



ADOPTED OPERATING BUDGET

FISCAL YEAR 2017-18

*Serving, enhancing, and
transforming our community*





TOMÁS P. REGALADO

Mayor

tregalado@miamigov.com
(305) 250-5300

FROM THE
MAYOR

Honorable City Commission and Citizens of the City of Miami,

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

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

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

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

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

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

Respectfully,

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

Tomás P. Regalado



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami
Florida**

For the Fiscal Year Beginning

October 1, 2016

Christopher P. Morill

Executive Director



DANIEL J. ALFONSO
City Manager

FROM THE **CITY MANAGER**

djalfonso@miamigov.com
(305) 250-5400

Monday, November 6, 2017

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

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

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

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

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

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

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

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

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

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

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

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

Sincerely,

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

Daniel J. Alfonso

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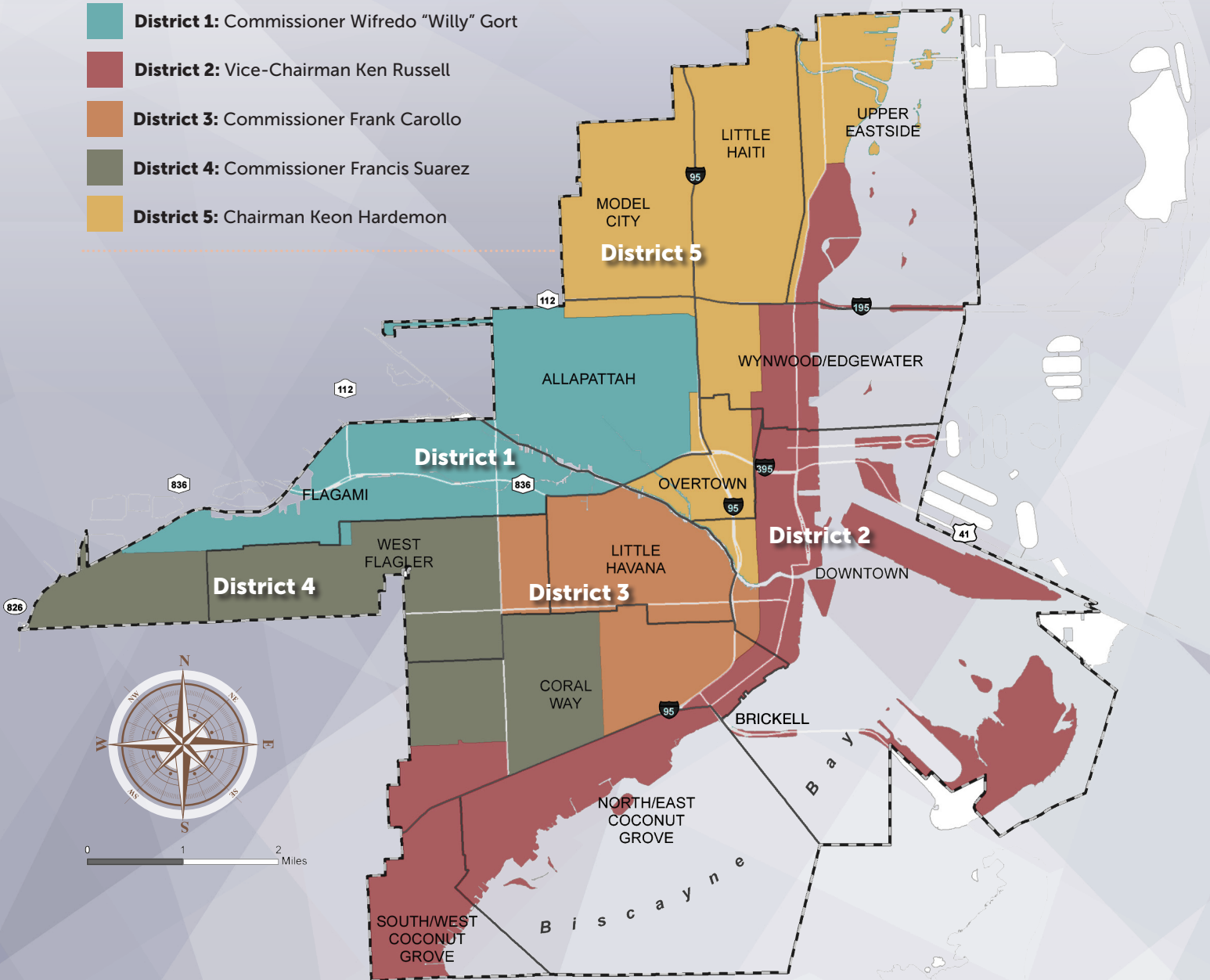
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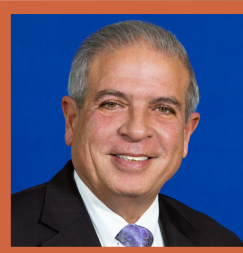
CITY COMMISSION DISTRICTS

Commission Districts

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



OFFICIALS



TOMÁS P. REGALADO
Mayor

tregalado@miamigov.com
(305) 250-5300

DISTRICT
1

WIFREDO "WILLY" GORT
Commissioner

wgort@miamigov.com
(305) 250-5430



DISTRICT
2

KEN RUSSELL
Vice-Chairman

krussell@miamigov.com
(305) 250-5333



DISTRICT
3

FRANK CAROLLO
Commissioner

fcarollo@miamigov.com
(305) 250-5380



DISTRICT
4

FRANCIS SUAREZ
Commissioner

fsuarez@miamigov.com
(305) 250-5420



DISTRICT
5

KEON HARDEMON
Chairman

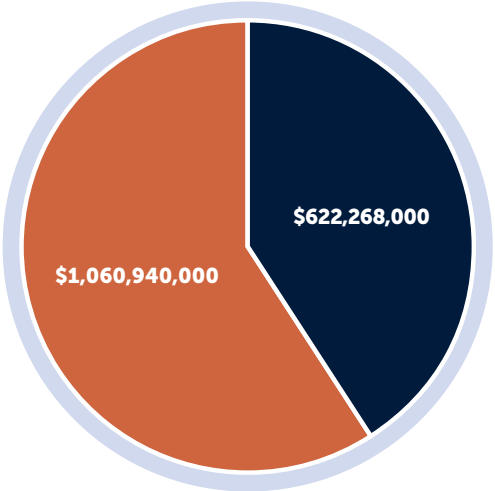
khardemon@miamigov.com
(305) 250-5390



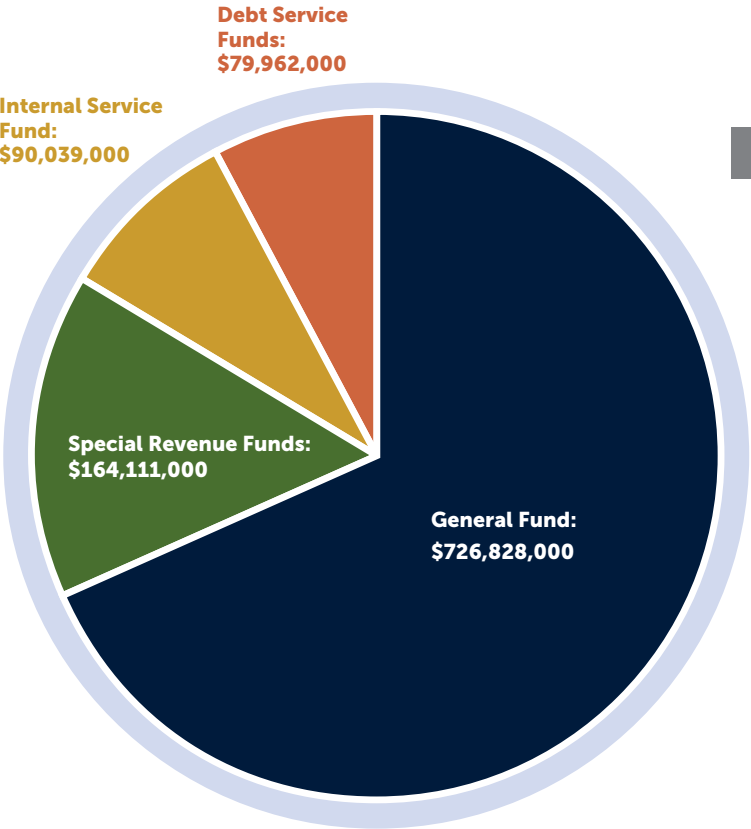
BUDGET OVERVIEW

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

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



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

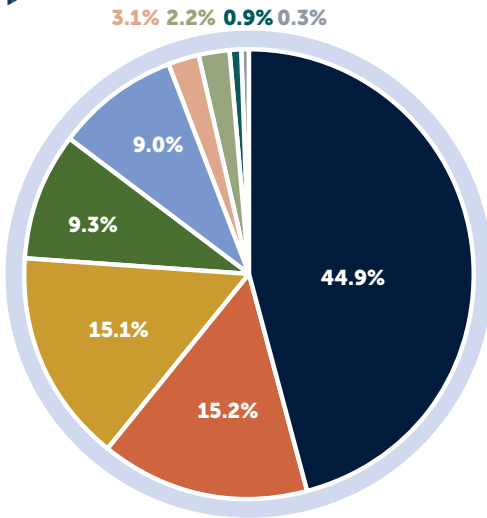


FY 2017-18 Adopted Operating Budget

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

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

ADOPTED BUDGET

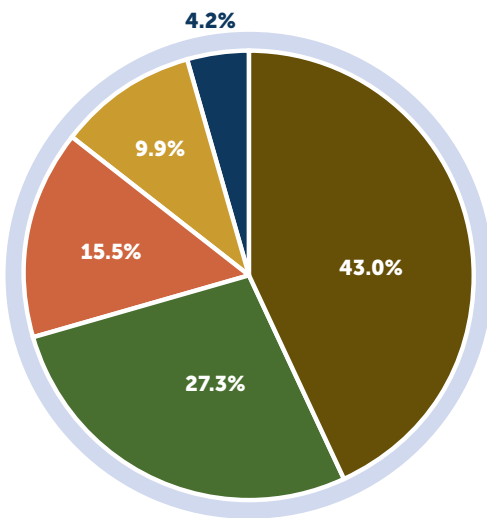


Where the Money Comes From:

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

- Property Taxes • \$326.0 million • **44.9%**
- Franchise Fees and Other Taxes • \$110.3 million • **15.2%**
- Charges for Services • \$109.7 million • **15.1%**
- Intergovernmental Revenues • \$67.7 million • **9.3%**
- Licenses and Permits • \$65.7 million • **9.0%**
- Other Revenues • \$22.7 million • **3.1%**
- Fines and Forfeitures • \$15.7 million • **2.2%**
- Transfers In • \$6.5 million • **0.9%**
- Interest • \$2.5 million • **0.3%**

The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 44.9% of total General Fund revenues and represents the largest source of funding for general operations.

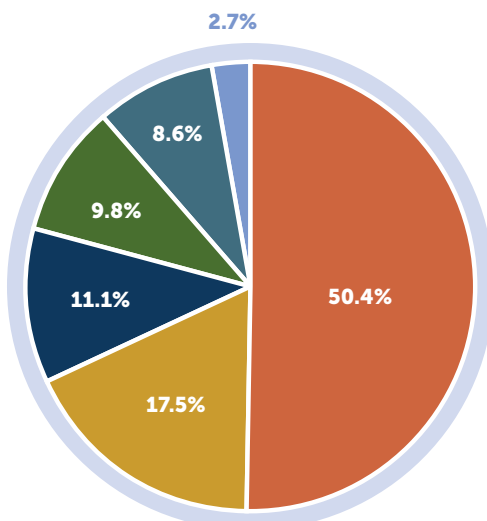


Where the Money Goes:

Expenditures by Category

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

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



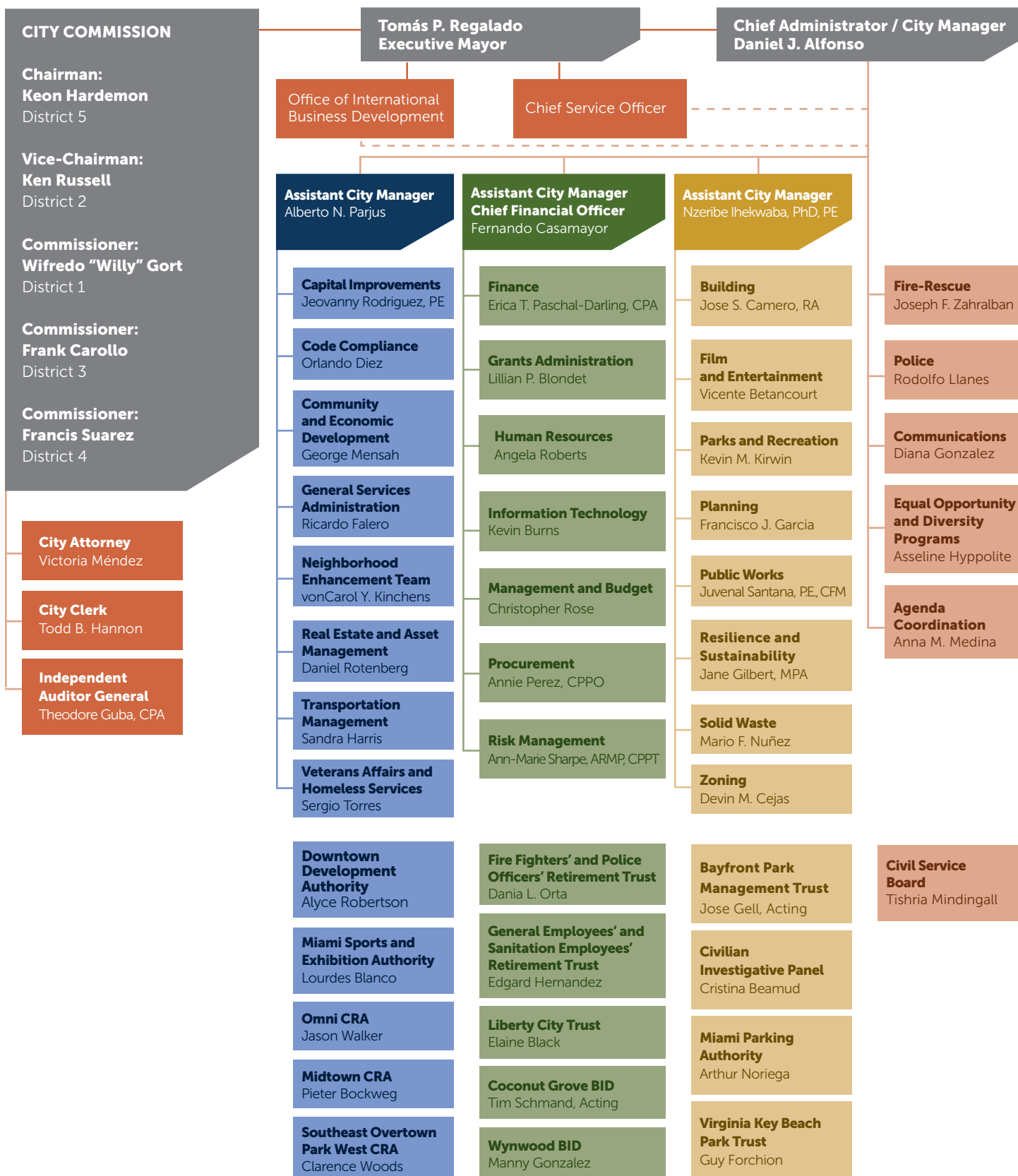
Where the Money Goes:

Expenditures by Function

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

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

ORGANIZATION



GENERAL FUND BUDGET

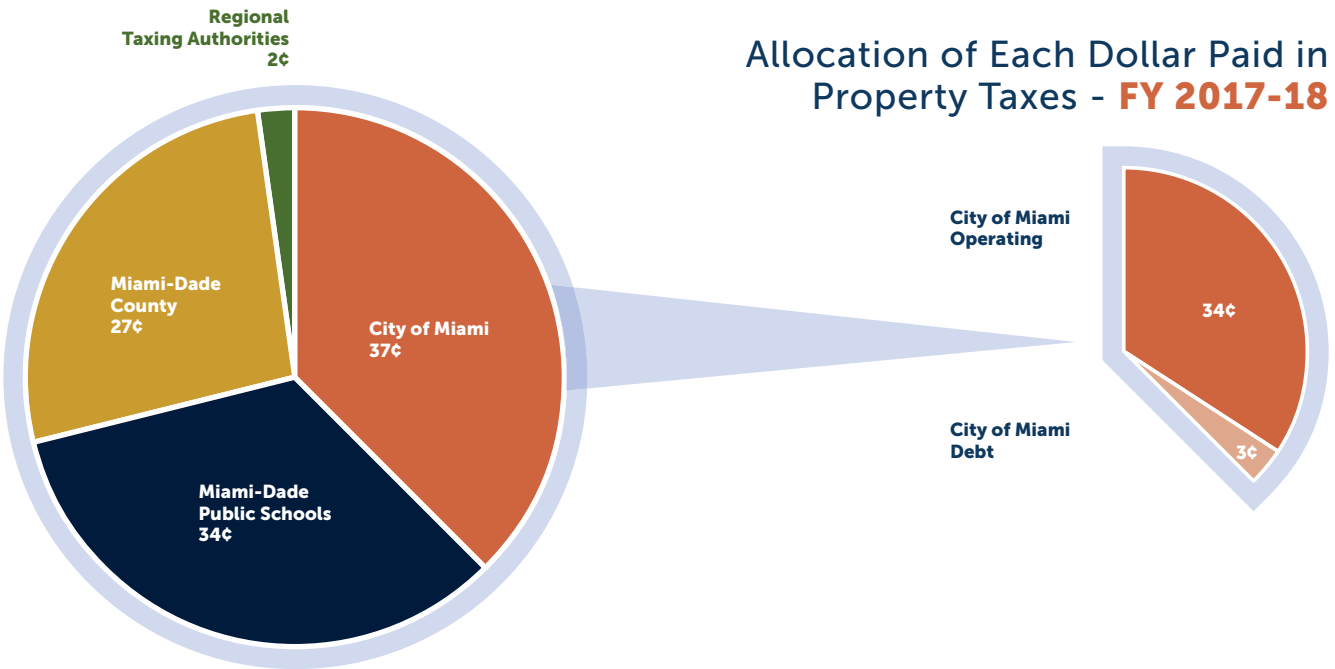
BY DEPARTMENT

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

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

TAX BILL

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



PROPERTY TAX




FY 2016-17 TOTAL ADOPTED MILLAGE RATE 8.2900 MILLS

General Operations: 7.6465
General Obligation Debt: 0.6435

FY 2017-18 TOTAL ADOPTED MILLAGE RATE 8.0300 MILLS

General Operations: 7.4365
General Obligation Debt: 0.5935

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

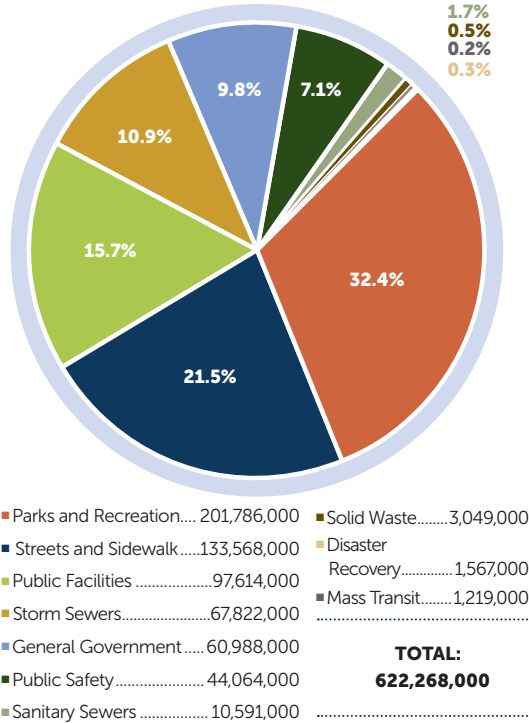
Total Assessed Value	\$223,207 <i>Average Homestead</i>	\$500,000	\$1,000,000
			
FY 2016-17 Taxes 8.2900	\$1,850	\$4,145	\$8,290
FY 2017-18 Taxes 8.0300	\$1,792	\$4,015	\$8,030
Taxpayer Savings	\$58	\$130	\$260

OVERVIEW

Summary by Department

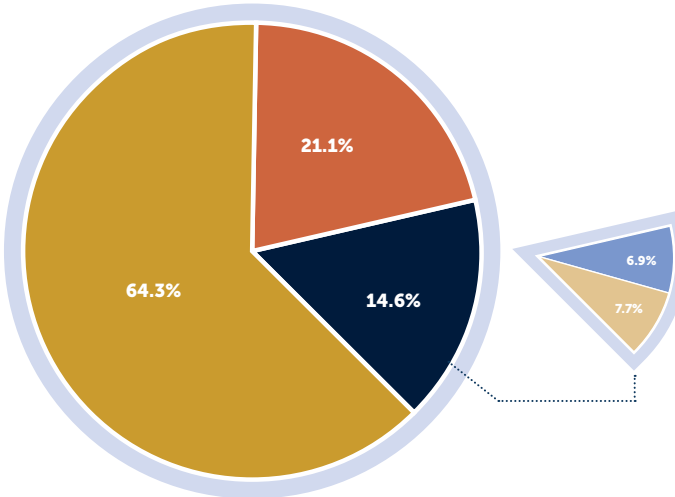
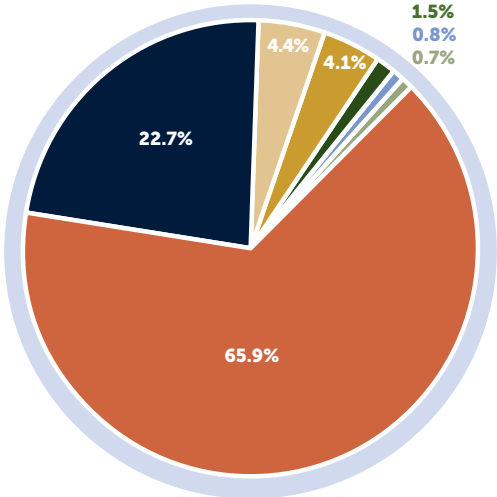
Summary by Program Fund

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



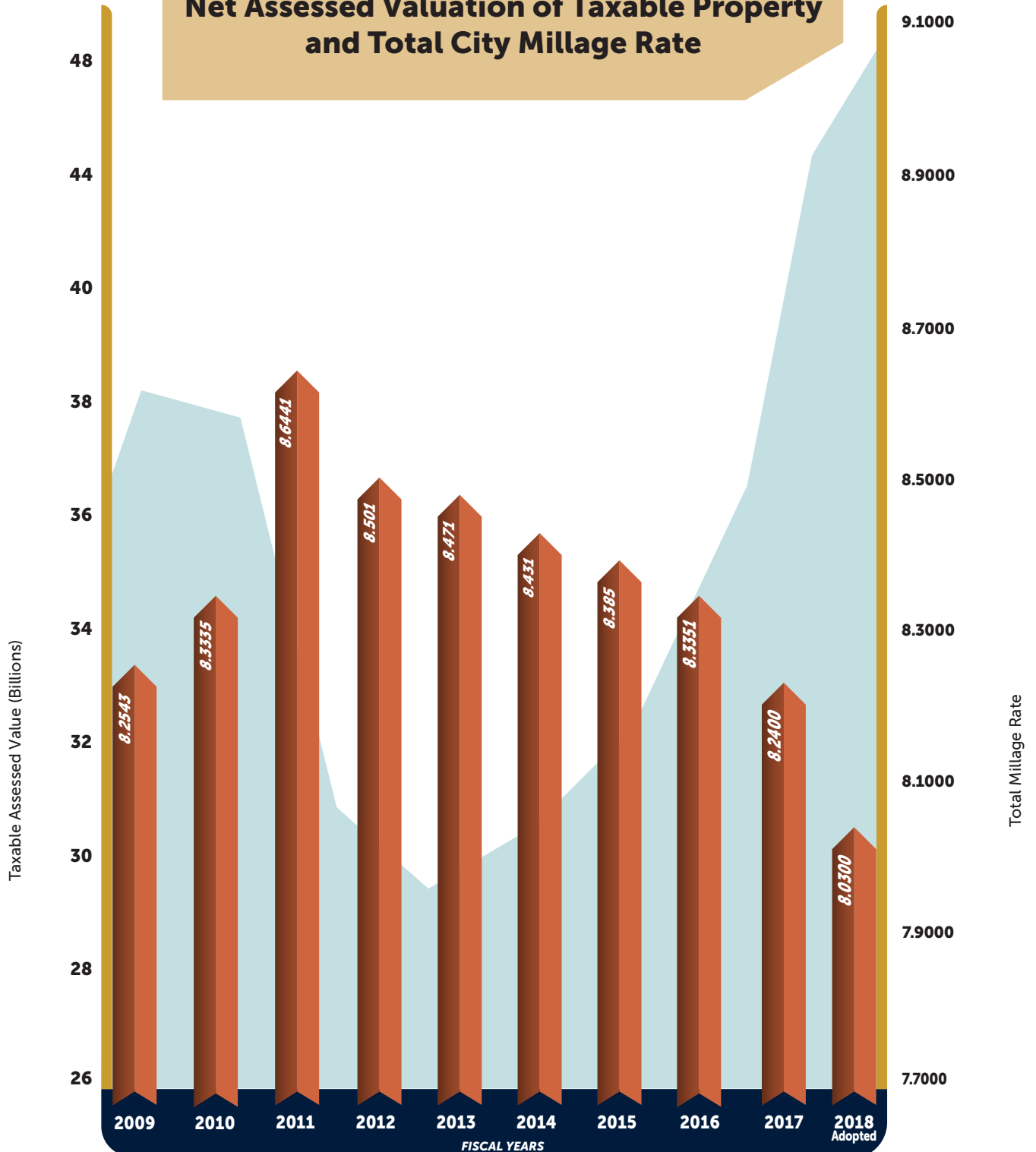
Summary by Funding Source

Summary of Funding Status



MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate

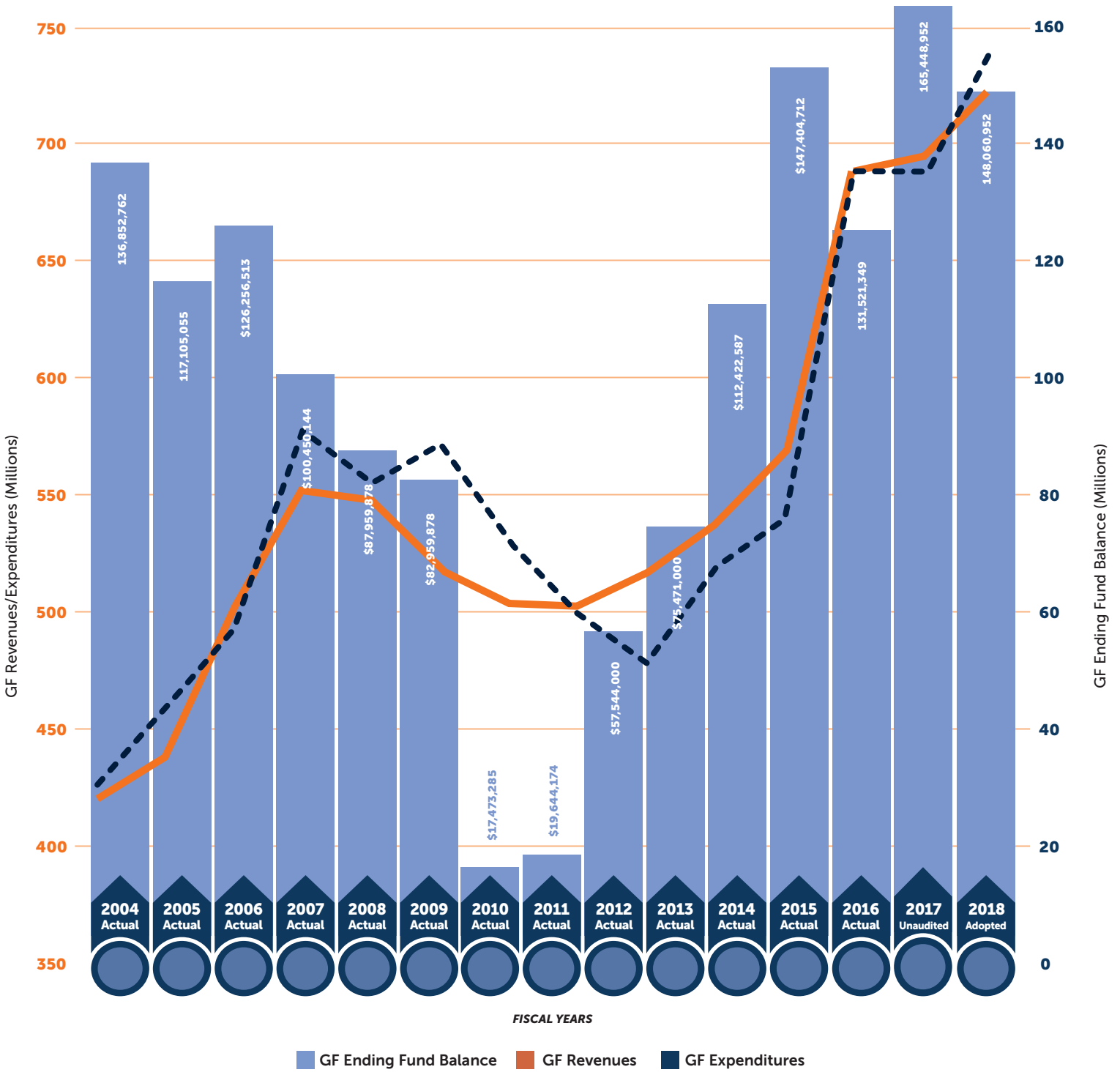


■ Taxable Assessed Value ■ Total Millage Rate



HISTORY

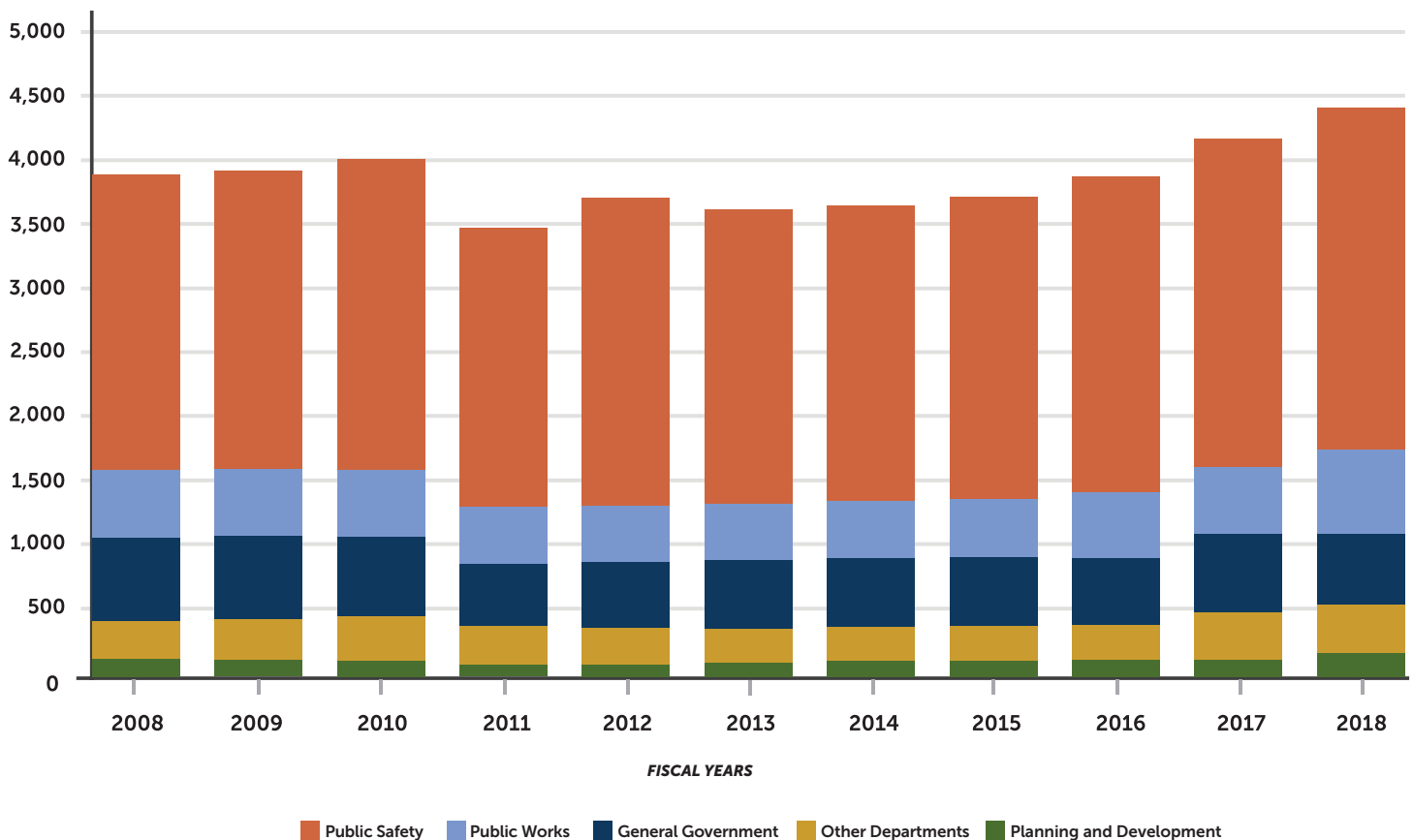
Revenues, Expenditures, and General Fund Ending Balance



EMPLOYEES

2008
to
2018

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Public Safety	2,310	2,413	2,161	2,383	2,282	2,286	2,338	2,447	2,548	2,580	2,599
Public Works	525	521	446	442	442	443	452	506	517	573	572
General Government	641	611	475	507	533	540	538	519	608	622	654
Other Departments	322	352	304	283	262	263	273	275	368	419	418
Planning and Development	128	128	96	101	111	124	126	135	138	152	169
TOTAL	3,926	4,025	3,482	3,716	3,630	3,656	3,727	3,882	4,179	4,346	4,412



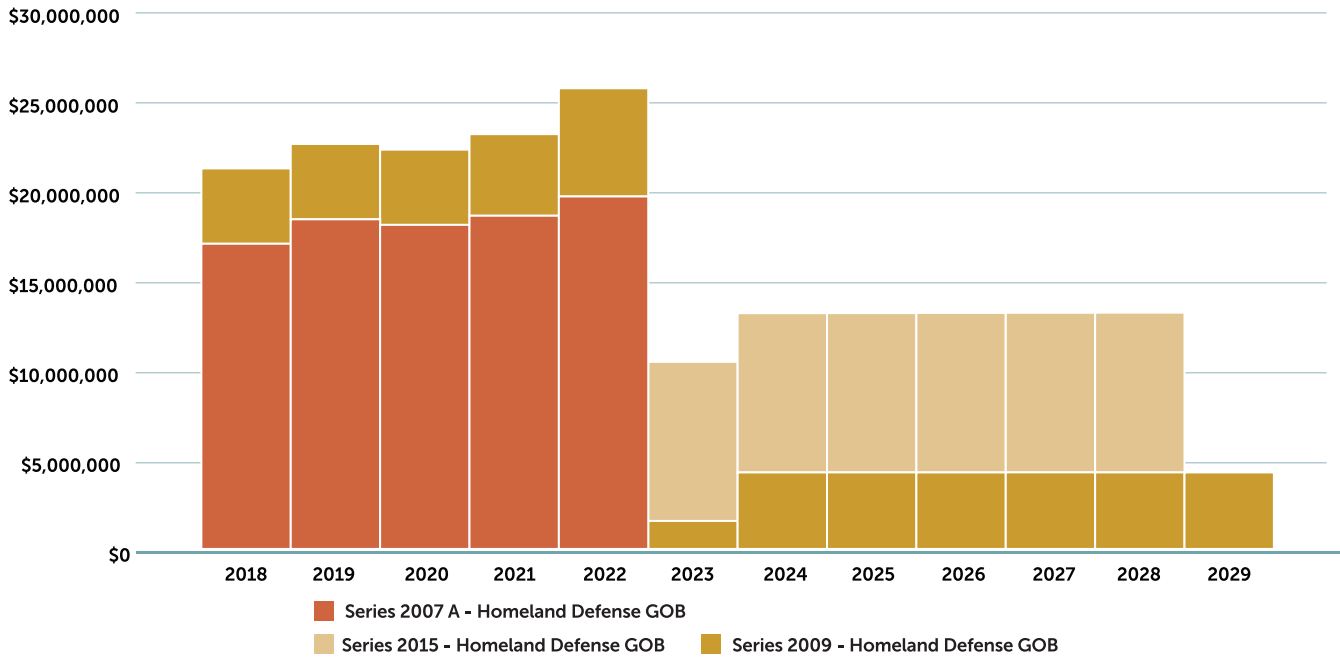


OVERVIEW

GENERAL OBLIGATION BONDS

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

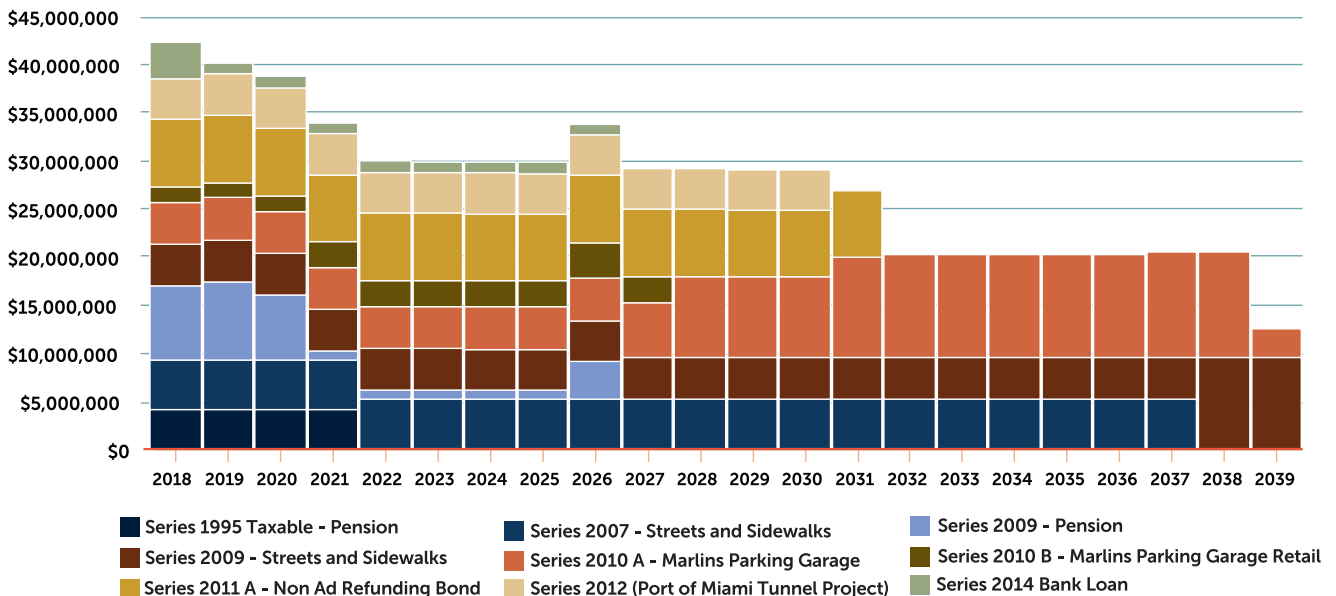
General Obligation Bond Debt Service



SPECIAL OBLIGATION BONDS

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

Special Obligation Bond Debt Service



GENERAL



Introductory Section

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

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, Public Works, Public Safety, and Other Departments. The department budgets include information on budget allocations, staffing allocations, current year objectives, prior year accomplishments, and historical trends in departmental performance.

Appendices

The appendices 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. **New this year** is a section for resilience initiatives.

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

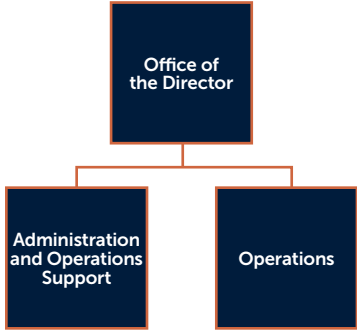
The mission statement defines how the department will work to achieve the vision of the City and addresses why the department is in existence.

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 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Proposed
Personnel	16,220,552	16,001,924	21,020,705	21,610,600	24,132,910
Operating Expense	9,077,635	8,992,268	10,744,489	9,641,500	10,470,490
Capital Outlay	98,011	393,380	69,965	409,100	356,500
Non-Operating Expenses	181,107	185,945	186,435	430,800	522,500
Transfers - OUT	0	0	114,621	500,000	0
	25,577,305	25,573,517	32,136,216	32,592,000	35,482,400

Department Summary

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

Priorities, Accomplishments, and Budget Highlights

A list of key department priorities for the current fiscal year, key accomplishments from the prior year, and major changes made to the department’s budget.

Strategic Priorities 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 Priorities and Performance Measures				
	Primary Strategic Priority Area: Efficient and Effective Government Objective: Delivering high-quality, effective services to customers in a timely and cost-effective manner			
Department Objectives: Seek and deploy best practices in service delivery				
	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Projection	FY 2017-18 Commitment
Solicitations issued (number)	226	201	240	250
Reduction of standard purchase orders processed through the establishment of blanket purchase orders (percentage)	NA	NA	20	20
Average processing time cycle for RFP/RFQs (days)	NA	NA	115	115

CALENDAR

January and February

- Departments develop base budget and enter data into Hyperion.
- Departments develop requests for new funding or enhancements and enter data into Hyperion.
- Departments develop plans to reduce the budget through efficiencies or service cuts and enter data into Hyperion.
- By the end of February, Department Directors submit an e-mail message to OMB Director noting that the data has been entered into Hyperion.

March

- Departments prepare and submit Staffing and Functional Tables of Organization by mid-March.
- Departments prepare and submit capital requests for funding.
- Initial review and revision period is in the month of March.
- Mayor delivers the "State of the City" Address setting priorities for future years by the end of March.

April

- Meetings between departments and OMB to discuss unresolved issues, important items, and capital requests begin in the last week of March through the first week of April.

May

- Meetings with the City Manager to discuss unresolved issues, important items, and capital requests begin the last week of April and continue through mid-May.
- 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.

INTRODUCTORY SECTION



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

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

The attack of the United States land expansion to displace and relocate American Indians brought large migrations of Native Americans around the late 1700's to South Florida. "Cimmarrones" as the Spanish referred to them became known as the fierce tribe called the Seminoles. After Florida ceded to the United States and 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, known as one of the worst events in American history. The wars 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" and the village was established on the south bank of the Miami River. On the north side of the river, Julia Tuttle, a wealthy widow from Ohio, purchased a large citrus plantation in addition to a plot she inherited. She had envisioned the City as a gateway for international trade. This notion prompted her to persuade the millionaire Henry Flagler to extend his railroad to Miami, but he was hesitant. Aiding in her request, Miami was hit by a severe freeze in the winter of 1894 which had no effect on her crops. This made Tuttle the sole producer of citrus that year. Tuttle along with William and Mary Brickell persuaded Flagler of the potential of extending his railroad and agreed to give him land in exchange.

By April 1896, the railroad tracks reached Miami, and in July a meeting was held to incorporate the City.

City History

The right to vote was restricted to men, and a third of the voters were Bahamian immigrants. The City was incorporated in 1896 with 444 citizens under the name of "The City of Miami".

Along with the railroad, Flagler financed and built streets, water, power systems, and a resort hotel. Canals were made to drain water from the everglades that covered a majority of the land. It was no surprise that Miami soon became an instant tourist attraction and retreat for the rich and famous. This prompted the first of many real estate booms.

Several years later, John Collins and Carl Fisher, two prominent men in the City's history, became promoters of Miami living. They transformed the Miami Beach area into one of the hottest tourist spots in the country. To ensure a steady influx of visitors, Collins built hotels and Fisher built shops, nightclubs, and the Dixie Highway. This boom lasted until 1926, when a hurricane hit the area prior to the Great Depression.

The Art Deco District was born out of this era due to post hurricane re-development in the area. Also, Overtown, an area slated for African-Americans, was a hot spot for the Harlem renaissance elite. Once known as "Little Broadway" head liners like Duke Ellington, Louis Armstrong, Cab Calloway, and others frequented Miami Beach.

Furthermore, World War II stabilized the economy in Miami due to the hundreds of thousands of servicemen trained in South Florida. The war ended, and many of these servicemen returned to Miami pushing another development boom by 1950.

In 1959, Cuban dictator Fulgencio Batista was deposed of power by Fidel Castro, another dictator. This caused a mass exodus of people from Cuba to Miami. Hundreds of thousands of Cubans came to Miami thinking it 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 with neighborhoods known as Little Havana, which was established with over 500,000 Cuban-Americans. Prior to this population growth, the African-American and Caribbean population made up approximately one-third of the total population. The late 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 its residents worked hard to improve race relations, rebuild the City, and stimulate community.

City History

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 was processed through the Miami customs district, and the development of a global financial structure in the City was boosted by the presence in Miami-Dade County of the highest concentration of foreign bank agencies in the southeastern United States.

In 2000, 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. Almost 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. It was a proposed agreement to reduce trade barriers while increasing intellectual property rights. During the 2003 meeting in Miami, the Free Trade Area of the Americas was met by heavy opposition from anti-corporatization and anti-globalization protests.

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

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. Today more than ever, global cities need to run just to stand still. Urban leaders who wish to provide their citizens with the benefits of becoming a global powerhouse must fire on all cylinders, all the time.

From the middle of the current decade, the City of Miami has been experiencing an impressive economic impact. 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 doesn't happen in a lot of 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. The average monthly rent for a one-bedroom apartment in Miami is about \$1,557, compared with \$2,993 in New York City and \$3,313 in San Francisco.

City History

However, 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 diversity of skill sets), and fluidity (how effectively startups can assemble resources locally to grow, including money and talent). The influence of this last factor will be reduced by the current implementation of education initiatives in the City of Miami to help students graduate from high school and college to become talented members of the workforce.

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

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 three primary functions:

- Financial Plan
- Operations Guide
- Communication Device

In serving these three functions, the budget document defines for the public what the City of Miami has done, what it plans to do, 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 compiles 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, departments are encouraged to identify any potential operating efficiencies that can result in reduced spending in the upcoming year.

Budget Methodology and Process

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

Capital Budget

The City's Capital Budget is distinct from the Operating Budget. The Capital Budget represents a legal authorization to spend 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 and is adopted separately from the operating budget by means of an appropriations resolution. The capital budget authorizes capital expenditures while the operating budget authorizes the expenditure of funds for employee salaries and the purchase of supplies, services, and minor equipment. Capital projects can have an impact on the operating budget through additional costs, revenues, or cost savings. The Multi-Year Capital Plan includes a section detailing future impacts to the operating budget.

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).
- The City must maintain General Fund balance reserves of 20 percent of the average of general revenues (excluding transfers) over the prior three years—including both assigned and unassigned fund balance reserves.

Budget Methodology and Process

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) Estimating Conference Process: The City shall adopt budgets and develop its long- and short-term financial plan utilizing a professional estimating conference process. Conference principals shall include, but 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 Statements Report (CAFR) to the extent allowed under accounting principles generally accepted in the United States of America (GAAP). The Department of Finance shall make a quarterly determination of the amount of expenses incurred which may not be reimbursable under these programs. A quarterly report of expenses incurred but not reimbursable shall be presented to the City Commission, together with the actions needed to avoid project deficits.

(4) For purposes of this section, 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 Comprehensive Annual Financial Report (CAFR) will reflect no change in undesignated, unreserved general fund balance. In the event that a Citywide deficit would result before affecting the rollover amounts in any fiscal year, then no rollover amounts shall be available.

- a. Budget surpluses in an elected official's budget in any fiscal year shall be reflected as designated reserves at the end of the fiscal year in which such surplus arose and be appropriated for discretionary use of such elected official for the following fiscal year.
- b. Budget surpluses of the Parks and Recreation Department shall be allocated, as of the end of the fiscal year in which such surplus arose, to a parks special revenue fund. Allowed expenditures from the parks special revenue fund shall be limited to the purchase of parks recreational and maintenance equipment and the direct operations of recreational programs in and for the City's parks, subject to appropriation by the City Commission.
- c. Budgeted surpluses of the Department of Real Estate and Asset Management shall be allocated, as of the end of the fiscal year in which such surplus arose, to a public facilities special revenue fund. Allowed expenditures of the public facilities special revenue fund shall be limited

Financial Structure and Policies

to capital improvements for the City's public facilities, subject to appropriation by the City Commission.

d. Budgeted surpluses of the Department of Information Technology (ITD) 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 five 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 assigned fund balance reserves. The City shall retain assigned fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding

Financial Structure and Policies

transfers). Such reserves shall be used for funding long-term liabilities and commitments of the City such as:

1. Compensated absences and other employee benefit liabilities, including liabilities related to post-retirement benefits;
2. Self-insurance plan deficits (including workers compensation, liability claims and health insurance);
3. Anticipated adjustments in pension plan payments resulting from market losses in plan assets and other unanticipated payments necessary to maintain compliance with contractual obligations.

Payment for compensated absences and other employee benefit liabilities and self-insurance plan deficits may be drawn from this reserve during the fiscal year and shall be replenished each year until 50 percent of such the liabilities are funded. Other designated reserves may be drawn upon without the need for replenishment.

(6) Proprietary Funds: The City shall establish proprietary funds only if the costs to provide the service are fully funded from the charges for the service.

(7) Multi-year Financial Plan: The City Commission shall annually adopt a five year financial plan by September 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") by November 30th of each year. The CIP shall address cost estimates for all necessary infrastructure improvements needed to support city services, including information technology, with an adequate repair and replacement ("R and R") component. Funded, partially funded, and unfunded projects shall be clearly delineated. The CIP shall be detailed for the current fiscal year and for five additional years and, if practicable, additional required improvements aggregated for two additional five year periods. To the extent feasible, department heads shall be required to submit independent needs assessments for their departments for use in preparing the CIP. The CIP will be detailed by fund, include recommended project prioritization rankings, identified revenue sources, planned financing options, and unfunded projects. The CIP shall include estimates of the operational impacts produced for the operation of the capital improvements upon their completion. The CIP shall include a component reflecting all on-going approved capital projects of the City, the date funded, amount budgeted, amount spent since the start date, remaining budget, fiscal impact of known changes to financial assumptions underlying the project, estimated expenditures by fiscal year for the project, 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.

Financial Structure and Policies

(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 Finance Department prepares 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.
- 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.

Financial Structure and Policies

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.

e. Purchasing policy: Such policy shall establish departmental policies and procedures and provide appropriate checks and balances to ensure the city departments adhere to the City's purchasing policies.

f. Collective bargaining management practices: Such policy shall require that all memorandums of understanding (MOUs) entered into between the City and any collective bargaining unit that amends, alters, or modifies any existing collective bargaining agreement and that may have a fiscal impact of \$40,000 or more be reviewed by the Budget Director and the Finance Committee with recommendations to the City Manager. The Finance Committee shall provide its recommendations regarding such M.O.U.s to the City Manager not less than 14 days prior to consideration by the City Commission of any said M.O.U. for ratification. In the event that the Finance Committee is unable to meet within the time frames provided herein, then the City Manager may proceed to the City Commission for ratification.

(12) Evaluation Committees:

a. Solicitations: An evaluation committee, consisting of a majority of citizen and/or business appointees from outside City employment, shall be created, to the extent feasible, to review City solicitations ("requests for proposals," "requests for qualifications," etc.). The recommendation(s) of the evaluation committee shall be provided to the Mayor and City Commission on all such solicitations prior to presentation to the City Commission for official action.

b. Collective bargaining agreements: The Finance Committee, established pursuant to City Commission resolutions 98-631 and 98-767, shall review and provide recommendations to the City Manager regarding all collective bargaining agreements. The Finance Committee shall provide its recommendations regarding such collective bargaining agreements to the City Manager not less than 14 days prior to consideration by the City Commission of any said collective bargaining agreement for ratification. In the event that the Finance Committee is unable to meet within the time frames 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.

OVERVIEW SECTION



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- Governmental Funds Overview
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- General Fund Overview
- Special Revenue Funds Overview
- Debt Service Funds Overview
- Internal Service Fund Overview
- All Funds - Transfers - OUT Schedule
- Capital Plan Overview
- Personnel Overview
- Collective Bargaining Overview

Strategic Plan Overview

Overview of Strategic Plan

The City's Strategic Plan outlines top priority areas and goals based on analysis of the City's annual resident survey. Based on the "importance satisfaction analysis:" City staff are exploring goals, strategies, and measures for the following six priority areas:

- Residential traffic and mobility
- Public safety
- Clean and beautiful neighborhoods
- Land use and planning and zoning
- Parks and open space
- Economic development

Process for Developing the Strategic Plan

The process of developing the strategic plan includes surveys, focus group meetings, and community meetings.

Citizen Survey: This annual survey measures satisfaction with City services and quality of life in eight key priority areas. The survey is the foundation of the development of the plan, as it paints a picture of how residents perceive City services and different issues in their communities.

Focus Groups: Every summer the City hosts focus group sessions to evaluate each of the plan's priorities and goals. Community partners representing various local governments, civic institutions, nonprofit organizations, and representatives from the private sector, participate in the sessions by providing their feedback, asking questions, and voicing concerns. All of this input is then summarized and considered for the plan's annual update.

Community Meetings: As of 2017, the strategic planning team has incorporated community meetings through-out the City as another layer of feedback for the strategic plan. The community meetings provide residents with an opportunity to voice their concerns, ideas, priorities and objectives for the City in an informal setting.

After compiling all feedback from the Citizen Survey, focus groups, and community meetings, the strategic plan is updated to reflect stakeholders' most current priorities.

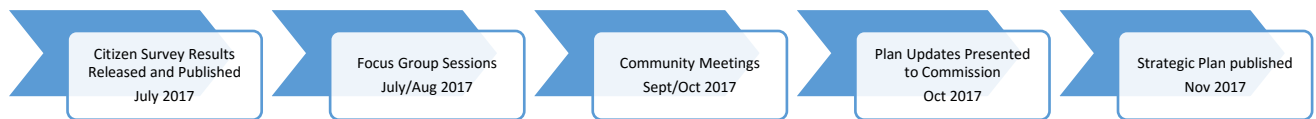
Strategic Planning and the Budget

The strategic plan, in part, directs the City to align spending to resident priorities. Each City department was instructed to identify the primary strategic area and objectives to which their department performance measures align. This alignment should tell us how each department is helping us move toward the stated goals.

Funding decisions are made based on priorities identified in the strategic plan and departments' abilities to implement those priorities.

Strategic Planning Timeline

The process of developing the initial Strategic Plan began in June 2013 with various community and internal meetings. In the fall of 2014, it was published and adopted. FY 2016-17 marks the third year of the Strategic Plan. The City Manager's Office is in the process of reviewing the established strategies from the previous plan and beginning a new plan for the next three years. Below is a timeline describing key milestones for the release of the next strategic plan:



See below for the high level layout of the strategic plan for years 2015-2017. For each priority, the City identifies aspirational objectives and forward-thinking strategies on how to reach these objectives. Performance measures and targets are established to show progress made towards the objectives.

Mission:

To effectively serve the community and continuously enhance quality of life

Vision Statement:

The City's leadership envisions Miami as:

- An internationally renowned city with a commitment to public engagement and excellent service delivery;
- a diverse and vibrant community with a high quality of life;
- and a global destination for business, culture, and leisure.

High-Priority Objectives:

Public Safety: Creating and sustaining a safe environment for residents, businesses, and visitors of the City of Miami

- Provide first-class public safety services
- Foster a sense of safety in Miami's communities
- Achieve lower per capita crime rates in the City of Miami
- Invest in the safety of structures and public spaces
- Reduce incident response
- Improve traffic safety
- Promote the health and well-being of City residents

Clean and Beautiful Neighborhoods: Creating beautiful, vibrant, and environmentally sustainable communities

- Promote livable and sustainable communities
- Maintain streets and public spaces to a high standard
- Promote environmental sustainability and resilience
- Invigorate economically challenged neighborhoods within the City
- Increase awareness of and compliance with City codes
- Empower residents and businesses to take a more active role in the beautification of their communities

Growth and Development: Promoting development and sustainable economic growth in the City of Miami

- Enhance transportation and mobility options
- Develop a strong and diversified local economy
- Improve the City's infrastructure

- Support business development and growth
- Attract new residents and encourage residents to stay in Miami
- Develop the City's technology infrastructure

Education and Economic Access: Increasing economic access and improving social outcomes among all City of Miami residents

- Support the development of a quality workforce and strong labor market
- Increase homeownership and access to affordable housing in the City of Miami
- Support individuals and families in achieving educational success
- Educate and empower residents in personal financial management
- Reduce homelessness

Parks, Recreation, and Culture: Strengthening Miami's reputation as a global destination for arts and culture, and providing residents and visitors with opportunities for leisure, recreation, and cultural exchange

- Develop and maintain City-owned arts and culture assets to a high standard
- Increase residents' access to and awareness of culture and recreation services and events
- Leverage alternative funding sources to enhance service delivery in a cost-effective manner
- Expand opportunities for leisure, recreation, and cultural exchange
- Increase the number of visitors to the City of Miami and the length of stay
- Promote the City as a global destination for arts, culture, and recreation

Efficient and Effective Government: Delivering high-quality, effective services to customers in a timely and cost-effective manner

- Promote effective service delivery and high-quality customer service
- Improve operational efficiency
- Foster a positive work environment for all City employees
- Improve the City's credit ratings and ensure financial sustainability
- Improve community access to City services
- Improve the public's image of City services

The City of Miami Strategic Plan can be viewed at: www.miamigov.com/strategicplanning.

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 2015-16

At the end of the prior fiscal year, the City's total General Fund balance was \$131.521 million. Of this amount, approximately \$2.009 million was recorded as non-spendable for prepaid expenses. Approximately \$21.116 million was assigned fund balance, approximately \$51.908 million was restricted (including \$49.909 million for Building), and approximately \$56.486 million was designated as unassigned fund balance in accordance with the City's Financial Integrity Ordinance. Consequently, while the overall fund balance exceeded the 20 percent three-year revenue average, due to the restriction, the ten percent of the three-year revenue average required for the assigned fund balance was not met.

The City's General Fund balance had a net decrease of approximately \$15.883 million during FY 2015-16. Although revenues saw an increase of \$39.413 million, there were also increases in the expenditures of \$57.482 million and transfers-out in the amount of \$32.285 million. Significant revenue increases included property taxes, which increased \$22.974 million or ten percent and licenses and permits, which increased \$5.585 million or nine percent. These revenue increases reflected an improvement in the local economy which appears to have now fully recovered after the "Great Recession". Expenditure increases were seen in the General Fund functions of Public Safety and Parks and Recreation. The increase to Public Services was mainly attributed to an increase in pension payments and the cost of new collective bargaining agreements. The increase to Parks and Recreation was mainly attributable to an increase in personnel cost and improvements to parks throughout the City. The increase to transfers-out was primarily due to an increase in the amount which was transferred to Special Revenue Funds, Capital Funds, and Debt Service Funds.

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 \$41.051 million. This represents an increase of approximately \$5.794 million. The increase is attributed to an increase in transfers-in to maintain the restricted cash requirement.

The Impact Fee Fund had a fund balance of \$64.568 million. This represents an increase of approximately \$15.203 million from the prior year, resulting primarily from impact fees revenues associated with an increase in construction of high-rise residential units.

The Other Capital Project Fund had a fund balance of \$122.229 million. This represents an increase of approximately \$41.165 million. The increase can be attributed to additional General fund Contribution to facilitate capital projects throughout the City for Public Facilities, Parks and Recreation, Public Safety, and Solid Waste improvements.

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, 2016

	Major Funds					Non-Major Governmental Funds	Total Governmental Funds
	General	Special Obligation Bonds	Other Capital Projects	Impact Fee	Special Obligation Bonds Projects		
Revenues							
Property Taxes	\$ 262,607,953	\$ -	\$ -	\$ -	\$ -	\$ 61,773,234	\$ 324,381,187
Franchise and Other Taxes	107,436,744	-	-	-	-	-	107,436,744
Licenses and Permits	70,586,809	-	-	-	-	1,239,800	71,826,609
Fines and Forfeitures	15,074,723	-	-	-	-	1,947,433	17,022,156
Intergovernmental Revenues	65,515,561	4,083,335	11,315,519	-	-	63,550,466	144,464,881
Charges for Services	106,597,140	-	368,852	-	-	21,554,206	128,520,198
Investment Earnings (Loss)	2,662,789	24,088	(2,122)	316,469	112,566	386,368	3,500,158
Impact Fees	-	-	-	25,491,632	-	-	25,491,632
Other	8,412,526	-	2,731,273	-	-	3,835,923	14,979,722
Total Revenues	<u>638,894,245</u>	<u>4,107,423</u>	<u>14,413,522</u>	<u>25,808,101</u>	<u>112,566</u>	<u>154,287,430</u>	<u>837,623,287</u>
Expenditures							
Current Operating:							
General Government	85,229,772	26,000	2,935,981	-	947,020	18,886,421	108,025,194
Planning and Development	15,955,460	-	26,880	-	-	548,161	16,530,501
Community Development	2,252,167	-	-	-	-	25,417,265	27,669,432
Community Redevelopment Areas	-	-	-	-	-	35,240,353	35,240,353
Public Works	71,692,400	-	1,677,968	87,675	-	2,162,011	75,620,054
Public Safety	341,774,004	-	759,030	73,141	-	15,544,895	358,151,070
Public Facilities	8,152,975	-	499,380	-	-	5,520,159	14,172,514
Parks and Recreation	36,095,677	-	389,197	152,734	1,917,801	1,697,132	40,252,541
Debt Service:							
Principal	-	11,443,117	-	-	-	20,223,304	31,666,421
Interest and Other Charges	-	22,354,597	-	-	-	15,053,256	37,407,853
Capital Outlay	4,391,433	-	37,922,265	10,291,614	23,039,700	12,602,082	88,247,094
Total Expenditures	<u>565,543,888</u>	<u>33,823,714</u>	<u>44,210,701</u>	<u>10,605,164</u>	<u>25,904,521</u>	<u>152,895,039</u>	<u>832,983,027</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>73,350,357</u>	<u>(29,716,291)</u>	<u>(29,797,179)</u>	<u>15,202,937</u>	<u>(25,791,955)</u>	<u>1,392,391</u>	<u>4,640,260</u>
Other Financing Sources (Uses)							
Transfers In	4,205,760	35,510,100	62,222,600	-	-	32,453,485	134,391,945
Transfers Out	(93,881,200)	-	(1,904,968)	-	-	(38,605,777)	(134,391,945)
Proceeds from Sale of Property	441,720	-	-	-	-	-	441,720
Proceeds Received from Refunding	-	-	-	-	-	57,240,000	57,240,000
Payment To Escrow Agent For Refunding	-	-	-	-	-	(57,635,000)	(57,635,000)
Issuance of Debt	-	-	10,644,628	-	-	-	10,644,628
Total Other Financing Sources (Uses)	<u>(89,233,720)</u>	<u>35,510,100</u>	<u>70,962,260</u>	<u>-</u>	<u>-</u>	<u>(6,547,292)</u>	<u>10,691,348</u>
Net Changes in Fund Balances	<u>(15,883,363)</u>	<u>5,793,809</u>	<u>41,165,081</u>	<u>15,202,937</u>	<u>(25,791,955)</u>	<u>(5,154,901)</u>	<u>15,331,608</u>
Fund Balances - Beginning	<u>147,404,712</u>	<u>35,257,963</u>	<u>81,064,198</u>	<u>49,365,097</u>	<u>27,223,342</u>	<u>172,504,300</u>	<u>512,819,612</u>
Fund Balances - Ending	<u>\$ 131,521,349</u>	<u>\$ 41,051,772</u>	<u>\$ 122,229,279</u>	<u>\$ 64,568,034</u>	<u>\$ 1,431,387</u>	<u>\$ 167,349,399</u>	<u>\$ 528,151,220</u>

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2017-18 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals \$1.061 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 2017-18 General Fund Budget total is \$726.828 million. This represents an increase of \$56.629 million or 8.4 percent over the FY 2016-17 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
- Grants
- Homeless Program

Consolidated Budget Overview

- Law Enforcement Trust Fund
- Miami Ballpark Parking Facilities
- Parks and Recreation Services
- Planning Services
- Police E911
- Police Services
- Public Works Services
- Solid Waste Recycling Trust Fund
- Transportation and Transit
- Tree Trust Fund
- Urban Area Security Initiative (UASI) Fire-Rescue

The total FY 2017-18 Budget for all Special Revenue Funds is \$164.111 million. This represents an increase of \$15.138 million or 10.2 percent as compared to the prior year's budget primarily due to an increase in Fire-Rescue Services due to projected fund balances for 2016 Urban Search and Rescue (USAR), 2015 and 2016 Urban Area Security Initiative (UASI) grants plus a projection of the renewal of these same grants in FY 2017-18; and an increase in Public Works Services due to a sizable fund balance growth primarily due to an increment in Lane Closure revenues collected in the prior fiscal year.

Debt Service Funds

This fund is used to account for resources and expenditures related to voter-approved general obligation and special obligation debt. The FY 2017-18 Budget for the Debt Service Fund is \$79.962 million. This represents an increase of \$4.533 million or 6.0 percent over the FY 2016-17 Adopted Budget.

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2017-18 Budget for the ISF is \$90.039 million. This represents an increase of \$5.583 million or 6.6 percent over the FY 2016-17 Budget.

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 2017-18 General Fund Budget total is \$726.828 million. This represents an increase of \$56.629 million or 8.4 percent over the FY 2016-17 Adopted Budget.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 31, 2017 by the Revenue Estimating Conference members as required by City Code. Also, included are the underlying assumptions on which these estimates are based and explanations of material variances from the FY 2016-17 Adopted Budget:

- **Property Taxes** consist primarily of real and personal property taxes and accounts for 44.8 percent of the total General Fund revenue budget. Property taxes are levied based on the taxable value of real and personal property in the City of Miami as of January 1st and are payable on November 1st, with discounts of one percent to four percent allowed if paid prior to March 1st of the following calendar year, all in accordance with State Law. All unpaid taxes on real and personal property become delinquent on April 1st and bear interest at 18 percent per year until a tax sale certificate is sold at auction. Miami-Dade County bills and collects all property taxes and tax sale certificates for delinquent taxes for the City. The FY 2017-18 Budget includes \$325.976 million in anticipated property tax revenues. This represents an increase of \$22.366 million or 7.4 percent over the FY 2016-17 Adopted Budget. This is based on a 2017 gross taxable value of \$49.621 billion with a proposed operating millage rate of 7.4365 mills at a 95 percent collection rate adjusted by \$27.717 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). The tax roll grew by 11.3 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.
- **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 2017-18 Budget includes \$110.344 million in anticipated collections from this category. This represents an increase of \$3.840 million or 3.6 percent over the FY 2016-17 Adopted Budget. This increase is primarily due to higher than anticipated collection, based on a three-year trend.

General Fund Overview

- **Interest** consists primarily of interest earned on funds invested prudently in U.S. Treasuries and obligations of agencies of the United States, provided that such investments are guaranteed by the United States or by the issuing agency; general obligations of states, municipalities, school districts, or other political subdivisions; revenue and excise tax bonds of the various municipalities of the State of Florida; negotiable certificates of deposit; bankers' acceptance drafts; money market investments; the State Board of Administration Investment Pool; and prime commercial paper. This category also includes gains or losses on such investments. The FY 2017-18 Budget includes \$2.500 million in anticipated revenues.
- **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 2017-18 Budget includes \$6.464 million in anticipated revenues. For a more detailed explanation, see the schedule of "All Transfers".
- **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 2017-18 Budget includes \$67.662 million in anticipated revenues and accounts for 9.3 percent of the total General Fund revenue budget. This represents an increase of \$1.725 million or 2.6 percent over the FY 2016-17 Budget. This increase is primarily due to higher than anticipated revenues for the Half-Cent Sales Tax.
- **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 2017-18 Budget includes \$15.743 million in anticipated revenues, an increase of \$2.299 million or 17.1 percent over the FY 2016-17 Adopted Budget.
- **Licenses and Permits** consist of revenues generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City: (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations, and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations to, and additions to buildings, roofing, electrical, etc.; and (3) Other Licenses and Permits, which includes permits required for activities not related to those specified above (such as Fireworks Permits and Bench Permits). The FY 2017-18 Budget for Licenses and Permits is \$65.738 million. This amount represents an increase of \$8.791 million or

General Fund Overview

15.4 percent as compared to the FY 2016-17 Adopted Budget. This increase is primarily due to higher than anticipated revenue in Building Permits.

- **Other Revenues** consist of Red Light Camera revenue and other revenues and inflows not otherwise specified. The FY 2017-18 Budget for Other Revenues is \$22.728 million. This amount represents an increase of \$18.928 million as compared to the FY 2016-17 Adopted Budget. This increase is primarily due to the use of prior year fund balance in the amount \$17.388 million.
- **Charges for Services** consist of revenues derived from charges for the use of certain City services and accounts for 15.1 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 2017-18 Budget includes \$109.673 million in anticipated Charges for Services, a decrease of \$815,000 or 0.74 percent less than the FY 2016-17 Adopted Budget.

General Fund Expenditures (Outflows)

The FY 2017-18 General Fund Budget total is \$726.828 million. This represents an increase of \$56.629 million or 8.4 percent over the FY 2016-17 Adopted Budget.

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2017-18 General Fund Budget:

- Interfund Transfers increased \$21.422 million or 43.8 percent primarily due to transfers to Capital Funds, Debt Services Funds for the P25 Radio System repayment, Special Revenue Funds for COPS 2017 and Body-Worn Camera Grant, and the Workforce Program in the Office of Grants Administration.
- Other Uses increased \$9.535 million or 100 percent due to Building Reserves to ensure that Building revenues are only spent on Building expenditures.
- Regular Salaries and Wages increased \$7.030 million or 2.6 percent. Inclusive in the \$7.030 million, \$3.938 million is related to the collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. per R-16-0250; \$5.319 million is related to the normal step progression for Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907 and 871 per R-15-0154 and R-15-0197, respectively); \$2.440 million is related to the normal step progression in the contract between the City of Miami and the Miami International Association of Firefighters (AFL-CIO Local 587), \$2.032 million is related to an average of five percent for all non-bargaining employees; \$832,000 is related to the transfer of the COPS 2014 Hiring grant that is expiring

General Fund Overview

partially offset by \$2.000 million of salary savings for Police Officers in the Deferred Retirement Options Program (DROP).

- Retirement Contributions for General Employees' and Sanitation Employees' Retirement Trust (GESE) increased \$6.826 million or 17.9 percent primarily due to the new mortality rate schedules required of both the Firefighters' and Police Officers' Retirement Trust (FIPO) and GESE by the State of Florida.
- Life and Health Insurance increased \$5.995 million or 18.3 percent primarily due to the continuing trend of pharmacy cost increases (11 percent) and medical claims cost increases (8 percent).
- Budget Reserve increased \$3.245 million or 25.7 percent primarily due to Reserves for Public Safety.
- Other Contractual Services increased \$3.103 million or 21.2 percent due to several reasons including additional temporary or contracted personnel to reduce the number of days that plans spend in the review process, supplementing structural plan reviewers based on increased construction volume, Zika Prevention Control, Energy Performance Contracting, and alignment of Melreese Golf Course.
- Police and Fire – FIPO increased \$3.098 million or 5.9 percent primarily due to the new mortality rate tables mandated of both GESE and FIPO by the State of Florida.
- Attrition Savings – Salaries increased \$2.366 million or 33.2 percent primarily due to alignment with historical trend.
- Workers' Compensation increased \$2.292 million or 14.9 percent due to medical inflation.
- Other Current Charges and Obligations increased \$2.076 million or 13.0 percent primarily due to payment to contractor for the administration of the Red Light Camera Program, and budgeted election expenditures.
- Special Pay decreased \$4.930 million or 19.7 percent primarily due to a decline in the number of employees that will be retiring by September 2017.
- Aids to Private Organizations decreased \$2.499 million or 56.3 percent primarily due to one-time City in-kind support for the 2017 Baseball Allstar Game and a decrease in contribution to Community and Economic Development (CED), now that CED functions are re-aligned with the City's fiscal year.
- Other Salaries and Wages decreased \$2.078 million or 17.1 percent primarily due to the elimination of several part-time and temporary vacant positions in Police, and the elimination of vacant city-wide temporary positions that were not converted to permanent full-time employees.

For a more detailed explanation, see the "Budget Highlights" section for each department and explanations below by functional category in addition to the changes noted above.

General Government - The General Government section increased by \$8.109 million or 12.9 percent. The increase was due in part to an increase in Retirement Contributions (\$2.413 million), an increase in Life and Health Insurance (\$1.644 million), the transfer of the Homeless Services function in Special

General Fund Overview

Revenue Fund to the new Veterans Affairs and Homeless Services Department (\$1.374 million), an average of five percent for all non-bargaining employees (\$1.175 million), 11 new positions added in Information Technology (\$732,000), funding for the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(\$565,000), the transfer of five Information Technology civilian positions from Police (\$321,000), the addition of four new Code Compliance Inspectors (\$188,000), increase in Workers' Compensation (\$153,000), a general fund supplement for the Employment-Based Immigration: Fifth Preference Visa (EB-5) Program Strategic Initiatives Fund (\$82,000), additional funding to the Information Technology Department to optimize all notification processes and commonly requested public records through the use of contracted services (\$75,000), the addition of an Administrative Assistant in the Office of Resilience and Sustainability (\$79,000), and the addition of one Mental Health Outreach Licensed Social Worker in the Department of Veteran Affairs and Homeless Services (\$65,000).

Planning and Development - The Planning and Development section increased by \$2.725 million or 16.1 percent. This increase was mainly due to additional temporary or contracted personnel in the Building Department to reduce the number of days that plans spend in the review process (\$670,000), an increase in Retirement Contributions (\$584,000), an increase in Life and Health Insurance (\$334,000), supplementing structural plan reviewers based on increased construction volume (\$300,000), an average of five percent for all non-bargaining employees (\$205,000), the addition of one Assistant Director for the Construction division and one Assistant Director for the Structural division (\$168,000), funding for the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(\$135,000), funding transfer for the Chief of Unsafe Structure position from the City Manager's Office (\$104,000), the addition of one Environmental Resource Specialist II in Planning (\$56,000), the addition of one Administrative Assistant I position in Zoning (\$50,000), and increase in Workers' Compensation (\$36,000).

Public Works - The Public Works section increased by \$2.643 million or 3.4 percent. This increase was mainly due to an increase in Retirement Contributions (\$1.554 million), an increase in Life and Health Insurance (\$1.063 million), funding for the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(\$790,000), an average of five percent for all non-bargaining employees (\$322,000), increase in Workers' Compensation (\$285,000), and new funding for environmental compliance monitoring and ground water testing in over seven City-owned parks (\$100,000) partially offset by a decrease in Professional Services in Public Works due to the completion of a project at Riverview and at Lawrence Pump Stations (\$120,000).

Public Safety - The Public Safety section increased by \$9.250 million or 2.6 percent. This increase was mainly due to a new collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. per R-16-0250 (\$3.938 million), funding for the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(\$3.145 million), increase in Police and Fire – FIPO pension (\$3.098 million), normal step progression in the contract between the City of Miami and the Miami International

General Fund Overview

Association of Firefighters (AFL-CIO Local 587)(\$2.440 million), an increase in Life and Health Insurance (\$1.829 million), increase in Workers' Compensation (\$1.721 million), increase in bi-annual Advanced Life Support (ALS) revenue-sharing payments (\$1.672 million), an increase in Retirement Contributions (\$1.024 million), additional public safety supplies such as ballistic shields, ballistic helmets, ballistic plates, and active shooter medical kits (\$1.009 million), the Shotspotter Program (\$325,000), 700 additional active shooter ballistic kits (\$301,000), an average of five percent for all non-bargaining employees (\$239,000), the addition of two Crime Scene Investigator I positions, one Crime Scene Investigator II, and one Crime Scene Investigator III (\$188,000), and the addition of one Emergency Dispatcher position in Fire-Rescue (\$43,000) partially offset by \$2.000 million of salary savings for Police Officers in the DROP, the elimination of 14 vacant, and 11 not yet created civilian, part-time or temporary positions in Police (\$704,000), the transfer of five Information Technology civilian positions in Police to Information Technology (\$321,000), decrease in Motor Fuel (\$300,000), and a decrease in Professional Services – Medical (\$294,000), and a decrease in Utility Services based on the spending trend in the current fiscal year for Police (\$285,000).

Other Departments - The Other Departments section consists of Department of Real Estate and Asset Management (DREAM), Community and Economic Development, Parks and Recreation, and Risk Management. This section increased by \$1.509 million or 2.5 percent primarily due to an increase in Retirement Contributions (\$1.234 million), an increase in Life and Health Insurance (\$1.125 million), funding for the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907) (\$684,000), an increase in Communications and Related Services for upgrades to the Point of Sale System in City parks (\$180,000), increase in Workers' Compensation (\$97,000), an average of five percent for all non-bargaining employees (\$90,000), partially offset by a decrease in various General Fund expenditures due to the utilization of the Sightseeing Ticket Surcharge (\$325,000), and a decrease in Other Contractual Services in Parks and Recreation for landscaping at Marine Stadium Marina (\$311,000).

Other General Fund Budgets – Activities operating out of this area are not specific to a particular expenditure category or department, and include transfer of funds to Special Revenue Funds, Capital Funds, and Debt Service Funds. From FY 2016-17 to FY 2017-18, funding in this category increased by \$32.393 million or 34.2 percent. The increase is primarily due to transfers to Capital Funds (\$16.026 million), Debt Services Funds for P25 Radio System Repayment (\$1.863 million), Special Revenue Funds for COPS 2017 (\$967,000) and Body-Worn Camera Grants (\$703,000), and the Workforce Program (\$700,000). Also, an increase in Building Reserves (\$11.035 million), increase in Public Safety Reserves (\$4.428 million), increase in Professional Services - Legal for the Citywide retention of outside legal services and other legal fees (\$1.100 million), payment to contractor for the administration of the Red Light Camera Program (\$1.040 million), increase in Reserve for Uncollectables (\$916,000), increase in estimated election costs (\$803,000), increase in City Contribution to Civilian Investigative Panel pursuant to Ordinance Number 13688 (\$580,000), Zika Prevention and Control (\$400,000), Energy Performance Contracting (\$250,000), and an increase in Retirement Contributions (\$17,000) partially offset by a decrease in Special Pays for employee one-time payouts (\$5.275 million).

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)...

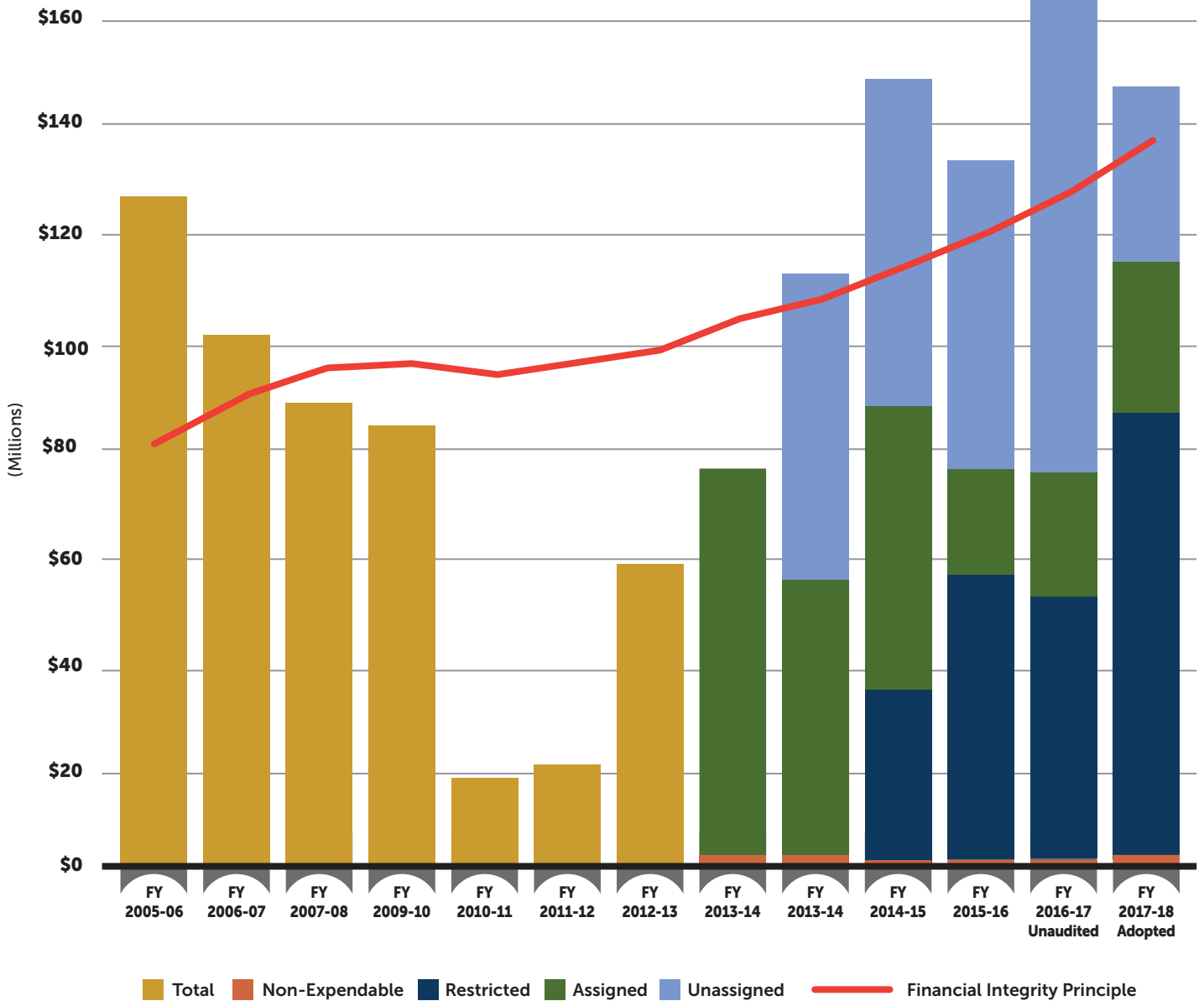
The City shall retain assigned fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). Such reserves shall be used for funding long-term liabilities and commitments of the City...”

- Code of Ordinances, Sec. 18-542 (5) b-c

Due in part to declining revenues associated with the national housing and financial market crashes in 2009, the City fell out of compliance with the reserve policies outlined in the FIP Ordinance. In FY 2009-10, fund balance reserves in the General Fund fell to \$17.473 million, or approximately 3.5 percent of budgeted General Fund revenues.

In more recent years, the City has seen a rebound in property values and total General Fund revenues. This rebound in revenues, combined with cost containment strategies, has helped the City to begin to rebuild its fund balance reserve levels. By the end of FY 2015-16, fund balance reserves in the General Fund was \$131.521 million. In FY 2016-17, we expect the fund balance to be \$165.449 million. Of this, the expectation is that, \$26.563 million will be assigned, \$84.449 million will be unassigned, \$51.909 million will be restricted, and \$2.528 million will be non-expendable.

HISTORY



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 Unaudited as of 11/2017
Revenues				
Property Taxes	215,972	239,634	262,608	294,889
Franchise and Other Taxes	106,707	107,114	107,437	111,523
Licenses and Permits	60,863	65,002	70,587	73,044
Fines and Forfeitures	11,407	12,629	15,074	15,862
Intergovernmental Revenues	61,013	62,916	65,515	66,943
Charges for Services	92,987	103,222	106,597	116,048
Interest (Investment Earnings (Loss))	3,740	4,213	2,663	2,986
Other Departments	4,042	4,750	8,854	13,851
Total Revenues	556,731	599,480	639,335	695,146
Expenditures				
Current Operating:				
General Government	80,151	82,068	54,907	59,885
Planning and Development	13,710	15,295	16,182	16,907
Public Works	63,258	68,481	79,590	75,684
Public Safety	281,287	303,524	338,541	354,725
Other Departments	34,130	38,693	49,383	60,129
Non-Departmental Accounts	-	-	26,805	34,125
Capital Outlay	2,262	-	-	-
Total Expenditures	474,798	508,061	565,408	601,455
Excess (Deficiency) of Revenues Over Expenditures	81,933	91,419	73,927	93,691
Other Financing Sources (Uses)				
Transfers-IN	12,278	4,846	6,206	13,628
Transfers-OUT	(57,699)	(61,596)	(95,881)	(68,885)
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)	(55,257)
Net Changes in Fund Balances	36,960	34,982	(15,897)	38,434
Internal Service Fund Balance/13TH Month Adj.			14	(5,000)
Fund Balances (Deficit) - Beginning	75,462	112,422	147,404	131,521
Fund Balances (Deficit) - Ending	112,422	147,404	131,521	164,955

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:

<u>Special Revenue Fund</u>	<u>General Fund Department</u>
Bayfront/Riverfront Land Acquisition Rouse Trust	Real Estate and Asset Management
City Clerk Services	City Clerk
Community Development	Community and Economic Development,
Departmental Improvement Initiative	Building, Commissioners, Communications,
	Information Technology, Management and
	Budget, Mayor, and Parks and Recreation
Emergency Services	Fire-Rescue
Fire-Rescue Services	Fire-Rescue
General Special Revenue	General Services Administration and
	Neighborhood Enhancement Team
Grants	Grants Administration
Homeless Program	Veterans Affairs and Homeless 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 E911	Police
Police Services	Police
Public Works Services	Public Works
Solid Waste Recycling Trust	Solid Waste
Transportation and Transit	
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 Veterans Affairs and Homeless Services and no longer a part of the Neighborhood Enhancement Team.

A new Special Revenue Fund entitled Bayfront/Riverfront Land Acquisition Rouse Trust has been created and is being administered by the Department of Real Estate and Asset Management. The prior year fund balance will be transferred from the Planning Special Revenue fund to the newly created fund.

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.

Special Revenue Fund Balance

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget
Begin Date:	<u>10/1/2013</u>	<u>10/1/2014</u>	<u>10/1/2015</u>	<u>10/1/2016</u>	<u>10/1/2017</u>
Beginning Fund Balance	\$52,457,000	\$59,202,000	\$77,055,400	\$81,910,700	\$81,910,700
Revenues/Inflows					
Interest	93,000	99,700	103,900	-	10,000
Transfers-IN	12,918,000	12,657,900	14,223,900	9,010,200	12,882,000
Fines and Forfeitures	1,226,000	975,000	1,947,400	949,800	1,250,000
Intergovernmental Revenues	79,026,000	67,785,200	60,888,100	75,782,900	56,967,000
Licenses and Permits	42,000	135,000	1,239,800	114,000	414,000
Other Revenues/Inflows	2,031,000	7,789,900	1,672,300	49,918,300	78,986,000
Charges for Services	16,138,000	22,853,800	20,946,400	13,197,900	13,602,000
Total Revenues/Inflows	111,474,000	112,296,500	101,021,800	148,973,100	164,111,000
Expenditures/Outflows					
General Government	7,583,000	9,511,800	18,042,300	15,147,300	12,161,000
Planning and Development	142,000	2,260,000	548,200	18,018,700	17,412,000
Community and Economic Development	35,182,000	32,937,700	25,417,300	51,307,500	50,231,000
Public Works	536,000	1,837,900	2,049,000	19,016,800	29,720,000
Public Safety	27,627,000	18,418,600	15,544,900	18,688,800	33,427,000
Public Facilities	5,561,000	6,144,300	5,520,200	5,837,000	4,540,000
Parks and Recreation	2,074,000	1,957,400	1,079,000	1,471,500	2,376,000
Debt Service	-	-	-		
Capital Outlay	4,506,000	3,139,300	3,798,900		
Transfers-OUT	21,521,000	18,234,400	24,166,700	19,485,500	14,244,000
Total Expenditures/Outflows	104,732,000	94,441,400	96,166,500	148,973,100	164,111,000
Revenues/Inflows Over(Under) Expenditures/Outflows	6,742,000	17,855,100	4,855,300	-	-
Fund Balance Restated	52,460,000	59,200,300	77,055,400		
Ending Fund Balance	59,202,000	77,055,400	81,910,700	81,910,700	81,910,700
End Date:	<u>9/30/2014</u>	<u>9/30/2015</u>	<u>9/30/2016</u>	<u>9/30/2017</u>	<u>9/30/2018</u>

Debt Service Funds Overview

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, repayment of other debt instruments (such as the State Revolving Loan Program), and accumulated resources to fund these debt service payments. The FY 2017-18 Budget for the Debt Service Funds is \$79.962 million.

General Obligation Bonds

Payment of debt service on general obligation bonds is funded by a tax levy on non-exempt property value. A millage rate is calculated and approved by the City Commission based on the amount of general obligation debt outstanding as of September 30, 2017. All general obligation bonds are voter-approved and used for specific projects or purchases. The total amount of general obligation bonds outstanding is limited by the City Charter to 15 percent of the assessed non-exempt property value. The FY 2017-18 Budget for debt service for general obligation bonds is \$27.978 million with a millage rate of 0.5935. The maximum annual debt service payment is \$26.9 million in FY 2021-22 with a final maturity in 2029.

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 2017-18 Budget for debt service on special obligation bonds is \$51.984 million, which is comprised of \$43.805 million of Transfers-In (\$31.412 million from General Fund, \$8.143 million from Special Revenue Fund, \$4.250 million from Omni Community Redevelopment Agency) (see schedule on the next page), \$4.000 million from the Miami-Dade County Convention Development Tax (CDT), and \$4.179 million of prior year fund balance. This is \$3.824 million higher than FY 2016-17 Adopted Budget. The maximum annual debt service payment is \$44.6 million in FY2017-18 with a final maturity in 2039.

Debt Service Fund Balance - General Obligation Bond

General Obligation Bond (\$ in thousands)	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
	Actual	Actual	Actual	Actual	Adopted	Adopted
					Budget	Budget
Revenue						
Property Taxes	26,425	24,853	24,829	25,662	27,267	27,978
Intergovernmental Revenues	-					
Charges For services	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Other Revenues	-	-	-	21	-	-
Total Revenues	26,425	24,853	24,829	25,683	27,267	27,978
	-					
Expenditures						
General Government	38	16	11	18		
Debt Service:						
Principal	\$ 11,018	\$ 11,592	\$ 12,340	\$ 14,908	17,145	18,097
Interest	13,732	13,780	13,741	12,656	7,736	6,221
Budget Reserve	-	-	-	-	2,361	3,635
Other Charges	-	-	-	-	25	25
Total Expenditures	24,788	25,388	26,092	27,582	27,267	27,978
Excess (Deficiency of Revenue Over Expenditures)	1,637	(535)	(1,263)	(2,082)	-	-
Other Financing Sources (Uses):	-	-	-	-	-	-
Total Other Financing Sources(Uses)	-	-	-	-	-	-
Net Change in Fund Balance	1,637	(535)	(1,243)	1,639	-	-
Fund Balance - Beginning of Year	1,952	3,589	3,054	1,811	-	-
Fund Balance - End of Year	3,589	3,054	1,811	3,450	-	-

Debt Service Funds - Special Obligation- FY 2017-18 Debt Payments		
Total Transfers-IN		
Description	Amount	Funding Source
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	\$ 3,247,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2009 (Pension)	7,709,000	General Fund - Public Service Tax
Streets and Sidewalks Series 2007	1,462,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2007	894,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2007	2,870,000	Transportation and Transit
Streets and Sidewalks Series 2009	1,017,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2009	3,266,000	Transportation and Transit
Sunshine State Loan Refinancing - 2011A	7,003,000	General Fund - Public Service Tax
Marlins Garage 2010A	1,524,000	Miami Ballpark Parking Facilities
Marlins Retail 2010B	483,000	Miami Ballpark Parking Facilities
Port of Miami Tunnel Series 2012	4,250,000	CRA - Omni
Special Obligation Refunding Bonds Series 2014	3,810,000	General Fund - Public Service Tax
Lease/purchase of vehicles	4,407,000	General Fund
Citywide Radio Communication System P25	1,863,000	General Fund
Total Transfers-IN	\$ 43,805,000	
Other Revenues		
Description	Amount	Funding Source
Marlins Garage 2010A	\$ 2,880,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B	1,120,000	Miami-Dade County - Convention Development Tax
Marlins Garage 2010A	2,000,000	Fund Balance
Flex Park and Remediation	2,179,000	Fund Balance
Total - Other Revenues	\$ 8,179,000	
Total - Special Obligation Bonds	\$ 51,984,000	

Debt Service Fund Balance - Special Obligation Bond

Special Obligation Bond (\$ in thousands)	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Actual	Adopted Budget	Adopted Budget
Revenue						
Intergovernmental Revenues	3,000	3,000	3,000	4,083	3,000	4,000
Interest	39	39	-	-		
Other Revenues	-	-	29,429	24,088	7,171	4,179
Total Revenues	3,039	3,039	32,429	28,171	10,171	8,179
Expenditures						
Current Operating:						
General Government	991	59				
Debt Service:						
Principal	\$ 57,466	\$ 35,831	\$ 6,049	\$ 11,443	\$ 23,787	\$ 29,252
Interest	30,320	28,634	27,180	22,355	21,612	20,726
Other Charges	-	-	6	26	7	6
Budget Reserve	-	-	-		2,757	2,000
Debt Service Issuance Cost	-	-	-			
Total Expenditures	88,777	64,465	33,235	33,824	48,163	51,984
Excess (Deficiency of Revenue Over Expenditures)	(85,738)	(61,426)	(806)	(5,653)	(37,992)	(43,805)
Other Financing Sources (Uses):						
Transfers in	\$ 38,185	\$ 49,679	\$ 36,222	\$ 35,510	\$ 37,992	\$ 43,805
Transfers out	50,029	(11,766)				
Contribution to Port Tunnel						
Proceeds Received From Refunding						
Payment To Escrow Agent for Refunding						
Premium (Discount) Issuance Costs		18,049				
Proceeds Received From Long -Term Debt						
Total Other Financing Sources(Uses)	88,214	55,962	36,222	35,510	37,992	43,805
Net Change in Fund Balance	2,476	(5,464)	6,022	5,794	-	-
Fund Balance - Beginning of Year	32,283	34,759	29,237	35,258	-	-
Fund Balance - End of Year	34,759	29,295	35,259	41,052	-	-

Debt Service Funds - Outstanding Debt

The following presents the City's bond, loans, and leases outstanding at September 30, 2016:

DESCRIPTION	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds:					
General Obligation Refunding Bonds Series 2002A	Refunding	9/1/2017	32,510,000	715,000	5.000%
Homeland Defense/Neighborhood CIP Series 2007A (Limited)	Refunding	1/1/2022	103,060,000	92,375,000	4.952%-5.000%
Homeland Defense/Neighborhood CIP Series 2009 (Limited)	Homeland Defense	1/1/2029	51,055,000	39,405,000	4.500%-5.500%
General Obligation Refunding Bond Series 2015	Refunding	1/1/2028	57,240,000	57,240,000	2.640%
Total General Obligation Bonds			\$ 243,865,000	\$ 189,735,000	
Special Obligation and Revenue Bonds, Loans and Leases:					
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000,000	17,020,000	7.200%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435,000	31,835,000	6.676%- 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	16,495,000	5.9375%-7.443%
Special Revenue Bonds Series 2007	Street & Sidewalks	1/1/2037	80,000,000	67,445,000	4.000%-5.250%
Special Revenue Bonds Series 2009	Street & Sidewalks	1/1/2039	65,000,000	59,060,000	4.25%-5.625%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	42,575,000	4.000%-5.000%
Special Obligation Refunding Bonds Series 2011-A	Refunding	2/1/2031	70,645,000	70,645,000	4.794%-6.000%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	14,816,263	3.280%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	45,825,000	5.000%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,864	0.000%
Vehicle Replacement Program	Vehicle Lease	1/1/2021	10,644,628	10,644,628	1.68%
Total Special Obligation Bonds, Revenue Bonds, Loans and Leases			\$ 551,577,872	\$ 462,609,755	
Total Bonds, Loans and Leases			\$ 795,442,872	\$ 652,344,755	

Source: Fiscal Year 2016 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, 2016 are as follows:

General Obligation Bonds

(\$ in thousands)

Year Ended September 30,	Principal	Interest	Total
2017	\$ 17,145	\$ 7,735	\$ 24,880
2018	18,040	6,898	24,938
2019	18,905	6,020	24,925
2020	19,835	5,091	24,926
2021	21,155	4,113	25,268
2022-2026	65,850	10,327	76,177
2027-2031	28,805	1,429	30,234
Total	\$ 189,735	\$ 41,613	\$ 231,348

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2017	\$ 25,703	\$ 23,885	\$ 49,588
2018	26,466	22,618	49,084
2019	26,641	21,221	47,862
2020	25,602	19,847	45,449
2021	21,955	18,642	40,597
2022-2026	97,026	78,703	175,729
2027-2031	112,900	49,118	162,018
2032-2036	76,275	24,757	101,032
2037-2041	51,038	4,312	55,350
Total	\$ 463,606	\$ 263,103	\$ 726,709

Total General Obligation and Special Obligation Bonds	\$ 653,341	\$ 304,716	\$ 958,057
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Source: Fiscal Year 2016 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 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 2017-18 Budget for the ISF is \$90.039 million.

Health Insurance

The FY 2017-18 Budget for Health Insurance is \$53.665 million. This represents a 9.8 percent increase over the FY 2016-17 Adopted Budget. The increase is primarily due to the continuing trend of pharmacy cost increases at 11 percent and medical claim trend of eight as well as an increase in the City's insured population of ten percent. In addition, long-term disability will be included for City executives.

Workers' Compensation

The FY 2017-18 Budget for Workers' Compensation is \$18.150 million. This represents a 15.6 percent increase over the FY 2016-17 Adopted Budget. Workers Compensation claims experienced an increase due in part to medical inflation.

Insurance Premium

The FY 2017-18 Budget for Insurance Premiums is \$6.500 million. This represents a 7.7 percent decrease over the FY 2016-17 Adopted Budget. The decrease is primarily due to the increase capacity in the property market.

General Liability

The FY 2017-18 Budget for General Liability is \$3.900 million. This represents a 18.8 percent decrease over the FY 2016-17 Adopted Budget. The reduction is due to a reduction in General Liability claims.

Information Technology (IT) Repair and Maintenance

The FY 2017-18 Budget for Information Technology Repair and Maintenance is \$7.824 million. This represents a 2.7 percent decrease over the FY 2016-17 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.

All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
General Fund	Capital Fund - Citywide Capital Needs	20,319,000	20,585,000	City Contribution to Citywide Capital Improvement Program (CIP) projects (See General Fund - Capital Projects report)
General Fund	Capital Fund - Streets and Sidewalks Fund	2,559,000	2,559,000	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	537,000	City Contribution from Local Option Gas Tax to CIP projects
General Fund	Capital Fund - Storm Sewer	2,299,000	2,299,000	City Contribution from Stormwater Utility Fees to CIP projects
General Fund	Capital Fund - Department of Real Estate and Asset Management	957,000	957,000	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	472,000	City Contribution from General Fund Fund Balance from the Miamarina ticket surcharge revenues.
General Fund	Capital Fund - Streets and Sidewalks	0	0	Funded only in FY 2016-17 - City Contribution from General Fund - OCI (2nd Budget Hearing Amendment)
General Fund	Capital Fund - Streets and Sidewalks	0	0	Funded only in FY 2016-17 - City Contribution from General Fund - OCI (2nd Budget Hearing Amendment)
General Fund	Capital Fund - Public Safety	0	0	Funded only in FY 2016-17 - City Contribution from General Fund - POLICE (2nd Budget Hearing Amendment)
	Capital Fund Total	27,143,000	27,409,000	
General Fund	Special Revenue Fund - Miami Homeless Program	0	0	Funded only in FY 2016-17 - Miami Homeless Program for administrative cost (Cash Match Support_HUD cut \$150,000; Administration - Award 1400 \$208,200; Enhancement for Uniforms \$10,000; five percent salary increase \$73,700) - Shown in the Department of Veteran Affairs and Homeless Services in FY 2017-18
General Fund	Special Revenue Fund - Miami Homeless Program	0	0	Funded only in FY 2016-17 - Net/Homeless (F:14800) Gap in ESG Grant for Community and Economic Development change of period - Shown in the Department of Veteran Affairs and Homeless Services in FY 2017-18
General Fund	Special Revenue Fund - Bayfront/Riverfront Land Acquisition Rouse Trust	116,000	116,000	Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	Special Revenue Fund - Police Services	0	0	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)

All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
General Fund	Special Revenue Fund - Police Services	967,000	967,000	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	703,000	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	38,000	City Contribution to fund the Coverdell Forensic Grant (\$10,000) and VOCA 2017 Grant (\$28,000).
General Fund	Special Revenue Fund - Police Services	184,000	184,000	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 E-911	1,450,000	1,450,000	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	0		City Contribution to the Camillus House Bed Program
General Fund	Special Revenue Fund - Department Improvement Initiative			Allocate funding for the Employment-Based Immigration: Fifth Preference Visa (EB-5)
General Fund	Special Revenue Fund - Department Improvement Initiative	575,000	575,000	Contribution to support 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), New Year's Eve Celebration (\$50,000), Dr. Martin Luther King Parade (\$50,000), Dr. Martin Luther King Candlelight Vigil (\$50,000), plus an additional (\$50,000) one-time allocated to celebrate the 50th year anniversary of Dr. Martin Luther King's assassination.
General Fund	Special Revenue Fund - Department Improvement Initiative	0	25,000	Support for Liberty City Christmas Parade

All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
General Fund	Special Revenue Fund - Department Improvement Initiative	2,500,000	2,500,000	Allocation for Citywide Anti-Poverty Initiative Program distributed to five City Commission District (\$2.250 million) and the Mayor's Office (\$250,000)
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	3,700,000	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	700,000	Workforce Program contribution from General Fund
General Fund	Special Revenue Fund - Parks and Recreation Services	30,000	30,000	Out of School Snack Program
	Special Revenue Fund Total	11,313,000	11,338,000	
General Fund	Debt Service Fund / Special Obligation Bond	1,911,000	1,911,000	Street Bonds Series 2007 and 2009 (Fund 24011) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	1,462,000	1,462,000	Street Bonds Series 2007 (Fund 24011) from Local Option Tax (Three Cents)
General Fund	Debt Service Fund / Special Obligation Bond	10,956,000	10,956,000	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	7,003,000	7,003,000	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	4,407,000	4,407,000	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	3,810,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	1,863,000	1,863,000	P25 Radio System Repayment (Fund 24020) from Non Ad Valorem General Fund
	Debt Service Fund / Special Obligation Bond Total	31,412,000	31,412,000	

All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
General Fund	Transportation Trust Fund Total	1,726,000	1,726,000	Contribution from General Fund to the Transportation Reserve General Fund sub- fund
	Transportation Trust Fund Total	1,726,000	1,726,000	
	Total Transfer from General Fund	71,594,000	71,885,000	
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	2,870,000	2,870,000	Street Bonds Series 2007 (Fund 24011)
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	3,266,000	3,266,000	Street Bonds Series 2009 (Fund 24011)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	483,000	483,000	Marlins Garage 2010B (Fund 24013)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	1,524,000	1,524,000	Marlins Garage 2010A (Fund 24013)
Special Revenue Fund - Real Estate and Asset Management	General Fund	1,119,000	1,119,000	Transfer of James L. Knight Center to be a General Fund function
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	0	0	Funded only in FY 2016-17 - Transportation and Transit Revenue committed to Streets and Sidewalk Capital Fund (Street and Sidewalk projects)
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 - Transportation and Transit	Capital Fund - Mass Transit Fund	0	0	Funded only in FY 2016-17 - Transportation and Transit Revenue committed to Streets and Sidewalks Fund (Transit Studies)
Special Revenue Fund - DRI Air Quality	Capital Fund - Parks and Recreation	0	0	Funded only in FY 2016-17 - Downtown Development Supplemental Fee (2nd Budget Hearing Amendment)
Special Revenue Fund - Tree Trust Fund	Capital Fund - Parks and Recreation	0	0	Funded only in FY 2016-17 - Tree Trust Fund Consolidated (2nd Budget Hearing Amendment)
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	350,000	350,000	Citywide Tree Planting
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	500,000	500,000	Tree Master Plan
Special Revenue Fund - Planning Services	Special Revenue Fund - Bayfront and Riverfront Land Acquisition Rouse Trust	1,304,000	1,304,000	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	2,000,000	20th Street Maintenance Yard Operation Facilities
Special Revenue Fund - Public Works Services	Capital Fund - General Government	578,000	578,000	Public Works Heavy Machine Acquisition

All Funds - Transfers-OUT Schedule

From	To	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
	Total Transfer from Special Revenue Fund	14,244,000	14,244,000	
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	832,000	832,000	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	4,519,000	4,250,000	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	9,912,000	9,643,000	
	Grand Total	\$95,750,000	\$95,772,000	

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 six-year CIP from FY 2017-18 to FY2022-23 includes funding of \$622.268 million for 548 active projects. During FY 2017-18 new capital appropriations totaling \$75.362 million will be used to fund 91 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 compliance with the overall goals and objectives of the City's Strategic Plan. The Office of Management and Budget, with the 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 current year allocations made in the plan. The FY 2017-18 Capital Plan is an update to the FY 2016-17 Capital Plan which was approved by the City Commission on September 20, 2016 pursuant to Resolution No. 16-0445.

This current CIP was approved by City Commission on September 19, 2017 pursuant to Resolution No. 17-0445.

The Capital Budget

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. 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 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 can 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.

Individual capital projects may not exceed the amount appropriated in the Adopted Capital Budget and if a projects 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 Plan Overview

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). Furthermore, pursuant to Chapter 18/Article IX/Divisions 1 and 2 of the Code of the City of Miami, Florida, as amended, entitled "Finance/Financial Policies/Anti-Deficiency Act/Financial Integrity Principles", requires the development and approval of a multi-year capital plan which also delineates specific requirements for inclusion.

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 program fund based on the attributes of the project. The program funds are detailed below:

- **Community Redevelopment Area (CRA) projects** – The acquisition or construction of major capital facilities and infrastructure for community redevelopment in the defined CRA area.
- **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 in 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.

Capital Plan Overview

Funding Sources

Each funding source for projects in the Capital Plan can be categorized into seven (7) 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 Fund contribution to capital projects, storm water utility funds, 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 the Local Option Gas Tax (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.

Capital Plan Overview

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.

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 modern 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 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.

Below are some examples of operating impacts of capital projects.

Real Estate and Asset Management

Facility improvements and new equipment installations at the Manuel Arttime Theater and Office Building, Dinner Key Marina, and Miamarina will impact the operating budget, with the Manuel Arttime improvements producing the greatest impact. Regular upgrades to facilities is necessary for compliance with regulatory requirements and to provide high functioning environments for customers, employees, and tenants.

- A new HVAC system was installed at the Manuel Arttime Theater and Office Building. In addition, seating and carpeting was refurbished, and a new audio and video system was connected that included a new projector, soundboard, and assisted listening devices. The 527 seat Manuel Arttime Theater improvement will likely increase utility costs and landscaping needs.
- The pumpout systems at both Dinner Key Marina and Miamarina were modernized through the installation of new pumps. These upgrades will likely increase revenues due to additional dockage fees generated.
- Future repairs and improvements to the electrical infrastructure of Miamarina are programmed for 2018. Although this introduces energy efficiency, it may result in additional utility costs due

Capital Plan Overview

to the advanced state of the boats using the facility and consequently their increasing power demands.

Parks and Recreation

Environmental remediation, construction, and improvements to parks such as Douglas, Blanche, and Charles Hadley Park, as well as to playgrounds such as Coral Way Community Center, West Buena Vista, and Sherdavia Jenkins, will have operating impacts as noted above. The new Samuel K. Johnson Youth Center addition to Charles Hadley Park will produce the greatest impact, including additional staff.

The tables below summarize the projected annual impact of capital projects on the City's operating budget for a 6-year period by program fund and cost category.

Annual Operating Impact of Capital Projects by Program Fund Estimated Additional, Non-Cumulative Operating Expenditures						
Program	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0
General Government	-\$23,000	-\$23,000	-\$23,000	-\$23,000	-\$23,000	-\$23,000
Mass Transit	\$0	\$0	\$0	\$0	\$0	\$0
Parks & Recreation	\$845,304	\$878,409	\$913,083	\$947,583	\$996,568	\$1,032,775
Public Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$0	\$0	\$0	\$0	\$0	\$0
Sanitary Sewers	\$0	\$0	\$0	\$0	\$0	\$0
Solid Waste	\$0	\$0	\$0	\$0	\$0	\$0
Storm Sewers	\$0	\$0	\$0	\$0	\$0	\$0
Streets and Sidewalks	\$6,200	\$6,400	\$6,600	\$6,800	\$7,000	\$7,200
Total Operating Impact	\$828,504	\$861,809	\$896,683	\$931,383	\$980,568	\$1,016,975

Annual Operating Impact of Capital Projects by Cost Category Estimated Additional, Non-Cumulative Operating Expenditures						
Category	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Personnel	\$769,189	\$791,948	\$815,835	\$840,907	\$867,221	\$894,754
Operating	\$97,615	\$124,926	\$136,505	\$146,757	\$170,281	\$179,845
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$0	\$0
Less Program Revenues	\$38,300	\$55,065	\$55,658	\$56,281	\$56,935	\$57,624
Total Operating Impact	\$828,504	\$861,809	\$896,683	\$931,383	\$980,568	\$1,016,975

Capital Plan Overview

Significant Non-Routine Capital Expenditures

Citywide Pool Enhancements and Master Plan Improvements

Commission District:	All	The City is developing and implementing solutions for its aging public pool system. In a 2006 community survey, between 20 and 40 percent of respondents expressed a need for water-related activities, including indoor and outdoor pools and water parks. In addition, almost two-thirds judged year-round pools to be very or somewhat important. Periodic restoration is needed to provide healthy, safe, and enjoyable recreation facilities for residents and visitors. Enhancements to pool facilities at parks citywide are underway and include, for example, restroom and swimming pool upgrades. A master plan study is underway.
Type:	Expansion/New Construction	
Category:	Parks & Recreation	
Start & Completion Date:	2016-2019	
Project Cost:	\$750,000	

Parks Master Plan Improvements

Commission District:	All	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. 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 underway.
Type:	Expansion/New Construction	
Category:	Parks & Recreation	
Start & Completion Date:	2016-2018	
Project Cost:	\$450,000	

Shorecrest Drainage Improvements

Commission District:	5	With City Commission priorities emphasizing resilience and sea level rise, this pilot project will help improve the area bounded by North up to Northeast 87 Avenue, South up to Northeast 78 Street, West up to Northeast 78 Street/Road, and East up to Northeast Bayshore Court. Drainage improvements may address pump stations; pipes and culverts; recharge wells; and other stormwater system elements. Neighborhood or community stormwater drainage improvements ensure that the City remains a growing and sustainable community.
Type:	New Construction	
Category:	Streets & Sidewalks	
Start & Completion Date:	2017-2018	
Project Cost:	\$2,000,000	

Capital Plan Overview

Tree Master Plan Improvements

Commission District:	All	The project identifies tree canopy needs and target areas. The City plans to improve its tree canopy by tracking all tree plantings to quantify their contribution and developing public private partnerships to leverage community resources for the benefit and enhancement of the tree canopy; introducing public education awareness to inform and support citizens and businesses regarding tree canopy needs; and establishing professional development standards that ensure the proper installation and maintenance of trees.
Type:	Redevelopment	
Category:	Streets & Sidewalks	
Start & Completion Date:	2017-2018	
Project Cost:	\$500,000	

Stormwater Master Plan Improvements

Commission District:	All	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 stormwater master plan is necessary for the City to remain resilient now and in the future.
Type:	Redevelopment	
Category:	Storm Sewers	
Start & Completion Date:	2017-2018	
Project Cost:	\$1,059,377	

South Bayshore Drive Roadway and Drainage Improvements

Commission District:	2	The project will provide for needed improvements from Darwin Street to Mercy Way. It includes widening and reconstruction of the roadway with drainage, traffic signalization, bike lanes and landscape improvements. Stormwater drainage improvement projects help the City address changes in land use, sea level rise, and environmental regulations, thus ensuring accessibility and mobility.
Type:	Redevelopment/New Construction	
Category:	Streets & Sidewalks	
Start & Completion Date:	2011, 2017-2019	
Project Cost:	\$9,042,045	

Wagner Creek and Seybold Canal Dredging

Commission District:	1, 5	The project will allow for necessary environmental cleanup along Wagner Creek and the Seybold Canal from Northwest 20 Street to the confluence of the Miami River. The Miami River is a major water resource for the City. Restoration of waterways is needed to meet regulatory requirements and maintain a well-functioning marine environment for recreation and commerce.
Type:	Environmental	
Category:	Storm Sewers	
Start & Completion Date:	2017-2018	
Project Cost:	\$33,337,302	

Personnel Overview

Introduction

The FY 2017-18 Budget includes several additions, reductions, and transfers of positions across departments. This section details each of the personnel changes by department.

City Manager

The budget for the City Manager's Office does not include a net increase or decrease in full-time positions. However, one Management Intern position is eliminated and one Business Analyst position is added.

Code Compliance

The budget for Code Compliance includes an increase of five positions: four additional Code Compliance Inspector positions are added and one Business Tax Receipt position is transferred in from the Finance Department.

Commissioners

The budget for the City of Miami Commission includes an increase of two positions: two full-time Special Aide (Elected Official) positions that were added in the Mid-Year Budget Amendment to District 4 without additional funds.

Communications

The budget for the Office of Communications includes an increase of two positions: two Public Relations Agent positions are transferred in from the Office of Capital Improvements.

Film and Entertainment

The budget for the Office of Film and Entertainment includes an increase of one position: a Director of Film and Entertainment position is added.

Finance

The budget for the Finance Department includes a decrease of two positions: one long-term vacant Financial Analyst II position is eliminated and one Business Tax Receipt position is transferred to Code Compliance.

Information Technology Department (ITD)

The budget for ITD includes an increase of sixteen positions:

Five positions are added to improve security and enhance maintenance of existing systems: two Cyber Security Specialist positions, two Information System Security Officer positions, and one Network Analyst are proposed as enhancements.

In addition, five civilian positions are transferred in from the Police Department to ITD: one Information Systems Manager position, one Information Systems Security Officer position, two IT Technician II positions, and one IT Technician I position.

Six additional positions are added to ITD to assist with the assumption of Police Department technology support: one Public Safety Applications Manager, one Public Safety Application Support position, one Database Specialist, two IT Technician III positions, and one Project Manager position.

Personnel Overview

Management and Budget

The budget for the Office of Management and Budget includes an increase of one position: a Budget Analyst position is added.

Neighborhood Enhancement Teams (NET)

The budget for NET includes a decrease of forty-four positions: these positions are transferred to the new Department of Veteran Affairs and Homeless Services.

Procurement

The budget for Procurement includes an increase of one positions: a vacant position was transferred from Capital Improvements to Procurement per the FY 2016-17 Mid-Year Budget Amendment.

Resilience and Sustainability

The budget for Resilience and Sustainability includes an increase of two positions: one Resilience Program Manager position was added in the Mid-Year Budget Amendment and one Administrative Assistant position is added.

Veteran Affairs and Homeless Services

The budget for the new Department of Veteran Affairs and Homeless Services includes forty-four positions transferred in from NET, and the addition of three new positions - one Administrative Assistant II, a Director, and one part-time position in the City Manager's Office is transferred and converted to a full-time position. Per the Second Change Memo, a Mental Health Outreach Licensed Social Worker position is also added.

Building

The budget for the Building Department includes an increase of eleven positions: nine temporary positions were converted to permanent positions in the Mid-Year Budget Amendment and two Assistant Director positions are added.

Planning

The budget for the Planning Department includes a total of 49 positions: forty-five positions from the former Planning and Zoning Department, three temporary Staff Services Aide positions previously in Planning and Zoning are converted to permanent positions, and per the Second Change Memo one Environmental Resource Specialist II position is added.

Zoning

The budget for the Zoning Department includes a total of 22 positions from the former Planning and Zoning Department and one Administrative Assistant I position is added.

Capital Improvements

The budget for the Office of Capital Improvements (OCI) includes a decrease of three positions: one vacant position was transferred to the Procurement Department in the Mid-Year Budget Amendment and two Public Relations Agent positions are transferred to the Office of Communications.

General Services Administration

The budget for the General Services Administration includes an increase of two positions: one Maintenance Mechanic Helper position and one Specialized Technician position were added per the FY 2016-17 Mid-Year Budget Amendment.

Personnel Overview

Fire-Rescue

The budget for the Department of Fire-Rescue includes an increase of one position: an Emergency Dispatcher position is added.

Police

The budget for the Police Department includes a net increase of eighteen positions: five positions in the IT section of the Police Department are transferred-out to the Information Technology Department, 15 Police Officer positions for the COPS 2016 Hiring Grant were added in the Mid-Year Budget Amendment, two Video Retrieval Specialist positions were added in the Mid-Year Budget Amendment, two Crime Scene Investigator I positions, one Crime Scene Investigator II position, one Crime Scene Investigator III position, and two Virtual Policing Technicians are also added.

Parks and Recreation

The budget for the Parks and Recreation Department includes a net decrease of one position: one position for the Hadley Park Youth Center was added in the Mid-Year Budget Amendment and two positions are eliminated – one Assistant Director and one Clerk I position.

Collective Bargaining Overview

The City of Miami has four Collective Bargaining Units (CBUs) as governed by the Florida Statute 447.01 and 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 in the City. Currently, the AFSCME 1907 covers a total of 1,731 positions and as of June 12, 2017 has an estimated annual payroll that includes other pay items of \$72.017 million. The current collective bargaining agreement expires on September 30, 2017.

The AFSCME 871 covers all sanitation employees. Currently, the AFSCME 871 covers a total of 236 positions and as of June 12, 2017 has an estimated annual payroll that includes other pay items of \$8.145 million. The current collective bargaining agreement expires on September 30, 2017.

The FOP covers all sworn, non-executive Police positions including Detention Officers. Currently, the FOP covers a total of 1,299 positions and as of June 12, 2017 has an estimated annual payroll that includes other pay items of \$87.033 million. The current collective bargaining agreement expires on September 30, 2018.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. Currently, the IAFF covers a total of 739 positions and as of June 12, 2017 has an estimated annual payroll that includes other pay items of \$51.442 million. The current collective bargaining agreement expired on September 30, 2016, and is currently under negotiations.

The Non-Bargaining Unit consists of all other full-time employees that are not in a CBU. Currently, there are a total 371 positions and as of June 12, 2017 has an estimated annual payroll of \$33.784 million.

**DEPARTMENT
BUDGETS:
GENERAL GOVERNMENT**



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

Mayor

Department Head: Tomás P. Regalado

Phone: (305) 250-5300

Description

The Mayor works with the Chairman and members of the City Commission, the residents, the leaders in the private and business sectors, and all elected officials in order to determine policy direction. The Mayor maintains contact with other governments to foster mutual cooperation and is the official representative of the City of Miami. The City of Miami has a "Mayor-City Commission" form of government. Voters elect the Mayor at-large (Citywide) to a four-year term. The next Mayoral election is to be held in November 2017.

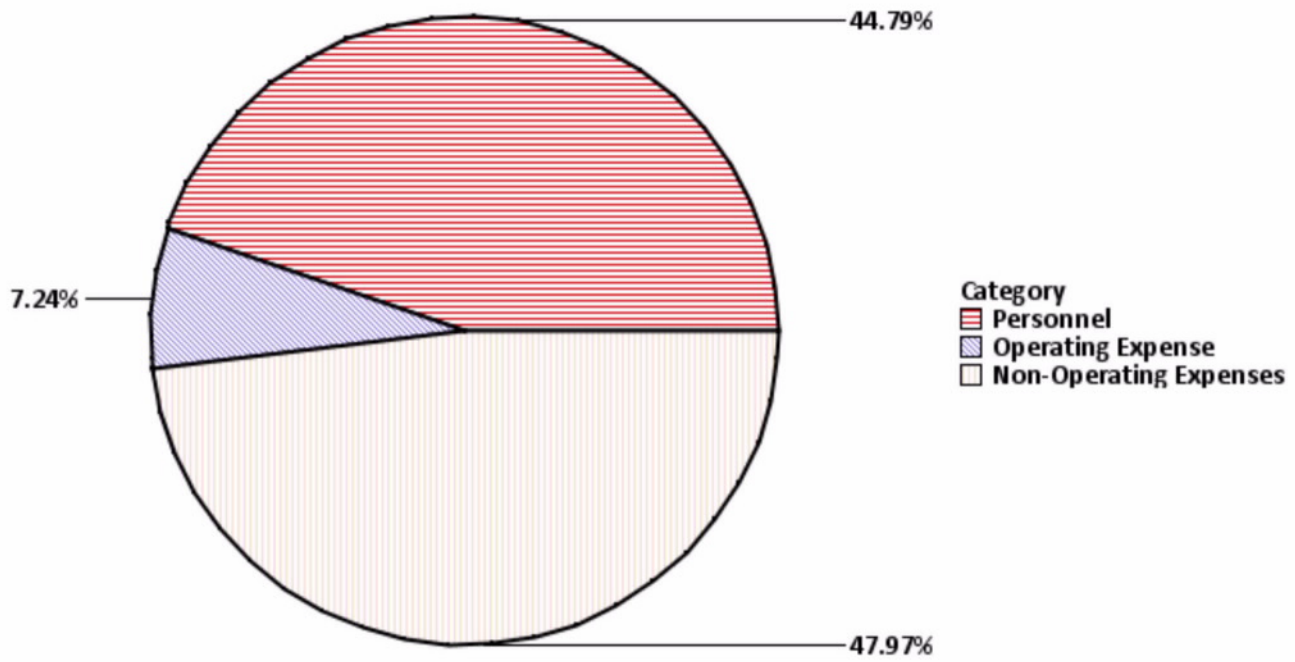
One of the Mayor's responsibilities is to appoint the City Manager, who is the Chief Administrative Officer. However, the Mayor may not dictate the appointment or employment of any other City employees outside the Mayor's Office. The Mayor is the presiding officer of the City Commission, with the authority to designate the Chairman and Vice-Chairman among the Commissioners, and may take command of the Police Department during a public emergency.

Within ten days of final adoption by the members of the City Commission, the Mayor has veto authority over any legislative, quasi-judicial, zoning, and master plan or land use decision, including the budget or any particular component of it. The Mayor prepares and delivers a report on the State of the City annually and sets forth the funding priorities for the City.

The Office of the Mayor also serves as the central focal point to develop plans for tourism, trade, and investments in the City of Miami. Further, the Mayor's Office is the sponsor for the development of the Office of International Business Development, which was established with the purpose of improving Miami's economy by promoting the investment of foreign capital into new and existing businesses in the City. As such, the City offers capital investment opportunities in the geographic area of Broward, Miami-Dade, and Palm Beach in the categories of residential and nonresidential construction, household furnishing, and lessors of real estate among others.

Mayor

Allocation by Category



Mayor

Department Expenditure Summary

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
Personnel	929,318	1,075,182	1,018,711	1,211,400	1,169,000
Operating Expense	134,464	312,327	448,298	208,000	189,000
Capital Outlay	0	2,913	3,367	0	0
Non-Operating Expenses	3,000	200	790,800	1,136,100	1,252,000
	1,066,782	1,390,622	2,261,176	2,555,500	2,610,000

Department / Fund Relationship

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
General Fund	890,382	993,194	962,391	1,128,000	1,333,000
Departmental Improvement Initiative	176,400	397,427	1,298,785	1,427,500	1,277,000
	1,066,782	1,390,622	2,261,176	2,555,500	2,610,000

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The decrease in Special Revenue funds is due in part to the elimination of funding for the Office of International Business Development (Employment-Based Immigration: Fifth Preference Visa (EB-5) Program)(SR \$275,000); and due in part to the expiration of a \$100,000 grant from Cities of Service that funded a position from June 1, 2016 to May 31, 2017. The position associated with the EB-5 program is funded using a combination of Mayor's Office prior year rollover funds and a General Fund contribution.

The Budget includes the following additions:

The increase in the contribution from the General Fund to the Mayor's Special Revenue Fund for Festivals and Parades is due to a one-time increase for the Citywide Dr. Martin Luther King Parade to commemorate the 50th anniversary of his assassination (SR \$50,000).

To reflect changes in the First Change Memo, the increase in Regular Salaries and Wages is due to the allocation of funding for the Chief Service Officer position (GF \$87,000).

To reflect changes in the First Change Memo, the increase in Promotional Activities of the Mayor's Special Revenue Fund is due to a one-time funding for the Liberty City Christmas Parade (SR \$25,000).

To reflect changes in the Second Change Memo, the increase to the Aids to Private Organizations line-item represents an increase in funding for the Camillus House Bed Program from \$350,000 to \$460,000 (SR \$110,000).

The Budget includes the following additional considerations:

Mayor

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees, not including the Mayor (GF \$23,000).

The contribution from the General Fund to the Mayor's Special Revenue Fund for the Citywide Anti-Poverty Program remains the same as the previous fiscal year (SR \$250,000).

The Mayor's Office has 13 full-time positions included in the FY 2017-18 Budget (GF \$644,000). This includes the Mayor.

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).

Mayor

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 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	408,900	238,400	647,300	570,000	0	570,000
512010 - Attrition Savings - Salaries	0	(20,300)	(20,300)	0	0	0
513000 - Other Salaries and Wages	114,000	33,600	147,600	44,000	0	44,000
516000 - Fringe Benefits	33,600	13,200	46,800	34,000	0	34,000
521000 - Fica Taxes	41,300	18,700	60,000	47,000	0	47,000
522000 - Retirement Contributions	96,000	12,900	108,900	226,000	0	226,000
523000 - Life and Health Insurance	108,600	15,500	124,100	151,000	0	151,000
Personnel	899,400	312,000	1,211,400	1,169,000	0	1,169,000
Operating Expense						
524000 - Workers' Compensation	8,500	2,700	11,200	13,000	0	13,000
531000 - Professional Services	35,000	0	35,000	35,000	0	35,000
534000 - Other Contractual Services	2,800	6,600	9,400	3,000	0	3,000
540000 - Travel and Per Diem	0	6,200	6,200	2,000	0	2,000
541000 - Communications & Related Services	1,700	0	1,700	2,000	0	2,000
541100 - Postage	100	0	100	0	0	0
544000 - Rentals and Leases	2,100	0	2,100	2,000	0	2,000
545011 - Insurance - Vehicle Liability	600	0	600	4,000	0	4,000
545013 - Insurance - General Liability	74,300	0	74,300	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	18,100	0	18,100	20,000	0	20,000
548000 - Promotional Activities	20,000	0	20,000	70,000	25,000	95,000
549000 - Other Current Charges and Obligations	11,400	10,000	21,400	3,000	0	3,000
551000 - Office Supplies	3,700	3,600	7,300	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	300	300	600	0	0	0
Operating Expense	178,600	29,400	208,000	164,000	25,000	189,000
Non-Operating Expense						
882000 - Aids to Private Organizations	0	0	0	0	460,000	460,000
896000 - Budget Reserve	50,000	1,086,100	1,136,100	0	792,000	792,000
Non-Operating Expenses	50,000	1,086,100	1,136,100	0	1,252,000	1,252,000
Total Expense	1,128,000	1,427,500	2,555,500	1,333,000	1,277,000	2,610,000

Commissioners

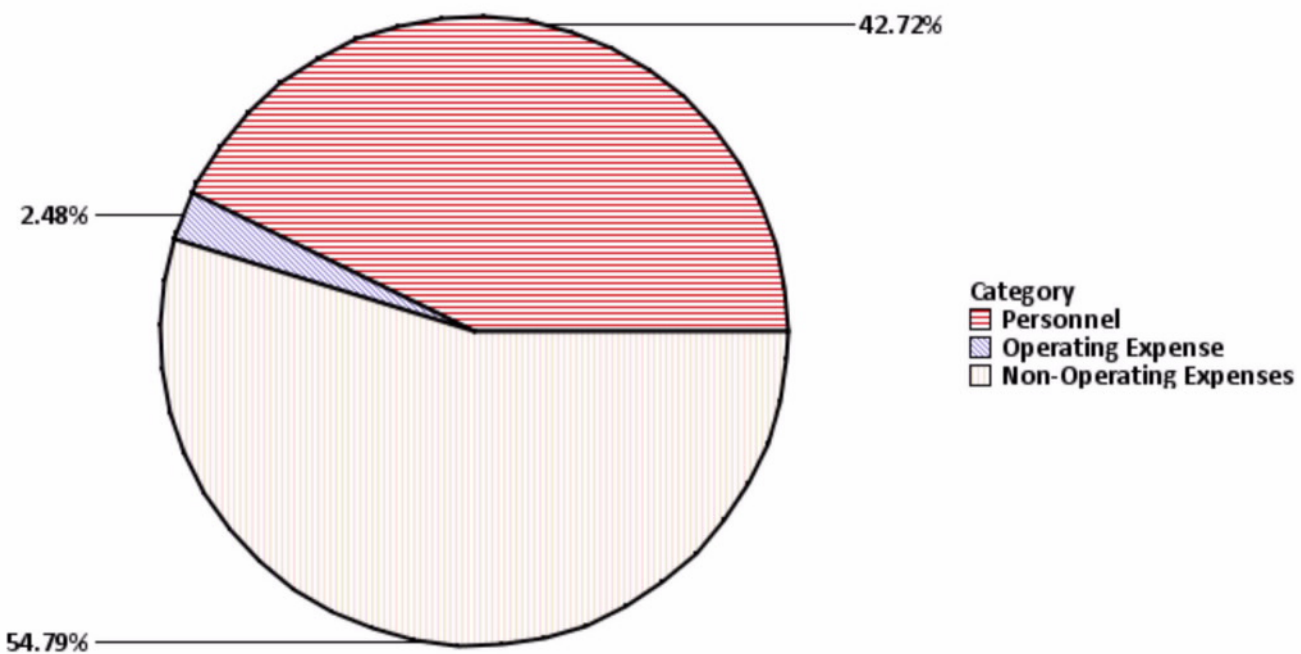
Description

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 3 and 5 is to be held in November 2017. The next election for Commission Districts 1, 2, and 4 is to be held in November 2019. 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.

Allocation by Category



Commissioners

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	2,367,003	2,646,069	2,352,758	2,668,600	3,186,000
Operating Expense	196,822	359,788	411,879	134,600	185,000
Capital Outlay	1,424	18,860	67,874	0	0
Non-Operating Expenses	114,355	596,083	1,357,066	4,552,800	4,086,000
	2,679,604	3,620,800	4,189,576	7,356,000	7,457,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	2,427,245	2,750,067	2,496,907	3,231,000	3,602,000
Parks & Recreation Services	0	7,000	0	0	0
Departmental Improvement Initiative	252,359	863,733	1,692,669	4,125,000	3,855,000
	2,679,604	3,620,800	4,189,576	7,356,000	7,457,000

Budget Highlights for FY 2017-18

The Budget includes the following considerations:

Each City Commission District has a General Fund budget of (GF \$514,000). This totals (GF \$2,570,000) for all five Commission districts. The remaining (GF \$1,032,000) 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 normal step progression for all non-bargaining employees and increased to be the same across all Commission Districts, not including the Commissioners (GF \$115,000).

The increase in Regular Salaries and Wages is due in part to the transfer of funding of a Special Aide II position in District 3 from General Fund to Special Revenue (SR \$65,000).

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

Two full-time Special Aide (Elected Official) positions were added to the staff of District 4 with no additional funds in the FY 2016-17 Mid-Year Budget Amendment.

There are a total of 36 full-time positions in all District offices combined. This includes the Commissioners.

Commissioners

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	291,000	0	291,000	290,000	0	290,000
512000 - Regular Salaries and Wages	1,243,400	0	1,243,400	1,542,000	60,000	1,602,000
513000 - Other Salaries and Wages	175,800	0	175,800	83,000	0	83,000
516000 - Fringe Benefits	238,000	0	238,000	232,000	0	232,000
516010 - Fringe Benefits - Tuition Reimbursement	0	0	0	3,000	0	3,000
521000 - Fica Taxes	135,400	0	135,400	159,000	5,000	164,000
522000 - Retirement Contributions	274,600	0	274,600	375,000	0	375,000
523000 - Life and Health Insurance	310,400	0	310,400	437,000	0	437,000
Personnel	2,668,600	0	2,668,600	3,121,000	65,000	3,186,000
Operating Expense						
524000 - Workers' Compensation	39,800	0	39,800	47,000	0	47,000
534000 - Other Contractual Services	2,900	0	2,900	5,000	0	5,000
540000 - Travel and Per Diem	9,000	0	9,000	7,000	0	7,000
541000 - Communications & Related Services	5,800	0	5,800	6,000	0	6,000
541100 - Postage	700	0	700	4,000	0	4,000
544000 - Rentals and Leases	4,000	0	4,000	5,000	0	5,000
545011 - Insurance - Vehicle Liability	0	0	0	4,000	0	4,000
545013 - Insurance - General Liability	3,000	0	3,000	19,000	0	19,000
546001 - IT-Repair and Maintenance Services	48,200	0	48,200	50,000	0	50,000
547100 - Printing and Binding-Outsourcing	400	0	400	0	0	0
548100 - Advertising and Related Costs	0	0	0	13,000	0	13,000
549000 - Other Current Charges and Obligations	5,800	0	5,800	9,000	0	9,000
551000 - Office Supplies	10,800	0	10,800	12,000	0	12,000
552000 - Operating Supplies	200	0	200	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	134,600	0	134,600	185,000	0	185,000
Non-Operating Expense						
882000 - Aids to Private Organizations	6,000	2,430,000	2,436,000	6,000	2,360,000	2,366,000
896000 - Budget Reserve	421,800	1,695,000	2,116,800	290,000	1,430,000	1,720,000
Non-Operating Expenses	427,800	4,125,000	4,552,800	296,000	3,790,000	4,086,000
Total Expense	3,231,000	4,125,000	7,356,000	3,602,000	3,855,000	7,457,000

City Manager

Department Head: Daniel J. Alfonso

Phone: (305) 250-5400

Mission Statement

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

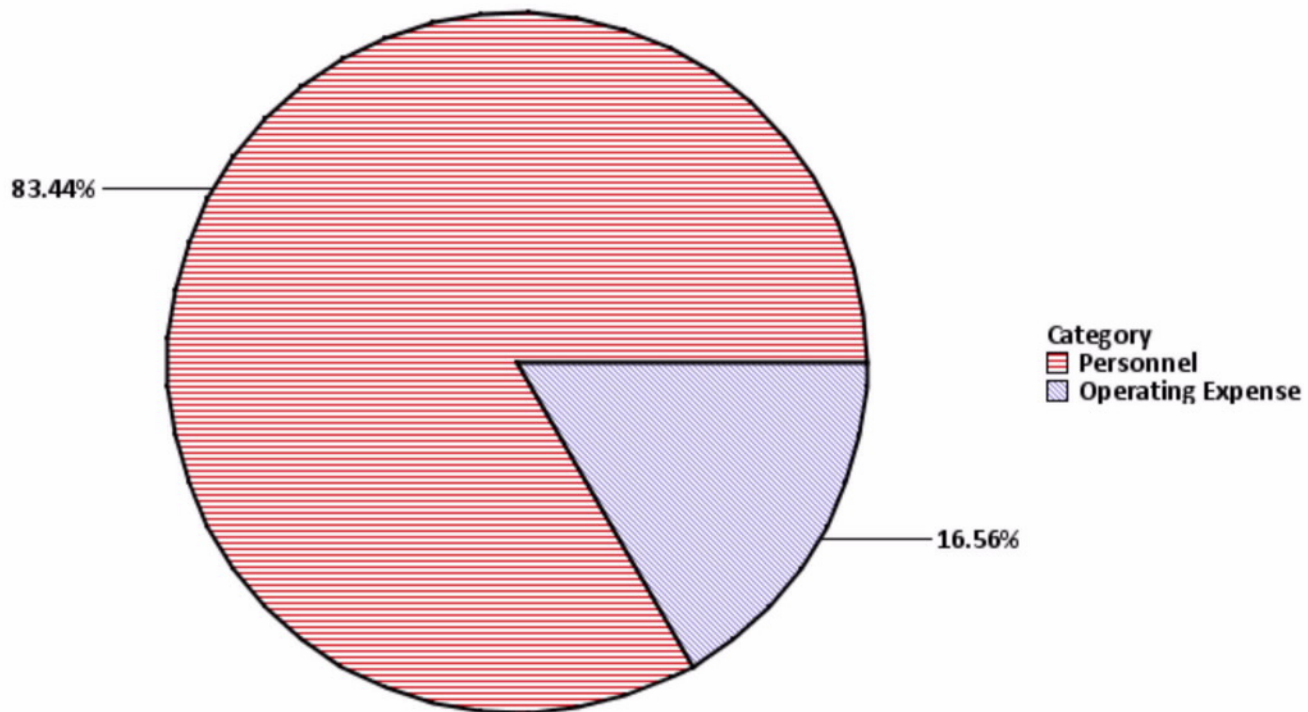
Description

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, 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.

Allocation by Category



City Manager



City Manager

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	3	3
<p>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, Transportation Management, and Veteran Affairs and Homeless Services.</p>	2	2
<p>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, Film and Entertainment, Parks and Recreation, Planning, Public Works, Resilience and Sustainability, Solid Waste, and Zoning.</p>	2	2
<p>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.</p>	2	2
<p>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</p>	2	2
<p>MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the City Manager.</p>	6	6
<p>OFFICE OF INTERGOVERNMENTAL RELATIONS Interacts with other government agencies.</p>	1	1
<p>UNSAFE STRUCTURES PANEL Enforces the unsafe structures code.</p>	1	1
<p>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.</p>	3	3
<p>TOTAL FULL-TIME POSITIONS</p>	22	22

City Manager

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	2,592,192	2,532,027	2,728,080	3,194,500	3,271,000
Operating Expense	105,911	142,839	353,482	387,900	649,000
Capital Outlay	7,055	14,389	10,501	0	0
Non-Operating Expenses	(1,066)	690	1,077	0	0
	2,704,091	2,689,946	3,093,140	3,582,400	3,920,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	2,704,659	2,689,946	2,914,687	3,578,400	3,916,000
General Special Revenue	(1,144)	0	0	0	0
Community Development	577	0	0	0	0
Departmental Improvement Initiative	0	0	178,453	4,000	4,000
	2,704,091	2,689,946	3,093,140	3,582,400	3,920,000

Budget Highlights for FY 2017-18

The Budget includes the following reduction:

The decrease in Regular Salaries and Wages is due in part to the elimination of one position (GF \$55,000) and a funding reduction of one position (GF \$10,000).

The decrease in Regular Salaries and Wages is due in part to the transfer of funding of the Chief of Unsafe Structures position from the City Manager's Office to the Building Department. However this does not reduce the position count in the City Manager's Office (GF \$104,000).

The Budget includes the following additions:

The increase in Regular Wages and Salaries is due in part to the addition of a Business Analyst position to work alongside the Chief Innovation Officer to incorporate innovative processes using iPlan (GF \$63,000).

The increase in Other Salaries and Wages is due in part to an innovation and strategic planning graduate intern (GF \$20,000).

The increase in Professional Services is due to increased usage of small contracts for various innovation projects (GF \$50,000).

The increase in Other Contractual Services is due in part to the purchase and implementation of a Strategic Planning Performance Dashboard (GF \$200,000).

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression all non-bargaining employees (GF \$101,100).

City Manager

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Efficient and Effective Government
Objective: Promote effective service delivery and high-quality customer service

Department Objective: Improve community access to City services, foster a positive work environment for all City employees, and improve the City's ratings and ensure financial sustainability

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016 -17 Actuals	FY 2017-18 Commitment
Credit Rating on GO Bonds (S&P / Fitch / Moody's)	(A+ / A+ /A1)	(AA-/A+/Aa3)	(AA/A+/Aa3)	(AA-/A+/Aa3)
Employees Rating Job Satisfaction as High or Very High (percent)	52	54	58	60
Employees Aware of the Strategic Plan (percent)	N/A	49	N/A	55
Average resident savings in health services offered through Community Health Initiative (dollars)	N/A	N/A	100.00	100.00

City Manager

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,153,800	0	2,153,800	2,094,000	0	2,094,000
512010 - Attrition Savings - Salaries	(22,700)	0	(22,700)	0	0	0
513000 - Other Salaries and Wages	99,000	0	99,000	105,000	0	105,000
516000 - Fringe Benefits	78,100	0	78,100	73,000	0	73,000
521000 - Fica Taxes	166,000	0	166,000	160,000	0	160,000
522000 - Retirement Contributions	472,000	0	472,000	536,000	0	536,000
523000 - Life and Health Insurance	248,300	0	248,300	303,000	0	303,000
Personnel	3,194,500	0	3,194,500	3,271,000	0	3,271,000
Operating Expense						
524000 - Workers' Compensation	31,000	0	31,000	35,000	0	35,000
531000 - Professional Services	94,400	0	94,400	144,000	0	144,000
534000 - Other Contractual Services	128,000	0	128,000	328,000	0	328,000
540000 - Travel and Per Diem	19,500	0	19,500	20,000	0	20,000
541000 - Communications & Related Services	1,200	0	1,200	1,000	0	1,000
541100 - Postage	2,400	0	2,400	2,000	0	2,000
544000 - Rentals and Leases	7,300	0	7,300	7,000	0	7,000
545011 - Insurance - Vehicle Liability	200	0	200	0	0	0
545013 - Insurance - General Liability	3,200	0	3,200	11,000	0	11,000
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	32,400	0	32,400	32,000	0	32,000
548000 - Promotional Activities	0	4,000	4,000	0	4,000	4,000
548100 - Advertising and Related Costs	4,500	0	4,500	5,000	0	5,000
549000 - Other Current Charges and Obligations	11,600	0	11,600	12,000	0	12,000
551000 - Office Supplies	30,700	0	30,700	31,000	0	31,000
552000 - Operating Supplies	14,300	0	14,300	14,000	0	14,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	383,900	4,000	387,900	645,000	4,000	649,000
Total Expense	3,578,400	4,000	3,582,400	3,916,000	4,000	3,920,000

Agenda Coordination

Department Head: Anna M. Medina

Phone: (305) 416-2077

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.

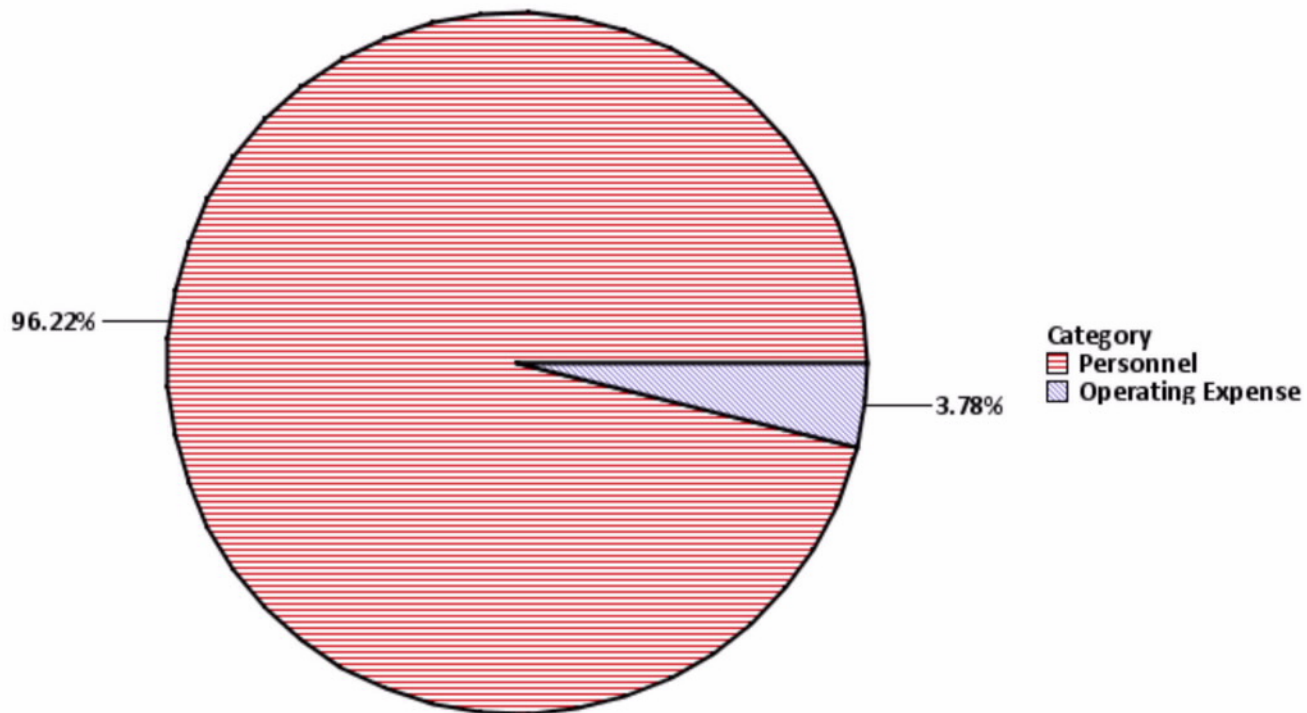
Description

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 action matters and supporting documents.

The Agenda Coordinator, at the direction of the City Manager, sets the deadlines for placement of items and ensures communication throughout the process between all respective parties. Additionally, this Office is responsible for providing guidance and assistance to both internal and external customers 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 departments, and visitors to the City of Miami.

Allocation by Category



Agenda Coordination

Office of Agenda Coordination

Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF 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

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	0	290,234	339,804	338,400	382,000
Operating Expense	0	9,651	16,030	17,800	15,000
Capital Outlay	0	(468)	0	0	0
	-	299,417	355,834	356,200	397,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	299,417	355,834	356,200	397,000
	-	299,417	355,834	356,200	397,000

Agenda Coordination

Department Priorities for FY 2017-18

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.

Train new Agenda Liaisons regarding the agenda process.

Accomplishments in FY 2016-17

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 this year.

Released the draft agenda 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.

Assisted with the implementation of the new “Agenda and Meeting Management System” (Accela), which replaced the City’s previous legislative system (Legistar).

Budget Highlights for FY 2017-18

The Budget includes the following addition:

The increase in Regular Salaries and Wages is due in part to an average of five percent for all non-bargaining employees including the Agenda Coordinator (GF \$10,200).

Increase of \$3,000 to cover overtime for the Subject Matter Specialist.

Agenda Coordination

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Efficient and Effective Government
Objective: Improve operational efficiency

Department Objective: Streamline and standardize administrative processes

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016 -17 Actuals	FY 2017-18 Commitment
Regular items prepared and distributed (number)	748	1071	1052	890
Planning and Zoning items distributed (number)	148	203	228	180
Substitutions distributed (number)	3	15	21	4

Office of Agenda Coordination

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	215,900	0	215,900	216,000	0	216,000
512010 - Attrition Savings - Salaries	(1,000)	0	(1,000)	0	0	0
514000 - Overtime	1,500	0	1,500	3,000	0	3,000
516000 - Fringe Benefits	4,800	0	4,800	5,000	0	5,000
521000 - Fica Taxes	16,900	0	16,900	17,000	0	17,000
522000 - Retirement Contributions	69,300	0	69,300	91,000	0	91,000
523000 - Life and Health Insurance	31,000	0	31,000	50,000	0	50,000
Personnel	338,400	0	338,400	382,000	0	382,000
Operating Expense						
524000 - Workers' Compensation	4,900	0	4,900	6,000	0	6,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,100	0	1,100	1,000	0	1,000
545013 - Insurance - General Liability	3,200	0	3,200	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	4,600	0	4,600	3,000	0	3,000
551000 - Office Supplies	2,200	0	2,200	2,000	0	2,000
552200 - Clothing/Uniform Supplies	100	0	100	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	0	0	0
Operating Expense	17,800	0	17,800	15,000	0	15,000
Total Expense	356,200	0	356,200	397,000	0	397,000

City Attorney

Department Head: Victoria Mèndez, 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.

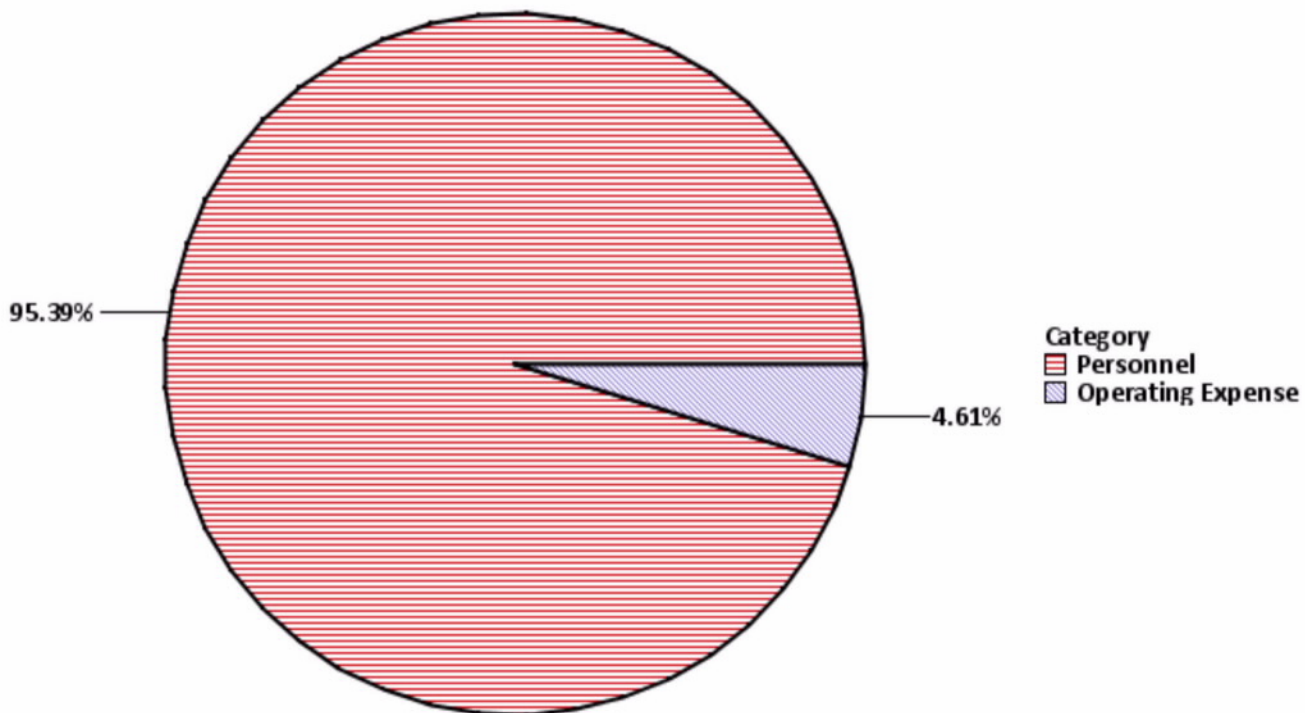
Description

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.

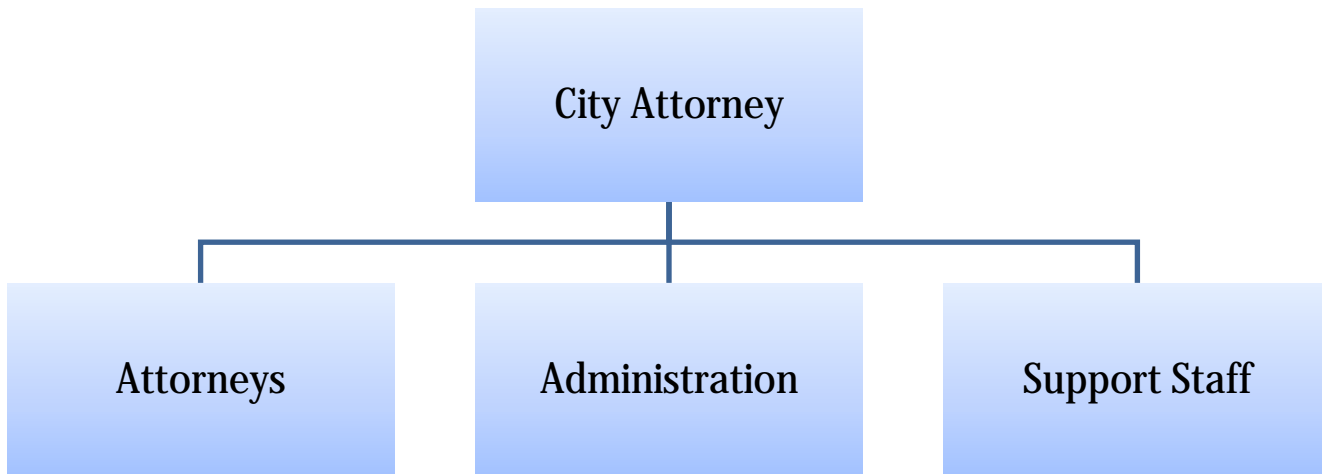
The Office of the City Attorney performs all legal services essential to support the operations and functions of all City departments; handles all commercial and financial legal transactions; prepares all contracts, bonds, and legal instruments; and represents the City, its officers, and employees in 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.

Allocation by Category



City Attorney



Departmental Function/Unit	FY 2016-17	FY 2017-18
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 City Commission, City Manager, and department heads.	1	1
ATTORNEYS Assist the City Attorney to oversee and administer all legal matters concerning the City of Miami; represent the City in court and before quasi-judicial or administrative agencies of government; may perform other legal or administrative duties designated by local laws and the City Charter.	28	28
ADMINISTRATION Perform diversified managerial duties; develop, implement and manage the office budget; implement and enforce office policies and procedures; provide personnel training; process payroll; provide budget, finance and procurement services; provide information technology systems support; administer the ProLaw database, coordinate upgrades of personal computers and computer systems; coordinate the City's legislative process with all departments within the City of Miami's organization; serve as the City of Miami's Public Records Coordinator.	5	5
SUPPORT STAFF Assist legal staff in the Office of the City Attorney; perform technical and complex clerical legal tasks; record legal documents with the court system; serve as courier for the Office.	26	26
TOTAL FULL-TIME POSITIONS	60	60

City Attorney

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	5,849,354	6,507,547	6,828,526	7,737,600	8,030,000
Operating Expense	230,702	421,327	349,275	427,200	388,000
Capital Outlay	45,417	1,274	2,150	0	0
Non-Operating Expenses	29,454	0	0	0	0
	6,154,928	6,930,149	7,179,951	8,164,800	8,418,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	6,154,928	6,926,825	7,179,951	8,164,800	8,418,000
General Special Revenue	0	3,324	0	0	0
	6,154,928	6,930,149	7,179,951	8,164,800	8,418,000

Department Priorities for FY 2017-18

Provide proactive legal advice to the City Commission and City Administration in order to reduce liabilities. Process Legal Service Requests in a timely manner, continue to expand collection efforts, and develop in-house expertise in environmental and real estate matters.

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 mindset of obtaining favorable and cost-effective results.

Further improve the professionalism and customer service standards of City personnel by enhancing their knowledge and productivity with trainings on new laws, technology updates, and efficient procedures.

Continue developing the Intern/Clerkship program to enhance law-students' legal knowledge for future growing potential, including potential recruitment.

Accomplishments in FY 2016-17

Aggressively litigated matters on behalf of the City.

Proactively provided legal advice to the City Commission and City Administration to reduce liabilities.

Established an office policy wherein all in-coming Legal Services Requests (LSRS) must be reviewed and assigned to an Attorney within a twenty-four hour time-frame, excluding weekends and holidays.

City Attorney

Assisted in the negotiation of the collective bargaining agreements with the International Association of Fire Fighters (IAFF).

Completed the ProLaw Software upgrade migration for document management. ProLaw is used to house documents and streamline office practice and accelerate service delivery.

Aggressively addressed quality of life matters including, but not limited to, code compliance, nuisance abatement, unsafe structures, and squatting situations.

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 \$856,250.26, as of May 31, 2017.

Recruited junior-level attorneys to begin cross-training with the senior-level attorneys to assist with future succession planning.

Mentored law students from various universities and colleges.

Hosted four trainings, "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".

Improved the office standards as to professionalism and customer service concepts.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

A decrease in the Subscriptions, Memberships, Licenses, Permits and Others line items due to the elimination of Ringtail - Electronic Discovery Practice of FTI Technology (GF \$40,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$9,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees, including the City Attorney (GF \$229,000).

City Attorney

Strategic Priorities and Performance Metrics



Primary Strategic Priority Area: Efficient and Effective Government
Objective: Promote effective service delivery and high-quality customer service

Department Objective: Seek and deploy best practices in service delivery

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Litigation matters opened (number)	598	506	525	600
Litigation matters closed (number)	671	628	549	600
Non-litigation matters opened (number)	1,927	2,470	2,541	2,000
Non-litigation matters closed (number)	1,791	2,336	2,536	2,000
Blended Attorney hourly rate (dollars)	\$53.18	\$55.18	\$57.87	\$56.96
Blended billable hours per Attorney (hours)	1,400	1,315	1,307	1,600
Collection of Liens (dollars)	N/A	N/A	\$1,908,723.8 1	\$1,000,000
Preventative Law Training/Presentations (number)	N/A	N/A	11	8
Public Records Requests (opened)	N/A	N/A	525	800
Public Records Requests (closed)	N/A	N/A	549	800

City Attorney

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,285,800	0	5,285,800	5,537,000	0	5,537,000
512010 - Attrition Savings - Salaries	(274,400)	0	(274,400)	(497,000)	0	(497,000)
513000 - Other Salaries and Wages	150,300	0	150,300	150,000	0	150,000
515000 - Special Pay	22,200	0	22,200	22,000	0	22,000
516000 - Fringe Benefits	81,000	0	81,000	84,000	0	84,000
521000 - Fica Taxes	410,700	0	410,700	422,000	0	422,000
522000 - Retirement Contributions	1,379,200	0	1,379,200	1,540,000	0	1,540,000
523000 - Life and Health Insurance	682,800	0	682,800	772,000	0	772,000
Personnel	7,737,600	0	7,737,600	8,030,000	0	8,030,000
Operating Expense						
524000 - Workers' Compensation	77,300	0	77,300	89,000	0	89,000
531000 - Professional Services	30,400	0	30,400	30,000	0	30,000
540000 - Travel and Per Diem	35,000	0	35,000	35,000	0	35,000
541000 - Communications & Related Services	600	0	600	1,000	0	1,000
541100 - Postage	8,000	0	8,000	4,000	0	4,000
544000 - Rentals and Leases	13,400	0	13,400	13,000	0	13,000
545013 - Insurance - General Liability	3,200	0	3,200	22,000	0	22,000
546000 - Repair and Maintenance Services	700	0	700	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	92,600	0	92,600	67,000	0	67,000
551000 - Office Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	146,000	0	146,000	106,000	0	106,000
Operating Expense	427,200	0	427,200	388,000	0	388,000
Total Expense	8,164,800	0	8,164,800	8,418,000	0	8,418,000

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

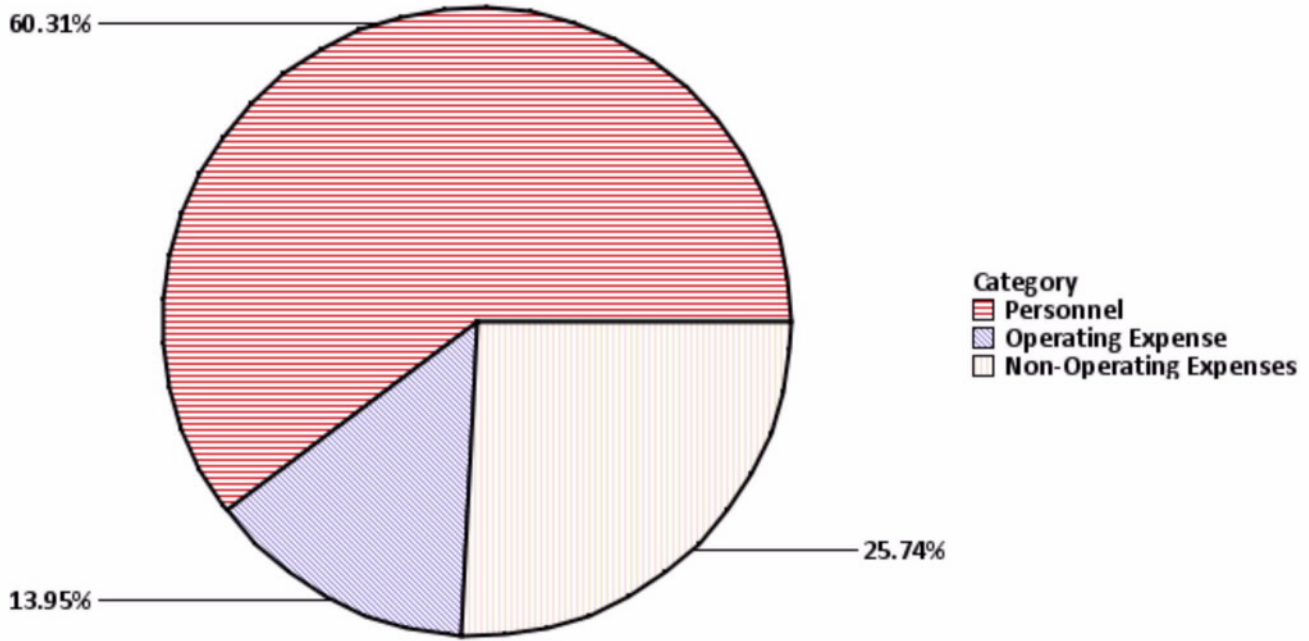
The City Clerk's Office is the custodian of all official records. Duties and responsibilities are derived from the Florida Statutes, City Charter, and City Code, or are defined administratively. Staff records and maintains City Commission minutes, legislation, lobbyist registration, bid openings, meeting schedules, minutes and attendance records of all City boards, committees, agencies and trusts, and bond validation proceedings. Additionally, the Clerk's Office administers, supervises, and certifies municipal elections, including those for elected officials, advisory boards, charter amendments, City referenda, and straw ballot issues.

To perform its functions as part of the General Government service area, the Clerk's staff prepares public notices and attends meetings of the City Commission, advisory boards, elections, and others as required. Staff ensures compliance of City records, as mandated by the 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.

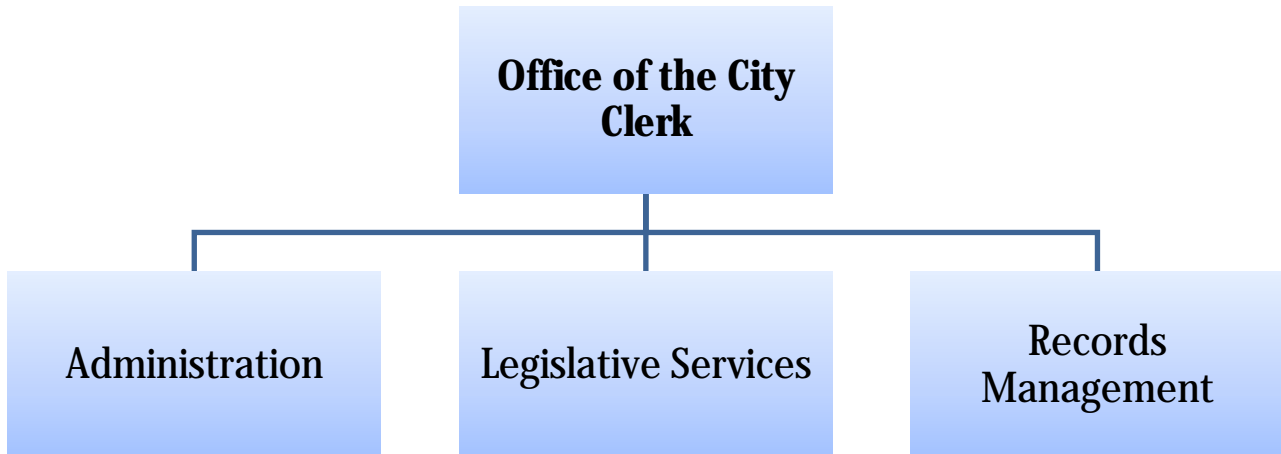
Stakeholders include elected officials, City residents, visitors, and City departments.

City Clerk

Allocation by Category



City Clerk



Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF THE CITY CLERK Performs the constitutional, Charter, 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	6
RECORDS MANAGEMENT Archives 121 years since 1896 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	13

City Clerk

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	1,276,767	1,385,917	1,331,315	1,405,800	1,509,000
Operating Expense	290,505	279,452	376,766	374,900	349,000
Capital Outlay	1,431	0	18,128	0	0
Non-Operating Expenses	0	0	0	705,500	644,000
Transfers - OUT	0	0	33,300	0	0
	1,568,704	1,665,369	1,759,509	2,486,200	2,502,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	1,395,658	1,531,994	1,596,330	1,697,400	1,753,000
City Clerk Services	173,046	133,375	163,180	788,800	749,000
	1,568,704	1,665,369	1,759,509	2,486,200	2,502,000

Department Priorities for FY 2017-18

- Complete City Commission meeting after-action reports (marked agendas) within seven business days.
- Complete City Commission minutes for regular meetings 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 the Weblink function of the Laserfiche Document Management System to allow internal and external customer access to Miami Commission documents from 1896-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 2016-17

- Implemented Accela, a new and advanced legislative management system for Legislative, Agenda, Minutes, Boards, and Web Streaming services.
- 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.

City Clerk

The redesign of the Elections webpage of the City Clerk's website should be completed by June 1, 2018.

Projected to assist over 2,500 first-time applicants with the Department of State's application for a United States Passport from October 1, 2016 to September 30, 2017.

Projected to transmit over 47 adopted resolutions to various governmental and non-governmental agencies as directed by the City Commission.

Destroyed approximately 1,000 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 savings to the City through reduced off-site storage costs.

The Records Division spearheaded 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 implemented the VR Systems online reporting system for the electronic filing of campaign treasurer's reports; providing candidates a more efficient process in which reports are submitted, in addition to dramatically enhancing the public's ability to access campaign contribution information.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The decrease in Professional Services is due to historical trend of document management services (GF \$10,000).

The decrease in Other Contractual Services is due to historical trend of Spanish and Creole Interpreting for Miami City Commission Meetings (GF \$9,000) and verbatim minutes for Sea Level Rise Committee and Sunshine meetings (GF \$5,000) for a total reduction of \$14,000.

The decrease in Budget Reserve is due in part to a reallocation to Retirement Contributions and anticipated completion of the "For the Record" system (FTR) upgrade (SR \$62,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSMCE Local 907) (GF \$10,000; SR \$2,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees, including the City Clerk (GF \$48,000).

Reimbursement to the Office of the City Clerk of \$30,000 by the Southeast Overtown Park West (SEOPW) Community Redevelopment Agency (CRA) and \$18,000 by the Omni CRA for services rendered (SR \$48,000).

City Clerk

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
<p>Department Objective: Improve operational efficiency</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Marked agenda completed within seven business days (percent)	100	72	67	90
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)	N/A	100	100	100
Contracts and agreements scanned and available in Laserfiche within seven business days of receipt (percent)	88.8	85	82	90
Notifications sent to board appointees within 30 business days of City Commission approval (percent)	100	96	100	90

City Clerk

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	847,600	40,900	888,500	896,000	43,000	939,000
512010 - Attrition Savings - Salaries	(10,800)	0	(10,800)	(50,000)	0	(50,000)
516000 - Fringe Benefits	9,300	0	9,300	9,000	0	9,000
521000 - Fica Taxes	67,500	3,100	70,600	69,000	3,000	72,000
522000 - Retirement Contributions	277,500	0	277,500	319,000	18,000	337,000
523000 - Life and Health Insurance	155,200	15,500	170,700	185,000	17,000	202,000
Personnel	1,346,300	59,500	1,405,800	1,428,000	81,000	1,509,000
Operating Expense						
524000 - Workers' Compensation	19,300	1,000	20,300	22,000	1,000	23,000
531000 - Professional Services	50,300	6,000	56,300	40,000	6,000	46,000
534000 - Other Contractual Services	68,800	12,100	80,900	55,000	12,000	67,000
540000 - Travel and Per Diem	600	0	600	1,000	0	1,000
541100 - Postage	12,100	2,700	14,800	11,000	3,000	14,000
544000 - Rentals and Leases	2,100	0	2,100	2,000	0	2,000
545013 - Insurance - General Liability	3,200	0	3,200	4,000	0	4,000
546000 - Repair and Maintenance Services	1,100	0	1,100	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	65,900	0	65,900	61,000	0	61,000
547200 - Printing and Binding-Paper Stock	800	0	800	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	800	0	800	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,100	0	2,100	2,000	0	2,000
Operating Expense	351,100	23,800	374,900	325,000	24,000	349,000
Non-Operating Expense						
896000 - Budget Reserve	0	705,500	705,500	0	644,000	644,000
Non-Operating Expenses	0	705,500	705,500	0	644,000	644,000
Total Expense	1,697,400	788,800	2,486,200	1,753,000	749,000	2,502,000

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

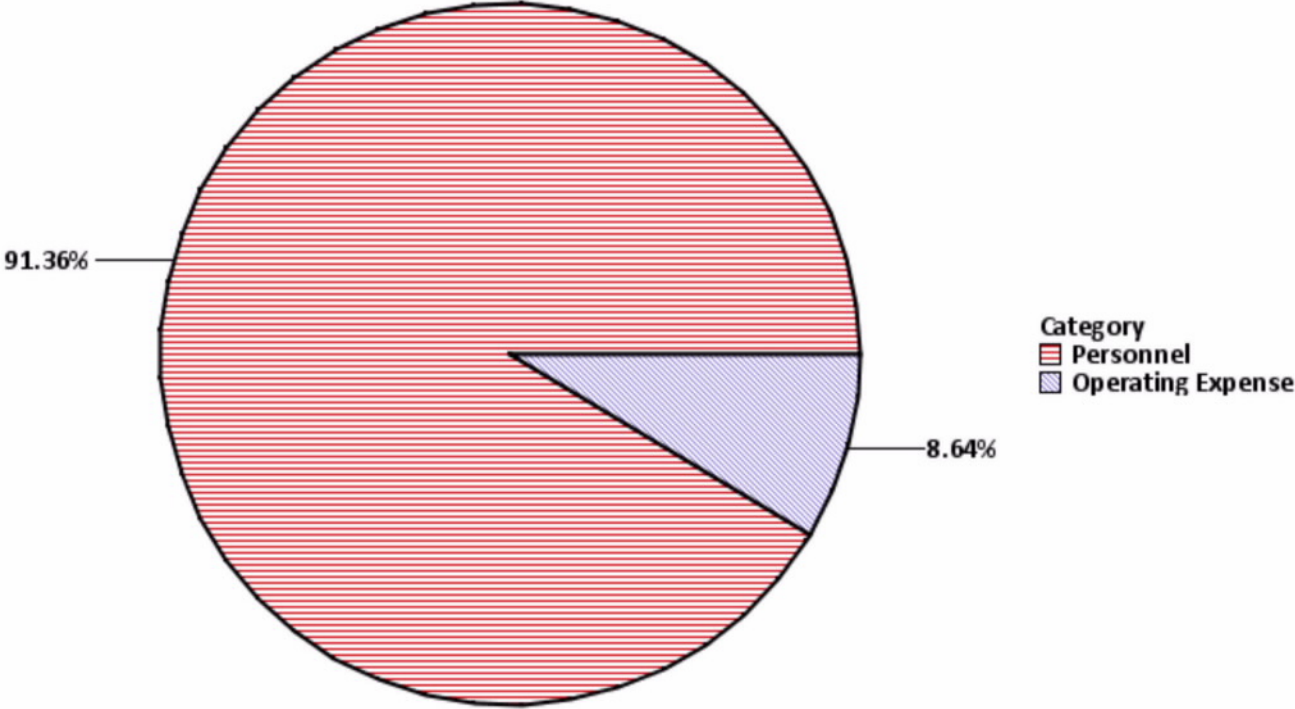
The City Charter provides for a Civil Service Board consisting of five members to adopt, amend, and enforce a code of rules and regulations, subject to the approval of the City Commission, providing for appointment and employment in all positions in the classified service. The Board is responsible for 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 people into 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 and at times reports findings and recommendations to department directors and the City Manager.

The Board is supported by three staff members and outside legal counsel. The staff prepares and maintains the agendas and minutes, meets with and guides employees and residents in the civil service process 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

Allocation by Category



Civil Service



Departmental Function/Unit	FY 2016-17	FY 2017-18
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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	314,599	387,883	361,860	412,900	391,000
Operating Expense	21,049	39,564	39,316	40,500	37,000
Capital Outlay	0	1,388	0	0	0
	335,648	428,835	401,176	453,400	428,000

Department/Funding Structure

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	335,648	428,835	401,176	453,400	428,000
	335,648	428,835	401,176	453,400	428,000

Civil Service

Department Priorities for FY 2017-18

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.

Continue to 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.

Train employees through orientations and courses offered by the Civil Service Board.

Publish departmental newsletters and informational bulletins on a quarterly basis.

Investigate allegations of mistreatment, fraud, and other abuses of power, as they occur.

Accomplishments in FY 2016-17

Held 15 meetings, heard and ruled on eight hearings (appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters).

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

Closed 14 cases and conducted 76 research and investigative projects requested by employees, Board members, and members of the public.

Conducted 11 Civil Service Rules Workshops, New Employee, and Supervisor Orientation training sessions.

Processed 100 percent of subpoenas within two business days of receipt.

Completed and posted 100 percent of Civil Service Board meeting minutes within seven calendar days.

Budget Highlights for FY 2017-18

The Budget includes the following addition:


The increase in Regular Salaries and Wages is due in part to the reclassification of a position in the department (GF \$5000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$12,000).

Civil Service

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
<p>Department Objectives: Provide targeted employee and supervisory training</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters heard (number)	20	12	7	10
Cases closed (number)	40	12	18	10
Subpoenas prepared and processed (number)	30	30	24	20
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	90	95	101	110
Civil Service Rules workshops conducted (number)	6	6	2	5
New employee and supervisor orientation training sessions conducted (number)	12	18	12	8
Subpoenas processed within two business days of receipt (percent)	100	N/A	100	N/A
Civil Service Board meeting minutes completed within seven calendar days (percent)	100	N/A	100	N/A
Employees trained in courses offered by the Civil Service Board (number)	N/A	150	150	100

Civil Services

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	14,400	0	14,400	11,000	0	11,000
512000 - Regular Salaries and Wages	238,100	0	238,100	246,000	0	246,000
512010 - Attrition Savings - Salaries	(800)	0	(800)	0	0	0
516000 - Fringe Benefits	4,800	0	4,800	5,000	0	5,000
521000 - Fica Taxes	17,700	0	17,700	19,000	0	19,000
522000 - Retirement Contributions	92,100	0	92,100	76,000	0	76,000
523000 - Life and Health Insurance	46,600	0	46,600	34,000	0	34,000
Personnel	412,900	0	412,900	391,000	0	391,000
Operating Expense						
524000 - Workers' Compensation	4,900	0	4,900	6,000	0	6,000
531010 - Professional Services- Legal Services	22,000	0	22,000	17,000	0	17,000
540000 - Travel and Per Diem	1,000	0	1,000	1,000	0	1,000
541000 - Communications & Related Services	1,200	0	1,200	1,000	0	1,000
541100 - Postage	100	0	100	0	0	0
544000 - Rentals and Leases	800	0	800	1,000	0	1,000
545013 - Insurance - General Liability	3,200	0	3,200	2,000	0	2,000
546000 - Repair and Maintenance Services	700	0	700	0	0	0
546001 - IT-Repair and Maintenance Services	5,100	0	5,100	8,000	0	8,000
547200 - Printing and Binding- Paper Stock	200	0	200	0	0	0
549000 - Other Current Charges and Obligations	400	0	400	0	0	0
551000 - Office Supplies	200	0	200	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	1,000	0	1,000
Operating Expense	40,500	0	40,500	37,000	0	37,000
Total Expense	453,400	0	453,400	428,000	0	428,000

Code Compliance

Department Head: Orlando Diez, CGC, BN, HI, CEII

Phone: (305) 416-2087

Mission Statement

Our mission is 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.

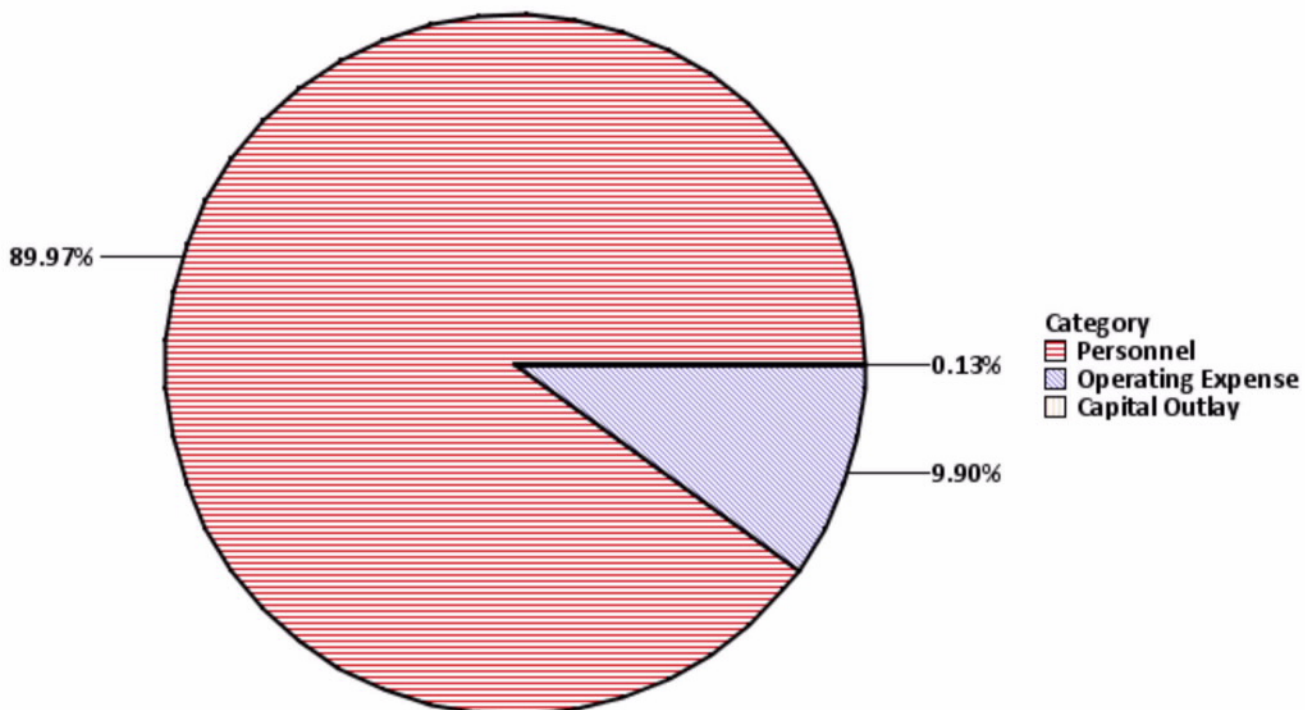
Description

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's priority is to help maintain and improve the quality of the community by managing a fair and unbiased enforcement program to correct violations of municipal codes and land use requirements.

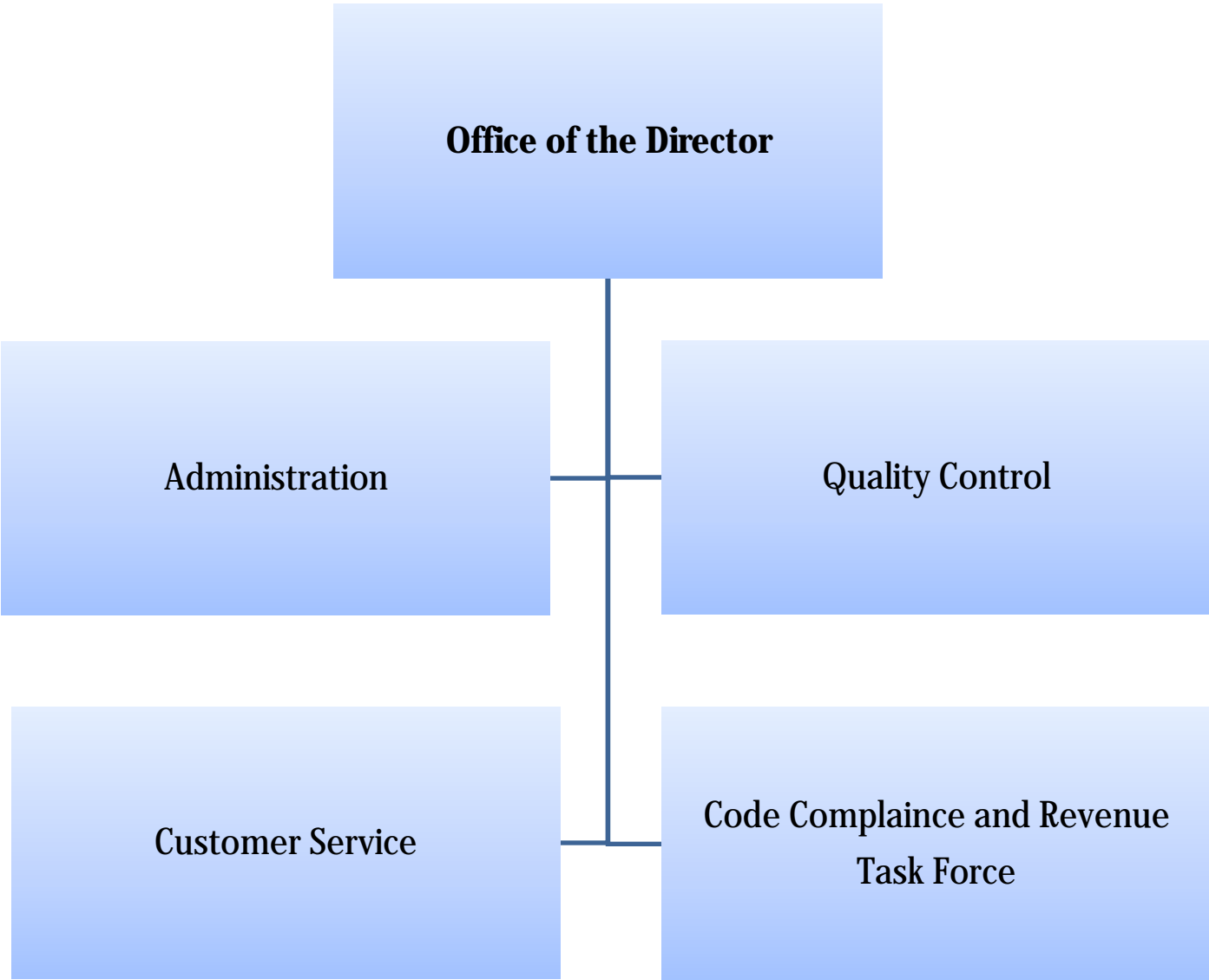
The Office of Code Compliance is responsible for enforcing and educating both residents and business owners, on the City's codes and ordinances. Code Compliance staff notifies residents and business owners of code violations and educating them about possible future violations. They also work with all stakeholders to bring violations into compliance. The office enforces community and neighborhood code issues, including zoning violations, business tax receipts, illegal dumping, abandon or inoperable vehicles, graffiti, and overgrown lots.

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

Allocation by Category



Code Compliance



Code Compliance

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	2	1
<p>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.</p>	43	48
<p>ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, and procurement.</p>	1	2
<p>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 effectiveness of Departmental procedures.</p>	4	4
<p>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.</p>	4	4
TOTAL FULL-TIME POSITIONS	54	59

Code Compliance

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	3,967,895	4,009,342	4,734,752	5,355,800	6,053,000
Operating Expense	449,351	297,526	475,655	460,200	666,000
Capital Outlay	8,642	0	89,290	0	9,000
Non-Operating Expenses	0	228	130	0	0
	4,425,887	4,307,096	5,299,826	5,816,000	6,728,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	4,287,011	4,306,711	5,299,666	5,816,000	6,728,000
Planning and Zoning Tree Trust Fund	0	385	160	0	0
Net Offices & Code Enforcement (SR)	138,876	0	0	0	0
	4,425,887	4,307,096	5,299,826	5,816,000	6,728,000

Code Compliance

Department Priorities for FY 2017-18

Educate the public about the City's Codes and Ordinances and to obtain voluntary compliance.

Provide first-class code compliance safety services.

Maintain the division's open caseloads within a reasonable amount of time regarding customers by using budgeted staff resources.

Continue to develop relationships and be responsive for inter-agency departments by using budgeted staff resources.

Provide initial response to all 3-1-1 cases for the best possible customer service within 10 business days.

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

Continue implementation of the CityView replacement program.

Accomplishments in FY 2016-17

Attended 18 association meetings to educate residents on Code Compliance issues when inspecting businesses, and provided tips after achieving compliance on how to avoid code violations.

Targeted major corridors with illegal signs in the City of Miami.

Collected over \$2 million in licenses from new business and from delinquent CUs and BTRs balances owed.

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

Investigated and responded to over 8,000 complaints from the 311 call center within ten days of receipt.

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The increase in Regular Wages and Salaries is due to the addition of four new Code Compliance Inspector positions (GF \$188,000).

The increase in Regular Salaries and Wages is due in part to the transfer of a Business Tax Receipts position from the Finance Department to Code Compliance (GF \$89,000).

The increase in Professional Services is due to more funding for lot clearing that was added in the FY 2016-17 Mid-Year Amendment (GF \$50,000).

The increase in Machinery and Equipment for a Global Positioning System (GPS) in all Code Compliance Inspector's vehicles for validation of location, proof of service, and security assistance (GF \$9,000).

The increase in Rental and Leases is due to a Sound Monitoring System to maintain the City's noise frequency (GF \$96,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employee collective bargaining unit (AFSCME Local 1907) (GF \$ 97,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$29,000).

Code Compliance

Strategic Priorities and Performance Metrics



Primary Strategic Priority Area: Clean and Beautiful Neighborhoods
Objective: Promote livable and sustainable communities

Department Objectives: Promote development of complete streets with an emphasis on safety, security and accessibility.

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	15,147	19,165	16,268	22,000
Collections from new/outstanding BTR and CU inspections (dollars)	2,300,980	2,091,403	2,206,965	2,500,000
Respond to 311 complaints within 10 days (percent)	72	75	73	99
Qualitative Code Compliance Customer Service Survey (percent of excellence)	N/A	88	85	80
Residents who agree their neighborhood appearance has improved in the last three years (percent)	N/A	88	81	88

Code Compliance

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,253,700	0	3,253,700	3,632,000	0	3,632,000
512010 - Attrition Savings - Salaries	(49,500)	0	(49,500)	0	0	0
513000 - Other Salaries and Wages	0	0	0	0	0	0
516000 - Fringe Benefits	33,900	0	33,900	30,000	0	30,000
521000 - Fica Taxes	239,900	0	239,900	274,000	0	274,000
522000 - Retirement Contributions	1,163,900	0	1,163,900	1,312,000	0	1,312,000
523000 - Life and Health Insurance	713,900	0	713,900	805,000	0	805,000
Personnel	5,355,800	0	5,355,800	6,053,000	0	6,053,000
Operating Expense						
524000 - Workers' Compensation	85,600	0	85,600	99,000	0	99,000
531000 - Professional Services	140,000	0	140,000	190,000	0	190,000
531010 - Professional Services- Legal Services	2,500	0	2,500	3,000	0	3,000
533000 - Court Services	300	0	300	0	0	0
540000 - Travel and Per Diem	5,000	0	5,000	5,000	0	5,000
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	3,500	0	3,500	100,000	0	100,000
545011 - Insurance - Vehicle Liability	0	0	0	48,000	0	48,000
545013 - Insurance - General Liability	3,200	0	3,200	24,000	0	24,000
546001 - IT-Repair and Maintenance Services	121,100	0	121,100	98,000	0	98,000
547200 - Printing and Binding- Paper Stock	5,200	0	5,200	5,000	0	5,000
551000 - Office Supplies	12,000	0	12,000	12,000	0	12,000
552000 - Operating Supplies	1,500	0	1,500	2,000	0	2,000
552200 - Clothing/Uniform Supplies	16,200	0	16,200	16,000	0	16,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	9,100	0	9,100	9,000	0	9,000
Operating Expense	460,200	0	460,200	666,000	0	666,000
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	9,000	0	9,000
Capital Outlay	0	0	0	9,000	0	9,000
Total Expense	5,816,000	0	5,816,000	6,728,000	0	6,728,000

Communications

Department Head: Diana Gonzalez

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. The Office informs and educates residents about City events, resources, and initiatives on a variety of platforms to engage, interact, and provide access to the governmental process.

Description

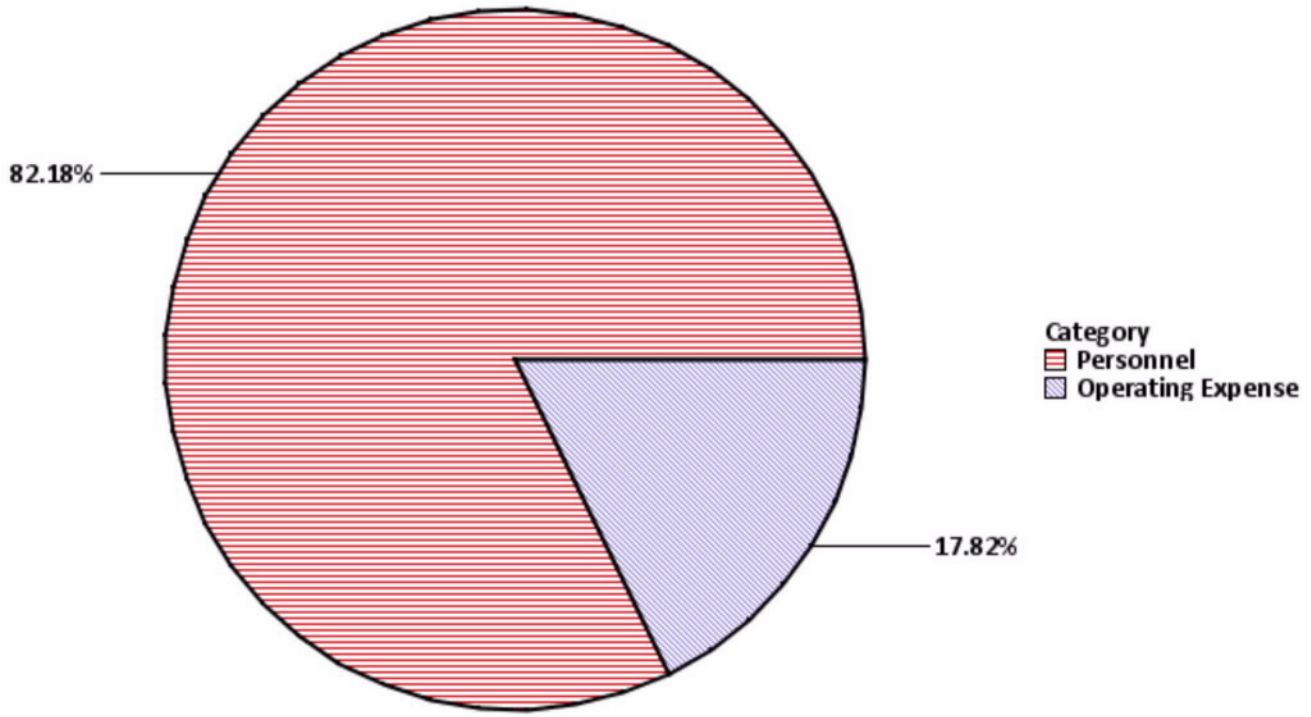
The Office of Communications is responsible for disseminating official information for the City of Miami, responding to requests from the media, and promoting City events, resources, and services using a variety of platforms. The Office plays a vital role in helping to engage members of the community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

As part of the General Government service area, the Office of Communications runs the technical operations for City of Miami TV. The Office broadcasts and records all City Commission and Advisory Board meetings, and special events that take place in City Hall chambers. The Office coordinates audio and visual services as well as still photography and video. In an effort to ensure efficient and effective government by improving community access to City services, “Miami Monthly”, “My District”, “Keep Miami Beautiful” and other multi-media content is created to showcase how the City is working to serve the people who live, work, invest, and play in our community. These shows, segments and public service announcements are broadcast on City of Miami TV and posted on multiple social media platforms and City websites. The Office of Communications manages the City’s official accounts on Twitter, Periscope, Facebook, YouTube, Instagram, Nextdoor, and the City’s homepages (CityNet and miamigov.com).

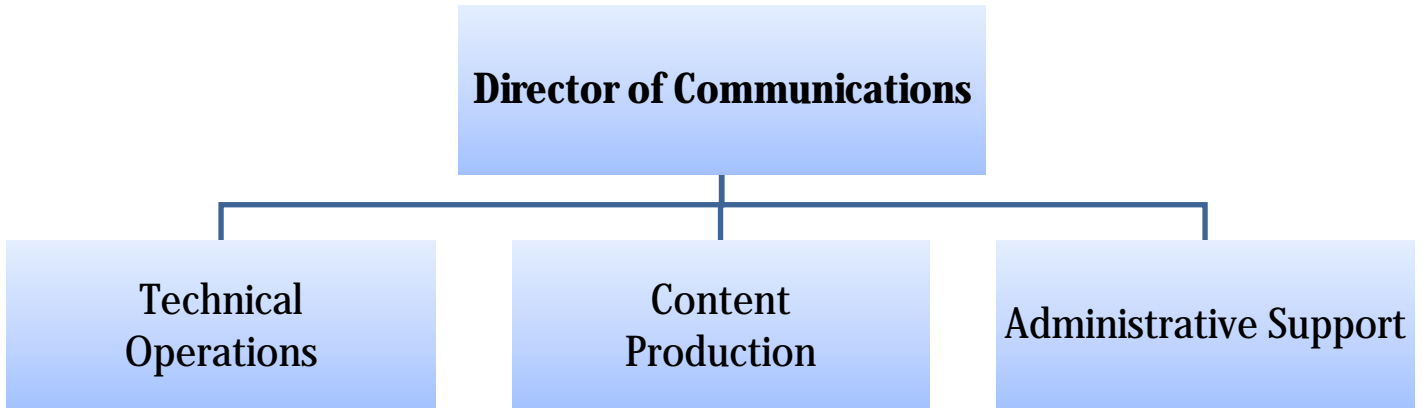
The Office of Communications serves the City Manager, Elected Officials, City Departments, City residents, and visitors.

Communications

Allocation by Category



Communications



Departmental Function/Unit	FY 2016-17	FY 2017-18
DIRECTOR OF COMMUNICATIONS Oversees and directs public information, public and media relations, photographic and video content, social media engagement, miamigov.com homepage and the effort to redesign it.	1	1
TECHNICAL OPERATIONS (FORMALLY TV BROADCAST PRODUCTION) Provides photography, video and editing services, audio and podium services for City events, operates City of Miami TV broadcasts, and schedules programming.	4	4
CONTENT PRODUCTION (FORMALLY SOCIAL MEDIA AND VIDEO PRODUCTION) Creates content for City of Miami TV, City websites, official presentations and various social media platforms. The increase in staff is due to the transfer of two Public Relations Agents from the Office of Capital Improvements to increase efficiencies.	5	7
ADMINISTRATIVE SUPPORT Assists the Department Director in directing all personnel, procurement, budgeting, and fiscal activities, produces official statements and press releases, facilitates public records requests, and media requests.	1	1
TOTAL FULL-TIME POSITIONS	11	13

Communications

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	964,322	963,877	926,802	1,024,500	1,319,000
Operating Expense	59,936	66,940	139,169	180,600	286,000
Capital Outlay	26,194	11,942	4,127	0	0
Non-Operating Expenses	600	201	0	0	0
	1,051,051	1,042,960	1,070,098	1,205,100	1,605,000

Department/Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	1,048,951	1,042,960	1,038,703	1,160,700	1,592,000
Departmental Improvement Initiative	2,100	0	31,395	44,400	13,000
	1,051,051	1,042,960	1,070,098	1,205,100	1,605,000

Communications

Department Priorities for FY 2017-18

Launch a newly designed, user-friendly website.

Continue to increase community engagement and interaction via social media and the web.

Create original scheduled programming for City of Miami TV.

Continue to produce quality video content that promotes City resources, services, and events.

Develop new campaigns for specific City messages (examples: Keep Miami Beautiful and Zika Prevention).

Continue to assist the City Manager, City Departments, and Elected Officials with the dissemination of information to community members and stakeholders.

Accomplishments in FY 2016-17

Worked closely with the Chief Innovation Officer on the implementation of the alpha website which is online as of January 18, 2017. This prototype gave the City an opportunity to obtain user feedback prior to the official launch of the new website planned for the end of the calendar year.

Increased community engagement and interaction via social media and the web. Gained social media followers on all platforms most notably by growing the number of Twitter followers 75 percent. Communications also utilized a new social media platform called “Nextdoor” to target messages by district or send them out Citywide.

Created original programming for City of Miami TV. In September 2016, the Communications Department launched “Miami Monthly” featuring City events and news along with studio interviews. The Department also produced “My District” a 20 minute program featuring each Commissioner and a resident selected by the Commissioner.

Continued to produce quality video content promoting City resources and services on the web and social media channels. Recent examples include the opening of the Youth Center at Hadley Park, “One Bullet Kills the Party”, the opening of Brickell City Centre, and the Ultra Festival traffic.

Developed new campaigns for specific City messages such as a Zika Awareness public service announcement and ongoing social media messaging as well as promotion of the Residents Survey.

Responded to more than 90 percent of media requests within two business days.

Communications

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The Increase in Regular Salaries and Wages is due in part to the transfer of two Public Relations Agent positions from the Office of Capital Improvements to the Office of Communications (GF \$124,000).

The increase in Other Current Charges and Obligations is due in part to Closed Captioning of archived City Commission, Planning, Zoning, and Appeal Board meetings (GF \$62,000), and reoccurring Closed Captioning services of all content in FY 2017-18 at \$80 per hour (GF \$76,000).

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$9,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$26,000).

General Fund contributions to capital improvement projects to purchase a new Video Equipment (CP \$55,000), and a TV Broadcast Signal Monitoring Equipment (CP \$13,000) to be ADA compliant and to stay abreast on any upgrades needed for City Hall.

Communications

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Efficient and Effective Government
Objective: Improve community access to City services

Department Objective: Ensure that all City information is updated across all communication platforms

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Produced video content, Miamigov, Citynet, City TV channel, and presentations (number)	250	236	306	325
Live or recorded broadcasts of Commission meetings and board hearings (hours)	243	254	257	260
City events recorded or photographed (number)	243	254	304	150
Media requests processed (number)	350	400	507	360
Media requests responded to within two business days (percent)	N/A	N/A	91	100
Tweets or other social media promoting City events; programs and information (number)	500	600	5,110	4200
Original Twitter posts which were retweeted at least three times (percent)	N/A	N/A	76	80

Office of Communications

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	710,200	0	710,200	831,000	0	831,000
512010 - Attrition Savings - Salaries	(33,200)	0	(33,200)	0	0	0
516000 - Fringe Benefits	7,200	0	7,200	7,000	0	7,000
521000 - Fica Taxes	52,500	0	52,500	65,000	0	65,000
522000 - Retirement Contributions	210,200	0	210,200	265,000	0	265,000
523000 - Life and Health Insurance	77,600	0	77,600	151,000	0	151,000
Personnel	1,024,500	0	1,024,500	1,319,000	0	1,319,000
Operating Expense						
524000 - Workers' Compensation	18,100	0	18,100	21,000	0	21,000
534000 - Other Contractual Services	59,400	0	59,400	59,000	0	59,000
540000 - Travel and Per Diem	8,000	0	8,000	0	0	0
541100 - Postage	500	0	500	1,000	0	1,000
544000 - Rentals and Leases	2,500	0	2,500	0	0	0
545011 - Insurance - Vehicle Liability	0	0	0	2,000	0	2,000
545013 - Insurance - General Liability	3,200	0	3,200	4,000	0	4,000
546000 - Repair and Maintenance Services	5,000	0	5,000	5,000	0	5,000
546001 - IT-Repair and Maintenance Services	18,000	0	18,000	13,000	0	13,000
548100 - Advertising and Related Costs	0	44,400	44,400	0	13,000	13,000
549000 - Other Current Charges and Obligations	0	0	0	138,000	0	138,000
551000 - Office Supplies	3,500	0	3,500	4,000	0	4,000
552000 - Operating Supplies	15,500	0	15,500	26,000	0	26,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,500	0	2,500	0	0	0
Operating Expense	136,200	44,400	180,600	273,000	13,000	286,000
Total Expense	1,160,700	44,400	1,205,100	1,592,000	13,000	1,605,000

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

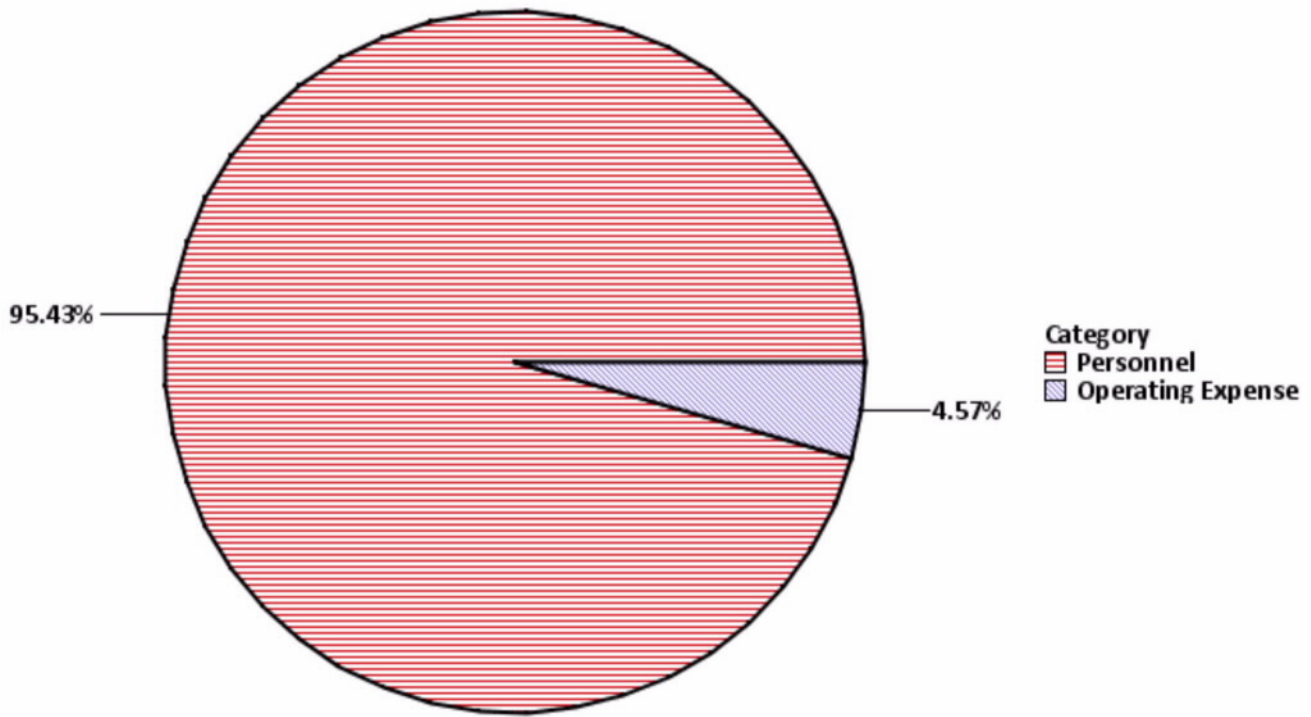
The Office of Equal Opportunity and Diversity Programs (EODP) was established by Section 2-581 of the Code of the City of Miami. It oversees and manages the City's equal employment opportunity function and overall compliance with laws and administrative policies prohibiting employment discrimination.

The EODP investigates internal complaints involving employment discrimination and handles charges of discrimination filed with the Equal Employment Opportunity Commission (EEOC), the Florida Commission on Human Relations, and the Miami-Dade County Commission on Human Rights. EODP also acts to prevent or decrease instances of discrimination by developing and implementing instructional programs emphasizing the City's prohibition of discrimination in employment; and highlighting the importance of diversity in the workforce. Additionally, EODP monitors various employee recruiting, selection, and promotional procedures, and is responsible for the City's fulfillment of certain federal reporting requirements. It provides support to the City's Equal Opportunity Advisory Board and the Miami Commission on the Status of Women. Reporting directly to the City Manager, EODP is independent from any City department which provides employees a comfortable setting to report instances of perceived discrimination, which are often extremely sensitive in nature.

Stakeholders include City employees and departmental administrative staff.

Equal Opportunity and Diversity Programs

Allocation by Category



Equal Opportunity and Diversity Programs

Equal Opportunity and Diversity Programs

Departmental Function/Unit	FY 2016-17	FY 2017-18
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

Equal Opportunity and Diversity Programs

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	244,972	341,388	355,251	378,300	418,000
Operating Expense	8,858	10,694	15,873	18,500	20,000
	253,829	352,082	371,123	396,800	438,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	253,829	352,082	371,123	396,800	438,000
	253,829	352,082	371,123	396,800	438,000

Department Priorities for FY 2017-18

Create a training manual and update training handouts for all EODP trainings.

Create a quarterly Citywide Newsletter that will focus on diversity, cultural awareness and sensitivity, nursing mothers program, and updated employment laws.

Create and implement a City of Miami Policy on Consensual Relationships.

Establish a "Diversity Day" for employees as well as the community to promote the understanding and value of diversity.

Work to revise internal procedures to closely mirror that of the Equal Employment Opportunity Commission's (EEOC).

Continue to ensure the City's compliance with Equal Employment Opportunity (EEO) laws by implementing tools for prevention, promptly investigating claims of discrimination, and scrutinizing employee selection procedures.

Enrich equal employment opportunity and diversity training programs and services to position the City of Miami to be a proactive leader to minimize the potential of employment law discrimination claims.

Perform over 50 trainings, and continually update courses to address topical discrimination issues.

Attend 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.

Equal Opportunity and Diversity Programs

Accomplishments in FY 2016-17

Developed and implemented a Cultural Awareness and Sensitivity Training in accordance with this Office's stance on highlighting the importance of diversity in the workforce.

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

Projected to complete 48 investigations formally filed with EODP or the EEOC in FY 2016-17.

As of June 22 2017, conducted over 44 EEO trainings for approximately 1, 200 employees, thus eliminating the City's need to allocate funding for outsourced training courses. Projected to close the fiscal year having conducted nearly 60 training courses.

Projected to organize and hold 11 meetings of the Equal Opportunity Advisory Board and 11 meetings of the Commission on the Status of Women.

Assisted the Commission on the Status of Women to successfully organize its annual National Women's History Month Breakfast honoring Trailblazing Women in Labor and Business; over 13 women from various backgrounds of the community were honored for their accomplishments and contributions.

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.

Attended over 30 webinars related to the regulation or amendments of state, local, and federal laws.

Created an EEO Utilization Report approved by the Department of Justice which in turn allowed the City to receive the Omnibus Crime Control and Safe Streets Act grant.

Budget Highlights for FY 2017-18

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$17,000).

Equal Opportunity and Diversity Programs

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Foster a positive work environment for all City employees
Objective: Provide targeted employee training and Complete mandated task within targeted goals

Department Objective: Seek and deploy best practices in service delivery

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Case investigations completed (number)	25	30	36	40
Internal case investigations completed within 25 calendar days (percent)	92	98	100	90
External (Local, state, and federal) case investigations completed within 30 calendar days (percent)	96	99	100	80
Employees provided with mandatory EEO training (number)	814	525	951	650
Employees attending mandatory training every three years (percent)	N/A	33	83	90
Employees provided with additional empowerment trainings (number)	200	18	394	585
Certification lists reviewed and approved (number)	374	396	297	380
Certification Lists processed and returned to Departments within one day (percent)	99	98	100	99

Equal Opportunity and Diversity Programs

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	224,100	0	224,100	245,000	0	245,000
512010 - Attrition Savings - Salaries	(2,600)	0	(2,600)	0	0	0
516000 - Fringe Benefits	4,500	0	4,500	7,000	0	7,000
521000 - Fica Taxes	16,700	0	16,700	19,000	0	19,000
522000 - Retirement Contributions	89,000	0	89,000	97,000	0	97,000
523000 - Life and Health Insurance	46,600	0	46,600	50,000	0	50,000
Personnel	378,300	0	378,300	418,000	0	418,000
Operating Expense						
524000 - Workers' Compensation	4,900	0	4,900	6,000	0	6,000
540010 - Training	600	0	600	1,000	0	1,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	100	0	100	1,000	0	1,000
544000 - Rentals and Leases	800	0	800	1,000	0	1,000
545013 - Insurance - General Liability	3,200	0	3,200	2,000	0	2,000
546000 - Repair and Maintenance Services	700	0	700	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	4,600	0	4,600	4,000	0	4,000
547200 - Printing and Binding-Paper Stock	300	0	300	0	0	0
551000 - Office Supplies	700	0	700	1,000	0	1,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	600	0	600	1,000	0	1,000
Operating Expense	18,500	0	18,500	20,000	0	20,000
Total Expense	396,800	0	396,800	438,000	0	438,000

Office of Film and Entertainment

Department Head: Vicente Betancourt

Phone: (305) 416-1072

Mission Statement

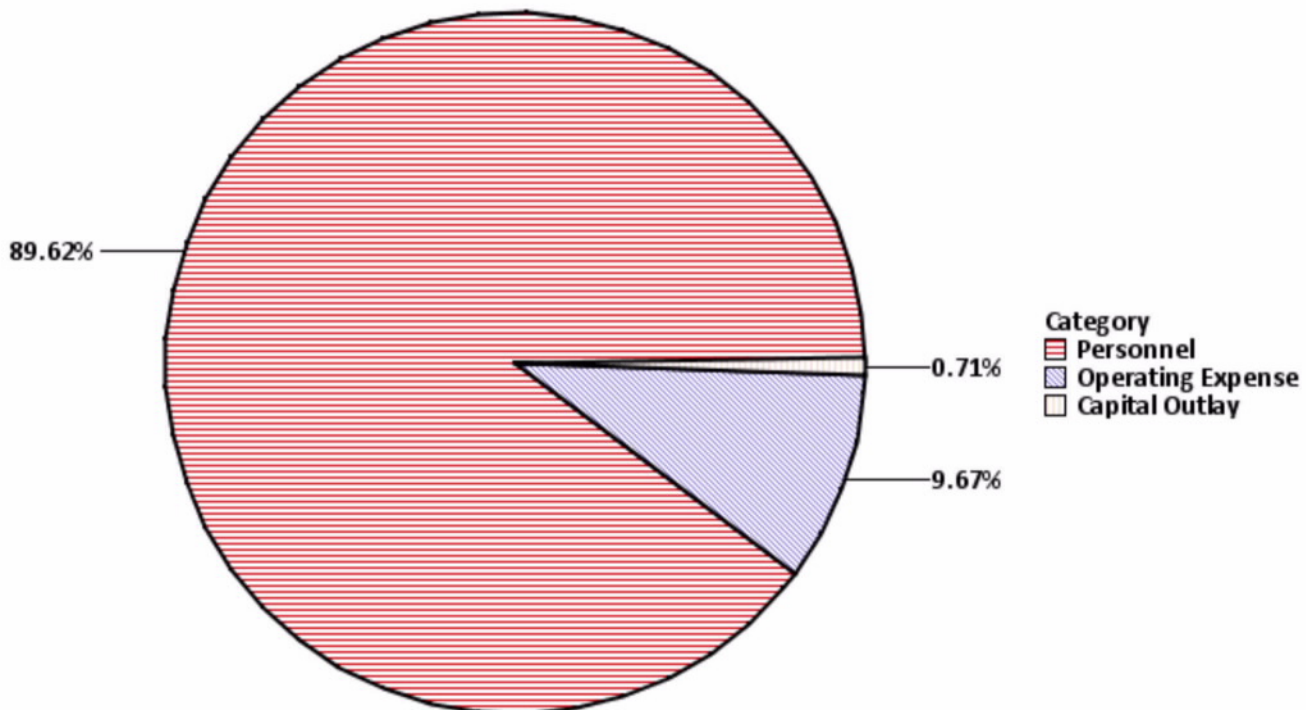
The Office of Film and Entertainment's mission is to ensure the growth and stability of all facets of the film and entertainment production industries in the City of Miami while balancing the needs of our residents, businesses, and visitors alike.

Description

The Office of Film and Entertainment provides professional assistance promoting, coordinating and processing permit applications for Films, Special Events, and Cultural Affairs within the City of Miami. The Office is responsible for promoting the film industry through its participation in film industry conferences, festivals, industry networking events and guilds. It processes and approves all permit applications for commercials, documentaries, music videos, TV series/pilots, still photography, movies, and other media uses when utilizing public or residential areas of the City, no matter the scale of the production. It also contributes to the local economy and workforce, to the creation of private-public partnerships, and to the charisma, tourism, worldwide prominence, and name recognition of the City of Miami. The Office also facilitates and coordinates all logistics and City services related to special events and cultural affairs. This section processes and approves permit applications for all events located within the City of Miami. The well-known festivals of "Calle Ocho," "Martin Luther King Jr. Parade," "Art Basel," "Three Kings Parade," "ULTRA Music Festival," Independence Day, and "Coconut Grove Art Festival" are examples of events held in the City.

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

Allocation by Category



Office of Film and Entertainment



Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF 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 of Miami. Performs administrative duties to support and facilitate the delivery of services provided by the Office to the Industry.	4	5
TOTAL FULL-TIME POSITIONS	4	5

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	0	293,696	339,144	380,500	380,000
Operating Expense	0	14,794	30,259	39,400	41,000
Capital Outlay	0	1,394	0	2,800	3,000
	-	309,885	369,402	422,700	424,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	309,885	369,402	422,700	424,000
	-	309,885	369,402	422,700	424,000

Office of Film and Entertainment

Department Priorities for FY 2017-18

Complete the revision to the City Code that will implement new fees for the special events application process. Continue to review policies and procedures that will help increase efficiency and effectiveness in the special events process.

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

Continue to work with departments in coordination of the new renovations, opening ceremonies, and the promotion of new venues for special events.

Accomplishments in FY 2016-17

Streamlined policies and procedures to increase efficiency and effectiveness in the special events process.

Participated in film festivals that promoted opportunities for artists and cultural organizations to visit the City of Miami.

Assisted in the coordination of the renovation, opening and promotion of new venues for large special events such as the Flex Park and the Marine Stadium.

Updated the Geographic Information System (GIS) application which helps the Office in continuing to locate where a film or special event is taking place, to determine how active a specific area is, and to track complaints and concerns of local residents.

Budget Highlights for FY 2017-18

The Budget includes the following additions:


The increase in Regular Salaries and Wages is due in part of the addition of a Director of Film and Entertainment position (GF \$81,000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$10,000).

Office of Film and Entertainment

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Parks, Recreation, and Culture Objective: Increase residents' access and awareness of culture and recreation services and events</p>			
<p>Department Objective: Increase the number of application and permit approvals</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Film permit applications approved (number)	726	700	696	900
Special event applications approved (number)	202	420	295	500
Days of production in the City (number)	1,675	1,800	1,741	2,048
Total revenue generated from special events (dollars)	\$3,255,706	\$3,071,700	\$5,748,433	\$3,000,000
Total revenue generated from Film (dollars)	\$131,640	\$100,000	\$94,114	\$100,000

Office of Film and Entertainment

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	194,100	0	194,100	276,000	0	276,000
512010 - Attrition Savings - Salaries	(2,100)	0	(2,100)	(72,000)	0	(72,000)
513000 - Other Salaries and Wages	27,600	0	27,600	0	0	0
516000 - Fringe Benefits	1,200	0	1,200	1,000	0	1,000
516010 - Fringe Benefits - Tuition Reimbursement	5,400	0	5,400	5,000	0	5,000
521000 - Fica Taxes	14,900	0	14,900	21,000	0	21,000
522000 - Retirement Contributions	77,300	0	77,300	82,000	0	82,000
523000 - Life and Health Insurance	62,100	0	62,100	67,000	0	67,000
Personnel	380,500	0	380,500	380,000	0	380,000
Operating Expense						
524000 - Workers' Compensation	4,900	0	4,900	6,000	0	6,000
540000 - Travel and Per Diem	12,500	0	12,500	13,000	0	13,000
541000 - Communications & Related Services	1,500	0	1,500	2,000	0	2,000
541100 - Postage	100	0	100	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	0	0	0	2,000	0	2,000
545013 - Insurance - General Liability	3,200	0	3,200	2,000	0	2,000
546000 - Repair and Maintenance Services	900	0	900	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	6,000	0	6,000	4,000	0	4,000
551000 - Office Supplies	4,800	0	4,800	5,000	0	5,000
552200 - Clothing/Uniform Supplies	500	0	500	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	39,400	0	39,400	41,000	0	41,000
Capital Outlay						
664000 - Machinery and Equipment	2,800	0	2,800	3,000	0	3,000
Capital Outlay	2,800	0	2,800	3,000	0	3,000
Total Expense	422,700	0	422,700	424,000	0	424,000

Finance

Department Head: Erica Paschal-Darling, CPA

Phone: (305) 416-1328

Mission Statement

The mission of the Finance Department is to provide timely, clear, and accurate information to support our community, citizens, and internal departments, while providing first class customer service through the efforts and dedication of our employees.

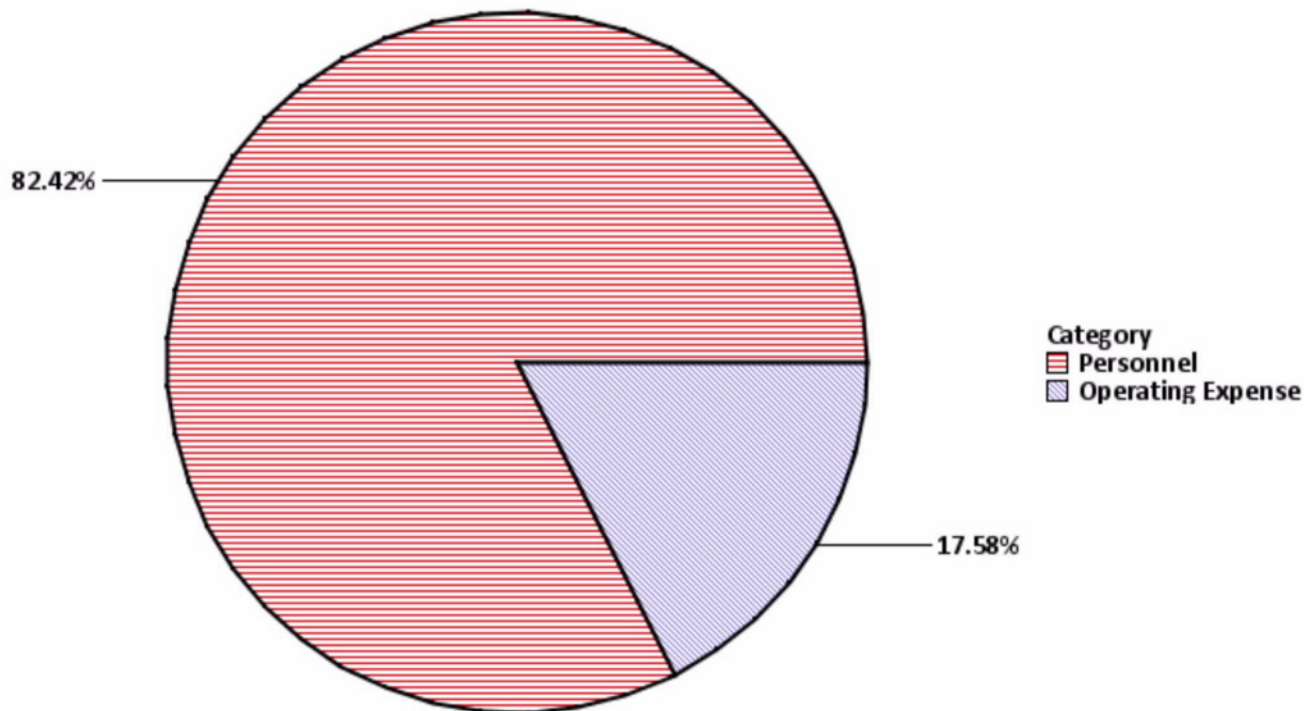
Description

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

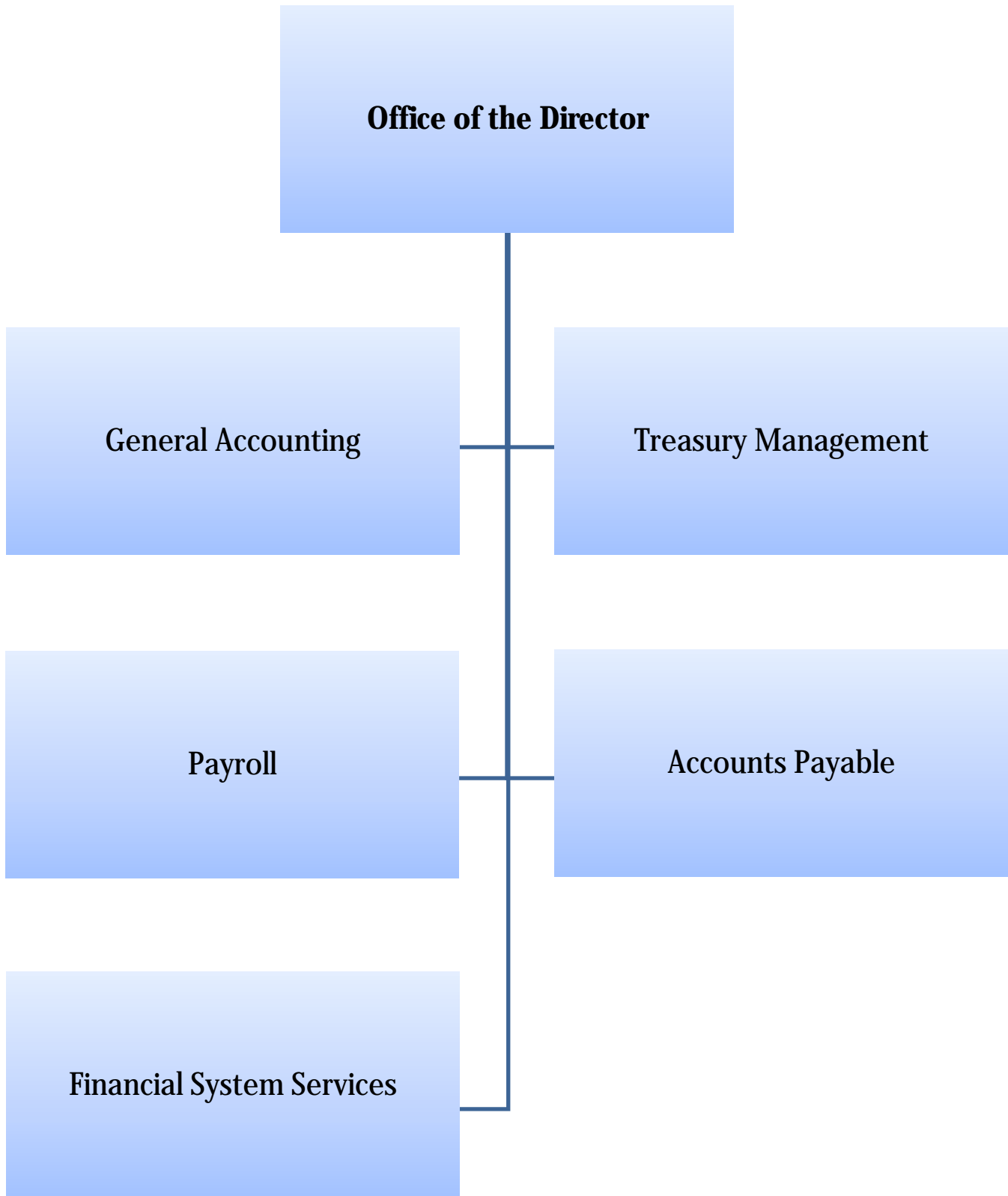
The Department provides fiscal and accounting controls over resources. It processes vendor payments, payroll checks, maintains the City's general ledger system, provides centralized customer service, accounts payable, accounts receivable, delinquent account collections, centralized invoicing, issuance and renewals of Business Tax Receipts(BTRs), grants monitoring, and treasury and debt management. The Department also conducts financial system training; coordinates the annual financial audit, the State of Florida Audit, and the Federal Single Audit; and prepares routine accounting reports, the City's Comprehensive Annual Financial Report (CAFR), the Single Audit Report, and the State of Florida Annual Financial Report.

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

Allocation by Category



Finance



Finance

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	6	6
<p>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.</p>	30	29
<p>TREASURY MANAGEMENT Manages and coordinates cash flow and the investment portfolio; coordinates debt issuance with financial advisors and bond counsel; monitors bond payments to ensure indenture compliance; ensures payment of debt service; processes all BTRs and Certificates of Use (CU); collects revenue for past due bills and returned checks; requests lien searches; handles customer inquiries; receives, records, and deposits cash receipts.</p>	18	17
<p>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.</p>	9	9
<p>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.</p>	5	5
<p>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.</p>	4	4
TOTAL FULL-TIME POSITIONS	72	70

Finance

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	6,304,633	6,785,805	6,707,333	7,547,700	7,313,000
Operating Expense	981,042	1,276,405	1,773,526	1,620,500	1,560,000
Capital Outlay	9,650	71,532	1,855	2,000	0
Transfers - OUT	0	0	15,210	0	0
	7,295,325	8,133,742	8,497,924	9,170,200	8,873,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	7,295,325	8,133,742	8,482,807	9,170,200	8,873,000
UASI-Fire Rescue	0	0	(93)	0	0
Police Services	0	0	15,210	0	0
	7,295,325	8,133,742	8,497,924	9,170,200	8,873,000

Department Priorities for FY 2017-18

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

Train user departments on the revised accounts payable process to achieve optimal operational efficiency in regards to the payment of city vendors.

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

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

Reduce the average number of days to process invoices citywide to ensure all Departments have their respective invoices processed within the State of Florida mandate of 45 days.

Publish the 2017 Comprehensive Annual Financial Report by March 31, 2018.

Complete the 2017 Single Audit and Management Letter by April 30, 2018.

Prepare the Cost Allocation Plan.

Refinance various outstanding bonds to reduce interest costs.

Accomplishments in FY 2016-17

Provided access to training for varying levels of staff; the staff attended training conducted by the Government Finance Officers Association (GFOA), Florida Government Finance Officers Association (FGFOA), RSM US, LLP, the American Institute of Certified Public Accountants (AICPA), and KRONOS in an effort to enhance their skill sets.

Continued the review of the accounts payable payment process to ensure consistency with best practices, developed a new approach to achieve optimal efficiency, and provided training to user departments.

Finance

The City received Bond rating upgrades from Fitch Ratings by applying sound asset management internal controls and enhanced investment strategies.

The grant reimbursement process has been streamlined in the Fire-Rescue Department and the transitioning of the reimbursements to the Finance Department is ongoing.

Successfully published the 2016 Comprehensive Annual Financial Report by March 30, 2017 utilizing the Hyperion Financial Management (HFM) system.

Successfully completed the 2016 Single Audit and Management Letter by April 30, 2017, in accordance with the Financial Integrity Principles.

Successfully prepared the Cost Allocation Plan, which resulted in an annual cost savings of \$25,000. The plan will be published third quarter of FY 2016-17.

The Citywide Point of Sale (POS) system has been fully deployed and full implementation is expected by the end of FY 2016-17.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The decrease in Regular Salaries and Wages is due in part to the transfer of a Business Tax Receipt position to Code Compliance (GF \$89,000).

The decrease in Regular Salaries and Wages is due in part to the elimination of a long-term vacant Financial Analyst II position (GF \$77,000).

The Budget includes the following addition:

The funding for Vertex Tax Software is moved from the Internal Service Fund to the Finance Department (GF \$13,000).


The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$115,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$49,000).

Finance

Strategic Priorities and Performance Metrics

	Primary Strategic Priority Area: Efficient and Effective Government Objective: Improve operational efficiency			
Department Objective: Streamline and standardize processes				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
Dunning letters printed and mailed by the 15 th of each month (percent)	100	100	100	100
Payroll processing success rate (percent)	99.6	99.8	99.79	99
Invoices processed without exception on a monthly basis (percent)	82.3	78	81.95	100
Grant expenditures reimbursed at year end (percent)	98	98	93.30	90
Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	92	100	100	100
GFOA Financial Reporting Award	N/A	Yes	Yes	Yes
Number of repeat finance audit findings (number)	0	0	0	0
Publish Single Audit per Financial Integrity Principles deadline of April 30 th (unit)	N/A	Yes	Yes	Yes
Produce Comprehensive Annual Financial Report by the end of second quarter (unit)	N/A	Yes	Yes	Yes
Customer Service Survey Satisfaction (percent)	77	N/A	63	90

Finance

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,996,600	0	4,996,600	4,807,000	0	4,807,000
512010 - Attrition Savings - Salaries	(206,100)	0	(206,100)	(537,000)	0	(537,000)
516000 - Fringe Benefits	17,400	0	17,400	14,000	0	14,000
521000 - Fica Taxes	381,200	0	381,200	371,000	0	371,000
522000 - Retirement Contributions	1,567,100	0	1,567,100	1,786,000	0	1,786,000
523000 - Life and Health Insurance	791,500	0	791,500	872,000	0	872,000
Personnel	7,547,700	0	7,547,700	7,313,000	0	7,313,000
Operating Expense						
524000 - Workers' Compensation	115,200	0	115,200	131,000	0	131,000
531000 - Professional Services	412,500	0	412,500	466,000	0	466,000
532000 - Accounting and Auditing	550,000	0	550,000	550,000	0	550,000
533000 - Court Services	200	0	200	0	0	0
534000 - Other Contractual Services	43,000	0	43,000	38,000	0	38,000
540000 - Travel and Per Diem	23,000	0	23,000	22,000	0	22,000
540010 - Training	0	0	0	11,000	0	11,000
541100 - Postage	100,000	0	100,000	147,000	0	147,000
544000 - Rentals and Leases	4,000	0	4,000	5,000	0	5,000
545013 - Insurance - General Liability	3,200	0	3,200	19,000	0	19,000
546001 - IT-Repair and Maintenance Services	307,400	0	307,400	96,000	0	96,000
548100 - Advertising and Related Costs	1,000	0	1,000	1,000	0	1,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	11,000	0	11,000	24,000	0	24,000
Operating Expense	1,620,500	0	1,620,500	1,560,000	0	1,560,000
Capital Outlay						
664000 - Machinery and Equipment	2,000	0	2,000	0	0	0
Capital Outlay	2,000	0	2,000	0	0	0
Total Expense	9,170,200	0	9,170,200	8,873,000	0	8,873,000

Grants Administration

Department Head: Lillian Blondet

Phone: (305) 416-1536

Mission Statement

The City of Miami Office of Grant Administration Mission is 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

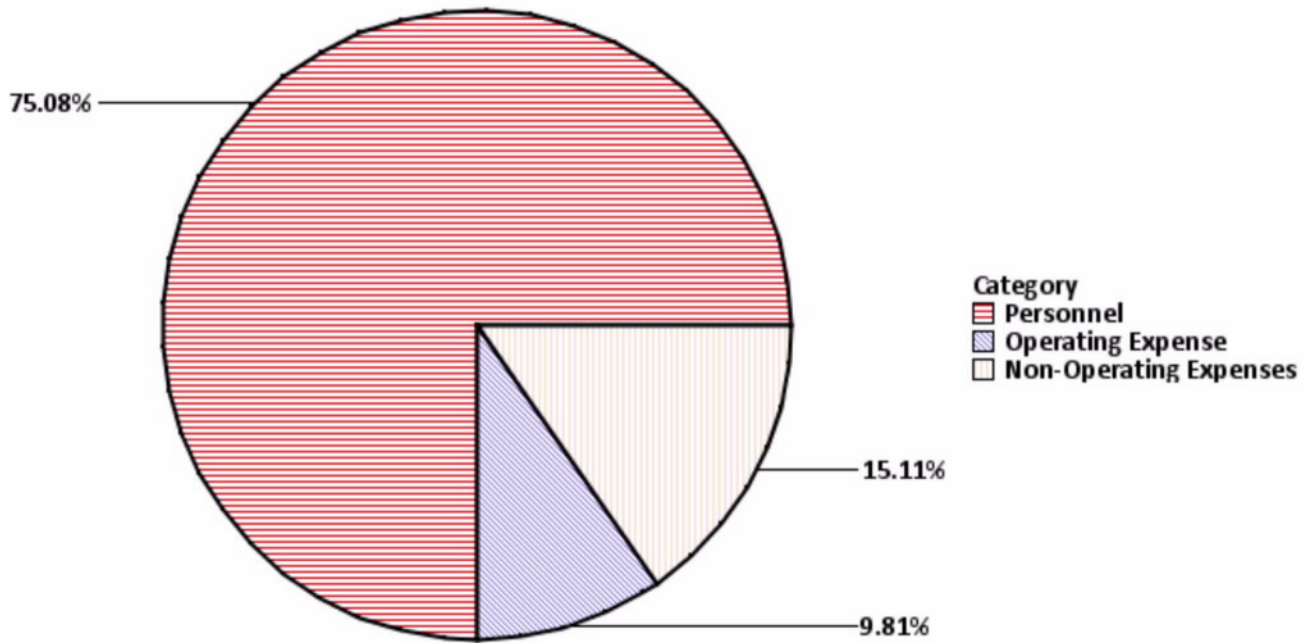
The Office of Grants Administration (OGA) identifies funding and partnership opportunities for all City departments from federal, state, local governments, foundations, and private funding sources to maximize revenue generating opportunities. OGA coordinates and oversees all aspects related to the writing, 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.

Additionally, OGA manages and administers grants and programs for Citywide initiatives, including the Office of Miami Sustainable Initiatives, ACCESS Miami Economic and Financial Empowerment Initiatives, Workforce Initiatives, Live Healthy Little Havana Initiatives, and Education Initiatives.

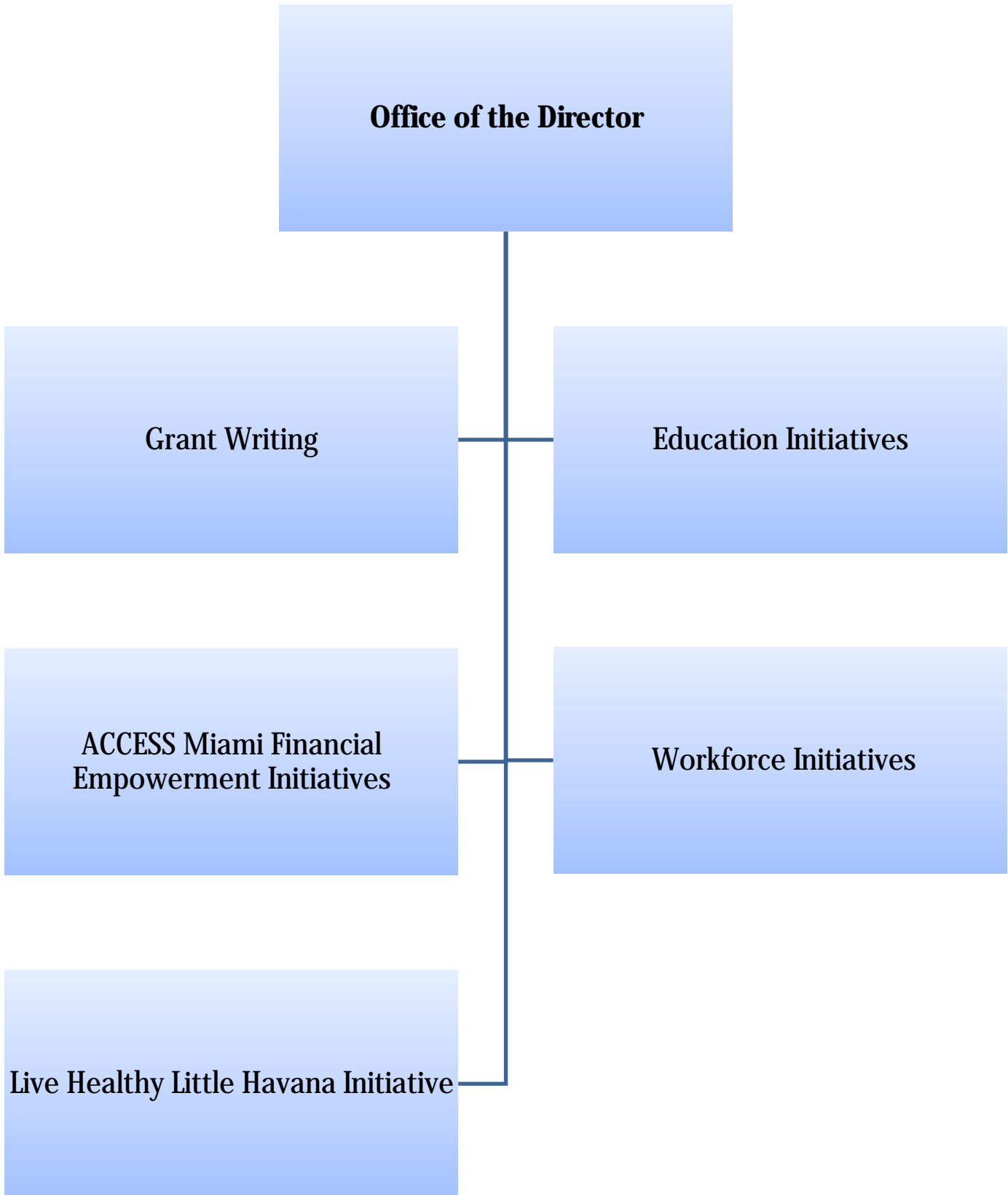
The stakeholders include the Mayor, the Commissioners, the City Manager, City departments, and residents, as well as private donors and public-sector grantors at the federal, state, and local levels of government.

Grants Administration

Allocation by Category



Grants Administration



Grants Administration

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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, Workforce Initiatives, Education Initiatives, and Live Healthy Little Havana.</p>	3	3
<p>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.</p>	4	4
<p>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.</p>	1	1
<p>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.</p>	1	1
<p>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</p>	2	2
<p>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.</p>	30	30
TOTAL FULL-TIME POSITIONS	41	41

Grants Administration

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	2,072,605	2,939,768	2,587,920	3,916,450	3,766,000
Operating Expense	1,020,834	668,241	419,084	1,221,300	492,000
Capital Outlay	0	12,059	3,099	0	0
Non-Operating Expenses	0	0	0	1,872,600	758,000
	3,093,439	3,620,068	3,010,103	7,010,350	5,016,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	921,911	1,013,770	1,103,361	1,565,950	1,741,000
Departmental Improvement Initiative	2,063,836	2,606,297	1,906,742	5,444,400	3,275,000
ARRA-Others-Memo Only	107,691	0	0	0	0
	3,093,439	3,620,068	3,010,103	7,010,350	5,016,000

Department Priorities for FY 2017-18

Achieve a 55 percent success ratio in FY 2017-18, 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 establish new 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 VPK schools, expand services offered to Families First Program participants to include nutrition, art, health and wellness, expand the School Year Internship Program to also include charter and private schools, establish partnerships with charter schools located in the City, and facilitate the implementation of education programs and services Citywide.

Continue the operation of free tax preparation at various park sites and including 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; further develop and expand the Bank-On Miami initiative reach; 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 and pursue grant opportunities to maximize number of program participants.

Grants Administration

Maintain host agency infrastructure for Live Healthy Little Havana Initiative; continue to identify training needs to further build the capacity of the entire initiative; develop the infrastructure and identify resources needed to sustain the Live Healthy Little Havana initiative; create and implement a plan to engage community residents in multiple aspects of the initiative while ensuring that the process enables relationships and trust to build and strengthen over time; work with the Local Evaluation Team to implement the overall evaluation of the initiative. Continue the operation of the City of Miami CareerSource South Florida Center at Lindsey Hopkins to offer workforce services and training resources to job seekers and local businesses; meet or exceed South Florida Workforce Investment Board (SFWIB) requirements.

Accomplishments in FY 2016-17

Achieved a 58 percent success ratio in the first 8 months of FY 2015-16, resulting in over \$8.100 million in grant revenues from 36 funded grants; and submitted 47 applications totaling \$14.700 million in the first eight months of FY 2016-17, resulting in \$2.093 million in revenue from 19 funded grants.

Implemented and provided Citywide training for the grant management system eCivis to optimize grant seeking opportunities and facilitate the grant management process Citywide.

Secured funding to continue offering the Families First Program to provide services to 180 families in ten childcare centers Citywide with 89 percent of caretakers meeting or exceeding required attendance and providing 95 percent in customer satisfaction; expansion of Families First Program in various Miami-Dade County Public VPK schools; continued partnership with Miami-Dade County Public Schools to provide internship program to approximate 30 Miami high school students at various City departments; provided back to school supplies to over 180 children; assisted with the Cities of Service grant.

Relocated free tax services to improve service delivery to three parks. The City now offers valuable free tax services at three parks: Jose Marti Park, Moore Park, and Robert King High Park and ten NET offices. Over 1,800 residents took advantage of this service this year generating over one million in tax refunds through our parks and NET offices. As a strategic cost-share partner with the Department of Commerce's Minority Business Development Agency, the small business assistance center was awarded a \$1.200 million grant to expand services for businesses interested in exporting.

Assisted over 300 small businesses each year with technical assistance, procurement, and access to capital and bonding. Because of federal funding reductions, the VISTA program was reduced to six from 15 participants the prior year.

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.

Secured a grant for \$367,506 from the Cities of Financial Empowerment Fund to expand the program by adding 100 additional youth in partnership with the Overtown Youth Center.

Created and launched the SummerJobsConnect - Miami new marketing logo.

Hosted and participated in over 50 events and distributed over 6,000 Live Healthy Little Havana co-branded flyers, and facilitated monthly Board of Directors meetings and Health Impact Team meetings

Attended over 50 community meetings and developed partnerships with over 60 organizations working in Little Havana. Live Healthy Live Havana (LHLH) surveying and community workshops have reached over 1500 residents to discuss Complete Streets.

Grants Administration

Engaged over 3,000 residents at local park events; created a strong social media presence with 600 Twitter followers and over 250 tweets, 300 Facebook followers, and 300 Facebook posts.

Developed and implemented a communications plan for the LHLH. The initiative has also won two awards: Dade Heritage Trust 2017 Annual Preservation Award and Philanthropy Miami Donor Next Door Award. LHLH also continues to be a finalist in the Aetna's Healthiest Cities and Counties Challenge, and is also a finalist for the Miami Foundation's Public Space Challenge.

Career Center at Lindsey Hopkins met 66.6 percent of the required performance measures, ranked fourth for the Region in performance, welcomed 11,735 visitors in the first six months, placed 549 individuals (115 City residents), hosted over 14 job recruitment events, recruited 322 participants for training (Construction, Hospitality, and Culinary) through the "Employ Miami-Dade" program managed by the Center for the whole region, established a partnership with Camillus House and opened a satellite office at that site to serve the homeless population, and served over 1,254 businesses and commercial entities identifying 775 new job openings.

Budget Highlights for FY 2017-18

The Budget includes the following reduction:

The decrease in Subscriptions, Memberships, Licenses, and Permits is due to the reduction for the sustainability memberships that no longer funded in the Grants department (GF \$12,000).

The Budget includes the following additions:

The increase in Travel Per Diem is due in part for an annual conference to meet potential funders and promote City service, Department of Justice financial and administration grant management training, and to attend the Corporation for Enterprises Development (CFED) (\$6,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$33,000).

A General Fund contribution to supplement the Workforce Initiative Program (SR \$700,000), cost allocation for the Workforce Initiative Program (SR 412,000), cost allocation for Live Health Little Havana (SR \$49,000) for a total contribution from General Fund of \$1.161 million.

Grants Administration

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Effective and Efficient Government
Objective: Improve community access to City services

Department Objective Identify funding and partnership opportunities for City Departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Grant funding (dollars in millions)	8.10	6.4	9.7	9.3
Ratio of grants received versus grants applied for (percent)	55	69	76	55

Department Objective Identify grants to develop strategies, program and services promoting financial self-sufficiency, healthier living and educational success

Performance Measures				
Residents under ACCESS Miami Poverty Initiative (number)	2,200	2,233	2,458	2,200
Residents served by City of Miami CareerSource South Florida at Lindsey Hopkins (number)	6,600	15,915	23,990	18,000
Job Placements through Workforce Program (number)	1,088	959	755	775
Percentage of job orders filled through workforce program (percent)	N/A	N/A	0	70
Percentage of people who obtained employment and maintained it for at least 90 days (percent)	N/A	N/A	0	75
Average number of sessions attended by all participants under Families First Program (out of 16 sessions) (number)	N/A	13	14	15
Percentage of parents who meet or exceed the required number of sessions under Families First Program (percent)	N/A	100	96	100
Percentage responding with Good or higher customer satisfaction (percent)	N/A	96	95	80

Grants Administration

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	654,850	1,220,500	1,875,350	671,000	1,209,000	1,880,000
512010 - Attrition Savings - Salaries	(74,300)	0	(74,300)	0	0	0
513000 - Other Salaries and Wages	388,200	379,200	767,400	398,000	169,000	567,000
516000 - Fringe Benefits	7,800	3,000	10,800	12,000	3,000	15,000
521000 - Fica Taxes	49,000	124,700	173,700	53,000	97,000	150,000
522000 - Retirement Contributions	239,100	489,900	729,000	254,000	413,000	667,000
523000 - Life and Health Insurance	93,100	341,400	434,500	134,000	353,000	487,000
Personnel	1,357,750	2,558,700	3,916,450	1,522,000	2,244,000	3,766,000
Operating Expense						
524000 - Workers' Compensation	8,600	22,800	31,400	10,000	19,000	29,000
531000 - Professional Services	0	132,200	132,200	0	118,000	118,000
534000 - Other Contractual Services	82,000	751,900	833,900	82,000	35,000	117,000
540000 - Travel and Per Diem	3,800	18,900	22,700	10,000	22,000	32,000
541100 - Postage	200	3,100	3,300	0	2,000	2,000
543000 - Utility Services	0	300	300	0	0	0
545013 - Insurance - General Liability	3,200	0	3,200	17,000	0	17,000
546000 - Repair and Maintenance Services	3,300	0	3,300	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	53,900	0	53,900	55,000	0	55,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	0	51,400	51,400	0	51,000	51,000
551000 - Office Supplies	4,500	24,000	28,500	5,000	17,000	22,000
552000 - Operating Supplies	800	7,900	8,700	1,000	8,000	9,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	42,900	600	43,500	31,000	1,000	32,000
Operating Expense	208,200	1,013,100	1,221,300	219,000	273,000	492,000
Non-Operating Expense						
896000 - Budget Reserve	0	1,872,600	1,872,600	0	758,000	758,000
Non-Operating Expenses	0	1,872,600	1,872,600	0	758,000	758,000
Total Expense	1,565,950	5,444,400	7,010,350	1,741,000	3,275,000	5,016,000

Human Resources

Department Head: Angela Roberts

Phone: (305) 416-2110

Mission Statement

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

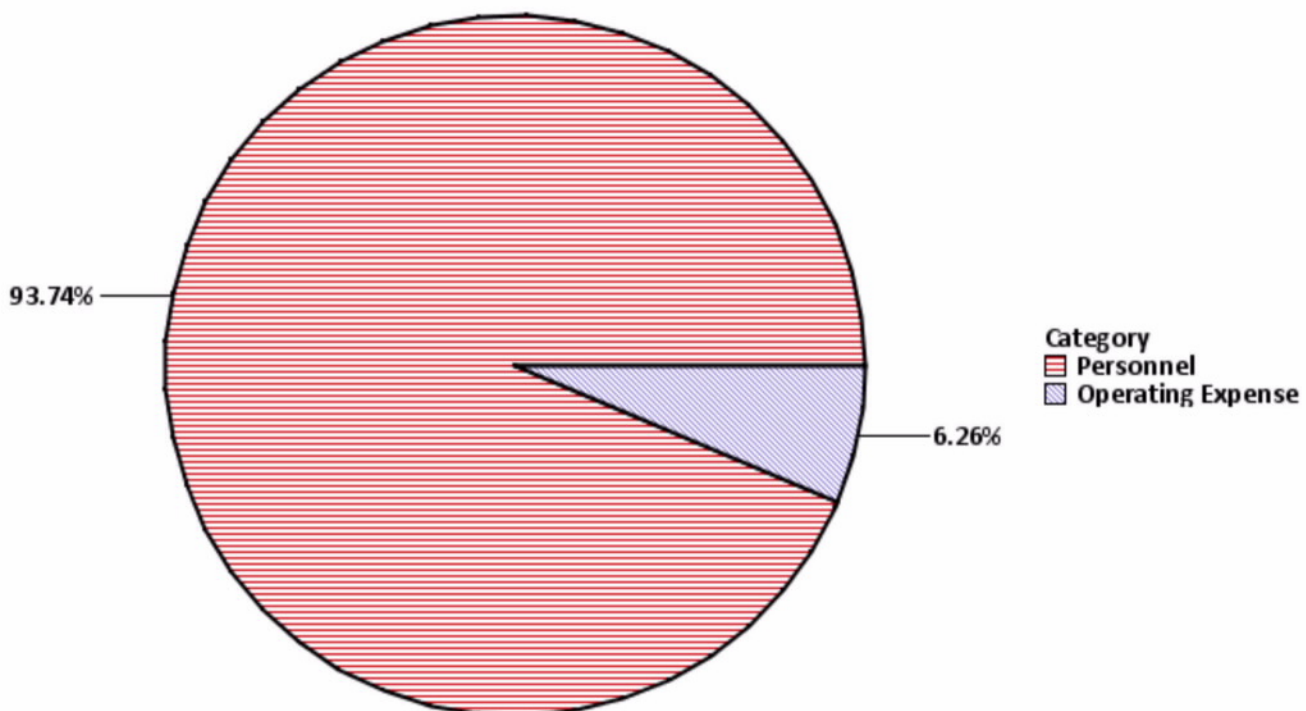
Description

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.

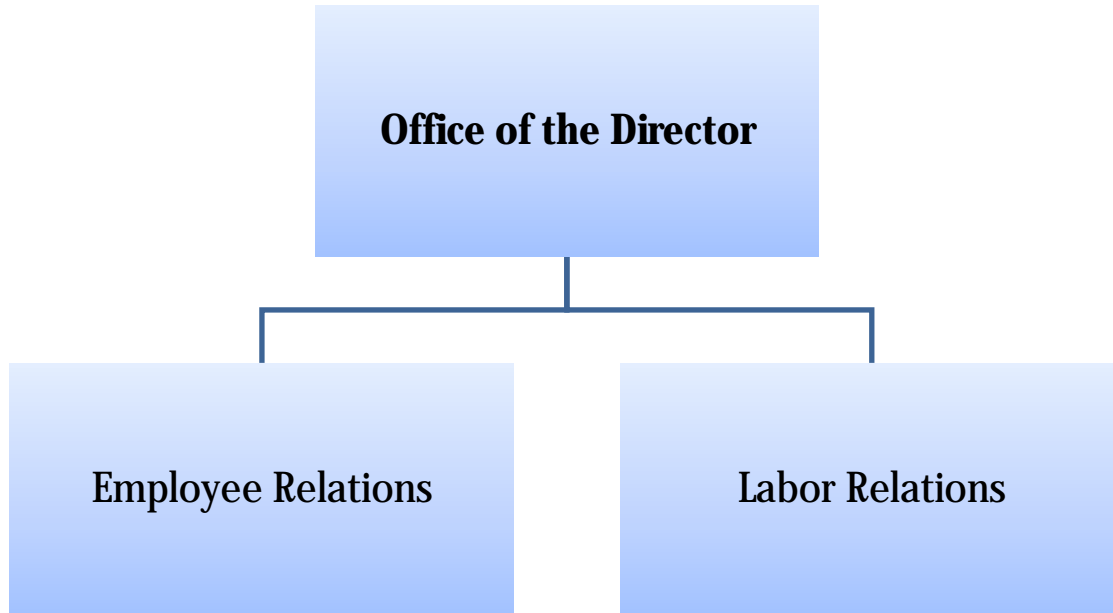
The Department provides services through several divisions and sections: Employment, Labor Relations, Records Management, Compensation, Testing and Validation, Pre-employment/Medical, and Organizational Development and Training. All personnel activities are managed based on policies and procedures developed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

Stakeholders include the Mayor, the City Manager, the Commissioners, the Administration, Department Directors, unions, all City employees, and all job applicants interested in becoming part of the City of Miami team.

Allocation by Category



Human Resources



Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR</p> <p>Originates and leads Human Resources (HR) practices and objectives in accordance with the City Charter, Civil Service Rules, and City policy to provide an employee-oriented, high-performance culture; oversees and manages salary and performance, labor contracts, labor grievances, workplace investigations, medical and background screenings, recordkeeping compliance, and labor reporting requirements; partners with the executive management team to provide leadership, expertise, advice, and guidance on HR issues as they relate to the overall strategic goals of the City.</p>	8	8
<p>EMPLOYEE RELATIONS</p> <p>Conducts proactive recruitment for City positions; tests and conducts skills screening of applicants to determine eligibility for a position and validity of each testing process, in accordance with the Federal Uniform Guidelines for Employee Selection Procedures; maintains all official employment records in accordance with the State of Florida Retention Schedule pursuant to Florida State Statutes 119.07 and 257; administers the compensation system in accordance with Administrative Policy Manual (APM) 5-78; maintains the job classification structure in accordance with the Fair Labor Standards Act (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.</p>	27	27

Human Resources

<p>LABOR RELATIONS</p> <p>Provides City department directors with guidelines on how to manage human resources effectively and efficiently; documents, develops, and implements policies, procedures, and mandates that support the City's mission; administers grievances, discipline, and contractual benefits; monitors compliance with federal, state, and local laws, and conducts investigations including violations of the City's Administrative Policies (APMs); assists the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implements the City's collective bargaining agreements (CBAs) with the appropriate unions: American Federation of State, County and Municipal Employee (AFSCME) Local 1907, AFSCME Council 79 Local 871, Fraternal Order of Police (FOP), and 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.</p>	4	4
<p>TOTAL FULL-TIME POSITIONS</p>	39	39

Human Resources

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	3,038,284	3,352,729	3,564,848	4,147,200	4,315,000
Operating Expense	239,051	299,932	276,809	269,600	288,000
Capital Outlay	7,325	10,522	9,357	0	0
	3,284,660	3,663,183	3,851,014	4,416,800	4,603,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	3,284,660	3,663,183	3,851,014	4,416,800	4,603,000
	3,284,660	3,663,183	3,851,014	4,416,800	4,603,000

Department Priorities for FY 2017-18

Implement the March 2016 Public Employee Retirement Commission (PERC) settlement agreement between AFSCME Local 1907 and the City of Miami, related to unclassified employees' entry into the classified service. Hold monthly Oracle Performance Appraisal trainings for new supervisors and those needing to be re-trained and continue rolling out enhancements.

Review FLSA on all classifications affected by pending (currently on hold) changes to FLSA regulations.

Continue to research pay ranges on a priority basis, and adjust accordingly in order to attract and retain talent.

Create a second level Professionalism and Ethics course including a new expanded section on the Florida Sunshine Laws and Public Records, as well as the integration of Emotional Intelligence into the curriculum.

Conduct a training needs assessment to identify additional areas for training development and curricula.

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 AFSCME 1907, AFSCME 871, FOP, and IAFF.

Continue to digitize all personnel records of active employees hired prior to 2015.

Identify applications and personnel records in off-site storage that have met their retention and request destruction of those records.

Coordinate and implement Federal and State mandated acts such as the Florida State Legislation Senate Bill 8A, the "Medical Use of Marijuana Act".

Enhance the marketing of positions in the areas such as IT, Engineering, and Crime Scene in order to attract and retain more qualified candidates.

Human Resources

Accomplishments in FY 2016-17

Due to ongoing negotiations between City Administration and AFSCME Local 1907 regarding the original settlement, Human Resources has not been able to fully 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 City's departments.

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.

Continued the Employee Service Recognition Program.

Digitized personnel records of 1,019 employees hired since May 2016 and 1,934 inactive files of employees who separated between 2014 and 2016.

Researched citywide pay ranges on a priority basis, and adjusted accordingly in order to attract and retain talent.

Implemented the AFSCME 1907, AFSCME 871, FOP and part-time employee salary increases and across-the-boards.

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 the Departments of Police and Fire-Rescue (written, written in-basket, and oral board exercises).

Conducted recruitments, screening, skills testing (typing, transcription), and written examinations for the classifications of Account Clerk, CIS 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. This involves a total of 6,094 applicants.

Conducted over 115 structured interviews in accordance with the City's Labor-Management Policy on Interviews. Substantial reduction in 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 2017-18

The Budget includes the following reduction:

The downgrade of an HR Generalist position to a lower classification (GF \$20,000).


Human Resources

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$28,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$127,000) partially offset by the downgrade of an HR Generalist position (GF \$20,000) for a total increase of \$107,000.

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
Department Objective: Improve operational efficiency				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	10	11.1	9.5	8.5
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	14	9.1	9.1	8
Department Objective: Foster a positive work environment for all City employees				
Performance Measures				
Employees trained by courses offered by the Human Resources Department (number)	3,100	3,786	4,640	3,000
Average time for the completion of the Personnel Action Form cycle (days)	3.5	1.3	1.3	3
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)	N/A	4.8	4.8	4.9
Position audits and reclassifications completed (number)	300	226	240	250

Human Resources

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,603,400	0	2,603,400	2,672,000	0	2,672,000
512010 - Attrition Savings - Salaries	(53,500)	0	(53,500)	(254,000)	0	(254,000)
513000 - Other Salaries and Wages	89,200	0	89,200	87,000	0	87,000
516000 - Fringe Benefits	11,700	0	11,700	12,000	0	12,000
521000 - Fica Taxes	205,900	0	205,900	207,000	0	207,000
522000 - Retirement Contributions	856,000	0	856,000	1,021,000	0	1,021,000
523000 - Life and Health Insurance	434,500	0	434,500	570,000	0	570,000
Personnel	4,147,200	0	4,147,200	4,315,000	0	4,315,000
Operating Expense						
524000 - Workers' Compensation	71,100	0	71,100	82,000	0	82,000
531000 - Professional Services	20,000	0	20,000	24,000	0	24,000
531020 - Professional Services-Medical	68,000	0	68,000	68,000	0	68,000
540000 - Travel and Per Diem	5,000	0	5,000	5,000	0	5,000
541000 - Communications & Related Services	3,600	0	3,600	0	0	0
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	6,800	0	6,800	7,000	0	7,000
545013 - Insurance - General Liability	3,200	0	3,200	15,000	0	15,000
546000 - Repair and Maintenance Services	3,200	0	3,200	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	55,200	0	55,200	48,000	0	48,000
548100 - Advertising and Related Costs	6,500	0	6,500	9,000	0	9,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
552000 - Operating Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,000	0	5,000	5,000	0	5,000
Operating Expense	269,600	0	269,600	288,000	0	288,000
Total Expense	4,416,800	0	4,416,800	4,603,000	0	4,603,000

Independent Auditor General

Department Head: Ted Guba, CPA

Phone: (305) 416-2044

Mission Statement

Our mission is 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

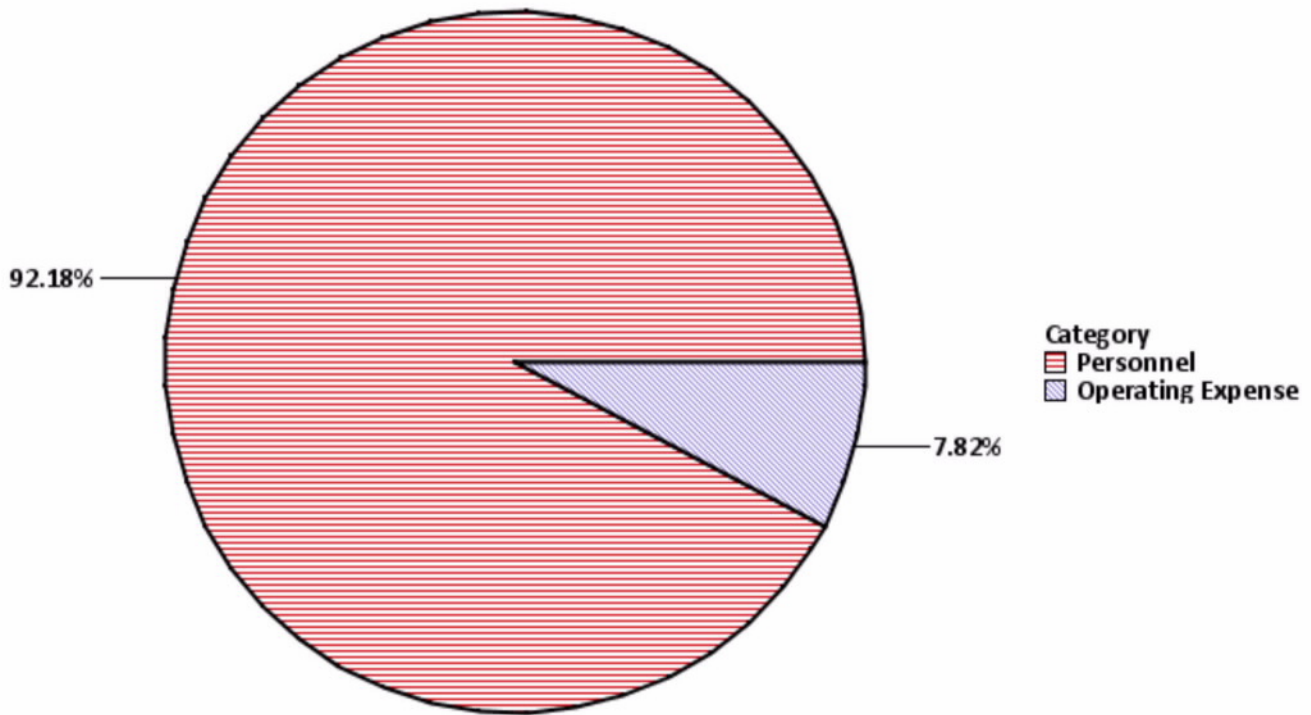
The Office of the Independent Auditor General (OIAG) was created pursuant to Section 48 of the City of Miami Charter and is responsible for performing independent audits, reviews, and analytical functions as stipulated in the Charter. The OIAG reports directly to the City Commission.

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 proffers recommendations to management for enhancing performance, accountability, and the City's overall financial and operational efficiency.

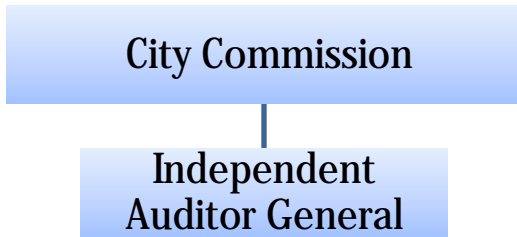
The stakeholders include City Commissioners, City departments, and residents.

Independent Auditor General

Allocation by Category



Independent Auditor General



Departmental Function/Unit	FY 2016-17	FY 2017-18
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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	951,758	1,071,194	1,099,036	1,196,800	1,038,000
Operating Expense	31,164	47,115	58,128	85,900	88,000
Capital Outlay	1,497	1,492	11,702	0	0
	984,419	1,119,801	1,168,866	1,282,700	1,126,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	984,419	1,119,801	1,168,866	1,282,700	1,126,000
	984,419	1,119,801	1,168,866	1,282,700	1,126,000

Department Priorities for FY 2017-18

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 2017-18. Audits will focus on recoveries of monies owed to the City, including construction activities and other areas.

Independent Auditor General

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.

Conduct reviews of major Requests for Proposals (RFPs) prior to going to City Commission.

Accomplishments in FY 2016-17

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 a sample of prior audit findings. This process is ongoing.

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

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 impact fees, parks programs, and real estate functions.


Conducted reviews of several major Requests for Proposals prior to going to City Commission.

Budget Highlights for FY 2017-18

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees, including the Auditor General (GF \$24,000) and to the reclassification of four vacant positions to higher salaries than budgeted in the current year (GF \$129,000).

Strategic Priorities and Performance Metrics

	Primary Strategic Priority Area: Efficient and Effective Government Objective: Improve operational efficiency			
Department Objective: Optimize available resources and revenue recovery				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Audits performed (number)	13	7	7	10
Special reviews performed (number)	3	4	3	3
Investigations performed (number)	1	6	3	3
Recommended recoveries due from Audits (dollars)	\$651,321	\$1,425,843	\$538,553	N/A
Actual recoveries collected from Audits (dollars)	\$306,242	\$73,666	\$419,491	N/A

Auditor General

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	741,400	0	741,400	841,000	0	841,000
512010 - Attrition Savings - Salaries	(14,100)	0	(14,100)	(108,000)	0	(108,000)
513000 - Other Salaries and Wages	38,700	0	38,700	39,000	0	39,000
516000 - Fringe Benefits	13,200	0	13,200	10,000	0	10,000
521000 - Fica Taxes	56,700	0	56,700	64,000	0	64,000
522000 - Retirement Contributions	236,700	0	236,700	125,000	0	125,000
523000 - Life and Health Insurance	124,200	0	124,200	67,000	0	67,000
Personnel	1,196,800	0	1,196,800	1,038,000	0	1,038,000
Operating Expense						
524000 - Workers' Compensation	14,800	0	14,800	17,000	0	17,000
531000 - Professional Services	10,500	0	10,500	11,000	0	11,000
532000 - Accounting and Auditing	24,500	0	24,500	25,000	0	25,000
540000 - Travel and Per Diem	7,500	0	7,500	8,000	0	8,000
541100 - Postage	100	0	100	0	0	0
544000 - Rentals and Leases	800	0	800	1,000	0	1,000
545013 - Insurance - General Liability	3,200	0	3,200	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	13,200	0	13,200	11,000	0	11,000
551000 - Office Supplies	5,700	0	5,700	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,600	0	5,600	6,000	0	6,000
Operating Expense	85,900	0	85,900	88,000	0	88,000
Total Expense	1,282,700	0	1,282,700	1,126,000	0	1,126,000

Information Technology

Department Head: Kevin Burns

Phone: (305) 416-1911

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.

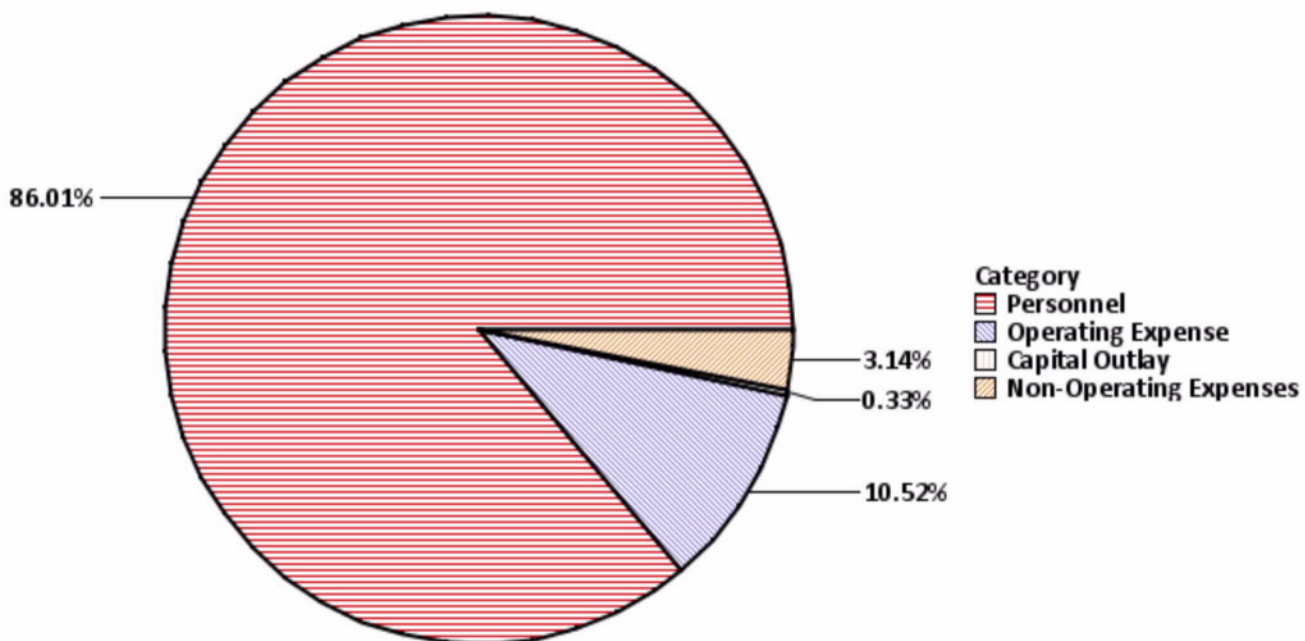
Description

The Information Technology Department (ITD) provides information technology (IT) enterprise applications and infrastructure services that support the business operations of all City departments and Smart City initiatives.

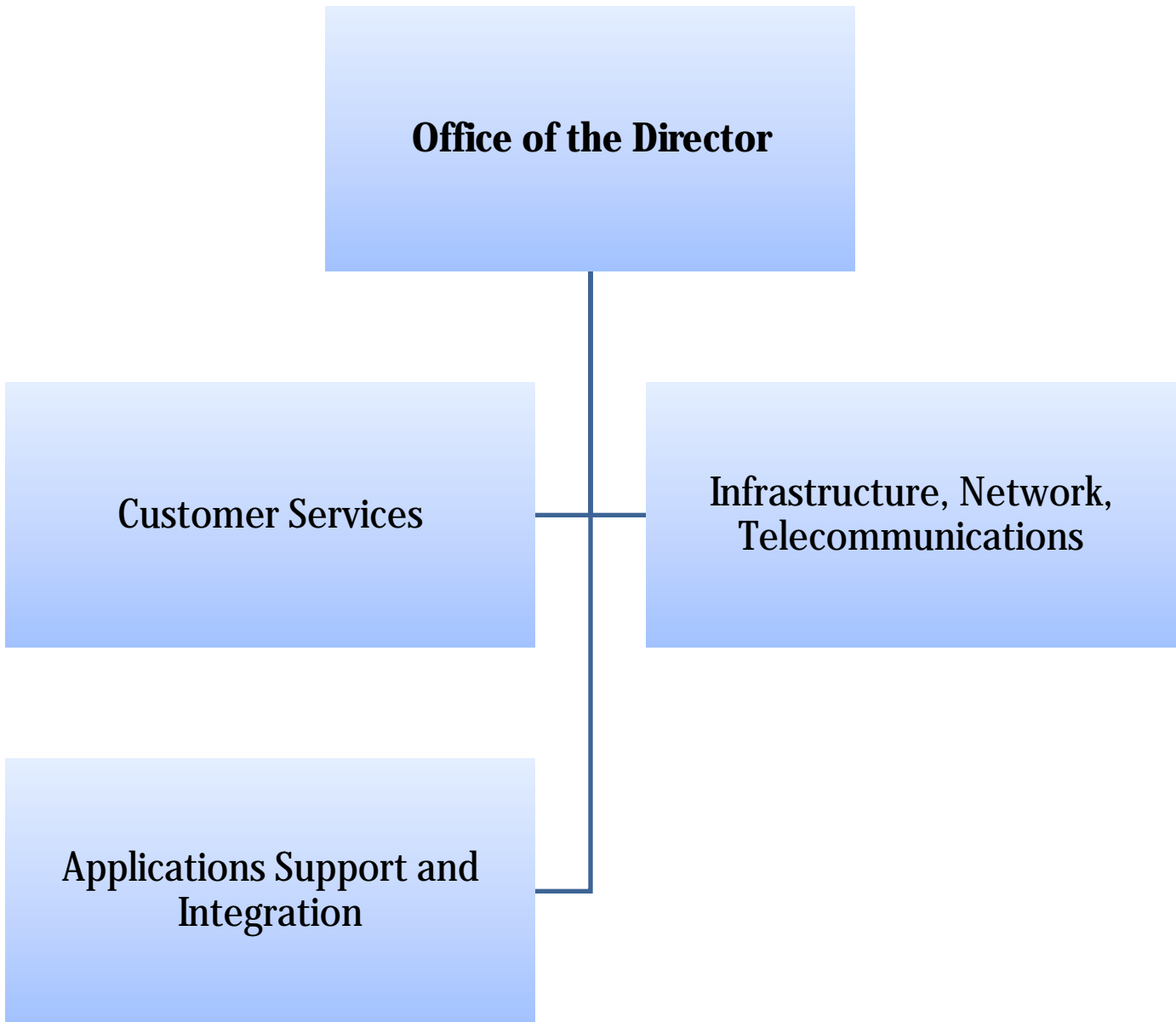
The Department deploys emerging technologies in support of City government business operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network, hardware, and software platforms to support departmental applications and enterprise services. ITD partners with Elected Officials, City Administration, and departments to implement and maintain business technology solutions that enable efficient operations and delivery of City services, including Land Management and Permitting, Enterprise Resource Planning (ERP) operations, and a host of other services. ITD ensures that its services improve government access, efficiency, and effectiveness through the implementation of appropriate IT standards, methodologies, security, and project management practices.

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

Allocation by Category



Information Technology



Information Technology

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel engaged in the provision of information technology resources and services; provides administrative support to operations; develops the City's cyber-security policies; performs Chief Information Officer (CIO) functions; oversees shared services development.</p>	6	11
<p>CUSTOMER SERVICES Provides level 1 and level 2 customer service support via telephone, email, walk-in, and desk side operations to all enterprise business applications. Provide accurate and efficient response to extensive Public Records Requests. Provide assistance to business departments with technical training and community support through the Elevate Miami technology courses offered to seniors throughout the community. Markets, promotes, and communicates IT Services to business partners.</p>	14	15
<p>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.</p>	18	24
<p>APPLICATIONS SUPPORT AND INTEGRATION Supports over 110 departments' business applications to maintain day to day business operations. Support maintenance and new development of business software applications. Supports and maintain 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 ERP operations.</p>	39	43
TOTAL FULL-TIME POSITIONS	77	93

Information Technology

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	6,127,150	6,609,634	7,293,231	8,607,700	9,787,000
Operating Expense	2,256,397	1,851,753	1,139,009	535,200	1,197,000
Capital Outlay	9,738	42,375	51,683	25,000	38,000
Non-Operating Expenses	0	0	0	294,100	357,000
	8,393,285	8,503,763	8,483,923	9,462,000	11,379,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	8,393,285	8,455,652	8,417,342	9,102,000	10,956,000
Departmental Improvement Initiative	0	48,111	66,581	360,000	423,000
	8,393,285	8,503,763	8,483,923	9,462,000	11,379,000

Department Priorities for FY 2017-18

Move the Operations Center to a Data Center.

Launch the website and content management design in conjunction with Communications.

Replace the aging and obsolete wireless network for the City facilities.

Implement identity management security and HR initiatives.

Implement security network tools to allow for real-time visibility.

Integrate security testing and validation into software development.

Consolidate all IT functionality by completing the merger and integration of the Police Department IT Team.

Accomplishments in FY 2016-17

Awarded the Smart Cities Challenge Grant.

Assisted in contract negotiations for the P25 Radio System saving the City and taxpayers \$3 million from the proposed price.

Completed 164 GIS requests for services, mapping, and new layers integrating GIS into multiple applications.

Completed multiple iBuild (land management system) enhancements.

Completed two Capital Projects: Capital Project Number 40-B17311 – Additional Disk Storage for IT.

Successfully added disk storage for IT Development. Capital Project Number 40-B17317 – Call Center. The Call Center implementation assists the Building Department with their call management.

Implemented the Enterprise GPS/AVL to monitor City owned vehicles.

Implemented the Remedy Force Service Desk and Ticketing to catalogue and monitor work orders and service requests from beginning to completion.

Information Technology

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to the addition of 10 new positions (GF \$651,000).

The increase in Regular Salaries and Wages (GF \$297,000), Fringe Benefits (GF \$1,000), and FICA (GF \$23,000) is due in part to the addition of five positions transferred from the Police Department (GF \$321,000).

The increase in Regular Salaries and Wages is due in part to the addition of one Project Manager position to support the P25 implementation (GF \$81,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$139,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$84,000).

A General Fund contribution to Capital Improvement Projects to fund: A new Data Center (\$1.977 million), Secure Application Development (\$75,000), the purchase of two vehicles for ITD (\$52,000), Networking Core Upgrade for the Police Department (\$260,000), Forescout Network Access Control Appliance Software for the Police Department (\$115,000), Networking Switching Infrastructure Upgrade for the Police Department Headquarters (\$405,000), and Server and Backup Infrastructure Upgrades at the Police Department (\$250,000).

The increase in the Other Contractual Services line-item to fund three months of lease payments at a new Data Center location (GF \$375,000).


The increase in the Professional Services line-item to fund consultant services (GF \$175,000).

Transferring the function and funding associated with the Elevate Miami Program from the Information Technology Department to the Parks and Recreation Department (GF \$32,000).

To reflect changes made in the Second Change Memo, an increase in the Professional Services line-item to optimize all notification processes and commonly requested public records through the use of contracted services (GF \$75,000).

Information Technology

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Efficient and Effective Government Objective: Improve operational efficiency			
Department Objective: Ensure that employees have the resources needed to serve the public				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Service Request Resolution				
Service Requests Opened	N/A	N/A	22,949	20,000
Percent of Service Requests Resolved vs. Opened (target 90%)	N/A	N/A	90	93
Call Center Calls				
Number of Calls Received	N/A	N/A	21,225	19,000
Number of Calls Abandoned	N/A	N/A	845	1,000
Percent of Abandoned calls to Received (target < 1%)	N/A	N/A	4	1
Average Time to Answer	N/A	N/A	98 sec	30 sec
Resolved on the Spot	N/A	N/A	6,314	5,000
Security				
Number of Security Events Detected	N/A	N/A	85,956,506	100,000,000
Number of Attacks	N/A	N/A	28,854	45,000
Number of Incidents	N/A	N/A	11,995	12,000
Average Time to Detect	N/A	N/A	17 days	7 days
Systems Uptime (percent)	N/A	N/A	99	99

Information Technology

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,740,200	0	5,740,200	6,914,000	0	6,914,000
512010 - Attrition Savings - Salaries	(343,800)	0	(343,800)	(862,000)	0	(862,000)
516000 - Fringe Benefits	26,700	0	26,700	29,000	0	29,000
516010 - Fringe Benefits - Tuition Reimbursement	300	0	300	0	0	0
521000 - Fica Taxes	415,900	0	415,900	531,000	0	531,000
522000 - Retirement Contributions	1,852,800	0	1,852,800	2,152,000	0	2,152,000
523000 - Life and Health Insurance	915,600	0	915,600	1,023,000	0	1,023,000
Personnel	8,607,700	0	8,607,700	9,787,000	0	9,787,000
Operating Expense						
524000 - Workers' Compensation	103,400	0	103,400	119,000	0	119,000
531000 - Professional Services	0	0	0	250,000	0	250,000
534000 - Other Contractual Services	0	65,900	65,900	376,000	66,000	442,000
540000 - Travel and Per Diem	30,000	0	30,000	30,000	0	30,000
540010 - Training	70,000	0	70,000	90,000	0	90,000
541100 - Postage	200	0	200	0	0	0
544000 - Rentals and Leases	2,800	0	2,800	2,000	0	2,000
545011 - Insurance - Vehicle Liability	9,900	0	9,900	4,000	0	4,000
545013 - Insurance - General Liability	3,200	0	3,200	28,000	0	28,000
546001 - IT-Repair and Maintenance Services	193,300	0	193,300	143,000	0	143,000
551000 - Office Supplies	4,500	0	4,500	7,000	0	7,000
552000 - Operating Supplies	32,000	0	32,000	62,000	0	62,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	20,000	0	20,000	20,000	0	20,000
Operating Expense	469,300	65,900	535,200	1,131,000	66,000	1,197,000
Capital Outlay						
664000 - Machinery and Equipment	25,000	0	25,000	38,000	0	38,000
Capital Outlay	25,000	0	25,000	38,000	0	38,000
Non-Operating Expense						
896000 - Budget Reserve	0	294,100	294,100	0	357,000	357,000
Non-Operating Expenses	0	294,100	294,100	0	357,000	357,000
Total Expense	9,102,000	360,000	9,462,000	10,956,000	423,000	11,379,000

Management and Budget

Department Head: Christopher Rose

Phone: (305) 416-1500

Mission Statement

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

Description

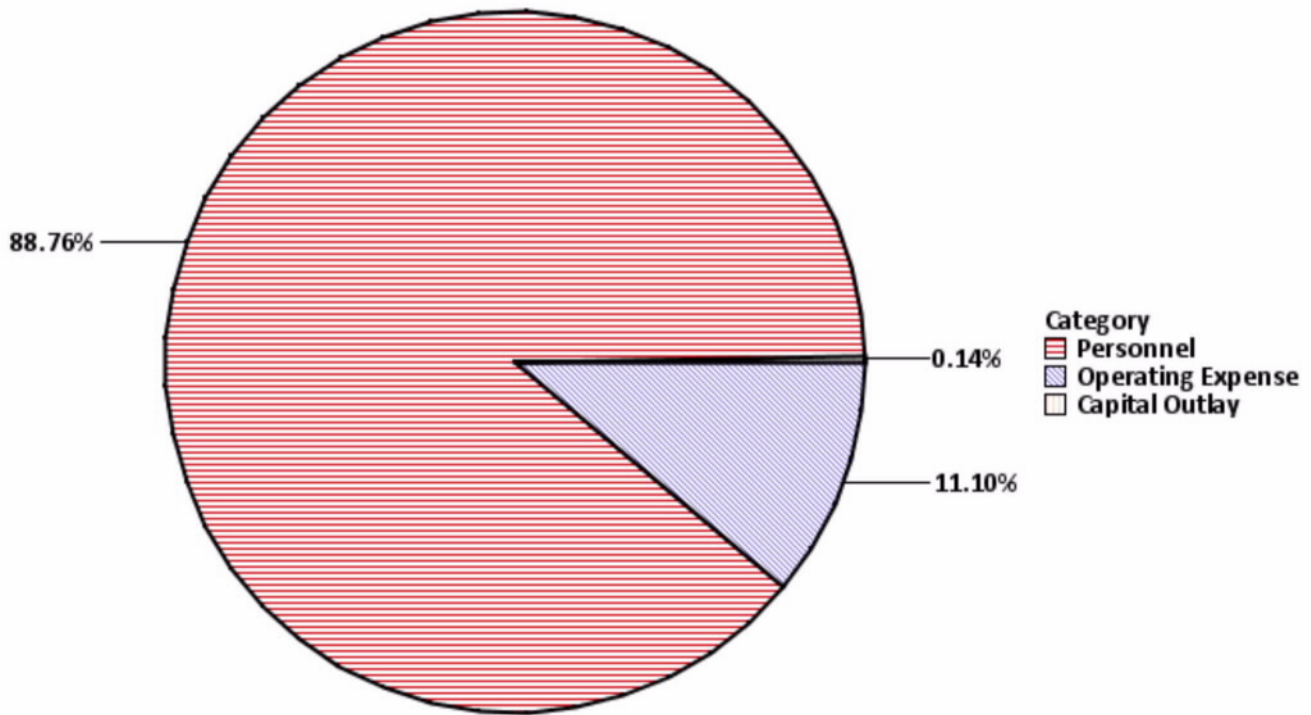
The Office of Management and Budget (OMB) supports the City's results-oriented government activities to maximize the use of the City's annual operating and capital resources. OMB activities focus on allocating resources toward stakeholder priorities and promoting the efficient and effective use of those resources.

As part of the General Government service area, OMB develops the City's annual Operating Budget and Multi-Year Capital Plan, facilitates performance reporting mechanisms, conducts organizational business process reviews, reviews agenda submissions for all City-sponsored items, and coordinates and monitors payments of funded discretionary allocations and purchases. OMB works to facilitate funding transactions and recruitment as it monitors departmental financial performance throughout the City's operation. 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 assist in the preparation of the Annual Capital Plan. OMB also facilitates the implementation of education initiatives to support individuals and families in achieving education success, which is socially translated into a quality workforce, an important City resource available to the private sector for the achievement of economic development. Additionally, OMB prepares monthly reports on the year-to-date revenues and expenditures of the City's operation and is responsible for developing the Five-Year Financial Plan and presenting them to the City Commission.

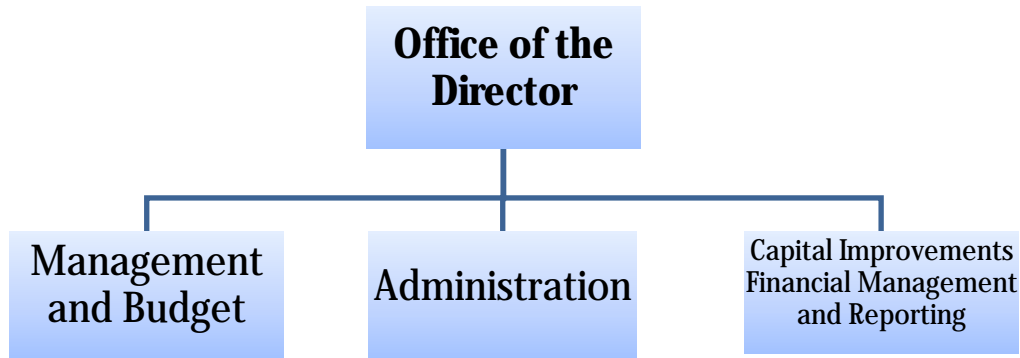
Stakeholders include the Mayor, City Commissioners, City departments, other quasi-governmental entities, and residents of the City of Miami.

Management and Budget

Allocation by Category



Management and Budget



Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	2	2
<p>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. Supports individuals and families in achieving educational success; collaborates with community base organizations, educational institutions, and the private sector to reconcile education outcomes with labor market demand. Completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement; prepares the capital budget.</p>	10	11
<p>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.</p>	4	4
<p>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 personnel actions.</p>	2	2
TOTAL FULL-TIME POSITIONS	18	19

Management and Budget

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	1,664,066	1,506,640	1,736,341	2,295,500	2,550,000
Operating Expense	78,796	287,734	151,780	266,100	319,000
Capital Outlay	8,598	3,507	3,058	4,000	4,000
	1,751,461	1,797,881	1,891,179	2,565,600	2,873,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	1,751,461	1,629,086	1,848,984	2,535,600	2,843,000
Departmental Improvement Initiative	0	168,795	42,195	30,000	30,000
	1,751,461	1,797,881	1,891,179	2,565,600	2,873,000

Department Priorities for FY 2017-18

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 three working days.

Repeat receipt of the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in financial reporting for the FY 2017-18 Budget.

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

Accomplishments in FY 2016-17

Completed the Year-end Amendment for FY 2015-16 on November 19, 2016.

Completed the Mid-year Amendment for FY 2016-17 on April 27, 2017.

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.

Management and Budget

Budget Highlights for FY 2017-18

The Budget includes the following reduction:

The decrease in Regular Salaries and Wages due in part to the allocation of 75 percent of the Capital Improvement Programs Budget staff to projects plus FICA (GF \$122,000).

The Budget includes the following addition:


The increase in Regular Salaries and Wages due in part to the addition of one Budget Analyst plus FICA (GF \$ 65,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$4,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees plus FICA (GF \$131,000).

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
Department Objective: Seek and deploy best practices in service delivery				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Receipt of GFOA Distinguished Budget Presentation Award (Response/Avg Score)	Yes/3	Yes/3	Yes/3	Yes/3
Agenda review requests from departments processed within three working days (percent)	85	75	78	85
Position approval requests from departments processed within three working days (percent)	85	95	63	90
Customer service satisfaction survey (percent)	N/A	N/A	N/A	85

Management and Budget

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,510,800	0	1,510,800	1,551,000	0	1,551,000
512010 - Attrition Savings - Salaries	(76,100)	0	(76,100)	0	0	0
513000 - Other Salaries and Wages	4,500	0	4,500	5,000	0	5,000
516000 - Fringe Benefits	27,300	0	27,300	29,000	0	29,000
521000 - Fica Taxes	109,200	0	109,200	138,000	0	138,000
522000 - Retirement Contributions	487,000	0	487,000	575,000	0	575,000
523000 - Life and Health Insurance	232,800	0	232,800	252,000	0	252,000
Personnel	2,295,500	0	2,295,500	2,550,000	0	2,550,000
Operating Expense						
524000 - Workers' Compensation	21,800	0	21,800	25,000	0	25,000
531000 - Professional Services	152,000	30,000	182,000	200,000	30,000	230,000
534000 - Other Contractual Services	0	0	0	5,000	0	5,000
540000 - Travel and Per Diem	17,000	0	17,000	10,000	0	10,000
541100 - Postage	300	0	300	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545013 - Insurance - General Liability	3,200	0	3,200	8,000	0	8,000
546000 - Repair and Maintenance Services	1,200	0	1,200	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	26,100	0	26,100	17,000	0	17,000
547000 - Printing and Binding	0	0	0	4,000	0	4,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	5,100	0	5,100	8,000	0	8,000
552000 - Operating Supplies	2,000	0	2,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,400	0	1,400	2,000	0	2,000
Operating Expense	236,100	30,000	266,100	289,000	30,000	319,000
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	2,535,600	30,000	2,565,600	2,843,000	30,000	2,873,000

Neighborhood Enhancement Team (NET)

Department Head: vonCarol Y. Kinchens

Phone: (305) 416-5110

Mission Statement

The Neighborhood Enhancement Team (NET) strives 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.

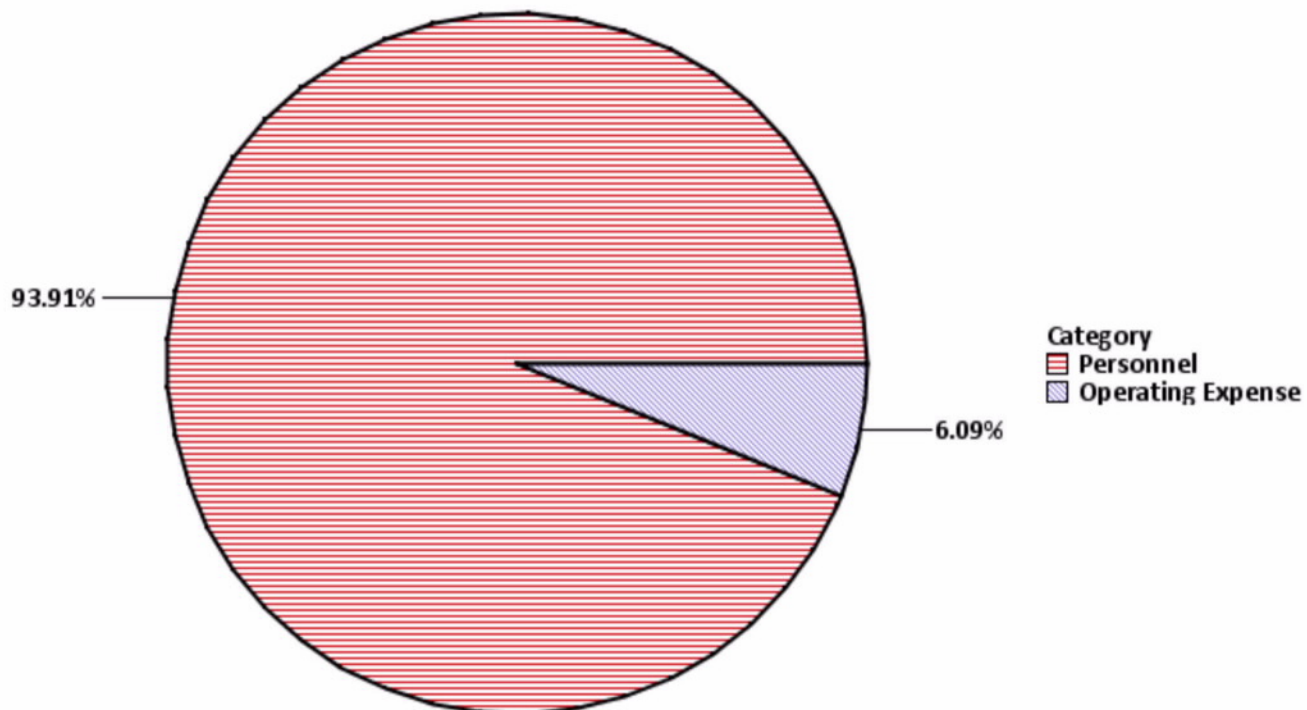
Description

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

NET is the City's official "One Stop" center deployed in the community. There are 12 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 (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 which in return allows better tracking of NET's functions.

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

Allocation by Category



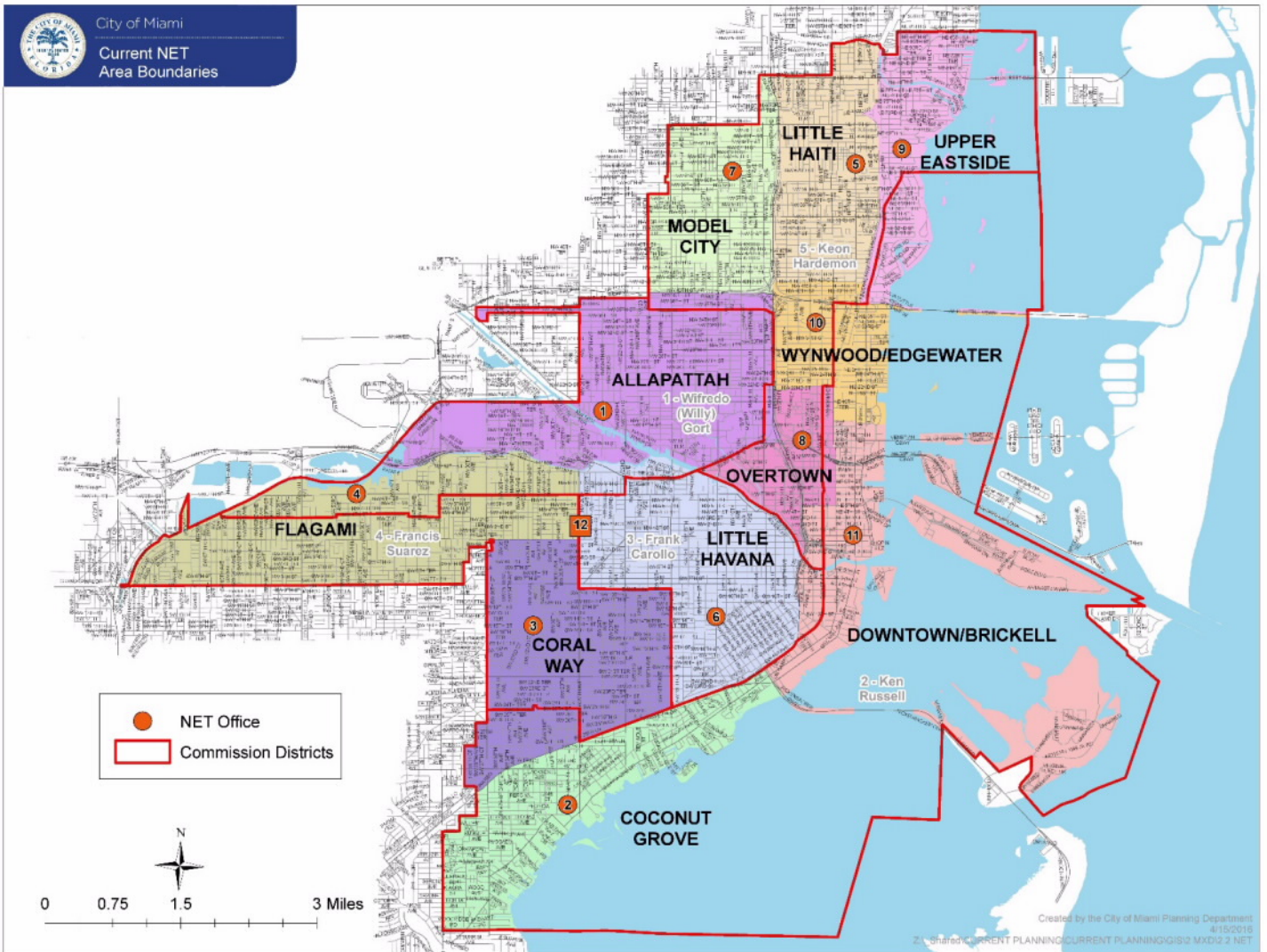
Neighborhood Enhancement Team (NET)



Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR/ADMINISTRATION</p> <p>Monitors the effectiveness of the activities within the NET Service Centers and outreach, City of Miami 311, Community Relations Board, Arts and Entertainment Board, and the Overtown Advisory Board; plans, implements, and provides training for all services provided; coordinates services with State, County, and other governmental agencies; assists the Mayor, Commissioners offices, 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.</p>	8	8
<p>OPERATIONS/ADMINISTRATIVE SUPPORT</p> <p>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.</p>	71	71
TOTAL FULL-TIME POSITIONS	79	79

Note: The Homeless Assistance Program function, previously under NET Department, is reflected in the Veteran Affairs and Homeless Services Department in both FY 2016-17 and FY 2017-18.

Neighborhood Enhancement Team (NET)



Label	Office	Address	Phone number
1	Allapattah	1901 NW 24th Ave.	(305) 960-5128
2	Coconut Grove	--Pending relocation--	(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	169 E. Flagler Street, #837	(305) 960-5737
12	NET Administration	151 NW 27th Ave.	(305) 960-5110

Neighborhood Enhancement Team (NET)

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	3,022,558	3,926,695	4,544,749	5,412,600	6,117,000
Operating Expense	164,769	211,218	339,285	358,200	397,000
Capital Outlay	0	20,444	3,507	29,600	0
Non-Operating Expenses	372	0	0	0	0
	3,187,699	4,158,357	4,887,542	5,800,400	6,514,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	3,187,699	4,158,357	4,882,219	5,800,400	6,514,000
General Special Revenue	0	0	5,322	0	0
	3,187,699	4,158,357	4,887,542	5,800,400	6,514,000

Department Priorities FY 2017-18

Increase neighborhood and business canvassing to assist in compliance and education regarding city regulations
 Increase additional outreach in targeted areas as part of an enhanced outreach program called “Waking Plans”.
 Maintain the services available throughout the NET offices, such as permitting processes, in collaboration with other City Departments.
 Continue to successfully operate the Information Desk at Miami Riverside Center to its full capacity in order to better serve those visiting the building through clearer processes and instructions.

Accomplishments in FY 2016-17

Increased and improved daily communication and outreach by completing over 9,600 contacts during the year.
 Successfully increased the workload at the MRC front desk. This location alone has completed over 125 service request from October 1st, 2016 to May 31st, 2017.
 Implemented the POS (Point of Sale) equipment at all 11 NET offices in order to assist with various payments for City services.
 Increased services at NET offices, by completing over 1,400 Golden Passport applications after implementation.

Budget Highlights for FY 2017-18

The Homeless Services function is transferred to the new Veteran Affairs and Homeless Services Department, and is reflected in both FY 2016-17 and FY 2017-18 in that Department (GF \$1.374 million)(SR \$2.535 million).

Neighborhood Enhancement Team (NET)

The Budget includes the following additions:

The increase funding in Other Contractual Services due to an increase in the janitorial contract \$12,000, and the NET office monitoring contract \$3,000 (GF \$15,000).

The increase funding in Machinery and Equipment to operate a Global Positioning System (GPS) in 25 vehicles (GF \$5,000).

The increase funding in Office Supplies to purchase furnitures for the Allapattah NET Office and Coconut Grove NET Office (GF \$12,000).

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$29,000).


The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami Sanitation Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 871) (GF \$51,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$58,000).

The increase in Regular Salaries and Wages is due in part to the reclassification of the NET Service Aides to NET Service Reps for additional community outreach activities (GF \$18,000).

Neighborhood Enhancement Team (NET)

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Clean and Beautiful Neighborhood Objective: Maintain streets and public spaces to a high standard			
Department Objective: Creating beautiful, clean, vibrant, and environmentally sustainable communities				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Generated Permits (number)	N/A	N/A	2,826	N/A
Dumpsite Trips (number)	N/A	N/A	1,538	N/A
Graffiti Removals (number)	N/A	N/A	2,825	N/A
Community Events (number)	N/A	N/A	458	N/A
Residents Contact (number)	N/A	N/A	74,845	N/A
Customer Service Requests (number)	N/A	N/A	50,388	N/A
Interdepartmental/Inter-Agency Referrals (number)	N/A	N/A	1011	N/A
Customer Service Survey (percent)	N/A	N/A	85%	90%
NET Service Request Volume (number)	N/A	N/A	N/A	87,000
NET Internal Services Completed (number)	N/A	N/A	N/A	67,000
Community Outreach (number)	N/A	N/A	N/A	5,000

Neighborhood Enhancement Teams (NET)

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,661,200	0	3,661,200	3,812,000	0	3,812,000
512010 - Attrition Savings - Salaries	(203,900)	0	(203,900)	(182,000)	0	(182,000)
513000 - Other Salaries and Wages	32,400	0	32,400	32,000	0	32,000
516000 - Fringe Benefits	48,900	0	48,900	42,000	0	42,000
521000 - Fica Taxes	283,800	0	283,800	302,000	0	302,000
522000 - Retirement Contributions	907,300	0	907,300	1,221,000	0	1,221,000
523000 - Life and Health Insurance	682,900	0	682,900	890,000	0	890,000
Personnel	5,412,600	0	5,412,600	6,117,000	0	6,117,000
Operating Expense						
524000 - Workers' Compensation	34,700	0	34,700	40,000	0	40,000
534000 - Other Contractual Services	36,300	0	36,300	56,000	0	56,000
541100 - Postage	500	0	500	1,000	0	1,000
543000 - Utility Services	22,000	0	22,000	22,000	0	22,000
544000 - Rentals and Leases	8,200	0	8,200	8,000	0	8,000
545011 - Insurance - Vehicle Liability	19,800	0	19,800	5,000	0	5,000
545013 - Insurance - General Liability	3,200	0	3,200	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	173,800	0	173,800	164,000	0	164,000
551000 - Office Supplies	7,200	0	7,200	7,000	0	7,000
552000 - Operating Supplies	24,800	0	24,800	37,000	0	37,000
552200 - Clothing/Uniform Supplies	23,200	0	23,200	23,000	0	23,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	500	0	500	1,000	0	1,000
Operating Expense	358,200	0	358,200	397,000	0	397,000
Capital Outlay						
664000 - Machinery and Equipment	29,600	0	29,600	0	0	0
Capital Outlay	29,600	0	29,600	0	0	0
Total Expense	5,800,400	0	5,800,400	6,514,000	0	6,514,000

Department of Veterans Affairs and Homeless Services

Department Head: Sergio Torres

Phone: (305) 960-4988

Mission Statement

To assist and advise veterans on their rights and the availability of benefits under federal, state, and local statutes, and to provide outreach, assessment, placement, information, referral and transportation services to homeless individuals and families in a caring and professional manner.

Description

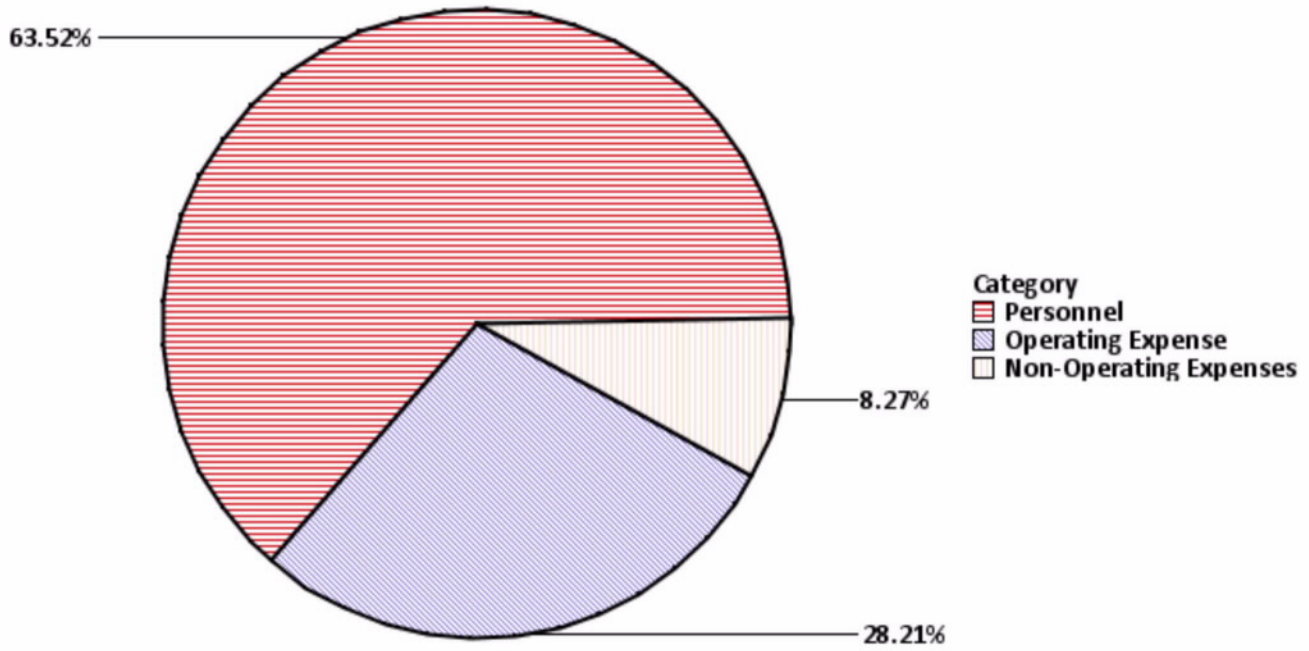
The Department of Veterans Affairs and Homeless Services assists walk-in guests and callers with the coordination of available veteran benefits and services, including, but not limited to: disability claims, job application and placement, accessing healthcare, homelessness relief, pension, and continued education or vocational training opportunities; gathering information from clients in order to assess and develop a course of action to meet the clients needs, referring them to other agencies or offices, when appropriate; providing accurate and current information on veterans' rights, benefits, and services.

The Department also administers and manages the placement and care of the homeless population, provides outreach, assessment, placement, information, referral, and transportation services to homeless individuals and families Countywide, day and night, seven days a week. The Department disseminates information to homeless individuals, evacuates homeless individuals during weather emergencies, coordinates the agencies feeding homeless persons on the street, networks with Jackson Memorial Hospital to establish and implement discharge procedures for homeless individuals, ensuring that they have an adequate supply of medication upon discharge and that the appropriate services (whether housing, medical mental health or other services) are provided, and operates a jail outreach program for those being released from Dade County Jail.

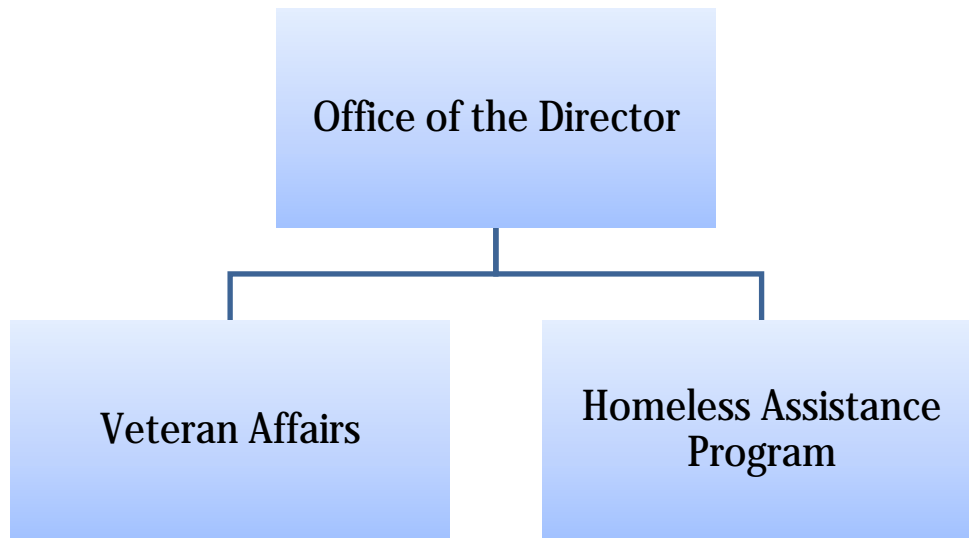
The stakeholders are veterans, the homeless population, residents, business owners, and community-based organizations, Camillus House, other homeless support organization, the Miami-Dade Homeless Trust, the Mayor, and City Commissioners.

Department of Veterans Affairs and Homeless Services

Allocation by Category



Department of Veterans Affairs and Homeless Services



Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department.	0	1
VETERANS AFFAIRS Assists walk-in guests and callers with the coordination of available veteran benefits and services, gather information from clients in order to assess and develop a course of action to meet the client's needs, referring them to other agencies or offices, when appropriate; providing accurate and current information on veterans' rights, benefits, and services.	0	2
HOMELESS ASSISTANCE PROGRAM Provides outreach, assessment, placement, information services, referral, and transportation services to the homeless individuals and families of the City of Miami and all Miami-Dade County in a caring and professional manner.	44	45
TOTAL FULL-TIME POSITIONS	44	48

Department of Veterans Affairs and Homeless Services

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	1,258,445	1,383,966	1,437,645	1,874,500	2,704,000
Operating Expense	1,150,757	935,047	1,492,674	665,700	1,201,000
Capital Outlay	0	0	1,800	0	0
Non-Operating Expenses	0	0	0	383,000	352,000
	2,409,202	2,319,013	2,932,119	2,923,200	4,257,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	0	38,997	0	1,722,000
Homeless Program	2,409,202	2,319,013	2,893,122	2,923,200	2,535,000
	2,409,202	2,319,013	2,932,119	2,923,200	4,257,000

Department Priorities FY 2017-18

Increase the number of veterans contacted and assessed.

Increase the number of veterans 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.

Accomplishments in FY 2016-17

Referred and assisted approximately 60,000 homeless in the Outreached Program.

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

The Department, in conjunction with the Miami-Dade County Homeless Trust and other governmental agencies, participated in the physical count of homeless individuals in Miami-Dade County twice a year.

Department of Veterans Affairs and Homeless Services

Budget Highlights for FY 2017-18

The Budget includes the following considerations:


The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$40,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$15,000).

The increase in Regular Salaries and Wages is due in part to the addition of two new full-time positions \$165,000, and the conversion of one part-time position to full-time \$30,000 (GF \$195,000).

To reflect the change made at the Second Budget Hearing, funding was increased for one Mental Health Outreach Licensed Social Worker position (GF \$65,000)

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Education and Economic Access Objective: Reduce Homelessness in the Community</p>			
<p>Department Objective: Assist veteran in accessing to the nationwide eligible benefices</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actual	FY 2017-18 Commitment
Veteran Contacts (number)	N/A	N/A	N/A	N/A
Veterans Assessed (number)	N/A	N/A	N/A	N/A
Veterans Referred (number)	N/A	N/A	N/A	N/A
<p>Department Objective: Assist homeless population in accessing to the services provider</p>				
Homeless Contacts (number)	55,020	50,446	53,256	60,000
Homeless placements (number)	4157	5054	5,223	6,000
Homeless cold or severe weather placements (number)	414	215	913	1,200

Veteran Affairs and Homeless Services

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	1,519,000	1,519,000	544,000	1,260,000	1,804,000
512010 - Attrition Savings - Salaries	0	(130,700)	(130,700)	0	(258,000)	(258,000)
516000 - Fringe Benefits	0	3,000	3,000	12,000	0	12,000
521000 - Fica Taxes	0	116,400	116,400	43,000	97,000	140,000
522000 - Retirement Contributions	0	211,600	211,600	519,000	0	519,000
523000 - Life and Health Insurance	0	155,200	155,200	487,000	0	487,000
Personnel	0	1,874,500	1,874,500	1,605,000	1,099,000	2,704,000
Operating Expense						
524000 - Workers' Compensation	0	17,600	17,600	18,000	0	18,000
531000 - Professional Services	0	484,600	484,600	4,000	1,019,000	1,023,000
534000 - Other Contractual Services	0	16,600	16,600	17,000	0	17,000
540000 - Travel and Per Diem	0	0	0	1,000	0	1,000
541000 - Communications & Related Services	0	29,000	29,000	15,000	16,000	31,000
541100 - Postage	0	100	100	0	0	0
543000 - Utility Services	0	18,000	18,000	17,000	0	17,000
544000 - Rentals and Leases	0	67,300	67,300	3,000	46,000	49,000
549000 - Other Current Charges and Obligations	0	4,300	4,300	4,000	0	4,000
551000 - Office Supplies	0	4,800	4,800	15,000	0	15,000
552000 - Operating Supplies	0	8,000	8,000	8,000	3,000	11,000
552200 - Clothing/Uniform Supplies	0	15,000	15,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	400	400	0	0	0
Operating Expense	0	665,700	665,700	117,000	1,084,000	1,201,000
Non-Operating Expense						
896000 - Budget Reserve	0	383,000	383,000	0	352,000	352,000
Non-Operating Expenses	0	383,000	383,000	0	352,000	352,000
Total Expense	0	2,923,200	2,923,200	1,722,000	2,535,000	4,257,000

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, as well as, construction and construction management services at the best value for the City, while providing excellent customer service, process efficiency, transparency, fairness, competition, accountability, while maintaining public trust.

Description

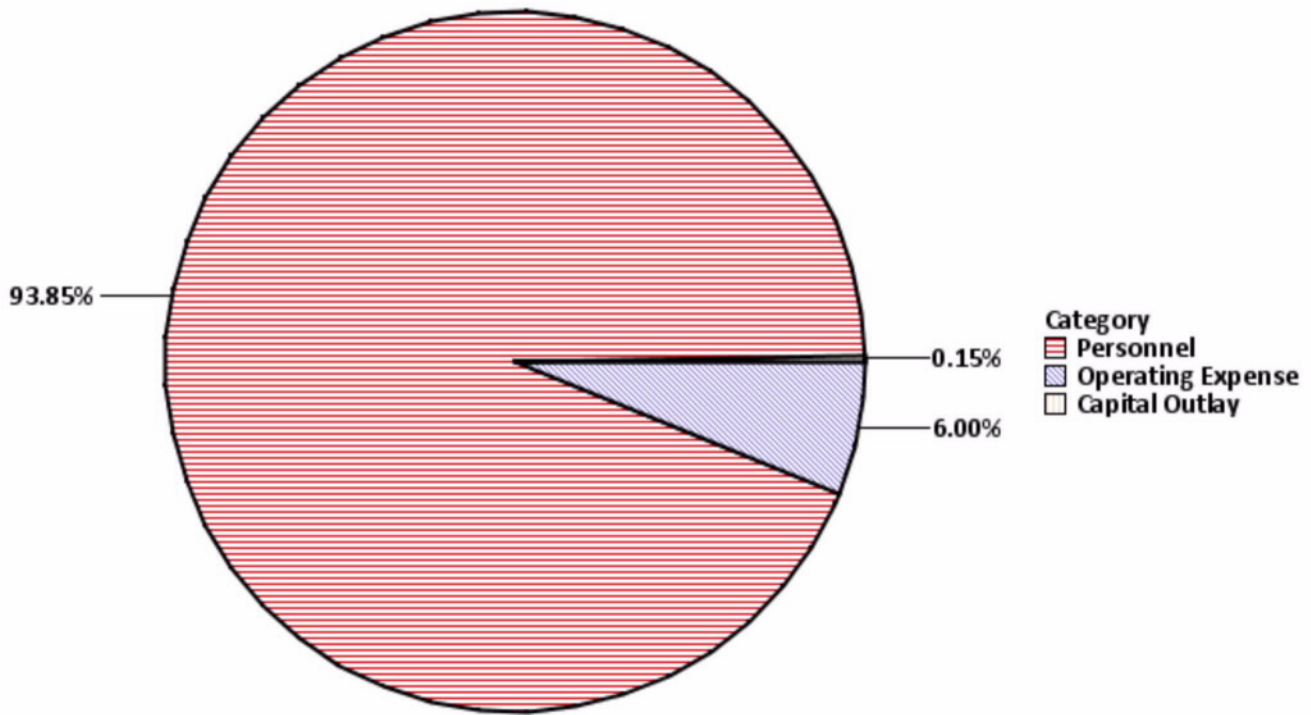
The Procurement Department administers the purchase of all materials, supplies, equipment, goods, and services needed by the various departments of the City of Miami. Additionally, the Department procures and maintains the City's construction, architectural, and engineering services contracts.

Procurement conducts all purchases in an open and fair competitive manner, as established by the informal and formal methods of source selection, pursuant to the City of Miami Procurement Code. The primary methods of source selection consist of: Invitation for Quotations (IFQs) for purchases between \$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. Additionally, Procurement began handling all procurements for the Public Works Department in the second quarter of FY 2016-17. 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.

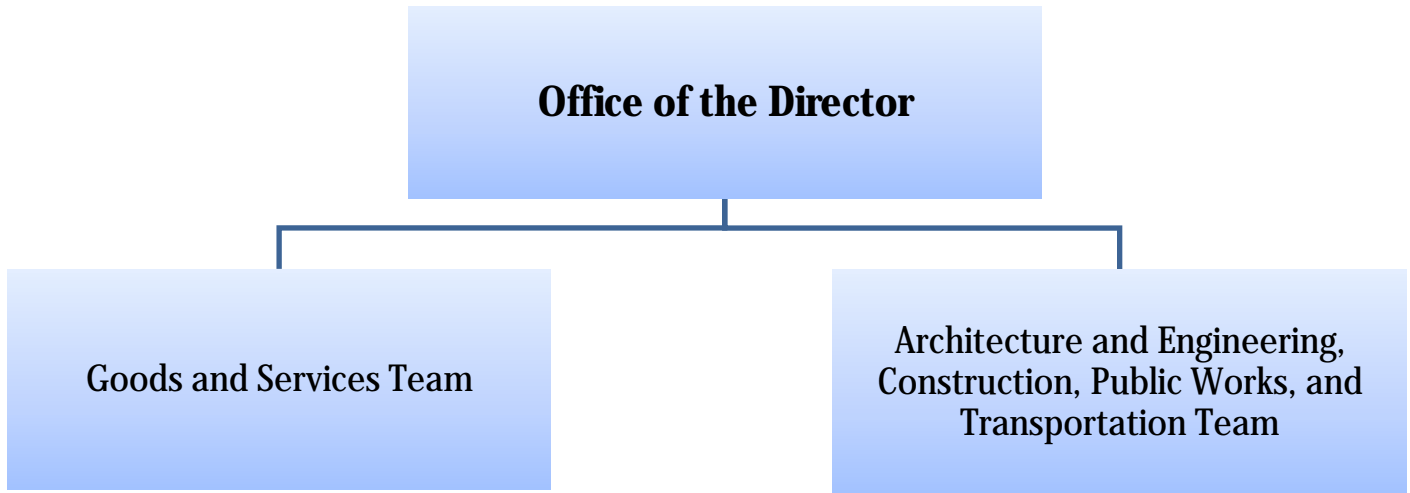
Procurement's customers include, but are not limited to, vendors registered to do business with the City of Miami, Elected Officials, all City departments, the OMNI CRA, and other quasi-governmental entities.

Procurement

Allocation by Category



Procurement



Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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, including but not limited to the development of the contract management system; manages vendor services and performance; coordinates training of staff and external and internal clients; administers the Specialty Trades Prequalification Pool; handles complex RFPs/RFQs.</p>	7	7
<p>GOODS AND SERVICES TEAM Procures goods and services Citywide; 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; track and process renewals; administers the Purchasing Card (P-Card) Program Citywide; and administers the disposition of surplus personal property Citywide.</p>	8	8
<p>ARCHITECTURE and ENGINEERING, CONSTRUCTION, PUBLIC WORKS, and TRANSPORTATION TEAM Procures architectural and engineering, construction, public works procurements, and transportation services Citywide; drafts, advertises, and administers the procurement process for IFBs, 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 of Miami Construction Projects Pilot Program; and handles all procurements for the Public Works Department.</p>	5	6
TOTAL FULL-TIME POSITIONS	20	21

Procurement

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	1,445,857	1,982,614	2,000,587	2,197,000	2,535,000
Operating Expense	60,417	82,297	119,563	163,800	162,000
Capital Outlay	5,246	0	6,746	4,000	4,000
Non-Operating Expenses	0	0	39	0	0
	1,511,520	2,064,911	2,126,936	2,364,800	2,701,000

Department/Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	1,511,520	2,064,911	2,126,936	2,364,800	2,701,000
	1,511,520	2,064,911	2,126,936	2,364,800	2,701,000

Department Priorities for FY 2017-18

Update the City's Procurement Ordinance to include increases in delegated authority, up-to-date processes, etc. Review and revise the City's general contract terms and conditions for architecture and engineering, and construction solicitations.

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

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

Re-vamp the architectural and engineering process, while abiding by Florida Statute 287.055, Consultant's Competitive Negotiations Act, in order to streamline the procurement process.

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

Implement an electronic advertisement and contract management system that: a) would facilitate the management of the process of issuing, monitoring, and awarding formal and informal solicitations; b) is user-friendly so vendors can interactively search, view, and respond to bid opportunities securely over the internet; and c) can track contract compliance, negotiated savings or increases in revenues, insurance, bonds and important contract dates (i.e. expiration, renewals, extension).

Conduct numerous general vendor workshops, and workshops specifically geared towards small businesses, in an effort to increase the City's vendor database and ensure healthy competition.

Procurement

Accomplishments in FY 2016-17

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, (i.e., negotiations for the P25 Radio Network System resulted in \$3,226,622 of savings to the City).

Worked closely with the City Attorney's Office and Commissioner's Offices, on amending the Living Wage Ordinance.

Restructured the Department into two teams: 1) Goods and Services, and 2) Architectural and Engineering, Construction, Public Works, and Transportation.

Successfully transitioned the procurements for the Public Works Department to Procurement.

Awarded various large and complex procurements, including Citywide towing services, design-build services for the Wagner Creek/Seybold Canal restoration, the Miami Marine Stadium restoration project, and the P25 Radio Network System.

Reduced the procurement processing time for solicitations (forty percent of RFPs/RFQs were accomplished in under 124 days, and fifty percent of Invitations for Bids were accomplished under 90 days).

Generated additional revenue to the City via contract opportunities (i.e., Citywide Towing Services, the Home Depot annual rebate, Citywide vending machines, etc.), and through surplus auctions which generated \$532,289 in revenue to the City for FY 2016-17.

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.

Procured approximately \$110 million of a variety of goods and services, and approximately \$70 million construction and design services.

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to the FY 2016-17 Mid-Year Amendment transfer of a position from the Office of Capital Improvements to Procurement (GF \$51,000).

The increase in Regular Salaries and Wages is due in part to the reclassification of a Procurement Administrator position to an Assistant Director position (GF \$32,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$11,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$37,000).

Procurement

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Efficient and Effective Government

Objective: Delivering high-quality, effective services to customers in a timely and cost-effective manner

Department Objectives: Seek and deploy best practices in service delivery

	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Solicitations issued (number)	N/A	201	390	250
Reduction of standard purchase orders processed through the establishment of blanket purchase orders (percentage)	NA	NA	59	20
Average processing time cycle for RFP/RFQs (days)	NA	NA	125	115
Increase the iSupplier vendor pool by 20 percent (number)	NA	11,710	13,437	16,862
Price savings during negotiations (percent)	N/A	N/A	N/A	5

Procurement

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,459,400	0	1,459,400	1,555,000	0	1,555,000
512010 - Attrition Savings - Salaries	(19,200)	0	(19,200)	0	0	0
513000 - Other Salaries and Wages	22,800	0	22,800	23,000	0	23,000
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	112,100	0	112,100	118,000	0	118,000
522000 - Retirement Contributions	392,600	0	392,600	542,000	0	542,000
523000 - Life and Health Insurance	217,300	0	217,300	285,000	0	285,000
Personnel	2,197,000	0	2,197,000	2,535,000	0	2,535,000
Operating Expense						
524000 - Workers' Compensation	31,300	0	31,300	36,000	0	36,000
534000 - Other Contractual Services	400	0	400	0	0	0
540000 - Travel and Per Diem	4,600	0	4,600	5,000	0	5,000
540010 - Training	6,000	0	6,000	6,000	0	6,000
541100 - Postage	100	0	100	0	0	0
544000 - Rentals and Leases	2,500	0	2,500	3,000	0	3,000
545013 - Insurance - General Liability	3,200	0	3,200	5,000	0	5,000
546001 - IT-Repair and Maintenance Services	32,100	0	32,100	22,000	0	22,000
548100 - Advertising and Related Costs	73,600	0	73,600	74,000	0	74,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	2,500	0	2,500	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,500	0	3,500	4,000	0	4,000
Operating Expense	163,800	0	163,800	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	2,364,800	0	2,364,800	2,701,000	0	2,701,000

Resilience and Sustainability

Department Head: Jane Gilbert, MPA

Phone: (305) 416-1048

Mission Statement

To evaluate and prepare strategy plans that will strengthen Miami's physical, social, and economic resilience and sustainability through internal and external partnerships.

Description

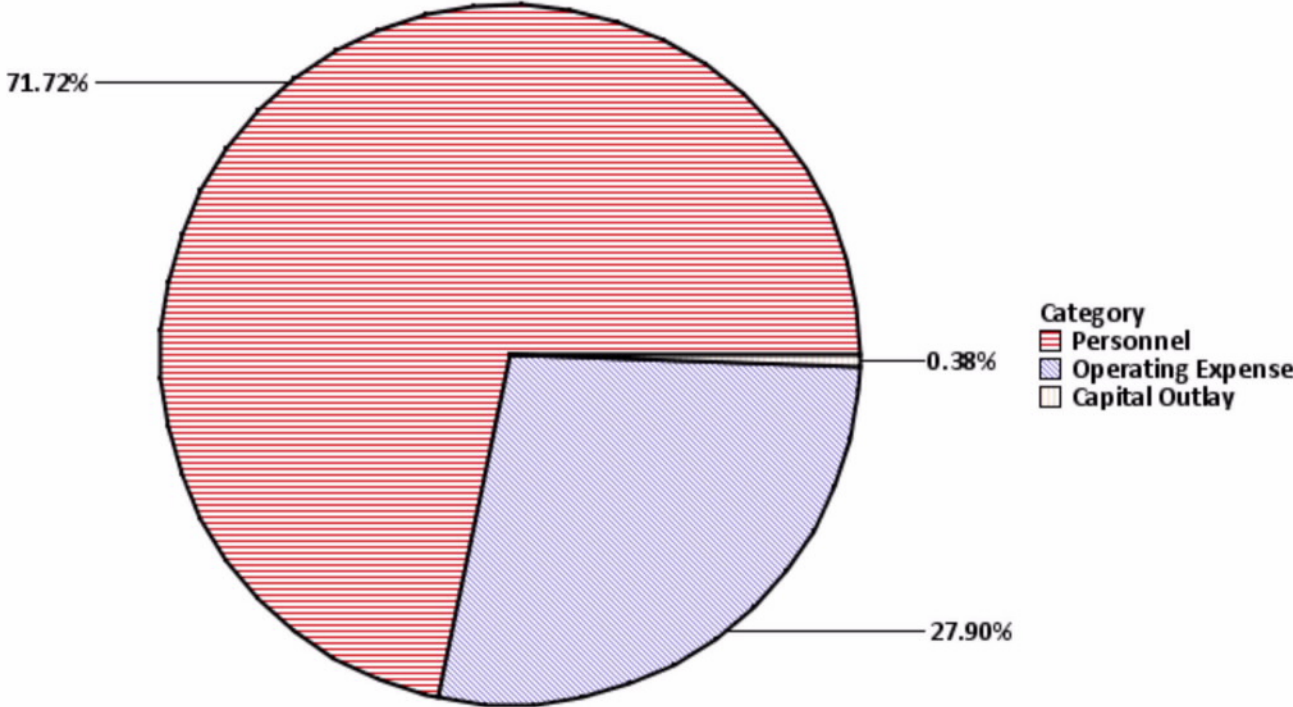
The Office of Resilience and Sustainability (ORS) is responsible for developing and implementing a unified Resilience Strategy in partnership with Miami-Dade County and the City of Miami Beach under the auspices of the 100 Resilient Cities (100RC) Challenge of the Rockefeller Foundation, and for integrating resilience priority objectives and measures into the City of Miami's strategic plan and budget. Additionally, the ORS manages the City's response to climate change, including addressing increased flooding risks associated with sea level rise and more extreme rain events, increased heat, and greenhouse gas emissions reduction.

ORS objectively assesses and prioritizes the greatest threats to the City of Miami's resilience, leads the creation of a cohesive resilience strategy, and subsequently harnesses the resiliency expertise and resources across City agencies, other jurisdictions, and the community in order to effectively address these threats. The ORS will collaborate with other City departments to insure that resilience and sustainability goals are integrated into community and infrastructure planning, floodplain management and FEMA-related issues, risk management, stormwater master planning and management, National Pollutant Discharge Elimination System (NPDES) Permit, transit and transportation, urban development, workforce and affordable housing, homelessness, anti-poverty initiatives, and economic investment.

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

Resilience and Sustainability

Allocation by Category



Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF RESILIENCE AND SUSTAINABILITY Develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.	3	5
TOTAL FULL-TIME POSITIONS	3	5

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	0	0	0	114,800	563,000
Operating Expense	0	0	0	25,000	219,000
Capital Outlay	0	0	0	0	3,000
	-	-	-	139,800	785,000

Department/Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	0	0	139,800	785,000
	-	-	-	139,800	785,000

Resilience and Sustainability

Department Priorities for FY 2017-18

Co-develop a unified Resilient Greater Miami and the Beaches strategy with Miami-Dade County and City of Miami Beach.

Integrate holistic resilience strategy into City of Miami's strategic plan, budget, policies, and capital improvement plans.

Engage and support residents and businesses in strengthening their resilience, individually and collectively.

Advance City of Miami's resilience to sea level rise (SLR) and climate change through interdepartmental planning and advising, support to SLR Committee, community, stakeholder engagement, and implementing SLR policies and resolutions.

Accomplishments in FY 2016-17

The Office of Resilience and Sustainability was established on October 31, 2016 when the new Chief Resilience Officer began.

Established a Resilient Infrastructure Review Committee to bring a resilience lens to all capital improvement planning.

Partnered with the FIU Sea Level Solutions Center in November 2016, and developed a King Tide action plan to inform residents and businesses about the projected or potential floods in certain areas.

Met individually with 17 department directors to introduce concept of holistic of resilience and began to gather resilience initiatives by each department, and met with all Department Directors as part of the budget process.

Partnered with South Florida Regional Planning Council in training GIS staff in mapping increased flood risks associated with sea level rise, and the SE Florida Climate Change Compact, University of Miami, Planning, Zoning, and Public Works on the redesign charrette for the Shorecrest Neighborhood.

Partnered with Miami Dade County and City of Miami Beach and began preliminary resilience assessment of Greater Miami and the Beaches, kicked-off the development of a unified Resilient Greater Miami and the Beaches Strategy (received 2031 responses to the on-line questionnaire), conducted focus groups with various organizations, interviewed Elected Officials from surrounding cities, and hosted nine cross jurisdictional and cross sector listening and learning sessions.

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to a Resilience Program Manager position added in the FY 2016-17 Mid-Year Amendment (GF \$75,000).

The Increase in Regular Salaries and Wages is due in part to the addition of an Administrative Assistant position (GF \$79,000).


The increase in Professional Services was added due to Mapping and Flood Zones within the City of Miami for FY 2016-17 Mid-Year Amendment (GF\$ 25,000).

The Budget includes the following considerations:

The Increase of Regular Wages and Salaries is due in part to normal step progression for all non-bargaining employees (GF \$14,000).

Resilience and Sustainability

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Growth and Development Objective: To build physical, social and economic resilience and sustainability in Miami</p>			
<p>Department Objectives: Seek and deploy best practices in service delivery</p>				
	<p>FY 2014-15 Actuals</p>	<p>FY 2015-16 Actuals</p>	<p>FY 2016-17 Actuals</p>	<p>FY 2017-18 Commitment</p>
<p>Resilient Greater Miami and the Beaches Strategy Development (percent)</p>	<p>N/A</p>	<p>N/A</p>	<p>50</p>	<p>60</p>
<p>Engage residents through focus groups, interviews and online questionnaire (number)</p>	<p>N/A</p>	<p>N/A</p>	<p>3,246</p>	<p>3000</p>
<p>Develop resilience performance measures and budget commitments (percent)</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>15</p>
<p>Develop check list and approach for ensuring resilience measures are incorporated into all capital improvement projects (percent)</p>	<p>N/A</p>	<p>N/A</p>	<p>100</p>	<p>100</p>
<p>Align citizen survey with resilience framework, develop tracking mechanism to monitor citizen feedback on City's resilience efforts (percent)</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>80</p>
<p>Secure pro-bono professional services and grants</p>	<p>N/A</p>	<p>N/A</p>	<p>\$170,000 + 100RC strategy partner</p>	<p>\$170,000+ South Florida Challenge +100RC strategy and platform partners</p>

Office of Resilience and Sustainability

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	257,900	0	257,900	443,000	0	443,000
512010 - Attrition Savings - Salaries	(170,000)	0	(170,000)	0	0	0
516000 - Fringe Benefits	7,200	0	7,200	12,000	0	12,000
521000 - Fica Taxes	19,700	0	19,700	35,000	0	35,000
522000 - Retirement Contributions	0	0	0	39,000	0	39,000
523000 - Life and Health Insurance	0	0	0	34,000	0	34,000
Personnel	114,800	0	114,800	563,000	0	563,000
Operating Expense						
524000 - Workers' Compensation	0	0	0	25,000	0	25,000
531000 - Professional Services	0	0	0	175,000	0	175,000
540000 - Travel and Per Diem	12,000	0	12,000	7,000	0	7,000
545013 - Insurance - General Liability	0	0	0	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	0	0	0	3,000	0	3,000
551000 - Office Supplies	11,800	0	11,800	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,200	0	1,200	3,000	0	3,000
Operating Expense	25,000	0	25,000	219,000	0	219,000
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	139,800	0	139,800	785,000	0	785,000

DEPARTMENT:

BUDGETS:
PLANNING AND DEVELOPMENT



- Building
- Planning
- Zoning

Building

Department Head: Jose S. Camero, RA

Phone: (305) 416-1102

Mission Statement

The Building Department promotes life safety and protects the public, improves the quality of life by providing prompt and efficient review of plans, issuances of permits and timely inspections, interpreting and enforcing the Florida Building Code and all other applicable regulations governing construction and land use, as well as to ensure expeditious access to public records and provide excellent customer service through enhanced technology.

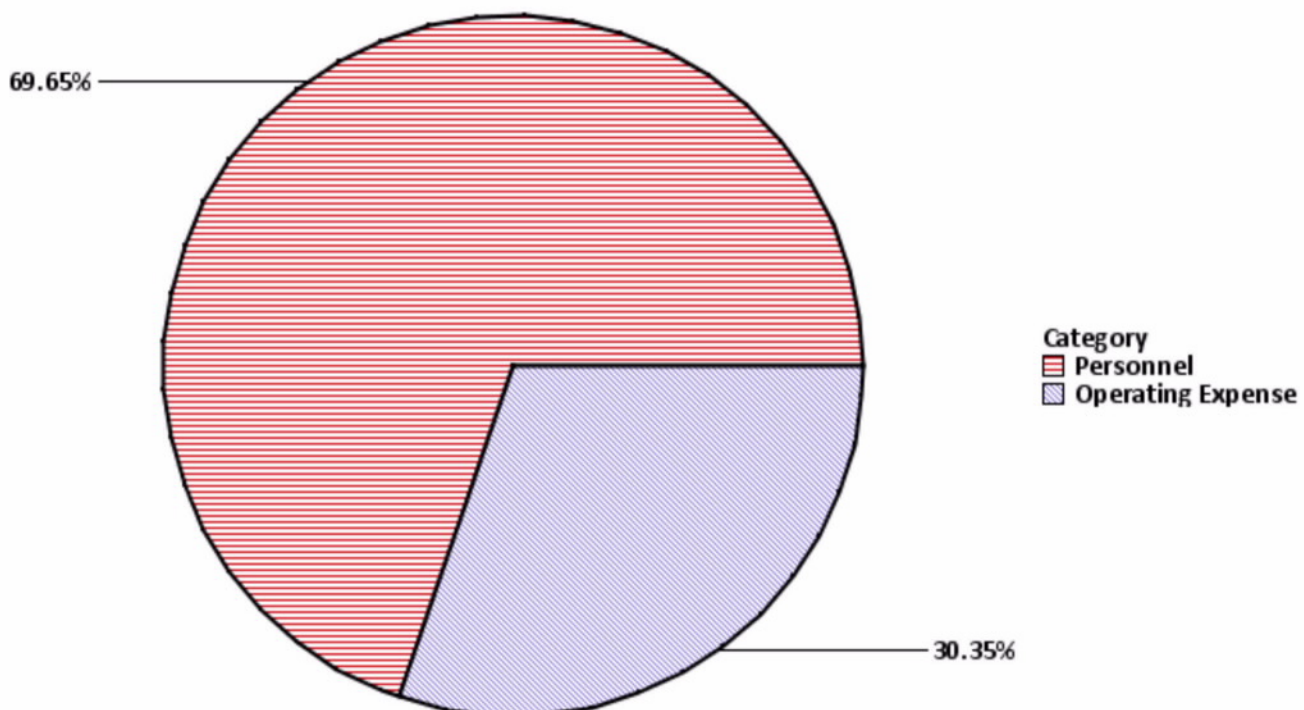
Description

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.

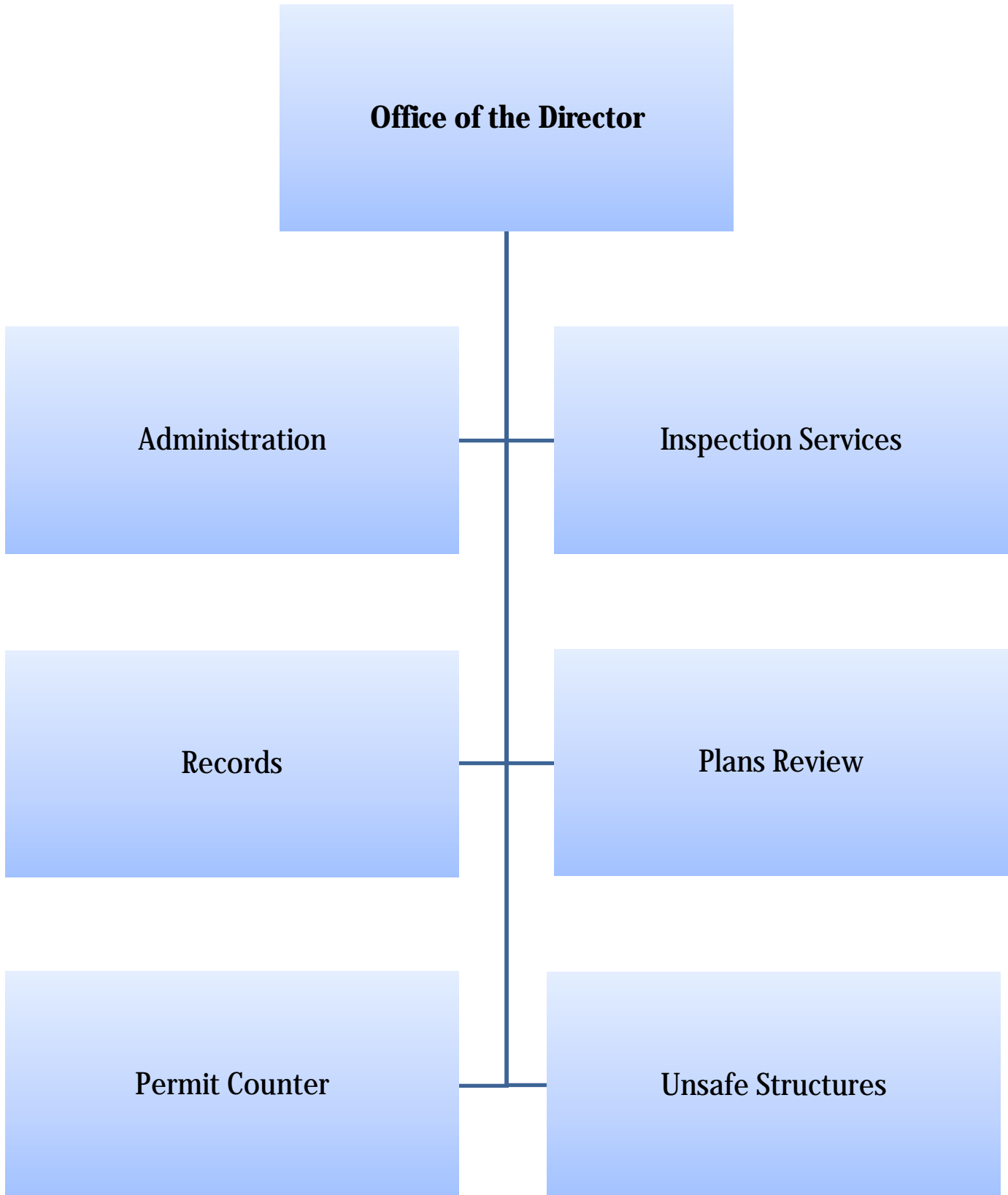
The Building Department assures first responders such as Police and Fire-Rescue that structures are constructed in compliance with all applicable life safety codes. This is of crucial importance since first responders often have to respond to emergencies in structures that may have been compromised due to unforeseen occurrences.

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

Allocation by Category



Building



Building

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	2	4
<p>ADMINISTRATION Prepares and implements the departmental budget; monitors revenue, and personnel activities; performs routine clerical duties such as answering phones and prepares legislative packages, as required.</p>	8	8
<p>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.</p>	38	41
<p>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.</p>	7	10
<p>PLANS REVIEW Assists homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process.</p>	9	9
<p>PERMIT COUNTER Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (CO/TCO), 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.</p>	16	19
<p>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 40/50 year recertification process.</p>	6	6
TOTAL FULL-TIME POSITIONS	86	97

Building

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	8,004,277	8,268,374	8,304,093	9,049,600	10,307,000
Operating Expense	734,913	1,761,439	1,673,408	1,970,300	4,492,000
Capital Outlay	0	20,990	183,613	0	0
Non-Operating Expenses	0	258	100	0	0
Transfers - OUT	0	11,141,947	0	0	0
	8,739,190	21,193,007	10,161,214	11,019,900	14,799,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	8,626,917	20,478,775	9,698,019	10,242,600	12,533,000
Departmental Improvement Initiative	112,274	714,233	463,195	777,300	2,266,000
	8,739,190	21,193,007	10,161,214	11,019,900	14,799,000

Department Priorities for FY 2017-18

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

Continue to remodel the necessary sections of the floor area of the Building Department to accommodate the new technology requirements of our proposed electronic plan review system as well as to address basic issues of privacy, security, and work efficiency.

Continue to enhance iBuild Phase III to include iPlan module to be completed by the end of Summer 2018.

Purchase and implement the Electronic Plans Review program software to improve and simplify our business process by decreasing total plan review turnaround time and thereby providing more efficient services to our customers.

Accomplishments in FY 2016-17

Began data collection and documentation of new business process for purchase of the Electronic Plans Review program.

Relocated and reconfigured the Unsafe Structures section to streamline functions and focus on productivity to provide better customer service.

Updated the 40/50 year recertification module to include electronic reviews, thereby expediting the review process by reducing the review turnaround time from 180 to 14 days

Building

Provided ongoing customer service training of administration and support staff to provide high-quality customer service.

Continued a three-year capital improvement project for facilities renovation, electronic plans review, information technology enhancements, and full-system integration of the iBuild program.

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.

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

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The addition of nine positions to the Department as a conversion of that number of temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes in the FY 2016-17 Mid-Year Amendment (a net increase of \$33,000).

The increase in Other Contractual Services is due to additional temporary or contracted personnel to reduce the number of days that plans spend in the review process (GF \$670,000).

The addition of one Assistant Director for construction and one Assistant Director for structural (GF \$168,000).

The increase in Other Contractual Services is due to supplementing structural plan reviewers based on increased construction volume (GF \$300,000).

The increase in Overtime is due additional working hours to needed for staff to digitize historic records (GF \$50,000).

The increase in Travel and Per Diem is due to mandatory training required by the State of Florida (GF \$14,000).

The increase in Postage is due to the cost associated with the mailing for flood insurance brochures, elevator certificates, and correspondences related the 40 Year Certificates and unsafe structures (GF \$6,000).

The increase in Office Supplies is due to increase cost for supplies and office equipment required to support additional staffing and special projects (GF \$4,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$159,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$41,000).

The increase in Regular Salaries and Wages is due to a funding transfer for the Chief of Unsafe Structure position from the City Manager's Office. (\$104,000).

General Fund funding of capital improvement project Electronic Plan Review (\$1.500 million).

Building

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Growth and Development
Objective: Improve the City's infrastructure

Department Objective: Improve operational efficiency

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Building construction permit applications processed for commercial properties (number)	13,871	14,960	17,101	14,000
Building construction permit applications processed for residential properties (number)	7,617	8,691	9,732	7,500
Inspections performed within 24 hours of request (percent)	98	98	97	98
Time to conduct Building plan review (days)	N/A	N/A	6	5
Time to conduct Electrical plan review (days)	N/A	N/A	4	5
Time to conduct Mechanical plan review (days)	N/A	N/A	5	5
Time to conduct Plumbing plan review (days)	N/A	N/A	5	5
Time to conduct Structural plan review (day)	N/A	N/A	2	7
Department Objective: Improve quality of service				
Performance Measures				
Overall Customer Satisfaction with in-person interactions at the MRC (percent)	N/A	N/A	N/A	N/A

Building Department

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,861,000	0	5,861,000	6,778,000	0	6,778,000
512010 - Attrition Savings - Salaries	(576,200)	0	(576,200)	(607,000)	0	(607,000)
513000 - Other Salaries and Wages	462,200	0	462,200	0	0	0
514000 - Overtime	106,000	0	106,000	156,000	0	156,000
516000 - Fringe Benefits	12,300	0	12,300	17,000	0	17,000
521000 - Fica Taxes	433,500	0	433,500	518,000	0	518,000
522000 - Retirement Contributions	1,897,200	0	1,897,200	2,371,000	0	2,371,000
523000 - Life and Health Insurance	853,600	0	853,600	1,074,000	0	1,074,000
Personnel	9,049,600	0	9,049,600	10,307,000	0	10,307,000
Operating Expense						
524000 - Workers' Compensation	128,400	0	128,400	150,000	0	150,000
533000 - Court Services	80,000	0	80,000	80,000	0	80,000
534000 - Other Contractual Services	605,100	777,300	1,382,400	1,575,000	2,266,000	3,841,000
540000 - Travel and Per Diem	1,300	0	1,300	15,000	0	15,000
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	42,500	0	42,500	49,000	0	49,000
544000 - Rentals and Leases	23,000	0	23,000	23,000	0	23,000
545011 - Insurance - Vehicle Liability	29,500	0	29,500	35,000	0	35,000
545013 - Insurance - General Liability	3,200	0	3,200	17,000	0	17,000
546000 - Repair and Maintenance Services	2,100	0	2,100	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	137,000	0	137,000	134,000	0	134,000
547000 - Printing and Binding	3,500	0	3,500	4,000	0	4,000
547200 - Printing and Binding-Paper Stock	3,500	0	3,500	4,000	0	4,000
548100 - Advertising and Related Costs	38,100	0	38,100	38,000	0	38,000
551000 - Office Supplies	20,000	0	20,000	24,000	0	24,000
552000 - Operating Supplies	2,200	0	2,200	2,000	0	2,000
552100 - Public Safety Supplies	7,600	0	7,600	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	1,193,000	777,300	1,970,300	2,226,000	2,266,000	4,492,000
Total Expense	10,242,600	777,300	11,019,900	12,533,000	2,266,000	14,799,000

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 plans; collaborates with the Zoning Department in administering and preparing amendments to the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan; preparing recommendations to and administering Planning, Zoning and Appeals Board (PZAB), Historic and Environmental Preservation Board, and other hearing boards; and collecting and analyzing demographic, physical, social, and economic data on the City of Miami.

Description

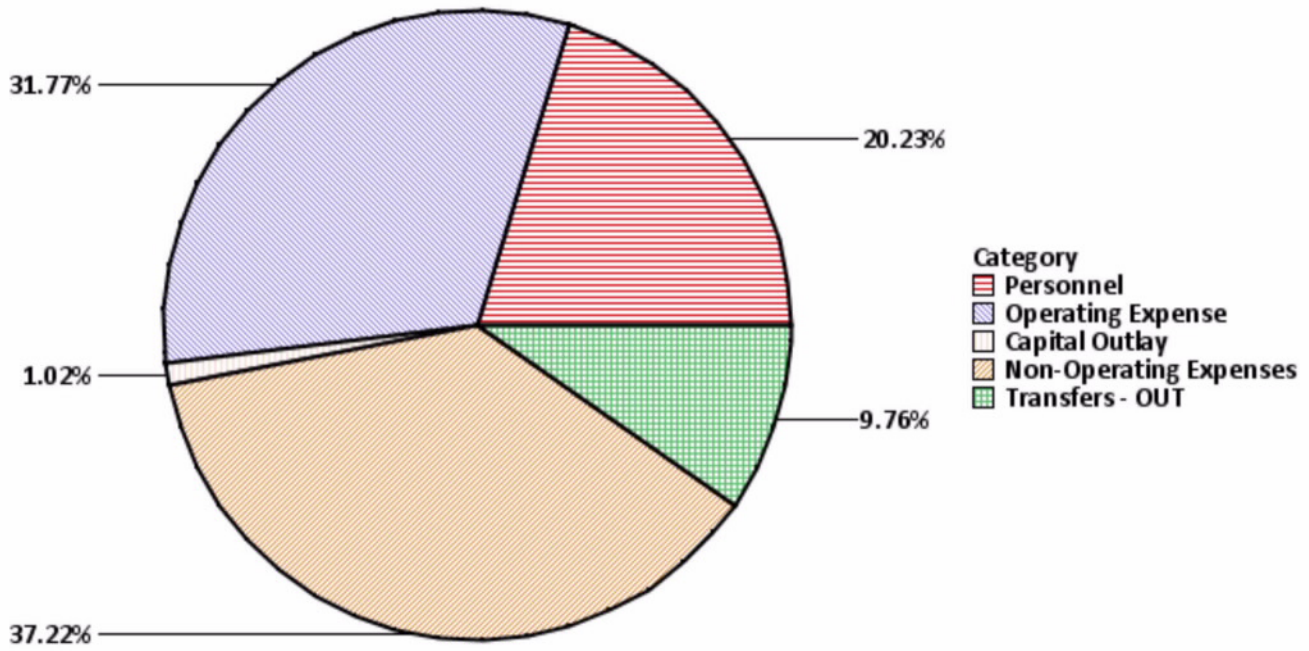
The Planning Department manages and implements in collaboration with the Office of Zoning regulations, guidelines, and policies which direct the growth and redevelopment of the City of Miami. The Department drafts development regulations, district plans, and neighborhood plans to guide future growth, spur development, and preserve the City's residential and historic areas as well as its environmental resources.

As part of this process, staff analyzes the adopted growth for concurrency concerns and researches the constraints experienced by underdeveloped areas of the City to better understand the need for changes. Additionally, the Planning Department and Office of Zoning are charged with the review of all development projects for compliance with Zoning Ordinances, preservation and development regulations, and other state and local requirements that govern growth. The Department processes and handles applications, petitions, advertisements, signs of posting, notifications to property owners and neighborhood associations, open violation cases and liens, and schedules public hearings and meetings to be held by the Planning and Zoning portion of the City Commission, the Planning Zoning and Appeals Board (PZAB), the Code Enforcement Board, the Ticketing Appellate Board, the Nuisance Abatement Board, the Red Light Camera Appeals Board, and the Waterfront Advisory Board.

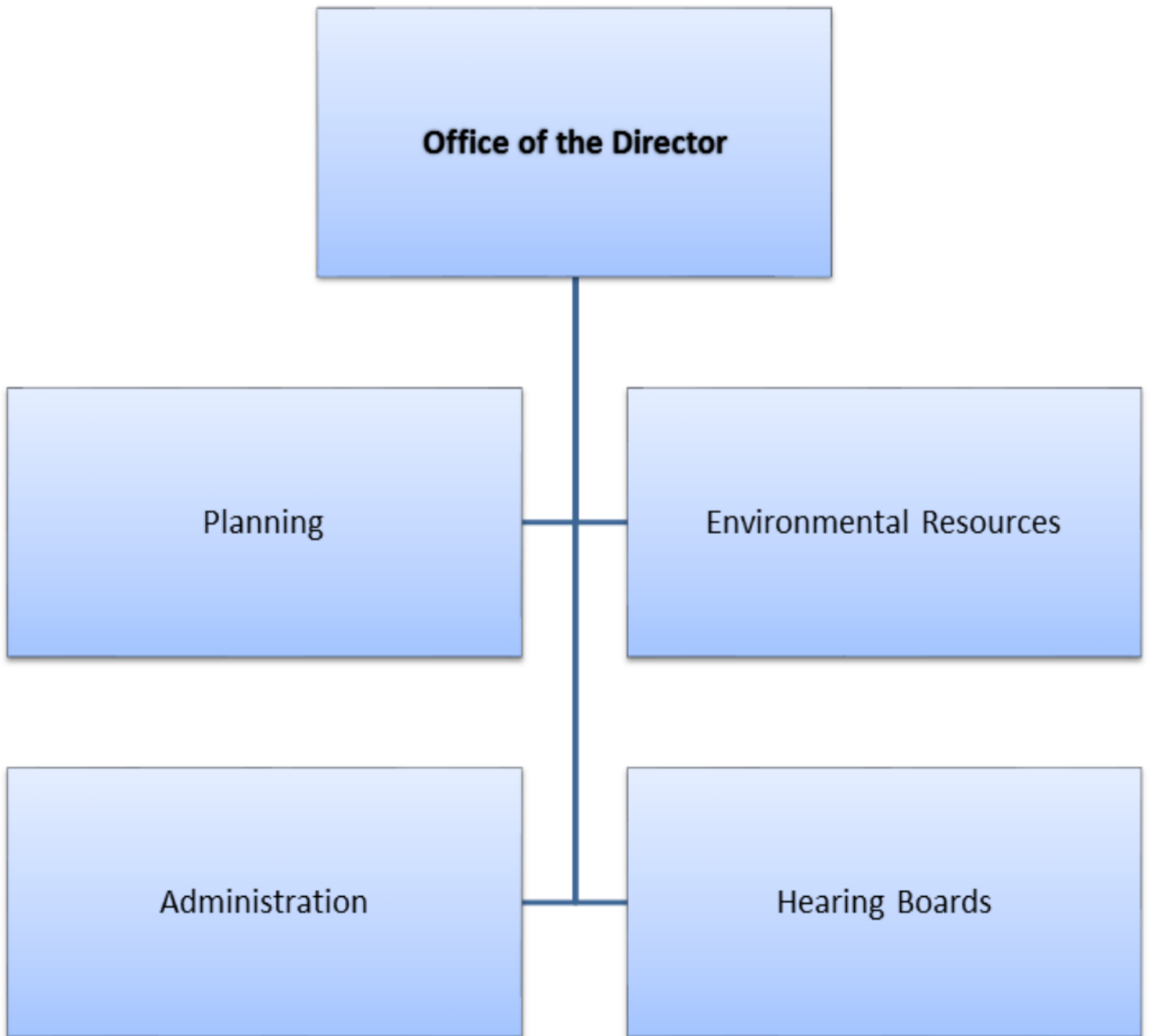
Stakeholders include City residents, elected officials, the business and development communities, City departments, and other governmental agencies.

Planning

Allocation by Category



Planning



Planning

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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 necessary for improved delivery of excellent customer service and projects in a timely manner.</p>	0	3
<p>PLANNING Provides guidance for the future development of the City, prepares neighborhood plans, amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan, manages and preserves the City's historic, architectural, archeological and environmental assets, prepares analysis and recommendations on Planning and Zoning related matters to committees, boards, and the City Commission, collects and analyzes demographic, physical, social, and economic data, prepares master plans that include high standards for architecture, landscape and urban design.</p>	0	22
<p>ENVIRONMENTAL RESOURCES Evaluates, reviews, and ensures compliance of environmental regulatory standards related to conservation of natural resources, including trees, 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 collection of payments and expenditures.</p>	0	6
<p>ADMINISTRATION Manages all budgetary, administrative, and fiscal functions, manages all personnel matters, manages all procurement solicitations and processes, provides support services to professional staff, prepares special projects and reports, tracks performance measures and statistics for the Department, scans current and historical documents related to special permits and case files, processes records for destruction in compliance with State required record retention guidelines.</p>	0	11
<p>HEARING BOARDS Processes applications for public meetings and hearings in support of the Code Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board, and Red Light Camera Appeals Hearings, provides notice of hearings to property owners and neighborhood associations, schedules public hearing meetings for the Planning, Zoning and Appeals Board as well as the Planning and Zoning portion of the City Commission, processes, records, and releases liens related to code enforcement, ticketing, lot clearing, and certain Board resolutions, serves as custodian of all case records and documents pertaining to orders and resolutions issued by various boards.</p>	0	7

Planning

TOTAL FULL-TIME POSITIONS	0	49
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Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	0	0	0	0	4,463,000
Operating Expense	0	0	0	0	7,010,000
Capital Outlay	0	0	0	0	225,000
Non-Operating Expenses	0	0	0	0	8,211,000
Transfers - OUT	0	0	0	0	2,154,000
	-	-	-	-	22,063,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	0	0	0	4,763,000
Planning Services	0	0	0	0	13,320,000
Planning and Zoning Tree Trust Fund	0	0	0	0	3,980,000
	-	-	-	-	22,063,000

Department Priorities for FY 2017-18

Full implementation of the Art in Public Places Program.

Completion of master plans for Wynwood, Virginia Key Flex Park, and the Southwest Street Tree Master Plan.

Completion of the South Florida Transit Oriented Development (SFTOD) Grant Program for transit oriented development planning.

Completion of a process review and launch of a new system for Planning and Zoning intake of application, review, tracking, processing, and issuance of special permits.

Draft legislation and formalize a plan to maximize Citywide tree plantings funded through the Tree Trust Fund.

Review the Miami 21 Zoning Code and the Comprehensive Plan to incorporate enhancements related to sea level rise and resiliency efforts.

Planning

Accomplishments in FY 2016-17

Acquired 8,400 square feet of park space in conjunction with the Departments of Parks and Recreation and Real Estate and Asset Management.

Achieved Tree City USA status for ten consecutive years.

Planted 279 trees Citywide and 441 plants for the Virginia Key Arbor Day Restoration Project funded through the Tree Trust Fund.

Adopted the following legislative initiatives: Microbreweries, Attainable and Workforce Housing, and Storage Facilities distance requirements.

Succeeded in the population count challenge, increasing the City's population count by 16,580 which will increase Federal and State funding to the City.

Received the SFTOD Grant Program, for \$205,000 from the Treasure Coast Regional Planning Council for efforts to create a new zoning overlay that may be applied to areas that will be serviced by the new Tri-Rail Coastal Link line.

Awarded the National Planning Achievement Award for Economic Development (Gold) for the Neighborhood Revitalization District (NRD-1) by the American Planning Association.

Adopted legislation establishing the public portion of Art in Public Places program to contribute to the aesthetic diversity and character of the built environment and the cultural enrichment of the community.

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The addition of three positions to the Department as a conversion of that number of temporary employees to permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes.

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$69,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$30,000).

One additional Environmental Resource Specialist II to the Planning Department to reduce the processing time for Tree Permits approved in the FY2017-18 Second Budget Hearing.

Planning

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Growth and Development
Objective: Improve the City infrastructure

Department Objective: Delivering high-quality, effective services to customers in a timely and cost-effective manner

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Resolutions completed within four working days from the day of receipt at the board meeting (percent)	N/A	95	N/A	95
Warrants approved or denied within 60 working days of submission of all required documents by the applicant, notwithstanding appeals (percent)	N/A	N/A	N/A	80

Planning

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	3,219,000	0	3,219,000
512010 - Attrition Savings - Salaries	0	0	0	(494,000)	0	(494,000)
513000 - Other Salaries and Wages	0	0	0	0	117,000	117,000
516000 - Fringe Benefits	0	0	0	13,000	0	13,000
521000 - Fica Taxes	0	0	0	246,000	0	246,000
522000 - Retirement Contributions	0	0	0	909,000	0	909,000
523000 - Life and Health Insurance	0	0	0	453,000	0	453,000
Personnel	0	0	0	4,346,000	117,000	4,463,000
Operating Expense						
524000 - Workers' Compensation	0	0	0	70,000	0	70,000
531000 - Professional Services	0	0	0	43,000	6,553,000	6,596,000
533000 - Court Services	0	0	0	22,000	0	22,000
534000 - Other Contractual Services	0	0	0	9,000	0	9,000
540000 - Travel and Per Diem	0	0	0	10,000	3,000	13,000
540010 - Training	0	0	0	0	10,000	10,000
541100 - Postage	0	0	0	74,000	0	74,000
544000 - Rentals and Leases	0	0	0	4,000	0	4,000
545013 - Insurance - General Liability	0	0	0	9,000	0	9,000
546001 - IT-Repair and Maintenance Services	0	0	0	57,000	0	57,000
547000 - Printing and Binding	0	0	0	2,000	0	2,000
548000 - Promotional Activities	0	0	0	2,000	0	2,000
548100 - Advertising and Related Costs	0	0	0	84,000	0	84,000
549000 - Other Current Charges and Obligations	0	0	0	0	25,000	25,000
551000 - Office Supplies	0	0	0	20,000	0	20,000
552000 - Operating Supplies	0	0	0	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	1,000	2,000	3,000
Operating Expense	0	0	0	417,000	6,593,000	7,010,000
Capital Outlay						
663000 - Improvements Other Than Buildings	0	0	0	0	225,000	225,000
Capital Outlay	0	0	0	0	225,000	225,000
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	8,211,000	8,211,000
Non-Operating Expenses	0	0	0	0	8,211,000	8,211,000

Planning

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	2,154,000	2,154,000
Transfers - OUT	0	0	0	0	2,154,000	2,154,000
Total Expense	0	0	0	4,763,000	17,300,000	22,063,000

Zoning

Department Head: Devin Cejas

Phone: (305) 416-1488

Mission Statement

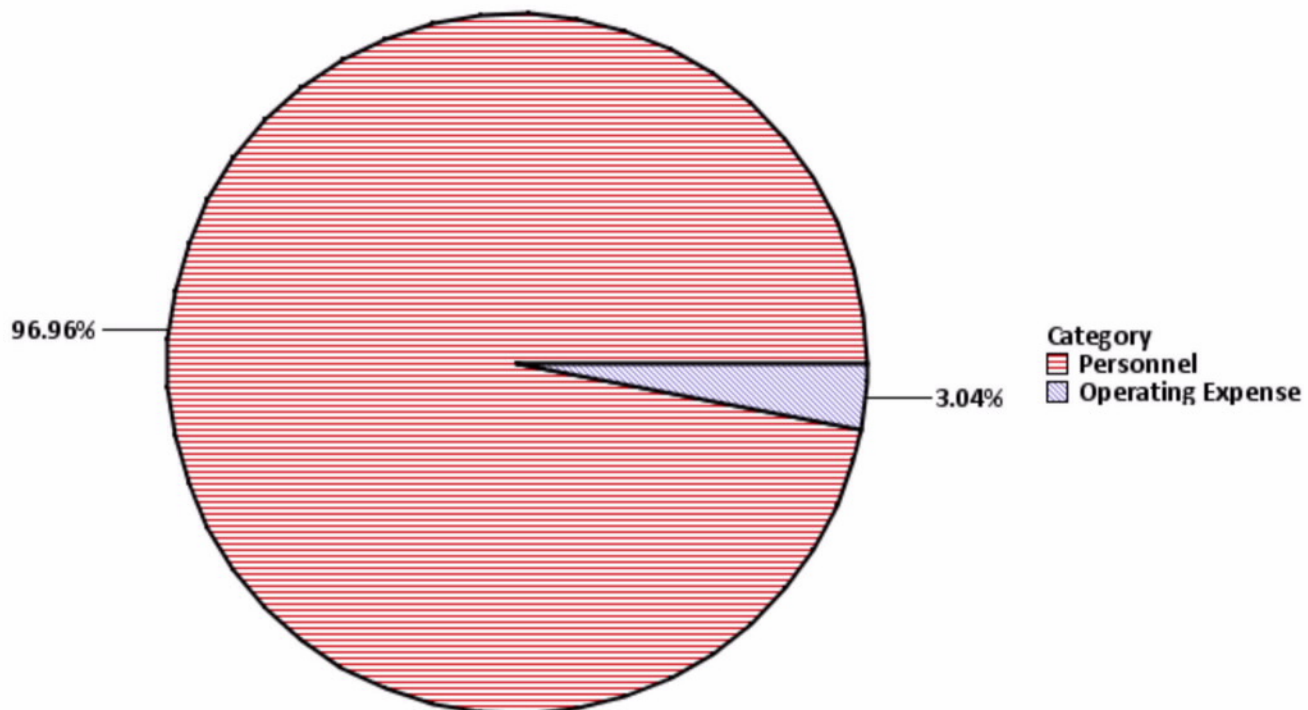
The Office of Zoning aims at promoting a regulated pattern of development as set forth in Miami's Code and Zoning Ordinance while providing a safe and healthy environment for living, working and recreation.

Description

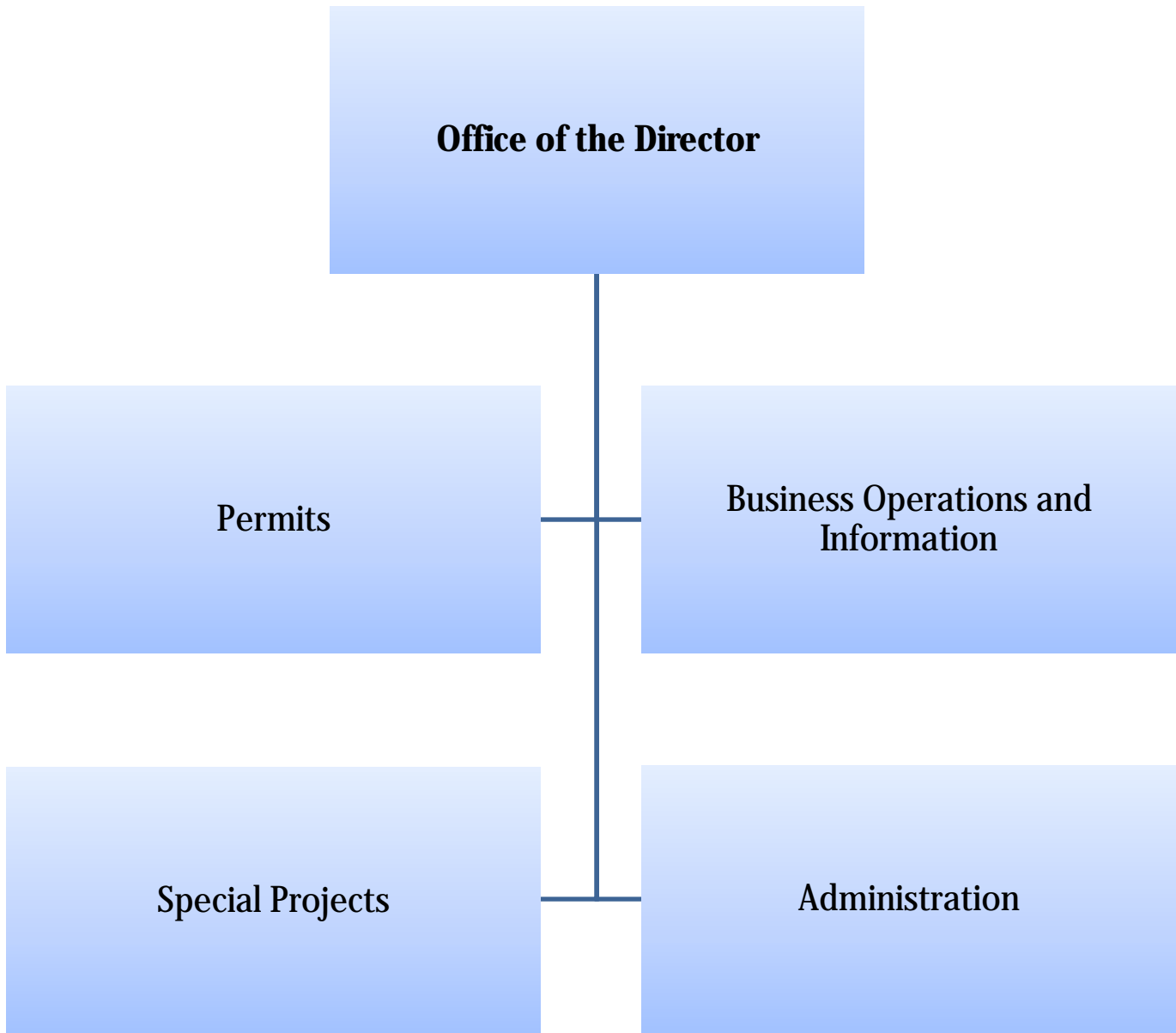
The Office of Zoning, in collaboration with the Planning Department is responsible for implementing and interpreting the Zoning Ordinance and other city, county, state, and federal regulations pertaining to the permitting review of new development and redevelopment plans. The Department also issues Certificates of Use, Waiver permits, Temporary Use permits, approval of Alcohol and Tobacco applications, Verifies building setbacks, and verifies compliance of assisted living facilities in accordance with Florida Statutes and the Zoning Ordinance.

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

Allocation by Category



Zoning



Zoning

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR Oversees the execution of all departmental operations, provides guidance in the interpretation and implementation of the Zoning Ordinance, develops and monitors the Department's budget, identifies resources necessary for the continued delivery of excellent customer service, and projects in a timely manner.</p>	0	2
<p>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.</p>	0	11
<p>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.</p>	0	5
<p>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.</p>	0	1
<p>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.</p>	0	4
<p>TOTAL FULL-TIME POSITIONS</p>	0	23

Zoning

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	0	0	0	0	2,235,000
Operating Expense	0	0	0	0	70,000
	-	-	-	-	2,305,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	0	0	0	2,305,000
	-	-	-	-	2,305,000

Department Priorities for FY 2017-18

Continue to work closely with the Building Department and Information Technology Department (ITD) to bring on-line better interaction between all Special Permits and Building Permits.

Continue to work closely with ITD to update existing platforms such as MiamiBiz to create better efficiencies when obtaining a Certificate of Use.

Continue to assist the Neighborhood Enhancement Team and Code Compliance with training for inspections related to Certificate of Occupancy, Landscape, Certificate of Use, issuance of Certificate of Uses, process and issuance of Temporary Use Permits, public outreach, customer service, and general information.

Accomplishments in FY 2016-17

Maintained steady workflows from a development cycle which nearly doubled workload between FY 2013-14 and FY 2015-16.

Completed legislation to revise Chapter four of the City Code titled Alcoholic Beverages in order to clarify language, better serve small businesses, and improve enforcement.

Zoning

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The reclassification of a vacant Administrative Clerk position to an Assistant Director position (a net increase of \$55,000).


The increase in Regular Salaries and Wages is due to one additional Administrative Assistant I position (GF \$50,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$21,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$9,000).

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Growth and Development Objective: Improve the City infrastructure</p>			
<p>Department Objective: Delivering high-quality, effective services to customers in a timely and cost-effective manner</p>				
<p>Performance Measures</p>	<p>FY 2014-15 Actuals</p>	<p>FY 2015-16 Actuals</p>	<p>FY 2016-17 Actuals</p>	<p>FY 2017-18 Commitment</p>
<p>Waivers signed within 60 working days of submission of all documents by the applicant (percent)</p>	<p>N/A</p>	<p>N/A</p>	<p>4.25</p>	<p>N/A</p>

Zoning

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	1,626,000	0	1,626,000
512010 - Attrition Savings - Salaries	0	0	0	(190,000)	0	(190,000)
516000 - Fringe Benefits	0	0	0	10,000	0	10,000
521000 - Fica Taxes	0	0	0	131,000	0	131,000
522000 - Retirement Contributions	0	0	0	423,000	0	423,000
523000 - Life and Health Insurance	0	0	0	235,000	0	235,000
Personnel	0	0	0	2,235,000	0	2,235,000
Operating Expense						
524000 - Workers' Compensation	0	0	0	33,000	0	33,000
541100 - Postage	0	0	0	2,000	0	2,000
544000 - Rentals and Leases	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	0	0	0	4,000	0	4,000
546001 - IT-Repair and Maintenance Services	0	0	0	27,000	0	27,000
551000 - Office Supplies	0	0	0	2,000	0	2,000
552000 - Operating Supplies	0	0	0	1,000	0	1,000
Operating Expense	0	0	0	70,000	0	70,000
Total Expense	0	0	0	2,305,000	0	2,305,000



**DEPARTMENT
BUDGETS:
PUBLIC WORKS**

- Capital Improvements
- General Services Administration
 - Public Works
 - Solid Waste
- Transportation Management

Office of Capital Improvements

Department Head: Jeovanny Rodriguez, PE

Phone: (305) 416-1225

Mission Statement

The Office of Capital Improvements (OCI) enhances the quality of life and economic growth through program management of capital projects for the delivery of high-quality, state of the art resilient facilities and public infrastructure investment in the City's neighborhoods.

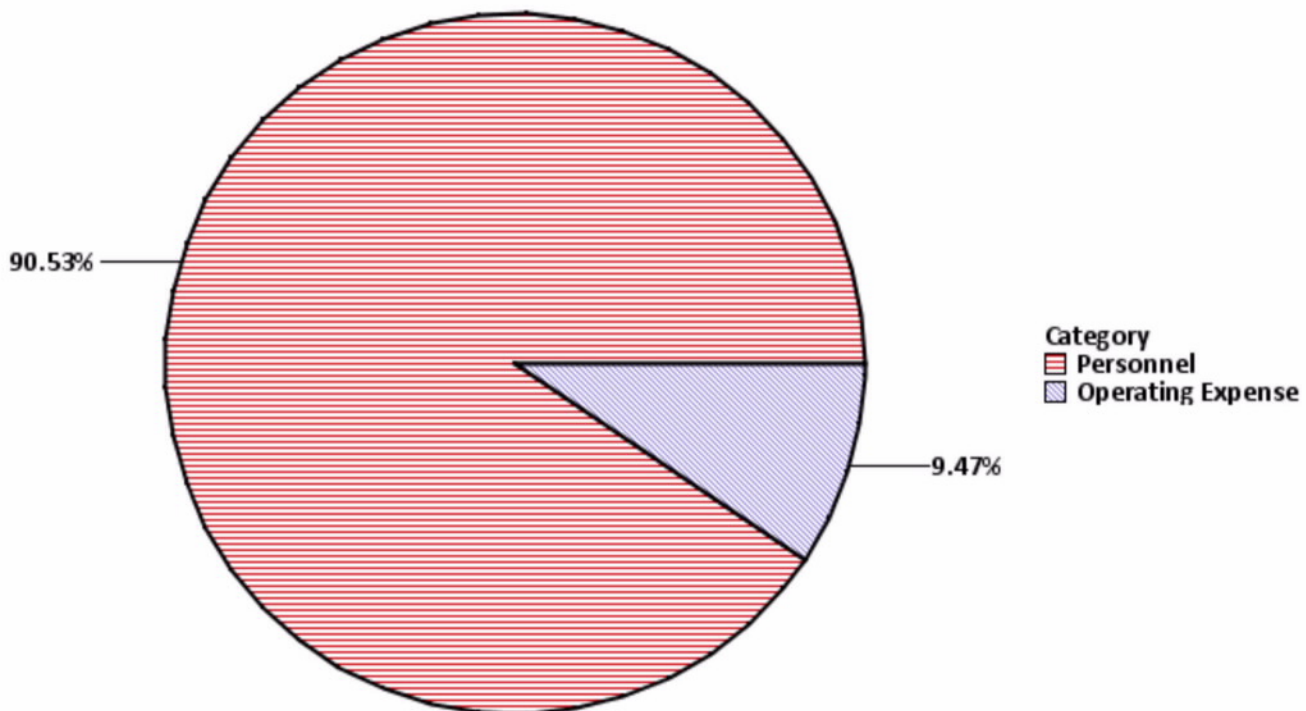
Description

The OCI provides project management services to City residents, and other departments. Projects in the City's Capital Plan provide improved infrastructure, facilities, and amenities for enhanced health, safety, and welfare.

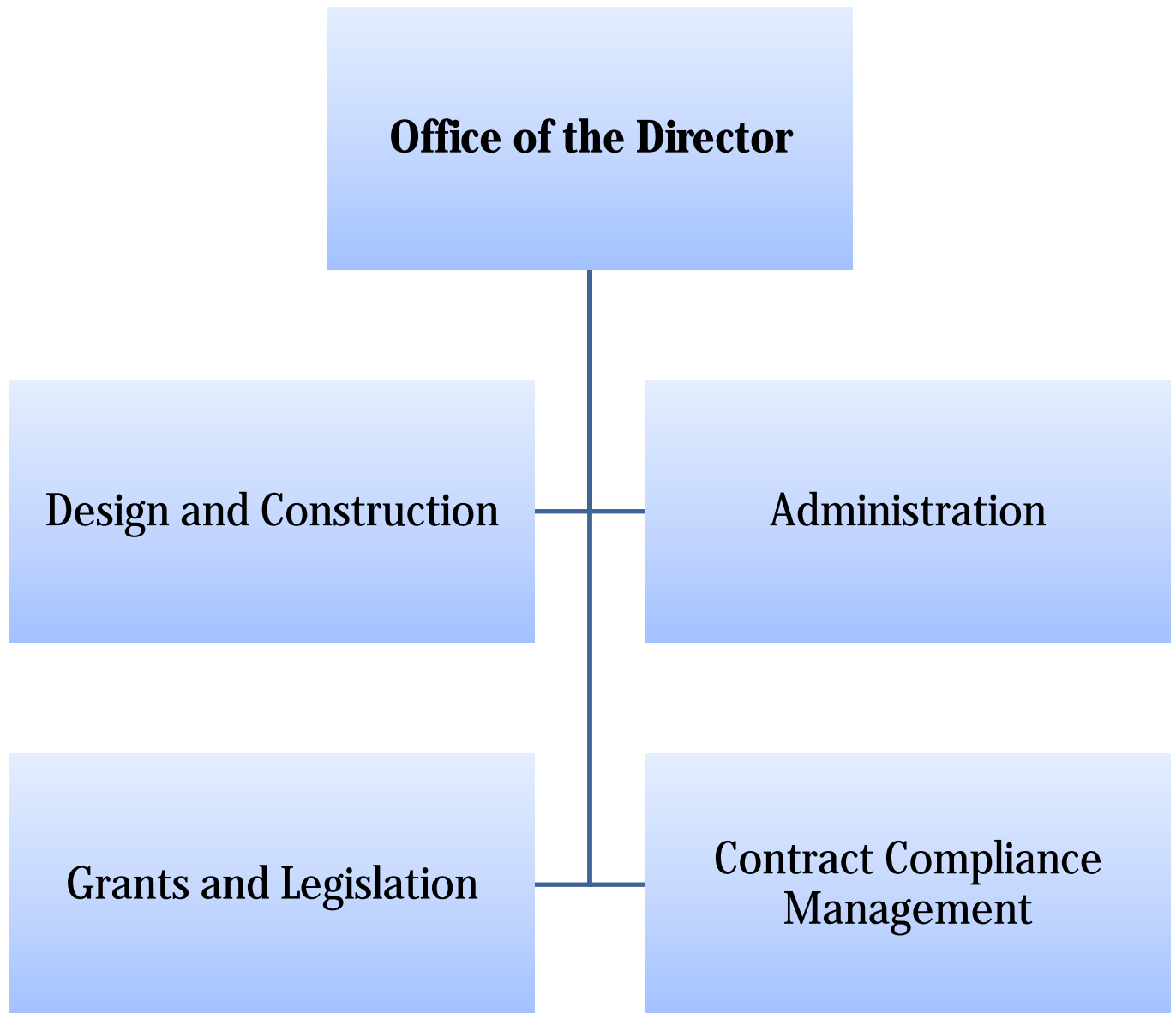
As part of the Public Works service area, OCI is staffed by project managers, engineers, architects, and construction managers who administer the Capital Improvements Program. OCI manages all phases of design and construction for horizontal (streets) and vertical (facilities) projects.

Stakeholders include other City departments, Elected Officials, the community, and other governmental agencies.

Allocation by Category



Office of Capital Improvements



Office of Capital Improvements

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR Directs, plans, and implements the City's Capital Improvements Programs; provides leadership and administers the resources necessary to successfully deliver projects for client departments; develops and monitors the OCI's budget and manages cost controls.</p>	3	3
<p>DESIGN AND CONSTRUCTION Directs and manages planning, design, and construction projects including planning, designing, constructing, and coordinating all activities related to the projects; distributes work assignments to managers; provides design and construction management services to client departments; ensures that goals and objectives are accomplished within prescribed time frames and funding parameters.</p>	36	35
<p>ADMINISTRATION Provides administrative and support services to technical staff; performs personnel and payroll functions.</p>	2	2
<p>GRANTS AND LEGISLATION Drafts legislative items; routes OCI agenda items for approval; serves as the liaison with the Procurement Department; works along with the Agenda and City Attorney offices toward resolving legislative matters. Monitors compliance and reports project status to granting agencies.</p>	2	2
<p>PUBLIC RELATIONS Organizes OCI groundbreakings and community meetings; responds to public records requests and constituents inquiries; prepares voting ballots and mail outs for special projects.</p>	2	0
<p>CONTRACT COMPLIANCE MANAGEMENT Monitors design and construction contracts for compliance as it relates to Small Business Enterprise Participation (SBE), Local Workforce Participation (LWP), and Responsible Wages (RW) requirements.</p>	3	3
TOTAL FULL-TIME POSITIONS	48	45

Office of Capital Improvements

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	2,265,563	2,274,974	2,874,644	2,640,200	2,944,000
Operating Expense	6,894,033	7,351,970	1,429,501	184,400	308,000
Capital Outlay	(10,069)	650	1,619	0	0
Non-Operating Expenses	0	235	0	0	0
	9,149,526	9,627,828	4,305,764	2,824,600	3,252,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	4,805,064	5,888,133	3,350,434	2,824,600	3,252,000
General Special Revenue	431,517	331,582	545,411	0	0
Planning Services	8,143	18,900	68,511	0	0
Community Development	1,105	0	0	0	0
Transportation and Transit	3,903,697	3,389,213	341,409	0	0
	9,149,526	9,627,828	4,305,764	2,824,600	3,252,000

Department Priorities for FY 2017-18

Continue bi-weekly meetings with staff to review project status and updates; these requirements compel all staff to be proactive, invested, and held accountable for their projects.

Begin the procurement process for the replacement of the Transportation Automated Control System (TRACS) Project Management software with a new, modern system that will better service the Office by December 2017. Finalize Administrative Policies for Community Small Business Enterprise Participation (CSBE), Local Workforce Participation (LWP), and Responsible Wages and Davis-bacon Act Wage (RW) to be included in the City of Miami's Administrative Policy Manual by the fourth quarter of FY 2017-18.

Establish a comprehensive internal policies and procedures manual for Contract Compliance Management staff by the fourth quarter of FY 2017-18.

Begin 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 2017-18.

Finalize the remaining environmental remediation project at Curtis Park for a total of seven City parks completed by the fourth quarter of FY 2017-18.

Continue bi-weekly meetings with staff to review project status and updates; these requirements compel all staff to be proactive, invested, and held accountable for their projects.

Complete the office reconfiguration to align with the recent department reorganization by the second quarter of FY 2017-18.

Office of Capital Improvements

Pursue grants from the Florida Inland Navigation District (FIND) totaling \$3.650 million to fund the design and construction of coastal projects by the first quarter of FY 2017-18.

Accomplishments in FY 2016-17

Developed and implemented a comprehensive department policies and procedures manual.

Restructured the department to align project managers and construction managers by horizontal (street projects) and vertical (facilities) functions and to have the respective project managers administer the projects from start to finish with the assistance of the construction managers

Completed the first series of “Industry Day” information sessions to the contractor community.

Finalized the business requirements document for a contract compliance software to assist with the monitoring and recordkeeping of documents and data associated with CSBE, LWP, and RW requirements.

Completed environmental remediation at Bayfront Park and completed environmental remediation and grounds restoration at Douglas Park.

Constructed a 23,000 square foot, two story, youth center at Hadley Park, becoming the City's third largest state of the art park facility.

Completed the extensive grounds restoration after finalizing the environmental remediation at the City's ten-acre green space at Douglas Park.

Secured \$1.708 million from the FIND to fund seven projects for design and construction.

Received an award of \$1.125 million from the Florida State Legislature to be combined with \$1 million already appropriated from the General Fund for the development of a Stormwater Master Plan.

Initiated the design for the Historical Miami Marine Stadium Restoration project.

Solicited an Invitation to Bid for the Historic Dorsey Memorial Library Historic project.

Completed the NE 2 Avenue street transformation project with new drainage systems, trees, and wider sidewalks to accommodate the addition of sidewalk cafes.

Transformed the SW 15 Avenue corridor between SW 8 Street and SW 7 Street from a simple thru street to a raised and festive street that is pedestrian friendly, allowing only foot traffic during festivities and special events such as Viernes Culturales.

Budget Highlights for FY 2017-18

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 transfer of one vacant position to the Procurement Department to accommodate the increased workload associated with the procurement of capital contracts as per the FY 2016-17 Mid-year Budget Amendment (GF \$12,000).

The transfer of two positions to the Office of Communications to maintain the centralization of the public relations function and to increase efficiencies (GF \$29,000).

Office of Capital Improvements

The Budget includes the following addition:

The increase in the Professional Services line item is due to new funding for environmental compliance monitoring and ground water testing in over seven parks on City owned properties (GF \$100,000).

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 Miami General Employees, American Federation of State, County and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$6,000).


The Increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$28,000).

A General Fund Contribution to the Capital Fund to fund the office reconfiguration and 20^h Street Maintenance Yard Operations Facilities (\$1.018 million).

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.

Office of Capital Improvements

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Growth and Development Objective: Improve the City's Infrastructure			
Department Objective: Regularly maintain the condition of the City's roadways				
Performance Measures	FY 2014-15 Actuals	FY 2015 -16 Actuals	FY 2016 -17 Actuals	FY 2017-18 Commitment
Resurfaced or reconstructed road surfaces (lane miles)	38	24	10	20
Projects completed in Design	86	48	91	69
Projects completed in Construction	57	12	78	88
Project Value Completed in Construction	\$13.470 million	\$6.636 million	\$62.300 million	\$99.000 million
Total active and funded projects by Fiscal Year (New in FY 2017-18)	N/A	N/A	N/A	117
Ensure timely delivery of quality capital projects on time and on budget (percent) (New in FY 2017-18)	N/A	N/A	N/A	80
Promote transparency of capital projects through Geographic Information System (GIS) (New in FY 2017-18)	N/A	N/A	N/A	Yes
Develop a Workforce Compliance Program (New in FY 2017-18)	N/A	N/A	N/A	Yes

Office of Capital Improvements

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,047,900	0	1,047,900	1,022,000	0	1,022,000
513000 - Other Salaries and Wages	77,500	0	77,500	78,000	0	78,000
516000 - Fringe Benefits	5,800	0	5,800	5,000	0	5,000
521000 - Fica Taxes	78,900	0	78,900	79,000	0	79,000
522000 - Retirement Contributions	995,600	0	995,600	1,223,000	0	1,223,000
523000 - Life and Health Insurance	434,500	0	434,500	537,000	0	537,000
Personnel	2,640,200	0	2,640,200	2,944,000	0	2,944,000
Operating Expense						
524000 - Workers' Compensation	48,600	0	48,600	67,000	0	67,000
531000 - Professional Services	0	0	0	100,000	0	100,000
534000 - Other Contractual Services	2,500	0	2,500	3,000	0	3,000
540000 - Travel and Per Diem	4,000	0	4,000	3,500	0	3,500
541000 - Communications & Related Services	7,400	0	7,400	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	0	0	0	1,000	0	1,000
545013 - Insurance - General Liability	3,200	0	3,200	16,000	0	16,000
546001 - IT-Repair and Maintenance Services	63,000	0	63,000	54,000	0	54,000
547000 - Printing and Binding	700	0	700	1,000	0	1,000
551000 - Office Supplies	21,000	0	21,000	21,000	0	21,000
552000 - Operating Supplies	4,800	0	4,800	5,000	0	5,000
552100 - Public Safety Supplies	7,100	0	7,100	6,500	0	6,500
552200 - Clothing/Uniform Supplies	1,600	0	1,600	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,500	0	8,500	9,000	0	9,000
Operating Expense	184,400	0	184,400	308,000	0	308,000
Total Expense	2,824,600	0	2,824,600	3,252,000	0	3,252,000

General Services Administration

Department Head: Ricardo Falero

Phone: (305) 329-4854

Mission Statement

Our mission is 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

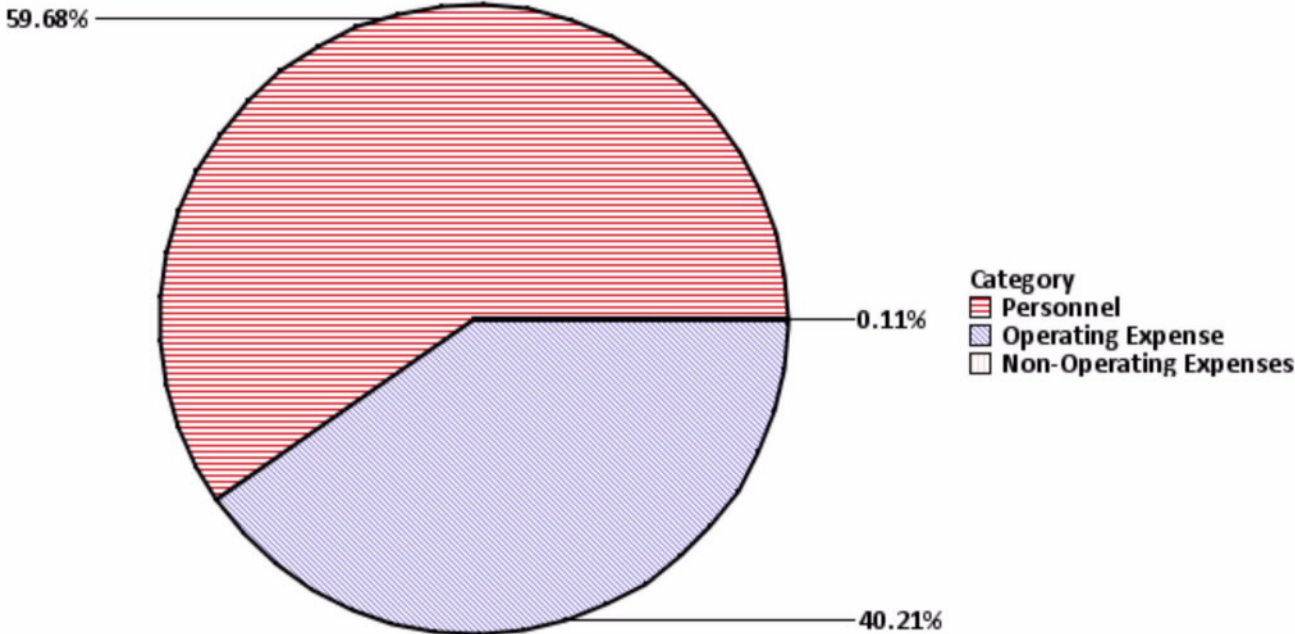
The GSA Department provides internal service support to City departments in the areas of fleet management, graphic reproductions, property maintenance, radio communication, and Citywide inter-office mail delivery.

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 Administration 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 prints City Commission agenda packages and produces graphic illustrations, forms, business cards, the Proposed and Adopted Budget Books, flyers, and banners.

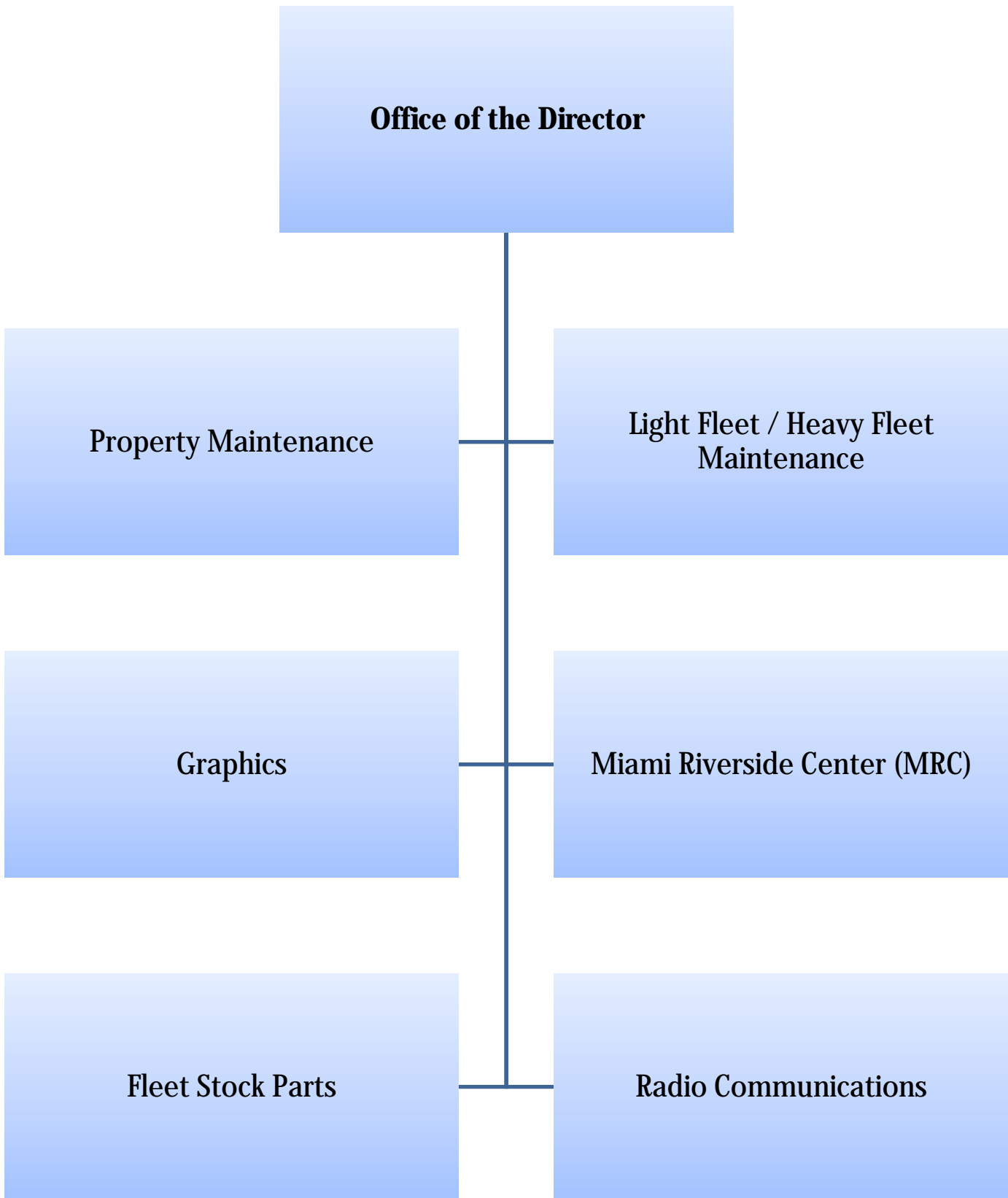
GSA's primary stakeholders are comprised of City of Miami employees and City departments.

General Services Administration

Allocation by Category



General Services Administration



General Services Administration

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	8	8
<p>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, HVAC, and other disciplines as required; administers small construction contracts.</p>	37	38
<p>LIGHT FLEET / 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 parts and fuel inventory.</p>	68	68
<p>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 Commission meeting agendas.</p>	5	5
<p>MIAMI RIVERSIDE CENTER (MRC) Maintains the MRC building, grounds, car pool, and mechanical and security equipment; distributes inter-office and US mail; administers contracts for supplies and services.</p>	9	9
<p>FLEET STOCK PARTS Purchases, warehouses, and maintains inventory of parts needed for repairs.</p>	4	4
<p>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.</p>	8	9
TOTAL FULL-TIME POSITIONS	139	141

General Services Administration

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	11,534,986	11,677,171	12,226,820	12,965,100	13,781,000
Operating Expense	9,530,778	9,328,099	9,004,368	9,560,900	9,286,000
Capital Outlay	5,379	272,029	283,995	0	0
Non-Operating Expenses	0	0	0	24,700	25,000
	21,071,143	21,277,299	21,515,183	22,550,700	23,092,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	21,066,261	21,070,332	21,514,599	22,526,000	23,067,000
General Special Revenue	4,881	206,967	584	24,700	25,000
	21,071,143	21,277,299	21,515,183	22,550,700	23,092,000

Department Priorities for FY 2017-18

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 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.

Complete and commence operations of the police motorcycle mechanical maintenance and repair service.

Renovate restroom facilities located at all GSA locations.

Complete replacement of City Hall facility roof.

Mill and resurface the GSA fleet lot.

General Services Administration

Accomplishments in FY 2016-17

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

Achieved a turn-around rate of 71.5 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 98 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 all work orders within 25 days.

Completed comprehensive renovations to the MRC facility that included mechanical, cosmetic, and security upgrades that have significantly improved the visitor and employee experience.

Continued to manage construction and initiate use of a dedicated wash pit for Solid Waste equipment.

Completed the upgrade and renovations to the City's fueling facility to include new fuel dispensers that significantly reduce the amount of time needed to refuel fleet vehicles, including trolleys.

Procured and placed into service: 128 Police Department vehicles, 60 general fleet vehicles, five trailers and three donated/confiscated vehicles.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The decrease in Operating Supplies is due to a reallocation to Repair and Maintenance Services for oils, lubricants, and chemicals (GF \$130,000).

The decrease in Motor Fuel is due to historical trend and prices (GF \$386,000).

The Budget includes the following additions:

The increase in Repair and Maintenance Services is due to reallocation from Operating Supplies (GF \$130,000); additional funding for electrical maintenance and repairs of re-opened, new and extended City facilities (GF \$25,000); reallocation from Other Contractual Services (GF \$15,000); general building maintenance at re-opened, new and extended City facilities (GF \$5,000); increased costs of cleaning and sign materials (GF \$5,000); and MRC specialized cleaning of air conditioner towers (GF \$3,000) for a total increase of \$183,000.

The increase in Printing and Binding – Paper Stock is for photocopier click charges due to additional printing jobs (GF \$2,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$259,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$36,000).

General Services Administration


The increase in Regular Salaries and Wages is due to one Maintenance Mechanic Helper that was added in the FY 2016-17 Mid-Year Amendment (GF \$34,000) and the addition of one Specialized Technician in the FY 2016-17 Mid-Year Amendment (GF \$50,000) for a total increase of \$84,000.

A General Fund contribution to capital improvement project Restoration of City Hall Vacant Offices (\$200,000) and Cartegraph Work Order Software (\$175,000).

Funding from General Government Impact Fees for the capital improvement project on 20th Street Building (\$1.423 million).

General Services Administration

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service			
Department Objective: Reduce turnaround time of City vehicles				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	64	65	72.8	65
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent of time)	100	95	99	72
Department Objective: Maintain City's communication system operational				
Performance Measures				
Emergency radio communications system kept operational and ready (percent of time)	93	96	94.8	99
Partial service interruptions in the communications system (number)	6	13	9	2
Department Objective: Ensure Department work orders are completed within three days				
Performance Measures				
Average time for completion of property maintenance work orders (days)	1	0.85	0.97	2

GSA

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,789,000	0	7,789,000	8,064,000	0	8,064,000
512010 - Attrition Savings - Salaries	(299,400)	0	(299,400)	(306,000)	0	(306,000)
513000 - Other Salaries and Wages	232,500	0	232,500	233,000	0	233,000
514000 - Overtime	74,100	0	74,100	74,000	0	74,000
515000 - Special Pay	16,100	0	16,100	16,000	0	16,000
516000 - Fringe Benefits	28,300	0	28,300	28,000	0	28,000
521000 - Fica Taxes	601,000	0	601,000	622,000	0	622,000
522000 - Retirement Contributions	2,831,900	0	2,831,900	3,137,000	0	3,137,000
523000 - Life and Health Insurance	1,691,600	0	1,691,600	1,913,000	0	1,913,000
Personnel	12,965,100	0	12,965,100	13,781,000	0	13,781,000
Operating Expense						
524000 - Workers' Compensation	495,900	0	495,900	572,000	0	572,000
534000 - Other Contractual Services	685,400	0	685,400	667,000	0	667,000
540000 - Travel and Per Diem	13,000	0	13,000	0	0	0
541000 - Communications & Related Services	2,700	0	2,700	3,000	0	3,000
541100 - Postage	300	0	300	0	0	0
543000 - Utility Services	632,300	0	632,300	632,000	0	632,000
544000 - Rentals and Leases	18,500	0	18,500	20,000	0	20,000
545011 - Insurance - Vehicle Liability	18,400	0	18,400	11,000	0	11,000
545013 - Insurance - General Liability	3,200	0	3,200	52,000	0	52,000
546000 - Repair and Maintenance Services	4,400,000	0	4,400,000	4,583,000	0	4,583,000
546001 - IT-Repair and Maintenance Services	192,700	0	192,700	161,000	0	161,000
547100 - Printing and Binding-Outsourcing	5,000	0	5,000	5,000	0	5,000
547200 - Printing and Binding-Paper Stock	18,000	0	18,000	20,000	0	20,000
547300 - Printing and Binding-Supplies	8,500	0	8,500	9,000	0	9,000
549000 - Other Current Charges and Obligations	5,300	0	5,300	6,000	0	6,000
551000 - Office Supplies	8,000	0	8,000	10,000	0	10,000
552000 - Operating Supplies	200,000	0	200,000	70,000	0	70,000
552010 - Motor Fuel	2,786,000	0	2,786,000	2,400,000	0	2,400,000
552200 - Clothing/Uniform Supplies	25,100	0	25,100	24,000	0	24,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	42,600	0	42,600	41,000	0	41,000
Operating Expense	9,560,900	0	9,560,900	9,286,000	0	9,286,000

GSA

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	24,700	24,700	0	25,000	25,000
Non-Operating Expenses	0	24,700	24,700	0	25,000	25,000
Total Expense	22,526,000	24,700	22,550,700	23,067,000	25,000	23,092,000

Public Works

Department Head: Juvenal Santana, P.E., CFM

Phone: (305) 416-1218

Mission Statement

To maintain and improve our City's right-of-way (ROW) infrastructure and environment by providing the best professional, technical, engineering, and construction inspection services to the residents, visitors, business owners, property owners, and other City Departments.

Description

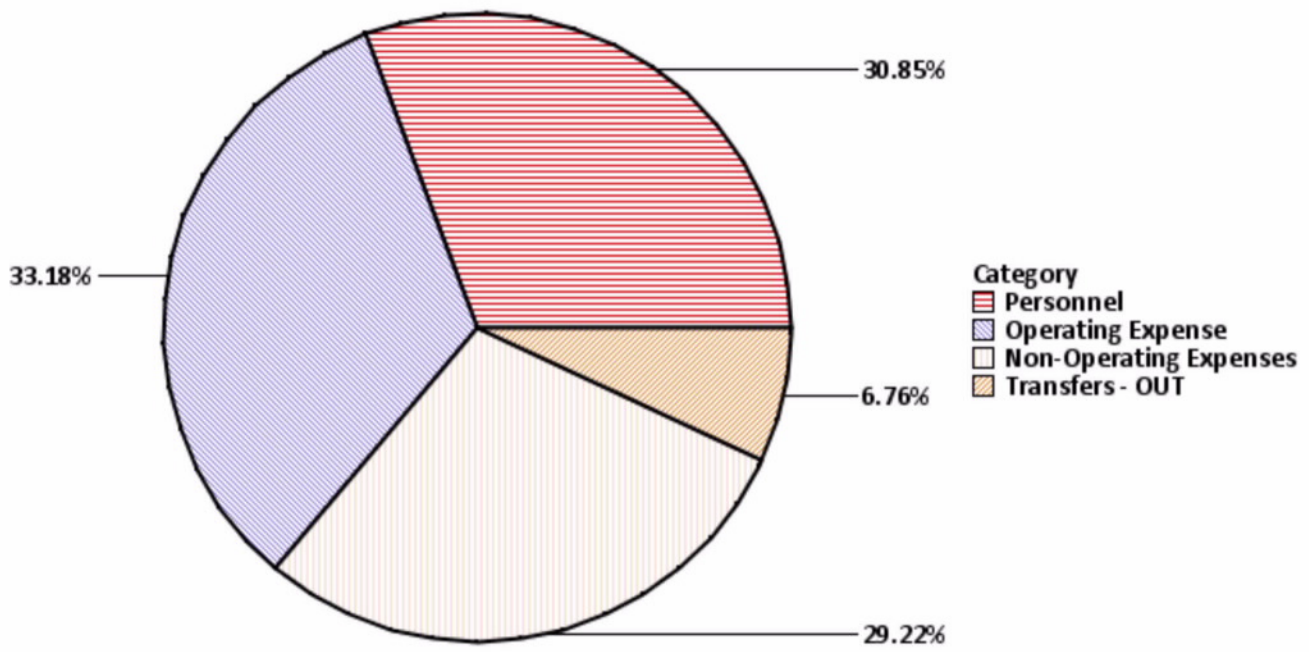
The Public Works Department is responsible for establishing engineering design and technical standards, the permitting and regulation of construction of public improvements, and the repair and maintenance of the streets, alleys, sidewalks, curbs, bridges, and canals within the public ROW. As a Storm Water Utility, Public Works also promotes storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit. The Department also processes plat applications for the division of land. Additionally, Public Works manages the City's street lighting system, 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.

The Department's 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. In the Engineering Division, the Department 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.

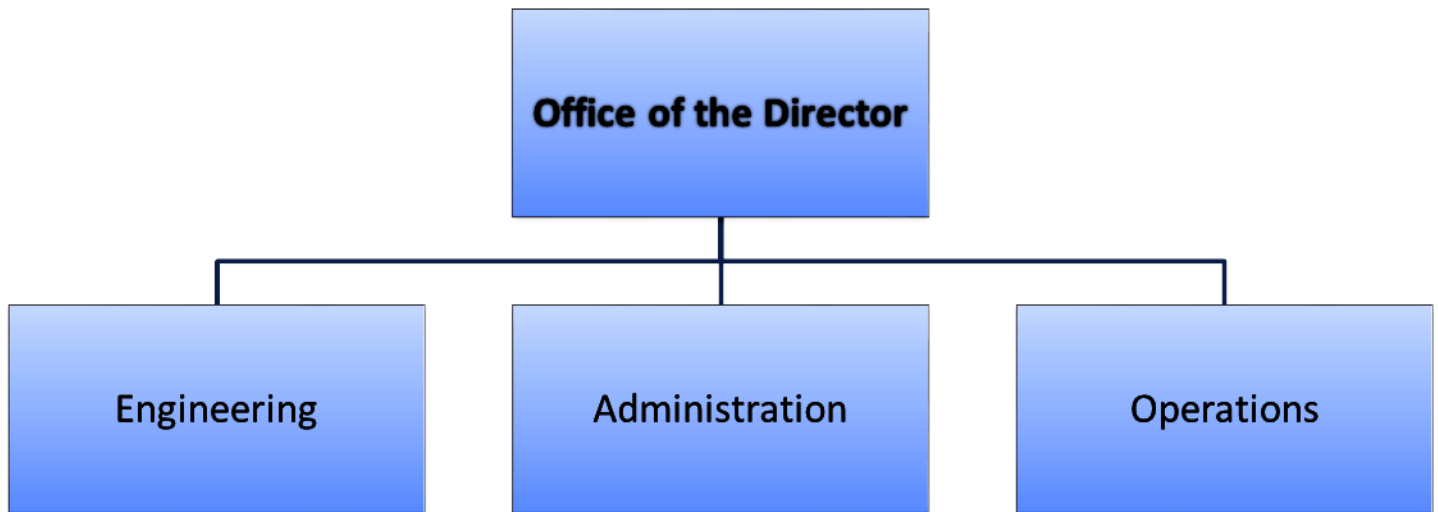
Stakeholders include residents, visitors, businesses, business improvement districts, community redevelopment agencies, developers, the Downtown Development Authority, and contractors.

Public Works

Allocation by Category



Public Works



Departmental Function/Unit	FY 2016-17	FY 2017-18
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).	57	59
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.	75	73
TOTAL FULL-TIME POSITIONS	140	140

Public Works

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	7,963,763	9,248,048	9,988,404	11,271,100	11,764,000
Operating Expense	8,468,686	11,375,989	12,155,258	12,975,925	12,653,000
Capital Outlay	16,964	89,190	(33,549)	0	0
Non-Operating Expenses	0	0	280	4,353,600	11,143,000
Transfers - OUT	0	0	3,110,300	0	2,578,000
	16,449,414	20,713,226	25,220,693	28,600,625	38,138,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	15,962,737	19,077,560	20,078,293	21,242,625	21,111,000
Public Works Services	486,677	1,635,666	5,142,399	7,358,000	17,027,000
	16,449,414	20,713,226	25,220,693	28,600,625	38,138,000

Department Priorities for FY 2017-18

Complete implementation of an online permitting process and web-based project coordination system (ongoing), expected to be completed by end of FY 2017-18.

Enhance and beautify medians and traffic circles Citywide (ongoing).

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

Submit the fifth 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 April 18, 2018.

District 5 Alley Improvement Project; street lighting and re-paving.

Accomplishments in FY 2016-17

Continued working on the implementation of an online permitting process and web-based project coordination system.

Enhanced and beautified 60 medians and traffic circles Citywide.

Completed approximately \$2 million in drainage enhancements.

Submitted the fifth-year NPDES Annual Report for the third cycle of the MS4 permit with the Florida Department of Environmental Protection (FDEP) on April 18, 2017; cleaned and maintained 1,900 inlets and manholes, cleaned 22,240 grates, de-silted and cleaned 200,123 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 on a monthly basis, and removed approximately 7,500 cubic feet of floatables and debris from City of Miami waterways.

Public Works

In addition to regular trimming of trees and providing landscape maintenance, the Department participated in the planting of 550 trees citywide.

Installed LED Lighting in Belle Meade Neighborhood.

- Completed the Calle Ocho landscape and streetscape project.
- Completed the Cuban Memorial Boulevard landscape and streetscape.
- Performed 6,650 line and grade inspections, prepared 175 covenant or maintenance agreements, and processed 6,200 building permit applications.
- Repaired, replaced, or constructed 375,000 square feet of sidewalk; 5,700 linear feet of curbs; 27,000 square feet of sidewalk paver resetting; and 170 Americans with Disabilities Act (ADA) compliant accessible ramps.
- Repaired 5,000 pot holes, filled 1,125 trash holes, and trimmed 6,980 trees.
- Processed 60 Plats and Temporary Plats.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The decrease in Professional Services due to the completion of a project at Riverview and at Lawrence pump stations (GF \$120,000).

The decrease in Other Contractual Services due to a reduction of emergency backup pumps services, and a new contract for the vector truck debris hauling services at a lower cost (GF \$19,000).

The decrease in Utility Services due to current irrigation expenditures level (GF \$50,000).

The decrease in Rental and Leases due to the completion of work in Public Work Operation facilities (GF \$17,000).

The decrease in Repair and Maintenance Services due to cost of heavy equipment maintenance being transferred to Special Revenue (GF \$30,000).

The Budget includes the following considerations:

The increase in Other Contractual Services in part due to the maintenance and repairs of emergency generators \$26,000, Pest Control services on pump stations \$15,000, a contract increase for custodial services \$3,000, and the repair and maintenance of City's state highways \$300,000 (GF \$44,000) (SR \$300,000).

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$220,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$28,000).

The increase in Other Contractual Services due to the annually services provided by DLT Solution, LLC (GF \$7,000).

A transfer out to capital of \$2 million for the 20th Street Maintenance Yard Operation Facilities, and \$578,000 for Public Works Heavy Machinery Acquisition (SR \$2.578 million).

A General Fund contribution to capital improvement project for repair and maintenance of the Coral Gate Wall pursuant to easement agreements with each land owner generally approved in 2012 (GF \$95,000).

Public Works

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Clean and Beautiful Neighborhood
Objective: Creating beautiful, clean, vibrant, and environmentally sustainable communities.

Department Objective: Maintain streets and public spaces to a high standard

Performance Measures	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Commitment
Pot holes repaired (number)	4,786	8,378	5,607	8,500
Sidewalk repaired (square feet)	316,617	343,834	290,932	364,000
Trash holes filled (number)	1,383	2,073	1,573	1,500
Trees trimmed (number)	9,385	5,358	10,903	5,200
Storm sewer pipes cleaned (linear feet)	228,557	192,828	195,869	180,000
Line and Grade Inspections completed with-in a day of scheduling (percent)	N/A	100	99	95
NPDES Permits issued with-in 2 days of submittal (percent)	N/A	100	100	92
Utility Permits issued with-in 15 days of submittal (percent)	N/A	N/A	53	75
Pot holes repaired with-in 20 days of being reported (percent)	N/A	N/A	85	75
Lane Closure preliminary approval issued with-in 13 days of submittal (percent)	N/A	N/A	97	90

Public Works Dept.

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,362,600	0	7,362,600	7,603,000	0	7,603,000
512010 - Attrition Savings - Salaries	(258,300)	0	(258,300)	(661,000)	0	(661,000)
513000 - Other Salaries and Wages	55,900	0	55,900	32,000	0	32,000
514000 - Overtime	23,000	0	23,000	32,000	0	32,000
516000 - Fringe Benefits	26,200	0	26,200	31,000	0	31,000
521000 - Fica Taxes	565,300	0	565,300	587,000	0	587,000
522000 - Retirement Contributions	2,099,700	0	2,099,700	2,497,000	0	2,497,000
523000 - Life and Health Insurance	1,396,700	0	1,396,700	1,643,000	0	1,643,000
Personnel	11,271,100	0	11,271,100	11,764,000	0	11,764,000
Operating Expense						
524000 - Workers' Compensation	226,600	0	226,600	263,000	0	263,000
531000 - Professional Services	159,000	0	159,000	192,000	0	192,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	2,404,000	2,743,900	5,147,900	2,447,000	3,045,000	5,492,000
540000 - Travel and Per Diem	4,000	0	4,000	4,000	0	4,000
541000 - Communications & Related Services	23,900	0	23,900	24,000	0	24,000
541100 - Postage	2,500	0	2,500	3,000	0	3,000
543000 - Utility Services	6,075,000	0	6,075,000	6,025,000	0	6,025,000
544000 - Rentals and Leases	96,400	0	96,400	34,000	0	34,000
545011 - Insurance - Vehicle Liability	22,200	0	22,200	6,000	0	6,000
545013 - Insurance - General Liability	626,100	0	626,100	38,000	0	38,000
546000 - Repair and Maintenance Services	31,500	0	31,500	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	151,100	0	151,100	160,000	0	160,000
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	4,000	0	4,000
548100 - Advertising and Related Costs	12,500	0	12,500	30,000	0	30,000
551000 - Office Supplies	10,500	0	10,500	11,000	0	11,000
552000 - Operating Supplies	15,500	10,500	26,000	16,000	11,000	27,000
552100 - Public Safety Supplies	14,200	0	14,200	15,000	0	15,000
552200 - Clothing/Uniform Supplies	29,025	0	29,025	29,000	0	29,000
552300 - Landscaping Related Supplies	0	75,000	75,000	0	75,000	75,000
553000 - Road Materials and Supplies	20,000	175,000	195,000	0	175,000	175,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	41,500	0	41,500	42,000	0	42,000
Operating Expense	9,971,525	3,004,400	12,975,925	9,347,000	3,306,000	12,653,000

Public Works Dept.

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	4,353,600	4,353,600	0	11,143,000	11,143,000
Non-Operating Expenses	0	4,353,600	4,353,600	0	11,143,000	11,143,000
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	0	0	0	2,578,000	2,578,000
Transfers - OUT	0	0	0	0	2,578,000	2,578,000
Total Expense	21,242,625	7,358,000	28,600,625	21,111,000	17,027,000	38,138,000

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.

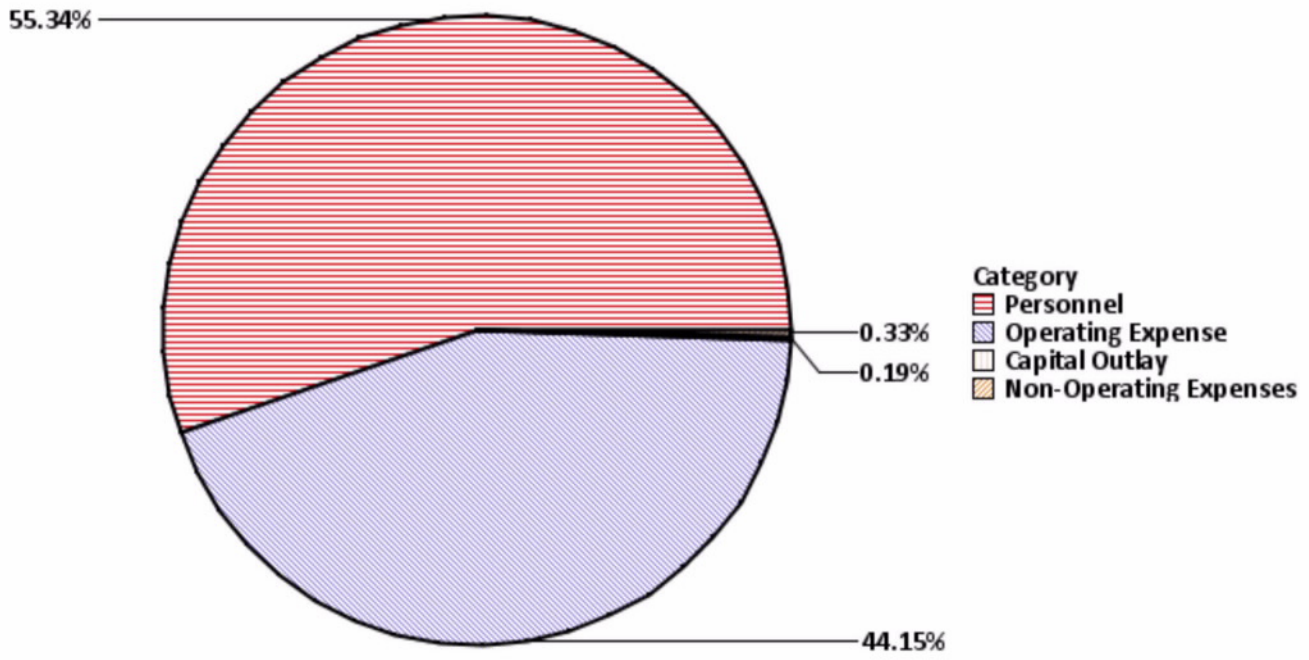
Description

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 nights) operation which offers a comprehensive collection service including residential pick-up of garbage, trash, bulky waste, and recyclables. 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.

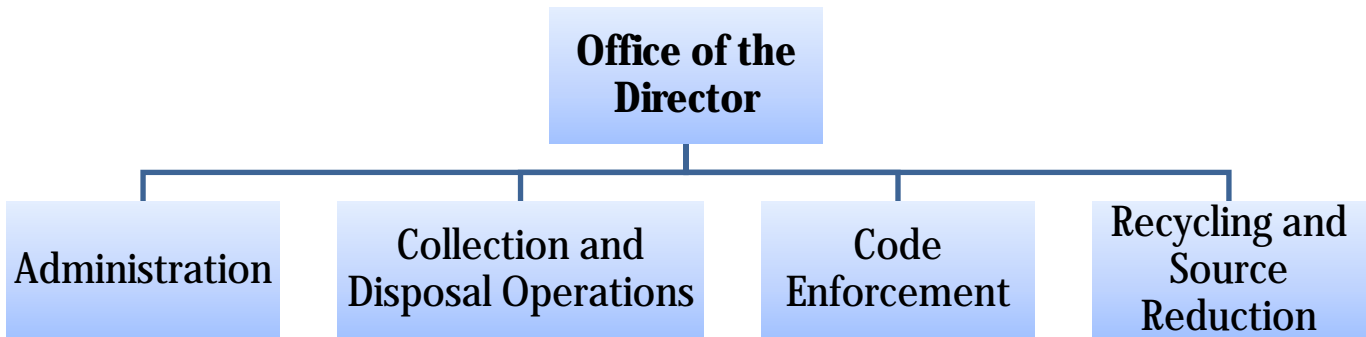
The stakeholders include residents and businesses of the City of Miami.

Solid Waste

Allocation by Category



Solid Waste



Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF THE DIRECTOR Formulates departmental policies; provides overall direction and coordination of departmental operations and management.	2	2
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 OPERATIONS 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	236

Solid Waste

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	15,225,357	15,736,032	15,932,288	16,567,466	18,506,000
Operating Expense	12,319,581	13,693,415	14,502,182	14,873,127	14,763,000
Capital Outlay	1,262,632	999,286	42,166	94,200	64,000
Non-Operating Expenses	561	199	1,692	129,400	109,000
Transfers - OUT	1,257,800	0	0	0	0
	30,065,931	30,428,931	30,478,328	31,664,193	33,442,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	28,763,604	30,350,054	30,432,628	31,484,793	33,291,000
Public Works Services	1,256,300	0	(3,000)	0	0
Solid Waste Recycling Trust	3,000	78,877	34,500	179,400	151,000
Departmental Improvement Initiative	42,912	0	14,200	0	0
Emergency Funds	115	0	0	0	0
	30,065,931	30,428,931	30,478,328	31,664,193	33,442,000

Department Priorities for FY 2017-18

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.

Implement more injury and accident prevention and safety programs, including driver coaching, specialized solid waste equipment training, weekly tailgate meetings, and in-cab driver evaluations.

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.

Achieved compliance with citywide commercial recycling through partnership with community groups, business associations, and waste haulers.

Perform education and outreach at schools and throughout the community (schools, after-school programs, community groups, HOAs and others).

Reduce illegal dumping in the public right of way and reduce other environmental violations through more effective code enforcement.

To become the regional leader in conceiving and embracing innovative and sustainable waste reduction programs, including zero waste strategic goals.

Solid Waste

Accomplishments in FY 2016-17

Conducted 114 recycling educational outreach presentations in schools and community events throughout the City of Miami reaching over 27,257 people.

Presented "Keep Miami Beautiful" Student Ambassador Program in five schools and reached over 3,000 students, faculty and staff. Students engaged in lessons aimed at community beautification, ending littering, and increasing recycling relating to their schools, homes, and neighborhoods.

Provided over 20,000 businesses and multifamily buildings information regarding commercial recycling.

Engaged community volunteers (civic groups, HOA's, non for profits) in neighborhood specific clean-ups geared towards developing community pride.

Introduced public space recycling to pedestrian streetscapes through the grant from "Keep America Beautiful" and Coca Cola.

Effectively marketed messaging to residents and visitors through multi language advertising at bus shelters and on heavy equipment through a grant from the Florida Department of Transportation.

Expanded recycling to all City of Miami administration offices including Police and Fire-Rescue stations.

Created a social media presence expanding information and educational messages with content averaging 7,300 views.

Led 60 clean-up events for the Keep Miami Beautiful Campaign throughout the City of Miami. Approximately 161,766 pounds of trash was collected.

Implemented, with the support of the Information Technology Department, a monthly reporting system to manage the reporting of private haulers for existing accounts, new accounts, and gross receipts due to the City.

Leased \$2.802 million of equipment in a continuous effort to upgrade the Solid Waste fleet.

Implemented the DriveCam program which resulted in; 43 percent reduction in collisions, nine percent reduction in near collision events, and 23 percent average reduction in overall risk score.

In order to reduce the costs associated with disposal tipping fees, over 50 percent of trash and garbage were disposed at the resource recovery stations versus transfer stations in the 2nd and 3rd quarter of the fiscal year.

In order to combat the spread of the Zika virus, the Solid Waste Department conducted daily sanitation code enforcement patrols to identify locations of illegal dumping and Chapter 22 code violations; increased street-sweeping of major thoroughfares in Wynwood from one day a week to seven days a week, and increased pick up of trash discarded by illegal dumping.

Budget Highlights for FY 2017-18

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 Miami Sanitation Employees, American Federation of State, County, and Municipal Employees collective bargaining unit plus FICA (AFSCME Local 871) (GF \$242,000).

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit plus FICA (AFSCME Local 1907) (GF \$67,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees plus FICA (\$40,000).


Solid Waste

General Fund contribution to capital improvement projects (four Solid Waste Garbage trucks, six Trash Trucks, and four Cranes (GF \$2.459 million).

General Fund contribution (Stormwater Utility) to capital improvement project one Pelican street sweeper (GF \$199,000)

Solid Waste

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Clean and Beautiful Neighborhoods Objective: Maintain streets and public spaces to high standard			
Department Objective: Seek and deploy best practices in service delivery				
Performance Metrics	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Children and Families Outreach in Environmental Education (number)	N/A	22,910	27,842	23,000
Solid Waste Code Inspections (number)	4560	9700	14,634	11,000
Residential Garbage trips to Resource Recovery Facility (percent)	75	58	43	55
Service requests closed within 10 business days (percent)	25	77	89	90
DriveCam monitoring System Program Effectiveness Relative to Other Government users (percent)	N/A	62	61	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.

Solid Waste

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	9,816,500	0	9,816,500	10,477,000	0	10,477,000
512010 - Attrition Savings - Salaries	(552,600)	0	(552,600)	(398,000)	0	(398,000)
513000 - Other Salaries and Wages	174,166	0	174,166	135,000	0	135,000
514000 - Overtime	500,000	0	500,000	435,000	0	435,000
516000 - Fringe Benefits	1,800	0	1,800	2,000	0	2,000
521000 - Fica Taxes	698,600	0	698,600	809,000	0	809,000
522000 - Retirement Contributions	3,368,400	0	3,368,400	3,993,000	0	3,993,000
523000 - Life and Health Insurance	2,560,600	0	2,560,600	3,053,000	0	3,053,000
Personnel	16,567,466	0	16,567,466	18,506,000	0	18,506,000
Operating Expense						
524000 - Workers' Compensation	984,600	0	984,600	1,139,000	0	1,139,000
534000 - Other Contractual Services	177,000	0	177,000	185,000	0	185,000
540000 - Travel and Per Diem	0	0	0	9,000	0	9,000
540010 - Training	0	0	0	5,000	0	5,000
541100 - Postage	16,000	0	16,000	16,000	0	16,000
543000 - Utility Services	54,000	0	54,000	60,000	0	60,000
544000 - Rentals and Leases	15,000	0	15,000	15,000	0	15,000
545011 - Insurance - Vehicle Liability	258,200	0	258,200	25,000	0	25,000
545013 - Insurance - General Liability	3,200	0	3,200	72,000	0	72,000
546000 - Repair and Maintenance Services	25,600	0	25,600	26,000	0	26,000
546001 - IT-Repair and Maintenance Services	322,700	0	322,700	240,000	0	240,000
547000 - Printing and Binding	20,000	0	20,000	10,000	0	10,000
548000 - Promotional Activities	10,000	0	10,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	12,024,800	50,000	12,074,800	12,069,000	42,000	12,111,000
551000 - Office Supplies	14,400	0	14,400	14,000	0	14,000
552000 - Operating Supplies	832,077	0	832,077	760,000	0	760,000
552100 - Public Safety Supplies	25,700	0	25,700	26,000	0	26,000
552200 - Clothing/Uniform Supplies	27,950	0	27,950	33,000	0	33,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	11,900	0	11,900	12,000	0	12,000
Operating Expense	14,823,127	50,000	14,873,127	14,721,000	42,000	14,763,000
Capital Outlay						
664000 - Machinery and Equipment	94,200	0	94,200	64,000	0	64,000
Capital Outlay	94,200	0	94,200	64,000	0	64,000

Solid Waste

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	129,400	129,400	0	109,000	109,000
Non-Operating Expenses	0	129,400	129,400	0	109,000	109,000
Total Expense	31,484,793	179,400	31,664,193	33,291,000	151,000	33,442,000

Office of Transportation Management

Department Head: Sandra Harris

Phone: (305) 416-1726

Mission Statement

To enhance transportation options in order to improve livability and support the development of our growing City.

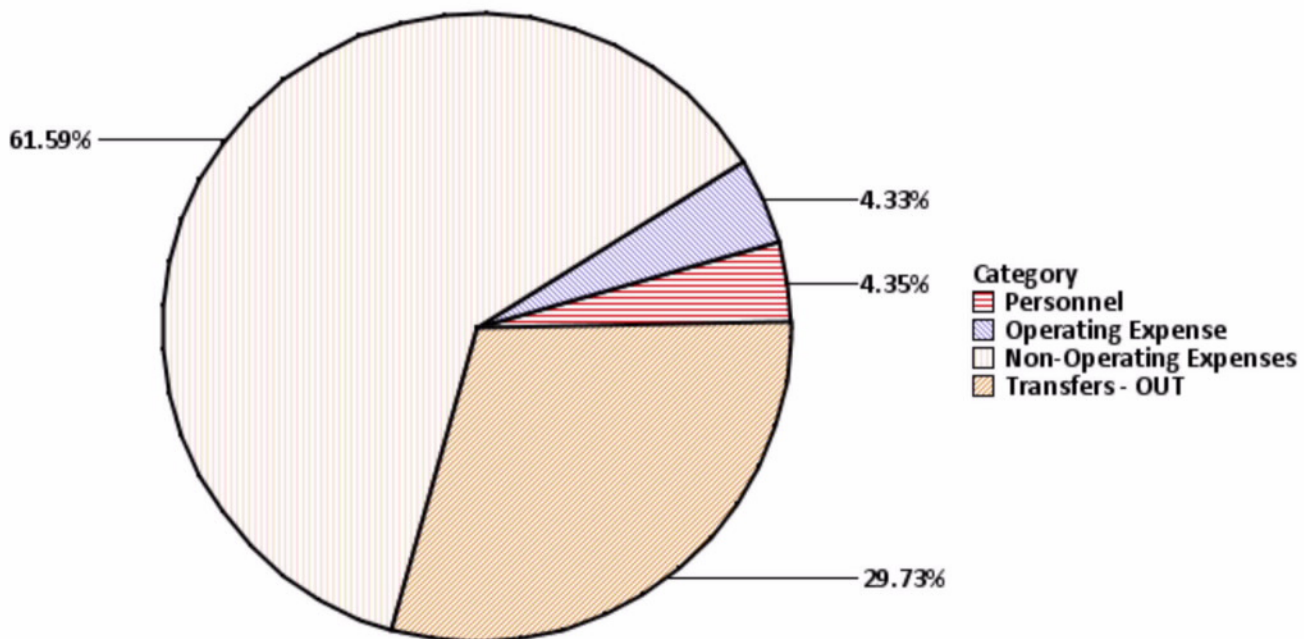
Description

The Office of Transportation Management (OTM) is responsible for managing, planning, coordinating, and implementing the City's Transportation and Transit Program.

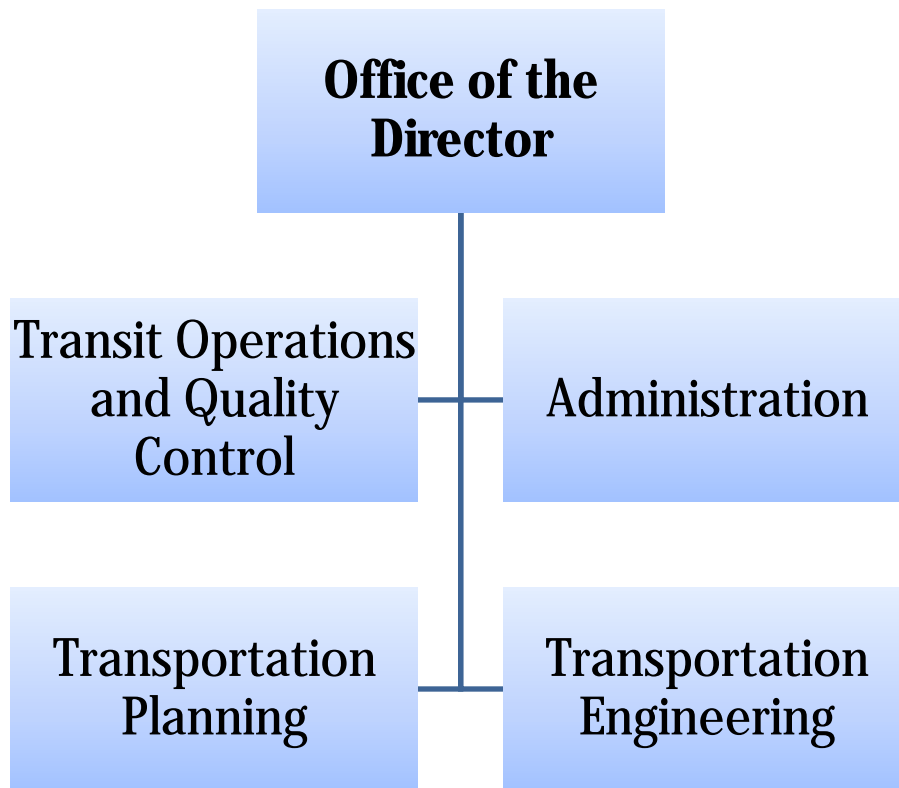
As part of the Public Works service area, OTM assists the Office of Capital Improvements (OCI) and the Planning Department in the development of transportation improvement projects from a "complete streets" point of view with traffic study reviews of proposed project plans. The Office provides technical assistance on the City's behalf, represents the City at transportation project meetings, coordinates efforts with agencies and project managers on transportation and safety issues, and manages the Citi Bike program. This program provides an additional mobility option for residents and visitors to explore Miami and serve as the last mile for transit users. The Transportation and Transit Special Revenue Fund accounts for the operations of the City of Miami's transit and transportation projects including the Trolley system and free On-Demand Transportation services for the elderly.

Stakeholders include residents, visitors, Elected Officials, City departments, and other governmental agencies.

Allocation by Category



Office of Transportation Management



Office of Transportation Management

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR Directs, plans, and implements the City's Transportation and Transit Program; provides leadership and administers the resources necessary to successfully deliver projects for client departments; develops and monitors OTM's budget and manages cost controls.</p>	1	1
<p>ADMINISTRATION Provides administrative and support services to technical staff; performs personnel and payroll functions.</p>	1	1
<p>TRANSIT OPERATIONS AND QUALITY CONTROL Manages the operations and responds to constituent's inquiries regarding the City's Trolley system and On-Demand Transportation services for the elderly.</p>	4	4
<p>TRANSPORTATION ENGINEERING Coordinates operational traffic, roadway safety programs, and initiatives; manages transportation and transit projects; represents the City on technical transportation issues; assists with the development of transportation improvement projects from a complete streets point of view and manages consultants developing transportation improvements for the City; provides oversight on projects including planning, directing, designing, constructing, and coordinating all activities related to transportation projects.</p>	2	2
<p>TRANSPORTATION PLANNING Secures grant funding for transportation and transit projects; seeks projects and means to improve the efficiency of the transportation programs provided to the communities within the City of Miami; provides oversight on projects including planning and coordinating all activities related to transportation projects.</p>	2	2
TOTAL FULL-TIME POSITIONS	10	10

Office of Transportation Management

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	456,962	811,277	692,062	1,030,700	935,000
Operating Expense	8,180	772,775	9,711,979	848,600	930,000
Capital Outlay	1,398	4,537	5,936	0	0
Non-Operating Expenses	0	0	2,744,212	9,575,400	13,230,000
Transfers - OUT	11,205,857	14,263,344	13,998,150	12,686,700	6,386,000
	11,672,397	15,851,934	27,152,339	24,141,400	21,481,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	1,255	4,214,815	0	0
General Special Revenue	0	0	152,293	811,100	850,000
Transportation and Transit	11,672,397	15,850,679	22,785,231	23,330,300	20,631,000
	11,672,397	15,851,934	27,152,339	24,141,400	21,481,000

Department Priorities for FY 2017-18

Review current trolley routes for optimal efficiency by the fourth quarter of FY 2017-18.

Complete the City's Transportation Vision Plan by the fourth quarter of FY 2017-18.

Complete a Trolley Master Plan by the fourth quarter of FY 2017-18.

Study opportunities for the Miami Trolley system service coverage by establishing two new routes providing connections from residential neighborhoods to employment and entertainment hubs by way of the Little Haiti and Flagami routes.

Increase the membership and the ridership participation in the Citi Bike Program by two percent and three percent annually, respectively.

Complete the office relocation and reconfiguration.

Accomplishments in FY 2016-17

Coordinated an amendment to the intergovernmental agency agreement to implement traffic calming devices with the Miami-Dade Department of Transportation and Public Works.

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

Upgraded the Miami Trolley software application to obtain baseline performance measures such as on-time performance and customer's complaints database.

Completed the implementation of the Miami Comprehensive Neighborhood Plan Transportation Element

Office of Transportation Management

Secured \$400,000 from the Coconut Grove Business Improvement District to reimburse the cost of two new trolley vehicles.

Awarded funding in the amount of \$400,000 from Florida Department of Transportation (FDOT) to augment the funding of the new Little Haiti route.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The downgrade of two vacant positions to lower classifications (SR \$31,000).

The elimination of two temporary positions (SR \$57,000).

The Budget includes the following addition:

The net increase in the Other Contractual Services line item is due in part to the addition of grant funding for the operation of the new Little Haiti route partially offset by the expiration of the Coral Way grant (SR \$39,000).

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 Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (SR \$3,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (SR \$16,000).

The FY 2017-18 Transportation and Transit Special Revenue Fund budget includes a Transfer-OUT in the amount of \$6.386 million of which \$6.136 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.

Vendor costs increased significantly in FY 2016-17 (40 percent), therefore transfers-OUT to Capital specifically for street and sidewalk projects reduced from \$5.929 million in FY 2016-17 to zero.

The FY 2017-18 Transportation and Transit Special Revenue Fund budget includes \$2.337 million of fund balance to augment County revenues to cover the costs to operate the Trolley Program and fund the final payment (\$1.417 million) towards the Tri-Rail, per the Interlocal Agreement.


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 mid-way through FY 2018-19.

A General Fund Contribution to the Capital Fund to fund the officer relocation and reconfiguration (\$25,000).

The funding structure displayed on the previous page shows that the budget for OTM includes funding derived from two separate special revenue funds General Special Revenue (\$850,000) and Transportation and Transit (\$20.631 million).

Office of Transportation Management

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Growth and Development Objective: Enhance transportation and mobility options</p>			
Department Objective: Promote transit-oriented development				
Performance Measure	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Trolley system trips (trolley boardings in millions)	3.60	4.3	5	5.03
Citi Bike participation (total ridership)	N/A	106,000	110,000	113,000
Trolley On-time performance (percent)	N/A	N/A	N/A	70

Office of Transportation Management

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	699,000	699,000	0	684,000	684,000
513000 - Other Salaries and Wages	0	57,500	57,500	0	0	0
516000 - Fringe Benefits	0	4,500	4,500	0	7,000	7,000
521000 - Fica Taxes	0	53,800	53,800	0	53,000	53,000
522000 - Retirement Contributions	0	153,800	153,800	0	124,000	124,000
523000 - Life and Health Insurance	0	62,100	62,100	0	67,000	67,000
Personnel	0	1,030,700	1,030,700	0	935,000	935,000
Operating Expense						
524000 - Workers' Compensation	0	8,200	8,200	0	36,000	36,000
534000 - Other Contractual Services	0	811,100	811,100	0	850,000	850,000
540000 - Travel and Per Diem	0	5,000	5,000	0	5,000	5,000
541000 - Communications & Related Services	0	3,000	3,000	0	3,000	3,000
545013 - Insurance - General Liability	0	0	0	0	2,000	2,000
546001 - IT-Repair and Maintenance Services	0	0	0	0	13,000	13,000
551000 - Office Supplies	0	16,100	16,100	0	10,000	10,000
552000 - Operating Supplies	0	0	0	0	6,000	6,000
552200 - Clothing/Uniform Supplies	0	1,000	1,000	0	1,000	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	4,200	4,200	0	4,000	4,000
Operating Expense	0	848,600	848,600	0	930,000	930,000
Non-Operating Expense						
882000 - Aids to Private Organizations	0	2,500,000	2,500,000	0	1,417,000	1,417,000
896000 - Budget Reserve	0	7,075,400	7,075,400	0	10,075,000	10,075,000
899000 - Other Uses	0	0	0	0	1,738,000	1,738,000
Non-Operating Expenses	0	9,575,400	9,575,400	0	13,230,000	13,230,000
Transfers-OUT						
891000 - Interfund Transfers	0	12,686,700	12,686,700	0	6,386,000	6,386,000
Transfers - OUT	0	12,686,700	12,686,700	0	6,386,000	6,386,000
Total Expense	0	24,141,400	24,141,400	0	21,481,000	21,481,000

**City of Miami
Half-Cent Surtax Pro-Forma**

	2016 Actual Guide	2017 Budget	2017 Mid Appropriation	2017 Projection Total	2018 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Revenues										
FDOT Contribution Fd 10090	\$557,916	\$361,103	\$6,393	\$367,496	\$400,000	\$295,000	\$354,000	\$0	\$0	\$0
New FDOT Contribution Fd 10090	\$0	\$0	\$220,000	\$220,000	\$0	\$0	\$0	\$0	\$0	\$0
Contribution from CITT fund	\$480,431	\$450,000	\$798,700	\$1,248,700	\$450,000	\$472,500	\$496,125	\$496,125	\$496,125	\$496,125
Advertising Revenues Fd 10090	\$0	\$0	\$400,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
Coconut Grove BID Reimbursement Fd 39900	\$16,889,133	\$16,715,650	-\$1,104,000	\$15,611,650	\$16,555,369	\$17,085,150	\$18,734,825	\$19,296,869	\$19,875,775	\$20,472,049
Interest Fd 15600	\$43,631		\$22,200	\$0	\$0					
Balance FY16 Contribution from General Fund Fd 10090	\$156,000		\$156,000	\$156,000	\$0					
Contribution from General Fund Fd 10090					\$4,075,224					
Fund Balance Carryover					\$21,480,593					
Total Revenues	\$17,569,195	\$17,165,650	\$3,470,293	\$20,997,046	\$21,480,593	\$17,852,650	\$19,584,950	\$19,792,994	\$20,371,900	\$20,968,174
Expenditures										
Mass Transit										
Allapattah	\$560,469	\$481,884	\$306,111	\$787,995	\$808,080	\$828,750	\$849,810	\$871,455	\$915,028	\$960,779
Brickell/Biscayne	\$1,713,607	\$1,577,367	\$755,098	\$2,332,465	\$2,391,917	\$2,453,100	\$2,515,438	\$2,579,507	\$2,708,482	\$2,843,906
Coral Way	\$984,602	\$1,298,677	\$334,049	\$1,632,726	\$1,674,342	\$1,717,170	\$1,760,806	\$1,805,655	\$1,895,937	\$1,990,734
Health/Stadium	\$586,142	\$630,465	\$201,658	\$832,123	\$853,332	\$875,160	\$897,399	\$920,256	\$966,269	\$1,014,583
Overtown	\$96,955	\$100,393	\$30,940	\$131,333	\$134,680	\$138,125	\$141,635	\$145,243	\$152,505	\$160,130
Specials	\$60,136	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Coconut Grove	\$603,585	\$742,101	\$228,709	\$970,810	\$995,555	\$1,021,020	\$1,046,966	\$1,073,633	\$1,127,314	\$1,183,680
Little Havana	\$539,197	\$742,101	\$228,709	\$970,810	\$995,555	\$1,021,020	\$1,046,966	\$1,073,633	\$1,127,314	\$1,183,680
Wynwood	\$254,822	\$318,043	\$98,018	\$416,061	\$426,666	\$437,580	\$448,700	\$460,128	\$483,135	\$507,291
Little Haiti					\$820,638	\$820,638	\$793,156	\$813,358	\$854,026	\$896,727
Flagami										
Fuel	\$589,543	\$978,829	\$0	\$978,829	\$1,130,359	\$1,186,877	\$1,246,221	\$1,308,532	\$1,373,959	\$1,442,657
On-Demand	\$386,018	\$580,000	\$0	\$580,000	\$450,000	\$472,500	\$496,125	\$520,931	\$546,978	\$574,327
Vehicle Acquisition	\$2,040,900	\$0	\$0	\$0	\$0	\$1,075,000	\$1,500,000	\$500,000	\$500,000	\$500,000
Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Automatic Vehicle Locator/GPS	\$0	\$411,600	\$0	\$411,600	\$0	\$0	\$0	\$0	\$0	\$0
Two (2) Temp Positions - Staff Services Assistant	\$0	\$57,500	\$57,500	\$57,500	\$0	\$0	\$0	\$0	\$0	\$0
Two (2) Full time Positions - Quality Assurance Position	\$0	\$112,000	\$112,000	\$112,000	\$80,000	\$84,000	\$88,200	\$92,610	\$97,241	\$102,103
Transit Studies	\$150,000	\$150,000	\$0	\$150,000	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Payment to Tri-Rail	\$2,744,212	\$2,500,000	\$255,789	\$2,755,789	\$1,417,000	\$0	\$0	\$0	\$0	\$0
Other Costs (TSO Monthly Fee /Trolley Stop Signs	\$14,000	\$376,000	\$376,000	\$376,000	\$244,000	\$94,000	\$94,000	\$94,000	\$94,000	\$94,000
Subtotal Mass Transit	\$11,324,188	\$10,536,459	\$2,984,580	\$13,521,040	\$12,422,124	\$12,285,840	\$13,164,367	\$12,501,082	\$13,087,687	\$13,703,621
Subtotal Administration Cost	\$980,900	\$1,068,200	-\$169,500	\$898,700	\$935,000	\$981,750	\$1,030,838	\$1,082,379	\$1,136,498	\$1,193,323
Subtotal Transfer Out to Debt	\$6,126,700	\$6,107,600	\$0	\$6,107,600	\$6,135,556	\$6,180,444	\$6,179,320	\$6,177,620	\$6,178,884	\$6,179,424
Subtotal Transfer Out to Capital	\$5,680,500	\$6,429,138	\$0	\$6,429,138	\$250,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
Budget Reserve					\$1,737,913					
Total Expenditures	\$24,112,288	\$24,141,397	\$2,815,080	\$26,956,478	\$21,480,593	\$20,094,884	\$21,021,218	\$20,407,609	\$21,049,422	\$21,722,540
Fiscal Year Surplus/(Deficit)	-\$6,543,093	-\$6,975,747	\$0	-\$5,959,432	\$0	-\$2,242,234	-\$1,436,268	-\$614,615	-\$677,522	-\$754,366
Fiscal Year Ending Fund balance	\$10,034,656	\$3,058,909		\$4,075,224	\$0	-\$559,320	-\$1,995,588	-\$2,610,203	-\$3,287,725	-\$4,042,091
Percent Spent on Mass Transit	47%	44%		50%	63%	61%	63%	61%	62%	63%

Notes

Purchase of 5 vehicles in FY 2018-2019.
FDOT Grants Awarded Pending Agreement and Commission - Little Haiti \$400,000

DEPARTMENT:
BUDGETS:
PUBLIC SAFETY



- Fire-Rescue
- Police

Fire-Rescue

Department Head: Joseph Zahralban

Phone: (305) 416-5401

Mission Statement

The City of Miami Department of Fire-Rescue serves 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

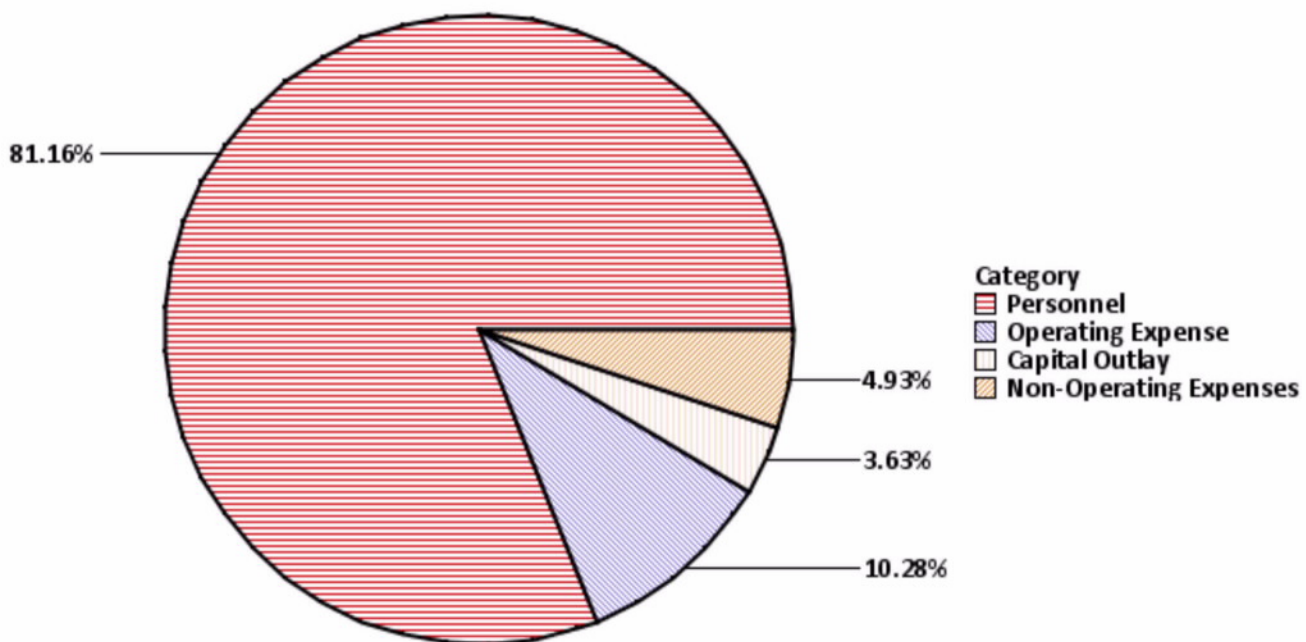
The Fire-Rescue Department's primary responsibilities are the protection of life and the preservation of property through prevention, control, quick suppression of fire, and the provision of emergency medical and rescue services.

The Fire-Rescue Department responds to fires, public safety incidents, and medical emergencies. The Department advances prevention efforts through the inspection of residential, industrial, and commercial structures, as well as the review of construction plans consistent with City fire codes. Officers conduct fire investigations to assist law enforcement agencies in cases of suspected arson. The Department maintains specialty teams uniquely trained in the areas of hazardous materials, dive rescue, technical rescue (confined space and elevated rescue), and marine services.

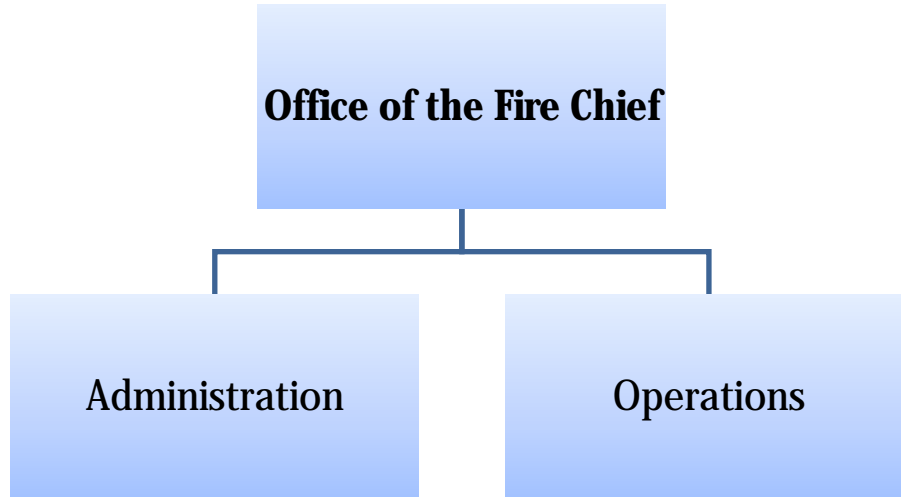
Additionally, the Department provides training through various public safety programs to both residents and employees of the City.

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

Allocation by Category

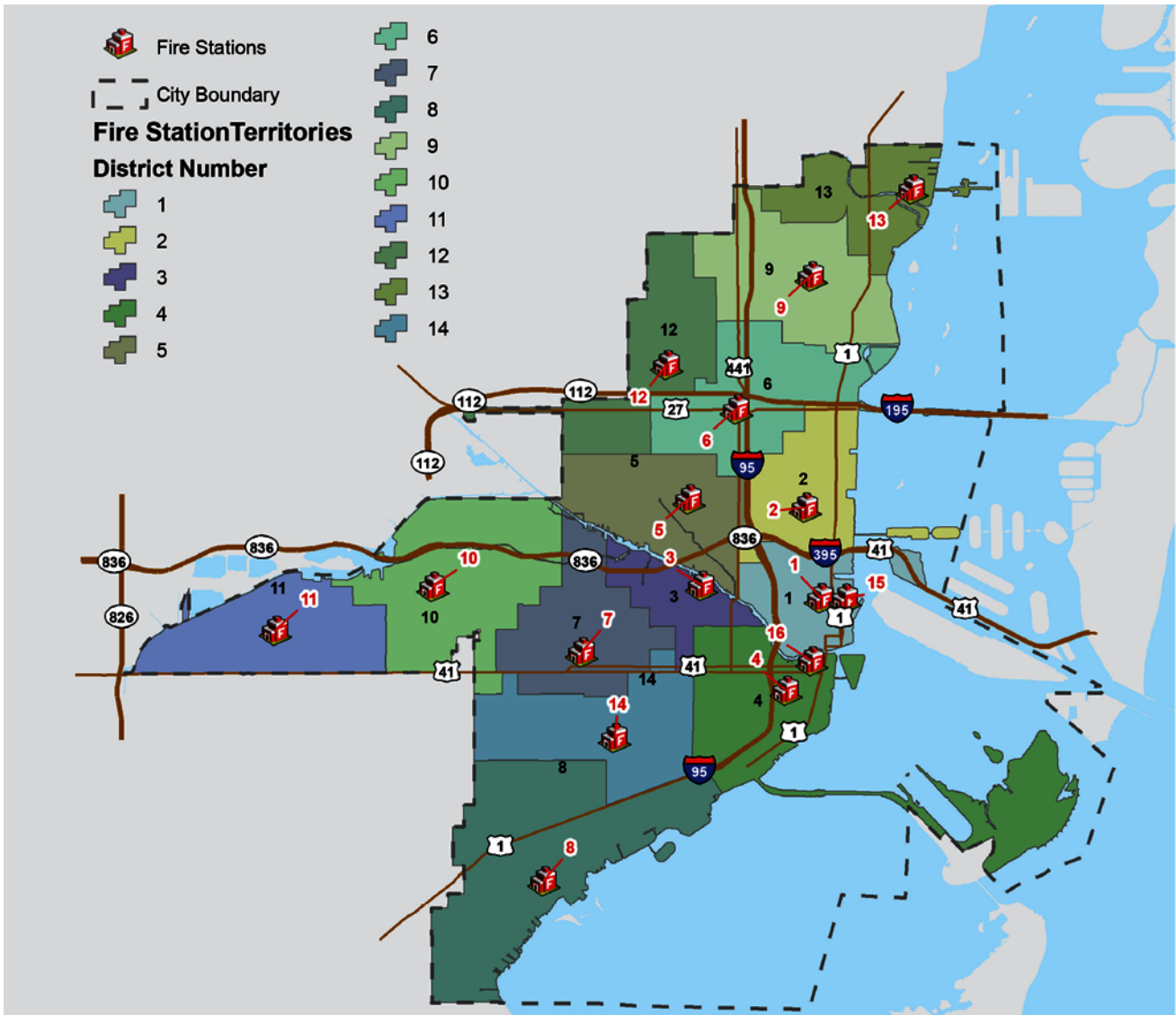


Fire-Rescue



Departmental Function/Unit	FY 2016-17	FY 2017-18
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates all aspects of the Department; develops and implements policies, plans, programs, and budgets; develops standards and methods to improve fire safety.	14	14
ADMINISTRATION Provides human resources management; coordinates information technology needs; provides repair and maintenance of departmental fleet and equipment; develops uniform and equipment specifications; manages fiscal operations including capital and grants management; provides payroll, procurement, legislation, and quality management of emergency medical services; conducts permit inspection and plans review for construction; performs water flow tests, and monitors the hydrant and water supply system; conducts annual life safety inspections in all hazardous materials occupancies, hospitals, and institutional properties; conducts arson investigations; provides emergency medical support through the newly established Emergency Medical Services Support Division.	103	103
OPERATIONS Provides fire response, suppression, and emergency medical services; performs specialized protection services such as hazardous materials handling, water rescue, weapons of mass destruction mitigation, 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; answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls.	729	730
TOTAL FULL-TIME POSITIONS	846	847

Fire-Rescue



Station	Address	Phone
FS-1	144 NE 5 th St.	(305) 569-3901
FS-2	1901 N Miami Ave	(305) 569-3902
FS-3	1103 NW 7 th St.	(305) 569-3903
FS-4	1105 SW 2 nd Ave	(305) 569-3904
FS-5	1200 NW 20 th St.	(305) 569-3905
FS-6	701 NW 36 th St.	(305) 569-3906
FS-7	314 Beacom Blvd	(305) 569-3907

Station	Address	Phone
FS-8	2975 Oak Ave	(305) 569-3908
FS-9	69 NE 62 nd St.	(305) 569-3909
FS-10	4101 NW 7 th St.	(305) 569-3910
FS-11	5920 W Flagler St.	(305) 569-3911
FS-12	1455 NW 46 th St.	(305) 569-3912
FS-13	990 NE 79 th St.	(305) 569-3913
FS-14	2119 SW 19 th St.	(305) 569-3914
FS-15	401 Biscayne Blvd., Pier 5, Boat Slip 36	(305) 569-3915

Fire-Rescue

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	106,948,821	106,368,465	112,873,172	114,399,669	120,664,000
Operating Expense	21,013,813	16,008,686	17,007,852	14,938,901	15,287,000
Capital Outlay	1,151,294	1,684,032	504,375	3,420,377	5,397,000
Non-Operating Expenses	5,954	385,740	5,478	92,800	7,332,000
Transfers - OUT	41,979	0	0	0	0
	129,161,861	124,446,923	130,390,878	132,851,747	148,680,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	108,826,467	112,696,328	122,215,240	125,451,546	130,864,000
Fire Rescue Services	6,684,039	6,209,235	2,745,210	1,814,901	3,087,000
UASI-Fire Rescue	13,565,536	5,539,459	5,423,005	5,485,300	14,629,000
Emergency Funds	85,820	1,901	7,422	100,000	100,000
	129,161,861	124,446,923	130,390,878	132,851,747	148,680,000

Department Priorities for FY 2017-18

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 to publish an RFP 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.

Continue working with the community and public partnerships to positively impact at risk youth through educational programs.

Continue the implementation of Department wide training to increase leadership abilities of supervisors and preparedness for emerging threats.

Fire-Rescue

Accomplishments in FY 2016-17

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 102,794 calls for service.

Completed the transition of all fire suppression units from Basic Life Support (BLS) to Advance Life Support (ALS) in an effort to provide enhanced services to the entire City of Miami. This completion signifies a grand total of 44 ALS units in service.

In conjunction with the Building Department, continued the initiative of identifying, researching, and analyzing the demolition of Unsafe Structures which resulted 114 demolitions.

Completed the recruitment, application, and selection process for the hiring of 15 candidates in response to the attrition of the Fire Department in line with the adopted succession plan.

Completed the realignment and structure of the departments divisions within the Operations and Administrative branches.

Planned and executed Fire-Rescue Expo at Bayfront Park designed to showcase the Miami Fire-Rescue Department, the Division of Emergency Management, Florida Task Force Two, and their highly trained and capable personnel and equipment.

Conducted approximately an unprecedented 18,000 New Construction Inspections and approximately 24,300 Certificate of Use inspections.

Budget Highlights for FY 2017-18

The Budget includes the following additions:

The increase in Regular Salaries and Wages to fund one Emergency Dispatcher position with a total cost of \$43,000 (GF 26,000; SR \$17,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to normal step progression in the contract between the City of Miami and the Miami International Association of Firefighters (AFL-CIO Local 587) (GF \$2.440 million; SR \$5,000). Costs above the contractually-obligated normal step progression that are currently being negotiated are not included in the Fire-Rescue Department budget.

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$102,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees, (GF \$82,000; SR \$28,000); and due to biannual ALS revenue sharing payments (GF \$1.672 million).

Increase in Other Contractual Services due to higher contracted services costs (GF \$185,000).

Increase in Other Current Charges and Obligations due to funding of the annual Fire Expo held in Bayfront Park (GF \$35,000).

Increase in Machinery and Equipment due to UASI 2016 expenditures (SR \$1.977 million).

Fire-Rescue

Increase in Budget Reserve mainly due to projected grant budgets for UASR 2017, SHSGP 2017, and UASI 2017 (SR \$7.239 million).

A General Fund contribution to capital improvement projects for the purchase of four fire rescue units (\$1 million) and additional (\$1.800 million) for other priority apparatus.

Section 175 state pass-through revenues and expenses are included in the Department's budget (GF \$5.512 million).

Funding from Fire Impact Fees for purchase of equipment and facility renovations for (\$2.300 million).

The Department's personnel budget includes 739 regular sworn fire officers, 14 sworn executives, and 93 civilians.

Fire-Rescue

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Public Safety
Objective: Provide first-class public safety services

Department Objective: Reduce incident response times

Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Response time from initial call to first unit on scene (minutes)	5.36	5.32	5.37	5.34
False alarm incidents by automatic fire detection systems (number)	6,974	7,450	8,359	8,731
Fire and rescue alarm calls (number)	99,570	102,422	103,953	109,081

Department Objective: Invest in equipment and technology to enhance service delivery

Performance Measures				
Average age of firefighting units (years)	10.00	9.80	9.30	10.20
Average age of rescue units (years)	8.47	7.64	6.76	7.60
Average age of light fleet support vehicles (years)	7.17	3.10	3.58	4.94

Department Objective: Ensure the highest quality service delivery and excellent customer service

Performance Measure				
Citizen Satisfaction Survey: satisfied responses (percent)	99	99	99	99

Fire-Rescue

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	7,200	0	7,200	8,000	0	8,000
512000 - Regular Salaries and Wages	61,722,500	905,200	62,627,700	64,619,000	936,000	65,555,000
512010 - Attrition Savings - Salaries	(1,916,700)	0	(1,916,700)	(323,000)	0	(323,000)
513000 - Other Salaries and Wages	13,700	0	13,700	14,000	125,000	139,000
514000 - Overtime	1,497,600	540,500	2,038,100	1,498,000	492,000	1,990,000
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	1,338,000	0	1,338,000
515000 - Special Pay	7,803,400	29,500	7,832,900	8,133,000	30,000	8,163,000
516000 - Fringe Benefits	18,600	0	18,600	20,000	0	20,000
521000 - Fica Taxes	1,346,300	60,700	1,407,000	1,294,000	51,000	1,345,000
522000 - Retirement Contributions	1,549,200	194,600	1,743,800	1,687,000	209,000	1,896,000
522010 - Police and Fire - FIPO	20,716,746	113,423	20,830,169	20,386,000	108,000	20,494,000
522020 - Secondary Pension Contributions	5,300,000	0	5,300,000	5,512,000	0	5,512,000
523000 - Life and Health Insurance	11,009,000	155,200	11,164,200	12,365,000	167,000	12,532,000
Personnel	112,400,546	1,999,123	114,399,669	118,546,000	2,118,000	120,664,000
Operating Expense						
524000 - Workers' Compensation	3,352,200	57,601	3,409,801	3,891,000	60,000	3,951,000
531000 - Professional Services	501,600	325,000	826,600	355,000	544,000	899,000
531020 - Professional Services-Medical	427,700	0	427,700	380,000	0	380,000
534000 - Other Contractual Services	631,000	617,400	1,248,400	816,000	847,900	1,663,900
540000 - Travel and Per Diem	30,900	430,500	461,400	31,000	693,000	724,000
540010 - Training	300,000	0	300,000	301,000	30,000	331,000
541000 - Communications & Related Services	300	178,000	178,300	1,000	312,000	313,000
541100 - Postage	15,000	1,000	16,000	15,000	2,000	17,000
543000 - Utility Services	498,000	0	498,000	498,000	0	498,000
544000 - Rentals and Leases	23,200	50,000	73,200	24,000	88,000	112,000
545011 - Insurance - Vehicle Liability	101,100	0	101,100	91,000	0	91,000
545012 - Insurance - Property & Casualty	42,000	0	42,000	39,000	0	39,000
545013 - Insurance - General Liability	1,475,300	0	1,475,300	403,000	0	403,000
546000 - Repair and Maintenance Services	1,645,500	360,000	2,005,500	1,850,000	539,000	2,389,000
546001 - IT-Repair and Maintenance Services	1,502,700	0	1,502,700	1,084,000	0	1,084,000
548100 - Advertising and Related Costs	3,400	1,000	4,400	0	2,000	2,000

Fire-Rescue

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
549000 - Other Current Charges and Obligations	5,000	0	5,000	40,000	0	40,000
551000 - Office Supplies	35,500	10,000	45,500	36,000	18,000	54,000
552000 - Operating Supplies	633,500	138,800	772,300	635,000	126,500	761,500
552100 - Public Safety Supplies	1,155,000	0	1,155,000	1,155,000	0	1,155,000
552200 - Clothing/Uniform Supplies	325,800	18,600	344,400	326,000	6,600	332,600
554000 - Subscriptions, Memberships, Licenses, Permits & Others	46,300	0	46,300	47,000	0	47,000
Operating Expense	12,751,000	2,187,901	14,938,901	12,018,000	3,269,000	15,287,000
Capital Outlay						
664000 - Machinery and Equipment	300,000	3,120,377	3,420,377	300,000	5,097,000	5,397,000
Capital Outlay	300,000	3,120,377	3,420,377	300,000	5,097,000	5,397,000
Non-Operating Expense						
896000 - Budget Reserve	0	92,800	92,800	0	7,332,000	7,332,000
Non-Operating Expenses	0	92,800	92,800	0	7,332,000	7,332,000
Total Expense	125,451,546	7,400,201	132,851,747	130,864,000	17,816,000	148,680,000

Police

Department Head: Rodolfo Llanes

Phone: (305) 603-6100

Mission Statement

Our mission, together with the communities of Miami, is to make our City a place where all people can live, work, and visit safely without fear.

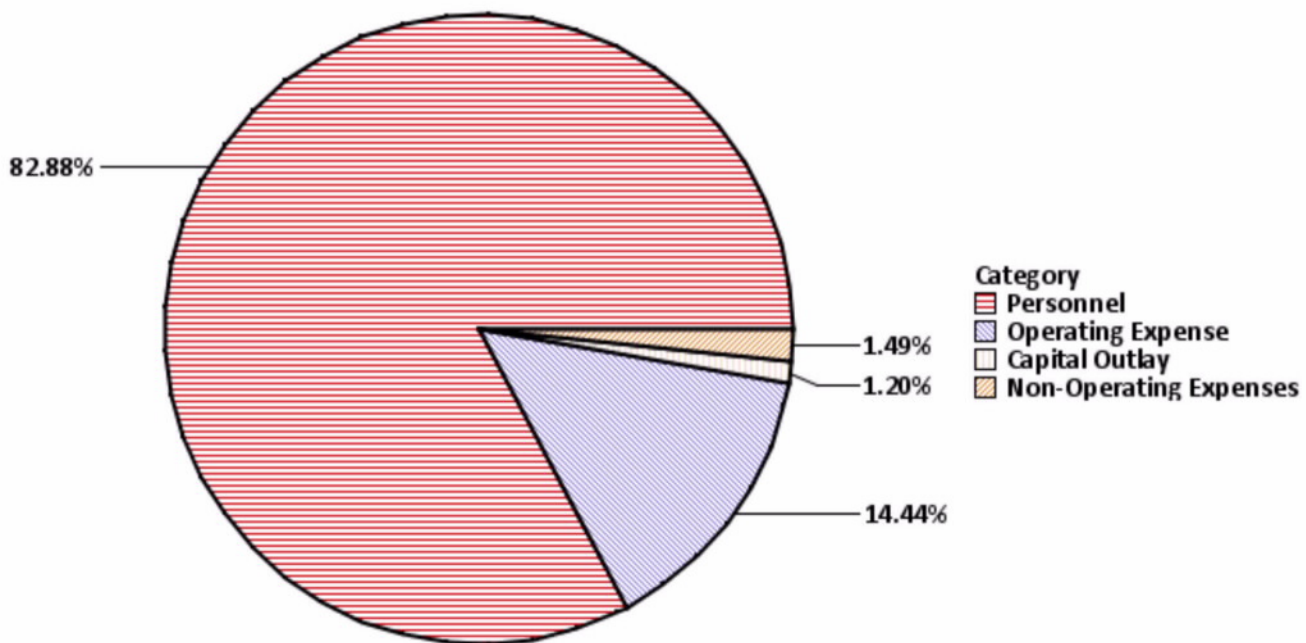
Description

The Miami Police Department is a modern, full-service law enforcement agency which serves a large and diverse population. The Department is committed to proactive crime prevention efforts, timely responses to calls, unrelenting follow-up, and criminal investigation efforts.

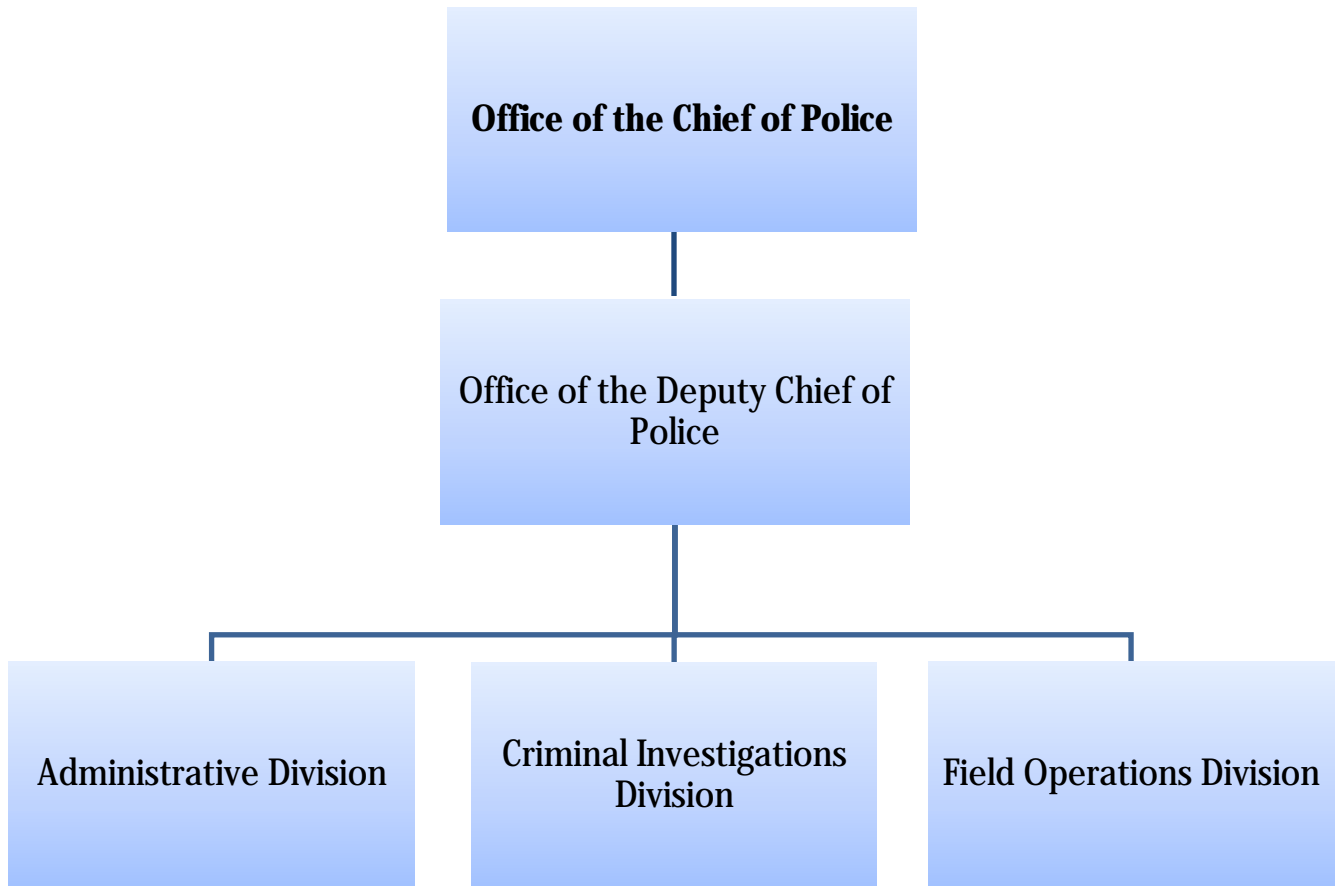
The Miami Police Department provides basic law enforcement, investigative, and support services in order to prevent, detect, and solve crime. Utilizing time-tested police methods and welcoming innovative problem-solving techniques, neighborhood problems are identified and solutions are implemented to improve the City quality of life.

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

Allocation by Category



Police



Police

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	161	164
<p>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.</p>	13	12
<p>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.</p>	1,013	974
<p>CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations; conducts crime scene investigations; provides victims advocate services.</p>	176	190
<p>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.</p>	371	412
TOTAL FULL-TIME POSITIONS	1,734	1,752

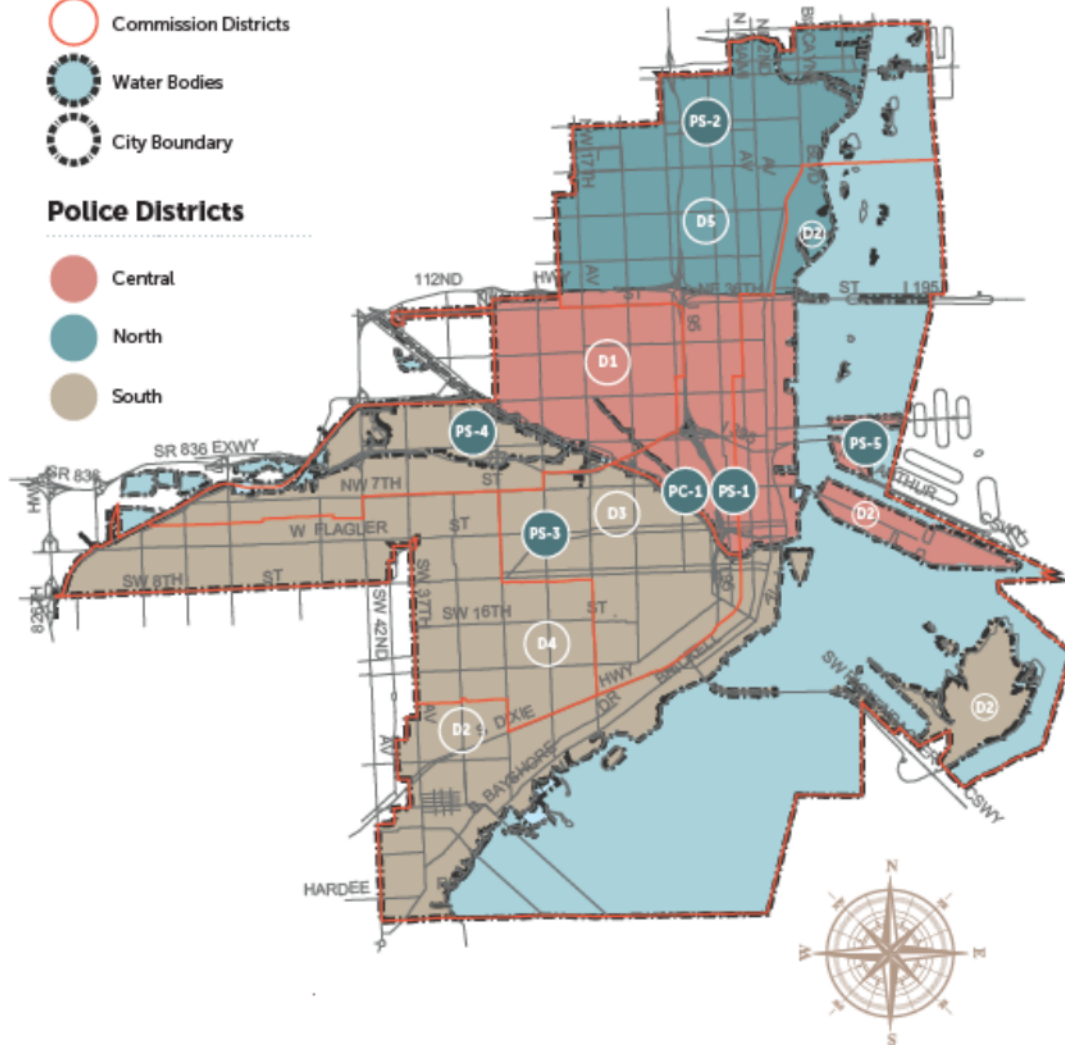
Police







Legend

-  Commission Districts
-  Water Bodies
-  City Boundary

Police Districts

-  Central
-  North
-  South



STATION	ADDRESS
 PS-1 Central District Station	400 N.W. 2nd Ave.
 PC-1 Miami Police College	350 N.W. 2nd Ave.
 PS-2 North District Station	1000 N.W. 62nd St.
 PS-3 South District Station	2200 W. Flagler St.
 PS-4 Grapeland Heights Station	1701 N.W. 30th Ave.
 PS-5 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	

Police

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	158,536,108	171,074,893	190,492,078	204,215,486	208,100,000
Operating Expense	23,224,199	29,837,204	32,065,048	32,432,900	36,252,000
Capital Outlay	1,205,500	2,961,199	2,266,746	2,089,700	3,003,000
Non-Operating Expenses	330,700	272,469	25,000	4,198,600	3,742,000
Transfers - OUT	364,418	0	4,106,413	0	0
	183,660,925	204,145,765	228,955,285	242,936,686	251,097,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	174,431,362	195,125,019	216,326,337	231,648,086	235,486,000
Fire Rescue Services	(271,509)	0	0	0	0
Police Services	8,107,918	8,150,515	6,395,580	2,845,500	7,224,000
Police E911-Wireless	0	408	2,905,106	3,175,200	2,745,000
Police E911-Non Wireless	0	0	2,843,853	2,818,800	2,785,000
Police E911-Prepaid	0	0	3,661	224,100	415,000
Law Enforcement Trust Fund	1,058,634	559,809	480,748	2,225,000	2,442,000
ARRA-Police-Memo Only	334,519	310,015	0	0	0
	183,660,925	204,145,765	228,955,285	242,936,686	251,097,000

Department Priorities for FY 2017-18

- Answer 96 percent of all emergency 911 calls in less than ten seconds.
- Conduct six academy classes and graduate over 144 Police Officers.
- Outfit patrol officers with 640 Body-Worn Cameras.
- Renovate the David Herring Building.
- Update the security key pads system and security camera system in all the police facilities.
- Replace the old police Motorola radio system with a P25 radio system.
- Continue to work with local schools in providing active shooter and awareness training.
- Complete the carpet replacement at all the police stations.

Police

Accomplishments in FY 2016-17

Answered 96 percent of all emergency 911 calls in less than ten seconds.

Completed the integration of the Emergency Police Dispatch (EPD) System into the Computer-Aided Dispatch (CAD) System.

Provided 48 active shooter and awareness training classes to local businesses and schools.

Conducted eight academy classes and graduated over 160 Police Officers in preparation of 117 Police Officers retiring by September 2017.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

The decrease in Other Salaries and Wages is primarily due to the elimination of 14 vacant, and 11 not yet created, civilian, part-time or temporary positions (GF \$704,000).

The decrease in Professional Services – Medical (GF \$294,000), Communications and Related Services (GF \$25,000), and Motor Fuel (GF \$300,000) is due to matching the FY 2017-18 budget to historical trends.

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due to the addition of two Crime Scene Investigator I positions (GF \$90,000), one Crime Scene Investigator II (GF \$43,000), and one Crime Scene Investigator III (GF \$55,000) for a total increase of \$188,000.

The increase in Public Safety Supplies is due to additional ballistic shields (GF \$464,000), ballistic helmets Level 3A (GF \$265,000), ballistic plates (GF \$230,000), and active shooter medical kits (GF \$50,000) for a total increase of \$1.009 million.

The increase in Clothing/Uniform Supplies is due to the replacement of two bomb suits (GF \$71,000).

To reflect the changes made at the Second Budget Hearing, funding was increased for the Shotspotter Program (GF \$325,000).

The increase in Weapons and Ammunitions is due to 700 additional active shooter ballistic kits (GF \$301,000).

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 Fraternal Order of Police collective bargaining unit (Walter E. Headley, Jr., Miami Lodge No. 20) (GF \$3.938 million).

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$598,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees, including Police Executive Staff (GF \$129,000).

The increase in Regular Salaries and Wages in the General Fund is due to the COPS 2014 Hiring Grant expiring (GF \$832,000), with a similar decrease in the Police Services Special Revenue Fund.

Police

The increase in Regular Salaries and Wages is primarily due to the addition of 15 Police Officers for COPS 2016 Hiring Grant that were added in the FY 2016-17 Mid-Year Amendment (SR \$756,000), and the addition of two Video Retrieval Specialists in the FY 2016-17 Mid-Year Amendment (GF \$86,000).

The increase in Regular Salaries and Wages is due in part to the projected addition of the COPS 2017 Hiring Grant (SR \$751,000), and the addition of two Virtual Policing Technicians for the Body-Worn Camera Grant (SR \$86,000) partially offset by the transfer of the COPS 2014 Hiring Grant to the General Fund (SR \$832,000).

Cost savings for Police Officers in the Deferred Retirement Option Program (DROP) retiring by September 2017 (GF \$2 million).

Five Information Technology civilian positions transferred to the Information Technology Department (GF \$321,000).

The increase in Overtime in the Special Revenue Funds is primarily due to E911 Wireline (SR \$455,000), E911 Wireless (SR \$137,000), and Law Enforcement Trust Fund (LETF) (SR \$178,000) for a total increase of \$770,000. Decrease in Utility Services based on the spending trend in the current fiscal year (GF \$285,000).

The increase in Other Current Charges and Obligations is primarily due to the Body-worn Camera Grant (SR \$310,000), and E911 Prepaid Wireless (SR \$187,000) for a total increase of \$497,000.

The increase in Machinery and Equipment is primarily due to COPS 2017 Hiring Grant (SR \$590,000), LETF (SR \$107,000), Paul Coverdell Forensic Science (SR \$92,000), Justice Assistance Grant (SR \$90,000), and E911 Wireless (SR \$50,000) for a total increase of \$929,000.

A General Fund Contribution to the E-911 Program (GF \$2.507 million).

Funding of ten Police Officers and two Police Sergeants positions offset by both the Omni (GF \$500,000) and Southeast Overtown Park West (SEOPW) CRA's (GF \$750,000) for a total of \$1.250 million.

A General Fund contribution to capital improvement projects: South District Storm Drains and Parking (\$537,000), UPS System Upgrade (\$150,000), South, Central, and North Districts Exterior Lighting (\$110,000), Police Security System (\$85,000), and the I-95 Lighting Project (\$85,000).

Funding from Police Impact Fees for capital improvement projects Florida Inland Navigation District (FIND) Match – Miami Police Department (MPD) Patrol Vessel, Bomb Squad Robot, COPS Grant vehicles, Police Headquarters Planning Phase, Police Property Building Planning Phase, Office of Emergency Management (OEM) Homeland Security (HS) Mobile Command Vehicle (\$1.900 million).

Funding of grant matching funds included in General Fund Transfers-Out shown in the Non-Departmental Accounts (NDA) for COPS 2017 Hiring Grant (GF \$967,000), Body-Camera Grant (GF \$703,000), Victims of Crime Act (VOCA) 2017 Grant (GF \$28,000), and Paul Coverdell Forensic Science Grant (GF \$10,000) for a total amount of \$1.708 million.


Funding of unallowable costs for the COPS 2016 Hiring Grant included in General Fund Transfers-Out (GF \$184,000).

Funding of "Do the Right Thing" (GF \$110,000) and the "Police Athletic League" (GF \$400,000) 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 Budget includes 1,299 regular sworn Police Officers and 39 sworn executives for a total of 1,338 sworn personnel, as well as 414 civilian positions.

Police

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Public Safety Objective: Achieve lower per capita crime rates in the City of Miami</p>			
<p>Department Objective: Track emergency calls to enhance force deployment decisions</p>				
<p>Performance Measures</p>	<p>FY 2014-15 Actuals</p>	<p>FY 2015-16 Actuals</p>	<p>FY 2016-17 Actuals</p>	<p>FY 2017-18 Commitment</p>
<p>911 calls answered within ten seconds of call initiation (percent)</p>	<p>95.8</p>	<p>97.6</p>	<p>97.8</p>	<p>96.25</p>
<p>Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)</p>	<p>4.92</p>	<p>4.63</p>	<p>4.29</p>	<p>5</p>
<p>911 call volume for service (number)</p>	<p>680,475</p>	<p>600,007</p>	<p>456,091</p>	<p>700,000</p>
<p>Calls for service which resulted in an incident report being written (number)</p>	<p>102,789</p>	<p>102,320</p>	<p>100,060</p>	<p>100,000</p>
<p>Department Objective: Increase public safety resources to meet growing demand</p>				
<p>Performance Measures</p>				
<p>Uniform Crime Reporting Part 1 Crimes which include criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)</p>	<p>23,372</p>	<p>21,928</p>	<p>19,769</p>	<p>21,000</p>
<p>Uniform Crime Reporting Arrests (number)</p>	<p>24,659</p>	<p>22,907</p>	<p>20,535</p>	<p>24,000</p>
<p>Department Objective: Increase staffing resources to respond to emergency calls</p>				
<p>Performance Measures</p>				
<p>Police academy classes completed (number)</p>	<p>6</p>	<p>9</p>	<p>6</p>	<p>7</p>
<p>Department Objective: Seek and deploy best practices in service delivery</p>				
<p>Performance Measures</p>				
<p>Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>

Police

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	3,600	0	3,600	4,000	0	4,000
512000 - Regular Salaries and Wages	117,371,300	2,099,000	119,470,300	116,244,000	2,993,000	119,237,000
512010 - Attrition Savings - Salaries	(250,100)	0	(250,100)	(2,052,000)	0	(2,052,000)
513000 - Other Salaries and Wages	1,935,400	32,500	1,967,900	756,000	105,000	861,000
514000 - Overtime	7,700,000	407,200	8,107,200	7,530,000	1,267,000	8,797,000
515000 - Special Pay	5,075,500	97,700	5,173,200	5,091,000	143,000	5,234,000
516000 - Fringe Benefits	309,500	0	309,500	461,000	0	461,000
516010 - Fringe Benefits - Tuition Reimbursement	175,000	0	175,000	176,000	0	176,000
521000 - Fica Taxes	3,196,200	121,500	3,317,700	2,997,000	142,000	3,139,000
522000 - Retirement Contributions	6,481,300	503,600	6,984,900	7,367,000	553,000	7,920,000
522010 - Police and Fire - FIPO	32,126,400	313,500	32,439,900	35,555,000	951,000	36,506,000
522020 - Secondary Pension Contributions	5,115,600	0	5,115,600	5,320,000	0	5,320,000
523000 - Life and Health Insurance	4,441,600	347,600	4,789,200	4,914,000	389,000	5,303,000
523010 - Health Trust - FOP	16,467,586	144,000	16,611,586	16,754,000	440,000	17,194,000
Personnel	200,148,886	4,066,600	204,215,486	201,117,000	6,983,000	208,100,000
Operating Expense						
524000 - Workers' Compensation	8,756,800	165,100	8,921,900	9,939,000	332,000	10,271,000
531000 - Professional Services	1,348,800	17,100	1,365,900	1,425,000	68,000	1,493,000
531020 - Professional Services-Medical	1,023,400	0	1,023,400	742,000	19,000	761,000
534000 - Other Contractual Services	1,458,800	413,500	1,872,300	1,574,000	327,000	1,901,000
540000 - Travel and Per Diem	50,000	303,100	353,100	50,000	330,000	380,000
541000 - Communications & Related Services	57,300	640,300	697,600	32,000	671,000	703,000
541100 - Postage	67,200	1,000	68,200	54,000	1,000	55,000
543000 - Utility Services	1,074,400	0	1,074,400	789,000	0	789,000
544000 - Rentals and Leases	1,994,000	11,600	2,005,600	1,937,000	148,000	2,085,000
545010 - Insurance - Police Torts	1,200,000	0	1,200,000	1,000,000	0	1,000,000
545011 - Insurance - Vehicle Liability	685,700	0	685,700	1,056,000	0	1,056,000
545012 - Insurance - Property & Casualty	135,300	0	135,300	125,000	0	125,000
545013 - Insurance - General Liability	3,200	0	3,200	676,000	0	676,000
546000 - Repair and Maintenance Services	1,329,000	159,500	1,488,500	1,363,000	90,000	1,453,000
546001 - IT-Repair and Maintenance Services	3,690,900	0	3,690,900	3,519,000	0	3,519,000
547100 - Printing and Binding-Outsourcing	19,600	500	20,100	20,000	4,000	24,000
547200 - Printing and Binding-Paper Stock	75,400	0	75,400	75,000	0	75,000

Police

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
548000 - Promotional Activities	7,400	500	7,900	7,000	0	7,000
548100 - Advertising and Related Costs	53,700	14,000	67,700	45,000	0	45,000
549000 - Other Current Charges and Obligations	216,600	207,100	423,700	219,000	690,000	909,000
551000 - Office Supplies	215,400	1,900	217,300	215,000	10,000	225,000
552000 - Operating Supplies	324,400	214,300	538,700	337,000	327,000	664,000
552010 - Motor Fuel	3,358,000	0	3,358,000	3,058,000	70,000	3,128,000
552100 - Public Safety Supplies	205,000	100,000	305,000	1,229,000	0	1,229,000
552200 - Clothing/Uniform Supplies	1,210,000	1,500	1,211,500	1,308,000	85,000	1,393,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	780,600	2,000	782,600	1,130,000	3,000	1,133,000
667000 - Weapons And Ammunitions	839,000	0	839,000	1,125,000	28,000	1,153,000
Operating Expense	30,179,900	2,253,000	32,432,900	33,049,000	3,203,000	36,252,000
Capital Outlay						
664000 - Machinery and Equipment	1,319,300	770,400	2,089,700	1,320,000	1,683,000	3,003,000
Capital Outlay	1,319,300	770,400	2,089,700	1,320,000	1,683,000	3,003,000
Non-Operating Expense						
883000 - Other Grants and Aids	0	66,300	66,300	0	75,000	75,000
896000 - Budget Reserve	0	4,132,300	4,132,300	0	3,667,000	3,667,000
Non-Operating Expenses	0	4,198,600	4,198,600	0	3,742,000	3,742,000
Total Expense	231,648,086	11,288,600	242,936,686	235,486,000	15,611,000	251,097,000

DEPARTMENT
BUDGETS:
OTHER DEPARTMENTS



• Community and Economic Development

• Parks and Recreation

• Real Estate and Asset Management

• Risk Management

Community and Economic Development

Department Head: George Mensah

Phone: (305) 416-1978

Mission Statement

The Department of 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.

Description

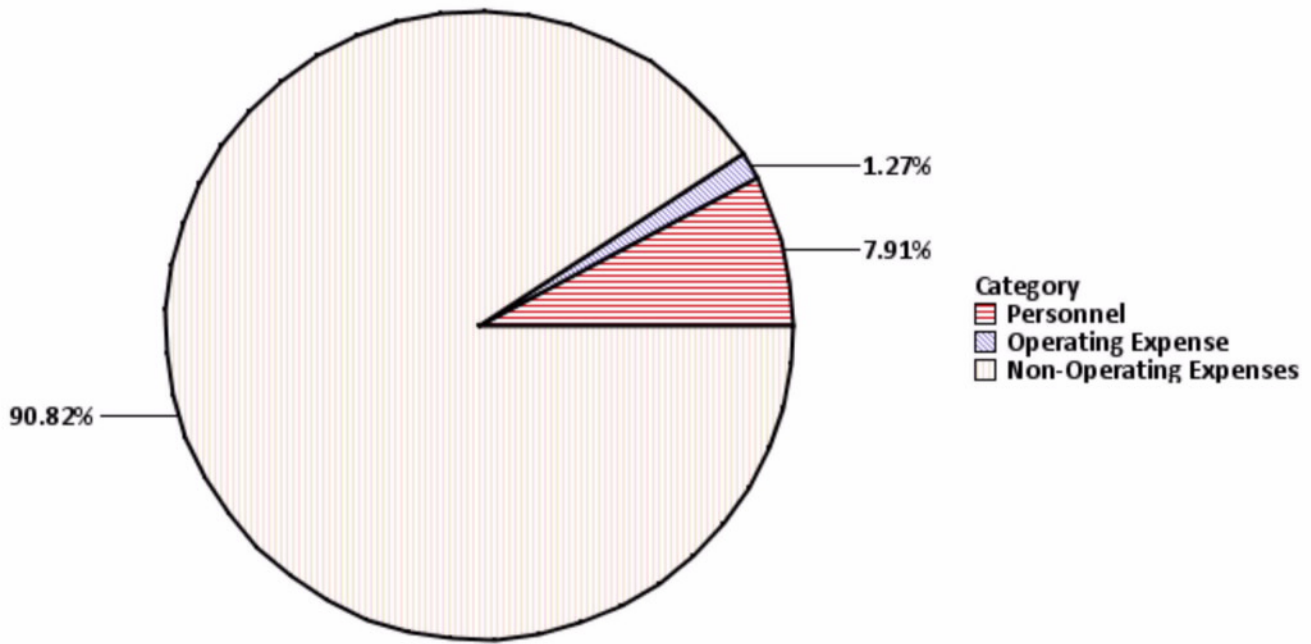
The Department of Community and Economic Development utilizes the grant funds it receives from federal, state, and local government sources to aid in the development of a viable urban community. The essence of this objective is to provide quality housing, a suitable living environment, and expansion of economic opportunities for the neediest of the community. The Department performs a wide range of community and economic development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City.

As part of the Education and Economic Access Service Area, the Department focuses on serving as an advocate for disenfranchised and economically disadvantaged residents, as it works to facilitate funding from federal, state, and local sources through cooperative partnerships with the public and private sectors. The Department is responsible for overseeing the creation, implementation, and monitoring of programs in the areas of affordable public housing, 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.

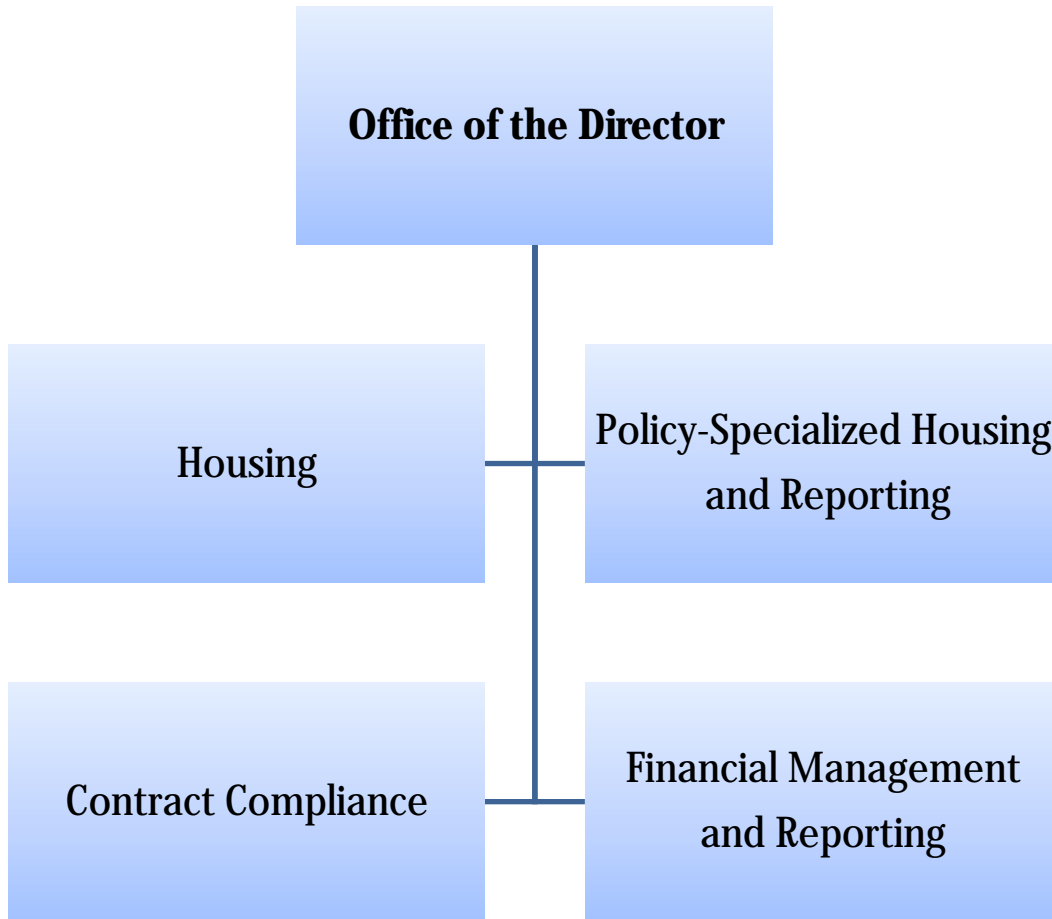
Stakeholders include City residents, businesses, local community-based organizations, and elected officials.

Community and Economic Development

Allocation by Category



Community and Economic Development



Community and Economic Development

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	5	5
<p>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.</p>	10	10
<p>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.</p>	7	7
<p>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.</p>	5	5
<p>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.</p>	8	8
TOTAL FULL-TIME POSITIONS	35	35

Community and Economic Development

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	4,456,775	4,603,578	4,013,104	4,049,500	4,165,000
Operating Expense	576,282	535,129	618,734	519,600	667,000
Capital Outlay	2,756,327	346,396	2,218,595	1,378,300	0
Non-Operating Expenses	27,740,126	25,479,940	23,029,270	48,842,600	47,810,000
Transfers - OUT	0	0	600,000	0	0
	35,529,510	30,965,043	30,479,702	54,790,000	52,642,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	0	0	2,252,167	3,482,500	2,411,000
Community Development	35,529,510	30,965,043	28,235,856	51,307,500	50,231,000
Homeless Program	0	0	(8,320)	0	0
	35,529,510	30,965,043	30,479,702	54,790,000	52,642,000

Department Priorities for FY 2017-18

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 down payment assistance to approximately ten low-to moderate-income households.

Continue to promote economic development through the provision of technical assistance to approximately ten for-profit businesses and to assist approximately 75 businesses to improve the exterior look of the establishment through the department's Façade Renovation and Code Compliance Program.

Provide funding for daycare and after-school services to approximately 95 youth, and meals services to approximately 700 senior citizens.

Accomplishments in FY 2016-17

Accomplishments for Community and Economic Development reflect the department's program year FY 2016-17 which is from April 1, 2016 through September 30, 2017. As such, FY 2016-17 is still underway and final accomplishments will be gathered and reported to HUD by December 29, 2017. The accomplishments listed below are as of May 30, 2017.

Processed all reimbursement requests at an average of eleven days.

Assisted over 1,233 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 1,150 senior citizens; assisted 13 people with developmental disabilities.

Community and Economic Development

Provided rental assistance to 443 households currently under the Section 8 program, provided rental assistance to over 962 households under the HOPWA program (county-wide program); provided single family rehabilitation to 25 households and provided down payment assistance to 20 low-to-moderate income households.

Promoted economic development to small businesses by providing technical and financial assistance to 15 for-profit businesses.

Budget Highlights for FY 2017-18


The Budget includes the following considerations:

The contribution from the General Fund in a total amount of \$2.411 million for the following items:

- Social Services Gap Funding (\$743,000).
- IT Repair and Maintenance Services (\$37,000), Retirement Contributions (\$875,000), Life and Health Insurance (\$287,000), Workers' Compensation (\$76,000), Insurance – General Liability (\$12,000), Rental and Leases (\$248,000) and Other Operating Expenses (\$6,000) for a total of \$1.293 million.
- Portion of salaries no able to be reimbursed by grants' salary fund (GF \$34,000).
- The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$28,000).
- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$59,000).
- Increase in FICA due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$4,000), and due in part to normal step progression for all non-bargaining employees (GF \$2,000).

Community and Economic Development

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Education and Economic Access Objective: Increase homeownership and access to affordable housing in the City of Miami.</p>			
<p>Department Objective: Increasing economic access and improving social outcomes among all City of Miami residents.</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Elderly meals provided with Community Development Block Grant (CDBG) and Poverty Initiatives Funding (number)	785	1,398	1,478	700
Children and youth assisted with CDBG and Poverty Initiatives Funding (number)	124	131	163	95
Households assisted under the Down Payment Assistance Program (number)	10	20	22	10
Businesses assisted through the Commercial Façade Program with CDBG funding (number)	0	25	75	75
HOPWA clients assisted with the Tenant-Based Rental Assistance Program (number)	982	936	933	950
Section 8 clients assisted (number)	411	415	443	443
Turnaround time on agency reimbursement packets (days)	8.8	8.6	11	10
Agencies submitting their reimbursement monthly (percent)	N/A	N/A	63%	>50%
Average turnaround time for execution of contracts (days)	N/A	N/A	57	30

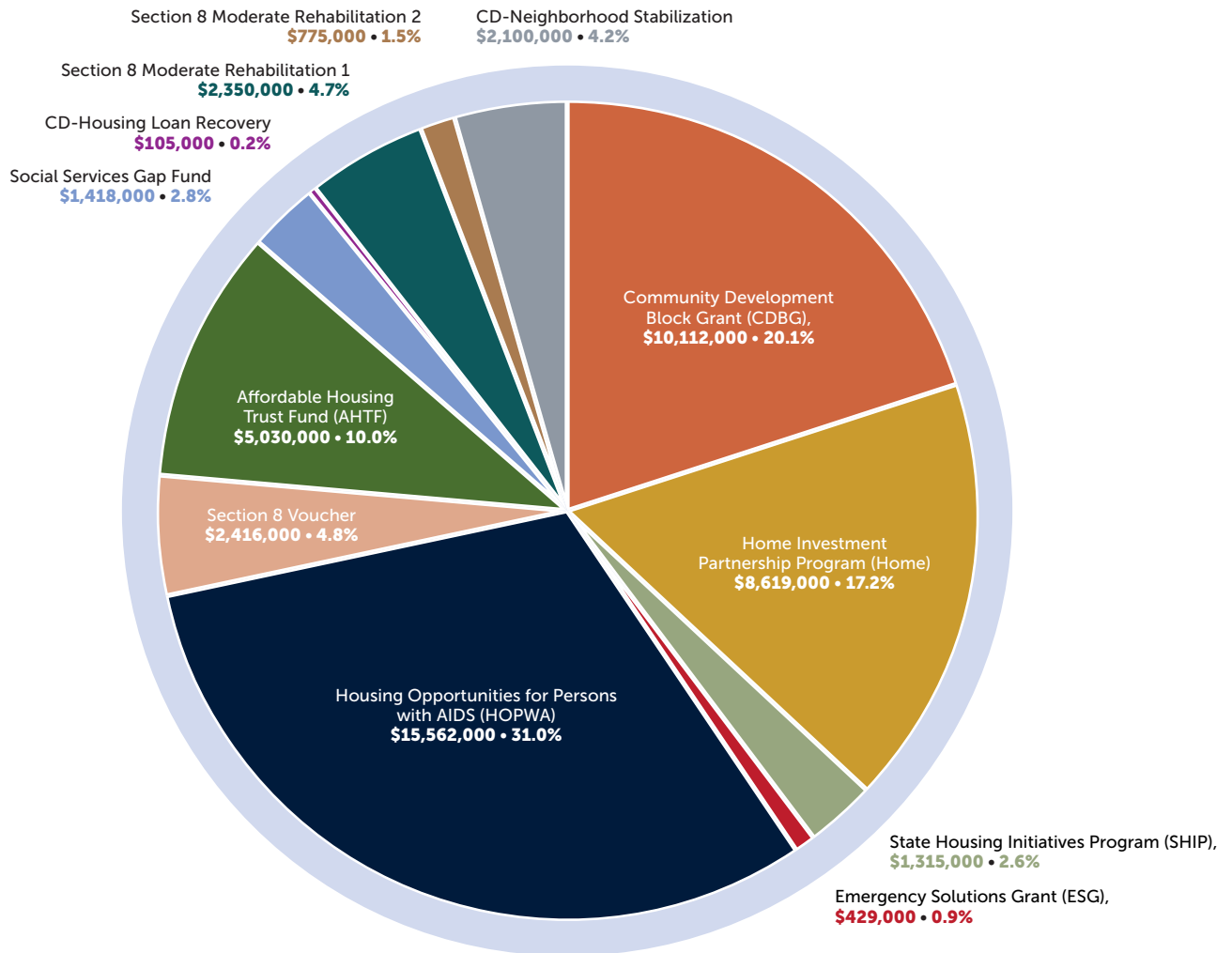
Community and Economic Development

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,195,100	1,235,900	2,431,000	112,000	2,395,000	2,507,000
512010 - Attrition Savings - Salaries	(3,100)	0	(3,100)	0	0	0
513000 - Other Salaries and Wages	0	126,600	126,600	0	0	0
516000 - Fringe Benefits	0	20,700	20,700	5,000	17,000	22,000
521000 - Fica Taxes	91,300	96,200	187,500	10,000	183,000	193,000
522000 - Retirement Contributions	831,000	52,300	883,300	875,000	115,000	990,000
523000 - Life and Health Insurance	74,500	329,000	403,500	287,000	166,000	453,000
Personnel	2,188,800	1,860,700	4,049,500	1,289,000	2,876,000	4,165,000
Operating Expense						
524000 - Workers' Compensation	65,900	0	65,900	76,000	0	76,000
531000 - Professional Services	40,000	88,700	128,700	0	129,000	129,000
534000 - Other Contractual Services	0	133,400	133,400	0	28,000	28,000
540000 - Travel and Per Diem	6,000	8,500	14,500	0	8,000	8,000
541000 - Communications & Related Services	0	6,100	6,100	0	10,000	10,000
541100 - Postage	600	2,700	3,300	1,000	5,000	6,000
544000 - Rentals and Leases	1,700	8,300	10,000	249,000	11,000	260,000
545013 - Insurance - General Liability	3,200	0	3,200	12,000	0	12,000
546001 - IT-Repair and Maintenance Services	47,600	0	47,600	37,000	0	37,000
547000 - Printing and Binding	100	300	400	0	5,000	5,000
548100 - Advertising and Related Costs	27,500	52,000	79,500	0	54,000	54,000
549000 - Other Current Charges and Obligations	2,300	11,000	13,300	2,000	16,000	18,000
551000 - Office Supplies	1,400	6,900	8,300	1,000	11,000	12,000
552000 - Operating Supplies	600	2,700	3,300	1,000	6,000	7,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	400	1,700	2,100	0	5,000	5,000
Operating Expense	197,300	322,300	519,600	379,000	288,000	667,000
Capital Outlay						
670000 - Construction In Progress	0	1,378,300	1,378,300	0	0	0
Capital Outlay	0	1,378,300	1,378,300	0	0	0
Non-Operating Expense						
882000 - Aids to Private Organizations	1,096,400	24,718,000	25,814,400	743,000	29,472,000	30,215,000
883000 - Other Grants and Aids	0	23,028,200	23,028,200	0	17,595,000	17,595,000
Non-Operating Expenses	1,096,400	47,746,200	48,842,600	743,000	47,067,000	47,810,000

Community and Economic Development

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
Total Expense	3,482,500	51,307,500	54,790,000	2,411,000	50,231,000	52,642,000

COMMUNITY AND ECONOMIC DEVELOPMENT FUNDING SOURCES FY 2017-18



Parks and Recreation

Department Head: Kevin M. Kirwin

Phone: (305) 416-1320

Mission Statement

The Parks and Recreation Department's mission is 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

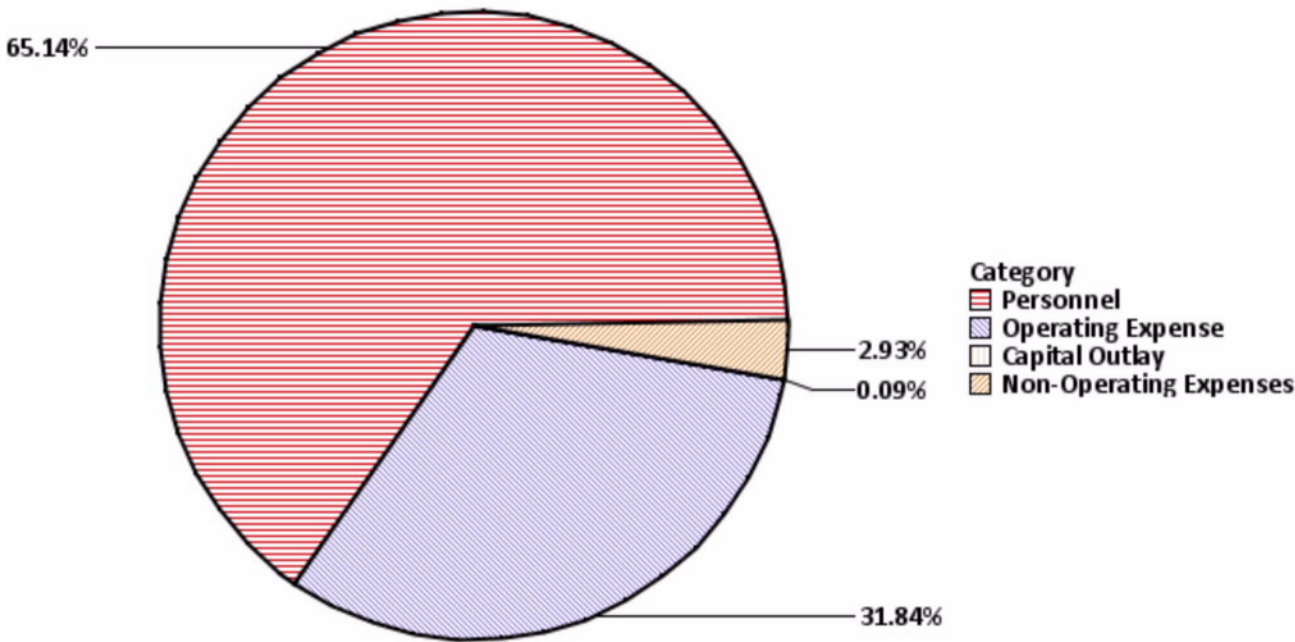
The Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department delivers quality of life services to all ages through active senior programs, teen engagement programs, services for persons with disabilities and youth-serving programs through day care, after school, 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.

The Department provides 143 parks totaling 958 acres, 11 swimming pools, 42 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.

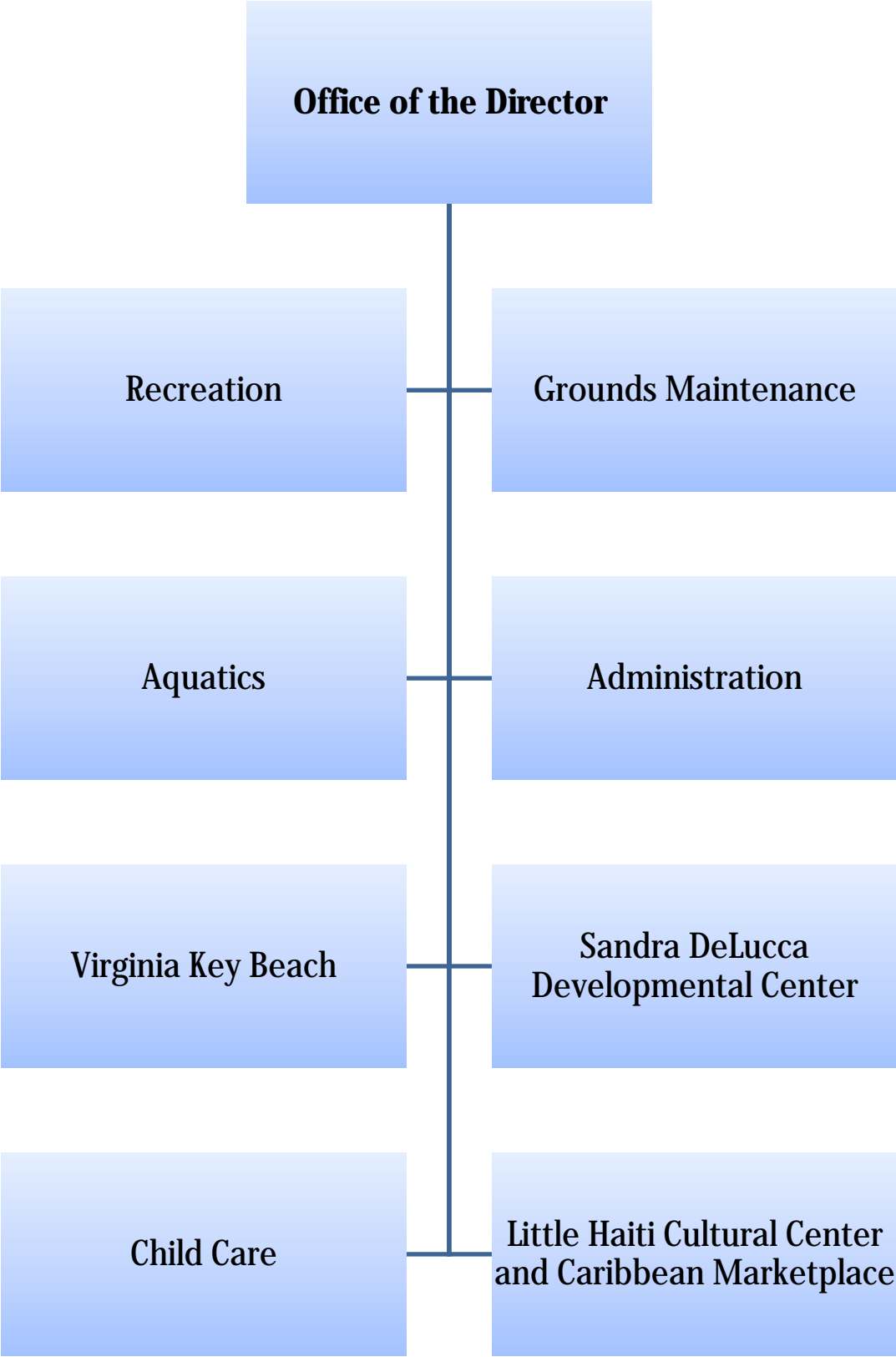
Stakeholders include residents of and visitors to the City of Miami.

Parks and Recreation

Allocation by Category



Parks and Recreation

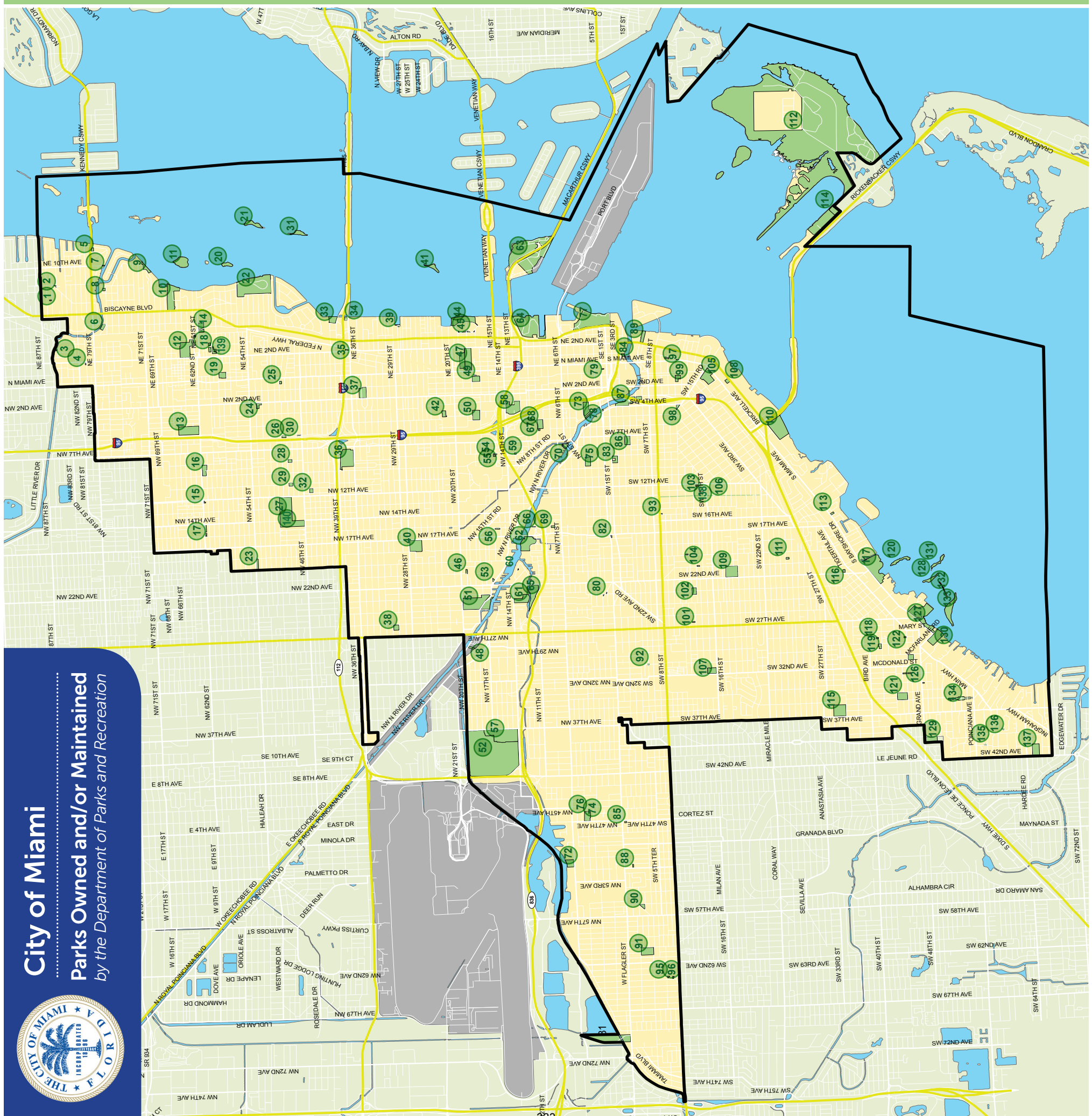


Parks and Recreation

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	12	11
<p>ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, procurement, finance functions; manages internal Parks technology functions and liaises with Risk Management on safety issues in parks; processes permit application for park-level and Citywide events; issues sports permits; and manages stockroom and inventory.</p>	12	10
<p>GROUNDS MAINTENANCE Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire system of 143 parks. Provides safety and security function through the Park Ranger section.</p>	121	121
<p>RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 42 community centers; offers year-round senior, teen engagement programs; offers after-school, seasonal camp, and recreation programs for youth; provides enhanced programs through partnerships.</p>	93	94
<p>AQUATICS Operates and programs 11 pools, one water park and one beach; provides 4,100 Learn-to-swim programs; hosts 100,000 guests during water park season; provides access to water fitness activities.</p>	13	13
<p>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.</p>	21	21
<p>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.</p>	17	17
<p>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.</p>	8	8
<p>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.</p>	4	5
<p>TOTAL FULL-TIME POSITIONS</p>	301	300



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	Twelth Ave Mini Park	6198 NW 12 AVE
16	Belafonte-Jacolcy 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	SPOIL ISLAND BANKS
22	Morningside Park	OFF MORNINGSIDE
23	Simonhoff Park	750 NE 55 TER
24	Buena Vista Park	1850 NW 54 ST
25	Pullman Park	5300 NW 2nd Ave
26	North Bay Vista	24 NW 49 ST
27	Charles Hadley Park	4835 NW 6 AVE
28	Miller Dawkins Mini-Park	1350 NW 46 ST
29	Crestwood Park	NW 47TH TER / NW 8TH AVE
30	South Bay Vista Park	NW 11 AVE & NW 48 ST
31	Parcel No 4 Picnic Island	NW 6 AVE AT 46 ST & 47 ST
32	West Buena Vista Mini Park	545 SABAL PALM RD
33	Albert Pallot Park	NW 44TH ST / NW 11TH CT
34	Martell Park	NE 6 AVE
35	Woodson Mini Park	NE 36 ST & NE 5 AVE
36	Moore Park	699 NE 36 ST
37	Roberto Clemente Park	765 NW 36 ST
38	Melrose Park	101 NW 34TH ST
39	Icon Bay Park	2520 NW 31 ST
40	Juan Pablo Duarte Park	498 NE 28 ST
41	Pace Park Picnic Islands	1776 NW 28 ST
42	Rainbow Village Park	N OF VENETIAN WAY
43	Biscayne Park	2001 NW 4 CT
44	Margaret Pace Park	150 NE 19 ST
45	Miramar Park	498 NE 20 ST
46	Allapattah Mini Park	NE 4TH AVE & NE 19 ST
47	City Cemetery	1935 NW 21 AV
48	Miami River Rapids Park	1800 NE 2 AV
49	Dorsey Park	2916 NW SOUTH RIVER DR
50	Williams Park	1701 NW 1 AVE
51	Curtis Park	1717 NW 5 AVE
52	Melrose Golf Course	1901 NW 24 AV
53	Unity Park	1400 NW 37 AVE
54	Pine Heights Mini Park	2175 NW NORTH RIVER DR
55	Broward Circle Mini Park	801 NW 15 ST
56	Allapattah Mini Residential	NW 8 AVE & NW 15 ST
57	Grapeland Heights Park	2175 NW NORTH RIVER DR
58	Theodore Gibson Park	1550 NW 37TH AVE
59	Highland Circle Mini Park	401 NW 12TH ST
60	Durham Park	1301 NW 8 CT
61	PBA	2014 NW 13 ST
62	E.G. Sewell Park	2300 NW 14 ST
63	Watson Island	1815 NW SOUTH RIVER DR
64	Museum Park	1050 MACARTHUR CSWY
65	Fern Isle Park	1075 BISCAYNE BLVD
66	Grove Mini Circle Park	2201 NW 11 ST
67	Culmer Park	NW 8 ST FRM NW 15-NW 17 AVE
68	Henry Reeves Park	501 NW 8 ST
69	Grove Mini Park	528 NW 10 ST
70	Seybold Canal House	ADJACENT 1543 NW S RIVER DR
71	Spring Garden Point Park	613 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 DeLuca Developmental Center	4560 NW 4 TER
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 Lacuana 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	Dominio 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	601 SW 63 CT
96	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	140 SW 11 ST
101	South Shennandoah	1197 SW 19 AV
102	Bryan Park	2601 New Silvercrest Park
103	12th Avenue Park	2301 SW 12 ST
104	1301 Swannahoo Park	1330 SW 12 AV
105	Simpson Park	1301 SW 21 AVE
106	Cuban Memorial Blvd	55 SW 17 RD
107	Coral Gate Park	SW 13TH AVE / SW 8TH ST
108	1814 Brickell	1415 SW 32 AVE
109	Shennandoah Park	1814 BRICKELL AV
110	Alice C. Wainwright Park	1800 SW 21 ST AVE
111	Silver Bluff Park	2651 BRICKELL AV
112	Virginia Key Beach Park	1960 SW 24 ST
113	Elizabeth Steele Park	3661 RICKENBACKER CSWY
114	Miami Rowing Club	3525 E FAIRVIEW ST
115	Douglas Park	3601 RICKENBACKER CSWY
116	Marjory Stoneman Douglas Mini Park	2795 SW 37 AVE
117	David T. Kennedy Park	2901 SW 22 AVE
118	Lincoln Park	2400 S BAYSHORE DR
119	Blanche Park	2954 JACKSON AVE
120	Dinner Key Picnic	3045 SHIPPING AV
121	Islands-Parcel 5	BISCAYNE BAY AT PAN AMER
122	Elizabeth Virrick Park	3255 PLAZA ST
123	Coconut Grove Tennis Court	2975 OAK AV
124	Heritage Garden	MARGARET ST & PERCIVAL AVE
125	Kirk-Munroe Park	3101 FLORIDA AVE
126	Billy Rolle Mini Park	3500 PAN AMERICAN DR
127	Kenneth Myers Park	3400 GRAND AV
128	Dinner Key Picnic	S BAYSHORE DR/SW 27TH AVE
129	Islands-Parcel 3	BISCAYNE BAY AT PAN AMER.
130	Peacock Park	Islands-Parcel 3
131	Dinner Key Picnic	4000 GRAND AVE
132	Islands-Parcel 4	2820 MCFARLAND RD
133	Dinner Key	BISCAYNE BAY AT PAN AMER.
134	Islands - Parcel 2	BISCAYNE BAY AT PAN AMER.
135	Islands - Parcel 1	BISCAYNE BAY AT PAN AMER
136	Peet Atlas Sheet 48	ADJACENT 3615 PALMETTO AVE
137	Ye Little Wood	ADJACENT 4095 ENSEVADA AVE
138	Merrile Christmas Park	ABUTTING 3975 LITTLE AVE
139	Coral Way Comm. Center	4355 SW 42 AV
140	Samuel K. Johnson Youth Center	1330 SW 12 AV and Caribbean Marketplace 212 NE 59 TER

Parks and Recreation

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	21,304,249	22,526,433	24,179,852	29,332,900	30,699,000
Operating Expense	9,480,704	10,974,194	12,805,947	13,051,200	15,005,000
Capital Outlay	62,571	619,134	528,796	42,500	42,000
Non-Operating Expenses	190,357	185,982	188,916	698,600	1,382,000
Transfers - OUT	610,586	0	200,000	0	0
	31,648,466	34,305,743	37,903,511	43,125,200	47,128,000

Department / Fund Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	28,945,629	32,044,218	36,360,016	41,653,700	44,752,000
Parks & Recreation Services	2,588,780	1,963,971	737,106	1,271,500	2,176,000
Departmental Improvement Initiative	114,057	297,554	806,389	200,000	200,000
	31,648,466	34,305,743	37,903,511	43,125,200	47,128,000

Department Priorities for FY 2017-18

Position the Department as a community health option through the health, wellness, and obesity prevention programs.

Keep park grounds beautiful and safe.

Pursue grant opportunities to fund recreation programming and site amenity improvements.

Expand active adult 55+ programming.

Foster stewardship and conservation of natural areas.

Activate and promote the Little Haiti Cultural Center and Caribbean Marketplace for the enjoyment of residents and visitors.

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system to the extent funding is available.

Enhance the current level of customer service at park locations through the upgrading of network infrastructure to facilitate technology solutions.

Accomplishments in FY 2016-17

Achieved Accreditation from CAPRA for excellence in operation and service.

Resurfaced sports courts at Melrose Park, Jose Marti Park, Shenandoah Park, Douglas Park, and Kinloch Park as of June 30, 2017.

Replaced the existing roofing at Shenandoah Park, Simpson Park, and Lemon City Park; and renovated five restrooms at Jose Marti Pool, Williams Park, Curtis Park, Elizabeth Virrick Park, and Roberto Clemente Park.

Parks and Recreation

Repaired, replaced, or renovated 16 playgrounds at Juan Pablo Duarte Park, Roberto Clemente Park, Lummus Park, Shenandoah Park, Little Haiti Soccer Park, Morningside Park, Kirk Munroe Park, Margaret Pace Park, David T. Kennedy Park, Jose Marti Park, Legion Park, Merrie Christmas Park, West Buena Vista Park, Antonio Maceo Park, Melrose Park, and Moore Park.

Repaired parking lots at Little Haiti Cultural Center, Little Haiti Soccer Park, African Square, Athalie Range, Antonio Maceo Park, Morningside Park, Curtis Park, and David T. Kennedy Park. Installed four new scoreboards at the Grapeland Park's Carlos "Patato" Pascual Baseball Complex.

Hosted ten Recreation Program Plan community meetings as part of the comprehensive Recreation Program Plan process in developing a five to seven year roadmap for recreation programs based on resident's needs, best practices, and benchmarking.

Opened the newly expanded building at the Sandra DeLuca Developmental Center in June 2017, allowing expanded programming for Active Adults 55+ and adults with special needs. The center received a grant from the National Inclusion Network to allow training of staff on how to host inclusive programming at recreation locations.

Started a new Active Adult 55+ program at West End Park that averages 70 attendees daily.

Introduced Caribbean Market Day at the Caribbean Marketplace, offering small business vendors the opportunity to showcase and sell their handcrafted and homemade goods in a weekly Saturday market. Partnered with the Miami Bayside Foundation to offer Small Business Training workshops for minority-owned small businesses at the Little Haiti Cultural Center.

Held the second annual Water Safety Event at Grapeland Water Park hosting 375 guests; highlighting water safety educational sessions for open water, pools, boating safety, and free learn-to-swim classes

Collaborated with Disability Independence Group and the City of Miami Police Department to implement the Wallet Card program to train young adults with disabilities on how to communicate effectively with law enforcement and emergency personnel; trained over 70 people with special needs to date.

Opened the new Sam K. Johnson Youth Center at Hadley Park in January 2017, providing fitness, recreation, and sports programs for youths and adults.

Received a grant from the Amerigroup Foundation to start the IDance Program which facilitated 120+ teens at eight park locations in healthy, active dance programming.

Collaborated with the Riverside Workgroup to use Riverside Park to host various afterschool activities; and with The Nature Conservancy to host 300 volunteers from worldwide destinations to assist in coastal restoration at Virginia Key Beach. Hosted 816 volunteers at the three natural areas to assist in conservation and restoration activities.

Hosted Arbor Day in partnership with the Planning Department that facilitated 100 volunteers to assist in plantings, exotic plant removals, and trash collection at Virginia Key Beach.

Introduced weekend tours of Simpson Park focused on education and enhanced awareness of the natural and historical significance of the park. Collaborated with the Greater Miami Conventions and Visitors Center to establish Simpson Park as an official Visitor's Center.

Received the 2017 Outstanding Urban and Community Forestry Program Award from the State of Florida's Urban Forestry Institute and the 2017 Healthy Weight Community Champion from the Florida Department of Health on behalf of the City of Miami.

Parks and Recreation

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

- The elimination of an Assistant Director of Parks and Recreation position (GF \$86,000).
- The elimination of one long-term vacant Clerk I FTE and one part-time position (GF \$46,000).
- The decrease in Other Contractual expenditure and landscaping for Miami Marine Stadium (GF \$311,000).
- The decrease in concession supplies at various parks (GF \$50,000).

The Budget includes the following additions:

- An increase of one position for the Sam K. Johnson Youth Center at Hadley Park funded in the FY 2016-17 Mid-Year Amendment (GF \$40,000).
- An Increase in various operating line-items to fund the newly opened Sandra De Lucca Developmental Center (GF \$24,000).
- Transferring the function and funding associated with one part-time position that is part of the Elevate Miami Program from the Information Technology project (GF \$32,000).
- The increase in Other Contractual Services to fund the shortfall in the after-school snack program (GF \$30,000); to fund increase in the air conditioning maintenance contract (GF \$144,000); indoor court maintenance and recoating (GF \$24,000); for staff uniforms (GF \$50,000); synthetic turf maintenance (GF \$24,000); and waterfront and shoreline cleaning (GF \$64,000).
- The increase in Communications and Related Services for upgrades to the Point of Sale system in City parks (GF \$180,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$501,000; SR \$3,000).
- The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$32,000).
- Annual funding in Aids to Private Organizations for FOCAL (GF \$95,000), TACOLCY (GF \$101,000), and Nature Links for Lifelong Learning (GF \$7,500).
- The FY 2017-18 Melreese Golf Course Revenue is (GF \$3.525 million) and Expenditure budget is (GF \$3.525 million).
- A General Fund contribution to capital improvement for Citywide Roofing repairs and replacements (GF \$111,000), replacement of six aging lawn mowers (GF \$45,000), Citywide AC repairs and replacements (GF \$600,000), Citywide playground replacement (GF \$735,000), Citywide pool structural improvements (GF \$357,000), improvements to Little Haiti Cultural complex (GF \$1.850 million), and maintenance truck for Melreese Golf Course (GF \$20,000).
- Funding from Park Impact Fees for Citywide park capital improvement projects (\$21.158 million) and Sanitary Sewer funds for Citywide restroom repairs (\$531,000).

Parks and Recreation


The increase funding in the Special Revenue Budget Reserve line item is due in part to increased budgets for the Disabilities State Program grant and the Early Learning Coalition of Miami-Dade/Monroe County grant renewals (SR \$683,000).

The Parks and Recreation Department will provide up to \$48,000 of in-kind services to the commemoration of the 50th Anniversary of the assassination of Dr. Martin Luther King.

Funds from the Parks Open Spaces Trust Fund will used towards the re-engineering and replanting of Regatta Park.

Parks and Recreation

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Culture and Recreation Objective: Increase residents' access to and awareness of culture and recreation services and events</p>			
<p>Department Objective: Deliver lifesaving Learn-to-Swim lessons</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Children taught Learn-to-Swim (number)	4,534	5,405	5,747	4,900
Children who pass the Learn-to-Swim levels (percent)	N/A	N/A	79	79
<p>Department Objective: Expand opportunities for leisure, recreation, and cultural exchange</p>				
Performance Measures				
Children enrolled in summer camp (number)	2,477	3,376	3,533	2,500
Enrollment in programs for persons with special needs (number)	100	210	229	100
Summer Campers qualified for fee reduction or waived fee program (percent)	85	83	76	85
Children enrolled in after school program (number)	2,012	1,975	2,353	2,100
<p>Department Objective: Ensure the highest quality service delivery and excellent customer service</p>				
Performance Measures				
Park System Sparkle Tour Score (average score, maximum five points)	N/A	2.6	3.2	2.5
Park User Surveys and Customers Satisfaction Rating with Reservation (percentage)	N/A	64	85	70
National Citizen Survey: Recreation Opportunity Availability (percent)	53	52	51	52
National Citizen Survey: Positive opinion of Recreation Programs (percent)	52	45	52	45
National Citizen Survey: Positive opinion of Recreation Centers (percent)	50	47	47	47
National Citizen Survey: Positive opinion of City Parks (percent)	60	55	57	55

Parks and Recreation Department

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	13,745,100	60,400	13,805,500	13,974,000	66,000	14,040,000
512010 - Attrition Savings - Salaries	(1,020,100)	0	(1,020,100)	(1,537,000)	0	(1,537,000)
513000 - Other Salaries and Wages	1,520,900	99,000	1,619,900	7,795,000	54,000	7,849,000
513010 - Other Salaries and Wages -Part Time Year Year Round	5,229,500	25,400	5,254,900	12,000	0	12,000
513020 - Other Salaries and Wages - Part Time Seasonal	1,104,300	0	1,104,300	0	0	0
514000 - Overtime	292,300	0	292,300	293,000	0	293,000
516000 - Fringe Benefits	6,700	0	6,700	16,000	0	16,000
521000 - Fica Taxes	1,037,800	4,600	1,042,400	1,046,000	5,000	1,051,000
522000 - Retirement Contributions	4,268,400	25,500	4,293,900	5,256,000	28,000	5,284,000
523000 - Life and Health Insurance	2,933,100	0	2,933,100	3,691,000	0	3,691,000
Personnel	29,118,000	214,900	29,332,900	30,546,000	153,000	30,699,000
Operating Expense						
524000 - Workers' Compensation	448,400	2,200	450,600	529,000	2,000	531,000
531000 - Professional Services	110,600	0	110,600	111,000	0	111,000
534000 - Other Contractual Services	4,026,000	573,800	4,599,800	4,543,000	803,000	5,346,000
540000 - Travel and Per Diem	700	5,000	5,700	1,000	34,000	35,000
541000 - Communications & Related Services	65,500	0	65,500	246,000	0	246,000
541100 - Postage	3,100	0	3,100	4,000	0	4,000
543000 - Utility Services	2,820,600	0	2,820,600	2,821,000	0	2,821,000
544000 - Rentals and Leases	63,300	0	63,300	62,000	0	62,000
545011 - Insurance - Vehicle Liability	34,900	0	34,900	5,000	0	5,000
545012 - Insurance - Property & Casualty	68,600	0	68,600	63,000	0	63,000
545013 - Insurance - General Liability	63,400	0	63,400	55,000	0	55,000
546000 - Repair and Maintenance Services	914,900	0	914,900	916,000	0	916,000
546001 - IT-Repair and Maintenance Services	449,900	0	449,900	1,315,000	0	1,315,000
547000 - Printing and Binding	5,500	0	5,500	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	36,500	0	36,500	51,200	0	51,200
551000 - Office Supplies	85,600	0	85,600	86,200	0	86,200
552000 - Operating Supplies	2,393,500	179,600	2,573,100	2,704,400	205,000	2,909,400
552100 - Public Safety Supplies	30,000	0	30,000	30,000	0	30,000
552200 - Clothing/Uniform Supplies	112,800	0	112,800	120,200	0	120,200

Parks and Recreation Department

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
552300 - Landscaping Related Supplies	500,600	0	500,600	235,000	0	235,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	34,200	0	34,200	35,000	0	35,000
Operating Expense	12,290,600	760,600	13,051,200	13,961,000	1,044,000	15,005,000
Capital Outlay						
664000 - Machinery and Equipment	42,500	0	42,500	42,000	0	42,000
Capital Outlay	42,500	0	42,500	42,000	0	42,000
Non-Operating Expense						
882000 - Aids to Private Organizations	202,600	0	202,600	203,000	0	203,000
896000 - Budget Reserve	0	496,000	496,000	0	1,179,000	1,179,000
Non-Operating Expenses	202,600	496,000	698,600	203,000	1,179,000	1,382,000
Total Expense	41,653,700	1,471,500	43,125,200	44,752,000	2,376,000	47,128,000

Department of 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

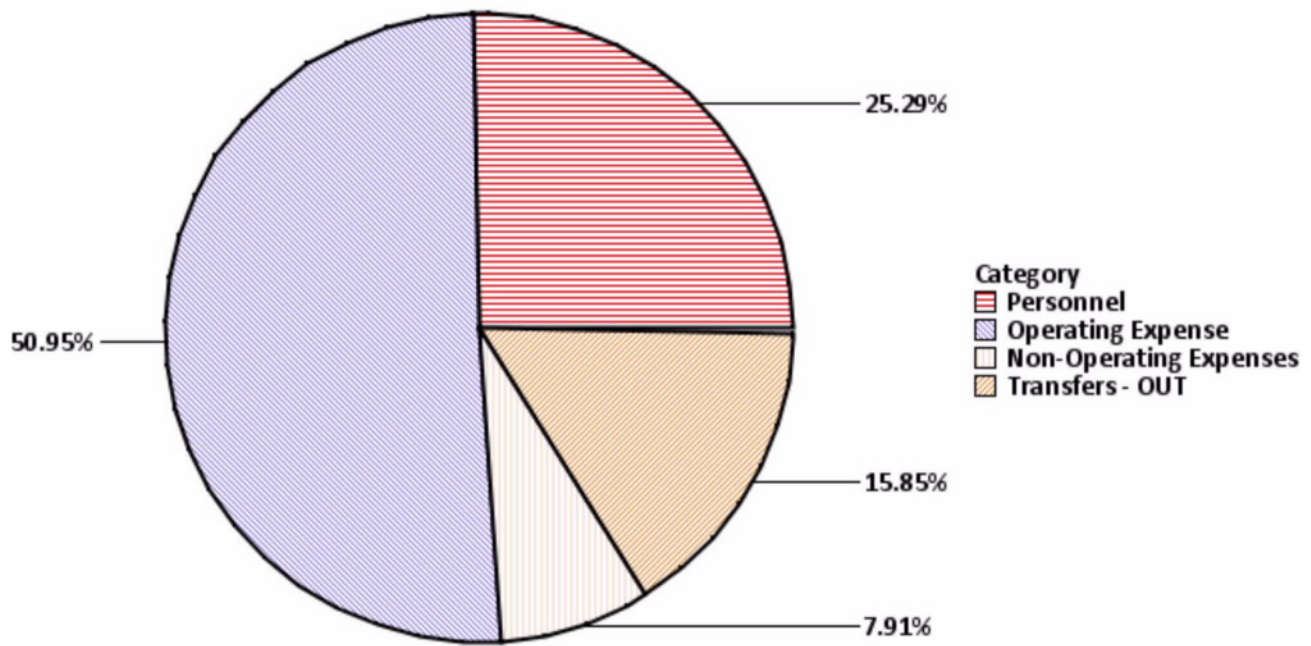
The Department of Real Estate and Asset Management (DREAM), manages and provides facilities for community use in sporting, recreational, cultural, and entertainment events. This Department oversees the City's four municipal marinas, the James L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, and the Miami Ballpark Garages located at the Marlins Stadium.

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. In addition, the Department manages approximately 87 leases throughout the City. The Department 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.

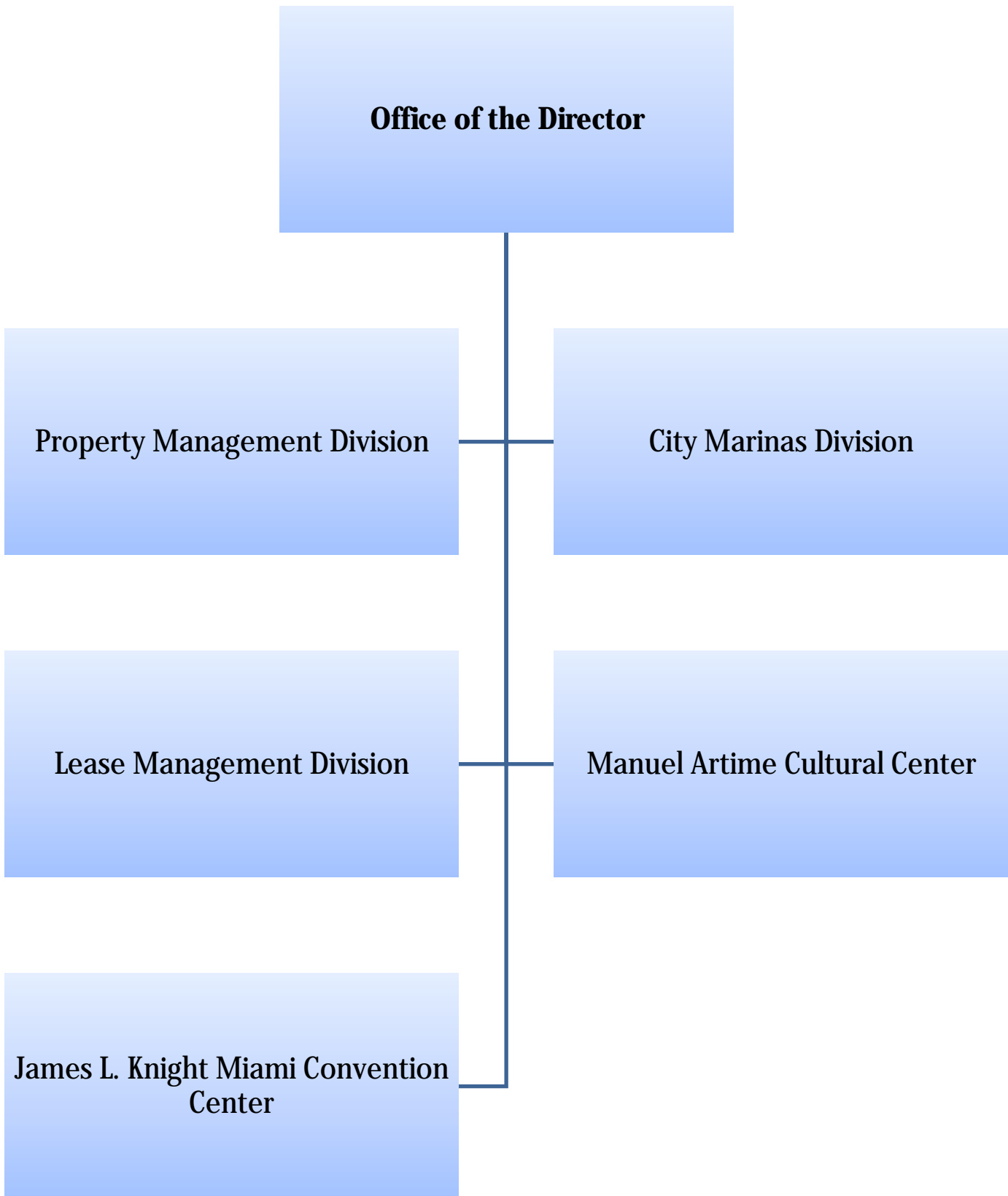
Stakeholders are City residents, tourists, businesses, entertainment industries, and employees.

Department of Real Estate and Asset Management

Allocation by Category



Department of Real Estate and Asset Management



Department of Real Estate and Asset Management

Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>OFFICE OF THE DIRECTOR Directs all the administrative and operational functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and the use of City-owned assets.</p>	3	7
<p>PROPERTY MANAGEMENT DIVISION Negotiates agreements; researches properties; maintains property inventories; performs requests for proposals; performs surveys and appraisals; and negotiates development agreements; monitors development projects; and monitors property tax compliance in accordance with lease terms.</p>	7	6
<p>CITY MARINAS DIVISION Oversees the day to day operation and maintenance of four City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.</p>	40	38
<p>LEASE MANAGEMENT DIVISION Prepares, negotiates, and manages leases and other agreements; monitors monthly rents and fee collection of all leases and other agreements; performs requests for proposals; conducts yearly leased property inspections; issues permits for the use of City owned properties.</p>	3	4
<p>MANUEL ARTIME CULTURAL CENTER Manages, operates, and maintains two multi-story buildings; books events; prepares, negotiates, and manages theater agreements; leases available office space; collects and processes theater rental fees.</p>	6	8
<p>JAMES L. KNIGHT MIAMI CONVENTION CENTER Monitors the management and operation of the James L. Knight Center, Miami Convention Center, Miami Parking Garage 4, Hyatt Hotel lease, LaSalle Investment Management, and air space rent collections; processes departmental payroll functions.</p>	4	0
TOTAL FULL-TIME POSITIONS	63	63



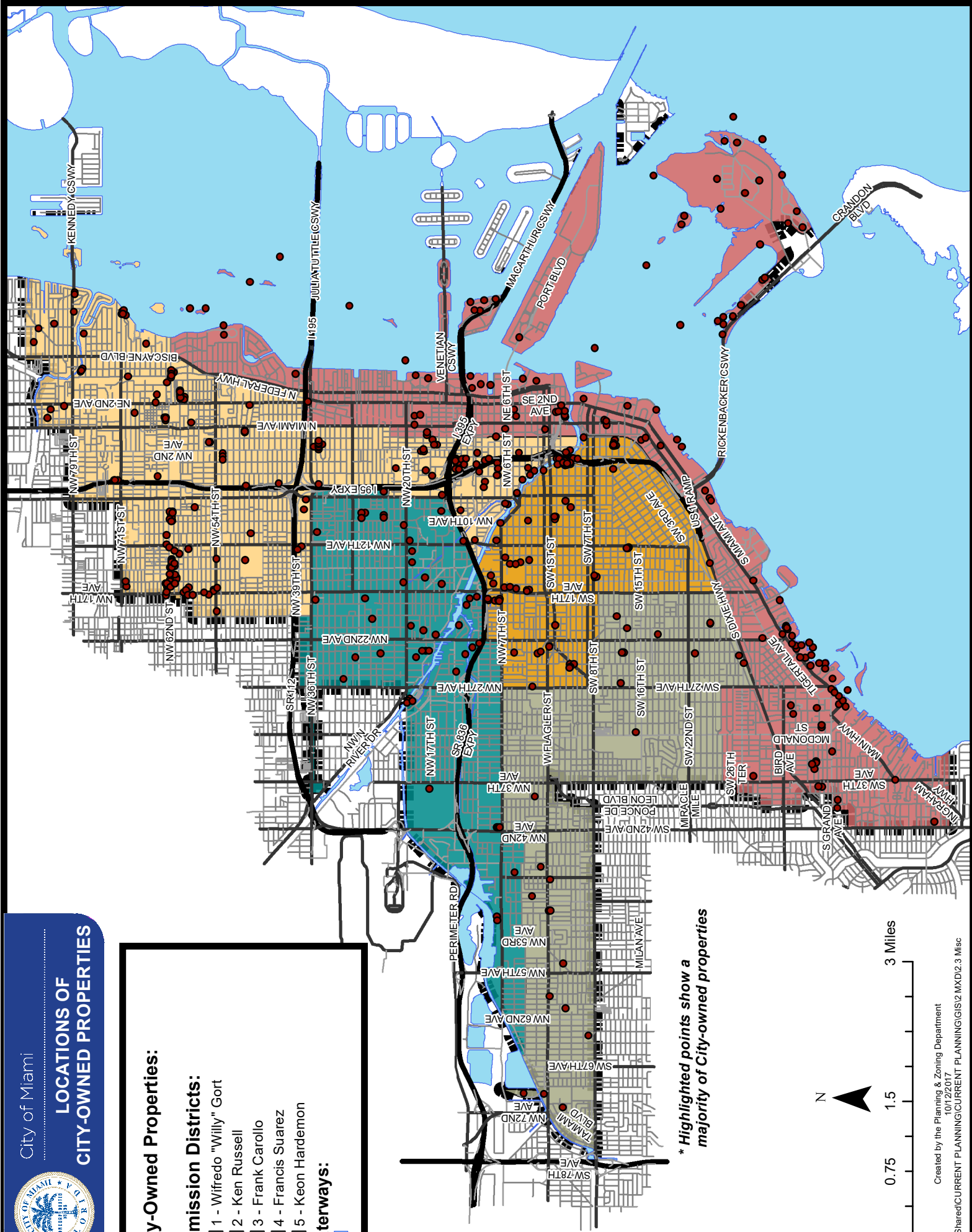
LOCATIONS OF CITY-OWNED PROPERTIES

City-Owned Properties:

Commission Districts:

- 1 - Wilfredo "Willy" Gort
- 2 - Ken Russell
- 3 - Frank Carollo
- 4 - Francis Suarez
- 5 - Keon Hardemon

Waterways:



* Highlighted points show a majority of City-owned properties

Department of Real Estate and Asset Management

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	4,227,992	4,359,303	4,353,397	4,619,100	4,986,000
Operating Expense	7,245,509	9,571,911	9,319,737	10,694,000	10,046,000
Capital Outlay	2,784	6,023	27,952	0	0
Non-Operating Expenses	0	0	0	2,915,300	1,560,000
Transfers - OUT	7,772,612	4,185,300	6,224,900	6,298,800	3,126,000
	19,248,897	18,122,537	19,925,987	24,527,200	19,718,000

Department Fund / Relationship

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Fund	5,915,745	7,792,934	8,180,928	12,391,400	12,052,000
Department of Real Estate and Asset Management Services	8,465,629	5,018,461	6,653,582	5,537,400	1,119,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	0	1,420,000
Miami Ballpark Parking Facilities Departmental Improvement Initiative	4,535,023	4,761,441	5,091,477	6,598,400	5,127,000
	332,500	549,700	0	0	0
	19,248,897	18,122,537	19,925,987	24,527,200	19,718,000

Department Priorities for FY 2017-18

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: windows and structural repairs to the Office Building, interior cleanup of the third Floor Classroom Space at the Theater Building, renovation of the Theater dressing rooms, and general roof and gutter repairs.

Enter into lease agreements for the remaining retail space at the Marlin's Park Garages. As of May 31, 2017 approximately 18,000 square feet of space remain to be leased.

Run and operate the third successful Miami International Boat Show.

Finalize the land exchange agreement with All Aboard Florida including a contribution of \$500,000 for the construction of a new City Fire Station.

Finalize the RFP process for Virginia Key Marina with the selected proposer to await Commission and referendum language approval. Finalize lease negotiations with Resorts World Marina.

Initiate repairs to the Flagler Worker's House structure at Fort Dallas Park to the extent funding is available.

Initiate the redevelopment of the Hyatt Hotel and the James L. Knight Center.

Department of Real Estate and Asset Management

Accomplishments in FY 2016-17

Continued to manage and improve internal processes by providing monthly financial reports on leases and licenses of City-owned properties.

Revised various aspects of the Department's protocols to specifically address effective and synergetic use of the newly implemented Yardi Project Management System.

Acquired 27,000 square feet of new park land.

Completed the Structural Assessment of the Flagler Worker's House and applied for two grants to help support capital projects at facilities.

Finalized the design and permitting of the Mooring field between the Spoil Islands and Dinner Key Marina.

Initiated the installation of the pump-out system upgrades at Miamarina and Dinner Key Marina, and initiated improvements to the electrical infrastructure of Miamarina.

Completed the various upgrades and renovations to the Manuel Artime Center, which included: modernized heating, ventilation, and air conditioning systems at the Theater and the Office Building, a new projector and soundboard with assisted listening devices at the theater, new theater chairs, new carpeting, new playground flooring, and new parking lot safety equipment.

Obtained the approval from the Florida Department of Transportation (FDOT) to surplus and convey back to the City the submerged lands located adjacent to the McArthur Causeway so that the City may enter into a lease agreement with Resorts World for the development and operation of a marina.

Coordinated seventeen events at the Marine Stadium grounds including the successful operation of the second Miami International Boat Show, and a fund raising event with Heineken USA and the National Trust for Historic Preservation that raised over \$85,000 toward the renovation of Marine Stadium.

Facilitated the transfer of Bayside Marketplace and the transfer of Jungle Island collecting fees totaling \$2.146 million.

Finalized the lease with Riverside Wharf, LLC which will generate a guaranteed annual payment of \$195,500.

Reached an agreement with AT&T to purchase the Flagler Development Company Property which the City will assemble with All Aboard Florida to construct a replacement facility for Fire Station number one.

Extended the lease with Better Way of Miami, Inc. to provide transitional housing to those in need.

Completed the opening of Wellmax Medical Center and Nightlife Brewing Company in the retail spaces at Marlins Park.

Budget Highlights for FY 2017-18

The Budget includes the following reductions:

Decrease in various operational General Fund expenditures instead utilizing the Sightseeing Ticket Surcharge (GF \$325,000).

Decrease in various cost that are being subsidized by the ten percent set aside (GF \$16,000).

Decrease in Utilities at the Marine Stadium Marina that was being caused by a leak that has been corrected (GF \$75,000).

Decrease in Repairs and Maintenance at the Marine Stadium Marina due to improved forklift operations (GF \$21,000).

Decrease in Utilities and Repair and Maintenance at the Manuel Artime Center due to installation of a new HVAC system (GF \$24,000).

Department of Real Estate and Asset Management

The Budget includes the following additions:

Increase in Other Contractual Services is due to the need for additional security (GF \$100,000).


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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$73,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$20,000).

General Fund contributions to capital improvement projects to remove derelict vessels (\$50,000), Pilings and Pier Repairs at Dinner Key Marina (\$150,000), First Presbyterian Church-Phase 1-Baywalk (\$199,000), 25 Road End of Street Phase 1 Seawall, Baywalk and Floating Dock (\$118,000), Knight Center Vessel Dockage (\$81,000), G4 Garage Improvements at James L. Knight Center (\$1.250 million), Miami Convention Center Repairs(\$1.000 million) , and Gusman Hall-Improvements and Repairs (\$1.000 million).

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
Department Objective: Seek and deploy best practices in service delivery				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Dockage receivable collections rate (percent)	99	96	99	98
Dockage occupancy rate (percent)	90	89	88	95
Utilization of Manuel Arttime Theatre based on available days for rental (percent)	N/A	N/A	55	98
Events per year at the Manuel Arttime Center (number)	162	235	130	150
Leased office spaces occupied (percent)	71	87	89	90
Customer Satisfaction Rating from the Marinas Customer Service rating (1 to 5 scale)	N/A	N/A	4	5
Customer Satisfaction Rating from the Cultural Arts and Convention Centers, Customer Service rating (1 to 5 scale)	N/A	N/A	4	5

Department of Real Estate and Asset Management

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,066,100	0	3,066,100	3,111,000	0	3,111,000
512010 - Attrition Savings - Salaries	(222,700)	0	(222,700)	(300,000)	0	(300,000)
513000 - Other Salaries and Wages	25,700	0	25,700	26,000	0	26,000
514000 - Overtime	70,500	0	70,500	71,000	0	71,000
516000 - Fringe Benefits	16,600	0	16,600	19,000	0	19,000
521000 - Fica Taxes	209,600	0	209,600	240,000	0	240,000
522000 - Retirement Contributions	879,100	0	879,100	1,097,000	0	1,097,000
523000 - Life and Health Insurance	574,200	0	574,200	722,000	0	722,000
Personnel	4,619,100	0	4,619,100	4,986,000	0	4,986,000
Operating Expense						
524000 - Workers' Compensation	53,400	0	53,400	55,000	0	55,000
531000 - Professional Services	210,600	8,100	218,700	204,000	8,000	212,000
533000 - Court Services	3,600	0	3,600	4,000	0	4,000
534000 - Other Contractual Services	4,272,000	2,913,600	7,185,600	4,089,000	2,936,000	7,025,000
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	32,400	0	32,400	36,000	0	36,000
541100 - Postage	7,000	0	7,000	5,000	0	5,000
543000 - Utility Services	891,800	0	891,800	558,000	0	558,000
544000 - Rentals and Leases	284,700	0	284,700	284,000	0	284,000
545011 - Insurance - Vehicle Liability	0	0	0	1,000	0	1,000
545012 - Insurance - Property & Casualty	1,321,800	0	1,321,800	1,220,000	0	1,220,000
545013 - Insurance - General Liability	77,900	0	77,900	11,000	0	11,000
546000 - Repair and Maintenance Services	206,600	0	206,600	166,000	0	166,000
546001 - IT-Repair and Maintenance Services	104,900	0	104,900	76,000	0	76,000
546002 - Vending - Repair and Maintenance Services	0	0	0	3,000	0	3,000
547000 - Printing and Binding	0	0	0	(1,000)	0	(1,000)
547200 - Printing and Binding-Paper Stock	0	0	0	1,000	0	1,000
548000 - Promotional Activities	1,700	0	1,700	0	0	0
548100 - Advertising and Related Costs	0	0	0	3,000	0	3,000
549000 - Other Current Charges and Obligations	0	0	0	0	36,000	36,000
551000 - Office Supplies	5,900	0	5,900	8,000	0	8,000
552000 - Operating Supplies	251,100	0	251,100	168,000	0	168,000
552011 - Saleable Fuel	0	0	0	100,000	0	100,000

Department of Real Estate and Asset Management

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
552200 - Clothing/Uniform Supplies	10,800	0	10,800	8,000	0	8,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	33,100	0	33,100	64,000	0	64,000
Operating Expense	7,772,300	2,921,700	10,694,000	7,066,000	2,980,000	10,046,000
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	2,915,300	2,915,300	0	1,560,000	1,560,000
Non-Operating Expenses	0	2,915,300	2,915,300	0	1,560,000	1,560,000
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	6,298,800	6,298,800	0	3,126,000	3,126,000
Transfers - OUT	0	6,298,800	6,298,800	0	3,126,000	3,126,000
Total Expense	12,391,400	12,135,800	24,527,200	12,052,000	7,666,000	19,718,000

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.

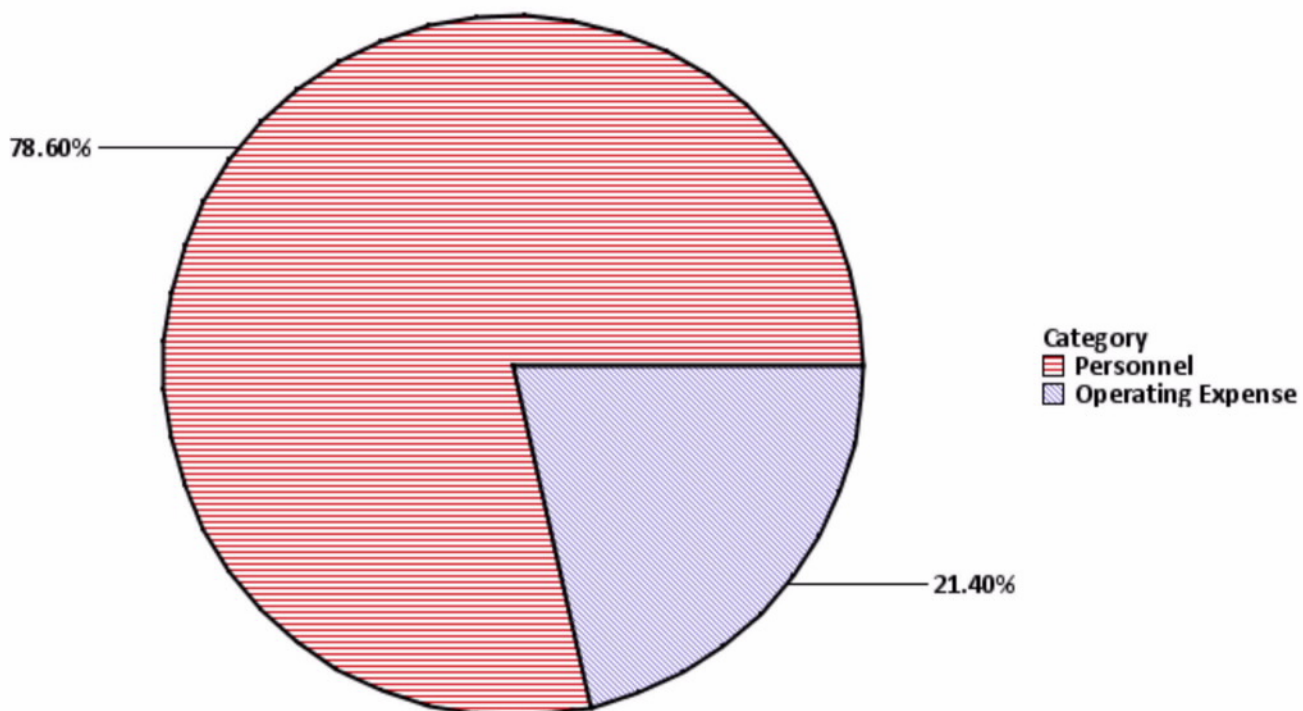
Description

The Department of Risk Management is an internal service provider that works closely with all operating departments within the City in an effort to protect the City's human, financial, and physical assets.

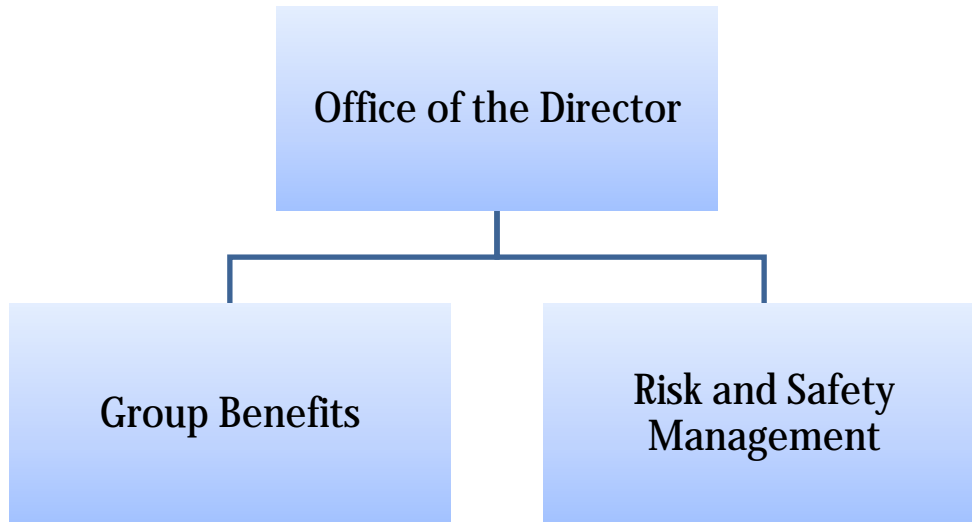
The Department manages claims involving workers' compensation, damages to City property, and allegations of City liability. Risk Management also implements comprehensive programs targeted at reducing accidents and complying with State and Federal occupational health and safety laws. The Department is also responsible for developing and administering health insurance, life insurance, and long-term disability programs to protect City employees and their families.

The Department of Risk Management works closely with all operating departments and their employees, third party administrators, and the public in the effort to manage financial risk and liability.

Allocation by Category



Risk Management



Departmental Function/Unit	FY 2016-17	FY 2017-18
<p>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.</p>	4	4
<p>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.</p>	4	4
<p>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).</p>	12	12
TOTAL FULL-TIME POSITIONS	20	20

Risk Management

Department Expenditure Summary

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel	1,824,495	2,079,708	2,172,568	2,345,600	2,295,000
Operating Expense	9,370,508	558,077	417,852	752,400	625,000
Capital Outlay	0	19,111	0	0	0
	11,195,003	2,656,896	2,590,420	3,098,000	2,920,000

Department Priorities for FY 2017-18

Improve safety awareness by increasing the number of safety training classes from eight to ten classes per month.

Follow up on recommendation for corrective actions of hazards identified from facility inspections.

Maintain an average of less than 16 days for average lost work days for workers compensation claims.

Implement two wellness initiatives in the next fiscal year.

Accomplishments in FY 2016-17

Increased the number of safety classes offered to employees from five to eight classes per month.

Increased the number of facility inspections from five to 14 per month.

Increased number of fitness classes from 100 to 108 per month.

Achieved an average of ten lost works days for workers compensation claim in the second quarter of the fiscal year.

Risk Management

Budget Highlights for FY 2017-18

The Budget includes the following reduction:

The reduction in Rental and Leases is due to a contract price reduction for leased copiers (GF \$1,000).

The Budget includes the following addition:


The increase in Fringe Benefits is due to cellphone allowances for staff that did not previously receive the allowance (GF \$3,000).

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 Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$16,000).

The increase in Regular Salaries and Wages is due in part to normal step progression for all non-bargaining employees (GF \$34,000).

Strategic Priorities and Performance Measures

	<p>Strategic Priority Area: Efficient and Effective Government Objective: Improve operational efficiency</p>			
<p>Department Objective: Improve employee wellness and work-life quality</p>				
Performance Measures	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Commitment
Workers Compensation and Automobile claims closure rate (number)	N/A	N/A	255.4	125
Average lost workdays for new workers compensation claim (days)	18	18	11.5	16
Percentage of employees participating in well-being program (percent)	N/A	N/A	6	10
Motor Vehicle Incident Rate (percent)	N/A	N/A	3.9	10.5
High priority corrective action taken within 60 days (percent)	N/A	N/A	11	50

Risk Management

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,449,800	0	1,449,800	1,442,000	0	1,442,000
512010 - Attrition Savings - Salaries	(14,100)	0	(14,100)	(56,000)	0	(56,000)
516000 - Fringe Benefits	11,700	0	11,700	15,000	0	15,000
521000 - Fica Taxes	106,500	0	106,500	111,000	0	111,000
522000 - Retirement Contributions	496,800	0	496,800	481,000	0	481,000
523000 - Life and Health Insurance	294,900	0	294,900	302,000	0	302,000
Personnel	2,345,600	0	2,345,600	2,295,000	0	2,295,000
Operating Expense						
524000 - Workers' Compensation	31,400	0	31,400	36,000	0	36,000
525000 - Unemployment Compensation	280,000	0	280,000	150,000	0	150,000
531000 - Professional Services	371,000	0	371,000	371,000	0	371,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541100 - Postage	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	3,000	0	3,000	2,000	0	2,000
545013 - Insurance - General Liability	3,200	0	3,200	9,000	0	9,000
546001 - IT-Repair and Maintenance Services	28,800	0	28,800	22,000	0	22,000
548100 - Advertising and Related Costs	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	752,400	0	752,400	625,000	0	625,000
Total Expense	3,098,000	0	3,098,000	2,920,000	0	2,920,000

OTHER GENERAL FUND BUDGETS



- **Non-Departmental Accounts (NDA)**

- **NDA Schedule**

- **General Fund - Transfers-OUT Schedule**

- **General Fund Capital Projects**

- **Pension and Retirement Plans Overview**

- **Pension Summary**

Non-Departmental Accounts

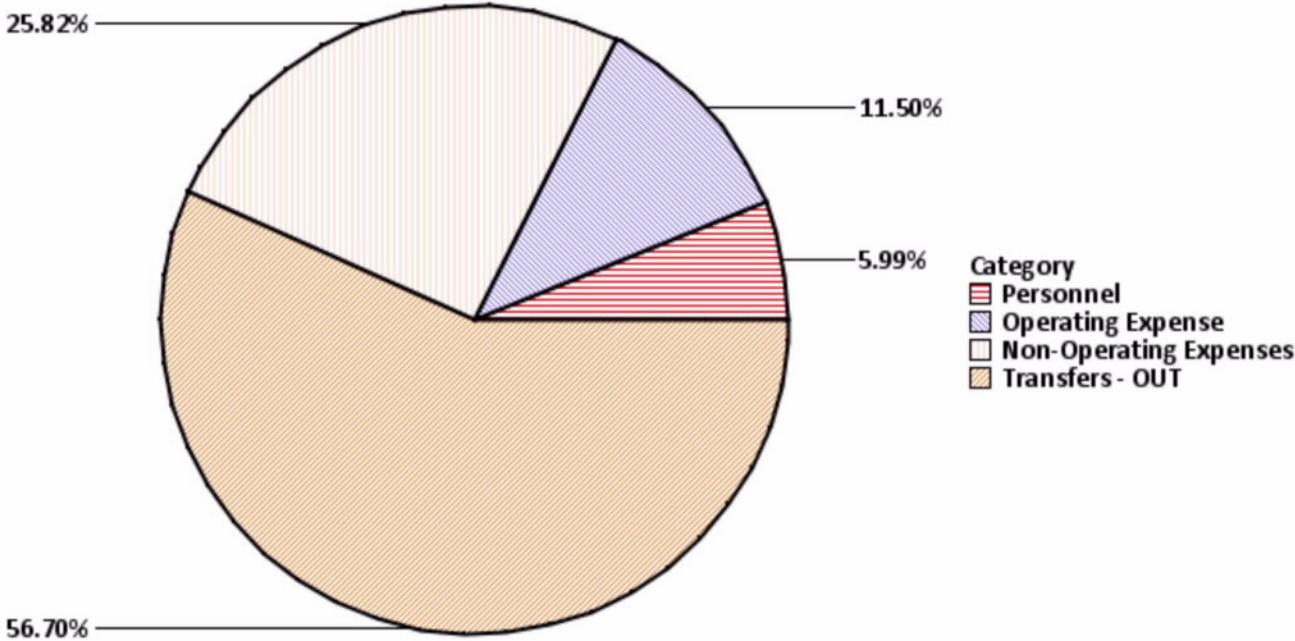
Department Head: Christopher Rose

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 not fit into an individual department. Expenditures in this account include items such as contingency reserves, outside legal services, and lobbying services.

Allocation by Category



Non-Departmental Accounts

Department Summary

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
Personnel	19,537,557	16,997,566	9,652,922	12,867,900	7,610,000
Operating Expense	3,013,170	8,124,135	12,530,338	10,968,000	14,622,000
Capital Outlay	0	40,357	37,943	0	0
Non-Operating Expenses	872,200	3,220,222	4,583,587	21,970,400	32,819,000
Transfers - OUT	58,242,545	63,761,103	95,881,200	48,928,900	72,077,000
	81,665,472	92,143,383	122,685,991	94,735,200	127,128,000

Non-Departmental

	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total	FY 2017-18 Adopted General Fund	FY 2017-18 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
515000 - Special Pay	12,075,000	0	12,075,000	6,800,000	0	6,800,000
516010 - Fringe Benefits - Tuition Reimbursement	300,000	0	300,000	300,000	0	300,000
522000 - Retirement Contributions	492,900	0	492,900	510,000	0	510,000
Personnel	12,867,900	0	12,867,900	7,610,000	0	7,610,000
Operating Expense						
531000 - Professional Services	840,000	0	840,000	1,098,000	0	1,098,000
531010 - Professional Services- Legal Services	1,000,000	0	1,000,000	2,100,000	0	2,100,000
534000 - Other Contractual Services	(90,000)	0	(90,000)	775,000	0	775,000
545012 - Insurance - Property & Casualty	5,472,300	0	5,472,300	5,053,000	0	5,053,000
549000 - Other Current Charges and Obligations	3,661,200	0	3,661,200	5,504,000	0	5,504,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	84,500	0	84,500	92,000	0	92,000
Operating Expense	10,968,000	0	10,968,000	14,622,000	0	14,622,000
Non-Operating Expense						
881000 - Aids to Government Agencies	1,690,300	0	1,690,300	1,723,000	0	1,723,000
882000 - Aids to Private Organizations	3,136,000	0	3,136,000	990,000	0	990,000
896000 - Budget Reserve	12,144,100	0	12,144,100	15,571,000	0	15,571,000
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
899000 - Other Uses	0	0	0	9,535,000	0	9,535,000
Non-Operating Expenses	21,970,400	0	21,970,400	32,819,000	0	32,819,000
Transfers-OUT						
891000 - Interfund Transfers	48,928,900	0	48,928,900	70,351,000	0	70,351,000
891100 - Intrafund Transfers	0	0	0	1,726,000	0	1,726,000
Transfers - OUT	48,928,900	0	48,928,900	72,077,000	0	72,077,000
Total Expense	94,735,200	0	94,735,200	127,128,000	0	127,128,000

NDA Schedule

Program	Account Description	FY 2016-17 Adopted Budget	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
Employee One-Time Payouts	515000 Special Pay	12,075,000	6,800,000	6,800,000	Reserve for centralization of separation and other one-time salary payments
Employee Tuition Reimbursements	516010 Fringe Benefits - Tuition Reimbursement	300,000	300,000	300,000	Tuition Reimbursements for City employees
Elected Officers' Retirement Trust	522000 Retirement Contributions	492,900	510,000	510,000	Elected Officers' Retirement Trust Payment
Legislative Support	531000 Professional Services	90,000	125,000	125,000	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	531000 Professional Services	700,000	723,000	723,000	Fee for the administration of the Parking Surcharge Program
Salary Survey Results	531000 Professional Services	0	200,000	200,000	Potential Information Technology salary increases based on market research
Impact Fee Study	531000 Professional Services	50,000	50,000	50,000	Study Impact Fee Rates
Legal Services	531010 Professional Services Legal	1,000,000	2,100,000	2,100,000	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
eMerge-Miami Technology Conference	534000 Other Contractual	50,000	0	50,000	eMerge-Miami Technology Conference
General Employees Retirement Trust (GESE)	534000 Other Contractual	-140,000	0	0	Funded only in FY 2016-17 - Reduction of GESE budget per first Budget Hearing
Energy Performance Contracting	534000 Other Contractual	0	250,000	250,000	Energy Performance Contracting
Project Management Training	534000 Other Contractual	0	75,000	75,000	Project Management Training
Zika Abatement	534000 Other Contractual	0	400,000	400,000	Zika Prevention and Control
Insurance Policies and Annual Premiums	545012 Insurance - Property and Casualty	5,472,300	5,053,000	5,053,000	Insurance policies and annual premiums not allocated to departments
Elections	549000 Other Current Charges and Obligation	261,200	1,064,000	1,064,000	Estimated elections expenses for FY 2017-18 which includes general elections and runoffs (\$891,000), and cost for early voting and referendum questions (\$159,000)
ATS Red-light Camera	549000 Other Current Charges and Obligation	3,400,000	4,440,000	4,440,000	Payment to contractor for the administration of the Red Light Camera Program
Citywide Subscriptions and Memberships	554000 Subscription, Membership, License	84,500	92,000	92,000	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)
Civilian Investigative Panel (CIP)	881000 Aids to Government Agencies	593,800	1,174,000	1,174,000	City contribution to the Civilian Investigative Panel pursuant to Ordinance Number 13688
Virginia Key Beach Trust (VKBT)	881000 Aids to Government Agencies	150,000	150,000	300,000	City contribution to the Virginia Key Beach Trust

NDA Schedule

Program	Account Description	FY 2016-17 Adopted Budget	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
Children's Museum	881000 Aids to Government Agencies	500,000	0	0	Funded only in FY 2016-17 - Capital Improvement at Children's Museum
Liberty City Community Revitalization Trust	881000 Aids to Government Agencies	199,000	199,000	199,000	City contribution to the Liberty City Community Revitalization Trust
Wynwood Business Improvement District	881000 Aids to Government Agencies	247,500	0	0	Funded only in FY 2016-17 - Wynwood BID for Enhanced Security and Sanitation Services for the Months October 2016 to January 2017 due to Zika virus
Latin Champions Professional Golf Association	881000 Aids to Government Agencies	50,000	50,000	50,000	City contribution to the Latin Champions Professional Golf Association
All Affordable Housing	881000 Aids to Government Agencies	306,000	0	0	Funded only in FY 2016-17 - City contribution for Affordable Housing
Coconut Grove Business Improvement District	882000 Aids to Private Organizations	270,000	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	110,000	City Contribution to Do The Right Thing
Police Athletic League	882000 Aids to Private Organizations	400,000	400,000	400,000	City Contribution to Police Athletic League
Baseball All-star Game	882000 Aids to Private Organizations	2,000,000	0	0	Funded only in FY 2016-17 - City In-kind Support for the 2017 Baseball All-star Game
Camillus House Day Program	882000 Aids to Private Organizations	0	100,000	100,000	Camillus House Day Program
City Year	882000 Aids to Private Organizations	0	100,000	100,000	City Year Program
Reserve for Uncollectables	896000 Budget Reserve	8,210,300	8,800,000	9,126,000	Budget reserve for uncollectable revenues
City Manager's Reserve	896000 Budget Reserve	260,000	200,000	200,000	Reserve for other uses to be determined during the fiscal year
Police Training Reserve	896000 Budget Reserve	100,000	100,000	100,000	Police Training Reserve
Police Training Reserve	896000 Budget Reserve	200,000	0	0	Funded only in FY 2016-17 - Change Memo two for training reserve for youth violence
Miami Convention Center Repair and Maintenance	896000 Budget Reserve	1,250,000	0	0	Funded only in FY 2016-17 - Reserve for the repair and maintenance of the Miami Convention Center
Matching Funds for 2016 COPS Hiring Grant	896000 Budget Reserve	1,516,800	0	0	Funded only in FY 2016-17 - Matching funds for a three-year grant that will cover salary, benefits and equipment for new police officers
Matching Funds for Body Cameras	896000 Budget Reserve	400,000	0	0	Funded only in FY 2016-17 - Matching funds 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

NDA Schedule

Program	Account Description	FY 2016-17 Adopted Budget	FY 2017-18 Proposed Budget	FY 2017-18 Adopted Budget	Description
Community Investment Programs	896000 Budget Reserve	207,000	207,000	207,000	EMT Training Program (\$54,000); Summer Job Program(\$58,000); Summer Reading Program (\$50,000); Summer Scholarship Program (\$45,000)
Public Safety Reserves	896000 Budget Reserve	0	4,428,000	4,428,000	Reserves for Public Safety
Human Resources Infrequent Expenditures	896000 Budget Reserve	0	10,000	10,000	Service Pins and Elevated Background Checks
Contingency Reserve	897000 Contingency Reserve	5,000,000	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	0	11,035,000	11,035,000	Reserve to ensure that Building Revenues are only spent on Building expenses
Total Non-Departmental Accounts less Transfer-OUT		45,806,300	54,525,000	55,051,000	
Interfund Transfer	891100 Intrafund Transfer	48,928,900	71,594,000	72,077,000	Please refer to the "Transfers Out" Schedule on next page
Total Non-Departmental		\$94,735,200	\$126,119,000	\$127,128,000	

General Fund - Transfers-OUT Schedule

Programs and Funds	Account Description	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	Description
Total Transfer to Capital	891000 Interfund Transfer	11,383,100	27,409,000	See All Funds-Transfer-OUT Schedule
Total Transfer to Capital		11,383,100	27,409,000	
Special Revenue Fund - Miami Homeless Program/Net Offices	891000 Interfund Transfer	441,900	0	Funded only in FY 2016-17 - Miami Homeless Program for administrative cost (Cash Match Support_HUD cut \$150,000; Administration - Award 1400 \$208,200; Enhancement for Uniforms \$10,000; five percent salary increase \$73,700) - Shown in the Department of Veteran Affairs and Homeless Services in FY 2017-18
Special Revenue - Contribution to Homeless from General Fund	891000 Interfund Transfer	126,600	0	Funded only in FY 2016-17 - Net/Homeless (F:14800) Gap in ESG Grant for Community and Economic Development change of period - Shown in the Department of Veteran Affairs and Homeless Services in FY 2017-18
Special Revenue Fund - Bayfront/Riverfront Land Acquisition Rouse Trust	891000 Interfund Transfer	115,600	116,000	Bayfront/Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
Special Revenue - Matching funds for 2017 COPS Hiring Grant	891000 Interfund Transfer	0	967,000	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)
Special Revenue - Matching Funds for Body Cameras	891000 Interfund Transfer	0	703,000	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.
Special Revenue - Matching Funds for various Police Grants	891000 Interfund Transfer	0	38,000	To fund the Coverdell Forensic Grant (\$10,000) and VOCA 2017 Grant (\$28,000).
Special Revenue Police Services Fund COPS Hiring Grant 2014	891000 Interfund Transfer	359,100	0	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)
Special Revenue Police Services Fund COPS Hiring Grant 2016	891000 Interfund Transfer	0	184,000	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)
Special Revenue - Special Revenue E-911	891000 Interfund Transfer	1,285,300	1,450,000	To cover the deficit in Special Revenue for E-911
Special Revenue - Departmental Improvement Initiatives - Camillus	891000 Interfund Transfer	350,000	350,000	Camillus House BED Program contribution from General Fund to Special Revenue Fund
Camillus House Bed Program	891000 Interfund Transfer	0	110,000	Camillus House BED Program contribution from General Fund to Special Revenue Fund

General Fund - Transfers-OUT Schedule

Programs and Funds	Account Description	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	Description
Special Revenue - Festivals and Parades Transfer to Departmental Improvement Initiatives	891000 Interfund Transfer	525,000	575,000	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), plus an additional (\$50,000) one-time allocated to celebrate the 50th year anniversary of Dr. Martin Luther King's assassination
Special Revenue - Liberty City Christmas Parade	891000 Interfund Transfer		25,000	Support for Liberty City Christmas Parade
Special Revenue - Anti-Poverty Initiative Transfer to Departmental Improvement Initiatives	891000 Interfund Transfer	2,500,000	2,500,000	Allocation for Citywide Anti-Poverty Initiative Program distributed to five City Commission District (\$2.250 million) and the Mayor's Office (\$250,000)
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	891000 Interfund Transfer	3,259,200	3,700,000	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)
Special Revenue - Contribution to Workforce Program	891000 Interfund Transfer	0	700,000	Workforce Program contribution from General Fund
Special Revenue - Contribution to Out of School Snack Program	891000 Interfund Transfer	0	30,000	Out of School Snack Program
Special Revenue - EB5 Transfer to Departmental Improvement Initiatives	891000 Interfund Transfer	0	82,000	Allocate funding for the Employment-Based Immigration: Fifth Preference Visa (EB-5)
Total Transfer to Special Revenue		8,962,700	11,530,000	
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	1,872,600	1,911,000	Street Bonds Series 2007 and 2009 (Fund 24011) from Parking Surcharge Revenue
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	1,524,100	1,462,000	Street Bonds Series 2007 (Fund 24011) from Local Option Tax (Three Cents)
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	12,253,500	10,956,000	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	7,003,000	7,003,000	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	400,000	4,407,000	Car -Lease/Purchase of vehicles 2016 and 2017 (Santander Financing Fund 24018) from Non Ad Valorem General Fund
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	3,819,900	3,810,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	0	0	Flex Park and Remediation (Fund 24019) from State Shared Revenues
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	0	1,863,000	P25 Radio System Repayment (Fund 24020) from Non Ad Valorem General Fund
Total Transfer to Debt Service		26,873,100	31,412,000	
Transportation Trust Fund	891100 Interfund Transfer	1,710,000	1,726,000	To allocate in General Fund sub-fund Transportation Reserve
Total Transfer to Transportation Trust Fund		1,710,000	1,726,000	

General Fund - Transfers-OUT Schedule

Programs and Funds	Account Description	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	Description
Total Transfers-OUT		\$48,928,900	\$72,077,000	

General Fund - Capital Projects

Department	Project	Estimated Cost	Description
Building	Electronic Plan Review Project	1,500,000	Continued funding for the automation of the plans review process
Building Total		1,500,000	
Office of Communication	New Video Equipment	55,000	To replace obsolete equipment and allow for live streaming
Office of Communication	TV Broadcast Signal Monitoring Upgrade	13,000	To acquire a device to monitor the television broadcast signal
Office of Communication Total		68,000	
Code Compliance	New Vehicles	85,000	To acquire four new vehicles for Code Compliance Inspectors
Code Compliance Total		85,000	
Community and Economic Development	Office Buildout for Community Development	312,000	To buildout Community Development offices at a new location
Community and Economic Development Total		312,000	To buildout Community Development offices at a new location
Real Estate and Asset Management	Pilings and Pier Repairs - Dinner Key Marina	150,000	To replace 100 deteriorated mooring pilings at Dinner Key Marina
Real Estate and Asset Management	Derelict Vessel Removal	50,000	To remove derelict vessel debris from the waterways
Real Estate and Asset Management	G4 Garage Improvements (Miami Parking Authority)	1,250,000	For improvements at the G4 Garage
Real Estate and Asset Management	Miami Convention Center Repairs and Maintenance	1,000,000	For capital repairs at the Miami Convention Center
Real Estate and Asset Management	Gusman Hall Improvements / Repairs	1,000,000	For capital repairs at the Gusman Olympia Theater. The third of the three year commitment
Real Estate and Asset Management	Knight Center Vessel Dockage	81,000	To serve as a grant match and to fund the administrative costs related to the Knight Center Vessel Dockage project
Real Estate and Asset Management	25 Road End of Street Phase I (Seawall, Baywalk & Floating Dock)	118,000	To serve as a grant match and to fund the administrative costs related to the 25 Road End of Street -Phase I-Seawall, Baywalk and Floating (Dock) project
Real Estate and Asset Management	First Presbyterian Church Phase I (Baywalk)	199,000	To serve as a grant match and to fund the administrative costs related to the First Presbyterian Church Phase I Baywalk project
Real Estate and Asset Management Total		3,848,000	
Fire-Rescue	Fire Rescue Apparatus	2,800,000	To replace four rescue units and other specialized apparatus
Fire-Rescue Total		2,800,000	
General Services Administration	GSA Restoration of City Hall Vacant Offices	200,000	To restore and remodel vacant City Officials' offices in City Hall after the November 2017 elections
General Services Administration	GSA Cartegraph Work Order Software	175,000	To replace the outdated version of the MP2 software system
General Services Administration Total		375,000	
Information Technology	Relocation of Data Center	1,977,000	To relocate the current Operations Center at the Miami Police Department to a new location

General Fund - Capital Projects

Department	Project	Estimated Cost	Description
Information Technology	Secure Application Development	75,000	To purchase security software that will test and scan third party and in-house applications
Information Technology	Police ITTS - Server and Backup Infrastructure Upgrades	250,000	To replace servers, backup infrastructure and associated software in order to meet computing requirements and backup capacity needs for current and future workloads
Information Technology	Police ITTS - Networking Core Upgrade	260,000	To replace the current core network and associated fabric and devices in order to increase security and reliability
Information Technology	Police ITTS - Forescout Network Access Control Appliance Software	115,000	To acquire hardware and software that will monitor all devices accessing the network in order to protect against security risks
Information Technology	Police HQ ITTS - Networking Switching Infrastructure Upgrade	405,000	To replace network switches, access points and upgrade fiber optics on all floors of Headquarters in order to ensure complete compatibility and stability throughout the network
Information Technology	IT Vehicle Acquisition	52,000	To purchase two vehicles for the Information Technology Department
Information Technology Total		3,134,000	
Office of Capital Improvements	20th Street Maintenance Yard Operations Facilities	1,000,000	20th Street Maintenance Yard Operations Facilities
Office of Capital Improvements	Office of Capital Improvements Reconfiguration - 8 Floor MRC	18,000	To reconfigure OCI offices to align with the recent department reorganization
Office of Capital Improvements Total		1,018,000	
Office of Transportation Management	Office of Transportation Management Reconfiguration Floor MRC	25,000	To reconfigure OTM offices at the new location
Office of Transportation Management Total		25,000	To reconfigure OTM offices at the new location
Parks and Recreation	Citywide Park Facility Roof Repairs and Replacement	111,000	To repair and replace deteriorated roofs at various parks
Parks and Recreation	Parks Lawn Mower Acquisition	45,000	To purchase six lawn mowers on an annual basis until older units are replaced
Parks and Recreation	Citywide A/C Repairs and Replacements	600,000	To repair and replace air conditioning units at Citywide parks
Parks and Recreation	Citywide Playground Replacement and Capacity Expansion	735,000	To replace playgrounds and shade structures at Citywide parks
Parks and Recreation	Citywide Pool Structural Improvements	357,000	To perform structural improvements to the pool facilities at Citywide parks
Parks and Recreation	Little Haiti Cultural Complex Facility Improvements	1,850,000	To upgrade restaurant, roof, and facility improvements at the Little Haiti Cultural Complex
Parks and Recreation	Melreese Golf Course Equipment	20,000	To purchase a truck for the Melreese Golf Course
Parks and Recreation	Jimbos Lagoons Project	75,000	Jimbos Lagoons Projects
Parks and Recreation Total		3,793,000	

General Fund - Capital Projects

Department	Project	Estimated Cost	Description
Police	Security Key Pad System Replacement	85,000	To replace the outdated security key pad and security cameras in order to provide security and safety for the officers
Police	I-95 Lighting Project	85,000	To upgrade the electrical and lighting under the I-95
Police	MPD Facilities Exterior Lighting	110,000	To provide exterior lighting at the South, Central, North, and SOS/Grapeland Heights District police stations
Police	Police Drains & Parking	537,000	To install storm drains and resurface parking lot at the South District and SOS/Grapeland Heights District police stations in order to prevent flooding
Police	Police UPS System Upgrade	150,000	To upgrade the UPS System at Central Station in order for the station to be protected if there is an electrical failure
Police Total		967,000	
Public Works	Coral Gate Wall Maintenance	95,000	To repair the Coral Gate Wall
Public Works Total		95,000	
Solid Waste	Solid Waste Heavy Machinery Acquisition	2,459,000	To purchase Solid Waste equipment
Solid Waste	Retrofit the Solid Waste Department Building	106,000	For the required matching fund for FEMA grant to retrofit the Solid Waste Department Building
Solid Waste Total		2,565,000	
Grand Total		\$20,585,000	

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 2017-18 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 2017-18 Budget for Pension payments is \$103.442 million. This represents an increase of \$10.379 million or 11.6 percent as compared to the FY 2016-17 Adopted Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2017-18:

Firefighters' and Police Officers' Retirement Trust (FIPO)

The FIPO pension plan is a single-employer defined benefit plan established by the City pursuant to the provisions and requirements of Ordinance No. 10002, as amended. Contributing participants are City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2016, membership in the FIPO Pension Plan consisted of 2,220 retirees and beneficiaries receiving benefits, and 1,869 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 7.4 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2017-18 required contribution based on the actuarial valuation report dated October 1, 2016 is \$50.591 million. Additionally, the City is required to contribute \$6.408 million for the Cost of Living Adjustment.

Pension and Retirement Plans Overview

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers three defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust"). Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of the plan.

- GESE Trust

The GESE Trust is a single-employer defined benefit plan, established pursuant to the City of Miami Ordinance No. 10002, as amended and subsequently revised under City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers, and those eligible to decline membership as defined by the Ordinance. As of October 1, 2016, membership in the GESE Trust was 2,200 retirees and beneficiaries currently receiving benefits and 1,793 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 2017-18 required contribution based on the actuarial valuation report dated October 1, 2016 is expected to be \$40.879 million.

- GESE Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

The City's FY 2017-18 required contribution based on the actuarial valuation report dated October 1, 2016 is estimated at \$915,000. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

Pension and Retirement Plans Overview

- **GESE Staff Trust**

The GESE Staff Trust is a single-employer defined benefit plan. The Staff Trust was established by the rule-making authority of the GESE Retirement Trust, pursuant to Chapter 40 of the Miami City Code. It covers all administrative full-time employees and other positions, as approved by the GESE Board of Trustees. Participation in the Staff Trust is mandatory for all full-time employees, other than those eligible to decline membership, as defined by the Plan document.

As of October 1, 2016, membership in the Staff Trust included seven retirees currently receiving benefits, and three 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 2017-18 contribution determined through actuarial valuation is \$233,242 for the Staff Plan and \$46,366 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is \$279,608. 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.

As of October 1, 2016 membership in the EORT consisted of six retirees, three active participants not receiving benefits, and two vested participants with deferred benefit payable at age 55.

The City's FY 2017-18 contribution determined through actuarial valuation is \$510,000. The Elected Officers' Retirement Trust is budgeted in the Non Departmental Account.

Pension and Retirement Plans Overview

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, 2017, there were approximately 61 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2017-18 contributions are anticipated at \$664,000.

Pension Summary

Account	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	FY 2017-18 Proposed Budget
Revenues			
<u>Revenues</u>			
General and Special Revenue Funds	88,891,000	93,062,600	103,530,000
Total Revenues	88,891,000	93,062,600	103,530,000
Expenditures			
<u>Expenditures</u>			
511000 Executive Salaries	32,000	39,600	40,000
521000 FICA	2,400	3,000	3,000
541100 Postage	15,000	15,000	15,000
534000 Administrative Cost	3,300,000	3,300,000	3,300,000
534000 GESE Administrative Cost for Excess	116,300	116,300	116,000
522000 GESE Contributions	32,881,500	34,355,700	40,879,000
522000 GESE Excess Benefits	947,700	914,900	915,000
522000 GESE Staff Pension	0	0	0
Total GESE	37,294,900	38,744,500	45,268,000
522010 FIPO Contributions	44,291,300	47,102,200	50,592,000
522010 FIPO COLA	5,924,800	6,161,800	6,408,000
Total FIPO	50,216,100	53,264,000	57,000,000
522000 EORT	840,000	493,100	510,000
Total EORT	840,000	493,100	510,000
522000 ICMA 401(a)	540,000	561,000	752,000
Total ICMA 401(a)	540,000	561,000	752,000
Total Expenditures	88,891,000	93,062,600	103,530,000

APPENDIX A PROPERTY TAX INFORMATION



- Net Assessed Valuation of Taxable Property
– Last Ten Fiscal Years
- Millage Rate 30-Year History
- Property Tax Rates for Direct and Overlapping Government
– Last Ten Fiscal Years

**Net Assessed Valuation
of Taxable Property
Last Ten Fiscal Years**

Tax Year	Net Assessed Value	City of Miami Tax Rate
2007	33,032,909,346	8.9955
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

Note: Property in the City of Miami is reassessed each year. State law requires the County Property Appraiser to appraise property at 100% of market value. The Florida Constitution, amended 1/1/95, limited annual increases in assessed value of homestead property to 3% per year or the amount of the Consumer Price Index, whichever is lower. This increase is not automatic since no assessed value shall exceed market value.

Millage Rates 30-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
1987-88	9.5995	2.2224	11.8219
1988-89	9.5995	2.3381	11.9376
1989-90	9.5995	2.3381	11.9376
1990-91	9.5995	2.3381	11.9376
1991-92	9.5995	2.3308	11.9303
1992-93	9.5995	2.3308	11.9303
1993-94	9.5995	2.2126	11.8121
1994-95	9.5995	2.1060	11.7055
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-11	7.6740	0.9701	8.6441
2011-12	7.5710	0.9300	8.5010
2012-13	7.5710	0.9000	8.4710
2013-14	7.6148	0.8162	8.4310
2014-15	7.6465	0.7385	8.3850
2015-16	7.6465	0.6886	8.3351
2016-17	7.6465	0.6435	8.2900
2017-18	7.4365	0.5935	8.0300

Note: A mill is expressed as \$1 in taxes for every \$1,000 of assessed valuation.

Property Tax Rates Direct and Overlapping Governments Last Ten Fiscal Years

City of Miami												
*Overlapping Rates												
Tax Year	General Operations	Debt Service	Total City	Miami-Dade Schools	Miami-Dade County	Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Okeechobee Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2007	7.2999	0.5776	7.8775	7.9480	4.8646	0.4223	0.3842	0.5346	0.0894		0.0345	22.1551
2008	7.6740	0.5803	8.2543	7.7970	5.1229	0.4212	0.3822	0.5346	0.0894		0.0345	22.6361
2009	7.6740	0.6595	8.3335	7.9950	5.1229	0.5000	0.3822	0.5346	0.0894		0.0345	22.9921
2010	7.6740	0.9701	8.6441	8.2490	5.8725	0.5000	0.2840	0.5346	0.0894		0.0345	24.2081
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	0.0624		0.0345	22.7463
2012	7.5710	0.9000	8.4710	7.9980	4.9885	0.5000	0.1725	0.3676	0.0613		0.0345	22.5934
2013	7.6148	0.8162	8.4310	7.9770	5.1255	0.5000	0.1725	0.3523	0.0587		0.0345	22.6515
2014	7.6465	0.7385	8.3850	7.9740	5.1169	0.5000	0.2840	0.1577	0.0548	0.1717	0.0345	22.6786
2015	7.6465	0.6886	8.3351	7.6120	5.1169	0.5000	0.2840	0.1459	0.0506	0.1586	0.0345	22.2376
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

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.

Not all overlapping rates apply to all City of Miami property owners.

APPENDIX B:
FIVE-YEAR
FINANCIAL FORECAST



- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

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

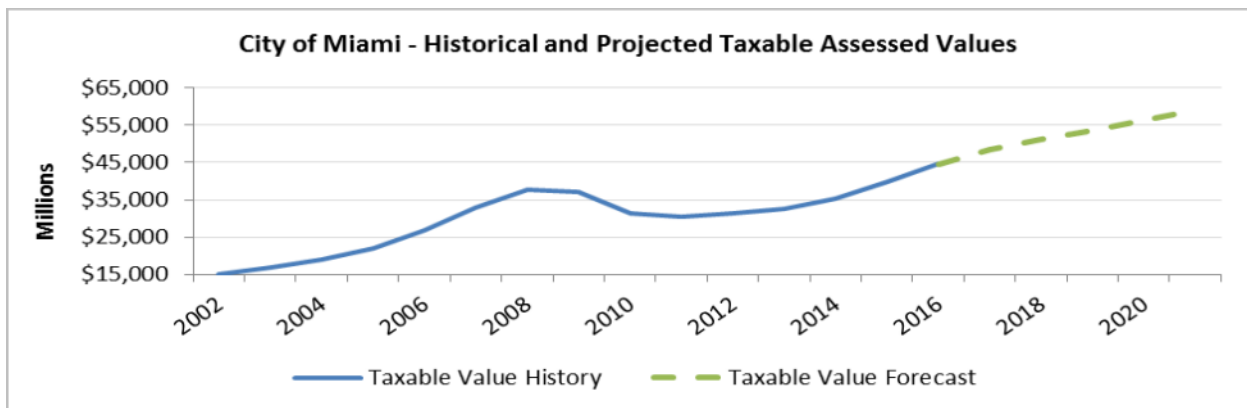
The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The City's tax base has recovered from the Great Recession and other sectors of the local economy continue to show growth. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available estimate from the Bureau of Economic and Business Research, University of Florida indicates that Miami's population in 2016 was 456,089. 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 45 percent of total General Fund revenues. As such, assumptions on the future growth or decline in the property tax base largely drive the five-year revenue forecast. South Florida was among the nation's regions hardest hit by the housing market crash in 2009. Most recently, the City has seen assessed values rebound with 13.1 percent growth in 2015, 11.8 percent growth in 2016, and 11.3 percent growth in 2017.

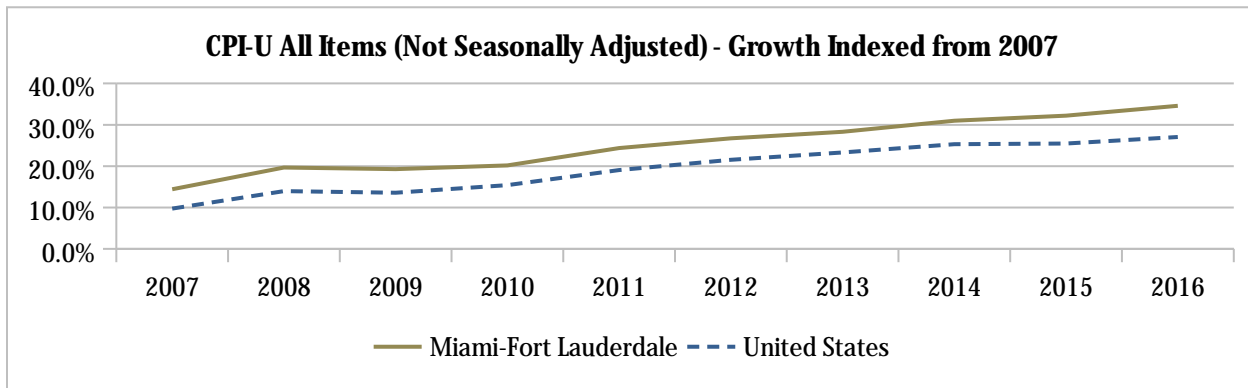


The five-year forecast assumes that this growth in taxable assessed value will continue in the next year, though growth is expected to stabilize at around 5.0 percent in FY 2018-19. This is believed to be an appropriately conservative assumption.

General Fund Forecast

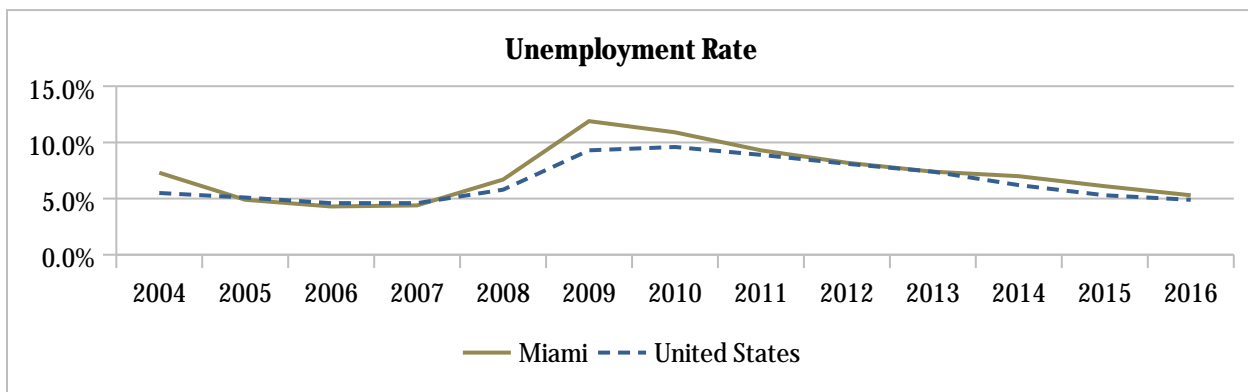
Tax Year	2013	2014	2015	2016	2017	Projected				
						2018	2019	2020	2021	2022
TAV (Billions)	\$32.74	\$35.28	\$39.90	\$44.60	\$49.63	\$53.10	\$55.75	\$58.54	\$61.46	\$64.54
% Change	4.5%	7.8%	13.1%	11.8%	11.3%	7.0%	5.0%	5.0%	5.0%	5.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicate that since 2007, the Consumer Price Index (CPI) has grown more rapidly in the Miami-Fort Lauderdale area than the average rate of growth for the rest of the country. The Miami metro area 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 1.6 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 4.9 percent in 2016. Similarly, the unemployment rate in the City of Miami declined from a high of 10.9 percent in 2010 to 5.3 percent in 2016. While revenue forecasts are not based on unemployment directly, assumed growth or decline in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

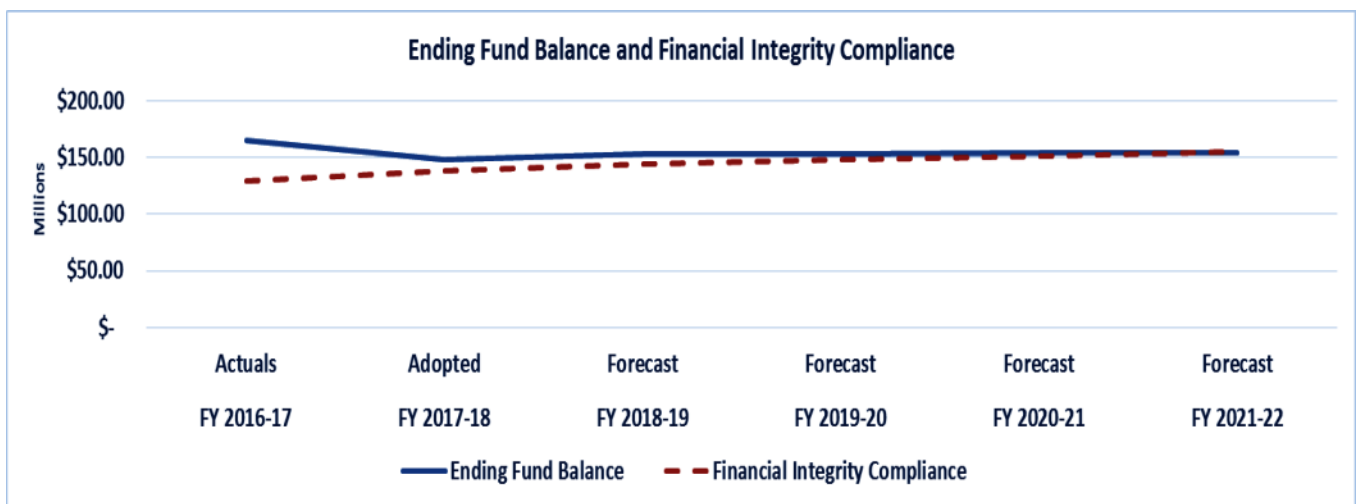
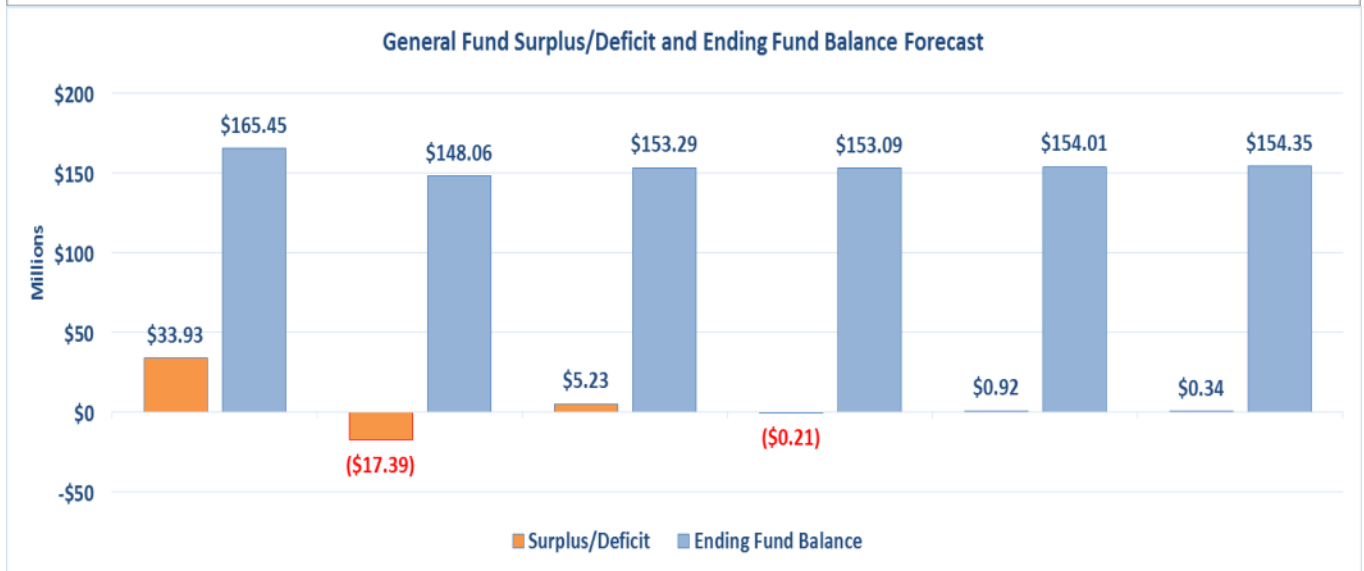
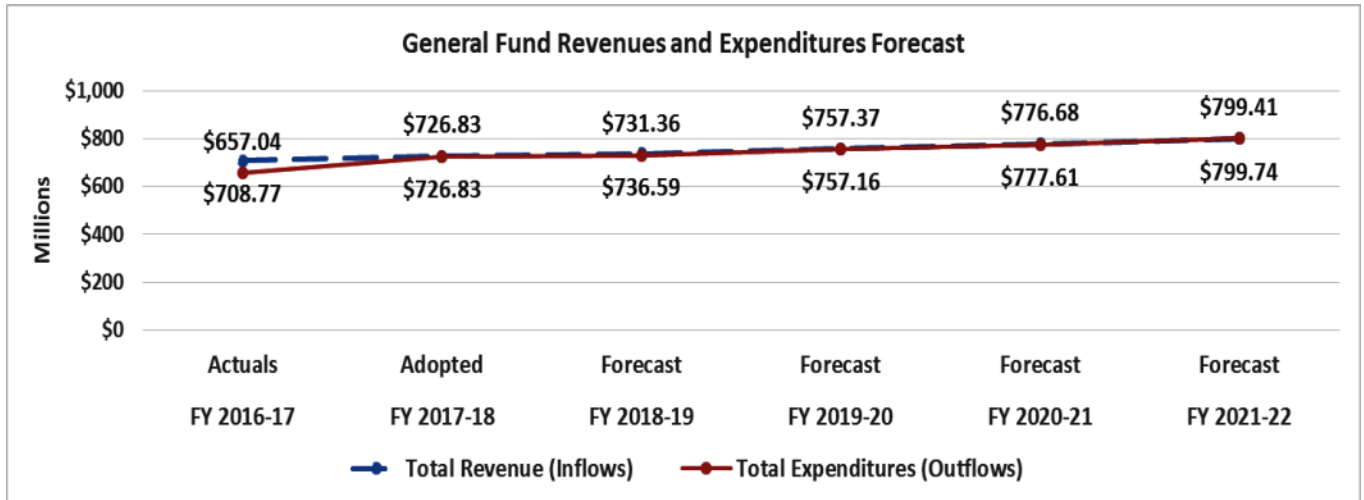
General Fund Five-Year Forecast Summary

General Fund Forecast

The Five-Year Financial Forecast demonstrates that anticipated revenue growth and expenditure growth will follow similar trends over the forecast period. Overall, General Fund revenues are projected to grow by 10 percent over the next five years and General Fund expenditures are also projected to grow by 10 percent over the same period. With the projected fund balance of \$148.06 million for FY 2017-18, the City will meet the Financial Integrity Principle (FIP) requirement estimated for that year and through most of the forecast period. However, in FY 2021-22 the City is currently not projected to meet the FIP requirement.

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that cost of salaries and wages Citywide will grow from FY 2017-18 to FY 2021-22 due to current and pending Collective Bargaining Agreements. The Forecast includes all contracts or parts of contracts already agreed upon to date and normal step progression after each contract is completed.

General Fund Forecast



General Fund Five-Year Forecast Summary

	FY 2016-17 Actuals	FY 2017-18 Adopted	FY 2018-19 Forecast	FY 2019-20 Forecast	FY 2020-21 Forecast	FY 2021-22 Forecast
Revenues						
Property Taxes	294,888,720	325,976,000	348,265,200	365,258,500	383,143,200	401,959,900
Franchise Fees and Other Taxes	111,523,355	110,344,000	113,788,800	116,064,600	118,385,900	120,753,500
Interest	2,986,388	2,500,000	2,525,000	2,550,300	2,575,800	2,601,600
Transfers-IN	13,627,648	6,464,000	5,276,000	5,345,200	5,345,200	5,345,200
Fines and Forfeitures	15,861,887	15,743,000	15,953,900	16,169,000	16,388,400	16,612,200
Intergovernmental Revenues	66,943,182	67,662,000	68,860,300	70,082,500	71,329,400	72,601,100
Licenses and Permits	73,044,068	65,738,000	65,130,600	63,304,600	60,582,500	58,403,700
Other Revenues (Inflows)	13,851,099	22,728,000	5,340,000	5,340,000	5,340,000	5,340,000
Charges for Services	116,048,382	109,673,000	111,452,500	113,047,200	114,516,500	116,123,800
Total Revenue (Inflows)	708,774,729	726,828,000	736,592,300	757,161,900	777,606,900	799,741,000
Expenditures						
General Government	59,885,078	70,893,000	77,823,600	85,075,700	92,688,500	100,680,500
Planning and Development	16,907,492	19,601,000	19,999,500	20,414,400	20,852,200	21,314,200
Public Works	75,683,838	80,721,000	82,797,300	84,952,100	87,212,100	89,582,200
Public Safety	354,725,390	366,350,000	379,617,400	393,462,700	408,064,500	423,369,700
Community and Economic Development	3,033,204	2,411,000	2,500,700	2,593,900	2,691,400	2,793,600
Total Other	56,645,675	59,724,000	61,196,800	62,725,600	64,327,700	66,008,600
Non Departmental Units	90,157,149	127,128,000	107,424,600	108,143,200	100,848,400	95,656,700
Total Expenditures (Outflows)	657,037,826	726,828,000	731,359,900	757,367,600	776,684,800	799,405,500
Surplus / (Deficit)	51,736,903	(17,388,000)	5,232,400	(205,700)	922,100	335,500
Internal Service Fund	(3,000,000)					
Estimated Accruals	(2,000,000)					
Close-out	(12,809,300)					
Beginning Fund Balance	131,521,349	165,448,952	148,060,952	153,293,352	153,087,652	154,009,752
Ending Fund Balance	165,448,952	148,060,952	153,293,352	153,087,652	154,009,752	154,345,252
Restricted	72,898,917	72,478,663	68,854,730	61,969,257	52,673,868	44,772,788
Unrestricted	92,550,035	75,582,289	84,438,622	91,118,395	101,335,884	109,572,464

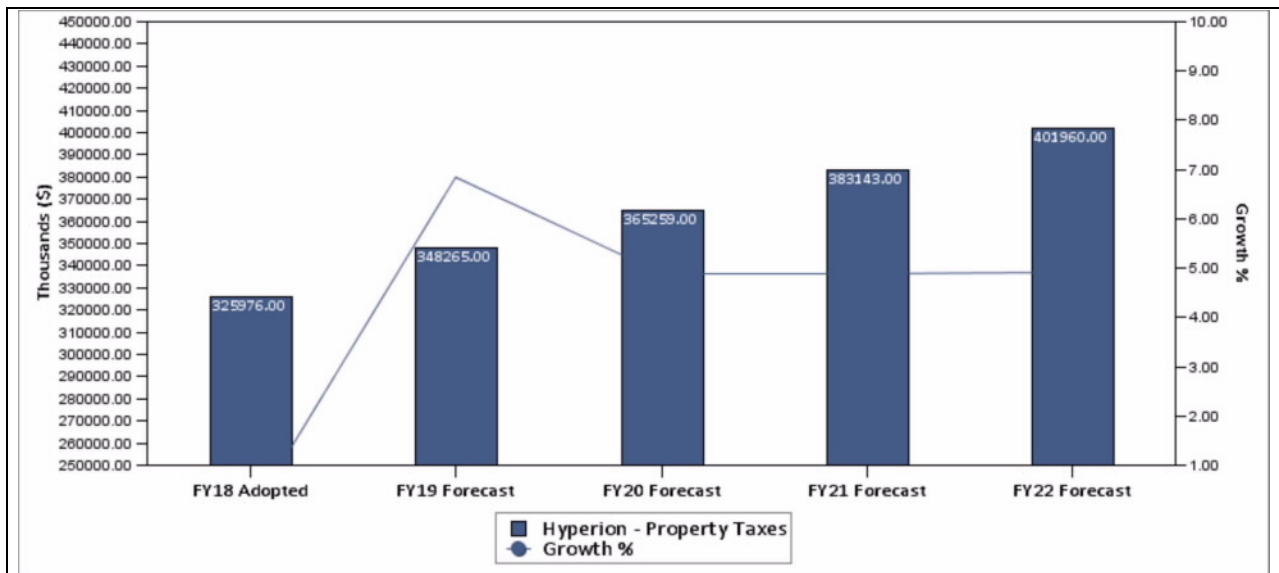
General Fund Forecast

Major Revenue Assumptions

Between FY 2017-18 and FY 2021-22, General Fund revenues are forecasted to grow by a total of 10 percent. The largest components of General Fund revenues are Property Taxes (44.9 percent of FY 2017-18 General Fund revenues), Franchise Fees and Other Taxes (15.2 percent), Charges for Services (15.1 percent), Licenses and Permits (9 percent), and Intergovernmental Revenues (9.3 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining 6.5 percent.

Property Taxes:

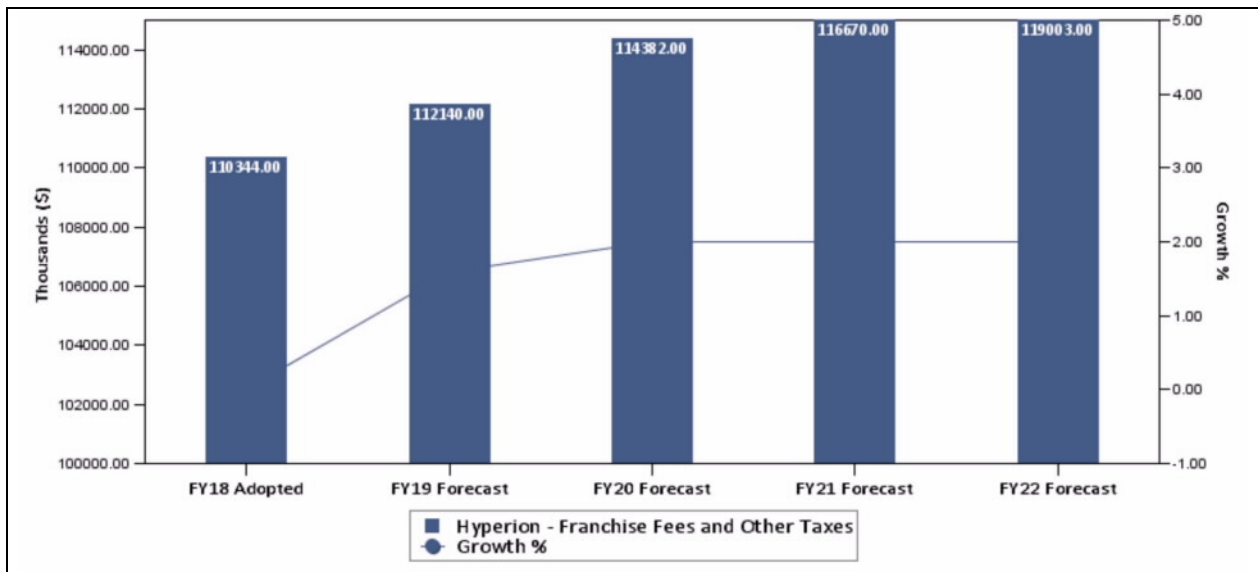
The FY 2017-18 Budget for General Fund property tax revenue is \$325.98 million. This budget is based on an assessed valuation of \$49.62 billion and a General Fund millage rate of 7.4365. The millage rate is assumed to remain flat over the five-year period. Taxable property values are budgeted to increase by 11.3 percent in FY 2017-18, 7 percent in FY 2018-19, by 5 percent in FY 2019-20, by 5 percent in FY 2020-21, and by 5 percent in FY 2021-22. This assumption is based on the expectation that the recent increase in development activity in the City will gradually level out by the end of the five-year period. While current tax revenue is projected to increase annually, delinquent tax revenue is projected to decline over the five-year period. The forecast assumes a 10 percent annual decline in delinquent tax revenue.



Franchise Fees and Other Taxes:

General Fund Forecast

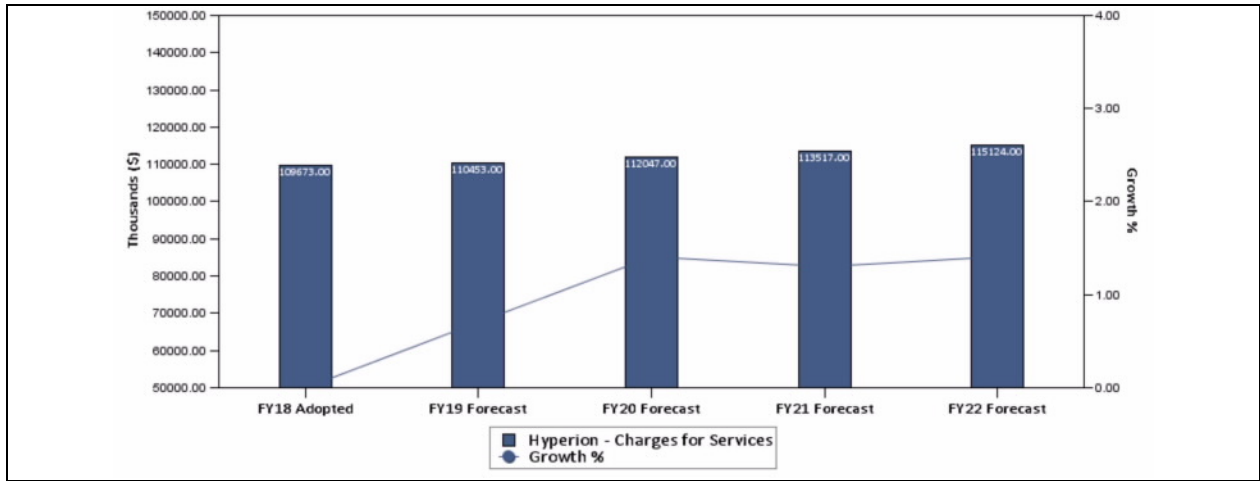
The 'Franchise Fees and Other Taxes' category includes revenue from franchise fees charged to electricity, gas, and other utility service providers for the right to construct, maintain, and operate facilities within the City of Miami. This category also includes revenue from the Public Service Tax (PST) 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. However, Franchise Fees and Utility Service Fees for electricity are projected to increase by four percent in FY 2018-19 due to anticipated rate increases and then grow at two percent each year thereafter. Other revenues in this category are also projected to grow at two percent annually through FY 2021-22.



Charges for Services:

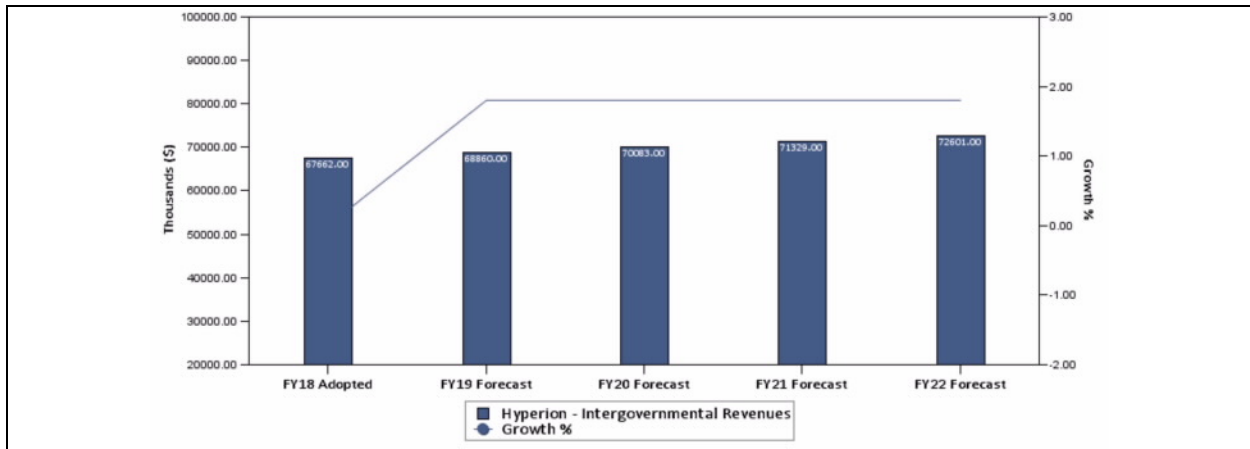
The 'Charges for Services' category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties (primarily in the Department of Real Estate and Asset Management), revenue from casinos, Emergency Services fees, 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 five percent in FY 2018-19 and will continue to decline as new construction decreases over the five-year period.

General Fund Forecast



Intergovernmental Revenues:

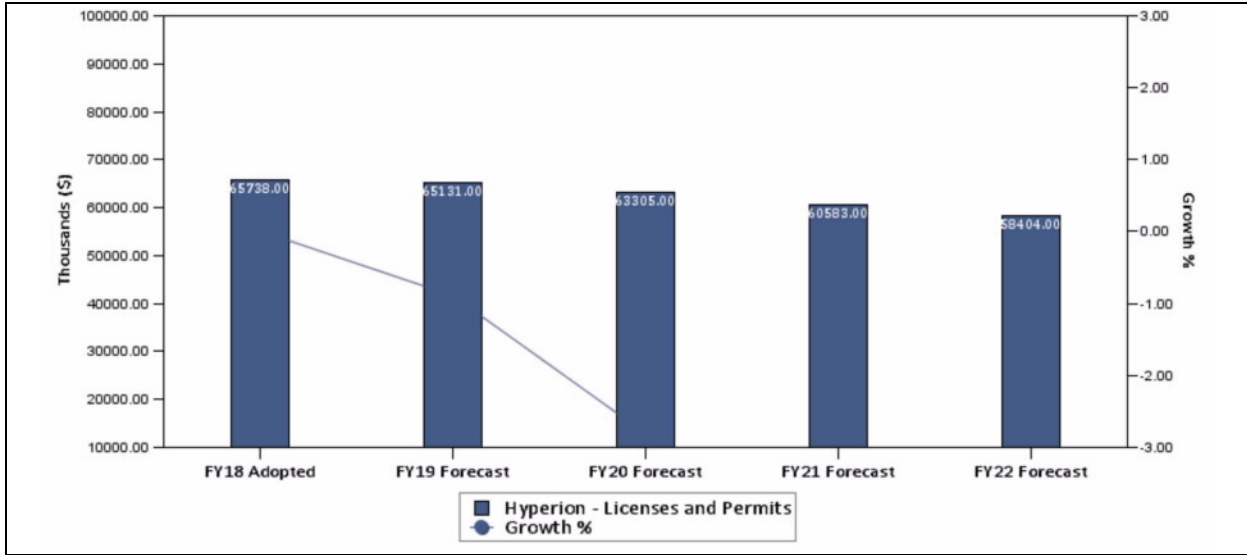
'Intergovernmental Revenues' include revenues from the State of Florida, such as the Half-Cent Sales Tax, as well as revenues from other local units, such as the Miami Parking Authority and the Village of Key Biscayne. Intergovernmental revenues are projected to increase by two percent through FY 2021-22.



Licenses and Permits:

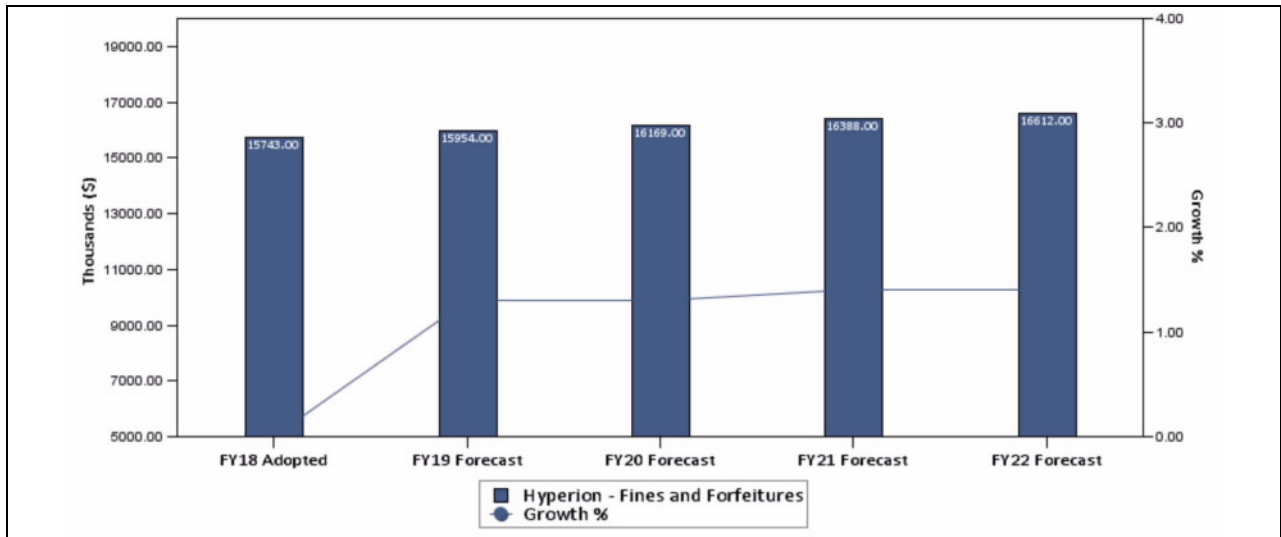
The 'Licenses and Permits' revenue category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen a dramatic increase in building permits associated with growth in development activity. The five-year forecast assumes that building permit 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.

General Fund Forecast



Fines and Forfeitures:

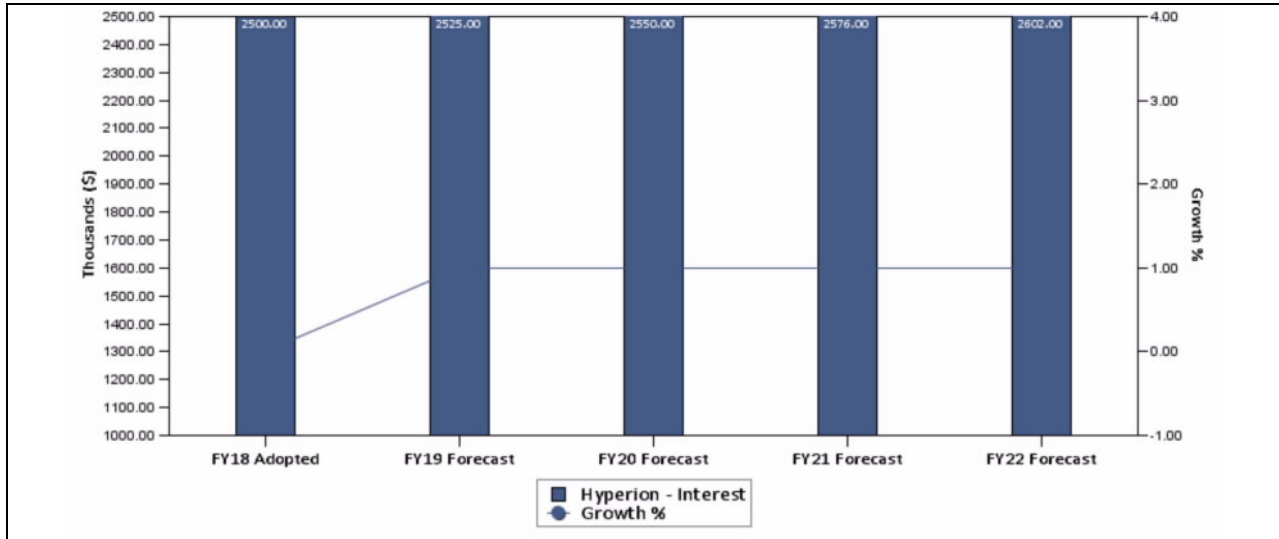
‘Fines and Forfeitures’ are revenues derived from penalties for violation of statutory offenses and administrative rules. This category also includes revenue generated through court fees, from red light cameras, and confiscated property. The forecast assumes that red light camera revenue will increase by two percent through FY 2021-22. All other revenues in this category will remain flat annually.



Interest:

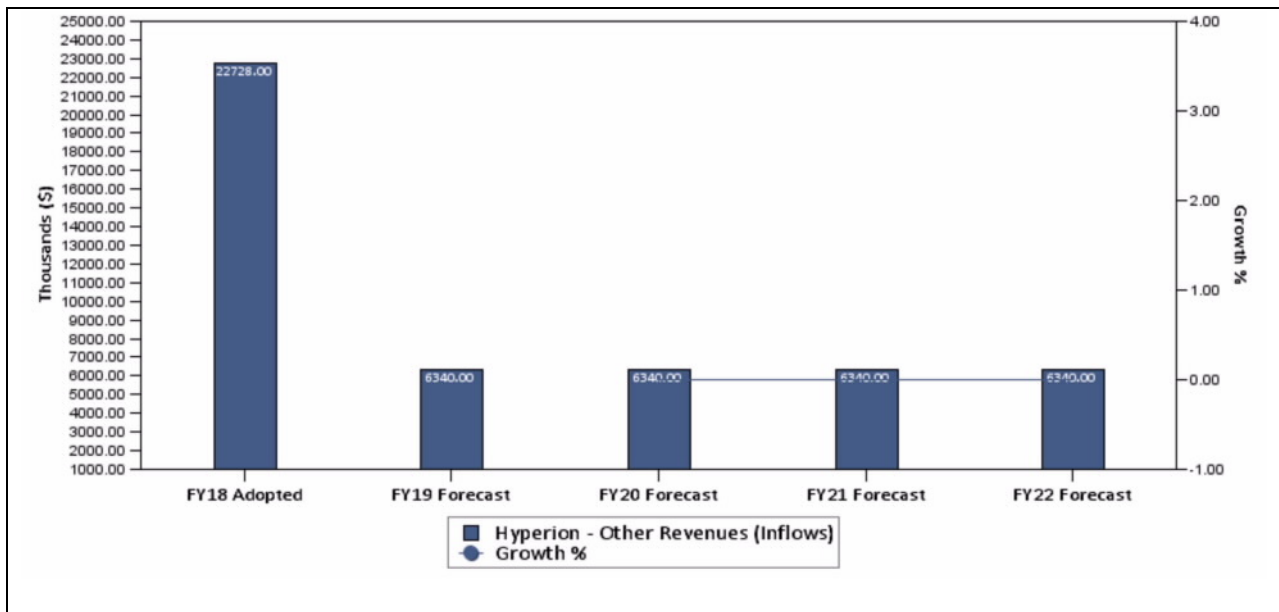
The ‘Interest’ revenue category includes interest earnings on investments. The five-year forecast assumes that the City’s interest earnings will grow at one percent annually.

General Fund Forecast



Other Revenues:

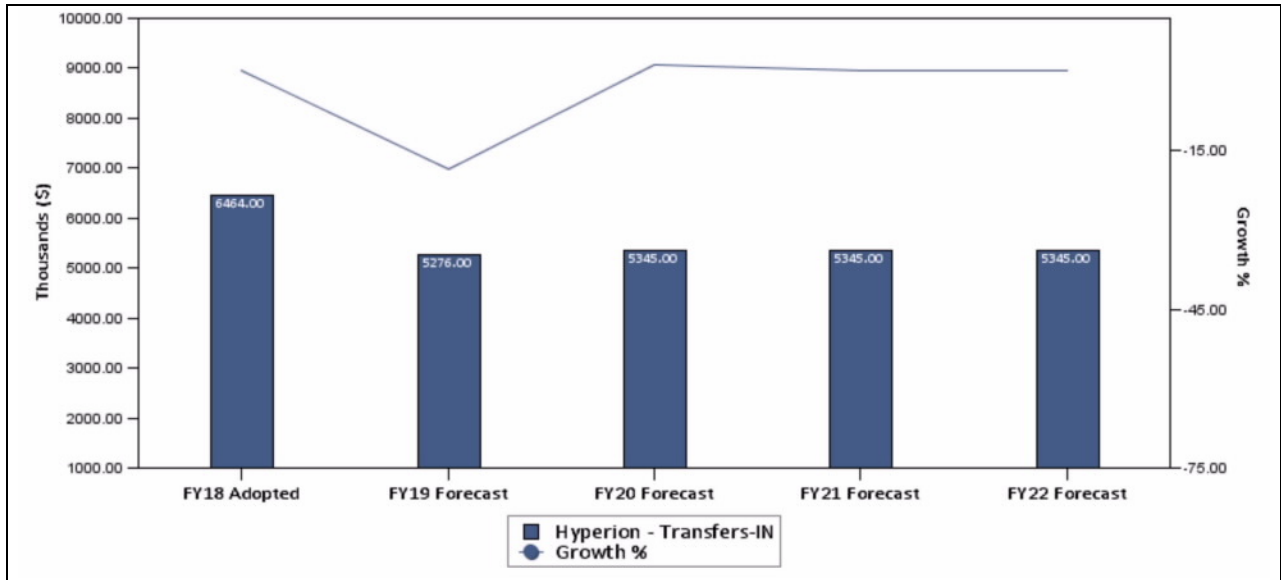
The 'Other Revenues' category includes revenues from miscellaneous sources not included in any of the other categories. Examples include revenue from the sale of confiscated items, miscellaneous reimbursements, providing police service at special events, etc. No growth is assumed for this category through FY 2021-22. The budget for FY 2017-18 reflects a deficit due to the use of \$17.388 million in projected ending fund balance from FY 2016-17 being used in the budget for FY 2017-18. The result is a projected ending fund balance of \$165.45 million in FY 2016-17 decreasing to \$148.06 million by the end of FY 2017-18. The result is reflected in the decrease in Other Revenues (Inflows) from FY 2017-18 to the FY 2018-19 Forecast.



Transfers In:

General Fund Forecast

The 'Transfers In' category includes revenues transferred into the General Fund from other City funds. These transfers are not projected to remain flat over the course of the forecast period.



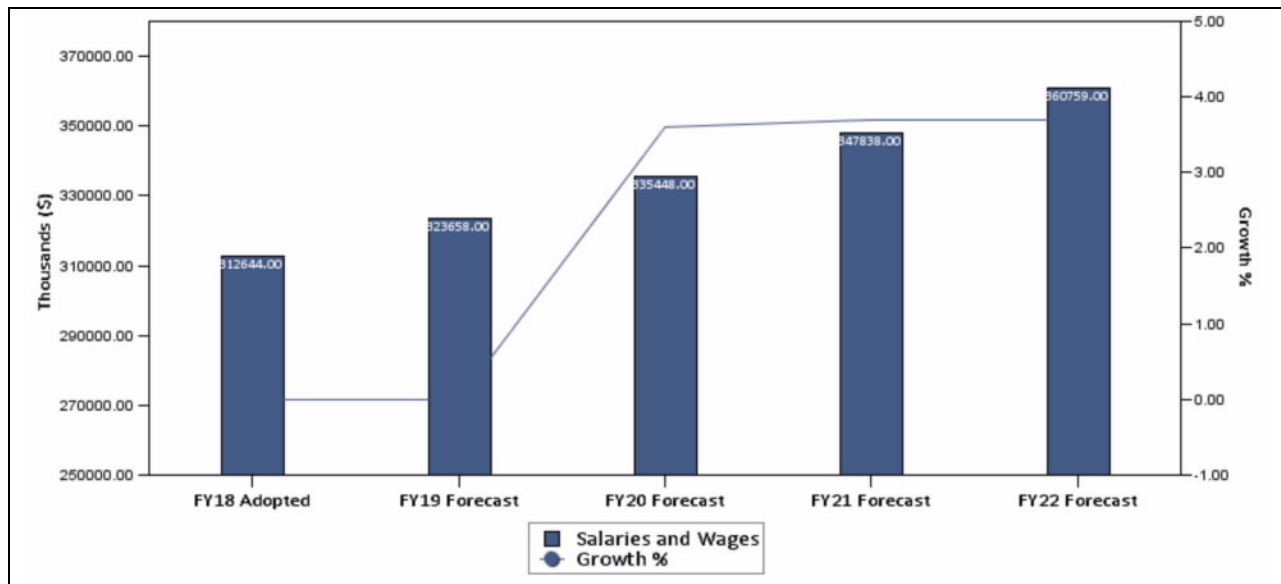
General Fund Forecast

Major Expenditure Assumptions:

General Fund expenditures are projected to grow by a total of 10 percent between FY 2017-18 and FY 2021-22. Personnel costs are the largest drivers of General Fund spending, comprising 70.3 percent of all FY 2017-18 General Fund expenditures. Personnel costs include salaries and wages (43 percent) and employee benefits (27.3 percent). The remaining 29.7 percent is comprised of operating expenditures (15.5 percent), transfers out (9.9 percent) and other non-operating expenses (4.3 percent).

Salaries and Wages:

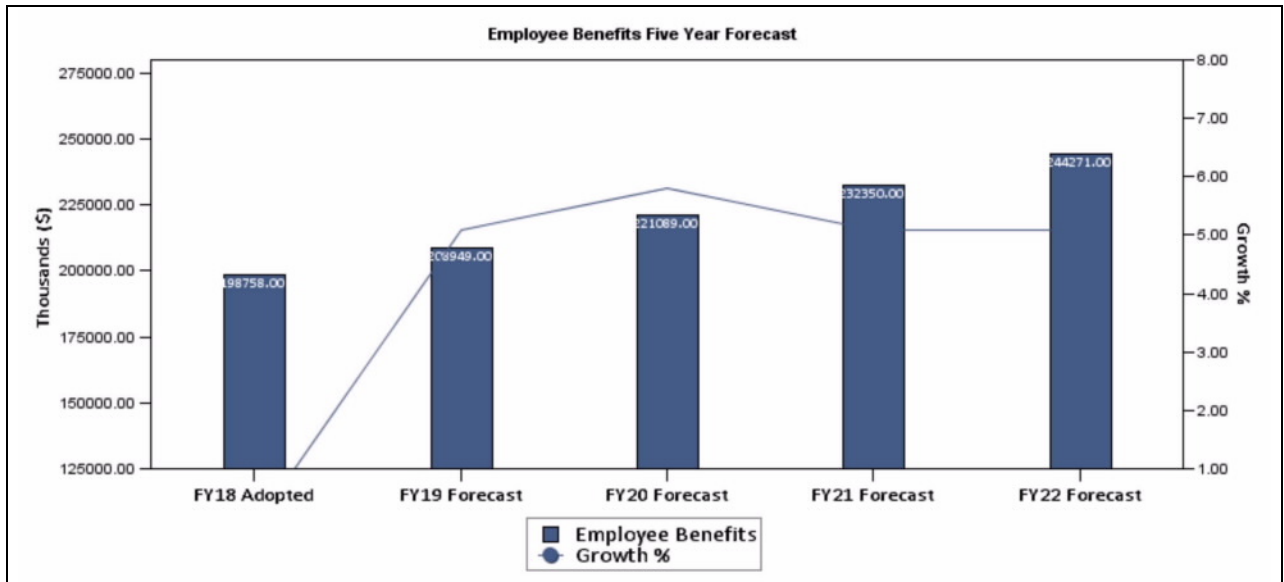
Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that cost of salaries and wages City-wide will grow for FY 2017-18 and FY 2018-19 due to current and pending Collective Bargaining Agreements. After each contract concludes, 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.

General Fund Forecast



Health Benefits:

The cost of employee life and health insurance is projected to grow by 8 percent annually through FY 2021-22. 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 4.8 percent from FY 2018-19 to FY 2021-22 as the impact of increased return on market assets is realized. The State of Florida has mandated new mortality rate tables for the General Employees' and Sanitation Employees' Retirement Trust (GESE) and the Firefighters' and Police Officers' Retirement Trust (FIPO) that will have an effect on pension costs in FY 2017-18 and thereafter.

Workers' Compensation:

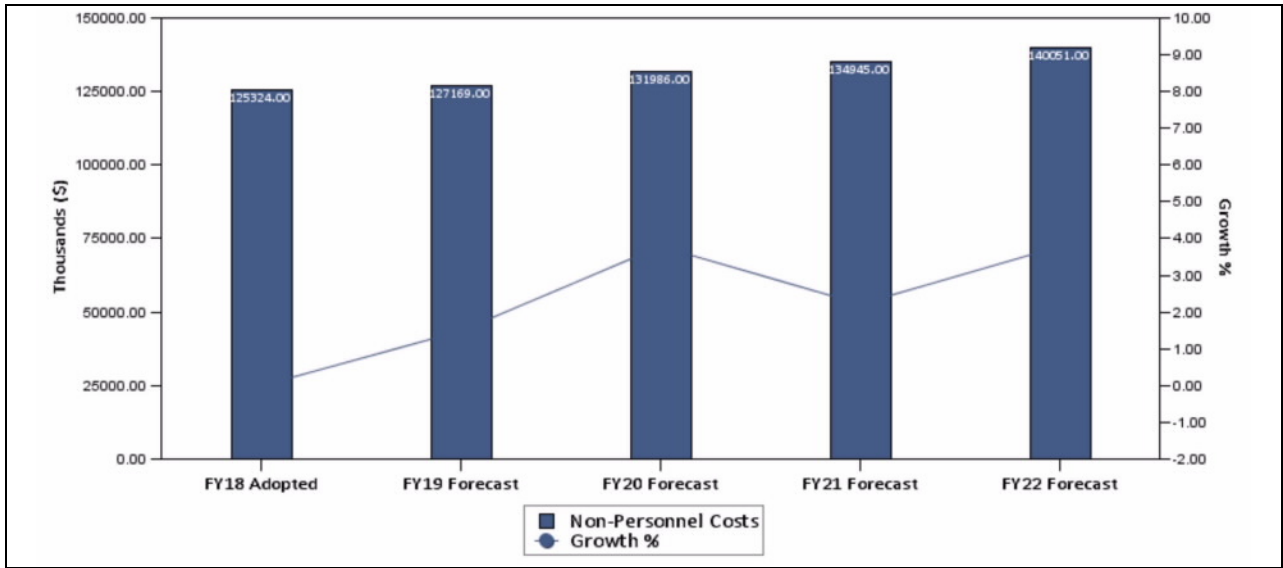
Workers' compensation costs are projected to grow by 3.0 percent annually based on estimates developed by the City's casualty actuary.

Non-Personnel Costs:

Operating Expenses:

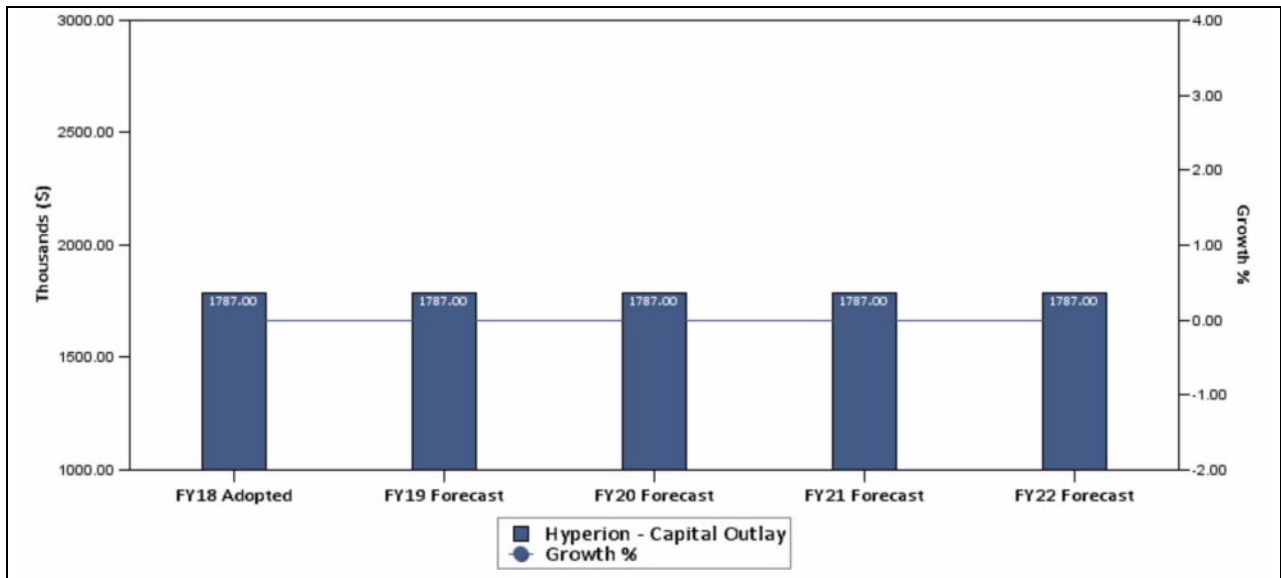
Operating expenses, such as professional services, utility costs, and materials and supplies, are projected to grow by the assumed rate of inflation (2.2 percent). Notable exceptions in this category include Postage (projected to grow at 7 percent annually) and Utility Services (projected to grow at 5 percent annually).

General Fund Forecast



Capital Outlay:

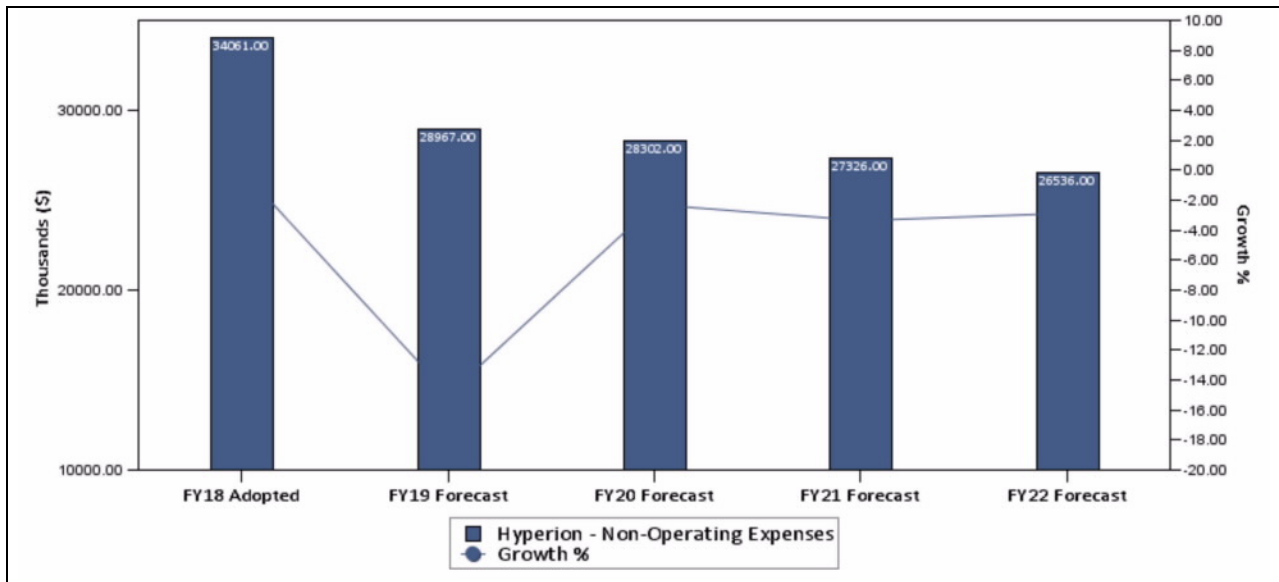
General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital include costs for machinery, equipment, and capital leases, are projected to remain constant over the five-year period.



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 percent through FY 2021-22. The Forecast for FY 2018-19 reflects a decreased beginning fund balance in line with the use of \$17.388 million of projected fund balance in the FY 2017-18 budget.



Key Long-Term Considerations

Two issues have the potential to significantly alter the forecasted outcome. This forecast does not include General Fund support for the trolley program above the transportation trustor the increasing of the property tax homestead exemption to \$75,000.

Collective Bargaining:

The Five-Year Forecast period includes contractual salary increases for the life of each contract and normal step progression thereafter. Ongoing negotiations with the International Association of Fire Fighters (IAFF) 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.

General Fund Forecast

Changes to Service Levels:

Policy decisions on future changes in service levels have the potential to impact forecasted personnel costs as well as operating expenditures.

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.

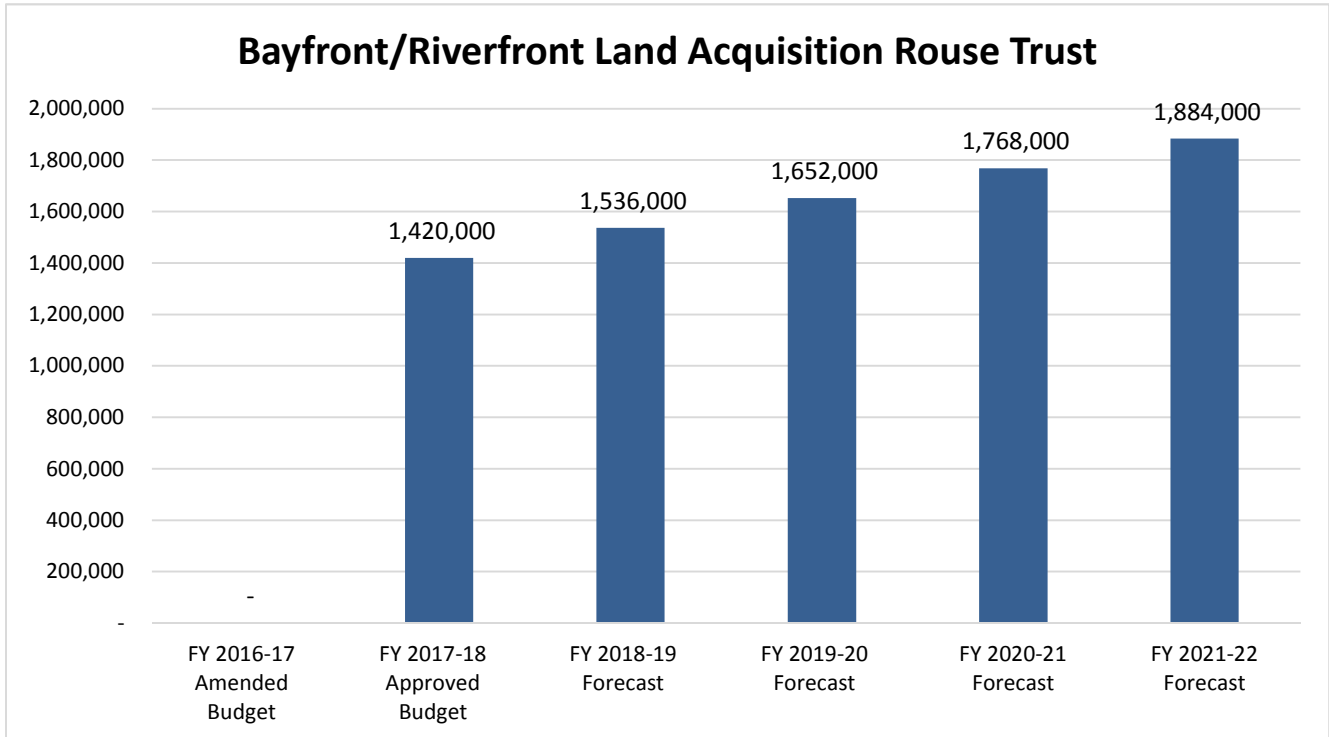
	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	FY 2018-19 Forecast	FY 2019-20 Forecast	FY 2020-21 Forecast	FY 2021-22 Forecast
Bayfront/Riverfront Land Acquisition Rouse Trust	-	1,420,000	1,536,000	1,652,000	1,768,000	1,884,000
City Clerk Services	1,049,600	749,000	553,000	630,000	707,000	774,000
Community Development	51,307,500	50,231,000	43,421,400	41,238,000	38,838,000	37,388,000
Department Improvement Initiative	14,163,700	11,343,000	8,938,000	8,983,000	9,028,000	9,073,000
Emergency Services	100,000	100,000	100,000	100,000	100,000	100,000
Fire-Rescue Services	7,873,200	17,716,000	6,699,000	6,484,000	5,263,000	6,781,000
General Special Revenues	2,472,200	875,000	768,000	850,000	496,000	496,000
Homeless Programs	2,923,200	2,535,000	2,535,000	2,535,000	2,535,000	2,535,000
Law Enforcement Trust Fund	2,362,300	2,442,000	2,030,000	2,030,000	2,030,000	2,030,000
Miami Ballpark Parking Facilities	6,598,400	5,127,000	5,178,000	5,196,000	5,184,000	5,171,000
Parks and Recreation Services	1,899,100	2,176,000	2,044,000	2,013,000	1,958,000	1,892,000
Planning Services	15,963,100	13,320,000	12,124,000	12,233,000	12,342,000	12,454,000
Police Services	11,235,000	13,169,000	11,532,000	10,630,000	8,182,000	8,670,000
Public Works Services	11,387,400	17,027,000	18,075,000	21,850,000	25,831,000	29,959,000
Real Estate and Asset Management Services	5,537,400	1,119,000	-	-	-	-
Solid Waste Recycling Trust	147,000	151,000	121,000	91,000	61,000	31,000
Transportation and Transit	18,112,900	20,631,000	18,823,000	18,735,000	19,297,000	19,876,000
Tree Trust Fund	3,467,800	3,980,000	4,014,000	4,048,000	4,082,000	4,117,000
	156,599,800	164,111,000	138,491,400	139,298,000	137,702,000	143,231,000

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.

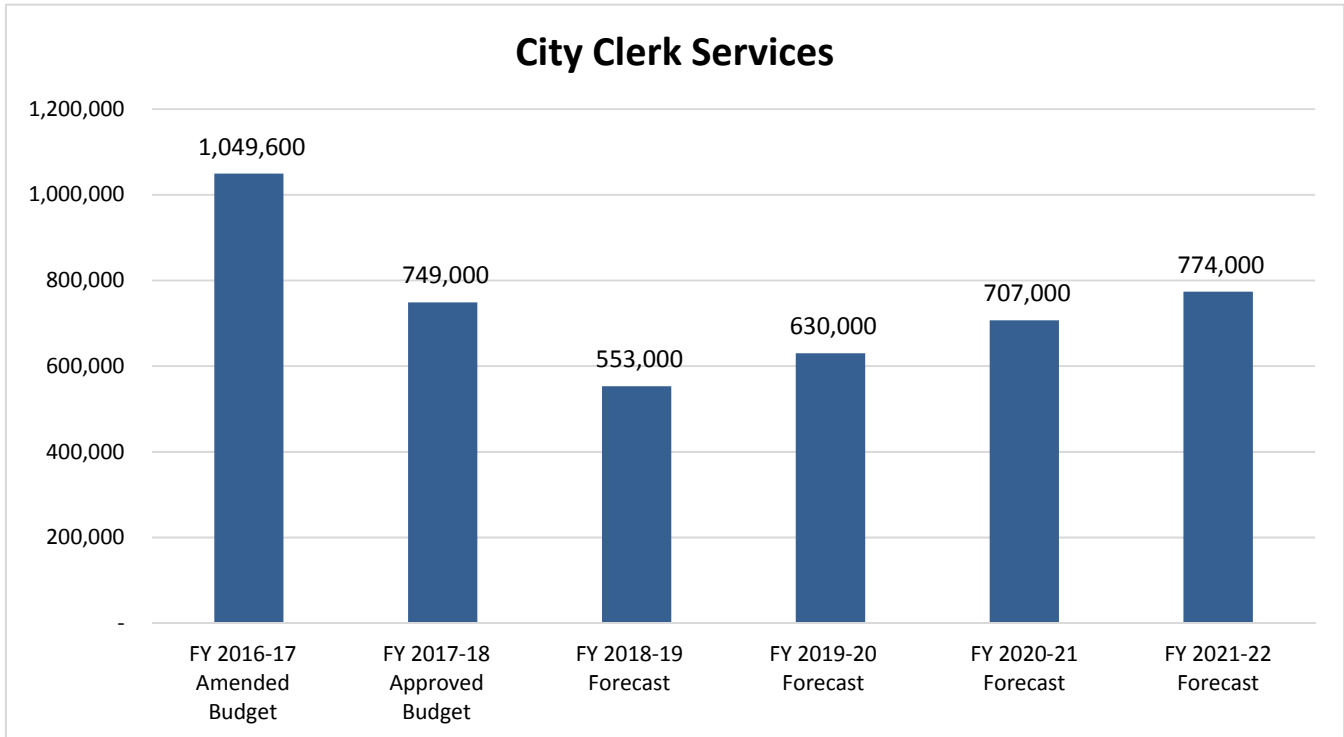


The five-year forecast assumes a stable pattern of revenues as a portion of rents received by the City pursuant to the retail parcel lease. The FY 2017-18 proposed budget reflects a transfer in of the fund balance previously set in Planning Services Special Revenue Fund.

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.

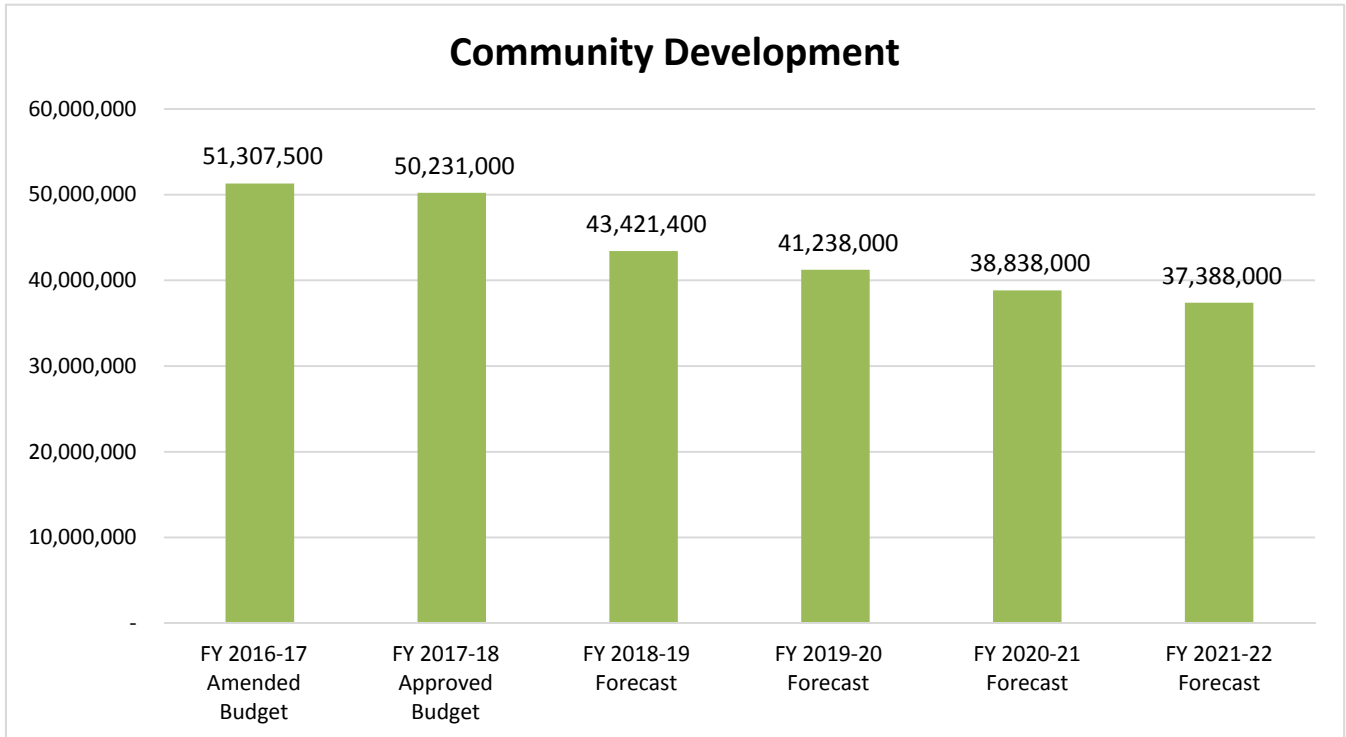


The five-year forecast assumes a constant annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position with no growth in revenues. A steady spend down of fund balance under the Lobbyists' Registration program and U.S. Passport Acceptance program is projected through FY 2018-19; at the same time, a gradual increase in fund balance is forecasted for the Lobbyists' Registration program and U.S. Passport Acceptance Facility starting in FY 2019-20.

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.

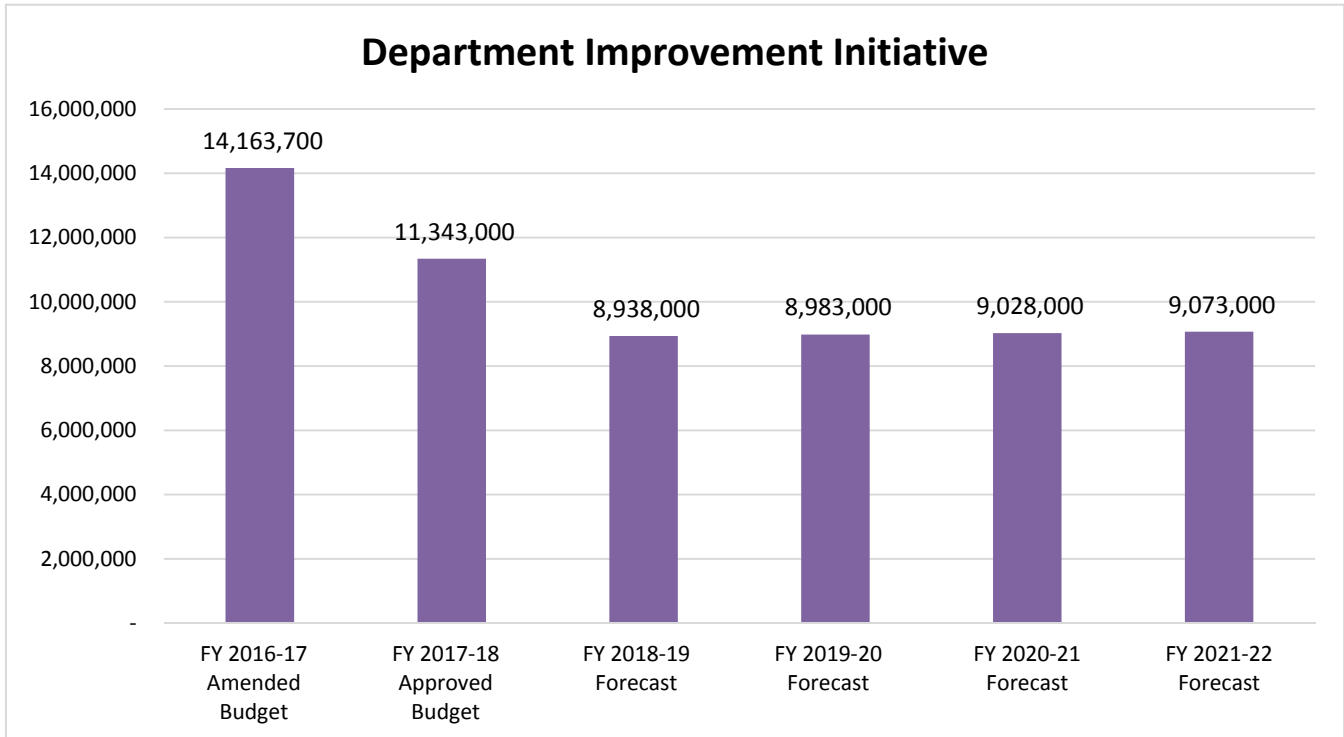


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2016-17 with stable funding from federal and local grantors, and zero prior year carryovers over the forecast period. It should be noted that the most recent budget proposed by the President included significant reductions 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.

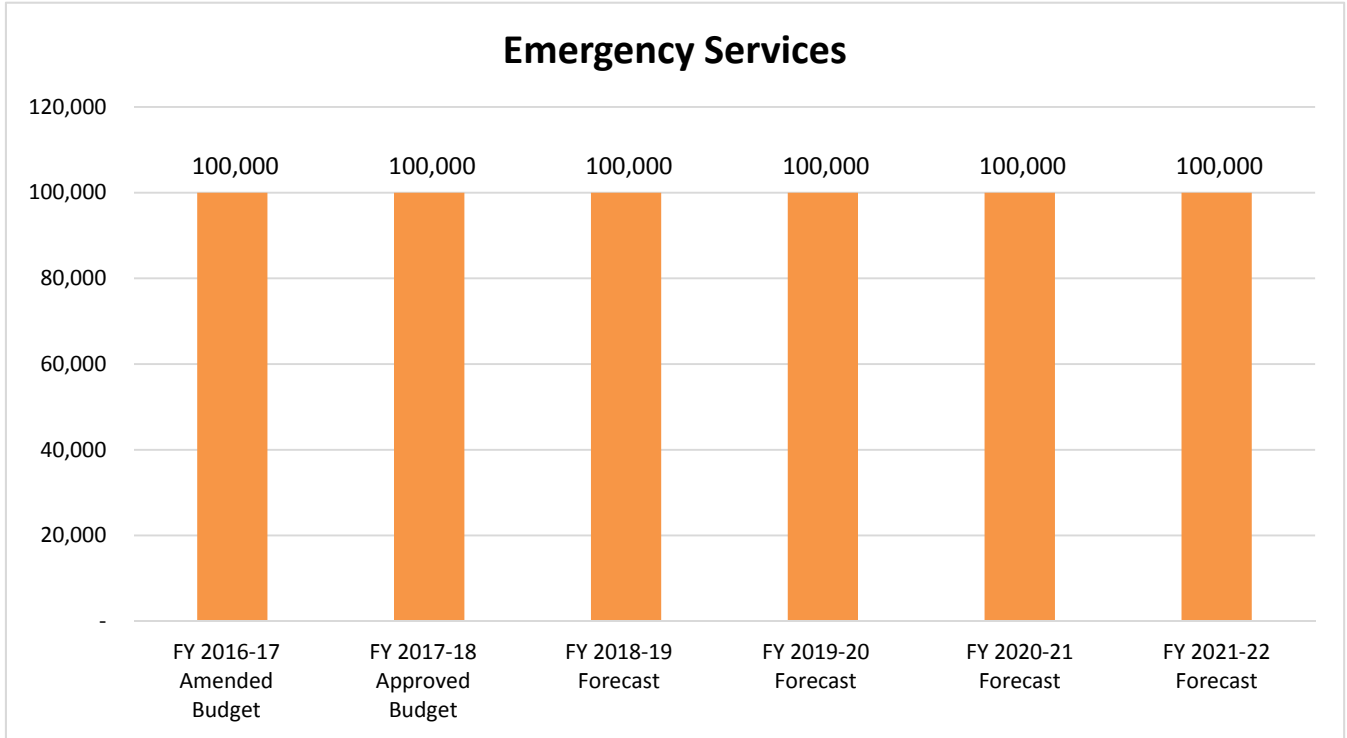


The five-year forecast assumes new budgets based on previous and current years allocation trends. Additionally, zero prior year carryovers are being projected for the Public Facilities, Parks, and Recreation Departments, as well as for the Offices of the Elected Officials. Steady funding from federal and local grantors are forecasted over this period of time.

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.

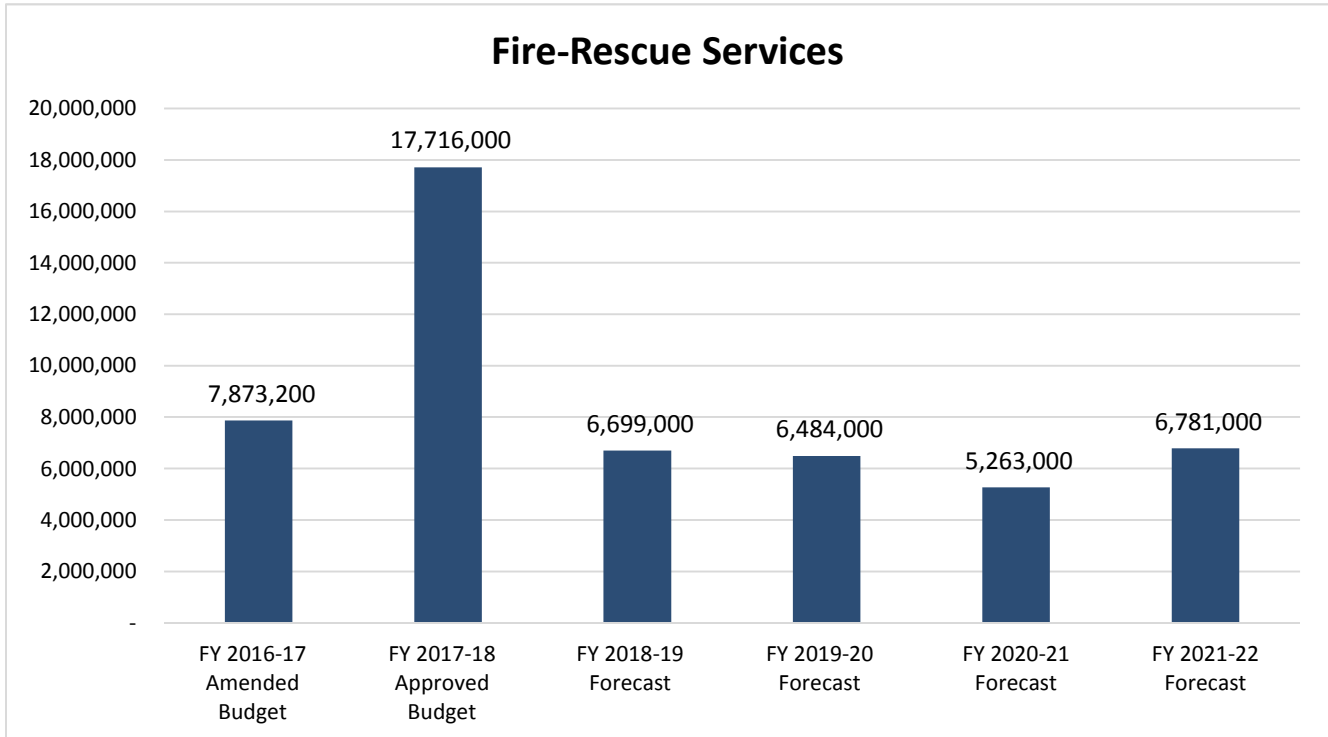


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

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.

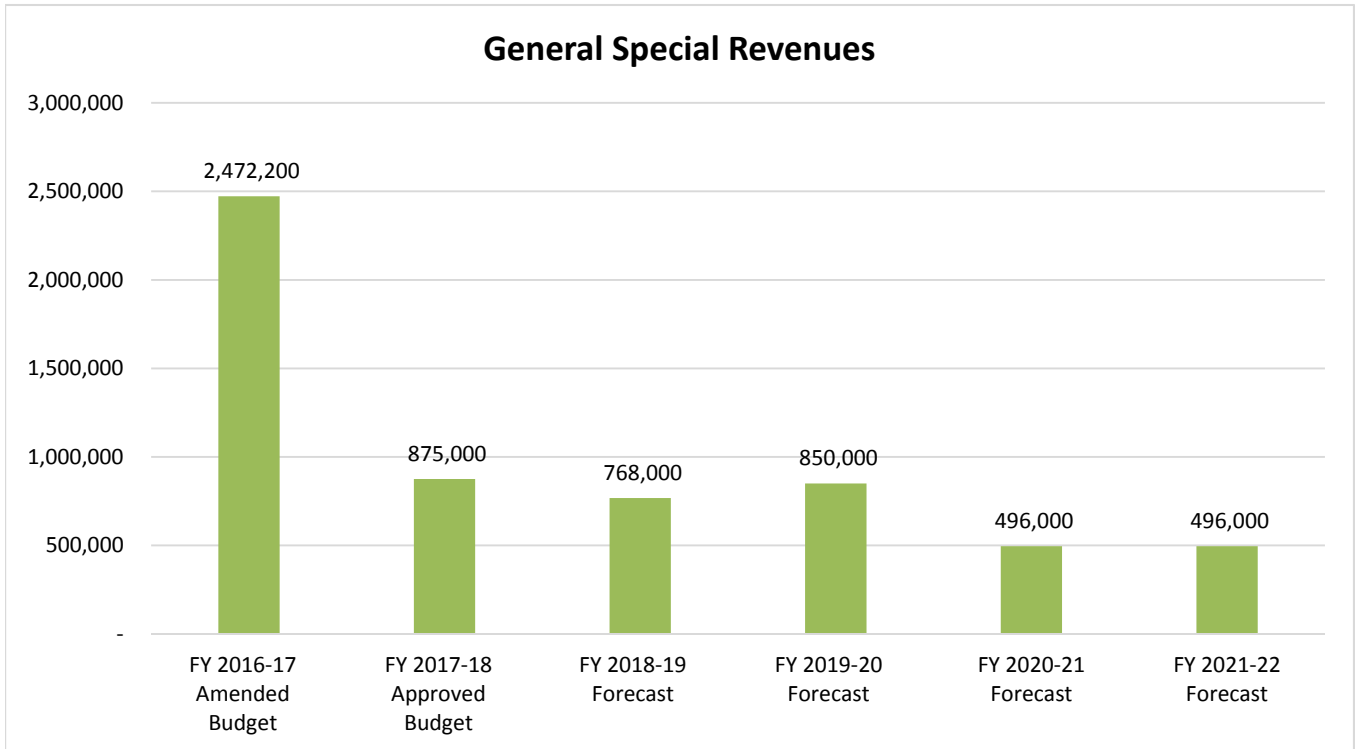


The five-year forecast includes projected fund balances for 2016 Urban Search and Rescue (USAR), 2015 and 2016 Urban Area Security Initiative (UASI) grants plus a projection of the renewal of these same grants in FY 2017-18. The grant balances of this fund will decline over the forecast period as older UASI and USAR grants expire. The forecast also assumes that these grants will be renewed along with existing programs 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 sizeable depletion of funding in FY 2016-17 primarily due to the substantial increase in the trolley operator's contract rates; approximately forty percent. It is projected that funding from the State for the support of the operations of the Trolley Program will be fully expended in FY 2019-20 with a stable funding 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.

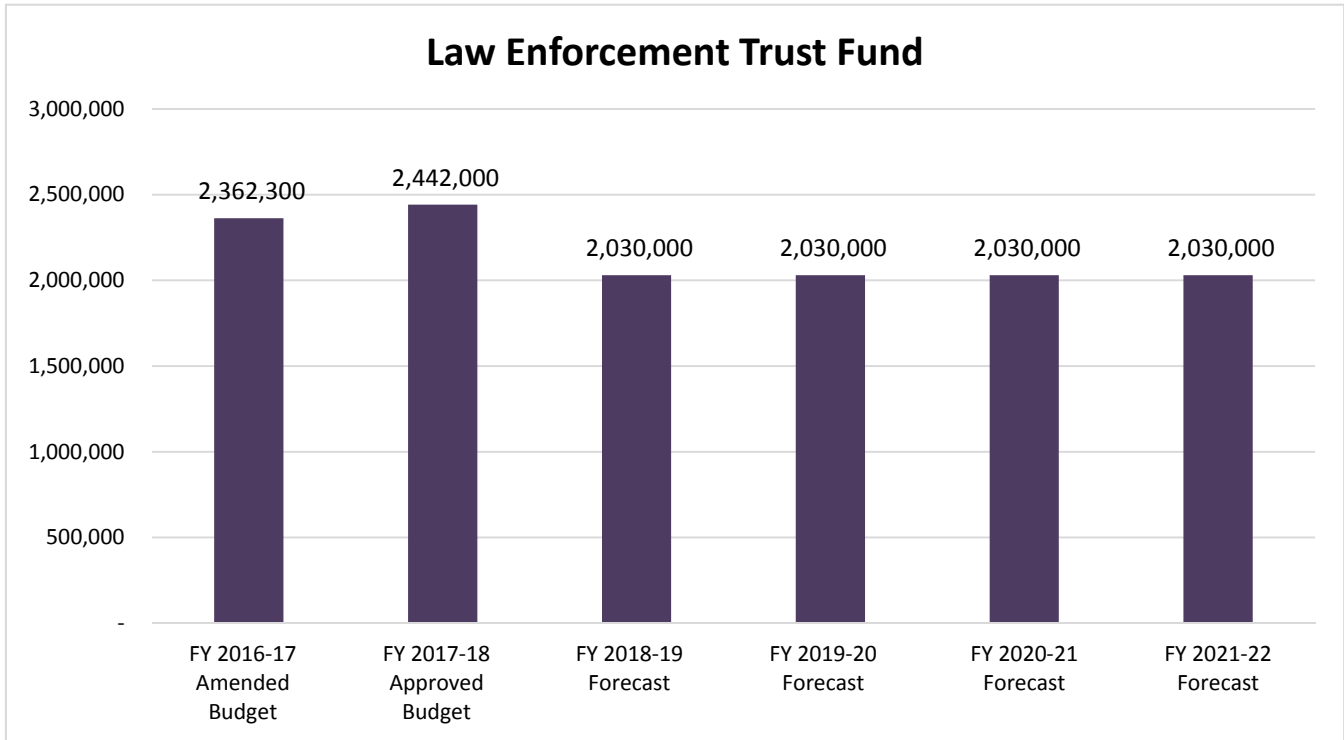


The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources. Beginning FY 2017-18 and moving forward the Homeless Program Special Revenue Fund will no longer be used to account for General Fund contribution to the administration of the Homeless Program; instead, it will be accounted for in General Fund, generating a negative deflection in the five year forecast if compared with the previous year.

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.

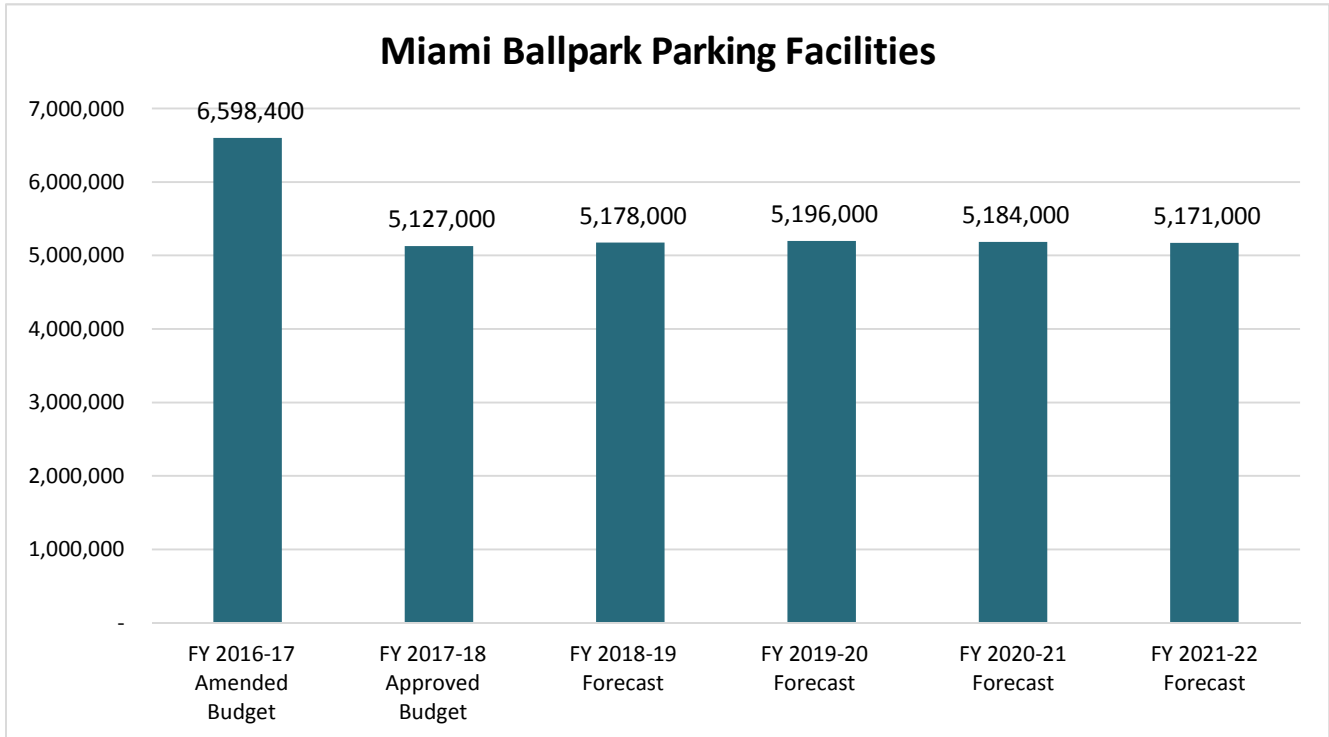


The five-year forecast assumes a steady amount in future revenues with a slight decrease in fund balance over the five-year period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities

To account for the operations of the Miami Ballpark Parking Facilities.

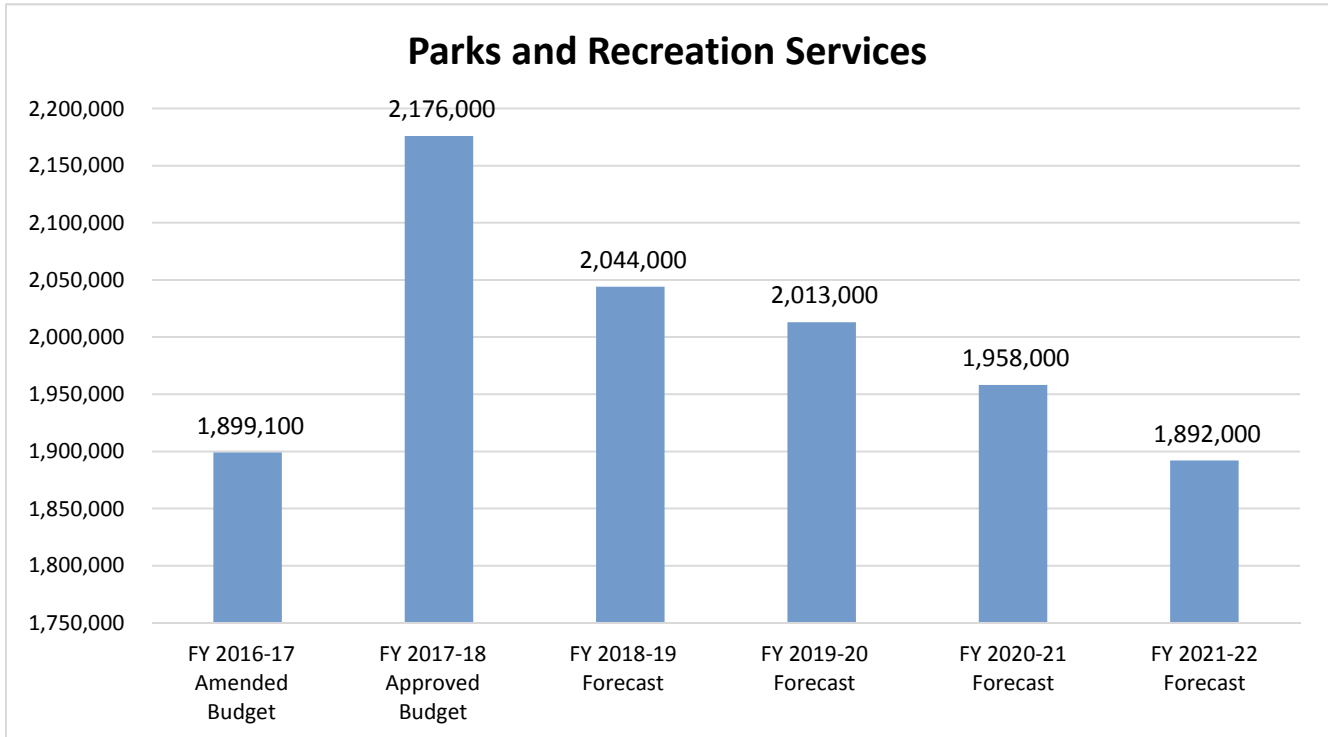


The five-year forecast assumes a fund balance increase for Fiscal Year 2016-17, and a two percent annual increase in revenues over this period. The Fiscal Year 2017-18 and follows presents only new revenues.

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.

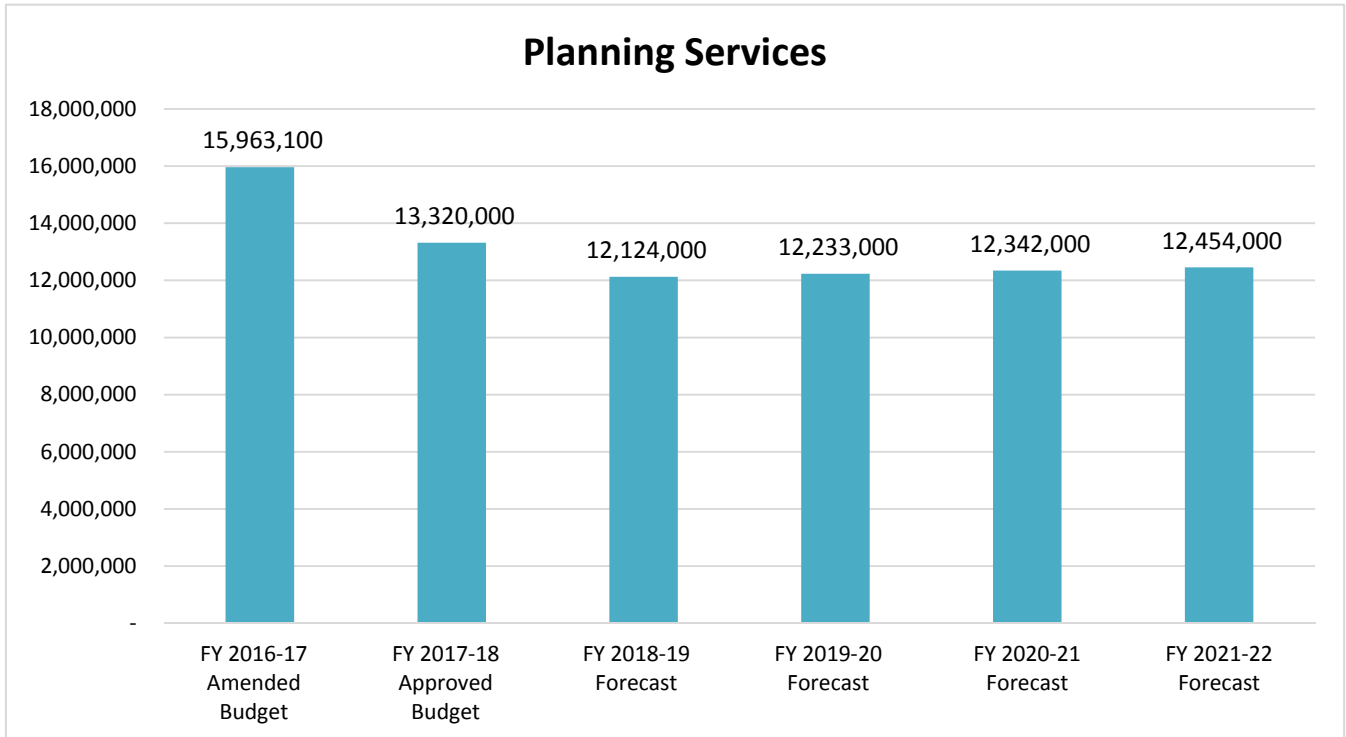


The five-year forecast includes a revenue increase due to a renewal of a State Disabilities grant and assumes that both grant and program revenues will decrease over the period due to increased expenditures.

Special Revenue Funds Forecast

Planning Services

The Planning Services Special Revenue Fund is used for the operation of Planning Services.

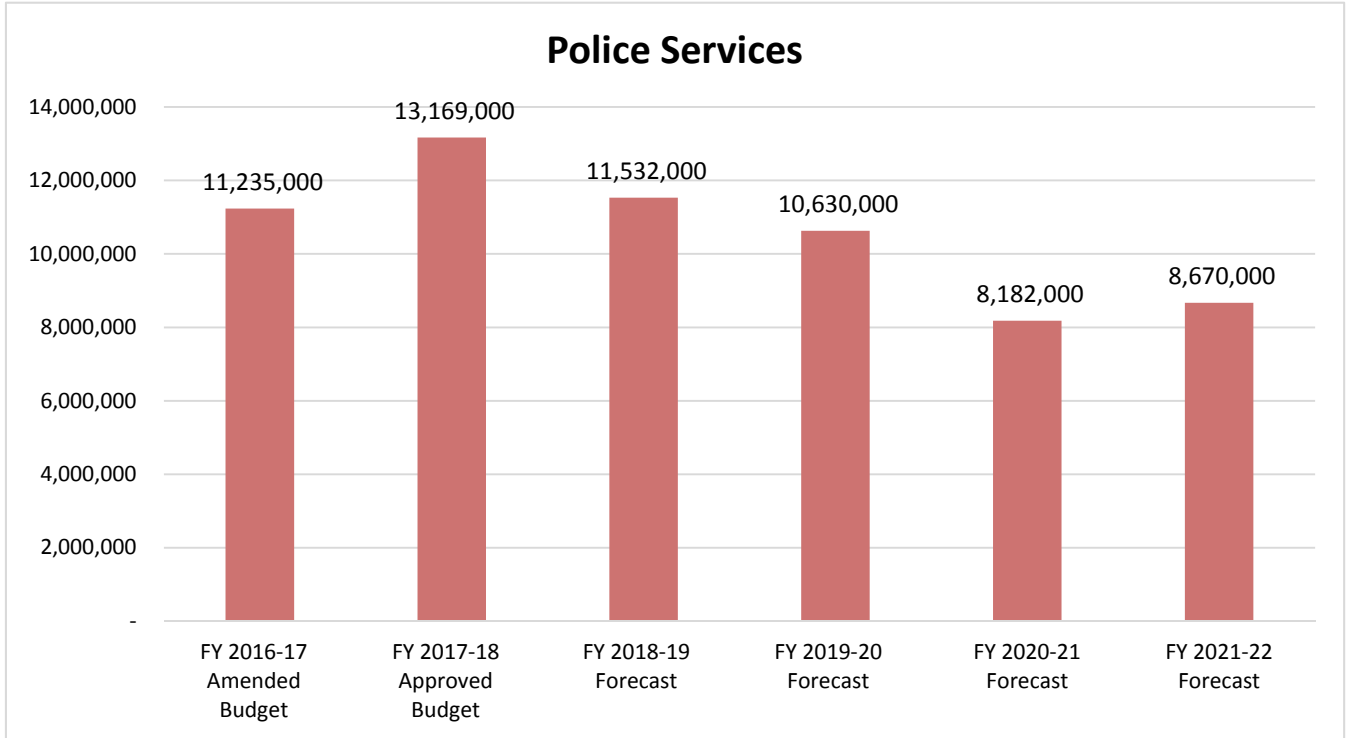


The five-year forecast assumes a fund balance increase in Fiscal Year 2016-17 due to the sizable increase in revenues in prior fiscal year, and a modest increase in revenues is projected over the remaining five years.

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.

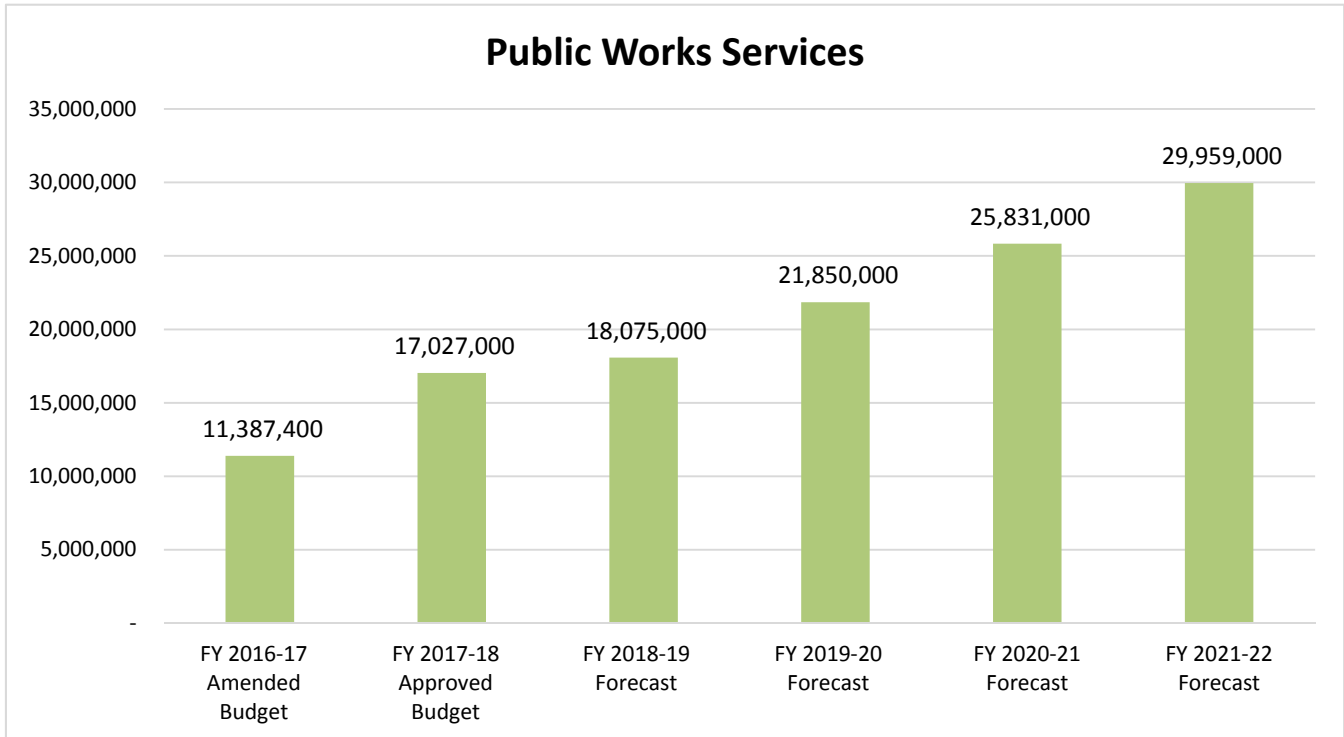


The five-year forecast assumes the termination of the COPS 2014 Hiring Grant partially offset by the addition of the COPS 2017 Hiring Grant. It also assumes a sizeable depletion of prior year grant balance in the E911 Wireline and E911 Wireless grant as well as a decrease in funding from grantor for the E911 Wireline grant.

Special Revenue Funds Forecast

Public Works Services

The Public Works Services Special Revenue Fund is used for special programs managed by the Public Works Department. Additionally, this fund accounts for grants from local, state, and federal agencies.

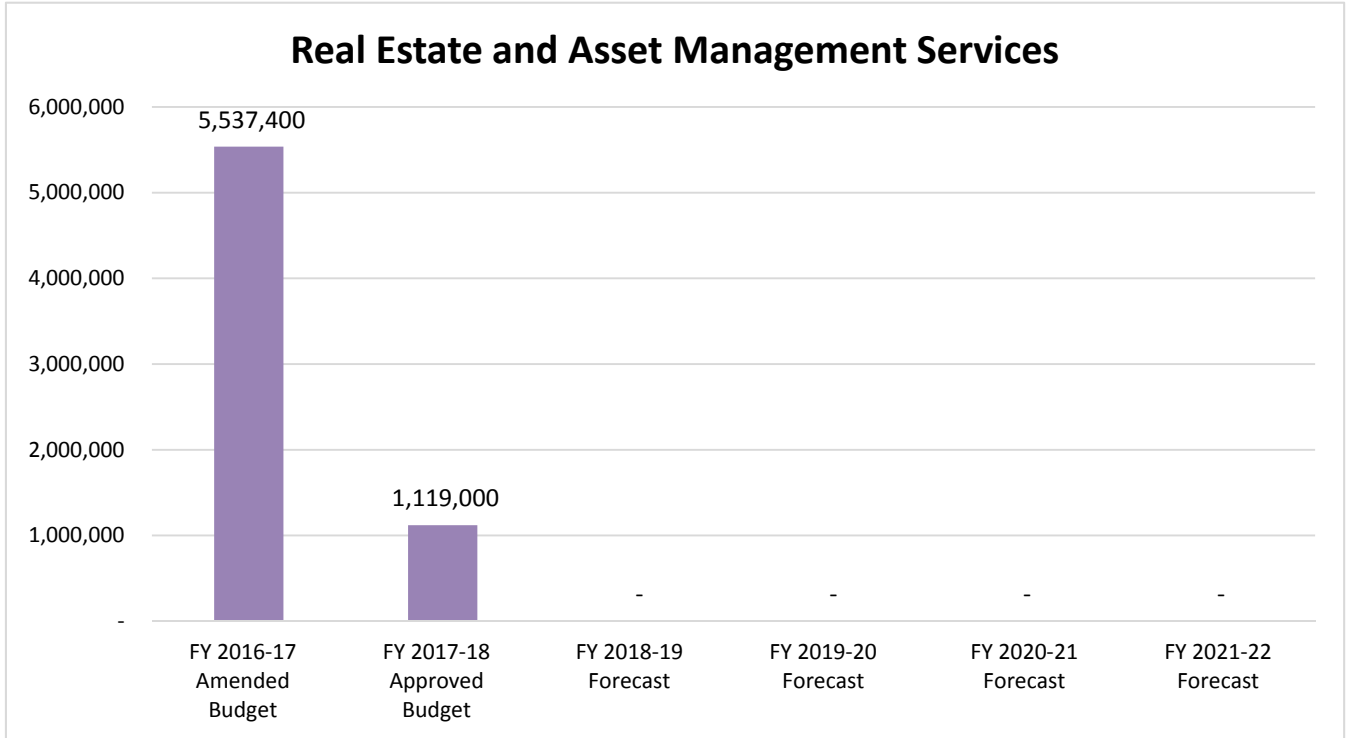


The five-year forecast assumes a sizable fund balance increase in FY 2017-18 primarily due to an increase in Lane Closure revenues collecting in the prior fiscal year. The projection of lane closure fees is highly dependent on market forces directly tied to construction. The City has experienced a “boom” in the last few years, which analyst predict is slowing and will continue to do so over the next few years. These projections are assuming a two percent growth per year starting in FY 2018-19. A new revenue collection related to the permitting and regulation of wall murals is added to this fund as an agreement between the City and FDOT to be used for the improvements, construction, and maintenance on the State Highway System withing the City of Miami.

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.

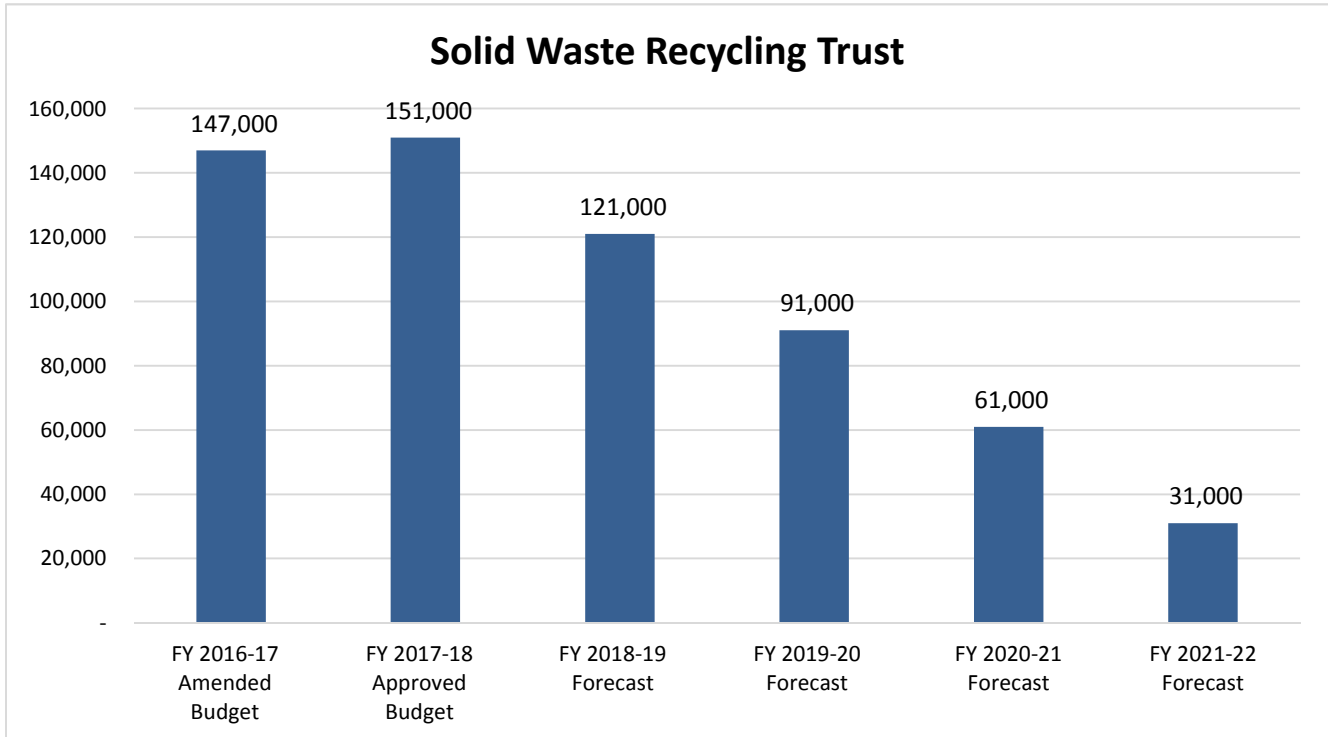


Fiscal Years 2016-17 and 2017-18 include transfers-out of the total fund balance due to a reclassification of revenues from Special Revenue Fund Department of Real Estate and Asset Management Services to the General

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.

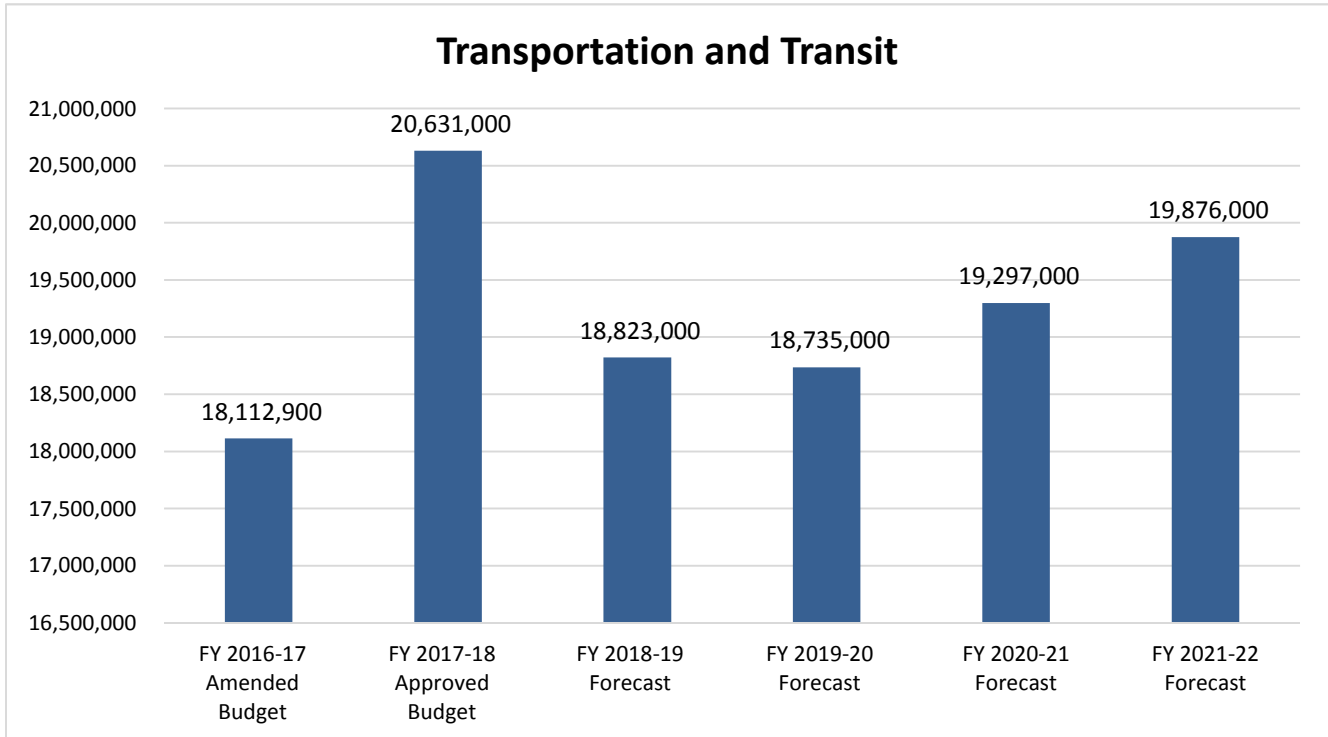


The five-year forecast assumes a steady receipt of the interest and steady expenditure amounts due to the annual scholarship payments to various educational institutions for employees of the department. The fund balance allocated in FY 2017-18 represents the interest earned on the \$1 million principal.

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.

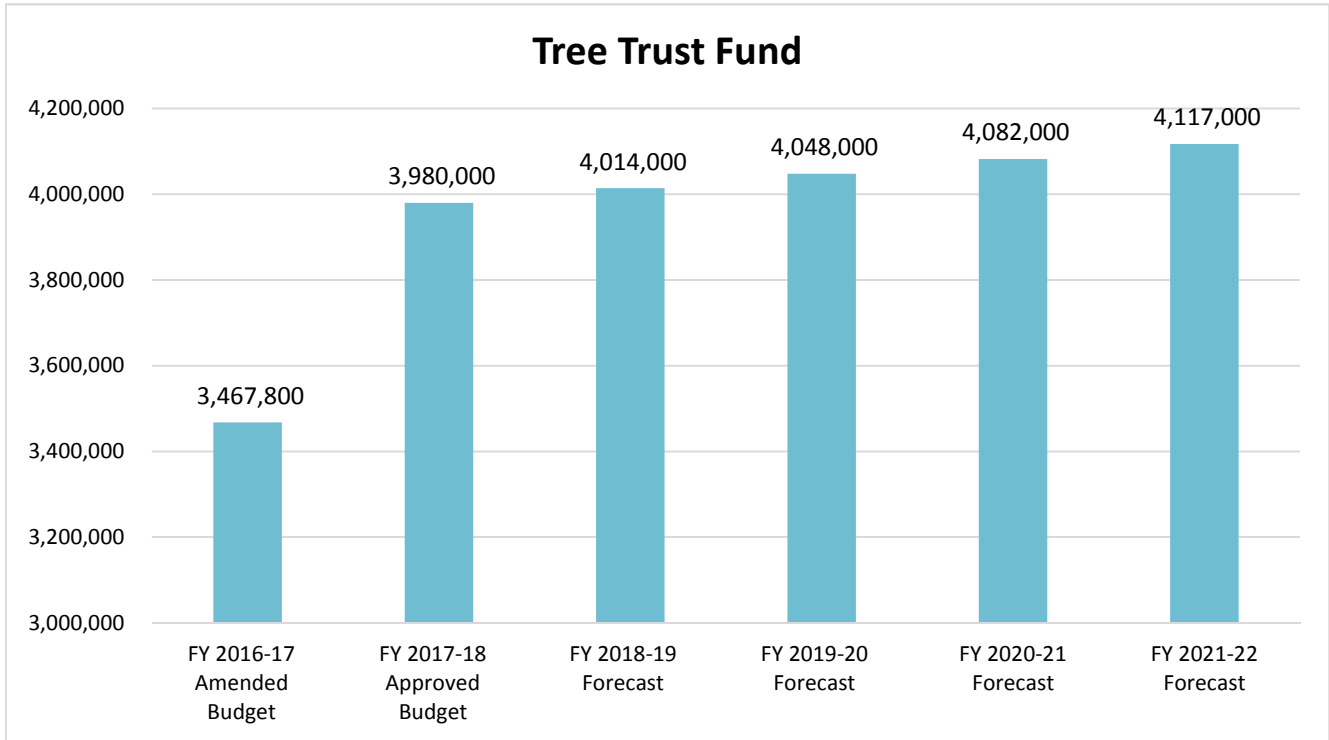


Revenues from the County over the five year forecast are assumed to increase by three percent annually. Because of the substantial increase in the trolley operator's contract rates effective FY 2016-17, the costs to run the trolley program have increased greatly. To address the cost increase the majority of the mass transit component of the Transportation and Transit funding will be utilized for the trolley operations with zero funds going to the capital fund for street and sidewalk projects. Prior year fund balance is projected to be completely exhausted mid-way through FY 2018-19, as shown in the Half Cent Surtax Pro-Forma located at the end of the Office of Transportation narrative.

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, and a one percent annual increase in revenues over the five year period due to a stable pattern of revenues and expenditures.

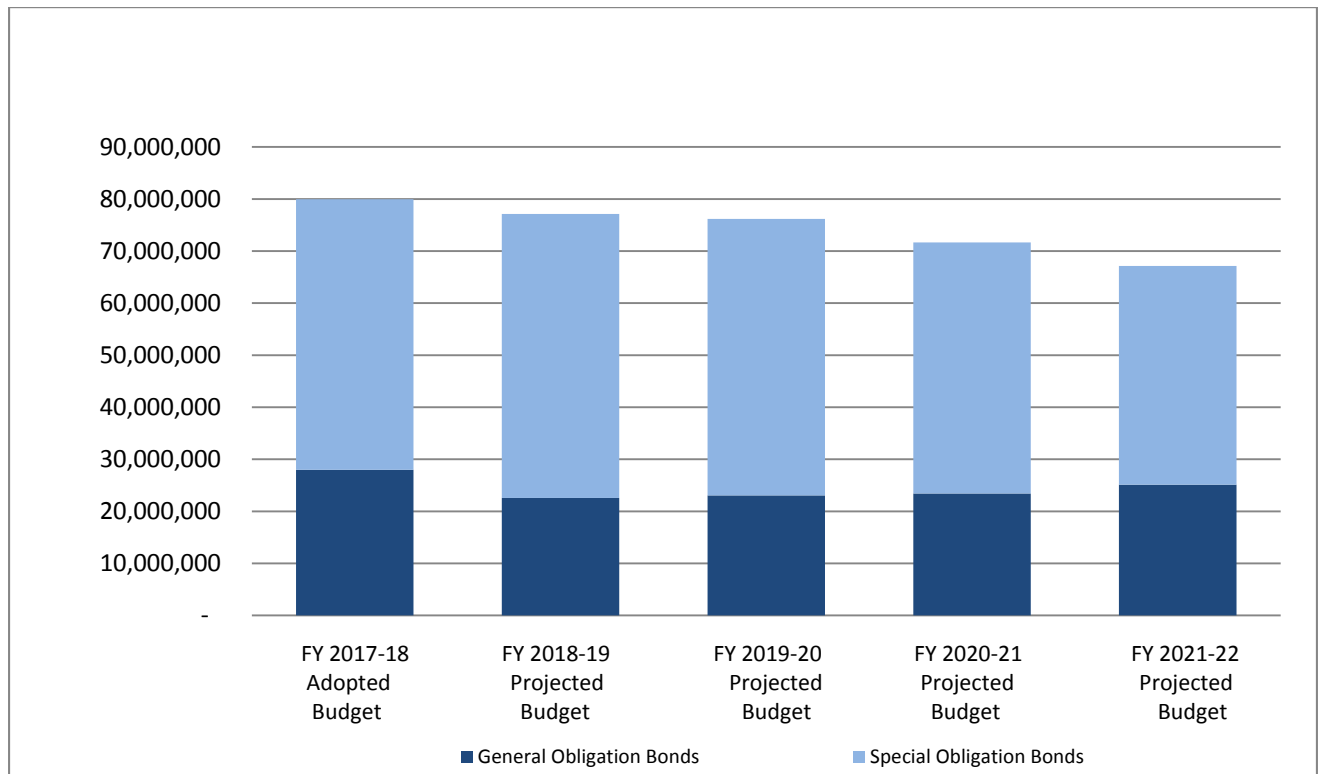
Debt Service Funds Forecast

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 2017-18 Debt Service Fund Budget is \$79.962 million and the projected budget amounts for the FY 2018-19 through FY 2021–22 are as follows:

	FY 2017-18 Adopted Budget	FY 2018-19 Projected Budget	FY 2019-20 Projected Budget	FY 2020-21 Projected Budget	FY 2021-22 Projected Budget
Revenues (Inflows)					
Property Taxes	27,978,000	22,581,000	23,058,000	23,427,000	25,118,000
Transfers-IN	43,805,000	50,552,800	49,123,300	44,247,600	38,033,300
Intergovernmental Revenues	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other Revenues (Inflows)	4,179,000	-	-	-	-
Total Revenues (Inflows)	79,962,000	77,133,800	76,181,300	71,674,600	67,151,300
Expenditures (Outflows)					
General Obligation Bonds	27,978,000	22,581,000	23,058,000	23,427,000	25,118,000
Special Obligation Bonds	51,984,000	54,552,800	53,123,300	48,247,600	42,033,300
Total Expenditures (Outflows)	79,962,000	77,133,800	76,181,300	71,674,600	67,151,300



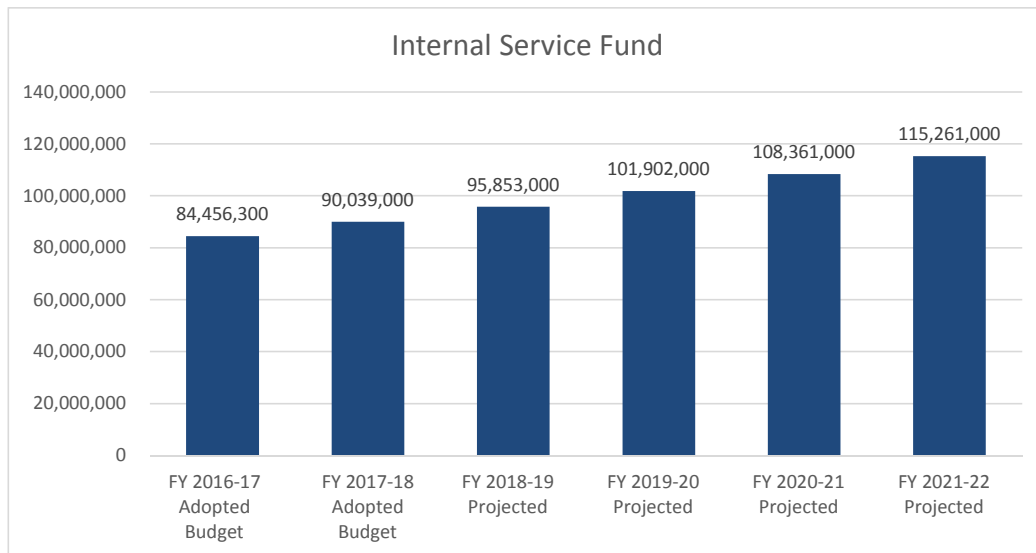
Internal Service Fund Forecast

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 2017-18 Budget for the ISF is \$90.039 million

	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	FY 2018-19 Projected	FY 2019-20 Projected	FY 2020-21 Projected	FY 2021-22 Projected
Health Insurance	48,874,300	53,665,000	57,851,000	62,190,000	66,854,000	71,868,000
Workers' Compensation	15,700,000	18,150,000	18,685,000	19,236,000	19,803,000	20,387,000
Insurance Premium	7,040,000	6,500,000	6,890,000	7,303,000	7,741,000	8,205,000
General Liability	4,800,000	3,900,000	4,134,000	4,382,000	4,645,000	4,924,000
ITD Cost Allocation	8,042,000	7,824,000	8,293,000	8,791,000	9,318,000	9,877,000
Internal Service Fund Total	84,456,300	90,039,000	95,853,000	101,902,000	108,361,000	115,261,000

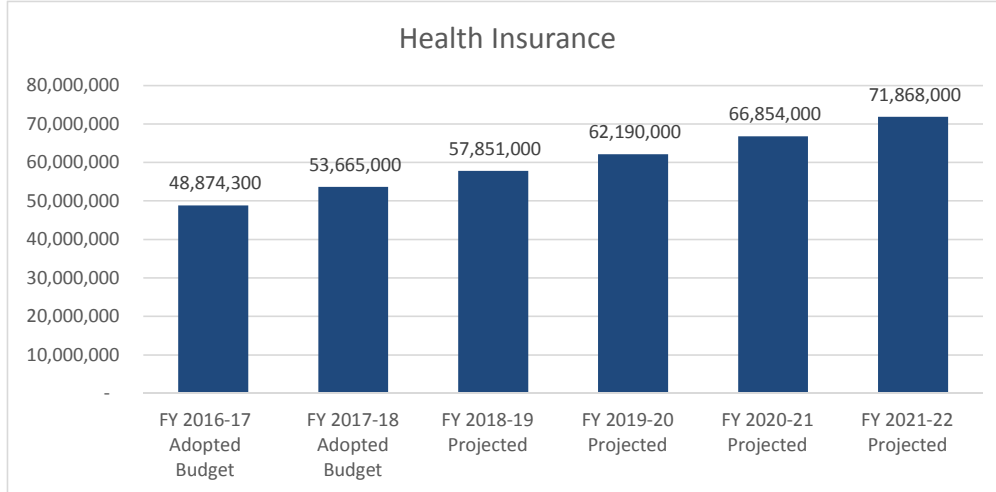
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item .



Internal Service Fund Forecast

Health Insurance

The FY 2017-18 Budget for Health Insurance is \$53.665 million. This represents a 9.8 percent increase over the FY 2016-17 Adopted Budget. The increase is primarily due to the continuing trend of pharmacy cost increases at 11 percent and medical claim trend of eight as well as an increase in the City's insured population of ten percent.

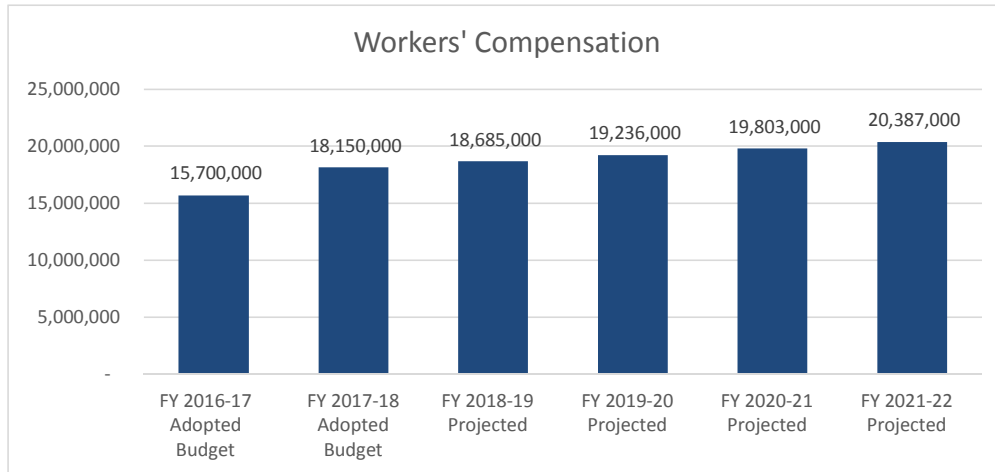


A 7.8 percent growth rate is actuarially projected in FY 2018-19 and a 7.5 percent is projected for FY 2019-20 through FY 2020-22 based on medical and prescription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2017-18 Budget for Workers' Compensation is \$18.150 million. This represents a 15.6 percent increase over the FY 2016-17 Adopted Budget. Workers Compensation claims experienced an increase due in part to medical inflation.

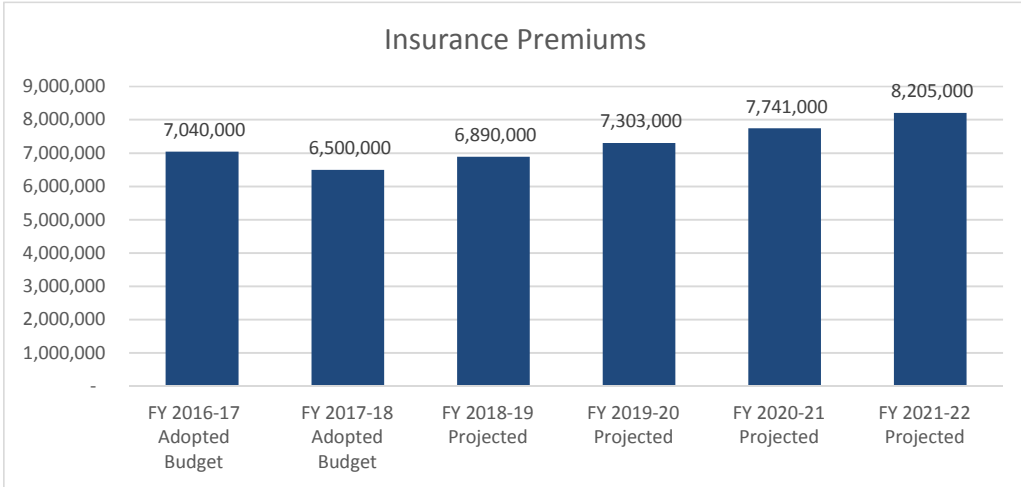


A 2.8 percent annual growth rate is actuarially projected throughout the forecast based on claims experience.

Internal Service Fund Forecast

Insurance Premiums

The FY 2017-18 Budget for Insurance Premiums is \$6.500 million. This represents a 7.7 percent decrease over the FY 2016-17 Adopted Budget. The decrease is primarily due to the increase capacity in the property market.

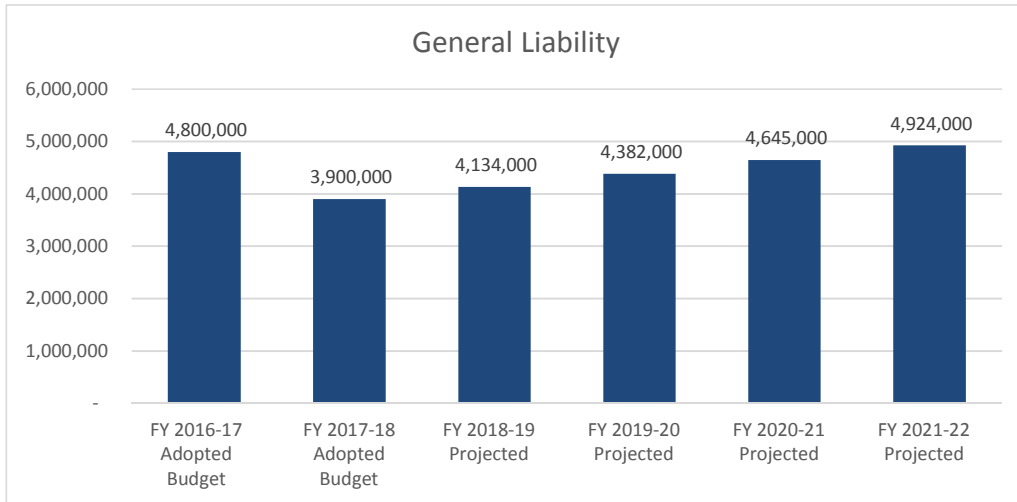


A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Internal Service Fund Forecast

General Liability

The FY 2017-18 Budget for General Liability is \$3.900 million. This represents a 18.8 percent decrease over the FY 2016-17 Adopted Budget. The reduction is due to a reduction in General Liability claims.

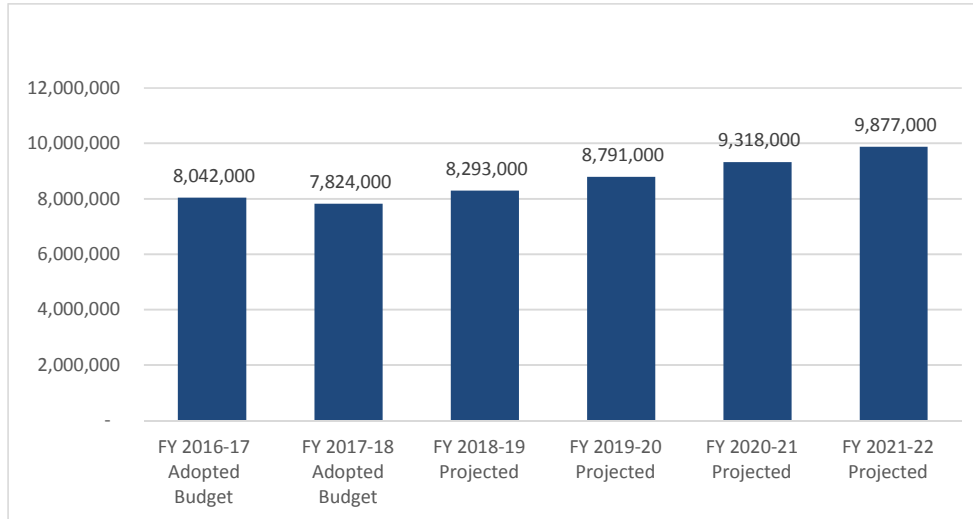


A 2.6 percent annual growth rate is actuarially projected throughout the forecast based on claims experience. These assumptions are based in part on forecasts developed by external actuaries.

Internal Service Fund Forecast

Information Technology Cost Allocation

The FY 2017-18 Budget for Information Technology Repair and Maintenance is \$7.824 million. This represents a 2.7 percent decrease over the FY 2016-17 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.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

**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**

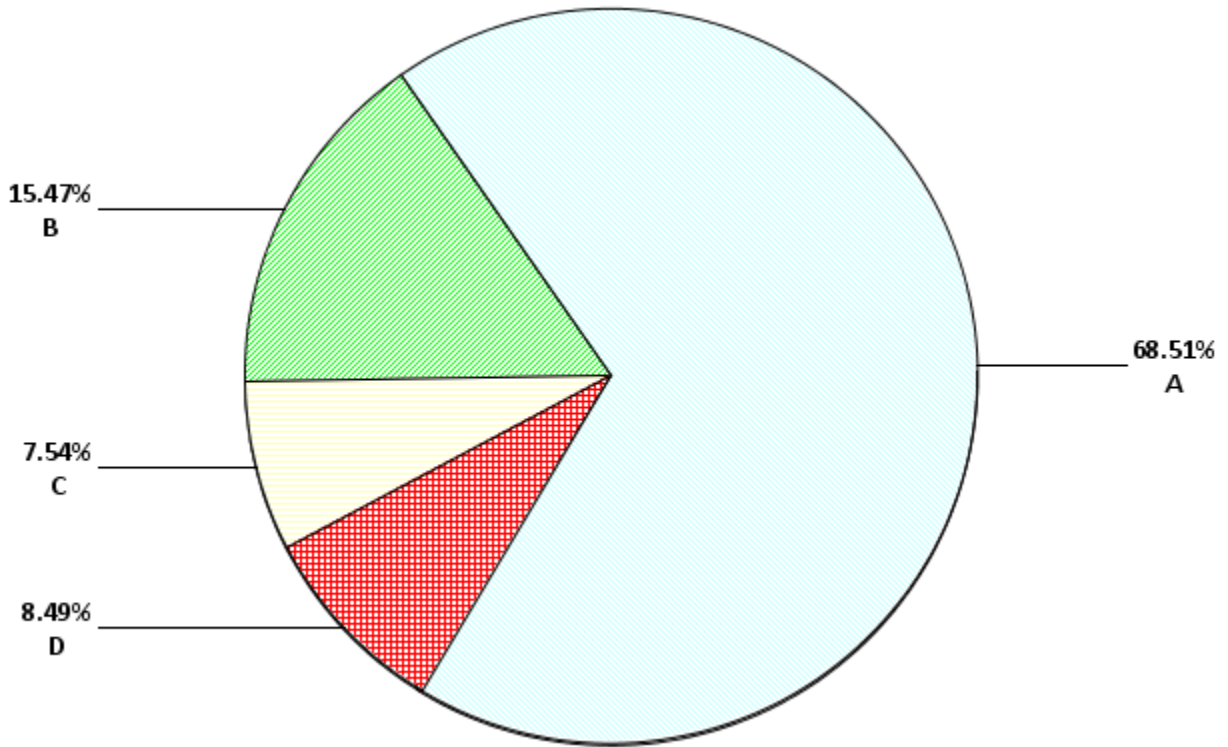
**GRAPH:
Expenditures (Outflows) by Account Category**

**SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object**

BudgetFY18 Budget All Funds

FY 2017-18

\$1,060,940,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: General Fund	670,198,600	68.45%	726,828,000	68.51%
B: Special Revenue Funds	148,973,100	15.22%	164,111,000	15.47%
C: Debt Service Funds	75,429,400	7.70%	79,962,000	7.54%
D: Internal Service Fund	84,456,300	8.63%	90,039,000	8.49%
Total	979,057,400	100.00%	1,060,940,000	100.00%

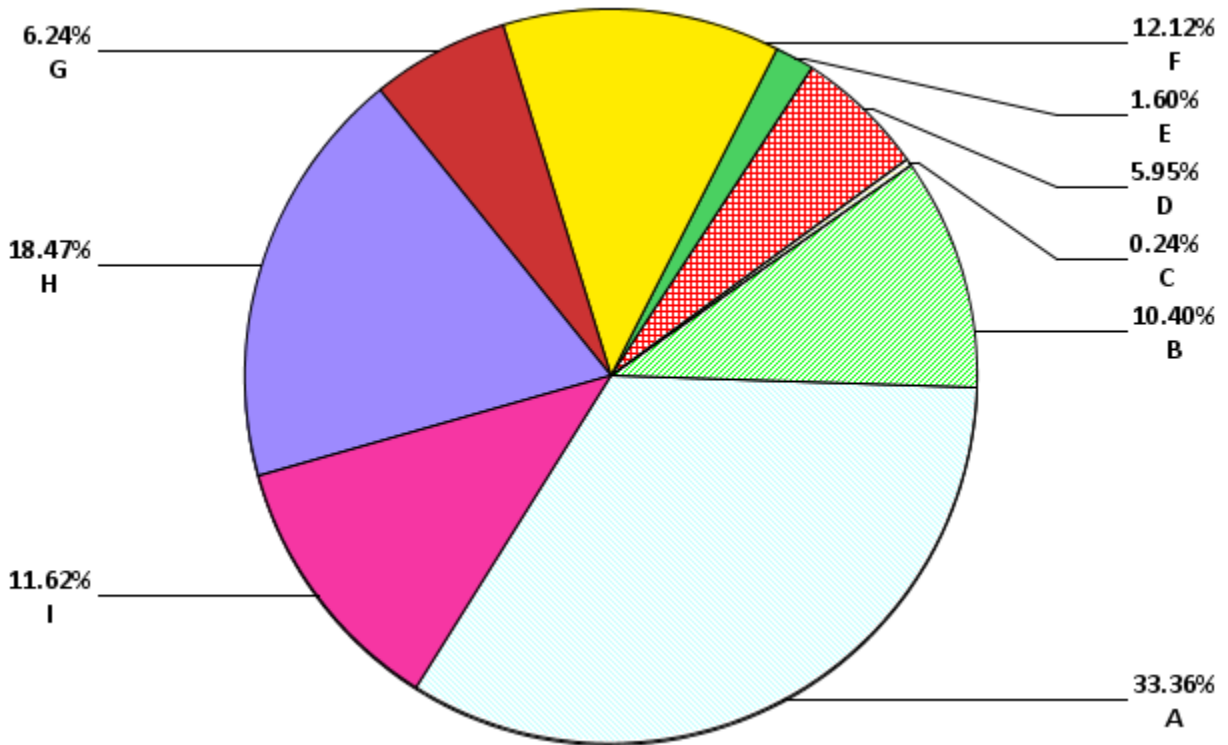
Schedule: Revenues and Expenditures by Functional Category
BudgetFY18
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted All Funds	FY 2016-17 Adopted All Funds
Revenues (Inflows)						
Property Taxes	325,976,000	0	27,978,000	0	353,954,000	330,876,900
Franchise Fees and Other Taxes	110,344,000	0	0	0	110,344,000	106,503,600
Interest	2,500,000	10,000	0	0	2,510,000	1,700,000
Transfers-IN	6,464,000	12,882,000	43,805,000	0	63,151,000	54,770,600
Fines and Forfeitures	15,743,000	1,250,000	0	0	16,993,000	14,393,700
Intergovernmental Revenues	67,662,000	56,967,000	4,000,000	0	128,629,000	144,719,800
Licenses and Permits	65,738,000	414,000	0	0	66,152,000	57,061,100
Other Revenues (Inflows)	22,728,000	78,986,000	4,179,000	90,039,000	195,932,000	145,346,000
Charges for Services	109,673,000	13,602,000	0	0	123,275,000	123,685,700
Total Revenues (Inflows)	726,828,000	164,111,000	79,962,000	90,039,000	1,060,940,000	979,057,400
Expenditures (Outflows)						
General Government	70,893,000	12,161,000	79,962,000	7,824,000	170,840,000	161,402,350
Planning and Development	19,601,000	17,412,000	0	0	37,013,000	34,895,200
Public Works	80,721,000	29,720,000	0	0	110,441,000	97,094,818
Public Safety	366,350,000	33,427,000	0	0	399,777,000	375,788,432
Community and Economic Development	2,411,000	50,231,000	0	0	52,642,000	54,790,000
Public Facilities	12,052,000	4,540,000	0	0	16,592,000	18,228,400
Parks and Recreation	44,752,000	2,376,000	0	0	47,128,000	43,125,200
Risk Management	2,920,000	0	0	82,215,000	85,135,000	79,512,300
Non Departmental Units	55,051,000	0	0	0	55,051,000	45,806,300
Transfers - OUT	72,077,000	14,244,000	0	0	86,321,000	68,414,400
Total Expenditures (Outflows)	726,828,000	164,111,000	79,962,000	90,039,000	1,060,940,000	979,057,400

Revenues (Inflows) by Functional Category All Funds

FY 2017-18

\$1,060,940,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: Property Taxes	330,876,900	33.80%	353,954,000	33.36%
B: Franchise Fees and Other Taxes	106,503,600	10.88%	110,344,000	10.40%
C: Interest	1,700,000	0.17%	2,510,000	0.24%
D: Transfers-IN	54,770,600	5.59%	63,151,000	5.95%
E: Fines and Forfeitures	14,393,700	1.47%	16,993,000	1.60%
F: Intergovernmental Revenues	144,719,800	14.78%	128,629,000	12.12%
G: Licenses and Permits	57,061,100	5.83%	66,152,000	6.24%
H: Other Revenues (Inflows)	145,346,000	14.85%	195,932,000	18.47%
I: Charges for Services	123,685,700	12.63%	123,275,000	11.62%
Total	979,057,400	100.00%	1,060,940,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted AllFunds	FY 2016-17 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	307,529,000	0	27,978,000	0	335,507,000	309,739,800
Ad Valorem Taxes-Real-Delinquent	3,000,000	0	0	0	3,000,000	5,600,000
Ad Valorem Taxes-Penalty & Interest	30,000	0	0	0	30,000	30,400
Ad Valorem Taxes-Personal	15,317,000	0	0	0	15,317,000	15,506,700
Ad Valorem Taxes-Personal- Delinquent	100,000	0	0	0	100,000	0
Total Property Taxes:	325,976,000	0	27,978,000	0	353,954,000	330,876,900
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,200,000	0	0	0	7,200,000	7,137,100
Franc Fee-Electricity	27,800,000	0	0	0	27,800,000	27,700,000
Franc Fee-Gas	372,000	0	0	0	372,000	364,800
Utility Ser Fee-Electricity	34,100,000	0	0	0	34,100,000	33,201,300
Utility Ser Fee-Water	5,820,000	0	0	0	5,820,000	5,706,000
Utility Ser Fee-Gas	724,000	0	0	0	724,000	710,300
Utility Ser Fee-Fuel Oil	11,000	0	0	0	11,000	13,000
Public Service Taxes	21,617,000	0	0	0	21,617,000	19,369,500
Other Taxes-Storm Water	12,700,000	0	0	0	12,700,000	12,301,600
Total Franchise Fees and Other Taxes:	110,344,000	0	0	0	110,344,000	106,503,600
Interest						
Misc-Int & Pen-Investment	2,500,000	10,000	0	0	2,510,000	1,700,000
Total Interest:	2,500,000	10,000	0	0	2,510,000	1,700,000
Transfers-IN						
Other-Interfund Transfer	6,464,000	9,182,000	43,805,000	0	59,451,000	51,511,400
Other-Intrafund Transfer	0	3,700,000	0	0	3,700,000	3,259,200
Total Transfers-IN:	6,464,000	12,882,000	43,805,000	0	63,151,000	54,770,600
Fines and Forfeitures						
Fines-Judgments And Fines	4,315,000	0	0	0	4,315,000	4,100,000
Fines-Violations Of Local Ordinances	0	0	0	0	0	115,600
Fines-Other Fines And/Or Forfeits	883,000	1,250,000	0	0	2,133,000	1,928,100
Misc-Red Light Camera Fines	10,545,000	0	0	0	10,545,000	8,250,000
Total Fines and Forfeitures:	15,743,000	1,250,000	0	0	16,993,000	14,393,700

**Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted AllFunds	FY 2016-17 Adopted AllFunds
<u>Intergovernmental Revenues</u>						
Federal Grants	0	36,337,000	0	0	36,337,000	54,791,900
State Shared Revenues	1,084,000	0	0	0	1,084,000	623,200
Municipal Rev Sharing	14,300,000	0	0	0	14,300,000	14,139,700
Half Cent Sales Tax	33,701,000	0	0	0	33,701,000	32,941,200
State Pension Payment	10,832,000	0	0	0	10,832,000	10,415,600
Shared Revenues From Other Local Units	545,000	0	0	0	545,000	537,200
Shared Revenues - MPA	7,200,000	0	0	0	7,200,000	7,200,000
State Grants	0	695,000	0	0	695,000	1,856,200
Grants From Other Local Units	0	18,381,000	4,000,000	0	22,381,000	20,986,000
Shared Revenues - E911 Wireles	0	700,000	0	0	700,000	439,300
Shared Revenues - E911 Phone C	0	300,000	0	0	300,000	181,100
Shared Revenues - E911 Land Li	0	554,000	0	0	554,000	608,400
Total Licenses and Permits:	67,662,000	56,967,000	4,000,000	0	128,629,000	144,719,800
<u>Licenses and Permits</u>						
Other Licenses, Fees - Code Foreclosure Registration	150,000	0	0	0	150,000	0
Business Tax Receipt-Business	7,100,000	0	0	0	7,100,000	7,100,000
Business Tax Receipt-Business-Penalty	345,000	0	0	0	345,000	300,000
Business Tax Receipt-Metro	525,000	0	0	0	525,000	525,000
Building Permits	23,000,000	0	0	0	23,000,000	18,000,000
Other Licenses, Fees and Permits	4,418,000	114,000	0	0	4,532,000	2,465,000
Other Licenses, Fees - CU(SW)	7,500,000	0	0	0	7,500,000	7,200,000
Other Licenses, Fees - SW Franchise andComm Haulers	14,500,000	0	0	0	14,500,000	13,500,000
Other Licenses, Fees - Murals	3,000,000	300,000	0	0	3,300,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	2,500,000	0	0	0	2,500,000	2,500,000
Other Licenses, Fees - CU	2,700,000	0	0	0	2,700,000	2,471,100
Total Licenses and Permits:	65,738,000	414,000	0	0	66,152,000	57,061,100
<u>Other Revenues (Inflows)</u>						
Misc-Disposition Of Fixed Assets	108,000	0	0	0	108,000	34,000
Misc-Contributions And Donations From Private Sources	0	237,000	0	0	237,000	597,400
Misc.-Other Service Charges/Late Fees	256,000	0	0	0	256,000	239,700

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted AllFunds	FY 2016-17 Adopted AllFunds
Misc. -Other Revnuess EE Health	0	0	0	5,200,000	5,200,000	4,500,000
Misc. -Other Revenues Retirees Health	0	0	0	8,500,000	8,500,000	10,000,000
Misc - Fuel	90,000	0	0	0	90,000	0
Misc - Vending	31,000	0	0	0	31,000	0
Misc-Settlements	0	55,000	0	0	55,000	55,000
Misc-Contra Revenue For Bad Debt Allowance	295,000	0	0	0	295,000	105,200
Other-Nonoperating Sources	2,142,000	14,130,000	0	76,339,000	92,611,000	72,277,000
Other-Oth N-optg Sour/Carryover	17,388,000	63,514,000	4,179,000	0	85,081,000	54,919,400
Misc-Other Miscellaneous Revenues	2,418,000	1,050,000	0	0	3,468,000	2,618,300
Total Other Revenues (Inflows):	22,728,000	78,986,000	4,179,000	90,039,000	195,932,000	145,346,000

Charges for Services

CFS-GG-Internal Service Fund Fees And Charges	1,446,000	0	0	0	1,446,000	1,446,000
CFS-GG-Other General Government Charges And Fees	900,000	60,000	0	0	960,000	1,022,000
CFS-PS-Police Services	2,600,000	871,000	0	0	3,471,000	3,593,000
CFS-PS-Emergency Service Fees	9,500,000	0	0	0	9,500,000	9,000,000
CFS-Public Emerg Med Transp (PEMT) Payment	1,000,000	0	0	0	1,000,000	0
CFS-PS-Protective Inspection Fees	511,000	0	0	0	511,000	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	600,000	0	0	1,000,000	1,000,000
CFS-PE-Garbage/Solid Waste Revenue	25,174,000	0	0	0	25,174,000	25,431,400
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,200
CFS-PE-Other Physical Environment Revenue	120,000	0	0	0	120,000	245,000
CFS-Trans-Parking Facilities	2,610,000	4,349,000	0	0	6,959,000	7,556,200
CFS-Trans-Tolls	300,000	0	0	0	300,000	300,000
CFS-Trans-Tools	799,000	0	0	0	799,000	739,000
CFS-C&R-Special Recreation Facilities	2,330,000	0	0	0	2,330,000	2,111,000
CFS-C&R-Other Culture/Recreation	3,649,000	0	0	0	3,649,000	3,901,000
CFS-C&R-Other Culture/Recreation (PF)	10,224,000	0	0	0	10,224,000	10,727,100
CFS-Rents And Royalties	13,792,000	0	0	0	13,792,000	14,095,100
CFS-Other Charges for Services	4,417,000	6,944,000	0	0	11,361,000	12,700,600

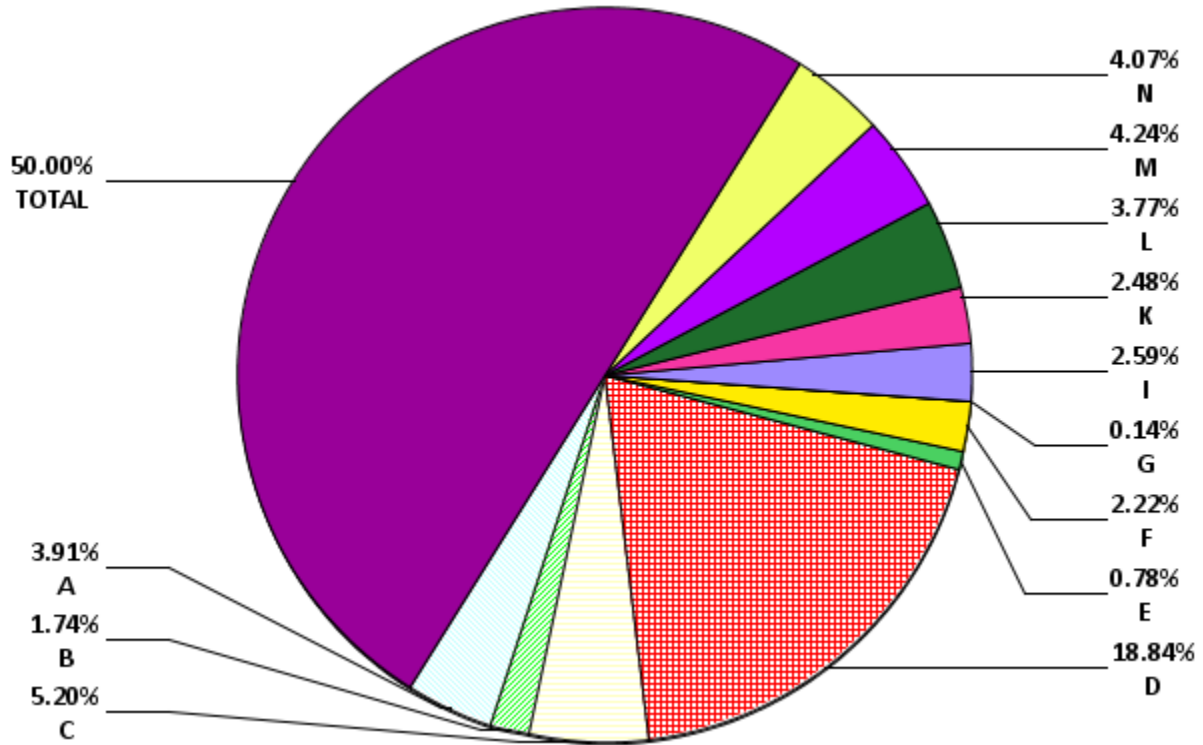
**Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted AllFunds	FY 2016-17 Adopted AllFunds
CFS-Parking Surcharges Lockbox	22,000,000	778,000	0	0	22,778,000	22,006,100
CFS - Pari-Mutuel Revenues stor	2,200,000	0	0	0	2,200,000	2,100,000
CFS-Building Inspections	5,000,000	0	0	0	5,000,000	4,500,000
Total Charges for Services:	109,673,000	13,602,000	0	0	123,275,000	123,685,700
Total Revenue (Inflows):	726,828,000	164,111,000	79,962,000	90,039,000	1,060,940,000	979,057,400

Expenditures (Outflows) By Functional Category All Funds

FY 2017-18

\$1,060,940,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: General Government	77,930,950	7.96%	83,054,000	7.83%
B: Planning and Development	34,895,200	3.56%	37,013,000	3.49%
C: Public Works	97,094,818	9.92%	110,441,000	10.41%
D: Public Safety	375,788,432	38.38%	399,777,000	37.68%
E: Public Facilities	18,228,400	1.86%	16,592,000	1.56%
F: Parks and Recreation Department	43,125,200	4.40%	47,128,000	4.44%
G: Risk Management	3,098,000	0.32%	2,920,000	0.28%
H: Non-Departmental	45,806,300	4.68%	55,051,000	5.19%
I: Community and Economic Development	54,790,000	5.60%	52,642,000	4.96%
J: Debt Service Funds	75,429,400	7.70%	79,962,000	7.54%
K: Internal Service Fund	84,456,300	8.63%	90,039,000	8.49%
L: Transfers - OUT	68,414,400	6.99%	86,321,000	8.14%
Total	979,057,400	100.00%	1,060,940,000	100.00%

**Schedule: Expenditures (Outflows) by Functional Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted All Funds	FY 2016-17 Adopted All Funds
General Government						
Office of the Mayor	1,333,000	1,277,000	0	0	2,610,000	2,555,500
Board of Commissioners	3,602,000	3,855,000	0	0	7,457,000	7,356,000
Total City Manager	3,916,000	4,000	0	0	3,920,000	3,582,400
Total Office of Agenda Coordination	397,000	0	0	0	397,000	356,200
Total Office of the Auditor General	1,126,000	0	0	0	1,126,000	1,282,700
Office of the City Attorney	8,418,000	0	0	0	8,418,000	8,164,800
Office of the City Clerk	1,753,000	749,000	0	0	2,502,000	2,486,200
Total Civil Services	428,000	0	0	0	428,000	453,400
Total Code Compliance	6,728,000	0	0	0	6,728,000	5,816,000
Office of Communications	1,592,000	13,000	0	0	1,605,000	1,205,100
Total Office of EODP	438,000	0	0	0	438,000	396,800
Total Office of Film and Entertainment	424,000	0	0	0	424,000	422,700
Total Finance	8,873,000	0	79,962,000	0	88,835,000	84,599,600
Total Office of Grants Administration	1,741,000	3,275,000	0	0	5,016,000	7,010,350
Total Human Resources	4,603,000	0	0	0	4,603,000	4,416,800
Total Information Technology	10,956,000	423,000	0	7,824,000	19,203,000	17,504,000
Total Office of Management and Budget	2,843,000	30,000	0	0	2,873,000	2,565,600
Total Neighborhood Enhancement Teams (NET)	6,514,000	0	0	0	6,514,000	5,800,400
Total Procurement	2,701,000	0	0	0	2,701,000	2,364,800
Total Office of Resilience and Sustainability	785,000	0	0	0	785,000	139,800
Veteran Affairs and Homeless Services	1,722,000	2,535,000	0	0	4,257,000	2,923,200
Total General Government	70,893,000	12,161,000	79,962,000	7,824,000	170,840,000	161,402,350
Planning and Development						
Total Building Department	12,533,000	2,266,000	0	0	14,799,000	11,019,900
Total Planning Department	0	0	0	0	0	24,375,300
Office of Planning	4,763,000	17,300,000	0	0	22,063,000	0
Office of Zoning	2,305,000	0	0	0	2,305,000	0
Total Planning and Development	19,601,000	19,566,000	0	0	39,167,000	35,395,200
Community and Economic Development						
Total Community Development Department	2,411,000	50,231,000	0	0	52,642,000	54,790,000
Total Community and Economic Development	2,411,000	50,231,000	0	0	52,642,000	54,790,000

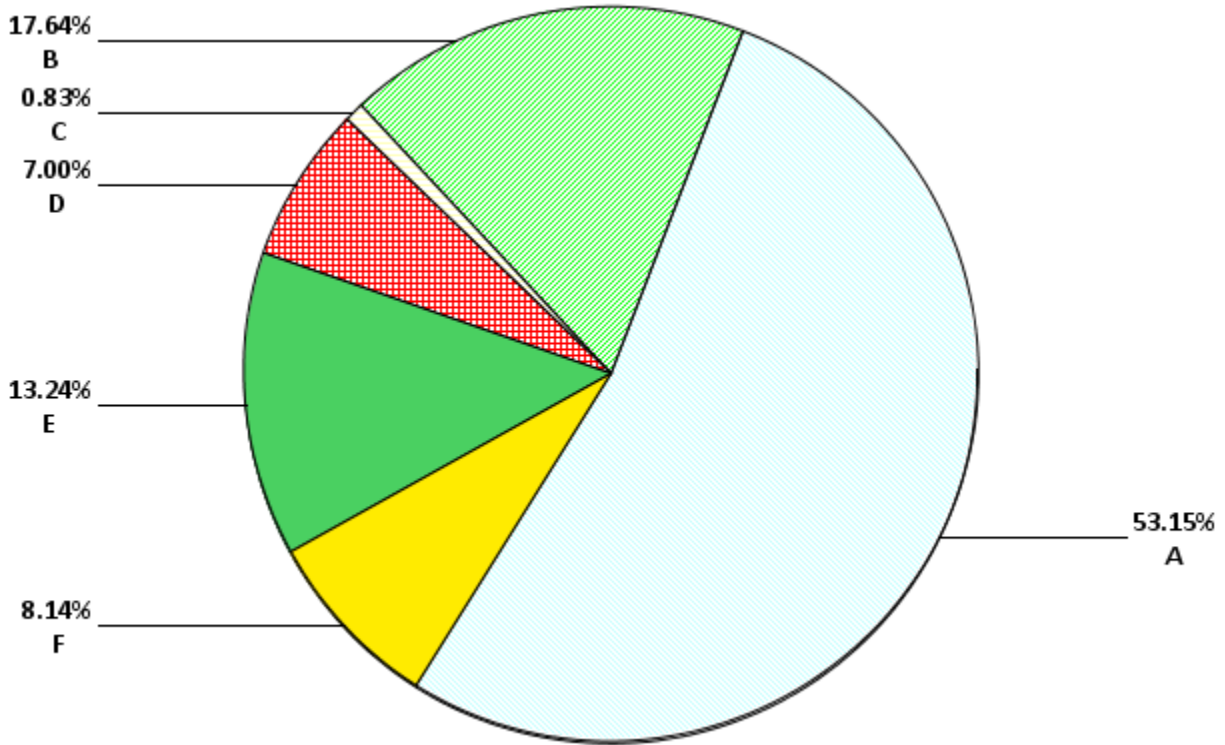
**Schedule: Expenditures (Outflows) by Functional Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted All Funds	FY 2016-17 Adopted All Funds
Public Works						
Total Office of Capital Improvements	3,252,000	0	0	0	3,252,000	2,824,600
Total GSA Department	23,067,000	25,000	0	0	23,092,000	22,550,700
Total Public Works Department	21,111,000	17,027,000	0	0	38,138,000	28,600,625
Total Solid Waste Department	33,291,000	151,000	0	0	33,442,000	31,664,193
Total Office of Transportation Management	0	21,481,000	0	0	21,481,000	24,141,400
Total Public Works	80,721,000	38,684,000	0	0	119,405,000	109,781,518
Public Safety						
Total Fire-Rescue	130,864,000	17,816,000	0	0	148,680,000	132,851,747
Total Police	235,486,000	15,611,000	0	0	251,097,000	242,936,686
Total Public Safety	366,350,000	33,427,000	0	0	399,777,000	375,788,432
Other Departments						
Total Real Estate and Asset Management	12,052,000	7,666,000	0	0	19,718,000	24,527,200
Total Parks and Recreation	44,752,000	2,376,000	0	0	47,128,000	43,125,200
Risk Management	2,920,000	0	0	82,215,000	85,135,000	79,512,300
Total Other	59,724,000	10,042,000	0	82,215,000	151,981,000	147,164,700
Pension						
Pensions	0	0	0	0	0	0
Non-Departmental						
Total Non Departmental	127,128,000	0	0	0	127,128,000	94,735,200
Total Non Departmental Units	127,128,000	0	0	0	127,128,000	94,735,200
Total All Organizations	726,828,000	164,111,000	79,962,000	90,039,000	1,060,940,000	979,057,400

Expenditures (Outflows) by Account Category All Funds

FY 2017-18

\$1,060,940,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: Personnel	541,896,970	55.35%	563,915,000	53.15%
B: Operating Expense	167,358,753	17.09%	187,169,000	17.64%
C: Capital Outlay	7,317,477	0.75%	8,792,000	0.83%
D: Debt Service	70,280,300	7.18%	74,296,000	7.00%
E: Non-Operating Expenses	123,789,500	12.64%	140,447,000	13.24%
F: Transfers - OUT	68,414,400	6.99%	86,321,000	8.14%
Total	979,057,400	100.00%	1,060,940,000	100.00%

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted All Funds	FY 2016-17 Adopted All Funds
Personnel						
Executive Salaries	410,000	0	0	0	410,000	413,200
Regular Salaries and Wages	278,186,000	9,646,000	0	0	287,832,000	279,264,750
Attrition Savings - Salaries	(9,486,000)	(258,000)	0	0	(9,744,000)	(7,270,700)
Other Salaries and Wages	10,035,000	570,000	0	0	10,605,000	6,519,566
Other Salaries and Wages -Part Time Year Year Round	12,000	0	0	0	12,000	5,254,900
Other Salaries and Wages - Part Time Seasonal	0	0	0	0	0	1,104,300
Overtime	10,092,000	1,759,000	0	0	11,851,000	11,212,700
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	1,338,000	0	0	0	1,338,000	1,338,000
Special Pay	20,062,000	173,000	0	0	20,235,000	25,119,400
Fringe Benefits	1,313,000	27,000	0	0	1,340,000	1,164,000
Fringe Benefits - Tuition Reimbursement	484,000	0	0	0	484,000	480,700
Fica Taxes	11,824,000	636,000	0	0	12,460,000	12,097,600
Retirement Contributions	44,979,000	1,460,000	0	0	46,439,000	39,797,000
Police and Fire - FIPO	55,941,000	1,059,000	0	0	57,000,000	53,270,069
Secondary Pension Contributions	10,832,000	0	0	0	10,832,000	10,415,600
Life and Health Insurance	38,808,000	1,159,000	0	53,665,000	93,632,000	83,109,300
Health Trust - FOP	16,754,000	440,000	0	0	17,194,000	16,611,586
Total Personnel:	493,579,000	16,671,000	0	53,665,000	563,915,000	541,896,970
Operating Expense						
Workers' Compensation	17,673,000	450,000	0	18,150,000	36,273,000	31,358,401
Unemployment Compensation	150,000	0	0	0	150,000	280,000
Professional Services	5,468,000	8,475,000	6,000	0	13,949,000	5,693,400
Professional Services-Legal Services	2,120,000	0	0	0	2,120,000	1,024,500
Professional Services-Medical	1,190,000	19,000	0	0	1,209,000	1,519,100
Accounting and Auditing	575,000	0	0	0	575,000	574,500
Court Services	108,000	0	0	0	108,000	86,600
Other Contractual Services	17,707,000	11,215,900	25,000	0	28,947,900	24,466,500
Travel and Per Diem	315,500	1,095,000	0	0	1,410,500	1,100,700
Training	414,000	40,000	0	0	454,000	376,600
Communications & Related Services	423,000	1,012,000	0	0	1,435,000	1,107,500
Postage	456,000	13,000	0	0	469,000	427,300
Utility Services	11,422,000	0	0	0	11,422,000	12,086,400

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted All Funds	FY 2016-17 Adopted All Funds
Rentals and Leases	2,829,000	293,000	0	0	3,122,000	2,741,000
Insurance - Police Torts	1,000,000	0	0	1,000,000	2,000,000	2,400,000
Insurance - Vehicle Liability	1,300,000	0	0	1,300,000	2,600,000	2,400,000
Insurance - Property & Casualty	6,500,000	0	0	6,500,000	13,000,000	14,080,000
Insurance - General Liability	1,598,000	2,000	0	1,600,000	3,200,000	4,800,000
Insurance - Public Official	0	0	0	0	0	200
Repair and Maintenance Services	8,928,000	629,000	0	0	9,557,000	9,095,500
IT-Repair and Maintenance Services	7,805,000	13,000	0	7,824,000	15,642,000	16,084,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	0
Printing and Binding	26,000	5,000	0	0	31,000	32,000
Printing and Binding-Outsourcing	25,000	4,000	0	0	29,000	25,500
Printing and Binding-Paper Stock	110,000	0	0	0	110,000	107,400
Printing and Binding-Supplies	9,000	0	0	0	9,000	8,500
Promotional Activities	89,000	29,000	0	0	118,000	50,100
Advertising and Related Costs	448,000	69,000	0	0	517,000	562,200
Other Current Charges and Obligations	18,061,200	860,000	0	0	18,921,200	16,318,700
Office Supplies	669,200	68,000	0	0	737,200	708,300
Operating Supplies	4,877,400	692,500	0	0	5,569,900	5,335,877
Motor Fuel	5,458,000	70,000	0	0	5,528,000	6,144,000
Saleable Fuel	100,000	0	0	0	100,000	0
Public Safety Supplies	2,469,500	0	0	0	2,469,500	1,544,600
Clothing/Uniform Supplies	1,921,200	92,600	0	0	2,013,800	1,835,175
Landscaping Related Supplies, LandscapingRelated Supplies	235,000	75,000	0	0	310,000	575,600
Road Materials and Supplies	0	175,000	0	0	175,000	195,000
Subscriptions, Memberships, Licenses, Permits & Others	1,716,000	15,000	0	0	1,731,000	1,374,600
Weapons And Ammunitions	1,125,000	28,000	0	0	1,153,000	839,000
Total Operating Expense:	125,324,000	25,440,000	31,000	36,374,000	187,169,000	167,358,753
Capital Outlay						
Improvements Other Than Buildings	0	225,000	0	0	225,000	225,000
Machinery and Equipment	1,787,000	6,780,000	0	0	8,567,000	5,714,177
Construction In Progress	0	0	0	0	0	1,378,300
Total Capital Outlay:	1,787,000	7,005,000	0	0	8,792,000	7,317,477

Debt Service

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2017-18 Adopted All Funds	FY 2016-17 Adopted All Funds
Principal	0	0	47,349,300	0	47,349,300	40,932,300
Interest	0	0	26,946,700	0	26,946,700	29,348,000
Total Debt Service:	0	0	74,296,000	0	74,296,000	70,280,300
<u>Non-Operating Expense</u>						
Aids to Government Agencies	1,723,000	0	0	0	1,723,000	1,690,300
Aids to Private Organizations	1,942,000	33,709,000	0	0	35,651,000	34,089,000
Other Grants and Aids	0	17,670,000	0	0	17,670,000	23,094,500
Budget Reserve	15,861,000	47,634,000	5,635,000	0	69,130,000	59,915,700
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Other Uses	9,535,000	1,738,000	0	0	11,273,000	0
Total Non-Operating Expense:	34,061,000	100,751,000	5,635,000	0	140,447,000	123,789,500
<u>Transfers-OUT</u>						
Interfund Transfers	70,351,000	14,244,000	0	0	84,595,000	68,414,400
Intrafund Transfers	1,726,000	0	0	0	1,726,000	0
Total Transfers-OUT:	72,077,000	14,244,000	0	0	86,321,000	68,414,400
Total Expenditure (Outflows):	726,828,000	164,111,000	79,962,000	90,039,000	1,060,940,000	979,057,400

**APPENDIX D:
PRESENTATION OF
SCHEDULES AND
GRAPHS, GENERAL FUNDS**



SCHEDULE:
**Summary Revenues and
Expenditures by Functional Category,
General Fund**

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
**Revenues (Inflows) by Functional Category
and Account Object**

SCHEDULE:
Revenues (Inflows) by Department and Account Category

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
**Expenditures (Outflows) by Functional Category
and General Fund Department**

GRAPH:
Expenditures (Outflows) by Account Category

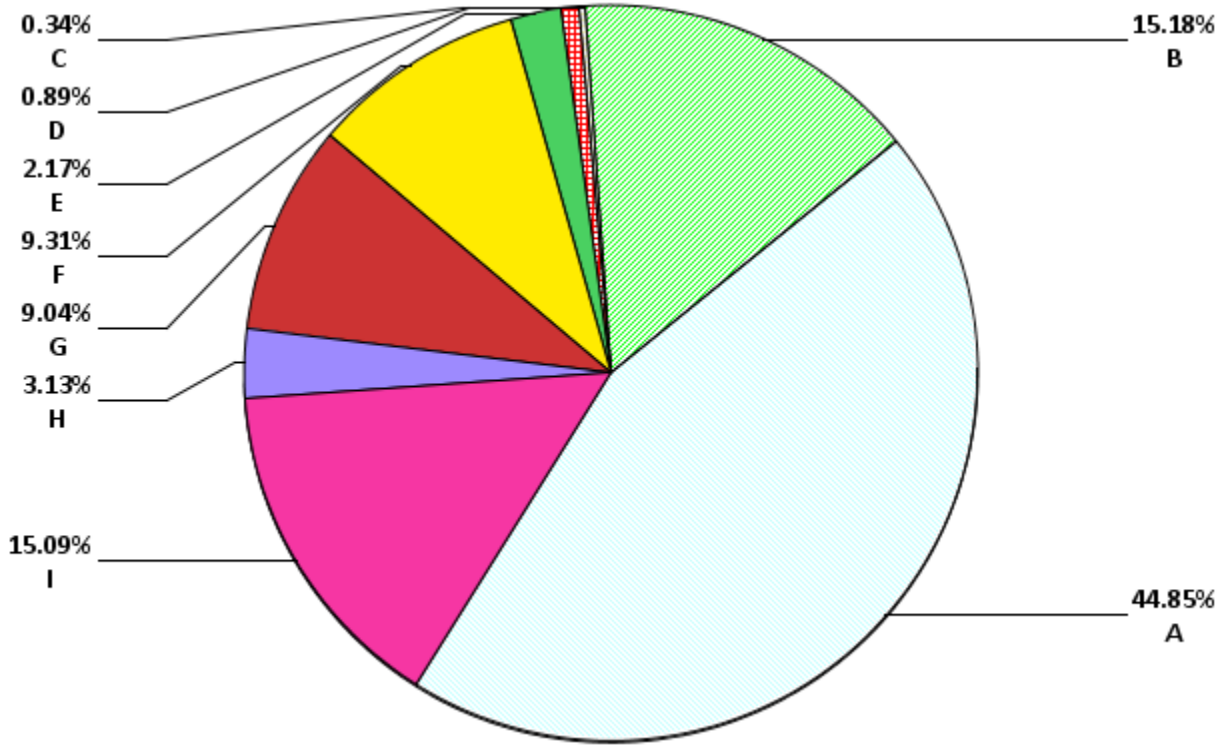
SCHEDULE:
**Expenditures (Outflows) by Account Category
and Account Object**

**Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Revenues					
Property Taxes	215,971,382	239,634,075	262,607,950	303,610,200	325,976,000
Franchise Fees and Other Taxes	106,706,982	107,114,393	107,436,743	106,503,600	110,344,000
Interest	3,740,132	4,212,609	2,662,789	1,700,000	2,500,000
Transfers-IN	12,279,145	15,987,920	6,205,760	7,768,900	6,464,000
Fines and Forfeitures	11,406,852	12,629,413	15,074,723	13,443,900	15,743,000
Intergovernmental Revenues	61,012,402	62,915,749	65,515,560	65,936,900	67,662,000
Licenses and Permits	60,863,491	65,001,836	70,586,810	56,947,100	65,738,000
Other Revenues (Inflows)	4,489,905	5,063,208	8,854,245	3,800,200	22,728,000
Charges for Services	92,987,683	103,222,331	106,597,135	110,487,800	109,673,000
Total Revenues	569,457,974	615,781,536	645,541,714	670,198,600	726,828,000
Expenditures					
General Government	46,828,592	51,870,416	54,906,695	62,783,650	70,893,000
Planning and Development	14,010,132	15,778,521	16,182,723	16,876,500	19,601,000
Public Works	70,597,666	76,387,334	79,590,768	78,078,018	80,721,000
Public Safety	283,201,432	307,821,348	338,541,578	357,099,632	366,350,000
Public Facilities	5,915,745	7,792,934	8,180,928	12,391,400	12,052,000
Parks and Recreation	28,944,391	32,044,218	36,360,016	41,653,700	44,752,000
Risk Management	11,195,003	2,656,896	2,590,420	3,098,000	2,920,000
Non-Departmental	23,422,927	28,382,280	26,804,791	45,806,300	55,051,000
Community and Economic Development	0	0	2,252,167	3,482,500	2,411,000
Transfers - OUT	58,300,181	74,903,050	95,881,200	48,928,900	72,077,000
Total Expenditures	542,416,068	597,636,997	661,291,284	670,198,600	726,828,000

Revenues (Inflows) By Functional Category General Fund

FY 2017-18
\$726,828,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: Property Taxes	303,610,200	45.30%	325,976,000	44.85%
B: Franchise Fees and Other Taxes	106,503,600	15.89%	110,344,000	15.18%
C: Interest	1,700,000	0.25%	2,500,000	0.34%
D: Transfers-IN	7,768,900	1.16%	6,464,000	0.89%
E: Fines and Forfeitures	13,443,900	2.01%	15,743,000	2.17%
F: Intergovernmental Revenues	65,936,900	9.84%	67,662,000	9.31%
G: Licenses and Permits	56,947,100	8.50%	65,738,000	9.04%
H: Other Revenues (Inflows)	3,800,200	0.57%	22,728,000	3.13%
I: Charges for Services	110,487,800	16.49%	109,673,000	15.09%
Total	670,198,600	100.00%	726,828,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	195,373,995	217,637,527	243,342,147	282,473,100	307,529,000
Ad Valorem Taxes-Real-Delinquent	5,719,002	7,768,273	3,671,785	5,600,000	3,000,000
Ad Valorem Taxes-Penalty & Interest	29,635	27,252	35,045	30,400	30,000
Ad Valorem Taxes-Personal	14,921,223	14,614,502	15,243,338	15,506,700	15,317,000
Ad Valorem Taxes-Personal-Delinquent	(72,473)	(413,480)	315,635	0	100,000
Total Property Taxes:	215,971,382	239,634,075	262,607,950	303,610,200	325,976,000
<u>Franchise Fees and Other Taxes</u>					
S,U&F Taxes-Local Option Fuel Tax	6,828,949	7,146,476	7,084,039	7,137,100	7,200,000
Franc Fee-Electricity	27,749,562	27,759,575	27,245,268	27,700,000	27,800,000
Franc Fee-Gas	373,779	324,621	334,481	364,800	372,000
Utility Ser Fee-Electricity	32,270,632	32,502,537	33,425,247	33,201,300	34,100,000
Utility Ser Fee-Water	4,907,132	5,277,743	5,664,476	5,706,000	5,820,000
Utility Ser Fee-Gas	698,803	734,631	699,394	710,300	724,000
Utility Ser Fee-Fuel Oil	17,150	17,353	10,948	13,000	11,000
Public Service Taxes	22,501,605	21,043,845	20,220,319	19,369,500	21,617,000
Other Taxes-Storm Water	11,359,370	12,307,612	12,752,572	12,301,600	12,700,000
Total Franchise Fees and Other Taxes:	106,706,982	107,114,393	107,436,743	106,503,600	110,344,000
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	41,965	50,135	24,443	0	0
Misc-Int & Pen-Investment	2,194,366	1,771,298	2,480,082	1,700,000	2,500,000
Misc-Net Increase Decrease In Fair ValueOf	1,503,801	2,391,176	158,265	0	0
Total Interest:	3,740,132	4,212,609	2,662,789	1,700,000	2,500,000
<u>Transfers-IN</u>					
Other-Interfund Transfer	12,206,059	4,845,974	4,205,760	7,768,900	6,464,000
Other-Intrafund Transfer	73,086	11,141,947	2,000,000	0	0
Total Transfers-IN:	12,279,145	15,987,920	6,205,760	7,768,900	6,464,000
<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	4,100,282	4,119,851	4,617,636	4,100,000	4,315,000
Fines-Violations Of Local Ordinances	457,846	148,806	(590,872)	115,600	0

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Fines-Other Fines And/Or Forfeits	623,941	779,853	742,897	978,300	883,000
Misc-Red Light Camera Fines	6,224,783	7,580,903	10,305,062	8,250,000	10,545,000
Total Fines and Forfeitures:	11,406,852	12,629,413	15,074,723	13,443,900	15,743,000
<u>Intergovernmental Revenues</u>					
Federal Grants	148,656	86,832	97,161	80,000	0
State Shared Revenues	594,786	630,666	624,608	623,200	1,084,000
Municipal Rev Sharing	12,794,268	13,758,864	14,211,777	14,139,700	14,300,000
Half Cent Sales Tax	29,490,981	31,254,199	32,699,735	32,941,200	33,701,000
State Pension Payment	10,156,699	9,444,067	9,608,380	10,415,600	10,832,000
Shared Revenues From Other Local Units	1,124,036	537,264	537,271	537,200	545,000
Shared Revenues - MPA	6,700,000	7,200,000	7,700,000	7,200,000	7,200,000
Pmts Other Local U In Lieu Of Taxes	2,812	2,814	35,426	0	0
State Grants	163	1,043	1,203	0	0
Total Licenses and Permits:	61,012,402	62,915,749	65,515,560	65,936,900	67,662,000
<u>Licenses and Permits</u>					
Other Licenses, Fees - Code Foreclosure Registration	0	0	168,566	0	150,000
Business Tax Receipt	3,023	161	(77)	0	0
Business Tax Receipt-Business	6,882,862	7,011,180	7,158,343	7,100,000	7,100,000
Business Tax Receipt-Business-Penalty	253,605	304,013	341,204	300,000	345,000
Business Tax Receipt-Metro	526,593	526,873	523,276	525,000	525,000
Building Permits	22,745,913	23,818,082	28,725,834	18,000,000	23,000,000
Other Licenses, Fees and Permits	1,812,986	2,778,668	2,486,209	2,351,000	4,418,000
Other Licenses, Fees - CU(SW)	7,165,906	7,253,646	7,689,386	7,200,000	7,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	13,989,002	15,607,015	14,327,494	13,500,000	14,500,000
Other Licenses, Fees - Murals	2,347,569	2,677,554	3,432,340	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	2,709,754	2,360,618	2,784,720	2,500,000	2,500,000
Other Licenses, Fees - CU	2,426,278	2,664,027	2,949,514	2,471,100	2,700,000
Total Licenses and Permits:	60,863,491	65,001,836	70,586,810	56,947,100	65,738,000
<u>Other Revenues (Inflows)</u>					
Misc-Disposition Of Fixed Assets	447,995	412,301	441,720	34,000	108,000
Misc-Sales Of Surplus Materials And Scrap	2,821	585	1,189	0	0

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
Misc.-Other Service Charges/Late Fees	271,456	270,733	264,742	239,700	256,000
Misc - Fuel	0	0	0	0	90,000
Misc - Vending	0	0	0	0	31,000
Misc-Settlements	108,132	142,008	670,657	0	0
Misc-Contra Revenue For Bad Debt Allowance	105,248	423,019	577,003	105,200	295,000
Other-Nonoperating Sources	1,678,261	1,817,915	4,775,678	2,141,300	2,142,000
Other-Oth N-optg Sour/Carryover	141,596	127,700	127,715	0	17,388,000
Misc-Other Miscellaneous Revenues	1,734,398	1,868,948	1,991,777	1,280,000	2,418,000
Misc - POS Over/Under	0	0	3,765	0	0
Total Other Revenues (Inflows):	4,489,905	5,063,208	8,854,245	3,800,200	22,728,000
<u>Charges for Services</u>					
CFS-GG-Internal Service Fund Fees And Charges	1,349,519	1,537,547	1,311,187	1,446,000	1,446,000
CFS-GG-Other General Government Charges And Fees	353,171	904,398	749,495	922,000	900,000
CFS-PS-Police Services	2,739,859	2,700,170	2,643,278	2,750,000	2,600,000
CFS-PS-Fire Protection Services	1,875	0	196	0	0
CFS-PS-Emergency Service Fees	9,808,327	8,265,520	10,530,161	9,000,000	9,500,000
CFS-Public Emerg Med Transp (PEMT) Payment	0	0	0	0	1,000,000
CFS-PS-Protective Inspection Fees	521,925	467,697	540,175	511,000	511,000
CFS-PS-Ambulance/False Alarm Fees	667,343	698,842	707,178	700,000	700,000
CFS-PS-Other Public Safety Charges And Fees	401,736	344,015	606,933	400,000	400,000
CFS-PE-Water Utility Revenue	5,868	5,100	2,746	0	0
CFS-PE-Garbage/Solid Waste Revenue	24,638,325	24,716,466	25,224,421	25,431,400	25,174,000
CFS-PE-Cemetery Fees	310	1,352	1,103	1,200	1,000
CFS-PE-Other Physical Environment Revenue	251,477	138,015	124,152	245,000	120,000
CFS-Trans-Parking Facilities	0	2,000	0	2,325,400	2,610,000
CFS-Trans-Tolls	266,302	302,618	357,974	300,000	300,000
CFS-Trans-Other Transportation Revenue	0	0	355	0	0
CFS-Trans-Tools	150	0	516	739,000	799,000
CFS-C&R-Special Events	809	0	0	0	0
CFS-C&R-Special Recreation Facilities	1,117,364	1,343,551	1,202,664	2,111,000	2,330,000

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
CFS-C&R-Other Culture/Recreation	2,366,587	4,051,945	3,971,555	3,824,000	3,649,000
CFS-C&R-Other Culture/Recreation (PF)	8,792,315	9,511,682	10,036,482	10,727,100	10,224,000
CFS-Rents And Royalties	9,662,924	14,866,994	13,263,826	14,095,100	13,792,000
CFS-Other Charges for Services	5,614,242	6,774,047	6,878,713	6,659,600	4,417,000
CFS-Parking Surcharges Lockbox	19,044,351	19,915,428	21,083,997	21,700,000	22,000,000
CFS - Pari-Mutuel Revenues stor	1,988,412	2,117,062	2,170,940	2,100,000	2,200,000
CFS-Building Inspections	3,394,493	4,557,883	5,189,086	4,500,000	5,000,000
Total Charges for Services:	92,987,683	103,222,331	106,597,135	110,487,800	109,673,000
Total Revenue (Inflows):	569,457,974	615,781,536	645,541,714	670,198,600	726,828,000

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
		Actual	Actual	Actual	Adopted	Adopted
411100 - Ad Valorem Taxes-Real	Finance	195,373,995	217,637,527	243,342,147	282,473,100	307,529,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	5,719,002	7,768,273	3,671,785	5,600,000	3,000,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	29,635	27,252	35,045	30,400	30,000
411300 - Ad Valorem Taxes-Personal	Finance	14,921,223	14,614,502	15,243,338	15,506,700	15,317,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	(72,473)	(413,480)	315,635	0	100,000
Property Taxes	Total	215,971,382	239,634,075	262,607,950	303,610,200	325,976,000
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	6,828,949	7,146,476	7,084,039	7,137,100	7,200,000
413100 - Franc Fee-Electricity	Finance	27,749,562	27,759,575	27,245,268	27,700,000	27,800,000
413400 - Franc Fee-Gas	Finance	373,779	324,621	334,481	364,800	372,000
414100 - Utility Ser Fee-Electricity	Finance	32,270,632	32,502,537	33,425,247	33,201,300	34,100,000
414300 - Utility Ser Fee-Water	Finance	4,907,132	5,277,743	5,664,476	5,706,000	5,820,000
414400 - Utility Ser Fee-Gas	Finance	698,803	734,631	699,394	710,300	724,000
414700 - Utility Ser Fee-Fuel Oil	Finance	17,150	17,353	10,948	13,000	11,000
415000 - Public Service Taxes	Finance	22,501,605	21,043,845	20,220,319	19,369,500	21,617,000
419000 - Other Taxes-Storm Water	Finance	3,880	5,351	527	1,600	0
	Public Works Dept.	11,355,489	12,302,261	12,752,045	12,300,000	12,700,000
Franchise Fees and Other Taxes	Total	106,706,982	107,114,393	107,436,743	106,503,600	110,344,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	36,406	47,887	22,579	-	-
	Solid Waste	5,558	2,249	1,864	0	0
461110 - Misc-Int & Pen-Investment	Finance	2,194,366	1,771,298	2,480,082	1,700,000	2,500,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	1,503,801	2,391,176	158,265	-	-
Interest	Total	3,740,132	4,212,609	2,662,789	1,700,000	2,500,000
481000 - Other-Interfund Transfer	Finance	12,206,059	440,059	2,981,059	6,368,900	5,185,000
	Police	-	1,772,733	1,224,701	1,400,000	1,250,000
	Public Facilities	-	-	-	-	29,000
	Non-Departmental	-	2,633,182	-	-	-
481100 - Other-Intrafund Transfer	Building Department	-	11,141,947	-	-	-
	Capital Improvements and Transportation	-	-	2,000,000	-	-
	Police	73,086	-	-	0	0
Transfers-IN	Total	12,279,145	15,987,920	6,205,760	7,768,900	6,464,000
451000 - Fines-Judgments And Fines	Police	4,100,282	4,119,851	4,613,585	4,100,000	4,300,000
	Public Facilities	-	-	4,052	-	15,000
454000 - Fines-Violations Of Local Ordinances	Finance	457,846	148,806	(590,872)	115,600	0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	600	303	-	-	-
	Code Compliance	283,077	458,780	341,967	508,300	508,000
	Finance	89,238	110,987	0	95,000	0
	Building Department	71,855	88,303	49,658	75,000	75,000

Dept_Schedule

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
		Actual	Actual	Actual	Adopted	Adopted
	Planning and Zoning	25,674	59,634	40,630	50,000	0
	Planning	-	-	-	-	150,000
	Solid Waste	154,430	61,846	299,885	250,000	150,000
	Police	272	-	10,757	0	0
	Parks and Recreation	(1,204)	-	-	-	-
462000 - Misc-Red Light Camera Fines	Finance	-	-	0	8,250,000	10,545,000
	Capital Improvements and Transportation	6,224,783	7,580,903	10,305,062	0	0
Fines and Forfeitures	Total	11,406,852	12,629,413	15,074,723	13,443,900	15,743,000
431000 - Federal Grants	Parks and Recreation	148,656	86,832	97,161	80,000	0
435000 - State Shared Revenues	Finance	592,616	628,795	623,928	623,200	1,084,000
	Fire-Rescue	2,170	1,871	680	-	-
435001 - Municipal Rev Sharing	Finance	12,794,268	13,758,864	14,211,777	14,139,700	14,300,000
435002 - Half Cent Sales Tax	Finance	29,490,981	31,254,199	32,699,735	32,941,200	33,701,000
436900 - State Pension Payment	Fire-Rescue	5,141,122	4,642,266	4,498,841	5,300,000	5,512,000
	Police	5,015,577	4,801,801	5,109,539	5,115,600	5,320,000
438000 - Shared Revenues From Other Local Units	Finance	542,000	-	-	0	0
	Fire-Rescue	582,036	537,264	537,271	537,200	545,000
438010 - Shared Revenues - MPA	Finance	6,700,000	7,200,000	7,700,000	7,200,000	7,200,000
439000 - Pmts Other Local U In Lieu Of Taxes	Solid Waste	2,812	2,814	0	-	-
	Public Facilities	-	-	35,426	-	-
434000 - State Grants	Public Facilities	-	783	544	-	-
	Parks and Recreation	163	260	659	-	-
Intergovernmental Revenues	Total	61,012,402	62,915,749	65,515,560	65,936,900	67,662,000
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	-	-	168,566	-	150,000
421000 - Business Tax Receipt	Finance	3,023	161	(77)	-	-
421100 - Business Tax Receipt-Business	Finance	6,882,862	7,011,180	7,158,343	7,100,000	7,100,000
421200 - Business Tax Receipt-Business-Penalty	Finance	255,283	304,013	341,184	300,000	345,000
	Public Works Dept.	(1,678)	-	-	-	-
	Police	-	-	20	-	-
421400 - Business Tax Receipt-Metro	Finance	526,593	526,873	523,276	525,000	525,000
422000 - Building Permits	Building Department	22,745,913	23,818,082	28,725,834	18,000,000	23,000,000
429000 - Other Licenses, Fees and Permits	Code Compliance	64,197	51,189	32,005	50,000	50,000
	Finance	(120,239)	26,985	19,531	20,000	20,000
	Building Department	76,574	59,022	75,524	70,000	70,000
	Planning and Zoning	1,758,208	2,343,346	2,089,741	1,986,000	0
	Planning	-	-	-	-	2,665,000
	Zoning	-	-	-	-	1,394,000
	Public Works Dept.	111,000	33,095	7,470	0	5,000
	Solid Waste	45,068	0	-	0	0
	Fire-Rescue	(297,224)	36,806	23,995	-	-
	Police	174,665	228,225	237,944	225,000	214,000
	Public Facilities	736	-	-	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
		Actual	Actual	Actual	Adopted	Adopted
429010 - Other Licenses, Fees - CU(SW)	Planning and Zoning	-	-	(4)	-	-
	Solid Waste	7,165,906	7,253,646	7,689,390	7,200,000	7,500,000
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	13,989,002	15,607,015	14,327,494	13,500,000	14,500,000
429030 - Other Licenses, Fees - Murals	Planning and Zoning	2,347,569	2,677,554	3,432,340	3,000,000	0
	Zoning	-	-	-	-	3,000,000
429035 - Other Licenses, Fees - Fire Safety Permits	Solid Waste	-	-	(144)	-	-
	Fire-Rescue	2,709,754	2,360,618	2,784,864	2,500,000	2,500,000
429040 - Other Licenses, Fees - CU	Finance	1,004,469	1,135,529	1,193,087	1,171,100	1,200,000
	Planning and Zoning	1,421,809	1,528,499	1,756,427	1,300,000	0
	Zoning	-	-	-	-	1,500,000
Licenses and Permits	Total	60,863,491	65,001,836	70,586,810	56,947,100	65,738,000
464000 - Misc-Disposition Of Fixed Assets	Auditor General	-	275	-	-	-
	City Attorney	-	(2,381)	-	-	-
	Office of Communications	-	-	154	-	-
	Finance	302	10,021	-	-	-
	Human Resources	214	-	-	-	-
	Information Technology	36	-	0	-	-
	Neighborhood Enhancement Teams (NET)	96	-	-	-	-
	Procurement	97	1,006	-	-	-
	950101 - Office of Civilian Investigative Panel	-	80	-	-	-
	Building Department	-	105	-	-	-
	GSA	393,009	341,606	340,367	-	100,000
	Public Works Dept.	977	14	-	-	-
	Solid Waste	-	-	1,716	-	-
	Fire-Rescue	12,200	224	26,846	-	-
	Police	34,180	48,213	687	34,000	8,000
	Public Facilities	6,644	12,676	70,950	-	-
	Parks and Recreation	-	371	1,000	-	-
	Risk Management	241	91	-	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	GSA	2,364	-	-	-	-
	Solid Waste	457	585	1,189	0	0
469010 - Misc.-Other Service Charges/Late Fees	Finance	241,235	246,693	239,227	227,700	244,000
	Planning and Zoning	15,340	12,221	12,989	12,000	0
	Zoning	-	-	-	-	12,000
	Solid Waste	-	-	(144)	-	-
	Fire-Rescue	14,881	11,819	12,670	-	-
469013 - Misc - Fuel	Public Facilities	-	-	-	-	90,000
469014 - Misc - Vending	Public Facilities	-	-	-	-	31,000
469300 - Misc-Settlements	Auditor General	-	878	-	-	-
	City Attorney	500	-	-	-	-
	Finance	104,278	135,185	200,157	0	0
	Parks and Recreation	-	-	420,500	-	-
	Risk Management	3,354	5,945	50,000	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
		Actual	Actual	Actual	Adopted	Adopted
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	105,248	423,019	577,003	105,200	295,000
489000 - Other-Nonoperating Sources	City Attorney	-	-	7,570	127,800	128,000
	Finance	(1,000)	-	-	-	-
	Fire-Rescue	1,679,169	1,807,624	1,910,400	2,000,000	2,000,000
	Police	92	10,290	16,413	13,500	14,000
	Non-Departmental	-	0	2,841,296	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	127,764	127,764	0	0
	Finance	(62)	(64)	(49)	0	17,388,000
	Police	13,894	0	-	0	0
469000 - Misc-Other Miscellaneous Revenues	City Manager	13,580	10,000	15,850	10,000	10,000
	Code Compliance	(28)	(36)	429	-	-
	Office of Film and Entertainment	-	-	300	-	-
	Finance	865,838	791,011	1,082,550	800,000	800,000
	Grants Administration	-	12,303	-	-	-
	Information Technology	450	-	145,856	-	150,000
	Management and Budget	-	-	(30)	-	-
	Neighborhood Enhancement Teams (NET)	4,994	1,396	(94)	-	-
	Office of Resilience and Sustainability	-	-	-	-	170,000
	Building Department	(98,054)	(176,385)	(220,336)	0	0
	Planning and Zoning	14,159	150,616	28,259	15,000	0
	Planning	-	-	-	-	25,000
	GSA	1,187	69	23	-	-
	Public Works Dept.	5,758	26,461	6,560	-	-
	Solid Waste	394,574	224,182	154,138	0	150,000
	Capital Improvements and Transportation	115	-	-	-	-
	Fire-Rescue	164,454	380,163	332,288	165,000	334,000
	Police	(930)	144,149	(32,103)	0	0
	Public Facilities	352,222	289,721	268,000	290,000	679,000
	Parks and Recreation	16,054	9,301	208,859	0	100,000
	Risk Management	25	5,996	1,225	-	-
469200 - Misc - POS Over/Under	Finance	-	-	3,765	-	-
Other Revenues (Inflows)	Total	4,489,905	5,063,208	8,854,245	3,800,200	22,728,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,232,882	1,479,600	1,286,000	1,386,000	1,386,000
	Public Works Dept.	116,637	57,947	25,187	60,000	60,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	2,092	1,285	474	0	0
	Public Facilities	24,234	24,905	29,501	22,000	-
	Parks and Recreation	326,845	878,208	719,521	900,000	900,000
442100 - CFS-PS-Police Services	Fire-Rescue	36,406	-	-	-	-
	Police	2,703,528	2,700,210	2,643,308	2,750,000	2,600,000
	Risk Management	(75)	(40)	(30)	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	1,875	0	196	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
		Actual	Actual	Actual	Adopted	Adopted
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	9,807,507	8,265,520	10,529,181	9,000,000	9,500,000
	Parks and Recreation	820	-	980	-	-
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	-	-	-	-	1,000,000
442500 - CFS-PS-Protective Inspection Fees	Finance	2,309	240	236	-	-
	Fire-Rescue	519,615	467,457	539,939	511,000	511,000
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	667,343	698,842	707,178	700,000	700,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Police	399,385	346,416	606,933	400,000	400,000
	Public Facilities	2,351	(2,401)	-	-	-
443300 - CFS-PE-Water Utility Revenue	Public Facilities	5,868	5,100	2,746	-	-
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	25,794	12,896	6,488	8,000	0
	Solid Waste	24,613,751	24,699,416	25,217,901	25,423,400	25,174,000
	Parks and Recreation	(1,219)	4,154	32	0	0
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	310	1,352	1,103	1,200	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	152,252	138,015	124,152	145,000	120,000
	Public Facilities	99,225	-	-	100,000	0
444500 - CFS-Trans-Parking Facilities	Public Facilities	0	2,000	-	2,325,400	2,610,000
444600 - CFS-Trans-Tolls	Parks and Recreation	266,302	302,618	357,974	300,000	300,000
444900 - CFS-Trans-Other Transportation Revenue	Police	-	-	344	-	-
	Public Facilities	-	-	11	-	-
446000 - CFS-Trans-Tools	Public Facilities	-	-	-	739,000	799,000
	Parks and Recreation	150	-	516	-	-
447400 - CFS-C&R-Special Events	Parks and Recreation	809	-	-	-	-
447500 - CFS-C&R-Special Recreation Facilities	Public Facilities	124,176	132,895	104,896	900,000	1,060,000
	Parks and Recreation	993,188	1,210,656	1,097,769	1,211,000	1,270,000
447900 - CFS-C&R-Other Culture/Recreation	Public Facilities	92,013	109,790	117,013	0	0
	Parks and Recreation	2,274,573	3,942,155	3,854,542	3,824,000	3,649,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Mayor	-	228	-	-	-
	Public Facilities	8,791,554	9,511,447	9,927,835	10,727,100	10,224,000
	Parks and Recreation	761	8	108,646	-	-
448000 - CFS-Rents And Royalties	Finance	-	-	-	222,200	0
	GSA	1,626	-	0	-	-
	Public Facilities	9,660,607	14,866,994	13,245,892	13,829,300	13,756,000
	Parks and Recreation	691	-	17,934	43,600	36,000
449000 - CFS-Other Charges for Services	City Attorney	30,000	30,890	30,000	30,000	30,000
	City Clerk	832	1,482	613	0	0
	Civil Services	-	6,599	2,145	-	-
	Finance	34,890	18,012	14,877	15,600	16,000
	Information Technology	6,895	7,801	4,629	-	6,000
	Building Department	761,406	806,135	797,310	800,000	800,000
	Planning and Zoning	2,609,935	2,730,907	2,431,469	2,700,000	0
	Planning	-	-	-	-	35,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

Zoning	-	-	-	-	141,000
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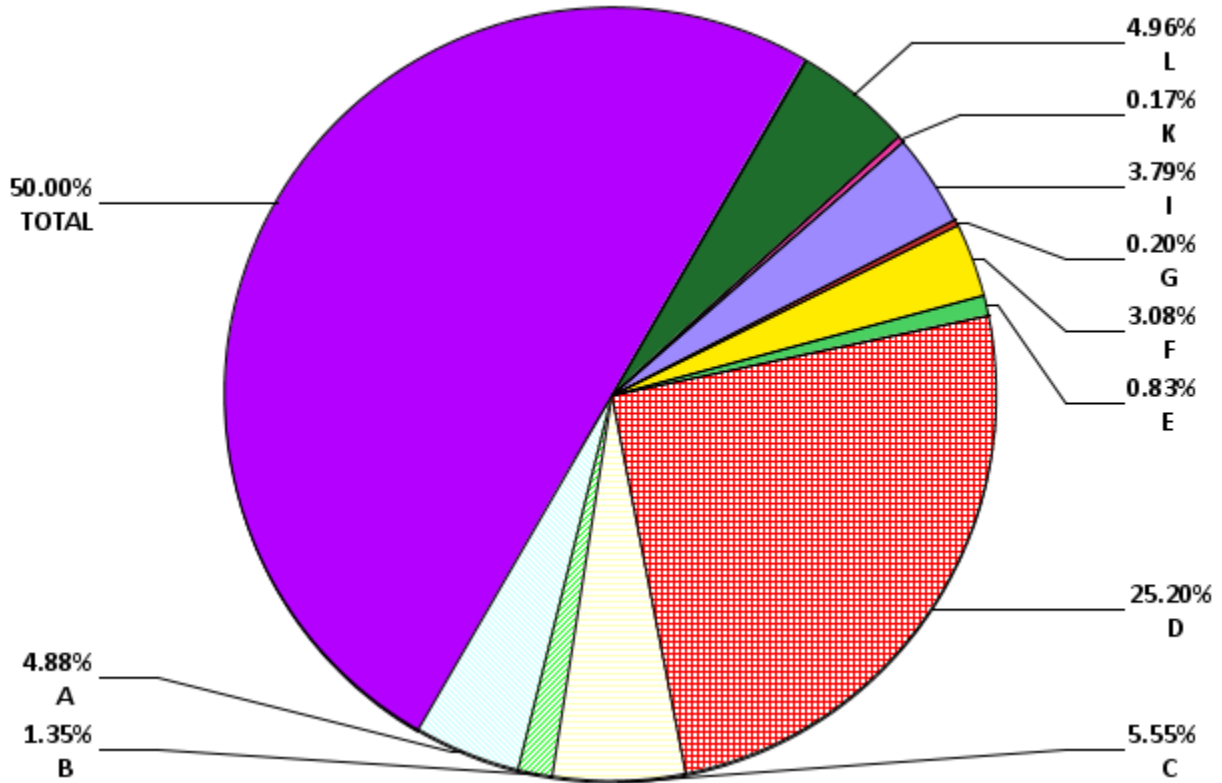
**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
		Actual	Actual	Actual	Adopted	Adopted
	Public Works Dept.	1,103,821	1,679,558	1,921,555	1,500,000	1,800,000
	Solid Waste	(257,805)	29,712	17,046	0	0
	Fire-Rescue	622,304	655,685	785,154	800,000	800,000
	Police	531,042	633,770	646,670	650,000	600,000
	Public Facilities	27,899	20,594	21,569	13,000	38,000
	Parks and Recreation	143,024	152,901	205,677	151,000	151,000
449010 - CFS-Parking Surcharges	Finance					
Lockbox		19,044,351	19,915,428	21,083,997	21,700,000	22,000,000
449015 - CFS - Pari-Mutuel	Finance					
Revenues		1,988,412	2,117,062	2,170,940	2,100,000	2,200,000
449020 - CFS-Building Inspections	Finance					
		-	-	-	-	700,000
	Building Department	3,394,809	4,557,883	5,189,086	4,500,000	4,300,000
	Fire-Rescue					
		(316)	-	-	-	-
Charges for Services	Total	92,987,683	103,222,331	106,597,135	110,487,800	109,673,000
Total Revenue	Total	569,457,974	615,781,536	645,541,714	670,198,600	726,828,000

Expenditures (Outflows) By Functional Category General Fund

FY 2017-18

\$726,828,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: General Government	62,783,650	9.37%	70,893,000	9.75%
B: Planning and Development	16,876,500	2.52%	19,601,000	2.70%
C: Public Works	78,078,018	11.65%	80,721,000	11.11%
D: Public Safety	357,099,632	53.28%	366,350,000	50.40%
E: Public Facilities	12,391,400	1.85%	12,052,000	1.66%
F: Parks and Recreation	41,653,700	6.22%	44,752,000	6.16%
G: Risk Management	3,098,000	0.46%	2,920,000	0.40%
H: Non-Departmental	45,806,300	6.83%	55,051,000	7.57%
I: Community and Economic Development	3,482,500	0.52%	2,411,000	0.33%
J: Transfers - OUT	48,928,900	7.30%	72,077,000	9.92%
Total	670,198,600	100.00%	726,828,000	100.00%

**Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
<u>General Government</u>					
Mayor	890,382	993,194	962,391	1,128,000	1,333,000
Commissioners	2,427,245	2,750,067	2,496,907	3,231,000	3,602,000
City Manager	2,704,659	2,689,946	2,914,687	3,578,400	3,916,000
Office of Agenda Coordination	0	299,417	355,834	356,200	397,000
Auditor General	984,419	1,119,801	1,168,866	1,282,700	1,126,000
City Attorney	6,154,928	6,926,825	7,179,951	8,164,800	8,418,000
City Clerk	1,395,658	1,531,994	1,596,330	1,697,400	1,753,000
Civil Services	335,648	428,835	401,176	453,400	428,000
Code Compliance	4,287,011	4,306,711	5,299,666	5,816,000	6,728,000
Office of Communications	1,048,951	1,042,960	1,038,703	1,160,700	1,592,000
Equal Opportunity and Diversity Programs	253,829	352,082	371,123	396,800	438,000
Office of Film and Entertainment	0	309,885	369,402	422,700	424,000
Finance	7,295,325	8,133,742	8,482,807	9,170,200	8,873,000
Grants Administration	921,911	1,013,770	1,103,361	1,565,950	1,741,000
Human Resources	3,284,660	3,663,183	3,851,014	4,416,800	4,603,000
Information Technology	8,393,285	8,455,652	8,417,342	9,102,000	10,956,000
Management and Budget	1,751,461	1,629,086	1,848,984	2,535,600	2,843,000
Neighborhood Enhancement Teams (NET)	3,187,699	4,158,357	4,882,219	5,800,400	6,514,000
Procurement	1,511,520	2,064,911	2,126,936	2,364,800	2,701,000
Office of Resilience and Sustainability	0	0	0	139,800	785,000
Veteran Affairs and Homeless Services	0	0	38,997	0	1,722,000
Total General Government	46,828,592	51,870,416	54,906,695	62,783,650	70,893,000
<u>Planning and Development</u>					
Building Department	8,626,917	9,336,828	9,698,019	10,242,600	12,533,000
Planning and Zoning	5,383,216	6,441,694	6,484,704	6,633,900	0
Planning	0	0	0	0	4,763,000
Zoning	0	0	0	0	2,305,000
Planning and Development	14,010,132	15,778,521	16,182,723	16,876,500	19,601,000
<u>Community and Economic Development</u>					
Community Development Department	0	0	2,252,167	3,482,500	2,411,000
Community and Economic Development	0	0	2,252,167	3,482,500	2,411,000
<u>Public Works</u>					

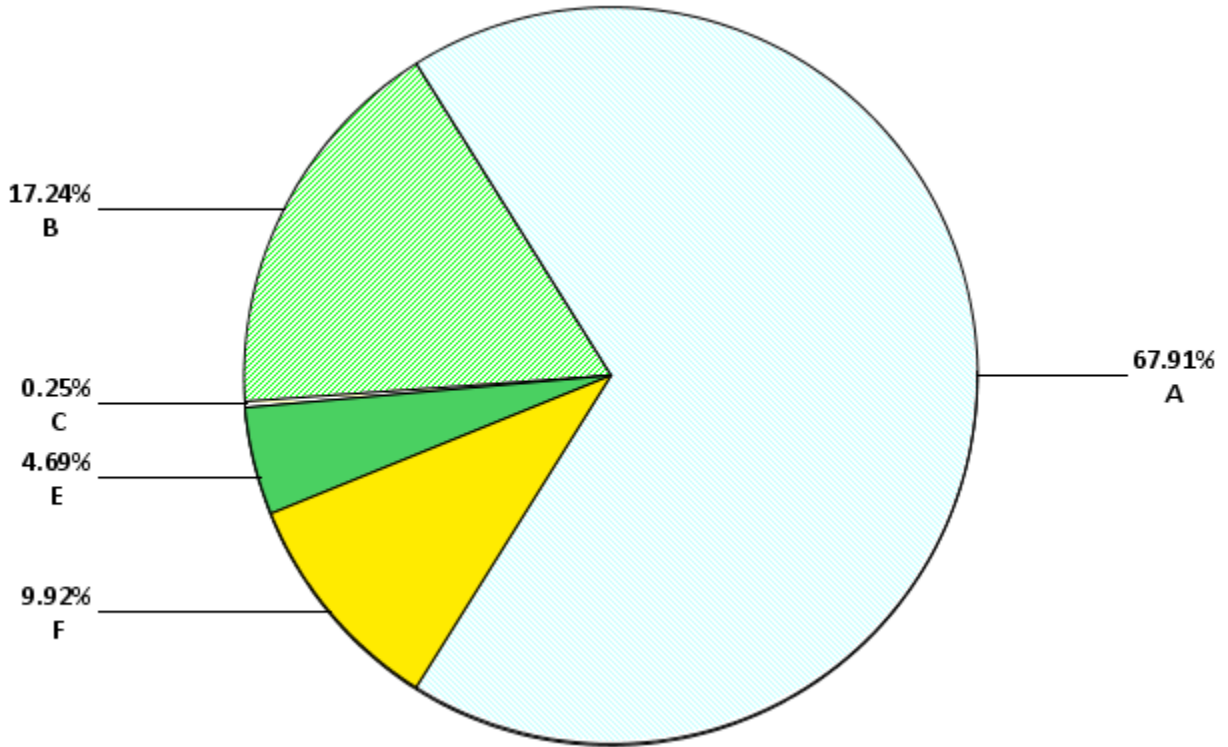
**Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Office of Capital Improvements	4,805,064	5,888,133	3,350,434	2,824,600	3,252,000
GSA	21,066,261	21,070,332	21,514,599	22,526,000	23,067,000
Public Works Dept.	15,962,737	19,077,560	20,078,293	21,242,625	21,111,000
Solid Waste	28,763,604	30,350,054	30,432,628	31,484,793	33,291,000
Office of Transportation Management	0	1,255	4,214,815	0	0
Public Works	<u>70,597,666</u>	<u>76,387,334</u>	<u>79,590,768</u>	<u>78,078,018</u>	<u>80,721,000</u>
 <u>Public Safety</u>					
Fire-Rescue	108,784,488	112,696,328	122,215,240	125,451,546	130,864,000
Police	174,416,944	195,125,019	216,326,337	231,648,086	235,486,000
Public Safety	<u>283,201,432</u>	<u>307,821,348</u>	<u>338,541,578</u>	<u>357,099,632</u>	<u>366,350,000</u>
 <u>Other Departments</u>					
Public Facilities	5,915,745	7,792,934	8,180,928	12,391,400	12,052,000
Parks and Recreation	28,944,391	32,044,218	36,360,016	41,653,700	44,752,000
Risk Management	11,195,003	2,656,896	2,590,420	3,098,000	2,920,000
Total Other	<u>46,055,139</u>	<u>42,494,048</u>	<u>47,131,363</u>	<u>57,143,100</u>	<u>59,724,000</u>
 <u>Pension</u>					
Pensions	0	0	0	0	0
 <u>Non-Departmental</u>					
Non-Departmental	23,422,927	28,382,280	26,804,791	45,806,300	55,051,000
Non Departmental Units	23,422,927	28,382,280	26,804,791	45,806,300	55,051,000
 <u>Transfers -OUT</u>					
	58,300,181	74,903,050	95,881,200	48,928,900	72,077,000
 <u>Total Expenditures (Outflows)</u>					
	<u>542,416,068</u>	<u>597,636,997</u>	<u>661,291,284</u>	<u>670,198,600</u>	<u>726,828,000</u>

Expenditures (Outflows) by Account Category General Fund

FY 2017-18

\$726,828,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: Personnel	478,955,948	71.46%	493,579,000	67.91%
B: Operating Expense	116,743,152	17.42%	125,324,000	17.24%
C: Capital Outlay	1,823,400	0.27%	1,787,000	0.25%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	23,747,200	3.54%	34,061,000	4.69%
F: Transfers - OUT	48,928,900	7.30%	72,077,000	9.92%
Total	670,198,600	100.00%	726,828,000	100.00%

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel					
Executive Salaries	404,421	405,762	414,494	413,200	410,000
Regular Salaries and Wages	196,885,798	202,270,134	242,051,473	271,156,450	278,186,000
Attrition Savings - Salaries	0	0	0	(7,119,700)	(9,486,000)
Other Salaries and Wages	9,580,360	11,985,097	11,079,454	5,791,166	10,035,000
Other Salaries and Wages -Part Time Year Year Round	0	0	0	5,229,500	12,000
Other Salaries and Wages - Part Time Seasonal	0	0	0	1,104,300	0
Overtime	15,157,890	14,488,318	13,006,413	10,265,000	10,092,000
OT Staffing	0	2,903,958	2,283,889	1,593,000	1,593,000
OT EMS Backfill for Training	0	363,639	528,746	402,000	402,000
OT Off Duty Events	0	761,675	1,865,778	1,338,000	1,338,000
Special Pay	29,718,730	27,396,259	25,284,540	24,992,200	20,062,000
Fringe Benefits	1,448,403	1,615,211	1,262,695	1,119,600	1,313,000
Fringe Benefits - Tuition Reimbursement	0	165,144	471,364	480,700	484,000
Fica Taxes	8,892,155	9,169,332	10,884,084	11,497,900	11,824,000
Retirement Contributions	85,274,968	44,094,460	33,556,594	38,152,800	44,979,000
Police and Fire - FIPO	0	48,831,300	47,796,715	52,843,147	55,941,000
Secondary Pension Contributions	0	0	9,608,380	10,415,600	10,832,000
Life and Health Insurance	41,523,252	46,087,028	28,478,177	32,813,500	38,808,000
Health Trust - FOP	0	0	11,799,966	16,467,586	16,754,000
Total Personnel:	388,885,977	410,537,317	440,372,761	478,955,948	493,579,000
Operating Expense					
Workers' Compensation	13,241,358	16,232,015	16,330,366	15,381,200	17,673,000
Unemployment Compensation	37,021	60,932	67,909	280,000	150,000
Professional Services	6,425,734	5,644,132	4,561,637	4,595,200	5,468,000
Professional Services-Legal Services	903,961	1,037,309	2,596,487	1,024,500	2,120,000
Professional Services-Medical	520,286	802,343	941,764	1,519,100	1,190,000
Accounting and Auditing	554,565	466,364	495,310	574,500	575,000
Court Services	68,268	78,563	78,671	86,600	108,000
Other Contractual Services	8,451,855	10,142,098	14,824,559	14,604,400	17,707,000
Investigations	0	0	1,480	0	0
Travel and Per Diem	521,292	260,895	500,735	323,500	315,500
Training	0	70,185	389,880	376,600	414,000
Communications & Related Services	2,238,642	216,926	196,376	251,100	423,000
Postage	371,922	408,928	419,312	416,700	456,000

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Utility Services	11,016,523	12,476,223	12,053,380	12,068,100	11,422,000
Rentals and Leases	1,775,698	1,942,098	2,374,523	2,603,800	2,829,000
Insurance	7,316,468	(2,920)	2,225	0	0
Insurance - Police Torts	0	1,875,000	2,700,000	1,200,000	1,000,000
Insurance - Vehicle Liability	0	896,100	1,300,000	1,200,000	1,300,000
Insurance - Property & Casualty	0	6,731,800	6,400,000	7,040,000	6,500,000
Insurance - General Liability	0	896,305	1,613,000	2,400,000	1,598,000
Insurance - Public Official	0	443,600	100,000	200	0
Repair and Maintenance Services	9,138,477	8,281,480	8,878,336	8,576,000	8,928,000
IT-Repair and Maintenance Services	0	4,311,676	4,825,665	8,042,000	7,805,000
Vending - Repair and Maintenance Services	0	0	0	0	3,000
Printing and Binding	10,341	12,914	14,503	31,700	26,000
Printing and Binding-Outsourcing	28,285	43,223	57,821	25,000	25,000
Printing and Binding-Paper Stock	62,432	100,541	79,983	107,400	110,000
Printing and Binding-Supplies	5,888	10,264	6,417	8,500	9,000
Promotional Activities	304,997	52,545	59,568	45,600	89,000
Advertising and Related Costs	387,279	379,343	597,518	450,800	448,000
Other Current Charges and Obligations	13,734,574	15,756,325	16,597,048	15,984,900	18,061,200
Office Supplies	636,846	746,907	698,170	639,000	669,200
Operating Supplies	3,663,829	4,561,159	6,205,027	4,774,077	4,877,400
Motor Fuel	7,744,922	5,693,963	4,694,146	6,144,000	5,458,000
Saleable Fuel	0	0	0	0	100,000
Public Safety Supplies	1,075,128	1,177,934	1,904,075	1,444,600	2,469,500
Clothing/Uniform Supplies	1,069,811	1,137,477	2,139,488	1,799,075	1,921,200
Landscaping Related Supplies, LandscapingRelated Supplies	196,716	251,173	343,002	500,600	235,000
Road Materials and Supplies	49,128	44,047	98,571	20,000	0
Subscriptions, Memberships, Licenses, Permits & Others	375,975	622,416	1,159,494	1,365,400	1,716,000
Depreciation	(500)	0	0	0	0
Weapons And Ammunitions	125,347	204,960	360,184	839,000	1,125,000
Total Operating Expense:	92,053,069	104,067,243	116,666,630	116,743,152	125,324,000
Capital Outlay					
Improvements Other Than Buildings	23,036	113,009	66,324	0	0
Machinery and Equipment	824,076	3,068,861	2,677,953	1,823,400	1,787,000

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
Capital Leases	1,259,702	944,776	0	0	0
Construction In Progress	0	25,149	(28,704)	0	0
Total Capital Outlay:	2,106,814	4,151,795	2,715,573	1,823,400	1,787,000
<u>Debt Service</u>					
Total Debt Service:	0	0	0	0	0
<u>Non-Operating Expense</u>					
Aids to Government Agencies	742,200	2,241,289	953,751	1,690,300	1,723,000
Aids to Private Organizations	318,695	1,354,915	1,855,965	4,441,000	1,942,000
Advances	(21,820)	0	0	0	0
Other Nonoperating Uses	0	127,141	2,841,296	0	0
Budget Reserve	29,454	0	0	12,615,900	15,861,000
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	1,499	254,248	4,108	0	9,535,000
Total Non-Operating Expense:	1,070,028	3,977,593	5,655,120	23,747,200	34,061,000
<u>Transfers-OUT</u>					
Interfund Transfers	58,284,524	63,761,103	93,881,200	48,928,900	70,351,000
Intrafund Transfers	15,657	11,141,947	2,000,000	0	1,726,000
Total Transfers-OUT:	58,300,181	74,903,050	95,881,200	48,928,900	72,077,000
Total Expenditure (Outflows):	542,416,068	597,636,997	661,291,284	670,198,600	726,828,000

**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**

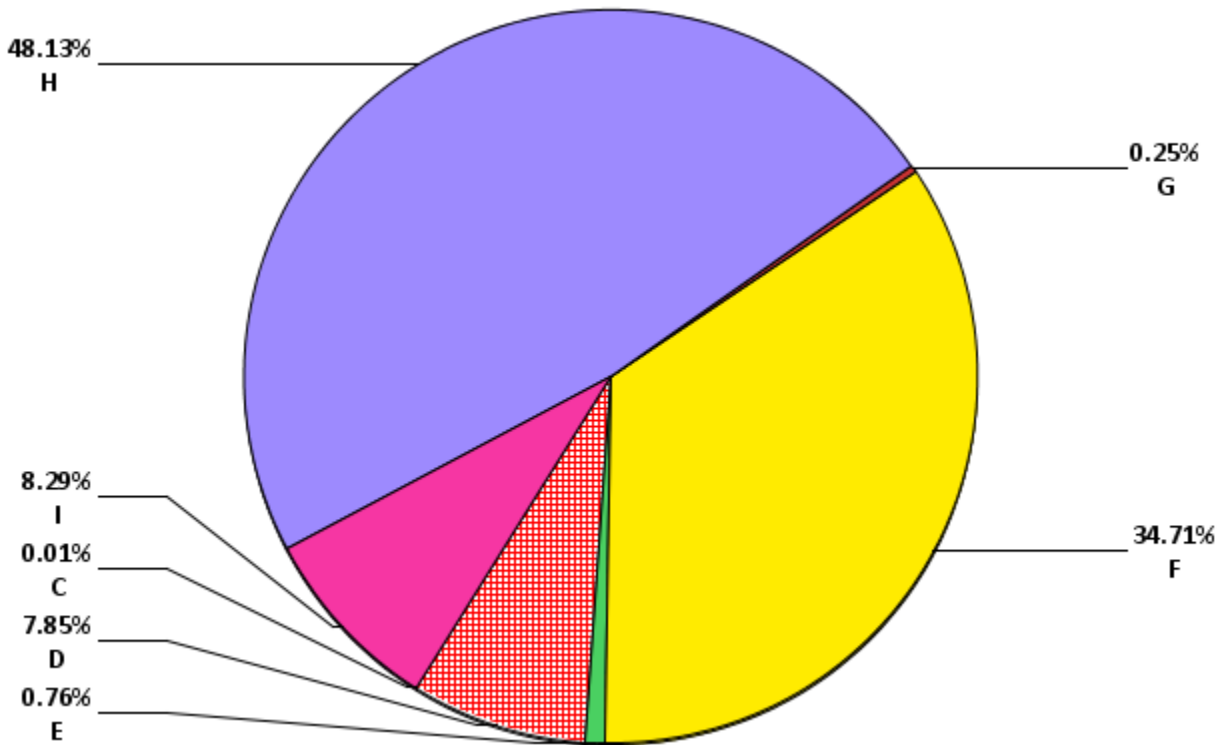
SCHEDULE:
Grants and Programs

**Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds**

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
<u>Revenues</u>					
Interest	93,157	99,667	103,936	0	10,000
Transfers-IN	12,917,721	12,872,099	18,345,558	9,010,200	12,882,000
Fines and Forfeitures	1,226,906	974,969	1,947,433	949,800	1,250,000
Intergovernmental Revenues	79,029,509	67,785,250	61,096,481	75,782,900	56,967,000
Licenses and Permits	38,175	134,877	1,238,859	114,000	414,000
Other Revenues (Inflows)	2,030,284	7,789,840	1,462,838	49,918,300	78,986,000
Charges for Services	16,137,935	22,853,980	20,948,465	13,197,900	13,602,000
Total Revenues	111,473,685	112,510,683	105,143,570	148,973,100	164,111,000
<u>Expenditures</u>					
General Government	5,322,943	6,547,461	8,245,212	15,147,300	12,161,000
Planning and Development	142,060	2,268,690	592,099	18,018,700	17,412,000
Public Works	5,347,088	7,248,539	11,973,088	19,016,800	29,720,000
Public Safety	29,214,956	20,771,340	16,698,171	18,688,800	33,427,000
Public Facilities	5,560,540	6,144,302	5,520,159	5,837,000	4,540,000
Parks and Recreation	2,093,490	2,261,525	1,343,495	1,471,500	2,376,000
Community and Economic Development	35,529,510	30,965,043	27,627,535	51,307,500	50,231,000
Transfers - OUT	21,520,616	18,448,644	28,288,273	19,485,500	14,244,000
Total Expenditures	104,731,203	94,655,546	100,288,033	148,973,100	164,111,000

Revenues (Inflows) By Functional Category Special Revenue Funds

FY 2017-18
\$164,111,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	10,000	0.01%
D: Transfers-IN	9,010,200	6.05%	12,882,000	7.85%
E: Fines and Forfeitures	949,800	0.64%	1,250,000	0.76%
F: Intergovernmental Revenues	75,782,900	50.87%	56,967,000	34.71%
G: Licenses and Permits	114,000	0.08%	414,000	0.25%
H: Other Revenues (Inflows)	49,918,300	33.51%	78,986,000	48.13%
I: Charges for Services	13,197,900	8.86%	13,602,000	8.29%
Total	148,973,100	100.00%	164,111,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	35,944	38,622	41,225	0	0
Misc-Int & Pen-Investment	12,759	56,499	55,817	0	10,000
Misc-Net Increase Decrease In Fair ValueOf	44,454	4,546	6,893	0	0
Total Interest:	93,157	99,667	103,936	0	10,000

<u>Transfers-IN</u>					
Other-Interfund Transfer	12,903,303	12,872,099	14,223,935	5,751,000	9,182,000
Other-Intrafund Transfer	14,418	0	4,121,623	3,259,200	3,700,000
Total Transfers-IN:	12,917,721	12,872,099	18,345,558	9,010,200	12,882,000

<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	30,219	33,785	39,848	0	0
Fines-Other Fines And/Or Forfeits	1,196,687	941,185	1,907,584	949,800	1,250,000
Total Fines and Forfeitures:	1,226,906	974,969	1,947,433	949,800	1,250,000

<u>Intergovernmental Revenues</u>					
Federal Grants	56,396,777	44,495,010	37,987,905	54,711,900	36,337,000
Shared Revenues From Other Local Units	1,579,483	0	0	0	0
State Grants	2,216,564	2,083,995	2,569,029	1,856,200	695,000
Grants From Other Local Units	18,836,685	19,911,043	19,113,971	17,986,000	18,381,000
Shared Revenues - E911 Wireles	0	528,180	691,683	439,300	700,000
Shared Revenues - E911 Phone C	0	73,520	287,327	181,100	300,000
Shared Revenues - E911 Land Li	0	693,501	446,566	608,400	554,000
Total Licenses and Permits:	79,029,509	67,785,250	61,096,481	75,782,900	56,967,000

<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	(3,825)	379	(800)	0	0
Other Licenses, Fees and Permits	42,000	134,498	1,239,659	114,000	114,000
Other Licenses, Fees - Murals	0	0	0	0	300,000
Total Licenses and Permits:	38,175	134,877	1,238,859	114,000	414,000

Other Revenues (Inflows)

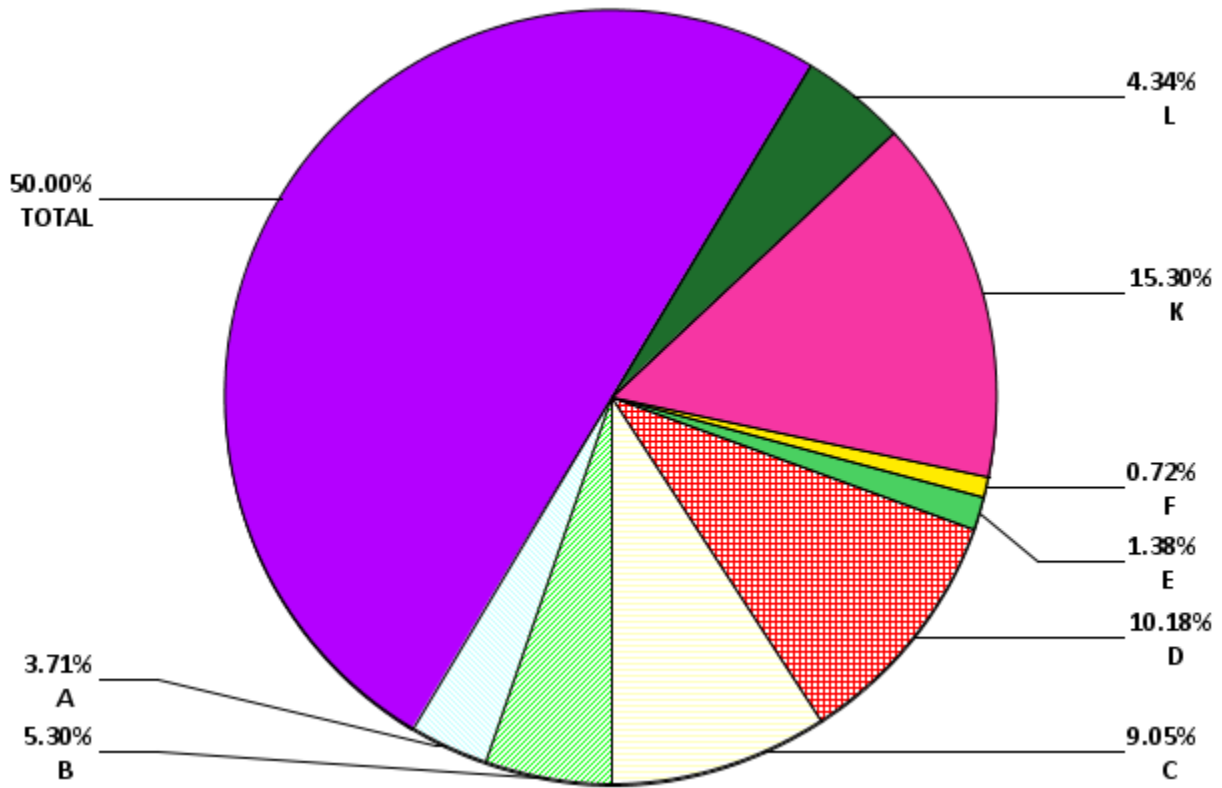
**Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds**

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Actual	Actual	Adopted	Adopted
Misc-Contributions And Donations From Private Sources	2,677	355,660	150,807	597,400	237,000
Misc-Settlements	404,000	400,000	4,510	55,000	55,000
Misc-Contra Revenue For Bad Debt Allowance	(401,851)	(789,173)	(3,124,936)	0	0
Other-Nonoperating Sources	0	1,197,409	0	179,400	14,130,000
Other-Oth N-optg Sour/Carryover	0	0	0	47,748,200	63,514,000
Misc-Other Miscellaneous Revenues	2,025,458	6,625,943	4,432,458	1,338,300	1,050,000
Total Other Revenues (Inflows):	2,030,284	7,789,840	1,462,838	49,918,300	78,986,000
Charges for Services					
CFS-GG-Other General Government Charges And Fees	125,761	132,310	124,839	100,000	60,000
CFS-PS-Police Services	241,967	288,724	200,333	843,000	871,000
CFS-PS-Other Public Safety Charges And Fees	232,733	1,063,896	1,159,066	600,000	600,000
CFS-Trans-Parking Facilities	7,296,048	6,623,678	6,861,099	5,230,800	4,349,000
CFS-Trans-Other Transportation Revenue	0	112	0	0	0
CFS-Trans-Tools	600,093	777,113	866,707	0	0
CFS-C&R-Special Recreation Facilities	666,905	962,570	909,580	0	0
CFS-C&R-Other Culture/Recreation	201,740	199,140	80,636	77,000	0
CFS-C&R-Other Culture/Recreation (PF)	95,804	125,999	317	0	0
CFS-Rents And Royalties	2,555,599	2,613,065	1,446,735	0	0
CFS-Other Charges for Services	4,121,287	9,411,591	8,502,527	6,041,000	6,944,000
CFS-Parking Surcharges Lockbox	0	655,785	796,627	306,100	778,000
Total Charges for Services:	16,137,935	22,853,980	20,948,465	13,197,900	13,602,000
Total Revenue (Inflows):	111,473,685	112,510,683	105,143,570	148,973,100	164,111,000

Expenditures (Outflows) By Functional Category Special Revenue Funds

FY 2017-18

\$164,111,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: General Government	15,147,300	10.17%	12,161,000	7.41%
B: Planning and Development	18,018,700	12.10%	17,412,000	10.61%
C: Public Works	19,016,800	12.77%	29,720,000	18.11%
D: Public Safety	18,688,800	12.55%	33,427,000	20.37%
E: Public Facilities	5,837,000	3.92%	4,540,000	2.77%
F: Parks and Recreation	1,471,500	0.99%	2,376,000	1.45%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	0	0.00%	0	0.00%
I: Community and Economic Development	51,307,500	34.44%	50,231,000	30.61%
J: Transfers - OUT	19,485,500	13.08%	14,244,000	8.68%
Total	148,973,100	100.00%	164,111,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
ARRA-Others-Memo Only	107,691	0	0	0	0
ARRA-Police-Memo Only	334,519	310,015	0	0	0
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	0	1,420,000
City Clerk Services	173,046	133,375	163,180	788,800	749,000
Community Development	35,531,191	30,965,529	28,235,856	51,307,500	50,231,000
Department of Real Estate and Asset Management Services	8,465,629	5,018,461	6,653,582	5,537,400	1,119,000
Departmental Improvement Initiative	3,096,438	5,645,851	6,500,605	12,412,600	11,343,000
Economic Development (SR)	0	0	0	188,000	0
Emergency Funds	85,935	1,901	7,422	100,000	100,000
Fire Rescue Services	6,412,529	6,209,235	2,745,210	1,814,901	3,087,000
General Special Revenue	435,255	541,874	703,610	835,800	875,000
Homeless Program	2,409,202	2,319,013	2,884,802	2,923,200	2,535,000
Law Enforcement Trust Fund	1,058,634	559,809	480,748	2,225,000	2,442,000
Miami Ballpark Parking Facilities Net Offices & Code Enforcement (SR)	138,876	1,070,268	0	0	0
Parks & Recreation Services	2,588,780	1,970,971	737,106	1,271,500	2,176,000
Planning and Zoning Tree Trust Fund	0	227,741	82,589	3,939,900	3,980,000
Planning Services	362,930	275,247	114,986	13,613,500	13,320,000
Police E911-Non Wireless	0	0	2,843,853	2,818,800	2,785,000
Police E911-Prepaid	0	0	3,661	224,100	415,000
Police E911-Wireless	0	408	2,905,106	3,175,200	2,745,000
Police Services	8,107,918	8,150,515	6,410,790	2,845,500	7,224,000
Public Works Services	1,742,977	1,635,666	5,139,399	7,358,000	17,027,000
Solid Waste Recycling Trust	3,000	78,877	34,500	179,400	151,000
Transportation and Transit	15,576,094	19,239,892	23,126,641	23,330,300	20,631,000
UASI-Fire Rescue	13,565,536	5,539,459	5,422,912	5,485,300	14,629,000
Special Revenue Funds	104,731,203	94,655,546	100,288,033	148,973,100	164,111,000

Special Revenue Funds

Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
Bayfront/Riverfront Land Acquisition Rouse Trust				
Bayfront and Riverfront Lands Acquisition Trust	\$0	\$1,304,000	Contribution from Special Revenue	Transfer In
Bayfront and Riverfront Lands Acquisition Trust	\$0	\$116,000	Contribution from General Fund	Public Facilities
Total - Bayfront/Riverfront Land Acquisition Rouse Trust	\$0	\$1,420,000		
City Clerk Services				
Lobbyists' Registration Fee	\$475,900	\$281,000	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	\$100,000	\$60,000	Program Revenue	General Government
U.S. Passport Acceptance Fee	\$387,300	\$290,000	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	\$8,900	\$40,000	Fund Balance Allocation	General Government
City Clerk Miscellaneous Special Revenues	\$17,500	\$18,000	Contribution from Omni CRA	General Government
Total - City Clerk Services	\$1,049,600	\$749,000		
Community Development				
Community Development Block Grant (CDBG)	\$5,387,700	\$4,712,000	Intergovernmental Revenue	Community Development
Community Development Block Grant (CDBG)	\$500,000	\$500,000	Program Revenue	Community Development
Community Development Block Grant (CDBG)	\$0	\$4,900,000	Fund Balance Allocation	Community Development
Home Investment Partnership	\$7,856,500	\$2,584,000	Intergovernmental Revenue	Community Development
Home Investment Partnership	\$100,000	\$100,000	Program Revenue	Community Development
Home Investment Partnership	\$0	\$5,935,000	Fund Balance Allocation	Community Development
State Housing Initiative Partnership (SHIP)	\$1,130,600	\$0	Intergovernmental Revenue	Community Development
State Housing Initiative Partnership (SHIP)	\$0	\$1,315,000	Fund Balance Allocation	Community Development
Emergency Solutions Grant (ESG)	\$214,600	\$429,000	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	\$22,888,300	\$11,562,000	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	\$0	\$4,000,000	Fund Balance Allocation	Community Development
Section 8 Voucher	\$2,303,100	\$2,416,000	Intergovernmental Revenue	Community Development
Affordable Housing Trust Fund (AHTF)	\$4,251,100	\$5,030,000	Fund Balance Allocation	Community Development
Social Services Gap Fund	\$0	\$1,418,000	Fund Balance Allocation	Community Development
CD-Housing Loan Recovery	\$44,600	\$0	Program Revenue	Community Development
CD-Housing Loan Recovery	\$0	\$105,000	Fund Balance Allocation	Community Development
CD-Personnel	\$1,734,100	\$0	Intergovernmental Revenue	Community Development

Special Revenue Funds

Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
Section 8 Mod Rehab 1	\$2,108,900	\$2,350,000	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 2	\$688,000	\$775,000	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)	\$2,100,000	\$0	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)	\$0	\$2,100,000	Fund Balance Allocation	Community Development
Total - Community Development	\$51,307,500	\$50,231,000		

Department Improvement Initiative

Poverty Initiative-101000, Award 2050	\$134,600	\$0	Fund Balance Allocation	General Government
Mayor Anti- Poverty Initiative Program, Award 2178	\$250,000	\$223,000	Contribution from General Fund - Poverty Initiative	General Government
Poverty Initiative-101000, Award 2050	\$112,800	\$0	Fund Balance Allocation General Fund - Rollover	General Government
Poverty Initiative-101000, Award 2049	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Poverty Initiative-101000, Award 2049	\$200	\$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide Parades - Three Kings, Award 2044	\$75,000	\$75,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Three Kings, Award 2044	\$12,700	\$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade, Award 2046	\$50,000	\$100,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade, Award 2046	\$10,900	\$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Candlelight Vigil, Award 2045	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide New Year's Eve Festival, Award 2157	\$23,800	\$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide New Year's Eve Festival, Award 2157	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Little Haiti Christmas party	\$0	\$25,000	Contribution from General Fund - Festivals and Events	General Government
Cities of Services , Award 2244	\$96,800	\$0	Fund Balance Allocation	General Government
Citywide Camillus House Mats Program, Award 2156	\$350,000	\$460,000	Contribution from General Fund	General Government
Office of International Business Development (EB5 Program), Award 2051	\$243,700	\$0	Program Revenue	General Government
Office of International Business Development (EB5 Program)	\$31,100	\$0	Contribution from General Fund (Cost Allocation)	General Government
Office of International Business Development (EB5 Program)	\$0	\$82,000	Contribution from General Fund	General Government
Office of International Business Development (EB5 Program)	\$0	\$162,000	Fund Balance Allocation	General Government
District 1 Disc. Account-114000, Award 2050	\$118,300	\$60,000	Fund Balance Allocation	General Government
District 1 Disc. Account-114000, Award 2050	\$38,300	\$50,000	Fund Balance Allocation General Fund - Rollover	General Government
District 1 Disc. Account-114000, Award 2049	\$28,800	\$0	Contribution from 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	\$365,600	\$366,000	Contribution from General Fund - Poverty Initiative	General Government
District 1 Citywide Anti- Poverty Initiative Program, Award 2178	\$365,600	\$200,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 2 Disc. Account-113000, Award 2050	\$105,900	\$30,000	Fund Balance Allocation	General Government

Special Revenue Funds

Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
District 2 Disc. Account-113000, Award 2050	\$36,100	\$5,000	Fund Balance Allocation General Fund - Rollover	General Government
District 2 Disc. Account-113000, Award 2049	\$19,900	\$0	Fund Balance Allocation - Festivals and Events	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	\$105,200	\$105,000	Contribution from General Fund - Poverty Initiative	General Government
District 2 Citywide Anti- Poverty Initiative Program, Award 2178	\$105,200	\$100,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 3 Disc. Account-110000, Award 2050	\$402,300	\$200,000	Fund Balance Allocation	General Government
District 3 Disc. Account-111000, Award 2050	\$12,400	\$0	Fund Balance Allocation General Fund - Rollover	General Government
District 3 Disc. Account-110000, Award 2049	\$49,700	\$10,000	Fund Balance Allocation - Festivals and Events	General Government
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	\$353,000	Contribution from General Fund - Poverty Initiative	General Government
District 3 Citywide Anti- Poverty Initiative Program, Award 2178	\$313,200	\$350,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 4 Disc. Account-112000, Award 2050	\$113,000	\$60,000	Fund Balance Allocation	General Government
District 4 Disc. Account-112000, Award 2050	\$24,100	\$15,000	Fund Balance Allocation General Fund - Rollover	General Government
District 4 Disc. Account-112000, Award 2049	\$3,500	\$0	Fund Balance Allocation - Festivals and Events	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	\$528,400	\$528,000	Contribution from General Fund - Poverty Initiative	General Government
District 4 Citywide Anti- Poverty Initiative Program, Award 2178	\$395,000	\$150,000	Fund Balance Allocation - Anti-Poverty Initiative	General Government
District 5 Disc. Account-115000, Award 2050	\$111,700	\$25,000	Fund Balance Allocation	General Government
District 5 Disc. Account-115000, Award 2050	\$50,600	\$50,000	Fund Balance Allocation General Fund - Rollover	General Government
District 5 Disc. Account-115000, Award 2049	\$200	\$0	Fund Balance Allocation - Festivals and Events	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	\$897,800	\$898,000	Contribution from General Fund - Poverty Initiative	General Government
District 5 Citywide Anti- Poverty Initiative Program, Award 2178	\$292,800	\$0	Fund Balance Allocation - Anti-Poverty Initiative	General Government
Chairperson Disc. Account-116000, Award 2050	\$0	\$50,000	Fund Balance Allocation	General Government
IT Strategic-251000	\$340,000	\$423,000	Fund Balance Allocation	General Government
IT Strategic-251000	\$404,400	\$0	Contribution from General Fund - Rollover	General Government
Parks Budget Surplus-291001	\$190,000	\$200,000	Fund Balance Allocation	General Government
Parks Budget Surplus-291001	\$125,300	\$0	Contribution from General Fund - Rollover	General Government
P.F. Surplus Rollover-221001	\$298,300	\$0	Contribution from General Fund - Rollover	General Government
Believe in Recycling Program - Communication	\$13,000	\$13,000	Fund Balance Allocation	General Government
Unsafe Structure Program	\$1,192,500	\$1,666,000	Fund Balance Allocation	General Government
Unsafe Structure Program	\$320,000	\$600,000	Program Revenue	General Government
Professional Analysis Service	\$0	\$30,000	Fund Balance Allocation	General Government

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
Community Relations Board	\$4,000	\$4,000	Fund Balance Allocation	General Government
South Florida Workforce /Program Delivery	\$0	\$1,555,000	Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	\$0	\$700,000	Contribution from General Fund	General Government
South Florida Workforce /Program Delivery	\$0	\$350,000	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce /Administration	\$0	\$152,000	Intergovernmental Revenue	General Government
South Florida Workforce /Administration	\$0	\$62,000	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce /Program Delivery	\$1,239,600	\$0	Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	\$341,000	\$0	Fund Balance Allocation	General Government
South Florida Workforce /Program Delivery	\$735,500	\$0	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce /Admin	\$137,700	\$0	Intergovernmental Revenue	General Government
South Florida Workforce /Admin	\$67,300	\$0	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce Training & Support Services	\$85,600	\$0	Fund Balance Allocation	General Government
South Florida Workforce Training & Support Services	\$21,600	\$0	Fund Balance Allocation	General Government
South Florida Workforce Training & Support Services	\$186,300	\$0	Fund Balance Allocation	General Government
SFW-Administration 14	\$15,800	\$0	Fund Balance Allocation	General Government
COM Workforce One Stop Career Center Administration 2012-2013	\$104,000	\$0	Fund Balance Allocation	General Government
South Florida Workforce Training & Support Services	\$711,900	\$0	Intergovernmental Revenue	General Government
Employ Mlami-Dade Admin	\$11,100	\$0	Fund Balance Allocation	General Government
Employ Miami-Dade Program Delivery	\$2,600	\$0	Fund Balance Allocation	General Government
Preserve America	\$3,900	\$0	Fund Balance Allocation	General Government
Families 1st Parent Academy	\$227,200	\$228,000	Intergovernmental Revenue	General Government
Live Healthy LH 16	\$58,000	\$0	Fund Balance Allocation	General Government
Live Healthy Little Havana	\$45,600	\$49,000	Contribution from General Fund (Cost Allocation)	General Government
Live Healthy Little Havana	\$120,000	\$120,000	Donation	General Government
Healthiest Cities Challenge for Physical Activity Indicator	\$10,000	\$10,000	Donation	General Government
Summer Youth Employment & Financial Empowerment Program 2015-371007-15	\$67,600	\$49,000	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2016-371007-16	\$37,300	\$0	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2016-371007-16	\$418,400	\$0	Donation	General Government
Total - Department Improvement Initiative	\$14,163,700	\$11,343,000		
Emergency Services				
Deployment	\$100,000	\$100,000	Fund Balance Allocation	Public Safety
Total - Emergency Services	\$100,000	\$100,000		

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
Fire-Rescue Services				
Fire-Rescue EMS Cadet Program	\$2,800	\$13,000	Fund Balance Allocation	Public Safety
Fire-Rescue Explorers Program	\$57,200	\$20,000	Fund Balance Allocation	Public Safety
Ultra Music Festival	\$4,000	\$1,000	Fund Balance Allocation	Public Safety
Michael S. Gordon Scholarship	\$10,000	\$10,000	Donation	Public Safety
Michael S. Gordon Scholarship	\$0	\$20,000	Fund Balance Allocation	Public Safety
First Aide/CPR Educational/Training Program	\$40,800	\$35,000	Fund Balance Allocation	Public Safety
USAR CA2016	\$127,800	\$0	Intergovernmental Revenue	Public Safety
EMS County Grant #C0013	\$71,800	\$0	Fund Balance Allocation	Public Safety
2012 State Homeland Security Grant Program	\$38,000	\$0	Intergovernmental Revenue	Public Safety
EMS County Grant #C0013	\$32,000	\$33,000	Intergovernmental Revenue	Public Safety
Fire Assessment Fee	\$0	\$60,000	Fund Balance Allocation	Public Safety
2015 SHSGP-USAR	\$49,400	\$0	Fund Balance Allocation	Public Safety
2016 SHSGP-USAR	\$100,000	\$0	Intergovernmental Revenue	Public Safety
2016 SHSGP-USAR	\$0	\$100,000	Fund Balance Allocation	Public Safety
USAR CA2016	\$623,500	\$0	Intergovernmental Revenue	Public Safety
Florida Task Force II FY2014 National Urban Search and Rescue (US&R) Response System	\$53,800	\$0	Fund Balance Allocation	Public Safety
FEMA/USAR FY2015	\$369,900	\$174,000	Fund Balance Allocation	Public Safety
FEMA/USAR FY2016	\$592,600	\$0	Intergovernmental Revenue	Public Safety
FEMA/USAR FY2016	\$0	\$1,216,000	Fund Balance Allocation	Public Safety
2017 State Homeland Security Grant Program (SHSGP)	\$0	\$100,000	Intergovernmental Revenue	Public Safety
2017 USAR	\$0	\$1,100,000	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations (USAR)	\$7,400	\$0	Contribution from General Fund (Cost Allocation)	Public Safety
Contribution from GF for Allocations (USAR)	\$206,900	\$205,000	Contribution from General Fund (Cost Allocation)	Public Safety
UASI 2015	\$5,178,800	\$0	Intergovernmental Revenue	Public Safety
UASI 2015	\$0	\$3,931,000	Fund Balance Allocation	Public Safety
UASI 2016	\$0	\$5,159,000	Fund Balance Allocation	Public Safety
UASI 2017 and 2020	\$0	\$5,200,000	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations (UASI)	\$306,500	\$339,000	Contribution from General Fund (Cost Allocation)	Public Safety
Total - Fire Rescue Services	\$7,873,200	\$17,716,000		

General Special Revenues

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
FDOT Coral Way	\$367,500	\$0	Intergovernmental Revenue	General Government
FDOT Wynwood	\$75,000	\$0	Intergovernmental Revenue	General Government
FDOT Little Havana	\$145,000	\$0	Intergovernmental Revenue	General Government
FDOT Little Haiti	\$0	\$400,000	Intergovernmental Revenue	General Government
Advertising Revenue - Trolley	\$450,000	\$450,000	Program Revenue	General Government
Advertising Revenue - Trolley	\$798,700	\$0	Fund Balance Allocation	General Government
Amigos for Kids	\$24,700	\$25,000	Fund Balance Allocation	General Government
GF On Demand Transportation	\$156,000	\$0	Contribution from General Fund	General Government
GF On Demand Transportation	\$22,200	\$0	Fund Balance Allocation	General Government
Coconut Grove BID Contribution	\$400,000	\$0	Donation	General Government
Kaboom Grant	\$20,000	\$0	Donation	General Government
NET - Donations	\$13,100	\$0	Donation	General Government
Total - General Special Revenues	\$2,472,200	\$875,000		
Homeless Programs				
Homeless Project Administration	\$568,500	\$0	Contribution From General Fund	General Government
Homeless Project Administration	\$357,400	\$0	Contribution from General Fund (Cost Allocation)	General Government
Miami Metro Homeless Assistance Program North (County North) - Award renewal	\$288,500	\$288,000	Intergovernmental Revenue	General Government
Miami Metro Homeless Assistance Program South (County South) - Award renewal	\$136,800	\$137,000	Intergovernmental Revenue	General Government
Miami Homeless Assistance Program (Main) - Award renewal	\$247,500	\$248,000	Intergovernmental Revenue	General Government
Miami Metro Homeless Assistance Program North (County North) - Fund Balance from previous allocation	\$96,200	\$96,000	Fund Balance Allocation	General Government
Miami Metro Homeless Assistance Program South (County South) - Fund Balance from previous allocation	\$91,200	\$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	\$12,500	\$10,000	Intergovernmental Revenue	General Government
Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	\$499,600	\$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	\$2,923,200	\$2,535,000		
Law Enforcement Trust Fund				
LETF State	\$584,000	\$70,000	Fund Balance Allocation	Public Safety
LETF State	\$100,000	\$50,000	Program Revenue	Public Safety
LETF Treasury	\$432,200	\$837,000	Fund Balance Allocation	Public Safety

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
LETF Treasury	\$249,900	\$250,000	Program Revenue	Public Safety
LETF Justice	\$746,300	\$935,000	Fund Balance Allocation	Public Safety
LETF Justice	\$249,900	\$300,000	Program Revenue	Public Safety
Total - Law Enforcement Trust Fund	\$2,362,300	\$2,442,000		
Miami Ballpark Parking Facilities				
Miami Ballpark Parking Facilities (Fund 15400)	\$4,775,500	\$3,120,000	Program Revenue	Public Facilities
Miami Ballpark Parking Facilities	\$1,061,500	\$0	Fund Balance Allocation	Public Facilities
Miami Ballpark Parking Facilities	\$761,400	\$2,007,000	Program Revenue	Transfer Out
Total - Miami Ballpark Parking Facilities	\$6,598,400	\$5,127,000		
Parks and Recreation Services				
Billboard at Grapeland	\$55,000	\$55,000	Program Revenue	Parks and Recreation
Billboard at Grapeland	\$149,600	\$0	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	\$200,000	\$0	Intergovernmental Revenue	Parks and Recreation
Disabilities State Program	\$346,600	\$0	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	\$0	\$899,000	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	\$27,700	\$30,000	Contribution from General Fund (Cost Allocation)	Parks and Recreation
Fit2Play Magic in Miami FY15	\$28,600	\$0	Fund Balance Allocation	Parks and Recreation
Disabilities ADA Parking Fines	\$34,000	\$50,000	Intergovernmental Revenue	Parks and Recreation
Disabilities ADA Parking Fines	\$76,800	\$0	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	\$67,900	\$77,000	Donation	Parks and Recreation
Handicapped Division Fund Raising	\$77,000	\$77,000	Fund Balance Allocation	Parks and Recreation
Parks and Open Space Trust Fund	\$235,000	\$538,000	Fund Balance Allocation	Parks and Recreation
Out-of-School Time Snack Program	\$111,600	\$0	Fund Balance Allocation	Parks and Recreation
Out-of-School Time Snack Program	\$0	\$70,000	Intergovernmental Revenue	Parks and Recreation
Out-of-School Time Snack Program	\$0	\$30,000	Contribution from General Fund	Parks and Recreation
Child Day Care Food Program	\$73,000	\$75,000	Intergovernmental Revenue	Parks and Recreation
Child Day Care Food Program	\$6,300	\$0	Fund Balance Allocation	Parks and Recreation
NRPA Wellness and Fitness Program Grant 2015	\$56,900	\$0	Fund Balance Allocation	Parks and Recreation
Miami Marlins Contribution for Heart of our Parks	\$25,000	\$0	Donation	Parks and Recreation
Miami Marlins Contribution for Heart of our Parks	\$150,000	\$175,000	Fund Balance Allocation	Parks and Recreation
Ordinance 10425 Recreation Activity	\$54,000	\$0	Fund Balance Allocation	Parks and Recreation

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
HFSF I am Fit Grant 2015-16	\$21,200	\$0	Fund Balance Allocation	Parks and Recreation
Amerigroup (Anthem) Grant	\$19,500	\$0	Fund Balance Allocation	Parks and Recreation
Basketball Court Resurface -Dorsey Park	\$10,000	\$0	Fund Balance Allocation	Parks and Recreation
NestlePurina Donation	\$20,000	\$0	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management trust Fund	\$4,400	\$0	Fund Balance Allocation	Parks and Recreation
3 Under the Tree Shcolarship	\$400	\$0	Fund Balance Allocation	Parks and Recreation
3 Under the Tree Shcolarship	\$500	\$0	Fund Balance Allocation	Parks and Recreation
Smart Benches Grant FY17	\$10,000	\$0	Donation	Parks and Recreation
Smart Benches Grant FY17	\$18,100	\$0	Donation	Parks and Recreation
iDance Miami FY17	\$20,000	\$0	Donation	Parks and Recreation
Early Learning Coalition of Miami-Dade/Monroe County	\$0	\$80,000	Intergovernmental Revenue	Parks and Recreation
Coastal Partnership Grant	\$0	\$20,000	Donation	Parks and Recreation
Total - Parks and Recreation Services	\$1,899,100	\$2,176,000		
Planning Services				
Florida East Cost Corridor Imp. Trust	\$902,400	\$902,000	Fund Balance Allocation	Planning and Development
Blue Ribbon Task Force	\$2,100	\$2,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Transportation	\$4,143,100	\$2,584,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Transportation	\$1,105,000	\$0	Program Revenue	Planning and Development
Downtown Development Regional Impact Transportation Interest	\$107,600	\$0	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Master Plan Recovery Fee	\$1,199,600	\$1,832,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Master Plan Recovery Fee	\$200,000	\$0	Program Revenue	Planning and Development
Downtown Development Regional Impact Air quality Fee	\$10,400	\$215,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Air quality Fee	\$197,000	\$0	Fund Balance Allocation	Transfer Out to Capital
Downtown Development Regional Impact Air quality Fee	\$30,000	\$0	Program Revenue	Planning and Development
Downtown Development Regional Impact Administration	\$3,135,600	\$3,573,000	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Administration	\$50,000	\$0	Program Revenue	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	\$1,188,800	\$0	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	\$0	\$1,304,000	Fund Balance Allocation	Transfer Out
Bayfront and Riverfront Lands Acquisition Trust	\$115,600	\$0	Contribution from General Fund	Planning and Development
Impact Fees Administration	\$9,600	\$10,000	Fund Balance Allocation	Planning and Development
Downtown Development Authority	\$45,800	\$46,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West	\$544,600	\$359,000	Fund Balance Allocation	Planning and Development

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
Southeast Overtown Park West - DRI Master Recovery	\$974,800	\$521,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Air Quality	\$240,500	\$201,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Transportation	\$658,600	\$537,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Parkwest Interest	\$35,400	\$35,000	Fund Balance Allocation	Planning and Development
Art In Public Places	\$90,000	\$90,000	Program Revenue	Planning and Development
Art In Public Places	\$0	\$200,000	Fund Balance Allocation	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	\$46,000	\$58,000	Fund Balance Allocation	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	\$24,000	\$24,000	Program Revenue	Planning and Development
The Miami Commission on the Status of Women	\$12,500	\$13,000	Fund Balance Allocation	Planning and Development
Public Benefits Program for Floor Lot Ratio / Height bonus	\$689,300	\$814,000	Fund Balance Allocation	Planning and Development
Downtown Vending District	\$204,800	\$0	Fund Balance Allocation	Planning and Development
Total - Planning Services	\$15,963,100	\$13,320,000		
Police Services				
Investigative Cost Recovery	\$73,500	\$0	Fund Balance Allocation	Public Safety
Investigative Cost Recovery	\$30,000	\$50,000	Program Revenue	Public Safety
Sp Tax Dist Pol Roving Patrol	\$168,000	\$190,000	Program Revenue	Public Safety
Morningsd. Sec Grd Spc Tx Dis	\$55,000	\$58,000	Program Revenue	Public Safety
Natoma Man Sec Grd Sp Tx Dist	\$242,200	\$0	Fund Balance Allocation	Public Safety
Natoma Man Sec Grd Sp Tx Dist	\$32,000	\$32,000	Program Revenue	Public Safety
Bayheights Spec.Tax Dist. 2007	\$250,000	\$280,000	Program Revenue	Public Safety
Fairhaven Spec Tax District	\$87,500	\$97,000	Program Revenue	Public Safety
Training Entrepreneurial Fund	\$113,900	\$0	Fund Balance Allocation	Public Safety
Training Entrepreneurial Fund	\$250,000	\$210,000	Program Revenue	Public Safety
LETF Second Dollar Training-Consolidated	\$100,000	\$100,000	Intergovernmental Revenue	Public Safety
Partnership Fund	\$500	\$4,000	Program Revenue	Public Safety
Partnership Fund	\$6,000	\$0	Fund Balance Allocation	Public Safety
FY'16Justice Assistance Grant	\$0	\$90,000	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	\$440,600	\$0	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	\$359,100	\$0	Contribution from General Fund	Public Safety
2014 COPS Hiring Grant	\$520,400	\$530,000	Contribution from General Fund (Cost Allocation)	Public Safety
2016 COPS Hiring Grant	\$0	\$511,000	Contribution from General Fund (Cost Allocation)	Public Safety
2016 COPS Hiring Grant	\$0	\$625,000	Intergovernmental Revenue	Public Safety

Special Revenue Funds Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
2017 COPS Hiring Grant	\$0	\$625,000	Intergovernmental Revenue	Public Safety
2016 COPS Hiring Grant	\$0	\$184,000	Contribution from General Fund	Public Safety
2017 COPS Hiring Grant	\$0	\$967,000	Contribution from General Fund	Public Safety
COPS Hiring Grant	\$0	\$567,000	Contribution from General Fund (Cost Allocation)	Public Safety
FY 2016-17 VOCA	\$82,300	\$82,000	Intergovernmental Revenue	Public Safety
FY 2016-17 VOCA	\$0	\$28,000	Contribution from General Fund	Public Safety
FY 2016-17 Paul Coverdell Forensic Science Improvement Grant Program	\$107,900	\$0	Intergovernmental Revenue	Public Safety
FY 2017-18 Paul Coverdell Forensic Science Improvement Grant Program	\$0	\$92,000	Intergovernmental Revenue	Public Safety
FY 2017-18 Paul Coverdell Forensic Science Improvement Grant Program	\$0	\$10,000	Contribution from General Fund	Public Safety
FY 2017-18 Miami DUI Checkpoint and Saturation Patrol Overtime Project	\$0	\$80,000	Intergovernmental Revenue	Public Safety
BJA FY2013 Smart Policing Initiative	\$190,000	\$570,000	Intergovernmental Revenue	Public Safety
School Resource Officer	\$37,200	\$37,000	Intergovernmental Revenue	Public Safety
Body -worn Cameras	\$320,700	\$703,000	Contribution from General Fund	Public Safety
Body -worn Cameras	\$960,000	\$402,000	Intergovernmental Revenue	Public Safety
U.S. Marshals	\$101,000	\$0	Intergovernmental Revenue	Public Safety
2016-17 U.S. Marshals Service	\$100,000	\$100,000	Intergovernmental Revenue	Public Safety
E-911 Wireline	\$194,600	\$238,000	Fund Balance Allocation	Public Safety
E-911 Wireline	\$608,400	\$554,000	Intergovernmental Revenue	Public Safety
E-911 Wireline	\$954,400	\$1,301,000	Contribution from General Fund	Public Safety
E-911 Wireline	\$612,800	\$692,000	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Wireless	\$2,587,500	\$1,531,000	Fund Balance Allocation	Public Safety
E-911 Wireless	\$439,300	\$700,000	Intergovernmental Revenue	Public Safety
E-911 Wireless	\$330,900	\$149,000	Contribution from General Fund	Public Safety
E-911 Wireless	\$340,600	\$365,000	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Prepaid Wireless	\$357,600	\$115,000	Fund Balance Allocation	Public Safety
E-911 Prepaid Wireless	\$181,100	\$300,000	Intergovernmental Revenue	Public Safety
Total - Police Services	\$11,235,000	\$13,169,000		
Public Works Services				
Municip. Fuel Tax Str. Repairs	\$195,500	\$0	Fund Balance Allocation	Public Works
Lane Closure Fund (Brickell City Center)	\$239,400	\$150,000	Fund Balance Allocation	Public Works
Lane Closure Fund	\$5,814,500	\$7,085,000	Fund Balance Allocation	Public Works
Lane Closure Fund	\$4,626,000	\$6,914,000	Program Revenue	Public Works

Special Revenue Funds

Schedule of Grants and Programs

	FY 2016-17 Amended Budget	FY 2017-18 Approved Budget	Funding Source	Expenditure (Outflow) by Function
Lane Closure Fund	\$0	\$2,578,000	Fund Balance Allocation	Transfer out to Capital
FDOT Mural Program	\$512,000	\$0	Contribution from General Fund	Transfer In
FDOT Mural Program	\$0	\$300,000	Program Revenue	Public Works
Total - Public Works Services	\$11,387,400	\$17,027,000		
Real Estate and Asset Management Services				
Miami Convention Center	\$5,537,400	\$1,119,000	Fund Balance Allocation	Transfer Out
Total - Real Estate and Asset Mgt. Services	\$5,537,400	\$1,119,000		
Solid Waste Recycling Trust				
Educ. Trust Fund - Recycling	\$0	\$10,000	Program Revenue	Public Works
Educ. Trust Fund - Recycling	\$147,000	\$141,000	Fund Balance Allocation	Public Works
Total - Solid Waste Recycling Trust	\$147,000	\$151,000		
Transportation and Transit				
Transportation and Transit Fund	\$6,107,500	\$6,136,000	Intergovernmental Revenue	Transfer Out to Debt
Transportation and Transit Fund	\$835,800	\$883,000	Intergovernmental Revenue	Public Works
Transportation and Transit Fund	\$2,239,200	\$9,537,000	Intergovernmental Revenue	Public Works
Transportation and Transit Fund - Transit Studies	\$150,000	\$250,000	Fund Balance Allocation	Transfer Out to Capital
Transportation and Transit Fund	\$5,809,400	\$2,087,000	Fund Balance Allocation	Public Works
Transportation and Transit Fund	\$0	\$1,738,000	Fund Balance Allocation (Reserve)	Public Works
Transportation and Transit Fund	\$2,971,000	\$0	Contribution from CITT Fund (Recapture PTP funds from Debt)	Public Works
Total - Transportation and Transit	\$18,112,900	\$20,631,000		
Tree Trust Fund				
Tree Trust Fund	\$600,000	\$600,000	Program Revenue	Planning and Development
Tree Trust Fund	\$303,000	\$850,000	Fund Balance Allocation	Transfer Out to Capital
Tree Trust Fund	\$2,564,800	\$2,530,000	Fund Balance Allocation	Planning and Development
Total - Tree Trust Fund	\$3,467,800	\$3,980,000		
Total - All Grants and Programs	\$156,599,800	\$164,111,000		

**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**

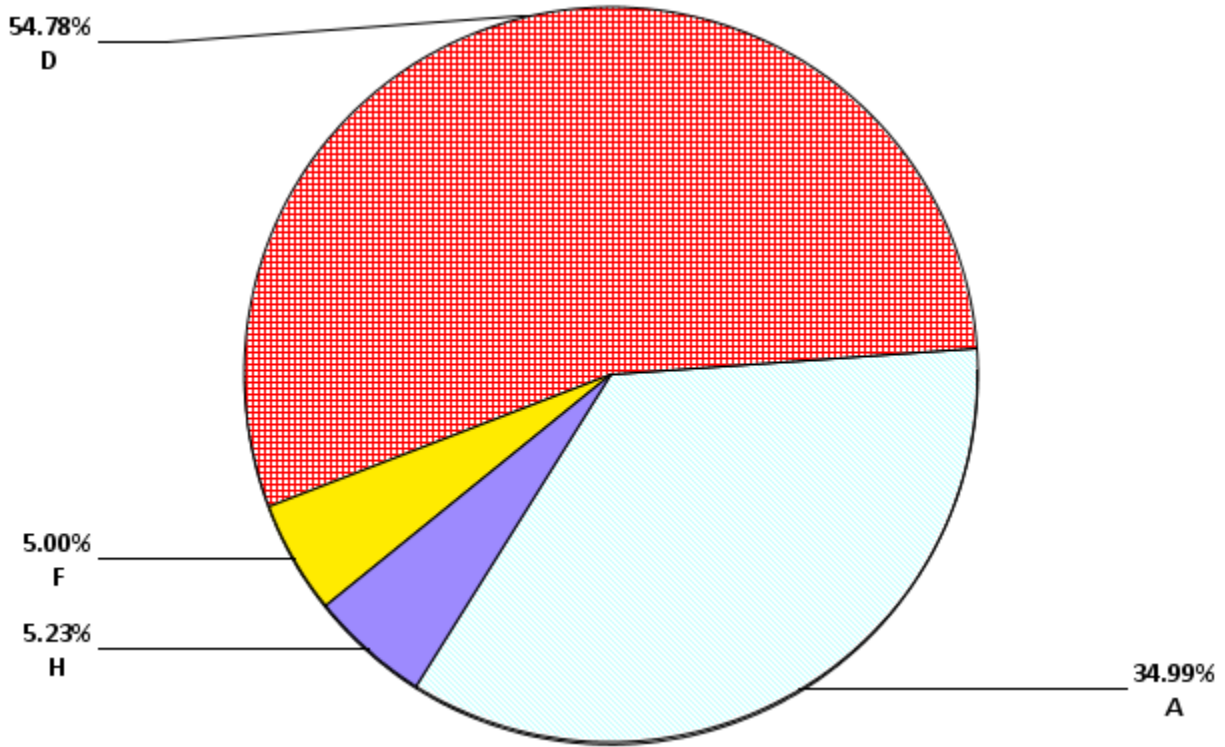
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Debt Limit	\$ 5,688,668,194	\$ 4,990,151,631	\$ 4,599,936,687	\$ 4,533,761,406	\$ 4,383,368,881	\$ 5,370,834,055	\$ 5,372,349,749	\$ 5,400,939,914	\$ 4,954,936,402	\$ 4,046,606,593
Total Net Debt Applicable to Limit	203,227,694	214,300,991	225,381,907	238,036,415	251,229,541	265,845,455	274,617,503	233,254,515	243,385,409	203,311,632
Legal Debt Margin	\$ 5,485,440,500	\$ 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	\$ 4,711,550,993	\$ 3,843,294,961
Total Net Debt Applicable to the Limit as a percentage of Debt Limit	3.57%	4.29%	4.90%	5.25%	5.73%	4.95%	5.11%	4.32%	4.91%	5.02%
Net Assessed Value	\$ 39,903,058,628									
Less Homestead Exempt Valuation	(1,978,604,000)									
Total Assessed Value	37,924,454,628									
Debt Limit for Bonds (15% of Total Assessed Value)	5,688,668,194									
Present Debt Application of Debt Limitation	205,038,304									
General Obligation Debt Fund	(1,810,610)									
Total Net Debt Applicable to Limit	203,227,694									
Legal Debt Margin	\$ 5,485,440,500									

**Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
<u>Revenues</u>					
Property Taxes	24,853,246	24,848,725	25,661,729	27,266,700	27,978,000
Interest (R)	38,567	29,427	26,232	0	0
Transfers-IN	49,678,671	43,608,114	43,222,650	37,991,500	43,805,000
Intergovernmental Revenues	3,000,000	3,000,000	4,083,333	3,000,000	4,000,000
Other Revenues (Inflows)	19,556,965	0	57,240,000	7,171,200	4,179,000
Total Revenues	97,127,450	71,486,267	130,233,943	75,429,400	79,962,000
<u>Expenditures</u>					
General Obligation Bonds	25,388,755	26,091,988	81,264,943	27,266,700	27,978,000
Special Obligation Bonds	77,773,296	40,615,804	41,536,263	48,162,700	51,984,000
Total Expenditures	103,162,051	66,707,792	122,801,205	75,429,400	79,962,000

Revenues (Inflows) By Functional Category Debt Service Funds

FY 2017-18
\$79,962,000



	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)	FY 2017-18 Adopted (\$)	FY 2017-18 Adopted (%)
A: Property Taxes	27,266,700	36.15%	27,978,000	34.99%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	37,991,500	50.37%	43,805,000	54.78%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	3,000,000	3.98%	4,000,000	5.00%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	7,171,200	9.51%	4,179,000	5.23%
I: Charges for Services	0	0.00%	0	0.00%
Total	75,429,400	100.00%	79,962,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds**

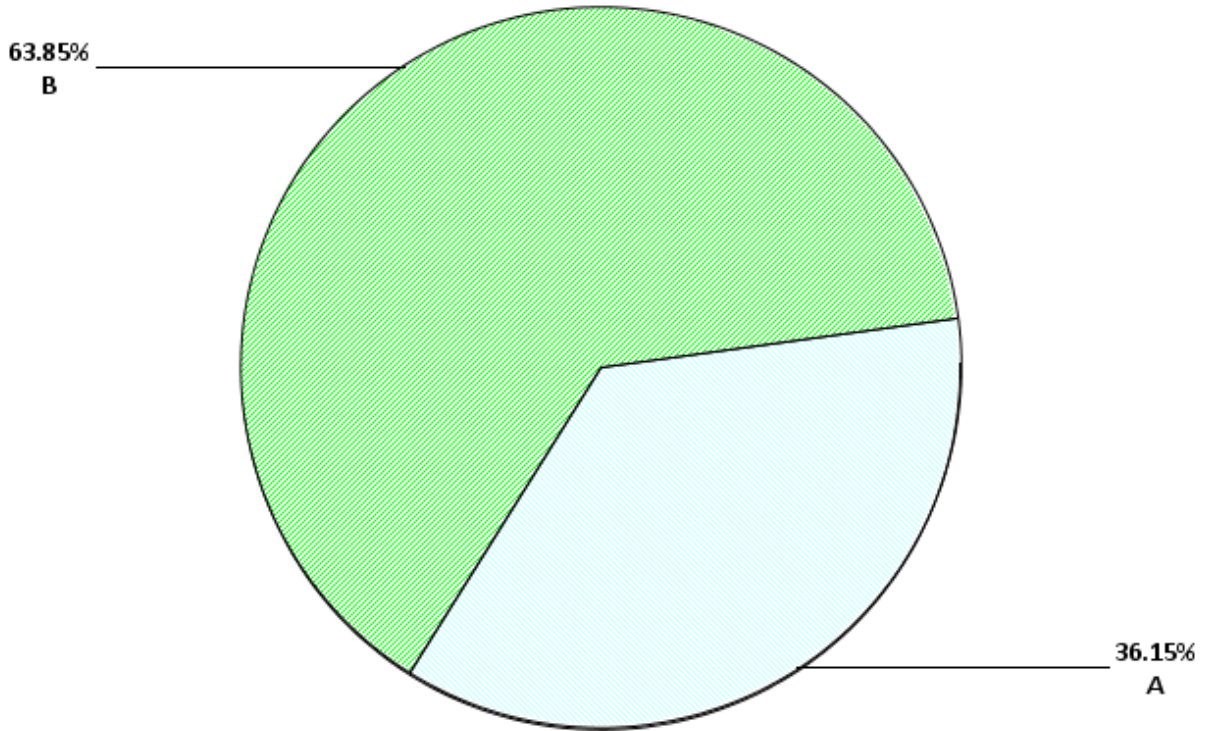
	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	22,687,265	22,746,431	23,942,870	27,266,700	27,978,000
Ad Valorem Taxes-Real-Delinquent	571,864	735,114	309,654	0	0
Ad Valorem Taxes-Personal	1,605,873	1,411,877	1,373,292	0	0
Ad Valorem Taxes-Personal-Delinquent	(11,755)	(44,698)	35,912	0	0
Total Property Taxes:	24,853,246	24,848,725	25,661,729	27,266,700	27,978,000
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	319	(91)	3,068	0	0
Misc-Int & Pen-Investment	38,248	29,519	23,163	0	0
Total Interest:	38,567	29,427	26,232	0	0
<u>Transfers-IN</u>					
Other-Interfund Transfer	49,678,671	43,608,114	43,222,650	37,991,500	43,805,000
Total Transfers-IN:	49,678,671	43,608,114	43,222,650	37,991,500	43,805,000
<u>Intergovernmental Revenues</u>					
Grants From Other Local Units	3,000,000	3,000,000	4,083,333	3,000,000	4,000,000
Total Licenses and Permits:	3,000,000	3,000,000	4,083,333	3,000,000	4,000,000
<u>Other Revenues (Inflows)</u>					
Other-Debt Proceeds	19,556,965	0	57,240,000	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	7,171,200	4,179,000
Total Other Revenues (Inflows):	19,556,965	0	57,240,000	7,171,200	4,179,000
Total Revenue (Inflows):	97,127,450	71,486,267	130,233,943	75,429,400	79,962,000

**Debt Service
Schedule of Revenue (Inflows)**

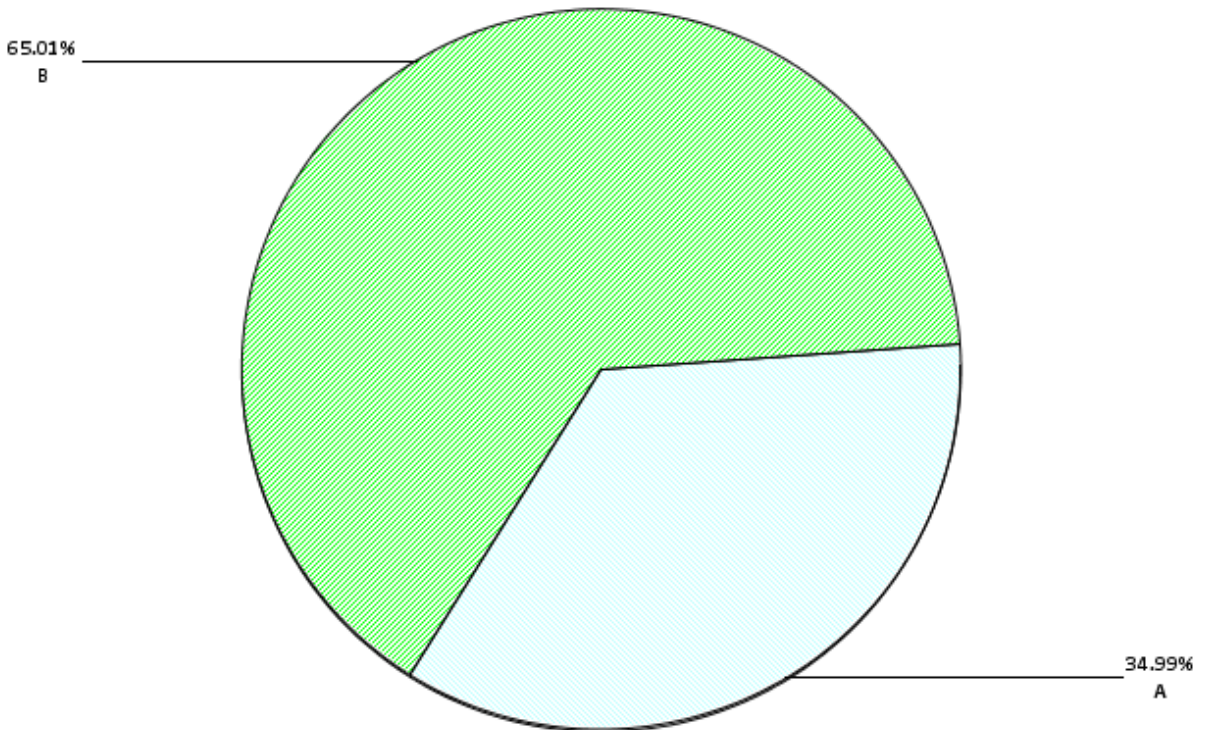
	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,605,873	1,411,877	1,373,292	0	0
Ad Valorem Taxes-Personal-Delinquent	(11,755)	(44,698)	35,912	0	0
Ad Valorem Taxes-Real	22,687,265	22,746,431	23,942,870	27,266,700	27,978,000
Ad Valorem Taxes-Real-Delinquent	571,864	735,114	309,654	0	0
Misc-Int & Pen-Lot Clear & Demoli	17	0	2,144	0	0
Other-Debt Proceeds	0	0	57,240,000	0	0
Total -General Obligation Bonds	24,853,263	24,848,725	82,903,873	27,266,700	27,978,000
Special Obligation Bonds					
Grants From Other Local Units	3,000,000	3,000,000	4,083,333	3,000,000	4,000,000
Misc-Int & Pen-Investment	38,248	29,519	23,163	0	0
Misc-Int & Pen-Lot Clear & Demoli	303	(91)	924	0	0
Other-Debt Proceeds	19,556,965	0	0	0	0
Other-Interfund Transfer	49,678,671	43,608,114	43,222,650	37,991,500	43,805,000
Other-Oth N-optg Sour/Carryover	0	0	0	7,171,200	4,179,000
Total -Special Obligation Bonds	72,274,187	46,637,542	47,330,071	48,162,700	51,984,000
Total Revenues (Inflows)	97,127,450	71,486,267	130,233,943	75,429,400	79,962,000

Expenditures (Outflows) Debt Service Funds

FY 2016-17
\$75,429,400



FY 2017-18
\$79,962,000



	FY 2016-17 Adopted	FY 2017-18 Adopted
A: General Obligation Bonds	27,266,700	27,978,000
B: Special Obligation Bonds	48,162,700	51,984,000
Total	75,429,400	79,962,000

**Debt Service
Schedule of Expenditures (Outflows)**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
General Obligation Bonds					
Budget Reserve	0	0	0	2,360,600	3,635,000
Interest	13,780,673	13,741,374	12,655,706	7,736,100	6,221,000
Other Contractual Services	15,563	9,641	9,238	25,000	25,000
Other Current Charges and Obligations	0	0	172,344	0	0
Principal	11,592,519	12,339,949	68,427,655	17,145,000	18,097,000
Professional Services	0	1,025	0	0	0
Total -General Obligation Bonds	25,388,755	26,091,988	81,264,943	27,266,700	27,978,000
Special Obligation Bonds					
Budget Reserve	0	0	0	2,757,000	2,000,000
Interest	28,634,031	29,821,397	24,752,146	21,611,900	20,725,700
Interfund Transfers	11,766,000	0	0	0	0
Other Contractual Services	0	0	26,000	0	0
Other Current Charges and Obligations	1,542,105	0	0	0	0
Principal	35,831,160	10,794,407	16,758,117	23,787,300	29,252,300
Professional Services	0	0	0	6,500	6,000
Total -Special Obligation Bonds	77,773,296	40,615,804	41,536,263	48,162,700	51,984,000
Total Expenditures (Outflows)	103,162,051	66,707,792	122,801,205	75,429,400	79,962,000

**APPENDIX G:
PRESENTATION OF
SCHEDULES AND GRAPHS,
INTERNAL SERVICE FUND**



**SCHEDULE:
Revenues (Inflows) by Account Object**

**SCHEDULE:
Expenditures (Outflows) by Account Object**

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
<u>Transfers-IN</u>					
Other-Interfund Transfer	600,000	2,165,000	0	0	0
Total Transfers-IN:	600,000	2,165,000	0	0	0
<u>Fines and Forfeitures</u>					
Fines-Other Fines And/Or Forfeits	0	0	140	0	0
Total Fines and Forfeitures:	0	0	140	0	0
<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	40	0	10	0	0
Total Licenses and Permits:	40	0	10	0	0
<u>Other Revenues (Inflows)</u>					
Misc. -Other Revenues EE Health	4,629,016	4,621,705	5,244,669	4,500,000	5,200,000
Misc. -Other Revenues Retirees Health	0	0	4,599,787	10,000,000	8,500,000
Misc-Settlements	1,999,315	1,193,110	3,120,696	0	0
Other-Nonoperating Sources	123,996,833	155,338,631	63,045,400	69,956,300	76,339,000
Misc-Other Miscellaneous Revenues	13,662,484	10,005,648	6,712,873	0	0
Total Other Revenues (Inflows):	144,287,647	171,159,094	82,723,425	84,456,300	90,039,000
<u>Charges for Services</u>					
CFS-PS-Police Services	108,012	110,549	112,162	0	0
CFS-Other Charges for Services	32,899	37,181	46,486	0	0
Total Charges for Services:	140,911	147,730	158,648	0	0
Total Revenue (Inflows):	145,028,598	173,471,824	82,882,222	84,456,300	90,039,000

**Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund**

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Adopted
Personnel					
Executive Salaries	32,589	36,238	0	0	0
Fica Taxes	1,889	1,859	0	0	0
Retirement Contributions	76,300,327	83,256,175	686	0	0
Life and Health Insurance	40,142,706	42,544,075	50,238,872	48,874,300	53,665,000
Total Personnel:	116,477,511	125,838,347	50,239,559	48,874,300	53,665,000
Operating Expense					
Workers' Compensation	12,742,228	14,872,232	17,011,196	15,700,000	18,150,000
Other Contractual Services	2,492,177	3,112,582	200	0	0
Communications & Related Services	1,773,484	1,809,108	1,000	0	0
Postage	14,833	14,691	0	0	0
Insurance - Police Torts	0	1,098,812	2,089,296	1,200,000	1,000,000
Insurance - Vehicle Liability	0	990,011	915,501	1,200,000	1,300,000
Insurance - Property & Casualty	0	5,991,777	6,038,874	7,040,000	6,500,000
Insurance - General Liability	0	462,781	932,318	2,400,000	1,600,000
Insurance - Public Official	0	40,272	257,164	0	0
Repair and Maintenance Services	1,369,944	2,525,434	0	0	0
IT-Repair and Maintenance Services	0	80	5,516,223	8,042,000	7,824,000
Other Current Charges and Obligations	(186)	0	0	0	0
Operating Supplies	0	(159)	(71)	0	0
Total Operating Expense:	18,392,481	30,917,622	32,761,703	35,582,000	36,374,000
Capital Outlay					
Machinery and Equipment	30,142	88,047	14,756	0	0
Total Capital Outlay:	30,142	88,047	14,756	0	0
Debt Service					
Total Debt Service:	0	0	0	0	0
Non-Operating Expense					
Advances	209,871	(209,871)	0	0	0
Total Non-Operating Expense:	209,871	(209,871)	0	0	0
Total Expenditure (Outflows):	135,110,004	156,634,145	83,016,018	84,456,300	90,039,000

APPENDIX H:
STATISTICAL
INFORMATION



• City Profile



Year of Incorporation: 1896

Area of City of Miami: 55.3 Square Miles (Land 35.68; Water 19.59)

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	\$29,812	38.4	10.4%
2010	399,457 *	\$29,621	38.9	11.1%
2011	411,427 *	\$30,270	39.1	9.4%
2012	416,518 *	\$29,762	39.2	8.3%
2013	421,191 *	\$30,375	39.0	7.5%
2014	431,064 *	\$30,858	39.1	6.8%
2015	440,864 *	\$31,051	39.4	5.9%
2016	453,579 *	\$33,063 **	39.3 **	5.4%

(a) Source: U.S. Census Bureau, American Community Survey

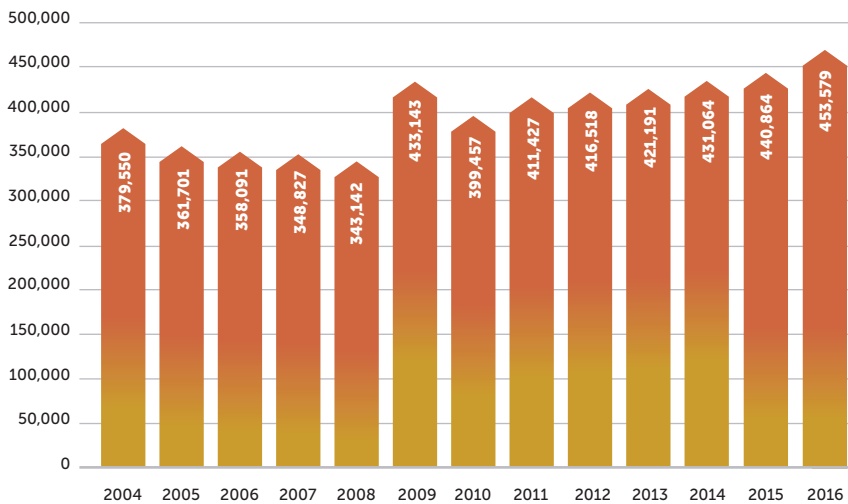
* Source: U.S. Census Bureau, Annual Estimates of the Resident Population, 2016

(b) (c) Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

** Source: Enterprise Florida, Community Profile, 2016

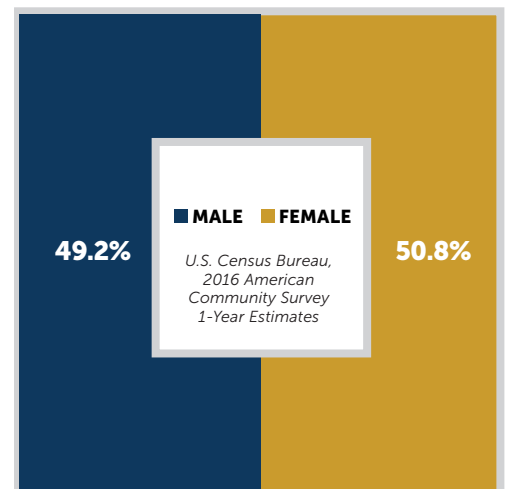
(d) Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, Miami-Dade County, Annual Averages (as of April 2017)

City Population Trend

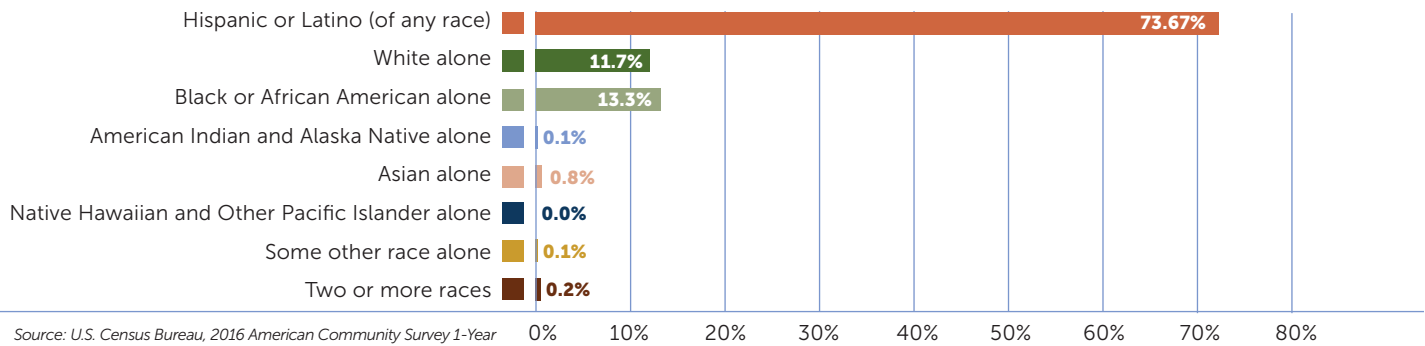


Source: U.S. Census Bureau, Annual Estimates of the Resident Population, 2016

Population by Sex



Population by Race and Ethnicity



Source: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

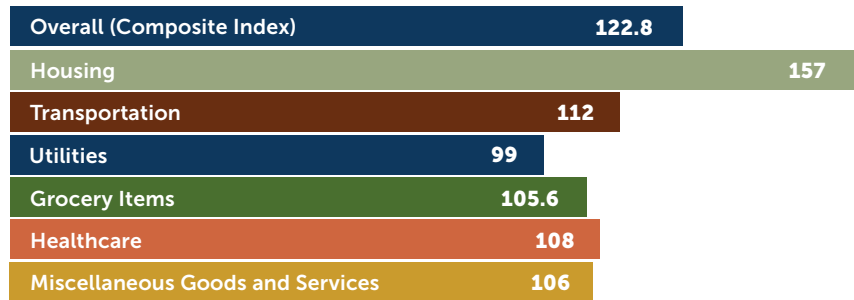
Poverty and Per Capita Income

Source: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

Per Capita Income
\$25,928

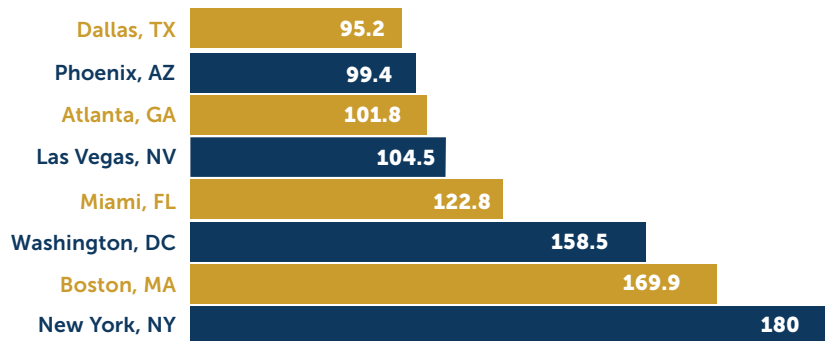
Percentage of persons below the poverty level
24.9%

Cost of Living in City of Miami (U.S. Average =100)



Source: Sperling's Best Places, 2016

Cost of Living Composite Index selected major urban areas



Source: Sperling's Best Places, 2016

Educational Attainment

Population 18 to 24 years 35,785

Less than high school graduate	20.3%
High school graduate (incl. equivalency)	34.2%
Some college or associate's degree	34.3%
Bachelor's degree or higher	11.2%

Population 25 years and over 339,005

Less than 9th grade	13.7%
9th to 12th grade, no diploma	10.0%
High school graduate (incl. equivalency)	31.4%
Some college, no degree	11.2%
Associate's degree	7.2%
Bachelor's degree	16.3%
Graduate or professional degree	10.3%

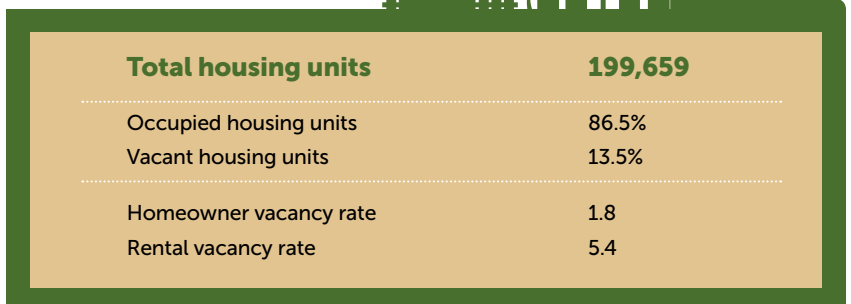
Percent high school graduate or higher 76.3%

Percent bachelor's degree or higher 26.6%

Source: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

Housing Occupancy City of Miami

Source: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates



Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County, Fourth Quarter 2016 (In Thousands)

Employment Classification	Employees
Total Non-farm Employment	1,149.3
Total Private Employment	1,012.5
Construction	43.9
Manufacturing	38.2
Wholesale Trade	75.2
Retail Trade	150.8
Transportation, Warehousing, and Utilities	68.2
Information	18.4
Financial Activities	81.1
Professional and Business Services	166.3
Education and Health Services	176.9
Leisure and Hospitality	139.3
Other Services	54.1
Total Government Employment	136.8

Source: Miami-Dade County Department of Regulatory and Economic Resources, Labor Market Report, Fourth Quarter 2016

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: U.S. Census Bureau, 2012 Survey of Business Owners

Top Ten Major Employers in Miami-Dade County

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, 2015

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

City of Miami, Department of Real Estate Asset Management

JAMES L. KNIGHT CENTER

400 SE 2nd Avenue
Miami, FL 33131
(305) 416-5970

DINNER KEY MARINA AND MOORING FIELD

3400 Pan American Drive
Miami, FL 33133
(305) 579-6980

MARINE STADIUM MARINA

3501 Rickenbacker Causeway
Miami, FL 33149
(305) 579-6980

MANUEL ARTIME CULTURAL CENTER

900 SW 1st Street
Miami, FL, 33130
(305) 960-4680

MIAMARINA AT BAYSIDE

401 Biscayne Boulevard
Miami, FL 33132
(305) 579-6980



RECREATION FACILITY LOCATIONS

AFRICAN SQUARE PARK

1466 NW 62nd Street

ANTONIO MACEO PARK

5135 NW 7th Street

ARMBRISTER PARK

4000 Grand Avenue

ATHALIE RANGE PARK

525 NW 62nd Street

BELAFONTE TALCOCY PARK

6161 NW 9th Avenue

BRYAN PARK

2301 SW 13th Street

BUENA VISTA PARK

5300 NW 2nd Avenue

CHARLES HADLEY PARK

1300 NW 50th Street

CORAL GATE PARK

1415 SW 32nd Avenue

CORAL WAY COMMUNITY CENTER

1330 SW 12th Avenue

CURTIS PARK

1901 NW 24th Avenue

Active Recreation Centers and Parks

DORSEY PARK

1701 NW 1st Avenue

DOUGLAS PARK

2795 SW 37th Avenue

EATON PARK

490 NE 61st Street

ELIZABETH VIRRICK PARK

3255 Plaza Street

FERN ISLE PARK

2201 NW 11th Street

GRAPELAND PARK

1550 NW 37th Avenue

HENDERSON PARK

971 NW 2nd Street

HENRY REEVES PARK

600 NW 10th Street

JOSE MARTI GYM

434 SW 3rd Avenue

JOSE MARTI PARK

351 SW 4th Street

JUAN PABLO DUARTE PARK

2800 NW 17th Avenue

KINLOCH PARK

455 NW 47th Avenue

LEGION MEMORIAL PARK

6447 NE 7th Avenue

LEMON CITY PARK

27 NE 58th Street

LITTLE HAITI SOCCER PARK

6301 NE 2nd Avenue

LUMMUS PARK

360 NW 3rd Street

MARGARET PACE PARK

1745 North Bayshore Drive

MIAMI ROWING CLUB

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

SHENANDOAH PARK

1800 SW 21st Avenue

SOUTHSIDE PARK

142 SW 11th Street

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 22nd Avenue

JOSE MARTI POOL

351 SW 4th Street

CHARLES HADLEY POOL

4800 NW 12th Avenue

MIAMI ROWING CLUB

3601 Rickenbacker Causeway

THEODORE GIBSON POOL

401 NW 12th Street

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

CURTIS POOL

1901 NW 24th Avenue

GRAPELAND WATER PARK

1550 NW 37th Avenue



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



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



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

VIRRIK 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

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
	Neighborhoodness	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

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, 2016.

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
FY2018 BASED ON ACTUALS AS OF SEPTEMBER 30, 2016
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	255,795	0	0	255,795	693,350	36.8926 %
111-5 COMMISSIONERS	1,512,626	0	0	1,512,626	1,700,897	88.9311 %
151 NET -	963,735	0	0	963,735	3,198,784	30.1282 %
150.3 OFFICE OF FILM	44,003	0	0	44,003	205,840	21.3773 %
152 CODE COMPLIANCE	1,023,072	0	0	1,023,072	2,758,445	37.0887 %
181-9 FIRE-RESCUE	7,303,253	0	0	7,303,253	77,617,293	9.4093 %
190-1 POLICE	14,248,086	0	0	14,248,086	126,753,681	11.2408 %
201-9 PUBLIC WORKS	2,154,726	0	0	2,154,726	6,163,217	34.9611 %
211-3 SOLID WASTE	3,841,608	0	0	3,841,608	9,408,700	40.8304 %
221 DEPT OF REAL	1,856,024	0	0	1,856,024	2,834,029	65.4906 %
242 GSA PROPERTY	1,326,274	0	0	1,326,274	1,979,028	67.0164 %
245 GSA	286,579	0	0	286,579	508,503	56.3574 %
281-4 BUILDING	2,022,834	0	0	2,022,834	5,293,916	38.2105 %
291-8 PARKS &	6,751,969	0	0	6,751,969	17,303,438	39.0210 %
341.351-5 PLANNING &	1,761,104	0	0	1,761,104	3,601,464	48.8997 %
381 COMMUNICATIONS	200,063	0	0	200,063	550,498	36.3422 %
401 CIP &	1,396,809	0	0	1,396,809	1,584,398	88.1602 %
910 CD-COMMUNITY &	2,370,400	0	0	2,370,400	3,523,598	67.2721 %
920 CRA - COMMUNITY	316,127	0	0	316,127	1,456,989	21.6973 %
930 LIBERTY CITY	52,348	0	0	52,348	282,593	18.5242 %
940 VIRGINIA KEY	160,892	0	0	160,892	280,336	57.3926 %
950 CIVILIAN	81,317	0	0	81,317	288,481	28.1880 %
980 ND - NON	134,873	0	0	134,873	13,313,564	1.0130 %
Composite Rate	50,064,517	0	0	50,064,517	281,301,042	17.7974 %

APPENDIX J: RESILIENCE INITIATIVES



- Resilience Appendix Guide
- Operating Resilience Initiatives
- Capital Resilience Initiatives

Resilience Appendix Guide

In May 2016, City of Miami, in partnership with Miami-Dade County and the City of Miami Beach were designated as one of the 100 Resilient Cities. This unique partnership, named Greater Miami and the Beaches (GM&B), launched its resilience strategy development process in September 2016 with an agenda setting workshop. That workshop involved 200 community, business, and government leaders beginning to identify the top shocks and stresses and priority areas that should be included in a 20 year resilience strategy for the region. The goal with this long term strategy is to build a City and region where residents, neighborhoods, businesses, and institutions can survive, adapt, and grow no matter what kinds of chronic stresses or acute shocks they may face. Since then, the GM&B working team have interviewed 24 Mayors, conducted focus groups with over 700 people, and conducted an online questionnaire with over 2,000 responses. Based on this community and stakeholder input and extensive data gathering and analysis, the GM&B working group has identified six priority areas that will be further analyzed and developed into an actionable strategy in early 2018. A brief description of those priority discovery areas are listed below.

Living With Water: Innovative Infrastructure Investments

Miami is vulnerable to rising sea levels and increasing flood risks due to its low elevation, unique geology, and the density of coastal developments. Initiatives that relate to this priority will focus on investing in natural and man-made infrastructure to rise above and learn to live with water to create a more resilient community in the face of storms and sea level rise.

Advancing and Adapting: How we live and move

Residents spend too much time commuting and struggle to find reasonably priced housing that fits their needs. Initiatives that relate to this priority will focus on improving livability, affordability, and mobility within the City of Miami and the region.

Building Prosperity: An Economy for All

Our economy lacks diversity, high paid, and living wage jobs. Initiatives that relate to this priority will focus on workforce development, economic diversity, and education.

A Thriving Community: Safe Neighborhoods and Healthy Neighbors

Significant pockets of our community suffer from violence, crime, addiction, and poor health. Initiatives that relate to this priority will focus on addressing issues of safety, youth violence, pandemics, and public health. This will also involve strengthening City and neighborhood collaboration.

Robust Recovery: PRE-Planning for POST Disaster

We are vulnerable to hurricanes and flooding but are also well-known throughout the nation for our advanced emergency management. Initiatives that relate to this priority will focus on how to change our policies, emergency response systems, insurance structures, and culture in order to achieve faster, more affordable, and smarter recovery in the event of a disaster.

Resilience Appendix Guide

Leadership for Tomorrow: Staying Ahead of the Curve

Greater Miami and the Beaches has 35 local governments, 2.7 million residents, and approximately 1.2 million registered voters. Additionally, it attracts approximately 12 million tourists a year and covers more than 2,000 square miles. Intergovernmental collaboration is not fully leveraged. There lacks standardization of codes and standards to address real property concerns such as land use, zoning, and sea level rise. Users are without knowledge of comprehensive data, plans, and resources available or applicable to their government or organization. Initiatives that relate to this priority will focus on improving the City's ability to inform and engage the public, work in collaboration with other jurisdictions, and with other organizations.

Operating Resilience Initiatives

The Greater Miami and the Beaches working group, co-led by the City of Miami Office of Resilience and Sustainability, has conducted a preliminary resilience assessment. This assessment was based on extensive community and stakeholder input and data analysis. The assessment has identified resilience initiatives in six priority areas. The following are accomplishments for FY 2016-17 in each of these strategic areas.

Living With Water: Innovative Infrastructure

Building Department

Flood plain manager distributed flyers to all home and condo owners explaining steps they can take to reduce flood risk and insurance costs.

Office of Capital Improvements

Received an award from the Florida State Legislature to be combined with \$1 million already appropriated from the General Fund for the development of a Stormwater Master Plan (\$2.125 million).

Secured funding from the Florida Inland Navigation District (FIND) to fund seven shoreline enhancement projects for design and construction (\$1.708 million).

Completed the NE 2 Avenue street transformation project with new drainage systems, trees, and wider sidewalks to accommodate the addition of sidewalk cafes (\$10.700 million).

Transformed the SW 15 Avenue corridor between SW 8 Street and SW 7 Street from a simple thru street to a raised and festive street that is pedestrian friendly (\$372,000).

Planning

Evaluating mechanisms for strengthening resilience to sea level rise and increased flood risks in Comprehensive Neighborhood Development Plan and Miami 21.

Public Works

Completed drainage enhancements throughout the City (\$2.000 million).

NPDES 5th Year Report: Cleaned and maintained 1,900 inlets and manholes, cleaned 22,240 grates, de-silted and cleaned 200,123 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 on a monthly basis, and removed approximately 7,500 cubic feet of floatables and debris from City of Miami waterways.

Department of Real Estate and Asset Management

Operating Resilience Initiatives

Initiated the installation of the pump-out system upgrades at Miamarina and Dinner Key Marina, and initiated improvements to the electrical infrastructure of Miamarina (\$1.279 million).

Advancing and Adapting: How we live and move

Office of Capital Improvements

The OCI has 100% of its positions assigned to project management (\$1.022 million).

Office of Transportation Management

The OTM has 100% of its positions assigned to managing, planning, coordinating, and implementing the City's Transportation and Transit Program (\$684,000).

Coordinated an amendment to the intergovernmental agency agreement to implement traffic calming devices with the Miami-Dade Department of Transportation and Public Works.

Developed and implemented an update to the free smartphone application for Android and iPhone platforms providing easy access to maps, schedules, and service updates on the Miami Trolley (\$485,000).

Upgraded the Miami Trolley software application to obtain baseline performance measures such as on-time performance and customer's complaints database (\$412,000).

Completed the implementation of the Miami Comprehensive Neighborhood Plan Transportation Element.

Awarded funding from Florida Department of Transportation (FDOT) to augment the funding of the new Little Haiti route (\$400,000).

Public Works

Maintenance of ROW infrastructure – streets, sidewalks, bridges, canals

Operations: verifies illumination coverage, repairs damaged ROW infrastructure

Repaired/replaced/constructed 170 ADA compliant ramps

Enhanced and beautified 60 medians and traffic circles Citywide.

Building Prosperity: An Economy for All

Community and Economic Development

Assisted over 1,233 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 1,150 senior citizens; assisted 13 people with developmental disabilities.

Provided rental assistance to 443 households currently under the Section 8 program; provided rental assistance to over 962 households under the HOPWA program (county-wide program);

Operating Resilience Initiatives

provided single family rehabilitation to 25 households and provided down payment assistance to 20 low-to-moderate income households.

Promoted economic development to small businesses by providing technical and financial assistance to 15 for-profit businesses.

Fire-Rescue Department

The Department worked in collaboration with Miami-Dade Public Schools and the 5,000 Role Models Program to educate at risk men and women to become First Responders and then become Emergency Medical Technicians.

Grants Administration

Secured funding to continue offering the Families First Program to provide services to 180 families in ten childcare centers Citywide with 89 percent of caretakers meeting or exceeding required attendance and providing 95 percent in customer satisfaction; expansion of Families First Program in various Miami-Dade County Public VPK schools; continued partnership with Miami-Dade County Public Schools to provide internship program to approximate 30 Miami high school students at various City departments; provided back to school supplies to over 180 children; assisted with the Cities of Service grant.

Relocated free tax services to improve service delivery to three parks. The City now offers valuable free tax services at three parks: Jose Marti Park, Moore Park, and Robert King High Park and ten NET offices. Over 1,800 residents took advantage of this service this year generating over one million in tax refunds through our parks and NET offices. As a strategic cost-share partner with the Department of Commerce's Minority Business Development Agency, the small business assistance center was awarded a grant to expand services for businesses interested in exporting (\$1.200 million).

Assisted over 300 small businesses each year with technical assistance, procurement, and access to capital and bonding.

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 (\$341,000).

Career Center at Lindsey Hopkins met 66.6 percent of the required performance measures, ranked fourth for the Region in performance, welcomed 11,735 visitors in the first six months, placed 549 individuals (115 City residents), hosted over 14 job recruitment events, recruited 322 participants for training (Construction, Hospitality, and Culinary) through the "Employ Miami-Dade" program managed by the Center for the whole region, established a partnership with Camillus House and opened a satellite office at that site to serve the homeless population, and served over 1,254 businesses and commercial entities identifying 775 new job openings.

Operating Resilience Initiatives

Secured a grant for \$367,506 from the Cities of Financial Empowerment Fund to expand the program by adding 100 additional youth in partnership with the Overtown Youth Center (\$343,000).

Implemented and provided Citywide training for the grant management system eCivis to optimize grant seeking opportunities and facilitate the grant management process Citywide.

Mayor

Mayor's Special Revenue Fund for Citywide Anti-Poverty Program (\$250,000).

Office of Management and Budget

The Office of Management and Budget has one position dedicated to working on the facilitation and implementation of education initiatives to support individuals and families in achieving educational success, which is socially translated into a quality workforce, an important City resource available to the private sector for the achievement of economic development (\$88,000).

Parks and Recreation

Partnered with the Miami Bayside Foundation to offer Small Business Training workshops for minority-owned small businesses at the Little Haiti Cultural Center.

Child Care: daycare for kids 0-5 years old, administers programs for social life skills, foster parenting, and child development

Police Department

Conducted eight academy classes and graduated over 160 Police Officers in preparation of 117 Police Officers retiring by September 2017.

Procurement

Worked closely with the City Attorney's Office and Commissioner's Offices, on amending the Living Wage Ordinance.

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.

Department of Real Estate and Asset Management

Extended lease with Better Way of Miami to provide transitional housing to those in need.

A Thriving Community: Safe Neighborhoods and Healthy Neighbors

Operating Resilience Initiatives

Code Compliance

Attended 18 association meetings to educate residents on Code Compliance issues when inspecting businesses, and provided tips after achieving compliance on how to avoid code violations.

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

Fire-Rescue Department

In conjunction with the Building Department, continued the initiative of identifying, researching, and analyzing the demolition of Unsafe Structures which resulted 114 demolitions.

Conducted approximately an unprecedented 18,000 New Construction Inspections and approximately 24,300 Certificate of Use inspections.

Future Leaders: A teen focused volunteer program targeting ages 14-16 year olds who require community service hours.

Neighborhood Enhancement Team

Increased and improved daily communication and outreach by completing over 9,600 contacts during the year.

Office of Planning

Acquired 8,400 square feet of park space in conjunction with the Departments of Parks and Recreation and Real Estate and Asset Management (\$406,000).

Planted 279 trees Citywide and 441 plants for the Virginia Key Arbor Day Restoration Project funded through the Tree Trust Fund (\$219,000).

Plan to complete master plans for Wynwood, Virginia Key Flex Park, and SW Street Tree Plan.

Parks and Recreation

Opened the newly expanded building at the Sandra DeLucca Developmental Center in June 2017, allowing expanded programming for Active Adults 55+ and adults with special needs. The center received a grant from the National Inclusion Network to allow training of staff on how to host inclusive programming at recreation locations.

Started a new Active Adult 55+ program at West End Park that averages 70 attendees daily.

Opened the new Sam K. Johnson Youth Center at Hadley Park in January 2017, a 23,000 square foot, state-of-the-art facility providing fitness, recreation, and sports programs for youths and adults (\$9.200 million).

Year round senior and teen engagement programs, after-school and camp programs

Operating Resilience Initiatives

Collaborated with Disability Independence Group and the City of Miami Police Department to implement the Wallet Card program to train young adults with disabilities on how to communicate effectively with law enforcement and emergency personnel; trained over 70 people with special needs to date.

Received a grant from the Amerigroup Foundation to start the IDance Program which facilitated 120+ teens at eight park locations in healthy, active dance programming.

Held the second annual Water Safety Event at Grapeland Water Park hosting 375 guests; highlighting water safety educational sessions for open water, pools, boating safety, and free learn-to-swim classes.

Police Department

The Police Department has 1,299 sworn and 107 civilian positions assigned to the community safety area (\$118.237 million).

Completed the integration of the Emergency Police Dispatch (EPD) System into the Computer-Aided Dispatch (CAD) System.

Provided 48 active shooter and awareness training classes to local businesses and schools.

The Police Department supports the Do the Right Thing program that recognizes and rewards school-age youths for positive accomplishments, behavior and good deeds. It also supports Police Athletic League that is geared towards children ages 5-18. The program is geared to building relationships with the youth of the community in a positive way, through athletics, activities, and mentorship (\$110,000).

Solid Waste

Effectively marketed messaging to residents and visitors through multi language advertising at bus shelters and on heavy equipment through a grant from the Florida Department of Transportation (\$15,000).

Implemented the DriveCam program which resulted in; 43 percent reduction in collisions, nine percent reduction in near collision events, and 23 percent average reduction in overall risk score (\$63,000).

Led 60 clean-up events for the Keep Miami Beautiful Campaign throughout the City of Miami. Approximately 161,766 pounds of trash was collected.

Increase multi-family and business recycling participation while reducing contamination.

Reduce illegal dumping in the public right of way and reduce other environmental violations through more effective code enforcement.

Presented "Keep Miami Beautiful" Student Ambassador Program in five schools and reached over 3,000 students, faculty and staff. Students engaged in lessons aimed at community beautification, ending littering, and increasing recycling relating to their schools, homes, and neighborhoods.

Provided over 20,000 businesses and multifamily buildings information regarding commercial recycling.

Engaged community volunteers (civic groups, HOA's, non for profits) in neighborhood specific

Operating Resilience Initiatives

clean-ups geared towards developing community pride.

In order to combat the spread of the Zika virus, the Solid Waste Department conducted daily sanitation code enforcement patrols to identify locations of illegal dumping and Chapter 22 code violations; increased street-sweeping of major thoroughfares in Wynwood from one day a week to seven days a week, and increased pick up of trash discarded by illegal dumping. Conducted 114 recycling educational outreach presentations in schools and community events throughout the City of Miami reaching over 27,257 people.

Introduced public space recycling to pedestrian streetscapes through the grant from "Keep America Beautiful" and Coca Cola (\$55,000).

Achieved compliance with citywide commercial recycling through partnership with community groups, business associations, and waste haulers.

Robust Recovery: PRE-Planning for POST Disaster

General Service Administration

Maintained an average of 98 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 the upgrade and renovations to the City's fueling facility to include new fuel dispensers that significantly reduce the amount of time needed to refuel fleet vehicles, including trolleys.

Procured and placed into service: 128 Police Department vehicles, 60 general fleet vehicles, five trailers and three donated/confiscated vehicles.

Fire-Rescue

The Fire-Rescue Department has 14 positions assigned to the Urban Area Security Initiatives and Urban Search and Rescue divisions (\$936,000).

The Fire-Rescue Department has 766 positions assigned to emergency response (\$51.200 million).

Leadership for Tomorrow: Staying Ahead of the Curve

Agenda Coordination

Operating Resilience Initiatives

Implemented new Accela system: able to generate and make the City Commission agenda available to the public (\$67,000).

Building

Continued three year capital improvement project for facilities renovation, electronic plans review, information technology improvements, and full-system integration of iBuild Land management system.

City Manager

Established Chief Innovation Officer position to build private, civic and governmental partnerships focused on strengthening the City's capacity to leverage data and technology for improved customer service, citizen engagement and overall decision-making (\$115,000).

Established Chief Resilience Officer position and Office of Resilience & Sustainability to strengthen City of Miami's response to climate change and urbanization (\$239,800).

Communications

Worked closely with the Chief Innovation Officer on the implementation of the alpha website which is online as of January 18, 2017. This prototype gave the City an opportunity to obtain user feedback prior to the official launch of the new website planned for the end of the calendar year. Developed new campaigns for specific City messages such as a Zika Awareness public service announcement and ongoing social media messaging as well as promotion of the Residents Survey.

Capital Resilience Initiatives

The Greater Miami and the Beaches working group, co-led by City of Miami Office of Resilience and Sustainability, has conducted a preliminary resilience assessment. This assessment was based on extensive community and stakeholder input and data analysis. The assessment has identified resiliency initiatives in six priority areas. The following are Capital projects adopted for FY 2017-18 in each of these strategic areas.

Living With Water: Innovative Infrastructure

Office of Capital Improvements

25 RD End of Street: Baywalk, floating dock, and seawall - (\$118,000)
Bayhomes Drive: Drainage improvements and pump station (\$525,000)
Bird Avenue Road Improvements: Drainage improvements (\$2.312 million)
Center Street Drainage Improvements: Drainage improvements (\$488,000)
Citywide: Storm Sewer Repair - (\$954,000)
D5 Shorecrest Drainage Improvements: sea level rise master plan pilot program (\$2.000 million)
Englewood Road and Storm Sewer Improvements: Drainage improvements (\$8.786 million)
First Presbyterian Church: Baywalk installation- (\$214,000)
Mary Brickell Village Drainage Improvements: Drainage improvements (\$5.276 million)
Miami Women's Club Baywalk Project-CRA 92-686001: Seawall installation (\$745,000)
NW 12 ST from NW 21 AVE to NW 22 AVE: Drainage improvements - (\$184,000)
NW 18 AVE from NW 1 and NW 3 ST: Drainage improvements - (\$340,000)
NW 7 St RD from NW N. River Dr to NW 9 CT: Drainage improvements - (\$836,000)
New Baywalk and Seawall at NE 22 ST and NE 22 TER - (\$84,000)
SW 23 TER Local Drainage Improvements: Drainage improvements - (\$50,000)
Stormwater Master Plan Update 2016: Update of master plan for drainage improvements (\$1.059 million)
Street and Drainage Improvements at Intersection of SW 4 ST: (\$219,000)
Swale Restoration at NW 2 Street Between 34 AVE and 35 AVE: drainage improvements (\$2,000)
South Bayshore Drive Roadway and Drainage Improvements (\$7.500 million)
Woodridge Drainage Improvements: (\$200,000)

Parks and Recreation

Alice Wainwright Park Seawall and Baywalk - (\$125,000)
Baywood Park Seawall - (\$50,000)
Morningside Park Enhancements: seawall and pier installation - (\$1.126 million)
Virginia Key Northpoint: Park design and enhancements - (\$2.500 million)
Myers Park: Seawall, boat ramp, and parking improvements - (\$119,000)
Pallot Park Seawall - (\$424,000)
Pallot Park Shoreline Improvements - (\$106,000)

Capital Resilience Initiatives

Regatta Park: Baywalk, boat hoist, and floating dock - (\$516,000)

Spring Garden Park: Seawall and kayak launch - (\$813,000)

Virginia Key: New seawall and kayak launch - (\$2.039 million)

Public Works

Citywide Storm Sewer Repair Project: Repair and Installation to alleviate flooding - (\$9.745 million)

FDEP Drainage Wells Compliance-Citywide: Drainage improvements – (\$1.555 million)

Morningside Drainage Improvement Project - (\$196,000)

Overtown Stormwater Pump Station Upgrades: repairs and upgrades to pump station - (\$768,000)

Riverview and Lawrence Pump Stations: Installation of new flow pumps - (\$1.824 million)

Advancing and Adapting: How we live and move

Office of Capital Improvements

Auburndale Traffic Circle at SW 32 AVE and 2 ST: (\$280,000)

BCC Traffic Circle Construction: (\$1.602 million)

Bay of Pigs Park Playground Enhancements: (\$152,000)

Bell Meade Traffic Calming Circle: (\$250,000)

Coral Gate Speed Table: Traffic calming – (\$99,000)

D2 Traffic Calming Devices – (\$270,000)

Downtown Development Authority Bathrooms for the Homeless - (\$200,000)

Downtown Miami Bicycle and Pedestrian Mobility - (\$288,000)

Downtown Street Conversions – Traffic flow improvements (\$50,000)

Flagami Traffic Calming – Traffic circles – (\$878,000)

Flagami Traffic Calming-Phase IV – (\$1.198 million)

Flagami Traffic Tables: Traffic calming – (\$100,000)

Golden Pines Neighborhood Speed Tables: Traffic calming – (\$53,000)

La Pastorita Traffic Calming and Misc Improvements – (\$587,900)

Marine Stadium Marina at Virginia Key: New marina – (\$1.740 million)

Martin Luther King Blvd / I-95 Area Improvements: Murals underneath I-95 – (\$100,000)

Metromover Parkway: Pedestrian pathway – (\$24,000)

NW 4 ST from NW 49 AVE to NW 52 AVE: Traffic calming – (\$30,000)

Quiet Zone Along Spur Corridor in Allapattah: Railroad noise mitigation – (\$442,000)

Railroad Crossing at NE 42 ST and South Dixie Highway: Roadway improvements – (\$1.000 million)

Roadway, Drainage and Traffic Improvements: Citywide improvements – (\$1.225 million)

Shenandoah Traffic Calming Devices – (\$500,000)

Capital Resilience Initiatives

Silver Bluff Traffic Calming Improvements – (\$569,000)
Silver Bluff Traffic Calming Priority 3 – (\$654,000)
Traffic Calming Circle at McDonald and Day AVE – (\$50,000)
Traffic Calming Circle at SW 14 AVE and SW 13 ST – (\$549,000)
Traffic Calming Circle at South Bayshore Lane and Fair Isle – (\$300,000)
Traffic Calming Device at Intersection of SW 32 AVE and SW 5 ST – (\$72,000)
Traffic Calming Devices at SW 25 Ave – (\$230,000)
Traffic Calming Devices-Upper Eastside Palm Grove – (\$75,000)
Traffic Calming at SW 19 AVE and SW 14 TER – (\$447,000)
Citywide Streets Milling and Resurfacing - (\$2.559 million)

Parks and Recreation

Museum Park Development: Development of multi-use park – (\$1.994 million)

Department of Real Estate and Assets Management

G4 Garage Improvements (Miami Parking Authority) - (\$1.250 million)

Building Prosperity: An Economy for All

Office of Capital Improvements

OCI Contract Compliance Program Software: System to monitor local Workforce laws – (\$80,000)

A Thriving Community: Safe Neighborhoods and Healthy Neighbors

Neighborhood Enhancement Team

Neighborhood Enhancement Team Downtown office: Office build-out – (\$87,000)

Office of Capital Improvements

Curtis Park Environmental Remediation Project: Contaminated soil cleanup – (\$6.466 million)
Environmental Remediation-Citywide: (\$3.586 million)
Former Shamrock Gas Station Environmental Remediation – (\$87,000)
Merrie Christmas Park Remediation: Contaminated soil cleanup – (\$150,000)
Remediation of Virginia Key Composting Facility: Required annual testing of groundwater – (\$40,000)
City of Miami Fire Rescue Training Center environmental remediation study (\$510,000)
Curtis Park remediation of contaminated soil (\$6.200 million)
Merrie Christmas park Remediation (\$150,000)
Remediation of Virginia Key Composting Facility (\$40,000)
Wagner Creek-Seybold Canal Dredging (\$33.337 million)

Capital Resilience Initiatives

20 ST Maintenance Yard Operations Facilities - (\$4.423 million)

Wagner Creek-Seybold Canal Dredging – (\$33.333 million)

Parks

Adult Fitness Zone Enhancements: Replacement of old fitness equipment – (\$500,000)

Alice Wainwright Plan Z Connector: Plan Z bicycle path – (\$750,000)

Antonio Maceo Community Building Addition – (\$2.412 million)

Broadway and SW 1 AVE-New Park – (\$1.500 million)

Bryan Park Community Building: Demolition and construction of new building – (\$1.202 million)

Charles Hadley Park General Plan and Enhancements - (\$1.200 million)

Citywide Playground Enhancements - (\$2.426 million)

Citywide Pool Facility and Structural Enhancements - (\$1.107 million)

Curtis Park New Pool Facility and Boat Ramp Improvement – (\$5.134 million)

Douglas Park Community Center: New building – (\$2.500 million)

Douglas Park Exercise Equipment: Installation of new exercise equipment – (\$240,000)

Hadley Park Outdoor Fitness Equipment: Installation of new exercise equipment – (\$140,000)

Little Haiti Soccer Park: Design and construction of new soccer and football field – (\$1.811 million)

Ludlam Trail: Acquisition of new park – (\$200,000)

Lummas Park Landing Project-Street Project: Contractions and expansion of walkway – (\$2.088 million)

Marine Stadium Park Development: Development of 16 acre park – (\$24.134 million)

Neighborhood Parks Improvements/Contingencies-ADA: Park improvements for ADA compliance - (\$495,000)

Underline Project-10 Mile Park - Parks and Recreation (\$5.469 million)

Virrick Park New Pool Facility – (\$5.327 million)

Police

Forensic Lab Expansion: Expansion of lab due to increase in investigations – (\$1.603 million)

Marine Patrol Contender Boat: Acquisition of shallow water boat –(\$150,000)

Marine Patrol Vessel: Acquisition of larger ocean capable boat –(\$750,000)

New CCTV Video Wall at MPD Headquarters – (\$191,000)

New OEMHS Mobile Command Vehicle – (\$221,000)

Public Works

Calle Ocho Lighting and Street Improvements – (\$303,000)

Robust Recovery: PRE-Planning for POST Disaster

Information Technology

Capital Resilience Initiatives

800 MHz P25 Trunked Network System - General Services Administration (\$12.100 million)

Police Headquarters Information Technology Support Section - Networking Switching

Infrastructure Upgrade: Upgrade of IT infrastructure – (\$405,000)

Fire-Rescue

Computer Aided Dispatch (CAD): Replacing existing CAD system - (\$196,000)

Fire facilities generator (North and South): Upgrade of Emergency standby generator - (\$1.181 million)

Fire special operation command: Building of a special operations command center – (\$1.334 million)

Hazard mitigation projects: Preparing buildings for natural disasters – (\$500,000)

Purchase of Fire Rescue units - (\$1.000 million)

Police

Police Headquarters Helipad and Roof Replacement – (\$1.458 million)

Surge Suppressors: Citywide surge suppressors – (\$276,000)

Uninterruptible Power Supply System Upgrade – (\$150,000)

Leadership for Tomorrow: Staying Ahead of the Curve

City Clerk

Electronic Campaign Reporting System: System purchase - (\$10,000)

Communications

Redesign of Website: City of Miami redesign - (\$422,000)

TV broadcast signal monitoring upgrade: Equipment upgrade- (\$13,000)

APPENDIX K:
FINANCIAL HEALTH



• **City of Miami Financial Health**

FINANCIAL HEALTH

City of Miami Bond Ratings

(as of 10/1/17)



Aa3



AA-



A+



WIKIPEDIA
The Free Encyclopedia

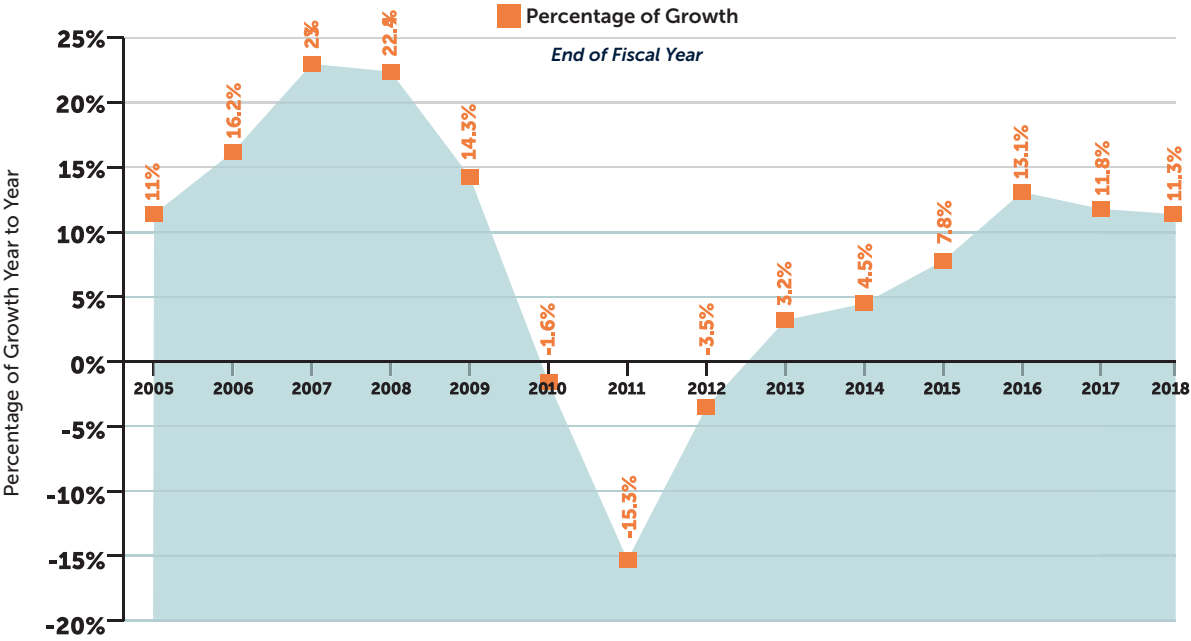
BOND CREDIT RATING

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		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		Upper medium grade		
Aa3		AA-		AA-		Lower medium grade		
A1	P-2	A+	A-2	A+	F2	Upper medium grade		
A2		A		A				
A3		A-		A-				
Baa1	P-3	BBB+	A-3	BBB+	F3	Lower medium grade		
Baa2		BBB		BBB				
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+				
B2		B		B				
B3		B-		B-				
Caa1		C	CCC+	C	CCC	C		Substantial risks
Caa2			CCC					Extremely speculative
Caa3			CCC-					Default imminent with little prospect for recovery
Ca		C	CC	/	DDD	/		In default
C	C							
/	D		DD					
				D				

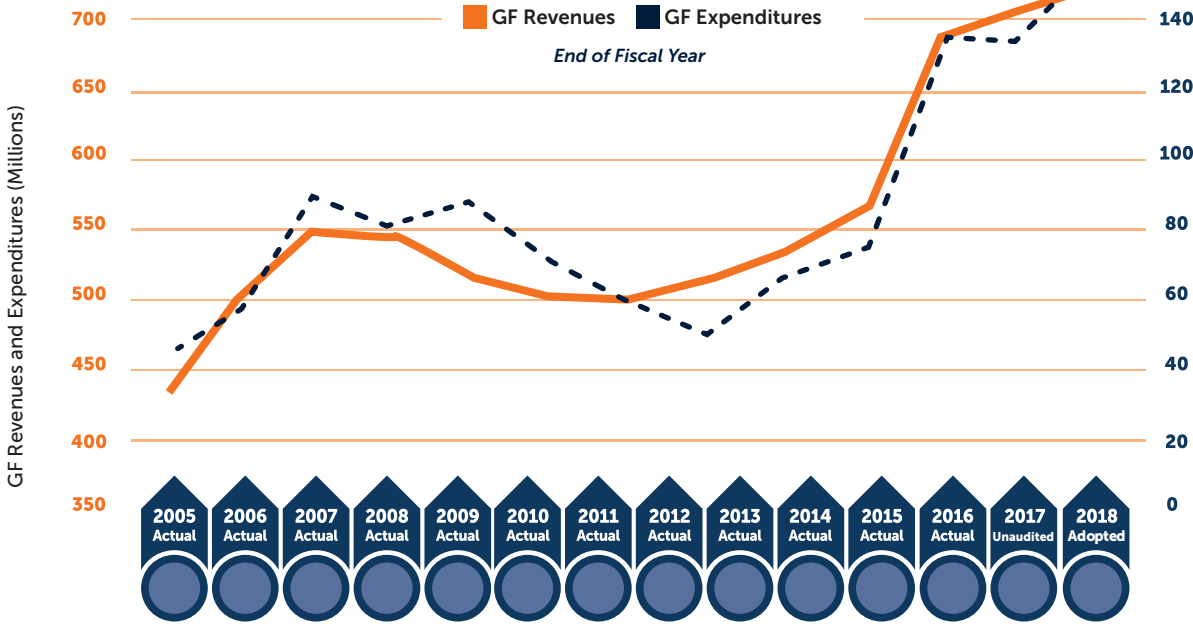
FINANCIAL HEALTH

Historic Tax Roll Growth



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 with FY 2013-14 (an increase of 4.5 percent) and FY 2014-15 (growth at 13 percent) being notable exceptions. Despite a steady increase in the tax roll, the City's millage rate has declined every year since 2011.

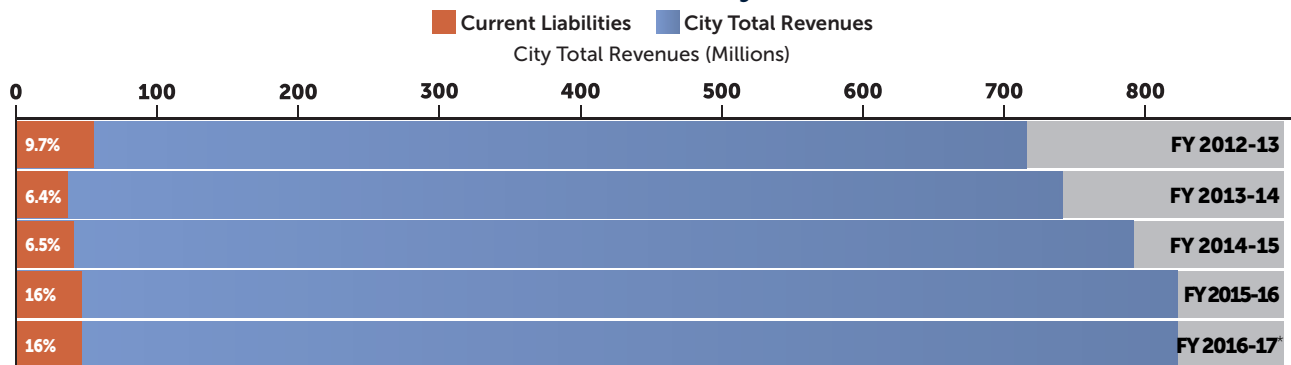
Historic General Fund Budget Growth



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. However, from FY 2015-16 to FY 2016-17 the General Fund budget grew by four percent.

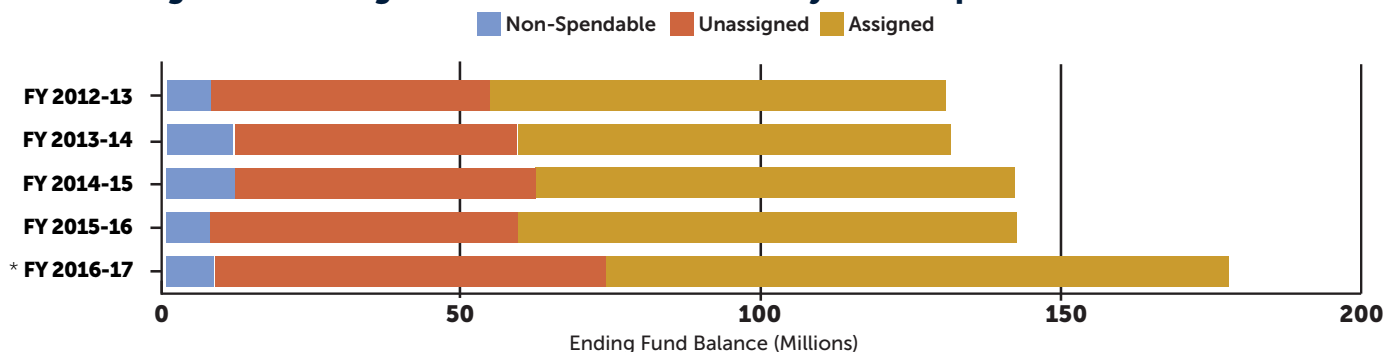
FINANCIAL HEALTH

Current Liabilities Divided by Total Revenues



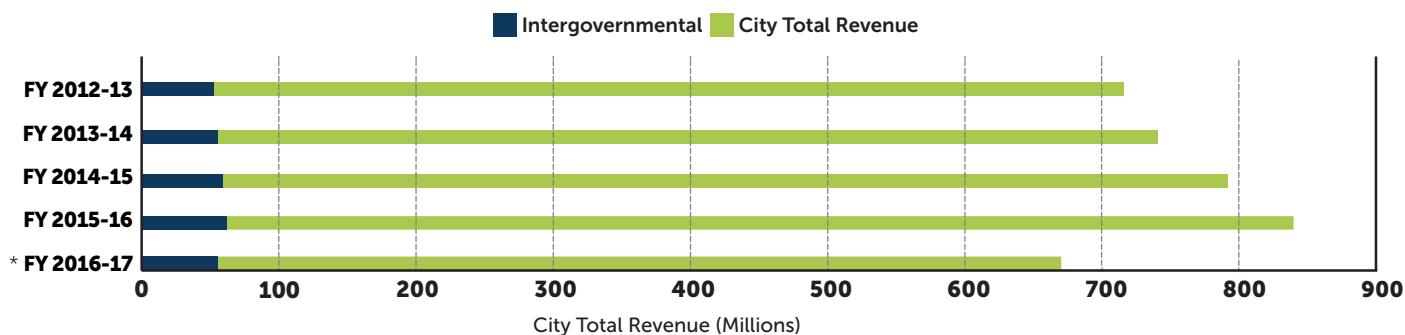
Current Liabilities Current Liabilities have increased as a percentage of General Fund and total City revenues. FY 2012-13 marked the peak in liabilities before an ultimate reduction in liabilities in FY 2013-14 and FY 2014-15. However, FY 2015-16 showed an increase in liabilities.

Unassigned and Assigned Fund Balance Divided by Total Expenditures - General Fund



Non-spendable funds cannot be spent because they are either not in spendable form or are legally or contractually required to be maintained intact
Unassigned funds the residual classification for the general fund. It is not restricted, committed, or assigned to specific purposes
Assigned funds include amounts that are constrained by the City's intent to be used for specific purposes
Restricted funds cannot be spent due to externally enforced limitations (i.e., creditors, grantors, legal rules)

Intergovernmental Revenues Divided by Total Revenues

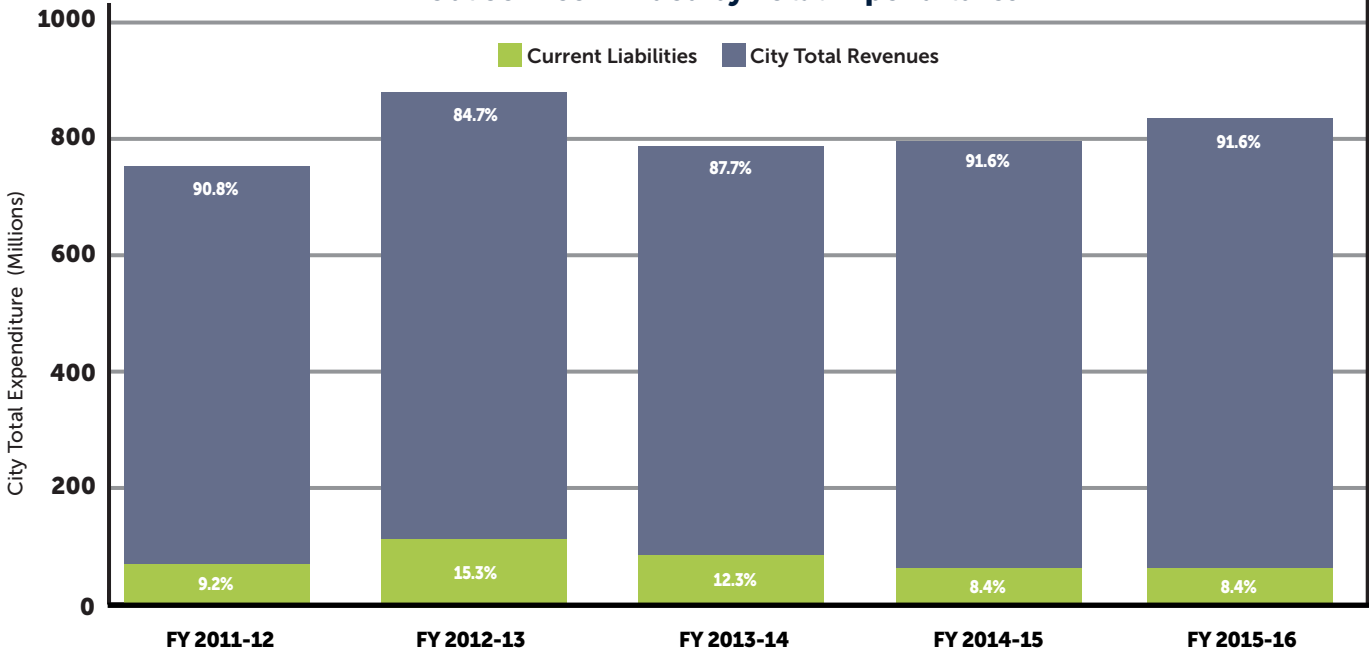


Intergovernmental Revenues have held steady at approximately eight percent from FY 2013 to FY 2017. This means that the City of Miami maintains a low risk of dependence on outside revenues from federal, state, and other local government sources to fund operations and deliver services.

* unaudited

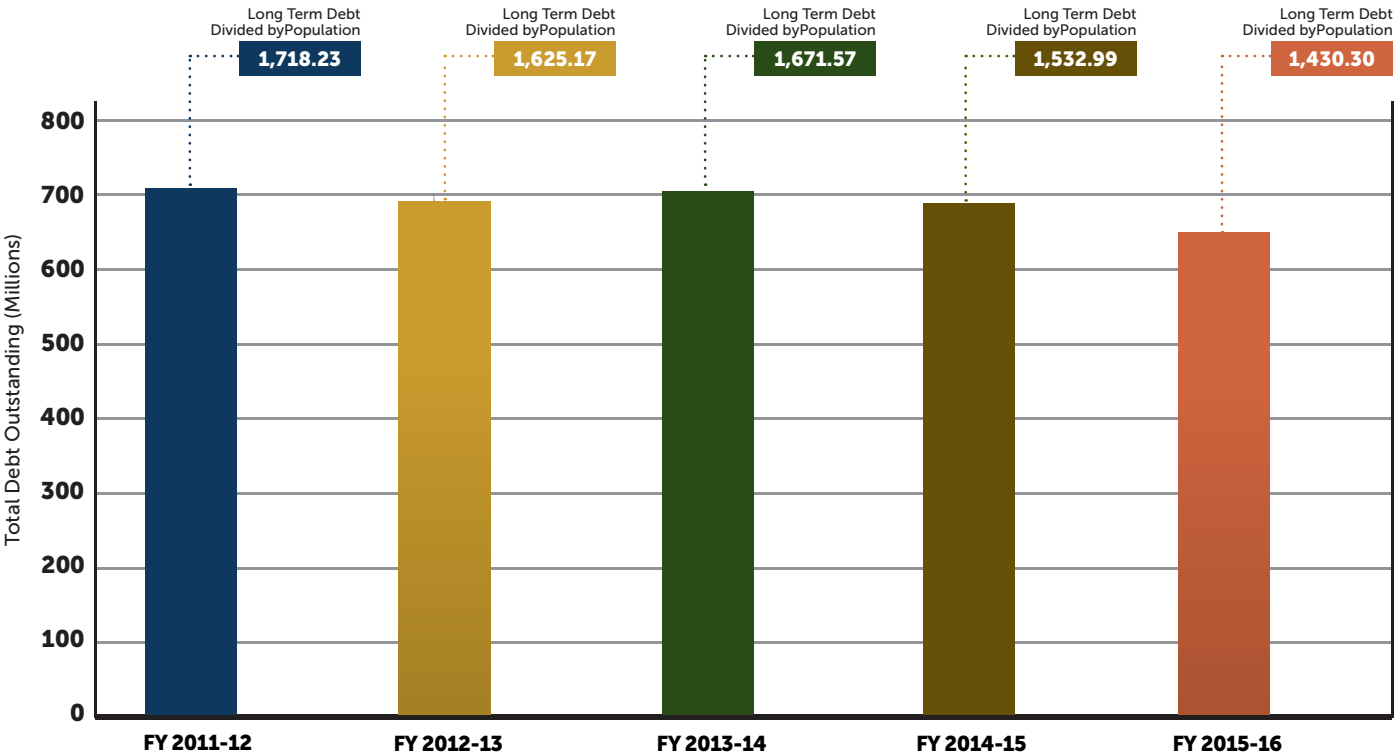
FINANCIAL HEALTH

Debt Service Divided by Total Expenditures



Debt Service in relation to Total Expenditures reached a high of 15 percent in FY 2012-13. However, there was a decline from FY 2013-14 to FY 2015-16. This results in increased flexibility for the city to respond to economic challenges.

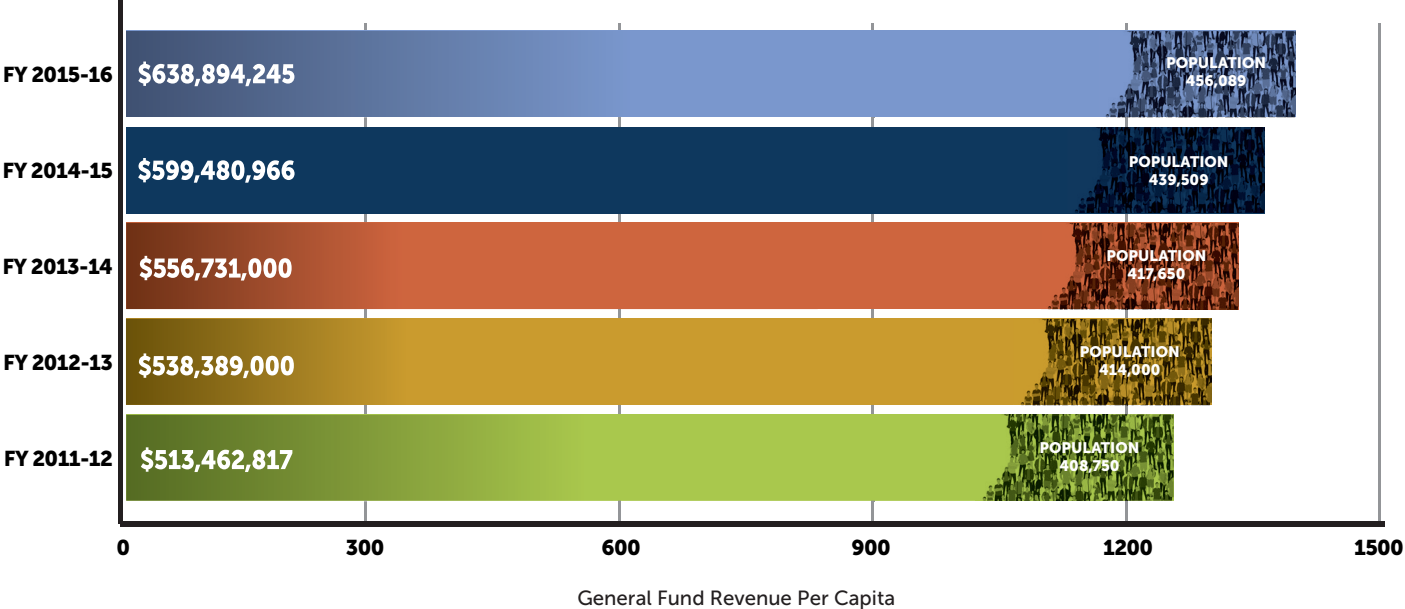
Long-Term Debt Divided by Population



As the City's population has increased every year since FY 2011-12, so has the City's ability to pay its long-term debt and maintain flexibility in how resources are allocated.

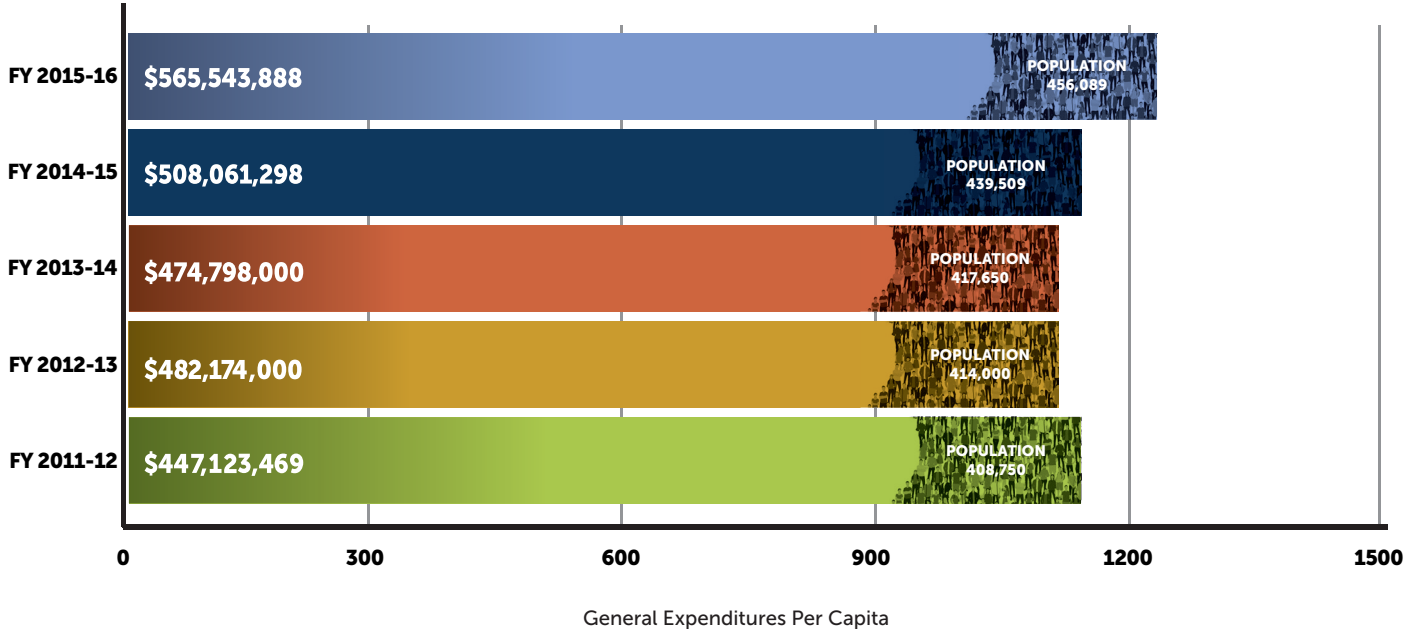
FINANCIAL HEALTH

General Fund Revenue per Capita



As the City's population and revenue collection has increased since FY 2011-12, so has the City's ability to maintain existing service levels with currently available revenue sources.

General Fund Expenditures per Capita



As the City's population and total expenditures have increased since FY 2011-12, so has the City's ability sustain the costs of providing services without compromising the ability to pay for them.

APPENDIX L: RESOLUTIONS



- **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: 2900

Enactment Number: R-17-0475

A RESOLUTION 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, 2017 AND ENDING SEPTEMBER 30, 2018; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY OF MIAMI 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; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Sections 200.065(2)(a)(4) and (2)(c), Florida Statutes (2017), the City Manager previously 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, 2017 and ending September 30, 2018 ("Fiscal Year 2017-18"); and

WHEREAS, on September 19, 2017, the City held a public hearing as required pursuant to Section 200.065(2)(c), Florida Statute (2017), whereat the City Commission adopted the proposed budget as the tentative budget of the City pursuant to Resolution No. R-17-0447 on September 19, 2017; and

WHEREAS, the General Fund Budget for Fiscal Year 2017-18 is \$726,828,000 and the total Budget for all non-capital funds is \$1,060,940,000; and

WHEREAS, the City's final general operating ad valorem millage rate is 7.4365; and

WHEREAS, the major source of revenue for the General Fund is derived from the category identified as "Property Taxes" in the amount of \$325,976,000; and

WHEREAS, this proposed budget recommends to elevate the City's zoning and planning functions to the status of stand-alone departments herein separately to be called the Planning Department and the Office of Zoning; and

WHEREAS, this proposed budget recommends the creation of a new department to be named Veterans Affairs and Homeless Services in which the Homeless Assistance Program functions, previously under the Neighborhood Enhancement Teams Department, will fall within the scope of the newly created department; and

WHEREAS, by separate Resolution No. R-17-0445, adopted September 19, 2017, the City has amended its Multi-Year Capital Plan ("Plan") and it is in the best interests of the City to authorize the City Manager to make any further other necessary changes to adjust, amend, and appropriate for the Plan to make changes corresponding to this Resolution; and

WHEREAS, it is in the best interests of the City to authorize the City Manager to make any further necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, and Strategic Plan, all for the purposes set forth in this Resolution;

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;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated as fully set forth in this Section.

Section 2. The City Manager has recommended a tentative budget, including the Five-Year Financial Plan, for the City for Fiscal Year 2017-18.

Section 3. The Tentative Budget is attached and incorporated herein by reference and is amended to include all of the applicable changes contained in the memorandum entitled "Information for Second Budget Hearing – Fiscal Year 2017-18 Proposed Budget" dated September 22, 2017, as well as three (3) floor amendments:

- Adding a General Fund allocation of \$75,000 to "Transfers Out to Capital" for the Jimbo's Lagoon Project (40-B183404) and delegating authority to the City Manager to amend the FY 2017-18 Capital Plan in a like amount;
- Adding a General Fund allocation of \$325,000 to the Police Department for the Shotspotter Program; and
- Explaining that the additional funds allocated for the Camillus House are for the bed program, not the mat program as was written in the September 22, 2017 memorandum;

and is to become the Final Budget for the City, as hereby adopted.

Section 4. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year 2017-18:

GENERAL FUND	APPROPRIATIONS	ADOPTED BUDGET
Departments, Boards and Offices:		
Mayor	\$ 1,333,000	\$ 1,333,000
Commissioners	3,602,000	3,602,000
City Manager	3,916,000	3,916,000
Office of Agenda Coordination	397,000	397,000
Auditor General	1,126,000	1,126,000
City Attorney	8,418,000	8,418,000
City Clerk	1,753,000	1,753,000
Civil Services	428,000	428,000
Code Compliance	6,728,000	6,728,000
Office of Communications	1,592,000	1,592,000
Equal Opportunity and Diversity Programs	438,000	438,000
Office of Film and Entertainment	424,000	424,000
Finance	8,873,000	8,873,000
Grants Administration	1,741,000	1,741,000
Human Resources	4,603,000	4,603,000
Information Technology	10,881,000	10,956,000
Management and Budget	2,843,000	2,843,000
Neighborhood Enhancement Teams (NET)	6,514,000	6,514,000
Procurement	2,701,000	2,701,000
Office of Resilience and Sustainability	785,000	785,000
Veterans Affairs and Homeless Services (New Department)	1,657,000	1,722,000
Building Department	12,533,000	12,533,000
Planning Department (Change of Department Name)	4,707,000	4,763,000
Office of Zoning (Change of Department Name)	2,305,000	2,305,000
Community and Economic Development	2,411,000	2,411,000
General Services Administration	23,067,000	23,067,000
Public Works Department	21,111,000	21,111,000
Solid Waste	33,291,000	33,291,000
Office of Capital Improvements	3,252,000	3,252,000
Fire-Rescue	130,864,000	130,864,000
Police	235,161,000	235,486,000
Real Estate and Asset Management	12,052,000	12,052,000
Parks and Recreation	44,752,000	44,752,000
Risk Management	2,920,000	2,920,000
Non-Departmental	55,839,000	55,051,000
Transfers-OUT	71,810,000	72,077,000
TOTAL GENERAL FUND	\$ 726,828,000	\$ 726,828,000

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 2017-18:

GENERAL FUND	REVENUES
--------------	----------

Property Taxes	\$	325,976,000
Franchise Fees and Other Taxes		110,344,000
Interest		2,500,000
Transfers-IN		6,464,000
Fines and Forfeitures		15,743,000
Intergovernmental Revenues		67,662,000
Licenses and Permits		65,738,000
Other Revenues (Inflows)		22,728,000
Charges for Services		109,673,000
TOTAL GENERAL FUND	\$	726,828,000

Section 6. The following appropriations are made for the municipal operations of Debt Service Funds for Fiscal Year 2017-18:

DEBT SERVICE FUNDS	APPROPRIATIONS	
General Obligation Bonds	\$	27,978,000
Special Obligation Bonds		51,984,000
TOTAL DEBT SERVICE FUNDS	\$	79,962,000

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 2017-18:

DEBT SERVICE FUNDS	REVENUES	
Property Taxes	\$	27,978,000
Transfers-IN and Other Revenues		51,984,000
TOTAL DEBT SERVICE FUNDS	\$	79,962,000

Section 8. The following appropriations are made for the municipal operations of Special Revenue Funds for Fiscal Year 2017-18:

SPECIAL REVENUE FUNDS	APPROPRIATIONS	ADOPTED BUDGET
Bayfront/Riverfront Land Acquisition Rouse Trust	\$ 1,420,000	\$ 1,420,000
City Clerk Services	749,000	749,000
Community Development	50,231,000	50,231,000
Real Estate and Asset Management Services	1,119,000	1,119,000
Departmental Improvement Initiative	11,151,000	11,343,000
Emergency Funds	100,000	100,000
Fire-Rescue Services	3,087,000	3,087,000
General Special Revenue	875,000	875,000
Homeless Program	2,535,000	2,535,000
Law Enforcement Trust Fund	2,442,000	2,442,000
Miami Ballpark Parking Facilities	5,127,000	5,127,000
Parks and Recreation Services	2,176,000	2,176,000
Planning Services	13,320,000	13,320,000
Police Services	13,089,000	13,169,000
Public Works Services	17,027,000	17,027,000
Solid Waste Recycling Educational Trust Fund	151,000	151,000
Transportation and Transit	20,631,000	20,631,000
Tree Trust Fund	3,980,000	3,980,000
UASI-Fire-Rescue	14,629,000	14,629,000
TOTAL SPECIAL REVENUE FUNDS	\$ 163,839,000	\$ 164,111,000

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 2017-18:

SPECIAL REVENUE FUNDS	REVENUES
All Sources	\$ 164,111,000
TOTAL SPECIAL REVENUE FUNDS	\$ 164,111,000

Section 10. The following appropriations are made for the municipal operations of Internal Service Funds for Fiscal Year 2017-18:

INTERNAL SERVICE FUND	APPROPRIATIONS
Life and Health Insurance	\$ 53,665,000
Workers' Compensation	18,150,000
Others	18,224,000
TOTAL INTERNAL SERVICE FUND	\$ 90,039,000

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 2017-18:

INTERNAL SERVICE FUND	REVENUES
All Sources	\$ 90,039,000
TOTAL INTERNAL SERVICE FUND	\$ 90,039,000

Section 12. This Resolution is a resolution of precedent and all other resolutions in conflict with it are held null and void insofar as they pertain to these appropriations; however, no provision contained in this Resolution shall be construed to violate the Anti-Deficiency Act, as set forth in Sections 18-500 through Sections 18-503 of the Code of the City of Miami, Florida, as amended ("City Code"). The appropriations are the anticipated expenditure requirements for

the City but are not mandatory should efficient administration of City Departments and Boards or altered economic conditions indicate that a curtailment in certain expenditures is necessary or desirable for the general welfare of the City. The City Manager is specifically authorized to 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 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 to make any further 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 Resolution.

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 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 to administer and disburse the City Commission benefit package. With the exception of those positions in which the salary is established by City Commission action, the City Manager is further authorized to establish the salaries of those employees in executive and staff positions in accordance with the executive and staff pay plan. These employees may receive any salary increases given in Section 16.

Section 16. The City Manager is authorized to disburse any funds that may be designated by the City Commission as cost-of-living or other pay adjustments to Civil Service, executive, and staff employees as may be approved by the City Manager.

Section 17. Nothing contained in this Resolution shall be construed as to prohibit or prevent the City Manager, the administrative head of the City, who is responsible for the efficient administration of all Departments from exercising the power granted to and imposed upon him or her in the Charter of the City of Miami ("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 to make departmental and other transfers from any reserve accounts established in the General Fund and is authorized to approve transfers for any unforeseen requirements of all appropriated funds as may be required so long as such transfer is consistent with the provisions contained in Chapter 18, Article IX of the City Code.

Section 21 To facilitate effective budgetary control and sound fiscal management, the City Manager is further authorized to transfer funds from departmental budget reserve accounts to the Emergency Account of Non-Departmental Accounts to other Funds and to departmental budget reserve accounts from the Emergency Account of Non-Departmental Accounts to other Funds.

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 amendatory hereto, except that transfers from the Non-Departmental Accounts may be made by resolution.

Section 24. The City Manager is authorized to invite or advertise for bids for the purchase of any material, equipment, physical improvement, or service provided by the aforementioned appropriations or which may be provided for in accordance with the authority of 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 City Code provisions.

Section 25. Further, expenditure of the herein appropriated funds is authorized in the procurement of goods and services by award or contract for the same by the City Commission following the use, if applicable, of competitive negotiations unless the award of such contract by the City Manager is expressly allowed under City Code provisions.

Section 26. Certain necessary actions by the City Manager and the 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, are hereby ratified, approved, and confirmed.

Section 27. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.¹

DATE:	9/28/2017
RESULT:	ADOPTED WITH MODIFICATION(S)

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.

{2} If the Mayor does not sign this Resolution, 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 Resolution, it shall become effective immediately upon override of the veto by the City Commission.

MOVER:	Wifredo Gort, Commissioner
SECONDER:	Francis Suarez, Commissioner
AYES:	Keon Hardemon, Ken Russell, Wifredo (Willy) Gort, Francis Suarez
NAYS:	Frank Carollo
DATE:	9/29/2017
ACTION:	Signed by the Mayor

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Resolution No. R-17-0475, with attachment(s), passed by the City Commission on 9/28/2017.



City Clerk, Deputy City Clerk
(for Todd B. Hannon, City
Clerk)

October 2, 2017

Date Certified



**City of Miami
Certified Copy**

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 2899

Enactment Number: R-17-0474

A RESOLUTION OF THE MIAMI CITY COMMISSION PROPOSING A FINAL MILLAGE RATE FOR AD VALOREM TAXATION PURSUANT TO SECTION 200.065, FLORIDA STATUTES (2017), 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, 2017 AND ENDING SEPTEMBER 30, 2018; CONTAINING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Section 200.065, Florida Statutes (2017), sets forth the method of computing, proposing, and fixing a millage rate for ad valorem taxation; and

WHEREAS, for the purposes of this Resolution, 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, 2017, the Miami-Dade County Property Appraiser ("PA"), pursuant to Section 200.065(1), Florida Statutes (2016), certified to the City the preliminary taxable value within its territorial limits, set at \$49,621,309,999; and

WHEREAS, the City prepared a tentative budget for the Fiscal Year beginning October 1, 2017 and ending September 30, 2018 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, on July 27, 2017, the City Commission enacted Resolution No. R-17-0383, wherein it directed the City Manager to submit to the PA and the 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 (2016); and

WHEREAS, on September 14, 2017, the City held a public hearing, as required pursuant to Section 200.065(2)(c), Florida Statutes (2017), where the City Commission enacted Resolution No. R- 17-0446, wherein a total tentative millage rate of 8.0300 mills was adopted;

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 Resolution 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, 2017 and ending September 30, 2018. computed as

follows for the purposes of:

7.4365 mills to fund the General Operating Budget; and
0.5935 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 purposes of funding the General Operating Budget is 4.84% greater than the rolled-back rate of 7.0934 mills.

Section 4. If any section, part of a section, paragraph, clause, phrase, or word of this Resolution is declared invalid, the remaining provisions of the Resolution shall not be affected.

Section 5. This Resolution shall be effective as of October 1, 2017 after final reading and adoption thereof.¹

DATE:	9/28/2017
RESULT:	ADOPTED
MOVER:	Francis Suarez, Commissioner
SECONDER:	Wifredo Gort, Commissioner
AYES:	Keon Hardemon, Ken Russell, Wifredo (Willy) Gort, Frank Carollo, Francis Suarez, Keon Hardemon, Ken Russell, Wifredo (Willy) Gort, Frank Carollo, Francis Suarez
DATE:	9/29/2017
ACTION:	Signed by the Mayor

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Resolution No. R-17-0474, passed by the City Commission on 9/28/2017.

City Clerk, Deputy City Clerk
(for Todd B. Hannon, City
Clerk)

October 2, 2017

Date Certified

¹ If the Mayor does not sign this Resolution, 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 Resolution, it shall become effective immediately upon override of the veto by the City Commission.

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Members of the
City Commission

DATE: September 6, 2017

FROM: Daniel J. Alfonso
City Manager

SUBJECT: Information for the First Budget
Hearing – FY 2017-18 Proposed Budget

The preparation of the FY 2017-18 Operating and Capital Budget for the City of Miami continues to be a dynamic process that involves changes in information and policy, both of which ultimately affect the final adopted budget. This memorandum is prepared to provide the Commission with the most up-to-date information, to offer proposed changes for consideration of both revenues and expenditures between the July 7th, 2017 Proposed Budget and the current date, to present attachments that reflect these changes, and to provide updates to the Proposed Capital Plan.

General Fund Revenues Recommended Changes (Summary values in Attachment A)

The FY 2017-18 Proposed Budget for the General Fund revenue as of July 7th, 2017 was \$725.211 million. It is recommended that the budget be revised to \$726.828 million to include an increase in the amount of \$1.617 million in Communication Services Tax revenue due to updated information from the State of Florida Department of Revenue's Office of Tax Research.

Other Revenues category decreased by \$1.000 million as a result of the change in classification of the Public Emergency Medical Transportation Program revenue. This change has no fiscal impact on the overall budget, since the Charges for Services revenue increased by the same amount.

General Fund Departmental Changes (Summary values in Attachment A)

Mayor's Office

The FY 2017-18 Proposed Budget as of July 7th, 2017 is \$1.246 million. It is recommended that the budget be revised to \$1.333 million with no change in headcount, to unfreeze the Chief Service Officer position and appropriate \$87,000 for the aforementioned position.

Zoning Department

The Zoning Department's name as in the FY 2017-18 Proposed Budget Book is now changed to the Office of Zoning.

Solid Waste

The FY 2017-18 Proposed Budget as of July 7th, 2017 is \$33.671 million. It is recommended that the budget be revised with no change in the dollar amount or total headcount, to unfreeze three positions and reclassify them to Waste Equipment Operators in the amount of \$131,000 and reduce the same total amount in Overtime (GF \$65,000) and Other Current Charges and Obligations (GF \$66,000).

Non-Departmental Accounts (NDA)

The FY 2017-18 Proposed Budget as of July 7th, 2017 is \$54.525 million. It is recommended that the budget be revised to \$55.839 million to reflect the increase in Reserve for Uncollectable in the amount of \$1.314 million as required by the net changes recommended in this memorandum.

Transfers-OUT

The FY 2017-18 Proposed Budget as of July 7th, 2017 is \$71.594 million. It is recommended that the budget be revised to \$71.810 million to reflect the following:

- Increase "Transfers-OUT" to the Capital Project Fund in the amount of \$106,000 for the required matching fund for the FEMA grant to retrofit the Solid Waste Department Building.
- Increase "Transfers-OUT" to the Capital Project Fund in the amount of \$85,000 for the purchase of four new vehicles for the Code Compliance Inspectors.
- Increase "Transfers-OUT" to the Special Revenue Fund (Department Improvement Initiatives) in the amount of \$25,000 for a one-time funding for the Liberty City Christmas parade.

Special Revenue

Departmental Improvement Initiatives

The FY 2017-18 Proposed Budget is \$11.126 million. It is recommended that the budget be revised to \$11.151 million to include one-time funding (\$25,000) as mentioned above for the Liberty City Christmas parade.

Proposed Capital Plan

The FY 2017-18 Proposed Capital Plan as of July 7th, 2017 has been subsequently updated to properly reflect current statuses, completion dates of projects, minor aesthetic changes, and the appropriation of \$2.000 million for the new Museum Park Improvements (Project 40-B183510). Those updates will have changed the overall funded amount and projects reflected in the Proposed Capital Plan due to the completion of projects. Additionally, the project entitled "Bathroom for the Homeless" is now changed to "Public Bathroom".

Attachments:

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members of the City Commission DATE: September 22, 2017

FROM: Daniel J. Alfonso
City Manager

SUBJECT: Information for the Second Budget
Hearing – FY 2017-18 Proposed Budget

On Tuesday, September 19, 2017, 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 2017-18 Proposed Budget." The changes recommended in this memorandum address the priorities expressed by Commissioners during the First Budget Hearing.

As such, the following amendments to the Proposed Budget are recommended to be made (as shown on Attachment A):

- Allocate additional funding to the Information Technology Department to optimize all notification processes and commonly requested public records through the use of contracted services (\$75,000)
- Allocate additional funding and one position to the Department of Veterans Affairs and Homeless Services for a Mental Health Outreach Licensed Social Worker (\$65,000)
- Allocate additional funding and one position to the Planning Department for an Environmental Resource Specialist II to assist and reduce the processing time for Tree Permits (\$56,000)
- Allocate funding to the Virginia Key Beach Park Trust (VKBPT) to match the amount of City of Miami General Fund support adopted in the VKBPT budget at the First Budget Hearing (from \$150,000 to \$300,000, an additional \$150,000)
- Allocate funding for the eMerge Miami Technology Conference (\$50,000)

- Allocate additional funding for the Camillus House Mat Program (from \$350,000 to \$460,000, an additional \$110,000)
- Allocate funding for the Employment-Based Immigration: Fifth Preference Visa (EB-5) Program Strategic Initiatives Fund in the Mayor's Office (rollover funds of \$162,000 and a general fund supplement of \$82,000)
- Offset these allocations by reducing the Reserve for Uncollectable line item in the Non-Departmental Accounts (from \$10.114 million to \$9.526 million, a reduction of \$588,000)
- The Parks and Recreation Department will provide up to \$48,000 of in-kind services to the commemoration of the 50th Anniversary of the assassination of Dr. Martin Luther King, without increasing the Proposed Budget (\$0)
- The Office of Code Compliance will adjust the schedules of existing budgeted positions to increase compliance activities during evening and nighttime hours, without increasing the Proposed Budget (\$0)
- The Office of Code Compliance will work with the Planning Department to conduct two training sessions during the fiscal year on the tree-specific sections of the City Code, without increasing the Proposed Budget (\$0)

Special Revenue

Police Services

The FY 2017-18 Special Revenue Police Services Proposed Budget is \$13.089 million. The City received notification of receipt of the "FY 2018 Miami DUI Checkpoint and Saturation Patrol Overtime Grant" between the two Budget Hearings. It is recommended that the Special Revenue Police Services Proposed Budget be increased to \$13.169 million to recognize this award (\$80,000).

Attachment A

General Fund Revenue	Preliminary Budget FY 2017-18	Changes to Proposed Budget (CM#2)	Adopted Budget FY 2017-18
Property Taxes	\$325,976,000		\$325,976,000
Franchise Fees and Other Taxes	110,344,000		110,344,000
Interest	2,500,000		2,500,000
Transfers-IN	6,464,000		6,464,000
Fines and Forfeitures	15,743,000		15,743,000
Intergovernmental Revenues	67,662,000		67,662,000
Licenses and Permits	65,738,000		65,738,000
Other Revenues (Inflows)	22,728,000		22,728,000
Charges for Services	109,673,000		109,673,000
TOTAL GENERAL FUND REVENUE	\$ 726,828,000	\$ -	\$ 726,828,000
General Fund Expenditures			
Departments, Boards and Offices:			
Mayor	\$ 1,333,000		\$ 1,333,000
Commissioners	3,602,000		3,602,000
City Manager	3,916,000		3,916,000
Office of Agenda Coordination	397,000		397,000
Auditor General	1,126,000		1,126,000
City Attorney	8,418,000		8,418,000
City Clerk	1,753,000		1,753,000
Civil Services	428,000		428,000
Code Compliance	6,728,000		6,728,000
Office of Communications	1,592,000		1,592,000
Equal Opportunity and Diversity Programs	438,000		438,000
Office of Film and Entertainment	424,000		424,000
Finance	8,873,000		8,873,000
Grants Administration	1,741,000		1,741,000
Human Resources	4,603,000		4,603,000
Information Technology	10,881,000	75,000	10,956,000
Management and Budget	2,843,000		2,843,000
Neighborhood Enhancement Teams (NET)	6,514,000		6,514,000
Procurement	2,701,000		2,701,000
Office of Resilience and Sustainability	785,000		785,000
Veterans Affairs and Homeless Services	1,657,000	65,000	1,722,000
Building Department	12,533,000		12,533,000
Planning Department	4,707,000	56,000	4,763,000
Office of Zoning	2,305,000		2,305,000
Community and Economic Development	2,411,000		2,411,000
General Services Administration	23,067,000		23,067,000
Public Works Department	21,111,000		21,111,000
Solid Waste	33,291,000		33,291,000
Office of Capital Improvements	3,252,000		3,252,000
Fire-Rescue	130,864,000		130,864,000
Police	235,161,000		235,161,000
Real Estate and Asset Management	12,052,000		12,052,000
Parks and Recreation	44,752,000		44,752,000
Risk Management	2,920,000		2,920,000
Non-Departmental	55,839,000	(388,000)	55,451,000
Transfers - OUT	71,810,000	192,000	72,002,000
TOTAL GENERAL FUND	\$ 726,828,000	\$ -	\$ 726,828,000



City of Miami

Master Report

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

Enactment Number: R-17-0475

File Number: 2900 **File Type:** Resolution **Status:** **ADOPTED WITH MODIFICATION(S)**

Revision: A **Controlling Body:** City Commission

File Name: Adopt Final Budget for FY 2017-18 - City of Miami **Introduced:** 8/28/2017

Requesting Dept: Office of Management and Budget **Final Action Date:** 9/28/2017

Title: A RESOLUTION 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, 2017 AND ENDING SEPTEMBER 30, 2018; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY OF MIAMI 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; PROVIDING FOR AN EFFECTIVE DATE.

Sponsors:

Notes:

Links:

Attachments: Exhibit - Information for Second Budget Hearing - Fiscal Year 2017-18 Proposed Budget (PDF)

History of Legislative File:

Revision:	Acting Body:	Date:	Action:	Result:
	Christopher M Rose	9/20/2017	Department Head Review	Completed
	Fernando Casamayor	9/20/2017	Assistant City Manager Review	Completed
	Daniel J. Alfonso	9/20/2017	City Manager Review	Completed
	City Commission	9/28/2017	Meeting	Completed
	City Commission	9/28/2017	ADOPTED WITH MODIFICATION(S)	Passed
A	Mayor's Office	9/29/2017	Signed by the Mayor	Completed
A	City Clerk's Office	9/29/2017	Signed and Attested by the City Clerk	Completed
A	Victoria Méndez	9/29/2017	Approved Form and Correctness with Modification(s)	Completed

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members DATE: September 29, 2017
Of the City Commission

FROM: Daniel J. Alfonso
City Manager

SUBJECT: Actions Taken at the
Second Budget Hearing

This memo will serve to document the actions taken at the Second Budget Hearing last night. The City Commission accepted the recommendations made in the memorandum titled *"Information for the Second Budget Hearing – FY 2017-18 Proposed Budget"* and amended those recommendations in the following ways:

- A General Fund allocation of \$75,000 to "Transfers Out to Capital" for the Jimbo's Lagoon Project (40-B183404) and delegated authority to the City Manager to amend the FY 2017-18 Capital Plan in a like amount; and
- A General Fund allocation of \$325,000 to the Police Department for the Shotspotter Program.

These financial amendments were balanced by reducing the "Reserve for Uncollectable" line item in the General Fund Non-Departmental Accounts by \$400,000 (from \$9.526 million to \$9.126 million).

As well, one non-monetary amendment was adopted at the Second Budget Hearing:

- It was explained that the additional funds for the Camillus House are for the bed program, not the mat program as was written in the September 22, 2017 memorandum; and

As always, you may contact me with questions or clarifications as needed. You may also call Christopher Rose, Budget Director, at 305-416-1500.

OMB170009

City of Miami, Florida

DANIEL J. ALFONSO
CITY MANAGER



P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

June 2, 2017

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2017-2018 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 31, 2017 to review the assumptions used in developing the Fiscal Year 2017-18 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:

- Miguel A. Augustin, Director, Finance Department, City of North Miami
- Barbara Galvez, Operating Budget Coordinator, Miami-Dade County
- Erica Paschal, Director, Finance Department, City of Miami
- Christopher Rose, Director, Office of Management and Budget, City of Miami

Additional support members included:

- Marisol Fernandez, Administrative Assistant II - Office of Management and Budget, City of Miami
- Fernando Casamayor, CFO/Assistant City Manager - Office of the City Manager, City of Miami
- Robin Jones- Jackson, Assistant City Attorney - Office of the City Attorney, City of Miami
- Leon Michel, Deputy Director - Office of Management and Budget, City of Miami

Attached is a summary of the comments and recommendations made by the Committee. It is hoped 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

APPENDIX M:
EQUAL PAY



Pursuant to Resolution R-17-0420 (File ID #2797) directing the City Manager to document evidence of gender pay equality and equality in opportunities for hiring, promotions, and acquiring management positions within the City in the yearly Budget Summary, the 2017 EEO-4 Report for the City of Miami is attached in this appendix.

City of Miami



DANIEL ALFONSO
City Manager

September 29, 2017

VIA: USPS Express Mail

EEO-4 Reporting Center
P.O. Box 8127
Reston, VA 20195

RE: Submission of the EEO-4 Report
City of Miami, Control Number 12302370

Dear Sir or Madam:

Please find attached the original and one copy of the 2017 EEO-4 Report for the City of Miami. Should you need anything further, please do not hesitate to contact our office by any of the means listed below. Your attention to this is appreciated.

Sincerely,

Asselme Hyppolite, MPA
Administrator
Office of Equal Opportunity and Diversity Programs
City of Miami
444 S.W. Second Avenue, Suite 642
Miami, FL 33130
Telephone: (305) 416-1990
Fax: (305) 400-5192
Email: atyppolite@miamigov.com

EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS
444 S.W. 2nd Avenue, Room 642, Miami, Florida 33130 (305) 416-1990 Fax: (305) 400-5192
Mailing Address: P.O. Box 330708-0708 Miami, FL 33233-0708

SUMMARY SHEET State and Local Government Information (EEO-4)		CONTROL NUMBER 12302370	
NAME OF JURISDICTION: City of Miami			
TOTAL FULL-TIME EMPLOYMENT: 4,143			
A. Circle the functions covered in the attached report:			
B. Circle the functions not covered in the attached report that are not performed by your jurisdiction:			
C. Circle the functions not covered in the attached report which will be reported at a later date. Specify date of filing next to function:			
D. As stated on page 2 of the instruction booklet, if one official can certify as to the accuracy and completeness of the entire EEO-4 report, the following certification may be used.			
CERTIFICATION: I certify that the information in the attached EEO-4 report is complete, correct and true to the best of my knowledge and was reported in accordance with EEO-4 instructions (I will only raise statements on the attached EEO-4 reports are punishable by law, U.S. Code, Title 18, Section 1001)			
TYPED NAME/TITLE OF AUTHORIZED OFFICIAL Asselme Hyppolite/Equal Opportunity Programs Administrator		TELEPHONE NUMBER (305) 416-1990	
SIGNATURE 		DATE	

PLEASE KEEP A COPY OF THIS SUMMARY SHEET FOR YOUR FILES. ORIGINAL

EEOC Form 352 FEB 97 U.S.G.P.O. 1987-519-882

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EO-4)**

EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
(Read attached instructions prior to completing this form.)

DO NOT ALTER INFORMATION PRINTED IN THIS BOX

APPROVED BY: OMB 306-0008 EXPRES 5-31-2018

MAIL COMPLETED FORM TO:
EEO-4 Reporting Center
PO Box 8127
Raleigh, VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District
 6. Other (Specify) _____

B. IDENTIFICATION
NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
City of Miami

Control Number: 12302370

2. Address-- Number and Street
444 SW 2nd Avenue, Room 642

CITY/TOWN Miami COUNTY Miami-Dade STATE/ZIP FL 33130

EEOC USE ONLY
A
B

C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) check a box showing name and address of agencies whose data are not included.)

<input type="checkbox"/>	1. FINANCIAL ADMINISTRATION: Tax billing and collection, budgeting, merchandise, central accounting and similar financial administration carried on by a treasurer, auditor or comptroller's office and GENERAL CONTROL: Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)	<input type="checkbox"/>	8. HEALTH: Provision of public health services, sanatorium clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation services, etc.
<input checked="" type="checkbox"/>	2. STREETS AND HIGHWAYS: Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways, and bridges.	<input type="checkbox"/>	9. HOUSING: Code enforcement, low-cost public housing, fire housing, substandard enforcement, housing for elderly, housing rehabilitation, rent control.
<input type="checkbox"/>	3. PUBLIC WELFARE: Maintenance of homes and other institutions for the aged, administration of public assistance, hospitals and sanatoriums (should be reported as item 7.)	<input type="checkbox"/>	10. COMMUNITY DEVELOPMENT: Planning, zoning, land development, open space, beautification, preservation.
<input type="checkbox"/>	4. POLICE PROTECTION: Duties of a police department, sheriff's, constables, coroner's office, etc., including technical and clerical employees engaged in police activities.	<input type="checkbox"/>	11. CORRECTIONS: Jails, reformatories, detention homes, half-way houses, prisons, parole and probation activities.
<input type="checkbox"/>	5. FIRE PROTECTION: Duties of the uniformed fire force and clerical employees (except any forest fire protection activities as item 6.)	<input type="checkbox"/>	12. UTILITIES AND TRANSPORTATION: Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
<input type="checkbox"/>	6. NATURAL RESOURCES: Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc. and PARKS AND RECREATION: Parks, playgrounds, swimming grounds, swimming pools, auditoriums, museums, marinas, zoos, etc.	<input type="checkbox"/>	13. SANITATION AND SEWAGE: Street cleaning, garbage and refuse collection systems and sewage disposal plants.
<input type="checkbox"/>	7. HOSPITALS AND SANATORIUMS: Operation and maintenance of institutions for patient medical care.	<input type="checkbox"/>	14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
<input type="checkbox"/>		<input type="checkbox"/>	15. OTHER (Specify on Page Four)

D. EMPLOYMENT DATA AS OF JUNE 30

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	RACE/ETHNICITY												Total All Races											
	HISPANIC OR LATINO						NON-HISPANIC OR LATINO																	
	Male	Female	White	Black or African American	Asian	Hispanic of Other Race	White	Black or African American	Asian	Hispanic of Other Race	Hispanic of Other Race	Hispanic of Other Race												
OFFICIALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PROFESSIONALS	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICIANS	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NONPROFESSIONALS	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNEMPLOYED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)
 EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
 (Read attached instructions prior to completing this form)
 EEO-4 INFORMATION PRINTED IN THIS BOX

APPROVED BY: **040-0008**
 EXPIRES: **5/31/2018**

MAIL COMPLETE FORM TO:
 EEO-4 Reporting Center
 PO Box 5127
 Reston, VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. Country 3. City 4. Township 5. Special District

6. Other (Specify): _____

B. IDENTIFICATION
 NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
 City of Miami

C. FUNCTION
 City/Town: Miami
 COUNTY: Miami-Dade
 STATE/ZIP: FL 33130

- (Check one box to indicate the functions for which this form is being submitted. Data should be reported for all departments and agencies in your jurisdiction covered by this information indicated. If you cannot supply the data for every agency within the functions listed a list showing name and address of agencies whose data are not included.)
- 1. FINANCIAL ADMINISTRATION: Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer, auditor or comptroller's office and TREASURY CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)
 - 2. STREETS AND HIGHWAYS: Streetcansing, repair, construction and maintenance of streets, alleys, sidewalks, roads, highways and bridges.
 - 3. PUBLIC WELFARE: Maintenance of homes and other institutions for the aged; administration of public assistance. (Hospitals and sanitariums should be reported as item 7.)
 - 4. POLICE PROTECTION: Duties of a police department (patrolmen, constables, coroner's office, etc., including technical and clerical employees engaged in police activities).
 - 5. FIRE PROTECTION: Duties of the uniformed fire force and other employees. (Report any fire protection activities as item 6.)
 - 6. NATURAL RESOURCES: Agriculture, forestry, forest fire protection, protection management, fisheries, and RECREATION: Parks, playgrounds, pools, auditoriums, museums, theaters, zoos, etc.
 - 7. HOSPITALS AND SANATORIUMS: Operation and maintenance of institutions for inpatient medical care.
 - 8. HEALTH: Provision of public health services, curative, preventive, food and sanitary inspections, mental health, alcohol, rehabilitation services, etc.
 - 9. HOUSING: Code enforcement, low cost public housing, fair housing activities, enforcement, housing for elderly, housing rehabilitation, rent control.
 - 10. COMMUNITY DEVELOPMENT: Planning, zoning, land development, open space, beautification, preservation.
 - 11. CORRECTIONS: Jails, reformatories, detention homes, half-way houses, prisons, parole and probation activities.
 - 12. UTILITIES AND TRANSPORTATION: Includes water supply, electric power, trash, gas, airports, water transportation and terminals.
 - 13. SANITATION AND SEWAGE: Streetcleaning, garbage and refuse collection and disposal, refuse and operation of laundry and sewer treatment systems and sewage disposal plants.
 - 14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
 - 15. OTHER (Specify on Page Four)

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	SEX		RACE/ETHNICITY										Total U.S.				
	Male	Female	A	B	C	D	E	F	G	H	I	J		K	L	M	N
OFFICES	1,301	1,099	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	1,646	1,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROCESSES	3,701	3,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICAL	4,250	4,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MANUAL	5,130	4,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	6,436	4,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	7,450	6,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8,900	PLUS	4	0	0	0	0	0	0	0	0	0	0	0	0	0	5
	9,914	8,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10,150	10,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11,200	4,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12,250	2,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	13,330	4,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	14,430	5,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	15,550	6,999	1	3	2	2	0	0	0	0	0	0	0	0	0	0	0
	16,700	PLUS	15	1	3	2	0	0	0	0	0	0	0	0	0	0	0
	17,804	13,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	18,160	19,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	19,200	34,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20,250	35,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	21,330	42,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	22,430	42,999	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	23,530	49,999	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	24,700	PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	25,904	42,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	26,160	19,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	27,200	24,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	28,250	32,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	29,330	42,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	30,430	51,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	31,550	62,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	32,700	PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33,904	13,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	34,160	19,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	35,200	24,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	36,250	32,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	37,330	42,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	38,430	51,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	39,550	62,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	40,700	PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	41,904	13,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	42,160	19,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	43,200	24,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	44,250	32,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	45,330	42,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	46,430	51,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	47,550	62,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	48,700	PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)**
EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
(Read attached instructions prior to completing this form)
DO NOT ALTER INFORMATION PRINTED IN THIS BOX

APPROVED BY
OMB
3046-0008
LAPRIS
5/31/2018

MAIL COMPLETED
FORM TO:
EEO-4 Reporting Center
PO Box 5127
Reston, VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District
 6. Other (Specify) _____

B. IDENTIFICATION
NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
City of E Miaml

Control Number: 12302370

2. Address-- Number and Street
444 SW 2nd Avenue, Room 612

CITY/TOWN
Miaml

COUNTY
Miami-Dade

STATE/ZIP
FL 33130

LEADER(S)
A
B

C. FUNCTION
(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function or subfunction. If you cannot supply the data for every agency within the function(s) check a box showing name and address of agency, see table data are not included.)

<input type="checkbox"/>	1. FINANCIAL ADMINISTRATION. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer, auditor's or comptroller's office and GENERAL COUNSEL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)	<input type="checkbox"/>	8. HEALTH. Provision of public health services, sanitary services, food and sanitary inspections, mental health, alcohol, rehabilitation services, etc.
<input type="checkbox"/>	2. STREETS AND HIGHWAYS. Maintenance, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.	<input type="checkbox"/>	9. HOUSING. Code enforcement, low rent public housing, fire housing, rehabs, enforcement, housing for elderly, housing rehabilitation, rent control.
<input type="checkbox"/>	3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance; (Hospitals and systems should be reported as 7.)	<input type="checkbox"/>	10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.
<input checked="" type="checkbox"/>	4. POLICE PROTECTION. Duties of a police department, sheriff's, constables, coroner's office, etc., including technical and clerical employees engaged in police activities.	<input type="checkbox"/>	11. CORRECTIONS. Jails, reformatories, detention homes, half-way houses, prisons, parole and probation activities.
<input type="checkbox"/>	5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees (Report any forest fire protection activities as Item 6.)	<input type="checkbox"/>	12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
<input type="checkbox"/>	6. SANITARY SERVICES. Agriculture, forestry, forest fire protection, irrigation, drainage, flood control, etc., and PARKS AND RECREATION. Amusement, playgrounds, auditoriums, museums, theaters, zoos, etc.	<input type="checkbox"/>	13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection systems and sewage disposal plants.
<input type="checkbox"/>	7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.	<input type="checkbox"/>	14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
<input type="checkbox"/>	15. OTHER (Specify on Page Four)	<input type="checkbox"/>	

D. EMPLOYMENT DATA AS OF JUNE 30
1. FULL-TIME EMPLOYEES (Temporary employees are not included)

Control Number: 12302370
Function Number(s): 4

RACE/ETHNICITY

JOB CATEGORIES	HISPANIC OR LATINO		BLACK OR AFRICAN AMERICAN		WHITE		ASIAN		PACIFIC ISLANDER		OTHER		Total	
	Male	Female	Black or African American	White	Asian	Pacific Islander	Other	Hispanic or Latino	Black or African American	White	Asian	Pacific Islander		Other
ADMINISTRATIVE	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PROFESSIONAL	2	0	0	0	0	0	0	0	0	0	0	0	0	2
TECHNICAL	3	0	0	0	0	0	0	0	0	0	0	0	0	3
OTHER	4	0	0	0	0	0	0	0	0	0	0	0	0	4
TOTAL	10	0	0	0	0	0	0	0	0	0	0	0	0	10

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EO-4)
 EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
 (Read attached instructions prior to completing this form)
 EQUAL OPPORTUNITY INFORMATION PRINTED IN THIS BOX

APPROVED BY: **504-9008**
 EXPIRES: 5/31/2018

MAIL COMPLETED FORM TO:
 EEO-4 Reporting Center
 PO Box 8177
 Reston, VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District

6. Other (Specify) _____

B. IDENTIFICATION
 NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
 City of Miami

Control Number: 12302370

2. Address-- Number and Street
 441 SW 2nd Avenue, Room 642

CITY/TOWN: Miami
 COUNTY: Miami-Dade
 STATE/ZIP: FL 33130

REC-USE: A, B

C. FUNCTION
 (Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the functional area(s) showing name and address of agencies whose data are included.)

- 1. FINANCIAL ADMINISTRATION. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer, auditor or comptroller's office and GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, barbers, etc.)
- 2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.
- 3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance; (hospitals and sanitariums should be reported as Item 7.)
- 4. POLICE PROTECTION. Duties of a police department (patrol, constables, constable's office, etc., including technical and clerical employees engaged in police activities).
- 5. FIRE PROTECTION. Duties of the uniformed fire force and fire-fighters (except any forest fire protection activities as Item 6.)
- 6. NATURAL RESOURCES. Agriculture, forestry, flood fire protection, irrigation management, flood control, etc.; PARKS AND RECREATION. Parks, playgrounds, zoos, museums, theaters, etc.; swimming pools, auditoriums, museums (museums, zoos, etc.).
- 7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.
- 8. HEALTH. Provisions of public health services, one person clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation services, etc.
- 9. HOUSING. Code enforcement; low cost public housing; fire, burglar, earthquake, environmental, housing for elderly; housing rehabilitation, etc.
- 10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.
- 11. CORRECTIONS. Jails, reformatories, detention homes, halfway houses, prisons, parole and probation activities.
- 12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
- 13. SANITATION AND SEWERAGE. Street cleaning, refuse collection and disposal, trash, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
- 14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
- 15. OTHER (Specify on Page Four)

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 I. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (If Salary is \$000)	SEX		RACE		ETHNICITY		MARITAL STATUS		EDUCATION		SPECIAL SERVICES		LANGUAGES		Total of All A-N	
		Male	Female	White	Black or African American	Hispanic or Latino	Other	Married	Single	Widowed	Divorced	Other	None	Other	Other		
		A	B	C	D	E	F	G	H	I	J	K	L	M	N		
ADMINISTRATIVE	1,301.13-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	2,162.70-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	2,301.21-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	4,234.13-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	5,338.42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	6,138.54-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	7,456.60-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	8,700 PLUS	0	1	7	2	0	0	0	0	0	0	0	0	0	0	0	20
ADMINISTRATIVE	9,811.13-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	10,161.10-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	11,201.24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	12,283.70-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	13,334.02-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	14,437.63-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	15,338.00-999	66	8	11	12	0	0	0	0	0	0	0	0	0	0	0	100
ADMINISTRATIVE	16,700 PLUS	94	6	24	27	1	0	0	0	0	0	0	0	0	0	0	155
ADMINISTRATIVE	17,801.18-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	18,194.10-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	19,240.24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	20,234.63-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	21,334.42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	22,416.54-999	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	9
ADMINISTRATIVE	23,334.02-999	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	12
ADMINISTRATIVE	24,700 PLUS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	3
ADMINISTRATIVE	25,301.18-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	26,162.10-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	27,200.24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	28,783.70-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	29,334.02-999	162	9	26	26	1	0	0	0	0	0	0	0	0	0	0	233
ADMINISTRATIVE	30,437.63-999	64	4	13	7	0	0	0	0	0	0	0	0	0	0	0	85
ADMINISTRATIVE	31,537.63-999	58	2	24	8	1	0	0	0	0	0	0	0	0	0	0	129
ADMINISTRATIVE	32,700 PLUS	13	6	2	3	1	0	0	0	0	0	0	0	0	0	0	21
ADMINISTRATIVE	33,301.18-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	34,162.10-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	35,200.24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	36,250.32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	37,334.02-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	38,437.63-999	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	8
ADMINISTRATIVE	39,537.63-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	40,700 PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	41,801.18-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	42,162.10-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	43,200.24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	44,250.32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	45,334.02-999	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	3
ADMINISTRATIVE	46,437.63-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	47,537.63-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	48,700 PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Control Number : 12302370
 Function Number(s) : 6

REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

LIST AGENCIES INCLUDED ON THIS FORM

Department of Real Estate and Asset Management
 Department of Parks and Recreation

CERTIFICATION: I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM: TITLE: EODP Administrator

Asseline Hyppolite
 ADDRESS (Number and Street, City, State, Zip Code)
 444 SW 2nd Ave 6th Floor, Suite 642
 Miami, FL 33130
 PHONE NUMBER (305) 416-1990
 FAX NUMBER (305) 416-1995
 DATE: TYPED NAME/TITLE OF AUTHORIZED OFFICIAL: SIGNATURE
 E-MAIL: AHyppolite@miamigov.com

Control Number : 12302370
 Function Number(s) : 6

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

RACE/ETHNICITY

JOB CATEGORIES	HISPANIC OR LATINO		WHITE		BLACK OR AFRICAN AMERICAN		ASIAN		PACIFIC ISLANDER		OTHER		Total O.A.S.
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
66 OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0
67 PROFESSIONALS	16	12	1	8	0	0	0	0	0	0	0	0	2
68 TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0
69 PRODUCTIVE SERVICE	15	7	1	9	0	0	0	0	0	0	0	0	22
70 PARA-PROFESSIONAL	139	119	7	130	2	0	1	1	9	176	1	0	297
71 ADMINISTRATIVE	33	22	5	10	0	0	0	0	1	33	0	0	66
72 SKILLED CRAFT	3	0	0	0	0	0	0	0	0	0	0	0	3
73 SERVICE MAINTENANCE	91	6	1	31	1	0	0	0	0	19	1	0	130
74 TOTAL OTHER THAN FULL TIME (LINES 66-73)	298	160	15	212	4	0	1	1	11	240	2	0	645
75 TOTAL FULL-TIME EMPLOYEES (1-74)	43	19	8	27	0	0	2	2	24	0	0	0	123

2. OTHER THAN FULL-TIME EMPLOYEES (including temporary employees)

66 OFFICIALS/ADMIN	1	0	0	0	0	0	0	0	0	0	0	0	1
67 PROFESSIONALS	16	12	1	8	0	0	0	0	0	0	0	0	2
68 TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0
69 PRODUCTIVE SERVICE	15	7	1	9	0	0	0	0	0	0	0	0	22
70 PARA-PROFESSIONAL	139	119	7	130	2	0	1	1	9	176	1	0	297
71 ADMINISTRATIVE	33	22	5	10	0	0	0	0	1	33	0	0	66
72 SKILLED CRAFT	3	0	0	0	0	0	0	0	0	0	0	0	3
73 SERVICE MAINTENANCE	91	6	1	31	1	0	0	0	0	19	1	0	130
74 TOTAL OTHER THAN FULL TIME (LINES 66-73)	298	160	15	212	4	0	1	1	11	240	2	0	645

3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30

66 OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0
67 PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0
68 TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0
69 PRODUCTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0
70 PARA-PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0
71 ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0
72 SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0
73 SERVICE MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0
74 TOTAL NEW HIRES (LINES 66-73)	0	0	0	0	0	0	0	0	0	0	0	0	0

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EO-4)
 EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
 (Read attached instructions prior to completing this form.)
 DO NOT ALTER INFORMATION PRINTED IN THIS BOX

APPROVED BY
 TITLE
 30460008
 EMPRES
 531-2018

MAIL COMPLETED
 FORM TO:
 EEO-4 Reporting Center
 PO Box 8127
 Reston, VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District

6. Other (Specify) _____

B. IDENTIFICATION
 NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
 City of Miami

Control Number: 12302370

2. Address-- Number and Street
 444 SW 2nd Avenue, Room 642

CITY/TOWN
 Miami

COUNTY
 Miami-Dade

STATE/ZIP
 FL 33130

EEOC USE ONLY
 A
 B

C. FUNCTION

(Check one box to indicate the function for which this form is being submitted. Data should be reported for all departments and agencies in your government system as they are currently indicated. If you cannot supply the data for every agency within the brackets) attach a list showing name, mt. address of agencies whose data are not included.)

<input type="checkbox"/>	1. FINANCIAL ADMINISTRATION. Tax billing and collection, budgeting, purchasing, central accounting, and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)	<input type="checkbox"/>	8. HEALTH. Provision of public health services, outpatient clinics, visiting nurses, food and sanitary inspection, mental health, alcohol rehabilitation services, etc.
<input type="checkbox"/>	2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways, and bridges.	<input checked="" type="checkbox"/>	9. HOUSING. Code enforcement, low rent public housing, old housing ordinance enforcement, housing fire safety, housing rehabilitation, rent control.
<input type="checkbox"/>	3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance, (hospitals and sanitariums should be reported as item 7).	<input type="checkbox"/>	10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.
<input type="checkbox"/>	4. POLICE PROTECTION. Duties of a police department, sheriff's, constables, coroner's office, etc., including technical and clerical employees engaged in police activities.	<input type="checkbox"/>	11. CORRECTIONS. Fails, reformatories, detention houses, halfway houses, prisons, parole and probation activities.
<input type="checkbox"/>	5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6).	<input type="checkbox"/>	12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
<input type="checkbox"/>	6. SANITARY SERVICES. Agriculture, Garbage, clean fire protection, pest control, and other services. (Report any forest fire protection, forest, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, nurseries, zoos, etc.)	<input type="checkbox"/>	13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
<input type="checkbox"/>	7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.	<input type="checkbox"/>	14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
<input type="checkbox"/>	15. OTHER (Specify on Page Four)	<input type="checkbox"/>	15. OTHER (Specify on Page Four)

Control Number: 12302370
 Function Number(s): 9

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CLASSIFICATION	RACE		SEX		ETHNICITY		MARITAL STATUS		EDUCATION		EMPLOYMENT STATUS		Total Col A+B
	White	Black or African American	Male	Female	Hispanic or Latino	Other	Married	Other	High School Graduate	Post-Secondary	Full-time	Part-time	
ADMINISTRATIVE	1	0	0	0	0	0	0	0	0	0	0	0	0
PROTECTIVE	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICAL	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0
MANUAL LABORERS	0	0	0	0	0	0	0	0	0	0	0	0	0

Control Number : 12302370
 Function Number(s) : 9
 REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (dollars)	RACE/ETHNICITY										Hispanic or Latin American	Total	
		White	Black or African American	Hispanic or Latin American	Asian	Native Hawaiian or other Pacific Islander	Two or more races	Hispanic or Latin American	Black or African American	White	Hispanic or Latin American			
47	80,115.00	0	0	0	0	0	0	0	0	0	0	0	0	0
50	100,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
51	200,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
52	250,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
53	310,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
54	410,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
55	550,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
56	700,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
57	800,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
58	1,000,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
59	2,000,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
60	3,000,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
61	3,800,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
62	4,800,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
63	5,000,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
64	7,000,000.00	0	0	0	0	0	0	0	0	0	0	0	0	0
65 TOTAL FULL-TIME EMPLOYEES		24	23	2	3	2	0	0	1	16	0	0	0	71

2. OTHER THAN FULL-TIME EMPLOYEES (including temporary employees)

66 OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67 PROFESSIONALS	1	0	0	2	0	0	0	0	0	1	0	0	0	4
68 TECHNICIANS	1	0	1	2	0	0	0	0	0	0	0	0	0	4
69 PROTECTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70 PARA PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
71 ADMIN SUPPORT	1	0	0	0	0	0	0	0	0	0	0	0	0	1
72 SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
73 SERVICE/MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
74 TOTAL OTHER THAN FULL-TIME EMPLOYEES		3	0	3	2	0	0	0	0	1	0	0	0	13

3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30

66 OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67 PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
68 TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
69 PROTECTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70 PARA PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
71 ADMIN SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
72 SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
73 SERVICE/MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
74 TOTAL NEW HIRES		0	0	0	0	0	0	0	0	0	0	0	0	0

CERTIFICATION: I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law. US Code, Title 18, Section 1001.)
 NAME OF PERSON TO CONTACT REGARDING THIS FORM: TITLE: EODP Administrator
 Address: Ryzpolite
 ADDRESS (Number and Street, City, State, Zip Code): TELEPHONE NUMBER (305) 416-1990
 444 SW 2nd Ave 6th Floor, Suite 642 extension:
 Miami, FL 33130 FAX NUMBER (305) 416-1995
 DATE: TYPED NAME/TITLE OF AUTHORIZED OFFICIAL SIGNATURE
 E-MAIL: EODP Administrator
 AMyzpolite@miamigov.com

LIST AGENCIES INCLUDED ON THIS FORM
 Department of Code Compliance
 Department of Community and Economic Development

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EO-4)
 EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
 (Read attached instructions prior to completing this form)

DEMO:ALJLREXEMRERKSHDINJLHSHX

APPROVED BY: 3046-0008
 EXP: 3/1/2013

MAIL COMPLETED FORM TO:
 EEO-4 Reporting Center
 PO Box 8127
 Richmond, VA 23015

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District
 6. Other (Specify) _____

B. IDENTIFICATION
 NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
 City of Miami

2. Address-- Number and Street
 441 SW 2nd Avenue, Room 642

CITY/TOWN: Miami COUNTY: Miami-Dade STATE/ZIP: FL 33130

3. Address-- Number and Street
 441 SW 2nd Avenue, Room 642

CITY/TOWN: Miami COUNTY: Miami-Dade STATE/ZIP: FL 33130

C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government operated by (or for those) indicated. If you cannot supply the data for every agency within the (function(s)) attach a list showing name and address of agencies whose data are not included.)

<input type="checkbox"/> 1. FINANCIAL ADMINISTRATION: Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer, auditor's or comptroller's office and GENERAL CONTROL: Duties normally performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning offices, all medical offices and employees (nurses, triage nurses, health, etc.)	<input type="checkbox"/> 8. HEALTH: Provision of public health services - outpatient clinics, visiting nurses, food and sanitary inspection, mental health, alcohol rehabilitation services, etc.
<input type="checkbox"/> 2. STREETS AND HIGHWAYS: Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highway and bridges	<input type="checkbox"/> 9. HOUSING: Code enforcement, low cost public housing, for housing of transient, enforcement, housing for elderly, housing rehabilitation, rent control
<input type="checkbox"/> 3. PUBLIC WELFARE: Maintenance of homes and other institutions for the needy, administration of public assistance (hospitals and out-patient clinics should be reported as item 7)	<input checked="" type="checkbox"/> 10. COMMUNITY DEVELOPMENT: Planning, zoning, land development, open space, beautification, preservation.
<input type="checkbox"/> 4. POLICE PROTECTION: Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities	<input type="checkbox"/> 11. CORRECTIONS: Inmate, reformatories, detention homes, halfway houses, prisons, parole and probation activities
<input type="checkbox"/> 5. FIRE PROTECTION: Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6.)	<input type="checkbox"/> 12. UTILITIES AND TRANSPORTATION: Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
<input type="checkbox"/> 6. NATURAL RESOURCES: Agriculture, forestry, flood prevention, recreation, parks, wildlife, etc. (Report any forest fire protection activities as item 5.)	<input type="checkbox"/> 13. SANITATION AND SEWERAGE: Street cleaning, garbage and refuse collection and disposal, provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
<input type="checkbox"/> 7. HOSPITALS AND SANATORIA: Operation and maintenance of institutions for outpatient medical care.	<input type="checkbox"/> 14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
<input type="checkbox"/> 15. OTHER (Specify on Page Four)	

Control Number: 12302370
 Function Number(s): 110

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 1. FULL-TIME EMPLOYEES (Temporary employees are not included)

RACE/ETHNICITY

RACE/ETHNICITY	HISPANIC OR LATINO		WHITE		BLACK OR AFRICAN AMERICAN		ASIAN		NATIVE HAWAIIAN OR PACIFIC ISLANDER		OTHER		Total
	Male	Female	White	Black or African American	Asian	Native Hawaiian or Pacific Islander	Other	Other	Other	Other	Other	Other	
ASIAN	0	0	0	0	0	0	0	0	0	0	0	0	0
BLACK OR AFRICAN AMERICAN	0	0	0	0	0	0	0	0	0	0	0	0	0
ASIAN/PACIFIC ISLANDER	0	0	0	0	0	0	0	0	0	0	0	0	0
WHITE	0	0	0	0	0	0	0	0	0	0	0	0	0
HISPANIC OR LATINO	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EO-4)
 EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
 (Read attached instructions prior to completing this form)
 DOES NOT ALTER INFORMATION PRESENTED IN THIS BOX

APPROVED BY
 OMB
 306-0088
 EXPRESSES
 5/31/2013

MAIL COMPLETED FORM TO:
 EEO-4 Reporting Center
 PO Box 5127
 Rossini, VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District
 6. Other (Specify) _____

B. IDENTIFICATION
 NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
 City of Miami

2. Address-- Number and Street
 444 SW 2nd Avenue, Room 642

CITY/TOWN
 Miami

COUNTY
 Miami-Dade

STATE/ZIP
 FL 33130

EEOC USE ONLY
 A
 B

C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies at your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) check at least showing name and address of agencies whose data are not included.)

1. FINANCIAL ADMINISTRATION: Tax billing and collection, budgeting, purchasing, capital accounting and similar financial administration carried on by a treasurer, auditor or controller's office and GENERAL CONTROL: Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all parent offices and employees (judges, magistrates, bailiffs, etc.)

2. STREETS AND HIGHWAYS: Maintenance, garage, construction and administration of streets, alleys, sidewalks, roads, highways and bridges

3. PUBLIC WELFARE: Maintenance of homes and other institutions for the needy; administration of public assistance (Hospitals and sanatoriums should be reported as state)

4. POLICE PROTECTION: Duties of a police department sheriff's, constable's, coroner's office, etc. including technical and clerical employees engaged in police activities

5. FIRE PROTECTION: Duties of the uniformed fire force and clerical employees (Report any forest fire protection activities as Item 6.)

6. NATURAL RESOURCES: Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc. and PARKS AND RECREATION: Recreation, amusements, playgrounds, swimming pools, auditoriums, museums, racetracks, fairs, etc.

7. HOSPITALS AND SANATORIUMS: Operation and maintenance of institutions for inpatient medical care

8. HEALTH: Provision of public health services, non-patient clinics, visiting nurses, food and sanitary inspection, mental health, alcohol rehabilitation services, etc.

9. HOUSING: Code enforcement, low-cost public housing, anti-lodging ordinance enforcement, housing for elderly, housing rehabilitation, construction.

10. COMMUNITY DEVELOPMENT: Planning, zoning, land development, open space, beautification, preservation.

11. CORRECTIONS: Inmate reformatories, detention homes, halfway houses, prisons, parole and probation activities

12. UTILITIES AND TRANSPORTATION: Includes water supply, electric power, transit, gas, airports, rental transportation and terminals

13. SANITATION AND SEWAGE: Street cleaning, garbage and refuse collection systems and sewage disposal plants

14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY

15. OTHER (Specify on Page Four)

Control Number: 12302370
 Function Number(s): 1, 12

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	RACE/ETHNICITY												Total U.S. AN				
	HISPANIC OR LATINO						NON-HISPANIC OR LATINO										
	Male	Female	White	Black or African American	Asian	Hispanic or Latino of another race	White	Black or African American	Asian	Hispanic or Latino of another race	Native Hawaiian or other Pacific Islander	Other race					
1. 801-15-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2. 160-19-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3. 200-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4. 250-32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5. 330-42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6. 440-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7. 550-69-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8. 700-PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9. 801-15-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10. 160-19-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11. 200-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12. 250-32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13. 330-42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14. 440-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15. 550-69-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16. 700-PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17. 801-15-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18. 160-19-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19. 200-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20. 250-32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21. 330-42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22. 440-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23. 550-69-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24. 700-PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25. 801-15-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26. 160-19-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27. 200-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28. 250-32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29. 330-42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30. 440-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31. 550-69-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32. 700-PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
33. 801-15-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34. 160-19-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35. 200-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36. 250-32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37. 330-42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
38. 440-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39. 550-69-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40. 700-PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41. 801-15-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42. 160-19-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
43. 200-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
44. 250-32-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45. 330-42-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
46. 440-24-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
47. 550-69-999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
48. 700-PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Control Number : 12302370
 Function Number(s) : 12
 REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero.)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	RACE/ETHNICITY		SEX										Total of Race or Ethnicity	Total of Sex											
	Male	Female	WHITE					BLACK							Hispanic/Latino	Asian	Other								
			White	Black	Hispanic/Latino	Asian	Other	White	Black	Hispanic/Latino	Asian	Other													
56. SF 115 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
50. 10 19 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
51. 709 24 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
52. 25 0 22 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
53. 33 0 42 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54. 43 0 54 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55. 55 0 69 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
56. 700 PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
57. 50 1 15 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58. 10 0 14 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
59. 20 0 23 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60. 25 0 32 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
61. 33 0 42 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
62. 43 0 54 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
63. 55 0 69 999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
64. 700 PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65. TOTAL FULL-TIME (ONES 1-64)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)

66. OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
67. PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
68. TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
69. PROTECTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70. PARA PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
71. ADMIN SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
72. SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
73. SERVICE/MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
74. OTHER (Other than Full Time) (ONES 66-73)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30

75. OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
76. PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
77. TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
78. PROTECTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
79. PARA PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80. ADMIN SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81. SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82. SERVICE/MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
83. TOTAL NEW HIRES (ONES 75-82)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

LIST AGENCIES INCLUDED ON THIS FORM

Office of Resilience and Sustainability

CERTIFICATION: I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM: TITLE: EODF Administrator
 Aseline Hypolite
 ADDRESS (Number and Street, City, State, Zip Code): TELEPHONE NUMBER (305) 416-1990
 444 SW 2nd Ave 6th Floor, Suite 542 Extension:
 Miami, FL 33130 FAX NUMBER (305) 416-1995
 DATE: TYPED NAME/TITLE OF AUTHORIZED OFFICIAL SIGNATURE
 E-MAIL: EODF Administrator
 ahypolite@miamigov.com

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EO-4)
EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
(Read attached instructions prior to completing this form)

DO NOT ALTER INFORMATION ENTERED IN THIS BOX

APPROVED BY
OMB
304-0088
EMPRES
3-31-2018

MAIL COMPLETED
FORM ID:
EEO-4 Reporting Center
PO Box 8127
Reston, VA 20195

1. State 2. Country 3. City 4. Township 5. Special District
 6. Other (Specify) _____

A. TYPE OF GOVERNMENT (Check one box only)

B. IDENTIFICATION
NAME OF POLITICAL JURISDICTION (if same as label, skip to item C)
City of Miami
Control Number: 12302370

2. Address-- Number and Street
444 SW 2nd Avenue, Room 642
CITY/TOWN
Miami
COUNTY
Miami-Dade
STATE/ZIP
FL 33130
EOC USE
ONLY
A
B

C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government excepted positions included. If you cannot supply the data for every agency within the function(s) attach a list showing name and address of agencies whose data are not included.)

<input type="checkbox"/> FINANCIAL ADMINISTRATION: Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer, auditor or comptroller's office and GENERAL CONTROL: Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning bureaus, and judicial offices and employees (judges, magistrates, bailiffs, etc.)	<input type="checkbox"/> 8. HEALTH: Provision of public health services, epidemiologic clinics, visiting nurses, food and sanitary inspectors, mental health, alcohol rehabilitation services, etc.
<input type="checkbox"/> 1. PUBLIC WELFARE: Maintenance of bridges and other institutions for the needy, administration of public assistance, (disgrahs and institutions should be reported separately)	<input type="checkbox"/> 9. HOUSING: Code enforcement law enforcement, fire, building ordinance enforcement, housing for elderly, housing rehabilitation, etc.
<input type="checkbox"/> 2. STREETS AND HIGHWAYS: Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.	<input type="checkbox"/> 10. COMMUNITY DEVELOPMENT: Planning, zoning, land development, open space, beautification, preservation.
<input type="checkbox"/> 3. PUBLIC WELFARE: Maintenance of bridges and other institutions for the needy, administration of public assistance, (disgrahs and institutions should be reported separately)	<input type="checkbox"/> 11. CORRECTIONS: Inmate reformatories, detention homes, halfway houses, prisons, parole and probation activities
<input type="checkbox"/> 4. POLICE PROTECTION: Duties of a police department sheriff's, constable's, coroner's office, etc. including technical and clerical employees engaged in police activities.	<input type="checkbox"/> 12. UTILITIES AND TRANSPORTATION: Includes water supply, electric, power, transit, gas, airports, water transportation and terminals.
<input type="checkbox"/> 5. FIRE PROTECTION: Duties of the uniformed fire forces and clerical employees. (Report any forest fire protection activities as item 6.)	<input checked="" type="checkbox"/> 13. SANITATION AND REFUSE: Street cleaning, garbage and refuse collection and disposal, provision, maintenance and operation of landfills and burn sites, systems and sewage disposal plants.
<input type="checkbox"/> 6. NATURAL RESOURCES: Agriculture, forests, lakes, recreation, parks, playgrounds, etc. Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, zoos, etc.	<input type="checkbox"/> 14. EMPLOYMENT SECURITY: STATE GOVERNMENT IS ONLY
<input type="checkbox"/> 7. HOSPITALS AND SANATORIUMS: Operation and maintenance of institutions for inpatient medical care.	<input type="checkbox"/> 15. OTHER (Specify on Page Four)

Control Number: 12302370
Function Number(s): 13

D. EMPLOYMENT DATA AS OF JUNE 30
(Do not include elected/appointed officials. Blanks will be counted as zero)
1. FULL-TIME EMPLOYEES (Temporary employees are not included)

RACE/ETHNICITY

POP. CATEGORIES	HISPANIC OR LATINO		WHITE		BLACK OR AFRICAN AMERICAN		ASIAN		NATIVE AMERICAN		PACIFIC ISLANDER		OTHER		Total	Total	Total	Total	
	Male	Female	White	Black or African American	Asian	Native American	Pacific Islander	Other	Male	Female	Hispanic or Latino	White	Black or African American	Asian					Native American
POP. CATEGORIES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. ALL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
2. WHITE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
3. BLACK OR AFRICAN AMERICAN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
4. ASIAN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
5. NATIVE AMERICAN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
6. PACIFIC ISLANDER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
7. OTHER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
8. TOTAL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
9. MALE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
10. FEMALE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
11. HISPANIC OR LATINO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
12. WHITE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
13. BLACK OR AFRICAN AMERICAN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
14. ASIAN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
15. NATIVE AMERICAN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
16. PACIFIC ISLANDER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
17. OTHER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
18. TOTAL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
19. MALE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
20. FEMALE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19

Control Number: 12302370

Function Number(s): 13

D. EMPLOYMENT DATA AS OF JUNE 30

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORY	RACE		SEX		ETHNICITY		MARITAL STATUS		RELIGION		DISABILITY		Total of ACS
	RACE		SEX		ETHNICITY		MARITAL STATUS		RELIGION		DISABILITY		
	Male	Female	Black or African American	White	Hispanic or Latino	Asian	Other	Never Married	Married	Divorced	Widowed	Other	
66. OFFICIALS-ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0
67. PROFESSIONALS	3	2	0	0	0	0	0	0	0	0	0	0	0
68. TECHS/TRANS	1	1	0	0	0	0	0	0	0	0	0	0	0
69. PROJECTIVE/SERV	0	0	0	0	0	0	0	0	0	0	0	0	0
70. PARA-PROFESSIONAL	0	2	0	2	0	0	0	0	0	0	0	0	0
71. ADMIN/SUPPORT	0	1	0	1	0	0	0	0	0	0	0	0	0
72. SKILLED/CRAFT	4	0	3	1	0	0	0	0	0	0	0	0	0
73. SERVICE/MAINTENANCE	11	9	1	9	0	0	0	0	0	0	0	0	0
74. TOTAL OTHER THAN FULL-TIME LINES	19	15	1	35	0	0	0	0	0	0	0	0	0
75. TOTAL FULL-TIME LINES	10	13	1	79	1	0	0	2	24	0	0	0	130

2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)

66. OFFICIALS-ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0
67. PROFESSIONALS	3	2	0	0	0	0	0	0	0	0	0	0	0
68. TECHS/TRANS	1	1	0	0	0	0	0	0	0	0	0	0	0
69. PROJECTIVE/SERV	0	0	0	0	0	0	0	0	0	0	0	0	0
70. PARA-PROFESSIONAL	0	2	0	2	0	0	0	0	0	0	0	0	0
71. ADMIN/SUPPORT	0	1	0	1	0	0	0	0	0	0	0	0	0
72. SKILLED/CRAFT	4	0	3	1	0	0	0	0	0	0	0	0	0
73. SERVICE/MAINTENANCE	11	9	1	9	0	0	0	0	0	0	0	0	0
74. TOTAL OTHER THAN FULL-TIME LINES	19	15	1	35	0	0	0	0	0	0	0	0	0

3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30

66. OFFICIALS-ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0
67. PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0
68. TECHS/TRANS	0	0	0	0	0	0	0	0	0	0	0	0	0
69. PROJECTIVE/SERV	0	0	0	0	0	0	0	0	0	0	0	0	0
70. PARA-PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0
71. ADMIN/SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0
72. SKILLED/CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0
73. SERVICE/MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0
74. TOTAL NEW HIRES LINES	0	0	0	0	0	0	0	0	0	0	0	0	0

Control Number: 12302370

Function Number(s): 13

REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

*****LIST AGENCIES INCLUDED ON THIS FORM*****

Department of Public Works - Stormwater Utility Administration
 Department of Public Works - Stormwater Utility Maintenance
 Department of Public Works - National Pollutant Discharge Elimination System
 Department of Solid Waste

CERTIFICATION: I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM: TITLE: EODF Administrator

Aseline Hippolite

ADDRESS (Number and Street, City, State, Zip Code)

444 SW 2nd Ave 6th Floor, Suite 642

Miami FL 33130

TELEPHONE NUMBER (305) 416-1990

extension:

FAX NUMBER (305) 416-1995

TYPED NAME/TITLE OF AUTHORIZED OFFICIAL: SIGNATURE

E-MAIL: Ehippolite@miamigov.com

Control Number: 12302370
 Function Number(s): 15

D. EMPLOYMENT DATA AS OF JUNE 30
 (Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (12 months)	RACE/ETHNICITY												Total	
		SPIN (S=SP, N=NC, G=GL, P=PD)													
		Hispanic/Latino		Black or African American		White		Asian		Pacific Islander		Other			
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	AN	
	41,300-45,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	50,160-60,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	51,200-64,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	52,280-62,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	53,330-64,000	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	54,430-64,000	22	6	3	0	0	0	0	0	0	0	0	0	0	32
	55,550-69,000	18	0	0	0	0	0	0	0	0	0	0	0	0	18
	56,700 PLUS	9	0	1	0	0	0	0	0	0	0	0	0	0	11
	57,800-65,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	58,100-69,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	59,300-74,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	60,250-82,000	3	0	0	0	0	0	0	0	0	0	0	0	0	3
	61,350-82,000	1	0	0	0	0	0	0	0	0	0	0	0	0	1
	62,450-84,000	1	0	0	0	0	0	0	0	0	0	0	0	0	1
	63,550-89,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	64,700 PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL FULL-TIME (Fines 6-64)		72	6	9	4	0	0	0	0	0	0	0	0	0	102

2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)

56 OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
57 PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58 TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
59 PRODUCTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 PMA PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
61 ADMIN SUPPORT	2	1	0	0	0	0	0	0	0	0	0	0	0	0	3
62 SKILLED CRAFT	19	0	1	2	1	1	0	0	0	0	0	0	0	0	24
63 SERVICE/MAINTENANCE	4	1	0	0	0	0	0	0	0	0	0	0	0	0	5
TOTAL OTHER THAN FULL-TIME (Fines 66-73)	26	2	1	2	1	1	0	0	0	0	0	0	0	0	33

3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30

55 OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
56 PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
57 TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58 PRODUCTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
59 PMA PROFESSIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 ADMIN SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
61 SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
62 SERVICE/MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL NEW HIRES (Fines 74-83)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Control Number: 12302370
 Function Number(s): 15

REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

LIST AGENCIES INCLUDED ON THIS FORM

Department of General Services Administration

CERTIFICATION: I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM: Asseline Hyppolite
 TITLE: BODP Administrator
 TELEPHONE NUMBER (305) 416-1990
 EXTENSION:
 ADDRESS (Number and Street, City, State, Zip Code): 444 SW 2nd Ave 6th Floor, Suite 642
 Miami, FL 33130
 FAX NUMBER (305) 416-1995
 DATE: _____
 TYPED NAME/TITLE OF AUTHORIZED OFFICIAL: BODP Administrator
 SIGNATURE: _____
 E-MAIL: Hyppolite@miamigov.com

APPENDIX N: REFERENCE AND LOOK UP INFORMATION



- Abbreviations and Acronyms
- Definitions of Terms
- Acknowledgements

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
ARRA	American Recovery and Reinvestment Act
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

Abbreviations and Acronyms

CBO	Community Based Organization
CDBG	Community Development Block Grant
CDL	Commercial Driver License
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

Abbreviations and Acronyms

CRB	Community Relations Board
CRO	Chief Resilience Officer
CSBE	Community Small Business Enterprise Participation
CSI	Crime Scene Investigation
CSO	Chief Service Officer
CST	Combined Simplified Tax
CU	Certificate of Use
CY	Calendar Year
DDA	Downtown Development Authority
DDRI	Downtown Development Regional Impact
DERM	Department of Environmental Resources Management
DO	Development Order
DOJ	Department of Justice
DREAM	Department of Real Estate and Asset Management
DROP	Deferred Retirement Option Program
DSMS	Data Stream Management System
EB-5	Immigrant Investor Program
EECBG	Energy Efficiency and Conservation Block Grant
EEO	

Abbreviations and Acronyms

	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
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

Abbreviations and Acronyms

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
GIS	Geographic Information System
GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCM	Human Capital Management
HIDTA	

Abbreviations and Acronyms

	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
IT	Information Technology
ITD	Information Technology Department
ITTS	Information Technology and Telecommunication Services

Abbreviations and Acronyms

JAG	Justice Assistance Grant
LCD	Liquid crystal display
LETF	Law Enforcement Trust Fund
LHLH	Live Healthy Little Havana
LOGT	Local Option Gas Tax
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
NET	Neighborhood Enhancement Team
NDA	Non-Departmental Accounts

Abbreviations and Acronyms

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
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
OTM	Office of Transportation Management
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	

Abbreviations and Acronyms

	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
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

Abbreviations and Acronyms

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
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
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificates of Occupancy
TCT	The Children's Trust
TRACS	Transportation Automated Control System
TRIM	Truth in Millage
TUP	

Abbreviations and Acronyms

	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
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.

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Definition of Terms

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of \$5,000 and an expected life of more than one year such as automobiles, typewriters, and office furniture.

Capital Expenditure: 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 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 determine 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 any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Definition of Terms

Comprehensive Annual Financial Report: The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

Community Development Block Grant: A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled "Certification of Taxable Value" that the City submits annually to the State of Florida and contains specific details about the City's proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for 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.

Fiscal Year: The time period designated as the beginning and ending period for recording financial transactions. The City of Miami fiscal year is from October 1st to September 30th.

Fixed Assets: Long-term tangible assets such as land, buildings, machinery, furniture, and equipment.

Definition of Terms

Fund: An accounting entity containing a set of self-balancing accounts to record all financial transactions for specific activities or government functions. Seven commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust and agency funds, and internal service funds.

Fund Balance: The amount of equity held by the City to support future operations or emergencies. It is the difference between fund assets and fund liabilities.

General Fund: The general operating fund used to account for most of the City's financial activities.

General Obligation Bonds: Voter approved bonds used to finance a variety of capital improvement projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government. The repayment of these bonds is usually made from ad valorem taxes based on an approved debt millage rate.

Grant: An agreement made by a governmental unit, foundation, or corporation to provide financial contributions for specified purposes.

Hyperion: A comprehensive financial management, web-based budget application that delivers global financial consolidation, reporting and analysis in a single, highly scalable software solution.

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.

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-Cents Sales Tax: The value of ½ cent on the State's sales tax, which is returned to the City on the basis of population size and use for transportation related projects.

Definition of Terms

Local Option Gas Tax: A tax levy of up to six cents on each gallon of motor and special fuels sold, which can be imposed by Miami-Dade County in accordance with State law, and which is shared with the cities within the county.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance of Current Level of Service: The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

Millage Rate: One mill equals \$1.00 of tax for each \$1,000 of assessed value. The millage rate is the total number of mills of tax assessed against this value.

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.

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 revenue, expenditures, or other budget amounts for a specific time period, usually one-year.

Property Tax Levy: The value derived by multiplying the millage rate by the net taxable assessed value of property in the City.

Property Taxes: Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

Definition of Terms

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.

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.

Definition of Terms

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.



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Director	Christopher Rose
Deputy Director	Leon P. Michel
Budget Coordinators	Adine Cordero Pedro Lacrete Lai-Wan E. McGinnis Yvette Smith
Senior Budget Analysts	Domingo G. Echevarria Fred Pericles Luis O. Hernandez Torres
Budget Analysts	Donovan F. Dawson Aniska M. Elliott Everton A. Garvis Jacques Joseph
Administrative Assistant II	Marisol Fernandez
Administrative Aide II	Rachel Quintana
Graduate Intern	Rene L. Hernandez
Youth Intern	Angie Corvington

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