	763,002,000

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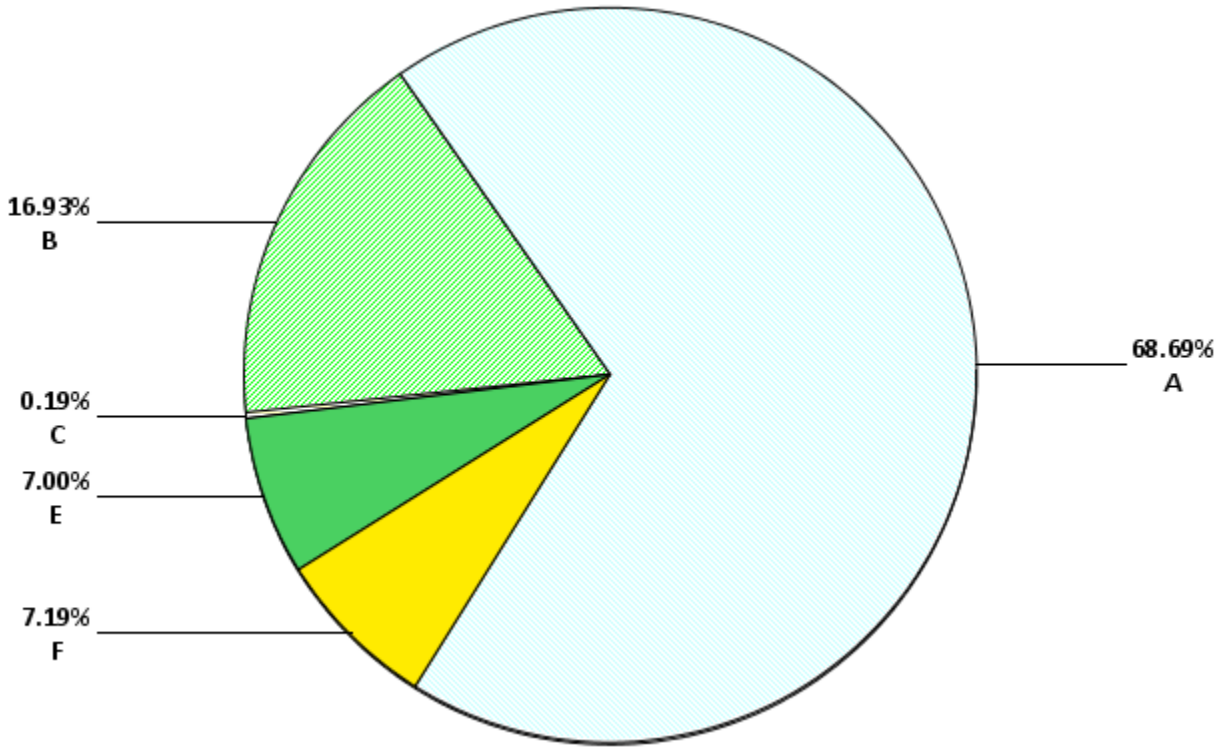
Expenditures (Outflows) by Account Category
General Fund

FY 2018-19

$763,002,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: Personnel	493,579,000	67.91%	524,103,000	68.69%
B: Operating Expense	125,324,000	17.24%	129,148,000	16.93%
C: Capital Outlay	1,787,000	0.25%	1,483,000	0.19%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	34,061,000	4.69%	53,398,000	7.00%
F: Transfers - OUT	72,077,000	9.92%	54,870,000	7.19%
Total	726,828,000	100.00%	763,002,000	100.00%

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Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel					
Executive Salaries	405,762	414,494	429,330	410,000	402,000
Regular Salaries and Wages	202,270,134	242,051,473	253,926,059	278,186,000	287,502,000
Attrition Savings - Salaries	0	0	0	(9,486,000)	(7,884,000)
Other Salaries and Wages	11,985,097	11,079,454	10,186,810	10,035,000	1,460,000
Other Salaries and Wages -Part Time Year Year Round	0	0	0	12,000	6,016,000
Other Salaries and Wages - Part Time Seasonal	0	0	0	0	1,701,000
Overtime	14,488,318	13,006,413	18,387,080	10,092,000	12,018,000
OT Staffing	2,903,958	2,283,889	1,179,209	1,593,000	1,593,000
OT EMS Backfill for Training	363,639	528,746	533,192	402,000	402,000
OT Off Duty Events	761,675	1,865,778	2,925,514	1,338,000	3,295,000
Special Pay	27,396,259	25,284,540	28,306,096	20,062,000	18,841,000
Fringe Benefits	1,615,211	1,262,695	1,526,061	1,313,000	1,402,000
Fringe Benefits - Tuition Reimbursement	165,144	471,364	432,363	484,000	300,000
Fica Taxes	9,169,332	10,884,084	11,606,667	11,824,000	12,367,000
Retirement Contributions	44,094,460	33,556,594	34,896,121	44,979,000	47,094,000
Police and Fire - FIPO	48,831,300	47,796,715	52,837,109	55,941,000	61,892,000
Secondary Pension Contributions	0	9,608,380	9,485,549	10,832,000	10,832,000
Life and Health Insurance	46,087,028	28,478,177	32,994,120	38,808,000	48,160,000
Health Trust - FOP	0	11,799,966	11,902,967	16,754,000	16,710,000
Total Personnel:	**410,537,317**	**440,372,761**	**471,554,246**	**493,579,000**	**524,103,000**
Operating Expense					
Workers' Compensation	16,232,015	16,330,366	15,382,159	17,673,000	18,896,000
Unemployment Compensation	60,932	67,909	34,444	150,000	80,000
Professional Services	5,644,132	4,561,637	4,891,848	5,468,000	5,573,000
Professional Services-Legal Services	1,037,309	2,596,487	964,439	2,120,000	4,501,000
Professional Services-Medical	802,343	941,764	880,186	1,190,000	1,189,000
Accounting and Auditing	466,364	495,310	473,071	575,000	525,000
Court Services	78,563	78,671	80,017	108,000	105,000
Other Contractual Services	10,142,098	14,824,559	18,050,099	17,707,000	17,602,000
Investigations	0	1,480	1,078	0	0
Travel and Per Diem	262,150	500,735	373,482	315,500	279,500
Training	70,185	389,880	419,489	414,000	362,000
Communications & Related Services	216,926	196,376	143,450	423,000	1,260,000
Postage	408,928	419,312	471,404	456,000	511,000

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Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Utility Services	12,476,223	12,053,380	11,528,800	11,422,000	11,857,000
Rentals and Leases	1,942,098	2,374,523	1,946,529	2,829,000	2,827,000
Insurance	(2,920)	2,225	3,440	0	0
Insurance - Police Torts	1,875,000	2,700,000	1,200,000	1,000,000	810,000
Insurance - Vehicle Liability	896,100	1,300,000	1,200,000	1,300,000	1,502,000
Insurance - Property & Casualty	6,731,800	6,400,000	7,040,000	6,500,000	7,475,000
Insurance - General Liability	896,305	1,613,000	2,400,000	1,598,000	1,634,000
Insurance - Public Official	443,600	100,000	200	0	0
Repair and Maintenance Services	8,281,480	8,878,336	9,353,208	8,928,000	10,539,000
IT-Repair and Maintenance Services	4,311,676	4,825,665	8,040,679	7,805,000	6,419,000
Vending - Repair and Maintenance Services	0	0	0	3,000	3,000
Printing and Binding	12,914	14,503	30,616	26,000	38,000
Printing and Binding-Outsourcing	43,223	57,821	28,752	25,000	25,000
Printing and Binding-Paper Stock	100,541	79,983	105,779	110,000	108,000
Printing and Binding-Supplies	10,264	6,417	8,130	9,000	8,000
Promotional Activities	52,545	59,568	173,204	89,000	101,000
Advertising and Related Costs	379,343	597,518	566,606	448,000	435,000
Other Current Charges and Obligations	15,756,325	20,811,573	17,335,406	18,061,200	15,207,200
Office Supplies	746,907	698,170	690,996	669,200	667,200
Operating Supplies	4,561,159	6,205,027	6,119,765	4,877,400	5,248,400
Motor Fuel	5,693,963	4,694,146	5,340,354	5,458,000	6,021,000
Saleable Fuel	0	0	50,597	100,000	100,000
Public Safety Supplies	1,177,934	1,904,075	1,903,225	2,469,500	2,017,500
Clothing/Uniform Supplies	1,137,477	2,139,488	1,628,870	1,921,200	1,998,200
Landscaping Related Supplies, LandscapingRelated Supplies	251,173	343,002	364,212	235,000	235,000
Road Materials and Supplies	44,047	98,571	46,694	0	0
Subscriptions, Memberships, Licenses, Permits & Others	622,416	1,159,783	1,548,627	1,716,000	2,112,000
Weapons And Ammunitions	204,960	360,184	130,375	1,125,000	877,000
Total Operating Expense:	**104,068,498**	**120,881,445**	**120,950,230**	**125,324,000**	**129,148,000**
Capital Outlay					
Improvements Other Than Buildings	113,009	66,324	94,769	0	0
Machinery and Equipment	3,068,861	2,677,953	2,759,181	1,787,000	1,483,000
Capital Leases	944,776	0	0	0	0

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Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Construction In Progress	25,149	(28,704)	15,330	0	0
Total Capital Outlay:	**4,151,795**	**2,715,573**	**2,869,279**	**1,787,000**	**1,483,000**
Debt Service					
Total Debt Service:	**0**	**0**	**0**	**0**	**0**
Non-Operating Expense					
Aids to Government Agencies	2,241,289	953,751	1,933,670	1,723,000	1,723,000
Aids to Private Organizations	1,354,915	1,855,965	2,560,759	1,942,000	2,756,000
Other Grants and Aids	0	0	40,000	0	0
Advances	0	0	1,920	0	0
Other Nonoperating Uses	127,141	2,841,296	4,363,654	0	0
Budget Reserve	0	0	0	15,861,000	6,241,000
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	254,248	4,108	33,849	9,535,000	37,678,000
Total Non-Operating Expense:	**3,977,593**	**5,655,120**	**8,933,851**	**34,061,000**	**53,398,000**
Transfers-OUT					
Interfund Transfers	63,761,103	93,881,200	70,651,100	70,351,000	53,060,000
Intrafund Transfers	11,141,947	2,000,000	1,710,000	1,726,000	1,810,000
Total Transfers-OUT:	**74,903,050**	**95,881,200**	**72,361,100**	**72,077,000**	**54,870,000**
Total Expenditure (Outflows):	**597,638,252**	**665,506,099**	**676,668,706**	**726,828,000**	**763,002,000**

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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

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Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Revenues					
Interest	131,977	147,567	148,018	10,000	17,000
Transfers-IN	15,957,943	18,501,558	23,651,615	12,882,000	13,778,000
Fines and Forfeitures	974,969	1,947,433	1,865,842	1,250,000	1,350,000
Intergovernmental Revenues	84,201,716	76,963,799	59,979,446	73,923,000	59,923,000
Licenses and Permits	134,877	1,238,859	488,800	414,000	1,095,000
Other Revenues (Inflows)	8,100,159	1,943,270	301,548	83,511,000	72,006,000
Charges for Services	22,853,980	20,948,465	14,477,711	13,602,000	13,669,000
Total Revenues	**132,355,622**	**121,690,952**	**100,912,979**	**185,592,000**	**161,838,000**
Expenditures					
General Government	6,547,461	8,245,212	9,476,063	12,161,000	10,908,000
Planning and Development	2,268,690	592,099	1,273,960	17,412,000	19,128,000
Public Works	8,835,874	20,912,463	20,466,142	44,815,000	24,985,000
Public Safety	20,771,340	16,698,171	17,672,410	33,427,000	32,804,000
Public Facilities	6,144,302	5,520,159	3,314,593	4,540,000	6,868,000
Parks and Recreation	2,261,525	1,343,495	1,895,529	2,376,000	1,116,000
Non-Departmental	0	0	0	0	1,147,000
Community and Economic Development	30,965,043	27,627,535	25,844,334	50,231,000	51,845,000
Transfers - OUT	32,711,988	42,286,423	21,975,014	20,630,000	13,037,000
Total Expenditures	**110,506,225**	**123,225,558**	**101,918,044**	**185,592,000**	**161,838,000**

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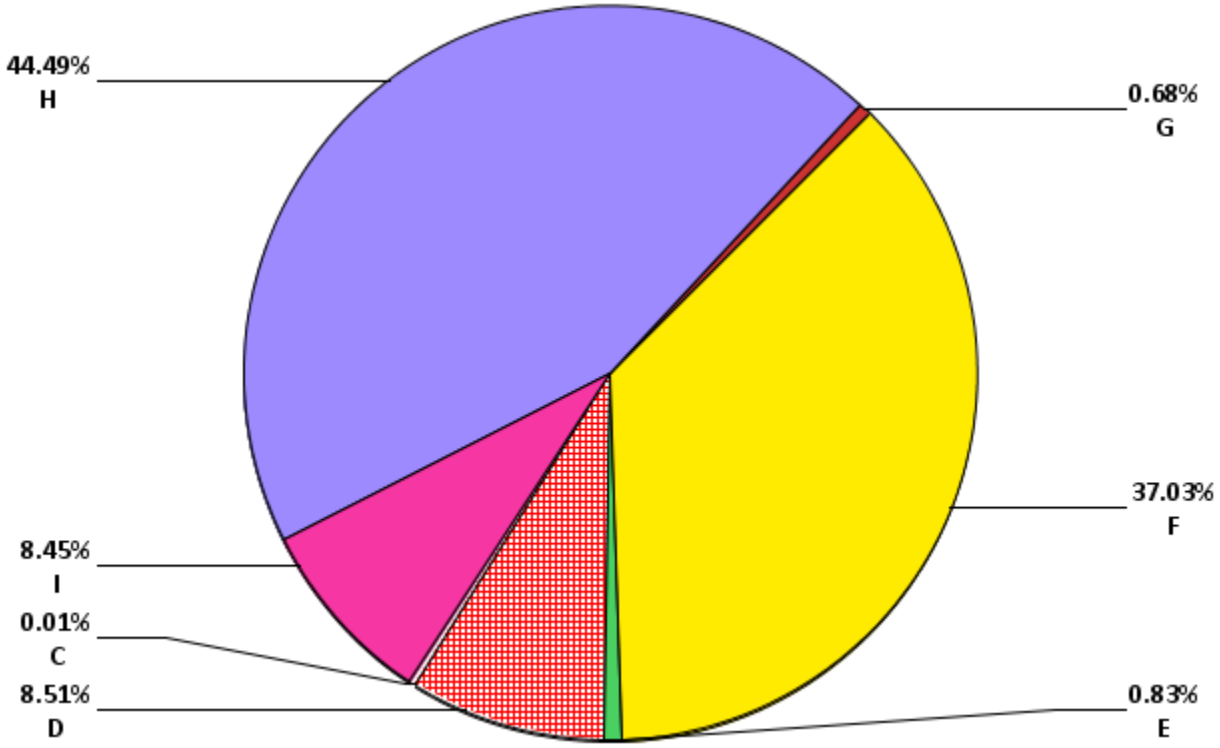
Revenues (Inflows) By Functional Category
Special Revenue Funds

FY 2018-19
$161,838,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	10,000	0.01%	17,000	0.01%
D: Transfers-IN	12,882,000	6.94%	13,778,000	8.51%
E: Fines and Forfeitures	1,250,000	0.67%	1,350,000	0.83%
F: Intergovernmental Revenues	73,923,000	39.83%	59,923,000	37.03%
G: Licenses and Permits	414,000	0.22%	1,095,000	0.68%
H: Other Revenues (Inflows)	83,511,000	45.00%	72,006,000	44.49%
I: Charges for Services	13,602,000	7.33%	13,669,000	8.45%
Total	185,592,000	100.00%	161,838,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Interest					
Misc-Int & Pen-Lot Clear & Demoli	38,622	41,225	68,664	0	0
Misc-Int & Pen-Investment	93,198	94,686	84,284	10,000	17,000
Misc-Net Increase Decrease In Fair ValueOf	157	11,656	(4,930)	0	0
Total Interest:	**131,977**	**147,567**	**148,018**	**10,000**	**17,000**
Transfers-IN					
Other-Interfund Transfer	15,957,943	14,379,935	23,651,615	9,182,000	11,881,000
Other-Intrafund Transfer	0	4,121,623	0	3,700,000	1,897,000
Total Transfers-IN:	**15,957,943**	**18,501,558**	**23,651,615**	**12,882,000**	**13,778,000**
Fines and Forfeitures					
Fines-Judgments And Fines	33,785	39,848	0	0	0
Fines-Other Fines And/Or Forfeits	941,185	1,907,584	1,865,842	1,250,000	1,350,000
Total Fines and Forfeitures:	**974,969**	**1,947,433**	**1,865,842**	**1,250,000**	**1,350,000**
Intergovernmental Revenues					
Federal Grants	44,495,010	37,987,905	34,189,143	36,337,000	36,222,000
State Grants	2,159,710	2,680,528	2,878,641	1,095,000	2,568,000
Grants From Other Local Units	36,251,794	34,869,790	20,289,031	34,937,000	18,852,000
Shared Revenues - E911 Wireles	528,180	691,683	1,581,004	700,000	898,000
Shared Revenues - E911 Phone C	73,520	287,327	646,337	300,000	993,000
Shared Revenues - E911 Land Li	693,501	446,566	395,289	554,000	390,000
Total Licenses and Permits:	**84,201,716**	**76,963,799**	**59,979,446**	**73,923,000**	**59,923,000**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	379	(800)	3,822	0	0
Other Licenses, Fees and Permits	134,498	1,239,659	334,000	114,000	795,000
Other Licenses, Fees - Murals	0	0	150,978	300,000	300,000
Total Licenses and Permits:	**134,877**	**1,238,859**	**488,800**	**414,000**	**1,095,000**
Other Revenues (Inflows)					
Misc-Contributions And Donations From Private Sources	355,660	150,807	44,422	237,000	112,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Misc-Settlements	400,000	4,510	0	55,000	0
Misc-Contra Revenue For Bad Debt Allowance	(789,173)	(3,124,936)	(1,859,099)	0	0
Other-Nonoperating Sources	1,197,409	0	0	15,868,000	370,000
Other-Oth N-optg Sour/Carryover	0	0	0	65,851,000	70,394,000
Misc-Other Miscellaneous Revenues	6,936,263	4,912,889	2,116,224	1,500,000	1,130,000
Total Other Revenues (Inflows):	**8,100,159**	**1,943,270**	**301,548**	**83,511,000**	**72,006,000**
Charges for Services					
CFS-GG-Other General Government Charges And Fees	132,310	124,839	158,365	60,000	60,000
CFS-PS-Police Services	288,724	200,333	159,444	871,000	1,129,000
CFS-PS-Other Public Safety Charges And Fees	1,063,896	1,159,066	1,386,906	600,000	0
CFS-Trans-Parking Facilities	6,623,678	6,861,099	4,243,091	4,349,000	4,480,000
CFS-Trans-Other Transportation Revenue	112	0	0	0	0
CFS-Trans-Tools	777,113	866,707	0	0	0
CFS-C&R-Special Recreation Facilities	962,570	909,580	289	0	0
CFS-C&R-Other Culture/Recreation	199,140	80,636	(4,316)	0	0
CFS-C&R-Other Culture/Recreation (PF)	125,999	317	0	0	0
CFS-Rents And Royalties	2,613,065	1,446,735	0	0	0
CFS-Other Charges for Services	9,411,591	8,502,527	7,730,066	6,944,000	7,201,000
CFS-Parking Surcharges Lockbox	655,785	796,627	803,866	778,000	799,000
Total Charges for Services:	**22,853,980**	**20,948,465**	**14,477,711**	**13,602,000**	**13,669,000**
Total Revenue (Inflows):	**132,355,622**	**121,690,952**	**100,912,979**	**185,592,000**	**161,838,000**

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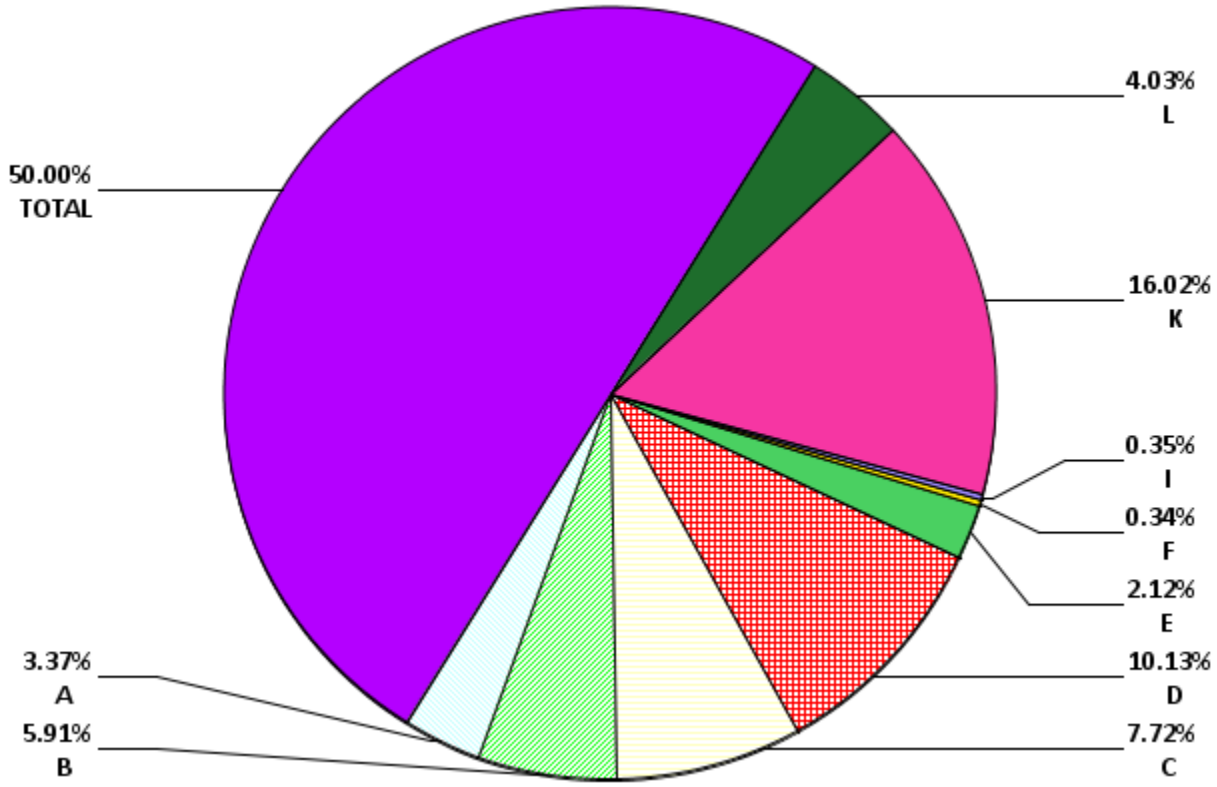
Expenditures (Outflows) By Functional Category
Special Revenue Funds

FY 2018-19

$161,838,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: General Government	12,161,000	6.55%	10,908,000	6.74%
B: Planning and Development	17,412,000	9.38%	19,128,000	11.82%
C: Public Works	44,815,000	24.15%	24,985,000	15.44%
D: Public Safety	33,427,000	18.01%	32,804,000	20.27%
E: Public Facilities	4,540,000	2.45%	6,868,000	4.24%
F: Parks and Recreation	2,376,000	1.28%	1,116,000	0.69%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	0	0.00%	1,147,000	0.71%
I: Community and Economic Development	50,231,000	27.07%	51,845,000	32.04%
J: Transfers - OUT	20,630,000	11.12%	13,037,000	8.06%
Total	185,592,000	100.00%	161,838,000	100.00%

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Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
ARRA-Police-Memo Only	310,015	0	0	0	0
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,420,000	1,539,000
Child Day Care	0	0	0	0	458,000
City Clerk Services	133,375	163,180	124,697	749,000	1,180,000
Community Development	30,965,529	28,235,856	25,923,614	50,231,000	51,845,000
Department of Real Estate and Asset Management Services	5,018,461	6,653,582	5,537,400	1,119,000	0
Departmental Improvement Initiative	5,645,851	6,500,605	7,445,712	11,343,000	9,549,000
Emergency Funds	1,901	7,422	7,851,276	100,000	100,000
Fire Rescue Services	6,209,235	2,745,210	1,914,971	3,087,000	3,283,000
FND_15501	0	0	11,733	0	0
FND_15502	0	0	394,392	0	173,000
General Special Revenue	541,874	855,903	1,996,747	1,725,000	3,069,000
Homeless Program	2,319,013	2,884,802	2,958,301	2,535,000	2,735,000
Law Enforcement Trust Fund	559,809	480,748	780,860	2,442,000	1,911,000
Miami Ballpark Parking Facilities	4,761,441	5,091,477	4,043,664	5,127,000	5,329,000
Net Offices & Code Enforcement (SR)	1,070,268	0	0	0	1,667,000
Parks & Recreation Services	1,970,971	737,106	954,344	2,176,000	1,116,000
Planning and Zoning Tree Trust Fund	227,741	82,589	612,925	3,980,000	3,610,000
Planning Services	275,247	114,986	1,883,036	13,320,000	12,601,000
Police E911-Non Wireless	0	2,843,853	2,374,529	2,785,000	1,565,000
Police E911-Prepaid	0	3,661	0	415,000	3,771,000
Police E911-Wireless	408	2,905,106	1,615,789	2,745,000	2,048,000
Police Services	8,150,515	6,410,790	3,801,886	7,224,000	8,482,000
Public Art Fund	0	0	0	0	160,000
Public Works Services	1,635,666	5,139,399	3,122,036	17,027,000	16,512,000
Solid Waste Recycling Trust	78,877	34,500	24,000	151,000	158,000
Transportation and Transit	35,090,571	45,911,872	23,784,675	41,262,000	17,333,000
UASI-Fire Rescue	5,539,459	5,422,912	4,761,459	14,629,000	11,644,000
Special Revenue Funds	**110,506,225**	**123,225,558**	**101,918,044**	**185,592,000**	**161,838,000**

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Public Art Fund				
Art In Public Places	$0	$60,000	Program Revenue	Planning and Development
Art In Public Places	$0	$100,000	Fund Balance Allocation	Transfer-In
Total - Public Art Fund	**$0**	**$160,000**		
Bayfront/Riverfront Land Acquisition Rouse Trust				
Bayfront and Riverfront Lands Acquisition Trust	$1,304,000	$0	Contribution from Special Revenue	Transfer-In
Bayfront and Riverfront Lands Acquisition Trust	$116,000	$119,000	Contribution from General Fund	Public Facilities
Bayfront and Riverfront Lands Acquisition Trust	$0	$1,420,000	Fund Balance Allocation	Public Facilities
Total - Bayfront/Riverfront Land Acquisition Rouse Trust	**$1,420,000**	**$1,539,000**		
City Clerk Services				
Lobbyists' Registration Fee	$593,000	$593,000	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	$60,000	$60,000	Program Revenue	General Government
U.S. Passport Acceptance Fee	$409,000	$409,000	Fund Balance Allocation	General Government
U.S. Passport Acceptance Fee	$30,000	$30,000	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	$0	$40,000	Contribution from General Fund (Cost Allocation)	General Government
City Clerk Miscellaneous Special Revenues	$18,000	$18,000	Contribution from Omni CRA	General Government
Total - City Clerk Services	**$1,140,000**	**$1,180,000**		
Community Development				
Community Development Block Grant (CDBG)	$4,712,000	$5,259,000	Intergovernmental Revenue	Community Development
Community Development Block Grant (CDBG)	$500,000	$500,000	Program Revenue	Community Development
Community Development Block Grant (CDBG)	$4,900,000	$4,900,000	Fund Balance Allocation	Community Development
Home Investment Partnership	$2,584,000	$3,446,000	Intergovernmental Revenue	Community Development
Home Investment Partnership	$100,000	$100,000	Program Revenue	Community Development
Home Investment Partnership	$5,935,000	$6,015,000	Fund Balance Allocation	Community Development
State Housing Initiative Partnership (SHIP)	$0	$1,300,000	Intergovernmental Revenue	Community Development
State Housing Initiative Partnership (SHIP)	$1,315,000	$0	Fund Balance Allocation	Community Development
Emergency Solutions Grant (ESG)	$429,000	$428,000	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	$11,562,000	$11,680,000	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	$4,000,000	$4,000,000	Fund Balance Allocation	Community Development
Section 8 Voucher	$2,416,000	$2,303,000	Intergovernmental Revenue	Community Development

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Affordable Housing Trust Fund (AHTF)	$5,030,000	$4,915,000	Fund Balance Allocation	Community Development
Social Services Gap Fund	$1,418,000	$884,000	Fund Balance Allocation	Community Development
Social Services Gap Fund	$894,000	$1,003,000	Contribution from General Fund	Community Development
CD-Other Sources	$0	$150,000	Fund Balance Allocation	Community Development
CD-Housing Loan Recovery	$105,000	$0	Fund Balance Allocation	Community Development
CD-Housing Loan Recovery	$0	$105,000	Program Revenue	Community Development
Section 8 Mod Rehab 1	$2,350,000	$2,109,000	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 2	$775,000	$688,000	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)	$2,100,000	$2,060,000	Fund Balance Allocation	Community Development
Total - Community Development	**$51,125,000**	**$51,845,000**		
Department Improvement Initiative				
Mayor -Elected Official Discretionary Account-101000, Award 2050 - Rollover	$47,000	$0	Fund Balance Allocation	General Government
Mayor -Elected Official Discretionary Account-101000, Award 2050 - Rollover	$24,000	$0	General Fund - Rollover	General Government
Mayor -Elected Official Discretionary Account-101000, Award 2050 - Rollover	$200,000	$0	Contribution from General Fund - Poverty Initiative	General Government
Mayor Anti- Poverty Initiative Program, Award 2178	$250,000	$450,000	Contribution from General Fund - Poverty Initiative	General Government
Poverty Initiative-101000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
Little Haiti Christmas party	$25,000	$0	Contribution from General Fund - Festivals and Events	General Government
Endeavor Incubator	$100,000	$0	Contribution from General Fund	General Government
Office of International Business Development (EB5 Program)	$82,000	$0	Contribution from General Fund	Transfer-Out to General Fund
Office of International Business Development (EB5 Program)	$162,000	$0	Fund Balance Allocation	General Government
District 1 - Elected Official Discretionary Account-114000, Award 2050 - Rollover	$146,000	$128,000	Fund Balance Allocation	General Government
District 1 - Elected Official Discretionary Account-114000, Award 2050 - Rollover	$102,000	$0	General Fund - Rollover	General Government
District 1 Disc. Account-114000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
District 1 Citywide Anti- Poverty Initiative Program, Award 2178	$366,000	$430,000	Contribution from General Fund - Poverty Initiative	General Government
District 1 Citywide Anti- Poverty Initiative Program, Award 2178	$711,000	$527,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 2 - Elected Official Discretionary Account-113000, Award 2050 - Rollover	$117,000	$89,000	Fund Balance Allocation	General Government
District 2 - Elected Official Discretionary Account-113000, Award 2050 - Rollover	$22,000	$0	General Fund - Rollover	General Government
District 2 Disc. Account-113000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
District 2 Citywide Anti- Poverty Initiative Program, Award 2178	$105,000	$305,000	Contribution from General Fund - Poverty Initiative	General Government
District 2 Citywide Anti- Poverty Initiative Program, Award 2178	$145,000	$135,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 3 - Elected Official Discretionary Account-110000, Award 2050 - Rollover	$415,000	$200,000	Fund Balance Allocation	General Government
District 3 - Elected Official Discretionary Account-111000, Award 2050 - Rollover	$2,000	$0	General Fund - Rollover	General Government
District 3 Disc. Account-110000, Award 2049	$10,000	$0	Fund Balance Allocation - Festivals and Events	General Government

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District 3 Disc. Account-110000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
District 3 Citywide Anti- Poverty Initiative Program, Award 2178	$353,000	$437,000	Contribution from General Fund - Poverty Initiative	General Government
District 3 Citywide Anti- Poverty Initiative Program, Award 2178	$641,000	$500,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 3 Art and Entertainment Fund	$0	$65,000	Donation	General Government
District 4 - Elected Official Discretionary Account-112000, Award 2050 - Rollover	$56,000	$37,000	Fund Balance Allocation	General Government
District 4 - Elected Official Discretionary Account-112000, Award 2050 - Rollover	$39,000	$0	General Fund - Rollover	General Government
District 4 Disc. Account-112000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
District 4 Citywide Anti- Poverty Initiative Program, Award 2178	$528,000	$268,000	Contribution from General Fund - Poverty Initiative	General Government
District 4 Citywide Anti- Poverty Initiative Program, Award 2178	$227,000	$205,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$148,000	$50,000	Fund Balance Allocation	General Government
District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$84,000	$0	General Fund - Rollover	General Government
District 5 Disc. Account-115000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
District 5 Citywide Anti- Poverty Initiative Program, Award 2178	$898,000	$710,000	Contribution from General Fund - Poverty Initiative	General Government
District 5 Citywide Anti- Poverty Initiative Program, Award 2178	$182,000	$0	Fund Balance Allocation - Anti-Poverty Initiative	General Government
Chairperson - Elected Official Discretionary Account-116000, Award 2050 - Rollover	$32,000	$30,000	Fund Balance Allocation	General Government
IT Strategic-251000	$534,000	$556,000	Fund Balance Allocation	General Government
IT Strategic-251000	$222,000	$0	Contribution from General Fund - Rollover	General Government
Resilience-focus Data & IT Deployment - John S. & James L. Knight Foundation	$0	$80,000	Fund Balance Allocation	General Government
Resilience-focus Data & IT Deployment - John S. & James L. Knight Foundation	$0	$100,000	Donation	General Government
Parks Budget Surplus-291001	$202,000	$0	Fund Balance Allocation	General Government
Parks Budget Surplus-291001	$14,000	$0	Contribution from General Fund - Rollover	General Government
P.F. Surplus Rollover-221001	$148,000	$0	Contribution from General Fund - Rollover	General Government
Waste Managment-Think Green Grant	$3,000	$0	Donation	General Government
Unsafe Structure Program	$2,041,000	$1,857,000	Fund Balance Allocation	General Government
Unsafe Structure Program	$600,000	$900,000	Program Revenue	General Government
Professional Analysis Service	$39,000	$39,000	Fund Balance Allocation	General Government
Community Relations Board	$4,000	$4,000	Fund Balance Allocation	General Government
Citywide Camillus House Mats Program	$460,000	$460,000	Contribution from General Fund	General Government
Citywide Parades - Three Kings	$75,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Three Kings	$19,000	$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade	$292,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Candlelight Vigil	$50,000	$232,000	Contribution from General Fund - Festivals and Events	General Government
Citywide New Year's Eve Festival	$24,000	$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide New Year's Eve Festival	$50,000	$125,000	Contribution from General Fund - Festivals and Events	General Government

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Veteran's Day	$0	$30,000	Contribution from General Fund - Festivals and Events	General Government
July 4th City Hall	$0	$25,000	Contribution from General Fund - Festivals and Events	General Government
Blacktop Basketball	$0	$15,000	Contribution from General Fund - Festivals and Events	General Government
Little Havana Celebrations	$0	$100,000	Contribution from General Fund - Festivals and Events	General Government
July 4th Hadley Park	$0	$10,000	Contribution from General Fund - Festivals and Events	General Government
South Florida Workforce /Program Delivery	$1,555,000	$0	Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	$700,000	$0	Contribution from General Fund	General Government
South Florida Workforce /Program Delivery	$350,000	$0	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce /Administration	$152,000	$0	Intergovernmental Revenue	General Government
South Florida Workforce /Administration	$62,000	$0	Contribution from General Fund (Cost Allocation)	General Government
Families 1st Parent Academy	$228,000	$173,000	Intergovernmental Revenue	General Government
Live Healthy Little Havana	$49,000	$0	Contribution from General Fund (Cost Allocation)	General Government
Live Healthy Little Havana	$30,000	$0	Fund Balance Allocation	General Government
Live Healthy Little Havana	$144,000	$0	Donation	General Government
Summer Youth Employment & Financial Empowerment Program 2015-371007-15	$34,000	$0	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2016-371007-16	$1,000	$0	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2017-371007-17	$63,000	$0	Fund Balance Allocation	General Government
Total - Department Improvement Initiative	**$14,664,000**	**$9,722,000**		
Emergency Services				
Deployment	$100,000	$100,000	Fund Balance Allocation	Public Safety
Total - Emergency Services	**$100,000**	**$100,000**		
Fire-Rescue Services				
Fire-Rescue EMS Cadet Program	$0	$50,000	Fund Balance Allocation	Public Safety
Fire-Rescue Explorers Program	$23,000	$3,000	Fund Balance Allocation	Public Safety
Ultra Music Festival	$1,000	$0	Fund Balance Allocation	Public Safety
Michael S. Gordon Scholarship	$10,000	$0	Donation	Public Safety
Michael S. Gordon Scholarship	$10,000	$17,000	Fund Balance Allocation	Public Safety
First Aide/CPR Educational/Training Program	$30,000	$0	Fund Balance Allocation	Public Safety
Public Access Defibrillator - Automated External Defibrillators FY2015	$0	$11,000	Fund Balance Allocation	Public Safety
Public Access Defibrillator - Automated External Defibrillators FY2015	$0	$10,000	Donation	Public Safety
EMS County Grant #C0013	$50,000	$0	Fund Balance Allocation	Public Safety
EMS County Grant #C0013	$33,000	$29,000	Intergovernmental Revenue	Public Safety

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EMS County Grant #C0013	$0	$26,000	Intergovernmental Revenue	Public Safety
EMS County Grant #C0013	$0	$9,000	Contribution from General Fund	Public Safety
Fire Assessment Fee	$25,000	$0	Fund Balance Allocation	Public Safety
Assistance to Firefighters Grant Program Fiscal Year 2016	$630,000	$0	Intergovernmental Revenue	Public Safety
Assistance to Firefighters Grant Program Fiscal Year 2016 - General Fund Contribution	$63,000	$0	Contribution from General Fund	Public Safety
FEMA/USAR FY2015	$50,000	$0	Fund Balance Allocation	Public Safety
FEMA/USAR FY2015	$50,000	$0	Intergovernmental Revenue	Public Safety
FEMA/USAR FY2016	$127,000	$100,000	Fund Balance Allocation	Public Safety
FEMA/USAR FY2017	$0	$600,000	Fund Balance Allocation	Public Safety
2017 State Homeland Security Grant Program (SHSGP)	$100,000	$100,000	Intergovernmental Revenue	Public Safety
2017 USAR	$1,100,000	$0	Intergovernmental Revenue	Public Safety
2018 USAR	$0	$1,300,000	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations (USAR)	$205,000	$228,000	Contribution from General Fund (Cost Allocation)	Public Safety
Florida Task Force II FY 2017 National Urban Search & Rescue (US&R) Response System Readiness Cooperative Agreement	$102,000	$0	Intergovernmental Revenue	Public Safety
Florida Task Force II FY 2018 National Urban Search & Rescue (US&R) Response System Readiness Cooperative Agreement	$0	$100,000	Intergovernmental Revenue	Public Safety
FY2016 CCTA, Award 2370	$724,000	$0	Intergovernmental Revenue	Public Safety
FY2016 CCTA, Award 2370	$0	$700,000	Fund Balance Allocation	Public Safety
UASI 2015	$3,931,000	$0	Fund Balance Allocation	Public Safety
UASI 2016	$5,159,000	$1,295,000	Fund Balance Allocation	Public Safety
UASI 2017	$5,200,000	$0	Intergovernmental Revenue	Public Safety
UASI 2017	$0	$4,900,000	Fund Balance Allocation	Public Safety
UASI 2018	$0	$5,000,000	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations (UASI)	$339,000	$449,000	Contribution from General Fund (Cost Allocation)	Public Safety
Total - Fire Rescue Services	**$17,962,000**	**$14,927,000**		
General Special Revenues				
FDOT Little Haiti	$400,000	$0	Intergovernmental Revenue	General Government
Advertising Revenue - Trolley	$450,000	$480,000	Program Revenue	General Government
Advertising Revenue - Trolley	$413,000	$0	Fund Balance Allocation	General Government
GF On Demand Transportation	$31,000	$0	Contribution from General Fund	General Government
GF On Demand Transportation	$89,000	$0	Fund Balance Allocation	General Government
Coconut Grove BID Contribution	$135,000	$0	Fund Balance Allocation	General Government
Contract compliance monitoring services for MPA's Grove Bay Parking Garage project	$25,000	$0	Contribution from MPA	General Government
Contract compliance monitoring services for MPA's Grove Bay Parking Garage project	$0	$13,000	Fund Balance Allocation	General Government

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General Special Revenue - Trolley	$0	$2,551,000	Contribution from Transportation Trust Fund	General Government
Amigos for Kids	$23,000	$25,000	Fund Balance Allocation	General Government
NET - Donations	$1,000	$0	Donation	General Government
Total - General Special Revenues	**$1,567,000**	**$3,069,000**		
Homeless Programs				
Homeless Project Administration	$0	$200,000	Fund Balance Allocation	General Government
Miami Metro Homeless Assistance Program North (County North) - Award renewal	$288,000	$288,000	Intergovernmental Revenue	General Government
Miami Metro Homeless Assistance Program South (County South) - Award renewal	$137,000	$137,000	Intergovernmental Revenue	General Government
Miami Homeless Assistance Program (Main) - Award renewal	$248,000	$248,000	Intergovernmental Revenue	General Government
Miami Metro Homeless Assistance Program North (County North) - Fund Balance from previous allocation	$96,000	$96,000	Fund Balance Allocation	General Government
Miami Metro Homeless Assistance Program South (County South) - Fund Balance from previous allocation	$91,000	$91,000	Fund Balance Allocation	General Government
Miami Homeless Assistance Program (Main) - Fund Balance from previous allocation	$165,000	$165,000	Fund Balance Allocation	General Government
Identification Assistance Program	$10,000	$10,000	Intergovernmental Revenue	General Government
Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	$1,040,000	$1,040,000	Intergovernmental Revenue	General Government
Memorandum of Agreement (MOA)- Intergovernmental Revenue	$340,000	$340,000	Intergovernmental Revenue	General Government
Homeless Trust Contribution	$120,000	$120,000	Intergovernmental Revenue	General Government
Total - Homeless Programs	**$2,535,000**	**$2,735,000**		
Human Services				
Child Day Care Food Program	$0	$75,000	Intergovernmental Revenue	Parks and Recreation
Early Learning Coalition of Miami-Dade/Monroe County	$0	$80,000	Intergovernmental Revenue	Parks and Recreation
Live Healthy Little Havana	$0	$54,000	Contribution from General Fund (Cost Allocation)	General Government
Live Healthy Little Havana	$0	$93,000	Fund Balance Allocation	General Government
Live Healthy Little Havana	$0	$156,000	Intergovernmental Revenue	General Government
Total - Human Services	**$0**	**$458,000**		
Law Enforcement Trust Fund				
LETF State	$59,000	$117,000	Fund Balance Allocation	Public Safety
LETF State	$50,000	$50,000	Program Revenue	Public Safety
LETF Treasury	$951,000	$662,000	Fund Balance Allocation	Public Safety
LETF Treasury	$250,000	$150,000	Program Revenue	Public Safety
LETF Justice	$384,000	$732,000	Fund Balance Allocation	Public Safety
LETF Justice	$300,000	$200,000	Program Revenue	Public Safety

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Total - Law Enforcement Trust Fund	**$1,994,000**	**$1,911,000**		
Miami Ballpark Parking Facilities				
Miami Ballpark Parking Facilities (Fund 15400)	$3,120,000	$5,329,000	Program Revenue	Public Facilities
Miami Ballpark Parking Facilities	$2,007,000	$0	Program Revenue	Transfer-Out
Total - Miami Ballpark Parking Facilities	**$5,127,000**	**$5,329,000**		
Net Offices and Code Enforcment				
Net Offices and Code Enforcment	$0	$717,000	Fund Balance Allocation	Planning and Development
Net Offices and Code Enforcment	$0	$950,000	Fund Balance Allocation	Transfer-Out to Capital
Total - Net Offices and Code Enforcment	**$0**	**$1,667,000**		
Parks and Recreation Services				
Parks and Open Space Trust Fund	$538,000	$448,000	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management trust Fund	$4,000	$0	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	$0	$250,000	Intergovernmental Revenue	Parks and Recreation
Disabilities State Program	$902,000	$0	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	$30,000	$31,000	Contribution from General Fund (Cost Allocation)	Parks and Recreation
Disabilities ADA Parking Fines	$50,000	$50,000	Intergovernmental Revenue	Parks and Recreation
Handicapped Division Fund Raising	$77,000	$2,000	Donation	Parks and Recreation
Handicapped Division Fund Raising	$93,000	$0	Fund Balance Allocation	Parks and Recreation
Adult Food Care Program	$0	$100,000	Intergovernmental Revenue	Parks and Recreation
Little Haiti Cultural Center - Popup Mini Golf Revitalizing Little Haiti	$19,000	$0	Donation	Parks and Recreation
Billboard at Grapeland	$55,000	$55,000	Program Revenue	Parks and Recreation
Out-of-School Time Snack Program	$70,000	$80,000	Intergovernmental Revenue	Parks and Recreation
Out-of-School Time Snack Program	$30,000	$0	Contribution from General Fund	Parks and Recreation
Miami Marlins Contribution for Heart of our Parks	$175,000	$100,000	Fund Balance Allocation	Parks and Recreation
Coastal Partnership Grant	$20,000	$0	Donation	Parks and Recreation
Child Day Care Food Program	$75,000	$0	Intergovernmental Revenue	Parks and Recreation
Early Learning Coalition of Miami-Dade/Monroe County	$80,000	$0	Intergovernmental Revenue	Parks and Recreation
Total - Parks and Recreation Services	**$2,218,000**	**$1,116,000**		
Planning Services				
Public Benefits Program for Floor Lot Ratio / Height bonus	$814,000	$689,000	Fund Balance Allocation	Planning and Development

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The Miami Commission on the Status of Women	$13,000	$13,000	Fund Balance Allocation	Planning and Development
Downtown Development Authority	$46,000	$46,000	Fund Balance Allocation	Planning and Development
Florida East Cost Corridor Imp. Trust	$902,000	$902,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West	$525,000	$545,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Parkwest Interest	$125,000	$35,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Master Recovery	$499,000	$975,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Air Quality	$201,000	$208,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Transportation	$537,000	$717,000	Fund Balance Allocation	Planning and Development
Blue Ribbon Task Force	$2,000	$2,000	Fund Balance Allocation	Planning and Development
Impact Fees Administration	$10,000	$10,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Administration	$3,809,000	$1,635,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Master Plan Recovery Fee	$1,898,000	$1,656,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Air quality Fee	$234,000	$230,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Transportation	$4,472,000	$4,669,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Interest	$0	$69,000	Fund Balance Allocation	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	$24,000	$80,000	Program Revenue	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	$26,000	$120,000	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	$1,304,000	$0	Fund Balance Allocation	Transfer-Out
Art In Public Places	$90,000	$0	Program Revenue	Planning and Development
Art In Public Places	$200,000	$0	Fund Balance Allocation	Planning and Development
Total - Planning Services	**$15,731,000**	**$12,601,000**		
Police Services				
Investigative Cost Recovery	$50,000	$50,000	Program Revenue	Public Safety
Sp Tax Dist Pol Roving Patrol	$190,000	$210,000	Program Revenue	Public Safety
Morningsd. Sec Grd Spc Tx Dis	$58,000	$65,000	Program Revenue	Public Safety
Natoma Man Sec Grd Sp Tx Dist	$32,000	$40,000	Program Revenue	Public Safety
Bayheights Spec.Tax Dist. 2007	$280,000	$311,000	Program Revenue	Public Safety
Fairhaven Spec Tax District	$97,000	$108,000	Program Revenue	Public Safety
Training Entrepreneurial Fund	$210,000	$303,000	Program Revenue	Public Safety
LETF Second Dollar Training-Consolidated	$100,000	$101,000	Intergovernmental Revenue	Public Safety
Partnership Fund	$4,000	$4,000	Program Revenue	Public Safety
FY 2016 Edward Byrne Memorial JAG	$90,000	$90,000	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	$530,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
2016 COPS Hiring Grant	$184,000	$854,000	Contribution from General Fund	Public Safety

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Special Revenue Funds
Schedule of Grants
and Programs

.	FY 2017-18 Amended Budget	FY 2018-19 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
2016 COPS Hiring Grant	$511,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
2016 COPS Hiring Grant	$625,000	$654,000	Intergovernmental Revenue	Public Safety
2017 COPS Hiring Grant	$625,000	$625,000	Intergovernmental Revenue	Public Safety
2017 COPS Hiring Grant	$967,000	$816,000	Contribution from General Fund	Public Safety
2017 COPS Hiring Grant	$567,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
2018 COPS Hiring Grant	$0	$596,000	Intergovernmental Revenue	Public Safety
2018 COPS Hiring Grant	$0	$779,000	Contribution from General Fund	Public Safety
FY 2016-17 VOCA	$82,000	$0	Intergovernmental Revenue	Public Safety
FY 2016-17 VOCA	$28,000	$0	Contribution from General Fund	Public Safety
FY 2018-19 VOCA	$0	$612,000	Intergovernmental Revenue	Public Safety
FY 2018-19 VOCA	$0	$153,000	Contribution from General Fund	Public Safety
Pedestrian & Bicycle Safety Enforcement Campaign 2018	$30,000	$0	Intergovernmental Revenue	Public Safety
FY 2017-18 Paul Coverdell Forensic Science Improvement Grant Program	$92,000	$0	Intergovernmental Revenue	Public Safety
FY 2017-18 Paul Coverdell Forensic Science Improvement Grant Program	$10,000	$0	Contribution from General Fund	Public Safety
FY 2017-18 Miami DUI Checkpoint and Saturation Patrol Overtime Project	$80,000	$100,000	Intergovernmental Revenue	Public Safety
BJA FY2013 Smart Policing Initiative	$570,000	$550,000	Intergovernmental Revenue	Public Safety
School Resource Officer	$37,000	$0	Intergovernmental Revenue	Public Safety
Body -worn Cameras	$402,000	$186,000	Intergovernmental Revenue	Public Safety
Body -worn Cameras	$703,000	$0	Contribution from General Fund	Public Safety
Body -worn Cameras	$0	$55,000	Contribution from General Fund (Cost Allocation)	Public Safety
Body -worn Cameras	$0	$882,000	Fund Balance Allocation	Public Safety
U.S. Marshals	$0	$100,000	Intergovernmental Revenue	Public Safety
2016-17 U.S. Marshals Service	$100,000	$0	Intergovernmental Revenue	Public Safety
High Intensity Drug Trafficking Area (HIDTA) Operation "COBRA 13-FBI"	$6,000	$0	Intergovernmental Revenue	Public Safety
MPD Gun Buyback Program and Anti-Gun Violence Initiative	$100,000	$0	Intergovernmental Revenue	Public Safety
FY 2017-2018 Advanced Crime Reporting and Analytics Application	$700,000	$0	Intergovernmental Revenue	Public Safety
FDOT- High Visibility Enforcement (HVE) grant	$0	$30,000	Intergovernmental Revenue	Public Safety
FDOT- Police Service Grant	$0	$120,000	Intergovernmental Revenue	Public Safety
FY 2017 SAFE-ITR Sexual Assault forensic Evidence Inventory, Tracking, and Reporting Program	$0	$88,000	Program Revenue	Public Safety
E-911 Wireline	$238,000	$1,175,000	Fund Balance Allocation	Public Safety
E-911 Wireline	$554,000	$390,000	Intergovernmental Revenue	Public Safety
E-911 Wireline	$1,301,000	$0	Contribution from General Fund	Public Safety
E-911 Wireline	$692,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Wireless	$1,531,000	$339,000	Fund Balance Allocation	Public Safety

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Special Revenue Funds
Schedule of Grants
and Programs

.	FY 2017-18 Amended Budget	FY 2018-19 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
E-911 Wireless	$700,000	$898,000	Intergovernmental Revenue	Public Safety
E-911 Wireless	$149,000	$520,000	Contribution from General Fund	Public Safety
E-911 Wireless	$365,000	$291,000	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Prepaid Wireless	$115,000	$1,097,000	Fund Balance Allocation	Public Safety
E-911 Prepaid Wireless	$300,000	$993,000	Intergovernmental Revenue	Public Safety
E-911 Prepaid Wireless	$0	$932,000	Contribution from General Fund	Public Safety
E-911 Prepaid Wireless	$0	$749,000	Contribution from General Fund (Cost Allocation)	Public Safety
Total - Police Services	**$14,005,000**	**$15,866,000**		
Public Works Services				
Little Haiti Restoration	$77,000	$0	Fund Balance Allocation	Public Works
Educ. Trust Fund - Recycling	$6,000	$0	Fund Balance Allocation	Public Works
Municip. Fuel Tax Str. Repairs	$192,000	$0	Fund Balance Allocation	Public Works
Lane Closure Fund (Brickell City Center)	$170,000	$160,000	Fund Balance Allocation	Public Works
Lane Closure Fund	$6,055,000	$2,634,000	Fund Balance Allocation	Public Works
Lane Closure Fund	$6,914,000	$7,171,000	Program Revenue	Public Works
Lane Closure Fund	$4,123,000	$5,720,000	Fund Balance Allocation	Transfer-Out to Capital
Lane Closure Fund	$0	$50,000	Contribution from General Fund	Transfer-In
FDOT Mural Program	$859,000	$0	Contribution from General Fund	Transfer-In
FDOT Mural Program	$0	$477,000	Fund Balance Allocation	Public Works
FDOT Mural Program	$300,000	$300,000	Program Revenue	Public Works
Total - Public Works Services	**$18,696,000**	**$16,512,000**		
Real Estate and Asset Management Services				
Miami Convention Center	$1,119,000	$0	Fund Balance Allocation	Transfer-Out
Total - Real Estate and Asset Mgt. Services	**$1,119,000**	**$0**		
Solid Waste Recycling Trust				
Educ. Trust Fund - Recycling	$10,000	$17,000	Program Revenue	Public Works
Educ. Trust Fund - Recycling	$133,000	$141,000	Fund Balance Allocation	Public Works
Total - Solid Waste Recycling Trust	**$143,000**	**$158,000**		
Transportation and Transit				
Transportation and Transit Fund	$6,136,000	$6,117,000	Intergovernmental Revenue	Transfer-Out to Debt

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Special Revenue Funds
Schedule of Grants
and Programs

.	FY 2017-18 Amended Budget	FY 2018-19 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Transportation and Transit Fund	$883,000	$889,000	Intergovernmental Revenue	Public Works
Transportation and Transit Fund	$9,537,000	$9,957,000	Intergovernmental Revenue	Public Works
Transportation and Transit Fund - Transit Studies	$1,650,000	$250,000	Fund Balance Allocation	Transfer-Out to Capital
Transportation and Transit Fund	$2,494,000	$120,000	Fund Balance Allocation	Public Works
Transportation and Transit Fund	$1,738,000	$0	Fund Balance Allocation (Reserve)	Public Works
Total - Transportation and Transit	**$22,438,000**	**$17,333,000**		
Tree Trust Fund				
Tree Trust Fund	$600,000	$600,000	Program Revenue	Planning and Development
Tree Trust Fund	$850,000	$0	Fund Balance Allocation	Transfer-Out to Capital
Tree Trust Fund	$2,747,000	$3,010,000	Fund Balance Allocation	Planning and Development
Total - Tree Trust Fund	**$4,197,000**	**$3,610,000**		
Total - All Grants and Programs	**$176,181,000**	**$161,838,000**		

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APPENDIX F:
PRESENTATION OF SCHEDULES AND GRAPHS, DEBT SERVICE FUNDS

Legal Debt Margin Information from CAFR – Last Ten Years

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

	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Debt Limit	$ 7,144,383,602	$ 6,391,518,217	$ 5,688,668,194	$ 4,990,151,631	$ 4,599,936,687	$ 4,533,761,406	$ 4,383,368,881	$ 5,370,834,055	$ 5,372,349,749	$ 5,400,939,914
Total Net Debt Applicable to Limit	169,059,184	186,262,069	203,204,305	214,300,991	225,381,907	238,036,415	251,229,541	265,845,455	274,617,503	233,254,515
Legal Debt Margin	$ 6,975,324,418	$ 6,205,256,148	$ 5,485,463,889	$ 4,775,850,640	$ 4,374,554,780	$ 4,295,724,991	$ 4,132,139,340	$ 5,104,988,600	$ 5,097,732,246	$ 5,167,685,399
Total Net Debt Applicable to the Limit as a percentage of Debt Limit	2.37%	2.91%	3.57%	4.29%	4.90%	5.25%	5.73%	4.95%	5.11%	4.32%

Net Assesed Value	$ 49,621,309,999
Less Homestead Exempt Valuation	(1,992,085,989)
Total Assessed Value	47,629,224,010
Debt Limit for Bonds (15% of Total Assessed Value)	7,144,383,602
Present Debt Application of Debt Limitation	
General Obligation Debt	174,640,000
Less Amount Available in Debt Service Fund	(5,580,816)
Total Net Debt Applicable to Limit	169,059,184
Legal Debt Margin	$ 6,975,324,418

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Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Revenues					
Property Taxes	24,848,725	25,661,729	26,964,192	27,978,000	22,483,000
Interest (R)	29,427	26,232	90,107	0	0
Transfers-IN	43,608,114	43,222,650	44,889,623	43,805,000	38,453,000
Intergovernmental Revenues	3,000,000	4,083,333	4,000,000	4,000,000	4,000,000
Other Revenues (Inflows)	0	57,240,000	114,509,108	4,179,000	8,887,000
Total Revenues	**71,486,267**	**130,233,943**	**190,453,030**	**79,962,000**	**73,823,000**
Expenditures					
General Obligation Bonds	26,091,988	81,264,943	139,242,681	27,978,000	22,520,000
Special Obligation Bonds	40,615,804	41,536,263	55,061,938	51,984,000	51,303,000
Total Expenditures	**66,707,792**	**122,801,205**	**194,304,619**	**79,962,000**	**73,823,000**

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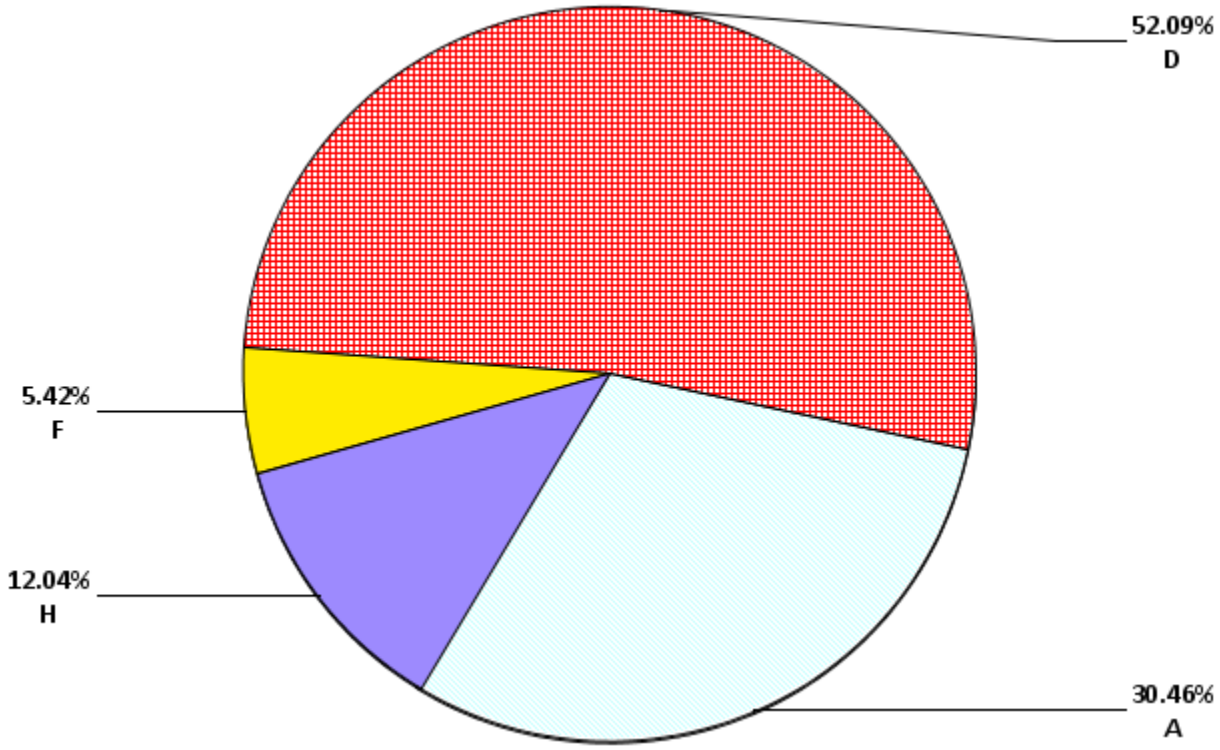
Revenues (Inflows) By Functional Category
Debt Service Funds

FY 2018-19
$73,823,000



	FY 2017-18 Adopted ($)	FY 2017-18 Adopted (%)	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)
A: Property Taxes	27,978,000	34.99%	22,483,000	30.46%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	43,805,000	54.78%	38,453,000	52.09%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	4,000,000	5.00%	4,000,000	5.42%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	4,179,000	5.23%	8,887,000	12.04%
I: Charges for Services	0	0.00%	0	0.00%
Total	79,962,000	100.00%	73,823,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Property Taxes					
Ad Valorem Taxes-Real	22,746,431	23,942,870	24,698,161	27,978,000	22,483,000
Ad Valorem Taxes-Real-Delinquent	735,114	309,654	929,612	0	0
Ad Valorem Taxes-Personal	1,411,877	1,373,292	1,291,674	0	0
Ad Valorem Taxes-Personal-Delinquent	(44,698)	35,912	44,746	0	0
Total Property Taxes:	**24,848,725**	**25,661,729**	**26,964,192**	**27,978,000**	**22,483,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	(91)	3,068	43,981	0	0
Misc-Int & Pen-Investment	29,519	23,163	46,126	0	0
Total Interest:	**29,427**	**26,232**	**90,107**	**0**	**0**
Transfers-IN					
Other-Interfund Transfer	43,608,114	43,222,650	44,889,623	43,805,000	38,453,000
Total Transfers-IN:	**43,608,114**	**43,222,650**	**44,889,623**	**43,805,000**	**38,453,000**
Intergovernmental Revenues					
Grants From Other Local Units	3,000,000	4,083,333	4,000,000	4,000,000	4,000,000
Total Licenses and Permits:	**3,000,000**	**4,083,333**	**4,000,000**	**4,000,000**	**4,000,000**
Other Revenues (Inflows)					
Other-Debt Proceeds	0	57,240,000	114,509,080	0	0
Other-Nonoperating Sources	0	0	0	0	321,000
Other-Oth N-optg Sour/Carryover	0	0	0	4,179,000	8,566,000
Misc-Other Miscellaneous Revenues	0	0	28	0	0
Total Other Revenues (Inflows):	**0**	**57,240,000**	**114,509,108**	**4,179,000**	**8,887,000**
Total Revenue (Inflows):	**71,486,267**	**130,233,943**	**190,453,030**	**79,962,000**	**73,823,000**

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Debt Service
Schedule of Revenues (Inflows)

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,411,877	1,373,292	1,291,674	0	0
Ad Valorem Taxes-Personal-Delinquent	(44,698)	35,912	44,746	0	0
Ad Valorem Taxes-Real	22,746,431	23,942,870	24,698,161	27,978,000	22,483,000
Ad Valorem Taxes-Real-Delinquent	735,114	309,654	929,612	0	0
Misc-Int & Pen-Lot Clear & Demoli	0	2,144	29,737	0	0
Misc-Other Miscellaneous Revenues	0	0	28	0	0
Other-Debt Proceeds	0	57,240,000	114,380,000	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	0	37,000
Total -General Obligation Bonds	24,848,725	82,903,873	141,373,957	27,978,000	22,520,000
Special Obligation Bonds					
Grants From Other Local Units	3,000,000	4,083,333	4,000,000	4,000,000	4,000,000
Misc-Int & Pen-Investment	29,519	23,163	46,126	0	0
Misc-Int & Pen-Lot Clear & Demoli	(91)	924	14,244	0	0
Other-Debt Proceeds	0	0	129,080	0	0
Other-Interfund Transfer	43,608,114	43,222,650	44,889,623	43,805,000	38,453,000
Other-Nonoperating Sources	0	0	0	0	321,000
Other-Oth N-optg Sour/Carryover	0	0	0	4,179,000	8,529,000
Total -Special Obligation Bonds	46,637,542	47,330,071	49,079,073	51,984,000	51,303,000
Total Revenues (Inflows)	71,486,267	130,233,943	190,453,030	79,962,000	73,823,000

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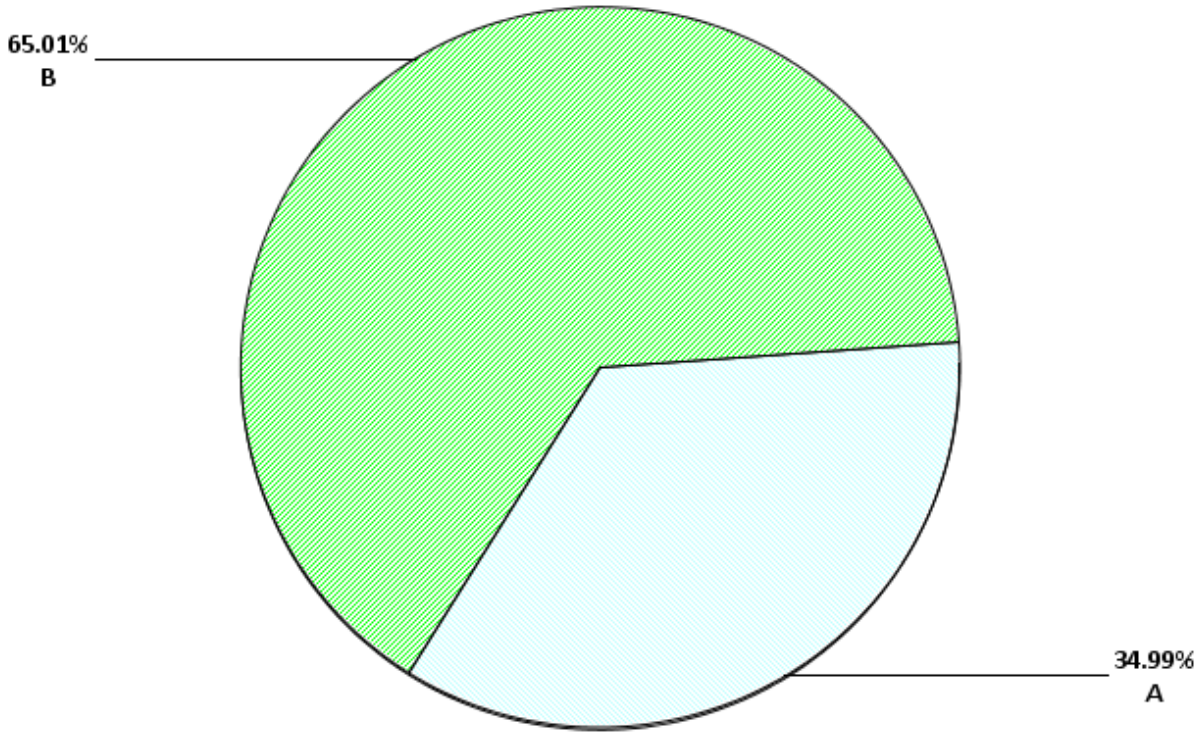
Expenditures (Outflows)
Debt Service Funds

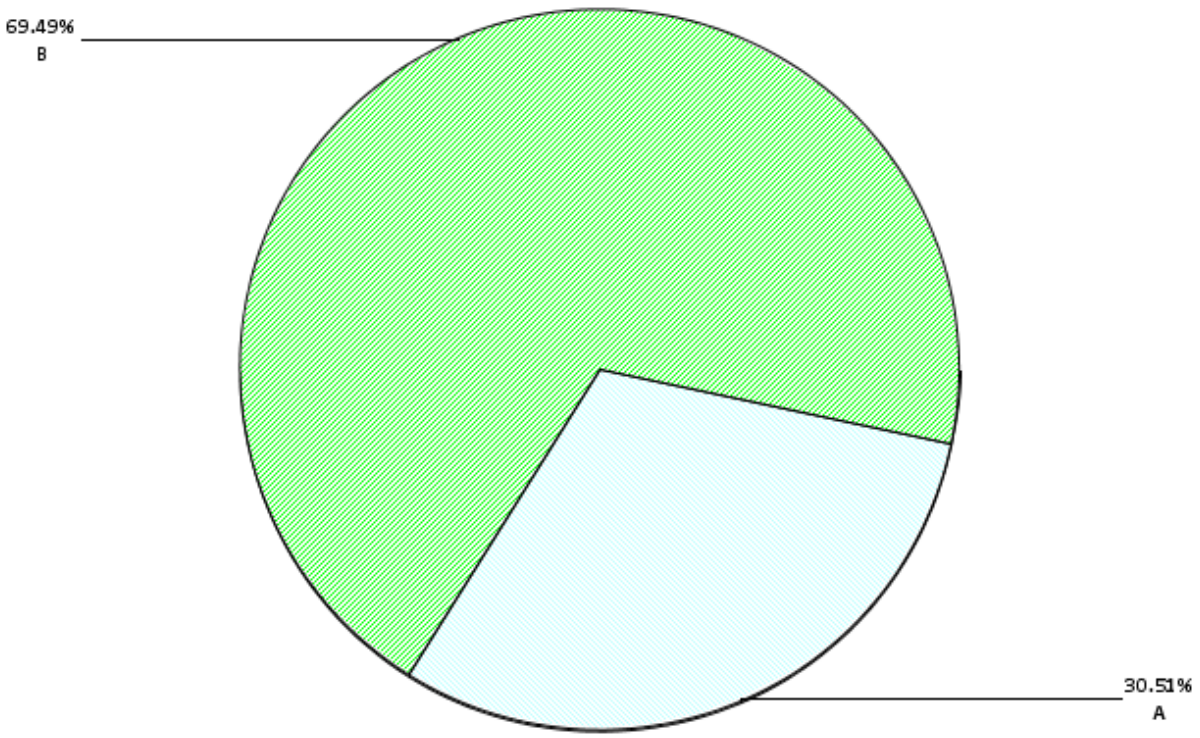
FY 2017-18

$79,962,000



FY 2018-19

$73,823,000



	FY 2017-18 Adopted	FY 2018-19 Adopted
A: General Obligation Bonds	27,978,000	22,520,000
B: Special Obligation Bonds	51,984,000	51,303,000
Total	79,962,000	73,823,000

Debt Service
Schedule of Expenditures (Outflows)

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
General Obligation Bonds					
Budget Reserve	0	0	0	3,635,000	0
Interest	13,741,374	12,655,706	9,490,770	6,221,000	3,425,000
Other Contractual Services	9,641	9,238	11,238	25,000	25,000
Other Current Charges and Obligations	0	172,344	265,673	0	0
Principal	12,339,949	68,427,655	129,475,000	18,097,000	19,070,000
Professional Services	1,025	0	0	0	0
Total -General Obligation Bonds	26,091,988	81,264,943	139,242,681	27,978,000	22,520,000
Special Obligation Bonds					
Budget Reserve	0	0	0	2,000,000	0
Interest	29,821,397	24,752,146	23,885,984	20,725,700	18,092,900
Interfund Transfers	0	0	5,350,098	0	0
Other Contractual Services	0	26,000	0	0	0
Other Current Charges and Obligations	0	0	122,559	0	0
Principal	10,794,407	16,758,117	25,703,298	29,252,300	33,203,600
Professional Services	0	0	0	6,000	6,500
Total -Special Obligation Bonds	40,615,804	41,536,263	55,061,938	51,984,000	51,303,000
Total Expenditures (Outflows)	66,707,792	122,801,205	194,304,619	79,962,000	73,823,000

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APPENDIX G:
PRESENTATION OF SCHEDULES AND GRAPHS, INTERNAL SERVICE FUND

SCHEDULE:
Revenues (Inflows) by Account Object

SCHEDULE:
Expenditures (Outflows) by Account Object

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Transfers-IN					
Other-Interfund Transfer	2,165,000	0	0	0	0
Total Transfers-IN:	**2,165,000**	**0**	**0**	**0**	**0**
Fines and Forfeitures					
Fines-Other Fines And/Or Forfeits	0	140	0	0	0
Total Fines and Forfeitures:	**0**	**140**	**0**	**0**	**0**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	0	10	15	0	0
Total Licenses and Permits:	**0**	**10**	**15**	**0**	**0**
Other Revenues (Inflows)					
Misc. -Other Revnues EE Health	4,621,705	5,244,669	5,413,646	5,200,000	6,000,000
Misc. -Other Revenues Retirees Health	0	4,599,787	8,299,990	8,500,000	8,200,000
Misc-Settlements	1,193,110	3,120,696	3,608,152	0	0
Other-Nonoperating Sources	155,338,631	63,045,400	69,728,992	76,339,000	86,116,000
Misc-Other Miscellaneous Revenues	10,005,648	6,712,873	497,694	0	0
Total Other Revenues (Inflows):	**171,159,094**	**82,723,425**	**87,548,475**	**90,039,000**	**100,316,000**
Charges for Services					
CFS-PS-Police Services	110,549	112,162	132,989	0	0
CFS-Other Charges for Services	37,181	46,486	49,094	0	0
Total Charges for Services:	**147,730**	**158,648**	**182,083**	**0**	**0**
Total Revenue (Inflows):	**173,471,824**	**82,882,222**	**87,730,572**	**90,039,000**	**100,316,000**

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Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Adopted
Personnel					
Executive Salaries	36,238	0	13,639	0	0
Regular Salaries and Wages	0	0	(7,211)	0	0
Fica Taxes	1,859	0	858	0	0
Retirement Contributions	83,256,175	686	505	0	0
Life and Health Insurance	42,544,075	50,238,872	52,346,405	53,665,000	63,261,000
Total Personnel:	**125,838,347**	**50,239,559**	**52,354,196**	**53,665,000**	**63,261,000**
Operating Expense					
Workers' Compensation	14,872,232	17,011,196	17,658,084	18,150,000	17,171,000
Professional Services	0	0	615	0	2,033,000
Other Contractual Services	3,112,582	200	3,652	0	0
Communications & Related Services	1,809,108	1,000	17,693	0	0
Postage	14,691	0	0	0	0
Insurance - Police Torts	1,098,812	2,089,296	587,470	1,000,000	810,000
Insurance - Vehicle Liability	990,011	915,501	2,281,628	1,300,000	1,500,000
Insurance - Property & Casualty	5,991,777	6,038,874	6,993,611	6,500,000	7,475,000
Insurance - General Liability	462,781	932,318	3,157,327	1,600,000	1,634,000
Insurance - Public Official	40,272	257,164	269,635	0	0
Repair and Maintenance Services	2,525,434	0	33,303	0	0
IT-Repair and Maintenance Services	80	5,516,223	7,439,814	7,824,000	6,432,000
Operating Supplies	(159)	(71)	0	0	0
Subscriptions, Memberships, Licenses, Permits & Others	0	0	159,785	0	0
Total Operating Expense:	**30,917,622**	**32,761,703**	**38,602,617**	**36,374,000**	**37,055,000**
Capital Outlay					
Machinery and Equipment	88,047	14,756	16,756	0	0
Total Capital Outlay:	**88,047**	**14,756**	**16,756**	**0**	**0**
Debt Service					
Total Debt Service:	**0**	**0**	**0**	**0**	**0**
Non-Operating Expense					
Advances	(209,871)	0	0	0	0
Total Non-Operating Expense:	**(209,871)**	**0**	**0**	**0**	**0**
Total Expenditure (Outflows):	**156,634,145**	**83,016,018**	**90,973,569**	**90,039,000**	**100,316,000**

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APPENDIX H:
STATISTICAL INFORMATION

- City Profile

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CITY PROFILE

Year of Incorporation: 1896
Area of City of Miami: 55.3 Square Miles (Land 35.7; Water 19.6)

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
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*	$30,858	39.1	6.8%
2015	441,003*	$31,051	39.4	4.8%
2016	456,089	$31,642	39.7	4.4%
2017	463,347	$33,999	40.1	3.7%

Source (a): U.S. Bureau of the Census, American Community Survey

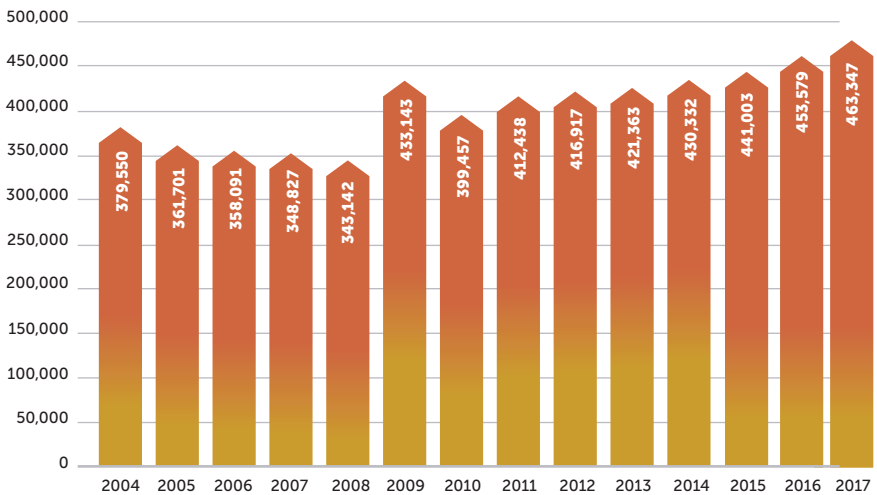
** Source: U.S. Bureau of the Census, Annual Estimates of Residential Population, 2017*

Source: (b): U.S. Bureau of the Census, 2013 - 2017 5-Year American Community Survey

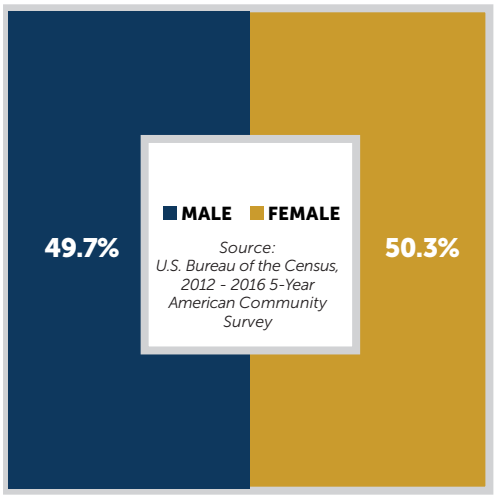
Source: (c): U.S. Bureau of the Census, 2013 - 2017 5-Year American Community Survey

Source: (d): U.S. Bureau of Labor Statistics: Local Area Unemployment Statistics - Miami-Miami Beach-Kendall – Annual Averages (as of April 2017)

City Population Trend



Population by Sex



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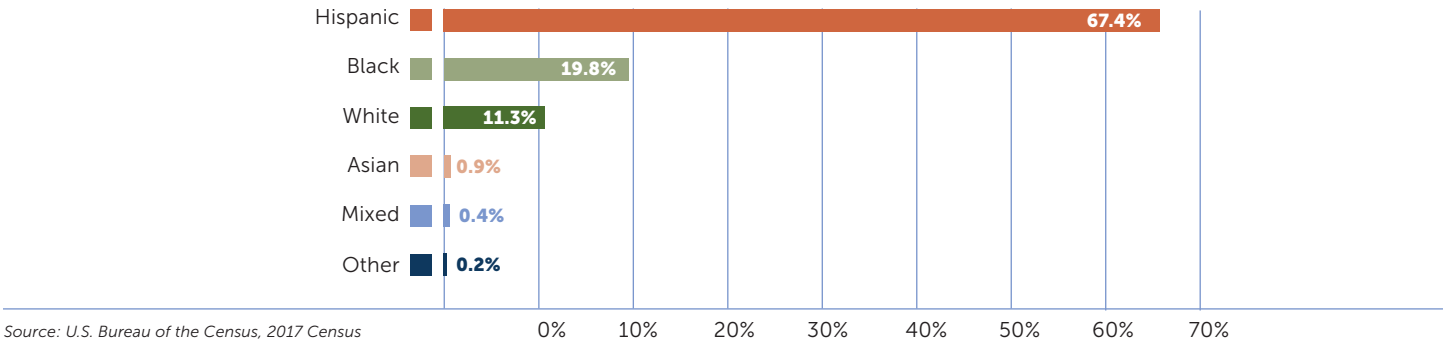
Population by Race/Ethnicity



Source: U.S. Bureau of the Census, 2017 Census

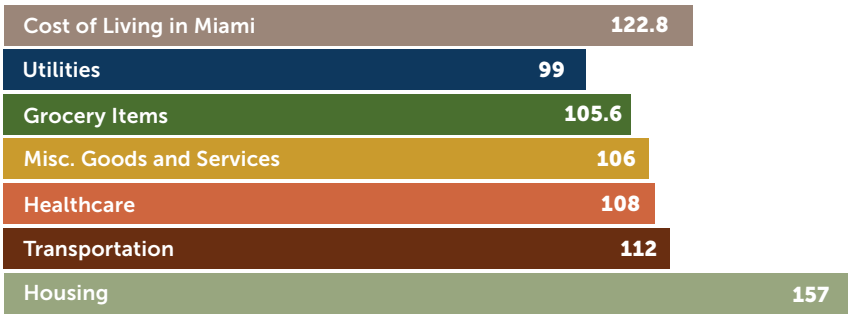
Poverty and Per Capita Income

Source: U.S. Bureau of the Census, American Community Survey, 5-Year Estimates (2012-2016)

Per Capita Money Income (2016)
$23,498

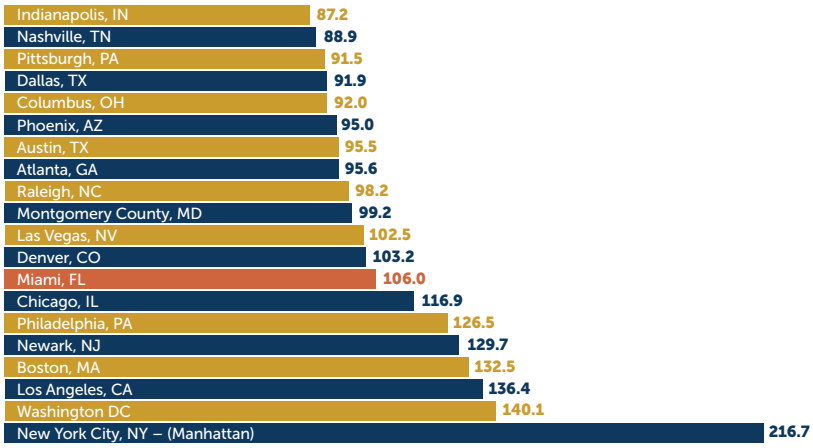
Percentage of persons below poverty level
27.6%

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Sperling's Best Places, 2018

Cost of Living Index - selected U.S. Cities



Source: C2ER, Arlington, VA, ACCRA Cost of Living Index, Annual Average 2010

Educational Attainment

Population 18 to 24 years	**35,268**
Less than high school graduate	30.9%
High school graduate (incl. equivalency)	23.1%
Some college or Associate's degree	20.9%
Bachelor's degree or higher	8.5%
Population 25 years and over	**333,193**
Less than 9th grade	31.5%
9th to 12th grade, no diploma	10.8%
High school graduate (incl. equivalency)	25.5%
Some college/Associate's degree	22.1%
Bachelor's degree / Graduate or professional degree	11.1%
Percent High School Graduate or higher	**74.2%**
Percent Bachelor's Degree or higher	**25.0%**

Source:U.S. Bureau of the Census, American Community Survey, 5-Year Estimates (2012-2016)

Housing Occupancy
City of Miami

Source: (b): U.S. Census Bureau, 2012-2016 5-Year American Community Survey

Total housing units	**194,277**	
Occupied housing units	161,605	83.2%
Vacant housing units	32,672	16.8%
Homeowner vacancy rate	2.9	
Rental vacancy rate	6.5	
Housing Stock Owned	30.5%	
Housing Stock Rented	69.5%	

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Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County, Second Quarter 2016 (Seasonally Adjusted) (In thousands)

Occupational Title	Employees
Total Non-farm Employment	**2,666.2**
Total Private Employment	**1,001.8**
Construction	140.1
Manufacturing	96.6
Mining and logging	0.8
Retail Trade	150.9
Transportation, Warehousing, and Utilities	595.8
Information	50.4
Finance Activities	179.4
Professional and Business	437.6
Education and Health Services	394.0
Leisure and Hospitality	332.2
Other Services	124.6
Total Government	**314.7**

Source: U.S. BLS, Current Employment Statistics

City of Miami Business Owners

Total number of firms as of 2012	**278,837**
Men-owned firms	49,530
Women-owned firms	39,762
Minority-owned firms	77,125
Non-minority-owned firms	17,148
Veteran-owned firms	5,288
Non-veteran-owned firms	89,984

Source: 2012 Survey of Business Owners

Top Ten Major Employers in Miami-Dade County 2015

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, 2015

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, 2016

Major Companies with their Latin American Headquarters located in the City of Miami

Caterpillar Americas Services
Cisco Systems Latin America
Citigroup Latin America
Clorox International
Delta Air Lines
Deutsche Bank Wealth Management
DHL Global Forwarding
Electrolux Home Appliances International
Estee Lauder
ExxonMobil
FedEx Express, Latin America and Caribbean
GE Industrial Solutions
General Mills
Goldman Sachs
GP Batteries Latin America
Grainger Latin America
Hasbro Latin America
Hewlett Packard Latin America & Caribbean
Hilton International
Home Depot
Hyundai Motors
IBM
InterContinental Hotels Group Latin America
Johnson & Johnson Latin America
Komatsu Latin America
Mastercard
McArthur Diary
Novartis Latin America
Oracle Latin America
Paccar International Latin America
Panasonic Latin America
Perry Ellis International
Porsche Latin America
Radisson Hotels & Resorts Latin America
Revlon Latin America
SAP International
Sony Latin America
Symantec América Latina
Tech Data
Telefonica USA
TEVA Pharmaceutical
Visa International, Latin America & Caribbean
Whirlpool Corporation
World Fuel Services
Xerox Latin America

Source: WorldCity, Who's Here, 2017

Sister Cities Program

Source: City of Miami, Sister Cities International, AsiaMattersForAmerica.org

Sister Cities
Armenia, Colombia
Beirut, Lebanon
Buenos Aires, Argentina
Caldas, Colombia
Dong-gu, South Korea
Kagoshima, Japan
Lima, Peru
Madrid, Spain
Manizales, Colombia
Marbella, Spain
Port-au-Prince, Haiti
Santiago, Chile
Santo Domingo, Dominican Republic

Friendship Cities
Quingdao, China

Emeritus Status
Agadir, Morocco
Amman, Jordan
Cochabamba, Bolivia
Kaohsiung, Taiwan
Managua, Nicaragua
Montes de Oca, Costa Rica
Murcia, Spain
Nice, France
Palermo, Italy
Panama City, Panama
Ramat HaSharon, Israel
Varna, Bulgaria

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Department of Real Estate and Asset Management

ASSET MANAGEMENT
444 SW 2nd Avenue, Third Floor
Miami, Florida 33130
305-416-1458

JAMES L. KNIGHT CENTER
400 SE Second Avenue
Miami, FL 33131
(305) 416-5970

MANUEL ARTIME CULTURAL CENTER
900 and 970 SW First Street
Miami, FL 33130
(305) 960-4680

DINNER KEY MARINA AND MOORING FIELD
3400 Pan American Drive
Miami, FL 33133
(305) 329-4755

MIAMARINA AT BAYSIDE
401 Biscayne Boulevard
Miami, FL 33132
(305) 960-5180

MARINE STADIUM MARINA
3501 Rickenbacker Causeway
Miami, FL 33149
(305) 960-5140

Community and Recreation Centers

COMMUNITY AND RECREATION CENTER LOCATIONS

AFRICAN SQUARE PARK
1466 NW 62nd Street

ANTONIO MACEO PARK
5135 NW 7th Street

ATHALIE RANGE PARK
525 NW 62nd Street

BRYAN PARK
2301 SW 13th Street

BUENA VISTA PARK
5250 NW 2nd Avenue

CHARLES HADLEY PARK
1350 NW 50th Street

CORAL GATE PARK
1415 SW 32nd Avenue

CORAL WAY COMMUNITY CENTER
1320 SW 12th Avenue

DORSEY PARK
1701 NW 1st Avenue

EATON PARK
490 NE 61st Street

ELIZABETH VIRRICK PARK
3255 Plaza Street

ESTHER MAE ARMBRISTER PARK
4000 Grand Avenue

FERN ISLE PARK
2201 NW 11th Street

GERRY CURTIS PARK
1901 NW 24th Avenue

GRAPELAND HEIGHTS PARK
1550 NW 37th Avenue

HENDERSON PARK
950 NW 3rd Street

HENRY REEVES PARK
600 NW 10th Street

JOSE MARTI GYM
434 SW 3rd Avenue

JOSE MARTI PARK
362 SW 4th Street

JUAN PABLO DUARTE PARK
1776 NW 28th Street

KINLOCH PARK
455 NW 47th Avenue

LEGION MEMORIAL PARK
6447 NE 7th Avenue

LEMON CITY PARK
27 NE 58th Street

LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE
212 NE 59th Terrace

LITTLE HAITI SOCCER PARK
6301 NE 2nd Avenue

LUMMUS PARK
404 NW 3rd Street

MARGARET PACE PARK
1745 North Bayshore Drive

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

MOORE PARK
765 NW 36th Street

MOORE PARK TENNIS CENTER
765 NW 36th Street

MORNINGSIDE PARK
750 NE 55th Terrace

PEACOCK PARK
2820 McFarlane Road

ROBERT KING HIGH PARK AND CARLOS ARBOLEYA CAMPGROUND
7025 W Flagler Street

ROBERTO CLEMENTE PARK
101 NW 34th Street

SANDRA DELUCCA DEVELOPMENTAL CENTER
4560 NW 4th Terrace

SAMUEL K. JOHNSON YOUTH CENTER
1300 NW 50th Street

SHENANDOAH PARK
1800 SW 21st Avenue

SIMPSON PARK
55 SW 17th Road

SOUTHSIDE PARK
142 SW 11th Street
(BUILDING IS UNDER RENOVATION)

THEODORE GIBSON PARK
401 NW 12th Street

WEST END PARK
250 SW 60th Avenue

WILLIAMS PARK
1717 NW 5th Avenue

POOL AND WATER PARK LOCATIONS
Year Round Locations

SHENANDOAH POOL
1805 SW 22th Avenue

JOSE MARTI POOL
351 SW 4th Street

THE MILLER J. AND NANCY S. DAWKINS OLYMPIC SWIMMING POOL COMPLEX
4800 NW 12th Avenue

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

THEODORE GIBSON POOL
401 NW 12th Street

GRAPELAND HEIGHTS WATER PARK
1550 NW 37th Avenue

SEASONAL POOLS

WEST END POOL
250 SW 60th Avenue

WILLIAMS POOL
1717 NW 5th Avenue

ATHALIE RANGE POOL
525 NW 62nd Street

ELIZABETH VIRRICK POOL
3255 Plaza Street

MORNINGSIDE POOL
750 NE 55th Terrace

GERRY CURTIS POOL
1901 NW 24th Avenue
(POOL IS CLOSED)

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net
neighborhood enhancement team

NET ADMINISTRATION
151 NW 27th Avenue
Miami, FL 33125
(305) 960-5110

ALLAPATTAH
151 NW 27th Avenue
Miami, FL 33125
(305) 960-5110

COCONUT GROVE
3500 Pan American Drive
Miami, FL 33133
(305) 960-4670

CORAL WAY
1415 SW 32nd Avenue
Miami, FL 33145
(305) 960-5131

DOWNTOWN/BRICKELL
1401 N.Miami Ave., 2nd Floor
Miami, FL 33136
(305) 960-5135

FLAGAMI/WEST FLAGLER
5135 NW 7th Street
Miami, FL 33126
(305) 960-2890

LITTLE HAITI/EDISON
6301 NE 2nd Avenue
Miami, FL 33138
(305) 960-4660

LITTLE HAVANA
1300 SW 12th Avenue
Miami, FL 33129
(305) 960-4650

MODEL CITY
1000 NW 62nd Street
Miami, FL 33150
(305) 960-2990

OVERTOWN
1490 NW 3rd Avenue, Ste. 112-B
Miami, FL 33136
(305) 960-5133

UPPER EASTSIDE
6599 Biscayne Boulevard
Miami, FL 33138
(305) 960-5118

WYNWOOD-EDGEWATER
101 NW 34th Street
Miami, FL 33127
(305) 960-2904

THE CITY OF MIAMI POLICE DEPT. INCORPORATED 1896

HEADQUARTERS
400 NW 2nd Avenue
Miami, Florida 33128
(305) 603-6640

COLLEGE
350 NW 2nd Avenue
Miami, FL 33128
(305) 603-6616

NORTH STATION
1000 NW 62nd Street
Miami, FL 33150
(305) 795-2300

SOUTH STATION
2200 West Flagler Street
Miami, FL 33135
(305) 643-7160

GRAPELAND HEIGHTS SUBSTATION
1701 NW 30th Avenue
Miami, FL 33125
(305) 603-6500

MARINE PATROL SUBSTATION
1001 MacArthur Causeway
Miami, FL 33132
(305) 350-7819

CITY OF MIAMI FIRE-RESCUE INCORPORATED 1896

HEADQUARTERS
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

TRAINING CENTER
3425 Jefferson Street
Miami, FL 33133
(305) 569-3600

GARAGE
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

FIRE PREVENTION BUREAU
444 SW 2nd Ave, 10th Floor
Miami, FL 33130
(305) 416-1600

STATION 1
144 NE 5th Street
Miami, FL 33132
(305) 569-3901

STATION 2
1901 North Miami Avenue
Miami, FL 33136
(305) 569-3902

STATION 3
1103 NW 7th Street
Miami, FL 33136
(305) 569-3903

STATION 4
1105 SW 2nd Avenue
Miami, FL 33130
(305) 569-3904

STATION 5
1200 NW 20th Street
Miami, FL 33142
(305) 569-3905

STATION 6
701 NW 36th Street
Miami, FL 33127
(305) 569-3906

STATION 7
314 Beacon Boulevard
Miami, FL 33135
(305) 569-3907

STATION 8
2975 Oak Avenue
Miami, FL 33133
(305) 569-3908

STATION 9
69 NE 62nd Street
Miami, FL 33138
(305) 569-3909

STATION 10
4101 NW 7th Street
Miami, FL 33126
(305) 569-3910

STATION 11
5920 W Flagler Street
Miami, FL 33144
(305) 569-3911

STATION 12
1455 NW 46th Street
Miami, FL 33142
(305) 569-3912

STATION 13
990 NE 79th Street
Miami, FL 33138
(305) 569-3913

STATION 14
2111 SW 19th Street
Miami, FL 33145
(305) 569-3914

STATION 15
401 Biscayne Boulevard
Pier 5, Boat Slip 36
Miami, FL 33132
(305) 256-6380

Miami-Dade County Public Libraries in the City of Miami

Source: Miami-Dade Public Library System

MAIN LIBRARY
101 W Flagler Street
Miami, FL 33130
(305) 375-2665 or (305) 375-2878 TDD

ALLAPATTAH
1799 NW 35th Street
Miami, FL 33142
(305) 638-6086

CIVIC CENTER (PORTA KIOSK)
1501 NW 12th Avenue
Miami, FL 33136
(305) 324-0291

COCONUT GROVE
2875 McFarlane Road
Miami, FL 33133
(305) 442-8695

CULMER/OVERTOWN
350 NW 13th Street
Miami, FL 33136
(305) 579-5322

EDISON CENTER
531 NW 62th Street
Miami, FL 33150
(305) 757-0668

HISPANIC
1398 SW 1st Street
Miami, FL 33135
(305) 643-8574

LEMON CITY
430 NE 61st Street
Miami, FL 33137
(305) 757-0662

LITTLE RIVER
160 NE 79th Street
Miami, FL 33138
(305) 751-8689

SHENANDOAH
2111 SW 19th Street
Miami, FL 33145
(305) 250-4688

VIRRICK PARK
3255 Plaza Street
Miami, FL 33133
(305) 442-7872

WEST FLAGLER
5050 W Flagler Street
Miami, FL 33134
(305) 442-8710

Schools in the City of Miami

Public Schools

Auburndale Elementary	3255 SW 6th St., 33135
Citrus Grove Elementary	2121 NW 5th St., 33125
Coconut Grove Elementary	3351 Matilda St., 33133
Comstock Elementary	2420 NW 18th Ave., 33142
Eneida Massas Hartner Elementary	401 NW 29th St., 33127
Fairlawn Elementary	444 SW 60th Ave., 33144
Frances S Tucker Elementary	3500 Douglas Rd.,33133
Frederick Douglass Elementary	314 NW 12th St., 33136
Henry M Flagler Elementary	5222 NW 1st St., 33134
Holmes Elementary	1175 NW 67th St., 33150
Jesse J. McCrary, JR. Elementary	514 NW 77th St., 33150
Kensington Parl Elementary	711 NW 30th Ave., 33125
Kinloch Park Elementary	4275 NW 1st St., 33126
Lenora Braynon Smith Elementary	4700 NW 12th Ave., 33142
Maya Angelou Elementary	1850 NW 32nd St., 33142
Orchard Villa Elementary	5720 NW 13th Ave., 33142
Phillis Wheatley Elementary	1801 NW 1st Place, 33136
Phyllis R Miller Elementary	840 NE 87th St., 33138
Riverside Elementary	1190 SW 2nd St., 33130
Santa Clara Elementary	1051 NW 29th Terr., 33127
Shadowlawn Elementary	149 NW 49th St., 33127
Shenandoah Elementary	1023 SW 21st Ave., 33135
Silver Bluff Elementary	2609 SW 25th Ave., 33133
Southside Elementary	45 SW 13th St., L 33130
Toussaint L'ouverture Elementary	120 NE 59th St., 33137
Georgia Jones Middle	1331 NW 46th St., 33142
Citrus Grove Middle	2153 NW 3rd St., 33125
Jose De Diego Middle	3100 NW 5th Ave., 33127
Kinloch Park Middle	4340 NW 3rd St., 33126
Miami Edison Middle	6101 NW 2nd Ave., 33127
Shenandoah Middle	1950 SW 19th St., 33145
Booker T Washington Senior High	1200 NW 6th Ave., 33136
Design and Architecture Senior High	4001 NE 2nd Ave., 33137
Miami Edison Senior High	6161 NW 5th Ct., 33127
Miami Jackson Senior High	1751 NW 36th St., 33142
Miami Northwestern Senior High	1100 NW 71st St., 3150
Miami Senior High	2450 SW 1st St., 33135
Law Enforcement Officers Memorial	300 NW 2nd Ave., 33128
Ada Merritt K-8 Center	660 SW 3rd St., 33130
Coral Way K-8 Center	1950 SW 13th Ave., 33145
Edison Park K-8 Center	500 NW 67th St., 33150
Paul L Dunbar K-8 Center	505 NW 20th St., 33127
iPrep Academy	1500 Biscayne Blvd, 33132
Morningside K-8 Academy	6620 NE 5th Ave., 33138
Young Men's Preparatory Academy	3001 NW 2nd Ave., 33127
Young Women's Academy	1150 SW 1st St., 33130
English Center	3501 SW 28th St., 33133
Lindsey Hopkins Technical Education	750 NW 20th St., 33127
Primary Learning Center at SBAB ANNEX	1500 Biscayne Blvd., 33132
Thena Crowder Early Childhood Diagnostic	757 NW 66th St., 33150

Private Schools

Acting For All	3138 Commodore Place, 33133
Active Health Institute	6520 W Flagler St., 33144
Alpha Charter of Excellence	1223 SW 4th St., 33135
Arcadia Academy	210 NW 22nd Ave., 33125
Art Box	2911 Grand Ave. Ste 400E., 33133
Bridgeprep Academy	621 Beacom Blvd., 33135
Carrollton School of the Sacred Heart	3747 Main Highway, 33133
Champs Brickell Child Care	1050 Brickell Ave. Ste. 110, 33131
Coconut Grove Montessori School	2850 SW 27th Ave., 33133
Creativo Center For The Performing Arts	1067 SW 27th Ave.,33135
Creativo Dance Studio	2329 SW 22nd St., 33145
Easter Seals Academy, Demonstration School and Child Development Center	1475 NW 14th Ave., 33125
First Spanish United Presbyterian	2480 NW 7th St., 33125
Hope Community Development Corp.	7561 NE 1st Ave., 33138
Immaculata-La Salle High School	3601 S Miami Ave., 33133
International Bilingual Childcare and Preschool	70 NW 22nd Ave., 33125
International School of Brickell	609 Brickell Ave., 33131
International Studies Charter School	2480 SW 8th St., 33135
La Prima Casa Montessori	2733 SW 3rd Ave., 33129
Lincoln Marti	931 SW 1st St., 33130
Lincoln Marti	949 SW 1st St., 33130
Lincoln Marti	2700 SW 8th St., 33135
Lincoln-Marti Charter School	984 West Flagler St., 33130
Mater Academy East Charter High School	998 SW 1st St., 33130
Mater Academy Of International Studies	795 NW 32nd St., 33127
Mater East Academy Middle School	998 SW 1st St., 33130
Mater Grove Academy	2805 SW 32nd Ave., 33133
Miami Arts Charter School	95 NW 23rd St., 33127
Miami Fine Arts Academy	3191 SW 22nd St., Ste. 104, 33145
Ramz Academy	2609 NW 7th St.,33125
Ransom Everglades School	2045 S Bayshore Drive,33133
Ransom Everglades School	3575 Main Highway, 33133
River Cities Community Charter School	3405 NW 27th Ave., 33142
Siloye Christian Ministry Academy	8325 NE 2nd Ave., 33138
St. Alban's Child Enrichment Center	3465 Brooker St., 33133
St. Hugh Catholic School	3460 Royal Road, 33133
St. Mary Cathedral School	7485 NW 2nd Ave., 33150
Sts Peter & Paul School	1435 SW 12th Ave., 33129
Sunflowers Academy	2901 SW 7th St., 33135
Sunflowers Preschool and Daycare	1102 SW 27th Ave. , 33135
Tamiami United Methodist Daycare and Elementary School	726 SW 14th Ave., 33145
The Cushman School	592 NE 60th St., 33137
Theodore and Thelma Gibson Charter School	1698 & 1682 NW 4th Ave., 33136

Source: GreatSchools.org

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Annual Residents Survey

Assesses resident sentiment regarding key aspects of life in the City of Miami.

Community Characteristics		Percent rating Positively (excellent/good, very/ somewhat safe)			2017 rating compared to 2016
		2015	2016	2017	
Safety	Overall feeling of safety	40%	38%	49%	Higher
	Safe in neighborhood	72%	76%	73%	Similar
Mobility	Overall ease of travel	33%	34%	40%*	Higher
Natural Environment	Overall Natural Environment	49%	50%	N/A**	N/A
	Preservation of Natural Areas	N/A***	N/A***	37%	N/A
Built Environment	Overall Built Environment	38%	37%	35%	Similar
Economy	Overall economic health	34%	34%	39%	Similar
	Cost of living	14%	10%	14%	Similar
Recreation and Wellness	Health and Wellness	46%	50%	49%	Similar
	Recreational opportunities	53%	52%	51%	Similar
Education and Enrichment	Cultural/arts/music activities	61%	56%	57%	Similar
	K-12 education	44%	43%	45%	Similar
Community Engagement	Social events and activities	56%	56%	59%	Similar
	Neighborliness	38%	31%	N/A*	N/A
	Openness and acceptance	56%	48%	57%	Higher

General Governance	2015	2016	2017	
Services provided by Miami	43%	42%	46%	Similar
Customer service	37%	38%	37%	Similar
Value of services for taxes paid	32%	30%	31%	Similar
Overall direction	45%	37%	47%	Higher
Welcoming citizen involvement	37%	28%	33%	Similar
Confidence in City Government	31%	26%	26%	Similar
Acting in best interests of the City	32%	25%	27%	Similar
Being honest	30%	21%	26%	Similar
Treating all residents fairly	30%	24%	30%	Higher

Governance by Facet		2015	2016	2017	
Natural Environment	Garbage Collection	71%	65%	77%	Higher
Recreation and Wellness	City Parks	60%	54%	53%	Similar

*Question modified ** Question modified for clarity *** Question not asked in previous years

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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, 2017.

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 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
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:

A table of contents is included at the beginning of the Plan. The allocation of costs has been accomplished in the same order as shown in the Table of Contents. The Table of Contents also permits the ready identification of the following summary data and sections of the Plan:

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 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 demonstrates 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
COST ALLOCATION PLAN
FY2019 BASED ON ACTUALS AS OF SEPTEMBER 30, 2017
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	297,786	0	0	297,786	843,869	35.2882 %
111-5 COMMISSIONERS	1,349,970	0	0	1,349,970	2,004,028	67.3628 %
151 NET -	1,066,969	0	0	1,066,969	3,427,329	31.1312 %
150.3 OFFICE OF FILM	64,335	0	0	64,335	201,710	31.8948 %
152 CODE COMPLIANCE	1,169,347	0	0	1,169,347	3,145,184	37.1790 %
181-9 FIRE-RESCUE	7,264,737	0	0	7,264,737	78,093,679	9.3026 %
190-1 POLICE	18,113,536	0	0	18,113,536	137,902,007	13.1351 %
201-9 PUBLIC WORKS	2,699,474	0	0	2,699,474	6,755,653	39.9587 %
211-3 SOLID WASTE	4,511,911	0	0	4,511,911	10,416,057	43.3169 %
221 DEPT OF REAL	2,004,855	0	0	2,004,855	2,769,766	72.3836 %
242 GSA PROPERTY	1,462,726	0	0	1,462,726	2,160,322	67.7087 %
281-4 BUILDING	2,467,012	0	0	2,467,012	5,756,362	42.8571 %
291-8 PARKS &	7,930,169	0	0	7,930,169	19,474,345	40.7211 %
341.351-5 PLANNING &	1,545,298	0	0	1,545,298	3,688,093	41.8996 %
381 COMMUNICATIONS	214,342	0	0	214,342	705,639	30.3756 %
401 CIP &	1,456,513	0	0	1,456,513	1,583,821	91.9620 %
441 RESILIENCY AND	39,711	0	0	39,711	213,766	18.5769 %
910 CD-COMMUNITY &	2,294,631	0	0	2,294,631	3,673,841	62.4586 %
920 CRA - COMMUNITY	301,463	0	0	301,463	1,567,052	19.2376 %
930 LIBERTY CITY	23,944	0	0	23,944	373,183	6.4162 %
940 VIRGINIA KEY	149,290	0	0	149,290	371,103	40.2287 %
950 CIVILIAN	101,710	0	0	101,710	336,554	30.2210 %
980 ND - NON	118,724	0	0	118,724	15,029,286	0.7900 %
Composite Rate	56,648,453	0	0	56,648,453	300,492,649	18.8518 %

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APPENDIX J:
CITY OF MIAMI BUDGET AGENDA ITEMS

- Adopted Budget Resolution
- Adopted Millage Ordinance
- Information for the First Budget Hearing
- Information for the Second Budget Hearing
- Actions Taken at the Second Budget Hearing
- Revenue Estimating Conference Letter

City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 4631 **Enactment Number: 13790**

AN ORDINANCE OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY DEPARTMENTS IN ORDER TO UPDATE THE RELEVANT DEPARTMENTS, FINANCIAL CONTROLS, PROJECT CLOSE-OUTS, ACCOUNTING ENTRIES, AND COMPUTER SYSTEMS IN CONNECTION THEREWITH AND FOR GRANTS IN PROGRESS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Sections 200.065(2)(a)(4) and (2)(c), Florida Statutes (2018), the City Manager has prepared and submitted to the City Commission a proposed budget of the expenditures and revenues of all City of Miami ("City") Departments, Offices, and Boards for the Fiscal Year beginning October 1, 2018 and ending September 30, 2019 ("Fiscal Year 2018-19"); and

WHEREAS, a copy of the proposed budget has been posted on the City's website and has been on file in the Office of the City Clerk since July 9, 2018; and

WHEREAS, the General Fund Budget for Fiscal Year 2018-19 is $763,002,000.00 and the total Budget for all non-capital funds is $1,098,979,000.00; and

WHEREAS, the City's final general operating ad valorem millage rate is 7.5865; and

WHEREAS, the major source of revenue for the General Fund is derived from the category identified as "Property Taxes" in the amount of $359,685,000.00; and

WHEREAS, this proposed budget recommends the transfer of $3.751 million from the Transportation Trust Fund for the expansion of the Trolley Program ($1.2 million to Capital Project Fund and $2.551 million to General Special Revenue Fund); and

WHEREAS, expenditures from the Transportation Trust Fund will require authorization by a supermajority of the City Commission, ensuring the money collected will be spent in the best interest of all the residents of and visitors to the City; and

WHEREAS, this proposed budget recommends the creation of a new department to be named Human Services which will perform the administrative functions as required to direct and manage the Citywide Initiatives, Workforce Initiatives, Childcare, Health Initiatives and Live Healthy Little Havana, and Veterans Affairs and Homeless Services; and

WHEREAS, as part of this proposed budget, the Office of Film and Entertainment, Office of Transportation Management, and Office of Veterans Affairs

and Homeless Services are removed from the City's Table of Organization; and

WHEREAS, it is in the best interests of the City to authorize the City Manager to make any necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, Strategic Plan, and Multi-Year Capital Plan, all for the purposes set forth in this Ordinance; and

WHEREAS, it is in the best interests of the City to ratify, approve, and confirm certain necessary actions of the City Manager and designated City Departments in order to update the relevant financial controls, project close-outs, accounting entries, and computer systems in connection therewith and for grants in progress; and

WHEREAS, provisions have been duly made by the City Commission for Public Hearings on the proposed budget before the City Commission as a Committee of the Whole and Public Hearings thereon have been held as required pursuant to Section 200.065, Florida Statutes (2018);

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 as if fully set forth in this Section.

Section 2. The Proposed Budget, as submitted to the City Commission on July 9, 2018, is incorporated herein by reference and is amended to include all of the applicable changes contained in the memorandum titled "Information for First Budget Hearing – Fiscal Year 2018-19 Proposed Budget," attached and incorporated herein as Exhibit "A," was previously adopted as the tentative budget on first reading.

Section 3. The Proposed Budget, as submitted to the City Commission on September 27, 2018, is incorporated herein by reference and is amended to include all of the applicable changes contained in the memorandum titled "Information for Second Budget Hearing – Fiscal Year 2018-19 Proposed Budget," attached and incorporated herein as Exhibit "B," and is hereby adopted.

Section 4. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year 2018-19:

GENERAL FUND		APPROPRIATIONS
Departments, Boards and Offices:		
Mayor	$	1,454,000
Commissioners		3,912,000
City Manager		2,850,000
Agenda Coordination		402,000
Auditor General		1,368,000
Building		14,285,000
Capital Improvements		3,658,000
City Attorney		9,356,000
City Clerk		1,845,000
Civil Services		445,000
Code Compliance		6,934,000
Communications		2,149,000
Equal Opportunity and Diversity Programs		464,000
Finance		9,296,000
Fire-Rescue		143,167,000
General Service Administration		25,258,000
Grants Administration		1,712,000
Housing and Community Development		1,689,000
Human Resources		4,736,000
Human Services		4,381,000
Innovation and Technology		13,597,000
Management and Budget		2,499,000
Neighborhood Enhancement Team (NET)		7,382,000
Parks and Recreation		47,754,000
Planning		5,789,000
Police		245,192,000
Procurement		2,572,000
Real Estate and Asset Management		13,090,000
Resilience and Public Works		22,432,000
Resilience and Sustainability		723,000
Risk Management		2,952,000
Solid Waste		33,884,000
Zoning		3,089,000
Transfers-OUT		54,870,000
Non-Departmental		67,816,000
TOTAL GENERAL FUND	$	763,002,000

Reserves Based on Financial Integrity Principles: (Included in General Fund – NDA)		
Contingency Reserves	$	5,000,000
Undesignated Reserves		-
TOTAL RESERVES	$	5,000,000

Section 5. The above appropriations for the municipal operations of the General Fund are made based on the following sources of revenues for Fiscal Year 2018-19:

GENERAL FUND		REVENUES
Property Taxes	$	359,685,000
Franchise Fees and Other Taxes		115,757,000
Interest		3,623,000
Transfers-IN		5,348,000
Fines and Forfeitures		5,460,000
Intergovernmental Revenues		77,579,000
Licenses and Permits		67,037,000
Other Revenues (Inflows)		10,241,000
Charges for Services		118,272,000
TOTAL GENERAL FUND	$	763,002,000

Section 6. The following appropriations are made for the municipal operations of Debt Service Funds for Fiscal Year 2018-19:

DEBT SERVICE FUNDS		APPROPRIATONS
General Obligation Bonds		22,520,000
Special Obligation Bonds		51,303,000
TOTAL DEBT SERVICE FUNDS	$	73,823,000

Section 7. The above appropriations for the municipal operations of Debt Service Funds are made based on the following sources of revenues for Fiscal Year 2018-19:

DEBT SERVICE FUNDS		REVENUES
Property Taxes	$	22,843,000
Transfers-In and Other Revenues		50,980,000
TOTAL DEBT SERVICE FUNDS	$	73,823,000

Section 8. The following appropriations are made for the municipal operations of Special Revenue Funds for Fiscal Year 2018-19:

SPECIAL REVENUE FUNDS		APPROPRIATIONS
General Special Revenue	$	3,069,000
Human Services		458,000
Planning Services		12,601,000
Planning and Zoning Tree Trust Fund		3,610,000
Public Art Fund		160,000
Fire Rescue Services		3,283,000
UASI-Fire Rescue		11,644,000
NET Offices and Code Enforcement		1,667,000
Parks and Recreation Services		1,116,000
Police Services		8,482,000
Police E911-Wireless		2,048,000
Police E911-Non Wireless		1,565,000
Police E911-Prepaid		3,771,000
Law Enforcement Trust Fund		1,911,000
Public Works Services		16,512,000
Solid Waste Recycling Trust		158,000
City Clerk Services		1,180,000
Community Development		51,845,000
Homeless Program		2,735,000
Bayfront/Riverfront Land Acquisition Rouse Tru		1,539,000
Miami Ballpark Parking Facilities		5,329,000
Departmental Improvement Initiative		9,722,000
Transportation and Transit		17,333,000
Emergency Funds		100,000
TOTAL SPECIAL REVENUE FUNDS	$	161,838,000

Section 9. The above appropriations for the municipal operations of Special Revenue Funds are made based on the following sources of revenues for Fiscal Year 2018-19:

SPECIAL REVENUE FUNDS		REVENUES
All Sources	$	161,838,000
TOTAL SPECIAL REVENUE FUNDS	$	161,838,000

Section 10. The following appropriations are made for the municipal operations of Internal Service Funds for Fiscal Year 2018-19:

INTERNAL SERVICE FUND		APPROPRIATIONS
Life and Health Insurance	$	63,261,000
Workers' Compensation		19,204,000
Others		17,851,000
TOTAL INTERNAL SERVICE FUND	$	100,316,000

Section 11. The above appropriations for the municipal operations of Internal

Service Funds are made based on the following sources of revenues for Fiscal Year 2018-19:

INTERNAL SERVICE FUND		REVENUES
All Sources	$	100,316,000
TOTAL INTERNAL SERVICE FUND	$	100,316,000

Section 12. This Ordinance is an ordinance of precedent and all other ordinances and resolutions in conflict with it are held null and void insofar as they pertain to these appropriations; however, no provision contained in this Ordinance 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[1] to create awards and to transfer funds between accounts and awards, and to 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[1] 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.

Section 13. The City Manager is authorized[1] to make any necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, Strategic Plan, and the Multi-Year Capital Plan, with transfers in and/or out, as necessary and applicable, of legally available funds and to designate projects, services, components, values, amounts, and uses, as necessary and applicable, for purposes set forth in this Ordinance.

Section 14. All departments and the number of employees designated therein provided for in this budget either by position summary or by the organizational chart are deemed approved by the City Commission. Any permanent change regarding same shall require City Commission approval.

Section 15. The City Manager is authorized[1] to administer the executive pay plan and benefit package to disburse the funds appropriated herein for said purpose in a manner he or she deems appropriate. The City Manager is also authorized[1] 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[1] to establish the salaries of those employees in executive and staff positions in accordance with the executive and staff pay plan. These employees may receive any salary increases given in Section 16.

Section 16. The City Manager is authorized[1] to disburse any funds that may be designated by the City Commission as cost-of-living or other pay adjustments to Civil Service, executive, and staff employees as may be approved by the City Manager.

Section 17. Nothing contained in this Ordinance shall be construed as to prohibit or prevent the City Manager, the City's administrative head who is responsible for the efficient

[1] The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

administration of all Departments, from exercising the power granted to and imposed upon him in the Charter of the City of Miami, Florida, as amended ("Charter"), to fix, adjust, raise, or lower salaries and to create, abolish, fill, or hold vacant, temporary, or permanent positions whenever it has been determined by the City Manager to be in the best interest of efficient and economical administration of the City and all its Departments. The authority contained in this Section shall also be applicable whenever the City Manager shall cause a Department to reorganize itself to perform its services more efficiently. Such reorganization may include reduction of budgeted positions, reclassification of positions, and alteration of the number of budgeted positions in any given classification.

Section 18. 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.

Section 19. 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.

Section 20. To effect salary adjustments, the City Manager is further authorized[1] to make departmental and other transfers from any reserve accounts established in the General Fund and is authorized[1] 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.

Section 21. To facilitate effective budgetary control and sound fiscal management, the City Manager is further authorized[1] 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.

Section 22. 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.

Section 23. Except as herein provided, transfers between items appropriated shall be authorized by resolution(s) or ordinance(s) amendatory hereto, except that (a) transfers from the Non-Departmental Accounts may be made by resolution and (b) any mid-year budget amendment(s) that do not involve any changes of City Departments may be made by resolution.

Section 24. The City Manager is authorized[1] 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 Chapter 18 of the City Code for which formal bidding is required, such bids to be returnable to the City Commission or City Manager in accordance with Charter or Code provisions.

Section 25. 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 26. Certain necessary actions by the City Manager and the designated City Departments in order to update the relevant Departments, financial controls, project close-outs, accounting entries, and computer systems in connection therewith and for grants in progress, are hereby ratified, approved, and confirmed.

Section 27. This Ordinance shall become effective immediately upon its second reading, adoption, and signature of the Mayor.[2]

DATE:	9/27/2018
RESULT:	ADOPTED WITH MODIFICATION(S)
MOVER:	Ken Russell, Vice Chair
SECONDER:	Keon Hardemon, Chair
AYES:	Keon Hardemon, Ken Russell, Wifredo (Willy) Gort, Joe Carollo, Manolo Reyes
DATE:	9/27/2018
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. 13790, with attachment(s), passed by the City Commission on 9/27/2018.

City Clerk, Deputy Clerk (for
Todd B. Hannon, City Clerk)

October 1, 2018
Date Certified

[2] This Ordinance shall become effective as specified herein unless vetoed by the Mayor within ten (10) days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission or upon the effective date stated herein, whichever is later.

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City of Miami

Master Report

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

Enactment Number: 13790

File Number: 4631 **File Type:** Ordinance **Status:** ADOPTED WITH MODIFICATION(S)

Revision: B **Controlling Body:** City Commission

File Name: Approve Annual Budget FY '19 - City of Miami **Introduced:** 8/7/2018

Requesting Dept: Office of Management and Budget **Final Action Date:** 9/27/2018

Title: AN ORDINANCE OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY DEPARTMENTS IN ORDER TO UPDATE THE RELEVANT DEPARTMENTS, FINANCIAL CONTROLS, PROJECT CLOSE-OUTS, ACCOUNTING ENTRIES, AND COMPUTER SYSTEMS IN CONNECTION THEREWITH AND FOR GRANTS IN PROGRESS; PROVIDING FOR AN EFFECTIVE DATE.

Sponsors:

Notes:

Links:

Attachments: 4631 Exhibit A - SUB (PDF)
4631 Exhibit B (PDF)
4631 Submittal-Chris Rose-First and Second Budget Hearing Advertisement Miami Herald (PDF)
4631 Submittal-Chris Rose-First and Second Budget Hearing Advertisement El Nuevo Herald (PDF)

History of Legislative File:

Revision:	Acting Body:	Date:	Action:	Result:
	Christopher M Rose	8/29/2018	Department Head Review	Completed
	Sandra Bridgeman	9/4/2018	Assistant City Manager Review	Completed
	Nikolas Pascual	9/4/2018	City Manager Review	Completed
	Victoria Méndez	9/4/2018	Approved Form and Correctness	Completed
	City Commission	9/13/2018	Meeting	Completed
	City Commission	9/13/2018	PASSED ON FIRST READING WITH MODIFICATION(S)	Passed
A	City Commission	9/27/2018	Meeting	Completed
A	City Commission	9/27/2018	ADOPTED WITH MODIFICATION(S)	Passed
B	Mayor's Office	9/27/2018	Signed by the Mayor	Completed
B	City Clerk's Office	9/27/2018	Signed and Attested by the City Clerk	Completed
B	Victoria Méndez	10/1/2018	Approved Form and Correctness with Modification(s)	Completed
B	City Clerk's Office	10/1/2018	Rendered	Completed

City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 4629 **Enactment Number: 13789**

AN ORDINANCE OF THE MIAMI CITY COMMISSION, PROPOSING A FINAL MILLAGE RATE FOR AD VALOREM TAXATION PURSUANT TO SECTION 200.065, FLORIDA STATUTES (2018), DEFINING AND DESIGNATING THE TERRITORIAL LIMITS FOR THE CITY OF MIAMI ("CITY"); LEVYING AN AD VALOREM TAX ON ALL REAL AND PERSONAL PROPERTY IN THE CITY AT A TOTAL FINAL RATE OF 8.0300 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY FOR THE PURPOSES OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Section 200.065, Florida Statutes (2018), sets forth the method of computing, proposing, and fixing a millage rate for ad valorem taxation; and

WHEREAS, for the purposes of this Ordinance, the City of Miami ("City") is defined as all of the territory and inhabitants within the area defined in Section 2 of the Charter of the City, entitled *"Corporate Limits",* and more specifically described in Exhibit "A" of the Charter, on file in the Office of the City Clerk; and

WHEREAS, on July 1, 2018, the Miami-Dade County Property Appraiser ("PA"), pursuant to Section 200.065(1), Florida Statutes (2018), certified to the City the preliminary taxable value within its territorial limits, set at $53,357,105,033; and

WHEREAS, the City prepared a tentative budget for the fiscal year ("Fiscal Year") beginning October 1, 2018 and ending September 30, 2019, and computed a total proposed millage rate of 8.0300, which is necessary to fund the tentative budget other than the portion of the budget to be funded from sources other than ad valorem taxes; and

WHEREAS, the Miami City Commission enacted Resolution R-18-0333, wherein it directed the City Manager to submit to the PA and Miami-Dade County Tax Collector the total proposed millage rate of 8.0300 mills, together with the required information set forth in Section 200.65(2)(b), Florida Statutes (2018); and

WHEREAS, on September 13, 2018, the City held a public hearing, as required pursuant to Section 200.065(2)(c), Florida Statutes (2018), where the City Commission adopted a total tentative millage rate of 8.0300 mills pursuant to first reading of this proposed Ordinance;

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 if fully set forth in this Section.

Section 2. There shall be levied an ad valorem tax on all real and personal property in the City at a final total rate of 8.0300 mills on the dollar of the taxable value of such property for

the Fiscal Year commencing October 1, 2018 and ending September 30, 2019 computed as follows for the purposes of:

7.5865 mills to fund the General Operating Budget; and
0.4435 mills to provide for the payment of maturing principal and interest, and charges and requirements related thereto, of voter approved indebtedness.

Section 3. The final millage rate herein adopted for the purpose of funding the General Operating Budget is 9.47% greater than the rolled-back rate of 6.9301 mills.

Section 4. If any section, part of a section, paragraph, clause, phrase or word of this Ordinance is declared invalid, the remaining provisions of the Ordinance shall not be affected.

Section 5. This Ordinance shall be effective as of October 1, 2018, after final reading and adoption thereof.[1]

DATE:	**9/27/2018**
RESULT:	**ADOPTED**
MOVER:	**Ken Russell, Vice Chair**
SECONDER:	**Wifredo Gort, Commissioner**
AYES:	Keon Hardemon, Ken Russell, Wifredo (Willy) Gort, Joe Carollo, Manolo Reyes
DATE:	**9/27/2018**
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. 13789, passed by the City Commission on 9/27/2018.

City Clerk, Deputy Clerk (for Todd B. Hannon, City Clerk)

October 1, 2018
Date Certified

[1] If the Mayor does not sign this Ordinance, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission.

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City of Miami

Master Report

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Enactment Number: 13789

File Number: 4629 **File Type:** Ordinance **Status:** ADOPTED

Revision: B **Controlling Body:** City Commission

File Name: Adopt Millage FY '19 - City of Miami **Introduced:** 8/7/2018

Requesting Dept: Office of Management and Budget **Final Action Date:** 9/27/2018

Title: AN ORDINANCE OF THE MIAMI CITY COMMISSION, PROPOSING A FINAL MILLAGE RATE FOR AD VALOREM TAXATION PURSUANT TO SECTION 200.065, FLORIDA STATUTES (2018), DEFINING AND DESIGNATING THE TERRITORIAL LIMITS FOR THE CITY OF MIAMI ("CITY"); LEVYING AN AD VALOREM TAX ON ALL REAL AND PERSONAL PROPERTY IN THE CITY AT A TOTAL FINAL RATE OF 8.0300 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY FOR THE PURPOSES OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

Sponsors:

Notes:

Links:

Attachments: 4629 Back-Up from Law Dept (PDF)

History of Legislative File:

Revision:	Acting Body:	Date:	Action:	Result:
	Christopher M Rose	8/29/2018	Department Head Review	Completed
	Sandra Bridgeman	9/4/2018	Assistant City Manager Review	Completed
	Nikolas Pascual	9/4/2018	City Manager Review	Completed
	Victoria Méndez	9/4/2018	Approved Form and Correctness	Completed
	City Commission	9/13/2018	Meeting	Completed
	City Commission	9/13/2018	PASSED ON FIRST READING	Passed
B	City Commission	9/27/2018	Meeting	Completed
B	City Commission	9/27/2018	ADOPTED	Passed
B	Mayor's Office	9/27/2018	Signed by the Mayor	Completed
B	City Clerk's Office	9/27/2018	Signed and Attested by the City Clerk	Completed
B	City Clerk's Office	9/27/2018	Rendered	Completed

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CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members of the City Commission

DATE: September 4, 2018

FROM: Emilio T. Gonzalez
City Manager

SUBJECT: Information for the First Budget Hearing – FY 2018-19 Proposed Budget

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The preparation of the FY 2018-19 Operating and Capital Budget for the City of Miami continues to be a dynamic process that involves changes in data and policy, both of which ultimately affect the final adopted budget. This memorandum has been prepared to provide the Commission with the most up-to-date information, to offer proposed changes for Commission consideration of both revenues and expenditures since the issuance of the FY 2018-19 Proposed Budget on July 9, 2018, to present attachments that reflect these changes, and to provide updates to the Proposed Capital Plan.

If adopted, these recommended changes will have the following effects on the proposed budget:

- The Labor Negotiations and Mediations Reserve will increase from $14.058 million to $24.349 million, which represents a portion of the recurring costs associated with negotiations and mediations with the International Association of Fire Fighters, AFL-CIO Local 587; the Miami General Employees American Federation of State, County, and Municipal Employees Local 1907, AFL-CIO; and the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20. Additional changes to the budget may be needed when these negotiations and mediations are completed.
- The Police Department budget will be increased by $225,000 to reflect the following: the defunding of additional Police services to the OMNI Community Redevelopment Agency areas in the amount of $500,000, the funding of additional Police services to the Miami-Dade County Public Schools in the amount of $408,000 to provide an Officer for the FY 2018-19 school year at the 33 schools identified within the City of Miami; part of this cost will be offset by revenues from the Miami-Dade County Public Schools in the amount of $386,000, and the line item "Police and Fire-FIPO" be increased by $317,000 due to the City contribution requirement for the cost of living adjustment that was not

previously allocated in the proposed budget. The revenue into the City will be reduced by $500,000 and the Police Department's Budget will be reduced by the same amount due to the Omni Community Redevelopment Agency (CRA) reduction in reimbursement for enhanced police services. As such the services will not be performed resulting in a reduction of both revenues and expenses. It should be noted that neither the Omni CRA nor the Southeast Overtown Park West CRA have paid the full reimbursement in the current fiscal year.

- The Neighborhood Enhancement Team (NET) budget will be increased by $103,000 to accommodate an additional NET Administrator, an additional Assistant Director, and a new NET Office at Marlins Park ($15,000), and the rental and lease in the amount of $28,000, offset partially by line item reductions and the reduction of one position ($42,000). The capital budget will transfer funds from other projects to accommodate buildout at this new location.
- The Building Department budget will be increased by $301,000 which will include information technology support, additional security, and six new front-line support positions for the E-Plan system with a centralized intake and quality control system for all disciplines. The Building Department reserve in the Non-Departmental Accounts will be reduced by the same amount.
- The City contribution to the Firefighters and Police Officers Retirement Trust (FIPO) will be increased by $503,000 to reflect the proper amount according to the current actuarial report and will be reflected by increasing the budgets of the Police Department and the Fire-Rescue Department.
- The Civil Service Board budget will be increased by $20,000 to accommodate personnel changes since the proposed budget. The position count will not increase.
- The budget for the Equal Opportunities and Diversity Programs Office will be increased by $19,000 to accommodate personnel changes since the proposed budget. The position count will not increase.
- The City Attorney's Office budget will not increase, but the headcount will increase by one position. The City Attorney's Office budget will be reduced in other line items to accommodate the cost of this position.
- The Office of the City Manager budget will be reduced by $70,000 to reflect the reduction of one Assistant to the City Manager that had been proposed in the budget.
- The Department of Innovation and Technology (DoIT) will increase its headcount with a position to support the Building Department with no change to the DoIT budget, as the funding for the position will remain in the Building Department. The headcount of the Building Department will decrease by one position. This change will be effective immediately and in the new fiscal year.

- The General Services Administration budget will be increased by $111,000 to reflect higher costs associated with including living wages in the new janitorial services contract.
- The Non-Departmental Budget will be increased by $80,000 to fund a forensic audit of the operations at the Melreese Golf Course. As well, City support for the eMerge-Miami Technology Conference will increase from $50,000 to $100,000.
- The City will recognize an additional $7.291 million of revenue from the Miami Parking Authority and a new revenue of $3 million from the Bayfront Park Management Trust.
- To allow for the above recommended changes, the Reserve for Uncollectable Revenues will be reduced by$838,000.

It should also be noted that the reports assigned by the City Manager to various Department Directors in the City Manager's Budget Message are ongoing and will be reported to the City Commission when completed.

General Fund Revenues Recommended Changes (Summary values in Attachment A)

The FY 2018-19 Proposed Budget for the General Fund revenue as of July 9, 2018 was $750.686 million. It is recommended that the budget be revised to $760.863 million to include the following changes:

- Additional revenue from the Miami Parking Authority by $7.291 million due to an increase of parking revenue as a result of the proposed parking fee increases and additional revenues from compliance enforcement.
- The 'Intergovernmental Revenues' category is increased by $3.386 million to reflect a contribution to the City's General Fund from the Bayfront Park Management Trust ($3 million) and the reimbursement by the School Board ($386,00).
- The 'Transfers-IN' category decreased by $500,000 due to a budget revision by the Omni Midtown CRA associated with enhanced policing.

General Fund Departmental Changes (Summary values in Attachment A)

City Manager's Office

The FY 2018-19 Proposed Budget as of July 9, 2018 is $2.920 million. It is recommended that the budget be revised to $2.850 million to reflect the reduction of one vacant Assistant to the City Manager position.

Civil Service

The FY 2018-19 Proposed Budget as of July 9, 2018 is $425,000. It is recommended that the budget be revised to $445,000 to include a salary adjustment for a newly hired Administrative Aide II position ($20,000).

Equal Opportunity and Diversity Program

The FY 2018-19 Proposed Budget as of July 9th, 2018 is $445,000. It is recommended that the budget be revised to $464,000 to include a salary adjustment for a newly hired Assistant to the Director position ($19,000).

General Service Administration

The FY 2018-19 Proposed Budget as of July 9, 2018 is $25.147 million. It is recommended that the budget be revised to $25.258 million to reflect the new janitorial services contract ($111,000).

Innovation and Technology (DoIT)

The FY 2018-19 Proposed Budget as of July 9, 2018 is $14.333 million. It is recommended that one position be transferred from the Building Department to Innovation and Technology with no fiscal impact.

Neighborhood Enhancement Team (NET)

The FY 2018-19 Proposed Budget as of July 9, 2018 is $7.279 million. It is recommended that the budget be revised to $7.362 million to include an Assistant Director with salary and benefits in the amount of $97,000, a new NET Administrator position offset by the reduction of a vacant position, an annual operating costs associated with the new Marlins Park NET Office ($15,000), and the rental and lease in the amount of $28,000. The "Other Salaries and Wages" line item is reduced by $42,000 to partially offset these increased costs.

Police Department

The FY 2018-19 Proposed Budget as of July 9, 2018 is $244.010 million. It is recommended that the budget be revised to $244.235 million to reflect the defunding of additional Police services to the OMNI Community Redevelopment Agency areas in the amount of $500,000, and funding of additional Police services to the Miami-Dade County Public Schools in the amount of $408,000 to provide an Officer for the FY 2018-19 school year at the 33 schools identified within the City of Miami; part of this cost will be offset by revenues from the Miami-Dade County Public Schools in the amount of $386,000. Additionally, it is recommended that the line item "Police and Fire-FIPO" be increased by $317,000 due to the City contribution requirement for the cost of living adjustment that was not previously allocated in the proposed budget.

Fire-Rescue

The FY 2018-19 Proposed Budget as of July 9, 2018 was $141.948 million. It is recommended that the line item "Police and Fire-FIPO" be increase by $186,000 due to the City contribution for the cost of living adjustment that was not previously allocated in the proposed budget.

Building Department

The FY 2018-19 Proposed Budget as of July 9th, 2018 was $13.984 million. It is recommended that the budget be revised to $14.285 million to include additional security protection for the Miami Riverside Center (MRC) in the amount of $70,000.

Additionally, it is also recommended that the budget be increased by $231,000 to include three Building Services Assistant I positions and three Business Services Assistant II positions due to the implementation of the E-Plan system.

It is recommended that one full-time position be transferred from Building to the Department of Innovation and Technology with no fiscal impact.

Non-Departmental Accounts (NDA)

The FY 2018-19 Proposed Budget as of July 9, 2018 is $58.497 million. It is recommended that the budget be revised to $67.779 million to reflect the following changes in the amount of $9.282 million:

- Decrease in the Building Reserves line item due to the increase in the Building Department for additional security protection at the MRC ($70,000), and additional staff for the Building Department ($231,000).
- Increase of $50,000 for the eMerge Miami Technology Conference.
- Increase of $80,000 for a forensic audit of operations at the Melreese Golf Course.
- It is recommended that the line item "Reserve for Uncollectable" be decreased in the amount of $838,000 as required by the net changes recommended in this memorandum.
- Increase Other Uses line-item by $10.291 million to reflect the increase to the Labor Negotiation and Mediation Reserve.

Special Revenue

The FY 2018-19 Proposed Budget as of July 9, 2018 was $161.603 million. It is recommended that the budget be revised to $161.988 million to reflect the following:

- Increase in Department Improvement Initiatives to account for $385,000 in voluntary donations to the District 3 Commission Office for arts and entertainment funding in Little Havana and for affordable housing, pursuant to the City Commission's approval of Ordinance 13780.

Proposed Capital Plan

The FY 2018-19 Proposed Capital Plan as of July 9, 2018 has been subsequently updated to properly reflect changes in status, completion dates of projects, minor administrative changes, and the re-appropriation of $708,000 to the new Bay of Pigs Park (Project 40-B183526) from the Citywide Land Acquisition project (40-B40507) which was approved at the July 26th, 2018 City Commission Meeting.

As well, it is recommended that $150,000 be re-appropriated from 40-B30648A (City Department Buildout at Marlins Garage) to a new capital project 40-B193104 entitled Buildout and Furniture for the Marlins Park NET Office. Those updates will have changed the overall funded amount and projects reflected in the Proposed Capital Plan due to the completion of projects.

Positions

The FY 2018-19 Proposed Operating Budget includes 4,431 full-time positions. The above recommended changes would result in a net increase of the total number of positions to 4,437.

Attachments

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CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members
Of the City Commission

DATE: September 26, 2018

FROM: Emilio T. Gonzalez
City Manager

SUBJECT: Information for the Second Budget Hearing – FY 2018-19 Proposed Budget

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On Thursday, September 13, 2018, the City of Miami Commission adopted the Preliminary Operating Budget for next fiscal year with the recommendations included in the memorandum titled "Information for the First Budget Hearing – FY 2018-19 Proposed Budget."

The changes recommended in this second memorandum address the priorities expressed by Commissioners during the First Budget Hearing and additional changes based on new information. As such, the following amendments to the General Fund Budget are recommended:

- The Police Department budget is proposed to be increased by $457,000 to fully fund the nine positions that were frozen in the Proposed Budget. Funding has been made available for this proposal by reducing support in FY 2018-19 for Formula One in the Non-Departmental Accounts ($100,000), reducing the District 4 Anti-Poverty Initiative funding as proposed by Commissioner Reyes at the First Budget Hearing ($100,000), reducing the City Manager's Reserve ($25,000), reducing one position in Communications ($58,000), and reducing the Reserve for Uncollectable in the Non-Departmental Accounts ($174,000).

- The Police Department budget is proposed to be increased to reflect the confirmation of funding from the OMNI Community Redevelopment Agency for enhanced Police services ($500,000). This funding had been removed at the First Budget Hearing.

- The Fire-Rescue Department budget is proposed to be increased by $1.033 million to fully fund the 15 positions that were frozen in the Proposed Budget ($698,000) and make the appropriate 50 percent payment to the International Association of Fire

Fighters according to the current and tentatively agreed upon collective bargaining agreements. Funding is available for this proposal due to additional EMS Billing Revenues in the Fire-Rescue Department ($1.639 million).

- The Labor Negotiations and Mediations Reserve is proposed to increase from $24.349 million to $27.357 million, which represents the recurring costs associated with negotiations and mediations to date with the International Association of Fire Fighters, AFL-CIO Local 587; the Miami General Employees American Federation of State, County, and Municipal Employees Local 1907, AFL-CIO; and the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20. Additional changes to the budget may be needed when these negotiations and mediations are completed.

- It is also proposed that an additional $100,000 of revenue per month from the Rickenbacker Marina Lease be added to the budget ($1.2 million).

- It is proposed that the City participate in the Downtown Employment Program by providing funding to the Miami Downtown Development Authority for five additional formerly-homeless persons to provide litter and graffiti removal, weed eradication, and landscape improvements to public spaces in locations of the City's choosing ($63,000) budgeted in the Non-Departmental Accounts.

- It is further proposed that the additional revenues from the Miami Parking Authority (MPA) be reduced from $7.291 million as proposed in the First Budget Hearing to $6.091 million to provide relief for City residents ($1.2 million).

- To respond to recent local water quality issues, a new appropriation in the Non-Departmental Accounts is recommended ($50,000).

- To allow for all of the above recommended changes, the Reserve for Uncollectable in the Non-Departmental Accounts will be reduced ($3.052 million).

- One additional, technical change is a recommendation to transfer funding associated with programs already transferred to the Human Services Department that were inadvertently continued in the Office of Grants Administration in the proposed budget with no net change to the City budget ($117,000).

In addition to the above changes to the General Fund, the following amendments to the budgets of Special Revenue Funds and Capital Funds are recommended:

- The Brickell Key Bridge is in need of inspection, repair, and renovation. As such, it is recommended that funds be transferred from the Lane Closure Fund to a new capital project (40-B193602) ($160,000).

- The Southwest Streetscape and Street Tree Masterplan is in need of additional funding based on the results of the recent request for qualifications. As such, it is recommended that funds be transferred from the Tree Trust Fund to an existing capital project (40-B183601) ($111,000).

- As part of the City's resilience activities, multiple Departments responded to the September King Tide event and subsequently identified six priority locations to install tidal valves to prevent seawater from flooding City roads through existing stormwater outfalls. Funding in the amount of $181,000 was identified in existing capital projects to accomplish these installations before the October King Tide event with no impact on the current or proposed budgets. As well, when the Administration brings the vehicle lease program to the City Commission for approval, hybrid vehicles will be included when available and appropriate.

- The Proposed Budget includes funding for training for Planning staff and Code Compliance staff using available funding from the Tree Trust Fund ($100,000). It is recommended that this is an appropriate level of funding for one fiscal year.

- Staff has identified an additional $800,000 of funding from the Tree Trust Fund. It is recommended that the appropriate changes to the Special Revenue account be made to accommodate this. These funds can be spent on additional tree plantings as recommended by one Commissioner or can be exchanged for Lane Closure Funds in the proposed Beautification Program as recommended by another Commissioner.

- In the First Change Memo, it was recommended that the budget be increased by $385,000 to reflect voluntary contributions to District 3. It is recommended that this be decreased by $320,000 to reflect the $65,000 in actual contributions received by the District 3 Commission Office pursuant to the City Commission's approval of Ordinance 13780.

- Since the publication of the Proposed Budget in early July 2018, a new American Community Survey (ACS) is available from the United States Census Bureau. As each Commissioner knows, the ACS is the basis for distribution of Anti-Poverty Initiative funding across Commission Districts. There are some districts that have an increased amount of funding, while others will decrease. It is recommended that the Special Revenue Accounts pertaining to the new ACS distributions be appropriately updated in the final budget.

Some of the speakers at the First Budget Hearing had helpful suggestions for future budget documents such as including a "leaf emoji" next to all projects that have a sustainability component or organizing the Capital Budget by Commission District. Staff from the Office of Management and Budget (OMB) will evaluate these suggestions and include them as appropriate in the future.

City Staff will work with staff from the Virginia Key Beach Park Trust to assist with a Future Operating Plan utilizing the information from the plan developed by Lord Cultural Resources. In addition, staff from the Parks and Recreation Department and from OMB will monitor the operator contract at the Melreese Golf Course on a monthly basis during FY 2018-19.

There are three attachments to this memorandum for ease of explanation. Attachment A illustrates the changes for each Department's General Fund allocation from the Proposed Budget, to the Preliminary Budget (adopted at the First Budget Hearing), to the recommendations of this memorandum. Attachment B illustrates the personnel changes by Department across the same documents. Attachment C lists the new API allocations by office.

Attachments

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Attachment A

General Fund Revenue	Proposed Budget FY 2018-19 July 9, 2018	Changes #1 to Proposed Budget	Preliminary Budget FY 2018-19	Changes #2 to Proposed Budget	Adopted Budget FY 2018-19
Property Taxes	$359,685,000		$359,685,000		$359,685,000
Franchise Fees and Other Taxes	$115,757,000		$115,757,000		$115,757,000
Interest	$3,623,000		$3,623,000	$0	$3,623,000
Transfers-IN	$5,348,000	-$500,000	$4,848,000	$500,000	$5,348,000
Fines and Forfeitures	$5,460,000		$5,460,000		$5,460,000
Intergovernmental Revenues	$68,102,000	$10,677,000	$78,779,000	-$1,200,000	$77,579,000
Licenses and Permits	$67,037,000		$67,037,000		$67,037,000
Other Revenues (Inflows)	$10,241,000		$10,241,000		$10,241,000
Charges for Services	$115,433,000		$115,433,000	$2,839,000	$118,272,000
TOTAL GENERAL FUND	$750,686,000	$10,177,000	$760,863,000	$2,139,000	$763,002,000
General Fund Expenditures					
Mayor	$1,454,000		$1,454,000		$1,454,000
Commissioners	$3,912,000		$3,912,000		$3,912,000
City Manager	$2,920,000	-$70,000	$2,850,000		$2,850,000
Agenda Coordination	$402,000		$402,000		$402,000
Auditor General	$1,368,000		$1,368,000		$1,368,000
Building	$13,984,000	$301,000	$14,285,000		$14,285,000
Capital Improvements	$3,658,000		$3,658,000		$3,658,000
City Attorney	$9,356,000		$9,356,000		$9,356,000
City Clerk	$1,845,000		$1,845,000		$1,845,000
Civil Services	$425,000	$20,000	$445,000		$445,000
Code Compliance	$6,934,000		$6,934,000		$6,934,000
Communications	$2,207,000		$2,207,000	-$58,000	$2,149,000
Equal Opportunity and Diversity Programs	$445,000	$19,000	$464,000		$464,000
Finance	$9,296,000		$9,296,000		$9,296,000
Fire-Rescue	$141,948,000	$186,000	$142,134,000	$1,033,000	$143,167,000
General Service Administration	$25,147,000	$111,000	$25,258,000		$25,258,000
Grants Administration	$1,829,000		$1,829,000	-$117,000	$1,712,000
Housing and Community Development	$1,689,000		$1,689,000		$1,689,000
Human Resources	$4,736,000		$4,736,000		$4,736,000
Human Services	$4,264,000		$4,264,000	$117,000	$4,381,000
Innovation and Technology	$13,597,000		$13,597,000		$13,597,000
Management and Budget	$2,499,000		$2,499,000		$2,499,000
Neighborhood Enhancement Team (NET)	$7,279,000	$103,000	$7,382,000		$7,382,000
Parks and Recreation	$47,754,000		$47,754,000		$47,754,000
Planning	$5,789,000		$5,789,000		$5,789,000
Police	$244,010,000	$225,000	$244,235,000	$957,000	$245,192,000
Procurement	$2,572,000		$2,572,000		$2,572,000
Real Estate and Asset Management	$13,090,000		$13,090,000		$13,090,000
Resilience and Public Works	$22,432,000		$22,432,000		$22,432,000
Resilience and Sustainability	$723,000		$723,000		$723,000
Risk Management	$2,952,000		$2,952,000		$2,952,000
Solid Waste	$33,884,000		$33,884,000		$33,884,000
Zoning	$3,089,000		$3,089,000		$3,089,000
Transfers-OUT	$54,700,000		$54,700,000	-$100,000	$54,600,000
Non-Departmental	$58,497,000	$9,282,000	$67,779,000	$307,000	$68,086,000
TOTAL GENERAL FUND	**$750,686,000**	**$10,177,000**	**$760,863,000**	**$2,139,000**	**$763,002,000**

Attachment B

GENERAL FUND Departments, Offices & Boards:	Proposed Budget FY 2018-19 July 9, 2018	Changes # 1 to Proposed Budget	Preliminary Budget FY 2018-19	Changes #2 to Proposed Budget	Adopted Budget FY 2018-19
Mayor	13	0	13	0	13
Commissioners	36	0	36	0	36
City Manager	15	(1)	14	0	14
Agenda Coordination	3	0	3	0	3
Building	99	5	104	0	104
Capital Improvements	52	0	52	0	52
City Attorney	59	1	60	0	60
City Clerk	12	0	12	0	12
Civil Service Board	3	0	3	0	3
Code Compliance	61	0	61	0	61
Communications	18	0	18	(1)	17
Equal Opportunity and Diversity Programs	3	0	3	0	3
Film and Entertainment	0	0	0	0	0
Finance	69	0	69	0	69
Fire-Rescue	863	0	863	0	863
General Services Administration	140	0	140	0	140
Grants Administration	10	0	10	0	10
Housing and Community Development	35	0	35	0	35
Human Resources	38	0	38	0	38
Human Services	64	0	64	0	64
Independent Auditor General	9	0	9	0	9
Innovation and Technology	84	1	85	0	85
Management and Budget	17	0	17	0	17
Neighborhood Enhancement Teams	80	0	80	0	80
Parks and Recreation	294	0	294	0	294
Planning	48	0	48	0	48
Police	1,785	0	1,785	0	1,785
Procurement	20	0	20	0	20
Resilience and Public Works	154	0	154	0	154
Real Estate and Asset Management	59	0	59	0	59
Resilience and Sustainability	4	0	4	0	4
Risk Management	20	0	20	0	20
Solid Waste	237	0	237	0	237
Transportation Management	0	0	0	0	0
Veteran Affairs and Homeless Services	0	0	0	0	0
Zoning	27	0	27	0	27
TOTAL GENERAL FUND	**4,431**	**6**	**4,437**	**(1)**	**4,436**

Attachment C

Total City Poverty by District
"New" uses the 2012-2016 ACS Poverty Estimates
"Old" used the 2009-2013 ACS Poverty Estimates

District	D1	D2	D3	D4	D5
New	19.1%	13.5%	19.4%	16.3%	31.6%
Old	16.3%	4.7%	15.7%	23.5%	39.8%
+ / -	**+2.8%**	**+8.8%**	**+3.7%**	**-7.2%**	**-8.2%**

District	D1	D2	D3	D4	D5
New	$430,000	$305,000	$437,000	$368,000	$710,000
Old	$366,000	$105,000	$353,000	$528,000	$898,000
+ / -	**+$64,000**	**+$200,000**	**+$84,000**	**-$160,000**	**-$188,000**

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CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Sandra Bridgeman, CFO/ACM
City Manager's Office

DATE: October 5, 2018

FROM: Christopher Rose, Director
Office of Management and Budget

SUBJECT: Actions Taken at the Second Budget Hearing

This memorandum documents the actions taken at the Second Budget Hearing. The City Commission accepted the recommendations made in the memorandum titled "*Information for the Second Budget Hearing – FY 2018-19 Proposed Budget*" and amended those recommendations as follows:

General Fund Amendments

- Funding for the Dr. Martin Luther King Candlelight Vigil in the Non-Departmental Accounts was increased ($90,000).
- Funding for Parades, Entertainment, and the Fourth of July Celebration in Little Havana and throughout District 3 in the Non-Departmental Accounts was added ($100,000).
- Funding for the Veterans Day Parade, Blacktop Basketball, and the Fourth of July Celebration at City Hall in the Non-Departmental Accounts was added ($70,000).
- Funding for the Fourth of July Celebration at Hadley Park in the Non-Departmental Accounts was added ($10,000).
- The payment for the administrative cost of the General Employees' and Sanitation Employees' Retirement Trust was reduced ($450,000).
- To ensure that the budget remains balanced, the difference between all of these general fund amendments will be adjusted in the Reserve for Uncollectable Revenues in the Non-Departmental Accounts ($180,000).

Special Revenue and Capital Amendments

The following Special Revenue and Capital changes were added by friendly amendment and accepted by the mover, Commissioner Russell:

- The memorandum titled "Information for the Second Budget Hearing – FY 2018-19 Proposed Budget" included $800,000 added to the Miami Beautification Program (40-B183617), by floor amendment, $700,000 of Lane Closure funding was then removed from the Miami Beautification Program and added to a new series of projects called District Roadway Projects (40-B193611, 40-B193612, 40-B193613, 40-B193614, and 40-B193615) apportioned according to roadway miles per district.
- The Fortification of City Hall Doors Project (40-B183124) was reduced by half of of the remaning unspent funds ($27,000).
- The amount reduced from the above project (40-B183124) was added to the 20 Street Maintenance Yard Operations Facilities Project (40-B30551A) ($27,000).
- This same amount was removed (de-appropriated) from the 20 Street Maintenance Yard Operations Facilities Project (40-B30551A) and added back to the Reserve for Uncollectable Revenues in the Non-Departmental Accounts ($27,000).

Non-Monetary Directives Amended into the Motion

The following non-monetary directives were added to the budget by friendly amendment and accepted by the mover, Commissioner Russell:

- Commissioner Reyes requested that the Administration review every Department for efficiency and savings and report back to the Commission regarding these streamlining efforts.
- Commissioner Reyes requested that the Administration present a "bill" to the Miami-Dade Homeless Trust for the difference in services provided by the City of Miami and the amount provided by the Homeless Trust.
- Several Commissioners requested that the Administration review the administrative cost of the General Employees' and Sanitation Employees' Retirement Trust to find additional savings in FY 2019-20.
- Commissioner Carollo requested that the Administration meet with him to go over the remaining Collective Bargaining Agreements and the existing City-Operated and City-Owned Marina rates.

The attachment to this memorandum illustrates the changes for each Department's General Fund allocation through the various stages of Budget Development:

- As presented in the Proposed Operating Budget;
- Changes made at the First Budget Hearing as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2018-19 Proposed Budget*;
- Changes made at the Second Budget Hearing as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2018-19 Proposed Budget*; and
- Floor amendments made at the Second Budget Hearing as noted in the Memorandum titled *Actions Taken at the Second Budget Hearing*.

As always, you may contact me with questions or clarifications as needed. You may also call Christopher Rose, Budget Director, at 305-416-1500.

Attachment

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General Fund Revenue	Proposed Budget FY 2018-19 July 9, 2018	Changes #1 to Proposed Budget	Changes #2 to Proposed Budget	September 27th - Floor Amendment	Adopted Budget FY 2018-19
Property Taxes	$359,685,000				$359,685,000
Franchise Fees and Other Taxes	115,757,000				115,757,000
Interest	3,623,000		-		3,623,000
Transfers-IN	5,348,000	(500,000)	500,000		5,348,000
Fines and Forfeitures	5,460,000				5,460,000
Intergovernmental Revenues	68,102,000	10,677,000	(1,200,000)		77,579,000
Licenses and Permits	67,037,000				67,037,000
Other Revenues (Inflows)	10,241,000				10,241,000
Charges for Services	115,433,000		2,839,000		118,272,000
TOTAL GENERAL FUND	**$ 750,686,000**	**$ 10,177,000**	**$ 2,139,000**		**$ 763,002,000**
General Fund Expenditures					
Mayor	$ 1,454,000				1,454,000
Commissioners	3,912,000				3,912,000
City Manager	2,920,000	(70,000)			2,850,000
Agenda Coordination	402,000				402,000
Auditor General	1,368,000				1,368,000
Building	13,984,000	301,000			14,285,000
Capital Improvements	3,658,000				3,658,000
City Attorney	9,356,000				9,356,000
City Clerk	1,845,000				1,845,000
Civil Services	425,000	20,000			445,000
Code Compliance	6,934,000				6,934,000
Communications	2,207,000		(58,000)		2,149,000
Equal Opportunity and Diversity Programs	445,000	19,000			464,000
Finance	9,296,000				9,296,000
Fire-Rescue	141,948,000	186,000	1,033,000		143,167,000
General Service Administration	25,147,000	111,000			25,258,000
Grants Administration	1,829,000		(117,000)		1,712,000
Housing and Community Development	1,689,000				1,689,000
Human Resources	4,736,000				4,736,000
Human Services	4,264,000		117,000		4,381,000
Innovation and Technology	13,597,000				13,597,000
Management and Budget	2,499,000				2,499,000
Neighborhood Enhancement Team (NET)	7,279,000	103,000			7,382,000
Parks and Recreation	47,754,000				47,754,000
Planning	5,789,000				5,789,000
Police	244,010,000	225,000	957,000		245,192,000
Procurement	2,572,000				2,572,000
Real Estate and Asset Management	13,090,000				13,090,000
Resilience and Public Works	22,432,000				22,432,000
Resilience and Sustainability	723,000				723,000
Risk Management	2,952,000				2,952,000
Solid Waste	33,884,000				33,884,000
Zoning	3,089,000				3,089,000
Transfers-OUT	54,700,000		(100,000)	270,000	54,870,000
Non-Departmental	58,497,000	9,282,000	307,000	(270,000)	67,816,000
TOTAL GENERAL FUND	**$ 750,686,000**	**$ 10,177,000**	**$ 2,139,000**		**$ 763,002,000**

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City of Miami, Florida

EMILIO T. GONZALEZ, PH.D.
CITY MANAGER

P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

May 23, 2018

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2018-2019 Proposed Operating Budget Revenue Estimating Conference Recommendations

In accordance with the City of Miami Financial Integrity Ordinance, the City conducted an annual Budget Revenue Estimating Conference on May 18, 2018 to review the assumptions used in developing the Fiscal Year 2018-19 Proposed Operating Budget. As required by the Ordinance, a Budget Revenue Estimating Committee was formed and consisted of at least one principal staff member from the City's Finance Department, one member of the Office of Management and Budget, and two outside professionals with public financial and accounting experience.

The members of this year's conference were as follows:

- Barbara Galvez, Operating Budget Coordinator, Miami-Dade County
- Keith Kleiman, Assistant Finance Director for Management and Budget, City of Coral Gables
- Erica Paschal, Director, Finance Department, City of Miami
- Christopher Rose, Director, Office of Management and Budget, City of Miami

Additional support members included:

- Sandra Bridgeman, CFO/Assistant City Manager - Office of the City Manager, City of Miami
- Leon Michel, Deputy Director - Office of Management and Budget, City of Miami
- Marisol Fernandez, Administrative Assistant II - Office of Management and Budget, City of Miami
- Robin Jones- Jackson, Division Chief of Complex Transactions - Office of the City Attorney, City of Miami
- John Sarduy, Operating Budget Designee, Miami-Dade County

Attached is a summary of the comments and recommendations made by the Committee. It is expected that the comments and recommendations will help the City of Miami achieve and maintain its financial and strategic goals.

Sincerely,

Christopher Rose, Director – City of Miami Office of Management and Budget
Budget Estimating Committee

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APPENDIX K:
EQUAL PAY

- Resolution Summary

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CITY OF MIAMI, FLORIDA

INTER-OFFICE MEMORANDUM

TO:	Honorable Mayor and Members of the City Commission	DATE:	September 13, 2018
		SUBJECT:	**Equal Pay Protection**
FROM:	Emilio T. Gonzalez, City Manager	REFERENCES:	Resolution R-17-0420
		ENCLOSURES:	EEO Report

On September 19, 2017, the City adopted resolution R-17-0420, Equal Pay Protection. This resolution strengthens equal pay efforts and ensures the City remains in compliance with federal, state, and local laws prohibiting discrimination in hiring, promotion, compensation, and unlawful discharge. In addition to measures already in place, the resolution further directs the City to document evidence of gender pay equality and provides that such documentation be included in the budget summary.

In accordance with the resolution, the attached Equal Employment Opportunity report serves as a valuable tool for evaluating the City's internal programs and ensuring equal employment opportunities

The City's Human Resources Department and the Office of Equal Employment Opportunity and Diversity Programs ("EODP) advocate for equal employment and pay equity throughout the recruitment and selection process to prevent unfair employment practices, which further ensures that the City remains an equal opportunity employer, in compliance with Resolution R-17-0420.

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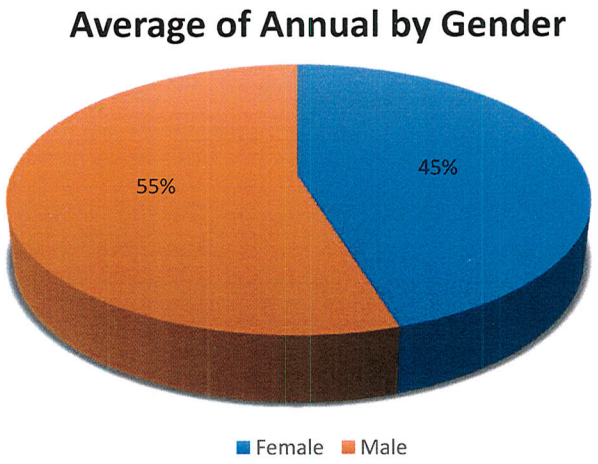
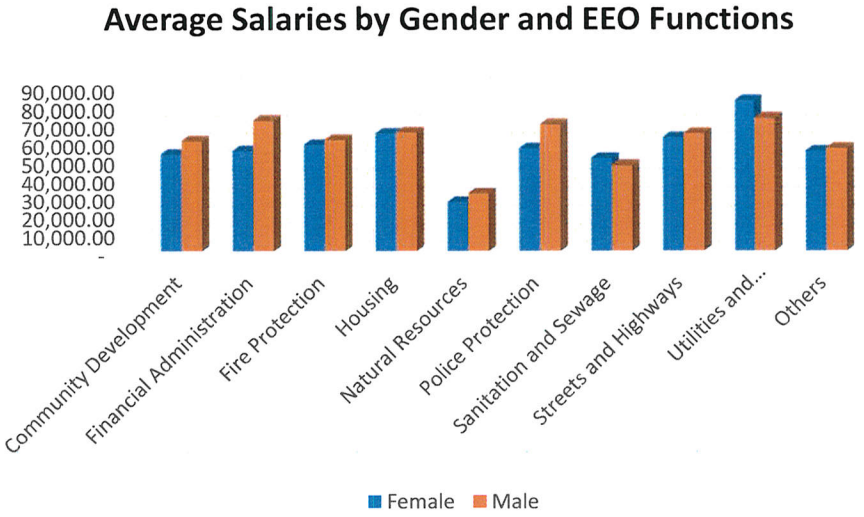
Equal Pay Resolution Summary

Gender	Count of Annual	
Female	1,796.00	35%
Male	3,393.00	65%
Grand Total	**5,189.00**	

Gender	Average of Annual by Gender
Female	48,465.40
Male	58,586.85



EEO Functions	Average of Annual Salary	
	Male	Female
Community Development	60,742.25	53,333.39
Financial Administration	72,089.09	55,231.32
Fire Protection	61,358.52	58,675.65
Housing	65,628.47	64,999.58
Natural Resources	31,934.80	27,148.03
Police Protection	70,009.46	56,591.18
Sanitation and Sewage	47,319.32	51,163.76
Streets and Highways	64,914.81	62,653.88
Utilities and Transportation	73,386.16	82,907.68
Others	56,600.58	55,015.21



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APPENDIX L:
FINANCIAL HEALTH

- City of Miami Financial Health

FINANCIAL HEALTH

City of Miami Bond Ratings

Limited General Obligation Bond
(as of 10/1/18)

Moody's	Standard & Poor's	Fitch
Aa2	AA-	A-

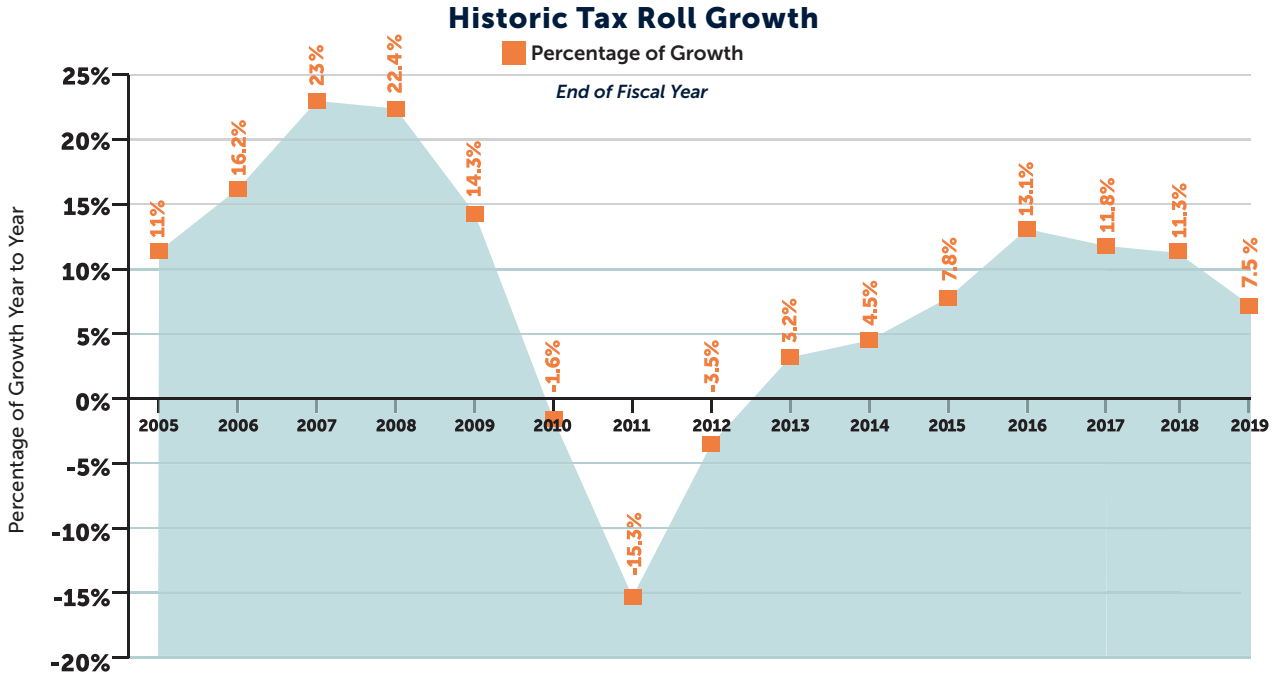
WIKIPEDIA
The Free Encyclopedia

BOND CREDIT RATING

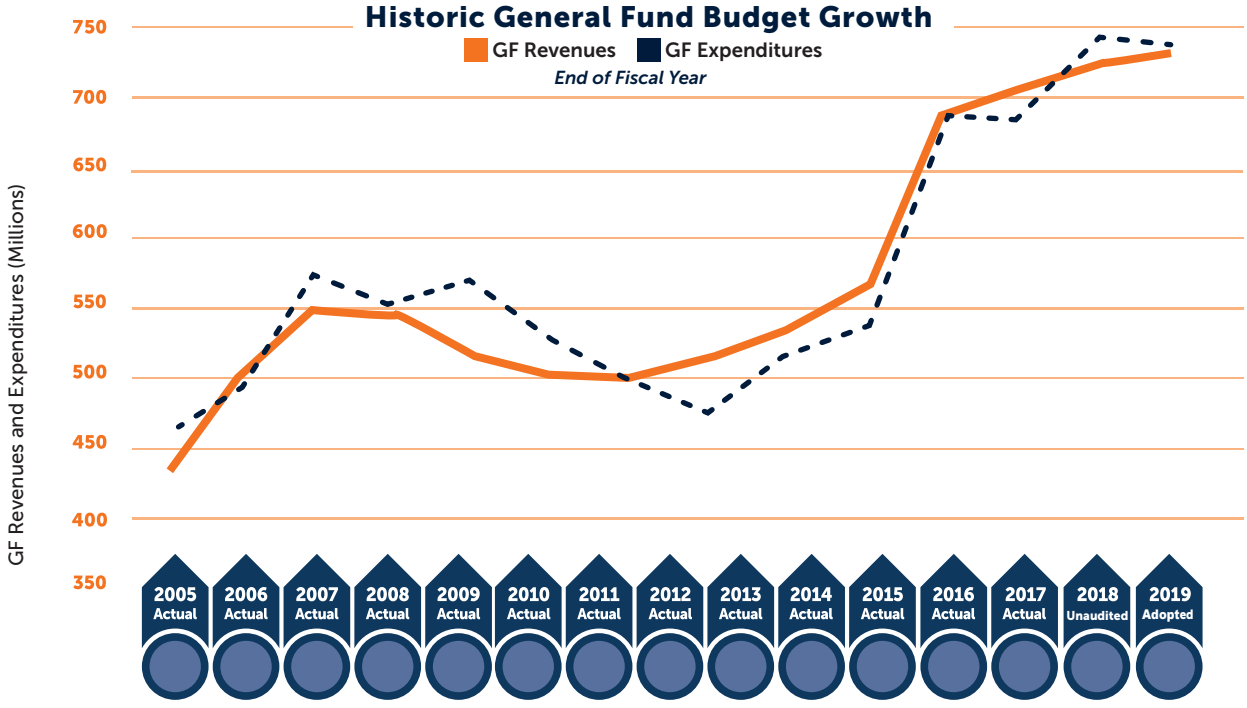
In investment, the bond credit rating represents the credit worthiness of corporate or government bonds. It is not the same as individual's credit score. The ratings are published by credit rating agencies and used by investment professionals to assess the likelihood the debt will be repaid. Credit rating is a highly concentrated industry with the two largest rating agencies — Moody's Investors Service, Standard & Poor's — having roughly 80% market share globally, and the "Big Three" credit rating agencies — Moody's, S&P and Fitch Ratings — controlling approximately 95% of the ratings business."

Moody's		Standard and Poor's (S&P)		Fitch		Rating description	
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment-grade
Aa1		AA+		AA+		High grade	
Aa2		AA		AA			
Aa3		AA–		AA–			
A1		A+	A-1	A+	F1	Upper medium grade	
A2		A		A			
A3	P-2	A–	A-2	A–	F2		
Baa1		BBB+		BBB+		Lower medium grade	
Baa2	P-3	BBB	A-3	BBB	F3		
Baa3		BBB–		BBB–			
Ba1	Not prime	BB+	B	BB+	B	Non-investment grade speculative	Non-investment grade AKA high-yield bonds AKA junk bonds
Ba2		BB		BB			
Ba3		BB–		BB–			
B1		B+		B+		Highly speculative	
B2		B		B			
B3		B–		B–			
Caa1		CCC+	C	CCC	C	Substantial risks	
Caa2		CCC				Extremely speculative	
Caa3		CCC–				Default imminent with little prospect for recovery	
Ca		CC					
		C					
C		D	/	DDD	/	In default	
/				DD			
				D			

MUNICIPAL FINANCIAL HEALTH



The Tax Roll represents assessed value of taxable property in the City of Miami. Over the last five years, the tax roll has grown at an average of ten percent annually. The City's millage rate has declined most of those years.



The General Fund is the City's primary operating fund for recording revenues and expenditures. Over the last five years it has grown at an average rate of seven percent every year.

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APPENDIX M:
REFERENCE AND LOOK UP INFORMATION

- Abbreviations and Acronyms
- Definitions of Terms
- Acknowledgements

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Abbreviations and Acronyms

3-1-1	Non-Emergency Information
AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
ALS	Advanced Life Support
AFSCME	American Federation of State, County and Municipal Employees
APM	Administrative Policies Manual
BCC	Brickell CitiCentre
BID	Business Improvement District
BLS	Basic Life Support
BTR	Business Tax Receipts
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Career Advancement Program
CAPER	Consolidated Annual Performance and Evaluation Report
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant
CDL	Commercial Driver License

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Abbreviations and Acronyms

CED	Community and Economic Development
CFED	Corporation for Enterprises Development
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel
CIO	Chief Information Officer
CIP	Capital Improvement Program
CITT	Citizen's Independent Transportation Transit
CLE	Continuing Legal Education
CLUC	County Land Use Code
CM	City Manager
CO	Certificate of Occupancy
COM	City of Miami
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPS	Community Oriented Policing Services
CPPB	Certified Professional Public Buyer
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CRO	Chief Resilience Officer
CRS	Community Rating System
CSBE	Community Small Business Enterprise Participation
CSI	Crime Scene Investigation
CSO	Chief Service Officer
CST	Combined Simplified Tax
CU	Certificate of Use

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Abbreviations and Acronyms

CY	Calendar Year
DCM	Deputy City Manager
DDA	Downtown Development Authority
DDRI	Downtown Development Regional Impact
DERM	Department of Environmental Resources Management
DHS	Department of Human Services
DO	Development Order
DoIT	Department of Innovation and Technology
DOJ	Department of Justice
DREAM	Department of Real Estate and Asset Management
DRI	Development of Regional Impact
DROP	Deferred Retirement Option Program
DSMS	Data Stream Management System
EB-5	Immigrant Investor Program
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Training
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Officers' Retirement Trust
EPA	Environmental Protection Agency
EPD	Emergency Police Dispatch
ERP	Enterprise Resource Planning

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Abbreviations and Acronyms

FACE	Florida Association of Code Enforcement
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FDVA	Florida Department of Veterans Affairs
FEC	Florida East Coast
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contributions Act
FIND	Florida Inland Navigation District
FIP	Financial Integrity Principle
FIPO	Firefighters' and Police Officers' Retirement Trust
FIU	Florida International University
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FOCAL	Foundation of Community Assistance and Leadership
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FTR	For the Record
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GAWC	Globalization and World Cities Research Network
GESE	General Employees' and Sanitation Employees' Retirement Trust
GF	General Fund
GFOA	Government Finance Officers Association

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Abbreviations and Acronyms

GIS	Geographic Information System
GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCM	Human Capital Management
HIDTA	High Intensity Drug Traffic Area
HIPPA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HS	Homeland Security
HUD	United States Department of Housing and Urban Development
HVAC	Heating Ventilation and Air Conditioning
IAFF	International Association of Fire Fighters
ICE	Immigration and Customs Enforcement
ICMA	International City/County Management Association
IFB	Invitation for Bid
IFQ	Invitation for Quotation
ISF	Internal Service Fund
ITTS	Information Technology and Telecommunication Services
JAG	Justice Assistance Grant
LCD	Liquid crystal display

Abbreviations and Acronyms

LETF	Law Enforcement Trust Fund
LHLH	Live Healthy Little Havana
LOGT	Local Option Gas Tax
LSRS	Legal Services Requests
LTRA	Long-Term Rental Assistance
LWP	Local Workforce Participation
MADS	Maximum Annual Debt Service
MDX	Miami-Dade Expressway Authority
MHAP	Miami Homeless Assistance Program
MIC	Mayor's International Council
MPD	Miami Police Department
MRC	Miami Riverside Center
MS4	Municipal Separate Storm Sewer System
MSI	Miami Sustainable Initiatives
MUSP	Major Use Special Permit
MUVE	Museum Volunteers for the Environment
NET	Neighborhood Enhancement Team
NDA	Non-Departmental Accounts
NPDES	National Pollutant Discharge Elimination System
NRD	Neighborhood Revitalization District
NSP	Neighborhood Stabilization Program
OCI	Office of Capital Improvements
OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training

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Abbreviations and Acronyms

OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORS	Office of Resilience and Sustainability
OSHA	Occupational Safety and Health Administration
PARC	Park and Recreational Facility Construction
PADMA	Property Address Maintenance Application
PAF	Personnel Action Form
P-CARD	Purchasing Card
PFM	Public Financial Management, Inc.
POMS	Personal and Office Management System
POS	Point of Sale
PROW	Public Right of Way
PZAB	Planning and Zoning Advisory Board
RDBMS	Relational Database Management System
RDSMS	Relational Data Stream Management System
RFP	Request for Proposal
RFQ	Request for Qualification
RFI	Request for information
ROW	Right of way
RW	Responsible Wages and Davis-Bacon Act Wage
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plans

Abbreviations and Acronyms

SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SFTOD	South Florida Transit Oriented Development
SFWIB	South Florida Workforce Investment Board
SHSGP	State Homeland Security Grant Program
SLA	Service Level Agreement
SLR	Sea Level Rise
SLUC	Sensible Land Use Coalition
SNAP	Supplemental Nutritional Assistance Program
SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
S&P	Standard and Poor's
SPPA	Smart Policing Predictive Analytics
SQL	Structured Query Language
SR	Special Revenue Fund
STEAM	Science Technology Engineering Arts and Math
SWAT	Special Weapons and Tactics
TACOLCY	The Advisory Committee of Liberty City Youth
TAME	Tunnel and Marine Exercise
TAV	Taxable Assessed Value
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificate of Occupancy
TCT	The Children's Trust

Abbreviations and Acronyms

TRACS	Transportation Automated Control System
TRIM	Truth in Millage
TUP	Temporary Use Permit
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UIA	Urban Infill Area
UPK	User Productivity Kit
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services
USDA	United States Department of Agriculture
USDN	Urban Sustainability Directors Network
USDOJ	United States Department of Justice
VISTA	Volunteers in Service to America
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
VPK	Voluntary Prekindergarten

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: It 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.

Assigned Fund Balance: An amount a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

Balanced Budget: It 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.

Definition of Terms

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.

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: The funds used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment.

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, technology systems, or machinery, which becomes an addition to the City's fixed assets.

Civil Service: Shall comprise all positions of trust, skill or employment, including all employees whether permanent or temporary, on the service of the City, except as otherwise provided by the Charter of the City of Miami.

Classified Service: Comprises all positions not exempted by the Charter in accordance with these rules. The Charter shall be interpreted broadly to include employees in Federal grant programs whenever the Director of the Human Resources Department determines that it is feasible to select such employees in accordance with the selection requirements of these rules.

County Land Use Code (CLUC) 90 Properties: Properties acquired in connection with delinquent taxes.

Collective Bargaining Agreement: A written agreement between an employer and labor union setting forth the terms and conditions of employment or containing provisions in regards to rates of pay, hours of work, or other working conditions of employees.

Committed Fund Balance: Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for

Definition of Terms

any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Comprehensive Annual Financial Report (CAFR): 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 non-payment 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.

Disbursement: Payment for goods and services.

Division: The second level in the City's 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: It 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.

Definition of Terms

Fiscal Year: The time period designated as the beginning and ending period for recording financial transactions. The City of Miami's fiscal year is from October 1st to September 30th.

Fixed Assets: Long-term tangible assets such as land, buildings, machinery, furniture, and equipment.

Frozen Position: A frozen position remains a position in the personnel count, but is not funded.

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.

Government Accounting Standards Board: The Governmental Accounting Standards Board is the source of generally accepted accounting principles used by state and local governments in the United States.

Government Financial Officers Association (GFOA): is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.

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.

Impact Fee: A fee that is imposed by a local government within the United States on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development.

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.

Definition of Terms

Interfund Transfers: Contributions made from one fund to another fund within an organization.

Interlocal 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-Cent 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.

Long Term Vacant Position: A vacant position that has been vacant for one year or more.

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.

Non-operating expenses: Expenses incurred by a business which are outside of its main or central operations.

Non-spendable fund balance: Amounts that are not in a spendable form (such as inventory) or required to be maintained intact (such as an endowment fund).

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: It is a financial plan for providing programs and services for a specified period.

Operating Expenses: Expenses related directly to a department's primary activities.

Definition of Terms

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.

Projections: Forecast of anticipated revenues, 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.

Relational Database Management System: A program that creates, updates, and administers a relational database.

Relational Data Stream Management System: A distributed, in-memory data stream management system (DSMS) that is designed to use standards-compliant SQL queries to process unstructured and structured data streams in real-time.

Restricted fund balance: Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

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.

Definition of Terms

Special Obligation Bond: A bond secured by a limited revenue source. In Florida, a Special Obligation Bond does not require voter approval and may not be secured by Ad Valorem Revenue.

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.

Structured Query Language: A special-purpose programming language designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS).

Strategic Themes: The principal unifying element within a strategic plan.

Tax Reserve: The 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.

Taxable Assessed Value: The taxable value is the end result of market value minus the homestead cap, non-homestead cap, portability and any exemptions.

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.

Unassigned Fund Balance: Amounts that are available for any purpose; these amounts are reported only in the general fund.

Unclassified Service: Comprises those positions specified in Section 62 of the City Charter, which do not fall under the classified service.

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.

Unrestricted Fund Balance: The unrestricted fund balance is the amount of fund balance that a local government, itself, has placed constraints on its use (committed and assigned) and fund balance that does not have any specific purpose identified for the use of those net resources (unassigned).

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ADOPTED

OPERATING BUDGET

FISCAL YEAR 2018-19

Serving, enhancing, and transforming our community