



MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: City Manager Jorge M. Gonzalez 

DATE: September 14, 2011

SUBJECT: **REPORT OF THE FINANCE AND CITYWIDE PROJECTS COMMITTEE MEETING OF July 28, 2011 and July 29, 2011.**

OLD BUSINESS

1. Budget Briefing: Commissioner Update on Department Reviews

ACTION

None

Item heard in conjunction with Item 2.

2. Budget Briefing: Potential Service Reductions and Enhancements / Potential Revenue Enhancements

ACTION

The Committee recommended:

- Replacing a Police captain with a sergeant position
- Eliminating one (1) full time vacant Municipal Service Trainee in Parks & Recreation
- Revising the allocation for the Director (35%) and Administrative Support (15%) in the Tourism & Cultural Development Department to charge the Convention Center
- Converting one (1) vacant full-time coordinator position to part-time in the Procurement Department
- Replace a HR Specialist with a full time Office Associate IV and professional Services in the Human Resources Department
- Eliminating two (2) HEOII positions in the Sanitation Department
- Eliminating a third Water Construction Crew
- Outsourcing Vac-Con Truck crew, which eliminates two (2) Municipal Service Worker 1s
- Eliminating funding for the County Lobbyist
- Reducing the janitorial level of service in 23 of 33 City facilities
- Eliminating Police Overtime paid by Parking for "Clearing of Lanes, Easements and Alleyways, Right-of-Way" (CLEAR) program

- **Improving Beach Shower Drainage & Maintenance**
- **Utilizing outside contractual services in order to conduct the required 40 year Building Re-Certification of City Buildings**
- **Funding for the Festival of the Arts be redirected to other North Beach economic development activities**
- **Continuing the weekend firefighter pilot program for an additional year**

The Committee recommended the following additions and service enhancements:

- **Increasing Police patrol on Washington Ave with two (2) Police Officers assigned from Thursday through Sunday from 11pm to 9am**
- **Enhancing deployment flexibility for Code Compliance quality of Life Officers added as part-time in FY 2010/11 by adding 2 vehicles, 2 ATVs, 4 Bicycles and 8 Laptops, where the bicycles and vehicles are to be provided from sources other than the General Fund and the computers to funded from the Information and Communications Technology Fund**

The Committee did not recommend:

- **Eliminating 4 School Liaison Officers and 1 School Liaison Supervisor**
- **Eliminating one (1) Public Safety Specialist**
- **Amending the minimum staffing ordinance to reducing the Overtime Budgets in the Fire Department**
- **Eliminating one (1) Lifeguard Tower**
- **Closing all swimming pools an additional day**
- **Closing the Youth Centers one day at each site on the weekends**
- **Eliminating funding for after school snacks**
- **Deferring the rental of summer buses and the one remaining high cost, out of the City field trip for one year**
- **Reducing Summer Camp by one week**
- **Eliminating Play Time and Tot Time programs at Flamingo Park and North Shore Park Youth Center**
- **Eliminating intramural athletics**
- **Reducing funding for citywide non-profit contributions**
- **Reinstating the increase of the Adult Resident Pool Fee from free to \$3 per admission**
- **Increasing the Franchise Fee form 18% to 20%**

The Committee asked that a report be provided to the Finance & Citywide Projects Committee in FY2012 regarding additional potential ways to reduce unanticipated leave – subject to collective bargaining, including discussion of other options.

The Committee recommended that the discussion regarding security cameras and neighborhood park/street-ends bus benches take place at a Neighborhood/Community Affairs Committee meeting.

The Committee asked that bifurcated pension plans be included as part of the Budget Advisory Committee Pension Reform Review.

The Committee asked Staff to provide a list of all vacant positions.

The Committee asked Staff to provide a list of employees in the Deferred Retirement Option Plan (DROP) program which includes their position, where they are in the program and their salary.

The Committee asked for a Letter to Commission (LTC) regarding the effectiveness of the existing pilot program and to explain why hiring additional firefighters would not result in greater savings

The Committee also recommended that a report be provided to the Finance & Citywide Projects Committee regarding additional potential ways to reduce unanticipated leave, subject to collective bargaining, including a discussion of other options such as paying for sick leave up front and not getting paid when using it and a comparison of sick leave usage for all City Departments.

The Committee asked for further analysis from the Fire Department regarding changing the Ocean Rescue Division schedule to 5/8s on a year round schedule and asked for statistics on usage by location and time of day in both summer and winter to evaluate potential for reduced hours or re-allocation of hours.

The Committee asked that for further analysis from the Police Department regarding reducing Citywide contracted security expenditures while maintaining Redevelopment Areas (beach walks, boardwalks, Lincoln Road, etc.).

City Manager Jorge Gonzalez presented and reviewed the status of the FY 2010/11 Operating Budget.

Chairperson Deede Weithorn asked about the status of the long term pension reform. Budget & Performance Improvement Director Kathie Brooks stated that the Budget Advisory Committee will begin to look at various options at the next meeting. Commissioner Jerry Libbin asked for analysis that includes a bifurcated plan. The Committee asked that bifurcated pension plans be included as part of the Budget Advisory Committee Pension Reform Review.

Ms. Brooks presented the positive impact/minimal service impact efficiencies. Commissioner Libbin asked for a list of all vacant positions and a schedule of employees who are currently in the DROP and their salary. The Committee asked Staff to provide a list of all vacant positions and a list of upcoming DROP positions and value. The Committee recommended that all of the minimal service impact/efficiencies that were listed and that the funding for the Festival of the Arts be redirected to other North Beach economic development activities.

Ms. Brooks then presented the potential service adjustments. Commissioner Michael Gongora stated that he felt that the contracted security service being provided is poor and suggested that the contract be rebid. Chairperson Weithorn suggested that before rebidding the service that service be restructured. Discussion ensued. The Committee asked that for further analysis from the Police Department regarding reducing Citywide contracted security expenditures while maintaining Redevelopment Areas (beach walks, boardwalks, Lincoln Road, etc.). Conversation ensued. Chairperson Weithorn asked how overtime in the Fire Department was trending. Fire Chief Eric Yuhr stated that the amount of overtime this year is better than it has been in years past. Commissioner Ed Tobin asked what time off is being taken. Chief Yuhr stated that the majority of the time being taken is emergency vacation and sick time and that he feels that the amount of time off being taken is comparable to other departments except that in the Fire Department the vacant position needs to be filled due to the minimum staffing ordinance. Discussion ensued. The Committee recommended continuing the pilot program for one more year for the three additional firefighters hired to work on a weekend schedule in an effort to reduce overtime. The Committee asked for a Letter to Commission (LTC) regarding the effectiveness of the existing pilot program and to explain why hiring additional firefighters would not result in greater savings. The Committee also

recommended that a report be provided to the Finance & Citywide Projects Committee regarding additional potential ways to reduce unanticipated leave, subject to collective bargaining, including a discussion of other options such as paying for sick leave up front and not getting paid when using it and a comparison of sick leave usage for all City Departments.

The Committee asked for further analysis from the Fire Department regarding changing the Ocean Rescue Division schedule to 5/8s on a year round schedule and asked for statistics on usage by location and time of day in both summer and winter to evaluate potential for reduced hours or re-allocation of hours. Discussion ensued. The Committee did not recommend the potential service reduction alternatives listed and also did not recommend reducing funding for citywide non-profit contributions.

The Committee did not recommend the proposed revenue enhancements. Commissioner Libbin suggested that quality of life ordinances are enforced more consistently.

City Manager Jorge Gonzalez then presented the proposed additions and service enhancements. The Committee recommended increasing Police patrol on Washington Ave with two (2) Police Officers assigned from Thursday through Sunday from 11pm to 9am and enhancing deployment flexibility for the Code Quality of Life Officers by adding 2 vehicles, 2 ATVs, 4 Bicycles and 8 Laptops, where the bicycles and vehicles are to be provided from sources other than the General Fund and the computers to be funded from the Information and Communications Technology Fund. The Committee did not recommend purchasing a golf cart for Police or conducting a Code Compliance Department Improvement Study.

July 29, 2011

2. Budget Briefing: Potential Service Reductions and Enhancements / Potential Revenue Enhancements (cont'd)

ACTION

The Committee recommended the following additions and service enhancements:

- **Increasing Sustainability education and outreach, funding to be provided from sources other than the General Fund**
- **Enhancing project supervision by adding 2 pool cars in the Capital Improvement Projects Department**
- **Utilizing outside contractual services to provide supplementary cost estimating and project support in the Capital Improvement Projects Department**
- **Enhancing services provided to homeless individuals by adding 2 part-time case workers assigned to provide homeless outreach services to the Entertainment District from the hours of 5pm to 12am, Tuesday s thru Saturdays, and 1 Office Associate II for intake**
- **Expanding the contracted call center use for Water and Parking**
- **Exploring outsourcing of dispatch operation or adding 4 part-time Dispatchers in the Parking Department**
- **Outsourcing enhanced sanitation services for parking lots and garages**
- **Soundscape maintenance – greenspace, bathroom maintenance, pressure cleaning and litter control**

- **Soundscape security/Lincoln Road Service enhancement**
- **Additional Right-of-Way maintenance for CIP projects coming on line**

The Committee did not recommend:

- **A Code Compliance Department improvement study**
- **Enhancing Citywide holiday decorations**
- **Increasing the level of service provided by the Sanitation Department in parking lots and parking garages**

The Committee requested a Letter to Commission (LTC) regarding the Capital Improvement Projects enhancement package to explain proposed organizational structure and the need for enhanced project performance tracking and scheduling by hiring an additional position.

The Committee asked for a report on the activities that address homelessness including placements, contacts, bed availability, etc.

The Committee asked for a list of savings/efficiencies that would occur as a result of expanding the contracted call center use for Water and Parking.

The Committee referred the discussion regarding security cameras to the Neighborhood/Community Affairs Committee.

The Committee asked Staff to provide information regarding the parking mobile application RFP.

City Manager Jorge Gonzalez continued presenting the proposed additions and service enhancements. Commissioner Jorge Exposito stated that some commercial waste haulers have in place literature that they distribute and asked if the City could coordinate with them in possibly distributing their literature to the commercial units in Miami Beach. City Manager Jorge Gonzalez stated that the \$40,000 for increased sustainability education and outreach included material as well as consulting advice. Chairperson Weithorn asked if it could come out of the Sanitation Fund. The Committee recommended that the funding for the increased Sustainability education and outreach come from sources other than the General Fund.

Commissioner Libbin was concerned about hiring an additional person to enhance project performance tracking and scheduling. The Committee requested a Letter to Commission (LTC) regarding the Capital Improvement Projects enhancement package to explain proposed organizational structure and the need for enhanced project performance tracking and scheduling by hiring an additional position.

The Committee asked for a report on the activities that address homelessness including placements, contacts, bed availability, etc.

Chairperson Deede Weithorn asked what existing personnel would be doing if incoming calls were handled by a call center. Chief Financial Officer Patricia Walker stated that existing personnel are not getting to all the calls because they are taking care of primarily face-to-face customers. The Committee asked for a list of savings/efficiencies that would occur as a result of expanding the contracted call center use for Water and Parking.

The Committee recommended all of the proposed additions and service enhancements except for enhancing Citywide holiday decorations, increasing the level of service provided by the Sanitation Department in parking lots and parking garages, and recommended further analysis for hiring an additional person in the Capital Improvements Projects Department to enhance project performance tracking and scheduling measures. Commissioner Tobin suggested that security cameras should be monitored for safety reasons in certain areas of the City. The Committee referred the discussion to the Neighborhood/Community Affairs Committee.

Commissioner Libbin asked about the status of the Request for Proposals (RFP) for the parking mobile application. City Manager Jorge Gonzalez stated that the RFP was out. The Committee asked Staff to provide information regarding the parking mobile application RFP.

3. Proposed Capital Renewal and Replacement Projects

ACTION

The Committee recommended funding the Byron Carlyle of A/C units from renewal and placement.

The Committee recommended funding the proposed FY 2011/12 Renewal and Replacement projects listed.

City Manager Jorge Gonzalez presented and gave a brief synopsis of the memo.

Prior to FY 2004/05, the City made significant investment in the routine maintenance of its assets as well as funding major capital projects, bringing on line miles of sidewalks and curbing; additional streetlights; new parks and park facilities; new Fire Station facilities, etc. However, maintenance of the capital investments competed with General Fund services and routine maintenance, with the result that funding levels did not provide for major capital renewal and replacement projects. To ensure that renewal and replacement of General Fund assets are funded and addressed when needed, in FY 2004/05, the City of Miami Beach established a dedicated millage for renewal and replacement funding to be used for capital projects that extend the useful life of the city's General Fund assets to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above routine maintenance.

The FY 2011/12 proposed dedicated millage of 0.1083 mills is projected to generate \$1,755,752 for the General fund Capital Renewal and Replacement Fund. In addition, based on the ongoing review of projects funded in prior years, approximately \$1.3 million has been identified for recapture for funding General Fund renewal and replacement projects. The Administration recommended that the "recaptured" funding be used over the next 3 years, resulting in a total of \$2,190,357 available for funding FY 2011/12 General Fund renewal and replacement projects. Chairperson Weithorn asked how the project cost was determined. Duane Knecht, Property Management Division Director, stated that the costs come from the FCI database, which is the national cost for repair and maintenance. Commissioner Libbin asked if the replacement of the A/C units at the Byron Carlyle could be funded by the renewal and replacement funds rather than by Quality of Life funds. The Committee recommended funding the Byron Carlyle of A/C units from renewal and placement. The Committee asked for a Letter to Commission (LTC) of the Quality of Life projects for the past two (2) years as well as FY 2011/12.

The Committee recommended funding the proposed FY 2011/12 Renewal and Replacement projects listed.

4. Proposed Information and Communications Technology Fund Projects

ACTION

Staff is to provide a reconciliation of the Information and Communications Technology Fund.

Budget & Performance Improvement Director Kathie Brooks presented the item.

In FY 2005/06, the adopted work plan and budget for the General Fund included funding specifically for Information and Communications Technology Projects. Each year, departments propose projects which are then reviewed and prioritized by the Information and Communications Technology Committee comprised of the Assistant City Managers, the Chief Financial Officer, the Director of Budget and Performance Improvement, the Human Resources Director, the Special Assistant to the City Manager, and the Director of Information Technology. The City's General Fund proposed FY 2011/12 budget includes a transfer of \$715,000 to the Information and Communications Technology Fund. Chairperson Deede Weithorn asked how much was normally spent. Ms. Brooks stated that approximately \$700,000 is normally spent. Chairperson Weithorn then asked how much was in the fund. Ms. Brooks stated that she did not have that information presently but will be provided the Committee with a reconciliation of the Information and Communications Technology Fund.

Staff is to provide a reconciliation of the Information and Communications Technology Fund.

5. FY 2011/12 Capital Projects Update

ACTION

The Committee:

- **recommended removing the landscaping and benches that were a part of the Normandy Isle Neighborhood ROW Phase II project**
- **requested a follow-up LTC regarding the accountability issues for the Normandy Isle Neighborhood ROW Phase II and Normandy Shores Neighborhood ROW Phase II projects**
- **recommended that the neighborhood park/street-ends bus bench issue be brought to the Neighborhood/Community Affairs Committee**
- **recommended appropriating the funding for a skate park project with the location to be determined at a later date**

The Committee discussed Letter to Commission (LTC) 193-2011. The Committee recommended removing the landscaping and benches that were a part of the Normandy Isle Neighborhood ROW Phase II project; requested a follow-up LTC regarding the accountability issues for the Normandy Isle Neighborhood ROW Phase II and Normandy Shores Neighborhood ROW Phase II projects; and recommended that the neighborhood

park/street-ends bus bench issue be brought to the Neighborhood/Community Affairs Committee.

The Committee then discussed including a skate park as a capital project. Commissioner Jerry Libbin asked that the funding for the skate park be appropriated. Commissioner Ed Tobin requested that Staff review with him how the cost for the skate park was determined. Chairperson Deede Weithorn was concerned about the proposed location, North Shore Open Space Park. The Committee recommended appropriating the funding for a skate park project with the location to be determined at a later date.

6. Other Pending Budget Items

a. Request from June 23, 2011 Finance and Citywide Projects Committee Meeting

ACTION

The Committee recommended that the Administration continue to explore the issue regarding the requirement for Emergency Medical Technician (EMT) certification for current and new Lifeguards and Pool Guards in the Communications Workers of America (CWA) contract.

The Committee asked that staff submit a report on who would be affected by the expiration of longevity pay.

Human Resources Director Ramiro Inguanzo stated that one of the issues raised by the CWA is the expiration of the EMT certification pay for current Lifeguards and Pool Guards effective September 30, 2012 as well as the provision in the current CWA contract which requires all current and newly hired Lifeguards and Pool Guards to obtain the EMT certification. City Manager Jorge Gonzalez stated that current discussions are taking place as to whether or not this should be required or if perhaps if it should just be a requirement for promotional positions. The Committee recommended that the Administration explore the issue further.

Mr. Inguanzo stated that another issue the CWA has raised is that since Lifeguard I, II and Lieutenants are now also in a pay for performance plan (instead of the automatic step plans they were in prior to September 30, 2010) the longevity pay they had been receiving will cease on September 30, 2012. Discussion ensued. Since the issue did not affect the FY 2011/12 budget, the Committee asked that staff submit a report on who would be impacted by the elimination of the Longevity pay.