

PROPOSED FY 2016/17 WORKPLAN AND OPERATING BUDGET



MIAMIBEACH

City of Miami Beach

Philip Levine
Mayor

John Elizabeth Alemán
Ricky Arriola
Michael Grieco
Kristen Rosen Gonzalez
Joy Malakoff
Micky Steinberg
Commissioners



Jimmy Morales
City Manager

Raul Aguila
City Attorney

Rafael Granado
City Clerk

Budget Advisory Committee

Ronald Starkman
Chairperson

Brian Harris
Financial Advisor

Jonathan Beloff
Jonathan Fryd

Joseph Landesman
Carl Linder

Susan Rosenthal
Steve Zucker man



Office of Budget & Performance Improvement

Cintya Ramos
Director

Tameka Otto Stewart
Budget Officer

Richard Ajami
Natasha Diaz
Lauren Wynn
Senior Management & Budget Analysts

Damaris Lozano
Management & Budget Analyst

Katherine Gonzalez
Senior Management Consultant

Francis Frances
Executive Office Associate I



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Beach
Florida**

For the Fiscal Year Beginning

October 1, 2015

Executive Director

MIAMI BEACH EXCELLENCE MODEL

The model was adopted by the City Commission in 2006 as the mechanism to guide the provision of services and allocation of resources.

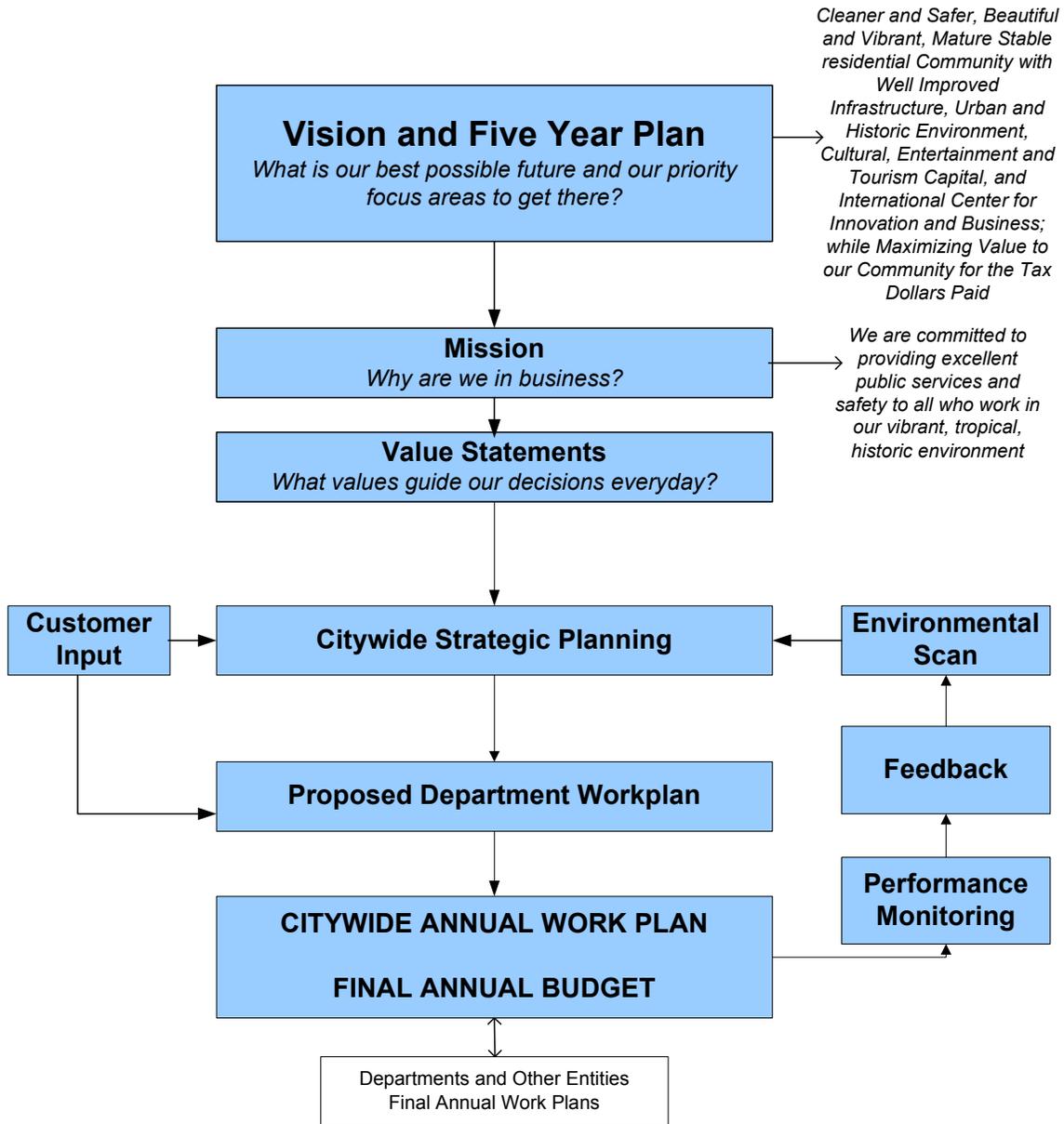


TABLE OF CONTENTS

CITY MANAGER’S MESSAGE	A-1
ATTACHMENTS	A-26
ORGANIZATION CHART	1
OVERVIEW	
MIAMI BEACH PROFILE	3
GUIDE FOR READERS	14
BUDGET PROCESSES	22
FINANCIAL POLICIES	28
STRATEGIC PLANNING	
MIAMI BEACH EXCELLENCE MODEL	35
COMMUNITY INPUT (SURVEYS)	36
CITYWIDE STRATEGIC PLANNING	37
STRATEGIC PRIORITY AREA UPDATES	41
ENVIRONMENTAL SCAN	49
FEEDBACK	52
PERFORMANCE MONITORING	53
GENERAL FINANCIAL TRENDS	53
STRATEGIC PLAN RESULTS UPDATE	55
FINANCIAL SUMMARIES	
FUND STRUCTURE CHART	65
OPERATING AND OTHER BUDGETS	66
TOTAL REVENUE BY FUND AND MAJOR CATEGORY	68
TOTAL EXPENDITURES BY FUND AND DEPARTMENT- FY 2016/17	69
APPROPRIATION SUMMARY BY FUND AND DEPARTMENT - FY 2016/17	71
GENERAL FUND REVENUE SUMMARY BY FUND AND MAJOR CATEGORY	73
EXPLANATION OF REVENUES	79
MILLAGE SUMMARY TAXABLE VALUE	87
2016 PROPOSED MILLAGE – ALL JURISDICTIONS IN MIAMI-DADE COUNTY	88
SUMMARY OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE GENERAL FUND	89
CAPITAL AND DEBT	
INTRODUCTION	91
PROCESS & PREPARATION OF CIP AND CAPITAL BUDGET	94
SOURCES OF FUNDS	99
OVERVIEW OF FIVE-YEAR CAPITAL IMPROVEMENT PLAN (CIP)	103
PROJECT HIGHLIGHTS BY PROGRAM AREAS	107
IMPACT OF CAPITAL IMPROVEMENT PLAN ON THE OPERATING BUDGET	112
FINANCING	112
DEBT MANAGEMENT	115
FY 2016/17 TO FY 2020/21 CIP REPORT BY PROGRAM	129
FY 2016/17 TO FY 2020/21 CIP REPORT FUNDING SUMMARY	142

TABLE OF CONTENTS

MAYOR AND CITY COMMISSION	167
ADMINISTRATIVE SUPPORT	
CITY ATTORNEY	173
CITY CLERK AND CENTRAL SERVICES	179
CITY MANAGER	189
COMMUNICATIONS	197
FINANCE	207
HUMAN RESOURCES AND LABOR RELATIONS	219
INFORMATION TECHNOLOGY	233
OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT	247
OFFICE OF ORGANIZATION DEVELOPMENT & PERFORMANCE INITIATIVES	257
PROCUREMENT	273
ECONOMIC DEVELOPMENT & CULTURAL ARTS	
BUILDING	283
CODE COMPLIANCE	297
ENVIRONMENT AND SUSTAINABILITY	309
HOUSING & COMMUNITY SERVICES	321
PLANNING	333
TOURISM, CULTURAL & ECONOMIC DEVELOPMENT	343
OPERATIONS	
CAPITAL IMPROVEMENT PROJECTS	369
FLEET	381
PARKING	391
PARKS AND RECREATION	405
PROPERTY MANAGEMENT	417
PUBLIC WORKS	429
TRANSPORTATION	449
PUBLIC SAFETY	
EMERGENCY MANAGEMENT	467
FIRE	483
POLICE	501
CITYWIDE ACCOUNTS	523
RESORT TAX	529
MIAMI BEACH REDEVELOPMENT AGENCY (RDA)	535
POSITION SUMMARY AND DETAIL	549
APPENDIX	
I. ACRONYMS	561
II. GLOSSARY OF KEY TERMS	571
III. FUND DEFINITIONS	579
IV. DIRECTORY	581

MIAMIBEACH

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

Jimmy L. Morales, City Manager
Tel: 305-673-7010, Fax: 305-673-7782

September 14, 2016

Honorable Mayor Philip Levine and Members of the City Commission:

I am pleased to transmit the Proposed Work Plan and Operating Budget for Fiscal Year (FY) 2016/17, commencing on October 1, 2016 and ending on September 30, 2017, including the Proposed Work Plan, the Proposed Operating Budget, the Proposed Capital Budget, and the associated Capital Improvement Program for FY 2016/17 through FY 2020/21. The total Proposed General Fund Operating Budget is \$317.2 million, which is \$16.9 million or 5.6 percent more than the FY 2015/16 adopted budget of \$300.3 million.

Further, General Fund reserve levels as of September 30, 2015 for the 11 percent emergency reserve and the 6 percent contingency goal were a total of \$47.5 million. The 11 percent General Fund emergency reserve requirement for FY 2016/17, based on the proposed operating budget (net of capital transfers and reserves) is \$33.0 million. This results in \$14.4 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 proposed millage rate of 5.8888 is 0.0235 mills less than FY 2015/16, is to our knowledge, the lowest in the history of the City of Miami Beach, and certainly in the last 54 years for which we have found records.***
- ***The FY 2016/17 budget includes \$1.1 million of reductions/efficiencies as well as \$3.6 million of service enhancements to address priorities in the City's Strategic Plan.***

The City's Proposed Operating Budget in total for FY 2016/17 is \$604.7 million including the General Fund, General Obligation Debt Service, Enterprise Funds, Special Revenue Funds and Transfers to the Redevelopment District. This amount is net of Internal Service Funds and Interfund Transfers.

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.

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 5.9123 to 6.5025, an increase of 0.5902 mills. The goal of the Commission has been to bring them back to that level as property values increase over time. It should be remembered that between FY 2009/10 and FY 2010/11 values declined by \$2.6 billion driving the need for an increase in the millage.

In FY 2011/12 the City took its first step in that direction with a reduction in the millage rate of 0.0486 mills. The millage rate for FY 2012/13 reduced the millage by an additional 0.1062 mills. In the FY 2013/14 budget, the millage rate was reduced 0.2314 mills and in the FY 2014/15 budget the millage rate was reduced 0.0926 mills. Over four years, this reduction represented 81 percent of the goal to get back to a millage rate of 5.9123. The FY 2015/16 budget achieved the remaining goal of lowering the millage rate to the level in FY 2009/10 and set the millage rate at 5.9123.

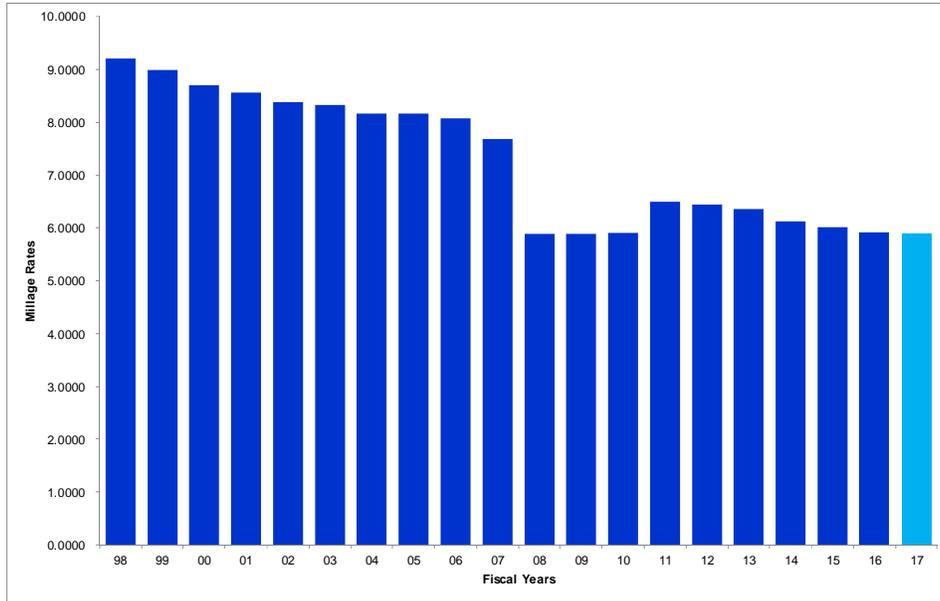
For FY 2016/17, the Administration proposes a total combined millage rate for the City of Miami Beach of 5.8888, which represents a decrease of 0.0235 mills and is to our knowledge, the lowest in the history of the City of Miami Beach, and certainly in the last 54 years for which we have found records.

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 Tax Levy 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	\$ 23.64	6.1163	5.8634	\$ 143.26	\$ 117.41
FY2014/15	\$ 27.10	\$ 26.27	6.0237	5.7942	\$ 155.10	\$ 127.76
FY2015/16	\$ 30.70	\$ 29.92	5.9123	5.7092	\$ 172.39	\$ 143.16
FY2016/17	\$ 34.70	*	5.8888	5.7092	\$ 193.74	\$ 160.78

* Information will be available next fiscal year

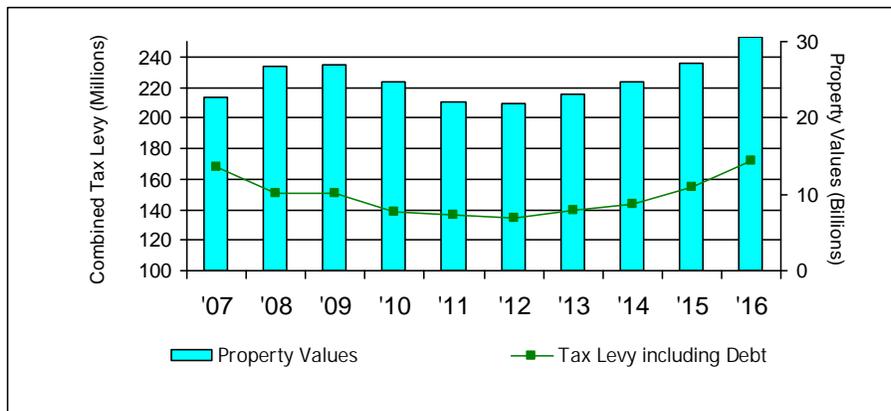
The City of Miami Beach has made strides in significantly reducing tax rates as property values have increased. Between FY 1999/00 and FY 2009/10, the total combined City of Miami Beach

property tax 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.



Further, although the City increased the operating tax rate by 0.56 mills in FY 2010/11, the City's proposed combined millage rate is now the lowest in the history of the City and the rate remains approximately 2.8 mills or 32 percent lower than it was in FY 1999/00.

Property Values and Tax Levy



Today's General Fund Operating Budget also reflects greater diversification of revenues since FY 2006/07. The Proposed Work Plan and Budget includes \$37.6 million in resort taxes to fund tourism-eligible expenditures and a \$6.4 million transfer of Parking Operations Fund year-end surplus. In large part due to these alternative sources, property tax revenues represent half 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.

Although the economy is slowly recovering, the impact of the Great Recession impacted both property tax revenues as well as pension costs. 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.

- Short-term financial strategies have included ongoing efficiencies and wage concessions by employees.
- Mid-term financial sustainability has been 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. 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 in excess of the BAC recommendations: \$5.6 million in the first year, \$1.9 million in the second year, and \$140 million net present value over 30 years.

Of note, the FY 2016/17 General Fund Budget is about \$79.5 million (33.5 percent) more than the FY 2006/07 budget, despite pension contribution increases of \$30.6 million during the same period. At this point, annual contributions to the City's two pension plans alone represent more than \$53.7 million (17 percent) of the total General Fund budget. As a result, pension reform continues to be a high priority for the City.

During FY 2015/16 both pension boards voted to decrease the investment rate of return for their plans to more conservative assumptions over the next several years due to market performance and there continues to be a negative trend nationwide in pension plan performance which will continue to place pressure on municipal budgets in the future. The impact to the FY 2016/17 Budget from the annual required contribution (ARC) for both plans is \$1.9 million. It should be noted that the ARC for both funds would have been much less without the change in the investment rate assumptions. Additionally, beginning in FY 2017/18, the City will be required to pay the pension mortality payment as part of the annual pension contribution. This payment is estimated to be approximately \$6 million in FY 2017/18 of which \$3 million is set aside to offset the payment in the FY2016/17 Budget. Lastly, the funded net position as a percentage of total pension liability is 72 percent for the Fire and Police plan and 70 percent for the General Employees plan as of the most recent valuation dates.

FY 2016/17 PROPOSED WORK PLAN AND BUDGET OVERVIEW

As in past years, the Proposed Work Plan and Budget was developed through an intensive review process with our City Commission. Preliminary budget information was provided at the Commission Retreat on May 12th and in meetings with the Finance and Citywide Projects Committee (FCWPC) on June 6th, July 6th, and July 22nd.

GENERAL FUND CURRENT SERVICE LEVEL BUDGET DEVELOPMENT

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 2016/17 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.

At the Strategic Planning Retreat on May 12, 2016, the Commission was briefed regarding the preliminary General Fund Current Service Level (CSL) budget. The CSL represents the cost of providing the same level of services as in the prior year and serves as the baseline of funding for the budget process.

Property taxes comprise approximately half of the total General Fund revenue and are a key driver of CSL revenues. The Property Appraiser provided the preliminary 2016 property values on June 1, 2016. The Commission was briefed regarding the updated CSL budget at the June 6th Finance & Citywide Projects Committee. The preliminary Current Service Level (CSL) based on June 1st property values projected a revenue increase of \$17.8 million and an expenditure increase of \$13.5 million for a net surplus of \$4.3 million. CSL expenditures have increased by \$13.5 million since the adoption of the FY 2015/16 Operating Budget primarily due to the following:

- 0-2 percent merit pay: \$2.2 million
- 1 percent COLA in April 2016 and 3 percent COLA in July 2017: \$2.5 million
- Increase in citywide Health and Life Insurance of \$706,000
- Increase in the Police Department over-time expenses of \$1.7 million, an increase in Police allowances (hazard duty pay) due to Union negotiations of \$921,000, and an additional \$160,000 for uniforms
- Increase in Fire allowances (hazard duty pay, uniforms) due to Union negotiations of \$1 million
- \$253,000 for the Voluntary Pre-Kindergarten program
- \$200,000 for the Mobility Fee Study

- \$190,000 for the '2066 Miami Beach Rising Above and Time Capsule' project
- Increase in Information Technology of \$240,000 due to one-time Terremark charge
- Annualized costs for items added during FY 2015/16 such as \$760,000 for the Customer Service Center, \$534,000 for the adjustment of the PC replacement cycle from 5 to 3 years (year 2 of 2), \$238,000 for a new contract for the Building Department Inspectors and Plan Examiners, and \$112,000 for an increase in Special Master rates
- Annualized costs for items added mid-year including \$526,000 for four traffic flow specialists, 2 analysts and 1 supervisor to support the Traffic Management Initiative, \$60,000 for towing and relocation of derelict vessels, and \$25,000 for the Miami Dade Transit Corporate program.

On July 1st, we received the certified property assessment value of \$34.7 billion, which is the property assessment value used for budget purposes. On July 13th, the Commission set the ceiling for the millage rate of 5.8888 which is estimated to generate \$160.8 million in property tax revenues.

APPROACHES TO BALANCE

At the July 22nd Finance and Citywide Projects Committee meeting, direction was given regarding the proposed Millage Rate, enhancements and efficiencies for the Operating Budget, and changes to the Capital Budget.

The July 1st certified taxable values of \$34.7 billion were 0.8 percent higher than the June 1st preliminary taxable values of \$34.4 billion. As noted in the table below, the June 1st preliminary Property Tax Revenue projections assumed the City Center CRA would grow 10 percent from 2015. The City Center CRA growth rate calculated based on July 1st certified property value resulted in a 16.4 percent increase compared to 2015, thereby reducing the Citywide Total by a greater percentage than estimated. As a result, the Property Tax Revenues projections were reduced by \$177,000 for the General Fund.

	June 1 st Preliminary	July 1 st Certified
Property Assessment		
Existing Values	33,282,000,000	33,532,510,312
New Construction	1,156,000,000	1,165,246,796
Total	34,438,000,000	34,697,757,108
City Center CRA	5,305,000,000	5,612,744,843
Citywide Total	29,133,000,000	29,085,012,265
Property Tax Revenue Projection	160,956,000	160,779,000
Property Tax Revenue Projection Variance		(177,000)

The proposed millage rate of 5.8888, which represents a decrease of 0.0235 from FY 2015/16, is to our knowledge, the lowest in the history of the City of Miami Beach, and certainly in the last 54 years for which we have found records.

Efficiencies and Reductions

City departments continue to be proactive in identifying additional efficiencies to their current service level programs and services. As with the preparation of budgets for the last nine years, departments are continuing to analyze 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. As part of the FY 2016/17 budget process, the City Manager requested that departments submit lists of potential reductions/efficiencies totaling 3 percent of their FY 2015/16 budgets. The lists were reviewed extensively by the City Manager, Executive Team, Department Directors, and the Budget Office. At their July 6th meeting, the Finance & Citywide Projects Committee accepted the recommended reductions/efficiencies with the addition of reducing overtime in the Parks and Recreation department. The list of recommended reductions/efficiencies can be found in [Attachment A](#). The updated savings from the recommended reductions/efficiencies in the General Fund totals \$1,108,000 of which the majority will result in minimal service impacts.

Service Enhancements

The proposed enhancements found in [Attachment B](#) reflect service enhancements to increase public safety and cleanliness, educational and health initiatives for the city. An outline of recommended enhancements is listed below:

General Fund

- \$1,371,000 to create a new response unit within the Fire Department for the purpose of staffing an additional Rescue Unit at Fire Station 4 which includes staffing for the Fire Boat.
- \$54,000 to expand the Miami Beach Nurse Enhancement Initiative to extend behavioral health services to Fienberg Fisher K-8 Center, South Pointe Elementary, Nautilus Middle School, Biscayne Elementary, and Miami Beach Senior High School.
- \$100,000 to provide venue, entertainment, food and decorations to replace the Convention Center site while the Center undergoes renovation to host the four citywide senior events.
- \$95,000 to increase the current level of bathroom service around the UNIDAD Senior Center area.
- \$80,000 to increase the current level of service of inclusionary aides for the summer camps.
- \$212,000 for three police officers to enhance services to the 41st Street Corridor and boardwalk coverage.
- \$143,000 for two police officers to meet the growing and changing needs of the North Beach community.

- \$45,000 to provide oversight and supervision for the City's School Resource Officer Program.

Special Revenue Funds

- \$141,000 to sustain the Voluntary Pre-Kindergarten program funded via the Education Compact Fund.
- \$13,000 to expand dual enrollment options at Nautilus Middle School and Miami Beach Senior High School, through a partnership with City of Miami Beach, Miami-Dade College and Miami-Dade County Public Schools funded via the Education Compact Fund.
- \$120,000 for three Ciclovía events in FY 2016/17.

Resort Tax

- \$255,000 for Code Compliance to add three additional positions for the purpose of coordinating, supervising and oversight of a Short-term Rental Investigation Team to increase proactive enforcement and investigation of illegal Short-Term Rentals.
- \$1,093,000 for the new Entertainment District within the Police Department which includes 12 new police officers and 24/7 coverage within the entertainment area which includes Ocean Drive, Washington Avenue, Collins Avenue and any adjacent areas as required. This unit will also have dedicated homeless outreach responsibilities.
- Funding for Special Events such as the World Out Games (\$300,000), the Major League Baseball All-Star Game (\$100,000), the North Beach Tennis Event (\$50,000), and the Miami Beach Air & Sea Show (\$650,000) will be funded from the projected FY 2015/16 year end surplus in Resort Tax.

At the July 22nd Finance and Citywide Projects Committee meeting, the following two changes were made to the list of proposed additions and service enhancements:

General Fund

- Added \$3 million set-aside to off-set estimated \$6 million Pension Mortality Payment in Fiscal Year 2017/18.
- Removed \$74,000 for an Energy Analyst in the Environmental & Sustainability Department.
- Added \$135,000 for the Department of Emergency Management to insure monthly, quarterly and yearly maintenance, testing and certifications of all City of Miami Beach storage tank sites and remain in compliance with DERM and the Miami Dade Regulatory and Environmental Resource Division.

- Added \$60,000 for the Office of Housing and Community Services to provide short-term employment for homeless persons placed in shelter as a transition to seeking permanent, independent employment.
- Added \$509,000 for the Department of Parks and Recreation for six full-time and two part-time Park Rangers at Lummus Park.
- Added \$50,000 for the Planning Department to create a new Office Associate III position in the Office of the Clerk of the Boards division for the purpose of scanning, indexing and archiving all Land Use, Historic Preservation & Zoning Map documents/information which are used to update the Historic Preservation webpage, and to assist in creating a Phone-App.
- Added \$187,000 for the Publics Works Department for two Greenspace Management Tree Trimmers and one bucket truck for Right-Of-Way Tree Maintenance throughout the City of Miami Beach. This was previously estimated to cost \$200,000.

Internal Service Fund

- Added \$70,000 for the Office of Information and Technology to connect to the NAP building in downtown Miami. A cut in this single path, as took place on April 30th, 2016, leaves the City totally disconnected from its servers at the NAP. The funds in this enhancement are to procure a physically diversified route to the NAP. Furthermore, diversifying vendors will ensure that if an issue were to affect AT&T and their ability to provide the network path, the city would still be able to reach the NAP as this path would belong to a vendor totally independent of AT&T.

Enterprise Fund

- Added \$48,000 for the Parking Department to create a new position within the Parking Department for the reception area which is currently serviced by temporary employees. This would reduce temporary labor costs in the department by \$40,000.

Resort Tax

- Added \$67,000 of one-time expenses for ATVs to support the Police enhancements approved by the Committee to be funded from the projected FY 2015/16 year end surplus in Resort Tax.

After the July 22nd Finance Committee meeting, an enhancement was added for the Procurement Department in the amount of \$45,000 to purchase software that provides support for the compliance efforts related to the local hire ordinance, in lieu of additional staffing.

FY 2016/17 Proposed Budget

Non-Property Tax Revenues have been adjusted to reflect a lower transfer from the Parking Operations Fund and were further refined based on FY 2015/16 third quarter performance. The City has been decreasing the amount of transfer of prior year Parking Operations surplus funds to

the General Fund over time to allow funding for parking garages and other parking initiatives. In FY 2015/16, the transfer was budgeted at \$8.4 million. In FY 2016/17, the recommended transfer is \$6.4 million and in FY 2017/18, the recommended transfer is \$2 million. The net result of these changes including the proposed efficiencies and enhancements approved by the Committee on July 22nd results in a balanced budget, as shown below.

Property Tax Revenues	160,779,000
Non-property Tax Revenues	156,473,000
Total Revenues	317,252,000
Operating Budget	308,176,000
FY18 Pension Mortality Payment Set-Aside	3,000,000
Proposed Efficiencies approved by Commission	(1,036,000)
Proposed Enhancements approved by Commission	3,655,000
Capital Funded by General Fund	3,457,000
Total Revenues	317,252,000
Unallocated Surplus/(Deficit)	-

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 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.

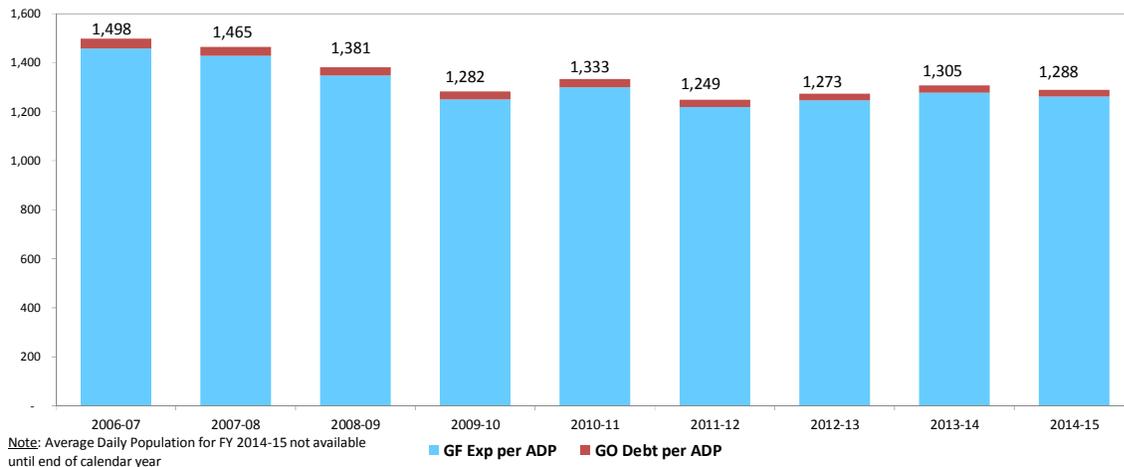
The total proposed Resort Tax Fund transfer to the General Fund for FY 2016/17 is approximately \$37.6 million.

ENVIORNMENTAL SCAN

The 2016 Environmental Scan conducted as part of the strategic planning process showed that the average daily population in the city has grown 40.9 percent from 2005 to 2015. Much of this increase consists of additional tourists (157 percent), day trippers (85 percent), and seasonal residents (60 percent). The chart below shows the General Fund budget and General Obligation Bond Debt Service budget divided by the average daily population from 2007 to 2015. The

following chart shows that the average daily population has grown faster than the budget and that the FY 2014/15 amount is 14 percent below the FY 2006/07 amount.

General Fund and G.O. Debt Budget by Average Daily Population 2007 – 2015



TO ADDRESS PRIORITIES IDENTIFIED BY THE COMMUNITY

In 2016, the City of Miami Beach conducted its sixth set of comprehensive statistically valid community satisfaction surveys. The Community Survey was designed to receive both resident and business input on quality of life, city services, and taxes; and to identify key drivers for improvement.

The 2016 survey continued to build on many of the questions asked in previous surveys for historical trend comparison. The additional questions posed in the 2016 survey represented the City’s efforts to enhance resiliency and sustainability, and included a focus on communication and programming efforts. While residents and business owners provided honest feedback in their ratings by identifying areas for improvement, over 73 percent of residents would recommend the City of Miami Beach as a place to live, and over 72 percent of business owners would recommend the City of Miami Beach to others as a place to run a business.

Overall results from the 2016 Community Survey reflect the areas of concern the City is already conscientiously addressing, with large projects such as alternative forms of public transit, cleanliness in public areas, and addressing the homelessness. Emerging trends in the desires of the Community however, reflect long-term strategies the City has begun to fund in the FY 2016/17 Budget, including resiliency and sustainability efforts, increase in recreation programming, and continued strides in public safety.

These results indicate general feedback and input from our residents and businesses on their level of satisfaction with the services we provide, as well as refined priority areas for the organization to focus on, and actionable recommendations for improvements to our services.

Detailed survey results are available on the City's website and the FY 2016/17 Citywide Work Plan can be found in [Attachment D](#).

PUBLIC SAFETY

Accountability

The Body-Worn Camera program in the Police Department was initiated in FY 2014/15 with the acquisition of 100 cameras to improve transparency and accountability by recording police officers' interactions with the public. The FY 2015/16 Budget included funding for an additional 50 body-worn cameras and the FY 2016/17 Budget includes an additional \$276,000 for this initiative. Body-worn cameras are an important tool that will be an integrated part of the City's problem-solving and community-engagement strategy, helping to increase both trust and communication between the police and the community.

Enhancing Safety & Emergency Preparedness

The FY 2016/17 Budget includes funding for additional Police Officers including creating a new dedicated Entertainment District unit, three officers dedicated to Mid Beach and two officers dedicated to North Beach. The new Entertainment District unit within the Police Department will be comprised of twelve new police officers and 24/7 coverage within the entertainment area which includes Ocean Drive, Washington Avenue, Collins Avenue and any adjacent areas as required. This unit will also have dedicated homeless outreach responsibilities. Additionally, the FY 2016/17 budget includes a School Liaison position to provide oversight of the City's School Resource Officer Program through the Police Department.

The FY 2016/17 Budget also includes funding for a new response unit within the Fire Department for the purpose of staffing an additional Rescue Unit at Fire Station 4 which includes staffing for the Fire Boat.

According to the results of the 2016 Community Survey, residents rated the job the city is doing to address the homeless as excellent or good at only 25 percent. The FY 2016/17 Budget includes funding for a Work Training Program in the Office of Housing and Community Services for to provide short-term employment for homeless persons placed in shelters as a transition to seeking permanent, independent employment. While gaining reintegration experience into the workplace (thereby discouraging a return to homelessness), the assisted clients will know the locations, priorities and issues relevant to those homeless remaining on the streets which will enable City staff to engage additional homeless and help elevate them out of homelessness.

As a result of the recommendation from the Ocean Drive Task Force, the FY 2016/17 Budget includes funding for additional Park Rangers in the Department of Parks and Recreation at Lummus Park to ensure coverage seven days a week from 8 am to midnight.

PREMIER NEIGHBORHOODS

Beauty of Neighborhoods

Enhancing the beauty and vibrancy of urban and residential neighborhoods is a Key Intended Outcome in the City's strategic plan. The FY 2016/17 Budget includes funding for two Greenspace Management Tree Trimmers and associated equipment for Right-Of-Way Tree Maintenance throughout the City of Miami Beach.

Code Enforcement

The FY 2016/17 Budget includes funding to enhance a more proactive code compliance environment by adding three Code Compliance Officers focused on proactive enforcement and investigation of illegal Short-Term Rentals.

Cultural and Recreational Activities

Several enhancements are included in the FY 2016/17 Budget that support the City's KIO for enhancing cultural and recreational activities: additional inclusionary aides to meet the demand for special need children to be enrolled in summer camps and funding to provide a venue for seniors while the Convention Center undergoes renovation.

Additionally, funding from a surplus in Resort Tax revenue in FY 2015/16 will fund \$1.25 million of special events to be held in 2017 including: the Miami Beach Air & Sea Show, the World Out Games, the Major League Baseball All-Star Game and the North Beach Tennis Event. Funding is also included in the FY 2016/17 Budget for the popular Ciclovía community event.

Cleanliness

Cleanliness of our City continues to be a priority for our residents and businesses. The City uses a quantitative index to assess the impact of these efforts and results have shown significant overall improvement in the last eleven years. In FY 2014/15, 84.6 percent of public areas citywide were rated as clean or very clean compared to 65.2 percent in FY 2005/06.

The City's strategic plan includes key intended outcomes (KIOs) to improve cleanliness in high traffic areas and city beaches, and to maximize deployment of trash cans citywide. The FY 2016/17 budget includes funding to expand the "can on every corner" initiative by adding 100 more trash cans across the City. During FY 2014/15, the City Commission approved enhancing parking lot cleanliness by adding a roving crew to address illegal dumping, litter, and other deficiencies.

The FY 2016/17 Budget also includes funding to expand the hours of cleaning services for the UNIDAD Senior Center restrooms which are also open to the public to ensure cleanliness of restrooms.

Pedestrian Safety

The 2016 Community Survey showed a decrease in the adequacy of street lighting from 78 percent in 2009 to 62 percent in 2016. In addition, elevating walkability and pedestrian safety is a key intended outcome in the City's strategic plan. The FY 2016/17 Capital Budget includes Renewal & Replacement funding the Street Lighting program for neighborhoods which will increase pedestrian safety by implementing Lighting and Crime Prevention Through Environmental (CPTED) improvements throughout the city.

INFRASTRUCTURE

Storm Drainage

The 2016 Community Survey continued to identify storm drainage as a key issue for residents. Resident reflected an increase in satisfaction with stormwater pump installations with 47 percent rating storm drainage improvements as excellent or good compared to 2009 (44 percent) and 2014 (25 percent). During FY 2013/14, two new committees were formed to address the City's current and future drainage issues, the Mayor's Blue Ribbon Panel on Flooding and Sea Rise and the Flooding Mitigation Committee. This coupled with nearly nine out of ten residents (87 percent) claimed they would support the City spending tax dollars to address rising sea levels, ensures the City will continue its efforts to support stormwater improvements over the next fiscal year.

The City's strategic plan includes a KIO to ensure reliable stormwater management and resiliency against flooding through short and long-term solutions addressing sea-level rise. The FY 2014/15 Budget included funding for several positions to implement dozens of planned stormwater projects over the next five years to help convert the city's drainage system from a gravity-based system to a pumped system. The FY 2015/16 Budget included two positions in the Public Works department to enhance preventive maintenance to the stormwater infrastructure system that would focus on maintenance of the storm sewer mains. The FY 2016/17 includes a position that will focus on expediting projects through design engineering and oversight.

Traffic Flow

In the 2016 Community Survey, traffic continued to rate as a primary concern for residents with only 8.4 percent rated traffic flow as excellent or good. Although ratings for traffic flow remain unfavorable, both residents and businesses have expressed interest in alternate modes of transportation, primarily public transit. To accommodate this request, increasing mobility through trolleys, local bus circulators, and enhancing safety of pedestrian and bike lanes has been a priority. Nearly half of residents indicated they would consider taking the local bus circulator, trolley or light rail as an alternative to taking a car, 37.9 percent, 44.0 percent, and 45.2 percent respectively. During FY 2014/15, the City Commission voted to expand the City's trolley system from the existing North Beach Loop to include a Mid Beach Loop, a South Beach Loop, and a Collins Link. The FY 2016/17 Capital Budget also earmarks \$36 million in funding for the proposed Light Rail/Modern Street Car project.

The FY 2016/17 Capital Budget further expands the City's initiative to promote a bicycle safety campaign to help reduce accidents in the community by including funding to paint bicycle lanes green and create protected lanes to help separate bike and auto traffic on busy streets.

The FY 2016/17 Capital Budget includes additional funding for the deployment of an interim Intelligent Transportation System (ITS) and Smart Parking solution major special events and high impact periods. The long-term ITS solution is projected to cost approximately \$14.6 million, of which \$6.5 million in funding has been identified.

The FY 2015/16 Budget included an additional motor unit in Police, which resulted in a 50 percent increase in staffing to address traffic issues, improve enforcement, and provide additional visibility and an expanded loading zone enforcement program in Parking to reduce obstruction of traffic (double parking) on major thoroughfares. The scope of the program expands enforcement from the entertainment district to all areas of the city.

Build and Maintain Priority Infrastructure

The 2016 Community Survey continued to indicate the concern for sidewalk improvements. Only 38 percent of residents rated the condition of sidewalks as excellent or good. The FY 2016/17 Capital Budget includes funding of \$1 million for Pavement and Sidewalk improvements.

The FY 2016/17 Capital Budget includes \$2.4 million in Pay-As-You-Go funding for capital projects. Projects funded in this category will help address pressing needs such as: neighborhood projects; street lighting and irrigation improvements; park projects; and other projects that enhance public safety.

Additionally, funding is included for the Storage Tank Maintenance Program in the Office of Emergency Management in order to ensure environmental compliance of standards as established by the Miami Dade Regulatory Environmental Division and the Department of Environmental Resources Management.

EDUCATION EXCELLENCE

Achieve Educational Excellence

The FY 2016/17 budget includes funding for several initiatives to support K-12 Excellence including the second year of funding for the Voluntary Pre-Kindergarten program, expansion of the Miami Beach Nurse Enhancement Initiative providing behavioral health services to Fienberg Fisher K-8 Center, South Pointe Elementary, Nautilus Middle School, Biscayne Elementary, and Miami Beach Senior High School, and expansion of dual enrollment options at Nautilus Middle School and Miami Beach Senior High School, through a partnership with City of Miami Beach, Miami-Dade College and Miami-Dade County Public Schools.

MANAGEMENT & SERVICE DELIVERY

Financial Transparency

During FY 2014/15, the City launched an interactive financial transparency portal, which provides the public with unprecedented access to fiscal information. The portal provides online access to the budget and displays multiple views of current and historic revenue and expenses down to the fund, department, and object code level. This powerful visualization software transforms volumes of raw data into actionable insight and information, enabling better analysis and understanding of the City's budget and how taxpayer money is allocated. To access the platform, visit: <https://miamibeachfl.opengov.com/transparency>

The FY2016/17 budget also includes a \$3 million set-aside to offset an estimated \$6 million Pension Mortality Payment expected in FY 2017/18.

Streamline Delivery of Services

Several administrative enhancements that support the KIO in the strategic plan to streamline the delivery of services through all departments are included in the FY 2016/17 Budget such as:

- Create network path continuity in the physical paths routing the circuits that connect the City of Miami Beach to the Terremark Network Access Point (NAP) datacenter where the City's servers reside through the IT Department.
- Streamline the purpose of scanning, indexing and archiving all Land Use, Historic Preservation & Zoning Map documents/information, used to update the Historic Preservation webpage by adding a position in the Planning Department that is intended to be filled by a participant of the Best Buddies program.
- Purchase software that provides support for the compliance efforts related to the local hire ordinance for the Procurement Department.

In FY 2014/15, the City began the Munis/Energov technology project to replace its existing Enterprise Resource Planning System (ERP) and permitting and licensing system over the next three years. This key project includes funding for a full business process review (BPR) of all functional areas of the new systems prior to the commencement of implementation activities. The goal of the BPR is two-fold: (1) make business operations more efficient and effective; (2) and more effectively utilize technological investments. In this manner, the new systems will be aligned with improved processes offering the greatest opportunity to improve the City's business operations. Many positive process changes are anticipated as the Munis/Energov project progresses during FY 2016/17. The FY 2016/17 Budget also includes a dedicated position to support the project in the IT Department.

Since FY 2005/06, the annual budget has included funding specifically for Information & Communications Technology Projects. Each year, departments propose projects which are then reviewed and prioritized by the IT Steering Committee, which is comprised of the Assistant City Managers, the Chief Financial Officer, the Fire and Police Chiefs, the IT Director, and the Budget Director.

Funding for the FY 2015/16 proposed projects totals \$534,000 and is funded by a transfer of \$395,000 from the General Fund and a transfer of \$139,000 from the Information & Communications Technology Fund Balance. Below is a summary of the proposed projects.

- Surveillance Camera Storage Solution (\$169,000): This project would purchase additional storage for the Police Department's expanding surveillance camera program.
- Control Room Storage Upgrades (\$120,000): The project will purchase an additional 100 TB of storage capacity for the Communications department to store Commission and Committee meetings. This will also allow the Communications department to edit media in real-time.
- Miami Beach Rising Above Portal (\$120,000): This project will purchase a portal for the Miami Beach Rising Above project that will focus on bringing attention to citywide resiliency, adaption and climate mitigation strategies and initiatives.
- Parks and Recreation Software (\$75,000): This project will allow the Department of Parks and Recreation Department to procure a software solution for the registration and scheduling of programs as well as keep track of point of sale transactions and inventory.
- Audit Management Software (\$39,000): This project would address the City's Internal Audit department's need to automate the internal audit process. The Audit Management software includes risk assessment, scheduling, planning, execution, review, report generation, trend analysis, and audit committee reporting and storage. An additional feature of the software is the ability to automate follow up of all findings.
- Power DMS (\$11,000): This project will allow for the purchase of document management software for the Code Compliance department which will provide an all-inclusive solution for the electronic maintenance and administration of Standard Operating Procedures (SOPs), certification and other document-based elements. The web-based software will also allow administrators to effectively distribute policies, train staff and manage other accreditation related issues.

ANALYSIS OF PROPERTY VALUES IN MIAMI BEACH

On July 1, 2016, the City received the 2016 Certification of Taxable Value from the Property Appraiser's Office stating that the taxable value for the City of Miami Beach is \$34.6 billion including \$1.1 billion in new construction. The certified 2016 value represents an increase of \$3.9

billion or 13.03 percent more than the July 1, 2015, Certification of Taxable Value of \$30.6 billion.

As shown in the following table, the comparative assessed values for the Miami Beach Redevelopment Agency City Center redevelopment district increased from \$4.8 billion to \$5.6 billion an increase of \$791 million or a 16.4 percent increase over 2015 certified values. Citywide values excluding City Center increased from \$25.9 billion to \$29.0 billion, an increase of \$3.2 billion or 12.4 percent. Values outside the City Center area determine General Fund revenues.

	Jan. 1 2015 Value (in billions)			% Chg.	Jan. 1, 2016 Value (in billions)	Change from 2015 Value (Budget)	
	As of July 1, 2015 (For 2015/16 Budget)	Revised Value (For 2015/16 Projection)	Change in 2015 Values		As of July 1, 2016 (For 2016/17 Budget)	\$ (in billions)	% Chg
Total Citywide	\$ 30.6978	\$ 29.9200	(0.7778)	-2.5%	\$ 34.6977	\$ 3.9999	13.0%
RDA – City Ctr	\$ 4.8216	\$ 4.4806	\$(0.3410)	-7.1%	\$ 5.6127	\$ 0.7911	16.4%
Citywide Net of City Center	\$ 25.8762	\$ 25.4394	\$(0.4368)	-1.7%	\$ 29.0850	\$ 3.2088	12.4%

Determining the Operating Millage Levy

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 2016 Certification of Taxable Value and has been set at \$34.7 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 \$32.9 million. Net of Center City RDA tax increment available to the General Fund, the value of one mill at 95 percent is \$28.2 million.

Impacts of Changes in Property Values

For FY 2016/17, the proposed operating millage rate for general City operations is 5.7092, which is equivalent to FY 2015/16. Based on the July 1, 2016, Certification of Taxable Value, 5.7092 mills would generate approximately \$160,779,000 in general tax revenues, an increase of \$17,618,000 over FY 2015/16 budgeted property tax revenues Citywide (General Fund and City Center RDA).

Further, the January 1, 2015, tax roll Citywide declined by \$777.9 million between the July 1, 2015 valuation and the July 1, 2016 valuation due to appeals, adjustments, etc., which is part of the reason that the FY 2016/17 “rolled-back rate” is significantly less than the FY 2015/16

current millage rate. The value of the area outside of City Center RDA declined by almost \$436.9 million.

State Legislated Operating Millage Requirements

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 approval of the Commission Millage is required to approve a millage up to 6.3643 (equivalent to 3.75 percent increase in property tax revenues). The 1.0375 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 7.0007 (equivalent to a 10 percent increase in the ad valorem revenues above Option I).
- **Option III:** Option III: A unanimous approval of the Commission or referendum is required to approve a millage above 7.007 up to the 10 mill cap

The proposed operating millage rate of 5.7092 therefore requires a majority approval (4 of 7 votes) of the Commission.

Determining the Voted Debt Service Millage Levy

The general obligation debt service payment for FY 2016/17 is approximately \$5.9 million. Based on the July 1, 2016 Certified Taxable Value from the Property Appraiser, these bonds would require the levy of a voted debt service millage of 0.1796 mills. This represents a decrease of 0.0235 mills.

Combining the Operating and Voted Debt Service Millage Levy

At the July 13, 2016, Commission meeting, the Commission set the combined millage to 5.8888, a reduction of 0.0235 mills compared to FY 2015/16. Illustrated below is a comparison of the combined millage rates and ad valorem revenues to the City of Miami Beach for FY 2015/16 and FY 2016/17 (preliminary) including RDA.

City of Miami Beach Millage Rates	FY 15/16	FY 16/17	Inc/(Dec)	From FY15/16
Operating Millage	5.7092	5.7092	0.0000	0.0%
Debt Service	0.2031	0.1796	-0.0235	-11.6%
Total	5.9123	5.8888	-0.0235	-0.4%

If these recommended millage rates are tentatively adopted, then the City of Miami Beach’s total operating millage will decrease to the lowest rate in at least 54 years for which we have found records.

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 2015, the CPI has been determined to be 0.7 percent and therefore, the increase is capped at 0.7 percent for increased values as of January 1, 2016.

Overall, based on the homesteaded properties in the January 1, 2015 homestead values as of July 1, 2015 valuation, the median value of homesteaded property in Miami Beach for 2014 was \$155,690, and the average \$383,781. Applying the increase to the market value of all existing homesteaded properties from the 2015 tax roll, and the 0.7 percent CPI adjustment, the impact of the millage rate adjustment to homesteaded properties would be as shown in the following table.

Homesteaded Properties				
	FY 2015/16		FY 2016/17	
			with 0.7% CPI	
	Median	Average	Median	Average
	\$ 155,690	\$ 383,782	\$ 156,780	\$ 386,468
City of Miami Beach				
Operating	\$ 889	\$ 2,191	\$ 895	\$ 2,206
Voted Debt	32	78	28	69
Total Miami Beach	\$ 921	\$ 2,269	\$ 923	\$ 2,275
\$ Change in Taxes				
Operating			\$ 6	\$ 15
Voted Debt			(4)	(9)
Total Miami Beach			\$ 2	\$ 6

* Source: Miami-Dade County Property Appraiser's - 2015-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 13.03 percent. The property value of individual properties may increase up to, but not more than 10 percent (excluding the school millage portion of the property tax bill). However, an individual property owner may see a higher than 10 percent increase if there is a change in ownership of a capped property resulting in a reset of the cap. Another potential factor, if applicable, would be the value of new construction which could contribute to a property value increase of higher than 10 percent.

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, Okeechobee Basin, Everglades Project, and the Florida Inland Navigational District. These taxing authorities represent 70 percent of a Miami Beach property owner's tax bill.

The countywide tax rate for Miami-Dade County millage remained flat at 4.6669; the library tax rate is flat at 0.2840 mills; and the debt service millage is decreased by 0.05 to 0.4000 mills.

The tax rate for the Miami-Dade School District decreased from 7.6120 to 7.3220 mills. The Children's Trust millage is maintained at 0.5000 mills. As a whole, the millage rates for the South Florida Water Management District, Okeechobee Basin, Everglades Project, and Florida Inland Navigational District decreased from 0.3896 mills to 0.3627 mills.

With the proposed rates for FY 2016/17, the Miami Beach portion of the tax bill is approximately 30 percent of the total bill. *Of note, the County millage is 1.0351 mills less than their millage in FY 2006/07, as compared to the City's millage which is 1.7842 mills less than the City millage in FY 2006/07.* Further, the School Board millage is only 0.7830 below the FY 2006/07 millage rate. 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 15/16	FY 16/17	Variance from FY 15/16	Variance from FY 06/07
City of Miami Beach					
Operating Millage	7.3740	5.7092	5.7092	0.0000	-1.6648
Voted Debt Service	0.2990	0.2031	0.1796	-0.0235	-0.1194
Total	7.6730	5.9123	5.8888	-0.0235	-1.7842
Miami Dade County					
Countywide	5.6150	4.6669	4.6669	0.0000	-0.9481
Library	0.4860	0.2840	0.2840	0.0000	-0.2020
Debt Service	0.2850	0.4500	0.4000	-0.0500	0.1150
Subtotal	6.3860	5.4009	5.3509	-0.0500	-1.0351
School Board					
Total	8.1050	7.6120	7.3220	-0.2900	-0.7830
Children's Trust	0.4220	0.5000	0.5000	0.0000	0.0780
Other	0.7360	0.3896	0.3627	-0.0269	-0.3733
Total	23.3220	19.8148	19.4244	-0.3904	-3.8976

Impact of Combined Tax Rates of Overlapping Jurisdictions on Homesteaded Properties

The median and average January 1, 2015 taxable values of \$155,690 and \$383,782, respectively, will increase by 0.7 percent CPI in FY 2016/17 due to the Save Our Homes Cap which only allows taxable values to increase by 3.0 percent or CPI, whichever is lower.

The following table provides examples of changes in property taxes for homesteaded properties using the proposed tax rates and potential changes from 2016 values. Applying the proposed combined millage rates results in a decrease of \$41 for the median taxable home value and a \$98 decrease for the average taxable home value.

Impact on Homesteaded Properties Assuming Changes in Taxable Value from January 1, 2016				
	FY 2015/16		FY 2016/17 with 0.7% CPI	
	Median	Average	Median	Average
2016 Preliminary Taxable Value	\$ 155,690	\$ 383,782	\$ 156,780	\$ 386,468
City of Miami Beach				
Operating	\$ 889	\$ 2,191	\$ 895	\$ 2,206
Voted Debt	32	78	28	69
Total Miami Beach	\$ 921	\$ 2,269	\$ 923	\$ 2,275
Miami Dade County	841	2,073	839	2,068
Schools	1,185	2,921	1,148	2,830
Other	139	341	135	333
Total	\$ 3,086	\$ 7,604	\$ 3,045	\$ 7,506
Change in Taxes				
City of Miami Beach				
Operating			\$ 6	\$ 15
Voted Debt			(4)	(9)
Total Miami Beach			\$ 2	\$ 6
Miami Dade County			(2)	(5)
Schools			(37)	(91)
Other			(4)	(8)
Total			\$ (41)	\$ (98)

Median properties would pay approximately \$3,045 for all taxing jurisdictions combined, while the average taxes generated would be approximately \$7,506 per homesteaded property. Of these taxing jurisdictions, the highest component is the Miami-Dade School Board, at \$1,148 for a median value property, and \$2,830 for an average valued property.

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.

CAPITAL BUDGET

The City’s annual capital budget contains capital project commitments appropriated for Fiscal Year (FY) 2016/17 Capital Budget. Preparation of the Capital Budget occurred simultaneously with the development of the FY 2016/17 – FY 2020/21 Capital Improvement Program (CIP) and FY 2016/17 Operating Budget.

The Capital Budget for FY 2016/17 totals \$86.6 million and will be appropriated on October 1, 2016. Projects will address many needs in different areas of the City including: neighborhood enhancements such as landscaping, sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovation and upgrades; renovation of seawalls; parking lot and garage renovation, construction/renovation of public facilities; and vehicle replacement. For a detailed listing of all capital projects, please refer to the Proposed FY 2016/17 – 2020/21 Capital Improvement Plan & FY 2016/17 Capital Budget document.

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.

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, Parking, and Convention Center Departments. The FY 2016/17 Enterprise Funds Budget is \$209.3 million. This represents a decrease of \$2.8 million (1 percent) from the FY 2015/16 budget of \$212.1 million, primarily due to:

- A significant reduction (\$16.7 million) in the Parking budget due to lower than anticipated revenue collections in FY 2015/16. This may be as a result of increases in parking rates which took effect in FY 2015/16, as well as the growing popularity of a variety of ride sharing companies operating in the City.
- Sewer reflects an increase in expenditures of \$7.1 million, primarily due to increased sewer treatment costs and DERM fees. The budget also includes a proposed rate increase, which would generate \$5.7 million in additional revenues.
- Stormwater reflects an increase in expenditures of \$7.3 million, primarily due to a \$6 million increase in debt service costs, as a result of the FY2017 stormwater bond.

INTERNAL SERVICE FUNDS

Internal Service Funds are comprised of the Central Services, Fleet Management, Information Technology, Risk Management, Medical & Dental and Property Management Divisions. The FY 2016/17 Internal Service Fund budget is \$83.9 million, or 4.4 percent, more than FY 2015/16. Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, Special Revenue Funds, and the Risk Management Fund reimburses the General Fund for the cost of legal services.

RESORT TAX FUND

The FY 2016/17 Resort Tax budget is \$86.7 million, an increase of \$8.0 million or 10.3 percent

from FY 2015/16. This increase reflects the continued increase in resort tax revenues and the implementation of an additional 1 percent resort tax to pay for the Convention Center Renovation project. Highlights are listed below:

- New enhancement of \$255,000 for Code Compliance to add three additional positions for the purpose of coordinating, supervising and oversight of a Short-term Rental Investigation Team to increase proactive enforcement and investigation of illegal Short-Term Rentals.
- New enhancement of \$1,093,000 for Police to create an Entertainment District Unit that will deploy 12 officers for 24 hour/7 day week coverage to enhance and proactively address issues unique to the entertainment district and will also have dedicated homeless outreach responsibilities. Officers will be deployed in areas of focus to include; Ocean Drive, Washington Avenue, Collins Avenue, and any adjacent areas as required.
- \$37,609,000 (a \$1 million increase) is provided to the General Fund to support new and continuing tourism eligible expenditures such as more proactive code enforcement, cleanliness index, park ranger program, homelessness at Lummus Park, hurricane and disaster preparation equipment, increased support for the Miami Beach Botanical Garden and the City's cultural facilities, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and special event staffing; and fire rescue units in tourist and visitor areas. The funding also supports code compliance services to respond to evening entertainment areas and provides for a portion of the operational costs of the Tourism and Cultural Development.
- Includes \$2.8 million for enhancing the outcomes from major events such as Memorial Day, including management and Goodwill Ambassadors.
- The contribution to the Miami Beach Visitor and Convention Authority will increase from \$2.6 million to \$2.8 million based on the legislated funding formula.
- Maintains \$350,000 is provided to continue the local Miami Beach marketing campaign, to be matched with funds from the Greater Miami Convention and Visitors Bureau, the Miami Beach Visitor and Convention Authority, and the Cultural Arts Council.
- Maintains \$300,000 for enhanced holiday decorations in the tourism areas.
- \$200,000 contribution to help offset expenses of the Miami Beach Bowl or equivalent event.
- Maintains \$100,000 for enhancing the 4th of July event.
- The third year of a 15 year annual contribution of \$1 million to Mount Sinai Medical Center to fund the design and construction of a new Emergency Room facility.

- The contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) increased from \$5.4 million to \$6.5 based on a new performance-based contract.
- Increased the transfer to Sanitation from \$542,000 to \$4,213,000 (a \$3.7 million increase) which was previously funded through the former South Pointe RDA.
- Includes the estimated debt costs of \$13 million associated with the Resort Tax revenue bonds for the redevelopment of the Miami Beach Convention Center.

CONCLUSION

Through rigorous review and good leadership, the Proposed Work Plan and Budget for FY 2016/17 is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors and continuing structural enhancements to ensure the long-term sustainability of the City.

The proposed combined millage rate of 5.8888, which is 0.0235 mills less than FY15/16, is the lowest in the history of the City of Miami Beach, and certainly in the last 54 years for which we have found records. The FY 2016/17 Budget includes efficiencies that further streamline government operations and service level enhancements that address high priority needs of the City.

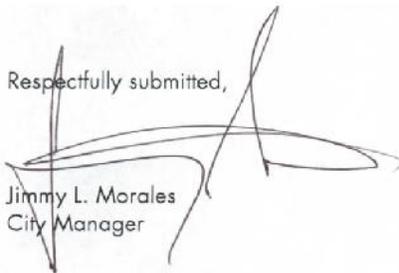
ACKNOWLEDGEMENTS

I would like to thank Mayor Philip Levine 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 thank all staff from throughout the City who have worked hard over the last year to respond to changes in priorities from the City Commission. I would particularly like to thank my Assistant City Managers and all Department and Division Directors. I appreciate all of us working together towards developing a balanced budget that will help improve our community. In particular, I would like to recognize and thank Cintya Ramos, Budget Director; Tameka Otto Stewart, Budget Officer; Richard Ajami, Natasha Diaz, and Lauren Wynn, Senior Budget Analysts; Damaris Lozano, Budget Analyst; Katherine Gonzalez, Senior Management Consultant; and Francis Frances, Executive Office Associate.

Respectfully submitted,

Jimmy L. Morales
City Manager



**ATTACHMENT A
PROPOSED FY 2016/17 EFFICIENCIES**

Program/Function	Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction	Potential Impact
BUILDING				
1 Eliminate one (1) CAP Structural Plans Examiner	General	\$250,000		Core Service Impact
2 Eliminate one and one-half contracted Permit Clerks	General	\$51,000		Core Service Impact
3 Reduce funding for the replacement of various workstations and office furniture within the department	General	\$6,000	\$6,000	Minimal Service Impact
Total		\$307,000	\$6,000	
CAPITAL IMPROVEMENT PROJECTS (CIP)				
4 CIP Project Management Staff - Construction Manager	General	\$58,000		Minimal Service Impact
5 Administrative Support Staff - Office Associate IV - Provide administrative support to the Department, process payments, process purchase orders, scan documents, receptionist responsibilities, etc.	General	\$41,000		Minimal Service Impact
Total		\$99,000	\$0	
CITY ATTORNEY				
6 Professional Services-Reduce FY17 request - additional in-house work will need to be done	General	\$40,000		Core Service Impact
7 Legal Fees Public - Decrease due to reduced need of outside council after Union negotiations are completed	General	\$40,000		Core Service Impact
8 Supplies other - purchasing of new file cabinets and other miscellaneous office furniture throughout the office which needs to be updated or replaced	General	\$18,000		Minimal Service Impact
9 Renovations - Renovation of the City Attorney's office areas for optimization of space plan	General	\$18,000		Minimal Service Impact
Total		\$116,000	\$0	
CITY CLERK				
10 Full-Time to Part-Time Reduction: Reduce a full-time Code Violations Clerk to a part-time status. Having the appropriate staff to support the Office of the Special Master is essential in order for the Office to provide prompt and comprehensive services to the Special Master, the public, and City Departments (Code, Fire, Building, Parking, Historic Preservation Board and Police (Red Light Camera Violations)). The reduction would increase the turnaround time required to resolve Code Violations, and would create additional burden on the Office of the City Clerk's staff that would have to assume the additional work. In addition, the number of Special Master hearings must be reduced from four to three times a month. Special Master hearings are held four times a month including both day and evening hearings. By undertaking these reductions, compliance with the Code within a reasonable time frame may be impacted, as hearings and compliance will be set further into the future.	General	\$29,000		Core Service Impact
11 Make one of the Central Services Technician to a (20 hour per week) part-time employee. Having the staff to support the Mail Room Functions is essential in order to ensure that letters and packages are promptly sent and delivered in and out of the workplace. By reducing this position to a part-time status it will impact every City Department, as everyone sends and receives mail. The timeliness of getting mail to clients and residents is crucial. The reduction would increase the intervals between mail distribution and pickup. Large outgoing mailings, especially those requiring collating letters or brochures and stuffing and stamping the envelopes may have to be outsourced. The turnaround time required for print jobs would also be impacted, as the staff that is currently assigned to the print shop would be utilized to undertake the essential functions of the mailroom.	Internal	\$25,000		Core Service Impact
12 The following miscellaneous expenses may be reduced. 1) Travel at a cost of \$2K; 2) Training & awards at \$2K, and 3) Subscriptions at a cost of \$1K. These reductions will impact the education and training received by employees of the Office of the City Clerk and possibly impact services.	General	\$5,000	\$5,000	Moderate Service Impact
Total		\$59,000	\$5,000	
CITY MANAGER				
13 Eliminate 2 Part-time Rapid Response Team positions	General	\$48,000	\$48,000	Moderate Service Impact
14 Reduce Rapid Response Team supply budget	General	\$15,000	\$15,000	Moderate Service Impact
Total		\$63,000	\$63,000	
CODE COMPLIANCE				
15 Move the expense of two existing Code Compliance Officer positions dedicated to handling short-term rental investigations from General Fund to Resort Tax (Salary, Uniforms, Social Security)	General	\$146,000	\$146,000	Minimal Service Impact
16 Reduce funding for Lot Clearance Services	General	\$12,000	\$12,000	Minimal Service Impact
17 Reduce funding for Departmental Accreditation	General	\$2,000	\$2,000	Minimal Service Impact
Total		\$160,000	\$160,000	

**ATTACHMENT A
PROPOSED FY 2016/17 EFFICIENCIES**

Program/Function	Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction	Potential Impact
COMMUNICATIONS				
18 Reduce the amount of professional services or the number of temporary employees. These employees typically include the sounds engineer, photographers and on-air staff for original programming on MBTV.	General	\$30,000		Core Service Impact
19 Reduce travel for staff which would limit the option for travel for out of town training, etc.	General	\$10,000	\$10,000	Minimal Service Impact
20 Reduce Office Supplies budget	General	\$4,000	\$4,000	Minimal Service Impact
	Total	\$44,000	\$14,000	
EMERGENCY MANAGEMENT				
21 Eliminate Security Guards located in the City Hall Campus	General	\$150,000		Moderate Service Impact
22 Eliminate one Emergency Management Specialist position	General	\$76,000		Moderate Service Impact
23 Eliminate Security Assessment & Crime Prevention Design program	General	\$56,000		Moderate Service Impact
	Total	\$282,000	\$0	
FINANCE				
24 Reduce professional services expenses	General	\$80,000	\$80,000	Minimal Service Impact
25 Reduce postage expenses	General	\$20,000		Core Service Impact
	Total	\$100,000	\$80,000	
FIRE				
26 Not Fill 10 Part-Time Lifeguard Positions in Ocean Rescue	General	\$175,000		Core Service Impact
27 Not Fill 2 Firefighter I positions	General	\$170,000		Core Service Impact
28 Eliminate Grant requests with required matching funds	General	\$133,000		Core Service Impact
29 Eliminate 1 FPA Position in Fire Prevention	General	\$113,000		Core Service Impact
30 Reduce Uniform expenses	General	\$97,000		Moderate Service Impact
31 Eliminate Administrative Assistant I in Fire Prevention	General	\$80,000		Core Service Impact
32 Reduce Other Operating expenses	General	\$74,000	\$74,000	Moderate Service Impact
33 Eliminate 1 Inspector Position in Fire Prevention	General	\$65,000		Core Service Impact
34 Reduce Conferences / Travel expenses	General	\$55,000	\$55,000	Moderate Service Impact
35 Eliminate Quarter Master Position	General	\$54,000		Core Service Impact
36 Reduce Training/Award expenses	General	\$38,000		Moderate Service Impact
37 Remove Temporary Labor Funding	General	\$35,000	\$35,000	Moderate Service Impact
38 Reduce In-house Background Testing	General	\$27,000		Moderate Service Impact
39 Reduce Contracted Services expenses	General	\$20,000	\$20,000	Moderate Service Impact
40 Reduce Office Supplies expenses	General	\$16,000	\$16,000	Moderate Service Impact
41 Reduce Subscription expenses	General	\$6,000	\$6,000	Minimal Service Impact
42 Reduce Promotion expenses (Pub Ed: Hats, books, pencils etc.)	General	\$5,000		Moderate Service Impact
43 Reduce Furniture expenses	General	\$5,000	\$5,000	Minimal Service Impact
44 Reduce Dues & Membership expenses	General	\$4,000	\$4,000	Moderate Service Impact
	Total	\$1,172,000	\$215,000	
FLEET MANAGEMENT				
45 Reduce automobile car washing services	Internal	\$15,000	\$15,000	Moderate Service Impact
46 Reduce Vehicle and Heavy Equipment Towing Services	Internal	\$7,000		Core Service Impact
47 Reduce Contract Maintenance	Internal	\$135,000		Moderate Service Impact
48 Reduce Contracted Services-repairs and maintenance	Internal	\$11,000		Moderate Service Impact
	Total	\$168,000	\$15,000	
HOUSING & COMMUNITY SERVICES				
49 Elimination of HOME Coordinator	General	\$41,000		Moderate Service Impact
50 Elimination of 5 shelter beds at Lotus House	General	\$16,000		Minimal Service Impact
51 Elimination of Police overtime	General	\$10,000		Minimal Service Impact
52 Reduce homeless relocation	General	\$10,000		Moderate Service Impact
53 Reduce homeless rent assistance for shelter transitions	General	\$9,000		Moderate Service Impact
54 Elimination of homeless client storage	General	\$2,000		Minimal Service Impact
	Total	\$88,000	\$0	
HUMAN RESOURCES & LABOR RELATIONS				
55 Professional Services	General	\$20,000	\$20,000	Minimal Service Impact
56 Professional Services	General	\$20,000	\$20,000	Minimal Service Impact
57 Temporary Labor	General	\$13,000	\$13,000	Minimal Service Impact
58 Training & Awards	General	\$3,000	\$3,000	Minimal Service Impact
59 Training & Awards	General	\$2,000	\$2,000	Minimal Service Impact
	Total	\$58,000	\$58,000	
HUMAN RESOURCES - RISK MANAGEMENT				
60 Professional Services	Internal	\$34,000		Core Service Impact
	Total	\$34,000	\$0	
INFORMATION TECHNOLOGY				
61 IT can research the possibility of developing applications that run on the iPad deployed for Energov project in order to make the Panasonic Toughbooks obsolete for Building and Code thereby eliminating the need to replace the Building and Code units that are due to be replaced in FY 16/17.	Internal	\$200,000		Moderate Service Impact
62 IT can research the possibility of converging storage technologies versus the trending predicted growth of storage requirements to reduce the amount of Storage Area Network growth that is purchased in FY 16/17 to maintain the industry best practice buffer capacity between storage demands and storage supply.	Internal	\$160,000	\$160,000	Core Service Impact
	Total	\$360,000	\$160,000	

**ATTACHMENT A
PROPOSED FY 2016/17 EFFICIENCIES**

Program/Function	Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction	Potential Impact
OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT				
63 Reduce Professional Fees for outside Audit Contractors	General	\$20,000		Moderate Service Impact
64 Training and Awards	General	\$10,000	\$10,000	Minimal Service Impact
65 Prof Services	General	\$4,000	\$4,000	Minimal Service Impact
66 Travel	General	\$4,000	\$4,000	Minimal Service Impact
67 Advertising	General	\$2,000	\$2,000	Minimal Service Impact
68 Other Operating	General	\$2,000	\$2,000	Minimal Service Impact
69 Dues and Membership	General	\$2,000	\$2,000	Minimal Service Impact
Total		\$44,000	\$24,000	
ORGANIZATIONAL DEVELOPMENT & PERFORMANCE INITIATIVES				
70 New Hire Orientation	General	\$5,000		Core Service Impact
71 Additional Adobe Licenses	General	\$3,000		Core Service Impact
72 Employee Suggestion Program	General	\$2,000		Core Service Impact
73 Supplies Other - Equipment	General	\$2,000	\$2,000	Minimal Service Impact
74 Supplies Office - Projector	General	\$1,000	\$1,000	Minimal Service Impact
75 Dues & Memberships New	General	\$1,000	\$1,000	Minimal Service Impact
76 Telephone	General	\$1,000	\$1,000	Minimal Service Impact
Total		\$15,000	\$5,000	
PARKING				
77 Garage Washdown	Enterprise	\$335,000	\$26,000	Moderate Service Impact
78 Highgrade Concrete treatment	Enterprise	\$164,000	\$164,000	Minimal Service Impact
79 FLZ - Police overtime	Enterprise	\$150,000		Core Service Impact
80 Painting (12th Street and 13th Street Garages - \$200K budget) - reduce to 1 garage	Enterprise	\$100,000		Moderate Service Impact
81 PC Replacements	Enterprise	\$75,000		Core Service Impact
82 Advertising	Enterprise	\$70,000		Minimal Service Impact
83 Cost of development and processing of permits that have not transitioned to paperless system i.e. house of worship, hotel hang tags, etc.	Enterprise	\$68,000		Minimal Service Impact
84 Holiday Lighting	Enterprise	\$55,000	\$55,000	Minimal Service Impact
85 Garage Police Off-Duty (Memorial Day and New Year's Eve)	Enterprise	\$50,000		Core Service Impact
86 Extend Pay by Phone	Enterprise	\$26,000		Minimal Service Impact
Total		\$1,093,000	\$245,000	
PARKS & RECREATION				
87 Reduction in Parks Ground Maintenance City-Wide	General	\$205,000		Moderate Service Impact
88 Reduction of Overtime	General	\$93,000	\$93,000	Moderate Service Impact
89 Reduction in Overall Parks and Recreation Property Management Budget	General	\$75,000		Core Service Impact
90 Elimination of Park Facilities Furniture & Fixtures Replacement	General	\$47,000	\$47,000	Minimal Service Impact
91 Elimination of 1 of 2 Streetscape Maintenance Operators	General	\$33,000		Moderate Service Impact
92 Reduction in Sand, Fertilizer, Chemicals and Grounds/Landscaping	General	\$32,000		Core Service Impact
93 Reduction in Sand, Fertilizer and Chemicals	General	\$27,000		Core Service Impact
94 Reduction in Park Facilities Paint and Janitorial Supplies (Budget will remain same as FY16)	General	\$23,000		Core Service Impact
95 Reduction in Replacement of Plant Materials (Budget will remain same as FY16)	General	\$20,000	\$20,000	Minimal Service Impact
96 Reduction in Special Event Rentals (Ex. Inflatables and Carnival Rides)	General	\$15,000		Core Service Impact
97 Reduction in Year-round Youth Programming Expenses	General	\$15,000		Core Service Impact
98 Conversion of a FT Golf Course Equipment Operator to part-time	General	\$15,000		Moderate Service Impact
99 Elimination of Ice Rink Ammonia Refrigeration Plant Repairs	General	\$12,000		Moderate Service Impact
100 Elimination of North Shore Park Senior Scenes Budget Increase (Budget will remain same as FY16)	General	\$9,000		Moderate Service Impact
101 Reduction in Staff Conferences (1 STMC, 1 NARCE, and 3 FRPA)	General	\$8,000	\$8,000	Minimal Service Impact
102 Reduction in Office Supplies (Park Facilities and Administration)	General	\$8,000	\$8,000	Minimal Service Impact
103 Reduction in New Program Instructors	General	\$7,000		Minimal Service Impact
104 Reduction in General Repairs and Maintenance	General	\$6,000		Moderate Service Impact
105 Reduction in Park Ranger Uniforms	General	\$5,000		Minimal Service Impact
106 Reduction in Advertising	General	\$5,000	\$5,000	Minimal Service Impact
107 Reduction in Director Conferences (1 Out of State Conference)	General	\$3,000	\$3,000	Minimal Service Impact
108 Reduction in Tree Pruning	General	\$3,000		Moderate Service Impact
109 Reduction in Golf Course Repairs & Maintenance	General	\$3,000		Moderate Service Impact
110 Reduction in General Repairs and Maintenance	General	\$3,000		Moderate Service Impact
111 Elimination of Staff Trainings and Certifications	General	\$2,000		Minimal Service Impact
Total		\$674,000	\$184,000	
PLANNING				
112 Professional Services	General	\$40,000	\$40,000	Core Service Impact
113 E-Recording	General	\$15,000		Core Service Impact
114 Advertising	General	\$10,000		Core Service Impact
115 Postage	General	\$7,000		Core Service Impact
116 Travel	General	\$5,000	\$5,000	Minimal Service Impact
117 Supplies	General	\$5,000		Core Service Impact
118 Printing	General	\$3,000		Core Service Impact
119 Dues & Memberships	General	\$3,000	\$3,000	Minimal Service Impact
Total		\$88,000	\$48,000	

**ATTACHMENT A
PROPOSED FY 2016/17 EFFICIENCIES**

Program/Function	Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction	Potential Impact
POLICE				
120 10 Police Officer vacancies	General	\$1,270,000		Core Service Impact
121 Security Guards that provide services to various locations throughout the city. These locations include Recreation Corridor, Alaska Bay, Boardwalk – North & South & City Hall.	General	\$411,000		Core Service Impact
122 Eliminate 6 Full Time Public Safety positions	General	\$286,000		Core Service Impact
123 School Liaison Officers (5) @ \$1,706.00 bi-weekly*17 pay periods	General	\$154,000		Core Service Impact
Total		\$2,121,000	\$0	
PROCUREMENT				
124 Salaries & Wages (Convert Procurement Officer III position into Procurement Contract Analyst I)	General	\$45,000	\$17,000	Minimal Service Impact
125 Professional Services	General	\$14,000	\$14,000	Core Service Impact
126 Telephone	General	\$2,000	\$2,000	Minimal Service Impact
127 Supplies-Other	General	\$2,000	\$2,000	Moderate Service Impact
128 Furniture & Fixtures	General	\$1,000	\$1,000	Minimal Service Impact
Total		\$64,000	\$36,000	
PROPERTY MANAGEMENT				
130 Elimination of Access Control Consultant	General	\$25,000		Moderate Service Impact
131 Elimination of Infrared Aerial Roof Moisture Scan	General	\$75,000		Moderate Service Impact
132 Elimination of Temporary Labor	General	\$30,000		Moderate Service Impact
133 Reduction in Overtime	General	\$53,500		Moderate Service Impact
Total		\$183,500	\$0	
PUBLIC WORKS				
134 Wire, Fixture, Street Lighting, & Electrical reduction	General	\$100,000		Core Service Impact
135 Contract Maintenance (FY 16/17 Increase)	General	\$99,000		Core Service Impact
136 Resurfacing of Streets & Electrical Wiring	General	\$79,000		Core Service Impact
137 Professional Consulting Services	General	\$25,000	\$25,000	Moderate Service Impact
138 Reduce E-builder licenses by 4	General	\$6,000	\$6,000	Minimal Service Impact
Total		\$309,000	\$31,000	
PUBLIC WORKS - SEWER				
139 Electrical Services	Enterprise	\$150,000		Core Service Impact
140 Generator Services and Load Bank Testing	Enterprise	\$145,000		Core Service Impact
141 Emergency Repairs reduction from \$250K to \$210K	Enterprise	\$40,000	\$40,000	Minimal Service Impact
Total		\$335,000	\$40,000	
PUBLIC WORKS - STORMWATER				
142 Contract services - reduce \$100K to eliminate pump rebuilds	Enterprise	\$100,000		Core Service Impact
143 Rent Building and Equipment reduce from \$192K to \$142K (eliminate Jersey Dam)	Enterprise	\$50,000		Minimal Service Impact
144 Other- reduce tide flex \$20K, reduce castings \$20K	Enterprise	\$40,000		Core Service Impact
145 Eliminate \$35K for portable pump	Enterprise	\$35,000		Core Service Impact
146 Environmental Specialist moved to Environmental Department	Enterprise	\$99,000		Minimal Service Impact
Total		\$324,000	\$0	
PUBLIC WORKS - WATER				
146 Pipes, valves, saddles, and repair clamps reduction	Enterprise	\$135,000		Core Service Impact
147 Rexall Warranty on Variable Frequency Drives	Enterprise	\$50,000	\$50,000	Minimal Service Impact
148 Water Storage Tank Rehab	Enterprise	\$50,000		Core Service Impact
149 Contingency	Enterprise	\$71,000		Core Service Impact
Total		\$306,000	\$50,000	
TOURISM, CULTURE, & ECONOMIC DEVELOPMENT				
150 Vacant Field Monitor Position. TCED, currently, has two Field Monitors budgeted. The result of being budgeted for one would impact the routine monitoring of film, photography, special events production activities as well as beach concessions and Market contracts.	General	\$41,000		Core Service Impact
151 Art Education Program (30% reduction, CAC Division would still fund \$75K per Fiscal Year)	General	\$30,000	\$30,000	Moderate Service Impact
152 Arts in the Park Program (About 9% Reduction of SoundScape Cinema Series and live performances in the Parks)	General	\$5,000	\$5,000	Minimal Service Impact
Total		\$76,000	\$35,000	

**ATTACHMENT A
PROPOSED FY 2016/17 EFFICIENCIES**

Program/Function	Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction	Potential Impact
SANITATION				
153 Additional services will be reduced and only basic service will remain. Additional attendants & extended hours would be removed from facilities. This initiative was added to provide better service. The reduction in this service would result in a decrease in cleanliness and customer dissatisfaction. This service was added in fiscal year 2015.	Enterprise	\$367,000		Moderate Service Impact
154 Big Belly pilot program would be removed from service	Enterprise	\$37,000		Minimal Service Impact
155 Residential Bulk Waste	Enterprise	\$8,000		Minimal Service Impact
Total		\$412,000	\$0	
TRANSPORTATION				
156 Shortening operating service hours on weekdays by 0.5 hours and on Saturdays by 2 hours for citywide trolley system (Alton West Trolley, North Beach Loop, Mid Beach Loop, Collins Link, and South Beach Trolley). The new operating schedule would be Monday - Friday 6:30AM - Midnight and Saturday and Sunday 8AM - Midnight. Original budgeted service hours for the citywide trolley system (per CSL) are from 6AM - Midnight Monday through Saturday and 8AM - Midnight on Sundays.	Special Revenue	\$381,000		Moderate Service Impact
157 Deferring Traffic Studies	Special Revenue	\$46,000		Minimal Service Impact
Total		\$427,000	\$0	

Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction
General Fund	\$6,097,500	\$964,000
Internal Service impact (% could change based on allocations; 82% assumption)	\$482,000	\$144,000
	\$6,579,500	\$1,108,000
Internal Service	\$587,000	\$175,000
Enterprise	\$2,470,000	\$335,000
Special Revenue	\$427,000	\$0

**ATTACHMENT B
PROPOSED FY 2016/17 ENHANCEMENTS**

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total	
					FT	PT
Citywide						
1 Pension Mortality Payment Set Aside	General	\$3,000,000	\$3,000,000	\$0	0.0	0.0
2 Risk Management Fund Deficit Allowance	General	\$1,000,000		\$0	0.0	0.0
	Total	\$4,000,000	\$3,000,000	\$0	0.0	0.0
City Manager						
3 Open Data	General	\$647,000		\$597,000	3.0	0.0
	Total	\$647,000	\$0	\$597,000	3.0	0.0
Code Compliance						
4 Code Compliance Officers (2) - Short Term Rentals	Resort	\$161,000	\$161,000	\$132,000	2.0	0.0
5 Code Compliance Administrator - Short Term Rentals	Resort	\$94,000	\$94,000	\$83,000	1.0	0.0
	Total	\$255,000	\$255,000	\$215,000	3.0	0.0
Communications						
6 Part-time position to operate control room to televise additional public meetings	General	\$12,000		\$12,000	0.0	1.0
	Total	\$12,000	\$0	\$12,000	0.0	1.0
Environmental						
7 Environment & Sustainability - Assistant Director	General	\$108,000		\$152,000	1.0	0.0
8 Sustainability Division - Environmental Specialist	General	\$99,000		\$118,000	1.0	0.0
9 Sustainability Division - Environmental Specialist	General	\$87,000		\$127,000	1.0	0.0
10 Environmental Resources - Project Manager	General	\$79,000		\$110,000	1.0	0.0
11 Sustainability - Energy Analyst	General	\$74,000		\$103,000	1.0	0.0
12 Urban Forestry Management Plan	General	\$60,000		\$0	0.0	0.0
13 Urban Forestry - Permit Clerk I	General	\$51,000		\$67,000	1.0	0.0
	Total	\$558,000	\$0	\$677,000	6.0	0.0
Emergency Management/9-1-1						
14 Security Master Plan - Citywide	General	\$1,500,000		\$0	0.0	0.0
15 Staff Augmentation	General	\$588,000		\$588,000	0.0	0.0
16 Security Guard Protection Program (City Hall, Homeless Outreach/ Parking 24 hrs. (3 guards)/ Building City Hall/ Police: City Hall Night Guard / Floater Back Up)	General	\$582,000		\$582,000	0.0	0.0
17 Radio maintenance project (P25 radios to extend current radio stock)	General	\$558,000		\$0	0.0	0.0
18 Dispatchers - 7 New Positions	General	\$416,000		\$482,000	7.0	0.0
19 Physical Security Enhancement - City Hall	General	\$234,000		\$0	0.0	0.0
20 Public Safety Communications Unit - 4 Dispatchers (to support new Police/Fire enhancements)	General	\$230,000		\$268,000	4.0	0.0
21 Powerphone Total Response	General	\$137,000		\$0	0.0	0.0
22 Storage Tank Maintenance Program	General	\$135,000	\$135,000	\$135,000	0.0	0.0
23 Information Technology Specialist I (1508)	General	\$61,000		\$73,000	1.0	0.0
24 Identification and Access Control System	General	\$36,000		\$0	0.0	0.0
	Total	\$4,477,000	\$135,000	\$2,128,000	12.0	0.0
Fire						
25 Rescue 44 (7 Lieutenants / 6 firefighters; also staffs Fire Boat)	General	\$1,371,000	\$1,371,000	\$1,537,000	13.0	0.0
	Total	\$1,371,000	\$1,371,000	\$1,537,000	13.0	0.0
Housing & Community Services						
26 Homeless Overnight and Recovery Center	General	\$557,000		\$572,000	3.0	3.0
27 Work Training Program	General	\$60,000	\$60,000	\$60,000	0.0	0.0
	Total	\$617,000	\$60,000	\$632,000	3.0	3.0
Information Technology						
28 Succession Plan- Senior Systems Analyst	Internal	\$71,000		\$84,000	1.0	0.0
29 Munis Administrator- Senior Systems Analyst	Internal	\$71,000	\$71,000	\$84,000	1.0	0.0
30 Network Path Diversity	Internal	\$70,000	\$70,000	\$70,000	0.0	0.0
	Total	\$212,000	\$141,000	\$238,000	2.0	0.0
Organizational Development & Performance Improvement						
31 Voluntary Pre-Kindergarten Program	Special Revenue	\$141,000	\$141,000	\$0	0.0	0.0
32 Doctoral (Ph.D.) Interns	General	\$73,000		\$0	0.0	0.0
33 CMB Nurse Enhancement Initiative at 5 schools	General	\$54,000	\$54,000	\$0	0.0	0.0
34 Office Associate V	General	\$23,000		\$35,000	1.0	0.0
35 Dual Enrollment Expansion	Special Revenue	\$13,000	\$13,000	\$0	0.0	0.0
	Total	\$304,000	\$208,000	\$35,000	1.0	0.0
Parking						
36 Parking Administration Reception	Enterprise	\$48,000	\$48,000	\$58,000	1.0	0.0
	Total	\$48,000	\$48,000	\$58,000	1.0	0.0
Parks & Recreation						
37 Park Ranger Program Expansion - 3 Full-time Park Ranger II, 9 Full-time Park Ranger I and 5 Part-time Park Ranger I	General	\$973,000		\$1,086,000	17.0	0.0
38 Park Rangers for Lummus Park (ODTF Request) 6 Full-time Park Rangers & 2 Part-time Park Rangers	General	\$509,000	\$509,000	\$544,000	8.0	0.0
39 Venue for Senior Parties	General	\$100,000	\$100,000	\$0	0.0	0.0
40 Activation of Lummus Park (ODTF Request)	General	\$100,000		\$0	0.0	0.0
41 Vehicles for Current Park Ranger Program	General	\$100,000		\$0	0.0	0.0
42 UNIDAD Restroom Cleaning Services Expansion	General	\$95,000	\$95,000	\$95,000	0.0	0.0
43 Crespi Park Playground Shade Structure	General	\$25,000		\$0	0.0	0.0
44 Additional Seasonal Inclusionary Aides	General	\$80,000	\$80,000	\$80,000	0.0	10.0
45 Parks and Recreation Vehicles	General	\$95,000		\$0	0.0	0.0
46 Option 1 - Park Rangers for Maurice Gibb Memorial Park (Dock Master)	General	\$129,000		\$143,000	1.0	2.0
47 Option 2 - Park Rangers for Maurice Gibb Memorial Park (Dock Master)	General	\$42,000		\$50,000	0.0	1.0
	Total	\$2,248,000	\$784,000	\$1,998,000	26.0	13.0
Planning						
48 Office Associate III (Best Buddies)	General	\$50,000	\$50,000	\$58,000	1.0	0.0
	Total	\$50,000	\$50,000	\$58,000	1.0	0.0

**ATTACHMENT B
PROPOSED FY 2016/17 ENHANCEMENTS**

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total	
					FT	PT
Police						
49 12 Police Officers for new Entertainment District	Resort	\$1,093,000	\$1,093,000	\$1,117,000	12.0	0.0
50 Bearcat Armored Vehicle - 1	General	\$220,000		\$0	0.0	0.0
51 2 City Hall Security Guards	General	\$236,000		\$176,000	2.0	0.0
52 3 Police Officers - Mid Beach	General	\$212,000	\$212,000	\$263,000	3.0	0.0
53 Crime Prevention Analytical Software	General	\$160,000		\$0	0.0	0.0
54 2 Police Officers - North Beach	General	\$143,000	\$143,000	\$176,000	2.0	0.0
55 Unmanned Aerial Vehicle - 1	General	\$100,000		\$0	0.0	0.0
56 ATV's - 8	General	\$92,000		\$0	0.0	0.0
57 ATV's - Six to support approved Police enhancements	Resort	\$67,000	\$67,000	\$0	0.0	0.0
58 Recruit Hiring Initiative	General	\$65,000		\$0	0.0	0.0
59 Leased Vehicles - 7	General	\$58,000		\$58,000	0.0	0.0
60 Golf Cart - 4	General	\$46,000		\$0	0.0	0.0
61 School Liaison Officer	General	\$45,000	\$45,000	\$54,000	1.0	0.0
62 Mules (Gator) - 2	General	\$21,000		\$0	0.0	0.0
Total		\$2,558,000	\$1,560,000	\$1,844,000	20.0	0.0
Procurement						
63 Electronic Tracking System	General	\$45,000	\$45,000	\$45,000	0.0	0.0
Total		\$45,000	\$45,000	\$45,000	0.0	0.0
Property Management						
64 Lincoln Road Revitalization Enhancements	RDA	\$380,000		\$380,000	0.0	0.0
65 City Hall 3rd Floor Pedestrian Bridge Weatherproofing	Internal	\$200,000		\$0	0.0	0.0
66 Integrated Maintenance Consulting Services	Internal	\$80,000		\$0	0.0	0.0
Total		\$660,000	\$0	\$380,000	0.0	0.0
Public Works						
67 Maintenance of Trees in Right-of-Way throughout the City of Miami Beach	General	\$1,300,000		\$1,300,000	0.0	0.0
68 Two (2) Greenspace Mgt. Tree Trimmers and one bucket truck for Rights-of Way Tree Maintenance throughout the City of Miami Beach	General	\$200,000	\$187,000	\$113,000	2.0	0.0
69 Civil Engineer I (1 FTE)	General	\$102,000		\$92,000	1.0	0.0
70 Water Truck with tank, water cannon on the sidewinder, and Honda gas water pump	General	\$93,000		\$0	0.0	0.0
71 Spay and Neutering of Cats	General	\$41,000		\$41,000	0.0	0.0
72 Trimble R 10 GPS Rover System	General	\$30,000		\$0	0.0	0.0
73 Unmanned Aerial Systems Implementation Overview	General	\$26,000		\$0	0.0	0.0
Public Works - Sewer						
74 PLC Replacement for All Sewer Pump Stations (14 Total)	Enterprise	\$600,000		\$0	0.0	0.0
75 Replacement Generator for control room with transfer switch	Enterprise	\$500,000		\$0	0.0	0.0
76 Flow Meters Replaced in Sewer Pump Stations	Enterprise	\$250,000		\$0	0.0	0.0
77 SCADA Controls Instrumentation & Flow Meters	Enterprise	\$160,000		\$160,000	0.0	0.0
78 Rexel Assurance Warranty on VFD's and PLC Services	Enterprise	\$100,000		\$0	0.0	0.0
79 Civil Engineer I (1/3 between water / sewer / storm)	Enterprise	\$26,000	\$26,000	\$31,000	0.3	0.0
Public Works - Stormwater						
80 Civil Engineer I (1/3 split between water / sewer / storm)	Enterprise	\$26,000	\$26,000	\$31,000	0.3	0.0
81 Ground Penetrating Radar (GPR) Triple Frequency	Enterprise	\$25,000		\$0	0.0	0.0
Public Works - Water						
82 Program Logic Controllers (PLC) Replacement Program - Water	Enterprise	\$250,000		\$0	0.0	0.0
83 Water Meters	Enterprise	\$225,000	\$225,000	\$0	0.0	0.0
84 Civil Engineer I (1/3 between water / sewer / storm)	Enterprise	\$26,000	\$26,000	\$31,000	0.3	0.0
Total		\$3,980,000	\$490,000	\$1,799,000	4.0	0.0
Sanitation						
85 Can On Every Corner	Enterprise	\$145,000	\$145,000	\$0	0.0	0.0
Total		\$145,000	\$145,000	\$0	0.0	0.0
TCED						
86 Miami Beach Air & Sea Show	Resort	\$650,000	FY16 Year-End Surplus	\$0	0.0	0.0
87 Bass Museum Budget Increase	General	\$560,000		\$560,000	0.0	0.0
88 World OutGames	Resort	\$300,000	FY16 Year-End Surplus	\$0	0.0	0.0
89 Bass Museum Space Renovations	General	\$150,000		\$0	0.0	0.0
90 Major League Baseball All-Star Game - FanFest	Resort	\$100,000	FY16 Year-End Surplus	\$0	0.0	0.0
91 ITF Seniors World Team and Individual Tennis Event @ North Beach	Resort	\$50,000	FY16 Year-End Surplus	\$50,000	0.0	0.0
Total		\$1,810,000	\$0	\$610,000	0.0	0.0
Transportation						
92 Ciclovía	Special Revenue	\$320,000	\$120,000	\$320,000	0.0	0.0
93 Transportation Fund (0-.25% of General Fund revenues)	General	\$396,000		\$396,000	0.0	0.0
Total		\$716,000	\$120,000	\$716,000	0.0	0.0

	Fund	Requested Enhancement	Proposed Enhancement
	General Fund	\$18,471,000	\$6,086,000
Internal Service Impact (assumes 82% allocation)		\$404,000	\$116,000
		\$18,875,000	\$6,202,000
	Internal Service	\$492,000	\$141,000
	Resort	\$2,515,000	\$1,415,000
	RDA	\$380,000	\$0
	Enterprise	\$2,381,000	\$496,000
	Special Revenue	\$474,000	\$274,000

ATTACHMENT C

Miami Beach Police Department Confiscations - Federal & State Funds FY 2016/17 Proposed Budget

Federal Funds (603):

	FY 2016/17 Proposed Budget
Organizational Development Travel & Off-site testing	\$ 70,000
Training Supplement to supplement LETTF	\$ 70,000
Bulletproof Vest Partnership	\$ 50,000
Graffiti eradication through Teen Job Corp.	\$ 25,000
Gym Equipment	\$ -
Total Federal Funds (603)	\$ 215,000

State Funds (607):

	FY 2016/17 Proposed Budget
Costs connected with the prosecution/processing of forfeitures.	\$ 40,000
Crime Prevention initiatives & School Liaison Projects	\$ 20,000
AR Rifle Program/Initiative - City's match for reimbursement of rifles at \$500.	\$ 15,000
25% of State Funds collected in FY15 to be used for drug abuse treatment, drug and crime prevention education and non-profit community based programs.	\$ 36,000
Gym Equipment	\$ 10,000
Total State Funds (607)	\$ 121,000

Total Federal & State Funds	\$ 336,000
--	-------------------

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Public Safety	Insist On Police Department Accountability And Skilled Management/ Leadership	Establish new recruiting and hiring standards for Police Department	POLICE, HR
	Reform Policing Culture With Customer Service Emphasis	Implement new hiring approach by reimbursing police recruits that complete police academy training	POLICE, HR
	Enhance Public Safety and Emergency Preparedness	Create a business industry partnership for emergency management, disaster mitigation, preparation, response and recovery	EMERGENCY MANAGEMENT, TCED
		Enhance hurricane and disaster preparation by funding the acquisition of key equipment including an emergency response trailer, portable generators and lighting units, emergency mobile communication kits, and a 4 wheel drive vehicle in FY15 at \$101,000	EMERGENCY MGMT
		Address security upgrades in city facilities by funding additional security cameras and increased access control measures (\$25,000) and implementation of Crime Prevention through Environmental Design (CEPTED) infrastructure enhancements (\$70,000) (Additional funding of \$100,000 to \$200,000 for CEPTED infrastructure enhancements is anticipated from existing and upcoming UASI grant funds) in FY15	EMERGENCY MGMT
		Prepare a resident re-entry plan for after emergency events including a disaster recovery plan and post disaster redevelopment plan	EMERGENCY MGMT, FIRE, PLANNING
		Improve disaster preparedness by backing up City technology data/systems in an out of region data center	IT
	Implement license plate reader on MacArthur Causeway	POLICE	

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Management and Service Delivery	Streamline the Delivery of Services Through All Departments	Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers	BUILDING, FIRE, PLANNING, CODE, PUBLIC WORKS, IT
		Complete acquisition and launch electronic plans review program for all departments with development review process functions	BUILDING, FIRE, PLANNING, CODE, PUBLIC WORKS, IT
		Implement a software solution to automate the current City Commission agenda preparation process	CITY CLERK
		Standardize public records process to and improve turnaround times	CITY CLERK
		Extend contract with current vendor or replace computerized dispatch system	EMERGENCY MGMT, PROCUREMENT, FIRE
		Implement Body Camera Program in Code, Building, Parking, and Fire Departments (Building and Fire Departments will fund through their respective Training and Technology Units)	CODE, BUILDING, PARKING, FIRE
		Implement Employee Wellness program to encourage employees to make healthy lifestyle choices, such as annual physical examinations, biometric screenings, exercise, smoking cessation, and weight loss, and help reduce long-term medical plan costs	HR
		Explore opportunities for providing additional online Parking services i.e. renewal and purchase of residential permits, on-street and off-street parking, etc	PARKING
		Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages (phased)	PARKING
		Suspend amendments to Land Development Regulations LDR's while Code clean up is in process	PLANNING
		Create Property Management Citywide standards to establish lighting standards throughout the City	PROPERTY MANAGEMENT
		Increase the # of city contracts, and create a culture of efficiency and compliance	PROCUREMENT

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Management and Service Delivery	Improve Building/ Development-Related Processes From Single Family Residences to the Large Development Projects	Establish an unsafe structure panel	BUILDING
		Implement Building unsafe structure board	BUILDING
		Explore alternatives to incentivize environmentally sensitive construction	BUILDING
	Strengthen Internal Controls To Achieve More Accountability	Combine system initiatives under the security and safety function under a single area of responsibility to ensure uniformity and integration across the City	EMERGENCY MGMT
		Complete a review of 20 prior audits to determine the degree of corrective recommendations successfully implemented and create an action plan to address outstanding deficiencies	OBPI
		Contract audits of CIP, entitlement grants, HR Compensation, Tennis Center Parking enforcement utilizing state contractors	OBPI
	Enhance External And Internal Communication From And Within The City	Pass a technical amendment to the Florida Building Code to match federal regulation for finished floor elevations	BUILDING
		Build portable live remote broadcasting for MBTV transmission system	COMM, IT, PUBLIC WORKS
		Upgrade the Planning Department webpage to maximize public access to planning and development information	PLANNING, COMM
	Ensure That A Universal Culture Of High Quality Customer-Service Is Driving The Conduct Of The City Commission And All City Employees	Create a program for at-risk teens delivering produce to shut-ins in conjunction with community services	HOUSING & COMMUNITY SERVICES
		Expand customer service and best practices trainings and team building events for middle managers	ODPI, HR
		Create comprehensive employee orientation program to be completed within first week of hire, including: tour of the City departments, overview of standardized SOPs, and standardized training for specific department duties	HR, ODPI

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Management and Service Delivery	Ensure Expenditure Trends Are Sustainable Over The Long Term	Create a fine structure that ensures recovery of City costs associated with code violations	CODE, BUILDING, IT, PLANNING
		Review and update cost allocation methodology for internal service departments to properly allocate costs and more effectively manage those costs/drivers over time	OBPI
		Evaluate procurement of FEMA compliance software	OBPI, EMERGENCY
		Create a Bench/Park Sport and Fitness permit as a revenue enhancement	PARKS & REC
		Complete analysis of certificate of use fees to reflect full cost	PLANNING
		Evaluate the City's Fleet to expand fuel efficiency and opportunities for alternate transportation options (cops on bikes, hybrid, charging system)	FLEET
	Improve City's Managerial Leadership To Reward Innovation and Performance	Create a fellowship program to provide opportunity for new attorneys to gain practical experience while developing skills	CITY ATTORNEY
		Reevaluate performance evaluation effectiveness and/or methodology	HR
		Investigate options, where feasible, for alternative work schedules in departments i.e. 4-10 hr. days, telecommuting, expand normal business hours	HR
		Create comprehensive in-patient alcohol treatment program for City employees in crisis over alcohol abuse and cover costs not presently covered by insurance and provide time off for treatment	HR

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Infrastructure	Ensure Reliable Stormwater Management And Resiliency Against Flooding By Implementing Select Short And Long- Term Solutions Including Addressing Sea-Level Rise	Evaluate finding opportunities for stormwater improvements	PUBLIC WORKS
	Ensure Comprehensive Mobility Addressing All Modes Throughout the City	Implement ITS Program (phase I) for South Beach and a portion of Mid Beach	TRANSPORTATION
		Coordinate with Florida East Coast Counties/Cities to ensure a continuous bike path along Florid's Atlantic Coast	TRANSPORTATION
		Review, Optimize, and Fine-tune traffic signal operations along 6 major corridors per year.	TRANSPORTATION
		Implement ITS/SPS Phase I including major causeways and roadways leading to the Convention Center	TRANSPORTATION
		Coordinate with Miami Dade County for implementation of Adaptive Traffic Signal Control along a corridor in Miami Beach as a pilot project	TRANSPORTATION
		Implement Safe Routes to School Projects infrastructure plans for 3 schools in Miami Beach	TRANSPORTATION
		Coordinate with the Florida Department of Transportation and Miami-Dade County for implementation of a Pedestrian Priority Zone as identified in the Transportation Master Plan	TRANSPORTATION
		Create an app that incorporates all existing transportation, including bikes, car on demand, trolley, etc	TRANSPORTATION
	Build and Maintain Priority Infrastructure With Full Accountability	Review valet parking regulations (use of ROW)	PARKING

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Premier Neighborhoods	Enhance Beauty and Vibrancy of Urban and Residential Neighborhoods; Focusing on Cleanliness, Historic Assets, In Select Neighborhoods and Redevelopment Areas		
	Revitalize Key Neighborhoods, Starting With North Beach and Ocean Drive		
	Improve Cleanliness In High Traffic Residential And Pedestrian Areas, Including Maximizing Deployment Of Trash Cans On Every Corner	Create structure to identify deficiencies in public ROW appearance and implement corrective action	ODPI, PUBLIC WORKS, PARKING
		Enhance cleanliness and appearance of the City parking garages through the implementation of several initiatives to improve the appearance of the City's garages including, pressure cleaning, wash-down, high- grade concrete treatment, and garbage cans	PARKING
	Improve Cleanliness, City Beaches		
	Enhance Beautification and Cleanliness of City Owned Corridors		

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Premier Neighborhoods	Elevate Walkability and Pedestrian Safety To First Criteria Of All Development Decisions, Including Reconstruction and Planning	Enhance pedestrian safety through the planning/development review and approval process with development regulations that prioritize the pedestrian realm	PLANNING
	Ensure Workforce Housing For Key Industry Workers Is Available In Suitable Locations	Evaluate potential methods to encourage the private sector to increase availability of affordable work force housing including incentives, P3 financing, or use of City owned land through long term leases	HOUSING & COMMUNITY SERVICES
	Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing The Code For Commercial Development	Review and revise fine schedules in Chapter 30, using a consultant for the review/revision of Chapter 30 of the City Code of Ordinances	CODE
	Enhance Cultural and Recreational Activities		

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

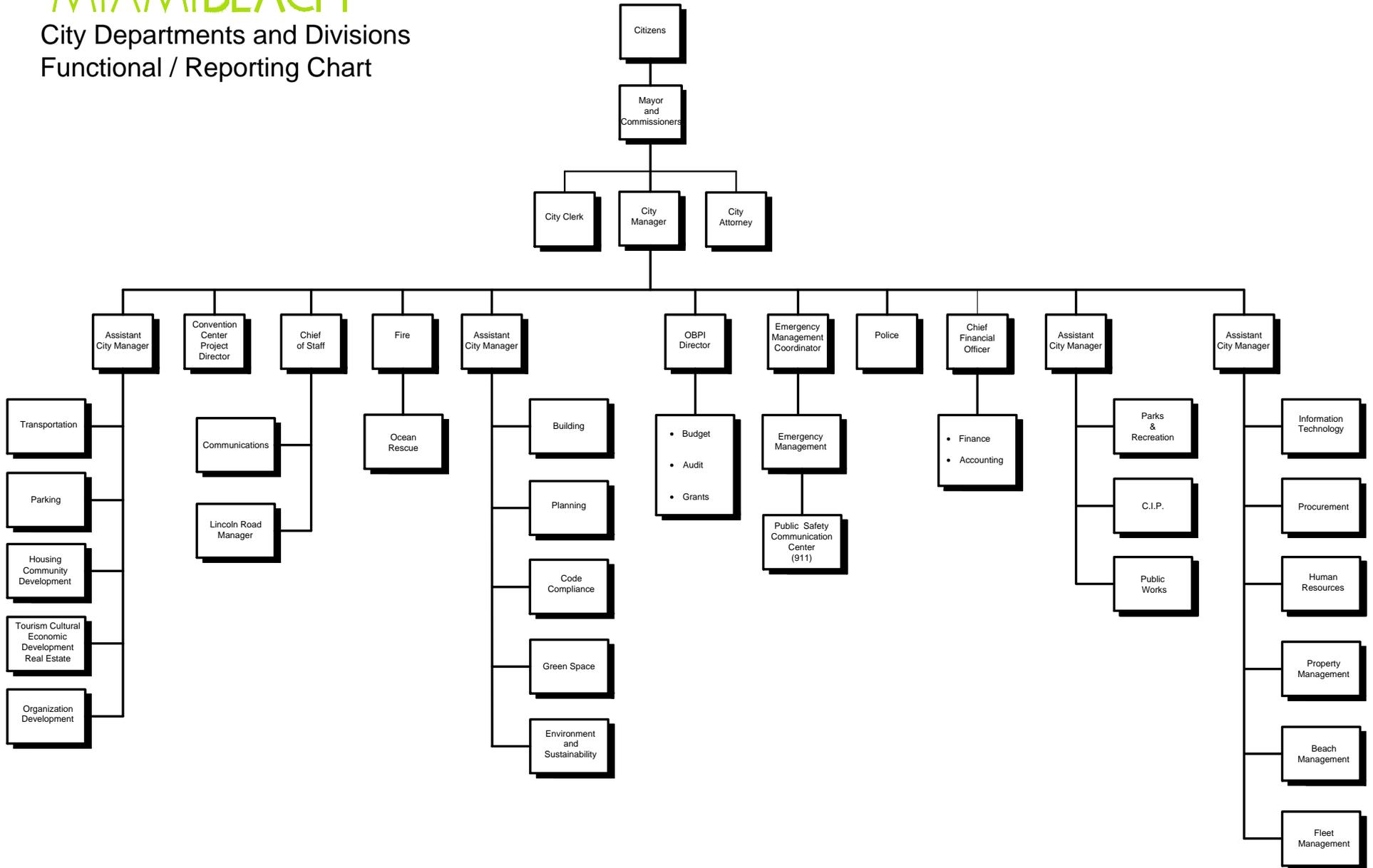
Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Educational Excellence	Achieve Educational (K-12) Excellence	Increase youth participation in established university workgroups to enhance access identify community support	ODPI
	Induce Public School Accountability Mainly at Middle School		
International Center for Tourism and Business	Improve Alliance With Key Business Sectors, Namely Hospitality, Arts, & International Business With A Focus On Enhanced Culture, Entertainment, & Tourism	Expediently Upgrade The Convention Center To Be Smart, Modern, Energy Efficient And Which Fits Local Context, Including Walkability	CITY MANAGER-Convention Center District
		Complete Convention Center expansion and enhancement project	CITY MANAGER-Convention Center District
		Accommodate Complimentary Hotel(s) to the Convention Center	CITY MANAGER-Convention Center District
	Maximize The Miami Beach Brand As A World Class Destination	Develop revitalization plan for Washington Ave. to include feasibility of creation of Business Improvement District (BID)	PLANNING, TCED

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Educational Excellence	Achieve Educational (K-12) Excellence	Increase youth participation in established university workgroups to enhance access identify community support	ODPI
	Induce Public School Accountability Mainly at Middle School		
International Center for Tourism and Business	Improve Alliance With Key Business Sectors, Namely Hospitality, Arts, & International Business With A Focus On Enhanced Culture, Entertainment, & Tourism	Expediently Upgrade The Convention Center To Be Smart, Modern, Energy Efficient And Which Fits Local Context, Including Walkability	CITY MANAGER-Convention Center District
		Complete Convention Center expansion and enhancement project	CITY MANAGER-Convention Center District
		Accommodate Complimentary Hotel(s) to the Convention Center	CITY MANAGER-Convention Center District
	Maximize The Miami Beach Brand As A World Class Destination	Develop revitalization plan for Washington Ave. to include feasibility of creation of Business Improvement District (BID)	PLANNING, TCED

MIAMI BEACH

City Departments and Divisions Functional / Reporting Chart



MIAMIBEACH

MIAMI BEACH PROFILE

HISTORY OF MIAMI BEACH

Miami Beach is a city with an exciting past and equally enticing future. Beginning in 1879, Henry B. Lum arrived with his son Charles at the shores of what would later be known as the City of Miami Beach. The two were quite impressed by the fact that coconut palms were growing at water's edge. The Lums had visions of a great coconut plantation on the shores. When Lum returned to South Florida in 1881, he and a group of investors, including John S. Collins, purchased large tracts of land from the federal government from between \$0.75 and \$1.25 an acre. Unfortunately, the beach did not prove to be an ideal locale for growing the palms commercially and their plans were dashed.

Collins visited Miami in 1896 to check on his plantation investment. After a partnership disintegrated in 1907, Collins became the sole owner of a five-mile strip of land between the Atlantic Ocean and Biscayne Bay (from approximately fourteenth to sixty-seventh streets). He decided to try his hand at growing avocados, bananas and mangoes as well as a host of vegetables. Collins' family members, including son-in-law Thomas Pancoast, traveled to Miami Beach in 1911 to see what the patriarch was up to. At the time they arrived The Biscayne Navigation Company was in full operation, running ferry boats from the mainland so that people could take advantage of the sun and surf. Bathing "casinos" were beginning to appear at the ocean's side.



Historic Miami Beach

MIAMI BEACH PROFILE

The Collins family set up the Miami Beach Improvement Company, which was charged with making two major capital improvements: the first, a canal to be dredged through the mangroves from the Collins' farm to Biscayne Bay; the second and loftier goal, a bridge to the mainland. Both projects were underway by 1912.



Collins Bridge

Coincidentally, Carl Graham Fisher was vacationing with his wife, Jane, across the Bay at about the same time. Collins acquired \$50,000 in much-needed capital from Fisher to finish the bridge, predecessor of today's Venetian Causeway, which was built in 1926. Collins had sweetened the deal by deeding 200 acres of land to Fisher. He was also granted loans from the Lummus brothers (J.N and J.E.). With this vital transportation link in place, Fisher began clearing the swampland and promoting Miami Beach as a tropical resort. With his financial backing and foresight, a great land sale began in Miami Beach.



Early Miami Beach

MIAMI BEACH PROFILE

Fisher wasn't content with the existing land, however. In 1913, he put John Levi in charge of dredging up Biscayne Bay and creating new islands to develop with his newest company, Alton Beach Realty. Fisher and friend Jim Allison had made their first fortune with Prest-O-Lite, one of the first successful automobile headlights manufactured. The flamboyant Fisher is credited with bringing Miami Beach its first bathing beauties, an idea he capitalized on to focus attention on the oceanside village. He built golf courses and polo fields, tennis courts and grandstands to watch speedboat racing.

The Lummus brothers had acquired most of the land in what is now the South Pointe area of the city, calling it Ocean Beach. They built the first sidewalks, paved streets and a roadway named Atlantic Boulevard, which later became one of the most famous streets in the world - Collins Avenue.

On March 26, 1915, Alton Beach Realty, Ocean Beach Realty and the Miami Beach Improvement Company incorporated their respective territories into a new town called Miami Beach. J.N. Lummus was elected as the community's first mayor.

The great land boom of the early 20s was still in progress in 1926 when South Florida was rocked by one of its worst hurricanes. More than 100 lives were lost in South Florida during that storm, along with millions of dollars in property damage. But the pioneers persevered and began to rebuild their city and their lives. Though it only took a few months to construct new homes and hotels, it took years for Miami Beach to recover economically.

The City ultimately evolved as a major convention destination and, when daily trans-Atlantic airline service was inaugurated, became an international resort as well. The advent of air conditioning changed the city's status from that of a winter-only retreat, shuttered during the summer months, to a year-round tropical resort. After a period of decline in the 1970's and 1980's, the City re-emerged as a vibrant urban community with world-wide recognition for its cultural activities, its nightlife and its beaches, and a highly desirable location to live and visit.

Population figures tell Miami Beach's history as dramatically as any other. When incorporated in 1915 there were just over 100 people residing in Miami Beach. The first census in 1920, listed 644 residents. By 1940, the population expanded to 28,012. As of the 2010 census there were 87,779 people residing year-round in this oceanfront community. The 2014 population was estimated at 90,669 residents, however the average daily population is closer to twice that number, and on special event periods may increase to several times that number. More recent changes have been the dramatic decrease in the average age of the City, from 65 in 1980 to 40 today, a reflection of the change from a retirement community to a vibrant City.

MIAMI BEACH PROFILE

MIAMI BEACH TODAY

Today Miami Beach provides a variety of experiences for both residents and visitors; from dazzling nightclubs to unique family experiences; from world class shopping to cultural events and art venues. The City is home to several museums and art galleries, as well as the New World Symphony Orchestra and Miami City Ballet. Walking the streets and esplanades of Miami Beach provides a world of artistic treasures including neon welcome signs, monuments and sculptures, and colorfully painted bridges and bandshells. International art, boat and car shows, and wine and food festivals make their home here every year while streets such as Lincoln Road, Española Way, Ocean Drive and Collins Avenue provide a wide variety of boutiques, popular retailers and restaurants.



New World Symphony

CITY GOVERNMENT OVERVIEW

The City of Miami Beach was incorporated on March 26, 1915. Miami Beach operates on a “Commission/City Manager” form of government. The Commission consists of the Mayor and six Commissioners who serve as the policy-making body of the City. Authority is vested in the Commission to enact ordinances, hold public hearings, approve contracts, establish the City’s budget and tax assessments, and authorize construction of all public improvements. The Mayor and Commission are elected on a citywide, nonpartisan basis. Elections are held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commissioners are elected to serve four-year terms with a limit of two consecutive terms. Commission terms are staggered so that not all Commissioners are up for re-election at the same time. On a rotating basis, the Commission selects one of its members to serve as Vice Mayor for a three-month term. The Mayor, who is the presiding officer at Commission meetings, may vote on all matters that come before the City Commission, but has no power of veto. The Commission

MIAMI BEACH PROFILE

appoints the City Manager and City Attorney. All other department heads are appointed by the City Manager with the consent of the City Commission.

The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the Manager is responsible for providing executive level leadership, vision and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach.

FACTS ABOUT MIAMI BEACH

The City of Miami Beach, located on the southeast coast of Florida, is a unique, historic, diverse residential community of close to 92,000 residents and over 10 million annual visitors. The City has an average daily population of approximately 222,079 comprised of residents, hotel guests, day-tourists, and local visitors. Miami Beach is a cosmopolitan, tropical island city with a strong emphasis on historic preservation and whose residents are as diverse as its visitors. The city boasts over seven miles of beaches, three golf courses, 21 parks, art and culture, dining and nightlife, and world-class shopping, all within just 7.1 square miles.



Vibrant Lincoln Road

MIAMI BEACH PROFILE

As a trend-setting arts and entertainment mecca, and a shopping and cultural wonder situated between Biscayne Bay and the blue waters of the Atlantic, Miami Beach is enjoyed by visitors, world travelers, celebrities and locals alike.

Area:	7.1 square miles of land plus ten miles of water
Total Water Frontage:	63.26 miles
Weather:	Average annual temperature of 76.2° Fahrenheit
Surf Temperature:	The average temperature of the Atlantic Ocean off Miami Beach’s coast is approximately 74° Fahrenheit.
City Limits:	Government Cut at the southern tip to 87th Terrace at the northernmost boundary and Biscayne Bay to the Atlantic Ocean
City Hall:	1700 Convention Center Drive Miami Beach, FL 33139 305-604-CITY (2489) or 305-673-7000 www.miamibeachfl.gov
Bond Rating:	Moody’s: Aa2 Standard & Poor’s: AA+



South Beach

The following sections provide statistical information on the City of Miami Beach at a high level. A more detailed discussion on trends, etc. related to these statistics is provided in the Strategic Planning section of the document.

MIAMI BEACH PROFILE

Demographic and Economic Information

The demographics and economic information for the City of Miami Beach reflects the dramatic change since 2000, as the City has changed from a retirement community to a younger, higher income, working community.

DEMOGRAPHIC AND ECONOMIC INFORMATION

	1980	1990	2000	2006	2008	2010	2012	2013	2014
POPULATION									
Total Population	96,298	92,639	87,933	84,880	84,633	87,779	88,628	91,026	90,669
Population under 18	n/a	13,081	11,815	13,624	11,970	11,220	13,980*	13,912	11,605
Population over 65	48,727	27,884	16,927	13,808	13,628	14,233	13,444	14,262	14,544
Median Age	65	45	39	40	41	41	39	39	40
RACE									
White	n/a	n/a	86.7%	87.3%	88.5%	87.6%	77.0%	78.4%	77.00%
African American	n/a	n/a	4.8%	1.4%	2.8%	4.3%	4.90%	4.90%	4.80%
Asian	n/a	n/a	1.4%	0.6%	1.7%	1.8%	2.10%	2.60%	1.84%
Other	n/a	n/a	7.1%	0.4%	6.5%	3.4%	13.80%	15.20%	14.34%
Hispanic Origin	n/a	n/a	53.4%	52.1%	49.4%	53.2%	52.30%	52.40%	53.52%
HOUSEHOLDS									
Total Households	55,673	49,243	46,242	44,521	41,463	47,168	43,115	43,312	43,650
Median Household Income	\$8,503	\$15,312	\$27,322	\$44,739	\$42,274	\$38,640	43,321	\$43,316	\$42,547
% Income from Earnings	37.4%	57.1%	72.2%	79.0%	78%	77.5%	78.1	**	**
Mean Earnings	\$16,234	\$31,320	\$56,767	\$79,940	\$81,863	\$77,829	\$86,688	\$83,225	\$85,725
Average Household Size	n/a	1.85	1.87	1.91	2	1.84	2.21	2.09	2.05
Family Households	24,895	21,326	18,342	17,652	16,228	18,350	17,979	17,844	18,476
Median Family Income	\$14,061	\$22,020	\$33,440	\$54,431	\$53,491	\$50,758	\$54,155	\$53,351	\$54,513
Family Size	n/a	n/a	2.76	2.84	3	2.70	2.99	3.01	3.00
Total Housing Units	64,129	62,413	59,723	65,583	66,194	67,499	68,237	67,975	68,388
HOUSING UNIT OCCUPANCY									
Owner- Occupied	14,447	14,067	16,895	19,109	22,804	18,194	15,521	16,154	15,683
Renter- Occupied	41,238	35,238	29,299	25,412	18,659	28,974	27,932	27,158	27,967
Vacant	n/a	13,108	13,529	20,123		20,331	27,784	24,663	24,738
Vacant Seasonal Use	n/a	4,207	7,668	10,680	10,979	11,988	**	**	**
APARTMENT RENTS (ADJUSTED FOR INFLATION)									
Lower Quartile	n/a	\$562	\$603			\$746			\$786
Median	n/a	\$719	\$747			\$933	\$1,059	\$1,088	\$1,115
Upper Quartile	n/a	\$964	\$958			\$1,248			\$1,576

All data based on Census for 1980, 1990, 2000, and 2010. 2005, 2007, 2008, 2012, 2013, and 2014 data based on American Community Survey.

The population estimate provided by the University of Florida for revenue sharing purposes differs from the U.S. Census for 2005. University of Florida estimate for 2005 was 93,535; 2006 estimate was 92,145; 2007 estimate 93,721. 2008 estimate 94,284. CMB estimate id 85,536

*Population calculated for 2012 as ages 0-17

**Information Source is no longer available

MIAMI BEACH PROFILE



New World Symphony Concert

With legendary beaches, availability of the arts, nightclubs and restaurants, tourism continues to be a major thriving industry in Miami Beach. This is evidenced through hotel occupancy rates, room rates and annual resort tax collections. The local labor force is a primary driver of our tourism industry and trends are reflected in the Citywide Labor Supply Chart.

CITYWIDE LABOR SUPPLY

YEAR	LABOR FORCE	EMPLOYED	UNEMPLOYED	EMPLOYED IN MB	LEAVE MB	LOCAL JOBS	NON-RESIDENT WORKERS
2005	48,804	46,950	1,854	17,513	29,437	41,768	24,255
2006	48,651	47,064	1,586	18,355	(28,709)	44,229	25,873
2007	49,607	48,164	1,443	18,784	(29,380)	43,351	24,567
2008	48,769	46,859	1,910	18,275	(28,584)	43,802	25,526
2009	48,150	44,436	3,714	17,330	(27,106)	46,315	28,985
2010	49,981	44,922	5,059	17,520	(27,402)	47,772	30,252
2011	50,613	45,802	4,811	17,863	(27,939)	49,169	31,306
2012	50,349	46,767	3,582	18,239	(28,528)	51,125	32,886
2013	50,594	48,097	2,527	19,308	(28,759)	52,621	33,312
2014	51,535	49,191	2,344	19,184	(30,007)	52,192	33,008
2015	55,844	53,301	2,543	19,654	(32,513)	52,734	33,080
% Change since 2005	14%	14%	37%	12%	-210%	26%	36%

MIAMI BEACH PROFILE

Resort taxes are a primary source of revenue for the City of Miami Beach. With the continued increase in rates, the tourism industry supports many community programs in the City.

INVESTMENT IN THE ARTS / GROWTH OF THE ENTERTAINMENT INDUSTRY

CALENDAR YEAR	2005	2008	2009**	2010	2011	2012	2013	2014
Total # of Rooms	15,828	14,138	16,285	16,538	16,572	16,481	16,624	17,816
Occupancy	72%	72%	65%	68%	75%	76%	78%	82%
Average Daily Room Rate	\$194.75	\$201.30	\$166.72	\$198.09	\$211.23	\$227.19	\$242.07	\$304.39
Revenue Per Available Room per day (REV PAR)	\$119.95	\$134.86	\$111.06	\$140.53	\$167.66	\$168.92	\$188.98	\$249.44
Revenue Per Available Room Per Year	\$43,782	\$49,223	\$39,362	\$51,293	\$61,194	\$61,657	\$68,978	\$91,046
Resort Tax per available room per day	\$5.55	\$7.46	\$6.36	\$6.96	\$8.10	\$9.09	\$9.82	\$10.38
Resort Tax per available room Per Year	\$2,025	\$2,732	\$2,323	\$2,539	\$2,957	\$3,317.00	\$3,585.97	\$3,787.55
Resort Tax Collections (Fiscal Year)	\$32,045,079	\$38,624,487	\$37,828,845	\$41,986,105	\$49,011,381	\$54,673,976	\$59,613,311	\$67,478,934
1% Resort Tax Collections (Fiscal Year)	\$5,580,228	\$6,925,521	\$6,559,369	\$7,370,708	\$8,761,801	\$9,872,237	\$11,093,511	\$12,760,351
2% Resort Tax Collections (Fiscal Year)	\$26,464,851	\$31,698,966	\$31,269,476	\$34,615,397	\$40,249,580	\$44,801,739	\$48,519,799	\$54,718,583
Convention Development Tax* (fiscal Year)	\$37,575,390	\$46,965,592	\$40,702,498	\$47,021,884	\$52,700,058	\$58,746,299	\$65,223,516	\$69,191,843
CDT Miami Beach		\$20,515,201	\$19,418,304	\$22,789,692	\$26,130,100	\$29,356,157	\$32,248,622	\$35,100,776
*Source: www.Miami-Dade County Office of the Tax Collector,								
** Eden Roc and Fountainbleau								

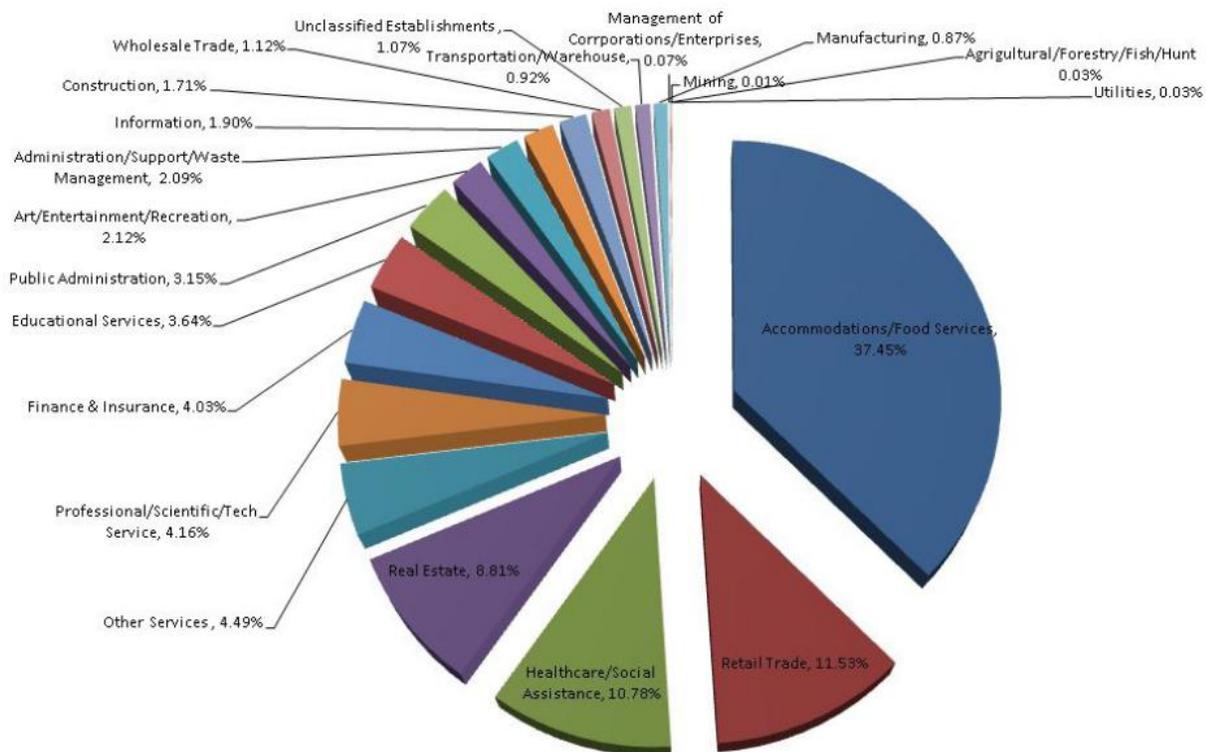
MIAMI BEACH PROFILE



Ocean Drive Hotels

Hotels and condominiums are the major tax payers in the City, with Accommodations and Food Services accounting for 37.5% of employment in Miami Beach industries.

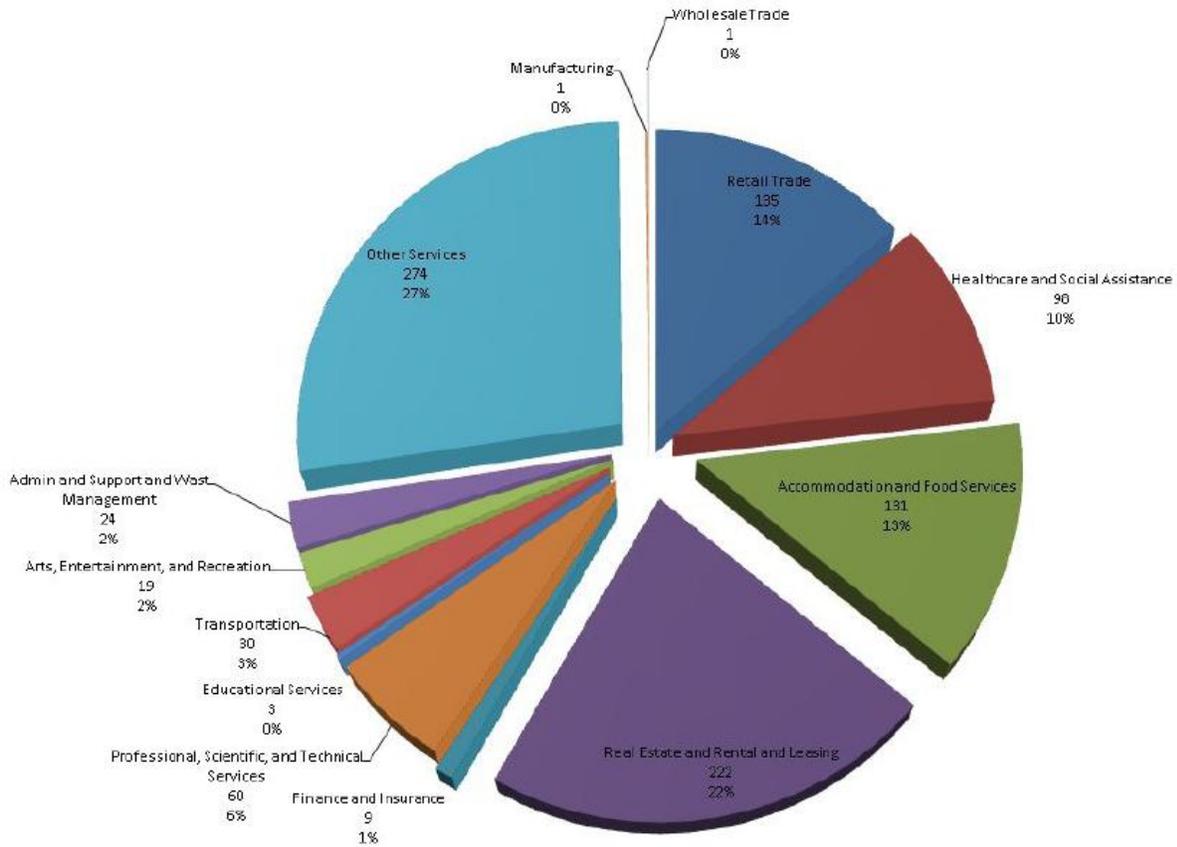
2015 MIAMI BEACH INDUSTRIES PERCENT OF EMPLOYMENT



MIAMI BEACH PROFILE

Real Estate, Rental, and Leasing also accounted for 22% of the 2015 Occupational License applications.

2015 OCCUPATIONAL LICENSE APPLICATIONS 1,007 TOTAL APPLICATIONS



GUIDE FOR READERS

The Fiscal Year (FY) 2016/17 Proposed Work Plan and Budget for the City of Miami Beach, Florida is intended to serve four purposes.

The Budget as a Policy Guide

As a policy document, the Proposed Work Plan and Budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This Proposed Work Plan and Budget document details the services the City will provide during the twelve-month period from October 1, 2016 through September 30, 2017.

The Budget as a Financial Plan

As a financial plan, the Proposed Work Plan and Budget details the costs associated with providing municipal services and how the services will be funded. The General Fund section includes a summary and detailed description of all revenues and expenditures. The Proposed Work Plan and Budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is a discussion of the City's accounting structure and budgetary policies.

The Budget as an Operations Guide

As an operations guide, the Proposed Work Plan and Budget details how Departments and the General Fund are organized.

The Budget as a Communication Device

As a communication device, the Proposed Work Plan and Budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included in every section to consolidate the information as much as possible. The Proposed Work Plan and Budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate the City Manager's Budget Message, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming fiscal year.

GUIDE FOR READERS

Format of the Proposed Work Plan and Budget Document

The City of Miami Beach Proposed Work Plan and Budget is composed of two separate books, the Proposed FY 2016/17 Work Plan and Budget and the Proposed FY 2016/17 Capital Budget and FY 2016/17 - 2020/21 Capital Improvement Plan. The Proposed Work Plan and Budget starts out with the City Manager's Message, which includes a discussion of the initiatives that address the City's key intended outcomes as outlined in the City's Strategic Plan as well as issues that guided the development of this budget.

The Introductory Section includes this "Guide For Readers" and is also intended to give the reader a comprehensive perspective of our City.

The Guidelines and Strategic Planning Section explain how we developed our budget and the thoughts, framework, and policies that guided our process. In addition, the reader will find the linkage between the Proposed Work Plan and Budget and the City's vision, mission, value statements, environmental scans, input from surveys and performance monitoring. It also presents the linkage between the Citywide Key Intended Outcomes and Citywide initiatives and the individual department work plans.

The Citywide Budget Section provides information on the City's entire budget. This includes a narrative overview as well as summary financial information by Fund, by Department and by functional area. A comparison of current property tax rates and property values for current and prior years is also included to show historical trends. Additionally, included is a chart showing how the City of Miami Beach property tax rate compares favorably with other municipalities in Miami-Dade County. This section also provides revenue, expenditure and fund balance details for each of the following funds: General Fund including General Obligation Debt, Enterprise Funds, and Internal Service Funds. The section also includes a discussion of Capital and Debt providing high-level information on the capital program, General Obligation Bonds and Debt Service and Other Long Term Debt.

The Department Work Plan and Budget Section shows the department name, department mission/purpose statement; department description; table of organization; budget highlights, department budget significant prior accomplishments; department performance goals, objectives, and initiatives; (see the Sample Department Work Plan and Performance Plan Highlights in the following pages).

The Other Budgets Section budget information that is not specific to a particular department. This includes Citywide Accounts in the General Fund; the Resort Tax Budget which describes the collection and allowable uses of this municipal tax, and budgeted amounts; the Redevelopment Agency (RDA) which provides the budget and history of the Miami Beach RDA.

A listing of Citywide staffing by department can be found in the Positions Summary and Details Section. Finally, the References Section (see Appendix) has the Glossary of Key Terms and Acronyms, Fund Definitions, and Directory of City government contacts by department.

GUIDE FOR READERS

Format of the Proposed Work Plan and Budget Document

The City of Miami Beach Proposed Work Plan and Budget is composed of two separate books, the Proposed FY 2016/17 Work Plan and Budget and the Proposed FY 2016/17 Capital Budget and FY 2016/17 - 2020/21 Capital Improvement Plan. The Proposed Work Plan and Budget starts out with the City Manager's Message, which includes a discussion of the initiatives that address the City's key intended outcomes as outlined in the City's Strategic Plan as well as issues that guided the development of this budget.

The Introductory Section includes this "Guide For Readers" and is also intended to give the reader a comprehensive perspective of our City.

The Guidelines and Strategic Planning Section explain how we developed our budget and the thoughts, framework, and policies that guided our process. In addition, the reader will find the linkage between the Proposed Work Plan and Budget and the City's vision, mission, value statements, environmental scans, input from surveys and performance monitoring. It also presents the linkage between the Citywide Key Intended Outcomes and Citywide initiatives and the individual department work plans.

The Citywide Budget Section provides information on the City's entire budget. This includes a narrative overview as well as summary financial information by Fund, by Department and by functional area. A comparison of current property tax rates and property values for current and prior years is also included to show historical trends. Additionally, included is a chart showing how the City of Miami Beach property tax rate compares favorably with other municipalities in Miami-Dade County. This section also provides revenue, expenditure and fund balance details for each of the following funds: General Fund including General Obligation Debt, Enterprise Funds, and Internal Service Funds. The section also includes a discussion of Capital and Debt providing high-level information on the capital program, General Obligation Bonds and Debt Service and Other Long Term Debt.

The Department Work Plan and Budget Section shows the department name, department mission/purpose statement; department description; table of organization; budget highlights, department budget significant prior accomplishments; department performance goals, objectives, and initiatives; (see the Sample Department Work Plan and Performance Plan Highlights in the following pages).

The Other Budgets Section budget information that is not specific to a particular department. This includes Citywide Accounts in the General Fund; the Resort Tax Budget which describes the collection and allowable uses of this municipal tax, and budgeted amounts; the Redevelopment Agency (RDA) which provides the budget and history of the Miami Beach RDA.

A listing of Citywide staffing by department can be found in the Positions Summary and Details Section. Finally, the References Section (see Appendix) has the Glossary of Key Terms and Acronyms, Fund Definitions, and Directory of City government contacts by department.

GUIDE FOR READERS

Sample Department Work Plan and Performance Plan Highlights

- 1) **Title**
Indicates the name of the department
- 2) **Department Mission/Purpose Statement**
Statement which identifies the role of the department.
- 3) **Department Description**
Brief description of department, including significant historical events that continue to impact the Department's mission or purpose, overview of major duties and responsibilities, list and map of department facilities, if applicable, current innovative programs, as well as descriptive (workload measures) measures related to the Department.
- 4) **Table of Organization**
An organizational chart showing the breakdown of divisions and major functions for the department.
- 5) **Fiscal Environment**
Defines the major funding sources of the department and includes discussion of fees for enterprise fund departments.
- 6) **Business Environment**
Describes community partners and competing entities if applicable. Also includes general support requirements needed from other departments in the City required to meet department's performance measurements
- 7) **Budget Summary**
A summary of the prior years' actual as well as budgeted departmental revenues and expenditures.
- 8) **Budget Highlights**
List of the dollars and position impacts significant to the Proposed Budget, including enhancements or initiatives that move the department and the City towards achievement of Department objectives and Citywide goals (KIOs).
- 9) **Significant Prior Accomplishments**
List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Plan.
- 10) **Performance Plan Highlights**
Citywide Key Intended Outcomes
Citywide Key Intended Outcomes (KIOs) that support the City's Vision. These are a subset of broad goals that provide overall direction for the City of Miami Beach and direction for decision making in all departments. The subset listed in each Department's work plan represents those Citywide Key Intended Outcomes most directly supported by that Department.

GUIDE FOR READERS

Departmental Performance Indicators

Budget year objectives for the department in support of the Citywide goals (KIO). The City's format used for performance objectives provides a concise mechanism for communicating the **"SMART"** objective form.

A smart objective is one that contains the following elements:

Specific – Stated clearly

Measurable – How will the goal be measured?

Attainable – Is the goal realistic, yet challenging?

Results-oriented – Is the goal consistent with other goals established and fits with the City's objective

Time-bound – Does the goal reflect a measurable time-frame?

Examples of "SMART" Objectives included in the Department Work Plans include:

- ✓ **Specific** – **Decrease the number of days it takes from requisition to purchase order from 13 days to 10 days** in FY2016/17
- ✓ **Measurable** – Decrease the **turnaround time of processing trade plan reviews** to 2 days in FY2016/17
- ✓ **Aggressive/Attainable** – Increase the percent of the City's lane miles paved or restored in the last 7 years from X% to X%
- ✓ **Results-oriented** – Increase of percent of **cleanliness** assessments scoring 1.5 or better to 90% in FY2016/17
- ✓ **Time-bound** – Increase the number of rental periods at the Fillmore at the Jackie Gleason Theater of Performing Arts to 250 **by the fourth quarter of FY2016/17**

The format used by the City breaks the **"SMART"** objective into component parts:

Performance Indicator (DPI): The **measure** used to quantify the progress the Department and the City is making towards achieving their broad goals (KIOs).

Target: Value for the Performance Indicator that the department is trying to **attain**.

FY 2016/17: **Timeline** for accomplishing target.

Combining these elements together provides a more traditional **"SMART"** objective format:

Department Objective = Performance Indicator + Target + Timeline

Objective Example: Performance Indicator (Turn around time) + Target (2 days) + Timeline (FY 2016/17) (Decrease the turnaround time to 2 days by the end of FY 2016/17)

GUIDE FOR READERS

However, the format used in the Department work plan focuses on the target to be achieved and the activities that will ensure achieving the objective, as well as provides an easy mechanism for monitoring progress over time.

The performance measures (KPIs, and DPIs) are shown with how they support the City's Citywide Key Intended Outcomes. Performance Indicators include a mix of efficiency and quality outcome measures such as:

- Public Area Cleanliness Index Rating
- Number of days from serviced initiation to voluntary compliance for complaints
- Average number of weeks required for plan review of City Projects
- Average maintenance cost per vehicle

In addition to process-related measures such as:

- Number of calendar days from requisition to purchase orders
- Percentage of projects on schedule during the construction phase
- Average number of days to complete a recruitment
- Number of calendar days turnaround for plan review by the Building Department

Citywide Initiatives

Specific programs, strategies and tasks to achieve department measures and broader Citywide goals (KIOs).

11) **Critical Success Factors**

Includes support requirements needed from other departments to achieve departments FY 2016/17 Performance Plan.

12) **Future Outlook**

Discussion of trends and events anticipated over the next five years.

GUIDE FOR READERS

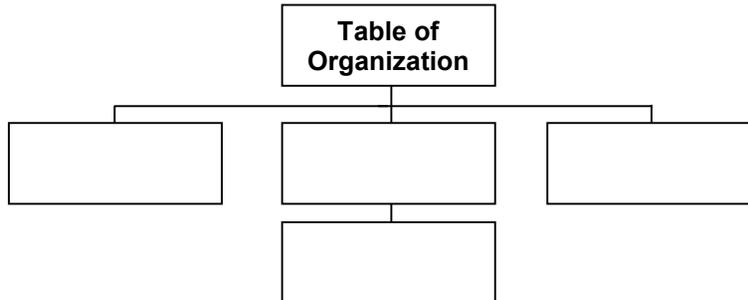
1) DEPARTMENT XXXX

2) Department Mission/Purpose Statement:

We are dedicated to.....

3) Department Description:

4) Table of Organization:



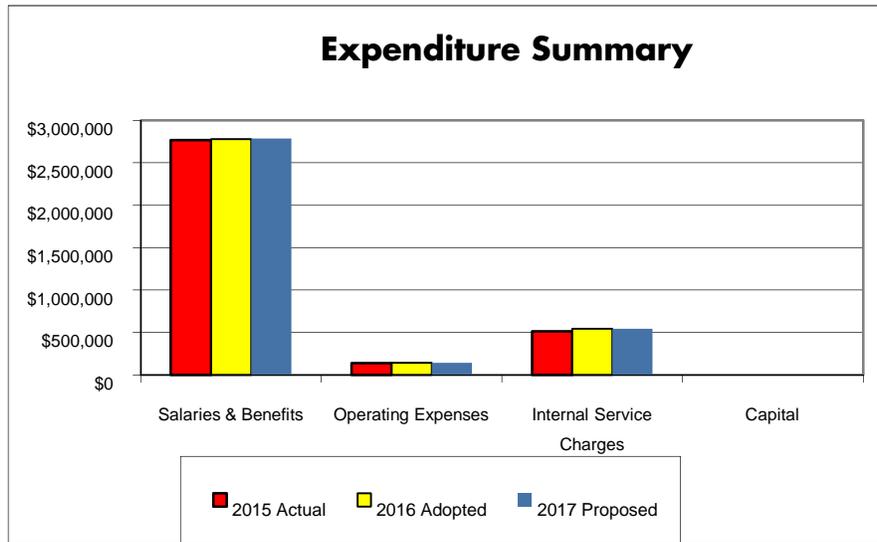
5) Fiscal Environment:

6) Business Environment:

7) Departmental Financial Summary:

<u>Revenue Area</u>	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Bldg Dev Process Planning	\$1,049,678	\$ 1,261,215	\$1,213,000	\$1,100,000
Board of Adjustments	84,134	113,664	98,000	95,000
Historic Preservation Board	86,082	102,513	92,000	93,000
Planning Board	52,349	88,784	90,000	63,000
Design Review Board	119,355	150,815	136,000	140,000
Miscellaneous	29,852	42,462	30,000	47,000
	\$1,421,450	\$1,759,453	\$1,659,000	\$1,538,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$2,373,631	\$2,488,118	\$2,766,741	\$2,780,000
Operating Expenses	177,294	133,352	138,145	143,000
Internal Service Charges	453,419	507,291	514,114	544,000
Capital	0	0	0	0
Total	\$ 3,004,344	\$ 3,128,761	\$3,419,000	\$3,467,000
Budgeted Positions	25	25	25	25

GUIDE FOR READERS



*Some Department Work Plans may contain maps, charts, and other tables not indicated in the Guide for Readers Chart

8) Budget Highlights:

9) Signification Prior Accomplishments:

10) Performance Plan Highlights:

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual			Target		FY 2016/17 Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	

11) Critical Success Factors:

12) Future Outlook:

BUDGET PROCESSES

This section provides an overview of the City of Miami Beach's budget process for matching City priorities with available resources; and the financial policies that guide budget decisions and spending in the City.

How the Budget is Created

The City of Miami Beach begins its budget process with a strategic planning process to identify the needs and priorities of the community that results in broad goals to guide the City's budget process: our *Key Intended Outcomes*. These are combined with preliminary projection of revenues and expenditures based on financial trends and analysis that continue to be refined throughout the budget process.

Establishing Priorities

A significant driver in developing Citywide priorities is the community input received through the community satisfaction surveys with residents, businesses and community organizations, focus groups, and outreach meetings with the community. The surveys provide an understanding of current satisfaction levels among community groups with the City of Miami Beach government and the services it provides; provide benchmarks to similar jurisdictions, and provide recommendations for improving satisfaction and quality of life, i.e. "key drivers for improving satisfaction". Focus groups and community outreach meetings allow the City to gain more in-depth insight into specific topics.

Surveys conducted in 2016, 2014, 2012, 2009, 2007, 2005 and additional focus groups in 2006 and 2008 along with an environmental scan of demographics, socio-economic data and department workload and performance measures; financial trends; and comparatives with other cities resulted in refinement to the City's multi-year goals called Key Intended Outcomes (KIOs) linked to the City's vision, and more specific annual Citywide Initiatives endorsed by the City Commission. Additional KIOs essential to the sustainability of City government are also identified supportive of the City's vision.

In addition to the identification of KIOs, the strategic planning process identifies measures to determine whether or not the City is successful in achieving the KIOs – "Key Performance Indicators". Together, these comprise the City's Strategic Plan which is disseminated to the community and shared with every employee in the organization.

The set of longer term Citywide KIOs and annually updated Citywide Initiatives are used to guide departments as they analyze existing services, and prepare their proposed work plans and budgets. Allocation of resources is based on department work plans developed to support each of the Citywide Initiatives and Key Intended Outcomes. Department work plans are required to support the City's strategic planning priorities and are the basis upon which recommendations for enhancements, reductions, realignments, and efficiencies are made.

BUDGET PROCESSES

Budget Development Cycle

In December, the Office of Budget and Performance Improvement (OBPI) prepares the annual budget calendar which covers the period January-September and outlines the steps to be followed throughout the budget development and adoption processes. It lists milestones and critical due dates for all processes, and conforms to prescribed deadlines set forth in State of Florida Truth in Millage (TRIM) Legislation (F.S.S.200).

OBPI schedules the Citywide department budget workshop, which is held in January. During the workshop, each department director is given a budget request manual that includes instruction for work plan development, current service level projections and Budget Packages. The instruction manual also contains preliminary OBPI expenditure projections for salaries, benefits and internal services for the upcoming fiscal year. After attending the budget workshop, each department director returns to his department and prepares their proposed department work plan for the ensuing fiscal year. The City Manager has a preliminary meeting with each department to review the department's proposed work plan performance priorities and ensure that they support the strategic priorities. While not necessarily financial, factors critical to the success of the department's work plan are also discussed at this time.

Upon receipt of proposed work plans and Current Service Levels, the analyst assigned to the respective department will review the budget submission for accuracy and completeness, in accordance with the tenets of the budget instruction manual. The analyst then begins to evaluate the request. Each expenditure category (salary/fringe benefits, operations, and capital items) is reviewed for accuracy and justification. The supporting narrative, organizational chart, and position authorizations are also reviewed. OBPI summarizes the department's draft current service level request in a spreadsheet with supporting information and binds all materials in a notebook for subsequent review with the Director of OBPI, the appropriate Assistant City Manager and the City Manager.

The second phase entails submitting Budget Packages for enhancements, reductions, realignments, and efficiencies. After OBPI completes the informal review of all departmental Budget Packages, a formal review of the submission is conducted before the City Manager, the OBPI Director and department. After each department director has presented its budget to the City Manager, OBPI makes a funding recommendation in June, based upon directives received by the City Manager resulting from the departmental meetings. Concurrent with this internal process, is an external process: City boards/committees composed of citizens and City staff, usually meet at least once monthly. Current service level budgets are refined through this process, and input is obtained for initiatives to support the KIOs. In addition, City Commission briefings are held throughout the process to advise them of the status of the budget process and preliminary funding levels.

On July 1st, OBPI receives the annual Certification of Taxable Value from the Miami-Dade County Property Appraiser which states the assessed value of real and personal property within Miami Beach. Since property taxes are the largest revenue stream to the City, this information provides the basis for final adjustments to the operating budget.

BUDGET PROCESSES

Workshops with the City Commission are held to obtain input regarding to preliminary funding levels recommended by the Administration for the upcoming fiscal year. These public meetings are advertised in the newspaper, held in City Hall, and hosted by the Administration. Based on directives received at these workshops, OBPI prepares an agenda item for submission to the Commission. At the Commission meeting in July, the Commission seeks to set the tentative operating and debt service millage rates for both the principal taxing authority and its dependent taxing district (Normandy Shores), provides an approach to balance the City budget based on these proposed millage rates and sets the date, time, and location of the first of two public hearings during September to consider operating and debt service millage rates and budgets.

Based upon Commission action taken at the meeting held in July, the OBPI transmits the following Department of Revenue Forms: (1) Certification of Taxable Value-DR-420; (2) Tax Increment Adjustment Worksheet-DR-420 TIF; (3) Maximum Millage Levy Calculation-DR-420 MM-P; and (4) Voted Millage Addendum-DR-420-VMA, to both the Miami-Dade County Property Appraiser and Tax Collector, pursuant to TRIM legislation. This plan is then translated into a Proposed Work Plan and Budget document which is released to the Commission, Administration, department directors, and the general public in late summer along with the Proposed Capital Budget and 5-Year Capital Improvement Plan.

Budget Adoption

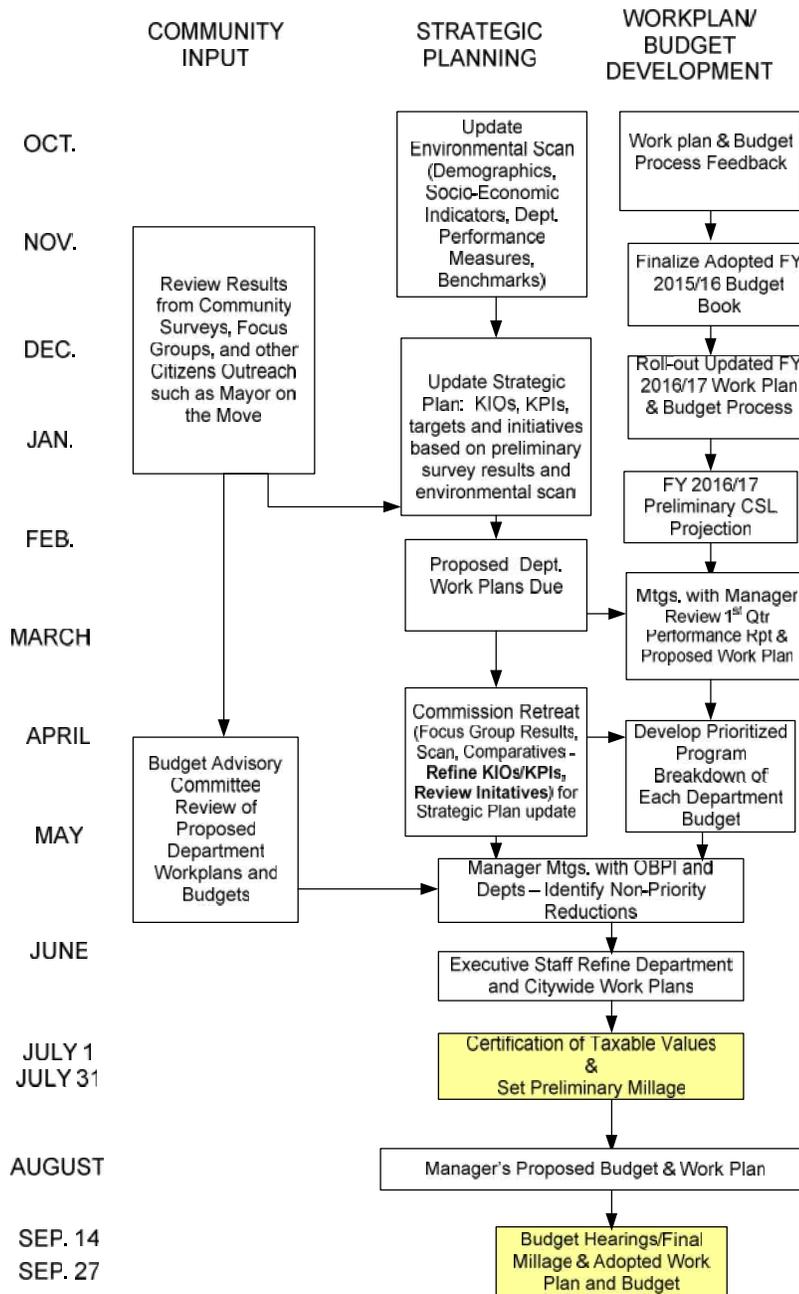
At the first hearing in September, the Commission adopts the tentative operating and debt service millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores), and sets the date, time and location for its second public budget hearing.

Advertisement for the second public budget hearing is prepared by OBPI in accordance with the TRIM Legislation. The notice contains the tentatively adopted millage rates and budgets from the first public hearing, a notice of tax increase, if applicable, and the date, time, and location for the second public budget hearing. The ad must be placed in a newspaper of general circulation within 15 days of adopting the tentative millage and budget, and two (2) to five (5) days prior to the public budget hearing. The hearing must be scheduled after 5:00 P.M. on any weekday. The agenda item for the second public budget hearing is prepared by OBPI and serves as the final public hearing required to adopt final millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores).

Based on Commission action taken at the second meeting in September, OBPI transmits within three days, certified Resolutions on the final millage rates and budgets, to both the Miami-Dade County Property Appraiser and the Tax Collector. Within 30 days, OBPI submits the "Certificate of Compliance" on Department of Revenue Form Number DR-487, to the Florida Department of Revenue in Tallahassee, pursuant to TRIM Legislation. OBPI ensures that an Adopted Work Plan and Budget is printed and released to the Commission, Administration, department directors, and the general public along with the Adopted Capital Budget and 5-Year Capital Improvement Plan.

BUDGET PROCESSES

CREATING THE FY 2016/17 BUDGET



BUDGET PROCESSES

Budget Amendment and Authorization

The budget is adopted at the fund and department level. Once the budget has been approved, any transfers between funds and/or departments must be approved by the City Commission. During the course of the fiscal year, the budget may have to be amended to cover unexpected deviations in estimated revenues or expenses. Since State of Florida statutes mandate that the budgets be balanced, the City Manager must present to the Commission the necessity for the amendment as well as the source for the needed funds.

In accordance with Item #12 in the Citizen Bill of Rights contained in the City Charter, Resolution No. 94-21258, and Letter to the Commission (LTC) 162-1994, quarterly reports on the fiscal condition of the City are presented to the City Commission. This analysis compares budget to actual variances and projects year-end revenues and expenditures for General, Enterprise, and Internal Service Funds. Recommendations for remedial actions to correct weaknesses and amendments to the budget, if necessary are provided by the Administration.

The following is a general overview of key budget development process dates.

Accounting Basis

The accounts of the governmental fund types (General, Special Revenue, and Debt Service Funds) have been prepared on the modified accrual basis of accounting. Modifications of the accrual basis of accounting are as follows:

- (1) Revenues susceptible to accrual and material revenues that are not received at their normal time are recorded on the accrual basis, while other revenues are recorded when received in cash.
- (2) Expenditures are recorded on an accrual basis with these exceptions: prepaid expense items are recognized as expenditures at the time of purchase and interest on long-term debt is recognized as expenditures at maturity date.
- (3) Encumbrances are recorded as reservations of fund balance until they are actually expended or accrued as a liability in the fund.

The accounts of the Proprietary Funds (Enterprise and Internal Service) have been prepared on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned; expenses are recognized in the period in which they are incurred. Water, Sewer, Sanitation and Stormwater utility service revenues are recognized as billed.

BUDGET PROCESSES

Budgetary Basis

Annual budgets are adopted for the General Fund, General Obligation Debt Service Fund, Enterprise Fund and Internal Service Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) (i.e., the governmental funds use the modified accrual basis of accounting while the proprietary funds use the full accrual basis). Exceptions to GAAP are as follows: (a) Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis; and (b) Capital outlay within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget basis. Depreciation expenses for the proprietary funds are listed as Renewal & Replacement transfers.

The appropriated budget is prepared by fund and department. Pursuant to State of Florida Statute 166.241, the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. The government's department directors may make transfers of appropriations within a department line item subject to OBPI approval. Transfers of appropriations between departments require the approval of the City Commission. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is the department level. Appropriations lapse at year-end except appropriations for Grant funds and Capital Improvement Project Funds which are carried forward until such time as the project is completed.

FINANCIAL POLICIES

The City of Miami Beach's Strategic Plan includes Key Intended Outcomes to ensure the long-term sustainability of City government: Ensure expenditure trends are sustainable over the long term; and improve overall financial health and maintain overall bond rating. Beginning in January 2007, the Budget Advisory Committee (BAC), with support from City administration, undertook the task of analyzing the City's existing policies, identifying best practices as recommended by the Government Finance Officers Association (GFOA), and reviewing policies of other highly-regarded municipalities. City staff conducted extensive research and also provided insight regarding rating agency considerations for improving their perspective on the financial outlook for the City. The following policies include those that were adopted by the City Commission as a result of that effort, as well as policies that had existed prior to that time. Links to each resolution are found at the bottom of the corresponding policy.

Policy: Stabilization Funds and Fund Balance/Contingency Planning and Cash Reserves

On June 5, 1996, the City Commission adopted Resolution No. 96-22014 which appropriated \$10 million into a reserve for contingencies in the General Fund. This resolution called for this reserve to remain at 11% of the General Fund Operating Budget of the ensuing year. On February 18, 1998, the City Commission adopted Resolution No. 98-22661 which defined a public emergency for which funds could be used as well as stipulating that expenditure specifically requires a 5/7 vote rather than a majority of the Commission.

On September 21, 2006, the Commission adopted Resolution No. 2006-26341 which stated that in addition to the 11% of General Fund Operating Budget Emergency Reserve, the City of Miami Beach shall have a goal to maintain a General Fund Reserve for Contingencies equal to 6% of the General Fund Operating Budget. In combination with the 11% of Emergency Reserve, this represents 2 months of the General Fund Operating Budget expenditures. If the Reserve for Contingencies level falls below the 6% level, a plan of action will be required to increase the reserves over three to seven years (to at least 6%) and a percentage of any additional undesignated fund balance shall be earmarked toward attainment of the 6% level.

Further the resolution stated that the City of Miami Beach shall have a goal to develop and maintain appropriate levels of reserves in the Enterprise Funds as in the General Fund, and a goal of maintaining a reserve of 100% of pending claims in the Risk Management Fund, and shall strive to fund 2/3 of the estimated value of insurance claims incurred but not reported.

The resolutions are available on-line at the following links:

96-22014 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=940&dbid=0>

98-22661 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=623&dbid=0>

2006-26341 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0>

FINANCIAL POLICIES

Policy: Debt Issuance

Article V of the City Charter and Article III of the City Code empower the City Commission with the authority, by resolution, to issue bonds for the purpose of paying all or part of the cost of projects. The principal of and interest on each series of bonds shall be payable from pledged revenues. At the option of the Commission, the City may covenant to budget and appropriate from non-ad valorem revenue sources identified by the city by resolution or from general non-ad valorem revenues of the city an amount necessary to make up any deficiency in the payment of the bonds.

The articles are available on-line at the following links:

Article V of City Charter - http://library.municode.com/HTML/13097/level3/PTICHRESPAC_SPACH_ARTVBUFL.html

Article III of City Code - http://library.municode.com/HTML/13097/level3/SPAGEOR_CH94SPAS_ARTIIIIBO.html

Policy: Use of Non-Recurring Revenues

Pursuant to Resolution 2006-26341, the City of Miami Beach will use one-time, non-recurring revenue for capital expenditures or one-time expenditures and not to subsidize recurring personnel, operations and maintenance cost.

The resolution is available on-line at the following link:

2006-26341 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0>

Policy: Balancing the Operating Budget

The Office of Budget & Performance Improvement (OBPI) is responsible for ensuring the financial stability and integrity of the organization by maintaining a balanced budget. This is accomplished by the development, presentation, and adoption of the organization's annual operating budget in accordance with the requirements of Florida State Statutes 200.065, commonly referred to as TRIM, (TRUTH IN MILLAGE). Additionally, Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

Further, Resolution 94-21258 adopted on July 27, 1994 requires review and reporting to the Miami Beach City Commission of adjustments and amendments to the City of Miami Beach annual budget for the purposes of conforming actual expenditures to the adopted budget at least once every quarter.

The resolution is available on-line at the following link:

94-21258 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=25025&dbid=0>

FINANCIAL POLICIES

Policy: Guiding the Design of Programs and Services

Pursuant to Resolution 2006-2634,

- The City of Miami Beach shall create a strategic plan that identifies multi-year strategic priorities (Key Intended Outcomes) with corresponding result measures for each priority.
- Annually, the City of Miami Beach shall use a strategic planning process to develop initiatives that support the strategic plan priorities.
- The budget process and format shall be performance-based and focused on Key Intended Outcomes and performance measures.
- Any new initiatives not core to the City's core mission or Key Intended Outcomes identified in the strategic plan that is greater than 0.5% of budget for the fund impacted per year, or cumulatively, shall be first considered as part of the City's annual strategic planning process to develop initiatives.

The resolution is available on-line at the following link:

2006-2634 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0>

2015-29077 - <http://docmgmt.miamibeachfl.gov/weblink8/0/doc/140371/Page1.aspx>

Policy: Capital Asset Acquisition, Maintenance, Replacement and Retirement

Pursuant to Resolution 2006-26341, the City of Miami Beach shall have a goal to fund at least 5% of the General Fund for the following capital needs as a permanent part of the budget:

- **Capital Renewal and Replacement** – to ensure adequate funding for the renewal and replacement of the City's General Fund facilities to extend the useful life or replace equipment whose useful life has expired. City of Miami Beach Resolution No. 2004-25697 dated September 28, 2004, established a restricted renewal and replacement account is funded by dedicating a portion of the millage. The dedicated millage and project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process. Unused funds stay in the account until projects are completed or can be used for other projects subject to Commission approval. The City Commission Resolution No. 2005-25832 dated February 23, 2005, established more stringent criteria for the use of these funds by summarizing the criteria into three critical areas; include a preamble/whereas clause pertaining to emergency use of funds; and provide a provision for emergency use of the funds.
- **Capital Reserve Fund** – to help ensure adequate funding related to previously approved capital projects for expenditures due to bids that are over-budget, change orders, or other unforeseen items for General Fund projects.

FINANCIAL POLICIES

- **Pay-As-You-Go Capital Fund** – to ensure adequate on-going reinvestment in capital plant and equipment, to avoid deferring capital needs until there is a major bond issue.
- **Capital Investment Upkeep Fund** – to help ensure adequate funding for General Fund non-facility related upkeep.
- **Information and Communications Technology Fund** – to help ensure adequate funding for the procurement of new or enhanced information and technology needs of the City.

Further, Resolution 2006-2634, the City of Miami Beach shall have a goal to develop and maintain appropriate levels of capital reserves in the Enterprise Funds as in the General Fund.

In addition, Resolution 2002-24764, requires that at least 50% of the annual General Fund revenues in excess of expenditures shall be transferred to the Capital Reserve Fund.

The resolutions are available on-line at the following links:

2006-26341- <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0>
2004-25697 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=45478&dbid=0>
2005-25832 - <http://docmgmt.miamibeachfl.gov/weblink8/0/doc/49012/Page1.aspx>
2002-24764 - <http://docmgmt.miamibeachfl.gov/weblink8/0/doc/22702/Page1.aspx>

Policy: Cash Management

Excess cash during the year is invested in cash deposits, money market funds, U.S. Treasury obligations, U.S. government agencies, commercial paper, corporate bonds, and repurchase agreements. The investment policy of the City is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either covered by federal depository insurance or a collateral pool held by the State Treasurer for the benefit of all public deposits in Florida, or by collateral held by third parties in trust in the name of the City. All cash and investments of the City currently meet the criteria for Risk Category #1 as defined by the Governmental Accounting Standards Board.

Policy: Managing Investments

On September 27, 1995, Resolution 95-21726, as amended by Resolution 97-22315 on March 5, 1997, adopted an investment policy for the City of Miami Beach which specifies the authorized investment options and defines the percentage of City funds which may be invested in said categories. The investment objectives are safety of capital, return on capital and liquidity of capital. Investment returns are important and can make significant contribution to the City's operations and capital projects. Therefore, every effort is made to select the most advantageous

FINANCIAL POLICIES

investment vehicle and term of investment to maximize earnings. However, safety and liquidity, in that order, take precedence over the return.

Resolution 2004-25456 adopted on January 14, 2004 authorized the administration to contract with MBIA Municipal Investors Service Corp provides Investment Advisory services to the City to manage and direct the investment of excess funds in accordance with the City of Miami Beach Investment Policy investment objectives .

The resolutions are available on-line at the following links:

95-21726 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=60616&dbid=0>

97-22315 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=137&dbid=0>

2004-25456 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=27104&dbid=0>

Policy: Fees and Charges

On July 30, 2003, the City Commission adopted Resolution 2003-25299 which established that (1) an administrative review of the City fees shall be initiated whenever the change in the CPI, between the current CPI and the date of the CPI used to establish the last fee adjustment, is greater than 5%; and (2) upon reaching the threshold and, following a survey of fees for similar services in surrounding communities and/or analysis to review the current cost of providing such services, the Administration shall prepare its recommendation that adjustment to City fees be incorporated into an amended ordinance or resolution, as appropriate, with final approval of same by the City Commission.

The resolution is available on-line at the following link:

2003-25299 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=25008&dbid=0>

Policy: Pension Reform

On July 17, 2013, the City Commission adopted Resolution 2013-28290, which includes policies and guidelines intended to address increasing costs derived from the benefits provided to the pension plan members, particularly in the City Pension fund for Firefighters and Police Officers in the City of Miami Beach, which represent the fastest growing costs to the City's budget in recent years. These policies and guidelines address four perspectives to ensure long-term pension reform: (1) Affordability and Sustainability, (2) Appropriate Benefits to Provide to Employees, (3) Recruitment and Retention, and (4) Management of Risk/Risk Sharing.

The resolution is available on-line at the following link:

2013-28290 - <http://docmgmt.miamibeachfl.gov/WebLink8/0/doc/131743/Page1.aspx>

FINANCIAL POLICIES

Policy: Resort Tax Reserve Fund

On April 23, 2014, the City Commission adopted Resolution 2014-28543 based upon recommendations of the Budget Advisory Committee, which established financial policy for the establishment of a reserve in the City's Resort Tax Fund. The adopted reserve policy for the Resort Tax Fund addresses the volatility of this key funding source to minimize potential future negative impacts from unforeseen events, ensures continuity of operations in both the Resort Tax Fund and General Fund, and maintains or improves the City's credit ratings.

The adopted Resort Tax Reserve Fund policy is as follows: (1) the City of Miami Beach shall maintain a minimum reserve in the Resort Tax Fund of two months of total revenue of the 2% resort tax and shall have a goal of maintaining a minimum reserve equal to three months of total revenue of the 2% resort tax; (2) said goal of three months of total revenue of the 2% resort tax shall be established within the timeframe of ten years effective as of October 1, 2014; (3) permanent contingency reserve is established in an amount not less than two months of total 2% resort tax revenues of the annual fiscal budget in the Resort Tax Fund to be held for use in a public emergency if and when an emergency affecting life, health, property, public safety, or a significant economic impact on resort tax collections, and the expenditure of such funds is authorized by a five-sevenths (5/7) vote of the City Commission; (4) said contingency reserve shall be increased or decreased annually but shall be maintained at a minimum amount of two months of total 2% resort tax revenues of the then existing Resort Tax Fund Budget; and (5) prior to any expenditures from this reserve, the Mayor and City Commission must declare an emergency affecting life, health, property, public safety, or a significant economic impact on resort tax collections, and authorize said expenditures by a five-sevenths (5/7) vote. Administration is directed to restore the reserve to its aforementioned level in an amount not less than five hundred thousand dollars (\$500,000) annually, by an amendment to the Adopted Resort Tax Fund Budget. This adopted policy meets and/or surpasses the Government Finance Officers Association's recommendations for a minimal reserve policy of two months of operating expenses or two months of total revenues.

The resolution is available on-line at the following link:

2014-28543 - <http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=135343&&dbid=0>

MIAMIBEACH

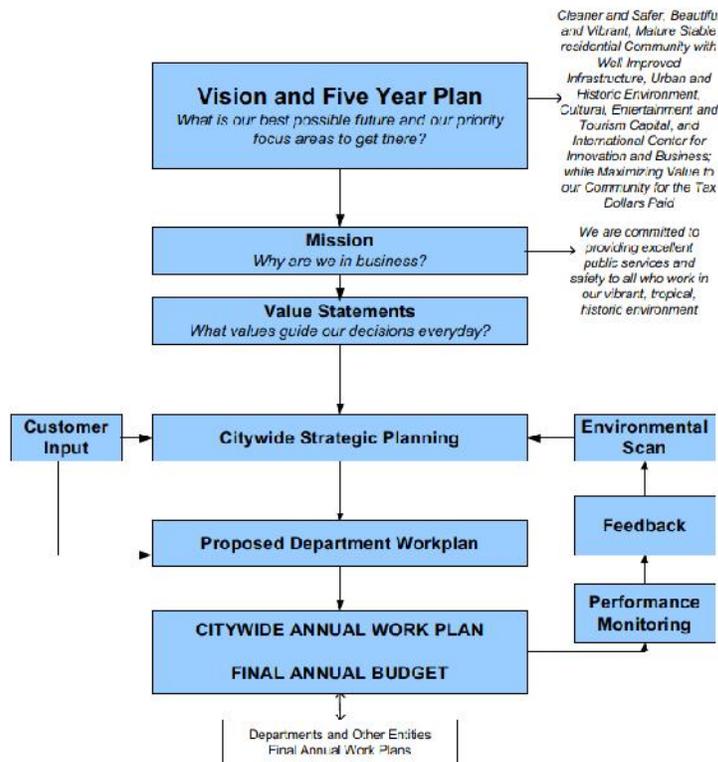
STRATEGIC PLANNING AND MANAGEMENT

MIAMI BEACH EXCELLENCE MODEL

In 2005, the City formalized a performance-based approach for allocating resources based on the City's Strategic Planning priorities and supporting department work plans in support of the City's Excellence Model. The City's Excellence Model is a strategic measurement-based model for continuous improvement. It is driven by the City's Vision, with Priority Areas established at the strategic level based on customer input and environmental scan information. Broader Key Intended Outcomes (KIO's) are established as multi-year priorities, while initiatives that are more specific are updated annually. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance monitoring is used to track progress and make adjustments for further improvement.

The City Commission adopted the model in 2006 as the mechanism to guide the provision of services and allocation of resources. In the City of Miami Beach the City Commission adopts the Priority Areas, Key Intended Outcomes, and Citywide Initiatives. Each Department, as part of the annual budget process, updates the Department's individual work plan, including the last fiscal year's measures and initiatives. Additionally, each Department recommends indicators and initiatives as part of the Strategic Planning process. The City Manager reviews each Department's work plan and proposed changes to any indicators and/or indicators. The budget and strategic management process is facilitated by the Office of Budget and Performance Improvement.

EXCELLENCE MODEL



STRATEGIC PLANNING AND MANAGEMENT

VISION – MISSION – VALUES

- **Vision** – Our community’s shared vision for the best possible future for the City of Miami Beach. The Vision is, The City of Miami Beach will be: Cleaner and Safer; Beautiful and Vibrant; A Unique Urban and Historic Environment; A Mature, Stable, Residential Community with Well-Improved Infrastructure; A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business; While Maximizing Value to Our Community for the Tax Dollars Paid.

- **Mission** – The role of our government in achieving this vision. The City of Miami Beach’s mission statement is:

We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.

- **Values** – The Values the City of Miami Beach has adopted provide the foundation for Strategic Planning and Management decisions. The current City of Miami Beach values are:

We maintain the City of Miami Beach as a world-class city.

- We work as a cooperative team of well-trained professionals.
- We serve the public with dignity and respect.
- We conduct the business of the City with honesty, integrity, and dedication.
- We are ambassadors of good will to our residents, visitors, and the business community.

CUSTOMER INPUT

2016 Community Satisfaction Surveys

A key component of the City’s Excellence Model is the Community Satisfaction Survey. The first community surveys were conducted in 2005 and 2007. These statistically valid surveys are conducted by an outside consulting firm and are sent to a sample of residents and businesses. Additional surveys were conducted in 2009, 2012, 2014, and 2016. With issues and priorities changing over time, new questions are added to the surveys. The recently conducted Community Survey, placed an emphasis on sustainability and resiliency, and included many questions from the 2014 survey in order to calculate progress towards priority areas and analyze historical trends. The 2016 surveys meet the statistical data sample requirements with 1,908 residents and 1,014 businesses surveys conducted; the results therefore, can be extrapolated to all residents and all businesses in the City of Miami Beach.

STRATEGIC PLANNING AND MANAGEMENT

The 2016 Community Survey represents the most exhaustive and representative feedback City government receives from residents and businesses. Highlights from the survey include:

- 73.3% of residents and 72.2% of business owners would recommend the City of Miami Beach, and,
- 66.9% of residents rate the quality of life as very high.
- The results of the community survey are highlighted in the discussion of “Strategic Priority Area Updates” in this section. The intended purpose of the surveys is to gather general feedback and input from our residents and businesses on their level of satisfaction with the services the City provides, as well as to continue to refine priority areas for the organization to focus on, and actionable recommendations for improvements to our services.

CITYWIDE STRATEGIC PLANNING



STRATEGIC PLANNING AND MANAGEMENT

- **Priority Areas** - In 2015, the Commission adopted a further refined set of Priority Areas based on the Vision. These Priority Areas guide the strategic framework Citywide and throughout each Department. The current Priority Areas are:

- Public Safety
- Management and Service Delivery
- Infrastructure
- Premier Neighborhoods
- International Center for Tourism and Business
- Educational Excellence

- **Key Intended Outcomes (KIO)** - results the City plans to achieve towards accomplishing the identified Priority Areas. Key Intended Outcomes are adopted by Commission based on City Administration and Community input. The current Key Intended Outcomes, adopted through Resolution 2015-29077 are:

Public Safety

- Insist On Police Department Accountability And Skilled Management/ Leadership
- Reform Policing Culture With Customer Service Emphasis
- Ensure Public Safety And Emergency Preparedness

Management and Service Delivery

- Streamline The Delivery Of Services Through All Departments
- Improve Building/Development-Related Processes From Single Family Residences To The Large Development Projects
- Strengthen Internal Controls To Achieve More Accountability
- Enhance External And Internal Communication From And Within The City
- Ensure That A Universal Culture Of High Quality Customer-Service Is Driving The Conduct Of The City Commission And All City Employees
- Ensure Expenditure Trends Are Sustainable Over The Long Term
- Improve City's Managerial Leadership To Reward Innovation And Performance

Infrastructure

- Ensure Reliable Stormwater Management And Resiliency Against Flooding By Implementing Select Short And Long-Term Solutions Including Addressing Sea-Level Rise
- Ensure Comprehensive Mobility Addressing All Modes Throughout The City
- Build And Maintain Priority Infrastructure With Full Accountability

STRATEGIC PLANNING AND MANAGEMENT

Premier Neighborhoods

- Enhance Beauty And Vibrancy Of Urban And Residential Neighborhoods; Focusing On Cleanliness, Historic Assets, In Select Neighborhoods And Redevelopment Areas
- Revitalize Key Neighborhoods, Starting With North Beach And Ocean Drive
- Improve Cleanliness In High Traffic Residential And Pedestrian Areas, Including Maximizing Deployment Of Trash Cans On Every Corner
- Improve Cleanliness, City Beaches
- Enhance Beautification And Cleanliness Of City Owned Corridors
- Elevate Walkability And Pedestrian Safety To First Criteria Of All Development Decisions, Including Reconstruction And Planning
- Ensure Workforce Housing For Key Industry Workers Is Available In Suitable Locations
- Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing The Code For Commercial Development
- Enhance Cultural and Recreational Activities

International Center for Tourism and Business

- Improve Alliance With Key Business Sectors, Namely Hospitality, Arts, & International Business With A Focus On Enhanced Culture, Entertainment, & Tourism
- Maximize The Miami Beach Brand As A World Class Destination

Education Excellence

- Achieve Educational (K-12) Excellence
- Induce Public School Accountability Mainly At Middle School

- **Key Performance Indicators (KPIs)** express City's KIOs in measurable terms (measures). Indicators with a KPI designation reflect identified Citywide measures. All Key Performance Indicators appear on the Strategic Plan Results Update document. Identified highlights appear on individual Department Work Plans.
- **Department Performance Indicators (DPIs)** express the City's KIOs in measurable terms (measures). Indicators with a DPI designation reflect identified department specific measures. Identified highlights appear on individual Department Work Plans.
- **Citywide Initiatives** – activities or groups of activities undertaken to drive performance of KPIs/DPIs and achieve Key Intended Outcomes. City Commission adopts Department identified initiatives for each fiscal year in support of strategic plan designed to improve priority areas.

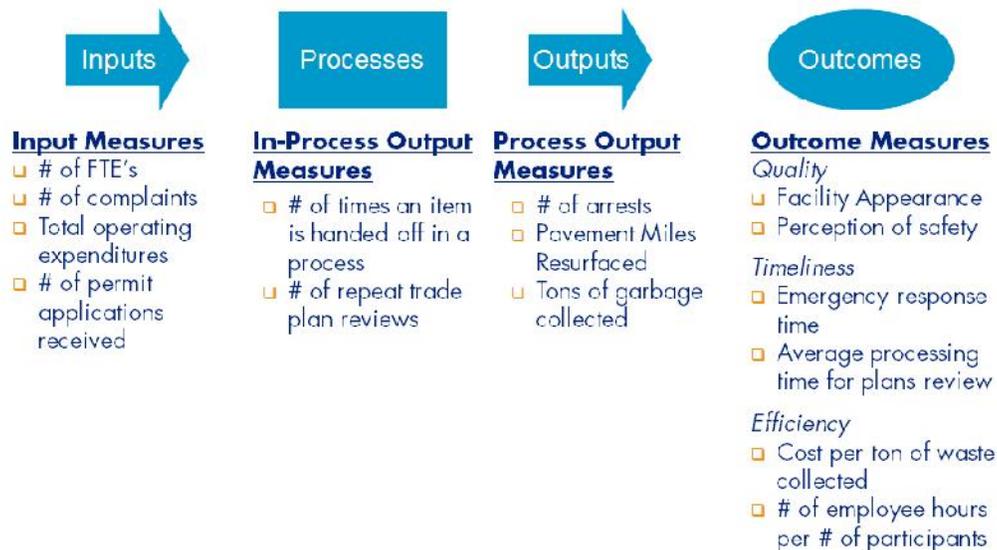
STRATEGIC PLANNING AND MANAGEMENT

- Example of how measures are linked:

This process ensures are facets of the strategic management process are pulling in the same direction.

- 
- **Priority Area** – Management and Service Delivery
 - **Key Intended Outcome (KIO)** – Ensure Expenditure Trends Are Sustainable Over The Long Term
 - **Key Performance Indicator (KPI)** - % of businesses rating the Overall Value of City services for tax dollars paid as excellent or good
 - **Dept./Process** – % of audits completed during fiscal year
 - **In-Process** – Average # of days to issue a Business tax receipt
 - **Initiative** – FY17: Automate budget document reports

- Tying the measures to the strategic process:



The Citywide Strategic Planning process provides a baseline of service and satisfaction levels. It also allows for easier identification of efficiencies, reorganizations and reductions that have minimal impact. Supporting information for each of these strategic planning areas is provided in the following pages, categorized by Priority Areas.

STRATEGIC PLANNING AND MANAGEMENT

STRATEGIC PRIORITY AREA UPDATES

Public Safety

Insist On Police Department Accountability And Skilled Management/Leadership; Reform Policing Culture With Customer Service Emphasis; Enhance Public Safety And Emergency Preparedness: Residents were complimentary of police giving them 66% in satisfaction ratings of perceived quality. However, results still lag behind 2005 and 2009 when police received positive ratings from 78% and 84% of residents, respectively. Most residents (68%) of Miami Beach felt safe in their neighborhoods during the day and over 90% at night. The Uniformed Crime Report verified numbers indicate Total Part 1 Crimes, violent and property, have remained stable from 9,294 in 2005 to 10,000 in 2015; this despite a 40.9% increase in average daily population from 157,593 in 2005 to 222,079 in 2015.

Safety and City services provided by Police, Fire, Emergency Medical Response, Ocean Rescue/Beach Patrol, and Emergency/Hurricane preparedness remained stable:

- 66% of residents and 74% of businesses responded that the overall quality of police services were excellent or good.
- 91% of residents and 78% of businesses responded that the overall quality of fire services were excellent or good.
- 84% of residents and 74% of businesses responded that the overall quality of emergency medical response services were excellent or good.
- 85% of residents and 61% of businesses responded that the overall quality of Ocean Rescue/Beach Patrol services were excellent or good.
- 77% of residents and 65% of businesses responded that the overall quality of the City's Emergency/Hurricane Preparedness efforts were excellent or good.
- 67% of residents responded that they feel very safe or reasonably safe in their neighborhood during the day and 81% of businesses responded that they feel very safe or reasonably safe in and around their place of business during the day.
- 90% of residents responded that they feel very safe or reasonably safe in their neighborhood during the evening/night and 54% of businesses responded that they feel very safe or reasonably safe in and around their place of business during the evening/night.
- 54% of residents responded that they feel very safe or reasonably safe in business/commercial areas during the evening/night.

Addressing homelessness was one of the lowest rated services in 2016 (25% positive ratings) and mentioned as a change to improve the quality of life in Miami Beach.

STRATEGIC PLANNING AND MANAGEMENT

Management and Service Delivery

Streamline The Delivery Of Services Through All Departments; Ensure Expenditure Trends Are Sustainable Over The Long Term: The City believes that it is more important than ever to find ways to be more efficient rather than seeking only to increase taxes to offset the loss of revenue. Community satisfaction levels declined slightly for resident ratings of the value of city services for tax dollars paid as excellent or good improved from 46% in 2007 to 35% in 2016. Value of City Services for Tax Dollars Paid continues to impact perceptions by residents and businesses of the City of Miami Beach as a place to live and as a place to run a business, and their perceptions of whether City government is meeting their needs.

The City experienced unprecedented growth in property tax revenues through 2007 allowing the City to address significant community needs and desires, enhance free access to services, and generally enhance service levels. The City must strive to ensure that increases in recurring revenues are in-line with more historical growth in values, and at the same time use the short-term opportunities to enhance reserves and address needed structural changes while ensuring that reserves are maintained. Personnel costs represent the largest percentage of the City's General Fund Budget and salary and benefits increases have been a primary driver of overall budget increases in the past. In FY 2009/10, the City began initiatives to slow down the growth in salaries and benefits through changes to bargaining agreements. These changes included freezing merits for two years for non-sworn employees, eliminating cost of living adjustments for two years for all employees, and implementation of significant pension reform for all non-sworn employees, and for new sworn employees. As a result, annual budget increases in recent years have been significantly lower than historical levels. Standard and Poor's credit rating is stable as AA+, in addition to the upgrade from Moody's to Aa2.

Improve Building/ Development-Related Processes From Single Family Residences To The Large Development Projects: At a May 2011 retreat, Commissioners recognized the importance of the building development process to City residents and businesses by adding this as a new Key Intended Outcome for FY 2011/12, and further refined in FY 2014/15. In general, the Building Department received moderate ratings, with only 51% positive ratings for overall satisfaction. As such, the building department has completed several initiatives to address community concerns including, but not limited to, the following:

- Established an unsafe structure panel
- Implemented eRecording with Miami Dade County
- Implemented Body Cameras
- Installed new ticketing, queuing and calling system to simplify and improve the customer experience
- Implemented process to continuously review stormwater billings
- Created a fine structure to ensure recovery of City costs associated with code violations
- Implemented technology enhancement for new permitting system; and is
- Currently launching electronic plans review program

STRATEGIC PLANNING AND MANAGEMENT

The Building Department continually seeks to improve processes and enhance service level while accommodating the evolving needs of the community.

Strengthen Internal Controls To Achieve More Accountability: The design and operation of internal controls are the basis for governments to operate in a safe and efficient manner. The City utilizes a number of resources to ensure the sufficient oversight of the City's internal control structures, business risks, operational and procedural efficiencies, performance measurements, and compliance to City codes and applicable Federal and State regulations. These include the usage of external auditors, the City's Internal Audit Division, and outside consultants. A sound internal controls structure minimizes risks in the government's operations. The City continually strives to improve its internal controls structure to better its operating systems.

The concept of accountability for use of public resources and government authority is essential to our City's governing processes. Government officials entrusted with public resources are responsible for carrying out public functions legally, effectively, efficiently, economically, ethically, and equitably. To promote transparency of City operations the City released an electronic portal, OpenGov, available through the City's website. Monthly revenues and expenditures are able to be viewed by fiscal year and by department. Additionally, Committee and audit reports are available through the City's website.

Ensure That A Universal Culture Of High Quality Customer-Service Is Driving The Conduct Of The City Commission And All City Employees: Both resident and business ratings regarding City employee contact remained stable when compared to 2014. 41% of businesses strongly agree or agree that the employees that assisted them had the proper training and knowledge. In addition, 36% of residents and 32% of businesses strongly agree or agree that it was easy to get to someone who could help them during their most recent contact with the City. Service Shopper scores citywide have improved since 2006 with an overall score of 4.28 out of 5 in FY2014/15. The City has implemented a comprehensive internal and external ongoing customer service satisfaction online survey, to allow for timely information on service provided to customers visiting city facilities. Information will be used to improve service at it relates to improved communication, productivity, and responsiveness, to customer needs.

Improve City's Managerial Leadership To Reward Innovation And Performance: The City has developed an Employee Suggestion Program (ESP) is to incentivize City employees to share innovative ideas which may enhance productivity, efficiency, effectiveness, safety, and/or the quality of local government services. The ESP is designed to recognize employees whose suggestions and innovations result in monetary savings, increased revenues to the City, improved quality of services, or otherwise benefit the City of Miami Beach and its residents. To stimulate creativity and introduce new schools of thought, the Florida International Internship Program for City of Miami Beach was created which places FIU undergraduate and graduate students in multiple City departments. A comprehensive Reward and Recognition Program was created in January of 2015 inclusive of the following programs: Service Recognition Program, Employee Suggestion Program, Ethical Hero Award, Performance Recognition Program and Customer Service Excellence Program. Since inception, fifteen employee suggestions, thirteen service recognitions 125 staff members were recognized.

STRATEGIC PLANNING AND MANAGEMENT

Enhance External And Internal Communication From And Within The City: 91% of City residents and 76% of businesses rate the information received from the City as very useful/somewhat useful. Primary communication avenues with highest satisfaction ratings included MB Magazine (74%) and the City's website (58%). Technology provides a unique opportunity through which the City can increase ease of access to services for our community in addition to improving efficiency of processes. Some of the online applications where a resident or business can transact a process online are utility bill payments, resort tax web payments, web extension credit card transactions, resort tax web filing, lien statements, and building requests for inspections. pay by license plate multi-space pay stations for on-street and surface parking lots; pay-on-foot stations at garages; and pay by phone services with Parkmobile; and virtual permit program.

Infrastructure

Ensure Reliable Storm Water Management And Resiliency Against Flooding By Implementing Select Short And Long-Term Solutions Including Addressing Sea-Level Rise: In 2016, 46% of residents and 54% of businesses rated storm drainage as excellent or good. It displays the rise in satisfaction with stormwater drainage efforts in comparison to 2014 ratings.

Ensure Comprehensive Mobility Addressing All Modes Throughout the City: In 2016 the Miami Beach Transportation master Plan was completed to include Pedestrian, Transit, Bicycle, and Traffic Operation Improvement Projects to meet the future transportation and safe multimodal mobility needs of the City. Over nineteen projects have been identified and prioritized for different phases of implementation during FY2016/17. Traffic was listed as a priority for means to improve the City. Reducing traffic is the one change needed to make Miami Beach a better place to live, work, visit or play. The public transit system's ability to get employees/customers across the City and traffic flow for customers and employees to get to businesses declined when compared to the 2014 survey with 8% of residents rating traffic flow on Miami Beach as excellent or good.

During the 2016 survey, 30% of residents and 32% of businesses rated the availability of parking across the City as about the right amount. As a result, the city continues to focus on this area with capital improvements geared towards adding additional parking spaces throughout the city. Parking availability remains a priority, with planned renovations to several parking lots citywide. In addition, the City Hall Garage (650 spaces); 17th Street Garage (1,460 spaces); and the 16th Street/Collins Avenue parking (603 spaces) contribute to almost 16,000 parking spaces available in the City to the City's parking inventory. This equals to a 54% increase in the City's overall garage parking space inventory since 2005.

Build And Maintain Priority Infrastructure With Full Accountability: Ratings for the condition of sidewalks continues to decline from 64% rating excellent or good in 2009 to 38% rating in 2016. The ratings remain low and continue to be an area for improvement.

STRATEGIC PLANNING AND MANAGEMENT

In recent years, the City has focused on issues related to greater enforcement around abandoned construction and property sites. This focus has included coordination between Code, Police, Fire, Building, and Public Works on a monthly basis to keep a list of abandoned sites and log their status; and increased enforcement with issues of non-compliance when violations are issued. Maintenance/appearance of public buildings rating excellent or good declined from 79% in 2014 to 75% in 2016, compared to 85% in 2009 and 77% in 2005.

In 2016, 56%, rated recently completed capital improvement projects as excellent or good. Highest scores for capital improvement projects were received by residents of the Condo Corridor, with a 2014 rating of 83%.

Both residents and businesses rated the appearance and maintenance of public buildings favorably. Maintenance/appearance of public buildings continues to rank high since 2005 with 75% of residents and 87% of businesses responding that these are either excellent or good during the 2016 survey. The City routinely conducts Facility Condition Assessments using a capital planning and management software that provides the City with a repeatable and sustainable process for short and long term capital planning. The information and/or solutions provide the data necessary to make well-informed, well-substantiated decisions regarding where and how to use available resources to the best possible advantage. This is accomplished through the characterizations of the deferred maintenance liabilities of all systems, a well-documented assessment of the costs to make necessary corrections, and a financial forecast of the capital renewal requirements of the systems. These processes are carried out using accepted and well-publicized industry standards and metrics.

The Environment and Sustainability Department was created in FY2015/16 to implement a holistic resiliency approach to climate change mitigation and sea level rise adaptation efforts. This department, coupled with the City's Sustainability Committee provides a mechanism to discuss environmental and sustainability issues that affect the community and recommend initiatives to make the community greener. The City has embarked on a number of sustainable initiatives including: updating the 10-year Beach management Plan, ensures regulatory compliance with contamination assessment and remediation projects, continuously worked in conjunction with the stormwater management program to reduce the quantity of pollutants that enter the stormwater ways, and initiated the City's Greenhouse Gas emissions inventory. The City was nominated for the 100 Resilient Cities through the Rockefeller Foundation.

Premier Neighborhoods

Enhance Beauty And Vibrancy Of Urban And Residential Neighborhoods; Focusing On Cleanliness and Historic Assets, In Select Neighborhoods & Redevelopment Areas; Enhance Beautification And Cleanliness Of City Owned Corridors; Elevate Walkability and Pedestrian Safety To First Criteria Of All Development Decisions, Including Reconstruction And Planning: Resident and business satisfaction with landscape maintenance in the rights-of-way/public areas has declined, with 57% of residents and 50% of business rating excellent or good in 2016, compared to 70% and 74% respectively in 2014. The City implemented an Appearance Index, similar to the

STRATEGIC PLANNING AND MANAGEMENT

Cleanliness Index, to measure the appearance of the City's public areas using a set of standards for sidewalks, roadways, turf, and plant beds. In addition, the City continues to implement its reforestation program citywide.

Revitalize Key Neighborhoods, Starting With North Beach And Ocean Drive:

Revitalization of key neighborhoods includes proactive code compliance efforts in both the North Beach and Ocean Drive areas. Completion of a community consensus cohesive master plan, including educational initiatives is currently underway. As of Quarter 2, FY2015/16, Total Part 1 Crimes in North Beach are at 12%, with Ocean Drive slightly higher with a 26% rating.

Improve Cleanliness In High Traffic Residential And Pedestrian Areas, Including Maximizing Deployment Of Trash Cans On Every Corner:

Cleanliness of streets continues to appear as a primary service the City should strive maintain. The City has made steady progress in this area, as quarterly cleanliness assessments conducted since 2005 show steady improvement. As of FY2014/15, the overall City cleanliness scores improved 16.6% from FY2005/06, the base year of the program, and the percentage of assessments rated clean or very clean improved to 84.6%, a 19.4% increase from the base year. Garbage/trash collection rating has steadily increased since 2005 with 65% of residents and 66% of businesses rating as either excellent or good in 2016. The cleanliness of streets in neighborhoods was rated by 61% of the respondents as either excellent or good, as compared to 63% in 2005.

Cleanliness of waterways in 2016 slightly declined in comparison to the 2005 survey (40% of residents rated as excellent or good compared to 49% in 2005), but continues to be an area for improvement. The percentage of waterway assessments rating clean or very clean has increased from 54.5% in FY 2005/06 to 64.5% in FY2014/15.

Despite these gains, additional improvement is needed, particularly for litter in alleys, debris and illegal dumping in commercial and construction areas, and errant trees/branches improving cleanliness continues to be mentioned as one of the changes that would make Miami Beach a better place to live, work, play, or visit.

Improve Cleanliness, City Beaches: Resident and business ratings of the overall quality of the beach areas improved for businesses from 2005 to 2014 from 74% to 82%. In addition, the percentage of City of Miami Beach responsibility beach area assessments rating clean or very clean increased from 73.1% in FY 2005/06 to 84.5% in FY2014/15.

The City's beaches were one of the main attributes that have a positive impact on the quality of life for residents in the City of Miami Beach. The number of beach visitors has increased by 39% since 2005 from approximately 22,202 visitors per year to approximately 30,800 visitors in 2015.

Ensure Workforce Housing For Key Industry Workers Is Available In Suitable Locations:

Lack of affordable housing continues to be cited by many businesses as one of the most important challenges facing them in the next several years; however, businesses consider the affordable housing issue and their labor pool issue as broader than just Miami Beach. The City

STRATEGIC PLANNING AND MANAGEMENT

of Miami Beach is currently investigating methods of encouraging private sector involvement to increase availability of housing through incentives, including financing options. During the past fiscal year the City acquired five affordable housing properties, currently serving 60 low and moderate income households.

Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing The Code For Commercial Development: In 2016, 53% of residents and 59% businesses rated the level of code enforcement and ordinances established by the City as about the right amount versus 17% of residents who rated it as too much, and 30% of residents who rated it as too little. Also, 66% of residents rated the amount of noise in their neighborhood on a typical day as being acceptable. Residents rated code enforcement as a service the city should strive not to reduce. To ensure comprehensive oversight of staff, Code became a stand-alone department in early 2014. Fiscal year 2015/16 included an initiation of a pilot program for Body Worn cameras for Code Compliance officer. The addition of nine code compliance officer and 1 code compliance administrator to enhance increased coverage to maximize efficient and accountability.

The recent construction boom has had an impact resulting in an increase of code calls for service, many which are related to construction-related issues, including noise, unpermitted / illegal signs, construction debris, and roll-over container approvals. Conversely, the increased economic activity has also increased activity within the entertainment industry, sidewalk cafes, and unpermitted short-term rentals; all of which have increased Code activities and response.

Enhance Cultural and Recreational Activities: In the 2016 Community Survey, 47% of residents listed the quality of recreational programs as excellent or good, with 61% indicated satisfaction with the appearance of playgrounds. Enhancing current facilities and creation of new recreational activities continues to be a top priority for Miami Beach. To enhance service, a pilot park ranger program was instituted in FY2015/16. Several renovations have been completed on the tennis courts, including resurfacing and restroom updates. The installation of dog agility equipment aides in the response to citizen requests for more do-friendly features. Cultural activities are continually being added and offered at free or reduced rates for residents.

Educational Excellence

Achieve Educational (K-12) Excellence; Induce Public School Accountability Mainly At Middle School:

In January 2008 the Education Compact agreement between the City of Miami Beach and the Miami-Dade County School Board was implemented. The Miami-Dade County School Superintendent Alberto Carvalho has called the Compact "the model for all municipal and school board compacts." The City supported the M-DCPS Nautilus Middle School Action Plan development and deployment at Nautilus Middle School throughout the 2014/15 school year to address issues presented at the Focus Groups. The Compact includes several initiatives in the areas of children's safety and well-being, quality education, achievement through the arts, and scholarships. Among these, the City provided funding to implement an International Baccalaureate (IB) program in Miami Beach's public schools. The IB program is a college prep

STRATEGIC PLANNING AND MANAGEMENT

program that leads to examinations for which high school students may earn advanced placement and/or credits upon entering college. As of March 2012, every public school in Miami Beach is an IB authorized school. Miami Beach is the only City in America to offer the IB program to every child at every public school within our City limits.

International Center for Tourism and Business

Improve Alliance With Key Business Sectors, Namely Hospitality, Arts, & International Business With A Focus On Enhanced Culture, Entertainment, & Tourism, Maximize The Miami Beach Brand As A World Class Destination: The City continues to make efforts to keep its status as one of the main tourist destinations nationally and internationally. As such, the City continues to expand its marketing through several initiatives in order to promote the City as a destination brand. 51% of the residents surveyed either strongly agreed or agreed that the tourism industry in Miami Beach contributed to the overall quality of life in the City, a decrease when compared to 64% in 2014 and 82% in 2005's ratings. In addition, 61% of residents and 66% of businesses rated the availability of cultural events as about the right amount and 56% of residents and 55% of businesses rated the availability of family friendly activities as about the right amount. 91% of residents rated the information the City of Miami Beach sends to residents about City programs, activities, policies, and events in very and somewhat useful.

The Miami Beach Convention Center has maintained a healthy attendance with 591,277 attendees recorded for FY2014/15. This despite the extensive renovations the Convention center has undergone during FY2015/16. With more renovations planned as part of the Citywide Initiatives, the Convention Center is still anticipated to host some of the largest attractions and shows throughout the renovation process, scheduled to be completed in 2018.

For further information regarding Strategic Planning please review the City Manager's message containing FY 2016/17 Citywide Initiatives aligned with the City's Strategic Plan Results Update. These documents comprise the Citywide Annual Work Plan which guides the City of Miami Beach each fiscal year.

ENVIRONMENTAL SCAN

Our environmental scan, updated annually since 2004, contains an analysis of demographic, economic, and financial conditions within the City and provides performance data linking to the key elements of our vision statement. This analysis was used to prepare the City's 2005 Strategic Plan and is used annually to update our initiatives.

Demographics

Our demographics reflect the dramatic change in the City since 1980 and the unique nature of our vibrant, urban City. The demographics and economic conditions of the City of Miami Beach have changed from what was a retirement community to a residential base made up of a

STRATEGIC PLANNING AND MANAGEMENT

younger, higher income workforce. Between 1980 and 2014, the average age in the City declined from 65 to 40, with resulting impacts on changing needs and priorities. Based on U.S. Census data the City's resident population increased from 87,933 in 2000 to 87,779 in 2010, and according to the American Community Survey estimates, the population rose to 90,669 in 2014. In comparison to comparable cities such as Atlanta, Boca Raton, Charlotte, Clearwater, Fort Lauderdale, Key West, New Orleans, New York City, San Antonio, San Francisco, Santa Monica, Savannah, Scottsdale, St. Petersburg, and Virginia Beach, the City is second in housing unit density only to New York due to its small land area and multi-family character. Even more dramatic, is the impact of the City's "average daily population" (ADP) on services and resources. The average daily population includes tourists, day visitors, restaurant and nightclub patrons, workers, etc. (net of residents that leave the City to work elsewhere). Our average daily population of 222,079 is more than double the resident population and has grown steadily since it was first estimated in 2000, with the largest increase since 2005 for other tourists (157.2%), seasonal residents (59.6%), and beach visitors (38.7%). Each quarter special events such as Art Basel, Design/Miami, Auto Show, Food Network South Beach Food and Wine Festival, Winter Music Conference, Pride Weekend, Memorial Day Weekend, July 4th Weekend, and Swimwear Week significantly impact the average daily population.

In 2014, there were 68,388 housing units in the City of Miami Beach, a 10.1% increase from 62,119 in 2005, of which 42.3% are considered family households, reflecting the diverse population of the City of Miami Beach. In 2014, there were 43,650 households living in Miami Beach, with an average household size of 2.05.

AVERAGE DAILY POPULATION

CALENDAR YEAR	2005	2009	2010	2011	2012	2013	2014	2015	% CHANGE SINCE 2005
Permanent Residents*	84,086	86,916	87,779	88,349	89,546	90,588	91,540	91,714	9.1%
Seasonal Residents**	14,917	20,927	22,780	22,928	23,239	23,509	23,756	23,801	59.6%
Residents leaving for work***	(28,551)	(27,106)	(27,402)	(27,939)	(28,528)	(28,759)	(30,007)	(32,513)	13.9%
Non-Resident Workers****	29,278	28,985	30,252	31,303	33,519	33,561	31,510	33,080	13.0%
Hotel Guests*****	26,986	21,042	22,226	24,983	25,208	25,688	27,257	32,985	22.2%
Other Tourists*****	8,675	9,368	10,773	10,923	13,606	13,726	14,565	22,312	157.2%
Beach Visitors*****	22,202	19,861	24,480	24,293	30,917	31,191	33,096	30,800	38.7%
Daily Population	157,593	174,808	182,077	183,588	201,640	203,765	206,847	222,079	40.9%
* Residents that live in Miami Beach year round									
** Seasonal Residents indicate residents utilizing Miami Beach residence as vacation/second home									
***Miami Beach residents leaving Miami Beach for work									
****Number of non-Miami Beach resident workers									
*****Average of amount of guests staying in Miami Beach hotels on a daily basis									
*****Tourists visiting tourist locations/events other than beaches									
*****Average number of beach goers on a daily basis									
Note: Some prior year estimates may be revised due to changes and updates in the methodology and/or if revised by the reporting agency									

STRATEGIC PLANNING AND MANAGEMENT

Economy

In 2015, the resident labor force in Miami Beach was 55,844 and the total number of jobs in Miami Beach was 52,734, an increase of 26% since 2005. The majority of these jobs were in small businesses, with the leading employers being retail trade, health care and professional services.

In the City, as of 2014, the median household income was \$42,547, a 56% increase since 2000 of \$27,322. Median apartment rent, as of 2014, was listed at \$1,115 per month. While the average Consumer Price Index remains higher in Miami Beach than the United States, 245.419 in comparison to 237.017, the unemployment rate for the City has stayed well below the average national rate.

The average daily room in Miami Beach in 2014 was \$304.39, an increase of over 77% since 2004. At the same time, the occupancy level in 2014 was 82%, a 17% increase from 2014.

The number of master construction permits issued and the total job valuation started to increase in 2011 following several years of decline, with the total job valuation of approximately \$738 million in 2015 is steadily moving closer to highest valuation years of FY 2004/05, after a low in FY 2009/10.

ALL CONSTRUCTION APPROVED MASTER PERMITS FY05-FY15*

FISCAL YEAR	JOB VALUATION >=1,000,000		ALL JOB VALUATIONS	
	# PERMITS	JOB VALUATION	# PERMITS	JOB VALUATION
FY2014/15	95	\$365,402,636.26	14,253	\$737,659,906.52
FY2013/14	111	\$483,290,506.27	13,976	\$816,972,889.51
FY2012/13	80	\$258,414,035.88	13881	\$505,730,022.21
FY2011/12	59	\$179,771,547.55	5,188	\$328,200,862.75
FY2010/11	55	\$188,484,121.27	11,183	\$374,066,134.34
FY2009/10	36	\$111,242,511.68	10,195	\$292,926,900.86
FY2008/09	76	\$337,599,974.66	10,321	\$579,667,964.66
FY2007/08	101	\$853,502,367.96	11,052	\$1,164,638,929.09
FY2006/07	113	\$916,159,599.01	12,728	\$1,184,280,645.60
FY2005/06	95	\$954,458,491.35	12,219	\$1,181,894,130.90
FY2004/05	102	\$1,048,187,544.01	12,836	\$1,270,393,066.57
Totals			172,250	\$11,071,871,666.13

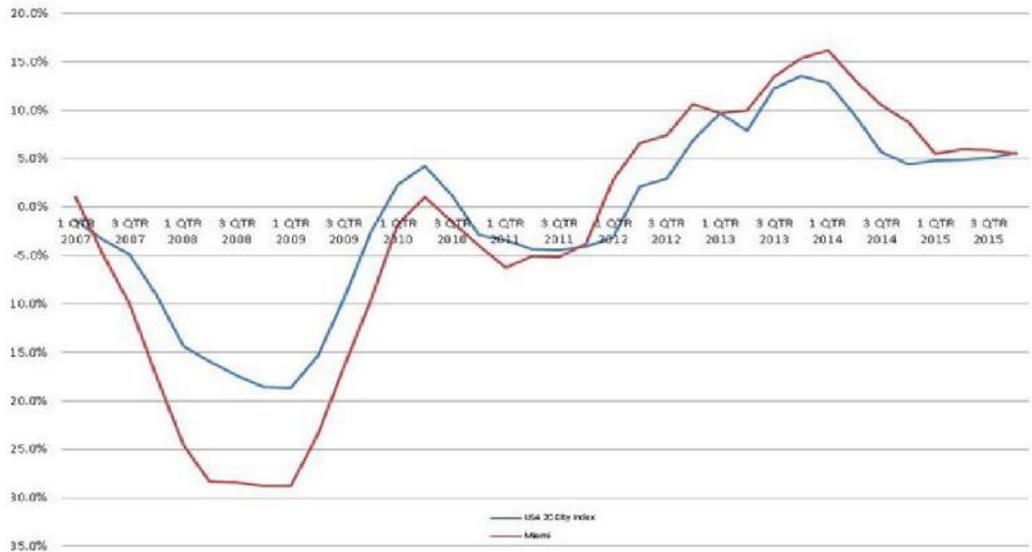
*Information as of December 28, 2011. The permit job values is not static and will change due to the "True Up" at Certificate of Occupancy issuance time because of revisions to the approved permit, permit cancellations, revoked or simple corrections of errors permit.

Sales volume of single family homes has significantly increased, surpassing prerecession levels in 2007. Condominium sales volume also has steadily been increasing, with a 106% increase compared to 2007. While the year over year price increase for single family homes in 2015 has slightly dropped to -5%, in comparison to 2007, sales prices continue to grow. Year over year price increase for condominiums for 2015 has slightly increased, currently listed as .43%. These trends have led to continued growth both single family homes and condominiums sales, with sales prices far exceeding 2006 valuations. Based on long-term trends, housing prices have

STRATEGIC PLANNING AND MANAGEMENT

returned to pre-boom levels and it is reasonable to assume that housing prices will reflect normal growth in the longer-term outlook.

**S&P CASE-SHILLER HOME PRICE INDEX
YEAR TO YEAR CHANGE**



Financial Condition

Through the tax year beginning in January 1st, 2007, the City’s ad-valorem tax base grew at record levels, in part due to the overall growth in real estate values nationwide and particularly in Florida. However, this growth also reflected increases in property values, as well as new construction due to the desirability of the City of Miami Beach as a place to live or have a second home. Between January 1, 2000 and January 1, 2007, the tax base increased from \$7.6 billion to \$26.85 billion, an increase of almost three times.

Beginning in 2007, property values declined to as low as \$21 billion through the 2011 values. This decline represented a decline of almost \$5 billion and 18%, despite more than \$3 billion in new construction. Had this unprecedented level of new construction not occurred, the decline would have been even more dramatic.

Despite increases in population and increased demand for services, reductions have been able to be made while ensuring community service priorities are minimally impacted. Since FY 2013/14 the City has added program enhancements that are guided by the City’s Strategic Plan and the following findings from the 2016 community satisfaction survey.

Residents indicated that the top five (5) ways to improve the City of Miami Beach are as follows:

- Cleanliness of Streets in neighborhoods (14%)
- Quality of Police Services (12%)

STRATEGIC PLANNING AND MANAGEMENT

- City's effort to manage stormwater drainage and flooding (8%)
- Availability of police in your neighborhood (6%)
- Job City is doing to address homeless (5%)

City services that received comparatively high percentages of positive resident ratings of excellent or good included:

- Storm drainage (46%)
- Quality of Life (67%)
- Garbage/Trash Collection (65%)
- Appearance and maintenance of City buildings (75%)
- Quality of Emergency/Hurricane Preparedness efforts (77%)

The following areas for residents declined significantly or rated negatively:

- Public schools (48% rating excellent or good in 2016 compared to 75% in 2014)
- Traffic flow (8% rating excellent or good in 2016 compared to 16% in 2014)
- Overall satisfaction with City customer service (53.6% excellent or good in 2016 compared to 62% in 2014)

The City has maintained prudent reserve levels and in July 2014, Standard & Poor's raised Miami Beach's general obligation bond rating two notches to AA+ from AA-. The AA+ rating is one level below AAA.

FEEDBACK

Focus Groups and Interviews: Focus groups and interviews are tools that the City uses to delve deeper into areas of community concerns. Focus groups and interviews were conducted citywide in 2006 with residents and businesses, and additional focus groups and interviews were conducted in 2008 with North Beach residents in an effort to explore topics of particular interest to that area of the City.

Information received from the 2006 citywide focus groups and interviews illuminated particular areas for improvement. Those areas included: sanitation, traffic enforcement, infrastructure, street lighting, and enforcement of existing codes and laws. However, the respondents still felt that overall the City of Miami Beach is a great place to live, work, play and visit.

In the 2008 North Beach focus groups, residents felt that quality of life issues were moving in the right direction. Nevertheless, focus groups and interviews revealed that there still areas of concern. These included cleanliness of streets/alleyways (in particular illegal dumping), homeless persons, pedestrian safety, impact of construction projects, landscape beautification, school systems, and reliable transportation. Moreover, perceptions by North Beach residents appeared to significantly improve between the 2007 and 2008 focus groups and interviews, pointing to an increased commitment by the City to its residents. These positive perceptions were further verified with the 2009 survey. Storm drainage and traffic flow were the lowest rated services in 2014. Conversely, quality of our beaches were rated the highest service with 82% of resident giving a positive rating.

STRATEGIC PLANNING AND MANAGEMENT

PERFORMANCE MONITORING

MEASUREMENT AND MANAGEMENT

Effective FY 2005/06 the City implemented a performance measurement and management system to align department services and programs with the City's strategic priorities. The system is designed to drive performance improvement by enabling departments to systematically measure results and make timely adjustments when results fall short of desired performance levels. In FY2014/15 the City reevaluated each department's measures and upgraded to a new performance system. With the streamlining of measures to include better tracking, high level of defined methodology, and more accountability for City wide adopted Initiatives, many of the measures displayed in the Department's Performance Plan Highlights have little historical data. With a firm grasp on measurable processes and identified FY2016/17 initiatives, the accumulation of future years of data will enable trends to be chart for performance analysis and improvement.

Based on the performance results through FY 2014/15 along with the 2016 Community Surveys, performance measures and initiatives will continue to be evaluated and enhanced, along with updated Environmental Scan information, and customer input, to further refine the City of Miami Beach's priorities in the following year.

GENERAL FUND FINANCIAL TRENDS

Annually, the Office of Budget and Performance Improvement prepares an analysis of major expenditure and revenue trends. Below is a summary of the trend analysis.

Revenue Assumptions

Clearly a significant component of financial forecasts for the City of Miami Beach is the projected change in revenues over the next 5 years. The largest component of revenue in the General Fund is property tax revenue, which represents approximately half of total revenues. In reviewing changes in property values since FY 2006/07, it is important to understand changes in State legislation that impact local governments. For example, there were unusually large increases in property values in Miami Beach and across Florida (see 30.3 and 18.0 percent increases in FY 2006/07 and FY 2007/08 in the chart below). Due to dramatic increases throughout the state, in 2007 the Florida Legislature took action by forcing all counties, cities, and special districts to roll back property tax collections. In addition, the Legislature implemented a property tax revenue cap that beginning in FY 2008/09 limits property tax revenue increase to new construction plus the statewide percentage increase in per capital personal income. This cap has not affected property tax revenues to the City of Miami Beach due to the lowering of the millage rate over the last several years, but may limit growth in the future. In 2008, the voters of Florida approved Amendment One which made the following changes that reduced property tax revenues to local governments.

STRATEGIC PLANNING AND MANAGEMENT

- “Doubled” the existing \$25,000 homestead exemption (except for school taxes)
- Allowed for up to \$500,000 of the Save Our Homes exemption to be applied to another property (portability)
- Imposed a 10% cap on assessments for non-homestead property (school taxes exempt)
- Instituted a new tangible personal property exemption of \$25,000

Beginning in FY 2008/09, the real estate market in Florida experienced an unprecedented decrease in values, which was exacerbated by the 2009 financial crisis. In Miami Beach, values decreased in FY 2009/10 and FY 2010/11 by 4.6 and 4.3 percent. From FY 2011/12 to FY 2013/14, values increased at a new normal rate of about 5 percent. Property values have increased 10.3 and 12.9 percent in FY 2014/15 and FY 2015/16 as the real estate market in South Florida, and especially in Miami Beach, has heated up. There is no expectation values will increase as dramatically as they did in FY 2006/07 and FY 2007/08 due to property tax revenue limits implemented by the State Legislature.

Fiscal Year	Total Combined Citywide Millage
FY1997/98	9.2100
FY1998/99	8.9830
FY1999/00	8.6980
FY2000/01	8.5550
FY2001/02	8.3760
FY2002/03	8.3220
FY2003/04	8.1730
FY2004/05	8.1730
FY2005/06	8.0730
FY2006/07	7.6730
FY2007/08	5.8970
FY2008/09	5.8930
FY2009/10	5.9123
FY2010/11	6.5025
FY2011/12	6.4539
FY2012/13	6.3477
FY2013/14	6.1163
FY2014/15	6.0237
FY2015/16	5.9123
Proposed FY2016/17	5.8888

STRATEGIC PLAN RESULTS UPDATE

MANAGEMENT AND SERVICE DELIVERY

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
			Actual			Target	
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
STREAMLINE DELIVERY OF SERVICES/ ENSURE EXPENDITURE TRENDS ARE SUSTAINABLE OVER THE LONG TERM	% rating the Overall Value of City services for tax dollars paid as Good or Excellent	Residents	*	58%	*	35.2%	*
		Businesses	*	54%	*	44%	*
	Average # of days to issue a business tax receipt	Number of days	10	12	14	10	10
	Pension as a % of payroll	Fire & Police	70.00%	78.20%	70.00%	69.00%	71.00%
		General	42.00%	44.00%	42.00%	43.00%	42.00%
	Overall city bond rating	Moody's:	Aa2	Aa2	Aa2	n/a	n/a
		S&P:	AA-	AA+	AA+	n/a	n/a
	Operating Millage Rate	Millage Rate	6.0909	5.8909	5.7942	n/a	n/a
	General obligation debt service per Average Daily Population	*	\$28.80	\$28.70	\$28.80	n/a	n/a
	General Fund Budget per Average Daily Population	*	\$1,245	\$1,354	\$1,283	n/a	n/a
Property Tax Revenue per Average Daily Population	*	\$555.20	\$618.40	\$570.90	n/a	n/a	
IMPROVE BUILDING/ DEVELOPMENT-RELATED PROCESSES FROM SINGLE-FAMILY RESIDENCES TO THE LARGE DEVELOPMENT PROJECTS	Rejection rates for inspections and plans	Percentage Inspections	19.10%	26.00%	26.10%	n/a	n/a
		Plans	28.50%	32.60%	28.70%	n/a	n/a
	% businesses strongly agree or agree the experience in contacting the department was satisfactory	Building	*	59%	*	51%	*
		Planning	*	68%	*	60%	*
		Fire	*	87%	*	93%	*
	% businesses strongly agree or agree inspections by the department are consistent from inspection to the next	Building	*	63%	*	57%	*
		Planning	*	74%	*	53%	*
		Fire	*	86%	*	88%	*
	% businesses strongly agree or agree inspections by the department are fair	Building	*	66%	*	60%	*
		Planning	*	74%	*	56%	*
	Fire	*	89%	*	89%	*	
√ Indicates Improvement (increase from survey base year or continuing positive trend) CMB = City of Miami Beach TBD = Measure under development or data pending * Indicates measure was not tracked and/or conducted during reporting period							

STRATEGIC PLAN RESULTS UPDATE

MANAGEMENT AND SERVICE DELIVERY

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
		Actual			Target		
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
STRENGTHEN INTERNAL CONTROLS TO ACHIEVE MORE ACCOUNTABILITY	% of annual plan for Internal Audits completed		67%	65%	65%	100%	100%
ENSURE THAT A UNIVERSAL CULTURE OF CUSTOMER SERVICE IS DRIVING THE CONDUCT OF THE CITY COMMISSION AND ALL CITY EMPLOYEES	% rating Miami Beach city government as Good or Excellent in meeting their expectations	Residents	*	58%	*	52%	*
		Businesses	*	60%	*	58%	*
	% that agree or strongly agree that it was easy to get to someone who could help them during their most recent contact with the city (by source of info and reason for contact)	Residents	*	61%	*	36%	*
		Businesses	*	64%	*	47%	*
	Average overall rating for city service shopper program (1-Not Satisfied to 5-Extremely Satisfied)	Rating	4.02	4.05	4.28	4.00	4.00
	% agree or strongly agree City customer service is professional	Residents	*	79%	*	57%	*
Businesses		*	82%	*	66%	*	
IMPROVE CITY'S MANAGERIAL LEADERSHIP TO REWARD INNOVATION AND PERFORMANCE	% that feel the amount of information they get is the right amount (useful)	Residents	*	75%	*	91%	*
		Businesses	*	89%	*	76%	*
	% that agree or strongly agree that the City of Miami Beach government is open and interested in hearing their concerns	Residents	*	63%	*	49%	*
		Businesses	*	61%	*	36%	*

* Indicates measure was not tracked and/or conducted during reporting period

STRATEGIC PLAN RESULTS UPDATE

INFRASTRUCTURE

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
			Actual			Target	
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
ENSURE RELIABLE STORMWATER AND RESILIENCY AGAINST FLOODING BY IMPLEMENTING SELECT SHORT AND LONG-TERM SOLUTIONS INCLUDING ADDRESSING SEA-LEVEL RISE	% rating as excellent or good: storm drainage	Residents	*	25%	*	47%	*
		Businesses	*	31%	*	54%	*
ENSURE COMPREHENSIVE MOBILITY/ ELEVATE WALKABILITY AND PEDESTRIAN SAFETY TO FIRST CRITERIA OF ALL DEVELOPMENT DECISIONS, INCLUDING RECONSTRUCTION AND PLANNING	% rating the availability of parking for customers and employees as excellent or good	Businesses	*	31%	*	32%	*
	% rating the availability of parking throughout the city as about the right amount	Residents	*	24%	*	31%	*
	# of parking spaces	Garages	6,089	6,089	6,089	6,089	6,089
		Lots/On Street	9,310	9,310	9,310	9,310	9,310
		TOTAL	15,933	15,933	15,933	15,933	15,933
	% garage turn-over ratio	Garages	136.5%	158.0%	151.30%	150.00%	150.00%
	% rating traffic flow on MB as excellent or good	Residents	*	16%	*	18%	*
		Businesses	*	25%	*	27%	*
	% of CMB major intersections meeting minimum Level of Service D adopted in the City's Comprehensive Development Master Plan	MDC Links	*	*	*	40%	*
		FDOT Links	*	*	*	100%	100*
	South beach bus circulator (the Local)/ trolley ridership	Ridership (In Millions)	1.31	1.12	1.08	0.88	1.00
	% agree or strongly agree public transportation is effective	Businesses-Customers	*	52%	*	52%	*
		Businesses-Employees	*	53%	*	42%	*
	KPI: Total length of recreational facilities (pedestrian trails/paths, Beach Walk, and Bay Walk) in miles	Miles	*	*	227	30.4	32.04
	# of trips bike sharing program	Resident	*	*	262,099	612,083	700,000
Other		*	*	854,312	473,726	500,000	
% rating the availability of bicycle paths/lanes throughout the City as about the right amount	Residents	*	40%	*	31%	*	
# of accidents reported involving pedestrians	# of incidents/accidents (Police)	*	*	119	n/a	n/a	

* Indicates measure was not tracked and/or conducted during reporting period

STRATEGIC PLAN RESULTS UPDATE

INFRASTRUCTURE

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
			Actual			Target	
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
BUILD AND MAINTAIN A PRIORITY INFRASTRUCTURE WITH FULL ACCOUNTABILITY	% rating the appearance and maintenance of the City's public buildings as Excellent or Good	Residents	*	79%	*	79%	*
		Businesses	*	79%	*	87%	*
	% of buildings 40 years or older complying with recertification	Percent	89.80%	89.40%	90.10%	95.00%	95.00%
	% of roadway lane miles assessed in good condition	Percent	*	*	*	45%	45%
	% rating the conditions of sidewalks (few or no cracks) as excellent or good	Residents	*	50%	*	38%	*
		Businesses	*	61%	*	62%	*
	% of utility pipe miles assessed in good condition	Percent	*	*	*	80%	80%
	% of CMB street and landscape lighting assessed in good condition	Percent	*	*	*	85%	85%
	% of City-owned bridges assessed in good condition (Calendar Year)	Percent	*	*	100%	100%	100%
	# of private/public buildings with Silver LEED certification	Number of Buildings	4	7	7	1	1
% rating the City's efforts to be a "green" or sustainable city as excellent or good	Residents	*	59%	*	44%	*	
	Businesses	*	66%	*	45%	*	
*Indicates measure was not tracked and/or conducted during reporting period							

STRATEGIC PLAN RESULTS UPDATE

PREMIER NEIGHBORHOODS

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
			Actual			Target	
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
ENHANCE BEAUTY AND VIBRANCY OF URBAN AND RESIDENTIAL NEIGHBORHOODS; FOCUSING ON CLEANLINESS AND HISTORIC ASSETS, IN SELECT NEIGHBORHOODS AND REDEVELOPMENT AREAS/ ENHANCE BEAUTIFICATION AND CLEANLINESS OF CITY OWNED CORRIDORS	% rating the City of Miami Beach as a place to live as excellent or good	Residents	*	77%	*	70%	*
	% rating landscape maintenance in rights of way and public areas as excellent or good	Residents	*	70%	*	57%	*
		Businesses	*	74%	*	81%	*
REVITALIZE KEY NEIGHBORHOODS, STARTING WITH NORTH BEACH AND OCEAN DRIVE	# of code violations	North Beach	*	*	1,707	n/a	n/a
		Ocean Drive	*	*	1,253	n/a	n/a
	% Total Part 1 Miami Beach Crimes	North Beach			10%	n/a	n/a
		Ocean Drive			13%	n/a	n/a
IMPROVE CLEANLINESS IN HIGH TRAFFIC RESIDENTIAL AND PEDESTRIAN AREAS, INCLUDING MAXIMIZING DEPLOYMENTS OF TRASH CANS ON EVERY CORNER	% rating cleanliness of streets in business/ commercial areas as excellent or good	Residents	*	61%	*	50%	*
		Businesses	*	63%	*	72%	*
	% rating cleanliness of streets in neighborhoods as excellent or good	Residents	*	68%	*	61%	*
		Residents	*	53%	*	40%	*
	% rating cleanliness of waterways as excellent or good	Businesses	*	59%	*	47%	*
		Citywide Public Area Cleanliness Rating Index (1= Extremely Clean – 6=Extremely Dirty)	Rating	1.49	1.57	1.90	1.5
% of citywide cleanliness assessments rating clean or very clean	Percent	89.10%	87.20%	78.3%	90.00%	90.00%	
IMPROVE CLEANLINESS, CITY BEACHES	% of beach assessments rating clean or very clean	City Responsibility	93.40%	92.60%	84.50%	90.00%	90.00%
		County Responsibility	91.50%	93.20%	85.90%	90.00%	90.00%
	Public Area Cleanliness Index rating for beaches – (1= Extremely Clean – 6=Extremely Dirty)	City Responsibility	1.40	1.45	1.64	1.5	1.5
		County Responsibility	1.46	1.41	1.55	1.5	1.5
	% rating the overall quality of beaches (cleanliness, water quality) as excellent or good	Residents	*	82%	*	68%	*
		Businesses	*	82%	*	75%	*
# of beach hotspots that are unusable due to erosion	# of unusable hotspots	0	0	0	0	0	

* Indicates measure was not tracked and/or conducted during reporting period

STRATEGIC PLAN RESULTS UPDATE

PREMIER NEIGHBORHOODS

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
			Actual			Target	
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
ENSURE WORKFORCE HOUSING FOR KEY INDUSTRY WORKERS IS AVAILABLE IN SUITABLE LOCATIONS*	Total # of rental units owned by the City of Miami Beach		*	*	71	n/a	n/a
ENSURE COMPLIANCE WITH CODE WITHIN REASONABLE TIME FRAME, EMPHASIZING THE CODE FOR COMMERCIAL DEVELOPMENT	% rating enforcement of codes and ordinances in neighborhoods as acceptable or about the right amount	Residents	*	62%	*	53%	*
		Businesses	*	69%	*	59%	*
ENHANCE CULTURAL AND RECREATIONAL ACTIVITIES	% rating availability of family-friendly activities as about the right amount	Residents	*	61%	*	56%	*
		Businesses	*	58%	*	55%	*

* Indicates measure was not tracked and/or conducted during reporting period

STRATEGIC PLAN RESULTS UPDATE

INTERNATIONAL CENTER FOR TOURISM AND BUSINESS

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS						
		Actual			Target			
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17		
IMPROVE ALLIANCE WITH KEY BUSINESS SECTORS, NAMELY HOSPITALITY, ARTS & INTERNATIONAL BUSINESS WITH A FOCUS ON ENHANCED CULTURE, ENTERTAINMENT, & TOURISM	% occupancy at the Miami Beach Convention Center	Occupancy	56%	54%	22%	70%	TBD	
	% rating effect of Miami Beach convention center on businesses	Businesses	*	39%	*	54%	*	
	% rating effect of tourism on business	Businesses	*	65%	*	72%	*	
MAXIMIZE THE MIAMI BEACH BRAND AS A WORLD CLASS DESTINATION	# of attendees at City Theaters	Colony	28,836	25,719	21,743	30,000	30,000	
		Byron	4,517	4,148**	20,279	10,000	10,000	
		Fillmore	135,017	145,376	120,464	120,464	120,464	
	Tourism Indicators (Calendar Year)	# of Overnight Visitors (In Mill) stayed in MB Hotel		6.2	7.0	7.2	TBD	TBD
		Average Room Rate		\$242	\$304	\$314	\$250	\$250
		Average Occupancy		78.10%	81.90%	79.30%	78.70%	TBD
	% of businesses that would recommend Miami Beach to others as a place to run a business	Would recommend		*	82%	*	61%	*
* Indicates measure was not tracked and/or conducted during reporting period								
**Due to change in tenant data reported only through January 2014								

STRATEGIC PLAN RESULTS UPDATE

PUBLIC SAFETY

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
		Actual			Target		
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
INSIST ON POLICE DEPARTMENT ACCOUNTABILITY AND SKILLED MANAGEMENT/ LEADERSHIP	% rating overall quality of police (PD) as excellent or good	Residents	*	67%	*	66%	*
		Businesses	*	77%	*	69%	*
REFORM POLICING CULTURE WITH CUSTOMER SERVICE EMPHASIS	# of community engagement events/meetings		*	*	2,342	2,000	2,000
ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS	Unified Crime Report (UCR) Part 1 Crimes (Property/ Violent Crimes) reported –per 1,000 population - per 1,000 average daily population (calendar year)	Per 1,000 Population	118	118	109	n/a	n/a
		Avg. Daily Population	57	52	40	n/a	n/a
	% rating how safe they feel in business / commercial areas during the evening / night as very safe or reasonably safe	Residents	*	85%	*	52%	*
		Businesses	*	82%	*	55%	*
	Unit response analysis	Priority 1 Response Time	0:50	0:55	4:57**	n/a	n/a
		Priority 2 Response Time	5:39	5:50	4:11**	n/a	n/a
		Priority 1 Call Volume	28,732	24,926	37,960	n/a	n/a
		Priority 2 Call Volume	7,200	7,691	84,423**	n/a	n/a
# of traffic injury accidents	Fatality	*	*	183	n/a	n/a	
	Bodily Injury	*	*	6	n/a	n/a	

√ Indicates Improvement (increase from survey base year or continuing positive trend)
 CMB = City of Miami Beach
 TBD = Measure under development or data pending
 Blank = Data was unavailable or survey question was not asked in that year
 * Indicates measure was not tracked and/or conducted during reporting period
 **As of FY15 methodology for measure was further refined to include all codes except Code 3

STRATEGIC PLAN RESULTS UPDATE

EDUCATION EXCELLENCE

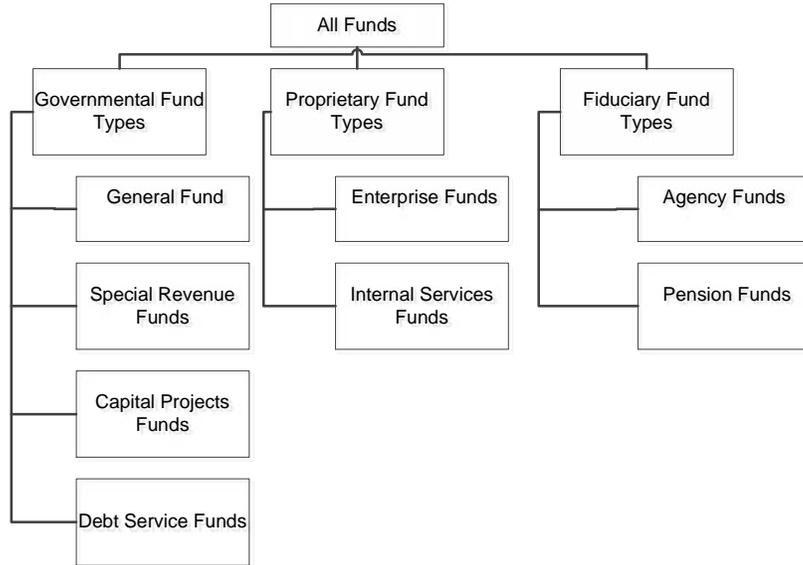
KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS					
		Actual			Target		
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
ACHIEVE EDUCATIONAL (K-12) EXCELLENCE	% of residents with children satisfied or very satisfied with public school within Miami Beach	Residents	*	75%	*	TBD	*
		Elementary	*	78%	*	TBD	*
		Middle School	*	68%	*	TBD	*
		High School	*	89%	*	TBD	*
	IB Diploma graduates	# of Graduates	27	44	47	45	45
		% attaining IB Diploma	89%	62%	72%	100%	100%
		% of children in City schools with measurable improvement from the prior year					
	Reading	69%	74%**	*	70%	70%	
	Mathematics	68%	67%**	*	70%	70%	
INDUCE PUBLIC SCHOOL ACCOUNTABILITY MAINLY AT MIDDLE SCHOOL	% agreeing they/their child is receiving a good education at Nautilus Middle School (School Climate Survey MDCPS)	Parents	78%	71%	87%	80%	80%
		Students	50%	50%	67%	80%	80%
	% agreeing the overall climate or feeling at Nautilus Middle School is positive and helps them/their child learn (School Climate Survey MDCPS)	Parents	59%	62%	81%	80%	80%
		Students	32%	21%	46%	80%	80%
* Indicates measure was not tracked and/or conducted during reporting period ** Due to the State's accountability system changes (new FCAI 2.0) per MDCPS it would not be appropriate to aggregate across all schools and compare to prior years when the learning gains were computed differently							

MIAMIBEACH

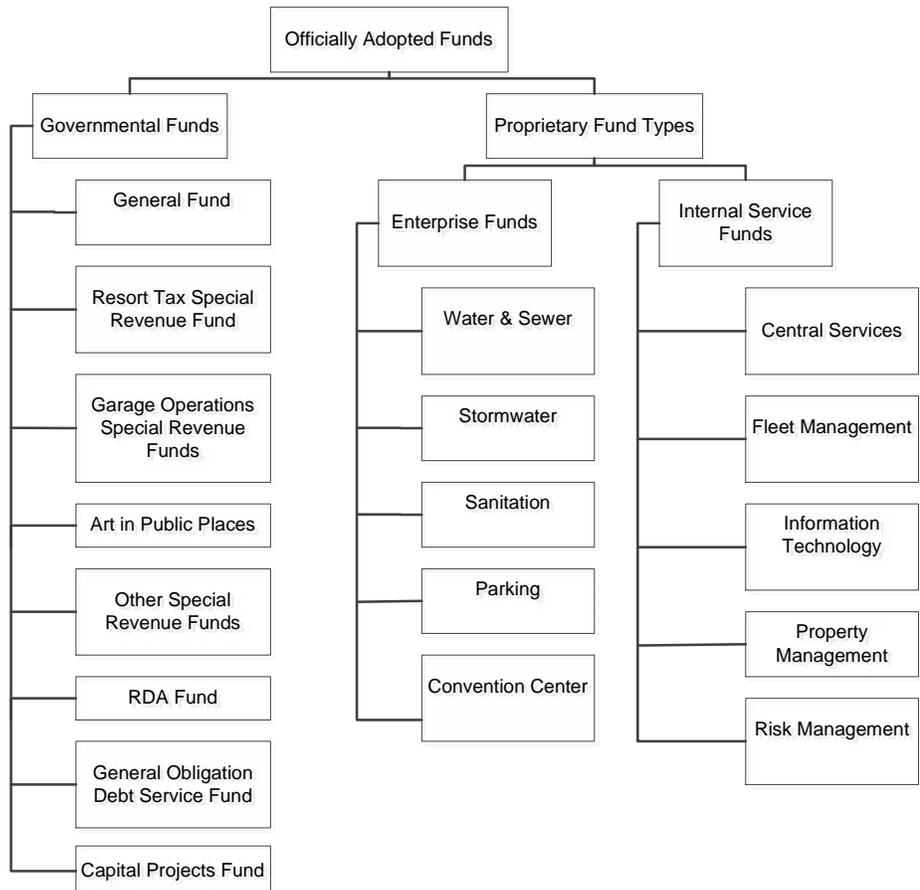
CITYWIDE BUDGET OVERVIEW

City of Miami Beach Fund Structure

All Funds Reported in City's Financial Statements



All Funds With Official Adopted Budget



OPERATING BUDGET

The City of Miami Beach provides a wide range of municipal services including police; fire-rescue; parks and recreation; water, sewer, stormwater, and sanitation; public works, etc. Our annual operating budget allows us to address the needs of the community. The total operating budget for FY 2016/17 is \$604,774,000 and is comprised of:

- The General Fund;
- General Obligation Debt Service Fund;
- Enterprise Funds
- Internal Service Funds (netted out)
- Special Revenue Funds, and
- Transfers to the Redevelopment Agency.

The General Fund is the primary operating fund for the City and includes much of the usual activities of any municipality including Police, Fire, Parks and Recreation, Public Works Streets and Engineering, Building, Tourism and Culture as well as general administrative functions, and the Office of the Mayor and Commission. Within the General Fund, Citywide Accounts reflect expenditures that do not fall under the purview of a particular Department such as accumulated leave payments, grants to social service agencies and non-profits, special studies, etc. They are monitored by the Office of Budget and Performance Improvement and the City. The FY 2016/17 General Fund budget is \$317,252,000.

General Obligation Debt is the debt service funding required for voter-approved bonds issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. The FY 2016/17 General Obligation Debt totals \$5,921,000.

The Enterprise Fund Budget is comprised of Departments that use revenues received for services provided to the general public on a continuing basis and are primarily financed through user charges. The criteria used to determine if an operation should be an enterprise fund includes: 1) that it generates revenues; 2) that it provides services to the community; and 3) that it operates as a stand-alone entity, without subsidies from taxes etc. The City's Enterprise Fund Departments are: Convention Center, Sanitation, Stormwater, Water, Sewer, and Parking. The FY 2016/17 Enterprise Fund budget totals \$209,369,000.

An additional \$83,911,000 is budgeted for the Internal Service Funds. Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. Internal Service Fund rates are set to recover the full cost of providing a particular service. The Internal Service Funds budgeted expenditures are completely offset by revenues received from the General Fund and Enterprise Fund Departments. The City's Internal Service Fund Departments are Information Technology, Central Services, Risk Management, Property Management, and Fleet Management.

Further, an additional \$86,722,000 is budgeted for the Resort Tax Fund, which includes a transfer of \$37,609,000 to the General Fund. This is the City's largest special revenue fund. The Resort Tax Fund is supported primarily by taxes levied on hotel, motel, rooming house and short term apartment room rents as well as on food and beverages sold at retail in any restaurant, as authorized by State Statute, and is used to fund tourism-eligible expenditures. Additional Details can be found in the Resort Tax section of this document.

Special Revenue Funds are used to account for revenues and expenditures that are legally restricted or committed for specific purposes other than debt or capital projects. Other Special Revenue Funds total \$23,755,000 and include the following funds: 7th Street Garage Operations; 5th & Alton Garage Operations; Art in Public Places; Tourism and Hospitality Scholarship Program; Green/Sustainability Fund; Waste Hauler Additional Services and Public Benefit Contribution Fund; Education Compact Fund; Red Light Camera Fund; Emergency 911 Fund; Information and Communications Technology Fund; People's Transportation Plan Fund; Concurrency Mitigation Fund; Miami Beach Cultural Arts Council; Police Special Revenue Account; Police Confiscation Trust Funds (Federal and State); Police Training and School Resources Fund; and Tree Preservation Fund.

OTHER BUDGETS

Additionally, the Capital Budget totaling \$86,651,148 can be found in the Capital and Debt Section of the document. More detailed, in-depth information on the Capital Budget can be found in the companion volume entitled Proposed FY 2016/17 – 2020/21 Capital Improvement Plan & FY 2016/17 Capital Budget.

The City of Miami Beach Redevelopment Agency (RDA) is a blended major special revenue fund and is a separate entity, whose Chairperson and Board of Directors are also the City's Mayor and City Commission. The Operating Budget for the RDA is \$51,921,000. The City of Miami Beach Operating Budget includes a transfer of \$27,133,000 in tax increment revenues to the City Center Redevelopment Agency. Additional Details can be found in the RDA section of this document.

REVENUE SUMMARY
by Fund and Major Category

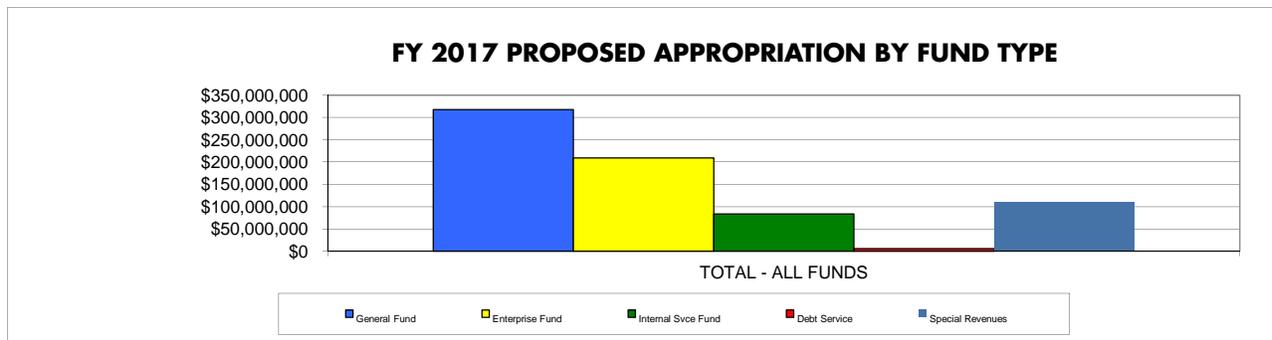
FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
GENERAL OPERATING REVENUES							
Ad Valorem Taxes	\$ 159,950,000					\$ 159,950,000	
Ad Valorem- South Pointe Costs	-					-	
Ad Valorem- Capital Renewal & Repl.	662,000					662,000	
Ad Valorem- Normandy Shores	167,000					167,000	
Other Taxes	23,732,000					23,732,000	
Licenses and Permits	30,244,000					30,244,000	
Intergovernmental	11,439,000					11,439,000	
Charges for Services	12,176,000					12,176,000	
Fines & Forfeits	1,799,000					1,799,000	
Rents & Leases	6,426,000					6,426,000	
Miscellaneous	12,575,000					12,575,000	
Resort Tax Contribution	37,609,000					37,609,000	
Other- Non operating Revenue	20,473,000					20,473,000	
Sub-Total	<u>\$ 317,252,000</u>					<u>\$ 317,252,000</u>	
G.O. DEBT SERVICE FUND							
Ad Valorem Taxes		\$ 5,921,000				\$ 5,921,000	
Other							
Sub-Total							
FUND TOTAL	<u>\$ 317,252,000</u>	<u>\$ 5,921,000</u>				<u>\$ 323,173,000</u>	
RDA FUND-City TIF only							
AD VALOREM TAXES							
Property Taxes- RDA City Center (net)			\$ 27,133,000			\$ 27,133,000	
FUND TOTAL							
ENTERPRISE FUNDS							
Convention Center				\$ 11,038,000			
Parking				60,815,000			
Sanitation				20,624,000			
Sewer Operations				54,156,000			
Storm Water				28,334,000			
Water Operations				34,402,000			
FUND TOTAL				<u>\$ 209,369,000</u>		<u>\$ 209,369,000</u>	
INTERNAL SERVICE FUNDS							
Central Services							\$ 1,015,000
Fleet Management							9,547,000
Information Technology							16,828,000
Property Management							8,409,000
Risk Management							17,580,000
Medical & Dental Insurance							30,532,000
FUND TOTAL							<u>\$ 83,911,000</u>
SPECIAL REVENUE FUNDS							
Education Compact					235,000		
Resort Tax					86,722,000		
Art in Public Places					473,000		
Tourism & Hospitality Scholarships					184,000		
Cultural Arts Council					1,429,000		
Sustainability					350,000		
Waste Hauler					70,000		
Normandy Shores					257,000		
5th & Alton Garage					771,000		
7th St. Garage					2,320,000		
Transportation					10,187,000		
Tree Preservation					90,000		
People's Transportation Plan					3,766,000		
Police Confiscation					336,000		
Police Special Revenues					105,000		
Police Training					30,000		
Red Light Camera					1,516,000		
Residential Housing					771,000		
Emergency 9-1-1					351,000		
Information & Technology					534,000		
FUND TOTAL					<u>\$ 110,497,000</u>	<u>\$ 110,497,000</u>	
TOTAL ALL FUNDS	<u>\$ 317,252,000</u>	<u>\$ 5,921,000</u>	<u>\$ 27,133,000</u>	<u>\$ 209,369,000</u>	<u>\$ 110,497,000</u>	<u>\$ 670,172,000</u>	<u>\$ 83,911,000</u>
Less Transfers						(65,398,000)	
GRAND TOTAL - ALL FUNDS						<u>\$ 604,774,000</u>	

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2016/17

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
MAYOR & COMMISSION	\$2,093,000					\$2,093,000	
ADMINISTRATIVE SUPPORT SERVICES						\$21,861,000	
CITY MANAGER	3,625,000						
COMMUNICATIONS	1,995,000						
BUDGET & PERFORMANCE IMPROV	2,499,000						
ORG DEV & PERFORMANCE INITIATIVE	629,000						
Education Compact					235,000		
FINANCE	5,746,000						
PROCUREMENT	2,258,000						
INFORMATION TECHNOLOGY							16,828,000
IT Tech					534,000		
HUMAN RESOURCES/LABOR RELATIONS	2,780,000						
Risk Management							17,580,000
Medical & Dental Insurance							30,532,000
CITY CLERK	1,560,000						
Central Services							1,015,000
CITY ATTORNEY	5,370,000					\$5,370,000	
ECONOMIC DEV. & CULTURAL ARTS						\$127,326,000	
Economic Development							
REAL ESTATE, HOUSING & COMM. DEV.	743,000						
Homeless Services	1,480,000						
Residential Housing					771,000		
BUILDING	15,146,000						
ENVIRONMENTAL & SUSTAINABILITY	1,064,000				350,000		
Tree Preservation					90,000		
PLANNING	4,156,000						
Cultural Arts							
TOURISM & CULTURAL & EC. DEV.	3,680,000						
CONVENTION CENTER				11,038,000			
Resort Tax					86,722,000		
Art in Public Places					473,000		
Tourism & Hospitality Scholarships					184,000		
Cultural Arts Council					1,429,000		
OPERATIONS						\$273,805,000	
CODE COMPLIANCE	5,845,000						
COMMUNITY SERVICES	575,000						
PARKS & RECREATION	31,934,000						
PROPERTY MANAGEMENT							8,409,000
PUBLIC WORKS	14,698,000						
Sanitation				20,624,000			
Sewer				54,156,000			
Stormwater				28,334,000			
Water				34,402,000			
Waste Hauler					70,000		
Normandy Shores					257,000		
CAPITAL IMPROVEMENT PROJECTS	5,051,000						
PARKING				60,815,000			
5th & Alton					771,000		
7th Street Garage					2,320,000		
FLEET MANAGEMENT							9,547,000
TRANSPORTATION					10,187,000		
People's Transportation Plan					3,766,000		
PUBLIC SAFETY						\$188,255,000	
POLICE	104,470,000						
Police Confiscation					336,000		
Police Special Revenues					105,000		
Police Training					30,000		
Red Light Camera					1,516,000		
FIRE	71,938,000						
Emergency Management	9,509,000						
E911					351,000		

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2016/17

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
CITYWIDE ACCOUNTS						\$14,951,000	
CITYWIDE ACCTS-Normandy Shores	257,000						
CITYWIDE ACCTS-Operating Contingency	1,335,000						
CITYWIDE ACCTS-Other	13,359,000						
Transfers						\$3,457,000	
Info & Comm Technology Fund	395,000						
Pay-as-you-go Capital	2,400,000						
CAPITAL RENEWAL & REPLACEMENT	662,000						
G.O. DEBT SERVICE		5,921,000				\$5,921,000	
RDA-City TIF Transfer only							
City Center			27,133,000			27,133,000	
TOTAL - ALL FUNDS	\$317,252,000	\$5,921,000	\$27,133,000	\$209,369,000	\$110,497,000	\$670,172,000	\$83,911,000
Less Transfers						<u>-\$65,398,000</u>	
GRAND TOTAL - ALL FUNDS						<u>\$604,774,000</u>	



CITY OF MIAMI BEACH
Fiscal Year 2016/17
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Actual FY 2013/14	Actual FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	Prop17-Adop 16 Variance	% Diff.
GENERAL FUND						
MAYOR AND COMMISSION	1,721,360	1,888,779	2,009,000	2,093,000	84,000	4.2%
ADMINISTRATIVE SUPPORT						
City Manager	2,878,039	3,189,302	3,652,000	3,625,000	(27,000)	-0.7%
Communications	921,312	1,402,684	1,745,000	1,995,000	250,000	14.3%
Budget & Performance Improvement	1,823,981	2,082,171	2,435,000	2,499,000	64,000	2.6%
Org Dev & Performance Initiative	388,970	509,512	603,000	629,000	26,000	4.3%
Finance	4,607,819	4,928,115	5,385,000	5,746,000	361,000	6.7%
Procurement	1,221,401	1,550,568	2,112,000	2,258,000	146,000	6.9%
Human Resources/Labor Relations	1,698,452	1,980,186	2,685,000	2,780,000	95,000	3.5%
City Clerk	1,305,260	1,331,492	1,455,000	1,560,000	105,000	7.2%
CITY ATTORNEY	4,623,946	4,808,200	5,282,000	5,370,000	88,000	1.7%
ECON DEV & CULTURAL ARTS						
Housing & Community Services	321,042	459,767	721,000	743,000	22,000	3.1%
Homeless Services	899,228	1,173,462	1,312,000	1,480,000	168,000	12.8%
Building	11,555,100	12,516,778	13,804,000	15,146,000	1,342,000	9.7%
Environment & Sustainability	228,463	222,996	261,000	1,064,000	803,000	307.7%
Planning	3,425,024	3,933,626	4,260,000	4,156,000	(104,000)	-2.4%
Transportation	253,128	0	0	0	0	0%
Tourism, Cultural & Economic Dev.	3,388,895	3,486,751	3,936,000	3,680,000	(256,000)	-6.5%
OPERATIONS						
Code Compliance	4,262,763	4,926,122	5,936,000	5,845,000	(91,000)	-1.5%
Community Services	463,727	588,085	641,000	575,000	(66,000)	-10.3%
Parks & Recreation	21,655,208	26,799,339	30,761,000	31,934,000	1,173,000	3.8%
Public Works	13,720,228	10,863,900	14,358,000	14,698,000	340,000	2.4%
Capital Improvement Projects	4,493,524	4,434,728	4,945,000	5,051,000	106,000	2.1%
PUBLIC SAFETY						
Police	100,498,290	93,543,724	99,605,000	104,470,000	4,865,000	4.9%
Fire	60,986,248	62,932,250	62,741,000	71,938,000	9,197,000	14.7%
Emergency Management	172,091	8,582,401	8,957,000	9,509,000	552,000	6.2%
CITYWIDE						
Citywide Accounts-Other	13,903,700	11,449,907	10,993,000	13,359,000	2,366,000	21.5%
Citywide Accounts-Normandy Shores	225,000	222,000	226,000	257,000	31,000	13.7%
Operating Contingency	0	0	1,100,000	1,335,000	235,000	21.4%
Subtotal	261,642,200	269,806,845	291,920,000	313,795,000	21,875,000	7.5%
Transfers						
Capital Renewal & Replacement	1,981,000	2,180,000	2,716,000	662,000	(2,054,000)	-75.6%
Capital Investment Upkeep Acct	98,735	0	315,000	0	(315,000)	-100.0%
Pay-as-you-go Capital	1,400,000	1,400,000	2,400,000	2,400,000	-	0.0%
Building Reserve	0	0	2,608,000	0	(2,608,000)	-100.0%
Info & Comm Technology Fund	395,000	395,000	395,000	395,000	-	0.0%
Subtotal	3,874,735	3,975,000	8,434,000	3,457,000	(4,977,000)	-59.0%
TOTAL GENERAL FUND	\$ 265,516,935	\$ 273,781,845	\$ 300,354,000	\$ 317,252,000	\$ 16,898,000	5.6%
G.O. DEBT SERVICE	\$ 5,924,169	\$ 5,906,853	\$ 5,925,000	\$ 5,921,000	(4,000)	-0.1%
RDA FUND-City TIF only						
RDA-City Center	19,840,457	20,053,802	23,113,000	27,133,000	4,020,000	17.4%
TOTAL RDA FUND	\$ 19,840,457	\$ 20,053,802	\$ 23,113,000	\$ 27,133,000	4,020,000	17.4%
ENTERPRISE FUNDS						
CONVENTION CENTER	16,952,042	16,061,204	10,737,000	11,038,000	301,000	2.8%
WATER OPERATIONS	29,809,774	32,767,842	34,787,000	34,402,000	(385,000)	-1.1%
SEWER OPERATIONS	36,513,701	40,217,855	46,996,000	54,156,000	7,160,000	15.2%
STORMWATER	12,439,122	15,749,994	20,985,000	28,334,000	7,349,000	35.0%
SANITATION	16,102,731	18,091,945	21,104,000	20,624,000	(480,000)	-2.3%
PARKING	47,680,821	49,065,283	77,584,000	60,815,000	(16,769,000)	-21.6%
TOTAL ENTERPRISE FUNDS	\$ 159,498,191	\$ 171,954,123	\$ 212,193,000	\$ 209,369,000	\$ (2,824,000)	-1.3%
TOTAL GF,DEBT,RDA,ENTERPRISE	\$ 450,779,752	\$ 471,696,623	\$ 541,585,000	\$ 559,675,000	\$ 18,090,000	3.3%

CITY OF MIAMI BEACH
Fiscal Year 2016/17
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Actual FY 2013/14	Actual FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	Prop17-Adop 16 Variance	% Diff.
SPECIAL REVENUE FUNDS*						
EDUCATION COMPACT	5,976	87,422	107,000	235,000	128,000	119.6%
RESORT TAX	62,908,543	64,134,109	78,631,000	86,722,000	8,091,000	10.3%
ART IN PUBLIC PLACES	198,148	513,787	277,000	473,000	196,000	70.8%
TOURISM & HOSPITALITY SCHOLASHIPS	0	0	174,000	184,000	10,000	5.7%
CULTURAL ARTS COUNCIL	1,229,494	1,186,792	1,264,000	1,429,000	165,000	13.1%
SUSTAINABILITY	128,649	268,522	399,000	350,000	(49,000)	-12.3%
WASTE HAULER	36,126	36,224	68,000	70,000	2,000	2.9%
NORMANDY SHORES	208,294	269,051	226,000	257,000	31,000	13.7%
5TH & ALTON GARAGE	845,917	821,383	812,000	771,000	(41,000)	-5.0%
7TH STREET GARAGE	1,982,162	2,152,742	2,795,000	2,320,000	(475,000)	-17.0%
TRANSPORTATION	0	3,158,792	9,261,000	10,187,000	926,000	10.0%
TREE PRESERVATION	0	0	90,000	90,000	0	0.0%
PEOPLE'S TRANSPORTATION PLAN	1,454,398	1,564,879	3,896,000	3,766,000	(130,000)	-3.3%
POLICE CONFISCATION	1,118,270	668,345	552,000	336,000	(216,000)	-39.1%
POLICE SPECIAL REVENUES	49,389	43,594	75,000	105,000	30,000	40.0%
POLICE TRAINING	35,904	36,849	41,000	30,000	(11,000)	-26.8%
RED LIGHT CAMERA	450,112	502,286	1,416,000	1,516,000	100,000	7.1%
RESIDENTIAL HOUSING	0	158,531	766,000	771,000	5,000	0.7%
EMERGENCY 9-1-1	245,836	430,770	398,000	351,000	(47,000)	-11.8%
INFORMATION & TECHNOLOGY	486,000	395,000	395,000	534,000	139,000	35.2%
TOTAL INTERNAL SERVICE FUNDS	\$ 71,383,218	\$ 76,429,077	\$ 101,643,000	\$ 110,497,000	\$ 8,854,000	11.7%
INTERNAL SERVICE FUNDS*						
INFORMATION TECHNOLOGY	13,039,388	12,876,027	15,758,000	16,828,000	1,070,000	6.8%
RISK MANAGEMENT	17,973,851	16,613,433	15,616,000	17,580,000	1,964,000	12.6%
MEDICAL & DENTAL INSURANCE	24,650,811	26,118,173	28,961,000	30,532,000	1,571,000	5.4%
CENTRAL SERVICES	885,029	893,793	967,000	1,015,000	48,000	5.0%
PROPERTY MANAGEMENT	8,347,219	8,113,563	8,621,000	8,409,000	(212,000)	-2.5%
FLEET MANAGEMENT	12,407,220	12,873,384	10,447,000	9,547,000	(900,000)	-8.6%
TOTAL INTERNAL SERVICE FUNDS	\$ 77,303,518	\$ 77,488,373	\$ 80,370,000	\$ 83,911,000	\$ 3,541,000	4.5%

* Presented for informational purposes only; costs have already been allocated within the GF and Enterprise Fund Depts.

GENERAL FUND REVENUE SUMMARY

	FY2014 Actual	FY2015 Actual	FY2016 Adopted	FY2017 Proposed	Difference between FY17 and FY16
OPERATING					
Property Tax	103,878,778	114,646,702	140,446,000	159,950,000	19,504,000
Property Tax-South Pointe	10,070,108	11,159,000	0	0	0
Ad Valorem Taxes-Capital R&R	1,955,581	2,180,000	2,716,000	662,000	(2,054,000)
Ad Valorem Taxes-Normandy Shores	145,114	145,000	147,000	167,000	20,000
Other Taxes	24,457,161	24,362,300	23,940,000	23,732,000	(208,000)
Licenses and Permits	26,179,319	30,092,732	29,558,000	30,244,000	686,000
Intergovernmental	10,457,151	10,969,165	11,037,000	11,439,000	402,000
Charges for Services	4,861,595	5,556,306	5,746,000	6,169,000	423,000
Golf Courses	5,885,553	5,939,585	6,300,000	6,007,000	(293,000)
Fines and Forfeits	2,120,191	1,863,627	2,157,000	1,799,000	(358,000)
Interest	2,426,960	3,865,261	3,074,000	2,500,000	(574,000)
Rents and Leases	7,154,390	7,170,350	6,384,000	6,426,000	42,000
Miscellaneous	12,408,744	12,693,259	12,588,000	12,575,000	(13,000)
Other-Resort Tax Contribution	32,965,000	34,084,000	36,609,000	37,609,000	1,000,000
Other-Non Operating Revenue	16,916,000	17,842,874	19,652,000	17,973,000	(1,679,000)
TOTAL	261,881,645	282,570,163	300,354,000	317,252,000	16,898,000

AD VALOREM TAXES					
Property Tax	103,878,778	114,646,702	140,446,000	159,950,000	19,504,000
Property Tax-South Pointe	10,070,108	11,159,000	0	0	0
Property Tax-Capital R&R	1,955,581	2,180,000	2,716,000	662,000	(2,054,000)
Property Tax-Normandy Shores	145,114	145,000	147,000	167,000	20,000
TOTAL AD VALOREM TAXES	116,049,581	128,130,702	143,309,000	160,779,000	17,470,000

OTHER TAXES					
FRANCHISE TAXES					
Electricity	7,797,977	7,919,096	7,916,000	7,960,000	44,000
Gas	408,123	441,967	368,000	510,000	142,000
Cable TV	1,329,178	1,372,642	1,508,000	1,250,000	(258,000)
<i>Subtotal Franchise Taxes</i>	<i>9,535,278</i>	<i>9,733,704</i>	<i>9,792,000</i>	<i>9,720,000</i>	<i>(72,000)</i>
UTILITY TAXES					
Electricity	10,985,874	10,938,083	10,860,000	11,044,000	184,000
Telephone	3,349,727	3,147,296	2,809,000	2,513,000	(296,000)
Gas-People's	502,250	412,296	398,000	374,000	(24,000)
Gas-Companies	83,452	130,762	80,000	80,000	0
Fuel Oil	580	158	1,000	1,000	0
<i>Subtotal Utility Taxes</i>	<i>14,921,883</i>	<i>14,628,596</i>	<i>14,148,000</i>	<i>14,012,000</i>	<i>(136,000)</i>
TOTAL OTHER TAXES	24,457,161	24,362,300	23,940,000	23,732,000	(208,000)

GENERAL FUND REVENUE SUMMARY

	FY2014 Actual	FY2015 Actual	FY2016 Adopted	FY2017 Proposed	Difference between FY17 and FY16
LICENSES & PERMITS					
BUSINESS TAX RECEIPTS					
City Business Tax Receipts	4,306,231	4,464,283	4,573,000	4,895,000	322,000
County Business Tax Receipts	187,720	165,713	150,000	150,000	0
<i>Subtotal Business Tax</i>	<i>4,493,951</i>	<i>4,629,996</i>	<i>4,723,000</i>	<i>5,045,000</i>	<i>322,000</i>
PERMITS					
Building	11,178,938	14,162,267	13,921,000	14,617,000	696,000
Building Recertification	190,588	246,301	257,000	385,000	128,000
Certificate of Completion	22,558	13,392	21,000	21,000	0
Certificate of Occupancy	642,846	1,069,437	1,018,000	1,050,000	32,000
Certificate of Use	631,933	643,347	632,000	643,000	11,000
Electrical	54,932	17,456	0	15,000	15,000
Elevator Inspection	1,162,571	1,101,893	1,239,000	700,000	(539,000)
Mechanical	14,394	4,270	0	3,000	3,000
Building Training Surcharge	129,089	208,590	130,000	130,000	0
Plumbing	23,794	6,520	0	5,000	5,000
Building Permit Extensions	76,041	108,408	109,000	109,000	0
Fitness Class Permit	0	0	0	0	0
Grease Trap Permit	0	0	0	0	0
Other	154	3,780	0	3,000	3,000
Lockboxes	17,875	20,670	18,000	21,000	3,000
<i>Subtotal Building Department</i>	<i>14,145,712</i>	<i>17,606,330</i>	<i>17,345,000</i>	<i>17,702,000</i>	<i>357,000</i>
Fire Inspection-Annual	366,360	358,176	360,000	360,000	0
Fire Hydrant Flow Test	92,722	96,239	84,000	87,000	3,000
Fire Plan Review	1,888,391	1,985,601	1,798,000	1,797,000	(1,000)
Fire Prevention Training Surcharge	0	0	0	60,000	60,000
<i>Subtotal Fire Department</i>	<i>2,347,473</i>	<i>2,440,016</i>	<i>2,242,000</i>	<i>2,304,000</i>	<i>62,000</i>
Public Works Fees-Building Permit	589,516	636,552	708,000	600,000	(108,000)
Work in Right-of-Way	1,208,067	1,139,794	1,216,000	986,000	(230,000)
News Rack Permit	600	13	0	0	0
Sidewalk Permit Fees	1,527,059	1,455,179	1,438,000	1,525,000	87,000
<i>Subtotal Public Works Department</i>	<i>3,325,242</i>	<i>3,231,537</i>	<i>3,362,000</i>	<i>3,111,000</i>	<i>(251,000)</i>
Plans Review-Planning	1,376	8,586	0	0	0
Planning Fees-Building Permit	1,083,031	1,117,465	1,055,000	1,099,000	44,000
<i>Subtotal Planning Department</i>	<i>1,084,407</i>	<i>1,126,051</i>	<i>1,055,000</i>	<i>1,099,000</i>	<i>44,000</i>
Police Towing	70,866	149,295	75,000	161,000	86,000
Special Events	524,455	735,783	569,000	621,000	52,000
Garage Sale	1,943	1,060	3,000	1,000	(2,000)
Other	185,270	172,664	184,000	200,000	16,000
<i>Subtotal Other</i>	<i>782,534</i>	<i>1,058,802</i>	<i>831,000</i>	<i>983,000</i>	<i>152,000</i>
<i>Subtotal Permits</i>	<i>21,685,368</i>	<i>25,462,736</i>	<i>24,835,000</i>	<i>25,199,000</i>	<i>364,000</i>
TOTAL LICENSES & PERMITS	26,179,319	30,092,732	29,558,000	30,244,000	686,000

INTERGOVERNMENTAL REVENUES					
STATE REVENUE SHARING					
Sales Tax Proceeds	1,918,240	2,049,525	2,025,000	2,225,000	200,000
Local Option Gas Tax (6 cents)	1,000,893	1,053,316	1,030,000	1,015,000	(15,000)
LOGT/School Guards	16,428	15,370	16,000	11,000	(5,000)
Motor Fuel Tax	657,965	667,599	636,000	670,000	34,000
Liquor Licenses	310,984	297,821	300,000	300,000	0
Local Govt Half-Cent Sales Tax	6,441,789	6,793,599	6,936,000	7,125,000	189,000
Firefighters Supplemental	110,852	91,934	94,000	93,000	(1,000)
TOTAL INTERGOVERNMENTAL	10,457,151	10,969,165	11,037,000	11,439,000	402,000

GENERAL FUND REVENUE SUMMARY

	FY2014 Actual	FY2015 Actual	FY2016 Adopted	FY2017 Proposed	Difference between FY17 and FY16
CHARGES FOR SERVICE					
GENERAL GOVERNMENT					
Photocopies	55,116	88,226	50,000	50,000	0
Passport Application Fees	87,326	97,326	80,000	85,000	5,000
Concurrency Statement Fees	42,993	44,854	43,000	39,000	(4,000)
Lot Clearing Lien Satisfaction	22,085	25,274	56,000	56,000	0
Microfilm-Building	51,094	29,471	31,000	31,000	0
<i>Subtotal General Government</i>	<i>258,614</i>	<i>285,150</i>	<i>260,000</i>	<i>261,000</i>	<i>1,000</i>
PUBLIC SAFETY					
Fire-Rescue	1,755,531	2,056,606	2,053,000	2,100,000	47,000
Off Duty Admin-Police	794,327	820,560	864,000	821,000	(43,000)
Off Duty - Fire Watch	0	0	0	250,000	250,000
Off Duty Admin-Fire	80,853	422,148	102,000	100,000	(2,000)
<i>Subtotal Public Safety</i>	<i>2,630,712</i>	<i>3,299,314</i>	<i>3,019,000</i>	<i>3,271,000</i>	<i>252,000</i>
CULTURE & RECREATION					
Miami Beach Golf Club	4,110,654	4,061,495	4,350,000	4,163,000	(187,000)
Normandy Shores Golf Club	1,774,899	1,878,090	1,950,000	1,844,000	(106,000)
<i>Subtotal Golf Courses</i>	<i>5,885,553</i>	<i>5,939,585</i>	<i>6,300,000</i>	<i>6,007,000</i>	<i>(293,000)</i>
Pools	36,333	52,236	40,000	62,000	22,000
Tennis Centers	68,926	135,002	120,000	120,000	0
Athletics	226,723	217,065	210,000	230,000	20,000
Children's Trust	261,993	0	300,000	300,000	0
After School Programs	244,729	254,314	240,000	282,000	42,000
Entrance Fees	33,338	42,522	38,000	44,000	6,000
Summer Programs	484,037	582,007	486,000	598,000	112,000
Gymnastics	43,262	219,809	440,000	275,000	(165,000)
Classes	337,522	242,574	403,000	573,000	170,000
Rentals	221,933	214,608	189,000	147,000	(42,000)
Recreation Advertising	9,660	8,132	0	0	0
Recreation Miscellaneous	3,814	3,574	1,000	6,000	5,000
<i>Subtotal Recreation</i>	<i>1,972,269</i>	<i>1,971,842</i>	<i>2,467,000</i>	<i>2,637,000</i>	<i>170,000</i>
<i>Subtotal Culture & Recreation</i>	<i>7,857,822</i>	<i>7,911,428</i>	<i>8,767,000</i>	<i>8,644,000</i>	<i>(123,000)</i>
TOTAL CHARGES FOR SERVICE	10,747,147	11,495,892	12,046,000	12,176,000	130,000

FINES & FORFEITS					
County Court Fines-Traffic	414,795	355,783	378,000	229,000	(149,000)
County Court Fines-Parking	127,953	168,523	176,000	115,000	(61,000)
Parking/School Guards	52,378	54,774	53,000	56,000	3,000
Cost Recovery-Police	12,724	34,326	26,000	26,000	0
False Alarm Fines	1,495	330	2,000	2,000	0
Code Enforcement Violations	592,958	553,234	731,000	620,000	(111,000)
Building Code Violations	868,913	631,546	719,000	702,000	(17,000)
Fire Code Violations	26,271	41,553	57,000	20,000	(37,000)
Fire Overcrowding Fines	13,650	5,712	12,000	12,000	0
Requests for Appeals	6,327	7,857	3,000	9,000	6,000
Other	2,728	9,990	0	8,000	8,000
TOTAL FINES & FORFEITS	2,120,191	1,863,627	2,157,000	1,799,000	(358,000)

INTEREST EARNINGS					
Interest Earnings	2,263,660	2,726,903	2,989,000	2,415,000	(574,000)
Unrealized Gain/Loss on Investment	112,036	1,087,211	0	0	0
Interest-Other	51,264	51,148	85,000	85,000	0
TOTAL INTEREST EARNINGS	2,426,960	3,865,261	3,074,000	2,500,000	(574,000)

GENERAL FUND REVENUE SUMMARY

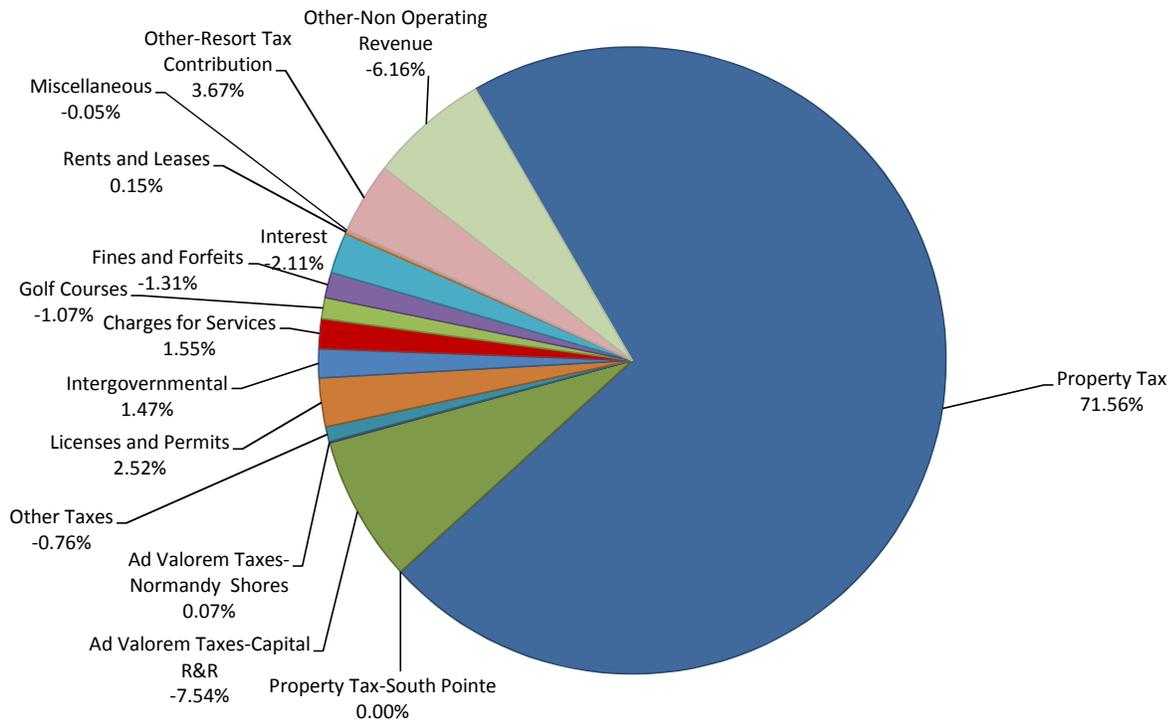
	FY2014 Actual	FY2015 Actual	FY2016 Adopted	FY2017 Proposed	Difference between FY17 and FY16
RENTS & LEASES					
Air Rights Lease	38,833	119,013	41,000	41,000	0
Byron Carlyle	0	10,839	2,000	2,000	0
Colony Theater	209,554	190,132	120,000	190,000	70,000
Colony Theater Café	280,917	247,775	261,000	240,000	(21,000)
Live Nation	1,148,686	1,171,659	1,100,000	1,195,000	95,000
Bus Shelters	605,595	693,826	566,000	0	(566,000)
South Pointe Park Restaurant	740,353	718,919	735,000	738,000	3,000
Penn Garage Ground Lease	252,000	252,000	302,000	302,000	0
Park One Development Agreement	180,949	73,082	75,000	77,000	2,000
Lincoln Place Development Agreement	121,263	243,779	115,000	147,000	32,000
American Riviera RE Co.	36,453	36,120	9,000	36,000	27,000
Communication Site Leases	57,003	71,109	36,000	49,000	13,000
The Lincoln Development Agreement	212,803	99,790	217,000	156,000	(61,000)
Historic City Hall Building/CAM	341,435	296,579	243,000	317,000	74,000
777 Building/CAM	291,892	370,214	241,000	339,000	98,000
Penrod's Pier Park Restaurant	761,835	808,254	754,000	820,000	66,000
Ballet Valet Ramp	25,898	26,675	27,000	28,000	1,000
Marina Rent (RDA)	1,477,271	1,304,049	1,176,000	1,361,000	185,000
Rental City Properties-Other Funds	371,650	436,536	364,000	388,000	24,000
TOTAL RENTS & LEASES	7,154,390	7,170,350	6,384,000	6,426,000	42,000

MISCELLANEOUS					
Cost Allocation-CIP	4,562,324	4,434,728	4,945,000	5,051,000	106,000
Cost Allocation-PW In-House Design	169,193	112,619	252,000	252,000	0
City Center RDA - Management Fee	1,340,607	1,272,807	1,329,000	1,391,000	62,000
Anchor Garage/Penn Shops-Mgmt Fee	334,667	343,000	350,000	348,000	(2,000)
Concessions-Brothers Vending & Coca Co	58,094	64,881	59,000	59,000	0
Concessions-Boucher Brothers-Beachfront	799,405	851,732	850,000	900,000	50,000
Concessions-Beachfront-Other	504,404	400,428	371,000	361,000	(10,000)
Concessions-South Pointe Park Pavilion	26,271	36,132	25,000	25,000	0
Road Impact Fee Reimbursement	11,468	0	0	5,000	5,000
FEMA and Other Unbudgeted Revenues	46,062	23,170	16,000	16,000	0
Sale of City Property	18,935	10,301	0	0	0
Planning Application Fees	406,357	476,987	105,000	288,000	183,000
Beach Access	40,536	58,350	50,000	40,000	(10,000)
Communications Advertising	95,262	55,767	60,000	60,000	0
Light Pole Banner Application Fee	67,150	59,875	50,000	60,000	10,000
Wedding Ceremony Fee	38,250	43,875	30,000	40,000	10,000
Corporate Sponsorship	325,000	325,000	325,000	325,000	0
Promotional Distribution Fee	20,000	22,000	20,000	20,000	0
Design Review Fee	232,920	311,321	670,000	685,000	15,000
Lien Letter	598,797	658,879	598,000	608,000	10,000
FL Dept of Transp - Reimbursement	622,422	362,081	476,000	476,000	0
Self-Insurance Reimbursement	1,100,000	1,100,000	1,100,000	1,100,000	0
Parking Reimbursement-Transp/Conc	550,000	0	550,000	0	(550,000)
FOP Car User Fee	198,517	202,979	197,000	197,000	0
All Other	242,103	1,466,348	160,000	268,000	108,000
TOTAL MISCELLANEOUS	12,408,744	12,693,259	12,588,000	12,575,000	(13,000)

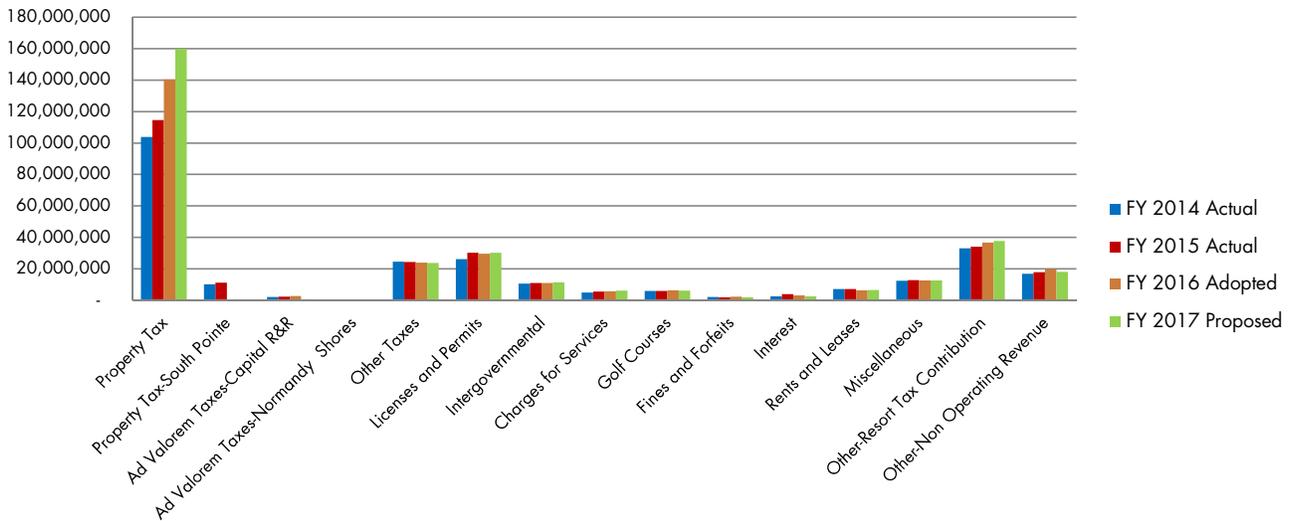
GENERAL FUND REVENUE SUMMARY

	FY2014 Actual	FY2015 Actual	FY2016 Adopted	FY2017 Proposed	Difference between FY17 and FY16
OTHER					
INTERFUND TRANSFERS					
Convention Center-Mgmt Fee	349,000	308,000	292,000	293,000	1,000
Water & Sewer-Mgmt Fee	3,087,000	3,379,000	3,740,000	3,980,000	240,000
Parking-Mgmt Fee	1,863,000	1,745,001	1,856,000	2,080,000	224,000
Parking-Right of Way Fee	1,576,000	1,679,000	3,010,000	2,381,000	(629,000)
Sanitation-Mgmt Fee	1,041,000	1,150,000	1,196,000	1,206,000	10,000
Stormwater-Mgmt Fee	435,000	631,000	613,000	667,000	54,000
Resort Tax-Mgmt Fee	165,000	184,000	195,000	376,000	181,000
Convention Center District Allocation	0	366,873	0	590,000	590,000
Resort Tax Contribution	32,965,000	34,084,000	36,609,000	37,609,000	1,000,000
Prior Yr Surplus from Parking Fund	8,400,000	8,400,000	8,400,000	6,400,000	(2,000,000)
GF Fund Balance-Budget Purposes	0	0	350,000	0	(350,000)
TOTAL OTHER	49,881,000	51,926,874	56,261,000	55,582,000	(679,000)
TOTAL GENERAL FUND	261,881,645	282,570,163	300,354,000	317,252,000	16,898,000

General Fund Revenue By Major Category



General Fund Revenue Trends



EXPLANATION OF REVENUES

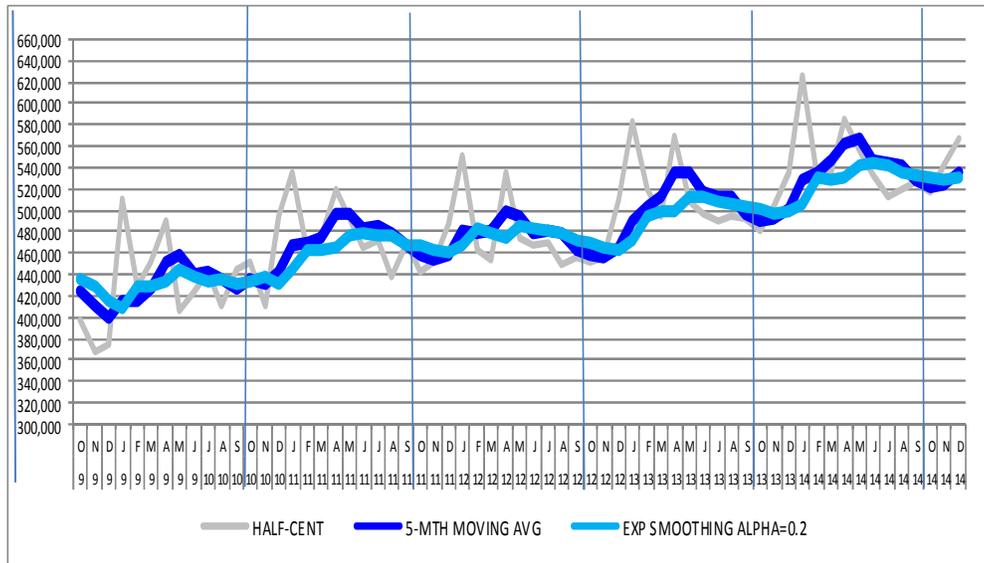
REVENUE FORECASTING

The City of Miami Beach collects many different types of revenues including property taxes, franchise and utility fees, licenses and permits, sales taxes, gas taxes, EMS fees, golf fees, traffic fines, code violation fees, resort taxes, water and sewer fees, storm water fees, sanitation fees, and parking fees.

As part of the annual budget process, each of the major sources of revenue is forecasted using different techniques tailored for the unique nature of each revenue source. Two of the most common forecasting techniques used are Moving Average and Exponential Smoothing. These techniques help track trends and seasonality in monthly and quarterly data by smoothing out fluctuations over time.

A common way to smooth out fluctuations or outliers in a data set is to use a moving average. A moving average uses a pre-defined number of periods to calculate the average, and those periods move as time passes. For example, if using a five month moving average and today is June 1st, we use an average of demand that occurred in January, February, March, April, and May to predict June's demand. Exponential Smoothing works similarly, but it applies a weight to the most recent period called the smoothing factor or constant.

For example, in the illustrative chart below for Half-Cent Sales Tax, it is possible to evaluate trend lines for the actual data set, the moving average, and the exponential smoothing to make reasonable assumptions regarding estimated revenue for the next fiscal year.



At the time of budget development, there are usually approximately six months of actual data available for revenue in the current fiscal year and it is necessary to forecast the remaining six months as well as the twelve months of the next fiscal year.

Revenue projections are made by evaluating the current year-to-date average increase or decrease in revenue and the trend results from the Moving Average and Exponential Smoothing analysis.

In addition to evaluating data sets using these forecasting methods, subjective information and factors are also considered such as economic activity, tourism indicators, construction activity, etc. depending on the unique nature of the individual revenue source.

EXPLANATION OF REVENUES

GENERAL FUND CATEGORIES

TAXES

Ad Valorem

The FY 2016/17 General Fund includes a total combined millage rate for the City of Miami Beach of 5.8888, which is a decrease of 0.0235 mills from FY 2015/16. The proposed millage is to our knowledge, the lowest in the history of the City of Miami Beach, and certainly in the last 54 years for which we have found records.

The total operating millage remains equivalent to the FY 2015/16 millage of 5.7092. This millage includes a General Operating millage rate of 5.6857 and a General Fund Capital Renewal and Replacement millage of 0.0235. The voted debt service millage rate is adjusted to 0.1796 from 0.2031.

As provided by State Statute, the value of the mill is discounted to 95% to account for early payment discounts, delinquencies, etc. This millage is expected to generate tax proceeds of \$160.8 million for citywide use and \$28.8 million is transferred to the Miami Beach Redevelopment Agency (RDA).

The general operating millage includes 0.0235 mills for the General Fund Capital Renewal & Replacement program. This millage is estimated to generate \$662,000 towards this program in FY 2016/17.

An operating millage of 1.0093 mills for the Normandy Shores Dependent Taxing District to provide homeowners with security and maintenance services, and funds for other repairs including the replacement of the video system. This millage is expected to generate \$167,000 or 65% of the total cost (\$257,000) towards this service. The City of Miami Beach General Fund is required to provide 35% (\$90,000 in FY 2016/17) of the total operating expenditures and the City has funded the 35% for each of the twenty-two years since the District was established.

OTHER TAXES

Franchise & Utility:

Electricity

Electricity franchise taxes are derived from the proceeds of a franchise agreement granted to Florida Power & Light Company (FPL) to construct, maintain, and operate all necessary equipment within the corporate limits of the City of Miami Beach. Electricity utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of electricity within the City. These taxes are collected and remitted by FPL.

Gas

Gas franchise fees are derived from a franchise granted to Peoples Gas Company to erect, install, extend, maintain, and operate all the necessary equipment within the corporate limits of the City for the purpose of transporting, distributing and selling manufactured or natural gas in the City. Gas utility tax is derived from the levy and imposition by the City of an excise tax on the purchase of metered or bottled gas within the City.

EXPLANATION OF REVENUES

Cable TV	The Communications Services Tax (CST) was enacted to restructure taxes on telecommunications, cable, direct-to-home satellite, and related services that existed prior to October 1, 2001. Previously, a city could impose franchise fees on telephone and cable television within its boundaries. The funds are collected by the State of Florida and distributed to the City using the same population-based formula used for local option sales taxes.
Telephone	Telephone utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of telecommunication service within the City. The tax is collected and remitted by the seller.

LICENSE AND PERMITS

Business Tax Receipts: Business tax receipts for the City represent taxes charged for licenses for the privilege of doing business as authorized by State Statute. Business tax receipts from the County represent fees charged by the County, exclusive of the cost of collection and any credit given, apportioned between unincorporated areas of the county and the incorporated municipalities located therein by a ratio derived by dividing their respective populations by that of the county.

Permits:

Building & Building Trade Permit, Certificate of Occupancy and Certificate Of Completion Fees	These fees are charged by the Building Department on construction and renovation projects within the City in conformance with the South Florida Building Code.
Building Training Surcharge	These fees represent revenues brought into the General Fund from the Building Training and Technology Fund to cover eligible expenditures in the Building Department.
Building Recertification	Revenues are derived from the issuance of Recertification Certificates for the Forty-Year Building Recertification Program.
Certificate of Use	Fees are derived from planning review and building inspections to determine compliance with all requirements of the City Code as well as the annual renewal of certification.
Elevator Inspection	Fees are derived from periodic inspection and witnessing elevator permits for new construction and repairs for buildings located in Miami Beach. In addition, all elevator companies must register and pay an annual fee.
Fire Plan Review	Fees in this area are charged by the Fire Department for the review of building plans related to fire safety regulations. Fees include acceptance testing for alarms, sprinklers, etc.
Plans Review-Planning	These are fees charged by the Planning Department for the review of building plans to ensure compliance with City code. Significant revisions to these fees were put into effect on February 1, 2010 based on the Building Development Process Fee study. The objective of the fee study was to analyze the City's direct and

EXPLANATION OF REVENUES

indirect cost related to the building development process and, based on this, simplify and restructure the fee category fees based on the level of effort and ensure the integrity of the permitting process and collection of fees. The study was completed in the fall of 2009 and the fees recommended by the study were adopted by the Commission in January 2010.

Garage Sales	The Finance Department collects a fee for authorization to conduct no more than two garage sales per year at single-family and multi-family residences.
Marine	Revenues are derived from fees charged for permits issued for new marine structures and/or additions, alterations, and repairs to marine structures.
Sidewalk, News rack	Sidewalk fees are derived from the issuance of Sidewalk Café Permits for restaurants to place tables and chairs on the sidewalk adjacent to their locations and are based on the square footage of right-of-way being used. News rack fees collected by the Public Works Department are permits issued for the use of City sidewalks to place newspaper dispensing machines.
Public Works Fees – Building Permit	Significant revisions to these fees were put into effect on February 1, 2010 based on the Building Development Process Fee study. The objective of the fee study was to analyze the City’s direct and indirect cost related to the building development process and, based on this, simplify and restructure the fee category fees based on the level of effort and ensure the integrity of the permitting process and collection of fees. The study was completed in the fall of 2009 and the fees recommended by the study were adopted by the Commission in January 2010.
Work in the ROW Permits	The Public Works Department collects fees for closure of streets or other public rights-of-way during construction projects or major repairs.
Special Events	Fees are derived by the Tourism and Cultural Development Department from the application and permit fees established to off-set the City’s costs for processing applications for special events.

INTERGOVERNMENTAL REVENUES

Sales Tax Proceeds	Revenues are derived from the City’s portion of the Sales Tax fees collected by the State on all sales. The amount distributed is determined by a factor calculated using data that includes the City’s population as well as the amount of sales tax collected within the municipality.
Local Option Gas Taxes	Through an interlocal agreement with Miami-Dade County; the City receives a portion of an additional tax on every gallon of motor fuel and special fuels sold within the County. The 3 cent gas tax, which was previously included in the General Fund, is now being accounted for in a separate special revenue account, in order to provide more discreet accountability.
Alcoholic Beverage Licenses	Fees represent the City’s share of the eligible alcoholic beverage license fees collected by the State of Florida within the City of Miami Beach.

EXPLANATION OF REVENUES

Local Govt. ½ Cent Revenues are derived from an allocation of sales taxes earmarked by the State for distribution to the counties and municipalities. The amount is determined by a formula based on the City's population.

Firefighters Supplemental These fees are an appropriation from the State Insurance Commissioner's Regulatory Trust Fund to provide monetary compensation to Firefighters with a Bachelor or Associate degree that is not required for the position held.

CHARGES FOR SERVICE

General Government:

Photocopies, Passport
Application and Microfilm
– Building Fees These are various miscellaneous fees charged for making photo or microfilm copies and the processing of passport applications.

Concurrency Statement Fees These are varying administrative fees charged for issuance of the various concurrency statements that are required from prospective applicants for any development, redevelopment, change of use, or intensification of use projects. The revenue supports the Transportation Department.

Public Safety:

Fire Rescue The Fire Department charges a fee to users of a City Fire Rescue Unit for emergency transportation to the nearest appropriate medical facility or trauma center. Any changes to fees must be submitted to Miami-Dade County.

Off Duty Fire and Police
Administration Revenues in this category are generated as a result of fees paid by private entities employing off-duty police officers or firefighters. A fuel surcharge for vehicles used for off-duty police work is included in the fee.

Hazardous Materials These are Fire Department fees associated with planned inspections and licensing of properties that store hazardous materials on premises.

Culture and Recreation:

Recreation Facility and
Programming Fees: Fees in this category are charged to users of the various programs and facilities offered by the Parks and Recreation Department.

Miami Beach Golf Club Fees in this category are charged to resident and non-resident users of the Miami Beach Golf Club. The projected increase is based on prior year trends.

Normandy Shores Golf Club Fees in this category are charged to resident and non-resident users of the Normandy Shores Golf Course. The projected increase is based on prior year trends.

FINES AND FORFEITS

Traffic and Parking Revenues are derived from traffic and parking citations issued by the Police

EXPLANATION OF REVENUES

	Department and paid to Miami-Dade County Traffic Violations Bureau for various traffic violations that occur within the City's corporate limits.
Cost Recovery – Police	The Police Department will be charging fees, where appropriate, to offset the expenses incurred by the department in the rendering of certain services.
Red Light Cameras	This revenue is collected from individuals for red light violations within the City of Miami Beach, pursuant to Ordinance No. 2008-3621.
Building Fire and Other City Code Violations	Revenues are derived from citations issued for violating various City codes.

INTEREST EARNINGS

Interest Earnings	Estimated revenue remains conservative, considering the slow stabilization in market rates anticipated for our investments as long term investments with higher rates mature and have to be reinvested at lower rates.
Administrative Fee	Revenues are derived from charging these fees to the bond funds for investment management activities performed by Finance Department employees.

RENTS AND LEASES

Air Rights	Revenues in this area represent payment under lease agreements with Senior Citizens Housing Development Corporation of Miami Beach for air rights over City-owned parking lots at 6 th Street & Collins Avenue as well as 11 th Street & Collins Avenue.
Byron Carlyle Theatre	Revenues are pursuant to an agreement with O Cinema for the management of the Byron Carlyle Theater.
Colony Theater	Revenues are derived from the rental of the City owned theater.
Colony Theater-Café	Revenues are generated from a café agreement at the Colony Theater.
Live Nation TOPA	Revenues are pursuant to an agreement with Live Nation for the management of the Jackie Gleason Theater of the Performing Arts.
Bus Shelters	Revenues are as a result of lease agreements for the construction, maintenance, and advertisement within bus shelters throughout the City.
S. Pt. Park Restaurant	Revenues are pursuant to a lease agreement with the Smith & Wollensky Miami Beach Steakhouse Restaurant located at South Pointe Park.
Lincoln Place Agreements	Revenues are pursuant to a lease agreement for private operation of a City-owned parking garage serving the Lincoln Road district.

EXPLANATION OF REVENUES

Historic City Hall and 777 Building	Revenues are pursuant to lease agreements at two City-owned office buildings. Historic City Hall was recently renovated.
Penrods Pier Park Restaurant	Revenues are pursuant to a lease agreement with the Penrod's for a restaurant and concession at Pier Park in South Beach.
Ballet Valet Ramp	This revenue is pursuant to a development agreement with Ballet Valet Inc. for use of City-owned parking spaces within the 7 th Street Parking Garage.
Marina Rent	Payments are pursuant to an agreement that provides the higher of a minimum guaranteed rent or a percentage of gross receipts for the marina located at 3 rd Street and Alton Road.
Seawall and Outlots	Revenues are derived pursuant to lease payments for use of the westerly 27.7 feet adjacent to the seawall on Indian Creek directly across from the municipal parking area at 46 th Street and Collins Avenue.
Rental City Property Other Funds	These revenues are pursuant to miscellaneous rental payments of various City-owned properties throughout the year.

MISCELLANEOUS

Cost Allocations – CIP	This revenue is derived from charges to capital projects to reimburse the General Fund for CIP Department expenditures.
City Center RDA – Mgt Fee	Management Fees charged to City Center RDA for support functions provided by departments such as the City Manager's Office, The City Attorney's Office, Finance, the Office of Budget and Performance Improvement, etc. In FY 2009/10 the City completed a cost allocation study to update these fees.
Concessions	This category represents payments under concession agreements for various beachside concession stands throughout the City.
Road Impact Fee Reimbursement	Revenues are as a result of an agreement with the Miami-Dade County Roadway Impact Fee Ordinance which provides for the City to retain a percentage of fees collected for administrative costs.
Hurricane Reimbursement	Revenues in this category represent Federal Emergency Management Agency (FEMA) reimbursement for eligible hurricane-related expenses incurred by the City.
Sale of City Property	Receipts in this account reflect net proceeds from the sale of General Fund assets.
Planning Application Fees	These are fees charged by the Planning Department for the receipt and processing of requests to modify, rehabilitate, or construct buildings in the City. The Planning Department serves as staff to the City's Planning Board, Board of Adjustment, Historic Preservation Board, and Single-Family Residential Review Panel. Depending on the scope of the project, new development is required to receive approval from one or more of these Boards. The Planning Department processes

EXPLANATION OF REVENUES

the applications, reviews and prepares recommendations to all of the above Boards. Fees are assessed for the various Planning applications according to a fee schedule contained within the City Code.

Communication Advertising	Revenues are derived from fees charged for advertising in City publications.
Promotional Distribution Fee	Revenues derived from a fee which became effective October 1, 2008 and requires commercial entities who distribute promotional products on city public rights-of-way to pay a fee to obtain a permit. The City has found that this creates a problem for sanitation, specifically when it occurs on the beach.
Design Review Fee	The Planning Department serves as staff to the City's Design Review Board. This revenue represents an application of special fee paid upon the submission of an application to the Planning Department to defray administrative processing costs.
Lien Letter	Revenues derived from fees charged for the City to issue an official document detailing any liens or other amounts due to the City for a specific property. It is usually necessary for a property sale closing or refinancing. Projected increase in revenues is based on the recent trend of increasing requests for lien statements.
FOP car user fee	Revenue derived from a user fee charged to Fraternal Order of Police (FOP) members for the use of a City-owned take-home car.
All Other	This category represents miscellaneous revenues received by the City for items that are non-recurring or that do not pertain to existing specific categories.

OTHER

Management Fees to Various Funds	Management Fees charged to Enterprise and Internal Service Funds for support functions provided by departments such as the City Manager's Office, the City Attorney's Office, Finance, Budget and Performance Improvement, etc. The fees are based on a cost allocation study updated annually.
Resort Tax	Resort Tax revenues of \$37.6 million to the General Fund reflect a \$1 million increase from the 2% Resort Tax Fund to support citywide tourism related expenditures, such as: Cultural Arts Council, Ocean Rescue, Police, Fire, Code Compliance, Tourism and Cultural Development, and Memorial Day and other special event costs. In FY 2009/10, the City conducted a study to determine the cost of these activities to the General Fund. The study estimated approximately \$50 million in tourism-related expenditures in FY 2007/08.

G.O. DEBT SERVICE FUND

Ad Valorem Taxes	A required principal and interest payment and other costs of \$5,921,000 requires a debt service millage rate of 0.1796 which is a decrease of 0.0235 from the FY 2015/16 millage of 0.2031. As provided by State Statute, the value of the mill is discounted at 95% to account for early payment discounts, delinquencies, etc.
------------------	---

MILLAGE AND TAXABLE VALUE

The Miami-Dade County Property Appraiser determined that as of January 1, 2016, the certified taxable value for real and personal property within the City of Miami Beach is **\$34.7 billion**. This amount includes net new additions to the tax roll of \$1.2 billion.

The table below illustrates the tax values for the previous three years, as well as the Certification for 2016.

	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Adopted	FY 2016/17 Proposed
Initial Certified Taxable Values					
Existing Values	\$22,975,457,106	\$ 24,578,430,867	\$ 26,951,663,319	\$30,430,853,418	\$33,532,510,312
New Construction	96,864,874	78,146,022	152,208,101	267,037,447	1,165,246,796
Certified Taxable Value	<u>23,072,321,980</u>	<u>24,656,576,889</u>	<u>27,103,871,420</u>	<u>30,697,890,865</u>	<u>34,697,757,108</u>
Value of 1 Mill	23,072,322	24,656,577	27,103,871	30,697,891	34,697,757
Adopted Tax Rate					
General Operating (See Note 1)	6.0909	5.8634	5.7942	5.7092	5.7092
Debt Service	0.2568	0.2529	0.2295	0.2031	0.1796
Total Millage	<u>6.3477</u>	<u>6.1163</u>	<u>6.0237</u>	<u>5.9123</u>	<u>5.8888</u>
Tax Collection at 100%	<u>146,456,178</u>	<u>150,807,021</u>	<u>163,265,590</u>	<u>181,495,140</u>	<u>204,328,152</u>
Budgeted 95% Value of 1 Mill					
(See Note 2)	21,918,706	23,423,748	25,748,678	29,162,996	32,962,869
Budgeted Tax Collection					
General Operating	133,504,646	137,342,804	149,192,989	166,497,379	188,191,613
Debt Service	5,628,724	5,923,866	5,909,322	5,923,005	5,920,131
Total Budgeted Levy	<u>139,133,369</u>	<u>143,266,670</u>	<u>155,102,311</u>	<u>172,420,383</u>	<u>194,111,744</u>
Equalization Adjustments	<u>(1,050,320,567)</u>	<u>(1,017,807,767)</u>	<u>(832,652,398)</u>	<u>(777,869,423)</u>	
Revised Value	<u>22,022,001,413</u>	<u>23,638,769,122</u>	<u>26,271,219,022</u>	<u>29,920,021,442</u>	(see Note 3)
Percentage Change From:					
Initial to Revised Value	-4.6%	-4.1%	-3.1%	-2.5%	
Prior Year Revised Value	6.1%	7.3%	11.1%	13.9%	
Actual Tax Collection					
	<u>134,777,134</u>	<u>141,344,157</u>	<u>155,004,712</u>		
% of Original 100% Levy	92.0%	93.7%	94.9%	0.0%	

Notes:

- 1) Comparative Tax Rates and Levies are for general operating and debt service purposes only and do not reflect the Normandy Shores Dependent Taxing District. Its FY 2016/17 proposed tax rate is 1.0093 mills, with a levy of \$167,000.
- 2) The millage values have been discounted at 95% for early discounts, delinquencies, etc.
- 3) The final values for 2016 will be determined after equalization adjustments.
- 4) Reflects actual collections during the fiscal year and includes funds received for prior year tax levies.

2016 PROPOSED MILLAGE RATES

Millage Code	Municipalities or County Areas	City / Unincorporated Millages			School Millages		Regional Millages				County Wide Millages					Other	Total Millage 2016	Total Millage 2015
		City / UMSA Millage	Debt Service	Misc. Millage	Operating Millage	Debt Service	So Fla Wtr Mgmt	Evr Proj.	Okeechobee Basin	FIND	County Millage	Debt Service	Fire & Rescue	Fire Debt	Library	Children's Trust		
0100	Miami	7.6465	0.6435		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000			0.2840	0.5000	21.8256	22.2351
0101	Miami (DDA)	7.6465	0.6435	0.4681	7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000			0.2840	0.5000	22.2937	22.7032
0200	Miami Beach	5.7092	0.1796		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000			0.2840	0.5000	19.4244	19.8123
0201	Miami Beach	5.7092	0.1796	1.0093	7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000			0.2840	0.5000	20.4337	20.8216
0300	Coral Gables	5.5590			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000			0.2840	0.5000	19.0946	19.4590
0400	Hialeah	6.3018			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000				0.5000	19.5534	19.9178
0500	Miami Springs	7.5000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	23.4638	23.8293
0600	North Miami	7.9336			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075		0.5000	23.6134	23.9789
0700	North Miami Beach	6.5036	0.8360		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075		0.5000	23.0194	23.6222
0701	North Miami Beach		0.8360		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075		0.5000	16.5158	17.0186
0800	Opa-locka	10.0000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	25.9638	25.2293
0801	Opa-locka				7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	15.9638	16.3293
0900	South Miami	4.3000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	20.2638	20.6293
1000	Homestead	5.9215	0.5934		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	22.4787	22.8442
1100	Miami Shores	7.9000	0.5054		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075		0.5000	24.0852	24.4742
1200	Bal Harbour	1.9654			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075		0.5000	17.6452	18.0107
1300	Bay Harbor Islands	4.4000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	20.3638	20.5953
1400	Surfside	5.0293			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075		0.5000	20.7091	21.0746
1500	West Miami	6.8858			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	22.8496	23.2151
1600	Florida City	7.1858			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	23.1496	23.5151
1700	Biscayne Park	9.7000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	25.6638	26.0293
1800	El Portal	8.3000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	24.2638	24.6293
1900	Golden Beach	7.3960	1.0040		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	24.3638	24.7293
2000	Pincrest	2.3000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	18.2638	18.6293
2100	Indian Creek	6.9500			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	22.9138	23.8293
2200	Medley	5.7000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	21.6638	21.9084
2300	North Bay Village	5.7892	0.7108		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	22.4638	22.5381
2400	Key Biscayne	3.0000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000			0.2840	0.5000	16.5356	16.9000
2500	Sweetwater	5.0000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	20.9638	19.0786
2600	Virginia Gardens	5.1500			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	21.1138	21.4793
2700	Hialeah Gardens	5.1613			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	21.1251	21.4906
2800	Aventura	1.7261			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	17.6899	18.0554
3000	Uninc. County	1.9283			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	17.8921	18.2576
3100	Sunny Isles Beach	2.4000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	18.3638	18.8293
3200	Miami Lakes	2.3518			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	18.3156	18.6811
3300	Palmetto Bay	2.4470			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	18.4108	18.7763
3400	Miami Gardens	6.9363	1.1571		7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	24.0572	24.5054
3500	Doral	1.9000			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	17.8638	18.2293
3600	Cutler Bay	2.5329			7.1380	0.1840	0.1359	0.0471	0.1477	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.5000	18.4967	18.7200

GENERAL FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

	Actual FY 2013/14	Actual FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17
Revenues				
Property Taxes	\$ 113,948,886	\$ 125,805,702	\$ 140,446,000	\$ 159,950,000
Capital Renewal & Replacement	1,955,581	2,180,000	2,716,000	662,000
Property Taxes - Normandy Shores	145,114	145,000	147,000	167,000
Other Taxes	24,457,161	24,362,300	23,940,000	23,732,000
Licenses and Permits	26,179,319	30,092,732	29,558,000	30,244,000
Intergovernmental Revenues	10,457,151	10,969,165	11,037,000	11,439,000
Charges for Services	10,747,148	11,495,892	12,046,000	12,176,000
Fines and Forfeits	2,120,191	1,863,627	2,157,000	1,799,000
Interest Earnings	2,426,960	3,865,261	3,074,000	2,500,000
Rents and Leases	7,154,390	7,170,350	6,384,000	6,426,000
Miscellaneous	12,408,744	12,693,259	12,588,000	12,575,000
Other-Resort Tax Contribution	32,965,000	34,084,000	36,609,000	37,609,000
Other Non-Operating Revenues	16,916,000	17,842,874	19,652,000	17,973,000
Fund Balance	0	0	0	0
Total	\$ 261,881,645	\$ 282,570,163	\$ 300,354,000	\$ 317,252,000
Expenditures				
Salaries & Benefits	\$ 192,303,363	\$ 198,087,454	\$ 209,151,000	\$ 226,867,100
Operating Expenses	27,026,070	32,383,680	44,202,500	45,525,800
Normandy Shores	225,000	222,000	226,000	257,000
Operating Contingency	0	0	1,100,000	1,402,000
Capital Renewal & Replacement	1,981,000	2,180,000	2,716,000	662,000
Transfers *	5,883,000	3,960,923	3,005,000	3,004,000
Internal Services	36,368,433	35,224,756	36,123,000	37,133,000
Capital	378,692	294,350	2,512,500	1,087,000
Debt Service	1,351,377	1,428,681	1,318,000	1,314,100
Total	\$ 265,516,935	\$ 273,781,845	\$ 300,354,000	\$ 317,252,000
Net Increase/(Decrease) in Fund Balance	\$ (3,635,290)	\$ 8,788,319	\$ -	\$ -
Beginning Fund Balance	\$ 54,138,181	\$ 50,502,891	\$ 59,291,210	\$ 59,291,210
Ending Fund Balance	\$ 50,502,891	\$ 59,291,210	\$ 59,291,210	\$ 59,291,210

NOTE: Pursuant to City policy, Resolution #96-22014, as amended by Resolution # 98-22661, mandates that the Fund Balance of the General Fund include a Reserve for Contingencies of 11% of the General Fund Operating Budget each fiscal year for emergencies. The reserves per fiscal year are as follows: FY 08 - \$25.5M; FY 09 - \$26.1M, FY10 \$24.9M, FY11 \$26.2M, FY12 \$26.9M, FY13 \$28.2M, FY14 \$29.1M, FY15 \$30.9M. Also, in September 2006, the Commission adopted Resolution #06-26341 which states that in addition to the 11% General Fund Operating Budget Emergency Reserve, the City of Miami Beach shall have a goal to maintain a General Fund Reserve for Contingencies equal to 6% of the General Fund Operating Budget. At the end of FY15, the 6% reserve was \$16.5M.

MIAMIBEACH

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

The City's annual capital budget contains capital project commitments appropriated for Fiscal Year 2016/17 (Capital Budget). Preparation of the Capital Budget occurred simultaneously with the development of the FY 2016/17 – FY 2020/21 Capital Improvement Program and FY 2016/17 Operating Budget. The Capital Budget presents project budgets for both the current and new capital projects necessary to improve, enhance and maintain public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach. Capital reserves, debt service payments, and capital purchases found in the operating budget are not included in this budget. The Capital Budget for FY 2016/17 appropriates funding for projects that will require commitment of funds during the upcoming fiscal year.

The Capital Improvement Plan is a financing and construction/acquisition plan for projects that require significant capital investment. The CIP, which is now updated annually and submitted to the City Commission for adoption, specifies and describes the City's capital project schedules and priorities for the five years immediately following the Commission's adoption. In addition, the first year of the plan provides the funding to be appropriated in the annual Capital Budget.

This document is an official statement of public policy regarding long-range physical development in the City of Miami Beach. The Fiscal Years (FY) 2016/17 – 2020/21 CIP of the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City. A capital improvement is defined as capital or "in-kind" expenditure of \$25,000 or more, resulting in the acquisition, improvement, or addition to fixed assets in the form of land, buildings, or improvements more or less permanent in character, and durable equipment with a life expectancy of at least five years.

The FY 2016/17 – 2020/21 Capital Improvement Plan for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City totaling \$283.9 million of which \$88.6 million is programmed to be appropriated in FY 2016/17. The total for projects included in the plan, including \$1.4 billion in appropriations for ongoing projects through FY 2016/17 as well as \$195.3 million unfunded/programmed needs beyond 2016/17, totaling \$1.7 billion.

Projects will address many needs in different areas of the City including: neighborhood enhancements such as landscaping, sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovation and upgrades; renovation of seawalls; parking lot and garage renovation, construction/renovation of public facilities; and vehicle replacement. For a detailed listing of all capital projects, please refer to the Proposed FY 2016/17 – 2020/21 Capital Improvement Plan & FY 2016/17 Capital Budget document.

The Capital Budget for FY 2016/17, if adopted, will be appropriated on October 1, 2016. In addition, depending on cash flow, Water and Sewer bonds may be issued in FY 2016/17. Historically there has been a phased approach for the issuance of water, sewer, and stormwater financing. Under this approach, the City has accessed a line of credit to allow the City to have the necessary funding capacity to enter into new projects, while allowing the City more time to

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

both build the necessary rate capacity to issue additional tax-exempt bonds through rate increases and also spend down the current committed but unspent bond proceeds.

BACKGROUND

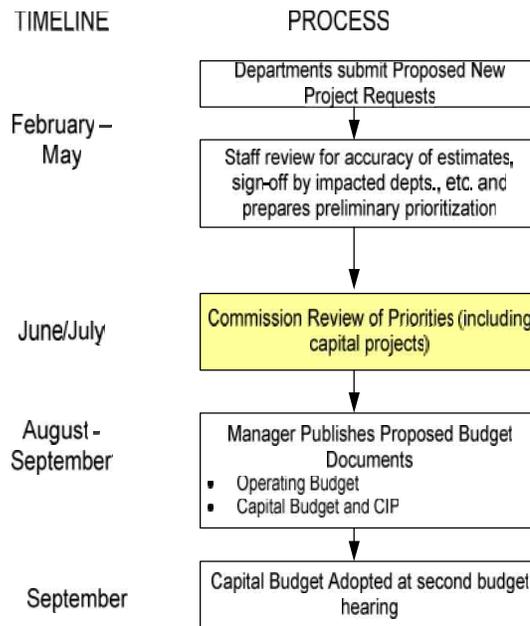
On July 21, 1999, the Commission approved the FY 1998/99 – FY 2004/05 Capital Improvement Program for the City and the Redevelopment Agency. Since that time, the City has issued additional General Obligation Bonds pursuant to referendum; Water and Sewer Revenue Bonds; Stormwater Revenue Bonds; 2001, 2006, and 2010 Gulf Breeze Loans; and a \$15 million Equipment Loan. In addition, beginning in Fiscal Year 2005/06 the City committed to funding a Pay-As-You-Go component of the capital budget funded from General Fund Revenues, as well as committing to using Resort Tax Quality of Life funds in north, middle, and south beach for capital projects. Also in 2005, through a series of workshops with the Mayor and Commission for the City of Miami Beach, previously approved appropriations were reviewed to ensure that projects scheduled to begin construction in the next few years are fully funded, appropriating funds from other projects scheduled to begin in later years and providing for those to be replaced from future financings. These changes were reflected in the 2005/06 – 2009/10 Capital Budget and CIP for the City and the Redevelopment Agency, which was approved by the Commission on September 21, 2005.

In the spring of 2006, the City created a Capital Budget Process Committee with the responsibility of reviewing and prioritizing new capital projects that will be funded in a given Fiscal Year, and for recommendation of funding allocations from authorized sources for the prioritized projects. The Committee developed and implemented a structured committee-based process for the development of the Capital Plan and Budget, including review criteria projects must meet in order to be considered for funding. This process is reviewed and refined annually by the Committee.

Based on the direction received from the Finance and Citywide Projects Committee in February 2008, the process was modified to allow for early input to the prioritization process by the Commission. Under the new process, a preliminary list of unfunded projects is presented to the Commission or the Finance and Citywide Projects Committee, providing the opportunity for input and prioritization. This is consistent with the process for Commission input regarding operating budget priorities and the format used would be similar to that used to seek guidance on operating budget priorities in prior years. This revised process allows early input by the Commission regarding priorities for funding, subject to availability.

The attached chart provides an overview of the capital budget process and timelines.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN



Construction management for the CIP is provided by the CIP Office. This office is designed to consolidate the City’s capital construction effort into a single entity and is tasked with constructing the City’s funded Capital Improvements in a timely manner. Projects within neighborhood areas are combined to create a single project that addresses the neighborhood needs for infrastructure upgrades, traffic flow, enhancements, etc. This comprehensive approach minimizes disruptions and generates costs savings. To forward this on-going implementation effort, the City has entered into agreements with various firms for program management, architectural, engineering and other relevant professional services, as well as awarding contracts for construction.

In addition, several other departments provide management of some specialized projects. For example, Public Works provides construction management for environmental projects and some utility projects; and Parks and Recreation provides management of some landscaping projects.

PURPOSE AND BENEFIT

The CIP is a proposed funding schedule for five years, which is updated annually to add new projects, to reevaluate program and project priorities, and to revise recommendations while taking into account new requirements and new sources of funding. The annual capital programming process provides the following benefits:

- The CIP serves as a source of information about the City's physical development and capital expenditures to the citizens, City Commission and administration, private investors, funding agencies and financial institutions.
- The CIP process provides a mechanism that applies uniformity and consistency in the evaluation of projects and assists in the establishment of priorities.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

- The CIP provides for coordination among projects with respect to funding, location and time.

The Capital Plan is developed in accordance with the City's stated plans, goals, and objectives; and provides for the proper physical and financial coordination of the projects. Private sector development initiatives that provide/require modifications to certain infrastructure will be properly coordinated with City projects to achieve compatibility and greatest benefit.

LEGAL AUTHORITY

Legal requirements for preparing the City of Miami Beach's Capital Improvement Plan are set forth in Miami-Dade County Code (Section 2-11.7—2-11.11), and the Florida Statutes, respectively. House Bill 2377, passed during the 2000 Regular Session of the Florida Legislature, requires the thorough revision of the Capital Improvement Program as a basis of policy and budget initiatives.

RELATIONSHIP OF THE CIP TO THE COMPREHENSIVE PLAN

The City of Miami Beach Comprehensive Plan contains a Capital Improvement Element (CIE) which describes major City public facility improvements recommended in various elements of the comprehensive plan for implementation during the five years following the adoption of the comprehensive plan. The CIE also demonstrates the ability to fund those improvements. The projects listed are intended to address existing "deficiencies", achieve facility "replacement", or contribute to the general "improvement of Miami Beach". The information for the CIE of the City's Comprehensive Plan is based on this CIP.

PROCESS AND PREPARATION OF THE CIP AND CAPITAL BUDGET

The City's CIP and capital budget development process begins in the Spring when all departments are asked to prepare their own capital improvement program containing information on the department's ongoing and proposed capital projects. Individual departments prepare submittals to the Office of Budget and Performance Improvement identifying funding sources and requesting commitment of funds for their respective projects.

The Capital Budget Process Committee comprised of the Capital Improvements Projects Department, Public Works Department, Parks and Recreation Department, Finance Department, and the Office of Budget and Performance Improvement, reviews the proposed projects according to the City's strategic priorities (Key Intended Outcomes), based on the Review Criteria described below. In addition, the review considers conformance with the Comprehensive Plan and other plans for specific area, and linkages with other projects for combined impact, the availability and source of funding, project impact for maximum benefits to the citizens of the City, and the length of time that a project will benefit the City.

The proposed document is reviewed by the City Manager, and upon approval, is submitted to the

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Finance and Citywide Projects Committee for review and to the City Commission/Redevelopment Agency Board for final approval and adoption.

REVIEW CRITERIA

All projects submitted for inclusion in the City's Capital Improvement Program are reviewed on the basis of relative need, benefit, and cost. In addition, several guiding policies direct the determination of the content, scheduling and funding of the Capital Program. These policies are as follows:

1. Meet the City's strategic priorities (Key Intended Outcomes)
2. Maximize return on investment, in consideration of financial limitations and budget constraints so as to:
 - Preserve prior investments where possible;
 - Reduce operating costs;
 - Maximize use of outside funding sources to leverage the City's investment; and
 - Maximize cost effective service delivery.
3. Improve and enhance the existing network of City service levels and facilities
4. Implement adopted plans
5. Demonstrate coordination and compatibility with other capital projects and other public and private efforts.

CAPITAL BUDGET PROCESS REVIEW

There are three major steps of the capital budget process review that staff undertakes each year:

1. Existing projects are reviewed to identify areas where funding previously programmed in the CIP for the upcoming year, as well as future years of the plan, need to be revised due to changes in cost, scope, etc.;
2. Projects that have been in the conceptual planning stage are reviewed to determine whether they are sufficiently far enough along to warrant incorporating them in the proposed capital budget and CIP for the upcoming year; and
3. Proposed funding for new projects is submitted and reviewed by an in-house Capital Budget Process Committee comprised of City Staff. Typically, the proposed new projects are small projects requested to be funded in the next fiscal year.

Capital funding priorities were discussed at the budget briefings at the Finance and Citywide Projects Committee meetings held on June 6, 2016, July 6, 2016, and July 22, 2016. The City

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Manager, Assistant City Managers, the Capital Improvement Project Office Director, other Department Directors, and other City staff were available to discuss specific projects and respond to the Committee's questions.

At the first budget briefing on June 6, 2016, Staff presented the preliminary list of unfunded projects that were being requested including projects that the Administration proposed for funding subject to the availability of funds. A summary of the changes requested by the Committee to the preliminary prioritization sheet throughout the three Finance and Citywide Projects Committee budget meetings are listed below (sorted by funding source):

Renewal and Replacement Fund

In FY 2016/17, it is recommended that the renewal and replacement voted millage rate be set to 0.0235 which will generate \$662,000 for renewal and replacement projects in FY 2016/17. The remaining portion of the renewal and replacement millage (0.0848) will transfer to the Operating millage rate in order to set aside \$3 million in the General Fund for additional pension costs of \$6 million expected in FY 2017/18. As a result, some projects that were previously proposed for funding have been deferred to FY 2017/18. These projects are: Scott Rakow Community Center Aluminum Windows Renewal, South Shore Community Center Electrical Distribution Renewal, South Shore Community Center Fire Alarm System Renewal, and 777 Building Branch Wiring - Equipment & Devices Renewal.

Parking Impact Fees

- Added funding for P55 - New Garage at 2660 Collins Avenue in the amount of \$1,960,000 in FY 2016/17 and programmed \$2,240,000 in FY 2017/18. The remaining funding for this \$14 million project is programmed in the Parking Operations Fund in FY 2016/17 and FY 2017/18.

Concurrency Mitigation Fund

- Intelligent Transportation System request in the amount of \$7,900,000 was moved out of this funding source and inserted in the Half Cent Transit Surtax (PTP) funding source.

Half Cent Transit Surtax - County (PTP)

- Added the request for the Intelligent Transportation System at the revised requested amount of \$10,130,000. It is recommended that this project be funded in FY 2016/17 by \$2,020,026, the remaining available balance in the fund for appropriation in FY 2016/17. The total estimated project cost is \$14,690,000 of which \$4,560,000 was previously funded. With the proposed FY 2016/17 funding of \$2,020,036, this project would be funded at \$6,580,026 leaving the remaining future need unfunded at \$8,109,974.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Pay-As-You-Go (PAYGO)

- Updated the Sky Watch Tower Refurbish project from \$61,000 to \$116,000 based on an increased cost estimate.
- Revised the Fairway Park project name to “Fairway Park (Artificial Turf Soccer Field, Drainage & Playground Replacement)”. Additionally, the Fairway Drainage & Playground Replacement Project was moved from North Beach Quality of Life to PAYGO and combined with the Fairway Park project increasing the Fairway Park proposed funding from \$1,000,000 to \$1,181,000.
- Additional funds for Maurice Gibb Park in the amount of \$177,000 were added. This project was originally proposed to be funded from South Beach Quality of Life Funds; however this assumed a grant match. The grant cannot be attained as the project does not meet the grant requirements. Therefore, this additional funding of \$177,000 will fully fund the project at \$354,000.
- Added funding for the Ocean Drive LGBT Decorative Intersection Rainbow Crosswalk in the amount of \$100,000.
- Revised Muss Park Playground and Other Improvements funding request to \$500,000. The project is partially funded in “Reallocation of Funds” Fund for \$345,000. The remainder, \$155,000, is listed in the PAYGO fund however this amount was not proposed in FY 2016/17 due to the limited remaining balance in the PAYGO fund.
- Added funding request for the MacArthur Entrance Sign in the amount of \$500,000; however this amount was not proposed in FY 2016/17 due to the limited remaining balance in the PAYGO fund.

South Beach - Quality of Life

- Lummus Park Muscle Beach Upgrade revised estimate increases from \$125,000 to \$200,000.
- Added request for Bass Museum Park Café – Furniture & Fixtures in the amount of \$100,000.
- Española Way Conversion proposed funding was removed because the project was funded in FY 2015/16 through 7th Capital Budget Amendment adopted by Commission on July

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

13th, 2016.

North Beach - Quality of Life

- Based on updated timeline, the 71st Street Eastern Street End Improvement Design Study in the amount of \$25,000 was moved from FY 2016/17 to FY 2017/18.
- Added \$125,000 based on updated estimate for the Tent for the North Shore Bandshell.
- Combined the Fairway Drainage & Playground Replacement with the Fairway Park project in the PAYGO Fund.
- Added new request for North Shore Bandshell stage and sound system improvements of \$102,600.

Resort Tax Fund

- Added Garage P23 – 1623 West Avenue Interceptor Garage in the amount of \$3 million in FY 2016/17. The FY 2015/16 Resort Tax is currently projected to end the fiscal year with a \$4.5 million surplus; \$3 million of this projected surplus will be used as one-time funds to partially fund this project. This project is eligible for partial Resort Tax funding as it will provide additional parking for Lincoln Road in addition to replacing parking along Alton Road if and when the Miami Beach Light Rail/Modern Streetcar project is built.

Parking Operations Fund

- Removed the Proposed Funding for Police Headquarters Visitors Parking Garage. Due to the increase in the revised estimate, Staff does not recommend moving forward with this project. There are the two other garages on Washington Avenue and 10th Street and Collins and 13th Street that will provide a sufficient increase in spaces on Washington Avenue between 5th and 17th Streets.
- Added P23 – 1623 West Avenue Garage in the amount of \$1,165,000 (Parking Operations Fund, #201) in FY 2016/17 and an additional \$4,165,000 in FY 2017/18. Together with the \$3 million in Resort Tax funding, this programs funding for the project at \$8.33 million.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Other Changes

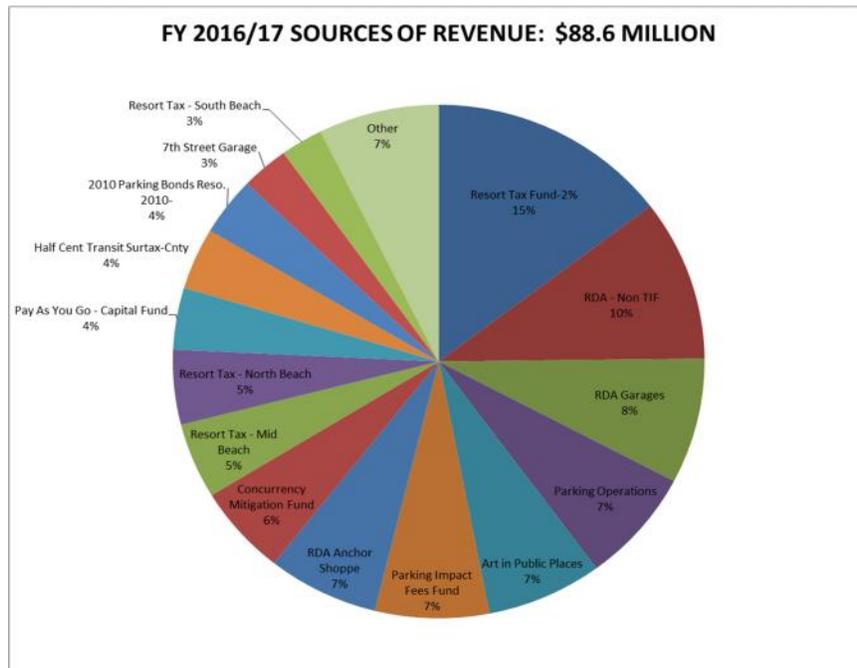
The following are requested changes to projects in scope that do not have any fiscal impacts:

- The Building Department is recommending modifying the scope of project “2nd Floor Renovations” to include renovations to their satellite offices. This modification will improve the efficiency of the operations of the Building Department within City Hall and improve customer experience as it will also allow for residents and business owners in the north end of the City to more easily access Building Department services closer to their homes or businesses.
- The Building Department is recommending modifying the scope of project “Building Development Process Enterprise System”. As the City progresses in its implementation of Munis and to replace the City’s current permitting and licensing system known as “Permits Plus” with “ Energov”, the Department has identified areas where scope changes would increase efficiency: (1) ability to purchase iPad Minis for the Inspectors and Compliance Officers involved in the Building Development Process which will streamline the issuance of building code violations as well as expedite the inspection process; (2) ability to purchase a payment kiosk for the new North Beach Satellite Office which will allow customers to pay for permits or violations by check or credit card in the lobby of the satellite office, thus avoiding a separate trip to City Hall; (3) ability to secure a plans management and tracking system for the Plan Review process such as bar codes or Quick Response (QR) code technology, to ensure the appropriate location and tracking of plans in the Plan Review process; and (4) ability to procure a mechanism to obtain feedback from the customers, constituents, business entities and visitors about their experience doing online transactions within the Citizen Access portal.

SOURCES OF FUNDS

The FY 2016/17 Capital Budget totals \$88.6 million. There are various sources of funding; the major sources of funding include Resort Tax 2% Fund, Quality of Life Resort Tax Funds, RDA – Non TIF funds, and RDA Garages fund.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN



The success of any capital plan depends on the close coordination of the physical plan with a financial plan. Projects may be financed through a “Pay-As-You Go” capital component based on transfers from the General Fund, although these are often challenging to fund as they must compete with recurring operating requirements.

For this reason, the City has a financial goal of funding at least 5 percent of the General Fund operating budget as transfers for capital projects (Pay-as-You-Go) 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 funds 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.

The FY 2016/17 Budget and Work Plan provided for continual improvements and maintenance of our facilities and neighborhoods infrastructure by appropriating \$2.4 million from the General Fund as Pay-as-you-go funds to be used for new Pay-as-you-go eligible projects.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Additional means of financing of capital projects include the following:

- Borrowing money through the sale of bonds authorized by voters – General Obligation Bonds (G.O. Debt). General Obligation Debt is the debt service funding required for voter-approved bonds issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. Funds in this category include:
 - Gulf Breeze Bond Funds – Other (Loan Pool)
 - RCP – 15M Bond – 1997 Parks, Recreation and Culture GO Bond
 - 1999 GO Bonds – Neighborhood Improvements
 - 1999 GO Bonds – Parks & Beaches
 - 2003 GO Bonds – Fire Safety
 - 2003 GO Bonds – Parks & Beaches
 - 2003 GO Bonds – Neighborhood Improvements

- Borrowing money through the sale of bonds paid for by pledging a specific revenue stream – Revenue Bonds
 - Water and Sewer Gulf Breeze Loan 2010 Series
 - Gulf Breeze 2006 (Water and Sewer)
 - Water and Sewer Bonds 2000
 - Water and Sewer Bonds 1995
 - Stormwater Bonds 2000
 - 1997 Parking System Revenue Bonds
 - 2010 Parking Bonds
 - 2011 Stormwater Bonds
 - 2015 Stormwater Bonds
 - Proposed Future Stormwater Bonds
 - Interest on Stormwater Bonds
 - Proposed Future Water & Sewer Bonds
 - Interest on Water & Sewer Bonds
 - 2015 RDA Bonds
 - 2015 Resort Tax 1% Bonds
 - 2015 Parking Revenue Bonds

- Loans for Energy Savings Projects whereby the financing is secured by the by the costs savings that will be generated by the project

- Equipment Loans/Leases – used to fund capital equipment such as cars, trucks, and heavy equipment

- Federal, State and County Grant Aid Programs. Funding sources in this category include the following:
 - HUD (Housing and Urban Development) Section 108 Loan
 - Grants – 303 – including grants from state, federal and local agencies

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

- Miami-Dade County Bond (County GO)
- Federal Emergency Management Agency (FEMA)
- Special Revenue Fund which by law may only be used for specific purposes, funding sources in this category include the following:
 - The Resort Tax Fund is supported primarily by taxes levied on hotel, motel, rooming house and short term apartment room rents as well as on food and beverages sold at retail in any restaurant, as authorized by State Statute, and is used to fund tourism-eligible expenditures. A specific component of this Fund (the 1% Quality of Life Fund) is used to support tourism-eligible capital projects in north, south and mid-beach that improve the quality of life of the community
 - Parking Impact Fees
 - Concurrency Mitigation Fund
 - Half-Cent Transit Surtax
 - Local Option Gas Tax
 - Convention Development Tax
 - Information and Communications Technology Funds
 - 911 Emergency Funds
 - Art in Public Places Fund
 - Building Technology Fund
- Enterprise Fund Revenues which are derived from operations that are financed and operated in a manner similar to private businesses. The criteria used to determine if an operation should be an enterprise fund includes: 1) that it generates revenues; 2) that it provides services to the community; and 3) that it operates as a stand-alone entity, without subsidies from taxes etc. The City's Enterprise Fund Departments are: Convention Center, Sanitation, Stormwater, Water, Sewer, and Parking. In some cases, operating funds are advanced of bond sales and are repaid when the bonds are sold. Capital funding sources in this category include the following:
 - Water & Sewer Enterprise Fund
 - Sanitation Enterprise Fund
 - Parking Operations Fund
 - 7th Street Garage Fund
 - Stormwater Enterprise Fund
 - Convention Center Fund
- Internal Service Funds which are completely offset by revenues received from the General Fund and Enterprise Fund Departments. The City's Internal Service Fund Departments are Information Technology, Central Services, Risk Management, Property Management, and Fleet Management.
- Other miscellaneous funding sources include

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

- Capital Projects not Financed by Bonds/Reallocation of Bonds – Other Capital Projects/Capital Replacement Fund – reflecting funding from smaller miscellaneous sources

In addition, the City of Miami Beach Redevelopment Agency is a separate entity, whose Chairperson and Board of Directors are also the City's Mayor and City Commission. Capital projects. Capital projects funded by the Redevelopment Agency promote economic development within the City Center Redevelopment District.

Further, revenues associated with the expiration of the South Pointe Redevelopment District (previously part of the Miami Beach Redevelopment Agency) are also used to fund capital projects. The South Pointe redevelopment district was the most successful redevelopment district in the State of Florida. Assessed values increased from \$59 million when the district was established in 1976 to almost \$2.2 billion as of January 1, 2005.

With the expiration of the district, and pursuant to the 2001, 2003, and 2015 amendments to the Convention Development Tax (CDT) Interlocal Agreement with Miami-Dade County, additional intergovernmental revenues are received from Miami-Dade County for a limited number of years to be used for projects and to offset CDT or municipal resort tax type eligible expenditures Citywide.

The CIP reflects funding for projects both prior to the expiration of the South Pointe Redevelopment District that have not yet been completed, as well as the new funding sources with the expiration of the South Pointe Redevelopment District.

- South Pointe RDA
- City Center RDA Capital Fund
- MDC CDT Interlocal – Convention Development Tax or Resort Tax Eligible Projects
- South Point Capital
- RDA – Garage Fund

OVERVIEW OF FY 2016/17 – FY 2020/21 FIVE YEAR CAPITAL IMPROVEMENT PLAN

The Tentative Capital Budget for FY 2016/17 totals \$88,651,148 and will be appropriated on October 1, 2016 if approved by the Commission. Projects will address many needs in different areas of the City including: neighborhood enhancements such as landscaping, sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovation and upgrades; renovation of seawalls; parking lot and garage renovation, construction/renovation of public facilities; and

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

vehicle replacement. The following tables summarize the proposed capital expenditures by funding and program source.

Funding Source	FY 2016/17
Resort Tax Fund-2%	13,000,000
RDA - Non TIF	9,000,000
RDA Garages	7,000,000
Parking Operations	6,363,000
Art in Public Places	6,250,000
Parking Impact Fees Fund	6,150,000
RDA Anchor Shoppe	6,000,000
Concurrency Mitigation Fund	5,000,000
Resort Tax - Mid Beach	4,213,000
Resort Tax - North Beach	4,168,600
Pay As You Go - Capital Fund	3,450,221
Half Cent Transit Surtax-Cnty	3,436,818
2010 Parking Bonds Reso. 2010-	3,259,331
7th Street Garage	2,563,569
Resort Tax - South Beach	2,293,000
2003 G. O. Bonds-Neighborhoods	1,509,738
Realloc. Funds-Other Cap. Proj	1,350,000
3 Cent Local Option Gax Tax	1,300,000
Capital Renewal & Replacement	1,164,000
South Pointe Renewal & Replace	493,425
CDBG Fund	306,000
2003 G. O. Bonds-Pks & Rec	197,838
2001 Gulf Breeze-Normandy Golf	128,203
'97 Parking System Revenue Bd	54,405
Total Proposed Appropriations as of 9/30/16	\$88,651,148

PROGRAM	FY 2016/17
ART IN PUBLIC PLACES	6,250,000
BRIDGES	150,000
COMMUNITY CENTERS	102,600
ENVIROMENTAL	2,200,000
EQUIPMENT	443,000
GENERAL PUBLIC BUILDINGS	531,000
GOLF COURSES	65,000
LIGHTING	1,996,000
PARKING GARAGES	20,741,000
PARKS	7,635,000
RENEWAL & REPLACEMENT	2,806,305
STREET / SIDEWALKS STREESCAPE	5,614,425
TRANSIT / TRANSPORTATION	40,116,818
Total Proposed Appropriations as of 9/30/16	88,651,148

The FY 2016/17 – FY 2020/21 Capital Improvement Plan for the City of Miami Beach is a five-year plan for public improvements and capital expenditures by the City. This document is an official statement of public policy regarding long-range physical development in the City of Miami Beach. The Capital Improvement Plan has been updated to include projects that will be active during FY 2016/17 through FY 2020/21.

The Capital Improvement Plan has also been updated to include additional funding sources that have become available, changes in project timing, and other adjustments to ongoing projects as they have become better defined including projects that have been reconfigured, re-titled, combined with or separated from other projects and/or project groupings. These adjustments have no fiscal or cash impact and are as a result of a comprehensive review of the program to insure that our plan accurately reflects all project budgets, funding sources and commitments.

The Capital Improvement Plan also contains information on appropriations prior to FY 2016/17 for ongoing/active projects, as well as potential future appropriations beyond FY 2020/21. In conjunction with the development of the FY 2016/17 Capital Budget and Capital Improvement Plan, the City began to develop a list of potential projects that may be funded in the future, including projects that have been approved as part of a plan but not yet sequenced or approved for funding.

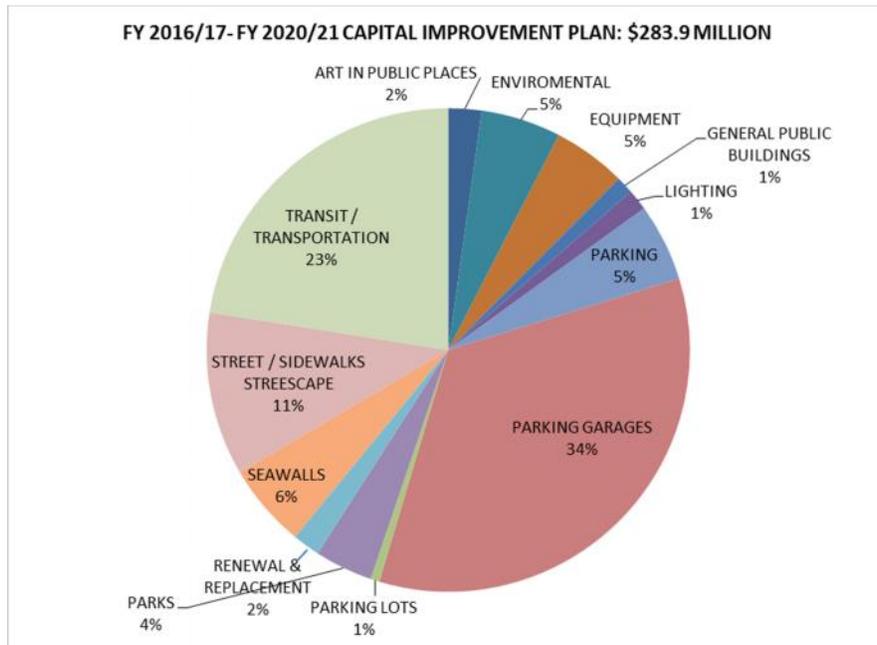
The following table shows a summary of the Five-Year Capital Improvement Plan by program area as well as prior year funding for ongoing projects, and funding requirements for desired projects

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

with no anticipated funding, for the FY 2016/17 Capital Budget and the FY 2016/17 – FY 2020/21 Capital Improvement Plan.

Project Type	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
ART IN PUBLIC PLACES	352,000	6,250,000	-	-	-	-	6,602,000
BRIDGES	12,693,410	150,000	-	-	-	595,000	13,438,410
COMMUNITY CENTERS	-	102,600	-	-	-	-	102,600
CONVENTION CENTER	610,658,381	-	-	-	-	-	610,658,381
ENVIROMENTAL	8,037,048	2,200,000	9,894,000	3,000,000	-	-	23,131,048
EQUIPMENT	34,468,394	443,000	4,053,000	4,947,000	4,376,000	-	48,287,394
GENERAL PUBLIC BUILDINGS	24,474,668	531,000	-	-	-	2,745,000	27,750,668
GOLF COURSES	376,200	65,000	77,000	-	-	-	518,200
INFORMATION TECHNOLOGY	41,150	-	-	-	-	-	41,150
LIGHTING	4,235,415	1,996,000	1,299,000	333,000	333,000	-	8,196,415
LOCAL GRANT	100,000	-	-	-	-	-	100,000
MONUMENTS	422,000	-	-	-	-	1,034,000	1,456,000
PARKING	3,718,817	-	-	-	14,500,000	120,000	18,338,817
PARKING GARAGES	49,853,730	20,741,000	26,405,000	24,800,000	-	25,000,000	146,799,730
PARKING LOTS	12,112,116	-	-	-	-	1,678,000	13,790,116
PARKS	67,124,242	7,635,000	3,327,000	-	-	-	78,086,242
RENEWAL & REPLACEMENT	23,834,725	2,806,305	995,299	165,000	165,000	1,057,000	29,023,329
SEAWALLS	28,895,024	-	-	-	-	15,817,000	44,712,024
STATE GRANT	7,500,000	-	-	-	-	-	7,500,000
STREET / SIDEWALKS STREESCAPE	383,579,408	5,614,425	13,521,264	550,000	550,000	10,607,000	414,422,097
TRANSIT / TRANSPORTATION	35,066,918	40,116,818	21,204,000	1,500,000	650,000	-	98,537,736
UTILITIES	102,870,002	-	-	-	-	-	102,870,002
Grand Total	1,410,413,647	88,651,148	80,775,563	35,295,000	20,574,000	58,653,000	1,694,362,358
						FY 2017-2021	283,948,711

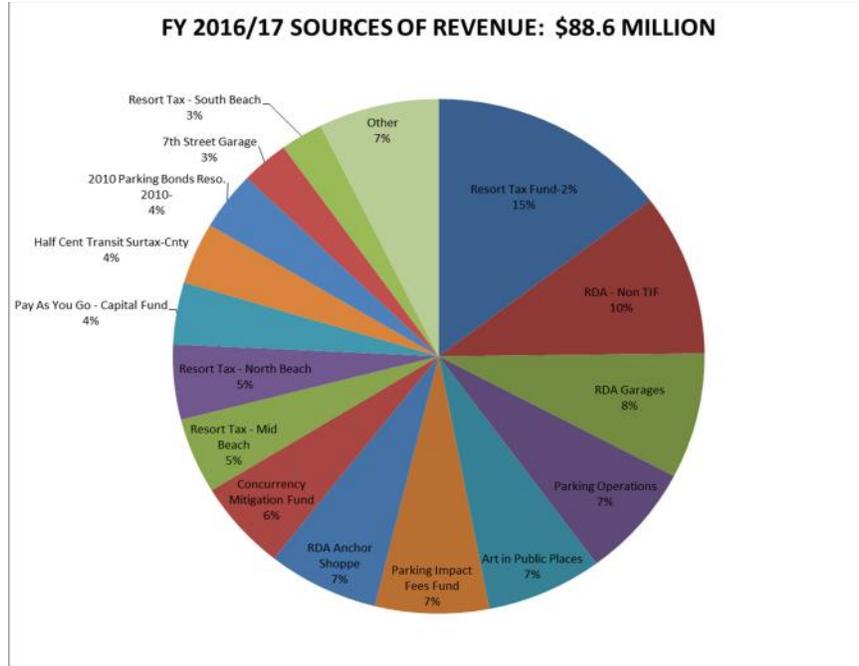
The graph below shows the major project types with funding proposed and programmed in the FY 2016/17 – FY 2020/21 Capital Improvement Plan. The largest proposed and programmed investments are in parking and transportation throughout the next five years.



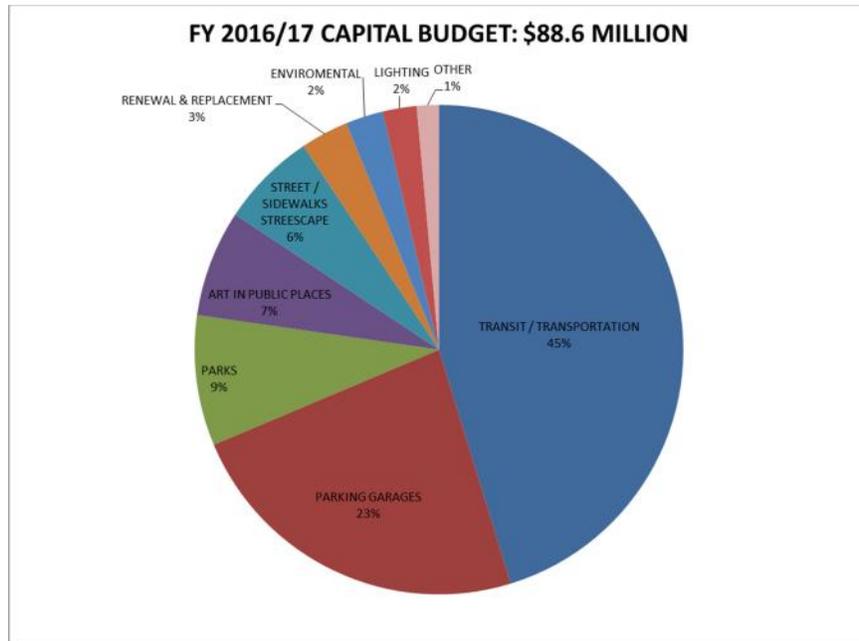
The FY 2017-2021 Capital Plan – Funding Summary (Attachment A) sorts the projects in the Tentative Capital Improvement Plan for FY 2016/17 – 2020/21 and the Tentative Capital

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Budget for FY 2016/17 by funding source (revenue). As soon in the following graph, the 2 percent Resort Tax Fund brings in the largest portion of revenue for capital projects.



The FY 2017-2021 Capital Improvement Plan by Program (Attachment B) sorts the projects in the Tentative Capital Improvement Plan for FY 2016/17 – 2020/21 and the Tentative Capital Budget for FY 2016/17 by Program (expenditure). The largest proposed investments are in transportation and parking.



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

PROJECT HIGHLIGHTS BY PROGRAM AREA

Art in Public Places (AiPP)

The Art in Public Places (AiPP) Ordinance (Ordinance No. 95-2985) was adopted in 1995. The ordinance was created to “enhance the aesthetic environment of the City of Miami Beach by including works of art on public property within the City and in City construction projects.” The AiPP Ordinance was amended in May 2004 to clarify the definition of terms for eligible construction projects for funding as well as the policy and procedures for appropriations. The AiPP Guidelines were also adopted by the City Commission at that time.

The AiPP program is funded by 1½% of all hard costs of City projects, including new construction, additions, and costs for construction of joint private/public projects. The fund is used for the commission or acquisition of works of art; conservation and maintenance of works of art; research and evaluation of works of art; printing and distribution of related materials; and administration.

The One-Year Capital Project includes \$6,250,000 for six (6) proposed artworks for the Miami Beach Convention Center.

Bridges

Bridge repair projects are prioritized and funded based upon inspections by the Florida Department of Transportation, which ensures the safety of all bridges statewide. Other factors are also considered when determining the condition of a bridge, such as its load capacity. It is the City’s responsibility to ensure that bridges are repaired in order to be safe for the motoring public. Pedestrian bridges are also included in this category which is the City’s responsibility to maintain.

The One-Year Capital Budget includes \$150,000 for the 81st Street Pedestrian Bridge Area to include enhancements to include lighting, painting and other elements, reconstruction of the adjacent parking lot at the eastern landing, and landscaping and lighting of both the eastern and western pedestrian approaches to the bridge. The bridge improvements are part of a larger strategy to theme all of the bridges in North Beach with a similar theme.

Environmental

Environmental projects in the CIP cover a range of projects including beach access gates, canal enhancement projects, tidal flooding mitigation, lighting for the Beachwalk, recreational greenways, and improvements to the City’s Botanical Garden Center.

The One-Year Capital Budget adds \$2.2 million to the existing \$515,000 for the Middle Beach Recreational Corridor Phase III which includes the pedestrian walkway project. There are significant number of projects that have been appropriated in Prior Years including \$10.1 million for the Collins Canal Enhancement Project, \$2.1 million for Citywide Tidal Flooding Mitigation,

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

\$1.8 million for the Botanical Garden Center, and four projects totaling \$1.9 million.

Equipment

The capital equipment section, of the CIP includes the purchase of major capital equipment, parking equipment, fleet, light equipment, and information technology equipment related acquisitions.

Three projects in the One-Year Capital Budget include approximately \$443,000 for surveillance equipment citywide and at the police station and a front end loader for the Miami Beach Golf Course. FY 2016/17 does not include any funding for vehicle replacements and annual fleet vehicle replacement needs will be re-evaluated in the out-years include project

General Public Buildings

Key projects in the One-Year Capital Budget include \$306,000 for improvements to the City owned housing Lottie Apartments funded by CDBG grant funds, \$ 125,000 to increase funding for the North Beach Bandshell Tent, and \$100,000 for furniture & fixtures for the Bass Museum Café.

Golf Courses

The City operates the Miami Beach Golf Club, the Normandy Shores Golf Club, and provides limited services to the Par 3 Golf Course. The Miami Beach and the Normandy Shores Golf Clubs are funded from the General Fund with all revenues generated from the golf clubs going to the City to off-set operational expenses and debt service. The City's golf courses/ clubs are managed and operated by Professional Course Management (PCM) on behalf of the City.

FY 2016/17 includes \$65,000 for updates to the Miami Beach Golf Course golf cart staging area.

Lighting

Improving lighting throughout the city consistent with Lighting and Crime Prevention Through Environmental Design (CPTED) principles was prioritized during the FY 2015/16 budget process. The One-Year Capital Budget includes \$1.9 million for continued Street Lighting Improvements citywide and at the Botanical Gardens.

Parking, Parking Garages, and Parking Lots

The City manages and operates 67 surface parking lots and ten (10) garages, including the recently constructed Sunset Garage. There are a total of 8,424 metered spaces both on- and off-street and 16 residential parking permit zones citywide. The CIP programs provide funding for on-going maintenance of facilities which includes renovation of parking lots that are anticipated to

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

provide additional parking spaces when complete.

The FY 2016/17 Parking Garage program includes \$20.7 million for new parking garages that will support the anticipated Light Rail project. Locations for the new garages include: 2660 Collins Ave, Washington Ave, and 10th Street, Collins Ave and 13th Street, 1623 West Avenue, and 5th Street and Alton RD. Future Years in the Parking Garage program includes \$25 million each for new parking garages in North Beach, and \$14.5 million in FY 2019/20 for the 72nd Street Park & Parking Structure.

Parks

The City maintains the appearance of the gateways to the City, all municipal parks, buildings grounds and City controlled medians, swales landscape areas including the management of the City's urban forest and the landscape maintenance contracts for the entire City's parking facilities.

The One-Year Capital Budget for Parks includes \$1.4 million for Muss Park Improvements, \$1.2 million for additional Lifeguard Stand replacements, \$1.1 million for Fairway Park Improvements, \$800,000 for Soundscape Park Concession & Restrooms, \$832,000 for Allison Park Redesign, and \$2.2 million for 13 other Parks projects.

Renewal and Replacement

Fiscal Year 2011/12 was the first year that new and existing capital renewal and replacement projects were included in the capital improvement plan and capital budget.

Prior to FY 2004/05, the City made significant investment in the routine maintenance of its assets as well as funding major capital projects, bringing on line miles of sidewalks and curbing; additional streetlights; new parks and park facilities, new Fire station facilities, etc. However, maintenance of the capital investments competed with General Fund services and routine maintenance, with the result that funding levels did not provide for major capital renewal and replacement projects. As a result, these projects often were deferred many years beyond the useful life of the capital component requiring replacement or renewal, in some cases until the point where an entire capital project is required for major improvements.

To ensure that renewal and replacement of General Fund assets are funded and addressed when needed, in FY 2004/05, the City of Miami Beach established a dedicated millage for renewal and replacement funding to be used for capital projects that extend the useful life of the City's General Fund assets to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above routine maintenance. The following restrictions regarding the fund were established at the time that the dedicated funding was created:

- Projects must meet the following criteria for funding:
 - Projects that extend the useful life of a City of Miami Beach general fund asset by at least 5 years with a threshold value of at least \$25,000; for example the replacement a major

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

component of the asset such as roofs, HVAC systems, electrical systems, fire alarm systems, sprinkler systems that due to significant deterioration would constrain the remaining useful life of the asset, OR

- Projects that significantly reduce future maintenance cost over the remaining life of the asset providing for a reduction in future maintenance costs that are greater than the cost of the project.
- The Mayor and Commission may authorize additional uses of the funds for unforeseen or unanticipated events affecting life, health, property or public safety subject to a five-sevenths (5/7) vote.
- Appropriation of project specific expenditures from the General Fund Capital Renewal and Replacement Fund shall be included in the City Manager's annual proposed budget, to be approved by the Mayor and City Commission annually during the City's second public hearing on the budget.
- Interest earnings that accrue in the General Fund Capital Renewal and Replacement Fund shall be included in the appropriation for the Fund in the following fiscal year.
- Changes among project specific appropriations may be authorized by the City Manager to the extent that no new projects are added and the total annual allocation is not exceeded.
- During a fiscal year, changes to the total allocation and changes to the list of projects to be funded from the General Fund Capital Renewal and Replacement Fund shall require prior approval and authorization by a majority of the City Commission. Excess project specific appropriations not required will be available for re-appropriation the following year.
- Project specific appropriations that are not expended in a given fiscal year shall remain in the General Fund Capital Renewal and Replacement Fund for the life of the project.

At the same time, the City established a systematic approach to identify renewal and replacement needs. City facilities are inspected at least once every five years to determine current renewal and replacement needs as well as projected replacement dates for all of the major Building components. A Facility Condition Index Rating (FCI) is assigned to each facility based on the total value of existing requirements divided by the current replacement value of the building. Based on industry standards ratings are assigned as follows:

- 0.00 to 0.10 Excellent
- 0.11 to 0.21 Good
- 0.122 to 0.32 Fair
- Greater than 0.33 Poor

Facilities that have high public usage have a goal of "Excellent", while all other facilities have a goal of "Good". Renewal and replacement projects for facilities that are not supported by the

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

General Fund are funded from available cash balances in the respective Internal Service or Enterprise Funds, e.g. Fleet, Sanitation, Property Management, Water, Sewer, Stormwater, Parking, and Convention Center. City Center Redevelopment Area (RDA) projects are funded through the City Center RDA budget

The FY 2016/17 dedicated millage of 0.0235 mills is projected to generate \$662,000 for the General Fund Capital Renewal and Replacement Fund.

Internal Service Funds, Enterprise Funds and Special Revenue Funds also provide sources of funding for non-General Fund Renewal and Replacement Projects. The One-Year Capital Budget has 21 projects totaling \$1.6 million.

Street/Sidewalk/Streetscape Improvements

Projects within neighborhood areas are combined to create a single project that addresses the neighborhood needs for infrastructure upgrades (including upgrades to underground water, sewer and stormwater infrastructure), traffic flow improvements, street lighting and landscaping enhancements.

The One-Year Capital Budget totals \$5.6 million and for several projects such as \$1 million for Resiliency enhancements for projects in the City Center RDA, \$493,000 for South Pointe street improvements, \$405,000 for Ocean Drive Extended Sidewalk, \$1 million for continued funding to the Pavement and Sidewalk improvements program, \$1 million for Rue Vendome Public Plaza, \$230,000 for the North Beach Streetscape Pilot Project, and \$1.4 million for 5 projects.

Prior Year appropriations total \$383.5 million and include several key projects such as Bayshore Neighborhood, Biscayne Pointe Neighborhood Improvements, City Center Commercial District BP9B, Venetian Neighborhood Improvements, Lincoln Road Connectors, and South Pointe Improvements.

Transit/Transportation

The City is responsible for the management of transportation and traffic engineering services, including coordination with the County for the provision of transit service; coordination and funding of the South Beach Local, the most successful bus circulator in the County, design and implementation of traffic mobility improvements, coordination of the shared-bike program, and implementation of the Bikeways Master Plan. Along with, and related to, growth management, traffic flow continues to be one of our community's major concerns.

Forty-five percent (45%) of the One-Year Capital Budget includes \$36 million of funding for the Light Rail/ Modern Street Car project, \$2.02 million for the Intelligent Transportation System, and \$2 million for 8 other transit/transportation improvement related projects.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

IMPACT OF THE CAPITAL IMPROVEMENT PLAN ON THE OPERATING BUDGET

The table below summarizes the net operating cost impact of the CIP on the Operating Budget for Fiscal Years 2016/17 – 2020/21. Net operating cost impacts for Fiscal Year 2016/17 are included in the operating budget and explained in the Budget Highlights for impacted Departments. Net operating cost impacts include all anticipated new expenditures associated with a project, offset by any new revenues generated by that project. Net Operating cost impacts for FY 2016/17 through FY 2020/21 are estimates that continue to be refined each year as capital projects progress from concept through construction and are incorporated to the annual operating budget. Operating costs for completed and projects programmed beyond FY 2020/21 as well as projects pending programming of funds are not included in these totals.

Total Estimated Annual Operating Cost Impact	
FY 2016/17	\$350,000
FY 2017/18	\$200,000
FY 2018/19	\$700,000
FY 2019/20	TBD

FINANCING

A number of capital financing transactions are reflected in the Capital Improvement Plan including: General Obligation Bonds, Stormwater Revenue Bonds, Water and Sewer Revenue Bonds, Gulf Breeze Loans and an Equipment Master Lease.

In 1995, the City issued \$59 million in Water and Sewer Revenue Bonds. In 1997, the City paid \$15 million for the 1996 authorized General Obligation Bonds to construct, renovate and rebuild parks and recreation facilities within the City's park system.

In 2000, the City issued the initial \$30 million of the authorized \$92 million 1999 General Obligation Bond. These funds were issued to expand, renovate and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and improve neighborhood infrastructure. In 2000, the City also issued \$54,310,000 in Water and Sewer Bonds and \$52,170,000 in Stormwater Revenue Bonds. In addition, the City was granted a \$4 million Section 108 U.S. Housing and Urban Development Loan for improvements to neighborhood streets, North Shore Park and Youth Center.

In 2001, the City executed loan agreements with the City of Gulf Breeze, Florida, providing \$15 million for the renovation and improvement of two City owned golf courses and their related facilities. The City issued the remaining \$62,465,000 of the referendum approved \$92 million General Obligation bonds in July 2003 for improving neighborhood infrastructure in the City. Further, in 2006 and 2010, the City executed loan agreements with the City of Gulf Breeze, Florida, providing an additional \$24 million and \$30 million for water and sewer projects,

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

respectively.

Based on current project schedules, additional water and sewer, and stormwater financing, previously anticipated for FY 2007/08 are now financed over a series of years. The FY 2007/08 Capital Budget and CIP anticipated \$47.8 million in new water and sewer financing and \$79.7 million in new stormwater financing. In 2006 and 2010, the City executed loan agreements with the City of Gulf Breeze, Florida, providing an additional \$24 million and \$30 million for water and sewer projects, respectively. In FY 2008/09, a line of credit was issued and was being used to fund projects in advance of issuing water and sewer and storm water bonds. Under this approach, the City uses the line of credit in order to have the necessary funding capacity to enter into new projects. This also allows the City more time to both build the necessary rate capacity to issue additional tax-exempt bonds through rate increases and also spend down the current committed but unspent bond proceeds. This phased approach provides the City with more time to refine the cost estimates for projects planned to be in construction prior to issuance of bonds. In FY 2011/12, approximately \$50 million in stormwater bonds were issued replacing funding for projects previously funded by the line of credit. In FY 2014/15, approximately \$100 million in stormwater bonds were issued as part of the first of three \$100 million bonds to upgrade the City's stormwater system.

On December 15, 2015, the City issued \$164,920,000 in Resort Tax Revenue Bonds, Series 2015. These Series of bonds are being issued by the City for the purpose of providing funds to (1) finance a portion of the costs of acquiring and constructing renovations to the Miami Beach Convention Center and related improvements, and (ii) pay the costs of issuing the Series 2015 bonds.

On December 15, 2015, the City issued \$58,825,000 in Parking Revenue Bonds, Series 2015. These Series of bonds are being issued by the City for the purpose of providing funds to (i) finance a portion of the costs of acquiring and constructing a new parking facility and improvements to a surface parking lot to serve the City's Convention Center, and (ii) pay the cost of issuing the Series 2015 bonds.

On December 15, 2015, the RDA Agency issued \$286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A and \$35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B. The Series 2015A bonds will be used, together with certain other legally available moneys of the Agency, to (i) provide for the current refunding of all the outstanding Series 2005B bonds, (ii) finance certain costs of acquiring and constructing renovations to the Miami Beach Convention Center and certain other improvements, and (iii) pay costs of issuance of the Series 2015 bond and refunding the outstanding Series 2005B bonds. The Series 2015B will be used to (i) provide for the advance refunding of all the outstanding Series 1998 bonds, (ii) provide for the current refunding of all the outstanding Series 2005A bonds, and (iii) pay costs of issuance of the Series 2015B bonds and refunding the outstanding Series 1998A bonds and the outstanding Series 2015A bonds, including the portion of the premium allocable to the Series 2015B bonds for the reserve policy.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Depending on cash flow, Water and Sewer bonds may be issued in FY 2016/17. Historically there has been a phased approach for the issuance of water, sewer and stormwater financing. Under this approach, the City has accessed a line of credit to allow the City to have the necessary funding capacity to enter into new projects, while allowing the City more time to both build the necessary rate capacity to issue additional tax-exempt bonds through rate increases and also spend down the current committed but unspent bond proceeds.

DEBT MANAGEMENT

GENERAL OBLIGATION BONDS DEBT SERVICE

The purpose of issuing General Obligation Bonds is to obtain funds for various capital projects, economic and environmental improvements, and public works or public safety improvements. The City has established a 5-year Capital Improvement Plan which details planned capital improvement projects and their respective funding sources. Among the areas for improvements are: parks and recreational facilities, streets, street lighting and bridges, fire equipment, and municipal facilities. General Obligation Bonds are issued and mandated by the public through a formal referendum vote.

The City continues to maintain its Aa2 rating from Moody's. On July 28, 2014, Standard and Poor's (S&P) Rating Services upgraded the City's rating from an AA- to an AA+ with a stable outlook—one level beneath AAA rating. The rating reflects Miami Beach's very strong local economy with projected per capita effective buying income at 151% of the national average. Additional factors included strong overall budgetary performance and very strong budget flexibility and liquidity with significant reserves. Based on past debt issuances, S&P believes that the City has exceptional access to capital markets to provide liquidity needs if necessary. Additionally, Miami Beach demonstrates strong financial practices and management. Strengths include detailed budget assumptions that take into account historical and current trends and needs; monthly monitoring of financial operations with results reported to the Commission on a quarterly basis; three-year financial forecasts on General Fund operating revenues and expenses; a formal five-year capital plan that is updated annually; a formal investment policy; and a reserve policy requiring the City to maintain an emergency reserve of at least 11% of the next year's operating budget and a contingency reserve of at least 6%.

Financial Summary

	2013 Actual	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Revenue Area					
Property Taxes	5,393,493	5,661,513	6,820,207	5,915,000	5,911,000
Other	1,330	616	526	10,000	10,000
<i>Total</i>	<i>5,394,823</i>	<i>5,662,129</i>	<i>6,820,734</i>	<i>5,925,000</i>	<i>5,921,000</i>
Expenditure Area					
Debt Service	5,925,794	5,923,819	5,906,451	5,915,000	5,911,000
Operating Expenses	350	350	403	10,000	10,000
<i>Total</i>	<i>5,926,144</i>	<i>5,924,169</i>	<i>5,906,853</i>	<i>5,925,000</i>	<i>5,921,000</i>

DEBT MANAGEMENT

Budget Highlights

- The Debt Service millage rate of 0.1796 is estimated to provide \$5,921,000 for debt service.

Principal and interest payments for FY 2016/17 are as follows:

Principal	\$3,740,000
Interest	<u>2,170,969</u>
Debt Service	\$5,910,969

- \$10,000 is required for paying agents and other fees.

DEBT MANAGEMENT

GENERAL OBLIGATION BONDS SUMMARY as of September 30, 2015

NAME OF ISSUE	Date of Issuance	Date of Maturity	Amount of Issue	Amount Outstanding
2003 G.O. Bonds	7/22/2003	2033	62,465,000	28,080,000
2011 G.O. Bonds	12/1/2011	2023	34,840,000	29,675,000
TOTALS			\$97,305,000	\$57,755,000

Annual debt service requirements to maturity for general obligation bonds are as follows:

Fiscal Year Ending September 30	General Obligation Bonds Governmental Activities		Total
	Principal	Interest	
2016	3,635,000	2,280,019	5,915,019
2017	3,740,000	2,170,969	5,910,969
2018	3,845,000	2,058,769	5,903,769
2019	3,995,000	1,904,969	5,899,969
2020	4,145,000	1,745,169	5,890,169
2021-2025	11,010,000	6,733,443	17,743,443
2026-2030	13,650,000	4,066,131	17,716,131
2031-2033	9,735,000	888,750	10,623,750
	<u>\$53,755,000</u>	<u>\$21,848,219</u>	<u>\$75,603,219</u>
Plus: Unamortized Bond Premium	1,663,971		1,663,971
	<u>\$55,418,971</u>	<u>\$21,848,219</u>	<u>\$77,267,190</u>

On July 22, 2003, the City issued General Obligation Bonds, Series 2003, in the amount of \$62,465,000. These bonds were issued to provide funds to pay the cost of improving neighborhood infrastructure in the City, consisting of streetscape and traffic calming measures, shoreline stabilization and related maintenance facilities, and fire safety projects and the parks and beaches projects. The Bonds will be repaid solely from ad-valorem taxes assessed, levied and collected. On December 1, 2011, the \$62,465,000 General Obligation Bonds, Series 2003 were partially refinanced by the issuance of the \$34,840,000 General Obligation Refunding Bonds, Series 2011.

On December 1, 2011, the City issued \$34,840,000 in General Obligation Refunding Bonds, Series 2011. This Series of bonds were issued by the City for the purpose of (i) refunding the Series 2000 General Obligation Bonds maturing after December 1, 2011, and the Series 2003 General Obligation Bonds maturing on and after September 1, 2014 through and including September 1, 2023, and (ii) paying the costs of issuance of the Bonds. The General Obligation Refunding Bonds, Series 2011 will be payable from ad valorem taxes assessed, levied and

DEBT MANAGEMENT

collected, without limitation as to rate or amount, on all taxable property within the corporate limits of the City. The Series 2011 Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2023.

As of September 30, 2015, the City did not have any defeased General Obligation debt.

Sections 36 and 37 of the City Code limit the issuance of debt to no more than 15 percent of the assessed valuation. The City's current debt margin is 0.2 percent which is well below the 15 percent threshold.

Taxable assessed valuation	\$34,697,757,108
Percentage applicable to debt limit	15%
Debt Limit	\$5,204,663,566
General Obligation bonds outstanding as of September 30, 2015	\$53,755,000
Legal Debt Margin	\$5,150,908,566
	0.2%

DEBT MANAGEMENT

OTHER LONG TERM DEBT

Special Obligation Bonds – Governmental Activities

At September 30, 2015 the outstanding principal of special obligation bond issues and repayment sources are as follows:

Issue Name	Repayment Source	Total Original Issue	Total Outstanding Principal
1985B Gulf Breeze fixed rate	Non Ad-Valorem	\$ 2,200,000	\$ 210,000
1985C Gulf Breeze fixed rate	Non Ad-Valorem	14,301,954	1,344,492
1985E Gulf Breeze fixed rate	Non Ad-Valorem	22,500,000	6,930,000
1998A Tax Increment Revenue Bonds	RDA Tax increment Revenue	29,105,000	10,000,000
2005 Pension Refunding Bonds	Non Ad-Valorem	53,030,000	23,160,000
2005A Tax Increment Revenue Refunding Bonds	RDA Tax increment Revenue	51,440,000	27,815,000
2005B Tax Increment Revenue Refunding Bonds	RDA Tax increment Revenue	29,330,000	17,175,000
Total Special Obligation Bonds		<u>\$ 201,906,954</u>	<u>\$ 86,634,492</u>

On September 1, 2005 the City issued \$53,030,000 in taxable Series 2005 Special Obligation Bonds for the purposes of, together with other legally available funds of the City, refunding the City's outstanding Taxable Special Obligation Bonds (Pension Funding Project), Series 1994 maturing September 1, 2015 and September 1, 2021, making the required payment with respect to a Hedge Agreement and paying the costs of issuing the Series 2005 and refunding the Refunded Bonds, including the premiums for the Bond Insurance Policy and Reserve Account Surety Bond. The Series 2005 bonds were issued with interest rates of 4.24% to 5.23% payable semiannually on March 1 and September 1.

On July 1, 1998, the Agency issued \$29,105,000 (Series 1998A) and \$9,135,000 (Series 1998B) in tax-increment bonds. The Series 1998A bonds were issued with interest rates of 6.70% to 7.00% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2020. The Series 1998B bonds were paid off on December 1, 2008. The bonds are subject to a trust indenture, which requires that annual debt service requirements be fully funded upon receipt of trust fund revenue. The Series 1998A Tax-increment bonds were partially refunded/defeased by the issuance of the Series 2005A and 2005B tax increment revenue refunding bonds on September 22, 2005. The Series 1998A bonds had a remaining outstanding principle balance of \$10,000,000 at September 30, 2014.

On September 22, 2005, the Agency issued \$51,440,000 (Series 2005A) and \$29,330,000 (Series 2005B) in tax-increment bonds. The Series 2005A bonds were issued with interest rates of 4.31% to 5.22% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2022. The Series 2005B bonds were issued with interest rates of 3.25% to 5.00% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2022. The bonds are subject to a trust indenture, which requires that

DEBT MANAGEMENT

annual debt service requirements be fully funded upon receipt of trust fund revenue. At September 30, 2014, the Agency did not have any defeased debt.

On August 1, 2001, the City executed three loan agreements with the City of Gulf Breeze, Florida, Local Government Pool to borrow \$47,145,000 on fixed rate notes. The Gulf Breeze Series B, in the amount of \$2,200,000, principal is to be repaid in fourteen annual installments commencing December 1, 2002 with interest paid semi-annually. The Gulf Breeze Series C, in the amount of \$22,445,000, principal is to be repaid in fourteen annual installments commencing December 1, 2002 with interest paid semi-annually. The Gulf Breeze Series E, in the amount of \$22,500,000, principal is to be repaid in nineteen annual installments commencing December 1, 2002 with interest paid semi-annually. \$17,115,000 was used to repay the outstanding balance of the City Gulf Breeze, Florida Local Government Loan Program Series 1985C variable rate notes. \$14,977,000 was used to repay a portion of the outstanding principal from the Sunshine State Loan. The remaining funds will be used for the renovation and improvement of two City owned golf courses and their related facilities. A portion of the Gulf breeze 1985C outstanding debt relates to the construction of a Parking Garage. The Parking Enterprise Fund includes an outstanding amount of \$1,494,728 that relates to this debt.

On August 15, 2007, the City defeased the Resort Tax Refunding Bonds, Series 1996. As a result, the outstanding balance of \$3,060,000 was removed from the governmental activities column of the statement of net position. At September 30, 2014, \$1,470,000 is still considered defeased.

At September 30, 2015 debt service requirements to maturity for special obligation bonds are as follows:

Fiscal Year Ending September 30	Debt Service Requirements Special Obligation Bonds		
	Principal	Interest	Total
2016	12,754,492	4,328,256	17,082,748
2017	11,055,000	3,711,768	14,766,768
2018	11,645,000	3,113,007	14,758,007
2019	12,245,000	2,479,309	14,724,309
2020	12,850,000	1,810,174	14,660,174
2021-2023	26,085,000	1,961,363	28,046,363
	86,634,492	17,403,877	104,038,369
Plus: Net unamortized Bond Premium	377,342		377,342
	\$ 87,011,834	\$ 17,403,877	\$ 104,415,711

For the fiscal year ended September 30, 2015, debt service on the tax increment bonds was \$8,414,103 and the tax increment revenues totaled \$38,094,108 and net customer revenues were \$24,496,917. Remaining outstanding principal and interest is \$67,402,917.

DEBT MANAGEMENT

Revenue Bonds – Parking Fund

On August 1, 2001, the City executed three loan agreements with the City of Gulf Breeze, Florida, Local Government Pool to borrow \$47,145,000 on fixed rate notes. A portion of the \$22,445,000, Gulf Breeze Series 1985C, one of three loans, is allocated to the Fund. The principal is to be repaid in 14 annual installments commencing December 1, 2002 with interest paid semiannually. A portion of the Gulf Breeze 1985C outstanding debt relates to the construction of a parking garage. The Fund includes an outstanding amount of \$1,494,728 related to this debt.

On November 16, 2010, the City issued \$17,155,000 in Parking Revenue Refunding Bonds, Series 2010A and \$27,405,000 in Parking Revenue Bonds, Series 2010B. The Series 2010A Bonds are being issued by the City for the purpose of providing funds, together with other available moneys, to (i) current refund the City's outstanding Parking Revenue Bonds, Series 1997, previously issued in the aggregate principal amount of \$21,000,000, (ii) fund a deposit to the Reserve Account and (iii) pay costs of issuance of the Series 2010A Bonds. The Series 2010A Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2022.

The Series 2010B Bonds are being issued by the City for the purpose of providing funds, together with other available moneys, to (i) pay the costs of acquiring and constructing a new parking garage and other capital improvements to the Parking System, (ii) fund a deposit to the Reserve Account and (iii) pay costs of issuance of the Series 2010B Bonds. The Series 2010B Bonds were issued with interest rates of 4.00% to 5.15% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2040.

Parking Revenue Fund indebtedness at September 30, 2015, is comprised of the following issued indebtedness:

\$ 8,143,046	Series 2001 (1985C) Gulf Breeze Loan Pool due in annual installments through 2015: interest at 3.875% - 4.75%	<u>\$ 765,500</u>
\$ 17,155,000	Series 2010A Parking Revenue Refunding Bonds due in annual installments through 2022: interest at 3.00% - 5.00%	<u>\$ 10,395,000</u>
\$ 27,405,000	Series 2010B Parking Revenue Bonds due in annual installments through 2040: interest at 4.00% - 5.00%	<u>\$ 27,405,000</u>

At September 30, 2015, none of the bonds outstanding are considered defeased.

DEBT MANAGEMENT

The aggregate maturities of Long-Term Debt at September 30, 2015, are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2016	2,230,500	1,796,643	4,027,143
2017	1,525,000	1,719,863	3,244,863
2018	1,590,000	1,649,112	3,239,112
2019	1,660,000	1,585,513	3,245,513
2020	1,725,000	1,519,112	3,244,112
2021-2025	6,605,000	6,465,813	13,070,813
2026-2030	5,995,000	5,165,300	11,160,300
2031-2035	7,570,000	3,588,500	11,158,500
2036-2040	9,665,000	1,496,750	11,161,750
	38,565,500	24,986,606	63,552,106
Less: Net Unamortized Bond Discount	89,598		89,598
	\$ 38,475,902	\$ 24,986,606	\$ 63,462,508

The Series 2010A and 2010B revenue bonds are payable from and secured by a lien on and pledge of net revenues derived from the operation of the City's parking system. The total principal and interest remaining to be paid on all Parking bonds is \$ 63,552,106. Principal and interest paid for the current year and total customer net revenues were \$4,022,571 and \$9,530,225 respectively.

Revenue Bonds – Water & Sewer Fund

The Water & Sewer Fund issued \$54,310,000 in Water and Sewer Revenue Bonds, Series 2000, on September 1, 2000. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility. This bond was partially refunded by the issuance of the Water and Sewer Revenue Refunding Bonds, Taxable Series 2009J-1A and 2009J-1B. The portion of the Series 2000 bonds refunded was \$23,480,000.

On May 1, 2006, the City obtained four loans from the City of Gulf Breeze, Florida Local Government Loan Pool Program. The City of Miami Beach intends to use a loan from the City of Gulf Breeze, Florida, Series 1985B Bond proceeds and a loan from the City of Gulf Breeze, Florida, Series 1985C proceeds to refund all of the City of Miami Beach's outstanding Water & Sewer Revenue Bonds, Series 1995. In addition, the City intends to use a loan from the City of Gulf Breeze, Florida, Series 1985B Bond proceeds and a loan of the City of Gulf Breeze, Florida, Series 1985E Bond proceeds to pay the cost of certain improvements to its water and sewer utility. As evidence of such loans, the City's Water and Sewer Fund issued \$8,500,000 in Water and Sewer Revenue Refunding Bonds, Taxable Series 2006B-1, \$18,300,000 in Water and Sewer Revenue Bonds, Taxable Series 2006B-2, \$27,500,000 in Water and Sewer Revenue Refunding Bonds, Taxable Series, 2006C, and \$5,700,000 in Water and Sewer Revenue Bonds, The Water & Sewer Fund issued \$54,310,000 in Water and Sewer Revenue Bonds, Series 2000, on September 1, 2000. The bonds will be repaid solely from pledged revenues of the

DEBT MANAGEMENT

Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility. This bond was partially refunded by the issuance of the Water and Sewer Revenue Refunding Bonds, Taxable Series 2009J-1A and 2009J-1B. The portion of the Series 2000 bonds refunded was \$23,480,000.

On May 1, 2006, the City obtained four loans from the City of Gulf Breeze, Florida Local Government Loan Pool Program. The City of Miami Beach intends to use a loan from the City of Gulf Breeze, Florida, Series 1985B Bond proceeds and a loan from the City of Gulf Breeze, Florida, Series 1985C proceeds to refund all of the City of Miami Beach's outstanding Water & Sewer Revenue Bonds, Series 1995. In addition, the City intends to use a loan from the City of Gulf Breeze, Florida, Series 1985B Bond proceeds and a loan of the City of Gulf Breeze, Florida, Series 1985E Bond proceeds to pay the cost of certain improvements to its water and sewer utility. As evidence of such loans, the City's Water and Sewer Fund issued \$8,500,000 in Water and Sewer Revenue Refunding Bonds, Taxable Series 2006B-1, \$18,300,000 in Water and Sewer Revenue Bonds, Taxable Series 2006B-2, \$27,500,000 in Water and Sewer Revenue Refunding Bonds, Taxable Series, 2006C, and \$5,700,000 in Water and Sewer Revenue Bonds, Taxable Series 2006E. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The Refunding bonds were issued to refund the Water and Sewer Revenue Bonds, Series 1995, and the other two bonds were issued to construct various improvements and extensions to the Water and Sewer utility.

On February 17, 2010, the City obtained three loans from the City of Gulf Breeze, Florida Local Government Loan Pool Program. The City intends to use one of the loans from the City of Gulf Breeze, Florida, Series 1985J proceeds to pay the cost of certain improvements to its water and sewer utility. As evidence of such loans, the City's Water and Sewer Fund issued \$13,590,000 in Water and Sewer Revenue Refunding Bonds, Taxable Series 2009J-1A, \$10,000,000 in Water and Sewer Revenue Refunding Bonds, Taxable Series 2009J-1B, and \$30,000,000 in Water and Sewer Revenue Bonds, Taxable Series 2009J-1C. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The two refunding bonds were issued to partially refund the Water and Sewer Revenue Bonds, Series 2000, and the other bond was issued to construct various improvements and extensions to the Water and Sewer utility.

DEBT MANAGEMENT

Indebtedness of the Water and Sewer Fund at September 30, 2015 is as follows:

\$ 54,310,000	2000 Revenue Bonds due in annual installments through 2030: Interest at 5.00% - 5.75%	<u>\$ 30,830,000</u>
\$ 8,500,000	2006B-1 Water & Sewer Revenue Refunding Bonds Gulf Breeze Loan Series 1985B due in annual installments through 2015: Interest at 4.25% - 4.50%	<u>\$ 1,285,000</u>
\$ 18,300,000	2006B-2 Water & Sewer Revenue Bonds Gulf Breeze Loan Series 1985B due in annual installments through 2019: Interest at 4.40% - 4.50%	<u>\$ 18,300,000</u>
\$ 5,700,000	2006E Water & Sewer Revenue Bonds Gulf Breeze Loan Series 1985E due in annual installments through 2020: Interest at 5.00%	<u>\$ 5,700,000</u>
\$ 13,590,000	2009J-1A Water & Sewer Revenue Refunding Bonds Gulf Breeze Loan Series 1985J due in annual installments through 2020: Interest at 4.10% - 4.50%	<u>\$ 13,590,000</u>
\$ 10,000,000	2009J-1B Water & Sewer Revenue Refunding Bonds Gulf Breeze Loan Series 1985J due in annual installments through 2023: Interest at 4.82% - 5.00%	<u>\$ 10,000,000</u>
\$ 30,000,000	2009J-1C Water & Sewer Revenue Bonds Gulf Breeze Loan Series 1985J due in annual installments through 2039: Interest at 5.00%	<u>\$ 30,000,000</u>

At September 30, 2015, none of the bonds outstanding are considered defeased.

The aggregate maturities of Long-term debt as of September 30, 2015 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2016	3,770,000	5,111,733	8,881,733
2017	6,415,000	4,889,445	11,304,445
2018	6,700,000	4,603,255	11,303,255
2019	6,995,000	4,300,719	11,295,719
2020	7,335,000	3,977,500	11,312,500
2021-2025	25,320,000	16,826,612	42,146,612
2026-2030	23,170,000	11,158,275	34,328,275
2031-2035	11,725,000	6,363,375	18,088,375
2036-2040	18,275,000	2,373,625	20,648,625
	109,705,000	59,604,539	169,309,539
Less:			
Unamortized Discount	136,322		136,322
	\$ 109,568,678	\$ 59,604,539	\$ 169,173,217

The Series 2000, 2006 and 2009 revenue bonds are payable from and secured by a lien on and pledge of net revenues of the water and sewer utility and to the extent provided in the bond resolution, from impact fees, and from all moneys held in the funds and accounts established under the bond resolution.

DEBT MANAGEMENT

The total principal and interest remaining to be paid on the bonds is \$169,309,539. Principal and interest paid for the current year and total customer net revenues were \$10,234,541 and \$18,751,960 respectively.

Revenue Bonds – Storm Water Fund

On February 17, 2010, the City obtained a loan from the City of Gulf Breeze, Florida Local Government Loan Pool Program. The City intends to use this loan from the City of Gulf Breeze, Florida, Series 1985J proceeds to partially refund the Series 2000 bonds. As evidence of such loan, the City's Storm Water Fund issued \$16,185,000 in Storm Water Revenue Refunding Bonds, Taxable Series 2009J-2. The bonds will be repaid solely from pledged revenues of the Storm Water system. They are registered transcripts and insured.

On December 7, 2011, the City issued \$52,130,000 in Storm Water Revenue Bonds, Series 2011A and \$26,575,000 in Storm Water Revenue Refunding Bonds, Series 2011B. The Series 2011A Bonds are being issued by the City for the purpose of providing funds to (i) pay the costs of certain capital improvements to its Storm Water Utility, (ii) fund a deposit to the Reserve Account, and (iii) pay the costs of issuing the Series 2011A Bonds. The Series 2011A Bonds were issued with interest rates of 4.00% to 5.25% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2041. The Series 2011B Bonds are being issued by the City for the purpose of providing funds, together with other available moneys of the City, to (i) refund, defease and redeem the outstanding Series 2000 Bonds, including interest to accrue to their redemption date, and (ii) paying the costs of such issuance, refunding, defeasance and redemption. The Series 2011B Bonds were issued with interest rates of 2.00% to 5.25% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2030. Both Series 2011A and 2011B Bonds will be repaid solely from pledged revenues of the Storm Water System.

On August 5, 2015, the City issued \$99,590,000 in Stormwater Revenue Bonds, Series 2015. The Series 2015 Bonds are being issued by the City for the purpose of providing funds to (i) finance a portion of the costs of certain capital improvements currently contemplated as part of the City's five year program to improve and enhance the effectiveness and reliability of the Stormwater Utility, and (ii) pay the costs of issuing the Series 2015 Bonds. The Series 2015 Bonds were issued with interest rates of 2.00% to 5.00% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2045. The Series 2015 Bonds will be repaid solely from pledged revenues of the Stormwater System.

DEBT MANAGEMENT

Indebtedness of the Storm Water Fund at September 30, 2015 is as follows:

\$16,185,000	2009J-2 Storm Water Revenue Refunding Bonds Due in annual Installments through 2020: Interest at 2.00% - 4.50%	<u>\$10,375,000</u>
\$52,130,000	2011A Storm Water Revenue Bonds Due in annual installments through 2041: Interest at 4.00% - 4.25%	<u>\$51,145,000</u>
\$26,575,000	2011B Storm Water Revenue Refunding Bonds Due in annual Installments through 2030: Interest at 2.00% - 5.25%	<u>\$26,115,000</u>
\$99,590,000	2015 Storm Water Revenue Bonds Due in annual installments Through 2045: Interest at 2.00% - 5.00%	<u>\$99,590,000</u>

The aggregate maturities of Long-term debt at September 30, 2015 are as follows:

September 30	Principal	Interest	Total
2016	2,720,000	8,516,865	11,236,865
2017	3,250,000	8,111,226	11,361,226
2018	3,380,000	7,986,131	11,366,131
2019	3,525,000	7,836,505	11,361,505
2020	3,685,000	7,680,427	11,365,427
2021-2025	20,975,000	35,838,127	56,813,127
2026-2030	26,420,000	30,398,358	56,818,358
2031-2035	32,540,000	24,281,585	56,821,585
2036-2040	40,225,000	16,593,626	56,818,626
2041-2045	50,505,000	6,310,750	56,815,750
	187,225,000	153,553,600	340,778,600
Plus Unamortized Premium	3,320,308		3,320,308
	\$ 190,545,308	\$ 153,553,600	\$ 344,098,908

Series 2009J-2, the Series 2011A and the Series 2011B, and the Series 2015 bonds are payable from and secured by a lien on and pledge of net revenues of the stormwater utility and from all moneys held in the funds and accounts established under the Bond Resolution. The total principal and interest remaining to be paid on the bonds is \$340,778,600. Principal and interest paid for the current year and total customer net revenues were \$6,828,298 and \$15,786,095 respectively.

Loans

On February 20, 2008, the City entered into a new loan agreement which allows the City to be reimbursed for the purchase of machinery and equipment up to a maximum of \$37,500,000. The interest rates on this loan agreement range from 1.9% to 4.5%. At September 30, 2015, the City was indebted for \$12,922,099.

The aggregate maturities of loans at September 30, 2015 are as follows:

DEBT MANAGEMENT

Fiscal Year Ending September 30	Loans		
	Principal	Interest	Total
2016	3,868,619	263,069	4,131,688
2017	3,180,148	178,339	3,358,487
2018	2,490,486	112,349	2,602,835
2019	1,862,716	60,620	1,923,336
2020	802,569	26,914	829,483
2021-2025	717,561	20,515	738,075
	<u>\$ 12,922,099</u>	<u>\$ 661,806</u>	<u>\$ 13,583,904</u>

The above debt has been recorded in the following funds:

Internal Service	\$ 11,778,922
Stormwater	113,432
Water & Sewer	230,057
Parking	192,975
Other Enterprise	293,713
General Fund	313,000
	<u>\$ 12,922,099</u>

Other Obligations

On May 25, 2010, the City entered into an equipment lease purchase financing agreement with a financial institution for the construction/purchase of energy saving equipment. At September 30, 2015, the outstanding balance on this loan was \$11,801,348. The interest rate on this loan is a fixed 4.18%. Principal and interest payment are made monthly. The first payment was made on May 25, 2012 and the last payment will be made on April 25, 2025.

The aggregate maturities of other long-term obligations at September 30, 2015 are as follows:

Fiscal Year Ending September 30	Long-term	Interest	Total
	Obligation		
2016	798,998	478,341	1,277,339
2017	881,348	443,385	1,324,733
2018	968,999	404,888	1,373,887
2019	1,062,244	362,620	1,424,864
2020	1,173,139	316,261	1,489,400
2021-2025	6,916,620	715,300	7,631,920
	<u>\$ 11,801,348</u>	<u>\$ 2,720,795</u>	<u>\$ 14,522,143</u>

On May 21, 2014, the City of Miami Beach issued Resolution No. 2014-28599 which authorized the issuance of a line of credit not to exceed an aggregate principal amount of \$60 million to pay the costs of capital projects. The line of credit was obtained from one financial institution. Tax-exempt draws against the line of credit will have a variable interest rate of 70% of Libor rate plus 0.50%, and the taxable draws will have a variable rate equal to Libor rate plus 0.75%. There will be an annual fee of 0.20% on the unused portion of the line of credit payable on a quarterly basis. The City shall pay the financial institution the entire unpaid principal balance together with all accrued and unpaid interest on May 30, 2016 (the "Maturity Date"). As of September 30, 2015, no amounts have been drawn down from this line of credit.

DEBT MANAGEMENT

On November 12, 2014, the City of Miami Beach entered into the Clean Water State Revolving Fund Loan Agreement with the State of Florida Department of Environment Protection. The amount of the loan is \$7,500,000 plus \$147,500 of capitalized interest and \$150,000 in loan service fees which amounts to \$7,797,500 to be repaid back to the State. Loan payments will commence on February 15, 2018 and semiannually thereafter on August 15 and February 15 of each year until all amounts due have been fully paid. The interest rate on this loan is 1.62% per annum. The loan shall be repaid in 40 semiannual loan payments of 229,001. Loan disbursement from the State to the City will be made for reimbursements of allowable invoiced costs. As of September 30, 2015, no loan disbursements have been received by the City.

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
ART IN PUBLIC PLACES								
TOURISM CULTURAL DEVELOPMENT								
20377	1 MB Convention Center	-	6,250,000	-	-	-	-	6,250,000
27810	2 Soundscape Park	352,000	-	-	-	-	-	352,000
		352,000	6,250,000	-	-	-	-	6,602,000
BRIDGES								
ENVIRONMENT SUSTAINABILITY								
20021	3 Indian Creek Pedestrian Bridges	0	0	-	-	-	595,000	595,000
PUBLIC WORKS ENGINEERING								
21490	4 Bridge Repairs	130,000	-	-	-	-	-	130,000
25750	5 West Ave Bridge Over Collins Canal	12,348,410	-	-	-	-	-	12,348,410
24520	6 77th Street Bridge Repair	185,000	-	-	-	-	-	185,000
		12,663,410	-	-	-	-	-	12,663,410
TOURISM CULTURAL DEVELOPMENT								
67140	7 81st Pedestrian Bridge Area	30,000	150,000	-	-	-	-	180,000
		12,693,410	150,000	-	-	-	595,000	13,438,410
COMMUNITY CENTERS								
PARKS AND RECREATION								
20437	8 North Shore Bandshell Stage/Sound System	-	102,600	-	-	-	-	102,600
		-	102,600	-	-	-	-	102,600
CONVENTION CENTER								
CAPITAL IMPROVEMENT PROGRAM								
28180	9 Convention Center - Carl Fisher	2,500,000	-	-	-	-	-	2,500,000
CMO CONVENTION CENTER DISTRICT								
28160	10 Convention Center	605,058,381	-	-	-	-	-	605,058,381
28140	11 Convention Center Hotel	600,000	-	-	-	-	-	600,000
		605,658,381	-	-	-	-	-	605,658,381
CONVENTION CENTER								
28720	12 CC - Partial Roofing Replacement	2,500,000	-	-	-	-	-	2,500,000
		610,658,381	-	-	-	-	-	610,658,381
ENVIROMENTAL								
CAPITAL IMPROVEMENT PROGRAM								
28070	13 Middle Beach Rec Corridor Phase III	515,000	2,200,000	9,894,000	-	-	-	12,609,000
27330	14 South Pointe Drive Median Planters	170,000	-	-	-	-	-	170,000
		685,000	2,200,000	9,894,000	-	-	-	12,779,000
ENVIRONMENT SUSTAINABILITY								
29570	15 Beachwalk Seville	100,000	-	-	-	-	-	100,000
26150	16 Baywalk Phase 1	626,274	-	-	3,000,000	-	-	3,626,274
24990	17 Beach Access Control Gates	390,000	-	-	-	-	-	390,000
27960	18 Pinetree Dr. Australian Pine Tree Structure	147,000	-	-	-	-	-	147,000
		1,263,274	-	-	3,000,000	-	-	4,263,274
PUBLIC WORKS ADMINISTRATION								
69990	19 Citywide Dune Restoration & Enhancement	490,633	-	-	-	-	-	490,633
20320	20 Middle Beach Rec Corridor Phase I	1,063,553	-	-	-	-	-	1,063,553
27360	21 Restorative Tree Well-PH 4-Ocean Drive	690,000	-	-	-	-	-	690,000
27660	22 Lincoln Road Landscaping FY 13	150,000	-	-	-	-	-	150,000
27340	23 Restorative Tree Well Treatment Ph III	692,000	-	-	-	-	-	692,000
		3,086,186	-	-	-	-	-	3,086,186
PUBLIC WORKS ENGINEERING								
24540	24 Citywide Tidal Flooding Mitigation - PH1	2,544,588	-	-	-	-	-	2,544,588
		8,037,048	2,200,000	9,894,000	3,000,000	-	-	23,131,048

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
EQUIPMENT BUDGET								
61770	25 Updated Automation of Cleanliness	34,440	-	-	-	-	-	34,440
62690	26 Active Strategy Upgrade	35,000	-	-	-	-	-	35,000
		69,440	-	-	-	-	-	69,440
BUILDING								
61690	27 Building Process System	441,800	-	-	-	-	-	441,800
68450	28 Building Dev Process Ent System	1,600,000	-	-	-	-	-	1,600,000
		2,041,800	-	-	-	-	-	2,041,800
COMMUNICATIONS								
60550	29 Radio Station/TV Upgrade	52,000	-	-	-	-	-	52,000
FLEET MANAGEMENT								
61730	30 FY13 Vehicle/Equipment Replacement	3,914,300	-	-	-	-	-	3,914,300
61240	31 FY14 Vehicle/Equipment Replacement	4,644,000	-	-	-	-	-	4,644,000
62620	32 FY15 Vehicle/Equipment Replacement	4,947,000	-	-	-	-	-	4,947,000
67150	33 FY16 Vehicle/Equipment Replacement	5,110,000	-	-	-	-	-	5,110,000
60058	34 FY18 Vehicle/Equipment Replacement	-	-	4,053,000	-	-	-	4,053,000
60009	35 FY19 Vehicle/Equipment Replacement	-	-	-	4,947,000	-	-	4,947,000
60250	36 FY20 Vehicle/Equipment Replacement	-	-	-	-	4,376,000	-	4,376,000
62670	37 RNI FuelOmat Fuel Management System Upgrade	105,000	-	-	-	-	-	105,000
		18,720,300	-	4,053,000	4,947,000	4,376,000	-	32,096,300
HR RISK MANAGEMENT								
69900	38 RiskMaster Software Upgrade	55,942	-	-	-	-	-	55,942
HUMAN RESOURCES								
68410	39 Auto Transfer Benefits Data	18,000	-	-	-	-	-	18,000
IT APPLICATIONS								
29000	40 Munis/Energov Technology Project	7,200,000	-	-	-	-	-	7,200,000
IT SUPPORT								
68210	41 Info & Communications Tech Contingency	443,087	-	-	-	-	-	443,087
68400	42 Records Imaging Phase 2	25,557	-	-	-	-	-	25,557
68480	43 Records Imaging 3/Cleanliness Assessment	29,268	-	-	-	-	-	29,268
62680	44 Enterprise SharePoint Implementation	90,000	-	-	-	-	-	90,000
		587,912	-	-	-	-	-	587,912
OCEAN RESCUE								
20417	45 Ocean Rescue 79 Street Sub Headquarter Trailer	-	150,000	-	-	-	-	150,000
PARKING ADMINISTRATION								
61750	46 License Plate Recognition - Vehicle/Hand	350,000	-	-	-	-	-	350,000
61760	47 Revenue Control Eqp Phase I	3,832,000	-	-	-	-	-	3,832,000
26100	48 CCTV Phase 2	250,000	-	-	-	-	-	250,000
61410	49 Master Meter Phase VII	1,000,000	-	-	-	-	-	1,000,000
		5,432,000	-	-	-	-	-	5,432,000
PARKS AND RECREATION								
20207	50 Miami Beach Golf Course - Front End Loader	-	49,000	-	-	-	-	49,000
62580	51 Middle School Teen Center- Nautilus	42,000	-	-	-	-	-	42,000
		42,000	49,000	-	-	-	-	91,000
POLICE CHIEF OFFICE								
61790	52 MBPD Off-Duty Employment Software	60,000	-	-	-	-	-	60,000
20297	53 Expansion of Citywide Surveillance Camera System	-	180,000	-	-	-	-	180,000
20307	54 Miami Beach Police Facilities Camera System	-	64,000	-	-	-	-	64,000
		60,000	244,000	-	-	-	-	304,000
PUBLIC WORKS GREENSPACE MANAGEMENT								
61830	55 Automation for Field Staff Operator	26,000	-	-	-	-	-	26,000
PUBLIC WORKS SANITATION								
25580	56 Trash Receptacles	125,000	-	-	-	-	-	125,000
TOURISM CULTURAL DEVELOPMENT								
67330	57 Purchase DCP Digital Cinema Projection	90,000	-	-	-	-	-	90,000
		34,468,394	443,000	4,053,000	4,947,000	4,376,000	-	48,287,394

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
GENERAL PUBLIC BUILDINGS								
BUILDING								
26990	58 Second Floor Renovation-Building Dept.	656,713	-	-	-	-	-	656,713
CAPITAL IMPROVEMENT PROGRAM								
20427	59 Lottie Apartments	-	306,000	-	-	-	-	306,000
21660	60 Parks Maintenance Facility	933,722	-	-	-	-	-	933,722
23130	61 Public Works Facility	2,880,173	-	-	-	-	-	2,880,173
20160	62 Fire Station 1 Refurbishment	500,000	-	-	-	-	-	500,000
28810	63 London House Apartments	3,053,019	-	-	-	-	-	3,053,019
23140	64 Property Management Facility	6,376,577	-	-	-	-	-	6,376,577
24550	65 Bass Museum Interior Space Expansion	7,500,000	-	-	-	-	-	7,500,000
		21,243,491	306,000	-	-	-	-	21,549,491
FINANCE ADMINISTRATION								
65630	66 Customer Service Center Renovation	50,000	-	-	-	-	-	50,000
PARKS ADMINISTRATION								
28600	67 North Shore Park Restroom Addition	410,000	-	-	-	-	-	410,000
65600	68 Tent for the North Shore Bandshell	100,000	125,000	-	-	-	-	225,000
		510,000	125,000	-	-	-	-	635,000
PROPERTY MANAGEMENT								
28510	69 City Hall Space Plan Implementation	895,000	-	-	-	-	-	895,000
PUBLIC WORKS ADMINISTRATION								
24530	70 Sunset Islands 1 & 2 Guardhouse	200,000	-	-	-	-	-	200,000
PUBLIC WORKS ENGINEERING								
24730	71 Green Waste Facility	919,464	-	-	-	-	-	919,464
GENERAL PUBLIC BUILDINGS								
CAPITAL IMPROVEMENT PROGRAM								
20101	72 NSOP Beach Maintenance Facility	-	-	-	-	-	2,745,000	2,745,000
TOURISM CULTURAL DEVELOPMENT								
20497	73 Bass Museum Park Café Furniture/Fixtures	90,000	100,000	-	-	-	-	190,000
		24,474,668	531,000	-	-	-	2,745,000	27,750,668
GOLF COURSES								
PARKS AND RECREATION								
24610	74 North Shore Golf Course Trail Lighting and	194,000	-	-	-	-	-	194,000
20108	75 Miami Beach Golf Course Practice Tee Renovation	-	-	77,000	-	-	-	77,000
20217	76 Miami Beach Golf Course Golf Cart Staging Area	-	65,000	-	-	-	-	65,000
24600	77 Miami Beach Golf Club Cart Path/Curb	182,200	-	-	-	-	-	182,200
		376,200	65,000	77,000	-	-	-	518,200
INFORMATION TECHNOLOGY								
POLICE CHIEF OFFICE								
22980	78 Symantec Ent Vault for Network Storage	41,150	-	-	-	-	-	41,150
LIGHTING								
CAPITAL IMPROVEMENT PROGRAM								
27800	79 Street Lighting Improvements	1,302,000	666,000	999,000	333,000	333,000	-	3,633,000
20050	80 Bridge Light (77 St / Hawthorne Ave)	30,000	-	-	-	-	-	30,000
27130	81 LED Lighting Installation	1,054,790	-	-	-	-	-	1,054,790
27510	82 Normandy Isles-Marseille Lighting Phase II	139,000	-	-	-	-	-	139,000
26680	83 Uplighting-5th Street (Lenox to Ocean Ave.)	508,800	-	-	-	-	-	508,800
		3,034,590	666,000	999,000	333,000	333,000	-	5,365,590
ENVIRONMENT SUSTAINABILITY								
27070	84 Beachwalk Lighting Retrofit	665,625	-	-	-	-	-	665,625
PUBLIC WORKS ADMINISTRATION								
27410	85 Street Lighting Improvements - North Beach and Normandy Island	844,000	300,000	300,000	-	-	-	1,444,000
PUBLIC WORKS ENGINEERING								
27650	86 Aluminum Street Lighting Pole Replacement	200,000	1,000,000	-	-	-	-	1,200,000

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
TOURISM CULTURAL DEVELOPMENT								
20357	87 Additional New Lighting at Botanical Gardens	-	30,000	-	-	-	-	30,000
		4,235,415	1,996,000	1,299,000	333,000	333,000	-	8,196,415
LOCAL GRANT								
FIRE								
67200	88 Fire Station #3 Fire Alarm Upgrade	100,000	-	-	-	-	-	100,000
MONUMENTS								
PARKS ADMINISTRATION								
24630	89 Flagler Monument Solar Illumination	322,000	-	-	-	-	-	322,000
PROPERTY MANAGEMENT								
24620	90 Polo Player Statue	100,000	-	-	-	-	-	100,000
60031	91 Water Tower Restoration Star Island	-	-	-	-	-	593,000	593,000
	92 Palm Island Fountain	-	-	-	-	-	100,000	100,000
		100,000	-	-	-	-	693,000	793,000
TOURISM CULTURAL DEVELOPMENT								
20001	93 Alton Road Fountain at 20th Street	-	-	-	-	-	279,000	279,000
20011	94 World War Memorial	-	-	-	-	-	62,000	62,000
		-	-	-	-	-	341,000	341,000
		422,000	-	-	-	-	1,034,000	1,456,000
PARKING								
CAPITAL IMPROVEMENT PROGRAM								
	95 West Bay Drive Parking Enhancements	-	-	-	-	-	120,000	120,000
61990	96 7th Street Parking Garage Renovation	3,142,481	-	-	-	-	-	3,142,481
		3,142,481	-	-	-	-	120,000	3,262,481
PARKING ADMINISTRATION								
22150	97 72nd Street Park & Parking Structure	-	-	-	-	14,500,000	-	14,500,000
65640	98 Master Meter Phase VIII (DG Replacement)	576,336	-	-	-	-	-	576,336
		576,336	-	-	-	14,500,000	-	15,076,336
		3,718,817	-	-	-	14,500,000	120,000	18,338,817
PARKING GARAGES								
CAPITAL IMPROVEMENT PROGRAM								
20107	99 P55 - New Garage 2660 Collins Avenue	-	1,960,000	4,740,000	7,300,000	-	-	14,000,000
28010	100 Collins Park Parking Garage	27,590,271	-	-	-	-	-	27,590,271
21910	101 Sunset Harbor / Purdy Ave Garage	18,149,435	-	-	-	-	-	18,149,435
27820	102 Parking Garage at Parking Lot P13 - Washington &	600,000	7,975,000	-	-	-	-	8,575,000
27830	103 Parking Garage at Parking Lot P16 - Collins & 13th	-	6,641,000	-	-	-	-	6,641,000
67160	104 13th St. Garage Handrails	40,000	-	-	-	-	-	40,000
		46,379,706	16,576,000	4,740,000	7,300,000	-	-	74,995,706
PARKING ADMINISTRATION								
20019	105 Intermodal - New Garage Julia Tuttle	-	-	-	17,500,000	-	-	17,500,000
20087	106 P23 - New Garage - 1623 West Avenue - Intercept	-	4,165,000	4,165,000	-	-	-	8,330,000
20168	107 Intermodal - New Garage 5th Street & Alton Road	-	-	17,500,000	-	-	-	17,500,000
25040	108 Closed Circuit Television System	1,897,024	-	-	-	-	-	1,897,024
	109 North Beach Parking Garage	-	-	-	-	-	25,000,000	25,000,000
		1,897,024	4,165,000	21,665,000	17,500,000	-	25,000,000	70,227,024
PROPERTY MANAGEMENT								
26280	110 Maint-13th St. Parking Garage 09	120,000	-	-	-	-	-	120,000
		49,853,730	20,741,000	26,405,000	24,800,000	-	25,000,000	146,799,730
PARKING LOTS								
CAPITAL IMPROVEMENT PROGRAM								
26320	111 Surface Lot at Collins & 84 St	768,500	-	-	-	-	-	768,500
27470	112 Surface Lot 8H 4001 Prairie Ave.	1,005,969	-	-	-	-	-	1,005,969
27480	113 Surface Lot P48 Bass Museum Lot	220,000	-	-	-	-	-	220,000
20140	114 Surface Lot 4D West Ave & 16 St	556,500	-	-	-	-	-	556,500
26370	115 Surface Lot 19B @ Collins & 53rd St.	1,669,500	-	-	-	-	-	1,669,500
27450	116 Surface Lot 24C 6972 Bay Drive	323,300	-	-	-	-	-	323,300
28690	117 Surface Lot 9F P106 75th & Collins	1,490,000	-	-	-	-	-	1,490,000
27460	118 Surface Lot 25X 7061 Bonita Drive	127,200	-	-	-	-	-	127,200

CITY OF MIAMI BEACH
 FY 2017 - 2021 CAPITAL IMPROVEMENT PLAN BY PROGRAM

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
29580	119 Surface Lot 9D P86; 6976 Indian Creek Drive	468,000	-	-	-	-	-	468,000
27440	120 Surface Lot 22X N Shore Youth Center	1,014,497	-	-	-	-	-	1,014,497
24650	121 Surface Lot 24B 971 71 Street	189,000	-	-	-	-	-	189,000
24660	122 Surface Lot 2B Meridian Ave and 6 St	245,000	-	-	-	-	-	245,000
28670	123 Surface Lot 10G 1620 Michigan Avenue	175,000	-	-	-	-	-	175,000
28660	124 Surface Lot 10D Jefferson Ave	557,000	-	-	-	-	-	557,000
28650	125 Surface Lot 10F S Lincoln Ln. & Meridian	302,000	-	-	-	-	-	302,000
26340	126 Penrods @ 1 Ocean Drive	2,850,650	-	-	-	-	-	2,850,650
		11,962,116	-	-	-	-	-	11,962,116
PARKING ADMIN								
20081	127 Surface Lot 26-C (P-107)Collins and 79	-	-	-	-	-	798,000	798,000
20291	128 Surface Lot 26-D (P-109)Collins and 89	-	-	-	-	-	880,000	880,000
							1,678,000	1,678,000
PUBLIC WORKS ADMINISTRATION								
28710	129 P14 - 6th Street and Collins Parking Lot	150,000	-	-	-	-	-	150,000
		12,112,116	-	-	-	-	1,678,000	13,790,116
PARKS								
CAPITAL IMPROVEMENT PROGRAM								
25770	130 South Pointe Pier	7,630,920	-	-	-	-	-	7,630,920
28550	131 Lifeguard Stands Replacement	300,000	1,200,000	798,000	-	-	-	2,298,000
27580	132 Muss Park Kayak Launch	204,750	-	-	-	-	-	204,750
28850	133 Maurice Gibb Park Redesign	1,453,000	-	-	-	-	-	1,453,000
29600	134 Muss Park Facility	1,050,000	1,400,000	-	-	-	-	2,450,000
21630	135 Muss Park	530,629	-	-	-	-	-	530,629
22750	136 Altos Del Mar Park Development	3,900,000	-	-	-	-	-	3,900,000
25380	137 Band Shell Master Plan Improvements	2,927,783	-	-	-	-	-	2,927,783
29590	138 North Beach Domino Park	400,000	-	-	-	-	-	400,000
27950	139 North Shore Open Space Park Redevelopment	850,000	-	-	-	-	-	850,000
29610	140 North Beach Teen Center	566,000	-	-	-	-	-	566,000
29630	141 Flamingo Park Softball & Soccer Fields	800,000	-	-	-	-	-	800,000
23200	142 Flamingo Park	16,217,539	-	-	-	-	-	16,217,539
29430	143 South Pointe Park Remediation	9,433,680	-	-	-	-	-	9,433,680
28110	144 Washington Ave Dog Park Surfacing	100,000	-	-	-	-	-	100,000
23110	145 Flamingo Neighborhood - Bid Pack C	5,602,736	-	-	-	-	-	5,602,736
27930	146 Shared Path on Parkview Island Park	320,000	-	-	-	-	-	320,000
		52,287,037	2,600,000	798,000	-	-	-	55,685,037
CMO CONVENTION CENTER DISTRICT								
28170	147 Convention Center Park	10,000,000	-	-	-	-	-	10,000,000
PARKS ADMINISTRATION								
27980	148 Lummus Park Playground Replacement	128,000	-	-	-	-	-	128,000
28410	149 Scott Rakow Youth Center Playground	175,742	-	-	-	-	-	175,742
20190	150 Normandy Shores Park Fitness Circuit	311,500	-	-	-	-	-	311,500
62770	151 Stillwater Park Improvements	150,896	-	-	-	-	-	150,896
28840	152 Polo Park Improvements	70,000	-	-	-	-	-	70,000
28560	153 Collins Park Lighting and Sound System	236,000	-	-	-	-	-	236,000
69910	154 Flamingo Park Baseball Stadium Scoreboard	25,000	-	-	-	-	-	25,000
67300	155 SRYC - Reception and Bowling Enhancement	66,000	-	-	-	-	-	66,000
67310	156 Stillwater Fitness Circuit	36,000	-	-	-	-	-	36,000
		1,199,138	-	-	-	-	-	1,199,138

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
PARKS AND RECREATION								
20167	157 Citywide Dog Park Lighting	-	191,000	-	-	-	-	191,000
20187	158 Lummus Park Muscle Beach Upgrade	-	200,000	-	-	-	-	200,000
20237	159 Fairway Park (Artificial Turf Soccer Field, Drainage &	-	1,181,000	-	-	-	-	1,181,000
20247	160 Citywide Park Irrigation System Upgrade	-	170,000	-	-	-	-	170,000
29620	161 Allison Park Redesign	500,000	832,000	-	-	-	-	1,332,000
20447	162 Lummus Park Lighting Improvement	-	100,000	2,000,000	-	-	-	2,100,000
20137	163 Muss Park Playground and Other Improvements	-	345,000	-	-	-	-	345,000
20257	164 North Shore Tennis Center Proshop/Office Area	-	512,000	-	-	-	-	512,000
20267	165 North Shore Tennis Sound Mitigation	-	35,000	-	-	-	-	35,000
29550	166 City of Miami Beach Skatepark	400,000	-	-	-	-	-	400,000
67380	167 Beachview Park Improvements	250,000	-	-	-	-	-	250,000
27530	168 Polo Park Playground Renovation	346,500	-	-	-	-	-	346,500
27160	169 New Tennis Courts at Par 3 Golf Course	300,000	-	-	-	-	-	300,000
62720	170 Standardized Park Trash Receptacle Replacement	145,000	40,000	-	-	-	-	185,000
27990	171 Maurice Gibb Park Floating Dock	196,000	354,000	-	-	-	-	550,000
26500	172 Kayak Launch Docks	538,080	275,000	400,000	-	-	-	1,213,080
65620	173 North Beach Open Space Park Security Imp	225,000	-	-	-	-	-	225,000
24790	174 Park View Island	250,000	-	-	-	-	-	250,000
27540	175 South Pointe Park - Improvements	184,000	-	-	-	-	-	184,000
	176 Park View Island - Entrance Planting	-	-	129,000	-	-	-	129,000
		3,334,580	4,235,000	2,529,000	-	-	-	10,098,580
PROPERTY MANAGEMENT								
28590	177 Accessible Ramp to Boardwalk on 41st Street	50,000	-	-	-	-	-	50,000
28500	178 71st Street Fountain Renovation	350,000	-	-	-	-	-	350,000
		400,000	-	-	-	-	-	400,000
PUBLIC WORKS ADMINISTRATION								
27050	179 Restorative Tree Well-PH 6-5 St Alton/Ocean	202,987	-	-	-	-	-	202,987
PUBLIC WORKS GREENSPACE MANAGEMENT								
24680	180 Lake Pancoast Neighborhood Irrigation	47,000	-	-	-	-	-	47,000
TOURISM CULTURAL DEVELOPMENT								
20387	181 Soundscape Park Concession and Restrooms	-	800,000	-	-	-	-	800,000
		67,124,242	7,635,000	3,327,000	-	-	-	78,086,242
RENEWAL & REPLACEMENT								
CAPITAL IMPROVEMENT PROGRAM								
60001	182 Nautilus / Orchard Park Tree Replacement	-	-	-	-	-	119,000	119,000
69980	183 Misc. Mast Arm Painting FY14	100,000	-	-	-	-	-	100,000
62340	184 Replace Fire Support Service Building Roof	110,000	-	-	-	-	-	110,000
27750	185 Miami City Ballet Emergency Light Replacement -	52,863	-	-	-	-	-	52,863
27760	186 Miami City Ballet Exterior Cncrte Rest -R&R	50,875	-	-	-	-	-	50,875
61360	187 Senior Center HVAC	250,000	-	-	-	-	-	250,000
		563,738	-	-	-	-	119,000	682,738
ENVIRONMENT SUSTAINABILITY								
60011	188 Irrigation System MacArthur Causeway	-	-	-	-	-	28,000	28,000
FIRE SUPPRESSION								
65240	189 Ocean Rescue Lifeguard Stations	90,000	-	-	-	-	-	90,000
PARKS ADMINISTRATION								
67270	190 Flamingo Football Stadium Bleachers	116,000	-	-	-	-	-	116,000
67420	191 Flamingo Park Pool Playground Replacemen	245,584	-	-	-	-	-	245,584
67340	192 Lummus Park Volleyball Courts	49,000	-	-	-	-	-	49,000
67110	193 MBGC - Landscape Removal & Replacement	51,000	-	-	-	-	-	51,000
67350	194 MBGC - Replacement of Outdoor Furnishing	39,000	-	-	-	-	-	39,000
67290	195 Normandy Isle Park Turf Replacement & Other	255,000	-	-	-	-	-	255,000
61880	196 NSPYC-Fitness Center Refurbishment	73,000	-	-	-	-	-	73,000
67130	197 NSGC Landscape Removal Replacement & Tee	47,000	-	-	-	-	-	47,000
67180	198 Palm Island Park Landscaping, Sod and Irrigation	36,085	-	-	-	-	-	36,085
67120	199 SoundScape Improvements	28,000	-	-	-	-	-	28,000
67320	200 Neighborhood Tennis Court Renovations	53,000	39,000	-	-	-	-	92,000

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		992,669	39,000	-	-	-	-	1,031,669
PARKS AND RECREATION								
60367	201 Indian Beach Playground Replacement	-	229,000	-	-	-	-	229,000
PARKS AND RECREATION								
60078	202 Miami Beach Golf Course Parking Lot Renovation	-	-	15,000	-	-	-	15,000
60087	203 Scott Rakow Community Center Security System	-	58,000	-	-	-	-	58,000
60097	204 Miami City Ballet Building Emergency Battery Pack	-	52,000	-	-	-	-	52,000
60107	205 North Shore Park Playground Safety Surface	-	47,000	-	-	-	-	47,000
60127	206 South Shore Community Center Switchgear - Heavy	-	42,000	-	-	-	-	42,000
60137	207 Palm Island Tennis Court Lighting	-	44,000	-	-	-	-	44,000
60287	208 MBGC Alton Road Perimeter Landscape	-	80,000	-	-	-	-	80,000
67280	209 Neighborhood Basketball Court Renovation	70,000	67,000	-	-	-	-	137,000
67250	210 Driveway and Sidewalk Repairs	171,000	-	-	-	-	-	171,000
62760	211 Standardized Park Bench Replacement	150,000	90,000	-	-	-	-	240,000
61890	212 Repaint/Repair of North End Parks Fences	115,000	-	-	-	-	-	115,000
62710	213 Standardized Park Picnic Table Replacement	45,000	71,000	-	-	-	-	116,000
62740	214 Crespi Park Improvements	56,000	-	-	-	-	-	56,000
61870	215 NSGC Perimeter Hedge	78,000	-	-	-	-	-	78,000
62750	216 Lights Replacements/Improvements for Basketball	63,000	-	-	-	-	-	63,000
63080	217 Beach Restrooms Paint and Concrete Restoration	225,000	-	-	-	-	-	225,000
69000	218 Normandy Isle Pool Elec Bonding System	125,000	-	-	-	-	-	125,000
		1,098,000	551,000	15,000	-	-	-	1,664,000
POLICE CHIEF OFFICE								
60157	219 Sky Watch Tower Refurbish	-	116,000	-	-	-	-	116,000
PROPERTY MANAGEMENT								
60007	220 Police Station New Generator	-	425,000	-	-	-	-	425,000
60017	221 Office of Communications Remodel	-	150,000	-	-	-	-	150,000
60018	222 Scott Rakow Community Center Aluminum Windows	-	-	446,000	-	-	-	446,000
60027	223 777 Building Elastomeric Coating Renewal	-	86,000	-	-	-	-	86,000
60028	224 South Shore Community Center Electrical	-	-	160,552	-	-	-	160,552
60037	225 Scott Rakow Community Center Fire Alarm System	-	80,000	-	-	-	-	80,000
60038	226 South Shore Community Center Fire Alarm System	-	-	112,086	-	-	-	112,086
60047	227 Police Station Emergency Battery Pack Lights	-	73,000	-	-	-	-	73,000
60048	228 777 Building Branch Wiring - Equipment & Devices	-	-	96,661	-	-	-	96,661
60057	229 Fire 3-13 Emergency Power System: Aged	-	100,000	-	-	-	-	100,000
60067	230 Police Station Exit Signs Renewal	-	60,000	-	-	-	-	60,000
60077	231 Fire Station #2 Alarm System	-	89,000	-	-	-	-	89,000
60117	232 Fire 1-12 F2020 - Hazardous Components	-	45,000	-	-	-	-	45,000
60147	233 Historic City Hall Wood Windows Renewal	-	28,000	-	-	-	-	28,000
60167	234 Fire Station #2 - Engine Bay Alarm System	-	26,000	-	-	-	-	26,000
60187	235 17th Street Garage Lighting Fixtures - Average	-	454,900	-	-	-	-	454,900
60227	236 42nd Street Garage Lighting Fixtures - Average	-	194,405	-	-	-	-	194,405
67100	237 Bass Museum Extrinsic Walls & Parapet Cap	250,000	-	-	-	-	-	250,000
67360	238 Bass Museum Emergency Generator Replacement	150,000	-	-	-	-	-	150,000
27970	239 Beach Shower Drainage	466,000	-	-	-	-	-	466,000
67370	240 Collins Ave Boardwalk Replacement	150,000	-	-	-	-	-	150,000
67210	241 City Hall Roof & Skylight Restoration	300,000	-	-	-	-	-	300,000
28000	242 Bass Museum HVAC Rehab	200,000	-	-	-	-	-	200,000
67260	243 Police Station Building Main Gate	45,000	-	-	-	-	-	45,000
26330	244 Maint-42nd St. Parking Garage 09	240,000	-	-	-	-	-	240,000
69780	245 Maint-42nd St Parking Garage 10	245,000	-	-	-	-	-	245,000
61850	246 Anchor Garage Structural Engineering Study	25,000	-	-	-	-	-	25,000
26290	247 Maint-17th St. Parking Garage 09	235,000	-	-	-	-	-	235,000
26310	248 Maint-7th St. Parking Garage 09	165,214	-	-	-	-	-	165,214
20110	249 28th Street Obelisk Stabilization	631,780	-	-	-	-	-	631,780
62060	250 Fire Station 1 Carpet Replacement	31,000	-	-	-	-	-	31,000
62090	251 Fire Station 3 Carpet Replacement	44,000	-	-	-	-	-	44,000
69940	252 Fire Station 3 Exterior and Painting	62,000	-	-	-	-	-	62,000

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
26060	253 Garden Center Lighting Fixtures and Wiring	73,725	-	-	-	-	-	73,725
69210	254 Public Works Maint. Facility Exterior Window	85,522	-	-	-	-	-	85,522
69220	255 Public Works Maint. Facility Generator Replacement	195,314	-	-	-	-	-	195,314
64220	256 Public Works Operations-Exterior Restoration	150,000	-	-	-	-	-	150,000
60160	257 555, 777, 21st Rec Center Wind Retrofit	591,462	-	-	-	-	-	591,462
67220	258 Fire Station #3 Emergency Generator Replacement	95,000	-	-	-	-	-	95,000
67190	259 Fire Station #3 Restroom Renovation	75,000	-	-	-	-	-	75,000
67000	260 Fire Station # 4 Exterior Paint & Waterproofing	60,610	-	-	-	-	-	60,610
68960	261 Fleet Management Building Interior Attic	86,787	-	-	-	-	-	86,787
67030	262 Marine Patrol Exterior Restoration	150,000	-	-	-	-	-	150,000
62510	263 Bass Museum HVAC Controls	50,000	-	-	-	-	-	50,000
25960	264 Bass Museum Electrical Breaker Box Replacement	38,968	-	-	-	-	-	38,968
25970	265 Bass Museum Exterior Lighting Replacement	42,308	-	-	-	-	-	42,308
26010	266 Bass Museum Hydraulic Elevator Replacement	66,127	-	-	-	-	-	66,127
62530	267 Bass Heat Pump Replacement	100,000	-	-	-	-	-	100,000
26030	268 Bass Museum Light Controls and Instrument	57,070	-	-	-	-	-	57,070
25980	269 Bass Museum Generator Replacement	51,779	-	-	-	-	-	51,779
27710	270 Bass Museum Weather Seal & Paint -R&R	127,478	-	-	-	-	-	127,478
63310	271 Fire Station 3 Fuel Tank and Piping Rest	65,000	-	-	-	-	-	65,000
27780	272 Miami City Ballet Window Replacement-R&R	86,491	-	-	-	-	-	86,491
64090	273 Oceanfront Auditorium HVAC Controls Replacement	180,000	-	-	-	-	-	180,000
62520	274 Pennsylvania Garage Roof Renovation	60,000	-	-	-	-	-	60,000
62380	275 Replace Scott Rakow Youth Center A/C Controls	25,000	-	-	-	-	-	25,000
69370	276 42nd St. Garage Fire Alarm System Replacement	51,087	-	-	-	-	-	51,087
69380	277 42nd St. Garage Elevator Replacement	865,645	-	-	-	-	-	865,645
68920	278 Fire Station # 4 Air Handler Replacement	144,000	-	-	-	-	-	144,000
64070	279 Normandy Shores Golf Club Waterproofing	25,000	-	-	-	-	-	25,000
64060	280 Normandy Isle Pool Equipment Replacement	95,000	-	-	-	-	-	95,000
69190	281 North Shore Youth Center -- A/C & Duct Repair	94,183	-	-	-	-	-	94,183
64080	282 North Shore Youth Center HVAC Ductwork Cleaning	30,000	-	-	-	-	-	30,000
67040	283 Normandy Isle Park & Pool	200,000	-	-	-	-	-	200,000
29650	284 North Shore Park Restroom Renovations	100,000	-	-	-	-	-	100,000
67050	285 North Beach Police Station Restroom	67,000	-	-	-	-	-	67,000
60130	286 13th Street Parking Garage Fire Alarm -R&R	46,580	-	-	-	-	-	46,580
61660	287 13th Street Parking Garage Elevator-R&R	184,800	-	-	-	-	-	184,800
61930	288 17th Street Parking Garage Elevators	876,000	-	-	-	-	-	876,000
69330	289 555 Building Electrical Upgrades	55,492	-	-	-	-	-	55,492
69290	290 555 Building Main Electrical Service Rep	41,685	-	-	-	-	-	41,685
61940	291 555 Building Exterior Wall Repairs	39,000	-	-	-	-	-	39,000
69340	292 555 Building HVAC Upgrade and Replacement	90,365	-	-	-	-	-	90,365
62790	293 555 Building Install Recirculation fans	79,000	-	-	-	-	-	79,000
67240	294 777 Building HVAC 4th Floor	170,000	-	-	-	-	-	170,000
60170	295 7th St Parking Garage Replace Elevator -R&R	236,500	-	-	-	-	-	236,500
69310	296 7th St. Garage Fire Alarm System Replace	51,087	-	-	-	-	-	51,087
67170	297 Anchor Garage / Shops Wind Replacement	46,000	-	-	-	-	-	46,000
60190	298 Anchor Garage Elevator Replacement -R&R	357,995	-	-	-	-	-	357,995
29640	299 Anchor Garage Roof Restoration	200,000	-	-	-	-	-	200,000
63060	300 Anchor Garage Stairwell Exhaust	25,000	-	-	-	-	-	25,000
62540	301 Botanical Garden Window Replacement	100,000	-	-	-	-	-	100,000
61280	302 City Hall Emergency Lighting System	353,650	-	-	-	-	-	353,650
61290	303 City Hall Fire Alarm System	314,325	-	-	-	-	-	314,325
63090	304 City Hall Air Handling Unit Replacement	250,000	-	-	-	-	-	250,000
64020	305 City Hall Card Access System Replacement	88,480	-	-	-	-	-	88,480
63580	306 City Hall restroom renovation	42,000	-	-	-	-	-	42,000
69730	307 City Hall Elevator Repair	238,700	-	-	-	-	-	238,700
68760	308 City Hall- Electrical Upgrades	353,772	-	-	-	-	-	353,772
68580	309 City Hall - Elevator Renovation	175,000	-	-	-	-	-	175,000
63390	310 City Hall Halon Upgrade and Service Elevator	143,484	-	-	-	-	-	143,484

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
63170	311 City Hall Variable Air Volume Damper Rep	100,000	-	-	-	-	-	100,000
63120	312 City Hall Commission Chamber Dais	150,000	-	-	-	-	-	150,000
69480	313 Marine Patrol Emergency Generator	64,515	-	-	-	-	-	64,515
62070	314 Fire Station 1 Electrical Replacement	69,000	-	-	-	-	-	69,000
62080	315 Fire Station 1 Floor Replacement	138,000	-	-	-	-	-	138,000
62110	316 Fire Station 3 Main Restroom Renovation	28,000	-	-	-	-	-	28,000
62120	317 Fire Station 3 Parking Lot Resurface	54,000	-	-	-	-	-	54,000
68530	318 Fire Station 1 - Interior and Exterior Door	131,365	-	-	-	-	-	131,365
68520	319 Fire Station 3 - Interior Overhead Door	145,225	-	-	-	-	-	145,225
62130	320 HVAC Controls Replacement Fleet Shop 1	42,000	-	-	-	-	-	42,000
63320	321 Flamingo Park Pool Equipment Replacement	311,000	-	-	-	-	-	311,000
69460	322 Fleet Management Shop 2 HVAC Repair	29,368	-	-	-	-	-	29,368
69440	323 Fleet Management Shop 2 Building Exhaust	-	-	-	-	-	-	-
69470	324 Fleet/Sanitation Fire Alarm System Replacement	85,800	-	-	-	-	-	85,800
64030	325 Historic City Hall Exterior Paint & Seal	235,000	-	-	-	-	-	235,000
67060	326 Police Station HVAC Retrofit installation	50,000	-	-	-	-	-	50,000
62570	327 1100 Block of Lincoln Rd Updates	133,000	-	-	-	-	-	133,000
64050	328 Marine Patrol Boat Lift Replacement	50,000	-	-	-	-	-	50,000
64110	329 PAL Building A/C Replacement	70,000	-	-	-	-	-	70,000
67070	330 P.A.L. Building Exterior Paint & Waterproof	50,000	-	-	-	-	-	50,000
64150	331 Police Variable Frequency Drive Replace	90,000	-	-	-	-	-	90,000
64130	332 Police Station HVAC Ductwork Cleaning	30,000	-	-	-	-	-	30,000
62220	333 Police Station A/C Replacement	45,000	-	-	-	-	-	45,000
62230	334 Police Station ADA Accommodations	39,000	-	-	-	-	-	39,000
64140	335 Police Variable Air Volume Damper Replacement	180,000	-	-	-	-	-	180,000
63750	336 Police Building Various Projects	605,098	-	-	-	-	-	605,098
68720	337 Police HQ & Parking Garage-Fire Alarm	240,732	-	-	-	-	-	240,732
68730	338 Police Station Building-Firing Range Ventilation	538,120	-	-	-	-	-	538,120
62260	339 Police Station Floor Covering Phase 2	199,000	-	-	-	-	-	199,000
62310	340 Police Station Floor Covering Phase 3	149,000	-	-	-	-	-	149,000
63350	341 Police Headquarters Elevators and Fire A	458,798	-	-	-	-	-	458,798
62320	342 Police Station Restroom Exhaust Replacement	40,000	-	-	-	-	-	40,000
69950	343 Police Pressure Booster Pump Replacement	35,000	-	-	-	-	-	35,000
62240	344 Police Station Ext Painting Repair	181,000	-	-	-	-	-	181,000
62330	345 Police Station Roof Replacement	237,000	-	-	-	-	-	237,000
64120	346 Police St Pneumatic Controls Replacement	55,000	-	-	-	-	-	55,000
69200	347 Police Station HVAC Replacement and Duct	147,675	-	-	-	-	-	147,675
28020	348 Sanitation Roof Restoration	347,185	-	-	-	-	-	347,185
27350	349 Sanitation Interior Replacement	75,000	-	-	-	-	-	75,000
61570	350 Sanitation Reseal / Paint Exterior -R&R	129,163	-	-	-	-	-	129,163
69270	351 South Shore Community Center HVAC Replacement	343,301	-	-	-	-	-	343,301
69250	352 South Shore Community Center -- Replace	130,748	-	-	-	-	-	130,748
68570	353 South Shore Community Center - Roof Replacement	418,364	-	-	-	-	-	418,364
67080	354 South Shore Community Center Exterior Pa	100,000	-	-	-	-	-	100,000
69960	355 Replace South Shore Communications Center	173,000	-	-	-	-	-	173,000
62410	356 Replace South Shore Community Center Floor	117,000	-	-	-	-	-	117,000
62290	357 Paint & Seal Palm, Hibiscus & Star Island	90,000	-	-	-	-	-	90,000
		19,114,922	1,811,305	815,299	-	-	-	21,741,526
PROPERTY MANAGEMENT								
60030	358 Police Station Men's Locker Room Showers	25,000	-	-	-	-	-	25,000
61100	359 P.A.L. Building - Fire Alarm	95,000	-	-	-	-	-	95,000
63770	360 FY 08 Fire Station 1	-	-	-	-	-	-	-
68870	361 FY 11-Contingency - Cap R&R	-	-	-	-	-	-	-
		120,000	-	-	-	-	-	120,000

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
PUBLIC WORKS ADMINISTRATION								
61920	362 Maurice Gibb Soil Remediation	1,092,000	-	-	-	-	-	1,092,000
68420	363 Miscellaneous Mast Arm Painting	400,000	-	-	-	-	-	400,000
61580	364 ROW Maintenance - Phase II	371,190	-	-	-	-	-	371,190
		1,863,190	-	-	-	-	-	1,863,190
PUBLIC WORKS ENGINEERING								
64180	365 Pavement Assessment Survey	327,000	-	-	-	-	-	327,000
64210	366 Sidewalk Assessment Survey	75,000	-	-	-	-	-	75,000
		402,000	-	-	-	-	-	402,000
PW ADMINISTRATION								
62940	367 Citywide Parking Lot Lighting	200,000	-	-	-	-	-	200,000
TOURISM CULTURAL DEVELOPMENT								
64160	368 Painting & Lighting of Bridges in North Beach	1,100,000	60,000	165,000	165,000	165,000	910,000	2,565,000
		23,834,725	2,806,305	995,299	165,000	165,000	1,057,000	29,023,329
SEAWALLS								
CAPITAL IMPROVEMENT PROGRAM								
27600	369 Seawall-Botanical Gard/Collins Canal Cor	1,208,662	-	-	-	-	-	1,208,662
28300	370 Shane Watersport Seawall	134,000	-	-	-	-	-	134,000
20220	371 Dickens Av Shoreline & Bike Path	461,644	-	-	-	-	-	461,644
		1,804,306	-	-	-	-	-	1,804,306
PUBLIC WORKS ADMINISTRATION								
29560	372 Indian Creek Park Seawall	1,561,502	-	-	-	-	-	1,561,502
27610	373 Seawall-Muss Park Rehabilitation	674,000	-	-	-	-	-	674,000
25940	374 Seawall Repair - Fleet Management	1,877,082	-	-	-	-	-	1,877,082
		4,112,584	-	-	-	-	-	4,112,584
PUBLIC WORKS ENGINEERING								
29500	375 Collins Canal Enhancement Project	10,138,908	-	-	-	-	-	10,138,908
28830	376 Normandy Shores Park Seawall	226,000	-	-	-	-	-	226,000
28820	377 Indian Beach Park Seawall	715,000	-	-	-	-	-	715,000
28800	378 Seawall-Bay Road Rehabilitation	275,000	-	-	-	-	275,000	550,000
27170	379 Seawall-Biscayne Bay Street End Enhancement	2,235,262	-	-	-	-	542,000	2,777,262
28790	380 Seawall Convention Center-Collins Canal	1,800,000	-	-	-	-	-	1,800,000
28780	381 Seawall Dade Blvd Collins Canal - Washington	1,625,000	-	-	-	-	-	1,625,000
28770	382 Seawall- Dade Blvd Collins Canal- Convention	2,375,000	-	-	-	-	-	2,375,000
28760	383 Seawall Julia Tuttle causeway Exit Alton	1,125,000	-	-	-	-	-	1,125,000
28750	384 Seawall 26th Street-West End	325,000	-	-	-	-	-	325,000
26820	385 Seawall-Flamingo Drive Rehabilitation	322,487	-	-	-	-	-	322,487
28740	386 Seawall - Holocaust Memorial - Collins	400,000	-	-	-	-	-	400,000
28730	387 Seawall-Lincoln Court Rehabilitation	548,000	-	-	-	-	-	548,000
20111	388 Seawall-Indian Creek Greenway	100,000	-	-	-	-	15,000,000	15,100,000
21500	389 Seawall Repairs	625,478	-	-	-	-	-	625,478
		22,836,135	-	-	-	-	15,817,000	38,653,135
PW ENGINEERING								
21240	390 Cherokee Avenue South End Seawall	142,000	-	-	-	-	-	142,000
		28,895,024	-	-	-	-	15,817,000	44,712,024
STATE GRANT								
CAPITAL IMPROVEMENT PROGRAM								
68000	391 Storm Water System Planning Project	7,500,000	-	-	-	-	-	7,500,000

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
STREET / SIDEWALKS STREESCAPE								
CAPITAL IMPROVEMENT PROGRAM								
20330	392 Middle Beach Rec Corridor Phase II	12,799,037	-	-	-	-	-	12,799,037
20197	393 City Center Resiliency enhancements to RDA	-	1,000,000	-	-	-	-	1,000,000
27420	394 Sunset Harbor Neighborhood Improvements	5,011,000	-	-	-	-	-	5,011,000
25650	395 City Wide Curb Ramp Installation/Maintenance	206,000	-	-	-	-	-	206,000
27400	396 ROW Improvement Project FY 14	230,000	-	-	-	-	-	230,000
26700	397 ROW Improvement Project	4,186,499	-	-	-	-	-	4,186,499
69890	398 Sidewalk Repairs (City-Wide)	450,000	-	-	-	-	-	450,000
28580	399 Espanola Way Conversion between Washington	2,145,190	-	-	-	-	-	2,145,190
22050	400 Bayshore Neighborhood - Bid Pack A	25,321,784	-	-	-	-	-	25,321,784
23260	401 Bayshore Neighborhood - Bid Pack B	17,441,230	-	-	-	-	-	17,441,230
23250	402 Bayshore Neighborhood - Bid Pack C	4,498,055	-	-	-	-	-	4,498,055
23180	403 Bayshore Neighborhood - Bid Pack D	12,202,660	-	-	-	-	-	12,202,660
29310	404 Convention Center Lincoln Rd Connectors	10,000,000	-	-	-	-	-	10,000,000
20250	405 La Gorce Island - Lighting, Trees, Misc.	66,376	-	-	-	-	-	66,376
26640	406 Lincoln Rd Between Collins & Washington	2,516,583	-	-	-	-	-	2,516,583
69790	407 Sunset Island 3 & 4 Undergrounding	1,532,002	-	-	-	-	-	1,532,002
27870	408 72nd Street Protected Bike Lane	39,000	200,000	-	-	-	-	239,000
64170	409 Biscayne Pointe Island Entryway	400,000	-	-	-	-	-	400,000
23210	410 Biscayne Point Neighborhood Improvements	25,600,413	-	-	-	-	-	25,600,413
20198	411 North Beach Streetscape	-	-	550,000	550,000	550,000	8,800,000	10,450,000
29730	412 Normandy Isle Neighborhood ROW Phase II	1,396,215	-	-	-	-	-	1,396,215
29720	413 Normandy Shores Neighborhood ROW Phase II	270,073	-	-	-	-	-	270,073
23220	414 North Shore Neighborhood Improvements	7,215,244	-	-	-	-	-	7,215,244
29320	415 17th Street North Improvements Penn Av to Wash	2,000,000	-	-	-	-	-	2,000,000
26160	416 CCHV Neigh. Improvements.-Historic Dist. BP9A	15,227,464	-	-	-	-	-	15,227,464
29530	417 Collins Park Ancillary Improvements	4,000,000	-	-	-	-	-	4,000,000
28090	418 Permanent Closure of Espanola Way Between	100,000	-	-	-	-	-	100,000
23300	419 Flamingo Neighborhood - Bid Pack A	9,275,511	-	-	-	-	-	9,275,511
27910	420 Meridian Ave (North) 28th St & Dade Path	278,000	-	-	-	-	-	278,000
23380	421 Palm & Hibiscus Island Enhancement	47,989,012	-	-	-	-	-	47,989,012
29300	422 Lincoln Road Washington Ave to Lenox Ave	20,000,000	-	-	-	-	-	20,000,000
29130	423 South Pointe Miscellaneous Improvements	400,000	493,425	-	-	-	-	893,425
23330	424 S Pointe Improvements - Phase III-V	20,207,837	-	-	-	-	-	20,207,837
21270	425 Venetian Neigh - Venetian Islands	38,032,720	-	-	-	-	-	38,032,720
27920	426 Alton Rd between Chase Ave & North Michigan	418,000	-	-	-	-	-	418,000
27940	427 Euclid Avenue between 17th Street and 5th Street	470,000	-	-	-	-	-	470,000
28940	428 Bayshore Neighborhood Central Bayshore - South	21,199,703	576,000	-	-	-	-	21,775,703
		313,125,608	2,269,425	550,000	550,000	550,000	8,800,000	325,845,033
ENVIRONMENT SUSTAINABILITY								
20161	429 Repair & Upgrade Irrigation Sys 2000-6300 Alton	-	-	-	-	-	72,000	72,000
PUBLIC WORKS ADMINISTRATION								
29860	430 Flamingo 10g-6 Street ROW improvements	10,642,663	-	1,441,264	-	-	-	12,083,927
29880	431 Lincoln Road Mall ADA Pedestrian pathway	87,500	-	-	-	-	-	87,500
29810	432 Alleyway Restoration - Phase III	412,500	-	-	-	-	-	412,500
27670	433 Reserve - Euclid Ave Imp at Lincoln Rd	485,820	-	-	-	-	-	485,820
23630	434 Crosswalks - Phase II	369,000	-	-	-	-	-	369,000
28050	435 Everglades Court Alleyway Paving	300,000	-	-	-	-	-	300,000
		12,297,483	-	1,441,264	-	-	-	13,738,747

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
PUBLIC WORKS ENGINEERING								
20078	436 Street Pavement Restoration	-	-	1,000,000	-	-	-	1,000,000
20177	437 Ocean Drive Extended Sidewalk Projects - Western	-	405,000	2,295,000	-	-	-	2,700,000
20141	438 7300 Dickens Ave Landscape-Irrigation System	-	-	-	-	-	37,000	37,000
20151	439 Collins Avenue Medians (41st To 60th St)	-	-	-	-	-	26,000	26,000
26270	440 Par 3 Golf Course/ Community Park	5,660,190	-	-	-	-	-	5,660,190
60237	441 Collins/Harding Alleyway Reconstruction	-	100,000	850,000	-	-	-	950,000
26170	442 Alleyway Restoration Program Phase II	330,000	-	-	-	-	-	330,000
20000	443 Pavement & Sidewalk Program	1,195,000	1,000,000	-	-	-	-	2,195,000
23240	444 La Gorce Neighborhood Improvements	4,008,317	-	-	-	-	-	4,008,317
26650	445 Bayshore Neigh Sunset Isle 1 & 2 BPE	9,058,417	-	-	-	-	-	9,058,417
28630	446 Bonita Drive Street End Improvements	35,000	100,000	200,000	-	-	-	335,000
23270	447 City Center-Commercial District BP9B	13,535,842	-	-	-	-	-	13,535,842
23360	448 West Avenue/Bay Road Improvements	25,379,642	-	-	-	-	-	25,379,642
20280	449 Drainage Imp- Washington & So Pointe	405,000	-	-	-	-	-	405,000
		59,607,408	1,605,000	4,345,000	-	-	63,000	65,620,408
PUBLIC WORKS GREENSPACE MANAGEMENT								
29760	450 Restorative Tree Well-PH 3-Washington Ave	683,911	-	-	-	-	-	683,911
TOURISM CULTURAL DEVELOPMENT								
20051	451 North Beach Town Center Complete Streets	-	-	-	-	-	1,672,000	1,672,000
28610	452 Rue Vendome Public Plaza	100,000	1,000,000	-	-	-	-	1,100,000
28640	453 North Beach Streetscape Pilot Project	100,000	230,000	-	-	-	-	330,000
		200,000	1,230,000	-	-	-	1,672,000	3,102,000
TRANSPORTATION								
20028	454 La Gorce Neighborhood ROW Improvement - North	-	-	3,720,000	-	-	-	3,720,000
20038	455 North Shore Neighborhood ROW Improvements -	-	-	690,000	-	-	-	690,000
20048	456 North Shore Neighborhood ROW Improvements -	-	-	1,090,000	-	-	-	1,090,000
20058	457 Central Bayshore - Chase Avenue/ 43rd Street	-	-	830,000	-	-	-	830,000
20068	458 North Shore Neighborhood ROW Improvements -	-	-	830,000	-	-	-	830,000
20138	459 71st street Eastern Street End Improvement Design	-	-	25,000	-	-	-	25,000
20327	460 Two Way Conversion of 42nd Street - Sheridan	-	510,000	-	-	-	-	510,000
		-	510,000	7,185,000	-	-	-	7,695,000
		383,579,408	5,614,425	13,521,264	550,000	550,000	10,607,000	414,422,097
TRANSIT / TRANSPORTATION								
PUBLIC WORKS ADMINISTRATION								
25410	461 Beachwalk II	5,236,731	-	-	-	-	-	5,236,731
24720	462 16th St. Operational Improvements/Enhancement	9,405,094	-	-	-	-	-	9,405,094
		14,641,825	-	-	-	-	-	14,641,825
PUBLIC WORKS STREETS								
20730	463 Bicycle Parking Phase II	140,000	-	-	-	-	-	140,000
TOURISM CULTURAL DEVELOPMENT								
64190	464 Entrance Signs to North Beach	300,000	-	-	-	-	-	300,000
TRANSPORTATION								
20018	465 41st Street Adaptive Traffic Control Project	-	-	840,000	-	-	-	840,000
60177	466 South Beach Pedestrian Priority Zones	-	300,000	300,000	1,500,000	650,000	-	2,750,000
60197	467 West Avenue Protected Bike Lanes	-	530,000	-	-	-	-	530,000
60207	468 Painting Venetian Bike Lanes	-	486,558	-	-	-	-	486,558
60217	469 Ocean Dr. LGBT Decorative Intersect	-	100,000	-	-	-	-	100,000
60247	470 42nd Street Green Bicycle Lanes Painting / Striping	-	150,000	-	-	-	-	150,000
60257	471 Bay Drive Neighborhood Greenway	-	100,000	3,260,000	-	-	-	3,360,000
60327	472 Flamingo Neighborhood ROW Improvements - 10th /	-	230,000	1,264,000	-	-	-	1,494,000
27250	473 Pedestrian Crossing Improvements FY 13	475,000	-	-	-	-	-	475,000
27850	474 47th St b/w Pine Tree Drive & Alton Road	210,000	-	-	-	-	-	210,000
24580	475 Bicycle Pedestrian Projects Citywide	2,516,131	-	-	-	-	-	2,516,131
68430	476 Traffic Calming Program	446,962	-	-	-	-	-	446,962
27860	477 51st Street Bike lane between Alton Road and Pine	50,000	-	-	-	-	-	50,000
27880	478 73rd Street Protected Bike Lanes	39,000	200,000	7,430,000	-	-	-	7,669,000
27890	479 Royal Palm Ave from 42nd St to 47 Paint	159,000	-	-	-	-	-	159,000

CITY OF MIAMI BEACH
 FY 2017 - 2021 CAPITAL IMPROVEMENT PLAN BY PROGRAM

PROJECT	PROGRAM	Previous Years	2016/17	2017/18	2018/19	2019/20	2020/21	Total
25520	480 Pedestrian Countdown Signals Ph I	496,000	-	-	-	-	-	496,000
27900	481 Prairie Ave from 28th St to 44th Paint	294,000	-	-	-	-	-	294,000
61150	482 AGN Master Plan Update - Phase 2	180,000	-	-	-	-	-	180,000
28080	483 Intelligent Transportation & Smart Parking System	4,560,000	2,020,260	8,110,000	-	-	-	14,690,260
20200	484 Light Rail / Modern Street Car	10,000,000	36,000,000	-	-	-	-	46,000,000
61620	485 Miami Beach Trans Improvement Study	150,000	-	-	-	-	-	150,000
		19,576,093	40,116,818	21,204,000	1,500,000	650,000	-	83,046,911
TRANSPORTATION								
65020	486 Dickens Avenue Bike Lanes Painting	273,000	-	-	-	-	-	273,000
65030	487 Byron Avenue Bike Lanes Painting	136,000	-	-	-	-	-	136,000
		409,000	-	-	-	-	-	409,000
		35,066,918	40,116,818	21,204,000	1,500,000	650,000	-	98,537,736
UTILITIES								
FINANCE ADMINISTRATION								
63150	488 Storm Water Master Plan Program	6,766,691	-	-	-	-	-	6,766,691
PUBLIC WORKS ADMINISTRATION								
29480	489 Misc. Wastewater and Water Upgrades	1,143,650	-	-	-	-	-	1,143,650
25790	490 Citywide Sub- Acqueous Feasibility Study	360,000	-	-	-	-	-	360,000
29660	491 Utilities Relocations for State Projects	-	-	-	-	-	-	-
		1,503,650	-	-	-	-	-	1,503,650
PUBLIC WORKS ENGINEERING								
27370	492 54in Diameter Redundant Sewer Force Main	17,054,513	-	-	-	-	-	17,054,513
27300	493 Drainage Hot Spots	2,659,373	-	-	-	-	-	2,659,373
23000	494 Sunset Harbor Pump Station Upgrades	18,944,569	-	-	-	-	-	18,944,569
20507	495 Water & Sewer Master Plan Program	50,000,000	-	-	-	-	-	50,000,000
29950	496 Infiltration & Inflow Program Phase II	839,500	-	-	-	-	-	839,500
27680	497 Infiltration & Inflow Program - Phase 3	4,588,866	-	-	-	-	-	4,588,866
27590	498 63rd Street 16" Water Main	1,779,531	-	-	-	-	-	1,779,531
		95,866,352	-	-	-	-	-	95,866,352
PW ENGINEERING								
21220	499 Indian Creek Street Drainage Improvements	5,500,000	-	-	-	-	-	5,500,000
		102,870,002	-	-	-	-	-	102,870,002
	Grand Total:	1,410,413,647	88,651,148	80,775,563	35,295,000	20,574,000	58,653,000	1,694,362,358

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
HUD Section 108 Loan								
23220	1 North Shore Neighborhood Improvements	1,017,391	-	-	-	-	-	1,017,391
	Fund Total	1,017,391	-	-	-	-	-	1,017,391
Clean Water State Revolving Fund								
68000	2 Storm Water System Planning Project	7,500,000	-	-	-	-	-	7,500,000
	Fund Total	7,500,000	-	-	-	-	-	7,500,000
Sunset Island 3&4 Underground								
69790	3 Sunset Island 3 & 4 Undergrounding	1,532,002	-	-	-	-	-	1,532,002
	Fund Total	1,532,002	-	-	-	-	-	1,532,002
Capital Renewal & Replacement								
60007	4 Police Station New Generator	-	425,000	-	-	-	-	425,000
60057	5 Fire 3-13 Emergency Power System: Aged Generator	-	100,000	-	-	-	-	100,000
60077	6 Fire Station #2 Alarm System	-	89,000	-	-	-	-	89,000
60027	7 777 Building Elastomeric Coating Renewal	-	86,000	-	-	-	-	86,000
60037	8 Scott Rakow Community Center Fire Alarm System Renewal	-	80,000	-	-	-	-	80,000
60047	9 Police Station Emergency Battery Pack Lights Renewal	-	73,000	-	-	-	-	73,000
60067	10 Police Station Exit Signs Renewal	-	60,000	-	-	-	-	60,000
60087	11 Scott Rakow Community Center Security System Renewal	-	58,000	-	-	-	-	58,000
60097	12 Miami City Ballet Building Emergency Battery Pack Lights Renewal	-	52,000	-	-	-	-	52,000
60117	13 Fire 1-12 F2020 - Hazardous Components	-	45,000	-	-	-	-	45,000
60127	14 South Shore Community Center Switchgear - Heavy Duty Renewal	-	42,000	-	-	-	-	42,000
60147	15 Historic City Hall Wood Windows Renewal	-	28,000	-	-	-	-	28,000
60167	16 Fire Station #2 - Engine Bay Alarm System	-	26,000	-	-	-	-	26,000
60018	17 Scott Rakow Community Center Aluminum Windows Renewal	-	-	446,000	-	-	-	446,000
60028	18 South Shore Community Center Electrical Distribution Renewal	-	-	160,552	-	-	-	160,552
60038	19 South Shore Community Center Fire Alarm System Renewal	-	-	112,086	-	-	-	112,086
60048	20 777 Building Branch Wiring - Equipment & Devices Renewal	-	-	96,661	-	-	-	96,661
20000	21 Pavement & Sidewalk Program	500,000	-	-	-	-	-	500,000
27800	22 Street Lighting Improvements	300,000	-	-	-	-	-	300,000
28020	23 Sanitation Roof Restoration	47,185	-	-	-	-	-	47,185
28410	24 Scott Rakow Youth Center Playground	18,887	-	-	-	-	-	18,887
28510	25 City Hall Space Plan Implementation	325,000	-	-	-	-	-	325,000
60030	26 Police Station Men's Locker Room	25,000	-	-	-	-	-	25,000
60160	27 555, 777, 21st Recreation Center Wind Retrofit	591,462	-	-	-	-	-	591,462
61100	28 P.A.L. Building - Fire Alarm	95,000	-	-	-	-	-	95,000
61280	29 City Hall Emergency Lighting System	353,650	-	-	-	-	-	353,650

**CITY OF MIAMI BEACH
FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY**

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
61290	30 City Hall Fire Alarm System	314,325	-	-	-	-	-	314,325
61360	31 Senior Center HVAC	250,000	-	-	-	-	-	250,000
61940	32 555 Building Exterior Wall Repairs	39,000	-	-	-	-	-	39,000
62060	33 Fire Station 1 Carpet Replacement	31,000	-	-	-	-	-	31,000
62070	34 Fire Station 1 Electrical Replacement	69,000	-	-	-	-	-	69,000
62080	35 Fire Station 1 Floor Replacement	138,000	-	-	-	-	-	138,000
62090	36 Fire Station 3 Carpet Replacement	44,000	-	-	-	-	-	44,000
62110	37 Fire Station 3 Main Restroom Renovation	28,000	-	-	-	-	-	28,000
62120	38 Fire Station 3 Parking Lot Resurface	54,000	-	-	-	-	-	54,000
62220	39 Police Station A/C Replacement	45,000	-	-	-	-	-	45,000
62230	40 Police Station ADA Accommodations	39,000	-	-	-	-	-	39,000
62260	41 Police Station Floor Covering Phase 2	199,000	-	-	-	-	-	199,000
62310	42 Police Station Floor Covering Phase 3	149,000	-	-	-	-	-	149,000
62320	43 Police station restroom exhaust replacement	40,000	-	-	-	-	-	40,000
62330	44 Police Station Roof Replacement	237,000	-	-	-	-	-	237,000
62340	45 Replace Fire Support Service Building Roof	110,000	-	-	-	-	-	110,000
62380	46 Replace Scott Rakow Youth Center A/C	25,000	-	-	-	-	-	25,000
62410	47 Replace South Shore Community Center Floor	117,000	-	-	-	-	-	117,000
62790	48 555 Building Install Recirculation Fans	79,000	-	-	-	-	-	79,000
63080	49 Beach Restrooms Paint and Concrete Restoration	225,000	-	-	-	-	-	225,000
63090	50 City Hall Air Handling Unit Replacement	250,000	-	-	-	-	-	250,000
63120	51 City Hall Commission Chamber Dais	150,000	-	-	-	-	-	150,000
63170	52 City Hall Variable Air Volume Damper Replacement	100,000	-	-	-	-	-	100,000
63320	53 Flamingo Park Pool Equipment Replacement	311,000	-	-	-	-	-	311,000
63350	54 Police Headquarters Elevators and Fire A	458,798	-	-	-	-	-	458,798
63390	55 City Hall Halon Upgrade and Service Elevator	143,484	-	-	-	-	-	143,484
63580	56 City Hall restroom renovation	42,000	-	-	-	-	-	42,000
63750	57 Police Building Various Projects	605,098	-	-	-	-	-	605,098
63770	58 FY 08 Fire Station 1	337,943	-	-	-	-	-	337,943
64020	59 City Hall Card Access System Replacement	88,480	-	-	-	-	-	88,480
64030	60 Historic City Hall Exterior Paint & Seal	235,000	-	-	-	-	-	235,000
64050	61 Marine Patrol Boat Lift Replacement	50,000	-	-	-	-	-	50,000
64060	62 Normandy Isle Pool Equipment Replacement	95,000	-	-	-	-	-	95,000
64070	63 Normandy Shores Golf Club Waterproofing	25,000	-	-	-	-	-	25,000
64090	64 Oceanfront Auditorium HVAC Controls Replacement	180,000	-	-	-	-	-	180,000
64110	65 PAL Building A/C Replacement	70,000	-	-	-	-	-	70,000
64120	66 Police St Pneumatic Controls Replacement	55,000	-	-	-	-	-	55,000
64140	67 Police Variable Air Volume Damper Replacement	180,000	-	-	-	-	-	180,000
64150	68 Police Variable Frequency Drive Replacement	90,000	-	-	-	-	-	90,000
65240	69 Ocean Rescue Lifeguard Stations	90,000	-	-	-	-	-	90,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
67000	70 Fire Station # 4 Exterior Paint & Waterproofing	17,000	-	-	-	-	-	17,000
67030	71 Marine Patrol Exterior Restoration	150,000	-	-	-	-	-	150,000
67040	72 Normandy Isle Park & Pool	200,000	-	-	-	-	-	200,000
67050	73 North Beach Police Station Restroom	67,000	-	-	-	-	-	67,000
67060	74 Police Station HVAC Retrofit installatio	50,000	-	-	-	-	-	50,000
67070	75 P.A.L. Building Exterior Paint & Waterproof	50,000	-	-	-	-	-	50,000
67080	76 South Shore Community Center Exterior Paint	100,000	-	-	-	-	-	100,000
67190	77 Fire Station #3 Restroom Renovation	75,000	-	-	-	-	-	75,000
67200	78 Fire Station #3 Fire Alarm Upgrade	100,000	-	-	-	-	-	100,000
67210	79 City Hall Roof & Skylight Restoration	300,000	-	-	-	-	-	300,000
67220	80 Fire Station #3 Emergency Generator Replacement	95,000	-	-	-	-	-	95,000
67240	81 777 Building HVAC 4th Floor	170,000	-	-	-	-	-	170,000
68520	82 Fire Station 3 - Interior Overhead Door	145,225	-	-	-	-	-	145,225
68530	83 Fire Station 1 - Interior and Exterior Door	131,365	-	-	-	-	-	131,365
68580	84 City Hall - Elevator Renovation	175,000	-	-	-	-	-	175,000
68720	85 Police HQ & Parking Garage-Fire Alarm Replacement	240,732	-	-	-	-	-	240,732
68730	86 Police Station Building-Firing Range Ventilation System	538,120	-	-	-	-	-	538,120
68760	87 City Hall- Electrical Upgrades	353,772	-	-	-	-	-	353,772
68870	88 FY 11-Contingency - Cap R&R	-	-	-	-	-	-	-
68920	89 Fire Station # 4 Air Handler Replacement	84,000	-	-	-	-	-	84,000
68960	90 Fleet Management Building Interior Attic	40,000	-	-	-	-	-	40,000
69000	91 Normandy Isle Pool Elec Bonding System	125,000	-	-	-	-	-	125,000
69200	92 Police Station HVAC Replacement and Duct	147,675	-	-	-	-	-	147,675
69250	93 South Shore Community Center - Systems Replacement	130,748	-	-	-	-	-	130,748
69270	94 South Shore Community Center HVAC Replacement	343,301	-	-	-	-	-	343,301
69290	95 555 Building Main Electrical Service Replacement	41,685	-	-	-	-	-	41,685
69330	96 555 Building Electrical Upgrades	55,492	-	-	-	-	-	55,492
69340	97 555 building HVAC Upgrade and Replacement	90,365	-	-	-	-	-	90,365
69480	98 Marine Patrol Emergency Generator	64,515	-	-	-	-	-	64,515
69730	99 City Hall Elevator Repair	238,700	-	-	-	-	-	238,700
69940	100 Fire Station 3 Exterior and Painting	62,000	-	-	-	-	-	62,000
69950	101 Police Pressure Booster Pump Replacement	35,000	-	-	-	-	-	35,000
69960	102 Replace South Shore Community Center Elevator	173,000	-	-	-	-	-	173,000
Fund Total		12,635,007	1,164,000	815,299	-	-	-	14,614,306
South Pointe Renewal & Replacement								
29130	103 South Pointe Miscellaneous Improvements	-	493,425	-	-	-	-	493,425
Fund Total		-	493,425	-	-	-	-	493,425

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Comm. Dev. Block Grant - Yr 39								
28810	104 London House Apartments	567,923	-	-	-	-	-	567,923
Fund Total		567,923	-	-	-	-	-	567,923
Comm. Dev. Block Grant-Yr 37								
28810	105 London House Apartments	50,265	-	-	-	-	-	50,265
Fund Total		50,265	-	-	-	-	-	50,265
CDBG Fund								
20427	106 Lottie Apartments	-	306,000	-	-	-	-	306,000
Fund Total		-	306,000	-	-	-	-	306,000
HUD Other Grants								
28810	107 London House Apartments	831,412	-	-	-	-	-	831,412
Fund Total		831,412	-	-	-	-	-	831,412
7th Street Garage								
27830	108 Parking Garage at Parking Lot P16 - Collins & 13th Street	-	2,563,569	-	-	-	-	2,563,569
25040	109 Closed Circuit Television System	138,600	-	-	-	-	-	138,600
26310	110 Maint-7th Street Parking Garage 09	165,214	-	-	-	-	-	165,214
60170	111 7th St Parking Garage Replace Elevator -R&R	236,500	-	-	-	-	-	236,500
61760	112 Revenue Control Equipment Phase I	303,000	-	-	-	-	-	303,000
61990	113 7th Street Parking Garage Renovation	3,142,481	-	-	-	-	-	3,142,481
69310	114 7th Street Garage Fire Alarm System Replace	51,087	-	-	-	-	-	51,087
Fund Total		4,036,882	2,563,569	-	-	-	-	6,600,451
Art in Public Places								
20377	115 Art in Public Places at the Convention Center	-	6,250,000	-	-	-	-	6,250,000
27810	116 Art Project Soundscape	352,000	-	-	-	-	-	352,000
Fund Total		352,000	6,250,000	-	-	-	-	6,602,000
Parking Impact Fees Fund								
27820	117 Parking Garage at Parking Lot P13 - Washington & 10th	600,000	4,190,000	-	-	-	-	4,790,000
20107	118 P55 - New Garage 2660 Collins Avenue	-	1,960,000	2,240,000	-	-	-	4,200,000
20200	119 Light Rail / Modern Street Car	6,700,000	-	-	-	-	-	6,700,000
27830	120 Parking Garage at Parking Lot P16 - Collins & 13th Street	1,457,000	-	-	-	-	-	1,457,000
Fund Total		8,757,000	6,150,000	2,240,000	-	-	-	17,147,000
Concurrency Mitigation Fund								
20200	121 Light Rail / Modern Street Car	-	5,000,000	-	-	-	-	5,000,000
20018	122 41st Street Adaptive Traffic Control Project	-	-	840,000	-	-	-	840,000
20220	123 Dickens Ave Shoreline & Bike Path	-	-	-	-	-	-	-
24580	124 Bicycle Pedestrian Projects Citywide	135,000	-	-	-	-	-	135,000
24720	125 16th Street Operational Improvement/Enhancement	8,328,094	-	-	-	-	-	8,328,094
25750	126 West Ave Bridge Over Collins Canal	908,068	-	-	-	-	-	908,068
28080	127 Intelligent Transportation & Smart Parking System	2,060,000	-	-	-	-	-	2,060,000
Fund Total		11,431,162	5,000,000	840,000	-	-	-	17,271,162

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Resort Tax Fund-2%								
20200	128 Light Rail / Modern Street Car	-	10,000,000	-	-	-	-	10,000,000
20087	129 P23 - New Garage - 1623 West Avenue - Intercept Garage	-	3,000,000	-	-	-	-	3,000,000
26150	130 Baywalk Phase 1	50,500	-	-	-	-	-	50,500
Fund Total		50,500	13,000,000	-	-	-	-	13,050,500
Resort Tax-1%								
20050	131 Bridge Light (77 St / Hawthorne Ave)	30,000	-	-	-	-	-	30,000
20110	132 28th Street Obelisk Stabilization	381,780	-	-	-	-	-	381,780
20220	133 Dickens Ave Shoreline & Bike Path	231,974	-	-	-	-	-	231,974
20320	134 Middle Beach Recreational Corridor Phase I	359,475	-	-	-	-	-	359,475
23200	135 Flamingo Park	1,119,755	-	-	-	-	-	1,119,755
23220	136 North Shore Neighborhood Improvements	43,190	-	-	-	-	-	43,190
25380	137 Band Shell Master Plan Improvement	(156,356)	-	-	-	-	-	(156,356)
25580	138 Trash Receptacles	75,000	-	-	-	-	-	75,000
26270	139 Par 3 Golf Course/ Community Park	412,100	-	-	-	-	-	412,100
Fund Total		2,496,918	-	-	-	-	-	2,496,918
RDA City Center Renewal & Replacement								
29300	140 Lincoln Road Washington Ave to Lenox Ave	20,000,000	-	-	-	-	-	20,000,000
Fund Total		20,000,000	-	-	-	-	-	20,000,000
RDA - Non TIF								
20200	141 Light Rail / Modern Street Car	-	8,000,000	-	-	-	-	8,000,000
20197	142 City Center Resiliency enhancements to RDA projects	-	1,000,000	-	-	-	-	1,000,000
28140	143 Convention Center Hotel	600,000	-	-	-	-	-	600,000
28160	144 Convention Center	1,688,000	-	-	-	-	-	1,688,000
Fund Total		2,288,000	9,000,000	-	-	-	-	11,288,000
3 Cent Local Option Gax Tax								
20000	145 Pavement & Sidewalk Program	695,000	1,000,000	-	-	-	-	1,695,000
27410	146 Street Lighting Improvements - North Beach and Normandy Island	844,000	300,000	300,000	-	-	-	1,444,000
Fund Total		1,539,000	1,300,000	300,000	-	-	-	3,139,000
HOME Invest Part. Prog. Grant								
28810	147 London House Apartments	774,515	-	-	-	-	-	774,515
Fund Total		774,515	-	-	-	-	-	774,515
HOME Invest Part. Prog. Grant								
28810	148 London House Apartments	634,999	-	-	-	-	-	634,999
Fund Total		634,999	-	-	-	-	-	634,999
HOME Invest Part. Prog. Grant								
28810	149 London House Apartments	193,905	-	-	-	-	-	193,905
Fund Total		193,905	-	-	-	-	-	193,905
Half Cent Transit Surtax-Cnty								
28080	150 Intelligent Transportation & Smart Parking System	-	2,020,260	-	-	-	-	2,020,260
60197	151 West Avenue Protected Bike Lanes	-	530,000	-	-	-	-	530,000

**CITY OF MIAMI BEACH
FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY**

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
60207	152 Painting Venetian Bike Lanes	-	486,558	-	-	-	-	486,558
27870	153 72nd Street Protected Bike Lane	39,000	200,000	-	-	-	-	239,000
27880	154 73rd Street Protected Bike Lanes	39,000	200,000	3,715,000	-	-	-	3,954,000
20220	155 Dickens Ave Shoreline & Bike Path	200,000	-	-	-	-	-	200,000
23360	156 West Avenue/Bay Road Improvements	378,000	-	-	-	-	-	378,000
23630	157 Crosswalks - Phase II	369,000	-	-	-	-	-	369,000
24580	158 Bicycle Pedestrian Projects Citywide	2,381,131	-	-	-	-	-	2,381,131
24720	159 16th Street Operational Improvement/Enhancement	-	-	-	-	-	-	-
25520	160 Pedestrian Countdown Signals Phase I	414,000	-	-	-	-	-	414,000
25650	161 City Wide Curb Ramp Installation/Maintenance	134,000	-	-	-	-	-	134,000
25750	162 West Ave Bridge Over Collins Canal	1,693,737	-	-	-	-	-	1,693,737
26700	163 ROW Improvement Project	4,186,499	-	-	-	-	-	4,186,499
27250	164 Pedestrian Crossing Improvements FY 13	475,000	-	-	-	-	-	475,000
27420	165 Sunset Harbour Neighborhood Improvements	566,000	-	-	-	-	-	566,000
27850	166 47th St b/w Pine Tree Drive & Alton Road	210,000	-	-	-	-	-	210,000
27860	167 51st Street Bikelane between Alton Road and Pine	50,000	-	-	-	-	-	50,000
27890	168 Royal Palm Ave from 42nd Street to 47th Street Paint	159,000	-	-	-	-	-	159,000
27900	169 Prairie Ave from 28th Street to 44th Street Paint	294,000	-	-	-	-	-	294,000
27910	170 Meridian Ave (North) 28th St & Dade Path	278,000	-	-	-	-	-	278,000
27920	171 Alton Rd between Chase Ave & North Michigan	418,000	-	-	-	-	-	418,000
27930	172 Shared Path on Parkview Island Park	320,000	-	-	-	-	-	320,000
27940	173 Euclid Avenue between 17th Street and 5th Street	470,000	-	-	-	-	-	470,000
28050	174 Everglades Court Alleyway Paving	300,000	-	-	-	-	-	300,000
28090	175 Permanent Closure of Espanola Way Between	100,000	-	-	-	-	-	100,000
29500	176 Collins Canal Enhancement Project	1,035,127	-	-	-	-	-	1,035,127
29810	177 Alleyway Restoration - Phase III	412,500	-	-	-	-	-	412,500
61150	178 AGN Master Plan Update - Phase 2	180,000	-	-	-	-	-	180,000
61620	179 Miami Beach Trans Improvement Study	150,000	-	-	-	-	-	150,000
64180	180 Pavement Assessment Survey	327,000	-	-	-	-	-	327,000
64210	181 Sidewalk Assessment Survey	75,000	-	-	-	-	-	75,000
65020	182 Dickens Ave Painting of Bike Lanes	273,000	-	-	-	-	-	273,000
65030	183 Byron Ave Painting of Bike Lanes	136,000	-	-	-	-	-	136,000
67250	184 Driveway and Sidewalk Repairs	171,000	-	-	-	-	-	171,000
68430	185 Traffic Calming Program	446,962	-	-	-	-	-	446,962
69890	186 Sidewalk Repairs (City-Wide)	450,000	-	-	-	-	-	450,000
Fund Total		17,130,956	3,436,818	3,715,000	-	-	-	24,282,774

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Other Special Revenues Fund								
20330	187 Middle Beach Rec Corridor Phase II	200,000	-	-	-	-	-	200,000
25750	188 West Ave Bridge Over Collins Canal	5,011,000	-	-	-	-	-	5,011,000
27170	189 Seawall-Biscayne Bay Street End Enhancement Phase II	64,185	-	-	-	-	-	64,185
29560	190 Indian Creek Park Seawall	692,502	-	-	-	-	-	692,502
Fund Total		5,967,686	-	-	-	-	-	5,967,686
Capital Projects Financed By Other Funds								
20200	191 Light Rail / Modern Street Car	3,300,000	-	-	-	-	-	3,300,000
24630	192 Flagler Monument Solar Illumination	89,000	-	-	-	-	-	89,000
26990	193 Second Floor Renovation-Building Dept.	450,000	-	-	-	-	-	450,000
27950	194 North Shore Open Space Park Redevelopment	650,000	-	-	-	-	-	650,000
29000	195 Munis/Energov Technology Project	7,200,000	-	-	-	-	-	7,200,000
29430	196 South Pointe Park Remediation	315,000	-	-	-	-	-	315,000
Fund Total		12,004,000	-	-	-	-	-	12,004,000
Pay As You Go - Capital Fund								
20237	197 Fairway Park (Artificial Turf Soccer Field, Drainage & Playground Replacement)	-	1,181,000	-	-	-	-	1,181,000
27650	198 Aluminum Street Lighting Pole Replacement	-	1,000,000	-	-	-	-	1,000,000
20387	199 Soundscape Park Concession and Restrooms	-	800,000	-	-	-	-	800,000
27990	200 Maurice Gibb Park Floating Dock	-	177,000	-	-	-	-	177,000
20247	201 Citywide Park Irrigation System Upgrade	-	170,000	-	-	-	-	170,000
20417	202 Ocean Rescue 79th Street Sub Headquarter Trailer Replacement	-	150,000	-	-	-	-	150,000
60017	203 Office of Communications Remodel	-	150,000	-	-	-	-	150,000
60157	204 Sky Watch Tower Refurbish	-	116,000	-	-	-	-	116,000
60217	205 Ocean Dr. LGBT Decorative Intersection - Rainbow Crosswalk	-	100,000	-	-	-	-	100,000
67280	206 Neighborhood Basketball Court Renovation	70,000	67,000	-	-	-	-	137,000
67320	207 Neighborhood Tennis Court Renovations	53,000	39,000	-	-	-	-	92,000
20028	208 La Gorce Neighborhood ROW Improvement - North Bay Rd Neighborhood Greenway	-	-	3,720,000	-	-	-	3,720,000
20447	209 Lummus Park Lighting Improvement	-	-	2,000,000	-	-	-	2,000,000
60327	210 Flamingo Neighborhood ROW Improvements - 10th / 11th Street Neighborhood Greenway	-	-	1,264,000	-	-	-	1,264,000
20048	211 North Shore Neighborhood ROW Improvements - 85th Street Neighborhood Greenway	-	-	1,090,000	-	-	-	1,090,000
20078	212 Street Pavement Restoration	-	-	1,000,000	-	-	-	1,000,000
20058	213 Central Bayshore - Chase Avenue/ 43rd Street Shared Use Path	-	-	830,000	-	-	-	830,000
20068	214 North Shore Neighborhood ROW Improvements - Tatum Waterway Neighborhood Greenway	-	-	830,000	-	-	-	830,000
20038	215 North Shore Neighborhood ROW Improvements - 77th Street Neighborhood Greenway	-	-	690,000	-	-	-	690,000
TBD01	216 Park View Island- Entrance Planting	-	-	129,000	-	-	-	129,000
20190	217 Normandy Shores Park Fitness Circuit	199,500	-	-	-	-	-	199,500

**CITY OF MIAMI BEACH
FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY**

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
20220	218 Dickens Av Shoreline & Bike Path	3,420	-	-	-	-	-	3,420
23140	219 Property Management Facility	130,996	-	-	-	-	-	130,996
23180	220 Bayshore Neighborhood - Bid Pack D	745,500	-	-	-	-	-	745,500
23200	221 Flamingo Park	37,000	-	-	-	-	-	37,000
23210	222 Biscayne Point Neighborhood Improvements	679,967	-	-	-	-	-	679,967
23240	223 La Gorce Neighborhood Improvements	450,000	-	-	-	-	-	450,000
23250	224 Bayshore Neighborhood - Bid Pack C	253,304	-	-	-	-	-	253,304
23260	225 Bayshore Neighborhood - Bid Pack B	218,000	-	-	-	-	-	218,000
23380	226 Palm & Hibiscus Island Enhancement	50,000	-	-	-	-	-	50,000
24520	227 77th Street Bridge Repair	185,000	-	-	-	-	-	185,000
24530	228 Sunset Islands 1 & 2 Guardhouse	200,000	-	-	-	-	-	200,000
24620	229 Polo Player Statue	100,000	-	-	-	-	-	100,000
24630	230 Flagler Monument Solar Illumination	233,000	-	-	-	-	-	233,000
25750	231 West Ave Bridge Over Collins Canal	1,303,396	-	-	-	-	-	1,303,396
25940	232 Seawall Repair - Fleet Management	1,877,082	-	-	-	-	-	1,877,082
26170	233 Alleyway Restoration Program Phase II	330,000	-	-	-	-	-	330,000
26650	234 Bayshore Neigh Sunset Isle 1 & 2 BPE	1,021,600	-	-	-	-	-	1,021,600
27170	235 Seawall-Biscayne Bay Street End Enhancement Phase II	185,713	-	-	-	-	-	185,713
27510	236 Normandy Isles-Marseille Lighting Phase II	139,000	-	-	-	-	-	139,000
27580	237 Muss Park Kayak Launch	204,750	-	-	-	-	-	204,750
27610	238 Seawall-Muss Park Rehabilitation	674,000	-	-	-	-	-	674,000
27960	239 Pinetree Dr. Australian Pine Tree Structure	147,000	-	-	-	-	-	147,000
28300	240 Shane Watersport Seawall	134,000	-	-	-	-	-	134,000
28410	241 Scott Rakow Youth Center Playground	156,855	-	-	-	-	-	156,855
28510	242 City Hall Space Plan Implementation	570,000	-	-	-	-	-	570,000
28940	243 Bayshore Neighborhood Central Bayshore - South	21,824	-	-	-	-	-	21,824
29610	244 North Beach Teen Center	566,000	-	-	-	-	-	566,000
29720	245 Normandy Shores Neighborhood ROW Phase II	192,034	-	-	-	-	-	192,034
29730	246 Normandy Isle Neighborhood ROW Phase II	175,784	-	-	-	-	-	175,784
61870	247 NSGC Perimeter Hedge	78,000	-	-	-	-	-	78,000
61890	248 Repaint/Repair of North End Park Fences	115,000	-	-	-	-	-	115,000
61920	249 Maurice Gibb Soil Remediation	896,000	-	-	-	-	-	896,000
62580	250 Middle School Teen Center- Nautilus	42,000	-	-	-	-	-	42,000
62720	251 Standardized Park Trash Receptacle Replacement	100,000	-	-	-	-	-	100,000
62740	252 Crespi Park Improvements	56,000	-	-	-	-	-	56,000
62750	253 Lights Replacements/Improvements for Basketball Courts Citywide	63,000	-	-	-	-	-	63,000
62760	254 Standardized Park Bench Replacements	70,000	-	-	-	-	-	70,000
62770	255 Stillwater Park Improvements	150,896	-	-	-	-	-	150,896
64170	256 Biscayne Pointe Island Entryway	200,000	-	-	-	-	-	200,000
67180	257 Palm Island Park Landscaping, Sod and Irrigation	16,085	-	-	-	-	-	16,085

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
67260	258 Police Station Building Main Gate	45,000	-	-	-	-	-	45,000
67270	259 Flamingo Football Stadium Bleachers	116,000	-	-	-	-	-	116,000
67290	260 Normandy Isle Park Turf Replacement & Other	255,000	-	-	-	-	-	255,000
67300	261 SRYC - Reception and Bowling Enhancement	66,000	-	-	-	-	-	66,000
67310	262 Stillwater Fitness Circuit	36,000	-	-	-	-	-	36,000
24610	263 North Shore Golf Course Trail Lighting and Landscaping	194,000	(128,203)	-	-	-	-	65,797
22050	264 Bayshore Neighborhood - Bid Pack A	1,134,143	(173,738)	-	-	-	-	960,405
24790	265 Park View Island	250,000	(197,838)	-	-	-	-	52,162
Fund Total		15,190,849	3,450,221	11,424,000	-	-	-	30,065,070
Grant Funded-Capital Projects								
20320	266 Middle Beach Rec Corridor Ph I	704,078	-	-	-	-	-	704,078
20330	267 Middle Beach Rec Corridor Ph II	533,520	-	-	-	-	-	533,520
21500	268 Seawall Repairs	225,478	-	-	-	-	-	225,478
21630	269 Muss Park	80,000	-	-	-	-	-	80,000
23200	270 Flamingo Park	314,521	-	-	-	-	-	314,521
23300	271 Flamingo Neighborhood - Bid Pack A	1,500,000	-	-	-	-	-	1,500,000
23380	272 Palm & Hibiscus Island Enhancement	424,492	-	-	-	-	-	424,492
24720	273 16th Street Operational Improv/Enhancement	145,000	-	-	-	-	-	145,000
25410	274 Beachwalk II	1,000,000	-	-	-	-	-	1,000,000
25750	275 West Ave Bridge Over Collins Canal	1,248,258	-	-	-	-	-	1,248,258
25770	276 South Pointe Pier	1,309,075	-	-	-	-	-	1,309,075
26270	277 Par 3 Golf Course/ Community Park	200,000	-	-	-	-	-	200,000
27170	278 Seawall-Biscayne Bay Street End Enhancement Phase II	472,820	-	-	-	-	-	472,820
27370	279 54in Diameter Redundant Sewer Force Main	400,000	-	-	-	-	-	400,000
28070	280 Middle Beach Rec Corridor Phase III	40,000	-	-	-	-	-	40,000
29500	281 Collins Canal Enhancement Project	4,606,781	-	-	-	-	-	4,606,781
29560	282 Indian Creek Park Seawall	160,000	-	-	-	-	-	160,000
Fund Total		13,364,023	-	-	-	-	-	13,364,023
Capital Reserve								
25750	283 West Ave Bridge Over Collins Canal	1,784,213	-	-	-	-	-	1,784,213
Fund Total		1,784,213	-	-	-	-	-	1,784,213
Resort Tax - South Beach								
28550	284 Lifeguard Stands Replacement	-	720,000	478,800	-	-	-	1,198,800
20177	285 Ocean Drive Extended Sidewalk Projects - Western Sidewalks	-	405,000	2,295,000	-	-	-	2,700,000
27800	286 Street Lighting Improvements	334,000	333,000	333,000	-	-	-	1,000,000
60177	287 South Beach Pedestrian Priority Zones	-	300,000	300,000	1,500,000	650,000	-	2,750,000
20187	288 Lummus Park Muscle Beach Upgrade	-	200,000	-	-	-	-	200,000
27990	289 Maurice Gibb Park Floating Dock	196,000	177,000	-	-	-	-	373,000
20497	290 Bass Museum Café Furniture & Fixtures	-	100,000	-	-	-	-	100,000
20357	291 Additional New Lighting at Botanical Gardens	-	30,000	-	-	-	-	30,000
62720	292 Standardized Park Trash Receptacle Replacement	18,000	11,000	-	-	-	-	29,000
62760	293 Standardized Park Bench Replacement	20,000	10,000	-	-	-	-	30,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
62710	294 Standardized Park Picnic Table Replacement	18,000	7,000	-	-	-	-	25,000
20001	295 Alton Road Fountain at 20th Street	-	-	-	-	-	279,000	279,000
20011	296 World War Memorial	-	-	-	-	-	62,000	62,000
23200	297 Flamingo Park	1,218,567	-	-	-	-	-	1,218,567
24990	298 Beach Access Control Gates	366,200	-	-	-	-	-	366,200
25410	299 Beachwalk II	500,000	-	-	-	-	-	500,000
25750	300 West Ave Bridge Over Collins Canal	334,000	-	-	-	-	-	334,000
26150	301 Baywalk Phase 1	67,781	-	-	-	-	-	67,781
27360	302 Restorative Tree Well-PH 4-Ocean Drive	690,000	-	-	-	-	-	690,000
27970	303 Beach Shower Drainage	200,000	-	-	-	-	-	200,000
27980	304 Lummus Park Playground Replacement	128,000	-	-	-	-	-	128,000
28560	305 Collins Park Lighting and Sound System	236,000	-	-	-	-	-	236,000
29630	306 Flamingo Park Softball & Soccer Fields	800,000	-	-	-	-	-	800,000
29760	307 Restorative Tree Well-PH 3-Washington Ave	683,911	-	-	-	-	-	683,911
67100	308 Bass Museum Exterior Walls & Parapet Cap	250,000	-	-	-	-	-	250,000
67110	309 MBGC - Landscape Removal & Replacement	51,000	-	-	-	-	-	51,000
67120	310 SoundScape Improvements	28,000	-	-	-	-	-	28,000
67330	311 Purchase DCP Digital Cinema Projection	90,000	-	-	-	-	-	90,000
67340	312 Lummus Park Volleyball Courts	49,000	-	-	-	-	-	49,000
67350	313 MBGC - Replacement of Outdoor Furnishing	39,000	-	-	-	-	-	39,000
67360	314 Bass Museum Emergency Generator Replacement	150,000	-	-	-	-	-	150,000
69990	315 Citywide Dune Restoration & Enhancement	107,861	-	-	-	-	-	107,861
28580	316 Española Way Conversion between Washington	2,145,190	-	-	-	-	-	2,145,190
	Fund Total	8,720,510	2,293,000	3,406,800	1,500,000	650,000	341,000	16,911,310
Resort Tax - Mid Beach								
28070	317 Middle Beach Rec Corridor Phase III	475,000	2,200,000	9,894,000	-	-	-	12,569,000
29600	318 Muss Park Facility	1,050,000	1,400,000	-	-	-	-	2,450,000
28550	319 Lifeguard Stands Replacement	-	240,000	159,600	-	-	-	399,600
60367	320 Indian Beach Playground Replacement	-	229,000	-	-	-	-	229,000
20217	321 Miami Beach Golf Course Golf Cart Staging Area Enhancement	-	65,000	-	-	-	-	65,000
20207	322 Miami Beach Golf Course - Front End Loader Purchase	-	49,000	-	-	-	-	49,000
62760	323 Standardized Park Bench Replacement	30,000	15,000	-	-	-	-	45,000
62720	324 Standardized Park Trash Receptacle Replacement	15,000	8,000	-	-	-	-	23,000
62710	325 Standardized Park Picnic Table Replacement	15,000	7,000	-	-	-	-	22,000
20108	326 Miami Beach Golf Course Practice Tee Renovation	-	-	77,000	-	-	-	77,000
20110	327 28th Street Obelisk Stabilization	250,000	-	-	-	-	-	250,000
20151	328 Collins Avenue Medians (41st To 60th St)	-	-	-	-	-	26,000	26,000
20330	329 Middle Beach Rec Corridor Phase II	3,000,000	-	-	-	-	-	3,000,000
24600	330 Miami Beach Golf Club Cart Path/Curb	182,200	-	-	-	-	-	182,200
24990	331 Beach Access Control Gates	6,800	-	-	-	-	-	6,800
27800	332 Street Lighting Improvements	334,000	-	333,000	-	-	-	667,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
27970	333 Beach Shower Drainage	89,000	-	-	-	-	-	89,000
28590	334 Accessible Ramp to Boardwalk on 41st Street	50,000	-	-	-	-	-	50,000
29570	335 Beachwalk Seville	100,000	-	-	-	-	-	100,000
60078	336 Miami Beach Golf Course Parking Lot Renovation	-	-	15,000	-	-	-	15,000
67370	337 Collins Ave Boardwalk Replacement	150,000	-	-	-	-	-	150,000
67380	338 Beachview Park Improvements	250,000	-	-	-	-	-	250,000
69990	339 Citywide Dune Restoration & Enhancement	135,967	-	-	-	-	-	135,967
	Fund Total	6,132,967	4,213,000	10,478,600	-	-	26,000	20,850,567
Resort Tax - North Beach								
28610	340 Rue Vendome Public Plaza	100,000	1,000,000	-	-	-	-	1,100,000
29620	341 Allison Park Redesign	500,000	832,000	-	-	-	-	1,332,000
20257	342 North Shore Tennis Center Proshop/Office Area Expansion	-	512,000	-	-	-	-	512,000
27800	343 Street Lighting Improvements	334,000	333,000	333,000	333,000	333,000	-	1,666,000
26500	344 Kayak Launch Docks	538,080	275,000	400,000	-	-	-	1,213,080
28550	345 Lifeguard Stands Replacement	-	240,000	159,600	-	-	-	399,600
28640	346 North Beach Streetscape Pilot Project	100,000	230,000	-	-	-	-	330,000
67140	347 81st Street Pedestrian Bridge Area	30,000	150,000	-	-	-	-	180,000
65600	348 Tent for the North Shore Bandshell	100,000	125,000	-	-	-	-	225,000
20437	349 North Shore Bandshell Stage/Sound System Improvements	-	102,600	-	-	-	-	102,600
28630	350 Bonita Drive Street End Improvements	35,000	100,000	200,000	-	-	-	335,000
60237	351 Collins/Harding Alleyway Reconstruction	-	100,000	850,000	-	-	-	950,000
64160	352 Painting & Lighting of Bridges in North Beach	1,100,000	60,000	165,000	165,000	165,000	910,000	2,565,000
60107	353 North Shore Park Playground Safety Surface	-	47,000	-	-	-	-	47,000
20267	354 North Shore Tennis Sound Mitigation	-	35,000	-	-	-	-	35,000
62760	355 Standardized Park Bench Replacement	30,000	15,000	-	-	-	-	45,000
62710	356 Standardized Park Picnic Table Replacement	12,000	7,000	-	-	-	-	19,000
62720	357 Standardized Park Trash Receptacle Replacement	12,000	5,000	-	-	-	-	17,000
20138	358 71st street Eastern Street End Improvement Design Study	-	-	25,000	-	-	-	25,000
20141	359 7300 Dickens Ave Landscape-Irrigation System	-	-	-	-	-	37,000	37,000
20198	360 North Beach Streetscape	-	-	550,000	550,000	550,000	8,800,000	10,450,000
22750	361 Altos Del Mar Park Development	1,000,000	-	-	-	-	-	1,000,000
24990	362 Beach Access Control Gates	17,000	-	-	-	-	-	17,000
25380	363 Band Shell Master Plan Improvement	1,584,139	-	-	-	-	-	1,584,139
27950	364 North Shore Open Space Park Redevelopment	200,000	-	-	-	-	-	200,000
27970	365 Beach Shower Drainage	177,000	-	-	-	-	-	177,000
28500	366 71st Street Fountain Renovation	350,000	-	-	-	-	-	350,000
28600	367 North Shore Park Restroom Addition	410,000	-	-	-	-	-	410,000
29550	368 City of Miami Beach Skatepark	400,000	-	-	-	-	-	400,000
29590	369 North Beach Domino Park	400,000	-	-	-	-	-	400,000
29650	370 North Shore Park Restroom Renovations	100,000	-	-	-	-	-	100,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
64190	371 Entrance Signs to North Beach	300,000	-	-	-	-	-	300,000
65620	372 North Beach Open Space Park Security Improvement	225,000	-	-	-	-	-	225,000
67130	373 NSGC Landscape Removal Replacement & Tee	47,000	-	-	-	-	-	47,000
69990	374 Citywide Dune Restoration & Enhancement	246,805	-	-	-	-	-	246,805
Fund Total		8,348,024	4,168,600	2,682,600	1,048,000	1,048,000	9,747,000	27,042,224
SR Project for Resort Taxes - Convention Center								
28160	375 Convention Center	216,632,193	-	-	-	-	-	216,632,193
Fund Total		216,632,193	-	-	-	-	-	216,632,193
2015 RDA Bond CC Project								
24550	376 Bass Museum Interior Space Expansion	3,750,000	-	-	-	-	-	3,750,000
28160	377 Convention Center	267,500,000	-	-	-	-	-	267,500,000
28170	378 Convention Center Park	10,000,000	-	-	-	-	-	10,000,000
28180	379 Convention Center - Carl Fisher	2,500,000	-	-	-	-	-	2,500,000
29310	380 Convention Center Lincoln Rd Connectors	10,000,000	-	-	-	-	-	10,000,000
29320	381 17th Street North Improvement Penn Avenue to Washington	2,000,000	-	-	-	-	-	2,000,000
Fund Total		295,750,000	-	-	-	-	-	295,750,000
Line of Credit - Encumbrances								
23380	382 Palm & Hibiscus Island Enhancement	1,337,096	-	-	-	-	-	1,337,096
Fund Total		1,337,096	-	-	-	-	-	1,337,096
Realloc. Funds-Other Cap. Proj								
20137	383 Muss Park Playground and Other Improvements	-	345,000	-	-	-	-	345,000
60327	384 Flamingo Neighborhood ROW Improvements -	-	230,000	-	-	-	-	230,000
20167	385 Citywide Dog Park Lighting	-	191,000	-	-	-	-	191,000
20297	386 Expansion of Citywide Surveillance Camera System	-	180,000	-	-	-	-	180,000
20447	387 Lummus Park Lighting Improvement	-	100,000	-	-	-	-	100,000
60287	388 MBGC Alton Road Perimeter Landscape	-	80,000	-	-	-	-	80,000
20307	389 Miami Beach Police Facilities Camera System	-	64,000	-	-	-	-	64,000
62710	390 Standardized Park Picnic Table Replacement	-	50,000	-	-	-	-	50,000
62760	391 Standardized Park Bench Replacement	-	50,000	-	-	-	-	50,000
60137	392 Palm Island Tennis Court Lighting	-	44,000	-	-	-	-	44,000
62720	393 Standardized Park Trash Receptacle Replacement	-	16,000	-	-	-	-	16,000
21490	394 Bridge Repairs	130,000	-	-	-	-	-	130,000
21500	395 Seawall Repairs	400,000	-	-	-	-	-	400,000
Fund Total		530,000	1,350,000	-	-	-	-	1,880,000
RDA City Center Projects								
20730	396 Bicycle Parking Phase II	9,000	-	-	-	-	-	9,000
23110	397 Flamingo Neighborhood - Bid Pack C	752,900	-	-	-	-	-	752,900
23270	398 City Center-Commercial District BP9B	13,535,842	-	-	-	-	-	13,535,842
23360	399 West Avenue/Bay Road Improvements	750,000	-	-	-	-	-	750,000
24550	400 Bass Museum Interior Space Expansion	3,750,000	-	-	-	-	-	3,750,000
24720	401 16th Street Operational Improvement/Enhancement	932,000	-	-	-	-	-	932,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
25520	402 Pedestrian Countdown Signals Phase I	56,000	-	-	-	-	-	56,000
25580	403 Trash Receptacles	25,000	-	-	-	-	-	25,000
25650	404 City Wide Curb Ramp Installation/Maintenance	1,500	-	-	-	-	-	1,500
25960	405 Bass Museum Electrical Breaker Box Replacement	38,968	-	-	-	-	-	38,968
25970	406 Bass Museum Exterior Lighting Replacement	42,308	-	-	-	-	-	42,308
25980	407 Bass Museum Generator Replacement	51,779	-	-	-	-	-	51,779
26010	408 Bass Museum Hydraulic Elevator Replacement	66,127	-	-	-	-	-	66,127
26030	409 Bass Museum Light Controls and Instrument	57,070	-	-	-	-	-	57,070
26060	410 Garden Center Lighting Fixtures and Wiring	73,725	-	-	-	-	-	73,725
26160	411 CCHV Neigh. Improvement.-Historic Dist. BP9A	15,189,379	-	-	-	-	-	15,189,379
26640	412 Lincoln Rd Between Collins & Washington	2,516,583	-	-	-	-	-	2,516,583
27070	413 Beachwalk Lighting Retrofit	665,625	-	-	-	-	-	665,625
27600	414 Seawall-Botanical Gard/Collins Canal	1,208,662	-	-	-	-	-	1,208,662
27650	415 Aluminum Street Lighting Pole Replacement	200,000	-	-	-	-	-	200,000
27660	416 Lincoln Road Landscaping FY 13	150,000	-	-	-	-	-	150,000
27670	417 Reserve - Euclid Ave Improvements at Lincoln Rd	485,820	-	-	-	-	-	485,820
27710	418 Bass Museum Weather Seal & Paint -R&R	127,478	-	-	-	-	-	127,478
27750	419 Miami City Ballet Emergency Light Replacement -R&R	52,863	-	-	-	-	-	52,863
27760	420 Miami City Ballet Exterior Cncrte Rest -R&R	50,875	-	-	-	-	-	50,875
27780	421 Miami City Ballet Window Replacement-R&R	86,491	-	-	-	-	-	86,491
28000	422 Bass Museum HVAC Rehab	200,000	-	-	-	-	-	200,000
28010	423 Collins Park Parking Garage	25,521,271	-	-	-	-	-	25,521,271
29500	424 Collins Canal Enhancement Project	3,000,000	-	-	-	-	-	3,000,000
29530	425 Collins Park Ancillary Improvements	4,000,000	-	-	-	-	-	4,000,000
29880	426 Lincoln Road Mall ADA Pedestrian pathway	87,500	-	-	-	-	-	87,500
62510	427 Bass Museum HVAC Controls	50,000	-	-	-	-	-	50,000
62530	428 Bass Heat Pump Replacement	100,000	-	-	-	-	-	100,000
62540	429 Botanical Garden Window Replacement	100,000	-	-	-	-	-	100,000
62570	430 1100 Block of Lincoln Rd Updates	133,000	-	-	-	-	-	133,000
Fund Total		74,067,766	-	-	-	-	-	74,067,766
Parks & Rec-Beautification								
28850	431 Maurice Gibb Park Redesign	1,453,000	-	-	-	-	-	1,453,000
61920	432 Maurice Gibb Soil Remediation	196,000	-	-	-	-	-	196,000
67420	433 Flamingo Park Pool Playground Replacement	65,383	-	-	-	-	-	65,383
Fund Total		1,714,383	-	-	-	-	-	1,714,383
RCP-1996 15M Gen. Oblig. Bond								
21630	434 Muss Park	295,629	-	-	-	-	-	295,629
21660	435 Parks Maintenance Facility	373,306	-	-	-	-	-	373,306
23200	436 Flamingo Park	336,423	-	-	-	-	-	336,423
67420	437 Flamingo Park Pool Playground Replacement	104,175	-	-	-	-	-	104,175
Fund Total		1,109,533	-	-	-	-	-	1,109,533
99 GO Bonds-Neigh Imprv (E)								
21660	438 Parks Maintenance Facility	27,288	-	-	-	-	-	27,288

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
23110	439 Flamingo Neighborhood - Bid Pack C	214,541	-	-	-	-	-	214,541
23140	440 Property Management Facility	36,977	-	-	-	-	-	36,977
23180	441 Bayshore Neighborhood - Bid Pack D	1,641	-	-	-	-	-	1,641
23210	442 Biscayne Point Neighborhood Improvements	148,630	-	-	-	-	-	148,630
23220	443 North Shore Neighborhood Improvements	450,105	-	-	-	-	-	450,105
23240	444 La Gorce Neighborhood Improvements	110,461	-	-	-	-	-	110,461
23300	445 Flamingo Neighborhood - Bid Pack A	212,056	-	-	-	-	-	212,056
23330	446 South Pointe Improvements - Phase III-V	3,817	-	-	-	-	-	3,817
23360	447 West Avenue/Bay Road Improvements	228,711	-	-	-	-	-	228,711
Fund Total		1,434,227	-	-	-	-	-	1,434,227
99 GO Bonds- Parks and Beaches (E)								
21660	448 Parks Maintenance Facility	37,107	-	-	-	-	-	37,107
23130	449 Public Works Facility	265,052	-	-	-	-	-	265,052
23200	450 Flamingo Park	255,658	-	-	-	-	-	255,658
Fund Total		557,817	-	-	-	-	-	557,817
99 GO Bonds-Neighborhood (B)								
21270	451 Venetian Neighborhood - Venetian Islands	2,506,777	-	-	-	-	-	2,506,777
22050	452 Bayshore Neighborhood - Bid Pack A	354,216	-	-	-	-	-	354,216
23130	453 Public Works Facility	32,481	-	-	-	-	-	32,481
23210	454 Biscayne Point Neighborhood Improvements	467,495	-	-	-	-	-	467,495
23220	455 North Shore Neighborhood Improvements	245,045	-	-	-	-	-	245,045
23240	456 La Gorce Neighborhood Improvements	61	-	-	-	-	-	61
23250	457 Bayshore Neighborhood - Bid Pack C	98,291	-	-	-	-	-	98,291
23260	458 Bayshore Neighborhood - Bid Pack B	53,787	-	-	-	-	-	53,787
23360	459 West Avenue/Bay Road Improvements	13,518	-	-	-	-	-	13,518
23380	460 Palm & Hibiscus Island Enhancement	68,243	-	-	-	-	-	68,243
Fund Total		3,839,913	-	-	-	-	-	3,839,913
99 GO Bonds-Parks/Beaches (B)								
21630	461 Muss Park	5,702	-	-	-	-	-	5,702
21660	462 Parks Maintenance Facility	2,625	-	-	-	-	-	2,625
22750	463 Altos Del Mar Park Development	109,642	-	-	-	-	-	109,642
23200	464 Flamingo Park	203,399	-	-	-	-	-	203,399
Fund Total		321,369	-	-	-	-	-	321,369
RDA South Pointe Capital Proj								
23300	465 Flamingo Neighborhood - Bid Pack A	261,193	-	-	-	-	-	261,193
23330	466 South Pointe Improvements - Phase III-V	6,927,566	-	-	-	-	-	6,927,566
25410	467 Beachwalk II	2,800,600	-	-	-	-	-	2,800,600
25770	468 South Pointe Pier	85,092	-	-	-	-	-	85,092
27340	469 Restorative Tree Well Treatment Phase III	145,000	-	-	-	-	-	145,000
27370	470 54in Diameter Redundant Sewer Force Main	990,000	-	-	-	-	-	990,000
28110	471 Washington Ave Dog Park Surfacing	66,000	-	-	-	-	-	66,000
29860	472 Flamingo 10g-6 Street ROW improvements	4,701,399	-	-	-	-	-	4,701,399
Fund Total		15,976,850	-	-	-	-	-	15,976,850

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
2001 Gulf Breeze-Normandy Golf								
24610	473 North Shore Golf Course Trail Lighting and Landscaping	-	128,203	-	-	-	-	128,203
Fund Total		-	128,203	-	-	-	-	128,203
2003 G. O. Bonds-Fire Safety								
20160	474 Fire Station 1 Refurbishment	500,000	-	-	-	-	-	500,000
23140	475 Property Management Facility	217,229	-	-	-	-	-	217,229
63310	476 Fire Station 3 Fuel Tank and Piping Rest	65,000	-	-	-	-	-	65,000
67000	477 Fire Station # 4 Exterior Paint & Waterproofing	43,610	-	-	-	-	-	43,610
68920	478 Fire Station # 4 Air Handler Replacement	60,000	-	-	-	-	-	60,000
Fund Total		885,839	-	-	-	-	-	885,839
2003 G. O. Bonds-Parks & Rec								
24790	479 Park View Island	-	197,838	-	-	-	-	197,838
20190	480 Normandy Shores Park Fitness Circuit	112,000	-	-	-	-	-	112,000
21630	481 Muss Park	149,298	-	-	-	-	-	149,298
21660	482 Parks Maintenance Facility	88,514	-	-	-	-	-	88,514
22750	483 Altos Del Mar Park Development	2,790,358	-	-	-	-	-	2,790,358
23130	484 Public Works Facility	335,097	-	-	-	-	-	335,097
23140	485 Property Management Facility	3,741,866	-	-	-	-	-	3,741,866
23200	486 Flamingo Park	4,340,943	-	-	-	-	-	4,340,943
27160	487 New Tennis Courts at Par 3 Golf Course	300,000	-	-	-	-	-	300,000
28840	488 Polo Park Improvements	70,000	-	-	-	-	-	70,000
67180	489 Palm Island Park Landscaping, Sod and Irrigation	20,000	-	-	-	-	-	20,000
67420	490 Flamingo Park Pool Playground Replacement	76,026	-	-	-	-	-	76,026
69910	491 Flamingo Park Baseball Stadium Scoreboard	25,000	-	-	-	-	-	25,000
Fund Total		12,049,101	197,838	-	-	-	-	12,246,939
2003 G. O. Bonds-Neighborhoods								
28940	492 Bayshore Neighborhood Central Bayshore - South	3,594,522	576,000	-	-	-	-	4,170,522
20327	493 Two Way Conversion of 42nd Street - Sheridan Avenue to Pinetree	-	510,000	-	-	-	-	510,000
22050	494 Bayshore Neighborhood - Bid Pack A	2,933,163	173,738	-	-	-	-	3,106,901
60247	495 42nd Street Green Bicycle Lanes Painting / Striping	-	150,000	-	-	-	-	150,000
60257	496 Bay Drive Neighborhood Greenway	-	100,000	3,260,000	-	-	-	3,360,000
20150	497 Seawall-Indian Creek Greenway	100,000	-	-	-	-	-	100,000
20220	498 Dickens Ave Shoreline & Bike Path	26,250	-	-	-	-	-	26,250
20250	499 La Gorce Island - Lighting, Trees, Misc	66,376	-	-	-	-	-	66,376
21240	500 Cherokee Ave South End Seawall	142,000	-	-	-	-	-	142,000
21270	501 Venetian Neigh - Venetian Islands	1,514,573	-	-	-	-	-	1,514,573
21660	502 Parks Maintenance Facility	404,882	-	-	-	-	-	404,882
23110	503 Flamingo Neighborhood - Bid Pack C	1,848,719	-	-	-	-	-	1,848,719
23130	504 Public Works Facility	2,247,543	-	-	-	-	-	2,247,543
23140	505 Property Management Facility	941,509	-	-	-	-	-	941,509
23180	506 Bayshore Neighborhood - Bid Pack D	300,344	-	-	-	-	-	300,344

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
23210	507 Biscayne Point Neighborhood Improvements	4,198,778	-	-	-	-	-	4,198,778
23220	508 North Shore Neighborhood Improvements	916,209	-	-	-	-	-	916,209
23240	509 La Gorce Neighborhood Improvements	1,828,479	-	-	-	-	-	1,828,479
23250	510 Bayshore Neighborhood - Bid Pack C	768,303	-	-	-	-	-	768,303
23260	511 Bayshore Neighborhood - Bid Pack B	547,213	-	-	-	-	-	547,213
23300	512 Flamingo Neighborhood - Bid Pack A	56,353	-	-	-	-	-	56,353
23330	513 S Pointe Improvements - Phase III-V	196,183	-	-	-	-	-	196,183
23360	514 West Avenue/Bay Road Improvements	2,044,040	-	-	-	-	-	2,044,040
23380	515 Palm & Hibiscus Island Enhancement	574,338	-	-	-	-	-	574,338
24680	516 Lake Pancoast Neighborhood Irrigation	47,000	-	-	-	-	-	47,000
25750	517 West Ave Bridge Over Collins Canal	65,738	-	-	-	-	-	65,738
26650	518 Bayshore Neigh Sunset Isle 1 & 2 BPE	12,614	-	-	-	-	-	12,614
26820	519 Seawall-Flamingo Drive Rehabilitation	300,304	-	-	-	-	-	300,304
29500	520 Collins Canal Enhancement Project	1,497,000	-	-	-	-	-	1,497,000
29730	521 Normandy Isle Neighborhood ROW Phase II	580,000	-	-	-	-	-	580,000
Fund Total		27,752,434	1,509,738	3,260,000	-	-	-	32,522,172
South Pointe-Post RDA-CDT and Municipal								
20330	522 Middle Beach Rec Corridor Phase II	9,065,517	-	-	-	-	-	9,065,517
23200	523 Flamingo Park	5,292,273	-	-	-	-	-	5,292,273
25410	524 Beachwalk II	799,400	-	-	-	-	-	799,400
25770	525 South Pointe Pier	3,356,538	-	-	-	-	-	3,356,538
26150	526 Baywalk Phase 1	507,993	-	-	-	-	-	507,993
26270	527 Par 3 Golf Course/ Community Park	4,558,090	-	-	-	-	-	4,558,090
29130	528 South Pointe Miscellaneous Improvements	338,041	-	-	-	-	-	338,041
29430	529 South Pointe Park Remediation	800,000	-	-	-	-	-	800,000
Fund Total		24,717,852	-	-	-	-	-	24,717,852
South Pointe Post 10/1/05								
20280	530 Drainage Improvements- Washington Ave & South Pointe	405,000	-	-	-	-	-	405,000
20730	531 Bicycle Parking Phase II	9,000	-	-	-	-	-	9,000
23330	532 S Pointe Improvements - Phase III-V	13,077,586	-	-	-	-	-	13,077,586
23360	533 West Avenue/Bay Road Improvements	4,900,000	-	-	-	-	-	4,900,000
25410	534 Beachwalk II	136,731	-	-	-	-	-	136,731
25520	535 Pedestrian Countdown Signals Phase I	26,000	-	-	-	-	-	26,000
25580	536 Trash Receptacles	25,000	-	-	-	-	-	25,000
25650	537 City Wide Curb Ramp Installation/Maintenance	10,500	-	-	-	-	-	10,500
25770	538 South Pointe Pier	2,880,215	-	-	-	-	-	2,880,215
26150	539 Baywalk Phase 1	-	-	-	3,000,000	-	-	3,000,000
26340	540 Penrods @ 1 Ocean Drive	2,798,310	-	-	-	-	-	2,798,310
27050	541 Restorative Tree Well-PH 6-5 St Alton/Ocean	202,987	-	-	-	-	-	202,987
27130	542 LED Lighting Installation	1,054,790	-	-	-	-	-	1,054,790
27330	543 South Pointe Drive Median Planters	170,000	-	-	-	-	-	170,000
27340	544 Restorative Tree Well Treatment Phase III	547,000	-	-	-	-	-	547,000
27370	545 54in Diameter Redundant Sewer Force Maintenance	6,600,000	-	-	-	-	-	6,600,000
27540	546 South Pointe Park - Improvements	184,000	-	-	-	-	-	184,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
28110	547 Washington Ave Dog Park Surfacing	34,000	-	-	-	-	-	34,000
28550	548 Lifeguard Stands Replacement	300,000	-	-	-	-	-	300,000
28730	549 Seawall-Lincoln Court Rehabilitation	548,000	-	-	-	-	-	548,000
28740	550 Seawall - Holocaust Memorial - Collins Canal	400,000	-	-	-	-	-	400,000
28750	551 Seawall 26th Street-West End	325,000	-	-	-	-	-	325,000
28760	552 Seawall Julia Tuttle causeway Exit Alton	1,125,000	-	-	-	-	-	1,125,000
28770	553 Seawall- Dade Blvd Collins Canal- Convention	2,375,000	-	-	-	-	-	2,375,000
28780	554 Seawall Dade Blvd Collins Canal - Washington	1,625,000	-	-	-	-	-	1,625,000
28790	555 Seawall Convention Center-Collins Canal	1,800,000	-	-	-	-	-	1,800,000
28800	556 Seawall-Bay Road Rehabilitation	275,000	-	-	-	-	-	275,000
28820	557 Indian Beach Park Seawall	715,000	-	-	-	-	-	715,000
28830	558 Normandy Shores Park Seawall	226,000	-	-	-	-	-	226,000
29130	559 South Pointe Miscellaneous Improvements	61,959	-	-	-	-	-	61,959
29430	560 South Pointe Park Remediation	8,318,680	-	-	-	-	-	8,318,680
29560	561 Indian Creek Park Seawall	709,000	-	-	-	-	-	709,000
29860	562 Flamingo 10g-6 Street ROW improvements	4,500,000	-	-	-	-	-	4,500,000
29950	563 Infiltration & Inflow Program Phase II	839,500	-	-	-	-	-	839,500
Fund Total		57,204,258	-	-	3,000,000	-	-	60,204,258
Water & Sewer LOC Reso. No. 2								
21270	564 Venetian Neigh - Venetian Islands	597,022	-	-	-	-	-	597,022
23000	565 Sunset Harbor Pump Station Upgrades	2,204,000	-	-	-	-	-	2,204,000
23220	566 North Shore Neighborhood Improvements	138,427	-	-	-	-	-	138,427
23240	567 La Gorce Neighborhood Improvements	297,347	-	-	-	-	-	297,347
23250	568 Bayshore Neighborhood - Bid Pack C	(131,470)	-	-	-	-	-	(131,470)
23360	569 West Avenue/Bay Road Improvements	376,706	-	-	-	-	-	376,706
23380	570 Palm & Hibiscus Island Enhancement	3,963,099	-	-	-	-	-	3,963,099
25790	571 Citywide Sub- Aqueous Feasibility Study	290,006	-	-	-	-	-	290,006
27370	572 54in Diameter Redundant Sewer Force Main	5,377,748	-	-	-	-	-	5,377,748
28940	573 Bayshore Neighborhood Central Bayshore - South	3,616,516	-	-	-	-	-	3,616,516
Fund Total		16,729,401	-	-	-	-	-	16,729,401
W&S GBL Series 2010 CMB Reso								
21270	574 Venetian Neigh - Venetian Islands	2,766,100	-	-	-	-	-	2,766,100
22050	575 Bayshore Neighborhood - Bid Pack A	3,895,513	-	-	-	-	-	3,895,513
23000	576 Sunset Harbor Pump Station Upgrades	2,500,062	-	-	-	-	-	2,500,062
23180	577 Bayshore Neighborhood - Bid Pack D	2,850,793	-	-	-	-	-	2,850,793
23210	578 Biscayne Point Neighborhood Improvements	3,572,894	-	-	-	-	-	3,572,894
23220	579 North Shore Neighborhood Improvements	2,368,326	-	-	-	-	-	2,368,326
23240	580 La Gorce Neighborhood Improvements	-	-	-	-	-	-	-
23260	581 Bayshore Neighborhood - Bid Pack B	494,587	-	-	-	-	-	494,587
23360	582 West Avenue/Bay Road Improvements	1,632,360	-	-	-	-	-	1,632,360
23380	583 Palm & Hibiscus Island Enhancement	2,532,253	-	-	-	-	-	2,532,253
26650	584 Bayshore Neigh Sunset Isle 1 & 2 BPE	773,567	-	-	-	-	-	773,567
27370	585 54in Diameter Redundant Sewer Force Main	566	-	-	-	-	-	566
27590	586 63rd Street 16" Water Main	119,157	-	-	-	-	-	119,157

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
27680	587 Infiltration & Inflow Program - Phase 3	3,388,866	-	-	-	-	-	3,388,866
29480	588 Misc. Wastewater and Water Upgrades	229,282	-	-	-	-	-	229,282
29660	589 Utilities Relocations for State Projects	-	-	-	-	-	-	-
Fund Total		27,124,326	-	-	-	-	-	27,124,326
Water & Sewer Impact Fees								
23180	590 Bayshore Neighborhood - Bid Pack D	97,000	-	-	-	-	-	97,000
Fund Total		97,000	-	-	-	-	-	97,000
Water & Sewer (Gulf Breeze) Se								
21270	591 Venetian Neigh - Venetian Islands	1,134,463	-	-	-	-	-	1,134,463
22050	592 Bayshore Neighborhood - Bid Pack A	765,149	-	-	-	-	-	765,149
23210	593 Biscayne Point Neighborhood Improvements	1,823,621	-	-	-	-	-	1,823,621
23240	594 La Gorce Neighborhood Improvements	56,000	-	-	-	-	-	56,000
23250	595 Bayshore Neighborhood - Bid Pack C	103,223	-	-	-	-	-	103,223
23260	596 Bayshore Neighborhood - Bid Pack B	1,272,694	-	-	-	-	-	1,272,694
23360	597 West Avenue/Bay Road Improvements	-	-	-	-	-	-	-
23380	598 Palm & Hibiscus Island Enhancement	2,828,927	-	-	-	-	-	2,828,927
25790	599 Citywide Sub- Aqueous Feasibility Study	69,994	-	-	-	-	-	69,994
26650	600 Bayshore Neigh Sunset Isle 1 & 2 BPE	2,092,306	-	-	-	-	-	2,092,306
27420	601 Sunset Harbour Neighborhood Improvements	125,000	-	-	-	-	-	125,000
27590	602 63rd Street 16" Water Main	165,000	-	-	-	-	-	165,000
27680	603 Infiltration & Inflow Program - Phase 3	200,000	-	-	-	-	-	200,000
28940	604 Bayshore Neighborhood Central Bayshore - South	106,792	-	-	-	-	-	106,792
29480	605 Misc. Wastewater and Water Upgrades	893,490	-	-	-	-	-	893,490
29720	606 Normandy Shores Neighborhood ROW Phase II	78,039	-	-	-	-	-	78,039
Fund Total		11,714,698	-	-	-	-	-	11,714,698
Water & Sewer Bonds 2000S								
21270	607 Venetian Neigh - Venetian Islands	742,723	-	-	-	-	-	742,723
22050	608 Bayshore Neighborhood - Bid Pack A	2,994,284	-	-	-	-	-	2,994,284
23110	609 Flamingo Neighborhood - Bid Pack C	1,134,977	-	-	-	-	-	1,134,977
23180	610 Bayshore Neighborhood - Bid Pack D	862,766	-	-	-	-	-	862,766
23210	611 Biscayne Point Neighborhood Improvements	827,963	-	-	-	-	-	827,963
23220	612 North Shore Neighborhood Improvements	2,036,550	-	-	-	-	-	2,036,550
23240	613 La Gorce Neighborhood Improvements	524,642	-	-	-	-	-	524,642
23250	614 Bayshore Neighborhood - Bid Pack C	1,466,300	-	-	-	-	-	1,466,300
23260	615 Bayshore Neighborhood - Bid Pack B	2,096,604	-	-	-	-	-	2,096,604
23300	616 Flamingo Neighborhood - Bid Pack A	1,225,627	-	-	-	-	-	1,225,627
23330	617 S Pointe Improvements - Phase III-V	1,130	-	-	-	-	-	1,130
23360	618 West Avenue/Bay Road Improvements	1,067,738	-	-	-	-	-	1,067,738
23380	619 Palm & Hibiscus Island Enhancement	1,259,372	-	-	-	-	-	1,259,372
26650	620 Bayshore Neigh Sunset Isle 1 & 2 BPE	590,122	-	-	-	-	-	590,122
27370	621 54in Diameter Redundant Sewer Force Main	78,434	-	-	-	-	-	78,434

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
27590	622 63rd Street 16" Water Main	1,495,375	-	-	-	-	-	1,495,375
28940	623 Bayshore Neighborhood Central Bayshore - South	1,715	-	-	-	-	-	1,715
29480	624 Misc. Wastewater and Water Upgrades	20,878	-	-	-	-	-	20,878
Fund Total		18,427,200	-	-	-	-	-	18,427,200
Water and Sewer Fund								
21270	625 Venetian Neigh - Venetian Islands	1,529,777	-	-	-	-	-	1,529,777
22050	626 Bayshore Neighborhood - Bid Pack A	50,770	-	-	-	-	-	50,770
23180	627 Bayshore Neighborhood - Bid Pack D	296,322	-	-	-	-	-	296,322
23210	628 Biscayne Point Neighborhood Improvements	562,047	-	-	-	-	-	562,047
23250	629 Bayshore Neighborhood - Bid Pack C	14,820	-	-	-	-	-	14,820
23260	630 Bayshore Neighborhood - Bid Pack B	326,394	-	-	-	-	-	326,394
23360	631 West Avenue/Bay Road Improvements	106,783	-	-	-	-	-	106,783
23380	632 Palm & Hibiscus Island Enhancement	503,278	-	-	-	-	-	503,278
26650	633 Bayshore Neigh Sunset Isle 1 & 2 BPE	876,499	-	-	-	-	-	876,499
27680	634 Infiltration & Inflow Program - Phase 3	1,000,000	-	-	-	-	-	1,000,000
28940	635 Bayshore Neighborhood Central Bayshore - South	309,433	-	-	-	-	-	309,433
64220	636 Public Works Operations-Exterior Restoration	150,000	-	-	-	-	-	150,000
69210	637 Public Works Maintenance Facility Exterior Window	57,014	-	-	-	-	-	57,014
69220	638 Public Works Maintenance Facility Generator Replacement	130,209	-	-	-	-	-	130,209
Fund Total		5,913,346	-	-	-	-	-	5,913,346
Storm Water								
21270	639 Venetian Neigh - Venetian Islands	2,600,270	-	-	-	-	-	2,600,270
23000	640 Sunset Harbor Pump Station Upgrades	1,974,840	-	-	-	-	-	1,974,840
23210	641 Biscayne Point Neighborhood Improvements	575,869	-	-	-	-	-	575,869
23250	642 Bayshore Neighborhood - Bid Pack C	272,023	-	-	-	-	-	272,023
23260	643 Bayshore Neighborhood - Bid Pack B	362,105	-	-	-	-	-	362,105
23380	644 Palm & Hibiscus Island Enhancement	449,272	-	-	-	-	-	449,272
26650	645 Bayshore Neighborhood Sunset Isle 1 & 2 BPE	285,900	-	-	-	-	-	285,900
27170	646 Seawall-Biscayne Bay Street End Enhancement Phase II	1,512,544	-	-	-	-	-	1,512,544
28940	647 Bayshore Neighborhood Central Bayshore - South	75,486	-	-	-	-	-	75,486
29730	648 Normandy Isle Neighborhood ROW Phase II	640,431	-	-	-	-	-	640,431
69210	649 Public Works Maintenance Facility Exterior Window	28,508	-	-	-	-	-	28,508
69220	650 Public Works Maintenance Facility Generator Replacement	65,105	-	-	-	-	-	65,105
Fund Total		8,842,353	-	-	-	-	-	8,842,353

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Storm Water Bonds-Phase I								
21270	651 Venetian Neigh - Venetian Islands	56,831	-	-	-	-	-	56,831
22050	652 Bayshore Neighborhood - Bid Pack A	1,796,407	-	-	-	-	-	1,796,407
23110	653 Flamingo Neighborhood - Bid Pack C	1,403,165	-	-	-	-	-	1,403,165
23180	654 Bayshore Neighborhood - Bid Pack D	132,734	-	-	-	-	-	132,734
23210	655 Biscayne Point Neighborhood Improvements	766,952	-	-	-	-	-	766,952
23240	656 La Gorce Neighborhood Improvements	739,289	-	-	-	-	-	739,289
23250	657 Bayshore Neighborhood - Bid Pack C	464,420	-	-	-	-	-	464,420
23260	658 Bayshore Neighborhood - Bid Pack B	591,655	-	-	-	-	-	591,655
23300	659 Flamingo Neighborhood - Bid Pack A	3,599,156	-	-	-	-	-	3,599,156
23330	660 S Pointe Improvements - Phase III-V	1,555	-	-	-	-	-	1,555
23360	661 West Avenue/Bay Road Improvements	1,362,982	-	-	-	-	-	1,362,982
23380	662 Palm & Hibiscus Island Enhancement	377,398	-	-	-	-	-	377,398
26160	663 CCHV Neigh. Improvement.-Historic Dist. BP9A	38,085	-	-	-	-	-	38,085
26650	664 Bayshore Neigh Sunset Isle 1 & 2 BPE	819,943	-	-	-	-	-	819,943
26820	665 Seawall-Flamingo Drive Rehabilitation	5,923	-	-	-	-	-	5,923
Fund Total		12,156,495	-	-	-	-	-	12,156,495
Stormwater LOC Reso. No. 2009-								
21220	666 Indian Creek Street Drainage Improvements	5,500,000	-	-	-	-	-	5,500,000
Fund Total		5,500,000	-	-	-	-	-	5,500,000
2015 Stormwater Bonds - Reso 2								
21270	667 Venetian Neigh - Venetian Islands	20,516,285	-	-	-	-	-	20,516,285
22050	668 Bayshore Neighborhood - Bid Pack A	590,216	-	-	-	-	-	590,216
23000	669 Sunset Harbor Pump Station Upgrades	8,712,851	-	-	-	-	-	8,712,851
23180	670 Bayshore Neighborhood - Bid Pack D	4,177,000	-	-	-	-	-	4,177,000
23260	671 Bayshore Neighborhood - Bid Pack B	5,025,128	-	-	-	-	-	5,025,128
23360	672 West Avenue/Bay Road Improvements	4,433,928	-	-	-	-	-	4,433,928
23380	673 Palm & Hibiscus Island Enhancement	27,369,988	-	-	-	-	-	27,369,988
24540	674 Citywide Tidal Flooding Mitigation - PH1	3,002,588	-	-	-	-	-	3,002,588
27300	675 Drainage Hot Spots	1,500,000	-	-	-	-	-	1,500,000
27370	676 54in Diameter Redundant Sewer Force Main	3,607,765	-	-	-	-	-	3,607,765
27420	677 Sunset Harbour Neighborhood Improvements	4,320,000	-	-	-	-	-	4,320,000
28940	678 Bayshore Neighborhood Central Bayshore - South	12,751,707	-	-	-	-	-	12,751,707
Fund Total		96,007,456	-	-	-	-	-	96,007,456
Sanitation Fund								
24730	679 Green Waste Facility	919,464	-	-	-	-	-	919,464
27350	680 Sanitation Interior Replacement	75,000	-	-	-	-	-	75,000
28020	681 Sanitation Roof Restoration	300,000	-	-	-	-	-	300,000
61570	682 Sanitation Reseal / Paint Exterior -R&R	129,163	-	-	-	-	-	129,163
69470	683 Fleet/Sanitation Fire Alarm System	42,900	-	-	-	-	-	42,900
Fund Total		1,466,527	-	-	-	-	-	1,466,527
\$55M CC Renovations - BBC GOB								
28160	684 Convention Center	54,426,432	-	-	-	-	-	54,426,432
		54,426,432	-	-	-	-	-	54,426,432

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Convention Center/Theatre Com.								
28720	685 CC - Partial Roofing Replacement	2,500,000	-	-	-	-	-	2,500,000
Fund Total		2,500,000	-	-	-	-	-	2,500,000
RDA Garages								
20200	686 Light Rail / Modern Street Car	-	7,000,000	-	-	-	-	7,000,000
25040	687 Closed Circuit Television System	112,701	-	-	-	-	-	112,701
28010	688 Collins Park Parking Garage	2,069,000	-	-	-	-	-	2,069,000
29640	689 Anchor Garage Roof Restoration	200,000	-	-	-	-	-	200,000
60190	690 Anchor Garage Elevator Replacement -R&R	357,995	-	-	-	-	-	357,995
61760	691 Revenue Control Equipment Phase I	362,000	-	-	-	-	-	362,000
61850	692 Anchor Garage Structural Engineering Study	25,000	-	-	-	-	-	25,000
63060	693 Anchor Garage Stairwell Exhaust	25,000	-	-	-	-	-	25,000
Fund Total		3,151,696	7,000,000	-	-	-	-	10,151,696
RDA Anchor Shoppe 465								
20200	694 Light Rail / Modern Street Car	-	6,000,000	-	-	-	-	6,000,000
67170	695 Anchor Garage / Shops Wind Replacement	46,000	-	-	-	-	-	46,000
Fund Total		46,000	6,000,000	-	-	-	-	6,046,000
RDA Pennsylvania Ave - Garage								
25040	696 Closed Circuit Television System	20,000	-	-	-	-	-	20,000
61760	697 Revenue Control Equipment Phase I	471,000	-	-	-	-	-	471,000
Fund Total		491,000	-	-	-	-	-	491,000
Parking Operations								
27820	698 Parking Garage at Parking Lot P13 - Washington & 10th Street	-	3,785,000	-	-	-	-	3,785,000
20087	699 P23 - New Garage - 1623 West Avenue - Intercept Garage	-	1,165,000	4,165,000	-	-	-	5,330,000
27830	700 Parking Garage at Parking Lot P16 - Collins & 13th Street	-	1,148,000	-	-	-	-	1,148,000
60227	701 42nd Street Garage Lighting Fixtures - Average Density Renewal	-	140,000	-	-	-	-	140,000
60187	702 17th Street Garage Lighting Fixtures - Average Density Renewal	-	125,000	-	-	-	-	125,000
20107	703 P55 - New Garage 2660 Collins Avenue	-	-	2,500,000	7,300,000	-	-	9,800,000
20140	704 Surface Lot 4D West Ave & 16 Street	556,500	-	-	-	-	-	556,500
20730	705 Bicycle Parking Phase II	122,000	-	-	-	-	-	122,000
21910	706 Sunset Harbor / Purdy Ave Garage	608,000	-	-	-	-	-	608,000
23140	707 Property Management Facility	708,000	-	-	-	-	-	708,000
24650	708 Surface Lot 24B 971 71 Street	189,000	-	-	-	-	-	189,000
24660	709 Surface Lot 2B Meridian Ave and 6th Street	245,000	-	-	-	-	-	245,000
25040	710 Closed Circuit Television System	162,420	-	-	-	-	-	162,420
25650	711 City Wide Curb Ramp Installation/Maintenance	60,000	-	-	-	-	-	60,000
26100	712 CCTV Phase 2	250,000	-	-	-	-	-	250,000
26280	713 Maint-13th Street Parking Garage 09	30,000	-	-	-	-	-	30,000
26290	714 Maint-17th Street Parking Garage 09	100,000	-	-	-	-	-	100,000
26320	715 Surface Lot at Collins & 84 Street	43,500	-	-	-	-	-	43,500
26340	716 Penrods @ 1 Ocean Drive	52,340	-	-	-	-	-	52,340

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
26370	717 Surface Lot 19B @ Collins & 53rd Street	129,500	-	-	-	-	-	129,500
27440	718 Surface Lot 22X N Shore Youth Center	1,014,497	-	-	-	-	-	1,014,497
27450	719 Surface Lot 24C 6972 Bay Drive	323,300	-	-	-	-	-	323,300
27460	720 Surface Lot 25X 7061 Bonita Drive	127,200	-	-	-	-	-	127,200
27470	721 Surface Lot 8H 4001 Prairie Ave.	1,005,969	-	-	-	-	-	1,005,969
27480	722 Surface Lot P48 Bass Museum Lot	220,000	-	-	-	-	-	220,000
28080	723 Intelligent Transportation & Smart Parking System	2,500,000	-	-	-	-	-	2,500,000
28650	724 Surface Lot 10F S Lincoln Ln. & Meridian	302,000	-	-	-	-	-	302,000
28660	725 Surface Lot 10D Jefferson Ave	557,000	-	-	-	-	-	557,000
28670	726 Surface Lot 10G 1620 Michigan Avenue	175,000	-	-	-	-	-	175,000
28690	727 Surface Lot 9F P106 75th Street & Collins Ave	1,490,000	-	-	-	-	-	1,490,000
28710	728 P14 - 6th Street and Collins Parking Lot	150,000	-	-	-	-	-	150,000
60130	729 13th Street Parking Garage Fire Alarm -R&R	46,580	-	-	-	-	-	46,580
61410	730 Master Meter Phase VII	1,000,000	-	-	-	-	-	1,000,000
61660	731 13th Street Parking Garage Elevator-R&R	184,800	-	-	-	-	-	184,800
61750	732 License Plate Recognition - Vehicle and Handheld Units	350,000	-	-	-	-	-	350,000
61760	733 Revenue Control Equipment Phase I	2,696,000	-	-	-	-	-	2,696,000
61930	734 17th Street Parking Garage Elevators	876,000	-	-	-	-	-	876,000
62940	735 Citywide Parking Lot Lighting	-	-	-	-	-	-	-
65630	736 Customer Service Center Renovation	50,000	-	-	-	-	-	50,000
67160	737 13th Street Garage Handrails	40,000	-	-	-	-	-	40,000
69370	738 42nd Street Garage Fire Alarm System Replacement	51,087	-	-	-	-	-	51,087
69380	739 42nd Street Garage Elevator Replacement	865,645	-	-	-	-	-	865,645
69780	740 Maint-42nd St Parking Garage 10	245,000	-	-	-	-	-	245,000
62100	741 Maint-42 Street Parking Garage 09	240,000	-	-	-	-	-	240,000
Fund Total		17,766,338	6,363,000	6,665,000	7,300,000	-	-	38,094,338
'97 Parking System Revenue Bd								
60227	742 42nd Street Garage Lighting Fixtures - Average Density Renewal	-	54,405	-	-	-	-	54,405
25040	743 Closed Circuit Television System	463,303	-	-	-	-	-	463,303
Fund Total		463,303	54,405	-	-	-	-	517,708
2010 Parking Bonds Reso. 2010								
27830	744 Parking Garage at Parking Lot P16 - Collins & 13th	-	2,929,431	-	-	-	-	2,929,431
60187	745 17th Street Garage Lighting Fixtures - Average Density Renewal	-	329,900	-	-	-	-	329,900
21910	746 Sunset Harbor / Purdy Ave Garage	17,541,435	-	-	-	-	-	17,541,435
25040	747 Closed Circuit Television System	1,000,000	-	-	-	-	-	1,000,000
26280	748 Maint-13th Street Parking Garage 09	90,000	-	-	-	-	-	90,000
26290	749 Maint-17th Street Parking Garage 09	135,000	-	-	-	-	-	135,000

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
26320	750 Surface Lot at Collins & 84 St	725,000	-	-	-	-	-	725,000
26370	751 Surface Lot 19B @ Collins & 53rd Street	1,540,000	-	-	-	-	-	1,540,000
29580	752 Surface Lot 9D P86; 6976 Indian Creek Drive	468,000	-	-	-	-	-	468,000
65640	753 Master Meter Phase VIII (DG Replacement)	576,336	-	-	-	-	-	576,336
Fund Total		22,075,771	3,259,331	-	-	-	-	25,335,102
2015 Parking Bonds CC Project								
28160	754 Convention Center	64,811,756	-	-	-	-	-	64,811,756
Fund Total		64,811,756	-	-	-	-	-	64,811,756
Fleet Management Fund								
60009	755 FY19 Vehicle/Equipment Replacement	-	-	-	4,947,000	-	-	4,947,000
60058	756 FY18 Vehicle/Equipment Replacement	-	-	4,053,000	-	-	-	4,053,000
60250	757 FY20 Vehicle/Equipment Replacement	-	-	-	-	4,376,000	-	4,376,000
62130	758 HVAC Controls Replacement Fleet Shop 1	42,000	-	-	-	-	-	42,000
68960	759 Fleet Management Building Interior Attic	46,787	-	-	-	-	-	46,787
69460	760 Fleet Management Shop 2 HVAC Repair	29,368	-	-	-	-	-	29,368
69470	761 Fleet/Sanitation Fire Alarm System	42,900	-	-	-	-	-	42,900
Fund Total		161,055	-	4,053,000	4,947,000	4,376,000	-	13,537,055
Info./ Communication Tech.								
22980	762 Symantec Ent Vault for Network Storage	41,150	-	-	-	-	-	41,150
61690	763 Building Process System	65,500	-	-	-	-	-	65,500
61770	764 Updated Automation of Cleanliness	34,440	-	-	-	-	-	34,440
61790	765 MBPD Off-Duty Employment Software	60,000	-	-	-	-	-	60,000
61830	766 Automation for Field Staff Operation.	26,000	-	-	-	-	-	26,000
62670	767 RNI FuelOmat Fuel Management System Upgrade	105,000	-	-	-	-	-	105,000
62680	768 Enterprise SharePoint Implementation	90,000	-	-	-	-	-	90,000
62690	769 Active Strategy Upgrade	35,000	-	-	-	-	-	35,000
68210	770 Info & Communication Tech Contingency	443,087	-	-	-	-	-	443,087
68400	771 Records Imaging Phase 2	25,557	-	-	-	-	-	25,557
68410	772 Auto Transfer Benefits Data	18,000	-	-	-	-	-	18,000
68450	773 Building Dev Process Ent System	100,000	-	-	-	-	-	100,000
68480	774 Records Imaging 3/Cleanliness Assessment	29,268	-	-	-	-	-	29,268
69900	775 RiskMaster Software Upgrade	55,942	-	-	-	-	-	55,942
Fund Total		1,128,944	-	-	-	-	-	1,128,944
Equipment Loan/Lease								
61730	776 FY13 Vehicle/Equipment Replacement	3,914,300	-	-	-	-	-	3,914,300
61240	777 FY14 Vehicle/Equipment Replacement	4,644,000	-	-	-	-	-	4,644,000
62620	778 FY15 Vehicle/Equipment Replacement	4,947,000	-	-	-	-	-	4,947,000
67150	779 FY16 Vehicle/Equipment Replacement	5,110,000	-	-	-	-	-	5,110,000
Fund Total		18,615,300	-	-	-	-	-	18,615,300
Building Tech Capital Project								
26990	780 Second Floor Renovation-Building Dept.	206,713	-	-	-	-	-	206,713
61690	781 Building Process System	358,600	-	-	-	-	-	358,600
68450	782 Building Dev Process Enterprise System	1,500,000	-	-	-	-	-	1,500,000
Fund Total		2,065,313	-	-	-	-	-	2,065,313

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Capital Reserve								
21270	783 Venetian Neighborhood - Venetian Islands	-	-	-	-	-	-	-
23140	784 Property Management Facility	600,000	-	-	-	-	-	600,000
23210	785 Biscayne Point Neighborhood Improvements	268,433	-	-	-	-	-	268,433
23260	786 Bayshore Neighborhood - Bid Pack B	2,331,499	-	-	-	-	-	2,331,499
23300	787 Flamingo Neighborhood - Bid Pack A	2,215,326	-	-	-	-	-	2,215,326
23360	788 West Avenue/Bay Road Improvements	2,230,000	-	-	-	-	-	2,230,000
23380	789 Palm & Hibiscus Island Enhancement	3,288,290	-	-	-	-	-	3,288,290
26650	790 Bayshore Neigh Sunset Isle 1 & 2 BPE	98,781	-	-	-	-	-	98,781
28940	791 Bayshore Neighborhood Central Bayshore - South	618,790	-	-	-	-	-	618,790
64170	792 Biscayne Pointe Island Entryway	200,000	-	-	-	-	-	200,000
Fund Total		11,851,119	-	-	-	-	-	11,851,119
Miami-Dade County Bond								
23200	793 Flamingo Park	3,099,000	-	-	-	-	-	3,099,000
23380	794 Palm & Hibiscus Island Enhancement	1,410,089	-	-	-	-	-	1,410,089
25380	795 Band Shell Master Plan Improvement	1,500,000	-	-	-	-	-	1,500,000
Fund Total		6,009,089	-	-	-	-	-	6,009,089
FEMA								
26820	796 Seawall-Flamingo Drive Rehabilitation	16,260	-	-	-	-	-	16,260
Fund Total		16,260	-	-	-	-	-	16,260
Fire Info. & Comm Technology Fund								
61690	797 Building Process System	17,700	-	-	-	-	-	17,700
Fund Total		17,700	-	-	-	-	-	17,700
Storm Water Bnd Fund 431 RESO#2011-27782								
21270	798 Venetian Neighborhood - Venetian Islands	2,592,490	-	-	-	-	-	2,592,490
22050	799 Bayshore Neighborhood - Bid Pack A	10,634,185	-	-	-	-	-	10,634,185
23000	800 Sunset Harbor Pump Station Upgrades	3,552,816	-	-	-	-	-	3,552,816
23110	801 Flamingo Neighborhood - Bid Pack C	248,434	-	-	-	-	-	248,434
23180	802 Bayshore Neighborhood - Bid Pack D	2,738,560	-	-	-	-	-	2,738,560
23210	803 Biscayne Point Neighborhood Improvements	11,707,764	-	-	-	-	-	11,707,764
23240	804 La Gorce Neighborhood Improvements	2,039	-	-	-	-	-	2,039
23250	805 Bayshore Neighborhood - Bid Pack C	1,188,841	-	-	-	-	-	1,188,841
23260	806 Bayshore Neighborhood - Bid Pack B	4,121,564	-	-	-	-	-	4,121,564
23300	807 Flamingo Neighborhood - Bid Pack A	205,800	-	-	-	-	-	205,800
23360	808 West Avenue/Bay Road Improvements	5,854,876	-	-	-	-	-	5,854,876
23380	809 Palm & Hibiscus Island Enhancement	1,552,877	-	-	-	-	-	1,552,877
26650	810 Bayshore Neigh Sunset Isle 1 & 2 BPE	2,487,085	-	-	-	-	-	2,487,085
27300	811 Drainage Hot Spots	1,159,373	-	-	-	-	-	1,159,373
28940	812 Bayshore Neighborhood Central Bayshore - South	102,919	-	-	-	-	-	102,919
Fund Total		48,149,623	-	-	-	-	-	48,149,623
428 Int. Storm Water Bonds								
21270	813 Venetian Neigh - Venetian Islands	333,314	-	-	-	-	-	333,314
Fund Total		333,314	-	-	-	-	-	333,314

CITY OF MIAMI BEACH
 FY 2017-2021 CAPITAL IMPROVEMENT PLAN - FUNDING SUMMARY

Project Number	PROJECT NAME	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
Funding Not Designated								
20168	814 Intermodal - New Garage 5th Street & Alton Road	-	-	17,500,000	-	-	-	17,500,000
28080	815 Intelligent Transportation & Smart Parking System	-	-	8,110,000	-	-	-	8,110,000
27880	816 73rd Street Protected Bike Lanes	-	-	3,715,000	-	-	-	3,715,000
29860	817 Flamingo 10g-6 Street ROW improvements	-	-	1,441,264	-	-	-	1,441,264
20019	818 Intermodal - New Garage Julia Tuttle	-	-	-	17,500,000	-	-	17,500,000
20021	819 Indian Creek Pedestrian Bridges	-	-	-	-	-	595,000	595,000
20031	820 North Beach Parking Garage	-	-	-	-	-	25,000,000	25,000,000
20051	821 North Beach Town Center Complete Streets	-	-	-	-	-	1,672,000	1,672,000
20081	822 Surface Lot 26-C (P-107) Collins and 79th Street	-	-	-	-	-	798,000	798,000
20101	823 NSOP Beach Maintenance. Facility	-	-	-	-	-	2,745,000	2,745,000
20150	824 Seawall-Indian Creek Greenway	-	-	-	-	-	15,000,000	15,000,000
20161	825 Repair & Upgrade Irrigation Sys 2000-6300 Alton Rd.	-	-	-	-	-	72,000	72,000
20291	826 Surface Lot 26-D Collins and 83 (P-109)	-	-	-	-	-	880,000	880,000
20507	827 Water & Sewer Master Plan Program	50,000,000	-	-	-	-	-	50,000,000
22150	828 72nd Street Park & Parking Structure	-	-	-	-	14,500,000	-	14,500,000
27170	829 Seawall-Biscayne Bay Street End Enhancement Phase II	-	-	-	-	-	542,000	542,000
28800	830 Seawall-Bay Road Rehabilitation	-	-	-	-	-	275,000	275,000
60001	831 Nautilus / Orchard Park Tree Replacement	-	-	-	-	-	119,000	119,000
60011	832 Irrigation System MacArthur Causeway Repair/Upgrades	-	-	-	-	-	28,000	28,000
60031	833 Water Tower Restoration Star Island	-	-	-	-	-	593,000	593,000
TBD02	834 Palm Island Fountain	-	-	-	-	-	100,000	100,000
TBD03	835 West Bay Drive Parking Enhancements	-	-	-	-	-	120,000	120,000
Fund Total		50,000,000	-	30,895,264	17,500,000	14,500,000	48,539,000	161,434,264
424 Int. Water & Sewer								
21270	836 Venetian Neigh - Venetian Islands	1,142,095	-	-	-	-	-	1,142,095
Fund Total		1,142,095	-	-	-	-	-	1,142,095
Grand Total		1,410,413,647	88,651,148	80,775,563	35,295,000	20,574,000	58,653,000	1,694,362,358

MAYOR & COMMISSION

Department Mission/Purpose Statement:

We are dedicated to developing policy and providing direction to meet the needs of constituents by providing leadership that enhances and improves the quality of life for those who live, work and play in the City of Miami Beach.

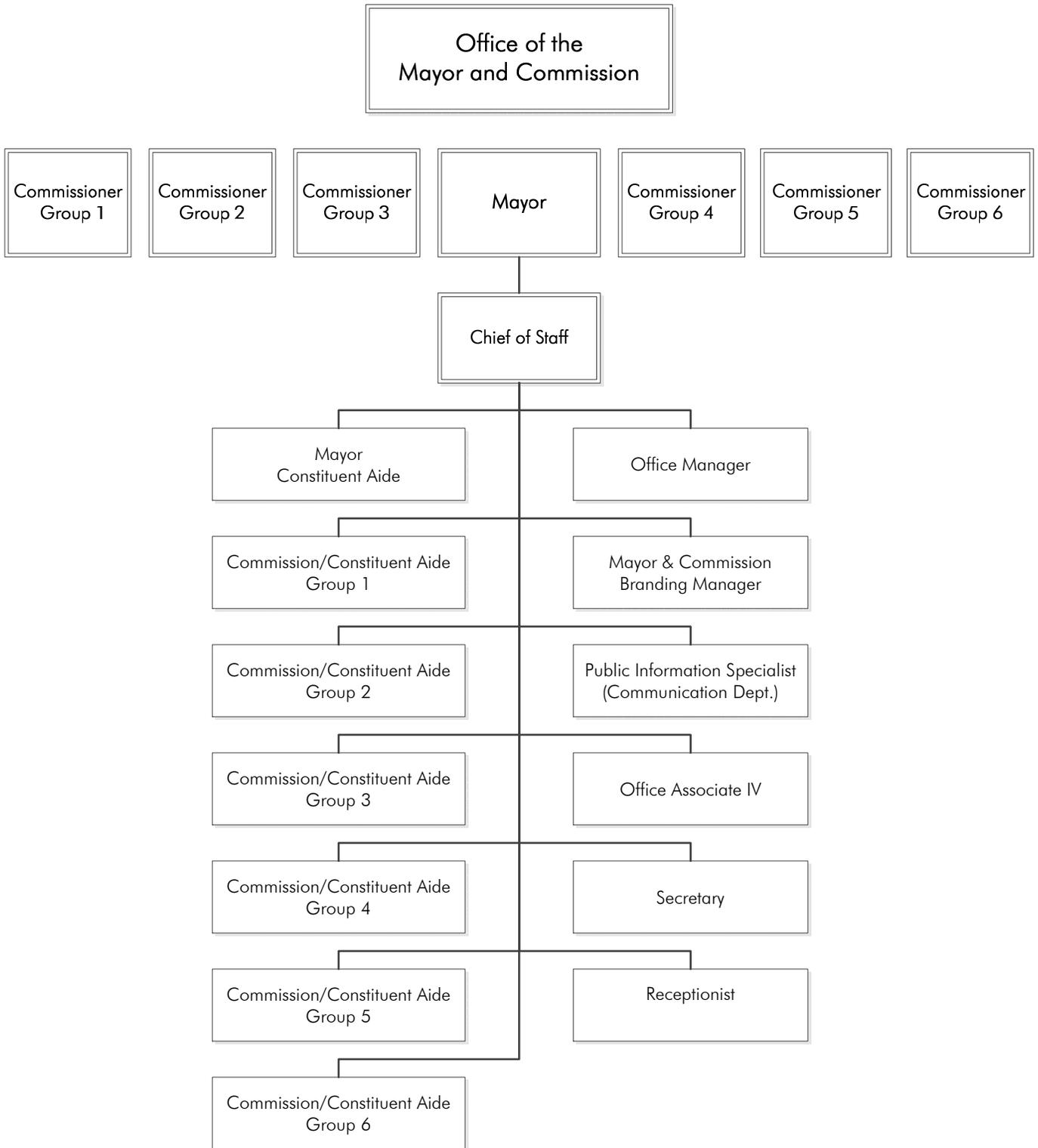
Department Description:

Miami Beach operates as a "Council/City Manager" form of government. The Miami Beach City Commission consists of a Mayor and six Commissioners who serve as the Legislative branch of the City of Miami Beach government. On a rotating basis, the Commission selects one its members to serve as Vice Mayor for a three month term. Voters elect the Mayor and Commissioners as citywide representatives through non-partisan elections held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commission terms are staggered so that not all Commissioners are up for reelection at the same time.

As elected officials, the Mayor and Commissioners respond to citizens who seek their assistance in matters involving the governance and operation of the City of Miami Beach. Through the enactment of ordinances and resolutions, the review and approval of bids and contracts, and the awarding of certificates and proclamations, the City Commission works to improve quality of life, economic development, and enhanced communication between city government and the community.

Working to complement the efforts of the City Commission, office personnel serves to bridge elected officials to their constituency as well as working directly with the City Administration to address the problems and issues brought forth by the community. Customer service and timely responsiveness are the key responsibility of all staff members.

See Attached Table of Organization



MAYOR & COMMISSION

Fiscal Environment:

The Office of the Mayor and Commission is supported by the General Fund.

Business Environment:

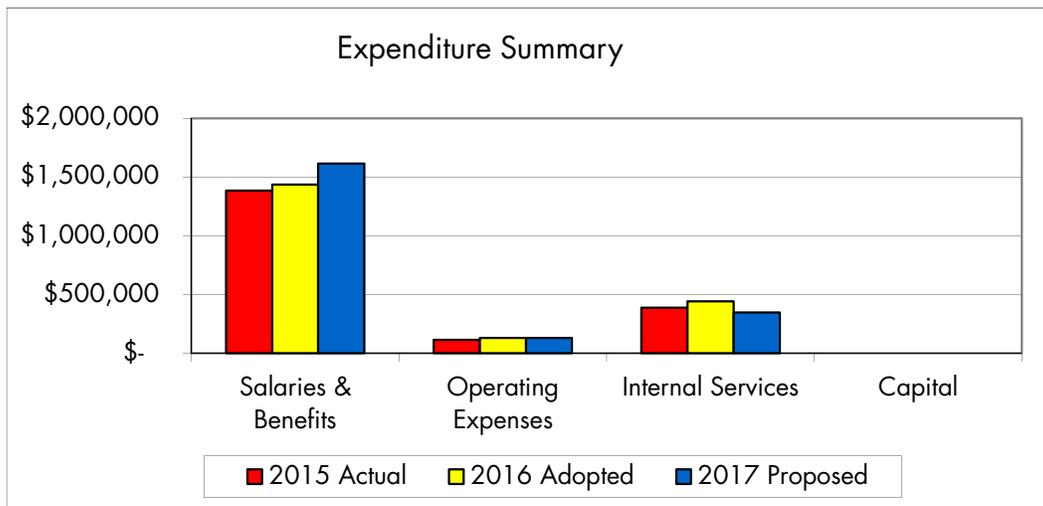
The Office of the Mayor and Commission hold Commission Meetings and Commission Workshops to discuss and decide on issues facing the City of Miami Beach. Commissioners also serve on the Commission Committees (Neighborhoods Committee, Finance and Citywide Projects Committee, and Land Use & Development Committee), and discuss referral items as well as gather community input.

The Mayor and Commissioners additionally work on issues affecting the City of Miami Beach and Miami-Dade County as a whole by serving on Non-City Commission Committees including Miami-Dade League of Cities, Metropolitan Planning Organization, Miami-Dade Tourist Development Council, Greater Miami Convention and Visitors Bureau, South Florida East Coast Corridor Coalition, International Women's Forum, and Citizens Oversight Committee.

MAYOR AND COMMISSION

Departmental Financial Summary

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	\$ 1,246,228	\$ 1,385,427	\$ 1,437,000	\$ 1,616,000
Operating Expenses	121,896	114,570	131,000	130,000
Internal Services	353,236	388,782	441,000	347,000
Capital	0	0	0	0
Total	\$ 1,721,360	\$ 1,888,779	\$ 2,009,000	\$ 2,093,000
Budgeted Positions	20.00	19.00	19.00	20 + 1 PT



MAYOR AND COMMISSION

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The FY 16/17 budget is \$84,000 or 4% above the FY 15/16 budget, primarily due to changes in departmental staffing and an increase to OPEB pay-as-you-go resulting in a \$179,000 increase to personnel costs. These increases were offset by a decrease in internal service charges of \$94,000.

MAYOR & COMMISSION

Significant Prior Accomplishments:

Continued to work toward achieving the City's vision by focusing on the following priority areas identified in the City's strategic plan:

Public Safety
Management and Service Delivery
Infrastructure
Premier Neighborhoods
International Center for Tourism and Business
Education Excellence

For more specific significant accomplishments, please see the City's Strategic Plan Results document and individual department significant accomplishments.

Critical Success Factors:

- Focus on Customer Service: Although the City of Miami Beach has a City Manager form of government, the Office of the Mayor and Commission plays an integral role in channeling the concerns and perspectives of the community to the appropriate administrative agencies. The Mayor and Commission Office staff is charged with responding to a large volume of telephone calls, facsimile communications, electronic and written correspondence. These responses are handled by both our elected officials and their office staff, which acts on behalf of individual Commissioners or the Office of the Mayor and Commission as a whole.
- Continued coordination and communication between the Office of the Mayor and Commission and City Manager's Office in order to ensure timely and accurate constituent service, as well as the necessary information for the policymakers to base their decisions on.

Future Outlook:

As it pertains to the handling of constituent concerns, it is the goal of the Office of the Mayor and Commission staff to work with Administration in order to improve response-related issues, such as response turnover time for incoming communication.

In addition to improving communication with Administration in order to provide more timely and accurate responses, the Office of the Mayor and Commission staff will also strive to improve internal communication.

CITY ATTORNEY

Department Mission/Purpose Statement:

We are dedicated to providing excellent legal services, consistent with the City's goals and objectives, to the Mayor, City Commissioners, City Manager, City departments, and City agencies, boards and committees.

Department Description:

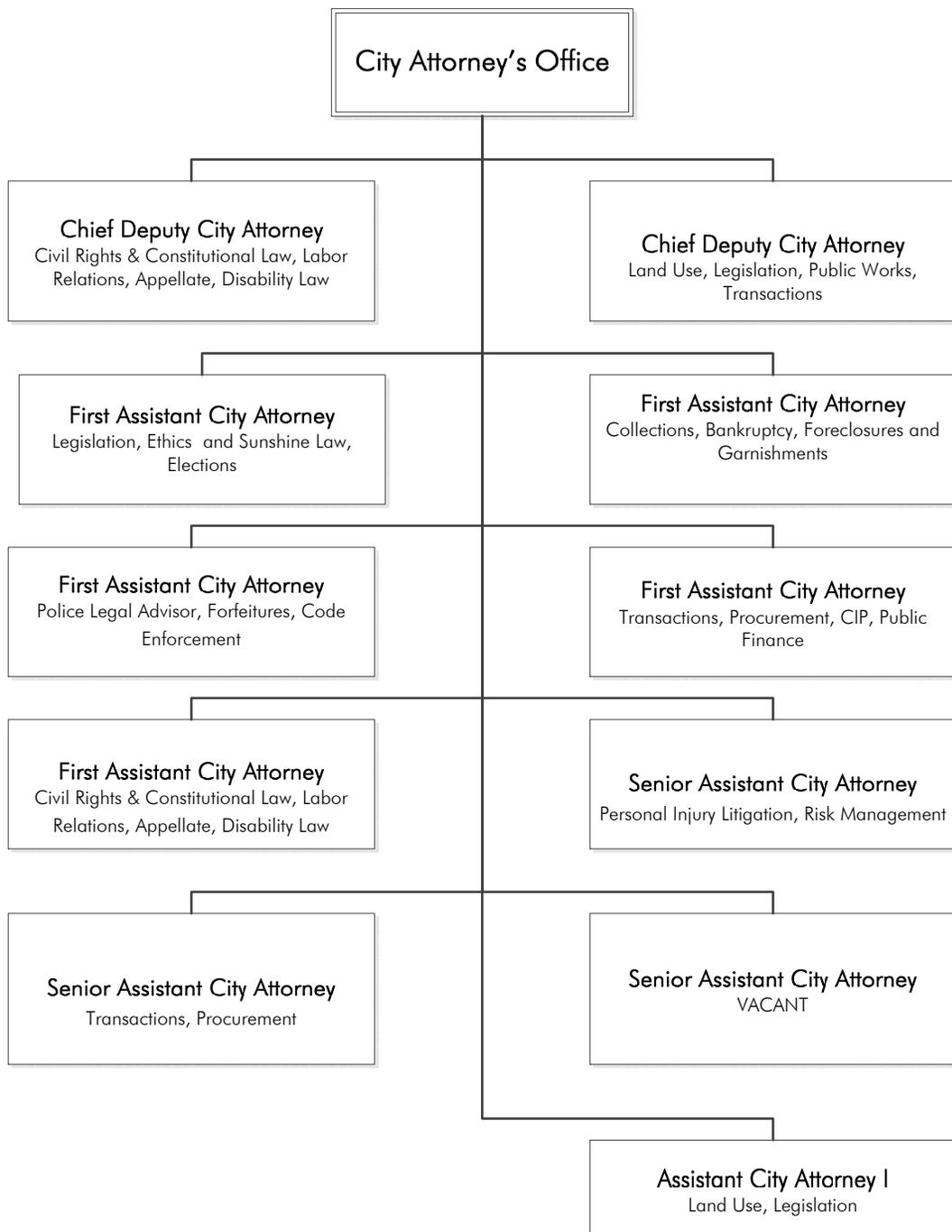
The City Attorney's Office resembles a medium sized, full service law office. Its structure is designed to address and respond to the legal needs of the Mayor and City Commissioners, the City Manager, the City departments, and the City's various agencies, boards, and committees.

Under Article III of the City Charter, the City Attorney:

- is the legal advisor to the City and all of its officers on matters relating to their official duties and responsibilities;
- advises the City Commission and Administration on changes in the law;
- prepares and reviews all ordinances, resolutions, contracts, and related legal documents; .
- prosecutes or defends complaints, suits, and controversies, when the City is a party, before State and Federal courts, Special Masters, and administrative agencies; and
- addresses legal implications arising from proposed City action and takes steps to reduce potential legal risks or financial exposure.

The Office is presently composed of the City Attorney and eleven (11) full time attorneys, and a City Attorney's Office Fellow. The support staff consists of a senior administrative manager, an assistant to the City Attorney, two (2) office-paralegal specialists, a senior legal secretary, two (2) legal secretaries, a paralegal, and a receptionist.

See Attached Table of Organization



CITY ATTORNEY

Fiscal Environment:

The Office of the City Attorney is primarily supported by the General Fund, which provides funding for salaries, operations, equipment, and capital investments.

Outside counsel fees and litigation expenses arising out of monetary claims against the City are paid through the Risk Management fund.

Legal expenses incurred as a result of:

- unanticipated litigation;
- matters of urgent public interest and /or health welfare, and safety; and
- complex real estate and other commercial transactions

cannot be taken into account as part of the City Attorney's annual budget review process (as they are either unknown, or have not been initiated, at budget time). Therefore, the funding sources for legal expenses incurred in connection with such matters have come from the appropriate City department or the RDA.

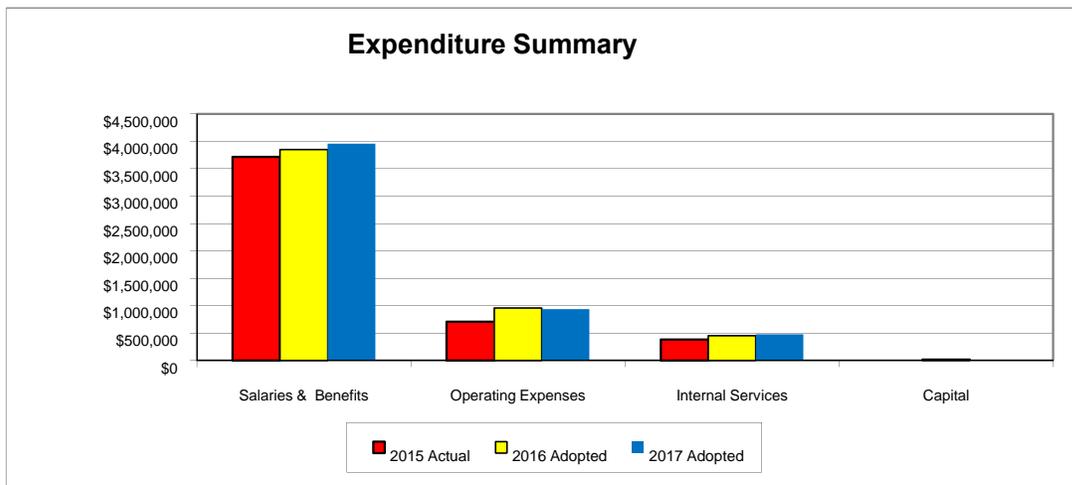
In order to offset legal expenses, the City Attorney has initiated the following measures:

- whenever possible, require developers and/or other parties proposing time-sensitive (and usually complex) real estate and/or commercial transactions to the City, to fund the City's legal costs, up to an agreed amount;
- periodic review of cases being handled by outside counsel to determine what can be "phased out" and/or brought in-house; and
- when the City Attorney determines that it is necessary to retain outside counsel, the preferred mandate is to utilize such counsel only as necessary and, whenever possible, on a "consultant" basis (In other words, the Assistant City Attorney assigned to the matter will act as lead counsel and use outside counsel in an "as needed", expert capacity.

CITY ATTORNEY

Departmental Financial Summary

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Adopted
Salaries & Benefits	\$ 3,614,036	\$ 3,718,896	\$ 3,854,000	\$ 3,957,000
Operating Expenses	610,814	706,021	959,000	935,000
Internal Services	399,096	383,284	451,000	478,000
Capital	0	0	18,000	-
Total	\$ 4,623,946	\$ 4,808,200	\$ 5,282,000	\$ 5,370,000
General Fund	20.00	22.00	22.00	22.00
Total Budgeted Positions	20.00	22.00	22.00	22.00



CITY ATTORNEY

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The FY 2016/17 budget increased by \$88,000 or 2 percent, primarily due to increases in salaries and benefits and internal service allocations.

MIAMIBEACH

CITY CLERK

Department Mission/Purpose Statement:

We are dedicated to performing as the secretary and custodian of the City Seal, compiling official City Commission and Redevelopment Agency agendas and minutes, providing quality print, copy and mail services and serving as facilitator in providing public records and information expeditiously to the City Commission, the public, City staff and other governmental agencies.

Department Description:

The Office of the City Clerk is dedicated to providing a high level of customer services in a professional and courteous manner, making public information easily accessible using the latest technology, and making the experience a satisfying one. The Office of the City Clerk's responsibilities are shown in the attached Table of Organization.

Central Services is dedicated to providing a high level of internal customer services in a professional and courteous manner while performing the following tasks: sorting, processing and distributing U.S. Mail and interoffice mail, delivery services, printing, copying and binding services.

See Attached Table of Organization

Mayor and Commission

City Clerk - Admin

The City Clerk is responsible for management and coordination of Department operations related to budgeting, accounting, payroll, human resources and employee development. The City Clerk serves as the Municipal Secretary of the City, the Official Secretary of the City Commission/RDA and the Supervisor of Elections for the City of Miami Beach. The Office of the City Clerk is also the corporate headquarters of the City, and serves as the depository for all corporate contracts and records. The City Clerk oversees the Special Master Clerks. Supervises the Central Services Division, which provides printing, copying, cutting and binding services to all City departments; and sorts and distributes incoming and outgoing mail (U.S. and Interoffice). The Department has been functionalized as follows: Office of the City Clerk, Special Masters Division and Central Services.

City Clerk's Staff

Primary duties include: Official Secretary to the City Commission and the Miami Beach Redevelopment Agency. Conducts municipal elections with the assistance of the Miami-Dade County Department of Elections. Monitors compliance of City, County and State regulations pertaining to elections. Prepares the agenda for City Commission Meetings that includes staff reports, memoranda and other information necessary to enable the City Commission to make informed decisions on individual items. Publishes notices of proposed and adopted ordinances. Provides legal notices associated with the business being conducted at Regular and Special City Commission Meetings. Prints, records and indexes ordinances, Charter amendments and resolutions. Promptly corrects and reports scrivener's errors that are discovered in ordinances, resolutions and staff reports to the City Commission. Processes the codification of the Miami Beach Municipal Code Book. Ensures that lobbyists are properly registered with the Office of the City Clerk. Issues weekly notices of board and committee meetings. Issues notices of Regular and Special City Meetings. Acts as the custodian of public records of the City. Processes public records request. Provides information and referrals to City residents. Drafts board appointment letters and miscellaneous paperwork related to City Boards. Updates Board List as necessary. Ensures that yearly Financial Disclosure Forms are completed. Attests official City documents. Performs such other duties as the Mayor and City Commission may prescribe from time to time.

Special Master

The Clerks of the Special Master serve as the official secretary to the Special Masters. The Special Masters hear cases brought before them by the Building, Code Compliance, and Fire Departments. Responsibilities include preparing case files; assigning case numbers, preparing notices to appear for mailing to the alleged violators, preparing orders, liens, satisfactions, releases, agendas, synopsis, case histories, financial data and statistics. Collecting and depositing revenue. Assists the Special Master, Assistant City Attorney and Department inspectors at hearings. Prepares liens to record into the Public Records. Closes cases upon full compliance and full payment of monies owed. Records Custodian for the Special Master. Generates Courtesy Notices for condo common area violations. Post Special Master Agenda on the Website. Prepares Special Master Monthly Report of properties with no compliance for six and twelve months.

Central Services-Admin

Plans, organizes, staffs, directs, process payments, payroll, enters daily work orders, chargebacks, and prepares the budget. Formulates Departmental policies and is responsible for the day-to-day operation of the Department.

Central Services-Staff

Responsible for receiving and distributing daily mail (U.S. mail, interoffice mail and UPS/FedEx) and special packages. Provides high volume copying and printing services. Provides any other print services necessary to complete the job, i.e. binding, padding, numbering, etc. Provides courier services when needed to deliver Commission Agendas, Commission Committee Agendas, Budget Books, Planning Board Agenda, etc. Coordinates vehicle usage (carpool) and distribute MB Magazine throughout the city departments.

CITY CLERK

Fiscal Environment:

The Office of the City Clerk is supported by the General Fund. The following fees are collected: lobbyist registration, domestic partnership, Special Master revenues, public record processing and copy charges, and City candidate qualifying fee. All fees are deposited in General Fund Accounts.

The General Fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund, including function of the Office of the City Clerk.

Central Services is an internal service funded division, via charge back system - departments pay for specific tasks performed by Central Services.

Business Environment:

The Office of the City Clerk has numerous responsibilities that are derived from the City Charter, City Code, or administratively. The Office interacts with other departments in the City and the public via face-to-face contact, telephone, e-mail or web based.

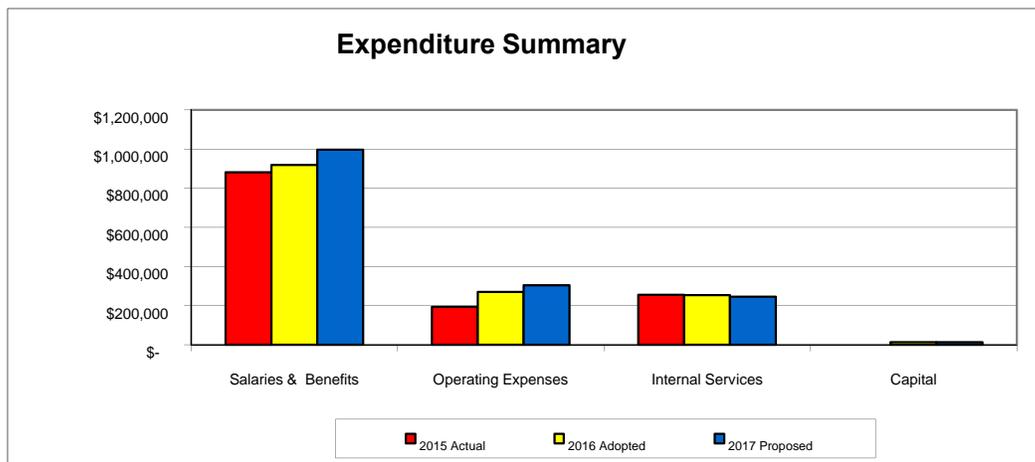
Central Services' customers are all City departments, and their goal is to provide excellent in-house services such as sorting and distributing U.S. Mail, copying and printing services, binding services, delivery services and inter-office mail processing. Central Services is the principal courier package-processing center for City departments. Central Services provides vehicle pool services for any department needing to use a City vehicle.

CITY CLERK

Departmental Financial Summary

Revenue Area

	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Other Local Ordinances	\$ 2,803	\$ 9,990	\$ -	\$ 8,000
Special Masters HP-DRB	6,327	7,857	3,000	9,000
Administrative Hearing Fee	164,902	143,932	166,000	146,000
Lobby Registration Fees	294,972	326,420	162,000	292,000
Domestic Partner Registration	3,855	1,880	1,000	1,000
Total	\$ 472,858	\$ 490,078	\$ 332,000	\$ 456,000
Salaries & Benefits	\$ 896,748	\$ 880,795	\$ 918,000	\$ 997,000
Operating Expenses	168,864	194,433	270,000	305,000
Internal Services	239,648	256,263	254,000	245,000
Capital	0	0	13,000	13,000
Total General Fund	\$ 1,305,260	\$ 1,331,492	\$ 1,455,000	\$ 1,560,000
General Fund	8.60	8.60	9.60	9.60
Redlight Camera Fund	1.00	1.00	1.00	1.00
Total Budgeted Positions	9.60	9.60	10.60	10.60



CITY CLERK

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$105,000 or 7% percent, primarily due to an increase in personnel costs of \$79,000, as well as a \$20,000 increase in advertising expenditures due to an increase in the number of special master and public hearings which must be advertised.

FY2016/17 Efficiencies

- The FY2016/17 budget includes efficiencies totaling \$5,000, which resulted from reductions in budgeted expenditures for subscriptions, travel, and training.

CITY CLERK

Significant Prior Year Accomplishments:

- Elections: Successfully conducted a General Election, a Special Election, a Run-Off Election and a Mail-Ballot Election in 2015.
- Webpage: Significantly expanded the Office of the City Clerk's Election web presence, which now includes: State of Florida Political Committee Database; City of Miami Beach Political Committee and Electioneering Communication Organization Database; Most Commonly Used Forms; and Information relating to the current year's election.
- Public Records Requests: Responded to 2,324 public records request. 84.7% of the public records request received for records maintained by the Office of the City Clerk were processed in 7 days or less.
- City Commission Agenda Preparation: Produced City Commission agenda materials for 34 City Commission meetings and Workshops, oversaw the agenda preparation process, and updated the City's webpage.
- After-Actions: Produced 34 After-Action Reports for City Commission meetings and Workshops, generated Log Notes for Commission/Workshop meetings and burned CD's for archival purposes.
- Automated Agenda System: The Office of the Clerk is concluding the automated Commission Agenda implementation. Currently, the agenda process is performed manually. The automated agenda process will save the City both time and money and provide easy access to City government for the residents and visitors of Miami Beach. NovusAGENDA has commenced training of all City Departments. To date, the following has been accomplished: 1) The memorandum and agenda templates have been created; 2) The general workflow process has been prepared; and 3) The department trainings have commenced.
- Ordinance and Resolution Registry: Maintained a web based Ordinance and Resolution registry to provide an easy research tool for the public. Processed 69 Ordinances, 383 Resolutions and 542 contracts. The information is available at: <http://www.miamibeachfl.gov/cityclerk/default.aspx?id=73070>
- Personnel Board: Conducted employee election for the Personnel Board.
- LaserFiche/Scanning: Scanned, indexed, quality-controlled and published all LTC's, Lobbyists Affidavits, Board and Committees Applications, Financial Disclosure Forms, Ordinances and Resolutions into LaserFiche; giving the public web based access to all these documents.
- City Code Updates: Transmitted Ordinances to Municipal Code for codification and updated in the City's Code Book (paper and electronic version). Supplement 62 is the current version.

CITY CLERK

- Historical Archives: Maintained a searchable Folio database, where historical documents are entered by category, date, description and points of reference, and each document is identified with a number for easier identification. A total of 27,790 pages were scanned into the historical archives in 2015. The information is available at: <http://docmgmt.miamibeachfl.gov/weblink8/browse.aspx?dbid=0>

Worked with Florida International University (FIU) to digitize the City's historical photographic archives. A total of 23,989 historical photographs were digitized in 2015. The work performed thus far may be viewed at: <http://miamibeacharchives.com/>

- Centennial Photo Exhibit: A Centennial Photo Exhibit, comprising of photographs from each decade of the City's history, was displayed in the Fourth Floor City Hall Gallery for three months during the City's Centennial Celebrations. After the conclusion of the exhibition at City Hall, the Travelling Centennial Photo Exhibit was displayed at the Miami Design Preservation League (MDPL), the Miami Beach Chamber of Commerce, the Greater Miami Convention & Visitors Bureau, the Florida International University (FIU) School of Architecture, and it is currently on display at Miami Beach Senior High School. Afterwards, the Centennial Photo Exhibit will be on permanent display at the Fourth Floor City Hall Gallery. The photographs depicted in the Centennial Photo Exhibit were selected from the Office of the City Clerk's Historical Archives by City Clerk staff, City residents, local historians and City staff.
- Lobbyists: Processed 264 lobbyist registrations, 534 lobbying issues and maintain the lobbyists annual disclosure records.
- Boards and Committees: Maintained records for 33 Boards and Committees with 271 members. Processed 109 Board and Committee Applications and 174 appointments. Posted on the Office of the City Clerk's website a searchable database of all Boards and Committees on a weekly basis. Created and posted on the Office of the City Clerk's webpage a database of current Board and Committee openings, to assist residents wishing to become involved in City government. Produced the Board and Committees Quarterly Attendance Report and the Board and Committees Biannual Report. Authored the Board and Committee Minority Report.
- Annual Reports: Processed Outside Employment, Gift Disclosure, Financial Disclosures and Lobbyist Expenditure Forms, as required by the State, County and City.
- Public Notices: Published the following advertisements: 52 meeting notices; 174 public hearings; and 35 election information notices.
- Special Master: Processed 1,154 new Special Master Appeals, Building Cases, Code Cases and Fire Cases. Heard 165 Red Light Camera Appeals. Mailed 1,914 condominium common area violations courtesy notices on 80 cases. Processed the recording and release of 433 liens.
- Records Retention: Commenced the implementation of a Citywide retention and destruction program for all City Departments (excluding Building and Police Departments). This includes management of 28,976 boxes located in off-site storage locations.
- Staff: Continued supplementing staff by recruiting senior and student interns.

CITY CLERK

Central Services Division

- Equipment: The Central Services Division operated new high speed, high volume photocopiers and a digital color duplicator that reproduces professional results. These machines not only copy, but also collate and staple finished documents, achieving cost effective digital reproduction of printed materials.
- Production: Central Services received approximately 1,750 print jobs in FY 2014/15, and produced approximately 3,500,000 impressions (Black and White/Color), at an average of 290,000 impressions per month. These jobs included: Commission Meeting Agenda Books, MB Line Magazines, Supplemental to City Code, After-Actions, Agenda Reviews, Commission Committees Meeting Agendas, Proposed and Final Capital Budget Books, Open Enrollment Books/Insurance Packages, Zoning Notifications, Proclamations, Posters, Flyers, Brochures, Maps, Business Cards, Courtesy Notices, Meeting Notices (Board of Adjustments, Planning Board, etc.), Permit Cards, Work Permits, Unsafe Stickers, Surveys, Vehicle Safety and Storage Receipts, Inspection Handouts, Daily Reports, Information Logs, Code Violation Forms, Employees Applications, Retiree Enrollment Applications, Door Hangers, Transportation Element, Residential Parking Permit Application, Residential Parking Permit Renewal, Players/Parents Code of Conduct, Release of Liability, Rules and Regulations, Warning Signs, Off-Duty Applications, Police Department Forms, etc.

Critical Success Factors:

- Ensure cross training of staff.
- Ensure departments respond in a timely manner to public records requests.
- Ensure all work order requests from departments have thorough and accurate information as well as detailed instructions.
- Enhance external/internal communications from and within the Office of the City Clerk.
- Ensure expenditures trends are sustainable over the long term.

CITY CLERK

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments	Average # of days to complete printing jobs per month	3.56	2.87	4.60	3.00	3.00	<ul style="list-style-type: none"> •Implement a software solution to automate the current City Commission agenda preparation process •Standardize public records process to and improve turnaround times
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of days from initiation of case to 1st hearing date	*	*	71.14	90.00	90.00	
	% of public records requests completed by the City Clerk's Office within 7 days	90%	92%	85%	70%	70%	
	# of special master meetings scheduled and held	107	77	117	84	84	
	# of special master cases heard	2,779	1,952	1,936	n/a	n/a	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

MIAMIBEACH

CITY MANAGER

Department Mission/Purpose Statement:

We are dedicated to providing executive-level leadership to the organization in order to achieve the City's mission of providing excellent public service and safety to all who live, work and play in our vibrant, tropical historic community, ensure that the City prospers at all levels, including residents, members of the business community, and visitors to the City of Miami Beach.

Department Description:

The City Manager is appointed by the Mayor and City Commission and vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the City's Chief Executive Officer, the City Manager is responsible for providing executive-level leadership, vision, and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and businesses, and is otherwise responsible for the health, safety, and welfare of the residents, members of the business community and the visitors to the City of Miami Beach.

See Attached Table of Organization

Miami Beach City Commission

Office of the City Manager

City Manager is appointed by the Mayor and City Commission and is vested with the responsibility to ensure that policies, directives, resolutions and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the City Manager is responsible for providing executive level leadership, vision, and guidance to the organization, providing recommendations to the City Commission, and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups, and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach. Staff to support these efforts include three Assistant City Managers, Executive Office Associate II, Admin Officer, two Executive Office Associate I, a Special Assistant to the City Manager, Community Resource Coordinator, Office Associate IV, Receptionist, 2 Part-Time Office Assistants and a Project Director and Senior Project Manager for the Convention Center District.

Convention Center District

Coordinate all activities required for the construction and renovation of facilities within the 52 acre regional area known as the Convention Center District. Projects include the expansion and renovation of the Miami Beach Convention Center including all surrounding streets, infrastructure and open spaces.

CITY MANAGER

Fiscal Environment:

The Office of the City Manager is supported by the General fund to cover salaries and benefits for 16 full-time and 4 part-time staff members, operating expenses, and internal service charges.

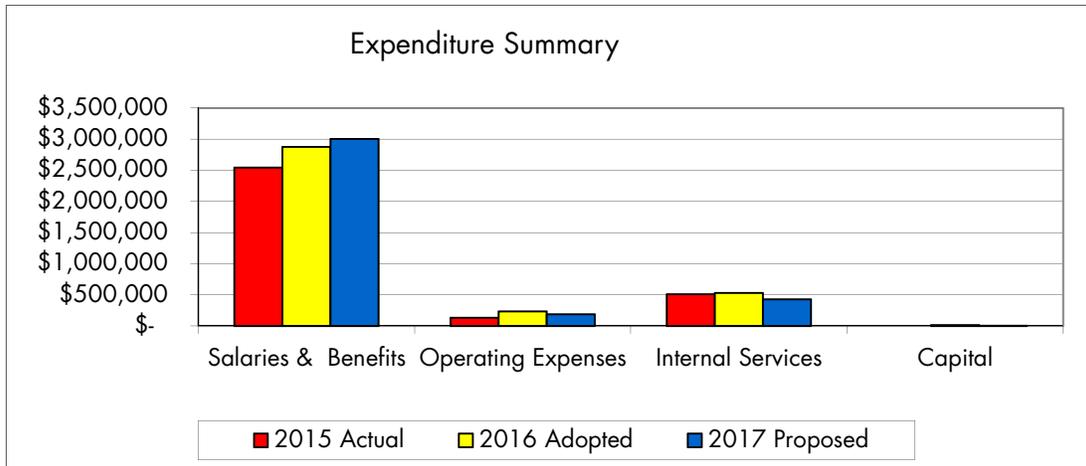
Business Environment:

The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. Given this responsibility, the City Manager has a number of stakeholders that he is accountable and responsible to. Internally, these include the Mayor, six City Commissioners, and all city staff. External stakeholders include the residents, members of the business community, members and representatives of community organizations, other elected officials representing local, state and federal jurisdictions as well as administrators from these government agencies. As the CEO of the organization, The City Manager has numerous responsibilities within the City and works with all City departments to ensure that the City delivers on its mission of providing excellent public service and safety to all who live, work, visit and play in our vibrant, tropical, historic community.

CITY MANAGER

Departmental Financial Summary

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	\$ 2,299,802	\$ 2,545,043	\$ 2,877,000	\$ 3,004,000
Operating Expenses	123,982	133,942	234,000	187,000
Internal Services	454,256	510,317	528,000	429,000
Capital	0	0	13,000	5,000
Total	\$ 2,878,039	\$ 3,189,302	\$ 3,652,000	\$ 3,625,000
General Fund	12 FT + 0 PT	17 FT + 2 PT	16 FT + 4 PT	16 FT + 2 PT
Total Budgeted Positions	12 FT + 0 PT	17 FT + 2 PT	16 FT + 4 PT	16 FT + 2 PT



CITY MANAGER

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- Although the department's personnel costs increased as stated above, overall, the department's operating budget decreased by \$27,000 or -1 percent, primarily due to decreases in operating expenses.

FY 2016/17 Efficiencies

- The FY 2016/17 budget includes efficiencies totaling \$63,000, which resulted from the elimination of two vacant part-time Rapid Response Team positions.

CITY MANAGER

Significant Prior Accomplishments:

Continued to work toward achieving the City's vision by focusing on the following priority areas identified in the City's strategic plan:

- 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 in culture, recreation and business, while maximizing value to our community for the tax dollars paid.

For more specific significant accomplishments, please see the City's Strategic Plan Results document and individual department significant accomplishments.

Convention Center District

- Convention Center Renovation and Expansion Project
The Miami Beach Convention Center will be undergoing a \$500 million renovation and expansion beginning in December 2016. Built in 1957, the center has expanded throughout the years from its original 108,000 square feet to its current size of 1.2 million square feet. The new 1.4 million square foot, LEED certified facility will include:
 - a state-of-the-art, 60,000 square foot grand ballroom,
 - additional meeting rooms with flexible arrangements,
 - a 20,000 square foot glass rooftop junior ballroom,
 - advanced technology,
 - new versatile indoor/outdoor public spaces, and
 - 800 parking spaces located within the building.

In addition, a new pedestrian friendly and ecologically sensitive green space incorporating butterfly gardens and mangrove enhancements will span along the Collins Canal incorporating a native plant palette and providing pedestrian connectivity for residents and visitors.

The historic Carl Fisher Clubhouse, the oldest public structure in Miami Beach, will be restored to its original glory and transformed into a venue for the public to enjoy.

Finally, a \$6 million art budget will enable several selected and world renowned artists to incorporate public art into the project under Miami Beach's Art in Public Places ordinance.

- Convention Center Headquarter Hotel
The City has issued a request for proposal to privately develop a convention center headquarter hotel of up to 800 rooms on the parking lot on the northeast corner of 17th Street and Convention Center Drive (across from City Hall). The lease of the site to the hotel

CITY MANAGER

developer will require 60% voter approval, which is scheduled for November 2015.

The Hotel developer is entirely responsible for funding all costs associated with the construction of the hotel. The lease rate of the site will be determined through a competitive request for proposal (RFP) process.

Critical Success Factors:

- Work with Mayor and City Commissioners to agree on current and future strategic priorities and fund those priorities accordingly;
- Continue to solidify the strategic planning process to align resources, citywide initiatives and departmental activities with the City's Key Intended Outcomes (KIO's) ;
- Work with staff throughout the Administration to focus and monitor strategic priorities identified in their area in order to ensure that the organization is accomplishing the goals identified and achieving results that contribute to the community's well-being;
- Continue to create a positive work environment that is customer-service focused and that is conducive to staff achieving results; and,
- Continue to enhance the budget process.

Future Outlook:

As the City of Miami Beach continues to evolve into a world-class city, the future promises to be a bright one. Our mission and our focus on our strategic plan and the identified Key Intended Outcomes (KIOs) will continue. Areas that potentially impact the City's future include:

- Rising sea levels;
- Redevelopment of the Convention Center; and
- Traffic and Parking.

Convention Center District

Today, the Miami Beach Convention Center hosts internationally acclaimed trade shows such Art Basel Miami Beach and Maison & Objet. Through a combination of municipal and county bonds, the center is being redesigned as a state-of-the-art facility. It will accommodate and attract new international and national events and conventions assuring its significance as one of the largest visitor draws for the South Florida region.

The future of the convention center is now being re-defined. Once renovations are completed in 2017, the improved LEED-certified facility will become what Miami Beach Mayor Philip Levine often describes as a "Center for Creative Collaboration." This transformation will enable the center to keep up with the demands of the competitive national and international convention community, while new outdoor public spaces will create improved walkability; connecting the center and the city's adjacent historic cultural district and resorts.

MIAMIBEACH

COMMUNICATIONS

Department Mission/Purpose Statement:

We are dedicated to advancing the City's vision through creative and strategic marketing and communications initiatives with our internal and external customers.

Department Description:

The Office of Communications is an internal service department that works to connect the City of Miami Beach government, residents, tourists and the media. The Office is the internal advertising agency for the City and all departments.

The Office of Communications deals specifically with immediate and/or current city matters proactively with the a wide, diverse audience through a myriad of communication tools, including TV, print, social media, radio, Internet, direct mail, telecommunications, and personal interactions. The Office promotes the City's services and programs to its customers in creative ways to meet the goals of the City and the needs of the customer.

The Office of Communications was restructured this fiscal year and now includes community outreach, marketing and sponsorships.

The Office uses various communication tactics to achieve its goals: marketing and communication counseling and assistance to departments and committees, media relations, internal and external communications, direct marketing, communicating through the Internet, Intranet, government-access television, newsletters, media, and telecommunications/new media (i.e. List Serve and the use of social marketing sites).

The communications department oversees the brand management for the City. Logo creation, brand perception and overall image of the City.

See Attached Table of Organization

**City Manager's
Chief of Staff**

**Communications Department
Director's Office**

Oversees and implements internal and external communications: media relations, public relations and marketing campaigns, PEG television station, traffic radio station, branding, publications, graphic design, events. Formulates budget and oversees daily operations of the office.

Public Relations/Marketing

Internal and external communications, public relations and marketing campaign planning and implementation for the City: including, but not limited to publications, media relations, graphic design, photography, and supports video productions, events, advertising and promotions.

MBTV

Operation of MBTV (video productions and studio) including scheduling/programming, broadcasting live meetings, producing (writing, photographing and editing) original television productions/videos, bulletin board / infocast, and equipment maintenance. Oversee contracted services. General photography.

Administrative Services

Administrative support to the department: payroll; master calendar; customer assistance; media archives; results reports; media assistance; prepares and processes financial payments; logging video, photo and project files; supply and equipment inventory; and other duties as assigned.

COMMUNICATIONS

Fiscal Environment:

The Department is supported by the City's General Fund Revenue.

The general fund charges an administrative fee to enterprise fund departments RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the general fund, including finance functions.

Business Environment:

We serve both internal and external customers using the following guiding communications principles (best practices):

- Capitalize on telling own story
- Proactive approach in planning and executing programs
- Open communication system
- Strongly themed (in keeping with the City's strategic plan)
- Interactive (two-way flow of information – both internally and externally)
- Community problem solving (information made available for informed choices)
- Inclusive (teamwork – both internal and external)

MBTV is the City of Miami Beach government access channel. All public meetings are aired live on this channel as well as streaming online. Original programming, communicating with residents about various departments, staff, initiatives, etc. are also created and broadcast on this channel.

MB magazine is published quarterly and mailed to approximately 63,000 Miami Beach households. The publication plays a critical role in the integrated marketing and communications program designed to help residents understand and appreciate the excellence of their city government. To ensure maximum distribution of these magazines, the City distributes additional copies to other various locations throughout the city including our facilities.

The use of social media continues to grow as a cost-effective tool to build audience, brand and awareness and influence engagement with government. Engagement is contingent on appropriate content that is relevant, transparent and responsive.

COMMUNICATIONS

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$250,000 or 14 percent, primarily due to an increase in personnel costs of \$235,000 which includes the transfer of 4 positions from other departments.

FY2016/17 Efficiencies

- The FY 2016/17 budget includes efficiencies totaling \$14,000 from the reduction in the budgeted expenditure for supplies and training.

COMMUNICATIONS

Significant Prior Accomplishments:

- Publications/Communications
 - MB magazine expanded its scope and increased in size by 20 pages by adding an additional 6 to 7 columns with the same amount of staff.
 - Recipient of national award for city print publications in FY 2015.
 - Redesigned in FY 2015, MB Line serves as the only official internal newsletter publication to add two new columns: safety corner and emergency management corner.
 - Continuously send press releases to promote initiatives, accomplishments, responses and more. Sent 69 releases in FY15.
- Media/MBTV
 - Recorded, edited, and aired over 53 original videos
 - Recorded and aired all public meetings held in Commission Chambers
 - Updated all audio/visual in Commission Chambers
 - Coordinated and activated the City's first live streamed event – North Beach Trolley Tour
 - Produced 353.5 hours of video with 744 hours of editing time
- Graphic Design
 - 60-100 individual deliverables, graphic design and marketing materials were created monthly.
 - Nearly 1,200 specific items created for city-wide departments.
 - Photography for over 100 major yearly events, magazine articles and/or programs for city wide departments
- Marketing/Sponsorships
 - Finalized licensing/merchandising strategic plan to promote
 - Sponsorships and advertising sales resulting in continuous year-over-year increases, resulting in over \$1,000,000 in sales for fiscal year 2015.
 - Worked with Coca-Cola to launch, for the first time in over 10 years, a commemorative bottle with the centennial logo on it as well as a specially designed carrier.
 - Led in developing and managing city marketing plans, totaling \$555,000, for all city departments, programs and events per year.
- Social Media
 - Tripled impressions for twitter on a month to month basis (as of May 2015 average monthly impressions was 300,000, current monthly average is 900,000 to 1 million)
 - Started city Instagram account and got it verified
 - Increased amount of monthly followers from average of 1100 a month to 1800 a month on twitter, 130 a month to 260 a month on Facebook and average of 100 new followers a month on Instagram
 - Instituted "SnappyTV" and began uploading videos done by MBTV team directly on to social media platforms to increase viewership
 - Began working with PD to create social media specific videos to spread awareness on city events – yielding 131,500 views over two months

COMMUNICATIONS

- Created online polling through twitter to gauge resident/visitors thoughts on solicitors on Lincoln Road/Ocean Drive (City Attorney Dept)
- Worked with the following departments to increase awareness and promote upcoming events, newsletters, meeting notices, initiatives, activities etc.
 - Parking
 - North Beach Bandshell
 - Environment
 - Convention Center Project
 - Mayor & Commission
 - Parks & Rec
 - Fire
 - Police
 - CIP
 - TCED
 - Public Works
 - Transportation
 - Education

Communications Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve City's Managerial Leadership to Reward Innovation and Performance							•Citywide rebranding and implement licensing program
Enhance External and Internal Communication From and Within the City	KPI: % of residents that feel the amount of information they get is the right amount (useful)	*	75%	*	91%	*	<ul style="list-style-type: none"> •Install comprehensive makeover of Media Room for CMB news in earmarked funds •Upgrade the Planning Department webpage to maximize public access to planning and development information •Develop a regular e-news communication, on a monthly basis, for MB businesses and increase subscriptions and outreach efforts by importing other existing email lists and better coordination of meetings •Build portable live remote broadcasting for MBTV transmission system by Q3 at \$60,000
	KPI: % of businesses that feel the amount of information they get is the right amount (useful)	*	69%	*	76%	*	
	KPI: % of residents that agree or strongly agree that the City of Miami Beach is open and interested in hearing their concerns	*	63%	*	41%	*	
	KPI: % of businesses that agree or strongly agree that the City of Miami Beach is open and interested in hearing their concerns	*	61%	*	36%	*	
	# of total magazines published and distributed	*	260,000	260,000	260,000	260,000	
	# of English and Spanish community e-blasts	*	36	36	36	36	
	# of total social media followers (Facebook, Twitter, Instagram)	*	*	56,448	91,080	115,000	
	# of total online views of videos (in millions)	*	*	0.1	1.2	2.0	
	# of meetings telecasted/taped		47	99	116	127	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

COMMUNICATIONS

Critical Success Factors:

- Continuous training and research on social media to stay informed on new technology as it becomes a key part of communications
- Building and maintaining relationships with the media outlets to be able to assist in ensuring accurate stories are reported
- Successful re-branding of the City – working across all departments and programs to ensure implementation
- Approaching all projects to implement a cohesive and consistent marketing and communications message as one voice for the city
- Community outreach needs to stay current on all community association contacts to ensure accurate communication with residents and neighborhoods

Future Outlook:

Mailing costs continue to increase due to postal rule changes and mail delivery structures. Variations in the number of Miami Beach households also affect mailing costs.

Cost of paper and printing costs could potentially increase due to external factors.

There is an increased dependence on social media for communications. Due to this, the volume of work in the area increases daily as it is a useful tool for cost effective communications and how the world now communicates.

MIAMIBEACH

FINANCE

Department Mission/Purpose Statement:

We are dedicated to providing financial management and policy support, analytical services, and financial information to the City Manager, City Departments, the general public and others.

Department Description:

The Finance Department seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to city departments, the public, the press, bond rating agencies, and other interested parties. It also works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies.

The major duties and responsibilities of the Department are:

- Managing the City's financial cycle of billing, receipting, disbursements, recording and reporting.
- Managing the City's investments, debt, treasury and financing functions.
- Managing the City's One Stop Shop – Customer Service Center.

The Chief Financial Officer is responsible for all services and duties in the Finance Department. The Chief Financial Officer reports directly to the City Manager and is supported by an Assistant Finance Director and Deputy Finance Director.

The duties of the Chief Financial Officer include:

- Providing policy support;
- Establishing financial strategies;
- Supporting management directives; and
- Giving departmental directions.

The Chief Financial Officer additionally serves as the City's Liaison to the Finance and Citywide Projects Committee.

Additional details related to the department are provided in the Table of Organization.

See Attached Table of Organization

City Manager

Chief Financial Officer

The Chief Financial Officer's Office seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to city departments, the public, the press, bond rating agencies, and other interested parties. It also works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies. The major duties and responsibilities of the Department are:

- Managing the City's financial cycle of billing, receipting, disbursements, recording and reporting.
- Managing the City's investments, debt, treasury and financing functions.
- Managing the City's One Stop Shop – Customer Service Center.

The Chief Financial Officer is responsible for all services and duties in the Finance Department. The Chief Financial Officer reports directly to the City Manager and is supported by an Assistant Finance Director and Deputy Finance Director. The duties of the Chief Financial Officer include:

- Providing policy support.
- Establishing financial strategies.
- Supporting management directives.
- Giving departmental directions.

The Chief Financial Officer additionally serves as the City's Liaison to the Finance and Citywide Projects Committee.

Assistant Finance Director

Revenue Management & Customer Service Center

The Assistant Finance Director's Office seeks the most efficient and effective methods of billing, collecting, receipting, recording and reporting of City revenues, with an emphasis in providing excellent customer service to our customers. The major areas of responsibility for the section are:

- Citizen Services
- Customer Service Center
- Call Center Operations
- Utility Billing
- Resort Taxes
- General Billing
- Cashiering
- Parking Receipts
- Special Assessments
- Liens
- Business Tax Receipts
- Artist Vendors and Street Performers
- Passports
- Recording of Receipts
- Intergovernmental Taxes
- Ad Valorem Taxes

Deputy Finance Director

General Accounting & Financial Reporting

The Deputy Finance Director's Office seeks the most efficient and effective methods of processing payments, recording transactions and financial reporting of City finances, with an emphasis in providing excellent customer service to our customers. The major areas of responsibility for the section are:

- Debt Management & Compliance
- Treasury Management
- Investment's Management
- Payroll
- Off-Duty Police & Fire Accounting
- Accounts Payable
- Employee Expenses
- P-Cards
- E-Payables
- Accounting & Financial Reporting
- Financial Reporting
- CIP / Project Analysis
- Financing (Bonds, Loans & Lines of Credit)
- Fixed Assets
- Grants Accounting
- General Ledger Management

FINANCE

Fiscal Environment:

The Finance Department is directly supported by the following five funding sources:

- General Fund
- Water and Sewer Fund
- Resort Tax Fund
- Parking Department Fund
- Stormwater Fund

The General Fund charges an administrative fee to enterprise fund departments, to support indirect costs. General Fund revenues directly generated in the Finance Department through off-duty police administrative fees and lien statement fees, are used to support the Finance Department.

Business Environment:

The Finance Department provides financial management and procedural support to the Mayor and City Commission, City Manager's Office and all City departments.

The Finance Department is responsible for fairly and accurately reporting the financial position of the City in accordance with Generally Accepted Accounting Principles.

The Finance Department provides staff support to the Finance and Citywide Projects Commission Committee, Health Facilities Authority and others.

The Finance Department is responsible for the operation of the One-Stop Shop Customer Service Center.

FINANCE

Departmental Financial Summary

GENERAL FUND	2014	2015	2016	2017
Revenue Area	Actual	Actual	Adopted	Proposed
Business Tax Receipts - Current	4,306,231	4,464,283	4,573,000	4,895,000
Business Tax Receipts - County	187,720	165,713	150,000	150,000
Lien Letter	598,798	658,879	598,000	608,000
Interest on Investments	3,498,851	3,799,691	4,552,000	3,556,000
Interest - Repurchase Agreement	68,283	53,296	50,000	50,000
Interest Allocated - Pooled Cash	(1,303,474)	(1,126,084)	(1,613,000)	(1,191,000)
Interest - Other	51,264	51,148	85,000	85,000
Bond Issuance Fees	-	-	-	-
Interest - Certificate of Deposit	-	-	-	-
City Bill Revenue	1,529	-	-	-
P-Card Rebate	79,736	112,707	130,000	150,000
Passport Revenue	87,326	97,326	80,000	85,000
Non-Sufficient Fund Fees	32,562	13,045	15,000	15,000
Cash Over & Short	843	85	-	-
Prior Years' Adjustment	-	667,267	-	-
Unclaimed Cash Held 60 Days	-	2,169	-	-
Permits - Garage Sale	1,943	1,060	3,000	1,000
Total	\$ 7,611,611	\$ 8,960,585	\$ 8,623,000	\$ 8,404,000

* Unrealized Gain/Loss not reflected in revenue total

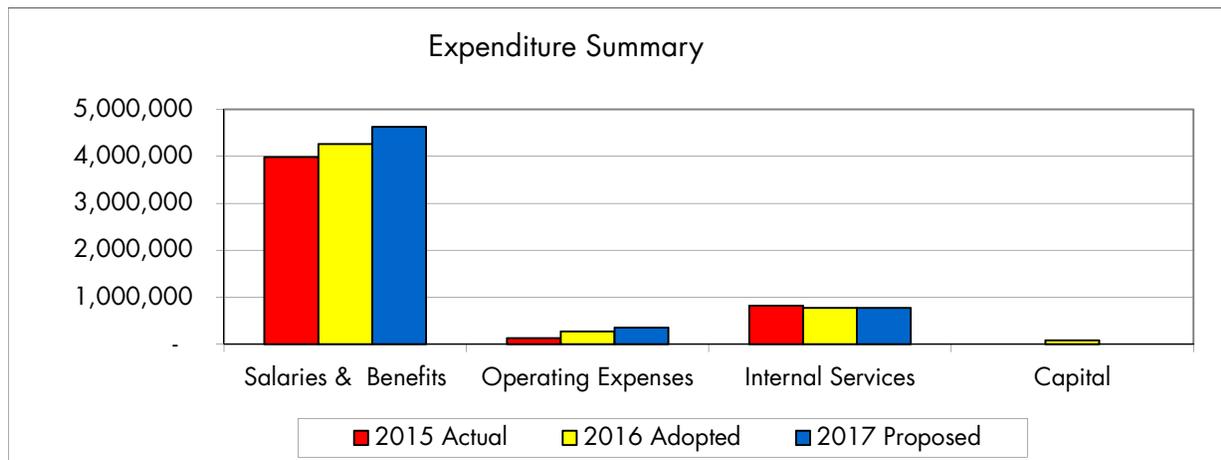
GENERAL FUND**

Expenditure Area

Salaries & Benefits	3,771,990	3,983,973	4,264,000	4,628,400
Operating Expenses	114,436	126,806	269,000	348,600
Internal Services	721,393	817,336	772,000	769,000
Capital	-	-	80,000	-
Total	\$ 4,607,819	\$ 4,928,115	\$ 5,385,000	\$ 5,746,000

General Fund	32.5	34.8	35.8	46.8
Resort Tax Fund	3.5	3.5	3.5	3.5
Parking Fund	10	11	11	11.75
Total Budgeted Positions	46	49.3	50.3	62.05

** Finance divisions were consolidated into one General Fund cost center.



FINANCE

GENERAL FUND**	2014	2015	2016	2017
Administration	Actual	Actual	Adopted	Proposed
Expenditure Area				
Salaries & Benefits	609,732	600,009	714,000	-
Operating Expenses	13,951	19,984	63,000	-
Internal Services	150,407	149,183	149,000	-
Capital	-	-	80,000	-
Total	\$ 774,090	\$ 769,176	\$ 1,006,000	\$ -
Budgeted Positions	4	4	4.8	0
Revenue				
Expenditure Area				
Salaries & Benefits	1,230,448	1,307,410	1,384,000	-
Operating Expenses	66,521	77,085	154,000	-
Internal Services	282,996	341,733	273,000	-
Capital	-	-	-	-
Total	\$ 1,579,966	\$ 1,726,229	\$ 1,811,000	\$ -
Budgeted Positions	11	12	12	0
Treasury Management				
Expenditure Area				
Salaries & Benefits	753,285	804,498	829,000	-
Operating Expenses	16,976	15,592	23,000	-
Internal Services	109,671	130,515	155,000	-
Capital	-	-	-	-
Total	\$ 879,933	\$ 950,605	\$ 1,007,000	\$ -
Budgeted Positions	7	7.5	7.5	0
General Ledger & Reporting				
Expenditure Area				
Salaries & Benefits	421,946	519,535	568,000	-
Operating Expenses	5,387	7,318	15,000	-
Internal Services	49,317	54,953	52,000	-
Capital	-	-	-	-
Total	\$ 476,649	\$ 581,807	\$ 635,000	\$ -
Budgeted Positions	3.5	4.5	4.5	0
Expenditure & Capital Management				
Expenditure Area				
Salaries & Benefits	756,578	752,521	769,000	-
Operating Expenses	11,600	6,827	14,000	-
Internal Services	129,002	140,951	143,000	-
Capital	-	-	-	-
Total	\$ 897,181	\$ 900,298	\$ 926,000	\$ -
Budgeted Positions	7	7	7	0

FINANCE

RESORT TAX FUND	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	323,635	335,045	380,000	377,000
Operating Expenses	88,545	96,567	120,000	157,500
Internal Services	44,252	40,469	46,000	46,000
Capital	0	0	0	0
Total	\$ 456,432	\$ 472,081	\$ 546,000	\$ 580,500
Budgeted Positions	3.5	3.5	3.5	3.5

FINANCE

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$361,000 or 7%, primarily due to an increase in costs for salaries and benefits of \$364,400, as well as operating expenditures of \$79,000. These increases were, however, partially offset by decreases in budgeted internal service expenditures of \$3,000 and decreases to capital expenditures of \$80,000.
- The departments increase to the operating budget was primarily due to a \$229,000 increase for the implementation of the centralization of accounts payable. This is a cost neutral implementation that was accomplished by reducing the budgets of other departments within the City's budget by the same cumulative amount as the increase to Finance's operating budget.
- The Finance department's budget for FY2015/16 operated under 5 different divisions (Administration, Revenue, Treasury Management, General Ledger and Capital Management). These divisions/cost centers have been consolidated into one Finance division for FY2016/17.

FY2016/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$80,000 related to professional services expenses.

FINANCE

Significant Prior Accomplishments:

- Awarded for the twenty-eighth (28th) consecutive year the Government Finance Officer Association (GFOA) and the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2014/2015 Comprehensive Annual Financial Report (CAFR)
- Completed the timely filing of the FY 2014/2015 Annual Financial Report with the State of Florida Department of Finance.
- Completed the timely filing of the FY 2014/2015 Annual Audit Report with the State of Florida Auditor General's Office.
- Received a rebate of over \$220,877 from SunTrust bank for using the City's Purchasing Card Program by spending approximately \$13.805 million.
- Issued \$100 million in stormwater bonds to address citywide street flooding issues and received a rating of AA- from Standard & Poor's (S&P) and Aa3 from Moody's for the Stormwater Bonds Series 2015.
- Issued over \$500 million in bonds, the biggest bond deal in City history, for the renovation of the Miami Beach Convention Center. Received the following ratings for deal:
 - AA- from S&P and Aa3 from Moody's for the Resort Tax Bonds.
 - A+ from S&P and Aa2 from Moody's for the Parking Bonds.
 - A1 from S&P and A from Moody's for the Redevelopment Agency Bonds.
- Implemented the collection of an extra one percent (1%) tax on short-term rental activity for the repayment of debt service on the Resort Tax Bonds.
- Configured and launched a new citywide integrated web-based Enterprise Resource Planning (ERP) accounting software system for City finances.
- Configured and launched a new citywide integrated web-based Enterprise Resource Planning (ERP) permitting software system for various customer-facing processes.
- Updated the City's software system for the electronic recording of liens, as well as, the recording of satisfactions/releases of liens with Miami-Dade County improving the turn-around time of recordings from approximately two weeks to 24 hours.
- Configured and released a new web-based system for the on-line purchase of lien searches/estoppel letters, improving the turn-around time of searches approximately two weeks to instant access.

FINANCE

- Participated in planning and funding sessions for the implementation of a Miami Beach light rail system.
- Established the special assessment process for the Lincoln Road Business Improvement District.
- Reorganized the department to include:
 - Appointment of new Chief Financial Officer;
 - Appointment of new Deputy Finance Director;
 - Appointment of new Assistant Finance Director; and
 - Held two departmental employee retreats.
- Obtained a new investment advisor, Public Trust Advisors, for the investment of our local government investment pool.
- Centralized citywide accounts payable functions for adherence to the Florida Prompt Payment Act.
- Transferred all call-center functions in-house for an improved and streamlined customer service experience.
- Continued to find new ways to implement departmental paperless processes and reduce document storage costs.
- Tested and launched a License Plate Recognition (LPR) system for Citywide surface lot permits. Stickers and decals are now replaced by license plates, and permits can be renewed online via a new web application.

Finance Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Expenditure Trends are Sustainable Over the Long Term	KPI: Overall City Bond Rating- Moody's	Aa2	Aa2	Aa2	n/a	n/a	
	KPI: Overall City Bond Rating- S&P	AA-	AA-	AA+	n/a	n/a	
Streamline the Delivery of Services Through All Departments	# of days after end of month for completion of bank reconciliations	44	31	30	40	40	
	KPI: Average # of days to issue a business tax receipt	10	12	14	10	10	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	# of Passport Transactions	2,905	2,744	2,332	n/a	n/a	
	# of days for a full lien search across all City departments	10.4	4.3	4	4	4	
	Customer service center - # of face-to-face transactions (gross)	*	*	39,184	35,000	35,000	
	Customer service center - # of calls	*	*	41,981	35,000	35,000	
	# of expedited liens	*	*	151	500	500	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

FINANCE

Critical Success Factors:

- Continued involvement in the training of City staff as it relates to Munis accounts payable, general ledger, purchasing, budget, accounts receivable, and project accounting modules.
- Achieving lower financing interest rates by maintaining or improving our bond ratings.
- Ensure staff is consistent and dependable in delivering exceptional and timely customer services in the Customer Service Center.

Future Outlook:

The financial trends indicate a positive outlook for the next five years. This is based on the City's:

- Sustained financial performance
- Established fiscal policies
- Strong reserve levels
- Well managed financial operations
- Manageable debt load
- Conservative budgeting process
- Solid tourism/entertainment based economy

The Finance Department will continue to strive to keep up with the changing environment created by the City's growth.

MIAMIBEACH

HUMAN RESOURCES

Department Mission/Purpose Statement:

We are dedicated to demonstrating pride, professionalism and excellence in recruiting and retaining the City's workforce and to promoting the highest standard of excellence and cooperation among all employees.

Department Description:

The Human Resources Department is responsible for all personnel related activities; and the Department is comprised of the following functional areas:

- Risk Management and Benefits Division – Assists in the formulation of employee benefit programs; develops benefit related contracts, administers related contracts and programs; assists active and retired employees; coordinates open enrollment activities. Administers budget for self and fully-insured benefit plans. Oversees wellness program. Ensures compliance with all the Patient Protection and Affordable Care Act requirements.

The Risk Management section is tasked with protecting the City's assets, both human and physical, by identifying, evaluating and controlling loss exposures; administering the City's insurance programs for liability, property/flood and workers' compensation which include contract and claims administration; oversees risk transfer and loss control measures such as requiring liability insurance from City contractors, conducting safety training and inspects facilities operation for potential hazards.

- Compensation – Processes payroll and leave/attendance for all City employees; maintains official personnel files; maintains responsibility for the accuracy of the employee information in EDEN; serves as point of contact for employment verification and public records requests; conducts exit interviews and train payroll coordinators throughout the City.
- Labor and Employee Relations – Oversees, consults and processes disciplinary matters; investigates and responds to all EEOC official charges of alleged discrimination; negotiates and administers last chance agreements; administers the City's collective bargaining agreements and plays a lead role in collective bargaining costing out the value of proposals and developing language to reflect issues upon which there is agreement between the parties; advises on conflict resolution; administers the grievance/arbitration process while focusing on improving the labor/management relationship; conducts citywide investigations related to employee misconduct, and allegations of discriminatory practices such as harassment, hostility, disparate treatment based on protected characteristics, etc.
- Recruitment and Testing – Assists Departments in recruiting and selecting qualified job applicants; develops, administers and validates competitive recruitment methods; administers pre-employment and promotional examinations; performs pre-employment background checks.

See Attached Table of Organization

Assistant City Manager

Administration

Develops and promulgates administrative regulations to implement Commission policy and ensure compliance with the Civil Service Act, Personnel Rules and federal, state and local laws and regulations as they relate to human resources; directs operations in the department's functional areas; coordinates all aspects of collective bargaining including negotiations and costing out proposal; assists the City Manager with personnel related matters; provides advice, counsel and direction to all City employees on personnel matters; oversees validation of recruitment and testing procedures

Compensation

Processes payroll and leave/attendance for all City employees; maintains personnel files; maintains the employee EDEN (ERP) system; serves as point of contact for employment verifications and public records requests; conducts exit interviews.

Recruitment and Testing

Assists departments in recruiting and selecting qualified job applicants; develops, administers pre-employment and promotional examinations; performs pre-employment background checks.

Benefits

Assists in the formulation of the City's employee benefits program; develops benefit related contracts, administers active and retired employees with benefit matters; coordinates open enrollment activities; ensures employee selections are recorded effectively in a timely manner; administers budget for self and fully-insured benefit plans; oversees wellness program; ensures compliance with all requirements of the Patient Protection Affordable Care Act.

Labor and Employee Relations

Processes, oversees and consults on disciplinary matters; investigates and responds to all EEOC official complaints; negotiates and administers last chance agreements; administers the City's collective bargaining agreements; advises on problem and conflict resolution; administers the grievance/arbitration process while focusing on improving labor/management relationships; conducts citywide investigations related to employee misconduct, and allegations of discriminatory practices, harassment, hostility, disparate treatment, maintains employee information to report on the City's diversity program in all aspects associated with employment practices; prepares reports as required by the Department of Justice Office of Civil Rights and Equal Employment Opportunity Commission.

Risk Management

Protects assets, both human and physical, by identifying, evaluating and controlling loss exposures throughout the City; administers the City's insurance programs for liability, property/flood and workers' compensation which includes contractual and claims administration; oversees risk transfer and loss control measures such as requiring liability insurance from City contractors, conducts safety training and operation and facility inspections; administers newly revived subrogation program and Administers for risk self and fully insured programs.

HUMAN RESOURCES

Fiscal Environment:

The allocation of funds for the Department of Human Resources and Risk Management, except Benefits and Risk Management, comes from the general fund.

The Risk Management and Benefits Division is an internal service fund division sustained by charges to other funds and departments.

Business Environment:

The Human Resources and Risk Management Department provides direction and support regarding a myriad of related competencies. The recruitment and selections processes are the gateway to the City and the labor market is starting to tighten in some professions and occupations which directly challenge endeavors recruit and maintain a competent workforce. As of this writing, some classifications in Public Works, Capital Improvement and Building Departments, in particular, need to have their compensation ranges reviewed as the three departments are facing challenges to their ability to hire and retain experienced and competent personnel.

In terms of the business environment, recruiting qualified, competent personnel for the department continues to be a challenge.

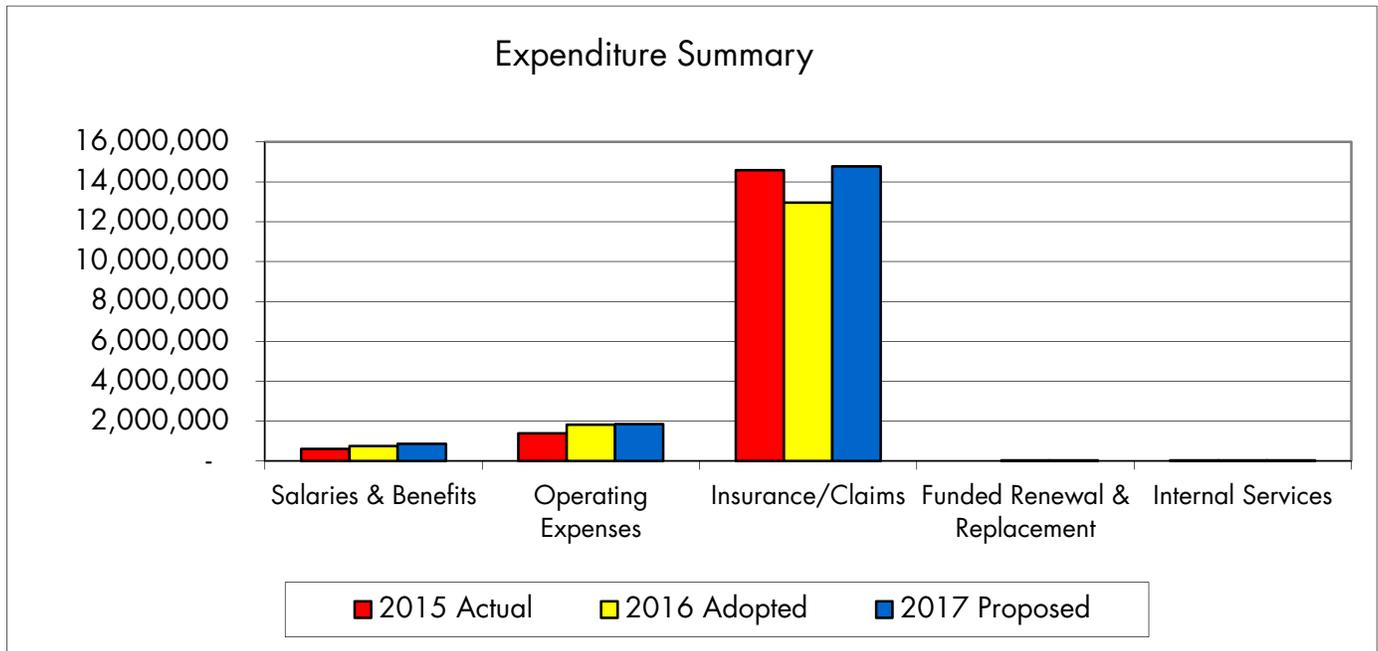
Feedback and data from our customers, particularly the employee service satisfaction, is used to gauge and improve delivery of services.

Staff in the department supports the Personnel Board and Health Advisory Committee.

RISK MANAGEMENT

Departmental Financial Summary

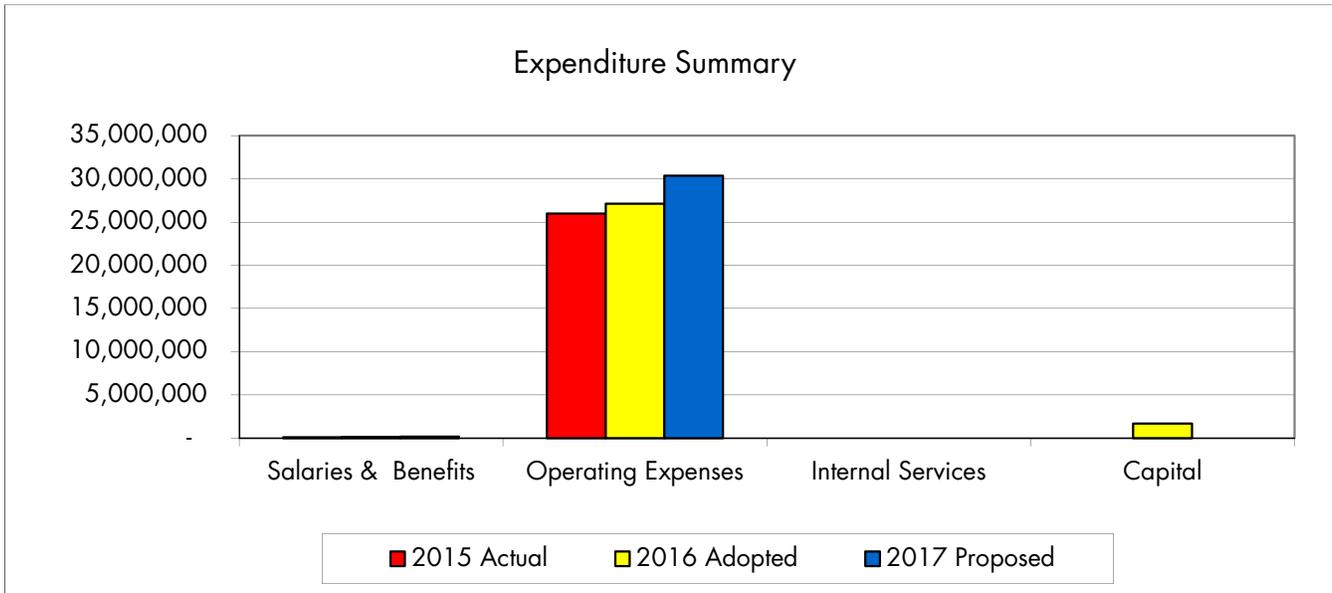
	2014	2015	2016	2017
Revenue Area	Actual	Actual	Adopted	Proposed
Interdepartmental Charges	14,012,000	13,583,000	14,615,000	16,588,000
Retained Earnings	0	0	0	0
Interest/Other	3,961,883	1,196,442	1,001,000	992,000
Total	\$ 17,973,883	\$ 14,779,442	\$ 15,616,000	\$ 17,580,000
Expenditure Area				
Salaries & Benefits	601,906	606,305	762,000	874,000
Operating Expenses	1,576,975	1,392,816	1,826,000	1,851,000
Insurance/Claims	15,744,937	14,583,957	12,951,000	14,778,000
Funded Renewal & Replacement	13,097	-	40,000	40,000
Internal Services	36,936	30,355	37,000	37,000
Total	\$ 17,973,851	\$ 16,613,433	\$ 15,616,000	\$ 17,580,000
Revenue Less Expenditures	\$ 32	\$ (1,833,991)	\$ 0	\$ 0
Total Budgeted Positions	4.15	6.65	6.65	7.65



MEDICAL AND DENTAL INSURANCE FUNDS

Departmental Financial Summary

	2014	2015	2016	2017
Revenue Area	Actual	Actual	Adopted	Proposed
Retiree Drug Subsidy - Medicare Part D	163,758	152,448	152,000	152,000
Employees Deduction - Health	4,141,646	4,135,090	4,147,000	4,307,000
CMB Contribution - Active - Health	7,853,715	8,926,814	8,641,000	10,186,000
Retirees Contribution - Health	4,209,430	4,064,979	4,122,000	3,594,000
Financial Recoveries - Paid Claims	444,216	461,137	877,000	500,000
CMB Contribution - Retirees - Health	4,625,000	4,373,000	4,373,000	4,437,000
CMB & EE Contribution - 3rd Party Insurance	5,644,000	6,945,704	6,649,000	7,356,000
Total	\$ 27,081,765	\$ 29,059,172	\$ 28,961,000	\$ 30,532,000
Expenditure Area				
Salaries & Benefits	129,102	110,733	145,000	154,000
Operating Expenses	24,521,709	26,007,440	27,129,000	30,378,000
Internal Services	0	0	0	0
Capital	0	0	1,687,000	0
Total	\$ 24,650,811	\$ 26,118,173	\$ 28,961,000	\$ 30,532,000
Revenue Less Expenditures	\$ 2,430,954	\$ 2,940,999	\$ 0	\$ 0
Total Budgeted Positions	1.25	1.25	1.25	1.25



HUMAN RESOURCES

Budget Highlights

Human Resources

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$95,000 or 4%, primarily due to an increase in costs for salaries and benefits of \$38,000 due to several reclassifications mid-year in FY2015/16. Operating expenditures also increased by \$12,000 mainly from added costs associated with the recruitment new hire center. Additionally, budgeted internal service expenditures increased by \$45,000.

FY2016/17 Efficiencies

- The FY2016/17 also includes an efficiency totaling \$58,000 which consists of a \$40,000 decrease in professional services, a \$13,000 decrease in temporary labor, a \$5,000 decrease in training and awards.

Risk Management

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$1,964,000 or 13%, primarily due to an increase in costs for salaries and benefits of \$112,000 partially attributed to the Risk Manager being reclassified to the Division Director of Risk Management and Benefits mid-year in FY2015/6 and \$2,961,000 in adjustments for higher actuarial projections relating to General Liability Claim Payments, Workers' Compensation Claim Payments, and General, Worker's Compensation, and Police Liability Claims IBNR & Case Reserves. This was offset by a \$1,100,000 decrease in a set aside.

Medical & Dental

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF

HUMAN RESOURCES

bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by \$1,571,000 or 5%, primarily due to increases in operating expenditures that include: higher premiums for Active Employee and Retiree Stop Loss Coverage for Medical of \$198,000; increased costs for Medical and Dental Paid Claims of \$1,732,000; and lastly, increases in Miscellaneous Insurance for Police, Fire, and UTA Retiree Medical of \$681,000. This was offset by a \$1,077,000 decrease in a set aside.

HUMAN RESOURCES

Significant Prior Accomplishments:

- Continued effectively administering collective bargaining agreements between the City and the American Federation of State, County and Municipal Employees (AFSCME), Local No. 1554; the Communications Workers of America (CWA), Local 3178; the International Association of Fire Fighters (IAFF), Local 1510; the Fraternal Order of Police (FOP), William Nichols Lodge No. 8; and the Government Supervisors Association of Florida (GSAF), OPEIU, Local 100.
- Began contract negotiations with AFSCME, CWA, FOP, GSAF and IAFF. The City and IAFF were the first to reach agreement. Employees covered by the collective bargaining agreement ratified the 2015-2018 contract (by 97.4%; 114 voted yes, 3 voted no) and the City Commission ratified June 8, 2016.
- The City and FOP reached a tentative agreement whose language is under review by both parties.
- Worked with testing consultant, I/O Solutions, to develop and administer promotional tests for the Police Department, in addition to certified officers. They also developed a test and other selection processes to assist the department identify candidates eligible for a pilot hiring program. Successful candidates will enter into a contract with the City through which they will be guaranteed a law enforcement position in the department and have their tuition reimbursed should they successfully complete the police academy. As of this writing, plans are also underway to develop and administer a test for entry level fire fighters.
- On June 1, 2015, the City's property insurance program, fine arts, and crime insurance all renewed within budget, with no claims reported. The fine-arts insurance program received a \$4,183 return premium bonus for good loss history record for the June 2014-15 policy period. We anticipate a similar bonus for the June 1, 2016 renewal.
- The City presented its property insurance program to the State of Florida Office of Insurance Regulation (via the Florida Division of Emergency Management) to obtain the required "reasonableness" letter for the 2014/15 policy year. The program will also be submitted for the June 2015/16 policy year. Over the last two years the City has been updating its property insurance program to reflect its risk better, and to comply with the State of Florida's suggestion to increase the coverage related to the City's eligibility for FEMA relief under the Stafford Act. On June 11, 2016, the Commission approved an additional increase to the named windstorm coverage, bringing the total named windstorm limit to \$25 million.
- Starting in FY2014/15, the Risk Management and Benefits Division adjusted 149 subrogation claims for both automobiles and property damage, which resulted in a collection of \$315,008. Staff has collected more than \$243,693 for damage to City property, including vehicles, equipment, and landscaping. This recovery more than covers the compensation for the entire Risk Management Division.

HUMAN RESOURCES

- The City self-insures and self-administers its liability claims. The majority of the claims are vehicle damage, bodily injury and police actions (false arrest and use of excessive force). During the period under review 75 claims were closed while 72 new ones were opened.
- Engaged the services of Colonial Life to provide one-on-one benefit counseling sessions with employees and retirees during open enrollment to assist in describing the options available and guide employees on how best to use their health care insurance and other coverage. Thereafter, the Benefits staff timely processed over 2,000 entries for the October 1, 2015/16 plan year.
- The City participates in the Center for Medicare & Medicaid Services (CMS) Retiree Drug Subsidy (RDS) Program each year. The RDS is designed to encourage employers to continue providing prescription drug coverage to their Medicare-eligible retirees despite the availability of the Medicare Part D standard prescription drug benefit. During FY2014/15 we completed the application, submission and passed the actuarial test to get a \$152,448 reimbursement.
- We were notified that over 100 City employees had their social security numbers used fraudulently in unemployment compensation claims. As a result, the City offered ultra-secure services through Identity Force from March – September 2015. The coverage is now a voluntary benefit with employees assuming the related premium.
- An RFP for Health Care Benefits Consulting was prepared and issued in July 2015. The City subsequently selected consultant, Gallagher Benefits, who provides unlimited actuarial support and analysis of the self-funded medical and dental health care coverage plans, negotiates with carriers to obtain the best prices, terms and conditions available, and provides support and guidance in the implementation of the requirements of the Patient Protection and Affordable Care Act, among many other duties.
- An ITN was prepared and issued in March 2015, for a Wellness Services Program for active City of Miami Beach employees. The City was looking for a qualified firm to develop and implement a program to support employees as they adopt and sustain behaviors that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the organization's bottom line. The program, administered by Humana Vitality, began January 1, 2016. One of the benefits of is that Humana has assigned one person to be on site and become the face of the program.
- To date, Humana's focus has been to collect data and educate the City's employees on the program. Humana has analyzed the employee interest survey. As a direct result, Humana has started yoga classes, nutritional seminars, and a walking club. Humana has partnered with the Botanical Gardens to offer yoga classes to the City's employees. There have also been 2 nutritional seminars and a grocery store tour, coordinated by a registered nutritionist. There have been 15 departmental kick-off meetings, and 6 additional meetings are being coordinated for Parks and Public Works. Motivational wellness signage has been placed through City Hall in strategic locations, and the remainder of the City's office

HUMAN RESOURCES

spaces will soon be decorated. Humana has partnered with the Communications Department to increase the marketing efforts. Biometric screenings have also been scheduled to bring awareness to any immediate health concerns. Lastly, the Humana account management team has met with the City each month to review progress and plan for upcoming initiatives.

- In the next six months, Humana will complete the employee educational meetings about the Vitality program and will focus on activation and engagement with the program. Humana's nutritionist will begin to incorporate private one on one nutritional consults for employees across the City. The on-site exercise sessions will continue to be monitored and modified to maximize participation. An annual health fair will be conducted, and different wellness campaigns will be conducted throughout the year to capitalize on national health observances (i.e. flu shots, sun safety, etc.). For the remainder of the 2016 plan year, Humana will focus on data collection through the on-line health assessment clinics and biometric screenings.
- In July 2015, we solicited the services of a company to assist in the new IRS requirement where all large employers must file 1094 and 1095 forms as described in Section 6055 and 6056, with regards to the Patient Protection and Affordable Care Act. The new reporting requires a recordkeeping system that delivers accurate information and reports on employees who are eligible for health benefits.
- The City continues to maintain its annual 5 percent Drug-Free Work Place ("DFWP") premium credit (\$215,613 for FY2014-15) to the computation of imputed premiums for its self-insurer's Workers' Compensation Administration Trust Fund and Special Disability Trust Fund annual assessment. We are able to maintain this credit by complying with the DFWP program criteria, such as informing new hires that the City is a Drug-Free Work Place and administering random and post-accident drug testing.
- A full-time Safety Officer was hired to assist the City in fulfilling its objective of maintaining a safe environment for employees, residents and visitors. Having a safety officer also allows us the opportunity to conduct facility inspections, investigate/evaluate accidents, conduct safety-related training, coordinate monthly collision review committee meetings, hazard mitigation recommendations, and other duties that comply with the State's description of a safety program. As such, the City will receive the 2% reduction to its self-insurer's Workers' Compensation Administration Trust Fund and Special Disability Trust Fund annual assessment, estimated at \$86,245 for FY2015/16.
- On June 8, 2016, the Commission approved the award of Health Plan Administrative Services Only (ASO) agreement, Pharmacy Administration, and Employee Assistance Program (EAP) to Cigna, Inc.; and Stop-Loss/Reinsurance coverage to Symetra, Inc. for the plan year starting October 1, 2016.
- On April 13, 2016, the Commission approved the issuance of an ITN for ancillary benefits (group life, group dental, disability and FMLA administration). Upon successful negotiations with the awarded vendors, contracts will be executed for the plan year

HUMAN RESOURCES

starting October 1, 2016.

- We issued a Request for Proposal (RFP) for the services of an experienced and qualified firm to conduct pre-employment background investigation services for the Department. Andrews International, LLC, was the sole proposer and with Commission approval, the City was posed to begin contract negotiations with the firm, however, unanticipated events resulted in the parties not entering into a contract.
- At the City Commission's request, the tuition reimbursement program was reviewed and revised. This item was negotiated with the IAFF and its members are now eligible for tuition assistance for up to six credits per semester, based on the average tuition in public institutions of higher learning and directly related to their academic performance.
- The Recruitment Division, with assistance from other Human Resources' staff, successfully filled over 175 vacancies in a three-month period.

Among the tasks, which are not routine, to be addressed in the next fiscal year, staff has identified the following:

- Complete contract negotiations with the FOP, Communication Workers of America (CWA), American Federation of State County and Municipal Employees (AFSCME) and the Government Supervisors of Florida (GSAF).
- Actively participate in the implementation of the new ERP (Munis) to meet the April 2017 go-live date.
- Update Human Resources and Risk Management information in the Intranet and Internet.
- Complete the upload of all City contracts into the Insurance Tracking Services database and provide the needed training to other department personnel.
- Implement a pre-approval program of vendors that are frequently used for special events at our Parks & Recreation locations.
- Work toward having all beneficiary designation forms centralized in HR Risk and Benefits Division so that when notified of a retiree death, the need to request required forms from the pension offices will be eliminated.
- Audit premiums vs. enrollment and take appropriate action as needed.

Human Resources Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Expenditure Trends are Sustainable Over the Long Term	KPI: Pension as a % of payroll - Fire & Police	70.0%	78.2%	70.0%	69.0%	71.0%	
	KPI: Pension as a % of payroll - General	42%	44%	42%	43%	42%	
	% of change for group employee medical premium	0%	5%	7%	3%	5%	
	% of change for group employee dental premium	0%	5%	7%	3%	5%	
Streamline the Delivery of Services Through All Departments	# of applicants processed by recruitment functional area	15,614	14,131	15,355	14,513	14,903	
	# of non-employees processed	49	58	96	40	61	
Strengthen Internal Controls to Achieve More Accountability	# of total employees drug tested	291	381	477	516	475	
	% of Equal Employment Opportunity Commission charges ruled in City's favor	*	*	100%	100%	100%	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees							<ul style="list-style-type: none"> •Create comprehensive employee orientation program to be completed within first week of hire, including: tour of the City departments, overview of standardized SOPs, and standardized training for specific department duties •Expand customer service and best practices trainings and team building events for middle managers
Improve City's Managerial Leadership to Reward Innovation and Performance	# of employees who received tuition reimbursement	56	68	82	51	64	<ul style="list-style-type: none"> •Reevaluate performance evaluation effectiveness and/or methodology •Investigate options, where feasible, for alternative work schedules in departments i.e. 4-10 hr. days, telecommuting, expand normal business hours •Create comprehensive in-patient alcohol
	Total Tuition Reimbursement	*	\$32,782	\$30,591	\$25,637	\$29,670	
	Average Salary	\$73,487	\$65,028	\$70,903	\$68,702	\$69,530	
Insist On Police Department Accountability And Skilled Management/ Leadership							<ul style="list-style-type: none"> •Establish new recruiting and hiring standards for Police Department
Reform Policing Culture With Customer Service Emphasis							<ul style="list-style-type: none"> •Implement new hiring approach by reimbursing police recruits that complete police academy training
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

HUMAN RESOURCES

Critical Success Factors:

Several factors are critical to the Human Resources Department's successful achievement of its work plan:

- Positive working relationships with representatives from each of the five (5) collective bargaining units to ensure equitable and positive outcomes for the entire organization.
- Effective and timely communication between managers and employees to resolve employee issues at the department level.
- Promoting and maintaining an environment supportive of inclusiveness, respectful and accepting of individual differences and responsive to the needs of a diverse employee workforce.
- Supervisors who promote a continuous learning culture that provides opportunities for professional and personal development and encourages employees to participate.

Future Outlook:

The Human Resources Department will continue to work proactively with other departments and the five (5) collective bargaining units to address challenges facing the City, including, but not limited to, meaningful discussions on:

- Sustaining essential services and promoting organizational excellence with limited resources;
- Recruiting and maintaining a quality workforce;
- Ensuring the City's compensation plan continues to stay competitive;
- Ensuring the City's classification plan continues to be equitable and accurately represents the tasks and responsibilities of each incumbent; and
- Continuing efforts to promote an organizational culture where employees accept and understand they are individually and collectively responsible for transparent and ethical behaviors that are beyond reproach.

Support from the Mayor and City Commission and City Manager has been critical to restoring the Department which was affected significantly by the most recent recession.

INFORMATION TECHNOLOGY

Department Mission/Purpose Statement:

We are dedicated to providing technology solutions that enhance the City of Miami Beach's ability to deliver world-class service to the City's residents and visitors by helping the City satisfy its customers' needs for leveraging Information Technology.

Department Description:

The Information Technology Department (IT) is an Internal Service department supporting all City of Miami Beach departments. The City's Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process.

Awareness

The IT Department is improving procedures to keep the workforce and public informed, creating an environment of trust, and providing improved customer service.

Policy & Procedures

The IT Department is implementing procedures, and applying upgrades based on best industry practices.

Security

The IT Department is implementing industry leading security measures.

Privatization

The IT Department is actively encouraging partnerships with the private sector where appropriate and cost effective. Commercially proven solutions are considered whenever equivalent services can be acquired more economically and that meet the City's requirements. The City must be willing to make changes in business procedures to gain the benefits of standard commercial solutions, rather than always developing custom software to accommodate existing business practices.

Accessibility of Government Services

The IT Department will continue to use web-enabled technology to reduce the time and cost required for members of the workforce and community to access selected City of Miami Beach Government information and services.

Systems Integration

The IT Department examines possibilities for data integration whenever possible. As requirements for business information expand beyond the single user department that is the custodian of the data, it is critical that applications support data integration. Values and definitions of data that span organizations or systems must be maintained consistently in order to ensure accuracy for reporting and decision making, even though the data may not all be stored in a single location.

INFORMATION TECHNOLOGY

Governance

The IT Department empowers each department by allowing them to take an active part and “Governance” in understanding the services to be provided by the IT Department. This Governance is the process of securing user input on such issues as direction, establishing priorities, reviewing technology decisions, and providing effective user communication in systems development and daily operations. Partnerships between the exploring department and IT are necessary to assure that results of successful explorations can be realized.

Business Continuity

The IT Department focuses on a Business Continuity Strategy; we must ensure technologies are streamlined without adversely affecting compliance, risk, or security.

Innovation

The IT Department provides City departments the tools and expertise needed to facilitate innovation ideation and execution processes.

Maximize ROI

The IT Department funds information technology projects with the highest return on investment (ROI).

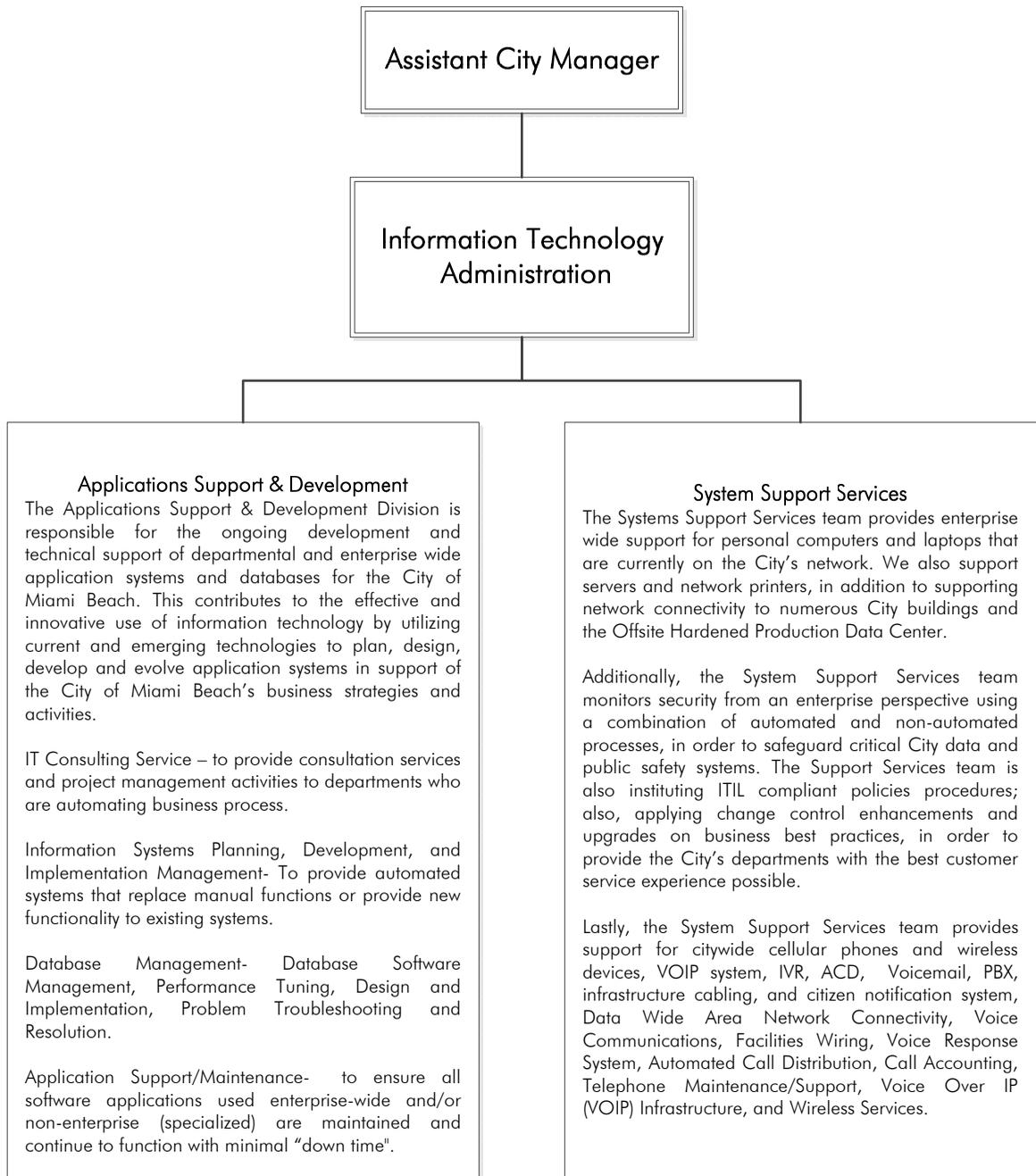
Resources

IT Staff has responsibility for the information technology standards and procedures; supports, maintains and services all City of Miami Beach departments. The City’s Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process. Technology constantly transforms the way we conduct business at the City of Miami Beach. Our staff is focused on delivering technology initiatives to enhance communications with our residents, to enhance the availability of city services and processes that can be accessed and transacted via the internet, and preserve our technology infrastructure.

The Department is divided into the following two divisions:

1. Application Support & Development
2. Systems Support Services

See Attached Table of Organization



INFORMATION TECHNOLOGY

Fiscal Environment:

The IT Department is an Internal Service department. The IT Department currently utilizes a charge back process to reconcile the cost of IT Services by recovering the cost from user departments. Charge backs provide a level of financial resources to support the effective and efficient use of IT resources. The IT Department has instituted a three year technology refresh schedule to ensure City users have up-to-date technology to perform their job functions.

Business Environment:

The department staff is located in the Multi-Purpose Garage facility (4th & 5th Floors). In addition to in-house staff, the City uses information technology contractors, when appropriate. The City periodically uses interns and contractors to handle temporary peaks in workload, and to perform work in which outside expertise or objectivity is required.

The Applications division supports over twenty-three million (23,000,000) lines of in-house developed code and has also developed over 400 specialized City applications, and supports over 40 off-the-shelf applications. In addition, the Applications Division has developed over 90 online services and several smart-phone mobile applications. The City's official website receives over 400,000 visitors monthly, and hosts over 20,000 web pages for visitors, residents, businesses and employees.

The Support Services Division currently provides service to over 2,000 personal computers, laptops and mobile devices on the City's network, supports approximately 300 Servers (virtual and physical), over 300 network printers, Storage Area Network architecture, Email Vaulting services, Backup and Recovery Strategy as well as supporting network connectivity to over 39 remote locations, the City's Emergency Operations Center, and business continuity site at a colocation that provides secure, reliable infrastructure in a Category 5 Hurricane rated building. IT also provides support to over 500 wireless devices, 18 Voice Over IP (VOIP) locations, over 1,100 desk phones, over 200 smartphones, and over 380 internet access wireless cards.

INFORMATION TECHNOLOGY

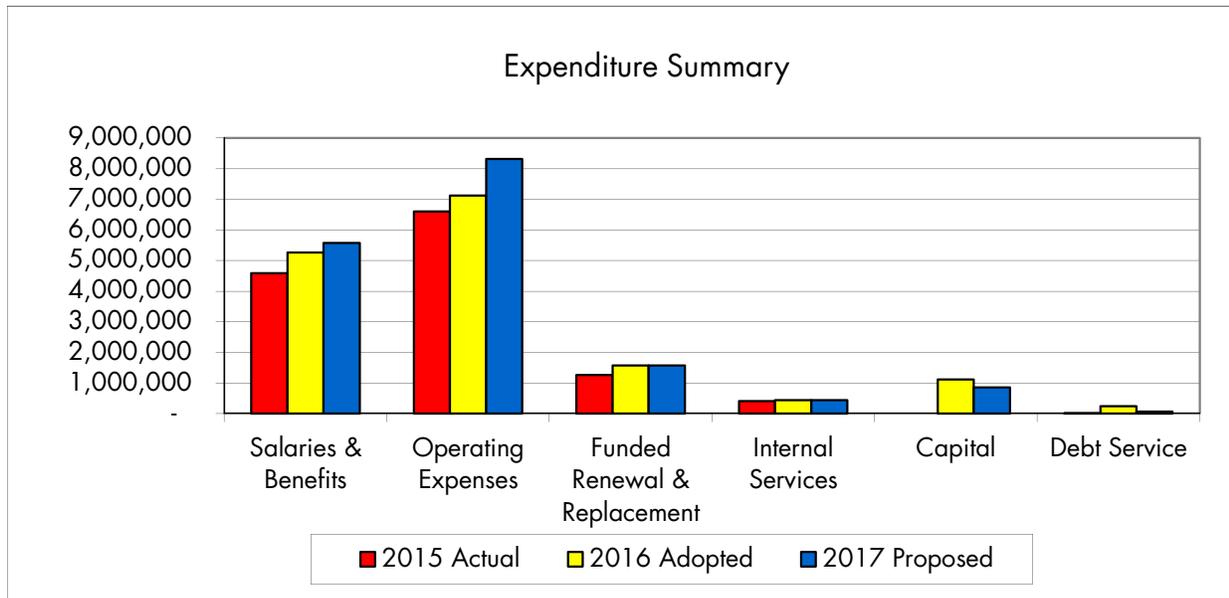
Departmental Financial Summary

	2014	2015	2016	2017
Revenue Area	Actual	Actual	Adopted	Proposed
Interdepartmental Charges	14,250,001	14,287,999	14,666,000	15,761,000
Retained Earnings	0	0	980,000	796,000
Interest/Other	158,447	112,542	112,000	271,000
Total	\$ 14,408,448	\$ 14,400,541	\$ 15,758,000	\$ 16,828,000

Expenditure Area

Salaries & Benefits	4,861,406	4,586,477	5,259,000	5,574,000
Operating Expenses	6,050,432	6,602,070	7,123,000	8,319,000
Funded Renewal & Replacement	1,616,144	1,258,895	1,573,000	1,573,000
Internal Services	449,131	408,666	444,000	438,000
Capital	358,339	0	1,114,000	862,000
Debt Service	68,642	19,920	245,000	62,000
Total	\$ 13,404,093	\$ 12,876,027	\$ 15,758,000	\$ 16,828,000

Total Budgeted Positions **44** **37** **39** **42**



Application Services

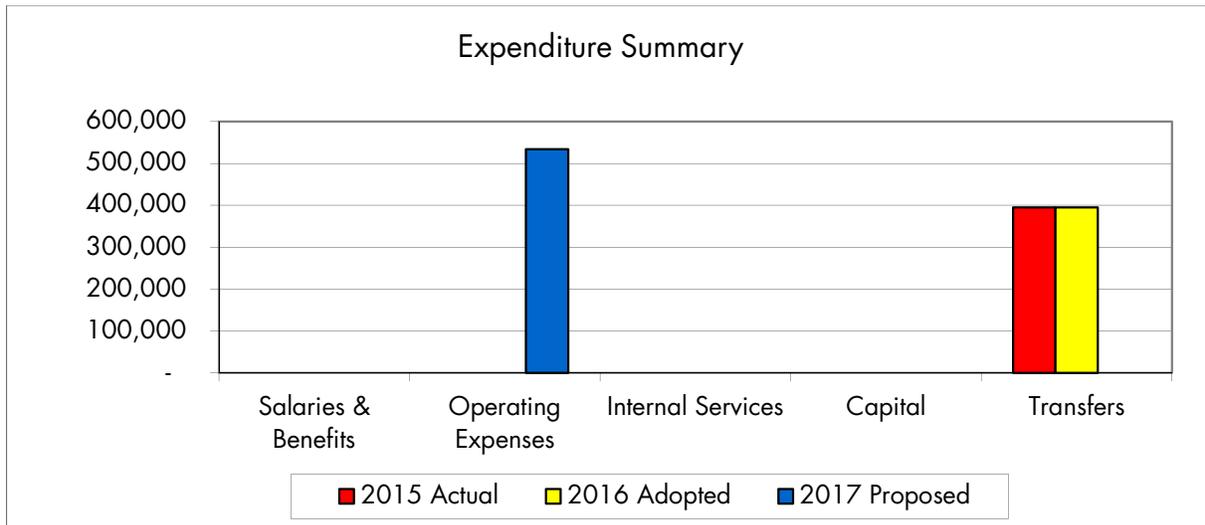
Expenditure Area	2014	2015	2016	2017
	Actual	Actual	Adopted	Proposed
Salaries & Benefits	1,790,484	2,217,698	2,180,000	2,404,000
Operating Expenses	1,235,260	1,665,456	1,885,000	2,666,000
Funded Renewal & Replacement	2,519	1,260	3,000	3,000
Internal Services	94,630	82,139	73,000	84,000
Capital	0	0	50,000	41,000
Debt Service	0	0	0	0
Total	\$ 3,122,894	\$ 3,966,553	\$ 4,191,000	\$ 5,198,000

Budgeted Positions **16** **16** **17** **19**

INFORMATION TECHNOLOGY TECH FUND

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Transfers In	486,000	395,000	395,000	395,000
Fund Balance - Retained Earnings	-	-	-	139,000
Total	\$ 486,000	\$ 395,000	\$ 395,000	534,000
Expenditure Area				
Salaries & Benefits	0	0	0	0
Operating Expenses	0	0	0	534,000
Internal Services	0	0	0	0
Capital	0	0	0	0
Transfers	486,000	395,000	395,000	0
Total	486,000	395,000	395,000	534,000
Total Budgeted Positions	0	0	0	0



INFORMATION TECHNOLOGY

Budget Highlights

Information Technology- (Internal Service Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$1,070,000 or 7%, primarily due to increases in costs for the following: \$159,000 for operating and maintaining Munis, \$29,000 for CAD/RMS, \$17,000 for Azteca, \$193,000 for enterprise software licenses, \$134,000 for website maintenance, \$240,000 for Terremark NAP operations floor space, \$60,000 for VMWare license for the virtual desktop initiative, \$41,000 for annual maintenance of various programs, and \$150,000 for maintenance for the in-house call center.

FY2016/17 Enhancements

- The FY2016/17 budget includes an enhancement totaling \$71,000 to add a Senior Systems Analyst position for the purpose of being the system administrator for the Munis System. The IT Department is tasked with maintaining and further developing the Munis system. The existing EDEN system allows decentralized administration of many aspects of the system. Routing and approval queues, for example, are completely controlled by their respective departments (Finance, Budget, Procurement, etc.). The Munis system only allows for centralized administration. All the functions that were distributed, to allow for the EDEN administrator to be a fraction of the role filled by a Database Administrator, are now becoming centralized to IT and are creating the need for a full time person dedicated to serving this function. In comparison, the Energov system has four employees dedicated to administration. The Eden system is administered by a fraction of an IT employee plus the decentralized departmental administrators. Tyler has advised that all municipalities typically have a dedicated IT resource for Munis administration.
- The FY2016/17 budget also includes an enhancement totaling \$70,000 to create diversity in the physical paths routing the circuits that connect the City of Miami Beach to the Terremark Network Access Point (NAP) datacenter where the city's servers reside.

FY2016/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$160,000 due to converging storage technologies.

INFORMATION TECHNOLOGY

Reorganization

- In FY2013/14, the Information Technology Department was reorganized to reflect evolving technology and departmental needs. Prior to the reorganization, the department consisted of three divisions: Telecommunications, Systems Support, and Applications Development. As a result of it, Telecommunications and Applications Development were consolidated, thereby resulting in the department now having two distinct divisions and personnel assignments that meet the department's needs.

IT Tech- (Special Revenue Fund)

- The total FY2016/17 IT Tech fund budget is \$534,000, which is earmarked for the following projects that were approved by the IT Steering Committee: \$169,000 for Surveillance Camera Storage Solution, \$120,000 for Control Room Storage Upgrades, \$120,000 Miami Beach Rising Above Portal, \$75,000 Parks and Recreation Software, \$39,000 for Audit Management Software and \$11,000 for Power DMS.

Support Services**Expenditure Area**

Salaries & Benefits	2,532,349	2,368,778	3,079,000	3,170,000
Operating Expenses	1,878,603	4,936,613	5,238,000	5,653,000
Funded Renewal & Replacement	18,470	1,257,635	1,570,000	1,570,000
Internal Services	176,101	326,527	377,000	360,000
Capital	350,999	0	1,064,000	821,000
Debt Service	0	19,920	239,000	56,000
Total	\$ 4,956,522	\$ 8,909,474	\$ 11,567,000	\$ 11,630,000

Budgeted Positions**22****21****22****23****Communications****Expenditure Area**

Salaries & Benefits	538,573	0	0	-
Operating Expenses	2,936,568	0	0	0
Funded Renewal & Replacement	1,595,155	0	0	0
Internal Services	178,399	0	0	0
Capital	7,340	0	0	0
Debt Service	68,642	0	0	0
Total	\$ 5,324,677	\$ 0	\$ 0	\$ 0

Budgeted Positions**6****0****0****0**

INFORMATION TECHNOLOGY

Significant Prior Accomplishments:

- Implemented the City's Sharepoint system and started deploying departmental applications.
- Implemented new Parking Portal adding the ability for residents to buy visitor permits online. Additional releases provided the ability to buy visitor permits via the IVR system, and for residents to renew their residential status online.
- Native iOS Applications were created and deployed to field parking staff in order to assist them in the task of validating permits in the field.
- Implemented Pretty Good Privacy (PGP) hard disk encryption for mobile devices as needed throughout the City.

- Performed all necessary scans to ensure that the City retained its PCI compliance certification. Performed internal scans on City servers to assess and remediate vulnerabilities as required.
- Configuration of backup and recovery processes to ensure adequate system recovery.
- Continue the Server Virtualization Strategy.
- Enhancements to the Miami Beach eGov mobile applications and the backend were made in order to improve the existing features.

Major FY 2016/17 Budget Initiatives

The following is a list of major technology initiatives made by the IT Department:

- City's Web Site: Applications division will work with vendor to completely redesign the website for ease of use and expansions of services offered and maximize use of website for transparency.
- E Government: Application division will continue to expand City services on the mobile applications and online.
- Security & Network Infrastructure: Continue to implement enhancements to security and network infrastructure to ensure PCI Compliance and availability of critical systems.
- Continue to Improve Website Disability Access Compliance: The Information Technology department will continue to follow industry best practices to maintain and improve the compatibility of the website with ADA established guidelines.

Information Technology Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments	% of IT project requests implemented on time	*	*	80%	80%	80%	<ul style="list-style-type: none"> Automate work orders for greenspace management/parks by implementing Cityworks Complete acquisition and launch electronic plans review program for all departments with development review process functions Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers
Ensure Expenditure Trends are Sustainable Over the Long Term							<ul style="list-style-type: none"> Create a fine structure that ensures recovery of City costs associated with the code violations
Strengthen Internal Controls to Achieve More Accountability	PCI Quarterly Compliance (Level 2)	*	*	100%	100%	100%	
	% of tickets that are SLA compliant	*	*	100%	99%	99%	
Enhance External and Internal Communication From and Within the City							<ul style="list-style-type: none"> Build portable live remote broadcasting for MBTV transmission system
Enhance Public Safety and Emergency Preparedness							<ul style="list-style-type: none"> Improve disaster preparedness by backing up City technology data/systems in an out of region data center
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

INFORMATION TECHNOLOGY

Critical Success Factors:

The following have been identified as factors that are critical to the successful implementation of the FY 2016/17 work plan. Each of the factors must be achieved in order to maximize the potential benefit of the plan.

1. Management Commitment:

- Citywide cooperation and coordination supported by City Manager and Commission in regards to technology solutions
- Realistic goals, strategies and actions
- Willingness and commitment to share information and standardize data (integration)
- Willingness to make Information Technology financial support a City priority
- Departmental Compliance/adherence to IT policies, procedures, architecture and standards
- Departmental Compliance to software licensing best practices.
- Departmental willingness to empower staff through IT education/training.
- Commitment to network Security strategy and standards.

2. Disaster Recovery (DR):

- Continue to support the DR strategy in place and investment at the Network Access Point of the Americas (NAP).

3. Cyber Security:

- Continue to promote citywide cyber security awareness. As government employees, we need to be aware of possible threats and what we can do to protect our information and systems since we all share the responsibility of promoting a safer cyberspace.

4. Network Security strategy and standards:

- Continue to follow industry security standards for PCI compliance, Gov. Website Compliance, Website ADA Compliance, Identity Theft Red Flag Compliance, and Presidential Decision Directive 63, (specifies City responsibilities for protecting the nation's infrastructure).

5. IT Governance:

- Continue the IT steering committee process for the planning, prioritizing, and funding approval for enterprise IT related projects.

INFORMATION TECHNOLOGY

Future Outlook:

The City must continue to leverage the use of current technology to optimize and streamline business processes, thus instituting efficiencies within the organization. IT will continue to explore new and innovative use of technology to accomplish this goal. Future projects to be considered include:

- Replication of Data and Application Functionality Out-of-Region: In order for the City to enhance our Disaster Recovery and Business Continuity strategy a recommendation to incorporate services that will allow us to replicate systems and data to an out of state IT datacenter facility needs to be established. This would allow us to provide for both Disaster Recovery and enhancement of day to day business continuity services.
- Expand Citywide Enterprise Virtualization strategy.
- Expansion of citywide Wireless Technology.
- Optimization of E-Government Services.
- Unified Communication and Messaging.
- Reduction of Reliance on a Paper Environment.
- Enhancing Disaster Recovery and Business Continuity strategy.

MIAMIBEACH

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Department Mission/Purpose Statement:

We are dedicated to providing maximization and allocation of resources to achieve measurable results responsive to community needs.

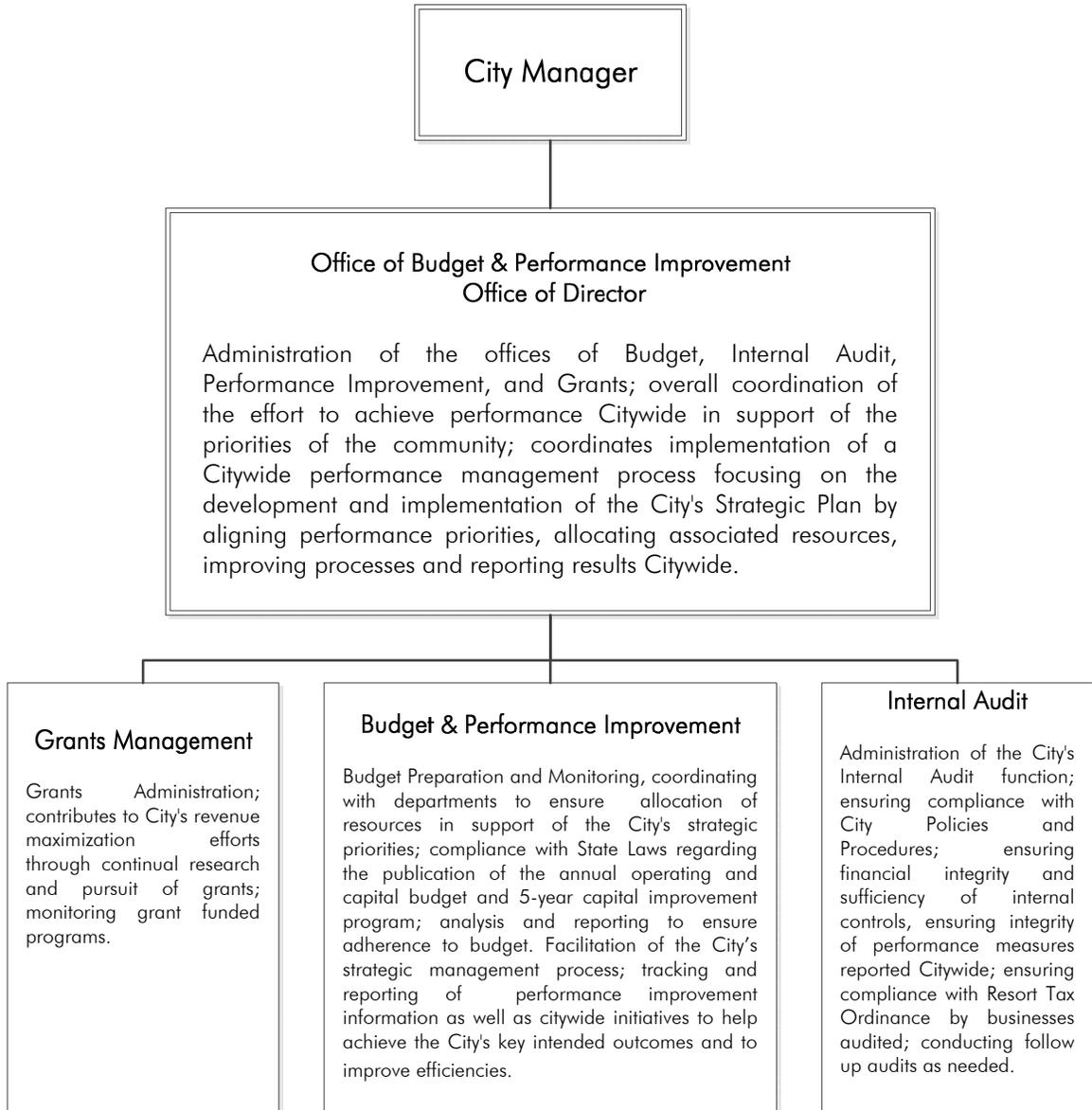
Department Description:

The Office of Budget and Performance Improvement (OBPI) was created in 2004 by merging several existing entities within the City focusing on performance excellence by blending strategic management, resource allocation, performance management and revenue maximization.

A vital effort of the office is to effectuate implementation of results-oriented government, efficiency and service-orientation through the following anticipated initiatives:

- Transform the City's budget process into a results-oriented process, refocusing the proposed and adopted budget documents to emphasize strategic intended outcomes, and their related performance measures and targets.
- Increase grants and maintain recurring grant dollars received by the City through federal, state, local and private grant revenues.
- Support the City's change to a performance excellence culture by refining performance measures, aligning Citywide strategic plans and departmental work plans, using the plans to guide allocation of resources in the budget process, and promoting management and organization familiarity and understanding of these.
- Maintain a performance management database to monitor status of performance measurement objectives.
- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews, etc.
- Ensure financial integrity and sufficiency of internal controls through periodic audits.
- Increase and maintain the dollars received by the City as part of revenue maximization activities.

See Attached Table of Organization



OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Fiscal Environment:

OBPI is primarily supported by General Fund dollars as part of Administration. In addition, the department receives funding from resort tax revenues for inspection of records of businesses within the City of Miami Beach to ensure compliance with resort tax ordinances. Parking and Sanitation funds also support monitoring and audits of internal control over operations and revenue collection.

The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the general fund, including Communications functions

Business Environment:

OBPI has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational and support services noted in the prior section.

OBPI provides staff support to the Budget Advisory Committee comprised of City residents.

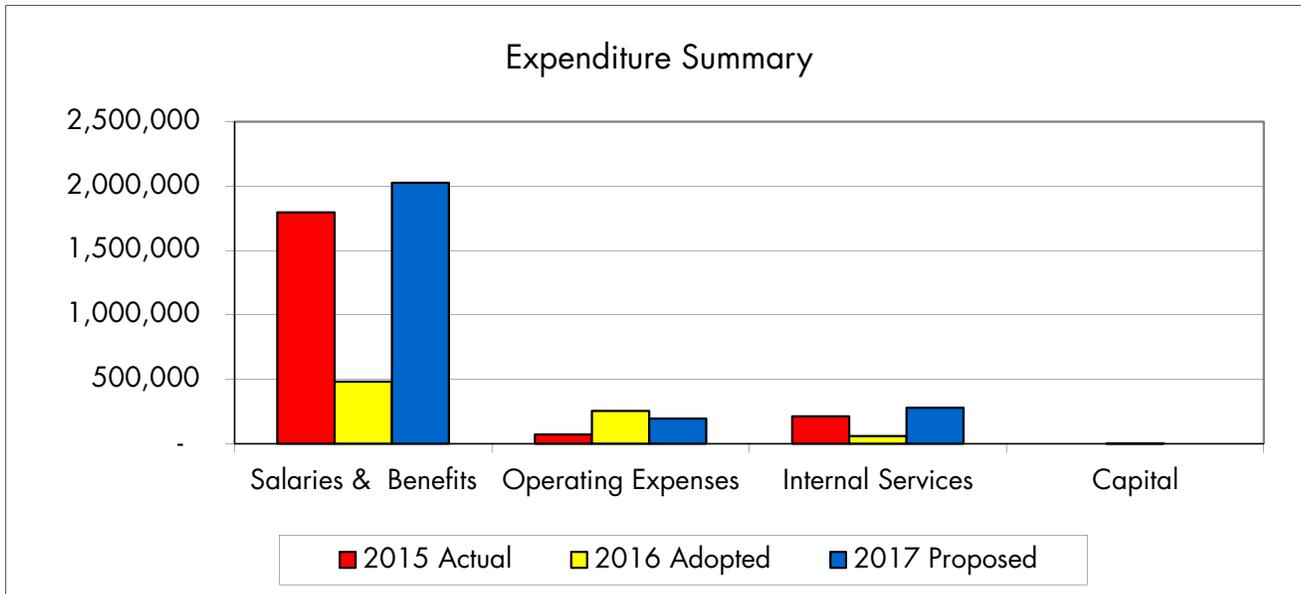
OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Departmental Financial Summary

Expenditure by Division	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Internal Audit (GF)	659,261	725,650	926,000	923,000
Management & Budget	867,810	951,017	1,082,000	1,145,000
Grants	296,909	405,503	427,000	431,000
Total	\$ 1,823,981	\$ 2,082,171	\$ 2,435,000	\$ 2,499,000

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	1,528,854	1,796,212	1,992,000	2,025,000
Operating Expenses	93,323	72,816	214,000	195,000
Internal Services	201,804	213,143	225,000	279,000
Capital	0	0	4,000	0
Total	\$ 1,823,981	\$ 2,082,171	\$ 2,435,000	\$ 2,499,000

General Fund	14.00 + 0 PT	13.90 + 0 PT	13.90 + 0 PT	13.90 + 0 PT
Resort Tax Fund	3.70 + 0 PT	3.70 + 0 PT	3.70 + 0 PT	3.70 + 0 PT
Parking Fund	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Sanitation Fund	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Total Budgeted Positions	19.70 + 0 PT	19.60 + 0 PT	19.60 + 0 PT	19.60 + 0 PT



Management & Budget

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	738,336	832,712	958,000	1,000,000
Operating Expenses	20,303	33,780	34,000	11,000
Internal Services	109,171	84,525	88,000	134,000
Capital	0	0	2,000	0
Total	\$ 867,810	\$ 951,017	\$ 1,082,000	\$ 1,145,000
General Fund Positions	8.10 + 0 PT	7.00 + 0 PT	7.00 + 0 PT	7.00 + 0 PT
Total Budgeted Positions	8.10 + 0 PT	7.00 + 0 PT	7.00 + 0 PT	7.00 + 0 PT

Internal Audit (GF)

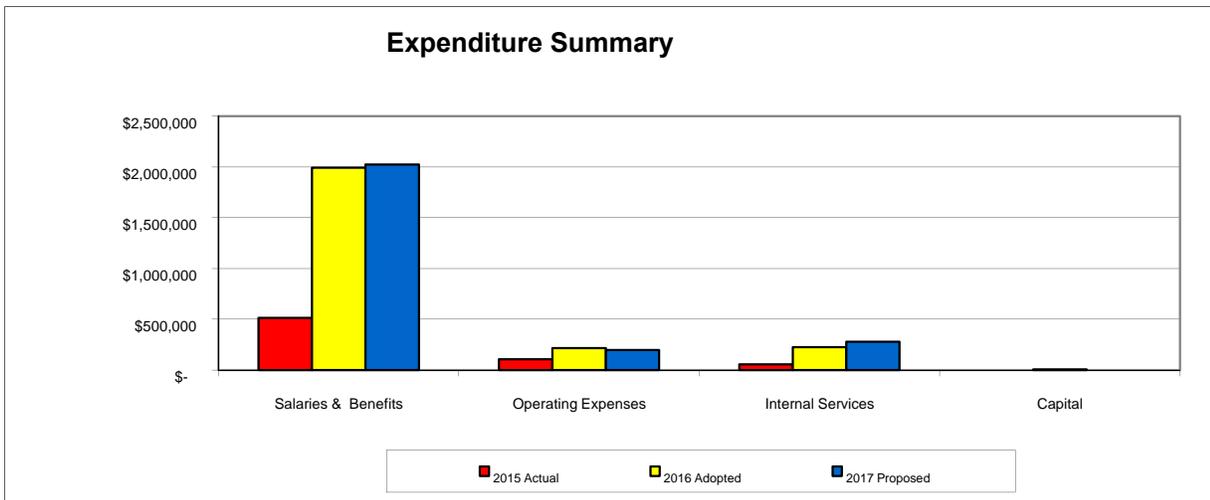
Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	524,740	592,001	649,000	638,000
Operating Expenses	62,255	26,282	159,000	161,000
Internal Services	72,266	107,367	116,000	124,000
Capital	0	0	2,000	0
Total	\$ 659,261	\$ 725,650	\$ 926,000	\$ 923,000
General Fund Positions	3.20 + 0 PT	4.20 + 0 PT	4.20 + 0 PT	4.20 + 0 PT
Resort Tax Positions	3.70 + 0 PT	3.70 + 0 PT	3.70 + 0 PT	3.70 + 0 PT
Parking Fund Positions	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Sanitation Fund Positions	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Total Budgeted Positions	8.90 + 0 PT	9.90 + 0 PT	9.90 + 0 PT	9.90 + 0 PT

Grants

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	265,778	371,498	385,000	387,000
Operating Expenses	10,764	12,754	21,000	23,000
Internal Services	20,367	21,251	21,000	21,000
Capital	0	0	0	0
Total	\$ 296,909	\$ 405,503	\$ 427,000	\$ 431,000
General Fund Positions	2.70 + 0 PT	2.70 + 0 PT	2.70 + 0 PT	2.70 + 0 PT
Total Budgeted Positions	2.70 + 0 PT	2.70 + 0 PT	2.70 + 0 PT	2.70 + 0 PT

Resort Tax Fund

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	\$ 482,672	\$ 511,654	\$ 482,000	\$ 483,000
Operating Expenses	121,227	103,904	254,000	316,500
Internal Services	55,212	55,827	61,000	65,000
Capital	-	0	1,000	1,000
Total	\$ 659,111	\$ 671,384	\$ 798,000	\$ 865,500
Resort Tax Fund	3.70	3.70	3.70	3.70
Total Budgeted Positions	3.70	3.70	3.70	3.70



OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- Operating expenses increased by \$64,000 or 2.63%, primarily due to a \$33,000 increase to salary related costs indicated above and a \$54,000 increase to internal service charges. These increases are partially offset by a \$19,000 decrease to operating expenditures resulting from efficiencies listed below.

FY2016/17 Efficiencies

- The FY2016/17 budget includes efficiencies totaling \$24,000 including a \$10,000 decrease to training and awards.

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Significant Prior Accomplishments:

- The Audit division has completed the following audits for FY 2015/16 as of 3/1/16:
 - Five internal audits completed, it is anticipated that 15 audits will be completed for the year.
 - Ten follow-up reviews are anticipated
 - One sanitation audit completed resulting in an assessment of \$149,246. It is anticipated to complete 8 for the year.
 - Three Parking Monitoring Areas are anticipated
 - As of March 1, 2016, 48 resort tax audits resulting in net assessments of \$205,433. Collections of outstanding resort tax audit assessments during the fiscal year amounted to \$210,324. It is anticipated to complete 160 resort tax audits.

- From FY 2002/03 to FY 2015/16, Budget documents have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association, continuing to improve in reviewer ratings each year.

- Streamlined the authorization process for requisitions and invoices resulting in a change that significantly reduced about 70% of the workload in this area, while still providing Budget oversight over 90% of the dollars approved through the process.

- Completed a performance management “re-set” giving each department the opportunity to revise and streamline their performance measures in advance of a major upgrade of the performance management software, Active Strategy, that was completed in Spring of 2015.

- Awarded \$700,421 in grants for FY 2015/16 as of 3/3/2016.

- Obtained reimbursements in the amount of \$124,824 in GOB fund reimbursements in FY 2015/16 as of 3/3/2016. The total amount of GOB funds reimbursed from inception of the program is \$31,224,889.

Office of Budget & Performance Improvement Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services	Ensure 90% of grant deadlines are met	*	*	90%	90%	90%	
Ensure Expenditure Trends are Sustainable Over the Long Term	KPI: Operating millage rate	6.0909	5.8909	5.7942	n/a	n/a	<ul style="list-style-type: none"> •Complete analysis of Certificate of use fees to reflect full cost •Evaluate procurement of FEMA compliance software •Review and update cost allocation methodology for internal service departments to properly allocate costs and more effectively manage those costs/drivers over time
	KPI: General obligation debt service per average daily population	\$28.8	\$28.7	\$28.8	n/a	n/a	
	KPI: General fund budget per average daily population	\$1,245	\$1,354	\$1,283	n/a	n/a	
	KPI: Property tax revenue per average daily population	\$555.2	\$618.4	\$570.9	n/a	n/a	
	Grant revenues brought into the City per Fiscal Year	3.974	3.454	3.146	6.000	6.000	
Strengthen Internal Controls to Achieve More Accountability	Audit revenues brought into the City (in millions)	0.64	0.45	1.19	0.10	0.10	<ul style="list-style-type: none"> •Complete a review of 20 prior audits to determine the degree of corrective recommendations successfully implemented and create an action plan to address outstanding deficiencies •Contract audits of CIP, entitlement grants, HR Compensation, Tennis Center Parking enforcement utilizing state contractors
	% of annual plan for Internal Audits completed	67%	65%	65%	100%	100%	
	% of annual plan for Resort Tax audits completed	68%	66%	67%	100%	100%	
	GFOA scores for Adopted Budget document	*	*	3.30	4.00	4.00	
Ensure Reliable Stormwater Management And Resiliency Against Flooding By Implementing Select Short And Long- Term Solutions Including Addressing Sea-Level Rise							<ul style="list-style-type: none"> •Develop a process to allow eligible homeowners to access FEMA grant funds to elevate their homes
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Critical Success Factors:

- Ensure the Office of Budget and Performance Improvement continues to provide a high level of customer service and expertise to guide each department toward fiscal responsibility.
- Maintain communication on all aspects of the budgeting process with City administration and Mayor and Commission.
- Work internally to ensure all budgets and reporting maintain the high standards to quality for GFOA award

Future Outlook:

- Transform the City's budget process to a results-oriented process: re-focusing budget documents to emphasize strategic intended outcomes and related performance measures and targets.
- Support the City's change to a performance excellence culture: refining performance measures, aligning Citywide strategic plans and departmental work plans, using the plans to guide allocation of resources in the budget process, and promoting organization familiarity and understanding of these.

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Department Mission/Purpose Statement:

We are dedicated to ensuring our organization implements and sustains strategies that ensure the growth and development of both the organization and our employees to achieve measurable community results.

Department Description:

Organization Development Performance Initiatives was created to focus on performance excellence by increasing the organization's ability to learn, adapt, and excel within a constantly changing environment, and focus the organization on the customer by aligning the work and performance of team members on the City's identified strategic outcomes.

A vital effort of the office is to effectuate implementation of results-oriented government, efficiency and service-orientation through the following anticipated initiatives:

- Facilitate achievement of priority outcomes by providing support and guidance for high profile initiatives to address community priorities, including across multiple departments and outside stakeholders.
- Support the City's change to a performance excellence culture by promoting management and organization familiarity and understanding of these.
- Monitor customer service in City departments through service shopper surveys and provide timely results to departments.
- Facilitate all education initiatives related to the Education Compact and other educational inter-local agreements with universities to enhance educational opportunities for youth and improve K-12 Education in Miami Beach public schools, along with post-secondary opportunities.
- Support the performance management database by monitoring the status of Organization Development objectives and performance initiatives.
- Pursue additional efficiencies, cost savings, and revenue enhancements through performance initiative reviews, reviewing assessments for excellence program indexes, etc. (Cleanliness/Appearance/Garage/Bathroom/Walkability).
- Provide training programs to City Departments to enhance employee performance both live and online.

See Attached Table of Organization

Assistant City Manager

Chief Learning Officer's Office

Support the City's change to a performance excellence culture by developing Performance Initiatives. Develop and Oversee implementation of Excellence Programs. Develop and implement initiatives to improve K-12 public school options, including internships. Oversee citywide Organization Development & Training programs.

Education

Facilitate all education initiatives related to the Education Compact and other educational inter-local agreements. Facilitates all college and high school internship programs.

Performance Initiatives

Conducts assessments for excellence programs including but not limited to cleanliness index, appearance index, service shopper program, garage index, bathroom index, and mystery rider program. Monitor customer service in City departments. Conducts excellence programs assessments' to identify areas for improvement.

Organization Development

Support the development and coordination of the comprehensive training and development programs, sustains citywide eLearning program and development of new training programs, facilitates and trains supervisory program, leadership culture program, and employee academy, develops and supports SNAP surveys including employee reward and recognition program oversight. Provide training programs to City Departments to enhance employee performance both live and online.

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Fiscal Environment:

Organization Development Performance Initiatives primarily is supported by General Fund dollars as part of the Administration. In addition, funding is received from waste hauler contracts to provide professional development and cover other fees to sustain the City's International Baccalaureate program currently implemented in all Miami Beach public schools. Funding is provided from sanitation, parking, and transportation departments to support cleanliness/appearance index, garage index, bathroom index, and walkability index programs.

The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the general fund, including Communications functions.

Business Environment:

Organization Development Performance Initiatives has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational and support services noted in the prior section.

In addition, Organization Development Performance Initiatives works with the Miami-Dade County Public Schools, Florida International University and other entities to ensure that adequate and timely progress is being made on several key initiatives.

Organization Development Performance Initiatives provides staff support to the Committee for Quality Education, and the Health Care Task Force, comprised of residents, parent-teacher association members and community organizations.

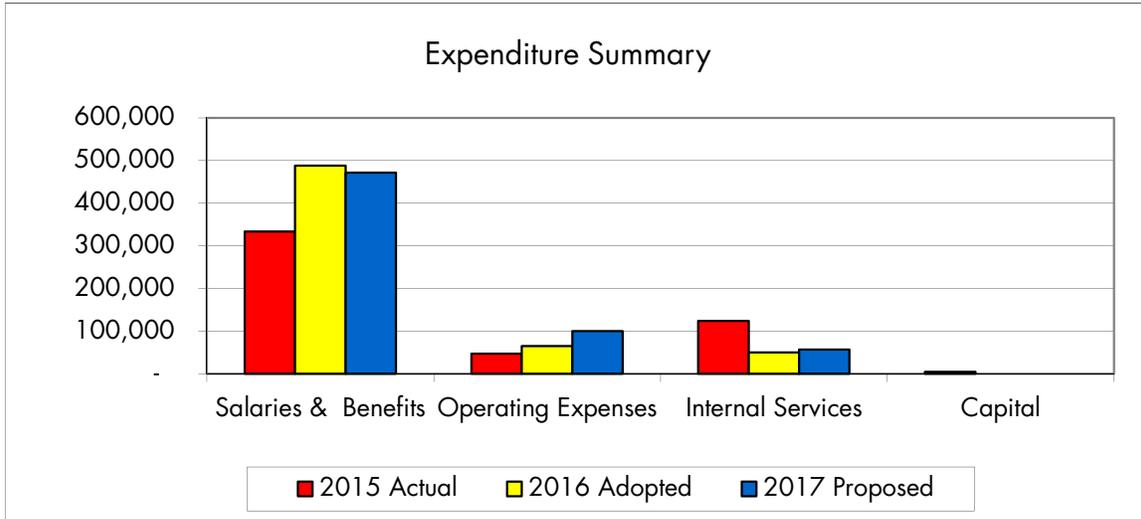
Organization Development Performance Initiatives represents the City administration at all education related meetings with various entities, functioning as an Education Ombudsman.

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Departmental Financial Summary

Expenditure Area	2014	2015	2016	2017
	Actual	Actual	Adopted	Proposed
Salaries & Benefits	292,797	333,941	488,000	472,000
Operating Expenses	38,536	46,908	65,000	100,000
Internal Services	57,637	124,226	50,000	57,000
Capital	0	4,437	0	0
Total	\$ 388,970	\$ 509,512	\$ 603,000	\$ 629,000

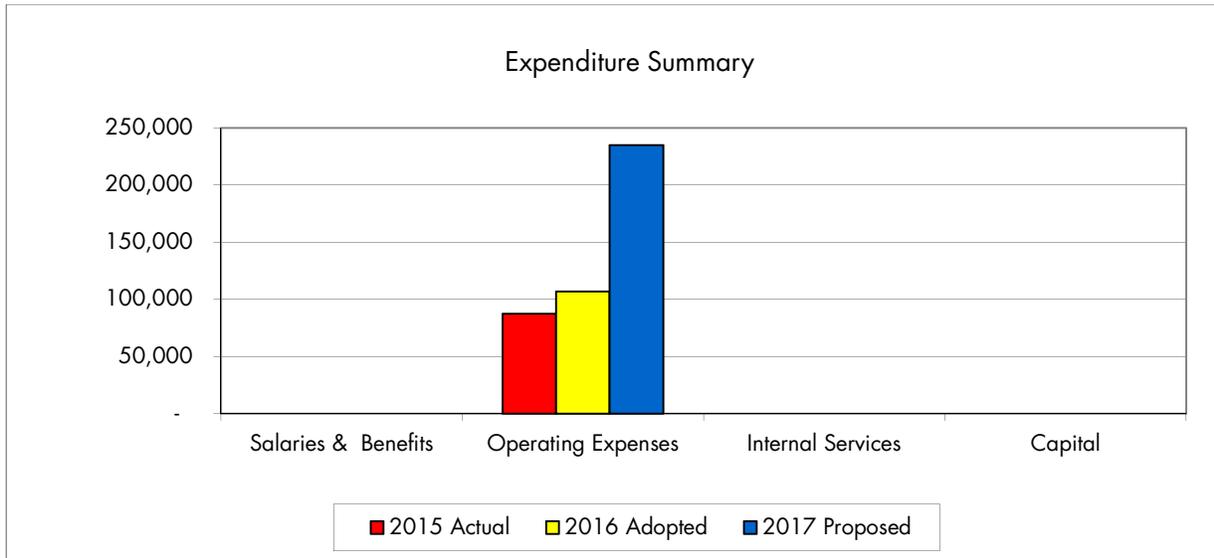
Total Budgeted Positions **2.40 + 0 PT** **2.40 + 1 PT** **2.40 + 1 PT** **2.40 + 1 PT**



ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES EDUCATION COMPACT

Departmental Financial Summary

	2014		2015		2016		2017
Revenue Area	Actual		Actual		Adopted		Proposed
Contributions - Int'l Baccalaureate (IB)	25,000		10,000		15,000		15,000
Contributions - Education Support (WH)	42,788		107,250		75,000		75,000
Fund Balance - Retained Earnings	0		0		17,000		145,000
Total	\$ 67,788	\$	117,250	\$	107,000	\$	235,000
Expenditure Area							
Salaries & Benefits	0		0		0		0
Operating Expenses	5,976		87,422		107,000		235,000
Internal Services	0		0		0		0
Capital	0		0		0		0
Total	\$ 5,976	\$	87,422	\$	107,000	\$	235,000
Revenue Less Expenditures	\$ 61,811	\$	29,828	\$	0	\$	0
Total Budgeted Positions	0.00 + 0 PT		0.00 + 0 PT		0.00 + 0 PT		0.00 + 0 PT



ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$26,000 or 4% percent, primarily due expenses associated with the \$35,000 for the renewal of the Adobe Presenter license agreement. This is offset by a \$12,000 decrease in personnel expenses due to personnel and staffing changes.

FY2016/17 Enhancements

- The FY2016/17 budget includes an enhancement to the Education Compact Fund (Special Revenue) of \$141,000 for the second year of the Voluntary Pre-Kindergarten program.
- The FY2016/17 budget also includes an additional enhancement to the Education Compact Fund (Special Revenue) of \$13,000 for expansion of the dual enrollment program at Nautilus Middle School and Miami Beach Senior High School through a partnership with the City of Miami Beach, Miami-Dade College (MDC) and Miami-Dade County Public Schools (M-DCPS).
- Also included as an enhancement to the General Fund Citywide budget of \$54,000 to expand the Miami Beach Nurse Enhancement Initiative to extend behavioral health services in Fienberg Fisher K-8 Center, South Pointe Elementary, Nautilus Middle School, Biscayne Elementary, and Miami Beach Senior High School.

FY2016/17 Efficiencies

- The FY2016/17 budget includes efficiencies totaling \$5,000 in supplies, dues and memberships, and telephone.

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Significant Prior Accomplishments:

- Continued general oversight and coordination of the Cleanliness Assessment Program, including facilitating the Public Works (Sanitation), Parking, Parks and Recreation, and Code Compliance departments in using the results to identify root causes and solutions in addressing cleanliness in public areas. Since the inception of the program, cleanliness scores have improved in all public areas. As of FY2014/15, the overall City cleanliness scores improved 16.6% from FY2005/06, the base year of the program, and the percentage of assessments rated clean or very clean improved to 84.6%, a 19.4% increase from the base year. Residential streets and sidewalks have each improved 19.2% and 15.6% respectively, with 92.6% and 82.3% rating clean or very clean from FY2005/06, while waterways have improved 10.0% during the same period, with 64.5% rating clean or very clean.
- Continued overall coordination and implementation of Service Shopper Program, 100% of departments were shopped during FY2014/15. Since the inception of the program, service shopper scores have improved in all departments. The overall Service Shopper score has improved from an average of 3.39 in FY2005/06 to 4.45 in FY2015/16 a 31% improvement from the inception of the program.
- Implemented Appearance Index, which is a set of standards, used to measure the appearance of the City's public areas. The Appearance Index provides standards on rating the appearance of four factors: Sidewalks, Roadways, Turf (Grass), and Plant Beds. Report development is under review with data availability anticipated April 2016, per IT and GIS team members.
- Developed Bathroom index to assess 64 public restrooms. Factors tested with parks and sanitation staff throughout Q3 and Q4. Led the development of the program in the SNAP software, and implemented flawlessly in Q1 FY15. Assessors also tested the criteria and assisted with recommendations for adjustments, specifically comments. Bathroom Index went live as of October 2015, with 48 four-hour assessments conducted each quarter.
- Developed garage index and implemented flawlessly in Q4. Reports were developed and have been distributed to the parking team the first week in October for discussion and review.
- Consulted with ADA coordinator to develop criteria for Right-of-Way (ROW) accessibility/walkability index. Coordinator provided sanitation staff training to assist with identification of immediate issues. Provided coordinator with several implementation options, including linking the information to city works for ease of tracking and addressing concerns. Assisted with the IT business case, and suggestions for implementation.
- Continued to develop and monitor the components of the Education Compact between City of Miami Beach and Miami-Dade County Public Schools, approved unanimously by both entities on January 16, 2008.
- Organized the 7th Annual Student Expo for 500 families to improve International Baccalaureate program awareness and showcase City youth – November 2015.
- Supported International Baccalaureate Primary Year Program 5 year Evaluation visit for North Beach Elementary and South Pointe Elementary and 3rd Annual Student Exhibitions at North Beach Elementary, South Pointe Elementary, and Fienberg-Fisher Elementary schools, and 2nd exhibitions for Biscayne Elementary and Treasure Island.
- Organized the IB Miami Beach professional development conference at the Miami Beach

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Convention Center held in August 2015 for 250 teachers across Miami Beach to attend various International Baccalaureate workshops to enhance understanding of International Baccalaureate curriculum and thematic units of study.

- Facilitated and sustained the International Baccalaureate implementation at all public schools in the City of Miami Beach. The City of Miami Beach is the only city in the country where all public schools are IB schools and the IB program is accessible to every child. Supported the increase in enrollment of those students seeking the IB Diploma by over 500% since program inception, with more than 150 students seeking the IB Diploma as freshman in the 2014/15 school year. 75% of teacher at Nautilus Middle participated in the IB professional development training provided by the City in partnership with MDCPS and IBO to increase access to all children at Nautilus Middle School. Per MDCPS, IB MYP is being implemented schoolwide at Nautilus Middle, who has also been selected by Florida International University as the only Habits of Mind demonstration site in Miami-Dade County.
- Supported the M-DCPS Nautilus Middle School Action Plan development and deployment at Nautilus Middle School throughout the 2014-15 school year to address issues presented at the Focus Groups, provided by Kerr and Downs Research.
- Reviewed MDCPS achievement data to determine areas for improvement. Since compact implementation, the achievement gains in reading and math at schools in Miami Beach are as follows: % increase reading and/or math gains from 2007 to 2014 – Biscayne 9.7% and 21.7%, Fienberg 8.7% and 23.7%, North Beach 7.8% and 25.4%, Nautilus 43.6% reading, Beach High 40.2% reading. Overall reading scores improved from 65% in 2010 to 74% in 2014, and overall math from 67% in 2010 to 67% in 2014.
- Reviewed MDCPS parent and student satisfaction data quarterly with school personnel to identify areas for improvement. Through presentation to the Neighborhoods Committee each quarter in FY15, improvements have been made in school perception. The % of parents agreeing their child is receiving a good education at Nautilus Middle School improved from 71% in 2010 to 87% in 2015. Additionally, the number of parents agreeing the overall climate at Nautilus Middle School is positive and helps students learn went from 77% in 2010 to 81% in 2015
- Developed and supported the Miami Beach Parent Program to increase access to educational information through our Parks facilities for every Miami Beach resident. Miami Beach Parent Programs include Organizational Skills, Using My Agenda, Community/Curriculum Connections, and Dancing Your Way to a Healthy Lifestyle.
- Developed and Facilitated the Florida International Internship Program for City of Miami Beach, with the placement of FIU undergraduate and graduate students in multiple City departments.
- Facilitated the Speakers Bureau in partnership with Miami Beach Chamber of Commerce to enhance classroom access to local professionals to present on various topics of interest. To date, speakers have provided information at all K-12 Miami Beach public schools.
- Facilitated partnership with University of Miami Mobile Pediatric Clinic to secure visits to recreational facilities once per month to provide comprehensive health care services free-of-charge to youth in our community who do not have medical insurance. Approximately 12 visits throughout the year.
- Spearheaded the City's Nurse Enhancement Initiative between the City of Miami Beach, North Bay Village, Town of Surfside, Town of Bay Harbor Islands, and Bal Harbour Village, to

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

converge efforts to secure the funding needed for the full-time registered nurse. Each municipality committed requested funds for the 2013-14 and 2014-15 and 2015-16 school years. Negotiated with the MB Chamber of Commerce and Children's Trust, with the Chamber committing funding for FY14/15 and the next three years if applicable. The Children's Trust included the three underserved schools in the 2015 RFP, and now all eight MB feeder schools have a Health Connect Suite. The new Nurse Enhancement Initiative adds a mental health component to services provided at the three schools. Initiative resulted in a team of professionals including a shared Registered Nurse, a full-time Medical Assistant, and a social worker available at each school site.

- Supported the Anti-Defamation League (ADL) and Miami-Dade County Public Schools to implement the No Place for Hate program in each Miami Beach public school for the 2014-15 school year.
- Wrote the following articles for MB Magazine Next Generation column: Hablas Espanol Fall 2015, Colossal Collaboration Summer 2015, Dual Options: Earn Both High School & College Credit Spring 2015, Back to School Volunteer Fall 2014.
- Developed Teach at the Beach Substitute Incentive Program for Nautilus Middle School. Opportunity advertised to the community through MB magazine, newsletters, and PTSA meetings. Principal also promoted the option. Attendance by teaching staff increased significantly per the principal with a 40% reduction in teacher absences from 2014 to 2015. Incentive will remain available, and will continue to be promoted through partners. Increase teacher attendance resulted in significant decreases in student case referrals, including a 67% decrease in outdoor suspensions and 59.8% decrease in indoor suspension.
- Developed Florida International University, Miami-Dade County Public schools, and City of Miami Beach partnership to increase dual enrollment classes at Miami Beach Senior High School has resulted in 7 courses offered in the 2014-15 school year with 11 classes, compared to zero classes offered in the Fall of 2014. Over 300 students are enrolled in these classes, with the opportunity to earn college credit at no cost to their families. Additionally, students who earn an A or B can raise their grade point average from a 4.0 to a 6.0 for each A grade earned.
- Developed a Comprehensive Reward and Recognition Program in January 2015 inclusive of the following programs: Service Recognition Program, Employee Suggestion Program, Ethical Hero Award, Performance Recognition Program and Customer Service Excellence Program. For ease of submission for all recognitions, OD worked with IT to streamline the submittal process with the placement of links on the intranet under the employee self-service link, in forms central in a reward and recognition link, and on the intranet under quick links with a link that is hyperlinked to all reward forms and/or surveys. To increase awareness and participation, OD met with each department/division in-person and created a simplified one sheeter for employees to reference. Since inception we received 15 employee suggestions, 13 service recognitions and recognized 125 staff members for the Performance Recognition Program.
- Facilitated the updating of citywide procedures, along with the posting of such on the City's internal website and ongoing notification to personnel.
- Implemented a learning system (LS Adobe Connect) that provides for managing, deploying, and tracking online training which is easily accessible for staff via a web browser. Course offerings include self-paced courses in Ethics, Ethics Regulatory, Diversity, Sexual Harassment, Teambuilding, and Customer Service. At the conclusion of FY2014/15, 1,476 users passed a

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

combined total of 5,288 required classes.

- Successfully developed and implemented Internal and External Customer Satisfaction Survey into all departments as of January 2015 to collect data on customer service provided in the City of Miami Beach. Surveys have been sent out to both external and internal customers with data shared with departments on a quarterly basis. Between Oct. 2, 2014 and March 31, 2015, approximately 601 customer satisfaction surveys were completed by external customers (residents/stakeholders). Of all surveys completed, less than 5% of comments were dissatisfied or very dissatisfied for any questions/criteria.
- Facilitated accurate distribution of Training Needs Due Report to management team members identifying team members needing to complete mandatory training. Report resulted in increase of compliance with the five mandatory trainings.

As of September 30, 2015, 1,160 out of 1,969 employees have completed mandatory courses resulting in 41.09% of active employees out of compliance.

Organization Develop. & Perf. Initiatives Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Strengthen Internal Controls to Achieve More Accountability	# of citywide administrative procedures updated	10	14	12	14	14	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	KPI: Average overall rating for city service shopper program (1=not satisfied; 5=extremely satisfied)	4.02	4.05	4.28	4.00	4.00	<ul style="list-style-type: none"> •Expand customer service and best practices trainings and team building events for middle managers •Create comprehensive employee orientation program to be completed within first week of hire, including: tour of the City departments, overview of standardized SOPs, and standardized training for specific department duties
	KPI: % residents that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper training and knowledge (by source of info and reason for contact)		71%		80%	n/a	
	KPI: % businesses that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper training and knowledge (by source of info and reason for contact)		78%		80%	n/a	
	% of employees in compliance with citywide required training courses		53%	43%	50%	50%	
	% of new employees with access OD online required training within two weeks of official employment start date			100%	100%	100%	
Improve City's Managerial Leadership to Reward Innovation and Performance	# of employees recognized through Reward and Recognition Programs			5	5	5	
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive							<ul style="list-style-type: none"> •Complete a Community Consensus Cohesive Master Plan for the North Beach Neighborhood, including educational initiatives

Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	KPI: Citywide Public Area Cleanliness Index	1.49	1.57	1.90	1.50	1.50	•Create structure to identify deficiencies in public ROW appearance and implement corrective action
	KPI: % of citywide cleanliness assessments rating clean or very clean	88.6%	87.2%	78.3%	90.0%	90%	
Achieve Educational (K-12) Excellence	KPI: % of residents with children satisfied or very satisfied with public school within Miami Beach	*	75%	*	TBD	n/a	•Increase youth participation in established university workgroups to enhance access identify community support
	KPI: % of residents with children satisfied or very satisfied with public elementary school within Miami Beach	*	78%	*	TBD	n/a	
	KPI: % of residents with children satisfied or very satisfied with public middle school within Miami Beach	*	68%	*	TBD	n/a	
	KPI: % of residents with children satisfied or very satisfied with public high school within Miami Beach	*	89%	*	TBD	n/a	
	KPI: # of graduates with IB diploma	27	45	47	45	45	
	KPI: % of graduates attaining IB diploma	89%	62%	72%	100%	100%	
	KPI: % of children in City schools with measurable improvement from the prior year - Reading	69%	74%	*	*	*	
	KPI: % of children in City schools with measurable improvement from the prior year - Math	68%	74%	*	*	*	
	# of dual enrollment classes at Miami Beach Senior High School			3	11	5	

Induce Public School Accountability Mainly at Middle School	KPI: % of parents agreeing their child is receiving a good education at Nautilus Middle School (School Climate Survey MDCPS)	78%	71%	87%	80%	80%
	KPI: % of students agreeing they are receiving a good education at Nautilus Middle School (School Climate Survey MDCPS)	50%	50%	67%	80%	80%
	KPI: % of parents agreeing the overall climate or feeling at Nautilus Middle School is positive and helps them/their child learn (School Climate Survey MDCPS)	59%	62%	81%	80%	80%
	KPI: % of students agreeing the overall climate or feeling at Nautilus Middle School is positive and helps them/their child learn (School Climate Survey MDCPS)	32%	21%	46%	80%	80%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan

*Due to the State's accountability system changes (new FCAT 2.0), per MDCPS, it would not be appropriate to aggregate across all schools and compare to prior years when learning gains were computed differently.

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Critical Success Factors:

Several factors are critical to the Office of Organization Development and Performance Initiatives successful achievement of its work plan:

- Providing services that accomplish the City's vision, mission and values in a way that is economical and considered successful by our customers.
- As the demand for dual enrollment increases, the funding to sustain this program will also need to increase.
- Ongoing funding to sustain the Voluntary Pre-Kindergarten (VPK) initiative for the VPK classes at Biscayne Elementary and Feinberg/Fisher K-8 Center.
- Ensure buy-in to the Excellence model concepts from all components of the City organization including Management Team and all members of the organization – ensuring understanding and buy-in from non-management team employees has been challenging, especially from operations employees.
- Continue coordination with all departments regarding re-enforcement of Excellence Model, Customer services standards, training, Leadership Culture programs, Reward and Recognition programs etc.
- Distributing training needs due reports, to ensure staff is in compliance.
- Supervisory training to all new supervisors to promote a continuous learning culture that provides opportunities for professional and personal development and encourages employees to participate.

Other areas requiring support from other departments or entities include:

- Ongoing support from various departments needed to ensure development and deployment of various Education Compact components, including the internship program with FIU.
- Maintaining cooperative relationship with Miami-Dade County Public Schools and the International Baccalaureate Program to ensure Education Compact components are developed and implemented as agreed.

Future Outlook:

Although challenged by an increase in demand in training projects and a limited budget, Organization Development Performance Initiatives continues to pursue innovative solutions to approaching each situation. With the continued integration of new technological advances and streamlining the training processes, Organization Development will continue to improve efficiencies and effectiveness through creative performance initiatives. Some future projects to sustain current programs and maintain the level of service excellence within the City include:

- Garage index data utilization for improvement and resource allocation
- Bathroom Index data utilization for improvement and resource allocation
- Mystery Rider Program data utilization for improvement and resource allocation
- Garage Attendant Program - monitoring and contract compliance
- Streamlined eLearning courses with mastery assessments
- Management and Leadership Training
- Continued support for Education throughout the community
- Training Needs survey

ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

- Continue to review and update all citywide procedures
- Identification of funding to sustain VPK Initiative and all Education Compact programs including International Baccalaureate Professional Development, Nurse Enhancement Initiative, Planners, Dual Enrollment, etc.

The Organization Development Performance Initiatives Department will continue to strive to develop and coordinate comprehensive training and development programs, to support the City's performance excellence framework.

MIAMIBEACH

PROCUREMENT

Department Mission/Purpose Statement:

We are dedicated to maximizing taxpayer resources and the public trust in the acquisition of goods and services, through strict adherence to governing law, the highest ethical standards, strategic sourcing and best practices, transparency and customer-focus.

Department Description:

The Procurement Department is responsible for managing the acquisition of goods and services required by City departmental units to successfully carry out their mission and goals. The Procurement Department provides direct support and oversight for expenditures by City departments to assure that expenditures are compliant with City code and applicable requirements and are maximizing taxpayer resources. Within the last two years, significant increases in productivity and due diligence activities were continued due to circumstances that occurred highlighting the need for the increased measures, including but not limited to establishing contract authority and compliance with contract and risk management requirements. In its role as a compliance department, the Procurement Department serves every department.

See Attached Table of Organization

Assistant City Manager

**Procurement Department
Administration**

Formulates policies and procedures regarding the acquisition of goods and services by City departments; leads the City's procurement processes; advises departments and vendors on all procurement-related issues; enforces and ensures compliance with all procurement-related City code; prepares award recommendations to the City Commission. Responsible for the ongoing development and technical support of the purchasing and contract module in the Munis ERP system for City of Miami Beach employees.

Contract Administration

Leads contract administration requirements pertaining to City ordinances (e.g., Living Wage, Equal Benefits, Local Preference, Vendor Preference); conducts vendor due diligence prior to award; negotiates and executes contracts; coordinates and assists contract administration requirements with departmental contract managers (including risk management requirements, performance, violations, defaults); facilitates departmental budget processes and compliance; reports on departmental performance strategies.

Capital & Infrastructure

Assist the departments in procurement and contracting activities relating to the acquisition of services for capital infrastructure improvements and construction, including issuance and management of competitive, related contracts, vendor performance, PO issuance; performs duties in accordance with City code and applicable local, state and federal requirements.

Goods and Services

Assist the departments in procurement and contracting activities relating to the acquisition of goods and services, including issuance and management of competitive, related contracts, vendor performance, PO issuance; performs duties in accordance with City code and applicable local, state and federal requirements.

PROCUREMENT

Fiscal Environment:

The Procurement Department is funded from the General Fund.

The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the general fund, including Procurement functions.

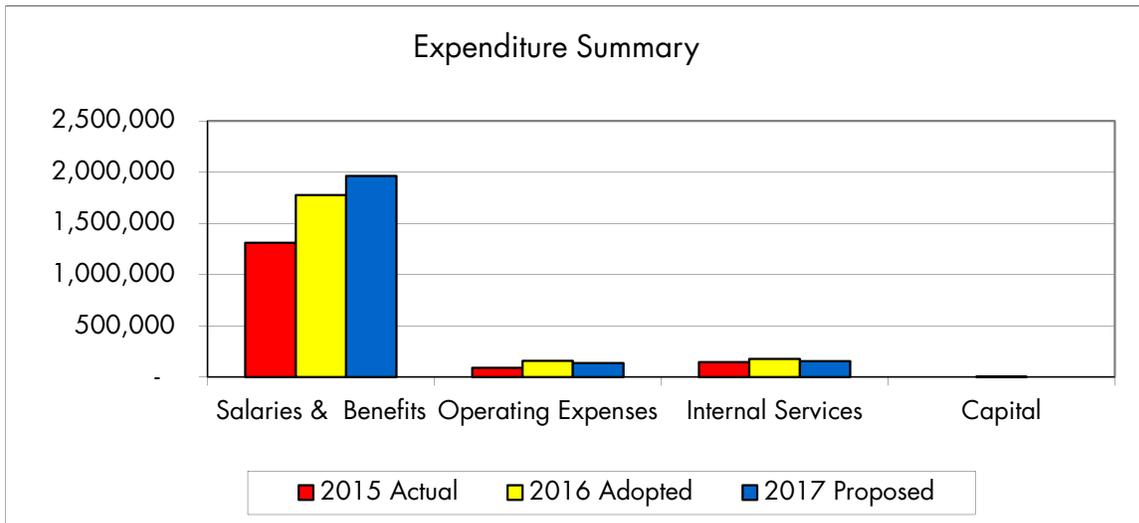
Business Environment:

The Procurement Department continues to expand the services it provides to City departments, from contract and risk management improvements, to technology initiatives that expedite the goods and services required to carry out the work of the City, as well as improve on internal controls and minimizing risks. Major accomplishments are addressed in the following sections. Major challenges are addressed Critical Success Factors section.

PROCUREMENT

Departmental Financial Summary

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	979,051	1,311,029	1,775,000	1,964,000
Operating Expenses	110,808	92,770	159,000	138,500
Internal Services	131,543	146,768	177,000	155,500
Capital	0	0	1,000	0
Total	\$ 1,221,401	\$ 1,550,568	\$ 2,112,000	\$ 2,258,000
Total Budgeted Positions	11 + 1 PT	14 + 3 PT	16 + 3 PT	17 + 5 PT



PROCUREMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$146,000 or 7%, primarily due to an increase in personnel costs resulting from the addition of new positions and reclassifications mid-year in FY2015/16 as part of a departmental reorganization totaling \$189,000. This increase was partially offset by a \$20,000 decrease in operating expenditures, a \$21,000 decrease in internal service charges, and a \$1,000 decrease in capital expenditures.

FY2016/17 Enhancements

- The FY2016/17 budget includes an enhancement totaling \$45,000 to purchase labor compliance software in order to assist in more effective management of the City's living wage requirements for certain city-wide contracts pursuant to city code. The recommended software will be more cost effective than hiring additional staffing for compliance.

FY2016/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$17,000 for the conversion of a Procurement Contracting Officer III position into a Procurement Contract Analyst I position.
- The FY2016/17 budget also includes an efficiency totaling \$19,000, which consists of a \$14,000 decrease in professional services, a \$2,000 decrease in telephone expenses, a \$2,000 decrease in supplies and a \$1,000 decrease in furniture and fixtures.

PROCUREMENT

Significant Prior Accomplishments:

1. Munis Implementation. The Procurement Department has been a key player in the implementation of the Munis ERP system, a system that will further improve the efficiencies and internal controls of the City's process for the acquisition of goods and services with a broad range of functionality currently not available today. The Munis ERP will greatly expedite the procurement process for purchases pursuant to City approved contracts. In addition, Munis ERP will bring new functionality to contract management, electronic bidding and vendor self-service.

2. e-Marketplace. During the 4th quarter of the last fiscal year, the Procurement Department implemented the Miami Beach e-Marketplace. The e-Marketplace is a system for maximizing the efficiency of MRO purchases through the U.S. Communities Purchasing Alliance (U.S. Communities) Marketplace system (e-Marketplace). During this fiscal year, e-Marketplace purchases are expected to exceed \$1,300,000. The e-Marketplace increases the efficiency, cost-effectiveness and internal control goals described above by:

- Decreasing "off-contract" spend that results when departments purchase requirements from other than contract sources;
- Reducing the number of Purchase Orders required to be issued by the City, thereby allowing staff to work on more strategic matters;
- Maximizing savings through comparison shopping functionality which allows users to compare specifications and cost of similar items;
- Providing free shipping and next day delivery on most items so that the receipt of routine items can be expedited;
- Assuring a fully transparent acquisition process with a verifiable audit trail to ensure purchases are properly approved, from authorized suppliers, at contract prices;
- Maximizing p-card purchases which provides the City with additional revenue through the rebates offered by the City's p-card provider, SunTrust Bank.

PROCUREMENT

3. Insurance Tracking System. The recently implemented Insurance Tracking System (ITS) approaches risk management and insurance certificate tracking from an innovative perspective that allows third-party experts to manage this process, while allowing staff to address more customer focused activities. The ITS system allows the City to reduce risk and avoid exposure to losses from claims and allows for insurance experts to perform all of the necessary functions to monitor compliance, audit incoming certificates, follow up for endorsements and renewals.

4. Contract Administration & Risk Management. All contracts resulting from the procurement process have now been centralized in the Procurement Department. While this adds to the already heavy workload of the department, this move assures that the risks to the City are minimized, including certain risk management considerations (e.g., insurance, performance and payment bonds) and timely contract renewals.

5. Internship Program. The Procurement Department, in collaboration with the NIGP Miami Chapter, has created an innovative partnership with Miami Dade College to provide internship opportunities for students enrolled in the Bachelor's in Supply Chain Management Program. This partnership will provide students an opportunity to gain experience in public procurement, the public sector side of supply chain, and provides the department with a steady stream of qualified potential candidates when positions become available.

Procurement Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments	Average # of calendar days to award bids	*	*	79	105	105	<ul style="list-style-type: none"> •Increase the # of city contracts, and create a culture of efficiency and compliance •Extend contract with current vendor or replace computerized dispatch system
	Average # of calendar days to award proposals	*	*	131	120	120	
	Average # of calendar days to approve requisitions in the Procurement Department	*	*	4	6	6	
	# of contract awards per contracting officer for competitive sealed proposals	*	*	28	18	18	
	# of contract awards per contracting officer for competitive sealed bids	*	*	12	42	42	
Strengthen Internal Controls to Achieve More Accountability	% of reviewed invoices in compliance	*	*	*	100%	100%	
	% of contracts renewed or replaced prior to expiration	*	*	73.6%	100%	100%	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

PROCUREMENT

Critical Success Factors:

Munis

1. Robust ERP System. The departmental priority currently is a successful implementation of the Munis ERP system. Unfortunately, more resources have been required to achieve this goal than originally anticipated. However, the department recognizes the importance of a fully functioning, robust ERP system in achieving its benchmarks and strategic objectives; and, as a result, will continue to focus all necessary resources on this project.

2. Improve Records & Document Management. Given the large volume of documents received and produced by the department, an efficient records and document management system is necessary that includes (but is not limited to): electronic receipt of bids and proposals; online proposals evaluation tool for evaluation committees, improved records management solutions and updated records request policy.

3. Improved Staff Skills to Support Contracting Requirements. Given the shortage of available trained procurement/contracting professionals in the labor market, the department has needed to retain otherwise qualified individuals that, in varying degrees, require training in public procurement and contracting processes. Additionally training resources are necessary to achieve well-trained staffing resources.

Future Outlook:

The Procurement Department has planned several initiatives for the current and next fiscal year to improve the management of the acquisition of goods and services by City departments so that taxpayer resources are maximized, through strict adherence to governing law, the highest ethical standards, best practices, transparency and customer-focus. The department administration believes that many of the goals and initiatives can be accomplished and that, doing so, will help raise the trust and credibility of the department and the City in light of past circumstances and improve the efficiency of acquisition practices by City departments, while also improving internal controls.

MIAMIBEACH

BUILDING

Department Mission/Purpose Statement:

We are dedicated to serving the public by the efficient and effective supervision and regulation of construction activities in Miami Beach. By enforcing the Florida Building Code and the City's Code of Ordinances in a fair and efficient manner, we encourage businesses and residents of Miami Beach to comply with the Florida Building Code, and in turn safeguard the public health, safety and general welfare of the City's residents and visitors.

Department Description:

The City of Miami Beach Building Department was established in 1925 and had its own Building Code until the 1950s when the City adopted the South Florida Building Code.

The State of Florida first mandated statewide building codes during the 1970s, at the beginning of the modern construction boom. The first law required all municipalities and counties to adopt and enforce one of the four state-recognized model codes known as the "state minimum building codes." During the early 1990s, a series of natural disasters, together with the increasing complexity of building construction regulation in vastly changed markets, led to a comprehensive review of the State building code system. The study revealed that building code adoption and enforcement was inconsistent throughout the State and those local codes thought to be the strongest proved inadequate when tested by major hurricane events. The consequences of the building code systems' failures were devastation to lives and economies and a statewide property insurance crisis. The response was a reform of the State building construction regulatory system that placed emphasis on uniformity and accountability.

The 1998 Florida Legislature amended Chapter 553, Florida Statutes, entitled "Building Construction Standards", to create a single Statewide building code that is enforced by all local governments. As of March 1, 2002, the Florida Building Code supersedes all local building codes, and it is developed and maintained by the Florida Building Commission. The Florida Building Code is updated every three years and may be amended annually to incorporate interpretations and clarifications.

The Building Department is separated into two (2) distinct functional areas: Administrative Services and Operations.

The Administrative Services Section provides administrative support to the entire Building Department, including requisitioning goods and services, processing invoices for accounts payable, creating invoices for accounts receivable, maintaining all personnel files and Human Resources transactions, processing payroll, budgeting, and information technology support.

The Operations Section is responsible for administering the various provisions of the Florida Building Code, including accepting permit applications, reviewing and approving construction plans in accordance with the provisions of the Florida Building Code, inspecting construction to ensure compliance with the approved plans, and issuing violations for those projects where construction was done without or not in compliance with the approved permits.

See Attached Table of Organization

Assistant City Manager

Building Director's Office

The Director's Office supervises the Administrative Services, and Operations divisions to ensure the efficient and effective delivery of services, objectives, procedural policies and sets department goals, including budgeting, records management, and information technology support.

Administrative Services

The Administrative Services division provides administrative support to the entire department including; requisitioning goods and services, processing invoices for accounts payable, creating invoices for accounts receivable, maintaining all personnel files and Human Resources transactions.

Building Operations

The Building Operations division is responsible for administering the various provisions of the Florida Building Code, including accepting permit applications, reviewing and approving construction plans in accordance with the provisions of the Florida Building Code, inspecting construction to ensure compliance with the approved plans, and issuing violations for those projects where construction was done without or not in compliance with the approved permits.

Support Services From Other Departments

BUILDING

Fiscal Environment:

The Department collects building permit fees pursuant to the City of Miami Beach Code of Ordinances, which includes the Building Department fee structure, and the Florida Building Code. Fees collected provide for the direct expenditures of the Building Department, including internal service charges and any other indirect overhead expenses attributed to departments that provide support to the Building Department.

The Building Department underwent a fee restructuring, providing a simplified method of fee calculation. The revised fee structure was adopted by the City Commission in February 2014, and implemented in June 2014. The primary change in the most recent fee restructuring involves using a percentage of "job value" to determine the appropriate fees. This change in the method of calculation is designed to be more transparent, and allow customers to estimate their costs up front, as well as to ensure that fees reasonably relate to the value of the work being performed.

The Building Department fee ordinance provides for an annual adjustment to reflect increase(s) or decrease(s) in the Consumer Price Index for Consumers in the Southeast United States for all items. The adjustment made on January 1, 2016 was a 1.3% increase to reflect the Consumer Price Index.

Business Environment:

The Department is based on a philosophy of public sector transparency and open door policy. The Building Department consistently pursues innovative strategies and continues to re-engineer existing procedures and processes with the goal of providing efficient and professional customer service in a safe environment, while contributing to the overall economic well-being and development of the City.

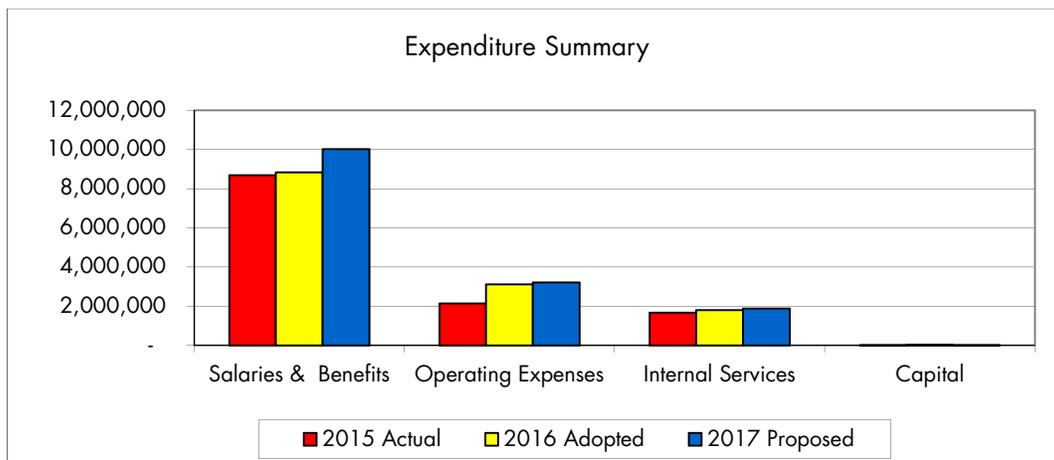
The Department is responsive to the needs of homeowners, business owners, developers, contractors, architects and engineers. In addition to drop off plan review, the department provides a walk-through plan review program that is open for the entire day, with a one-hour break for lunch. The walk-through plan review program available in Miami Beach is one of the most robust in South Florida.

It is the Department's goal to continually evolve and find new ways to innovate its processes. The Department notes that the efficient issuance of permits, inspections, and eventually Certificates of Occupancy or Completion, is critical in nurturing the local economy. Furthermore, by reducing bureaucracy within the Department and streamlining operations, greater compliance with the Florida Building Code will be achieved, making the City's structures safer for the community.

BUILDING

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Permits-Building	11,178,938	14,162,267	13,921,000	14,617,000
Permits-Demolition	154	792	0	0
Permit - Building Close-out	0	0	0	0
Building Fee Offset	0	0	0	0
Permits-Electrical	54,932	17,456	0	15,000
Elev.Escalator Inspection	650,949	748,522	0	0
Elev.Witnessing Fee	101,219	10	0	0
Elevator Permits	410,403	353,361	0	0
Permits-Plumbing	23,794	6,520	0	5,000
Permits-Mechanical	14,394	4,270	0	3,000
E-Recording "Marine"	0	2,988	0	3,000
Certificate of Occupancy	642,846	1,069,437	1,018,000	1,050,000
Certificate of Completion	22,558	13,392	21,000	21,000
Permits-Bldg Recertification	190,588	246,301	257,000	385,000
Permit Extensions	76,041	108,408	109,000	109,000
Bldg.Training Surcharge in GF	129,089	208,590	130,000	130,000
Lockboxes	17,875	20,670	0	0
Bldg.Citations	69,874	105,108	122,000	105,000
Microfilm-Bldg Department	51,094	29,471	31,000	31,000
Demolition / Board Up	19,436	23,588	54,000	54,000
Bldg.Code Violations	799,039	526,438	597,000	597,000
Other	11,468	0	0	5,000
Building Reserves	0	0	2,608,000	13,000
Total	\$ 14,464,691	\$ 17,647,589	\$ 18,868,000	\$ 17,143,000
Expenditure Area				
Salaries & Benefits	8,162,673	8,678,973	8,841,000	10,018,000
Operating Expenses	1,804,816	2,142,764	3,125,000	3,220,000
Internal Services	1,575,553	1,680,241	1,808,000	1,884,000
Capital	12,059	14,801	30,000	24,000
Total General Fund	\$ 11,555,100	\$ 12,516,778	\$ 13,804,000	\$ 15,146,000
Indirect Costs	1,522,962	1,649,711	1,820,000	1,997,000
Total	\$ 13,078,063	\$ 14,166,490	\$ 15,624,000	\$ 17,143,000
Surplus/Deficit	\$ 1,386,628	\$ 3,481,099	\$ 3,244,000	\$ 0
Total Budgeted Positions	83	85.5	81.5	94



BUILDING

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. For the Building Department, personnel services expenditures increased by \$1,177,000 or 13%. Specifically, salaries and wages increased by \$728,000 due to the re-organization of staff within the Department, as well as additional personnel being recruited for staffing of the Building Department's new North Beach satellite office. This new office would allow residents and business owners to apply for building permits closer to their homes or businesses allowing these customers to avoid getting in their vehicles for what can be a 20-30 minute drive to City Hall.
- Operating expenditures increased by \$95,000 or 3%, primarily due to increases in utilities expenses associated with the satellite office totaling \$36,000, as well as rent of \$65,000 for the space being occupied in North Beach. In addition, contracted services for outside inspectors and engineers increased by \$39,000 due to an increase in rates. Also, due to newly purchased iPads that are being deployed as part of the new EnerGov system implementation, telephone expenditures increased by \$14,000. These increases were, however, offset by savings in temporary labor of \$21,000 for contracted Permit Clerks; other operating expenditures of \$21,000, dues and memberships of \$4,000, travel of \$6,000 and training of \$12,000.
- Internal services expenditures also increased by \$76,000 or 4%. This is due primarily to increases in usage of Information Technology (IT) services of \$79,000 and Risk Management services of \$55,000. These increases were offset by decreases in service usage for Central Services of \$46,000, Property Management of \$1,000, and Fleet Management of \$11,000.
- FY2016/17 capital expenditures decreased slightly by \$6,000 or 20%. This is due to one-time expenditures that were budgeted in FY2015/16.

FY16/17 Efficiencies

- As part of the FY2016/17 budget process, departments were tasked with identifying funding within their operating budgets that could be reduced without impacting their current service levels. The Building Department identified \$6,000, which was allocated for the replacement of various existing workstations and office furniture.

BUILDING

Reorganization

- With the growing emphasis on the environment and the City's commitment to addressing the vulnerabilities related to sea level rise, the effects of climate change and the general stewardship of its precious environmental resources, the Building Department's Environmental Division was made into its own department.

BUILDING

Significant Prior Accomplishments:

Over the past year, the Building Department has assisted developers by implementing phase permitting for construction projects. In addition, the Building Department has worked diligently to improve plan review turnaround, and other streamlining efforts.

The Department has completed the following projects during the past fiscal year:

- Created an informational brochure that is mailed to property owners when a permit is issued for construction activity on their property. Permits are most frequently issued to contractors or other professionals and not the owners themselves. By providing this mailer to property owners, the Building Department hopes to better educate owners about construction processes, to increase compliance with all laws, and to reduce construction related disputes between owners and contractors.
- The Building Department has developed a process whereby property owners may elect to enter into a Compliance Agreement when a structure is declared unsafe. It remains this administration's priority to encourage compliance by the owners of unsafe structures over demolition. In the event the owner decides not to enter into this agreement, the Building Department will proceed to obtain financial quotes from a pool of approved contractors to provide demolition services for the complete demolition of properties declared unsafe as they pose an immediate health and safety hazard to the public.
- In an effort to protect property owners who could incur liability due to the lack of worker's compensation insurance coverage by hired contractors, the Building Department now requires a Notice to Owner regarding worker's compensation exemption to be filed, indicating the claim of exemption by the contractor, as well as the property owner's informed consent. Additionally, the Building Department will be performing random inspections at job sites throughout the City to verify proper insurance coverage.
- Provide specialized support for Special Events at the Building Department service counter located on the first floor of City Hall.
- Reduced plan review turn around for all departments involved in development permit reviews by closing all of these departments to the public one day each month so we may dedicate our personnel to improve efficiencies and increase productivity. Inspections are conducted without interruption.
- Increased compliance with substantial improvement requirements by amending the definition to include improvements that have taken place during the previous one year period as opposed to a five year period.
- Created a new, simplified fee structure that was approved by the City Commission and

BUILDING

implemented in June 2014. The new fee system has safeguards built into it to ensure that revenues will reasonably reflect the services provided by the Building Department. The new fees include thresholds and minimum fees that will act as equalizers for smaller jobs.

- Streamlined the drop off plan review process to eliminate long wait times.
- Implemented electronic filing of constructions documents such as the Notice of Commencement, which provides time and cost savings to customers by minimizing the need to travel to county facilities.
- Implemented electronic submittals to Miami-Dade County for required municipal plan reviews by DERM, WASA, and MDC Impact Fees which provides time and cost savings to customers by minimizing the need to travel to county facilities.

Building Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	KPI: % of businesses strongly agree or agree the experience in contacting the Building Department was satisfactory	*	59%	*	49%	*	<ul style="list-style-type: none"> •Implement Building unsafe structure board •Explore alternatives to incentivize environmentally sensitive construction •Establish an unsafe structure panel
	KPI: Turnaround time for plan review (days)	15.3	12.7	7.9	35.0	35.0	
	KPI: Rejection rates for inspections	19.1%	26.0%	26.1%	n/a	n/a	
	KPI: Rejection rates for plans	28.5%	32.6%	28.7%	n/a	n/a	
	KPI: Inspection turnaround time	3.00	1.00	1.00	1.00	1.00	
	KPI: % of businesses strongly agree or agree inspections by the Building Department are consistent from one inspection to the next	*	63%	*	53%	n/a	
	KPI: % of businesses strongly agree or agree inspections by the Building Department are fair	*	66%	*	0.6	n/a	
	% of plans handled by drop-off	17.4%	19%	76%**	75%	75%	
	% of plans submitted over three times	19.8%	10.7%	10.6%	10.5%	10.4%	
	Average transaction time per permit application (minutes)	18.9	14.2	14.4	15.0	15.0	
	Maximum wait time to submit permit applications (hours)	2	2	1	1	1	
	Average wait time to submit permit applications (minutes)	30	30	19	20	20	
	# of expired permits	*	1,192	1,107	0	0	
	# of past due 5 year witnessing test for elevator inspection	1,633	1,619	1,865	100	100	
	Single-Family Drop-Off: % of plans reviewed within turnaround time target by Building Department	94%	87%	87%	90%	90%	

Building Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Building/Development Related Processes From Single-Family Residences to the Large Development Projects	Single-Family Drop-Off: Average # of days for drop-off permit plan review - Building Department (days)	8.6	5.4	6.0	21.0	21.0	
	Single-Family Drop-Off: Average # of days for development review process with drop off plan review from application to approval (days)	154	367	165	180	180	
	Multi-Family Drop-Off: % of plans reviewed within turnaround time target by Building Department	94%	89%	94%	90%	90%	
	Multi-Family Drop-Off: Average # of days for drop-off permit plan review - Building Department (days)	7	4	5	21	21	
	Multi-Family Drop-Off: Total average time for development review process with drop off plan review from application to approval (days)	130	306	140	180	180	
	Commercial Drop-Off: % of plans reviewed within turnaround time target by building department	94.4%	89.4%	94.9%	100.0%	100.0%	
	Commercial Drop-Off: Average # of days for drop-off permit plan review - Building Department (days)	9	8	6	21	21	
	Commercial Drop-Off: Total average time for development review process with drop off plan review from application to approval (days)	124	60	117	100	100	
	# of Temporary Certificates of Occupancy (TCO) - Temporary Certificates of Completion (TCC) Issued	119	104.0	131.0	n/a	n/a	
	# of Temporary Certificates of Occupancy (TCO) - Temporary Certificates of Completion (TCC) Extensions Issued	84	169	183.0	n/a	n/a	
	# of Certificates of Occupancy (CO)	257	269	249.0	n/a	n/a	
	Certificates of Completion (CC) Issued	153	162	178.0	n/a	n/a	
	KPI: % of buildings 40 years or older complying with recertification	89.8%	89.4%	90.1%	95.0%	95.0%	
	# of buildings that should have been notified of requirements for 40 year recertification but were not notified	13	28	127	0	0	
	# of notice of commencements e-recorded by the building department	*	*	241	n/a	n/a	
	# of Miami-Dade County reviews conducted electronically (DERM)	*	66.0%	221.0%	n/a	n/a	
	# of cases submitted to Unsafe Structures Board	*	*	65	n/a	n/a	

Building Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Build and Maintain a Priority Infrastructure With Full Accountability	KPI: # of private/public buildings with silver LEED certification	4	7	7	1	1	
	KPI: % of residents rating the City's efforts to be a "green" or sustainable city as excellent or good	*	59%	*	40%	n/a	
	KPI: % of businesses rating the City's efforts to be a "green" or sustainable city as excellent or good	*	66%	*	39%	n/a	
Streamline the Delivery of Services Through All Departments	% of building department records requests that were completed within Building department target	84.9%	82.0%	89.4%	90.0%	90.0%	<ul style="list-style-type: none"> •Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers •Complete acquisition and launch electronic plans review program for all departments with development review process functions •Implement Body Camera Program in Code, Building, Parking, and Fire Departments (Building and Fire Departments will fund through their respective Training and Technology Units)
Ensure Expenditure Trends are Sustainable Over the Long Term							<ul style="list-style-type: none"> •Create a fine structure that ensures recovery of City costs associated with code violations
Enhance External And Internal Communication From And Within The City							<ul style="list-style-type: none"> •Pass a technical amendment to the Florida Building Code to match federal regulation for finished floor elevations

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

* Indicates measure was not tracked and/or conducted during reporting period

**FY15 data is now inclusive of drop offs, stops, and others

BUILDING

Critical Success Factors:

- Potential impacts to revenues as changes in the construction market occur
- Support from IT necessary for the implementation of a new Building Development Enterprise computer system, and electronic plans reviews
- Prompt filling of vacancies to meet increasing demands for timely service
- Coordinated approach with Finance for invoicing fines, lien processing and enforcement of Business Tax Receipt (BTR) application and Certificate of Use Process
- Legal guidance and accompanying legislation from the City Attorney's Office to establish a local Unsafe Structures Board
- Collaboration and commitment from other City departments to follow-up and resolve service requests
- Prompt turnaround from other Departments involved in the Building Development process reviewing plans, issuing permits and conducting inspections

BUILDING

Future Outlook:

It is the vision of the Building Department to provide excellent customer service by providing state of the art, cutting edge technology that will enable this City to provide e-government services to its citizens and as a result become paperless. On-line permit applications, electronic permits forms, electronic payments, concurrent electronic plan review, real time inspection results and inspection routes are made possible by the technological advances of our time. The Department recognizes the need to work toward that goal in the future.

The Department has an increase in workload activity as a result of an increase in construction activity throughout the City as economic conditions continue to improve. Other important initiatives for the Department in the future include:

- Create a local Unsafe Structures Board and accompanying legislation.
- Reorganize the Department to offer more efficient customer service and delivery of service.
- More aggressively pursue abandoned and unsafe structures throughout the City, and demolish those structures that pose hazards to the community and its neighborhoods and have been declared unsafe by an authorized body.
- Increase floodplain compliance.
- Standardize licensing for all plan reviewers and inspectors so their services can be utilized interchangeably as needs arise.
- Continue to simplify and streamline all department forms.
- Continue to simplify and streamline all Building Department processes.
- Provide ten day plan reviews at least 90% of the time.
- Provide one-week guaranteed plan review for new construction.
- Continue to update all Department Standard Operating Procedures.
- Provide state of the art training to all Department staff.
- Aggressively seek to meet all staffing needs to address increasing service demands.
- Open the new satellite office to serve the northern portion of the city.
- Create a pilot program for electronic plans review to further expedite the process

MIAMIBEACH

CODE COMPLIANCE

Department Mission/Purpose Statement:

We are dedicated to protecting the public health, safety, and welfare; improving the quality of life for our City's residents, business owners and visitors through education and the consistent and equitable application of the City's Code of Ordinances.

Department Description:

The Code Compliance Department is responsible for maintaining the community's quality of life by seeking compliance with certain provisions contained in the City of Miami Beach Code. The goal is to ensure compliance with the ordinances, regulations, and codes within the Department's jurisdiction. Code functions almost on a 24-hour basis; operating from 6:00 AM to 1:00 AM of the following day on Sundays through Wednesdays; from 6:00 AM to 3:00 AM of the following day on Thursdays; and 24 hours on Fridays and Saturdays. Code Compliance Officers are on duty and available to respond to citizens' concerns seven days a week.

Noteworthy activities of Code include enforcement of the following ordinances/regulations:

- Noise
- Zoning
- Commercial uses of single family homes and Short-Term Rentals
- Litter, Handbills, and Graffiti
- Artist Vendors and Street Performers
- Property maintenance including the maintenance of abandoned property/vacant lots
- Leash laws and pooper scooper regulations
- Signage on private property and public rights-of-way
- Sidewalk Cafés
- Sanitation and Illegal dumping
- Inspections for Certificate of Use and Business Tax Receipts
- Marine regulations
- Operating hours for construction, nightclubs, bars, and liquor sales
- Polystyrene and other environmental issues
- Provision of a 24-hour online Service Request tracking system that monitors service assignments and documents resolution

See Attached Table of Organization

Assistant City Manager

Code Compliance Administration

Administer day to day operations for the Department, including oversight of the enforcement of City Codes, planning long term staffing needs, develop policies and procedures while ensuring alignment with the City's Strategic Plan. Manage the Department's human resources, labor relations, and organizational development activities. Maintain all personnel files, process payroll, accounts payable and requisitioning goods and services.

Enforcement

Handle all aspects of the enforcement of the City's Codes with a focus on compliance while adhering to a high standard of customer service.

Administrative Clerical Support

Provide administrative clerical support to the entire Code Compliance Department including processing invoices for accounts receivable, initiate and manage case files, process public records requests, oversee records management. Provide excellent customer services to the public on the phone and in person.

CODE COMPLIANCE

Fiscal Environment:

The Code Compliance Department is funded primarily through the General Fund. In addition, there are positions funded through the Miami Beach Redevelopment Agency (RDA) and the Sanitation Division of the Public Works Department.

Business Environment:

Code Compliance is responsive to the needs of residents, homeowners, visitors and business owners.

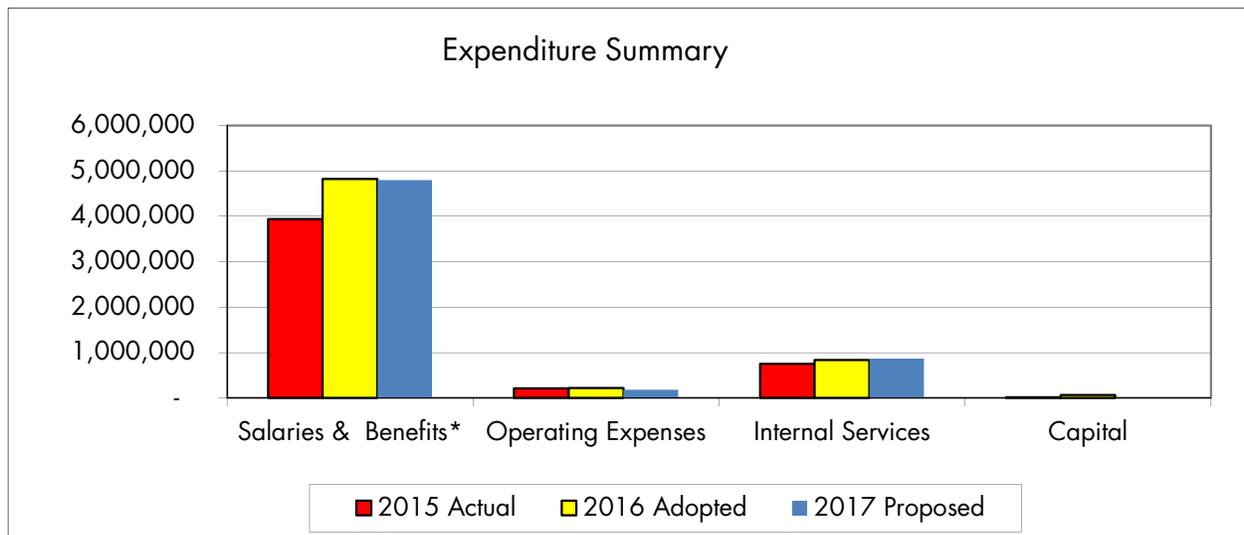
The Code Compliance Department works closely with other City Departments to coordinate resources and provide enforcement effort including the Building; Tourism, Culture, and Economic Development; Police; Housing and Community Services; Finance; Planning; Parking; Parks and Recreation; Fire; City Attorney's Office; and Public Works Departments.

CODE COMPLIANCE

Departmental Financial Summary

GENERAL FUND	2014	2015	2016	2017
	Actual	Actual	Adopted	Proposed
Revenue Area				
Code Compliance Fines/Special Master	305,879	248,729	413,000	316,000
Code Enforcement Violations	287,079	304,505	318,000	304,000
Grease Trap Permits	-	-	-	-
Lot Clearing / Lien Satisfaction	2,649	1,686	2,000	2,000
Total	\$ 595,606	\$ 554,920	\$ 733,000	\$ 622,000
Expenditure Area				
Salaries & Benefits*	3,335,816	3,940,663	4,822,000	4,800,000
Operating Expenses	94,418	214,593	218,000	180,000
Internal Services	832,528	752,699	833,000	865,000
Capital	-	18,167	63,000	-
Total	\$ 4,262,763	\$ 4,926,122	\$ 5,936,000	\$ 5,845,000
Budgeted Positions				
General Fund*	38 + 12 PT	50 + 0 PT	52 + 0 PT	50 + 0 PT
Sanitation Fund	4 + 0 PT	4 + 0 PT	4 + 0 PT	4 + 0 PT
RDA Fund	2 + 0 PT	2 + 0 PT	2 + 0 PT	2 + 0 PT
Resort Tax Fund	0 + 0 PT	0 + 0 PT	0 + 0 PT	5 + 0 PT
Total Budgeted Positions	44 + 12 PT	56 + 0 PT	58 + 0 PT	61 + 0 PT

*Through FY2013/14, CDBG funding of \$90,000 offset positions in the General Fund



CODE COMPLIANCE

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget decreased by \$91,000 or 2%, primarily due to a decrease in salaries and benefits of \$124,000 for employee costs that were transferred to a newly created Resort Tax Code Compliance unit for short term rentals. There was also a substantial decrease to capital expenditures of \$63,000, as well as a decrease to operating expenditures of \$38,000. These decreases were partially offset by increases to OPEB pay-as-you-go of \$56,000 and internal service expenditures of \$32,000.

FY2016/17 Enhancements

- The FY2016/17 budget includes enhancements totaling \$255,000 for 3 positions that would form part of the Short Term Rentals unit in the Resort Tax fund, which are 2 Code Compliance Officers and 1 Code Compliance Administrator.

FY2016/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$124,000 for personnel costs for 2 Code Enforcement Officers that will be funded by the newly created Resort Tax Code Compliance unit for short term rentals. These 2 positions was treated as an efficiency to the General Fund Code Compliance budget and transferred into a newly created Resort Tax cost center for short term rentals.
- The FY2016/17 budget also includes another efficiency totaling \$12,000 for a reduction to lot clearance services, as well as a \$2,000 reduction to professional services.

CODE COMPLIANCE

Significant Prior Accomplishments:

- Initiated a pilot program for the use of Body Worn Cameras for Code Compliance Officers.
- Added nine (9) Code Compliance Officers and one (1) Code Compliance Administrator positions.
- Amended Code Compliance Officer deployment to mirror increased calls for service.
- Revised management structure to improve efficiency and accountability.
- Maintained extended service hours for Code Compliance to address cleanliness concerns; including early morning alley detail 7 (seven) days a week.
- Provided proactive, personalized outreach via e-mail and written correspondence to businesses and residents informing them of existing regulations or upcoming changes.
- Coordinated special details to provide a mechanism to respond to pressing daily issues.
- Increased contact with Homeowners' Associations and Merchant Associations through Code Compliance Administrator's attendance at meetings.
- Expanded internal and external training for Code Officers and staff including:
 - Ethics
 - Florida Association of Code Enforcement (FACE) Level I Certification for all Code Compliance Officers
 - Plaid Methodology / Birkman Method Assessment System as a tool towards aligning team behavior with organizational goals
 - Annual Southeast Florida Regional Climate Leadership Summit

Other accomplishments include:

- Continue to have the highest level of E-Gov Citizen service requests and responses city-wide.
- Provide ongoing support to newly established Park Ranger Program both in terms of side-by-side training and case management.
- Continued deployment of regular daily patrols for dogs on the beach, dogs off leash and pooper scooper issues.
- Enhanced enforcement for illegal dumping and alleyway inspections; both which have had a direct, positive correlation in cleanliness improvement throughout the City.
- Continued enforcement of violations associated with vacant and/or abandoned properties.
- Conducted systematic inspection program for business licenses (BTR).
- Continued with two Code Compliance Officers per day to patrol and monitor Lincoln Road.
- Continued to assign two Code Compliance Officers to address Entertainment District which includes Ocean Drive, Española Way, Washington Avenue and Collins Avenue.
- Continue to assign no less than two Code Compliance Officers to address Short-term Rental investigations.
- Expanded efforts in ensuring that high visibility establishments adhere to their respective regulatory requirements. These include: adult entertainment, businesses with liquor service, massage parlors, tattoo parlors, and unauthorized/unlicensed "pop-up" establishments.
- Continued efforts to address litter and environmental issues along beaches, proactively patrolling and addressing Polystyrene, glass on the beach, litter, and open container / alcohol (partnering with Police).
- Established proactive patrols of sidewalk cafes, particularly along Lincoln Road and Ocean

CODE COMPLIANCE

Drive to ensure these establishments adhere to the requirements and regulations reflected in the City's Ordinances and Sidewalk Café Permits.

- Proactively initiated sweeps of major commercial corridors along Washington Avenue and in North Beach (Collins Avenue and 71st Street) to address visual litter, cleanliness (awnings), and the proliferation of illegal/unpermitted signs.
- In conjunction with the Police and Legal Departments, participated in the identification and issuance of violations which led to the confiscation and removal of unauthorized motor scooters which were not properly registered with the State.

Code Compliance Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments							<ul style="list-style-type: none"> •Implement Body Camera Program in Code, Building, Parking, and Fire Departments (Building and Fire Departments will fund through their respective Training and Technology Units) •Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers
Ensure Expenditure Trends are Sustainable Over the Long Term							<ul style="list-style-type: none"> •Create a fine structure that ensures recovery of City costs associated with code violations
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	% of Code Employees that maintain Florida Association of Code Enforcement Level 1 Certification	*	*	41.3%	80%	80%	
	% of Code Employees that maintain Florida Association of Code Enforcement Level 2 Certification	*	*	29.8%	60%	60%	
	% of Code Employees that maintain Florida Association of Code Enforcement Level 3 Certification	*	*	22.3%	30%	30%	
	% of Code Employees that maintain Florida Association of Code Enforcement Level 4 Certification	*	*	34.3%	35%	35%	
Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing the Code for Commercial Development	KPI: % of residents rating code/ordinance enforcement in neighborhoods acceptable or about the right amount	*	62%	*	53%	n/a	<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
	KPI: % of businesses rating code/ordinance enforcement in near their business	*	69%	*	59%	n/a	
	# of code cases opened by fiscal year	13,942	14,069	13,776	#####	13000	
	# of vacant and improved lots remediated by the City of Miami Beach	36	28	25	2	2	
	# of alley/sanitation inspections	10,382	12,934	11,387	18,000	18000	

Code Compliance Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing the Code for Commercial Development	# of violations for illegal dumping	1,271	1,405	948	1100	1100	
	# of graffiti violations issued by code compliance officers	265	269	431	500	500	
	# of zoning violations issued by Code	910	1,096	889	1100	1100	
	# of handbill and sign violations issued by Code	363	274	117	n/a	n/a	
	# of business tax receipt inspections by Code Officers	928	564	1,247	600	600	
	# of property maintenance violations issued by Code	1,130	1,184	942	1,000	1,000	
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive	KPI: # of code violations in North Beach	*	*	1,707	1,620	1,620	
	KPI: # of code violations on Ocean Drive	*	*	1,253	1,300	1,300	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

CODE COMPLIANCE

Critical Success Factors:

- Support from IT necessary for the implementation of EnerGov.
- Continued coordination with the Sanitation Department to ensure the timely removal of illegal dumping.
- Collaboration with Police Department regarding the enforcement of illegal events and illegal short-term rentals.
- Coordinated approach with Finance for invoicing fines, lien processing and enforcement of Business Tax Receipt (BTR) application and Certificate of Use process.
- Legal guidance and assistance from the City Attorney's Office with Special Master cases and other issues.
- Coordinated efforts with City Clerk's Office regarding Special Master process.
- Coordination with Public Works Department sidewalk café approval and enforcement.
- Collaboration and commitment from other City departments to follow-up and resolve service requests.
- Actively participated with the Mayor's Ocean Drive and North Beach Task Forces.

Future Outlook:

It is the vision of the Code Compliance Department to continue to provide excellent customer service while ensuring full compliance with the City's ordinances, regulations, and codes within the Department's jurisdiction.

Over the past year, the department has experienced an increase in workload activity as a result of the economic boom. This increase includes a number of construction-related activities, e.g., noise complaints, hours of operation, the unauthorized blocking of traffic lanes and thoroughfares. In addition, there are recently added or revised ordinances and regulations related to the environment including the ban on polystyrene products, and restrictions on the hours of operations of Sidewalk Cafés. In addition, other quality of life concerns remain as a priority for area residents. These include zoning violations related to short-term rentals, property maintenance, graffiti, and animal issues such as dogs on the beach or running at large.

As more residents and businesses are organizing representative associations, the department is anticipating the demand for community responsiveness will increase.

As ordinances become more complex and greater in number, Code Compliance Officers will need increased training to become more multidimensional to provide support for the ever increasing variety of issues that they are responsible for, such as: noise ordinance, vendor/artists, graffiti, sidewalk cafés, short-term rentals, abandoned properties and lots. We continue to look for opportunities to improve the efficient delivery of services by the department.

MIAMIBEACH

ENVIRONMENT AND SUSTAINABILITY

Department Mission/Purpose Statement:

We are dedicated to implementing a holistic resiliency approach to climate change mitigation and sea level rise adaptation efforts through the enhancement of our natural environment and the development of communitywide sustainability initiatives that promote a healthy economy, social equity and environmental protection.

Department Description:

The Environment and Sustainability Department is represented by professional, semi-professional and licensed disciplines working in Administration, Environmental Resources, Sustainability and Urban Forestry.

The Environmental Resources Management Division provides support to internal departments to ensure the City has a holistic approach to resiliency for all projects, not just those labeled as environmental. This division serves as the in-house environmental consultant and as the liaison between other government agencies for environmental concerns. This division is responsible for expediting the environmental permitting processes to keep projects on schedule and improve efficiencies and coordination efforts for neighborhood projects.

The Sustainability Management Division works across all City departments to improve internal sustainability to save money, improve processes and enhance the environment. This division also handles internal and external climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and community-wide activities, reducing internal operational costs and improving operational efficiencies, and assisting with the development of the Resiliency Strategic Plan. This section will develop and implement specific initiatives including recycling and waste reduction, education and outreach and green infrastructure.

The Urban Forestry Division manages the citywide urban forest by providing regulatory oversight the, management of the citywide GIS Tree Inventory and Street Tree Management Master Plan. Since the inception of the City's Tree Preservation Ordinance on June 15th, 2015, this division issues tree permits, oversees tree mitigation, conducts heritage tree evaluations and reviews plans for citywide tree selection/installations.

See Attached Table of Organization

**Assistant City Manager-
Chief Resiliency Officer**

**Environment & Sustainability Department
Administration**

The Administrative Section is responsible for the development, implementation and evaluation of the long/short term work plans for the Division; budget, operations, public relations, media outreach and legislative functions.

Environmental Division

Provides support to internal departments to ensure the City is holistic resiliency approach to all projects not just those labeled as environmental. This section serves as the in-house environmental consultant and as the liaison between other government agencies for environmental concerns. This section will also help to expedite the environmental permitting processes to keep projects on the schedule and will improve efficiencies and coordination efforts for neighborhood projects.

Sustainability Management Division

Works with all City departments to improve internal sustainability to save money, improve processes and enhance the environment. This section will also handle internal and external climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and community-wide activities, reducing internal operational costs and improving operational efficiencies, and assisting with the development of the Resiliency Strategic Plan. This section will develop and implement specific initiatives including recycling and waste reduction, education and outreach and green infrastructure.

Urban Forestry Division

Manages the Citywide urban forest including maintaining the City's street tree GIS inventory; provides regulatory oversight of the Tree Preservation Ordinance and management of the Tree Preservation Program; expert assessment of hazardous trees; development of the City's Urban Forest Management Plan and Street Tree Master plan; performs tree risk assessments and hazardous tree mitigation actions, oversees exotic tree removal projects, conducts staff level arboriculture training, Tree City USA program recertification, Arbor Day event hosting, urban forestry related plan reviews and provides support to various City Departments and Divisions as required.

ENVIRONMENT AND SUSTAINABILITY

Fiscal Environment:

The Environment and Sustainability Department is primarily funded from the General Fund and revenues generated from Sustainable Initiatives Contributions from the franchisee waste haulers and the Tree Preservation Trust Fund.

In January 2016, the City Commission created the Sustainability and Resiliency Fund. This fund generates revenues from developments that elect to pay a fee in lieu of providing electric vehicle charging stations and developments that elect to pay a fee in lieu of building to the City's green building standards (Sustainability and Resiliency ordinance).

The Urban Forestry Management is partially funded from General Fund and the Tree Trust Fund which generates revenues via the City's Tree Preservation Program from various sources such as tree permit plan review fees, inspections fees, code violations, fines, contributions and mitigation. The Tree Trust Fund covers ancillary expenses relating to the Tree Preservation Program such as reforestation efforts, tree giveaways, reforestation related brochures and supplies. This section also receives occasional funding from the State of Florida's Urban and Community Forestry Grant program on a 1:1 match cost share.

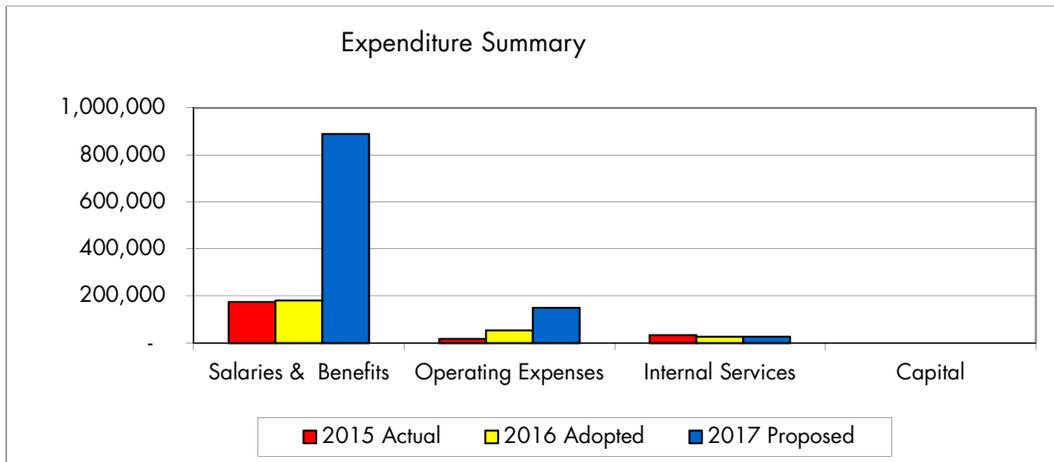
Business Environment:

The Environment and Sustainability Department works with other City departments to integrate a holistic resiliency approach to climate change mitigation and adaptation efforts. The department will focus on protecting and enhancing our natural environment through sea level rise adaptation efforts, natural resource management and environmental compliance.

ENVIRONMENT AND SUSTAINABILITY

Departmental Financial Summary

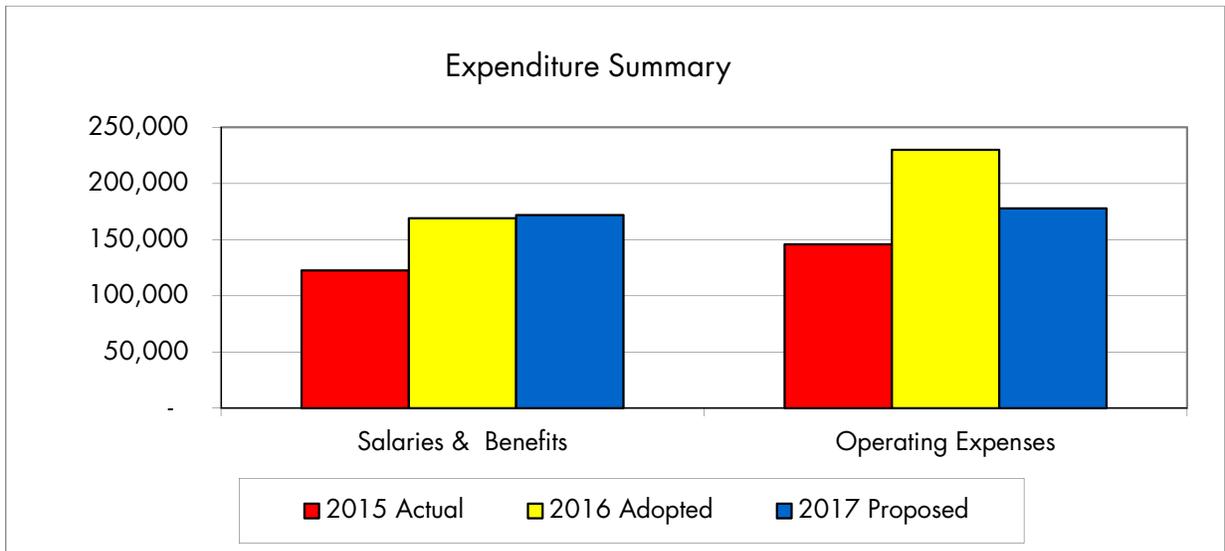
	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Expenditure Area				
Salaries & Benefits	184,092	173,819	181,000	888,000
Operating Expenses	17,247	16,428	53,000	149,000
Internal Services	26,924	32,748	27,000	27,000
Capital	-	-	-	-
Total General Fund	\$ 228,263	\$ 222,996	\$ 261,000	\$ 1,064,000
Total Budgeted Positions	2	2	2	9



ENVIRONMENT AND SUSTAINABILITY

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Contributions - Sustainable Initiatives	311,288	306,720	355,000	350,000
Fund Balance - Retained Earnings	0	0	44,000	0
Total	\$ 311,288	\$ 306,720	\$ 399,000	\$ 350,000
Expenditure Area				
Salaries & Benefits	26,215	122,749	169,000	172,000.00
Operating Expenses	102,434	145,773	230,000	178,000.00
Total	\$ 128,649	\$ 268,522	\$ 399,000	\$ 350,000
Revenue Less Expenditures	\$ 182,640	\$ 38,199	\$ 0	\$ 0
Total Budgeted Positions	1	1	1	1



ENVIRONMENTAL AND SUSTAINABILITY

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$432,000 or 166 percent. This is due to the restructuring of the Environmental division, which was previously under the Building Department and the Urban Forestry Division, which was previously under Public Works. These divisions have been consolidated into the Environmental & Sustainability Department. This consolidation has resulted in a \$341,000 increase in personnel cost, and a \$91,000 increase in operating expenditures.

ENVIRONMENT AND SUSTAINABILITY

Significant Prior Accomplishments:

Environmental Resources

- Beach & Dune Management:
 - Updated the 10-year Beach Management Plan.
 - Worked with County, State, and U.S. Army Corps to ensure sand needs are met for future erosion control projects.
 - Worked with Miami-Dade County and State of Florida to secure over 40,000 cubic yards of sand for emergency beach repairs at 46 Street and 53 Street.
 - Completed a Dune Management Plan that focuses on nature-based approach that increases biodiversity and structural stability through non-native removal, native plantings, and selective trimming.
 - Installed over 300 educational, information and regulatory signs along the beach and dune system.
- Contamination Remediation
 - Ensured the regulatory compliance of sites with environmental considerations to reduce potential water quality and public health concerns. This last year, contamination assessment and remediation projects included the former Par 3, Fleet Management, Miami Beach Golf Course, Normandy Shores Golf Course, Maurice Gibb Park, and the Miami Beach Convention Center.
- Waterway Management
 - Continuously worked on the comprehensive stormwater management program to reduce the quantity of pollutants that enter our stormwater system and, therefore, our waterways.
 - Managed the waterway maintenance contractor, which removed over 46,000lbs of debris from the City's waterways.
- Habitat Creation
 - Reviewed projects in design and identified opportunities to protect existing habitat and add new habitat, such as greenspace and living shorelines.
- Species Protection
 - Continuous programs in place to protect native species such as our sea turtle lighting ordinance and the County's sea turtle program.

Sustainability

- The Department has implemented a number of initiatives and programs within the community and government operations, to support the City's overall sustainability, including:
 - Citywide polystyrene ban ordinance;
 - Recycling ordinance that requires all multifamily and commercial establishments to provide single-stream recycling;
 - Increase fines for littering;
 - Electric vehicle (EV) parking ordinance with the purpose of increasing EV charging stations network to incentive the reduction of GHG emissions;
 - Green Building Ordinance (Sustainability & Resiliency ordinance) that

ENVIRONMENT AND SUSTAINABILITY

requires all new construction over 7,000 sqft to build to LEED Gold or pay a fee in lieu of;

- Compact of Mayors Resolution (initiating the City's Greenhouse Gas (GHG) emissions inventory).
- Increase multi modes of transportation through the management of the design for the Beachwalk projects, providing an enhanced pedestrian and bicycle experience through a wider pathway;
- Incorporate coastal green infrastructure through the management of hybrid seawall and living shoreline projects at Indian Creek Park and Muss Park to protect shorelines from coastal flooding by creating, restoring, or emulating natural coastal features. These strategies reduce erosion and mitigate storm surge, wave action, and still-water flooding associated with coastal flood events;
- Develop a community-wide and government GHG emissions inventory to reduce the City's GHG emissions;
- Increase visitors' awareness regarding litter through a city-wide anti-litter campaign (Keep Miami Beach Clean);
- Building the City's staff awareness of climate change, resiliency and sustainability initiatives through trainings.

Urban Forestry

- Completed the City's 9th year goal of the Reforestation Plan with over 76 trees planted citywide this fiscal year and bringing the program total to 4,569 trees installed to date.
- Received the 10th Year of Tree City USA designation.
- Since the commencement of the Tree Preservation Ordinance on June 15th, 2015, the City's Tree Preservation Program has successfully issued 38 tree removal permits with 356 tree removals, 204 tree relocations and 823 replacement trees.

Environmental and Sustainability Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator				Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Build and Maintain a Priority Infrastructure With Full Accountability	KPI: # of private/public buildings with silver LEED certification	4	7	0	8	8	
	KPI: % of residents rating the City's efforts to be a "green" or sustainable city as excellent or good	*	59%	*	40%	*	
	KPI: % of businesses rating the City's efforts to be a "green" or sustainable city as excellent or good	*	66%	*	39%	*	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

ENVIRONMENT AND SUSTAINABILITY

Critical Success Factors:

- Improve quality of life through better air, water, and environmental quality;
- Improve regulatory compliance;
- Improve the City's ecosystem function and biodiversity;
- Increase the City's amount of natural habitat;
- Reduce impervious surfaces;
- Maintain recreation, environmental, and storm protection functions of the beach/dune system;
- Increase tree canopy;
- Increase the City's staff capacity building and awareness regarding the City's resiliency and sustainability initiatives;
- Look at investments for the City's sustainability and resiliency improvements that can lead to short and long term cost savings for the City's budget;
- Improve the City's operational and environmental sustainability.

Future Outlook:

The Environment & Sustainability Department will continuously focus on protecting and enhancing our natural environment through sea level rise adaptation efforts, natural resource management and environmental compliance. This Division will keep supporting internal departments to ensure the City is employing a holistic resiliency approach to all projects, not just those labeled as environmental. The Environmental Resources Division will serve as the in-house environmental consultant and as the liaison between other government agencies for environmental concerns. This Division will also help to expedite the environmental permitting processes to keep projects on schedule and will improve efficiencies and coordination efforts for neighborhood projects.

Creating a more sustainability community includes improving resource efficiencies, preventing harm to the natural environment, protecting human health, while benefiting the social, economic and environmental well-being of the community for present and future generations. The Sustainability Division will be charged with working across all the City departments to improve internal sustainability to save money, improve processes and enhance the environment. This Division will also handle internal and external climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and community-wide activities, reducing internal operational costs and improving operational efficiencies, and assisting with the development of the Resiliency Strategic Plan. This Division will develop and implement specific initiatives including recycling and waste reduction, education and outreach, and green infrastructure.

Urban trees are a vital part of the City infrastructure, providing numerous environmental, economic and social benefits. Among the identified benefits are cleaner air, reduced energy usage, less storm water runoff, amelioration of high urban temperatures, higher property values, improved aesthetics, a greater sense of health and well-being, reduced anxiety levels, and lower crime rates. The Urban Forestry Division will finalize the City's

ENVIRONMENT AND SUSTAINABILITY

comprehensive tree inventory and establish a dedicated urban forestry program that includes reforestation efforts.

The Department will continuously work with other departments in order to have the City's resiliency thrive. The Department will be working with other departments exploring innovative adaptation and mitigation solutions for the City in order to bolster resilience and increase sustainability, taking into consideration:

- Issues of public health and safety, real estate and historic properties, architectural standards, energy consumption, income inequality, affordable housing, disaster preparation and recovery, community building, governance, community diversity, etc.
- Focus on flexible, low-regret strategies
- Flexibility to define and respond to adaptation opportunities, as well as accommodate a changing environment and a diverse community
- Changes in City landscape based on natural disasters
- Natural infrastructure solutions to sea level rise, such as citywide beach & dune system restoration and enhancing and expanding living shorelines
- High quality of life for all of Miami Beach's residents, businesses and visitors

MIAMIBEACH

OFFICE OF HOUSING AND COMMUNITY SERVICES

Department Mission/Purpose Statement:

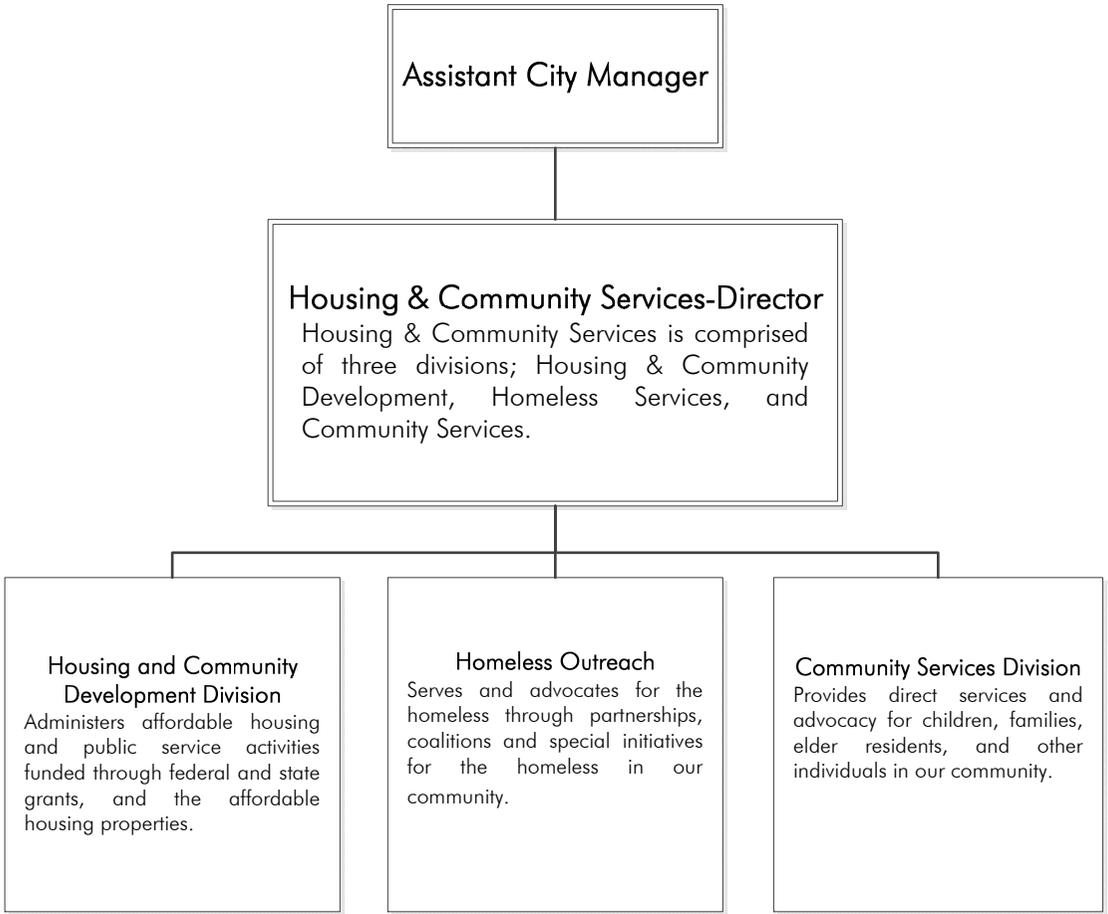
We are dedicated to maximizing the City's resources providing excellent public services to improve our residents' quality of life, and promoting community development opportunities.

Department Description:

The Office of Housing and Community Services (HCS) is divided into three divisions:

- Housing & Community Development – Administers entitlement and other US HUD funds on behalf of the City, typically as pass through funding for public service and Capital Projects; and manages the City's affordable housing portfolio.
- Community Services – Addresses the human services and referral needs of our community's youth, elderly, families and others and oversees the City's grocery delivery program.
- Homeless Outreach – Provides shelter and support services and information for homeless persons.

See Attached Table of Organization



OFFICE OF HOUSING AND COMMUNITY SERVICES

Fiscal Environment:

The Housing & Community Development Division receives annual entitlement funding from the US Department of Housing and Urban Development (HUD) via the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs, as well as from the State Housing Initiatives Partnership (SHIP) program. Recent one-time federal and state allocations of stimulus funding were also administered by this division, including Neighborhood Stabilization Program funds and CDBG-R funds. While amounts of allocated entitlement funds increased in FY 10/11 and FY 11/12, funding was dramatically reduced for FY12/13. There is no expectation that the City will be receiving additional stimulus funds in the near future. The FY 16/17 CDBG allocation is being reduced by 10 percent and HOME allocation is remaining unchanged. The City is also managing its newly-acquired residential housing portfolio and ensuring that it provides safe, decent, sanitary housing for its tenants.

The Community Services Division is supported by the General Fund and receives funding from The Children's Trust for the operation of three youth programs: Morning All Stars, Parent-Child Program and Success University (Miami Beach Service Partnership). The Division also receives funding from the Emergency Food and Shelter Program (EFSP) and Community Development Block Grant Program (CDBG). The Division's grant funds are expected to remain flat for FY 16/17.

The Homeless Outreach Program is supported by the General Fund as well as grant funds from the Miami-Dade County Homeless Trust. The Homeless Trust provides less than five percent of the Division's funding for maintaining the Homeless Management Information System; emergency hotel placement subsidy for homeless families, transgender individuals and frail elderly; and identification document replacement assistance. The Homeless Trust also partially funds outreach services.

Business Environment:

The Housing & Community Development Division works closely with a variety of partners to prioritize and achieve its housing and community development goals. The Division holds public hearings and encourages input in every aspect of the City's comprehensive *Consolidated Plan* process from citizens, housing providers, human service agencies, and other community stakeholders. Competitive processes are conducted annually to award federal and state funding for affordable housing development projects, public service programs and capital projects. This Division works very closely with the state-mandated Affordable Housing Advisory Committee. The Division also works with federal and state monitors to ensure compliance with all program rules and regulations. In addition, the Division must address the improvement of its residential properties while maintaining the properties within the confines of the affordable rent revenue collected.

The Community Services Division works collaboratively with a variety of community-based agencies to address our residents' emerging needs including employment, rent assistance, youth development, and food and family stabilization. Through the Miami Beach Service Partnership, the Division is working to create a citywide, holistic delivery system for our community's most vulnerable residents as well as developing best practices to ensure that the service network continues to thrive in the current, unstable economic environment. The Division remains a ACCESS Florida site and its ongoing on-site collaborations with the Office of the State Attorney and the Alliance fo Aging.

OFFICE OF HOUSING AND COMMUNITY SERVICES

The Homeless Outreach Program serves as a conduit to harness the resources of various community-based providers in order to identify and deliver resources to the City's homeless in a holistic manner. The Division maintains positive, cooperative working relationships with community providers (especially those in the Continuum of Care) in order to address the needs of the City's homeless. Through street outreach, the program identifies and engages homeless individuals in hopes of reducing homelessness. The Division also works closely and collaboratively with other City departments and the Committee on the Homeless to address emerging issues and cultivate additional strategies to address homelessness in our community.

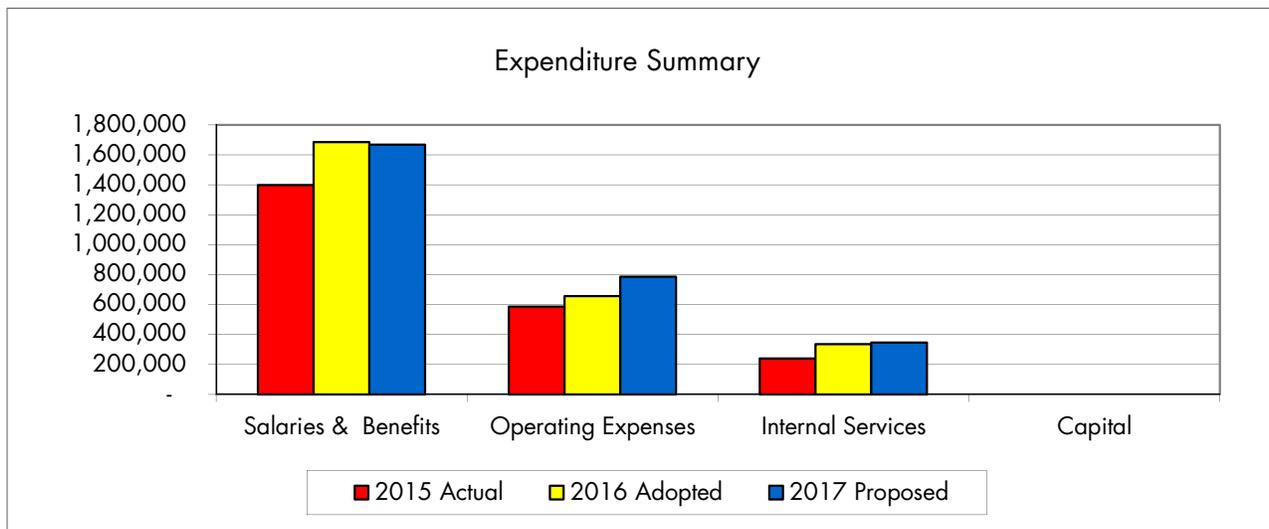
HOUSING AND COMMUNITY SERVICES

Departmental Financial Summary

Expenditure by Division	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Housing/Community Development	321,042	459,787	721,000	743,000
Homeless Services	899,229	1,173,462	1,312,000	1,480,000
Community Services	463,728	588,085	641,000	575,000
Total	\$ 1,683,998	\$ 2,221,334	\$ 2,674,000	\$ 2,798,000

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	1,011,969	1,396,958	1,685,000	1,668,000
Operating Expenses	431,192	585,712	655,000	785,000
Internal Services	240,837	238,644	334,000	345,000
Capital	0	0	0	0
Total	\$ 1,683,998	\$ 2,221,314	\$ 2,674,000	\$ 2,798,000

General Fund	11.45 FT + 3 PT	11.45 FT + 5 PT	14.45 FT + 3 PT	14.75 FT + 3 PT
CDBG Fund	1.65 FT + 0 PT	1.40 FT + 0 PT	1.40 FT + 0 PT	1.10 FT + 0 PT
Home Grant Fund	0.65 FT + 0 PT	0.45 FT + 0 PT	0.45 FT + 0 PT	0.45 FT + 0 PT
Ship Grant Fund	0.05 FT + 0 PT	0.00 FT + 0 PT	0.00 FT + 0 PT	0.00 FT + 0 PT
HTO/HTMS/HID/CT Grant Fund	13.20 FT + 1 PT	13.55 FT + 1 PT	13.55 FT + 1 PT	13.55 FT + 1 PT
Residential Housing Fund	0.00 FT + 0 PT	1.15 FT + 0 PT	1.15 FT + 0 PT	1.15 FT + 0 PT
Total Budgeted Positions	27.00 FT + 4 PT	28.00 FT + 6 PT	31.00 FT + 4 PT	31.00 FT + 4 PT



Housing and Community Development

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	250,264	349,471	526,000	542,000
Operating Expenses	3,633	14,728	16,000	16,000
Internal Services	67,145	95,588	179,000	185,000
Capital	0	0	0	0
Total	\$ 321,042	\$ 459,787	\$ 721,000	\$ 743,000

GF Budgeted Positions **2.13 FT + 0 PT** **2.80 FT + 0 PT** **3.80 FT + 0 PT** **4.00 FT + 0 PT**

Homeless Services

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	389,013	575,652	654,000	704,000
Operating Expenses	395,677	504,692	560,000	673,000
Internal Services	114,538	93,118	98,000	103,000
Capital	0	0	0	0
Total	\$ 899,229	\$ 1,173,462	\$ 1,312,000	\$ 1,480,000

GF Budgeted Positions **5.27 FT + 3 PT** **4.55 FT + 5 PT** **6.55 FT + 3 PT** **6.65 FT + 3 PT**

Community Services

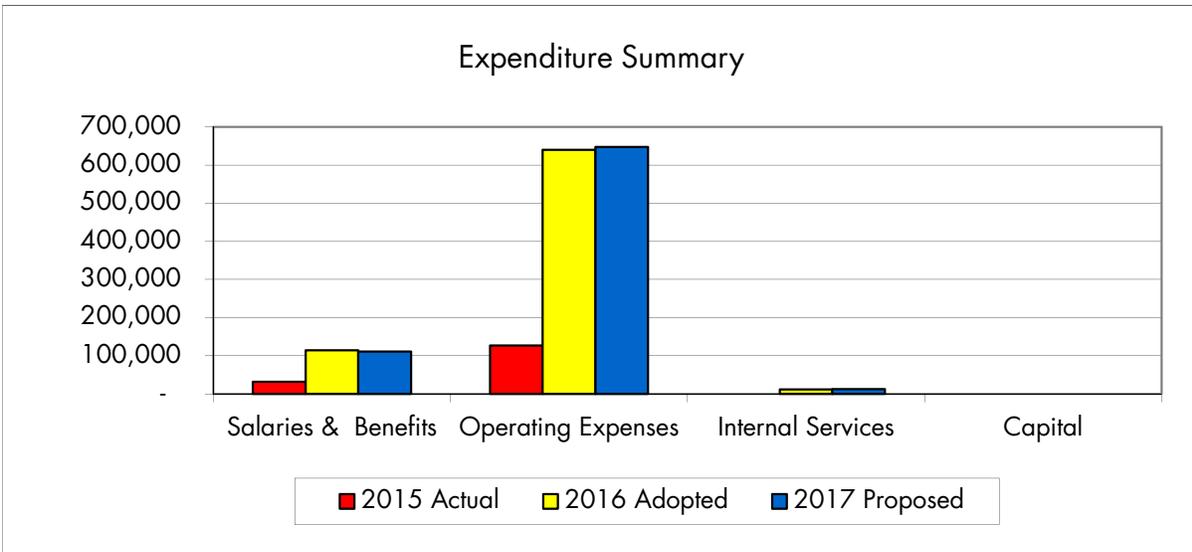
	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	372,692	471,835	505,000	422,000
Operating Expenses	31,882	66,312	79,000	96,000
Internal Services	59,154	49,938	57,000	57,000
Capital	0	0	0	0
Total	\$ 463,728	\$ 588,085	\$ 641,000	\$ 575,000

GF Budgeted Positions **4.05 FT + 0 PT** **4.10 FT + 0 PT** **4.10 FT + 0 PT** **4.10 FT + 0 PT**

HOUSING AND COMMUNITY SERVICES

Residential Housing Program Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Rent - Lottie Apartments	0	57,789	89,000	96,000
Rent - Madeline Apartments	0	57,105	126,000	127,000
Rent - Neptune Apartments	0	139,445	284,000	278,000
Rent - London House Apartments	0	0	89,000	264,000
Retained Earnings	0	0	89,000	0
Other	0	140,115	89,000	6,000
Total	\$ 0	\$ 394,455	\$ 766,000	\$ 771,000
Expenditure Area				
Salaries & Benefits	0	31,773	114,000	111,000
Operating Expenses	0	126,758	640,000	647,000
Internal Services	0	0	12,000	13,000
Capital	0	0	0	0
Total	\$ 0	\$ 158,531	\$ 766,000	\$ 771,000
General Fund	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT
Residential Housing Program Fund	0.00 + 0 PT	0.00 + 0 PT	1.15 + 0 PT	1.15 + 0 PT
Total Budgeted Positions	0.00 + 0 PT	0.00 + 0 PT	1.15 + 0 PT	1.15 + 0 PT



HOUSING AND COMMUNITY SERVICES

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. For the Department of Housing and Community Services though, salary increases were offset by decreases in other employee related costs, including health and life, resulting in a slight decrease of \$17,000 for FY2016/17 personnel services costs.
- Operating expenses increased by \$130,000 or 21%, primarily due to increases in professional services and other contractual services totaling \$60,000 resulting from the implementation of the department's new work training program. Additional funding was also allocated for rent assistance and criminal background checks in the amount of \$32,000, as well as additional printing and purchasing of promotional materials to raise awareness of trespassing and panhandling within the City totaling \$10,000. Other increases included travel for Homeless Outreach staff to attend the National Homeless Conference, as well as motivational and interviewing training for Homeless Outreach staff.
- Internal services expenditures increased slightly by \$11,000 or 3%. This is due primarily to increases in usage of Information Technology (IT) services of \$15,000 and Risk Management services of \$9,000. These increases were, however, offset by decreases in service usage for Central Services of \$9,000, Property Management of \$2,000, and Fleet Management of \$2,000.

FY16/17 Enhancements

- The FY2016/17 budget includes an enhancement of \$60,000 for the implementation of a work training program. This new program will provide short-term employment for homeless persons placed in shelters as a transition to seeking permanent, independent employment. While gaining reintegration experience into the workplace (thereby discouraging a return to homelessness), the assisted clients will know the locations, priorities and issues relevant to those homeless remaining on the streets helping City staff to engage additional homeless to leave the streets and reduce the homeless population within the City.

OFFICE OF HOUSING AND COMMUNITY SERVICES

Significant Prior Accomplishments:

Housing & Community Development Division:

- Coordinated allocation of grant funding to 8 CDBG projects for a total value of \$756,923. These projects included: home-delivered meals for the elderly, youth services, and homeless prevention.
- Acquired five affordable housing properties, currently serving 60 low- and moderate-income households.

Community Services Division:

- Distributed 931 books and toys during 1,862 sessions in home to children enrolled in the Parent Child Home Program.
- Served 21 households with rent, and utility assistance through the Emergency Food and Shelter Program.
- Expanded agency membership by adding the following agencies: Miami Beach Community Church, Advocate2Create, Miami Beach Public Library and Juntos Academy
- Served 207 families (youth and parents) in Success University via 762 sessions, and 424 transit passes
- Provided 891 walk in clients with 1,207 referrals to community-based services
- Provided free tax preparation for 114 households via free tax preparation service provided in conjunction with the Internal Revenue Services and VITA Program.
- Served 144 middle school youth via 400 sessions of Morning All Stars and provided 2,554 snacks
- Issued 635 transit passes, conducted 10 workshops, and completed 78 home visits for our community's elder residents
- Served 2,516 walk-in visitor to its service center

Homeless Outreach Program:

- Completed 4,268 homeless contacts/engagements
- Placed 540 persons in shelter (the State average is 100 sheltered persons per 100,000 residents; the City's placements rate is more than five times the State average)
- Of those placed in shelter, 41 were transitioned to permanent placement and 30 to transitional housing
- Relocated/reunified 74 homeless persons to/with family members
- Distributed 6,000 Miami-Dade Transit Agency passes
- Assisted 91 individuals in replacing their birth certificates and state-issued identification cards.
- Expanded Client Management Information System (CIMS)

Housing & Community Services Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	# of youth employed delivering produce to elderly and low-income families	*	*	5	5	5	<ul style="list-style-type: none"> •Create a program for at-risk teens delivering produce to shut-ins in conjunction with community services
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	# of shelter placements	375	570	639	550	550	
	# of relocations completed	79	45	86	48	48	
	Total # of homeless clients transitioned to permanent housing	16	86	71	70	70	
	# of homeless in the City	138	139	194.5	0	0	
Ensure Workforce Housing for Key Industry Workers Is Available In Suitable Locations	KPI: Total # of rental units owned by the City of Miami Beach	*	*	71	n/a	n/a	<ul style="list-style-type: none"> •Evaluate potential methods to encourage the private sector to increase availability of affordable work force housing including incentives, P3 financing, or use of City owned land through long term leases
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

OFFICE OF HOUSING AND COMMUNITY SERVICES

Critical Success Factors:

Housing & Community Development Division:

- Monitoring market conditions and identify leveraging opportunities to maximize production of affordable and workforce housing in Miami Beach;
- Research and access other grant sources and communicate opportunities to human service organizations and affordable and workforce housing developers;
- Ensuring the timely and compliant expenditure of federal grant funds;
- Identifying opportunities to produce workforce housing for those earning 120 to 140 percent Area Median Income with a priority in serving those professions identified by the Commission (those employed in the municipal and public safety professions); and
- Addressing the rehabilitation and maintenance needs of the City's housing portfolio.

Community Services Division:

- Expanding collaborative opportunities with community-based providers so as to leverage finite resources to holistically serve the community's needs;
- Anticipating further budget shortfalls from major service funders like The Children's Trust and their impact on our community service partners so as to devise improved processes that will foster efficiencies of scale to weather the financial landscape;
- Ensuring that Success University and its Service Partnership Partners, Morning All Stars and the Parent Home Program meet the benchmarks and deliverables expected from The Children's Trust, their sole funder; and
- Cultivating new funding streams and strategies to sustain and grow services to meet our community needs.

Homeless Outreach Program:

- Collaboration with the Miami-Dade Homeless Trust targeting the City's chronic homeless population;
- Collaboration with other departments/divisions in order to continue early morning and evening homeless outreach in a comprehensive manner;
- Establishing new and expanded collaborations with community-based service providers within the Continuum of Care to ensure service delivery to the homeless in our City;
- Conducting outreach to business, resident and faith provider groups to engage these stakeholders in addressing homelessness and promote prevention strategies; and
- Proactive staff development to ensure adherence to best practice standards as well as increased resident satisfaction with employee contact.

Future Outlook:

Housing & Community Development Division:

The City's federal allocation is at threat of significant further reduction in the coming three fiscal years. The City, however, is obligated to ensure federal compliance with capital projects that remain under affordability. As such, it is foreseen that the General Fund will need to pick-up the budget shortfall for staffing costs.

OFFICE OF HOUSING AND COMMUNITY SERVICES

Community Services Division:

With The Children's Trust remaining the Division's primary funding source, the Division's reliance on this funding source has seen the phasing out of the Parent Child Home Program, a program that was highly received by the community and required a two-year commitment for full certification by the City. It is in the City's best interests to explore alternate funding sources if programs desired by the residents – but not funded by the Trust – are to continue as community offerings.

Homeless Outreach Program:

While the City is placing more homeless than ever before, the single greatest challenge we face is the ongoing, unfettered migration of homeless people from other jurisdictions. The need to control this migration will be central to controlling the operational costs of the Program in the future.

PLANNING

Department Mission/Purpose Statement:

We are dedicated to developing, refining, and effectuating a comprehensive urban planning vision for Miami Beach with the goal of preserving the integrity of the City's unique design heritage, enhancing the quality and diversity of the urban experience, inclusive of its residential neighborhoods, business districts, resort, recreation and entertainment areas.

Department Description:

The Department provides guidance in design and applies regulatory standards and policies with the intent of ensuring progressive urban design principles, while preserving the City's rich architectural and historic resources.

The Planning Department is responsible for providing professional analysis and recommendations to the City Manager and City Commission on all land development issues. We serve as staff to the City's Planning Board, Board of Adjustment, Design Review Board and Historic Preservation Board. The Department processes the applications, reviews and prepares recommendations, and is also responsible for implementing and updating the state-mandated comprehensive plan. The Department reviews all building permits for compliance with the land development regulations, board orders, and for consistency with architectural review guidelines as well as preservation criteria.

The Department also conducts studies on specialized topics, such as growth management, wayfinding, historic designation, urban and landscape design, sustainability and the preparation of plans for neighborhoods and conservation districts. Such efforts generally involve extensive public participation and collaboration with other City departments and governmental agencies to facilitate implementation of the plans once approved by City Commission.

See Attached Table of Organization

Assistant City Manager

Planning Department Office of Director

Formulates policy to further the City's Urban Planning goals and provides general administration for departmental functions. Supervises and directs planning and administrative staff that processes and reviews applications presented to City Commission and the City's Development Review Boards (Planning Board, Historic Preservation Board, Design Review Board & Board of Adjustment) as well as staff charged with reviewing building permits and compliance with Land Development Regulations and Board orders.

Office of Deputy Director

Provides same functions in conjunction with the Office of the Director.

Administrative Services

Section provides all administrative and clerical support for the department. Conducts financial analysis necessary for the management and yearly preparation of the department's budget as well as invoicing and processing payments of services provided. Also responsible for the management and update of the department's Strategic Plan and Score Card as well as all functions related to human resources, procurement, payroll, and maintains the department's Revenue collection and recording process.

Office of the Planning & Zoning Manager

Section is responsible for the processing, review and recommendations of applications presented to the Planning Board and Board of Adjustments and for amendments to the Land Development Regulations for review by City Commission. Responsible for compliance with Chapter 163 Part II, Florida Statutes (Growth Policy; County and Municipal Planning; Land Development Regulations). Provides guidance to staff reviewing building permits, licenses and certificates of occupancy.

Office of the Historic Preservation Officer

This Section is charged with the City's goals to preserve and protect its rich historical and architectural resources consisting of 12 locally designated districts, 1,516 contributing structures and 15 locally designated sites as well as the processing, review and recommendation of applications presented to the Historic Preservation Board. Section also reviews and manages applications submitted to the Development Review Board in consideration new development within the City's urban fabric and reviews building permits for consistency with board orders and the City's Land Development Regulations.

Office of the Clerk of the Board

Section coordinates and processes all applications submitted for the consideration of the Planning Board, Historic Preservation Board, Design Review Board and Board of Adjustments. The Section also liaises on behalf of the Building Department for the Flood Plain Management Board and is responsible for all mail notices, advertising of hearings, file archives and responding to all public records requests submitted to the department.

Field Inspections

Responsible for on-site inspections of approved development orders, conditional use permits and approval requirements stipulated by the Historic Preservation Board, Planning Board, Board of Adjustment and the Design Review Board. This Section is also responsible for the on-site posting of notices for public hearings.

Plans Review

Processes all applications for Building Permits, Licenses, Certificates of Occupancy, etc.

PLANNING

Fiscal Environment:

The Department is funded from the General Fund. The fees collected by the department to process development review Boards are regularly evaluated every five years. The Building Development Process Fees Study has been completed, and found justification for fee adjustments in this area. An ordinance revising the fees was approved by the City Commission, as recommended by the Fee Study. This includes the introduction of a fee for the zoning review of building permits. Land Development Board Application Fees have also been adjusted, and a Training and Technology Fee was established mid-year.

Business Environment:

As described above, the Department deals directly with several appointed boards (Planning, Design Review, Historic Preservation and Board of Adjustment), and staffs the Commission's Land Use and Development Committee. Special Area Studies require our involvement and participation with civic organizations such as the Miami Beach Community Development Corporation, North Beach Development Corporation, Housing Authority, as well as several homeowners' associations and neighborhood groups. We must also address and respond to requirements from State agencies and the South Florida Regional Planning Council as well as interact with the School Board, Miami-Dade County and other neighboring municipalities due to various inter-local agreements. Within the City we maintain a close working relationship with various departments, including Building, Code Compliance, Economic Development, CIP, Parks and Recreation, Public Works, Real Estate Housing and Community Development, Property Management and Legal.

PLANNING

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Certificate of Use	631,933	643,347	632,000	643,000
Fees Planning Dept. Bldg. Dev. Process	1,081,510	1,096,274	1,055,000	1,063,000
Permits-Planning (Review Plans)	1,376	8,586	-	-
Concurrency Statement Fees	42,993	44,854	43,000	39,000
Board of Adjustments	105,494	51,939	99,000	-
Historic Pres. Bd.	181,160	198,531	168,000	90,000
E-Recordings	-	-	86,000	-
Miscellaneous	63,041	33,533	55,000	123,000
Planning Board	56,662	117,485	82,000	-
Fees Planning Dept. Alcoholic Beverage	65	6,153	-	9,000
Fees - Under Utilized Parking Spaces	1,456	15,038	-	27,000
Planning - After Hours Review	-	75,500	50,000	75,000
Design Review Board	232,920	311,321	235,000	685,000
Total	\$ 2,398,610	\$ 2,602,559	\$ 2,505,000	\$ 2,754,000

Expenditure Area

Salaries & Benefits	2,724,507	2,955,276	2,978,000	3,103,000
Operating Expenses	184,701	476,203	666,500	539,000
Internal Services	507,494	486,756	496,000	510,000
Capital	8,322	15,391	119,500	4,000
Total	\$ 3,425,024	\$ 3,933,626	\$ 4,260,000	\$ 4,156,000

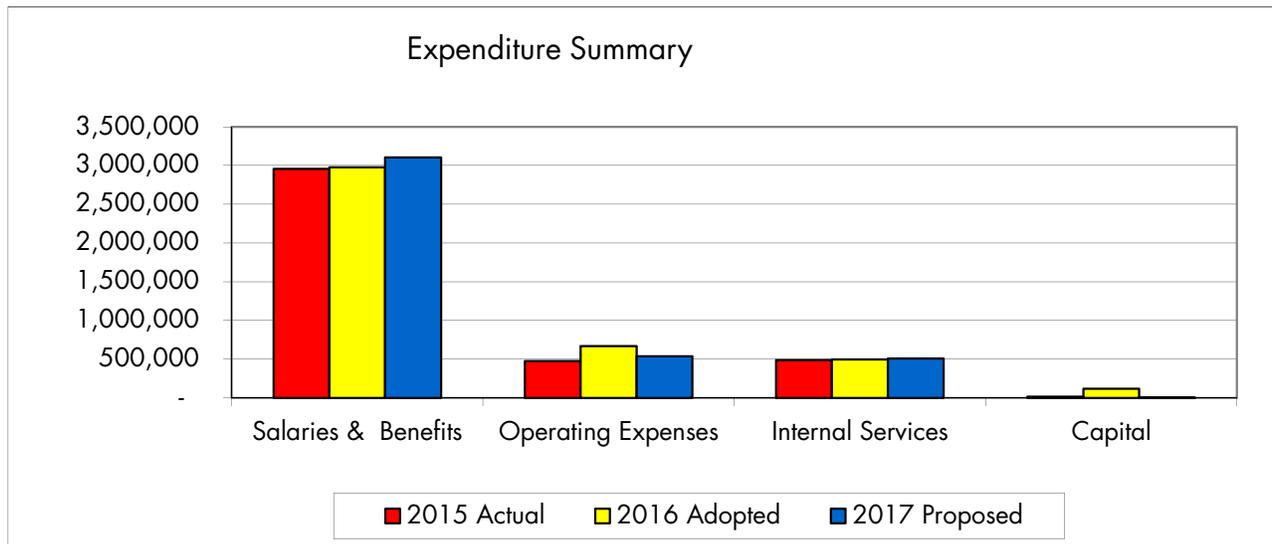
Total Budgeted Positions

24

25

26

27



PLANNING

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget decreased by \$104,000 or 2%, primarily due to a \$127,500 decrease in operating costs including: professional services of \$15,000 and temporary labor due to hiring of temp staff into vacant positions. There was also a decrease of \$115,000 to capital expenditures due to one-time renovations included in FY2015/16.
- Budget decreases were partially offset by a \$125,000 increase to personnel costs, primarily due to reclassification of positions during FY2015/16 in addition to an enhancement for an additional Office Associate III.

FY2016/17 Enhancements

- The FY2016/17 budget includes an enhancement totaling \$50,000 to create a new Office Associate III position. This position is for the purpose of scanning, indexing and archiving all Land Use, Historic Preservation & Zoning Map documents/information, used to update the Historic Preservation webpage, to assist in creating a Phone-App. Also to assist with communication between Novus Agenda and EnerGov.

FY2016/17 Efficiencies

- The FY2016/17 budget includes efficiencies to the operating expenditures totaling \$48,000 which includes decreases to professional services for \$40,000, travel for \$5,000 and dues and memberships for \$3,000.

PLANNING

Significant Prior Accomplishments:

- Adopted ordinances protecting single-family residential areas, party-house ordinance, short-term rentals (6 month rule) ordinance, lot split criteria, and improving the ad valorem tax exemption for historic preservation of single family homes.
- Adopted Public School Facilities Element of the comprehensive plan and an Interlocal Agreement for public school facilities as mandated by state statutes.
- Adopted an ordinance dealing with the permitted uses in the Urban Light Industrial District; including garages, neighborhood serving commercial uses, and limited mixed use/ residential uses as a main permitted uses in the district.
- Completed listing of the Multiple Properties documentation and the Normandy Isles and North Shore Historic districts on the National Register of Historic Places.
- Designated the Morris Lapidus / Mid-20th Century Historic District along Collins Avenue inclusive of the Fountainbeau and Eden Roc Hotels.
- Developed and completed the “MiMo On the Beach” website and educational/tourism promotional brochure with a State Historic Preservation community education grant.
- Successfully oversaw the local designation of three more historic single family homes by the HPB
- Initiated research and development of comprehensive bicycle parking standards and design guidelines for private and public development.
- Streamlined the Land Development Review Application process by establishing a primary and secondary vendor to process Traffic Peer Reviews.
- In a collaborative effort with other City departments, we’ve established an E-Recording Process that not only streamlines the Land Development Board Approval process, but also maintains the integrity of the department’s permanent records.
- Design and Planning for proposed Banyan Tree Park
- Developed an E-App to generate Paint Permits online for our residents.
- Compiled vast amounts of Historical Data, working towards updating our Historic Preservation webpage, to create a Phone-App to enhance and showcase our historic resources.

Planning Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments	# of board orders digitized	*	*	132	1,500	50	<ul style="list-style-type: none"> •Suspend amendments to Land Development Regulations LDR's while Code clean up is in process •Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers •Complete acquisition and launch electronic plans review program for all
Enhance Public Safety And Emergency Preparedness							<ul style="list-style-type: none"> •Prepare a resident re-entry plan for after emergency events including a disaster recovery plan and post disaster redevelopment plan
Enhance External and Internal Communication From and Within the City							<ul style="list-style-type: none"> •Upgrade the Planning Department webpage to maximize public access to planning and development information
Ensure Reliable Stormwater and Resiliency Against Flooding by Implementing Select Short and Long-Term Solutions Including Addressing Sea-Level Rise							<ul style="list-style-type: none"> •Enhance pilot seawall assessment project and prepare accordingly

Planning Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	KPI: % of businesses that strongly agree or agree the experience of contacting the Planning Department was satisfactory	*	68%	*	57%	n/a	•Implement Building unsafe structure board
	KPI: % of businesses that strongly agree or agree inspections by the Planning Department are consistent from one inspection to the next	*	74%	*	49%	n/a	
	KPI: % of businesses that strongly agree or agree inspections by the Planning Department are fair	*	74%	*	49%	n/a	
	Drop-Off: % of plans reviewed within turnaround time target by Planning Department	99.0%	98.0%	98.0%	100.0%	100.0%	
	KPI: Turnaround time for plan review	2	3	8	90	90	
	Total # of single-family drop-off plan reviews conducted by Planning	432	432	521	n/a	n/a	
Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning							•Enhance pedestrian safety through the planning/development review and approval process with development regulations that prioritize the pedestrian realm
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive							•Complete a Community Consensus Cohesive Master Plan for the North Beach Neighborhood, including educational initiatives
Maximize the Miami Beach Brand as a World Class Destination							•Develop revitalization plan for Washington Ave. to include feasibility of creation of Business Improvement District (BID)
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

PLANNING

Critical Success Factors:

- Ensure Public Works Department support in maintaining monuments considered for historic designation.
- Work with Parking and Economic Development to secure City National Bank assembly and swap to provide an anchor for North Beach Town Center.

Future Outlook:

As the economy continues to recover after the downturn, development pressures will continue to alter the character of established neighborhoods. Crafting tools to address scale, massing and siting of infill construction throughout the various districts (Single family to high intensity mixed use districts) will become a paramount objective of the policy makers. The permit review process will continue to tax the resources of the Department affecting our ability to deliver services.

Issues of climate change and sustainability should be studied by the Planning Department, in coordination with other city departments, with the intent to complete a long-range plan and to initiate implementation of policies, programs and ordinances that will prepare the city for a sustainable future. Development management strategies and efforts to develop and promote alternative modes of transportation will require planners to assist with procedures, ordinances, plans review and public participation. Members of the public have come to expect greater access to timely information regarding development within the City's neighborhoods.

It is anticipated that continued focus on the Neighborhoods/Preservation section, and significant technology enhancements to provide information access would be warranted to deal with the issues that result from the above observations.

MIAMIBEACH

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Department Mission/Purpose Statement:

We are dedicated to supporting and attracting innovative tourism, cultural, and economic partnerships, raising the City's profile as an international destination, providing a superior lifestyle, and promoting community development opportunities.

Department Description:

The department of Tourism, Culture, and Economic Development is comprised of six areas of function including administration of the Miami Beach Convention Center management contract. The six areas are Tourism & Conventions, Entertainment, Cultural Affairs, Miami Beach Convention Center, Economic Development, and Asset Management.

The department supports, maintains and develops quality programs, which generate, satisfy and enhance the City's economic development, cultural institutions and infrastructure, as well as the City's cultural and tourist industries. The department strives to provide year-round tourism activity that enhances both the visitor's experience and the quality of life of our residents and facilitate the development of a healthy, diversified economy in which businesses can locate, innovate, grow and prosper.

The department unifies the City's tourism and cultural initiatives and programs through the centralization of the Special Events Office, Film and Print Office, Entertainment Industry Office, Art in Public Places, Cultural Arts Council, Bass Museum of Art, Miami Beach Convention Center (MBCC), Byron Carlyle and Colony Theaters, and the Office of Tourism and Conventions. The department also partners with the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitors Bureau (GMCVB) to market and promote the City of Miami Beach as a destination. The aforementioned areas have been organized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies.

The Economic Development division provides business assistance, facilitates private capital investments, supports joint venture development, and conducts market research. The division also manages day-to-day operations of the Redevelopment Agency (RDA), including the funding for capital projects and programs in City Center.

The Real Estate division manages the City's real estate portfolio, real estate transactions, and contracts governing the use of City-owned properties, properties leased from others, and beachfront concessions in an effort to maximize City funds and benefits to the community through professional asset management, optimization of non-tax revenue, and cost avoidance of municipal assets. The Office of Real Estate is responsible for ensuring real estate leases, concession agreements, management and operation agreements, and vendor agreements related to the acquisition, development, management, and disposition of City-owned assets.

See Attached Table of Organization

Assistant City Manager

Office of Director

Administers day to day operations for the department, including oversight of Film and Event Production, Cultural Affairs Program, Tourism and Conventions, and serves as primary contact for the City with the GMCVB and VCA.

Entertainment

To contribute to the stability, growth and well being of the City of Miami Beach economy by serving as the recognized leader in encouraging, coordinating, promoting and enhancing the expansion of quality entertainment, including film, print, and special events, throughout the community building upon Miami Beach's position as an international center for entertainment.

Cultural Affairs

The Miami Beach Cultural Arts Council has the purpose of developing, coordinating, and promoting the performing and visual arts in the City of Miami Beach, for the enjoyment, education, cultural enrichment, and benefit of the residents of and visitors to the City.

Art in Public Places

Art in Public Places enhances the character of Miami Beach through recommendation s for public art commission, acquisition, maintenance, and display.

Tourism and Conventions

The Mission of the Office of Tourism/Protocol is to attract and encourage individuals and organizations to visit Miami Beach for conventions, business or leisure activity.

Spectra Venue Management/Miami Beach Convention Center

Spectra Venue Management-Administration

Administration: Formulates operating policies; responsible for overall administration of all management operations; liaison with City and community and industry partners.

Operations, Sales, Marketing, Event Services/Colony Theater

Operations: Responsible for all venue operations, including housekeeping, setups, security, repairs & maintenance, and oversight of capital projects. Sales: Responsible for booking and marketing of the Convention Center for users within 24 month window. Marketing: Responsible for booking and marketing of the Colony and Byron Carlyle theaters, and marketing and public relations for both venues. Event Services: Responsible for lessee requirement coordination for all events in the Convention Center; liaison between lessees and facility operations staff; coordinates all event contractor operations within the Center. Telecommunications: Responsible for customer services and installation and maintenance of all telecommunications within the venues; oversees third-party provider.

Spectra Venue Management-Finance

Responsible for overall business and financial operations of the facilities, including A/P, A/R, billing, payroll, financial statements. Responsible for all ticketing operations for public events at the venues; operates TicketMaster outlet.

Bass Museum

The Museum serves as the major fine arts museum of the City of Miami Beach and its purpose, according to its Mission Statement, is to collect, preserve, exhibit and interpret the visual arts for residents and visitors of Miami Beach, and the region.

Economic Development & Redevelopment Agency (RDA)

Provides business assistance, facilitates private capital investments, supports joint venture development, and conducts market research. The division also manages day-to-day operations of RDA, including the funding for capital projects and programs in City Center.

Real Estate

The Real Estate division manages the City's real estate portfolio, real estate transactions, and contracts governing the use of City-owned properties, properties leased from others, and beachfront concessions.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Fiscal Environment:

The Tourism, Culture, & Economic Development department, specifically the Entertainment Division (Film & Print, Special Events and Entertainment Liaison), Bass Museum of Art, Byron Carlyle and Colony Theaters, Economic Development, and the Real Estate division are all funded by the City's General Fund.

The Miami Beach Convention Center and Office of Tourism and Conventions/Protocol Office are all funded by the Convention Center Enterprise Fund.

The Cultural Affairs Program is funded by interest earned from the Miami Beach Convention Center Capital Fund, Resort Taxes and Quality of Life funds.

The City's Art in Public Places program is funded by ordinance; 1.5 percent of the cost of city-owned construction projects is set aside for "works of art in public places other than museums which enrich and give diversion to the public environment."

Redevelopment Agency (RDA): The RDA is funded from tax increment revenues received from the City and County within the boundaries of the City Center Redevelopment District.

Revenue Generation

The Entertainment Office generates revenue from the collection of fees associated with the production of special events, temporary sampling permits, wedding permits and film & print shoots.

The Miami Beach Convention Center, Byron Carlyle and Colony theaters generate revenue from rental of the facility, sponsorship sales, equipment and services.

The City is required to provide funding for the Bass Museum maintenance and permanent collection. Museum operations are supplemented by the Friends of the Bass Museum, Inc., a 501(c) (3) organization, established to advise Trustees and serve as the Bass Museum's membership and fundraising arm.

Revenue from advertising sales and sponsorships is generated by the department for the General Fund to directly offset cost of projects.

The Real Estate Division manages the City's real estate portfolio, assessed at approximately one billion dollars, and generates revenues from leases, contracts, and concession agreements.

TOURISM, CULTURE, & ECONOMIC DEVELOPMENT

Departmental Financial Summary

Revenue by Division	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
General Fund	\$ 8,623,850	\$ 8,425,887	\$ 7,804,000	\$ 7,847,000
Cultural Arts Council	1,315,396	1,316,798	1,264,000	1,429,000
Convention Center	16,021,811	17,663,947	10,737,000	11,038,000
Total All Revenue	\$ 25,961,056	\$ 27,406,632	\$ 19,805,000	\$ 20,314,000

Expenditure by Division

General Fund	\$ 3,388,895	\$ 3,486,751	\$ 3,936,000	\$ 3,680,000
Cultural Arts Council	1,229,494	1,186,792	1,264,000	1,429,000
Convention Center	16,952,042	16,061,204	10,737,000	11,038,000
Total All Expenditures	\$ 21,570,431	\$ 20,734,747	\$ 15,937,000	\$ 16,147,000

Expenditure Area

Salaries & Benefits	\$6,883,796	\$7,316,299	\$6,883,000	\$6,776,000
Operating	8,030,429	7,017,185	6,651,000	6,651,500
Renewal & Replacement	4,543,132	4,506,041	122,000	420,000
Unfunded Depreciation	0	0	0	0
Internal Services	2,113,073	1,886,535	2,251,000	2,299,500
Capital	0	8,686	30,000	0
Total All Expenditures	\$ 21,570,431	\$ 20,734,746	\$ 15,937,000	\$ 16,147,000

Budgeted Positions

General Fund	14.50	14.50	15.50	15.50
Art in Public Places	1.00	1.00	1.00	1.00
Resort Tax	0.00	0.00	0.50	0.00
Cultural Arts Council	2.00	2.00	2.00	2.00
Convention Center*	0.50+3.00PT	1.50+1.00 PT	1.50+1.00 PT	1.50+0.00 PT
Total Budgeted Positions	18.00 + 3.00 PT	19.00 + 1.00 PT	20.00 + 1.00 PT	20.00+0.00PT

* Additional Convention Center staff are employees of the management company

TOURISM, CULTURE, & ECONOMIC DEVELOPMENT

GENERAL FUND Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
TCD	\$ 2,309,308	\$ 2,378,926	\$ 2,308,000	\$ 1,786,000
Byron/Carlyle	0	10,839	2,000	22,000
Colony Theater	209,554	190,132	120,000	190,000
Asset Management*	6,104,988	5,845,990	5,374,000	5,849,000
Total GF Revenue	\$ 8,623,850	\$ 8,425,887	\$ 7,804,000	\$ 7,847,000

Expenditure by Division

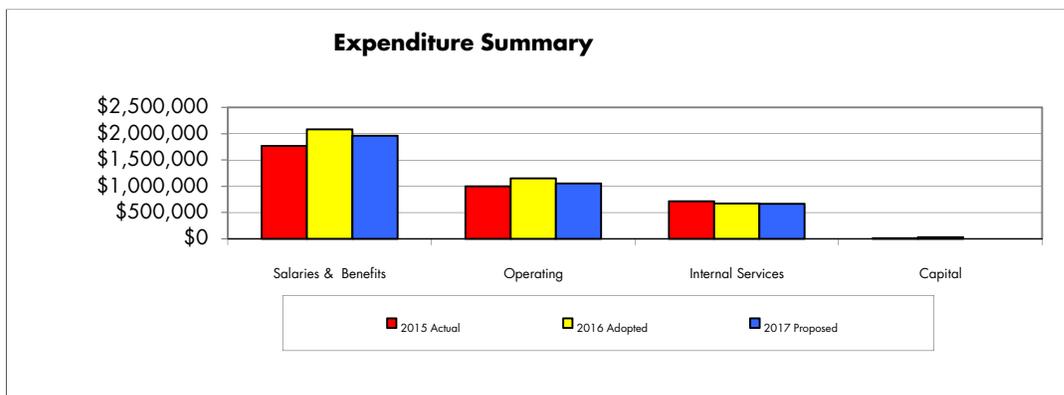
TCD	\$ 1,010,259	\$ 1,158,994	\$1,351,000	\$ 1,240,000
Byron/Carlyle	98,261	36,918	185,000	92,000
Colony Theater	270,658	257,301	347,000	308,000
Bass Museum	1,342,142	1,309,479	1,314,000	1,323,000
Asset Management **	384,260	409,623	414,000	415,000
Economic Development*	283,315	314,436	325,000	302,000
Total GF Expenditures	\$ 3,388,895	\$ 3,486,750	\$ 3,936,000	\$ 3,680,000

Expenditure Area

Salaries & Benefits	\$ 1,665,562	\$ 1,766,998	\$2,083,000	\$1,963,000
Operating	964,509	1,000,617	1,150,000	1,052,500
Internal Services	758,824	710,449	673,000	664,500
Capital	0	8,686	30,000	0
Total General Fund	\$ 3,388,895	\$ 3,486,750	\$ 3,936,000	\$ 3,680,000

Budgeted Positions

TCD	6.50	6.50	7.50	7.50
Byron/Carlyle	0.00	0.00	0.00	0.00
Colony Theater	0.00	0.00	0.00	0.00
Bass Museum	2.00	2.00	2.00	2.00
Asset Management**	4.00	4.00	4.00	4.00
Economic Development*	2.00	2.00	2.00	2.00
Total GF Budg Positions	14.50	14.50	15.50	15.50



TOURISM, CULTURE, & ECONOMIC DEVELOPMENT

GENERAL FUND								
Revenue Area		2014		2015		2016		2017
		Actual		Actual		Adopted		Proposed
Special Events								
Application Fees	\$	149,747	\$	151,000	\$	179,000	\$	155,000
Lummus Park User Fee		51,238		44,378		40,000		49,000
Square Footage		189,632		225,277		250,000		265,000
Beach Vehicle Access		25,125		19,125		20,000		20,000
Non-Beach Concessions		74,003		79,791		70,000		85,000
Lincoln Road User Fee		3,212		1,290		1,000		1,000
Collins Park User Fee		0		18,215		20,000		20,000
Soundscape Park User Fee		0		50		0		0
Beach Access		45,605		40,536		50,000		40,000
Light Pole Banner Fees		66,225		67,150		50,000		60,000
Promotional Distribution		46,000		20,000		20,000		20,000
Wedding Fees		33,000		38,250		30,000		40,000
Live Nation		1,126,162		1,148,686		1,100,000		1,031,000
Sponsorships & Advertising		499,359		525,180		478,000		0
Total	\$	2,309,308	\$	2,378,926	\$	2,308,000	\$	1,786,000
Expenditure Area								
Salaries & Benefits		\$734,436		\$838,274		\$978,000		\$902,000
Operating		119,613		120,467		159,000		122,500
Internal Services		156,210		198,159		214,000		215,500
Capital		0		2,094		0		0
Total General Fund	\$	1,010,259	\$	1,158,994	\$	1,351,000	\$	1,240,000
Budgeted Positions								
General Fund		6.50		6.50		7.50		7.50
Special Revenue (AiPP)		1.00		1.00		1.00		1.00
Total Budgeted Positions		7.50		7.50		8.50		8.50

BYRON/CARLYLE

GENERAL FUND								
Revenue Area		2014		2015		2016		2017
		Actual		Actual		Adopted		Proposed
Facility Rental	\$	0	\$	10,839	\$	2,000	\$	22,000
Equipment Rental		0		0		0		0
Total	\$	0	\$	10,839	\$	2,000	\$	22,000
Expenditure Area								
Salaries & Benefits	\$	0	\$	0	\$	0	\$	0
Operating		8,937		10,960		117,000		54,000
Internal Services		89,324		25,958		68,000		38,000
Capital		0		0		0		0
Total General Fund	\$	98,261	\$	36,918	\$	185,000	\$	92,000
SURPLUS/(DEFICIT)	\$	(98,261)	\$	(26,080)	\$	(183,000)	\$	(70,000)
Budgeted Positions		0.00		0.00		0.00		0.00

* In FY 2014/15 the City entered into a contract with O Cinema for the Management of the Byron Carlyle Theater although the City is still responsible for some of the maintenance and expenses at the facility.

TOURISM, CULTURE, & ECONOMIC DEVELOPMENT

COLONY THEATER

GENERAL FUND								
Revenue Area		2014		2015		2016		2017
		Actual		Actual		Adopted		Proposed
Facility Rental	\$	164,596	\$	160,097	\$	100,000	\$	160,000
Equipment Rental		44,958		30,035		20,000		30,000
Total	\$	209,554	\$	190,132	\$	120,000	\$	190,000
Expenditure Area								
Salaries & Benefits	\$	97,087	\$	85,775	\$	153,000	\$	141,000
Operating		145,371		155,739		155,000		\$ 157,000
Internal Services		28,200		9,194		9,000		10,000
Capital		0		6,592		30,000		0
Total General Fund	\$	270,658	\$	257,301	\$	347,000	\$	308,000
SURPLUS/(DEFICIT)	\$	(61,104)	\$	(67,169)	\$	(227,000)	\$	(118,000)
 Budgeted Positions		0.00		0.00		0.00		0.00

BASS MUSEUM

GENERAL FUND								
Expenditure Area		2014		2015		2016		2017
		Actual		Actual		Adopted		Proposed
Salaries & Benefits	\$	300,952	\$	275,364	\$	303,000	\$	299,000
Operating		651,000		651,000		651,000		651,000
Internal Services		390,190		383,115		360,000		373,000
Capital		0		0		0		0
Total General Fund	\$	1,342,142	\$	1,309,479	\$	1,314,000	\$	1,323,000
 Budgeted Positions		2.00		2.00		2.00		2.00

ECONOMIC DEVELOPMENT

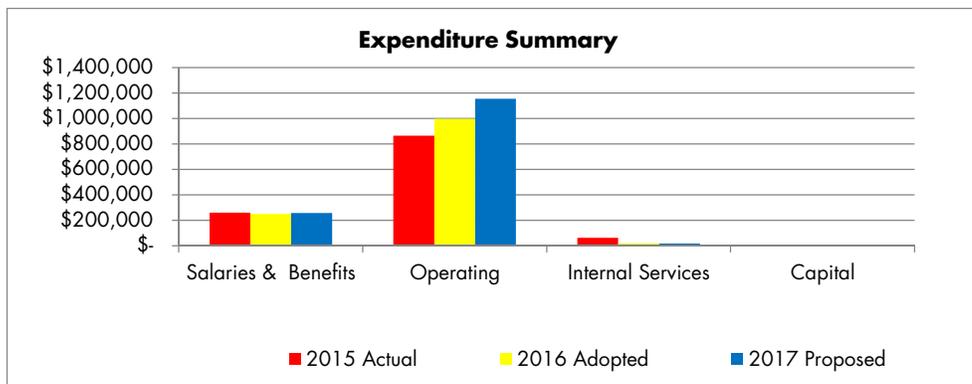
GENERAL FUND								
Expenditure Area		2014		2015		2016		2017
		Actual		Actual		Adopted		Proposed
Salaries & Benefits	\$	256,609	\$	261,056	\$	285,000	\$	260,000
Operating		10,406		35,380		31,000		32,000
Internal Services		16,300		18,000		9,000		10,000
Capital		0		0		0		0
Total General Fund	\$	283,315	\$	314,436	\$	325,000	\$	302,000
 Budgeted Positions		2.00		2.00		2.00		2.00

TOURISM, CULTURE, & ECONOMIC DEVELOPMENT

ASSET MANAGEMENT	2014	2015	2016	2017
	Actual	Actual	Adopted	Proposed
Revenue Area				
Lease Agreements	\$ 4,439,181	\$ 4,222,156	\$ 3,858,000	\$ 4,199,000
Concession Agreements	1,587,801	1,556,100	1,472,000	1,592,000
Markets	78,006	67,734	44,000	58,000
Total	\$ 6,104,988	\$ 5,845,990	\$ 5,374,000	\$ 5,849,000
Expenditure Area				
Salaries & Benefits	\$ 276,478	\$ 306,529	\$ 364,000	\$ 361,000
Operating	29,182	27,071	37,000	36,000
Internal Services	78,600	76,023	13,000	18,000
Capital	0	0	0	0
Total General Fund	\$ 384,260	\$ 409,623	\$ 414,000	\$ 415,000
Budgeted Positions	4.00	4.00	4.00	4.00

CULTURAL ARTS COUNCIL

Revenue Area	2014	2015	2016	2017
	Actual	Actual	Adopted	Proposed
CAC Interest	\$ 28,396	\$ 21,754	\$ 28,000	\$ 22,000
6% Share GMCVB Incentive	50,000	50,000	0	0
Quality of Life	1,237,000	1,245,044	1,236,000	1,407,000
Fund Balance	0	0	0	0
Total	\$ 1,315,396	\$ 1,316,798	\$ 1,264,000	\$ 1,429,000
Expenditure Area				
Salaries & Benefits	\$ 243,593	\$ 259,788	\$ 250,000	\$ 256,000
Operating	935,373	864,356	996,000	1,155,000
Internal Services	50,527	62,649	18,000	18,000
Capital	0	0	0	0
Total	\$ 1,229,494	\$ 1,186,792	\$ 1,264,000	\$ 1,429,000
Budgeted Positions	2.00	2.00	2.00	2.00



TOURISM, CULTURE, & ECONOMIC DEVELOPMENT

MIAMI BEACH CONVENTION CENTER

<u>Revenue Area</u>	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Rent and Leases	\$ 4,022,959	\$ 3,999,314	\$ 2,710,000	\$ 1,579,000
Concessions	1,341,132	1,153,858	595,000	549,000
Telephone	341,880	472,086	143,000	200,000
Electrical Income	745,542	882,501	492,000	391,000
Services	579,610	605,051	362,000	373,000
Miscellaneous & Other	1,271,750	1,249,233	338,000	349,000
Convention Dev Tax	7,648,637	9,232,506	6,000,000	7,500,000
Interest Earnings	70,301	69,399	97,000	97,000
Retained Earnings				
Total	\$ 16,021,811	\$ 17,663,947	\$ 10,737,000	\$ 11,038,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$ 4,974,642	\$ 5,289,514	\$ 4,550,000	\$ 4,557,000
Operating Expenses	6,130,547	5,152,212	4,505,000	4,444,000
Funded Renewal & Replac	4,543,132	4,506,041	122,000	420,000
Unfunded Depreciation	0	0	0	0
Internal Services	1,303,721	1,113,437	1,560,000	1,617,000
Capital			0	
Total	\$ 16,952,042	\$ 16,061,204	\$ 10,737,000	\$ 11,038,000
Budgeted Positions*	0.50+3.00PT	1.50+1.00 PT	1.50+1.00 PT	1.50+0.00 PT

* Additional Convention Center staff are employees of the management company

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- Although the department's personnel costs increased as stated above, overall, the department's operating budget decreased by \$256,000 or -7% percent. This was primarily due to a FY 2015/16 re-organization in which personnel were transferred to other departments (a \$120,000 reduction), decreases in the Byron Carlyle Theater utility projected expenditure based on prior year, as well as the efficiencies as noted below.

FY2016/17 Efficiencies

- The FY2016/17 budget includes efficiencies totaling \$35,000, including a \$30,000 reduction in the Arts Education program, and a reduction of \$5,000 in the Arts in the Parks program.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Business Environment:

Tourism

The City of Miami Beach has evolved as an international tourist destination and quality residential community. The City's overall goal is to attract quality events that benefit the community, its residents, visitors and merchants, alike. However, as a beach community, the City has emerged as a pre-eminent special event venue, which has created a significant demand on City services and resources. This success presents the challenge of balancing the residential quality of life with the needs of the production industry. A major initiative continues to be major events planning for the City of Miami Beach.

Art Basel Miami Beach, plus more than 40 satellite fairs, Design/Miami, Scope and Untitled continue to solidify the cultural brand of the Miami Beach destination. These events have positioned Miami Beach as a leading destination for the contemporary art world. Cultural and historic tourism has become a leader in the tourism industry not only contributing economically, but also towards community revitalization and quality of life. The Food Network South Beach Wine & Food Festival continuing to expose our local chefs and attract celebrity chefs to open here, has undoubtedly rebranded Miami Beach as a major international culinary destination. The Tourism, Culture, & Economic Development department will continue to work with community partners, with leadership from the Cultural Arts Council (CAC), to build upon Miami Beach's position in the market.

The City played a leadership role in pushing through and continuing to support dramatic changes to the state of Florida's entertainment industry financial incentive through this office's involvement with Film Florida, the statewide film marketing and legislative association. The department will continue to take an active role in pushing for further enhancements to the incentive as the city's Film and Event Production Manager serves as a Past President, an ambassador role which remains active in the organization. The City played a leadership role in trying to change to recent fortunes to the state of Florida's entertainment industry financial incentive through this office's involvement with Film Florida, the statewide film marketing and legislative association. The legislature and Governor have not funded the program for four straight years and the last of the incentivized productions filmed this past year in South Florida. The department will continue to take an active role in pushing for further enhancements via this and other programs at the state and county level as the city's Film and Event Production Manager serves as a Past President, an ambassador role which remains active in the organization. In 2010, while the city's Film and Event Production Manager served as President of Film Florida, the legislature unanimously passed a five year tax credit that, with additional additions to a total of \$296 million, representing over \$1.5 billion in new entertainment spending in Florida, allowing Florida, and Miami Beach in particular, to regain the strong foothold in the entertainment production industry it once had. Recent productions in the area using the incentive have included HBO's "Ballers," Sony/ Netflix's "Bloodline" and many telenovelas. In addition, we service several reality shows, commercials and print shoots and this year hosted portions of the feature films "Alvin and the Chipmunks 4," "Ride Along 2," Paramount's "Baywatch" and the independent production "Moonlight." 2015 saw permit figures drop for the first time in four years as the incentive has trickled to a halt. The

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Miami Beach Film & Print Office issued 1063 permits for a reported \$96,395,501 spent and 30,870 room nights, all in Miami Beach alone. This represents a 6% drop in permits issued and a 25% drop in revenues reported. With NATPE (National Association of Television Program Executives) successfully returning to Miami Beach in January and committing for an additional two years, and with the success of eMerge and the entertainment and tech synergies found there, we are attempting to brand the City as an entertainment and tech hub and will continue to work to express the need for State support. Tourism and Cultural Development have worked with the Visitor and Convention Authority (VCA) to create a companion Miami Beach Incentive to lure productions that use hotel rooms and produce in Miami Beach. The office has also been worked to help ESPN create a permanent radio and television studio to broadcast daily from Ocean Drive and attracted other broadcast components to the City, including the Capital One streaming concert in December.

The Redevelopment Agency's (RDA) primary role is to provide the funding mechanism to undertake capital projects throughout City Center. The RDA also provides lead staff support to the Collins Park Oversight Committee to identify and address community issues and concerns pertaining to public and private development activity.

Economic Development monitors economic conditions that have significant impact to the City and works with the business community to improve the business climate in the City, diversify the City's economy, and to manage a fair balance between the needs of businesses, property owners and residents. The Division works to enhance employment opportunities for residents, maintain and grow the tax base, and to ensure that desired goods and services can be found within the City.

The Colony Theatre continues to be heavily used by the performing arts community, filling a niche in the market. On September 10, 2014, the Mayor and City Commission adopted Resolution No. 2014-28729, approving a Management Agreement between the City and O' Cinema for the Byron Carlyle Theater.

The Bass Museum operates to present a full schedule of exhibitions and educational programs, including youth programs, lectures, concerts, films and educational outreach. In keeping Bass Museum's mission: to inspire and educate by exploring the connections between our historical collection and contemporary art, the staff works year round to attract new and engaging exhibitions that are appealing to South Florida museum patrons.

Real Estate Division

- Maintained 100% occupancy of leasable sites.
- Managed overall portfolio of 155 contracts governing the use of City-owned properties, including 77 leases, concession agreements, and management/operation agreements, plus 75 beachfront concession permits

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Significant Prior Accomplishments:

Miami Beach Convention Center

- The 2015 fiscal year was both busy and exciting at the Miami Beach Convention Center (MBCC) as we prepared for a major renovation while hosting 106 events (23 Consumer Events, 23 Trade Shows, 1 Convention, 21 Meetings, 15 Banquet Events, and 23 Special Events) with 593,853 attendees from around the world visiting our facility. Our annual events once again experienced considerable growth, and our first time conventions and tradeshow witnessed attendance records driven by our very strong Latin American market. The economic impact on the City of Miami Beach and the region resulting from MBCC events continued at a high level. It reaffirmed once again why we are considered one of the largest economic generators in South Florida.
- Some first time events handled by our events team during FY15 included:
 - AARP Life @ 50
 - Mason & Objet
 - The Big Industry Trade Show
 - Vapor World
 - Chauffer Driven Trade Show
- The Miami Beach Convention Center maintained it's highly sought after appeal for international meetings, conventions, and conferences and hosted the 1st Maison & Objet Americas organized by Reed Exhibitions in May 2015. This event brings together the interior design community in the Americas and brought over 6,000 attendees to the Center. Over the next few years, Maison & Objet Americas will grow considerably in size and space. The 2016 show will fill two exhibit halls and host 11,000 attendees and after completion of the Center's renovation in 2018, all four exhibit halls will be occupied.
- Our annual events; Jeweler's International Showcase, Cruise Shipping, The Miami International Boat Show, Florida Supercon, Swimwear Show, America's Food and Beverage Show, The South Florida International Auto Show, The Home Design and Remodeling Show, The Original Miami Beach Antique Show, and Art Basel in Miami Beach all continue to thrive and bring unprecedented crowds to Miami Beach hotels, restaurants and other businesses.
- Customer satisfaction survey results for FY 2015 were 96.15% favorable which is up from the 94.24% favorable survey results for FY 2014.

Colony Theatre

- The Colony Theatre had a strong 2015 fiscal year in terms of notable events and exposure. The venue was fortunate to continue to be the home of annual shows including Miami International Piano Festival, the Brazilian Film Festival, the Turkish Film Festival, the Miami International Ballet Festival, the Miami Lyric Opera, and the Gay and Lesbian Film Festival.
- The Colony successfully hosted many memorable events throughout the year:
 - The Colony Theatre hosted its first Broadway Concert Series featuring Linda Eder, Betty Buckley, and Billy Porter.
 - The Colony Theatre had the privilege of hosting Bianca Del Rio winner of RuPaul's Drag Race Season Six as well as internet sensations Todrick Hall, and Miranda Sings.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

- The Colony Theatre also served as a venue for Thomas Greg & Sons annual conference and performance of What's In The Box.
- The Nelson Foundation presented their Thrive Seminar featuring Daymond John of ABC's Shark Tank.

Bass Museum

- Increased the operating budget by \$497,988 from FY13-14(\$2,529,592) to FY14-15(\$3,027,580).
- Added 1 full-time employee and 3 consultants to staff.
- Celebrated our 50th anniversary at our successful gala.
- Added 5 new board members.
- Finished our re-branding process (to be launched at Bass reopening).
- We presented our most ambitious, best promoted and most attended exhibitions to date:
 - Gravity and Grace: Monumental Works by El Antasui
 - GOLD
 - One Way: Peter Marino
- GOLD traveled to the Neuberger Museum in Purchase NY, where it is currently still on view.
- Dürer to Rubens: Northern European Art from The Bass Museum traveled to the Lowe Museum where it will be on view for one year.
- Our Purvis Young collection travelled to the Black Archives and was on view from December 2014 to March 2015. After the exhibition, the Bass Museum decided to donate the collection to the Black Archives.
- Launched BassX, the museum's exhibition platform during its closure for renovation. BassX is a series of solo artist projects that will be on view in a pop-up gallery in the Miami Beach Regional Library
- Education program was significantly expanded and enhanced with the Creativity in the Community program, held offsite and in three languages in Little Haiti, Little Havana, Overtown, North Miami, and Miami Beach. Additionally, traditional favorites like Bass Babies, Portfolio Classes, and Art Club for Adults continued at the museum (and at the Library after the museum's closure).
- The museum's Internal Expansion project began with the commencement of demolition and construction, with a completion date set for Fall 2016.
- Raised \$497,988 more for operations and programs than the previous year.
- Raised \$3.35m in naming gifts for the museum's endowment.
- Worked with Diane Camber to create the Diane Camber Exhibition Fund, which to date has raised \$139,505.

Cultural Affairs

- Contracted with Arts for Learning Miami to continue arts education programs for Miami Beach youth by offering 28 after-school courses at Scott Rakow, Biscayne Elementary, Flamingo Park, North Beach Elementary and South Pointe Elementary, serving approximately 300 students; preschool programs at 5 Miami Beach preschools serving 150 children ages 3 to 5, and 105 children ages 3-36 months; and 3 performances serving 600 children.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

- Programmed and produced the “Arts in the Parks” free outdoor film and performance series; presented 42 events, attended by more than 20,000 residents and visitors. In addition, 17 cultural grant recipients presented free outdoor performances with Fresh Air Fund funding through the Cultural Arts Council (CAC)
- Managed the Community Benefit Fund rental waiver grants for the Fillmore/Jackie Gleason Theater (12 issued in calendar 2015) and the SoundScape Wall Use Grants (2 issued.)
- Represented the City on the Bass Museum of Art’s board of directors
- Managed the City’s Street Artist Vendor Certification Program
- Reviewed existing cultural grants programs and instituted significant changes to increase effectiveness and impact, including improvements to the new paperless, online application process; managed application, review and contract fulfillment processes
- Awarded \$798,000 in cultural grants through the Cultural Arts Council for the benefit of the residents and visitors of Miami Beach
- Managed the Cultural Affairs website, mbculture.com, and promoted it through an extensive advertising campaign throughout South Florida; produced weekly e-blasts (over 5,000 subscribers) and monthly press releases promoting all Miami Beach arts events; managed text-message arts alerts to 1,500 subscribers
- Met with approximately 60 nonprofit arts organizations to maximize continuing cultural programming in the City
- Adopted a new 5-year strategic plan for the Cultural Arts Council

Tourism & Conventions

- Miami Beach sustained hotel occupancy levels of 77.1% for calendar year 2014 compared to 78.3% for Miami-Dade County, 69.7% in Florida and 64.4% for the United States overall
- Miami Beach also had an average daily room rate of \$251 for calendar year 2014

Special Events

- Supported long-standing special events: Art Deco Weekend, Miami Marathon, Miami Beach Yacht Show, Winter Party, South Beach Triathlon, Gay Pride Parade, Halloween, New Year’s Eve
- Supported major annual citywide activity, including:
 - Art Basel Miami Beach and related events (Design Miami, Scope Art Fair, Untitled Art Fair, Pulse Art Fair and many other hotel events)
 - Food & Wine events: Tasting tent, Burger Bash, Meatopia and others at many hotels

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

- Winter Music Conference events
- Various New Year's Eve events
- Orange Bowl Semifinal game festivities
- Worked comprehensively with event producers, City staff and contract managers to implement improved transportation accessibility plans for major events in light of enhanced congestion related to roadwork
- Participated in major events planning, including the above as well as: Spring Break, Memorial Day, and New Year's Eve

Film

- Coordinated significant Film and Television projects including: Ballers (HBO), Bloodline (Netflix), Baywatch (Paramount) and many reality shows, telenovelas, commercials, and print shoots
- Supported Florida-based filmmakers through initiatives at state film festivals, including Miami International Film Festival and major markets and film festivals, including SXSW (TX), Tribeca (NY) and at trade shows like Produced By Los Angeles.

Art in Public Places (AiPP) (Mar. 2016 and some projects will completed by Sept. 2016)

- Completed selection process for the Miami Beach Convention Center Renovation and Expansion project and recommended six artists for site specific, highly integrated monumental artworks, with an estimated budget of \$6.25M to the Mayor and City Commission for their expected approval July 2016.
- Completed AiPP Five Year Master Plan 2016 – 2020.
- Completed semi-annual maintenance treatment of LED and computer of Tobias Rehberger, "obstinate lighthouse" at South Pointe Park Pier.
- Completed semi-annual maintenance treatment of Tobias Rehberger, "eloquent south pointe park pier gate."
- Art in Public Places collection assessment report.
- Inventory City of Miami Beach two-dimensional artwork.
- Coordinated four shows at City Hall Fourth Gallery Space with the ArtCenter South Florida, Bass Museum, and Jewish Museum of South Florida.
- Scheduled for Sept. 2016, Conservation treatment Roy Lichtenstein, "Mermaid."
- Finalizing Call to Artists Soundscape Park.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Redevelopment Agency (RDA)

- Continued planning and design phase of the Collins Park Garage, which will consist of approximately 400 parking spaces and ground floor ancillary retail space
- Construction commenced for the Bass Museum Interior Space Expansion
- Completed for Euclid Avenue Improvements adjacent to Lincoln Rd
- Continued the Lincoln Road Master Plan Study
- Continued Planning and design to upgrade and improve the City Center RDA's infrastructure with the Convention Center Lincoln Rd Connectors & 17th Street North, as well as the Pennsylvania Avenue to Washington Avenue, Lincoln Road/Washington Avenue to Lenox Avenue projects.
- Commencement of renovation of the Miami Beach Convention Center and surrounding area.
- Worked with geographic information systems to prepare mapping of historic crime, density and commerce data in the redevelopment area

Economic Development

- Initiated and coordinated efforts to create a North Beach Master Plan along with the City's master planning consultant, Dover, Kohl and Partners. This effort included a week-long public design and input charrette with over 1000 participants in the week's activities.
- Staffed the Mayor's Convention Center Hotel Blue Ribbon Panel from its creation in April 2016. This included preparing background information and researching various issues for the Panel as well as preparing all agenda materials and backup information. Efforts also included providing for methods of input by the public at meetings, via email and on Facebook and other social media.
- Staffed the Mayor's Blue Ribbon Panel on North Beach Revitalization from its creation in March 2014 through its sunset in December 2015. This included preparation and coordination of about 30 meetings of the Panel and follow up on items of discussion.
- Co-hosted, along with the Miami and the Beaches Hotel Association, a half-day symposium on attracting new hotel users to North Beach.
- Staffed the Mayor's Ocean Drive Task Force from its creation in June 2015 through its sunset in November 2015. This included the authoring of the Final Report and Recommendations of the Task Force which was presented and adopted by the City Commission in February of 2016.
- Actively worked with the Transportation Department to seek closure of Rue Vendome adjacent

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

to the Normandy Fountain as a first step in creating a fully open-to-the-public plaza around the Fountain.

- Worked with Shulman and Associates architects to design aesthetic improvements to the 71st Street Bridge and a design guidelines package to insure a coordinated theme for future aesthetic improvements to all bridges in the North Beach district.
- Actively worked with the community and the City's Parks and Recreation Department to seek appropriate locations for activity points in North Beach such as a skate park and kayak launches.
- Worked with Shulman and Associates architects to design new entrance features for city entrances at 71st Street and at Harding Avenue.
- The Division continued to promote itself as a liaison office between individual business/commercial property owners and the City permitting and approval departments
- Updated several of the Division's business assistance guides designed to give new business owners a "roadmap" of what is required to open and legally operate various types of businesses within the City as well as provide appropriate contacts at various City, County and State agencies for required permits and/or approvals.
- Maintained the economic development database, refined estimates and methodology, updated the Current Economic Conditions worksheet and data-sets for the City's Environmental Scan, and disseminated demographic data to other departments of the City as requested.

Asset Management

- Negotiated a 10 year lease with Cubiche 105 for the restaurant space at 1555 Washington, at the Anchor Garage, for an initial base rent of \$4.5 M over the initial 10 year term of the lease.
- Reviewed and reapportioned property taxes for the Anchor Garage in proportion with assessed taxable values, potentially saving the City over \$126,000 annually when the leasable spaces are fully occupied.
- Worked with the Procurement Department completing and awarding the RFP for 21st and 46th St Concession which includes the greater of a minimum guarantee of \$122,000 or 25% of gross receipts over \$600,000 along with other value added services to the City.
- Successfully negotiated and executed month to month extension agreements with the following tenants in Historic City Hall in preparation for the new Convention Center and Hotel and the growing City departments, allowing the City to continue receiving monthly net revenues of over \$12,000 while maintaining the flexibility of access to additional office space should the City require it.
 - Wrubel
 - Strang Adams

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

- Paul Sack
 - Gemcor
 - Immunity
 - Alpha (pending)
- Renewed the following leases and concession agreements with a net annual value of over \$881,000
 - SB Wax
 - Mr. R. Sports
 - Smith and Wollensky
- Executed the following leases and concession agreements with a net annual value of over \$246,000
 - Mr R. Sports (expanded space)
 - Blissberry
 - Crown Castle
 - South Pointe Market
 - Art Connection
 - Care Resource
- The Miami Beach Police Department approached the Office of Real Estate with a budget of \$12 per square foot for at least 5,000 square feet of warehouse space. Far exceeding expectations, the Office of Real Estate acquired 18,200 square feet of warehouse space for \$4.29, negotiated down from an initial asking of \$5.93, for use by PD as an evidence and impound lot.
- Evaluated and selected Skyline property management software for the Office of Real Estate to improve efficiencies in contract compliance including invoicing of late fees, timely notices, and tracking and requesting submittals of required documents.

Tourism, Culture, & Economic Development Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments	# of agreements managed by Tourism per person (Currently 2 positions)	38.5	45	42	45	55	
Ensure Expenditure Trends are Sustainable Over the Long Term	Revenue generated through sponsorship and advertising	\$493,826	\$518,878	\$672,050	\$549,500	\$549,500	<ul style="list-style-type: none"> •Expand usage of community benefit fund •Release CAC endowment over a 3 year period for public benefit arts programming
	Net of revenues and expenditures - Convention Center Operations	*	*	0	0	0	
	Ongoing value of in-kind sponsorships	\$58,870	\$232,937	\$344,046	\$165,000	\$165,000	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of professional development hours completed per employee - TCD	*	*	*	2	2	
	Average # of days to process a special event permit	*	*	*	5	5	
	Average # of days to process a film and print permit	*	*	*	2	2	
Improve City's Managerial Leadership to Reward Innovation and Performance							<ul style="list-style-type: none"> •Citywide rebranding and implement licensing program
Enhance External and Internal Communication From and Within the City							<ul style="list-style-type: none"> •Develop a regular e-news communication, on a monthly basis, for MB businesses and increase subscriptions and outreach efforts by importing other existing email lists and better coordination of meetings
Ensure Comprehensive Mobility Addressing All Modes Throughout the City							<ul style="list-style-type: none"> •Expand availability of parking on Collins Ave corridor
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive							<ul style="list-style-type: none"> •Complete a Community Consensus Cohesive Master Plan for the North Beach Neighborhood, including educational initiatives •Implement North Beach streetscape pilot program

Tourism, Culture, & Economic Development Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Alliance with Key Business Sectors, Namely Hospitality, Arts & International Business With a Focus on Enhanced Culture, Entertainment, and Tourism	KPI: Occupancy percentage at the Miami Beach Convention Center (Industry Average)	56%	37%	22	70%	TBD	
	KPI: % of businesses rating effect of Miami Beach convention center on businesses	n/a	39%	n/a	53.8%	n/a	
	KPI: % of businesses rating effect of tourism on business	n/a	65%	n/a	72%	n/a	
	Annual Event bookings at Miami Beach Convention Center	115	173	100	115	115	
	Attendance at Bass Museum	47,162	64,323	53,093	40,000	40,000	
	Total # of special events permits processed	256	178	296	240	240	
	Total # of film and prints permits processed	934	907	953	900	900	
	Total grant award amounts - FY - (TCD-Scan)	\$650,000	\$710,000	\$730,000	\$710,000	\$710,000	
Enhance Cultural and Recreational Activities	Attendance at Arts in the Park events (includes Soundscape Cinema)	19,945	19,535	22,960	16,000	16,000	
	KPI: # of attendees at Colony Theater	28,836	25,719	21,743	30,000	30,000	
	KPI: # of attendees at Byron Carlyle Theater	4,517	4,148	20,279	10,000	10,000	
	KPI: # of attendees at Filmore Theater	135,017	145,376	119,938	120,464	120,464	
	# of events at Colony Theater	*	*	108	150	150	
	# of events at Byron Carlyle Theater	*	*	90	500	500	
Maximize the Miami Beach Brand as a World Class Destination	KPI: # of overnight visitors (in millions) stayed in Miami Beach hotels	6.2	7.0	7.2	TBD	TBD	<ul style="list-style-type: none"> •Improve and use the City's standing in key business site selection and relocation indices to attract new business and improve the market for existing businesses •Create incentives program to facilitate desired industry diversification •Explore Options for Miami Beach Historical Exhibits •Develop revitalization plan for Washington Ave. to include feasibility of creation of Business Improvement District (BID)
	KPI: average hotel room rate	\$242	\$304	\$314	\$292	\$250	
	KPI: average hotel room occupancy	78.1%	81.9%	79.30%	78.7%	TBD	
	KPI: % of businesses that would recommend Miami Beach to others as a place to run a business	n/a	82%	n/a	61%	n/a	
Achieve Educational (K-12) Excellence	# of students served in City of Miami Beach funded Arts for Learning program	1,555	2,354	2,706	1,155	1,155	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Critical Success Factors:

- The effective management of major event periods and special events is vital to the success of the City and our ability to remain a world class destination for visitors and residents. Much of this relies on the City's ability to predict major event periods and allocate appropriate resources during these periods.
- The passage of state film incentive has already lead close to \$1 Billion in new production in the state, once completed. Enhancement of this incentive will continue this success, lead to more shows and infrastructure, and make Miami Beach a prime capital of entertainment production.
- Continue to offer Cultural Grants support to nonprofit arts organizations for their essential contributions to our economic health and quality of life.
- Enhancing the Miami Beach Convention Center's ability to serve the convention, trade and consumer show industries. Key to MBCC's success is the role of the managing agent of the facility and the GMCVB's role as the marketing and booking organization for the City, specifically;
 - Ability to provide the highest level of service in all departments to users of the facility
 - Ability to address renovations or expansions of existing facilities in order to compete for convention and corporate business
 - Ability to secure competitive housing packages for convention, tradeshow, and corporate groups looking to come to the destination
- Marketing the City's cultural venues (Bass Museum of Art, Fillmore Miami Beach at the Jackie Gleason Theater, Colony, and Byron theaters) in order to provide great international culture to the public through the visual and performing arts.
- Continue to attract quality events throughout the year through successful partnerships with the VCA and GMCVB.

Economic Development

- Adoption and adherence to economic development and revitalization strategy plans for various areas of the City and the City as a whole
- Continued networking and communication with the general public including residents, property owners, business owners/operators, and visitors to gauge interest in various economic development initiatives and supportable business sectors.
- Access to local/zip code level market information especially the real estate and job markets.
- Improved website development to insure more and detailed information instantly available to the public, site selection consultants, and potential business owners.
- Ability to network and interact with the business and development communities to encourage new and expanding private investment in the City.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Real Estate Division

- Communication and coordination with Property Management and the Finance Department
- Provide continuing education opportunities for staff to stay current on market trends and industry standards.

Redevelopment Agency (RDA)

Ability to work with the County Commission to extend the term of the Miami Beach Redevelopment Agency to insure sufficient funding for renovation of the Miami Beach Convention Center and the inclusion of hotel to the convention center area.

Future Outlook:

- The Convention Center's success hinges upon the ability to be able to secure competitively priced housing packages for attendees. Initiated and coordinated efforts to create a North Beach Master Plan along with the City's master planning consultant, Dover, Kohl and Partners. This effort included a week-long public design and input charrette with over 1000 participants in the week's activities.
- Staffed the Mayor's Convention Center Hotel Blue Ribbon Panel from its creation in April 2016. This included preparing background information and researching various issues for the Panel as well as preparing all agenda materials and backup information. Efforts also included providing for methods of input by the public at meetings, via email and on Facebook and other social media.
- Staffed the Mayor's Blue Ribbon Panel on North Beach Revitalization from its creation in March 2014 through its sunset in December 2015. This included preparation and coordination of about 30 meetings of the Panel and follow up on items of discussion.
- Co-hosted, along with the Miami and the Beaches Hotel Association, a half-day symposium on attracting new hotel users to North Beach.
- Staffed the Mayor's Ocean Drive Task Force from its creation in June 2015 through its sunset in November 2015. This included the authoring of the Final Report and Recommendations of the Task Force which was presented and adopted by the City Commission in February of 2016.
- Actively worked with the Transportation Department to seek closure of Rue Vendome adjacent to the Normandy Fountain as a first step in creating a fully open-to-the-public plaza around the Fountain.
- Worked with Shulman and Associates architects to design aesthetic improvements to the 71st Street Bridge and a design guidelines package to insure a coordinated theme for future aesthetic improvements to all bridges in the North Beach district.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

- Actively worked with the community and the City's Parks and Recreation Department to seek appropriate locations for activity points in North Beach such as a skate park and kayak launches.
- Worked with Shulman and Associates architects to design new entrance features for city entrances at 71st Street and at Harding Avenue.
- The Division continued to promote itself as a liaison office between individual business/commercial property owners and the City permitting and approval departments
- Updated several of the Division's business assistance guides designed to give new business owners a "roadmap" of what is required to open and legally operate various types of businesses within the City as well as provide appropriate contacts at various City, County and State agencies for required permits and/or approvals.
- Maintained the economic development database, refined estimates and methodology, updated the Current Economic Conditions worksheet and data-sets for the City's Environmental Scan, and disseminated demographic data to other departments of the City as requested.

Trade and consumer shows continue to drive business at the Convention Center.

As mentioned, the City of Miami Beach has become one of the most sought-after locations for events and film productions. In order to maintain our position over the next five years, the City has to efficiently manage productions and their impact on the community. Doing so requires a delicate balance of the competing needs to ensure this position.

The steadily growing importance of the nonprofit arts field will continue to positively impact both tourism and the local economy. The public sector must somehow address decreasing funding from corporate sources to assure that this growth continues.

The Redevelopment Agency's objective over the next five years shall focus on the planning and implementation of capital projects associated with, but not limited to, the Convention Center Master Plan, construction of the Collins Park parking garage; the second phase expansion of the Bass Museum, a master plan for Lincoln Road and improvements to the area, and completion of the City Center streetscape improvements.

Economic Development conditions will continue to expand with Miami Beach currently rebounding from the economic downturn faster than most communities in the region and the State. Impacts to small and neighborhood businesses will increase as the development community seeks to restart construction and redevelopment around the City which may "price out" these businesses. Larger and entertainment related businesses will be impacted by competition from rising development on the mainland. Current opportunities to plan economic visions and directions for the various economic areas of the City as well as the City as a whole should be explored. Inclusion in the plans of financial and development inducements to attract desired business types to each of the areas should also be explored. Such plans will insure all players are

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

heading in the same direction, increase certainty for the business community thus enhancing the potential to attract private investment.

Real Estate forecasts moderate to strong growth in rental revenues as economic conditions continue to rebound. Tenants paying a percentage of gross revenues are optimistic about continued growth. Most contracts with flat-fee rents contain rent escalators requiring either a fixed percentage increase in rent, or an increase based upon the Consumer Price Index.

MIAMIBEACH

CAPITAL IMPROVEMENT PROJECTS

Department Mission/Purpose Statement:

We are dedicated to the management of the City's capital construction efforts and to provide the platform to comprehensively address the goals set forth in the General Obligation Bond program, the Water and Wastewater Bond program, the Stormwater Bond program, and the Redevelopment Area Infrastructure Program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment.

Department Description:

The City established the Capital Improvement projects Office (CIP) in the summer of 2001 to consolidate the City's capital construction effort into a single entity that would serve as a focal point for planning and construction management activities. The City's CIP Office current program includes unparalleled investments in quality of life infrastructure including prioritization of sea level rise with storm water and ROW Improvement projects, Parking facilities, Parks improvement projects and Sustainability & Resiliency projects necessary to improve enhance and maintain facilities and infrastructure to meet the service demands of residents and visitors of the City of Miami Beach. The Capital Improvement program is funded by authorized bonds including, General Obligation, water/sewer, and storm water funding at the same time. CIP is presently managing nearly 70 active projects in planning, design and construction phases. CIP's goal is to advance the majority of these projects to completion within the next five years.

CIP staff is composed of senior management, project managers in different categories of experience and responsibility, financial managers, field inspectors, public information specialists and administrative personnel. Over the years, the department has instituted new and innovative means of procurement of contractors and consultants. The procurement methods for projects the department is now managing include: design-build, construction management at risk, and design-bid-build. This has brought to the City new contractors and consultants which have proven to be better prepared to tackle the immense tasks of the department.

See Attached Table of Organization

Assistant City Manager

**Capital Improvement Department
Director's Office**

Formulates direction and policies for department; oversees all divisions and all projects; coordinates and works to resolve interdepartmental issues with projects; approves all financial transactions (payments, encumbrances, etc.); develops and enforces all City policies, processes and procedures.

Administration

Financial/ Administrative

Provides financial and administrative support for the Department; includes development and monitoring of operating and capital budget, processing payroll, processing invoices/applications for payment; encumbering funds, receptionist responsibilities, scheduling of meetings, and other support as maybe required.

Performance Measures/Records Management

Provides project control support in the areas of records management, project management software applications, construction scheduling systems, work processes and reports needed to support construction management efforts for all Capital Projects.

Community Outreach

Overseas and coordinates communications for all capital projects, from the planning through the construction phase; updates and maintains the departmental website; builds relationships with HOA's, NA's, and other civics groups within the City and updates these groups as it relates to capital projects; develops, execute and overseas communication strategies for the department; coordinates projects closely with internal City Departments, including the Office of Communication, and produces materials for distribution through internal City media (MB Magazine and City Vision).

Quality Assurance/Quality Control/Inspections

Standardization of quality control practices and processes during planning, design and construction; field inspections of project construction sites and reporting observations to Project Managers.

**Construction Management
Division**

Construction Management

Manages the development and implementation of capital projects during the planning, design, permitting and construction phases, including coordination with City Departments, Consultants, Regulatory Agencies and Community groups; responsible for estimating, scheduling and quality control of all capital projects, reviews and approves consultants' contractors' payment applications, change orders, budget allocations, construction schedules, and compliance with contract documents.

CAPITAL IMPROVEMENT PROJECTS

Fiscal Environment:

CIP is funded by chargebacks to capital projects managed by the office. Project budgets are finite, and the chargeback allocations calculated from those budgets are also finite. Although a significant percentage of the right-of-way (ROW) neighborhood projects have been completed or are in construction, future project funding needs will require the City to issue additional Water/Sewer and Stormwater Bonds. Additional funding from General Obligation Bonds may also be required in order to fully complete the construction of the many projects in the Capital Program and fulfill the promises made to the residents. In 2014, the City Commission approved the recommendation of the Flooding Mitigation Committee to amend the City's Stormwater Management Master Plan by modifying the design criteria to meet the continuing flooding conditions in the City. The sea level design criteria were changed to reflect seasonal high tides requiring all drainage outfalls to be pumped and the discontinuance of the existing injection wells. Subsequently, City Commission approved the recommendations of the Mayor's Blue Ribbon Panel on Flooding and Sea Rise to design and implement the upgrade of the City's Stormwater Management systems to meet the new design criteria with a potential estimated additional cost of over \$300 million and with a target completion timeframe between 3 to 5 years. The estimated cost includes the Stormwater portion of future neighborhood projects, the retrofit of some previously constructed neighborhood Stormwater systems, and miscellaneous Stormwater upgrades. The issuance of Stormwater Revenue Bonds in 2015 provided the first \$100 million in funds to finance the enhancements to the Stormwater System.

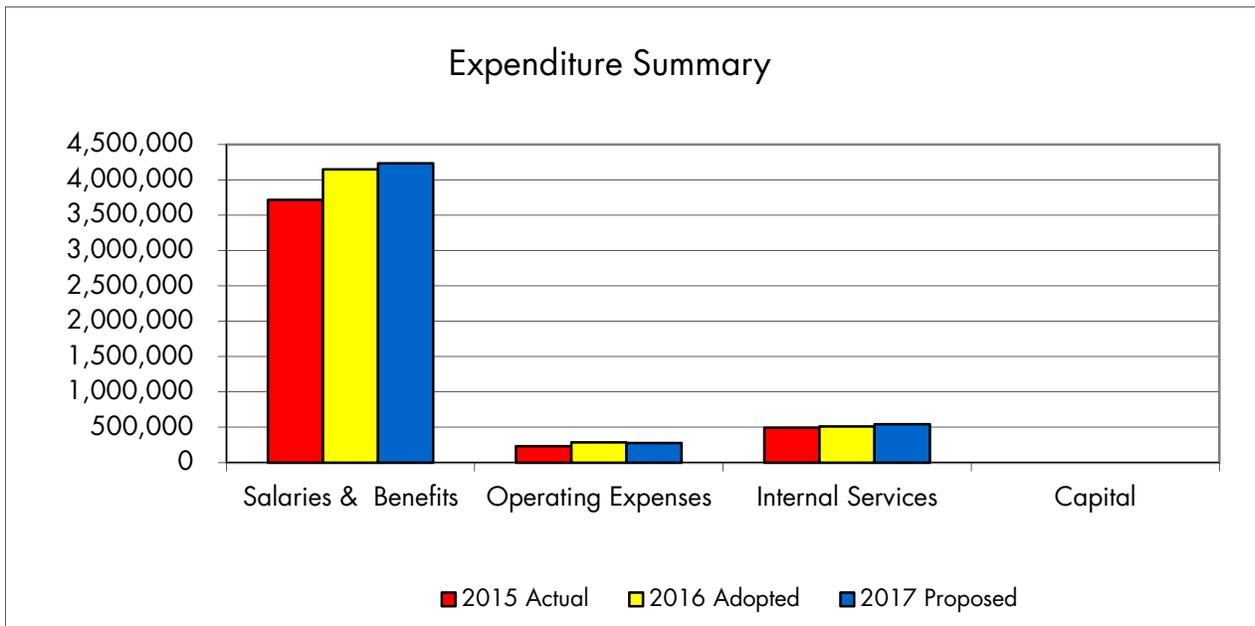
Business Environment:

The Office of Capital Improvement Projects (CIP) is a construction management organization managing large Capital Projects from project inception to project completion. The principal goal of the department is to meet the expectations of the City of Miami Beach residents and Client Departments. Internal "client" departments include Public Works, Parking, Parks and Recreation, Property Management, Office of Housing and Community Services, Fire Department, Police Department, etc. The delivery of large Capital Projects involves a myriad of processes and requires a high level of coordination among all stakeholders which includes residents, Home/Neighborhood Owner Associations, elected officials, owner agencies, regulatory agencies, etc. Stakeholders often play a significant role in the definition and the design of a project from its inception to its construction. CIP also works with all Commission Committees and appointed boards such as Finance and Citywide, Neighborhoods/Community Affairs, Sustainability & Resiliency, Design Review Board, Historical Preservation Board, etc. in the development and successful implementation of all Capital Projects.

CAPITAL IMPROVEMENT PROJECTS

Departmental Financial Summary

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	3,863,925	3,714,159	4,149,000	4,231,000
Operating Expenses	158,203	229,795	287,000	278,000
Internal Services	471,395	490,774	509,000	542,000
Capital	0	0	0	0
Total	\$ 4,493,524	\$ 4,434,728	\$ 4,945,000	\$ 5,051,000
Total Budgeted Positions	34	36	36	36



CAPITAL IMPROVEMENT PROJECTS

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$106,000 or 2% percent, primarily due to an \$82,000 increase in FY 2016/17 personnel expenses and a \$33,000 increase in internal service charges. The increases in personnel expenses and internal service charges were offset by a \$9,000 decrease in operating expenditures.

CAPITAL IMPROVEMENT PROJECTS

Significant Prior Accomplishments:

- Developed a 5-year recurring implementation schedule for funded projects.
- Addressed a general policy for the under-grounding of franchised utilities in neighborhoods interested in the matter and currently implementing the process in two neighborhoods in conjunction with the residents, Florida Power and Light, AT&T and Atlantic Broad Band (ABB).
- Improved internal administrative processes, such as payment processing, budgeting, and project scheduling.
- Completed the Property Management Facility, the first City of Miami Beach certified LEED Building. Leadership in Energy and Environmental Design, promotes sustainable design and construction practices that reduce the negative environmental impacts of buildings and improve occupant health and well-being. The project achieved LEED Gold certification due to an efficient design and performance that incorporates construction materials with high recycled and regional content, 35% reduction in water-use, 28% savings in energy, and an overall better air quality due to the use of low Volatile Organic Compound (VOC) paints, adhesives, coatings and flooring; and high quality air filters.

Completed and/or Substantially Completed the following projects:

FY 2014/15

- Bandshell Park Master Plan Improvements
- Bayshore A – Central Neighborhood Improvements
- City Center BP 9C – City Center Lincoln Road
- Flamingo Drive Curb & Gutter Replacement – 24th Terr – 28th Street
- Flamingo Place Milling & Resurfacing
- Lifeguard Stands Replacements (2 lifeguard towers)
- Scott Rakow Youth Center – Ice Rink Mechanical Repairs
- Scott Rakow Youth Center Facility Upgrade
- South Pointe Neighborhood – South Pointe Drive Median Enhancement
- South Pointe Neighborhood Phase III, IV, and V Improvements
- Surface Lot 09E – 69th Street and Harding Avenue (East)
- Surface Parking Lot 12X – 900 Washington Avenue
- Surface Parking Lot 17X – Collins Avenue and 13th Street

First Quarter FY15/16

- 7th Street Parking Garage Renovation
- Lifeguard Stands Replacements (4 lifeguard towers)
- North Beach Domino Park
- Property Management Facility
- South Pointe Park – Landscape and Turf Rehabilitation

Projects Under Construction include:

- Audible Pedestrian Countdown Signals Ph II

CAPITAL IMPROVEMENT PROJECTS

- Bayshore B – Lower North Bay Road
- Bayshore D – Sunset Islands III & IV Neighborhood Improvements
- Flamingo Park Soccer Field
- Flamingo Park Restrooms Facility
- LED Lighting Installation
- Lifeguard Stands Replacement (7 lifeguard towers)
- London House Renovation
- Normandy Isle Neighborhood – Phase II
- Palm & Hibiscus Neighborhood Improvements
- South Point Drive Medians Uplighting
- South Pointe Landscaping Ph II
- South Pointe Park – Landscape and Turf Rehabilitation
- South Pointe Park – Water Feature Remediation
- Venetian Islands Neighborhood Improvements

Projects in the bidding phase include:

- Central Bayshore South Neighborhood Improvements
- Police Station Building-Firing Range Ventilation System Replacement
- West Avenue - Phase II Improvements South of 14th St
- West Avenue - Phase II Improvements North of 14th St
- Stormwater Pump Station at 19 Street East of Meridian
- Stormwater Pump Station at North East Corner Convention Center

Projects in the design phase include:

- Allison Park Redesign
- Altos del Mar Park
- Beachwalk II - Phase II
- Biscayne Point Island Entrance Renovation
- Collins Park Parking Garage
- Española Way Conversion between Washington and Drexel
- Flamingo Park Master Plan – Parkwide Improvements
- Kayak Launch Docks – North Beach
- Lincoln Road Improvements - Washington Av to Lenox Ave
- Lincoln Rd Connectors
- Mid Beach Community Park (formerly Par 3)
- Mid Beach Recreational Corridor Ph 1
- Mid Beach Recreational Corridor Ph 2
- Mid Beach Recreational Corridor Ph 3
- Muss Park Pavilion
- North Shore Open Space Park Renovation
- Public Works Facility

CAPITAL IMPROVEMENT PROJECTS

- Seawall-Muss Park Rehabilitation
- Shared Path on Parkview Island Park 73rd - 77th St
- Sunset Islands I & II Guardhouse
- Surface Parking Lot P2 (1A) – Penrods at One Ocean Drive
- Surface Parking Lot P11 (02B) Meridian Ave and 6 St
- Surface Parking Lot P23 (4D) 16th Street and West Avenue
- Surface Parking Lot P59 (08H) 4001 Prairie Ave
- Surface Parking Lot P87 (24C) 6972 Bay Dr.
- Surface Parking Lot P91 (22x) North Shore Youth Center
- Surface Parking Lot P106 (9F) 75th & Collins

Projects in the planning phase include:

- 51st Street bike lane between Alton Road and Pine Tree Drive
- 72nd Street protected bike lane
- 73rd Street protected bike lane
- Alton Road between Chase Avenue and North Michigan (off road pathway)
- Carl Fisher Clubhouse Restoration
- Euclid Avenue between 5th Street and 16th Street protected bike lane
- Fire Station No. 1 Renovation
- La Gorce Neighborhood Improvements
- Maurice Gibb Park Redesign
- Meridian Avenue between 28th Street and Dade Boulevard (off road pathway)
- North Shore Bandshell Tent (Canopy)
- North Shore Neighborhood Improvements
- Parking Garage at Parking Lot P13
- Parking Garage at Parking Lot P16
- Parks Maintenance Facility
- Police Headquarters Visitors' Parking Garage
- Surface Parking Lot 19B – Collins Ave. & 53rd Street
- Surface Parking Lot 24B 971 71 Street
- Surface Parking Lot 25X 7061 Bonita Dr
- Surface Parking Lot P48 Bass Museum

Capital Improvement Projects Dept. Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Expenditure Trends are Sustainable Over The Long Term							<ul style="list-style-type: none"> Evaluate and Improve energy efficiency by creating standards building standards as it relates to building materials for retrofit of existing buildings and new construction
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of days to process invoices from contractors and consultants	26	26	26	25	25	
	% of respondents rating quality of CIP ROW project as good or better	*	*	*	80%	80%	
	% of contractors evaluated	*	*	*	100%	100%	
	% of consultants evaluated	*	*	*	100%	100%	
Enhance External and Internal Communication From and Within the City							<ul style="list-style-type: none"> Develop a regular e-news communication, on a monthly basis, for MB businesses and increase subscriptions and outreach efforts by importing other existing email lists and better coordination of meetings
Ensure Reliable Stormwater and Resiliency Against Flooding by Implementing Select Short and Long-Term Solutions Including Addressing Sea-Level Rise	% of active ROW projects meeting the most current stormwater management criteria	*	*	*	100%	100%	<ul style="list-style-type: none"> Develop and implement a funding mechanism for construction of a system to mitigate issues created by sea level rise over the next 20 years: Expand utilization of outsources vac-on services for annual stormwater main cleaning by increasing contractual maintenance; Provide enhanced stormwater pump maintenance with more preventive maintenance and bi-monthly inspections by creating contractual maintenance; Provide additional leadership of the expanded stormwater program by adding a Stormwater Superintendent position; Enhance cleaning operations and stormwater maintenance projects by adding two Field Inspector positions; Enhance capabilities in drainage analysis and stormwater modeling by adding a Civil Engineer position; Improve ability to produce drawings, sketches, and maps by adding an Engineering assistant position Develop mitigation plan for sea level rise anticipated over the next 50 years per year

Capital Improvement Projects Dept. Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Build and Maintain a Priority Infrastructure With Full Accountability	KPI: % of projects with substantially completed construction and in beneficial use within 120 days of construction schedule	96%	100%	100%	100%	100%	
	KPI: % of residents rating recently completed capital improvements projects on Miami Beach as excellent or good	*	77%	*	56%	*	
	KPI: % of businesses rating recently completed capital improvements projects on Miami Beach as excellent or good	*	80%	*	n/a	*	
	Total change order value as percent of original contracted construction amount	9.7%	8.4%	11.7%	8.0%	8.0%	
	% of CIP projects for which the close-out procedure was completed	*	*	100%	100%	100%	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

CAPITAL IMPROVEMENT PROJECTS

Critical Success Factors:

- Availability of project funding sources
CIP is solely funded by charge backs to the particular projects managed by the office.
- Delivering construction projects within budget while meeting the required level of service
CIP has implemented a model for constructability reviews which provides a standardized or consistent process for reviewing construction documents for constructability as well as re-evaluating control budgets prior to the issuance of invitations to bid or requests for proposal. Constructability reviews also identify opportunities for alternate construction means and methods which could shorten the projected construction schedule.
- Delivering construction projects within approved schedules
In order to maximize the utilization of our project management teams, CIP has implemented more sophisticated software and measures for project scheduling, planning and tracking.
- Meeting expectations of Client Departments
CIP has worked with the internal "client" departments and other reviewing departments to streamline the processes related to the planning, design and construction of the Capital Improvement Projects. CIP continues to look at ways in which the processes are further improved to achieve better efficiency and effectiveness. Discussions are frequently held with the client departments to evaluate the current project status and to look for opportunities to implement a more effective and efficient way to address regulatory requirements, as well as client department operational items. Addressing these requirements early in the process is key to maintaining project schedules as well as identifying budget impacts, if any.
- Meeting expectations of residents by expanding Communications Efforts and Community Outreach
Another key component to the department's critical success is meeting the expectations of the City's residents. CIP has a very successful Community Outreach Program that coordinates communications with residents and businesses for all capital projects, from the planning through the construction phase; updating and maintaining the departmental website; building relationships with home owners associations (HOAs), neighborhood associations (NAs), and other civic groups within the City to provide updates to these groups as it relates to capital projects.

Communication is a key to success and the City has many tools to increase community awareness. Construction in a dense, urban, coastal barrier island surrounded by a national aquatic preserve poses many challenges to the designers and the contractors. Anti-degradation policies for Biscayne Bay, coupled with high levels of naturally occurring ammonia and existing contamination due to man-made activities and sea level rise issues, increase the difficulty of complex infrastructure projects. Increased efforts to communicate these difficulties have raised awareness in the community and have helped explain how they impact the

CAPITAL IMPROVEMENT PROJECTS

community during construction. The City's Capital Improvement Program is one of the most ambitious programs in the South Florida area. Communicating the accomplishments as well as the challenges is a means to raising the awareness of the constituency. Gaining the support of the constituency is critical since they are the end users that receive the benefit of the many projects that are being constructed in pursuit of improving the resident's quality of life. Communicating the work to be performed and the work completed is also a communication strategy that needs to be implemented more effectively so that residents and visitors alike are aware of forthcoming activities and can plan appropriately so that they can mitigate their perceived impacts. Media such as the internet, print and video will be used to communicate the department's message in collaboration with the City's Communications Department so that communications are streamlined, accurate and concise.

Future Outlook:

In the next five years the CIP office will continue to deliver projects and advance the design and construction of Parks, Parking Garages, Parking Lots, Bike Paths, Infrastructure Improvements, Streetscape Improvements, and other City Facilities.

With nearly 16 projects in construction and over 30 additional projects in design, permitting, and procurement phases, with a construction value of approximately \$400 million (not including planning projects), construction activity is expected to peak within the next two to three years.

Other possible issues that continue to affect the program is the feedback from the community as projects come on line and additional improvements that arise, after the fact, from internal owner departments. The streamlining of internal reviews, especially, will continue and CIP will continue to make every necessary effort towards reducing review times, expediting comments, and reducing comments which are not relative to the established scope and budget of projects. These issues continue to be managed by the team to determine appropriate and expedient solutions.

FLEET

Department Mission/Purpose Statement:

We are committed to be a well-managed provider of quality and cost-effective fleet services.

Department Description:

Fleet Management maintains and repairs the City's fleet of approximately 1,226 vehicles and equipment. This total includes (842) sedans, SUVs, light trucks, and vans, with the balance comprised of a variety heavy-duty trucks and specialty equipment, such as construction equipment, street sweepers, vacuum trucks, light towers, generators, all-terrain vehicles, watercraft, trailers, and pressure washers. Fleet also maintains 57 vehicles for the Village of Key Biscayne.

Department responsibilities and activities include:

- Repairing and Maintaining Vehicles and Equipment – Includes scheduled preventive maintenance and repairs representing approximately 8,000 service work orders per year. Vehicles are assessed for replacement, during their life cycle, based on criteria as determined by Fleet Management and City policy. Age, mileage, repair history/cost and general condition are key factors considered when scheduling vehicle replacement.
- Managing Automotive Warehouse Operations – Includes ordering and receiving of parts, tools, uniforms and maintenance supplies; parts order fulfillment for mechanic service work orders; inventory management; ordering of lubricants; disposal of used tires and discarded balancing lead weights; and receiving over (100) bulk fuel deliveries per year.
- Purchasing Vehicles and Equipment – Includes utilization of competitively procured contracts; piggybacking from State and County contracts; issuing requests for quotes and proposals; and providing up-fitting of new vehicles with safety and utility equipment utilizing Fleet and outside vendor resources. Approximately (150) vehicles and equipment, with a value in excess of \$7-million are projected to be ordered during FY 2017.
- Purchasing, Dispensing and Distributing Fuel – Includes management and maintenance of dispensing facility at Terminal Island; administration of Fuel Card Program and various retail accounts; inventory management; tanker distribution of gas and diesel fuel to various City facilities; fuel management system administration, maintenance and repair; and fuel key management. Approximately 850,000 gallons of fuel were purchased during FY 2016.
- Disposing of Surplus Vehicles and Equipment – Based on various replacement criteria including age, mileage, repair history/cost and general condition. Disposal channels include live and on-line auctions as well as City Commission approved donations. Surplus automotive metal parts and components are collected and sold at scrap value.
- Providing Fleet Support Services – Include responding to emergency callouts for towing and wrecker services for City vehicles on a 24/7/365 basis; driver license checks; collaborating with Risk Management on accident investigations; overseeing outside car wash services; monitoring and administering citywide charges for toll and red light violations; coordination of speedometer testing and vehicle safety inspections; training support in the operation of specialized equipment; and vehicle tag title and registration services.
- Providing Administrative and Planning Support Activities – Includes interaction with over 100

FLEET

vendors; verification, tracking, approving and processing invoices representing over 8,000 vendor transactions and purchasing card transactions per year; chargeback billing to departments for services and products provided; processing monthly off-road fuel tax reimbursements with the State; overseeing compliance with all operating permits; and collaborating with all departments in developing vehicle replacement budgets that meet their operational needs.

See Attached Table of Organization

Assistant City Manager

**Fleet Administration
Office of Director**

Directs the City's vision and goals within Fleet Management, while ensuring Fleet's Key Intended Outcomes are established and Key Performance Indicators are met. Directs the day to day Fleet Management activity. Establishes goals and objectives and set standards for the Division. Responds to the administration and users in providing a quality level of service.

Fleet Administration

Is responsible to acquire and provide vehicles and equipment that are suitable for use by the individual departments. Manages the life cycle of the vehicle/equipment. Provides fuel and lubrication to operate vehicles and equipment. Provides training and policies and procedures to maintain vehicle/equipment. Develops Vehicle/Equipment bid specification packages. Develops reports to track and measure Fleet's performance. Maintains a database for the purpose of department monthly billing, vehicle/equipment tracking and automotive parts inventory. Processes employee payroll and vendor invoices. Handle all Fleet department Human Resources functions. Track employee compliance for maintaining a valid Drivers License. Provide, track and monitor vehicles with Sunpass. Identify employees in City vehicles that committed a traffic violation and ensure the appropriate resolution is handled.

Fleet Operations

Oversees the day to day fleet operations. Ensure preventative maintenance is performed on vehicles/equipment. Schedules and expedites the mechanics work load to maintain vehicles/equipment in a safe and operable manner. Ensure vendors provide warranty work as required. Prepare estimates and identify collision repair vendor for accident repairs. Provide road call and towing service. Provide specialized fabrication as required. Provide Fuel Service to City Facilities, watercraft and offroad vehicles.

Warehouse Operation

Warehouse Operations orders, stocks and issues automotive parts required for the operation and maintenance of vehicles/equipment. Maintain a perpetual inventory stocking level to meet customers expectation. Maintain the fleet building facility maintenance program.

FLEET

Fiscal Environment:

The Fleet Management Department is an Internal Service organization, deriving its revenue from all departments that operate City-owned vehicles through a department chargeback process on a “pay-as-you-go” basis. Charges are made for fuel dispensed with a 13-cent markup to support fuel operations assets and activities, including fuel dispensers, fuel tanker truck, and automated fuel tracking system, and related computer hardware and software. Mechanic labor rates average \$93.00/hour. Vendor sublet rates are marked up by 10% and parts are marked up by 20%. Charges cover Fleet Management’s administrative and operating expenses for services and warehouse operations. Fleet Management purchases replacement vehicles for the General Fund departments through a depreciation chargeback process. Vehicles are replaced based on age, mileage, condition and repair costs. The Internal Services fund budget structure, in conjunction with General and Enterprise Funds, have provided a stable funding source for vehicle replacement and maintenance.

Fleet Management continues to provide maintenance and repair services for the Village of Key Biscayne’s vehicles. This partnership provides additional revenue to Fleet Management while assisting the Village of Key Biscayne.

Business Environment:

The Fleet Management Department has diverse responsibilities within the City and works closely with client departments to ensure that their vehicles and equipment support their operational needs and that their expectations are met. In this capacity, Fleet provides a wide range of support services to end users, including necessary training to maintain and operate vehicles and equipment safely. Client departments are made aware of the importance of having their vehicles/equipment brought to Fleet for preventive maintenance, when scheduled, to ensure that the cost of repairs is minimized. Operating and care practices of vehicles/equipment can also impact Fleet Management’s business environment and its client departments operation. Fleet Management strives to use best industry practices to provide cost effective fleet services and seeks to exploit technology to improve business processes and services.

The department reviews internal processes, as well as key existing contractual and professional partnerships, on an on-going basis to identify improvement opportunities and seek the most cost-effective balance between in-house and outsourced services.

FLEET

Departmental Financial Summary

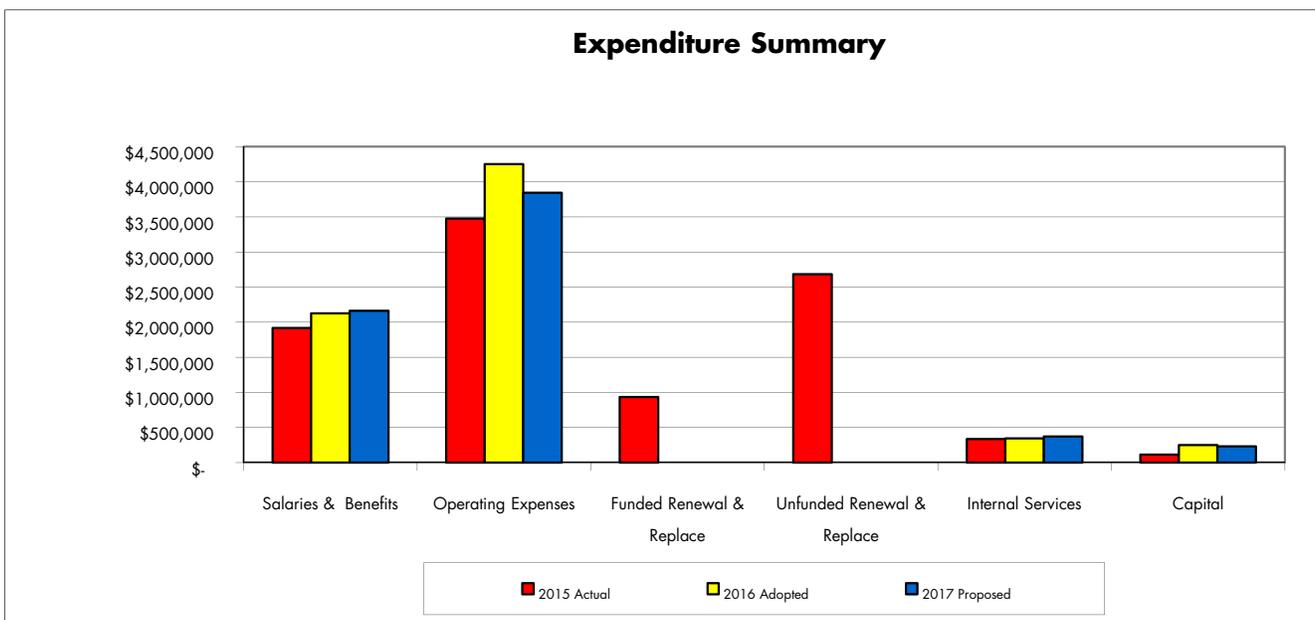
Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Inter-Departmental Charges	\$ 9,772,242	\$ 9,521,017	\$ 9,888,000	\$ 9,030,000
Retained Earnings	0	0	34,000	0
Interest/Other	1,032,063	671,617	525,000	517,000
Total	\$ 10,804,305	\$ 10,192,635	\$ 10,447,000	\$ 9,547,000

Expenditure Area

Salaries & Benefits	\$ 1,842,540	\$ 1,915,553	\$ 2,126,000	\$ 2,162,000
Operating Expenses	4,384,567	3,478,320	4,254,000	3,844,000
Funded Renewal & Replace	1,367,652	934,762	0	0
Unfunded Renewal & Replace	1,602,914	2,685,574	0	0
Internal Services	356,739	335,210	343,000	370,000
Capital	176,022	113,000	251,000	231,000
Debt Service	2,676,786	3,410,964	3,473,000	2,940,000
Total	\$ 12,407,220	\$ 12,873,384	\$ 10,447,000	\$ 9,547,000

Revenue less Expense **\$ 1,602,915** **\$ 2,680,749** **\$ 0** **\$ 0**

Total Budgeted Positions **22 + 0 PT** **22 + 0 PT** **22 + 0 PT** **22 + 0 PT**



FLEET

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget decreased by \$900,000 or 9% percent, primarily due to a \$355,000 decrease in fuel expenses and a \$534,000 decrease in debt service expenses.

FY2016/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$15,000 which consists of a reduction in car washing services.

FLEET

Significant Prior Accomplishments:

- Achieved High Overall Availability of Fleet Vehicles - Achieved overall average availability of citywide Fleet vehicles and equipment of 95.1% for FY15 (*compare to 92.4% in FY14*).
- Upgraded Fuel Management System at Terminal Island - Completed phased upgrade of the wireless fuel management system at Terminal Island including replacement of control pedestal, modification of dispenser nozzles, replacement of communications cable to administration office, and system reprogramming. The eight-day project required extensive coordination and communications with all client departments and the fueling system vendor to accommodate massive data management legwork; manual data collection of every fueling transaction; temporary fuel card issuances; troubleshooting VIUs with the vendors; updating fueling data online; programming of over 100 new fuel keys; and manning the pumps on 11-hour shifts during weekdays and the weekend. Although fueling service availability was reduced from a six dispensers/24-hour fueling window, to a three dispensers 46% availability window for over a week, the project was completed without any complaints from client departments.
- Maintained High Training Level for Fleet Employees - Fleet employees completed (169) individual training sessions, representing (450) aggregate employee training hours and an average of nearly (24.7) total training hours per employee for FY15. Initiated mechanic training through the online Ford Motor Co. Standard Training & Resource System (STARS). Approximately 40 hours of training have been completed by mechanics through the STARS system.
- Received Full Accreditation by APWA - Fleet Management created work practice manuals and presented with supporting documentation to review panel. As former PW Division, Fleet Management received full accreditation from APWA in its first ever application.
- Expanded Emergency Fueling Capabilities - Expanded Implementation of Fleet Fuel Card Program to accommodate emergency fueling of vehicles/equipment for departments with public safety and front-line operational capabilities. As part of the Fleet Management Hurricane Plan, coordinated with key departments to create approximately (150) emergency fuel cards that will be distributed upon activation of the EOC in advance of major emergency and weather related events. This measure will make it possible for City employees to fuel vehicles at hundreds of participating fuel retailers in South Florida during emergency conditions. Previously, the Fleet Fuel Card Program had assigned approximately (150) fuel cards to vehicles operating in the City's north end and for extraordinary circumstances, including every fire and rescue emergency response vehicles. As a result, approximately (300) fleet fuel cards will be actively deployed during emergency conditions. Approximately (600) City employees have been assigned personal identification numbers (PINs) for authorized fuel card usage, primarily in the Police and Fire Departments.
- Increased Automotive Parts Storage Capability - Installed over 120 lineal feet of pallet rack storage system to expand and facilitate medium and long-term storage of automotive components, including surplus items slated for disposal.

FLEET

- Surplus Vehicle Disposal and Police Fleet Modernization - The June 6, 2015 auction resulted in the sale of (206) vehicles and equipment lots, including over (50) police vehicles, with net proceeds of \$621,100. As a result of continued efforts to modernize the Police Department vehicle fleet, the average age of police patrol vehicles has now been reduced to 3.6 years. Of (290) police patrol vehicles, (171), or 59% of the patrol fleet, are new-generation "Police Interceptor" (PI) models, including (62) utility interceptors.
- Purchased 100% of Targeted Vehicles - Completed issuance of purchase orders on 100% of vehicles targeted for purchase by end of FY2015. Projected value of vehicle/equipment POs issued by FYE 2015 is approximately \$7.8M, representing (291) vehicles and equipment.
- Customer Satisfaction Ratings - Service Shopper Program Combined Average Score: 4.78, out of 5.00, from 13 experiences.

Fleet Division Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target	Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline Delivery of Services	Hourly Labor Cost Per Mechanic	\$89.09	\$90.00	\$93.00	\$93.00	\$93.00	<ul style="list-style-type: none"> Evaluate the City's Fleet to expand fuel efficiency and opportunities for alternative transportation options
	Police Vehicle Availability	96.5%	95.6%	94.2%	96.5%	96.0%	
	City Wide Vehicle/Equipment Sedans & Light Trucks Non-Police Availability	95.7%	95.9%	95.2%	96.3%	95.0%	
	City Wide Vehicle/Heavy Equipment & Other Non-Police Availability	87.3%	89.1%	86.6%	81.8%	85.0%	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

FLEET

Critical Success Factors:

Critical success factors to Fleet's operation include:

- 1) Sufficient Parking Capacity - The availability of adequate parking facilities is critical for the successful delivery of citywide services by Fleet Management and Sanitation operations based at Terminal Island. The existing 2.2 acre City-owned parcel at Terminal Island does not provide sufficient vehicle parking capacity to fully accommodate the various operations conducted by Fleet and Sanitation. Approximately (120) vehicles can be accommodated within the City-owned parcel at Terminal Island. As many as (80) additional service and employee-owned vehicles are also parked or staged within the Terminal Island Road ROW (off-site). Approximately (250) additional vehicles, including most new vehicles pending preparation, are parked/staged in remote locations, primarily at the 17th Street Garage. This results in operational inefficiencies, additional coordination and reduced productivity. The pending reconfiguration project for Terminal Island Road will negatively impact Fleet and Sanitation operations at Terminal Island, with an estimated reduction in parking capacity of approximately (50) vehicles within the ROW. Collaboration with existing entities, operating within Terminal Island, to alleviate the current on-site parking capacity shortage will significantly improve overall efficiency and productivity.
- 2) Adequate Facilities – Improving sub-standard workspace conditions is a key priority for Fleet's operations. Office facility and receiving bay renovations, as well as the upgrade to the fuel management system, were key improvements during FY15/16. A key funding priority for FY17 is for the upgrade of sub-standard conditions in the warehouse office workspace. Renovation of that area is necessary to correct deteriorated physical conditions and improve parts fulfillment workflow.
- 3) Replacement/Acquisition of Shop Tools and Equipment – Continued replacement of outdated tools and equipment will allow mechanics to improve productivity and stay current with growing predominance of electronic diagnostic and testing technologies.

Future Outlook:

External factors that may impact future vehicle purchase may include future federal, state, county and local government mandates, funding availability, sustainability initiatives and fuel efficiency standards.

PARKING

Department Mission/Purpose Statement:

We are dedicated to providing clean, safe, and affordable parking options, which support mobility and reduce traffic congestion; with an unwavering commitment to customer satisfaction.

Department Description:

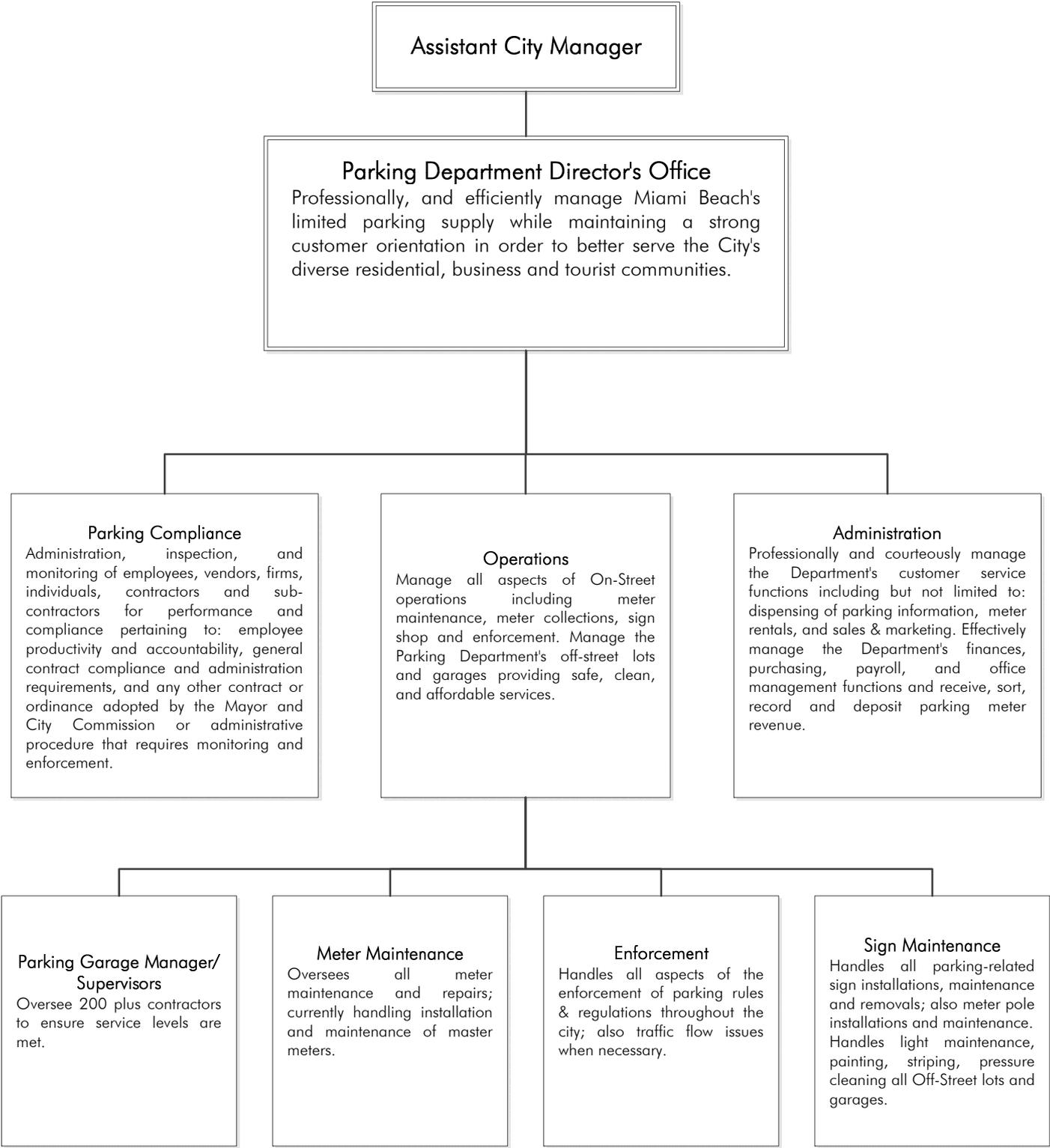
The department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs. Simply put, the department's mission is to provide clean, safe, and affordable parking options, which support mobility and reduce traffic congestion; with an unwavering commitment to customer satisfaction. In addition, the department has a public safety duty to ensure parking regulations are adhered to through its parking enforcement unit.

The department is comprised of three divisions (administration, on-street, and off-street). Various services, predominantly in the off-street division are contracted labor, including cashiers/attendants and supervisors, security, janitorial, and landscaping. Other contract services in the department (on-street division) include parking meter collections and towing services.

The department manages and operates 67 surface parking lots and 10 garages. There are a total of 8,424 metered spaces both on and off-street and 22 residential parking permit zones citywide. Other units within the department include: sign maintenance; meter maintenance; customer service; and finance/coin room.

Initiatives and technology enhancements will include: pay by license plate multi-space pay stations for on-street and surface parking lots; pay-on-foot stations at garages; bike sharing program with Citibike; electric vehicle charging station program with Car Charging Group, Inc.; License Plate Recognition (LPR); and pay by phone services with Parkmobile; virtual permit program; online request for administrative review of citations; point of sale handhelds; and expansion of freight loading zone programs to North Collins Avenue.

See Attached Table of Organization:



PARKING

Fiscal Environment:

The City of Miami Beach Parking Department is an enterprise fund. As such, it subsists solely on revenues generated by its operations. The department's major revenue generators are parking meter operations, parking garages, permit revenue and parking citation revenues. Major expenses are personnel costs, including contract labor. From a financial perspective, our bonding covenants require the department to maintain a debt service ratio of 1.35:1 or better.

Business Environment:

The department serves a wide variety of customers, ranging from tourists/visitors, commercial uses (office, entertainment, restaurant, retail, etc.) and their employees, residential, internal customers (city employees), and to some extent, valet parking operations. Customer service trends are to provide enhanced service levels for security, cleanliness, and excellent hospitality by all those who come in contact with the customer while maximizing efficiencies wherever possible.

The department, as an enterprise fund, is the single largest provider of parking services in the City. Its purpose is to provide parking services at the highest levels. The department's market share has decreased due to additional private parking inventory. The department continues to identify and implement revenue enhancements and cost saving measures. Clearly, in some cases, parking serves as economic development incentives to stimulate growth, including workforce housing. As such, parking facilities used for this purpose tend to operate at a deficit for multiple years or at least in the initial year. The number and role of these facilities are a delicate balance to ensure the viability of the entire system.

Parking Administration

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	3,180,842	3,216,601	2,032,800	2,160,000
Operating Expenses	3,027,858	3,862,085	5,965,200	6,255,000
Funded Renewal & Replacement	3,419,443	3,747,633	4,108,000	4,519,000
Internal Services	959,896	1,172,812	807,000	861,000
Capital	0	0	85,000	0
Contribution to the Gen Fund	8,400,000	8,400,000	8,400,000	6,400,000
Debt Service	4,167,408	4,158,821	8,617,000	6,304,000
Reserves	0	0	16,306,000	2,513,000
Total	\$ 23,155,447	\$ 24,557,952	\$ 46,321,000	\$ 29,012,000
Total Budgeted Positions	17.00 + 0 PT	18.75 + 0 PT	18.75 + 0 PT	19.00 + 0 PT

Parking On-Street

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	6,485,855	7,817,608	7,548,000	8,030,000
Operating Expenses	3,177,476	3,885,700	5,395,000	5,277,000
Funded Renewal & Replacement	1,040,741	1,094,490	1,190,000	1,309,000
Internal Services	1,072,696	1,018,487	1,090,000	1,123,000
Capital	252,066	194,416	679,000	25,000
Contribution to the Gen Fund	0	0	0	0
Debt Service	1,000	1,000	2,000	2,000
Reserves	0	0	0	0
Total	\$ 12,029,834	\$ 14,011,700	\$ 15,904,000	\$ 15,766,000
Total Budgeted Positions	67.50 + 28 PT	67.50 + 29 PT	75.50 + 28 PT	76.50 + 28 PT

Parking Off-Street

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	1,957,275	169,452	2,081,000	2,188,500
Operating Expenses	7,040,401	7,761,705	9,451,000	9,603,500
Funded Renewal & Replacement	2,217,371	1,436,418	1,585,000	1,744,000
Internal Services	1,189,631	1,077,788	818,000	845,000
Capital	63,862	21,268	34,000	257,000
Contribution to the Gen Fund	0	0	0	0
Debt Service	27,000	29,000	29,000	30,000
Reserves	0	0	0	0
Total	\$ 12,495,540	\$ 10,495,631	\$ 13,998,000	\$ 14,668,000
Total Budgeted Positions	19.50 + 0 PT	19.50 + 1 PT	19.50 + 1 PT	19.50 + 1 PT

Finance Cost Center

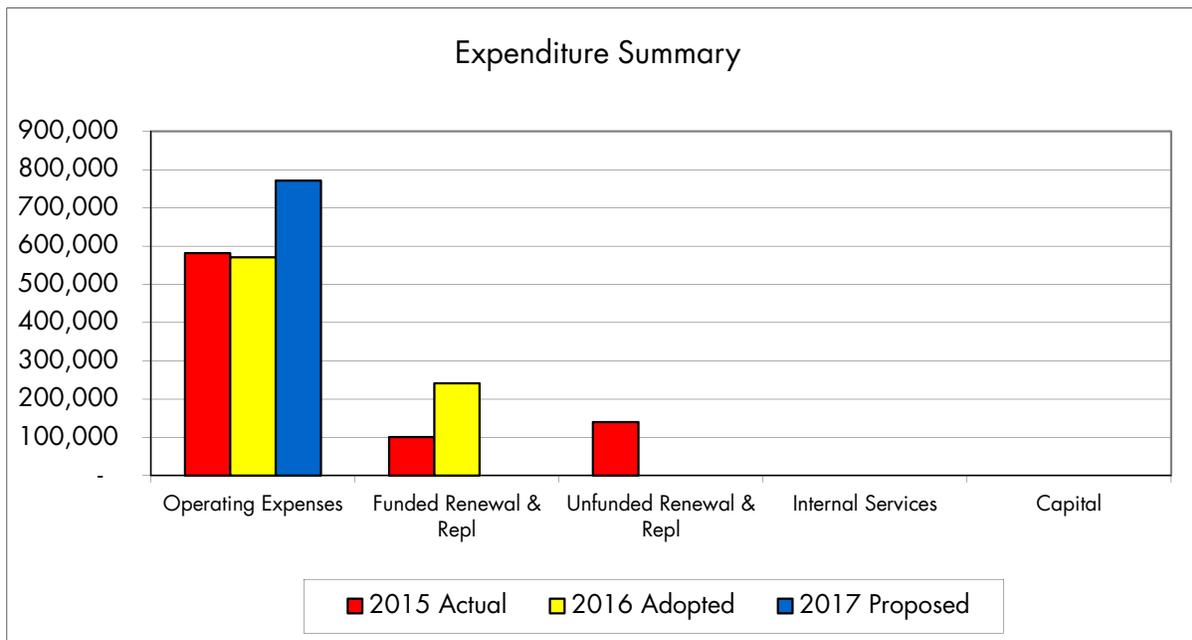
	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	0	0	1,119,000	1,092,000
Operating Expenses	0	0	107,000	129,000
Funded Renewal & Replacement	0	0	0	0
Internal Services	0	0	135,000	148,000
Capital	0	0	0	0
Contribution to the Gen Fund	0	0	0	0
Debt Service	0	0	0	0
Reserves	0	0	0	0
Total	\$ 0	\$ 0	\$ 1,361,000	\$ 1,369,000
Budgeted Positions	0	0	11.00 + 0 PT	11.75 + 0 PT

Finance Cost Center Division (480-0465) created beginning FY2015/16. This division is composed of positions previously funded in Parking Administration (480-0461) that report to the Finance Dept.

PARKING

5th & Alton Garage Departmental Financial Summary

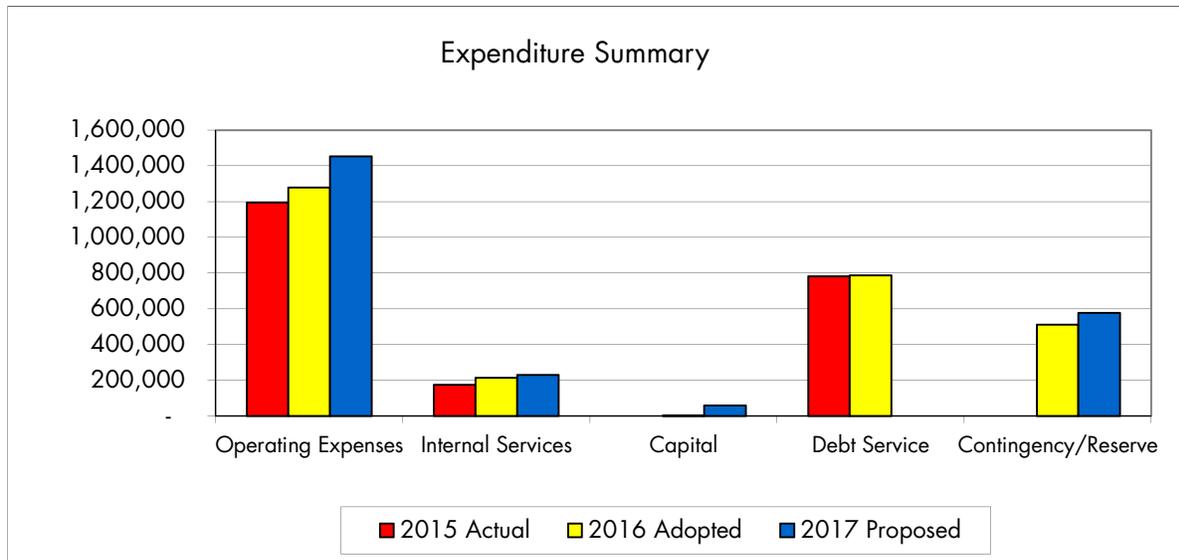
Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Monthly	125,882	3,722	13,000	20,000
Transient	142,870	195,997	245,000	213,000
Tenant Contribution	135,006	143,852	151,000	146,000
Valet Parking	164,613	328,150	339,000	328,000
Interest Earnings	76	121	0	0
Misc./ Other	6,094	9,904	1,000	9,000
Transfer In from Parking	0	0	63,000	55,000
Total	\$ 574,541	\$ 681,745	\$ 812,000	771,000
Expenditure Area				
Operating Expenses	605,851	581,317	571,000	771,000
Funded Renewal & Repl	0	100,429	241,000	0
Unfunded Renewal & Repl	240,066	139,638	0	0
Internal Services	0	0	0	0
Capital	0	0	0	0
Total	\$ 845,917	\$ 821,383	\$ 812,000	771,000
Revenue Less Expenditures	\$ (271,376)	\$ (139,638)	\$ 0	0
Total Budgeted Positions	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT



PARKING

7th Street Garage Departmental Financial Summary

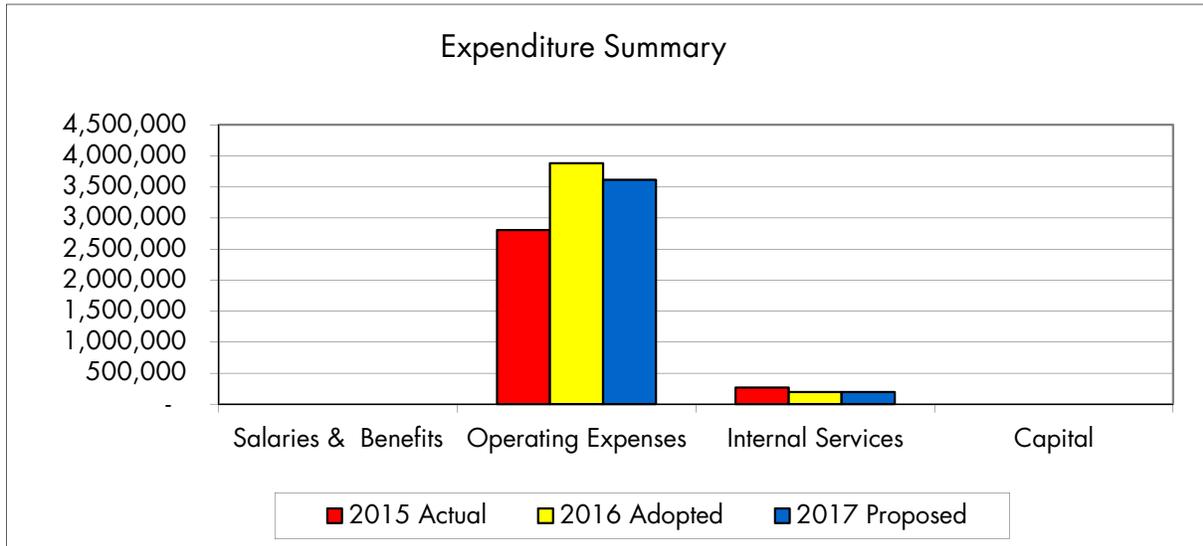
	2014	2015	2016	2017
Revenue Area	Actual	Actual	Adopted	Proposed
AYaraAYe Revenues	2,441,179	2,465,636	2,795,000	2,320,000
Total	\$ 2,441,179	\$ 2,465,636	\$ 2,795,000	\$ 2,320,000
Expenditure Area				
Operating Expenses	1,045,478	1,194,328	1,278,000	1,453,600
Internal Services	153,553	175,505	215,000	230,000
Capital	0	0	2,000	59,000
Debt Service	783,131	782,909	788,000	0
Contingency/Reserve	0	0	512,000	577,400
Total	\$ 1,982,162	\$ 2,152,742	\$ 2,795,000	\$ 2,320,000
Revenue Less Expenditures	\$ 459,017	\$ 312,894	\$ 0	\$ 0
Total Budgeted Positions	0.00 + 0 PT			



PARKING

Anchor Garage Departmental Financial Summary

	2014	2015	2016	2017
Revenue Area	Actual	Actual	Adopted	Proposed
Valet Parking	413,510	389,992	402,000	317,000
Monthly Permits	490,401	574,437	489,000	430,000
Attended Parking	2,793,989	2,631,829	3,074,000	3,004,000
Interest Income	45,925	45,720	54,000	43,000
Misc./ Other	50,055	16,158	61,000	17,000
Fund Balance - Retained Earnings	0	0	0	0
Total	\$ 3,793,880	\$ 3,658,135	\$ 4,080,000	\$ 3,811,000
Expenditure Area				
Salaries & Benefits	0	0	0	0
Operating Expenses	2,627,351	2,803,205	3,881,000	3,613,000
Internal Services	194,696	266,582	199,000	198,000
Capital	0	0	0	0
Total	\$ 2,822,047	\$ 3,069,788	\$ 4,080,000	\$ 3,811,000
Revenue Less Expenditures	\$ 971,833	\$ 588,347	\$ 0	\$ 0
Total Budgeted Positions	0.00 + 0 PT			



PARKING

Penn Garage Departmental Financial Summary

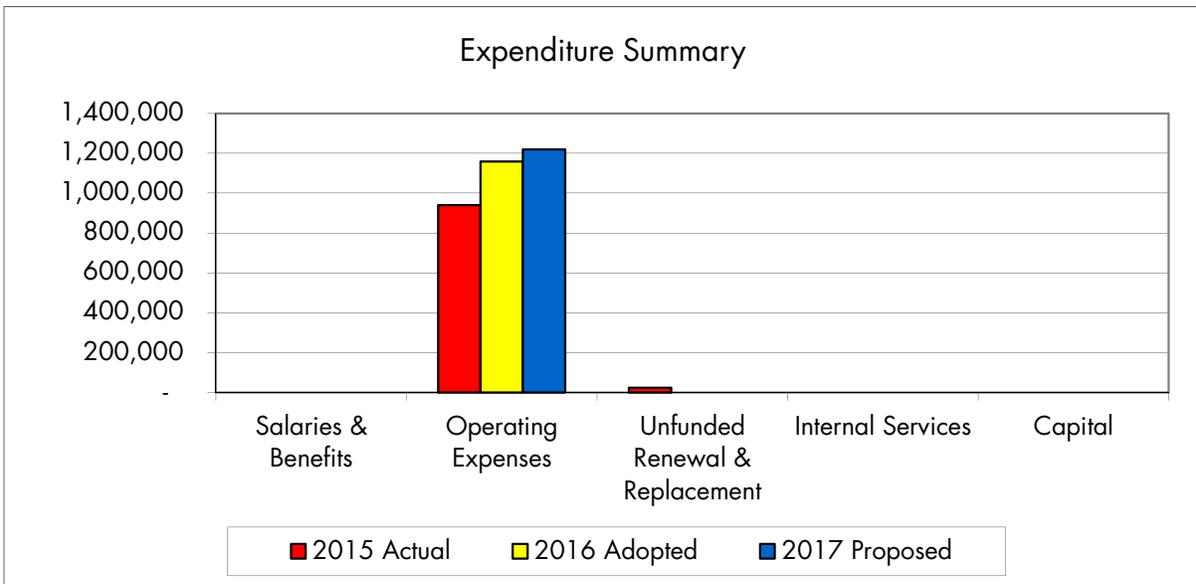
Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Transient	631,358	652,296	841,000	610,000
Monthly	180,091	187,422	267,000	272,000
Miscellaneous	1,473	196	0	0
Interest Income	2,983	4,273	3,000	3,000
Transfer In from RDA (Garage)	142,765	96,198	47,000	334,000
Retained Earnings	0	0	0	0
Total	\$ 958,670	\$ 940,385	\$ 1,158,000	\$ 1,219,000

Expenditure Area

Salaries & Benefits	0	0	0	0
Operating Expenses	957,354	940,385	1,158,000	1,219,000
Unfunded Renewal & Replacement	0	23,059	0	0
Internal Services	0	0	0	0
Capital	0	0	0	0
Total	\$ 957,354	\$ 963,445	\$ 1,158,000	\$ 1,219,000

Revenue Less Expenditures \$ **1,316** \$ **(23,059)** \$ **0** \$ **0**

Total Budgeted Positions **0.00 + 0 PT** **0.00 + 0 PT** **0.00 + 0 PT** **0.00 + 0 PT**



PARKING

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget decreased by \$16,769,000 or 22%, primarily due to the items listed below, as well as enhancements which follow:
 - Increase in budgeted personnel costs of \$446,700 due to increase of employee costs mention above as well as reclassification of existing positions; in addition to \$62,000 for a Parking Operations Supervisor that was added during FY2015/16.
 - Increase in budgeted bank fee costs of \$679,000 due to the increasing number of credit card transactions being processed.
 - Increase in funds set aside for renewal and replacement of \$689,000 based on a 10% increase of FY2015/16 budget amount.
 - Decrease in administrative right-of-way fees paid to the General Fund of \$629,000. These fees are based on projected revenues generated from on-street parking citywide.
 - Increase to Administrative fees of \$224,000.
 - Increase in contract maintenance of \$390,000 primarily due to on-street parking meter warranties that will be due in FY2016/17 for \$174,000 and pay by phone use increase of \$235,000.
 - Increase to internal service charges of \$127,000.
 - Decrease of \$909,000 for transfer to the Transportation Fund.
 - Decrease of \$2,000,000 for transfer to General Fund.
 - Decrease of \$516,000 to capital expenditures due to one-time expenses in the FY2015/16 budget.
 - Decrease of \$2,312,000 for projected debt service costs related to Parking 2010A, 2010B, and 2015A bonds. This was due to a \$638,000 decrease in debt service costs as there are no bond issuances anticipated in FY2016/17. This is also due to a

PARKING

\$1,675,000 decrease based on the debt service schedule for the 2010A, 2010B and 2015A bonds.

- Decrease of \$13,793,000 in funds transferred to reserves for the purpose of funding future transportation initiatives and enhancing bonding capacity for the purpose of financing future garage expansion projects citywide.

FY2015/16 Enhancements

- The FY2016/17 budget includes a \$48,000 enhancement for an Office Associate III position that would result in a \$40,000 savings in temporary labor. This enhancement is being requested to create a new position within the Parking Department for the reception area of the department, which is currently serviced by temporary employees.

FY2015/16 Efficiencies

- The FY2016/17 budget includes efficiencies totaling \$245,000 for reduction to the following: garage wash down of \$26,000, high grade concrete treatment of \$164,000 and holiday lighting of \$55,000.

PARKING

Significant Prior Accomplishments:

- Increased parking opportunities by instituting in Residential Zone 22 Nautilus/42nd Street.
- Successfully implemented an electric vehicle charging station pilot program at the 13th Street Garage and expansion to all other garages.
- Successfully transitioned the bike sharing program from Deco Bike to Citibike.
- Enhanced discount incentives for high occupancy vehicle/inherently low emission vehicle owners.
- Implemented a living data base to track all work order requests for maintenance tracking the requests from the initial requests to completion with the ability to keep the request in a reoccurring pending status until it is closed out.
- Implemented on-line payment option for garage access card permit holders.
- Integrated all databases including multi-space meter, permit and pay by phone (Parkmobile) transactions for License Plate enabled parking.
- Integrated garage access card data with permit system data to automate the management of access cards.
- Award and deployment of gated parking revenue control system for all garages including integration with Parkmobile.
- Increased on-street rates in South and portions of Middle Beach to encourage use of off-street parking and reduce traffic congestion.
- Completed renovation projects at 7th Street garage, 17th Street garage, surface lot P13 and surface lot P16.
- Implemented an online request for administrative review of citations.
- Implemented a handheld point of sale solution using mobile phones for the City's attended surface lots. This solution is integrated with the City License Plate Recognition system and permit system for real time enforcement.
- Expanded the permit system to include on-line real-time purchase of visitor permits and renewal of residential permits.
- Expanded the permit system to include on-line real-time renewal of monthly municipal surface lot permits.

Parking Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments							<ul style="list-style-type: none"> •Explore opportunities for providing additional online Parking services i.e. renewal and purchase of residential permits, on-street and off-street parking, etc •Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages (phased)
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on	% of public area cleanliness assessments for parking lots scoring 2.0 or better	86%	86%	80%	90%	90%	<ul style="list-style-type: none"> •Enhance cleanliness and appearance of the City parking garages through the implementation of several initiatives to improve the appearance of the City's garages including, pressure cleaning, wash-down, high-grade concrete treatment, and garbage cans •Create structure to identify deficiencies in
Ensure Comprehensive Mobility Addressing All Modes Throughout the City	Bike Share - # of members	3,461	3,380	3,303	4,114	4,500	<ul style="list-style-type: none"> •Expand availability of parking on Collins Ave corridor •Expand parking at limited beach front lots •Expand freight loading zone program throughout the City
	Bike Share - # of trips	1,579,157	1,285,994	1,100,732	#####	#####	
	# of citations issued for illegal loading activities on major thoroughfares	14,721	17,989	27,132	25,000	25,000	
	KPI: Total # of parking spaces in parking garages	6,089	6,089	6,089	6,089	6,089	
	KPI: # of parking spaces available citywide (surface lots and garages)	15,949	15,949	15,949	15,093	15,093	
	% of garage transactions through "pay-on-foot"	42.2%	45.3%	44.8%	45.0%	45.0%	
	KPI: % garage turn-over ratio	136.5%	158.0%	151.3%	150.0%	150.0%	
	# of scofflaws detected	1,064	841	767	750	750	
	KPI: % of businesses rating the availability of parking for customers and employees as almost and often available	*	31%	*	32%	*	
KPI: % of residents rating the availability of parking throughout the city as about the right amount and too much	*	24%	*	31%	*		
Build and Maintain Priority Infrastructure With Full Accountability							<ul style="list-style-type: none"> •Review valet parking regulations (use of ROW)
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

PARKING

Critical Success Factors:

- Transportation/traffic congestion.
- Tourism trends.
- Interdepartmental cooperation and communication.

Future Outlook:

Tourism is a fragile industry whereby an incident locally, nationally, or internationally may have catastrophic repercussions to our local economy. However, our future outlook is increasingly optimistic as current trends indicate growth in both resort taxes and parking revenues. Initiatives for enhanced savings include competitive bidding of various labor contracts; reduction of contract labor hours through deployment strategies and/or technology. Initiatives to enhance revenues include continued investment in updating and/or new technology. Challenges include increased demand for parking by construction industry and development, integrated transportation systems, and traffic congestion.

PARKS AND RECREATION

Department Mission/Purpose Statement:

We are dedicated to providing beautiful, exciting and vibrant parks along with recreational services and facilities.

Department Description:

The Parks and Recreation Department is made up of three operating divisions and an administrative division.

- The Recreation Division provides citywide recreational, cultural, educational programs and support activities for all age groups and those with special needs.
- The Parks Maintenance Division is responsible for design, development and maintenance of the City's 461 acres of active and passive parks.
- The Golf Division is responsible for all aspects of operations of the Miami Beach Golf Club and Normandy Shores Golf Club.
- The Administrative Division is responsible for providing the overall strategic planning and organizational leadership for the Department while collaborating with the other divisions to provide supervision and administrative support and guidance.

The Department is continuously working to enhance the service levels for our residents, tourists, and visitors. The Department is clearly focused on desired performance characteristics and outcomes, including but not limited to:

- Successfully supporting our essential piece of the City's Strategic Plan.
- Responding to customer needs and positively adapting to change.
- Implementing management's philosophy and approach to customer service:
 - Every person visiting our parks is our guest and should be treated as one
 - Positive attitude
 - Pride in work
- Assuming ownership of responsibilities, facilities, programs and levels of service.
- Accepting responsibility and accountability for actions.
- Maintaining personnel, recreational programs and facilities that are flexible, adaptable and responsive to changing user and organizational needs.
- High quality well trained professionals.
- Ensuring positive and informative marketing, promotions, and communications with patrons.

See Attached Table of Organization

Assistant City Manager

Administration Division Office of the Director

The Administration Division, Office of the Director, is responsible for both the long and short term work plans, ensuring they support & are aligned with the City's mission and strategic planning process. This division directs the overall direction of the Parks and Recreation Department, including operations, budget, staffing, public relations, media outreach and legislative functions. Also oversees all personnel, union, contractor & facility issues. This division interfaces with the City Manager's Office, Mayor & City Commission & the general public to address priorities, and accomplish goals and objectives.

Parks Maintenance Division

The Parks Maintenance Division oversees the landscape maintenance services, short and long term projects including tot lot cleaning; irrigation maintenance and repairs, invasive plant removal initiatives; small landscape site development, installation projects and litter control. In addition, this Division is responsible for the management of vendor contracts pertaining to grounds maintenance, athletic fields and dog parks.

Park Ranger Division

The Park Ranger Division serves to patrol park facilities and grounds enforcing park rules and regulations. This includes explaining and enforcing regulatory codes and ordinances. Parks Rangers are unarmed and are given the authority to enforce park rules, issue park exclusions, warnings and/or citations. Works closely with Law Enforcement, Department Staff and other City Departments.

Miami Beach Golf Club, Normandy Golf Club & Par 3 Golf Course

Golf Club Administration

Basic formulation of operations, policies and procedures. Formulates and recommends budgets and rates for the facility. Ensures that all applicable municipal, state and federal laws statutes ordinance and regulations are comply with. Provides training and professional development, all accounts and auditing functions and systems related to all financial matters. Prepares financial statements, forecasts and budgets and maintains all accounting and personnel records, processes payroll, daily audits and reports.

Golf Operations

Responsible for the selections and purchase of the pro shop merchandise. Maintains records related to inventory, pro shop sales, reservations, and customer service. manages all golf and golf related activities to include: sales, tee time, reservations, tournament booking and administration. Plans, promotes and directs all member activities, intermits and enforces golf rules and regulations. Provides the operation of the driving range, oversees the maintenance of the cart fleet.

Golf Course Maintenance

Responsible for daily maintenance operation of two 18 hole golf courses and the Par 3. Responsible for planting, fertilizing and general care of turf, plants, shrubs, trees, lakes, house keeping maintenance of the club house and related facilities. Repairs and maintains golf carts, performs light maintenance of furniture and plumbing.

Food & Beverage

Responsible for procurement of all food and beverage, including production and service for the clubs. Directly supervises the Executive Chef, Catering Manager and other related staff. Plans and implements budget, hires, trains and supervises subordinates and applies relevant marketing principles to assure that the wants and needs of the club members and guests are consistently exceeded.

Recreation Division Administration Section

The Administrative Section provides administrative support to the Office of the Director, the Parks Maintenance Division and the Recreation Division. This Section assists with procurement of goods, uniforms and services for all Divisions/Sections. They also assist in the management of vendor contracts, assuring expectations and deliverables are achieved and the coordination of senior transportation and uniform and signage inventory and ordering.

South Beach Section

Plan, direct, develop and coordinate all recreational activities at all South Beach Parks and facilities; to include facility maintenance operations, preparation and maintenance of park, swimming pool, and tennis facility and neighborhood courts. Also, responsible for conducting citywide athletic leagues and programs. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

Scott Rakow Youth Center Teen Club, Nautilus Teen Club and Fairway Park Teen Club

Plan, direct, develop and coordinate all recreational activities at all these three locations; to include facility maintenance operations, preparation and maintenance of park, and facility. Also, responsible for conducting citywide athletic leagues and programs. Carry out all planned recreational activities on a daily basis. Provide transportation by bus as needed.

Mid Beach Section

Plan, direct, develop and coordinate all recreational activities at all Mid Beach parks and facilities; to include facility maintenance operations, preparation and maintenance of park, swimming pool, ice rink and neighborhood tennis facilities. Also, responsible for conducting citywide athletic leagues and programs. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

North Beach Section

Plan, direct, develop and coordinate all recreational activities at all North Beach Parks and facilities; to include facility maintenance operations, preparation and maintenance of park, swimming pool, and tennis facility and neighborhood courts. Also, responsible for conducting citywide athletic leagues and programs. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

PARKS AND RECREATION

Fiscal Environment:

The Parks and Recreation Department is primarily funded from the General Fund and revenues generated from various sources such recreation fees, rental income, golf activities and grants.

The Recreation Division general budget includes revenue generated from recreation fees, pool entrance fees, rentals charges, recreation classes, after school programming, summer programming, management of the City's two tennis centers by a third party contractor, Community Development Block Grant (CDBG) funds and grant funding from the Children's Trust.

The Parks Maintenance Division is funded by the Parks and Recreation Department's General Fund budget in addition to redevelopment funding sources.

The Golf Division includes the Miami Beach Golf Club, the Normandy Shores Golf Club, and the Par 3 Golf Course. All Gold courses are funded by the General Fund including revenues generated from various sources such as golf lessons, memberships, cart, green and range fees. The City contracts with a third party contractor to manage and operate both golf clubs.

Business Environment:

The City awarded contracts to third party vendors who will provide grounds maintenance services which include, but is not limited to, mowing, weeding, herbicide and fertilizer treatment, trimming, pruning, litter service, irrigation testing and pressure cleaning. These services, supported by staff, will provide park patrons with a safe, enjoyable and fulfilling experience.

To address needed repairs in a more expeditious manner, many of the functions previously delineated to Property Management now rest with Parks and Recreation. Staff contracts with trade vendors to address the needed repairs and improvements at park sites and facilities.

The Children's Trust has awarded the City again for FY15-16 with funding to carry out youth programming at the North Shore Park Youth Center, with a 3 year renewal.

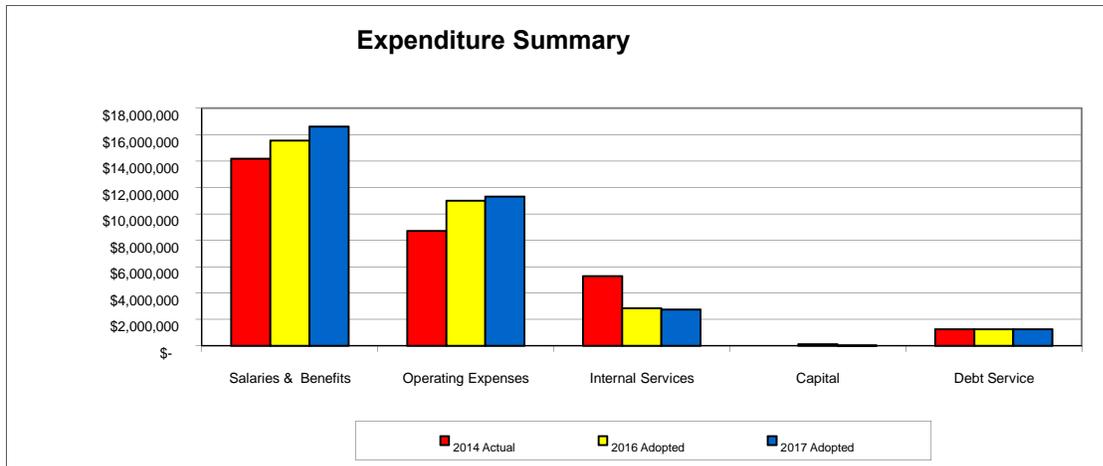
PARKS & RECREATION

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Recreation	\$ 1,972,326	\$ 1,971,574	\$ 2,467,000	\$ 2,637,000
MB Golf Club	4,110,767	4,061,958	4,350,000	4,163,000
Normandy Shores Golf Club	1,774,730	1,877,896	1,950,000	1,844,000
Total	\$ 7,857,822	\$ 7,911,428	\$ 8,767,000	\$ 8,644,000

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Adopted
Salaries & Benefits	\$ 14,179,768	\$ 13,468,567	\$ 15,552,000	\$ 16,620,700
Operating Expenses	8,697,487	8,775,482	11,000,000	11,300,200
Internal Services	5,280,874	3,269,095	2,851,000	2,749,000
Capital	0	39,907	108,000	17,000
Debt Service	1,246,206	1,246,288	1,250,000	1,247,100
Total	\$ 29,404,336	\$ 26,799,339	\$ 30,761,000	\$ 31,934,000

General Fund	148 + 158 PT	149 + 169 PT	149 + 169 PT	150 + 197 PT
RDA Fund	0 + 0 PT	1 + 2 PT	1 + 2 PT	1 + 2 PT
Total Budgeted Positions	148 + 158 PT	150 + 171 PT	150 + 171 PT	151 + 199 PT



PARKS & RECREATION

P & R Administration

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Adopted
Salaries & Benefits	\$ 722,036	\$ 725,041	\$ -	\$ 0
Operating Expenses	7,963	7,349	-	0
Internal Services	77,018	75,699	-	0
Capital	0	0	0	0
Debt Service	0	0	0	0
Total	\$ 807,017	\$ 808,089	\$ 0	\$ 0
GF Budgeted Positions	5	5	5	0

Recreation

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Adopted
Salaries & Benefits	\$ 9,818,689	\$ 12,726,807	\$ 15,532,000	\$ 16,601,500
Operating Expenses	1,471,714	3,764,564	5,631,000	5,860,500
Internal Services	3,264,580	2,895,233	2,503,000	2,387,000
Capital	0	39,907	108,000	17,000
Debt Service	32,000	34,000	35,000	36,000
Total	\$ 14,586,983	\$ 19,460,511	\$ 23,809,000	\$ 24,902,000
GF Budgeted Positions	148 + 158 PT	149 + 169 PT	149 + 169 PT	150 + 197 PT
RDA Budgeted Positions	0 + 0 PT	1 + 2 PT	1 + 2 PT	1 + 2 PT
Total Budgeted Positions	148 + 158 PT	150 + 171 PT	150 + 171 PT	151 + 199 PT

Miami Beach Golf Club

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Adopted
Salaries & Benefits	\$ 9,613	\$ 9,944	\$ 11,000	\$ 10,200
Operating Expenses	2,800,042	2,999,815	3,323,000	3,336,000
Internal Services	257,336	181,911	215,000	224,000
Capital	0	0	0	0
Debt Service	806,538	807,925	809,000	806,800
Total	\$ 3,873,528	\$ 3,999,594	\$ 4,358,000	\$ 4,377,000
Budgeted Positions	0	0	0	0

Normandy Shores Golf Club

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Adopted
Salaries & Benefits	\$ 6,348	\$ 6,776	\$ 9,000	\$ 9,000
Operating Expenses	1,789,882	2,003,754	2,046,000	2,103,700
Internal Services	187,781	116,252	133,000	138,000
Capital	0	0	0	0
Debt Service	403,669	404,363	406,000	404,300
Total	\$ 2,387,680	\$ 2,531,144	\$ 2,594,000	\$ 2,655,000
Budgeted Positions	0	0	0	0

PARKS AND RECREATION

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The FY2016/17 budget is \$ 1,173,000 or 4% above the FY2016/17 budget, primarily due to a \$784,000 increase for enhancements outlined in the section below.
- The budget also includes a \$94,000 increase to salaries for Seasonal Inclusionary Aides department programs, as well as a \$50,000 increase to salaries for a change in seasonal pool guard hourly pay rate.
- Other program related departmental increases include a \$129,400 increase to contract maintenance primarily due to \$27,000 in ice rink maintenance/repairs and \$50,000 for resurfacing of playgrounds. The increase to contract maintenance also includes a \$95,000 enhancement for the expansion of restroom cleaning services.
- The budget also includes a \$34,000 increase for Contracted Services primarily due to an increase of janitorial and industrial supplies needed after the renovation of Michnoff & Flamingo Park.
- These increases are partially offset by \$102,000 in savings from internal service charges, and a reduction of \$91,000 from one time FY2015/16 capital related items.

FY2016/17 Enhancements

- The FY2016/17 budget includes an enhancement of \$509,000 for expansion of the Park Ranger program for Lummus Park. This enhancement includes 6 full time and 2 part time Park Rangers.
- The FY2016/17 budget includes an enhancement of \$100,000 to facilitate a venue, entertainment, food and decorations to replace the Convention Center to host the four yearly senior events. The current venue, the Convention Center, will be closed for construction.
- The FY2016/17 budget includes an enhancement of \$95,000 to increase the current level of service around the Unidad Senior Center area.
- The FY2016/17 budget also includes an enhancement of \$80,000 for 10 additional seasonal Inclusionary Aides in order to meet the growing demand in the summer camp program(s).

PARKS AND RECREATION

FY2016/17 Efficiencies

- The FY2016/17 budget includes efficiencies totally \$184,000 in reductions to the operating budget. This decrease was primarily due to an overtime reduction of \$93,000 and elimination of Parks facilities furniture & fixture replacement of \$47,000.

PARKS AND RECREATION

Significant Prior Accomplishments:

During FY 2015/16, the Parks and Recreation Department completed the following projects:

- Deployment of City's Park Ranger Program (Pilot)
- Polo Park – New Playground
- Polo Park – Resurfacing of Basketball/Volleyball Courts
- Polo Park – Resurfacing of Tennis Courts
- North Shore Park –Tennis Restrooms renovations
- South Pointe Park – Installation of Additional Sade Sails at Playground
- South Pointe Park – Installation of Surfacing on Slippery Concrete and Roll Coat Splash Pad
- Washington Dog Park – Surface Renovation
- Flamingo Park Pool – Equipment Repairs and Replacement
- Flamingo Park Pool – Electrical Bonding Repairs
- Flamingo Park Pool - Building Painting
- Flamingo Park - Lighting and Electrical Repairs for Handball Courts
- Flamingo Park – Playground Surface Replacement
- Flamingo Park Dog Area – Dog Agility Equipment Installation
- Pine Tree Park – Kayak Launch Repairs and Dog Area Water Fountain Installation
- Pine Tree Park Dog Area – Dog Agility Equipment Installation
- Scott Rakow Youth Center – New Entrance Sign
- Scott Rakow Youth Center Pool – Deck Lighting
- Scott Rakow Youth Center Ice Rink – Scoreboard
- Scott Rakow Youth Center – Terrace Mondo Floor Removal
- Lummus Park – 9th Street Pergola Reconditioning
- Beachfront Restroom Painting
- Palm Island Park – Basketball Court resurfacing
- Crespi Park – Basketball Court Resurfacing
- Miami Beach Golf Club – Tennis Court Resurfacing
- Normandy Shores Park – Tennis Court Resurfacing
- Soundscape Park - Painting of Speaker Poles
- Soundscape Park – Acquisition of an 8 stall Portable Restroom
- North Shore Park – Water Fountain Installation on sidewalk and on playground
- North Shore Park Tennis Center – Restroom Building Renovations
- North Shore Open Space Park – Restroom Painting

By the end of FY 2015/2016, the Parks and Recreation Department anticipates completing the following projects:

- Beachview Park – New Playground
- Fairway Park - Basketball Court Resurfacing and New Equipment
- Tatum Park - Basketball Court Resurfacing and New Equipment
- Stillwater - Basketball Court Resurfacing and New Equipment

PARKS AND RECREATION

- Stillwater – Fitness Cluster
- Lummus Park – New Playground
- Flamingo Park – New Bleachers
- Flamingo Park – New Artificial Turf
- Flamingo Park – New Musco Lights at Soccer field
- Flamingo Park – New Public Restroom at Softball Field
- Flamingo Park Pool – Pool Deck and Painting
- Citywide Bench Replacements
- Citywide Trash Receptacle Replacements
- Citywide Picnic Table Replacements
- Scott Rakow Youth Center - New Playground
- Parkview Island Park – New Playground and Fitness Cluster
- Normandy Isle Pool – Roof Replacement
- Normandy Isle Pool – Pool Equipment Replacement
- North Shore Park – New Public Restroom Building
- Miami Beach Golf Club– Cart Path
- Collins Park – Lighting System

Parks & Recreation Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Expenditure Trends are Sustainable Over the Long Term		*	*	*	*	*	•Create a Bench/Park Sport and Fitness permit as a revenue enhancement
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Overall satisfaction with the facility rental process	*	*	97.0%	80.0%	80.0%	
Build and Maintain a Priority Infrastructure With Full Accountability	% of park repair requests completed	*	*	98.8%	100%	100%	
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	Public Area Cleanliness Rating Index: Parks	1.39	1.45	1.51	1.50	1.50	
	% of Public Area Cleanliness assessments for Parks scoring 2.0 or better	92.5%	90.3%	88.5%	90.0%	90.0%	
Enhance Cultural and Recreational Activities	% of kids on full scholarship (After School)	51%	48%	75%	n/a	n/a	
	% of kids on partial scholarship (After School)	32%	33%	30%	n/a	n/a	
	# of teen club participants	*	*	1,160	500	500	
	Total rounds of golf played at the Miami Beach Golf Club (annual)	44,883	47,175	43,039	40,000	40,000	
	Total rounds of golf played at the Normandy Shores Golf Club (annual)	31,347	31,480	35,503	30,000	30,000	
	% of residents rating recreation programs and facilities as excellent or good	*	79%	*	47%	*	

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan
 * Indicates no data tracked for specified time frame

PARKS AND RECREATION

Critical Success Factors:

- Work in partnership with the Planning, Public Works and Capital Improvement Projects Departments to implement and assist with numerous projects such as:
 - Future Community Park at the Par 3 Development
 - Flamingo Park Master Plan
 - Muss Park Pavilion and Park Improvements
 - Maurice Gibb Park Redevelopment
 - Altos Del Mar Park Redevelopment
 - Allison Park Redesign and Redevelopment
- Continue interdepartmental cooperation as needed for implementation of the citywide cleanliness index and the development of the reporting practice mindset of the workforce that utilizes the results to identify further service enhancements.
- Maintain close collaboration with the Capital Improvement Projects Department as new project plans are being developed to ensure a full and comprehensive review and comment process is conducted by all departments that will have responsibility for them when the projects are constructed.
- Receive support from the Information Technology Department to ensure technology integration. The computerization of the Department's data collection and expansion of staff's computer literacy is critical to increase efficiency in the delivery of service.
- Engage closely with the Human Resources Department to recruit and process the best qualified personnel necessary for the department workforce as well as specially planned programming. The early recruitment of summer staff is essential to ensure applicants are processed, trained and ready to work the summer program.
- Create new and strengthen community partnerships for recommendations, programming, and fundraising efforts.
- Encourage staff to obtain higher levels of education and training. Maintain the ongoing in-service/ local training education of all staff in the department to improve productivity, efficiency, and customer satisfaction. Seek and schedule staff to attend training issued by professional industry organizations for staff to be knowledgeable of existing and new industry standards and opportunities.

Future Outlook:

- Staff will continue to establish a Five-Year Maintenance plan for all park sites and facilities to forecast regular replacement and capital improvement needs.
- Parks and Recreation will continue to standardize park hours and signage, playground equipment and accessories; and park furniture and fixtures at all

PARKS AND RECREATION

- parks.
- The Department also wants to work on identifying desire and need for new park renovation and developments vs. available capital funds.

PROPERTY MANAGEMENT

Department Mission/Purpose Statement:

We are committed to providing responsive and responsible property management services that promote the safety, health and well-being of all who live, work, and play in our vibrant, tropical, historic community.

Department Description:

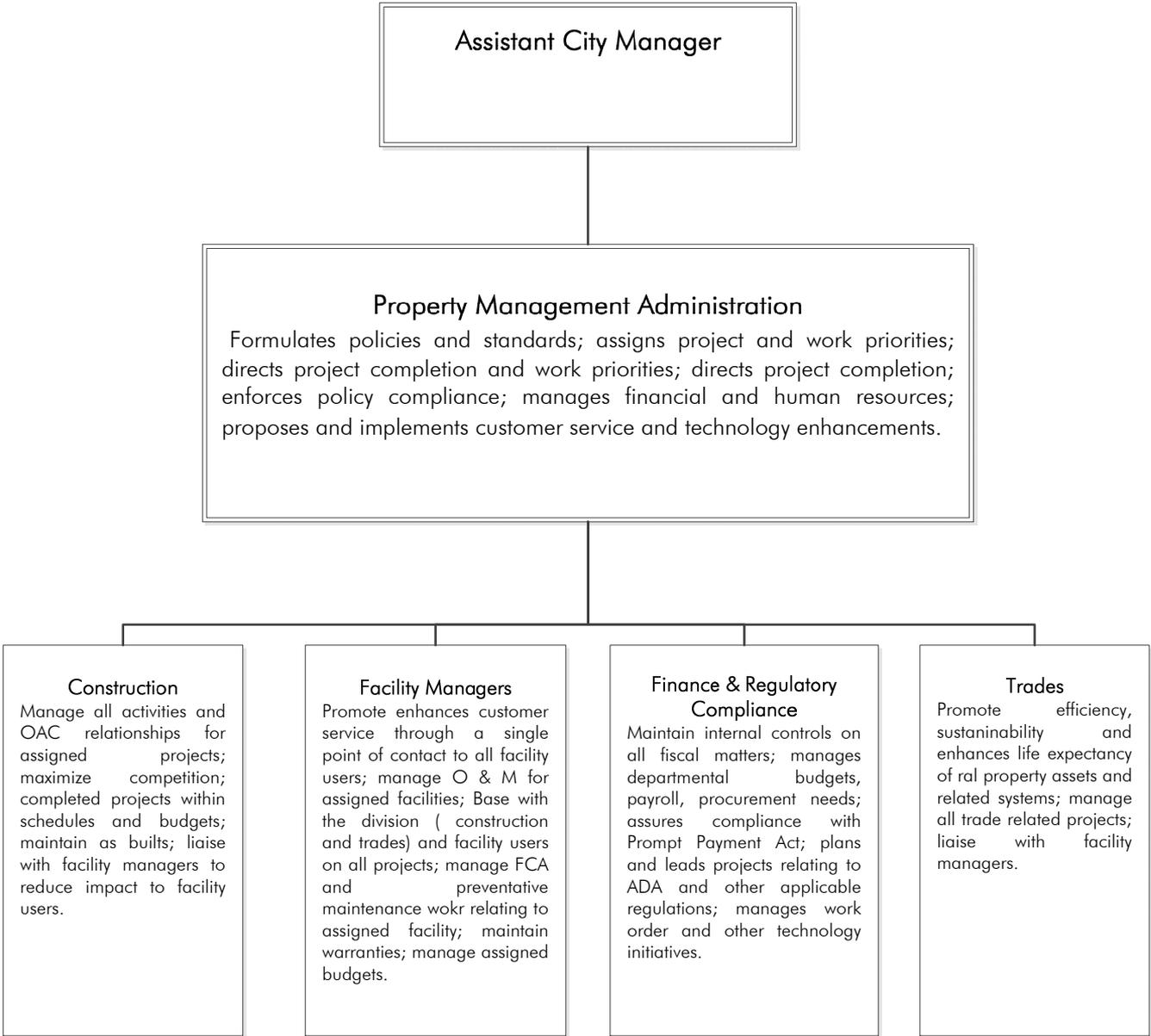
The Property Management Division is responsible for day-to-day operations and maintenance of the City's real property assets, including: over 84 municipal buildings and properties; the Lincoln Road District; 39 bridges; 15 monuments and fountains; 3 swimming pools; over 6 miles of pedestrian areas along the beaches. The total number of square feet managed on a day-to-day basis by the division is approximately as follows:

- Indoor: 543,791 square feet
- Garages: 1,787,300 square feet
- Outdoor: 642,029 square feet

In addition to the day-to-day operations and maintenance of City facilities, the Division also manages deferred and preventative maintenance needs as identified in the City's Facilities Condition Assessment (FCA) within budgeted resources. For the upcoming fiscal year, the FCA indicates a need of \$16,656,047 in deferred maintenance and another \$7,937,394 for required maintenance due during the coming fiscal year.

The Division also provides design and construction services for a myriad of construction and upgrade projects budgeted through the City's Capital Renewal and Replacement Program, which may include renovation and remodeling of work and public spaces; mechanical, electrical and plumbing upgrades; and addressing deficiencies related to the Americans with Disabilities Act Accessibility Requirements.

See Attached Table of Organization



PROPERTY MANAGEMENT

Fiscal Environment:

The Property Management Division is funded from the following funds:

- General Fund*
- Capital Renewal and Replacement Budget
- RDA

*The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax funds to cover the cost of various administrative support functions provided by those departments funded through the general fund.

Business Environment:

1. Outstanding Deferred Maintenance.

The City is experiencing aging infrastructure across all sectors, including its aging facilities. According to a facilities condition assessment completed in January 2015, the current level of deferred maintenance (i.e., maintenance that was due but not completed) is approximately \$16,656,047 for the period ending September 30, 2016. In addition, according to the FCA the known maintenance costs for FY 2017 are approximately \$7,937,394 for the period between October 1, 2016 and September 30, 2017. In contrast, the division was allocated a total of \$3,634,500 during the last fiscal year for all current and deferred maintenance, as well as for approved capital renewal and replacement projects requested by City departments.

2. Limited Staffing Resources.

According to International Facilities Management Association’s (IFMA) *Facility Management Staffing Report*, the average staffing levels for annual maintenance cost reported by facilities managers is approximately:

Professional Staff (salaried exempt managers and supervisors)	Skilled Trades (electricians, plumbers, carpenters, painters, HVAC, controls, etc.)	Non-Skilled Trade* (custodial, grounds, moving)	Other Staff
15.25	9.95	26.4	2.5

*The majority of these services are currently contracted.

As the IFMA benchmark indicates, the current staffing levels of the division are experiencing a shortage. This is primarily true in the professional ranks where these services can be difficult to be obtained through a contracted services model. For example, where most facilities management operations assign a professional level staff member as the “facility manager” for one or more facilities, the City currently has no facility managers assigned to specific properties. This creates a significant customer service concern for the users of each facility when no single point of contact is accountable for the state of the facility.

PROPERTY MANAGEMENT

Budget Highlights

Property Management- (Internal Service Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget decreased by \$212,000 or 2% percent, primarily due to a \$284,000 decrease in FY 2016/17 capital expenses associated with a new office build out which was partially offset by an increase in personnel expenses.

Normandy Shores- (Special Revenue Fund)

- The FY2016/17 Normandy Shores budget increased by \$31,000 or 14%, primarily due to expenses associated with a canopy for the guard house (\$2,000), a new video system (\$21,000), and repairs and maintenance to the guard gate (\$8,000).

PROPERTY MANAGEMENT

Significant Prior Accomplishments:

HVAC

- Police Station: retrofit chiller #2.
- Police Station: retrofit cooling tower
- Oceanfront Auditorium: replaced existing controls.
- Pump Stations: replacement of exhaust systems and air conditioning to several pump stations.
- Pump station #1: replacement of condensing unit with evaporator coil.
- Historic City Hall: duct cleaning was done to all floors and office space done by outside contractor.
- Police Station: duct cleaning performed to entire building by outside contractor.
- North Shore Park: duct cleaning performed by outside contractor.
- Fleet Management: replacement of HVAC equipment for office space.
- Public Works Yard: replacement of HVAC for office space in the 1st floor.
- Public Works Yard: replacement of exhaust systems for bathrooms.
- Miami Beach Golf Course: replacement of HVAC equipment for dining room area.
- Normandy Golf Course: replacement of HVAC equipment for dining room area.

Electrical

- 1000+ Work Tickets Completed
- 11 Special Events – Arts in the Park – Bass Museum- North Shore Community Center- Veterans Day
- Remodel 106 Exterior Metal Halide Lighting – City Hall
- Remodel of Offices – Fleet Management
- Installation of cubicles in Manager’s office
- Remodel of Mayor/Commissioner’s Offices
- Remodel of Assistant City Manager’s Office
- Installation of cubicles in Budget Offices
- Replacement of Electrical Feeders for Normandy Pool
- Installation of Electrical Service for Parking Department Relocation
- Installation Electrical Service for 3rd Floor IT closet
- Installation of Electrical Panel for 2nd Floor IT Room
- Installation of Cubicles in Finance Department
- Installation of Power for Pharmaceutical Cabinet – Fire Station #2
- Remodel of Kitchen for 777 Building – Communication Offices
- Installation of 200A Service – Oceanfront Auditorium
- Support Special Events like Winter Wonderland, North Shore Community Center, CMB Earth Day, Lummus Park, Arts in the Park, Bass Museum, Veterans Day Parade, E-Merge Conference, Lincoln Road Mall
- Installation of Temporary Power for Autism Month
- Supervision of Holiday Lighting Citywide

PROPERTY MANAGEMENT

Plumbing

- Designed a new drainage system for the beach showers.
- Repairs compress airlines at fleet management.

Maintenance

- Built out walls for body cameras at four different location. (Police Station, 42nd Street Parking, Fire Dept. & Building Dept.)
- Installed new sand fence, rope & post from south Pointe going north to 21st street on both sides of the dunes for the City 100th birthday.
- Built stage/platform for the Mayor and installed it over the convention center for the mayor to give speech to city employees.

Paint

- Bass Museum Exterior Waterproofing
- 13th Street Parking Garage
- Fleet / Sanitation building's exterior waterproofing
- Historic City Hall Exterior Waterproofing
- 1755 Building/City Hall Pedestrian connector bridge
- 3rd Street Beach Shower Upgrade

Citywide Annual inspections and Certificate for the following Systems:

- Fire Alarm Systems
- Fire Sprinklers, Fire Pumps and Fire Standpipes
- Kitchen Hood Suppression ANSUL System
- Computer and Radio Communication Rooms FM-2000 and HALON System
- Facilities Elevators CAT5 and CAT1 Inspections
- Emergency Power Generators Load Bank Test
- Dry Chemical ABC Portable Fire Extinguishers

Integrated Pest Management:

- Citywide Pest Control
- Star Island Rodent Control, additional work
- Palm Island Rodent Control, additional work
- Hibiscus Island Rodent Control, additional work
- Corridor 41st Street throughout Common areas Rodent Control, additional work
- Lincoln Road Mall, Rodent Control, additional work
- 5th Street thru 17th Street and Ocean Drive, Rodent Control, additional work.

Projects executed and completed:

- Procurement Offices Renovation
- Human Resources Offices Renovation
- MB Police Department New Flooring Phase II
- Fleet Management Offices Renovation

PROPERTY MANAGEMENT

- Marine Patrol new Boat Lift
- FEMA Retrofit Impact Metal Rollup Doors in Fleet Bay Shops and Metal Doors in 777 Bldg.
- Anchor 1755 Washington Retrofit Impact Glass windows and Door
- City Hall Building 2nd Floor Building Department new Carpet Floor
- Beach Security Access Gates thirty eight (38) new Gates installed

Lincoln Road Mall:

- Successful completion and approval of Lincoln Rd Master Plan study
- Assisted city team with development of Lincoln Road Business Improvement District (BID).
- Participated in symposiums with police staff to address crime prevention
- Established working relationships with retail tenants, restaurant operators, and property owners of Lincoln Rd.
- Coordinated revitalization of Lincoln Rd with various departments, including Sanitation, Greenspace, Parking, Police, Code Compliance, and Public Works.
- Renovated 900 block fountain
- Upgraded fountain lights to LED lights for the 400, 600, 800 blk of Lincoln Rd.
- Identified and repaired trip hazards & sidewalks/approaches
- Assisted with repairs of several irrigation leaks throughout Lincoln Rd
- Assisted Code Compliance with reporting site conditions, areas in need of inspection, and possible violations.
- Acted as City Liaison for Lincoln Road and address issues and concerns from public.

ADA Coordination:

- Increased communication with residents and customer service experience with the updated ADA Contact form online and ADA phone line and timely responses.
- Implemented Remote Interpreting Service via portable devices at different departments to provide Sign Language Interpreting Service without prior scheduling.
- Created and updated inventory of beach mat accessibility at the beach for maintenance and replacement plan.
- Improved accessibility on City projects (PW, CIP), saving time by reviewing plans at 60% 90% development including pre-design site visits
- Established on-going working relationship with FDOT ADA coordinator, County ADA coordinator and contractors, and City contractors to improve accessibility and/or address accessibility issues on projects.
- Presence in several departments meeting to provide feedback, support, input on projects, procedures
- Developed ADA training to city staff for project accessibility during construction.
- Provided Disability Sensitivity training to staff city-wide (on-going)
- Joined Family Service Day event to spread information on ADA resources in the community.
- Provided support to different City departments (parking, legal, police, transportation, parks, PW, CIP, IT, etc) by reviewing policies, contracts, assessing facilities, discussing residents requests/complaints, developing and distributing ADA material, news articles,

PROPERTY MANAGEMENT

bulletins online.

- Addressed residents' complaints/requests by working with City departments liaisons at DAC Committee meetings, DEM meetings, contractor's meetings
- Promoted involvement of DAC input for New Convention Center increased accessibility via technology
- Updated beach wheelchair fleet with new equipment

Property Management Division Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Expenditure Trends are Sustainable Over the Long Term							<ul style="list-style-type: none"> Evaluate and Improve energy efficiency by creating standards for retrofit of existing buildings and new construction
Enhance External and Internal Communication From and Within the City							<ul style="list-style-type: none"> Build portable live remote broadcasting for MBTV transmission system
Build and Maintain Priority Infrastructure With Full Accountability	KPI: % of residents rating the appearance and maintenance of the City's public buildings as excellent or good	*	79%	*	75%	*	<ul style="list-style-type: none"> Review Preventive Maintenance Plan, Implement work as scheduled, and develop Annual Citywide Maintenance Plan Develop building database for key dates (elevator certificates, fire alarm expectations, etc.)
	KPI: % of businesses rating the appearance and maintenance of the City's public buildings as excellent or good	*	79%	*	n/a	*	<ul style="list-style-type: none"> Fully assess upcoming neighborhood capital projects to ensure that all infrastructure deficiencies are addressed
	KPI: % of Facility Condition Index rating scoring below 0.15 (good and excellent)	*	*	80%	0%	0%	<ul style="list-style-type: none"> Update public works standards to standardize lighting solutions throughout the City
Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning							<ul style="list-style-type: none"> Increase lighting throughout the City to increase safety and install more efficient lighting
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

PROPERTY MANAGEMENT

Critical Success Factors:

I. Implement internal controls and oversight on purchases and expenditures.

1. Improve internal controls and oversight on expenditure and contract compliance
2. Improve budgeting practices
3. Improve internal controls and oversight on purchases and implement a managed inventory program

II. Promote a culture that is proactive.

4. Reduce deferred maintenance
5. Implement preventative maintenance programs
6. Implement performance metrics and move towards data-driven decision making
7. Implement standards through a phased, but systematic, review of equipment, hardware, finishes, furniture and processes
8. Improve the use of technology

III. Create an organizational structure that is customer-focused.

9. Implement zone management

Future Outlook:

- Continue to address requirements within City buildings that are due for renewal/replacement in order to minimize the buildings FCI (Facility Condition Index)
- Significantly reduced deferred maintenance list
- Reduced response time/turn-around on requests
- Incorporated sustainability principles
- Reduce project list

PUBLIC WORKS

Department Mission/Purpose Statement:

We are committed to providing effective and efficient public works services and managing the City's infrastructure to ensure the safety, health and well-being of all who live, work, and play in our vibrant, tropical, historic community.

Department Description:

The Public Works Department is a large, full service organization consisting of four divisions (Engineering, Greenspace, Operations and Sanitation). Our department provides project management, planning, design, construction, maintenance, repairs and operation services for City infrastructure including utility systems, roadways and greenways. The department is also responsible for City cleanliness and manages the Solid Waste/Recycling Collection and Disposal Program. The department is represented by a professional, semi-professional and licensed disciplines working in Administration, Engineering, Streets and Streetlights, Water Distribution, Sewer Collection, Stormwater Management, Sanitation, and Greenspace Management.

The City infrastructure managed by the Public Works Department is comprised of 23 City owned bridges; 140 miles of streets; 242 miles of sidewalks; 200 miles of curb and gutter; 33 miles of alleyways; 6,893 street lights; 1,400 landscape up-lights; 263 miles of underground wiring; 180 miles of water distribution piping; 4 water storage tanks with total storage capacity of 12 million gallons; 5 water pumping stations; 12,460 water meters; 152 miles of sewer mains; 3,293 sewer manholes; 23 sewer pump stations; 59 miles of stormwater pipes; 353 stormwater outfalls; 6,000 catch basins; 2,161 stormwater manholes; 25 stormwater pump stations.

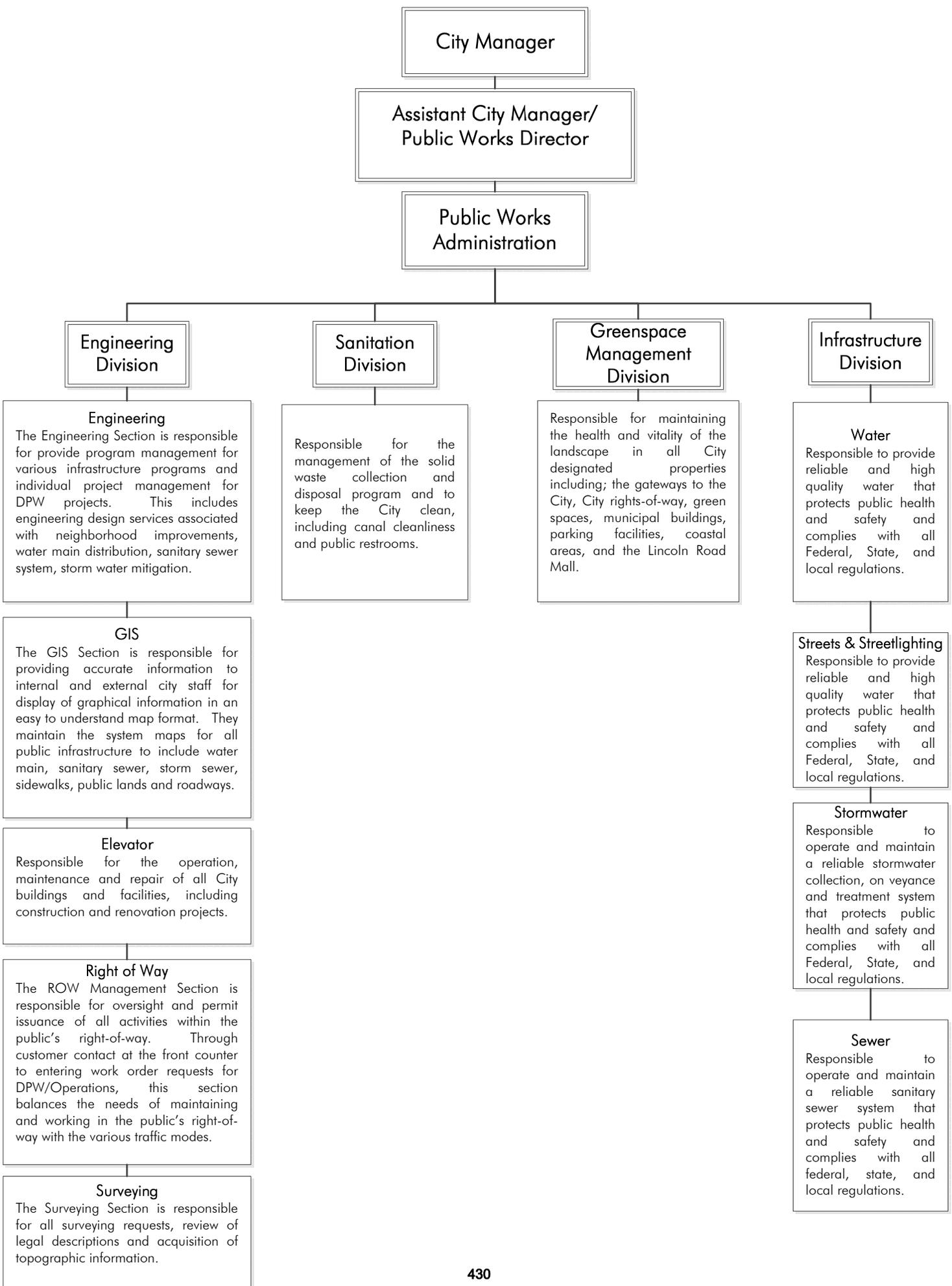
The Engineering Division is comprised of five sections (Engineering, GIS, ROW Management, Surveying and Elevator Safety). The Engineering Section is responsible for plan review of the public and private project within the city and project design/management of all public projects. The GIS Section is the keeper of the maps of all of the City's infrastructure to include watermain, sanitary sewer, and storm water system. Our Right-of-way Management Section oversees and issues permits for all activities within the public's right-of-way to include utility connections, café dining, lane/sidewalk closures and coordination of special events. The Surveying Section is the first resource for all construction projects to coordinate the data acquisition of field information and coordination with other ongoing projects within the City. The Elevator Safety Section is responsible for all public and private elevators, escalators, moving walks and lifts within the City.

The Greenspace Management Division provides the grounds design, installation and maintenance service at all city designated properties including: the gateways to the City, all municipal buildings, parking facilities, dunes, medians, swales and landscape areas including the management of the City's urban forest.

The Operations Division oversees the operation and maintenance of the City's water, sanitary, storm and street lighting system's life lines. Each year they ensure the safe transmission of billions of gallons of fresh water to the City and the transport of wastewater to the treatment plant. In addition, they ensure that all of the streets, streetlights, sidewalks and storm drains are operational and maintained.

The Sanitation Division with its fleet of street sweepers, sidewalk pressure washers and various other collection equipment keeps the streets and sidewalks free and clear of debris and litter.

The Department of Public Works was designated by the American Public Works Association as a nationally accredited Public Works agency in May 2007, re-accredited in June 2011 and again in 2015.
See Attached Table of Organization



PUBLIC WORKS

Fiscal Environment:

The Public Works Department has a diverse funding stream that includes regulatory fees, general fund and enterprise funds.

Administration, Engineering, Streets and Greenspace Division is primarily funded from revenues generated through elevator fees, right of way permits, side walk café, electrical outlets, and plan review fees.

The Infrastructure Division, which includes water, sewer and stormwater is funded through revenues generated through utility billing rates.

Sanitation is funded through fees generated through their regulatory operations.

The department relies on numerous funding sources which include general funds, enterprise funds, redevelopment agency and grants. We continually analyze our rate structures to ensure we are bringing services to our residents and tourists at a cost effective rate that maintains our systems and provides for a sustainable system.

Business Environment:

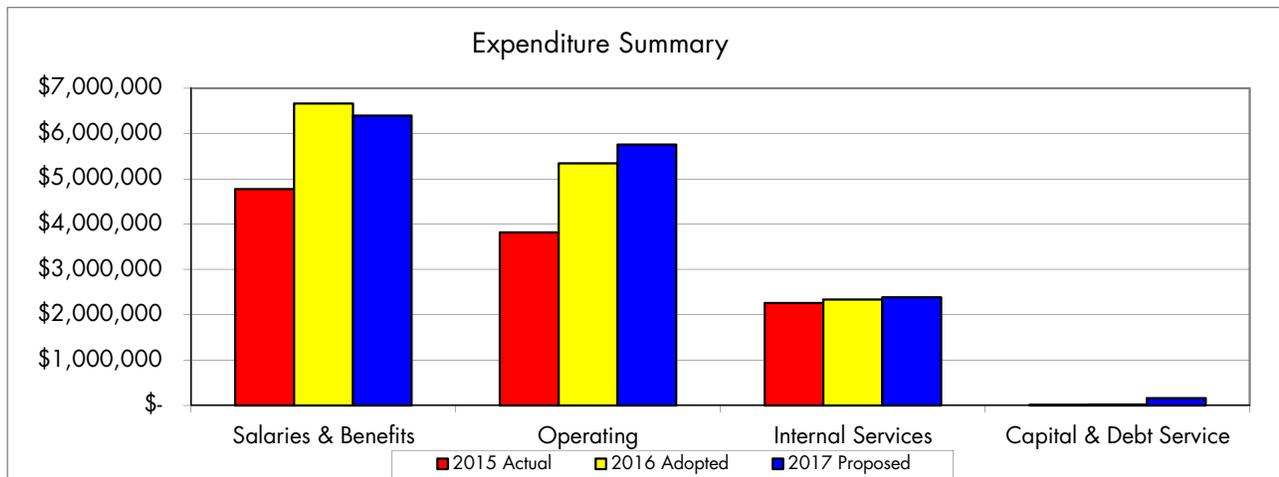
The City is undergoing significant growth in commercial and residential development. The department has evaluated the services that are being performed in the private sector and have competitively bid contracts to provide the core services of the departmental work plan where applicable, recognizing that not all services that the City provides can be outsourced and there are some services that are performed more efficiently in house.

PUBLIC WORKS

Departmental Financial Summary

General Fund

	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Revenue Area				
Sidewalk Café Fees	\$ 1,527,059	\$ 1,455,179	\$ 1,438,000	\$ 1,525,000
Building Permit Fees	589,516	636,552	708,000	600,000
News Rack Fees	600	13	0	-
Work in Right of Ways	1,208,067	1,139,794	1,216,000	986,000
Local Gas Tax 3%	-	0	0	0
Bus Shelters	605,595	693,826	566,000	0
Misc. Property Rental	82	128	0	0
PW- In-House Design	169,193	112,619	252,000	252,000
FDOT Reimb. Greenspace	300,000	362,081	300,000	300,000
FDOT Reimb. Streets	322,422	0	176,000	176,000
Lincoln Rd. Directories Rent	116,824	161,973	122,000	122,000
Permits- Electrical Outlets	20,368	28,732	18,000	35,000
Elevator Inspections	0	0	746,000	250,000
Elevator Permits	0	0	493,000	450,000
Lock Box	0	0	18,000	21,000
Total	\$ 4,859,725	\$ 4,590,895	\$ 6,053,000	\$ 4,717,000
Expenditure Area				
Salaries & Benefits	\$ 3,953,317	\$ 4,768,986	\$ 6,663,000	\$ 6,393,000
Operating	1,382,195	\$ 3,819,586	5,341,000	5,756,000
Internal Services	1,097,898	\$ 2,261,057	2,338,000	2,388,000
Capital & Debt Service	19,280	\$ 14,271	16,000	161,000
Total General Fund	\$ 6,452,691	\$ 10,863,900	\$ 14,358,000	\$ 14,698,000
Budgeted Positions	34.40	51.70	65.00	62.00



PUBLIC WORKS

Public Works Administration

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	\$ 357,712	\$ 358,794	\$ 379,000	\$ 395,000
Operating Expenses	21,108	25,271	48,000	49,000
Internal Services	122,969	108,903	130,000	130,000
Capital & Debt Service	0	0	0	0
Total	\$ 501,789	\$ 492,968	\$ 557,000	\$ 574,000
Budgeted Positions	2.0	2.0	2.0	2.0

Engineering Expenditure Area

Salaries & Benefits	\$ 2,024,860	\$ 2,137,236	\$ 3,120,000	\$ 3,056,000
Operating Expenses	89,304	275,939	196,000	208,000
Internal Services	235,583	229,248	269,000	286,000
Capital & Debt Service	12,800	10,271	0	0
Total	\$ 2,362,547	\$ 2,652,695	\$ 3,585,000	\$ 3,550,000
Budgeted Positions	20.0	21.0	27.3	27.3

Streets Expenditure Area

Salaries & Benefits	\$ 1,176,239	\$ 1,251,307	\$ 1,484,000	\$ 1,478,000
Operating Expenses	1,240,643	1,246,970	1,523,000	2,006,000
Internal Services	683,401	1,094,289	872,000	864,000
Capital & Debt Service	6,480	0	14,000	14,000
Total	\$ 3,106,763	\$ 3,592,566	\$ 3,893,000	\$ 4,362,000
Budgeted Positions	12.4	13.7	15.7	15.7

Greenspace Management Expenditure Area

Salaries & Benefits	\$ 0	\$ 1,021,649	\$ 1,680,000	\$ 1,464,000
Operating Expenses	0	2,271,406	3,574,000	3,493,000
Internal Services	0	828,617	1,067,000	1,108,000
Capital & Debt Service	0	4,000	2,000	147,000
Total	\$ 0	\$ 4,125,671	\$ 6,323,000	\$ 6,212,000
Budgeted Positions	0.0	15.0	20.0	17.0

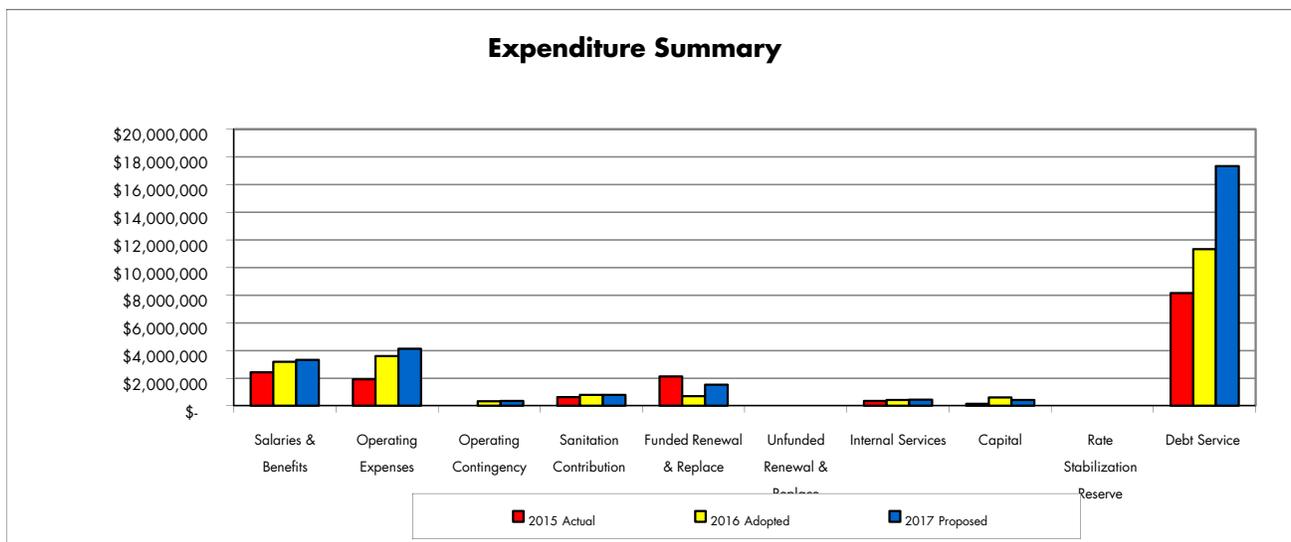
* Greenspace Management division was previously reported in the Parks & Recreation department. A portion of this division was re-organized in Fy14/15 and is now aligned with the Public Works department.

PUBLIC WORKS

Stormwater

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Stormwater Fees	\$ 11,861,994	\$ 21,467,708	\$ 20,424,000	\$ 27,963,000
Interest Earnings	89,388	61,206	96,000	93,000
Other	(123,409)	(172,466)	0	0
Rate Stabilization Fund	616,692	0	0	0
Retained Earnings- Capital	0	0	465,000	278,000
Total	\$ 12,444,665	\$ 21,356,448	\$ 20,985,000	\$ 28,334,000
Expenditure Area				
Salaries & Benefits	\$ 2,296,788	\$ 2,428,608	\$ 3,192,000	\$ 3,333,000
Operating Expenses	1,074,026	1,926,527	3,598,000	4,126,000
Operating Contingency	0	0	322,000	354,000
Sanitation Contribution	584,000	637,000	798,000	798,000
Funded Renewal & Replace	2,115,910	2,115,169	700,000	1,522,000
Unfunded Renewal & Replace	0	0	0	0
Internal Services	357,511	359,129	422,000	452,000
Capital	23,947	137,556	617,000	430,000
Rate Stabilization Reserve	0	0	0	-
Debt Service	5,986,939	8,146,006	11,336,000	17,319,000
Total	\$ 12,439,122	\$ 15,749,994	\$ 20,985,000	\$ 28,334,000
Revenue less Expense	\$ 5,543	\$ 5,606,454	\$ 0	\$ 0
Budgeted Positions	23.3	29.25	31.55	31.89



PUBLIC WORKS

Sanitation

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Sanitation Fees	\$ 3,148,226	\$ 3,245,496	\$ 3,388,000	\$ 3,485,000
Trash Removal	133,083	28,281	123,000	50,000
Franchise Fees	3,123,046	3,227,219	3,205,000	3,411,000
Franchise-Right of Way	358,227	356,727	355,000	372,000
Roll Off	1,067,229	1,180,303	955,000	1,000,000
Violations/Fines	56,007	101,394	60,000	125,000
Impact Fee-Construction	966,927	1,208,727	1,067,000	1,100,000
Impact Fee-Commercial	672,327	664,744	659,000	667,000
Interest Earnings/Other	108,575	248,130	166,000	157,000
Retained Earnings- Capital	0	0	1,020,000	151,000
Hurricane Reimbursement	-29,640	0	0	0
City Center RDA-Reimb	2,905,911	3,061,000	3,339,000	3,339,000
Amded. CDT Intrcl Agree.	3,671,000	0	3,671,000	3,671,000
Parking Fund Contribution	866,990	820,386	1,056,000	1,056,000
Beachfront Restroom Cleanup	0	418,707	542,000	542,000
Interdepartmental Fees	249,892	298,540	300,000	300,000
Storm Water Fd Contrib.	637,000	646,000	798,000	798,000
Contributions from Disposal	390,000	400,000	400,000	400,000
Total	\$ 18,324,797	\$ 15,905,655	\$ 21,104,000	\$ 20,624,000

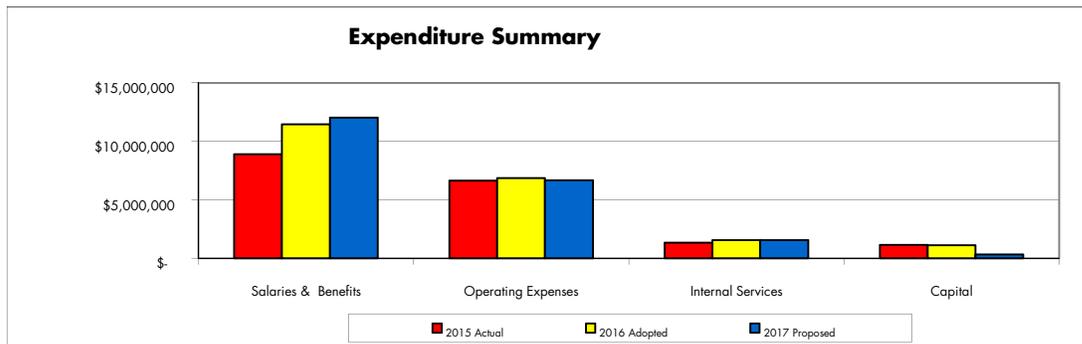
Expenditure Area

Salaries & Benefits	\$ 7,695,168	\$ 8,876,908	\$ 11,443,000	\$ 12,010,000
Operating Expenses	6,673,717	6,621,255	6,838,000	6,662,000
Internal Services	1,397,346	1,317,940	1,537,000	1,543,000
Capital	123,300	1,118,710	1,094,000	308,000
Debt Service	213,199	157,132	109,000	101,000
Transfer to Fund Balance	0	0	83,000	0
Total	\$ 16,102,731	\$ 18,091,945	\$ 21,104,000	\$ 20,624,000

Revenue less Expense \$ **2,222,066** \$ **(2,186,290)** \$ **0** \$ **0**

Total Budgeted Positions **174 + 0 PT** **177 + 1 PT** **177 + 1 PT** **176 + 1 PT**

Note: The position count includes 4 Code Compliance Officers in the Code Enforcement Department and 1 Field Auditor position in the OBPI-Internal Audit Division.



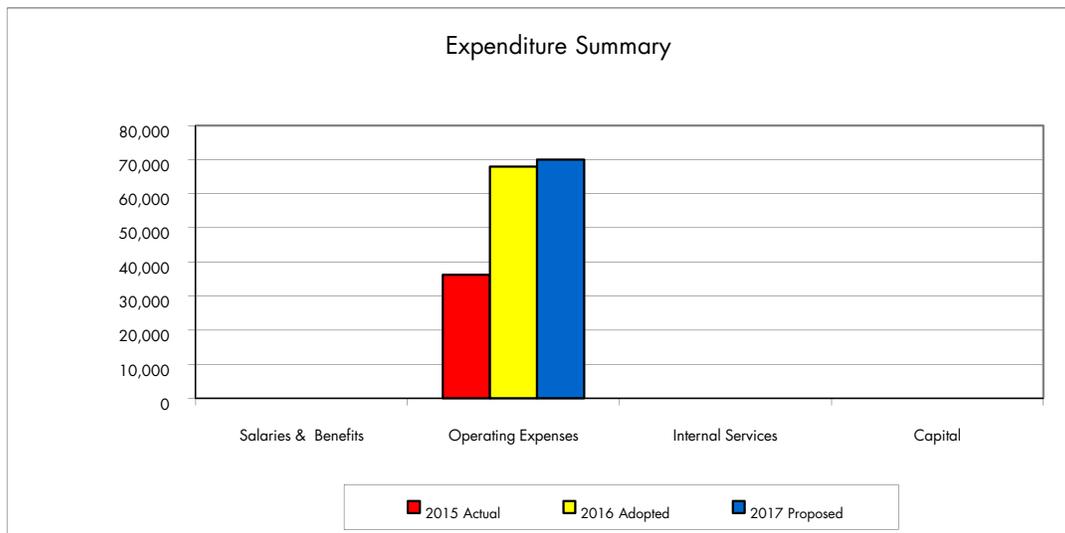
Additional Sanitation expenses are included in the Capital Projects Maintenance section of the City Center RDA Budget

PUBLIC WORKS

Waste Haulers

Departmental Financial Summary

	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Revenue Area				
Contributions-Hazardous Waste	14,263	40,750	30,000	30,000
Contributions-Recycling Containers	8,044	36,063	30,000	30,000
Contributions-Security Guards	4,279	11,225	8,000	8,000
Contributions for Disposal	0	0	0	0
Fund Balance/Retained Earnings	0	0	0	2,000
Total	\$ 26,585	\$ 88,038	\$ 68,000	\$ 70,000
Expenditure Area				
Salaries & Benefits	0	0	0	0
Operating Expenses	36,126	36,224	68,000	70,000
Internal Services	0	0	0	0
Capital	0	0	0	0
Total	\$ 36,126	\$ 36,224	\$ 68,000	\$ 70,000
Revenue Less Expenditures	\$ (9,541)	\$ 51,814	\$ 0	\$ 0
Total Budgeted Positions	0	0	0	0



PUBLIC WORKS

Budget Highlights

Public Works- (General Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- Operating Expenses increased by \$340,000 or 2% percent, primarily due to reallocating \$440,000 for wire, fixture, street lighting and electrical contacted services from citywide accounts to the Street Division. Furthermore, Internal Service charges increased 50,000 or 2% and Capital expenditures increased \$145,000 due to \$32,000 for a grapple and attachment; \$20,000 for replacement of tile, vinyl wall base, doors, AC units, drywall, locks and paint; and \$93,000 in enhancements which are described below. These increases are partially set off by a \$270,000 decrease in personnel costs and other operational expenditures due to the re-organization of the Greenspace Division also described below.

FY16/17 Enhancements

- Two Tree Trimmer positions were added to the Greenspace Division in order to assist the City's existing internal tree crew with maintaining the trees and palms in the City right-of-ways and provide emergency tree trimming response throughout the City during and after work hours, as well as in the event of a natural disaster or other emergencies as they arise.
- A water truck with tank, water cannon on the sidewinder and Honda gas water pump was added in the amount of \$93,000 in order to have a larger capacity truck with a faster water delivery system that will greatly increase the Greenspace Division's productivity and ensure that more areas receive the attention that they require.

FY16/17 Efficiencies

- The FY2016/17 budget includes a reduction of \$25,000 in professional consulting services and a \$6,000 decrease in E-builder license expenses.

Reorganization

- Due to the creation of the Environmental Department during FY2015/16, six positions in the Urban Forestry Unit were transitioned out of the Greenspace Division to the

PUBLIC WORKS

newly created Environmental Department. As a result of this, salaries and benefits decreased by \$366,000 and operating expenditures decreased by \$212,000.

Public Works- (Enterprise Funds)

Water

- The operating budget decreased \$385,000 or 1% primarily due to a \$3.3 million decrease in transfers to fund balance, which was the result of a rate increase in FY2015/16 that was budgeted to fund additional debt service costs and decreases in capital expenditures. This was, however, partially offset by a \$3.2 million increase in debt service.

FY16/17 Enhancements

- In order to expedite projects through design engineering and oversight, a Civil Engineer I position will be 33% funded from Water, 33% from Sewer and 34% from Stormwater.
- The FY2016/17 budget also includes an enhancement in the amount of \$225,000 in order to purchase new meters and implement a 10 year meter replacement program of existing water meters. This will ensure quality and reliability of revenues to the City.

FY16/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$50,000 which consists of eliminating the Rexall Warranty on Variable Frequency Drives.

Sewer

- The FY2016/17 operating budget increased \$7.2 million or 15% primarily due to a \$4.1 million increase in sewer treatment expenses; a \$2.5 million increase in debt service, and \$638,000 increase in DERM fees.

FY16/17 Enhancements

- In order to expedite projects through design engineering and oversight, a Civil Engineer I position will be 33% funded from Water, 33% from Sewer and 34% from Stormwater.

FY16/17 Efficiencies

- The FY2016/17 budget includes an efficiency totaling \$40,000 which consists of reducing the emergency repairs budget from \$250,000 to \$210,000.

PUBLIC WORKS

Storm water

- The FY2016/17 operating budget increased by \$7.3 million or 35% primarily due to a \$6.0 million increase in debt service costs. Other increases include a \$141,000 for personnel costs, an \$822,000 increase to the budgeted set aside for renewal and replacement of capital assets; a \$185,000 increase in rent and equipment expenses, a \$100,000 increase for repairs and maintenance expenses; and \$30,000 increase in Internal Service charges.

FY16/17 Enhancements

- In order to expedite projects through design engineering and oversight, a Civil Engineer I position will be 33% funded from Water, 33% from Sewer and 34% from Stormwater.

Sanitation

- The FY2016/17 operating budget decreased by \$480,000 or 2% primarily due to a \$264,000 decrease in the budgeted set aside for renewal and replacement of capital assets; a \$102,000 decrease in temporary labor, and \$786,000 decrease in capital expenditures. This was, however, partially offset by a \$567,000 increase in personnel expenses and a \$115,000 in other operating expenditures.

FY16/17 Enhancements

- In order to expand the Can on Every Corner initiative, an additional \$145,000 was allocated to place liter cans at additional locations citywide and replace liter cans that are considered beyond repair.

FY16/17 Efficiencies

- The FY2016/17 budget includes an efficiency of \$53,000 for the elimination of a Heavy Equipment Operator I.

Public Works- (Special Revenue Funds)

Waste Haulers

- The FY2016/17 budget increased \$2,000 or 3%. This fund receives contributions from the City's Waste Hauler contracts. These funds are used for purchasing recycling containers, providing security guards during waste collections events, and hazardous waste collections.

PUBLIC WORKS

Significant Recent Accomplishments:

Engineering Division:

Engineering Section

- Reviewed and approved 3,200 building permits.
- Directly oversaw the design and construction of the following major projects:
 - Sunset Harbour Neighborhood reconstruction. This is the first neighborhood to incorporate raising roadway elevation to minimize impact from storms and sea level rise.
 - 54" diameter sanitary sewer force main installation as a replacement for one of the primary lines from Miami Beach to the treatment plant.
 - West Avenue Neighborhood reconstruction to include the installation of three pump stations and roadway improvements.
 - Crespi Avenue pump station and storm sewer installation.
 - 63rd Street watermain replacement.
 - Installation of backwater valves in storm sewer to combat sea-level rise.
 - Sanitary sewer evaluation program – over 400 spot repairs and 200,000 l.f. of sewer lines cleaned and lined.
- Coordinated the design and construction of the following major projects;
 - Venetian Islands neighborhood reconstruction including change orders to include storm water pump stations and higher seawalls.
 - Sunset Islands III and IV neighborhood reconstruction.
 - Palm and Hibiscus Islands neighborhood reconstruction.
 - Central Bayshore South neighborhood reconstruction.
 -
- Coordinated major roadway projects with the Florida Department of Transportation to include the following major projects;
 - Alton Road from 5th Street to Michigan Avenue.
 - Alton Road at Michigan Avenue intersection safety improvement
 - Alton Road from Michigan Avenue to 41st Street roadway reconstruction
 - Alton Road from 41st Street to Chase Avenue roadway reconstruction.
- Planning for the following major upcoming projects;
 - La Gorce Neighborhood reconstruction.
 - West Avenue Phase II neighborhood reconstruction.
 - City Center road reconstruction to include Lincoln Road, 17th Street, Washington Avenue and Convention Center Drive.
 - Middle North Bay Road storm sewer improvements and pump station installation.
 - 48th Street neighborhood reconstruction.
 - North Shore neighborhood reconstruction.
 - Normandy Isle neighborhood reconstruction.
 - Seawall installation program.

Geographic Information System Section

- EnerGov Implementation: Completed the design, setup, testing and maintenance of a Geographic Information System (GIS) that supports up to 200 simultaneous EnerGov mobile and desktop application users and runs independent of the City's existing GIS environment.
- Cleanliness/Appearance: Completed the design, testing, and implementation of the Cleanliness/Appearance Index field capture application of 5 Panasonic Touchpad devices.

PUBLIC WORKS

- Traffic Incident Management: Provided daily updates to the Traffic Incident Application and implemented several enhancements to the application including the ability to view live FDOT webcams directly from the application.
- Eden: Performed daily address updates related to new EDEN accounts. In addition, worked closely with the Finance Department to create a Special Assessment District for Lincoln Road.
- Police Department's New World Systems: Provided support as-needed on the Police Department's New World 911 System.
- Historic Preservation: Created a mobile application for collecting information directly in the field related to historic properties including the ability to locate a property, update property information, capture a photo of the property and attach related property records.
- Parking: Created a mobile application for collecting the location of parking-related assets including parking meters, parking lots and parking signage.

Right-of-way Management Section

- Issued 738 right-of-way permits.
- Processed 91 water meter services establishing metered service connections for water use for domestic consumption or irrigation.
- Processed approximately 138 Water and Sewer verification applications for approval by Miami-Dade Water and Sewer Department and Department of Environmental Resources Management (DERM).
- Reviewed and approved approximately 210 applications for Sidewalk Café renewal/permits.
- Reviewed approximately 420 news rack locations for compliance citywide.

Surveying Section

- Reviewed and accepted approximately 20 As-Built Surveys for Neighborhood and other improvement projects. Provide accepted As-Built Survey data to GIS department for input.
- Reviewed and/or negotiated coordinated approximately 15 Topographic, Boundary and Right of Way Surveys for Design of Improvements and DCP (Design Criteria Package) documents.
- Performed and responded to approximately 7,700 dig ticket request for location/markings of City owned underground utilities through Sunshine One Call 811.
- Coordinated, performed and prepared approximately 50 Grade Determination Surveys with Grade Determination Letter per City Code and/or by Planning Department Permit Requirements.
- Coordinated and performed approximately 36 Pressure Tests of Water Mains and Fire Lines.
- Coordinated and performed approximately 10 various types of Surveys for the Engineering Department as well as other City Departments which included the City Owned Seawall Assessment Project.
- Coordinated, reviewed, prepared and/or recorded approximately 40 Legal Descriptions for Easements etc. as needed for Commission Resolutions etc. (Legal Department)
- Maintained City wide Survey (NAVD1988) Benchmark Network (available to the public on line and with real time updates).
- Reviewed and performed approximately 75 Private Dock and Seawall Surveys for compliance/permit and final permit approval requiring As-Built Surveys upon completion. Including the building of GIS data set of the existing Seawall Elevations.
- Perform and report 20 record searches of Resolutions, Official Record Books, Agreements,

PUBLIC WORKS

Easements, Conveyances, Deeds, and Right of Ways etc.

Elevator Safety Section

- Relocated entire office and operations from the Building Department to Public Works
- Oversee the entire elevator safety inspection program to include new construction and yearly re-inspections

Operations Division

- Repaired 80 water main breaks / 104 water service leaks
- Repaired 55 fire hydrants
- Replaced 7 fire hydrants
- Cleaned 900,000 linear feet of sanitary sewer mains
- Repaired 345 linear feet of sewer gravity main
- Repaired 193 linear feet of sanitary sewer lateral pipes
- Replaced 20,000 square feet of sidewalks citywide
- Supported 28 water main shutdowns for public project contractors
- Maintained 8,796 street lights
- Cleaned 13 miles of stormwater pipe equal to 68,693lf
- Cleaned 892 stormwater manholes, 194 well boxes, and 3,259 catch basins
- Continued with the upgrade of the City's streetlights from high pressure sodium lights to LED lights reducing the electrical energy consumption and our impact on the environment and increasing our quality of lighting
- Installed 46 lights on 46th street parking lot, 35 lights were installed on 72nd street
- Repaired 234 light fixtures, 42 light poles, and 958 ballast kits

Sanitation Division

- Increased the level of pressure cleaning on Washington Avenue from a 15 day cycle to a 10 day cycle, and Lincoln Road from a 10 day cycle to a 5 day cycle
- Awarded the franchise agreement with 3 haulers and successfully negotiated an increase in in-kind services, or monetary contributions to the City.
- Integrated the function of litter control in green areas with in the right of ways with minimal impact (function was previously performed by Green Space Division)
- Installed an additional 200 litter cans City wide
- Successfully handled numerous high profile events

Greenspace Management Division

- Replant landscaping in bump-outs at Hawthorne, Stillwater, Crespi neighborhood bump-outs.
- Replant Fairway bump-outs.
- Installed new landscaping at the 17th St. Garage.
- Improved landscaping in Lake Pancoast neighborhood.
- Replanted Washington Ave. Medians.
- Installed new landscaping and repaired irrigation in 71st District Planters.
- Installed new landscaping at the 28th Street Pine Tree Pump Station.
- Installed new landscaping at the 11th Street Police Station for Veterans Day
- Installed new landscaping at the 23rd Pine Tree Fire Station.
- Installed new landscaping and repaired irrigation at 53rd Street Collins Avenue

PUBLIC WORKS

Landscape.

- Installed new landscaping at the 69th Street Indian Creek Fire Station.
- 80th Collins Parking Lot Crime Prevention Through Environmental Design landscape compliance
- Installed new landscaping at the 6th Street Publix right-of-way.
- Installed new landscaping on the Beach Walk.
- Installed new landscaping at the Lincoln Road Mall.
- Installed new landscaping at the 12th Street Garage.
- Removed invasive vegetation within the Dunes.
- Installed new landscaping at the entrance to Star Island.
- Installed new landscaping in the 41st Street District.
- Installed New Hoover Pump on Julia Tuttle
- Renovate landscaping at Fire Station #1.
- Renovations to circular medians at Flamingo Drive
- Invasive exotic removal and landscape renovation at Bonita Drive North End
- Renovate landscape at Stillwater Guardhouse.
- Responded over 70% of the time in less than three working days to E-Gov requests- either completed in-house or reviewed and sent to appropriate City authority to close request

Public Works Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Building/Development Related Processes From Single-Family Residences to the Large Development Projects	Single-Family Drop-Off: % of plans reviewed within turnaround time target by Public Works Dept.	97.5%	96.3%	88.2%	90.0%	90.0%	
	Multi-Family Drop-Off: % of plans reviewed within turnaround time target by Public Works Dept.	92.6%	96.4%	91.5%	90.0%	90.0%	
	Commercial Drop-Off: % of plans reviewed within turnaround time target by Public Works Dept.	92.6%	96.4%	88.0%	90.0%	90.0%	
	Total # of single-family drop-off plan reviews conducted by Public Works	299	257	386	480	480	
	Total # of multi-family drop-off plan reviews conducted by Public Works	249	53	82	360	360	
	Total # of commercial drop-off plan reviews conducted by Public Works	63	68	82	85	85	
Enhance Beautification and Cleanliness of City Owned Corridors	KPI: % of residents rating landscape maintenance in rights of way and public areas as <u>excellent or good</u>	*	70.0%	*	52%	*	
	KPI: % of businesses rating landscape maintenance in rights of way and public areas as <u>excellent or good</u>	*	74.0%	*	79%	*	
Ensure Reliable Stormwater and Resiliency Against Flooding by Implementing Select Short and Long-Term Solutions Including Addressing Sea-Level Rise	KPI: % of residents rating storm drainage as excellent or good	*	25%	*	80%	*	<ul style="list-style-type: none"> •Develop and implement a funding mechanism for construction of a system to mitigate issues created by sea level rise over the next 20 years: Expand utilization of outsources vac-on services for annual stormwater main cleaning by increasing contractual maintenance; Provide enhanced stormwater pump maintenance with more preventive maintenance and bi-monthly inspections by creating contractual maintenance; Provide additional leadership of the expanded stormwater program by adding a Stormwater Superintendent position; Enhance cleaning operations and stormwater maintenance projects by adding two Field Inspector positions; Enhance capabilities in drainage analysis and stormwater modeling by adding a Civil Engineer position; Improve ability to produce drawings, sketches, and maps by adding an Engineering assistant position •Develop mitigation plan for sea level rise anticipated over the next 50 years per year •Enhance pilot sea wall assessment project and prepare accordingly •Evaluate finding opportunities for
	% of catch basins and associated piping cleaned annually	*	*	75%	90%	90%	
	KPI: % of businesses rating storm drainage as excellent or good	*	31%	*	80%	*	

Public Works Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Build and Maintain Priority Infrastructure With Full Accountability	KPI: % of residents rating the appearance and maintenance of the City's public buildings as excellent or good	*	79%	*	85%	*	<ul style="list-style-type: none"> •Review Preventive Maintenance Plan, Implement work as scheduled, and develop Annual Citywide Maintenance Plan •Develop building database for key dates (elevator certificates, fire alarm expectations, etc.) •Develop GIS baseline infrastructure maps for roadways, sidewalks, seawalls, sewer, water, street lighting, stormwater infrastructure, water infrastructure maps and sewer infrastructure map •Fully assess upcoming neighborhood capital projects to ensure that all infrastructure deficiencies are addressed •Create and implement street tree master plan •Update public works standards to standardize lighting solutions throughout the City •Implement new pavement and sidewalk program •Develop procedure regarding signs in Right of Way
	KPI: % of businesses rating the appearance and maintenance of the City's public buildings as excellent or good	*	79%	*	85%	*	
	KPI: % of residents rating the conditions of sidewalks (few or no cracks) as excellent or good	*	50%	*	37%	*	
	KPI: % of businesses rating the conditions of sidewalks (few or no cracks) as excellent or good	*	61%	*	59%	*	
	KPI: % of City-owned bridges assessed in good condition	*	*	100%	100%	100%	
	KPI: % of residents rating condition of roads (smoothness, street repair, etc.) as excellent or good	*	32%	*	n/a	*	
	KPI: % of businesses rating condition of roads (smoothness, street repair, etc.) as excellent or good	*	36%	*	n/a	*	
	KPI: % of roadway lane miles assessed in good condition	*	*	*	85%	85%	
	KPI: % of utility pipes assessed in good condition	*	*	*	80%	80%	
	KPI: % of street and landscape lighting assessed in good condition	*	*	*	85%	85%	

Public Works Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	KPI: % of residents rating cleanliness of streets in business/commercial areas as excellent or good	*	61%	*	49%	*	•Create structure to identify deficiencies in public ROW appearance and implement corrective action
	KPI: % of businesses rating cleanliness of streets in business/commercial areas as excellent or good	*	63%	*	72%	*	
	KPI: % residents rating cleanliness of streets in neighborhoods as excellent or good	*	68%	*	85%	*	
	KPI: Citywide Public Area Cleanliness Index (1=extremely clean; 6=extremely dirty)	1.49	1.57	1.91	1.50	1.50	
	KPI: % of residents rating cleanliness of City's waterways as excellent or good	*	53%	*	80%	*	
	KPI: % of businesses rating cleanliness of City's waterways as excellent or good	*	59%	*	80%	*	
	KPI: % of citywide cleanliness assessments rating clean or very clean	89.1%	89.5%	82.7%	90.0%	90.0%	
	% of public area cleanliness assessments for streets scoring 2.0 or better	92.7%	91.0%	83.9%	90.0%	90.0%	
	% of public area cleanliness assessments for sidewalks scoring 2.0 or better	92.9%	90.0%	74.1%	90.0%	90.0%	
	% of public area cleanliness assessments for parking lots scoring 2.0 or better	85.8%	86.1%	80.4%	90.0%	90.0%	
Improve Cleanliness of City Beaches	KPI: % of residents rating overall quality of beaches (cleanliness, water quality) as excellent or good	*	82.0%	*	80%	*	
	KPI: % of businesses rating overall quality of beaches (cleanliness, water quality) as excellent or good	*	82.0%	*	80%	*	
	KPI: Public Area Cleanliness Index rating for beaches - CITY (1=extremely clean; 6=extremely dirty)	1.40	1.45	1.64	1.5	1.5	
	KPI: Public Area Cleanliness Index rating for beaches - COUNTY (1=extremely clean; 6=extremely dirty)	1.45	1.41	1.55	2.0	2.0	
	KPI: % of beach assessments rating clean or very clean - City	93.4%	92.6%	84.5%	90.0%	90.0%	
	KPI: % of beach assessments rating clean or very clean - County	91.5%	93.2%	85.9%	90.0%	90.0%	

Public Works Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning							<ul style="list-style-type: none"> •Increase lighting throughout the City to increase safety and install more efficient lighting
Streamline Delivery of Services							<ul style="list-style-type: none"> •Complete acquisition and launch electronic plans review program for all departments with development review process functions •Implement technology enhancement for new Permitting System by: 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
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

PUBLIC WORKS

Critical Success Factors:

The City has analyzed its infrastructure and has aggressively rehabilitated and replaced those systems that have the greatest need.

- Maintain close collaboration with the Capital Improvement Projects Department as new project plans are being developed to ensure a full and comprehensive review and comment process is conducted by all departments that will have responsibility for them when the projects are constructed.
- Receive support from the Information Technology Department to ensure technology integration. The computerization of the Department's data collection and expansion of staff's computer literacy is critical to increase efficiency in the delivery of service.
- Engage closely with the Human Resources Department to recruit and process the best qualified personnel necessary for the department workforce as well as specially planned programming.
- Encourage staff to obtain higher levels of education and training. Maintain the ongoing in-service/ local training education of all staff in the department to improve productivity, efficiency, and customer satisfaction. Seek and schedule staff to attend training issued by professional industry organizations for staff to be knowledgeable of existing and new industry standards and opportunities.

Future Outlook:

Under the leadership of the City Mayor and Commission, the department has accepted the challenge of rising above which includes enhancing stormwater systems, raising road elevations, fortifying the City's shorelines to minimize the impact of sea level rise and the increased frequency of storm events. The department is looking at taking advantage of advances in technology and automation in providing manual services to maintain our City's infrastructure.

TRANSPORTATION

Department Mission/Purpose Statement:

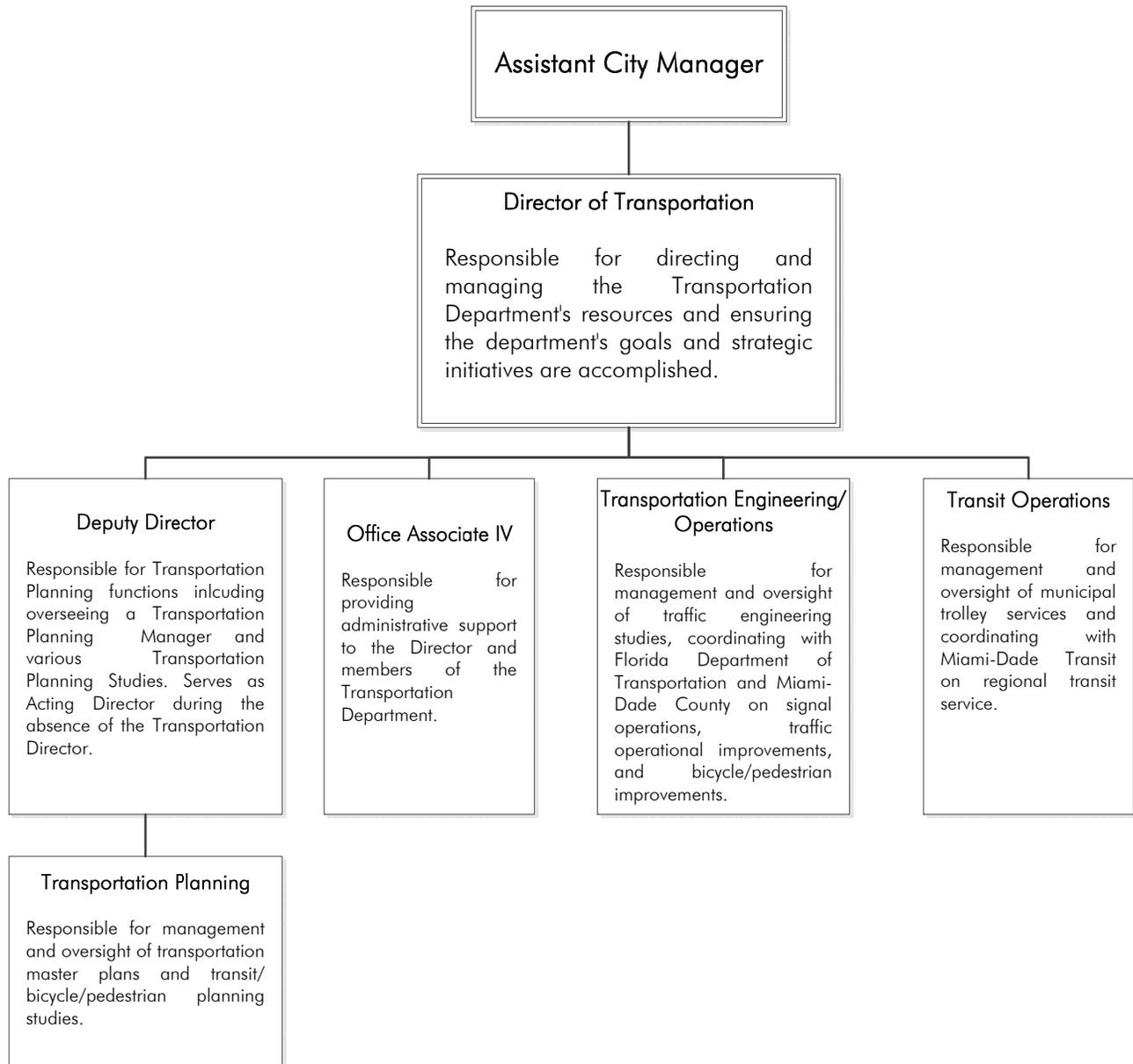
To ensure the safe and efficient movement of people and goods through an interconnected transportation system that provides mobility, livability, and accessibility, and promotes alternative modes of travel, while ensuring environmental and economic sustainability, and improving the quality of life for all who live, work, and play in our vibrant, tropical, historical community.

Department Description:

The Transportation Department was formed by the Mayor and City Commission in April 2014. Prior to this date, transportation functions were performed on a limited basis as part of the Transportation Division of the Public Works Department and very little transportation planning was accomplished. Since inception, the Transportation Department is responsible for the management and oversight of transportation planning, engineering, and operations, including transportation master planning, traffic engineering and operations, trolley system planning and operations, working with the State and County on all transportation (i.e., bicycle, pedestrian, transit, and vehicular safety and operational issues and projects affecting the City, and planning and developing transportation infrastructure and transit systems to meet future transportation demand.

The Transportation Department's mission is to implement the transportation priorities of the Mayor and City Commission as documented in the Modal Prioritization Strategy adopted by City Commission via Resolution in July 2015 consisting of pedestrians as the highest priority, followed by transit, bicycles, and freight (depending on the corridor), and private automobiles; as well as the Transportation Master Plan and Bicycle-Pedestrian Master Plan Project Bank and Policies adopted by the City Commission via Resolution on April 14, 2016.

See Attached Table of Organization



TRANSPORTATION

Fiscal Environment:

Current funding sources for transportation projects and whether the funds are used for capital or operating expenses are listed below:

- City's share of the County Half Cent Transit Surtax (People's Transportation Plan (PTP) proceeds: Approximately \$ 3.8 Million per year are provided on a recurring basis and are used to fund a portion of the operations of trolley services in Miami Beach. In addition to the North Beach trolley, once the Mid-Beach loop, Collins Link, and South Beach trolley are implemented, trolley services are anticipated to cost approximately \$12.5 Million per year. With the implementation of the Light Rail/Modern Streetcar project, it is anticipated that approximately \$3 Million per year will be used for the Streetcar project.
- 1% Resort Tax Quality of Life – Transportation (45% split): The 1% Resort Tax Quality of Life Funds are split between South Beach/Mid Beach/North Beach Capital projects, the Arts, and Transportation with 45% of the 1% going to Transportation (approximately \$ 5.7 Million per year). These funds are recurring on an annual basis and used to fund the balance of trolley operations; Professional Services (i.e., rotational contracts for traffic engineering and transportation planning services on an as-needed basis at approximately \$300,00 per year); Traffic Management and Monitoring Services at approximately \$540,000 per year; other Contractual Services such as Mystery Rider program, Special Event shuttle service, trolley customer service and the Transportation Department's personnel operating budget (i.e., salaries/wages, insurances, pension, office supplies, etc.). It should be noted that once the Intelligent Transportation System/Smart Parking System is fully implemented over the couple years, the operation and maintenance costs are projected up to \$2 Million per year.
- Parking Fees (Year End Surplus): Approximately \$4 Million from excess parking funds (revenues - expenditures) at the end of each year are used to augment the Transportation Department's annual operating budget for the following year.
- Transportation Concurrency Mitigation: These are one-time/non-recurring revenues limited to use for Transportation capital expenditures that increase Transportation capacity, including the Miami Beach Light Rail/Modern Streetcar Environmental Analysis.
- Fees in lieu of Parking: These are fees that can be used for increasing parking capacity and, after 2010, for transportation improvements. Pursuant to the City Code funds generated by the fee-in-lieu program collected after March 20, 2010, transportation improvement include:
 - Transit capital funding for buses, bus shelters and transit infrastructure
 - Traffic improvements for signals, signal timing and lane modifications
 - Bicycle facilities
 - Intelligent transportation systems

TRANSPORTATION

- Pedestrian improvements and facilities
- Other parking, transportation and mobility related capital projects as may be specifically approved by the City Commission
- In addition, transit operational funding for newly introduced transportation enhancements and program expansion (limited to operational, non-administrative costs only, i.e., drivers, fuel maintenance and insurance) may be included if expressly approved by the City Commission

A portion of these funds are reoccurring annually but most are one-time payments used for one-time expenditures only. Use of these funds for transportation competes with the need for parking garages throughout the City.

- Advertising Revenues: Approximately \$78,000 per year is generated by the sale of advertising space on the interior and exterior of the City's Trolley vehicles. Additionally, approximately \$700,000 per year is generated by bus shelter advertising through a revenue sharing contract with Clear Channel, Inc.
- Grants: Capital and Operating funds received from federal and state discretionary grant programs are used to off-set funding from various sources above, as appropriate.

For Fiscal Year 2015/16, the above funding sources are projected to generate approximately \$13.2 Million in revenues towards the Transportation Department's budget. These sources alone, however, are not sufficient to fund future transportation projects identified in the City's Transportation Master Plan Project Bank adopted by the City Commission on April 13, 2016, including the Miami Beach Light Rail Transit/Modern Streetcar project and potential future extensions of the system and the Intelligent Transportation System/Smart Parking System Project.

Additionally, creating new funding sources for transportation would reduce the need to use non-transportation-related funding sources such as Parking Fees (Year End Surplus) and, as a result, make those monies available to address the need for additional parking garages throughout the City.

This item was discussed at the June 17, 2016 Finance and Citywide Projects Committee meeting (FCWPC). The FCWPC made a motion to require that 20% of one-time capital contributions should be deposited to a Transportation Capital Trust Fund. It was recognized that the funds generated on an annual basis may not be large, but over time, the funds would accumulate, with other existing sources that would provide funding for projects over time. The recommendation of the FCWPC was subsequently approved by City Commission on July 13, 2016 via Resolution.

TRANSPORTATION

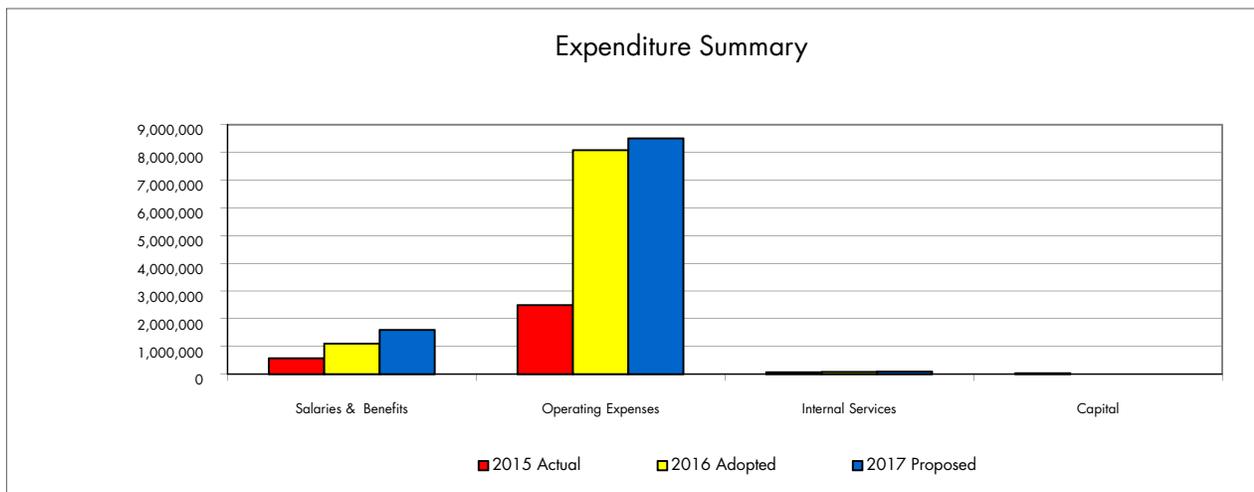
Business Environment:

The Transportation Department deals directly with internal stakeholders and external transportation agencies. Department staff supports the Transportation, Parking, Bicycle, and Pedestrian Facilities Advisory Committee. External agencies include the Florida Department of Transportation, Miami-Dade Metropolitan Planning Organization, Miami-Dade County Transportation and Public Works Department, Citizens' Independent Transportation Trust, and the Miami-Dade Expressway Authority. The Transportation Department primarily works closely with internal stakeholder departments, including Public Works, Capital Improvements Projects, Parking, Planning, and Police to ensure transportation initiatives are met. Additionally, the Department works closely with neighboring municipalities and residential and business associations through community outreach.

TRANSPORTATION

Departmental Financial Summary

	2014* Actual	2015 Actual	2016 Adopted	2017 Proposed
Revenue Area				
Quality of Life Funds	\$ 1,162,232	\$ 5,823,998	\$ 5,760,000	\$ 6,329,000
Advertising	37,500	78,000	75,000	75,000
Parking Contribution	0	1,311,000	3,426,000	2,517,000
Other	0	164,536	0	1,266,000
Total	\$ 1,199,732	\$ 7,377,534	\$ 9,261,000	\$ 10,187,000
Expenditure Area				
Salaries & Benefits	210,414	573,267	1,102,000	1,593,000
Operating Expenses	13,893	2,487,082	8,082,000	8,508,000
Internal Services	28,821	69,121	77,000	86,000
Capital	0	29,322	0	0
Total	\$ 253,128	\$ 3,158,792	\$ 9,261,000	\$ 10,187,000
Revenues Less Expenditures	\$ 946,604	\$ 4,218,743	\$ -	\$ -
Total Budgeted Positions	5 + 0 PT	9.0 + 1 PT	9.0 + 1 PT	16.0 + 1 PT

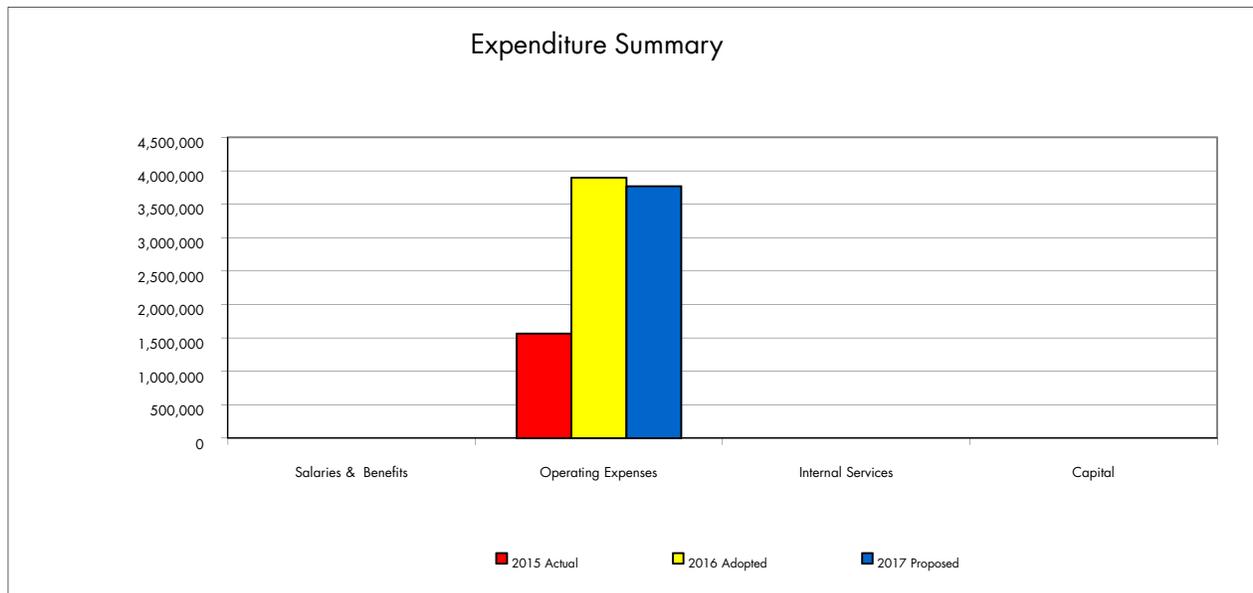


* Transportation Fund created in FY 2014/15. Previously, these expenses were captured in the General Fund.

PEOPLE'S TRANSPORTATION PLAN (PTP)

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Revenues	\$ 1,568,570	\$ 3,538,820	\$ 3,896,000	\$ 3,766,000
Refunds and Reimbursements	0	32,556	0	0
Retained Earnings/ Fund Balance	0	0	0	0
	0	0	0	0
Total	\$ 1,568,570	\$ 3,571,376	\$ 3,896,000	\$ 3,766,000
Expenditure Area				
Salaries & Benefits	124,049	0	0	0
Operating Expenses	1,330,349	1,564,879	3,896,000	3,766,000
Internal Services	0	0	0	0
Capital	0	0	0	0
Total	\$ 1,454,398	\$ 1,564,879	\$ 3,896,000	\$ 3,766,000
Revenues Less Expenditures	\$ 114,172	\$ 2,006,497	\$ 0	\$ 0
Total Budgeted Positions	0	0	0	0



TRANSPORTATION

Budget Highlights

Transportation- (Special Revenue Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.
- The department's operating budget increased by \$926,000 or 10% percent, primarily due to an increase in personnel costs of \$491,000 resulting from the addition of 4 new Traffic Congestion Field Specialist positions and a new Transportation Deputy Director position, which consequently increased health insurance and pension related costs. Operating expenditures increased by \$426,000 due to funds being allocated for additional traffic and pedestrian studies and expenses associated with a new office lease. Internal service charges increased \$9,000.

FY2016/17 Enhancements

- The FY2016/17 budget includes an enhancement totaling \$120,000 for Ciclovía. These events require closing of roads to vehicles and opening them for pedestrians and bicyclists.

People's Transportation Fund (Special Revenue)

- The FY2016/17 People's Transportation Plan (PTP) budget decreased by \$130,000 or 3%. The revenues in this fund are determined by the Half Penny Surtax on fuel. This funding is earmarked for transit and roadway projects including the South Beach Local and the North Beach Trolley

TRANSPORTATION

Significant Prior Accomplishments:

- Completed the 2016 Miami Beach Transportation Master Plan (first master plan since 1999), Bicycle-Pedestrian Master Plan, and Street Design Guidelines. The Master Plans, Project Bank, and Policies were adopted by City Commission on April 14, 2016 via Resolution. The Project Bank includes Pedestrian Projects, Transit Projects, Bicycle Projects, and Traffic Operation Improvement Projects to meet the future transportation and safe multimodal mobility needs of the City.
- The 2016 Miami Beach Transportation Master Plan identified a robust Project bank. Nineteen (19) projects have been identified and prioritized for different phases of implementation for Fiscal Year 2016-2017. The Transportation Department will be working on completing the phases identified for Fiscal Year 2016-2017 for the 19 projects identified. These Projects include:
 - North Bay Road Greenway (PE, Design)
 - Alton Road and 17th Street Intersection Improvements (PE, Design, Construction)
 - 63rd Street Multi-Modal Improvement (PE)
 - Alton Road and 5th Street Pedestrian Safety Improvement (PE)
 - 71st Street and Dickens Avenue Intersection Improvements (PE)
 - 23rd Street Multimodal Improvements (PE)
 - Indian Creek Drive/Abbott Avenue and 63rd Street Intersection Improvements (PE)
 - I-195/Julia Tuttle Causeway Shared-Use Path (PE, Design)
 - 85th Street Neighborhood Greenway (PE, Design)
 - Collins Avenue from 63rd Street to City Limits Corridor Optimization Project (Implementation)
 - Alton Road from 43rd Street to 63rd Street Corridor Capacity and Pedestrian Safety Improvements (PE)
 - 77th Street Neighborhood Greenway
 - Alton Road and North Bay Road Intersection Improvements for Bicycle Transportation (PE, Design)
 - 42nd Street Green Bicycle Lanes (Construction)
 - Bay Drive Neighborhood Greenway (PE, Design)
 - South Beach Pedestrian Priority Zone – South of 5th Street Neighborhood and West Avenue Neighborhood (PE, Design)
- Additional significant accomplishments were achieved in the 3 functional areas of the Department and are highlighted below.

Transit

- Worked in partnership with the Miami-Dade Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Miami-Dade Transportation and Public Works (MDTPW), Citizens' Independent Transportation Trust (CITT), and City of Miami to complete

TRANSPORTATION

the Beach Corridor Transit Connection Study in June 2015 which reaffirmed a light rail/modern “off-wire” streetcar system operating on exclusive rights-of-way as the preferred technology to connect Miami Beach and Downtown Miami via the MacArthur Causeway.

- Engaged Kimley-Horn and Associates to prepare the necessary project development and environmental analysis and documentation for a light rail/modern streetcar project in South Beach in compliance with the State’s environmental impact review process and in parallel with a Public-Private Partnership (P3) procurement following the statutory process for the design, financing, construction, operation, and maintenance of a light rail/modern streetcar system in South Beach.
- Managed the Alton-West Trolley Loop to assist businesses along the Alton Road and West Avenue corridors during the Alton Road Reconstruction project.
- Managed the development and successful implementation of the North Beach Loop with a ridership of over 2,400 passengers daily.
- Applied for and secured State grant funds in the amount of \$400,000 per year for a three year period from the Florida Department of Transportation (FDOT) Transit Service Development Discretionary Grant Program for the North Beach Loop.
- Managed the Short Term (Express Bus Transit) Beach Connection Study in partnership with FDOT and Miami-Dade Transit for short-term implementation of enhanced bus service in advance of the future light rail transit/modern streetcar project connecting Downtown Miami and Miami Beach.
- Implemented a pilot water taxi service for Art Basel and Yacht Show between Downtown Miami and South Beach.
- Successfully deployed special event shuttle service during various special events, including Art Basel, 4th of July, and Centennial Celebration, including exclusive bus-on-shoulder operation along the Julia Tuttle Causeway.
- Worked with the Florida Department of Transportation to conduct an access feasibility study for a proposed intermodal facility/park-and-ride at the eastern end of the Julia Tuttle Causeway (Intercept Garage).

Bicycle/Pedestrian

- Completed painting green the existing bike lanes on both sides of 16th Street between Washington Avenue and Alton Road. The City’s Bicycle Pedestrian Master Plan emphasizes the need for green bike lanes throughout the City to enhance the safety of bicyclists and makes specific recommendations for green bike lanes on various roadways in the City.
- Serve as the lead Department for Mayor Philip Levine’s initiative to establish a pathway connecting all of the cities between Miami Beach and Fort Lauderdale. In addition to the cities

TRANSPORTATION

of Surfside, Bal Harbour, Sunny Isles, Golden Beach, Hallandale, Hollywood and Fort Lauderdale, the Task Force also includes representation of FDOT Districts 4 and 6, the Broward and Miami-Dade MPOs, as well as Broward and Miami-Dade Counties.

- Developed a temporary Pilot Parklet Permit Program that will be implemented along Washington Avenue from 5th Street to Lincoln Road. The City of Miami Beach Pilot Parklet Program aims to facilitate the conversion of on-street parking spaces into publicly-accessible open space on a temporary basis.
- Planned and coordinated the City of Miami Beach first Ciclovía event along Washington Avenue between 5th Street and 16th Street. With events like this Ciclovía, the City could continue to help promote the commitment to providing not only safe roads for vehicles but for pedestrians and cyclists as well.
- Completed the development of the Bicycle-Pedestrian Master Plan and the Street Design Guidelines. More people are riding bikes and walking around Miami Beach than ever before. From the advent of CitiBike, to having one of the most robust bicycle scenes in South Florida, active transportation plays a key role in the life of Beach residents and visitors. To address those needs, the City has been working on the Miami Beach Bicycle-Pedestrian Master Plan (BPMP) in a parallel track the Transportation Master Plan (TMP) with Atkins Global Inc. and Street Plans Collaborative. Data collected through the BPMP showed that a third of people on Miami Beach at any one time are riding, walking or taking transit, thus the need to address safety and mobility for these methods of transportation. The Street Design Guidelines aims to provide implementable solutions to shift the mode share to a more inclusive multimodal public realm.

Traffic Engineering/Operations

- Successfully deployed interim Traffic Management and Monitoring Services to include traffic monitoring via cameras and detectors and management traffic signal timing modifications, Variable Message Signs, and Social Media for 14-hours a day including weekends and special events.
- Developing a Project Plan, Concept of Operation, and Project Systems Engineering Management Plan, and Procurement Documents for the Intelligent Transportation System (ITS) and Smart Parking System project.
- Worked with Miami-Dade County and conducted a traffic study to obtain approval for the implementation of a Traffic Circle at the intersection of Dade Boulevard and N. Michigan Avenue.
- Worked with Miami-Dade County to place a City Traffic Engineer or In-House Consultant at the County's Traffic Management Center to prioritize requests and operational improvements for traffic signals in Miami Beach.
- Worked with Miami-Dade County to address approximately 12 traffic engineering requests

TRANSPORTATION

each month, including All-Way Stop Control Warrant Analyses, Signal Warrant Analyses, Traffic Calming requests, and Pedestrian Crossing Safety/Operational Improvements.

- Implemented Pilot LED-Illuminated Crosswalks at Alton Road and 1st Street and at Liberty Avenue and 22nd Street. Obtained Approval from FDOT to ensure the future installation of a Pedestrian Crossing Signal at Collins Avenue and 79th Street, Rapid Rectangular Flashing Beacons at 71st Street between Carlyle Avenue and Byron Avenue, Collins Avenue and 83rd Street, and Collins Avenue and 85th Street, Normandy Drive and Rue Granville, and Speed Feedback Signs at Collins Avenue and 24th Street.
- Established a Traffic Management Work Group to review and coordinate in the reporting and mitigation of congestion and traffic incidents.
- Coordinated the re-striping of Washington Avenue between 3rd Street to 17th Street.

Transportation Department Performance Plan Highlights

Ensure Comprehensive Mobility Addressing All Modes Throughout the City/Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning	Total length of bicycle facilities (lanes, boulevards, cycle tracks, and sharrows) in miles	*	*	0	52.7	55.6	<ul style="list-style-type: none"> Pursue the development for a modern streetcar light rail system in Miami Beach and pursue longer term light rail system between Miami and Miami Beach by working with MDCTPW, MPO, City of Miami, FDOT, and CITT to initiate the NEPA process Pursue the implementation of a Pedestrian Priority Zone for the South Pointe Neighborhood and the entertainment district Establish a citywide interconnected trolley system through the implementation of the Middle Beach Trolley, Collins Link, and South Beach Trolley Implement a 1-year water taxi service pilot service operating from Downtown Miami to Purdy Boat Dock Work with FDOT and MDTPW to obtain approval for a design of a transit intermodal facility at the east end of I-195/Julia Tuttle Causeway on FDOT right-of-way Coordinate with MDTPW and FDOT on an enhanced bus service operating along the shoulder of the MacArthur Causeway and Julia Tuttle Causeway from Downtown Miami to South Beach Work collaboratively with CIP and PW to ensure the incorporation of Priority 1 Projects recommended in the TMP/BPMP as part of planned neighborhood improvement projects. Pursue partnerships with universities to advance transportation research projects and other mobility and safety initiatives Pursue federal and state grants to help fund mobility projects in the City Pursue the implementation of bicycle parking in garages and bicycle corrals in dead zones at street corners/ends, including at Alton Road/Lincoln Road Deploy a bicycle safety campaign in collaboration with Communications and Police Departments Continue to plan and deploy community friendly bicycle events such as Ciclovía and community bike rides
	KPI: Total length of recreational facilities (pedestrian trails/paths, Beach Walk, and Bay Walk) in miles	*	*	227	30.4	32.04	
	KPI: Average overall satisfied and very satisfied rating for Mystery Rider program	*	*	*	65.4%	90.0%	
	# of bicycle racks provided (2 spaces per rack)	*	*	65	524	800	
	% of Transportation Master Plan (TMP) projects completed	*	*	*	1%	6%	
	Alton Road: 5th Street to Michigan Avenue (AM Peak/PM Peak)	*	*	*	10/11	10/11	
	5th Street/MacArthur Causeway: Fountain Street to Washington Avenue (AM Peak/PM Peak)	*	*	*	10/12	10/12	
	41st Street: Alton Road to Collins Avenue (AM Peak/PM Peak)	*	*	*	9/11	9/11	
	Alton Road: 5th Street to Michigan Avenue	*	*	*	12-15	12-15	
	5th Street/MacArthur Causeway: Fountain Street to Washington Avenue	*	*	*	10-13	10-13	
41st Street: Alton Road to Collins Avenue	*	*	*	8-10	8-10		
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

Transportation Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of professional development hours per Transportation engineers/planners (24 hrs)	*	*	12	24	24	
Ensure Comprehensive Mobility Addressing All Modes Throughout the City	KPI: % of residents rating traffic flow on Miami Beach as excellent or good	*	16%	*	18%	*	<ul style="list-style-type: none"> • Implement ITS program (phase I) for South Beach and a portion of Mid Beach • Incorporate communities of a lifetime (aging friendly strategies) into capital projects that will be recommended in transportation master plan • Create an app that incorporates all existing transportation, including bikes, car on demand, trolley, etc. • Coordinate with Florida East Coast Counties/Cities to ensure a continuous bike path along Florida's Atlantic Coast • Review, Optimize, and Fine-tune traffic signal operations along 6 major corridors per year. • Implement ITS/SPS Phase I including major causeways and roadways leading to the Convention Center. • Implement Safe Routes to School Projects infrastructure plans for 3 schools in Miami Beach • Coordinate with Miami Dade County for implementation of Adaptive Traffic Signal Control along a corridor in Miami Beach as a pilot project. • Coordinate with the Florida Department of Transportation and Miami-Dade County for implementation of a Pedestrian Priority Zone as identified in the Transportation Master Plan.
	KPI: % of businesses rating traffic flow on Miami Beach as excellent or good	*	25%	*	27%	*	
	KPI: % of businesses agree or strongly agree public transportation for customers is effective	*	52%	*	80%	*	
	KPI: % of businesses agree or strongly agree public transportation for employees is effective	*	53%	*	80%	*	
	KPI: # of trips for bike sharing program (residents)	*	*	262,099	612,083	700,000	
	KPI: # of trips for bike sharing program (others)	*	*	854,312	473,726	500,000	
	KPI: % of residents that do not use their car as their primary mode of transportation	*	27%	*	27%	*	
	KPI: % residents rating the availability of bicycle path/lanes throughout the City as about the right amount	*	40%	*	40%	*	
	KPI: % of City of Miami Beach MDC Links meeting Minimum Level of Service D adopted in the City's Comprehensive Development Master Plan	*	*	*	100%	100%	
	KPI: % of City of Miami Beach FDOT Links meeting Minimum Level of Service D adopted in the City's Comprehensive Development Master Plan	*	*	*	46%	50%	
	KPI: South Beach bus circulator (the Local)/trolley ridership (in millions)	1.31	1.12	1.08	0.88	1.00	
	North Beach (B Line) trolley ridership (in millions)	*	*	0.65	0.72	1.00	

TRANSPORTATION

Critical Success Factors:

Transportation is a priority issue for the residents, Mayor, Commission, and Administration of the City. It is imperative that the Transportation Department meet or exceed expectations within the organization and its key intended outcome to ensure comprehensive mobility for the residents, employees, and visitors of Miami Beach. Following are various salient critical success factors.

- Working closely with the Public Works Department, Capital Improvements Department, Miami-Dade County, and FDOT to ensure that projects identified in the 2016 Miami Beach Transportation Master Plan are included in future neighborhood and infrastructure projects in the City as well as included for funding in the FDOT Work Program, Miami-Dade County Long Range Transportation Plan and Transportation Improvement Program. .
- Close coordination with the Procurement Department in developing solicitation documents in a timely manner for projects identified and services to be procured.
- Working closely with the Office of Budget for support and implementation of project budgets
- Continue coordinating with the Traffic Management Working Group for day-to-day Traffic Monitoring and Management/Mitigation activities to improve traffic flow in the City.
- Support organizational development programs, such as mandatory training classes, supervisory and management training, and technical skill trainings, throughout the department.

Future Outlook:

During Fiscal Year 2016-2017

With the adoption of the Transportation Master Plan on April 13, 2016, nearly \$500 Million worth of projects are programmed for planning, design or construction within the next five years.

In the next five years, the Transportation Department will continue to plan, coordinate, develop, deliver public mass transit projects, such as South Beach Trolley, Water Taxi Service, and Enhanced Bus Service across the MacArthur and Julia Tuttle Causeways (in coordination with Miami-Dade County); and advance the design and construction of infrastructure projects such as Protected Bike Paths, Green Bike Lanes, Neighborhood Greenways, Short and Long Term Bicycle Parking, Pedestrian Priority Zones, and Intermodal Hubs/Intercept Garages.

Key infrastructure and innovative projects such as the Miami Beach Light Rail/Modern Streetcar Project (approximately \$387 Million) and the Intelligent Transportation System/Smart Parking

TRANSPORTATION

System/Adaptive Traffic Signal Control Project (approx.. \$20 Million) will be advanced through innovative delivery methods such as Public-Private Partnerships (P3) and Design/Build/Operate/Maintain contracts, respectively.

Possible issues that may affect the timely delivery of the program is the feedback from the community as projects come on line and additional improvements/delays that may arise from coordination with internal departments (e.g., Capital Improvements Program and Public Works) and external agencies, such as FDOT and the County. The frequent coordination and streamlining of internal and external project plan reviews will continue and the Transportation Department will make every necessary effort towards reducing review times, expediting comments, and reducing comments which are not pertinent to the established scope and budget of projects.

EMERGENCY MANAGEMENT

Department Mission/Purpose Statement:

To provide our community with enhanced public safety services by optimizing effectiveness through interdepartmental, and interagency coordination, and accountability.

Department Description:

The Department of Emergency Management is comprised of four divisions: the Office of the Director, Administration, Operations, and Communications.

The Office of the Director:

The Office of the Director provides overall management, direction and fulfillment of the Department's mission. The Director participates as a member of the City's Executive Staff helping formulate Citywide goals and objectives. The following areas of concentration report directly to the Office of the Director providing advisory services and/or direct support to the whole Department.

Administration, Planning, Logistics, Finance, Homeland Security/Safety, Response, Mitigation/Recovery, Community Outreach, Public Safety Communications Unit (PSCU), and City Warning Point (CWP).

The Administration Division:

This division provides a variety of supporting services to the Department, including daily administrative, planning, logistical, and financial support to all Divisions within the Department.

The Administrative Division is comprised of four areas of concentration:

- 1) Administration: Training and Certification Management, Standards, Exercises, Standard Operating Guidelines, Laws and Ordinances, Internal Controls, Job Descriptions, Accreditations, and Audits;
- 2) Planning: Plan Development, Plan Review, Data Management and Systems Analytics, Research, Strategic Planning, and Project Management;
- 3) Logistics: Logistical Coordination, Asset and Resource Management (includes Facilities Management, Equipment Management, and Staffing Resources), Storage Tanks Administrator, and Citywide Radio Administration;
- 4) Finance: Budget Management, Grants Management, Financial Analysis, Contract Management, Requisition Management, and Travel Services.

The Operations Division:

Provides a variety of supporting services to the Department, and the public. This division is responsible for providing Homeland Security/Safety, Response, Mitigation Recovery, and Community Outreach.

City Manager

**Emergency Management
Department Director's Office**

The Office of the Director provides overall management, direction and fulfillment of the Department's mission. The Director participates as a member of the City's Executive Staff helping formulate Citywide goals and objectives. The following areas of concentration report directly to the Office of the Director providing advisory services and/or direct support to the whole Department: Administration, Planning, Logistics, Finance, Homeland Security/Safety, Response, Mitigation/Recovery, Community Outreach, Public Safety Communications Unit (PSCU), and City Warning Point (CWP).

Administration

The Administration Division provides a variety of supporting services to the Department, including daily administrative, planning, logistical, and financial support to all Divisions within the Department. The four areas of concentration are;

Administration: Training and Certification Management, Standards, Exercises, Standard Operating Guidelines, Laws and Ordinances, Internal Controls, Job Descriptions, Accreditations, and Audits.

Planning: Plan Development, Plan Review, Data Management and Systems Analytics, Research, Strategic Planning, and Project Management.

Logistics: Logistical Coordination, Asset and Resource Management (includes Facilities Management, Equipment Management, and Staffing Resources), Storage Tanks Administrator, and Citywide Radio Administration.

Finance: Budget Management, Grants Management, Financial Analysis, Contract Management, Requisition Management, and Travel Services.

Operations

The Operations Division provides a variety of supporting services to the Department, and the public. This division is responsible for providing Homeland Security/Safety, Response, Mitigation Recovery, and Community Outreach. The four areas of concentration are;

- 1) Homeland Security/Safety: Critical Infrastructure, Physical Security, Major and Special Event Coordination, Executive Services, Cybersecurity, and Terrorism;
- 2) Response: Emergency Response Team, Emergency Operational Areas;
- 3) Mitigation/Recovery: Volunteer Services, Re-Entry, Recovery Services, and Mitigation;
- 4) Community Outreach: Joint Information Center, Business & Industry Council, Volunteer Organizations Active in Disasters (VOAD), and Faith-Based & Neighborhood Partnership Program;
- 5) Emergency Operations Center/Event Coordination Center (EOC/ECC): Central command and control facility responsible for carrying out the principles of emergency preparedness and emergency or disaster management functions at a strategic level during an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization. An EOC is responsible for the strategic overview of a disaster. The common functions is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.

Communications

The Communications Division provides a variety of uninterrupted 24/7 public safety support services to multiple departments, residents, visitors, and the business community. The two areas of concentration are;

Public Safety Communications Unit (PSCU): Emergency Calls, Non-Emergency Calls, Police Dispatch, Fire Rescue Dispatch, CJIS Entry, 9-1-1 Records Management, and Public Safety Telecommunicator (PST) Academy.

City Warning Point (CWP): Duty Officer, Watch Officer, Traffic Monitoring, Social Media Monitoring, Resident Information Center, Internal Notification, Resource Information Management, and Emergency Notification.

EMERGENCY MANAGEMENT

The Operations Division is comprised of five areas of concentration:

- 1) Homeland Security/Safety: Critical Infrastructure, Physical Security, Major and Special Event Coordination, Executive Services, Cybersecurity, and Terrorism;
- 2) Response: Emergency Response Team, Emergency Operational Areas;
- 3) Mitigation/Recovery: Volunteer Services, Re-Entry, Recovery Services, and Mitigation;
- 4) Community Outreach: Joint Information Center, Business & Industry Council, Volunteer Organizations Active in Disasters (VOAD), and Faith-Based & Neighborhood Partnership Program;
- 5) Emergency Operations Center/Event Coordination Center (EOC/ECC): Central command and control facility responsible for carrying out the principles of emergency preparedness and emergency or disaster management functions at a strategic level during an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization. An EOC is responsible for the strategic overview of a disaster. The common functions is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.

The Communications Division:

Provides a variety of uninterrupted 24/7 public safety support services to multiple departments, residents, visitors, and the business community.

The Communications Division is comprised of two areas of concentration:

- 1) Public Safety Communications Unit (PSCU): Emergency Calls, Non-Emergency Calls, Police Dispatch, Fire Rescue Dispatch, CJIS Entry, 9-1-1 Records Management, and Public Safety Telecommunicator (PST) Academy;
- 2) City Warning Point (CWP): Duty Officer, Watch Officer, Traffic Monitoring, Social Media Monitoring, Resident Information Center, Internal Notification, Resource Information Management, and Emergency Notification.

See Attached Table of Organization:

EMERGENCY MANAGEMENT

Fiscal Environment:

The city uses the following funds to provide services that provides safety to the city:

- Grants
- Emergency Communications Number E911 System Fund

Business Environment:

The Community Partners include the following:

- American Red Cross
- City of Miami
- Community Emergency Response Team (CERT)
- Florida International University (FIU)
- Goodwill Ambassador Program
- Greater Miami & The Beaches Hotel Association
- Greater Miami Convention & Visitors Bureau
- Miami Beach Chamber of Commerce
- Miami Beach Housing Authority
- Miami Dade County
- Miami Dade County, Office of Emergency Management
- Mount Sinai Medical Center
- Talmudic University of Florida

The department optimizes resources obtained through partnerships with multiple city departments, and outside agencies in order to sustain the City during Activations, and efficiently maintain city operations during a disaster or special event while prioritizing the safety of our employees, residents, visitors, and the business community.

The Emergency Operations Center/Event Coordination Center (EOC) may activate for a number of reasons, including mass casualty incidents, hurricanes, severe tidal flooding, special, and major event coordination (e.g. Art Basel, Boat Show, Spring Break, Memorial Weekend, and New Year's celebrations), and for other natural, and man-made hazards.

EMERGENCY MANAGEMENT

Departmental Financial Summary

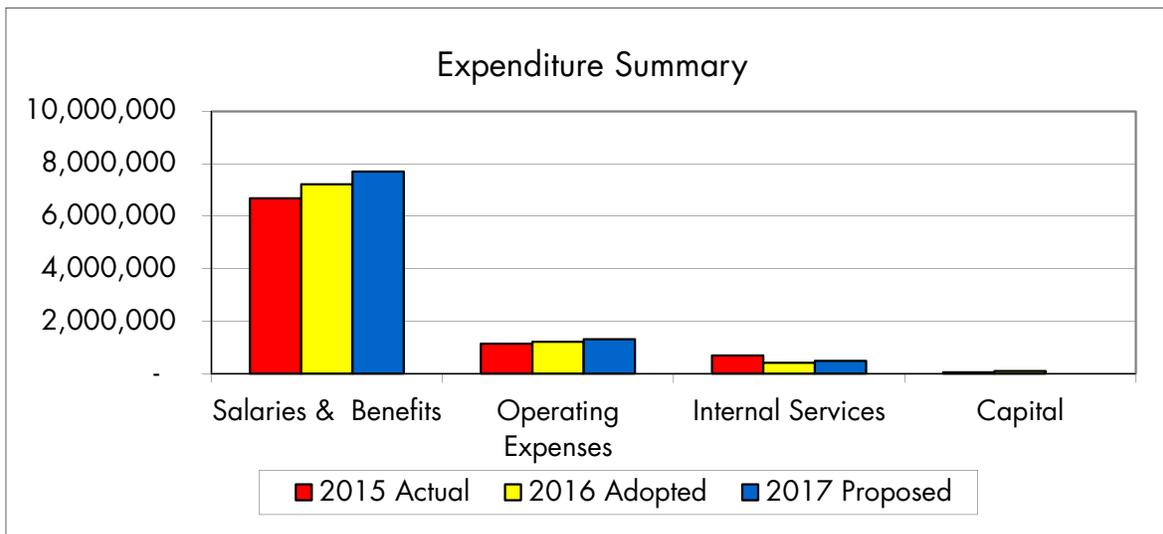
	2014	2015	2016	2017
Expenditure by Division	Actual	Actual	Adopted	Proposed
Emergency Management	172,005	1,685,962	2,727,000	2,780,000
PSCU	86	6,896,440	6,230,000	6,729,000
Total	\$ 172,091	\$ 8,582,401	\$ 8,957,000	\$ 9,509,000

Expenditure Area

Salaries & Benefits	93,727	6,689,195	7,218,000	7,703,000
Operating Expenses	78,364	1,145,978	1,220,000	1,316,000
Internal Services	0	692,221	412,000	490,000
Capital	0	55,008	107,000	0
Total	\$ 172,091	\$ 8,582,401	\$ 8,957,000	\$ 9,509,000

Total Budgeted Positions **3.00 + 0 PT** **74.00 + 0 PT** **74.00 + 0 PT** **78.00 + 0 PT**

In FY 14/15 the Department of Emergency Management was created as a stand-alone department. The functions and all associated positions were moved out of the City Manager's Office into the new department. Also in conjunction with a city-wide reorganization, the functions and associated positions of the Public Safety Communications Unit (PSCU) were moved from the Police Department to the newly created Department of Emergency Management.



Emergency Management

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	93,727	947,622	1,377,000	1,399,000
Operating Expenses	78,278	668,733	1,115,000	1,230,000
Internal Services	0	26,703	128,000	151,000
Capital	0	42,903	107,000	0
Total	\$ 172,005	\$ 1,685,962	\$ 2,727,000	\$ 2,780,000
Budgeted Positions	3	12	12	12

Public Safety Communications Unit (PSCU)

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	0	5,741,572	5,841,000	6,304,000
Operating Expenses	86	477,245	105,000	86,000
Internal Services	0	665,518	284,000	339,000
Capital	0	12,105	0	0
Total	\$ 86	\$ 6,896,440	\$ 6,230,000	\$ 6,729,000
Budgeted Positions	0	62	62	66

EMERGENCY MANAGEMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. For the Department of Emergency Management which includes the Public Safety Communications Unit (PSCU), personnel services expenditures increased by \$485,000 or 7%. This includes an additional \$232,000 for overtime based on staffing shortages in the PSCU resulting in existing staff needing to work additional hours. The PSCU is responsible for operating the City's centralized emergency call center where all emergency calls are received and routed to the appropriate first responder.
- Operating expenses increased by \$96,000 or 8%, which included \$135,000 for a new Storage Tank Maintenance Program. Other increases included \$8,000 for an additional copy machine rental, as well as an additional \$8,000 for office supplies. These increases were, however, offset by decreases in professional services for background checks now being conducted by the Police Department of \$13,000; \$8,000 a decrease in rental for a storage facility of \$8,000; and several one-time expenditures budgeted in FY2015/16.
- Internal services expenditures also increased by \$78,000 or 19%. This was due primarily to increases in Property Management of \$38,000, Information Technology (IT) of \$13,000 and Risk Management chargebacks of \$31,000 based on Emergency Management's usage of these internal services departments. These increases were offset by decreases in Central Services and Fleet Management usage totaling \$4,000.
- Capital expenditures decreased by \$107,000 or 100% due to one-time expenditures that were budgeted for in FY2015/16.

FY16/17 Enhancements

- The FY2016/17 budget includes an enhancement of \$135,000 for the implementation of monthly compliance inspections, annual tank leak level certifications, annual emergency stop testing, annual impact valve testing, annual mechanical leak detector certifications, annual fill bucket certifications, annual tank/containment sump certifications and annual dispenser sump certifications at emergency generator sites. This will ensure that the City's storage tank sites remain in compliance with Miami Dade Department of Environmental Resources guidelines.

EMERGENCY MANAGEMENT

Significant Prior Accomplishments:

- Acquisition and rollout of Phase I of the Emergency Notification System (CodeRED).
- Coordination of citywide operations for multiple major, and special events to include the MB Centennial Celebration, Spring Break, Memorial Weekend, Halloween, and Art Basel, and Art Week.
- Management and coordination of citywide response and EOC Activation for Tropical Storm Erika.
- Streamlining of internal expenditure processes.
- Purchase and distribution of body-worn video camera system to multiple City Departments, and facilitation of training and implementation of body worn cameras for the Code, Parking, Fire and Building Departments.
- Coordination and completion of All Hazards Vulnerability Assessment for City Hall and multiple city-owned parking garages.
- Implementation of Mutualink multi-media interoperability communications platform for event management and incident response.
- Successfully coordinated department and agency operational plans into a single Citywide Event Action Plan for multiple major and special events to include the MB Centennial Celebration, Spring Break, Memorial Day Weekend, and Art Basel and Art Week, among others.
 - Participated in the planning and execution of security measures for the Centennial Celebration.
 - Monitoring of traffic and events throughout the City. Provided Communications Support for Public Safety during the City's Centennial Event.
- Review, enhancement, and streamlining of City Security Contracts. Developed the scope of work for the Security Officer RFP.
- PSCU assessment and implementation of outsourcing efforts during staffing shortfalls.
- Donated 11 Automated External Defibrillator (AED) wall cabinets to the City of use in City Hall, and several Parks and Recreation locations.
- Increased security at City Hall with the addition of a security officer on the fourth floor of City Hall.
- Implemented CPTED principles at City Hall with respect to the landscaping.
- Successfully executed the Feasibility Cost Share Agreement with the US Army Corps of Engineers under Section 14 of the Continuing Authorities Program, for an erosion mitigation project at Mount Sinai Medical Center.
- Finalized City's Departments' Hurricane Plans.
- Provided training and awareness to multiple departments for a Pre-Landfall and Post-Landfall EOC Activation Training, Emergency Procedure and Evacuation Plans, and WebEOC.
 - Launched the City Warning Point, a 24/7 facility to keep appropriate employees informed of major situations, and serve as the 604-CITY Answering Center.
- Established a new training curriculum for a Public Safety Telecommunicator Academy which includes local guidelines and procedures, as well as Association of Public Safety Officials (APCO) certification for Telecommunicators. Hired four Dispatcher Trainees which participated in the first academy class.

EMERGENCY MANAGEMENT

- Established a training program for Acting Communications Supervisors to assist in staffing the supervisor position during shortages, special events, or training. Three employees successfully completed the training and have since assisted in fulfilling the role in an acting capacity.
- Collaborated with police and fire to create a communications and response plan to the Venetian Islands during expected repairs to the island bridges. Participated in an exercise aimed at testing those procedures for response.
- Augmented staffing within the PSCU with additional call-takers through Homeland Security Solution Inc. (HSSI) to assist with staffing shortages.
- Continued participation with City Fire/EMS and Mount Sinai Medical Center for their Chest Pain and Stroke accreditation program.
- Hiring of two additional dispatcher trainees and assigned them through the new training curriculum.
- Promoted a Communications Operator the position of Probationary Communications Supervisor.
- Refreshed the PSCU's Emergency Medical Dispatch (EMD) training including having all employees re-attend the course; refreshed ProQA (software based EMD protocols) training for all employees, and Quality Assurance Review (AQUA/Paramount) refreshers for selected Communications Supervisors to conduct review on EMD calls.
- Sent several PSCU employees to the APCO Conference in Washington D.C. as part of the revamped training program. The employees who attended included two supervisors, the PSCU manager, and a communications operator which all brought back valuable training information for the PSCU.
- Successfully tested the back-up 9-1-1 center emergency lines with employees from PSCU temporarily being relocated.
- Hiring of an additional dispatcher trainee.
- Provided Communications support with additional resources for Police, Fire, and other Departments/agencies during major and special events (Art Basel, Beach Bash, and New Year's Eve Week).

Emergency Management Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments	Average # of days to fill a telecommunicator vacancy (from RTF to start date)	*	*	540	120	120	•Extend contract with current vendor or replace computerized dispatch system
Ensure Expenditure Trends are Sustainable Over the Long Term	Total amount of funding through grants or alternative funding sources	*	*	\$122,879	\$100,000	\$100,000	•Evaluate procurement of FEMA compliance software
Strengthen Internal Controls to Achieve More Accountability	Total # of system tests of Reverse Notification System	*	*	37	4	4	•Combine system initiatives under the security and safety function under a single area of responsibility to ensure uniformity and integration across the City
	# of tests of the 911 back-up site	*	*	1	2	2	
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	% of DEM Management Team personnel with FEPA/CEM certification	*	*	14%	100%	100%	
	% of communications operators with State of Florida Telecommunicator Certification	*	*	92%	100%	100%	
	Total # of hours of training/professional development for communications operators	*	*	*	16	16	
	Turnover rate of telecommunications operators	*	*	14%	20%	20%	
	Total # of hours of contact training for all emergency management training (DEM personnel)	*	*	*	24	24	
	Total # of hours of contact training for all emergency management training (all City personnel)	*	*	*	4	4	
	Total # of hours of contact training for all emergency management training (Alpha/Bravo shift personnel for EOC Activations)	*	*	*	8	8	
	% of police (sworn and civilian) and emergency management employees certified in CJIS security awareness training	*	*	95%	100%	100%	
Enhance External and Internal Communication From and Within the City	# of public outreach/education events	*	*	7	20	20	

Emergency Management Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Ensure Reliable Stormwater And Resiliency Against Flooding By Implementing Select Short And Long-Term Solutions Including Addressing Sea-Level Rise							<ul style="list-style-type: none"> •Develop a process to allow eligible homeowners to access FEMA grant funds to elevate their homes
Enhance Public Safety and Emergency Preparedness	# of hazard specific exercises	*	*	4	4	4	<ul style="list-style-type: none"> •Address security upgrades in city facilities •Enhance hurricane and disaster preparation by funding the acquisition of key equipment including an emergency response trailer, portable generators and lighting units, etc. •Prepare a resident re-entry plan after emergency events including a disaster recovery plan and post disaster redevelopment plan •Create a business industry partnership for emergency management disaster mitigation, preparation, response and recovery by 2018 within \$180,000
	Conduct an annual update of CEMP (comprehensive emergency management plan)	*	*	0%	25%	25%	
	% of non-emergency call volume coming in to 911 center	*	*	48%	30%	30%	
	Hazard coordinating procedures per department	*	*	1	1	1	
	NIMS Compliance (EOC)	*	*	73%	90%	90%	
	NIMS Compliance (Citywide)	*	*	22%	80%	80%	
	Total # of EOC activations (Actual events take the place of simulated exercises)	*	*	12	3	3	
	Review and Revise City hazard specific plans	*	*	2	2	2	
	Average dispatch time within 90 seconds for fire calls	*	*	99%	99%	99%	
	Average answer time within 10 seconds for 911 calls	*	*	96%	90%	90%	
	Total # of incident action plans (pre-incident)	*	*	18	8	8	
	Total # of after-action reports	*	*	3	2	2	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

EMERGENCY MANAGEMENT

Critical Success Factors:

- Provide Communications support with additional resources for Code Compliance, Fire, Police, and Parking and other Departments/agencies during major and special events. These regular meetings are necessary and vital to the success of the operation.
- To ensure maximum organizational effectiveness, continual oversight of vacancies and staffing levels for Communications Unit which provides services related to Non-Emergency, Emergency 911 and City Warning Point.
- Regular meetings, formally and informally, with Building, Fire, Fleet Management, Information Technology, Office of Budgets and Performance Improvement, Police, Procurement, Property Management, Public Works, Procurement, and Sanitation to ensure department Homeland Safety and Security as well as emergency needs are completed on time and on budget.
- Increase the City's staff and resident awareness regarding the City's All-Hazards Emergency plans and Hurricane plans.
- Continue Development, Awareness and Training to multiple departments for a Pre-Landfall and Post-Landfall EOC Activation Training, Emergency Procedure and Evacuation Plans, and WebEOC.
- On-going partnership with the multiple departments to ensure effective implementation of the EOC readiness and major event planning needs. This collaboration is also critical for the on-going identification/implementation on Homeland Security and Safety initiatives.
- Continue developing the City Warning Point, a 24/7 facility to keep appropriate employees informed of major situations, and serve as the 604-CITY Answering Center.

Future Outlook:

The Department of Emergency Management oversees and manages the Emergency Operations Center/Event Coordination Center (EOC/ECC) that is the central command and control facility responsible to proactively carry out principles of emergency preparedness and emergency or disaster management functions at a strategic level during an emergency, and ensures the continuity of operations of the City.

DEM additionally oversees the Emergency Operational Areas (EOAs). The EOAs function as an area designated for the coordination of field operations during the post-disaster response and initial recovery activities. Each EOA is strategically located to target a defined geographic region of the City. The three (3) primary EOA sites have been established at City-owned and operated facilities which are co-located near public safety services, including Fire and Police stations. These EOAs additionally have open spaces adjacent or nearby to facilitate and support field operations and resource staging.

Field operations teams consist of assigned City departmental personnel and service response agencies. Field operation teams will coordinate specific response and recovery efforts through the EOAs to ensure rapid identification of impacted populations (based on damage assessments) and to ensure the swift response of life-safety/preservation needs of our community.

The Department will continue to use Threat, Hazard Identification and Risk Assessment (THIRA) to

EMERGENCY MANAGEMENT

identify vulnerabilities within the city affecting employees, residents, visitors, businesses, schools, etc. An understanding of the risks will determine the protective actions necessary to mitigate any weaknesses.

DEM oversees the Miami Beach Community Emergency Response Team (CERT) program which educates individuals about all-hazards disaster preparedness that may impact their area and trains them in fundamental disaster response skills, such as fire safety, basic search and rescue, team organization, and disaster medical operations. CERT volunteers can provide valuable assistance to others in their community following a disaster when professional responders are not immediately available to help. CERT volunteers support emergency response agencies by taking an active role in emergency preparedness projects within their community.

The Department of Emergency Management has also identified the following major technology projects required to improve the services of the City's Public Safety agencies:

- Identification and Access Control System
- VPIsystem Implementation
- Intrado VIPER with Automatic Number Information & Automatic Location Information
- Controller
- Replacement of public safety radio system
- CAD system feasibility review and upgrade
- Citywide Physical Security Master Plan

These technology projects are further explained below:

- Identification and Access Control System
This system will allow us to provide proper badging and credentialing of personnel assigned to incidents and events. This includes volunteers, CERT members, mutual aid responders, and others who need proper identification for access to a site. In addition, this system would allow us to track personnel, which is crucial to ensuring the safety and accountability of those involved and is a critical capability when seeking reimbursement for Federally declared disasters. This system would also provide us with the ability to expand its capabilities to include access control and asset tracking.
- VPIsystem Implementation
The VPIsystem consists of hardware and software used in the recording of telephone calls coming in to a public safety answering point (PSAP). It also captures and integrates CAD information associated with 911 telephone calls. Included in this service is 24/7 support and the ability to redact recordings when fulfilling public records requests. The recording system currently being utilized in the PSCU records only telephone conversations, and does not integrate the associated CAD information.
- Intrado VIPER with Automatic Number Information & Automatic Location Information Controller
VIPER is a software package which improves the efficiency of PSAP call-taking, and

EMERGENCY MANAGEMENT

provides automatic call distribution in addition to remote deployment capabilities. This upgrade is required in order to deliver next-generation emergency call-handling services. These upgraded services will permit the PSAP to receive messages texted to 911, and improve the accuracy of identifying the location of calls originating from cellphones. An upgrade will include new automatic phone number and location information controllers for both the primary and backup PSAP's.

- Replacement of public safety radio system
The City's current public safety radio system is at end of its life, and requires replacing to meet federally mandated interoperability requirements (P25).
- CAD system feasibility review and upgrade
CAD is a computer-aided dispatch system used to initiate public safety calls for service, dispatch, and to maintain the status of responding resources in the field. Features that can be added include automatic address verification, real-time GPS unit locations, integration of GIS mapping, and instantaneous access to information such as preplans, hazards, and warrants. A feasibility study is desired to assess the City's current CAD capabilities, as well as future needs, and to determine which provider meets these needs as it upgrades to a new P25 radio system.
- Security Master Plan (City Hall)
To retrofit City Hall for the safety and security to all customers, constituents and employees while on premise. This one-time fee to build out a screening area on the first floor of City Hall to include an x-ray scanner, walk through metal detector and additional equipment such as a conveyor belt, computer and furniture as necessary.
- Security Master Plan (Citywide)
Develop a master plan to integrate the City's existing disparate devices and information systems (video, access control, analytics, microwave network, parking applications, traffic monitoring, intrusion detection, etc.) in order to monitor and control them through a comprehensive user interface at the City Warning Point. Implementing an integrated master plan will allow City personnel to identify and proactively resolve situations in a timelier manner, resulting in reduced costs through improved efficiency and heightened security through increased intelligence. The request is to hire a consultant with proven experience and expertise to develop the plan and assist in its implementation.

MIAMIBEACH

FIRE

Department Mission/Purpose Statement:

We are a team of dedicated professionals whose mission is to provide our residents and visitors with the highest level of safety and security through the delivery of fire suppression, emergency medical services, disaster response, ocean rescue, fire prevention, and public education programs.

Department Description:

The Fire Administration Section ensures a constant state of mission readiness through the efforts of the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division, Training Division and the Ocean Rescue Division.

Rapid and effective emergency services are provided to the community from four fire stations that are placed to allow a call dispatched to the arrival of first due unit within four to six minutes for medical and fire emergencies and within eight minutes for additional units. Fire Administration and Support Services provide service from their own facilities. Ocean Rescue provides services from one headquarter and three sub-headquarter facilities that coordinate the preventive and rescue efforts of 35 lifeguard towers located to cover all publically accessible beaches.

Significant Historical Events which continue to impact the Fire Department:

- Fire Department established in 1920.
- Rescue Division established in October of 1966 – signified paradigm shift from fire protection only to Fire and Emergency Medical Rescue Service.
- Multiple large scale fires in the 1980's and compliance with state and local fire prevention codes responsible for expansion and modernization of the Fire Prevention Division.
- City of Miami Beach recognized as second highest concentration of high-rise buildings per capita in the world as of September of 2003 (fourth as of 2010).
- Merged with Beach Patrol (now Ocean Rescue Division) on May 16, 2004, which further enhanced the Fire Department's capabilities and training opportunities.
- Threat of Weapons of Mass Destruction or (WMD), terrorism and natural disaster plus responsibility for responding to confined space, ocean rescues, elevated victim rescue and hazardous materials incidents have transformed the "Fire Department" into an "All Hazards" Department.
- Minimum Staffing ordinance passed in February 2003, requiring 44 Firefighters to be on duty at all times.
- Fire Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009 and reaccredited in March 2015.
- Fire Department rated as a Class One Department by the Insurance Services Office (ISO) in December of 2007 and was renewed in June 2012.
- Implemented National Fire Incident Reporting System (NFIRS) in 2009.
- Implemented Fire Department reorganization in October 2012.
- In 2014, the Training Division was added to better address service enhancements and training needs.
- ICMA Study of the Fire Department was completed March 2015

See Attached Table of Organization

City Manager

Fire Chief's Office

Responsible for overall management, direction, developing departmental goals and objectives, and establishing and implementing policies and procedures. Liaison with the Fire Union using a Labor/ Management Team approach. Participates as a member of the Executive Staff helping to formulate City Wide goals and policies.

Deputy Chief of Administration

Deputy Chief of Operations

Support Services

Responsible for Mechanical Maintenance and Communications. Repairs all firefighting apparatus and equipment, conduct tests and maintain records of same. Coordinate with PSCU for QA/QC for dispatch and radio maintenance.

Prevention

Responsible for enforcing all Fire and Life Safety Codes. Conducting building inspections, plan reviews for new construction and major renovations, nightclub and places of assembly inspections, investigation of fires for cause and origin.

Ocean Rescue

Responsible for providing ocean lifeguarding for 7.1 miles of beach, via 35 lifeguard towers and four sub-head quarters.

Suppression

Responsible for mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. Conduct building inspections, develop pre fire plans on target hazards and respond to emergency medical incidents.

Training

Responsible for Training and establish in-service training, new hire and promotional standards.

Rescue

Respond to all emergency medical incidents and provide pre-hospital care to the sick and injured. Transport those patients to area hospitals and release to emergency room staff. Respond to all structure fires and perform the functions of fire companies on those incidents.

FIRE

Fiscal Environment:

The Fire Department is supported primarily from the General Fund. Revenue sources within the General Fund generated through Fire Department activities include:

- Rescue transport fees
- Fire Inspection Fee / Annual Fire Permit / Fire Watch Overtime Fees /False Alarm Fees
- Plan review permit fees
- Enhanced fire inspection fees
- Other permits
- Firefighters Supplemental Education Fund
- Off-duty detail fees
- Life Safety Inspection Citations

Business Environment:

The Fire Department has sole responsibility for providing fire protection, emergency medical services, fire prevention and life safety inspections, review and enforcement, ocean rescue, and beach safety within the City of Miami Beach. To accomplish our mission, the Fire Department is provided sufficient resources and maintains mutual aid agreements with other local, state and federal fire and emergency agencies as well as the private sector.

The Fire Department continues to work to establish and maintain cooperative relationships with our residents, elected officials, City administration and other City departments to foster public and private partnerships.

FIRE

Departmental Financial Summary

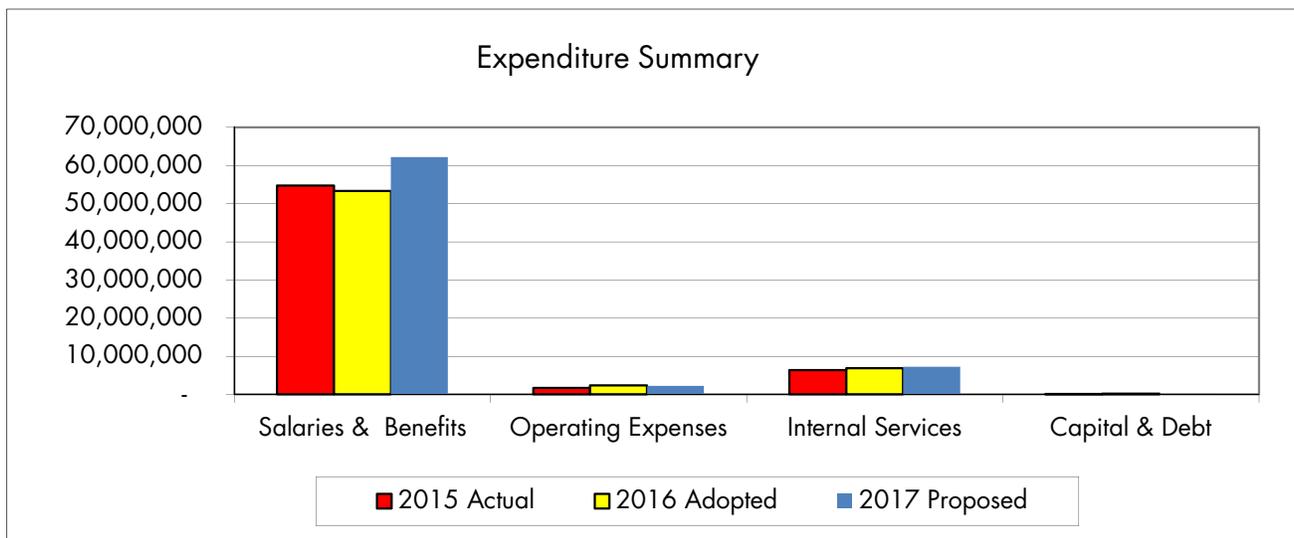
Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Annual Fire Inspections	366,360	358,176	360,000	360,000
Fire Palan Review	1,744,102	1,892,301	1,657,000	1,660,000
Enhanced Fire Inspection	144,289	93,300	141,000	137,000
Hydrant Flow Test	92,722	96,239	84,000	87,000
Fire Code Violations	26,271	41,553	57,000	20,000
FF Education Supplement	110,852	91,934	94,000	93,000
Fire Rescue Transport	1,755,531	2,056,606	2,053,000	2,100,000
Off-Duty Administration	80,853	422,148	102,000	100,000
Off-Duty Fire Watch Fees	0	0	0	250,000
Overcrowding Fines	13,650	5,712	12,000	12,000
Fire Training and Technology	0	0	0	60,000
Fire False Alarm Fee	925	0	1,000	1,000
Total	\$ 4,335,556	\$ 5,057,969	\$ 4,561,000	\$ 4,880,000

Expenditure Area

Salaries & Benefits	52,519,761	54,791,431	53,318,000	62,228,000
Operating Expenses	1,574,982	1,714,572	2,378,000	2,272,000
Internal Services	6,675,224	6,399,155	6,864,000	7,262,000
Capital & Debt	216,282	27,092	181,000	176,000
Total	\$ 60,986,248	\$ 62,932,250	\$ 62,741,000	\$ 71,938,000

Budgeted Positions

Fire	227 FT + 0 PT	230 FT + 0 PT	230 FT + 0 PT	244 FT + 0 PT
Ocean Rescue	78 FT + 47 PT	92 FT + 47 PT	92 FT + 47 PT	91 FT + 47 PT
Total Budgeted Positions	305 FT + 47 PT	322 FT + 47 PT	322 FT + 47 PT	335 FT + 47 PT



FIRE

Departmental Financial Summary Suppression

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	22,079,852	23,372,850	21,796,000	25,488,000
Operating Expenses	383,574	432,776	520,000	443,400
Internal Services	2,854,062	2,714,588	2,910,000	3,089,000
Capital & Debt	13,000	13,000	16,000	120,000
Total	\$ 25,330,488	\$ 26,533,214	\$ 25,242,000	\$ 29,140,400

Budgeted Positions **116** **117** **117** **117**

Rescue

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	17,259,560	17,271,091	16,041,000	20,700,000
Operating Expenses	517,308	502,929	558,000	554,000
Internal Services	1,589,045	1,558,306	1,647,000	1,730,000
Capital & Debt	0	0	60,000	26,000
Total	\$ 19,365,913	\$ 19,332,325	\$ 18,306,000	\$ 23,010,000

Budgeted Positions **78** **78** **78** **91**

Prevention

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	3,027,149	2,892,304	3,223,000	3,339,000
Operating Expenses	32,373	100,809	91,000	146,800
Internal Services	505,980	453,660	481,000	492,000
Capital & Debt	52,406	0	23,000	0
Total	\$ 3,617,907	\$ 3,446,773	\$ 3,818,000	\$ 3,977,800

Budgeted Positions **22** **22** **22** **23**

Support Services

	2014	2015	2016	2017
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	2,178,129	2,283,561	1,992,000	2,174,000
Operating Expenses	541,610	596,872	869,000	850,000
Internal Services	231,579	192,777	193,000	209,000
Capital & Debt	150,876	4,623	33,000	30,000
Total	\$ 3,102,194	\$ 3,077,834	\$ 3,087,000	\$ 3,263,000

Budgeted Positions **11** **11** **11** **11**

FIRE

Departmental Financial Summary Training

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	0	0	545,000	568,000
Operating Expenses	0	0	158,000	131,300
Internal Services	0	0	0	0
Capital & Debt	0	0	3,000	0
Total	\$ 0	\$ 0	\$ 706,000	\$ 699,300
 Budgeted Positions	 0	 2	 2	 2

Ocean Rescue

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	7,975,071	8,971,625	9,721,000	9,959,000
Operating Expenses	100,116	81,186	182,000	146,500
Internal Services	1,494,559	1,479,825	1,633,000	1,742,000
Capital & Debt	0	9,468	46,000	0
Total	\$ 9,569,746	\$ 10,542,105	\$ 11,582,000	\$ 11,847,500
 Budgeted Positions	 78 FT + 47 PT	 92 FT + 47 PT	 92 FT + 47 PT	 91 FT + 47 PT

FIRE

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 2 percent merit increase for other employees and 5% step increases for members not at the maximum of their range in the FOP and IAFF bargaining units. Merit and step increases apply within existing pay ranges. For the Fire Department, personnel services expenditures increased by \$8,900,000 or 17%. This increase is due to the FY2015/16 Fire Department's salary allocation being under-budgeted due to an issue with the salary model that was utilized. This, combined with the budgeted FY2016/17 increases for all City employees, including cost of living adjustment and applicable merit depending on the bargaining unit, has resulted in salaries and wages increasing by \$4,885,000. The other \$4,015,000 is attributed to increased costs in allowances for applicable staff, overtime, holiday pay overtime, health and life insurance, and pension costs.
- FY2016/17 operating expenditures decreased by \$106,000 or 4%. This is not only attributed to the \$215,000 in efficiencies the Fire Department identified during the budget process, but also savings in professional services for promotional testing and background screening. These decreases were, however, offset by increases in contract maintenance for annual maintenance, inspection, and testing of equipment of Fire equipment.
- Internal services expenditures increased by \$398,000 or 6%. This is due primarily to increases in usage of Property Management services of \$91,000, Information Technology (IT) of \$182,000 and Risk Management of \$283,000. These increases were, however, offset by decreases in usage for Central Services and Fleet Management totaling \$158,000.
- Capital expenditures decreased slightly by \$5,000 or 3%. Funding allocated for capital expenditures includes Assistance to Firefighters Grant (AFG) matching funds totaling \$107,000 for the purchase of radios (\$98,000) and health scans (\$9,000). Also included are matching funds for State EMS grants totaling \$26,000 and \$30,000 for the replacement of two special lifts. These increases were, however, completely offset by decreases in funding for furniture and fixtures and motor vehicles, which were one-time expenditures budgeted in FY2015/16.

FY16/17 Enhancements

- The FY2016/17 budget includes an enhancement of \$1,371,000 for the purpose of staffing an additional rescue unit at Fire Station #4 (Rescue 44). The ICMA/CPSM recommended that the Miami Beach Fire Department plan for the deployment of a second rescue from Station 4 based on high demand in certain demand blocks which is on par with demand blocks in the southern portion of the city. This additional unit will also provide for the shifting of boundaries between the South, Middle, and North Beach units so that the areas covered by the units are smaller thereby increasing response times.

FIRE

FY16/17 Efficiencies

- As part of the FY2016/17 budget process, departments were tasked with identifying funding within their operating budgets that could be reduced without impacting their current service levels. The Fire Department identified \$215,000 in funding that could be reduced including \$35,000 in temporary labor, \$55,000 in travel, and \$110,000 in contracted services, as well as reductions for supplies and other operating expenditures.

FIRE

Significant Prior Accomplishments:

Administration

- Completed Annual Compliance Report for 2015 to the accrediting agency CFAI.
- Continued constant efforts to maintain international accreditation through the CFAI and #1 rating on a 1 to 10 scale from the Insurance Services Office (ISO). Less than 1% of Fire Department's in the entire country are Class I.
- Continued enhancements of Computer Aided Dispatch (CAD), Fire and EMS electronic reporting and records management, electronic reports for city vehicle accidents, and electronic reporting of employee injuries, accidents, and exposure to chemical or biological hazards.
- Re-established the Awards Committee.
- Converted all paper employee files to electronic files via Laserfiche.

Suppression Division

- On November of 2014, the department conducted an HSEEP compliant FSE exercise titled "Operation E" designed to practice first responder interaction with the patient along with outside agencies in the treatment and transport of a suspected Ebola infected patient. This exercise included the City of Miami Beach Fire, Police, Emergency Management and volunteers from various city departments, the local hospital (Mount Sinai) and the Department of Health.
- Collaborated with the City of Miami to provide Fire and EMS services to the west end of the Venetian Islands while bridge construction closes access for the City of Miami from the west side resulting in "Operation Venetian Rescue"
- In May of 2015, the department conducted an HSEEP compliant FSE exercise titled "Operation Venetian Rescue" designed to practice first responder response to the Venetian Islands if ground access was cut off. This exercise included the City of Miami Fire and Police Departments, Miami Dade County air assets and Public Works, The City of Miami Beach Fire, Police, Emergency Management and volunteers from various city departments. Numerous other agencies with water assets such as Bal Harbor Police also participated.
- Participated in the planning and execution of the City's Centennial Party Incident Action Plan. An event attended by over 100,000 people.
- Responded to 23,889 calls for service (1.03% increase from the previous year) including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues and public service calls.
- Flushed over 1,100 hydrants in the city to test their operation.
- Provided on duty response personnel to assist with delivery of Citizen's Academy, CERT, and CPR training for friends and family and dispatch personnel.
- Continued intra-agency agreement for presidential and dignitary visits to the City of Miami Beach.
- Increased Marine operation capabilities by contracting to purchase Miami Beach's first Fireboat with an expected delivery date of April 2016.
- Provided operation plans and personnel for numerous special events and holidays that occur throughout the year such as the Miami Beach Centennial Celebration,

FIRE

the Miami Beach Boat Show, and Memorial Day, Fourth of July, Halloween, and New Year's Eve.

- Sent a speaker to the following conferences:
 - Urban Area Security Initiative (UASI) Conference to highlight the Miami Beach's citywide response to the Ebola crisis
 - National Hurricane Conference to teach Urban Search and Rescue for the first responder
 - Governor's Hurricane Conference to teach Urban Search and Rescue for the first responder
- Sent a participant to a federal level Urban Search and Rescue (US&R) exercise titled "Kansas Salinas Tornados" testing a federal US&R response to large scale disasters.

Rescue Division

- Maintain a comprehensive Quality Assurance program that ensures 100% review of all patient care reports to provide quality improvement in patient care.
- First time recipients of the American Heart Association Mission: Lifeline- EMS Silver recognition for our commitment to improve the quality of care for STEMI patients.
- Attend the FL Department of Health quarterly EMS Advisory Council meetings to assess any legislative impacts that may affect delivery of emergency medical services on Miami Beach.
- Implemented 100% monthly case reviews of all STEMI and Stroke Alert patients transported to Mt. Sinai to track patient outcomes and monitor compliance with established best practices.
- Recertified 98% of our paramedics in Pediatric Advanced Life Support (PALS) to maintain clinical proficiency when providing care to children.
- Responded to approximately 17,000 emergency medical service calls, transported approximately 8,000 patients and generated \$2.3 million dollars in transport revenue.
- Recertified 90 paramedics in Advanced Cardiac Life Support.
- Provided Adult Emergency Airway Management training to our paramedics.
- Active member of the Fire Officers Association of Miami-Dade (FOAMD) Stroke Consortium that strives to improve patient care to stroke victims in Miami-Dade County.
- Maintained participation in FOAMD STEMI patient care network and countywide data collection efforts that is intended to improve survivability rate to heart attack victims in Miami-Dade County.
- Maintained compliance with the Florida Department of Health's Emergency Medical Services Training and Reporting System (EMSTARS) and National Emergency Medical Services Information System (NEMSIS) requirements for patient care data capture and submission on a monthly basis.
- Conducts monthly Quality Assurance meetings with Medical Director to provide peer report review and address quality improvement in patient care.
- Delivered CPR and AED training to City Hall and Sanitation Department employees.
- Provided CPR & AED community based training to parents of children in the

FIRE

Headstart Program at Biscayne and Feinberg Fisher Elementary schools.

- Awarded \$6,304 from the State EMS County Grant to improve the delivery of emergency medical services in the City of Miami Beach.
- Five (5) SWAT Paramedics attended the Law Enforcement First Responder (LEFR) course alongside their SWAT Operators from the police department to improve their skill level in high threat environments. First fire department in Miami-Dade County to launch the Pulsepoint Respond smart phone application in the City which aims to improve sudden cardiac arrest outcomes and provide transparency of Fire Department operations.
- Attended North America's largest EMS conference and trade show, EMS World Expo to network with prehospital medical professionals and evaluate what best practices to implement in the City.

Fire Prevention Division

- Completed 10,614 plan reviews for new construction and remodeling of business properties.
- Conducted over 74 fire and life safety education trainings.
- Conducted 10,868 new constructions and remodeling inspections.
- Worked with Special Magistrate to ensure compliance and adherence of Fire Safety Codes and processed 195 new cases this year.
- Conducted 333 night club inspections for overcrowding.
- Investigated cause and origin of 36 fire incidents as mandated by the Florida Fire Prevention Code.
- Conducted 3,124 annual inspections, 2,044 re-inspections and 1,401 other inspections. (referrals, New Building Certificate of Use (BCU) and Others)
- An additional 1,946 inspections were conducted by fire company and referred back to fire prevention for follow up and documentation.
- Conducted 193 high rise building inspections (100%).
- Reviewed 162 plans for special events in the City.
- Assigned 1,669 details for special events.
- Conducted 66 water flow and hydrant test for new and existing building construction projects.
- Worked with Building official, Building Department and building trades to expedite plan reviews and inspections.
- Worked with Code Compliance to respond to citizen's complaints and concerns.
- Plans Reviews and Fire inspections of the remodeling of the Miami Beach Convention Center are on-going.
- Installed 13 infant car seats.

Support Services Division

- Continue our bunker gear replacement schedule, replacing all bunker gear every 10 years.
- Replacement of Fire Chief, Assistant Chief, Rescue Chief and 3 Spare Support Staff Vehicles.
- Continued efforts with the Capital Improvement Project: restore or build a new fire

FIRE

station 1.

- Utilize grant funds to purchase two (2) new rescue trucks and a backup air truck.
- Addition of Fire Department Communications Manager position
- Installation of Traffic Light Control System for safe exit of apparatus responding to emergency calls.
- Installation of boat dock and purchase of fire boat.
- Addition of Quartermaster position.
- Purchase reflective safety vest with Fire Department logo for every apparatus.
- Installation of new generator Fire Station 1.
- Replace generator fuel storage tank Fire Station 3.
- Purchase new TNT extrication equipment.
- Refurbish fire training classroom.
- Purchase new hybrid take home vehicles for better gas mileage, fewer emissions, and decreased fuel demand.

Training Division

- Orientation and training for 21 new fire recruits for expected vacancies.
- Conducted Rope Rescue Technician training for 23 firefighters.
- Conducted Marine Firefighting and advanced tactics and command procedures for luxury yachts.
- Conducted and certified 13 Safety Officers
- Conducted and certified 10 car seat technicians.
- Conducted and certified 15 State of Florida Live Fire Instructors.
- Reached 100% compliance for in-service training for new TNT extrication equipment.
- Conducted Department Wide 3 hour training on Strategic Consideration and external size up consideration training at 90% target
- Conducted Department Wide 40 hours of Rope Rescue Scenario in service training 90% target
- Guest Speaker- Chief Shannon Stone for Officer Development Leadership Course. - Right Seat Nugget Training 98% Target Officer
- Target Solutions Program implemented.
- 12 company officers certified on Officer Development Blue Card Training
- Certified 20 Firefighters to be available for the position of Air Technician
- Department Wide 88% Hand-Tevy Training
- 16 Honor Guard participated in events to present colors.
- Reached 92% compliance for Advanced Airway Training.
- Continued the development based on NFPA 1002 for Fire Apparatus Operators throughout the department to reduce liability while operating an emergency vehicle.
- Applied for and awarded a \$37,000 grant to train Police, Fire, Coast Guard and other first responders in self-preservation and bleeding control in active shooter situations. The class, titled Law Enforcement/First Responder Trauma/ Casualty Care (LEFR/TCC) was delivered to over 200 first responders from UASI Region 7. This is one piece of an active shooter response plan featuring classroom training,

FIRE

drills, real life scenarios and ultimately Full Scale Exercises encompassing everyone from civilians, first responders and hospitals in the Knowledge, Skills and Abilities (KSAs) needed for an integrated multi-agency response to the very real possibility of being faced with an active shooter.

Ocean Rescue Division

- Protected over 11,000,000 visitors with only one (1) drowning (rip current) during on-duty hours in guarded areas.
- Lifeguards rescued 788 drowning victims from rip currents and completed 217,367 preventative actions.
- Treated over 21,114 minor first aids, 166 major medicals and reunited 268 lost persons with their family members.
- Supervised yearly re-certification training and physical requirements, which are held every 6 months.
- Ocean Rescue had a total of 161,032 enforcements of State/Local Laws and environmental concerns.
- Since March of 2015, Ocean Rescue added 6 additional Lifeguard towers and 12 fulltime lifeguards to staff accordingly. This expanded coverage ensures a safer environment to beach patrons and tourist.

Fire Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Streamline the Delivery of Services Through All Departments							<ul style="list-style-type: none"> •Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers •Extend contract with current vendor or replace computerized dispatch system •Implement Body Camera Program in Code, Building, Parking, and Fire Departments (Building and Fire Departments will fund through their respective Training and Technology Units)
Enhance Public Safety and Emergency Preparedness	% of publicly accessible beach areas covered by existing lifeguard towers	100%	100%	100%	90%	90%	<ul style="list-style-type: none"> •Prepare a resident re-entry plan for after emergency events including a disaster recovery plan and post disaster redevelopment plan
	% of residents rating overall quality of the fire department as excellent or good	*	93%	*	91%	*	
	% of businesses rating overall quality of the fire department as excellent or good	*	93%	*	94%	*	
	% businesses rating overall quality of Emergency Medical Response as excellent or good	*	92%	*	91%	*	
	% residents rating overall quality of Emergency Medical Response as excellent or good	*	93%	*	84%	*	
	% of businesses rating overall quality of Ocean Rescue as excellent or good	*	89%	*	91%	*	
	% of residents rating overall quality of Ocean Rescue as excellent or good	*	88%	*	85%	*	

Fire Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	KPI: % of businesses that strongly agree or agree the experience in contacting the Fire Department was satisfactory	*	87%	*	93%	*	•Implement Building unsafe structure board
	KPI: % of businesses that strongly agree or agree inspections by the Fire Department are consistent from one inspection to the next	*	86%	*	80%	*	
	KPI: % of businesses that strongly agree or agree inspections by the Fire Department are fair	*	89%	*	84%	*	
	% of high rise buildings inspected yearly	3%	8%	119%	100%	100%	
	% of buildings (excluding low-rise multi-residential) inspected yearly	31%	60%	86%	100%	100%	
	% of low-rise multi-residential buildings inspected yearly	39%	54%	88%	100%	100%	
	Total # of commercial drop-off plan reviews conducted by Fire	158	143	115	n/a	n/a	
	Commercial drop-off: Turnaround time for plan review - Fire (days)	12.1	11.5	6	n/a	n/a	
Commercial drop-off: % of plans reviewed within turnaround time target by Fire Department	85%	95%	95%	90%	90%		
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	% of employees receiving a minimum of 48 hours of training per quarter per ISO and Miami Beach Fire Department requirements	*	98%	98%	98%	98%	
	# of special event plans reviewed	95	129	109	n/a	n/a	
<p>A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan</p> <p>* Indicates measure was not tracked and/or conducted during reporting period</p>							

FIRE

Critical Success Factors:

- Currently reviewing architectural plans for renovations of Fire Station 1 and addressing parking issues
- Continue Officer Development Training with newly implemented Target Solutions software
- Continue negotiation with the bargaining units to:
 - Increase ability to deliver training to personnel while on duty while decreasing inherent overtime costs and partner with other departments to increase critical training opportunities;
 - Achieve consensus on fair, competitive and sustainable salaries and benefits;
 - Increase participation of operational units in public service and education programs delivered while personnel are on regular duty.
- Collaborative efforts to replace the 79 street Ocean Rescue trailer.
- Work with other fire agencies to enhance marine firefighting capabilities, Hazmat, Technical Rescue Team (TRT), special operations.

Future Outlook:

A major effort of the Fire Department is to maintain a results-oriented agency. Constant improvement and maximum efficiency and service are pursued through the following anticipated accomplishments in FY 2016/17.

- Ocean Rescue will be implementing a 2 week Junior Lifeguard summer program in July 2016. The purpose of the program is to provide the children of our community a sound aquatic background and acquaint them with the hazards of ocean swimming.
- Continue efforts to fine tune our ability to gather data electronically with an emphasis on reducing duplicate data entry, facilitating data access, and improving the reliability and security of data collection.
- Monitor feedback results from city surveys, internal service shoppers, department quality assurance programs and citizen complaints or suggestions to help improve customer service.
- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews with emphasis on reducing costs, managing risk and liability and increasing efficiency and job satisfaction of employees.
- Given the city's continued increase in daily population, tourism, special events, traffic, new construction and renovation projects, it is reasonable to anticipate that demand for fire, medical emergency, ocean rescue and fire prevention services will continue to increase. The increased demand in volume is compounded by increased complexity in the delivery of services. The increased volume and complexity of service delivered is not currently matched with equivalent growth of revenue sources. The current national and local economic and political environment will continue to place a higher demand for services while at the same time generating a higher level of scrutiny on the cost, priority and need for specific

FIRE

services. The department leadership and bargaining units' leadership must stay in tune to citizen expectations, cost containment, cost sustainability, and resiliency to meet unexpected challenges.

- Jointly work with the Human Resources Department, Recruitment Division to coordinate the recruitment of a new class of firefighters effective October 2016.

Revenues

- Special events provide economic opportunities for the City; however, they also impose special needs for service delivery and impact negatively on the delivery of services to local residents, businesses and visitors. Constant review of special events and the costs they impose on service delivery must be ongoing to ensure that the City is not adversely impacted by subsidizing an unequal portion of the added burden or vice versa that we do not deter or impede the development of beneficial services and business development with prohibitive fees. The current fee schedule is very conservative and should be evaluated for possible increase.
- In FY13/14, an ordinance was adopted establishing a fee for false alarm responses. The department is currently in the RFP process.

MIAMIBEACH

POLICE

Department Mission/Purpose Statement:

Prevent crime and enhance public safety.

Vision Statement: We aspire to be a world class agency which protects our diverse community and serves as a model for character, innovation and service to meet the challenges of tomorrow.

Core Values: Honest, Professional, Accountable and Proud.

Daily Goals: Reduce crime and the fear of crime, partner with the community to solve problems, improve traffic safety, operate the organization efficiently

Department Description:

The Miami Beach Police Department (MBPD) came into existence in 1915 when the City incorporated. Since this time, the Department has developed into a full service professional municipal police agency. In 2000, the MBPD became accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA is an international accrediting body that ensures police agencies are adhering to nationally recognized professional law enforcement standards. Less than five percent of police agencies nationally achieve this distinguished honor. In addition, the MBPD is accredited by the Commission for Florida Law Enforcement.

In 2009 CALEA awarded the Miami Beach Police Department the Flagship designation, renamed to Accreditation with Excellence, and enhanced the stringent award criteria and application process. The Miami Beach Police Department has maintained its status as a member of this elite group, comprised of fewer than 10 percent of all accredited agencies nationwide. And, on December 2, 2015, CALEA approved the Miami Beach Police Department for re-accreditation for an impressive sixth time, illustrating MBPD's ongoing and absolute commitment to the best practices of the law enforcement profession.

To provide an effective public safety and law enforcement response to the community of approximately 90,000 residents and a daily population of over 200,000, the Department has been reorganized into the Office of the Chief, the Operations Division, the Investigations and Support Services Division, and the Chief of Staff's Office.

The Operations Division is divided into three patrol areas (South, Middle, and North), each directed by a captain and overseen by a major, who serves as the Division Commander. Each captain has dedicated personnel assigned to their area, as well as access to numerous specialty units, designed to maximize proactive policing initiatives. In addition, the Ocean Drive and Homeless Outreach Units were recently created to address specific problems and issues. The Investigations and Support Division is divided into two sections, Criminal

Investigations and Support Services. Each section is supervised by a captain, and a major is assigned as Division Commander.

POLICE

The 2014 City of Miami Beach Community Survey indicates that 67 percent of residents' rate police services as excellent or good, down 17 percent from the 2009 survey. The 2016 survey will be distributed in the coming weeks and will include existing metrics and some updates. Specifically, the 2016 survey will include measures that assess MBPD's communication and outreach efforts to keep citizens informed.

This past year, the executive leadership team and command staff have worked strategically to examine the effectiveness of traditional approaches and investigate new initiatives that best serve the City as a whole, while balancing the needs of individual communities. A significant example this year has been the development of a new recruitment effort. By partnering with the City of Miami Beach Communications/Production Unit, the Department was able to quickly create a five-minute video geared specifically toward a diverse, target audience. The video was produced completely in-house and, consequently, resulted in a significant cost and time savings. It is estimated the Department saved \$50,000 and months of downtime. Additional examples of innovation and change in the MPBD in 2015 include:

- The development of an off-duty squad focused on proactive enforcement and quality of life issues.
- Five new positions dedicated to the Motor Patrol Squad, focused on traffic initiatives.
- Deployment of three newly refurbished police cars designed to augment the Department's visibility and enhance awareness of social issues including the "PINK" (breast cancer) car, the "Police/TAXI", and the antique police vehicle.

Additionally, the leadership team routinely reviewed internal policies and practices with the goal of maximizing organizational productivity, fiscal efficiency, and organizational priorities. A specific example is the successful auction bid of a SAFE boat for Marine Patrol. MBPD's bid of \$36,000, in combination with confiscation funds, will allow the Department to deploy a completely refurbished water vessel, saving the City \$200,000 (65%) under the cost of purchasing a new boat. Additional examples of fiscal/work efficiencies include:

- Hiring of a new grants manager, currently managing \$1.1 million which fund a variety of service projects and one civilian position.
- Deployment of 80 new, donated Automatic External Defibrillators in patrol vehicles.
- Addition of seven new full time positions to augment criminal investigations, traffic safety/flow and police training.

See Attached Table of Organization

City Manager

Police Chief's Office

The Office of the Chief of Police is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations. The following units are under the auspices of the Chief's Office: the Internal Affairs Unit; the Public Information Office; the Financial Management Unit; the Fraternal Order of Police (F.O.P.); the Police Athletic League (P.A.L.); Professional Standards, Planning, Grants, and Research Office.

Operations Division

The Operations Division is comprised of the Patrol Unit broken into Areas 1, 2, and 3, and the Special Operations Section.

Investigations and Support Services Division

The Investigations and Support Services Division is comprised of Criminal Investigation Section and the Support Services Section.

Patrol Unit

Is comprised of three Areas providing 24/7 uniform police. The Patrol Division also provides enhanced patrol service and field support assignments as needed. The Criminal Investigations Unit functions as the investigative arm of the Police Department at the direction of the Chief of Police and Deputy Chief of Police.

Special Operations

Section is comprised of the Crime Suppression Team, Strategic Investigations Squad, Marine Patrol, Motors Unit, Red Light Camera, School Liaison, and K-9. This Unit proactively addresses vice-related crimes, such as prostitution, and street level narcotics.

Criminal Investigations

Section is comprised of the following units: Person and Property Crimes, Strategic Investigations and Intelligence.

Support Services

Section provides varied administrative services to the other divisions within the Police Department and the City Government. The Support Services Section is comprised of: Business and Personnel resources Unit, Special Events and Off-Duty, Property and Evidence Unit, Training Unit, Information Resources Unit, Records Management Unit, and Body Worn Camera Program.

POLICE

Fiscal Environment:

The Police Department is funded primarily by general fund dollars and represents a total of approximately one-third of the City's general fund budget. The vast majority of the Department's costs are directly attributed to employee salaries and fringe benefits.

Other funding sources include monies received from county, state and federal resources primarily in the form of grants or reimbursements for specific public safety initiatives and projects.

In addition to receiving general fund dollars, the Department generates revenues for services rendered beyond the scope of basic public safety services including: off-duty administrative fees, false alarm fees, security alarm permit fees, records photocopying, traffic ticket surcharge, traffic fines, witness fees, cost recovery and restitution.

Business Environment:

Based upon the FBI's Uniform Crime Reporting requirements, Miami Beach reported a 3.06 percent decrease in overall crime between 2014 and 2015. The primary catalyst for this decline was a 14.77 percent decrease in burglaries. Homicides were reduced from a total of two, down from five in 2014. While these are positive declines, the City did experience a significant increase, up 45.79 percent, in auto thefts.

As the business of policing becomes more and more complex, the Department implemented the expansion of annual training hours. All sworn officers are now receiving 10 hours of training each quarter, for a total of 40 hours a year. This is an increase of 30 hours of professional development from years past. To ensure employees have access to necessary tools and resources essential to meeting the goals and mission of the Department, a number of new purchases were made and include; "Class E" Uniforms for all officers, one additional automated License Plate Reader (LPR), beach closure gates, body worn cameras, an inflatable Marine Patrol boat lift, a used Marine Patrol SAFE boat (currently being refurbished).

A recent reorganization of the department provides a strategic structure and deployment of resources that comprehensively address the unique needs of the Miami Beach community. This includes proactive and specialized units (for example, Neighborhood Resources Officers, Ocean Drive Patrol Squad, Homeless Outreach, and Crime Suppression Teams) that work on target-specific issues which ultimately impact quality of life issues city-wide. This reorganization has also streamlined organizational efficiency by eliminating one major and one captain position.

Despite the department's many positive changes internally, short and long-term success will only be achieved via intentional collaboration with other city, state and regional partners. Locally, this will include the Fire Department, Homeless Outreach, Parking, Code Enforcement, Transportation, Information Technology, Communications, Emergency Management and others.

The Miami Beach Police Department also enjoys active partnerships with city, county, state,

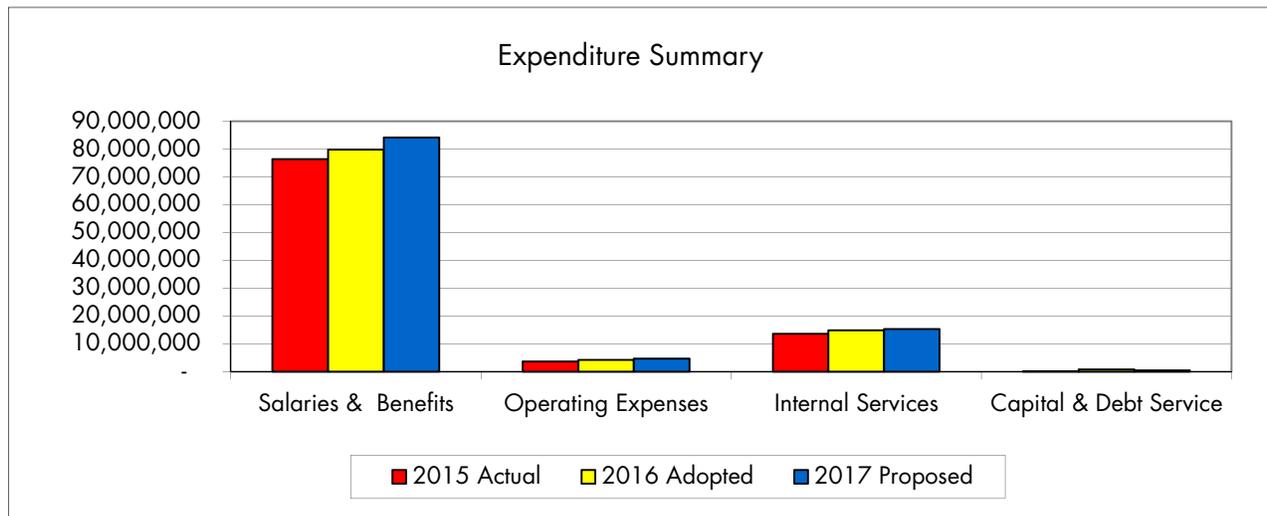
POLICE

federal and international law enforcement agencies. By making stakeholder engagement a priority, the department will continue to maximize information sharing and problem-solving on the micro and macro level.

POLICE

Departmental Financial Summary

Revenue Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Local Option Tax - School Guard	16,428	15,370	16,000	11,000
Permits- Police Towing Service	70,866	149,295	75,000	161,000
Admin Fees - Off Duty Police	794,327	820,560	864,000	821,000
County Court Fines-Parking	127,953	168,523	176,000	115,000
County Court Fines-Traffic	424,294	361,832	389,000	235,000
County Court Fines-Sch Guards	52,378	54,774	53,000	56,000
County Court Misdemeanor	(9,499)	(6,050)	(11,000)	(6,000)
False Alarm Fees	590	330	1,000	1,000
Recoveries/Reimbursements - PD Costs	12,724	34,326	26,000	26,000
Car User Fees	198,517	202,979	197,000	197,000
Total	\$ 1,688,578	\$ 1,801,940	\$ 1,786,000	\$ 1,617,000
Expenditure Area				
Salaries & Benefits	83,189,860	76,306,250	79,813,000	84,114,000
Operating Expenses	2,546,934	3,567,895	4,138,000	4,658,000
Internal Services	14,684,854	13,554,752	14,843,000	15,291,000
Capital & Debt Service	76,641	114,828	811,000	407,000
Total	\$ 100,498,290	\$ 93,543,724	\$ 99,605,000	\$ 104,470,000
Budgeted Positions				
Sworn	366.50 + 0 PT	367.50 + 0 PT	374.50 + 0 PT	379.50 + 0 PT
Civillian	148.50 + 14 PT	92.00 + 14 PT	93.00 + 14 PT	94.00 + 18 PT
Total General Fund	515.00 + 14 PT	460.00 + 14 PT	467.50 + 14 PT	473.50 + 18 PT
RDA Fund Sworn	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT
RDA Fund Civillian	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT
Resort Tax Fund Sworn	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	12.00 + 0 PT
Resort Tax Fund Civillian	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT
Grant Funds Civillian	1.00 + 0 PT	1.00 + 0 PT	0.50 + 0 PT	0.50 + 0 PT
Total All Funds	535.00 + 14 PT	480.00 + 14 PT	487.00 + 14 PT	505.00 + 18 PT



POLICE

Departmental Financial Summary

Office of the Chief

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	3,722,510	3,258,746	3,615,000	3,928,000
Operating Expenses	82,180	87,529	148,000	188,000
Internal Services	459,046	427,350	450,000	467,000
Capital & Debt Service	0	0	0	0
Total	\$ 4,263,736	\$ 3,773,626	\$ 4,213,000	\$ 4,583,000

Budgeted Positions

Sworn	10.00 + 0 PT	11.00 + 0 PT	11.00 + 0 PT	11.00 + 0 PT
Civillian	8.00 + 0 PT	9.00 + 0 PT	9.00 + 0 PT	9.00 + 0 PT
Total General Fund	18.00 + 0 PT	20.00 + 0 PT	20.00 + 0 PT	20.00 + 0 PT

Patrol

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	51,502,658	50,192,254	53,450,000	56,242,000
Operating Expenses	842,251	1,199,179	885,000	1,088,000
Internal Services	9,274,231	8,580,313	9,138,000	9,503,000
Capital & Debt Service	4,785	0	208,000	216,000
Total	\$ 61,623,925	\$ 59,971,746	\$ 63,681,000	\$ 67,049,000

Budgeted Positions

Sworn	273.50 + 0 PT	273.50 + 0 PT	278.50 + 0 PT	283.50 + 0 PT
Civillian	14.00 + 14 PT	18.00 + 14 PT	18.00 + 14 PT	19.00 + 14 PT
Total General Fund	287.50 + 14 PT	291.50 + 14 PT	296.50 + 14 PT	302.50 + 14 PT

Resort Tax Fund - Sworn	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	12.00 + 0 PT
RDA Fund - Sworn	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT
Total All Funds	304.00 + 14 PT	308.00 + 14 PT	313.00 + 14 PT	331.00 + 14 PT

South Pointe Community Policing

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	957,210	1,021,190	0	0
Operating Expenses	348,774	482,881	0	0
Internal Services	196,571	184,490	0	0
Capital & Debt Service	0	0	0	0
Total	\$ 1,502,555	\$ 1,688,561	\$ 0	\$ 0

Budgeted Positions

Sworn	9.50 + 0 PT	9.50 + 0 PT	0.00 + 0 PT	0.00 + 0 PT
Civillian	2.00 + 0 PT	2.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT
Total General Fund	11.50 + 0 PT	11.50 + 0 PT	0.00 + 0 PT	0.00 + 0 PT

POLICE

Departmental Financial Summary

Support Services

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	4,798,884	4,875,690	5,136,000	5,672,000
Operating Expenses	506,502	830,545	1,794,000	1,694,000
Internal Services	1,909,542	2,317,953	2,569,000	2,520,000
Capital & Debt Service	27,356	31,673	250,000	161,000
Total	\$ 7,242,284	\$ 8,055,862	\$ 9,749,000	\$ 10,047,000

Budgeted Positions

Sworn	10.00 + 0 PT	10.00 + 0 PT	11.00 + 0 PT	11.00 + 0 PT
Civillian	28.00 + 0 PT	29.00 + 0 PT	29.00 + 0 PT	29.00 + 4 PT
Total General Fund	38.00 + 0 PT	39.00 + 0 PT	40.00 + 0 PT	40.00 + 4 PT

Criminal Investigation

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	14,920,029	14,587,653	15,015,000	15,616,000
Operating Expenses	445,475	503,665	652,000	657,000
Internal Services	1,921,053	1,790,655	1,910,000	1,971,000
Capital & Debt Service	44,500	58,155	77,000	30,000
Total	\$ 17,331,057	\$ 16,940,128	\$ 17,654,000	\$ 18,274,000

Budgeted Positions

Sworn	70.00 + 0 PT	70.00 + 0 PT	71.00 + 0 PT	71.00 + 0 PT
Civillian	21.50 + 0 PT	21.50 + 0 PT	22.00 + 0 PT	22.00 + 0 PT
Total General Fund	91.50 + 0 PT	91.50 + 0 PT	93.00 + 0 PT	93.00 + 0 PT

RDA Fund - Civilian	2.5 + 0 PT	2.5 + 0 PT	2.5 + 0 PT	2.5 + 0 PT
Grant Funds - Civilian	1.0 + 0 PT	0.5 + 0 PT	0.5 + 0 PT	0.5 + 0 PT
Total All Funds	95.00 + 0 PT	95.00 + 0 PT	96.00 + 0 PT	96.00 + 0 PT

Technical Services

Expenditure Area	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed
Salaries & Benefits	7,288,569	2,370,717	2,597,000	2,656,000
Operating Expenses	321,752	464,096	659,000	1,031,000
Internal Services	924,411	253,989	776,000	830,000
Capital & Debt Service	0	25,000	276,000	0
Total	\$ 8,534,732	\$ 3,113,801	\$ 4,308,000	\$ 4,517,000

Budgeted Positions

Sworn	3.00 + 0 PT	3.00 + 0 PT	3.00 + 0 PT	3.00 + 0 PT
Civillian	77.00 + 0 PT	15.00 + 0 PT	15.00 + 0 PT	15.00 + 0 PT
Total General Fund	80.00 + 0 PT	18.00 + 0 PT	18.00 + 0 PT	18.00 + 0 PT

POLICE

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. For the Police Department, personnel services expenditures increased by \$4,301,000 or 5%. This is primarily due to increases in salaries and wages totaling \$2,655,000 resulting from applicable cost of living adjustments and merit increases depending on the bargaining unit, as well as \$1,646,000 in other personnel services expenses, which include health and life insurance, overtime, holiday pay overtime, and pension costs.
- Operating expenses increased by \$520,000 or 13%. This is primarily due to an increase in other operating expenditures including, but not limited to surveillance equipment of \$10,000; \$60,000 for abandoned vessel removal; \$5,000 for bike racks; \$22,000 for Faro software and 5 dive kits; \$14,000 for incidentals and simulation kits; \$8,000 for miscellaneous investigation items; and \$36,000 for installation of a new internet fiber connection. Also included are approximately \$9,000 in expenditures for replacement of radar guns; \$8,000 for replacement of bicycles; \$15,000 for flood lights; \$84,000 for firearms, weapons lights, ammunition magazines, and rifles; \$15,000 for moving radar; \$25,000 for Pro Laser equipment; and \$276,000 for Phase II of the Citywide Camera Project implementation.
- Internal services expenditures also increased by \$488,000 or 3%. This is due primarily to increases of \$308,000 in Information Technology (IT) and \$660,000 in Risk Management chargebacks, which are based on the Police Department's usage of these internal services departments. These increases were, however, offset by decreases in Central Services, Property Management, and Fleet Management services usage totaling \$520,000.
- Capital expenditures decreased by \$405,000 or 56% due to one-time expenditures that were budgeted in FY2015/16, as well as several items re-allocated to operating accounts since they did not meet the capital expenditure threshold of \$5,000 per unit. This included rifles, lighting, and radar guns, as well as other items. Funding for capital expenditures does include the purchase of a crime scene extracting device, crime prevention analytical software, and a respirator fit tester totaling \$43,000, plus vehicles and necessary equipment for the North Beach and Middle Beach patrol enhancements.

FY16/17 Enhancements

- The FY2016/17 budget includes an enhancement of \$1,093,000 for the addition of 12 new sworn positions in the Police Department, which will patrol the Entertainment District specifically. As a result, these positions will be funded directly from a newly created

POLICE

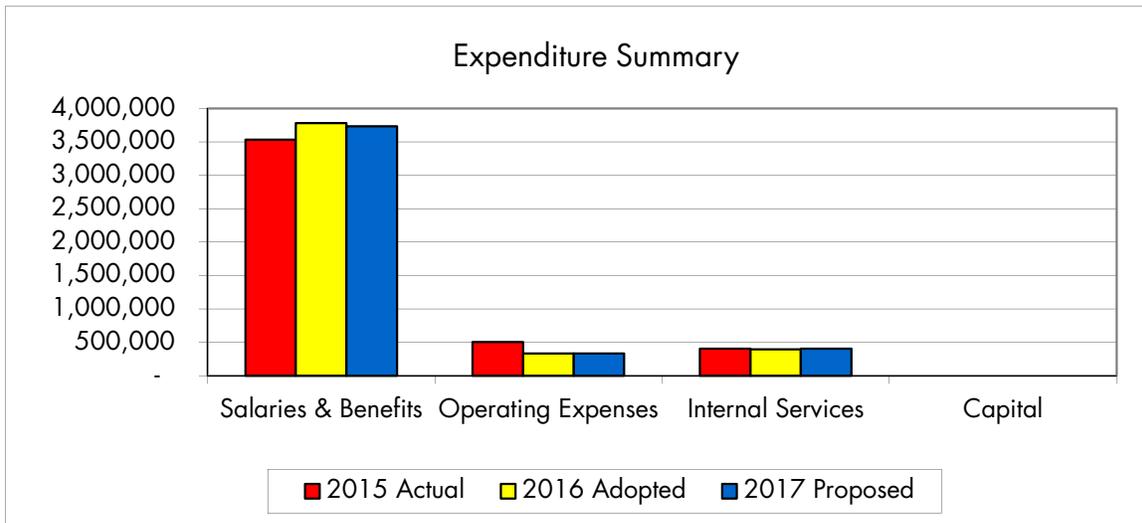
department within the City's Resort Tax fund. This enhancement includes funding for the purchase of vehicles and necessary equipment.

- The budget also includes an enhancement for the purchase of six fully equipped all-terrain vehicles (ATV) totaling \$67,000. These all-terrain vehicles will be deployed to officers on patrol in the Entertainment District and will be funded directly from the City's Resort Tax fund.
- In order to provide adequate oversight and supervision of the City's School Resource Officer Program, an additional School Liaison Officer position has been added totaling \$45,000. Among other duties, the School Liaison Officer will be responsible for supervising and monitoring the daily performance of all School Liaison Officers and School Crossing Guards at their assigned school.
- As part of its new crime fighting initiative, 2 additional sworn officers have been added totaling \$143,000, which will enhance the Police Department's ability to meet the growing and changing needs of the North Beach community. Additional staffing will focus coverage during peak activity and augment proactive, high visibility patrols. This enhancement includes funding for the purchase of vehicles and necessary equipment.
- In conjunction with the previously mentioned enhancement for North Beach, 3 additional sworn officers have been added totaling \$212,000 in Mid-Beach. These officers will provide a dedicated focus to high visibility police services on the boardwalk. These assignments will require a strong commitment to crime prevention and outreach to tourists, citizens, and area hotel staff working with the tourists, preventing crime and answering questions, as well as serving as a liaison to the local businesses/hotels. This enhancement includes funding for the purchase of vehicles and necessary equipment.

POLICE

RDA City Center Departmental Financial Summary

Expenditure Area	2014	2015	2016	2017
	Actual	Actual	Adopted	Proposed
Salaries & Benefits	3,114,991	3,534,944	3,779,000	3,734,000
Operating Expenses	473,818	501,365	331,000	331,000
Internal Services	380,663	402,627	392,000	403,000
Capital	50,070	0	0	0
Total	\$ 4,019,542	\$ 4,438,936	\$ 4,502,000	\$ 4,468,000
RDA Fund Sworn	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT
RDA Fund Civillian	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT
Total Budgeted Positions	19.00 + 0 PT			



POLICE

Significant Prior Accomplishments:

The Miami Beach Police Department is focused on building relationships both internally and externally in an effort to make the City of Miami Beach a safe place to live, work and visit. Accordingly, the following initiatives were implemented during FY 2014/15 and will continue in the new fiscal year.

Operations Division:

- Permanent beach gates along the Ocean Drive corridor.
- Permanent Midnight Shift ATV Squad.
- Permanent Ocean Drive Squad.
- Modified the dayshift motors into a one team concept.
- Created the Traffic Operations Lieutenant position to manage traffic conditions throughout the city.
- Conducted several DUI checkpoints and DUI saturations.
- Conducted several Beach Theft Details.
- Conducted several Auto Burglary Details.
- Lincoln Road "no bicycle riding or skateboarding" enforcement.
- Created the South of Fifth Street Unit.
- Doubled the amount of officers assigned as Homeless Liaison Officers.
- Doubled the 41st Street beat detail, to include walking the boardwalk.
- Created the Road Ranger program for traffic mitigation.
- Aggressively enforced the new Freight Loading Zone Ordinance and added additional zones in Area three.

Investigation and Support Services Division:

Criminal Investigations:

- Increased the unit's overall ability to identify and address crime trends by equipping the Crime Analysts with new analytical tools.
- Increased coverage by changing the assignment schedule for the General Investigative Unit to encompass 24 hours a day, 7 days a week availability.
- Expand on the Body Worn Camera program to include all detectives in the CIU.
- Modify the CIU interview rooms to include recording and sound-proofing capabilities.
- Creation of the DATA warehouse to aid Crime Analysts with tools and capabilities that provide a more predicative analytical model.
- A number of significant robbery and prostitution arrests were made through the collective efforts and collaboration of the CIU Robbery Squad, SIS and Patrol's Crime Suppression Team (CST). Enhance the working relationship between the CIU Robbery Squad and Patrol's Crime Suppression Team (CST).
- Enhanced information sharing between CIU and the Miami Beach Hotel Security Associations to combat prostitution-related thefts and robberies.

POLICE

Investigation and Support Services Division:

Support Services:

- Increased hiring standards for certified and non-certified officers.
- Implemented a new “track” of hiring non-certified officers with college degrees.
- Over 100 in Patrol and CIU have been trained by PEU and equipped with body worn cameras.
- Purchased and deployed the new Taser X-2 model.
- Enhanced the current Mandatory Retraining (QMR) Program from 10 hours to 40 hours for all sworn personnel.
- Introduced de-escalation training to build upon for future use of force training.
- Established a new Intelligence Unit.
- Established a new supervisory training program for all newly promoted supervisors.

Police Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Enhance Public Safety and Emergency Preparedness	KPI: % of residents rating how safe they feel in business/commercial areas during the evening/night as very safe or reasonably safe	*	85%	*	52%	*	•Implement license plate reader on MacArthur Causeway
	KPI: # of Unified Crime Report (UCR) Part 1 Crimes (Property/Violent crimes) reported per 1,000 population	118	118	109	n/a	n/a	
	KPI: # of Unified Crime Report (UCR) Part 1 Crimes (Property/Violent crimes) reported per 1,000 avg daily population	57	52	40	n/a	n/a	
	KPI: Response time - From dispatch to arrival (Priority 1)	0:50	0:55	4.57	n/a	n/a	
	KPI: Priority 1 call volume	28,732	24,926	37690	n/a	n/a	
	KPI: Response time - From dispatch to arrival (Priority 2)	5:39	5:50	4.11**	n/a	n/a	
	KPI: Priority 2 call volume	7,200	7,691	84,423*	n/a	n/a	
	Total # of traffic accidents	*	*	6,296	n/a	n/a	
	KPI: # of traffic accidents with bodily injury	*	*	183	n/a	n/a	
	KPI: # of traffic accidents with fatalities	*	*	6	n/a	n/a	
Ensure Expenditure Trends are Sustainable Over the Long Term	Total Police Department overtime expenditures (in millions)	4.10	4.65	4.93	5.56	5.55	
Streamline the Delivery of Services Through All Departments	# of calendar days from opening of background investigation to delivery of completed file to HR - sworn	*	*	111	150	150	
	# of calendar days from opening of background investigation to delivery of completed file to HR - civilian	*	*	86	100	100	
Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning	KPI: # of incidents/accidents reported involving pedestrians	*	*	119	n/a	n/a	•Increase lighting throughout the City to increase safety and install more efficient lighting

Police Department Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual			Target		Citywide Initiatives
		FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	
Reform Policing Culture with Customer Service Emphasis	KPI: # of community engagement events/meetings	*	*	2,342	2,400	2,400	●Implement new hiring approach by reimbursing police recruits that complete police academy training
	% of sworn employees that meet the targeted 40 hours of professional development/training	*	*	68%	100%	100%	
Insist on Police Department Accountability and Skilled Management/Leadership	KPI: % of residents rating overall quality of Police as excellent or good	*	67%	*	66%	*	●Establish new recruiting and hiring standards for Police Department
	KPI: % of businesses rating overall quality of Police as excellent or good		77%	*	79%	*	
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive	KPI: % of Total Part 1 Crimes - North Beach	*	*	10%	n/a	n/a	
	KPI: % of Total Part 1 Crimes - Ocean Drive	*	*	13%	n/a	n/a	

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan

* Indicates measure was not tracked and/or conducted during reporting period

**As of FY15 methodology for measure was further refined to include all codes except Code 3

POLICE

Critical Success Factors:

- Pursue available grants to support decreased resources from the General Fund.
- Regular monitoring and oversight, at all levels within the organization, to ensure methods are in place to effectively manage and address overtime and special event expenses.
- To ensure maximum organizational effectiveness, continual oversight of vacancies and staffing levels for sworn and non-sworn positions.
- On-going partnership with the Information Technology Department to ensure effective implementation of the NEW WORLD Computer Aided Dispatch System, Field Base Reporting, Records Management System, Case Management System and the Automated Tracking of Stored Property and Evidence. This collaboration is also critical for the on-going identification/implementation of new technologies that may provide comprehensive efficiencies, as related to specific needs.
- Regular meetings, formally and informally, with Information Technology, Office of Budgets and Performance Improvement, Property Management, Public Works, Fleet Management, and Procurement to ensure that major projects and department needs are completed on time and on budget.
- Maximize internal communications within the Police Department and among City stakeholders. This will require collaboration with the City's Communications Unit to "push out" time sensitive information to citizens and employees, as well as everyday efforts to ensure police employees have accurate information necessary and specific to the Department's goals.

POLICE

Future Outlook:

Given the current environment, there are numerous challenges and opportunities facing police departments around the nation. One important stop gap measure that is key to addressing recent allegations concerning police tactics rests squarely with recruiting and retaining a diverse, well trained work force. The Miami Beach Police Department has invested numerous resources to ensure our force is both representative of our community and is well-trained. Going forward, the organization will continue these critical efforts. The future will also include a fresh look at use of force concepts and less lethal tools, all with the goal of keeping officers and citizens safe and our communities well-protected. This is an important and strategic step toward attracting, hiring and retaining quality employees who will serve our community in the future.

Another important measure that has received a national spotlight is the deployment of body worn cameras (BWC) for patrol officers. It is believed that BWCs provide officers and citizens with a level of accountability that may ultimately have a significant impact in shaping public opinion. In recent months, the Miami Beach Police Department completed a pilot phase of the Body Worn Camera program and is now on track to deploy an additional 320 units in the coming year. The final deployment schedule will coincide with a Department of Justice research grant, designed to examine comprehensive best practices from a variety of perspectives. The lessons learned are expected to influence and enhance law enforcement organization's use the technology throughout the country.

Additional technological enhancements are planned for the coming year and include the continued expansion of the Department's use of License Plate Readers (MacArthur Causeway), installation of camera/video recording in critical areas of the Police Department, and proactive, periodic mobile surveillance camera deployment to augment safety.

The Department will also be enhancing staffing and service with a variety of new initiatives including:

- Restructure of the PAL program to include a civilian Executive Director and re-focus the Police Department's role in programming and outreach specifically.
- Launch of a Peer Support Team to aid employees involved in critical incidents.
- International Partnership with the International Association of Chiefs of Police.
- Pilot program of hiring new, non-certified police recruits.
- Live and table top emergency exercises focused on both city and county-wide preparedness.
- Continuation of executive development for command level officers, to include participation in the Leadership in Police Organizations (LPO), FBI National Academy, the Police Executive Research Firm (PERF), the Southern Police Institute, Women's Leadership Institute (WLI), and others.

CITYWIDE ACCOUNTS

The Citywide Accounts are a category of budget allocations for expenditures related to the City's operating fund that are not readily identifiable to any specific department.

EMPLOYEE COSTS

- Funds in the amount of \$2,770,000 are provided for payment of final accumulated employee leave balance settlements upon separation from the City. This amount reflects the latest trends which fluctuate from year to year depending on the number of employees separating from the City, Fire & Police probationary buy-backs, and employees entering DROP that choose early leave pay-outs.
- The appropriation for Police/Fire Pension Administrative/Relief Fund remains at \$9,000, based on prior year trends.
- 401(A) Disability provides \$9,000 in funding for disability insurance for employees selecting the "defined contribution" plan. Disability provisions are contained in the "defined benefit" plans for other employees.
- This budget provides \$1,000,000 for Section 415 Excess Pension Plan contributions. The federal law provides that to the extent that earned benefits for which a retiree is eligible under the provisions of the pension plan exceed the 415 limits, they may be paid to that retiree through a qualified excess benefit plan. The City created an excess benefit plan on November 15, 1989 in Resolution No. 89-19808.
- Funding for Employee Tuition Reimbursement remains at \$305,000 based on changes made to the program in FY 15/16.

SOCIAL SERVICES

- Social services category totals \$108,000, which is allocated to the Jewish Community Services of South Florida (\$47,000), Douglas Gardens Community Mental Health Center (\$22,000), Miami Beach Community Health Center (\$22,000), and the Boys and Girls Club (\$17,000).

CONTRIBUTIONS

- Contributions category total \$357,000, which include \$152,000 for the Miami Beach Garden Conservancy, Inc. for the operations of the Miami Beach Botanical Garden, \$50,000 for the Jewish Museum, \$18,000 to the Latin Chamber of Commerce, \$ 36,000 to the Miami Beach Chamber/ Visitors Center, \$23,000 to the Miami Design Preservation League, \$18,000 to the North Beach Development Corp., \$17,000 to the Orange Bowl, \$25,000 to the Miami Beach Gay & Lesbian Chamber of Commerce, and \$18,000 to the Miami Beach Hispanic Chamber of Commerce.

CITYWIDE ACCOUNTS

CITY SERVICES

- \$156,000 is budgeted for the external audit of the City's financial statements.
- \$50,000 for annual cost allocation studies to determine the management fees to be charged to user funds for centralized and/or internal service activities such as the Finance department, Fleet Management, IT, Risk Management, etc.
- Pension studies/support decreased due to pension studies being budgeted for in the Human Resource department's budget. The remaining budget supports travel necessary during the year for pension conferences and related professional development opportunities.
- \$1,130,000 is provided for various programs throughout the City. A breakdown of these costs follows on the second page of the schedule under the Special Project category.
- \$98,000 is budgeted for maintenance and repair of bus benches throughout the City.
- Funds have been allocated for utilities, maintenance and security in the amount of \$339,000 at Historic City Hall and \$336,000 at the 777 17th Street Building.
- \$35,000 for State Court Costs (Article V) related to representation of indigent persons accused of municipal ordinance violations.
- \$339,000 for Capital Items Under \$25,000 reflect renewal and replacement projects for departments in the General Fund. These projects are allocated through the annual capital budget process for Renewal & Replacement projects and are paid for from the appropriate fund. Projects over \$25,000 are budgeted as capital projects in the Capital Budget and are funded by Renewal & Replacement property tax funds.
- \$511,000 for beach maintenance activities such as repairs and maintenance of beach restrooms, showers and footbaths performed by Property Management in the Public Works department.
- \$30,000 for maintenance of various Monuments located throughout the city.
- \$202,000 related to a Marina Submerged Land Lease agreement between the City and the State of Florida – Department of Environmental Protection for submerged lands immediately adjacent to the Miami Beach Marina. This lease agreement dates from 1986 and was renewed on April 28, 2010 from 2010 to 2036.
- This budget provides \$2,189,000 for water and sewer usage in General Fund City-owned facilities.

CITYWIDE ACCOUNTS

- Funding of \$13,000 is included for operating costs related to the Emergency Operations Center.
- \$385,000 is budgeted for bi-annual Election expenses.
- This budget provides \$231,000 of funding for the lobbying/legislative services of two consultants that represent the City's interests in both Tallahassee and Washington D.C. as well as related travel for city staff.

CONTINGENCY

- The operating contingency for unforeseen expenses is budgeted at \$1,335,000.
- No expenses are charged directly to these contingency accounts, but rather, the funds are transferred to the specific projects that arise. As a result, prior year actual amounts are listed as zero.

TRANSFERS

- The Capital Renewal and Replacement account is funded at \$662,000 for FY 2016/17; see FY 2016/17 Capital Budget for detail of the funded projects.
- \$2.4 million provides a transfer for funding Pay-as-You Go (PAYGO) funding for capital projects. See FY 2016/17 Capital Budget for detail of the funded projects.
- The Information & Communications Technology Fund will remain at the same funding level of \$395,000 as in FY 2015/16. This fund is to help ensure adequate funding used for the purchase of assets that will enhance and maintain the City's technology. A list of projects funded from this source can be found in the City Manager's Budget Message.

RESERVES

- The FY 2016/17 Budget includes a Reserve for Pension for additional contributions required for Mortality increase of \$3 million.

CITYWIDE COST CENTERS

EXPENDITURE CATEGORY	ACTUAL	ACTUAL	ADOPTED	Proposed	Prop 17- Adp 16 Variance
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	
EMPLOYEE COSTS					
Accumulated Leave	\$ 2,337,881	\$ 2,299,198	\$ 2,770,000	\$ 2,770,000	\$ 0
Police/Fire Pension Admin/Relief Fund	5,784	5,690	9,000	9,000	0
401A Disability	6,566	6,119	9,000	9,000	0
415 Excess Pension Plan	1,065,841	1,020,233	1,000,000	1,000,000	0
Tuition Assistance Reimb.	22,072	26,137	305,000	305,000	0
Subtotal	\$ 3,438,144	\$ 3,357,377	\$ 4,093,000	4,093,000	\$ 0
SOCIAL SERVICES					
Jewish Community Services of South Florida, Inc.	46,930	46,493	47,000	47,000	0
Douglas Gardens Community Mental Health Center, Inc.	21,660	22,000	22,000	22,000	0
Miami Beach Community Health Center	21,660	22,000	22,000	22,000	0
Boys and Girls Club	16,606	16,998	17,000	17,000	0
Subtotal	\$ 106,856	\$ 107,491	\$ 108,000	108,000	\$ 0
CONTRIBUTIONS					
Jewish Museum	49,500	50,000	50,000	50,000	0
Latin Chamber of Commerce	18,000	18,000	18,000	18,000	0
Miami Beach Chamber/Visitor Ctr	36,000	36,000	36,000	36,000	0
Miami Design Preservation League	-	23,000	23,000	23,000	0
North Beach Development Corp.	18,000	18,000	18,000	18,000	0
Miami Beach Botanical Garden Center	137,228	152,000	152,000	152,000	0
Orange Bowl	16,875	17,000	17,000	17,000	0
Miami Beach Gay & Lesbian Chamber of Commerce	-	-	25,000	25,000	0
South Beach/Grtr Miami Hisp. Chamber	18,000	18,000	18,000	18,000	0
Subtotal	\$ 293,603	\$ 332,000	\$ 357,000	\$ 357,000	\$ 0
CITY SERVICES					
External Auditor	151,311	141,552	156,000	156,000	0
Cost Allocation Studies	0	0	50,000	50,000	0
Pension Studies/ Support	38,422	43,347	14,000	14,000	-
Bus Benches	20,631	25,785	86,000	98,000	12,000
Old City Hall	298,764	310,290	356,000	339,000	(17,000)
777 17th Street	443,922	485,907	318,000	336,000	18,000
State Court Costs Article V	25,812	13,165	35,000	35,000	0
Capital Items Under \$25,000	92,570	110,489	309,000	339,000	30,000
Beach Maintenance	711,448	869,130	450,000	511,000	61,000
Monuments	0	0	30,000	30,000	0
Marina Submerged Land Lease	188,233	192,148	198,000	202,000	4,000
Water/Sewer City Usage	1,925,639	2,130,176	2,189,000	2,189,000	0
Street/Street lights	408,078	0	440,000	0	(440,000)
Emergency Management (EOC)	42,181	875	13,000	13,000	0
Bi-Annual Elections	455,159	431,416	385,000	385,000	0
Lobbyist- Federal, State & County	174,303	210,959	231,000	231,000	0
Subtotal	\$ 4,976,473	\$ 4,965,240	\$ 5,260,000	4,928,000	\$ (332,000)
CONTINGENCY					
Operating Contingency	0	0	1,075,000	1,335,000	260,000
Subtotal	\$ 0	\$ 0	\$ 1,075,000	1,335,000	\$ 260,000
TRANSFERS					
Capital Renewal & Replacement	1,981,000	2,180,000	2,716,000	662,000	(2,054,000)
Pay-As-You-Go Capital Fund	1,400,000	1,400,000	2,400,000	2,400,000	0
Capital Investment Upkeep Fund	111,468	179,051	315,000	0	(315,000)
Info.& Comm. Technology Fund	395,000	395,000	395,000	395,000	0
Capital Projects Not Financed By Bonds-MUNIS		1,500,000			
Reserve- Building Department Operations	4,000,000	0	2,108,000	0	(2,108,000)
Reserve for Public Safety Radio Project	0	0	500,000	0	(500,000)
Reserve for Pension requirements	0	0	0	3,000,000	3,000,000
Subtotal	\$ 7,887,468	\$ 5,654,051	\$ 8,434,000	6,457,000	\$ (1,977,000)

CITYWIDE COST CENTERS (Continued)

EXPENDITURE CATEGORY	ACTUAL	ACTUAL	ADOPTED	Proposed	Prop 17- Adp 16 Variance
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	
EXPENDITURE CATEGORY SPECIAL PROJECTS DETAIL					
Dade County Days	6,160	42,147	55,000	55,000	0
Enhance N. Beach Econ Dev.	52,224	50,000	50,000	50,000	0
Music & Food Truck Festival	0	55,000	55,000	55,000	0
July 4th Celebration	44,408	50,000	50,000	50,000	0
Management Interns	19,253	14,612	43,000	43,000	0
North Beach Master Plan	0	0	350,000	0	(350,000)
Biscayne Elementary Fence	0	0	0	15,000	15,000
Other items funded by Contingency	717,810	661,502	0	0	0
Org. Development	135,613	41,921	15,000	13,000	(2,000)
Senior Transportation	28,401	0	0	0	0
Sister Cities	9,852	811	20,000	20,000	0
Superlative Group-Corp.Spon.	46,500	46,500	47,000	47,000	0
Veterans Day	15,669	15,000	15,000	15,000	0
Normandy Shores District	225,000	222,000	226,000	257,000	31,000
Performance Improvement/ Workshops/ Comm.Survey	0	0	150,000	145,000	(5,000)
Employee Appreciation	0	31,231	50,000	65,000	15,000
Educational Initiative	0	0	100,000	100,000	0
Harvard Sponsored Studio Project	0	0	50,000	50,000	0
Sponsorship Related Expenditures	0	0	150,000	140,000	(10,000)
New American Workforce	0	0	0	10,000	10,000
Subtotal	\$ 1,300,890	\$ 1,230,724	\$ 1,426,000	\$ 1,130,000	\$ (296,000)
GRAND TOTAL	\$ 18,003,434	\$ 15,646,884	\$ 20,753,000	18,408,000	\$ (2,345,000)

MIAMIBEACH

RESORT TAX

Background

In 1967, the Legislature of Florida passed House Bill No. 2394 of Chapter 67-930 of the Laws of Florida. This legislation empowered cities and towns in all counties within the state of a specific population to impose, levy and collect a municipal resort tax.

In 1968, the City of Miami Beach commenced with the levy of a two percent (2 percent) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house. This 2 percent tax was also levied upon the total sales price of all food beverages, alcoholic (including beer and wine as of 1993 – per Chapter 93-286 Laws of Florida).

On November 3, 1992 an additional one percent (1 percent) tax on room rent was approved by referendum. This additional tax became effective on October 1, 1996 after the City entered into an agreement with a developer for a convention center headquarters hotel.

An additional one percent (1 percent tax) on room rent was implemented in December, 2015 to help pay the debt service on the planned Miami Beach Convention Center Renovation and Expansion project bonds. The expansion and renovation of the existing Miami Beach Convention Center includes the re-orientation of the exhibit halls, façade modifications, site improvements along the canal, and along all roadways, the addition of a multi-story ballroom and meeting rooms, and two levels of parking. The interior renovation work focuses on the redistributed division of the four main exhibition hall spaces, and the additional programming of more flexible arrangements of private meeting rooms and additional indoor/outdoor versatile exhibition spaces. Annual debt service payment costs will begin in FY 2016/17.

All registered businesses file, on or before the twentieth day of the month following the close of each calendar month, a report with the City of the total rents or sales prices charged and received and the amount of tax collected.

No resort tax is imposed upon:

- Federal, state or city governments, or any agency thereof;
- Any nonprofit religious, nonprofit educational or nonprofit charitable institutions when engaged in carrying on the customary nonprofit religious, non profit educational or nonprofit charitable activities;
- Rents paid by a permanent resident on his permanent place of abode;
- Rents paid by a lessee with a lease term longer than six months provided lease is not broken;
- School lunches served to students and teachers; all hospital meals and rooms;
- All premises and transactions exempted under the provisions of F.S. 212.03; and
- Any transaction involving rent or sales price of less than \$0.50

RESORT TAX

Allowable Uses

Allowable uses of the municipal resort tax are spelled out in Chapter 67-930 (Section 6) of the Laws of Florida, as amended, and Section 5.03 of the City of Miami Beach Charter, as amended, as follows: the promotion of the tourist industry, which includes, but is not restricted to the following: publicity, advertising, news bureau, promotional events, convention bureau activities, capital improvements and the maintenance of all physical assets in connection therewith; and for the payment of the reasonable and necessary expenses of collecting, handling and processing of said tax. These allowable uses have led to increased tourist activities, such as special events, Art Basel, and various concerts.

Initially, the fifty percent of the 1 percent tax was committed to the payment of a portion of the debt service on the Miami Beach Redevelopment Agency – City Center/Historic Convention Village Bonds. These bonds were used for the development, improvement and construction of certain public areas including a portion of the Cultural Center facilities located within the City Center District. Following the extension of the Redevelopment District Area in FY 2014/15, this funding source was released from covering debt service and became available for appropriation.

Originally, the remaining 50 percent was allocated equally among North Beach, Middle Beach, and South Beach for the maintenance and enhancement of Miami Beach's tourist related areas and these funds were used for the following: beautification and landscaping within these areas, various art and cultural programs (Festival of the Arts, Miami MIMO Exhibits, 2nd Thursdays, etc.), and public safety. Effective October 1, 2005, the remaining fifty percent was allocated equally among North Beach, Middle Beach, and South Beach for capital projects that enhance Miami Beach's tourist related areas and various arts and cultural programs. Beginning in FY 2013/14, a fifth category was added for transportation (transit circulators). During FY 2014/15, the funding splits of the additional one percent (1 percent) tax were changed as follows: 10 percent for Arts, 15 percent each for tourism-related capital projects in Mid, North and South Beach, and 45 percent for Transportation.

Budget Highlights

Each year for the past 18 years, except during the year following September 11th tragedy, and in FY 2008/09, as a result of the downturn of the economy, the collections have increased steadily due to growth of new restaurants, hotels, and tourists within the City. During FY 2016/17, the City projects a conservative growth rate of 3% to account for the volatility in the tax that can occur due to changes in the tourist economy.

Highlights for FY 2016/17

- New enhancement of \$255,000 for Code Compliance to add three additional positions for the purpose of coordinating, supervising and oversight of a Short-term Rental

RESORT TAX

Investigation Team to increase proactive enforcement and investigation of illegal Short-Term Rentals.

- New enhancement of \$1,093,000 for Police to create an Entertainment District Unit that will deploy 12 officers for 24 hour/7 day week coverage to enhance and proactively address issues unique to the entertainment district and will also have dedicated homeless outreach responsibilities. Officers will be deployed in areas of focus to include; Ocean Drive, Washington Avenue, Collins Avenue, and any adjacent areas as required.
- \$37,609,000 (a \$1 million increase) is provided to the General Fund to support new and continuing tourism eligible expenditures such as more proactive code enforcement, cleanliness index, park ranger program, homelessness at Lummus Park, hurricane and disaster preparation equipment, increased support for the Miami Beach Botanical Garden and the City's cultural facilities, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and special event staffing; and fire rescue units in tourist and visitor areas. The funding also supports code compliance services to respond to evening entertainment areas and provides for a portion of the operational costs of the Tourism and Cultural Development.
- Includes \$2.8 million for enhancing the outcomes from major events such as Memorial Day, including management and Goodwill Ambassadors.
- The contribution to the Miami Beach Visitor and Convention Authority will increase from \$2.6 million to \$2.8 million based on the legislated funding formula.
- Maintains \$350,000 is provided to continue the local Miami Beach marketing campaign, to be matched with funds from the Greater Miami Convention and Visitors Bureau, the Miami Beach Visitor and Convention Authority, and the Cultural Arts Council.
- Maintains \$300,000 for enhanced holiday decorations in the tourism areas.
- \$200,000 contribution to help offset expenses of the Miami Beach Bowl or equivalent event.
- Maintains \$100,000 for enhancing the 4th of July event.
- The third year of a 15 year annual contribution of \$1 million to Mount Sinai Medical Center to fund the design and construction of a new Emergency Room facility.
- The contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) increased from \$5.4 million to \$6.5 based on a new performance-based contract.

RESORT TAX

- Increased the transfer to Sanitation from \$542,000 to \$4,213,000 (a \$3.7 million increase) which was previously funded through the former South Pointe RDA.
- Includes the estimated debt costs of \$13 million associated with the Resort Tax revenue bonds for the redevelopment of the Miami Beach Convention Center.

FY 2016/17 RESORT TAX FUND

	FY 13/14 Actuals	FY 14/15 Actuals	FY 15/16 Adopted	FY 16/17 Proposed	Variance From FY 15/16	% Diff
2% Revenues:						
Resort Tax	\$ 49,988,665	\$ 55,147,112	\$ 55,924,000	\$59,339,000	\$3,415,000	6%
Special Assessment-North Shore	352,199	275,708	220,000	220,000	0	0%
Special Assessment-Lincoln Road	268,417	(3,229)	0	0	0	0%
Interest Income	109,636	84,186	80,000	91,000	11,000	14%
Registration Fees, Filing Fees & Misc.	13,067	10,925	7,000	7,000	0	0%
Total 2% Revenue	\$ 50,731,984	\$ 55,514,702	\$ 56,231,000	\$59,657,000	\$3,426,000	6%
2% Expenditures:						
Operating Costs:						
Resort Tax- Finance, Internal Audit, Includes Code Compliance, and Police(starting if FY 16/17)	\$ 1,115,543	\$ 1,143,465	\$ 1,344,000	\$ 3,495,000	\$ 2,151,000	160%
Other Uses:						
Contribution to VCA	2,258,839	2,640,555	2,676,000	2,832,000	156,000	6%
Contribution to Bureau	5,574,410	5,492,594	5,366,000	6,500,000	1,134,000	21%
Marketing/Promotion	190,639	204,996	350,000	350,000	0	0%
Goodwill Ambassadors	56,422	84,395	130,000	130,000	0	0%
Major Events	2,812,602	2,517,710	3,161,000	2,817,000	(344,000)	-11%
Holiday Decorations	226,558	300,668	300,000	300,000	0	0%
Sanitation-Beachfront Restroom Attendants	0	584,371	542,000	4,213,000	3,671,000	677%
Professional Services	298,336	1,704,214	381,000	381,000	0	0%
Miscellaneous/Other (Centennial in FY 15)	0	1,029,337	0	0	0	0%
Contingency	0	0	3,156,000	30,000	(3,126,000)	-99%
Sub-Total	\$ 11,417,806	\$ 14,558,840	\$ 16,062,000	\$ 17,553,000	\$ 1,491,000	9%
Transfers/Debts/ & Obligations:						
Contribution to Mt. Sinai	\$ 0	\$ 0	\$ 1,000,000	\$ 1,000,000	\$ 0	0%
Debt Service - North Shore	661,000	670,000	666,000	0	(666,000)	-100%
Debt Service - Gulf Breeze	550,000	550,000	550,000	0	(550,000)	-100%
General Fund Contribution	32,965,000	34,359,000	36,609,000	37,609,000	1,000,000	3%
Sub-total	\$ 34,176,000	\$ 35,579,000	\$ 38,825,000	\$ 38,609,000	\$ (216,000)	-1%
Total 2% Expenditures	\$ 46,709,349	\$ 51,281,305	\$ 56,231,000	\$ 59,657,000	\$ 3,426,000	6%
Net 2%	\$ 4,022,635	\$ 4,233,397	\$ 0	\$ 0	\$ 0	

1% Revenues:						
Resort Tax	\$ 16,199,194	\$ 12,852,804	\$ 12,800,000	\$14,065,000	\$ 1,265,000	10%
Total 1% Revenue	\$ 16,199,194	\$ 12,852,804	\$ 12,800,000	\$ 14,065,000	\$ 1,265,000	10%

1% Expenditures:						
Other Designated Uses:						
South Beach - Quality of Life Capital	\$ 1,162,232	\$ 2,356,221	\$ 1,920,000	\$2,110,000	\$ 190,000	10%
Middle Beach - Quality of Life Capital	1,162,232	2,356,221	1,920,000	2,110,000	190,000	10%
North Beach - Quality of Life Capital	1,162,232	2,356,221	1,920,000	2,110,000	190,000	10%
Arts	1,237,000	2,281,453	1,280,000	1,406,000	126,000	10%
Transportation	1,162,232	3,502,687	5,760,000	6,329,000	569,000	10%
Transfers Out	4,427,341	0	0	0	0	
Total 1% Other Uses	\$ 10,313,268	\$ 12,852,804	\$ 12,800,000	\$ 14,065,000	\$ 1,265,000	10%
Debt Service - TIF Bonds	\$ 5,885,927	\$ 0	\$ 0	\$ 0	\$ 0	0%
Total 1% Expenditures	\$ 16,199,194	\$ 12,852,804	\$ 12,800,000	\$ 14,065,000	\$ 1,265,000	10%
Net 1%	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	

FY 2016/17 RESORT TAX FUND

	FY 13/14 Actuals	FY 14/15 Actuals	FY 15/16 Adopted	FY 16/17 Proposed	Variance From FY 15/16	% Diff
--	-------------------------	-------------------------	-------------------------	--------------------------	-------------------------------	---------------

1% Convention Center Revenues:

Resort Tax	\$ 0	\$ 0	\$ 9,600,000	\$ 13,000,000	\$ 3,400,000	35%
Total 1% Convention Center Revenues	\$ 0	\$ 0	\$ 9,600,000	\$ 13,000,000	\$ 3,400,000	

1% Convention Center Expenditures:

Debt Issuance Costs	\$ 0	\$ 0	\$ 2,107,000	\$ 10,000	\$ (2,097,000)	-99.5%
Debt Service Costs	0	0	0	12,451,300	12,451,300	100.0%
Reserve for Debt Service	0	0	7,493,000	538,700	(6,954,300)	-92.8%
Total 1% Convention Center Expenses	\$ 0	\$ 0	\$ 9,600,000	\$ 13,000,000	\$ 3,400,000	35%

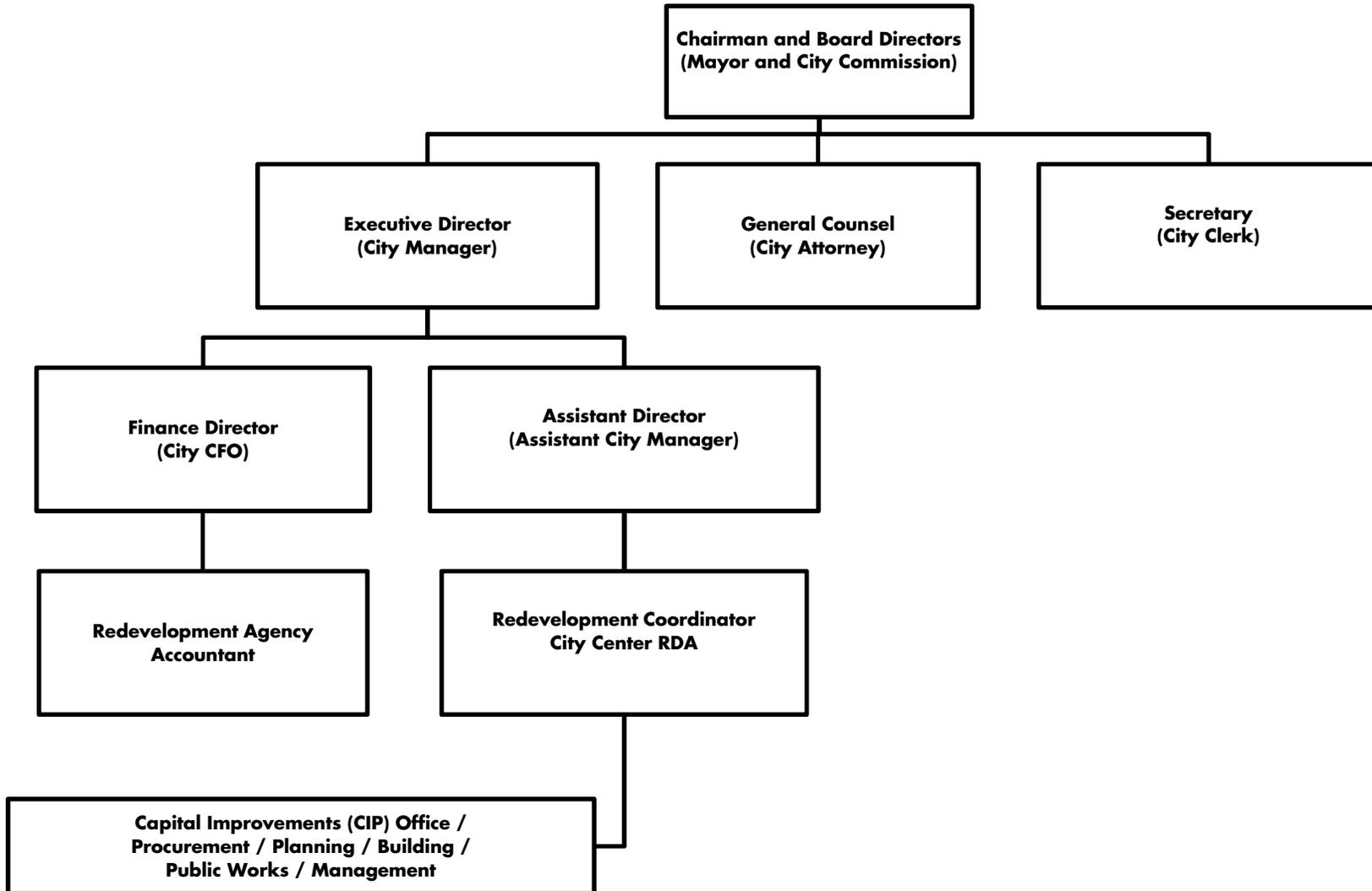
Net 1% Convention Center	\$ 0					
---------------------------------	-------------	-------------	-------------	-------------	-------------	--

Total Resort Tax Revenues:	\$ 66,931,179	\$ 68,367,506	\$ 78,631,000	\$ 86,722,000	\$ 8,091,000	10%
Total Resort Tax Expenditures:	\$ 62,908,543	\$ 64,134,109	\$ 78,631,000	\$ 86,722,000	\$ 8,091,000	10%
Net	\$ 4,022,635	\$ 4,233,397	\$ 0	\$ 0	\$ 0	

CITY OF MIAMI BEACH
REDEVELOPMENT AGENCY
FUNCTIONAL ORGANIZATIONAL CHART
Fiscal Year 2016/17

FUND: RDA

DEPARTMENT: REDEVELOPMENT AGENCY



MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA

FY 2016/17 OPERATING BUDGET AND STATUS REPORT

Mission/Purpose Statement

- To assure continued economic viability of the City Center Redevelopment Area and the City as a whole, through the implementation of the objectives and projects defined in the Redevelopment Plan and the amendment thereto.
- To incur minimum relocation and condemnation.
- To involve community residents in the redevelopment process.
- To establish the necessary linkages to tie in the Convention Center, area hotels, cultural amenities, entertainment, residential and business uses in the district.
- To enhance diversity of form and activity through the use of established planning and design principles.
- To create a traffic system to serve local and through traffic needs.
- To recognize the historic structures and designations within the historic districts and facilitate development accordingly.

Status Report

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (CC/HCVRRA or City Center) was established in 1993, in order to provide the funding mechanism to foster the development of new convention hotel development within proximity of the Miami Beach Convention Center and to establish the necessary linkages between the City's many core area civic, cultural and entertainment uses in order to create the fabric of a true urban downtown.

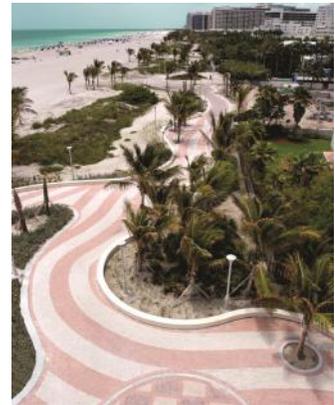
Since its inception, the City Center Redevelopment Area has undergone dynamic change through a combination of public and private investment initiatives.



MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA

Exciting projects which have transformed the area include:

- Two convention-quality hotels, both of which were the result of public/private partnerships between the Redevelopment Agency (RDA) and the respective Developers - the 800-room Loews Miami Beach Hotel and the 425-room Royal Palm Crowne Plaza Hotel, the latter of which had the distinction of being the first African-American owned hotel in the United States;
- The development of an 800-space public parking garage (Anchor Garage) to accommodate the parking needs for the Loews Miami Beach Hotel, the Crowne Plaza Hotel and other service and retail businesses in the area;
- A \$20 million overhaul of Lincoln Road, partially funded with the participation of businesses on Lincoln Road;
- An award-winning Beachwalk extending from 21st Street to Lummus Park, comprising an at-grade, landscaped pedestrian walkway;
- Implementation of a Cultural Arts Campus Master Plan for the area east of the Miami Beach Convention Center, which includes a new regional library, the headquarters of the Miami City Ballet, the expansion and renovation of the Bass Museum of Art, the re-landscaping of Collins Park, including the restoration of the Rotunda and extensive streetscape improvements throughout the area.
- The completion of the much heralded New World Campus, including the new state-of-the art Gehry-designed headquarters facility for the New World Symphony and two publicly-funded components, including a \$15 million municipal Gehry-designed parking garage and a \$21 million world-class park.



MIAMI BEACH REDEVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA

Other important projects include the 650-space mixed-use parking facility built on the surface parking lot on the west side of City Hall, which includes 35,000 square feet of municipal office space; the implementation of major street and infrastructure improvements throughout City Center, valued at more than \$26 million; and the acquisition and renovation of three multi-family buildings (Barclay, Allen House, The London House) to maintain the stock of affordable housing in the area.



Tax Increment Financing (TIF) through the sale of bonds has been a major tool for financing redevelopment activities. To date, four bond issues have occurred in City Center: one in 1994 for \$25 million, to acquire land for the hotel development initiatives; one in 1996, in the amount of \$43.2 million to fund contractual obligations and capital improvements related to the Loews Hotel and Crowne Plaza Hotel projects; one in 1998, in the amount of \$38.2 million to finance capital expenditures related to the convention hotel projects, the Cultural Campus project and to repay the \$21.5 million debt obligation to the City; and the most recent, which occurred in 2005, in the amount of \$80.7 million to refinance the outstanding debt service on prior bond issues.

The City and Redevelopment Agency's commitment to upgrading and improving the area's infrastructure, addressing parking and circulation issues, and facilitating new development has fueled significant new private-sector investment in the area, evidenced by more than \$600 million in new building permit activity since the area's inception.



Work Plan

Since its success in attracting two convention-quality hotels, the Redevelopment Agency has been focusing its efforts on a number of initiatives aimed at upgrading the area's infrastructure, streets and parks, alleviating traffic and parking congestion and encouraging the production and presentation of arts and cultural activities in the area. In 2003, the Redevelopment Agency amended its Redevelopment Plan for City Center to specifically address these objectives in the context of the New World Symphony's expansion plans involving the 17th Street surface lots and the resulting impact to the Convention Center and businesses in the area.

MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA

To this end, the Redevelopment Agency's mission is to coordinate, implement and fund the Plan's objectives and to compliment the City's established vision:

- Public Safety;
- Management and Service Delivery;
- Infrastructure;
- Premier Neighborhoods
- International Center for Tourism and Business; and
- Education Excellence

The Redevelopment Agency's objective over the next five years will focus on the planning and implementation of capital projects associated with, but not limited to the Master Plan for the expansion of the Convention Center, upgrading streetscapes and related infrastructure throughout City Center and increasing the inventory of parking facilities, including the pending construction of a new 450-space parking garage to be located on 23rd Street and Collins Avenue. The RDA will also continue to fund public service enhancements provided for under the Community Policing Program as well as ensure the on-going maintenance of capital assets funded with TIF. It should be noted that that a majority of the capital enhancements set forth in the Redevelopment Plan and the 2002 Amendment thereto, have been completed and/or are currently underway, including the City Center Right-of-Way improvements, the City Hall Expansion Garage, the Collins Park improvements and the development of the 17th Street surface lots into the New World Campus.

Miami Beach Convention Center Renovation and Expansion

Spanning four city blocks and located in the heart of the South Beach, the Miami Beach Convention Center (MBCC) currently accommodates meetings, conventions, tradeshow and consumer shows. The Convention Center originally opened in 1957 and received a major expansion and facelift in 1989, doubling it in size. Currently the MBCC boasts over 1 million square feet of flexible space, including; over 500,000 square feet of exhibit space, and over 100,000 square feet of versatile pre-function area space and 70 meeting rooms comprised of 127,000 square feet.

The expansion and renovation of the existing Miami Beach Convention Center include the re-orientation of the exhibit halls, façade modifications, site improvements along the canal, and along all roadways, the addition of a multi-story ballroom and meeting rooms, and two levels of parking. The interior renovation work focuses on the redistributed division of the four main exhibition hall spaces, and the additional programming of more flexible arrangements of private meeting rooms and additional indoor/outdoor versatile exhibition spaces. Currently, the four main exhibit halls are divided into quadrants—two accessible solely from Washington Avenue (Halls A and B) and the other two solely accessed from Convention Center Drive (Halls C and D). The new Convention Center re-orient the halls in an East/West direction with the primary access from Convention Center Drive, although Washington Avenue will serve as a secondary means of entry.

MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA



The project will also include substantial improvements to the north of the property. The new addition at the northern portion of the property features an enclosed ground floor parking area and truck loading and delivery area. Above this, a grand multi-story ballroom is proposed offering vistas of the beautified 21st Street Park that will span along Collins Canal and feature the to-be-restored Historic Carl Fisher Clubhouse. This addition will create a new internalized loading area and will include two Helix ramping entrance accesses to the roof level parking. The Washington Avenue elevation will become predominately pedestrian in nature with the elimination of the visitor drop-off and cab cueing areas. The streetscape modifications will include a green edge along the avenue with native shade trees to promote a more pedestrian friendly experience. Convention Center Drive will in turn become the main access point for vehicular access and for the visitor drop-off area. Modifications will include a new median along Convention Center Drive and 19th Street creating a more sophisticated streetscape and a more celebrated boulevard experience. The Canal walk will be substantially improved and will create a softer northern edge to the MBCC.

The project also includes the demolition of the existing Recreation Center along Washington Avenue and the creation of a neighborhood park. Another architectural feature of the project is the proposed rooftop indoor and outdoor meeting space located in the southwestern corner of the roof. This will offer the patrons expansive views out onto the new Civic park proposed to replace the surface parking lot.

In association with the renovations to the Miami Beach Convention Center, a new urban park, pavilion and Veterans Plaza is being created to replace a surface parking lot that currently contains spaces for approximately 800 vehicles. Convention Center Park has been envisioned as a neighborhood park. The park includes a series of six clustered 'shaded edges' that will line the perimeter of the 6-acre park and surround an internal great lawn.

MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA

Convention Headquarter Hotel

On January 27, 2015, the City Commission authorized the issuance of Request for Proposals No. 2015-103-ME (the RFP) for the Development of a Convention Headquarter Hotel Adjacent to the Miami Beach Convention Center ("MBCC"). On April 10, 2015, the City received proposals from Portman Holdings, LLC and Oxford Capital Group/RLB Swerdling ("Oxford Capital"). On April 21, 2015, the City Manager notified Oxford Capital that its proposal was not responsive to the RFP's minimum requirements. On April 29, 2015, the City Manager, via Letter to Commission (LTC) No. 176-2015, appointed an Evaluation Committee, which convened on May 7, 2015, to interview the Portman Holdings team and score the proposal, consistent with the evaluation criteria outlined in the RFP.

On May 20, 2015, the Mayor and City Commission approved Resolution No. 2015-29029, authorizing the Administration to negotiate a Development and Ground Lease Agreement, including a Room Block Agreement (collectively, the "Lease") with Portman Holdings, LLC, with said Lease subject to prior approval by the Mayor and City Commission before the final execution thereof. On June 3, 2015, the Administration submitted the proposed Lease for the Finance and Citywide Projects Committee's review and input, in accordance with the requirements of Section 82-37(a)(1) of the City Code.

The City Commission approved the Ground Lease on September 2, 2015.



MIAMI BEACH REVELOPMENT AGENCY

CITY CENTER REDEVELOPMENT AREA

The project includes the development, design, construction, equipping and operation of a full-service convention headquarter hotel with approximately (but not-to-exceed) 800 hotel rooms and related improvements ("Hotel"), including the design, construction and operation of an enclosed overhead pedestrian walkway or "Skybridge" connecting the Hotel and the MBCC. However, the Lease was contingent upon sixty percent (60%) voter approval in accordance with Section 1.03(b)(3) of the City Charter. The referendum occurred March 2015 and failed to receive the required 60% voter approval. Subsequently, the Mayor established an Ad Hoc Blue Ribbon Steering Committee on the Convention Center Hotel who is charged with engaging the community in the development of a plan to build a Convention Center Hotel that will meet the needs of the Community and the expanded Convention Center. The Committee has been meeting regularly since May 2016.

Budget Highlights

- Based on the 2016 Certificate of Taxable Value from the Property Appraiser's Office released on July 1st, the preliminary value of property in City Center is increased by 16.4% over 2015 to \$5.6 billion, marking the 6th year in a row that values are back on the rise. However, as in previous years, the City has received correspondence from the County, advising of the finalization of the tax roll for the prior year, which in the case 2014, reflects a significant decrease from the preliminary valuation for the same year and will result in a corresponding adjustment/reduction in TIF revenues totaling \$3.1 million for 2016/17.
- Additional sources of revenue include a ½ mill levy in the amount of \$2.5 million, to be set aside for the Children's Trust pursuant to an Interlocal Agreement, dated August 16, 2004 between the RDA, the City of Miami Beach and Miami-Dade County; and an estimated \$60,000 in interest income.
- Project-related expenses account for approximately \$10.8 million which includes \$4.5 million to be allocated for community policing initiatives in City Center to continue to provide enhanced levels of staffing and services throughout the area, and \$6.4 Million for maintenance of RDA capital projects. There is no additional funding for on-going and planned capital projects in City Center in the FY 2016/17 Budget due to the RDA extension for the renovation and expansion of the Convention Center.
- Administrative Expenses total \$1.1 million which includes a management fee of \$984,000 which is allocated to the General Fund to pay for direct and indirect staff support for the RDA; \$23,000 for auditing fees; \$54,000 for internal services; and \$92,000 for capital renewal and replacement projects under \$25,000.
- \$21.7 million is budgeted to cover debt service costs related to the Convention Center bonds. On December 15, 2015, the RDA Agency issued \$286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A and \$35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B. The Series 2015A bonds will be used, together with certain other legally available moneys of the Agency, to (i) provide for the current

MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA

refunding of all the outstanding Series 2005B bonds, (ii) finance certain costs of acquiring and constructing renovations to the Miami Beach Convention Center and certain other improvements, and (iii) pay costs of issuance of the Series 2015 bond and refunding the outstanding Series 2005B bonds. The Series 2015B will be used to (i) provide for the advance refunding of all the outstanding Series 1998 bonds, (ii) provide for the current refunding of all the outstanding Series 2005A bonds, and (iii) pay costs of issuance of the Series 2015B bonds and refunding the outstanding Series 1998A bonds and the outstanding Series 2015A bonds, including the portion of the premium allocable to the Series 2015B bonds for the reserve policy.

- Debt service payments on the portion of the Gulf Breeze Loan used to pay for the Bass Museum expansion and renovation, and the portion of the Sunshine State Loan Program used for Lincoln Road improvements have been paid off.
- \$14.9 million is budgeted in Reserve for Contingency/Debt Service Funds in this reserve over and above the annual debt payment can be used to finance any potential shortfalls in the RDA fund or pay down the Convention Center bonds early, but not prior to FY 2023/24.
- Reserve line item expenditures include those items that, pursuant to the existing Bond Covenants, may only be expended once the annual debt service obligations have been met. These include the County's administrative fees, equivalent to 1.5% of its respective TIF payment; and the corresponding contribution to the City's General Fund, equivalent to 1.5% of the City's share of its TIF payment; and the remittance of the ½ mill tax levy back to the Children's Trust.

MIAMI BEACH REDEVELOPMENT AGENCY
City Center Redevelopment Area
Proposed FY 2016/17 Operating Budget

	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Adopted	FY 2016/17 Proposed	Variance From FY 15/16
Revenues and Other Sources of Income					
Tax Increment - City	\$ 19,934,948	\$ 21,435,094	\$ 24,565,000	\$ 28,856,000	\$ 4,291,000
Proj Adjustment to City Increment	(94,491)	(1,381,292)	(1,452,000)	(1,723,000)	(271,000)
Tax Increment - County	15,991,409	17,264,754	20,080,000	23,588,000	3,508,000
Proj Adjustment to County Increment	(73,641)	(1,066,658)	(1,165,000)	(1,388,000)	(223,000)
50% Contribution from Resort Tax	5,885,927	0	0	0	0
1/2 Mill Children's Trust Contribution	1,698,337	1,842,210	2,152,000	2,528,000	376,000
Interest Income	90,904	83,599	60,000	60,000	0
Fund Balance	0	0	0	0	0
Fund Balance Renewal and Replacement	0	0	0	0	0
Other Income/Adjustments:	114,748	3,091	0	0	0
TOTAL REVENUES	\$ 43,548,140	\$ 38,180,798	\$ 44,240,000	\$ 51,921,000	\$ 7,681,000
Admin/Operating Expenses					
Management fee	\$ 1,043,000	\$ 972,000	\$ 982,000	\$ 984,000	\$ 2,000
Salaries and Benefits	71,006	0	0	0	(0)
Advertising & promotion	0	0	50,000	0	(50,000)
Postage & mailing	9	0	1,000	0	(1,000)
Office supplies & equipment	1,701	533	2,000	0	(2,000)
Other Operating	655	200	1,000	0	(1,000)
Meetings & conferences	0	0	1,000	0	(1,000)
Dues & subscriptions	175	0	2,000	0	(2,000)
Licences & Taxes	56,028	0	60,000	0	(60,000)
Audit fees	21,000	18,999	23,000	23,000	0
Professional & related fees	98,655	316,133	40,000	0	(40,000)
Repairs and Maintenance	24,141	14,924	8,000	92,000	84,000
Internal Services	79,645	220,267	53,000	54,000	1,000
Total Admin/Operating Expenses	\$ 1,396,015	\$ 1,543,056	\$ 1,223,000	\$ 1,153,000	\$ (70,000)
Project Expenses					
Community Policing	\$ 4,019,542	\$ 4,438,935	\$ 4,502,000	\$ 4,468,000	\$ (34,000)
Capital Projects Maintenance:					
Code	68,527	182,121	182,000	196,000	14,000
Property Mgmt	937,890	1,279,683	1,319,500	1,346,000	26,500
Sanitation	2,905,911	3,061,000	3,339,000	3,339,000	0
Greenspace	774,512	644,273	864,500	877,000	12,500
Parks Maintenance	0	178,579	432,000	493,000	61,000
Transfer to Penn Garage Parking	142,765	0	0	0	0
Transfer to Penn Garage Retail	0	0	0	0	0
Transfer to Renewal and Replacement	67,000	0	0	180,000	180,000
Transfer to Capital Projects	16,561,285	0	0	0	0
Total Project Expenses	\$ 25,477,431	\$ 9,784,591	\$ 10,639,000	\$ 10,899,000	\$ 260,000
Reserves, Debt Service and Other Obligations					
Debt Service Cost	\$ 8,533,119	\$ 7,074,060	\$ 10,550,000	\$ 21,678,000	\$ 11,128,000
City Debt Service - Lincoln Rd Project	825,000	832,000	806,000	0	(806,000)
City Debt Service - Bass Museum	547,000	548,000	516,000	0	(516,000)
Reserve for County Admin Fee	238,767	242,971	284,000	333,000	49,000
Reserve for CMB Contribution	297,607	300,807	347,000	407,000	60,000
Reserve for Children's Trust Contribution	1,698,337	1,842,210	2,152,000	2,528,000	376,000
Reserve Debt Service/ Contingency	0	0	17,723,000	14,923,000	(2,800,000)
Total Reserves, Debt Service and Other Obligations	\$ 12,139,829	\$ 10,840,048	\$ 32,378,000	\$ 39,869,000	\$ 7,491,000
TOTAL EXPENSES AND OBLIGATIONS	\$ 39,013,275	\$ 22,167,695	\$ 44,240,000	\$ 51,921,000	\$ 7,681,000
SURPLUS / (DEFICIT)	\$ 4,534,865	\$ 16,013,103	\$ 0	\$ 0	\$ 0

MIAMI BEACH REDEVELOPMENT AGENCY

Proposed FY 2016/17 Anchor Shops and Parking Garage Operating Budget

Anchor Parking Garage	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	Variance
Revenues:	Actual	Actual	Adopted	Proposed	From FY 15/16
Revenue Area	\$ 413,510	\$ 389,992	\$ 402,000	\$ 317,000	\$ (85,000)
Valet Parking	490,401	574,437	489,000	430,000	(59,000)
Monthly Permits	2,793,989	2,631,829	3,074,000	3,004,000	(70,000)
Attended Parking	45,925	45,720	54,000	43,000	(11,000)
Interest Income	50,055	16,158	61,000	17,000	(44,000)
Misc./ Other	0	0	0	0	0
Fund Balance - Retained Earnings					
TOTAL REVENUES	\$ 3,793,880	\$ 3,658,135	\$ 4,080,000	\$ 3,811,000	\$ (269,000)
Operating Expenses:					
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenses	2,627,351	2,803,205	3,881,000	3,613,000	(268,000)
Internal Services	194,696	266,582	199,000	198,000	(1,000)
Capital	0	0	0	0	0
TOTAL EXPENSES	\$ 2,822,047	\$ 3,069,788	\$ 4,080,000	\$ 3,811,000	\$ (269,000)
Revenues Less Expenditures	\$ 971,833	\$ 588,347	\$ 0	\$ 0	\$ (0)

Anchor Shops	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	Variance
Revenues:	Actual	Actual	Adopted	Proposed	From FY 15/16
Retail Leasing	\$ 829,924	\$ 754,327	\$ 792,000	\$ 1,100,000	\$ 308,000
Capital & Maintenance	15,597	27,209	25,000	154,000	129,000
Interest earned	29,629	29,500	30,000	30,000	0
Miscellaneous	385	0	0	0	0
TOTAL REVENUES	\$ 875,534	\$ 811,036	\$ 847,000	\$ 1,284,000	\$ 437,000
Operating Expenses:					
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenses	89,628	75,453	791,000	929,000	138,000
Internal Services	20,000	24,000	56,000	55,000	(1,000)
Capital	-			300,000	300,000
TOTAL EXPENSES	\$ 109,628	\$ 99,453	\$ 847,000	\$ 1,284,000	\$ 437,000
Revenues Less Expenditures	\$ 765,906	\$ 711,583	\$ 0	\$ 0	\$ 0
COMBINED REVENUES - EXPENSES	\$ 1,737,739	\$ 1,299,931	\$ 0	\$ 0	\$ 0

MIAMI BEACH REDEVELOPMENT AGENCY

Proposed FY 2016/17 Pennsylvania Ave Shops and Garage Operating Budget

Pennsylvania Parking Garage	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	Variance
Revenues:	Actual	Actual	Adopted	Proposed	From FY 15/16
Transient	\$ 631,358	\$ 652,296	\$ 841,000	\$ 610,000	\$ (231,000)
Monthly	180,091	187,422	267,000	272,000	5,000
Miscellaneous	1,473	196	0	0	0
Interest Income	2,983	4,273	3,000	3,000	0
Transfer In from RDA (Garage)	142,765	96,198	47,000	334,000	287,000
Retained Earnings	0	0	0	0	-
TOTAL REVENUES	\$ 958,670	\$ 940,385	\$ 1,158,000	\$ 1,219,000	\$ 61,000
Operating Expenses:					
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenses	957,354	940,385	1,158,000	1,219,000	61,000
Internal Services	0	23,059	0	0	0
Capital	0	0	0	0	0
TOTAL EXPENSES	\$ 957,354	\$ 963,445	\$ 1,158,000	\$ 1,219,000	\$ 61,000
Revenues Less Expenditures	\$ 1,316	\$ (23,059)	\$ 0	\$ 0	\$ (0)

Pennsylvania Shops	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	Variance
Revenues:	Actual	Actual	Adopted	Proposed	From FY 15/16
Retail Leasing	\$ 461,374	\$ 103,676	\$ 0	\$ 0	\$ 0
Capital & Maintenance	75,969	27,643	0	0	0
Interest earned	312	790	1,000	0	(1,000)
Miscellaneous	120,520	0	0	0	0
Prior Years' Adjustment	70,563	0	0	0	0
Transfers In	283,500	0	526,000	389,000	(137,000)
TOTAL REVENUES	\$ 1,012,239	\$ 132,108	\$ 527,000	\$ 389,000	\$ (138,000)
Operating Expenses:					
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenses	352,891	360,107	527,000	389,000	(138,000)
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
TOTAL EXPENSES	\$ 352,891	\$ 360,107	\$ 527,000	\$ 389,000	\$ (138,000)
Revenues Less Expenditures	\$ 659,348	\$ (227,999)	\$ 0	\$ 0	\$ (0)
COMBINED REVENUES - EXPENSES	\$ 660,664	\$ (251,058)	\$ 0	\$ 0	\$ (0)

MIAMI BEACH REDEVELOPMENT AGENCY

Former South Pointe RDA

Projected Funding Availability from the Amended CDT Interlocal Agreement

Source of Funds	Eligible Expenditures	FY 2014/15 Budget	FY 2015/16 Budget	FY 2016/17 Proposed
County Millage		4.6669	4.6669	4.6669
City Millage		5.7942	5.7092	5.7092
Estimated Agreement Funding at 95%				
Miami-Dade County revenues equivalent to 50% of the County tax increment revenues	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	\$9,059,000	\$0	\$0
Miami-Dade County revenues equivalent to 45% of the County tax increment revenues	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted			\$11,425,128
Miami-Dade County revenues equivalent to 25% of Countywide tax increment revenue	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	\$4,530,000	\$0	\$0
Miami-Dade County revenues equivalent to 20% of Countywide tax increment revenues	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	\$3,623,000	\$4,296,000	\$0
Sub-total Revenues from MDC		\$17,212,000	\$4,296,000	\$11,425,128
50% of CMB tax increment revenues	General Citywide expenses	\$11,747,000	\$13,136,000	\$15,626,000
50% of CMB tax increment revenues (less 5%)	General Citywide expenses	\$11,159,000	\$12,479,000	\$14,844,000
Sub-total Revenues from CMB		\$22,906,000	\$25,615,000	\$30,470,000
Total Revenues		\$40,118,000	\$29,911,000	\$41,895,128
Budgeted Uses of Funds				
General Fund Operating		\$11,293,000	\$12,479,000	\$30,470,000
South Pointe Operating in General Fund		11,747,000	13,136,000	0
Sanitation CDT/Mun R. Tax Eligible		3,671,000	3,671,000	0
Capital Transfers		0	0	11,425,128
South Pointe		9,059,000	0	0
CDT/Mun R. Tax Eligible		4,482,000	625,000	0
Total		\$40,252,000	\$29,911,000	\$41,895,128

*In FY 15/16, 50% (\$10.7 million) and 25% (\$5.4 million) of the County tax increment revenue was deferred per the Amended & Restated Interlocal Agreement; Resolution # 2014-28836.

** In FY 16/17 50% (\$12.7 million) of the 95% of the County tax increment payable is deferred per the Amended & Restated Interlocal Agreement; Resolution # 2014-28836.

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14		REVISED FY 2014/15		Adopted FY 2015/16		Proposed FY 2016/17		17 Prop- 16 Rvsd Over/ (Under)
MAYOR & COMMISSION, OFFICE OF									
General Fund									
Mayor	1.00		1.00		1.00		1.00		0.00
Vice Mayor	1.00		1.00		1.00		1.00		0.00
Commissioner	5.00		5.00		5.00		5.00		0.00
Commissioner/Constituent Aide	7.00		7.00		7.00		7.00		0.00
Office Manager	0.00		0.00		0.00		1.00		1.00
Chief of Staff	1.00		1.00		1.00		1.00		0.00
Office Associate IV	1.00		1.00		1.00		1.00		0.00
Secretary	2.00		2.00		2.00		2.00		0.00
Office Assistant	0.00		0.00		0.00		0.00	1.00	0.00
Mayor/Commission Office Manager	1.00		0.00		0.00		0.00		1.00
Mayor/Commission Branding Manager	1.00		1.00		1.00		1.00		0.00
DEPARTMENT TOTAL	20.00	+	0.00	PT	19.00	+	0.00	PT	19.00
DEPARTMENT TOTAL	20.00	+	0.00	PT	19.00	+	0.00	PT	1.00
CITY MANAGER, OFFICE OF									
General Fund									
City Manager	1.00		1.00		1.00		1.00		0.00
Assistant City Manager	3.00		3.00		3.00		3.00		0.00
Special Projects Coordinator	1.00		1.00		1.00		0.00		(1.00)
Chief of Staff	0.00		0.00		0.00		1.00		1.00
Deputy Resiliency Officer	0.00		0.00		0.00		1.00		1.00
Condominium Ombudsman	0.00		0.00		0.00		0.00		0.00
Community Resource Coord	1.00		1.00		1.00		0.00		(1.00)
Executive Office Associate II	1.00		1.00		1.00		1.00		0.00
Executive Office Associate I	3.00		2.00		1.00		1.00		0.00
Receptionist	1.00		1.00		1.00		1.00		0.00
Rapid Response Team	0.00		2.00		2.00	2.00	2.00	0.00	0.00
Administrative Officer	0.00		1.00		1.00		1.00		0.00
Office Assistant	0.00		0.00	2.00	0.00	2.00	0.00	2.00	0.00
Office Associate IV	1.00		1.00		1.00		1.00		0.00
Subtotal - Fund	12.00	+	0.00	PT	14.00	+	2.00	PT	13.00
Subtotal - Fund	12.00	+	0.00	PT	14.00	+	2.00	PT	13.00
Subtotal - Fund	12.00	+	0.00	PT	14.00	+	2.00	PT	0.00
DEPARTMENT TOTAL	12.00	+	0.00	PT	17.00	+	2.00	PT	16.00
DEPARTMENT TOTAL	12.00	+	0.00	PT	17.00	+	2.00	PT	0.00
CONVENTION CENTER DISTRICT									
Capital Projects Director- Convention Center	0.00		1.00		1.00		1.00		0.00
Senior Capital Projects Coord	0.00		1.00		1.00		1.00		0.00
Financial Analyst I	0.00		1.00		1.00		1.00		0.00
Subtotal - Fund	0.00	+	0.00		3.00		3.00		0.00
Subtotal - Fund	0.00	+	0.00		3.00		3.00		0.00
DEPARTMENT TOTAL	12.00	+	0.00	PT	17.00	+	2.00	PT	16.00
DEPARTMENT TOTAL	12.00	+	0.00	PT	17.00	+	2.00	PT	0.00
COMMUNICATIONS, OFFICE OF									
General Fund									
Media Ambassador	1.00		1.00		1.00		0.00		(1.00)
Public Relations Manager	0.00		0.00		0.00		1.00		1.00
Director of Communications	1.00		1.00		1.00		1.00		0.00
Visual Communications Spec	1.00		1.00		1.00		1.00		0.00
Development Coordinator	0.00		0.00		0.00		1.00		1.00
Media Specialist	1.00		2.00		2.00		2.00		0.00
Office Associate IV	0.00		1.00		1.00		0.00		(1.00)
Office Associate V	0.00		0.00		0.00		1.00		1.00
Community Outreach Coordinator	0.00		0.00		0.00		1.00		1.00
Media Assistant	0.00		0.00		0.00		1.00		1.00
Marketing Tourism & Development Manager	0.00		0.00		0.00		1.00		1.00
Public Information Specialist	4.00		4.00		4.00		4.00		0.00
Subtotal - Fund	8.00	+	0.00	PT	10.00	+	0.00	PT	14.00
Subtotal - Fund	8.00	+	0.00	PT	10.00	+	0.00	PT	14.00
DEPARTMENT TOTAL	8.00	+	0.00	PT	10.00	+	0.00	PT	4.00
DEPARTMENT TOTAL	8.00	+	0.00	PT	10.00	+	0.00	PT	4.00
BUDGET & PERFORMANCE IMPROVEMENT									
ADMIN & ORG DEVELOPMENT									
General Fund									
OBPI Director	0.80		0.50		0.50		0.50		0.00
Budget Officer	1.00		1.00		1.00		1.00		0.00
Budget Manager	1.00		0.00		0.00		0.00		0.00
Executive Office Associate I	0.80		0.50		0.50		0.50		0.00
Sr. Mgmt. & Budget Analyst	1.00		3.00		3.00		3.00		0.00
Management & Budget Analyst	2.00		1.00		1.00		1.00		0.00
Management Intern	1.00		0.00		0.00		0.00		0.00
Sr Management Consultant	0.50		1.00		1.00		1.00		0.00
Subtotal - Division	8.10	+	0.00	PT	7.00	+	0.00	PT	7.00
Subtotal - Division	8.10	+	0.00	PT	7.00	+	0.00	PT	7.00
Subtotal - Division	8.10	+	0.00	PT	7.00	+	0.00	PT	0.00
INTERNAL AUDIT									
General Fund									
OBPI Director	0.25		0.25		0.25		0.25		0.00
Executive Office Associate I	0.25		0.25		0.25		0.25		0.00
Internal Auditor	0.75		0.75		0.75		0.75		0.00
Assistant Internal Auditor	0.75		0.75		0.75		0.75		0.00
Office Associate V	0.20		0.20		0.20		0.20		0.00
Senior Auditor	0.50		0.50		0.50		0.50		0.00
Auditor	0.50		1.50		1.50		1.50		0.00
Subtotal - Fund	3.20	+	0.00	PT	4.20	+	0.00	PT	4.20
Subtotal - Fund	3.20	+	0.00	PT	4.20	+	0.00	PT	4.20
Subtotal - Fund	3.20	+	0.00	PT	4.20	+	0.00	PT	0.00
Resort Tax Fund									
Internal Auditor	0.25		0.25		0.25		0.25		0.00
Assistant Internal Auditor	0.25		0.25		0.25		0.25		0.00
Office Associate V	0.20		0.20		0.20		0.20		0.00
Tax Auditor	3.00		3.00		3.00		3.00		0.00
Subtotal - Fund	3.70	+	0.00	PT	3.70	+	0.00	PT	3.70
Subtotal - Fund	3.70	+	0.00	PT	3.70	+	0.00	PT	3.70
Subtotal - Fund	3.70	+	0.00	PT	3.70	+	0.00	PT	0.00

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
Parking Fund					
Senior Auditor	0.50	0.50	0.50	0.50	0.00
Auditor	0.50	0.50	0.50	0.50	0.00
Subtotal - Fund	1.00 + 0.00 PT	0.00 + 0.00 PT			
Sanitation Fund					
Tax Auditor	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00 + 0.00 PT	0.00 + 0.00 PT			
Subtotal - Division	8.90 + 0.00 PT	9.9 + 0.00 PT	9.90 + 0.00 PT	9.90 + 0.00 PT	0.00 + 0.00 PT
GRANTS MANAGEMENT					
General Fund					
OBPI Director	0.25	0.25	0.25	0.25	0.00
Executive Office Associate I	0.25	0.25	0.25	0.25	0.00
Grants Manager	1.00	0.00	0.00	0.00	0.00
Grants Officer	0.00	1.00	1.00	1.00	0.00
Grants Management Specialist	1.00	1.00	1.00	0.00	(1.00)
Office Associate V	0.20	0.20	0.20	0.20	0.00
Grants Writer/Researcher	0.00	0.00	0.00	1.00	1.00
Subtotal - Division	2.70 + 0.00 PT	0.00 + 0.00 PT			
DEPARTMENT TOTAL	19.70 + 0.00 PT	19.60 + 0.00 PT	19.60 + 0.00 PT	19.60 + 0.00 PT	0.00 + 0.00 PT
ORG DEV & PERFORMANCE INITIATIVES					
General Fund					
Org Dev & Training Specialist	0.00	1.00	1.00	1.00	0.00
Chief Learning Development Officer	1.00	1.00	1.00	1.00	0.00
Management Consultant	1.00	0.00	0.00	0.00	0.00
Office Associate V	0.40	0.40	0.40	0.40	0.00
Excellence Program Assessor	0.00	0.00	1.00	0.00	0.00
Subtotal - Division	2.40 + 0.00 PT	2.40 + 1.00 PT	2.40 + 1.00 PT	2.40 + 1.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	2.40 + 0.00 PT	2.40 + 1.00 PT	2.40 + 1.00 PT	2.40 + 1.00 PT	0.00 + 0.00 PT
FINANCE					
General Fund					
Chief Financial Officer	0.50	0.30	0.30	0.30	0.00
Accounting Manager (previously Chief Accountant)	1.00	1.00	1.00	1.00	0.00
Deputy Finance Director	0.00	0.00	1.00	1.00	0.00
Assistant Finance Director	1.00	1.00	1.00	1.00	0.00
Revenue Manager	1.00	1.00	1.00	1.00	0.00
Finance/Customer Service Manager	1.00	1.00	1.00	1.00	0.00
Treasury Manager	1.00	1.00	1.00	1.00	0.00
Community Outreach Manager	0.50	0.50	0.50	0.00	(0.50)
Finance Specialist III	2.00	0.00	0.00	0.00	0.00
Financial Analyst / Financial Analyst I	10.00	11.50	11.50	19.50	8.00
Financial Analyst II	5.00	8.50	8.50	10.50	2.00
Financial Analyst III	7.00	7.00	7.00	8.50	1.50
Office Associate III	0.50	0.00	0.00	0.00	0.00
Executive Office Associate I	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	32.50 + 0.00 PT	34.80 + 0.00 PT	35.80 + 0.00 PT	46.80 + 0.00 PT	11.00 + 0.00 PT
Subtotal - Fund	32.50 + 0.00 PT	34.80 + 0.00 PT	35.80 + 0.00 PT	46.80 + 0.00 PT	11.00 + 0.00 PT
Resort Tax Fund					
Financial Analyst III	1.00	1.00	1.00	1.00	0.00
Financial Analyst / Financial Analyst I	0.00	0.50	0.50	0.50	0.00
Office Associate III	0.50	0.00	0.00	0.00	0.00
Financial Analyst / Financial Analyst I	2.00	2.00	2.00	2.00	0.00
Subtotal - Fund	3.50 + 0.00 PT	0.00 + 0.00 PT			
Parking Fund					
Chief Financial Officer	0.00	0.00	0.00	0.25	0.25
Financial Analyst III	1.00	1.00	1.00	1.50	0.50
Financial Analyst II	1.00	2.00	2.00	2.00	0.00
Financial Analyst I / Financial Analyst	8.00	8.00	8.00	8.00	0.00
Subtotal - Fund	10.00 + 0.00 PT	11.00 + 0.00 PT	11.00 + 0.00 PT	11.75 + 0.00 PT	0.75 + 0.00 PT
DEPARTMENT TOTAL	46.00 + 0.00 PT	49.30 + 0.00 PT	50.30 + 0.00 PT	62.05 + 0.00 PT	11.75 + 0.00 PT
INFORMATION TECHNOLOGY					
APPLICATION SERVICES					
Internal Service Fund					
Application System Manager	1.00	1.00	1.00	1.00	0.00
Database Administrator	2.00	2.00	2.00	2.00	0.00
E-Government Administrator	2.00	2.00	2.00	2.00	0.00
Sr. Systems Analyst	7.00	7.00	8.00	9.00	1.00
Sr. Special Projects Manager	0.00	1.00	1.00	1.00	0.00
Systems Analyst	1.00	0.00	0.00	1.00	1.00
Account Clerk III	1.00	1.00	1.00	0.00	(1.00)
Financial Analyst II	0.00	0.00	0.00	1.00	1.00
Info. Tech Division Director	1.00	1.00	1.00	1.00	0.00
Special Projects Coordinator	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	16.00 + 0.00 PT	16.00 + 0.00 PT	17.00 + 0.00 PT	19.00 + 0.00 PT	2.00 + 0.00 PT
SUPPORT SERVICES					
Internal Service Fund					
Director	1.00	1.00	1.00	1.00	0.00
IT Division Director	1.00	1.00	1.00	1.00	0.00
Systems Support Manager	1.00	1.00	1.00	1.00	0.00
Information Tech Specialist I	2.00	2.00	3.00	3.00	0.00
Information Tech Specialist II	6.00	7.00	7.00	7.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
VOIP Network Administrator	1.00	0.00	0.00	0.00	0.00
Technical Services Manager	1.00	0.00	0.00	0.00	0.00
Systems Administrator	2.00	2.00	2.00	3.00	1.00
Sr. Network Administrator	2.00	2.00	2.00	2.00	0.00
Sr. Systems Administrator	4.00	4.00	4.00	4.00	0.00
Subtotal - Division	22.00 + 0.00 PT	21.00 + 0.00 PT	22.00 + 0.00 PT	23.00 + 0.00 PT	1.00 + 0.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
TELECOMMUNICATIONS SVCS					
Internal Service Fund					
Technical Services Manager	1.00	0.00	0.00	0.00	0.00
Account Clerk III	1.00	0.00	0.00	0.00	0.00
Radio Administrator	1.00	0.00	0.00	0.00	0.00
Sr. Telecom Specialist	2.00	0.00	0.00	0.00	0.00
Telecom Specialist	1.00	0.00	0.00	0.00	0.00
Subtotal - Division	6.00 + 0.00 PT	0.00 + 0.00 PT			
DEPARTMENT TOTAL	44.00 + 0.00 PT	37.00 + 0.00 PT	39.00 + 0.00 PT	42.00 + 0.00 PT	3.00 + 0.00 PT
HUMAN RESOURCES					
General Fund					
Human Resources Director	0.60	0.60	0.60	0.60	0.00
Human Resources Asst Director	1.00	2.00	2.00	2.00	0.00
Human Resources Admin II	1.00	0.00	0.00	2.00	2.00
Human Resources Admin I	1.00	2.00	2.00	0.00	(2.00)
Sr. Human Resources Specialist	3.00	3.00	3.00	3.00	0.00
Human Resources Specialist	3.00	6.00	6.00	6.00	0.00
Human Resources Technician	4.00	0.00	0.00	0.00	0.00
Labor Relations Specialist	1.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Office Associate IV	0.00	2.50	2.50	3.50	1.00
Office Associate III	2.00	1.00	1.00	0.00	(1.00)
Subtotal - Division	17.60 + 0.00 PT	19.10 + 0.00 PT	19.10 + 0.00 PT	19.10 + 0.00 PT	0.00 + 0.00 PT
RISK MANAGEMENT					
Self Insurance Internal Fund					
Human Resources Director	0.40	0.40	0.40	0.40	0.00
Risk Manager	1.00	1.00	1.00	0.00	(1.00)
Division Director Risk Management and Benefits	0.00	0.00	0.00	1.00	1.00
Human Resources Specialist	0.50	3.50	3.50	3.50	0.00
Safety Officer	0.00	1.00	1.00	1.00	0.00
Human Resources Technician	2.00	0.00	0.00	0.00	0.00
Human Resources Admin I	0.25	0.00	0.00	0.00	0.00
Employee Benefits Manager	0.00	0.25	0.25	0.25	0.00
Office Associate IV	0.00	0.50	0.50	0.50	0.00
HR Risk and Benefits Analyst	0.00	0.00	0.00	1.00	1.00
Labor Relations Specialist	0.00	0.00	0.00	0.00	0.00
Subtotal - Division	4.15 + 0.00 PT	6.65 + 0.00 PT	6.65 + 0.00 PT	7.65 + 0.00 PT	1.00 + 0.00 PT
MEDICAL & DENTAL FUND					
Self Insurance Internal Fund					
Human Resources Admin I	0.75	0.00	0.00	0.00	0.00
Employee Benefits Manager	0.00	0.75	0.75	0.75	0.00
Human Resources Specialist	0.50	0.50	0.50	0.50	0.00
Subtotal - Division	1.25 + 0.00 PT	0.00 + 0.00 PT			
DEPARTMENT TOTAL	23.00 + 0.00 PT	27.00 0.00 PT	27.00 0.00 PT	28.00 0.00 PT	1.00 0.00 PT
CITY CLERK, OFFICE OF					
General Fund					
City Clerk	1.00	1.00	1.00	1.00	0.00
Assistant City Clerk	1.00	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Agenda Coordinator	0.60	0.60	0.60	0.60	0.00
Clerk Typist	0.00	0.00	0.00	0.00	0.00
Code Violations Clerk	2.00	2.00	2.00	2.00	0.00
Records Management Specialist	0.00	0.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	8.60 + 0.00 PT	8.60 + 0.00 PT	9.60 + 0.00 PT	9.60 + 0.00 PT	0.00 + 0.00 PT
Red Light Camera Fund					
Code Violations Clerk	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00 + 0.00 PT	0.00 + 0.00 PT			
DEPARTMENT TOTAL	9.60 + 0.00 PT	9.60 + 0.00 PT	10.60 + 0.00 PT	10.60 + 0.00 PT	0.00 + 0.00 PT
CENTRAL SERVICES					
Internal Service Fund					
Central Services Coordinator	1.00	1.00	1.00	1.00	0.00
Agenda Coordinator	0.40	0.40	0.40	0.40	0.00
Central Services Technician	3.00	3.00	3.00	3.00	0.00
DIVISION TOTAL	4.40 + 0.00 PT	0.00 + 0.00 PT			
PROCUREMENT					
General Fund					
Procurement Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Administrative Manager	0.00	1.00	1.00	0.00	1.00
Administrative Services Manager	0.00	0.00	0.00	1.00	(1.00)
Buyer	1.00	0.00	0.00	0.00	0.00
Contracts Compliance Administrator	1.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	0.00	0.00	0.00	0.00
Procurement Contract Officer I	1.00	2.00	4.00	4.00	0.00
Procurement Contract Officer II	0.00	3.00	3.00	1.00	(2.00)
Procurement Contract Officer III	0.00	2.00	2.00	1.00	(1.00)
Procurement Contracting Analyst	0.00	3.00	3.00	6.00	4.00
Procurement Contracting Analyst II	0.00	0.00	0.00	1.00	0.00
Procurement Coordinator	3.00	1.00	0.00	0.00	0.00
Sr Procurement Specialist	2.00	0.00	0.00	0.00	0.00
DEPARTMENT TOTAL	11.00 + 1.00 PT	14.00 + 3.00 PT	16.00 + 3.00 PT	17.00 + 5.00 PT	1.00 + 2.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14		REVISED FY 2014/15		Adopted FY 2015/16		Proposed FY 2016/17		17 Prop- 16 Rvsd Over/ (Under)											
CITY ATTORNEY, OFFICE OF																				
General Fund																				
City Attorney	1.00		1.00		1.00		1.00		0.00											
Chief Deputy City Attorney	1.00		2.00		2.00		2.00		0.00											
Deputy City Attorney	1.00		0.00		0.00		1.00		1.00											
First Assistant City Attorney	5.00		5.00		5.00		5.00		0.00											
Senior Assistant City Attorney	3.00		4.00		4.00		3.00		(1.00)											
Assistant City Attorney I	0.00		1.00		1.00		1.00		0.00											
Assistant to the City Attorney	0.00		1.00		1.00		1.00		0.00											
Legal Administrator	1.00		0.00		0.00		0.00		0.00											
Legal Secretary	2.00		2.00		2.00		2.00		0.00											
Senior Legal Secretary	3.00		1.00		1.00		1.00		0.00											
Office Manager	1.00		0.00		0.00		0.00		0.00											
Senior Administrative Manager	0.00		1.00		1.00		1.00		0.00											
City Attorney Office-Paralegal Specialist	0.00		2.00		2.00		2.00		0.00											
Paralegal	1.00		1.00		1.00		1.00		0.00											
Receptionist	1.00		1.00		1.00		1.00		0.00											
DEPARTMENT TOTAL	20.00	+	0.00	PT	22.00	+	0.00	PT	22.00	+	0.00	PT	22.00	+	0.00	PT	0.00	+	0.00	PT
HOUSING & COMMUNITY SERVICES																				
Housing & Community Development																				
Housing & Comm Services Director	0.50		0.50		0.50		0.50		0.00											
Controller	0.00		0.00		0.00		0.40		0.40											
Financial Analyst II	0.53		0.50		0.50		0.00		(0.50)											
Administrative Aide I	0.00		0.00		0.00		0.00		0.00											
Office Associate III	0.30		0.70		0.70		0.70		0.00											
Community Development Block Grant Projects Coordinator	0.00		0.20		0.20		0.40		0.20											
Senior Capital Proj Coord.	0.00		0.00		1.00		1.00		0.00											
HOME/ SHIP Project Coordinator	0.00		0.40		0.40		0.40		0.00											
Housing Specialist	0.30		0.00		0.00		0.00		0.00											
Office Associate V	0.50		0.50		0.50		0.60		0.10											
Subtotal - Division	2.13	+	0.00	PT	2.80	+	0.00	PT	3.80	+	0.00	PT	4.00	+	0.00	PT	0.20	+	0.00	PT
HOMELESS SERVICES																				
General Fund																				
Case Worker II	2.80	2.00	2.45	4.00	4.45	2.00	3.45	2.00	(1.00)	0.00										
Housing & Comm Services Director	0.40		0.40		0.40		0.40		0.00	0.00										
Controller	0.00		0.00		0.00		0.50		0.50											
Financial Analyst II	0.37		0.40		0.40		0.00		(0.40)											
Client Services Specialist	0.00		0.00		0.00		0.50		0.50											
Homeless Outreach Specialist	0.00		0.00		0.00		0.50		0.50											
Office Associate III	0.70		0.30		0.30		0.30		0.00											
Case Worker Assistant Part-Time	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00										
Homeless Program Coordinator	1.00		1.00		1.00		1.00		0.00											
Subtotal - Division	5.27	+	3.00	PT	4.55	+	5.00	PT	6.55	+	3.00	PT	6.65	+	3.00	PT	0.10	+	0.00	PT
RESIDENTIAL HOUSING PROGRAM																				
Special Revenue Fund																				
HOME Project Coordinator	0.00		0.15		0.15		0.15		0.00											
Tenant Services Coordinator	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00											
Subtotal - Division	0.00	0.00	1.15	0.00	1.15	0.00	1.15	0.00	0.00											
COMMUNITY DEVELOPMENT BLOCK GRANT																				
Special Revenue Fund																				
Housing & Comm Services Director	0.05		0.00		0.00		0.00		0.00											
Controller	0.00		0.00		0.00		0.10		0.10											
Office Associate V	0.50		0.50		0.50		0.40		(0.10)											
Community Dev Specialist	1.00		0.00		0.00		0.00		0.00											
Community Development Block Grant Projects Coordinator	0.00		0.80		0.80		0.60		(0.20)											
Financial Analyst II	0.10		0.10		0.10		0.00		(0.10)											
Subtotal - Division	1.65	+	0.00	PT	1.40	+	0.00	PT	1.10	+	0.00	PT	(0.30)	+	0.00	PT				
HOUSING HOME GRANT																				
Special Revenue Fund																				
HOME/SHIP Project Coordinator	0.00		0.45		0.45		0.45		0.00											
Housing Specialist	0.65		0.00		0.00		0.00		0.00											
Subtotal - Division	0.65	+	0.00	PT	0.45	+	0.00	PT	0.45	+	0.00	PT	0.45	+	0.00	PT				
COMMUNITY SERVICES																				
General Fund																				
Housing & Comm Services Director	0.05		0.10		0.10		0.10		0.00											
Comm Services Division Director	1.00		1.00		1.00		1.00		0.00											
Case Worker II	1.00		1.00		1.00		1.00		0.00											
Case Worker	2.00		2.00		2.00		2.00		0.00											
DIVISION TOTAL	4.05	+	0.00		4.10	+	0.00	PT	4.10	+	0.00	PT	4.10	+	0.00	PT				
COMMUNITY DEVELOPMENT HTO/MIS/HID/ CHILDREN'S TRUST GRANTS																				
Special Revenue Fund																				
Client Services Specialist	0.00		0.00		0.00		0.50		0.50											
Homeless Outreach Specialist	0.00		0.00		0.00		0.50		0.50											
Case Worker	3.00		3.00		3.00		3.00		0.00											
Case Worker II	2.20		2.55		2.55		1.55		(1.00)											
Case Worker Assistant	2.00	1.00	2.00	1.00	2.00	1.00	2.00	1.00	0.00											
Truancy Coordinator	3.00		3.00		3.00		3.00		0.00											
Office Associate IV	3.00		3.00		3.00		3.00		0.00											
Subtotal - Division	13.20	+	1.00	PT	13.55	+	1.00	PT	13.55	+	1.00	PT	13.55	+	1.00	PT				
Subtotal - Fund	15.55	+	1.00	PT	15.40	+	1.00	PT	15.10	+	1.00	PT	(0.30)	+	0.00	PT				
*DEPARTMENT TOTAL	27.00	+	4.00	PT	28.00	+	6.00	PT	31.00	+	4.00	PT	31.00	+	4.00	PT	0.00	+	0.00	PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
BUILDING					
General Fund					
Building Director	1.00	1.00	1.00	1.00	0.00
Deputy Building Director	0.00	0.00	0.00	1.00	1.00
Assistant Director	3.00	2.00	2.00	1.00	(1.00)
Administrative Services Manager	0.00	1.00	1.00	1.00	0.00
Building Inspector	1.00	1.00	1.00	1.00	0.00
Building Operations Manager	1.00	2.00	2.00	2.00	0.00
Building Records Manager	1.00	1.00	1.00	1.00	0.00
Chief Accessibility Inspector	1.00	0.00	0.00	0.00	0.00
Chief Bldg Code Comp Officer	1.00	1.00	1.00	1.00	0.00
Chief Building Inspector	1.00	1.00	1.00	0.00	(1.00)
Chief Electrical Inspector	1.00	1.00	1.00	1.00	0.00
Chief Elevator Inspector	1.00	1.00	0.00	0.00	0.00
Chief Roofing Inspector	1.00	1.00	1.00	1.00	0.00
Government Compliance Coordinator	1.00	1.00	1.00	1.00	0.00
Chief Mechanical Inspector	1.00	1.00	1.00	1.00	0.00
Chief Plumbing Inspector	1.00	1.00	1.00	1.00	0.00
Chief Structural Engineer	3.00	3.00	3.00	3.00	0.00
Clerk	2.00	1.00	1.00	0.00	(1.00)
Code Compliance Officer II	1.00	1.00	1.00	1.00	0.00
Development Review Services Coordinator	1.00	1.00	1.00	1.00	0.00
Electrical Inspector	4.00	4.00	4.00	2.00	(2.00)
Engineer	0.00	0.00	0.00	1.00	1.00
Engineering Inspector	4.00	1.00	1.00	0.00	(1.00)
Financial Analyst III	0.00	0.00	0.00	1.00	1.00
Financial Analyst II	0.00	0.50	0.50	0.50	0.00
Financial Analyst / Financial Analyst I	2.00	2.00	2.00	5.50	3.50
Mechanical Inspector	0.00	1.00	1.00	1.00	0.00
Office Associate III	0.00	0.00	0.00	3.00	3.00
Office Associate IV	6.00	9.00	8.00	7.00	(1.00)
Office Associate V	3.00	3.00	3.00	3.00	0.00
Office Manager	0.00	0.00	0.00	1.00	1.00
Permit Clerk II	3.00	2.00	2.00	3.00	1.00
Permit Clerk I	14.00	15.00	14.00	19.00	5.00
Permit Information Analyst II	3.00	1.00	1.00	1.00	0.00
Plumbing Inspector	1.00	1.00	1.00	1.00	0.00
Senior Mechanical Inspector	3.00	3.00	3.00	3.00	0.00
Senior Electrical Inspector	2.00	3.00	3.00	4.00	1.00
Senior Elevator Inspector	2.00	2.00	0.00	0.00	0.00
Senior Plumbing Inspector	3.00	3.00	3.00	4.00	1.00
Systems Analyst	0.00	0.00	0.00	1.00	1.00
Senior Systems Analyst	0.00	2.00	2.00	1.00	(1.00)
Senior Building Inspector	10.00	11.00	12.00	13.00	1.00
DIVISION TOTAL	83.00 + 0.00 PT	85.50 + 0.00 PT	81.50 + 0.00 PT	94.00 + 0.00 PT	12.50 + 0.00 PT
DEPARTMENT TOTAL	83.00 + 0.00 PT	85.50 + 0.00 PT	81.50 + 0.00 PT	94.00 + 0.00 PT	12.50 + 0.00 PT
ENVIRONMENTAL RESOURCES MANAGEMENT					
General Fund					
Environmental Resources Mgr.	1.00	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00	(1.00)
Office Associate V	0.00	0.00	0.00	1.00	1.00
Field Inspector I	0.00	0.00	0.00	1.00	1.00
Field Inspector I	0.00	0.00	0.00	1.00	1.00
Field Supervisor	0.00	0.00	0.00	1.00	1.00
MSW I	0.00	0.00	0.00	1.00	1.00
Urban Forestry Supervisor	0.00	0.00	0.00	1.00	1.00
Analyst	0.00	0.00	0.00	1.00	1.00
Environmental & Sustainability Director	0.00	0.00	0.00	1.00	1.00
Subtotal - Fund	2.00	2.00	2.00	9.00	7.00
Special Revenue Fund					
Environmental Resources Mgr.	1.00	1.00	1.00	1.00	
Subtotal - Fund	1.00	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	3.00 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT	10.00 + 0.00 PT	7.00 + 0.00 PT
PLANNING					
General Fund					
Planning Director	1.00	1.00	1.00	1.00	0.00
Deputy Director Planning Dept.	1.00	1.00	1.00	1.00	0.00
Administrative Officer	1.00	1.00	1.00	0.00	(1.00)
Administrative & Business Officer	0.00	0.00	0.00	1.00	1.00
Clerk Typist	1.00	0.00	0.00	0.00	0.00
Clerk of Boards	0.00	0.00	0.00	1.00	1.00
Planning & Zoning Inspector	2.00	2.00	2.00	2.00	0.00
Field Supervisor	0.00	1.00	1.00	0.00	(1.00)
Preservation & Design Manager	1.00	1.00	1.00	1.00	0.00
Office Associate III	1.00	0.00	0.00	1.00	1.00
Office Associate IV	1.00	2.00	2.00	2.00	0.00
Office Associate V	1.00	2.00	3.00	2.00	(1.00)
Planner	4.00	4.00	4.00	3.00	(1.00)
Planning & Zoning Manager	1.00	1.00	1.00	1.00	0.00
Principal Planner	2.00	2.00	2.00	3.00	1.00
Senior Planner	7.00	7.00	7.00	8.00	1.00
DEPARTMENT TOTAL	24.00 + 0.00 PT	25.00 + 0.00 PT	26.00 + 0.00 PT	27.00 + 0.00 PT	1.00 + 0.00 PT
TOURISM & CULTURAL AFFAIRS					
TOURISM & CULTURAL DEV					
General Fund					
Tourism Cultural Affairs & Econ Dev Director	0.65	0.65	0.65	0.65	0.00
Assistant Director	0.00	0.00	0.50	1.00	0.50
Field Monitor	1.00	1.00	1.00	1.00	0.00
Film & Event Production Mgr.	1.00	1.00	1.00	1.00	0.00
Office Associate V	2.00	2.00	2.00	2.00	0.00
Sr. Administrative Manager	0.85	0.85	0.85	0.85	0.00
Marketing Tourism & Dev Manager	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	6.50 + 0.00 PT	6.50 + 0.00 PT	7.00 + 0.00 PT	7.50 + 0.00 PT	0.50 + 0.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14			REVISED FY 2014/15			Adopted FY 2015/16			Proposed FY 2016/17			17 Prop- 16 Rvsd Over/ (Under)							
Special Revenue- Resort Tax																				
Assistant Director	0.00			0.00			0.50			0.00			(0.50)							
Art in Public Places																				
Public Art Coordinator	1.00			1.00			1.00			1.00			0.00							
Subtotal - Fund	1.00	+	0.00	PT	1.00	+	0.00	PT	1.50	+	0.00	PT	1.00	+	0.00	PT	(0.50)	+	0.00	PT
DIVISION TOTAL	7.50	+	0.00	PT	7.50	+	0.00	PT	8.50	+	0.00	PT	8.50	+	0.00	PT	0.00	+	0.00	PT
BASS MUSEUM OF ART																				
General Fund																				
Bass Museum Director	1.00			1.00			1.00			1.00			0.00							
Office Associate V	0.00			1.00			1.00			1.00			0.00							
Administrative Aide I	1.00			0.00			0.00			0.00			0.00							
DIVISION TOTAL	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
ECONOMIC DEVELOPMENT																				
General Fund																				
Econ Dev Division Dir	1.00			1.00			1.00			1.00			0.00							
Redevelopment Specialist	1.00			1.00			1.00			1.00			0.00							
DIVISION TOTAL	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
CULTURAL ARTS COUNCIL																				
Special Revenue Fund																				
Cultural Affairs Program Manager	1.00			1.00			1.00			1.00			0.00							
Grants & Oper Administrator	1.00			1.00			1.00			1.00			0.00							
DIVISION TOTAL	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
ASSET MANAGEMENT																				
General Fund																				
Field Monitor	1.00			1.00			1.00			1.00			0.00							
Asset Manager	0.00			1.00			1.00			1.00			0.00							
Office Associate IV	1.00			1.00			1.00			1.00			0.00							
Leasing Specialist	2.00			1.00			1.00			1.00			0.00							
Subtotal - Division	4.00	+	0.00	PT	4.00	+	0.00	PT	4.00	+	0.00	PT	4.00	+	0.00	PT	0.00	+	0.00	PT
TOURISM & CONVENTIONS																				
Enterprise Fund																				
Tourism Cultural Affairs & Econ Dev Director	0.35			0.35			0.35			0.35			0.00							
Marketing Tourism Manager	0.00	1.00		0.00	1.00		0.00	1.00		0.00	0.00		0.00	(1.00)						
Office Associate III	0.00	2.00		1.00	0.00		1.00	0.00		1.00	0.00		0.00	0.00						
Senior Administrative Manager	0.15			0.15			0.15			0.15			0.00							
DIVISION TOTAL	0.50	+	3.00	PT	1.50	+	1.00	PT	1.50	+	1.00	PT	1.50	+	0.00	PT	0.00	+	(1.00)	PT
DEPARTMENT TOTAL	18.00	+	3.00	PT	19.00	+	1.00	PT	20.00	+	1.00	PT	20.00	+	0.00	PT	0.00	+	(1.00)	PT
CODE COMPLIANCE																				
General Fund																				
Code Compliance Department Director	1.00			1.00			1.00			1.00			0.00							
Code Compliance Assistant Director	1.00			1.00			1.00			1.00			0.00							
Administrative Aide I	6.00			7.00			7.00			7.00			0.00							
Code Compliance Manager	1.00			2.00			2.00			2.00			0.00							
Code Compliance Officer I and II	20.00	12.00		31.00	0.00		33.00	0.00		31.00	0.00		(2.00)	0.00						
Code Compliance Administrator	5.00			5.00			6.00			6.00			0.00							
Engineering Inspector	1.00			1.00			0.00			0.00			0.00							
Office Associate V	0.00			1.00			1.00			1.00			0.00							
Office Associate IV	1.00			1.00			1.00			1.00			0.00							
Subtotal - Fund	36.00	+	12.00	PT	50.00	+	0.00	PT	52.00	+	0.00	PT	50.00	+	0.00	PT	(2.00)	+	0.00	PT
Other Funds																				
CDBG-Code Compliance Off	2.00			0.00			0.00			0.00			0.00							
Sanitation-Code Compliance Off	4.00			4.00			4.00			4.00			0.00							
Lincoln Road - Code Compliance Off	2.00			2.00			2.00			2.00			0.00							
Resort Tax Short Term Rentals	0.00			0.00			0.00			5.00			5.00							
Subtotal - Fund	8.00	+	0.00	PT	6.00	+	0.00	PT	6.00	+	0.00	PT	11.00	+	0.00	PT	5.00	+	0.00	PT
DEPARTMENT TOTAL	44.00	+	12.00	PT	56.00	+	0.00	PT	58.00	+	0.00	PT	61.00	+	0.00	PT	3.00	+	0.00	PT
PARKS & RECREATION																				
General Fund																				
Parks & Recreation Director	1.00			1.00			1.00			1.00			0.00							
Assistant Director - Parks	1.00			1.00			1.00			1.00			0.00							
Admin Services Manager	1.00			1.00			1.00			1.00			0.00							
Athletic Manager	0.00			0.00			0.00			1.00			1.00							
Deputy Director	1.00			1.00			1.00			1.00			0.00							
Administrative Aide I	3.00			3.00			3.00			2.00			(1.00)	0.00						
Office Associate V	1.00			2.00			2.00			1.00			(1.00)							
Office Associate III	2.00			2.00			2.00			4.00			2.00							
Beach Maintenance Director	0.00			1.00			1.00			1.00			0.00							
Customer Service Representative	2.00			2.00			2.00			2.00			0.00							
Ice Rink Manager	1.00			1.00			1.00			1.00			0.00							
Ice Rink Technician	2.00			2.00			2.00			2.00			0.00							
Landscape Project Coord	1.00			0.00			0.00			0.00			0.00							
Heavy Equipment Operator II	1.00			1.00			1.00			1.00			0.00							
Irrigation Systems Supervisor	1.00			1.00			1.00			0.00			(1.00)							
Municipal Service Worker III	15.00			14.00			14.00			14.00			0.00							
Municipal Service Worker II	20.00	7.00		20.00	7.00		20.00	7.00		20.00	7.00		0.00	0.00						
Municipal Service Worker I	11.00	4.00		11.00	4.00		11.00	4.00		11.00	4.00		0.00	0.00						
Municipal Service Worker Trainee	4.00			0.00	5.00		0.00	5.00		0.00	5.00		0.00	0.00						
Park Operations Supervisor	2.00			2.00			2.00			2.00			0.00							
Park Ranger	0.00			4.00	6.00		4.00	6.00		10.00	8.00		6.00	0.00						
Park Ranger Supervisor	0.00			1.00			1.00			1.00			0.00							
Park Supervisor	3.00			3.00			3.00			3.00			0.00							
Parks Superintendent	1.00			1.00			1.00			1.00			0.00							
Park & Recreation Analyst	1.00			1.00			1.00			1.00			0.00							
Park Facilities Manager	3.00			3.00			3.00			3.00			0.00							
Parks & Recreation Project Coordinator	0.00			1.00			1.00			1.00			0.00							
Parks & Recreation Project Supervisor	0.00			1.00			1.00			2.00			1.00							
Pool Guard II	3.00			3.00			3.00			3.00			0.00							
Pool Guard I	15.00	11.00		15.00	8.00		15.00	8.00		14.00	10.00		(1.00)	0.00						
Pool Guard I (pt-seasonal)	0.00	13.00		0.00	13.00		0.00	13.00		0.00	13.00		0.00	0.00						
Recreation Leader II	13.00			13.00			13.00			12.00			(1.00)							
Recreation Leader I	13.00			11.00			11.00	0.00		11.00	0.00		0.00	0.00						
Recreation Attendant	8.00			8.00			8.00			5.00			(3.00)							
Rec Aide/Leader I Parttime/Year-round	0.00	83.00		0.00	86.00		0.00	86.00		0.00	86.00		0.00	0.00						
Recreation Program Supervisor	13.00			13.00			13.00			13.00			0.00							
Recreation Supervisor I	4.00			4.00			4.00			3.00			(1.00)							
Seasonal Recreation Aide	0.00	40.00		0.00	40.00		0.00	40.00		0.00	40.00		0.00	0.00						
Inclusionary Aide	0.00	0.00		0.00	0.00		0.00	0.00		0.00	24.00		0.00	0.00						
Storekeeper	1.00			1.00			1.00			1.00			0.00							
DIVISION TOTAL	148.00	+	158.00	PT	149.00	+	169.00	PT	149.00	+	169.00	PT	150.00	+	197.00	PT	1.00	+	0.00	PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
City Center RDA Fund					
Park Ranger	0.00	1.00	2.00	1.00	2.00
Subtotal RDA Fund	0.00 + 0.00 PT	1.00 + 2.00 PT	1.00 + 2.00 PT	1.00 + 2.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	148.00 + 158.00 PT	150.00 + 342.00 PT	293.00 + 342.00 PT	151.00 + 398.00 PT	1.00 + 0.00 PT
DEPARTMENT GF TOTAL	148.00 + 158.00 PT	149.00 + 169.00 PT	149.00 + 169.00 PT	150.00 + 197.00 PT	1.00 + 0.00 PT
DEPARTMENT RDA TOTAL	0.00 + 0.00 PT	1.00 + 2.00 PT	1.00 + 2.00 PT	1.00 + 2.00 PT	0.00 + 0.00 PT
DEPARTMENT GRAND TOTAL	148.00 + 158.00 PT	150.00 + 171.00 PT	150.00 + 171.00 PT	151.00 + 199.00 PT	1.00 + 0.00 PT
PUBLIC WORKS					
ADMINISTRATION					
General Fund					
Assistant City Manager	1.00	1.00	1.00	1.00	0.00
Executive Office Associate I	0.00	0.00	0.00	1.00	1.00
Office Associate V	1.00	1.00	1.00	0.00	(1.00)
DIVISION TOTAL	2.00 + 0.00 PT	0.00 + 0.00 PT			
ENGINEERING					
General Fund					
City Engineer	1.00	1.00	1.00	1.00	0.00
Assistant City Engineer	1.00	1.00	1.00	1.00	0.00
City Surveyor Manager	1.00	1.00	1.00	1.00	0.00
Civil Engineer III	2.00	2.00	2.00	2.00	0.00
Civil Engineer II	1.00	1.00	1.00	2.00	1.00
Civil Engineer I	1.00	3.00	3.30	3.30	0.00
Engineering Assistant III	2.00	2.00	2.00	1.00	(1.00)
Engineering Assistant II	4.00	3.00	3.00	3.00	0.00
Engineering Assistant I	5.00	4.00	4.00	4.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Office Associate IV	0.00	1.00	2.00	2.00	0.00
Office Associate III	0.00	0.00	0.00	1.00	1.00
Right of Way Manager	1.00	1.00	1.00	1.00	0.00
Senior GIS Analyst	0.00	0.00	1.00	1.00	0.00
Permit Clerk I	0.00	0.00	1.00	0.00	(1.00)
Chief Elevator Inspector	0.00	0.00	1.00	1.00	0.00
Sr. Elevator Inspector	0.00	0.00	2.00	2.00	0.00
DIVISION TOTAL	20.00 + 0.00 PT	21.00 + 0.00 PT	27.30 + 0.00 PT	27.30 + 0.00 PT	0.00 + 0.00 PT
GREENSPACE MAINTENANCE					
General Fund					
Greenspace Division Director	1.00	1.00	1.00	1.00	0.00
Parks & Recreation Analyst	1.00	1.00	1.00	0.00	(1.00)
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	2.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker I	2.00	2.00	2.00	1.00	(1.00)
Park Operations Supervisor	1.00	1.00	1.00	1.00	0.00
Park Supervisor	2.00	2.00	2.00	2.00	0.00
Parks Superintendent	1.00	0.00	0.00	1.00	1.00
Greenspace Superintendent	0.00	1.00	1.00	1.00	0.00
Field Inspector I	0.00	0.00	4.00	2.00	(2.00)
Field Supervisor	0.00	0.00	1.00	0.00	(1.00)
Tree Trimmer	1.00	1.00	1.00	3.00	2.00
Urban Forester	1.00	1.00	1.00	0.00	(1.00)
Subtotal - Fund	15.00 + 0.00 PT	15.00 + 0.00 PT	20.00 + 0.00 PT	17.00 + 0.00 PT	(3.00) + 0.00 PT
City Center RDA Fund					
Municipal Svce Worker II	2.00	2.00	2.00	2.00	0.00
Municipal Svce Worker I	3.00	3.00	3.00	3.00	0.00
Tree Trimmer	1.00	1.00	1.00	1.00	0.00
Subtotal RDA Fund	6.00 + 0.00 PT	0.00 + 0.00 PT			
DIVISION TOTAL	21.00 + 0.00 PT	21.00 + 0.00 PT	26.00 + 0.00 PT	23.00 + 0.00 PT	(3.00) + 0.00 PT
SANITATION					
Enterprise Fund					
Sanitation Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Sanitation Superintendent	1.00	1.00	1.00	1.00	0.00
Sanitation Coordinator	1.00	1.00	1.00	0.00	(1.00)
Sanitation Business Manager	0.00	0.00	0.00	1.00	1.00
Superintendent (Sanitation)	1.00	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	13.00	13.00	13.00	12.00	(1.00)
Municipal Service Worker III	23.00	24.00	24.00	25.00	1.00
Municipal Service Worker II	67.00	69.00	69.00	68.00	(1.00)
Municipal Service Worker I	52.00	52.00	52.00	52.00	0.00
Office Associate IV	1.00	1.00	1.00	1.00	0.00
Operations Supervisor	6.00	6.00	6.00	6.00	0.00
Excellence Program Assessor	0.00	0.00	1.00	0.00	1.00
Subtotal Function	169.00 + 0.00 PT	172.00 + 1.00 PT	172.00 + 1.00 PT	171.00 + 1.00 PT	(1.00) + 0.00 PT
DIVISION TOTAL	169.00 + 0.00 PT	172.00 + 1.00 PT	172.00 + 1.00 PT	171.00 + 1.00 PT	(1.00) + 0.00 PT
STREETS/STREETLIGHTS					
General Fund					
Infrastructure Division Director	0.20	0.20	0.20	0.20	0.00
Streets & Lighting Superintendent	0.00	1.00	1.00	1.00	0.00
Civil Engineer I	0.00	0.30	0.30	0.30	0.00
Administrative Secretary	0.20	0.20	0.20	0.00	(0.20)
Office Assistant IV	0.00	0.00	0.00	0.20	0.20
Heavy Equipment Operator I	1.00	1.00	1.00	1.00	0.00
Mason	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	1.00	0.00
Street Lighting Technician II	3.00	3.00	3.00	3.00	0.00
Street Lighting Technician I	4.00	4.00	6.00	6.00	0.00
DIVISION TOTAL	12.40 + 0.00 PT	13.70 + 0.00 PT	15.70 + 0.00 PT	15.70 + 0.00 PT	0.00 + 0.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
WATER OPERATIONS					
Enterprise Fund					
Assistant Public Works Director	0.35	0.60	0.60	0.60	0.00
Infrastructure Division Director	0.25	0.25	0.25	0.25	0.00
Chief Financial Officer	0.00	0.15	0.15	0.15	0.00
Civil Engineer I	0.00	0.20	0.40	0.73	0.33
Administrative Secretary	0.25	0.25	0.25	(0.00)	(0.25)
Office Assistant IV	0.00	0.00	0.00	0.25	0.25
Utilities Superintendent	1.00	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	3.00	3.00	3.00	0.00
Backflow Coordinator	1.00	1.00	1.00	1.00	0.00
Control Room Operator	5.00	5.00	5.00	5.00	0.00
Electrician	1.00	1.00	1.00	1.00	0.00
Electronics/Instrument Supv	1.00	1.00	1.00	1.00	0.00
GIS Analyst	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	2.00	2.00	2.00	2.00	0.00
IT Analyst	0.00	0.00	0.00	0.00	0.00
Senior GIS Analyst	0.30	0.30	0.30	0.30	0.00
Meter Services Supervisor	1.00	1.00	1.00	1.00	0.00
Water Distribution System Operator A-D	0.00	0.00	0.00	2.00	2.00
Water Meter Technician A-D	0.00	0.00	0.00	1.00	1.00
Municipal Service Worker II	4.00	4.00	4.00	3.00	(1.00)
Municipal Service Worker I	1.00	1.00	1.00	1.00	0.00
Pumping Mechanic	2.00	2.00	2.00	2.00	0.00
Storekeeper III	1.00	1.00	1.00	1.00	0.00
Storekeeper II	1.00	1.00	1.00	1.00	0.00
Storekeeper I	1.00	1.00	1.00	1.00	0.00
Streets Supervisor	2.00	2.00	2.00	2.00	0.00
Warehouse Supervisor	1.00	1.00	1.00	1.00	0.00
Water Field Operations Supv	1.00	1.00	1.00	1.00	0.00
Water Meter Supervisor	2.00	2.00	2.00	2.00	0.00
Water Meter Technician II	5.00	5.00	5.00	5.00	0.00
Water Meter Technician I	5.00	5.00	5.00	4.00	(1.00)
Water Pipefitter	4.00	4.00	4.00	3.00	(1.00)
Water Supervisor	3.00	3.00	3.00	3.00	0.00
DIVISION TOTAL	52.15 + 0.00 PT	52.75 + 0.00 PT	52.95 + 0.00 PT	53.28 + 0.00 PT	0.33 + 0.00 PT
SEWER OPERATIONS					
Enterprise Fund					
Assistant Public Works Director	0.35	0.60	0.60	0.60	0.00
Infrastructure Division Director	0.25	0.25	0.25	0.25	0.00
Chief Financial Officer	0.00	0.15	0.15	0.15	0.00
Administrative Secretary	0.25	0.25	0.25	(0.00)	(0.25)
Office Associate IV	0.00	0.00	0.00	0.25	0.25
Assistant Pumping Mechanic	2.00	2.00	2.00	2.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00	(1.00)
Administrative Aide II	0.00	0.00	0.00	0.00	0.00
Office Associate III	0.00	0.00	0.00	2.00	2.00
Buyer	0.00	1.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	0.00	(1.00)
Civil Engineer I	0.00	0.20	0.40	0.73	0.33
Control Room Operator	3.00	3.00	3.00	3.00	0.00
Engineering Assistant I	1.00	1.00	1.00	1.00	0.00
Electrician	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	1.00	0.00
Senior GIS Analyst	0.30	0.30	0.30	0.30	0.00
Mason	1.00	1.00	1.00	1.00	0.00
Mason Helper	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker II	3.00	3.00	5.00	3.00	(2.00)
Municipal Service Worker I	4.00	3.00	3.00	1.00	(2.00)
Waste Water Collection Operator A-D	0.00	0.00	0.00	4.00	4.00
Pumping Mechanic	4.00	4.00	4.00	4.00	0.00
Pumping Operations Supv	1.00	1.00	1.00	1.00	0.00
Sewer Field Operations Supv	1.00	1.00	1.00	1.00	0.00
Sewer Pipefitter	4.00	4.00	4.00	4.00	0.00
Sewer Supervisor	4.00	4.00	4.00	4.00	0.00
DIVISION TOTAL	34.15 + 0.00 PT	34.75 + 0.00 PT	36.95 + 0.00 PT	37.28 + 0.00 PT	0.33 + 0.00 PT
STORMWATER					
Enterprise Fund					
Assistant Public Works Director	0.30	0.80	0.80	0.80	0.00
Assistant City Engineer	1.00	1.00	1.00	1.00	0.00
Chief Financial Officer	0.00	0.15	0.15	0.15	0.00
Infrastructure Division Director	0.30	0.30	0.30	0.30	0.00
Stormwater Superintendent	0.00	1.00	1.00	1.00	0.00
Administrative Secretary	0.30	0.30	0.30	0.00	(0.30)
Office Associate IV	0.00	0.00	0.00	0.30	0.30
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	1.00	0.00
Civil Engineer III	1.00	1.00	1.00	1.00	0.00
Civil Engineer II	1.00	1.00	1.00	1.00	0.00
Civil Engineer I	1.00	2.30	2.60	2.94	0.34
Engineering Assistant I	3.00	4.00	4.00	4.00	0.00
Environmental Specialist	1.00	1.00	1.00	1.00	0.00
Field Inspector	0.00	2.00	2.00	2.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	1.00	0.00
Senior GIS Analyst	1.40	1.40	1.40	1.40	0.00
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00
GIS Manager	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker II	3.00	3.00	5.00	3.00	(2.00)
Waste Water Collection Operator A-D	0.00	0.00	0.00	1.00	1.00
Stormwater Operator A-D	0.00	0.00	0.00	2.00	2.00
Sewer Pipefitter	2.00	2.00	2.00	1.00	(1.00)
Sewer Supervisor	2.00	2.00	2.00	2.00	0.00
Special Projects Coordinator	0.00	0.00	0.00	0.00	0.00
DIVISION TOTAL	23.30 + 0.00 PT	29.25 + 0.00 PT	31.55 + 0.00 PT	31.89 + 0.00 PT	0.34 + 0.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
PROPERTY MANAGEMENT					
ADMINISTRATION					
Internal Service Fund					
Property Mgmt Div Director	1.00	1.00	1.00	1.00	0.00
Mtce. & Oper. Superintendent	1.00	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	2.00	0.00
Data Entry Clerk	1.00	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	0.00	0.00	0.00	0.00
Maintenance Management Coordinator	0.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Storekeeper II	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	8.00 + 0.00 PT	0.00 + 0.00 PT			
CONSTRUCTION					
Internal Service Fund					
Construction Manager	1.00	1.00	1.00	1.00	0.00
Construction Manager (R&R)	1.00	1.00	1.00	1.00	0.00
Electrician	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	3.00 + 0.00 PT	0.00 + 0.00 PT			
OPERATIONS					
Internal Service Fund					
Air Conditioning Supervisor	1.00	1.00	1.00	1.00	0.00
Air Conditioning Mechanic	2.00	2.00	2.00	2.00	0.00
ADA Coordinator	1.00	1.00	1.00	1.00	0.00
Building Services Technician	1.00	2.00	2.00	2.00	0.00
Carpenter	2.00	2.00	2.00	2.00	0.00
Electrician Supervisor	1.00	1.00	1.00	1.00	0.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	2.00	0.00
Paint Supervisor	1.00	1.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	2.00	0.00
Plumbing Supervisor	1.00	1.00	1.00	1.00	0.00
Plumber	2.00	2.00	2.00	2.00	0.00
Subtotal - Division	17.00 + 0.00 PT	18.00 + 0.00 PT	18.00 + 0.00 PT	18.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal - Fund	28.00 + 0.00 PT	29.00 + 0.00 PT	29.00 + 0.00 PT	29.00 + 0.00 PT	0.00 + 0.00 PT
City Center RDA Fund					
Electrician	1.00	1.00	1.00	1.00	0.00
Lincoln Rd. Mall Manager	1.00	0.00	0.00	0.00	0.00
Senior Administrative Manager	0.00	1.00	1.00	2.00	1.00
Municipal Service Worker III	1.00	1.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	1.00	(1.00)
Subtotal - Division	5.00 + 0.00 PT	0.00 + 0.00 PT			
DEPARTMENT TOTAL	367.00	380.45 + 1.00 PT	398.45 + 1.00 PT	395.45 + 1.00 PT	(3.00) + 0.00 PT
TRANSPORTATION MGMT					
Special revenue Fund					
Transportation Director	1.00	1.00	1.00	1.00	0.00
Transportation Deputy Director	0.00	0.00	0.00	1.00	1.00
Office Associate IV	1.00	1.00	1.00	1.00	0.00
Senior Planner	0.00	1.00	1.00	0.00	(1.00)
Transportation Manager	0.00	2.00	2.00	3.00	1.00
Transportation Coordinator	1.00	0.00	0.00	0.00	0.00
Transportation Analyst	1.00	2.00	2.00	4.00	2.00
Traffic Congestion Field Specialists	0.00	0.00	0.00	4.00	4.00
Traffic Engineer	0.00	1.00	1.00	1.00	0.00
Transportation Operations Supervisor	1.00	1.00	1.00	1.00	0.00
Excellence Program Assessor	0.00	0.00	1.00	0.00	1.00
DEPARTMENT TOTAL	5.00 + 0.00 PT	9.00 + 1.00 PT	9.00 + 1.00 PT	16.00 + 1.00 PT	7.00 + 0.00 PT
CAPITAL IMPROVEMENT PROJECTS (CIP)					
General Fund					
Director	1.00	1.00	1.00	1.00	0.00
Division Director	2.00	2.00	2.00	2.00	0.00
Building Records Supervisor	1.00	1.00	1.00	1.00	0.00
Capital Projects Coordinator	10.00	11.00	11.00	11.00	0.00
Sr Capital Projects Coord	3.00	3.00	3.00	3.00	0.00
Capital Projects Administrator	1.00	1.00	1.00	1.00	0.00
Construction Manager	1.00	1.00	1.00	1.00	0.00
Field Supervisor	1.00	1.00	1.00	1.00	0.00
Field Inspector II	2.00	2.00	2.00	2.00	0.00
Field Inspector I	2.00	2.00	2.00	2.00	0.00
Financial Analyst II	1.00	1.00	1.00	1.00	0.00
Financial Analyst I	1.00	1.00	1.00	1.00	0.00
Office Associate V	2.00	2.00	2.00	2.00	0.00
Office Associate IV	3.00	3.00	3.00	3.00	0.00
Office Associate III	1.00	1.00	1.00	1.00	0.00
Performance Scheduler	1.00	1.00	1.00	1.00	0.00
Public Information Specialist	1.00	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	34.00 + 0.00 PT	36.00 + 0.00 PT	36.00 + 0.00 PT	36.00 + 0.00 PT	0.00 + 0.00 PT
PARKING					
ADMINISTRATION					
Enterprise Fund					
Chief Financial Officer	0.50	0.25	0.25	0.00	(0.25)
Parking Director	1.00	1.00	1.00	1.00	0.00
Administrative Services Manager	1.00	1.00	1.00	1.00	0.00
Sr. Systems Analyst	1.00	2.00	2.00	2.00	0.00
Community Outreach Manager	0.50	0.50	0.50	0.00	(0.50)
Customer Service Liaison	1.00	1.00	1.00	1.00	0.00
Engineering Assistant I	0.00	1.00	1.00	1.00	0.00
Revenue Processor I	3.00	3.00	3.00	3.00	0.00
Revenue Processor II	1.00	1.00	1.00	1.00	0.00
Office Associate V	3.00	3.00	3.00	2.00	(1.00)
Office Associate IV	4.00	4.00	4.00	4.00	0.00
Office Associate III	1.00	1.00	1.00	2.00	1.00
Senior Management Analyst	0.00	0.00	0.00	1.00	1.00
Subtotal - Division	17.00 + 0.00 PT	18.75 + 0.00 PT	18.75 + 0.00 PT	19.00 + 0.00 PT	0.25 + 0.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14			REVISED FY 2014/15			Adopted FY 2015/16			Proposed FY 2016/17			17 Prop- 16 Rvsd Over/ (Under)
ON-STREET PARKING													
Enterprise Fund													
Assistant Director	1.00			1.00			1.00			1.00			0.00
Municipal Service Worker III	6.00			6.00			6.00			6.00			0.00
Municipal Service Worker II	2.00			2.00			2.00			2.00			0.00
Municipal Service Worker I	1.00			1.00			1.00			1.00			0.00
Office Associate IV	0.50			0.50			0.50			0.50			0.00
Painter	2.00			2.00			2.00			2.00			0.00
Parking Dispatcher	6.00	4.00		6.00	4.00		6.00	4.00		6.00	4.00		0.00
Parking Enforcement Spec II	2.00			1.00			1.00			1.00			0.00
Parking Enforcement Spec I	28.00	21.00		28.00	21.00		35.00	21.00		35.00	21.00		0.00
Parking Meter Technician II	2.00			2.00			2.00			2.00			0.00
Parking Meter Technician I	8.00	3.00		8.00	3.00		8.00	3.00		8.00	3.00		0.00
Parking Operations Manager	4.00			4.00			4.00			4.00			0.00
Parking Operations Supervisor	4.00	0.00		5.00	0.00		6.00	0.00		7.00	0.00		1.00
Sign Maker	1.00			1.00			1.00			1.00			0.00
Subtotal - Division	67.50	+ 28.00	PT	67.50	+ 28.00	PT	75.50	+ 28.00	PT	76.50	+ 28.00	PT	1.00 + 0.00
OFF-STREET PARKING													
Enterprise Fund													
Assistant Director	1.00			1.00			1.00			1.00			0.00
Sr. Capital Proj. Coordinator (CIP)	1.00			1.00			1.00			1.00			0.00
Office Associate IV	1.50			1.50			1.50			1.50			0.00
Municipal Service Worker III	2.00			2.00			2.00			2.00			0.00
Municipal Service Worker II	1.00			1.00			1.00			1.00			0.00
Excellence Program Assessor	0.00			0.00	1.00		0.00	1.00		0.00	1.00		0.00
Painter	1.00			1.00			1.00			1.00			0.00
Maintenance Management Coordinator	1.00			1.00			1.00			1.00			0.00
Parking Operations Manager	1.00			1.00			1.00			1.00			0.00
Parking Operations Supervisor	9.00			9.00			9.00			9.00			0.00
Parks Operations Supervisor	1.00			1.00			1.00			1.00			0.00
Subtotal - Division	19.50	+ 0.00	PT	19.50	+ 1.00	PT	19.50	+ 1.00	PT	19.50	+ 1.00	PT	0.00 + 0.00
DEPARTMENT TOTAL	104.00	+ 28.00	PT	105.75	+ 29.00	PT	113.75	+ 29.00	PT	115.00	+ 29.00	PT	1.25 + 0.00
FLEET MANAGEMENT													
Internal Service Fund													
Fleet Mgmt Division Director	1.00			1.00			1.00			1.00			0.00
Fleet Operations Supervisor	1.00			1.00			1.00			1.00			0.00
Fleet Warehouse Supervisor	1.00			1.00			1.00			1.00			0.00
Senior Management Analyst	0.00			1.00			1.00			1.00			0.00
Fleet Analyst	1.00			0.00			0.00			0.00			0.00
Fleet Service Representative	3.00	0.00		3.00	0.00		3.00	0.00		3.00			0.00
Mechanic III	8.00			8.00			8.00			8.00			0.00
Mechanic II	4.00			4.00			4.00			4.00			0.00
Municipal Service Worker III	0.00			0.00			0.00			0.00			0.00
Office Associate IV	1.00			1.00			1.00			1.00			0.00
Office Associate V	2.00			2.00			2.00			2.00			0.00
DEPARTMENT TOTAL	22.00	+ 0.00	PT	22.00	+ 0.00	PT	22.00	+ 0.00	PT	22.00	+ 0.00	PT	0.00 + 0.00
POLICE													
OFFICE OF THE CHIEF													
General Fund													
Chief of Police	1.00			1.00			1.00			1.00			0.00
Assistant Chief of Police	1.00			1.00			1.00			1.00			0.00
Chief of Staff	1.00			1.00			1.00			1.00			0.00
Captain	1.00			1.00			1.00			1.00			0.00
Sergeant	3.00			4.00			4.00			4.00			0.00
Police Officer	3.00			3.00			3.00			3.00			0.00
Subtotal Division - Sworn	10.00	+ 0.00	PT	11.00	+ 0.00	PT	11.00	+ 0.00	PT	11.00	+ 0.00	PT	0.00 + 0.00
Account Clerk III	1.00			1.00			1.00			1.00			0.00
Account Clerk I	1.00			1.00			1.00			1.00			0.00
Police Financial Assistant/Business Manager	1.00			1.00			1.00			1.00			0.00
Office Associate IV	1.00			1.00			1.00			1.00			0.00
Office Associate V	0.00			1.00			1.00			1.00			0.00
Administrative Aide I	1.00			1.00			1.00			1.00			0.00
Police Plans & Policy Manager	1.00			1.00			1.00			1.00			0.00
Public Safety Mgmt & Budget Analyst	1.00			1.00			1.00			1.00			0.00
Executive Office Associate II	0.00			0.00			0.00			1.00			1.00
Executive Office Associate I	1.00			1.00			1.00			0.00			(1.00)
Subtotal Division - Civilian	8.00	+ 0.00	PT	9.00	+ 0.00	PT	9.00	+ 0.00	PT	9.00	+ 0.00	PT	0.00 + 0.00
DIVISION TOTAL	18.00	+ 0.00	PT	20.00	+ 0.00	PT	20.00	+ 0.00	PT	20.00	+ 0.00	PT	0.00 + 0.00
PATROL													
General Fund													
Captain	2.00			2.00			2.00			2.00			0.00
Lieutenant	11.50			12.50			12.50			12.50			0.00
Sergeant	32.00			32.00			33.00			33.00			0.00
Police Officer	228.00			227.00			231.00			236.00			5.00
Subtotal - Fund	273.50	+ 0.00	PT	273.50	+ 0.00	PT	278.50	+ 0.00	PT	283.50	+ 0.00	PT	5.00 + 0.00
Resort Tax Fund													
Lieutenant	0.00			0.00			0.00			1.00			1.00
Sergeant	0.00			0.00			0.00			1.00			1.00
Police Officer	0.00			0.00			0.00			10.00			10.00
Subtotal - Fund	0.00	+ 0.00	PT	0.00	+ 0.00	PT	0.00	+ 0.00	PT	12.00	+ 0.00	PT	12.00 + 0.00
City Center RDA Fund													
Lieutenant	0.50			0.50			0.50			0.50			0.00
Sergeant	3.00			3.00			3.00			3.00			0.00
Police Officer	13.00			13.00			13.00			13.00			0.00
Subtotal - Fund	16.50	+ 0.00	PT	16.50	+ 0.00	PT	16.50	+ 0.00	PT	16.50	+ 0.00	PT	0.00 + 0.00
Total - RDA Fund	16.50	+ 0.00	PT	16.50	+ 0.00	PT	16.50	+ 0.00	PT	16.50	+ 0.00	PT	0.00 + 0.00
Subtotal Division - Sworn	290.00	+ 0.00	PT	290.00	+ 0.00	PT	295.00	+ 0.00	PT	312.00	+ 0.00	PT	17.00 + 0.00
Administrative Assistant I	1.00			1.00			1.00			1.00			0.00
Detention Officer	7.00			7.00			7.00			7.00			0.00
Office Associate V	0.00			1.00			1.00			1.00			0.00
School Liaison	0.00			5.00			5.00			6.00			1.00
School Guard (PT)	0.00	14.00		0.00	14.00		0.00	14.00		0.00	14.00		0.00
Public Safety Specialist	6.00			4.00			4.00			4.00			0.00
Subtotal - Fund	14.00	+ 14.00	PT	18.00	+ 14.00	PT	18.00	+ 14.00	PT	19.00	+ 14.00	PT	1.00 + 0.00
Subtotal Division - Civilian	14.00	+ 14.00	PT	18.00	+ 14.00	PT	18.00	+ 14.00	PT	19.00	+ 14.00	PT	1.00 + 0.00
DIVISION TOTAL	304.00	+ 14.00	PT	308.00	+ 14.00	PT	313.00	+ 14.00	PT	331.00	+ 14.00	PT	18.00 + 0.00

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
SUPPORT SERVICES					
General Fund					
Major	1.00	1.00	1.00	2.00	1.00
Captain	2.00	1.00	1.00	0.00	(1.00)
Lieutenant	1.00	1.00	1.00	1.00	0.00
Sergeant	5.00	6.00	6.00	6.00	0.00
Police Officer	1.00	1.00	2.00	2.00	0.00
Subtotal Division - Sworn	10.00 + 0.00 PT	10.00 + 0.00 PT	11.00 + 0.00 PT	11.00 + 0.00 PT	0.00 + 0.00 PT
Account Clerk I	2.00	2.00	2.00	2.00	0.00
Administrative Aide II	2.00	2.00	2.00	1.00	(1.00)
Administrative Aide I	2.00	2.00	2.00	2.00	0.00
Data Entry Clerk	1.00	1.00	1.00	1.00	0.00
Office Associate V (Investigator)	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	2.00	0.00
Office Associate V	4.00	3.00	3.00	4.00	1.00
Police Accreditation Manager	0.00	1.00	1.00	1.00	0.00
Public Safety Payroll Administrator	1.00	1.00	1.00	1.00	0.00
Property & Evidence Tech II	2.00	2.00	2.00	2.00	0.00
Property & Evidence Tech I	11.00	12.00	12.00	12.00	0.00
Subtotal Division - Civilian	28.00 + 0.00 PT	29.00 + 0.00 PT	29.00 + 0.00 PT	29.00 + 4.00 PT	0.00 + 4.00 PT
DIVISION TOTAL	38.00 + 0.00 PT	39.00 + 0.00 PT	40.00 + 0.00 PT	40.00 + 4.00 PT	0.00 + 4.00 PT
CRIMINAL INVESTIGATIONS					
General Fund					
Major	1.00	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	2.00	0.00
Lieutenant	4.00	5.00	5.00	5.00	0.00
Sergeant	12.00	11.00	11.00	11.00	0.00
Police Officer	51.00	51.00	52.00	52.00	0.00
Subtotal Division - Sworn	70.00 + 0.00 PT	70.00 + 0.00 PT	71.00 + 0.00 PT	71.00 + 0.00 PT	0.00 + 0.00 PT
Administrative Aide II	2.00	2.00	2.00	1.00	(1.00)
Crime Scene Supervisor	1.00	1.00	1.00	1.00	0.00
Crime Scene Tech II	2.00	2.00	2.00	2.00	0.00
Crime Scene Tech I	8.00	8.00	8.00	8.00	0.00
Victims' Advocate	1.00 0.00 PT	1.00 0.00	1.50 0.00	1.50 0.00	0.00 0.00
Crime Analyst Supervisor	0.00	0.00	0.00 0.00	0.50 0.00	0.50 0.00
Crime Analysis Specialist	4.50	4.50	4.50	4.00	(0.50)
Office Associate V	0.00	0.00	0.00	1.00	1.00
Police Photographer	1.00	1.00	1.00	1.00	0.00
Public Safety Specialist	2.00	2.00	2.00	2.00	0.00
Subtotal - Fund	21.50 + 0.00 PT	21.50 + 0.00 PT	22.00 + 0.00 PT	22.00 + 0.00 PT	0.00 + 0.00 PT
Crime Analyst Supervisor	0.00	0.00	0.00	0.50	0.50
Crime Analysis Specialist	0.50	0.50	0.50	0.00	(0.50)
Public Safety Specialist	2.00	2.00	2.00	2.00	0.00
Subtotal - Fund	2.50 + 0.00 PT	0.00 + 0.00 PT			
Total - RDA Fund	2.50 + 0.00 PT	0.00 + 0.00 PT			
Grant Funds					
Victims' Advocate - VOCA	1.00	1.00	0.50	0.50	0.00
Subtotal - Fund	1.00 + 0.00 PT	1.00 + 0.00 PT	0.50 + 0.00 PT	0.50 + 0.00 PT	0.00 + 0.00 PT
Subtotal Division - Civilian	25.00 + 0.00 PT	0.00 + 0.00 PT			
DIVISION TOTAL	95.00 + 0.00 PT	95.00 + 0.00 PT	96.00 + 0.00 PT	96.00 + 0.00 PT	0.00 + 0.00 PT
TECHNICAL SERVICES					
General Fund					
Captain	1.00	1.00	1.00	1.00	0.00
Lieutenant	1.00	1.00	1.00	1.00	0.00
Sergeant	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Sworn	3.00 + 0.00 PT	0.00 + 0.00 PT			
Clerk Typist	1.00	0.00	0.00	0.00	0.00
Communications Operator	15.00	0.00	0.00	0.00	0.00
Communications Supervisor	6.00	0.00	0.00	0.00	0.00
Communications Manager	2.00	0.00	0.00	0.00	0.00
Complaint Operator II	9.00	0.00	0.00	0.00	0.00
Data Entry Clerk	5.00	5.00	5.00	5.00	0.00
Dispatcher	27.00	0.00	0.00	0.00	0.00
911 Records Custodian	1.00	0.00	0.00	0.00	0.00
Emergency Manager	0.00	0.00	0.00	0.00	0.00
Information Tech Specialist II	3.00	3.00	3.00	3.00	0.00
Information Tech Specialist I	0.00	0.00	0.00	0.00	0.00
Police Commander	0.00	0.00	0.00	0.00	0.00
Police Records Supervisor	1.00	1.00	1.00	1.00	0.00
PSCU Director	1.00	0.00	0.00	0.00	0.00
Sr. Systems Analyst	1.00	1.00	1.00	1.00	0.00
Police Records Manager	1.00	1.00	1.00	1.00	0.00
Systems Administrator	1.00	1.00	1.00	1.00	0.00
Police Records Technician	3.00	3.00	3.00	3.00	0.00
Subtotal - Civilian	77.00 + 0.00 PT	15.00 + 0.00 PT	15.00 + 0.00 PT	15.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	80.00 + 0.00 PT	18.00 + 0.00 PT	18.00 + 0.00 PT	18.00 + 0.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	535.00 + 14.00 PT	480.00 + 14.00 PT	487.00 + 14.00 PT	505.00 + 18.00 PT	18.00 + 4.00 PT
FIRE					
SUPPRESSION					
General Fund					
Fire Chief	1.00	1.00	1.00	1.00	0.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	0.00
Fire Division Chief	1.00	1.00	1.00	1.00	0.00
Fire Division Chief/ Battalion Chief	3.00	3.00	3.00	3.00	0.00
Fire Captain	15.00	15.00	15.00	15.00	0.00
Fire Lieutenant	6.00	6.00	6.00	6.00	0.00
Firefighter II	0.00	0.00	0.00	0.00	0.00
Firefighter I	87.00	87.00	87.00	87.00	0.00
Subtotal Division - Sworn	114.00 + 0.00 PT	0.00 + 0.00 PT			
Office Associate V	0.00	1.00	1.00	1.00	0.00
Public Safety Payroll Administ	1.00	1.00	1.00	1.00	0.00
Fire Administrative Services Manager	0.00	1.00	1.00	1.00	0.00
Executive Office Assoc I	1.00	0.00	0.00	0.00	0.00
Subtotal Division - Civilian	2.00 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	116.00 + 0.00 PT	117.00 + 0.00 PT	117.00 + 0.00 PT	117.00 + 0.00 PT	0.00 + 0.00 PT

POSITION SUMMARY & DETAIL

	REVISED FY 2013/14	REVISED FY 2014/15	Adopted FY 2015/16	Proposed FY 2016/17	17 Prop- 16 Rvsd Over/ (Under)
RESCUE					
General Fund					
Fire Division Chief	1.00	1.00	1.00	1.00	0.00
Fire Captain	4.00	4.00	4.00	4.00	0.00
Fire Lieutenant	21.00	21.00	21.00	28.00	7.00
Firefighter I	49.00	49.00	49.00	55.00	6.00
Subtotal Division - Sworn	75.00 + 0.00 PT	75.00 + 0.00 PT	75.00 + 0.00 PT	88.00 + 0.00 PT	13.00 + 0.00 PT
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	1.00	0.00
EMS Training Coordinator/Commission Res Coord	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	3.00 + 0.00 PT	0.00 + 0.00 PT			
DIVISION TOTAL	78.00 + 0.00 PT	78.00 + 0.00 PT	78.00 + 0.00 PT	91.00 + 0.00 PT	13.00 + 0.00 PT
PREVENTION					
General Fund					
Fire Division Chief/Fire Marshall	1.00	1.00	1.00	1.00	0.00
Assistant Fire Marshal	1.00	0.00	0.00	0.00	0.00
Fire Captain	2.00	2.00	2.00	2.00	0.00
Fire Lieutenant	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Sworn	5.00 + 0.00 PT	4.00 + 0.00 PT	4.00 + 0.00 PT	4.00 + 0.00 PT	0.00 + 0.00 PT
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Administrative Assistant I	1.00	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	1.00	0.00
Office Associate V	0.00	0.00	0.00	1.00	1.00
Chief Fire Protection Analyst	1.00	2.00	2.00	2.00	0.00
Fire Protection Analyst	8.00	7.00	7.00	7.00	0.00
Fire Inspector Supervisor	0.00	2.00	2.00	2.00	0.00
Fire Inspector I (Civilian)	4.00	3.00	3.00	3.00	0.00
Subtotal Division - Civilian	17.00 + 0.00 PT	18.00 + 0.00 PT	18.00 + 0.00 PT	19.00 + 0.00 PT	1.00 + 0.00 PT
DIVISION TOTAL	22.00 + 0.00 PT	22.00 + 0.00 PT	22.00 + 0.00 PT	23.00 + 0.00 PT	1.00 + 0.00 PT
SUPPORT SERVICES					
General Fund					
Fire Division Chief	1.00	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	1.00	0.00
Fire Lieutenant	1.00	0.00	0.00	0.00	0.00
Firefighter I	3.00	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	6.00 + 0.00 PT	5.00 + 0.00 PT	5.00 + 0.00 PT	5.00 + 0.00 PT	0.00 + 0.00 PT
Administrative Aide II	1.00	1.00	1.00	1.00	0.00
Fire Communications Manager	0.00	1.00	1.00	1.00	0.00
Fire Equipment Mechanic	2.00	2.00	2.00	2.00	0.00
Fleet Operations Supervisor	1.00	1.00	1.00	1.00	0.00
Information Tech Spec II	1.00	0.00	0.00	0.00	0.00
Quarter Master	0.00	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	5.00 + 0.00 PT	6.00 + 0.00 PT	6.00 + 0.00 PT	6.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	11.00 + 0.00 PT	0.00 + 0.00 PT			
TRAINING					
General Fund					
Fire Training Division Chief	0.00	1.00	1.00	1.00	0.00
Fire Lieutenant	0.00	1.00	1.00	1.00	0.00
Subtotal Division - Sworn	0.00 + 0.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	0.00 + 0.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT	0.00 + 0.00 PT
OCEAN RESCUE					
General Fund					
Ocean Rescue Division Chief	1.00	1.00	1.00	1.00	0.00
Ocean Rescue Operations Supy	1.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00	(1.00)
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	1.00	0.00
Lifeguard Lieutenant	7.00	7.00	7.00	7.00	0.00
Lifeguard II	18.00	21.00	21.00	21.00	0.00
Lifeguard (LG) I	48.00	59.00	59.00	59.00	0.00
LG I (Seasonal/Summer-DST)	0.00	0.00	0.00	0.00	0.00
Subtotal Division	78.00 + 47.00 PT	92.00 + 47.00 PT	92.00 + 47.00 PT	91.00 + 47.00 PT	(1.00) + 0.00 PT
DIVISION TOTAL	78.00 + 47.00 PT	92.00 + 47.00 PT	92.00 + 47.00 PT	91.00 + 47.00 PT	(1.00) + 0.00 PT
DEPARTMENT TOTAL	305.00 + 47.00 PT	322.00 + 47.00 PT	322.00 + 47.00 PT	335.00 + 47.00 PT	13.00 + 0.00 PT
EMERGENCY MANAGEMENT					
Emergency Management					
Emergency Management Director	1.00	1.00	1.00	1.00	0.00
Emergency Management Coordinator	0.00	2.00	2.00	2.00	0.00
Administrative Manager	0.00	1.00	1.00	1.00	0.00
Administrative Assistant I	0.00	1.00	0.00	1.00	1.00
Emergency Mgmt Specialist	2.00	3.00	3.00	3.00	0.00
Emergency Management Technician	0.00	2.00	2.00	2.00	0.00
Executive Office Associate I	0.00	1.00	1.00	1.00	0.00
Radio Systems Administrator	0.00	1.00	1.00	1.00	0.00
Division Total	3.00 + 0.00 PT	12.00 + 0.00 PT	11.00 + 0.00 PT	12.00 + 0.00 PT	1.00 + 0.00 PT
Public Safety Communications Unit					
Assistant Emergency Management Director	0.00	1.00	1.00	1.00	0.00
Communications Manager	0.00	2.00	2.00	2.00	0.00
Communications Supervisor	0.00	6.00	6.00	8.00	2.00
Communications Records Custodian	0.00	1.00	1.00	1.00	0.00
Dispatcher	0.00	27.00	27.00	27.00	0.00
Complaint Operator II	0.00	9.00	9.00	9.00	0.00
Communications Operator	0.00	15.00	15.00	17.00	2.00
Clerk Typist	0.00	1.00	1.00	1.00	0.00
Division Total	0.00 + 0.00 PT	62.00 + 0.00 PT	62.00 + 0.00 PT	66.00 + 0.00 PT	4.00 + 0.00 PT
DIVISION TOTAL	3.00 + 0.00 PT	74.00 + 0.00 PT	73.00 + 0.00 PT	78.00 + 0.00 PT	5.00 + 0.00 PT
TOTALS BY FUND					
GENERAL FUND	1,372.45 + 235.00 PT	1441.95 + 241.00 PT	1467.25 + 241.00 PT	1525.55 + 274.00 PT	58.30 + 5.00 PT
ENTERPRISE FUNDS	399.10 + 31.00 PT	413.00 + 31.00 PT	425.70 + 31.00 PT	427.70 + 30.00 PT	2.00 + -1.00 PT
INTERNAL SERVICE FUNDS	103.80 + 0.00 PT	100.30 + 0.00 PT	102.30 + 0.00 PT	106.30 + 0.00 PT	4.00 + 0.00 PT
RDA	32.00 + 0.00 PT	33.00 + 2.00 PT	33.00 + 2.00 PT	33.00 + 2.00 PT	0.00 + 0.00 PT
GRANTS/OTHER FUNDS	34.75 + 1.00 PT	37.75 + 2.00 PT	38.75 + 2.00 PT	61.95 + 2.00 PT	23.20 + 0.00 PT
TOTALS	1,942.10 + 267.00 PT	2,026.00 + 276.00 PT	2,067.00 + 276.00 PT	2,154.50 + 308.00 PT	87.50 + 4.00 PT

*Position detail for the Department of Housing and Community Services includes 12 full-time positions and 1 part-time position fully funded by various Children's Trust grants.

APPENDIX I – ACRONYMS

AC	Air Conditioning
ACD	Automated Call Distribution
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
ADL	Anti-Defamation League
AFSCME	American Federation of State, County and Municipal Employees
AiPP	Art in Public Places
ARRA	American Recovery and Reinvestment Act
AVL	Automatic Vehicle Locator program
BAC	Budget Advisory Committee
BIS	Business Information Systems
BOA	Board of Adjustment
BODR	Basis of Design Report
BOMA	Building Owners and Management Association
BTR	Business Tax Receipt
C.I.D.	Criminal Investigations Unit
CAC	Miami Beach Cultural Arts Council
CAD	Computer Aided Design
CAD/RMS	Computer Aided Dispatch/Records Management System
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation For Law Enforcement
CAP	Cultural Affairs Program
CAPRA	Commission for Accreditation of Parks and Recreation Agencies

APPENDIX I – ACRONYMS

CC/HXVRRRA	City Center/Historic Convention Village Redevelopment and Revitalization Area
CCTV	Closed Circuit Television
CD	Computer Disk
CDBG	Community Development Block Grant
CDT	Convention Development Tax
CE	Civil Engineer
CEMP	City Emergency Management Plan
CEPTED	Crime Prevention Through Environmental Design
CERT	Community Emergency Response Team
CFA	Commission for Florida Law Enforcement Accreditation
CFAI	Commission on Fire Accreditation International
CID	Criminal Investigations Division
CIE	Capital Improvement Element
CIP	Capital Improvement Program
CIU	Criminal Investigations Unit
CLEAR	Clearing of Lanes, Easements, Alleyways, and Right-of-Ways
CMB	City of Miami Beach
COI	Certificate of Insurance
COLA	Cost of Living Adjustments
CPA	Miami Beach Citizens Police Academy
CPI	Consumer Price Index
CPPB	Certified Professional Public Buyer
CRS	Community Rating System
CSL	Current Service Level

APPENDIX I – ACRONYMS

CWA	Communication Workers of America
DCA	Department of Community Affairs
DERM	Department of Environmental Resources Management
DIP	Ductile Iron Pipe
DPI	Department Performance Indicator
DRB	Design Review Board
DVD	Digital Video Disk
E-911	Enhanced 911 (Emergency Services)
EA	Engineering Assistant
EAR	Evaluation and Appraisal Report
ECOMB	Environmental Coalition of Miami Beach
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Service
EMSTARS	Emergency Medical Services Training and Reporting System
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
ERU	Equivalent Residential Unit
ESP	Employee Suggestion Program
EVC-LR	Employee Value Coupon-Lincoln Road
EVT	Emergency Vehicle Technicians
FAR	Floor Area Ratio
FBR	Field Based Reporting
FCAT	Florida Comprehensive Assessment Act
FCC	Federal Communications Commission

APPENDIX I – ACRONYMS

FCI	Facility Condition Index
FCWPC	Finance and Citywide Projects Committee
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FGFOA	Florida Government Finance Officers Association
FHA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
FIND	Florida Inland Navigation District
FML	Family and Medical Leave
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FRMS	Fire Records Management
FT	Full Time
FTE	Full Time Equivalents
FY	Fiscal Year
GAAP	General Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GMCVB	Greater Miami Convention and Visitors Bureau
GO	General Obligation

APPENDIX I – ACRONYMS

GOB	General Obligation Bond
GSAF	Governmental Supervisors Association of Florida
HAR	Highway Advisory Radio
HCS	Office of Housing and Community Services
HEO	Heavy Equipment Operator
HMIS	Homeless Management Information System
HOA	Homeowners Association
HOME	Home Investment Partnership Program
HOV/ILEC	High Occupancy Vehicles/ Inherently Low Emission Vehicle
HPB	Historic Preservation Board
HPRP	Homeless Prevention Rapid Rehousing Program
HR	Human Resources
HUD	Housing and Urban Development
IAFF	International Association of Firefighters
IB	International Baccalaureate
IBNR	Incurred But Not Reported
IBO	Information Resource Office
ISO	Insurance Services Office
IT	Information Technology
ITB	Invitation to Bid
ITS	Intelligent Transportation System
IVPM	In Vehicle Parking Meter
IVR	Interactive Voice Response
JOC	Job Order Contracting

APPENDIX I – ACRONYMS

KIO	Key Intended Outcome
KPI	Key Performance Indicator
LED	Light Emitting Diode
LEED	Leadership in Energy & Environmental Design
LETF	Law Enforcement Trust Fund
LTC	Letter to the Commission
LPR	License Plate Recognition
MB	Miami Beach
MBCC	Miami Beach Convention Center
MBERP	Miami Beach Employee Retirement Plan
MBPD	Miami Beach Police Department
MBTV	Miami Beach Television
MDC	Miami-Dade County
MDPL	Miami Design Preservation League
MDT	Mobile Data Terminal
MF	Multi-Family
MHz	Megahertz
MMPF	Multi-Purpose Municipal Parking Facility
MPO	Metropolitan Planning Organization
MSW	Municipal Service Worker
MYP	Middle Years Program
NAP	Network Access Point
NCAC	Neighborhoods and Community Affairs Committee
NEMS	National Emergency Medical Services Information System

APPENDIX I – ACRONYMS

NFIP	National Flood Insurance Program
NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
NIGP	National Institute of Governmental Purchasing
NIMS	National Incident Management System
NLA	Neighborhood Leadership Academy
NOFA	Notice of Funding Availability
NSYC	North Shore Park & Youth Center
NWS	New World Symphony
OAV	Office Associate V
OBPI	Office of Budget and Performance Improvement
ODPI	Office of Organizational Development & Performance Initiatives
OECD	Office of Economic Development
OPEB	Other Post-Employment Benefits
OR	Ocean Rescue
PAL	Police Athletic League
PAYGO	Pay-As-You-Go
PB	Planning Board
P-Card	Purchasing Card
PCM	Professional Course Management
PD	Police Department
PES	Parking Enforcement Specialists
PEU	Property and Evidence Unit
PGP	Pretty Good Privacy

APPENDIX I – ACRONYMS

PMS	Parking Management Systems
POF	Pay on Foot
PRR	Public Records Request
PPS	Public Safety Specialist
PSA	Public Service Agreement
PSCU	Public Safety Communications Unit
PT	Part Time
PTP	People’s Transportation Plan
PYP	Primary Year Program
RDA	Redevelopment Agency
RFP	Request for Proposals
RFQ	Request for Qualifications
ROI	Return on Investment
ROW	Right-of-Way
RPP	Residential Parking Program
RTF	Request to Fill
S&P	Standard and Poor's
S.C.B.A	Self Contained Breathing Apparatus
S.I.U	Strategic Investigations Unit
SAN	Storage Area Network
SBDC	Small Business Development Council
SETS	Senior Enhancement Transportation Service
SF	Single Family
SHARE	Self Help and Resource Exchange

APPENDIX I – ACRONYMS

SHIP	State Housing Initiatives Partnership
SLAP	Stop Loitering and Prowling
SOP	Standard Operating Procedure
SW	Stormwater
SRYC	Scott Rakow Youth Center
TCED	Tourism, Cultural, & Economic Development Department
TIF	Tax Increment Financing
TIGER	Transportation Investment Generating Economic Recovery
TOPA	Theatre of Performing Arts
TRAC	Transparency, Reliability and Accountability Committee
UASI	Urban Areas Security Initiative
UCR	Uniform Crime Report
UPS	Uninterrupted Power Supply
VCA	Miami Beach Visitor and Convention Authority
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
WASD	Miami-Dade Water and Sewer Department
WC	Workers' Compensation
Wi-Fi	Wireless Broadband Network
WMD	Weapons of Mass Destruction

MIAMIBEACH

APPENDIX II – GLOSSARY OF KEY TERMS

ACCRUAL BASIS OF ACCOUNTING	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
AD VALOREM TAXES (a/k/a/ Property Tax)	Taxes paid on the fair market value of land, buildings, and business inventory and equipment. Used to fund general operations and debt service. Also see " <i>Millage Rate</i> ".
ADMINISTRATIVE PROGRAMS	Programs comprised of activities that are conducted by all or most business units within an organization. These programs generally support department specified core services.
ADOPTED BUDGET	The financial plan of revenues and expenditures as approved by the City Commissioners at the beginning of the fiscal year.
AMENDMENT	A change to an adopted budget which may increase or decrease a division total. The change must be approved by the City Commissioners.
APPROPRIATION	Money allocated by the City Commissioners for a specific purpose.
ASSESSED VALUATION	The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the Property Appraiser in accordance with State law.
BOND	A written promise to pay a sum of money at a specific date (called a maturity date) together with periodic interest detailed in a bond resolution.
BOND FUNDS	Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as " <i>Capital Projects Funds</i> "). May be General Obligation or Revenue Bonds.
BUDGET	A balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded within a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which the sum of estimated net revenues and appropriated fund balances is equal to appropriations. Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.

APPENDIX II – GLOSSARY OF KEY TERMS

BUDGET ADJUSTMENT	A revision to the adopted budget occurring during the effective fiscal year as approved by the City Commissioners via an amendment or transfer.
BUDGET CALENDAR	The schedule of key dates involved in the process of adopting and executing the annual budget.
BUDGET HEARING	The public hearing conducted by the City Commissioners to consider and adopt an annual budget.
BUDGET MESSAGE	A brief, written statement presented by the City Manager to explain principal budget issues and to provide policy recommendations to the City Commissioners.
CAPITAL BUDGET	A document that identifies the costs, scheduling and funding of various large capital items over the course of the next fiscal year.
CAPITAL EXPENDITURES	Those expenditures of the city for items that have a value of \$500 or more and a useful life in excess of 1 year. Items that have a cost of less than \$25,000 are budgeted within departmental operating budgets, items of \$25,000 or more are budgeted in the Capital Improvement Program budget.
CAPITAL IMPROVEMENT PLAN	A document that identifies the costs, scheduling and funding of various large capital items over the course of the next five years, not including the upcoming year.
CAPITAL RENEWAL AND REPLACEMENT	Additional millage of 0.1083 mills resulting in a restricted amount of approximately \$2.18 million to be used exclusively to provide for replacement and renewal of capital items related to our facilities and infrastructure. This additional millage will be reviewed and approved each year by the City Commission as part of the budget process, and will be used exclusively to address major capital replacement and renewal needs for General Fund departments related to those capital expenditures that help to extend the useful life of our facilities and infrastructure. The specific list of projects is submitted to the City Commission for final approval at the second public hearing in September.
CITY COMMISSION	The governing body of the City of Miami Beach. The City Commission consists of six elected Commissioners and an elected Mayor. Commissioners are elected for a term of four years with a term limit of two terms. Terms are staggered so that half the members of the Commission are elected every two years. The Mayor is elected every two years.

APPENDIX II – GLOSSARY OF KEY TERMS

CITY MANAGER	Chief city administrator, who is appointed by the City Commissioners to oversees the City's Administration.
COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)	Programs providing broad-based community services to meet the physical, economic and social needs of the City and to its residents. Programs funded include hot meals for the elderly, Neighborhood improvements, childcare services, Vocational tuition waivers, and other services.
CONTIGENCIES	A budgetary reserve to provide for an emergency or unanticipated expenditure during the fiscal year.
DEBT SERVICE	Scheduled payment of principal and interest on outstanding bonds.
DEFICIT	The excess of expenditures over revenues during the fiscal year.
DEPARTMENT PROGRAMS	Programs comprised of activities conducted by a specific business unit (department or division) in order to address core services.
DEPRECIATION	The recognition of declining asset values, over time, as a result of use or obsolescence. Depreciation is not recognized in the budgetary accounts, because the city uses a modified accrual budgetary basis.
ENTERPRISE FUND	A fund which pays for its costs of operations from user fees and does not generally receive property tax support. The City's Enterprise Fund Departments include: Convention Center, Sanitation, Stormwater, Water, Sewer and Parking.
EXEMPT, EXEMPTION, NONEXEMPT	Amounts determined by state law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance; amounts remaining are called the nonexempt portion of the assessment. Prior to 2008 homesteaded properties in Florida received a \$25,000 exemption on the value of their property. In 2008, as a result of Amendment 1 to the Florida Constitution, an additional amount up to \$25,000 was granted to homesteaded properties. This additional exemption does not apply to the value for School taxes. Other exemptions apply to agricultural land and property owned by widows, the blind, and permanently and totally disabled persons who must meet income requirements. Another provision "Save Our Homes" portability allows property owners to transfer the benefits recognized under "Save our Homes" to another property. Visit the Property Appraiser's website at

APPENDIX II – GLOSSARY OF KEY TERMS

<http://www.miamidade.gov/PA/> for additional information on exemptions.

EXPENDITURES	Decrease in fund financial resources for the procurement of assets or the cost of goods and/or services received.
FINAL MILLAGE	The tax rate adopted in the final public hearing of a taxing authority.
FISCAL YEAR (FY)	The fiscal year for the City of Miami Beach begins on October 1st and ends on September 30th.
FUND	A group of appropriations treated as an entity to meet legal requirements or Generally Accepted Accounting Principles.
FUND BALANCE	The equity or net worth of a general or trust fund resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.
GENERAL FUND	The governmental accounting fund supported by ad valorem (property) taxes, licenses, and permits, service chargers, and other general revenue to provide Citywide operating services. This may be referred to as the operating fund.
GFOA	Government Finance Officers Association is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Members are dedicated to the sound management of governmental financial resources.
GOAL	The primary purpose for which a unit of government exists. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.
GRANT	A contribution of assets (usually cash) by one governmental unit or organization to another, given for a specified purpose.
HOMESTEAD EXEMPTION	Every U.S. citizen or legal resident who has legal or equitable title to real property in the State of Florida and who resides thereon and in good faith makes it their permanent home as of January 1 st , is entitled to this exemption of \$50,000 on the assessed value of a home.

APPENDIX II – GLOSSARY OF KEY TERMS

INDIRECT COST	Costs associated with, but not directly attributed to, the provision of a product or service. These are usually costs incurred by administrative departments in support of operating departments.
INTERFUND TRANSFERS	Budgeted amounts transferred from one fund to another fund. These represent “double counting” of expenditures. Therefore, these amounts are deducted from the total City operating budget to calculate the “net” budget.
INTERNAL SERVICE	The revenues and expenses that are generated through internal service funds. These funds are used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. The City’s Internal Service Fund Departments include: Information Technology, Central Services, Risk Management, Property Management, and Fleet Management.
KEY INTENDED OUTCOME (KIO)	Desired result from a program or activity that forms a rational basis for funding a program or activity.
LEVY	To impose taxes, special assessments or service charges. Another term used for millage rate.
LOCAL GOVERNMENT ½ CENT SALES TAX	The value of ½ cent of the State sales tax, which is returned to the county of collection and shared by the county and its constituent cities on the basis of population.
LOCAL OPTION GAS TAX	A tax levy of up to six cents on each gallon of motor and special fuels sold, which may be imposed by Dade County in accordance with State law, and which is shared with the cities in the County, including Miami Beach.
LONG TERM DEBT	Debt with a maturity of more than one year.
MILLAGE RATE	One mill equals \$1.00 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against this value, establishing a reserve for early payment, delinquencies and equalization. The millage value has been discounted at 95%, as permitted by State law.
MODIFIED ACCRUAL BASIS OF ACCOUNTING	Mixture of cash and accrual basis. Revenues are recorded when both measurable and available. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

APPENDIX II – GLOSSARY OF KEY TERMS

OBJECT CODE	An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into personal services, operating expenditures, capital outlay and other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandates by the Stat of Florida Uniform Accounting System.
OBJECTIVES	Measurable and specific accomplishments that work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.
OPERATING BUDGET	A balanced fiscal plan for providing governmental programs and services for a single fiscal year.
OPERATING EXPENDITURES	All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.
PERSONNEL SERVICES	All costs associated with salaries, fringes, and other related employee benefits.
PRIOR YEAR ENCUMBRANCES	Outstanding obligations to purchase goods and/or services which existed at fiscal year-end, reserved in fund balance or retained earnings of all applicable funds, and re-appropriated at the beginning of the consecutive fiscal year.
PRIVATIZATION	Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in savings to the public sector agency.
PROGRAM	A grouping of closely related activities that facilitate efficient and effective management of a public service.
PROPERTY TAXES	Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.
REAL PROPERTY	Land, buildings and other structures attached to it that are taxable under Florida Law.
RESERVE	An account used to indicate that a portion of the budget is legally restricted for a contingency or other lawful purpose and is, therefore, not available for general appropriation.

APPENDIX II – GLOSSARY OF KEY TERMS

RETAINED EARNINGS	The accumulated income earned less than the costs incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.
REVENUE	Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.
REVENUE BOND	A government issued bond whose debt service requirements are met from the proceeds of a specific revenue source.
REVENUE ESTIMATES	A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.
ROLLED-BACK MILLAGE RATE	That millage will provide the same property tax levy as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.
SPECIAL REVENUE FUND	A fund used to account for the proceeds of specific revenue sources or to finance specified activities as required by law of administrative regulation.
STATE REVENUE SHARING	Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used.
TAX BASE	The total property valuations on which each taxing authority levies its tax rate.
TAX ROLL	The certification of assessed taxable values prepared by the Property Appraiser and presented to a taxing authority by July 1 (or later if an extension is granted by the State of Florida) each year.
TAX YEAR	The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year's budget.
TAXABLE VALUE	The assessed value minus exemptions, such as the Homestead Exemption, is the taxable value. This value multiplied by the millage rate equals the property tax amount.
TENTATIVE MILLAGE	The tax rate adopted at the first public hearing of a taxing authority. Under state law, the authority may reduce, but not increase, the tentative millage during the budget hearings without providing written notification to all affected property owners.

APPENDIX II – GLOSSARY OF KEY TERMS

- Truth-in-Millage (TRIM)** Legislation passed by the Florida legislature in 1980 to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability owed to each taxing entity. TRIM establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements.
- USER CHARGES** The payment of a fee for direct receipt of goods or services by the person benefiting from the services.

APPENDIX III – FUND DEFINITIONS

GENERAL	To account for all financial resources except those required to be accounted for in another fund. Usually applies to funds used for normal operating purposes. Funds are appropriated at the beginning of the year at the time of budget adoption.
SPECIAL REVENUE	To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes. Funds are appropriated at the beginning of the year at the time of budget adoption.
CAPITAL PROJECTS	To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). Usually funded through the sale of bonds. Funds are appropriated at the beginning of the year at the time of budget adoption.
DEBT SERVICE	To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. City funds are: General Obligation and Excise Tax Debt Service. Funds are appropriated at the beginning of the year at the time of budget adoption.
ENTERPRISE	To account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Convention Center, Parking, Sanitation, Water, Sewer and Storm Water. Funds are appropriated at the beginning of the year at the time of budget adoption.
INTERNAL SERVICE	To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis. City operations included in this category are: Central Services, Information Technology, Fleet Management, Property Management, and Self-Insurance. Funds are appropriated at the beginning of the year at the time of budget adoption.

APPENDIX III – FUND DEFINITIONS

TRUST AND AGENCY

To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units and/or other funds. These include (a) Expendable Trust Funds, (b) Non-expendable Trust Funds, (c) Pension Trust Funds, and (d) Agency Funds. Funds are appropriated at the beginning of the year at the time of budget adoption.

APPENDIX IV – DIRECTORY

MAYOR AND CITY COMMISSIONERS , 1700 Convention Center Drive, 4 th Fl.....	673-7030
Philip Levine, Mayor	
John Elizabeth Alemán, Commissioner	
Ricky Arriola, Commissioner	
Michael Grieco, Commissioner	
Joy Malakoff, Commissioner	
Kristen Rosen Gonzalez, Commissioner	
Micky Steinberg, Commissioner	

ADMINISTRATIVE SUPPORT

CITY ATTORNEY , 1700 Convention Center Drive, 4 th Fl.....	673-7470
Raul Aguila, City Attorney	
CITY CLERK , 1700 Convention Center Drive, 1 st Fl	673-7411
Rafael Granado, City Clerk	
CENTRAL SERVICES , 1700 Convention Center Drive, 1 st Fl.....	673-7480
Donnovan Ireland, Central Services Coordinator	
CITY MANAGER’S OFFICE , 1700 Convention Center Drive, 4 th Fl.....	673-7010
Jimmy Morales, City Manager	
Kathie G. Brooks, Assistant City Manager	
Eric Carpenter, Assistant City Manager	
Mark J. Taxis, Assistant City Manager	
Susy Torriente, Assistant City Manager	
COMMUNICATIONS , 777 – 17 Street	673-7575
Tonya Daniels, Communications Director	
BUDGET & PERFORMANCE IMPROVEMENT , 1700 Conv. Center Drive, 3 rd Fl.....	673-7510
Cintya Ramos, OBPI Director	
FINANCE , 1700 Convention Center Drive, 3 rd Fl	673-7466
Allison Williams, Chief Financial Officer	
HUMAN RESOURCES/LABOR RELATIONS , 1700 Convention Center Drive, 3 rd Fl	673-7524
Michael Smith, Human Resources Director	
RISK MANAGEMENT , 1700 Convention Center Drive, 3 rd Fl.....	673-7014
Sonia Bridges, Risk Manager	
INFORMATION TECHNOLOGY , 1755 Meridian Avenue, 4 th Fl.....	673-7040
Ariel Sosa, IT Director	
ORGANIZATION DEVELOPMENT , 1700 Convention Center Drive, 3 rd Fl	673-7020
Dr. Leslie Rosenfeld, Chief Learning Development Officer	

APPENDIX IV – DIRECTORY

PROCUREMENT, 1700 Convention Center Drive, 3rd Fl 673-7490
Alex Denis, Procurement Director

ECONOMIC DEVELOPMENT & CULTURAL ARTS

BUILDING DEPARTMENT, 1700 Convention Center Drive, 2nd Fl 673-7610
Mariano Fernandez, Building Director

HOUSING AND COMMUNITY SERVICES (HCS), 555 17th Street.....673-7491
Maria Ruiz, HCS Director

ENVIRONMENTAL AND SUSTAINABILITY, 1700 Convention Center Drive, 4th Fl.....673-7020
Elizabeth Wheaton, Environment and Sustainability Director

PLANNING DEPARTMENT, 1700 Convention Center Drive, 2nd Fl.....673-7550
Thomas Mooney, Planning Director

TOURISM, CULTURE & ECON. DEVELOPMENT (TCED), 1755 Meridian Ave, 5th Fl....673-7530
Max Sklar, TCED Director

OPERATIONS

CAPITAL IMPROVEMENT PROJECTS (CIP), 777 – 17 Street, 3rd Fl..... 673-7071
David Martinez, CIP Director

CODE COMPLIANCE, 505 17th Street..... 673-7555
Hernan Cardeño, Code Compliance Director

PARKS AND RECREATION, 2100 Washington Avenue..... 673-7730
John Rebar, Parks & Recreation Director

PUBLIC WORKS, 1700 Convention Center Drive, 4th Fl..... 673-7080
Eric Carpenter, Public Works Director

SANITATION, 140 MacArthur Causeway..... 673-7616
Alberto Zamora, Sanitation Division Director

FLEET MANAGEMENT, 140 MacArthur Causeway..... 673-7637
Jorge Cano, Fleet Management Director

PROPERTY MANAGEMENT, 1245 Michigan Avenue..... 673-7631
Adrian Morales, Interim Property Management Director

PARKING, 1755 Meridian Ave, 2nd Fl.....673-7505
Saul Frances, Parking Director

TRANSPORTATION, 1700 Convention Center Drive, 4th Fl..... 673-7514
José González, Transportation Director

APPENDIX IV – DIRECTORY

PUBLIC SAFETY

POLICE, 1100 Washington Avenue 673-7925
Daniel Oates, Police Chief

FIRE, 1680 Meridian Ave 673-7120
Virgil Fernandez, Fire Chief

EMERGENCY MANAGEMENT, 2310 Pine Tree Drive 673-7736
Charles Tear, Emergency Management Director

MIAMIBEACH