



MIAMI BEACH

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

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September 30, 2013

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

I am pleased to transmit the Adopted Work Plan and Operating Budget for Fiscal Year (FY) 2013/14, commencing on October 1, 2013 and ending on September 30, 2014, including the Adopted Work Plan, the Adopted Operating Budget, the Adopted Capital Budget, and the associated Capital Improvement Program for FY 2014/15 through FY 2017/18. The total Adopted General Fund Operating Budget is \$264.1 million, which is \$7.8 million or 3.0 percent more than the FY 2012/13 adopted budget of \$256.3 million.

Further, General Fund reserve levels as of September 30, 2012 for the 11 percent emergency reserve and the 6 percent contingency goal were a total of \$41.6 million. The 11 percent General Fund emergency reserve requirement for FY 2013/14, based on the adopted operating budget (net of capital transfers and reserves) is \$28.5 million. This results in \$13.1 million (or 5.0 percent) available for additional contingency, if there are no additional changes in fund balance, and no additional transfers made.

Budget Highlights

- The FY 2013/14 adopted budget preserves service levels to the community and adds \$1.1 million in reductions and \$4.7 million in employee givebacks to almost \$77 million in reductions in predominantly recurring expenditures over the last 7 years***
- General operating millage rate is reduced by 0.2275 mills (and 0.3521 mills since FY 2010/11), which together with the .0039 mills decline in debt service results in a total decline of 0.2314 mills***
- The adopted property tax levy is approximately \$25 million less in FY 2013/14 than it was in FY 2006/07.***
- The General Fund operating budget is only 7 percent more than the FY 2006/07, in spite of 16 percent growth in the Consumer Price Index (CPI) in a similar period, 127 percent growth in pension costs, and many new facilities and projects coming on line.***

The City's Adopted Operating Budget in total for FY 2013/14 is \$450,684,000 including the General Fund, General Obligation Debt Service, Enterprise Funds and Transfers to the Redevelopment District. This reflects an increase of \$10 million or 2.3 percent, over the prior year total Adopted Operating Budget of \$440,614,000 (compared to a 1.7 increase in the Consumer Price Index during this time). In addition, the budget for Internal Service Funds, which are wholly supported by transfers from the General Fund, Enterprise Funds and the Redevelopment District, is \$75.5 million, an increase of \$16.2 million over the prior year total adopted operating budget of \$59.3 million, primarily due to \$15.8 million for medical and dental benefits for active employees previously not appropriated in the budget to more accurately reflect the City's transition from a third party provider to a self-funded program.

The City of Miami Beach has experienced significant change in the last several years, due to changes in property tax legislation, property values that first increased and then declined, and increasing pension plan contributions due to the downturn in the investment market. Today, property values in FY 2013/14 are similar to values in FY 2006/07, \$24.6 billion versus \$22.7 billion.

Since their peak in FY 2007/08, property values Citywide have declined almost \$2.2 billion (approximately 8 percent) through FY 2013/14, despite almost \$3.08 billion in new construction added to the roll. Without the new construction, the decline in values would be even greater, at 8.5 percent. Outside the City Center RDA, which impacts General Fund Property Tax revenues, the decline in values is even more significant at 20 percent, even after new construction.

In FY 2010/11 the city's approach to addressing the then deficit of \$32 million included a distribution of the shortfall between taxpayers and employees. Taxpayers had their tax rate increased from 5.6555 to 6.2155, an increase of 0.56 mills while employee givebacks totaled \$11 million. The goal of the Commission has been to return to a millage rate of 5.6555 mills as property values increase over time. It should be remembered that between FY 2009/10 and FY 2010/11, property values declined by \$2.6 billion which, together with pension cost increases, drove the need for an increase in the millage. As property values increase in the future, there will be additional opportunities to bring the millage down to 5.6555.

In FY 2011/12, the City took its first step in that direction with a reduction in the millage rate of 0.05 mills. In FY 2012/13, the operating millage was reduced by an additional 0.0746 mills. The adopted General Fund budget in FY 2013/14 reflects an operating millage rate that is reduced by an additional 0.2275 mills. The total operating millage reduction between FY 2010/11 and the adopted FY 2013/14 millage is 0.3521. Over three years, this reduction represents 63 percent of the goal to get back to a millage rate of 5.6555. The remaining goal for millage reduction is 0.2079.

The total combined millage rate for the City of Miami Beach of 5.8634, which is comprised of a general operating millage rate of 5.7551 (a decrease of 0.2275 mills), a General Fund Capital Renewal and Replacement millage of 0.1083, and a voted debt service millage rate of 0.2529 (a decrease of 0.0039 mills) for a total millage of 6.1163.

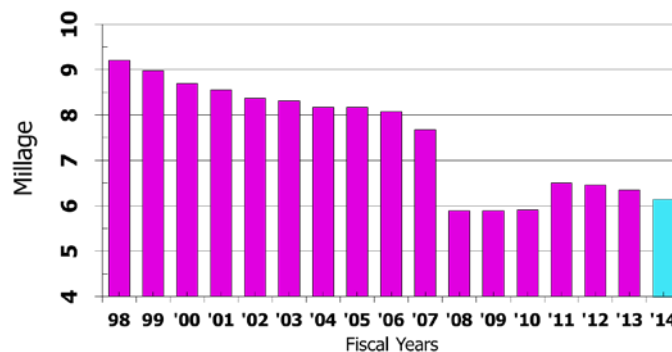
As shown in the table below, in prior years the City of Miami Beach significantly reduced tax rates as property values increased. Between FY 1999/00 and FY 2009/10, total combined City of Miami Beach millage rates declined approximately 2.8 mills. In FY 2007/08 alone, the millage rate declined by approximately 1.8 mills, with annual savings to the average homesteaded property of over \$400.

Property Value, Millage and Property Tax Levy

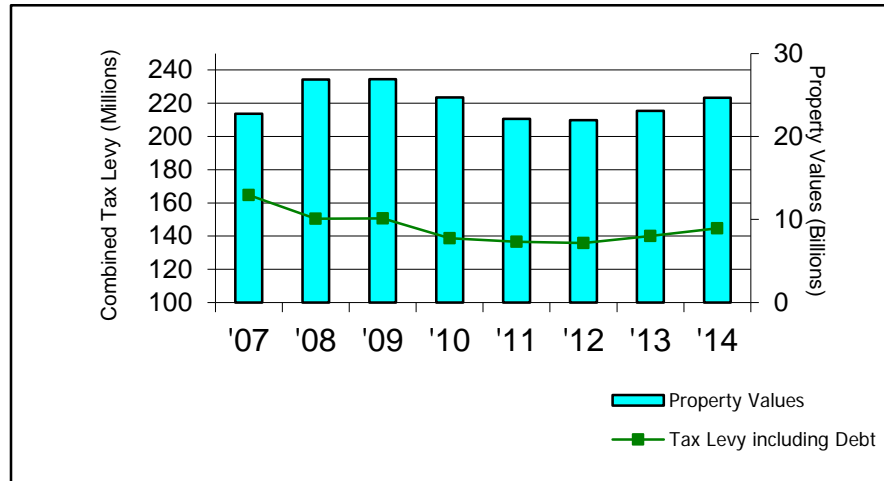
Taxable Values Chart	Taxable Property Values (billions)	Final/Revised Taxable Values (billions)	Millage Rates		Tax Levy (in millions)	
			Total Combined Citywide Millage	General Fund/RDA Millage	Total including Debt	General Fund Total (including S. Pointe, and Renewal & Replacement)
FY1997/98	\$ 6.46	\$ 6.40	9.2100	7.4990	\$ 57.45	\$ 46.78
FY1998/99	\$ 6.97	\$ 6.87	8.9830	7.4990	\$ 60.37	\$ 44.66
FY1999/00	\$ 7.66	\$ 7.54	8.6980	7.4990	\$ 64.29	\$ 47.36
FY2000/01	\$ 8.37	\$ 8.22	8.5550	7.3990	\$ 69.08	\$ 49.75
FY2001/02	\$ 9.40	\$ 9.22	8.3760	7.2990	\$ 75.97	\$ 54.37
FY2002/03	\$ 10.56	\$ 10.41	8.3220	7.2990	\$ 84.81	\$ 61.05
FY2003/04	\$ 12.09	\$ 11.85	8.1730	7.2990	\$ 95.39	\$ 68.17
FY2004/05	\$ 14.04	\$ 13.86	8.1730	7.4250	\$ 110.74	\$ 79.38
FY2005/06	\$ 17.45	\$ 17.15	8.0730	7.4810	\$ 135.91	\$ 111.69
FY2006/07	\$ 22.74	\$ 22.26	7.6730	7.3740	\$ 168.38	\$ 140.31
FY2007/08	\$ 26.85	\$ 26.14	5.8970	5.6555	\$ 150.42	\$ 125.33
FY2008/09	\$ 26.90	\$ 25.89	5.8930	5.6555	\$ 150.59	\$ 125.94
FY2009/10	\$ 24.70	\$ 23.24	5.9123	5.6555	\$ 138.70	\$ 115.73
FY2010/11	\$ 22.10	\$ 20.97	6.5025	6.2155	\$ 136.55	\$ 112.14
FY2011/12	\$ 21.98	\$ 20.75	6.4539	6.1655	\$ 134.75	\$ 111.29
FY2012/13	\$ 23.07	\$ 22.02	6.3477	6.0909	\$ 139.10	\$ 114.32
FY2013/14	\$ 24.66	*	6.1163	5.8634	\$ 143.26	\$ 117.41

Further, although the City increased the operating tax rate by 0.56 mills in FY 2010/11, the City has decreased the millage by 0.3521 mills in the last three years and combined millage rates today are 0.3862 mills lower than in FY 2009/10 and more than 2.58 mills lower, or almost 30 percent, than in FY 1999/00 and approximately 1.55 mills lower than in FY 2006/07 when property values were similar to today's values. As a result, the adopted property tax levy is approximately \$25 million less in FY 2013/14 than it was in FY 2006/07.

Total Combined Millage



Property Values and Tax Levy



Today’s General Fund Operating Budget also reflects greater diversification of revenues since FY 2006/07. The Adopted Work Plan and Budget includes \$32.9 million in resort taxes to fund tourism-eligible expenditures and a \$8.4 million transfer of Parking Operations Fund year-end surplus as well as Parking Operations Fund reimbursements and right-of-way fees paid to the General Fund that total \$44.8 million; approximately 17 percent of the Adopted General Fund FY 2013/14 Budget. In large part due to these alternative sources, **property tax revenues represent less than half (44.5 percent) of the total funding for the General Fund budget**, as compared to 59 percent in FY 2006/07, a significant reduction over the past several years.

Between FY 2007/08 and FY 2012/13, the General Fund absorbed almost \$43 million in reductions (almost 17 percent of the \$244 million FY 2011/12 General Fund budget) and reductions of approximately \$50 million city-wide and 271 full-time and 13 part-time positions across all funds. Combined with approximately \$21 million in employee “give-backs” achieved between FY 2009/10 and FY 2012/13, this represents **almost \$71 million in combined “givebacks” and reductions over 6 years.**

General Fund	6-Year Total		
	\$ Impacts	FT	PT
Public Safety	(\$7,771,095)	(68.0)	1.0
Operations	(5,940,867)	(64.0)	(23.0)
Administrative Support	(3,047,694)	(33.9)	1.0
Econ & Cultural Dev	(1,193,426)	(17.0)	-
Citywide	(1,619,642)	-	-
Subtotal	\$ (19,572,724)	(182.9)	(21.0)
Transfers	(23,168,966)	-	-
Total	\$ (42,741,690)	(182.9)	(21.0)
Internal Service Funds	(3,498,225)	(37.1)	-
Enterprise Funds	(3,529,021)	(51.0)	8.0
GRAND TOTAL REDUCTIONS	\$ (49,768,936)	(271.0)	(13.0)
Estimated Employee Givebacks *	(21,267,360)	-	-
GRAND TOTAL REDUCTIONS AND GIVEBACKS	\$ (71,036,296)	(271.0)	(13.0)

*FY 2012/13 Budgeted included \$3.8 savings for Employee Givebacks, of which only \$918K were achieved

The FY 2013/14 General Fund budget adds \$0.6 million in efficiency reductions and includes \$4.6 million in employee givebacks.

Of note, the FY 2013/14 adopted General Fund Budget is about \$26 million (11 percent) more than the FY 2006/07 budget, despite pension contribution increases of \$29.2 million during the same period. Inflation from October, 2006 through June, 2013, a similar period, was approximately 16 percent. This reflects a significant decrease across all other expenditures during that time period. At this point, annual contributions to the City’s two pension plans alone represent more than \$52.4 million (20 percent) of the total General Fund budget. As a result, pension reform continues to be a high priority for the City. The adopted FY 2013/14 General Fund budget includes positive impacts from union agreements totaling \$4.6 million to the General Fund.

FY 2013/14 ADOPTED WORK PLAN AND BUDGET OVERVIEW

As in past years, the Adopted Work Plan and Budget was developed through an intensive review process with our City Commission. Preliminary budget information was provided in meetings with the Finance and Citywide Projects Committee (FCWPC) on July 8 and July 10, 2013. At the July 8 meeting, the Committee was briefed on the preliminary General Fund FY 2013/14 Current Service Level Budget (CSL). Property tax revenues were projected to increase by \$7.6 million due to growth in taxable values of 6.8 percent. Based on other changes in overall revenues, the net increase was projected at \$6.1 million. Offsetting this increase in revenues, was an estimated growth in expenditures of \$11.0 million, driven primarily by a \$5.5 million increase in pensions costs and a \$2.6 million increase for merit pay and step increases. The resulting gap for the preliminary General Fund CSL Budget was \$4.9 million. At the July 10 meeting, the Committee reviewed the preliminary FY 2013/14 – 2017/18 Capital Improvement Program and FY 2013/14 Capital Budget and discussed capital project priorities.

At their July 17, 2013 regular Commission meeting, the Commission voted to reduce the General Fund operating millage rate by 0.2 mills resulting in a decrease of \$4 million in property tax

revenues based in part on anticipated savings due to pension reform in the Fire and Police pension plan. At the August 21, 2013 meeting of the FCWPC, the General Fund CSL Budget was updated to reflect the impact of the millage rate reduction, positive impacts from union agreements totaling \$4.6 million, and miscellaneous changes to revenues and expenditures. The resulting gap reflecting changes since July 8 totaled \$2.5 million. At the same meeting, an approach to balance the General Fund to close the \$2.5 million gap was discussed. This approach included \$242,000 in efficiencies, bringing in an additional \$2 million in Resort Tax revenues to the General Fund to offset tourism-eligible expenditures, and revenue enhancements net of offsetting expenditures of \$220,000. Various enhancements were proposed totaling \$1.2 million (net of offsetting revenues) with an offsetting increase of \$1.2 million in the Parking Fund Prior Year Surplus transfer to the General Fund. At the August 22, 2013 meeting of the FCWPC, various items impacting the budget were discussed including Information Technology projects, rates for the water and sewer system, and future stormwater needs. Subsequent to the distribution of the City Manager's Budget Message on September 6, 2013, the updated electric utility tax projection of an additional \$371,000 in revenues in the General Fund was reflected in Current Service Level (CSL).

The first public hearing adopting the tentative millage rates and budgets for FY 2013/14 was held on Wednesday, September 11, 2013. A budget workshop was held on Monday, September 23, 2013, at which the Commission discussed further reducing the tentative general operating millage rate by 0.0275 mills to 5.7551 mills. On this date, the Commission recommended the proposed efficiencies, the proposed new and enhanced revenues, and \$365,000 of the \$1,683,000 in proposed enhancements, with the balance of \$1,318,000 set aside in a reserve for future consideration.

In FY 2013/14, the total General Fund Operating Budget is \$264.1 million as shown in [Attachment A](#), which is \$7.8 million or 3.0 percent more than the FY 2012/13 adopted budget of \$256.3 million.

Employee Givebacks

As noted above, a primary driver of increases between the FY 2013/14 adopted operating budget and the FY 2012/13 adopted operating budget are personnel cost increases, primarily increases in salaries. It is important to note that the additional one percent CWA merit eligibility was agreed to because their merits were frozen longer than any other bargaining group in the City.

In the General Fund, the estimated combined increase is approximately \$5.4 million in direct allocations to the General Fund as well as an additional Internal Service Fund charges which are in part due to salaries, pension, and health increases in those funds. The adopted employee givebacks of \$4.6 million are intended to partially offset the employee health and pension cost increase in the General Fund.

The adopted FY 2013/14 General Fund budget includes positive impacts from union agreements totaling \$4.6 million to the General Fund. Implementation of pension changes for current and

future employees result in savings of \$5,664,000 to the General Fund as follows: Communications Workers of America (CWA) -\$120,000, International Association of Fire Fighters (IAFF) \$2,152,000 and Fraternal Order of Police (FOP) \$3,392,000. These savings were somewhat offset by non-pension concessions by the City. CWA impacts from an additional one percent merit eligibility, eleven percent extension of the salary range for Lifeguard II and Lieutenants, changes to holiday pay and increase of union time bank hour resulting in \$507,000 increase in salaries, and a \$30,000 increase for reinstated shift differential. IAFF impacts result from increase on-call supplement for Fire Investigators and PIO's, and increase paramedic recertification pay resulting in an increase in salaries of \$57,000 and increase of \$80,000 in capital and debt for take-home vehicle assignments. FOP impacts for implementation of voluntary annual physical fitness assessment incentive anticipated to result in an increase in benefits of \$355,000. IAFF and FOP increases are offset by \$5.5 million pension savings in the General Fund (\$5.7 million citywide) resulting in a net savings of \$4.6 million.

Efficiencies, Reductions and Revenue Enhancements

As with the preparation of budgets for the last six years, departments are continuing to analyze and present their budget from two perspectives: 1) reviewing for potential efficiencies, reorganizations to reduce cost, etc., without adversely impacting services; and 2) performing a modified zero-based analysis of each department budget, identifying potential service reduction alternatives versus core functions. For each of the potential service reductions, departments provided the type of impact and the magnitude of the impact. Core functions were defined as those functions which, if cut, render it impossible for the department to provide basic service at a reasonable level.

In spite of the significant reductions in the General Fund over the last six years, we continue to be proactive in locating additional efficiencies in the General Fund. For FY 2013/14 approximately \$617,000 of efficiencies are built into the adopted General Fund budget. The Municipal Wi-Fi project is proposed to be re-scoped to deliver a quality, high speed Wi-Fi signal to select facilities/areas rather than slow and intermittent connections citywide, thereby saving \$323,000. Two vacant positions are proposed to be eliminated without impact to service levels for a savings of \$110,000. The payout for Executive Planning days is recommended to be eliminated as employees would be required to use the Planning Days or lose them and would no longer be allowed to receive a payout for unused time at year end. This results in a savings of \$128,000. Finally, 50% of an existing position in the City Manager's Office is proposed to be charged to the RDA fund, absorbing Mall Manager duties for Lincoln Road Mall and saving \$56,000 in the General Fund. Details for each efficiency/reduction can be found in [Attachment B](#).

Adopted revenue enhancements for FY 2013/14, are projected to generate additional revenue totaling \$370,000 in the General Fund (\$160,000 net of offsetting expenditures associated with enhancements), including a new permit for a higher level of local regulation of grease traps, a new false alarm fee in Fire, an updated false alarm fees in Police consistent with Miami-Dade County, increase in fire inspection and fire prevention fees for code compliance in nightclubs and other assembly occupancies, and a new commercial fitness rental permit for businesses that use city

parks/property for fitness classes. Details for each revenue enhancement can be found in [Attachment C](#).

Service Enhancements

Service enhancements for FY 2013/14 total \$365,000 in the General Fund and provide a return on value for the increased property tax levy. Details for each enhancement can be found in [Attachment D](#).

The \$365,000 of enhancements in the General Fund provides for the following:

- \$157,000 in the Police Department to add seven additional dispatcher positions to improve service to the public and ensure continuity of operations on a 24/7 basis.
- \$208,000 for the creation of a new "Green Team" in Code Compliance to provide a higher level of regulation of commercial grease traps in the city offset by revenues generated from a new permit fee.

The FY 2013/14 adopted budget also includes \$1.3 million set aside in a reserve for potential enhancements in the General Fund for future consideration during FY 2013/14. Potential enhancements for other funds total \$819,000. Details for each potential enhancement can be found in [Attachment E](#).

There is an additional \$119,000 of enhancements in other funds:

- \$56,000 to improve the management of Lincoln Road infrastructure by the addition of a Mall Manager position, whose duties will be absorbed by 50% of an existing position in the City Manager's Office.
- \$49,000 to accommodate a change in State law, effective July 1, 2013, requiring municipalities with red light cameras to set up local hearing officers for drivers who get violation notices and want to appeal.
- \$14,000 to improve warehouse operations in Fleet Management by converting two part-time positions to one full-time position
- Pursue grant funding to design and develop a Resiliency Program to plan, develop, and promote policies in Miami Beach related to long term community resilience, sustainable development and building, climate change impacts, environmental quality, green business growth and green infrastructure expansion.

Increased Use of Resort Taxes to offset Tourism Eligible Expenditures in the General Fund

Based on an outside consultant study conducted in 2010 using FY 2007/08 actual costs, it is estimated that there are approximately \$50.5 million in eligible resort tax expenditures in the General Fund. However, \$8.8 million of these costs were estimated as being addressed by dedicated funding for the South Pointe area pursuant to the Miami-Dade County Convention

Development Tax interlocal agreement, thereby resulting in approximately \$41.7 million in eligible Resort Tax expenses in the General Fund.

These include expenses associated with police officers serving entertainment areas; a portion of fire rescue services from Fire Stations 1 & 2; ocean rescue services; enhanced code compliance provided to respond to evening entertainment area violations and staffing of special events; other code compliance activities in tourism and visitor related facilities/areas; Tourism and Culture Department and the Cultural Arts Council; museums and theaters (Garden Center, Bass Museum, and Colony Theater); golf courses (net of revenues); Memorial Day and other special event costs; homeless services; July 4th; Visitor Center funding; holiday lights; Jewish Museum; Miami Design Preservation League (MDPL); Orange Bowl; monuments; etc.

Based on FY 2012/13 resort tax collections to date, it is estimated that there will be an additional \$2.0 million available in resort tax collections to provide additional funding for these General Fund activities in FY 2013/14. The total adopted Resort Tax Fund transfer to the General Fund for FY 2013/14 is approximately \$32.9 million.

Use of One-Time Revenues

The City's policy regarding use of one-time revenues states that "The City of Miami Beach will use one-time, non-recurring revenue for capital expenditures or one-time expenditures and not subsidize recurring personnel, operations, and maintenance cost".

Similar to the FY 2010/11, FY 2011/12, and FY 2012/13 budgets, the FY 2013/14 General Fund revenues reflect the use of \$2.7 million in prior year surplus (revenues in excess of expenditures) specifically set aside for this purpose and Building Department reserves of \$1.5 million are also included. A carry-forward savings from the \$0.8 million allocation of the one-time pension credit to the General Fund is also reflected as a one-time revenue for FY 2013/14. In total, the General Fund Operating Budget reflects \$5 million in one-time revenues, offset by a \$1.4 million transfer to capital.

While this is generally not a recommended financial practice, it is being recommended at this time so as to allow for a gradual decline in the use of one-time revenues for recurring expenditures over the next few years. As in prior year budgets, the intent will be to expend these dollars last during the fiscal year, so that if any savings are achieved throughout the year, the amount of funds needed from this source will be reduced, in which event the funds will be available to be used in subsequent fiscal years. The use of one-time revenues decreased by more than \$2 million from FY 2012/13.

In addition, the \$7.2 million in prior year Parking Fund operating surplus, as was initiated in FY 2010/11, has been increased by \$1.2 million to \$8.4 million.

CONTINUE TO ADDRESS PRIORITIES IDENTIFIED BY THE COMMUNITY

In 2012, the City of Miami Beach conducted its fourth set of comprehensive statistically valid community satisfaction surveys. The Community Survey was designed to provide resident input on quality of life, city services, and taxes; and to identify key drivers for improvement.

Overall, when compared to the 2009 residential survey, the City remained stable in most of the areas measured. Residential respondents provided the highest positive ratings for the appearance and maintenance of the city's public buildings and public schools, the appearance of playgrounds and recreation programs. A record high 89 percent of residents rated Miami Beach excellent or good as a place to live and the standard of living outlook improved 80 percent in 2012 compared to 53 percent in 2009. Business results also remained stable in many of the survey items from the 2009 survey. Businesses continue to rate the City of Miami Beach as 'one of the best' or an 'above average place' to run a business. These results indicate a stable level of satisfaction with Quality of Life in Miami Beach and services provided by the City, although there is need for improvement in specific areas.

Detailed survey results are available on the City's website and in the Strategic Planning section of the FY 2013/14 Adopted Work Plan document.

CLEANER AND SAFER

Cleanliness of our City continues to be a priority for our residents and businesses. We will maintain expanded services that have been implemented in recent years. The City uses a quantitative index to assess the impact of these efforts and results have shown significant overall improvement. Between FY 2005/06 and FY 2011/12, 87.8 percent of public areas Citywide were rated as clean or very clean as compared to 65.2 percent in FY 2005/06. None-the-less, our residents continue to view cleanliness as an important service area, and in the 2012 survey, it was cited as the most important service to retain. As a result, no reductions in service levels are recommended in existing sanitation services and additional funding added in FY 2012/13 is maintained for enhanced pressure cleaning on Lincoln Road, Washington Avenue, and Ocean Drive.

The resident surveys in 2005, 2007, 2009, and 2012 confirmed that safety is one of the top quality of life factors for our residents and increasing the visibility of police in neighborhoods as one of the most important areas for the City to address to improve public safety. Recent trends reflect an increase in Part I crimes and in 2012 the City of Miami Beach experienced an increase (9 percent) in total violent crimes and non-violent crimes combined, when compared to 2010. Of significance, however, while non-violent crimes (which include burglary, larceny and auto theft) increased 9.6 percent, violent crimes increased 2.6 percent. Despite the recent increase, there has been a 7 percent decline in total violent crimes and non-violent crimes since 2001 in spite of the 30 percent increase in daily population and special events since 2001. However, the Miami Beach crime rate is slightly below the latest total nationwide violent crimes and non-violent crimes reported

by the FBI for 2012 by 5.2 percent and 5.7 percent, respectively. Nationwide, violent crime increased by 1.2 percent and property crimes declined by 0.8 percent.

The Adopted Work Plan and Budget includes seven additional dispatchers in the Police Department's Public Safety Communications Unit to increase customer service to the public and ensure continuity of operations. Additionally, funding for a Special Master and a Clerk is proposed as a result of a change in State law, effective July 1, 2013, requiring municipalities with red light camera programs to have local hearing officers available for appeals of violations.

Adds 7 police dispatchers to increase service to the public

MORE BEAUTIFUL AND VIBRANT; MATURE AND STABLE; UNIQUE HISTORIC AND URBAN ENVIRONMENT

The maintenance and appearance of our residential neighborhoods and business districts continues to be a priority, along with protecting the quality of life enjoyed by all members of our community. The Adopted Work Plan and Budget maintains initiatives implemented in FY2012/13 including the conversion of a shared position in Real Estate, Housing and Community Development with the Tourism and Culture Department into two full-time positions to provide enhanced monitoring of concessions and special events.

Funding is maintained through the Resort Tax fund to provide the enhanced level of staffing for Spring Break and Memorial Day as was implemented in FY 2011/12 as well as maintain \$219,000 in funding for reforestation, replacement of landscaping, pavers, up-lighting, etc. through the Capital Investment Upkeep Account.

The availability of quality recreation programs continues to be one of the highest priorities for our community. As a result, the Adopted Work Plan and Budget reflects no reductions in our offering of recreation programs. Successful recreation programs for teens and seniors also continue to be a priority, along with weekly classes in visual or performing arts in after school programs and summer camps

CULTURAL, ENTERTAINMENT AND TOURISM CAPITAL AND AN INTERNATIONAL CENTER FOR INNOVATION AND BUSINESS

The City's business and tourism sectors are an integral part of our City as reflected in our vision statement, and has demonstrated significant improvement over the last three years including record increases in Resort Taxes, increases in Parking department revenues, and increases in Building development activity. Funding added in FY 2012/13 is maintained to enhance customer service in the Building Department as well as a condominium ombudsman function that was created through the use of existing resources in the Building Department and City Manager's Office.

In addition, initiatives funded last year through the Resort Tax Fund intended to enhance economic development though tourism initiatives are maintained including enhanced marketing for Washington Avenue marketing similar to other marketing initiatives currently funded through the Greater Miami Convention and Visitors Bureau for the City; funding for a grant to the FIU-Wolfsonian over two years to provide a master plan for the Museum site that will be used to access \$10 million in Miami-Dade County General Obligation Bond funding for expanding and revitalizing their facilities on Washington Avenue and Lennox Avenue. Further, the Adopted Work Plan and Budget maintains funding through the Resort Tax Fund for tourism-related economic development activities in North Beach that were initiated in FY 2011/12.

WELL-IMPROVED INFRASTRUCTURE

One of the City's most important economic assets is Lincoln Road Mall. The Adopted Budget and Work Plan adds a Mall Manager to improve the management of Lincoln Road infrastructure and serve as a single point of contact with tenants and businesses. These duties will be absorbed by an existing position in the City Manager's Office. Further, the Adopted Work Plan and Budget includes \$500,000 to develop an infrastructure assessment and master plan to upgrade Lincoln Road.

***New Mall Manager
to improve the
management of
Lincoln Road
infrastructure***

The Adopted Budget and Work Plan provides for continued improvements and maintenance of our facilities and neighborhoods infrastructure by proposing \$1.7 million in pay-as you go funding to fund a seawall repayment for the Jewish Community Center and a repayment to Arts in Public Places, additional funding for Flamingo Park, the repairs of the Polo Player Statue at Nautilus Park, 77th street bridge, North End Parks Fences, and the remediation of Maurice Gibb Soil. Furthermore, funding is included for Normandy Shores Trail Lighting, a hedge for the Normandy Shore Golf Course, North Beach Bump Outs, and Rue Vendome/Biarritz Dr. Park & Garden.

Projects funded by the Resort Tax dedicated to tourism-eligible quality of life projects and through the Convention Development Tax Interlocal Agreement with Miami-Dade County include:

- Restorative Tree Well-Phase 4-Ocean Drive
- Washington Ave Cobra Head Lighting
- Blueways Master Plan
- Miami Beach Golf Club Cart Path/Curb
- Miami Beach Golf Club Golf Range Netting
- Miami Beach Golf Club Tee Restoration
- Installation of irrigation systems at Collins Ave Street-Ends between 26th - 42nd
- Miami Beach Welcome Sign Repair
- Band Shell Master Plan Improvement

- Install lighting Normandy Shores Golf Course
- Middle Beach Recreation Corridor Phase II
- Flamingo Park

Further Enterprise and special revenue funds such as the Redevelopment Agency, South Pointe Capital, Convention Center, Parking and People's Transportation Tax (PTP) will provide funding for:

- Street Lighting Improvements at North Shore Island
- Sunset Harbour Neighborhood Improvements
- Citywide Curb Ramp Installation/Maintenance
- Right-of-Way Improvement Project FY 14
- LaGorce Island (Street Pavement)
- Atlantic Greenways Network Master Plan Update (Bike Master Plan) - Phase 2
- Collins Park Parking Garage
- Bass Museum Interior Space Expansion
- Colony Theater Condenser Coils Replacement
- Colony Theater Roof Maintenance
- City Center-Commercial District BP9B Right of Way Neighborhood Improvement
- City Center Historic District Litigation
- Lincoln Road Master Plan Study
- Washington Ave Dog Park Surfacing
- 54 Inch Diameter Redundant Sewer Force Main
- First Street Improvements at Alton & Washington
- 5 St & Alton Rd Joint Venture Repayment from South Pointe capital to Parking
- Restorative Tree Well Treatment Phase III – Washington Avenue
- South Pointe Drive Median Planters
- Convention Center – Replace 50 lecterns, including the purchase of 2 presidential lecterns, and the purchase of an additional 1200 ton chiller and two additional 800 ton cooling towers
- Euclid Ave Improvements at Lincoln Road
- Continued Replacement of Master Meters and Revenue Control Equipment Upgrades
- Surface lots at Meridian Ave and 6 St, 971 71 Street, 9th St & Washington, Collins Avenue & 13 Street, and Sheridan Ave Parking at 28th Street & Pine Tree
- Street Infrastructure Improvements – Crosswalks, Mast Arm Painting, Pedestrian Crossings

VALUE OF SERVICES FOR TAX DOLLARS PAID

As noted earlier, between FY 2007/08 and FY 2012/13, the General Fund absorbed almost \$43 million in reductions (almost 17 percent of the \$244 million FY 2011/12 General Fund budget) and reductions of approximately \$50 million and 271 positions across all funds.

Further, a total of approximately \$20 million in employee “give-backs” were achieved between FY 2009/10 and FY 2011/12, through a combination of freezing cost of living adjustments for all employees for two and one-half years, elimination of merit increases for all employee except members of the Fraternal Order of Police (FOP) and International Association of Firefighters) IAFF, increased contribution to pension for all employees except members of FOP and IAFF, pension plan changes for the Miami Beach Employees Retirement Plan, increased contributions for take-home vehicles by FOP members for 18 months, reduced holiday pay for IAFF members, and increased contributions to health insurance by members of the FOP and IAFF for 18 months. In addition, the FY 2012/13 budget included an estimated \$3.8 million in employee “give-backs.” Along with more than \$50 million in reductions, this represents **almost \$71 million in combined “givebacks” and reductions over 6 years.**

All of the givebacks achieved, except the 18 month increased contribution to health by FOP and IAFF and the increased contributions for take-home vehicles by FOP members for 18 months, represent ongoing, recurring savings to the City and the employee givebacks contribute significantly towards the City’s strategic goal (key intended outcome) to control payroll costs.

Although the economy appears to have stabilized, the impact of the recent recession impacted both property tax revenues as well as pension costs through FY 2013/14. Therefore, the City’s strategy continues to consider the long term financial sustainability of the City. Beginning with the development of the FY 2009/10 budget, a strategy was developed to address short-term, mid-term and long-term financial needs.

- Strategies to address short-term financial needs included ongoing efficiencies and wage concessions by employees.
- Mid-term financial sustainability was addressed by pension concessions from current employees in the Miami Beach Employees Retirement Plan
- Longer term financial sustainability is enhanced by the pension plan restructures that have been put in place for employees in the City’s retirement plans. For example, for General Employees, the plan restructure adopted for new employees is projected by the City’s actuary to reduce the City’s annual required contribution by almost \$1 million in FY 2012/13, with additional reductions annually as the number of employees in the Miami Beach Employees Retirement Plan hired after October 1, 2010 continues to increase. Further, additional pension plan reform recommendations were developed by the City’s Budget Advisory Committee (BAC) for the Fire and Police Pension Plan for consideration as part of the FY 2013/14 adopted budget. While the specific BAC recommendations were not implemented, the pension reform agreed upon by IAFF and FOP generated savings is in excess of the BAC recommendations: \$5.6 million in the first year and \$140 million net present value over 30 years.

With the adopted \$0.6 million in efficiencies and \$4.6 million in employee givebacks incorporated in the Adopted Work Plan and Budget for FY 2013/14, the 7 year total of reductions and employee givebacks is almost \$77 million.

General Fund	FY 2013/14 Proposed			7-Year Total		
	\$ Impacts	FT	PT	\$ Impacts	FT	PT
Public Safety	(\$250,000)	-	-	(\$8,021,095)	(68.0)	1.0
Operations	(186,000)	(2.0)	-	(\$6,126,867)	(66.0)	(23.0)
Administrative Support	(139,000)	(0.5)	-	(\$3,186,694)	(34.4)	1.0
Econ & Cultural Dev	(42,000)	-	-	(\$1,235,426)	(17.0)	-
Citywide	-	-	-	(\$1,619,642)	-	-
Subtotal	\$ (617,000)	(2.5)	-	(\$20,189,724)	(185.4)	(21.0)
Transfers	-	-	-	(\$23,168,966)	-	-
Total	\$ (617,000)	(2.5)	-	\$ (43,358,690)	(185.4)	(21.0)
Internal Service Funds	(373,000)	(1.0)	-	(\$3,871,225)	(38.1)	-
Enterprise Funds	(122,000)	(2.0)	2.0	(\$3,651,021)	(53.0)	10.0
GRAND TOTAL REDUCTIONS	\$ (1,112,000)	(5.5)	2.0	\$ (50,880,936)	(276.5)	(11.0)
Estimated Employee Givebacks *	(\$4,666,000)			(\$25,933,360)	-	-
GRAND TOTAL REDUCTIONS AND GIVEBACKS	\$ (5,778,000)	(5.5)	2.0	\$ (76,814,296)	(276.5)	(11.0)

* FY 2012/13 Budgeted included \$3.8 savings for Employee Givebacks, of which only \$918K were achieved

Despite the dramatic impact of 7 years of reductions due to property tax reform exacerbated by a dramatic downturn in property values and dramatic increases in pension costs, it has been my primary objective to preserve services to our city as well as the many unique benefits provided to our residents. The Adopted Work Plan and Budget preserves benefits specifically for City of Miami Beach residents, including:

- Our free “Culture in the Parks” series;
- Access to free cultural arts programs (theater, dance, music and visual arts) for children involved in after school and summer camps;
- Scholarship specialty camps in the summer, in addition to children participating in day camps; and programs for traveling athletic leagues.
- Free access to City pools on weekends and during non-programmed hours;
- Free general admission to our Youth Centers on weekends and during non-programmed hours;
- Free Learn-to-Swim programs for 3 to 4 year old residents;
- Reduced resident rates for recreation programs
- Free “family friendly” Movies in the Park;
- Free admission to museums on Miami Beach, including the Bass and Wolfsonian Museums every day and the Jewish Museum on Wednesdays, Fridays and Saturdays;
- Free access to the majority of our senior citizen programs and special populations programs, including several free dances that take place throughout the year;
- Free of charge play at the Par 3 golf course for all residents;
- Free crime analysis of residents’ homes by our Police Department; and
- Free child safety seat checks by our Fire Department.

We have also prioritized Key Intended Outcomes to ensure the long-term sustainability of our City government, including improved communications with our residents, ensuring financial sustainability and ensuring that we have the best possible employees to deliver services to our community.

To help increase community satisfaction with city government, the Adopted Work Plan and Budget funds a dedicated receptionist to effectively manage the daily flow of inquiries and requests in the City Manager's Office. To maximize efficient delivery of services in Fleet Management's warehouse operations, two part-time positions are proposed to be converted to one full-time Warehouse Manager.

ENVIRONMENTAL SUSTAINABILITY, COMMUNICATIONS, CUSTOMER SERVICE AND INTERNAL SUPPORT FUNCTIONS

To help enhance the environmental sustainability of the community, the City established a permanent committee in FY 2007/08 called the Sustainability Committee, with the objective of providing a mechanism to discuss green (environmental) issues of concern to the community. In FY 2011/12, based on recommendations from the Sustainability Committee, the City implemented a recycling ordinance. The FY 2012/13 budget included funding for an intensive education and outreach campaign and a Sustainability Officer responsible for conducting outreach, recycling guidance, and if necessary, to issue warnings. This enhancement was funded from the Waste Haulers Additional Services Public Benefit Fund.

The FY 2013/14 Work Plan and Budget maintains funding for this valuable program and proposes to pursue grant funding for the development of a Resiliency program to plan, develop, and promote policies related to long-term community resilience such as sustainable development and building, climate change impacts, environmental quality, green business growth, and green infrastructure expansion. In addition, the FY 2013/14 Work Plan and Budget funds the creation of "Green Team" in Code Compliance to provide a higher level of regulation of commercial grease traps. Costs of the program are anticipated to be offset by the implementation of a new permit fee.

***New "Green Team"
to provide a higher
level of regulation
of commercial
grease traps***

The Adopted Work Plan and Budget continues funding to enhance communications with our residents, enhance the availability of city services and processes that can be accessed and transacted via the internet, and preserve our technology infrastructure. To that end, the Adopted Work Plan and Budget continues to fund the City's MB Magazine, and MB TV.

Further, the Adopted Work Plan and Budget includes a \$395,000 transfer from the General Fund to the Information and Communications Technology Fund and \$233,000 of prior year allocations to fund technology projects that help improve productivity in the organization. Projects to be funded in FY 2013/14 include:

- Automatic Vehicle Locator (AVL) System Implementation: This project provides additional funding for the last of three phases to complete implementation of the Automated Vehicle Locator (AVL) program. To date, a total of 430 systems have been installed to date with an additional 213 projected by the end of 2013. This funding will cover the purchase and installation of 45 new units as well as first year monitoring costs.
- Automation of City Commission Agenda: This project will save time and money by automating the current paper-intensive City Commission agenda preparation process. The proposed solution will provide automated workflow to prepare, track, modify, and monitor the progress of individual items and allow for easy assembly of documents into a single cohesive agenda packet for publication.
- Conduit Upgrade at Marine Patrol Building: This project upgrades conduit and network connectivity at the Marine Patrol building to the same level as other City and buildings in order to enable the computers and other networked devices in the building to achieve necessary speed and capacity, which is currently extremely slow. The project also funds security cameras at the facility to display and record information at the main police facility on a 24/7 basis.
- Television Graphics System Upgrade: This project replaces the current obsolete analog video graphics overlay system in the Commission chamber television control room. The current system was purchased prior to 2005 and the manufacturer will no longer provide a hardware or software maintenance agreement. As cable video systems convert fully into High Definition, it would need to be replaced even without failure.
- Radio Station Upgrade from Analog to Digital: This project will upgrade the City's Highway Advisory radio (HAR) radio station programming capabilities from analog to digital. The upgrade to digital will make the system more reliable, decrease downtime, and provide additional operating features.
- Target Solutions: This project funds an online training and records management system which improves operational efficiency and helps maintain compliance with accreditations, ISO ratings, State certifications, and National Fire Protection Training Standards. The system provides a wide range of state and nationally approved on-line courses significantly reducing the cost of dedicating personnel and man hours to course design and delivery.
- Code for America Program: Code for America is a new non-profit which aims to import the efficiency of the Internet into government. The City was recently selected as a finalist for the Fellowship Program which provides open source Web programmers for one year to create web applications that serve the community. The Code for America Team will create a mobile application that can be accessed by smart phone. The Miami Beach app will display information such as free events taking place in the area, nearest parks and recreational facilities, nearest parking lots and garages and availability of spaces, locations of hotels, dining and entertainment establishments, nearest rental bicycle stands, art galleries and museums, local transportation schedule, and information on local weather.
- Automation of Greenspace Management Operations Assessment/ Reporting Activities (Phase One): This project will fund phase one of two phases for 14 wireless tablets for Greenspace Management supervisors to utilize for data collection instead of manual form completion. Phase one will fund 4 wireless tablets. This will greatly streamline workflow and process of an average generation of 55-70 daily reports. The new process will reduce the time involved in generating reports, improve error rates, and address filing delays.

- Gap Analysis of Enterprise Resource Planning (ERP) System: This project funds a gap analysis between the City's current ERP solution, EDEN, and MUNIS which was recently acquired by the same vendor offering EDEN. The City may be able to leverage its existing software licenses in EDEN modules for equivalent modules in MUNIS. It is anticipated that EDEN will not be supported by the vendor in the future and MUNIS offers greater functionality and ease of use. The consultant will also look at other potential ERP solutions and estimated costs involved for a potential transition.
- Tyler Cashiering: This project funds the acquisition and implementation of the Tyler Technologies Cashiering Module that will streamline the City's cashiering process, provide real-time data, significantly reduce staff time involved in the reconciliation of accounts, and create a better interface with other Tyler Technologies products used by the City.
- 50 Additional Mobile Computers and Net Motion: This project funds 50 additional Toughbook laptops for Police employees that do not currently have assigned computers. The Miami-Dade Department of Corrections in conjunction with other County agencies is implementing a county-wide mandatory electronic arrest report to be implemented by 1st Quarter 2014. The additional laptops will allow the Police Department to comply with the new requirements for electronic arrest reports and assist with other electronic reporting and investigative tasks.
- There are other projects that do not require funding but are planned to be under development next year with in-house staffing resources: City Liens e-Recording with Miami-Dade County to file and record liens electronically to Miami-Dade County via secure web service and Police Records Receipt System Redesign that replaces the existing system to improve the reliability, accuracy, and ease of reporting functionality. There are also seven GIS related projects proposed for development in FY 2013/14.

In FY 2005/06, the City established a financial goal of funding at least 5 percent of the General Fund operating budget as transfers for capital projects and capital projects contingency. The purpose of this goal was multi-faceted:

1. To provide flexibility in the operating budget that would allow the budget to be reduced without impacting services during difficult economic times;
2. To ensure that the City funded needed upkeep on our General Fund facilities, and right-of-way landscaping, lighting, etc.
3. To provide a mechanism to address additional scope of small new projects prioritized by the community and the Commission instead of having to delay these for a larger General Obligation Bond issue; and
4. To provide contingency funding so that projects where bids were higher than budgeted did not have to be delayed, especially during a heated construction market where delays often lead to further increases in costs.

In recent years this funding was dramatically reduced due to funding constraints, and at the same time, reflecting declines in construction industry pricing in those years. The Adopted Work Plan and Budget incorporates almost \$4 million in capital funding. This represents 1.5 percent of the FY 2013/14 General Fund operating budget.

GENERAL FUND FINANCIAL SUMMARY

The General Fund is the primary source of funding for the majority of City services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fees for services, fines, rents and concession fees and interest income. Additionally, intergovernmental revenues from Miami-Dade County and Resort Taxes contribute funding for tourist-related activities provided by General Fund departments.

The first step in preparing the FY 2013/14 budget was an evaluation of Current Service Level (CSL) revenues and expenditures. CSL revenues represent the amount of revenues that would be generated based on existing tax rate, fees and charges. CSL expenditures represent the expenditures associated with providing the same level of service next year as in the current budget year.

ANALYSIS OF PROPERTY VALUES IN MIAMI BEACH

On July 1, 2013, the City received the "2013 Certification of Taxable Value" from the Property Appraiser's Office stating that the taxable value for the City of Miami Beach is \$24.7 billion including \$78.1 million in new construction. The preliminary 2013 value represents an increase of \$1.6 billion or 6.9 percent more than the July 1, 2012 Certification of Taxable Value of \$23.1 billion and an increase of 6.5 percent excluding new construction.

The comparative assessed values for the Miami Beach Redevelopment Agency City Center redevelopment district increased from \$3.6 billion to \$3.9 billion an increase of \$263 million or a 7.3 percent increase over 2012 certified values. In addition, assessed values within the geographic area formerly known as the South Pointe redevelopment district increased from \$3.6 billion to \$3.9 billion an increase of \$297 million, or an 8.2 percent increase in values over 2012 certified values. As a result, taxable values in the areas outside the City Center RDA/South Pointe area increased by 6.3 percent, from \$15.4 billion to \$16.4 billion, an increase of \$974 million.

Citywide values excluding City Center increased from \$19.5 billion to \$20.8 billion, an increase of \$1.3 billion or 6.8 percent. Values outside the City Center area determine General Fund revenues. Adjusting for the base value Center City RDA which remains in the General Fund, the increase is actually 6.7 percent for the General Fund.

COMPARATIVE ASSESSED VALUES (in billions)

	Jan. 1 2012 Value (in billions)				% Chg.	Jan. 1 2013 Value (in billions)	Change from 2012 Value (Budget)	
	As of July 1 2012 (For FY 2012/13 Budget)	Revised Value (For FY 2012/13 Projection)	Change in 2012 Values			As of July 1 2013 (For 2012/13 Budget)	\$ (in billions)	% Chg
RDA – City Ctr	\$ 3.6087	\$ 3.4072	\$(0.2015)	-5.6%	\$ 3.8714	\$ 0.2627	7.3%	
South Pointe	3.6181	3.4734	(0.1447)	-4.0%	3.9148	\$ 0.2967	8.2%	
General Fund excl S.Pte	15.8455	15.1414	(0.7041)	-4.4%	16.8704	\$ 1.0249	6.5%	
Total Citywide	\$23.0723	\$22.0220	(1.0503)	-4.6%	\$ 24.6566	\$ 1.5843	6.9%	
Citywide Net of City Center	\$ 19.464	\$ 18.615	\$(0.849)	-4.4%	\$ 20.785	\$ 1.3216	6.8%	

Value of One Mill

The first building block in developing a municipal budget is the establishment of the value of one mill of taxation, wherein the mill is defined as \$1.00 of ad valorem tax for each \$1,000 of property value. For the City of Miami Beach, the value for each mill is determined by the 2013 Certification of Taxable Value and has been set at \$24.6 million. Florida Statutes permit a discount of up to five percent for early payment discounts, delinquencies, etc. Therefore, the 95 percent value of the mill is \$23.4 million. Net of Center City RDA tax increment available to the General Fund, the value of one mill at 95 percent is \$20.0 million.

Impacts of Declines in Property Values

The FY 2012/13 operating millage rate for general City operations was 6.0909 based on July 2012 Certification of Taxable Value. Based on the July 1, 2013, Certification of Taxable Value, 6.0909 mills would generate approximately \$150 million at 100% collection (\$142 million at 95% collection) in general tax revenues, an increase of \$9.6 million at 100% collection (\$9.1 million at 95% collection) over FY 2012/13 property tax revenues Citywide (General Fund, City Center RDA and the South Pointe area). The General Fund property tax revenues would increase by \$7.6 million, if the FY 2012/13 millage rate was maintained.

Further, the January, 1 2012 tax roll Citywide declined by \$1.0 billion between the July 1, 2012 valuation and the July 1, 2013 valuation due to appeals, adjustments, etc., which is part of the reason that the FY 2013/14 “rolled-back rate” is significantly less than the FY 2012/13 current millage rate.

State Legislated Operating Millage Requirements

Further, pursuant to recently enacted State legislation, the City may elect to approve millage rates above the roll-back rate up to the constitutional cap of 10 mills subject to the following votes by the Commission or referendum:

- **Option I:** A majority of the Commission is required to approve a millage up to 7.7169 (equivalent to 1.69 percent increase in property tax revenues). The 1.69 percent increase is the state per capita personal income gain for the prior calendar year.
- **Option II:** A two-thirds approval (5 of 7 votes) of the Commission is required to approve a millage up to 8.4886 (equivalent to a 10 percent increase in the ad valorem revenues above Option I).
- **Option III:** A unanimous approval of the Commission or referendum is required to approve a millage above 8.4886 up to the 10 mill cap

Determining the Voted Debt Service Millage Levy

The general obligation debt service payment for FY 2012/13 is approximately \$5.9 million. Based on the July 1, 2013 Certified Taxable Value from the Property Appraiser, these bonds would require the levy of a voted debt service millage of 0.2282 mills. This represents a decrease of 0.0286 mills.

Combining the Operating and Voted Debt Service Millage Levy

At the July 17, 2013, Commission meeting, the Commission adopted a 0.2 mill reduction and at a budget workshop on September 23, 2013, the Commission discussed reducing the millage rate by an additional 0.0275 mills, which represents a total decrease of 0.2275 mills. The voted debt service millage decreased by 0.0039 mills.

Illustrated below is a comparison of the adopted combined millage rates and ad valorem revenues to the City of Miami Beach for FY 2012/13 and FY 2013/14 (preliminary) including RDA. It is recommended that in the General Fund, 0.1083 mills of the total operating millage continue to be dedicated to renewal and replacement, resulting in approximately \$1.98 million in renewal and replacement funding.

The total millage rate for FY 2013/14 is 20.3% lower than FY 2006/07 and 3.6% lower than last year.

City of Miami Beach Millage Rates	FY 06/07	FY 12/13	FY 13/14	Inc/(Dec)	% Inc/(Dec)	
					From FY12/13	From FY 06/07
Operating	7.1920	5.9826	5.7551	-0.2275		
Capital Renewal & Replacement	0.1820	0.1083	0.1083	0.0000		
Sub-total Operating Millage	7.3740	6.0909	5.8634	-0.2275	-3.7%	-20.5%
Debt Service	0.2990	0.2568	0.2529	-0.0039		
Total	7.6730	6.3477	6.1163	-0.2314	-3.6%	-20.3%

Impact on Homesteaded Properties

Amendment 10 to the State Constitution took effect on January 1, 1995 and limited the increase in assessed value of homesteaded property to the percentage increase in the consumer price index (CPI) or three percent (3 percent), whichever is less. For 2012, the CPI has been determined to be 1.7 percent and therefore, the increase is capped at 1.7% for increased values as of January 1, 2013.

Overall, based on the homesteaded properties in the January 1, 2012 homestead values as of July 1, 2012 valuation, (the latest available from the Miami-Dade County Property Appraiser at this time), the median value of homesteaded property in Miami Beach for 2012 was \$122,582, and the average \$295,315. Applying the increase to the market value of all existing homesteaded properties from the 2012 tax roll, and the 1.7 percent CPI adjustment, the impact of the millage rate adjustment to homesteaded properties would be a savings of \$15 for median properties and \$37 for average properties.

Homesteaded Properties				
	FY 2012/13		FY 2013/14	
			with 1.7% CPI	
	Median	Average	Median	Average
2012 Preliminary Taxable Value	\$ 122,582	\$ 295,315	\$ 124,666	\$ 300,335
City of Miami Beach				
Operating	\$ 747	\$ 1,799	\$ 731	\$ 1,761
Voted Debt	31	75	32	76
Total Miami Beach	\$ 778	\$ 1,874	\$ 763	\$ 1,837
\$ Change in Taxes				
Operating			\$ (16)	\$ (38)
Voted Debt			1	1
Total Miami Beach			\$ (15)	\$ (37)

* Source: Miami-Dade County Property Appraiser's - 2013-average-median-homestead-residential-values file

Impact on Non-Homesteaded Properties

The annual increase in market value of a non-homestead property is capped at 10 percent (does not apply to school millages). The city-wide average increase in property values is 6.9 percent. The property value of individual properties may increase more or less than 6.9 percent, but not more than 10 percent. Because of the decrease in the millage rate of 0.2314, the taxable value of a property would have to increase by more than 3.6% to pay more property taxes to the City than in the previous year.

Overlapping Jurisdictional Operating and Debt Service Millages

City of Miami Beach property owners must also pay property taxes to Miami-Dade County, the Miami-Dade County School Board, the Children's Trust, the South Florida Water Management District, and the Florida Inland Navigation District.

The countywide tax rate for Miami-Dade County remained flat at 4.7035 mills; the library tax rate remained flat at 0.1725 mills; and the debt service millage increased from 0.2850 mills to 0.4220 mills.

The tax rate for the Miami-Dade School District decreased from 7.9980 mills to 7.977 mills. The Children's Trust millage is maintained at 0.5000 mills. The tax rate for the South Florida Water Management District is decreased from 0.3676 mills to 0.3523 mills. The tax rate for the Florida Inland Navigation District remains flat at 0.0345, the same millage rate for the last 16 years.

With the adopted rates for FY 2013/14, the Miami Beach portion of the FY 2013/14 tax bill is approximately 30 percent of the total bill. Of note, the County millage is 1.0880 mills less than their millage in FY 2006/07, as compared to the City's adopted millage which is 1.5106 mills less than the City millage in FY 2006/07. Further, the School Board millage is only minimally below the FY 2006/07 millage rate, despite the recently adopted decrease. The significant difference in the total overlapping millage rate is a direct result of the City's effort to keep the millage rates as low as possible. A summary of the tax rate changes is provided in the following table.

OVERLAPPING TAX MILLAGE	FY 06/07	FY 12/13	FY 13/14	Variance	Variance	% of FY 13/14 Total
				from 12/13	from 06/07	
City of Miami Beach Millage Rates						
Operating	7.1920	5.9826	5.7551	-0.2275	-1.4369	
Capital Renewal & Replacement	0.1820	0.1083	0.1083	0.0000	-0.0737	
Subtotal Operating Millage	7.3740	6.0909	5.8634	-0.2275	-1.5106	
Voted Debt Service	0.2990	0.2568	0.2529	-0.0039	-0.0461	
Total	7.6730	6.3477	6.1163	-0.2314	-1.5567	30%
Miami Dade County						
Countywide	5.6150	4.7035	4.7035	0.0000	-0.9115	
Library	0.4860	0.1725	0.1725	0.0000	-0.3135	
Debt Service	0.2850	0.2850	0.4220	0.1370	0.1370	
Subtotal	6.3860	5.1610	5.2980	0.1370	-1.0880	26%
School Board	8.1050	7.9980	7.9770	-0.0210	-0.1280	39%
Children's Trust	0.4220	0.5000	0.5000	0.0000	0.0780	2%
Other	0.7360	0.4634	0.4455	-0.0179	-0.2905	2%
Total	23.3220	20.4701	20.3368	-0.1333	-2.9852	100%

Impact of Combined Tax Rates of Overlapping Jurisdictions on Homesteaded Properties

The median and average January 1, 2013 taxable values of \$122,582 and \$295,315, respectively, will increase by 1.7% CPI in FY 2013/14 due to the Save Our Homes Cap which only allows taxable values to increase by 3.0% or CPI, whichever is lower.

Applying the adopted millage rates to the median and average taxable values results in an additional \$27 for the median and a \$64 increase for the average. These increases are mitigated by a decrease for the median of \$15 and a \$37 decrease for the average from the reduction in millage in the City of Miami Beach's portion of the property tax bill.

Median properties would pay approximately \$2,535 for all taxing jurisdictions combined, while the average taxes generated would be approximately \$6,108 per homesteaded property. Of these taxing authorities, the highest component is the Miami-Dade School Board, at \$994 for a median value property, and \$2,396 for an average valued property.

The following table provides examples of changes in property taxes for homesteaded properties using the adopted tax rates and potential changes from 2012 values.

Impact on Homesteaded Properties Assuming Changes in Taxable Value from January 1, 2013				
	FY 2012/13		FY 2013/14 with 1.7% CPI	
	Median	Average	Median	Average
2012 Taxable Value	\$ 122,582	\$ 295,315	\$ 124,666	\$ 300,335
City of Miami Beach				
Operating	\$ 747	\$ 1,799	\$ 731	\$ 1,761
Voted Debt	\$ 31	\$ 76	\$ 32	\$ 76
Total Miami Beach	\$ 778	\$ 1,875	\$ 762	\$ 1,837
Miami Dade County	\$ 633	\$ 1,524	\$ 660	\$ 1,591
Schools	\$ 980	\$ 2,362	\$ 994	\$ 2,396
Other	\$ 118	\$ 285	\$ 118	\$ 284
Total	\$ 2,509	\$ 6,045	\$ 2,535	\$ 6,108
<u>Change in Taxes</u>				
City of Miami Beach				
Operating			\$ (16)	\$ (38)
Voted Debt			\$ 1	\$ 1
Total Miami Beach			\$ (15)	\$ (37)
Miami Dade County			\$ 28	\$ 67
Schools			\$ 14	\$ 34
Other			\$ (0)	\$ (1)
Total			\$ 27	\$ 64

As with the City of Miami Beach millage rates, impacts of the combined jurisdictional millage rates for non-homesteaded properties are based on the individual property values.

GENERAL FUND CURRENT SERVICE LEVEL INITIAL BUDGET GAP

General Fund Revenues

On the revenue side for FY 2013/14, based on the July 1, 2013 Certification of Taxable Value from the Miami-Dade County Property Appraiser, values of existing properties increased by 6.8 percent from the July 1, 2012 tax roll certification. This increase compares to taxable value increases of at least 8 percent per year from July 1, 2001 through July 1, 2007, but decreases of an average of 6.4 percent per year between FY 2008/09 and FY 2011/12. Taxable values increased by 5 percent in FY 2012/13.

In total, CSL revenues are expected to increase by \$4.8 million for FY 2013/14, principally due to an increase of \$3.6 million property tax as a result of higher property value and \$3.1 million in increased licenses and permits revenue, reflecting the increases in building development activity

and. These increases are offset by decreases in Other Taxes due to declining telephone utility tax revenue and lower than budgeted electric franchise fee revenue in FY 2012/13, a reduction in Prior Year Set Aside which is a surplus of one-time funds, and a reduction in Prior Year Set Aside one-time funds to offset pension increases.

The total CSL revenue estimate is \$261.1 million, an increase of \$4.8 million from the FY 2012/13 adopted budget.

Revenues	FY 2012/13 Adopted Budget	FY 2013/14 CSL Budget	Percent of CSL	Inc/(Dec) over FY 2012/13 Adopted Budget
Property Taxes	114,317,000	117,961,000	45.2%	3,644,000
Property Taxes-Normandy Shores	129,000	147,000	0.1%	18,000
Other Taxes	24,023,000	22,765,000	8.7%	(1,258,000)
Licenses & Permits	20,033,000	23,133,000	8.9%	3,100,000
Intergovernmental Revenue	9,827,000	10,214,000	3.9%	387,000
Charges for Services	10,668,000	10,315,000	4.0%	(353,000)
Fines & Forfeits	2,199,000	2,519,000	1.0%	320,000
Interest	2,983,000	2,921,000	1.1%	(62,000)
Rents & Leases	6,464,000	6,945,000	2.7%	481,000
Miscellaneous	11,830,000	12,441,000	4.8%	611,000
All Other Non-Operating Revenues	8,532,000	8,516,000	3.3%	(16,000)
Other- Resort Taxes	30,965,000	30,965,000	11.9%	-
Other - Reserves - Bldg Dept	1,500,000	1,500,000	0.6%	-
Other - Parking Surplus Transfer	7,200,000	7,200,000	2.8%	-
Other - Prior Year Set Aside	3,400,000	2,700,000	1.0%	(700,000)
Prior Yr Set Aside Pension Credit	2,210,000	831,000	0.3%	(1,379,000)
Total	\$ 256,280,000	\$ 261,073,000	100%	\$ 4,793,000

GENERAL FUND CURRENT SERVICE LEVEL EXPENDITURES

In FY 2013/14, CSL expenditures increases are estimated to result in an approximately \$6.7 million (2.6 percent) increase in expenditures, the majority of which is due to the following:

- A \$3.0 million increase to Salaries and Benefits reflect increases in employee costs such as 5% step increases for members not at the maximum of their range in the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) bargaining units and a 2 percent merit increase for other employees not at the maximum of their range. Merit and step increases apply within existing pay ranges. Impacts from Communication Workers of America (CWA) union agreement include three percent merit eligibility, eleven percent extension of the salary range for Lifeguard II and Lieutenants, changes to holiday pay and increase of union time bank hour resulting in \$507,000 increase in salaries, and a \$30,000 increase for reinstated shift differential.
- A \$0.9 million increase primarily due to Police Department overtime costs increasing over the FY 2012/13 budget amount that anticipated aggressive savings in overtime as vacancies were reduced.
- A \$0.2 million increase in pension costs, which reflects savings by implementation of pension changes for current and future employees of \$5.4 million to the General Fund (and

\$5.9 million citywide) as follows: International Association of Fire Fighters (IAFF) \$2.1 million, Fraternal Order of Police (FOP) \$3.4 million, and Communications Workers of America (CWA) -\$120 thousand. This savings offset an increase of \$2.2 million in Fire and Police and \$3.3 million in the General Fund share of the \$5 million increase in Miami Beach Employee Retirement Plan (MBERP) annual required contributions.

- A \$0.2 million increase in health care costs, which reflects lower than budgeted health insurance costs in FY 2012/13. The FY 2013/14 CSL Budget assumes an increase of 10 percent over the FY 2012/13 projected experience as determined by actuarial assumptions based on the claims expenses.
- A \$0.35 million increase in Other Benefits for a new Wellness Incentive program in Police as a result of the recently ratified union agreement with FOP. Although the City has no historical trend data on this benefit, the Adopted Work Plan and Budget assumes that half of eligible FOP members will receive the bonus.
- A \$1.0 million increase in Operating Costs, a 3.9 percent increase from FY 2012/13 budget. The City Attorney's Office includes \$125,000 in additional Outside Legal fees to fund collective bargaining/labor negotiations through impasse, if needed, and \$40,000 in Professional Services based on unanticipated litigation, appeals and transactional assistance requiring specialized outside counsel. The Building Department includes \$165,000 in Temporary Labor and Professional Services to address increases in demand, offset by increased building permit revenues and \$35,000 in Operating Expenses for building board ups of abandoned property. The Parks Department includes \$290,000 in golf courses for living wage impact of the new management agreement as the City's Living Wage ordinance did not apply to the prior agreement, increases in credit card/bank fees, and property and general liability insurance. The Procurement Department includes \$60,000 in Temporary Labor for increased support in evaluating and implementing improvements to the City's contract management process to ensure Sunshine Law requirements. Funding will be re-evaluated once the improvements have been made. The Organizational Development & Performance Improvement Office includes \$67,000 in Training & Awards that was previously budgeted for in the Parking Department to provide increased transparency.
- A \$1.9 million increase in Internal Service Fund charge-backs to Departments primarily due to similar increases in salary and pension costs as described above that are then charged back to the General Fund, as well as equivalent increases in health insurance costs for retirees, and increases in debt service for fleet vehicles. It is important to note that fuel prices in FY 2013/14 are budgeted at current prices. Should prices increase further, the General Fund will need to fund these increases.
- A \$0.8 million decrease due to the reduction in prior year surplus.

Expenditures	FY 2012/13 Adopted Budget	FY 2013/14 CSL Budget	Percent of CSL	Inc/(Dec) over FY 2012/13 Adopted Budget	Percent Change
Salaries	\$100,083,000	\$103,069,000	39.2%	\$ 2,986,000	3.0%
Overtime/Other Wages	10,392,000	11,248,000	4.3%	\$ 856,000	8.2%
Benefits					
Pension - F&P	38,532,000	35,078,000	13.3%	\$ (3,454,000)	-9.0%
Pension - MBERP	13,756,000	17,390,000	6.6%	\$ 3,634,000	26.4%
Other Pension Costs	5,913,000	5,917,000	2.2%	\$ 4,000	0.1%
Health and Life	10,875,000	11,062,000	4.2%	\$ 187,000	1.7%
Other Benefits	4,343,000	4,723,000	1.8%	\$ 380,000	8.7%
Total Benefits	73,419,000	74,170,000	28.2%	\$ 751,000	1.0%
Total Salary and Benefits	183,894,000	188,487,000	71.7%	4,593,000	2.5%
Operating	26,343,000	27,366,000	10.4%	\$ 1,023,000	3.9%
Internal Service Funds	39,446,000	41,362,000	15.7%	\$ 1,916,000	4.9%
Capital & Debt	5,766,000	5,812,000	2.2%	\$ 46,000	0.8%
Set Aside for Future Year	831,000	-		\$ (831,000)	
Total	\$ 256,280,000	\$ 263,027,000	100.0%	\$ 6,747,000	2.6%

The resulting gap between General Fund CSL expenditures and CSL revenues is approximately \$1.95 million.

Together, salaries and fringe represent approximately 72 percent of CSL costs, with salaries and pension representing approximately 66 percent of the total current service level (CSL) budget of \$263.0 million, (including the impacts of merit/steps increases, pension contributions, etc.)

APPROACHES TO BALANCE

After the August 22, 2013 meeting with the Finance and Citywide Committee, the Operating budget continued to be refined. The Adopted FY 2013/14 Work Plan and Budget includes the transfer of an additional \$2 million transfer from the Resort Tax Fund to the General Fund to cover additional Resort Tax eligible expenses in the General Fund, as well as a \$1.2 million increase in the prior year parking surplus transfer to the General Fund. The transfer of prior year Parking Fund surplus was proposed to be offset by \$617,000 of efficiencies, \$370,000 of new or enhanced revenues, and \$1,683,000 of enhancements. At the first public hearing on the budget on September 11, 2013, the Commission adopted the Tentative Budget, but moved the proposed enhancements to reserves pending further discussion at a subsequent budget workshop. A budget workshop took place on September 23, 2013, at which the Commission approved the proposed efficiencies, the proposed new and enhanced revenues, and \$365,000 of the \$1,683,000 in proposed enhancements, with the balance of \$1,318,000 in proposed General Fund enhancements set aside in a reserve for future consideration during FY 2013/14.

Taking into account discussions at the Finance and Citywide Projects Committee meetings in July and August 2013, as well as direction from Commission at the first public hearing on the budget and subsequent budget workshop, the approximately \$1.95 million shortfall between Current Service Level revenues has been closed through a combination of proposed reduction/efficiencies, enhancements, and changes in revenues despite an additional millage rate reduction of 0.0275.

Historically, the General Fund budget has increased between 6 percent and 8 percent annually, primarily due to increases in salary and benefit costs. In FY 2013/14, the total Adopted General Fund Operating Budget is \$264.1 million as shown in Attachment A, which is \$7.8 million or 3.0 percent more than the FY 2012/13 adopted budget of \$256.3 million.

Attachments B through E provide a summary of the efficiencies/reorganizations, revenue enhancements, and service enhancements considered as part of the development of the proposed FY 2013/14 Work Plan and Budget. As a result of these initiatives, the adopted budget continues our focus on providing “value of services for tax dollars paid” by continuing to provide services to the community free of charge or at significantly reduced fees, including free arts and movies in the parks, free access to pools and youth centers, reduced fee recreation programming, enhancement maintenance of our newly renovated facilities, etc. – the services that our residents and businesses told us yet again are important to them during the 2012 Community Satisfaction Survey.

Furthermore, the adopted and potential enhancements/reorganizations help further three priorities I identified during my selection process: (1) increasing public cleanliness and safety, (2) focusing on customer service to our residents, businesses, and visitors, and (3) improving the administrative operations that are critical to our service delivery.

A list of potential additional enhancements requested by departments but not recommended by me in the Adopted Budget can be found in Attachment F. While many of these potential enhancements are important and should be considered over time, they were considered a lower priority than those incorporated in the FY 2013/14 Adopted Budget and Work Plan. Further we have attached a full list of potential service reductions that were considered, but not recommended by Departments or myself. The list can be found in Attachment G.

APPROACHES TO BALANCE	
Preliminary CSL Budget	
Preliminary Current Service Level (CSL) Budget	
Revenues	\$ 262,417,000
Expenditures	267,337,000
Preliminary CSL Gap	\$ (4,920,000)
Final CSL Budget	
Revenue Adjustments	
Millage Rate Reduction of 0.2 Mills	\$ (4,004,000)
Other General Fund Revenue Adjustments	2,660,000
Expenditure Adjustments	
	(325,000)
Employee Givebacks to Offset increases in health and pension costs	
Net Impact from Union Agreements	4,990,000
Police Health Incentive Program	(355,000)
Sub-total	\$ 2,966,000
Final CSL Gap	\$ (1,954,000)
Changes in Expenditures	
Minimal Impact Reduction / Efficiencies	
	\$ 617,000
Additions and Enhancements	
	365,000
Reserve - Set Aside for Potential Additional Enhancements in FY 2013/14	
	1,318,000
Sub-Total	\$ 1,066,000
Revised Gap	(3,020,000)
Changes in Revenues	
Millage Rate Reduction of 0.0275 Mills	
	\$ (550,000)
Resort Tax - Transfer to GF	
	\$ 2,000,000
Parking Fund - Transfer to GF	
	1,200,000
Revenue Enhancements	
	370,000
Sub-total	\$ 3,020,000
Total Excess /(Shortfall)	
	\$ -

The resulting total Adopted General Fund Operating Budget for FY 2013/14 is \$264.1 million, which is \$7.8 million or 3.0 percent more than the FY 2012/13 adopted budget of \$256.3 million.

	FY 2012/13 Adopted Budget	FY 2013/14 Proposed (2nd Hearing)	\$ Change from Budget	% Change from Budget
GENERAL FUND REVENUES				
Property Taxes	\$114,317,000	\$ 117,411,000	\$3,094,000	3%
Property Taxes - Normandy Shores	129,000	147,000	18,000	14%
Other Taxes	24,023,000	22,765,000	(1,258,000)	-5%
Licenses & Permits	20,033,000	23,383,000	3,350,000	17%
Intergovernmental	9,827,000	10,214,000	387,000	4%
Charges For Services	10,668,000	10,315,000	(353,000)	-3%
Fines and Forefeits	2,199,000	2,639,000	440,000	20%
Interest	2,983,000	2,921,000	(62,000)	-2%
Rents and Leases	6,464,000	6,945,000	481,000	7%
Miscellaneous	11,830,000	12,441,000	611,000	5%
Resort Taxes	30,965,000	32,965,000	2,000,000	6%
Other Non-Operating Revenues	8,532,000	8,516,000	(16,000)	0%
Reserves - Bldg Dept	1,500,000	1,500,000	-	0%
Parking Surplus Transfer	7,200,000	8,400,000	1,200,000	17%
Prior year set aside	3,400,000	2,700,000	(700,000)	-21%
Prior year set aside for Pension	2,210,000	831,000	(1,379,000)	-62%
Total	\$ 256,280,000	\$ 264,093,000	\$ 7,813,000	3%

	FY 2012/13 Budget	FY 2013/14 Proposed (2nd Hearing)	\$ Change from Budget	% Change from Budget
GENERAL FUND EXPENDITURES				
Salaries	\$ 100,083,000	\$ 103,270,000	\$ 3,187,000	3%
Overtime/Other Wages	\$ 10,392,000	\$ 11,049,000	\$ 657,000	6%
Benefits				
Pension - F&P	\$ 38,532,000	\$ 35,078,000	\$ (3,454,000)	-9%
Pension - MBERP	13,756,000	17,390,000	3,634,000	26%
Other Pension Costs	5,913,000	5,917,000	4,000	0%
Health and Life	10,875,000	11,103,000	228,000	2%
Other Benefits	4,343,000	4,730,000	387,000	9%
Total Benefits	\$ 73,419,000	\$ 74,218,000	\$ 799,000	1%
Total Salary and Benefits	\$ 183,894,000	\$ 188,537,000	\$ 4,643,000	3%
Operating	\$ 26,343,000	\$ 27,366,000	\$ 1,023,000	4%
Internal Service Funds	39,446,000	40,917,000	1,471,000	4%
Capital & Debt	5,766,000	5,955,000	189,000	3%
Set Aside for Future Year	831,000		(831,000)	-100%
Reserve - Set Aside		1,318,000	1,318,000	
Total	\$ 256,280,000	\$ 264,093,000	\$ 7,813,000	3%
Net Revenues Less Expenditures	\$ -	\$ -	\$ -	

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, Parking, and Convention Center Departments. The Adopted FY 2013/14 Enterprise Funds Budget is \$160.8 million. This represents a decrease of \$.3 million (0.2 percent) from the FY 2012/13 budget of \$161.1 million, primarily due to:

- Increases in salary and health cost similar to those described in the General Fund,
- Increases in pension due to the continued recognition of investment losses from 2008, which are recognized over five years. (Please note that savings generated by pension reforms to the Police and Fire pension plans applied to the General Fund, not the Enterprise Funds).
- Increases in funding for future renewal and replacement projects and equipment which is determined by prior year depreciation amounts.

These increases are offset by decreases in Water and Sewer treatment DERM fees charged by Miami-Dade County (\$137,000) – which is associated with projected decreases in water and sewer revenues collected by the City; decreases in budgeted Internal Service charges, elimination of the reserve for future true-ups (\$1.7 million) in the Water division and debt service reduction in the Water and Sewer divisions.

INTERNAL SERVICE FUNDS

Internal Service Funds are comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The Adopted FY 2013/14 Internal Service Fund budget is \$75.5 million. This represents an increase of \$16.1 million from the FY 2012/13 budget, primarily due to \$15.8 million for medical and dental benefits for active employees previously not appropriated in the budget to more accurately reflect the City's transition to a self-funded program from a third party provider. Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, and the Risk Management Fund reimburses the General Fund for the cost of legal services.

RESORT TAX BUDGET

The Adopted FY 2013/14 Resort Tax budget is \$59.5 million, an increase of \$5.3 million or 9.7 percent from FY 2012/13. This reflects the continued increase in resort tax revenues, consistent with other tourism indicators throughout the County, but especially in Miami Beach. Of the \$5.3 million increase:

- \$2 million increase in the transfer to the General Fund for tourism-related services provided by General Fund departments for a total transfer of \$32.9 million.
- Maintain \$2.8 million in funding for special events such as Memorial Day and Spring Break well as an additional \$65,000 to provide for enhanced holiday decorations
- \$57,000 for the contractual CPI adjustment in the transfer to the Greater Miami Convention and Visitors Bureau, for a total of \$5.4 million.
- Increases of \$864,500 and \$171,000 transferred for quality of life capital projects and the arts and the Miami Beach Visitors Convention Authority based on funding formulas, for a total of \$5.5 million and \$2.3 million, respectively.

The Debt service increased by \$860,000 from \$5.9 million to at \$6.8 million, and administrative expenses decreased by \$27,000.

Further, \$100,000 continues to be funded for a Miami Beach marketing campaign, \$73,000 for tourism related economic development activities in North Beach, and \$100,000 towards attracting a major event such as the Miss USA pageant. Based on the assumption of a 2% increase in resort taxes in FY 2013/14 and the inherent volatility of this revenue source to economic conditions, \$1.8 million is recommended for contingency/reserves.

CONCLUSION

Although the development of our budget this year has been challenging (particularly since the Budget staff was short-handed during most of this process), through rigorous review and good leadership, the Adopted Work Plan and Budget for FY 2013/14 is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors, providing fee relief in our Enterprise Funds, and continuing structural enhancements to ensure the long-term sustainability of the City.

In summary, the Adopted FY 2013/14 General Fund operating budget maintains current service priorities for the community, despite property tax rates set at 1.5 mills (20 percent) lower than FY 2006/07. Further, I am also recommending keeping water, sewer, and stormwater rates flat, other than the sewer pass through for increases in the Miami-Dade County wholesale sewer rate.

ACKNOWLEDGEMENTS

The development of this year's Adopted Work Plan and Budget has challenged our City staff and the Commission as we sought to balance a budget in spite of high pension increases, particularly in the Fire and Police Pension system, as well as a significant increase in health insurance. I would like to thank Mayor Matti Herrera Bower and the Members of the Miami Beach City Commission for your continued guidance, support and leadership with the budget process and in helping to accomplish so much on behalf of our residents and for the entire Miami Beach community. I would also like to recognize those bargaining units that previously agreed to employee "givebacks" so that we can begin to control personnel costs as well as our employees for their continued commitment to the City's mission of providing excellent public services and working so hard to help accomplish so many positive results that benefit the entire community despite the challenges and uncertainty of the past several months.

Finally, I would like to thank all staff from throughout the City who worked so hard to identify every opportunity for cost reductions in their departments, as well as itemize alternatives with a wide range of service impacts to meet the required cost reductions. I would particularly like to thank my Assistant City Managers, Chief Financial Officer, and all Department and Division Directors. I appreciate all of us working together towards a reduced budget that still allows us to accomplish our goals. In particular, I would like to recognize and thank John Woodruff, Budget Director; Mike Howard, Budget Officer; Georgette Daniels, Tameka Otto-Stewart, and Paula Rodriguez, Senior Management and Budget Analysts; Vanessa Layne, Executive Office Associate; Management Intern Pablo Haspel; Dr. Leslie Rosenfeld, Organizational Development & Training Specialist; and Katherine Gonzalez, Management Consultant.

Respectfully submitted,



Jimmy L. Morales
City Manager

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PRELIMINARY CSL INCLUDES																
ATTACHMENT A - FY 2013/14 BUDGET - PRIOR YEAR REDUCTIONS - PRELIMINARY CSL																
General Fund Prior to Pension and Internal Service Adjustments	6-Year Prior Reductions (through FY 2012/13)					PROPOSED FY 2013/14 CSL					FY 2013/14 Adopted Budget					
	\$ Impact / % of FY 2012/13 Budget	Positions / % of FY 2012/13 Budget	FY 2012/13 Adopted Budget		CSL including Transfers before Pension and Internal Service Allocations (rounded to the 000's)	Pension Allocation Prior to Union Impacts	Internal Service Allocations	Admin Fee Adj.	Union Agmt Impacts Including Pension Savings	CSL with Pension and Internal Service Allocations and Union Impacts	Addit. Efficiency Reorg. Etc.	% of CSL		Service Enhancements/ Reserve - Set Aside		
			\$	%								FT	PT		FT	PT
Major & Commission	\$ (142,801)	-9%	-2.3	0.0	1,648,000	17.66	6,000	6,000	1,664,000	53,000	6,000	1,723,000	(4,000)	-0.2%	0.0	\$ 1,719,000
City Manager	\$ (480,867)	-21%	-3.3	0.0	2,313,000	9.67	(26,000)	(26,000)	2,799,000	207,000	(26,000)	2,980,000	(69,000)	-2.3%	-0.5	\$ 2,911,000
Communications	\$ (367,859)	-41%	-4.0	0.0	893,000	5.00	(11,000)	(11,000)	822,000	26,000	(11,000)	837,000	(1,000)	-0.1%	0.0	\$ 836,000
OBPI	\$ (298,449)	-17%	-3.0	0.0	1,790,375	9.80	8,000	8,000	1,842,000	76,000	8,000	1,926,000	(4,000)	-0.2%	0.0	\$ 1,922,000
Org. Dev & Performance Initiatives***					369,625	2.20	(40,000)	(40,000)	424,000	9,000	(40,000)	393,000	(1,000)	-0.3%	0.0	\$ 392,000
Finance	\$ (588,321)	-13%	-10.0	0.0	4,426,000	32.00	185,000	185,000	4,660,000	185,000	23,000	4,659,000	(15,000)	-0.3%	0.0	\$ 4,644,000
Procurement	\$ (127,405)	-12%	-2.0	1.0	1,063,000	8.00	2,000	2,000	1,104,000	38,000	(3,000)	1,141,000	(4,000)	-0.4%	0.0	\$ 1,137,000
Human Resources/Labor Relations	\$ (429,538)	-24%	-5.5	1.0	1,827,000	14.30	11,000	11,000	1,777,000	60,000	(10,000)	1,827,000	(5,000)	-0.3%	0.0	\$ 1,822,000
City Clerk	\$ (136,859)	-9%	-2.4	0.0	1,505,000	8.60	3,000	3,000	1,543,000	11,000	(7,000)	1,550,000	(6,000)	-0.4%	0.0	\$ 1,544,000
City Attorney	\$ (475,555)	-11%	-3.3	-1.0	4,318,000	18.67	175,000	175,000	4,526,000	13,000	(4,000)	4,714,000	(30,000)	-0.6%	0.0	\$ 4,684,000
Real Estate, Housing & Community Dev (incl. Community Services)	\$ (281,910)	-11%	-3.0	0.0	2,498,000	10.40	34,000	34,000	2,556,000	34,000	(5,000)	2,542,000	(7,000)	-0.3%	0.0	\$ 2,535,000
Building	\$ (601,165)	-5%	-8.0	0.0	10,985,000	73.00	215,000	215,000	11,357,000	434,000	(34,000)	11,972,000	(27,000)	-0.2%	0.0	\$ 11,945,000
Planning	\$ (310,351)	-9%	-4.0	0.0	3,419,000	25.00	117,500	117,500	3,530,000	117,500	(4,500)	3,475,000	(8,000)	-0.2%	0.0	\$ 3,467,000
TCED	\$ (550,900)	-22%	-2.5	0.0	2,503,000	13.50	4,000	4,000	2,791,000	121,000	(11,000)	2,916,000	(11,000)	-0.4%	0.0	\$ 2,905,000
Code Compliance	\$ (643,827)	-18%	-13.0	3.0	4,647,000	35.00	74,000	74,000	4,531,000	74,000	10,000	4,679,000	(11,000)	-0.2%	0.0	\$ 4,676,000
Parks & Recreation (including Golf courses)	\$ (2,964,743)	-10%	-30.0	-3.0	28,772,000	167.00	686,500	686,500	29,717,000	230,000	(34,500)	30,149,000	(90,000)	-0.3%	-1.0	\$ 30,059,000
Public Works	\$ (1,517,555)	-23%	-18.5	0.0	6,548,000	40.40	163,000	163,000	6,892,000	163,000	(7,000)	6,745,000	(10,000)	-0.1%	0.0	\$ 6,735,000
CIP	\$ (63,863)	-1%	1.0	0.0	4,841,000	37.00	3,000	3,000	4,827,000	197,000	(6,000)	5,031,000	(64,000)	-1.3%	-1.0	\$ 4,967,000
Police	\$ (4,972,333)	-5%	-61.0	2.0	94,863,000	508.00	15,000	15,000	97,142,000	3,220,000	(2,894,000)	98,436,000	(158,000)	-0.2%	0.0	\$ 98,435,000
Fire	\$ (2,368,194)	-4%	-7.0	0.0	62,242,000	303.00	48,000	48,000	62,984,000	(75,000)	(1,541,000)	61,873,000	(92,000)	-0.1%	0.0	\$ 61,887,000
Citywide	\$ (2,272,112)	-21%	0.0	0.0	10,836,000	80.00	179,000	179,000	9,868,000	-	-	10,067,000	-	0.0%	0.0	\$ 10,067,000
Subtotal	\$ (19,794,627)	-8%	-182.9	-24.0	\$ 252,407,000	1338.20	\$ 5,822,000	\$ 1,662,000	\$ 256,166,000	\$ 5,822,000	\$ 1,662,000	\$ 259,035,000	\$ (617,000)	-0.2%	-2.5	\$ 258,763,000
Capital Reserve	\$ (2,500,000)															\$ 1,318,000
Reserve for Future Budget Shortfall	\$ (7,500,000)															\$ 1,400,000
Pay-As-You-Go Capital	\$ (541,115)															\$ 365,000
Info & Comm. Tech Fund	\$ (1,538,100)															\$ 216,000
Capital Investment Upkeep Acct	\$ (1,666,523)															\$ 1,981,000
Renewal and Replacement Fund*	\$ (4,900,000)															\$ -
Homeowners' Fund	\$ (1,900,000)															\$ -
Transfer to Risk Fund	\$ (3,339,419)															\$ -
Total General Fund	\$ (42,741,690)	-17%	-182.9	-24.0	\$ 256,260,000	1338.2	\$ 5,822,000	\$ 1,662,000	\$ 260,176,000	\$ 5,822,000	\$ 1,662,000	\$ 263,027,000	\$ (617,000)	-0.2%	-2.5	\$ 264,093,000

* Neighborhood Services Department was split into various functions and significantly reduced in FY 2007/08 - Chart reflects reductions as part of Code Compliance

** FY 2010/11 Budget included reductions for contracting out/converting positions to part-time, resulting in \$221,901 in department Plan B savings offset by increased contingency. These were not implemented and the FY 2010/11 Department budget have been adjusted to reflect the impact.

*** Organizational Development and Performance Initiatives split as a separate Division from OBPI in FY 2012/13 reorganization

* Renewal and Replacement expenditures increased in CSL to reflect revenues from dedicated millage

Internal Service Funds	6-Year Prior Reductions (through FY 2012/13)		FY 2012/13 Adopted Budget		PROPOSED FY 2013/14 CSL					Service Enhancements/ Reserve - Set Aside	FY 2013/14 Adopted Budget			
	\$ Impact / % of Budget	Positions / % of Budget			CSL including Transfers between Depts prior to Pension and Internal Service Allocations (rounded to the 000's)	Pension Allocation Prior to Union Impacts	Internal Service Allocations	Admin Fee Adj.	Union Agmt Impacts Including Pension Savings			CSL with Pension Allocations and Union Impacts	Addit. Efficiency Reorg. Etc.	% of CSL
Information Technology	\$ (1,421,977) -9%	-10.0	16,966,000	36.5	15,852,000	228,000	171,000			15,986,000	369,000	-2.3%		\$ 15,527,000
Risk Management	\$ (325,443) -1%	-0.5	23,994,000	6.7	13,906,000	8,000	21,000			13,935,000		0.0%		\$ 13,935,000
Central Services	\$ (82,064) -9%	-1.6	906,000	4.4	933,000	15,000				948,000		0.0%		\$ 948,000
Property Management - Non RDA	\$ (1,469,437) -17%	-22.0	8,862,000	44.0	9,150,000	161,000	48,000		(3,000)	9,259,000	(2,000)	0.0%	-1.0	\$ 9,259,000
Fleet Management	\$ (199,304) -2%	-3.0	9,700,000	20.0	10,414,000	70,000	(127,000)			10,357,000	(2,000)	0.0%		\$ 10,357,000
Medical & Dental					25,349,000	28,000				25,377,000				\$ 25,377,000
Total Internal Service Funds	\$ (3,498,225) -6%	-37.1	\$ 59,328,000	111.6	\$ 75,604,000	\$ 510,000	\$ (326,000)	\$ -	\$ (16,000)	\$ 75,772,000	\$ (373,000)	-0.5%	-1.0	\$ 75,481,000
Enterprise Funds														
Convention Center	\$ (403,761) -3%	0.5	12,702,000	2.50	12,622,000	30,000	123,000	(31,000)		12,744,000	(18,000)	-0.1%	-1.0	\$ 12,726,000
Water	\$ (654,713) -2%	-17.0	34,036,000	52.15	31,433,000	156,000	(55,000)	(113,000)		31,412,000	(9,000)	0.0%		\$ 31,522,000
Sewer	\$ (279,969) -1%	-8.0	37,465,000	34.15	37,856,000	94,000	27,000	57,000		38,129,000	(3,000)	0.0%		\$ 38,132,000
Stormwater	\$ (650,175) -5%	-2.5	11,926,000	21.30	12,037,000	89,000	(203,000)	2,000		11,923,000	(3,000)	0.0%		\$ 12,097,000
Sanitation	\$ (584,232) -3%	-10.0	17,302,000	182.00	17,893,000	(127,000)	198,000		(11,000)	17,983,000	(61,000)	-0.3%	-1.0	\$ 17,915,000
Parking	\$ (956,151) -2%	-14.0	47,657,000	113.00	46,556,000	506,000	(78,000)	14,000		47,010,000	(28,000)	-0.1%		\$ 47,227,000
Total Enterprise Funds	\$ (3,529,021) -2%	-51.0	\$ 161,086,000	405.1	\$ 158,497,000	\$ 748,000	\$ 12,000	\$ (71,000)	\$ (15,000)	\$ 159,171,000	\$ (122,000)	-0.1%	-2.0	\$ 159,049,000
GRAND TOTAL**	\$ (49,768,936) -11%	-271.0	\$ 476,996,000	1854.9	\$ 494,279,000	\$ 7,090,000	\$ 1,343,000	\$ (71,000)	\$ (4,666,000)	\$ 497,970,000	\$ (1,112,000)	-0.2%	-5.5	\$ 499,193,000
Less Internal Service Funds	\$ (3,498,225) (0) \$	(37) \$	\$ 59,328,000	\$ 112	\$ 75,604,000	\$ 510,000	\$ (326,000)	\$ -	\$ (16,000)	\$ 75,772,000	\$ (373,000)	(0)	(1.0)	\$ 75,481,000
TOTAL NET INTERNAL SERVICE FUNDS	\$ (46,270,711) -4%	-233.9	\$ 417,668,000	1745.3	\$ 418,675,000	\$ 6,570,000	\$ 1,674,000	\$ (71,000)	\$ (4,650,000)	\$ 422,198,000	\$ (739,000)	0.3%	-4.5	\$ 423,712,000

PRELIMINARY CSL INCLUDES
 10% increase in Health Insurance
 Does not include increases to living wage

ATTACHMENT B

ADOPTED POSITIVE IMPACT OR MINIMAL SERVICE IMPACT, EFFICIENCIES, ETC.

	Impact	Cumulative Dept. Impact	Position Impacts					
			Full Time	Part Time	Proj. Vacant	Filled	Mgt. & Admin	Non Mgt.
GENERAL FUND								
Eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.	\$ (128,000)	\$ (128,000)						
Estimated Savings to the General Fund- From Information Technology efficiency below	\$ (323,000)	\$ (451,000)	0.0	0.0	0.0	0.0	0.0	0.0
City Manager's Office								
Offset 50% of an existing position in the City Manager's office that will absorb Lincoln Road Mall Manager duties.	\$ (56,000)	\$ (507,000)	(0.5)			(0.5)	(0.5)	
Parks & Recreation								
Eliminate Vacant Tree Maintenance Supervisor. During the period this position has been vacant, the department has been able to re-assign duties and increase efficiencies, which allows for this elimination without service impacts.	(59,000)	(566,000)	(1.0)		(1.0)			(1.0)
CIP								
Eliminate Vacant Field Inspector. During the period this position has been vacant, the department has been able to re-assign duties and increase efficiencies, which allows for this elimination without service impacts. (no savings to General Fund as CIP costs are charge back to capital projects)	\$ (51,000)	\$ (617,000)	(1.0)		(1.0)			(1.0)
Total General Funds	\$ (617,000)	\$ (617,000)	(2.5)	0.0	(2.0)	(0.5)	(0.5)	(2.0)
Estimated Impact to the General Fund	\$ (566,000)							
INTERNAL SERVICE FUNDS								
Eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.	\$ (5,000)	\$ (5,000)						
Information Technology								
Rescope the Municipal WiFi Project to deliver a WiFi signal to select facilities rather than citywide. Reducing annual funding from \$727K to \$200K. Due to the structure of the existing contract change with an effective date of October 1, one payments will be made in Fiscal Year 2014 of \$160K. In future years the saving would be approx. \$526K. FY14 Estimated savings to the General Fund \$323,000. The remainder (\$44k will be allocated between all other funds through internal service allocations)	\$ (367,000)	\$ (372,000)	0.0	0.0	0.0	0.0	0.0	0.0
Property Management								
Eliminate vacant Carpenter position & replace with contracted services. In year 2, the department will recognize pension savings of approximately \$14,000.	\$ (1,000)	\$ (373,000)	(1.0)	0.0	(1.0)	0.0	0.0	(1.0)
Total Internal Services Funds	\$ (373,000)	\$ (373,000)	(1.0)	0.0	(1.0)	0.0	0.0	(1.0)
ENTERPRISE FUNDS								
Eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.	\$ (11,000)	\$ (11,000)						
Estimated Savings to the General Fund- From Information Technology efficiency below	\$ (39,000)	\$ (50,000)	0.0	0.0	0.0	0.0	0.0	0.0
Sanitation								
Eliminate vacant HEO I position. During the period this position has been vacant, the department has been able to re-assign duties and increase efficiencies, which allows for this elimination without service impacts.	(55,000)	(105,000)	(1.0)	0.0	(1.0)	0.0	0.0	(1.0)
Convention Center								
Convert Executive Office Associate I position to two Part-time Office Associate III positions	(17,000)	\$ (122,000)	(1.0)	2.0	(1.0)	0.0	0.0	(1.0)
Total Enterprise Funds	\$ (122,000)	\$ (122,000)	(2.0)	2.0	(2.0)	0.0	0.0	(2.0)
Grand Total All Funds	\$ (1,112,000)	\$ (1,112,000)	(5.5)	2.0	(5.0)	(0.5)	(0.5)	(5.0)

**ATTACHMENT C
ADOPTED REVENUE ENHANCEMENTS**

	Fiscal Impact	Cumulative Impact
GENERAL FUND		
Code		
Improve monitoring of waste run off - estimated at \$350 x 600 grease traps by creating a Permit for Grease Traps- <i>(offset by service enhancement request for implementation of Green Team)</i>	210,000	\$210,000
Fire		
Promote compliance and improve overall safety within the City through the implementation of a new fire false alarm fee. The fee will be set at \$250 after the 3rd-5th false alarms; \$500 for the 6th-11th false alarms and after the 12th false alarm the fee goes up to \$1,000.	89,000	\$299,000
Ensure compliance with City Code relating to overcrowding conditions and locked exits in nightclubs and other assembly occupancies through amendment to the code and increase the permit fee charged to dance hall establishments from \$3 per person to \$4 per person.	22,000	\$321,000
Ensure compliance with City Code relating to overcrowding conditions and locked exits in nightclubs and other assembly occupancies through amendment to the code and increase in the fines for code violations	14,000	\$335,000
Police		
Amend false alarm fee for police to mirror that of Miami Dade County's provisions for both commercial and residential callers	17,000	\$352,000
Parks & Recreation		
Legitimize the service delivery of all fitness classes held on City property, designate specific locations/park, for each service provider and legalize that any Commercial for-profit business that is interested in using a city park as a location for delivery of a program or service is required to obtain a Commercial Fitness Rental Permit	\$ 18,000	\$ 370,000
Total General Funds	\$ 370,000	\$ 370,000
Revenue Enhancements Net of Offsetting Expenditures	\$ 160,000	\$ 160,000
OTHER REVENUE		
Red Light Camera Fund - City Clerk		
A change in State law, effective July 1, 2013, requires municipalities with red light cameras to set up local hearing officers for drivers who get violation notices and want to appeal them. <i>(offset by service enhancement request for a Clerk position and Special Master funding)</i>	\$ 108,000	\$ 108,000

ATTACHMENT D

ADOPTED ADDITIONS AND SERVICE ENHANCEMENTS

	Fiscal Impact	Cumulative Impact	Positions	
			FT	PT
GENERAL FUND				
Police				
Public Safety Communications Units (PSCU) Dispatchers Enhancement- Seven (7) additional dispatcher positions for the Public Safety Communications Unit (PSCU) to ensure the continuity of operations of the PSCU on a 24/7 basis. This enhancement includes an offsetting reduction in overtime of \$199,000. [Restores four Dispatcher positions eliminated during the FY 2007-08 budget process]	157,000	157,000	7.0	0.0
Code				
Improve monitoring of waste runoff by adding a Green Team to include 1- Code Compliance Manager, 1- engineering Inspector and 1- Code Compliance Officer (offset by revenue from permit for grease traps (estimated at \$350 x 600 = \$210,000))	208,000	365,000	3.0	0.0
Total General Fund Enhancements	\$ 365,000	\$ 365,000	10.0	0.0
Total General Fund Not Offset By Revenues	\$ 157,000		10.0	0.0
Total Enhancements Offset by Non-GF Funding	\$ 208,000			
INTERNAL SERVICE FUNDS				
Fleet Management				
Improve Warehouse Operations by converting 2 Part-time Fleet Service Representative positions to 1 Full-time Warehouse Manager	14,000	14,000	1.0	(2.0)
Total Internal Service Funds	\$ 14,000	\$ 14,000	1.0	(2.0)
RDA				
Improve the Management of Lincoln Road Infrastructure by the addition of a Mall Manager. These duties will be absorbed by 50% of an existing position in the City Manager's Office.	\$ 56,000	\$ 56,000	0.5	0.0
Total RDA	\$ 56,000	\$ 56,000	0.5	0.0
OTHER REVENUE				
City Manager's Office				
Pursue Grant Funding to design and develop a Resiliency Program to plan, develop and promote policies in Miami Beach related to long term community resilience, sustainable development and building, climate change impacts, environmental quality, green business growth and green infrastructure expansion. Land Use & Development Committee recommendation.	-	-	0.0	0.0
Red Light Camera Fund - City Clerk				
A change in State law, effective July 1, 2013, requires municipalities with red light cameras to set up local hearing officers for drivers who get violation notices and want to appeal them. This enhancement is for a Clerk position and Special Master funding to handle an anticipated 1,200 appeals. (Offset by revenue from court fees)	49,000	49,000	1.0	0.0

ATTACHMENT E

PROPOSED ADDITIONS AND SERVICE ENHANCEMENTS SET ASIDE IN A RESERVE PENDING FURTHER REVIEW

	Fiscal Impact	Cumulative Impact	Positions	
			FT	PT
GENERAL FUND				
Police				
Address salary compression for Police Captains resulting from pay disparities between upper management unclassified employees and classified / bargaining unit employees over several years.	80,000	80,000	0.0	0.0
Records Unit Enhancement- Ensure the appropriate management and disposition of official police records, including the completion of Uniform Crime Reporting for the State <i>Reinstate on (1) Records Manager position which was vacated in 2003 due to the incumbent's deployment on active military duty. Position was eliminated through the budget process. Upon his return from active duty, the City provided him with his position as a Records Manager. This enhancement formally adds this position into the budget.</i>	97,000	177,000	1.0	0.0
Fire/Ocean Rescue				
Improve the efficiency of the Fire Department's Fire Prevention division in light of the Building Official's newly implemented plans review times (10 days versus 30 days) by hiring two (2) additional Fire Protection Analysts. Allows the division to meet the new turnaround times and implement the change of being first to review plans ahead of others in the chain.	193,000	370,000	2.0	0.0
Improve the frequency of fire inspections within the City from once every 2.5 years to once every 1.5 years with the hiring of two (2) additional Fire Protection Inspectors [Restores one Fire Inspector position eliminated during the FY 2009-10 budget process]	164,000	534,000	2.0	0.0
Reinstate the Ocean-Rescue Chief to be offset by the reduction of a full-time lifeguard-position (\$52,000)		534,000	0.0	0.0
Building				
Improve efficiency of permitting process for Miami Beach homeowners by adding a Permit Clerk on first floor – the increased demand is reflected in the increase of revenues projected in the current year and anticipated in FY 2013/14 (\$48,000)		534,000	0.0	0.0
Enhance enforcement of Unsafe Structures by providing funding for demolition of unsafe structures. Covers Six (6) identified properties in the North end (one-time expense, funded by Building revenues)	250,000	784,000	0.0	0.0
Community Services				
Add supplemental funds for elder meal programs to supplant Federal funds that were lost via sequester. Addresses lost capacity at the following sites: Rebeca Towers (15), Council Towers South (10), Stella Maris 3, South Shore Community Center (20), Federation Towers (10); for a total of 58 meals per day.	85,000	869,000	0.0	0.0
Procurement				
Improve Procurement Compliance and Reduce Solicitation Backlog by adding a Procurement Coordinator [Restores one Procurement Coordinator position converted to part-time during the FY 2011-12 budget process]	63,000	932,000	1.0	0.0
Office of Budget and Performance Improvement				
Improve financial oversight of Capital Budget process (including Renewal and Replacement projects) and increase department's capacity for proactive analyses, process improvement and performance initiatives by adding a Management and Budget Analyst. [Restores one Management & Budget Analyst position eliminated during the FY 2007-08 budget process]	71,000	1,003,000	1.0	0.0
Enhance monitoring of existing grants and research of new grant opportunities, for example Emergency Management grants, by adding a Grants Position. (offset by revenue/grant funded) [Restores partial support provided by a Management Consultant position eliminated during the FY 2009-10 budget process]	57,000	1,060,000	1.0	0.0
City Attorney				
Recruit a Senior Assistant City Attorney to handle additional volume of transactional litigation. [Restores one Senior Assistant City Attorney position eliminated during the FY 2008-09 budget process]	109,000	1,169,000	1.0	0.0
Increase hours for Legal Secretary from 60 hours to 80 hours to support new Senior Assistant City Attorney [Restores one Legal Secretary position eliminated during the FY 2009-10 budget process]	32,000	1,201,000	0.0	0.0

ATTACHMENT E

PROPOSED ADDITIONS AND SERVICE ENHANCEMENTS SET ASIDE IN A RESERVE PENDING FURTHER REVIEW

	Fiscal Impact	Cumulative Impact	Positions	
			FT	PT
GENERAL FUND Continued				
Move Receptionist formerly split between City Manager, City Attorney and Mayor/Commission <i>[Restores one Receptionist position eliminated during the FY 2010-11 budget process]</i>	17,000	1,218,000	0.3	0.0
City Manager's Office				
Dedicated Receptionist to effectively manage the daily flow of inquiries and requests received by the City Manager's Office (Current receptionists will be moved back to solely City Attorney Office and Mayor/Commission Office) <i>[Restores one Receptionist position eliminated during the FY 2010-11 budget process]</i>	11,000	1,229,000	0.3	0.0
Proactively investigate and address potential corruption and malfeasance by adding a Compliance Officer position and Hotline Contract. The cost of the Hotline contract is not included and will be determined when put out to bid. Finance and Citywide Projects Committee recommendation. (\$69,000)				
Proactively investigate and address potential corruption and malfeasance by adding a Compliance Officer position. There is no cost because these duties will be absorbed by an existing position in the City Manager's Office. Finance and Citywide Projects Committee recommendation.	0			
Add an Ethics Hotline contract to provide an efficient and independent means of identifying and reporting concerns regarding potential misconduct. The hotline will be the responsibility of the Compliance Officer. The cost of the Hotline contract is estimated and will be determined when put out to bid. Finance and Citywide Projects Committee recommendation.	70,000	1,299,000	0.0	0.0
Mayor/Commission				
Move Receptionist formerly split between City Manager, City Attorney and Mayor/Commission <i>[Restores one Receptionist position eliminated during the FY 2010-11 budget process]</i>	19,000	1,318,000	0.3	0.0
Total General Fund Enhancements	\$ 1,318,000	\$ 1,318,000	10.0	0.0
Total General Fund Not Offset By Revenues	\$ 1,011,000		10.0	0.0
Total Enhancements Offset by Non-GF Funding	\$ 57,000			
One Time - funded by Building Revenue	\$ 250,000			
INTERNAL SERVICE FUNDS				
Property Management				
Add a Construction Manager to oversee Capital Renewal & Replacement Capital Projects related to City Facilities over and above routine maintenance. This position will oversee work on all aspects of the projects including design, construction, inspection and renovation. The year one impact of this position will be charged to fund balance; the year two impact will be \$68,000 of which \$48,000 impacts the General Fund. <i>-(This cost will be offset by Renewal and Replacement funding)</i>	68,000	68,000	1.0	0.0
Total Internal Service Funds	\$ 68,000	\$ 68,000	1.0	(2.0)
ENTERPRISE FUNDS				
Stormwater				
Enhance Stormwater Pump Station Maintenance- Due to the increased number of pump stations (4), additional maintenance is critical to meet the demands of effective stormwater control.	\$ 175,000	\$ 175,000	0.0	0.0
Parking				
Increase the services available online by adding a Senior Systems Analyst. Some of the projects that are currently in queue are: 1. Modify Customer Counter Application for the integration with LPR enforcement. 2. Online payment and auto pay for Residential Permits Application (Visitors and Residents) 3. Online payment and auto pay for Monthly Municipal Permits Application 4. Access Card Payments Application integration with garage revenue control equipment. 5. Visitor Parking Application 6. Bulk Billing Permits Application 7. Valet enforcement handheld application 8. Mobile point of sale application	80,000	\$ 255,000	1.0	0.0
Improve the management and coordination of all aspects of the maintenance of parking facilities including handling the contracts with vendors that perform related work by adding a Property Management Contracts Coordinator	88,000	\$ 343,000	1.0	0.0
Total Enterprise Funds	\$ 343,000	\$ 343,000	2.0	0.0

ATTACHMENT E

PROPOSED ADDITIONS AND SERVICE ENHANCEMENTS SET ASIDE IN A RESERVE PENDING FURTHER REVIEW

	Fiscal Impact	Cumulative Impact	Positions	
			FT	PT
RDA				
New police squad for the RDA, which will provide 24 hour coverage, particularly on Lincoln Road and surrounding areas. This new squad will include one (1) Sergeant and two (2) Police Officers. The City has applied for the U.S. DOJ COPS Hiring grant. If the grant is awarded, it will offset \$187,000 for the two new Police Officers for three years. The City will be required to maintain these positions after year three for twelve months	\$ 309,000	\$ 309,000	3.0	0.0
Improve ability to quickly address code issues on Lincoln Road by addition of two dedicated code officers	\$ 99,000	\$ 408,000	2.0	0.0
Total RDA	\$ 408,000	\$ 408,000	5.0	0.0
Resort Tax				
Increase existing funding of \$100,000 for Miss USA or similar event to \$125,000 per year for four years to provide funding for World Out Games (\$25,000)		\$ -	0.0	0.0
Total Resort Tax	-	\$ -	0.0	0.0

ATTACHMENT F

LOWER PRIORITY POTENTIAL ENHANCEMENTS NOT INCORPORATED IN ADOPTED BUDGET

	Fiscal Impact	Cumulative Impact	Total Positions	
			FT	PT
GENERAL FUND				
Police				
Conversion of Fleet to SUV Interceptors (Patrol)- Converts current fleet to high profile vehicles, which will allow public safety personnel to respond to calls and patrol during significant weather events	190,000	190,000	0.0	0.0
Patrol Enhancement - Overtime (Special Operations)- Create Special Operations detail between January and March, to address crime trends during peak tourism season.	300,000	490,000	0.0	0.0
Internal Affairs Enhancement for two (2) additional Sergeants to meet the required staffing to manage case load and workload due to changes in internal affairs processes and procedures	236,000	726,000	2.0	0.0
Internal Affairs Enhancement for one (1) Office Associate V position to handle increased workload on current staff; provide support and undertake essential duties such as confidential file management, generating reports and redaction of public records in compliance with Public Records laws.	54,000	780,000	1.0	0.0
Additional Security on MB Drive		780,000	0.0	0.0
Seven (7) Leased Vehicles for Internal Affairs Unit in order to conduct surveillance and other covert activities.	60,000	840,000	0.0	0.0
Fire/Ocean Rescue				
Reinstate Third Mechanic	41,000	881,000	1.0	0.0
Quartermaster Position	46,000	927,000	1.0	0.0
Code				
Enhance customer service by adding an Office Associate IV	50,000	977,000	1.0	0.0
Increase efficiency of Beach patrol operations by adding 2 ATVs	16,000	993,000	0.0	0.0
Public Works				
Enhance North Beach St. Lighting & Uplight Maintenance- street lighting and landscape up-lights from 63rd Street to 87th Terrace, excluding Florida Dept. of Transportation (FDOT) roadway lighting.	70,000	1,063,000	0.0	0.0
Building				
Improve Security on the First Floor of City Hall by adding a contract armed security guard	62,000	1,125,000	0.0	0.0
CIP				
Improvement administrative support for implementation of capital projects by adding an Administrative Aide position.	42,000	1,167,000	1.0	0.0
Planning				
Upgrade Planning website to maximize public access by adding an OAV	57,000	1,224,000	1.0	0.0
Human Resources				
Conduct a Human Resources Compliance and Continuous Improvement Audit	100,000	1,324,000	1.0	0.0
Improve Citywide Compliance with Established Employment Practices by adding a Employee Relations Specialist	65,000	1,389,000	0.0	0.0
Streamline Recruitment process - by adding Human Resources Technician in Recruitment	52,000	1,441,000	1.0	0.0
Organization Development				
Facilitate performance improvement initiatives to achieve City's Key Intended Outcomes and Improve efficiencies by adding a Management Consultant	70,000	1,511,000	1.0	0.0
City Clerk				
Ensure compliance with Code within reasonable time by adding a Code Violations Clerk	49,000	1,560,000	1.0	0.0
City Manager's Office				
EOC - Mitigation Resilience Office/Recovery Coordinator	78,000	1,638,000	1.0	0.0
EOC - Special Events Coordinator	68,000	1,706,000	1.0	0.0
EOC -Emergency Manager's Replacement Vehicle	32,000	1,738,000	0.0	0.0
EOC - Special Events Coordinator's Vehicle	28,000	1,766,000	0.0	0.0
EOC Training	22,000	1,788,000	0.0	0.0
EOC Operations	53,000	1,841,000	0.0	0.0
Total General Fund Enhancements	\$ 1,841,000	\$ 1,841,000	14.0	0.0

ATTACHMENT F

LOWER PRIORITY POTENTIAL ENHANCEMENTS NOT INCORPORATED IN ADOPTED BUDGET

	Fiscal Impact	Cumulative Impact	Total Positions	
			FT	PT
INTERNAL SERVICE FUNDS				
Property Management				
Enhance ADA Compliance Citywide by adding an ADA Coordinator - Estimated Impact to General Fund \$ 35,000	\$ 52,000	52,000	1.0	0.0
Information Technology				
Out of Region Backup - Estimated impact to General Fund \$46,000	70,000	122,000	0.0	0.0
Fleet Management				
Improve Delivery of Fleet Services by adding an Office Associate IV - Estimated impact to General Fund \$32,000	49,000	171,000	1.0	0.0
Total Internal Service Funds	\$ 171,000	\$ 171,000	2.0	0.0

Additional Potential Enhancements Subsequent To August 22 FCWPC Meeting

	Fiscal Impact	Cumulative Impact	Total Positions	
			FT	PT
GENERAL FUND				
Parks and Recreation				
Enhance staffing coverage at Stillwater, Crespi, Tatum, Fairway and Muss Parks by adding 5 part time MSWII's and reclassifying 5 part time Recreation Leaders to 5 Part Time MSWII's, resulting in a total of 10 MSWII's. This will substantially improve the scheduling within the Recreation division, and increase satisfaction of the public participating in recreational activities	117,000	117,000	0.0	5.0
Total General Fund Enhancements	\$ 117,000	\$ 117,000	0.0	5.0
INTERNAL SERVICE FUNDS				
Information Technology				
Wi-Fi grant program for low income residents potentially impacted by the re-scope of the City's Wi-Fi program. Details of the grant program are to be determined. Estimated Impact to the General Fund is \$40,000	50,000	50,000	0.0	0.0
Total Internal Service Funds	\$ 50,000	\$ 50,000	0.0	0.0

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

	Impact	Cumulative Impact	% of FY 14 Budget net	Positions Affected	Cumulative Positions
General Fund					
Mayor & Commission					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
City Manager					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
Communications					
MBTV - VIDEO PRODUCTION Shut down video/television operations (MBTV) - lose PEG license/cable channel; no video public record of meetings: Media Specialist: Salary (111) \$76,366, SS/Medicare (165) \$1,107.30; Health (162) \$4,102.74, Professional Services (0312): \$80,000; Other operating (0343) (DVDs, wiring, software, parts): \$4,800; Office supplies (0341): \$500; Maintenance Contract (0342) of audio/visual equip: \$2,000; Phone (0316): \$1080	\$ 170,956	\$ 170,956	24.7%	1.0 (FT)	
MKTG/PIO/ADMIN - Services for the production of public information projects (professional svcs (0312) for writers, photographers, other office support, etc.). If staff is reduced, professional svcs will be crucial to operations to retain some outside asst)	\$ 3,000	\$ 173,956	25.1%	0.0	
MKTG/PIO -- Print advertising outreach to community newspapers (0327)	\$ 2,100	\$ 176,056	25.4%	0.0	
OBPI/Performance Initiatives					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
Finance					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0	0.0
Procurement					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
Human Resources/Labor Relations/Risk Management					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0	0.0
City Clerk					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
City Attorney					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
Real Estate & Comm. Development					
Eliminate 10 out of 31 beds from Salvation Army (\$20.00 per bed per day); reduces the number of beds available for direct placement of homeless persons engaged by our homeless outreach teams, resulting in more homeless persons remaining on our streets	\$ 73,000	\$ 73,000	4.14%	0	0.0
Reduce homeless relocations by 50% (Avg. cost of relocation is \$150.00 times 100 clients; will result in delays in homeless persons accessing jobs or benefits, with potential delays in achieving housing stability (thus remaining homeless longer)	\$ 15,000	\$ 88,000	4.99%	0	0.0
As a result of reducing homeless relocations by 50%, portable meals (Heatermeals) provided to clients during their relocation will be reduced proportionately.	\$ 1,825	\$ 89,825	5.09%	0	0.0
Office of Community Services					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
Building					
ELIMINATE CUSTOMER SERVICE MANAGER FUNCTIONS - This includes the elimination of the Customer Service Manager Position. Position also serves Condo Ombudsman function in the City Manager's Office.	\$ 135,682	\$ 135,682	1.49%	1.0	1.0
DEPARTMENTAL TECHNOLOGY SUPPORT - two IT Analysts for system enhancements will be eliminated and all new technology initiatives will be suspended.	\$ 180,059	\$ 315,740	3.46%	2.0	3.0
Outsource Building Permit Clerks as recommended by the Watson Rice study (Previously proposed in FY 2009/2010, 2010/2011, 2011/2012 and 2012/2013 budgets). Assume award by January 2014 and implementation by March 2014. Savings includes salary, health, medicare, OT, and uniform costs. Costs for outsourcing are estimated at \$308,880 (\$18.45 per hour for over 11,440 hours (8 hours per day for 5.5 people). This cost remains in the core services.	\$ 28,127	\$ 343,867	3.77%	5.5	9.0
Planning					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

	Impact	Cumulative Impact	% of FY 14 Budget net	Positions Affected	Cumulative Positions
TCD					
Close Bass Museum second day per week (Open 5 days): This reduction includes savings of \$17,549 in security guards and \$3,661 in electricity. The Museum is required to be open 1000 hours per year to maintain AAM Accreditation. The Museum must be open at least 20 hours per week or 3 days per week. Bass receives a State of Florida grant of \$64,448 for security services. General Funds covers \$49,491. The Friends of the Bass Museum are estimated to lose \$32,000 which will require them to reduce payroll to absorb this loss of revenue.	\$ 21,210	\$ 124,713	5.9%		
Close Bass Museum third day per week (Open 4 days): This reduction includes savings of \$17,549 in security guards and \$3,661 in electricity. The Museum is required to be open 1000 hours per year to maintain AAM Accreditation. The Museum must be open at least 20 hours per week or 3 days per week. Bass receives a State of Florida grant of \$64,448 for security services. General Funds covers \$49,491. The Friends of the Bass Museum are projected to lose \$55,000 in revenue which requires the Friends to reduce payroll expenses to absorb this loss in revenue.	\$ 21,210	\$ 145,923	6.9%		
Close Bass Museum fourth day per week (Open 3 days): This reduction includes savings of \$17,549 in security guards and \$3,661 in electricity. The Museum is required to be open 1000 hours per year to maintain AAM Accreditation. The Museum must be open at least 20 hours per week or 3 days per week. Bass receives a State of Florida grant of \$64,448 for security services. General Funds covers \$49,491. The Friends of the Bass Museum are projected to lose \$82,450 in revenue which requires the Friends to reduce payroll to absorb this loss in revenue.	\$ 21,210	\$ 167,133	7.9%		
Arts Education Program: School Programs include children aged 2 – 5, Early Get smART offers teacher training, parent workshops, and artist residencies utilizing visual arts, creative movement, drama and music to focus on self-awareness, transportation, weather, ecology and nutrition; Raindrops, St. Patricks, Temple Menorah. Grades K – 12, GET smART: 2 teams of 11 teachers at Feinberg-Fisher receiving training this year. Teacher Resource Program provides training, classroom materials and supplies coupled with a related live-arts experience; Nautilus Middle School. Community programs: After-school classes for children aged 8 – 12; courses run for 32 weeks; 4 courses at Biscayne Elementary, 4 at Flamingo Park and 6 at Scott Rakow. . Flamingo Park summer camp: 4 courses for 6 weeks. Total Arts Education Program budget is \$105,000 contracted with Arts for Learning. \$75,000 is located in the CAC budget. If eliminated it would be necessary to fund a \$20,000 grant to Arts for Learning who has historically received grants from the CAC, they were asked to withdraw their application in consideration for this contract.	\$ 42,130	\$ 209,263	9.9%		
Reduce Arts in the Parks from 10 events to 4.	\$ 60,000	\$ 269,263	13%		
Eliminate Arts in the Parks program	\$ 60,000	\$ 329,263	16%		
Freeze Field Monitor Position: This represents salary, benefits, and cellphone. The Field Monitor is shared with Asset Mgmt who no longer has a Field Monitor as a result of the FY 08 budget cuts. This position inspects and enforces the regulations of the special event and film permits for TCD, as well as assists in processing wedding ceremony requests and demonstrations. The position also monitors beach concessions and the markets for Asset Mgmt and assists with field inspections.	\$ 57,158	\$ 444,291	21%	1.0	
Code Compliance					
Eliminate 1 Community Resources & Outreach Coordinator. This means that there will be reduced residential outreach and education. Would affect level of service and outreach and educational programs. Programs affected would be the following programs and assistance: Hurricane Fair, Environmental Clean-up; Baynanza, Hands on Miami Beach, City Representation at HOA meetings and merchant meetings, assistance with the creation of HOAs, information sessions such as Condo Workshops and attendance at other community meetings.	\$ 158,468	\$ 158,468	4.84%	1	
Eliminate remaining Community Resources & Outreach Coordinator. Will leave no Community Outreach staff. This means there will be reduced residential outreach and education. Would affect level of service and outreach and educational programs. Programs affected would be the following programs and assistance: Hurricane Fair, Environmental Clean-up; Baynanza, Hands on Miami Beach, City representation at HOA meetings and merchant meetings, assistance with the creation of HOAs, information sessions such as Condo Workshops, Neighborhood Leadership Academy and attendance at other community meetings.	\$ 112,419	\$ 270,886	8.27%	1.0	
Eliminate nine (9) Part-Time Code Compliance Officers added to the budget in FY 2010/2011 to address Quality-of-Life issues	\$ 240,360	\$ 511,246	15.61%	0.0	

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

	Impact	Cumulative Impact	% of FY 14 Budget net	Positions Affected	Cumulative Positions
Convert staffing from 25 full-time and 12 part-time Code Compliance Officer positions (3 positions after above reduction) to reduce 19 full-time and 21 part-time, effective April 1, 2014, providing more flexibility in staffing. Assumes part-time employees are working 30 hours per week. Savings includes salary, health, medicare, Holiday pay, OT, and uniform cots.	\$ 15,770	\$ 527,016	16.10%	FT & (-11 PT)	
Outsource Code Enforcement Clerical and Call Center Operations with privatized in-house support. Assume implementation of Clerical and Call Center April 2014 and privatized in-house support April 2014. Savings includes salary, health, medicare, OT and holiday pay (approx \$412,000). Costs for outsourcing are estimated at \$280,000. The amount here shows half year savings. This cost remains in the core services.	\$ 18,816	\$ 545,832	16.67%	6 FT	
Parks & Recreation					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0
Public Works					
Survey services (1 EA2 and 1 EA1): Loss impacts the ability to survey design projects in-house. 2-man survey crews are typically billed at \$90-100/hr, while these 2 individuals have a total hourly rate of \$58.84.	\$ 133,432	\$ 116,263	5.9%	2	2.0
EA1 with newsrack and permitting responsibilities (position partially offset through estimated \$9,000 newsrack fees): Loss leads to longer periods before repair of newsracks due to graffiti and vandalism and less help at ROW counter.	\$ 43,446	\$ 159,709	8.0%	1.0	3
OA IV assisting City Engineer and Ass't City Engineer: Loss impacts the efficiency of the City Engineer as well as all support functions including WebQA. Outsourced secretaries are typically billed at \$45/hr. This position bills at \$19.75/hr.	\$ 41,560	\$ 201,269	5.9%	1.0	4
OA IV assisting Environmental and Transportation Divisions: Loss impacts the efficiency of transportation and environmental services as well as all support functions including WebQA. Outsourced secretaries are typically billed at \$45/hr. This position bills at \$22.21/hr.	\$ 48,922	\$ 250,191	5.9%	1	5
OA V serving as Office Manager and Payroll Coordinator: Loss impacts the efficiency of engineering services as well as all support functions including payroll, creation of purchase orders, and personnel evaluations. Outsourced secretaries are typically billed at \$45/hr. This position bills at \$33.25/hr.	\$ 73,342	\$ 323,533	5.9%	1	6
Engineering production - 2 EA3's, 1 EA2, 1 EA1, and a vacant Ass't City Engineer position: Loss reduces the ability to produce plans in-house and the ability to manage ROW records including responses to public records requests.	\$ 277,472	\$ 601,005	5.9%	4	10
Engineering Services - Ass't City Engineer, 2 CE3's, 1 CE2, and 1 CE1 (Offset with \$402,667 in project chargebacks): Loss reduces the ability to produce plans in-house, conduct plan reviews, perform inspections, and certify ROW projects. If outsourced, the design process, coordination, and procurement requirements would add approximately 6-8 months to the construction of infrastructure improvements and add additional cost (staff engineers' hourly rates vary from \$25.10 - \$36.59, while private sector hourly engineering rates vary from \$100 - \$150.)	\$ 368,297	\$ 969,302	5.9%	5	15
Transportation and traffic engineering services not offset by PTP funding (50% of 1 Transportation Manager, 20% of Transportation Coordinator are not PTP funded): Loss impacts service to resident committees and reduces ability to review design plans for mobility impacts, ability to obtain transportation related grants, and ability to design transportation projects in-house.	\$ 75,037	\$ 1,044,339	5.9%	0.7	15.7
Environmental Resource Manager: Loss impacts the environmental review and permitting support for Engineering projects, including seawalls, bridges, docks, dredging, ROW stormwater infrastructure, and shoreline improvement & beachwalk projects that require multiple environmental regulatory agency coordination, including pollution prevention. Loss also impacts environmental compliance enforcement & monitoring of golf courses, fuel storage tanks and stormwater systems as well as environmental outreach, environmental risk management, sustainability planning and implementation for city-wide process improvement, resource conservation, & waste reduction.	\$ 73,806	\$ 1,118,145	5.9%	1.0	16.7
Other Operating Expenditures - associated with above positions	\$ 135,430	\$ 1,253,575	5.9%	0	16.7
Other Personnel Expenses - associated with above positions	\$ 197,841	\$ 1,451,416	5.9%	0.0	16.7
CIP					
No Service Reductions were proposed.	\$ -	\$ -	0.00%	0.0	0.0

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

	Impact	Cumulative Impact	% of FY 14 Budget net	Positions Affected	Cumulative Positions
Police					
Eliminate 4 School Liaison Supervisor (Total of 5 Contractual Service Positions) - These positions serve as liaisons to the public elementary and middle schools on Miami Beach. Elimination will result in no officers being assigned to the public schools on Miami Beach which leads to a greater dissatisfaction from within the community -011-1120-000311 & 011-1122-000311	\$ 229,000	\$ 229,000		0.0	
Eliminate Citywide contracted security expenditures while maintaining RDA area (beach walks, boardwalks, Lincoln Road etc.) 011-1120-000349 & 011-1122-000349	\$ 845,000	\$ 1,074,000		0	
Criminal. Eliminate one (1) Public Safety Specialist assigned to CID/Administration. The ability to review and enhance video from crime scenes will be impacted and may result in longer processing time. This will delay the solvability factors of certain types of crime. 011-1140-000111, 011-1140-000162 & 011-1140-000165	\$ 50,277	\$ 1,124,277		1	
Fire					
Reduce the Overtime Budgets (1210,1220) by amending the minimum staffing ordinance to allow staffing levels to 42 personnel when there are more than 3 unscheduled absences at the start of the shift. Note:There are no reductions to the number of firefighters assigned to shifts. Estimated yearly impact is \$ 840,000. This change requires impact bargaining and change to minimum staffing ordinance therefore the reported impact is reduced to \$420,000 to provide time for negotiation and change of the ordinance.	\$ 840,000	\$ 840,000	2.36%	0	0.0
Change the Ocean Rescue Division schedule to 5/8s on a year round schedule (reduces seasonal salaries)	\$ 474,037	\$ 1,314,037	3.70%		
Convert 20 out of 48 FT Life Guard 1s to PT. The annual impact w/pension is \$303,201 and w/o pension is \$184,088	\$ 193,843	\$ 1,507,880	4.24%		
Citywide Budget					
Reduce funding for various programs by 10%:					
Jewish Museum	\$ 49,500	\$ 49,500			
July 4th Celebration non sponsored events	\$ 40,500	\$ 90,000			
Latin Chamber of Commerce	\$ 18,000	\$ 108,000			
Miami Beach Chamber/Visitor Ctr	\$ 36,000	\$ 144,000			
Miami Design Preservation League	\$ 22,500	\$ 166,500			
North Beach Development Corp.	\$ 18,000	\$ 184,500			
Orange Bowl	\$ 16,875	\$ 201,375			
S Beach/Gtr Miami Hisp. Chamber	\$ 18,000	\$ 219,375			
Sister Cities	\$ 13,680	\$ 233,055			
Hot Meals-JVS	\$ 46,930	\$ 279,985			
Douglas Gardens	\$ 21,660	\$ 301,645			
Stanley C. Myers	\$ 21,660	\$ 323,305			
Boys and Girls Club	\$ 16,606	\$ 339,911			
Contribution to Garden Center	\$ 137,228	\$ 477,139			
Internal Service Funds					
Information Technology					
Public Safety Radio System Motorola Maint + Site rental + Alerting Maint + Microwave Maint + Subscriber Maint + replacements = Public Safety	\$ 598,000	\$ 598,000	5%		
Annual SW maintenance NW CAD + Telestaff + PowerDMS = Public Safety	\$ 335,000	\$ 1,660,700	15%		
GIS + ESRI + Cityworks + WebQA = Public Works	\$ 99,700	\$ 1,760,400	16%		
Laserfiche Electronic Records Management Programin HR, Finance, City Clerk, Building, Planning	\$ 36,000	\$ 1,796,400	16%		
RecWare = Parks and Recreation	\$ 18,000	\$ 1,814,400	16%		
Active Strategy, Performance Management Software = OBPI	\$ 22,000	\$ 1,836,400	17%		
Ebuilder, Project Management Software= CIP	\$ 20,000	\$ 1,856,400	17%		
Folio = City Clerk	\$ 10,000	\$ 1,866,400	17%		
Snaps Surevey Software = OBPI	\$ 2,400	\$ 1,868,800	17%		
MBTV SW = Communications	\$ 11,500	\$ 1,880,300	17%		
HR Risk Mgt SW = HR	\$ 11,000	\$ 1,891,300	17%		
HR Applicant tracking = HR	\$ 18,000	\$ 1,909,300	17%		
Novatime Electronic handreader timeclock = Public Works, Fleet, Building, Sanitation	\$ 10,000	\$ 1,919,300	17%		
Cassidian R911 = Fire EOC	\$ 12,500	\$ 1,931,800	17%		
EOC AV Maintenance = Fire EOC	\$ 6,000	\$ 1,937,800	17%		
F4W = Fire EOC	\$ 24,900	\$ 1,962,700	18%		
Listserve = Communications	\$ 4,000	\$ 1,966,700	18%		
Citysourced = Public Works	\$ 7,000	\$ 1,973,700	18%		
Central Services					
Change (1) full-time Central Service Technician to part-time status. Potential Impact: Printing of Business Cards, (4) Commission Committee Agendas, MBLIne, Carbonless Forms, Grant packages among other miscellaneous emergency/time sensitive jobs will be delayed or result in overtime. Processing all outgoing U.S. mail, receiving & sorting all incoming U.S. and interoffice mail will be delayed or require overtime.	\$ 13,072	\$ 13,072	1.90%		

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

	Impact	Cumulative Impact	% of FY 14 Budget net	Positions Affected	Cumulative Positions
Property Management - Non RDA					
No Service Reductions were proposed	\$ -	\$ -	0.00%	0.0	0.0
Property Management - City Center					
No Service Reductions were proposed	\$ -	\$ -	0.00%	0.0	0.0
Fleet Management					
No Service Reductions were proposed	\$ -	\$ -	0.00%	0.0	0.0
Enterprise Funds					
Water					
No Service Reductions were proposed	\$ -	\$ -	0.00%	0	0
Sewer					
No Service Reductions were proposed	\$ -	\$ -	0.00%	0	0
Stormwater					
No Service Reductions were proposed	\$ -	\$ -	0.00%	0.0	0.0
Sanitation					
Eliminate night crew in South point Park ISL	\$ 64,095	\$ 64,095	0.6%	2	2
Eliminate night crew on Beachwalk, increase in cleanliness index rating to 2.5	\$ 69,815	\$ 133,910	1.2%	2	2.0
Merge Mid beach and north beach pressure cleaning crews into one. Current cleaning cycle is every 10 days will decrease to every 20 days.	\$ 40,250	\$ 174,160	2%	2.0	2.0
Reduce LOS on Ocean, Washington, & Lincoln from 7 to 5 nights. Increase in cleanliness index rating to 2.5.	\$ 147,225	\$ 321,385	2.9%	6.0	6.0
Decrease level of service on Beach walk from 7 days to 5 days, increase in cleanliness index rating to 2.5.	\$ 59,382	\$ 380,767	3.5%	2.0	2.0
Provision of Dog Dispenser bags will mean that there will be no bags available for residents	\$ 12,063	\$ 392,830	3.6%	0.0	0
Parking					
Marketing (IMPACT: consumers would not have readily accessible information concerning available parking options throughout Miami Beach therefore increasing the perception of not enough available parking. Impact to ability to a more comprehensive marketing program planned with the Office of Communications. Current budget amount is \$71,000.	\$ 28,000	\$ 28,000	0.1%	0.0	
Reduce Sanitation (IMPACT: Based on the newer service levels we would have lower cleanliness index feedback since garages would not be cleaned 7 days a weeks as indicated by the Sanitation Director that is the current service level.)(TOTAL: \$756,447 in transfer out)	\$ 186,000	\$ 214,000	0.9%	0.0	

ATTACHMENT H

FY 2013/14 Citywide Work Plan

**City of Miami Beach
Strategic Planning Priorities**

VISION

Cleaner and Safer; Beautiful and Vibrant; a Unique Urban and Historic Environment, a Mature, Stable residential Community with Well Improved Infrastructure; a Cultural, Entertainment and Tourism Capital and an International Center for Innovation and Business; while Maximizing Value to our Community for the Tax Dollars Paid



Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Cleaner / Safer	Increase visibility of Police	<ul style="list-style-type: none"> • Add 2 ATV Officers in the North Area from 2 pm to midnight to implement and enforce beach closure • Add 6 Police Officers in the South area for a walking beat along Washington Avenue • Increase Police Patrol on Washington Avenue • Enhance the Operations Division by adding two police officers and hiring a Senior Systems Analyst to replace them • Reorganize the Internal Affairs Division to allow for increased oversight within the department • Develop Crime Mapping using GIS to enhance crime analysis 	POLICE
	Maintain crime rates at or below national trends	<ul style="list-style-type: none"> • Add seven dispatcher positions for the Public Safety Communications Unit (PSCU) to ensure the continuity of operations of the PSCU on a 24/7 basis • Enhance Soundscape Park Security • Increase security coverage between 1:00 a.m. and 6:00 a.m. allowing for 24 hours on Lincoln Rd between Police and security guard • Add 4 Police Officers in the South area and Citywide to form an additional Crime Suppression Team 	POLICE
	Improve cleanliness of Miami Beach rights of way especially in business areas Improve cleanliness of city beaches	<ul style="list-style-type: none"> • Increase pressure cleaning on Washington Avenue, Lincoln Road and Ocean Drive from bi-weekly to weekly • Develop cleanliness performance measure for City Center RDA using GIS with Code and Sanitation • Continue to coordinate with departments in effort to continue dissemination of information regarding Neighborhood Pride Program • Enhance coordination with HOA's, volunteer organizations, etc. 	PUBLIC WORKS (SANITATION), CODE REHCD, CODE, PUBLIC WORKS CITY MANAGER
Beautiful and Vibrant	Ensure compliance with code within reasonable time frame	<ul style="list-style-type: none"> • Review and revise fine schedules in Chapter 30, using a consultant for the review/revision of Chapter 30 of the City Code of Ordinances • Enhance deployment flexibility for Code Quality of Life officers by adding laptops for part-time staff • Revise code procedures manual • Enhance methods/systems available for Code tracking response time and follow up • Conversion of the current Special Master System (Permit/Plus) 	CODE CITY CLERK
	Ensure safety and appearance of building structures and sites	<ul style="list-style-type: none"> • Implement and monitor impacts of North Beach Façade program • Implement standard window treatment program for vacant storefronts • Pursue funding to enhance enforcement of unsafe structures by providing funding for demolition of unsafe structures • Provide Support in the violations section of department to become more proactive in addressing construction without permits and unsafe structures 	ECON DEV BUILDING

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Beautiful and Vibrant (cont.)	Maintain Miami Beach public areas & rights of way citywide	<ul style="list-style-type: none"> Facilitate departments to improve measurement methodologies for Public Appearance-ROW/Parks Landscaping through a Public Area Appearance Index for roadways, sidewalks, turf and plant beds Initiate landscape maintenance of South Pointe Phase III, IV & V Project Initiate landscape maintenance for City Center ROW projects coming on line (Washington Ave and side streets – James, Lincoln and Lincoln Way) Develop a tree inventory to include # by type, date last pruned, etc. Amend current tree ordinance to provide for enhanced enforcement 	<p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, PUBLIC WORKS, PARKS & REC</p> <p>PARKS & REC</p>
	Protect historic building stock	<ul style="list-style-type: none"> Explore changes to the 40-year recertification ordinance with Miami-Dade County 	BUILDING
	Maintain strong growth management policies	<ul style="list-style-type: none"> Expand previous development management initiatives – (e.g. expanded Planning Board review of threshold projects in residential districts) Work with CIP and other entities to implement recommendations of the North Beach Master Planning Strategy where feasible Evaluate amending City Code regarding fees to upland property owners 	<p>PLANNING</p> <p>REHCD</p>
	Increase satisfaction with family recreational activities	<ul style="list-style-type: none"> Implement Mobile APPS (Tee Times, Tennis, Facility Rentals, etc) Review Programming and Management Bandshell/Unidad Develop in-house Blueways Masterplan Upgrade Recreation Software 	PARKS & REC
	Improve the lives of elderly residents	<ul style="list-style-type: none"> Pursue grants for improved services to address basic needs (e.g. food and visitation) to families and elderly in need 	COMM SERVICES
	Enhance learning opportunities for youth	<ul style="list-style-type: none"> Review training needs of public school staff to sustain International Baccalaureate (IB) program and facilitate all compact components Work with MDCPS to have measurable improvement in achievement scores Ensure all children in Miami Beach elementary and middle schools have access to IB program Obtain parent satisfaction data from the district segregated 	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
	Reduce the number of homeless	<ul style="list-style-type: none"> Communicate regarding initiatives being undertaken to address homelessness in the City Research issue of encouraging businesses to implement homeless meters Continue Project Home Shore campaign targeting members of faith community with information and resources to empower them as outreach resources to the homeless, and secure non-government resource 	<p>REHCD, COMM SERVICES</p> <p>CITY MANAGER</p>
	Increase access to workforce or affordable housing	<ul style="list-style-type: none"> Explore transit opportunities with Miami-Dade Transit to connect affordable housing opportunities with workplace destinations Develop marketing plan for affordable housing, including advertising and providing media information regarding major accomplishments related to affordable housing and opportunities funded by the City 	<p>PUBLIC WORKS</p> <p>REHCD</p>
	Promote and celebrate our City's diversity		
Cultural, Entertainment and Tourism Capital International Center	Improve Convention Center facility	<ul style="list-style-type: none"> Complete Convention Center Expansion and Enhancement Project Work with consultant to assist the City in finding private sector participation in the Convention Center Expansion and Enhancement Project 	<p>ECON DEV</p> <p>TCD</p>
	Maximize Miami Beach as a destination Brand	<ul style="list-style-type: none"> Develop infrastructure to ensure Miami Beach in the next 20 years as the “most mobility friendly” city, “most aging population friendly” city, etc. Develop a marketing program to enhance Washington Avenue tourism, which highlights cultural institutions, historic buildings, diverse & successful businesses, hotels, and special places and includes a brochure and map, median banners, and TV commercial Pursue new events such as Miss America, Outgames, Orange Bowl Tennis Tournament Develop Proposed Plan for Miami Beach Centennial Celebration Develop an official City map 	<p>PUBLIC WORKS</p> <p>TCD</p>

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	
Cultural, Entertainment and Tourism Capital International Center for Innovation and Business (cont.)	Maximize Miami Beach as a destination Brand (cont.)	<ul style="list-style-type: none"> Enhance citywide holiday decorations program (Includes decorations at City of Miami Beach main entrances via Julia Tuttle Causeway and 5th Street; additional street decorations along 41st Street, Collins Avenue, and 71st Street; and median decorations along Collins Avenue) Identify and monitor business area measures (cleanliness, crime, public appearance, turnover, etc.) Work with GIS to publish performance measures for the City Center redevelopment area as well as other business areas including Ocean Drive, Collins Avenue, Washington Avenue, 41 Street, and 71 Street, including crime statistics, cleanliness and public appearance indices, resort tax, etc. Monitor Washington Avenue economic development initiatives and provide quarterly reports to NCAC: Enhance Sanitation, Homeless Outreach, Increased lighting/Enhanced lighting for Building Features, Monthly Arts Event Work with Collins Park Association to help promote proposed Art Walk program 	<p>PARKS & REC</p> <p>ECON DEV</p> <p>REHCD</p>
	Diversify business base in Miami Beach	<ul style="list-style-type: none"> Work with State of Florida DCA on implementation of the Energy Economic Zone Pilot Program Identify barriers to growth for the City's businesses that are in non-economic base industries Develop and implement a program to provide outreach to new businesses in the City and businesses leaving the City of Miami Beach Develop Lincoln Lane Identify potential incentives that may facilitate industry diversification Establish process to assist new businesses in City/Identify barriers to growth for City businesses Develop a program for North Beach economic development including pursuit of education initiative 	<p>ECON DEV</p> <p>ECONDEV, ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</p>
	Improve building development related processes	<ul style="list-style-type: none"> Continue FY2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review system Develop tracking for the number of times a supervisor has to over-rule inspectors for changes to plans being directed in the field Evaluate integration of Fire Prevention into Building Department activities/space with goal of improved customer service Replace permitting system for building development process Eliminate the number of past due elevator inspections Review and revise all Building Development process forms Explore functionality of current and future permitting software systems to determine if there is the possibility of publishing on the website the location and status (workflow) of permit application Periodically hold public forum for customers to provide feedback on Building Department services and suggestions for improvement Explore Replacing the Building Department's queuing systems Work with Building Development Process Task Force in streamlining processes and validating performance targets 	<p>BUILDING, FIRE</p> <p>BUILDING</p> <p>PUBLIC WORKS</p>
Well Improved Infrastructure	Enhance mobility throughout the City	<ul style="list-style-type: none"> Work with County to identify how Intelligent Transportation Systems can be used in Miami Beach Enhance education and marketing programs informing residents about bicycle paths and bike lanes in Miami Beach and promote bike friendly capital projects currently underway Update Atlantic Greenway Master Plan (Bike Master Plan) Update the City's Bikeways Masterplan Support the MPO Mass Transit Connectivity Study Implement North Beach Circulator by 2014 Complete the 2014 Transportation Master Plan Study Develop and implement a Bicycle Safety Campaign Address Dade Blvd Bike path landscaping needs curb alignment Complete West Avenue Traffic and Pedestrian Safety Study – recommendations to be incorporated into West Avenue BODR 	<p>PUBLIC WORKS</p>

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Well Improved Infrastructure (cont.)	Maintain City's infrastructure	<ul style="list-style-type: none"> Establish baseline values for water, sewer, and storm water pipes Complete assessment of streetlight poles/fixtures Develop GIS monitoring map to manage pavement program Develop GIS baseline infrastructure maps that also reflect planned improvements over the next five years for: roadways, sidewalks, seawalls, sewer, water, street lighting, stormwater infrastructure, water infrastructure maps & sewer infrastructure map Develop Right of Way Management Procedure to minimize impacts after streets have been improved Develop procedure regarding signs in Right of Way Fully assess upcoming neighborhood projects to ensure that roadway and sidewalk deficiencies are addressed Develop parking garage appearance index Develop Public Outreach Program to better educate the community and explain intended goals of projects e.g. drainage, safety, capacity in layman's terms Improve maintenance of City leased assets 	PUBLIC WORKS ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, PARKING CIP REHCD
	Improve storm drainage citywide	<ul style="list-style-type: none"> Explore monitoring of restaurant waste runoff by adding a code enforcement team for restaurant drains Review zoning code/compliance and issuance of variances that affect sea level rise Update the storm water master plan to reflect the latest science and data Provide orientation for Commissioners on sea level rise Promote education on sea level rise including costs of mitigation Work with flood insurance providers regarding City initiatives Create recreational areas like the Netherlands which also serve as protection from flooding Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park) Strengthen resiliency efforts (including vehicles) 	CODE PLANNING PUBLIC WORKS COMM BUILDING, PUBLIC WORKS PUBLIC WORKS, PLANNING, CIP CITY MANAGER
	Preserve our beaches	<ul style="list-style-type: none"> Continue federal lobbying to secure funding and sources of sand for beach renourishment Provide Feedback to Environmental Division in Public Works to meet their beach monitoring needs Monitor Beachfront Concessionaires permitted through a field monitoring schedule Beachfront concessionaire monitoring 	ECONDEV, PUBLIC WORKS REHCD
Maximizing Value for Taxpayer Dollar	Maximize efficient delivery of services	<ul style="list-style-type: none"> Develop procedure for issuing IDs to contractors (facilities & those operating around children) Enhance position control including: Monthly reports of filled versus vacant positions, Implementation of workflow processing software for Requests-to-Fill, Eden position control training to identify ways to improve, Expedited turnaround times for reclassifications Streamline special events permitting and review process Develop a program to assess effectiveness of Code Compliance enforcement efforts, similar to Internal Audits' review of the parking enforcement efforts Develop a process improvement plan to evaluate City processes on a regular basis 	HR HR, OBPI TCD CODE, OBPI ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Maximizing Value for Taxpayer Dollar (cont.)	Maximize efficient delivery of services (cont.)	<ul style="list-style-type: none"> • Develop and implement customer feedback mechanisms for Fleet Management services • Create service level agreements with departments for preventive maintenance (oil changes) based on new engine technology, improved synthetic fluids and manufacturers recommendation and track impact on fleet expense • Improve Fleet warehouse operations management by reclassifying two existing part-time FSR positions to one Warehouse Supervisor position • Implement/evaluate results of the Fleet Fuel Card Program for Police, Fire, and Parks and Recreation Departments' employees assigned City vehicles operating in the City's north end • Implement centralized coordination of aerial device safety training for various City departments • Develop Accident review Committee Citywide similar to Police • Offer quarterly emergency management team section training • Prepare a resident re-entry plan for after emergency events • Initiate partnerships with the business community to both encourage the creation of business continuity plans and to better involve the business community in disaster mitigation, preparation, response and recovery • Develop and implement Procurement Customer Surveys - City department users • Develop and implement Procurement Customer Surveys - Bidders and Proposers • Improve procurement compliance measures • Revise backlog of solicitations for goods and services • Reduce requisition to P.O. processing time to meet or exceed national average of 6 days • Reduce backlog of solicitation of A/E and construction • Continue to explore other meter payment options • Develop and implement procedure related to printing/turn-around time • Enhance City's Records Management System • Implement LaserFische digitizing of records in Planning • Pursue use of pay cards for employees without automated deposits • Ensure all contracts and lease agreements are in EDEN and are monitored for agreement dates, deliverables, etc. • Secure relocation space for the sign and meter shop 	<p>FLEET</p> <p>FIRE</p> <p>PROCUREMENT</p> <p>PARKING</p> <p>CITY CLERK</p> <p>PLANNING, IT</p> <p>FINANCE</p> <p>REHCD</p>
	Control costs of payroll including salary and fringes/ Minimize Taxes/ Ensure expenditure trends are sustainable over the long term	<ul style="list-style-type: none"> • Pursue pilot implementation of weekend staffing schedule for Fire Fighters with additional staffing to reduce overtime • Address opportunities for improvement identified in Risk Management Review study • Complete 2013-2014 AFSCME contract • Continue implementation of Accident Awareness and Prevention program with HR, Risk and Police by initiating a process to monitor and verify licensing of driver & operators • Develop Accident Prevention Training Program • Evaluate internal process of cost-effectiveness of decommissioning vehicle/equipment for auction • Review the Code Compliance overtime approval process and create a Standard Operating Procedure for effective assignment and approval of overtime • Work with State Attorney/Dade Chiefs to implement initiatives to reduce court overtime • Add 1 Records Technician and 1 Data Entry Clerk in order to reduce the need for overtime in the Records Management Unit 	<p>FIRE</p> <p>HR</p> <p>FLEET, HR, POLICE</p> <p>FLEET, POLICE</p> <p>CODE</p> <p>POLICE</p>

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Maximizing Value for Taxpayer Dollar (Cont.)	Increase community satisfaction with City government (cont.)	<ul style="list-style-type: none"> • Facilitate 2014 Community Satisfaction Survey • Develop and Implement a continuous Internal Services Satisfaction survey for IT, Property Management, HR, and Fleet • Develop and implement a continuous satisfaction survey of community external service users • Re-invigorate Performance Improvement Initiatives annual and quarterly performance reports • Expand Service Shopper to contracted operations and charge enterprise funds as appropriate • Expand contracted call center for use by Water and Parking • Replace Licensing module • Procure an outside contract to improve Quality Assurance/Quality Control and identify consistency issues in the Fire Prevention Bureau • Implement a program that allows the Fire Department personnel (sworn) to train citizens, city employees and local businesses (excluding medical providers) in CPR/AED • Add contracted Sr. Mechanical Inspector and Sr. Building Inspector in order to improve flexibility in response to market demands for Building Development Process • Evaluate bulk deals for cable/internet for elderly/low-income housing facilities 	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, IT ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, FINANCE, PARKING, IT ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, OBPI ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, OBPI, PROCUREMENT FINANCE FIRE BUILDING REHCD
	Enhance the environmental sustainability of the community	<ul style="list-style-type: none"> • Continue to pursue green initiatives - Fuel efficient Vehicles • Achieve LEED certification for the following City facilities moving into construction: Property Management facility, Public Works facility and Collins Park garage • Seek opportunities to implement sustainable green initiatives in ROW projects • Install hand sanitizers in City Facilities • Enhance the environmental sustainability of the community through comprehensive Citywide Recycling program, including conducting responsible outreach and recycling guidance • Encourage County to provide information on residential recycling participation on a quarterly basis • Create structured process to solicit feedback from users of energy efficiencies that have been implemented 	FLEET CIP PUBLIC WORKS

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	Enhance external and internal communications from and within the City	<ul style="list-style-type: none"> Update CIP Website to provide current Capital Program status and enable expanded communications with the Miami Beach community to address project related concerns and follow-up status Partner with the North Beach commercial real estate industry and other interests to create a commercial site directory Expand Performance Improvement component of Excellence Miami Beach Website Enhancing transparency by upgrading the Planning Department webpage to maximize public access to planning and development information Develop a regular communication for MB businesses Develop programming procedures for MBTV Develop low-cost video program by repackaging existing footage that is no longer being used Continue LiketoLove Miami Beach (civic pride) campaign Explore costs associated with expanding production and mailing of MB to businesses 	<p>CIP</p> <p>ECON DEV</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVE</p> <p>PLANNING, COMM</p> <p>COMM</p>
	Expand e-government	<ul style="list-style-type: none"> Implement Pretty Good Privacy (PGP) encryption solution to safeguard data and secure transmittal of sensitive information via email Citywide security training for PCI compliance Conduct a gap analysis between the City's existing ERP software solution, EDEN, and Tyler Munis Identify and develop Mobile Applications for visitors and residents Explore phone apps that can be developed related to arts, tourism, etc. Implement Cityworks Mobile Inventory Management to improve efficiency of material and work order management in the Public Works warehouse storeroom Develop Parking website with the ability to perform business transactions online Document parking enforcement procedures Expand e-procurement system Implement electronic surplus property system Implement a software solution to automate the current City Commission agenda preparation process and other Board and committee agenda TV: Replace existing analog in the Commission Chamber television room with a new SD/HD capable system. Radio: Upgrade the City's HAR (Highway Advisory Radio) radio station programming capabilities from analog to digital Implement online training and records management system to improve operational efficiency, maintain compliance with accreditation, ISO rating, and state certification Continue implementing the automated vehicle locator (AVL) program Procure 50 Panasonic Toughbook computers and docking stations 	<p>IT</p> <p>IT, TCD</p> <p>TCD</p> <p>PUBLIC WORKS</p> <p>PARKING, IT</p> <p>PROCUREMENT</p> <p>CITY CLERK</p> <p>COMM</p> <p>FIRE</p> <p>FLEET</p> <p>POLICE</p>
	Improve process through information technology	<ul style="list-style-type: none"> Summarize and track contract development Develop City Clerk's records disposition log Explore electronic filing of elections reporting Upgrade Parks and Recreation software (Safari Recware) Automation of Greenspace Management Operations Assessment/ Reporting Activities (Phase One), purchase 14 wireless tablets for supervisors to utilize in the collection of data Implement Symantec Enterprise Vault for Police network storage Implement Police off-duty job tracking application 	<p>REHCD</p> <p>CITY CLERK</p> <p>PARKS & REC</p> <p>IT, POLICE</p>

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	Improve process through information technology (cont.)	<ul style="list-style-type: none"> • Reprogram the public records purchase receipt system to print both public records and photo daily activity report • Increase compliance with electronic arrest reports by adding additional mobile laptop licenses and Net-Motion software • Explore opportunities for providing additional online Parking services i.e. renewal and purchase of residential permits, on-street and off-street parking, etc. • Purchase handheld software upgrade to automate valet process • Master meter replacements - purchase and installation of 750 multi-space pay stations for on-street and off-street locations • Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages • Implement license plate recognition technology • Pursue grant funding for Net-Witness providing ability to investigate normal and abnormal events taking place on the network • Facilitate the review of business process requirements and data gathering for departments in order to identify technology improvements, focusing on customer solutions • Implement work order tracking system in Communications department • Evaluate thin client solution for further deployment Citywide • Region Database Backup Implementation • Exchange Migration Analysis 2013 • Dell VMWARE Health Check • Citywide Vulnerability Management, Log Management, Vulnerability Scans • Green Initiative VM Servers and Virtual Desktop buildout • Copier/Scanner Cloud Printing Implementation • Records Management Plan Implementation • Motorola Public Radio System Replacement RFP for Consultant • Motorola Public Radio System Resolution Plan for Radio System Issues • Upgrade conduit at Marine Patrol Building • Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> ▪ Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system ▪ Improved plans management and tracking system for the plan review process ▪ Mechanism to obtain feedback from customers using Citizen Access portal ▪ Payment Kiosk for Code Compliance Division ▪ Portable printers for inspectors involved in Building development process and Code Enforcement officers • Implement City Liens e-Recording with Miami-Dade County to file and record liens electronically to Miami-Dade County via secure web service • Implement Tyler Cashiering • Develop a plan for the expansion of AVL devices and systems to all City Vehicles and equipment • Improve Cleanliness Automation through new program and hardware • Install additional Automated Vehicle Locator (AVL) technology in Parks and Recreation, Fire, Water, Sewer, Stormwater, Property Management and Public Works vehicles • Develop a plan for the expansion of AVL devices and systems to all City vehicles and equipment • Implement automated vendor performance management system • Implement commodity codes in EDEN • Improve operational efficiency in the Fire Department by implementing an online training and records management system • Automate budget document reports • Reinvigorate IT Steering Committee to meet at least quarterly to facilitate and fund implementation of technology projects 	<p>IT, POLICE</p> <p>PARKING</p> <p>PARKING, POLICE</p> <p>IT</p> <p>BUILDING, FIRE, PLANNING, CODE, PUBLIC WORKS, IT</p> <p>FINANCE</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</p> <p>FLEET</p> <p>PROCUREMENT</p> <p>FIRE</p> <p>OBPI</p>

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	<p>Improve the City's overall financial health and maintain overall bond rating</p>	<ul style="list-style-type: none"> Evaluate amending ordinance to increase beachfront concession upland fees Evaluate business improvement districts Implement process to continuously verify stormwater billings and review for missed ERUs Create a system of monitoring energy efficiencies implemented based on the Energy Efficient Consultant's (Ameresco) recommendations to ensure that savings offset debt service expenses Evaluate procurement of FEMA compliance software Explore Neighborhood Establishment Impact Fee Evaluate "no cash acceptance policy" for outlying locations Explore Kiosk machines that also sell merchandise such as gift cards Finalize certificate of use fees to reflect full cost Prepare a Disaster Recovery Plan Prepare a Post Disaster Redevelopment Plan Document Budget Work Plan Development and Monitoring Procedures Procure Professional Service Support for processing FEMA expenses and reimbursements Evaluate procurement of FEMA compliance software Develop federal compliance guidelines Revenue Enhancement – Create a Beach/Park Sport and Fitness permit Develop a product to market for profit Pursue corporate sponsorship for Ocean Rescue and Pool Lifeguard uniforms Pursue corporate sponsorship for Police and Fire uniforms Evaluate potential usage of Community Benefit Fund Evaluate Potential use of CAC Endowment Pursue cable TV sponsorship 	<p>REHCD ECON DEV PUBLIC WORKS CODE FINANCE, PLANNING, OBPI FIRE OBPI PARKS & REC TCD, COMM</p>
	<p>Promote transparency of City operations</p>	<ul style="list-style-type: none"> Utilize outside audit contractor to review/audit City's operations annually, Construction projects, entitlement grants, HR compensation, Tennis Centers, and parking enforcement 	<p>OBPI</p>
	<p>Strengthen Internal controls</p>	<ul style="list-style-type: none"> Review and revise Procurement procedures Implement Certificate of Insurance (COI) review and tracking system Complete review and update of City Procurement Code Complete standardizing procurement documents (ITB/RFP/RFQ), etc. through outside review Complete recommendations for expedited processes for procurement of City construction processes Ensure equitable distribution of work on contracts awarded to multiple vendors/contractors Centralize contract administration Improve oversight of agreements through an additional Leasing Specialist Support Internal Audit's operational review of Fire Prevention Audit citywide procedures, update as required, and promulgate among the City's workforce Review and update procedures for Human Resources Department Develop procedures for Notification of Injuries and FMLA (update including intranet) Document/Implement safety and security procedures for all City facilities, including evacuation drills, etc. Develop Administrative Procedure for Risk reimbursement of property damaged by City employee – address City-owned versus employee-owned property Conduct HR compliance and continuous improvement audits which result in standard operating procedures for each functional area in the department 	<p>PROCUREMENT REHCD OBPI ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES HR</p>

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Strengthen Internal controls (cont.)	<ul style="list-style-type: none"> • Document Human Resources department procedures • Ensure all compensatory time is captured in EDEN, especially for Police • Address findings from Audit of Access Cards • Implement recommendations of Code financial audit 	<p>HR</p> <p>HR, FINANCE, IT</p> <p>HR, PUBLIC WORKS</p> <p>CODE</p>
Supporting Outcomes to Sustainability of Vision (cont.)	Attract and Maintain a Workforce of Excellence	<ul style="list-style-type: none"> • Conduct training needs and satisfaction survey • Provide Code staff with additional customer service training • Implement Company Store • Review Department processes in Police, Fire, Parks and Recreation and Public Works for recruitment, hiring, promotions and disciplines • Implement activities to improve employee morale • Develop a standardized process for updating job descriptions and EEOC Codes and address payroll audit findings • Develop Systematic process for tracking completion of performance expectations • Evaluate City's wellness program • Evaluate City's Employee Discounts program • Provide support to the personnel board in their review and update of Personnel Rules for the Classified Service • Formalize Hiring Procedure/Process for Police Reserve Officers including standard criteria • Develop Administrative Procedure for internships • Develop a comprehensive award and recognition system for the City - especially to address exceeds and significantly exceeds expectations • Revamp new employee orientation process to include online reinforcement • Reinvigorate supervisory skills training • Provide training to all City employees on ethics, Citywide procedures and work rules 	<p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</p> <p>CODE</p> <p>TCD, COMM</p> <p>HR</p> <p>HR, ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</p>