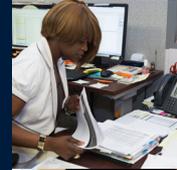




ADOPTED OPERATING BUDGET

FISCAL YEAR 2016-17



*Serving, enhancing, and transforming
our community*



TOMÁS P. REGALADO
Mayor

tregalado@miamigov.com
(305) 250-5300

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

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

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

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

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

Sincerely,

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

Tomás P. Regalado





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami
Florida**

For the Fiscal Year Beginning

October 1, 2015

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Jeffrey R. Emswiler

Executive Director

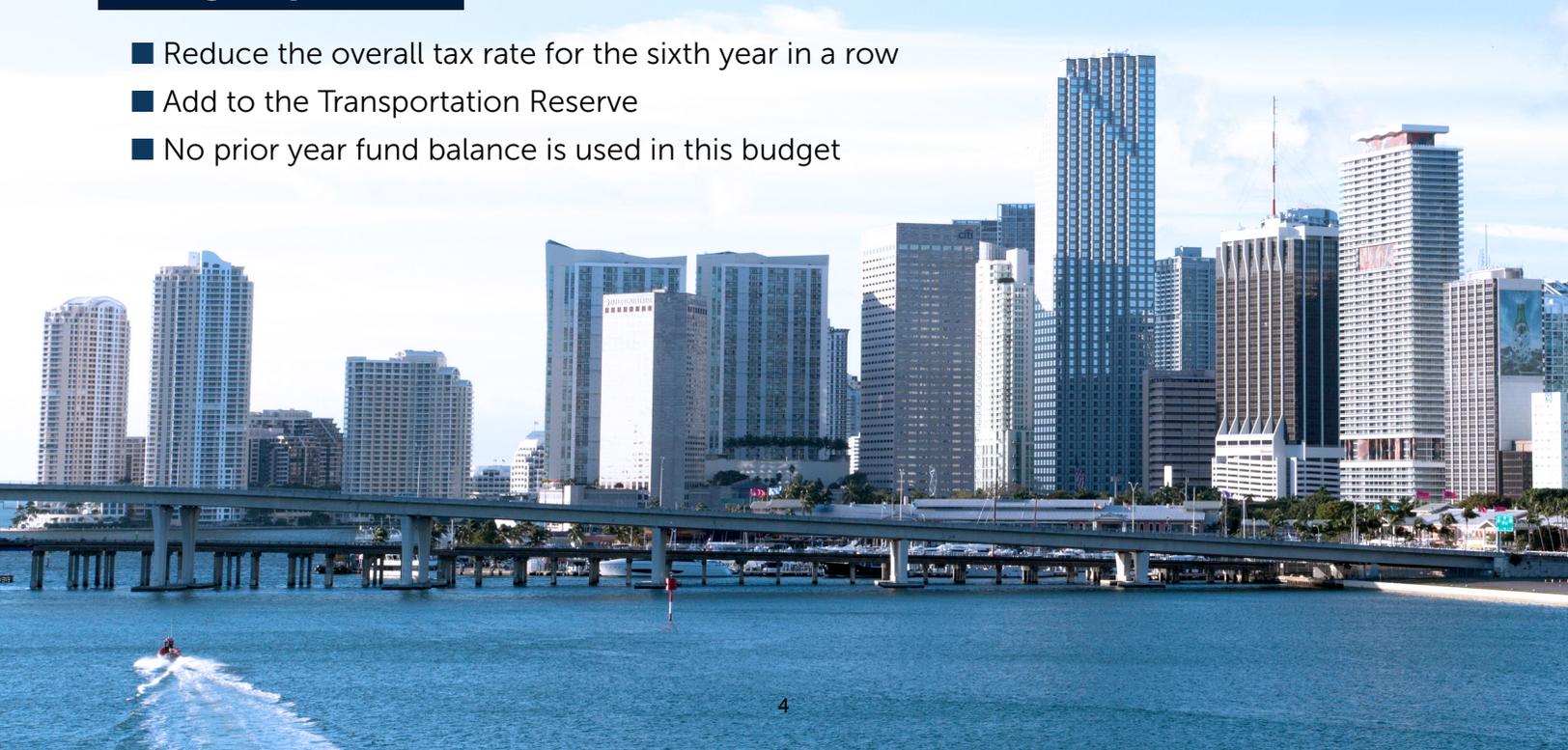


Building for the Future

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

Being Responsible

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



BUDGET HIGHLIGHTS

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

Emphasizing Community

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

Investing in Our Employees

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

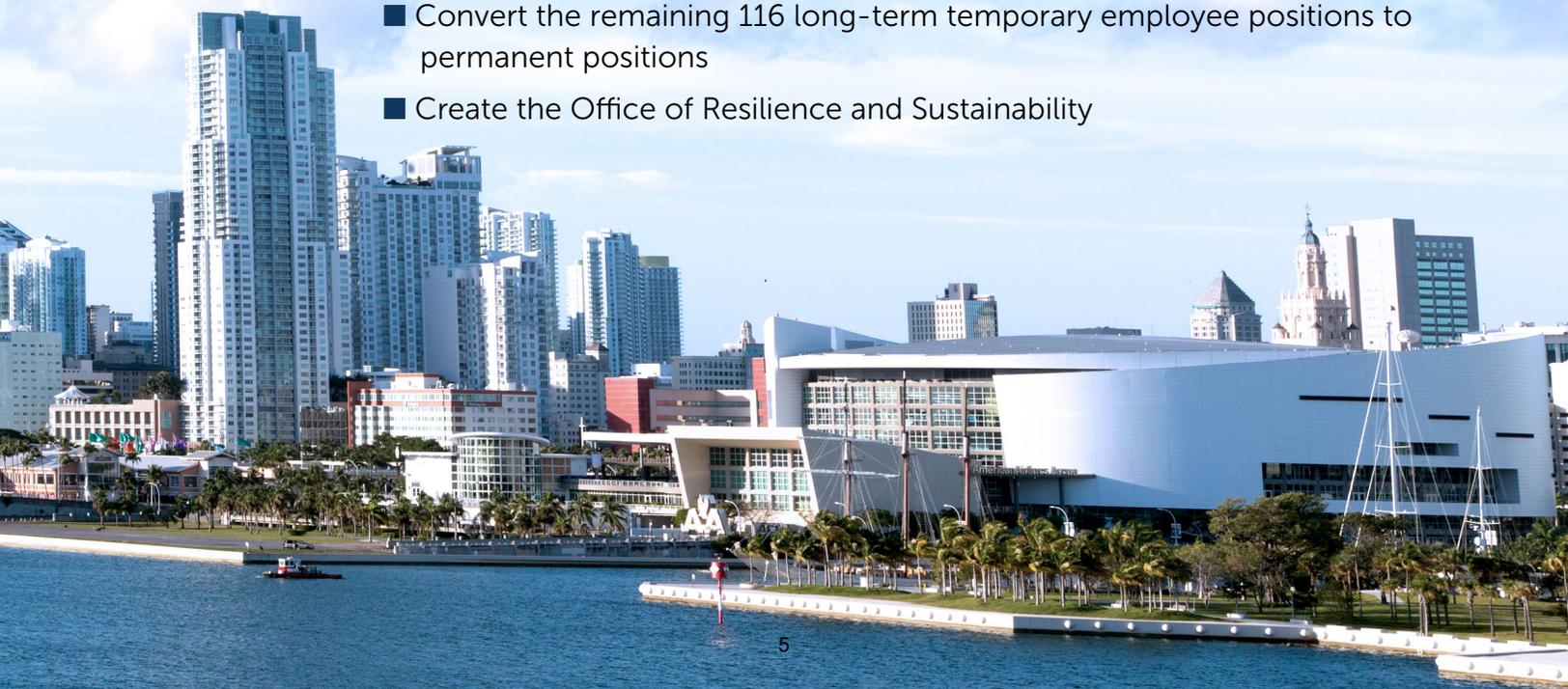


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DANIEL J. ALFONSO

City Manager

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(305) 250-5400

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

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

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

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

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

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

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

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

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

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

Sincerely,



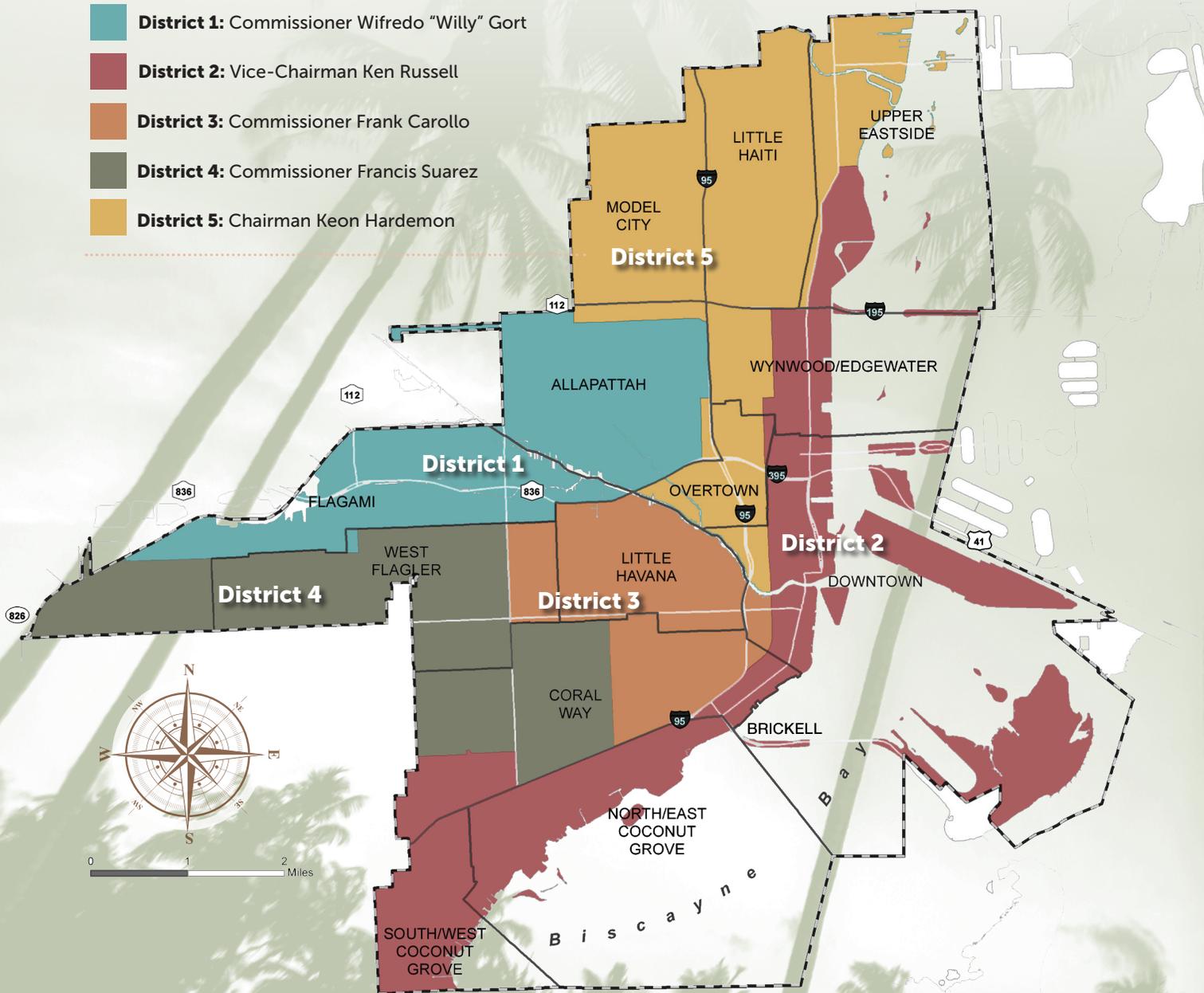
Daniel J. Alfonso



DISTRICTS

Commission Districts

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





OFFICIALS



TOMÁS P. REGALADO
Mayor

tregalado@miamigov.com
(305) 250-5300

DISTRICT
1

WIFREDO "WILLY" GORT
Commissioner

wgort@miamigov.com
(305) 250-5430



DISTRICT
2

KEN RUSSELL
Vice-Chairman

krussell@miamigov.com
(305) 250-5333



DISTRICT
3

FRANK CAROLLO
Commissioner

fcarollo@miamigov.com
(305) 250-5380



DISTRICT
4

FRANCIS SUAREZ
Commissioner

fsuarez@miamigov.com
(305) 250-5420



DISTRICT
5

KEON HARDEMON
Chairman

khardemon@miamigov.com
(305) 250-5390





FY 2016-17

BUDGET OVERVIEW

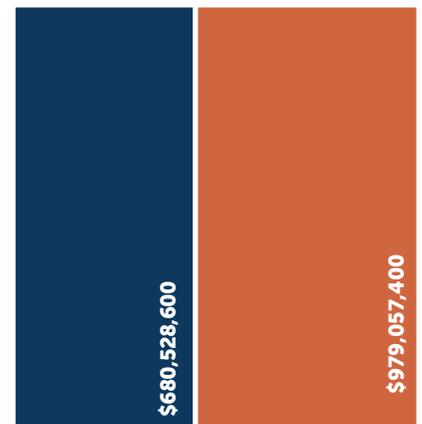
FY 2016-17 Adopted Operating Budget



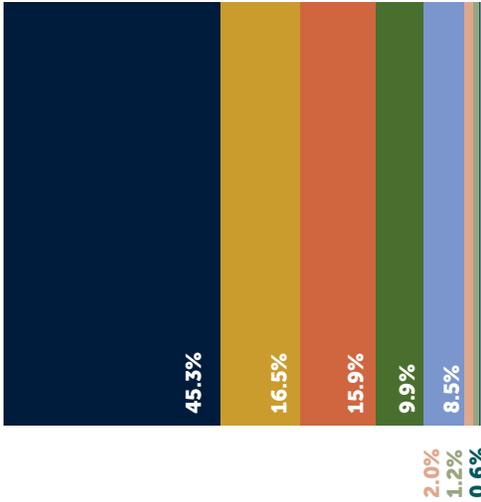
The City's operating budget is comprised of four separate fund groups. The General Fund is the City's primary operating fund. The Special Revenue Funds are used to account for revenues that are restricted to a specific purpose. The Debt Service Funds are used to account for proceeds of City issued debt and repayments of principal and interest. The Internal Service Fund is used to account for internal cost allocation between various City cost centers.

The City's Adopted Operating Budget for FY 2016-17: **\$979,057,400**

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



ADOPTED BUDGET

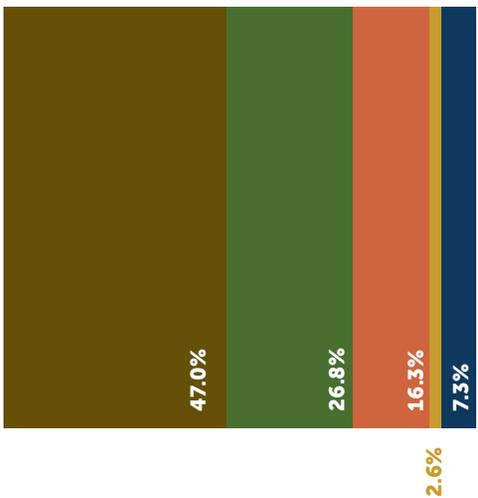


Where the Money Comes From:

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

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

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

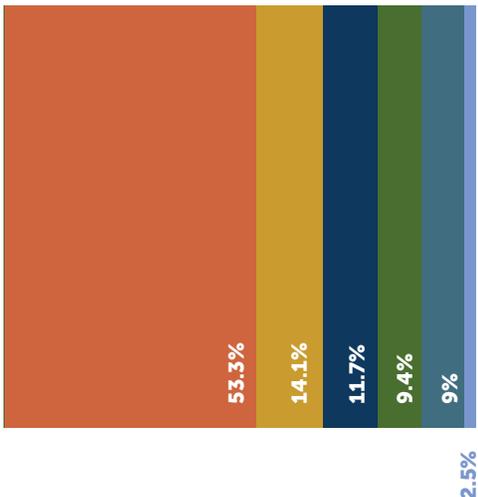


Where the Money Goes:

Expenditures by Category

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

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



Where the Money Goes:

Expenditures by Function

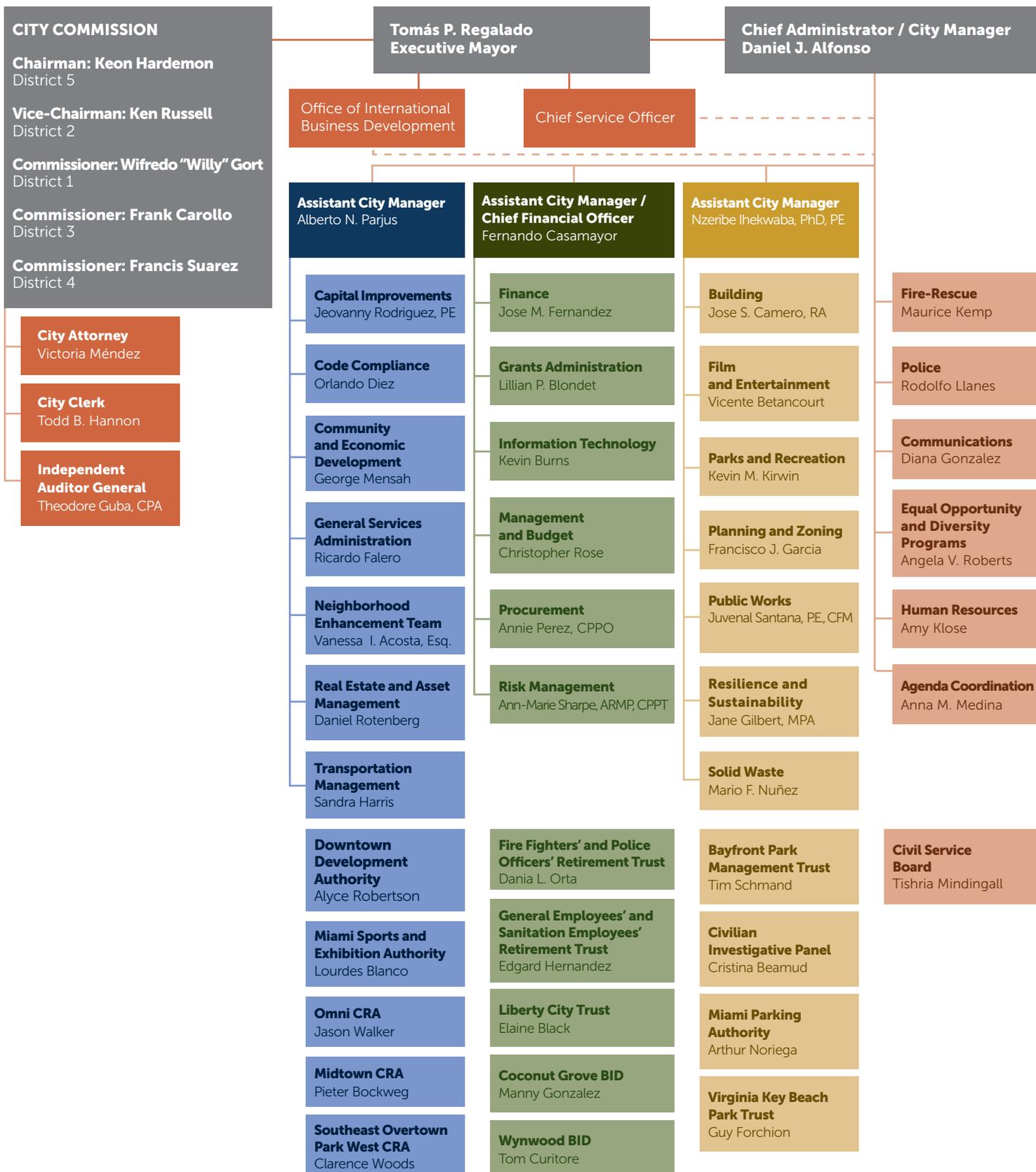
- Public Safety • \$357.10 million • **53.3%**
- Non-Departmental Accounts • \$94.74 million • **14.1%**
- Public Works • \$78.08 million • **11.7%**
- General Government • \$60.63 million • **9.4%**
- Other Departments • \$60.63 million • **9%**
- Planning & Development • \$16.88 million • **2.5%**

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



CITY

ORGANIZATION



GENERAL FUND BUDGET BY DEPARTMENT



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

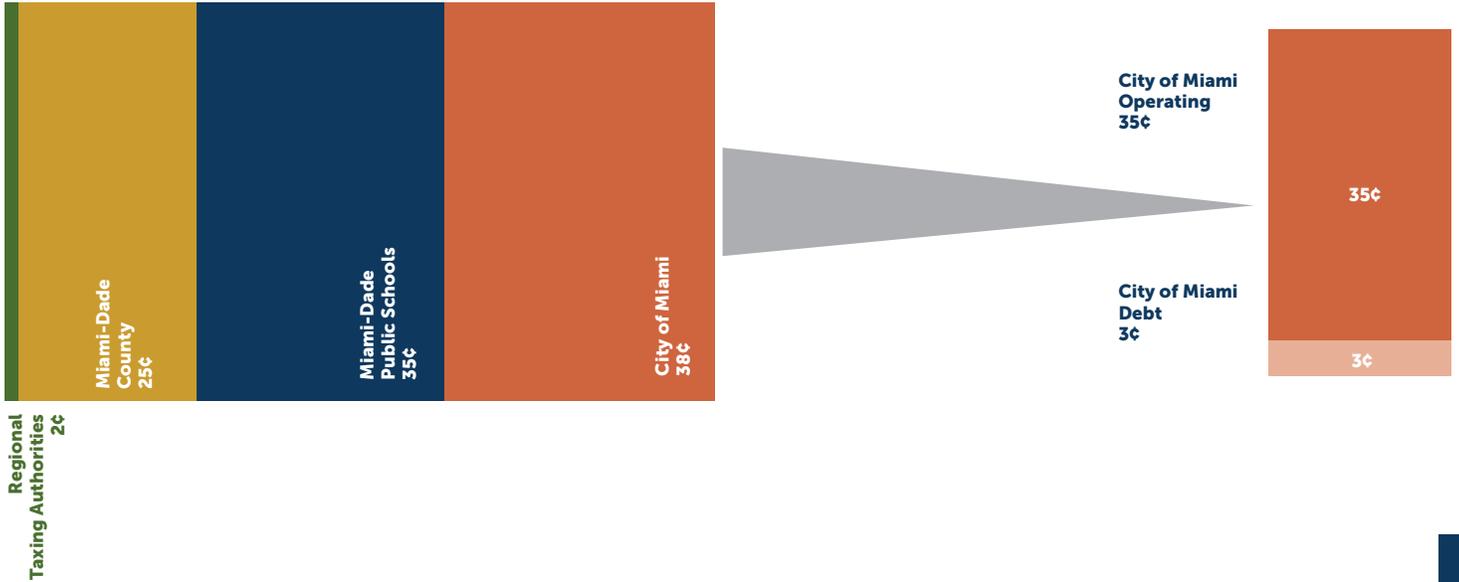
**Budget amounts are General Fund only. Position counts are for all funds.*



YOUR PROPERTY

TAX BILL

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



MILLAGE AND

PROPERTY TAX



FY 2015-16 TOTAL ADOPTED MILLAGE RATE 8.3351 MILLS

General Operations: 7.6465 /
General Obligation Debt: 0.6886

FY 2016-17 TOTAL ADOPTED MILLAGE RATE 8.2900 MILLS

General Operations: 7.6465 /
General Obligation Debt: 0.6435

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

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

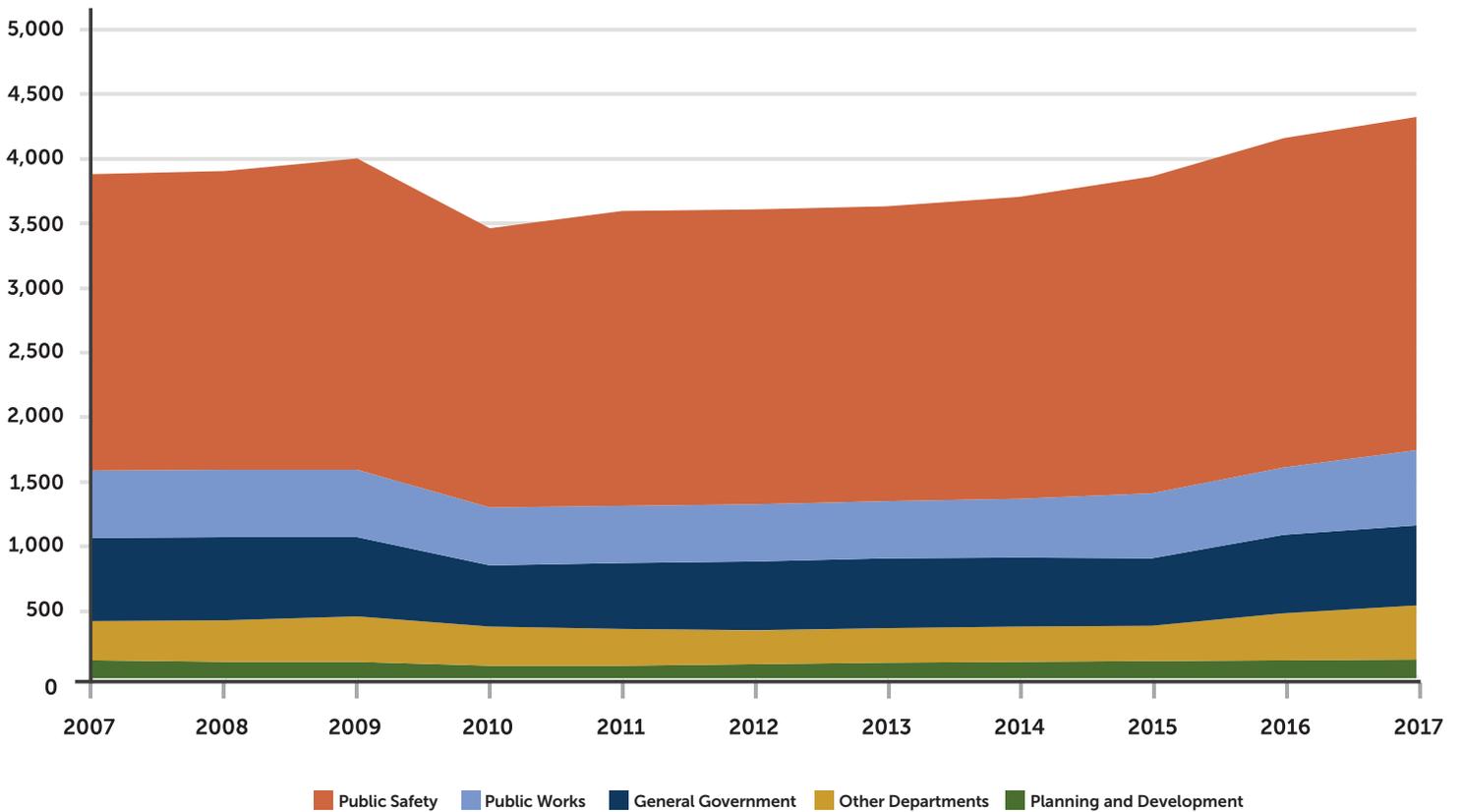


FULL TIME

EMPLOYEES

2007
to
2017

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



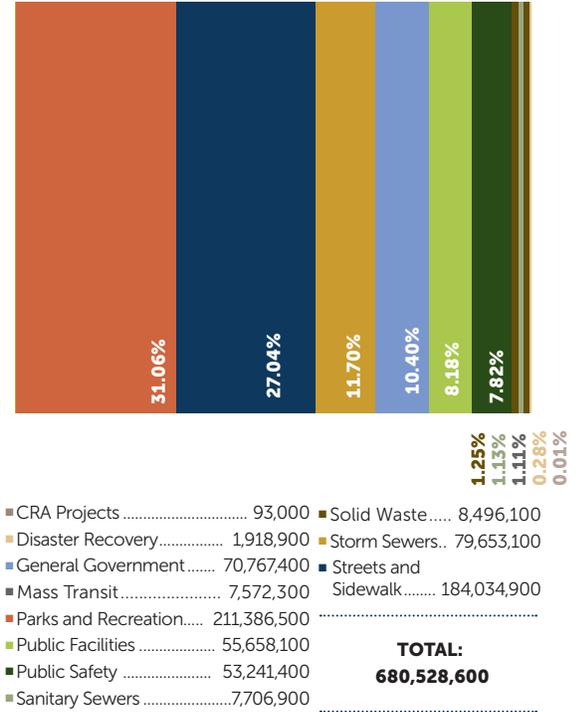


OVERVIEW

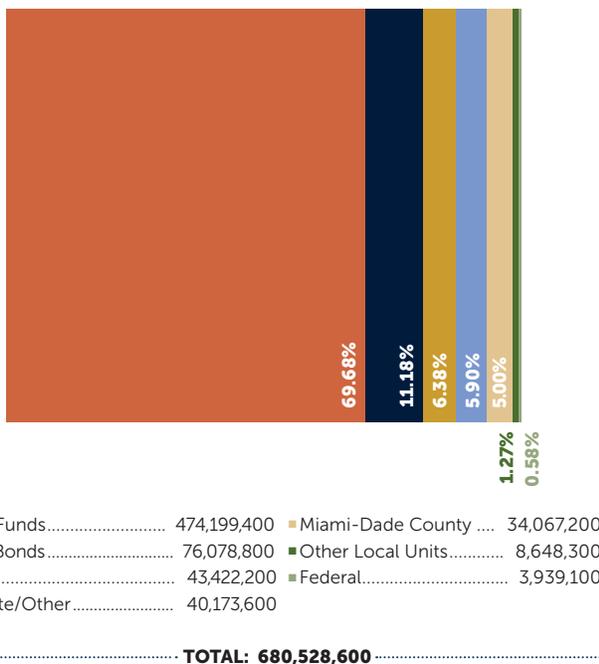
Summary by Department

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

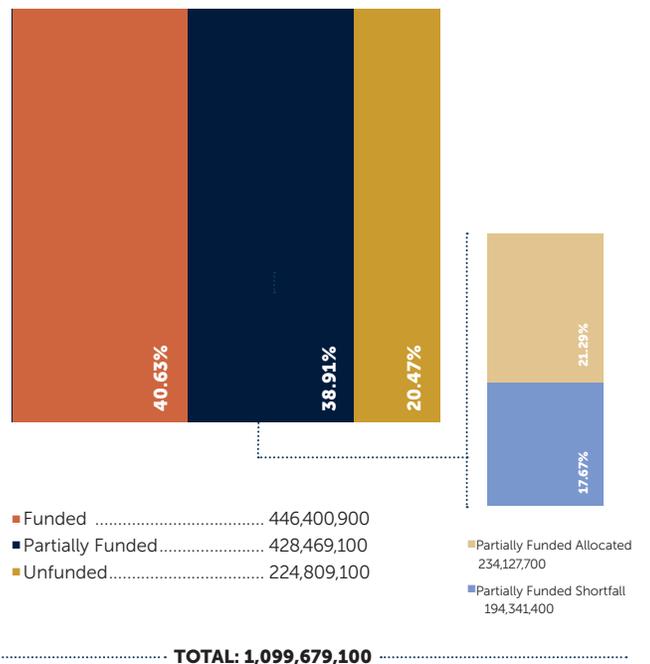
Summary by Program Fund



Summary by Funding Source



Summary of Funding Status



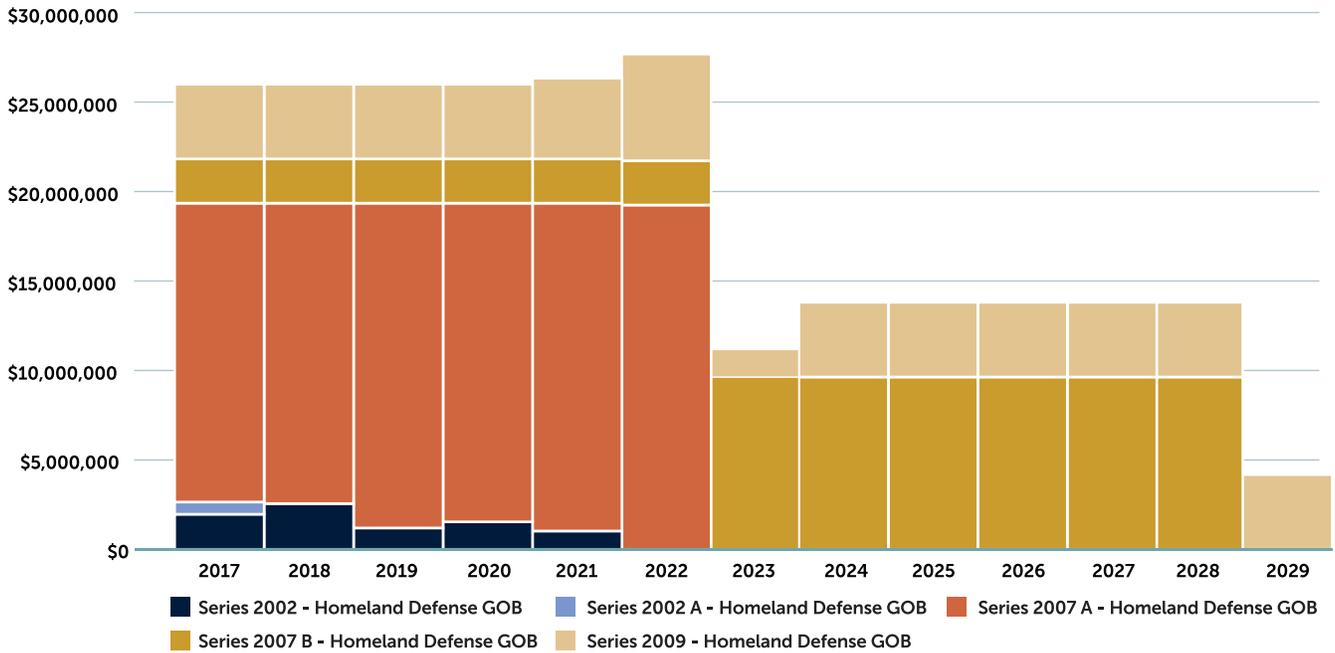
OVERVIEW



Manageable Debt Obligations - GENERAL OBLIGATION BONDS

- Maximum Annual Debt Service of approximately \$27.8 million (FY 2021-22); Final Maturity in 2029

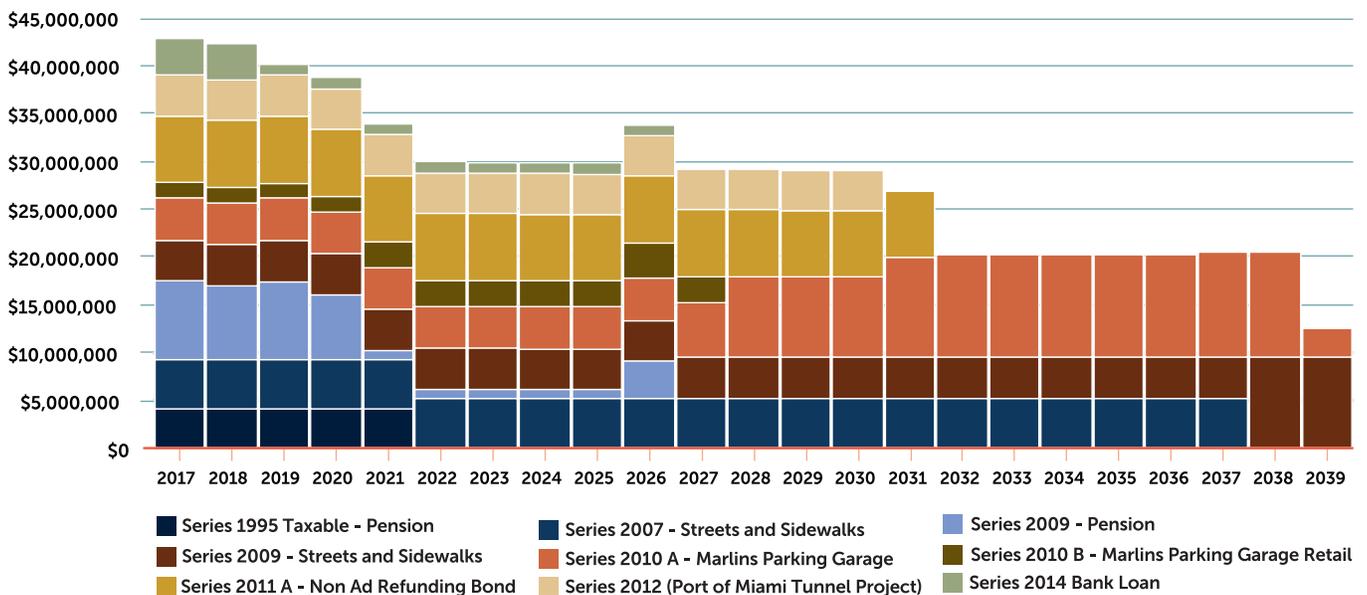
Miami General Obligation Bond Debt Service



Manageable Debt Obligations - SPECIAL OBLIGATION BONDS

- Maximum Annual Debt Service \$42.8 million (FY 2016-17); Final Maturity in 2039

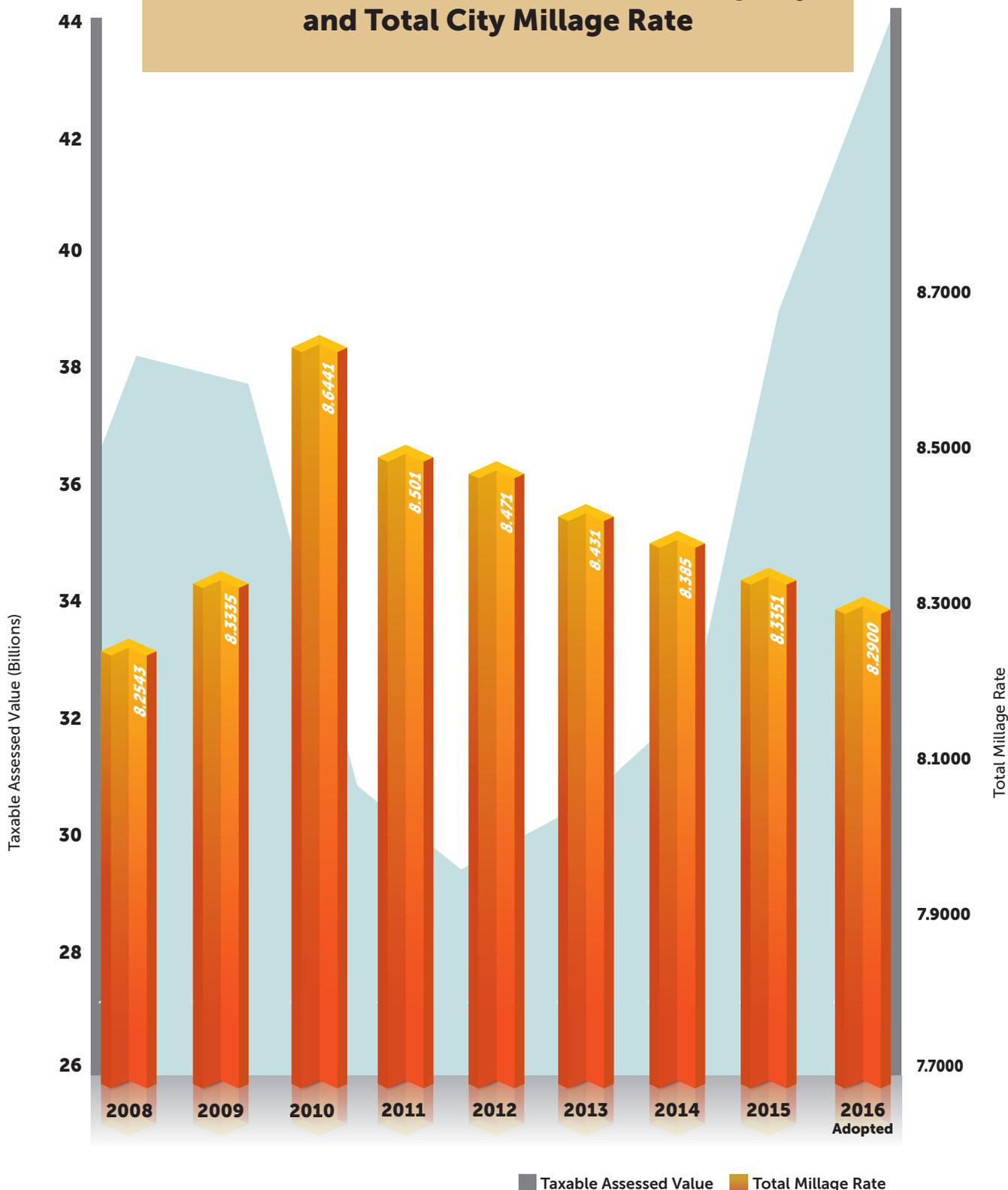
Miami Special Obligation Bond Debt Service





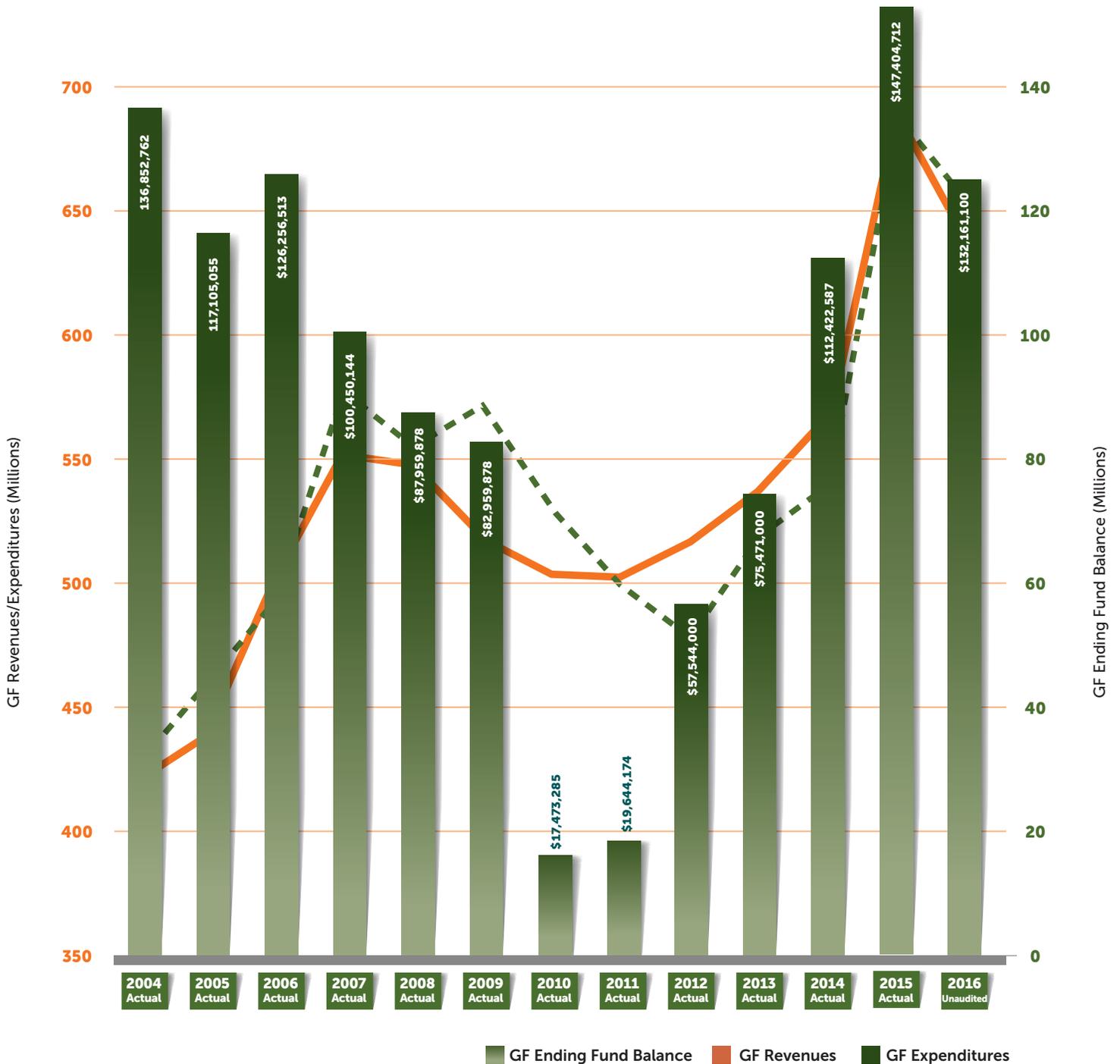
MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate





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





**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: Public Safety, Public Works, General Government, Other Departments, and Planning and Development. 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, and demographic statistics.



HOW TO USE THIS BOOK

DEPARTMENT PAGES

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

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.

Objectives, Accomplishments, and Budget Highlights

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

Performance Metrics

A list of department performance metrics with historical trends and targets.

Performance Metrics	2011-12	2012-13	2013-14
	Actuals	Actuals	Estimate
False alarm incidents by automatic fire detection systems (number)	5,449	5,430	3,488
Trainees graduating from recruit training (percent)	96.0	86.0	91.0
Average age of front line rescue units (years)	8.03	9.03	10.03
Average age of light fleet support vehicles (years)	5.8	6.8	7.8
Fire and rescue alarm calls (number)	96,646	94,881	95,763
Response time from initial call to first unit on scene (minutes)	5.32	5.41	5.36

Expenditure by Object and Fund

A detailed summary of expenditures by account and by fund comparing the current budget to the prior year's budget.



BUDGET

CALENDAR

January and February

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

March

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

April

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

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." Later, Juan Ponce de Leon was the first European to visit in 1513 and Spain is credited for the first recorded landing in 1566. Shortly after the Spanish rule established a mission on the river's north bank, the Tequestas were targeted for conversion to Christianity. The attempt failed and a majority of the tribe, disease-stricken with small pox and other illnesses died.

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. 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".

City History

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 one of many hurricanes in 1926 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" headliners 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 1970s 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.

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

City History

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.

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.

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. This 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.

Budget Methodology and Process

- 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 receiving 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.

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 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 (IT) shall be allocated, as of the end of the fiscal year in which such surplus arose, to an IT strategic plan special revenue fund. Allowed expenditures of the IT strategic plan special revenue fund shall be limited to expenditures, excluding those related to permanent City staff, necessary for the implementation of the City's information technology strategic plan, subject to appropriation by the City Commission.

(5) Reserve Policies. The following three reserve policies categories are established for the general operating fund of the City:

a. Current fiscal year contingency. A "contingency" reserve level of \$5 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 external auditor shall prepare the City's CAFR by March 31st of each year. The single audit and management letter of the City shall be prepared 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 City 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
- Consolidated Budget Overview
 - 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 six key priority areas and goals for years 2015-2017. The six priorities are: Public Safety, Clean and Beautiful Neighborhoods, Growth and Development, Education and Economic Access, Parks, Recreation & Culture, and Efficient and Effective Government. 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.

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 2016, 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 residents' 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.

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, and in 2015 the plan was updated to incorporate changing priorities and goals. The plan will be updated once again in 2016 and 2017. Below is a timeline describing key milestones for 2016:

Strategic Plan Overview



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

Strategic Plan Overview

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 & 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 & 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

Strategic Plan Overview

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

Education & 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, & 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 & 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

Governmental Funds

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 2014-15

At the end of the prior fiscal year, the City's total general fund balance was \$147.4 million. Of this amount, approximately \$2.5 million was recorded as non-spendable for prepaid expenses. Approximately \$53.6 million was assigned fund balance in accordance with the City's Financial Integrity Ordinance, approximately \$31.3 million was restricted, and approximately \$60 million was designated as unassigned fund balance.

The City's General Fund balance had a net increase of approximately \$35.0 million during the prior fiscal year. The General Fund's budgeted revenues, less expenditures and other financing sources was expected to yield no change in fund balance. Considering this, key factors in the overall increase were due to:

- Revenues performing approximately \$25.3 million better than budgeted while expenditures were approximately \$9.7 million lower than budgeted.
- The City was very diligent in creating stop-gaps in FY 2014-15, by budgeting funds for one-time payouts, uncollectable revenues, and managing expenditures.

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

The Special Obligation Bond Debt Service Fund had a fund balance of approximately \$35.3 million. This represents an increase of approximately \$6.0 million.

Public Safety Capital Projects Fund had a deficit fund balance of \$0.8 million; an increase in fund balance of \$1.6 million from the Fiscal Year 2014-15 resulted primarily from capital expenditures of approximately \$1.5 million partially offset by a net excess of approximately \$3.5 million in transfers in over transfers out.

The General Government Capital Project Fund had a fund balance of \$68.8 million. This represents an increase of approximately \$5.9 million. The increase can be attributed to an increase in impact fees.

Fiscal Year 2015-16 Unaudited

As September 30, 2016, General Fund's fund balance is estimated to have a net decrease of approximately \$15.2 million during the current fiscal. Key factors in the overall decrease are due to:

- Revenues performing approximately \$22.6 million better than budgeted
- A transfer out of \$25.8 million higher than budgeted cause primarily by transfers to capital (\$19.6 million), recognition of rollover funds according to Financial Integrity Principles (\$2.1 million), and \$800,000 of additional funding for social services.

- An increase in Public Safety expense of \$16.9 million due in part to the increase in cost of the collective bargaining agreements.
- An increase in Capital Improvements and Transportation expenses of \$2.1 million primarily due to higher than budgeted operating expenditures related to contractual vendor payments associated with the Red Light Camera Program.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2015

	<u>Major Funds</u>				<u>Non-Major Governmental Funds</u>	<u>Total Governmental Funds</u>
	<u>General</u>	<u>Special Obligation Bonds</u>	<u>Public Safety</u>	<u>General Government</u>		
Revenues						
Property Taxes	\$ 239,634,079	\$ -	\$ -	\$ -	\$ 54,517,961	\$ 294,152,040
Franchise and Other Taxes	107,114,393	-	-	-	21,850	107,136,243
Licenses and Permits	65,001,840	-	-	-	134,998	65,136,838
Fines and Forfeitures	12,629,413	-	-	-	977,133	13,606,546
Intergovernmental Revenues	62,915,749	3,000,000	383,249	370,483	77,503,275	144,172,756
Charges for Services	103,222,339	-	292,861	11,846	23,504,278	127,031,324
Investment Earnings (Loss)	4,212,610	29,429	-	146,535	372,680	4,761,254
Impact Fees	-	-	-	20,848,627	-	20,848,627
Other	4,750,543	-	-	-	11,107,864	15,858,407
Total Revenues	<u>599,480,966</u>	<u>3,029,429</u>	<u>676,110</u>	<u>21,377,491</u>	<u>168,140,039</u>	<u>792,704,035</u>
Expenditures						
Current Operating:						
General Government	81,745,224	-	-	1,444,723	11,173,056	94,363,003
Planning and Development	15,268,546	-	-	-	2,259,999	17,528,545
Community Development	-	-	-	-	32,937,670	32,937,670
Community Redevelopment Areas	-	-	-	-	57,374,849	57,374,849
Public Works	67,204,054	-	-	857,034	2,687,707	70,748,795
Public Safety	301,026,691	-	1,130,439	2,997	18,418,537	320,578,664
Public Facilities	7,570,284	-	-	-	6,611,793	14,182,077
Parks and Recreation	30,801,698	-	-	541,761	2,832,715	34,176,174
Debt Service:						
Principal	-	6,049,407	-	-	17,084,949	23,134,356
Interest and Other Charges	-	27,180,218	-	-	16,382,556	43,562,774
Capital Outlay	4,444,801	-	1,508,583	24,586,311	57,203,542	87,743,237
Total Expenditures	<u>508,061,298</u>	<u>33,229,625</u>	<u>2,639,022</u>	<u>27,432,826</u>	<u>224,967,373</u>	<u>796,330,144</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>91,419,668</u>	<u>(30,200,196)</u>	<u>(1,962,912)</u>	<u>(6,055,335)</u>	<u>(56,827,334)</u>	<u>(3,626,109)</u>
Other Financing Sources (Uses)						
Transfers In	4,845,974	36,221,935	3,615,400	12,098,421	56,571,727	113,353,457
Transfers Out	(61,596,103)	-	(105,729)	(100,000)	(51,551,625)	(113,353,457)
Proceeds from Sale of Property	312,586	-	20,304	-	1,625,000	1,957,890
Total Other Financing Sources (Uses)	<u>(56,437,543)</u>	<u>36,221,935</u>	<u>3,529,975</u>	<u>11,998,421</u>	<u>6,645,102</u>	<u>1,957,890</u>
Net Changes in Fund Balances	34,982,125	6,021,739	1,567,063	5,943,086	(50,182,232)	(1,668,219)
Fund Balances (Deficit) - Beginning	<u>112,422,587</u>	<u>29,236,224</u>	<u>(2,338,340)</u>	<u>62,863,599</u>	<u>312,303,761</u>	<u>514,487,831</u>
Fund Balances (Deficit) - Ending	<u>\$ 147,404,712</u>	<u>\$ 35,257,963</u>	<u>\$ (771,277)</u>	<u>\$ 68,806,685</u>	<u>\$ 262,121,529</u>	<u>\$ 512,819,612</u>

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2016-17 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals \$979.06 million.

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 need 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 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 2016-17 General Fund Budget total is \$670.20 million. This represents an increase of \$26.93 million or 4.2 percent over the FY 2015-16 Budget.

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:

- City Clerk Services
- Community Development
- Departmental Improvement Initiatives
- Economic Development
- Emergency Services
- Fire-Rescue Services
- General Special Revenue
- Homeless Program
- Law Enforcement Trust Fund
- Miami Ballpark Parking Facilities
- Parks and Recreation Services
- Planning Services

Consolidated Budget Overview

- Police E911
- Police Services
- Public Works Services
- Real Estate and Asset Management
- Solid Waste Recycling Trust Fund
- Transportation and Transit
- Tree Trust Fund
- Urban Area Security Initiative (UASI)

The total FY 2016-17 Budget for all Special Revenue Funds is \$148.97 million. This represents a decrease of \$7.59 million or 4.85 percent as compared to the prior year's budget primarily due to a decrease in the Community Development fund resulting from a depletion of prior year grant balances, a decrease in the Police Services fund due to the expiration of the COPS 2011 and 2013 grants and an increase in the Departmental Improvement Initiatives Fund in part because of a sizable fund balance allocation.

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 2016-17 Budget for the Debt Service Fund is \$75.43 million. This represents an increase of \$13.16 million or 21.1 percent over the FY 2015-16 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 2016-17 Budget for the ISF is \$84.46 million. This represents an increase of \$3.97 million or 4.9 percent over the FY 2015-16 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 2016-17 Adopted General Fund Budget total is \$670.20 million. This represents an increase of \$26.93 million or 4.2 percent over the FY 2015-16 Adopted Budget.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on June 7, 2016 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 2015-16 Adopted Budget:

- **Property Taxes** consist primarily of real and personal property taxes and accounts for 45.3 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 2016-17 Adopted General Fund Budget includes \$303.61 million in anticipated property tax revenues. This represents an increase of \$34.84 million or 13.0 percent over the FY 2015-16 Adopted Budget. This is based on a 2016 gross taxable value of \$44.60 billion with an Adopted operating millage rate of 7.6465 mills (same as prior year) at a 95 percent collection rate adjusted by \$26.02 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). All assessments are determined by the Miami-Dade County Property Appraiser's Office. The millage rate is adopted 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 granting permission to construct, maintain, or operate within the City of Miami, and accounts for 15.9 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 2016-17 Adopted General Fund Budget includes \$106.50 million in anticipated collections from this category. This represents an increase of \$2.10 million or 2.1 percent over the FY 2015-16 Adopted Budget. This increase is primarily due to higher than anticipated collection based on a three-year trend.
- **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

General Fund Overview

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 2016-17 Adopted General Fund Budget includes \$1.70 million in anticipated revenues.

- **Transfers-In** consist 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 2016-17 Adopted General Fund Budget includes \$7.77 million in anticipated revenues. For a more detailed explanation, see the schedule of "All Transfers".
- **Intergovernmental Revenue** consists 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 2016-17 Adopted General Fund Budget includes \$65.94 million in anticipated revenues and accounts for 9.8 percent of the total General Fund revenue budget. This represents an increase of \$2.19 million or 3.5 percent over the FY 2015-16 Adopted Budget. This increase is primarily due to higher than anticipated revenues for Half-Cent Sales Tax, as released by the State of Florida Department of Revenue, Office of Tax Research.
- **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 2016-17 Adopted General Fund Budget includes \$13.44 million in anticipated revenues, an increase of \$1.87 million or 16.2 percent over the FY 2015-16 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 2016-17 Adopted General Fund Budget for Licenses and Permits is \$56.95 million. This amount represents a net decrease of \$1.56 million or 2.7 percent as compared to the FY 2015-16 Adopted Budget. This decrease is primarily due to lower than anticipated revenue in Building Permits (\$1.50 million).
- **Other Revenues** consist of Red Light Camera revenue and other revenues and inflows not otherwise specified. The FY 2016-17 Adopted Budget for Other Revenues is \$3.80 million. This amount represents a net decrease of \$29.75 million as compared to the FY 2015-16 Adopted Budget. This decrease is primarily due to the exclusion of the prior year fund balance in the

General Fund Overview

amount of \$27.62 million, and a one-time revenue of \$1.8 million related to insurance liability in the Fire-Rescue Department.

- **Charges for Services** consist of revenues derived from charges for the use of certain City services and accounts for 16.5 percent of the total General Fund revenue budget. There are five areas of charges for services. They are: (1) General Government, which includes charges for reports, public documents, and photographs; (2) Public Safety, which includes charges for police, fire protection, and emergency services; (3) Physical Environment for cemetery charges; (4) Parks and Recreation, and Special Events for the use of City-owned facilities and participation in related activities; and (5) Other Charges for Services, which includes charges not specifically mentioned such as parking surcharges and building inspections. The FY 2016-17 Adopted General Fund Budget includes \$110.49 million in anticipated Charges for Services, an increase of \$14.06 million or 14.6 percent over the FY 2015-16 Adopted Budget. This increase is primarily due to better than anticipated revenues in Parking Surcharge (\$2.20 million) and reclassification of revenues from the Department of Real Estate and Asset Management (DREAM) Special Revenue Fund (\$8.70 million) to General Fund.

The FY 2016-17 Adopted Budget does not include prior year fund balance (also known as rollover or carryover).

General Fund Expenditures (Outflows)

The FY 2016-17 Adopted General Fund Budget total is \$670.20 million. This represents an increase of \$26.93 million or 4.2 percent over the FY 2015-16 Adopted Budget

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2016-17 Adopted General Fund Budget:

- Regular Salaries and Wages increased \$32.26 million or 13.5 percent. Inclusive in the \$32.26 million, \$13.65 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; \$7.67 million is related to the conversion of temporary personnel to permanent full-time employee; \$4.33 million is related to the collective bargaining agreements between the City of Miami and 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); \$1.79 million is related to an average of five percent for all non-bargaining employees; \$1.43 million is related to the cost of the collective bargaining agreement between the City of Miami and the Miami Association of Firefighters, IAFF Local 587; \$737,700 is related to the transfer of the COPS 2013 Hiring grant that is expiring.
- Life and Health Insurance increased \$5.89 million or 13.6 percent primarily due to the continuing trend of pharmacy cost increases (22 percent) and medical claims cost increases (13 percent).

General Fund Overview

- Other Contractual Services increased \$4.20 million or 40.4 percent primarily due to payment related to Global Spectrum and Miami Parking Garage that was previously in DREAM Special Revenue Fund.
- Special Pay increased \$4.02 million or 19.2 percent primarily due to Police separation payouts and Fire-Rescue increases to Special Pay, as per contract.
- Police and Fire – Firefighters’ and Police Officers’ Retirement Trust (FIPO) increased \$3.87 million or 7.9 percent.
- IT-Repair and Maintenance Services increased \$3.22 million or 66.7 percent primarily due to increases in software subscriptions for 1,200 employees, as well as increased costs for Police mobile connectivity, Kronos, Point of Sale, and the Microsoft Enterprise Licensing Agreement.
- Aids to Private Organizations increased \$2.52 million or 131.4 percent primarily due to City-in-kind support for the 2017 Baseball Allstar Game.
- FICA Taxes increased \$1.34 million or 13.2 percent primarily due to corresponding increases in Regular Salaries and Wages, Special Pay, and Overtime.
- Overtime increased \$1.3 million or 10.6 percent primarily due to historical trend in Police (\$1.69 million).
- Interfund Transfers decreased \$19.43 million or 28.4 percent primarily due to reduction in transfers to capital projects.
- Budget Reserve decreased \$11.93 million or 48.6 percent primarily due to reappropriation of Public Safety Reserve from Non-Departmental Accounts (NDA) to the corresponding departments.
- Other Salaries and Wages decreased \$7.64 million or 56.9 percent primarily due to conversion of temporary personnel to permanent full-time employees (\$3.14 million) and redistribution to Part-Time Year-Round and Part-Time Seasonal line items.
- Rentals and Leases decreased \$2.11 million or 44.7 percent primarily due to the transfer of vehicles leases from the Police Department and General Services Administration (GSA) to Debt Service.
- Insurance – Police Torts decreased \$1.5 million or 55.6 percent due to claims that were anticipated high settlements were settled lower than expected.
- Insurance – General Liability decreased \$1.4 million or 36.8 percent due to a decrease in the number of General Liability claims bills.
- Motor Fuel decreased \$1.23 million or 16.7 percent primarily due to historical trend in Police and GSA.

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 sector increased by \$5.27 million or 9.2 percent. The increase was due in part to an average of five percent for all non-bargaining employees (\$996,700), an increase in Life and Health Insurance (\$654,900), funding for the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(\$623,600), an increase in IT-Repair and Maintenance Services (\$586,500), a

General Fund Overview

\$60,000 increase in the Office Budget of each Commissioner (\$300,000), and an increase of \$100,000 for the Commissioner Chair Office.

Public Works - The Public Works sector decreased by \$1.67 million or 2.1 percent. This decrease was mainly due to the transfer of the function of the Red Light Camera program from Capital Improvements and Transportation to the Finance department and the budget for the corresponding vendor payments from Capital Improvements and Transportation to Non-Departmental Accounts (NDA) (\$2.52 million).

Public Safety - The Public Safety sector increased by \$36.38 million or 11.3 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 (\$13.65 million), increase in overtime (\$1.69 million), increase in IT-Repair and Maintenance Services (\$1.47 million) in Police. In the FY 2015-16 Mid-Year Amendment, Fire-Rescue increase in Regular Salaries and Wages (\$8.46 million), increase in Police and Fire – FIPO pension (\$3.13 million), and increase in Life and Health Insurance (\$2.26 million), and increase in Special Pay (\$1.41 million).

Other Departments - The Other Departments sector consists of DREAM, Community and Economic Development, Parks and Recreation, and Risk Management. This sector increased by \$11.31 million or 22.9 percent primarily due to lifeguard temporary salary increases, additional temporary positions for new parks, temporary to permanent conversion of 19 positions in Parks and Recreation, additional parks security, and additional funding for playground repairs. Furthermore, Retirement Contributions and Life and Health Insurance increased in Parks and Recreation and DREAM. Additionally, payment related to Global Spectrum and Miami Parking Garage that was previously in the DREAM Special Revenue Fund, was transferred to General Fund. The Community and Economic Development Department increased due to the alignment of the department's program year to the City's fiscal year.

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 2015-16 to FY 2016-17, funding in this category decreased by \$24.08 million or 20.3 percent. The decrease is primarily due to a decrease in Public Safety Reserve, and a reduction in capital project appropriations.

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 Ordinance specifies the appropriate level of general fund balance reserves to be maintained. According to the Financial Integrity 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.

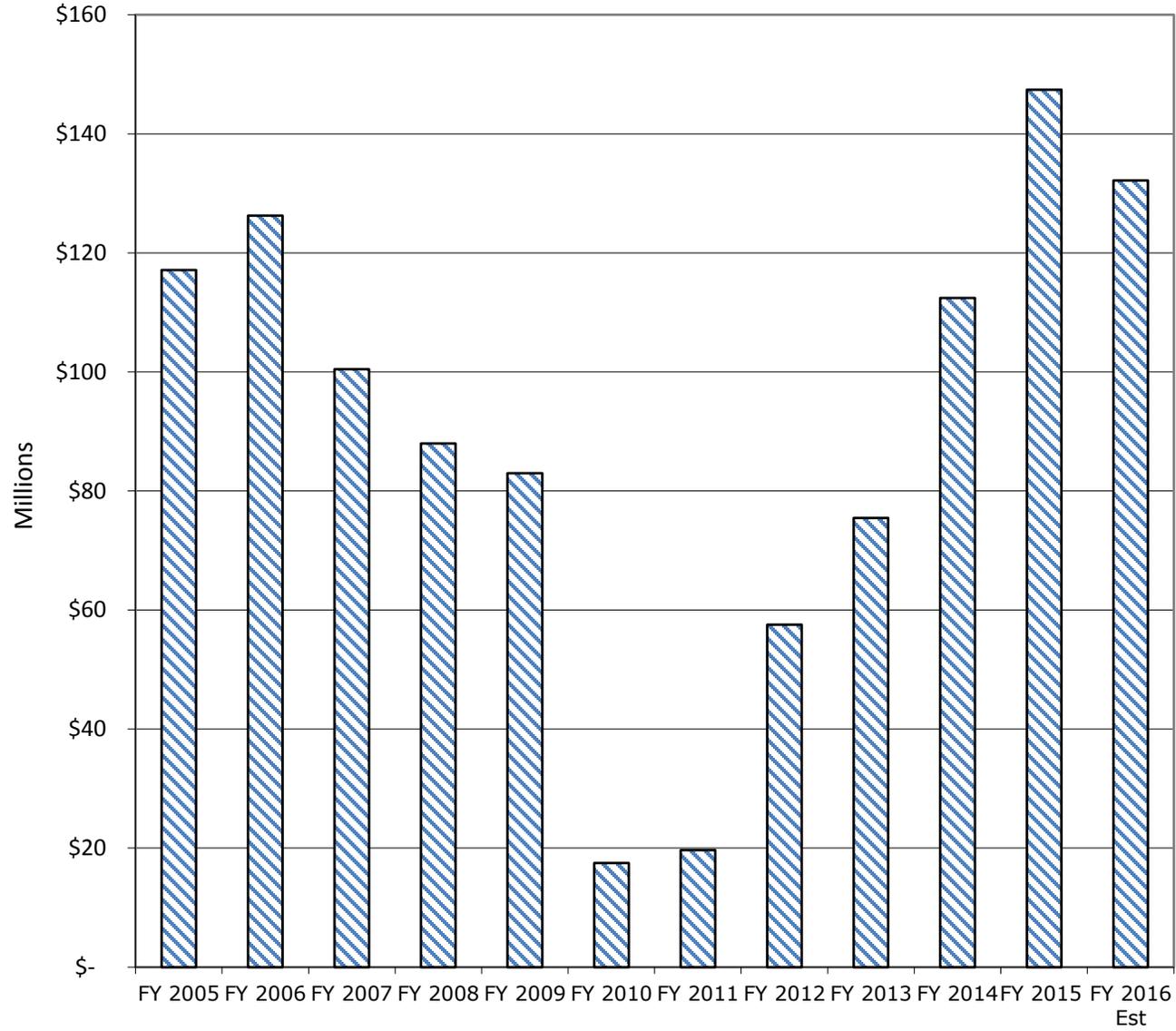
"The City shall retain unassigned fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues (excluding transfers)..."

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 Financial Integrity Ordinance. In FY 2010, fund balance reserves in the General Fund fell to \$17.5 million, or approximately 3.5 percent of budgeted General Fund revenues.

In more recent years, the City has seen a gradual rebound in property values and total General Fund revenues. This rebound in revenues, combined with cost containment strategies implemented in recent years, has helped the City to begin to rebuild its fund balance reserve levels. By the end of FY 2015, fund balance reserves in the General Fund had grown to \$147.40 million. In FY 2016, we expect the fund balance to be \$132.16 million.



General Fund Balance History

General Fund Balance

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

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated as of 11/16/2016
Revenues				
Property Taxes	208,999	215,972	239,634	262,608
Franchise and Other Taxes	103,975	106,707	107,114	107,472
Licenses and Permits	35,794	60,863	65,002	70,588
Fines and Forfeitures	11,459	11,407	12,629	15,075
Intergovernmental Revenues	58,259	61,013	62,916	65,518
Charges for Services	104,604	92,987	103,222	106,480
Interest (Investment Earnings (Loss))	(2,547)	3,740	4,213	2,663
Other Departments	17,846	4,042	4,750	8,103
Total Revenues	538,389	556,731	599,480	638,507
Expenditures				
Current Operating:				
General Government	95,458	80,151	82,068	55,091
Planning and Development	11,819	13,710	15,295	16,083
Public Works	62,538	63,258	68,481	79,033
Public Safety	275,521	281,287	303,524	340,126
Other Departments	34,919	34,130	38,693	48,525
Non-Departmental Accounts	-	-	-	26,919
Capital Outlay	1,919	2,262	-	-
Total Expenditures	482,174	474,798	508,061	565,777
Excess (Deficiency) of Revenues Over Expenditures	56,215	81,933	91,419	72,730
Other Financing Sources (Uses)				
Transfers In	440	12,278	4,846	6,206
Transfers Out	(38,973)	(57,699)	(61,596)	(94,193)
Premium (Discount) on Debt Issuance of Debt				
Proceeds from Sale of Property	236	448	313	
Total Other Financing Sources (Uses)	(38,297)	(44,973)	(56,750)	(87,987)
Net Changes in Fund Balances	17,918	36,960	34,982	(15,257)
Internal Service Fund Balance				14
Fund Balances (Deficit) - Beginning	57,544	75,462	112,422	147,404
Fund Balances (Deficit) - Ending	75,462	112,422	147,404	132,161

Special Revenue Funds Overview

Special Revenue Funds are used to account for resources that are legally restricted to expenditures for particular purposes.

Many of the Special Revenue Funds have a General Fund department component in their funding structure. Below is a list of Special Revenue Funds along with their corresponding General Fund department components:

Special Revenue Fund

City Clerk Services
Community Development
Departmental Improvement Initiative

Economic Development
Emergency Services
Fire-Rescue Services
General Special Revenue

Homeless Program
Law Enforcement Trust Fund
Miami Ballpark Parking Facilities
Parks and Recreation Services
Planning Services
Police E911
Police Services
Public Works Services
Real Estate and Asset Management
Solid Waste Recycling Trust Fund
Transportation and Transit
Tree Trust Fund
UASI Fire-Rescue

General Fund Department

City Clerk
Community and Economic Development,
Building, Commissioners, Communications,
Information Technology, Grants Administration,
Management and Budget, Mayor, Parks and
Recreation, and Solid Waste
Planning and Zoning
Fire-Rescue
Fire-Rescue
General Services Administration and Neighborhood
Enhancement Team
Neighborhood Enhancement Team
Police
Real Estate and Asset Management
Parks and Recreation
Planning and Zoning
Police
Police
Public Works
Real Estate and Asset Management
Solid Waste

Planning and Zoning
Fire-Rescue

The Transportation and Transit Special Revenue Fund no longer has a General Fund department component and is now being administered by the Office of Transportation Management.

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 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted Budget	FY 2017 Budget
Begin Date:	<u>10/1/2012</u>	<u>10/1/2013</u>	<u>10/1/2014</u>	<u>10/1/2015</u>	<u>10/1/2016</u>
Beginning Fund Balance	\$45,156,057	\$52,457,000	\$59,202,000	\$77,055,400	\$77,055,400
Revenues/Inflows					
Interest	(6,000)	93,000	99,700		-
Transfers-IN	8,378,000	12,918,000	12,657,900	11,263,200	9,010,200
Fines and Forfeitures	363,000	1,226,000	975,000	975,000	949,800
Intergovernmental Revenues	99,856,000	79,026,000	67,785,200	79,300,000	75,782,900
Licenses and Permits	100,000	42,000	135,000	24,000	114,000
Other Revenues/Inflows	1,804,000	2,031,000	7,789,900	47,898,800	49,918,300
Charges for Services	17,843,000	16,138,000	22,853,800	17,106,700	13,197,900
Total Revenues/Inflows	128,338,000	111,474,000	112,296,500	156,567,700	148,973,100
Expenditures/Outflows					
General Government	7,822,000	7,583,000	9,511,800	11,302,000	15,147,300
Planning & Development	109,000	142,000	2,260,000	16,369,300	18,018,700
Community and Economic Development	40,442,000	35,182,000	32,937,700	58,853,200	51,307,500
Public Works	(467,000)	536,000	1,837,900	15,782,600	19,016,800
Public Safety	36,051,000	27,627,000	18,418,600	22,670,600	18,688,800
Public Facilities	6,083,000	5,561,000	6,144,300	8,126,500	5,837,000
Parks & Recreation	2,684,000	2,074,000	1,957,400	1,571,100	1,471,500
Debt Service	3,417,000	-	-	-	-
Capital Outlay	4,692,000	4,506,000	3,139,300	-	-
Transfers-OUT	21,530,000	21,521,000	18,234,400	21,892,400	19,485,500
Total Expenditures/Outflows	122,363,000	104,732,000	94,441,400	156,567,700	148,973,100
Revenues/Inflows Over(Under) Expenditures/Outflows	5,975,000	6,742,000	17,855,100	-	-
Fund Balance Restated	46,482,000	52,460,000	59,200,300		
Ending Fund Balance	52,457,000	59,202,000	77,055,400	77,055,400	77,055,400
End Date:	<u>9/30/2013</u>	<u>9/30/2014</u>	<u>9/30/2015</u>	<u>9/30/2016</u>	<u>9/30/2017</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 2016-17 Budget for the Debt Service Funds is \$75.43 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, 2016. 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 2016-17 Budget for debt service for general obligation bonds is \$27.27 million with a millage rate of 0.6435.

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 2016-17 Budget for debt service on special obligation bonds is \$48.16 million, which is comprised of \$37.99 million of Transfers-In (\$26.87 from General Fund, \$6.87 from Special Revenue Fund, \$4.25 million from Omni Community Redevelopment Agency) (see schedule on the next page), \$3.00 million from the Miami-Dade County Convention Development Tax (CDT), and \$7.17 million of prior year fund balance. This is \$12.00 million higher than FY 2015-16 Adopted Budget.

Debt Service Fund Balance

General Obligation Bond (\$ in thousands)	FY 2011-12	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Adopted	Adopted
					Budget	Budget
Revenue						
Property Taxes	26,887	26,425	24,853	24,829	26,104	27,267
Intergovernmental Revenues	-					
Charges For services	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Total Revenues	26,887	26,425	24,853	24,829	26,104	27,267
	-					
Expenditures						
General Government	20	38	16	11		
Debt Service:						
Principal	\$ 11,578	\$ 11,018	\$ 11,592	\$ 12,340	14,909	17,145
Interest	13,673	13,732	13,780	13,741	11,166	7,736
Budget Reserve	-	-	-	-	-	2,361
Other Charges	-	-	-	-	29	25
Total Expenditures	25,271	24,788	25,388	26,092	26,104	27,267
Excess (Deficiency of Revenue Over Expenditures)	1,616	1,637	(535)	(1,243)	-	-
Other Financing Sources (Uses):	-	-	-	-	-	-
Total Other Financing Sources(Uses)	-	-	-	-	-	-
Net Change in Fund Balance	1,616	1,637	(535)	(1,243)	-	-
Fund Balance - Beginning of Year	337	1,952	3,589	3,054	-	-
Fund Balance - End of Year	1,952	3,589	3,054	1,811	-	-

Debt Service Fund - Special Obligation - FY-2016-17 Debt Payments

Total Transfers-In		
Description	Amount	Funding Source
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	\$ 4,061,300	General Fund - Public Service Tax
Non-Ad Valorem Series 2009 (Pension)	8,192,200	General Fund - Public Service Tax
Streets and Sidewalks Series 2007	1,524,100	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2007	867,900	General Fund - Parking Surcharge
Streets and Sidewalks Series 2007	2,830,600	Transportation and Transit
Streets and Sidewalks Series 2009	1,004,700	General Fund - Parking Surcharge
Streets and Sidewalks Series 2009	3,276,900	Transportation and Transit
Sunshine State Loan Refinancing - 2011A	7,003,000	General Fund - Public Service Tax
Marlins Retail 2010B	761,400	Miami Ballpark Parking Facilities
Port of Miami Tunnel Series 2012	4,249,500	CRA - Omni
Special Obligation Refunding Bonds Series 2014	3,819,900	General Fund - Public Service Tax
Lease/purchase of vehicles	400,000	General Fund
Total Transfers-In	\$ 37,991,500	
Other Revenues		
Description	Amount	Funding Source
Marlins Garage 2010A	\$ 2,160,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B	840,000	Miami-Dade County - Convention Development Tax
Marlins Garage 2010A	2,243,400	Fund Balance
Lease/purchase of vehicles	2,570,800	Fund Balance
Flex Park and Remediation	2,357,000	Fund Balance
Total - Other Revenues	\$ 10,171,200	
Total - Special Obligation Bonds	\$ 48,162,700	

Debt Service Fund Balance

Special Obligation Bond (\$ in thousands)	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Actual	Adopted Budget	Adopted Budget
Revenue						
Intergovernmental Revenues	3,000	3,000	3,000	3,000	3,000	3,000
Interest	38	39	39	-	-	-
Other Revenues	-	-	-	29,429	-	7,171
Total Revenues	3,038	3,039	3,039	32,429	3,000	10,171
Expenditures						
Current Operating:						
General Government		991	59			
Debt Service:						
Principal	\$ 11,121	\$ 57,466	\$ 35,831	\$ 6,049	\$ 13,800	\$ 23,787
Interest	27,403	30,320	28,634	27,180	22,355	21,612
Other Charges		-	-	6	7	7
Budget Reserve		-	-		-	2,757
Debt Service Issuance Cost		-	-			
Total Expenditures	38,524	88,777	64,524	33,235	36,162	48,163
Excess (Deficiency of Revenue Over Expenditures)	(35,486)	(85,738)	(61,485)	(806)	(33,162)	(37,992)
Other Financing Sources (Uses):						
Transfers in	\$ 35,969	\$ 38,185	\$ 49,679	\$ 36,222	\$ 33,162	\$ 37,992
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)	35,969	88,214	55,962	36,222	33,162	37,992
Net Change in Fund Balance	483	2,476	(5,523)	6,022	-	-
Fund Balance - Beginning of Year	31,800	32,283	34,759	29,237	-	-
Fund Balance - End of Year	32,283	34,759	29,236	35,259	-	-

Bonds and Loans Outstanding – The following presents the City’s bonds, loan and lease outstanding at September 30, 2015:

DESCRIPTION	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds:					
Homeland Defense/Neighborhood CIP Series 2002 (Limited)	Homeland Defense	1/1/2021	\$ 153,186,406	\$ 10,083,304	4.970%
General Obligation Refunding Bonds Series 2002A	Refunding	9/1/2017	32,510,000	1,400,000	5.000%
Homeland Defense/Neighborhood CIP Series 2007A (Limited)	Refunding	1/1/2022	103,060,000	102,015,000	4.889%-5.000%
Homeland Defense/Neighborhood CIP Series 2007B (Limited)	Homeland Defense	1/1/2028	50,000,000	50,000,000	4.995%-5.000%
Homeland Defense/Neighborhood CIP Series 2009 (Limited)	Homeland Defense	1/1/2029	51,055,000	41,540,000	4.500%-5.500%
Total General Obligation Bonds			\$ 389,811,406	\$ 205,038,304	
Special Obligation and Revenue Bonds and Loans:					
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000,000	19,750,000	7.200%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435,000	31,935,000	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	16,830,000	5.938%-7.443%
Special Revenue Bonds Series 2007	Street & Sidewalks	1/1/2037	80,000,000	69,250,000	4.000%-5.250%
Special Revenue Bonds Series 2009	Street & Sidewalks	1/1/2039	65,000,000	60,150,000	4.000%-5.625%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	44,725,000	3.000%-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	18,049,380	3.280%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	45,825,000	5.000%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-2	Redevelopment	3/1/2016	5,885,000	5,315,000	3.000%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,864	0.000%
Total Special Obligation Bonds, Revenue Bonds, and Loans			\$ 546,818,244	\$ 468,723,244	
Total Bonds and Loans			\$ 936,629,650	\$ 673,761,548	

Source: Fiscal Year 2015 Comprehensive Annual Financial Report (CAFR)

Debt Service Funds Balance

Annual Debt Service Requirement to Maturity

The annual debt service requirements for all bonds, loans and leases outstanding, as of September 30, 2015 are as follows:

General Obligation Bonds

(\$ in thousands)

Year Ended September 30,	Principal	Interest	Total
2016	\$ 14,908	\$ 11,165	\$ 26,073
2017	17,000	9,067	26,067
2018	17,865	8,195	26,060
2019	18,775	7,287	26,062
2020	19,725	6,334	26,059
2021-2025	74,725	18,448	93,173
2026-2030	42,040	3,750	45,790
2031-2035	-	-	-
2036-2040	-	-	-
Total	\$ 205,038	\$ 64,246	\$ 269,284

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2016	\$ 16,758	\$ 24,752	\$ 41,510
2017	23,579	23,768	47,347
2018	24,363	22,493	46,856
2019	23,521	21,132	44,653
2020	23,464	19,793	43,257
2021-2025	92,136	83,722	175,858
2026-2030	118,084	55,352	173,436
2031-2035	78,910	28,794	107,704
2036-2040	67,909	7,648	75,557
Total	<u>\$ 468,724</u>	<u>\$ 287,454</u>	<u>\$ 756,178</u>

Total General Obligation and Special Obligation Bonds

<u>\$ 673,762</u>	<u>\$ 351,700</u>	<u>\$ 1,025,462</u>
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Source: Fiscal Year 2015 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 the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology costs of the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2016-17 Budget for the ISF is \$84.46 million.

Health Insurance

The FY 2016-17 Budget for Health Insurance is \$48.87 million; this represents a 14.1 percent increase over the FY 2015-16 Adopted Budget. The increase is primarily due to the continuing trend of pharmacy cost increases (22 percent) and medical claims cost increases (13 percent).

Workers' Compensation

The FY 2016-17 Budget for Workers' Compensation is \$15.70 million. This represents a 7.73 percent decrease over the FY 2015-16 Adopted Budget. Workers Compensation claims experienced a reduction of 8.3 percent as the City continues to benefit from closed claims management and an increase in safety initiative.

Liability Insurance

The FY 2016-17 Budget for Liability Insurance is \$11.84 million. This represents a 17.2 percent decrease over the FY 2015-16 Adopted Budget. The reduction is due to a reduction in Police tort claims as anticipated high settlements were settled lower than expected and due to a decrease in the number of General Liability claims bills.

Information Technology Repair and Maintenance

The FY 2016-17 Budget for ITD Repair and Maintenance is \$8.04 million. This represent a 66.7 percent increase over the FY 2015-16 Adopted Budget. The increase is primarily due to increases in software subscriptions for 1,200 employees, as well as increased costs for police mobile connectivity, Kronos, Point of Sale, and the Microsoft Enterprise Licensing Agreement.

All Funds - Transfers Out Schedule

From	To	Amount	Description
General Fund	Capital Fund - Streets and Sidewalks Fund	2,634,400	20 percent of Parking Surcharge net of debt requirement for Capital needs
General Fund	Capital Fund - Citywide Capital Needs	4,196,500	Capital Improvement Program for different Citywide projects (See General Fund Projects)
General Fund	Capital Fund - Streets and Sidewalks	669,700	Capital Improvement Fund from Local Option Gas Tax
General Fund	Capital Fund - Storm Sewer	2,100,000	Capital Improvement Fund from Stormwater Utility Fees collected from Miami-Dade-County.
General Fund	Capital Fund - Department of Real Estate and Asset Management	855,100	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	507,400	Fund balance from the Miamarina ticket surcharge revenues
General Fund	Capital Fund - Increase Downtown Lighting	200,000	Contribution from General Fund - OCI (2nd Budget Hearing Amendment)
General Fund	Capital Fund - Lighting Overtown	200,000	Contribution from General Fund - OCI (2nd Budget Hearing Amendment)
General Fund	Capital Fund - Security Cameras at Citywide Churches	20,000	Contribution from General Fund - POLICE (2nd Budget Hearing Amendment)
	Capital Fund Total	11,383,100	
General Fund	Special Revenue Fund - Miami Homeless Program	441,900	Miami Homeless Program for administrative cost (Living Wage included)
General Fund	Special Revenue Fund - Miami Homeless Program	126,600	Homeless Gap in Emergency Solutions Grant for Community Development change of Period
General Fund	Special Revenue Fund - Economic Development and Planning Services	115,600	Bayfront/Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	Special Revenue Fund - Police Services	359,100	To cover costs not allowable under the COPS Hiring grant for 15 police officers
General Fund	Special Revenue Fund - Police E-911	1,285,300	To cover the deficit in Special Revenue for E-911
General Fund	Special Revenue Fund - Department Improvement Initiative	350,000	Camillus House Mat Program
General Fund	Special Revenue Fund - Department Improvement Initiative	525,000	Support for citywide festivals and special events in Special Revenue (New Award and projects) - \$75,000 for the Three Kings Parade; \$50,000 - Dr Martin Luther King Parade; \$50,000 - Dr Martin Luther King Candlelight Vigil; \$300,000 to be allocated in \$50,000 increments to the Mayor and each of the five commission districts; and \$50,000 - Pitbull's New Years Eve Celebration
General Fund	Special Revenue Fund - Department Improvement Initiative	2,500,000	Allocation for Citywide Anti-Poverty Initiative Program

All Funds - Transfers Out Schedule

From	To	Amount	Description
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	3,259,200	To subsidize Special Revenue Fund for the allocation for Retirement Contribution, Life and Health Insurance, and Workers' Compensation Departmental Improvement Initiatives Fund (\$31,100), Workforce Program (\$848,400); NET Office/Homeless Programs (\$357,400); Fire-Rescue Services (214,300); Fire Rescue Services-UASI (306,500); Police Services (\$1,473,800); and Parks and Recreation Services (\$27,700)
	Special Revenue Fund Total	8,962,700	
General Fund	Debt Service Fund / Special Obligation Bond	1,872,600	Street Bonds series 2007 and 2009 from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	1,524,100	Local Option Gas Tax three cents committed transfer to 2007 obligation debt (Fund 24011)
General Fund	Debt Service Fund / Special Obligation Bond	12,253,500	FY13 SOB series 1995 and 2009 (Pension) Fund 24002 - Contribution from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	7,003,000	Sunshine State Loan Refinance - 2011A
General Fund	Debt Service Fund / Special Obligation Bond	400,000	Heavy equipment leases for Solid Waste and General Services Administration
General Fund	Debt Service Fund / Special Obligation Bond	3,819,900	Special Obligation Bonds series 2014 (Fund 24016)
	Debt Service Fund / Special Obligation Bond Total	26,873,100	
General Fund	Transportation Trust Fund Total	1,710,000	Contribution from General Fund to the Transportation Reserve General Fund sub-fund
	Transportation Trust Fund Total	1,710,000	
	Total Transfer from General Fund	48,928,900	
Special Revenue Fund - Transportation and Transit	Debt Service - Streets and Sidewalks Series 2007	2,830,600	Transportation and Transit
Special Revenue Fund - Transportation and Transit	Debt Service - Streets and Sidewalks Series 2009	3,276,900	Transportation and Transit
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service - Marlins Garage 2010B	761,400	Marlins Garage 2010B
Special Revenue Fund - Real Estate and Asset Management	General Fund	5,537,400	Transfer of James L. Knight Center to be a General Fund function
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	6,429,200	Transportation and Transit Revenue committed to Streets and Sidewalk Capital Fund
Special Revenue Fund - Transportation and Transit	Capital Fund - Mass Transit	150,000	Transportation and Transit Revenue committed to Mass Transit Capital Fund
Special Revenue Fund - DRI Air Quality	Capital Fund - Museum Park Solar Lighting	197,000	Downtown Development Supplemental Fee (2nd Budget Hearing Amendment)
Special Revenue Fund - Tree Trust Fund	Capital Fund - Museum Park Trees	303,000	Tree Trust Fund Consolidated (2nd Budget Hearing Amendment)

All Funds - Transfers Out Schedule

From	To	Amount	Description
	Total Transfer from Special Revenue Fund	19,485,500	
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	831,500	To reimburse City for the CRA portion of Sunshine Loan for Gibson Park
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	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	17,500	To reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	General Fund	900,000	To Fund six Police Officers
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	500,000	To Fund six Police Officers(Change Memo 2)
Outside Agency -Omni Community Redevelopment Agency	Debt Service	4,249,500	For the payment of the Port of Miami Tunnel series 2012
	Total Transfer from Outside Agency	6,528,500	
	Grand Total	74,942,900	

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 includes funding of \$680.53 million for 878 projects (568 active and 310 future). During the current budget fiscal year new capital appropriations totaling \$55.76 million will be used to fund 97 projects that currently have an active or future status 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 much 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 2016-17 Capital Plan is an update to the FY 2015-16 Capital Plan which was approved by the City Commission on September 24, 2015 pursuant to Resolution No. 15-0416.

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.

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 Local Government Comprehensive Planning and Land Development Regulation Act,

Capital Plan Overview

more particularly, Section 163.3177, Florida Statutes (2012). Further, the Financial Integrity Ordinance, Chapter 18 of the Code of the City of Miami requires the development and approval of a multi-year capital plan and 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 33 different departments, bearing in mind the limits of each funding source, progress on ongoing CIP 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.

Funding Sources

Each funding sources 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

Capital Plan Overview

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.

Personnel Overview

Introduction

The FY 2016-2017 Budget includes several additions, reductions, and transfers of positions across departments. This section details each of the personnel changes by department.

City Clerk

The Budget for the City Clerk's Office includes an increase of one position: a Legislative Services Representative II is added.

Code Enforcement

The Budget for Code Enforcement includes an increase of two positions: two Code Compliance Inspectors are added for Local Business Tax compliance.

Commissioners

The Budget for the City of Miami Commission includes an increase of one position: one full-time Special Aide (Elected Official) position was added in the Mid-Year Budget Amendment to District 2 without additional funds.

Grants Administration

The Budget for the Office of Grants Administration includes a net increase of one position: a grant funded position for the Live Healthy Little Havana Initiative and the conversion of one temporary position to a permanent position are added. Additionally, one position is transferred from Grants to the Office of Resilience and Sustainability.

Information Technology (IT)

The Budget for IT includes an increase of one position: an Assistant to the Director position is added.

Mayor

The Budget for the Mayor's Office includes an increase of one position: one full-time Grant Funded Project Manager position was added in the Mid-Year Budget Amendment for the Cities of Service Grant.

Neighborhood Enhancement Teams (NET)

The Budget for NET includes an increase of twenty-two positions: a Service Center Representative position was added in the Mid-Year Budget Amendment without additional funds and nineteen temporary positions are converted to permanent positions. Additionally, two more positions were added to NET per a floor amendment at the second budget hearing.

Resilience and Sustainability

The Budget for Resilience and Sustainability includes three positions: one grant funded Chief Resilience Officer (CRO) position is added and two positions are transferred in – one Hazard Mitigation/Disaster Recovery Specialist from Fire-Rescue and one Environmental Programs Manager from Grants Administration.

Building

The Budget for the Building Department includes an increase of six positions: six temporary positions are converted to permanent positions.

Personnel Overview

Planning and Zoning

The Budget for the Planning and Zoning Department includes an increase of eight positions: one Parks Planner was transferred-in from Parks and Recreation in the Mid-Year Budget Amendment, one position is added in association with the Art in Public Places Ordinance and six temporary positions are converted to permanent positions.

Capital Improvements

The Budget for the Office of Capital Improvements (OCI) includes a net increase of three positions: a temporary position is converted to a permanent position and a Planner I position is converted to two Project Managers and one Construction Manager.

Transportation Management

The Budget for the Office of Transportation Management includes an increase of two positions: two Quality Assurance Specialists are added.

General Services Administration (GSA)

The Budget for GSA includes a net increase of four positions: one full-time Welder position and one Information Clerk were added in the Mid-Year Budget Amendment and two Heavy Equipment Mechanic positions are added this year.

Public Works

The Budget for the Public Works Department includes a net increase of thirty-one positions: seven positions were added in the Mid-Year Budget Amendment (a Professional Engineer I, an Engineer I, two Engineering Tech III's, two Engineer Tech II's, and an Engineering Tech I). Additionally, one Professional Engineering II position is added and twenty-three temporary positions are converted to permanent positions.

Solid Waste

The Budget for the Solid Waste Department includes an increase of eight positions: eight positions are converted from temporary to permanent.

Fire-Rescue

The Budget for the Department of Fire-Rescue includes a net increase of eight positions: four Battalion Captain positions were added in the Mid-Year Budget Amendment, three long-term vacant non-sworn positions are eliminated, and nine temporary positions are converted to permanent positions. Additionally, one position is transferred out to the Office of Resilience and Sustainability and a long-term vacant grant funded position is eliminated.

Police

The Budget for the Police Department includes a net increase of twenty-four positions: two positions (a Videographer/Editor and a Video Retrieval Specialist) were added in the Mid-Year Budget Amendment, twenty temporary positions are converted to permanent positions, and two Victim Advocates positions are added as per Change Memo 2.

Parks and Recreation

The Budget for the Parks and Recreation Department includes an increase of twenty-two positions: two positions were added in the Mid-Year Budget Amendment (a Cultural Arts Center Manager position was transferred in from Real Estate and Asset Management and one temporary position was converted to a

Personnel Overview

permanent position). Additionally, one Recreation Specialist position is added to Maceo Park and nineteen temporary positions are converted to permanent positions.

Real Estate and Asset Management

The Budget for the Department of Real Estate and Asset Management includes a net increase of nine positions: one position in the Little Haiti Cultural Center and Caribbean Marketplace was transferred out to Parks and Recreation in the Mid-Year Budget Amendment and ten temporary positions are converted to permanent positions.

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 Firefighters, 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 **1,516** positions and as of June 7, 2016 has an estimated annual payroll of \$64,483,300. The current collective bargaining agreement expires on September 30, 2017.

The Local 871 covers all sanitation employees. Currently, the Local 871 covers a total of **210** positions and as of June 7, 2016 has an estimated annual payroll of \$4,943,100. 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 **1,284** positions and as of June 7, 2016 has an estimated annual payroll of \$79,489,200. 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 7, 2016 has an estimated annual payroll of \$48,630,900. The current collective bargaining agreement expires on September 30, 2016.

The non-bargaining unit consists of all other full-time employees that are not in a CBU. Currently, there are a total **593** positions and as of June 7, 2016 has an estimated annual payroll of \$38,427,600.



**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

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.

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.

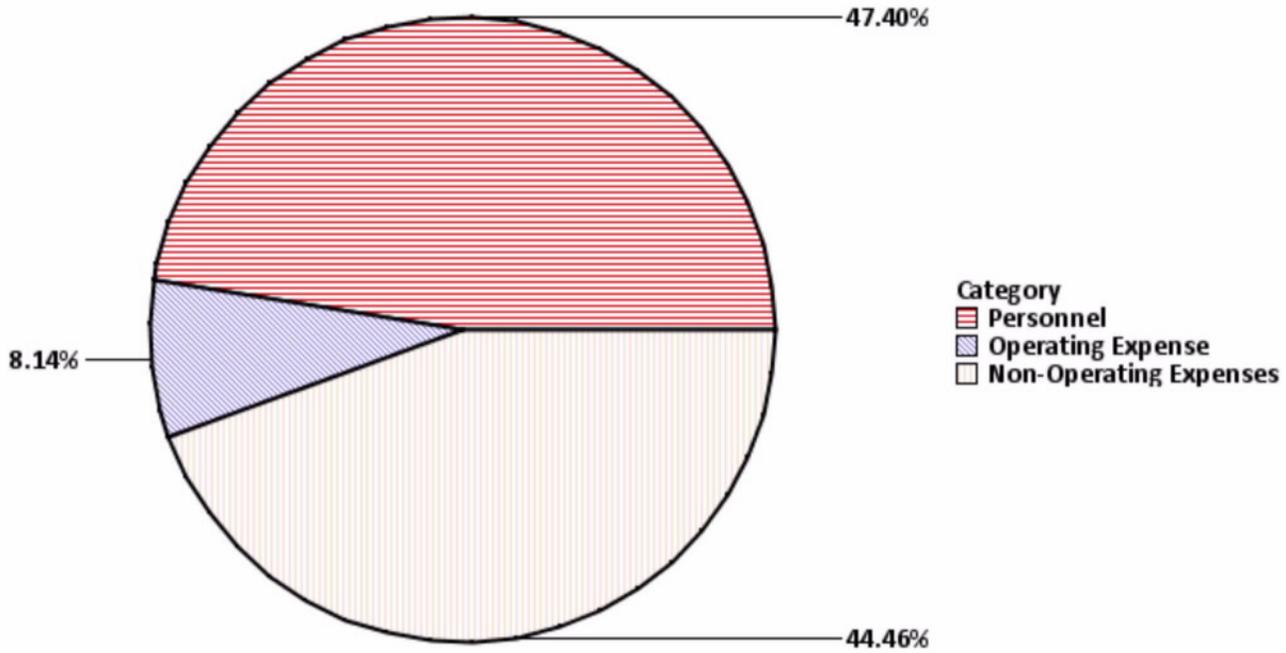
Within ten days of final adoption by the members of the City Commission, the Mayor has veto authority over any legislative, quasi-judicial, zoning, and master plan or land use decision, including the budget or any particular component of it. The Mayor prepares and delivers a report on the State of the 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. For that purpose, the City of Miami has been designated as a Regional Center by the U.S. Citizenship and Immigration Services (USCIS) qualified to participate in the Employment-Based Immigration Fifth Preference Visa (EB-5) application process of the Immigrant Investor Program. 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.

Cities of Service, a national nonprofit organization that supports mayors and city chief executives to activate impact volunteering initiatives, has awarded the City of Miami a one-year leadership grant. The purpose of this grant is to fund a Chief Service Officer position in the Mayor's Office that will plan and coordinate the implementation of a comprehensive Service Plan and engage citizen volunteers to help move the needle on priority issues. This Plan will focus on youth education challenges, which have already been identified as a priority in the current City of Miami Strategic Plan.

Mayor

Allocation by Category



Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	801,453	929,318	1,075,182	1,108,200	1,211,400
Operating Expense	142,804	134,464	312,327	222,100	208,000
Capital Outlay	0	0	2,913	0	0
Non-Operating Expenses	0	3,000	200	2,665,800	1,136,100
Transfers - OUT	352,000	0	0	0	0
	1,296,257	1,066,782	1,390,622	3,996,100	2,555,500

Mayor

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	875,257	890,382	993,194	1,075,000	1,128,000
Departmental Improvement Initiative	421,000	176,400	397,427	2,921,100	1,427,500
	1,296,257	1,066,782	1,390,622	3,996,100	2,555,500

Budget Highlights for FY 2016-17

The Budget includes the following additional considerations:

Strategic Initiatives special revenue funds allocated for the operation of the Office of International Business Development (Employment-Based Immigration: Fifth Preference Visa (EB-5) Program) (SR \$274,800).

Increase in Special Revenue due to the funds corresponding to FY 2016-17 of a grant in the amount of \$100,000 from Cities of Service to fund a Chief Service Officer position from June 1, 2016 to May 31, 2017 (GF \$66,600).

The increase in Regular Salaries and Wages is due in part to an average of 5 percent for all non-bargaining employees, not including the Mayor (GF \$20,400; SR \$12,800).

The contribution from the General Fund to the Mayor's Special Revenue Fund for festivals and special events remains the same as the previous fiscal year (SR \$50,000).

The increase in the Protocol Section of the Mayor's International Council due to the transfer from the Office of Communications (GF \$20,000).

Addition to support the Arts and Entertainment Council (GF \$20,000) and to support the Mayor's International Council (GF \$30,000).

Contribution from the General Fund to the Mayor's Special Revenue Fund for the citywide Anti-Poverty Program (SR \$250,000).

Mayor

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 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	375,900	153,600	529,500	408,900	238,400	647,300
512010 - Attrition Savings - Salaries	0	0	0	0	(20,300)	(20,300)
513000 - Other Salaries and Wages	79,700	33,600	113,300	114,000	33,600	147,600
516000 - Fringe Benefits	33,600	9,600	43,200	33,600	13,200	46,800
521000 - Fica Taxes	38,700	10,300	49,000	41,300	18,700	60,000
522000 - Retirement Contributions	137,800	12,300	150,100	96,000	12,900	108,900
523000 - Life and Health Insurance	114,600	11,500	126,100	108,600	15,500	124,100
Personnel	877,300	230,900	1,108,200	899,400	312,000	1,211,400
Operating Expense						
524000 - Workers' Compensation	11,600	5,800	17,400	8,500	2,700	11,200
531000 - Professional Services	35,000	0	35,000	35,000	0	35,000
534000 - Other Contractual Services	2,800	0	2,800	2,800	6,600	9,400
540000 - Travel and Per Diem	0	15,000	15,000	0	6,200	6,200
541000 - Communications & Related Services	1,700	0	1,700	1,700	0	1,700
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	2,100	0	2,100	2,100	0	2,100
545011 - Insurance - Vehicle Liability	600	0	600	600	0	600
545013 - Insurance - General Liability	117,600	0	117,600	74,300	0	74,300
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	10,600	0	10,600	18,100	0	18,100
548000 - Promotional Activities	0	0	0	20,000	0	20,000
549000 - Other Current Charges and Obligations	11,400	0	11,400	11,400	10,000	21,400
551000 - Office Supplies	3,700	3,600	7,300	3,700	3,600	7,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	300	0	300	300	300	600
Operating Expense	197,700	24,400	222,100	178,600	29,400	208,000
Non-Operating Expense						
896000 - Budget Reserve	0	2,665,800	2,665,800	50,000	1,086,100	1,136,100
Non-Operating Expenses	0	2,665,800	2,665,800	50,000	1,086,100	1,136,100
Total Expense	1,075,000	2,921,100	3,996,100	1,128,000	1,427,500	2,555,500

Commissioners

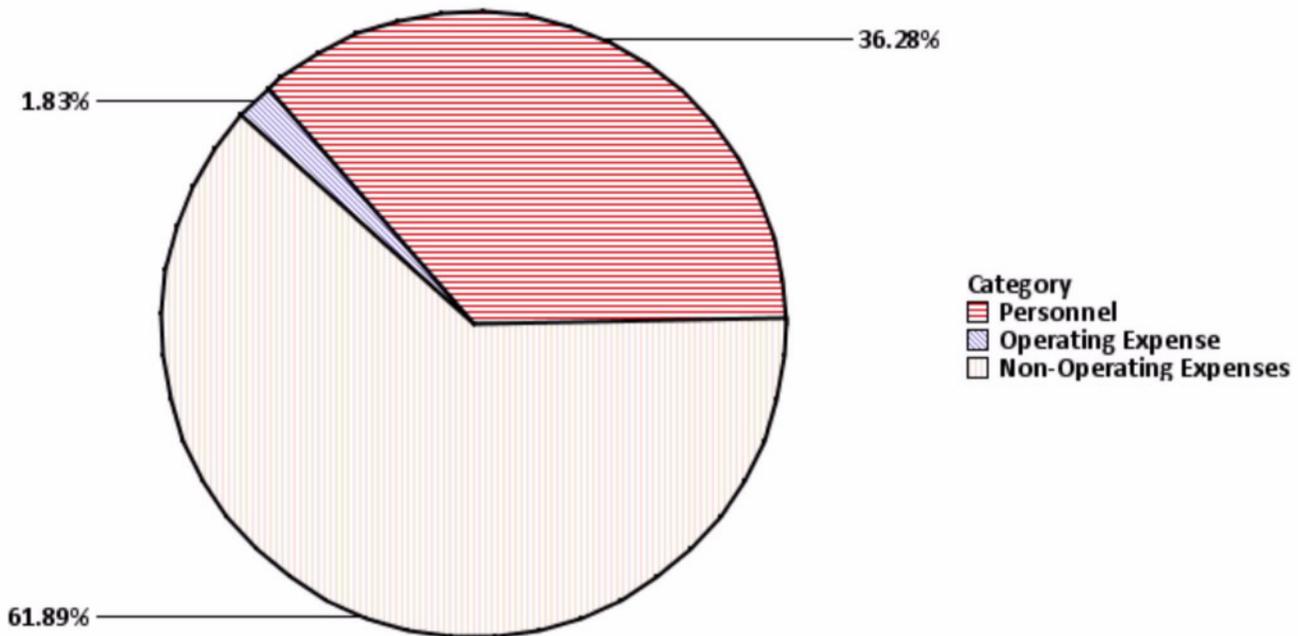
Description

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 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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	2,298,085	2,367,003	2,646,069	2,315,100	2,668,600
Operating Expense	59,441	196,822	354,508	95,200	134,600
Capital Outlay	0	1,424	18,860	0	0
Non-Operating Expenses	6,366	114,355	596,083	1,338,100	4,552,800
	2,363,892	2,679,604	3,615,519	3,748,400	7,356,000

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	2,371,199	2,427,245	2,749,786	2,658,400	3,231,000
Parks & Recreation Services	0	0	7,000	0	0
Departmental Improvement Initiative	(7,307)	252,359	858,733	1,090,000	4,125,000
	2,363,892	2,679,604	3,615,519	3,748,400	7,356,000

Budget Highlights for FY 2016-17

The Budget includes the following additional considerations:

Each District budget is increased by \$60,000 (GF \$300,000).

A new cost center titled "Office of the Chair" (GF \$100,000).

The increase in Regular Salaries and Wages of \$14,000 allocated to each District is due in part to an average of five percent for all non-bargaining employees, not including the Commissioners (GF \$70,000).

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 previous fiscal year (SR \$250,000).

The Citywide Anti-Poverty Initiative funding of \$2.25 million allocated to the Commissioners remains the same as the previous fiscal year (GF \$2.25 million).

One new permanent position was added to the staff of District 2 with no additional funds as part of the FY 2015-16 mid-year budget amendment.

Commissioners

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	291,000	0	291,000	291,000	0	291,000
512000 - Regular Salaries and Wages	1,088,400	0	1,088,400	1,243,400	0	1,243,400
513000 - Other Salaries and Wages	52,200	0	52,200	175,800	0	175,800
516000 - Fringe Benefits	238,200	0	238,200	238,000	0	238,000
521000 - Fica Taxes	123,500	0	123,500	135,400	0	135,400
522000 - Retirement Contributions	224,000	0	224,000	274,600	0	274,600
523000 - Life and Health Insurance	297,800	0	297,800	310,400	0	310,400
Personnel	2,315,100	0	2,315,100	2,668,600	0	2,668,600
Operating Expense						
524000 - Workers' Compensation	41,400	0	41,400	39,800	0	39,800
534000 - Other Contractual Services	2,900	0	2,900	2,900	0	2,900
540000 - Travel and Per Diem	9,000	0	9,000	9,000	0	9,000
541000 - Communications & Related Services	5,800	0	5,800	5,800	0	5,800
541100 - Postage	700	0	700	700	0	700
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	5,000	0	5,000	3,000	0	3,000
545014 - Insurance - Public Official	600	0	600	0	0	0
546001 - IT-Repair and Maintenance Services	4,600	0	4,600	48,200	0	48,200
547100 - Printing and Binding-Outsourcing	400	0	400	400	0	400
549000 - Other Current Charges and Obligations	5,800	0	5,800	5,800	0	5,800
551000 - Office Supplies	10,800	0	10,800	10,800	0	10,800
552000 - Operating Supplies	200	0	200	200	0	200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	95,200	0	95,200	134,600	0	134,600
Non-Operating Expense						
882000 - Aids to Private Organizations	6,000	260,000	266,000	6,000	2,430,000	2,436,000
896000 - Budget Reserve	242,100	830,000	1,072,100	421,800	1,695,000	2,116,800
Non-Operating Expenses	248,100	1,090,000	1,338,100	427,800	4,125,000	4,552,800
Total Expense	2,658,400	1,090,000	3,748,400	3,231,000	4,125,000	7,356,000

City Manager

Department Head: Daniel J. Alfonso

Phone: (305) 250-5400

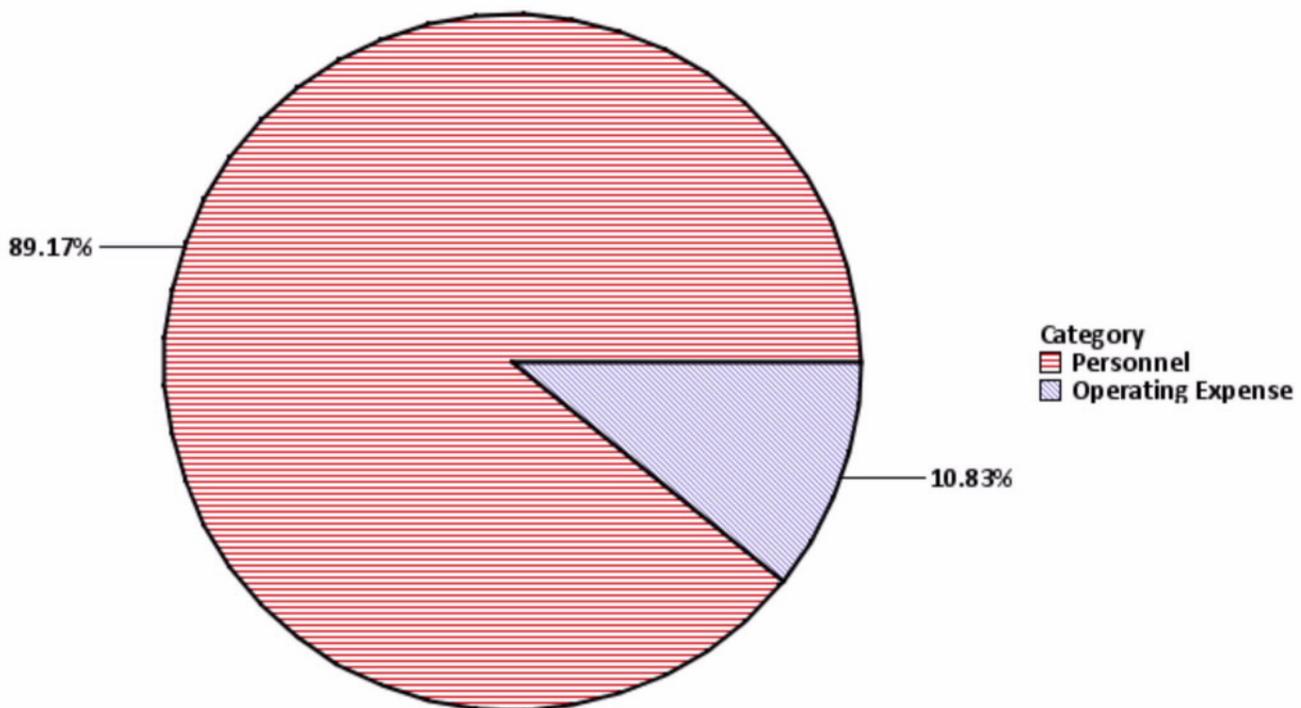
Description

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 2015-16	FY 2016-17
<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</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, and Transportation Management</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 and Zoning, Public Works, Resilience and Sustainability, and Solid Waste.</p>	2	2
<p>ASSISTANT CITY MANAGER/CHIEF FINANCIAL OFFICER Assists the City Manager by planning, directing, reviewing, and overseeing the Finance area, which includes the Departments of Finance, Grants Administration, 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>INTERGOVERNMENTAL AFFAIRS OFFICE Interacts with other government agencies; plans and organizes City international events.</p>	1	1
<p>UNSAFE STRUCTURES PANEL Enforces the unsafe structures code.</p>	1	1
<p>DIVISION OF COMMUNITY INVESTMENT Interacts with City Departments and community organizations to identify projects and best practices in providing improved quality of live for residents through a self-sufficiency initiative.</p>	3	3
TOTAL FULL-TIME POSITIONS	22	22

City Manager

Department Expenditure Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	2,444,954	2,592,192	2,532,027	2,914,400	3,194,500
Operating Expense	50,236	105,911	142,318	356,200	387,900
Capital Outlay	1,235	7,055	14,389	0	0
Non-Operating Expenses	0	(1,066)	690	0	0
	2,496,425	2,704,091	2,689,424	3,270,600	3,582,400

Department /Fund Relationship

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	2,496,425	2,704,659	2,689,424	3,264,600	3,578,400
General Special Revenue	0	(1,144)	0	0	0
Community Development	0	577	0	0	0
Departmental Improvement Initiative	0	0	0	6,000	4,000
	2,496,425	2,704,091	2,689,424	3,270,600	3,582,400

Budget Highlights for FY 2016-17

The Budget includes the following addition:

The increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees (GF \$101,100). This includes the City Manager.

City Manager

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,036,500	0	2,036,500	2,153,800	0	2,153,800
512010 - Attrition Savings - Salaries	0	0	0	(22,700)	0	(22,700)
513000 - Other Salaries and Wages	53,800	0	53,800	99,000	0	99,000
516000 - Fringe Benefits	67,900	0	67,900	78,100	0	78,100
521000 - Fica Taxes	137,500	0	137,500	166,000	0	166,000
522000 - Retirement Contributions	400,900	0	400,900	472,000	0	472,000
523000 - Life and Health Insurance	217,800	0	217,800	248,300	0	248,300
Personnel	2,914,400	0	2,914,400	3,194,500	0	3,194,500
Operating Expense						
524000 - Workers' Compensation	32,300	0	32,300	31,000	0	31,000
531000 - Professional Services	94,400	0	94,400	94,400	0	94,400
534000 - Other Contractual Services	128,000	0	128,000	128,000	0	128,000
540000 - Travel and Per Diem	13,000	0	13,000	19,500	0	19,500
541000 - Communications & Related Services	1,200	0	1,200	1,200	0	1,200
541100 - Postage	2,400	0	2,400	2,400	0	2,400
544000 - Rentals and Leases	7,300	0	7,300	7,300	0	7,300
545011 - Insurance - Vehicle Liability	200	0	200	200	0	200
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	200	0	200
546001 - IT-Repair and Maintenance Services	16,100	0	16,100	32,400	0	32,400
548000 - Promotional Activities	0	6,000	6,000	0	4,000	4,000
548100 - Advertising and Related Costs	4,500	0	4,500	4,500	0	4,500
549000 - Other Current Charges and Obligations	11,600	0	11,600	11,600	0	11,600
551000 - Office Supplies	16,700	0	16,700	30,700	0	30,700
552000 - Operating Supplies	14,300	0	14,300	14,300	0	14,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	350,200	6,000	356,200	383,900	4,000	387,900
Total Expense	3,264,600	6,000	3,270,600	3,578,400	4,000	3,582,400

Agenda Coordination

Department Head: Anna M. Medina

Phone: (305) 416-2077

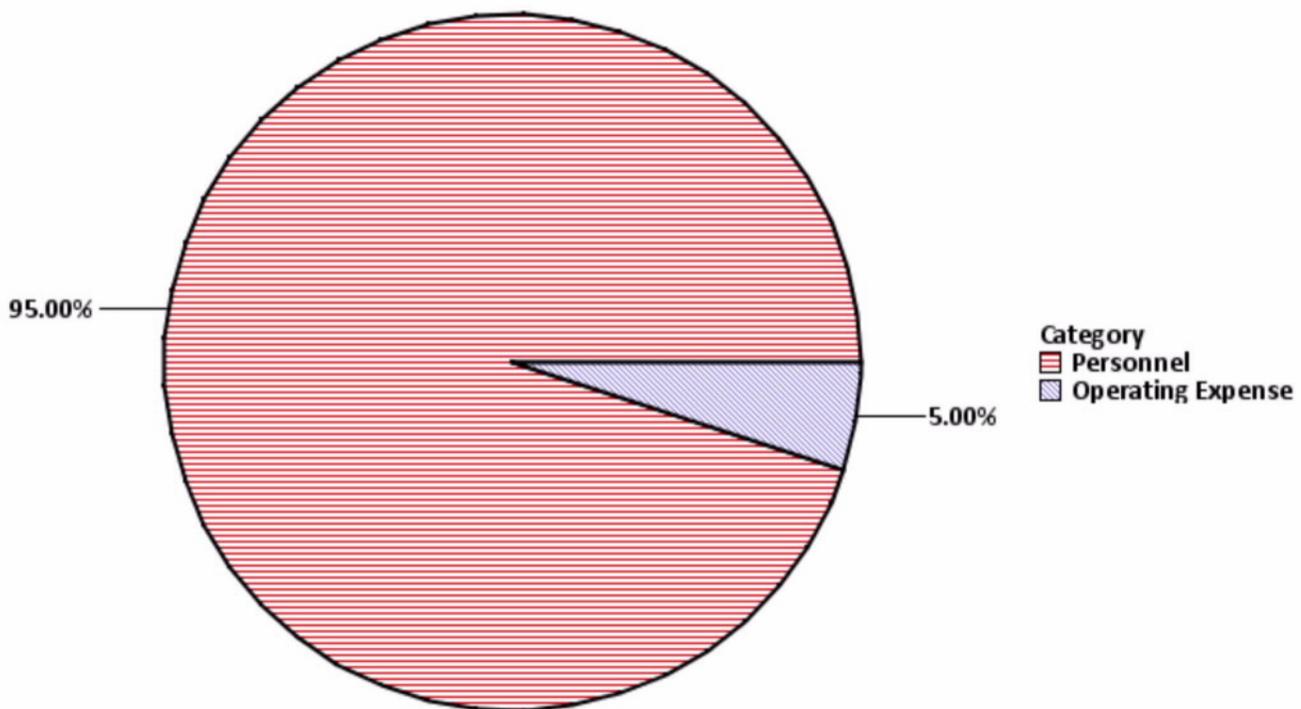
Description

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 Legistar 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 2015-16	FY 2016-17
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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	0	0	290,234	325,400	338,400
Operating Expense	0	0	9,651	16,400	17,800
Capital Outlay	0	0	(468)	0	0
	-	-	299,417	341,800	356,200

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	0	0	299,417	341,800	356,200
	-	-	299,417	341,800	356,200

Department Priorities for FY 2016-17

- Ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting.
- Release the draft agenda at least seven calendar days prior to the distribution of the final agenda.
- Train Agenda Liaisons regarding the agenda process.

Agenda Coordination

Assist with the implementation of the new “Agenda and Meeting Management System” (Accela), which will be the replacement of the City’s current system (Legistar), expected to be implemented October 2016.

Accomplishments in FY 2015-16

Distributed agenda packets to the Mayor and each member 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 28 meetings this year.

Released the draft agenda at least seven calendar days prior to the distribution of the final agenda.

Completed training for two new Agenda Liaisons regarding the agenda process.

Assisted the Information Technology Department on setting up a new “legislative subscription service” for the public to receive notifications of final agendas.

Budget Highlights for FY 2016-17

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).

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Improve operational efficiency</p>			
Department Objective: Streamline and standardize administrative processes				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Regular items prepared and distributed (number)	832	748	1071	890
Planning and Zoning items distributed (number)	200	148	203	180
Substitutions distributed (number)	12	3	15	4

Office of Agenda Coordination

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	193,600	0	193,600	215,900	0	215,900
512010 - Attrition Savings - Salaries	0	0	0	(1,000)	0	(1,000)
514000 - Overtime	0	0	0	1,500	0	1,500
516000 - Fringe Benefits	4,800	0	4,800	4,800	0	4,800
521000 - Fica Taxes	15,100	0	15,100	16,900	0	16,900
522000 - Retirement Contributions	77,500	0	77,500	69,300	0	69,300
523000 - Life and Health Insurance	34,400	0	34,400	31,000	0	31,000
Personnel	325,400	0	325,400	338,400	0	338,400
Operating Expense						
524000 - Workers' Compensation	5,100	0	5,100	4,900	0	4,900
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	0	0	0	1,100	0	1,100
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	2,200	0	2,200	4,600	0	4,600
551000 - Office Supplies	2,200	0	2,200	2,200	0	2,200
552200 - Clothing/Uniform Supplies	0	0	0	100	0	100
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	700	0	700
Operating Expense	16,400	0	16,400	17,800	0	17,800
Total Expense	341,800	0	341,800	356,200	0	356,200

City Attorney

Department Head: Victoria Mèndez, City Attorney

Phone: (305) 416-1800

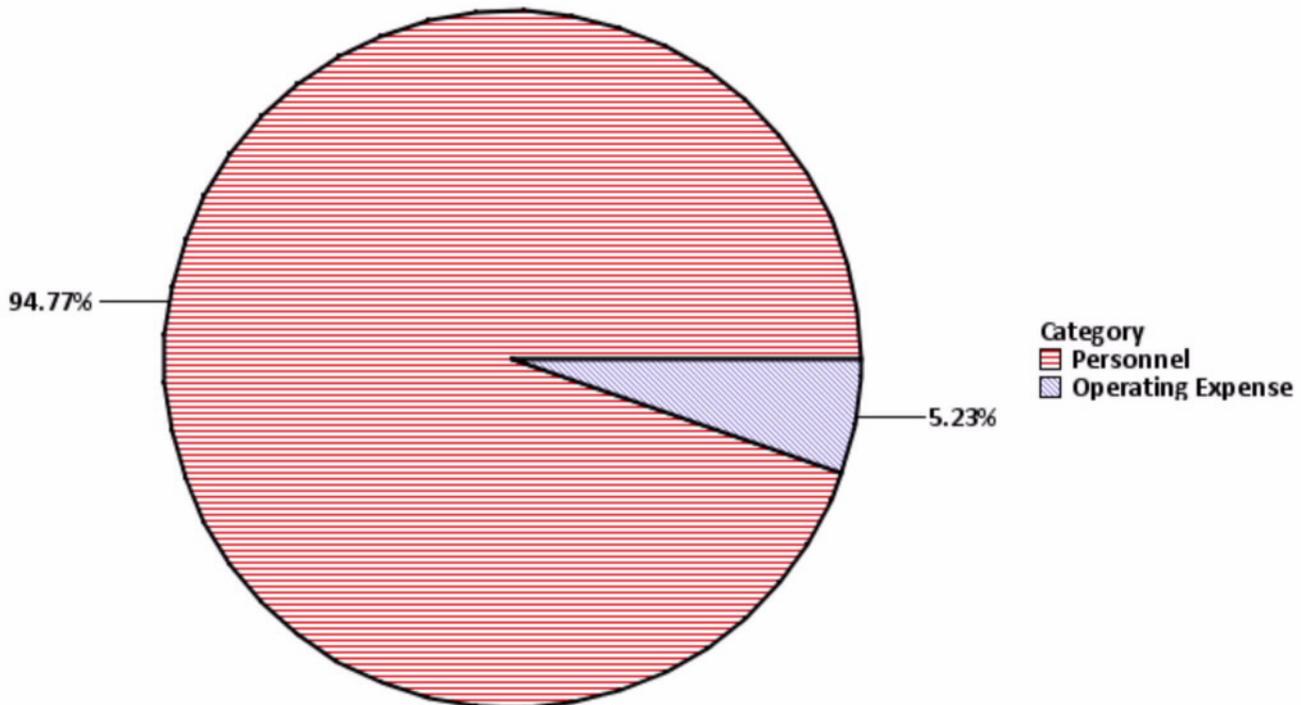
Description

The Office of the City Attorney provides legal counsel to the City of Miami's Elected Officials and administration and 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 related to the Administration; prepares all contract, 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 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 2015-16	FY 2016-17
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 Assists the City Attorney to oversee and administer all legal matters concerning the City of Miami; represents the City in court and before quasi-judicial or administrative agencies of government; may perform other legal or administrative duties designated by local laws and the City Charter.	28	28
ADMINISTRATION Performs diversified managerial duties; develops, implements and manages the office budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides budget, finance and procurement services; provides information technology systems support; administers the ProLaw database, coordinates upgrades of personal computers and computer systems; coordinates the City's legislative process with all departments within the City of Miami's organization; serves as the City of Miami's public records coordinator.	5	5
SUPPORT STAFF Assists legal staff in the Office of the City Attorney; performs technical and complex clerical legal tasks; records legal documents with the court system; serves as courier for the Office.	26	26
TOTAL FULL-TIME POSITIONS	60	60

City Attorney

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	5,472,534	5,849,354	6,507,547	7,288,300	7,737,600
Operating Expense	210,198	230,702	415,706	326,800	427,200
Capital Outlay	0	45,417	1,274	0	0
Non-Operating Expenses	0	29,454	0	0	0
	5,682,731	6,154,928	6,924,527	7,615,100	8,164,800

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	5,682,731	6,154,928	6,921,203	7,615,100	8,164,800
General Special Revenue	0	0	3,324	0	0
	5,682,731	6,154,928	6,924,527	7,615,100	8,164,800

Department Priorities for FY 2016-17

- Proactively provide legal advice to the City Commission and City administration in order to reduce liabilities.
- Process Legal Service Requests in a timely manner.
- Develop in-house expertise in environmental and real estate matters.
- Continue and expand collection efforts.
- Aggressively address quality of life matters including, but not limited to, code compliance, nuisance abatement, unsafe structures, and squatting situations.
- Aggressively litigate matters on behalf of the City.

Accomplishments in FY 2015-16

- Assisted in the negotiation of the collective bargaining agreements with the International Association of Fire Fighters (IAFF) and the Fraternal Order of Police (FOP).
- Completed ProLaw Software upgrade migration for document management. ProLaw is used to streamline office practice and accelerate service delivery.
- 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 2015 Session. Drafted approximately sixteen pieces of state legislation, including but not limited to, legislation regarding Adult Living Facilities (ALF), firearms, and condominiums.
- Collected various liens from 180 properties in the amount of \$880,298.19, as of 6/30/2016.
- Hired junior – level attorneys to begin cross-training with the senior – level attorneys.

City Attorney

Budget Highlights for FY 2016-17

The Budget includes the following addition:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$11,300) and due in part to an average of five percent for all non-bargaining employees (GF \$236,400). This includes the City Attorney.

Strategic Priorities and Performance Metrics

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
<p>Department Objective: Seek and deploy best practices in service delivery</p>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Litigation matters opened (number)	616	598	506	600
Litigation matters closed (number)	682	671	628	600
Non-litigation matters opened (number)	2,036	1,927	2,470	1,800
Non-litigation matters closed (number)	2,096	1,791	2,336	1,800
Blended Attorney hourly rate (dollars)	\$56.74	\$53.18	\$55.18	\$55.57
Blended billable hours per Attorney (hours)	1,200	1,400	1,315	1,500
Collection of Liens (dollars)	N/A	N/A	N/A	\$1,000,000
Preventative Law Training/Presentations (number)	N/A	N/A	N/A	6

City Attorney

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,987,900	0	4,987,900	5,285,800	0	5,285,800
512010 - Attrition Savings - Salaries	(143,400)	0	(143,400)	(274,400)	0	(274,400)
513000 - Other Salaries and Wages	136,500	0	136,500	150,300	0	150,300
515000 - Special Pay	23,000	0	23,000	22,200	0	22,200
516000 - Fringe Benefits	83,800	0	83,800	81,000	0	81,000
521000 - Fica Taxes	364,100	0	364,100	410,700	0	410,700
522000 - Retirement Contributions	1,194,800	0	1,194,800	1,379,200	0	1,379,200
523000 - Life and Health Insurance	641,600	0	641,600	682,800	0	682,800
Personnel	7,288,300	0	7,288,300	7,737,600	0	7,737,600
Operating Expense						
524000 - Workers' Compensation	80,500	0	80,500	77,300	0	77,300
531000 - Professional Services	30,400	0	30,400	30,400	0	30,400
540000 - Travel and Per Diem	18,000	0	18,000	35,000	0	35,000
541000 - Communications & Related Services	600	0	600	600	0	600
541100 - Postage	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	13,400	0	13,400	13,400	0	13,400
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	4,600	0	4,600	0	0	0
546000 - Repair and Maintenance Services	700	0	700	700	0	700
546001 - IT-Repair and Maintenance Services	52,600	0	52,600	92,600	0	92,600
551000 - Office Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	93,000	0	93,000	146,000	0	146,000
Operating Expense	326,800	0	326,800	427,200	0	427,200
Total Expense	7,615,100	0	7,615,100	8,164,800	0	8,164,800

City Clerk

Department Head: Todd B. Hannon

Phone: (305) 250-5360

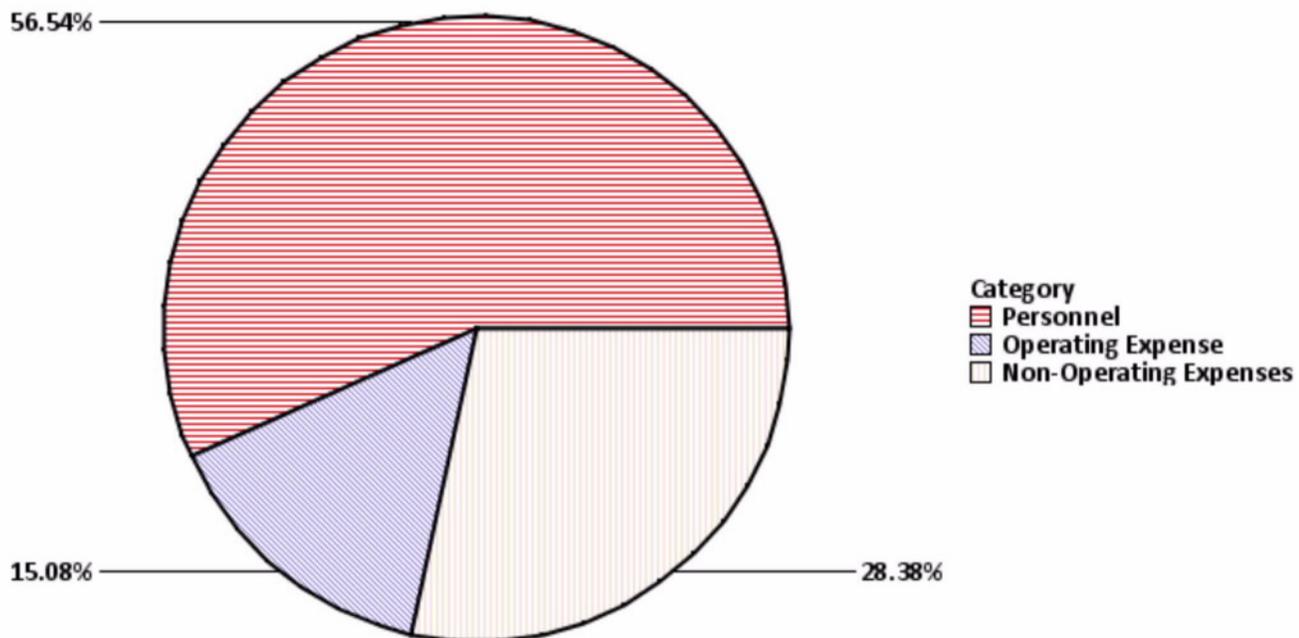
Description

The City Clerk's Office is the keeper of all official records. Duties and responsibilities are derived from the Florida Statutes, City Charter, and City Code, or are defined administratively. Staff records and maintains City Commission minutes, legislation, lobbyist registration, bid openings, meeting schedules, 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.

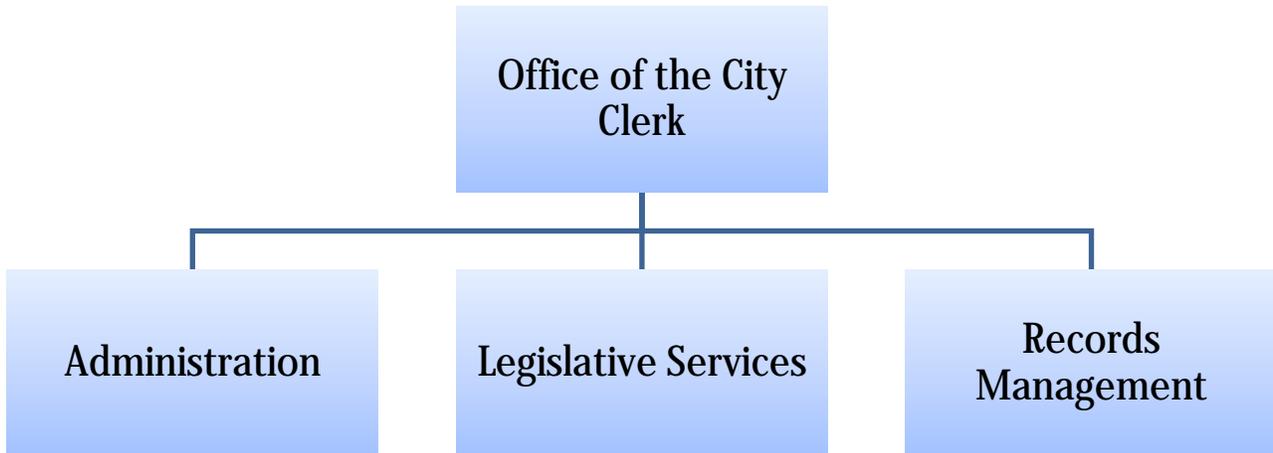
To perform its functions as part of the General Government service area, the Clerk's staff prepares public notices and attends meetings of the City Commission, advisory boards, elections, and others as required. Staff ensures compliance of City records, as mandated by Florida Department of State, Division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

Allocation by Category



City Clerk



Departmental Function/Unit	FY 2015-16	FY 2016-17
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records City Commission meetings; prepares and administers oaths of office; maintains official calendars of City Commission, Boards and Committee meetings; executes documents as Secretary of the Municipal Corporation and Community Redevelopment Agency (CRA) Board.	1	1
ADMINISTRATION Prepares the annual office budget; attests and archives contracts and agreements; oversees all matters relating to personnel and expenditures; supervises all municipal elections (charter amendments, candidates, referenda, etc.); certifies and declares election results.	4	4
LEGISLATIVE SERVICES Records City Commission actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes and distributes verbatim minutes; attends and participates in bond validation proceedings; advertises official notices; registers and maintains lobbyist files; coordinates the routing of bids and proposals for appropriate tabulation; reproduces, certifies, notarizes, and researches official City records; provides passport application services; notifies board and committee appointees upon being selected by the Commission.	5	6
RECORDS MANAGEMENT Archives 120 years of digitized official records on-site; develops, updates, and maintains the City of Miami Records Management Procedures Manual for on-site and off-site destruction, filing, and retention schedule; oversees compliance with State of Florida General Records Schedules; digitally archives agenda, minutes, ordinances, resolutions, background memoranda, and other related documents.	2	2
TOTAL FULL-TIME POSITIONS	12	13

City Clerk

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	1,157,203	1,276,767	1,385,917	1,376,200	1,405,800
Operating Expense	319,057	290,505	276,157	363,400	374,900
Capital Outlay	0	1,431	0	0	0
Non-Operating Expenses	0	0	0	550,000	705,500
	1,476,261	1,568,704	1,662,074	2,289,600	2,486,200

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	1,267,125	1,395,658	1,528,699	1,624,700	1,697,400
City Clerk Services	209,135	173,046	133,375	664,900	788,800
	1,476,261	1,568,704	1,662,074	2,289,600	2,486,200

Department Priorities for FY 2016-17

- Complete City Commission meeting after-action reports (marked agenda) within ten calendar days.
- Complete City Commission minutes within 25 calendar days.
- Complete City Commission minutes for consolidated, special, and budget meetings within 35 calendar days.
- Scan executed contracts and agreements into Laserfiche within seven calendar days of receipt.
- Notify board members of their appointments within established guidelines based upon data generated through the People Offices Management System (POMS).
- Fully implement a new and advanced legislative management system, Accela, that will dramatically improve the business processes and functions associated with Legislative, Agenda, Minutes, Boards, and Web Streaming services.
- Launch Weblink function of the Laserfiche Document Management System to allow internal and external customer access to Miami Commission documents from 1896-present (legislation, agendas, minutes, agreements).
- Redesign the Elections webpage of the City Clerk's website to enhance user-friendly accessibility for internal and external customers.

Accomplishments in FY 2015-16

- Completed City Commission meeting after-action reports (marked agenda) within ten calendar days.
- Completed City Commission minutes within 25 calendar days.
- Scanned executed contracts and agreements into Laserfiche within seven calendar days of receipt.

City Clerk

Notified board members of their appointments within established guidelines based upon data generated through the People Offices Management System (POMS).

Achieved significant milestones associated with the development of various business processes and functions that will serve as the foundation for the implementation of Accela, a new and advanced legislative management system that will dramatically improve the way the City provides Legislative, Agenda, Minutes, Boards, and Web Streaming services.

Projected to assist over 2,500 first-time applicants with the Department of State's application for a United States Passport from October 1, 2015 to September 30, 2016.

Conducted and supervised the qualification and elections processes for the November 2015 General Municipal Election, March 2016 Referendum Special Election, March/April 2016 Civil Service Board Election and August 2016 Overtown Advisory Board/Overtown Community Oversight Board Election. All elections documents including candidate qualification papers, campaign finance reports, and certified election results; were promptly made available for public access through the City Clerk's website.

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

Destroyed approximately 1,527 cubic feet of offsite storage documents that either met their retention value per the Florida Department of State's GS1-SL Records Schedule, or were digitized and the paper copies were no longer needed resulting in a significant savings to the City through reduced offsite storage costs.

The Records Division spearheaded a 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.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to the addition of one Legislative Services Representative II to assist with the increase in the number of boards that have been created (GF \$46,200), due in part to an average of five percent for all non-bargaining employees including the City Clerk (GF \$25,000), and due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907) (GF \$15,200).

The increase in Professional Services is due to the Code Book Update (SR \$6,000).

The increase in Other Contractual Services is due to transcription services for boards and Sunshine meetings (GF \$15,000).

The increase in Postage is due to 50 percent increase in City Commission directives (GF \$5,000).

The Budget includes the following additional considerations:

Attrition savings have been added to factor in month of job entry for non-bargaining and AFSCME personnel (GF \$10,800).

Reimbursement to the Office of the City Clerk of \$30,000 by Southeast Overtown Park West (SEOPW) Community Redevelopment Agency (CRA) and \$17,500 by Omni CRA for services rendered (SR \$47,500).

City Clerk

Reallocation of Operating Supplies to Budget Reserve (SR \$28,000).

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>			
<p>Department Objective: Improve operational efficiency.</p>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Marked agenda completed within ten calendar days (percent)	95	95	72	95
City Commission minutes completed within 25 calendar days (percent)	100	100	100	100
City Commission minutes for consolidated, special, and budget meetings completed within 35 calendar days (percent)	N/A	N/A	100	100
Contracts and agreements scanned and available in Laserfiche within seven calendar days of receipt (percent)	80	85	85	90
Notifications sent to board appointees within 30 calendar days of City Commission approval (percent)	80	85	96	90

City Clerk

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	789,400	40,900	830,300	847,600	40,900	888,500
512010 - Attrition Savings - Salaries	0	0	0	(10,800)	0	(10,800)
516000 - Fringe Benefits	9,300	0	9,300	9,300	0	9,300
521000 - Fica Taxes	60,500	3,100	63,600	67,500	3,100	70,600
522000 - Retirement Contributions	319,000	16,500	335,500	277,500	0	277,500
523000 - Life and Health Insurance	126,000	11,500	137,500	155,200	15,500	170,700
Personnel	1,304,200	72,000	1,376,200	1,346,300	59,500	1,405,800
Operating Expense						
524000 - Workers' Compensation	21,200	1,100	22,300	19,300	1,000	20,300
531000 - Professional Services	50,300	0	50,300	50,300	6,000	56,300
534000 - Other Contractual Services	53,800	9,100	62,900	68,800	12,100	80,900
540000 - Travel and Per Diem	600	0	600	600	0	600
541100 - Postage	7,100	2,700	9,800	12,100	2,700	14,800
544000 - Rentals and Leases	2,100	0	2,100	2,100	0	2,100
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	1,100	0	1,100	1,100	0	1,100
546001 - IT-Repair and Maintenance Services	52,600	0	52,600	65,900	0	65,900
547200 - Printing and Binding-Paper Stock	755	0	755	800	0	800
548100 - Advertising and Related Costs	120,000	0	120,000	120,000	0	120,000
551000 - Office Supplies	3,200	2,000	5,200	4,000	2,000	6,000
552000 - Operating Supplies	755	28,000	28,755	800	0	800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,790	0	1,790	2,100	0	2,100
Operating Expense	320,500	42,900	363,400	351,100	23,800	374,900
Non-Operating Expense						
896000 - Budget Reserve	0	550,000	550,000	0	705,500	705,500
Non-Operating Expenses	0	550,000	550,000	0	705,500	705,500
Total Expense	1,624,700	664,900	2,289,600	1,697,400	788,800	2,486,200

Civil Service

Department Head: Tishria L. Mindingall

Phone: (305) 416-2020

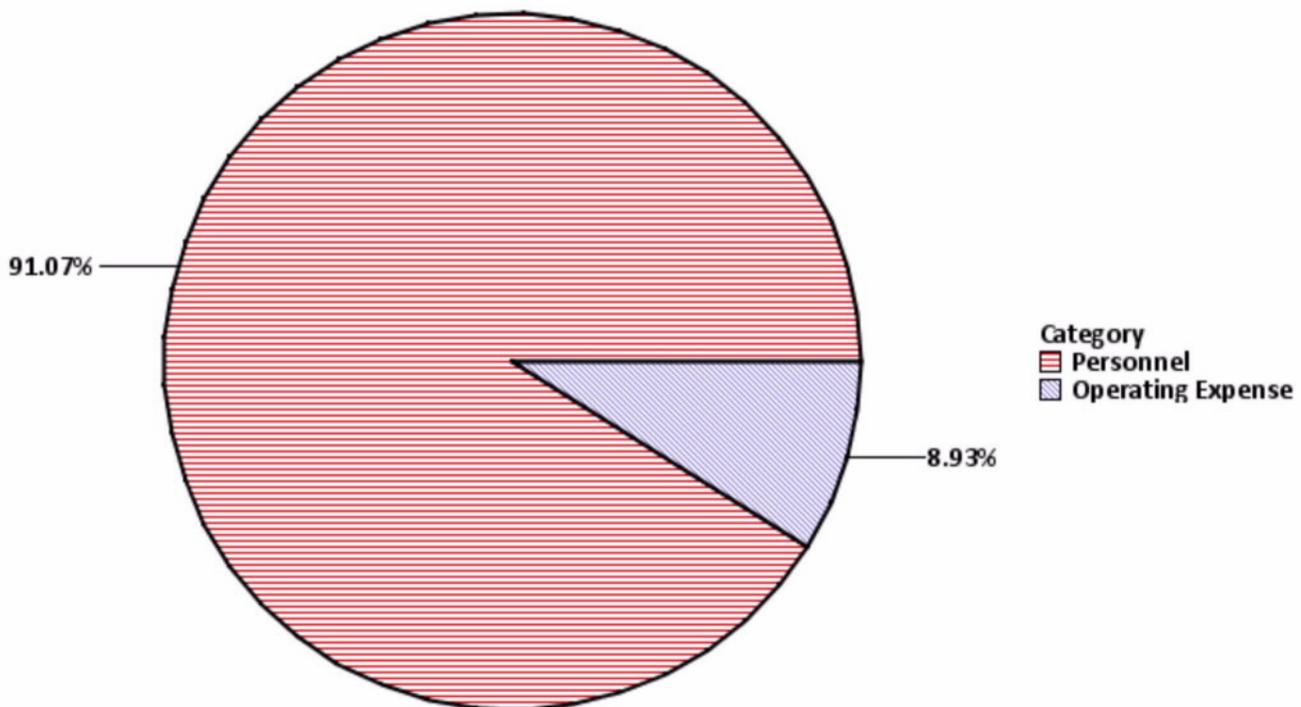
Description

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.

Allocation by Category



Civil Service

Civil Service

Departmental Function/Unit	FY 2015-16	FY 2016-17
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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	384,080	314,599	387,883	394,700	412,900
Operating Expense	23,538	21,049	39,564	40,300	40,500
Capital Outlay	0	0	1,388	0	0
	407,618	335,648	428,835	435,000	453,400

Civil Service

Department Priorities for FY 2016-17

Hear complaints of employees and residents concerning the City's selection and employment practices, whistleblower violations, appeals of disciplinary action, and violations of the Civil Service Rules as they are scheduled.

Update Rules as needed and assist in formulating personnel hiring and employment policies.

Prepare subpoenas and document continuances, reschedule cases, and process closures of cases.

Train 150 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 2015-16

Closed 12 Cases (Appeals, Grievances, and Unsatisfactory Service Ratings)

Conducted five workshops and 13 new employee and supervisory orientations.

Published four information bulletins and newsletters.

Conducted 77 investigations brought by employees, Board members, and members of the public. This number may increase due to Citywide employment changes (i.e., retirements, new hires) and upcoming promotional exams expected to be scheduled for sworn personnel during the remainder of the fiscal year.

Heard and ruled on nine appeals, whistleblowers, grievances, investigations, and unsatisfactory service rating matters, while simultaneously increasing settlement agreements in appeals disciplinary matters.

Evaluated and approved 21 requests for the extension of employee probationary periods.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The Increase in Regular Salary and Wages is due in part to an average of five percent for all non-bargaining employees (GF \$11,300).

The Budget includes the following reduction:

The decrease in Regular Salary and Wages is due in part to replacement of an Administrative Assistant II position at a lower salary (GF \$2,600).

Civil Service

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient & Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
Department Objectives: Provide targeted employee and supervisory training				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters heard (number)	20	20	12	12
Cases closed (number)	20	40	12	12
Subpoenas prepared and processed (number)	100	30	30	30
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	80	90	95	95
Civil Service Rules workshops conducted (number)	4	6	6	6
New employee and supervisor orientation training sessions conducted (number)	15	12	18	18
Subpoenas processed within two business days of receipt (percent)	100	100	N/A	N/A
Civil Service Board meeting minutes completed within seven calendar days (percent)	100	100	N/A	N/A
Employees trained in courses offered by the Civil Service Board (number)	N/A	N/A	150	150

Civil Services

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	14,400	0	14,400	14,400	0	14,400
512000 - Regular Salaries and Wages	229,400	0	229,400	238,100	0	238,100
512010 - Attrition Savings - Salaries	0	0	0	(800)	0	(800)
516000 - Fringe Benefits	4,800	0	4,800	4,800	0	4,800
521000 - Fica Taxes	19,000	0	19,000	17,700	0	17,700
522000 - Retirement Contributions	92,700	0	92,700	92,100	0	92,100
523000 - Life and Health Insurance	34,400	0	34,400	46,600	0	46,600
Personnel	394,700	0	394,700	412,900	0	412,900
Operating Expense						
524000 - Workers' Compensation	5,100	0	5,100	4,900	0	4,900
531010 - Professional Services- Legal Services	22,000	0	22,000	22,000	0	22,000
540000 - Travel and Per Diem	1,000	0	1,000	1,000	0	1,000
541000 - Communications & Related Services	1,200	0	1,200	1,200	0	1,200
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	800	0	800	800	0	800
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	700	0	700	700	0	700
546001 - IT-Repair and Maintenance Services	2,700	0	2,700	5,100	0	5,100
547200 - Printing and Binding- Paper Stock	200	0	200	200	0	200
549000 - Other Current Charges and Obligations	400	0	400	400	0	400
551000 - Office Supplies	200	0	200	200	0	200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	700	0	700
Operating Expense	40,300	0	40,300	40,500	0	40,500
Total Expense	435,000	0	435,000	453,400	0	453,400

Code Compliance

Department Head: Orlando Diez

Phone: (305) 416-2087

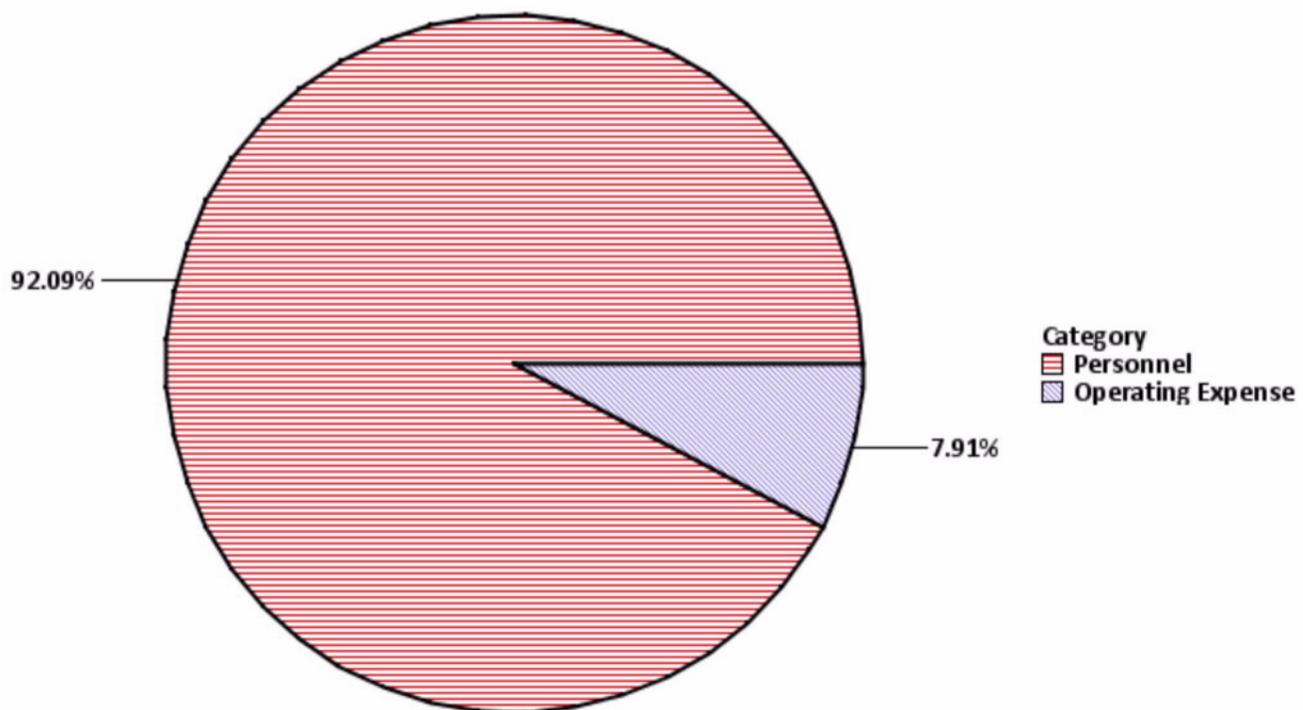
Description

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 mission is to help maintain or improve the quality of the community by administering a fair and unbiased enforcement program to correct violations of municipal codes and land use requirements.

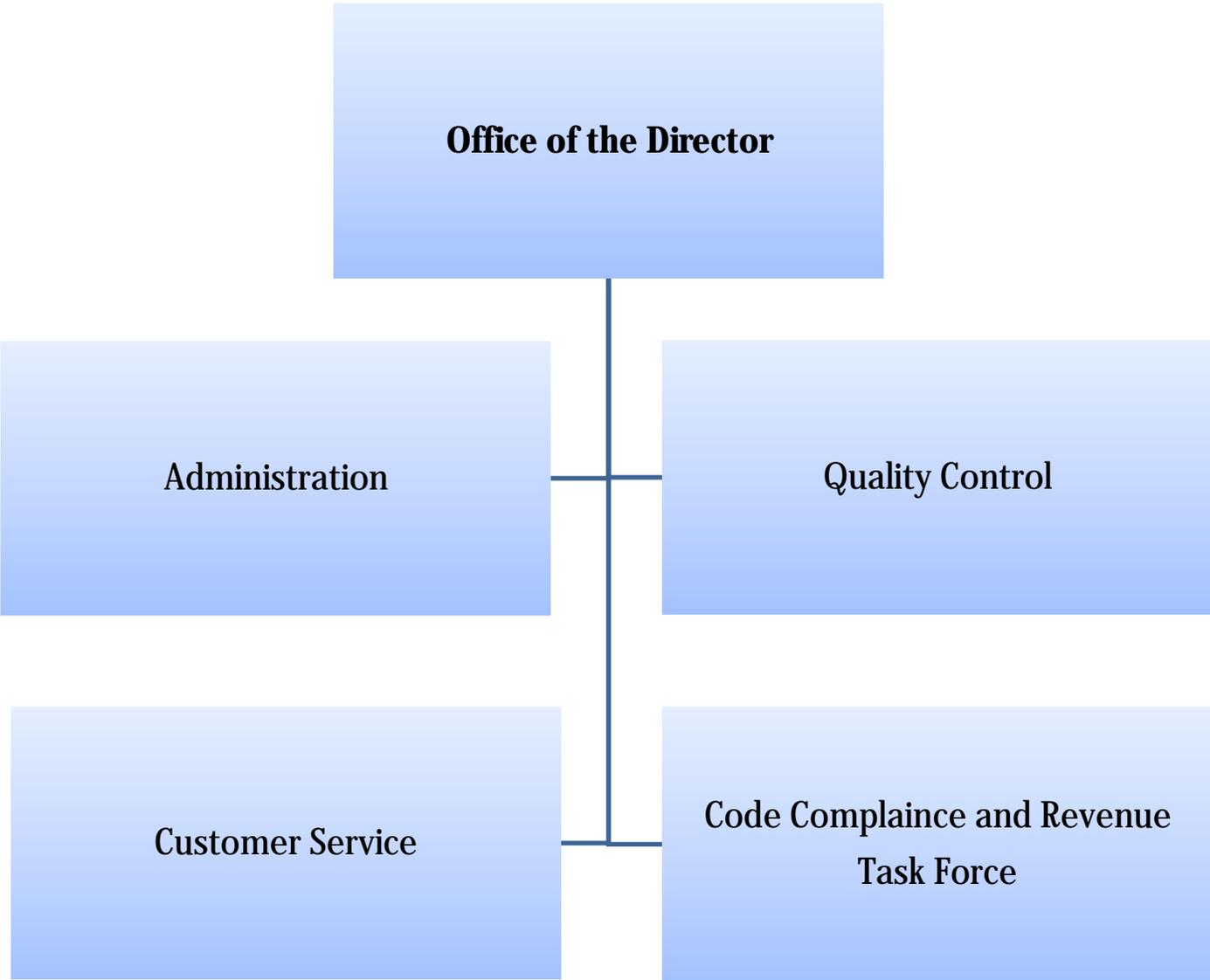
The Office of Code Compliance is responsible for enforcing and educating both residents and business owners on the City's codes and ordinances. Code Compliance staff notify residents and business owners of code violation and educate them about possible future violations. They also work with all stakeholders to bring violations into compliance. Through their efforts, the City is able to achieve a better quality of life for residents, business owners, and visitors.

The stakeholders are property owners, homeowners' associations, business owners, and residents.

Allocation by Category



Code Compliance



Code Compliance

Departmental Function/Unit	FY 2015-16	FY 2016-17
<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>	1	2
<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>	41	43
<p>ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, and procurement.</p>	2	1
<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	52	54

Code Compliance

Department Expenditure Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	4,079,325	3,967,895	4,009,342	5,053,100	5,355,800
Operating Expense	342,290	449,351	294,881	461,300	460,200
Capital Outlay	24,102	8,642	0	70,100	0
Non-Operating Expenses	0	0	228	0	0
	4,445,717	4,425,887	4,304,451	5,584,500	5,816,000

Department / Fund Relationship

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	4,332,045	4,287,011	4,304,067	5,584,500	5,816,000
Planning and Zoning Tree Trust Fund	0	0	385	0	0
Net Offices & Code Enforcement (SR)	113,672	138,876	0	0	0
	4,445,717	4,425,887	4,304,451	5,584,500	5,816,000

Department Priorities for FY 2016-17

Educate residents on Code Compliance issues when inspecting businesses, by speaking at association meetings, and by giving them tips after achieving compliance on how to avoid code violations.

Target illegal signs in the City of Miami focusing on major corridors including State and County Rights of Ways.

Replace CityView with an updated inspection module program.

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

Accomplishments in FY 2015-16

Collected over two million in licenses for all new business and delinquent CU and BTR balances owed.

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

Filled 12 of 14 vacancies in the Code Compliance Department.

Investigated and responded to 8,113 311 complaints within ten days of receipt.

Collected departmental revenues through the issuance of liens, fines, and tickets (GF \$1.98 million).

Code Compliance

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due to the contract between the City of Miami General Employee, American Federation of State, County, and Municipal Employees (AFSCME Local 1907) (GF \$122,600) and due in part to an average five percent for all non-bargaining employees (GF \$27,600).

Increase in Printing and Binding-Paper Stock due to funding for copier paper at four field offices (GF \$2,200).

The Budget includes the following additional consideration:

Funding for two Code Inspectors to enforce business tax compliance (GF \$108,300). We anticipate for each BTR inspector to generate an estimated \$300,000 in revenues.

Strategic Priorities and Performance Metrics

	<p>Primary Strategic Priority Area: Clean and Beautiful Neighborhoods Objective: Promote livable and sustainable communities</p>			
<p>Department Objectives: Promote development of complete streets with an emphasis on safety, security and accessibility</p>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	28,099	15,147	19,165	22,000
Collections from new/outstanding BTR and CU inspections (dollars)	2,511,550	2,300,980	2,091,403	2,500,000
Respond to 311 complaints within 10 days (percent)	99	72	75	99
Qualitative Code Compliance Customer Service Survey (percent of excellence)	N/A	N/A	88	80
Residents who agree their neighborhood appearance has improved in the last three years (percent)	N/A	N/A	88	88

Code Compliance

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,058,700	0	3,058,700	3,253,700	0	3,253,700
512010 - Attrition Savings - Salaries	(45,200)	0	(45,200)	(49,500)	0	(49,500)
513000 - Other Salaries and Wages	0	0	0	0	0	0
516000 - Fringe Benefits	35,100	0	35,100	33,900	0	33,900
521000 - Fica Taxes	236,300	0	236,300	239,900	0	239,900
522000 - Retirement Contributions	1,172,400	0	1,172,400	1,163,900	0	1,163,900
523000 - Life and Health Insurance	595,800	0	595,800	713,900	0	713,900
Personnel	5,053,100	0	5,053,100	5,355,800	0	5,355,800
Operating Expense						
524000 - Workers' Compensation	89,100	0	89,100	85,600	0	85,600
531000 - Professional Services	140,000	0	140,000	140,000	0	140,000
531010 - Professional Services- Legal Services	2,500	0	2,500	2,500	0	2,500
533000 - Court Services	300	0	300	300	0	300
540000 - Travel and Per Diem	27,100	0	27,100	5,000	0	5,000
541000 - Communications & Related Services	7,200	0	7,200	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	3,500	0	3,500
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	103,700	0	103,700	121,100	0	121,100
547200 - Printing and Binding- Paper Stock	3,000	0	3,000	5,200	0	5,200
551000 - Office Supplies	12,000	0	12,000	12,000	0	12,000
552000 - Operating Supplies	1,500	0	1,500	1,500	0	1,500
552200 - Clothing/Uniform Supplies	16,200	0	16,200	16,200	0	16,200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	9,100	0	9,100
Operating Expense	461,300	0	461,300	460,200	0	460,200
Capital Outlay						
664000 - Machinery and Equipment	70,100	0	70,100	0	0	0
Capital Outlay	70,100	0	70,100	0	0	0
Total Expense	5,584,500	0	5,584,500	5,816,000	0	5,816,000

Communications

Department Head: Diana Gonzalez

Phone: (305) 416-1440

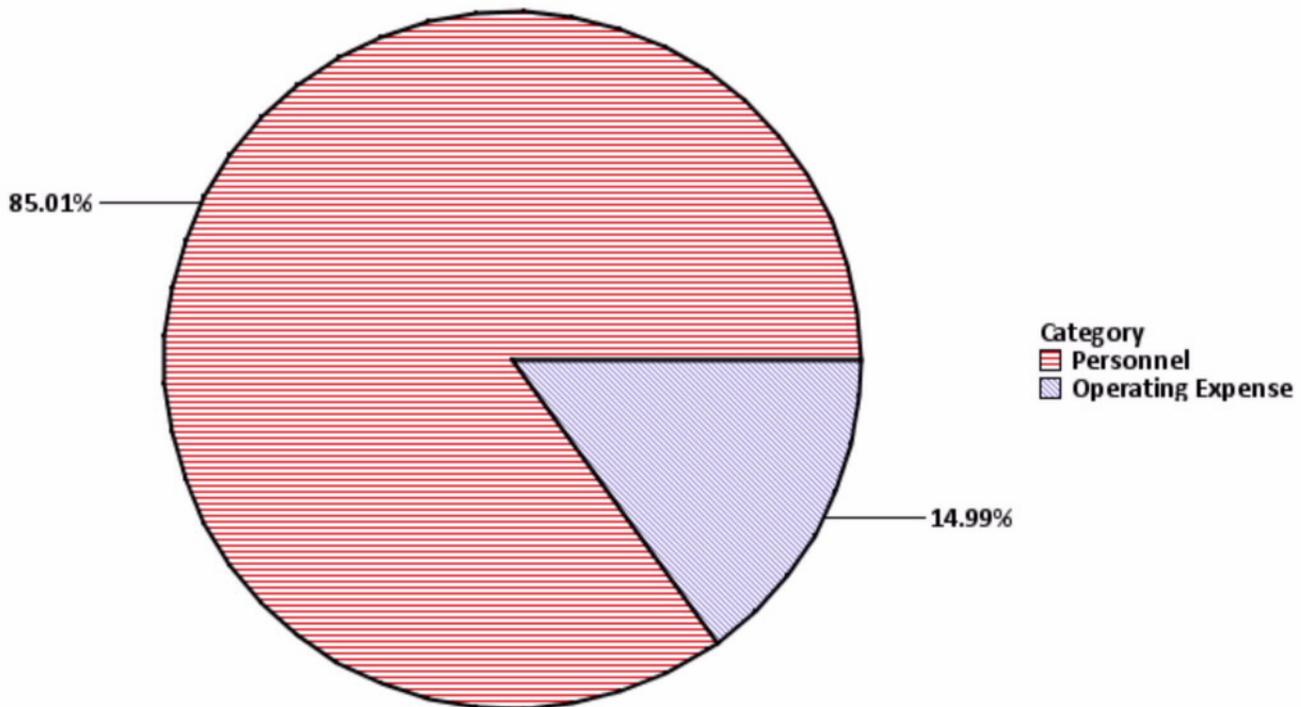
Description

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

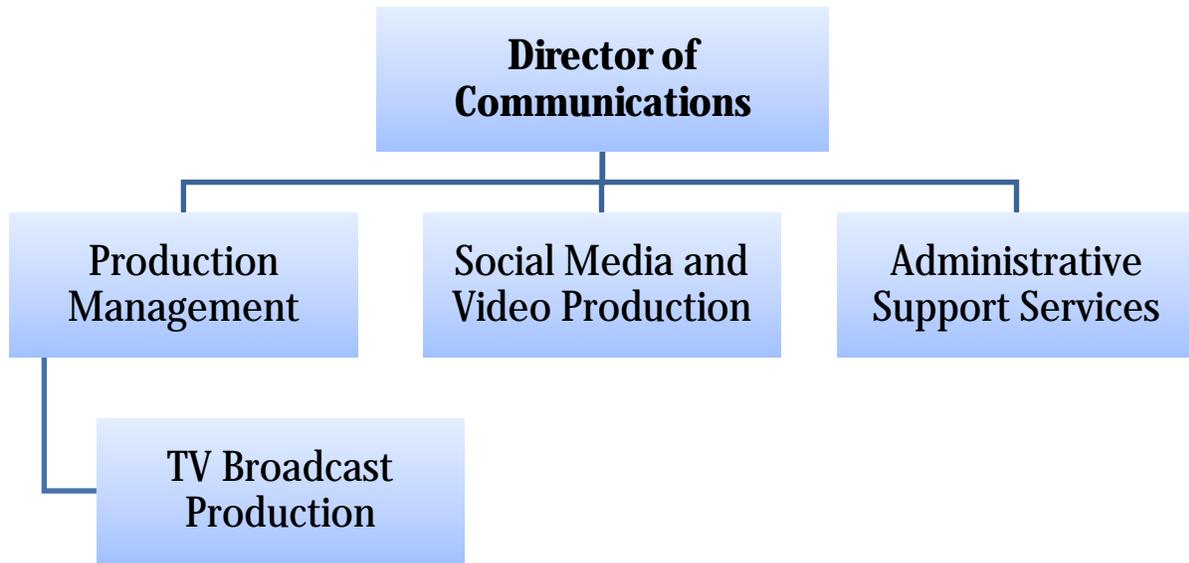
At City Hall, the staff runs the technical operations for the City's television station - Channel 77 on Comcast and Channel 99 on UVerse. Production staff members broadcast and record all Commission and Advisory Board meetings, and special events that take place in City Hall chambers. When events and press conferences are held out in the community, the Office of Communications provides all audio/visual services plus still photography and video. Video segments produced, written, and edited by staff members help showcase how the City is working to serve the people who live, work, invest and play in our community. These segments are broadcast on the City's television station and posted on social media and City websites. The Office of Communications manages the City's official Twitter account, Periscope, Facebook, YouTube, Instagram, NextDoor, and the homepages for CityNet and miamigov.com.

The Office of Communications serves the City Manager, the Mayor, City Commissioners, City Departments, City residents, and visitors.

Allocation by Category



Communications



Departmental Function/Unit	FY 2015-16	FY 2016-17
DIRECTOR OF COMMUNICATIONS Oversees and directs public information for the City of Miami, media relations, the production of video segments, content on the homepage for CityNet and miamigov.com, social media, the dissemination of news releases, coordination of press conferences, and coverage of events.	1	1
ADMINISTRATIVE SUPPORT SERVICES Assists the Department Director in directing all personnel, procurement, budgeting, and fiscal activities; produces official statements and press releases; processes public records requests.	3	1
SOCIAL MEDIA AND VIDEO PRODUCTION Coordinates and posts content on Twitter, Facebook, Instagram, YouTube, NextDoor, and runs Periscope livestreams. Develops, writes, and edits video segments for Channels 77/99, YouTube and City websites.	1	3
TV BROADCAST PRODUCTION Provides photo, video, and editing services; produces original TV programming; programs and broadcasts City Channel 77; broadcasts live City Commission and other meetings; photographs and documents official City events.	6	5
PRODUCTION MANAGEMENT Supervises the scheduling process, coordinates all live, pre and post production events, working with technical operators, editors, photographers and producers. Determines quality control standards in the City of Miami TV Station and supervises the selection of all technical equipment.	0	1
TOTAL FULL-TIME POSITIONS	11	11

Communications

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	805,070	964,322	963,877	960,900	1,024,500
Operating Expense	84,863	59,936	61,800	162,900	180,600
Capital Outlay	8,191	26,194	11,942	0	0
Non-Operating Expenses	235	600	201	0	0
	898,357	1,051,051	1,037,820	1,123,800	1,205,100

Department Priorities for FY 2016-17

- Assist with design and development of new a user-friendly website.
- Increase community engagement and interaction via social media and the web.
- Create original scheduled programming for Channel 77/99 including interview shows and City news.
- Continue to produce quality video content that promotes City resources and services.
- Develop new campaigns for specific City messages (example: Keep Miami Beautiful)
- Continue to assist the City Manager, City Departments, and Elected Officials with the dissemination of information to community members and stakeholders.

Accomplishments in FY 2015-16

- Promoted tourism and the local economy through original City-produced programming and video presentations video segments featuring the Miami International Boat Show, the Big Orange New Year’s Eve, The Dutch Wave, and other City of Miami events have been produced. This content is broadcast on Channel 77 and the City’s YouTube Channel. Video segments are also promoted and posted on miamigov.com and social media outlets.
- Assisted and coordinated video, photographic and translation services with City departments, elected officials, provided training videos, and other video presentations, publications, letters to residents, event coverage; on a daily basis, provided video and still photography services that included training videos, video presentations, and segments that highlight different City programs and events. Office of Communications (OC) staff recently produced a public service announcement in English, Spanish and Creole.
- Improved the information provided to international, national and local media as well as kept the lines of communication open with all members of the press; developed a quicker response time to media requests for information, public records, and interviews with City leaders.
- Continued to provide citizens and visitors of the City of Miami with accurate information through television and webcasts on community events, public service topics and the latest happenings in the City: We continue to livestream Commission and other public meetings on Channel 77 and miamigov.com; broadcasted and posted video segments on community events; added events and new section to homepage; increased social media notifications of public meetings and made that information easier to find on the website .
- Updated and modernized the City’s television channel; hired a Communications Technical Operator who has started assessment on how best to move forward with improvements to the channel; Production Manager

Communications

started to create a studio in City Hall with the goal of broadcasting new and original programming in the near future.

Continued to increase the City's presence on social media through new formats and services as well as increased the number of followers on the City's social media outlets; increased quantity and quality of social media posts; recently, designated an OC staff member as the Social Media Coordinator and three others designated for contribution to Twitter, Facebook, and Instagram posts. Periscope was being more frequently used to livestream events and meetings. Followers on all social platforms have increased. For example, on Twitter, we gained two thousand new followers from mid-January to mid-February.

Together with ITD, updated miami.gov content, and streamlined the home page, increased ease of use, and responsiveness on mobile devices.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to an average of 5 percent for all non-bargaining employees (GF \$27,700).

The increase in Regular Salaries and Wages in part due to the contract between the city of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF 3,200).

Increase in Regular Salaries and Wages due in part to an upgrade of the Video Production-Writer/Editor position to Producer/Writer/Reporter (GF \$19,800).

The increase in Other Contractual Services in part due to closed captioning and translation services (GF \$ 24,000).

The Budget includes the following reductions:

The decrease in Other Contractual Services due to the transfer of Protocol to the Office of the Mayor (GF \$20,000).

The Budget includes the following additional considerations:

Moved two clerk positions from the Administrative Support Services function to the Social Media and Video Production function to more effectively serve the needs of the department.

Moved a Production Manager from the TV Broadcast Production function to the newly created Production Management function to more effectively serve the needs of the department.

General Fund contribution to the capital improvement project Website Redesign (\$422,000).

Increase in Other Contractual Services to maintain a live television broadcast on channel 77 (\$10,400).

Increase in Regular Salaries and Wages due in part to fund salary adjustments for promotional increases (\$66,000).

Communications

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Efficient & 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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Produced video content MiamiGov, Citynet, City TV channel and presentations (number)	300	325	300	325
Events and meetings recorded and/or photographed (number)	530	485	530	N/A
MiamiGov and Citynet home page updated with new information (number)	484	550	600	610
News releases and media advisories issued (number)	530	650	700	360
Media requests processed (number)	300	350	400	400
Tweets/social media promoting City events; programs and information	387	500	600	4200

Office of Communications

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	603,100	0	603,100	710,200	0	710,200
512010 - Attrition Savings - Salaries	(22,000)	0	(22,000)	(33,200)	0	(33,200)
516000 - Fringe Benefits	0	0	0	7,200	0	7,200
521000 - Fica Taxes	46,100	0	46,100	52,500	0	52,500
522000 - Retirement Contributions	207,700	0	207,700	210,200	0	210,200
523000 - Life and Health Insurance	126,000	0	126,000	77,600	0	77,600
Personnel	960,900	0	960,900	1,024,500	0	1,024,500
Operating Expense						
524000 - Workers' Compensation	18,800	0	18,800	18,100	0	18,100
534000 - Other Contractual Services	45,000	0	45,000	59,400	0	59,400
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
541100 - Postage	500	0	500	500	0	500
544000 - Rentals and Leases	2,500	0	2,500	2,500	0	2,500
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	5,000	0	5,000	5,000	0	5,000
546001 - IT-Repair and Maintenance Services	12,000	0	12,000	18,000	0	18,000
548100 - Advertising and Related Costs	0	44,400	44,400	0	44,400	44,400
551000 - Office Supplies	3,500	0	3,500	3,500	0	3,500
552000 - Operating Supplies	15,500	0	15,500	15,500	0	15,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,500	0	2,500	2,500	0	2,500
Operating Expense	118,500	44,400	162,900	136,200	44,400	180,600
Total Expense	1,079,400	44,400	1,123,800	1,160,700	44,400	1,205,100

Equal Opportunity and Diversity Programs

Department Head: Angela Roberts

Phone: (305) 416-1990

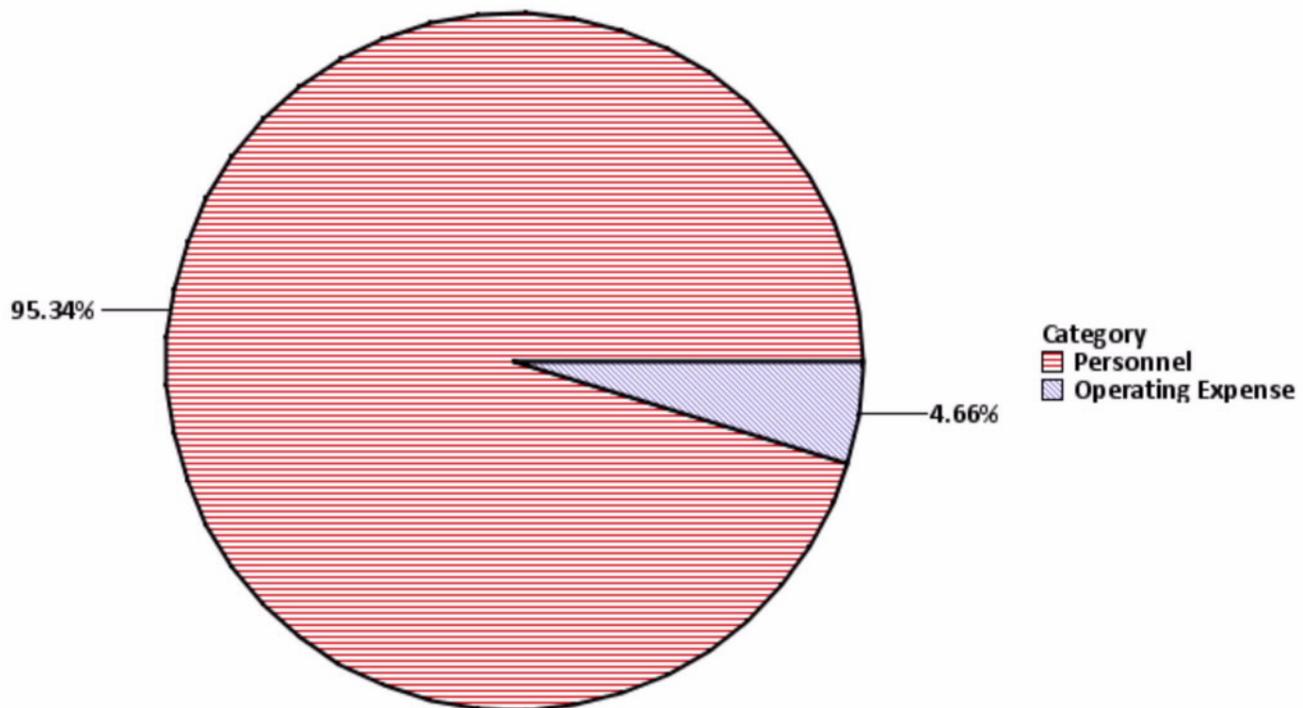
Description

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.

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. This independence 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.

Allocation by Category



Equal Opportunity and Diversity Programs

Equal Opportunity and Diversity Programs

Departmental Function/Unit	FY 2015-16	FY 2016-17
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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	293,239	244,972	341,388	351,600	378,300
Operating Expense	5,480	8,858	10,694	18,300	18,500
	298,719	253,829	352,082	369,900	396,800

Department Priorities for FY 2016-17

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

Attend at least four pertinent webinars, seminars, and conferences that regulate and/or amend state, local, and federal EEO laws.

Continue to provide quality assistance to two advisory boards by supplying the boards with administrative materials and technical guidance.

Accomplishments in FY 2015-16

Established a “Nursing Oasis” room for employees in accordance with the Patient Protection and Affordable Care Act.

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

Completed investigations of over 50 cases formally filed with EODP or the EEOC since October 2015.

Conducted over 50 EEO trainings for over 1,400 employees, thus eliminating the City's need to allocate funding for outsourced training courses.

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

Monitored two Firefighter Recruitments at various stages, including providing staff to serve in the critical role as observers during the implementation of the physical ability test.

Attended four webinars and one seminar related to the regulation and/or amendments of state, local, and federal laws.

Created a manual to instruct department liaisons on how to correctly code certification lists for hiring approval.

Created a City of Miami, Title VI/Nondiscrimination Policy which was vital for the City to continue as a certified agency of the Florida Department of Transportation’s Local Agency Program.

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

Equal Opportunity and Diversity Programs

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salary and Wages due in part to an average of five percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$10,100).

Strategic Priorities and Performance Measures

	<p>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</p>			
Department Objective: Seek and deploy best practices in service delivery				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Case investigations completed (number)	25	25	30	35
Percentage of internal case investigations completed within 25 calendar days (percent)	N/A	92	98	98
Percentage of local, state, and federal (external) case investigations completed within 30 calendar days (percent)	N/A	96	99	99
Employees provided with mandatory EEO training (number)	600	814	525	700
Percentage of employees attending mandatory training every 3 years (percent)	N/A	33	70	90
Employees provided with additional empowerment trainings (number)	N/A	200	18	200
Percentage of overall satisfaction from mandatory and empowerment training evaluations (percentage)	N/A	80	25	100
Certification lists reviewed and approved (number)	225	374	396	300
Percentage of Certification Lists processed and returned to Departments within one day (percent)	N/A	99	98	99

Equal Opportunity and Diversity Programs

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	211,000	0	211,000	224,100	0	224,100
512010 - Attrition Savings - Salaries	0	0	0	(2,600)	0	(2,600)
516000 - Fringe Benefits	4,500	0	4,500	4,500	0	4,500
521000 - Fica Taxes	16,500	0	16,500	16,700	0	16,700
522000 - Retirement Contributions	85,200	0	85,200	89,000	0	89,000
523000 - Life and Health Insurance	34,400	0	34,400	46,600	0	46,600
Personnel	351,600	0	351,600	378,300	0	378,300
Operating Expense						
524000 - Workers' Compensation	5,100	0	5,100	4,900	0	4,900
540010 - Training	600	0	600	600	0	600
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	800	0	800	800	0	800
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	700	0	700	700	0	700
546001 - IT-Repair and Maintenance Services	2,200	0	2,200	4,600	0	4,600
547200 - Printing and Binding-Paper Stock	300	0	300	300	0	300
551000 - Office Supplies	700	0	700	700	0	700
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	600	0	600	600	0	600
Operating Expense	18,300	0	18,300	18,500	0	18,500
Total Expense	369,900	0	369,900	396,800	0	396,800

Office of Film and Entertainment

Department Head: Vicente Betancourt

Phone: (305) 416-1072

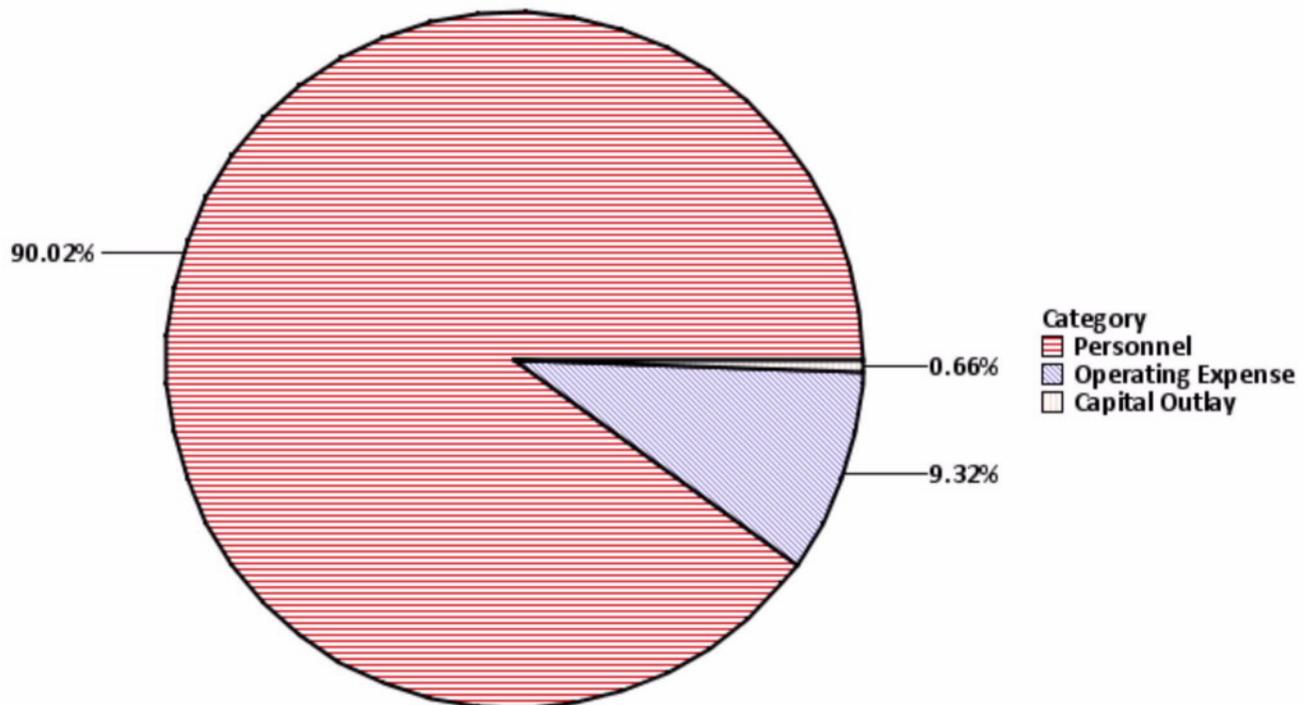
Description

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. Our 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.

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 residents, businesses, and visitors to the City of Miami.

Allocation by Category



Office of Film and Entertainment



Departmental Function/Unit	FY 2015-16	FY 2016-17
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	4
TOTAL FULL-TIME POSITIONS	4	4

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	0	0	293,696	343,000	380,500
Operating Expense	0	0	14,794	35,300	39,400
Capital Outlay	0	0	1,394	2,800	2,800
	-	-	309,885	381,100	422,700

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	0	0	309,885	381,100	422,700
	-	-	309,885	381,100	422,700

Department Priorities for FY 2016-17

- Revise the City Code to implement new fees for the special events application process.
- Streamline policies and procedures to increase efficiency and effectiveness in the special events process.
- Promote the film industry through participation in film festivals, conferences, industry networking events and guilds.
- Assist in coordination of the renovation, opening and promoting of new venues for special events in big scales like the Flex Park and the Marine Stadium.

Office of Film and Entertainment

Accomplishments in FY 2015-16

Visited film festivals to promote opportunities for artists and cultural organizations to visit the City of Miami.
 Created a Film and Entertainment Facebook and Twitter page to provide information and cultural resources for residents and visitors.
 Revisions to the City Code to implement new fees for special events application process are ongoing.
 Enhanced the Special Events website to better serve our customers.
 Created a Geographic Information System (GIS) application which will help us locate where a film or special event is taking place. This will help us determine how active specific areas of Miami are and help monitor complaints and concerns from residents.

Budget Highlights for FY 2016-17

The Budget includes the following addition:

Increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees (GF \$9,200).

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Growth and Development Objective: Growth and development of a strong and diversified economy</p>			
<p>Department Objective: Increase the number of application and permit approvals</p>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-2016 Actuals	FY 2016-17 Commitment
Film permit applications processed (number)	1,398	726	700	900
Film permit applications approved (number)	700	717	700	900
Special event applications processed (number)	180	252	468	500
Special event applications approved (number)	148	202	420	500
Days of production in the City (number)	1,934	1,675	1,800	2,048
Total revenue generated from special events (dollars)	\$2,157,931	\$3,255,706	\$3,071,700	\$3,000,000
Total revenue generated from Film (dollars)	\$234,759	\$131,640	\$100,000	\$100,000

Office of Film and Entertainment

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	182,900	0	182,900	194,100	0	194,100
512010 - Attrition Savings - Salaries	0	0	0	(2,100)	0	(2,100)
513000 - Other Salaries and Wages	27,600	0	27,600	27,600	0	27,600
516000 - Fringe Benefits	600	0	600	1,200	0	1,200
516010 - Fringe Benefits - Tuition Reimbursement	0	0	0	5,400	0	5,400
521000 - Fica Taxes	14,000	0	14,000	14,900	0	14,900
522000 - Retirement Contributions	72,100	0	72,100	77,300	0	77,300
523000 - Life and Health Insurance	45,800	0	45,800	62,100	0	62,100
Personnel	343,000	0	343,000	380,500	0	380,500
Operating Expense						
524000 - Workers' Compensation	5,100	0	5,100	4,900	0	4,900
540000 - Travel and Per Diem	12,500	0	12,500	12,500	0	12,500
541000 - Communications & Related Services	1,500	0	1,500	1,500	0	1,500
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	1,000	0	1,000	2,000	0	2,000
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	900	0	900	900	0	900
546001 - IT-Repair and Maintenance Services	3,100	0	3,100	6,000	0	6,000
551000 - Office Supplies	2,400	0	2,400	4,800	0	4,800
552200 - Clothing/Uniform Supplies	500	0	500	500	0	500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	35,300	0	35,300	39,400	0	39,400
Capital Outlay						
664000 - Machinery and Equipment	2,800	0	2,800	2,800	0	2,800
Capital Outlay	2,800	0	2,800	2,800	0	2,800
Total Expense	381,100	0	381,100	422,700	0	422,700

Finance

Department Head: Jose M. Fernandez, CPA

Phone: (305) 416-1324

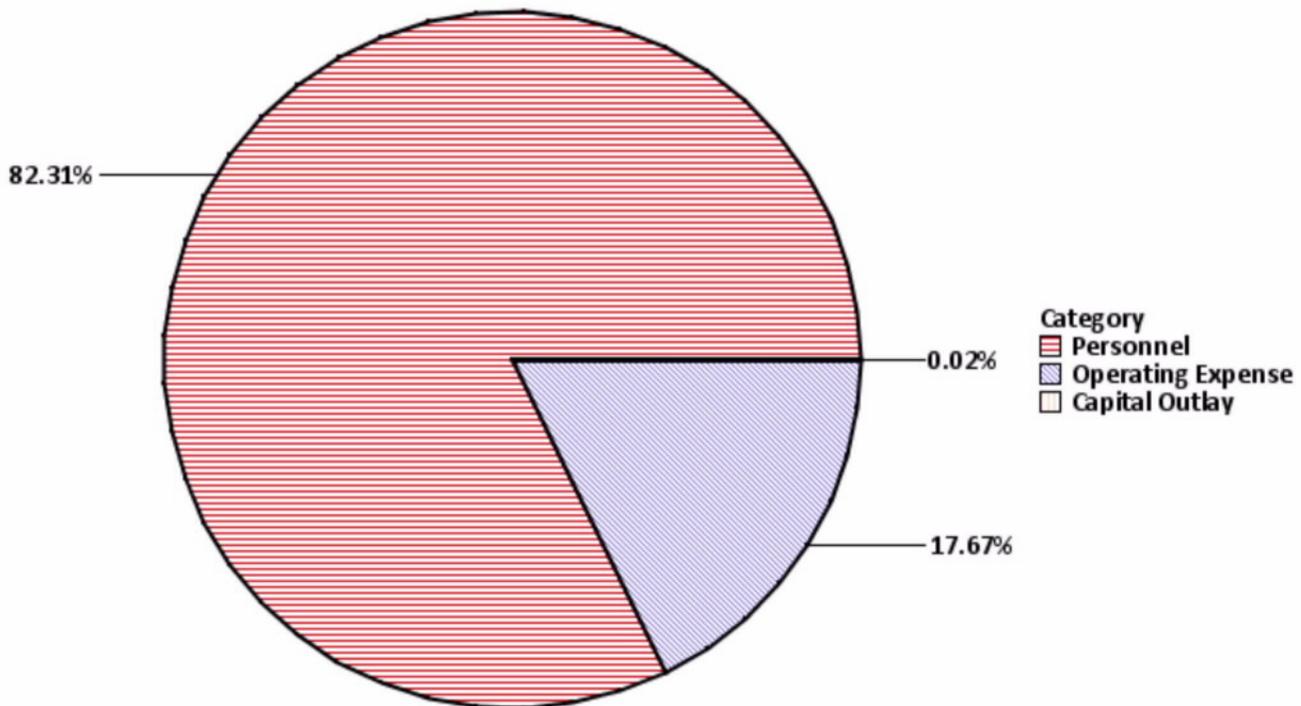
Description

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

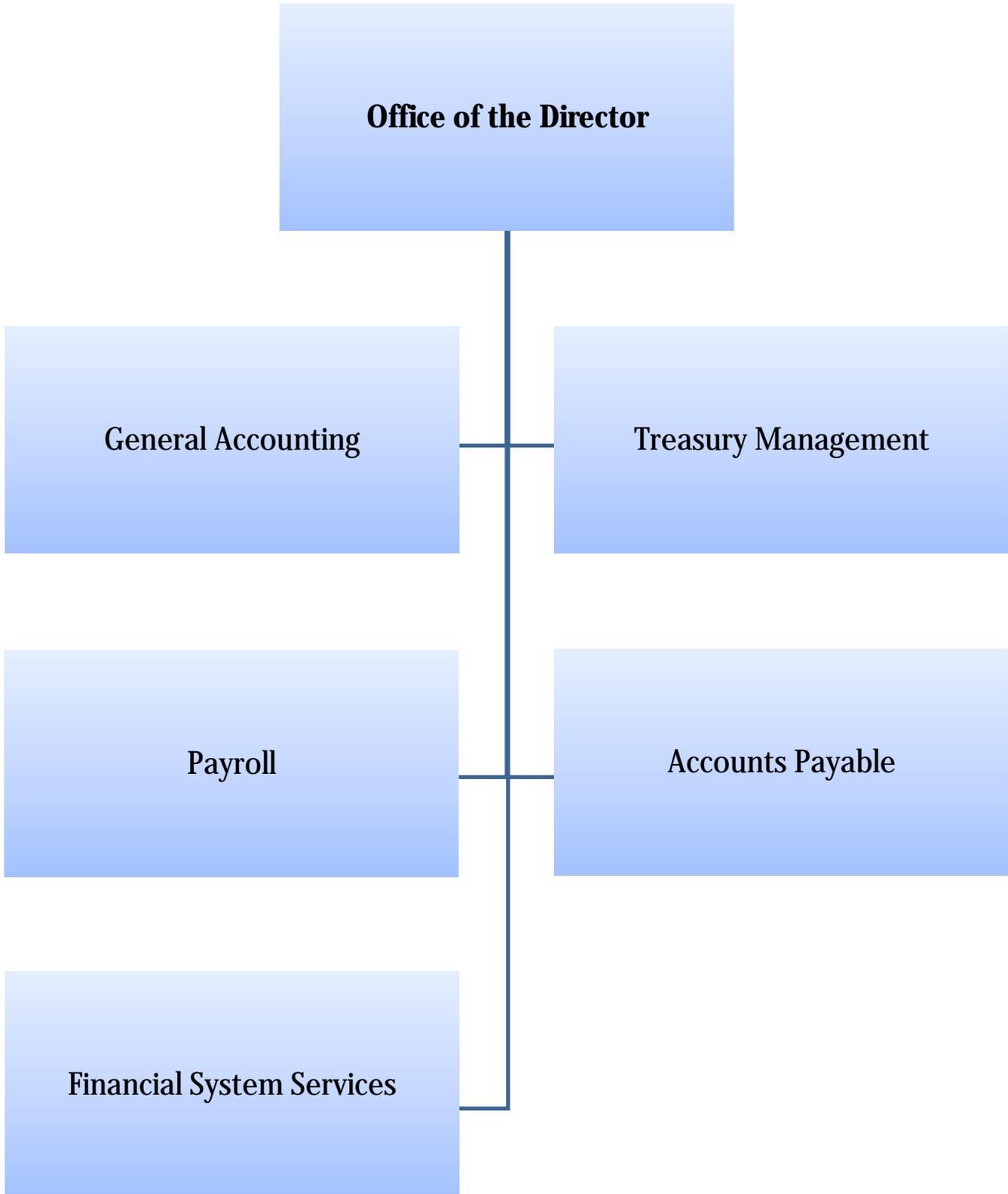
The Department provides fiscal and accounting controls over resources. It processes vendor payments, payroll checks, maintains the City's general ledger system, provides centralized customer service, accounts payable, accounts receivable, delinquent account collections, centralized invoicing, issuance 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 2015-16	FY 2016-17
<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	30
<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	18
<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	72

Finance

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	5,993,757	6,304,633	6,785,805	7,206,200	7,547,700
Operating Expense	1,147,970	981,042	1,237,682	1,298,600	1,620,500
Capital Outlay	50,850	9,650	71,532	2,000	2,000
	7,192,577	7,295,325	8,095,019	8,506,800	9,170,200

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	7,193,506	7,295,325	8,095,019	8,506,800	9,170,200
Fire Rescue Services	(929)	0	0	0	0
	7,192,577	7,295,325	8,095,019	8,506,800	9,170,200

Department Priorities for FY 2016-17

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.

Accomplishments in FY 2015-16

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.

Reviewed the Accounts Payable Payment process to ensure consistency with best practices and developed a new approach to achieve optimal efficiency.

Began transitioning grant reimbursements from the Fire Department to the Finance Department

Successfully published the 2015 Comprehensive Annual Financial Report by the second quarter of FY 2014-15 utilizing the newly implemented Hyperion Financial Management (HFM) system.

Successfully completed the 2015 Single Audit and Management Letter by 04/30/2016, in accordance with the Financial Integrity Principles

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

Finance

The City-Wide Point of Sale (POS) system is partially implemented; full implementation is expected in the third quarter of FY 2016.

Upgrade to KRONOS will be complete in the final quarter of FY 2016. KRONOS is timekeeping software that records time and attendance used is used for payroll.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$174,000) and due in part to an average of five percent for all non-bargaining employees (GF \$60,900).

Transferring the function of the Red Light Camera program from the Office of Capital Improvements to the Finance Department.

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 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	99.6	100	99
Invoices processed without exception on a monthly basis (percent)	95	82.3	78	100
Grant expenditures reimbursed at year end (percent)	90	98	98	90
Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	92	100	100
GFOA Financial Reporting Award	N/A	N/A	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	N/A	Yes	Yes
Produce Comprehensive Annual Financial Report by the end of second quarter (unit)	N/A	N/A	Yes	Yes
Customer Service Survey Satisfaction (percent)	N/A	77	N/A	90

Finance

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,777,100	0	4,777,100	4,996,600	0	4,996,600
512010 - Attrition Savings - Salaries	(321,400)	0	(321,400)	(206,100)	0	(206,100)
513000 - Other Salaries and Wages	66,900	0	66,900	0	0	0
516000 - Fringe Benefits	20,700	0	20,700	17,400	0	17,400
521000 - Fica Taxes	364,900	0	364,900	381,200	0	381,200
522000 - Retirement Contributions	1,473,000	0	1,473,000	1,567,100	0	1,567,100
523000 - Life and Health Insurance	825,000	0	825,000	791,500	0	791,500
Personnel	7,206,200	0	7,206,200	7,547,700	0	7,547,700
Operating Expense						
524000 - Workers' Compensation	120,000	0	120,000	115,200	0	115,200
531000 - Professional Services	295,000	0	295,000	412,500	0	412,500
532000 - Accounting and Auditing	550,000	0	550,000	550,000	0	550,000
533000 - Court Services	2,000	0	2,000	200	0	200
534000 - Other Contractual Services	43,000	0	43,000	43,000	0	43,000
540000 - Travel and Per Diem	22,000	0	22,000	23,000	0	23,000
541100 - Postage	100,000	0	100,000	100,000	0	100,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	14,500	0	14,500	0	0	0
546001 - IT-Repair and Maintenance Services	84,100	0	84,100	307,400	0	307,400
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	8,000	0	8,000	11,000	0	11,000
Operating Expense	1,298,600	0	1,298,600	1,620,500	0	1,620,500
Capital Outlay						
664000 - Machinery and Equipment	2,000	0	2,000	2,000	0	2,000
Capital Outlay	2,000	0	2,000	2,000	0	2,000
Total Expense	8,506,800	0	8,506,800	9,170,200	0	9,170,200

Grants Administration

Department Head: Lillian Blondet

Phone: (305) 416-1536

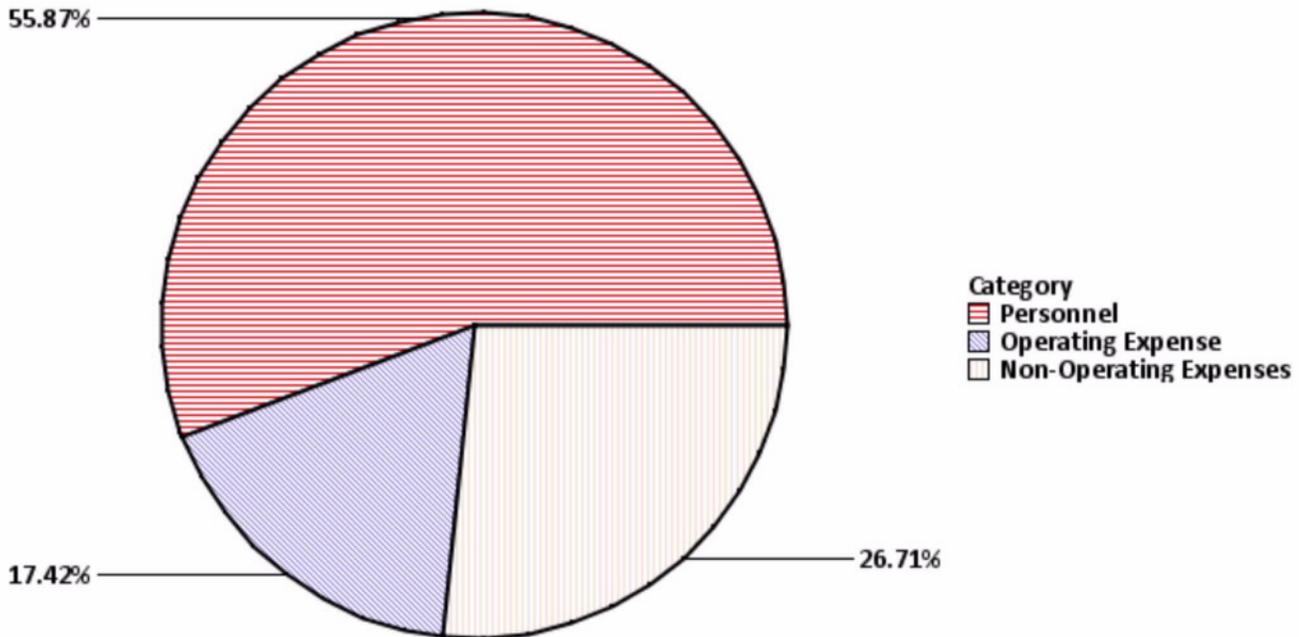
Description

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.

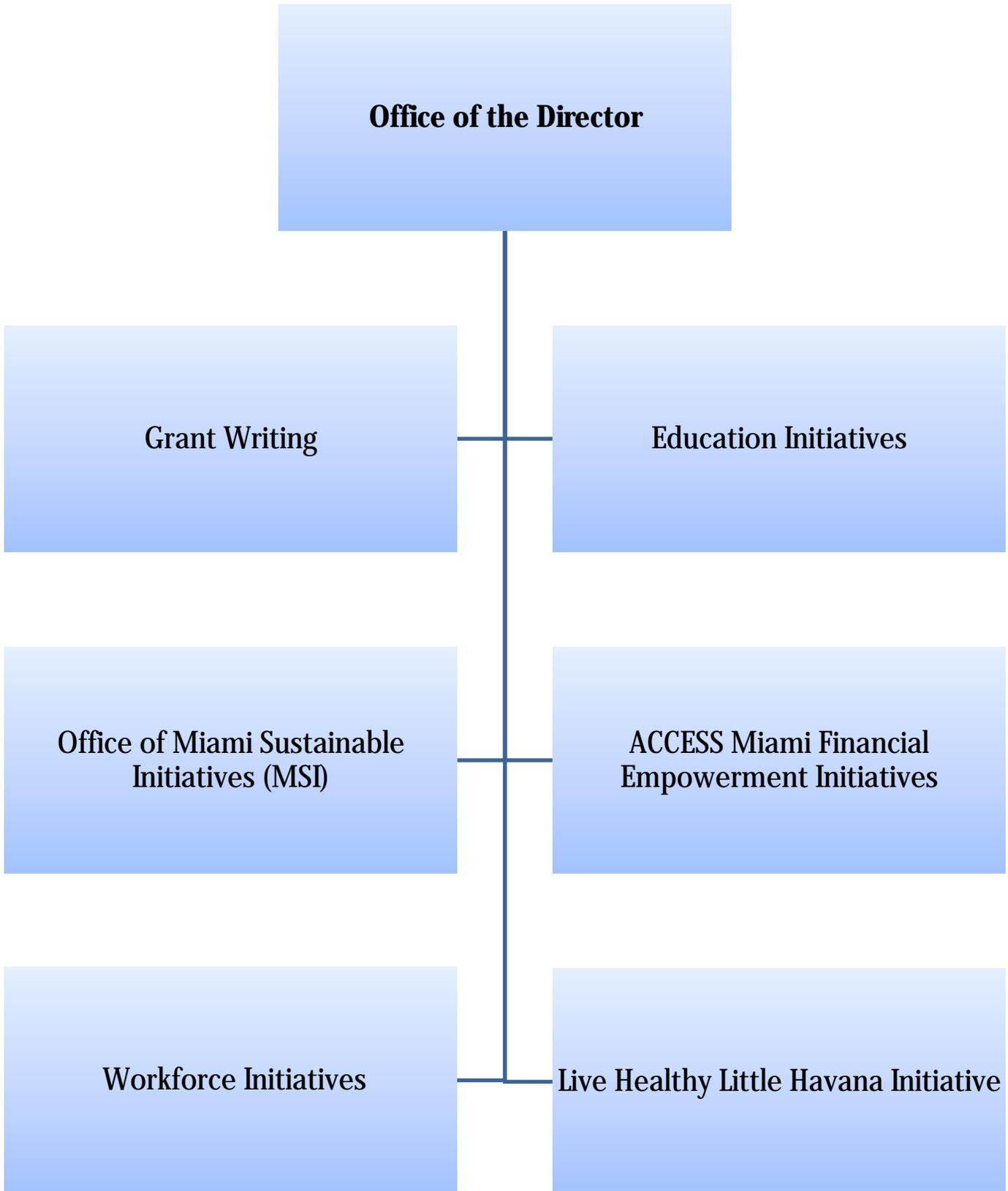
Additionally, OGA manages and administers grants and programs for Citywide initiatives, including the Office of Miami Sustainable Initiatives, ACCESS Miami Economic and Financial Empowerment Initiatives, Workforce Initiatives (CareerSource South Florida at Lindsey Hopkins), and Education Initiatives.

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

Allocation by Category



Grants Administration



Grants Administration

Departmental Function/Unit	FY 2015-16	FY 2016-17
<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</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 Manage multi-year partnership with Little Havana stakeholders aimed at strengthening the community's capacity to collaboratively plan and collectively carryout strategies to make this historic neighborhood healthier.</p>	0	1
<p>OFFICE OF MIAMI SUSTAINABLE INITIATIVES (MSI) Coordinates "green" programs and sustainable initiatives, including sea-level rise activities and energy efficiency projects; ensures implementation of the City's strategies to reduce greenhouse gas emissions, as stipulated in the City's Climate Action Plan; provides Citywide technical assistance and support in sustainable practices and "green" measures and technologies.</p>	1	0
<p>ACCESS – FINANCIAL EMPOWERMENT INITIATIVES Implements programs for the financial self-sufficiency of City residents and businesses; coordinates programs to 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>	1	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>	28	30
TOTAL FULL-TIME POSITIONS	38	41

Grants Administration

Department Expenditure Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	1,715,403	2,072,605	2,939,768	3,364,500	3,916,450
Operating Expense	(503,722)	1,020,834	636,061	1,170,700	1,221,300
Capital Outlay	(51,269)	0	12,059	0	0
Non-Operating Expenses	35,985	0	0	57,500	1,872,600
	1,196,397	3,093,439	3,587,888	4,592,700	7,010,350

Department / Fund Relationship

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	732,316	921,911	981,590	1,265,500	1,565,950
Economic Development (SR)	178,959	0	0	0	0
Departmental Improvement Initiative	1,744,080	2,063,836	2,606,297	3,327,200	5,444,400
ARRA-Others-Memo Only	(1,458,958)	107,691	0	0	0
	1,196,397	3,093,439	3,587,888	4,592,700	7,010,350

Department Priorities for FY 2016-17

Achieve a 52 percent success ratio in FY 2016-17, resulting in over \$8.5 million in grant revenues.

Conduct training for all grant management system (eCivis) users to facilitate grant management, reporting, monitoring and program implementation.

Continue offering the Families First Program to provide services to 180 families in ten childcare centers Citywide; expand services offered to Families First Program participants to include nutrition, art, health & wellness; expand the School Year Internship Program to also include charter and private schools; establish partnerships with charter schools located in the City; facilitate the implementation of education programs and services Citywide. Continue implementation of year four of the Live Healthy Little Havana Initiative; develop community action plans; increase participation of residents and stakeholders in activities; coordinate and facilitate meetings for Host Council and Health Impact Teams; launch public awareness campaign; identify and apply for at least two funding opportunities.

Continue the operation of free tax preparation at various sites including our Neighborhood Enhancement Team offices; continue provision of one-on-one financial coaching and credit/money management classes thru the Financial Empowerment Center and Financial Empowerment Network Coalition; further develop/expand the Bank-On Miami reach; continue partnership with minority business center; create and launch an interactive platform to better connect businesses with City processes, services and resources. Continue managing the

Grants Administration

Americorp VISTA program to provide human capital to local entities. Expand/promote services to the local small business community, such as export assistance and networking event to foster growth.

Launch the Workplace and Neighborhood Sustainability Challenge and engage commercial building owners/tenants to adopt more sustainable operations to decrease energy and water usage; update the City of Miami Climate Action Plan (MyPlan); actively participate in execution of Tree Protection Committee strategies and goals; identify and apply to at least three grant opportunities; serve as liaison for the Sea Level Rise Committee.

Accomplishments in FY 2015-16

Achieved a 68 percent success ratio in FY 2014-15, resulting in over \$6.42 million in grant revenues from 26 funded grants; and submitted 41 applications totaling \$8.7 million in the first six months of FY 2015-16, resulting in \$1.4 million in revenue from eight funded grants.

Implemented 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 85 percent of caretakers meeting or exceeding required attendance and providing 90 percent in customer satisfaction; continued partnership with Miami-Dade County Public Schools to provide internship program to 15 Miami high school students at various City departments; provided back to school supplies to over 150 children; assisted with implementation of Dream in Green K-12 Initiative in ten schools reaching over 1,000 students.

Completed 1,615 free and amended tax returns; continued the provision of the Benefit Bank via NET offices. Administered credit and money management classes and one-on-one financial coaching to over 1,032 residents thru the Financial Empowerment Center; assisted over 270 businesses in partnership with the Minority Business Enterprise Center; revamped the ACCESSMiami Jobs website to include current job orders and supported the Florida Virtual Entrepreneur Center to increase the City's relevance to the small business community. Provided financial education and capacity building for about 270 local businesses. Managed the Americorp VISTA program placing 15 volunteers in local entities to provide assistance with economic development activities.

Secured grant from the Cities of Financial Empowerment to offer a Summer Youth Employment and Financial Empowerment Program to 150 youths who reside in the City of Miami low to moderate income neighborhoods. Career Center at Lindsey Hopkins met 66.66 percent of the required performance measures; ranked 4th 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 partnership with Camillus House and opened a satellite office at their site to serve homeless population; served over 1,254 businesses and commercial entities identifying 775 new job openings.

Led collaboration of nine municipalities to create a sophisticated online template to launch the turnkey Workplace and Neighborhood Sustainability ("green" on-line) Challenge and completed development of manual to set specific steps for developing and implementing this challenge.

MSI proposed the formation of an internal Tree Protection Committee to identify "tree-related" goals including reviewing of existing tree protection code, developed education and outreach events, include tree protection into City's resiliency strategy, conduct tree canopy analysis and streamline City's tree planting process.

In partnership with Miami-Dade County and Miami Beach, Miami was selected to the 100 Resilient Cities global

Grants Administration

network to better equip the region to address challenges around transportation, economic equality, sea level rise, and aging infrastructures among.

Secured a multi-year grant to implement the Live Healthy Little Havana initiative in partnership with the Health Foundation of South Florida to engage residents and other stakeholders in the betterment of the community health. In the first three months of the initiative, hosted and participated in three events and distributed over 540 flyers; facilitated five Host Council Meetings, 15 Health Impact Team meetings, and 20 co-design calls for those meetings; attended over 25 community meetings and developed partnerships with over 30 organizations working in Little Havana; reached approximately 150 residents to discuss Complete Streets and 80 residents (families) to promote City of Miami summer programs; created a strong social media presence with Facebook, Instagram, and Twitter with over 100 posts and developed a communication plan for the initiative

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due to a position being transitioned from parttime to fulltime to manage the summer youth program (GF \$17,000).

Increase funding for the acceptance of a new grant from the Live Healthy Little Havana Initiative as per the FY 2015-16 Mid-year Amendment (SR \$141,000).

The Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due to an average of five percent for all non-bargaining employees (SR \$91,900).

Funding for the Summer Youth Employment and Financial Empowerment Program in order to develop a quality workforce, provide economic access, training, and educational opportunities to disadvantage Miami youth (GF \$341,200).

Funding to provide free tax preparation services to enable and facilitate the Tax Preparation Campaign (GF \$21,700).

Increase funding for website subscriptions in order to effectively promote programs and communicate with the public (GF \$5,000).

Funding to Small Business Development in order to provide added support to the small business community to develop a strong local economy (GF \$25,800).

Funding to continue the Americorp VISTA partnership which provide capacity building support and economic development activities (GF \$13,000).

The Access Financial Empowerment Initiatives section increase by one position due to a Special Project Assistant converted from Parttime to manage the summer youth.

The Live Healthy Little Havana Initiative includes a full time Partnership Manager to coordinate the implementation of the initiative.

Transfer of an Environmental Programs Manager position to the Office of Resilience and Sustainability.

Grants Administration

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Education and Economic Access Objective: Support development of a quality workforce and strong labor market</p>			
<p>Department Objective: Increase the number of grant received by the City</p>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Grant funding (dollars in millions)	7.00	8.10	6.4	8.50
Ratio of grants received versus grants applied for (percent)	55	55	69	50
<p>Department Objective: Increase participation in workforce program</p>				
Performance Measures				
Residents under ACCESS Miami Poverty Initiative (number)	2,000	2,200	2,233	1,800
Residents served by City of Miami CareerSource South Florida at Lindsey Hopkins (number)	3,700	6,600	15,915	18,000
Job Placements through Workforce Program (number)	803	1,088	959	775
Percentage of people who obtained employment and maintained it for at least 90 days (percent)	N/A	N/A	N/A	N/A
<p>Department Objective: Support individual families in achieving educational success</p>				
Performance Measures				
Average number of sessions attended by all participants under Families First Program (out of 16 sessions)(number)	N/A	13	15	15
Percentage of parents who meet or exceed the required number of sessions under Families First Program (percent)	N/A	56	85	100

Grants Administration

Department Objective: Improve quality of service				
Performance Measures				
Percentage responding with Good or higher customer satisfaction (percent)	N/A	N/A	N/A	80

Grants Administration

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	670,000	1,036,800	1,706,800	654,850	1,220,500	1,875,350
512010 - Attrition Savings - Salaries	0	0	0	(74,300)	0	(74,300)
513000 - Other Salaries and Wages	0	454,400	454,400	388,200	379,200	767,400
516000 - Fringe Benefits	10,200	600	10,800	7,800	3,000	10,800
521000 - Fica Taxes	51,800	79,400	131,200	49,000	124,700	173,700
522000 - Retirement Contributions	224,400	413,000	637,400	239,100	489,900	729,000
523000 - Life and Health Insurance	103,100	320,800	423,900	93,100	341,400	434,500
Personnel	1,059,500	2,305,000	3,364,500	1,357,750	2,558,700	3,916,450
Operating Expense						
524000 - Workers' Compensation	26,700	47,000	73,700	8,600	22,800	31,400
531000 - Professional Services	13,000	115,500	128,500	0	132,200	132,200
534000 - Other Contractual Services	78,800	658,000	736,800	82,000	751,900	833,900
540000 - Travel and Per Diem	2,000	27,500	29,500	3,800	18,900	22,700
541000 - Communications & Related Services	1,800	0	1,800	0	0	0
541100 - Postage	200	3,100	3,300	200	3,100	3,300
543000 - Utility Services	0	0	0	0	300	300
544000 - Rentals and Leases	0	2,500	2,500	0	0	0
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	3,300	0	3,300	3,300	0	3,300
546001 - IT-Repair and Maintenance Services	32,300	0	32,300	53,900	0	53,900
548000 - Promotional Activities	0	5,000	5,000	5,000	0	5,000
548100 - Advertising and Related Costs	0	1,500	1,500	0	0	0
549000 - Other Current Charges and Obligations	0	43,100	43,100	0	51,400	51,400
551000 - Office Supplies	4,000	51,300	55,300	4,500	24,000	28,500
552000 - Operating Supplies	3,000	10,200	13,200	800	7,900	8,700
554000 - Subscriptions, Memberships, Licenses, Permits & Others	35,700	0	35,700	42,900	600	43,500
Operating Expense	206,000	964,700	1,170,700	208,200	1,013,100	1,221,300
Non-Operating Expense						
896000 - Budget Reserve	0	57,500	57,500	0	1,872,600	1,872,600
Non-Operating Expenses	0	57,500	57,500	0	1,872,600	1,872,600
Total Expense	1,265,500	3,327,200	4,592,700	1,565,950	5,444,400	7,010,350

Human Resources

Department Head: Amy Klose

Phone: (305) 416-2110

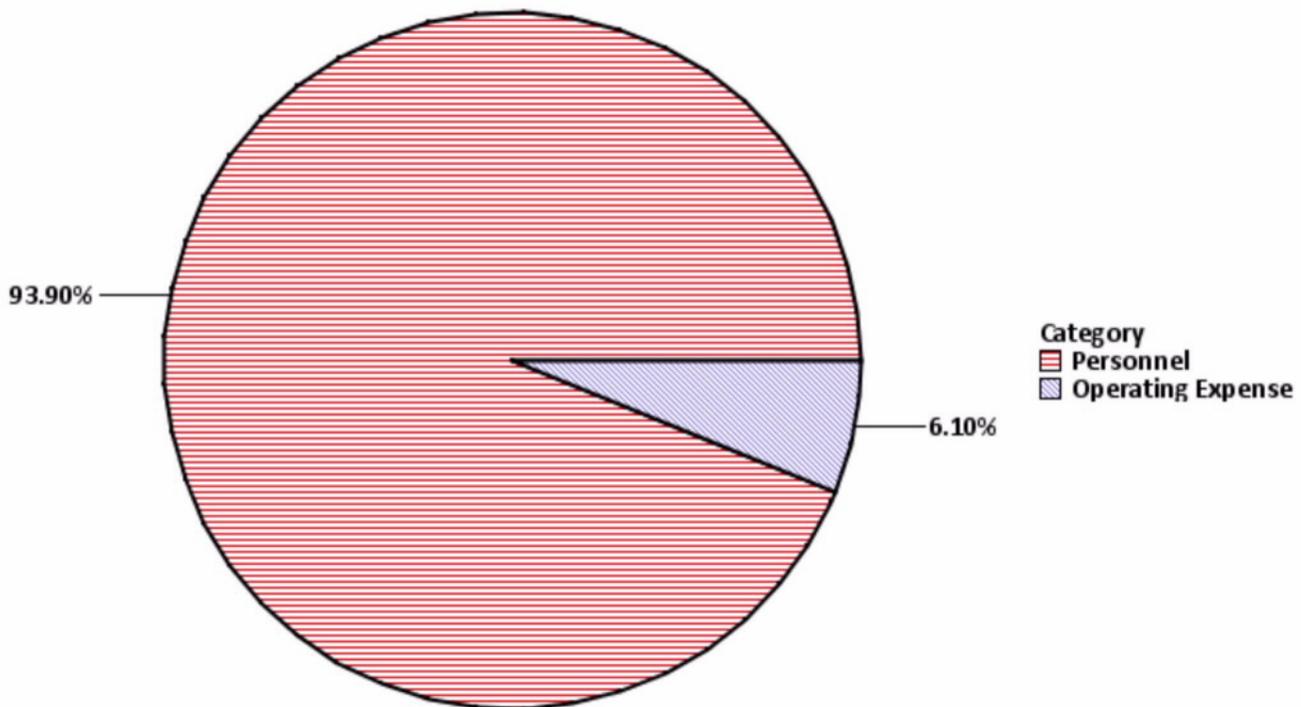
Description

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.

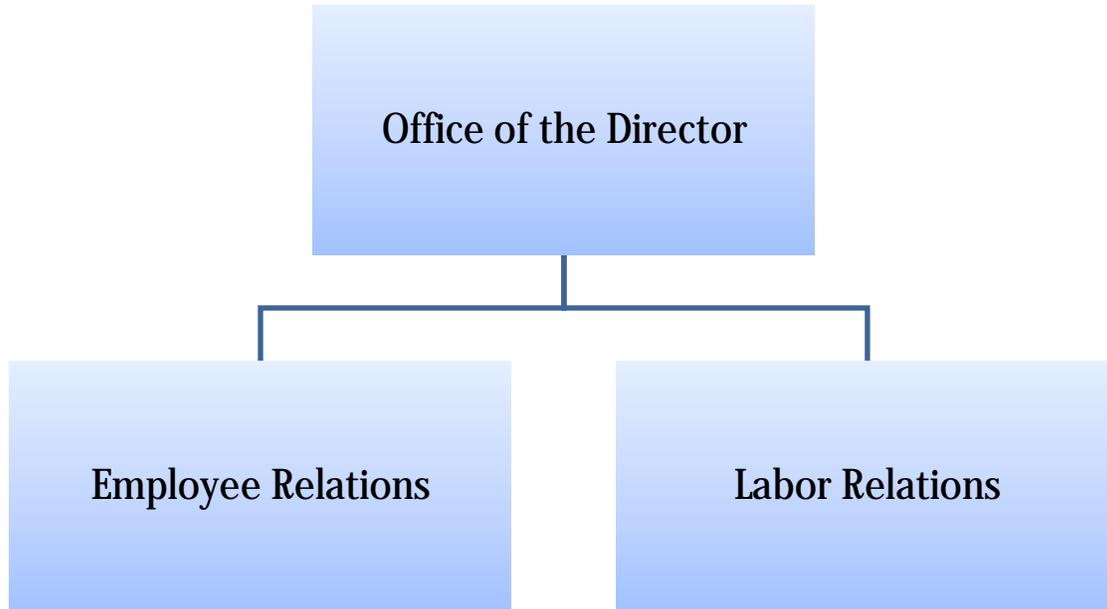
The Department provides services through several divisions and sections: Employment, Labor Relations, Records Management, Compensation, Testing and Validation, Pre-employment/Medical, and Organizational Development and Training. All personnel activities are managed based on policies and procedures developed 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 2015-16	FY 2016-17
<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>	6	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, 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 in accordance with APM 1-04; provides professional and mandatory training in accordance with APM 1-10; provides organizational development services.</p>	29	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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	2,814,088	3,038,284	3,352,729	3,870,000	4,147,200
Operating Expense	153,654	239,051	288,542	244,000	269,600
Capital Outlay	(1,253)	7,325	10,522	0	0
	2,966,489	3,284,660	3,651,793	4,114,000	4,416,800

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	2,966,489	3,284,660	3,651,793	4,114,000	4,416,800
	2,966,489	3,284,660	3,651,793	4,114,000	4,416,800

Department Priorities for FY2016-17

- 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.
- Introduce the Online Performance Appraisal in Oracle to the remaining City's departments.
- Implement the newly released Veteran's Preference regulations.
- Continue to seek ways to streamline and expedite the hiring process.
- Continue to expand the Secret Shopper Program past the telephone and email assessments, to assess in-person services.
- Enhance the Mandatory Supervisor Training by adding an additional day of pertinent material to the curriculum.
- Continue to deliver the interview rater training course to expand and maintain the City's pool of eligible interview raters.
- Continue the Employee Service Recognition Program.
- Continue to digitize all personnel records storage access and retention of active employees hired prior to 2015, which is the second phase of implementing a paperless system.
- Continue to research pay ranges, citywide, on a priority basis, and adjust accordingly in order to attract and retain talent.
- Work to implement the new salary schedule and supplements from recently negotiated FOP contract and upcoming step increases for AFSCME 1907 and AFSCME 871 bargaining units.

Accomplishments in FY 2015-16

- Combined efforts from Testing and Validation, Recruitment and Records Divisions have amounted to a reduction in the average processing time in overall hiring process. Such improvements have also amounted to an improved customer service experience for both internal and external customers.
- Successfully implemented the Secret Shopper Program to include both telephone and email assessments.

Human Resources

The Training Division was successfully able to design and implement a three-day Supervisory Training Program, which includes modules such as Progressive Discipline, Labor Contract Overview, Communication Skills (I-Speak), and Leadership to enhance management skillset capabilities.

The Training Division worked with the Testing and Validation Division to successfully implement a revised and improved Rater Training Course, which includes a simulated interview process and allows for a better understanding of the overall interview process. This new Interview Rater course has expanded the City's pool of available raters to add approximately 100 new raters. The limited pool of available raters was identified by several departments as a challenge in the hiring process.

The Employee Service Recognition program was successfully relaunched, and 11 well-received ceremonies honoring 385 employees, have been conducted at City Hall and are expected to continue.

Records Division staff continues to scan and digitize personnel records. Part-time staff has been hired to expedite this process. In the first phase, the files of 1,298 employees hired after 2015 and 973 inactive files of employees who separated in 2012 and 2013 have been scanned.

The Compensation Division conducted an overall review of the City's compensation and classification pay structure and successfully completed 224 audits and reclassifications and participated in 31 surveys with various municipalities as part of its drive to ensure that the City is competitive in attracting and retaining top-level talent. Labor Relations Division performed an overall review of over 13 of the City's administrative policies and updated and revised seven of them to ensure policies and procedures remain in line with changes in the law and the City's overall strategic objectives.

To allow for more efficiencies in the performance evaluation process and be able to tie performance to increases, Human Resources worked with the Information Technology Department to successfully roll out and implement the Online Performance Appraisal in Oracle. This initial implementation was rolled out to 13 departments. The process will continue to be implemented Citywide by training two departments per month until all departments are trained.

Implemented the new FOP, AFSCME 1907 and 871, Managerial Confidential and Unclassified, Inspector Trades and general Executive salary schedules. Also completed implementation of the new IAFF salary schedule and updates to the Executive Police salary schedule.

Processed approximately 955 new hires city-wide and 529 promotions.

Provided City employees with five structured interview rater trainings referring to the Labor Management Policy (LMP) No. LMP-3-92 – Interview Procedures.

Conducted over 60 structured interview processes for classified positions in order to fill active and budgeted vacancies from expected attrition due to the Deferred Retirement Option Program (DROP).

Conducted four Human Resources Liaison trainings for 13 new HR Liaisons, as well as providing refresher trainings for current HR Liaisons.

Assisted the Administration in negotiating, securing, and implementing a new collective bargaining agreement with the IAFF and FOP.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to an average of five percent for all non-bargaining employees (GF \$95,400), and due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(GFS\$28,500).

The increase in Other Salaries and Wages is due to funding of three part-time positions to assist with scanning all personnel records for paperless project (GF \$34,300).

The increase in Professional Services – Medical is due to alignment of historical expenditures (GF \$7,400).

Human Resources

The Budget includes the following additional considerations:

Attrition savings have been added to factor in month of job entry for non-bargaining and AFSCME personnel (GF \$28,700).

The difference of two positions from the Employee Relations Division to the Office of the Director is due to movement and reclassification of positions to accommodate the changing needs of the Department.

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	64	10	11.1	10
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	10.21	14	9.1	8
<p>Department Objective: Foster a positive work environment for all City employees.</p>				
<p>Performance Measures</p>				
Employees trained by courses offered by the Human Resources Department (number)	2,957	3,100	3,786	3,000
Average time for the completion of the Personnel Action Form cycle (days)	4	3.5	1.3	3.5
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	N/A	4.8	4.9
Position audits and reclassifications completed (number)	266	300	226	250

Human Resources

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,521,400	0	2,521,400	2,603,400	0	2,603,400
512010 - Attrition Savings - Salaries	(73,100)	0	(73,100)	(53,500)	0	(53,500)
513000 - Other Salaries and Wages	51,000	0	51,000	89,200	0	89,200
516000 - Fringe Benefits	11,700	0	11,700	11,700	0	11,700
521000 - Fica Taxes	194,100	0	194,100	205,900	0	205,900
522000 - Retirement Contributions	729,500	0	729,500	856,000	0	856,000
523000 - Life and Health Insurance	435,400	0	435,400	434,500	0	434,500
Personnel	3,870,000	0	3,870,000	4,147,200	0	4,147,200
Operating Expense						
524000 - Workers' Compensation	74,000	0	74,000	71,100	0	71,100
531000 - Professional Services	20,000	0	20,000	20,000	0	20,000
531020 - Professional Services-Medical	60,600	0	60,600	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	3,600	0	3,600
541100 - Postage	3,000	0	3,000	2,000	0	2,000
544000 - Rentals and Leases	6,800	0	6,800	6,800	0	6,800
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	3,200	0	3,200	3,200	0	3,200
546001 - IT-Repair and Maintenance Services	31,100	0	31,100	55,200	0	55,200
548100 - Advertising and Related Costs	6,500	0	6,500	6,500	0	6,500
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	244,000	0	244,000	269,600	0	269,600
Total Expense	4,114,000	0	4,114,000	4,416,800	0	4,416,800

Independent Auditor General

Department Head: Theodore Guba, CPA

Phone: (305) 416-2044

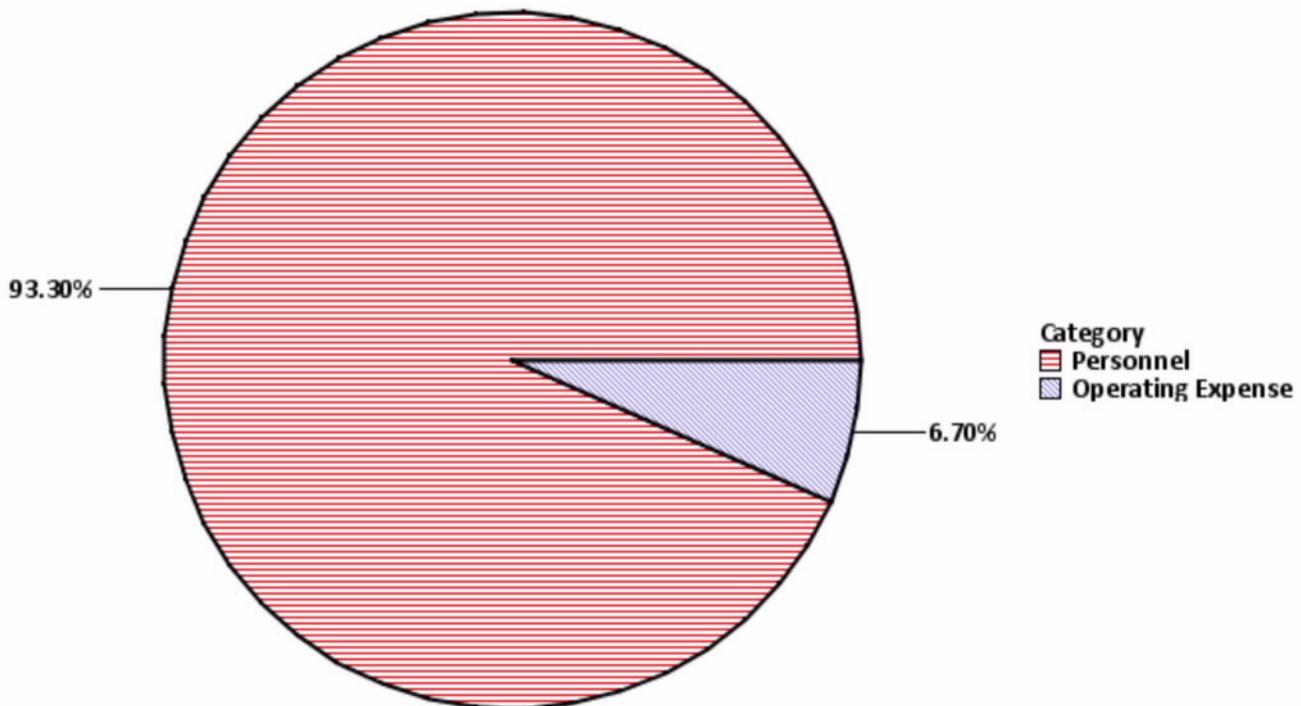
Description

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.

Allocation by Category



Independent Auditor General



Departmental Function/Unit	FY 2015-16	FY 2016-17
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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	897,111	951,758	1,071,194	1,119,800	1,196,800
Operating Expense	23,483	31,164	47,085	81,100	85,900
Capital Outlay	4,853	1,497	1,492	0	0
	925,447	984,419	1,119,771	1,200,900	1,282,700

Department Priorities for FY 2016-17

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 2016-17. Audits will focus on recoveries of monies owed to the City, including construction activities and other areas.

Determine the status of all prior audit findings, related recommendations, and management action plans pertaining to overall operations of the City throughout the fiscal year.

Conduct investigations of complaints in accordance with the implemented investigative procedures prepared for staff use.

Accomplishments in FY 2015-16

Independent Auditor General

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 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, impact fees, Real Estate and Parks Department administration, business tax receipts, rental vehicle procurements, and off-duty police activities.

Budget Highlights for FY 2016-17

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 (GF \$35,000). This includes the Auditor General.

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Audits performed (number)	13	13	7	13
Special reviews performed (number)	3	3	4	3
Investigations performed (number)	3	1	6	3
Recommended recoveries due from Audits (dollars)	\$1,350,715	\$651,321	\$1,425,243	N/A
Actual recoveries collected from Audits (dollars)	\$713,715	\$254,346	N/A*	N/A

*Pending significant collections for hauler audits will be realized during FY 2016-17

Auditor General

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	690,900	0	690,900	741,400	0	741,400
512010 - Attrition Savings - Salaries	0	0	0	(14,100)	0	(14,100)
513000 - Other Salaries and Wages	39,500	0	39,500	38,700	0	38,700
516000 - Fringe Benefits	8,400	0	8,400	13,200	0	13,200
521000 - Fica Taxes	51,600	0	51,600	56,700	0	56,700
522000 - Retirement Contributions	226,300	0	226,300	236,700	0	236,700
523000 - Life and Health Insurance	103,100	0	103,100	124,200	0	124,200
Personnel	1,119,800	0	1,119,800	1,196,800	0	1,196,800
Operating Expense						
524000 - Workers' Compensation	15,400	0	15,400	14,800	0	14,800
531000 - Professional Services	10,500	0	10,500	10,500	0	10,500
532000 - Accounting and Auditing	29,500	0	29,500	24,500	0	24,500
540000 - Travel and Per Diem	2,500	0	2,500	7,500	0	7,500
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	1,300	0	1,300	800	0	800
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	1,700	0	1,700	0	0	0
546001 - IT-Repair and Maintenance Services	7,300	0	7,300	13,200	0	13,200
551000 - Office Supplies	4,000	0	4,000	5,700	0	5,700
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,600	0	3,600	5,600	0	5,600
Operating Expense	81,100	0	81,100	85,900	0	85,900
Total Expense	1,200,900	0	1,200,900	1,282,700	0	1,282,700

Information Technology

Department Head: Kevin Burns

Phone: (305) 416-1911

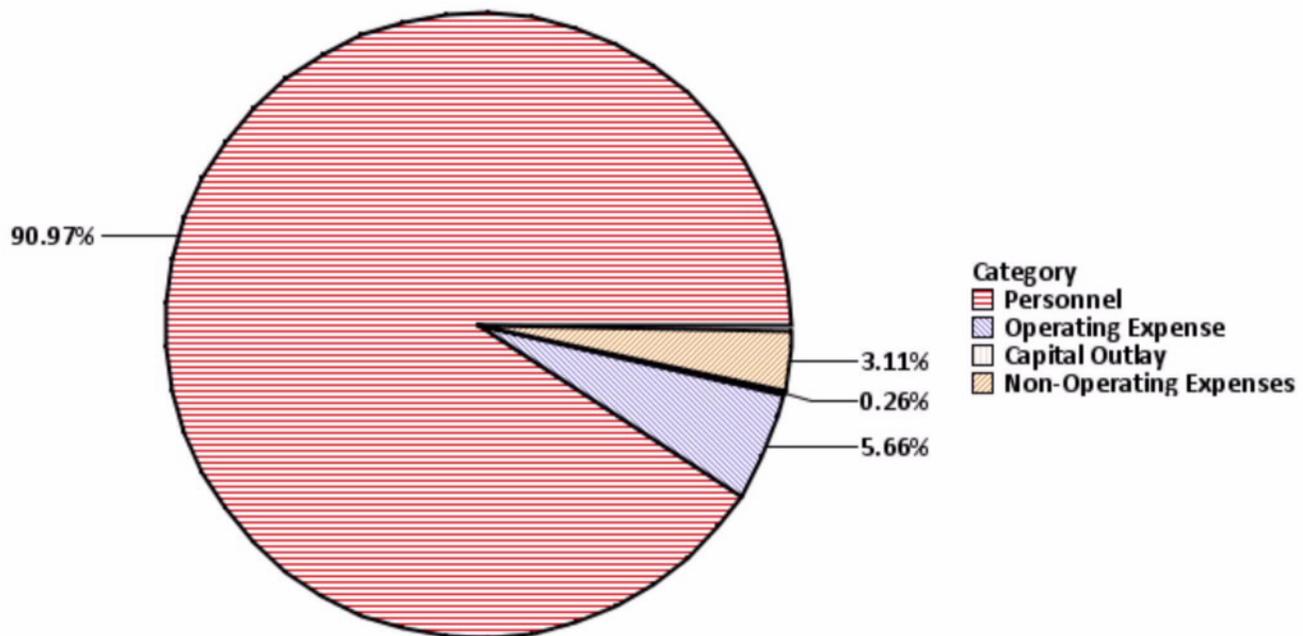
Description

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

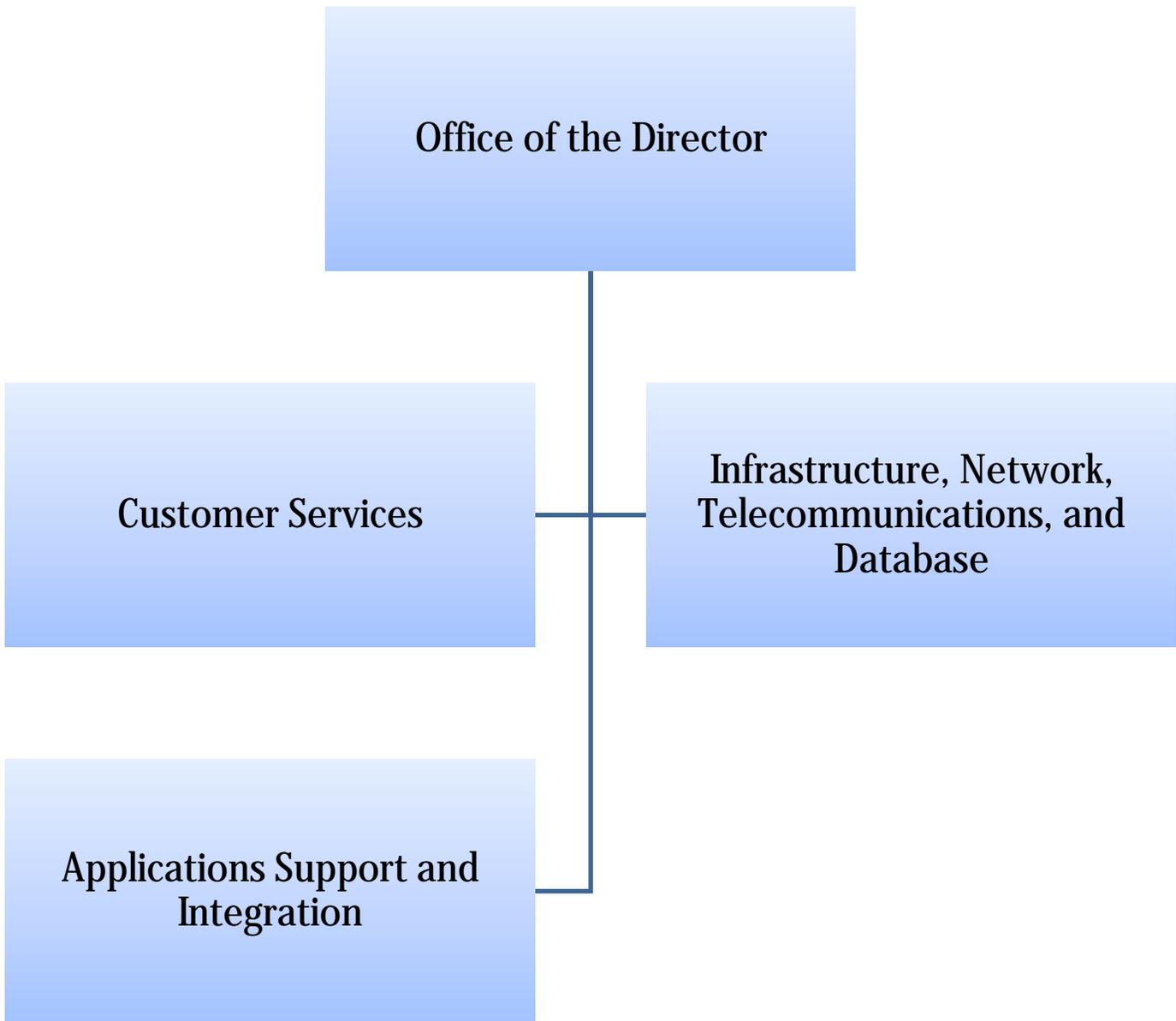
The Department deploys emerging technologies in support of City government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network, hardware, and software platforms to support departmental applications and enterprise services. ITD partners with other City departments and management to implement and maintain 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 2015-16	FY 2016-17
<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>	5	6
<p>CUSTOMER SERVICES Provides efficient shared services using professional, prompt, accurate, and knowledgeable assistance across the enterprise including Internet, Project Management, Database, Business Analysis, Geographic Information System (GIS), Telecommunications, Help Desk, and Training. Manages all Oracle and Microsoft Structured Query Language (SQL) Server databases to ensure compliance with application and database performance requirements. Provides support for equipment, network services, and billing for all City voice and cable systems service. Markets and communicates IT Services to business partners.</p>	14	14
<p>INFRASTRUCTURE, NETWORK, TELECOMMUNICATIONS, AND DATABASE Maintains and supports the City's network servers, emails, facsimile system, smartphones, storage, and archival system.</p>	18	18
<p>APPLICATIONS SUPPORT AND INTEGRATION Supports the Oracle Enterprise Business System. Facilitates the implementation of projects, software maintenance, and user support. Supports all business unit functionality; facilitates the implementation of projects, software maintenance, and user support; plans, designs, and maintains the City's Geographic Information System (GIS); manages the City's official website and intranet sites; provides critical enterprise-web services across 31 web servers.</p>	39	39
TOTAL FULL-TIME POSITIONS	76	77

Information Technology

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	6,045,448	6,127,150	6,609,634	7,441,200	8,607,700
Operating Expense	5,556,682	2,256,397	1,836,761	1,355,500	535,200
Capital Outlay	62,746	9,738	42,375	25,000	25,000
Non-Operating Expenses	0	0	0	100,000	294,100
	11,664,876	8,393,285	8,488,770	8,921,700	9,462,000

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	11,055,697	8,393,285	8,440,660	8,821,700	9,102,000
General Special Revenue	(238)	0	0	0	0
Departmental Improvement Initiative	609,417	0	48,111	100,000	360,000
	11,664,876	8,393,285	8,488,770	8,921,700	9,462,000

Department Priorities for FY 2016-17

- Launch the website and content management design in conjunction with Communications.
- Move the Operations Center to a Data Center.
- Upgrade infrastructure hardware to support backups, MRC operations, and development environment.
- Replace the aging and obsolete wireless network for the City facilities.
- Implement identity management security and Human Resources (HR) initiative.
- Implement security network tools to allow for real-time visibility.
- Integrate security testing and validation into software.
- Implement modular mobile application containing all outward facing city applications.
- Design and implement an enterprise service bus allowing greater data sharing across the enterprise.

Accomplishments in FY 2015-16

- Completed the upgrade and replacement of the end-of-life network backbone infrastructure and other critical infrastructure areas such as VMWare and the Storage Area Network.
- Completed migration of all SQL 2005 databases to SQL 2008 R2.
- Completed implementation of the Security Information and Event Management System

Information Technology

Completed implementation of the Security Data Classification Software implementation
Assisted Fire-Rescue with specifications for a new Fire Computer Aided Dispatch System and Fire Records Management System.
Completed the major upgrade of the Geographical Information System (GIS) Infrastructure to 10.3 and invoked enterprise standards to become the foundation of all enterprise systems with full integration
Upgraded City Hall network and phone systems.
Completed the implementation of the Hyperion Budget implementation
Assisted and supported the Finance Department with the review, selection, and implementation of a new Point of Sale (POS) System.
Implemented electronic performance evaluation in Oracle Human Capital Management (HCM).
Completed the consultation and coordination of all network requirements for the Miami Boat Show on Virginia Key.
Completed many enhancements to the Fire Personnel System including; Overtime, Staffing, and Substance Abuse.
Completed multiple GIS requests for mapping, new layers, GIS services.
Completed deployment and migration to Office 365 for all departments but Law (requires Pro Law upgrade).
Completed multiple iBuild enhancements including: Boilers & Elevators automated billing, Community and Economic Development Block Grant, Waiting List, Zoning Verification Letter, boiler functionality and other enhancements.
Greatly improved 311 Hub service request process and reporting for over 23 service requests.
Provided 14 new 311 self-service reports.
Redesigned and deployed the Fire Prevention Bureau Inspection System.
Created new system for the Office of the Homeless to manage their customers and improve timeliness and accuracy of data.
Provided Police with a system to manage their Homeless Encounter Program.
Upgraded interface between City and State of Florida for two-way data exchange for Red Light Cameras and Driver's License data.
Completed four major systems and enhancements for Solid Waste to improve efficiency and enhance their business operations.
Unplanned upgrades to the majority of the NET Offices, Fire Station 14, and Parks networks.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the addition of an Assistant to the Director position (GF \$60,000).

Increase in Regular Salaries and Wages due in part to an average of five percent for all non-bargaining employees (GF \$86,500).

The increase in Regular Salaries and Wages in part due to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME) (SGF \$184,000).

The Budget includes the following additional considerations:

A General Fund contribution to the capital improvement projects including Additional Disk Storage (GF \$20,000) and Content Management for the City's website (GF \$330,000).

Information Technology

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Efficient & Effective Government Objective: Improve operational efficiency			
Department Objective: Ensure that employees have the resources needed to serve the public				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Service Request Resolution				
Service Requests Opened	N/A	N/A	N/A	23,700
Service Requests Resolved and Closed	N/A	N/A	N/A	23,500
Call Center Calls				
# Received	N/A	N/A	N/A	20,350
# Abandoned	N/A	N/A	N/A	1,516
Average Time to Answer	N/A	N/A	N/A	40 sec
Resolved on the Spot	N/A	N/A	N/A	5,000
Security				
# of Security Events Detected	N/A	N/A	N/A	100,000,000
# of Attacks	N/A	N/A	N/A	45,000,000
# of Incidents	N/A	N/A	N/A	12,000
Average Time to Detect	N/A	N/A	N/A	7 days
Systems Uptime (percent)	N/A	N/A	N/A	99.9

Information Technology

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,465,400	0	5,465,400	5,740,200	0	5,740,200
512010 - Attrition Savings - Salaries	(692,000)	0	(692,000)	(343,800)	0	(343,800)
514000 - Overtime	15,000	0	15,000	0	0	0
516000 - Fringe Benefits	26,700	0	26,700	26,700	0	26,700
516010 - Fringe Benefits - Tuition Reimbursement	300	0	300	300	0	300
521000 - Fica Taxes	419,500	0	419,500	415,900	0	415,900
522000 - Retirement Contributions	1,450,100	0	1,450,100	1,852,800	0	1,852,800
523000 - Life and Health Insurance	756,200	0	756,200	915,600	0	915,600
Personnel	7,441,200	0	7,441,200	8,607,700	0	8,607,700
Operating Expense						
524000 - Workers' Compensation	107,600	0	107,600	103,400	0	103,400
531000 - Professional Services	900,000	0	900,000	0	0	0
534000 - Other Contractual Services	0	0	0	0	65,900	65,900
540000 - Travel and Per Diem	30,000	0	30,000	30,000	0	30,000
540010 - Training	70,000	0	70,000	70,000	0	70,000
541100 - Postage	200	0	200	200	0	200
544000 - Rentals and Leases	2,800	0	2,800	2,800	0	2,800
545011 - Insurance - Vehicle Liability	10,700	0	10,700	9,900	0	9,900
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	170,000	0	170,000	193,300	0	193,300
548100 - Advertising and Related Costs	3,500	0	3,500	0	0	0
551000 - Office Supplies	3,500	0	3,500	4,500	0	4,500
552000 - Operating Supplies	32,000	0	32,000	32,000	0	32,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	20,000	0	20,000	20,000	0	20,000
Operating Expense	1,355,500	0	1,355,500	469,300	65,900	535,200
Capital Outlay						
664000 - Machinery and Equipment	25,000	0	25,000	25,000	0	25,000
Capital Outlay	25,000	0	25,000	25,000	0	25,000
Non-Operating Expense						
896000 - Budget Reserve	0	100,000	100,000	0	294,100	294,100
Non-Operating Expenses	0	100,000	100,000	0	294,100	294,100

Information Technology

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
Total Expense	8,821,700	100,000	8,921,700	9,102,000	360,000	9,462,000

Management and Budget

Department Head: Christopher Rose

Phone: (305) 416-1500

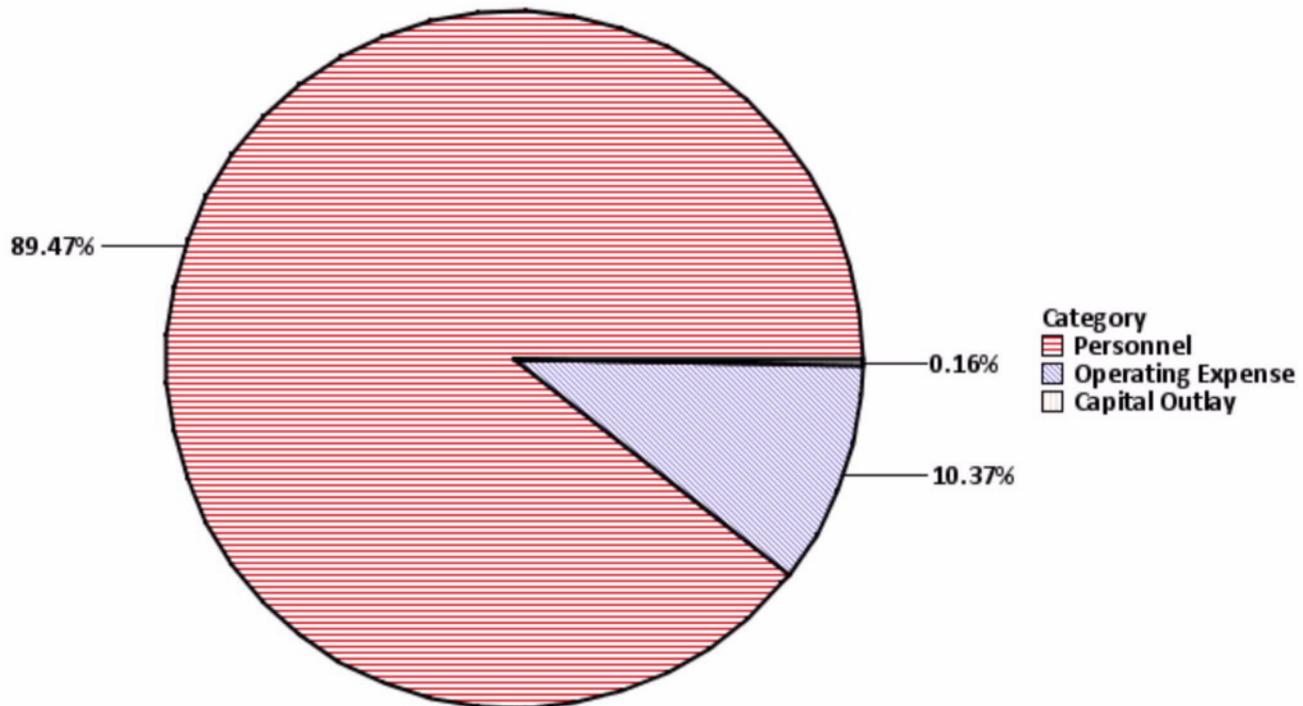
Description

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. 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.

Allocation by Category



Management and Budget



Departmental Function/Unit	FY 2015-16	FY 2016-17
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 citizens, elected officials, and the administration; establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel.	2	2
MANAGEMENT AND BUDGET Monitors departmental budgets; processes Transfer of Funds Requests, Position Authorization Requests, and Requests to Fill; reviews departmental items for approval; participates in the review and formulation of the fiscal year budget; prepares the Five-Year Financial Plan; prepares monthly budgetary projections; completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement; prepares the capital budget;	10	10
CAPITAL IMPROVEMENTS FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight to projects managed by the Office of Capital Improvements; processes and reports on the financial activity of capital projects; ensures the timely issuance of purchase orders and payments for projects' expenditures; assists in the preparation of the annual capital plan.	4	4
ADMINISTRATION Assists the Director and Deputy Director with special projects; coordinates and monitors payment of all procurement for elected officials and the City Manager; serves as office manager; maintains official records; processes payroll and personnel actions.	2	2
TOTAL FULL-TIME POSITIONS	18	18

Management and Budget

Department Summary

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Personnel	1,491,008	1,664,066	1,506,640	2,059,600	2,295,500
Operating Expense	35,409	78,796	269,639	253,800	266,100
Capital Outlay	6,492	8,598	3,507	4,000	4,000
	1,532,910	1,751,461	1,779,786	2,317,400	2,565,600

Department Priorities for FY 2016-17

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 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 2016-17 Budget.

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

Accomplishments in FY 2015-16

Completed Year-end Amendment for FY 2014-15 on November 19, 2015.

Completed Mid-year Amendment for FY 2015-16 on May 12, 2015.

Projected to complete the Operating Budget and Multi-Year Capital Plan by the first week of July.

Projected to process 85 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.

Achieved excellence in financial reporting by receiving the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2015-16 Budget.

Budget Highlights for FY 2016-17

The Budget includes the following reductions:

Decrease in Travel and Per-diem (\$4,000)

The Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$4,000); and an additional increase of an average of five percent for all non-bargaining employees and year-round part-time employees (GF \$64,300).

Increase in Professional Services for Actuarial Services (GF \$32,000)

Management and Budget

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient & Effective Government Objective: Promote effective service delivery and high-quality customer service</p>			
<p>Department Objective: Seek and deploy best practices in service delivery.</p>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Receipt of GFOA Distinguished Budget Presentation Award (unit)	Yes/3	Yes/3	Yes/3	Yes/3
Agenda review requests from departments processed within three working days (percent)	78	85	75	85
Position approval requests from departments processed within three working days (percent)	63	85	95	90
Customer service satisfaction survey (percent)	N/A	N/A	89	85

Management and Budget

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,386,100	0	1,386,100	1,510,800	0	1,510,800
512010 - Attrition Savings - Salaries	0	0	0	(76,100)	0	(76,100)
513000 - Other Salaries and Wages	0	0	0	4,500	0	4,500
516000 - Fringe Benefits	20,700	0	20,700	27,300	0	27,300
521000 - Fica Taxes	105,200	0	105,200	109,200	0	109,200
522000 - Retirement Contributions	387,200	0	387,200	487,000	0	487,000
523000 - Life and Health Insurance	160,400	0	160,400	232,800	0	232,800
Personnel	2,059,600	0	2,059,600	2,295,500	0	2,295,500
Operating Expense						
524000 - Workers' Compensation	22,700	0	22,700	21,800	0	21,800
531000 - Professional Services	0	182,000	182,000	152,000	30,000	182,000
540000 - Travel and Per Diem	25,000	0	25,000	17,000	0	17,000
541100 - Postage	300	0	300	300	0	300
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	0	0	0	1,200	0	1,200
546001 - IT-Repair and Maintenance Services	11,900	0	11,900	26,100	0	26,100
549000 - Other Current Charges and Obligations	0	0	0	4,000	0	4,000
551000 - Office Supplies	3,300	0	3,300	5,100	0	5,100
552000 - Operating Supplies	0	0	0	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,400	0	1,400	1,400	0	1,400
Operating Expense	71,800	182,000	253,800	236,100	30,000	266,100
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	2,135,400	182,000	2,317,400	2,535,600	30,000	2,565,600

Neighborhood Enhancement Team (NET)

Department Head: Vanessa I. Acosta

Phone: (305) 960-5110

Description

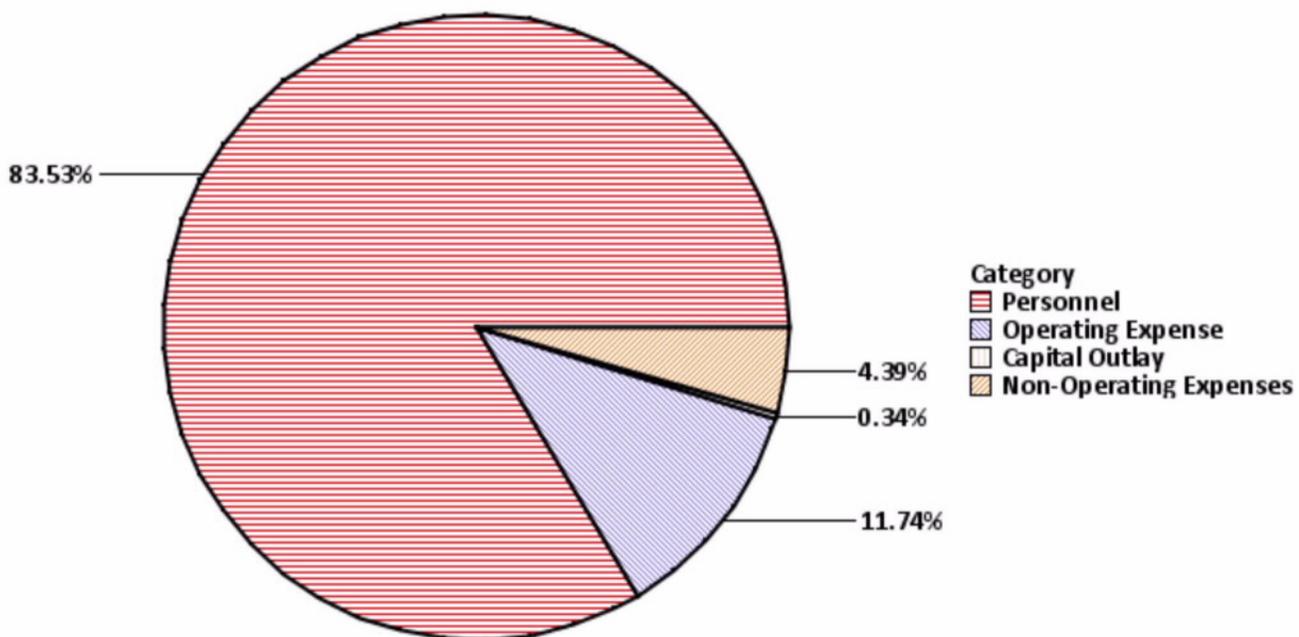
The Neighborhood Enhancement Team (NET) is a community-oriented department that provides direct municipal and social services to residents, business owners, and community-based organizations.

NET is the City's official "One Stop" center deployed in the community. There are 12 points of entry geared to address non-emergency requests and make local government more user-friendly when addressing quality of life issues, homelessness, and collection of fees (Certificates of Use, Business Tax Receipts, and Temporary Use Permits). The Department also partners with Miami-Dade County to operate the regional 311 Call Center and provides, recreational, educational, and cultural programs.

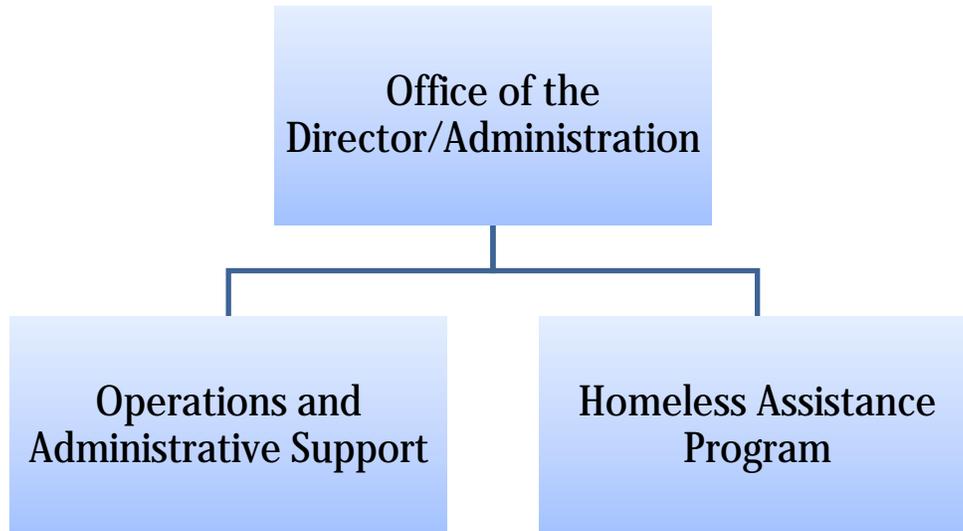
The Department also administers a special revenue fund that houses multiple grants to administer and manage the placement and care of the homeless population.

The stakeholders are the Mayor, City Commissioners, residents, business owners, and community-based organizations, Camillus House, and the Miami-Dade Homeless Trust.

Allocation by Category

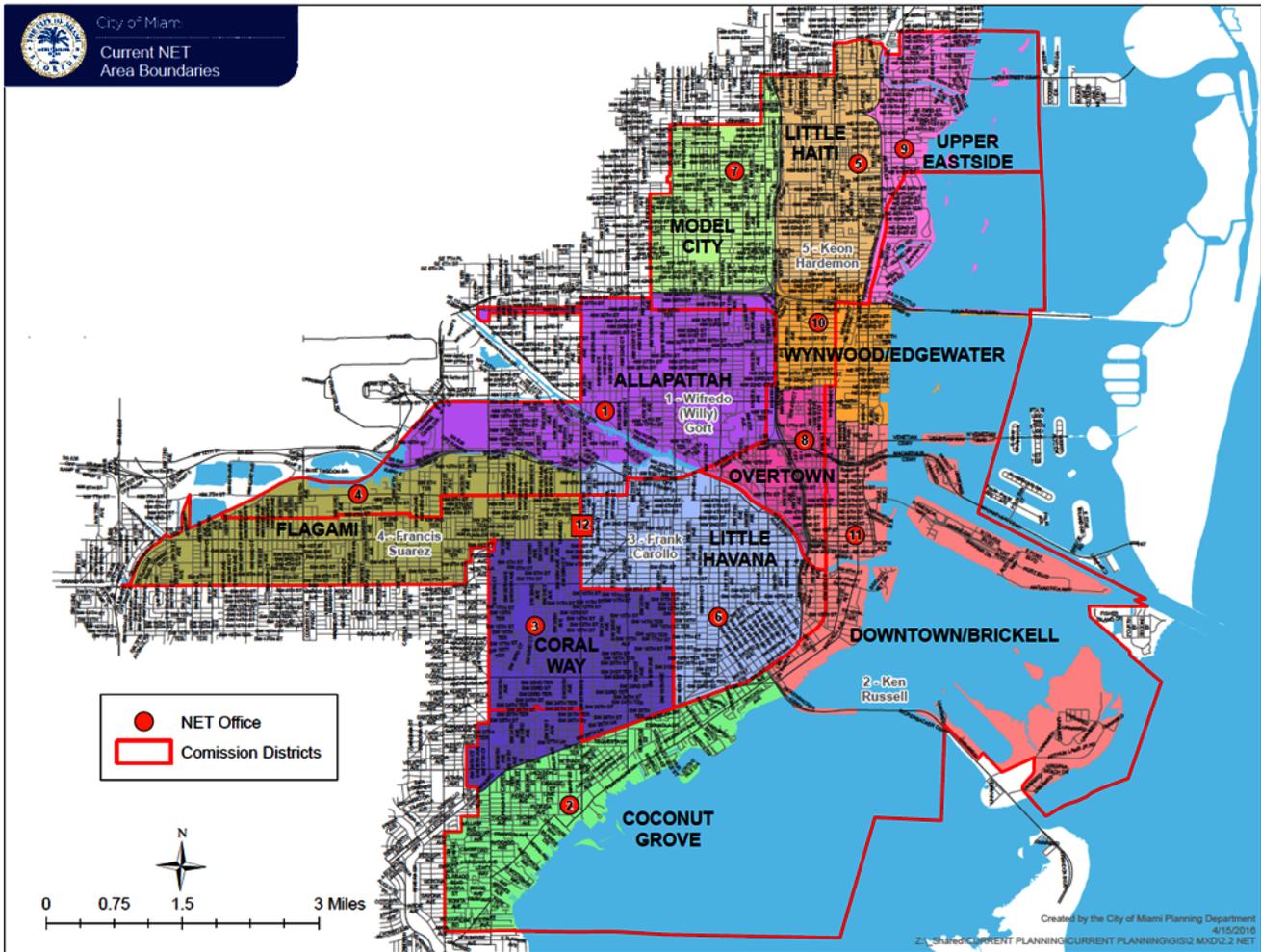


Neighborhood Enhancement Team (NET)



Departmental Function/Unit	FY 2015-16	FY 2016-17
<p>OFFICE OF THE DIRECTOR/ADMINISTRATION Monitors the effectiveness of the activities within the NET Service Centers, Miami Homeless Assistance Program, 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 Manages and monitors the daily activities of NET areas; serves as a liaison between the community and the City administration; coordinates and attends 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>	50	71
<p>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.</p>	44	44
TOTAL FULL-TIME POSITIONS	102	123

Neighborhood Enhancement Team (NET)



Label	Office	Address	Phone number
1	Allapattah	1901 NW 24th Ave.	(305) 960-5128
2	Coconut Grove	3310-A Mary St.	(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	-- Pending relocation --	(305) 960-5737
12	NET Administration	151 NW 27th Ave.	(305) 960-5110

Neighborhood Enhancement Team (NET)

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	4,285,223	4,281,004	5,310,661	6,785,600	7,287,100
Operating Expense	1,067,349	1,315,526	1,115,873	965,900	1,023,900
Capital Outlay	0	0	20,444	2,000	29,600
Non-Operating Expenses	145	372	0	91,300	383,000
	5,352,718	5,596,902	6,446,978	7,844,800	8,723,600

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	3,372,977	3,187,699	4,143,234	4,878,400	5,800,400
Homeless Program	1,979,741	2,409,202	2,303,745	2,966,400	2,923,200
	5,352,718	5,596,902	6,446,978	7,844,800	8,723,600

Department Priorities FY 2016-17

Increase the universe of the clients currently been served by Lazarus project, and the number of clients placed in permanent housing through the Lazarus project.

Increase the number of outreach contacts, and the number of clients placed into emergency shelters.

Decrease the number of homeless settlements throughout the City of Miami by targeting outreach in collaboration with other city departments.

Increase and improve communication and outreach with businesses and residents by enhancing NET's walking plans with other City Departments and agencies.

Increase the services available throughout the NET offices, including additional permitting processes in collaboration with other City Departments, Golden Passport, and other agency services.

Successfully operate the Information Desk at Miami Riverside Center, in order to better serve those visiting the building through clearer processes and instructions.

Accomplishments in FY 2015-16

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.

Completed survey measures and implemented new performance measures. NET created customer service tracking through the implementation of an online survey, where residents are able to provide feedback on the customer service they received. Currently, the Department's rating is 9 out of 10 (on a scale of 1 to 10, with 10 being highest).

Neighborhood Enhancement Team (NET)

Expanded the knowledge-base of NET Staff through collaboration and brainstorming with other City Departments. NET has been provided information from other departments that can be disseminated to residents and HOAs, and community organizations.

Continued to add hotspot areas for our Neighborhood Services Workers / Waste Collectors cleanups crews. Worked closely with Solid Waste, Police and Code Enforcement to identify specific areas within each community. As part of the keep Miami Beautiful Campaign, each Wednesday, the department targeted specific areas in a particular district to conduct outreach to the community and beautify the area. Performed special cleaning services and graffiti mitigation to City-owned properties and right-of-ways by Neighborhood Service Workers, servicing approximately 58,000 sites (i.e. graffiti, cleanups, removal of signs, tires, shopping carts, etc.)

Budget Highlights for FY 2016-17

The Budget includes the following additions:

As per Mid-year second Budget Amendment, the increase in Regular Salaries and Wages due to the addition of one full-time position, a Service Center Representative, to operate the information desk located at Miami Riverside Center (GF \$40,900).

To reflect the change made at the Second Budget Hearing, the addition of two full-time positions (Waste Collector-Garbage) for the NET Downtown Office resulting in an increase to Regular Salaries and Wages (GF \$58,000), an increase to FICA Taxes (GF \$4,500), an increase to Uniforms and Supplies (GF \$2,200), and an increase to Machinery and Equipment (GF \$28,600) for a total of \$93,300.

The Budget includes the following additional considerations:

The increase funding in Other Contractual Services due to an increase to the janitorial contract (GF \$4,600).

The increase funding in Clothing and Uniforms due to the labor contract (GF \$21,000)(SR \$10,000).

The increase funding in Office Supplies to purchase materials to perform daily office activities (GF \$3,600).

The increase funding in Machinery and Equipment to purchase one new computer (GF \$1,900).

The increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$77,500) and due in part to an average of five percent for all non-bargaining employees (GF \$68,000).

The addition of 19 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 (a net increase of \$45,000 in GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2016 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Homeless Contacts (number)	57,814	55,020	50,446	60,000
Homeless placements (number)	6,001	4,157	5,054	6,000
Homeless cold or severe weather placements (number)	953	414	215	1,200
Generated Permits	N/A	N/A	N/A	4200
Dumpsite Trips	N/A	N/A	N/A	14,000
Graffiti Removals	N/A	N/A	N/A	4000
Community Events	N/A	N/A	N/A	600
Residents Contact	N/A	N/A	N/A	12,000
Customer Service Survey (1-100% rating Scale)	N/A	N/A	N/A	90%
Customer Service Requests	N/A	N/A	N/A	64,000
Interdepartmental/Inter-Agency Referrals	N/A	N/A	N/A	800

Neighborhood Enhancement Teams (NET)

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,901,600	1,284,700	4,186,300	3,661,200	1,519,000	5,180,200
512010 - Attrition Savings - Salaries	(67,800)	0	(67,800)	(203,900)	(130,700)	(334,600)
513000 - Other Salaries and Wages	532,500	564,400	1,096,900	32,400	0	32,400
516000 - Fringe Benefits	35,700	3,000	38,700	48,900	3,000	51,900
521000 - Fica Taxes	223,100	97,900	321,000	283,800	116,400	400,200
522000 - Retirement Contributions	605,900	146,200	752,100	907,300	211,600	1,118,900
523000 - Life and Health Insurance	378,200	80,200	458,400	682,900	155,200	838,100
Personnel	4,609,200	2,176,400	6,785,600	5,412,600	1,874,500	7,287,100
Operating Expense						
524000 - Workers' Compensation	54,400	10,800	65,200	34,700	17,600	52,300
531000 - Professional Services	0	529,700	529,700	0	484,600	484,600
534000 - Other Contractual Services	31,700	16,600	48,300	36,300	16,600	52,900
541000 - Communications & Related Services	13,300	33,700	47,000	0	29,000	29,000
541100 - Postage	500	100	600	500	100	600
543000 - Utility Services	22,000	18,000	40,000	22,000	18,000	40,000
544000 - Rentals and Leases	8,200	68,600	76,800	8,200	67,300	75,500
545011 - Insurance - Vehicle Liability	21,500	0	21,500	19,800	0	19,800
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	0	0	0	4,000	0	4,000
546001 - IT-Repair and Maintenance Services	67,500	0	67,500	173,800	0	173,800
549000 - Other Current Charges and Obligations	0	3,000	3,000	0	4,300	4,300
551000 - Office Supplies	3,600	4,800	8,400	7,200	4,800	12,000
552000 - Operating Supplies	38,800	8,000	46,800	24,800	8,000	32,800
552200 - Clothing/Uniform Supplies	0	5,000	5,000	23,200	15,000	38,200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	500	400	900	500	400	900
Operating Expense	267,200	698,700	965,900	358,200	665,700	1,023,900
Capital Outlay						
664000 - Machinery and Equipment	2,000	0	2,000	29,600	0	29,600
Capital Outlay	2,000	0	2,000	29,600	0	29,600
Non-Operating Expense						

Neighborhood Enhancement Teams (NET)

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
896000 - Budget Reserve	0	91,300	91,300	0	383,000	383,000
Non-Operating Expenses	0	91,300	91,300	0	383,000	383,000
Total Expense	4,878,400	2,966,400	7,844,800	5,800,400	2,923,200	8,723,600

Procurement

Department Head: Annie Perez

Phone: (305) 416-1910

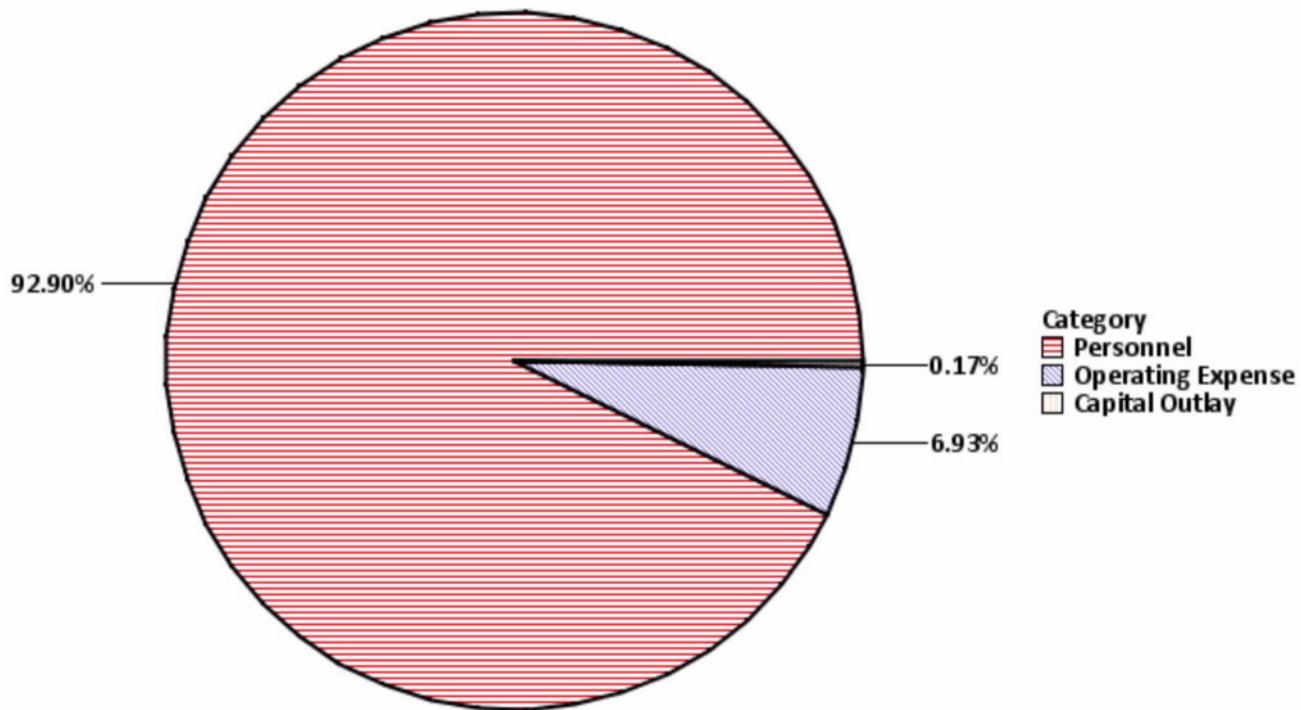
Description

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 and architectural and engineering services contracts.

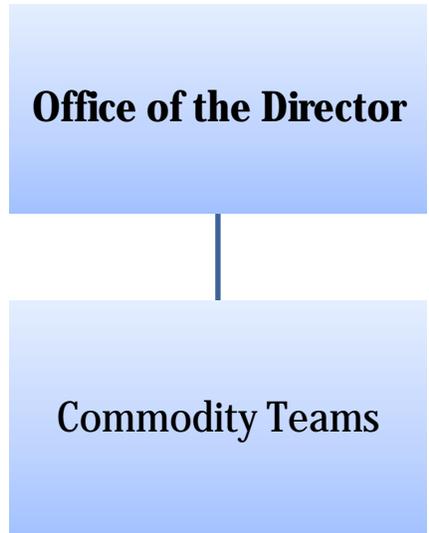
Procurement conducts all purchases in an open and fair competitive manner, as established by the informal and formal methods of source selection, pursuant to the City of Miami Procurement Code. The primary methods of source selection consist of: Invitation for Quotations (IFQs) for purchases between \$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, the Department provides specification refinement, contract negotiations, processing of expert consultant agreements, contract administration, and monitoring of vendor non-performance in conjunction with the client department. 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, and other quasi-governmental entities.

Allocation by Category



Procurement



Departmental Function/Unit	FY 2015-16	FY 2016-17
<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 Purchasing Card (P-Card) Program Citywide; administers the disposition of surplus personal property Citywide.</p> <p>Drafts solicitations and contract documents, procures consultants and construction services for Construction and Architecture and Engineering Services.</p>	12	12
<p>COMMODITY TEAMS (Goods and Services) Procures goods and services citywide; drafts, advertises, and administers the procurement process for IFQs, IFBs, RFPs, and RFQs; reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments and renewal processing and tracking.</p>	8	8
TOTAL FULL-TIME POSITIONS	20	20

Procurement

Department Expenditure Summary

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Personnel	1,350,862	1,445,857	1,982,614	2,076,800	2,197,000
Operating Expense	25,673	60,417	80,092	81,400	163,800
Capital Outlay	7,460	5,246	0	4,000	4,000
	1,383,996	1,511,520	2,062,706	2,162,200	2,364,800

Department Priorities for FY 2016-17

Continue to review and update the City's Procurement Ordinance, the City's general contract terms and conditions for formal solicitations for goods, services, and capital projects.

Fully integrate all construction, architecture, and engineering solicitations into the Oracle software system.

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

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).

Accomplishments in FY 2015-16

Made a significant change to the Procurement Code, which delegated authority to the City Manager to approve negotiations and, allowing for a negotiated contract to be brought forth to City Commission for approval; this both streamlines the process and affords the City cost savings through good-faith negotiations.

Finalized the capital module in Oracle, which will allow for the issuance of construction and architecture and engineering solicitations streamlining the process and reducing the amount of standard purchase orders processed through the establishment of blanket purchase orders by over fifty percent.

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 savings for the City.

Increased funding for training, resulting in a staff member attaining his Certified Professional Public Buyer (CPPB) certification.

Hired a Procurement Assistant, who is responsible for vendor services, including but not limited to, vendor registration, vendor assistance, and vendor outreach, with the goal of increasing the iSupplier vendor pool and offering dedicated customer service to vendors.

Created efficiencies through the creation of the Management Advisory Consultant Services Pool, which streamlines the procurement process through a work order process which can be completed in less than 45 days, as opposed to an RFP which takes approximately 115 days.

Procurement

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to an average of five percent for all non-bargaining employees (GF \$35,900) and due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(GF \$33,600). The increase in Advertising and Related Costs is due to the citywide centralization of advertising for formal solicitations and construction solicitations in Procurement (GF \$69,600). Departmental advertising and related costs have been reduced where applicable.

The Budget includes the following additional considerations:

A General Fund Contribution to capital improvement projects for a Procurement Contract Management System (GF \$60,000).

Attrition savings have been added to factor in month of job entry for non-bargaining and AFSCME personnel (GF \$5,300).

Procurement

Strategic Priorities and Performance Measures

	<p>Primary Strategic Priority Area: Efficient and Effective Government Objective: Delivering high-quality, effective services to customers in a timely and cost-effective manner</p>			
<p>Department Objectives: Seek and deploy best practices in service delivery</p>				
	<p>FY 2013-14 Actuals</p>	<p>FY 2014-15 Actuals</p>	<p>FY 2015-16 Actuals</p>	<p>FY 2016-17 Commitment</p>
<p>Solicitations issued (number)</p>	<p>280</p>	<p>226</p>	<p>201</p>	<p>250</p>
<p>Reduction of standard purchase orders processed through the establishment of blanket purchase orders (percentage)</p>	<p>NA</p>	<p>NA</p>	<p>N/A</p>	<p>20</p>
<p>Average processing time cycle for RFP/RFQs (days)</p>	<p>NA</p>	<p>NA</p>	<p>N/A</p>	<p>115</p>
<p>Capital solicitations issued through the Oracle system (number)</p>	<p>NA</p>	<p>NA</p>	<p>N/A</p>	<p>20</p>
<p>Increase the iSupplier vendor pool by 20 percent (Currently there are 11,710 vendors) (number)</p>	<p>NA</p>	<p>NA</p>	<p>N/A</p>	<p>16,862</p>

Procurement

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,360,000	0	1,360,000	1,459,400	0	1,459,400
512010 - Attrition Savings - Salaries	(64,100)	0	(64,100)	(19,200)	0	(19,200)
513000 - Other Salaries and Wages	22,800	0	22,800	22,800	0	22,800
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	106,700	0	106,700	112,100	0	112,100
522000 - Retirement Contributions	421,700	0	421,700	392,600	0	392,600
523000 - Life and Health Insurance	217,700	0	217,700	217,300	0	217,300
Personnel	2,076,800	0	2,076,800	2,197,000	0	2,197,000
Operating Expense						
524000 - Workers' Compensation	32,600	0	32,600	31,300	0	31,300
534000 - Other Contractual Services	400	0	400	400	0	400
540000 - Travel and Per Diem	9,600	0	9,600	4,600	0	4,600
540010 - Training	1,000	0	1,000	6,000	0	6,000
541100 - Postage	100	0	100	100	0	100
544000 - Rentals and Leases	2,500	0	2,500	2,500	0	2,500
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	18,500	0	18,500	32,100	0	32,100
548100 - Advertising and Related Costs	4,000	0	4,000	73,600	0	73,600
551000 - Office Supplies	3,000	0	3,000	4,000	0	4,000
552000 - Operating Supplies	1,000	0	1,000	2,500	0	2,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,500	0	3,500	3,500	0	3,500
Operating Expense	81,400	0	81,400	163,800	0	163,800
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	2,162,200	0	2,162,200	2,364,800	0	2,364,800

Resilience and Sustainability

Department Head: Jane Gilbert, MPA

Phone: (305) 416-1048

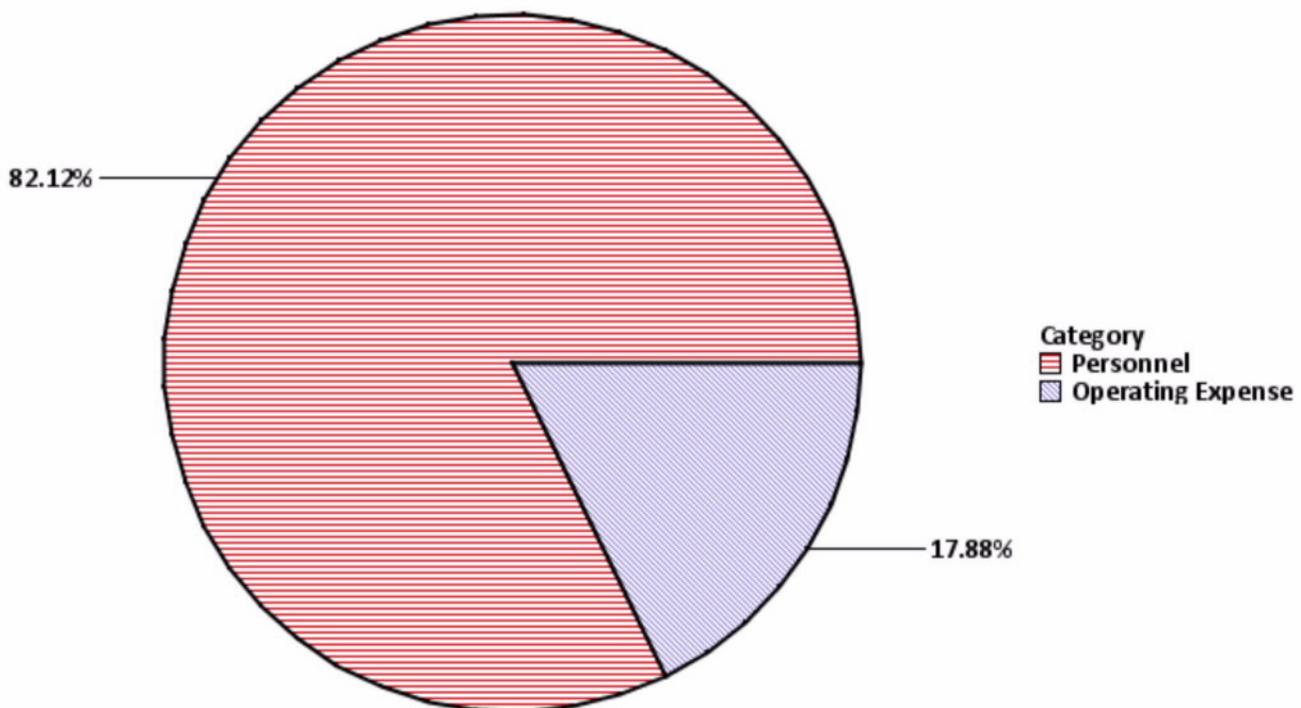
Description

The Office of Resilience and Sustainability (ORS) is responsible for developing and implementing the Resiliency Strategy and supporting programs for and on behalf of the City of Miami. The ORS manages City efforts such as sustainability initiatives, response to sea level rise, and hazard mitigation.

The Chief Resilience Officer (CRO), at the direction of the City Manager, works to identify City resiliency challenges, capabilities, plans that address issues and current gaps or short falls in achieving resiliency goals; overseeing the preparation and implementation of effective high-priority resilience initiatives to address urban, regional sustainability, transportation and economic resiliency challenges faced by the City and its residents; identifying risks, understanding the financial impact of those risks and mitigating such with existing policy or the creation of such to prevent the collapse of community services and infrastructure. The ORS will collaborate with other City departments in the areas of floodplain Management and FEMA-related issues, stormwater master planning and management, National Pollutant Discharge Elimination System (NPDES) Permit, capital improvements and transportation management with respect to public infrastructure, transit and transportation, urban development, workforce housing 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. The ORS will drive the process and implement a regional Resiliency Strategy under the auspices of the 100 Resilient Cities (100RC) Challenge of The Rockefeller Foundation and other organizations for the City.

Allocation by Category



Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2015-16	FY 2016-17
OFFICE OF RESILIENCE AND SUSTAINABILITY Develops and implements the Sustainability and Resiliency Strategy and program planning across all City of Miami departments	0	3
TOTAL FULL-TIME POSITIONS	0	3

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	0	0	0	0	114,800
Operating Expense	0	0	0	0	25,000
	-	-	-	-	139,800

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	0	0	0	0	139,800
	-	-	-	-	139,800

Department Priorities for FY 2016-17

Integrate resilience and sustainability considerations seamlessly across all planning processes and ensuring staff are prepared to operationalize those plans.

Support the other 33 municipalities within Miami-Dade and neighboring counties within South East Florida with their own resilience-building strategies primarily through the Local Mitigation Strategy and South East Florida Regional Climate Change Compact.

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

Resilience and Sustainability

Budget Highlights for FY 2016-17

The Budget includes the following considerations:

The Chief Resilience Officer (CRO) position and associated costs will be offset by a grant awarded to the City by 100 Resilient Cities (GF \$170,000). This grant reimbursement is shown in the attrition line item for the Office.

Transfer in of one Environmental Programs Manager position from Grants Administration.

Transfer in of one Hazard Mitigation/Disaster Recovery Specialist position from Fire-Rescue (\$94,500).

Office of Resilience and Sustainability

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	257,900	0	257,900
512010 - Attrition Savings - Salaries	0	0	0	(170,000)	0	(170,000)
516000 - Fringe Benefits	0	0	0	7,200	0	7,200
521000 - Fica Taxes	0	0	0	19,700	0	19,700
Personnel	0	0	0	114,800	0	114,800
Operating Expense						
540000 - Travel and Per Diem	0	0	0	12,000	0	12,000
551000 - Office Supplies	0	0	0	11,800	0	11,800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	1,200	0	1,200
Operating Expense	0	0	0	25,000	0	25,000
Total Expense	0	0	0	139,800	0	139,800



**DEPARTMENT
BUDGETS:**
PLANNING AND DEVELOPMENT

- Building
- Planning and Zoning

Building

Department Head: Jose S. Camero, RA

Phone: (305) 416-1102

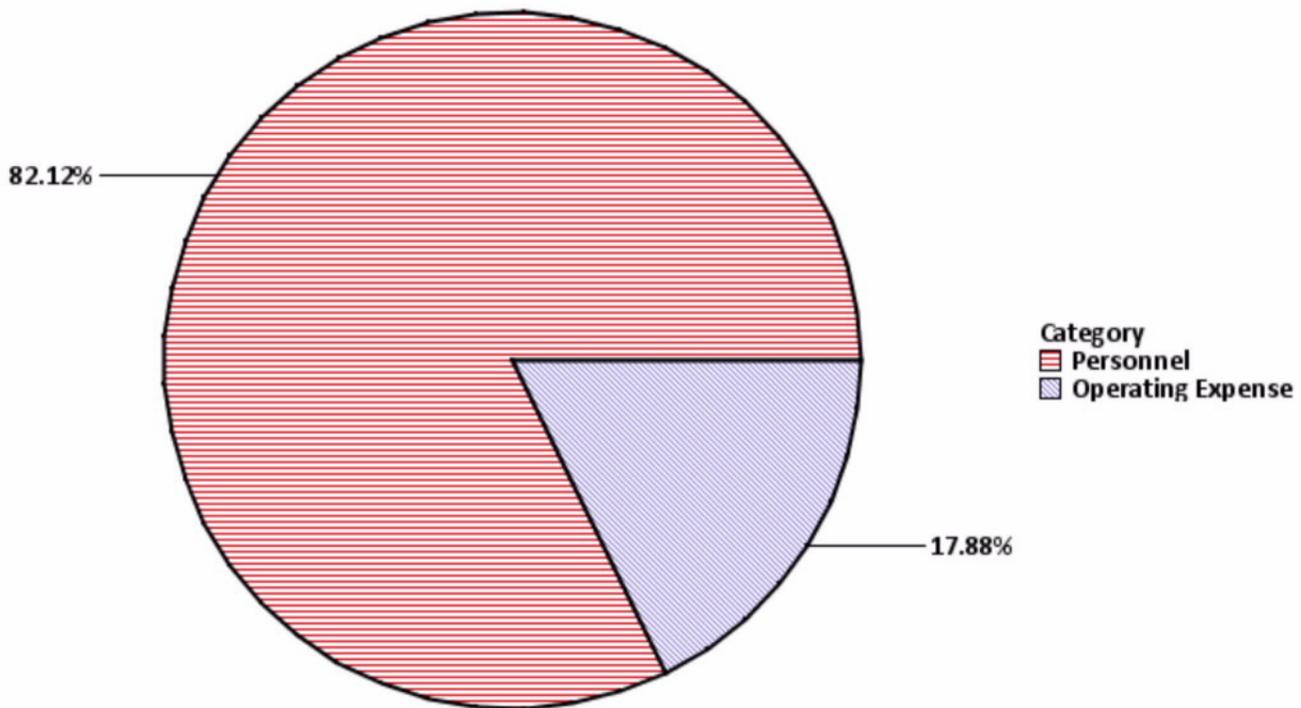
Description

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.

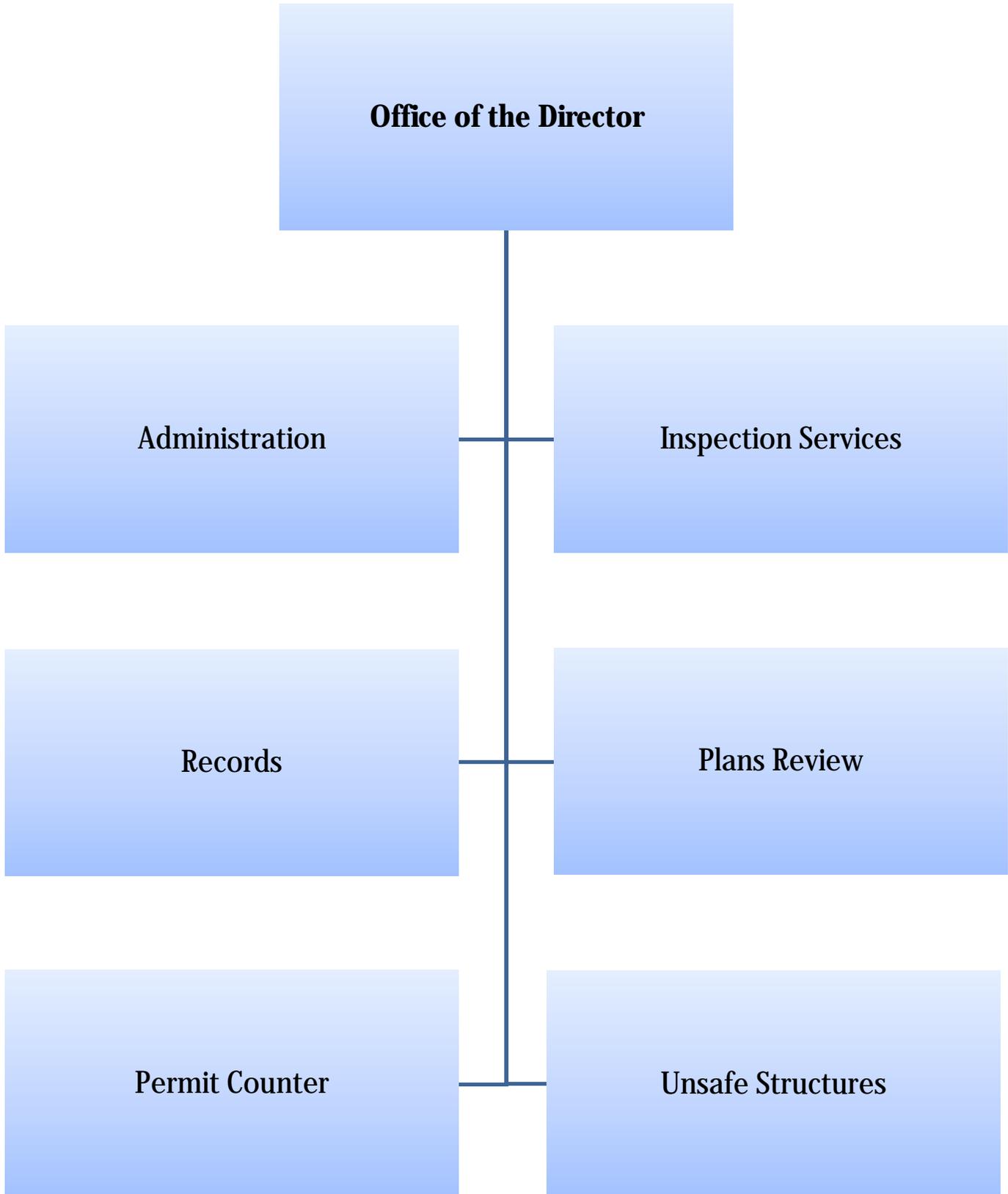
The Building Department assures first responders such as Police and Fire Rescue that structures are constructed in compliance with all applicable life safety codes. This is of crucial importance since first responders often have to respond to emergencies in structures that may have been compromised due to unforeseen occurrences. The Department accomplishes these tasks through the following divisions: Administration, Plans Review, Inspection Services, Permit Counter, Records, and Unsafe Structures.

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 2015-16	FY 2016-17
<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	2
<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	38
<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	7
<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>	10	16
<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	80	86

Building

Department Expenditure Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	6,698,080	8,004,277	8,268,374	9,064,500	9,049,600
Operating Expense	492,904	734,913	1,728,234	1,736,700	1,970,300
Capital Outlay	28,826	0	20,990	0	0
Non-Operating Expenses	0	0	258	0	0
	7,219,810	8,739,190	10,017,856	10,801,200	11,019,900

Department / Fund Relationship

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	7,145,638	8,626,917	9,306,893	10,361,800	10,242,600
Departmental Improvement Initiative	74,173	112,274	710,963	439,400	777,300
	7,219,810	8,739,190	10,017,856	10,801,200	11,019,900

Department Priorities for FY 2016-17

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

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

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 and enhance iBuild Phase III which consists of working with the Planning and Zoning Department to complete additional modules for the iBuild system integration with the Building Department permitting process as well as improve and simplify our business processes thereby providing more efficient services to our customers.

Building

Accomplishments in FY 2015-16

Partially remodeled the Plans Review area which has provided greater efficiency in the drop-off plans review process.

Reconciled iBuild and Oracle accounts to ensure that information was being directed to the correct accounts and balances matched. This software reconciliation has created better communication and controls with the Finance Department.

Partially implemented Phase III of iBuild with the Planning and Zoning Department iPlan module. The Information Technology Business Analysts began gathering the business process details for development of iPlan which will include integration with the Building Department module to enhance sharing and cross-referencing of information between Departments involved in the permitting process to include creating a module for the 40/50 year recertification process, creating a module for the tracking and processing of Boilers and Elevators Certificates, creating a customer waiting list for permit counter, and the revamping of TCC's and TCO's.

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

Completed iBuild Phase II consisting of several enhancements and new business processes to the existing iBuild computer system. This has provided better reporting capability to better appropriate staffing and project future inspection and review requirements.

Reorganized the Unsafe Structures section to streamline functions and focus on productivity and customer service by creating the 40/50 year recertification module in iBuild and intake and review process with follow-up actions such as form letters and violations for non-compliance.

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

Integrated the real time inspection system to the main City webpage, which displays a visual map with color coordination showing inspections completed and inspections remaining.

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.

Reviewed and re-classified Inspector positions to simplify and better align the Review and Inspection Sections with the requirements of the construction industry and in order to attract qualified personnel and retain current staff.

Building

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The Increase in Regular Salaries and Wages is due to the contract between the City of Miami General Employee, American Federation of State, County, and Municipal Employees (AFSCME Local 1907) (GF \$239,400) and due in part to an average 5 percent for all non-bargaining employees (GF \$47,700).

The addition of six 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 (a net increase of \$15,400).

The Budget includes the following additional considerations:

General Fund funding of capital improvement project Electronic Plan Review (\$500,000).

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Building construction permit applications processed for commercial properties (number)	11,109	13,871	14,960	13,000
Building construction permit applications processed for residential properties (number)	6,996	7,617	8,691	7,000
Inspections performed within 24 hours of request (percent)	98	98	98	98
Time to conduct Building plan review (days)	N/A	N/A	N/A	5
Time to conduct Electrical plan review (days)	N/A	N/A	N/A	5
Time to conduct Mechanical plan review (days)	N/A	N/A	N/A	5
Time to conduct Plumbing plan review (days)	N/A	N/A	N/A	5
Time to conduct Structural plan review (day)	N/A	N/A	N/A	7
Department Objective: Improve quality of service				

Building

Performance Measures				
Overall Customer Satisfaction with in-person interactions at the MRC (percent)	N/A	N/A	N/A	75

Building Department

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,579,500	0	5,579,500	5,861,000	0	5,861,000
512010 - Attrition Savings - Salaries	(317,100)	0	(317,100)	(576,200)	0	(576,200)
513000 - Other Salaries and Wages	545,500	0	545,500	462,200	0	462,200
514000 - Overtime	206,000	0	206,000	106,000	0	106,000
516000 - Fringe Benefits	11,700	0	11,700	12,300	0	12,300
521000 - Fica Taxes	426,700	0	426,700	433,500	0	433,500
522000 - Retirement Contributions	1,718,600	0	1,718,600	1,897,200	0	1,897,200
523000 - Life and Health Insurance	893,600	0	893,600	853,600	0	853,600
Personnel	9,064,500	0	9,064,500	9,049,600	0	9,049,600
Operating Expense						
524000 - Workers' Compensation	133,700	0	133,700	128,400	0	128,400
533000 - Court Services	80,000	0	80,000	80,000	0	80,000
534000 - Other Contractual Services	703,100	439,400	1,142,500	605,100	777,300	1,382,400
540000 - Travel and Per Diem	1,300	0	1,300	1,300	0	1,300
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	42,500	0	42,500	42,500	0	42,500
544000 - Rentals and Leases	23,000	0	23,000	23,000	0	23,000
545011 - Insurance - Vehicle Liability	32,000	0	32,000	29,500	0	29,500
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	2,100	0	2,100	2,100	0	2,100
546001 - IT-Repair and Maintenance Services	112,100	0	112,100	137,000	0	137,000
547000 - Printing and Binding	3,500	0	3,500	3,500	0	3,500
547200 - Printing and Binding- Paper Stock	3,500	0	3,500	3,500	0	3,500
548100 - Advertising and Related Costs	38,100	0	38,100	38,100	0	38,100
551000 - Office Supplies	20,000	0	20,000	20,000	0	20,000
552000 - Operating Supplies	2,200	0	2,200	2,200	0	2,200
552100 - Public Safety Supplies	7,600	0	7,600	7,600	0	7,600
552200 - Clothing/Uniform Supplies	31,500	0	31,500	16,000	0	16,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	15,900	0	15,900	10,000	0	10,000
Operating Expense	1,297,300	439,400	1,736,700	1,193,000	777,300	1,970,300
Total Expense	10,361,800	439,400	10,801,200	10,242,600	777,300	11,019,900

Planning and Zoning

Department Head: Francisco J. Garcia

Phone: (305) 416-1470

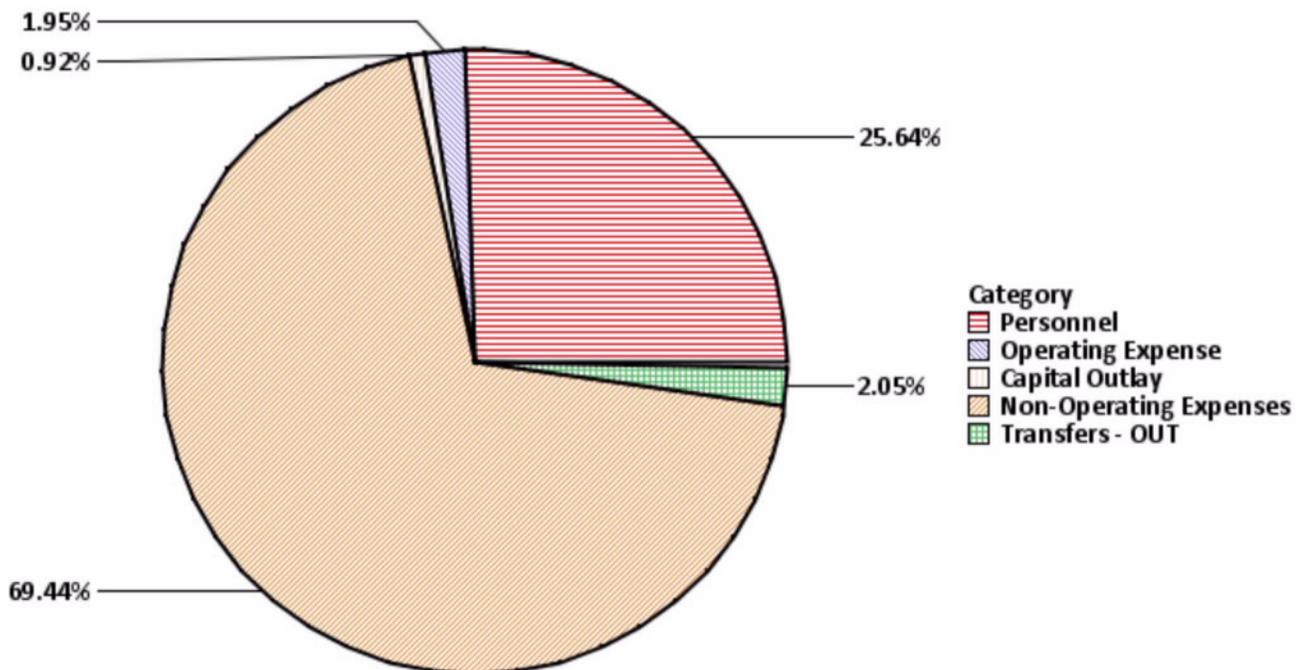
Description

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

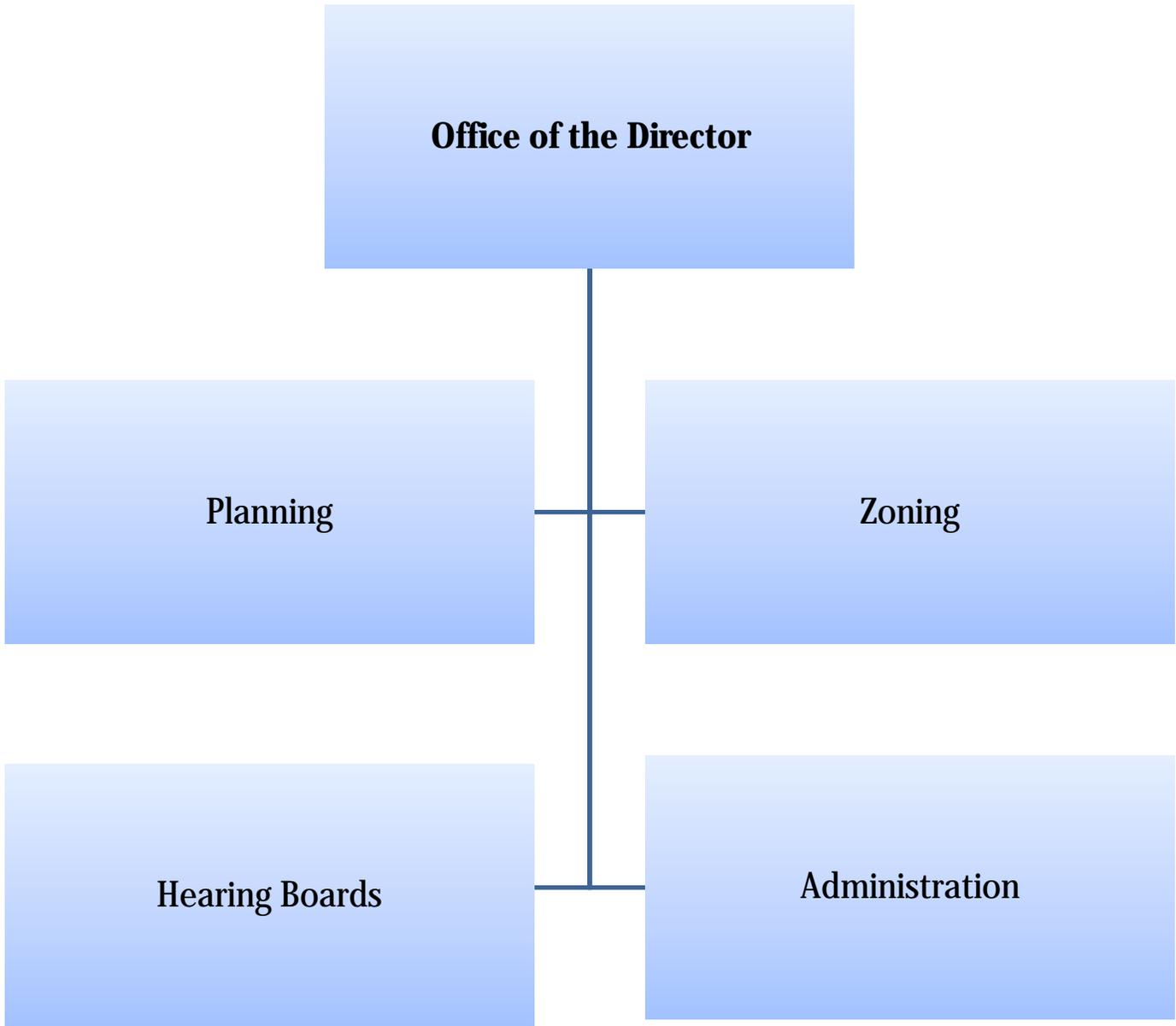
As part of this process, staff analyzes the adopted growth for concurrency concerns and researches the constraints experienced by underdeveloped areas of the City to better understand the need for changes. Additionally, the department is charged with the review of all development projects for compliance with Zoning Ordinances, preservation and development regulations, collection of revenues (Certificates of Use, Business Tax Receipts, Temporary Use Permits), 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.

Allocation by Category



Planning and Zoning



Planning and Zoning

Departmental Function/Unit	FY 2015-16	FY 2016-17
<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 the continued delivery of excellent customer service and projects in a timely manner.</p>	2	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 including the management of the Tree Trust Fund; 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; implements and supervises urban design.</p>	25	30
<p>ZONING 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, issues Certificates of Use and Temporary Use permits; issues approval of Alcohol and Tobacco applications; verifies compliance of assisted living facilities as per Florida Statutes and the Zoning Ordinance.</p>	16	19
<p>HEARING BOARDS Processes applications for public meetings and hearings in support of the Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board, and Red Light Camera Appeals Hearings; provides notice of hearings to property owners and neighborhood associations; schedules public hearings and 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 records, cases, and documents pertaining to orders and resolutions issued by various boards.</p>	9	8
<p>ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters; manages all procurement solicitations and processes, including Request for Proposals (RFPs) and Request for Qualifications (RFQs); provides support services to professional staff; prepares special projects and reports; tracks performance measures and statistics for the Department.</p>	6	6
TOTAL FULL-TIME POSITIONS	58	66

Planning and Zoning

Department Expenditure Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	4,444,711	4,956,672	5,946,580	6,267,500	6,249,800
Operating Expense	292,412	444,610	694,094	533,100	474,100
Capital Outlay	69,221	11,721	14,538	225,000	225,000
Non-Operating Expenses	0	0	1,327,102	15,704,900	16,926,400
Transfers - OUT	551,250	325,000	0	0	500,000
	5,357,594	5,738,002	7,982,314	22,730,500	24,375,300

Department / Fund Relationship

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	4,758,265	5,383,216	6,427,856	6,800,600	6,633,900
Planning Services	600,445	354,787	256,347	12,208,000	13,613,500
Planning and Zoning Tree Trust Fund	0	0	227,356	3,545,900	3,939,900
Economic Development (SR)	(1,116)	0	0	176,000	188,000
Net Offices & Code Enforcement (SR)	0	0	1,070,268	0	0
Community Development	0	0	487	0	0
	5,357,594	5,738,002	7,982,314	22,730,500	24,375,300

Department Priorities for FY 2016-17

Digitization of records in several Divisions (Hearing Boards, Historic Preservation, Land Development) to facilitate records retrieval for improved customer service efficiency and permitting approval

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

Improve coordination with other departments and agencies for future implementation of master plan and studies for improved mobility and quality of life.

Continue to work with the Parks and Recreation Department and the Department of Real Estate and Asset Management for acquisition and development of new parks citywide.

Identify and implement strategies for improved customer service and public access to information

Complete a detailed analysis of the City's population for additional revenue sharing opportunities

Planning and Zoning

Complete the street master plan for Wynwood as part of the implementation of a Complete Streets program and improved connectivity with other areas of the City and incorporating other agencies' recommendations and plans.

Accomplishments in FY 2015-16

In conjunction with the Information Technology Department, began the evaluation process to streamline both internal and external processes in order to increase operational efficiency and to improve customer service and communications.

Began in June of FY2014-15 the digitization of documents in order to make records more readily accessible to the public through Laserfiche.

Improved information on the Department's website in order to make it more user-friendly.

Incorporated tree permitting to the building process to streamline plans review and improved turnaround time.

Continued to make necessary amendments to Miami 21 to address the needs of a growing city.

Succeeded in Census changes, increasing the City's population count by 2,100 which represents approximately \$4.6 million in additional funding capacity

In partnership with the Office of Grants and the Parks and Recreation Department, received a grant for \$95,000 from the Health Foundation of South Florida for efforts to improve the health of the residents of Little Havana.

Recognized by the America by the American Planning Association, The Wynwood neighborhood was named one of 15 Great Places.

Awarded by the Florida Chapter of the American Planning, the Neighborhood Revitalization District (NRD-1) for Wynwood received the 2015 Award of Excellence for Best Plan.

Received a grant in the amount of \$12,500 from Neat Streets to fund additional tree planting to meet the Million Trees Miami Goal countywide.

Established the Assisted Living Task Force to improve the review and collaboration with other agencies to decrease the overconcentration of Assisted Living Facilities.

Drafted legislation to establish the 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 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due to the contract between the City of Miami General Employee, American Federation of State, County, and Municipal Employees (AFSCME Local 1907) (GF \$140,900) and due in part to an average 5 percent for all non-bargaining employees (GF \$52,900).

Transfer of a Parks Planner from the Parks and Recreation Department as per the Mid-year 2015-16 Budget Amendment (GF \$68,400).

The addition of six 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 (a net increase of \$18,300).

Planning and Zoning

The increase in Office Supplies is due to funding for the purchase of office supplies required for the daily function of the Department (GF \$5,400).

The increase in Operating Supplies is due to the funding for the purchase of data and materials for the departmental operations and to fulfill requests by other departments including the Equal Opportunity Commission, Administration, Constituents and City Officials. (GF \$4,500).

Funding for one position in association with the Art in Public Places Ordinance (SR \$90,000).

Additional funding for Future land Use Map (FLUM) amendments (GF \$13,000).

The Budget includes the following additional consideration:

Reclassification of an Administrative Aide I in the Zoning division to Deputy Director in the Office of the Director section.

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>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Resolutions completed within four working days from the day of receipt at the board meeting (percent)	N/A	N/A	95	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	Pending new iPlan Tracking Program.	80
Waivers signed within 60 working days of submission of all documents by the applicant (percent)	N/A	N/A	Pending new iPlan Tracking Program.	80

Planning and Zoning

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,056,200	0	4,056,200	4,328,200	90,000	4,418,200
512010 - Attrition Savings - Salaries	(155,800)	0	(155,800)	(448,300)	0	(448,300)
513000 - Other Salaries and Wages	92,100	0	92,100	150,700	0	150,700
516000 - Fringe Benefits	17,100	0	17,100	13,500	0	13,500
521000 - Fica Taxes	295,900	0	295,900	319,900	0	319,900
522000 - Retirement Contributions	1,308,900	0	1,308,900	1,221,600	0	1,221,600
523000 - Life and Health Insurance	653,100	0	653,100	574,200	0	574,200
Personnel	6,267,500	0	6,267,500	6,159,800	90,000	6,249,800
Operating Expense						
524000 - Workers' Compensation	92,500	0	92,500	88,900	0	88,900
531000 - Professional Services	78,500	0	78,500	68,500	0	68,500
531010 - Professional Services- Legal Services	30,000	0	30,000	0	0	0
533000 - Court Services	7,500	0	7,500	500	0	500
534000 - Other Contractual Services	9,000	0	9,000	9,000	0	9,000
540000 - Travel and Per Diem	10,100	0	10,100	10,100	0	10,100
541100 - Postage	115,000	0	115,000	75,000	0	75,000
544000 - Rentals and Leases	5,300	0	5,300	5,300	0	5,300
545011 - Insurance - Vehicle Liability	21,100	0	21,100	19,500	0	19,500
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	43,800	0	43,800	79,100	0	79,100
547000 - Printing and Binding	1,900	0	1,900	1,900	0	1,900
548000 - Promotional Activities	1,500	0	1,500	1,500	0	1,500
548100 - Advertising and Related Costs	94,000	0	94,000	84,000	0	84,000
551000 - Office Supplies	10,500	0	10,500	15,900	0	15,900
552000 - Operating Supplies	6,500	0	6,500	11,000	0	11,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	700	0	700	700	0	700
Operating Expense	533,100	0	533,100	474,100	0	474,100
Capital Outlay						
663000 - Improvements Other Than Buildings	0	225,000	225,000	0	225,000	225,000
Capital Outlay	0	225,000	225,000	0	225,000	225,000
Non-Operating Expense						

Planning and Zoning

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
896000 - Budget Reserve	0	15,704,900	15,704,900	0	16,926,400	16,926,400
Non-Operating Expenses	0	15,704,900	15,704,900	0	16,926,400	16,926,400
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	500,000	500,000
Transfers - OUT	0	0	0	0	500,000	500,000
Total Expense	6,800,600	15,929,900	22,730,500	6,633,900	17,741,400	24,375,300



**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

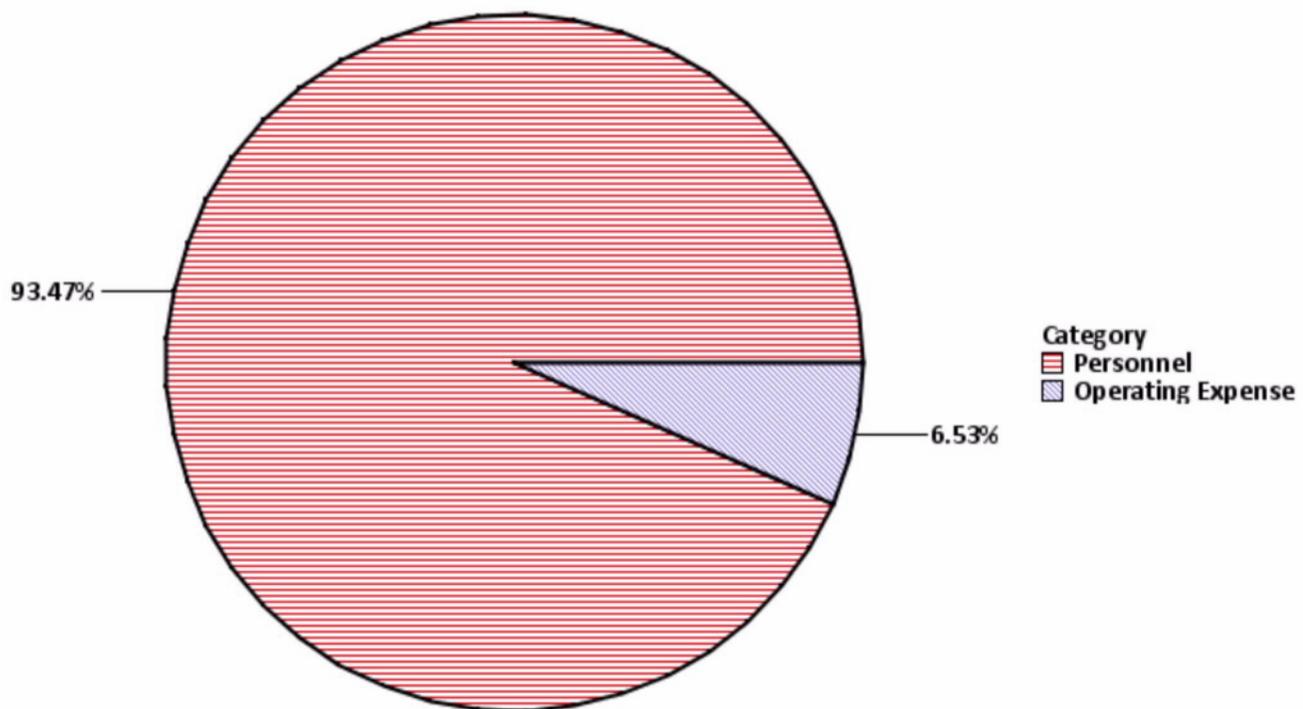
Description

The Office of Capital Improvements (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.

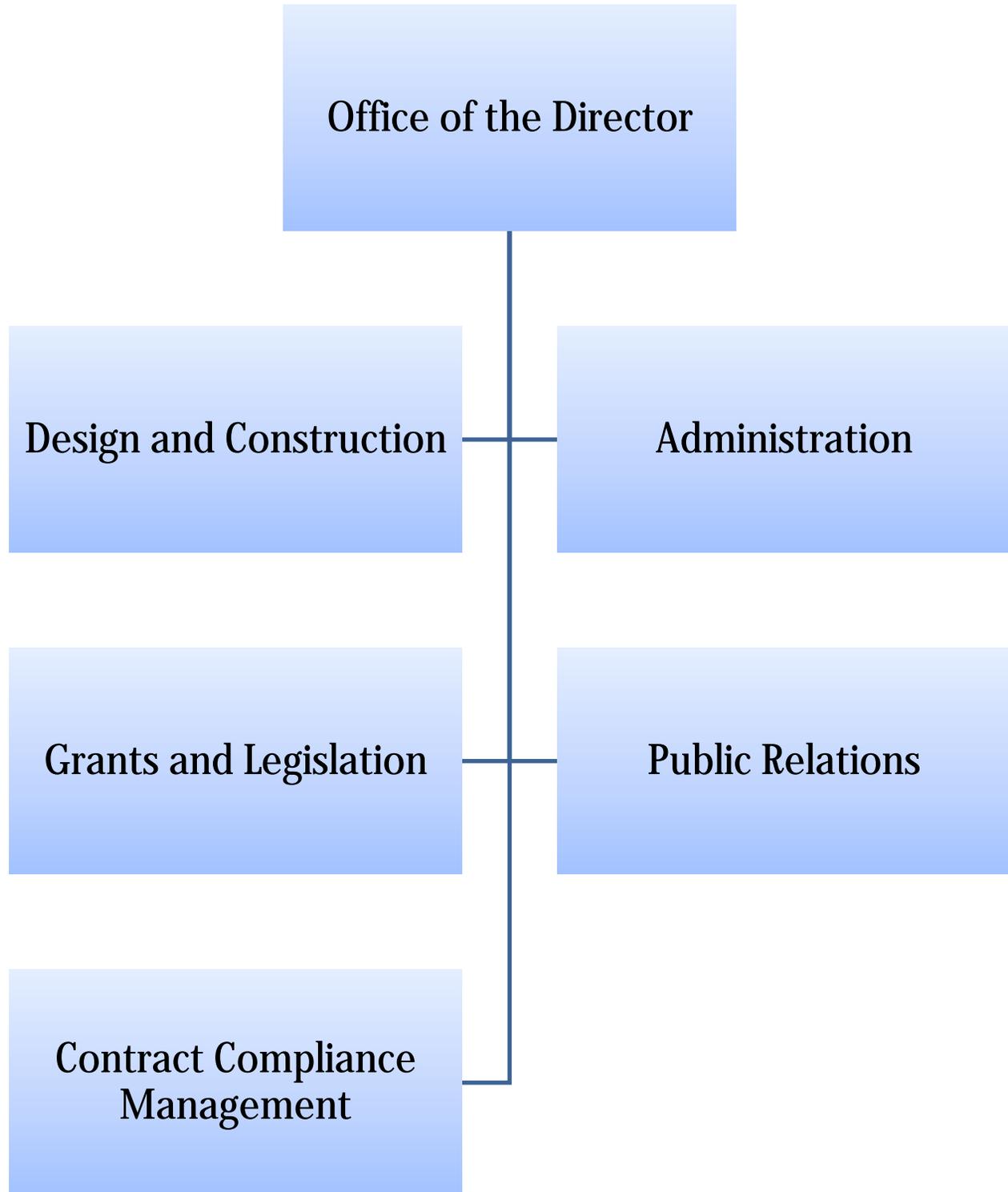
As part of the Public Works service area, the Office is staffed by project managers, engineers, architects, construction managers, and public relations agents who administers the Capital Improvements Program. The Office manages all phases of design and construction for horizontal and vertical projects.

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 2015-16	FY 2016-17
<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 Office's budget and manages cost controls.</p>	3	3
<p>DESIGN AND CONSTRUCTION Directs and manages the 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>	29	36
<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>	1	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; assists with the Trolley System.</p>	2	2
<p>CONTRACT COMPLIANCE MANAGEMENT Monitors construction contracts to ensure compliance as it relates to Community Small Business Enterprise Participation (CSBE), Local Workforce Participation (LWP), and Responsible Wages and Davis-Bacon Act wage (RW) requirements.</p>	0	3
<p>TOTAL FULL-TIME POSITIONS</p>	37	48

Office of Capital Improvements

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	1,953,231	2,265,563	2,274,974	2,656,000	2,640,200
Operating Expense	8,858,959	6,894,033	6,939,816	3,592,500	184,400
Capital Outlay	(245,465)	(10,069)	650	0	0
Non-Operating Expenses	0	0	235	0	0
	10,566,725	9,149,526	9,215,674	6,248,500	2,824,600

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	4,888,632	4,805,064	5,612,179	5,330,200	2,824,600
General Special Revenue	833,929	431,517	231,638	918,300	0
Planning Services	53,423	8,143	18,900	0	0
Community Development	0	1,105	0	0	0
Transportation and Transit	2,858,438	3,903,697	3,352,957	0	0
ARRA-Others-Memo Only	1,932,303	0	0	0	0
	10,566,725	9,149,526	9,215,674	6,248,500	2,824,600

Objectives for FY 2016-2017

Continue to assess the needs of the OCI organization to develop and implement a comprehensive OCI Policies and Procedures Manual by the third quarter of FY 2016-17.

Replace the Transportation Automated Control System (TRACS) Project Management software with a new, modern system that will better service the Office by December 2017.

Restructure departmental organization to provide a more efficient project management function by the first quarter of FY 2016-17.

Finalize Administrative Policies for CSBE, LWP, and RW to be included in the City of Miami's Administrative Policy Manual by the first quarter of FY 2016-17.

Establish a comprehensive internal Policies and Procedures Manual for Contract Compliance Management (CCM) staff by the first quarter of FY 2016-17.

Begin the first series of Industry Day information sessions presented by OCI to the contractor community by the first quarter of FY 2016-17.

Acquire a contract compliance software to assist with the monitoring and recordkeeping of documents and data associated with CSBE, LWP, and RW requirements by the second quarter of FY 2016-17.

Office of Capital Improvements

Finalize the three remaining environmental remediation projects at Curtis Park, Douglas Park, and Bayfront Park for a total of seven City parks completed by the fourth quarter of FY 2016-17.

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.

Accomplishments in FY 2015-16

Implemented accessibility for the Geographic Information System (GIS) Tracking software for all active capital projects, this software provides an up-to-date mapping system to the general public via the City's website.

In partnership with Miami-Dade County Water and Sewer, the City improved the roadway, drainage, and water mains of over twenty-five street blocks in the Allapattah neighborhood known as the NW 33 Street project.

Received the Award of Merit under the Open Space category for the Florida Chapter of the American Society of Landscape Architects for the Regatta Park project.

Completed the Marine Stadium Flex Park Phase I project on time for Miami's first annual Miami International Boat Show.

Secured \$22 million from the State of Florida's Revolving Loan for the restoration of the Wagner Creek/Seybold Canal.

Completed a new state of the art 22,820 square foot two-story gymnasium at Gibson Park.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$11,100) and due in part to an average of five percent for all non-bargaining employees (GF \$38,300).

Funding for one Administrative Aide II position resulting from the conversion of a temporary position to a full time position (GF \$10,700).

Funding for a Planner I position charged at 100 percent General Fund replaced with two Project Managers and a Construction Manager position charged at 25 percent respectively.

Funding for seven full time employees in lieu of utilizing consultants, as per the FY 2015-16 Mid-year Budget Amendment (GF \$111,800).

Funding for one Planner I position transferred from the Parks and Recreation Department to OCI as per the FY 2015-16 Mid-year Budget Amendment (GF \$89,200).

The Budget includes the following additional considerations:

Transfer the function of the Red Light Camera program to the Finance Department and the budget for the corresponding vendor payments to the Non Departmental Account (GF \$2.52 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. This percentage has been recalculated and changed from 30 percent in FY 2015-16 to 25 percent in FY 2016-17.

The Transportation and Transit Special Revenue Fund will be administered by the newly created Office of Transportation Management (OTM) instead of OCI.

Office of Capital Improvements

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Growth & Development Objective: Improve the City's Infrastructure			
Department Objective: Development a multiyear citywide infrastructure plan				
	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015 -16 Actuals	FY 2016 -17 Commitment
Resurfaced or reconstructed road surfaces (lane miles)	18.2	38	24	20
Projects completed in Design	N/A	86	48	107
Projects completed in Construction	N/A	57	12	147
Project Value Completed in Construction	N/A	\$13,470,000	\$6,636,100	\$64,000,000

Office of Capital Improvements

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	951,500	0	951,500	1,047,900	0	1,047,900
513000 - Other Salaries and Wages	77,500	0	77,500	77,500	0	77,500
516000 - Fringe Benefits	6,200	0	6,200	5,800	0	5,800
521000 - Fica Taxes	72,900	0	72,900	78,900	0	78,900
522000 - Retirement Contributions	1,112,500	0	1,112,500	995,600	0	995,600
523000 - Life and Health Insurance	435,400	0	435,400	434,500	0	434,500
Personnel	2,656,000	0	2,656,000	2,640,200	0	2,640,200
Operating Expense						
524000 - Workers' Compensation	60,100	0	60,100	48,600	0	48,600
534000 - Other Contractual Services	5,000	918,300	923,300	2,500	0	2,500
540000 - Travel and Per Diem	4,000	0	4,000	4,000	0	4,000
541000 - Communications & Related Services	4,300	0	4,300	7,400	0	7,400
541100 - Postage	3,000	0	3,000	3,000	0	3,000
544000 - Rentals and Leases	4,000	0	4,000	9,000	0	9,000
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	34,700	0	34,700	63,000	0	63,000
547000 - Printing and Binding	700	0	700	700	0	700
548100 - Advertising and Related Costs	500	0	500	0	0	0
549000 - Other Current Charges and Obligations	2,520,000	0	2,520,000	0	0	0
551000 - Office Supplies	20,500	0	20,500	21,000	0	21,000
552000 - Operating Supplies	4,800	0	4,800	4,800	0	4,800
552100 - Public Safety Supplies	1,700	0	1,700	7,100	0	7,100
552200 - Clothing/Uniform Supplies	1,600	0	1,600	1,600	0	1,600
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,500	0	3,500	8,500	0	8,500
666000 - Capitalized Books, Publications, and Library Materials	600	0	600	0	0	0
Operating Expense	2,674,200	918,300	3,592,500	184,400	0	184,400
Total Expense	5,330,200	918,300	6,248,500	2,824,600	0	2,824,600

General Services Administration

Department Head: Ricardo Falero

Phone: (305) 329-4854

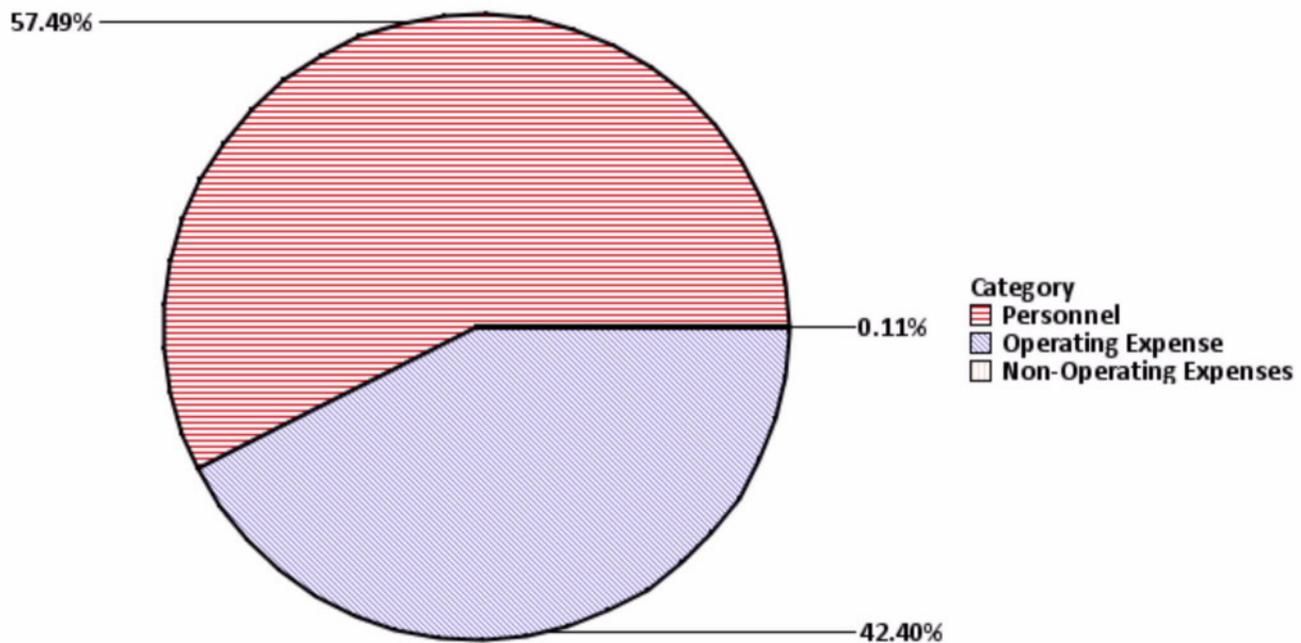
Description

The General Services Administration (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.

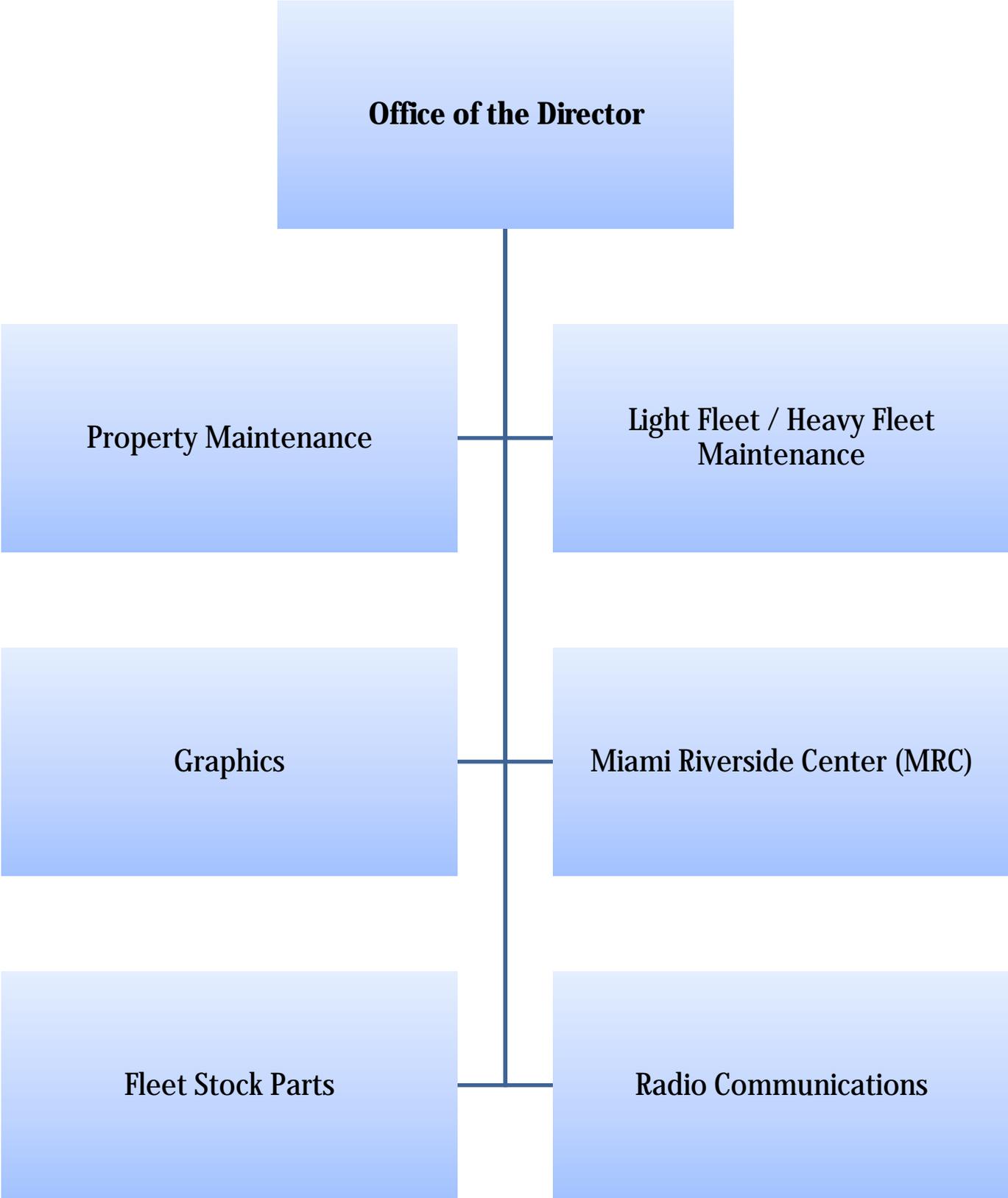
The Department acquires, maintains, and repairs City property and equipment. Support services are provided throughout the City, including at the Miami Riverside Center (MRC) Building and Garage, City Hall, GSA Administration Building and Fleet Maintenance Garage - where the Fueling Facility and Truck Wash are housed, 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. 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.

Allocation by Category



General Services Administration



General Services Administration

Departmental Function/Unit	FY 2015-16	FY 2016-17
<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>	36	37
<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>	65	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>	6	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>	8	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	8
TOTAL FULL-TIME POSITIONS	135	139

General Services Administration

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	11,079,284	11,534,986	11,677,171	12,619,200	12,965,100
Operating Expense	9,372,494	9,530,778	9,316,624	10,512,400	9,560,900
Capital Outlay	151,966	5,379	272,029	0	0
Non-Operating Expenses	0	0	0	25,700	24,700
	20,603,744	21,071,143	21,265,824	23,157,300	22,550,700

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	20,540,725	21,066,261	21,058,856	23,131,600	22,526,000
General Special Revenue	63,019	4,881	206,967	25,700	24,700
	20,603,744	21,071,143	21,265,824	23,157,300	22,550,700

Department Priorities for FY 2016-17

Attain 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 and work with Fire 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.

Complete interior renovations to the MRC facility that include carpet replacement and painting.

Manage construction and initiate use of a dedicated wash pit for Solid Waste equipment.

General Services Administration

Accomplishments in FY 2015-16

Provided 95 percent availability of police vehicle fleet every day of the year.

Achieved a turn-around rate of 64.4 percent of marked Police Department pursuit vehicles that were brought into the garage for minor repairs within the same day.

Maintained the emergency radio communications system at 92 percent operability.

Completed major renovations at the MRC facility that included carpet replacement, interior painting, and full replacement of all exterior gardens.

Upgraded and replaced crucial operating equipment that is essential in the delivery of effective and efficient fleet garage services.

Maintained vehicle and equipment downtime for City vehicles to 14 days or less.

Maintained a daily automated garbage truck count of 28 trucks, including four used in the singlestream recycling program, and met the daily trash crane count requirement of 19.

Maintained the monthly work order count to a maximum 25 days or less.

Budget Highlights for FY 2016-17

The Budget includes the following reductions:

The decrease in Rentals and Leases is due to the transfer of vehicle leases to Debt Service (GF \$735,900) and the transfer of motorcycle leases to Police (GF \$150,000) for a total decrease of \$885,900.

The decrease in Motor Fuel is due to historical trend and prices (GF \$518,700).

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907) (GF \$343,800) and due in part to an average of five percent for all non-bargaining employees (GF \$22,900).

The increase in Regular Salaries and Wages is due to the addition of two Heavy Equipment Mechanics (GF \$95,400).

The increase in Regular Salaries and Wages is due to one Information Clerk that was added in the FY 2015-16 Mid-Year Amendment (GF \$29,000) and the addition of one Welder in the FY 2015-16 Mid-Year Amendment (GF \$42,900) for a total increase of \$71,900.

The increase in Other Contractual Services is primarily due to the price increase for custodial services, including marble and carpet cleaning (GF \$86,600).

The increase in Repair and Maintenance Services is due to historical trend (GF \$317,500).

The Budget includes the following additional considerations:

Attrition savings have been added to factor in month of job entry for non-bargaining and AFSCME personnel (GF \$6,100).

The difference of one position between the Graphics division and the Light Fleet/ Heavy Fleet Maintenance division is due to the audit of a Duplicating Equipment Operator I position that was reclassified to a Heavy Equipment Mechanic Helper position to better meet the needs of the department.

General Services Administration

A General Fund contribution to capital improvement project Purchase of New Fuel Truck (\$100,000).
Funding from GSA Impact Fees for capital improvement project on 20th Street Building (\$1.75 million).

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	66	64	65	65
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent of time)	98	100	95	95
Department Objective: Maintain City's communication system operational.				
Performance Measures				
Emergency radio communications system kept operational and ready (percent of time)	96	93	96	99
Partial service interruptions in the communications system (number)	N/A	6	13	2
Department Objective: Ensure Department work orders are completed within three days.				
Performance Measures				
Average time for completion of property maintenance work orders (days)	N/A	1	0.85	2

GSA

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,335,400	0	7,335,400	7,789,000	0	7,789,000
512010 - Attrition Savings - Salaries	(146,200)	0	(146,200)	(299,400)	0	(299,400)
513000 - Other Salaries and Wages	282,700	0	282,700	232,500	0	232,500
514000 - Overtime	75,900	0	75,900	74,100	0	74,100
515000 - Special Pay	31,900	0	31,900	16,100	0	16,100
516000 - Fringe Benefits	28,300	0	28,300	28,300	0	28,300
521000 - Fica Taxes	571,700	0	571,700	601,000	0	601,000
522000 - Retirement Contributions	2,892,700	0	2,892,700	2,831,900	0	2,831,900
523000 - Life and Health Insurance	1,546,800	0	1,546,800	1,691,600	0	1,691,600
Personnel	12,619,200	0	12,619,200	12,965,100	0	12,965,100
Operating Expense						
524000 - Workers' Compensation	516,200	0	516,200	495,900	0	495,900
534000 - Other Contractual Services	582,500	0	582,500	685,400	0	685,400
540000 - Travel and Per Diem	9,900	0	9,900	13,000	0	13,000
541000 - Communications & Related Services	3,800	0	3,800	2,700	0	2,700
541100 - Postage	300	0	300	300	0	300
543000 - Utility Services	631,000	0	631,000	632,300	0	632,300
544000 - Rentals and Leases	904,300	0	904,300	18,500	0	18,500
545011 - Insurance - Vehicle Liability	19,900	0	19,900	18,400	0	18,400
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	4,082,500	0	4,082,500	4,400,000	0	4,400,000
546001 - IT-Repair and Maintenance Services	125,400	0	125,400	192,700	0	192,700
547100 - Printing and Binding-Outsourcing	7,000	0	7,000	5,000	0	5,000
547200 - Printing and Binding-Paper Stock	18,000	0	18,000	18,000	0	18,000
547300 - Printing and Binding-Supplies	8,500	0	8,500	8,500	0	8,500
548100 - Advertising and Related Costs	1,900	0	1,900	0	0	0
549000 - Other Current Charges and Obligations	1,700	0	1,700	5,300	0	5,300
551000 - Office Supplies	7,900	0	7,900	8,000	0	8,000
552000 - Operating Supplies	227,100	0	227,100	200,000	0	200,000
552010 - Motor Fuel	3,304,700	0	3,304,700	2,786,000	0	2,786,000
552200 - Clothing/Uniform Supplies	24,700	0	24,700	25,100	0	25,100

GSA

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
554000 - Subscriptions, Memberships, Licenses, Permits & Others	29,900	0	29,900	42,600	0	42,600
Operating Expense	10,512,400	0	10,512,400	9,560,900	0	9,560,900
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	25,700	25,700	0	24,700	24,700
Non-Operating Expenses	0	25,700	25,700	0	24,700	24,700
Total Expense	23,131,600	25,700	23,157,300	22,526,000	24,700	22,550,700

Public Works

Department Head: Juvenal Santana, PE, CFM

Phone: (305) 416-1218

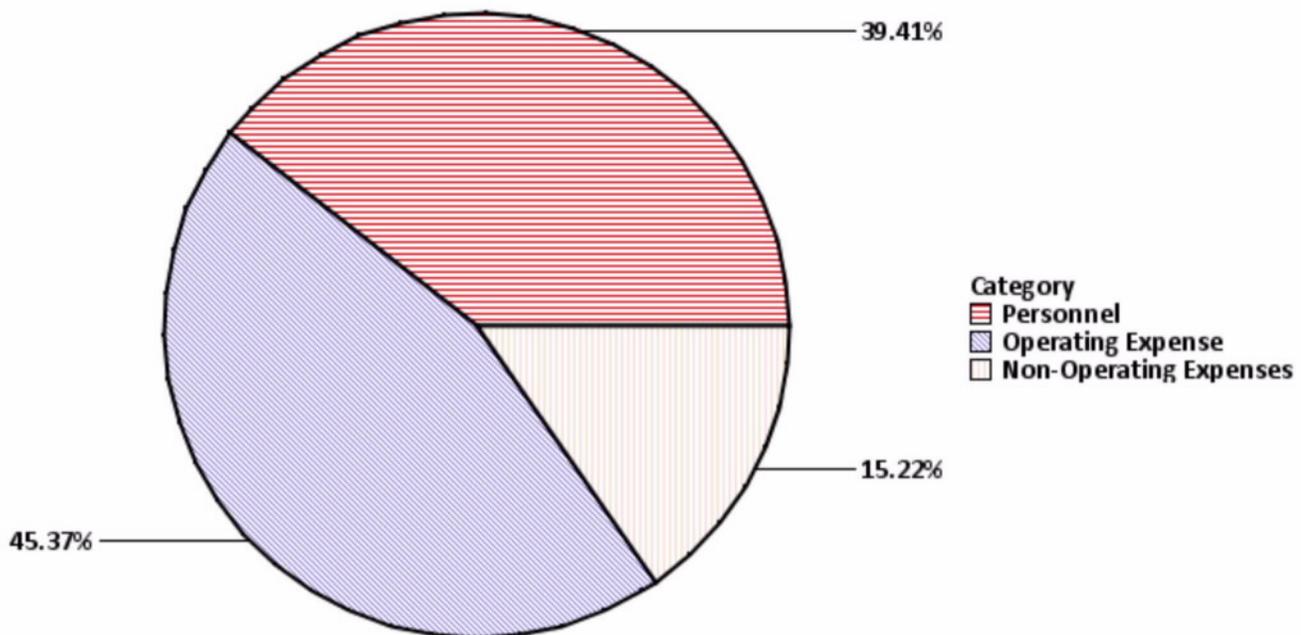
Description

The Public Works Department is responsible for 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 right-of-way (ROW). Public Works also promotes storm water management implemented under the City's National Pollutant 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, 12 storm water collection systems and pump stations, various tree plantings, bus benches and shelters, public payphones, news racks, sidewalk cafes, and certain franchise agreements with public utility owners.

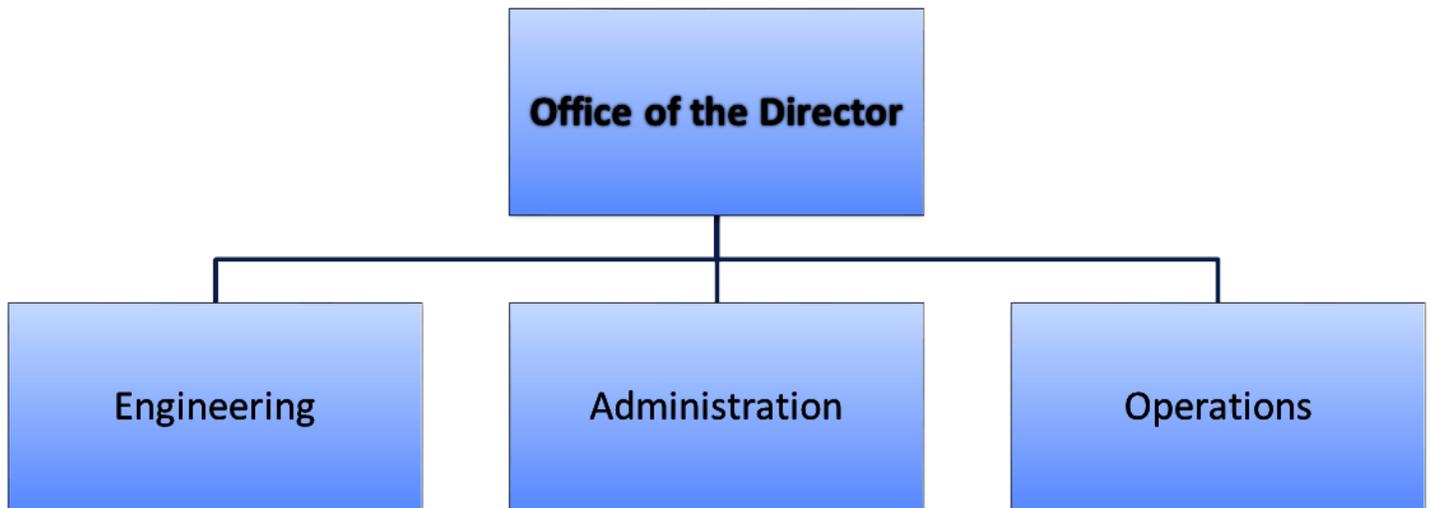
The Department's Operations Division receives and processes resident complaints related to any of the public ROW components under its jurisdiction; dispatches work crews to perform maintenance or repairs to address complaints; and ensures that the City has a safe and utilizable road system. In the Engineering Division, the Department reviews various permits, including Special Area Plans (SAP); coordinates right-of-way development, dedications, deeds, plats and easements; inspects public and private facilities; and enforces environmental regulations.

Stakeholders include residents, visitors, businesses, business improvement districts, developers and contractors.

Allocation by Category



Public Works



Departmental Function/Unit	FY 2015-16	FY 2016-17
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).	42	57
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.	5	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.	67	75
TOTAL FULL-TIME POSITIONS	116	140

Public Works

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	7,437,952	7,963,763	9,248,048	10,103,500	11,271,100
Operating Expense	8,638,935	8,468,686	10,770,738	12,426,600	12,975,925
Capital Outlay	44,547	16,964	18,736	30,000	0
Non-Operating Expenses	0	0	0	2,136,100	4,353,600
Transfers - OUT	549,746	0	0	3,110,300	0
	16,671,181	16,449,414	20,037,521	27,806,500	28,600,625

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	16,121,435	15,962,737	18,527,505	20,685,800	21,242,625
Public Works Services	549,746	486,677	1,510,017	7,120,700	7,358,000
	16,671,181	16,449,414	20,037,521	27,806,500	28,600,625

Department Priorities for FY 2016-17

Complete implementation of an online permitting process and web-based project coordination system.

Implement right-of-way asset management system to assist in pavement management, asset inventory, and double pole tracking and removal.

Enhance and beautify medians and traffic circles Citywide.

Provide strategic drainage enhancements to address a significant number of chronic drainage complaint locations.

Submit the fifth annual report for the fifth cycle in compliance with the applicable Municipal Separate Storm Sewer System (MS4) permit.

Accomplishments in FY 2015-16

Implemented the first phase of iPW the online permitting process.

Inspected and cleaned 35 percent of the City's Storm Sewer Infrastructure.

Participated in the planting of 342 trees citywide, and provided regular trimming of trees and landscape maintenance.

Completed approximately \$1.5 million in drainage enhancements.

Submitted the fourth year NPDES Annual Report for the third cycle of the MS4 permit with the Florida Department of Environmental Protection (FDEP) on April 18, 2016; cleaned and maintained 5,447 inlets and manholes, de-silted and cleaned 228,557 linear feet of storm sewer pipeline; using contracted forces maintained 12 storm water pump stations cleaned and maintained 28 miles of canal banks, removed approximately 90 tons

Public Works

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.

Completed the modernization and improvements to Lawrence and Riverview pump stations including three new pumps and motors as well as electrical and mechanical improvements.

Installed landscape LED lights along the median on Biscayne Boulevard.

Spearheaded the vacation and closure of approximately 250 unused public alleys to allow property owners to better secure their properties, enhance the value of their properties, and add to their development potential.

Commenced a pilot program of Solar Powered Street lighting to reduce environmental impact and lighting related energy costs.

Performed 7,900 line and grade inspections, prepared 200 covenant or maintenance agreements, and processed 5,250 walk-through building permit applications.

Repaired, replaced, or constructed 314,000 square feet of sidewalk; 1,330 linear feet of curbs; 8,000 square feet of sidewalk paver resetting; and 35 Americans with Disabilities Act (ADA) compliant accessible ramps.

Repaired 5,250 pot holes, filled 2,200 trash holes, and trimmed 5,000 trees.

Processed 65 Plats and Tentative Plats.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages due to the addition of seven full-time position as per Mid-year second Budget Amendment (\$325,900)

The increase in Rentals and Leases due to new Operations Division Trailers (GF \$74,000)

The increase in Clothing /Uniforms (GF \$3,400)

The increase in Utility Services due to FPL current expenditure levels (GF \$375,000)

The increase in Other Contractual Services Barricades by \$20,500 and a decrease in Pest Control by \$5,000 (GF \$15,200)

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages due to the addition of one full-time position – Professional Engineering II (\$64,300)

The increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$278,700) and due in part to an average of 5 percent for all non-bargaining employees (GF \$19,700)

The increase in Professional Services due to an increase in the MOU with the Miami River Commission (\$20,000)

The addition of 23 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 (a net increase of \$128,200 in GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2016 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions.

The contract for the decontamination and oxygenation of the Miami River and all the navigable canals in the city

Public Works

including Biscayne Bay (Scavenger) (\$250,000)

The reduction in Advertising and Related Cost due to the centralization of solicitation in the Procurement Department (GF \$12,500)

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: Improve operational efficiency.				
Performance Measures	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Commitment
Pot holes repaired (number)	2,872	3,050	6,745	6,000
Sidewalk repaired (square feet)	358,156	400,000	343,834	364,000
Trash holes filled (number)	2,026	2,250	1,401	2,500
Trees trimmed (number)	3,676	3,950	3,520	5,000
Storm sewer pipes cleaned (linear feet)	122,107	260,000	183,355	210,000
Utility Permits issued with-in 30 days of submittal (percent)	N/A	N/A	69	N/A
Line and Grade Inspections completed with-in a day of scheduling (percent)	N/A	N/A	100	95
NPDES Permits issued with-in 2 days of submittal (percent)	N/A	N/A	100	92
Utility Permits issued with-in 15 days of submittal (percent)	N/A	N/A	N/A	80
Pot holes repaired with-in 20 days of being reported (percent)	N/A	N/A	N/A	80
Lane Closure preliminary approval issued with-in 13 days of submittal (percent)	N/A	N/A	N/A	90

Public Works Dept.

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,837,600	0	5,837,600	7,362,600	0	7,362,600
512010 - Attrition Savings - Salaries	(386,500)	0	(386,500)	(258,300)	0	(258,300)
513000 - Other Salaries and Wages	794,000	0	794,000	55,900	0	55,900
514000 - Overtime	23,000	0	23,000	23,000	0	23,000
516000 - Fringe Benefits	24,400	0	24,400	26,200	0	26,200
521000 - Fica Taxes	444,400	0	444,400	565,300	0	565,300
522000 - Retirement Contributions	2,163,600	0	2,163,600	2,099,700	0	2,099,700
523000 - Life and Health Insurance	1,203,000	0	1,203,000	1,396,700	0	1,396,700
Personnel	10,103,500	0	10,103,500	11,271,100	0	11,271,100
Operating Expense						
524000 - Workers' Compensation	237,400	0	237,400	226,600	0	226,600
531000 - Professional Services	292,000	0	292,000	159,000	0	159,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	2,713,000	1,874,300	4,587,300	2,404,000	2,743,900	5,147,900
540000 - Travel and Per Diem	4,000	0	4,000	4,000	0	4,000
541000 - Communications & Related Services	23,900	0	23,900	23,900	0	23,900
541100 - Postage	2,500	0	2,500	2,500	0	2,500
543000 - Utility Services	5,700,000	0	5,700,000	6,075,000	0	6,075,000
544000 - Rentals and Leases	39,000	0	39,000	96,400	0	96,400
545011 - Insurance - Vehicle Liability	24,000	0	24,000	22,200	0	22,200
545013 - Insurance - General Liability	991,300	0	991,300	626,100	0	626,100
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	31,500	0	31,500	31,500	0	31,500
546001 - IT-Repair and Maintenance Services	84,300	0	84,300	151,100	0	151,100
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	4,000	0	4,000
548100 - Advertising and Related Costs	25,000	0	25,000	12,500	0	12,500
551000 - Office Supplies	10,500	0	10,500	10,500	0	10,500
552000 - Operating Supplies	26,000	0	26,000	15,500	10,500	26,000
552100 - Public Safety Supplies	14,200	0	14,200	14,200	0	14,200
552200 - Clothing/Uniform Supplies	16,000	0	16,000	29,025	0	29,025
552300 - Landscaping Related Supplies	75,000	0	75,000	0	75,000	75,000
553000 - Road Materials and Supplies	195,000	0	195,000	20,000	175,000	195,000

Public Works Dept.

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
554000 - Subscriptions, Memberships, Licenses, Permits & Others	41,500	0	41,500	41,500	0	41,500
Operating Expense	10,552,300	1,874,300	12,426,600	9,971,525	3,004,400	12,975,925
Capital Outlay						
664000 - Machinery and Equipment	30,000	0	30,000	0	0	0
Capital Outlay	30,000	0	30,000	0	0	0
Non-Operating Expense						
896000 - Budget Reserve	0	2,136,100	2,136,100	0	4,353,600	4,353,600
Non-Operating Expenses	0	2,136,100	2,136,100	0	4,353,600	4,353,600
Transfers-OUT						
891000 - Interfund Transfers	0	3,110,300	3,110,300	0	0	0
Transfers - OUT	0	3,110,300	3,110,300	0	0	0
Total Expense	20,685,800	7,120,700	27,806,500	21,242,625	7,358,000	28,600,625

Solid Waste

Department Head: Mario F. Nunez

Phone: (305) 960-2804

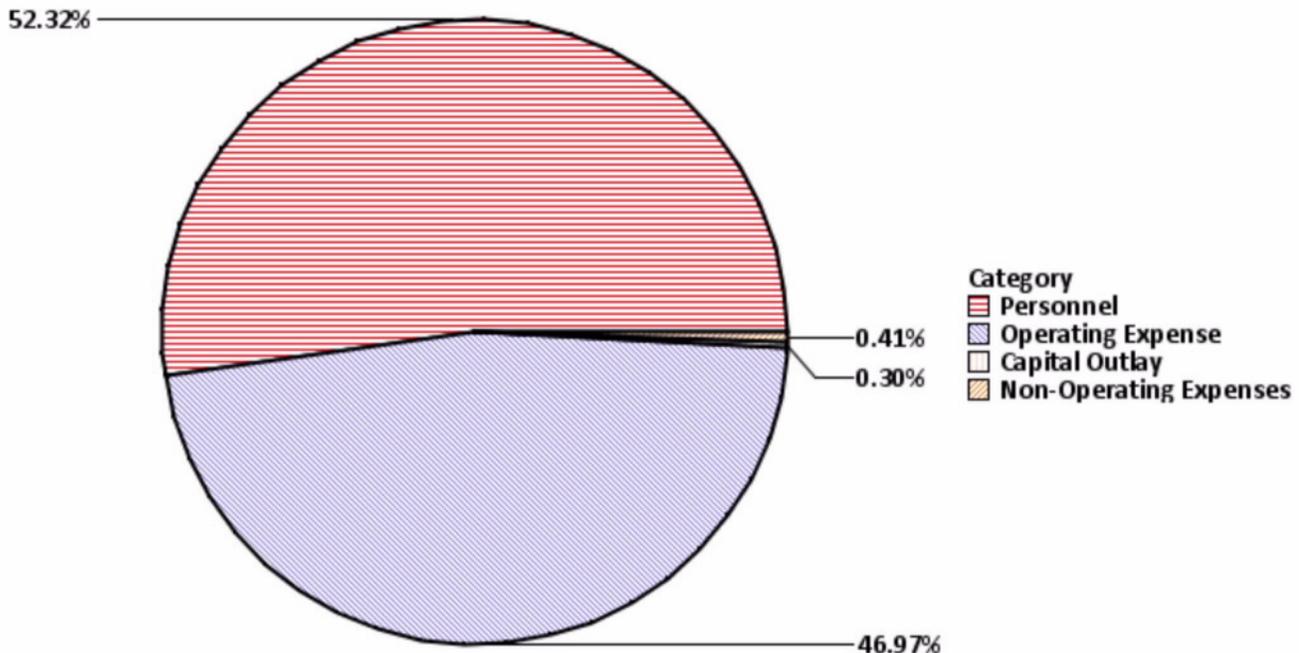
Description

The Department of Solid Waste provides courteous, dependable, and value-priced waste and recycling collection services to approximately 69,000 residences within the City.

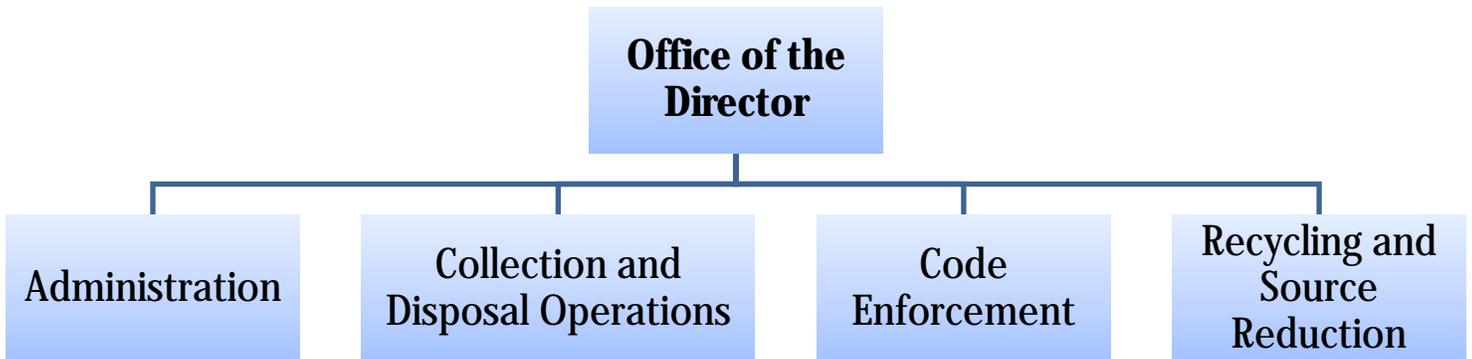
As one of the leading municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven nights) operation which offers a very comprehensive collection service including residential pick-up of garbage, trash, bulky waste, and recyclables. The Department is responsible for cleaning the City's right-of-way 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.

Allocation by Category



Solid Waste



Departmental Function/Unit	FY 2015-16	FY 2016-17
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 General Services Administration for repairs and service.	16	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.	199	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.	0	3
TOTAL FULL-TIME POSITIONS	228	236

Solid Waste

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	14,459,075	15,225,357	15,736,032	15,842,100	16,567,466
Operating Expense	11,084,507	12,319,581	13,623,702	14,711,600	14,873,127
Capital Outlay	1,262,429	1,262,632	999,286	105,200	94,200
Non-Operating Expenses	0	561	199	1,149,000	129,400
Transfers - OUT	0	1,257,800	0	0	0
	26,806,011	30,065,931	30,359,217	31,807,900	31,664,193

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	27,321,980	28,763,604	30,280,341	30,598,900	31,484,793
Public Works Services	28,885	1,256,300	0	0	0
Solid Waste Recycling Trust	0	3,000	78,877	1,194,800	179,400
Departmental Improvement Initiative	41,736	42,912	0	14,200	0
Emergency Funds	(586,590)	115	0	0	0
	26,806,011	30,065,931	30,359,217	31,807,900	31,664,193

Department Priorities for FY 2016-17

Continue to lead the Keep Miami Beautiful 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.

Expand the goals of the Keep Miami Beautiful campaign by deploying a new plan of action to help both residents and businesses understand and get involved in actions to reduce waste, increase recycling, deter illegal dumping, protect the natural areas of our neighborhoods, and beautify our community through a cleaner 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. Pending contract approval, four cranes, five automated garbage trucks, six trash trucks, and two gas powered golf carts will be leased.

Expand the Department's environmental recycling and source reduction efforts to educate and create community awareness in matters related to the collection of recycling, bulky trash, litter prevention, and anti-pollution efforts.

Solid Waste

Provide educational opportunities for Solid Waste Code Enforcement including Florida Association of Code Enforcement Certification (FACE), as well as streamline internal processes and policies to provide excellent service through a more knowledgeable and professional Code compliance team.

Maintain a healthy balance in the use of available area solid waste and green waste disposal sites in order to curb the costs associated with disposal tipping fees.

Accomplishments in FY 2015-16

Led and executed 53 clean-up events for the Keep Miami Beautiful Campaign throughout the City of Miami. During the period between October 1, 2015 and June 30, 2016, approximately 520,040 pounds of trash was collected, with an average of nine citations identified per event, and an average of 25 participants at each event from different City departments.

Conducted 48 recycling educational outreach presentations in schools and community events throughout the City of Miami. During the period between October 1, 2015 and June 30, 2016, approximately 11,500 students and residents attended the presentations.

Conducted 70 recycling educational outreach presentations in schools and community events throughout the City of Miami.

Improved residential container delivery service by spearheading a delivery process and establishing a new delivery standard for container replacement. A back log of deliveries (as long as three years) were brought current over a five-month period.

Collaborated with the Information Technology Department to start developing and streamlining new processes to manage the reporting of private haulers for existing accounts, new accounts, and gross receipts due to the City.

Implemented a new litter container collection program utilizing fully automated litter and trash containers as well as increased the number of litter containers throughout the City.

Successfully procured, installed, and managed a state-of-the-art telemetric technology pilot program to monitor driver behavior as part of the Solid Waste Department accident prevention and safety program.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

Increase in Regular Salaries and Wages due in part to five percent for all AFCSME 871 (GF \$341,200), AFCSME 1907 (GF \$78,200), and all non-bargaining employees (GF \$32,900).

The increase in Regular Salaries and Wages due in part to the conversion of eight Temporary to Permanent employees (GF \$231,200).

The increase in Overtime for certain inspectors to perform night time surveillance to prevent the failure of private haulers to comply with the ordinance regulating the hours of picking up industrial waste. (GF \$20,000)

The Budget includes the following reductions:

Solid Waste

Decrease in training to have inspectors certificated by the Florida Association of Code Enforcement (FACE) for the proper performance of their jobs (GF \$4,800).

The Budget includes the following additional considerations:

Three positions (One Recycling Coordinator and two Public Relations Aides) are moved from the administration function to the newly created Recycling and Source Reduction function, to facilitate the recycling environmental educational initiatives for businesses and residents and to support the Keep Miami Beautiful campaign.

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Fleet Safety Score (percent)	N/A	N/A	N/A	70
Portion of residential garbage directed to Resource Recovery (percent)	75	75	47	70
Recycled materials collection (tons)	11,000	11,000	10,727	11,000
Recycling tonnage as a percentage of total waste collection (percent)	28.3	28	34	30
Number of presentations to students promoting City recycling programs (number)	8	8	44	48
Number of events to promote City recycling programs (number)	5	15	46	35

Solid Waste

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	9,126,300	0	9,126,300	9,816,500	0	9,816,500
512010 - Attrition Savings - Salaries	(544,700)	0	(544,700)	(552,600)	0	(552,600)
513000 - Other Salaries and Wages	265,200	0	265,200	174,166	0	174,166
514000 - Overtime	480,000	0	480,000	500,000	0	500,000
516000 - Fringe Benefits	1,800	0	1,800	1,800	0	1,800
521000 - Fica Taxes	700,500	0	700,500	698,600	0	698,600
522000 - Retirement Contributions	3,510,200	0	3,510,200	3,368,400	0	3,368,400
523000 - Life and Health Insurance	2,302,800	0	2,302,800	2,560,600	0	2,560,600
Personnel	15,842,100	0	15,842,100	16,567,466	0	16,567,466
Operating Expense						
524000 - Workers' Compensation	1,025,000	0	1,025,000	984,600	0	984,600
534000 - Other Contractual Services	177,000	0	177,000	177,000	0	177,000
540010 - Training	4,800	0	4,800	0	0	0
541100 - Postage	16,000	0	16,000	16,000	0	16,000
543000 - Utility Services	54,000	0	54,000	54,000	0	54,000
544000 - Rentals and Leases	21,000	0	21,000	15,000	0	15,000
545011 - Insurance - Vehicle Liability	279,700	0	279,700	258,200	0	258,200
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	6,000	0	6,000	25,600	0	25,600
546001 - IT-Repair and Maintenance Services	188,900	0	188,900	322,700	0	322,700
547000 - Printing and Binding	20,000	0	20,000	20,000	0	20,000
548000 - Promotional Activities	10,000	0	10,000	10,000	0	10,000
549000 - Other Current Charges and Obligations	11,946,500	60,000	12,006,500	12,024,800	50,000	12,074,800
551000 - Office Supplies	14,400	0	14,400	14,400	0	14,400
552000 - Operating Supplies	821,700	0	821,700	832,077	0	832,077
552100 - Public Safety Supplies	22,000	0	22,000	25,700	0	25,700
552200 - Clothing/Uniform Supplies	27,500	0	27,500	27,950	0	27,950
554000 - Subscriptions, Memberships, Licenses, Permits & Others	11,900	0	11,900	11,900	0	11,900
Operating Expense	14,651,600	60,000	14,711,600	14,823,127	50,000	14,873,127
Capital Outlay						
664000 - Machinery and Equipment	105,200	0	105,200	94,200	0	94,200

Solid Waste

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
Capital Outlay	105,200	0	105,200	94,200	0	94,200
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	1,149,000	1,149,000	0	129,400	129,400
Non-Operating Expenses	0	1,149,000	1,149,000	0	129,400	129,400
Total Expense	30,598,900	1,209,000	31,807,900	31,484,793	179,400	31,664,193

Office of Transportation Management

Department Head: Sandra Harris

Phone: (305) 416-1726

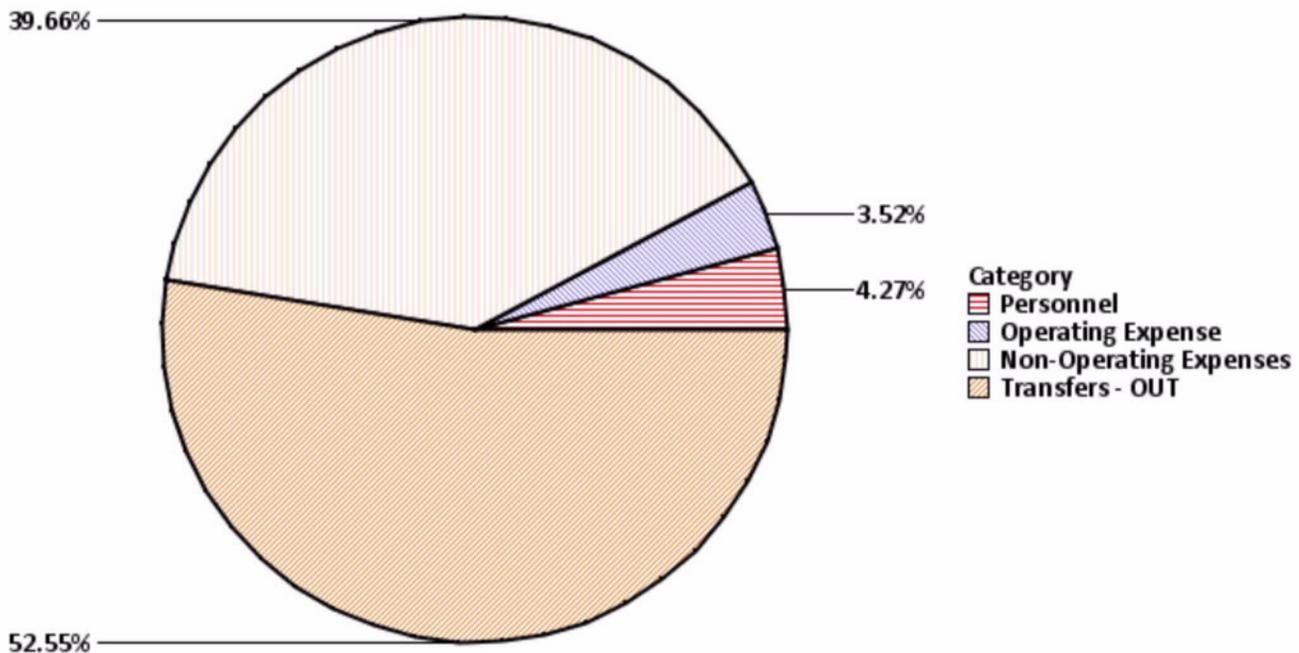
Description

The Office of Transportation Management (OTM) is responsible for managing, planning, coordinating, and implementing the City's transportation and transit program.

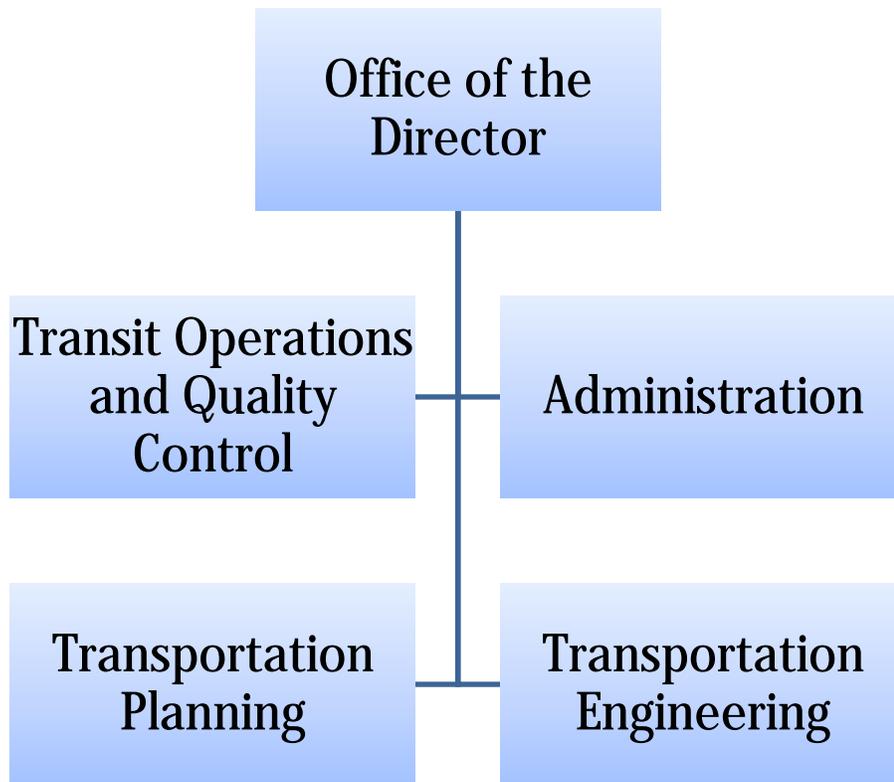
As part of the Public Works service area, OTM assists the Office of Capital Improvements (OCI) and the Planning and Zoning Department in the development of transportation improvement projects from a complete streets point of view with traffic study reviews of proposed project plans. The staff provides 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 2015-16	FY 2016-17
<p>OFFICE OF THE DIRECTOR Directs, plans, and implements the City’s transportation program; provides leadership and administers the resources necessary to successfully deliver projects for client departments; develops and monitors the Office’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>	2	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	8	10

Office of Transportation Management

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	475,406	456,962	811,277	942,700	1,030,700
Operating Expense	18,421	8,180	194,362	38,200	848,600
Capital Outlay	0	1,398	4,537	0	0
Non-Operating Expenses	0	0	0	8,638,300	9,575,400
Transfers - OUT	9,442,400	11,205,857	14,263,344	11,957,200	12,686,700
	9,936,227	11,672,397	15,273,521	21,576,400	24,141,400

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	0	0	1,255	0	0
General Special Revenue	0	0	0	0	811,100
Transportation and Transit	9,936,227	11,672,397	15,272,266	21,576,400	23,330,300
	9,936,227	11,672,397	15,273,521	21,576,400	24,141,400

Objectives for FY 2016-2017

Coordinate an amendment to the intergovernmental agency agreement to implement traffic calming devices with the Miami-Dade Department of Transportation and Public Works. This initiative has been legislatively approved by the City Commission and it is pending final execution.

Develop and implement upgrades to the Miami Trolley software applications such as the free smartphone application for Android and iPhone platforms providing easy access to maps, schedules, and service updates and the application to obtain baseline performance measures such as on-time performance and customer's complaints database by the fourth quarter of FY 2016-17.

Review the current trolley routes for optimal efficiency by the fourth quarter of FY 2016-17.

Develop a traffic calming plan and guidelines for the City by the second quarter FY 2016-17.

Begin the implementation of the Updated Miami Comprehensive Neighborhood Plan Transportation Element by the second quarter of FY 2016-17.

Continue coordination of the Beach Link Corridor with Florida Department of Transportation (FDOT), Miami-Dade Metropolitan Planning Organization, Miami-Dade Transit, and Miami Beach throughout FY 2016-17.

Complete the City's Transportation Vision Plan by the first quarter of FY 2016-17.

Accomplishments in FY 2015-16

Updated Miami Comprehensive Neighborhood Plan Transportation Element

Expanded the Miami Trolley system service coverage by establishing three new routes approved by City Commission providing connections from residential neighborhoods to employment and entertainment hubs by way of the Little Havana, Wynwood, and Coconut Grove routes.

Office of Transportation Management

Acquired ten new Miami Trolley vehicles.

Implemented the Miami Trolley Website Feedback Program.

Steadily increased Miami Trolley system ridership to 4.57 million people annually.

Awarded funding in the amount of \$354,000 from FDOT for FY 2020-21 for purchase of new trolleys through the Transit Corridor Program.

Resolved prior years audited compliance issues with Florida Department of Transportation (FDOT) to secure the City's ability to continue to partake in FDOT's Local Agency Program (LAP) which provides Federal funds for select capital projects of the City.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (SR \$12,500) and due in part to an average of five percent for all non-bargaining employees (SR \$15,800).

Funding for two Quality Control and Assurance Specialist to provide oversight of the quality of customer service and the on-time performance being provided by our trolley and on-demand operator (SR \$105,200).

The increase in Other Salaries and Wages to assist the Transportation personnel in providing customer service and monitoring the City's transit routes services with two temporary positions as per the FY 2015-16 Mid-year Budget Amendment (SR \$57,500).

The Budget includes the following additional considerations:

The non-operating expense includes a Transfer Out in the amount of \$12.69 million from the Transportation and Transit Special Revenue Fund to the Debt Service Fund (\$6.11 million) for payment of the Street Bonds; and to the Capital Fund (\$6.58 million) for Capital Street and Sidewalk and Mass Transit projects.

The FY 2016-17 Transportation and Transit Special Revenue Fund budget includes \$6.61 million of fund balance to augment county revenues to cover the costs of approximately \$3.73 million to manage the mass transit component, which includes the Trolley system and On Demand Transportation services, and an additional \$2.5 million contribution towards the Tri-Rail.

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 2017-18.

The Office of Transportation Management was created to address, manage, plan, coordinate and implement the City transportation and transit program previously included as part of the Office of Capital Improvements.

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 (\$811,100) and Transportation and Transit (\$23,330,300). The historical data associated with the General Special Revenue fund is reflected under OCI's narrative section, specifically the funding structure.

Office of Transportation Management

Strategic Priorities and Performance Measures

	Primary Strategic Priority Area: Growth & Development Objective: Enhance transportation and mobility options			
Department Objective: Promote transit-oriented development				
Performance Measure	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Commitment
Trolley system trips (trolley boarding in millions)	2.00	3.60	4.30	4.80
Department Objective: Promote transit-oriented development				
Performance Measure				
Traffic impact studies of new developments reviewed (number)	20	20	29	26

Office of Transportation Management

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	575,000	575,000	0	699,000	699,000
513000 - Other Salaries and Wages	0	0	0	0	57,500	57,500
516000 - Fringe Benefits	0	1,800	1,800	0	4,500	4,500
521000 - Fica Taxes	0	43,900	43,900	0	53,800	53,800
522000 - Retirement Contributions	0	218,900	218,900	0	153,800	153,800
523000 - Life and Health Insurance	0	103,100	103,100	0	62,100	62,100
Personnel	0	942,700	942,700	0	1,030,700	1,030,700
Operating Expense						
524000 - Workers' Compensation	0	12,700	12,700	0	8,200	8,200
534000 - Other Contractual Services	0	2,500	2,500	0	811,100	811,100
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
548100 - Advertising and Related Costs	0	2,000	2,000	0	0	0
551000 - Office Supplies	0	7,900	7,900	0	16,100	16,100
552200 - Clothing/Uniform Supplies	0	900	900	0	1,000	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	4,200	4,200	0	4,200	4,200
Operating Expense	0	38,200	38,200	0	848,600	848,600
Non-Operating Expense						
882000 - Aids to Private Organizations	0	3,000,000	3,000,000	0	2,500,000	2,500,000
896000 - Budget Reserve	0	5,638,300	5,638,300	0	7,075,400	7,075,400
Non-Operating Expenses	0	8,638,300	8,638,300	0	9,575,400	9,575,400
Transfers-OUT						
891000 - Interfund Transfers	0	11,957,200	11,957,200	0	12,686,700	12,686,700
Transfers - OUT	0	11,957,200	11,957,200	0	12,686,700	12,686,700
Total Expense	0	21,576,400	21,576,400	0	24,141,400	24,141,400

City of Miami
Half-Cent Surtax Pro-Forma
w/o new 2 trolley routes

	2016 Projection	2017 Projection	2018 Projection	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection	2024 Projection	2025 Projection
Revenues										
FDOT Contribution	\$550,000	\$361,103	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising Revenues	\$311,207	\$450,000	\$343,106	\$360,261	\$378,275	\$397,188	\$417,048	\$437,900	\$459,795	\$482,785
Coconut Grove BID Reimbursement	\$356,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transit Funds (County half-cent)	\$16,228,787	\$16,715,650	\$17,217,120	\$17,733,633	\$18,265,642	\$18,813,612	\$19,378,020	\$19,959,361	\$20,558,142	\$21,174,886
Interest										
Contribution from General Fund	\$156,000									
Total Revenues	\$17,601,994	\$17,526,753	\$17,560,226	\$18,093,894	\$18,643,917	\$19,210,800	\$19,795,068	\$20,397,261	\$21,017,937	\$21,657,671
Expenditures										
Mass Transit										
Allapattah	\$470,028	\$481,884	\$533,745	\$545,707	\$559,354	\$573,337	\$758,160	\$758,160	\$758,160	\$758,160
Biscayne	\$923,135	\$946,420	\$1,077,373	\$1,101,519	\$1,129,066	\$1,157,292	\$1,530,360	\$1,530,360	\$1,530,360	\$1,530,360
Brickell	\$615,423	\$630,947	\$731,428	\$747,820	\$766,522	\$785,685	\$1,038,960	\$1,038,960	\$1,038,960	\$1,038,960
Coral Way	\$912,704	\$1,298,677	\$1,331,891	\$1,361,740	\$1,395,794	\$1,430,689	\$1,891,890	\$1,891,890	\$1,891,890	\$1,891,890
Health District	\$282,017	\$289,130	\$326,177	\$333,487	\$341,827	\$350,373	\$463,320	\$463,320	\$463,320	\$463,320
Overtown	\$97,923	\$100,393	\$102,960	\$105,268	\$107,900	\$110,598	\$146,250	\$146,250	\$146,250	\$146,250
Stadium	\$332,937	\$341,335	\$326,177	\$333,487	\$341,827	\$350,373	\$463,320	\$463,320	\$463,320	\$463,320
Specials	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Coconut Grove	\$560,559	\$742,101	\$761,080	\$778,137	\$797,597	\$817,537	\$1,081,080	\$1,081,080	\$1,081,080	\$1,081,080
Little Havana	\$560,559	\$742,101	\$761,080	\$778,137	\$797,597	\$817,537	\$1,081,080	\$1,081,080	\$1,081,080	\$1,081,080
Wynwood	\$249,979	\$318,043	\$326,177	\$333,487	\$341,827	\$350,373	\$463,320	\$463,320	\$463,320	\$463,320
Fuel	\$959,675	\$978,829	\$1,108,331	\$1,163,747	\$1,221,935	\$1,283,031	\$1,347,183	\$1,414,542	\$1,485,269	\$1,559,533
On-Demand	\$465,000	\$580,000	\$594,500	\$609,363	\$624,597	\$640,211	\$656,217	\$672,622	\$689,438	\$706,674
Vehicle Acquisition	\$2,000,150	\$0	\$1,000,000	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Vehicle Replacement	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Automatic Vehicle Locator/GPS	\$0	\$411,600								
Transit Studies	\$150,000	\$150,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
Payment to Tri-Rail	\$3,000,000	\$2,500,000	\$1,500,000	\$167,000	\$0	\$0	\$0	\$0	\$0	\$0
Other Costs	\$350,000		\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
Subtotal Mass Transit	\$11,955,088	\$10,536,459	\$11,705,919	\$9,583,900	\$10,650,842	\$9,892,036	\$12,146,140	\$12,229,904	\$12,317,447	\$12,408,946
Subtotal Administration Cost	\$1,011,053	\$1,068,200	\$1,164,001	\$1,104,805	\$1,137,949	\$1,172,088	\$1,207,251	\$1,243,468	\$1,280,772	\$1,319,195
Subtotal Transfer Out to Debt	\$6,126,700	\$6,107,600	\$6,180,432	\$6,180,444	\$6,179,320	\$6,177,620	\$6,178,884	\$6,179,424	\$6,179,363	\$6,180,411
Subtotal Transfer Out to Capital	\$6,044,890	\$6,429,138	\$6,622,012	\$6,820,672	\$7,025,292	\$7,236,051	\$7,453,133	\$7,676,727	\$7,907,029	\$8,144,239
Total Expenditures	\$25,137,732	\$24,141,397	\$25,672,364	\$23,689,822	\$24,993,404	\$24,477,796	\$26,985,407	\$27,329,523	\$27,684,611	\$28,052,792
Fiscal Year Surplus/(Deficit)	-\$7,535,737	-\$6,614,644	-\$8,112,138	-\$5,595,927	-\$6,349,488	-\$5,266,995	-\$7,190,339	-\$6,932,262	-\$6,666,674	-\$6,395,121
Fiscal Year Ending Fund balance	\$9,826,109	\$3,211,464	-\$4,900,673	-\$10,496,600	-\$16,846,088	-\$22,113,083	-\$29,303,422	-\$36,235,684	-\$42,902,358	-\$49,297,479
Percent Spent on Mass Transit	48%	44%	46%	40%	43%	40%	45%	45%	44%	44%

Notes

Transportation was awarded with two FDOT grants for the new trolleys routes. Pending information from the Grants departments for future allocation in the budget.



**DEPARTMENT
BUDGETS:
PUBLIC SAFETY**

- Fire-Rescue
- Police

Fire-Rescue

Department Head: Maurice Kemp

Phone: (305) 416-5401

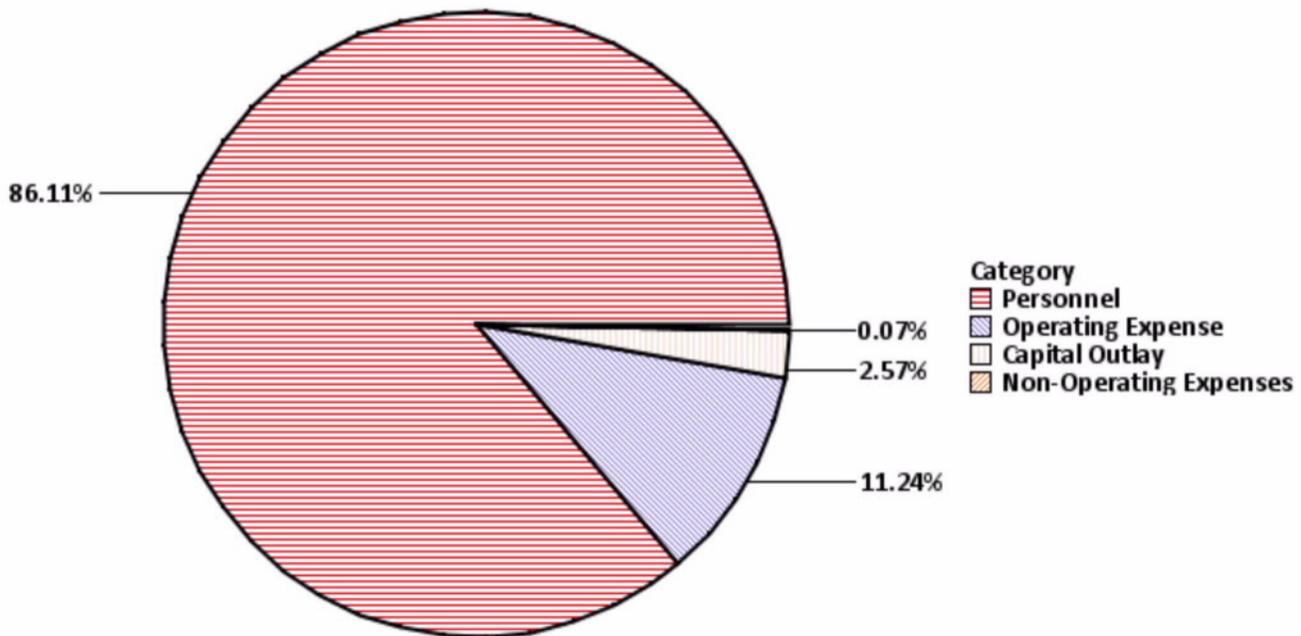
Description

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.

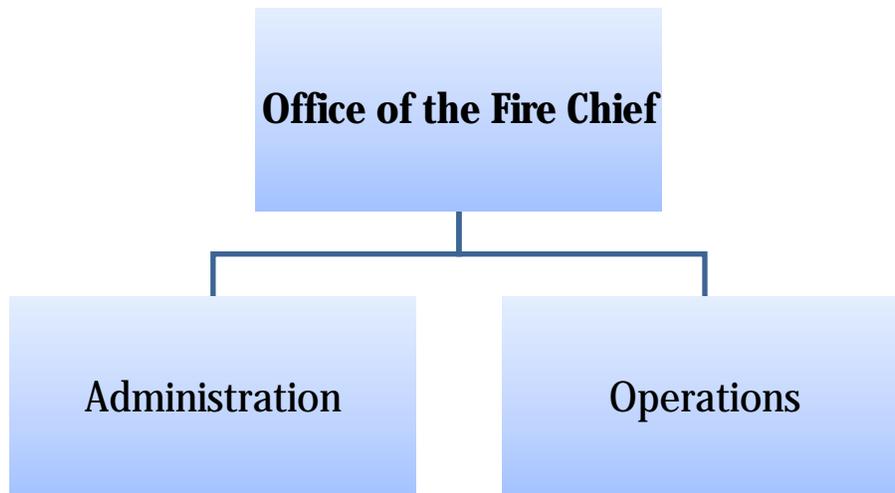
The Fire-Rescue Department responds to fires, public safety incidents, and medical emergencies. The Department advances prevention efforts through the inspection of residential, industrial, and commercial structures, as well as the review of construction plans consistent with City fire codes. Officers 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

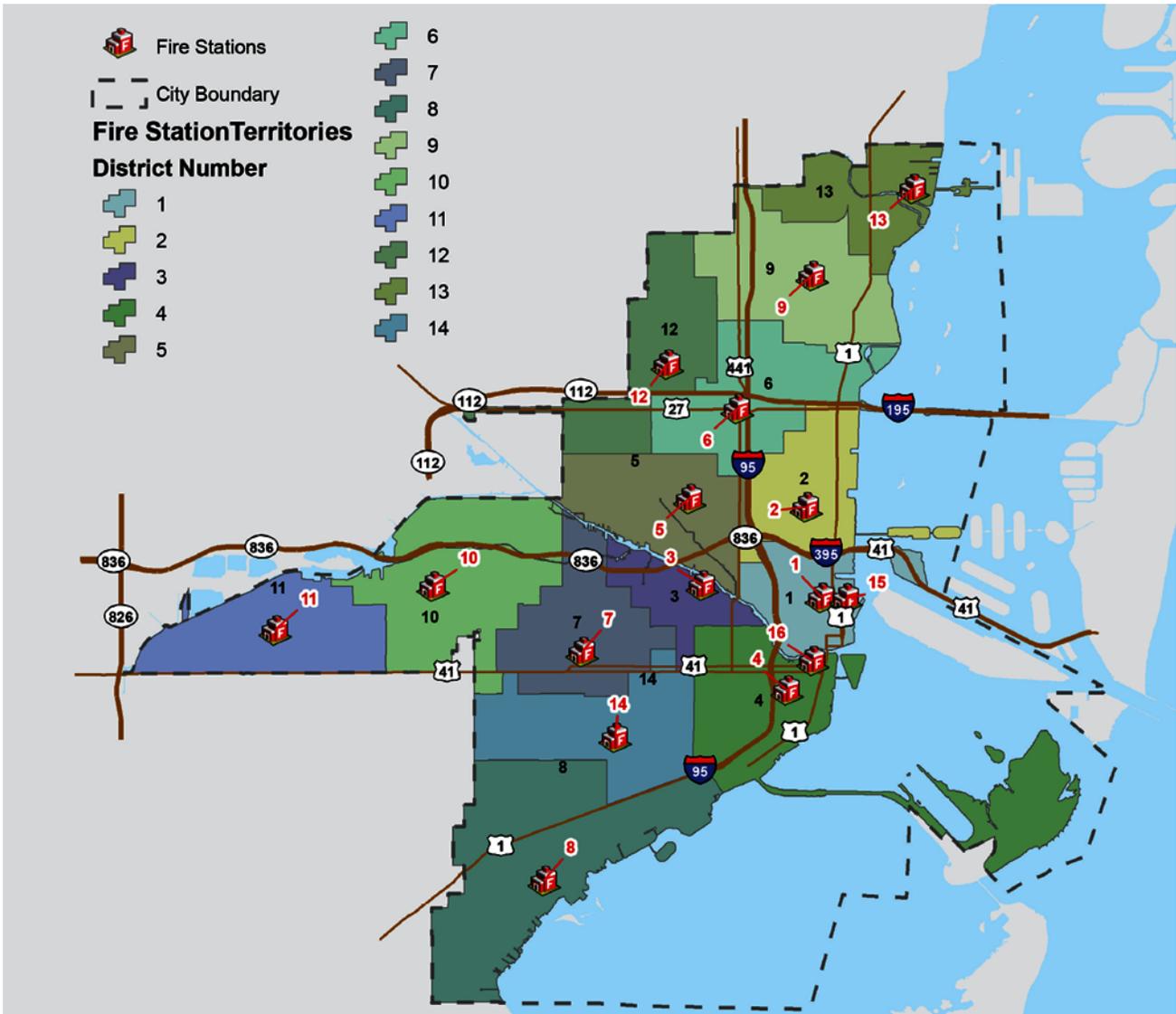


Fire-Rescue



Departmental Function/Unit	FY 2015-16	FY 2016-17
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; 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; provides emergency medical support through the newly established Emergency Medical Services Support Division.	99	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; 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; 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.	725	729
TOTAL FULL-TIME POSITIONS	838	846

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) 569-3914

Fire-Rescue

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	103,063,560	106,948,821	106,319,438	101,564,100	114,399,669
Operating Expense	26,926,910	21,013,813	15,582,538	14,726,900	14,938,901
Capital Outlay	4,867,857	1,151,294	1,548,184	0	3,420,377
Non-Operating Expenses	921	5,954	385,740	1,913,300	92,800
Transfers - OUT	0	41,979	0	0	0
	134,859,248	129,161,861	123,835,900	118,204,300	132,851,747

Funding Structure

[FRExecute \(/COMBUDGT/Book_Build/HFR Reports/EXP_SCHED_byFund;Type=1\)](#)

Department Priorities for FY 2016-17

Continue to transition the final five suppression units from Basic Life Support (BLS) to Advanced Life Support (ALS) in an effort to provide enhanced services to the citizens of Miami. The City will have 44 ALS units in total once this transition completed.

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.

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.

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.

Fire-Rescue

Accomplishments in FY 2015-16

Coordinated and successfully completed the recruitment, application, and selection process regarding the hiring of candidates in response to attrition in Department in-line with the adopted succession plan graduating approximately 24 personnel from the Fire Training Center.

Hired for both Rescue 16 and Rescue 23 and placed in service Rescue 23 that resulted in increased response capability within Fire Station 3's zone of 23% and improved response times by 50%. Additionally, average response times in two emergency medical response zones improved by 40% or 32 seconds and decreased response by units assigned to other zones by 60%.

Placed one Aerial and eight rescue apparatuses in service and acquired funding to order a replacement for Quint 10 apparatus.

Installed new emergency generators at fire stations.

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.

Maintained the Stroke Coalition Network membership which collaborated between all the Miami-Dade County Emergency Medical Services and area hospitals that have established standards to ensure state-of-the-art stroke care.

Completed transition of 76 percent of suppression units from BLS to ALS.

Worked with the Capital Improvement and Transportation Program Office to complete major remodeling and renovation work in Fire Station 10 and rehabilitation of various fire stations and training facilities.

Continued to work with City leaders to bring a joint venture fire station projects to fruition.

Identified 147 abandoned structures for demolition during the current fiscal year in conjunction with other City Departments.

Fire-Rescue

Budget Highlights for FY 2016-17

The Budget includes the following reduction:

Removal of four long-term vacant civilian positions (GF \$165,700; SR \$46,200).

Transfer of one Hazard Mitigation Specialist position to the Office of Resilience and Sustainability (GF \$94,500).

The Budget includes the following additional considerations:

Increase in funding for Public Safety Supplies due to Department converting units to ALS thereby increasing use of medical supplies (GF \$300,000).

Increase in funding for Operating Supplies to maintain current level of service (GF \$301,000).

Increase in funding for Machinery and Equipment for non-capital purchases of equipment (GF \$300,000).

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$207,000); an average of five percent for all non-bargaining and year-round part-time employees (GF \$61,100); a normal step increase due to a contract between the City of Miami and the International Association of Firefighters (IAFF Local 587) (GF \$1.43 million); and due to bi-annual ALS revenue sharing payments (GF \$1.44 million).

The addition of nine positions to the Department as a conversion of nine 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 (a net increase of \$15,400 GF, \$8,600 SR); employees that are eligible for the Career Opportunity Program will be converted on the first full pay period following October 1, 2016 while employees that are not eligible for the Career Opportunity Program will enter a recruitment process for the new positions. A General Fund contribution to capital improvement projects for the purchase of 30 Safety Pads (\$150,000).

Section 175 state pass-through revenues and expenses are presented in the budget (GF \$5.30 million).

Funding from Fire Impact Fees for purchase of equipment for Cancer Prevention Plan (\$350,000) and new fire apparatus (\$2.21 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: Improve response times.				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Response time from initial call to first unit on scene (minutes)	5.36	5.36	5.32	5.34
False alarm incidents by automatic fire detection systems (number)	6,168	6,974	7,450	6,565
Fire and rescue alarm calls (number)	95,763	99,570	102,422	109,353
Department Objective: Invest in equipment and technology to enhance service delivery.				
Performance Measures				
Average age of firefighting units (years)	10.58	10.00	9.80	7.60
Average age of rescue units (years)	9.02	8.47	7.64	4.30
Average age of light fleet support vehicles (years)	7.80	7.17	3.10	4.12
Department Objective: Improve quality of service				
Performance Measure				
Citizen Satisfaction Survey: satisfied responses (percent)	N/A	99	99	99

Fire-Rescue

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	7,200	0	7,200	7,200	0	7,200
512000 - Regular Salaries and Wages	53,139,500	824,900	53,964,400	61,722,500	905,200	62,627,700
512010 - Attrition Savings - Salaries	(488,200)	0	(488,200)	(1,916,700)	0	(1,916,700)
513000 - Other Salaries and Wages	260,500	147,300	407,800	13,700	0	13,700
514000 - Overtime	5,130,600	483,800	5,614,400	1,497,600	540,500	2,038,100
514010 - OT Staffing	0	0	0	1,593,000	0	1,593,000
514020 - OT EMS Backfill for Training	0	0	0	402,000	0	402,000
514030 - OT Off Duty Events	0	0	0	1,338,000	0	1,338,000
515000 - Special Pay	6,397,700	25,600	6,423,300	7,803,400	29,500	7,832,900
516000 - Fringe Benefits	28,900	0	28,900	18,600	0	18,600
521000 - Fica Taxes	1,147,600	44,600	1,192,200	1,346,300	60,700	1,407,000
522000 - Retirement Contributions	1,718,400	225,600	1,944,000	1,549,200	194,600	1,743,800
522010 - Police and Fire - FIPO	17,586,400	508,700	18,095,100	20,716,746	113,423	20,830,169
522020 - Secondary Pension Contributions	5,200,000	0	5,200,000	5,300,000	0	5,300,000
523000 - Life and Health Insurance	8,751,000	424,000	9,175,000	11,009,000	155,200	11,164,200
Personnel	98,879,600	2,684,500	101,564,100	112,400,546	1,999,123	114,399,669
Operating Expense						
524000 - Workers' Compensation	3,647,600	121,700	3,769,300	3,352,200	57,601	3,409,801
531000 - Professional Services	601,600	234,500	836,100	501,600	325,000	826,600
531020 - Professional Services-Medical	438,000	0	438,000	427,700	0	427,700
534000 - Other Contractual Services	660,200	317,200	977,400	631,000	617,400	1,248,400
540000 - Travel and Per Diem	20,900	317,400	338,300	30,900	430,500	461,400
540010 - Training	300,000	0	300,000	300,000	0	300,000
541000 - Communications & Related Services	3,200	133,500	136,700	300	178,000	178,300
541100 - Postage	15,000	800	15,800	15,000	1,000	16,000
543000 - Utility Services	498,000	0	498,000	498,000	0	498,000
544000 - Rentals and Leases	22,900	37,500	60,400	23,200	50,000	73,200
545011 - Insurance - Vehicle Liability	109,500	0	109,500	101,100	0	101,100
545012 - Insurance - Property & Casualty	38,200	0	38,200	42,000	0	42,000
545013 - Insurance - General Liability	2,337,300	0	2,337,300	1,475,300	0	1,475,300
545014 - Insurance - Public Official	73,700	0	73,700	0	0	0
546000 - Repair and Maintenance Services	1,616,300	270,000	1,886,300	1,645,500	360,000	2,005,500
546001 - IT-Repair and Maintenance Services	1,011,200	0	1,011,200	1,502,700	0	1,502,700

Fire-Rescue

	FY 2015-16		Total	FY 2016-17		Total
	Adopted General Fund	Adopted Sp. Rev. Fund		Adopted General Fund	Adopted Sp. Rev. Fund	
548100 - Advertising and Related Costs	3,400	800	4,200	3,400	1,000	4,400
549000 - Other Current Charges and Obligations	2,500	0	2,500	5,000	0	5,000
551000 - Office Supplies	35,000	20,000	55,000	35,500	10,000	45,500
552000 - Operating Supplies	332,500	236,200	568,700	633,500	138,800	772,300
552100 - Public Safety Supplies	855,000	0	855,000	1,155,000	0	1,155,000
552200 - Clothing/Uniform Supplies	325,800	36,200	362,000	325,800	18,600	344,400
554000 - Subscriptions, Memberships, Licenses, Permits & Others	53,300	0	53,300	46,300	0	46,300
Operating Expense	13,001,100	1,725,800	14,726,900	12,751,000	2,187,901	14,938,901
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	300,000	3,120,377	3,420,377
Capital Outlay	0	0	0	300,000	3,120,377	3,420,377
Non-Operating Expense						
896000 - Budget Reserve	0	1,913,300	1,913,300	0	92,800	92,800
Non-Operating Expenses	0	1,913,300	1,913,300	0	92,800	92,800
Total Expense	111,880,700	6,323,600	118,204,300	125,451,546	7,400,201	132,851,747

Police

Department Head: Rodolfo Llanes

Phone: (305) 603-6100

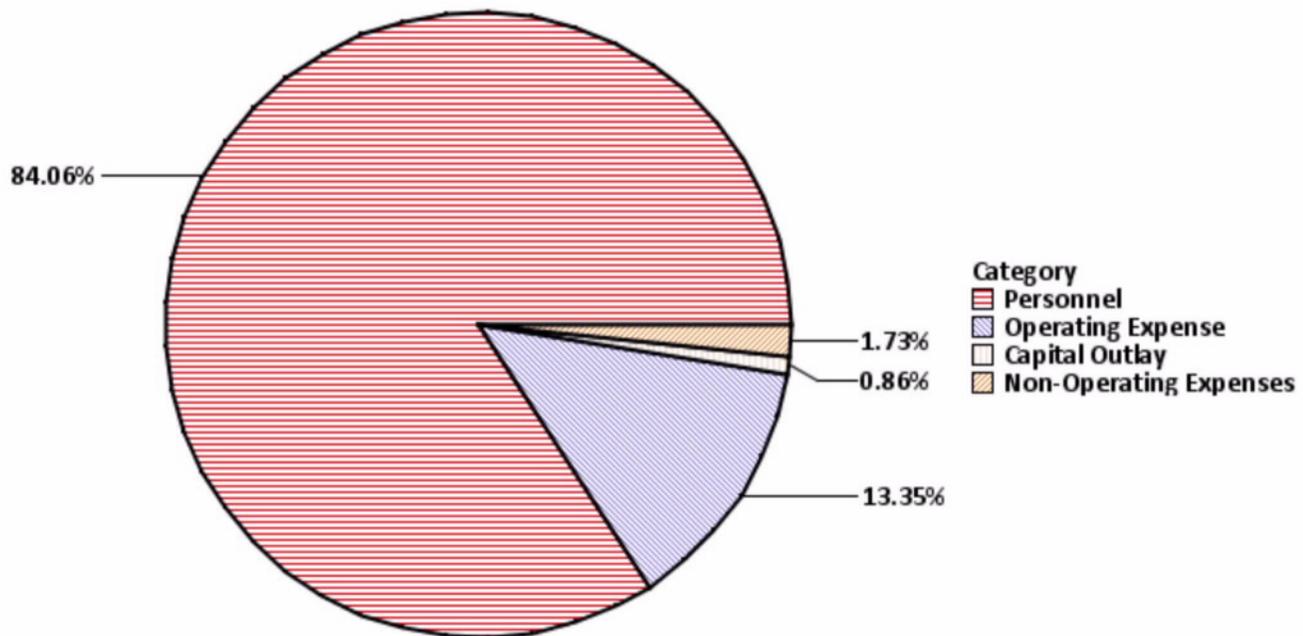
Description

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.

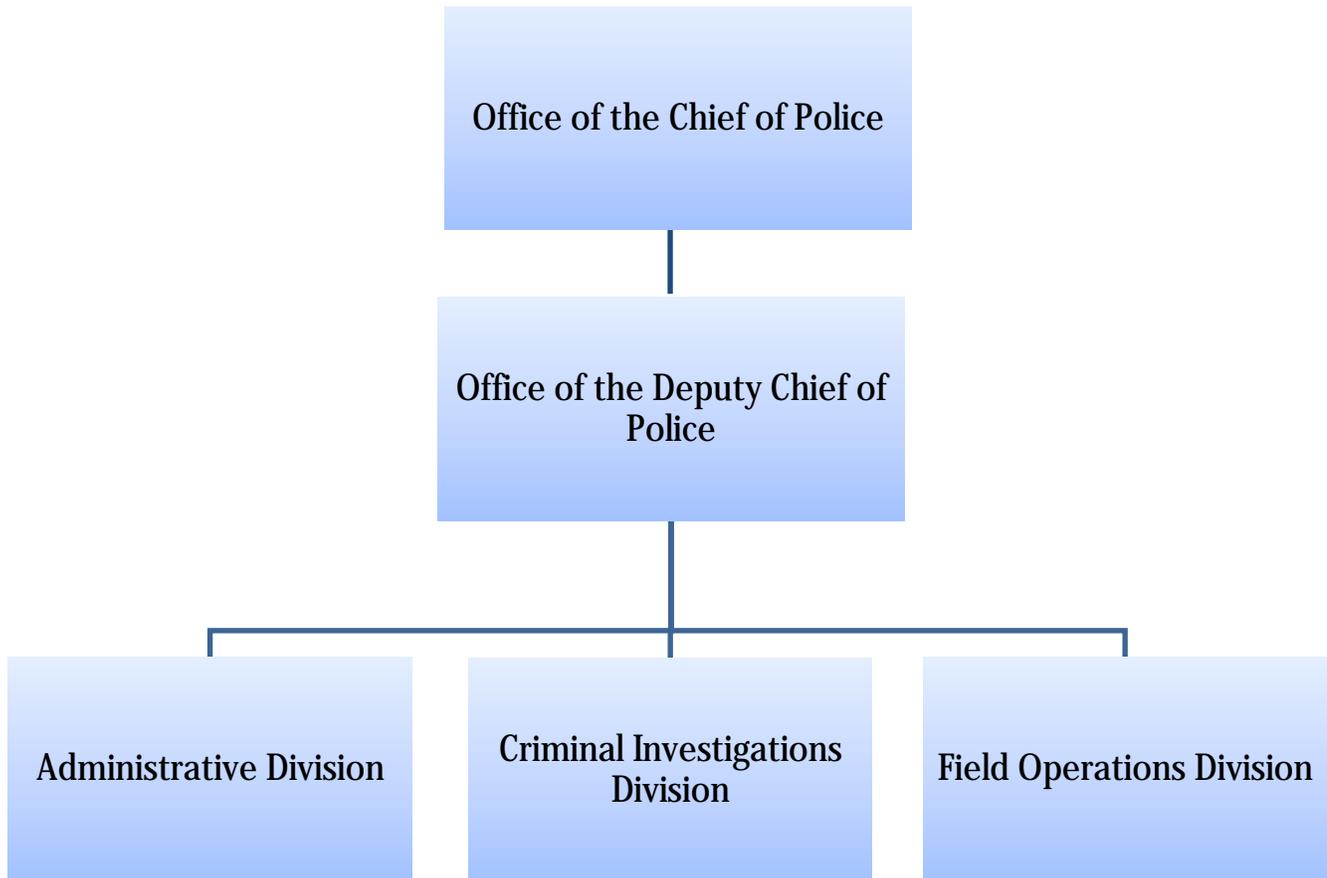
The Miami Police Department provides basic law enforcement, investigative, and support services in order to prevent, detect, and solve crime. Utilizing time-tested police methods and welcoming innovative problem-solving techniques, neighborhood problems are identified and solutions are implemented to 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 2015-16	FY 2016-17
<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>	169	161
<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>	10	13
<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>	1,019	1,013
<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>	177	176
<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>	335	371
TOTAL FULL-TIME POSITIONS	1,710	1,734

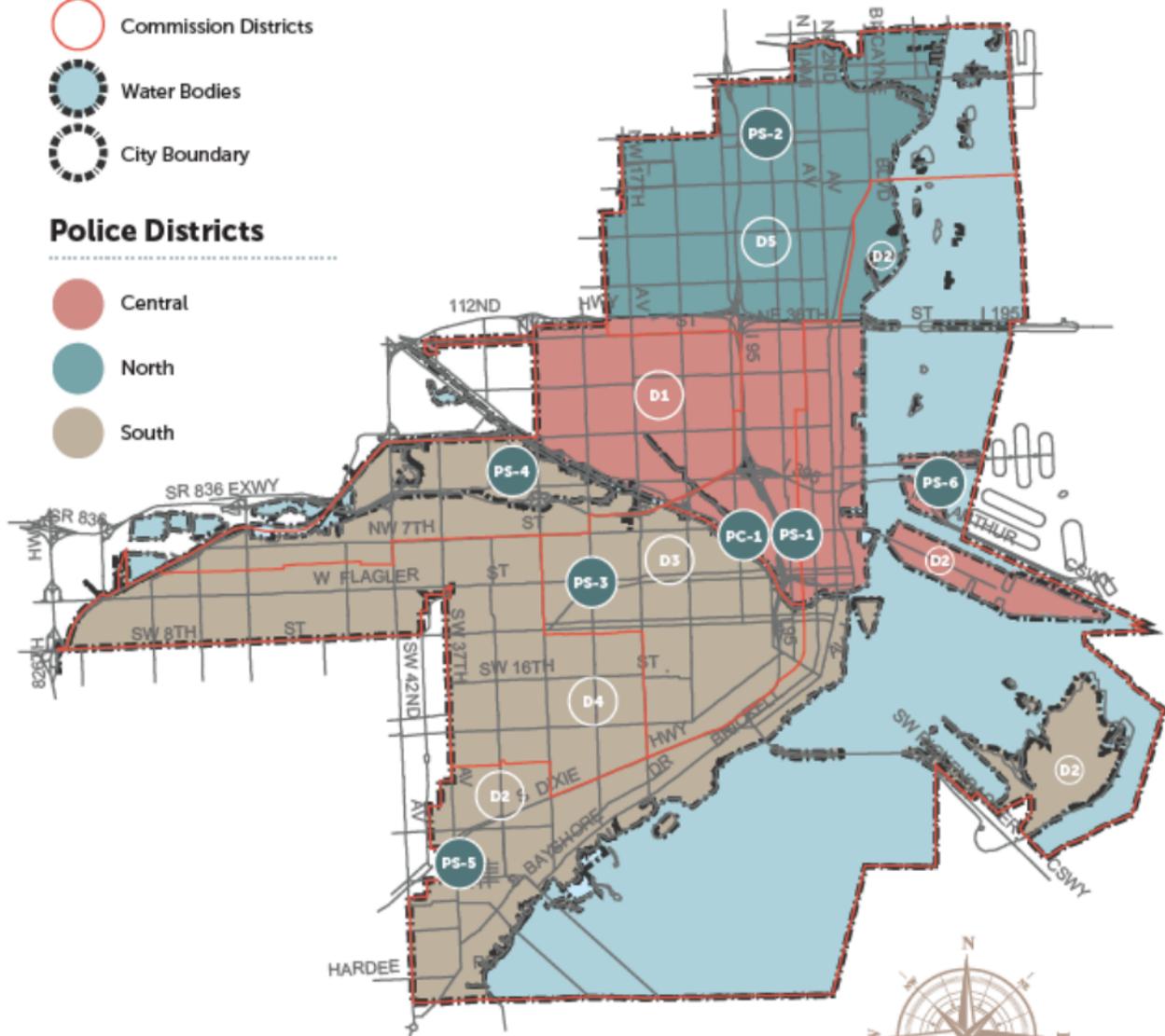
Police

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 Coconut Grove Mini-Station	3727 Grand Ave.
 PS-6 Marine Patrol Sub-Station	1001 MacArthur Cswy

CONTACT	PHONE
Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Drug Tip Hotline	(305) 623-7874
Gang / Graffiti Hotline	(305) 808-6800

DIAL 911 FOR EMERGENCIES ONLY

Police

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	153,144,576	158,536,108	171,074,893	183,173,900	204,215,486
Operating Expense	22,809,336	23,224,199	29,628,170	34,702,700	32,432,900
Capital Outlay	444,517	1,205,500	2,775,180	2,953,300	2,089,700
Non-Operating Expenses	556,641	330,700	272,469	4,353,800	4,198,600
Transfers - OUT	0	364,418	0	0	0
	176,955,070	183,660,925	203,750,712	225,183,700	242,936,686

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	164,383,336	174,431,362	194,838,003	208,836,700	231,648,086
Fire Rescue Services	165,335	(271,509)	0	0	0
Police Services	9,432,563	8,107,918	8,107,886	14,117,500	2,845,500
Police E911-Wireless	0	0	0	0	3,175,200
Police E911-Non Wireless	0	0	0	0	2,818,800
Police E911-Prepaid	0	0	0	0	224,100
Law Enforcement Trust Fund	1,937,598	1,058,634	494,809	2,229,500	2,225,000
ARRA-Police-Memo Only	1,036,238	334,519	310,015	0	0
	176,955,070	183,660,925	203,750,712	225,183,700	242,936,686

Department Priorities for FY 2016-17

Answer 96 percent of all emergency 911 calls in less than ten seconds.

Complete the integration of the Emergency Police Dispatch (EPD) System into the Computer-Aided Dispatch (CAD) System.

Continue to work with local schools in providing active shooter and awareness training.

Conduct eight academy classes and graduate over 160 Police Officers in preparation of 117 Police Officers retiring by September 2017.

Accomplishments in FY 2015-16

Initiated Shotspotter, a gunfire detection system.

Answered 95 percent of all emergency 911 calls in less than ten seconds.

Initiated the integration of EPD System into the CAD System.

Police

Continued to work with local schools in providing active shooter and awareness training.

Conducted seven academy classes and graduated over 140 Police Officers.

Embraced technology to ensure accountability among personnel by obtaining wearable video cameras for 100 uniform patrol officers.

Advanced the implementation of Smart Policing Predictive Analytics (SPPA) software modeler solution funded by a Bureau of Justice Assistance Smart Policing Grant. The SPPA program will analyze historical, real-time, social media, and civic events to aid in force deployment decisions.

Budget Highlights for FY 2016-17

The Budget includes the following reductions:

The decrease in Regular Salaries and Wages is primarily due to COPS 2011 Hiring Grant that expired, COPS 2013 Hiring Grant expiring, and COPS 2015 Hiring Grant that was not obtained (SR \$1.94 million).

The decrease in Rentals in Leases is primarily due to the transfer of vehicle leases to Debt Service (GF \$1.61 million).

The decrease in Motor Fuel is due to historical trend and prices (GF \$712,000).

The decrease in Machinery and Equipment is primarily due to elimination of the Justice Assistance Grants (SR \$644,800) and a redistribution to various line items in the Law Enforcement Trust Fund (LETF) Justice Award (SR \$242,000) for a total decrease of \$886,800.

The Budget includes the following additions:

The increase in Regular Salaries and Wages is due in part to the new collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. (GF \$12.86 million); contract between the City of Miami and Miami General Employees, American Federation of State, County, and Municipal Employees (AFSCME Local 1907)(GF \$851,700); a two percent for Police Executives (GF \$107,500); and due in part to an average of five percent for all non-bargaining employees(GF \$69,600).

The increase in Regular Salaries and Wages is due to COPS 2013 Hiring Grant expiring (GF \$737,700); the transfer of one Videographer Editor position from Parks and Recreation (GF \$73,400), and the addition of one Video Retrieval Specialist (GF \$64,800) in the FY 2015-16 Mid-Year Amendment for a total increase of \$1.50 million.

To reflect the changes made at the Second Budget Hearing, funding was increased for two Victims Advocates positions (GF \$113,200).

The increase in Overtime is due to historical trend (GF \$1.69 million).

The increase in Special Pay is primarily due to the new collective bargaining agreement between the City of Miami and the Fraternal Order of Police, Walter E. Headley, Jr. (GF \$600,300).

The increase in Weapons and Ammunitions is due primarily to the agreement with the Department of Justice (DOJ) and Florida Department of Law Enforcement (FDLE), which requires all officers to qualify every year with the City-issued weapon, back-up weapon, rifle, and shotgun. The same applies for the academy classes during their training and once they graduate (GF \$308,800).

The Budget includes the following additional considerations:

Police

The addition of 20 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 (a net increase of \$49,800 in GF); employees that are eligible for the Career Opportunity program will be converted on the first full pay period following October 1, 2016 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions. Attrition savings increased \$5.94 million due to mass hiring of retiree positions in FY 2016-17. They are partially offset by the factoring in month of job entry for non-bargaining and AFSCME personnel (GF \$24,200).

Police and Fire – FIPO pension allocation partially transferred from Special Revenue Fund to General Fund due to grants running out for a net decrease of \$5,900.

One consultant was eliminated in the IT section (GF \$77,100).

Motorcycle leases were transferred from General Services Administration (GSA) (GF \$150,000).

Funding for Internal Affairs Section warehouse (GF \$53,300).

A General Fund Contribution to the E-911 Program (GF \$2.24 million).

Funding of ten Police Officers and two Police Sergeants positions offset by both the Omni and Southeast Overtown Park West (SEOPW) CRA's (GF \$1.40 million).

A General Fund contribution to capital improvement project Headquarter pressure clean and paint exterior (GF \$75,000).

A General Fund contribution to capital improvement project Domestic Water Pumps (GF \$65,000).

A General Fund contribution to capital improvement project Fire Pump Electrical Rewiring (GF \$35,000).

Funding from Police Impact Fees for capital improvement project Forensic Lab Expansion, BearCat Armored Vehicle for SWAT Team, Surge Suppressors, CCTV Video Wall, new Boston Whaler Boat (\$1.85 million).

Funding of matching funds for COPS Hiring Grant included in the Non-Departmental Accounts (NDA) (GF \$1.52 million).

Funding of grant matching funds for Body Cameras included in NDA (GF \$400,000).

Funding of Do the Right Thing (GF \$110,000) and 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 1,284 regular sworn Police Officers and 39 sworn executives for a total of 1,323 sworn personnel.

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>				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
911 calls answered within ten seconds of call initiation (percent)	97	95.8	97.6	96
Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	5.81	4.92	4.63	5
911 call volume for service (number)	637,530	680,475	600,007	820,000
Calls for service which resulted in an incident report being written (number)	106,184	102,789	102,320	108,000
<p>Department Objective: Increase public safety resources to meet growing demand.</p>				
Performance Measures				
Uniform Crime Reporting Part 1 Crimes which include criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	25,158	23,372	21,928	21,000
Uniform Crime Reporting Arrests (number)	31,221	24,659	22,907	25,000
<p>Department Objective: Increase staffing resources to respond to emergency calls.</p>				
Performance Measures				
Police academy classes completed (number)	7	6	9	8
<p>Department Objective: Seek and deploy best practices in service delivery.</p>				

Police

Performance Measures				
Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)	Yes	Yes	Yes	Yes

Police

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	3,600	0	3,600	3,600	0	3,600
512000 - Regular Salaries and Wages	102,847,300	4,035,400	106,882,700	117,371,300	2,099,000	119,470,300
512010 - Attrition Savings - Salaries	(6,187,900)	0	(6,187,900)	(250,100)	0	(250,100)
513000 - Other Salaries and Wages	3,055,100	0	3,055,100	1,935,400	32,500	1,967,900
514000 - Overtime	6,009,700	793,900	6,803,600	7,700,000	407,200	8,107,200
515000 - Special Pay	4,808,700	216,000	5,024,700	5,075,500	97,700	5,173,200
516000 - Fringe Benefits	328,600	0	328,600	309,500	0	309,500
516010 - Fringe Benefits - Tuition Reimbursement	0	0	0	175,000	0	175,000
521000 - Fica Taxes	2,697,300	156,700	2,854,000	3,196,200	121,500	3,317,700
522000 - Retirement Contributions	6,904,100	546,700	7,450,800	6,481,300	503,600	6,984,900
522010 - Police and Fire - FIPO	31,382,400	1,063,400	32,445,800	32,126,400	313,500	32,439,900
522020 - Secondary Pension Contributions	5,015,600	0	5,015,600	5,115,600	0	5,115,600
523000 - Life and Health Insurance	4,154,300	316,200	4,470,500	4,441,600	347,600	4,789,200
523010 - Health Trust - FOP	15,026,800	0	15,026,800	16,467,586	144,000	16,611,586
Personnel	176,045,600	7,128,300	183,173,900	200,148,886	4,066,600	204,215,486
Operating Expense						
524000 - Workers' Compensation	9,213,400	440,200	9,653,600	8,756,800	165,100	8,921,900
531000 - Professional Services	1,250,500	115,100	1,365,600	1,348,800	17,100	1,365,900
531020 - Professional Services-Medical	1,177,200	11,400	1,188,600	1,023,400	0	1,023,400
534000 - Other Contractual Services	1,408,700	706,700	2,115,400	1,458,800	413,500	1,872,300
540000 - Travel and Per Diem	21,700	282,400	304,100	50,000	303,100	353,100
541000 - Communications & Related Services	57,300	732,000	789,300	57,300	640,300	697,600
541100 - Postage	67,200	1,000	68,200	67,200	1,000	68,200
543000 - Utility Services	1,021,700	0	1,021,700	1,074,400	0	1,074,400
544000 - Rentals and Leases	3,290,800	171,500	3,462,300	1,994,000	11,600	2,005,600
545010 - Insurance - Police Torts	2,700,000	0	2,700,000	1,200,000	0	1,200,000
545011 - Insurance - Vehicle Liability	743,000	0	743,000	685,700	0	685,700
545012 - Insurance - Property & Casualty	123,000	0	123,000	135,300	0	135,300
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	1,400	0	1,400	0	0	0
546000 - Repair and Maintenance Services	1,053,500	89,800	1,143,300	1,329,000	159,500	1,488,500
546001 - IT-Repair and Maintenance Services	2,219,900	0	2,219,900	3,690,900	0	3,690,900
547100 - Printing and Binding-Outsourcing	19,600	10,300	29,900	19,600	500	20,100

Police

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
547200 - Printing and Binding- Paper Stock	43,100	0	43,100	75,400	0	75,400
548000 - Promotional Activities	7,400	200	7,600	7,400	500	7,900
548100 - Advertising and Related Costs	53,700	100	53,800	53,700	14,000	67,700
549000 - Other Current Charges and Obligations	201,000	166,700	367,700	216,600	207,100	423,700
551000 - Office Supplies	185,000	6,000	191,000	215,400	1,900	217,300
552000 - Operating Supplies	284,600	241,800	526,400	324,400	214,300	538,700
552010 - Motor Fuel	4,070,000	70,000	4,140,000	3,358,000	0	3,358,000
552100 - Public Safety Supplies	219,300	500	219,800	205,000	100,000	305,000
552200 - Clothing/Uniform Supplies	1,210,000	80,600	1,290,600	1,210,000	1,500	1,211,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	343,600	76,200	419,800	780,600	2,000	782,600
667000 - Weapons And Ammunitions	480,200	28,400	508,600	839,000	0	839,000
Operating Expense	31,471,800	3,230,900	34,702,700	30,179,900	2,253,000	32,432,900
Capital Outlay						
664000 - Machinery and Equipment	1,319,300	1,634,000	2,953,300	1,319,300	770,400	2,089,700
Capital Outlay	1,319,300	1,634,000	2,953,300	1,319,300	770,400	2,089,700
Non-Operating Expense						
883000 - Other Grants and Aids	0	25,000	25,000	0	66,300	66,300
896000 - Budget Reserve	0	4,328,800	4,328,800	0	4,132,300	4,132,300
Non-Operating Expenses	0	4,353,800	4,353,800	0	4,198,600	4,198,600
Total Expense	208,836,700	16,347,000	225,183,700	231,648,086	11,288,600	242,936,686



**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

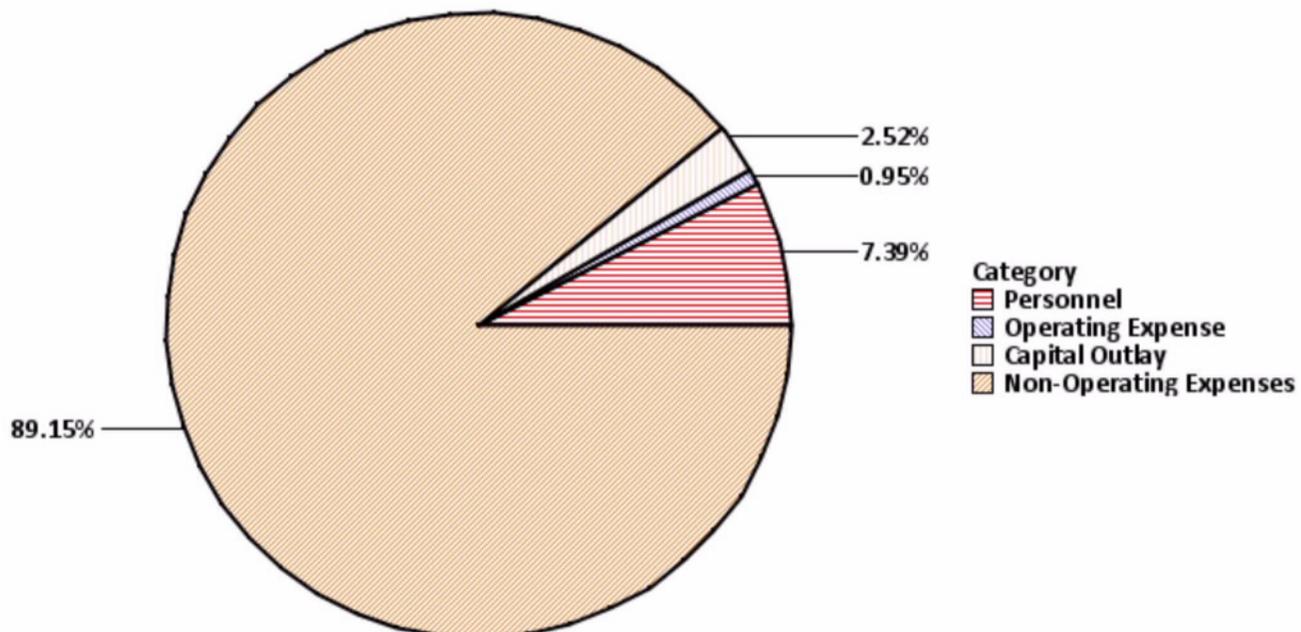
Description

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 people in 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.

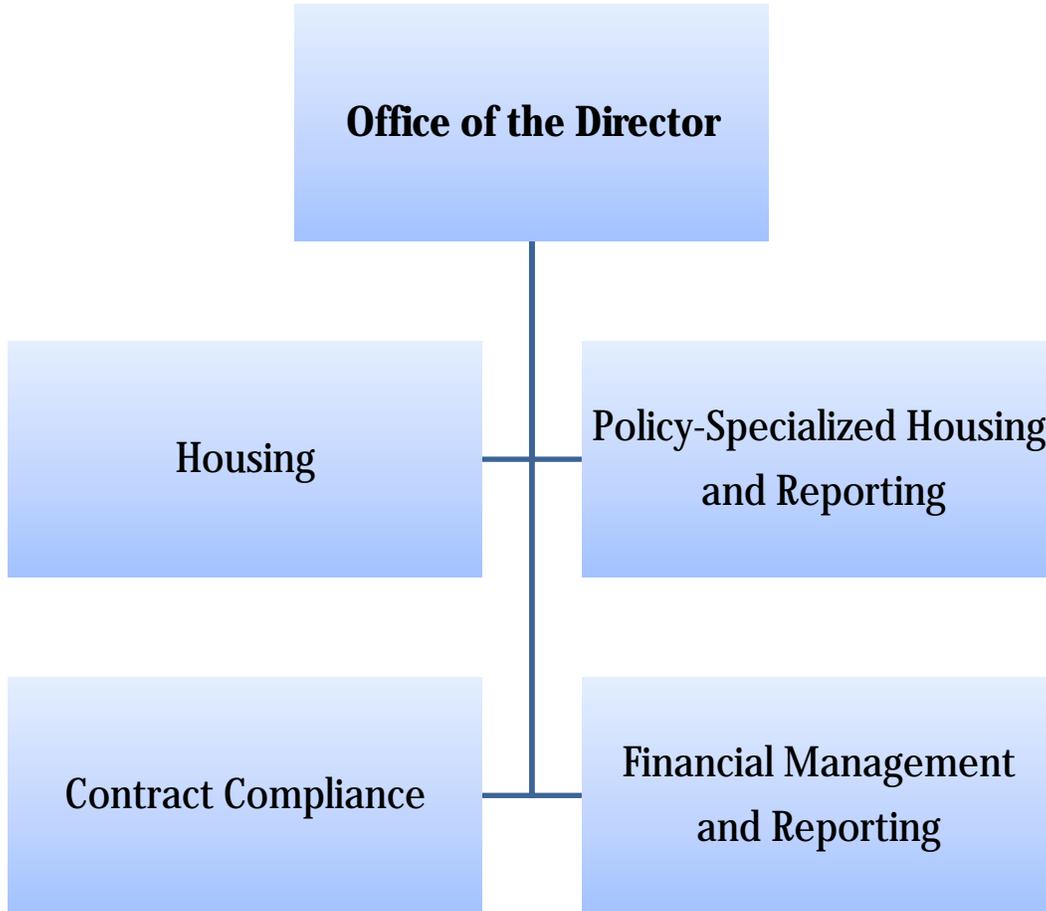
As part of the Community and Economic Development service area, the Department focuses on serving as an advocate for disenfranchised and economically disadvantaged residents, as it works to facilitate funding from federal, state, and local sources through cooperative partnerships with the public and private sectors. The Department is responsible for overseeing the creation, implementation, and monitoring of programs in the areas of affordable public housing, workforce 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.

Allocation by Category



Community and Economic Development



Community and Economic Development

Departmental Function/Unit	FY 2015-16	FY 2016-17
<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 Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	5,290,489	4,456,775	4,603,578	4,088,000	4,049,500
Operating Expense	625,260	576,282	532,704	353,800	519,600
Capital Outlay	425,026	2,756,327	40,161	1,058,900	1,378,300
Debt Service	3,416,748	0	0	0	0
Non-Operating Expenses	32,547,605	27,740,126	23,905,642	55,605,200	48,842,600
Transfers - OUT	1,280,875	0	0	600,000	0
	43,586,004	35,529,510	29,082,084	61,705,900	54,790,000

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	87	0	0	2,252,700	3,482,500
Community Development	43,585,917	35,529,510	29,082,084	59,453,200	51,307,500
	43,586,004	35,529,510	29,082,084	61,705,900	54,790,000

Department Priorities for FY 2016-17

Process all reimbursement requests within ten days.

Serve 416 households through the Section 8 program; serve 1,000 households through the HOPWA program; provide single-family rehabilitation assistance to two low to moderate-income households; provide down payment assistance to approximately ten low to moderate-income households.

Continue to promote economic development through the provision of technical assistance to approximately ten for-profit businesses 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 2015-16

Accomplishments for Community and Economic Development reflect their federal time period from April 1, 2014 to March 31, 2015.

Processed all reimbursement requests within ten days.

Assisted over 2,150 low-income individuals through different public service programs. These services are essential to neighborhood viability. Provided funding for daycare and after-school services to 150 youth; provided funding for meals services to approximately 2,000 senior citizens; serviced 10 people with developmental disabilities.

Community and Economic Development

Provided rental assistance to 416 households currently being served under the Section 8 program; provided rental assistance to over 991 households under the HOPWA program (county-wide program); funded projects that will bring over 260 affordable housing units for low to moderate-income residents, provided single family rehabilitation to 9 households and provided down payment assistance to 14 households.

Promoted economic development to small businesses by providing technical and financial assistance to 32 for-profit businesses.

Budget Highlights for FY 2016-17

The Budget includes the following reductions:

The reduction in federal funds allocated by HUD, for the period beginning on April 1, 2016 to March 31, 2017, in CDBG entitlement funds by \$56,300.

The Budget includes the following additions:

The increase in federal funds allocated by HUD, for the period beginning on April 1, 2016 to March 31, 2017, in the following items: HOPWA entitlement by \$249,800, HOME entitlement by \$52,300, Emergency Solution and Grants entitlement by \$7,200, Section 8 Moderate Rehabilitation 1 entitlement by \$486,000, Section 8 Moderate Rehabilitation 2 entitlement by \$262,500, and Section 8 Voucher entitlement by \$543,900.

The contribution from General Fund in a total amount of \$2.03 million for the following items:

- Social Services Gap Funding (\$743,000).
- IT Repair and Maintenance Services (\$47,600), Retirement Contributions (\$831,000), Life and Health Insurance (\$74,500), Workers' Compensation (\$65,900), Insurance – General Liability (\$3,200) for a total of \$1.76 million.
- Portion of salaries uncovered by the grants' salary fund \$141,600
- Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$84,200), and due in part to an average of 5 percent for all non-bargaining employees to be distributed based on each employee's annual evaluation (GF \$28,500)
- Increase in FICA due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (SR \$6,700), and due in part to an average of 5 percent for all non-bargaining employees (GF \$2,100)

The Budget includes the following additional consideration:

The contribution from General Fund in a total amount of \$1.45 million, to align the department's program year to the City fiscal year, extending the current program year from twelve months to eighteen months, resulting in the following expenditures: Personnel \$1.02 million, Operating Expense \$80,600, and Aid to Private Organizations \$353,400.

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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Elderly meals provided with Community Development Block Grant (CDBG) and Poverty Initiatives Funding (number)	1,605	785	1,398	700
Children and youth assisted with CDBG and Poverty Initiatives Funding (number)	112	124	131	95
Households assisted under the Down Payment Assistance Program (number)	18	10	20	10
Businesses assisted through the Commercial Façade Program with CDBG funding (number)	54	0	25	75
HOPWA clients assisted with the Tenant-Based Rental Assistance Program (number)	1,030	982	936	1,000
Section 8 clients assisted (number)	416	411	415	416
Turnaround time on agency reimbursement packets (days)	N/A	8.8	8.6	10
Agencies submitting their reimbursement monthly (percent)	N/A	N/A	N/A	> 50%
Average turnaround time for execution of contracts (days)	N/A	N/A	N/A	30

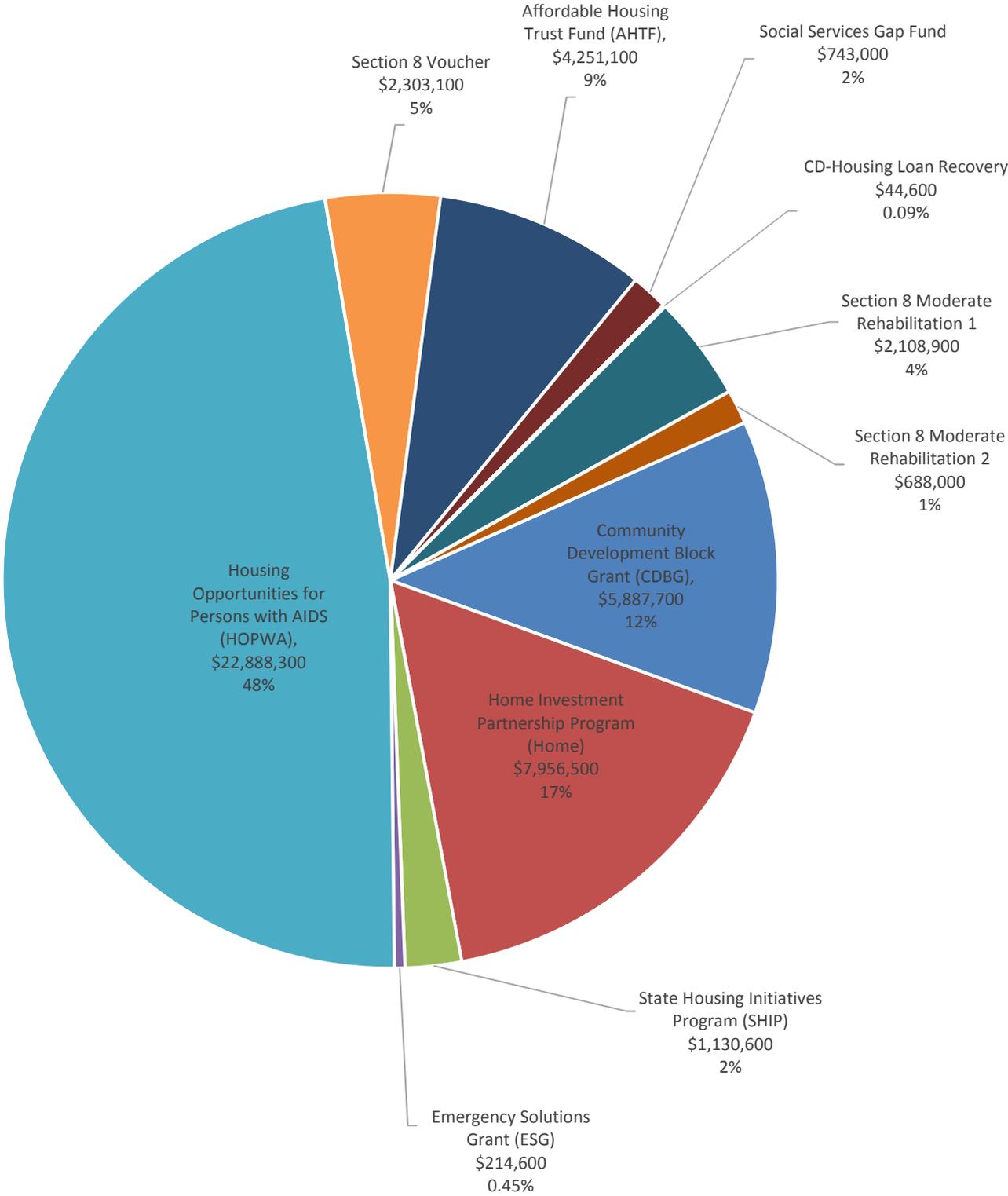
Community and Economic Development

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	125,400	2,183,300	2,308,700	1,195,100	1,235,900	2,431,000
512010 - Attrition Savings - Salaries	0	0	0	(3,100)	0	(3,100)
513000 - Other Salaries and Wages	0	253,200	253,200	0	126,600	126,600
516000 - Fringe Benefits	0	20,700	20,700	0	20,700	20,700
521000 - Fica Taxes	9,500	168,500	178,000	91,300	96,200	187,500
522000 - Retirement Contributions	822,800	103,600	926,400	831,000	52,300	883,300
523000 - Life and Health Insurance	318,100	82,900	401,000	74,500	329,000	403,500
Personnel	1,275,800	2,812,200	4,088,000	2,188,800	1,860,700	4,049,500
Operating Expense						
524000 - Workers' Compensation	68,600	0	68,600	65,900	0	65,900
531000 - Professional Services	0	80,000	80,000	40,000	88,700	128,700
534000 - Other Contractual Services	0	27,100	27,100	0	133,400	133,400
540000 - Travel and Per Diem	0	11,600	11,600	6,000	8,500	14,500
541000 - Communications & Related Services	0	11,000	11,000	0	6,100	6,100
541100 - Postage	0	4,700	4,700	600	2,700	3,300
544000 - Rentals and Leases	0	15,400	15,400	1,700	8,300	10,000
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	28,800	0	28,800	47,600	0	47,600
547000 - Printing and Binding	0	300	300	100	300	400
548100 - Advertising and Related Costs	0	77,700	77,700	27,500	52,000	79,500
549000 - Other Current Charges and Obligations	0	1,600	1,600	2,300	11,000	13,300
551000 - Office Supplies	0	13,200	13,200	1,400	6,900	8,300
552000 - Operating Supplies	0	4,900	4,900	600	2,700	3,300
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	3,700	3,700	400	1,700	2,100
Operating Expense	102,600	251,200	353,800	197,300	322,300	519,600
Capital Outlay						
664000 - Machinery and Equipment	0	1,058,900	1,058,900	0	0	0
670000 - Construction In Progress	0	0	0	0	1,378,300	1,378,300
Capital Outlay	0	1,058,900	1,058,900	0	1,378,300	1,378,300
Non-Operating Expense						

Community and Economic Development

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
881000 - Aids to Government Agencies	0	230,300	230,300	0	0	0
882000 - Aids to Private Organizations	874,300	52,209,800	53,084,100	1,096,400	24,718,000	25,814,400
883000 - Other Grants and Aids	0	2,289,800	2,289,800	0	23,028,200	23,028,200
896000 - Budget Reserve	0	1,000	1,000	0	0	0
Non-Operating Expenses	874,300	54,730,900	55,605,200	1,096,400	47,746,200	48,842,600
Transfers-OUT						
891000 - Interfund Transfers	0	600,000	600,000	0	0	0
Transfers - OUT	0	600,000	600,000	0	0	0
Total Expense	2,252,700	59,453,200	61,705,900	3,482,500	51,307,500	54,790,000

Community and Economic Development Funding Sources FY 2016-17



Parks and Recreation

Department Head: Kevin M. Kirwin

Phone: (305) 416-1320

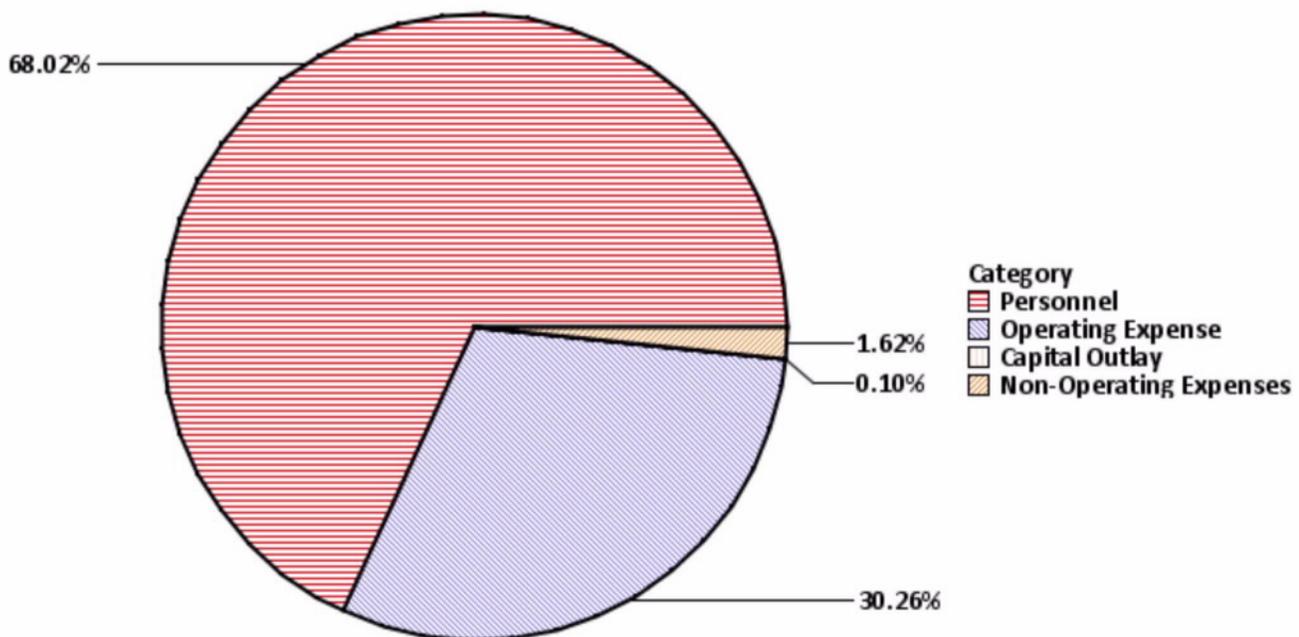
Description

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 initiatives for City of Miami residents of all ages.

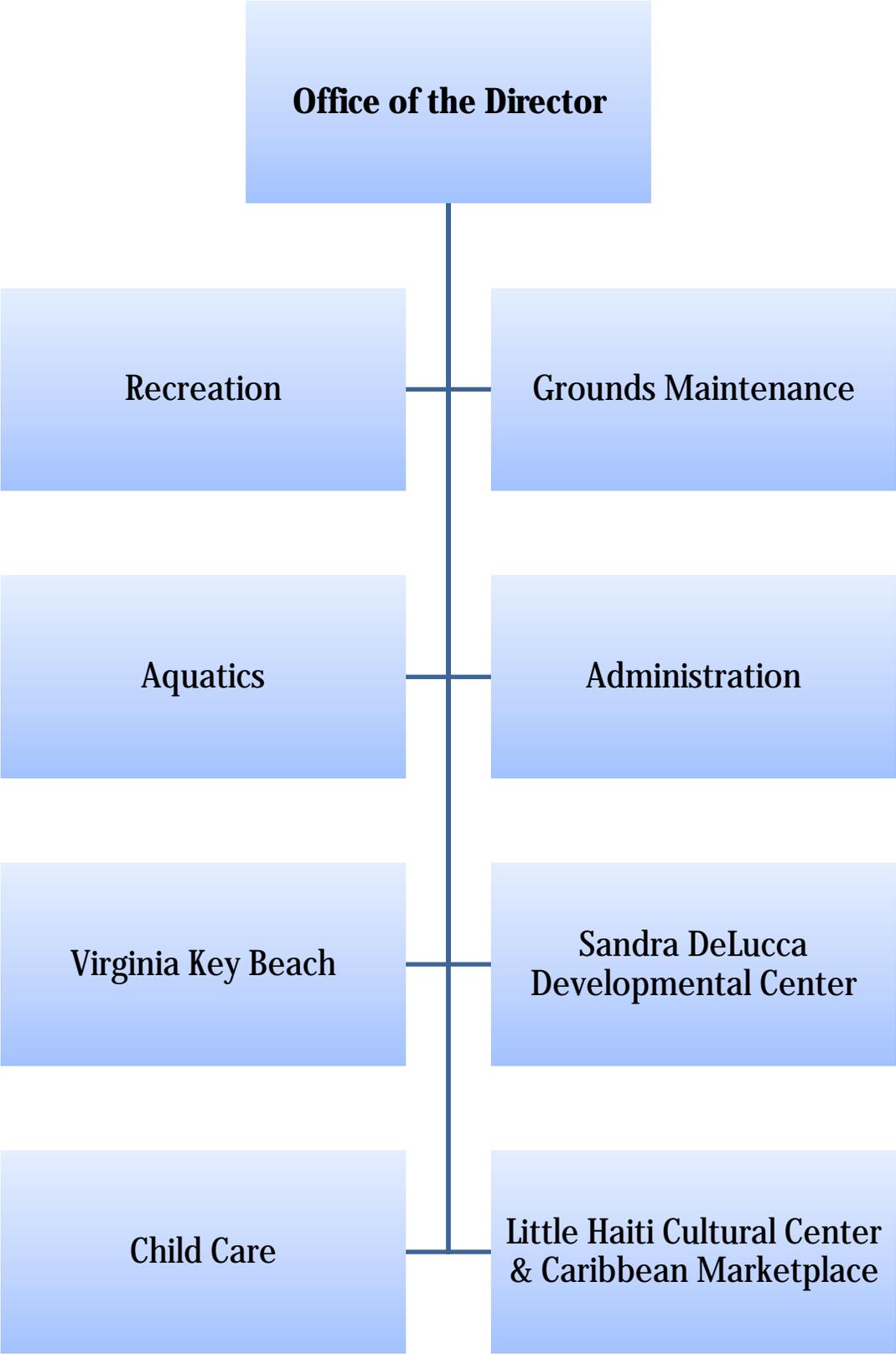
The Department provides 137 parks totaling 936 acres, 11 swimming pools, 43 community centers, four gymnasiums, the Little Haiti Cultural Center and Caribbean Marketplace, one natural area Visitor's Center, the Virginia Key 32-acre hammock restoration and interpretive trail, three natural areas designated Natural Forest Communities, a Japanese Garden, the Grapeland Water Park, the Melreese Golf Course, and the Virginia Key mountain bike trails, walking trails, and beach.

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.

Allocation by Category



Parks and Recreation



Parks and Recreation

Departmental Function/Unit	FY 2015-16	FY 2016-17
<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 Office of Capital Improvements (OCI) projects; coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.</p>	12	12
<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 IT functions and liaison with Risk Management on safety issues in parks processes permit application for park-level and citywide events; issues sports permits manages stockroom and inventory.</p>	10	12
<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 136 parks. Provides safety and security function through the Park Ranger section.</p>	113	121
<p>RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 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>	91	93
<p>AQUATICS Operates and programs 11 pools, one water park and one beach; provides 4,100 Learn-to-swim programs; hosts 122,000 guests during water park season; provides access to water fitness activities.</p>	12	13
<p>VIRGINIA KEY BEACH AND NATURAL AREAS MANAGEMENT Manages the operation of the Virginia Key Beach North Point 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>	12	17
<p>CHILD CARE Provides developmental, educational, and recreational day care service for infants through age five; administers programs that teach social life skills and foster parent and child development.</p>	8	8
<p>LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE Facilitates programs and special events that promote, showcase, and support Afro-Caribbean culture in South Florida for all ages to participate.</p>	2	4
<p>TOTAL FULL-TIME POSITIONS</p>	281	301

Parks and Recreation

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	21,020,705	21,304,249	22,526,433	25,826,900	29,332,900
Operating Expense	10,744,489	9,480,704	10,707,283	10,660,800	13,051,200
Capital Outlay	69,965	62,571	588,985	489,700	42,500
Non-Operating Expenses	186,435	190,357	185,982	207,100	698,600
Transfers - OUT	114,621	610,586	0	0	0
	32,136,216	31,648,466	34,008,683	37,184,500	43,125,200

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	29,300,240	28,945,629	31,812,433	35,613,400	41,653,700
Parks & Recreation Services	2,835,975	2,588,780	1,928,845	1,571,100	1,271,500
Departmental Improvement Initiative	0	114,057	267,405	0	200,000
	32,136,216	31,648,466	34,008,683	37,184,500	43,125,200

Department Priorities for FY 2016-17

Replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system.

Conduct a comprehensive recreation planning process that allows community input and resource assessment for a roadmap focused on service delivery in parks. The outcome of this process will be a recreation plan guiding the City's recreational programmatic offerings for five years.

Open the newly expanded Sandra DeLucca Developmental Center and provide inclusive programming for active adults and persons with special needs.

Open Antonio Maceo Park newly expanded community center and provide expanded recreation programming services to active adults.

Introduce new active adult programming in the new West End Park community center.

Complete repairs and renovations to the Little Haiti Cultural Center.

Convert nineteen employees from Temporary classification to full-time classification through Career Opportunity where applicable and the competitive process for designated positions.

Parks and Recreation

Accomplishments in FY 2015-16

Repaired or replaced 19 playgrounds to date with 18 additional playgrounds currently scheduled to be completed by the end of FY 2015-16; and concurrently repaired 11 Pour-In-Place surfacing surrounding playground structures. Resurfaced 26 basketball and tennis courts across seven parks.

Upgraded Roberto Clemente, Shenandoah, and Coral Gate community centers' epoxy flooring, renovated the bathrooms at Jose Marti Gym and Jose Marti Pool and replaced bathroom fixtures at Maceo Park, Curtis Park, Armbrister Park, Kirk Munroe Park, Riverside Park, Shenandoah Park, and African Square Park. Worked with General Services Administration to replace air conditioning units at African Square, Simpson, Miami Rowing Center, Jose Marti, Ashe Bucholz Tennis Center, and Virginia Key Beach.

Hired a Park Naturalist to lead community engagement in stewardship and conservation activities. Identified grants to facilitate funding of restoration projects in Natural Forest Communities (Simpson Park, Alice Wainwright Park and Virginia Key Beach Park).

Provided industry-related trainings to staff to deliver a higher level of recreation, disability, and grounds maintenance services to the residents of the City of Miami.

Engaged the services of a professional planning firm to conduct a comprehensive Recreation Program Plan process for the Parks and Recreation Department to include community assessment, best practices, benchmarking and five-year targets for a department roadmap.

Applied for re-accreditation from the National Park and Recreation Association Commission for Accreditation of Park and Recreation Agencies (CAPRA) organization. Confirmation of successful completion of process due Fall 2016

Opened a new community center at Bryan Park which will allow after-school and summer camp programming and local community meetings to be held at the park.

Opened the new Gibson Park gymnasium facilitating expanded programming for teens, youth, and adults in the indoor basketball courts, classrooms, computer room, and open indoor recreation area.

Opened the Hadley Park gymnasium allowing for a dedicated youth and teen program facility and expanded use of the Carrie P. Meek Center for active adult programming.

Opened the new West End Park Community Center providing the opportunity to introduce a new active adults day program and expanded services for youth and teens in the larger recreation areas.

Organized a Bike to Work Day event that 25 members of the City's staff participated in biking from University Metro Rail Station to Government Center.

Held the first annual Water Safety Event at Grapeland Water Park, highlighting water safety educational sessions for open water, pools, boating safety, and free learn-to-swim classes, hosting 600 guests for the event.

Implemented free fitness classes at various park locations courtesy of grant funding from the Coca Cola Foundation and National Parks and Recreation Association. Hired instructors to teach zumba, yoga, boot camp, and chair aerobics for free to remove any barriers from residents from participating in healthy active recreation opportunities. Approximately 3,900 participants including active adults, teens and adults have attended these sessions as of June 2016.

Hired six Senior Park Rangers to provide an enhanced level of service for the safety at City of Miami Parks.

Parks and Recreation

Collaborated with the Miami Police Department on a Teen Engagement program, Homeless Education training for park staff, and working together to implement a defined communication processes for improved safety and security of City of Miami Parks.

Received a \$91,000 grant from the Health Foundation of South Florida for implementation of aSPARKS program. The SPARKS program is an evidence based physical fitness curriculum that provides health, wellness, and obesity prevention programs to youths ages 6 to 13.

Successfully converted 69 Temporary positions to Full-Time positions.

Hired a new Water Front Park Manager for the management of day-to-day operations of the Marine Stadium Flex Park.

Budget Highlights for FY 2016 -17

The Budget includes the following additions:

Increase in funding for Antonio Maceo Park to cover personnel and operating expenses. Six months of funding (GF \$90,000).

Increase in funding for repairs and maintenance at the Little Haiti Cultural Center and Caribbean Marketplace (GF \$80,000).

Increase in funding for City-wide playground repairs (GF \$300,000).

Increase in funding for Belefonte Tacolcy (GF \$14,000).

Increase funding for Adult Fitness classes, security, and equipment at PBA Fern Isle Park (\$137,000) and Adult Fitness classes for Juan Pablo Duarte Park (\$20,000).

The Budget includes the following additional considerations:

Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$604,500); and an additional increase of an average of five percent for all non-bargaining employees and year-round part-time employees (GF \$449,000).

The addition of nineteen positions to the Department as a conversion of nineteen temporary employees to a permanent positions resulting in an increase to Regular Salaries and Wages, a decrease to Other Salaries and Wages, and an increase to FICA Taxes (a net increase of GF \$48,900); employees that are eligible for the Career Opportunity program will be converted on the first full payperiod following October 1, 2016 while employees that are not eligible for the Career Opportunity program will enter a recruitment process for the new positions. An increase of two FTE positions due to the transfer for the Little Haiti Cultural Center and Caribbean Market Place to the Department Parks and Recreation.

A General Fund contribution to capital improvement projects to replace a scoreboard for the baseball field at Grapeland Park (\$150,000).

Funding from Park Impact Fees for City-wide park capital improvement projects (\$27.48 million).

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>			
Department Objective: Increase participation in recreation programs.				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Children enrolled in summer camp (number)	2,426	2,477	3,376	2,500
Children taught Learn-to-Swim (number)	4,743	4,534	5,405	4,900
Enrollment in programs for persons with special needs (number)	37	100	210	100
Percentage of Summer Campers qualified for fee reduction or waived fee program. (percent)	87	85	83	85
Children enrolled in after school program (number)	1,962	2,012	1,975	2,100
Department Objective: Promote effective service delivery and high-quality customer service.				
Performance Measures				
Average Park System Sparkle Tour Score (average score, maximum five points)	N/A	N/A	2.57	2.5
Park User Surveys and Customers Satisfaction Rating with Reservation (percentage)	N/A	N/A	63	70
National Citizen Survey: Recreation Opportunity Availability (percent)	47	53	52	52
National Citizen Survey: Positive opinion of Recreation Programs (percent)	46	52	45	45
National Citizen Survey: Positive opinion of Recreation Centers (percent)	44	50	47	47
National Citizen Survey: Positive opinion of City Parks (percent)	60	60	55	47

Parks and Recreation Department

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	12,547,400	154,200	12,701,600	13,745,100	60,400	13,805,500
512010 - Attrition Savings - Salaries	(376,900)	0	(376,900)	(1,020,100)	0	(1,020,100)
513000 - Other Salaries and Wages	6,550,300	123,000	6,673,300	1,520,900	99,000	1,619,900
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	5,229,500	25,400	5,254,900
513020 - Other Salaries and Wages - Part Time Seasonal	0	0	0	1,104,300	0	1,104,300
514000 - Overtime	293,000	0	293,000	292,300	0	292,300
516000 - Fringe Benefits	10,300	0	10,300	6,700	0	6,700
521000 - Fica Taxes	940,900	11,800	952,700	1,037,800	4,600	1,042,400
522000 - Retirement Contributions	3,291,400	24,400	3,315,800	4,268,400	25,500	4,293,900
523000 - Life and Health Insurance	2,222,700	34,400	2,257,100	2,933,100	0	2,933,100
Personnel	25,479,100	347,800	25,826,900	29,118,000	214,900	29,332,900
Operating Expense						
524000 - Workers' Compensation	479,800	6,500	486,300	448,400	2,200	450,600
531000 - Professional Services	45,300	267,000	312,300	110,600	0	110,600
534000 - Other Contractual Services	2,912,300	358,400	3,270,700	4,026,000	573,800	4,599,800
540000 - Travel and Per Diem	700	93,400	94,100	700	5,000	5,700
541000 - Communications & Related Services	54,000	0	54,000	65,500	0	65,500
541100 - Postage	1,600	0	1,600	3,100	0	3,100
543000 - Utility Services	2,603,900	0	2,603,900	2,820,600	0	2,820,600
544000 - Rentals and Leases	70,000	0	70,000	63,300	0	63,300
545011 - Insurance - Vehicle Liability	37,800	0	37,800	34,900	0	34,900
545012 - Insurance - Property & Casualty	62,400	0	62,400	68,600	0	68,600
545013 - Insurance - General Liability	100,400	0	100,400	63,400	0	63,400
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	702,000	0	702,000	914,900	0	914,900
546001 - IT-Repair and Maintenance Services	211,900	0	211,900	449,900	0	449,900
547000 - Printing and Binding	0	0	0	5,500	0	5,500
548100 - Advertising and Related Costs	5,000	0	5,000	22,000	0	22,000
549000 - Other Current Charges and Obligations	12,500	10,000	22,500	36,500	0	36,500
551000 - Office Supplies	65,500	0	65,500	85,600	0	85,600
552000 - Operating Supplies	2,010,200	0	2,010,200	2,393,500	179,600	2,573,100
552100 - Public Safety Supplies	54,000	0	54,000	30,000	0	30,000

Parks and Recreation Department

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
552200 - Clothing/Uniform Supplies	88,800	0	88,800	112,800	0	112,800
552300 - Landscaping Related Supplies	380,000	0	380,000	500,600	0	500,600
554000 - Subscriptions, Memberships, Licenses, Permits & Others	27,200	0	27,200	34,200	0	34,200
Operating Expense	9,925,500	735,300	10,660,800	12,290,600	760,600	13,051,200
Capital Outlay						
663000 - Improvements Other Than Buildings	0	462,000	462,000	0	0	0
664000 - Machinery and Equipment	27,700	0	27,700	42,500	0	42,500
Capital Outlay	27,700	462,000	489,700	42,500	0	42,500
Non-Operating Expense						
882000 - Aids to Private Organizations	181,100	0	181,100	202,600	0	202,600
896000 - Budget Reserve	0	26,000	26,000	0	496,000	496,000
Non-Operating Expenses	181,100	26,000	207,100	202,600	496,000	698,600
Total Expense	35,613,400	1,571,100	37,184,500	41,653,700	1,471,500	43,125,200

Department of Real Estate and Asset Management

Department Head: Daniel Rotenberg

Phone: (305) 416-1458

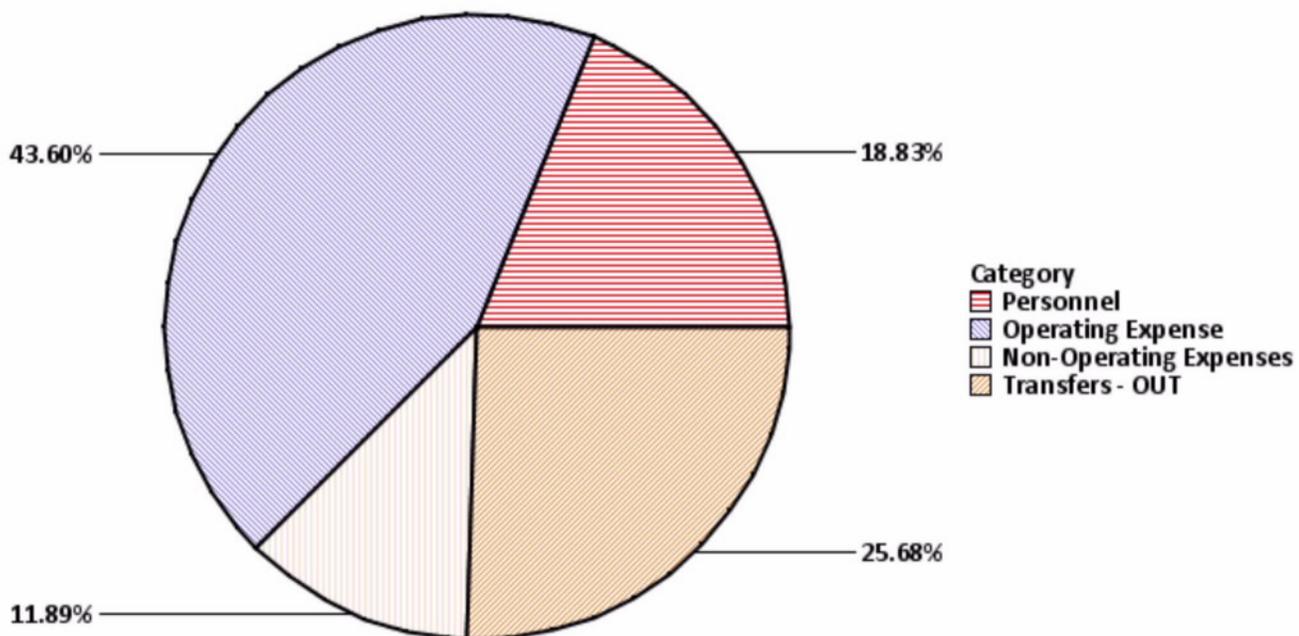
Description

The Department of Real Estate and Asset Management, formerly Public Facilities, manages and provides the community facilities for 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.

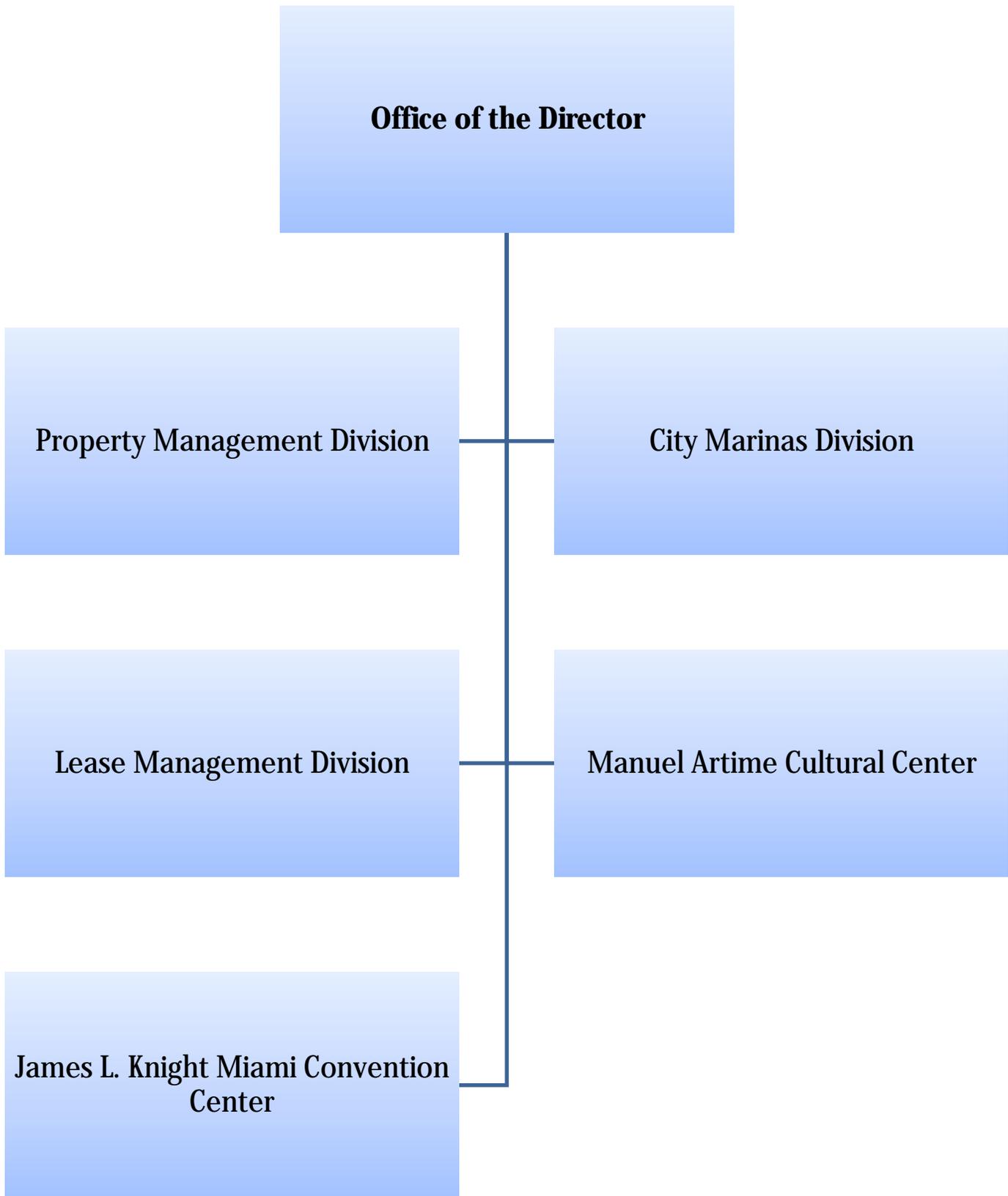
The Department serves as the asset manager for the City's real estate including the leasing, acquisition, and disposition of the City's real estate portfolio. To do so, the Department categorizes City-owned properties according to highest and best use, determines whether to use for City operations, to 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.

Allocation by Category



Department of Real Estate and Asset Management



Department of Real Estate and Asset Management

Departmental Function/Unit	FY 2015-16	FY 2016-17
<p>OFFICE OF THE DIRECTOR Directs all the administrative and operation functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and the use of City-owned assets.</p>	3	3
<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>	6	7
<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>	31	40
<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	3
<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	6
<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>	3	4
TOTAL FULL-TIME POSITIONS	52	63

Department of Real Estate and Asset Management

Department Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	4,154,234	4,227,992	4,352,733	4,704,900	4,619,100
Operating Expense	7,579,750	7,245,509	8,871,279	10,953,000	10,694,000
Capital Outlay	0	2,784	6,023	72,400	0
Non-Operating Expenses	0	0	0	921,300	2,915,300
Transfers - OUT	9,238,777	7,772,612	4,185,300	6,224,900	6,298,800
	20,972,760	19,248,897	17,415,335	22,876,500	24,527,200

Funding Structure

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Fund	5,650,827	5,915,745	7,512,479	8,525,100	12,391,400
Department of Real Estate and Asset Management Services	10,499,170	8,465,629	4,887,101	7,753,000	5,537,400
Miami Ballpark Parking Facilities Departmental Improvement Initiative	4,813,246	4,535,023	4,466,055	6,598,400	6,598,400
	9,517	332,500	549,700	0	0
	20,972,760	19,248,897	17,415,335	22,876,500	24,527,200

Department Priorities for FY 2016-17

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.

Revise internal controls to include a subset of software specific technical guidelines in unison with day-to-day business operations, following the implementation of the new Yardi Project Management System.

Apply for a minimum of four grants to help support operations and capital projects at facilities.

Increased the total dockage revenue at all marina facilities by two percent, providing approximately \$200,000 in additional recurring annual revenue to the City.

Construct a concession stand, maximize event bookings and increase programming, and replace the AC system at the Manuel Artime Theater to improve the customer experience and increase revenue.

Complete infrastructure upgrades (i.e., electrical and pump out improvement) at the Miamarina.

Enter into lease agreements for the remaining retail space at the Marlins Park Garages. As of June 30, approximately 18,000 square feet of space remain to be leased.

Run and operate the second successful Miami International Boat Show.

Negotiate with Miami Dade College for the conveyance of the Fire Station 1 facility for a sales price of at least \$21 million.

Department of Real Estate and Asset Management

Accomplishments in FY 2015-16

Continued to manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned properties as well as leases for other City departments.

Occupied the Dinner Key Marina Dockmaster's building and ancillary areas.

Applied for grants to help support funding operations at facilities including: Design and Permitting of the mooring field between Spoil Islands and Dinner Key Marina (Phase I), Design and Permitting of the mooring field for Watson Island (Phase I), citywide removal of derelict vessels, assessment of pilings at Marine Stadium (Phase I), upgrade of electrical systems in Miamarina, Dinner Key Marina pump-out upgrades, Miamarina pump-out repairs, and Bayside wharf (Phase I). In addition, applied for two Cultural/Performing Arts grants centered on providing the Manuel Arttime Theater with ADA audio/visual equipment and much needed repairs to the interior of the building.

Modernized the lobby area of the Manuel Arttime Theater with liquid crystal display (LCD) screens.

Conveyed two City-owned properties (County Land Use Code 90 "CLUC 90" properties acquired in connection with delinquent taxes) generating \$68,500 in revenue.

Successfully coordinated the operation of the first Miami International Boat Show increasing departmental revenues by approximately \$1.1 million.

Produced a Comprehensive Policies and Procedures Manual to encompass base rules and guidelines for financial reporting within all DREAM divisions.

Implemented and trained staff on the use of Yardi Project Management System.

Continued construction of the new Dinghy Dock facility at Dinner Key Marina.

Entered into lease agreements, filling much of the remaining retail space at the Marlins Park Garage.

Issued four Requests for Proposals (RFP) for the Virginia Key Marina, Fort Dallas Park, and two riverfront properties. These projects will potentially generate approximately \$1.4 million in additional annual revenues next fiscal year.

Acquired an additional 53,000 square feet of parkland to improve the City's current system of parks and public spaces.

Entered into a land exchange agreement with All Aboard Florida including a payment of \$500,000 to be paid at closing on March 2017.

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The increase in Rents and Royalties revenue due to the contractual increase in the lease of Flagstone (GF \$500,000).

The increase in Other Culture and Recreation revenue due the two percent increase in Dockage Fees implemented May 27, 2016 (GF \$460,000).

The increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (GF \$92,800); and an additional increase of an average of five percent for all non-bargaining employees and year-round part-time employees (GF \$38,400).

The increase in Regular Salaries and Wages is due in part to the conversion of eleven temporary to permanent positions (GF \$297,700).

Department of Real Estate and Asset Management

The increase in Other Contractual Services for locksmith services at facilities (GF \$1,000).

The Budget includes the following additional considerations:

The increase in Public Facilities General Fund is primarily due to the reclassification of the FY 2016-17 Budget from Public Facilities Special Revenue to the General Fund (GF \$ 5.54 million).

A decrease of two FTE positions due to the transfer for the Little Haiti Cultural Center and Caribbean Market Place to the Department Parks and Recreation.

Additional funding for Repairs and Maintenance due increase supply cost in all facilities (GF \$41,200).

A General Fund contribution to the capital improvement projects for the 900 Theatre Building interior repairs (\$75,000).

A reserve in the Non-Departmental Accounts for potential repairs at the James L. Knight Center (GF \$1.25 million).

Department of Real Estate and Asset Management

Strategic Priorities and Performance Measures



Primary Strategic Priority Area: Efficient & 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 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Dockage receivable collections rate (percent)	88	99	96	98
Dockage occupancy rate (percent)	100	90	89	95
Utilization of Manuel Artime Theatre based on available days for rental (percent)	N/A	N/A	N/A	98
Events per year at the Manuel Artime Center (number)	235	140	131	150
Leased office spaces occupied (percent)	77	71	87	90
Customer Satisfaction Rating (Marinas Customer Service rating, Out of 5)	N/A	N/A	N/A	5
Customer Satisfaction Rating (Cultural Arts & Convention Centers, Customer Service rating, Out of 5)	N/A	N/A	N/A	5

Department of Real Estate and Asset Management

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,438,100	310,200	2,748,300	3,066,100	0	3,066,100
512010 - Attrition Savings - Salaries	(75,000)	0	(75,000)	(222,700)	0	(222,700)
513000 - Other Salaries and Wages	447,000	0	447,000	25,700	0	25,700
514000 - Overtime	66,000	0	66,000	70,500	0	70,500
516000 - Fringe Benefits	15,200	2,000	17,200	16,600	0	16,600
521000 - Fica Taxes	159,500	23,500	183,000	209,600	0	209,600
522000 - Retirement Contributions	762,700	86,000	848,700	879,100	0	879,100
523000 - Life and Health Insurance	420,000	49,700	469,700	574,200	0	574,200
Personnel	4,233,500	471,400	4,704,900	4,619,100	0	4,619,100
Operating Expense						
524000 - Workers' Compensation	56,900	11,800	68,700	53,400	0	53,400
531000 - Professional Services	156,300	10,100	166,400	210,600	8,100	218,700
533000 - Court Services	3,600	0	3,600	3,600	0	3,600
534000 - Other Contractual Services	846,000	6,708,800	7,554,800	4,272,000	2,913,600	7,185,600
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	35,400	0	35,400	32,400	0	32,400
541100 - Postage	8,000	0	8,000	7,000	0	7,000
543000 - Utility Services	1,064,400	0	1,064,400	891,800	0	891,800
544000 - Rentals and Leases	263,100	800	263,900	284,700	0	284,700
545012 - Insurance - Property & Casualty	1,201,600	0	1,201,600	1,321,800	0	1,321,800
545013 - Insurance - General Liability	123,400	0	123,400	77,900	0	77,900
545014 - Insurance - Public Official	200	0	200	0	0	0
546000 - Repair and Maintenance Services	165,400	0	165,400	206,600	0	206,600
546001 - IT-Repair and Maintenance Services	62,300	0	62,300	104,900	0	104,900
547000 - Printing and Binding	5,500	0	5,500	0	0	0
548000 - Promotional Activities	0	1,700	1,700	1,700	0	1,700
548100 - Advertising and Related Costs	22,000	0	22,000	0	0	0
551000 - Office Supplies	9,700	0	9,700	5,900	0	5,900
552000 - Operating Supplies	175,400	600	176,000	251,100	0	251,100
552200 - Clothing/Uniform Supplies	10,400	0	10,400	10,800	0	10,800
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,600	0	6,600	33,100	0	33,100
Operating Expense	4,219,200	6,733,800	10,953,000	7,772,300	2,921,700	10,694,000

Capital Outlay

Department of Real Estate and Asset Management

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
664000 - Machinery and Equipment	72,400	0	72,400	0	0	0
Capital Outlay	72,400	0	72,400	0	0	0
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	921,300	921,300	0	2,915,300	2,915,300
Non-Operating Expenses	0	921,300	921,300	0	2,915,300	2,915,300
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	6,224,900	6,224,900	0	6,298,800	6,298,800
Transfers - OUT	0	6,224,900	6,224,900	0	6,298,800	6,298,800
Total Expense	8,525,100	14,351,400	22,876,500	12,391,400	12,135,800	24,527,200

Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT

Phone: (305) 416-1381

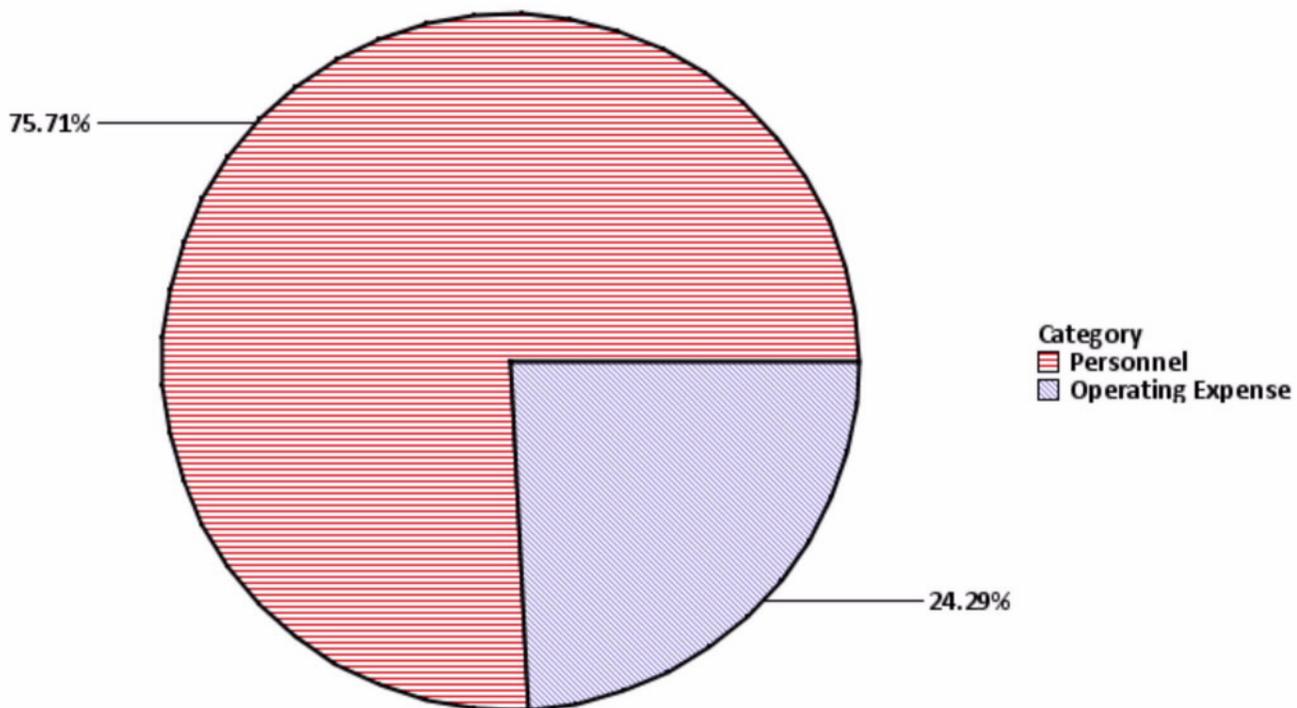
Description

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.

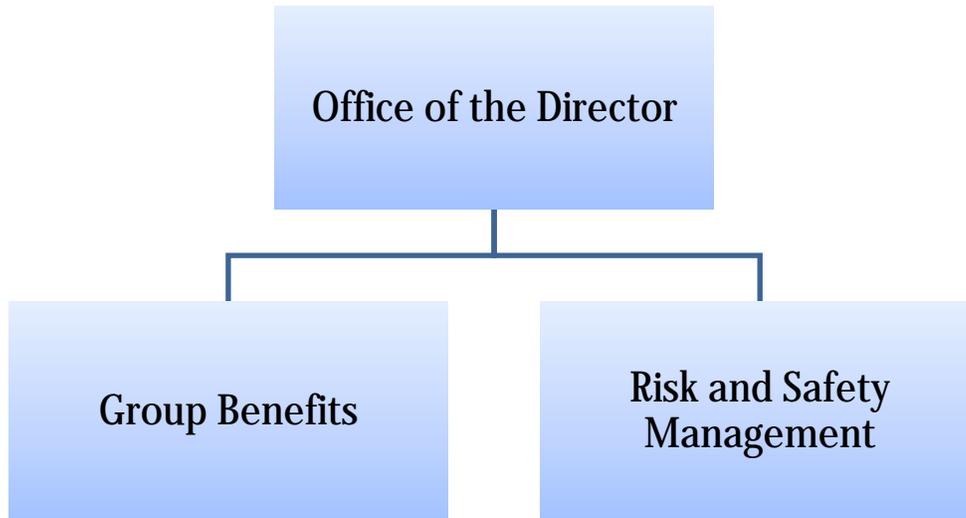
The Department manages claims involving workers' compensation, damages to City property, and allegations of City liability. Risk Management also implements comprehensive programs targeted at reducing accidents and complying with State and Federal occupational health and safety laws. The Department is 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 2015-16	FY 2016-17
<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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Personnel	2,386,938	1,824,495	2,079,708	2,186,800	2,345,600
Operating Expense	9,422,328	9,370,508	477,011	738,100	752,400
Capital Outlay	0	0	19,111	0	0
	11,809,265	11,195,003	2,575,830	2,924,900	3,098,000

Department Priorities for FY 2016-17

Increase the number of safety classes that are being offered to employees.

Improve employees' safety by increasing the number of facility inspections and follow-up on recommendations.

Continue to increase employee participation in wellness programs by including fitness classes that correspond to survey results.

Implement the Return to Work Program Citywide.

Maintaining a ratio below 15 days for average lost work days as per workers compensation claims.

Accomplishments in FY 2015-16

Introduced an Accident Investigation Program.

Ensured that average lost work days as per workers compensation claims were reduced.

Increased gym participation by 24 percent due to the types of wellness sessions being offered.

Revised and distributed The City Manager's Safety Statement citywide.

Revised The Solid Waste Department Safety Handbook.

Risk Management

Budget Highlights for FY 2016-17

The Budget includes the following additions:

The Increase in Regular Salaries and Wages due in part to the contract between the City of Miami and Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local1907) (GF \$30,500) and due in part to an average of five percent for all non-bargaining employees (GF \$38,600).

The Budget includes the following additional consideration:

General Fund funding of a capital improvement project Claims Management Systems and Certificate of Insurance Tracking Software (\$300,000).

Strategic Priorities and Performance Measures

	Strategic Priority Area: Efficient and Effective Government Objective: Improve operational efficiency			
Department Objective: Improve employee wellness and work-life quality				
Performance Measures	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Commitment
Annual Claim Closure Rate (claims closed/claims received x100) (number)	N/A	N/A	N/A	125
Average lost work days per new workers claim (days)	N/A	18	18	16
Percentage of employees participating in well-being program (percentage)	N/A	N/A	N/A	10%
Annual Motor Vehicle Incident Rate (# of incidents x 100/# of vehicles) (percentage)	N/A	N/A	N/A	10.5%
Percentage of high priority corrective action taken within 120 days (percentage)	N/A	N/A	N/A	50%

Risk Management

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,384,400	0	1,384,400	1,449,800	0	1,449,800
512010 - Attrition Savings - Salaries	0	0	0	(14,100)	0	(14,100)
516000 - Fringe Benefits	7,200	0	7,200	11,700	0	11,700
521000 - Fica Taxes	106,400	0	106,400	106,500	0	106,500
522000 - Retirement Contributions	471,100	0	471,100	496,800	0	496,800
523000 - Life and Health Insurance	217,700	0	217,700	294,900	0	294,900
Personnel	2,186,800	0	2,186,800	2,345,600	0	2,345,600
Operating Expense						
524000 - Workers' Compensation	32,600	0	32,600	31,400	0	31,400
525000 - Unemployment Compensation	280,000	0	280,000	280,000	0	280,000
531000 - Professional Services	363,300	0	363,300	371,000	0	371,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541000 - Communications & Related Services	3,600	0	3,600	0	0	0
541100 - Postage	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
545013 - Insurance - General Liability	5,000	0	5,000	3,200	0	3,200
545014 - Insurance - Public Official	200	0	200	0	0	0
546001 - IT-Repair and Maintenance Services	15,400	0	15,400	28,800	0	28,800
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	738,100	0	738,100	752,400	0	752,400
Total Expense	2,924,900	0	2,924,900	3,098,000	0	3,098,000



OTHER GENERAL FUND BUDGETS

- **Non-Departmental Accounts (NDA)**
 - **NDA Schedule**
- **All Funds – Transfers Out Schedule**
 - **General Fund Projects**
- **Pension and Retirement Plans Overview**
 - **Pension Summary**

Non-Departmental Accounts

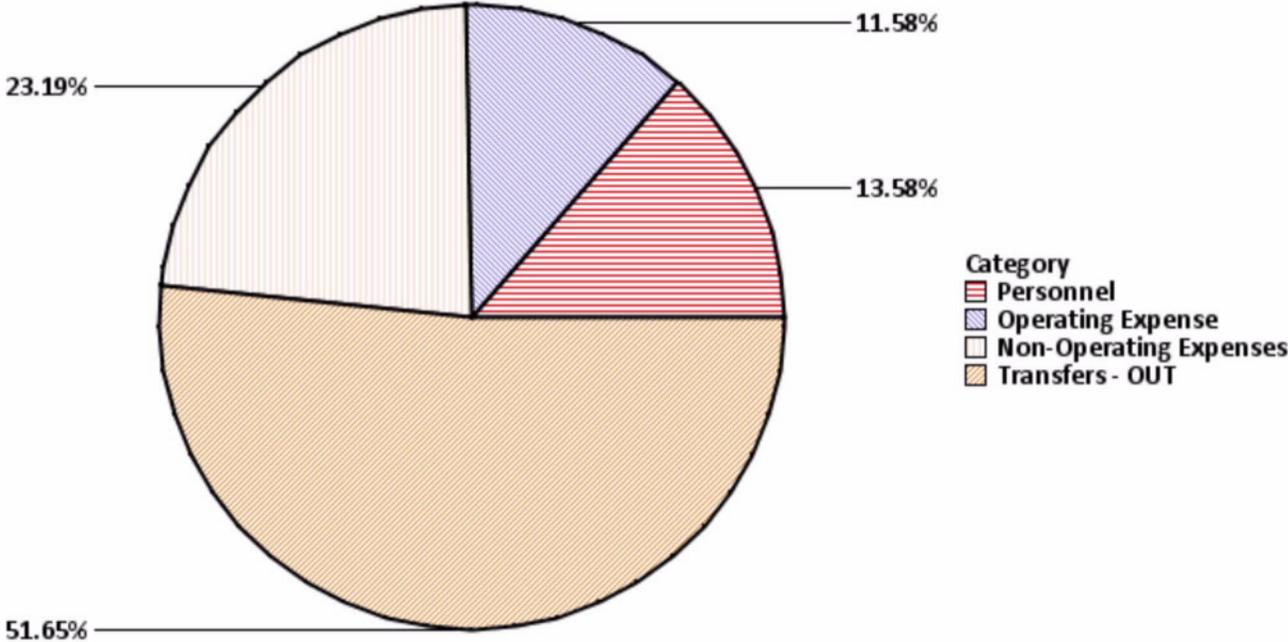
Department Head: Christopher Rose

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 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel	17,225,907	19,537,557	16,239,358	10,811,400	12,867,900
Operating Expense	3,708,167	3,013,170	8,070,467	8,599,600	10,968,000
Capital Outlay	27,278	0	34,068	0	0
Debt Service	0	0	1,512,189	0	0
Non-Operating Expenses	778,146	872,200	1,568,942	31,039,300	21,970,400
Transfers - OUT	38,973,300	58,242,545	63,631,103	68,361,800	48,928,900
	60,712,798	81,665,472	91,056,127	118,812,100	94,735,200

Non-Departmental

	FY 2015-16 Adopted General Fund	FY 2015-16 Adopted Sp. Rev. Fund	Total	FY 2016-17 Adopted General Fund	FY 2016-17 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
515000 - Special Pay	9,707,400	0	9,707,400	12,075,000	0	12,075,000
516010 - Fringe Benefits - Tuition Reimbursement	264,000	0	264,000	300,000	0	300,000
522000 - Retirement Contributions	840,000	0	840,000	492,900	0	492,900
Personnel	10,811,400	0	10,811,400	12,867,900	0	12,867,900
Operating Expense						
531000 - Professional Services	590,300	0	590,300	840,000	0	840,000
531010 - Professional Services- Legal Services	900,000	0	900,000	1,000,000	0	1,000,000
534000 - Other Contractual Services	0	0	0	(90,000)	0	(90,000)
545012 - Insurance - Property & Casualty	4,974,800	0	4,974,800	5,472,300	0	5,472,300
549000 - Other Current Charges and Obligations	2,050,000	0	2,050,000	3,661,200	0	3,661,200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	84,500	0	84,500	84,500	0	84,500
Operating Expense	8,599,600	0	8,599,600	10,968,000	0	10,968,000
Non-Operating Expense						
881000 - Aids to Government Agencies	876,500	0	876,500	1,690,300	0	1,690,300
882000 - Aids to Private Organizations	858,000	0	858,000	3,136,000	0	3,136,000
896000 - Budget Reserve	24,304,800	0	24,304,800	12,144,100	0	12,144,100
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
Non-Operating Expenses	31,039,300	0	31,039,300	21,970,400	0	21,970,400
Transfers-OUT						
891000 - Interfund Transfers	68,361,800	0	68,361,800	48,928,900	0	48,928,900
Transfers - OUT	68,361,800	0	68,361,800	48,928,900	0	48,928,900
Total Expense	118,812,100	0	118,812,100	94,735,200	0	94,735,200

NDA Schedule

Program	Account Description	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	Description
Employee One-Time Payouts	515000 Special Pay	9,707,400	12,075,000	Reserve for centralization of separation and other one-time salary payments
Employee Tuition Reimbursements	516010 Fringe Benefits - Tuition Reimbursement	264,000	300,000	Tuition Reimbursements for City employees
Elected Officers' Retirement Trust	522000 Life and Health Insurance	840,000	492,900	Elected Officers' Retirement Trust Payment
Legislative Support	531000 Professional Services	75,000	90,000	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	531000 Professional Services	770,300	700,000	Fee for the administration of the Parking Surcharge Program
Impact Fee Study	531000 Professional Services	50,000	50,000	Study Impact Fee Rates
Legal Services	531010 Professional Services Legal	900,000	1,000,000	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
eMerge-Miami Technology Conference	534000 Other Contractual	0	50,000	eMerge-Miami Technology Conference
General Employees Retirement Trust (GESE)	534000 Other Contractual	0	(140,000)	Reduction of GESE budget per 1st Budget Hearing
Insurance Policies and Annual Premiums	545012 Insurance - Property & Casualty	4,974,800	5,472,300	Insurance policies and annual premiums not allocated to departments
Elections	549000 Other Current Charges and Obligation	2,040,000	261,200	Estimated elections expenses in the fiscal year.
ATS Redlight Camera	549000 Other Current Charges and Obligation		3,400,000	Payment to contractor for administration of Red Light Camera Program
Citywide Subscriptions and Memberships	554000 Subscription, Membership, License	84,500	84,500	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).
Civilian Investigative Panel	881000 Aids to Government Agencies	677,500	593,800	City contribution to the Civilian Investigative Panel (CIP) - (Cost Allocation Amount \$148,200) (Rollover \$142,600)
Virginia Ket Beach Trust (VKBT)	881000 Aids to Government Agencies	0	150,000	City contribution to the Viginia Key Beach Trust (VKBT)
Children's Museum	881000 Aids to Government Agencies	0	500,000	Capital Improvement at Children's Museum
Liberty City Community Revitalization Trust	881000 Aids to Government Agencies	199,000	199,000	City contribution to the Liberty City Community Revitalization Trust
Wynwood Business Improvement District	881000 Aids to Government Agencies	0	247,500	Wynwood BID for Enhanced Security and Sanitation Services for the Months October 2016 to January 2017 due to Zika virus
Latin Champions	881000 Aids to Government Agencies	0	50,000	City contribution to the Latin Champions

NDA Schedule

Program	Account Description	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	Description
All Affordable Housing	881000 Aids to Government Agencies		306,000	City contribution for the All Affordable Housing
Coconut Grove Business Improvement District	882000 Aids to Private Organizations	268,000	270,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Do The Right Thing	882000 Aids to Private Organizations	110,000	110,000	City Contribution to Do The Right Thing
Police Athletic League	882000 Aids to Private Organizations	390,000	400,000	City Contribution to Police Athletic League
Baseball Allstar Game	882000 Aids to Private Organizations	0	2,000,000	City In-kind Support for the 2017 Baseball Allstar Game
Reserve for Uncollectables	896000 Budget Reserve	9,073,600	8,210,300	Budget reserve for uncollectable revenues
City Manager's Reserve	896000 Budget Reserve	260,000	260,000	Reserve for other uses to be determined during the fiscal year
Police Training Reserve	896000 Budget Reserve	500,000	100,000	Police Training Reserve
Police Training Reserve	896000 Budget Reserve	0	200,000	Change Memo 2 for trainign reserve for youth violence.
Miami Convention Center Repair and Maintenance	896000 Budget Reserve	0	1,250,000	Reserve for the repair and maintenance Miami Convention Center
Matching Funds for COPS Hiring Grant	896000 Budget Reserve	0	1,516,800	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	0	400,000	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.
Community Investment Programs	896000 Budget Reserve	0	207,000	EMT Training Program (\$54,000); Summer Job Program(\$58,000); Summer Reading Program (\$50,000); Summer Scholarship Program (\$45,000)
Contingency Reserve	897000 Contingency Reserve	5,000,000	5,000,000	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles
Total Non-Departmental Accounts less Transfer Out		50,450,300	45,806,300	
Interfund Transfer	891000 Interfund Transfer	68,361,800	48,928,900	Please refer to the "Transfers Out" Schedule on next page
Total Non-Departmental		118,812,100	94,735,200	

General Fund - Transfers Out Schedule

Programs and Funds	Account Description	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	Description
Total Transfer to Capital	891000 Interfund Transfer	38,660,900	11,383,100	See All Funds-Transfer Out Schedule
Special Revenue Fund - Miami Homeless Program/Net Offices	891000 Interfund Transfer	347,000	441,900	Miami Homeless Program for administrative cost (Living Wage included)
Special Revenue - Contribution to Homeless from General Fund	891000 Interfund Transfer	0	126,600	Net/Homeless (F:14800) Gap in ESG Grant for CD change of Period
Special Revenue Fund - Economic Development and Planning Services	891000 Interfund Transfer	74,000	115,600	Bayfront/Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
Special Revenue Police Services Fund Cops Hiring Grant 2014	891000 Interfund Transfer	53,200	359,100	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 - Special Revenue E-911	891000 Interfund Transfer	2,045,800	1,285,300	To cover deficit in Special Revenue for E-911
Special Revenue - Strategic Development Camillus House MAT Program	891000 Interfund Transfer	350,000	350,000	Camillus House Mat Program contribution from General Fund to Special Revenue Fund
Special Revenue - Festivals and Parades Transfer to Departmental Improvement Initiatives	891000 Interfund Transfer	525,000	525,000	Support for citywide festivals and special events in Special Revenue (New Award and projects) - \$75,000 for the Three Kings Parade; \$50,000 - Dr Martin Luther King Parade; \$50,000 - Dr Martin Luther King Candlelight Vigil; \$300,000 to be allocated in \$50,000 increments to the Mayor and each of the five commission districts; and \$50,000 - Pitbull New Years Eve Celebration
Special Revenue - Strategic Initiative	891000 Interfund Transfer	2,250,000	2,500,000	Allocation for Citywide Anti-Poverty Initiative Program distributed to five City Commission District (\$2.25 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	3,777,400	3,259,200	To subsidize Special Revenue Fund for the allocation for Retirement Contribution, Life and Health Insurance, and Workers' Compensation Departmental Improvement Initiatives Fund (\$31,100), Workforce Program (\$848,400), NET Office/Homeless Programs (\$357,400), Fire-Rescue Services (\$520,823), Police Services (\$1,473,800), and Parks and Recreation Services (\$27,700)
Total Transfer to Special Revenue		9,891,500	8,962,700	
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	1,897,200	1,872,600	Street Bonds series 2007 and 2009 from Parking Surcharge Revenue (Fund 24011)
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	1,484,500	1,524,100	Local Option Gas Tax three cents committed transfer to 2007 obligation debt (Fund 24011)
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	6,359,400	12,253,500	FY13 SOB series 1995 and 2009(Pension) Fund 24002 - Contribution from Public Service Tax
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	3,886,000	7,003,000	Sunshine State Loan Refinance - 2011A (Fund 27999)
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	0	400,000	Heavy equipment leases for Solid Waste and General Services Administration

General Fund - Transfers Out Schedule

Programs and Funds	Account Description	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	Description
Debt Service Fund / Special Obligation Bond	891000 Interfund Transfer	3,825,300	3,819,900	Special Obligation Bonds series 2014 (Fund 24016)
Total Transfer to Debt Service		19,809,400	26,873,100	
Transportation Trust Fund	891000 Interfund Transfer	0	1,710,000	To be allocated in General Fund sub-fund Transportation Reserve
Total Transfer to Transportation Trust Fund		0	1,710,000	
Total Transfers Out		68,361,800	48,928,900	

General Fund Projects

Department	Project	Estimated Cost	Description
Building	Electronic Plan Review	\$500,000	Continued funding for the automation of the plans review process.
Building Total		\$500,000	
Capital Improvements	Environmental Remediation City-wide	\$250,000	
Capital Improvements	NE 22 Street and NE 22 Terrace Seawall and Baywalk	\$52,500	To provide funding for the FIND grant match for the design and permitting of the seawall and baywalk at NE 22 St and NE 22 Terrace.
Capital Improvements	Skate Park	\$600,000	To serve as a match for the downtown Skate Park project.
Capital Improvements Total		\$902,500	
Communications	Website Redesign	\$422,000	To redesign the City's website.
Communications Total		\$422,000	
Fire-Rescue	Fire-Rescue Safety Pads	\$150,000	To purchase 30 electronic tablets to collect and record patient information during rescue calls.
Fire-Rescue Total		\$150,000	
General Services Administration	New Fuel Truck	\$100,000	To purchase a fuel truck.
General Services Administration Total		\$100,000	
Information Technology	Call Center	\$12,000	To purchase a dedicated server to support new departmental call centers.
Information Technology	Content Management	\$330,000	To acquire software that allows the administration of the City's website's content.
Information Technology	Disk Storage	\$20,000	To purchase an additional shelf of disk storage.
Information Technology Total		\$362,000	
Parks and Recreation	Grapeland Park Scoreboard	\$150,000	To replace a scoreboard at the Grapeland Park baseball field that is no longer operating.
Parks and Recreation Total		\$150,000	
Police	Domestic Water Pumps	\$65,000	To replace old water pumps at the Police Headquarters to avoid excessive maintenance costs and interruptions in service.
Police	Fire Pump Electrical Rewiring	\$35,000	To rewire the fire pump at the Police Central Station due to safety concerns.
Police	Police Headquarters Pressure Clean, Seal, and Paint	\$75,000	To pressure clean, seal, paint the exterior, and replace the doors of the Police Central Station.
Police	Security Cameras at City Churches	\$20,000	
Police Total		\$195,000	
Public Works	District 2 Lighting Downtown	\$200,000	District 2 Lighting Downtown

General Fund Projects

Department	Project	Estimated Cost	Description
Public Works	District 5 Lighting Overtown	\$200,000	District 5 Lighting Overtown
Public Works Total		\$400,000	
Procurement	Procurement Contract Management System	\$60,000	To track contract compliance, certificates of insurances, bonds, important contract dates, and average savings achieved, as well as reducing the processing time of the procurement process.
Procurement Total		\$60,000	
Real Estate and Asset Management	Gusman Hall - Improvements and Repairs	\$1,000,000	For capital repairs at the Gusman Olympia Theater. The second of three anticipated years.
Real Estate and Asset Management	Manuel Arttime Community Center Repairs	\$75,000	For interior repairs and upgrades at the Manuel Arttime Theater.
Real Estate and Asset Management Total		\$1,075,000	
Risk Management	Claims Management Systems and Certificate of Insurance Tracking Software	\$300,000	To implement a Claims Management Systems and a Certificate of Insurance Tracking software program.
Risk Management Total		\$300,000	
Grand Total		\$4,616,500	

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 2016-17 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 2016-17 Budget for Pension payments is \$93.06 million. This represents an increase of \$4.17 million or 4.48 percent as compared to the FY 2015-16 Adopted Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2016-17:

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, 2015, membership in the FIPO Pension Plan consisted of 2,230 retirees and beneficiaries receiving benefits, and 1,650 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. Fire Fighter 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 7.42 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2016-17 required contribution based on the actuarial valuation report dated October 1, 2015 is \$47.10 million. Additionally, the City is required to contribute \$6.16 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, 2015, membership in the GESE Trust was 2,201 retirees and beneficiaries currently receiving benefits and 1,512 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 7.60 percent per year.

The City's FY 2016-17 required contribution based on the actuarial valuation report dated October 1, 2015 is expected to be \$34.36 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 2016-17 required contribution based on the actuarial valuation report dated October 1, 2015 is estimated at \$914,900. 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, 2015, membership in the Staff Trust included four retirees currently receiving benefits, and seven 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.

The City's FY 2016-17 contribution determined through actuarial valuation is \$295,500. 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, 2014 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 2016-17 contribution determined through actuarial valuation is \$493,100. The Elected Officers' Retirement Trust is budgeted in the Non Departmental Account under the Pension organization.

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

Pension and Retirement Plans Overview

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 of 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 eight percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary.

On April 22, 2016, there were approximately 50 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2016-17 contributions are anticipated at \$561,000.

Pension Summary

Account	FY 2014-15 Adopted Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Revenues			
<u>Revenues</u>			
General and Special Revenue Funds	88,783,900	88,891,000	93,062,600
Total Revenues	88,783,900	88,891,000	93,062,600
Expenditures			
<u>Expenditures</u>			
511000 Executive Salaries	32,000	32,000	39,600
521000 FICA	2,400	2,400	3,000
541100 Postage	15,000	15,000	15,000
534000 Administrative Cost	2,894,100	3,300,000	3,300,000
534000 GESE Administrative Cost for Excess	109,300	116,300	116,300
522000 GESE Contributions	33,972,500	32,881,500	34,355,700
522000 GESE Excess Benefits	723,000	947,700	914,900
522000 GESE Staff Pension	299,300	0	0
Total GESE	38,047,600	37,294,900	38,744,500
522010 FIPO Contributions	43,849,400	44,291,300	47,102,200
522010 FIPO COLA	5,696,900	5,924,800	6,161,800
Total FIPO	49,546,300	50,216,100	53,264,000
522000 EORT	840,000	840,000	493,100
Total EORT	840,000	840,000	493,100
522000 ICMA 401(a)	350,000	540,000	561,000
Total ICMA 401(a)	350,000	540,000	561,000
Total Expenditures	88,783,900	88,891,000	93,062,600



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
2006	26,977,377,288	9.2645
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

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
1986-87	9.8400	2.4512	12.2912
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

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

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

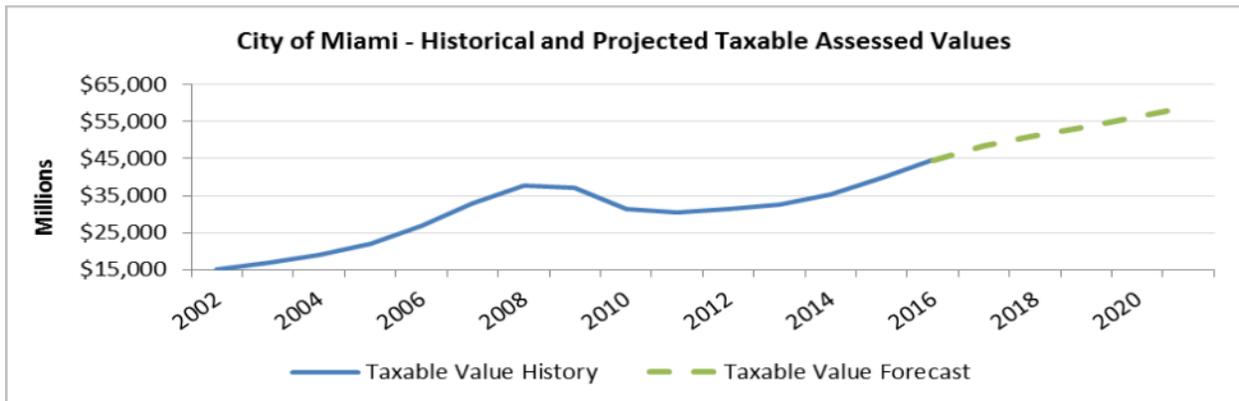
The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The City's tax base has largely recovered from the Great Recession and other sectors of the local economy continue to show strong growth. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available estimate from the U.S. Census Bureau's Population Estimates Program (PEP) indicates that Miami's population in 2015 was 441,003. 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 7.8 percent growth in 2014, 13.1 percent growth in 2015, and 11.8 percent growth in 2016.

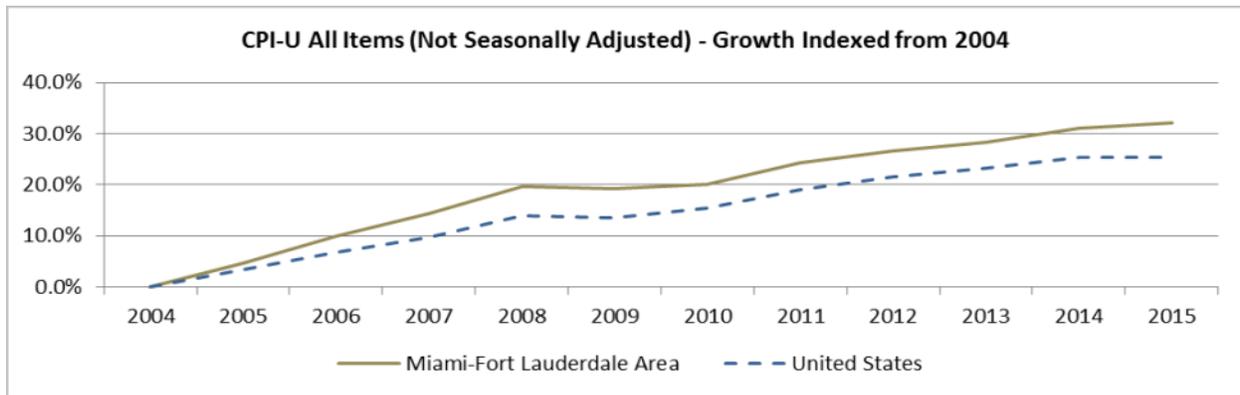


The five-year forecast assumes that this growth in taxable assessed value will continue over the next several years, though growth is expected to stabilize at around 5.0 percent by 2018. This is believed to be an appropriately conservative assumption.

General Fund Forecast

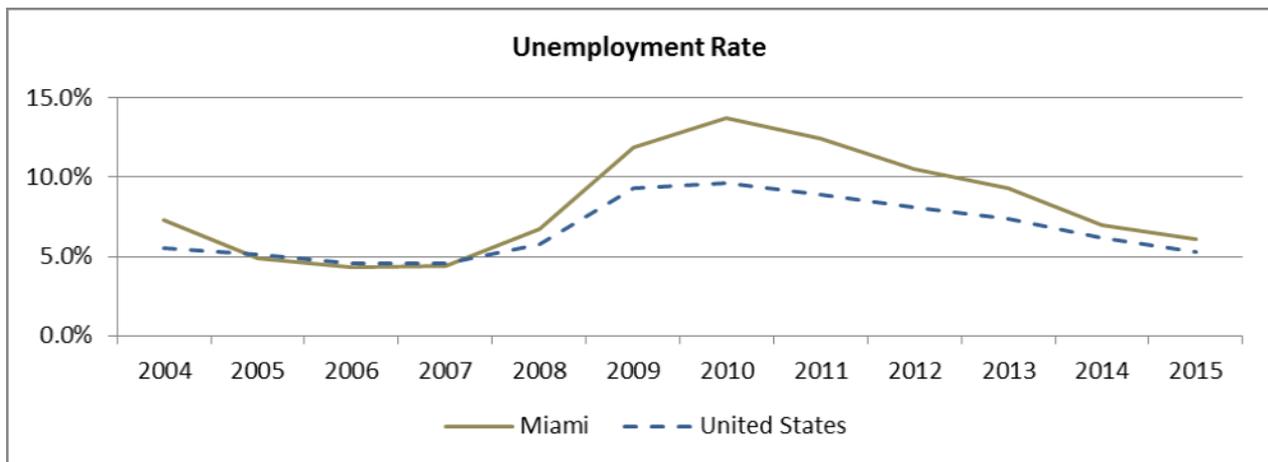
Tax Year	2012	2013	2014	2015	2016	Projected				
						2017	2018	2019	2020	2021
TAV (Billions)	\$31.33	\$32.74	\$35.28	\$39.90	\$44.60	\$48.62	\$51.05	\$53.60	\$56.28	\$59.10
% Change	3.2%	4.5%	7.8%	13.1%	11.8%	9.0%	5.0%	5.0%	5.0%	5.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicate that since 2004, 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 a slight decline in 2009 associated with the Great Recession. Since then, however, prices in the Miami-Fort Lauderdale area have increased each year. The past three years have shown average growth of 1.4 percent annually.

Unemployment

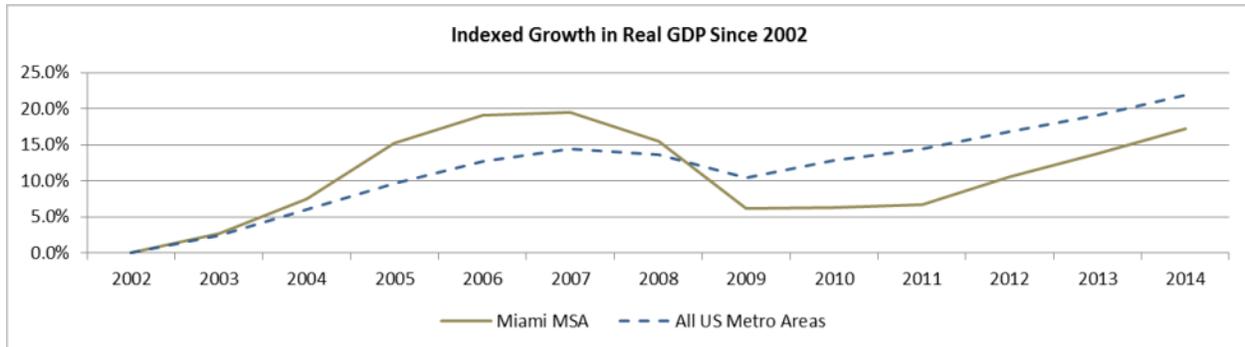


Trends in unemployment locally and nationally indicate that the national and local economy have largely recovered from the Great Recession. Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of 9.6 percent in 2010 to 5.3 percent in 2015. Similarly, the unemployment rate in the City of Miami declined from a high of 13.7 percent in 2010 to 6.1 percent in 2015. The five-year forecast assumes that the unemployment rate in

General Fund Forecast

Miami will continue to decline gradually over the forecast period. While revenue forecasts are not based on unemployment directly, assumed growth in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

Gross Domestic Product (GDP)



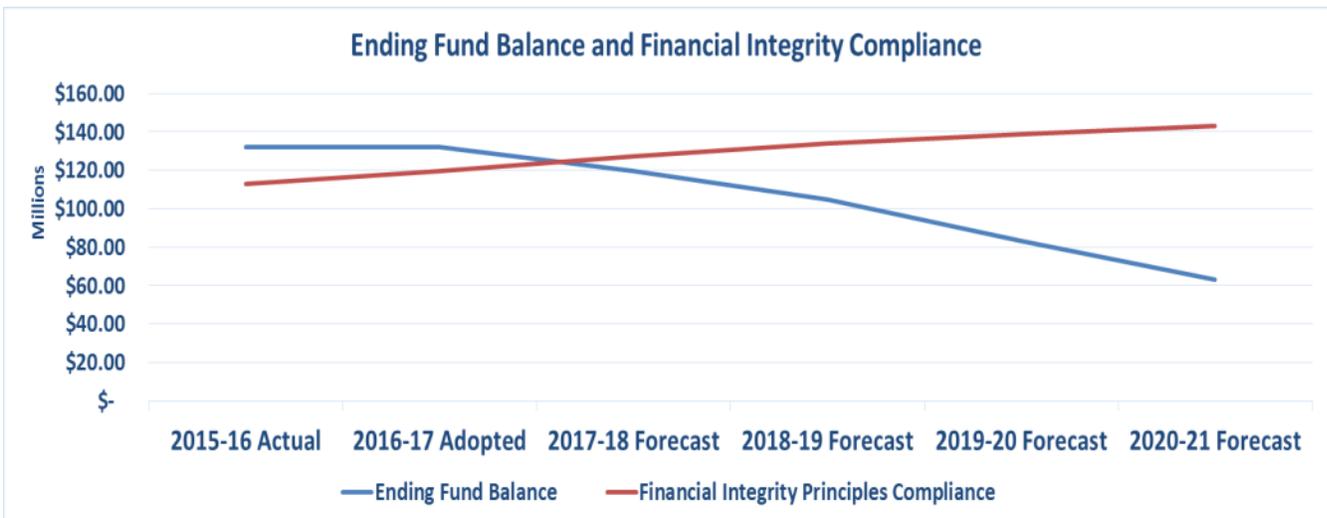
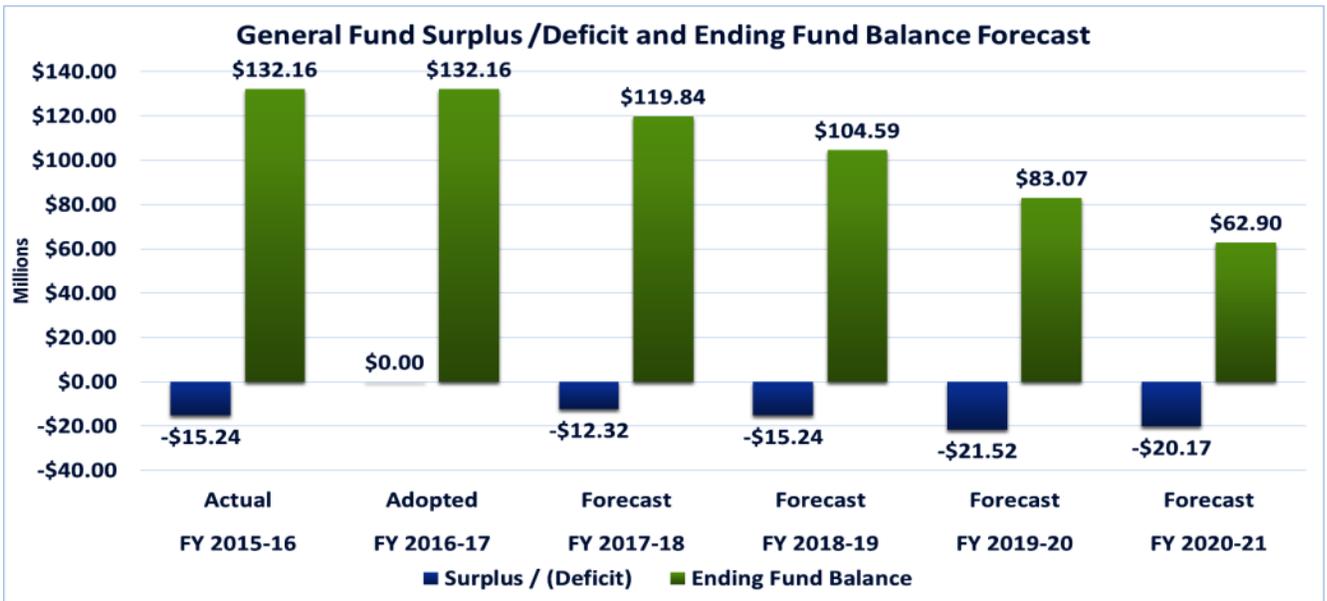
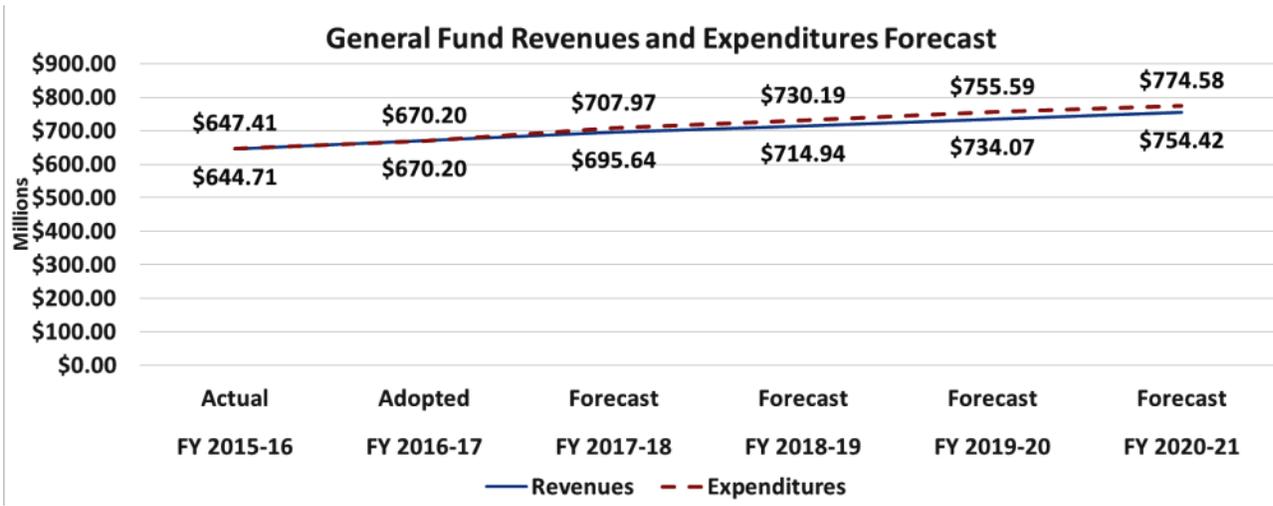
Trends in gross domestic product also indicate that the economy has recovered. The last ten years of available real GDP data indicate that growth in economic output in the Miami metropolitan statistical area has rebounded since 2009, though at a slower rate than the national average of metropolitan areas. Based on data from the U.S. Department of Commerce's Bureau of Economic Analysis, real GDP growth in the Miami MSA since 2009 averaged 1.5 percent annually compared to an average of 2.0 percent annually among all metropolitan areas. In 2013, however, growth of 2.1 percent in the Miami area outpaced national growth of 1.7 percent. While the five-year forecast does not base any revenue forecasts on GDP directly, assumed growth in economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

General Fund Five-Year Forecast Summary

The Five-Year Financial Forecast demonstrates that anticipated revenue growth will not be sufficient to cover anticipated expenditure growth over the forecast period. Overall, General Fund revenues are projected to grow by 11 percent over the next five years, while General Fund expenditures are projected to grow by 13 percent over the same period. Therefore, with the projected fund balance of \$119.84 million for FY 2017-18 the City will fall below the Financial Integrity Principle (FIP) requirement through FY 2020-21.

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 2016-17 to FY 2020-21 due to current and pending Collective Bargaining Agreements.

General Fund Forecast



General Fund Five-Year Forecast Summary

	FY 2015-16 Actuals	FY 2016-17 Adopted	FY 2017-18 Forecast	FY 2018-19 Forecast	FY 2019-20 Forecast	FY 2020-21 Forecast
Revenues						
Property Taxes	262,607,950	303,610,200	329,868,400	345,604,300	362,202,600	379,698,900
Franchise Fees and Other Taxes	107,472,059	106,503,600	107,568,600	108,644,200	109,730,600	110,827,900
Interest	2,662,789	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Transfers-IN	6,205,760	7,768,900	2,231,500	2,231,500	2,231,500	2,231,500
Fines and Forfeitures	15,074,723	13,443,900	13,608,900	13,777,200	13,948,900	14,124,000
Intergovernmental Revenues	65,518,397	65,936,900	67,141,000	68,370,200	69,624,900	70,905,700
Licenses and Permits	70,587,800	56,947,100	57,679,000	57,408,000	56,236,200	55,273,000
Other Revenues (Inflows)	8,103,345	3,800,200	3,800,200	3,800,200	3,800,200	3,800,200
Charges for Services	106,480,704	110,487,800	112,046,800	113,408,800	114,597,100	115,857,700
Total Revenue (Inflows)	644,713,527	670,198,600	695,644,400	714,944,400	734,072,000	754,418,900
Expenditures						
General Government	55,091,304	62,783,650	64,439,000	66,015,400	67,597,900	69,181,300
Planning and Development	16,082,770	16,876,500	17,471,700	18,027,600	18,558,400	19,059,400
Public Works	79,033,711	78,078,018	80,190,500	82,262,900	84,373,100	86,518,400
Public Safety	337,126,098	357,099,632	383,908,300	394,985,900	406,484,000	418,411,100
Community and Economic Development	2,247,153	3,482,500	2,079,800	2,124,800	2,171,600	2,220,100
Total Other	46,278,127	57,143,100	58,589,300	59,996,700	61,404,300	62,805,700
Non Departmental Units	111,552,634	94,735,200	101,289,900	106,775,900	115,004,600	116,388,600
Total Expenditures (Outflows)	647,411,797	670,198,600	707,968,500	730,189,200	755,593,900	774,584,600
Surplus / (Deficit)	(2,698,270)	0	(12,324,100)	(15,244,800)	(21,521,900)	(20,165,700)
Estimated Accruals	(12,545,384)					
Beginning Fund Balance	147,404,700	132,161,046	132,161,046	119,836,946	104,592,146	83,070,246
Ending Fund Balance	132,161,046	132,161,046	119,836,946	104,592,146	83,070,246	62,904,546

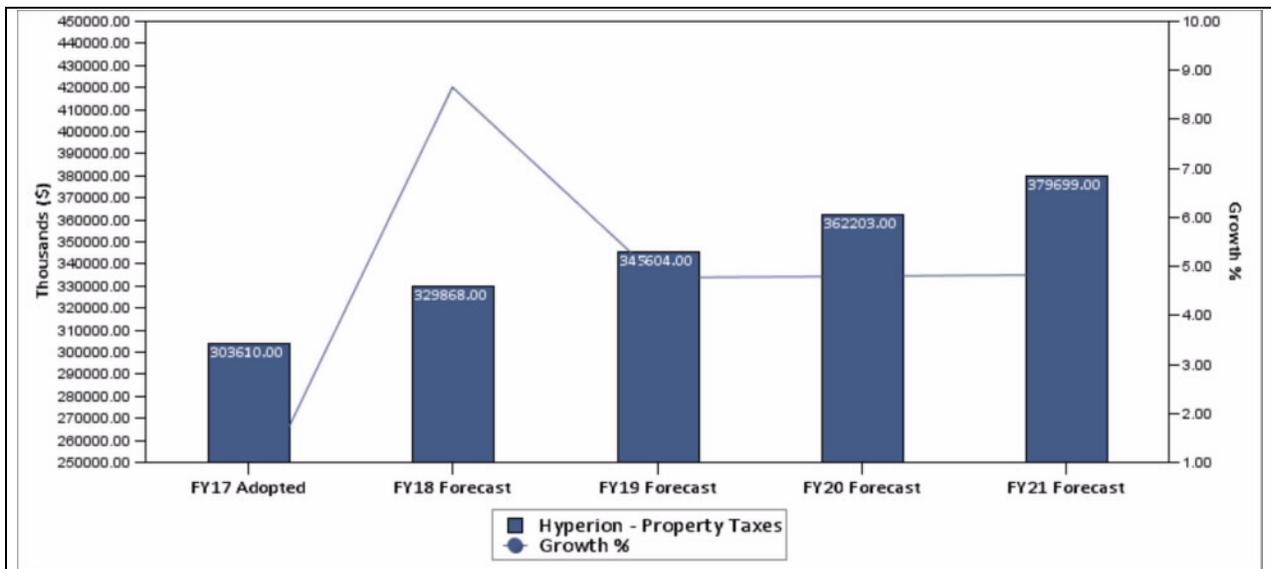
General Fund Forecast

Major Revenue Assumptions

Between FY 2016-17 and FY 2020-21, General Fund revenues are forecasted to grow by a total of 11.2 percent. The largest components of General Fund revenues are Property Taxes (45 percent of FY 2016-17 General Fund revenues), Franchise Fees and Other Taxes (16 percent), Charges for Services (16 percent), Licenses and Permits (9 percent), and Intergovernmental Revenues (10 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining four percent.

Property Taxes:

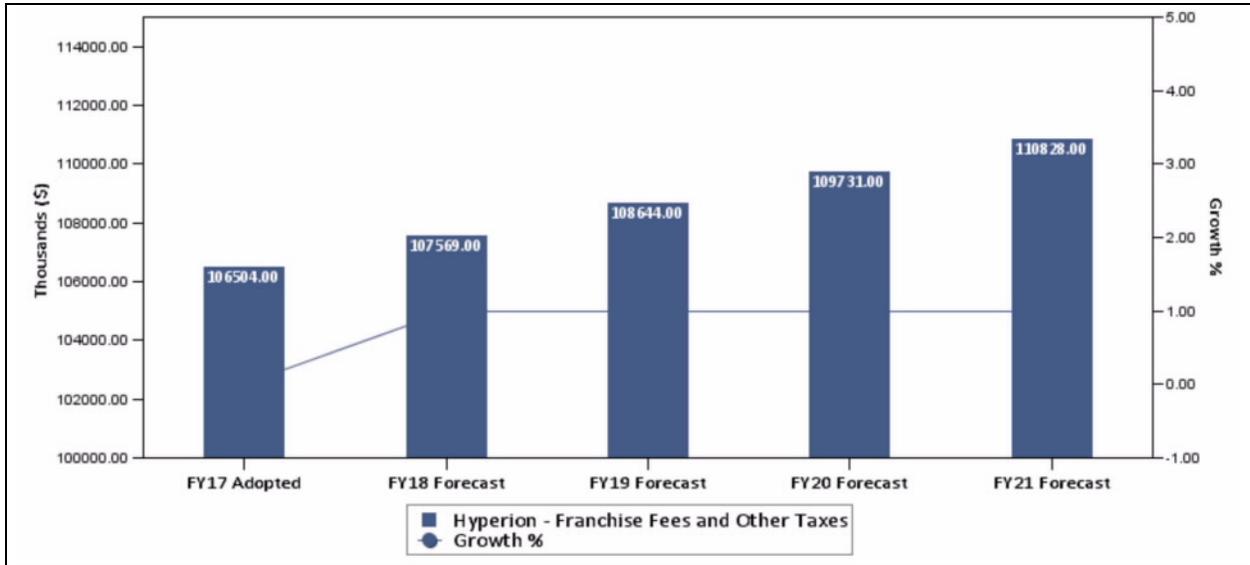
The FY 2016-17 Budget for General Fund property tax revenue is \$303.61 million. This budget is based on an assessed valuation of \$44.6 billion and a General Fund millage rate of 7.6465. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by 11.8 percent in FY 2016-2017, by 9 percent in FY 2017-18, by 5 percent in FY 2018-19, by 5 percent in FY 2019-20, and by 5 percent in FY 2021. This assumption is based on the expectation that the recent increase in development activity in the City will continue over the next two years and 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:

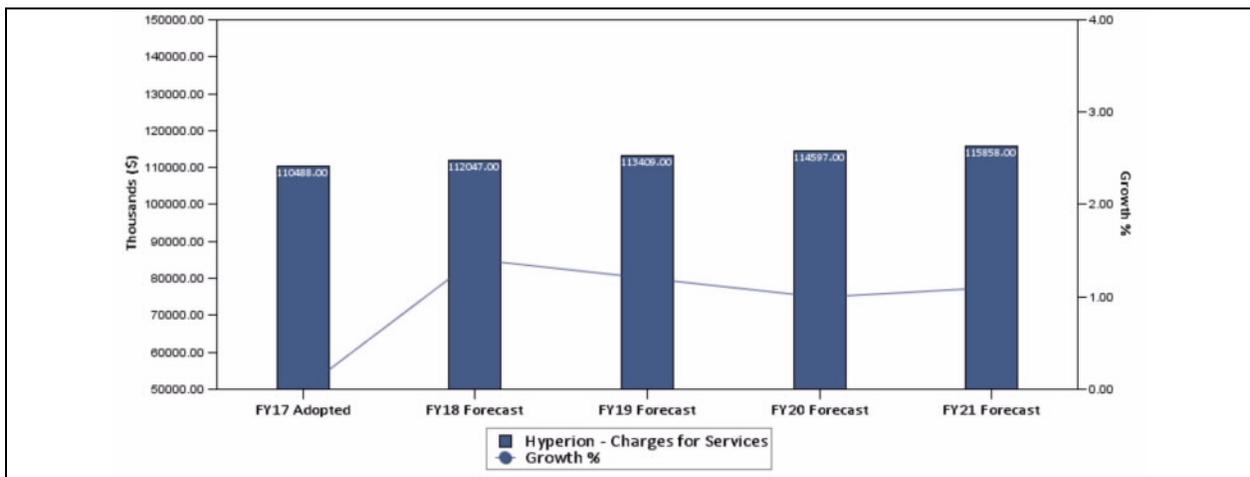
The 'Franchise Fees and Other Taxes' category includes revenue from franchise fees charged to electricity, gas, and other utility service providers for the right to construct, maintain, and operate facilities within the City of Miami. This category also includes revenue from the Public Service Tax (PST) 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 has been declining in recent years and is projected to remain flat over the five-year period. Other revenues in this category are projected to grow at one percent annually through FY 2020-21.

General Fund Forecast



Charges for Services:

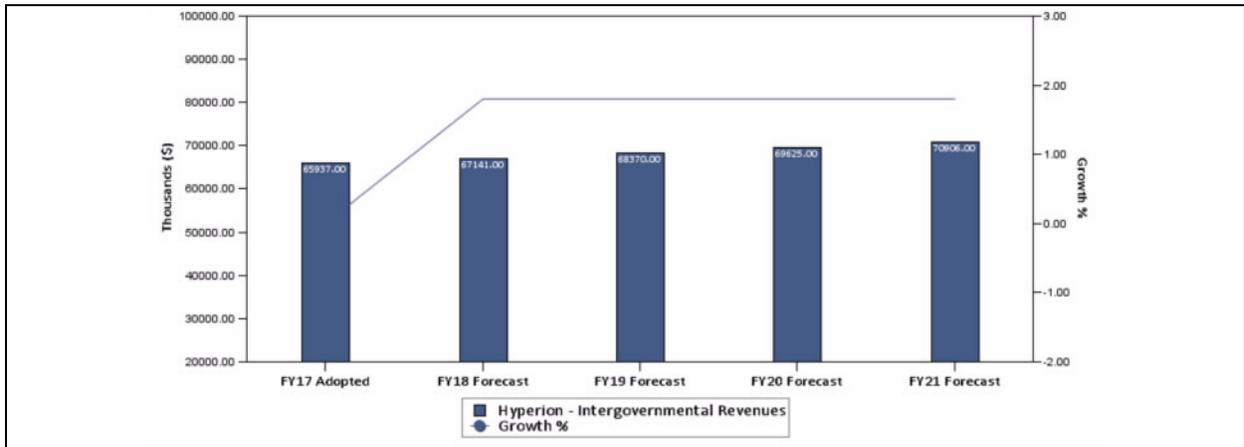
The 'Charges for Services' category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties, revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. Revenue from residential Solid Waste fees, False Alarm fees, and Emergency Services fees are projected to remain flat over the five-year period. All other Charges for Service revenues are projected to increase by one percent annually except for Building Inspections that are expected to decline as new construction decreases over the five-year period.



Intergovernmental Revenues:

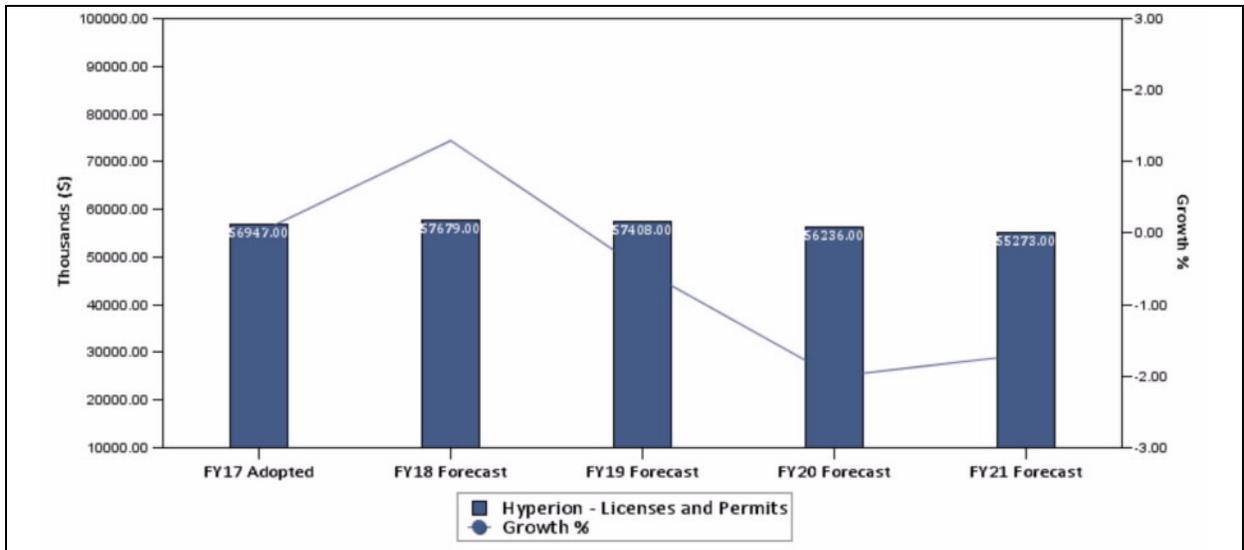
General Fund Forecast

'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 2020-21.



Licenses and Permits:

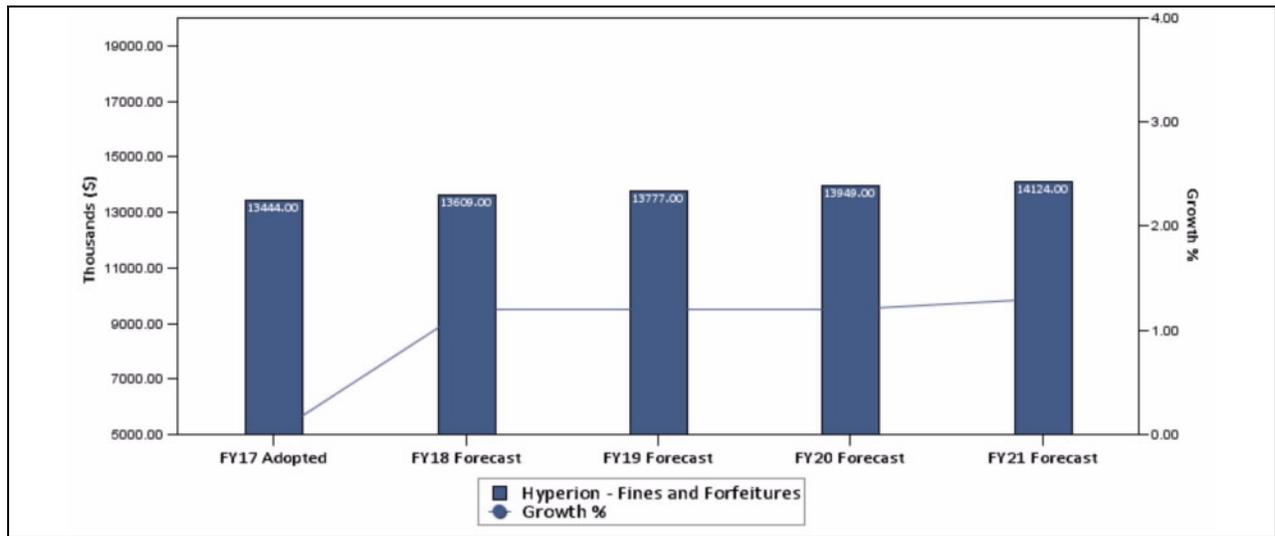
The 'Licenses and Permits' revenue category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen a dramatic increase in building permits associated with growth in development activity. The five-year forecast assumes that building permit revenues will decline to more typical levels over the course of the next five years as new construction decreases.



General Fund Forecast

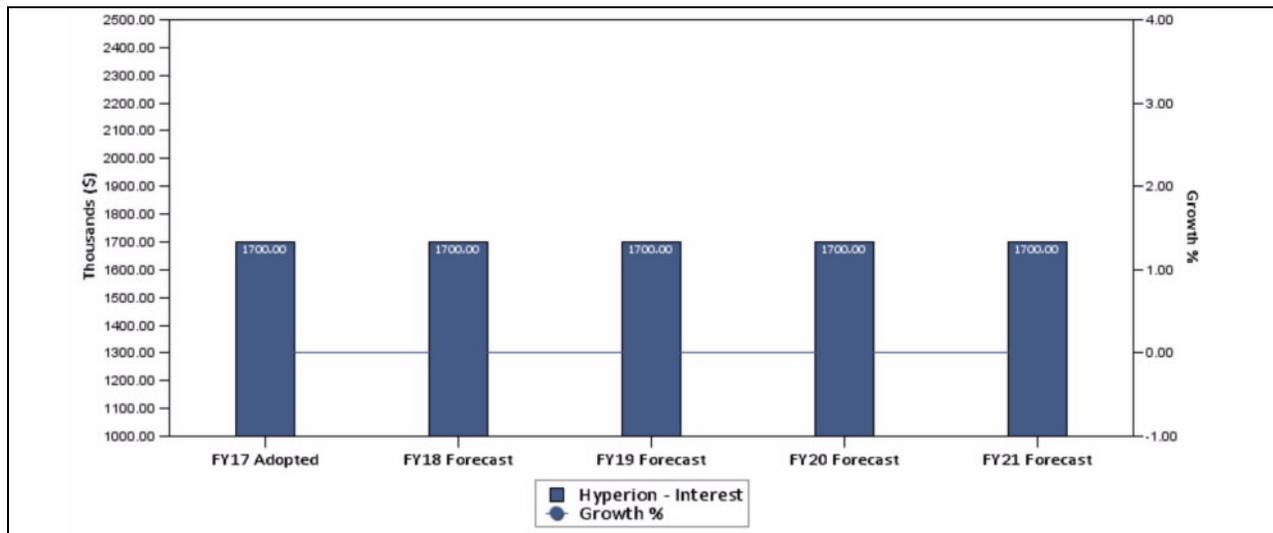
Fines and Forfeitures:

'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, as well as confiscated property. The forecast assumes that red light camera revenue will increase by 2 percent through FY 2020-21. All other revenues in this category will remain flat annually as the penalties charged result in changes of behavior and the reduced number of offenses.



Interest:

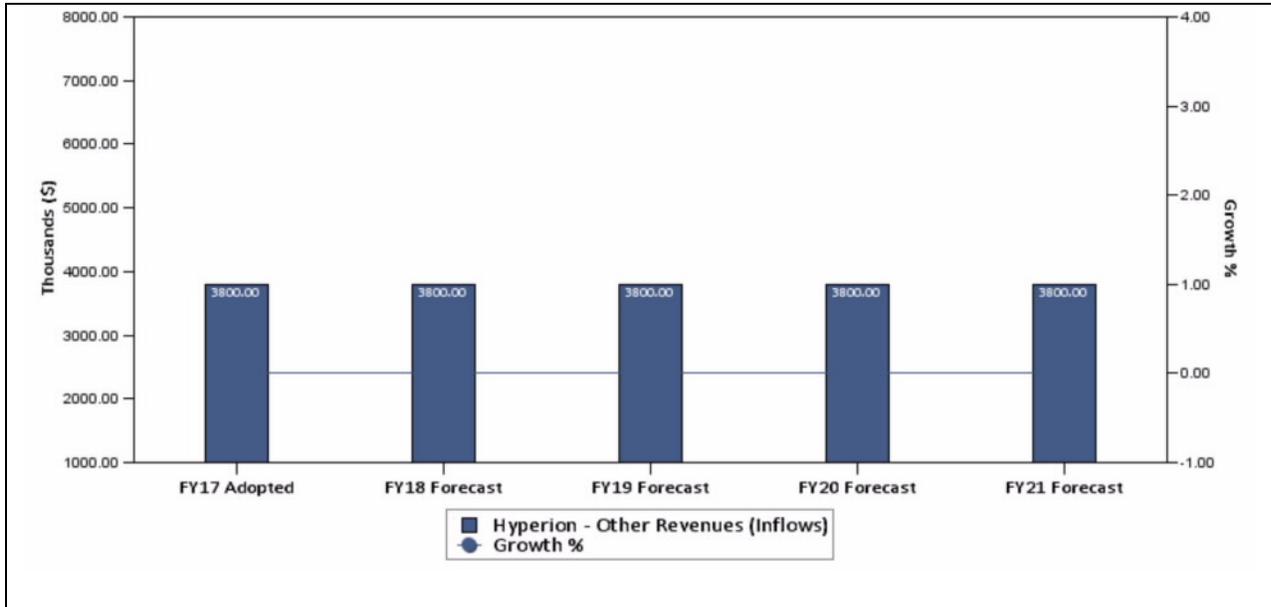
The 'Interest' revenue category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will remain flat annually.



General Fund Forecast

Other Revenues:

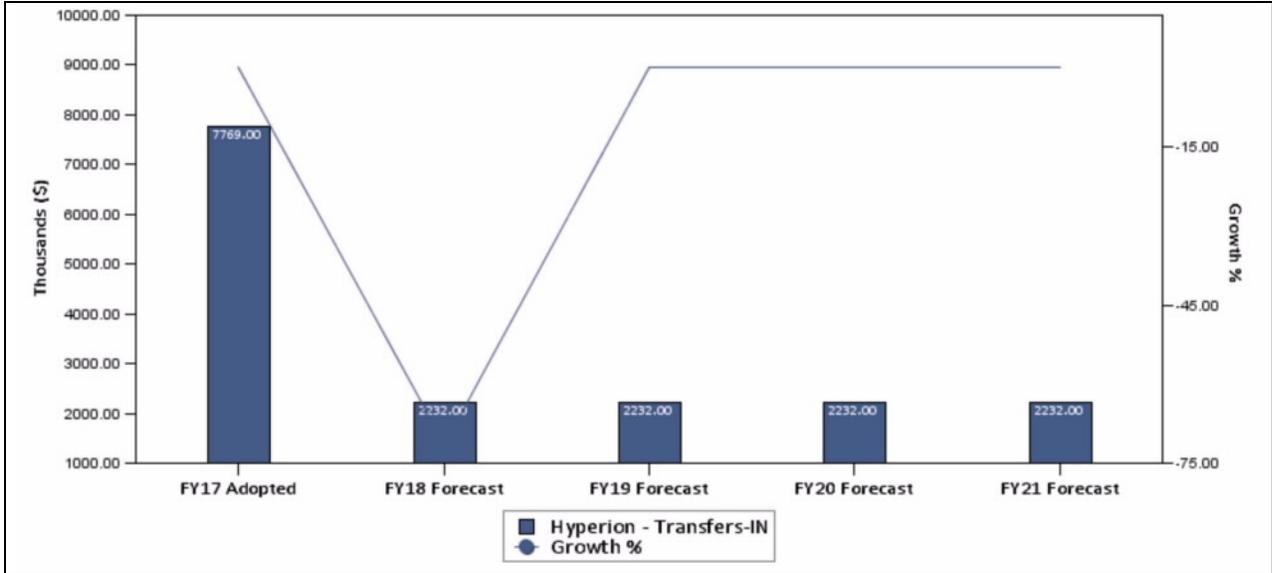
The 'Other Revenues' category includes revenues from miscellaneous sources not included in any of the other categories. Examples include revenue from the sale of confiscated items, miscellaneous reimbursements, providing police service at special events, etc. No growth is assumed for this category through FY 2020-21.



Transfers In:

The 'Transfers In' category includes revenues transferred into the General Fund from other City funds. The FY 2014-15 transfers include a reimbursement to the General Fund from both the Southeast Overtown/Park West and Omni/Midtown Community Redevelopment Agencies (CRA) for debt service costs associated with improvements at Gibson Park, funding to cover the cost of 12 additional police officers assigned to the CRA districts. These transfers are not projected to grow over the course of the forecast period.

General Fund Forecast



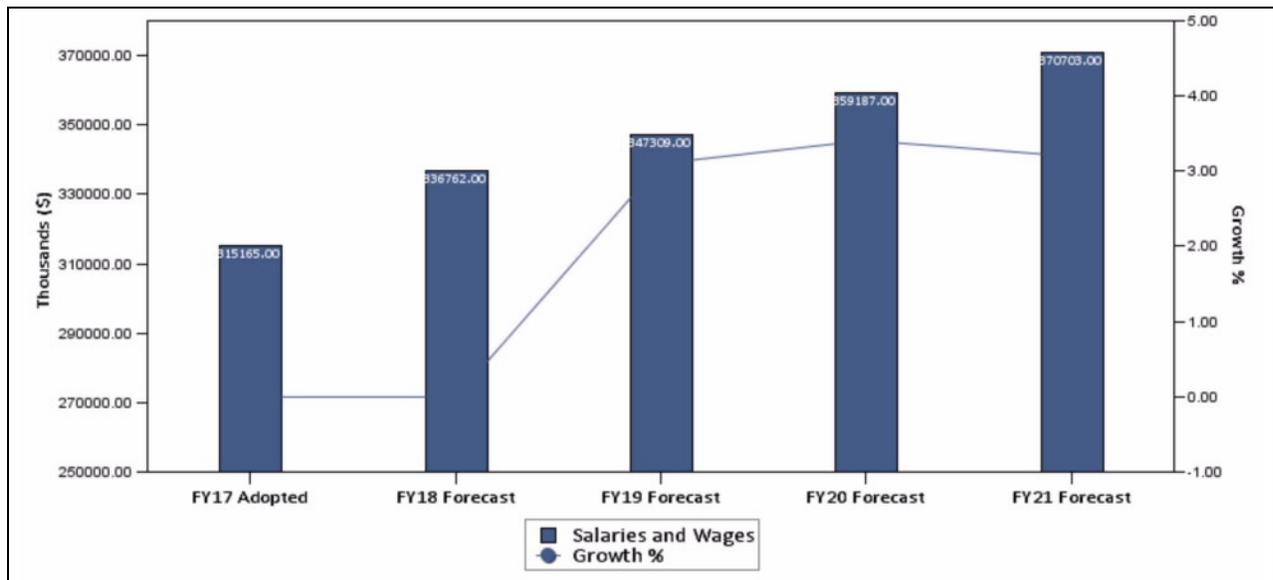
General Fund Forecast

Major Expenditure Assumptions:

General Fund expenditures are projected to grow by a total of 13 percent between FY 2016-17 and FY 2020-21. Personnel costs are the largest drivers of General Fund spending, comprising 73 percent of all FY 2017 General Fund expenditures. Personnel costs include salaries and wages (47 percent) and employee benefits (26 percent). The remaining 27 percent is comprised of operating expenditures (17 percent), capital outlay (0.27 percent), and transfers out and other non-operating expenses (10 percent).

Salaries and Wages:

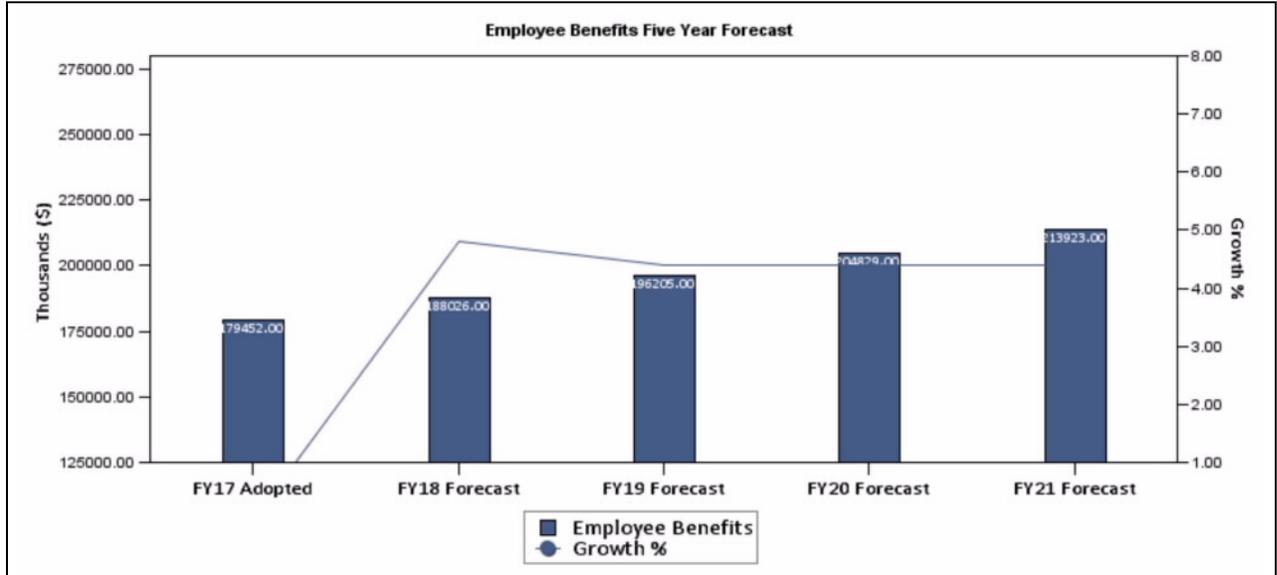
Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that cost of salaries and wages City-wide will grow for FY 2016-17 and FY 2017-18 due to current Collective Bargaining Agreements. For the remainder of the forecast period, normal step progression is assumed for each bargaining unit.



Employee Benefits:

While employee wages comprises the largest portion of General Fund spending, employee benefits are another primary driver of expenditure growth. Health, pension, and workers' compensation benefits are projected to increase five percent over the five-year period.

General Fund Forecast



Health Benefits:

The cost of employee life and health insurance is projected to grow by 8.3 percent annually through FY 2020-21. The forecast includes increased costs associated to the expiration of COPS grants.

Pension Costs:

Growth in the cost of the City's retirement plans is forecasted at 4 percent in FY 2018 and is expected to level out at three percent from FY 2018-19 to FY 2020-21 as the impact of increased return on market assets is realized. The forecast includes increased costs associated to the expiration of COPS grants.

Workers' Compensation:

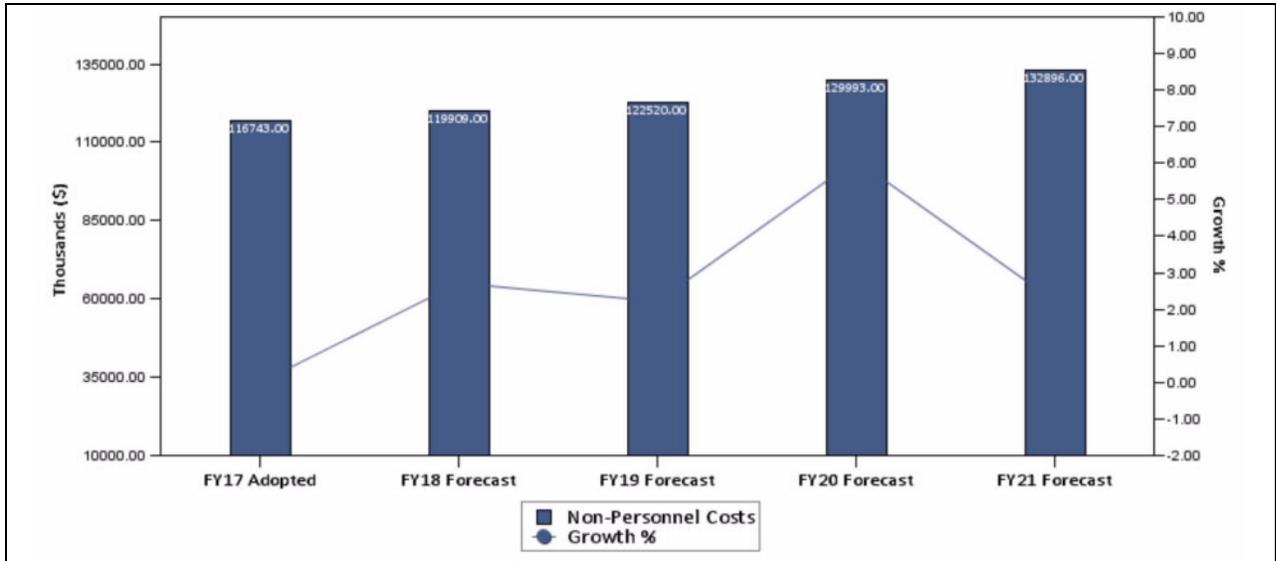
Workers' compensation costs are projected to grow by 3.0 percent annually based on estimates developed by the City's casualty actuary. The forecast includes increased costs associated to the expiration of COPS grants.

Non-Personnel Costs:

Operating Expenses:

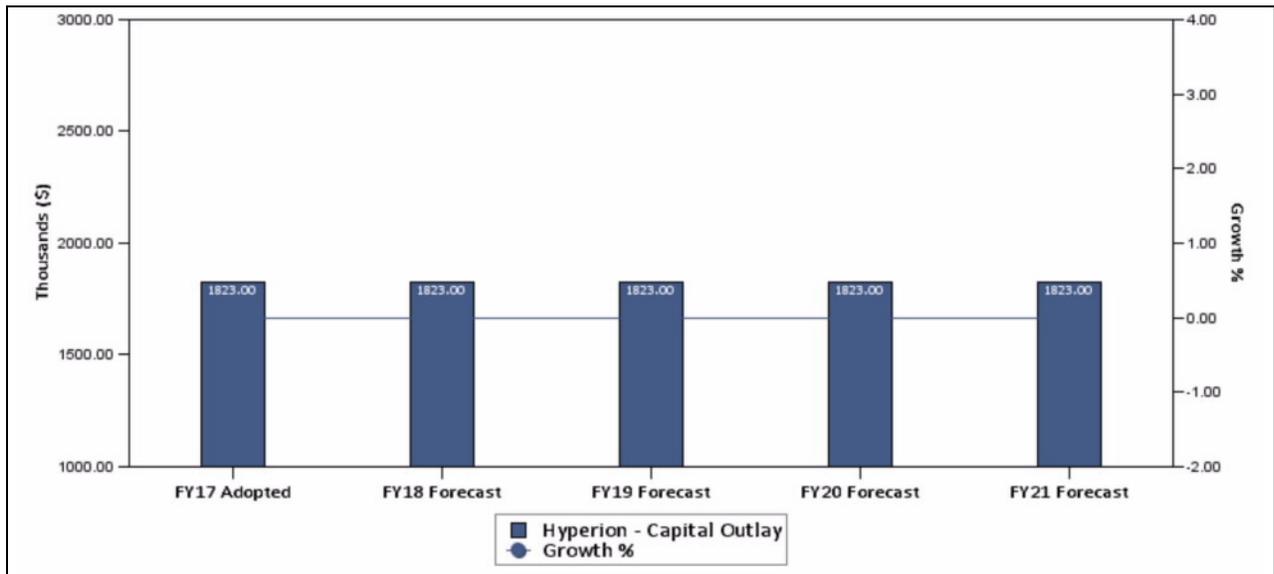
Operating expenses, such as professional services, utility costs, and materials and supplies, are projected to grow by the assumed rate of inflation (2.2 percent). In addition, insurance costs are reduced in FY 2016-17 due to lower anticipated costs associated with catastrophic insurance claims.

General Fund Forecast



Capital Outlay:

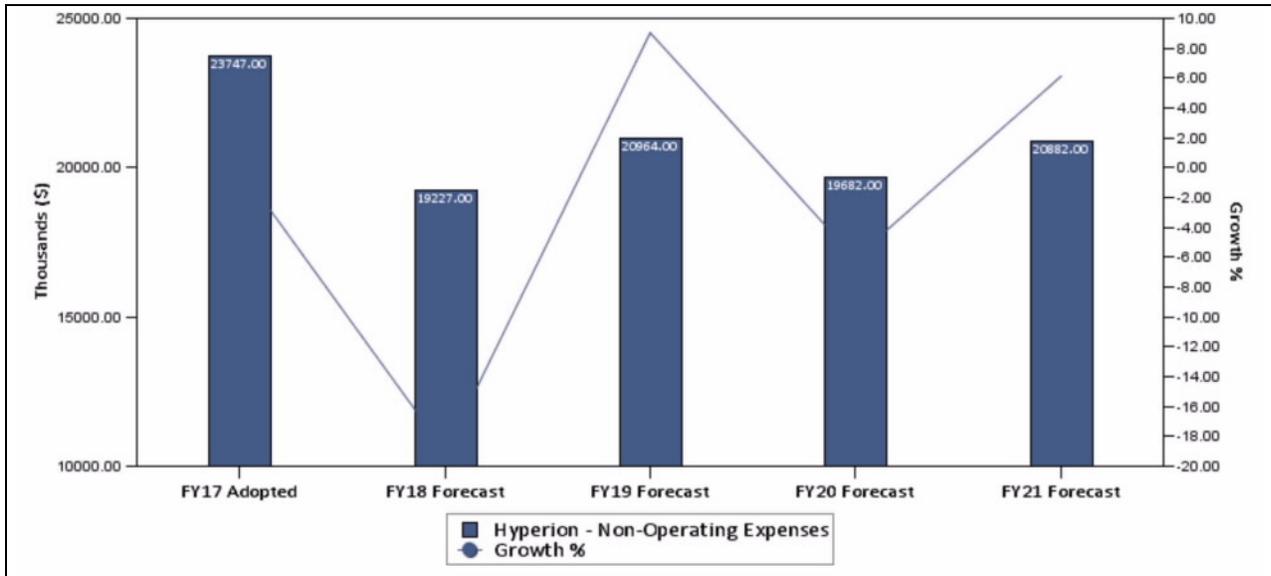
General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital include costs for machinery, equipment, and capital leases, are projected to remain constant over the five-year period.



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 through FY 2020-21.

General Fund Forecast



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 trust or include future reductions of millage rates associated with state law.

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:

Though health care costs were projected to decline in FY 2015-16, 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. 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.

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.

Capital Improvement Funding Decisions:

General Fund Forecast

During the economic recession, various infrastructure and facility improvements were deferred, resulting in an accumulation of capital need. Decisions on how necessary capital improvements will be funded in the coming years have the potential to impact the outcome of the five-year forecast.

Five-Year Financial Forecast

Special Revenue Funds:

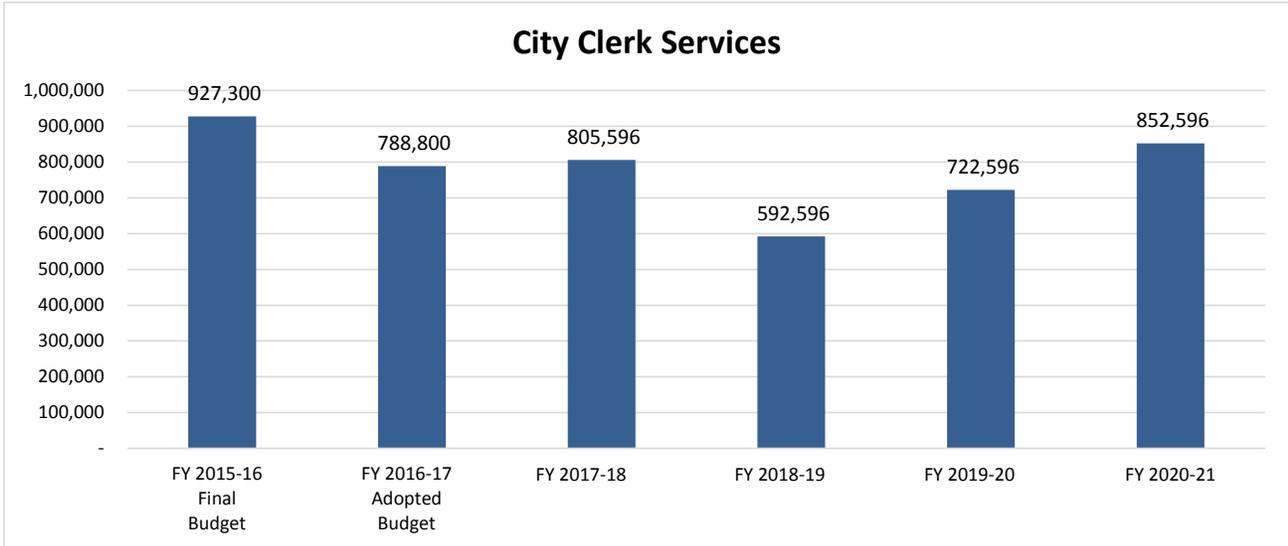
These funds receive support from various sources, mainly in the form of grants and other aids and are restricted to expenditures for particular purposes. Below are the descriptions, detail, and summary data of each Special Revenue Fund as well as the outlook for the next five years.

	FY 2015-16 Final Budget	FY 2016-17 Adopted Budget	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
City Clerk Services	927,300	788,800	805,596	592,596	722,596	852,596
Community and Economic Dev	60,253,200	51,307,500	49,517,600	45,578,900	43,391,000	43,391,000
Department Initiative Improvement	11,749,700	12,412,600	9,828,580	9,800,727	9,844,981	9,891,448
Economic Development and Planning Services	13,979,400	13,801,500	14,483,546	14,604,893	14,666,174	14,699,659
Emergency Services Fund	100,000	100,000	100,000	100,000	100,000	100,000
Fire-Rescue Services	15,348,900	7,300,200	5,783,200	5,035,900	5,498,200	4,519,900
General Special Revenues	1,452,000	835,800	343,100	360,300	378,300	397,200
Homeless Programs	2,860,400	2,923,200	2,823,070	2,917,834	3,017,235	3,121,722
Law Enforcement Trust Fund	2,163,600	2,225,000	1,849,800	1,954,800	1,959,800	2,019,800
Marlins Parking Garage Operations	6,598,400	6,598,400	6,598,400	6,598,400	6,598,400	6,598,400
Parks and Recreation	2,381,000	1,271,500	933,100	711,100	686,100	686,100
Police Services	14,458,300	9,063,600	7,397,000	7,262,000	7,091,000	7,446,600
Public Works	8,365,900	7,358,000	7,213,800	7,102,000	7,016,700	6,958,500
Real Estate and Asset Management Services	7,753,000	5,537,400	-	-	-	-
Solid Waste	1,175,900	179,400	134,900	89,900	44,900	900
Transportation and Transit	24,812,400	23,330,300	20,428,600	17,733,600	18,265,600	18,813,600
Tree Trust Fund	3,545,900	3,939,900	7,346,598	7,414,064	7,448,134	7,465,255
	177,925,300	148,973,100	135,586,890	127,857,014	126,729,121	126,962,680

Five-Year Financial Forecast

City Clerk Services:

The City Clerk Services Special Revenue Fund is used for the operations of the Passport Acceptance Facility, Municipal Archives and Records and other City Clerk-related programs.

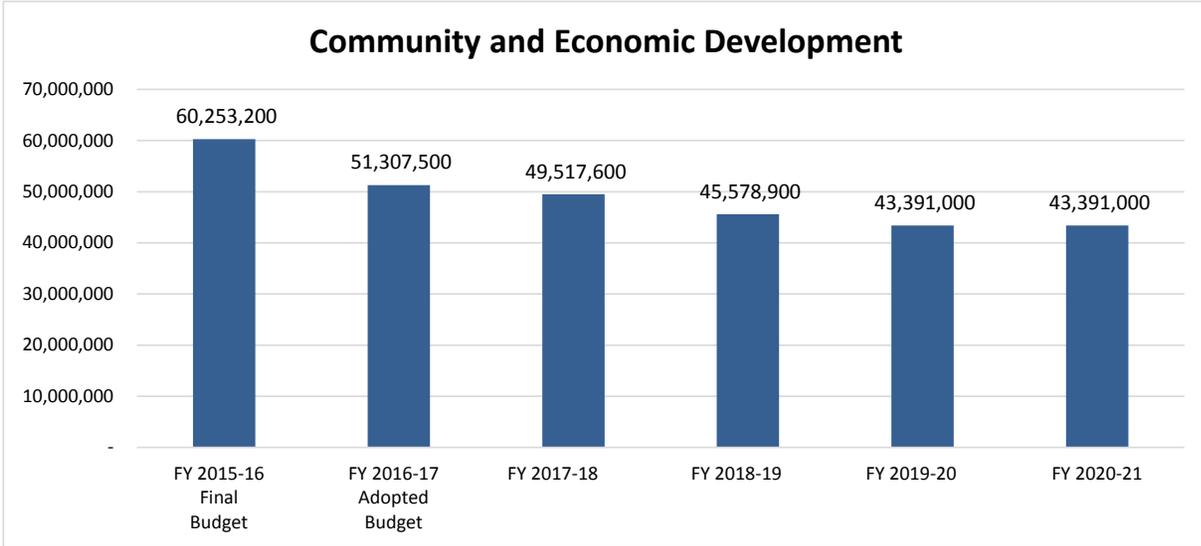


The five-year forecast assumes a constant annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position with no growth in revenues, and a constant annual General Fund contribution for cost allocation. A steady spend down of fund balance under the Lobbyists' Registration program is projected resulting in a total depletion of the funds by FY 2016-17; at the same time, a small increase in fund balance is forecasted for the U.S. Passport Acceptance Facility starting in FY 2016-17.

Five-Year Financial Forecast

Community and Economic 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.

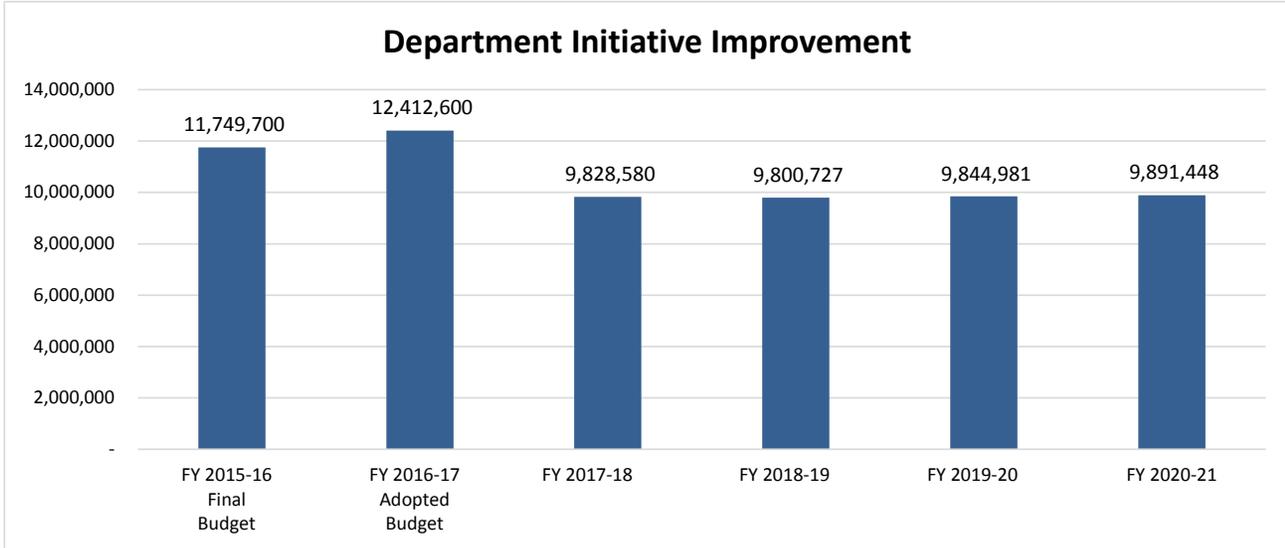


The five-year forecast assumes a sizable depletion of prior year grant balances in FY 2016-17 with stable funding from federal and local grantors, and zero prior year carryovers over the forecast period.

Five-Year Financial Forecast

Department Initiative Improvement:

The Department Initiative Improvement Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

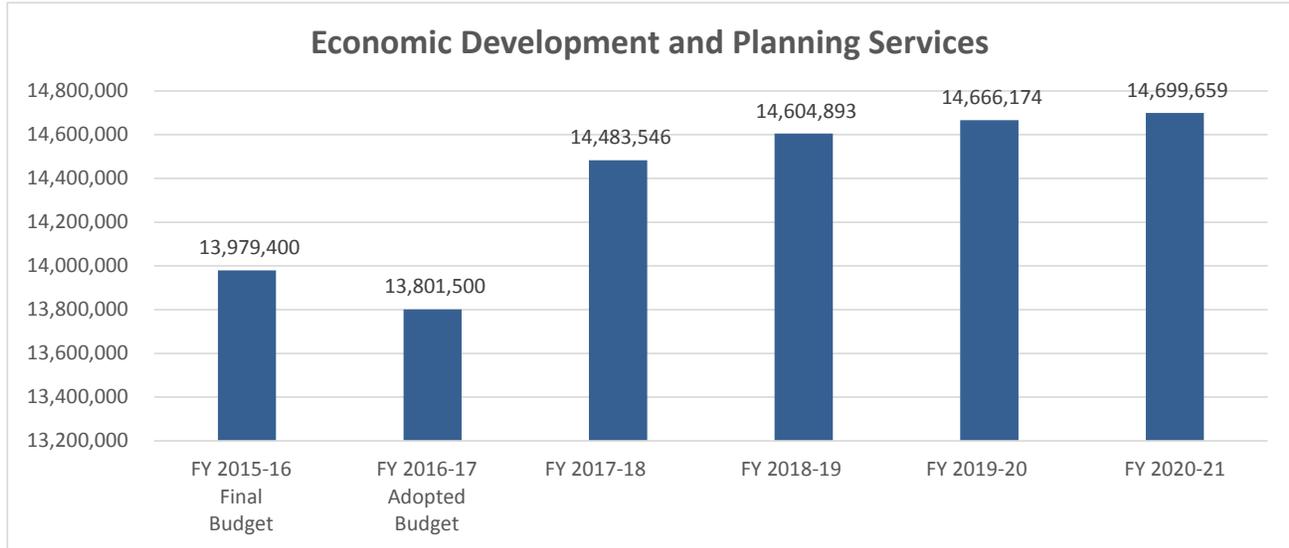


The five-year forecast assumes new budgets based on previous and current years allocation trends. Additionally, zero prior year carryovers are being projected for the Public Works and Parks and Recreation Departments, as well as for the Offices of the Elected Officials. Steady funding from federal and local grantors are forecasted over this period of time.

Five-Year Financial Forecast

Economic Development and Planning Services:

The Economic Development and Planning Services Special Revenue Fund is used for the operations of the Economic Development and Planning Services.

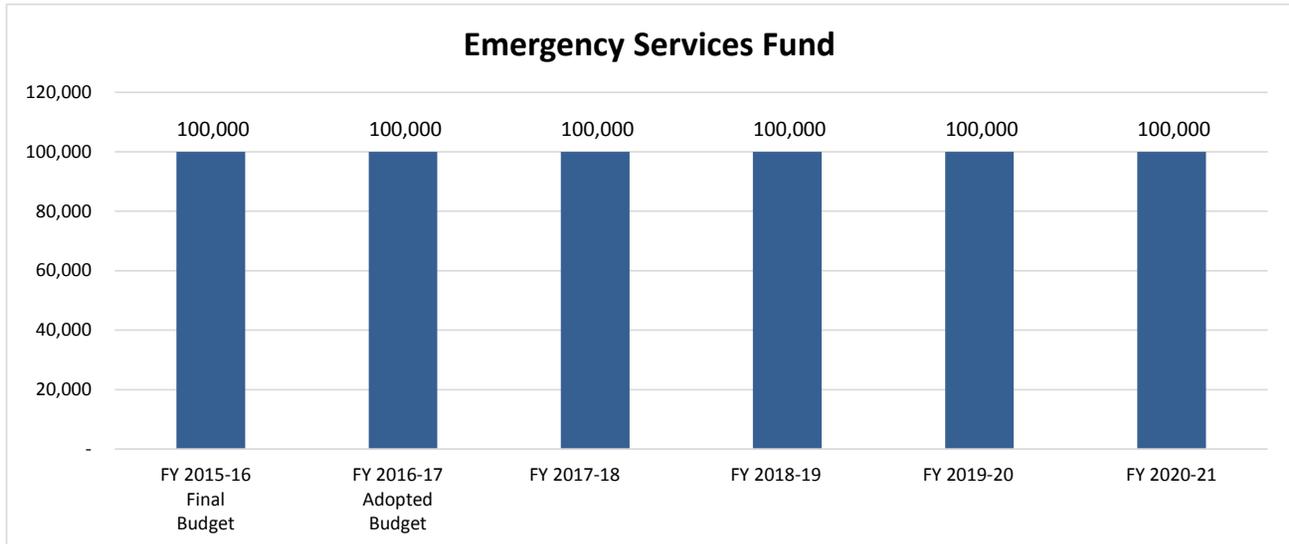


The five-year forecast assumes a fund balance increase in Fiscal Year 2016-17 due to the sizable increase in revenues in prior fiscal year, and a modest increase in revenues is projected over the remaining five years.

Five-Year Financial 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.

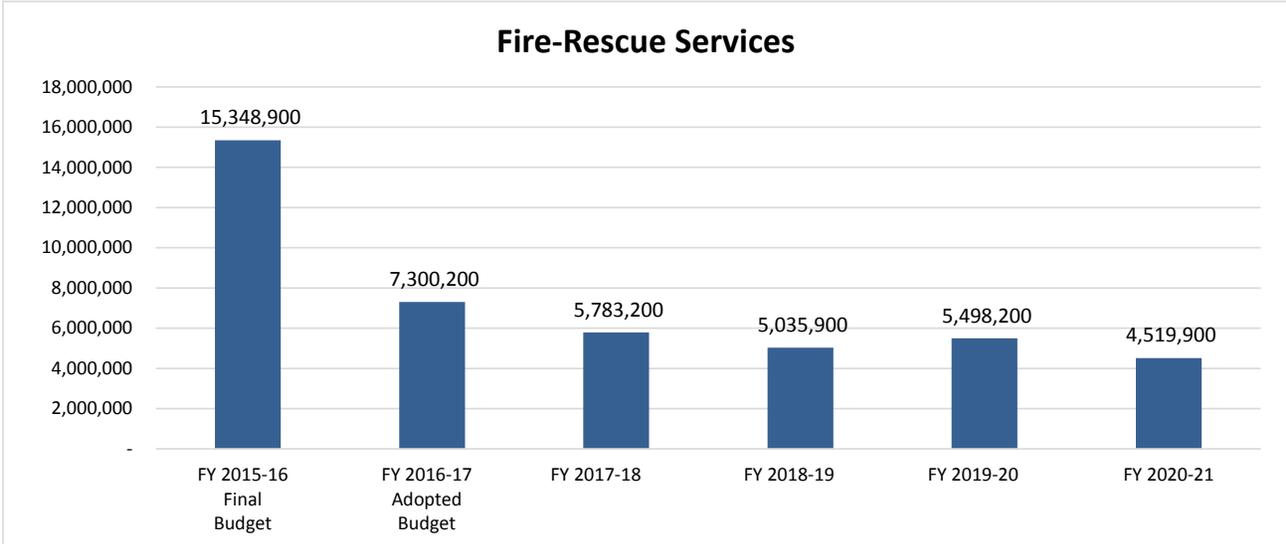


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

Five-Year Financial Forecast

Fire-Rescue Services:

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City's Fire-Rescue operations. Additionally, this fund accounts for grants from local, state, and federal agencies.

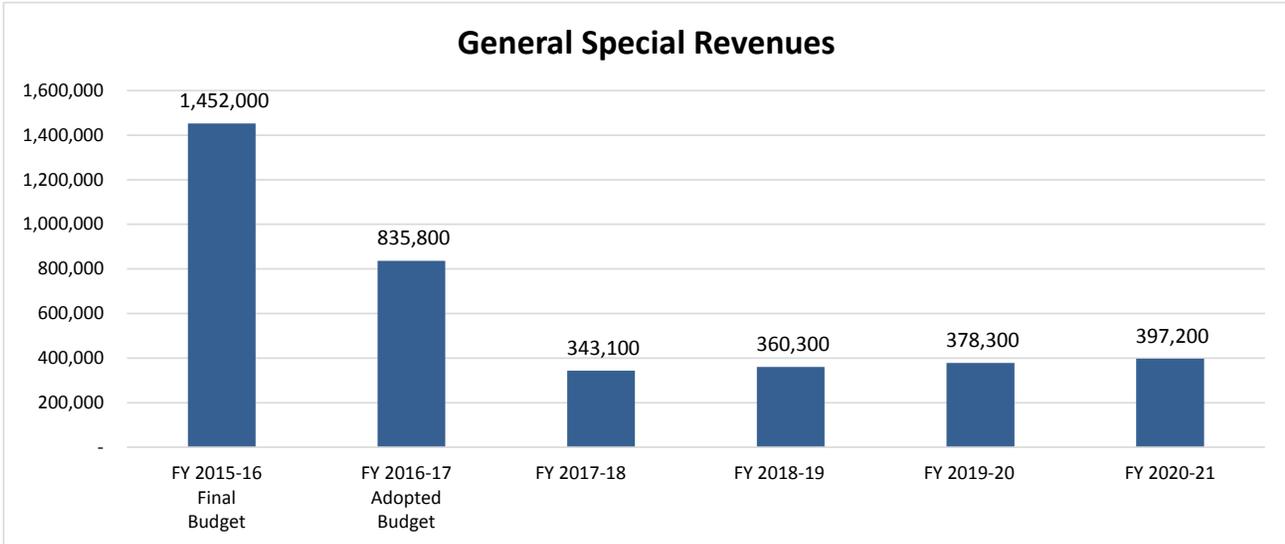


The five-year forecast assumes study funding of current programs and minimal decreases in the USAR, SHSGP, and UASI grants that will continue to be renewed during this period.

Five-Year Financial Forecast

General Special Revenues:

The General Special Revenue Fund is used for activities that do not fall into a specific special revenue category.

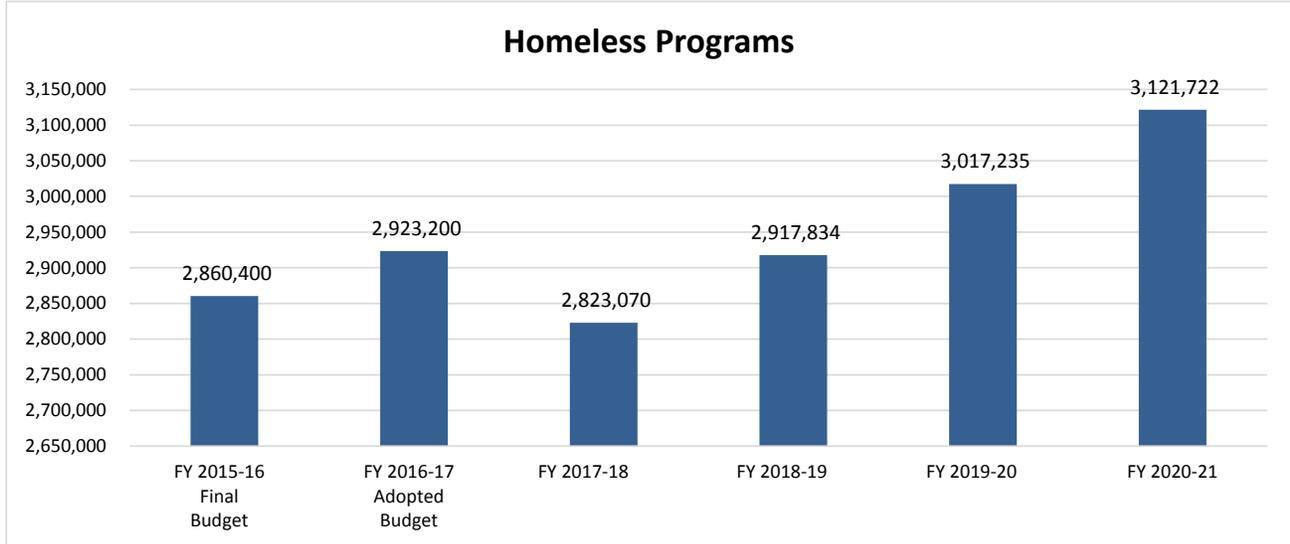


The forecast assumes that funding from the State for the support of the operations of the Trolley Program will be fully expended in FY 2016-17 with a stable funding from trolley advertising over the five year period.

Five-Year Financial Forecast

Homeless Programs:

The Homeless Program Special Revenue Fund is used for activities of the City of Miami homeless programs.

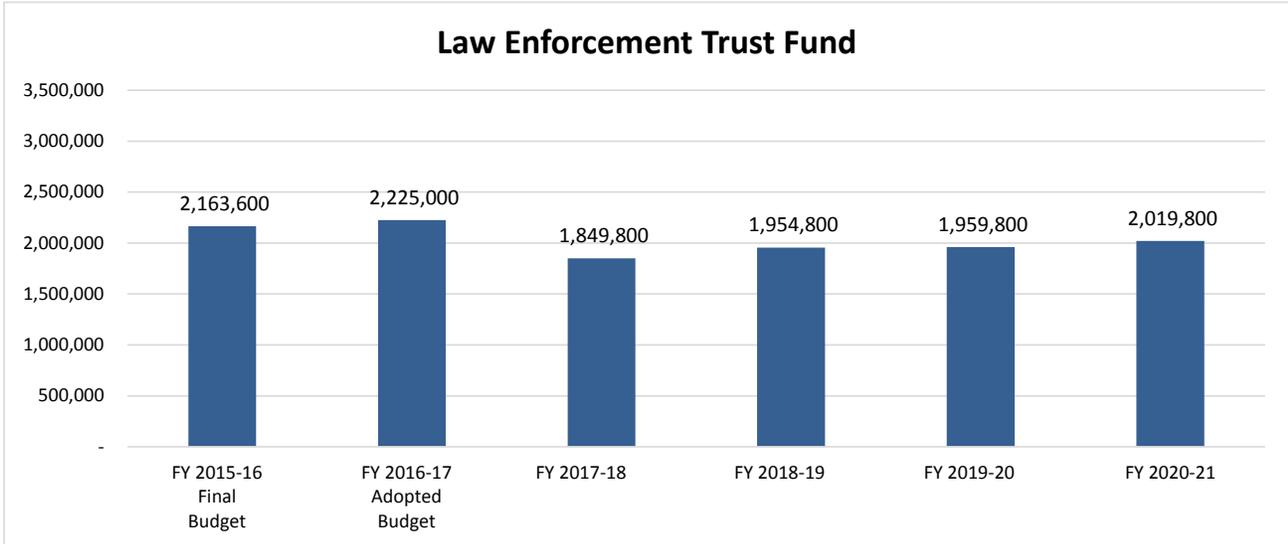


The five-year forecast assumes a considerable increase in the annual General Fund contribution for administration of the Homeless Program with a steady companion funding from a vast array of re-occurring grant sources. The Fiscal Year 2016-17 includes an increase of General Fund contribution due to the align of the Community Development Department to the City Fiscal Year; thus, six months of the Emergency Shelter Grant program (ESG) will be covered by General Fund.

Five-Year Financial 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.

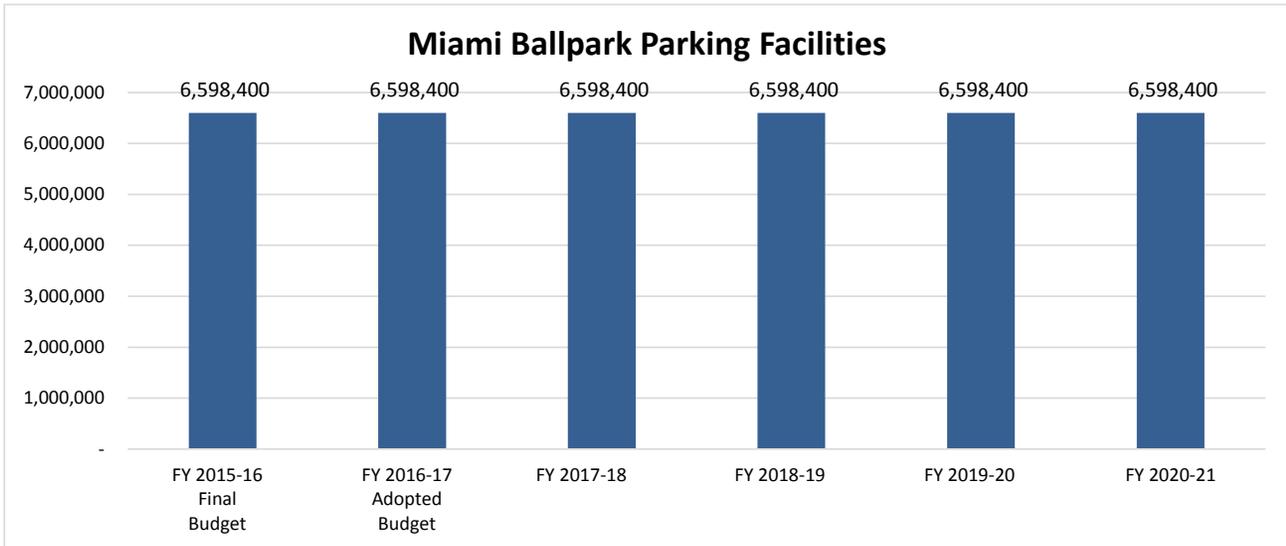


The five-year forecast assumes a steady decrease in future revenues due to declining confiscations and increased expenditures over the five -year period.

Five-Year Financial Forecast

Miami Ballpark Parking Facilities:

To account for the operations of the Miami Ballpark Parking Facilities.

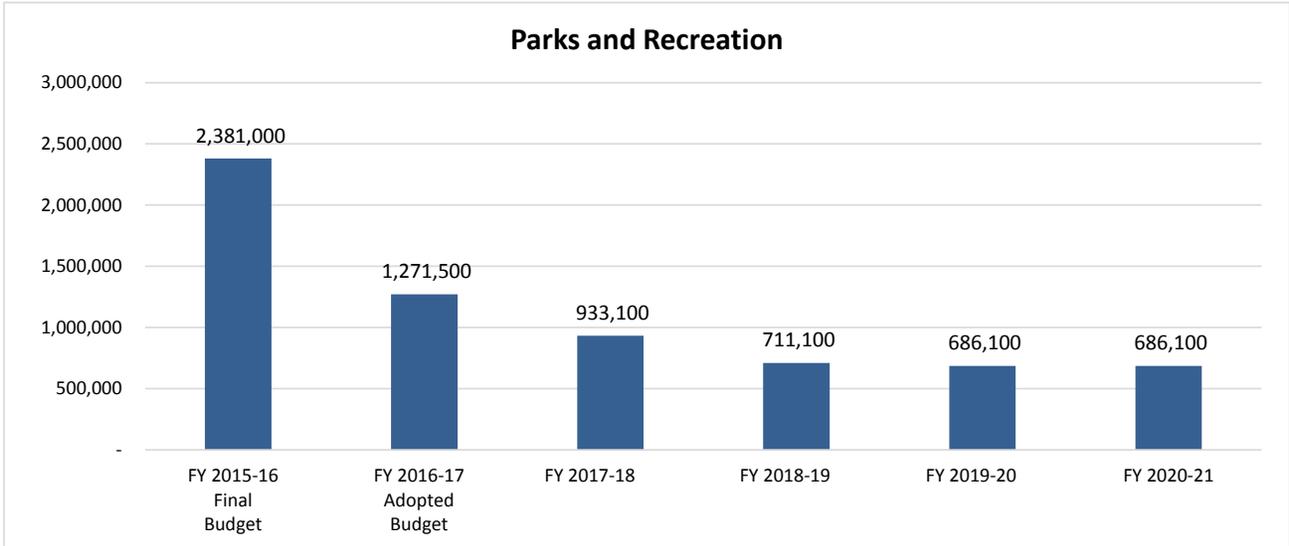


The five-year forecast assumes a fund balance increase for Fiscal Year 2015-16, and a 2.0 percent annual increase in revenues with a slight increase in fund balance over this period. The Fiscal Year 2015-16 includes projected rollover funds, where Fiscal Year 2016-17 and follows presents only new revenues.

Five-Year Financial Forecast

Parks and Recreation:

The Parks and Recreation Services Special Revenue Fund is used for parks and recreation activities. Additionally, this fund accounts for grants from local, state, and federal agencies that are used for these activities.

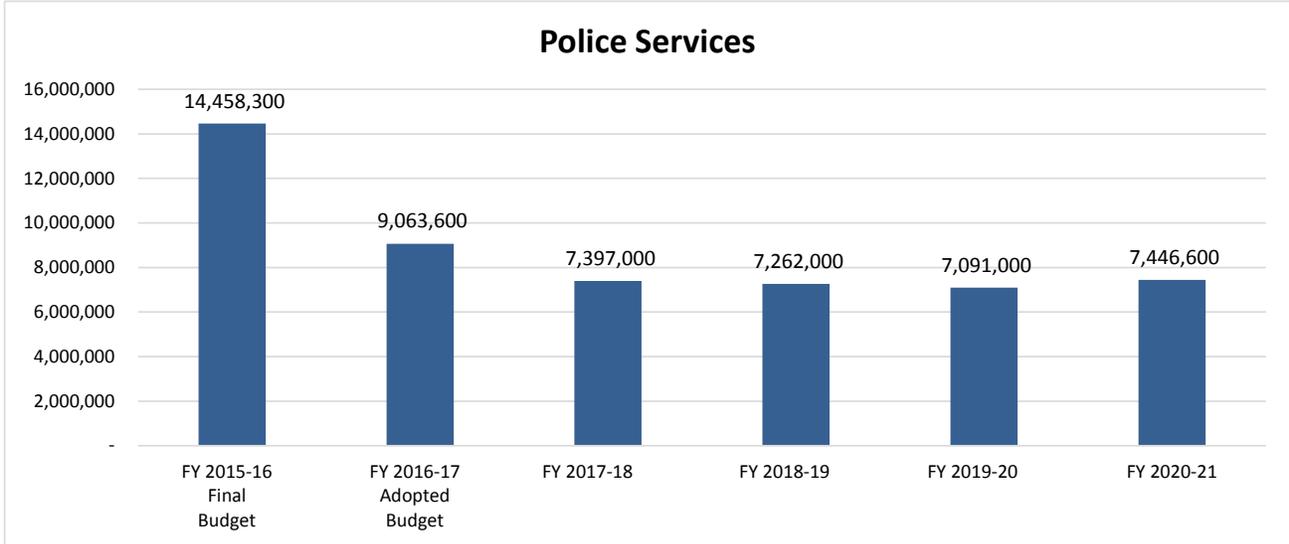


The five-year forecast assumes a continued fund balance decrease in FY 2015-16 primarily due to the depletion of fund balances in the Parks Consolidated project. Both the grant and program revenues are forecasted to decrease slightly over this time period.

Five-Year Financial 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.

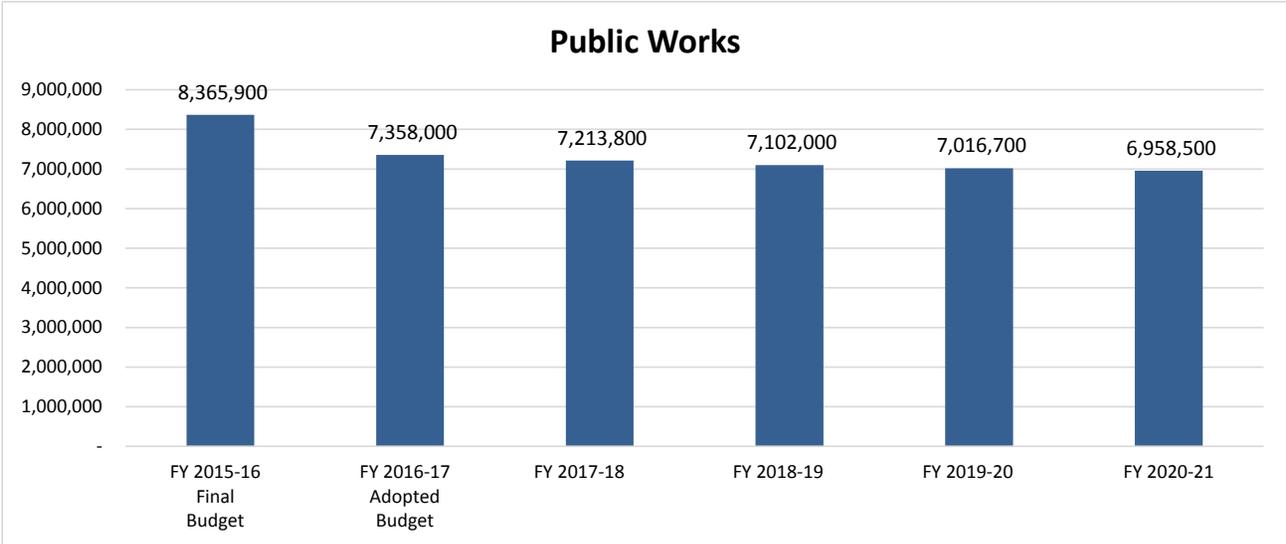


The five-year forecast assumes the termination of the COPS 2011 Hiring Grant and the COPS 2013 Hiring Grant. Furthermore, the COPS 2015 Hiring Grant was not obtained. It also assumes a sizeable depletion of prior year grant balance in the E911 Wireless grant as well as decrease in funding from grantor.

Five-Year Financial Forecast

Public Works:

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.

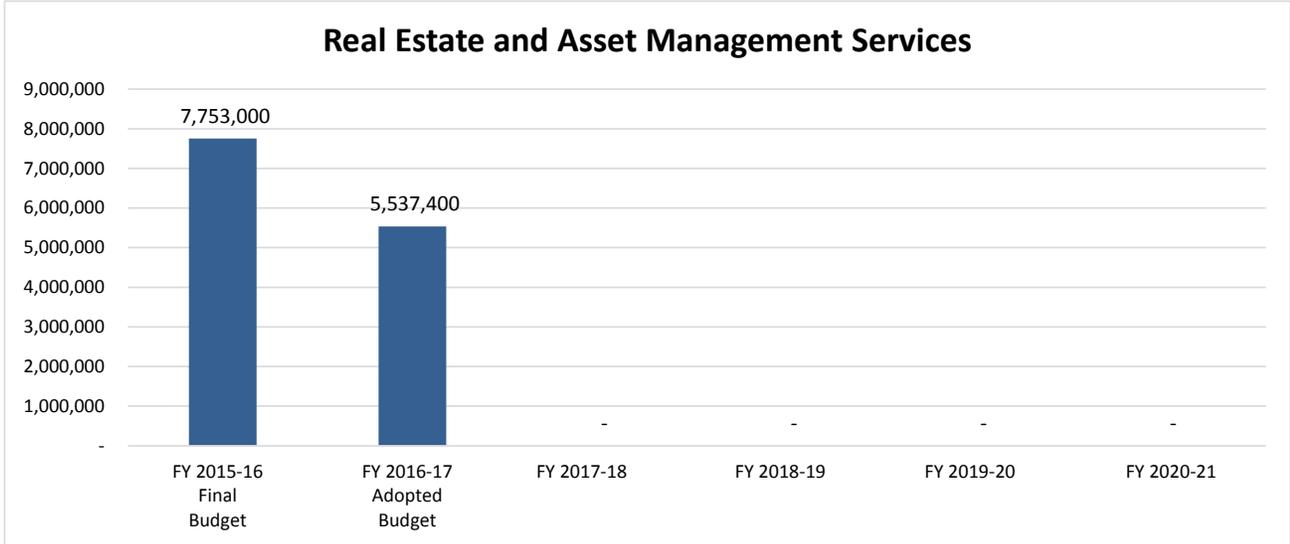


The five-year forecast assumes a sizable fund balance increase in FY 2015-16 primarily due to an increase in Lane Closure revenues collecting in the prior fiscal year. The Fiscal Year 2016-17 include expenditures in the amount of \$ 2.3 million funded by both prior year roll over and new revenues. It is expected to decrease as large-scale private fund projects are completed.

Five-Year Financial Forecast

Real Estate and Asset Management Services:

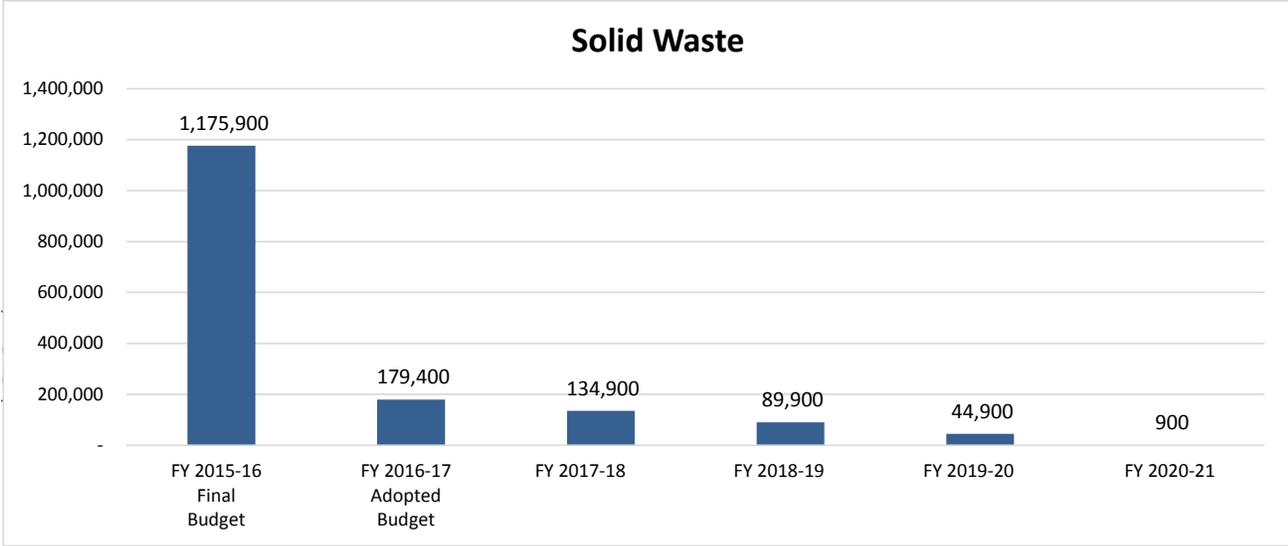
The Real Estate and Asset Management Services Fund is used for the operations of the James L. Knight Center and Parking Garage. It also accounts for special projects managed by the Department of Real Estate and Asset Management.



Five-Year Financial Forecast

Solid Waste Recycling Education Trust Fund:

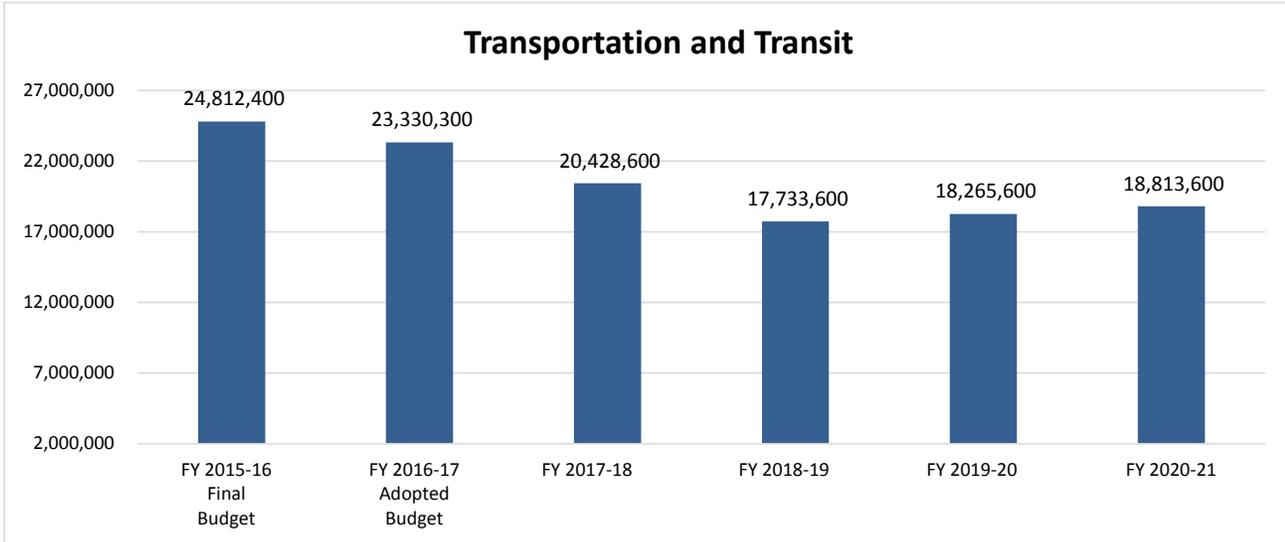
The Solid Waste Special Revenue Fund is used as specified by Ordinance No. 10654 which established an Educational Trust Fund from recycling programs, for scholarships to eligible, qualified candidates.



Five-Year Financial Forecast

Transportation and Transit:

The Transportation and Transit Fund is used for the operations of the City of Miami's transit and transportation projects.

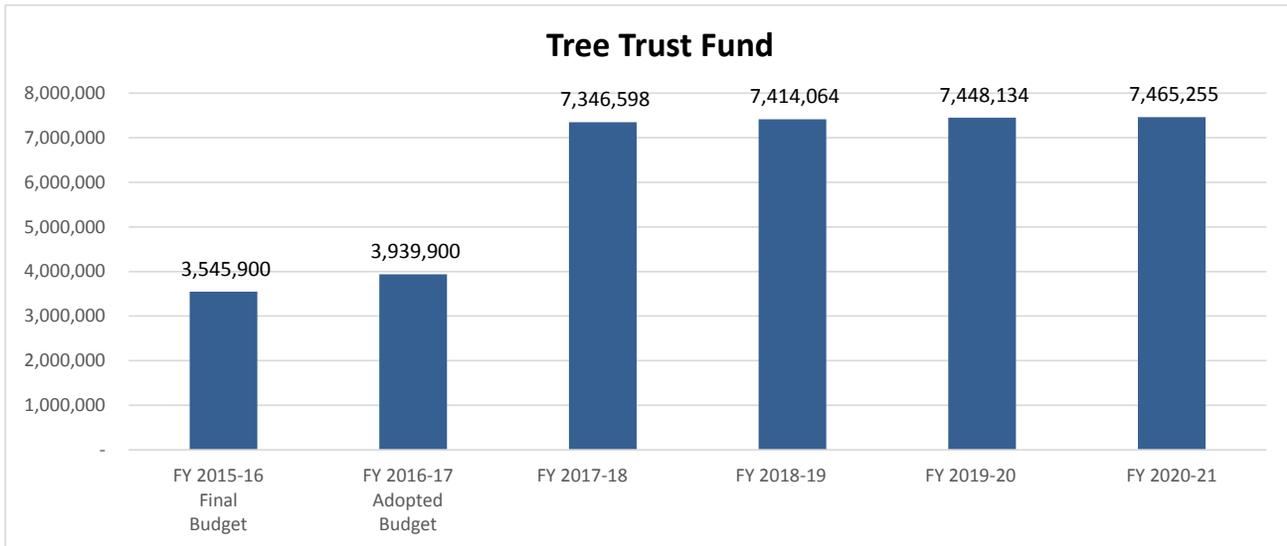


Revenues from the County over the five year forecast are assumed to increase by 3 percent annually. A higher prior year fund balance was necessary in FY 2015-16 than is adopted in FY 2016-17 due to the purchase of 10 trolleys in the former year. Prior year fund balance is projected to be completely exhausted mid-way through FY 2017-18, as shown in the Half Cent Surtax Pro-Forma located at the end of the Office of Transportation narrative.

Five-Year Financial Forecast

Tree Trust Fund:

To account for the Tree Trust Fund which provides for administration and regulations and for Trust Fund payments as specified in Sec 8.1.6.6 of the Zoning Ordinance. It assists with the City's compliance of the U.S. Mayors Climate



The five-year forecast assumes an increase in fund balance for Fiscal Year 2016-17, and a 1.0 percent annual increase in revenues over the five year period due to a stable pattern of revenues and expenditures.

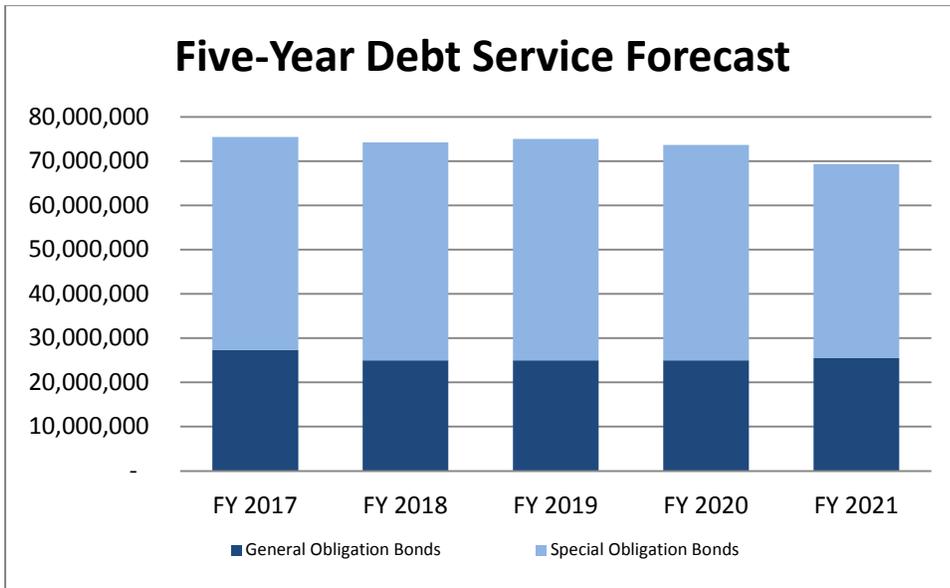
Five-Year Financial Forecast

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 2016-17 Debt Service Fund Budget is \$75.43 million and the projected budget amounts for FY 2017–18 through FY 2020–21 are as follows:

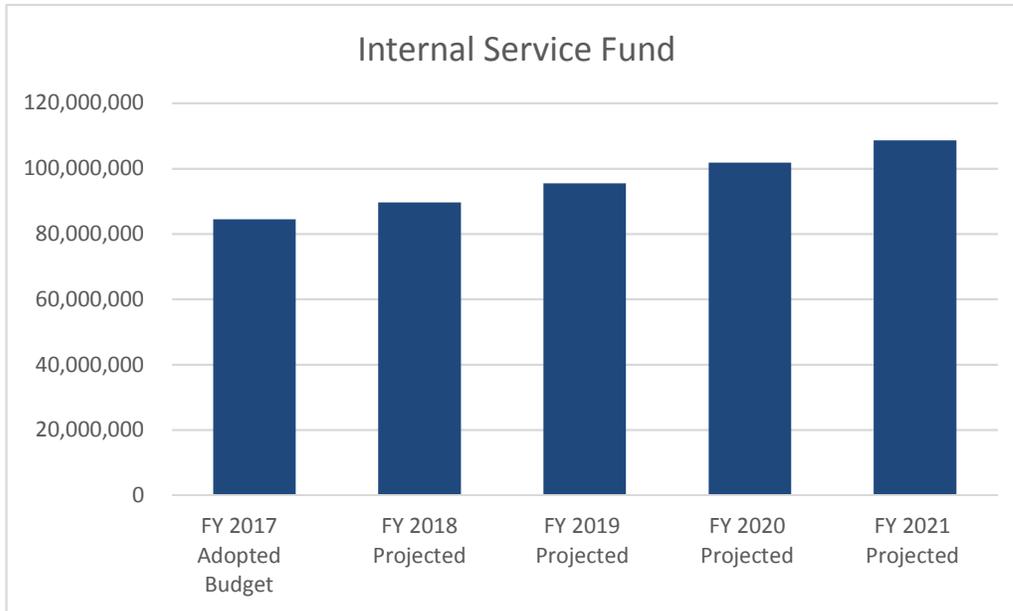
	FY 2017 Adopted Budget	FY 2018 Projected Budget	FY 2019 Projected Budget	FY 2020 Projected Budget	FY 2021 Projected Budget
Revenues (Inflows)					
Property Taxes	27,266,700	24,963,300	24,950,700	24,952,000	25,475,200
Transfers-IN	37,991,500	46,269,300	47,068,400	45,677,200	40,844,400
Intergovernmental Revenues	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	7,171,200	-	-	-	-
Total Revenues (Inflows)	75,429,400	74,232,600	75,019,100	73,629,200	69,319,600
Expenditures (Outflows)					
General Obligation Bonds	27,266,700	24,963,300	24,950,700	24,952,000	25,475,200
Special Obligation Bonds	48,162,700	49,269,300	50,068,400	48,677,200	43,844,400
Total Expenditures (Outflows)	75,429,400	74,232,600	75,019,100	73,629,200	69,319,600



Five Year Financial Forecast

Internal Service Fund

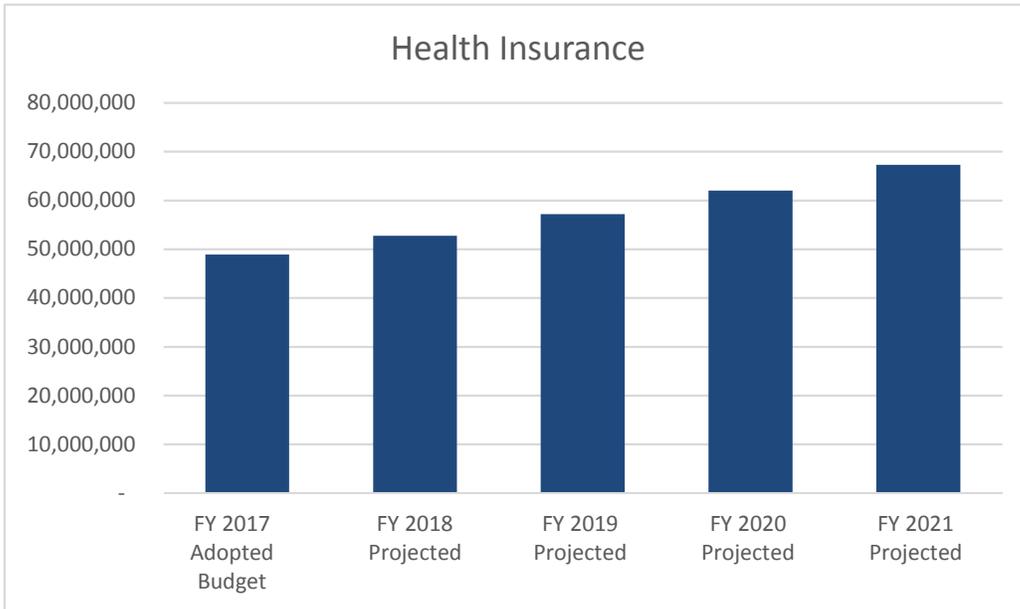
The City's Internal Service Fund (ISF) provides a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures. The FY 2016-17 Budget for the ISF is \$84.46 million.



Five Year Financial Forecast

Health Insurance

The FY 2016-17 Budget for Health Insurance is \$48.87 million. This represents a 14.07 percent increase over the FY 2015-16 Adopted Budget. The increase is primarily due to an increase in pharmacy spend trending at 27 percent and medical claims spend trending at 13 percent.

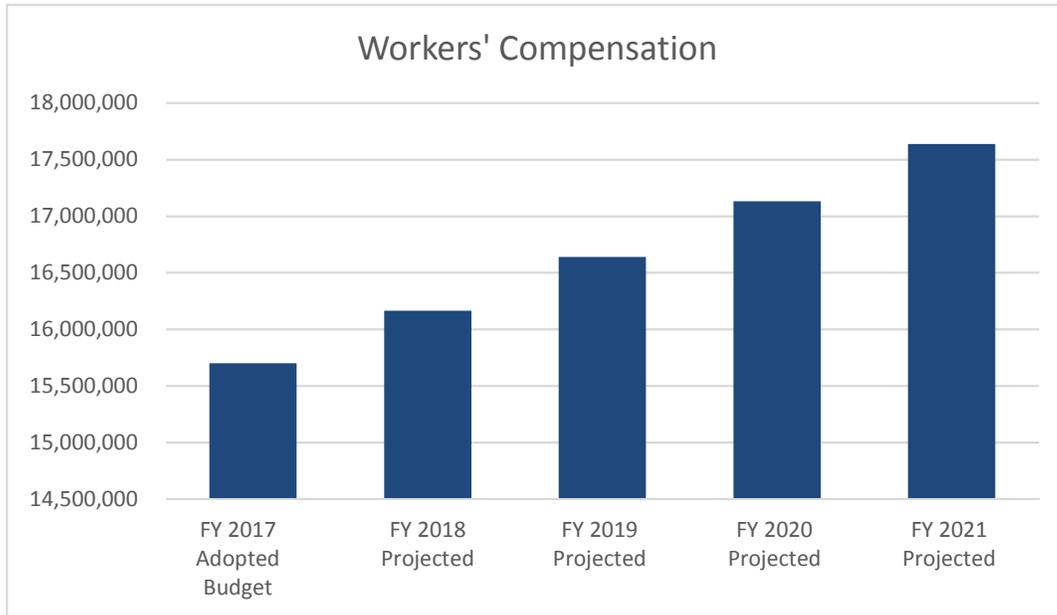


A 8.3 percent annual growth rate is actuarially projected throughout the forecast based on medical and prescription claims experience.

Five Year Financial Forecast

Workers' Compensation

The FY 2016-17 Budget for Workers' Compensation is \$15.70 million. This represents a 7.73 percent decrease over the FY 2015-16 Adopted Budget. Workers Compensation claims experienced a reduction of 8.3 percent as the City continues to benefit from claims resolution and strong defense of noncompensable claims.

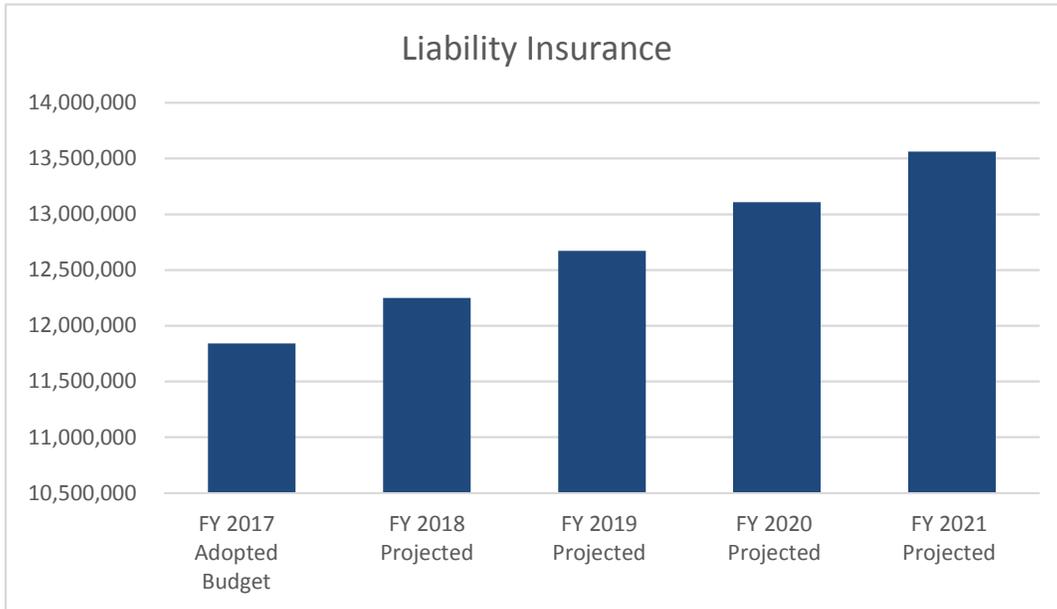


A 2.95 percent annual growth rate is actuarially projected throughout the forecast based on claims experience.

Five Year Financial Forecast

Information Technology Cost Allocation

The FY 2016-17 Budget for ITD Repair and Maintenance is \$8.04 million. This represents a 66.7 percent increase over the FY 2015-16 Adopted Budget. The increase is primarily due to increases in software subscriptions for 1,200 employees, including increase cost for police mobile connectivity, Kronos, Point of Service, and Microsoft ELA.

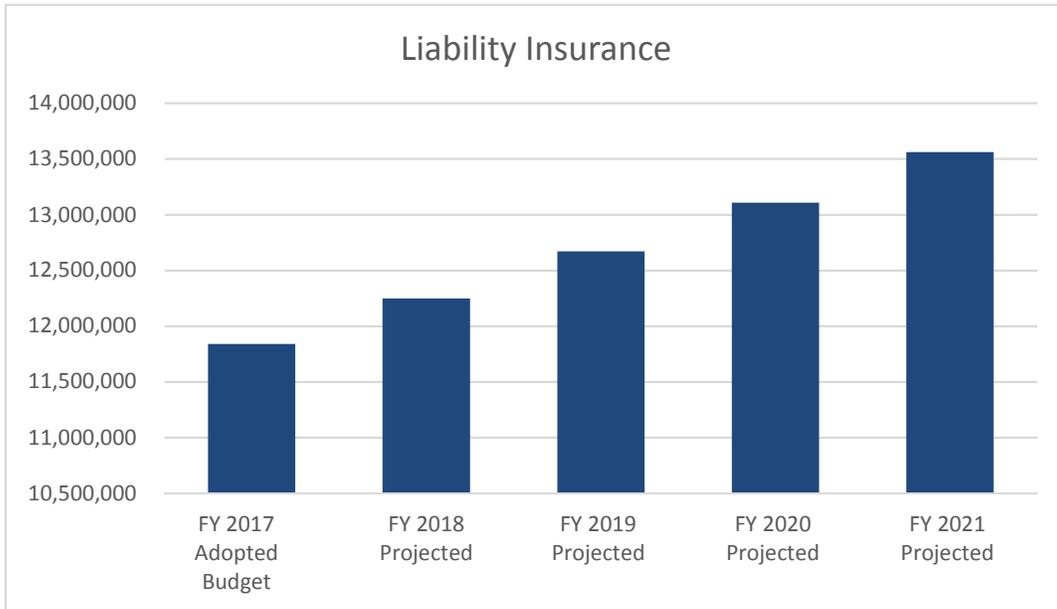


A 6 percent annual growth rate is projected throughout the forecast based on estimated growth rate.

Five Year Financial Forecast

Liability Insurance

The FY 2016-17 Budget for Liability Insurance is \$11.84 million. This represents a 17.2 percent decrease over the FY 2015-16 Adopted Budget. The reduction is due to a reduction in Police tort claims.



A 3.45 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.



APPENDIX C:
PRESENTATION OF
SCHEDULES AND
GRAPHS, ALL FUNDS

GRAPH:
Adopted 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

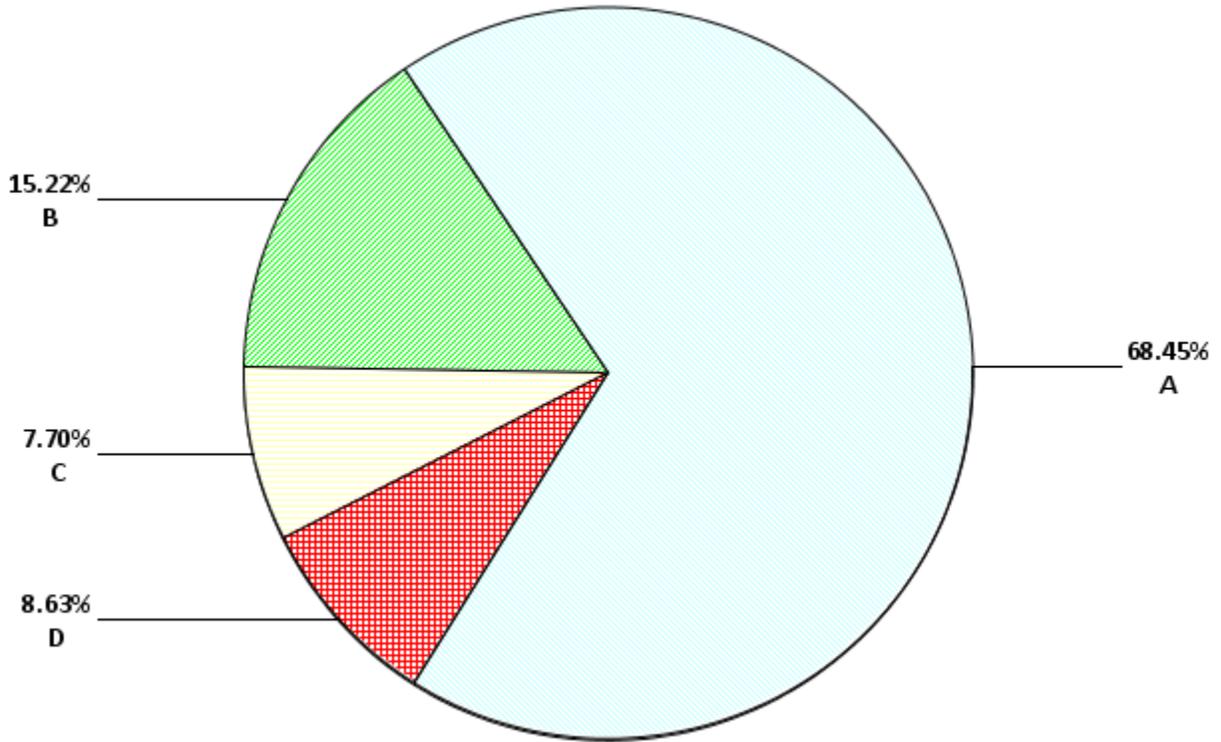
GRAPH:
Expenditures (Outflows) by Account Category

SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

BudgetFY17 Budget All Funds

FY 2016-17

\$979,057,400



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: General Fund	643,268,900	68.25%	670,198,600	68.45%
B: Special Revenue Funds	156,567,700	16.61%	148,973,100	15.22%
C: Debt Service Funds	62,265,200	6.61%	75,429,400	7.70%
D: Internal Service Fund	80,484,700	8.54%	84,456,300	8.63%
Total	942,586,500	100.00%	979,057,400	100.00%

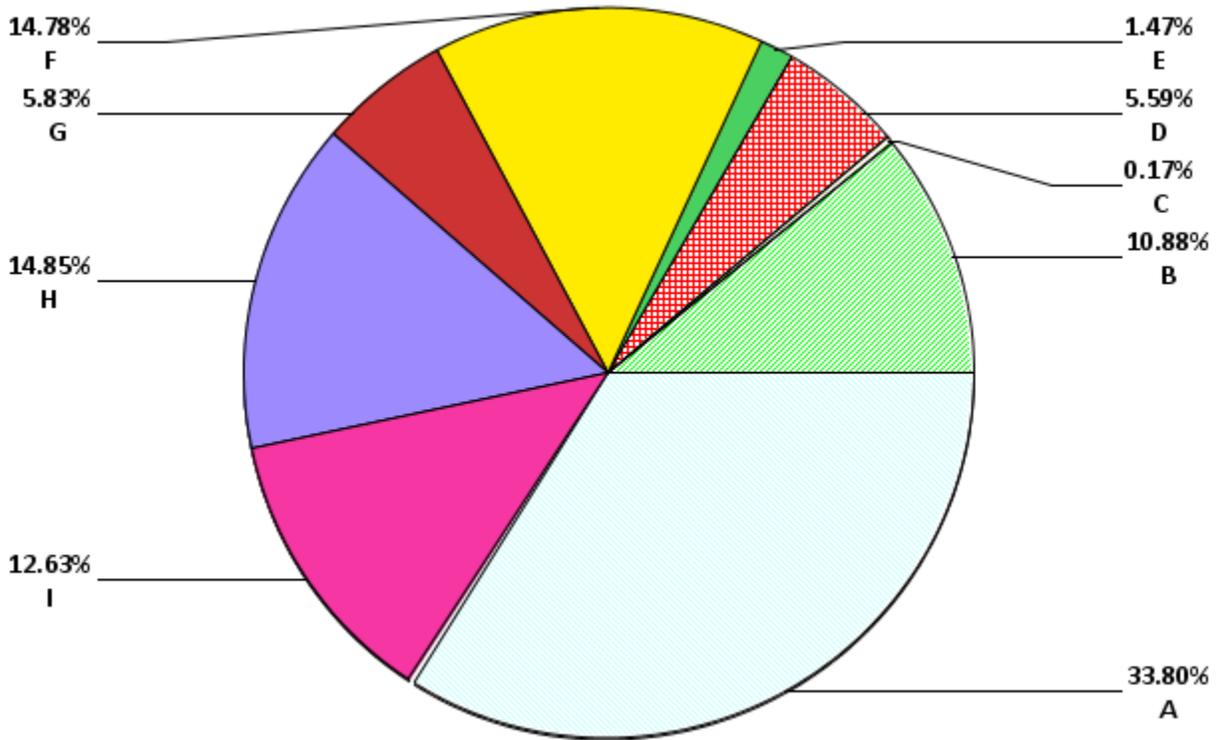
Schedule: Revenues and Expenditures by Functional Category
BudgetFY17
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted All Funds	FY 2015-16 Adopted All Funds
Revenues (Inflows)						
Property Taxes	303,610,200	0	27,266,700	0	330,876,900	294,872,300
Franchise Fees and Other Taxes	106,503,600	0	0	0	106,503,600	104,403,200
Interest	1,700,000	0	0	0	1,700,000	2,126,300
Transfers-IN	7,768,900	9,010,200	37,991,500	0	54,770,600	48,606,000
Fines and Forfeitures	13,443,900	949,800	0	0	14,393,700	12,547,900
Intergovernmental Revenues	65,936,900	75,782,900	3,000,000	0	144,719,800	146,042,800
Licenses and Permits	56,947,100	114,000	0	0	57,061,100	58,526,300
Other Revenues (Inflows)	3,800,200	49,918,300	7,171,200	84,456,300	145,346,000	161,929,100
Charges for Services	110,487,800	13,197,900	0	0	123,685,700	113,532,600
Total Revenues (Inflows)	670,198,600	148,973,100	75,429,400	84,456,300	979,057,400	942,586,500
Expenditures (Outflows)						
General Government	62,783,650	15,147,300	75,429,400	8,042,000	161,402,350	135,905,400
Planning and Development	16,876,500	18,018,700	0	0	34,895,200	33,531,700
Public Works	78,078,018	19,016,800	0	0	97,094,818	95,529,100
Public Safety	357,099,632	18,688,800	0	0	375,788,432	343,388,000
Community and Economic Development	3,482,500	51,307,500	0	0	54,790,000	61,105,900
Public Facilities	12,391,400	5,837,000	0	0	18,228,400	16,651,600
Parks and Recreation	41,653,700	1,471,500	0	0	43,125,200	37,184,500
Risk Management	3,098,000	0	0	76,414,300	79,512,300	78,585,800
Non Departmental Units	45,806,300	0	0	0	45,806,300	50,450,300
Transfers - OUT	48,928,900	19,485,500	0	0	68,414,400	90,254,200
Total Expenditures (Outflows)	670,198,600	148,973,100	75,429,400	84,456,300	979,057,400	942,586,500

Revenues (Inflows) by Functional Category All Funds

FY 2016-17

\$979,057,400



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: Property Taxes	294,872,300	31.28%	330,876,900	33.80%
B: Franchise Fees and Other Taxes	104,403,200	11.08%	106,503,600	10.88%
C: Interest	2,126,300	0.23%	1,700,000	0.17%
D: Transfers-IN	48,606,000	5.16%	54,770,600	5.59%
E: Fines and Forfeitures	12,547,900	1.33%	14,393,700	1.47%
F: Intergovernmental Revenues	146,042,800	15.49%	144,719,800	14.78%
G: Licenses and Permits	58,526,300	6.21%	57,061,100	5.83%
H: Other Revenues (Inflows)	161,929,100	17.18%	145,346,000	14.85%
I: Charges for Services	113,532,600	12.04%	123,685,700	12.63%
Total	942,586,500	100.00%	979,057,400	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 2016-17 Adopted AllFunds	FY 2015-16 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	282,473,100	0	27,266,700	0	309,739,800	277,603,700
Ad Valorem Taxes-Real-Delinquent	5,600,000	0	0	0	5,600,000	2,000,000
Ad Valorem Taxes-Penalty & Interest	30,400	0	0	0	30,400	25,000
Ad Valorem Taxes-Personal	15,506,700	0	0	0	15,506,700	15,238,600
Ad Valorem Taxes-Personal- Delinquent	0	0	0	0	0	5,000
Total Property Taxes:	303,610,200	0	27,266,700	0	330,876,900	294,872,300
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,137,100	0	0	0	7,137,100	6,871,000
Franc Fee-Electricity	27,700,000	0	0	0	27,700,000	27,889,300
Franc Fee-Gas	364,800	0	0	0	364,800	370,200
Utility Ser Fee-Electricity	33,201,300	0	0	0	33,201,300	32,270,200
Utility Ser Fee-Water	5,706,000	0	0	0	5,706,000	4,755,000
Utility Ser Fee-Gas	710,300	0	0	0	710,300	677,100
Utility Ser Fee-Fuel Oil	13,000	0	0	0	13,000	16,600
Public Service Taxes	19,369,500	0	0	0	19,369,500	20,203,800
Other Taxes-Storm Water	12,301,600	0	0	0	12,301,600	11,350,000
Total Franchise Fees and Other Taxes:	106,503,600	0	0	0	106,503,600	104,403,200
Interest						
Misc-Int & Pen-Investment	1,700,000	0	0	0	1,700,000	2,126,300
Total Interest:	1,700,000	0	0	0	1,700,000	2,126,300
Transfers-IN						
Other-Interfund Transfer	7,768,900	5,751,000	37,991,500	0	51,511,400	44,828,600
Other-Intrafund Transfer	0	3,259,200	0	0	3,259,200	3,777,400
Total Transfers-IN:	7,768,900	9,010,200	37,991,500	0	54,770,600	48,606,000
Fines and Forfeitures						
Fines-Judgments And Fines	4,100,000	0	0	0	4,100,000	4,000,000
Fines-Violations Of Local Ordinances	115,600	0	0	0	115,600	250,000
Fines-Other Fines And/Or Forfeits	978,300	949,800	0	0	1,928,100	1,997,900
Misc-Red Light Camera Fines	8,250,000	0	0	0	8,250,000	6,300,000
Total Fines and Forfeitures:	13,443,900	949,800	0	0	14,393,700	12,547,900

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted AllFunds	FY 2015-16 Adopted AllFunds
<u>Intergovernmental Revenues</u>						
Federal Grants	80,000	54,711,900	0	0	54,791,900	59,657,100
State Shared Revenues	623,200	0	0	0	623,200	574,200
Municipal Rev Sharing	14,139,700	0	0	0	14,139,700	13,294,300
Half Cent Sales Tax	32,941,200	0	0	0	32,941,200	31,921,500
State Pension Payment	10,415,600	0	0	0	10,415,600	10,215,600
Shared Revenues From Other Local Units	537,200	0	0	0	537,200	1,923,200
Shared Revenues - MPA	7,200,000	0	0	0	7,200,000	7,200,000
State Grants	0	1,856,200	0	0	1,856,200	1,267,500
Grants From Other Local Units	0	17,986,000	3,000,000	0	20,986,000	19,989,400
Shared Revenues - E911 Wireles	0	439,300	0	0	439,300	0
Shared Revenues - E911 Phone C	0	181,100	0	0	181,100	0
Shared Revenues - E911 Land Li	0	608,400	0	0	608,400	0
Total Licenses and Permits:	65,936,900	75,782,900	3,000,000	0	144,719,800	146,042,800
<u>Licenses and Permits</u>						
Business Tax Receipt-Business	7,100,000	0	0	0	7,100,000	7,200,000
Business Tax Receipt-Business-Penalty	300,000	0	0	0	300,000	183,000
Business Tax Receipt-Metro	525,000	0	0	0	525,000	510,100
Building Permits	18,000,000	0	0	0	18,000,000	19,504,000
Other Licenses, Fees and Permits	2,351,000	114,000	0	0	2,465,000	2,429,200
Other Licenses, Fees - CU(SW)	7,200,000	0	0	0	7,200,000	7,200,000
Other Licenses, Fees - SW						
Franchise andComm Haulers	13,500,000	0	0	0	13,500,000	13,500,000
Other Licenses, Fees - Murals	3,000,000	0	0	0	3,000,000	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	2,471,100	0	0	0	2,471,100	2,500,000
Total Licenses and Permits:	56,947,100	114,000	0	0	57,061,100	58,526,300
<u>Other Revenues (Inflows)</u>						
Misc-Disposition Of Fixed Assets	34,000	0	0	0	34,000	34,200
Misc-Sales Of Surplus Materials And Scrap	0	0	0	0	0	1,000
Misc-Contributions And Donations From Private Sources	0	597,400	0	0	597,400	705,000
Misc.-Other Service Charges/Late Fees	239,700	0	0	0	239,700	1,211,100

**Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted AllFunds	FY 2015-16 Adopted AllFunds
Misc. -Other Revenues EE Health	0	0	0	4,500,000	4,500,000	4,500,000
Misc. -Other Revenues Retirees Health	0	0	0	10,000,000	10,000,000	8,500,000
Misc-Settlements	0	55,000	0	0	55,000	3,355,000
Misc-Contra Revenue For Bad Debt Allowance	105,200	0	0	0	105,200	105,200
Other-Nonoperating Sources	2,141,300	179,400	0	69,956,300	72,277,000	70,679,700
Other-Oth N-optg Sour/Carryover	0	47,748,200	7,171,200	0	54,919,400	66,255,000
Misc-Other Miscellaneous Revenues	1,280,000	1,338,300	0	0	2,618,300	6,582,900
Total Other Revenues (Inflows):	3,800,200	49,918,300	7,171,200	84,456,300	145,346,000	161,929,100

Charges for Services

CFS-GG-Internal Service Fund Fees And Charges	1,446,000	0	0	0	1,446,000	1,060,000
CFS-GG-Other General Government Charges And Fees	922,000	100,000	0	0	1,022,000	982,000
CFS-PS-Police Services	2,750,000	843,000	0	0	3,593,000	3,836,000
CFS-PS-Emergency Service Fees	9,000,000	0	0	0	9,000,000	8,500,000
CFS-PS-Protective Inspection Fees	511,000	0	0	0	511,000	440,500
CFS-PS-Ambulance/False Alarm Fees	700,000	0	0	0	700,000	600,700
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	25,431,400	0	0	0	25,431,400	25,226,000
CFS-PE-Cemetery Fees	1,200	0	0	0	1,200	1,200
CFS-PE-Other Physical Environment Revenue	245,000	0	0	0	245,000	245,800
CFS-Trans-Parking Facilities	2,325,400	5,230,800	0	0	7,556,200	7,556,200
CFS-Trans-Tolls	300,000	0	0	0	300,000	250,000
CFS-Trans-Tools	739,000	0	0	0	739,000	739,000
CFS-C&R-Special Recreation Facilities	2,111,000	0	0	0	2,111,000	1,876,000
CFS-C&R-Other Culture/Recreation	3,824,000	77,000	0	0	3,901,000	3,752,100
CFS-C&R-Other Culture/Recreation (PF)	10,727,100	0	0	0	10,727,100	8,800,000
CFS-Rents And Royalties	14,095,100	0	0	0	14,095,100	12,443,900
CFS-Other Charges for Services	6,659,600	6,041,000	0	0	12,700,600	10,540,300
CFS-Parking Surcharges Lockbox	21,700,000	306,100	0	0	22,006,100	19,806,100
CFS - Pari-Mutuel Revenues stor	2,100,000	0	0	0	2,100,000	1,926,800
CFS-Building Inspections	4,500,000	0	0	0	4,500,000	3,950,000

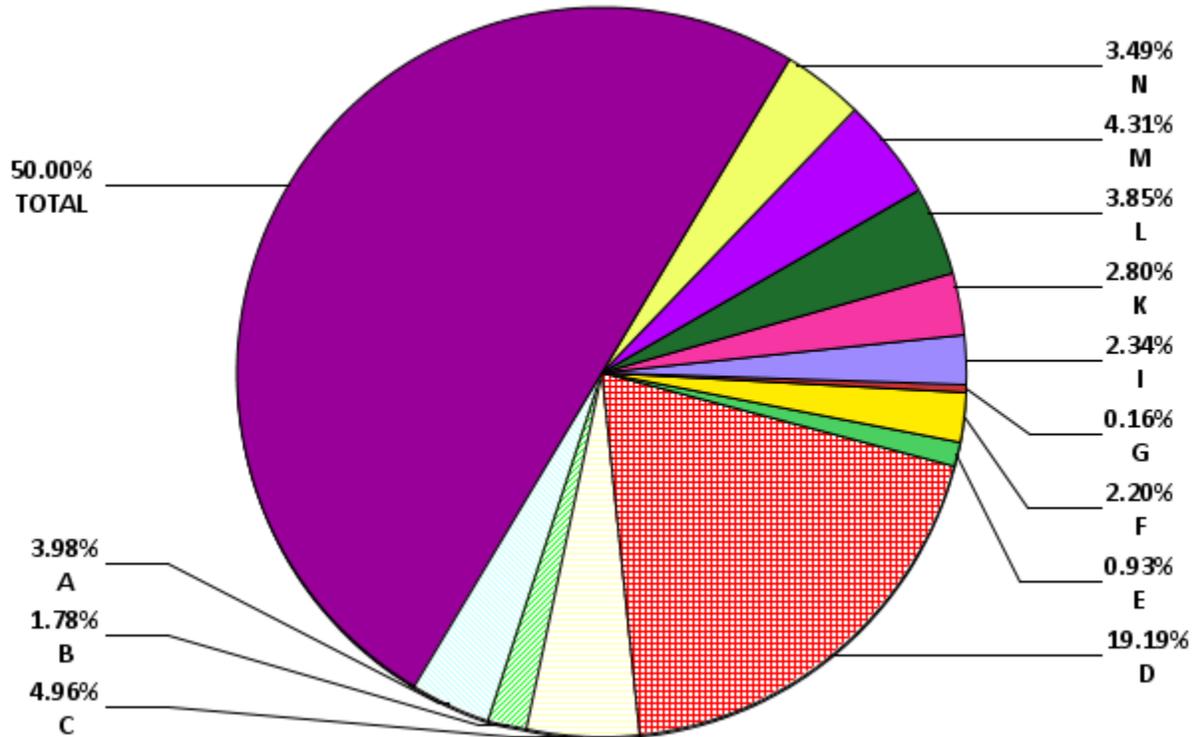
**Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted AllFunds	FY 2015-16 Adopted AllFunds
Total Charges for Services:	110,487,800	13,197,900	0	0	123,685,700	113,532,600
Total Revenue (Inflows):	670,198,600	148,973,100	75,429,400	84,456,300	979,057,400	942,586,500

Expenditures (Outflows) By Functional Category All Funds

FY 2016-17

\$979,057,400



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: General Government	68,816,400	7.30%	77,930,950	7.96%
B: Planning and Development	33,531,700	3.56%	34,895,200	3.56%
C: Public Works	95,529,100	10.13%	97,094,818	9.92%
D: Public Safety	343,388,000	36.43%	375,788,432	38.38%
E: Public Facilities	16,651,600	1.77%	18,228,400	1.86%
F: Parks and Recreation Department	37,184,500	3.94%	43,125,200	4.40%
G: Risk Management	2,924,900	0.31%	3,098,000	0.32%
H: Non-Departmental	50,450,300	5.35%	45,806,300	4.68%
I: Community and Economic Development	61,105,900	6.48%	54,790,000	5.60%
J: Debt Service Funds	62,265,200	6.61%	75,429,400	7.70%
K: Internal Service Fund	80,484,700	8.54%	84,456,300	8.63%
L: Transfers - OUT	90,254,200	9.58%	68,414,400	6.99%
Total	942,586,500	100.00%	979,057,400	100.00%

**Schedule: Expenditures (Outflows) by Functional Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted All Funds	FY 2015-16 Adopted All Funds
General Government						
Office of the Mayor	1,128,000	1,427,500	0	0	2,555,500	3,996,100
Board of Commissioners	3,231,000	4,125,000	0	0	7,356,000	3,748,400
Total City Manager	3,578,400	4,000	0	0	3,582,400	3,270,600
Total Office of Agenda Coordination	356,200	0	0	0	356,200	341,800
Total Office of the Auditor General	1,282,700	0	0	0	1,282,700	1,200,900
Office of the City Attorney	8,164,800	0	0	0	8,164,800	7,615,100
Office of the City Clerk	1,697,400	788,800	0	0	2,486,200	2,289,600
Total Civil Services	453,400	0	0	0	453,400	435,000
Total Code Compliance	5,816,000	0	0	0	5,816,000	5,584,500
Office of Communications	1,160,700	44,400	0	0	1,205,100	1,123,800
Total Office of EODP	396,800	0	0	0	396,800	369,900
Total Office of Film and Entertainment	422,700	0	0	0	422,700	381,100
Total Finance	9,170,200	0	75,429,400	0	84,599,600	70,772,000
Total Office of Grants Administration	1,565,950	5,444,400	0	0	7,010,350	4,592,700
Total Human Resources	4,416,800	0	0	0	4,416,800	4,114,000
Total Information Technology	9,102,000	360,000	0	8,042,000	17,504,000	13,745,500
Total Office of Management and Budget	2,535,600	30,000	0	0	2,565,600	2,317,400
Total Neighborhood Enhancement Teams (NET)	5,800,400	2,923,200	0	0	8,723,600	7,844,800
Total Procurement	2,364,800	0	0	0	2,364,800	2,162,200
Total Office of Resilience and Sustainability	139,800	0	0	0	139,800	0
Total General Government	62,783,650	15,147,300	75,429,400	8,042,000	161,402,350	135,905,400
Planning and Development						
Total Building Department	10,242,600	777,300	0	0	11,019,900	10,801,200
Total Planning Department	6,633,900	17,741,400	0	0	24,375,300	22,730,500
Total Planning and Development	16,876,500	18,518,700	0	0	35,395,200	33,531,700
Community and Economic Development						
Total Community Development Department	3,482,500	51,307,500	0	0	54,790,000	61,705,900
Total Community and Economic Development	3,482,500	51,307,500	0	0	54,790,000	61,705,900
Public Works						
Total Office of Capital Improvements	2,824,600	0	0	0	2,824,600	6,248,500

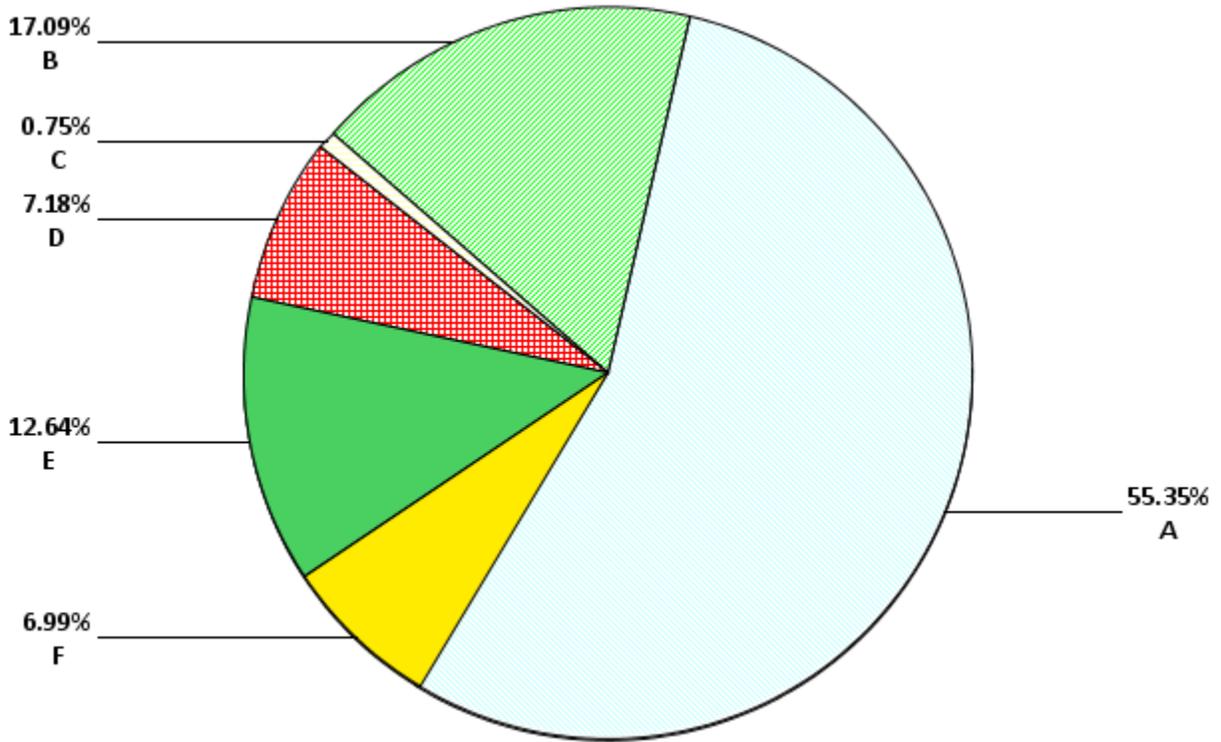
**Schedule: Expenditures (Outflows) by Functional Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted All Funds	FY 2015-16 Adopted All Funds
Total GSA Department	22,526,000	24,700	0	0	22,550,700	23,157,300
Total Public Works Department	21,242,625	7,358,000	0	0	28,600,625	27,806,500
Total Solid Waste Department	31,484,793	179,400	0	0	31,664,193	31,807,900
Total Office of Transportation Management	0	24,141,400	0	0	24,141,400	21,576,400
Total Public Works	78,078,018	31,703,500	0	0	109,781,518	110,596,600
<u>Public Safety</u>						
Total Fire-Rescue	125,451,546	7,400,201	0	0	132,851,747	118,204,300
Total Police	231,648,086	11,288,600	0	0	242,936,686	225,183,700
Total Public Safety	357,099,632	18,688,800	0	0	375,788,432	343,388,000
<u>Other Departments</u>						
Total Real Estate and Asset Management	12,391,400	12,135,800	0	0	24,527,200	22,876,500
Total Parks and Recreation	41,653,700	1,471,500	0	0	43,125,200	37,184,500
Risk Management	3,098,000	0	0	76,414,300	79,512,300	78,585,800
Total Other	57,143,100	13,607,300	0	76,414,300	147,164,700	138,646,800
<u>Pension</u>						
Pensions	0	0	0	0	0	0
<u>Non-Departmental</u>						
Total Non Departmental	94,735,200	0	0	0	94,735,200	118,812,100
Total Non Departmental Units	94,735,200	0	0	0	94,735,200	118,812,100
Total All Organizations	670,198,600	148,973,100	75,429,400	84,456,300	979,057,400	942,586,500

Expenditures (Outflows) by Account Category All Funds

FY 2016-17

\$979,057,400



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: Personnel	489,052,000	51.88%	541,896,970	55.35%
B: Operating Expense	168,009,700	17.82%	167,358,753	17.09%
C: Capital Outlay	5,044,400	0.54%	7,317,477	0.75%
D: Debt Service	62,229,500	6.60%	70,280,300	7.18%
E: Non-Operating Expenses	127,996,700	13.58%	123,789,500	12.64%
F: Transfers - OUT	90,254,200	9.58%	68,414,400	6.99%
Total	942,586,500	100.00%	979,057,400	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 2016-17 Adopted All Funds	FY 2015-16 Adopted All Funds
Personnel						
Executive Salaries	413,200	0	0	0	413,200	413,200
Regular Salaries and Wages	271,156,450	8,108,300	0	0	279,264,750	249,496,900
Attrition Savings - Salaries	(7,119,700)	(151,000)	0	0	(7,270,700)	(10,107,300)
Other Salaries and Wages	5,791,166	728,400	0	0	6,519,566	15,008,299
Other Salaries and Wages -Part Time Year Year Round	5,229,500	25,400	0	0	5,254,900	0
Other Salaries and Wages - Part Time Seasonal	1,104,300	0	0	0	1,104,300	0
Overtime	10,265,000	947,700	0	0	11,212,700	13,576,900
OT Staffing	1,593,000	0	0	0	1,593,000	0
OT EMS Backfill for Training	402,000	0	0	0	402,000	0
OT Off Duty Events	1,338,000	0	0	0	1,338,000	0
Special Pay	24,992,200	127,200	0	0	25,119,400	21,210,300
Fringe Benefits	1,119,600	44,400	0	0	1,164,000	1,146,100
Fringe Benefits - Tuition Reimbursement	480,700	0	0	0	480,700	264,300
Fica Taxes	11,497,900	599,700	0	0	12,097,600	10,801,200
Retirement Contributions	38,152,800	1,644,200	0	0	39,797,000	38,812,400
Police and Fire - FIPO	52,843,147	426,922	0	0	53,270,069	50,540,900
Secondary Pension Contributions	10,415,600	0	0	0	10,415,600	10,215,600
Life and Health Insurance	32,813,500	1,421,500	0	48,874,300	83,109,300	72,646,400
Health Trust - FOP	16,467,586	144,000	0	0	16,611,586	15,026,800
Total Personnel:	478,955,948	14,066,722	0	48,874,300	541,896,970	489,052,000
Operating Expense						
Workers' Compensation	15,381,200	277,201	0	15,700,000	31,358,401	34,005,100
Unemployment Compensation	280,000	0	0	0	280,000	280,000
Professional Services	4,595,200	1,091,700	6,500	0	5,693,400	6,506,800
Professional Services-Legal Services	1,024,500	0	0	0	1,024,500	954,500
Professional Services-Medical	1,519,100	0	0	0	1,519,100	1,687,200
Accounting and Auditing	574,500	0	0	0	574,500	579,500
Court Services	86,600	0	0	0	86,600	95,400
Other Contractual Services	14,604,400	9,837,100	25,000	0	24,466,500	22,468,800
Travel and Per Diem	323,500	777,200	0	0	1,100,700	1,020,200
Training	376,600	0	0	0	376,600	376,400
Communications & Related Services	251,100	856,400	0	0	1,107,500	1,177,600
Postage	416,700	10,600	0	0	427,300	464,000
Utility Services	12,068,100	18,300	0	0	12,086,400	11,613,000

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted All Funds	FY 2015-16 Adopted All Funds
Rentals and Leases	2,603,800	137,200	0	0	2,741,000	5,007,800
Insurance - Police Torts	1,200,000	0	0	1,200,000	2,400,000	5,400,000
Insurance - Vehicle Liability	1,200,000	0	0	1,200,000	2,400,000	2,600,000
Insurance - Property & Casualty	7,040,000	0	0	7,040,000	14,080,000	12,800,000
Insurance - General Liability	2,400,000	0	0	2,400,000	4,800,000	7,600,000
Insurance - Public Official	200	0	0	0	200	200,000
Repair and Maintenance Services	8,576,000	519,500	0	0	9,095,500	8,036,400
IT-Repair and Maintenance Services	8,042,000	0	0	8,042,000	16,084,000	9,647,600
Printing and Binding	31,700	300	0	0	32,000	31,900
Printing and Binding-Outsourcing	25,000	500	0	0	25,500	37,300
Printing and Binding-Paper Stock	107,400	0	0	0	107,400	72,855
Printing and Binding-Supplies	8,500	0	0	0	8,500	8,500
Promotional Activities	45,600	4,500	0	0	50,100	31,800
Advertising and Related Costs	450,800	111,400	0	0	562,200	513,600
Other Current Charges and Obligations	15,984,900	333,800	0	0	16,318,700	17,047,800
Office Supplies	639,000	69,300	0	0	708,300	654,600
Operating Supplies	4,774,077	561,800	0	0	5,335,877	4,538,755
Motor Fuel	6,144,000	0	0	0	6,144,000	7,444,700
Public Safety Supplies	1,444,600	100,000	0	0	1,544,600	1,174,300
Clothing/Uniform Supplies	1,799,075	36,100	0	0	1,835,175	1,875,700
Landscaping Related Supplies, LandscapingRelated Supplies	500,600	75,000	0	0	575,600	455,000
Road Materials and Supplies	20,000	175,000	0	0	195,000	195,000
Subscriptions, Memberships, Licenses, Permits & Others	1,365,400	9,200	0	0	1,374,600	898,390
Capitalized Books, Publications, and Library Materials	0	0	0	0	0	600
Weapons And Ammunitions	839,000	0	0	0	839,000	508,600
Total Operating Expense:	116,743,152	15,002,101	31,500	35,582,000	167,358,753	168,009,700

Capital Outlay

Improvements Other Than Buildings	0	225,000	0	0	225,000	687,000
Machinery and Equipment	1,823,400	3,890,777	0	0	5,714,177	4,357,400
Construction In Progress	0	1,378,300	0	0	1,378,300	0
Total Capital Outlay:	1,823,400	5,494,077	0	0	7,317,477	5,044,400

Debt Service

Principal	0	0	40,932,300	0	40,932,300	28,708,600
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**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2016-17 Adopted All Funds	FY 2015-16 Adopted All Funds
Interest	0	0	29,348,000	0	29,348,000	33,520,900
Total Debt Service:	0	0	70,280,300	0	70,280,300	62,229,500
<u>Non-Operating Expense</u>						
Aids to Government Agencies	1,690,300	0	0	0	1,690,300	1,106,800
Aids to Private Organizations	4,441,000	29,648,000	0	0	34,089,000	57,389,200
Other Grants and Aids	0	23,094,500	0	0	23,094,500	2,314,800
Budget Reserve	12,615,900	42,182,200	5,117,600	0	59,915,700	62,185,900
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Total Non-Operating Expense:	23,747,200	94,924,700	5,117,600	0	123,789,500	127,996,700
<u>Transfers-OUT</u>						
Interfund Transfers	48,928,900	19,485,500	0	0	68,414,400	90,254,200
Total Transfers-OUT:	48,928,900	19,485,500	0	0	68,414,400	90,254,200
Total Expenditure (Outflows):	670,198,600	148,973,100	75,429,400	84,456,300	979,057,400	942,586,500



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

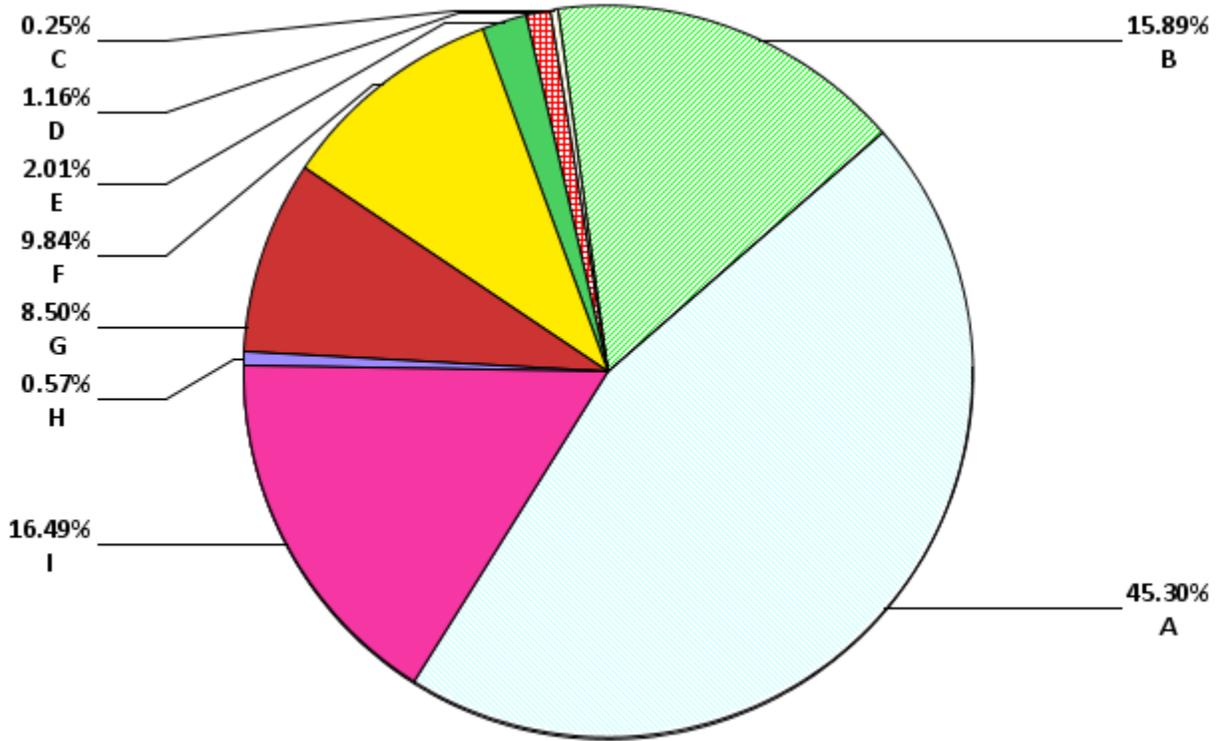
SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

**Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Revenues					
Property Taxes	208,998,635	215,971,382	239,634,075	268,768,800	303,610,200
Franchise Fees and Other Taxes	103,974,852	106,706,982	107,341,778	104,403,200	106,503,600
Interest	(2,546,552)	3,740,132	4,212,609	2,126,300	1,700,000
Transfers-IN	440,059	12,279,145	4,845,974	4,181,100	7,768,900
Fines and Forfeitures	11,459,362	11,406,852	12,629,413	11,572,900	13,443,900
Intergovernmental Revenues	58,259,391	61,012,402	62,915,749	63,742,800	65,936,900
Licenses and Permits	35,794,074	60,863,491	65,010,195	58,502,300	56,947,100
Other Revenues (Inflows)	5,072,173	4,489,905	5,063,621	33,545,600	3,800,200
Charges for Services	104,418,469	92,987,683	103,230,264	96,425,900	110,487,800
Total Revenues	525,870,461	569,457,974	604,883,678	643,268,900	670,198,600
Expenditures					
General Government	47,789,312	46,828,592	51,720,175	57,514,400	62,783,650
Planning and Development	11,903,902	14,010,132	15,734,749	17,162,400	16,876,500
Public Works	68,872,772	70,597,666	75,480,136	79,746,500	78,078,018
Public Safety	271,368,416	283,201,432	307,327,266	320,717,400	357,099,632
Public Facilities	5,650,827	5,915,745	7,512,479	8,525,100	12,391,400
Parks and Recreation	29,300,240	28,944,391	31,812,433	35,613,400	41,653,700
Risk Management	11,809,265	11,195,003	2,575,830	2,924,900	3,098,000
Pensions	535,711	0	0	0	0
Non-Departmental	21,739,498	23,422,927	27,425,024	50,450,300	45,806,300
Community and Economic Development	87	0	0	2,252,700	3,482,500
Transfers - OUT	38,973,300	58,300,181	63,631,103	68,361,800	48,928,900
Total Expenditures	507,943,330	542,416,068	583,219,194	643,268,900	670,198,600

Revenues (Inflows) By Functional Category General Fund

FY 2016-17
\$670,198,600



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: Property Taxes	268,768,800	41.78%	303,610,200	45.30%
B: Franchise Fees and Other Taxes	104,403,200	16.23%	106,503,600	15.89%
C: Interest	2,126,300	0.33%	1,700,000	0.25%
D: Transfers-IN	4,181,100	0.65%	7,768,900	1.16%
E: Fines and Forfeitures	11,572,900	1.80%	13,443,900	2.01%
F: Intergovernmental Revenues	63,742,800	9.91%	65,936,900	9.84%
G: Licenses and Permits	58,502,300	9.09%	56,947,100	8.50%
H: Other Revenues (Inflows)	33,545,600	5.21%	3,800,200	0.57%
I: Charges for Services	96,425,900	14.99%	110,487,800	16.49%
Total	643,268,900	100.00%	670,198,600	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	189,021,563	195,373,995	217,637,528	251,500,200	282,473,100
Ad Valorem Taxes-Real-Delinquent	5,710,390	5,719,002	7,768,273	2,000,000	5,600,000
Ad Valorem Taxes-Penalty & Interest	67,907	29,635	27,252	25,000	30,400
Ad Valorem Taxes-Personal	13,760,847	14,921,223	14,614,502	15,238,600	15,506,700
Ad Valorem Taxes-Personal-Delinquent	437,929	(72,473)	(413,480)	5,000	0
Total Property Taxes:	208,998,635	215,971,382	239,634,075	268,768,800	303,610,200
<u>Franchise Fees and Other Taxes</u>					
S,U&F Taxes-Local Option Taxes	50	0	0	0	0
S,U&F Taxes-Local Option Fuel Tax	6,625,945	6,828,949	7,146,476	6,871,000	7,137,100
Franc Fee-Electricity	25,754,584	27,749,562	27,759,575	27,889,300	27,700,000
Franc Fee-Gas	381,627	373,779	324,621	370,200	364,800
Utility Ser Fee-Electricity	29,639,931	32,270,632	32,502,537	32,270,200	33,201,300
Utility Ser Fee-Water	4,209,451	4,907,132	5,280,726	4,755,000	5,706,000
Utility Ser Fee-Gas	937,604	698,803	734,631	677,100	710,300
Utility Ser Fee-Fuel Oil	12,909	17,150	17,353	16,600	13,000
Public Service Taxes	24,522,303	22,501,605	21,268,246	20,203,800	19,369,500
Other Taxes-Storm Water	11,890,448	11,359,370	12,307,612	11,350,000	12,301,600
Total Franchise Fees and Other Taxes:	103,974,852	106,706,982	107,341,778	104,403,200	106,503,600
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	(226,349)	41,965	50,135	0	0
Misc-Int & Pen-Investment	1,856,117	2,194,366	1,771,298	2,126,300	1,700,000
Misc-Net Increase Decrease In Fair ValueOf	(4,176,321)	1,503,801	2,391,176	0	0
Total Interest:	(2,546,552)	3,740,132	4,212,609	2,126,300	1,700,000
<u>Transfers-IN</u>					
Other-Interfund Transfer	440,059	12,206,059	4,845,974	4,181,100	7,768,900
Other-Intrafund Transfer	0	73,086	0	0	0
Total Transfers-IN:	440,059	12,279,145	4,845,974	4,181,100	7,768,900
<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	4,153,018	4,100,282	4,119,851	4,000,000	4,100,000

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Fines-Violations Of Local Ordinances	0	457,846	148,806	250,000	115,600
Fines-Other Fines And/Or Forfeits	687,983	623,941	779,853	1,022,900	978,300
Misc-Red Light Camera Fines	6,618,360	6,224,783	7,580,903	6,300,000	8,250,000
Total Fines and Forfeitures:	11,459,362	11,406,852	12,629,413	11,572,900	13,443,900
<u>Intergovernmental Revenues</u>					
Federal Grants	203,821	148,656	86,832	0	80,000
Federal Payments In Lieu Of Taxes	(445)	0	0	0	0
State Shared Revenues	598,825	594,786	630,666	574,200	623,200
Municipal Rev Sharing	12,074,536	12,794,268	13,758,864	13,294,300	14,139,700
Half Cent Sales Tax	27,737,964	29,490,981	31,254,199	31,921,500	32,941,200
State Pension Payment	10,644,731	10,156,699	9,444,067	10,215,600	10,415,600
Shared Revenues From Other Local Units	6,992,492	1,124,036	537,264	537,200	537,200
Shared Revenues - MPA	0	6,700,000	7,200,000	7,200,000	7,200,000
Pmts Other Local U In Lieu Of Taxes	0	2,812	2,814	0	0
State Grants	587	163	1,043	0	0
Grants From Other Local Units	6,879	0	0	0	0
Total Licenses and Permits:	58,259,391	61,012,402	62,915,749	63,742,800	65,936,900
<u>Licenses and Permits</u>					
Business Tax Receipt	3,901	3,023	161	0	0
Business Tax Receipt-Business	7,398,587	6,882,862	7,011,180	7,200,000	7,100,000
Business Tax Receipt-Business-Penalty	242,347	253,605	304,013	183,000	300,000
Business Tax Receipt-Metro	546,447	526,593	526,873	510,100	525,000
Building Permits	6,492,349	22,745,913	23,823,621	19,504,000	18,000,000
Other Licenses, Fees and Permits	21,110,443	1,812,986	2,778,668	2,405,200	2,351,000
Other Licenses, Fees - CU(SW)	0	7,165,906	7,256,466	7,200,000	7,200,000
Other Licenses, Fees - SW					
Franchise and Comm Haulers	0	13,989,002	15,607,015	13,500,000	13,500,000
Other Licenses, Fees - Murals	0	2,347,569	2,677,554	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	0	2,709,754	2,360,618	2,500,000	2,500,000
Other Licenses, Fees - CU	0	2,426,278	2,664,027	2,500,000	2,471,100
Total Licenses and Permits:	35,794,074	60,863,491	65,010,195	58,502,300	56,947,100
<u>Other Revenues (Inflows)</u>					

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Misc-Disposition Of Fixed Assets	235,886	447,995	412,714	34,200	34,000
Misc-Sales Of Surplus Materials And Scrap	1,220	2,821	585	1,000	0
Misc.-Other Service Charges/Late Fees	0	271,456	270,733	1,211,100	239,700
Misc-Settlements	14,136	108,132	142,008	1,800,000	0
Misc-Contra Revenue For Bad Debt Allowance	105,389	105,248	423,019	105,200	105,200
Other-Nonoperating Sources	1,865,787	1,678,261	1,817,915	1,841,300	2,141,300
Other-Oth N-optg Sour/Carryover	212,923	141,596	127,700	27,620,500	0
Misc-Other Miscellaneous Revenues	2,636,832	1,734,398	1,868,948	932,300	1,280,000
Total Other Revenues (Inflows):	5,072,173	4,489,905	5,063,621	33,545,600	3,800,200
<u>Charges for Services</u>					
CFS-GG-Internal Service Fund Fees And Charges	1,074,931	1,349,519	1,537,547	1,060,000	1,446,000
CFS-GG-Other General Government Charges And Fees	702,036	353,171	904,398	922,000	922,000
CFS-PS-Police Services	2,822,770	2,739,859	2,700,170	2,950,000	2,750,000
CFS-PS-Fire Protection Services	1,211	1,875	0	0	0
CFS-PS-Emergency Service Fees	8,161,498	9,808,327	8,269,855	8,500,000	9,000,000
CFS-PS-Protective Inspection Fees	442,526	521,925	468,264	440,500	511,000
CFS-PS-Ambulance/False Alarm Fees	668,816	667,343	698,842	600,700	700,000
CFS-PS-Other Public Safety Charges And Fees	571,363	401,736	344,015	400,000	400,000
CFS-PE-Water Utility Revenue	0	5,868	5,100	0	0
CFS-PE-Garbage/Solid Waste Revenue	26,667,206	24,638,325	24,716,466	25,226,000	25,431,400
CFS-PE-Cemetery Fees	0	310	1,352	1,200	1,200
CFS-PE-Other Physical Environment Revenue	242,282	251,477	138,065	245,800	245,000
CFS-Trans-Parking Facilities	14,991	0	2,000	0	2,325,400
CFS-Trans-Tolls	245,085	266,302	302,618	250,000	300,000
CFS-Trans-Other Transportation Revenue	2,447	0	0	0	0
CFS-Trans-Tools	64	150	0	0	739,000
CFS-C&R-Special Events	0	809	0	0	0
CFS-C&R-Special Recreation Facilities	1,110,088	1,117,364	1,343,551	1,096,000	2,111,000

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
CFS-C&R-Other Culture/Recreation	11,825,014	2,366,587	4,051,945	3,602,000	3,824,000
CFS-C&R-Other Culture/Recreation (PF)	0	8,792,315	9,514,098	8,800,000	10,727,100
CFS-Rents And Royalties	7,824,138	9,662,924	14,866,994	10,014,600	14,095,100
CFS-Other Charges for Services	42,042,004	5,614,242	6,774,507	6,940,300	6,659,600
CFS-Parking Surcharges Lockbox	0	19,044,351	19,915,428	19,500,000	21,700,000
CFS - Pari-Mutuel Revenues stor	0	1,988,412	2,117,062	1,926,800	2,100,000
CFS-Building Inspections	0	3,394,493	4,557,988	3,950,000	4,500,000
Total Charges for Services:	104,418,469	92,987,683	103,230,264	96,425,900	110,487,800
Total Revenue (Inflows):	525,870,461	569,457,974	604,883,678	643,268,900	670,198,600

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2012-13	FY 2013-14	FY 2015-16	FY 2015-16	FY 2016-17
		Actual	Actual	Actual	Adopted	Adopted
411100 - Ad Valorem Taxes-Real	Finance	189,021,563	195,373,995	243,342,147	251,500,200	282,473,100
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	5,710,390	5,719,002	3,671,785	2,000,000	5,600,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	67,907	29,635	35,045	25,000	30,400
411300 - Ad Valorem Taxes-Personal	Finance	13,760,847	14,921,223	15,243,338	15,238,600	15,506,700
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	437,929	72,473	315,635	5,000	0
Property Taxes	Total	208,998,635	215,971,382	262,607,950	268,768,800	303,610,200
412100 - S,U&F Taxes-Local Option Taxes	Police	50	-	-	-	-
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	6,625,945	6,828,949	7,111,834	6,871,000	7,137,100
413100 - Franc Fee-Electricity	Finance	25,754,584	27,749,562	27,245,268	27,889,300	27,700,000
413400 - Franc Fee-Gas	Finance	381,627	373,779	334,481	370,200	364,800
414100 - Utility Ser Fee-Electricity	Finance	29,639,931	32,270,632	33,425,247	32,270,200	33,201,300
414300 - Utility Ser Fee-Water	Finance	4,209,451	4,907,132	5,664,476	4,755,000	5,706,000
414400 - Utility Ser Fee-Gas	Finance	937,604	698,803	699,394	677,100	710,300
414700 - Utility Ser Fee-Fuel Oil	Finance	12,909	17,150	10,948	16,600	13,000
415000 - Public Service Taxes	Finance	24,522,303	22,501,605	20,221,306	20,203,800	19,369,500
419000 - Other Taxes-Storm Water	Finance	16,250	3,880	527	-	1,600
	Public Works Dept.	11,874,197	11,355,489	12,758,580	11,350,000	12,300,000
Franchise Fees and Other Taxes	Total	103,974,852	106,706,982	107,472,059	104,403,200	106,503,600
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	230,205	36,406	22,579	-	-
	Solid Waste	3,856	5,558	1,864	0	0
461110 - Misc-Int & Pen-Investment	Finance	1,855,979	2,194,366	2,480,082	2,126,300	1,700,000
	Solid Waste	139	-	-	-	-
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	4,176,321	1,503,801	158,265	-	-
Interest	Total	2,546,552	3,740,132	2,662,789	2,126,300	1,700,000
481000 - Other-Interfund Transfer	Finance	440,059	12,206,059	2,981,059	2,981,100	6,368,900
	Police	-	-	1,224,701	1,200,000	1,400,000
481100 - Other-Intrafund Transfer	Capital Improvements and Transportation	-	-	2,000,000	-	-
	Police	-	73,086	-	0	0
Transfers-IN	Total	440,059	12,279,145	6,205,760	4,181,100	7,768,900
451000 - Fines-Judgments And Fines	Police	4,153,018	4,100,282	4,613,585	4,000,000	4,100,000
	Public Facilities	-	-	4,052	-	-
454000 - Fines-Violations Of Local Ordinances	Finance	0	457,846	590,872	250,000	115,600
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	-	600	-	-	-
	Code Compliance	378,438	283,077	341,967	670,000	508,300
	Finance	88,725	89,238	0	165,000	95,000
	Building Department	139,646	71,855	49,658	127,700	75,000
	Planning and Zoning	1,121	37,597	40,630	0	50,000

Dept. Schedule

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2012-13	FY 2013-14	FY 2015-16	FY 2015-16	FY 2016-17
		Actual	Actual	Actual	Adopted	Adopted
	Solid Waste	76,562	154,430	299,885	60,000	250,000
	Police	4,469	272	10,757	200	0
	311000 - Office of Hearing Boards	871	11,923	-	-	-
	Public Facilities	393	0	-	-	-
	Parks and Recreation	-	1,204	-	-	-
462000 - Misc-Red Light Camera Fines	Finance	-	-	0	-	8,250,000
	Capital Improvements and Transportation	6,618,360	6,224,783	10,305,062	6,300,000	0
Fines and Forfeitures	Total	11,459,362	11,406,852	15,074,723	11,572,900	13,443,900
431000 - Federal Grants	Parks and Recreation	203,821	148,656	119,149	0	80,000
433000 - Federal Payments In Lieu Of Taxes	Building Department	445	-	-	-	-
435000 - State Shared Revenues	Finance	596,157	592,616	623,928	574,200	623,200
	Fire-Rescue	2,669	2,170	680	-	-
435001 - Municipal Rev Sharing	Finance	12,074,536	12,794,268	14,211,777	13,294,300	14,139,700
435002 - Half Cent Sales Tax	Finance	27,737,964	29,490,981	32,680,584	31,921,500	32,941,200
436900 - State Pension Payment	Fire-Rescue	5,218,719	5,141,122	4,498,841	5,200,000	5,300,000
	Police	5,426,012	5,015,577	5,109,539	5,015,600	5,115,600
438000 - Shared Revenues From Other Local Units	Finance	6,500,000	542,000	-	0	0
	Fire-Rescue	492,492	582,036	537,271	537,200	537,200
438010 - Shared Revenues - MPA	Finance	-	6,700,000	7,700,000	7,200,000	7,200,000
439000 - Pmts Other Local U In Lieu Of Taxes	Solid Waste	-	2,812	0	-	-
	Public Facilities	0	-	35,426	-	-
434000 - State Grants	Public Facilities	0	-	544	-	-
	Parks and Recreation	587	163	659	-	-
437000 - Grants From Other Local Units	Public Facilities	6,879	-	-	-	-
Intergovernmental Revenues	Total	58,259,391	61,012,402	65,518,397	63,742,800	65,936,900
OBJ_429050	Code Compliance	-	-	168,566	-	-
421000 - Business Tax Receipt	Finance	3,901	3,023	77	-	-
421100 - Business Tax Receipt-Business	Finance	7,398,587	6,882,862	7,158,343	7,200,000	7,100,000
421200 - Business Tax Receipt-Business-Penalty	Finance	242,347	255,283	341,184	183,000	300,000
	Public Works Dept.	-	1,678	-	-	-
	Police	0	-	20	-	-
421400 - Business Tax Receipt-Metro	Finance	546,447	526,593	523,276	510,100	525,000
422000 - Building Permits	Building Department	6,492,349	22,745,913	28,725,938	19,504,000	18,000,000
429000 - Other Licenses, Fees and Permits	Code Compliance	80,927	64,197	32,005	72,000	50,000
	Finance	1,047,745	120,239	19,531	20,000	20,000
	Building Department	103,131	76,574	75,524	85,000	70,000
	Planning and Zoning	5,450,862	1,758,208	2,090,341	1,986,000	1,986,000
	Public Works Dept.	56,821	111,000	7,470	57,000	0
	Solid Waste	12,401,386	45,068	-	0	0
	Fire-Rescue	1,837,598	297,224	23,995	-	-
	Police	131,275	174,665	237,944	185,200	225,000

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2012-13 Actual	FY 2013-14 Actual	FY 2015-16 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
	Public Facilities	700	736	-	-	-
429010 - Other Licenses, Fees - CU(SW)	Planning and Zoning	-	-	4	-	-
	Solid Waste	-	7,165,906	7,689,676	7,200,000	7,200,000
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	-	13,989,002	14,327,494	13,500,000	13,500,000
429030 - Other Licenses, Fees - Murals	Planning and Zoning	-	2,347,569	3,432,340	3,000,000	3,000,000
429035 - Other Licenses, Fees - Fire Safety Permits	Solid Waste	-	-	144	-	-
	Fire-Rescue	-	2,709,754	2,784,864	2,500,000	2,500,000
429040 - Other Licenses, Fees - CU	Finance	-	1,004,469	1,193,087	1,385,800	1,171,100
	Planning and Zoning	-	1,421,809	1,756,427	1,114,200	1,300,000
Licenses and Permits	Total	35,794,074	60,863,491	70,587,800	58,502,300	56,947,100
464000 - Misc-Disposition Of Fixed Assets	Commissioners	25	-	-	-	-
	City Clerk	105	-	-	-	-
	Office of Communications	-	-	154	-	-
	Finance	-	302	-	-	-
	Human Resources	-	214	-	-	-
	Information Technology	5	36	0	-	-
	Neighborhood Enhancement Teams (NET)	-	96	-	-	-
	Procurement	412	97	-	-	-
	Building Department	968	-	-	-	-
	GSA	171,082	393,009	340,367	-	-
	Public Works Dept.	-	977	-	-	-
	Solid Waste	5,825	-	1,716	-	-
	Fire-Rescue	887	12,200	26,846	-	-
	Police	56,572	34,180	687	34,200	34,000
	Public Facilities	-	6,644	70,950	-	-
	Parks and Recreation	5	-	1,000	-	-
	Risk Management	-	241	-	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	GSA	1,220	2,364	-	-	-
	Solid Waste	-	457	1,189	1,000	0
469010 - Misc.-Other Service Charges/Late Fees	Finance	-	241,235	239,227	1,199,100	227,700
	Planning and Zoning	-	15,340	12,989	12,000	12,000
	Solid Waste	-	-	144	-	-
	Fire-Rescue	-	14,881	12,670	-	-
469300 - Misc-Settlements	City Attorney	0	500	-	-	-
	Finance	14,136	104,278	200,157	0	0
	Fire-Rescue	-	-	-	1,800,000	0
	Parks and Recreation	-	-	420,500	-	-
	Risk Management	-	3,354	50,000	-	-
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	105,389	105,248	577,003	105,200	105,200
489000 - Other-Nonoperating Sources	City Attorney	-	-	7,570	127,800	127,800
	Finance	-	1,000	-	-	-
	Fire-Rescue	1,865,667	1,679,169	1,910,400	1,700,000	2,000,000

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2012-13	FY 2013-14	FY 2015-16	FY 2015-16	FY 2016-17
		Actual	Actual	Actual	Adopted	Adopted
	Police	119	92	16,413	13,500	13,500
	Non-Departmental	-	-	2,841,296	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	127,764	127,764	0	0
	Finance	73,615	62	49	27,620,500	0
	Police	11,543	13,894	-	0	0
469000 - Misc-Other Miscellaneous Revenues	City Manager	5,750	13,580	15,850	10,000	10,000
	City Clerk	93	-	-	-	-
	Code Compliance	81	28	429	-	-
	Office of Film and Entertainment	-	-	300	-	-
	Finance	1,779,796	865,838	1,208,119	0	800,000
	Information Technology	1	450	145,856	-	-
	Management and Budget	0	-	30	-	-
	Neighborhood Enhancement Teams (NET)	725	4,994	94	-	-
	Building Department	116,244	98,054	220,336	1,000	0
	Planning and Zoning	7,396	14,159	28,259	5,000	15,000
	GSA	624	1,187	23	-	-
	Public Works Dept.	-	5,758	6,560	-	-
	Solid Waste	289,101	394,574	154,138	250,000	0
	Capital Improvements and Transportation	103	115	-	-	-
	Fire-Rescue	20,379	164,454	332,288	334,300	165,000
	Police	5,797	930	32,103	5,000	0
	Public Facilities	378,813	352,222	268,000	300,000	290,000
	Parks and Recreation	31,170	16,054	177,155	27,000	0
	Risk Management	923	25	1,225	-	-
Other Revenues (Inflows)	Total	5,072,173	4,489,905	8,103,345	33,545,600	3,800,200
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,033,536	1,232,882	1,286,000	1,000,000	1,386,000
	Public Works Dept.	41,395	116,637	25,187	60,000	60,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	1,174	2,092	474	0	0
	Public Facilities	21,557	24,234	29,501	22,000	22,000
	Parks and Recreation	679,305	326,845	719,463	900,000	900,000
442100 - CFS-PS-Police Services	Finance	505	-	-	-	-
	Fire-Rescue	113	36,406	-	-	-
	Police	2,822,367	2,703,528	2,643,308	2,950,000	2,750,000
	Risk Management	10	75	30	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	1,211	1,875	196	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	8,161,498	9,807,507	10,529,239	8,500,000	9,000,000
	Parks and Recreation	-	820	980	-	-
442500 - CFS-PS-Protective Inspection Fees	Finance	1,964	2,309	236	-	-
	Fire-Rescue	440,562	519,615	541,071	440,500	511,000
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	668,816	667,343	707,178	600,700	700,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Police	571,363	399,385	606,933	400,000	400,000
	Public Facilities	-	2,351	-	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2012-13	FY 2013-14	FY 2015-16	FY 2015-16	FY 2016-17
		Actual	Actual	Actual	Adopted	Adopted
443300 - CFS-PE-Water Utility Revenue	Public Facilities	-	5,868	2,746	-	-
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	62,102	25,794	6,488	10,000	8,000
	Solid Waste	25,972,484	24,613,751	25,217,901	25,216,000	25,423,400
	Fire-Rescue	630,252	0	-	-	-
	Parks and Recreation	2,368	1,219	32	0	0
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	-	310	1,071	1,200	1,200
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	138,782	152,252	124,152	145,800	145,000
	Public Facilities	103,499	99,225	-	100,000	100,000
444500 - CFS-Trans-Parking Facilities	Public Facilities	14,991	0	-	-	2,325,400
444600 - CFS-Trans-Tolls	Parks and Recreation	245,085	266,302	357,974	250,000	300,000
444900 - CFS-Trans-Other Transportation Revenue	Public Works Dept.	921	-	-	-	-
	Police	-	-	344	-	-
	Public Facilities	6	-	11	-	-
	Parks and Recreation	1,521	-	-	-	-
446000 - CFS-Trans-Tools	Public Facilities	-	-	-	-	739,000
	Parks and Recreation	64	150	516	-	-
447400 - CFS-C&R-Special Events	Parks and Recreation	-	809	-	-	-
447500 - CFS-C&R-Special Recreation Facilities	Public Facilities	123,727	124,176	104,896	116,000	900,000
	Parks and Recreation	986,360	993,188	1,086,284	980,000	1,211,000
447900 - CFS-C&R-Other Culture/Recreation	Public Facilities	8,264,796	92,013	117,013	2,000	0
	Parks and Recreation	3,560,218	2,274,573	3,841,169	3,600,000	3,824,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Public Facilities	-	8,791,554	9,927,835	8,800,000	10,727,100
	Parks and Recreation	-	761	1,345	-	-
448000 - CFS-Rents And Royalties	Finance	-	-	-	72,000	222,200
	GSA	126,038	1,626	0	-	-
	Public Facilities	7,655,520	9,660,607	13,245,892	9,900,000	13,829,300
	Parks and Recreation	42,580	691	17,934	42,600	43,600
449000 - CFS-Other Charges for Services	City Attorney	30,000	30,000	30,000	30,000	30,000
	City Clerk	632	832	613	300	0
	Civil Services	-	-	2,145	-	-
	Finance	20,214,285	34,890	14,877	35,000	15,600
	Information Technology	3,771	6,895	4,629	-	-
	Building Department	11,544,114	761,406	797,310	800,000	800,000
	Planning and Zoning	2,137,984	2,609,935	2,437,923	2,700,000	2,700,000
	Public Works Dept.	958,592	1,103,821	1,926,532	1,205,000	1,500,000
	Solid Waste	6,095,090	257,805	17,046	0	0
	Fire-Rescue	433,950	622,304	785,349	500,000	800,000
	Police	510,027	531,042	646,670	500,000	650,000
	Public Facilities	19,450	27,899	21,569	1,020,000	13,000
	Parks and Recreation	94,107	143,024	211,369	150,000	151,000
449010 - CFS-Parking Surcharges Lockbox	Finance	-	19,044,351	21,083,997	19,500,000	21,700,000
449015 - CFS - Pari-Mutuel Revenues	Finance	-	1,988,412	2,170,940	1,926,800	2,100,000

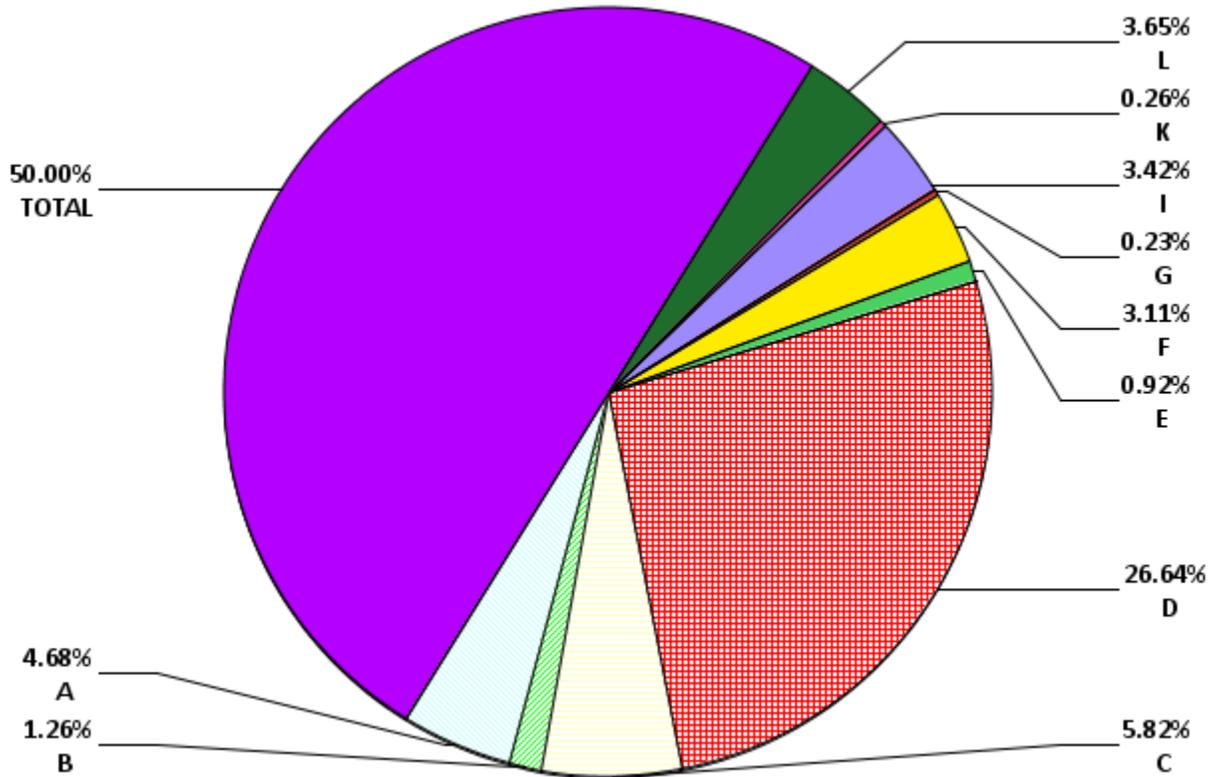
**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2012-13	FY 2013-14	FY 2015-16	FY 2015-16	FY 2016-17
		Actual	Actual	Actual	Adopted	Adopted
449020 - CFS-Building Inspections	Building Department	-	3,394,809	5,189,086	3,950,000	4,500,000
	Fire-Rescue	-	316	-	-	-
Charges for Services	Total	104,418,469	92,987,683	106,480,704	96,425,900	110,487,800
Total Revenue	Total	525,870,461	569,457,974	644,713,526	643,268,900	670,198,600

Expenditures (Outflows) By Functional Category General Fund

FY 2016-17

\$670,198,600



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: General Government	57,514,400	8.94%	62,783,650	9.37%
B: Planning and Development	17,162,400	2.67%	16,876,500	2.52%
C: Public Works	79,746,500	12.40%	78,078,018	11.65%
D: Public Safety	320,717,400	49.86%	357,099,632	53.28%
E: Public Facilities	8,525,100	1.33%	12,391,400	1.85%
F: Parks and Recreation	35,613,400	5.54%	41,653,700	6.22%
G: Risk Management	2,924,900	0.45%	3,098,000	0.46%
H: Non-Departmental	50,450,300	7.84%	45,806,300	6.83%
I: Community and Economic Development	2,252,700	0.35%	3,482,500	0.52%
J: Transfers - OUT	68,361,800	10.63%	48,928,900	7.30%
Total	643,268,900	100.00%	670,198,600	100.00%

**Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
<u>General Government</u>					
Mayor	875,257	890,382	993,194	1,075,000	1,128,000
Commissioners	2,371,199	2,427,245	2,749,786	2,658,400	3,231,000
City Manager	2,496,425	2,704,659	2,689,424	3,264,600	3,578,400
Office of Agenda Coordination	0	0	299,417	341,800	356,200
Auditor General	925,447	984,419	1,119,771	1,200,900	1,282,700
City Attorney	5,682,731	6,154,928	6,921,203	7,615,100	8,164,800
City Clerk	1,267,125	1,395,658	1,528,699	1,624,700	1,697,400
Civil Services	407,618	335,648	428,835	435,000	453,400
Code Compliance	4,332,045	4,287,011	4,304,067	5,584,500	5,816,000
Office of Communications	894,855	1,048,951	1,037,820	1,079,400	1,160,700
Equal Opportunity and Diversity Programs	298,719	253,829	352,082	369,900	396,800
Office of Film and Entertainment	0	0	309,885	381,100	422,700
Finance	7,193,506	7,295,325	8,095,019	8,506,800	9,170,200
Grants Administration	732,316	921,911	981,590	1,265,500	1,565,950
Human Resources	2,966,489	3,284,660	3,651,793	4,114,000	4,416,800
Information Technology	11,055,697	8,393,285	8,440,660	8,821,700	9,102,000
Management and Budget	1,532,910	1,751,461	1,610,991	2,135,400	2,535,600
Neighborhood Enhancement Teams (NET)	3,372,977	3,187,699	4,143,234	4,878,400	5,800,400
Procurement	1,383,996	1,511,520	2,062,706	2,162,200	2,364,800
Office of Resilience and Sustainability	0	0	0	0	139,800
Total General Government	47,789,312	46,828,592	51,720,175	57,514,400	62,783,650
<u>Planning and Development</u>					
Building Department	7,145,638	8,626,917	9,306,893	10,361,800	10,242,600
Planning and Zoning	4,758,265	5,383,216	6,427,856	6,800,600	6,633,900
Planning and Development	11,903,902	14,010,132	15,734,749	17,162,400	16,876,500
<u>Community and Economic Development</u>					
Community Development Department	87	0	0	2,252,700	3,482,500
Community and Economic Development	87	0	0	2,252,700	3,482,500
<u>Public Works</u>					
Office of Capital Improvements	4,888,632	4,805,064	5,612,179	5,330,200	2,824,600
GSA	20,540,725	21,066,261	21,058,856	23,131,600	22,526,000
Public Works Dept.	16,121,435	15,962,737	18,527,505	20,685,800	21,242,625

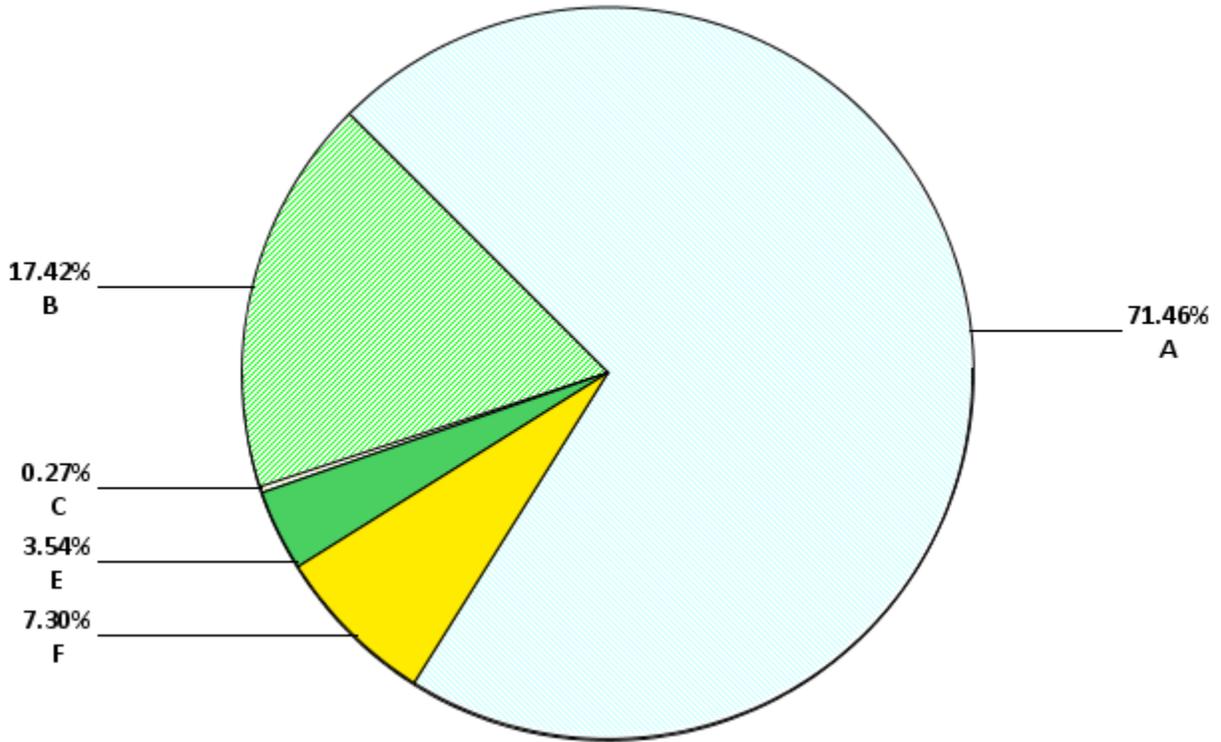
**Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Solid Waste	27,321,980	28,763,604	30,280,341	30,598,900	31,484,793
Office of Transportation Management	0	0	1,255	0	0
Public Works	68,872,772	70,597,666	75,480,136	79,746,500	78,078,018
<u>Public Safety</u>					
Fire-Rescue	106,985,080	108,784,488	112,489,263	111,880,700	125,451,546
Police	164,383,336	174,416,944	194,838,003	208,836,700	231,648,086
Public Safety	271,368,416	283,201,432	307,327,266	320,717,400	357,099,632
<u>Other Departments</u>					
Public Facilities	5,650,827	5,915,745	7,512,479	8,525,100	12,391,400
Parks and Recreation	29,300,240	28,944,391	31,812,433	35,613,400	41,653,700
Risk Management	11,809,265	11,195,003	2,575,830	2,924,900	3,098,000
Total Other	46,760,332	46,055,139	41,900,741	47,063,400	57,143,100
<u>Pension</u>					
Pensions Department	535,711	0	0	0	0
Pensions	535,711	0	0	0	0
<u>Non-Departmental</u>					
Non-Departmental	21,739,498	23,422,927	27,425,024	50,450,300	45,806,300
Non Departmental Units	21,739,498	23,422,927	27,425,024	50,450,300	45,806,300
<u>Transfers -OUT</u>	38,973,300	58,300,181	63,631,103	68,361,800	48,928,900
<u>Total Expenditures (Outflows)</u>	507,943,330	542,416,068	583,219,194	643,268,900	670,198,600

Expenditures (Outflows) by Account Category General Fund

FY 2016-17

\$670,198,600



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: Personnel	427,034,899	66.39%	478,955,948	71.46%
B: Operating Expense	113,864,900	17.70%	116,743,152	17.42%
C: Capital Outlay	1,664,500	0.26%	1,823,400	0.27%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	32,342,800	5.03%	23,747,200	3.54%
F: Transfers - OUT	68,361,800	10.63%	48,928,900	7.30%
Total	643,268,900	100.00%	670,198,600	100.00%

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Personnel					
Executive Salaries	429,103	404,421	405,762	413,200	413,200
Regular Salaries and Wages	197,861,858	196,885,798	202,268,418	238,897,900	271,156,450
Attrition Savings - Salaries	0	0	0	(10,107,300)	(7,119,700)
Other Salaries and Wages	8,566,361	9,580,360	11,980,243	13,432,399	5,791,166
Other Salaries and Wages -Part Time Year Year Round	0	0	0	0	5,229,500
Other Salaries and Wages - Part Time Seasonal	0	0	0	0	1,104,300
Overtime	11,092,208	15,157,890	14,488,318	12,299,200	10,265,000
OT Staffing	0	0	2,903,958	0	1,593,000
OT EMS Backfill for Training	0	0	363,639	0	402,000
OT Off Duty Events	0	0	761,675	0	1,338,000
Special Pay	27,097,239	29,718,730	26,638,051	20,968,700	24,992,200
Fringe Benefits	1,362,014	1,448,403	1,615,211	1,108,400	1,119,600
Fringe Benefits - Tuition Reimbursement	0	0	165,144	264,300	480,700
Fica Taxes	8,973,782	8,892,155	9,169,332	10,161,500	11,497,900
Retirement Contributions	79,624,969	85,274,968	44,094,460	37,019,200	38,152,800
Police and Fire - FIPO	0	0	48,831,300	48,968,800	52,843,147
Secondary Pension Contributions	0	0	0	10,215,600	10,415,600
Life and Health Insurance	40,706,306	41,523,252	46,087,028	28,366,200	32,813,500
Health Trust - FOP	0	0	0	15,026,800	16,467,586
Total Personnel:	375,713,841	388,885,977	409,772,538	427,034,899	478,955,948
Operating Expense					
Workers' Compensation	11,407,398	13,241,358	16,231,615	16,332,500	15,381,200
Unemployment Compensation	167,963	37,021	60,932	280,000	280,000
Professional Services	6,163,499	6,425,734	5,260,404	4,966,400	4,595,200
Professional Services-Legal Services	1,069,959	903,961	988,491	954,500	1,024,500
Professional Services-Medical	744,348	520,286	708,344	1,675,800	1,519,100
Accounting and Auditing	534,242	554,565	466,364	579,500	574,500
Court Services	47,661	68,268	76,578	95,400	86,600
Other Contractual Services	8,031,608	8,451,855	9,780,170	10,403,200	14,604,400
Travel and Per Diem	149,982	521,292	254,721	267,900	323,500
Training	0	0	24,819	376,400	376,600
Communications & Related Services	2,286,814	2,238,642	213,156	264,400	251,100
Postage	456,242	371,922	408,873	451,600	416,700
Utility Services	11,583,703	11,016,523	12,040,064	11,595,000	12,068,100

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Rentals and Leases	3,170,620	1,775,698	1,760,232	4,711,500	2,603,800
Insurance	7,304,836	7,316,468	(3,945)	0	0
Insurance - Police Torts	0	0	1,875,000	2,700,000	1,200,000
Insurance - Vehicle Liability	0	0	896,100	1,300,000	1,200,000
Insurance - Property & Casualty	0	0	6,731,800	6,400,000	7,040,000
Insurance - General Liability	0	0	896,305	3,800,000	2,400,000
Insurance - Public Official	0	0	443,600	100,000	200
Repair and Maintenance Services	8,785,040	9,138,477	8,147,379	7,676,600	8,576,000
IT-Repair and Maintenance Services	0	0	4,311,676	4,823,800	8,042,000
Printing and Binding	6,973	10,341	11,644	31,600	31,700
Printing and Binding-Outsourcing	36,534	28,285	43,223	27,000	25,000
Printing and Binding-Paper Stock	86,436	62,432	99,826	72,855	107,400
Printing and Binding-Supplies	8,509	5,888	10,264	8,500	8,500
Promotional Activities	146,623	304,997	52,545	18,900	45,600
Advertising and Related Costs	295,767	387,279	352,988	387,100	450,800
Other Current Charges and Obligations	12,960,974	13,734,574	15,428,748	16,763,400	15,984,900
Office Supplies	466,011	636,846	746,170	545,800	639,000
Operating Supplies	3,368,528	3,663,829	4,488,201	4,009,055	4,774,077
Motor Fuel	7,743,041	7,744,922	5,730,219	7,374,700	6,144,000
Public Safety Supplies	1,146,603	1,075,128	1,178,511	1,173,800	1,444,600
Clothing/Uniform Supplies	1,366,343	1,069,811	1,128,851	1,753,000	1,799,075
Landscaping Related Supplies, LandscapingRelated Supplies	239,152	196,716	249,273	455,000	500,600
Road Materials and Supplies	59,133	49,128	44,047	195,000	20,000
Subscriptions, Memberships, Licenses, Permits & Others	539,371	375,975	610,333	813,890	1,365,400
Depreciation	0	(500)	83	0	0
Capitalized Books, Publications, and Library Materials	0	0	0	600	0
Weapons And Ammunitions	0	125,347	204,960	480,200	839,000
Total Operating Expense:	90,373,910	92,053,069	101,952,564	113,864,900	116,743,152
Capital Outlay					
Improvements Other Than Buildings	0	23,036	113,009	0	0
Machinery and Equipment	659,666	824,076	2,947,842	1,664,500	1,823,400
Capital Leases	1,259,702	1,259,702	944,776	0	0
Construction In Progress	0	0	18,860	0	0

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Total Capital Outlay:	1,919,368	2,106,814	4,024,487	1,664,500	1,823,400
Debt Service					
Other Debt Service Costs	0	0	1,512,189	0	0
Total Debt Service:	0	0	1,512,189	0	0
Non-Operating Expense					
Aids to Government Agencies	499,600	742,200	729,100	876,500	1,690,300
Aids to Private Organizations	461,273	318,695	1,215,824	1,919,400	4,441,000
Advances	0	(21,820)	0	0	0
Other Nonoperating Uses	0	0	127,141	0	0
Budget Reserve	866	29,454	0	24,546,900	12,615,900
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	1,171	1,499	254,248	0	0
Total Non-Operating Expense:	962,910	1,070,028	2,326,313	32,342,800	23,747,200
Transfers-OUT					
Interfund Transfers	38,973,300	58,284,524	63,631,103	68,361,800	48,928,900
Intrafund Transfers	0	15,657	0	0	0
Total Transfers-OUT:	38,973,300	58,300,181	63,631,103	68,361,800	48,928,900
Total Expenditure (Outflows):	507,943,330	542,416,068	583,219,194	643,268,900	670,198,600



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

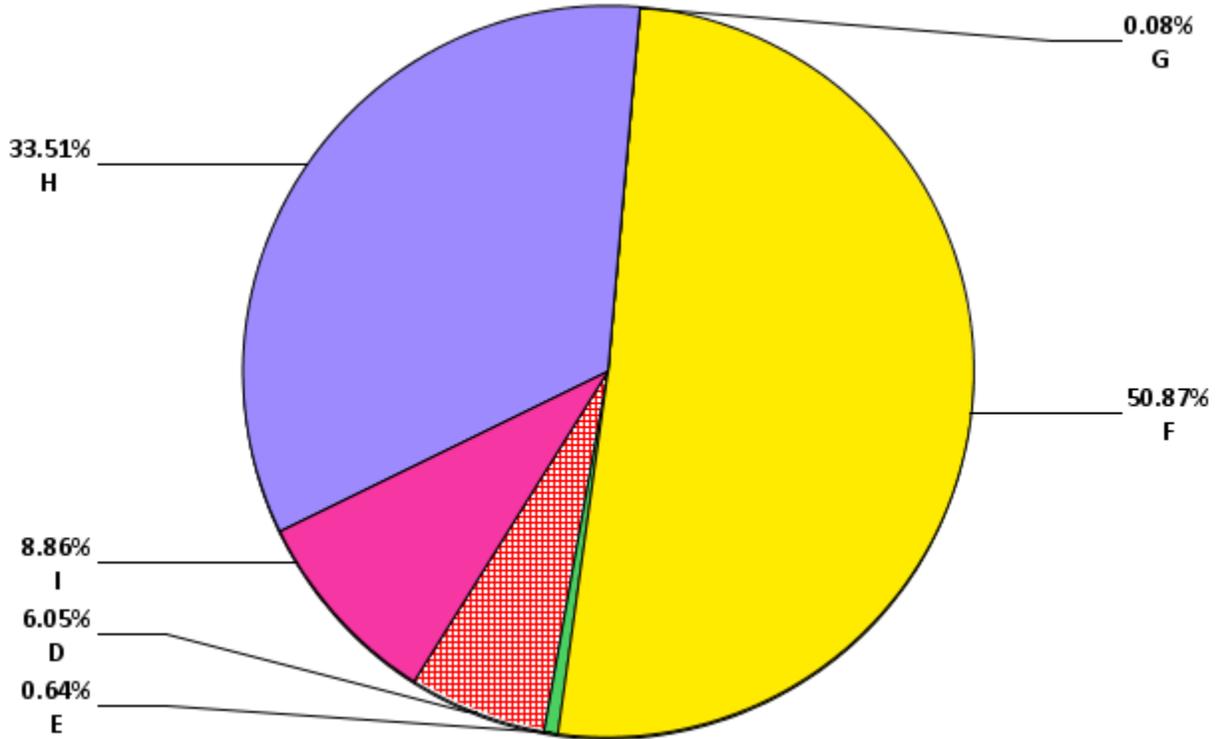
SCHEDULE:
Grants and Programs

**Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
<u>Revenues</u>					
Interest	(6,371)	93,157	99,667	0	0
Transfers-IN	8,377,576	12,917,721	12,868,977	11,263,200	9,010,200
Fines and Forfeitures	363,425	1,226,906	974,969	975,000	949,800
Intergovernmental Revenues	99,855,500	79,029,509	65,445,518	79,300,000	75,782,900
Licenses and Permits	100,187	38,175	134,877	24,000	114,000
Other Revenues (Inflows)	1,805,112	2,030,284	7,789,840	47,898,800	49,918,300
Charges for Services	17,843,328	16,137,935	22,853,980	17,106,700	13,197,900
Total Revenues	128,338,757	111,473,685	110,167,829	156,567,700	148,973,100
<u>Expenditures</u>					
General Government	3,440,075	5,322,943	6,527,193	11,302,000	15,147,300
Planning and Development	122,252	142,060	2,265,420	16,369,300	18,018,700
Public Works	5,718,969	5,347,088	6,408,277	15,782,600	19,016,800
Public Safety	40,445,902	29,214,956	20,259,347	22,670,600	18,688,800
Public Facilities	6,083,156	5,560,540	5,717,556	8,126,500	5,837,000
Parks and Recreation	2,717,680	2,093,490	2,196,250	1,571,100	1,471,500
Community and Economic Development	42,305,042	35,529,510	29,082,084	58,853,200	51,307,500
Transfers - OUT	21,529,669	21,520,616	18,448,644	21,892,400	19,485,500
Total Expenditures	122,362,746	104,731,203	90,904,771	156,567,700	148,973,100

Revenues (Inflows) By Functional Category Special Revenue Funds

FY 2016-17
\$148,973,100



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 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%	0	0.00%
D: Transfers-IN	11,263,200	7.19%	9,010,200	6.05%
E: Fines and Forfeitures	975,000	0.62%	949,800	0.64%
F: Intergovernmental Revenues	79,300,000	50.65%	75,782,900	50.87%
G: Licenses and Permits	24,000	0.02%	114,000	0.08%
H: Other Revenues (Inflows)	47,898,800	30.59%	49,918,300	33.51%
I: Charges for Services	17,106,700	10.93%	13,197,900	8.86%
Total	156,567,700	100.00%	148,973,100	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	33,230	35,944	38,622	0	0
Misc-Int & Pen-Investment	19,023	12,759	56,499	0	0
Misc-Net Increase Decrease In Fair ValueOf	(58,624)	44,454	4,546	0	0
Total Interest:	(6,371)	93,157	99,667	0	0
<u>Transfers-IN</u>					
Other-Interfund Transfer	8,377,576	12,903,303	12,868,977	7,485,800	5,751,000
Other-Intrafund Transfer	0	14,418	0	3,777,400	3,259,200
Total Transfers-IN:	8,377,576	12,917,721	12,868,977	11,263,200	9,010,200
<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	31,498	30,219	33,785	0	0
Fines-Other Fines And/Or Forfeits	331,927	1,196,687	941,185	975,000	949,800
Total Fines and Forfeitures:	363,425	1,226,906	974,969	975,000	949,800
<u>Intergovernmental Revenues</u>					
Federal Grants	78,154,771	56,396,777	42,254,428	59,657,100	54,711,900
Shared Revenues From Other Local Units	1,851,123	1,579,483	0	1,386,000	0
State Grants	1,202,687	2,216,564	1,984,846	1,267,500	1,856,200
Grants From Other Local Units	18,646,919	18,836,685	19,911,043	16,989,400	17,986,000
Shared Revenues - E911 Wireles	0	0	528,180	0	439,300
Shared Revenues - E911 Phone C	0	0	73,520	0	181,100
Shared Revenues - E911 Land Li	0	0	693,501	0	608,400
Total Licenses and Permits:	99,855,500	79,029,509	65,445,518	79,300,000	75,782,900
<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	(2,851)	(3,825)	379	0	0
Other Licenses, Fees and Permits	103,038	42,000	134,498	24,000	114,000
Total Licenses and Permits:	100,187	38,175	134,877	24,000	114,000
<u>Other Revenues (Inflows)</u>					
Misc-Contributions And Donations From Private Sources	30,837	2,677	355,660	705,000	597,400

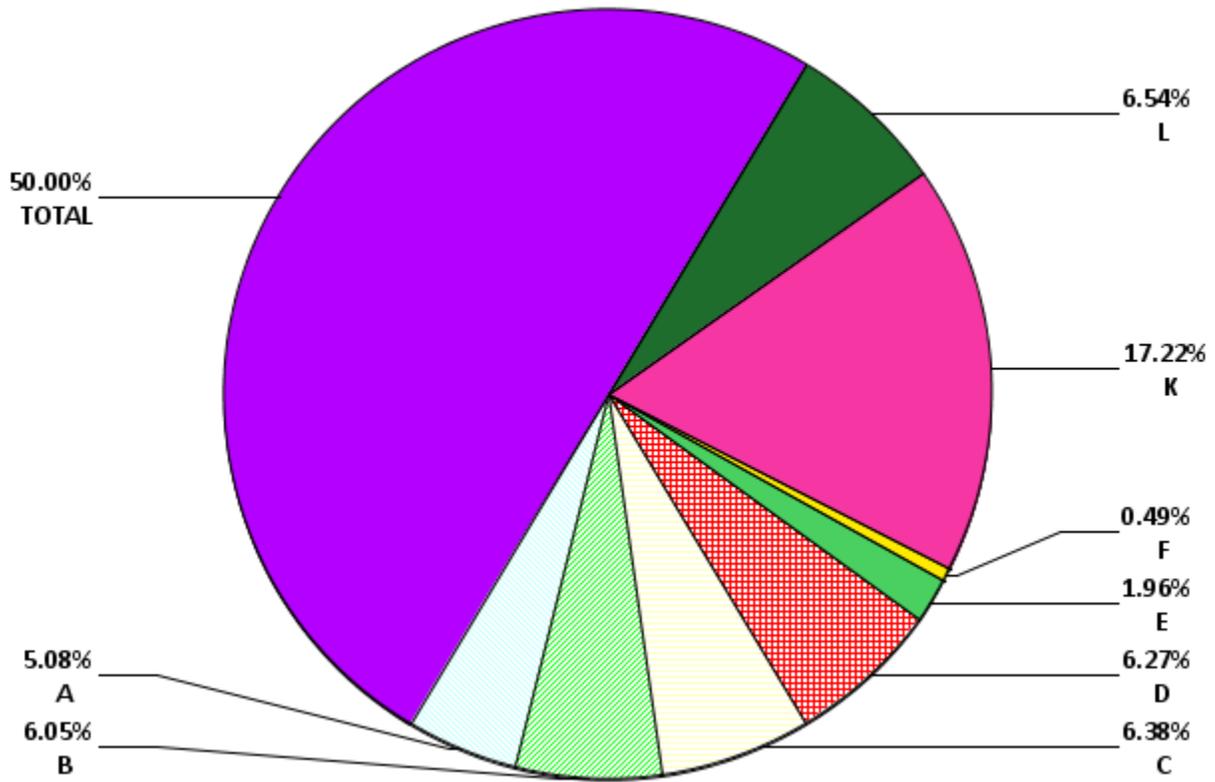
**Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
Misc-Gain Or Loss On Sale Of Investments	(167)	0	0	0	0
Misc-Settlements	414,100	404,000	400,000	55,000	55,000
Misc-Contra Revenue For Bad Debt Allowance	(996,758)	(401,851)	(789,173)	0	0
Other-Nonoperating Sources	(43)	0	1,197,409	2,853,700	179,400
Other-Oth N-optg Sour/Carryover	0	0	0	38,634,500	47,748,200
Misc-Other Miscellaneous Revenues	2,357,142	2,025,458	6,625,943	5,650,600	1,338,300
Total Other Revenues (Inflows):	1,805,112	2,030,284	7,789,840	47,898,800	49,918,300
Charges for Services					
CFS-GG-Other General Government Charges And Fees	99,925	125,761	132,310	60,000	100,000
CFS-PS-Police Services	319,682	241,967	288,724	886,000	843,000
CFS-PS-Other Public Safety Charges And Fees	823,454	232,733	1,063,896	600,000	600,000
CFS-PE-Garbage/Solid Waste Revenue	1	0	0	0	0
CFS-Trans-Parking Facilities	7,589,173	7,296,048	6,623,678	7,556,200	5,230,800
CFS-Trans-Other Transportation Revenue	0	0	112	0	0
CFS-Trans-Tools	557,589	600,093	777,113	739,000	0
CFS-C&R-Special Recreation Facilities	857,353	666,905	962,570	780,000	0
CFS-C&R-Other Culture/Recreation	366,761	201,740	199,140	150,100	77,000
CFS-C&R-Other Culture/Recreation (PF)	0	95,804	125,999	0	0
CFS-Rents And Royalties	2,476,994	2,555,599	2,613,065	2,429,300	0
CFS-Other Charges for Services	4,752,395	4,121,287	9,411,591	3,600,000	6,041,000
CFS-Parking Surcharges Lockbox	0	0	655,785	306,100	306,100
Total Charges for Services:	17,843,328	16,137,935	22,853,980	17,106,700	13,197,900
Total Revenue (Inflows):	128,338,757	111,473,685	110,167,829	156,567,700	148,973,100

Expenditures (Outflows) By Functional Category Special Revenue Funds

FY 2016-17

\$148,973,100



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: General Government	11,302,000	7.22%	15,147,300	10.17%
B: Planning and Development	16,369,300	10.46%	18,018,700	12.10%
C: Public Works	15,782,600	10.08%	19,016,800	12.77%
D: Public Safety	22,670,600	14.48%	18,688,800	12.55%
E: Public Facilities	8,126,500	5.19%	5,837,000	3.92%
F: Parks and Recreation	1,571,100	1.00%	1,471,500	0.99%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	0	0.00%	0	0.00%
I: Community and Economic Development	58,853,200	37.59%	51,307,500	34.44%
J: Transfers - OUT	21,892,400	13.98%	19,485,500	13.08%
Total	156,567,700	100.00%	148,973,100	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
ARRA-Others-Memo Only	473,345	107,691	0	0	0
ARRA-Police-Memo Only	1,036,238	334,519	310,015	0	0
City Clerk Services	209,135	173,046	133,375	664,900	788,800
Community Development	43,582,243	35,531,191	29,082,570	59,453,200	51,307,500
Department of Real Estate and Asset Management Services	10,499,170	8,465,629	4,887,101	7,753,000	5,537,400
Departmental Improvement Initiative	2,896,119	3,096,438	5,607,432	8,124,300	12,412,600
Economic Development (SR)	177,843	0	0	176,000	188,000
Emergency Funds	(521,979)	85,935	1,901	100,000	100,000
Fire Rescue Services	25,471,471	6,412,529	6,189,728	2,036,000	1,814,901
General Special Revenue	896,709	435,255	441,929	944,000	835,800
Homeless Program	1,979,741	2,409,202	2,303,745	2,966,400	2,923,200
Law Enforcement Trust Fund	1,937,598	1,058,634	494,809	2,229,500	2,225,000
Miami Ballpark Parking Facilities Net Offices & Code Enforcement (SR)	4,813,246	4,535,023	4,466,055	6,598,400	6,598,400
Parks & Recreation Services	113,672	138,876	1,070,268	0	0
Planning and Zoning Tree Trust Fund	2,835,975	2,588,780	1,935,845	1,571,100	1,271,500
Planning Services	0	0	227,741	3,545,900	3,939,900
Police E911-Non Wireless	653,869	362,930	275,247	12,208,000	13,613,500
Police E911-Prepaid	0	0	0	0	224,100
Police E911-Wireless	0	0	0	0	3,175,200
Police Services	9,432,563	8,107,918	8,107,886	14,117,500	2,845,500
Public Works Services	578,631	1,742,977	1,510,017	7,120,700	7,358,000
Solid Waste Recycling Trust	0	3,000	78,877	1,194,800	179,400
Transportation and Transit	12,794,665	15,576,094	18,625,223	21,576,400	23,330,300
UASI-Fire Rescue	2,502,492	13,565,536	5,155,009	4,187,600	5,485,300
Special Revenue Funds	122,362,746	104,731,203	90,904,771	156,567,700	148,973,100

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
City Clerk Services				
Lobbyists' Registration Fee	\$412,700	\$280,500	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	\$60,000	\$100,000	Program Revenue	General Government
U.S. Passport Acceptance Fee	\$351,500	\$290,200	Fund Balance Allocation	General Government
U.S. Passport Acceptance Fee	\$15,000	\$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	\$40,600	\$40,600	Fund Balance Allocation	General Government
City Clerk Miscellaneous Special Revenues	\$17,500	\$17,500	Contribution from Omni and Midtown CRA	General Government
Total - City Clerk Services	\$927,300	\$788,800		
Community Development				
Community Development Block Grant (CDBG)	\$9,368,600	\$1,531,522	Intergovernmental Revenue	Community Development
Community Development Block Grant (CDBG)	\$500,000	\$500,000	Program Revenue	Community Development
Community Development Block Grant (CDBG)	\$1,058,900	\$3,856,178	Intergovernmental Revenue	Community Development
Community Development Block Grant (CDBG)	\$600,000	\$0	Fund Balance Allocation	Transfer Out
Home Investment Partnership	\$12,531,500	\$7,856,500	Intergovernmental Revenue	Community Development
Home Investment Partnership	\$100,000	\$100,000	Program Revenue	Community Development
State Housing Initiative Partnership (SHIP)	\$70,000	\$1,130,600	Intergovernmental Revenue	Community Development
Emergency Solutions Grant (ESG)	\$452,000	\$214,600	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	\$0	\$11,500,000	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	\$23,289,600	\$11,388,300	Intergovernmental Revenue	Community Development
Section 8 Voucher	\$1,974,700	\$2,303,100	Intergovernmental Revenue	Community Development
Affordable Housing Trust Fund (AHTF)	\$4,300,000	\$4,251,100	Fund Balance Allocation	Community Development
Social Services Gap Fund	\$800,000	\$0	Contribution from General Fund	Community Development
CD-Housing Loan Recovery	\$44,600	\$44,600	Program Revenue	Community Development
CD-Personnel	\$2,560,000	\$1,734,100	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 1	\$1,733,000	\$2,108,900	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 2	\$483,000	\$688,000	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)	\$387,300	\$2,100,000	Intergovernmental Revenue	Community Development
Total - Community Development	\$60,253,200	\$51,307,500		
Department Initiative Improvement				
Poverty Initiative-101000	\$130,100	\$200,000	Fund Balance Allocation	General Government

Special Revenue Funds

Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Mayor Anti- Poverty Initiative Program	\$0	\$250,000	Contribution from General Fund - Poverty Initiative	General Government
Poverty Initiative-101000	\$25,000	\$0	Contribution from General Fund - Rollover	General Government
Poverty Initiative-101000	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Poverty Initiative-101000	\$0	\$0	Fund Balance Allocation - Festivals and Events	General Government
Citywide Parades - Three Kings	\$75,000	\$75,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Three Kings	\$5,100	\$5,100	Fund Balance Allocation - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Parade	\$6,000	\$6,000	Contribution from General Fund - Festivals and Events	General Government
Citywide Parades - Dr. Martin Luther King Candlelight Vigil	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Citywide New Year's Eve Festival	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
Cities of Services	\$0	\$66,600	Fund Balance Allocation	General Government
Citywide Camillus House Mats Program	\$350,000	\$350,000	Contribution from General Fund	General Government
DDA Toilette	\$500,000	\$0	Contribution from General Fund	General Government
Office of International Business Development (EB5 Program)	\$51,900	\$243,700	Program Revenue	General Government
Office of International Business Development (EB5 Program)	\$27,400	\$31,100	Contribution from General Fund (Cost Allocation)	General Government
District 1 Disc. Account-114000	\$102,300	\$120,000	Fund Balance Allocation	General Government
District 1 Disc. Account-114000	\$33,000	\$0	Contribution from General Fund - Rollover	General Government
District 1 Disc. Account-114000	\$50,700	\$30,000	Fund Balance Allocation - Festivals and Events	General Government
District 1 Disc. Account-114000	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
District 1 Citywide Anti- Poverty Initiative Program	\$365,600	\$365,600	Contribution from General Fund - Poverty Initiative	General Government
District 1 Citywide Anti- Poverty Initiative Program	\$0	\$100,000	Fund Balance Allocation - Anti-Poverty Initiative - Rollover	General Government
District 1 Citywide Anti- Poverty Initiative Program	\$203,100	\$0	Contribution from General Fund - Rollover Poverty Initiative	General Government
District 2 Disc. Account-113000	\$8,500	\$80,000	Fund Balance Allocation	General Government
District 2 Disc. Account-113000	\$101,400	\$0	Contribution from General Fund - Rollover	General Government
District 2 Disc. Account-113000	\$500	\$0	Fund Balance Allocation - Festivals and Events	General Government
District 2 Disc. Account-113000	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
District 2 Citywide Anti- Poverty Initiative Program	\$105,200	\$105,200	Contribution from General Fund - Poverty Initiative	General Government
District 2 Citywide Anti- Poverty Initiative Program	\$0	\$50,000	Fund Balance Allocation - Anti-Poverty Initiative - Rollover	General Government
District 3 Disc. Account-110000	\$324,900	\$350,000	Fund Balance Allocation	General Government
District 3 Disc. Account-110000	\$77,400	\$0	Contribution from General Fund - Rollover	General Government
District 3 Disc. Account-110000	\$71,100	\$30,000	Fund Balance Allocation - Festivals and Events	General Government
District 3 Disc. Account-110000	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
District 3 Citywide Anti- Poverty Initiative Program	\$353,000	\$353,000	Contribution from General Fund - Poverty Initiative	General Government

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
District 3 Citywide Anti- Poverty Initiative Program	\$0	\$400,000	Fund Balance Allocation - Anti-Poverty Initiative - Rollover	General Government
District 3 Citywide Anti- Poverty Initiative Program	\$196,100	\$0	Contribution from General Fund - Rollover Poverty Initiative	General Government
District 4 Disc. Account-112000	\$136,200	\$90,000	Fund Balance Allocation	General Government
District 4 Disc. Account-112000	\$1,100	\$0	Contribution from General Fund - Rollover	General Government
District 4 Disc. Account-112000	\$27,700	\$5,000	Fund Balance Allocation - Festivals and Events	General Government
District 4 Disc. Account-112000	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
District 4 Citywide Anti- Poverty Initiative Program	\$528,400	\$528,400	Contribution from General Fund - Poverty Initiative	General Government
District 4 Citywide Anti- Poverty Initiative Program	\$0	\$200,000	Fund Balance Allocation - Anti-Poverty Initiative - Rollover	General Government
District 4 Citywide Anti- Poverty Initiative Program	\$119,600	\$0	Contribution from General Fund - Rollover Poverty Initiative	General Government
District 5 Disc. Account-115000	\$11,000	\$70,000	Fund Balance Allocation	General Government
District 5 Disc. Account-115000	\$117,700	\$0	Contribution from General Fund - Rollover	General Government
District 5 Disc. Account-115000	\$1,600	\$0	Fund Balance Allocation - Festivals and Events	General Government
District 5 Disc. Account-115000	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
District 5 Disc. Account-115000	\$897,800	\$897,800	Contribution from General Fund - Poverty Initiative	General Government
District 5 Citywide Anti- Poverty Initiative Program	\$0	\$100,000	Fund Balance Allocation - Anti-Poverty Initiative - Rollover	General Government
District 5 Citywide Anti- Poverty Initiative Program	\$25,000	\$0	Contribution from General Fund - Rollover Poverty Initiative	General Government
IT Strategic-251000	\$141,900	\$360,000	Fund Balance Allocation	General Government
IT Strategic-251000	\$274,000	\$0	Contribution from General Fund - Rollover	General Government
Parks Budget Surplus-291001	\$437,200	\$200,000	Fund Balance Allocation	General Government
Parks Budget Surplus-291001	\$701,900	\$0	Contribution from General Fund - Rollover	General Government
South Florida Workforce /Program Delivery	\$1,239,600	\$1,239,600	Intergovernmental Revenue	General Government
South Florida Workforce /Program Delivery	\$0	\$929,700	Fund Balance Allocation	General Government
South Florida Workforce /Program Delivery	\$611,700	\$735,500	Contribution from General Fund (Cost Allocation)	General Government
Audit of Workforce Program	\$40,000	\$0	Contribution from General Fund	General Government
South Florida Workforce /Admin	\$137,800	\$137,700	Intergovernmental Revenue	General Government
South Florida Workforce /Admin	\$0	\$103,300	Fund Balance Allocation	General Government
South Florida Workforce /Admin	\$59,200	\$67,300	Contribution from General Fund (Cost Allocation)	General Government
South Florida Workforce Training & Support Services	\$0	\$463,800	Fund Balance Allocation	General Government
South Florida Workforce Training & Support Services	\$712,200	\$711,900	Intergovernmental Revenue	General Government
Families 1st Parent Academy	\$227,200	\$227,000	Intergovernmental Revenue	General Government
Families 1st Parent Academy	\$0	\$189,300	Fund Balance Allocation	General Government
Live Healthy Little Havana	\$0	\$45,600	Contribution from General Fund (Cost Allocation)	General Government
Live Healthy Little Havana	\$0	\$35,300	Fund Balance Allocation	General Government

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Live Healthy Little Havana	\$141,000	\$120,000	Donation	General Government
Office of Grants Administration-Economic Development Poverty Initiative	\$130,900	\$20,000	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2016-371007-16	\$179,600	\$0	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2016-371007-16	\$0	\$418,400	Donation	General Government
Employ Miami Dade - Administration	\$15,000	\$0	Intergovernmental Revenue	General Government
Employ Miami Dade - Delivery	\$135,000	\$0	Intergovernmental Revenue	General Government
Miami Learning Zone Out of School Program	\$34,700	\$0	Fund Balance Allocation	General Government
Financial Empowerment Coaching	\$33,300	\$0	Fund Balance Allocation	General Government
Office of Sustainable Initiatives - 411000	\$21,800	\$0	Fund Balance Allocation	General Government
Miami Sustainable Initiatives Special	\$22,700	\$0	Fund Balance Allocation	General Government
Summer Youth Employment & Financial Empowerment Program 2014	\$16,200	\$0	Fund Balance Allocation	General Government
Believe in Recycling Program - SW	\$14,200	\$0	Fund Balance Allocation	General Government
Believe in Recycling Program - Communication	\$44,400	\$44,400	Fund Balance Allocation	General Government
Unsafe Structure Program	\$457,300	\$457,300	Fund Balance Allocation	General Government
Unsafe Structure Program	\$320,000	\$320,000	Program Revenue	General Government
Professional Analysis Service	\$114,500	\$30,000	Fund Balance Allocation	General Government
MP Substation in Village West	\$3,000	\$0	Fund Balance Allocation	General Government
Community Relations Board	\$4,000	\$4,000	Fund Balance Allocation	General Government
Total - Department Initiative Improvement	\$11,749,700	\$12,412,600		

Economic Development and Planning Services

Florida East Cost Corridor Imp. Trust	\$194,300	\$0	Fund Balance Allocation	Planning and Development
Blue Ribbon Task Force	\$2,100	\$0	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Transportation	\$3,840,500	\$3,840,500	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Transportation	\$1,105,000	\$1,105,000	Program Revenue	Planning and Development
Downtown Development Regional Impact Transportation Interest	\$69,100	\$69,100	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Master Plan Recovery Fee	\$1,609,400	\$1,609,400	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Master Plan Recovery Fee	\$200,000	\$200,000	Program Revenue	Planning and Development
Downtown Development Regional Impact Air quality Fee	\$197,700	\$700	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Air quality Fee	\$0	\$197,000	Fund Balance Allocation	Transfer Out to Capital
Downtown Development Regional Impact Air quality Fee	\$30,000	\$30,000	Program Revenue	Planning and Development
Downtown Development Regional Impact Administration	\$3,261,500	\$3,261,500	Fund Balance Allocation	Planning and Development
Downtown Development Regional Impact Administration	\$50,000	\$50,000	Program Revenue	Planning and Development

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Bayfront and Riverfront Lands Acquisition Trust	\$1,114,700	\$1,114,700	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	\$74,000	\$115,600	Contribution from General Fund	Planning and Development
Impact Fees Administration	\$9,600	\$9,600	Fund Balance Allocation	Planning and Development
Downtown Development Authority	\$45,800	\$45,800	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West	\$146,200	\$146,200	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Master Recovery	\$173,600	\$173,600	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Air Quality	\$200,900	\$200,900	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West - DRI Transportation	\$529,000	\$529,000	Fund Balance Allocation	Planning and Development
Southeast Overtown Parkwest Interest	\$35,400	\$35,400	Fund Balance Allocation	Planning and Development
Art In Public Places	\$0	\$90,000	Program Revenue	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	\$63,700	\$63,700	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	\$12,500	Fund Balance Allocation	Planning and Development
Public Benefits Program for Floor Lot Ratio / Height bonus	\$794,100	\$689,300	Fund Balance Allocation	Planning and Development
Downtown Vending District	\$196,300	\$188,000	Fund Balance Allocation	Planning and Development
Total - Economic Development and Planning Services	\$13,979,400	\$13,801,500		
Emergency Services Fund				
Deployment	\$100,000	\$100,000	Fund Balance Allocation	Public Safety
Total - Emergency Services Fund	\$100,000	\$100,000		
Fire Rescue Services				
Contribution from GF for Allocations	\$30,700	\$0	Contribution from General Fund (Cost Allocation)	Public Safety
Fire-Rescue EMS Cadet Program	\$0	\$13,000	Fund Balance Allocation	Public Safety
Fire-Rescue Explorers Program	\$57,200	\$43,000	Fund Balance Allocation	Public Safety
Ultra Music Festival	\$3,500	\$1,000	Fund Balance Allocation	Public Safety
First Aide/CPR Educational/Training Program	\$41,700	\$40,000	Fund Balance Allocation	Public Safety
USAR CA2016	\$0	\$127,800	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations (USAR)	\$754,100	\$7,400	Contribution from General Fund (Cost Allocation)	Public Safety
EMS County Grant #C0013	\$43,300	\$0	Fund Balance Allocation	Public Safety
EMS County Grant #C0013	\$33,200	\$32,000	Intergovernmental Revenue	Public Safety
2015 SHSGP-USAR	\$0	\$100,000	Intergovernmental Revenue	Public Safety
Florida Task Force II FY2014 National Urban Search and Rescue (US&R) Response System	\$807,200	\$0	Fund Balance Allocation	Public Safety

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
FEMA/USAR(FY2014)Storage&Maint	\$591,000	\$0	Fund Balance Allocation	Public Safety
USAR CA2016	\$0	\$623,500	Intergovernmental Revenue	Public Safety
Contribution from GF for Allocations (UASI)	\$226,300	\$206,900	Contribution from General Fund (Cost Allocation)	Public Safety
Florida Task Force II FY2014 National Urban Search and Rescue (US&R) Response System	\$1,250,100	\$304,700	Fund Balance Allocation	Public Safety
FEMA/USAR 2015	\$1,244,100	\$0	Intergovernmental Revenue	Public Safety
FEMA/USAR FY2015	\$0	\$315,600	Fund Balance Allocation	Public Safety
Sound Off Home Safety Patrol	\$4,900	\$0	Fund Balance Allocation	Public Safety
2014 SHSGP-USAR	\$100,000	\$0	Intergovernmental Revenue	Public Safety
Residential Construction Mitigation Program - Project Number RCMP2016-019	\$194,000	\$0	Intergovernmental Revenue	Public Safety
UASI 2014	\$4,473,700	\$0	Fund Balance Allocation	Public Safety
Contribution from GF for Allocations (UASI)	\$268,900	\$306,500	Contribution from General Fund (Cost Allocation)	Public Safety
UASI 2015	\$5,225,000	\$5,178,800	Intergovernmental Revenue	Public Safety
Total - Fire Rescue Services	\$15,348,900	\$7,300,200		
General Special Revenues				
FDOT Overtown/Health	\$14,300	\$0	Intergovernmental Revenue	General Government
FDOT Coral Way	\$911,100	\$361,100	Intergovernmental Revenue	General Government
Advertising Revenue - Trolley	\$331,900	\$450,000	Program Revenue	General Government
Amigos for Kids	\$25,700	\$24,700	Fund Balance Allocation	General Government
GF On Demand Transportation	\$156,000	\$0	Contribution from General Fund	General Government
NET - Donations	\$13,000	\$0	Donation	General Government
Total - General Special Revenues	\$1,452,000	\$835,800		
Homeless Programs				
Homeless Project Administration	\$375,600	\$568,500	Contribution From General Fund	General Government
Homeless Project Administration	\$237,200	\$357,400	Contribution from General Fund (Cost Allocation)	General Government
Miami Metro Homeless Assistance Program North (County North) - Award renewal	\$288,500	\$288,500	Intergovernmental Revenue	General Government
Miami Metro Homeless Assistance Program South (County South) - Award renewal	\$136,800	\$136,800	Intergovernmental Revenue	General Government
Miami Homeless Assistance Program (Main) - Award renewal	\$247,500	\$247,500	Intergovernmental Revenue	General Government
Miami Metro Homeless Assistance Program North (County North) - Fund Balance from previous allocation	\$113,800	\$96,200	Fund Balance Allocation	General Government
Miami Metro Homeless Assistance Program South (County South) - Fund Balance from previous allocation	\$97,300	\$91,200	Fund Balance Allocation	General Government
Miami Homeless Assistance Program (Main) - Fund Balance from previous allocation	\$170,400	\$165,000	Fund Balance Allocation	General Government
Emergency Solutions Grant (ESG)	\$253,200	\$0	CD - Intergovernmental Revenue	General Government

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Identification Assistance Program	\$12,500	\$12,500	Intergovernmental Revenue	General Government
Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	\$499,600	\$499,600	Intergovernmental Revenue	General Government
Memorandum of Agreement (MOA)- Intergovernmental Revenue	\$340,000	\$340,000	Intergovernmental Revenue	General Government
Homeless Trust Contribution	\$88,000	\$120,000	Intergovernmental Revenue	General Government
Total - Homeless Programs	\$2,860,400	\$2,923,200		
Law Enforcement Trust Fund (LETF)				
LETF State	\$571,600	\$50,700	Fund Balance Allocation	Public Safety
LETF State	\$200,000	\$100,000	Intergovernmental Revenue	Public Safety
LETF Treasury	\$245,100	\$668,700	Fund Balance Allocation	Public Safety
LETF Treasury	\$200,000	\$249,900	Intergovernmental Revenue	Public Safety
LETF Justice	\$696,900	\$905,800	Fund Balance Allocation	Public Safety
LETF Justice	\$250,000	\$249,900	Intergovernmental Revenue	Public Safety
Total - Law Enforcement Trust Fund	\$2,163,600	\$2,225,000		
Miami Ball Park				
Miami Ballpark Parking Facilities (Fund 15400)	\$2,577,200	\$5,536,900	Program Revenue	Public Facilities
Miami Ballpark Parking Facilities	\$1,061,500	\$300,100	Fund Balance Allocation	Public Facilities
Miami Ballpark Parking Facilities	\$2,959,700	\$761,400	Program Revenue	Transfer Out
Total - Miami Ball Park	\$6,598,400	\$6,598,400		
Parks and Recreation				
Billboard at Grapeland	\$55,000	\$55,000	Program Revenue	Parks and Recreation
Billboard at Grapeland	\$660,900	\$172,000	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	\$195,000	\$200,000	Intergovernmental Revenue	Parks and Recreation
Disabilities State Program	\$65,300	\$27,700	Contribution from General Fund (Cost Allocation)	Parks and Recreation
Disabilities State Program	\$206,500	\$134,400	Fund Balance Allocation	Parks and Recreation
Fit2Play Magic in Miami FY15	\$0	\$30,000	Fund Balance Allocation	Parks and Recreation
Disabilities ADA Parking Fines	\$34,300	\$34,000	Intergovernmental Revenue	Parks and Recreation
Disabilities ADA Parking Fines	\$80,300	\$47,000	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	\$134,500	\$39,600	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	\$70,000	\$77,000	Program Revenue	Parks and Recreation
Parks and Open Space Trust Fund	\$235,000	\$235,000	Fund Balance Allocation	Parks and Recreation

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Out-of-School Time Snack Program 2014-2015	\$22,200	\$0	Contribution from General Fund	Parks and Recreation
Out-of-School Time Snack Program 2014-2015	\$107,800	\$0	Intergovernmental Revenue	Parks and Recreation
Child Day Care Food Program	\$44,800	\$44,800	Intergovernmental Revenue	Parks and Recreation
Child Day Care Food Program	\$49,900	\$0	Fund Balance Allocation	Parks and Recreation
Basketball Court Resurface - Dorsey Park	\$10,000	\$0	Fund Balance Allocation	Parks and Recreation
Miscellaneous Donations and Grants	\$150,000	\$0	Program Revenue	Parks and Recreation
Miscellaneous Donations and Grants	\$60,000	\$0	Fund Balance Allocation	Parks and Recreation
Baseball Tomorrow FY16 Grant	\$5,000	\$0	Donation	Parks and Recreation
Amerigroup Teen Basketball	\$19,500	\$0	Donation	Parks and Recreation
Miami Marlins Contribution for Heart of our Parks	\$25,000	\$25,000	Donation	Parks and Recreation
Miami Marlins Contribution for Heart of our Parks	\$150,000	\$150,000	Fund Balance Allocation	Parks and Recreation
Total - Parks and Recreation	\$2,381,000	\$1,271,500		
Police Services				
Investigative Cost Recovery	\$300	\$0	Fund Balance Allocation	Public Safety
Investigative Cost Recovery	\$5,000	\$30,000	Program Revenue	Public Safety
Sp Tax Dist Pol Roving Patrol	\$165,000	\$168,000	Program Revenue	Public Safety
Morningsd. Sec Grd Spc Tx Dis	\$150,000	\$55,000	Program Revenue	Public Safety
Natoma Man Sec Grd Sp Tx Dist	\$30,000	\$32,000	Program Revenue	Public Safety
Bayheights Spec. Tax Dist. 2007	\$250,000	\$250,000	Program Revenue	Public Safety
Fairhaven Spec Tax District	\$86,000	\$87,500	Program Revenue	Public Safety
Training Entrepreneurial Fund	\$300,000	\$185,000	Fund Balance Allocation	Public Safety
Training Entrepreneurial Fund	\$200,000	\$250,000	Program Revenue	Public Safety
LETF Second Dollar Training-Consolidated	\$121,000	\$100,000	Intergovernmental Revenue	Public Safety
Electronic Message Center	\$16,700	\$16,700	Fund Balance Allocation	Public Safety
Partnership Fund	\$5,000	\$500	Program Revenue	Public Safety
Partnership Fund	\$4,100	\$0	Fund Balance Allocation	Public Safety
FY'11 Justice Assistance Grant	\$229,200	\$0	Intergovernmental Revenue	Public Safety
FY2011 COPS Hiring Grant Program	\$1,164,700	\$0	Program Revenue	Public Safety
FY2011 COPS Hiring Grant Program	\$43,700	\$0	Contribution from General Fund (Cost Allocation)	Public Safety
2013 COPS Hiring Grant	\$1,017,100	\$0	Intergovernmental Revenue	Public Safety
2013 COPS Hiring Grant	\$52,700	\$0	Contribution from General Fund (Cost Allocation)	Public Safety
FY 2013 Edward Byrne Memorial JAG	\$46,500	\$0	Intergovernmental Revenue	Public Safety

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
FY 2014 Edward Byrne Memorial JAG	\$369,100	\$0	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	\$746,200	\$440,600	Intergovernmental Revenue	Public Safety
2014 COPS Hiring Grant	\$53,200	\$359,100	Contribution from General Fund	Public Safety
2014 COPS Hiring Grant	\$362,400	\$520,400	Contribution from General Fund (Cost Allocation)	Public Safety
2015 COPS Hiring Grant	\$625,500	\$0	Intergovernmental Revenue	Public Safety
2015 COPS Hiring Grant	\$440,500	\$0	Contribution from General Fund	Public Safety
FY 2015-16 VOCA	\$32,500	\$32,500	Intergovernmental Revenue	Public Safety
BJA FY2013 Smart Policing Initiative	\$0	\$190,000	Intergovernmental Revenue	Public Safety
School Resource Officer	\$37,300	\$37,200	Intergovernmental Revenue	Public Safety
U.S. Marshals	\$91,000	\$91,000	Intergovernmental Revenue	Public Safety
High Intensity Drug Trafficking Area (HIDTA) Operation "COBRA 13-FBI"	\$8,000	\$0	Intergovernmental Revenue	Public Safety
E-911 Wireline	\$223,600	\$643,200	Fund Balance Allocation	Public Safety
E-911 Wireline	\$735,000	\$608,400	Intergovernmental Revenue	Public Safety
E-911 Wireline	\$1,137,000	\$954,400	Contribution from General Fund	Public Safety
E-911 Wireline	\$642,800	\$612,800	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Wireless	\$2,940,400	\$2,064,400	Fund Balance Allocation	Public Safety
E-911 Wireless	\$651,000	\$439,300	Intergovernmental Revenue	Public Safety
E-911 Wireless	\$908,800	\$330,900	Contribution from General Fund	Public Safety
E-911 Wireless	\$395,000	\$340,600	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Prepaid Wireless	\$0	\$43,000	Fund Balance Allocation	Public Safety
E-911 Prepaid Wireless	\$172,000	\$181,100	Intergovernmental Revenue	Public Safety
Total - Police Services	\$14,458,300	\$9,063,600		
Public Works				
Municip. Fuel Tax Str. Repairs	\$191,400	\$0	Fund Balance Allocation	Public Works
Lane Closure Fund (Brickell City Center)	\$536,300	\$239,400	Fund Balance Allocation	Public Works
Lane Closure Fund	\$5,438,200	\$2,492,600	Fund Balance Allocation	Public Works
Lane Closure Fund	\$2,200,000	\$4,626,000	Program Revenue	Public Works
Total - Public Works	\$8,365,900	\$7,358,000		
Real Estate and Asset Management Services				
Miami Parking Authority Garage #4	\$2,325,400	\$0	Program Revenue	Real Estate and Asset Mgt.
Miami Convention Center	\$0	\$5,537,400	Fund Balance Allocation	Transfer Out

Special Revenue Funds Schedule of Grants and Programs

	FY 2016 Amended Budget	FY 2017 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Miami Convention Center	\$1,941,000	\$0	Program Revenue	Transfer Out
Miami Convention Center	\$2,087,400	\$0	Program Revenue	Real Estate and Asset Mgt.
Dinner Key Mooring Field	\$75,000	\$0	Program Revenue	Real Estate and Asset Mgt.
Marinas Capital Repairs and Capital Related Improv. 10%	\$836,300	\$0	Contribution from General Fund	Transfer Out
Miamarina Ticket Surcharge	\$487,900	\$0	Contribution from General Fund	Transfer Out
Total - Real Estate and Asset Mgt. Services	\$7,753,000	\$5,537,400		
Solid Waste Recycling Educational Trust Fund				
Educ. Trust Fund - Recycling	\$1,175,900	\$179,400	Fund Balance Allocation	Public Works
Total - Solid Waste	\$1,175,900	\$179,400	Fund Balance Allocation	Public Works
Transportation and Transit				
Transportation and Transit Fund	\$5,680,500	\$6,429,200	Program Revenue	Transfer Out to Capital
Transportation and Transit Fund	\$6,126,700	\$6,107,500	Program Revenue	Transfer Out to Debt
Transportation and Transit Fund	\$787,100	\$835,800	Program Revenue	Public Works
Transportation and Transit Fund	\$3,148,600	\$3,343,200	Program Revenue	Public Works
Transportation and Transit Fund - Transit Studies	\$150,000	\$150,000	Fund Balance Allocation	Transfer Out to Capital
Transportation and Transit Fund	\$8,919,500	\$6,464,600	Fund Balance Allocation	Public Works
Total - Transportation and Transit	\$24,812,400	\$23,330,300		
Tree Trust Fund				
Tree Trust Fund	\$600,000	\$600,000	Program Revenue	Planning and Development
Tree Trust Fund	\$0	\$303,000	Fund Balance Allocation	Transfer Out to Capital
Tree Trust Fund	\$2,945,900	\$3,036,900	Fund Balance Allocation	Planning and Development
Total - Tree Trust Fund	\$3,545,900	\$3,939,900		
Total - All Grants and Programs	\$177,925,300	\$148,973,100		



APPENDIX F:
PRESENTATION OF
SCHEDULES AND GRAPHS,
DEBT SERVICE FUNDS

Legal Debt Management Information

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**

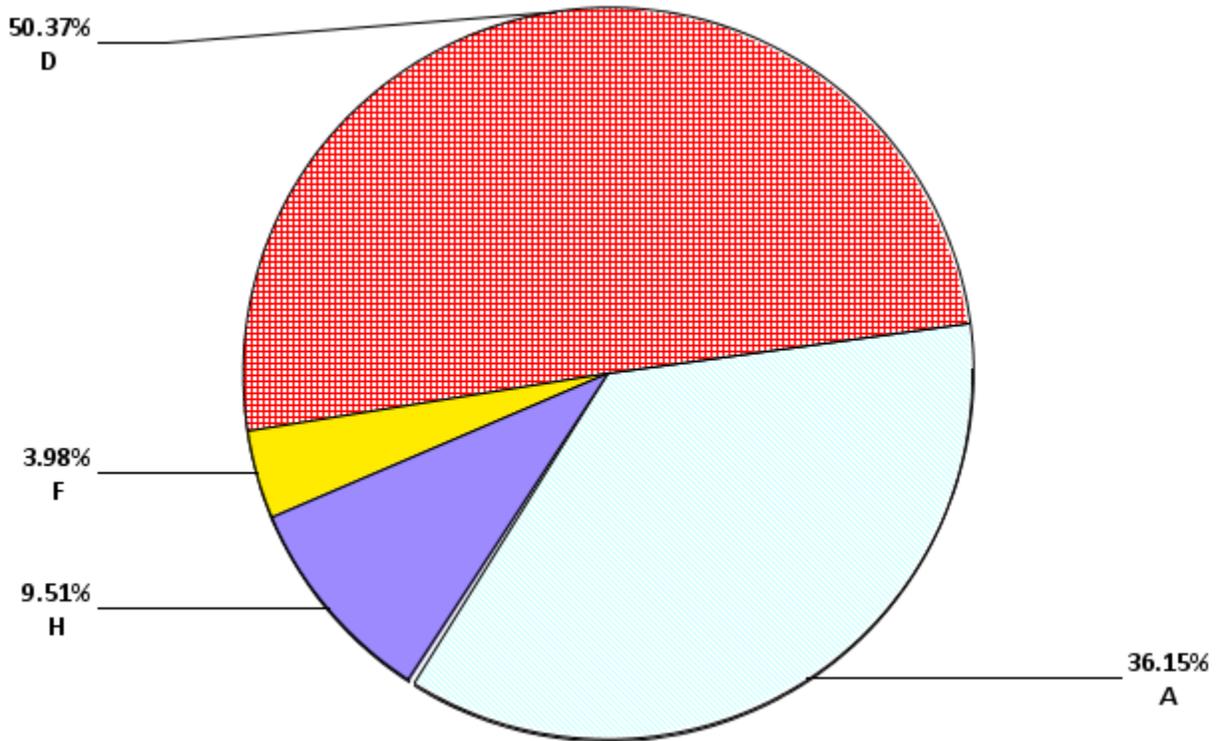
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Debt Limit	\$ 5,688,668,194	\$ 4,990,151,631	\$ 4,599,936,687	\$ 4,533,761,406	\$ 4,383,368,881	\$ 5,370,834,055	\$ 5,372,349,749	\$ 5,400,939,914	\$ 4,954,936,402	\$ 4,046,606,593
Total Net Debt Applicable to Limit	203,227,694	214,300,991	225,381,907	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)									
Less Amount Available in Debt Service Fund	203,227,694									
Total Net Debt Applicable to Limit	\$ 5,485,440,500									
Legal Debt Margin										

**Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
<u>Revenues</u>					
Property Taxes	26,425,029	24,853,246	24,848,725	26,103,500	27,266,700
Interest (R)	38,539	38,567	29,427	0	0
Transfers-IN	38,185,060	49,678,671	43,608,114	33,161,700	37,991,500
Intergovernmental Revenues	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	50,028,639	19,556,965	0	0	7,171,200
Total Revenues	117,677,267	97,127,450	71,486,267	62,265,200	75,429,400
<u>Expenditures</u>					
General Obligation Bonds	24,787,654	25,388,755	26,091,988	26,103,500	27,266,700
Special Obligation Bonds	89,996,332	77,773,296	40,615,804	36,161,700	48,162,700
Total Expenditures	114,783,985	103,162,051	66,707,792	62,265,200	75,429,400

Revenues (Inflows) By Functional Category Debt Service Funds

FY 2016-17
\$75,429,400



	FY 2015-16 Adopted (\$)	FY 2015-16 Adopted (%)	FY 2016-17 Adopted (\$)	FY 2016-17 Adopted (%)
A: Property Taxes	26,103,500	41.92%	27,266,700	36.15%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	33,161,700	53.26%	37,991,500	50.37%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	3,000,000	4.82%	3,000,000	3.98%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	0	0.00%	7,171,200	9.51%
I: Charges for Services	0	0.00%	0	0.00%
Total	62,265,200	100.00%	75,429,400	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds**

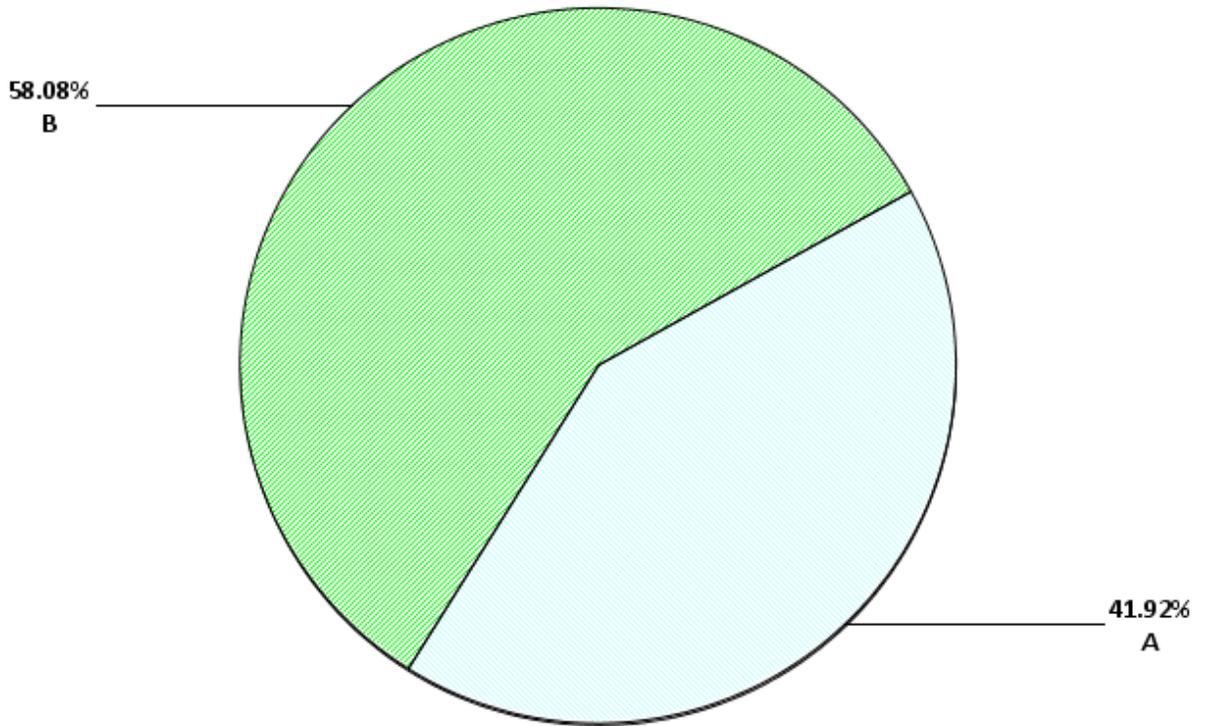
	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	24,085,117	22,687,265	22,746,431	26,103,500	27,266,700
Ad Valorem Taxes-Real-Delinquent	655,550	571,864	735,114	0	0
Ad Valorem Taxes-Personal	1,635,409	1,605,873	1,411,877	0	0
Ad Valorem Taxes-Personal-Delinquent	48,953	(11,755)	(44,698)	0	0
Total Property Taxes:	26,425,029	24,853,246	24,848,725	26,103,500	27,266,700
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	292	319	(91)	0	0
Misc-Int & Pen-Investment	38,248	38,248	29,519	0	0
Total Interest:	38,539	38,567	29,427	0	0
<u>Transfers-IN</u>					
Other-Interfund Transfer	38,185,060	49,678,671	43,608,114	33,161,700	37,991,500
Total Transfers-IN:	38,185,060	49,678,671	43,608,114	33,161,700	37,991,500
<u>Intergovernmental Revenues</u>					
Grants From Other Local Units	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Total Licenses and Permits:	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<u>Other Revenues (Inflows)</u>					
Other-Debt Proceeds	50,028,639	19,556,965	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	0	7,171,200
Total Other Revenues (Inflows):	50,028,639	19,556,965	0	0	7,171,200
Total Revenue (Inflows):	117,677,267	97,127,450	71,486,267	62,265,200	75,429,400

**Debt Service
Schedule of Revenue (Inflows)**

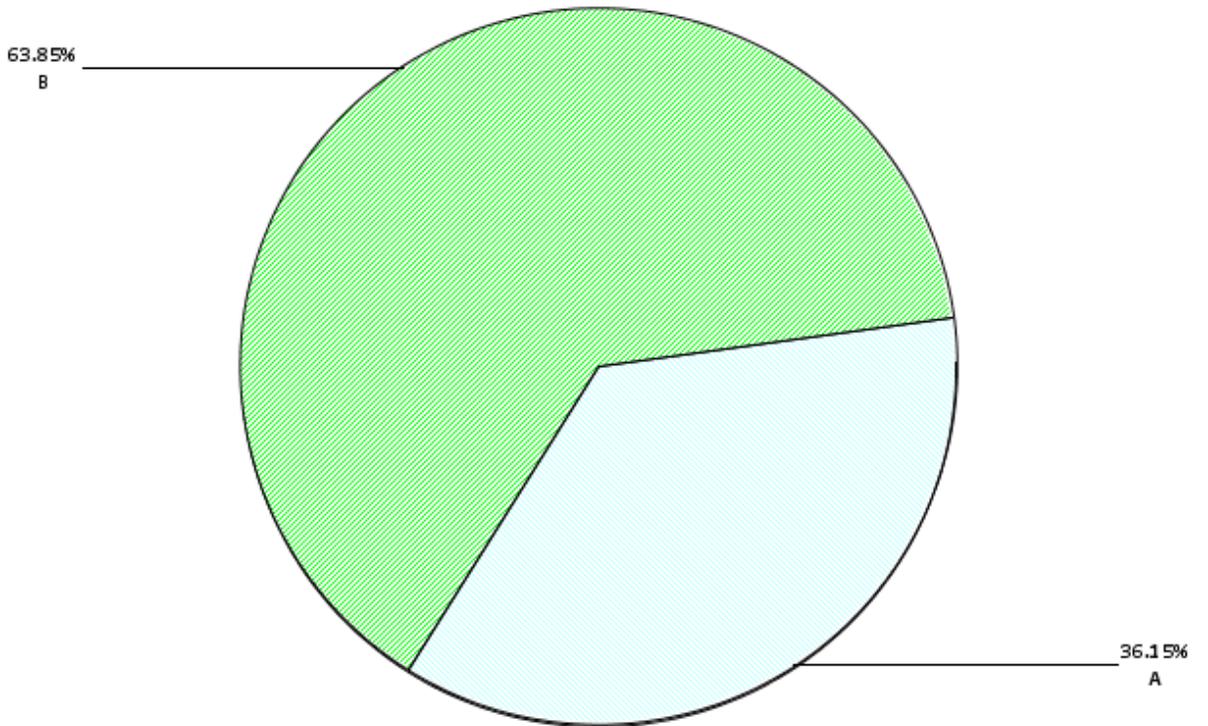
	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,635,409	1,605,873	1,411,877	0	0
Ad Valorem Taxes-Personal-Delinquent	48,953	(11,755)	(44,698)	0	0
Ad Valorem Taxes-Real	24,085,117	22,687,265	22,746,431	26,103,500	27,266,700
Ad Valorem Taxes-Real-Delinquent	655,550	571,864	735,114	0	0
Misc-Int & Pen-Lot Clear & Demoli	0	17	0	0	0
Total -General Obligation Bonds	26,425,029	24,853,263	24,848,725	26,103,500	27,266,700
Special Obligation Bonds					
Grants From Other Local Units	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Misc-Int & Pen-Investment	38,248	38,248	29,519	0	0
Misc-Int & Pen-Lot Clear & Demoli	292	303	(91)	0	0
Other-Debt Proceeds	50,028,639	19,556,965	0	0	0
Other-Interfund Transfer	38,185,060	49,678,671	43,608,114	33,161,700	37,991,500
Other-Oth N-optg Sour/Carryover	0	0	0	0	7,171,200
Total -Special Obligation Bonds	91,252,238	72,274,187	46,637,542	36,161,700	48,162,700
Total Revenues (Inflows)	117,677,267	97,127,450	71,486,267	62,265,200	75,429,400

Expenditures (Outflows) Debt Service Funds

FY 2015-16
\$62,265,200



FY 2016-17
\$75,429,400



	FY 2015-16 Adopted	FY 2016-17 Adopted
A: General Obligation Bonds	26,103,500	27,266,700
B: Special Obligation Bonds	36,161,700	48,162,700
Total	62,265,200	75,429,400

Debt Service
Schedule of Expenditures (Outflows)

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
General Obligation Bonds					
Budget Reserve	0	0	0	0	2,360,600
Interest	13,731,697	13,780,673	13,741,374	11,165,900	7,736,100
Other Contractual Services	10,188	15,563	9,641	29,200	25,000
Principal	11,017,644	11,592,519	12,339,949	14,908,400	17,145,000
Professional Services	28,125	0	1,025	0	0
Total -General Obligation Bonds	24,787,654	25,388,755	26,091,988	26,103,500	27,266,700
Special Obligation Bonds					
Budget Reserve	0	0	0	0	2,757,000
Interest	30,369,294	28,634,031	29,821,397	22,355,000	21,611,900
Interfund Transfers	0	11,766,000	0	0	0
Other Current Charges and Obligations	990,808	1,542,105	0	0	0
Principal	58,636,230	35,831,160	10,794,407	13,800,200	23,787,300
Professional Services	0	0	0	6,500	6,500
Total -Special Obligation Bonds	89,996,332	77,773,296	40,615,804	36,161,700	48,162,700
Total Expenditures (Outflows)	114,783,985	103,162,051	66,707,792	62,265,200	75,429,400



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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Actual	Actual	Adopted	Adopted
<u>Transfers-IN</u>					
Other-Interfund Transfer	0	600,000	2,165,000	0	0
Total Transfers-IN:	0	600,000	2,165,000	0	0
<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	0	40	0	0	0
Total Licenses and Permits:	0	40	0	0	0
<u>Other Revenues (Inflows)</u>					
Misc. -Other Revenues EE Health	0	4,629,016	4,621,705	4,500,000	4,500,000
Misc. -Other Revenues Retirees Health	0	0	0	8,500,000	10,000,000
Misc-Settlements	3,751,833	1,999,315	1,193,110	1,500,000	0
Other-Nonoperating Sources	0	123,996,833	155,338,631	65,984,700	69,956,300
Misc-Other Miscellaneous Revenues	122,201,129	13,662,484	10,005,648	0	0
Total Other Revenues (Inflows):	125,952,962	144,287,647	171,159,094	80,484,700	84,456,300
<u>Charges for Services</u>					
CFS-PS-Police Services	143,257	108,012	110,549	0	0
CFS-Other Charges for Services	42,055	32,899	37,181	0	0
Total Charges for Services:	185,312	140,911	147,730	0	0
Total Revenue (Inflows):	126,138,274	145,028,598	173,471,824	80,484,700	84,456,300

**Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
<u>Personnel</u>					
Executive Salaries	0	32,589	36,238	0	0
Fica Taxes	0	1,889	1,859	0	0
Retirement Contributions	69,164,731	76,300,327	83,256,175	0	0
Life and Health Insurance	40,580,604	40,142,706	42,543,902	42,845,900	48,874,300
Total Personnel:	109,745,335	116,477,511	125,838,174	42,845,900	48,874,300
<u>Operating Expense</u>					
Workers' Compensation	13,709,666	12,742,228	14,872,232	17,015,000	15,700,000
Other Contractual Services	0	2,492,177	3,112,582	0	0
Communications & Related Services	854	1,773,484	1,674,453	0	0
Postage	0	14,833	14,691	0	0
Insurance	54,049	0	0	0	0
Insurance - Police Torts	0	0	1,098,812	2,700,000	1,200,000
Insurance - Vehicle Liability	0	0	990,011	1,300,000	1,200,000
Insurance - Property & Casualty	0	0	5,991,777	6,400,000	7,040,000
Insurance - General Liability	0	0	462,781	3,800,000	2,400,000
Insurance - Public Official	0	0	40,272	100,000	0
Repair and Maintenance Services	0	1,369,944	2,525,434	0	0
IT-Repair and Maintenance Services	0	0	80	4,823,800	8,042,000
Other Current Charges and Obligations	(7,582)	(186)	0	0	0
Operating Supplies	0	0	(159)	0	0
Total Operating Expense:	13,756,987	18,392,481	30,782,967	36,138,800	35,582,000
<u>Capital Outlay</u>					
Machinery and Equipment	0	30,142	88,047	0	0
Total Capital Outlay:	0	30,142	88,047	0	0
<u>Debt Service</u>					
Total Debt Service:	0	0	0	0	0
<u>Non-Operating Expense</u>					
Advances	2,644,943	209,871	(209,871)	0	0
Budget Reserve	0	0	0	1,500,000	0
Total Non-Operating Expense:	2,644,943	209,871	(209,871)	1,500,000	0

**Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted
Total Expenditure (Outflows):	126,147,266	135,110,004	156,499,317	80,484,700	84,456,300



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)
2003	372,920	\$23,774	38.0	4.6%
2004	379,550	\$24,031	37.0	3.9%
2005	361,701	\$25,211	39.1	3.2%
2006	358,091	\$27,088	39.2	2.8%
2007	348,827	\$29,075	39.9	3.1%
2008	343,142	\$28,333	41.2	4.8%
2009	433,143	\$28,999	38.8	10.4%
2010	399,457	\$27,291	37.7	11.1%
2011	412,438*	\$30,270	39.1	9.4%
2012	416,917*	\$28,301	39.2	8.3%
2013	421,363*	\$30,375	39.0	7.6%
2014	430,332*	\$30,858	39.1	6.8%
2015	441,003*	N/A	N/A	4.8%

Source (a): U.S. Bureau of the Census, American Community Survey

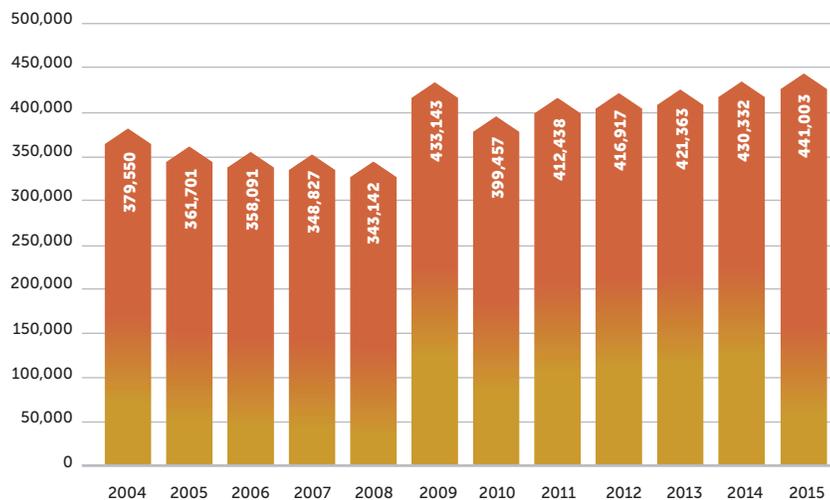
* Source: U.S. Bureau of the Census, Annual Estimates of Residential Population, 2015

Source (b): U.S. Bureau of the Census, 2010 - 2014 5-Year American Community Survey

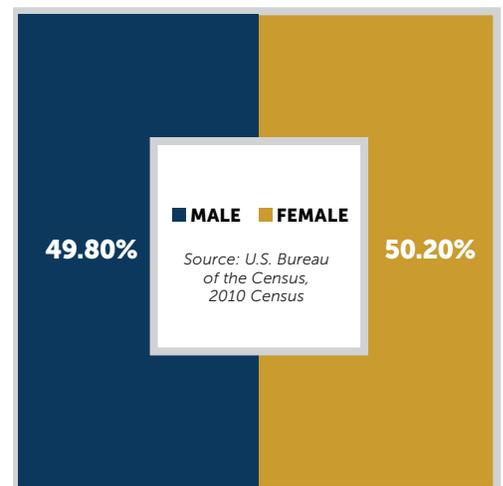
Source (c): U.S. Bureau of the Census, 2010 - 2014 5-Year American Community Survey

Source (d): U.S. Bureau of Labor Statistics: Local Area Unemployment Statistics - Miami-Miami Beach-Kendall - Annual Averages (as of April 2016)

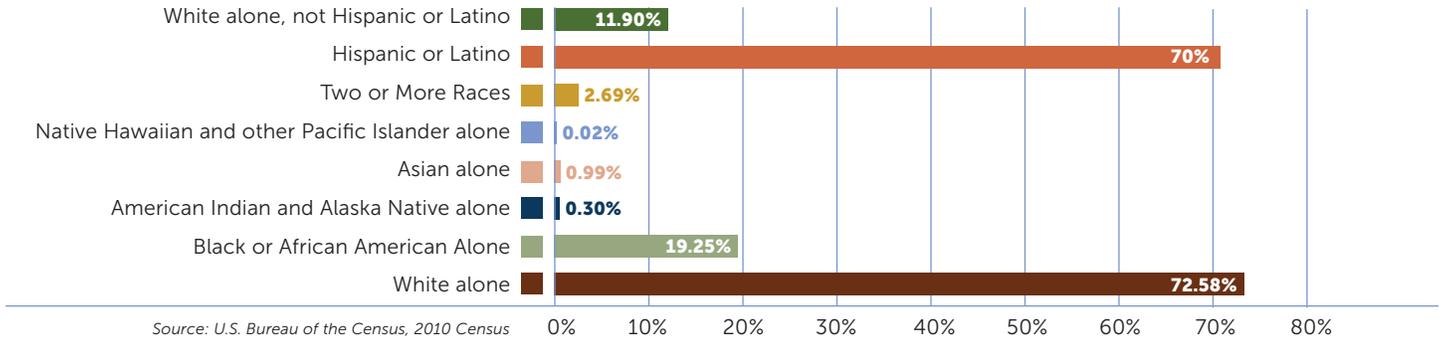
City Population Trend



Population by Sex



Population by Race/Ethnicity



Source: U.S. Bureau of the Census, 2010 Census

Poverty and Per Capita Income

Source: U.S. Bureau of the Census, American Community Survey, 5-Year Estimates (2010-2014)

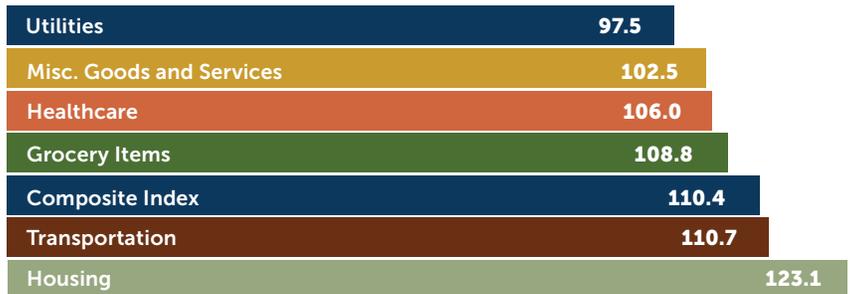
Per Capita Money Income (2014)

\$21,724

Percentage of persons below poverty level

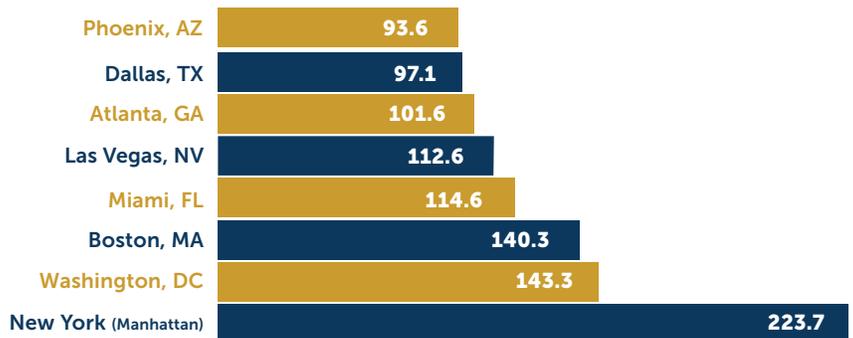
29.9%

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Council for Community and Economic Research, Cost of Living Index, First Quarter 2015

Cost of Living Composite Index selected major urban areas



Source: Council for Community and Economic Research, Cost of Living Index, First Quarter 2015

Educational Attainment

Population 18 to 24 years 35,803

Less than high school graduate	22.2%
High school graduate (incl. equivalency)	33.6%
Some college or associate's degree	34.5%
Bachelor's degree or higher	9.8%

Population 25 years and over 303,201

Less than 9th grade	16.8%
9th to 12th grade, no diploma	11.2%
High school graduate (incl. equivalency)	29.7%
Some college, no degree	11.9%
Associate's degree	6.8%
Bachelor's degree	14.7%
Graduate or professional degree	8.8%

Percent high school graduate or higher 72.0%

Percent bachelor's degree or higher 23.5%

Source: U.S. Bureau of the Census, American Community Survey 2014

Housing Occupancy City of Miami

Source: (b) U.S. Census Bureau, 2010-2014 5-Year American Community Survey

Total housing units 188,653

Occupied housing units	152,525	80.8%
Vacant housing units	36,128	19.2%
Homeowner vacancy rate	5.0	n/a
Rental vacancy rate	7.9	n/a

Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County, Fourth Quarter 2015

Occupational Title	Employees
Education and Health Services	172,600
Professional and Business	157,500
Retail Trade	145,700
Government	135,600
Leisure and Hospitality	138,300
Finance Activities	79,100
Wholesale Trade	75,400
Transportation, Warehousing, and Utilities	68,700
Other Services	51,600
Manufacturing	37,500
Construction	37,800
Information	19,100
Natural Resources and Mining	400
Total Non-farm Employed	1,119,300

Source: Miami-Dade County Regulatory & Economic Resources Dept., Labor Market Report, Fourth Quarter 2015

City of Miami Business Owners

Total number of firms as of 2012	278,837
Men-owned firms	49,530
Women-owned firms	39,762
Minority-owned firms	77,125
Non-minority-owned firms	17,148
Veteran-owned firms	5,288
Non-veteran-owned firms	89,984

Source: 2012 Survey of Business Owners

Top Ten Major Employers in Miami-Dade County 2014

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, 2014

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, 2014

Major Companies with their Latin American Headquarters located in the City of Miami

The GAP, Inc.
Caterpillar Americas Company
Lucent Technologies
Federal Express Corporation
Ericsson, Inc.
Barclays Bank PLC
ABN AMRO Bank
Terra Networks USA
Oracle Latin America
Sony Broadcasts Export Corporation

IBM Corporation
Cisco Systems
Olympus America
Canon Latin America
AT&T Latin America
ExxonMobil Inter America
Acer Latin America
Clorox
Black and Decker Latin America Group

Komatsu Latin America
American Express
Hewlett Packard Co. Latin America
Tech Data
Stanley
Eastman Chemical Latin America
Chevron-Texaco
Telefonica International USA, Inc.
Johnson and Johnson

Sister Cities Program

Source: Sister Cities International

Sister Cities

Buenos Aires, Argentina
Kagoshima, Japan
Lima, Peru
Port-au-Prince, Haiti
Santiago, Chile

Santo Domingo, Dominican Republic
Madrid, Spain
Manizales, Colombia
Beirut, Lebanon
Dong-gu South Korea

Caldas, Colombia
Armenia, Colombia
Marbella, Spain

Friendship Cities

Quingdao, China

Emeritus Status

Agadir, Morocco
Amman, Jordan
Cochabamba, Bolivia
Managua, Nicaragua
Montes de Oca, Costa Rica
Murcia, Spain

Nice, France
Palermo, Italy
Panama City, Panama
Ramat-Hasharon, Israel
Varna, Bulgaria
Kaohsiung Municipality, Chinese Taipei

Department of Real Estate and Asset Management

JAMES L. KNIGHT CENTER

400 SE Second Avenue
Miami, FL 33131
(305) 416-5970

DINNER KEY MARINA AND MOORING FIELD

3500 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 and 970 SW First Street
Miami, FL 33130
(305) 960-4686

MIAMARINA AT BAYSIDE

401 Biscayne Boulevard
Miami, FL 33132
(305) 579-6980



Active Recreation Parks

RECREATION FACILITY LOCATIONS

AFRICAN SQUARE PARK

1466 NW 62nd Street

ANTONIO MACEO PARK

5135 NW 7th Street

ARMBRISTREETER 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 VISTREETA PARK

5300 NW 2nd Avenue

CHARLES HADLEY PARK

1300 NW 50th Street

CORAL GATE PARK

1415 SW 32nd Avenue

CURTIS PARK

1901 NW 24th Avenue

DORSEY PARK

1701 NW 1th Avenue

DOUGLAS PARK

2795 SW 37th Avenue

EATON PARK

490 NE 61th 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

140 SW 11th Street

THEODORE GIBSON PARK

401 NW 12th Street

WESTREET END PARK

250 SW 60th Avenue

WILLIAMS PARK

1717 NW 5th Avenue

POOL AND WATER PARK LOCATIONS

Year Round Locations

SHENANDOAH POOL

1805 SW 22th Avenue

JOSE MARTI POOL

351 SW 4th Street

CHARLES HADLEY POOL

4800 NW 12 Avenue

MIAMI ROWING CLUB

3601 Rickenbacker Causeway

THEODORE GIBSON POOL

401 NW 12th Street

SEASONAL POOLS

WESTREET 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
(305) 960-5110

ALLAPATTAH

1901 NW 24th Avenue
(305) 960-5127

COCONUT GROVE

3310-A Mary Street
(305) 960-4670

CORAL WAY

1415 SW 32nd Avenue
(305) 960-5131

DOWNTOWN/BRICKELL

Pending relocation
(305) 960-5735

FLAGAMI/WEST FLAGLER

5135 NW 7th Street
(305) 960-2890

LITTLE HAITI/EDISON

6301 NE 2nd Avenue
(305) 960-4660

LITTLE HAVANA

1300 SW 12th Avenue
(305) 960-4650

MODEL CITY

1000 NW 62nd Street
(305) 960-2990

OVERTOWN

1490 NW 3rd Avenue
(305) 960-5133

UPPER EASTSIDE

6599 Biscayne Boulevard
(305) 960-5118

WYNWOOD

101 NW 34th Street
(305) 960-5127



MIAMI POLICE HEADQUARTERS

400 NW 2nd Avenue
Miami, Florida 33128
(305) 603-6640

MIAMI POLICE NORTH STATION

1000 NW 62nd Street
Miami, Florida 33150
(305) 795-2300

MIAMI POLICE SOUTH STATION

2200 West Flagler Street
Miami, Florida 33135
(305) 643-7160

MIAMI POLICE GRAPELAND HEIGHTS SUBSTATION

1701 NW 30th Avenue
Miami, Florida 33125
(305) 603-6500

MIAMI POLICE MINI-STATION

3727 Grand Avenue
Miami, Florida 33133
(786) 703-8543



FIRE - COLLEGE

(305) 569-3600
3425 Jefferson Street
Miami, FL 33133-5600

FIRE - GARAGE

(305) 416-5406
1151 NW 7th Street
Miami, FL 33136-3604

FIRE - STATION 1

(305) 569-3901
144 NE 5th Street
Miami, FL 33132-1909

FIRE - STATION 2

(305) 569-3902
1901 North Miami Avenue
Miami, FL 33136-1313

FIRE - STATION 3

(305) 569-3903
1103 NW 7th Street
Miami, FL 33136-3604

FIRE - STATION 4

(305) 569-3904
1105 SW 2nd Avenue
Miami, FL 33130-4011

FIRE - STATION 5

(305) 569-3905
1200 NW 20th Street
Miami, FL 33142-7720

FIRE - STATION 6

(305) 569-3906
701 NW 36th Street
Miami, FL 33127-3029

FIRE - STATION 7

(305) 569-3907
314 Beacom Boulevard
Miami, FL 33135-1537

FIRE - STATION 8

(305) 569-3908
2975 Oak Avenue
Miami, FL 33133-5209

FIRE - STATION 9

(305) 569-3909
69 NE 62nd Street
Miami, FL 33138-5841

FIRE - STATION 10

(305) 569-3910
4101 NW 7th Street
Miami, FL 33126-5517

FIRE - STATION 11

(305) 569-3911
5920 W Flagler Street
Miami, FL 33144-3303

FIRE - STATION 12

(305) 569-3912
1455 NW 46th Street
Miami, FL 33142-4145

FIRE - STATION 13

(305) 569-3913
990 NE 79 Street
Miami, FL 33138-3761

FIRE - STATION 14

(305) 569-3914
2119 SW 19 Street
Miami, FL 33145-2129

FIRE - STATION 15

(786) 256-6380
401 Biscayne Boulevard
Pier 5 Boat Slip 36
Miami, FL 33132

FIRE - KEY BISCAYNE

(305) 365-8931
560 Crandon Boulevard
Miami, FL 33149-1832

Miami-Dade County Public Libraries in the City of Miami

ALLAPATTAH

1799 NW 35th Street
Miami, FL 33142

EDISON CENTER

531 NW 62nd Street
Miami, FL 33150

MAIN LIBRARY

101 W Flagler Street
Miami, FL 33130

CIVIC CENTER

1501 NW 12th Avenue
Miami, FL 33136

HISPANIC

1398 SW 1st Street
Miami, FL 33135

SHENANDOAH

2111 SW 19th Street
Miami, FL 33145

COCONUT GROVE

2875 McFarlane Road
Miami, FL 33133

LEMON CITY

430 NE 61st Street
Miami, FL 33137

VIRRICK PARK

3255 Plaza Street
Miami, FL 33133

CULMER/OVERTOWN

350 NW 13th Street
Miami, FL 33136

LITTLE RIVER

160 NE 79th Street
Miami, FL 33138

WEST FLAGLER

5050 West Flagler Street
Miami, FL 33134

Public Schools

Auburndale Elementary	3255 SW 6th St., Miami, FL 33135
Citrus Grove Elementary	2121 NW 5th St., Miami, FL 33125
Coconut Grove Elementary	3351 Matilda St., Miami, FL 33133
Comstock Elementary	2420 NW 18th Ave., Miami, FL 33142
Eneida Massas Hartner Elementary	401 NW 29th St., Miami, FL 33127
Fairlawn Elementary	444 SW 60th Ave., Miami, FL 33144
Frances S Tucker Elementary	3500 Douglas Rd., Miami, FL 33133
Frederick Douglass Elementary	314 NW 12th St., Miami, FL 33136
Henry M Flagler Elementary	5222 NW 1st St., Miami, FL 33134
Holmes Elementary	1175 NW 67th St., Miami, FL 33150
Jesse J. McCrary, JR. Elementary	514 NW 77th St., Miami, FL 33150
Kensington Parl Elementary	711 NW 30th Ave., Miami, FL 33125
Kinloch Park Elementary	4275 NW 1st St., Miami, FL 33126
Lenora Braynon Smith Elementary	4700 NW 12th Ave., Miami, FL 33142
Maya Angelou Elementary	1850 NW 32nd St., Miami, FL 33142
Orchard Villa Elementary	5720 NW 13th Ave., Miami, FL 33142
Phillis Wheatley Elementary	1801 NW 1st Place, Miami, FL 33136
Phyllis R Miller Elementary	840 NE 87th St., Miami, FL 33138
Riverside Elementary	1190 SW 2nd St., Miami, FL 33130
Santa Clara Elementary	1051 NW 29th Terr., Miami, FL 33127
Shadowlawn Elementary	149 NW 49th St., Miami, FL 33127
Shenandoah Elementary	1023 SW 21st Ave., Miami, FL 33135
Silver Bluff Elementary	2609 SW 25th Ave., Miami, FL 33133
Southside Elementary	45 SW 13th St., Miami, FL 33130
Toussaint L'ouverture Elementary	120 NE 59th St., Miami, FL 33137
Georgia Jones Middle	1331 NW 46th St., Miami, FL 33142
Citrus Grove Middle	2153 NW 3rd St., Miami, FL 33125
Jose De Diego Middle	3100 NW 5th Ave., Miami, FL 33127
Kinloch Park Middle	4340 NW 3rd St., Miami, FL 33126
Miami Edison Middle	6101 NW 2nd Ave., Miami, FL 33127
Shenandoah Middle	1950 SW 19th St., Miami, FL 33145
Booker T Washington Senior High	1200 NW 6th Ave., Miami, FL 33136
Design and Architecture Senior High	4001 NE 2nd Ave., Miami, FL 33137
Miami Edison Senior High	6161 NW 5th Ct., Miami, FL 33127
Miami Jackson Senior High	1751 NW 36th St., Miami, FL 33142
Miami Northwestern Senior High	1100 NW 71st St., Miami, FL 33150
Miami Senior High	2450 SW 1st St., Miami, FL 33135
Law Enforcement Officers Memorial	300 NW 2nd Ave., Miami, FL 33128
Ada Merritt K-8 Center	660 SW 3rd St., Miami, FL 33130
Coral Way K-8 Center	1950 SW 13th Ave., Miami, FL 33145
Edison Park K-8 Center	500 NW 67th St., Miami, FL 33150
Paul L Dunbar K-8 Center	505 NW 20th St., Miami, FL 33127
iPrep Academy	1500 Biscayne Blvd, Miami, FL 33132
Morningside K-8 Academy	6620 NE 5th Ave., Miami, FL 33138
Young Men's Preparatory Academy	3001 NW 2nd Ave., Miami, FL 33127
Young Women's Academy	1150 SW 1st St., Miami, FL 33130
English Center	3501 SW 28th St., Miami, FL 33133
Lindsey Hopkins Technical Education	750 NW 20th St., Miami, FL 33127
Primary Learning Center at SBAB ANNEX	1500 Biscayne Blvd., Miami, FL 33132
Thena Crowder Early Childhood Diagnostic	757 NW 66th St., Miami, FL 33150

Private Schools

Creativo Center	2339 SW 22nd St., Miami, FL
Miami Fine Arts Academy	3191 SW 22nd St., Miami, FL
St. Hugh School	3460 Royal Road, Miami, FL
The Art Box	2911 Grand Ave., Miami, FL
International Studies Charter	2480 SW 8th St., Miami, FL
Siloye Christian Ministry	8325 NE 2nd Ave., Miami, FL
St. Mary Cathedral School	7485 NW 2nd Ave., Miami, FL
Arcadia Academy	200 NW 22nd Ave., Miami, FL
Champs Brickell	1050 Brickell Ave., Miami, FL
International Bilingual	70 NW 22nd Ave., Miami, FL
St. Albans Day Nursery	3465 Brooker St., Miami, FL
La Prima Casa	2725 SW 3rd Ave., Miami, FL
Care Elementary School	2025 NW 1st Ave., Miami, FL
Coconut Grove Montessori	2850 SW 27th Ave., Miami, FL
Hope Community Development	7561 NE 1st Ave., Miami, FL
International School	609 Brickell Ave., Miami, FL
La Luz / Lincoln Marti	931 SW 1st St., Miami, FL
Lincoln Marti Community Agency	970 W Flagler St., Miami, FL
Lincoln Marti School	969 SW 1st St., Miami, FL
Mater Academy of Intl Studies	795 NW 32nd St., Miami, FL
Ramz Academy	2609 NW 7th St., Miami, FL
St Hugh Elementary School	3455 Royal Road, Miami, FL
Sunflowers Preschool	1102 SW 27th Ave., Miami, FL
Tamiami United Methodist	726 SW 14th Ave., Miami, FL
The Cushman School	592 NE 60th St., Miami, FL
Theodore & Thelma Gibson	1682 NW 4th Ave., Miami, FL
Convent of Sacred Heart	3747 Main Highway, Miami, FL
Lincoln Marti Community Agency	2700 SW 8th St., Miami, FL
Lincoln Marti Community Agency	953 SW 1st St., Miami, FL
Ransom Everglades	2045 South Bayshore Dr., Miami, FL
River Cities Community	3405 NW 27th Ave., Miami, FL
Sunflowers Academy	2901 SW 7th St., Miami, FL
Florida High School for Accelerated	3555 NW 7th St., Miami, FL
La Salle High School	3601 S.Miami Ave., Miami, FL
Mater Academy Charter High	990 SW 1st St., Miami, FL
Miami Arts Charter School	3900 Biscayne Blvd., Miami, FL
Ransom Everglades School	3575 Main Highway, Miami, FL
Acting for All	3138 Commodore Plaza, Miami, FL
Alpha Charter School	1223 SW 4th St., Miami, FL
Bridgepoint Academy	621 Beacom Blvd., Miami, FL
Easter Seals of South Florida	1475 NW 14th Ave., Miami, FL
First Span UN	2480 NW 7th St., Miami, FL
Mater Academy	2805 SW 32nd Ave., Miami, FL
Active Health Review	6520 W Flagler St., Miami, FL
St. Peter & Paul School	1435 SW 12th Ave., Miami, FL

The National Citizens Survey

Assesses resident sentiment regarding key aspects of life in the City of Miami.



2016 Community Characteristics		Percent rating Positively (excellent/good, very/ somewhat safe)		2016 rating compared to 2015
		2015	2016	
Safety	Overall feeling of safety	40%	38%	Similar
	Safe in neighborhood	72%	76%	Similar
Mobility	Overall ease of travel	33%	35%	Lower
Natural Environment	Overall Natural Environment	49%	50%	Similar
Built Environment	Overall Built Environment	38%	37%	Similar
Economy	Overall economic health	33%	34%	Similar
	Cost of living	14%	10%	Similar
Recreation and Wellness	Health and Wellness	46%	50%	Higher
	Recreational opportunities	53%	52%	Similar
Education and Enrichment	Cultural/arts/music activities	61%	56%	Similar
	K-12 education	44%	43%	Similar
Community Engagement	Social events and activities	56%	56%	Similar
	Neighborliness	38%	31%	Similar
	Openness and acceptance	56%	48%	Lower
2016 General Governance		2015	2016	
Services provided by Miami		43%	42%	Similar
Customer service		37%	38%	Similar
Value of services for taxes paid		32%	30%	Similar
Overall direction		44%	37%	Lower
Welcoming citizen involvement		37%	28%	Lower
Confidence in City Government		31%	26%	Similar
Acting in best interests of the City		32%	24%	Lower
Being honest		30%	22%	Lower
Treating all residents fairly		30%	25%	Similar
2015 Governance by Facet		2015	2016	
Natural Environment	Garbage Collection	71%	64%	Similar
Recreation and Wellness	City parks	60%	55%	Similar



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, 2015.

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
FY2017 BASED ON ACTUALS AS OF SEPTEMBER 30, 2015
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	174,132	0	0	174,132	681,718	25.5431 %
111-5 COMMISSIONERS	1,087,286	0	0	1,087,286	1,604,125	67.7806 %
151 NET -	925,440	0	0	925,440	2,663,472	34.7456 %
150.3 OFFICE OF FILM	62,251	0	0	62,251	185,219	33.6094 %
152 CODE COMPLIANCE	838,039	0	0	838,039	2,003,456	41.8297 %
181-9 FIRE-RESCUE	6,806,051	0	0	6,806,051	67,468,578	10.0877 %
190-1 POLICE	13,770,289	0	0	13,770,289	109,971,421	12.5217 %
201-9 PUBLIC WORKS	2,396,362	0	0	2,396,362	5,568,495	43.0343 %
211-3 SOLID WASTE	1,663,463	0	0	1,663,463	8,570,651	19.4088 %
221 DEPT OF REAL	2,528,592	0	0	2,528,592	2,784,104	90.8225 %
242 GSA PROPERTY	1,282,228	0	0	1,282,228	1,791,976	71.5539 %
245 GSA	279,636	0	0	279,636	458,225	61.0259 %
281-4 BUILDING	1,955,960	0	0	1,955,960	4,765,334	41.0456 %
291-8 PARKS &	6,341,790	0	0	6,341,790	15,036,281	42.1766 %
341.351-5 PLANNING &	1,389,603	0	0	1,389,603	3,490,775	39.8079 %
381 COMMUNICATIONS	159,235	0	0	159,235	522,672	30.4656 %
401 CIP &	1,921,702	0	0	1,921,702	1,220,380	157.4675 %
910 CD-COMMUNITY &	1,737,176	0	0	1,737,176	3,699,889	46.9521 %
920 CRA - COMMUNITY	329,411	0	0	329,411	1,409,176	23.3761 %
930 LIBERTY CITY	40,250	0	0	40,250	163,463	24.6233 %
940 VIRGINIA KEY	265,028	0	0	265,028	260,329	101.8050 %
950 CIVILIAN	71,835	0	0	71,835	272,114	26.3989 %
960 PENSION	34,131	0	0	34,131	36,238	94.1857 %
980 ND - NON	168,567	0	0	168,567	16,944,521	0.9948 %
Composite Rate	46,228,457	0	0	46,228,457	251,572,612	18.3757 %





APPENDIX J: RESOLUTIONS

- Adopted Budget Resolution
- Adopted Millage Ordinance
- Information for the Second Budget Hearing
- Actions Taken at the Second Budget Hearing Memo



City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 16-01215

Enactment Number: R-16-0444

A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO CITY OF MIAMI ("CITY") OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017; RATIFYING, APPROVING, AND CONFIRMING 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; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Manager prepared and submitted to the Miami City Commission ("City Commission") a proposed budget of the estimated expenditures and revenues of all City of Miami ("City") Departments, Offices and Boards for the Fiscal Year beginning October 1, 2016 and ending September 30, 2017 ("Fiscal Year 2016-17"); and

WHEREAS, on September 6, 2016, the City held a public hearing, as required pursuant to Section 200.065(2)(b), Florida Statutes (2016), whereat the City Commission adopted the proposed budget, as amended, as the tentative budget of the City pursuant to Resolution 16-0396; and

WHEREAS, a copy of the proposed budget has been posted on the City website and is on file in the Office of the City Clerk, with any and all amendments thereto being adopted as part of the tentative budget and incorporated therein; and

WHEREAS, the General Fund Budget for Fiscal Year 2016-17 is ~~\$669,698,600~~ \$670,198,600 and the total Budget for all non-capital funds is ~~\$978,557,400~~ \$979,057,400; and

WHEREAS, the final general operating millage of the City is 7.6465; and

WHEREAS, the major source of revenue for the General Fund is derived from the category identified as "Property Taxes" in the amount of \$303,610,200; and

WHEREAS, the name of the Office of Communication and Protocol was changed to Office of Communications; and

WHEREAS, Office of Capital Improvements and Transportation Program ("CITP") was changed to the Office of Capital Improvements, removing those duties pertaining to transportation initiatives and services; and

WHEREAS, the Office of Transportation Management was created to address, manage, plan, coordinate and implement the City transportation and transit program previously included as part of CITP; and

WHEREAS, the Office of Resilience and Sustainability was created to develop and implement a

Resiliency Strategy and supporting programs on behalf of the City, and manage City efforts as it relates to sustainability initiatives, sea level rise and hazard mitigation; and

WHEREAS, the ten percent (10%) of gross dockage monies, dedicated in part to fund necessary capital repairs and capital related improvements to City marinas and mooring facilities pursuant to Section 50-344 of the Code of the City of Miami, Florida ("City Code"), and ticket surcharge revenues imposed on boats operating out of Miamarina at Bayside pursuant to Section 53-1 of the City Code, which were previously transferred to Special Revenue Public Facilities and thereafter to Capital, will now be transferred directly to Capital Project Funds; and

WHEREAS, it is in the best interest of the City to authorize the City Manager to make any necessary changes to adjust, amend, and appropriate the City Operating Budget, Five-Year Financial Plan, Strategic Plan, and Multi-Year Capital Plan, for the purposes set forth in this Resolution; and

WHEREAS, it is in the best interest 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 if fully set forth in this Section.

Section 2. The tentative budget is hereby adopted as the final budget of the City and is incorporated herein by reference; it is further amended to include all of the applicable changes contained in the memorandum entitled "Information for Second Budget Hearing - Fiscal Year 2016-17 Tentative Budget", as well as any floor amendments.

Section 3. The following appropriations are made for the municipal operations of the General Fund for Fiscal Year 2016-17:

GENERAL FUND	APPROPRIATIONS	ADOPTED BUDGET
Departments, Boards & Offices:		
Mayor	\$ 1,128,000	\$ 1,128,000
Commissioners	3,231,000	3,231,000
City Manager	3,578,400	3,578,400
Agenda Coordination	356,200	356,200
Independent Auditor General	1,282,700	1,282,700
Capital Improvements	2,824,600	2,824,600
City Attorney	8,164,800	8,164,800
City Clerk	1,697,400	1,697,400
Civil Service Boards	453,400	453,400
Code Compliance	5,816,000	5,816,000
Communications (Change of Department Name)	1,160,700	1,160,700
Equal Opportunity and Diversity Programs	396,800	396,800
Film and Entertainment	422,700	422,700
Finance	9,170,200	9,170,200
Grants Administration	1,566,000	1,566,000

Human Resources	4,416,800	4,416,800
Information Technology	9,102,000	9,102,000
Management and Budget	2,535,600	2,535,600
Neighborhood Enhancement Teams	5,707,100	5,800,400
Resilience and Sustainability (New Department)	139,800	139,800
Procurement	2,364,800	2,364,800
Building	10,242,600	10,242,600
Planning and Zoning	6,111,300	6,633,900
General Service Administration	22,526,000	22,526,000
Public Works	21,765,200	21,242,600
Transportation Management (New Department)	0	0
Solid Waste	31,484,800	31,484,800
Fire-Rescue	125,451,500	125,451,500
Police	231,534,900	231,648,100
Real Estate and Asset Management	12,391,400	12,391,400
Parks and Recreation	41,653,700	41,653,700
Risk Management	3,098,000	3,098,000
Community and Economic Development	3,482,500	3,482,500
Non-Departmental Accounts	45,932,800	45,806,300
Transfers - OUT	48,508,900	48,928,900
TOTAL GENERAL FUND	\$ 669,698,600	\$ 670,198,600

Reserves Based on Financial Integrity Principles:
(Included in General Fund - NDA)

Contingency Reserves	\$	5,000,000
Undesignated Reserves	-	
TOTAL RESERVES	\$	5,000,000

Section 4. The above appropriations for the municipal operations of the General Fund are based on the following sources of revenues for Fiscal Year 2016-17:

GENERAL FUND	REVENUES	ADOPTED BUDGET
Property Taxes	\$ 303,610,200	\$ 303,610,200
Franchise Fees and Other Taxes	106,503,600	106,503,600
Interest	1,700,000	1,700,000
Transfers-In	7,268,900	7,768,900
Fines and Forfeitures	13,443,900	13,443,900
Intergovernmental Revenues	65,936,900	65,936,900
Licenses and Permits	56,947,100	56,947,100
Other Revenues	3,800,200	3,800,200
Charges for Services	110,487,800	110,487,800
TOTAL GENERAL FUND	\$ 669,698,600	\$ 670,198,600

Section 5. The following appropriations are made for the municipal operations of Debt Service Funds for Fiscal Year 2016-17:

DEBT SERVICE FUNDS	APPROPRIATIONS
Special Obligation Bonds	\$ 27,266,700
General Obligation Bonds	48,162,700
TOTAL DEBT SERVICE FUNDS	\$ 75,429,400

Section 6. The above appropriations for the municipal operations of Debt Service Funds are based on the following sources of revenues for Fiscal Year 2016-17:

DEBT SERVICE FUNDS	REVENUES
Property Taxes	\$ 27,266,700
Transfers In & Other Revenues	48,162,700
TOTAL DEBT SERVICE FUNDS	\$ 75,429,400

Section 7. The following appropriations are made for the municipal operations of Special Revenue Funds for Fiscal Year 2016-2017:

SPECIAL REVENUE FUNDS	APPROPRIATIONS
City Clerk Services	\$ 788,800
Community Development	51,307,500
Real Estate and Asset Management Services	5,537,400
Departmental Improvement Initiative	12,412,600
Economic Development (SR)	188,000
Emergency Funds	100,000
Fire-Rescue Services	1,814,900
General Special Revenue	835,800
Homeless Program	2,923,200
Law Enforcement Trust Fund	2,225,000
Miami Ballpark Parking Facilities	6,598,400
Parks and Recreation Services	1,271,500
Planning Services	13,613,500
Police Services	9,063,600
Public Works Services	7,358,000
Solid Waste Recycling Educational Trust Fund	179,400
Transportation and Transit	23,330,300
Tree Trust Fund	3,939,900
UASI-Fire-Rescue	5,485,300
TOTAL SPECIAL REVENUE FUNDS	\$ 148,973,100

Section 8. The above appropriations for the municipal operations of Special Revenue Funds are based on the following sources of revenues for Fiscal Year 2016-17:

SPECIAL REVENUE FUNDS	REVENUES
-----------------------	----------

All Sources	\$	148,973,100
TOTAL SPECIAL REVENUE FUNDS	\$	148,973,100

Section 9. The following appropriations are made for the municipal operations of Internal Service Funds for Fiscal Year 2016-17:

INTERNAL SERVICE FUND	APPROPRIATIONS	
Life and Health Insurance		48,874,300
Workers' Compensation		15,700,000
Others		19,882,000
TOTAL INTERNAL SERVICE FUND	\$	84,456,300

Section 10. The above appropriations for the municipal operations of Internal Service Funds are based on the following sources of revenues for Fiscal Year 2016-17:

INTERNAL SERVICE FUND	REVENUES	
All Sources	\$	84,456,300
TOTAL INTERNAL SERVICE FUND	\$	84,456,300

Section 11. 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 City Code, as amended. The appropriations are the anticipated expenditure requirements for the City, but are not mandatory should efficient administration of City Departments, Offices 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 transfer funds between accounts and awards, and 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 monies from other funds to the General Fund provided that those are appropriated monies 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 12. The City Manager is authorized to make any necessary changes to adjust, amend and appropriate the City Operating Budget, Five-Year Financial Plan, Strategic Plan, and 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 the purposes set forth in this Resolution.

Section 13. 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 14. 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 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 15. 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 16. 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/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/or alteration of the number of budgeted positions in any given classification.

Section 17. 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 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 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 19. 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, as amended.

Section 20. 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 21. 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 22. 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 23. 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 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 24. 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 25. 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 26. This Resolution shall become effective immediately upon its adoption and signature of the Mayor. {1}

Date: SEPTEMBER 20, 2016
Mover: COMMISSIONER SUAREZ
Seconder: COMMISSIONER GORT
Vote: AYES: 4 - COMMISSIONER(S) GORT, RUSSELL, SUAREZ AND HARDEMON
NOES: 1 - COMMISSIONER(S) CAROLLO
Action: ADOPTED WITH MODIFICATIONS

Date: SEPTEMBER 21, 2016
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-16-0444, with attachment, passed by the City Commission on 9/20/2016.



Moei Coamer Lopez
City Clerk, Deputy Clerk (for Todd B. Hannon,
City Clerk)

September 22, 2016

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

Master Report

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

(2)
A

Enactment Number: R-16-0443

File Number: 16-01216	File Type: Resolution	Status: Passed
Version: 1	Reference:	Controlling Body: City Attorney
File Name: Adopt Final Millage FY '17 - City of Miami		Introduced: 8/23/2016
Requester: Office of Management and Budget	Cost:	Final Action: 9/20/2016

Title: A RESOLUTION OF THE MIAMI CITY COMMISSION RELATED TO TAXATION, 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 FINAL TOTAL RATE OF 8.2900 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY FOR THE PURPOSE OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

Sponsors:

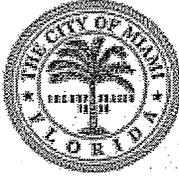
Notes:

Indexes:

Attachments: 16-01216 Summary Form.pdf,16-01216 Legislation.pdf,

History of Legislative File

Version:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Office of the City Attorney	9/12/2016	Reviewed and Approved				
1	City Commission	9/20/2016	ADOPTED				Pass
1	Office of the Mayor	9/21/2016	Signed by the Mayor	Office of the City Clerk			
1	Office of the City Clerk	9/21/2016	Signed and Attested by City Clerk				



City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 16-01216

Enactment Number: R-16-0443

A RESOLUTION OF THE MIAMI CITY COMMISSION RELATED TO TAXATION, 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 FINAL TOTAL RATE OF 8.2900 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY FOR THE PURPOSE OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, for the purpose 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, Section 200.065, Florida Statutes (2016), sets forth the method of fixing a millage rate; and

WHEREAS, on July 1, 2016, 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 \$44,602,305,542; and

WHEREAS, the City prepared a tentative budget for the Fiscal Year beginning October 1, 2016 and ending September 30, 2017 and computed a total proposed millage rate of 8.2900, which is necessary to fund the tentative budget other than the portion of the budget to be funded from sources other than ad valorem taxes; and

WHEREAS, the Miami City Commission enacted Resolution R-16-0365, wherein it directed the City Manager to submit to the PA and Miami-Dade County Tax Collector the total proposed millage rate of 8.2900 mills, together with the required information set forth in Section 200.65(2)(b), Florida Statutes (2016); and

WHEREAS, on September 6, 2016, the City held a public hearing, as required pursuant to Section 200.065(2)(c), Florida Statutes (2016), where the City Commission enacted Resolution R-16-0395, wherein a total tentative millage rate of 8.2900 mills was adopted;

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 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 8.2900 mills on the dollar of the taxable value of such property for the Fiscal Year commencing October 1, 2016 and ending September 30, 2017, computed as follows for the purpose of:

- 7.6465 mills to fund the General Operating Budget.
- 0.6435 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 operating millage rate herein adopted for the purpose of funding the General Operating Budget is 11.99% greater than the rolled-back rate of 6.8278 mills.

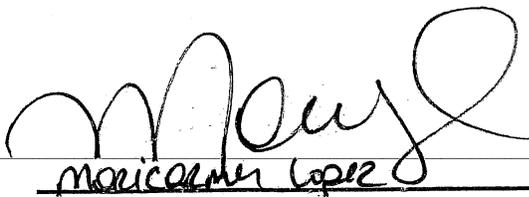
Section 4. If any section, part of a section, paragraph, clause, phrase or word of this Resolution is declared invalid, the remaining provisions of the Resolution shall not be affected.

Section 5. This Resolution shall be effective as of October 1, 2016, after final reading and adoption thereof. {1}

Date: SEPTEMBER 20, 2016
Mover: COMMISSIONER GORT
Seconder: CHAIR HARDEMON
Vote: AYES: 5 - COMMISSIONER(S) GORT, RUSSELL, CAROLLO, SUAREZ AND HARDEMON
Action: ADOPTED

Date: SEPTEMBER 21, 2016
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-16-0443, passed by the City Commission on 9/20/2016.



 Moricamer Lopez
 City Clerk, Deputy Clerk (for Todd B. Hannon,
 City Clerk)

September 22, 2016

 Date Certified

{1} If the Mayor does not sign this Resolution, it shall become effective at the end of the 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: August 31, 2016

FROM: Daniel J. Alfonso
City Manager

SUBJECT: Information for the First Budget
Hearing – FY 2016-17 Proposed Budget

The preparation of the FY 2016-17 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 7, 2016 Proposed Budget and the current date, and to present attachments that reflect these changes, and to provide updates to the Proposed Capital Plan.

General Fund Revenues Recommended Changes

The FY 2016-17 Proposed Budget for the General Fund revenue as of July 7, 2016 was \$643.27 million. Some assumptions have changed since the budget was prepared, resulting in a new recommended Proposed Budget of \$669.7 million. The adjustments of (\$-649,700) is outlined below (See Table 1):

TABLE 1			
General Fund Revenue	Proposed Budget FY 2016-17 July 7 th , 2016	Changes to Proposed Budget	Preliminary Budget
Property Taxes	\$303,610,200		\$303,610,200
Franchise Fees and Other Taxes	\$106,297,000	206,600	\$106,503,600
Interest	\$1,700,000		\$1,700,000
Transfers-IN	\$7,978,900	(710,000)	\$7,268,900
Fines and Forfeitures	\$13,443,900		\$13,443,900
Intergovernmental Revenue	\$66,083,200	(146,300)	\$65,936,900
Licenses and Permits	\$56,947,100		\$56,947,100
Other Revenues	\$3,800,200		\$3,800,200
Charges for Services	\$110,487,800		\$110,487,800
Total Revenues	\$670,348,300	(649,700)	669,698,600

The 'Franchise Fees and Other Taxes' revenue category increased by \$206,000 due to the latest available information from the State of Florida Department of Revenue's Office of Tax Research. The adjustments are primarily in line item Communication Services Taxes (\$169,500) and in line item Local Options Fuel Taxes (\$37,100).

The 'Intergovernmental revenue' category (line item Municipal Revenue Sharing), decreased by \$146,300 due to information from the State of Florida Department of Revenue's Office of Tax Research.

The 'Transfers-IN' category decreased by \$710,000 due to a budget revision by the Omni Midtown CRA that does not fund six Police Officers.

General Fund Departmental Changes (Summary values in Attachment A)

Fire-Rescue

The FY 2016-17 Proposed Budget as of July 7th, 2016 is \$125.45 million. It is recommended that the budget be revised to \$125.58 million to increase the salary and attrition line-items by \$127,800 to fund three Firefighter positions no longer funded by the Urban Search and Rescue (USAR) Grant.

Communications

The FY 2016-17 Proposed Budget as of July 7th, 2016 is \$1.08 million. It is recommended that the budget be revised to \$1.17 million to fund salary adjustments due to promotional increases (\$66,000). Additionally, it is recommended that the line item "Other Contractual Services" be increased by \$10,400 using Comcast in order to have closed captioning and maintaining a live television presence City-wide on Channel 77.

Non-Departmental (NDA)

The FY 2016-17 Proposed Budget as of July 7th, 2016 is \$46.66 million. It is recommended that the budget be revised to \$45.93 million to reflect the following:

- Reduction of election cost line-item due to a revised estimate associated with the non-issuance of the GOB bond (\$110,600)
- Reducing the EORT (\$542,000)
- Increased Reserve for Uncollectable (\$542,000)
- Decreased reserve for uncollectable to accommodate the recommendation noted above (\$768,100)

Special Revenue (Summary Values in Attachment B)

Fire-Rescue Services

The FY 2016-17 Proposed Budget as of July 7th, 2016 is \$1.94 million. It is recommended that the budget be revised to \$1.81 million to reduce the salary line-item by \$127,800 due to the transfer of three Firefighter positions to the General Fund.

UASI Fire-Rescue

The FY 2016-17 Proposed Budget as of July 7th, 2016 is \$5.53 million. It is recommended that the budget be revised to \$5.49 million to reduce the salary line-item by \$46,200 due to the elimination of one long term vacant grant-funded position.

Parks and Recreation Services

The FY 2016-17 Proposed Budget as of July 7th, 2016 is \$1.24 million. It is recommended that the budget be revised to \$1.27 million to include a budget adjustment of \$30,000 for the Fit2Play grant.

Revised Position Counts

The change noted above in UASI Fire-Rescue caused the position count in the Fire-Rescue Department to change from 847 to 846 positions.

Proposed Capital Plan

The FY 2016-17 Proposed Capital Plan as of July 7th, 2016 has been subsequently updated to properly reflect current statuses, completion dates of projects, as well as minor aesthetic changes. Those updates will have changed the overall funded amount and projects reflected in the Proposed Capital Plan due to the completion of projects. However, it is important to note that no changes were made to funded amounts of active projects.

Attachments:

GENERAL FUND	Proposed Budget FY 2016-17	Change Memo	Preliminary Budget FY 2016-17
Departments, Boards & Offices:			
Mayor	\$ 1,128,000		\$ 1,128,000
Commissioners	3,231,000		3,231,000
City Manager	3,578,400		3,578,400
Agenda Coordination	356,200		356,200
Independent Auditor General	1,282,700		1,282,700
Capital Improvements	2,824,600		2,824,600
City Attorney	8,164,800		8,164,800
City Clerk	1,697,400		1,697,400
Civil Service Boards	453,400		453,400
Code Compliance	5,816,000		5,816,000
Communications (Change of Department Name)	1,084,300	76,400	1,160,700
Equal Opportunity and Diversity Programs	396,800		396,800
Film and Entertainment	422,700		422,700
Finance	9,170,200		9,170,200
Grants Administration	1,566,000		1,566,000
Human Resources	4,416,800		4,416,800
Information Technology	9,102,000		9,102,000
Management and Budget	2,535,600		2,535,600
Neighborhood Enhancement Teams	5,707,100		5,707,100
Resilience and Sustainability (New Department)	139,800		139,800
Procurement	2,364,800		2,364,800
Building	10,242,600		10,242,600
Planning and Zoning	6,111,300		6,111,300
General Service Administration	22,526,000		22,526,000
Public Works	21,765,200		21,765,200
Transportation Management (New Department)	0		-
Solid Waste	31,484,800		31,484,800
Fire-Rescue	125,451,500	-	125,451,500
Police	231,534,900		231,534,900
Real Estate and Asset Management	12,391,400		12,391,400
Parks and Recreation	41,653,700		41,653,700
Risk Management	3,098,000		3,098,000
Community and Economic Development	3,482,500		3,482,500
Non-Departmental Accounts	46,658,900	(726,100)	45,932,800
Transfers - OUT	48,508,900	-	48,508,900
TOTAL GENERAL FUND	\$ 670,348,300	\$ (649,700)	\$ 669,698,600

SPECIAL REVENUE FUNDS	Proposed Budget FY 2016-17	Change Memo	Preliminary Budget FY 2016-17
City Clerk Services	\$ 788,800		\$ 788,800
Community Development	51,307,500		51,307,500
Real Estate and Asset Management Services	5,537,400		5,537,400
Departmental Improvement Initiative	12,412,600		12,412,600
Economic Development (SR)	188,000		188,000
Emergency Funds	100,000		100,000
Fire-Rescue Services	1,942,700	(127,800)	1,814,900
General Special Revenue	835,800		835,800
Homeless Program	2,923,200		2,923,200
Law Enforcement Trust Fund	2,225,000		2,225,000
Miami Ballpark Parking Facilities	6,598,400		6,598,400
Parks and Recreation Services	1,241,500	30,000	1,271,500
Planning Services	13,613,500		13,613,500
Police Services	9,063,600		9,063,600
Public Works Services	7,358,000		7,358,000
Solid Waste Recycling Educational Trust Fund	179,400		179,400
Transportation and Transit	23,330,300		23,330,300
Tree Trust Fund	3,939,900		3,939,900
UASI-Fire-Rescue	5,531,500	(46,200)	5,485,300
TOTAL SPECIAL REVENUE FUNDS	\$ 149,117,100	\$ (144,000)	\$ 148,973,100

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members
of the City Commission

DATE: September 16, 2016


FROM: Daniel J. Alfonso
City Manager

SUBJECT: Information for the Second
Budget Hearing - FY 2016-17 Preliminary
Budget

On September 6th, 2016, the City of Miami Commission adopted the Operating Preliminary Budget with the changes included in the Memo titled "Information for the First Budget Hearing – FY 2016-17 Proposed Budget" and a floor amendment approving the allocation of \$247,500 from the "Reserve for Uncollectable" to the Wynwood Business Improvement District as requested for enhanced security and sanitation services.

This memorandum is prepared to address many of the concerns expressed during the first budget hearing and provide the Commission with the most up-to-date information, to offer proposed changes that if approved, will amend the Preliminary Budget along with any floor amendments approved at the Second Budget Hearing to become the FY 2016-17 Adopted Budget. As such, the following recommendations are outlined below:

1. Allocate additional funding to the Virginia Key Beach Trust (VKBT) (-\$150,000).
2. Decreasing the proposed budget for the General Employees and Sanitation Employees Retirement Trust (GESE) (+\$140,000).
3. Allocate additional funding to the eMerge-Miami Technology Conference (-\$50,000).
4. Allocate additional funding to the for Security Cameras at churches in the City of Miami (-\$20,000).
5. Allocate additional funding for two Victims Advocates positions in the Homicide division of the Police Department (-\$113,200).
6. Addressing concerns about youth gun violence by utilizing \$58,000 already allocated in the Office of Community Investment (in the City Manager's Office) and \$50,000 of Police Training funding in the Non-Departmental Accounts to provide training for all Neighborhood Resource Officers in the Police Department. This change has no net effect to the City's budget.

7. Increasing the preliminary budget for the Planning and Zoning department due to the transfer of six positions and one part-time position associated with the tree permitting activity that was originally proposed in the Public Works Department budget (+\$522,600). Decreasing the preliminary budget for the Public Works department due to the transfer of six positions and one part-time position associated with the tree permitting activity that is now being transferred back to the Planning and Zoning department (-\$522,600). This change has no net effect to the City's budget.
8. Increasing the Transfer-In amount from the OMNI CRA to partially fund police officer positions dedicated to that area (+\$500,000).

These recommendations will be accommodated by adjusting "Reserve for Uncollectables".

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members
of the City Commission

DATE: December 7, 2016

FROM: Daniel J. Alfonso
City Manager

SUBJECT: Actions Taken at the Second
Budget Hearing

This memorandum is to clarify actions taken at the Second Budget Hearing on September 20, 2016. Please see the supplemental information attached hereto.

Should you require additional information, please don't hesitate to contact me. I remain available to assist.

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Daniel J. Alfonso
City Manager

DATE: December 2, 2016

FROM: 
Christopher Rose, Director
Office of Management and Budget

SUBJECT: Actions Taken at the
Second Budget Hearing

This memo serves to clarify the actions taken at the Second Budget Hearing on September 20, 2016. The City Commission accepted the recommendations made in the memorandum titled *“Information for the Second Budget Hearing – FY 2016-17”* and amended those recommendations as follows:

- A General Fund allocation of \$50,000 transferred to the Non-Departmental Accounts for the Latin Champions PGA event at the Melreese Golf Course in 2017 (requested by Commissioner Gort)
- A General Fund allocation of \$200,000 transferred to capital for street lighting in the Downtown area (requested by Vice-Chairman Russell)
- A General Fund allocation of \$200,000 transferred to capital for street lighting in the Overtown area (requested by Chairman Hardemon)
- A General Fund allocation of \$93,300 transferred to the Neighborhood Enhancement Team Departmental budget for two additional Neighborhood Services Workers at the Downtown Office (requested by Vice-Chairman Russell)
- A General Fund allocation of \$306,000 into the Non-Departmental Accounts budget for the Citywide affordable housing efforts
- A Special Revenue allocation of \$197,000 from the DRI transferred to capital for Solar Lights in Museum Park (requested by Vice-Chairman Russell)
- A Special Revenue allocation of \$303,000 from the Tree Trust Fund transferred to capital for Tree Planting in Museum (requested by Vice-Chairman Russell)

These financial amendments were balanced by reducing the “Reserve for Uncollectable” in the General Fund Non-Departmental Accounts to \$8.010 million.

In addition, two non-monetary amendments were considered at the Second Budget Hearing:

- The language in each departmental narrative in the budget book regarding pay raises for non-bargaining employees was not amended to include language stating that said pay raises would be subject to a favorable evaluation of each employee and will remain the same as in the Proposed Budget Book.
- The administration agreed to split out E-911 Revenues that were presented on page 413 of the Proposed Operating Budget Book into Wireless, Landline, and disposable phones; as requested by Commissioner Carollo.

As always, you may contact me with questions or clarification as needed. You may also call Christopher Rose, Budget Director, at 305-416-1500.

OMB170004

City of Miami, Florida

DANIEL J. ALFONSO
CITY MANAGER



P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

May 28, 2015

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2015-2016 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 27, 2015 to review the assumptions used in developing the Fiscal Year 2015-2016 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. This year, three outside professionals participated.

The members of this year's conference were as follows:

- Jose Fernandez, Director - Finance Department, City of Miami
- Barbara Galvez, Operating Budget Coordinator - Office of Management and Budget, Miami-Dade County
- David Goldman, Director - Office of Management and Budget, City of Miramar
- Tameka Otto-Stewart, Budget Officer - Office of Budget and Performance Improvement, City of Miami Beach
- Christopher Rose, Director - Office of Management and Budget, City of Miami

Additional support members included:

- Marisol Artilles, 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
- Donovan Dawson, Management Intern - Office of Management and Budget, 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

FY 2015-16 City of Miami -Revenue Estimating Conference
 Recommended and Approved Changes

	Object Code	Department (if applicable)	Change From	Change To	Comments
1	461100	Solid Waste	\$5,000	\$0	
2	451000	Police	\$3,485,100	\$4,000,000	
3	459000	Solid Waste	\$165,000	\$60,000	
4	462000	CITP	\$6,400,000	\$6,300,000	
5	431000	Parks	\$134,000	\$0	Put 0 in Budget with a note that it will be moved out of the general fund
6	435002	Finance	\$29,582,100	\$30,500,000	
7	421100	Finance	\$7,125,000	\$7,200,000	
8	429020	Solid Waste	\$13,000,000	\$13,500,000	
9	429040	Total Amount	\$2,113,600	\$2,500,000	
10	469000	City Manager	\$176,800	\$10,000	
11	469000	Solid Waste	\$231,000	\$250,000	
12	469000	Fire-Rescue	\$10,300	*	Leave as is but investigate and come back to the Committee with results/recommendation
13	469000	Public Facilities	\$272,000	\$300,000	
14	469300	Finance	\$50,000	\$0	
15	441200	Finance	\$975,000	\$1,000,000	
16	442100	Police	\$2,939,600	\$2,950,000	
17	442900	Police	\$496,800	\$400,000	
18	443400	Solid Waste	\$25,412,800	\$25,216,000	
19	443900	Public Facilities	\$0	\$100,000	
20	447500	Public Facilities	\$148,000	\$116,000	
21	447500	Parks	\$1,048,700	\$980,000	
22	447900	Parks	\$3,348,000	\$3,600,000	
23	447910	Public Facilities	\$8,258,000	\$8,800,000	
24	449000	Finance	\$33,800	\$35,000	
25	449000	Fire-Rescue	\$640,100	\$500,000	
26	449000	Police	\$597,200	\$500,000	

FY 2015-16 City of Miami -Revenue Estimating Conference
 Recommended and Approved Changes

27	449000	Public Facilities	\$1,016,300	\$1,020,000	The amount of \$1,020,00 is Contingent upon City Commission approval on 5/28/2015 and approval of a boat show agreement; if not approved then amount needs to be changed to \$25,000
28	449000	Parks	\$352,000	\$150,000	

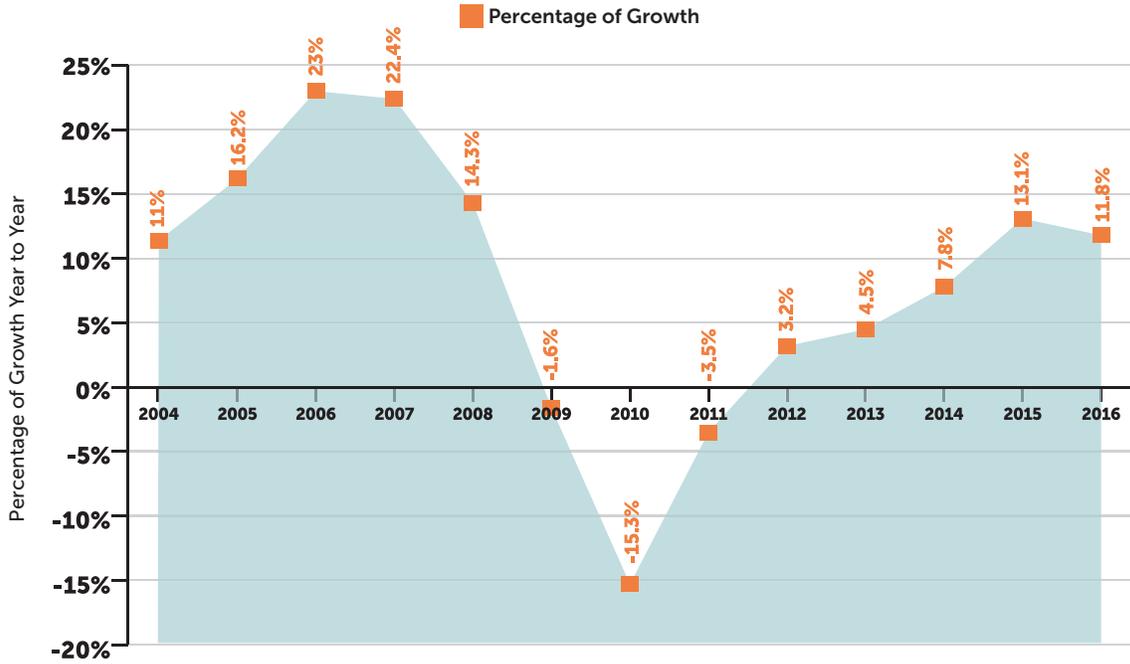


APPENDIX K:
MUNICIPAL FINANCIAL
HEALTH



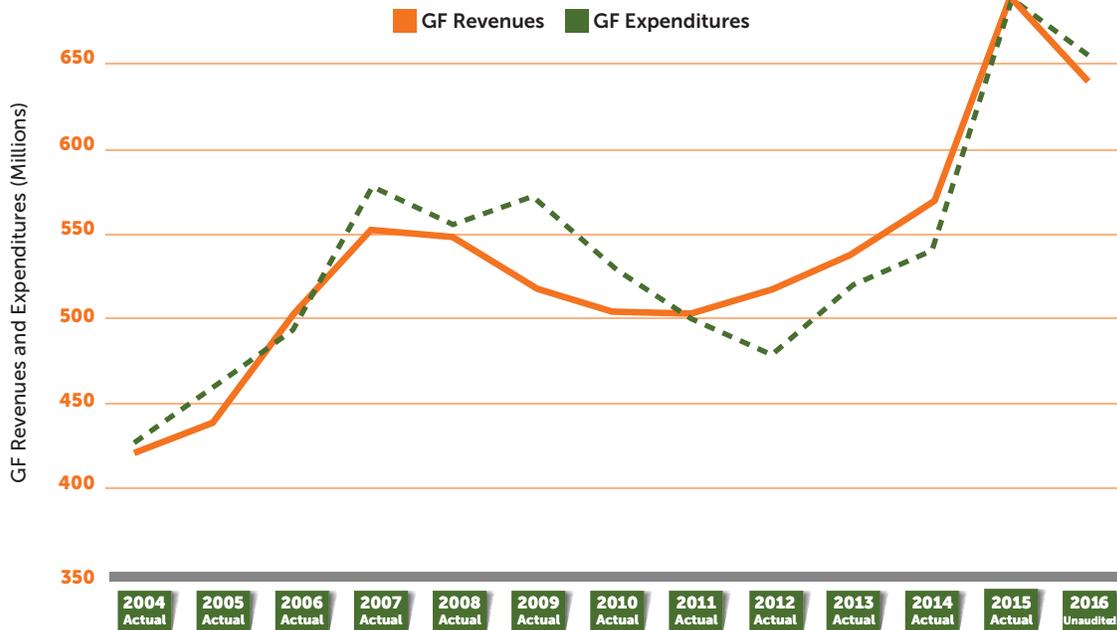
FINANCIAL HEALTH

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 six percent annually with FY 2011 (a decline of four percent) and FY 2015 (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 2010.

Historic General Fund Budget Growth

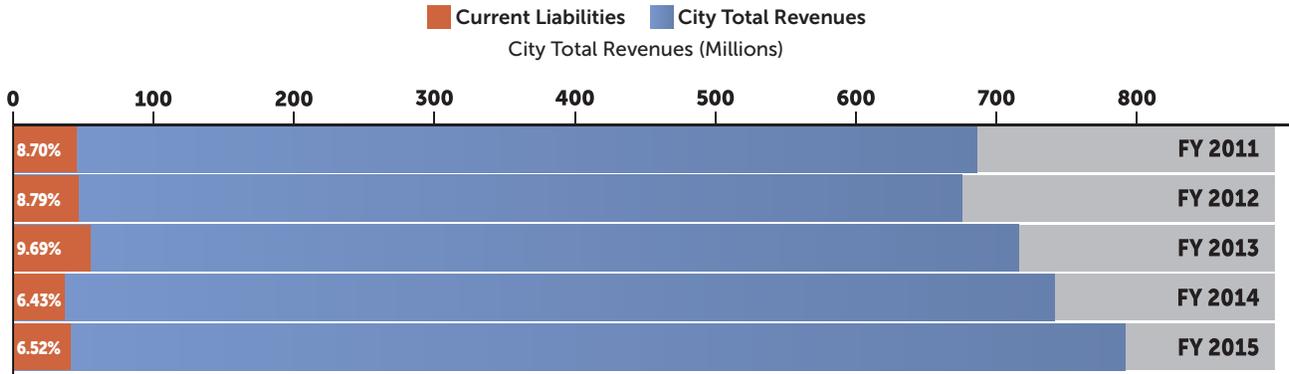


The General Fund is the city's primary operating fund for recording revenues and expenditures. Over the last five years it has grown at an average rate of five percent every year. However, from FY 2015 to FY 2016 the General Fund budget grew by 15 percent.



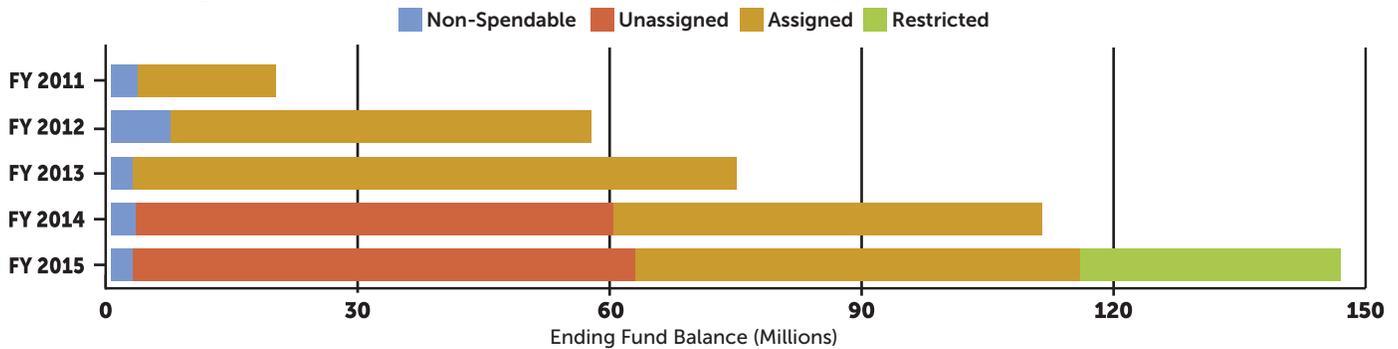
FINANCIAL HEALTH

Current Liabilities Divided by Total Revenues



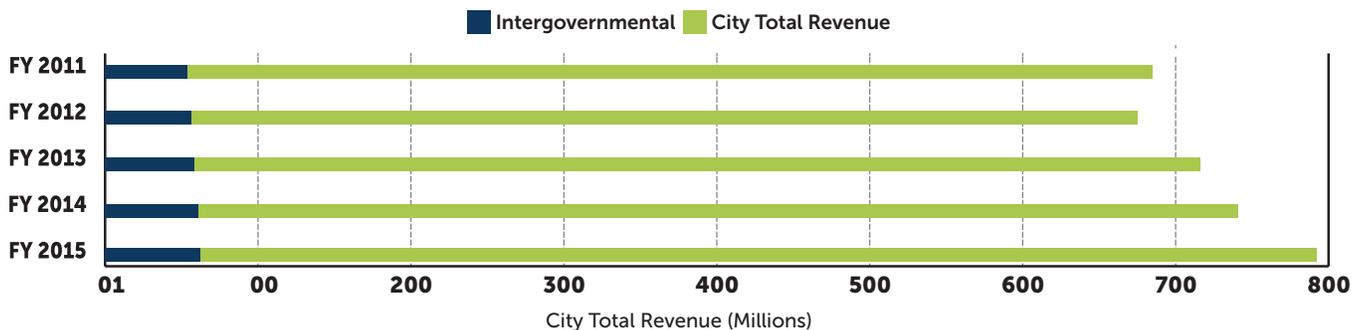
Current Liabilities have decreased as a percentage of General Fund and total City revenues. FY 2013 marked the peak in liabilities before an ultimate reduction in liabilities in FY 2014 and FY 2015.

Unassigned and Assigned Fund Balance Divided by Total Expenditures - General



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

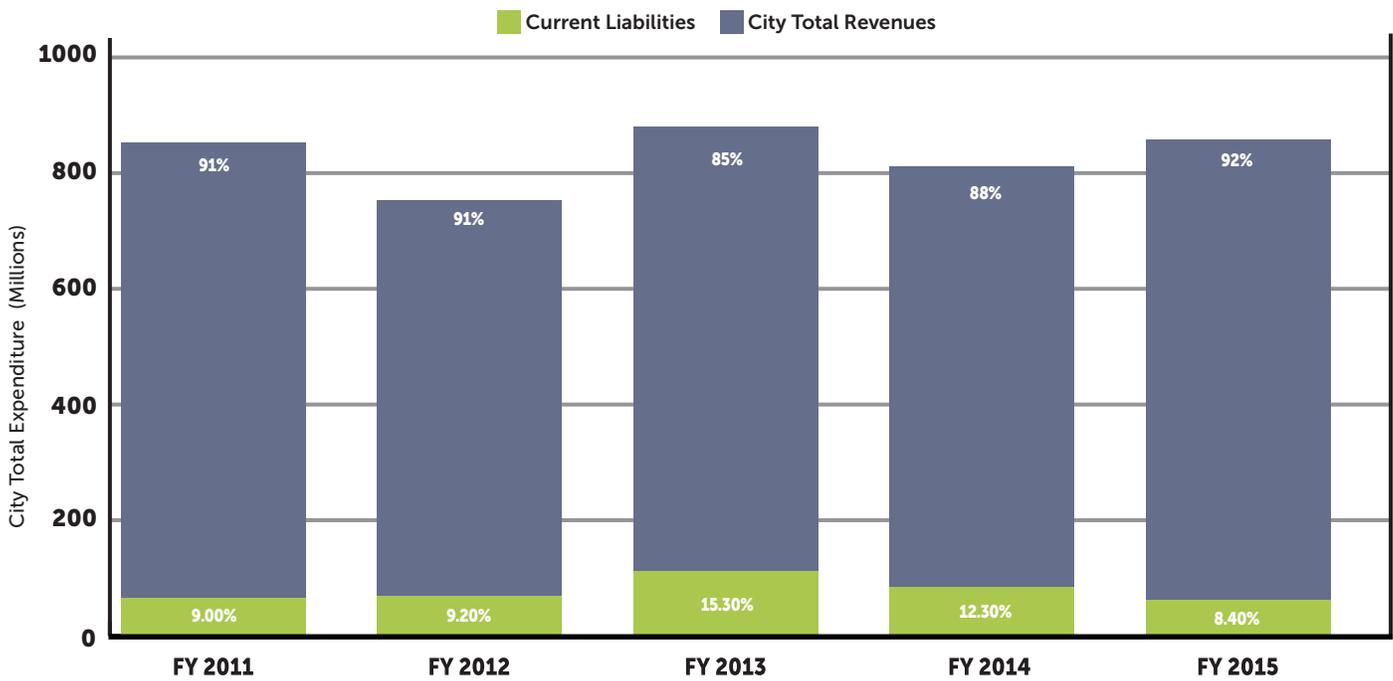


Intergovernmental Revenues have held steady at approximately eight percent from 2011 to 2015. This means that the City of Miami maintains a low risk of dependence on outside revenues from Federal, State, and other local government sources to fund operations and deliver services.



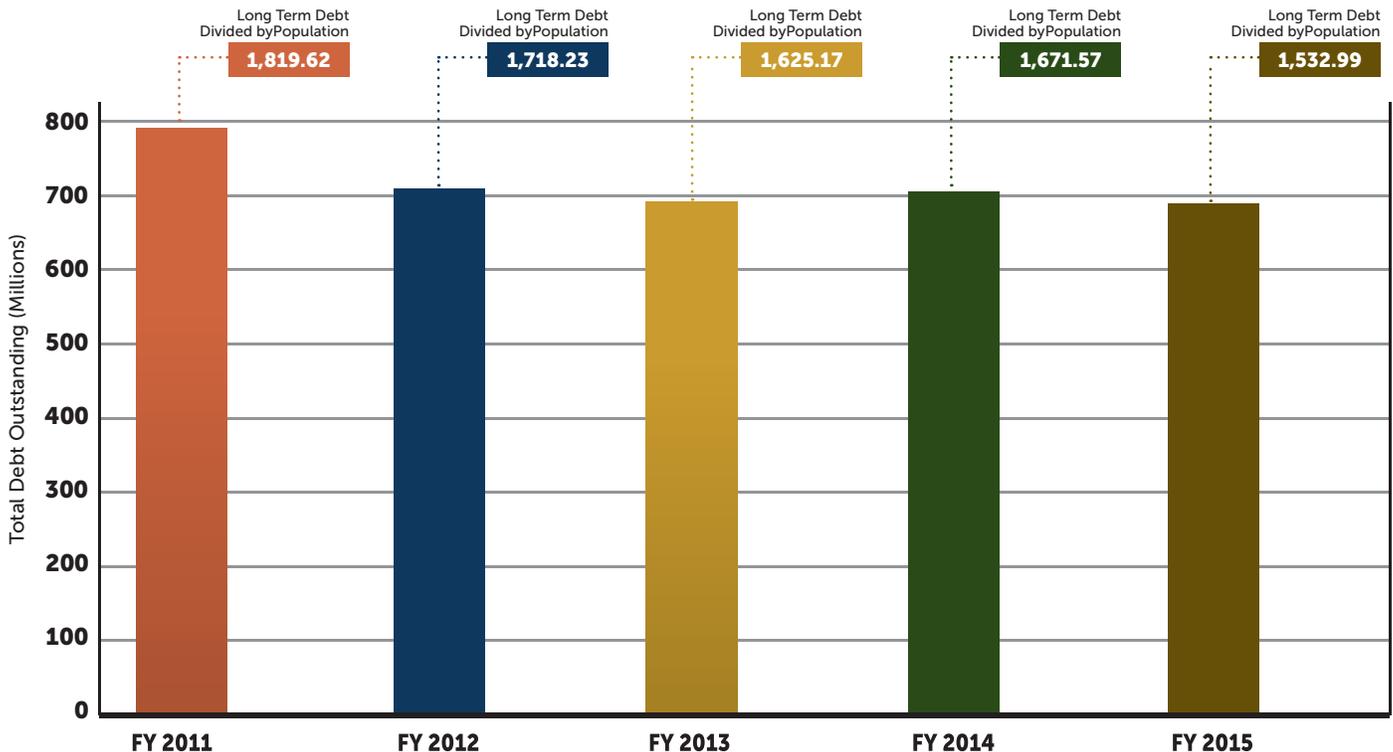
FINANCIAL HEALTH

Debt Service Divided by Total Expenditures



Debt Service in relation to Total Expenditures reached a high of 15 percent in 2013. However, there was a decline in FY 2014 and FY 2015 - resulting in increased flexibility for the city to respond to economic challenges.

Long-Term Debt Divided by Population

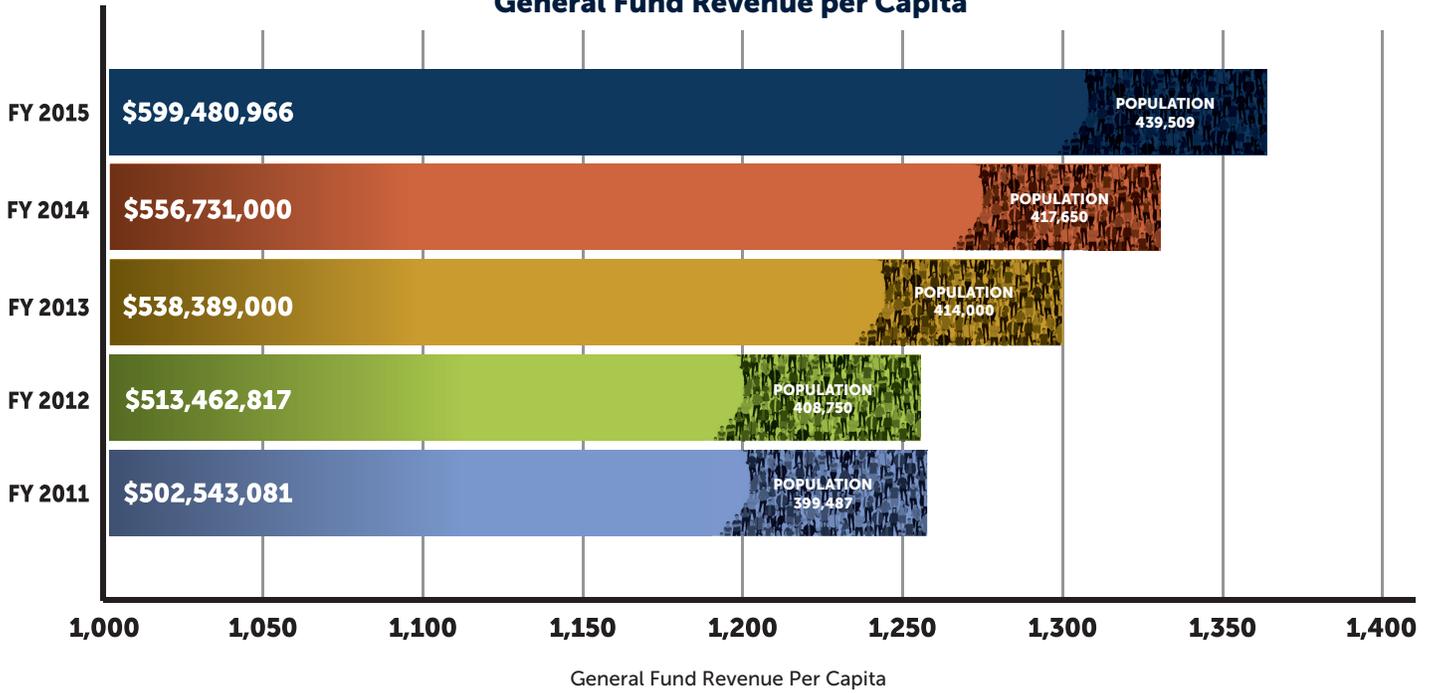


As the City's population has increased every year since 2011, so has the City's ability to pay its long-term debt and maintain flexibility in how resources are allocated.



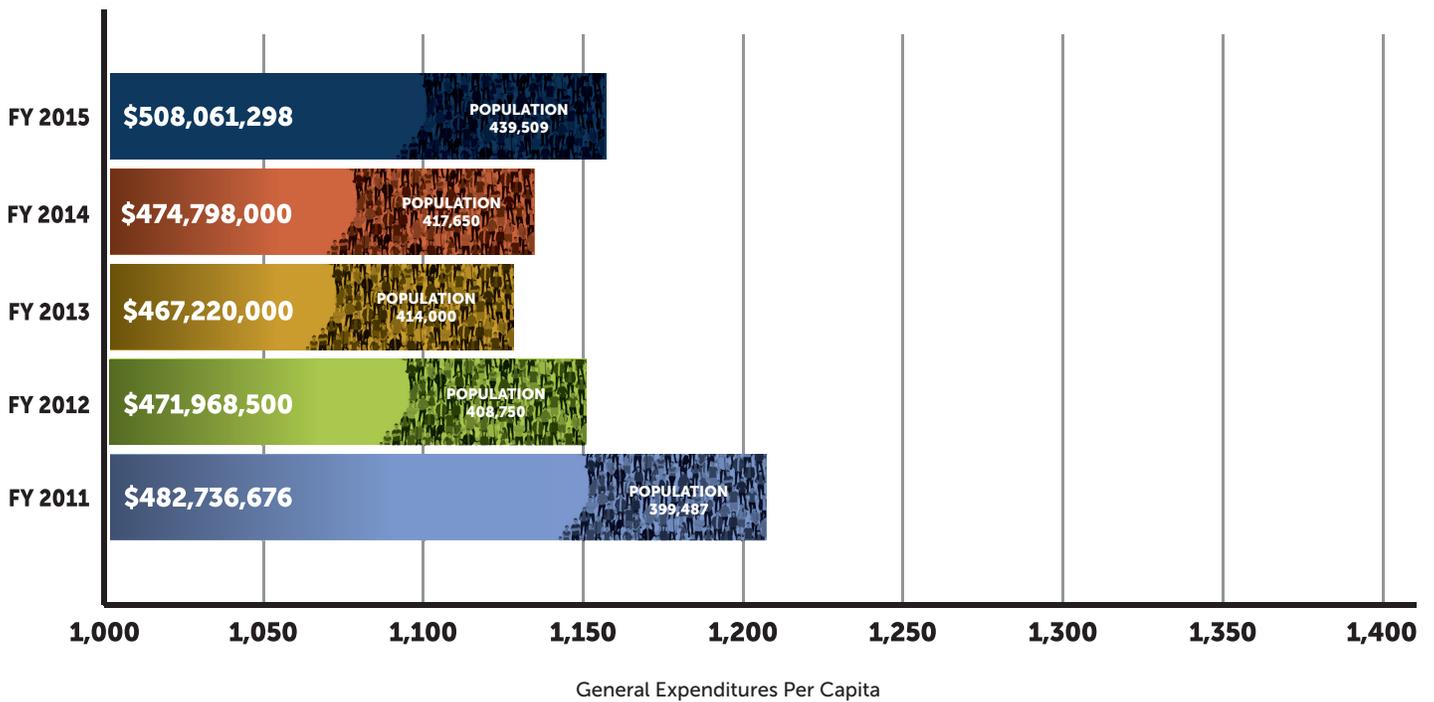
FINANCIAL HEALTH

General Fund Revenue per Capita



As the City's population and revenue collection has increased since 2011, 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 2011, so has the City's ability sustain the costs of providing services without compromising the ability to pay for them.



APPENDIX L: REFERENCE AND LOOK UP INFORMATION

- Abbreviations and Acronyms
 - Definition of Terms
 - Acknowledgements

Abbreviations and Acronyms

AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
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

Abbreviations and Acronyms

CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant
CDL	Commercial Driver License
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel
CIO	Chief Information Officer
CIO	Chief Innovation Officer
CIP	Capital Improvement Program
CITT	Citizen’s Independent Transportation Transit
CLE	Continuing Legal Education
CM	City Manager
CO	Certificate of Occupancy
COM	City of Miami
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPS	Community Oriented Policing Services
CPPB	Certified Professional Public Buyer
CRA	Community Redevelopment Agency
CRB	Community Relations Board

Abbreviations and Acronyms

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
DROP	Deferred Retirement Option Program
EB-5	Immigrant Investor Program
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Training

Abbreviations and Acronyms

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

FIPO Firefighters' and Police Officers' Retirement Trust

FOP Fraternal Order of Police

FPL Florida Power and Light

FTR For the Record

FY Fiscal Year

GAAP Generally Accepted Accounting Principles

Abbreviations and Acronyms

GASB	Governmental Accounting Standards Board
GESE	General Employees' and Sanitation Employees' Retirement Trust
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	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
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

Abbreviations and Acronyms

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

JAG Justice Assistance Grant

LCD Liquid crystal display

LETF Law Enforcement Trust Fund

LOGT Local Option Gas Tax

LTRA Long-Term Rental Assistance

LWP Local Workforce Participation

MADS Maximum Annual Debt Service

MUSP Major Use Special Permit

MDX Miami-Dade Expressway Authority

MHAP Miami Homeless Assistance Program

MIC Mayor's International Council

MRC Miami Riverside Center

MS4 Municipal Separate Storm Sewer System

Abbreviations and Acronyms

MSI	Miami Sustainable Initiatives
MUSP	Major Use Special Permit
NET	Neighborhood Enhancement Team
NDA	Non-Departmental Accounts
NPDES	National Pollutant Discharge Elimination System
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

Abbreviations and Acronyms

P-CARD	Purchasing Card
PFM	Public Financial Management, Inc.
POMS	Peoples 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
SLA	Service Level Agreement
SNAP	Supplemental Nutritional Assistance Program

Abbreviations and Acronyms

SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
SPPA	Smart Policing Predictive Analytics
SQL	Structured Query Language
STEAM	Science Technology Engineering Arts and Math
SWAT	Special Weapons and Tactics
TAME	Tunnel and Marine Exercise
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificates of Occupancy
TCT	The Children's Trust
TRIM	Truth in Mileage
TUP	Temporary Use Permit
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UIA	Urban Infill Area
UPK	User Productivity Kit
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services

Abbreviations and Acronyms

USDA United States Department of Agriculture

USDOJ United States Department of Justice

VISTA Volunteers in Service to America

VOIP Voice Over Internet Protocol

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: 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.

Balanced Budget: 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: Capital or “in kind” expense of \$5,000 or more, resulting in the acquisition, improvement or addition to fixed assets in the form of land, buildings or improvements, more or less permanent in character, and durable equipment with a life expectancy of at least three years.

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 become additions to the City’s fixed assets.

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 nonpayment 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.

Definition of Terms

Disbursement: Payment for goods and services.

Division: The second level in the formal City 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: 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 of the following year.

Fixed Assets: Are long-term tangible assets such as land, buildings, machinery, furniture and equipment.

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.

Definition of Terms

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.

Inter-fund Transfers: Contributions made from one fund to another fund within an organization.

Inter-local 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.

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.

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: 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.

Definition of Terms

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.

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.

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.

Strategic Themes: The principal unifying element within a strategic plan.

Tax Reserve: That 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.

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.

Definition of Terms

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.

ACKNOWLEDGEMENTS



The Office of Management and Budget staff would like to extend our gratitude to the Elected Officials, City Manager, Assistant City Managers, Department Directors, and the entire staff for their assistance and continued support to this year's budget effort.



Director	Christopher Rose
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Budget Analysts	Donovan F. Dawson Everton A. Garvis Jacques Joseph Luis O. Hernandez Torres
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FISCAL YEAR 2016-17