

FY 2013/14 ADOPTED WORKPLAN AND OPERATING BUDGET



MIAMI BEACH
and Miami Beach Redevelopment Agency

City of Miami Beach

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Miami Beach
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For the Fiscal Year Beginning

October 1, 2012

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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.

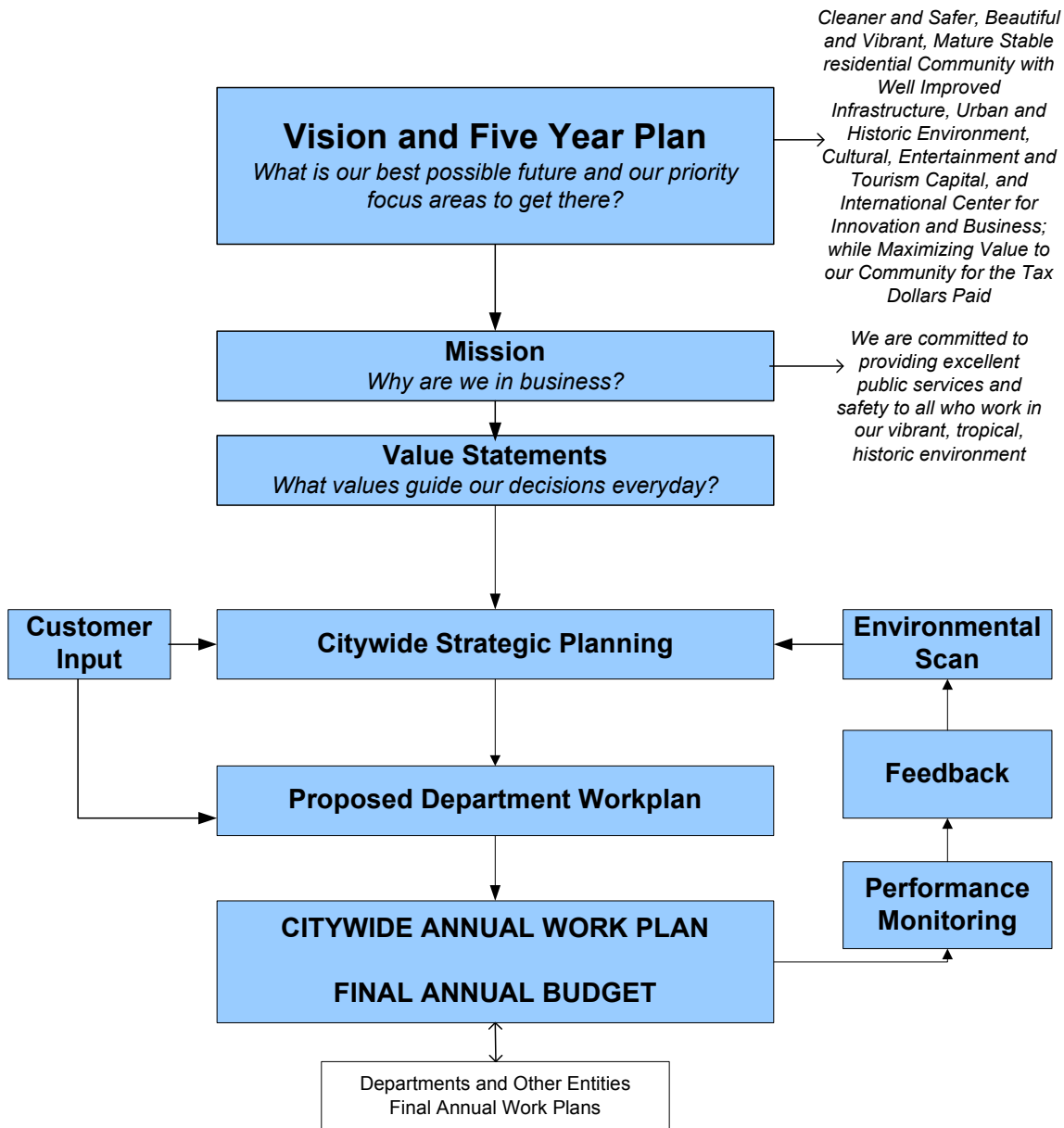


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MIAMI BEACH

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September 30, 2013

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

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

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

Budget Highlights

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

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

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

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

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

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

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

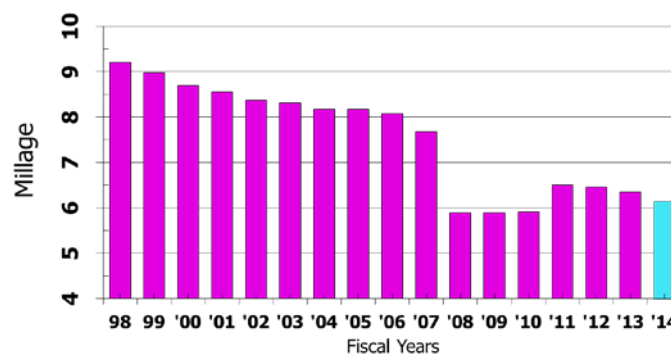
As shown in the table below, in prior years the City of Miami Beach significantly reduced tax rates as property values increased. Between FY 1999/00 and FY 2009/10, total combined City of Miami Beach millage rates declined approximately 2.8 mills. In FY 2007/08 alone, the millage rate declined by approximately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

Property Value, Millage and Property Tax Levy

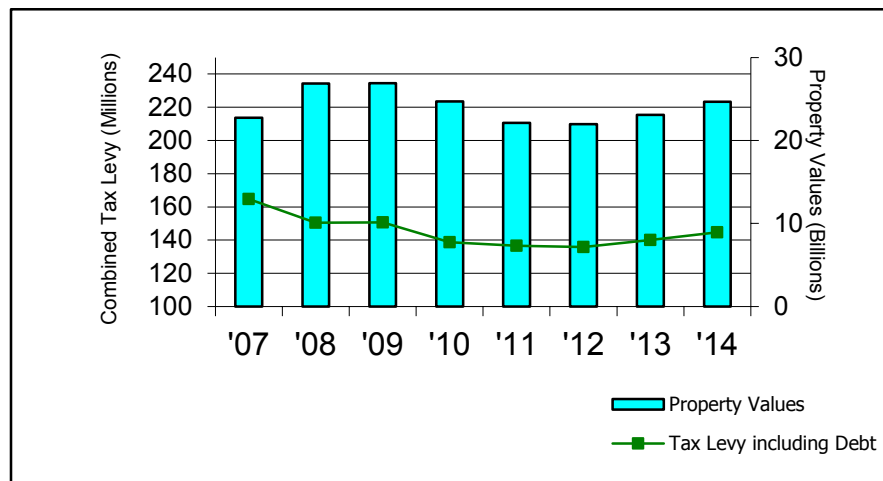
Taxable Values Chart	Taxable Property Values (billions)	Final/Revised Taxable Values (billions)	Millage Rates		Tax Levy (in millions)	
			Total Combined Citywide Millage	General Fund/RDA Millage	Total including Debt	General Fund Total (including S. Pointe, and Renewal & Replacement)
FY1997/98	\$ 6.46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

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

Total Combined Millage



Property Values and Tax Levy



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

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

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

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

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

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

FY 2013/14 ADOPTED WORK PLAN AND BUDGET OVERVIEW

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

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

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

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

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

Employee Givebacks

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

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

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

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

Efficiencies, Reductions and Revenue Enhancements

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

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

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

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

Service Enhancements

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

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

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

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

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

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

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

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

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

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

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

Use of One-Time Revenues

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

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

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

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

CONTINUE TO ADDRESS PRIORITIES IDENTIFIED BY THE COMMUNITY

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

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

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

CLEANER AND SAFER

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

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

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

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

Adds 7 police dispatchers to increase service to the public

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

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

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

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

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

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

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

WELL-IMPROVED INFRASTRUCTURE

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

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

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

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

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

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

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

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

VALUE OF SERVICES FOR TAX DOLLARS PAID

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

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

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

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

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

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

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

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

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

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

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

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

ENVIRONMENTAL SUSTAINABILITY, COMMUNICATIONS, CUSTOMER SERVICE AND INTERNAL SUPPORT FUNCTIONS

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

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

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

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

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

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

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

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

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

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

GENERAL FUND FINANCIAL SUMMARY

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

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

ANALYSIS OF PROPERTY VALUES IN MIAMI BEACH

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

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

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

COMPARATIVE ASSESSED VALUES (in billions)

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

Value of One Mill

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

Impacts of Declines in Property Values

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

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

State Legislated Operating Millage Requirements

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

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

Determining the Voted Debt Service Millage Levy

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

Combining the Operating and Voted Debt Service Millage Levy

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

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

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

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

Impact on Homesteaded Properties

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

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

Homesteaded Properties				
	FY 2012/13		FY 2013/14	
			with 1.7% CPI	
	Median	Average	Median	Average
2012 Preliminary Taxable Value	\$ 122,582	\$ 295,315	\$ 124,666	\$ 300,335
City of Miami Beach				
Operating	\$ 747	\$ 1,799	\$ 731	\$ 1,761
Voted Debt	31	75	32	76
Total Miami Beach	\$ 778	\$ 1,874	\$ 763	\$ 1,837
\$ Change in Taxes				
Operating			\$ (16)	\$ (38)
Voted Debt			1	1
Total Miami Beach			\$ (15)	\$ (37)
* Source: Miami-Dade County Property Appraiser's - 2013-average-median-homestead-residential-values file				

Impact on Non-Homesteaded Properties

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

Overlapping Jurisdictional Operating and Debt Service Millages

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

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

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

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

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

Impact of Combined Tax Rates of Overlapping Jurisdictions on Homesteaded Properties

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

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

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

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

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

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

GENERAL FUND CURRENT SERVICE LEVEL INITIAL BUDGET GAP

General Fund Revenues

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

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

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

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

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

GENERAL FUND CURRENT SERVICE LEVEL EXPENDITURES

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

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

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

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

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

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

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

APPROACHES TO BALANCE

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

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

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

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

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

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

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

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

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

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

ENTERPRISE FUNDS

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

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

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

INTERNAL SERVICE FUNDS

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

RESORT TAX BUDGET

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

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

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

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

CONCLUSION

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

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

ACKNOWLEDGEMENTS

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

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

Respectfully submitted,



Jimmy L. Morales
City Manager

MIAMI BEACH

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MIAMI BEACH

ATTACHMENT A - FY 2013/14 BUDGET - PRIOR YEAR REDUCTIONS - PRELIMINARY CSL																										
PRELIMINARY CSL INCLUDES																										
10% Increase in Health Insurance																										
Does not include increases to living wage																										
	6-Year Prior Reductions (through FY 2012/13)					PROPOSED FY 2013/14 CSL					FY 2012/13 Adopted Budget					FY 2013/14 Adopted Budget										
	\$ Impact / % of FY2012/13 Budget		Positions / % of FY2012/13 Budget			CSL including Transfers between Depts prior to Pension and Internal Service Allocations (rounded to the 000's)		Pension Allocation Prior to Union Impacts		Internal Service Allocations		Admin Fee Adj.		Union Agmt Impacts Including Pension Savings		CSL with Pension and Internal Service Allocations and Union Impacts		Addit. Efficiency Reorg. Etc.		% of CSL						
	\$	%	FT	PT	%	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	FT	PT						
General Fund Prior to Pension and Internal Service Adjustments																										
Mayor & Commission	\$	(142,801)	-9%	-2.3	0.0	-13%		1,648,000	17.66		53,000	6,000			-		1,723,000	(4,000)	-0.2%		\$	1,719,000				
City Manager	\$	(480,867)	-21%	-3.3	0.0	-34%		2,799,000	9.67		207,000	(26,000)			-		2,980,000	(69,000)	-2.3%	-0.5		\$	2,911,000			
Communications	\$	(367,859)	-41%	-4.0	0.0	-80%		893,000	5.00		26,000	(11,000)			-		837,000	(1,000)	-0.1%			\$	836,000			
OBPI	\$	(298,449)	-17%	-3.0	0.0	-31%		1,790,375	9.80		76,000	8,000			-		1,926,000	(4,000)	-0.2%			\$	1,922,000			
Org. Dev & Performance Initiatives**								369,625	2.20		9,000	(40,000)			-		393,000	(1,000)	-0.3%			\$	392,000			
Finance	\$	(588,321)	-13%	-10.0	0.0	-31%		4,426,000	32.00		185,000	23,000			(9,000)		4,659,000	(15,000)	-0.3%			\$	4,644,000			
Procurement	\$	(127,405)	-12%	-2.0	1.0	-11%		1,063,000	8.00	1.0	38,000	2,000			(3,000)		1,141,000	(4,000)	-0.4%			\$	1,137,000			
Human Resources/Labor Relations	\$	(429,538)	-24%	-5.5	1.0	-29%		1,827,000	14.30	1.0	60,000	(10,000)			-		1,827,000	(5,000)	-0.3%			\$	1,822,000			
City Clerk	\$	(136,899)	-9%	-2.4	0.0	-28%		1,505,000	8.60		11,000	3,000			(7,000)		1,350,000	(6,000)	-0.4%			\$	1,344,000			
City Attorney	\$	(475,555)	-11%	-3.3	-1.0	-23%		4,318,000	18.67		175,000	13,000			-		4,714,000	(30,000)	-0.6%			\$	4,684,000			
Real Estate, Housing & Community Dev (incl. Community Services)	\$	(281,910)	-11%	-3.0	0.0	-22%		2,498,000	10.40	3.0	34,000	57,000			(6,000)		2,542,000	(7,000)	-0.3%			\$	2,535,000			
Building	\$	(601,165)	-5%	-8.0	0.0	-11%		10,985,000	73.00		434,000	215,000			(34,000)		11,972,000	(27,000)	-0.2%			\$	11,945,000			
Planning	\$	(310,351)	-9%	-4.0	0.0	-16%		3,419,000	25.00		117,500	32,000			(4,500)		3,475,000	(8,000)	-0.2%			\$	3,467,000			
TCED	\$	(550,900)	-22%	-2.5	0.0	-19%		2,503,000	13.50		121,000	4,000			-		2,916,000	(11,000)	-0.4%			\$	2,905,000			
Code Compliance	\$	(843,827)	-18%	-13.0	3.0	-21%		4,647,000	35.00	12.0	4,531,000	74,000			10,000		4,879,000	(11,000)	-0.2%			208,000	\$	4,876,000		
Parks & Recreation (including Golf courses)	\$	(2,964,743)	-10%	-30.0	-30.0	-20%		28,772,000	167.00	130.0	29,717,000	696,500	(230,000)		(34,500)		30,149,000	(90,000)	-0.3%	-1.0			\$	30,059,000		
Public Works	\$	(1,517,535)	-23%	-18.5	0.0	-46%		6,592,000	40.40		163,000	(3,000)			(7,000)		6,745,000	(10,000)	-0.1%				\$	6,735,000		
CIP	\$	(63,863)	-1%	1.0	0.0	3%		4,827,000	37.00		197,000	13,000			(6,000)		5,031,000	(64,000)	-1.3%	-1.0			\$	4,967,000		
Police	\$	(4,972,333)	-5%	-61.0	2.0	-11%		94,963,000	508.00	15.0	97,142,000	3,220,000	1,068,000	-	(2,994,000)		98,436,000	(158,000)	-0.2%			157,000	\$	98,435,000		
Fire	\$	(2,368,194)	-4%	-7.0	0.0	-2%		62,242,000	303.00	48.0	62,994,000	(75,000)	295,000		(1,541,000)		61,673,000	(92,000)	-0.1%				\$	61,581,000		
Citywide	\$	(2,272,112)	-21%	0.0	0.0			10,836,000			-		179,000		-		10,867,000	-	0.0%				\$	10,067,000		
Subtotal	\$	(19,794,627)	-8%	-182.9	-24.0	-13%	\$	252,407,000	1338.20	210.0	\$	5,822,000	\$	1,662,000	\$	(4,635,000)	\$	259,035,000	\$	(617,000)	-2.5	0.0	\$	365,000	\$	258,763,000
General Fund																										
Transfers																										
Capital Reserve	\$	(2,500,000)																								
Reserve - Set Aside																										
Reserve for Future Budget Shortfall																										
Pay-As-You-Go Capital	\$	(7,500,000)					\$	1,400,000									\$	1,400,000					\$	1,318,000	\$	1,318,000
Info & Comm. Tech Fund	\$	(714,115)					\$	395,000									\$	395,000		0.0%			\$	395,000	\$	1,400,000
Capital Investment Upkeep Acct	\$	(1,938,000)					\$	216,000									\$	216,000		0.0%			\$	216,000	\$	395,000
Renewal and Replacement Fund*	\$	(1,056,529)					\$	1,859,000									\$	1,881,000		0.0%			\$	1,981,000	\$	216,000
Homeowners Dividend	\$	(4,900,000)															\$	-		0.0%			\$	-	\$	1,981,000
Transfer to Risk Fund	\$	(1,000,000)															\$	-					\$	-	\$	-
Transfer to 11% Reserve	\$	(3,338,419)															\$	-					\$	-	\$	-

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

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

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

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

PRELIMINARY CSL INCLUDES																
10% increase in Health Insurance																
Does not include increases to living wage																
	6-Year Prior Reductions (through FY 2012/13)				PROPOSED FY 2013/14 CSL							Service Enhancements/ Reserve - Set Aside	FY 2013/14 Adopted Budget			
	\$ Impact / % of FY2012/13 Budget	Positions / % of FY2012/13 Budget	FY 2012/13 Adopted Budget		CSL including Transfers between Depts prior to Pension and Internal Service Allocations (rounded to the 000's)		Pension Allocation Prior to Union Impacts	Internal Service Allocations	Admin Fee Adj.	Union Agmt Impacts Including Pension Savings	CSL with Pension and Internal Service Allocations and Union Impacts			Addit. Efficiency Reorg. Etc.	% of CSL	POS Impacts
Internal Service Funds																
Information Technology	\$ (1,421,977)	-9%	-10.0	0.0	-27%	16,366,000	38.5		15,852,000	\$ (171,000)	(13,000)	\$ 15,966,000	\$ (369,000)	-2.3%		\$ 15,927,000
Risk Management	\$ (325,443)	-1%	-0.5	0.0	-7%	23,494,000	6.7		13,906,000	21,000	-	\$ 13,935,000	\$ -	0.0%		\$ 13,935,000
Central Services	\$ (82,064)	-9%	-1.8	0.0	-36%	906,000	4.0		915,000	(49,000)	(3,000)	\$ 9,259,000	\$ (2,000)	0.0%		\$ 9,257,000
Property Management - Non RDA	\$ (1,469,437)	-17%	-22.0	0.0	-50%	8,862,000	44.0		9,150,000	(49,000)	(3,000)	\$ 9,259,000	\$ (2,000)	0.0%	-1.0	\$ 9,257,000
Fleet Management	\$ (199,304)	-2%	-3.0	0.0	-14%	9,700,000	20.0	2.0	10,414,000	70,000	-	\$ 10,357,000	\$ (2,000)	0.0%		\$ 10,369,000
Medical & Dental									25,349,000	-	-	\$ 25,377,000				\$ 25,377,000
Total Internal Service Funds	\$ (3,498,225)	-6%	-37.1	0.0	-41%	\$ 59,328,000	111.6	2.0	\$ 75,604,000	\$ 510,000	\$ (16,000)	\$ 75,772,000	\$ (373,000)	-0.5%	-1.0	\$ 75,481,000
Enterprise Funds																
Convention Center	\$ (403,781)	-3%	0.5	0.0	20%	12,702,000	2.50		12,622,000	123,000	-	\$ 12,744,000	\$ (18,000)	-0.1%	-1.0	\$ 12,726,000
Water	\$ (654,713)	-2%	-17.0	0.0	-33%	34,036,000	52.15		31,433,000	(95,000)	(9,000)	\$ (113,000)	\$ (9,000)	0.0%		\$ 31,522,000
Sewer	\$ (279,969)	-1%	-8.0	0.0	-23%	37,465,000	34.15		37,465,000	27,000	57,000	\$ (5,000)	\$ (3,000)	0.0%		\$ 38,132,000
Stormwater	\$ (650,175)	-5%	-2.5	0.0	-12%	11,926,000	41.0		12,037,000	(203,000)	2,000	\$ (2,000)	\$ (3,000)	0.0%		\$ 12,097,000
Sanitation	\$ (584,232)	-3%	-10.0	0.0	-5%	17,302,000	182.00		17,893,000	198,000	(11,000)	\$ (11,000)	\$ (6,000)	-0.3%	-1.0	\$ 17,915,000
Parking	\$ (956,151)	-2%	-14.0	16.0	1%	47,657,000	113.00	29.00	46,556,000	(78,000)	14,000	\$ 47,010,000	\$ (28,000)	-0.1%		\$ 47,227,000
Total Enterprise Funds	\$ (3,529,021)	-2%	-51.0	16.0	-9%	\$ 161,088,000	405.1	29.0	\$ 158,497,000	\$ 748,000	\$ (15,000)	\$ 159,171,000	\$ (222,000)	-0.1%	-2.0	\$ 159,619,000
GRAND TOTAL **	\$ (49,768,936)	-11%	-271.0	-83.0	-14%	\$ 476,696,000	1854.9	241.0	\$ 464,279,000	\$ 7,060,000	\$ (71,000)	\$ 497,970,000	\$ (1,112,000)	-0.2%	-5.5	\$ 499,193,000
Less Internal Service Funds	\$ (3,498,225)	\$ (0)	\$ (37)	\$ -	\$ (0)	\$ 59,328,000	\$ 112	2	\$ 75,604,000	\$ 510,000	\$ -	\$ 75,772,000	\$ (373,000)	\$ (0)	(1.0)	\$ 82,000
TOTAL NET INTERNAL SERVICE FUNDS	\$ (46,270,711)	-4%	-233.9	-83.0	28%	\$ 417,368,000	\$ 1743.3	239.0	\$ 418,675,000	\$ 1,674,000	\$ (71,000)	\$ 422,198,000	\$ (739,000)	0.3%	-4.5	\$ 423,712,000

ATTACHMENT B

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

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

ATTACHMENT C
ADOPTED REVENUE ENHANCEMENTS

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

ATTACHMENT D

ADOPTED ADDITIONS AND SERVICE ENHANCEMENTS

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

ATTACHMENT E

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

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

ATTACHMENT E

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

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

ATTACHMENT E

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

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

ATTACHMENT F

LOWER PRIORITY POTENTIAL ENHANCEMENTS NOT INCORPORATED IN ADOPTED BUDGET

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

ATTACHMENT F

LOWER PRIORITY POTENTIAL ENHANCEMENTS NOT INCORPORATED IN ADOPTED BUDGET

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

Additional Potential Enhancements Subsequent To August 22 FCWPC Meeting

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

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

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

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

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

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

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

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

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

ATTACHMENT G

POTENTIAL SERVICE REDUCTION ALTERNATIVES NOT INCLUDED IN ADOPTED BUDGET

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

ATTACHMENT H

FY 2013/14 Citywide Work Plan

City of Miami Beach Strategic Planning Priorities

VISION

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



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

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

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

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

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

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

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

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

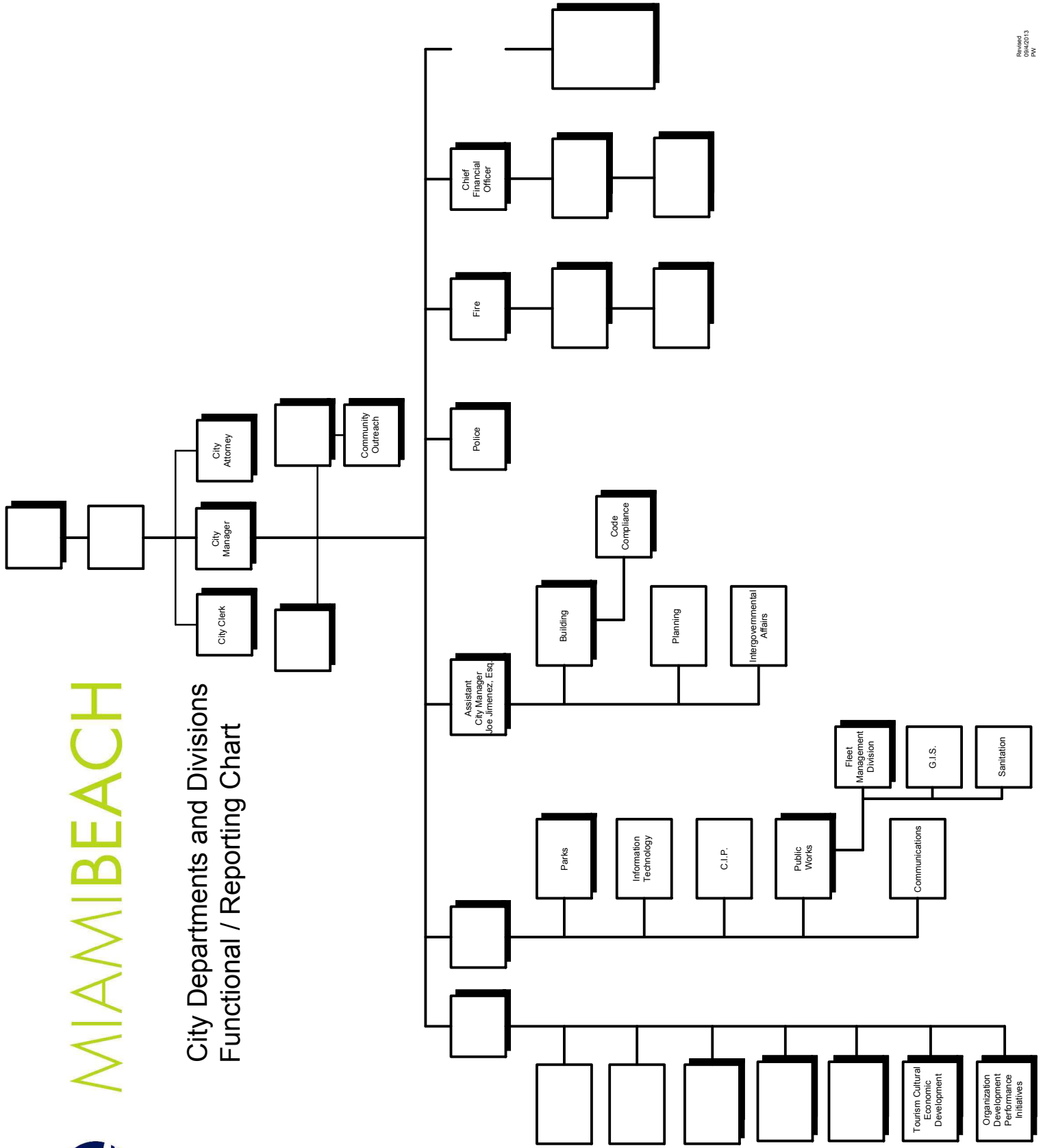
Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	Improve the City's overall financial health and maintain overall bond rating	<ul style="list-style-type: none"> Evaluate amending ordinance to increase beachfront concession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

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



MIAMI BEACH

City Departments and Divisions Functional / Reporting Chart



MIAMI BEACH

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.

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

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 has 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 2000 census there were 87,933 people residing year-round in this oceanfront community. The 2006 population was estimated at 84,600 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 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 venue. 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 shows, boat and car shows, and wine and food festivals make their home here every year while streets such as Lincoln Road, Espanola Way, Ocean Drive and Collins Avenue provide a wide variety of boutiques, popular retailers and restaurants.



New World Symphony in Practice

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 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 85,000 residents and over 10 million annual visitors. The City has an average daily population of approximately 164,000 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

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 75.3° 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, Florida 33139 305-604-CITY (2489) or 305-673-7000 www.miamibeachfl.gov
Bond Rating:	Moody's: Aa2 Standard & Poor's: AA-

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.

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	2005	2006	2007	2008	2010
POPULATION								
Total Population	96,298	92,639	87,933	84,086	84,880	86,916	84,633	87,779
Population under 18	n/a	13,081	11,815	11,999	13,624	11,213	11,970	11,220
Population over 65	48,727	27,884	16,927	15,140	13,808	14,379	13,628	14,233
Median Age	65	45	39	39	40	40	41	41
RACE								
White	n/a	n/a	86.7%	87.6%	87.3%	86.4%	88.5%	87.6%
African American	n/a	n/a	4.8%	3.3%	1.4%	2.5%	2.8%	4.3%
Asian	n/a	n/a	1.4%	2.0%	0.6%	1.1%	1.7%	1.8%
Other	n/a	n/a	7.1%	9.1%	0.4%	10.0%	8.5%	3.4%
Hispanic Origin	n/a	n/a	53.4%	53.4%	52.1%	52.2%	49.4%	53.2%
HOUSEHOLDS								
Total Households	55,673	49,243	46,242	46,911	44,521	43,319	41,463	47,168
Median Household Income	\$8,503	\$15,312	\$27,322	\$33,763	\$44,739	\$38,884	\$42,274	\$38,640
% Income from Earnings	37.4%	57.1%	72.2%	78.6%	79.0%	77.4%	78%	77.5%
Mean Earnings	\$16,234	\$31,320	\$56,767	\$61,706	\$79,940	\$73,407	\$81,863	\$77,829
Average Household Size	n/a	1.85	1.87	1.79	1.91	1.90	2	1.84
Family Households	24,895	21,326	18,342	16,579	17,652	16,528	16,228	18,350
Median Family Income	\$14,061	\$22,020	\$33,440	\$47,545	\$54,431	\$50,548	\$53,491	\$50,758
Family Size	n/a	n/a	2.76	2.79	2.84	2.78	3	2.70
Total Housing Units	64,129	62,413	59,723	65,411	65,583	66,327	66,194	67,499
HOUSING UNIT OCCUPANCY								
Owner-Occupied	14,447	14,067	16,895	18,891	19,109	18,903	22,804	18,194
Renter-Occupied	41,238	35,238	29,299	28,020	25,412	24,416	18,659	28,974
Vacant	n/a	13,108	13,529	15,208	20,123	19,488		20,331
Vacant Seasonal Use	n/a	4,207	7,668	8,896	10,680	10,979		11,988
APARTMENT RENTS (ADJUSTED FOR INFLATION)								
Lower Quartile	n/a	\$562	\$603					\$746
Median	n/a	\$719	\$747					\$933
Upper Quartile	n/a	\$964	\$958					\$1,248
All data based on Census for 1980, 1990, 2000 and 2010. 2005 and 2007 data based on 2005 and 2007 American Community Survey. The population estimate provided by the University of Florida for the revenue sharing purposes differs from the U.S. Census for 2005. University of Florida estimate for 2005 was 93,335; 2006 estimate was 92,145; 2007 estimate 93,721. 2008 estimate 94,284. CMB estimate 85,536								



Arts in the Park Concert

CITYWIDE LABOR SUPPLY							
YEAR	LABOR FORCE	EMPLOYED	UNEMPLOYED	EMPLOYED IN MB	LEAVE MB	LOCAL JOBS	NON-RESIDENT WORKERS
2002	46,889	42,844	4,045	16,418	26,426	38,250	21,832
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
% Change since 2002	7%	9%	-11%	11%	-208%	34%	51%

With legendary beaches, availability of the arts, nightclubs and restaurants, tourism continues to be a major industry in Miami Beach. Despite the recent downturn in the economy nationally, the tourism industry here continues to thrive as evidenced by hotel occupancy rates, room rates and annual resort tax collections.

INVESTMENT IN THE ARTS / GROWTH OF THE ENTERTAINMENT INDUSTRY

CALENDAR YEAR	2002	2007	2008	2009**	2010	2011	2012	% CHANGE SINCE 2002
Total # of Rooms	17,974	13,855	14,138	16,285	16,538	16,572	16,481	-8%
Occupancy	60%	74%	72%	65%	68%	75%	76%	26%
Average Daily Room Rate	\$124.68	\$182.39	\$201.30	\$166.72	\$198.09	\$211.23	\$227.19	82%
Revenue Per Available Room per day (REV PAR)	\$60.72	\$131.69	\$134.86	\$111.06	\$140.53	\$167.66	\$168.92	178%
Revenue Per Available Room Per Year	\$22,165	\$48,067	\$49,223	\$39,362	\$51,293	\$61,194	\$61,657	178%
Resort Tax per available room per day	\$3.26	\$7.25	\$7.46	\$6.36	\$6.96	\$8.10	\$9.09	179%
Resort Tax per available room Per Year	\$1,190	\$2,647	\$2,732	\$2,323	\$2,539	\$2,957	\$3,317.00	179%
Resort Tax Collections (Fiscal Year)	\$20,942,797	\$36,674,571	\$38,624,487	\$37,828,845	\$41,986,105	\$49,011,381	\$54,673,976	161%
1% Resort Tax Collections (Fiscal Year)	\$3,464,292	\$6,429,081	\$6,925,521	\$6,559,369	\$7,370,708	\$8,761,801	\$9,872,237	185%
2% Resort Tax Collections (Fiscal Year)	\$17,478,505	\$30,245,490	\$31,698,966	\$31,269,476	\$34,615,397	\$40,249,580	\$44,801,739	236%
Convention Development Tax* (fiscal Year)	\$25,650,343	\$44,681,327	\$46,965,592	\$40,702,498	\$47,021,884	\$52,700,058	\$58,746,299	14%
CDT Miami Beach		\$19,296,230	\$20,515,201	\$19,418,304	\$22,789,692	\$26,130,100	\$29,356,157	-100%

*Source: www.Miami-Dade County Office of the Tax Collector, April 2011 **CDT Miami Beach 2011 based on first three quarters

** Eden Roc and Fountainbleau



Ocean Drive Hotels

Hotels and condominiums are the major tax payers in the City, with accommodations and food services are the major employers. Retail and wholesale trade are also significant employers along with Mount Sinai hospital which provides medical care to the broader region.

TOP TWENTY RESIDENTIAL CONDOMINIUM TAXPAYERS		
PROPERTY	TAXABLE VALUE	NUMBER OF UNITS
CONTINUUM ON SOUTH BEACH CONDO	\$843,297,116	514
APOGEE CONDO	\$275,724,029	67
MURANO GRANDE AT PORTOFINO CONDO	\$261,967,518	269
MURANO AT PORTOFINO CONDO	\$253,881,203	189
ICON CONDO	\$240,461,665	279
PORTOFINO TOWER CONDO	\$229,631,243	220
GREEN DIAMOND CONDO	\$202,690,965	341
BLUE DIAMOND CONDO	\$199,785,337	342
IL VILLAGGIO ON SOUTH BEACH CONDO	\$199,388,849	124
THE RESIDENCES AT THE BATH	\$183,891,955	117
AKOYA CONDO	\$175,627,163	420
YACHT CLUB AT PORTOFINO CONDO	\$152,493,361	361
SEACOAST 5151 CONDO	\$148,334,161	445
OCEANSIDE @ FISHER ISL CONDO NO 5	\$146,472,277	38
THE DECOPLAGE CONDO	\$139,717,556	667
1500 OCEAN DRIVE CONDO	\$118,540,328	113
DI LIDO CONDO	\$110,660,000	1
PALAZZO DEL MARE AT FISHER	\$107,270,336	29
THE WAVERLY AT SOUTH BEACH CONDO	\$107,266,159	408
PARADISO CONDO	\$103,106,930	258
Total	\$4,200,208,151	5,202

TOP FIFTEEN NON-CONDOMINIUM TAXPAYERS

PROPERTY	TAXABLE VALUE
W Hotel	\$396,252,984
The Flamingo	\$260,051,376
Loews Miami Beach Resort	\$233,043,900
Ritz Carlton	\$110,660,000
Eden Roc	\$88,572,000
Royal Palm	\$69,600,000
Delano Hotel	\$63,500,000
Grand Beach Hote	\$62,700,000
Shore Club	\$61,900,000
1111 Lincoln Road	\$57,024,061
Marriott South Beach	\$47,000,000
1100 Lincoln Road	\$45,665,400
21 Star Island Drive	\$38,919,650
Marriott Courtyard	\$37,350,500
Total	\$1,572,239,871
Southgate Towers (Apartments)	\$40,000,000
Total	\$1,628,169,305

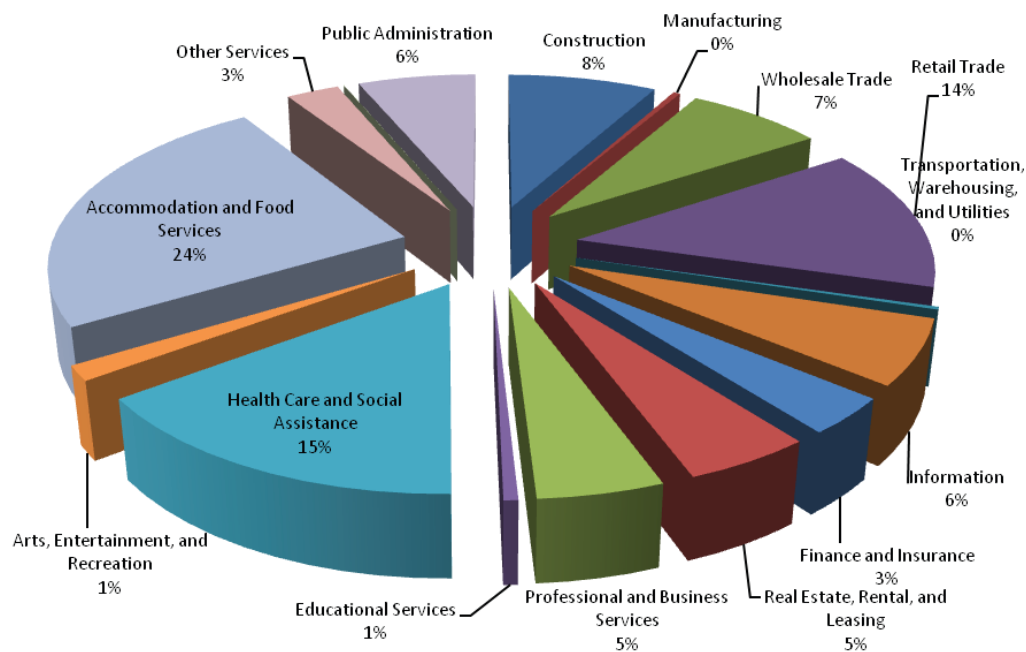
OFFICE MARKET (SQUARE FEET)

OFFICE SPACE	2002	2004	2005	2006	2007	2008	2009	2010	2011	2012	% CHANGE 2002
Total Office Space	1,943,118	2,132,429	1,951,629	1,951,629	1,988,630	1,951,329	1,951,329	1,951,329	1,873,528	1,873,528	-4%
Occupied Office Space	1,472,871	1,679,097	1,705,724	1,766,224	1,861,358	1,803,305	1,764,001	1,707,413	1,628,096	1,699,290	15%
Vacant Office Space	470,247	453,332	245,905	185,405	127,272	148,024	187,328	243,916	245,432	174,238	-63%
Vacancy Rate	24.2%	21.2%	12.6%	9.5%	6.4%	7.60%	9.6%	12.5%	13.1%	9.30%	-62%

2010 INDUSTRY OVERVIEW

	ESTABLISHMENTS		EMPLOYEES		REVENUE		PAYROLL	
Construction	119	2.6%	376	0.8%	\$525,140,453	8.0%	\$15,591,691	1.0%
Manufacturing	46	1.0%	138	0.3%	\$24,440,799	0.4%	\$4,138,406	0.3%
Wholesale Trade	250	5.5%	555	1.2%	\$483,708,232	7.4%	\$28,922,765	1.8%
Retail Trade	587	12.8%	5,254	10.9%	\$897,007,021	13.7%	\$102,648,011	6.4%
Transportation, Warehousing, and Utilities	37	0.8%	159	0.3%	\$17,334,150	0.3%	\$4,127,707	0.3%
Information	120	2.6%	1,195	2.5%	\$404,468,349	6.2%	\$87,645,245	5.4%
Finance and Insurance	196	4.3%	659	1.4%	\$227,751,132	3.5%	\$41,758,683	2.6%
Real Estate, Rental, and Leasing	429	9.4%	1,302	2.7%	\$320,582,798	4.9%	\$49,664,371	3.1%
Professional and Business Services	975	21.3%	3,531	7.4%	\$313,356,769	4.8%	\$162,353,987	10.0%
Educational Services	35	0.8%	319	0.7%	\$35,992,535	0.6%	\$12,981,784	0.8%
Health Care and Social Assistance	414	9.1%	7,344	15.3%	\$999,045,791	15.3%	\$357,744,397	22.1%
Arts, Entertainment, and Recreation	123	2.7%	908	1.9%	\$93,233,238	1.4%	\$40,767,467	2.5%
Accommodation and Food Services	650	14.2%	21,461	44.7%	\$1,597,351,730	24.4%	\$479,177,101	29.7%
Other Services	574	12.6%	2,556	5.3%	\$186,094,555	2.8%	\$46,175,763	2.9%
Unclassified	10	0.2%	6	0.0%	\$1,001,756	0.0%	\$238,544	0.0%
Public Administration	12	0.3%	2,237	4.7%	\$416,512,891	6.4%	\$181,992,351	11.3%
	4,574		47,998		\$6,543,022,199		\$1,615,928,274	

2010 Industry Share of Gross City Product



MIAMI BEACH

GUIDE FOR READERS

GUIDE FOR READERS

The Fiscal Year (FY) 2013/14 Adopted Workplan 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 Adopted Workplan 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 Adopted Workplan and Budget document details the services the City will provide during the twelve-month period from October 1, 2013 through September 30, 2014.

The Budget as a Financial Plan

As a financial plan, the Adopted Workplan 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 Adopted Workplan 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 Adopted Workplan and Budget details how Departments and the General Fund are organized.

The Budget as a Communication Device

As a communication device, the Adopted Workplan 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 Adopted Workplan 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.

FORMAT OF THE ADOPTED WORKPLAN AND BUDGET DOCUMENT

The City of Miami Beach Adopted Workplan and Budget is composed of two separate books, the Adopted FY 2013/14 Workplan and Budget and the Adopted FY 2013/14 Capital Budget and FY 2013/14-2017/18 Capital Improvement Plan. The Adopted Workplan 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.

In 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 Adopted Workplan 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 Workplan and Budget Section shows the department name, department mission/purpose statement; department description; table of organization; significant prior accomplishments; department performance goals, objectives, and initiatives; budget highlights, and department budget (see the Sample Department Workplan 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 has the supporting resolutions for the Adopted Budgets, the Glossary of Key Terms and Acronyms, and Fund Definitions.

Sample Department Workplan 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 **Significant Prior Accomplishments**
List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Plan.
- ⑥ **Performance Goals (in "Performance Plan Highlights")**
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 performance goals most directly supported by that Department.
- ⑦ **Department Performance Objectives (in "Performance Plan Highlights")**
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 that following elements:

- **Specific** – Stated clearly
- **Measurable** – How will the goal be measured?
- **Aggressive** – 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** – Should be accomplished within a set time period and allow for monitoring of progress.

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 FY2013/14
- **Measurable** – Decrease the **turnaround time of processing trade plan reviews** to 2 days in FY2013/14
- **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 FY2013/14
- **Time-bound** – Increase the number of rental periods at the Filmore at the Jackie Gleason Theater of Performing Arts to 250 **by the fourth quarter of FY2013/14**

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 2013/14: 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 2013/14) (Decrease the turnaround time to 2 days by the end of FY 2013/14)

However, the format used in the Department workplan 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 organizational goals (our Key Intended Outcomes or KIOs). DPerformance 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, and
- Average maintenance cost per vehicle

as well as 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

⑧ **Department Initiatives**

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

⑨ **Budget Summary**

A summary of the prior years' actual as well as budgeted departmental revenues and expenditures.

⑩ **Budget Highlights**

List of the dollars and position impacts significant to the Adopted Budget, including enhancements or initiatives that move the department and the City towards achievement of Department objectives and citywide goals (KIOs).

1

DEPARTMENT XXXX**Department Mission/Purpose Statement**

“We are dedicated to.....”

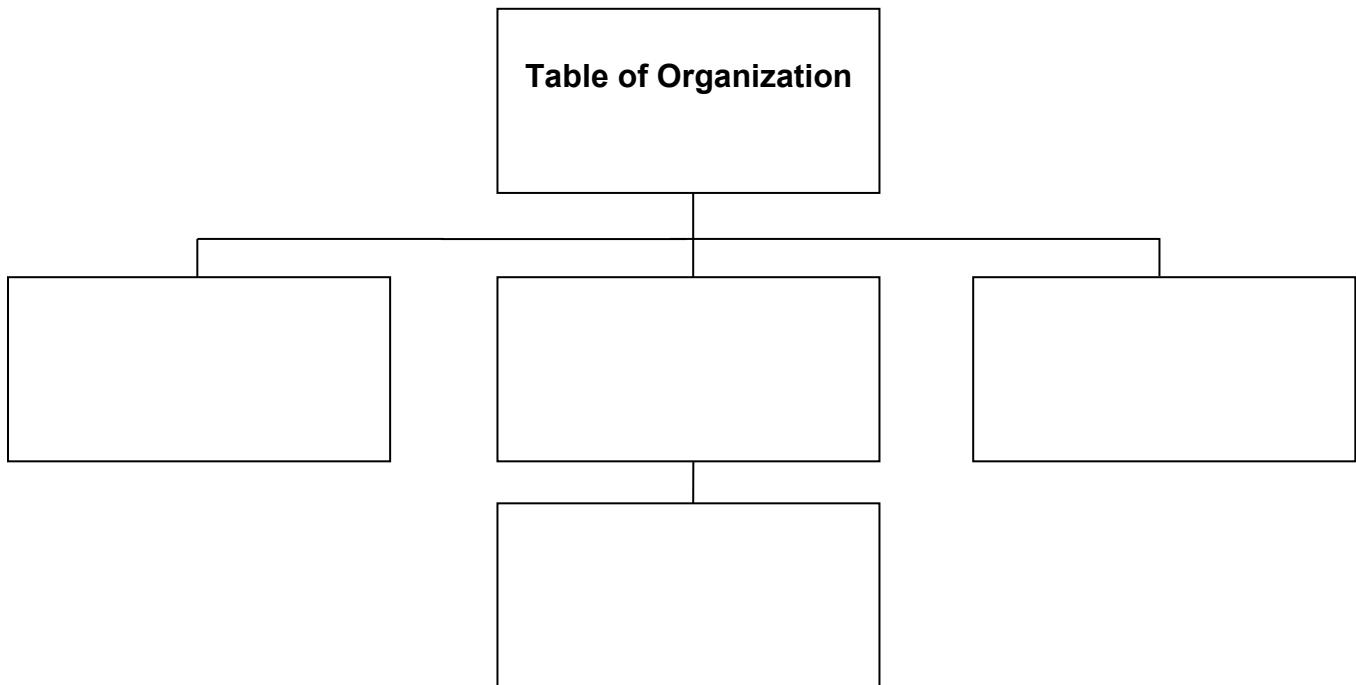
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Department Description

3

Table of Organization

4

**Signification Prior Accomplishments**

5

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual										Target		FY 2013/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14			
6		7												8

Departmental Financial Summary

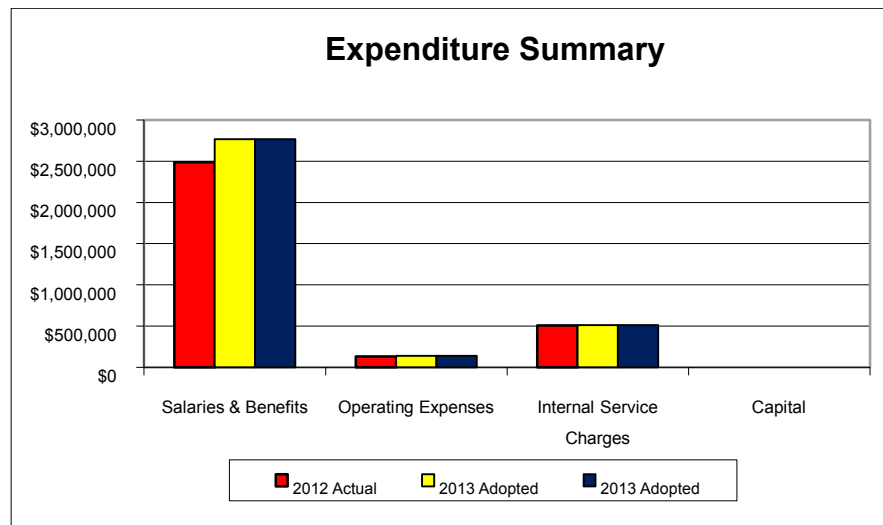
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<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Buildg Dev Process -Planning	\$ 1,049,678	\$ 1,261,215	\$1,213,000	\$1,100,000
Board of Adjustments	84,134	113,664	98,000	95,000
Historic Preservation Board	86,082	102,513	92,000	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

Expenditure Area

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
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*Some department Workplans may contain maps, charts, and other tables not indicated in the Guide for Readers Chart

Budget Highlights

10

MIAMI BEACH

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 2012, 2009, 2007 and 2005, 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 Development Cycle In December, 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, held in January. During the workshop, each department director is given a budget instruction

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. Each department director, after attending the budget workshop, 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. Factors critical to the success of the department's work plan, while not necessarily financial, 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.

Workshops with the City Commission are held 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.

At the Commission meeting in July, OBPI prepares an agenda item for submission to the Commission seeks to set 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 millages and budgets. Based upon Commission action taken at the meeting 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 Workplan and Budget-in-Brief document which is released to

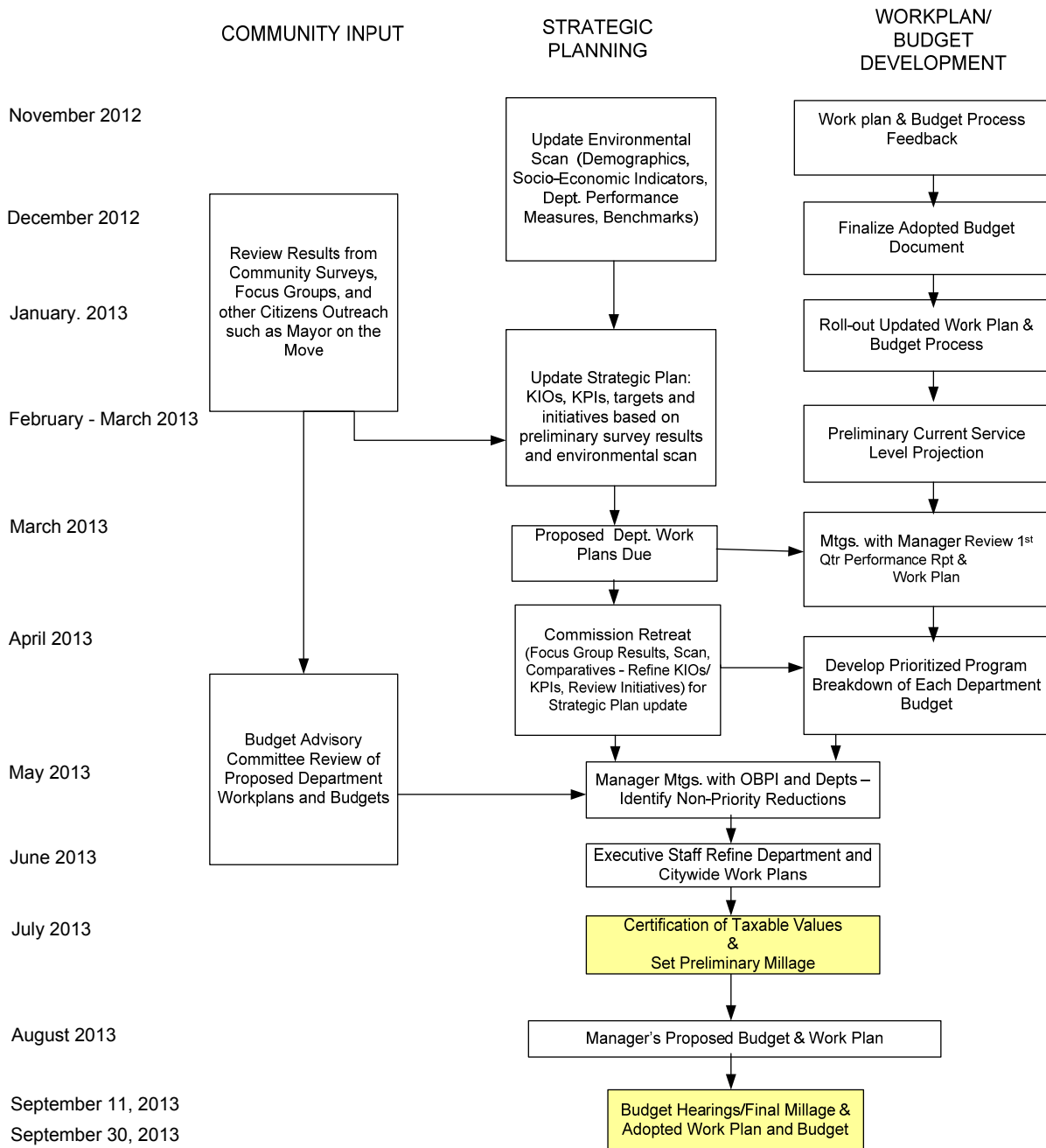
the Commission, Administration, department directors, and the general public in late summer along with the Proposed Capital Budget and 5-Year Capital Improvement Plan.

Budget Adoption At the first hearing in September, the Commission adopts 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 2 to 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 millages and budgets, to both the Miami-Dade County Property Appraiser and Tax Collector. Within 30 days, OBPI submits "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 Workplan 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.

CREATING THE ANNUAL BUDGET



Budget Amendment and Authorization

The budget is adopted at the fund and department level. Once the budget has been approved, any transfers between fund or department 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.

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 Officer 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.

Policy Name/Resolution Number	FY 2011/12 Actual	FY 14 Goal
Stabilization Funds and Fund Balance/ 96-22014 and 98-22661	11% of General Fund Operating Expenditures \$26.9 million	11% of General Fund Budget Operating Expenditures \$29.1 million

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.

Policy Name/Resolution Number	FY 2011/12 Actual	FY 14 Goal
Contingency Planning and Cash Reserves 2006-26341	6% of General Fund Expenditures \$14.6 million	6% of General Fund Budget \$15.8 million

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>

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_ARTVBUFFI.html

Article III of City Code-

http://library.municode.com/HTML/13097/level3/SPAGEOR_CH94SPAS_ARTIIIBO.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 Management & 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://docmgt.miamibeachfl.gov/WebLink8/DocView.aspx?id=25025&dbid=0>

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://docmgt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0>

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.
- **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.

The Adopted Work Plan and Budget incorporates a reduction from the 5% to 1% for capital components, taking advantage of the flexibility during this difficult financial year, and, at the same time, recognizing that the construction industry prices have declined. It is our intent to increase this in the future to 5% in better financial times.

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 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: Debt Limits

Administration has formalized a written policy based on the existing informal policy. The City shall not issue debt for more than 15% of the assessed valuation. The Budget Advisory Committee has approved this policy but is pending adoption by the City Commission.

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>

MIAMI BEACH

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 in the City. It is driven by the City's Vision, with priorities 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 2005 as the mechanism to guide the provision of services and allocation of resources.

COMMUNITY INPUT

2012 Community Satisfaction Surveys

During 2012, the City conducted its fourth set of comprehensive statistically valid community satisfaction surveys. Survey results continue to show the community has a very favorable view of the City as an 'excellent' or 'good' place to live and 89% reported their overall quality of life within the City as either 'excellent' or 'good' and 80% reported their standard of living as good and improving compared to 53% in 2009.

Overall, when compared to the 2009 residential survey, the City remained stable in most of the areas measured. Residential respondents provided the highest positive ratings for the appearance and maintenance of the city's public buildings and public schools, and the appearance of playgrounds and recreational programs. In addition, residents continue to provide positive ratings for areas such as safety during the day/evening and services from Fire, EMS and Ocean Rescue/Beach Patrol. When contacting the City, professionalism and competency continue to be the most positive of the customer service questions and the large majority of residents reported being either 'very satisfied' or 'somewhat satisfied' with the city's website.

Business results also remained stable in many of the survey items from the 2009 survey. Businesses continue to rate the City of Miami Beach as 'one of the best' or an 'above average place' to run a business. Improvement was seen in rating the City of Miami Beach as a place to run a business compared to past years with over 80% indicating business was improving compared to 49% in 2009. Business ratings showed the highest positive ratings for the overall quality of the beaches, the maintenance of parks, the appearance and maintenance of the city's public buildings, and landscape maintenance in rights of way and public places. Also, the majority of the businesses reported being 'very satisfied' or 'somewhat satisfied' with the City's website overall.

The results of these efforts were clearly demonstrated in the findings from the community survey as highlighted in the discussion of “Strategic Priorities – Key Intended Outcomes” further in this section.

Areas for Improvement: The survey also identified areas where the City could improve. Foremost among these were storm drainage, traffic, homelessness, parking, and management of special events, are areas that received comparatively low ratings in the residential survey. Business owners rated storm drainage, public transportation, parking, experience with the Building department, and traffic flow comparatively low.

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 are moving in the right direction. Nevertheless, focus groups and interviews revealed that there are still some 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 addressing homelessness were the lowest rated services in 2012. Conversely, public schools were rated the highest service with 91% of parents of public school children, giving schools a positive rating compared to 53% in 2005.

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 younger, higher income workforce. Between 1980 and 2010, the average age in the City declined from 65 to 41, with resulting impacts on changing needs and priorities. Based on U.S. Census data the City's resident population declined slightly from 87,933 in 2000 to 87,779 in 2010, and according to the State of Florida estimates, the population rose to 90,097 in 2012. 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 over 200,506 is more than double the resident population and has grown steadily since it was first estimated in 2000. Each quarter special events significantly impact the average daily population. Each quarter special events significantly affect the average daily population. From October through December (Quarter 1) each year, Art Basel and the Auto Show drive the ADP to approximately 215,000. Quarter 2 from January to March brings the Boat Show, Food and Wine Festival, and Winter Music Conference with an ADP of approximately 200,000 during these months. From April through June (Quarter 3), Pride Weekend and Memorial Day Weekend bring an ADP of 180,000. The summer months in Quarter 4 from July through September increase the ADP to 150,000 with July 4th Weekend and Swimwear Week drawing large crowds.

AVERAGE DAILY POPULATION								
CALENDAR YEAR	2002	2007	2008	2009	2010	2011	2012	% CHANGE SINCE 2001
Residents [*]	86,251	85,036	84,633	86,916	87,779	88,349	89,546	3.8%
Seasonal Residents [*]	14,616	15,805	20,967	20,927	22,780	22,928	23,239	59.0%
Residents leaving for work [*]	(26,053)	(29,380)	(28,584)	(27,106)	(27,402)	(27,939)	(28,528)	9.5%
Non-Resident Workers ^{***}	21,161	24,567	25,526	28,985	30,252	30,988	33,519	58.4%
Hotel Guests ^{**}	21,562	20,281	20,530	21,042	22,226	24,983	25,208	16.9%
Other Tourists ^{**}	9,587	8,573	7,590	9,368	10,773	10,773	13,606	41.9%
Non-Tourist Beach Visitors ^{****}	15,388	22,693	18,093	19,861	20,888	20,888	26,381	71.4%
Other Day Trippers ^{*****}		15,486	12,914	14,816	13,884	11,692	17,536	40.2%
Daily Population	142,512	163,062	161,669	174,808	181,180	182,662	200,506	40.7%
* Population - University of Florida Bureau of Economic Research on behalf of the State of Florida								
** Hotel Guests, Tourists not staying, - Synovate on behalf of the GMCVB								
*** Beach Non Tourists - CMB Economic Development Division using Synovate & Ocean Rescue Data								
**** Non Resident Workers - CMB Economic Development Division using Census and Labor Market Data								
***** Other Day Trippers - CMB Economic Development division using Census, Tourism, Employment, and Traffic County Data								

In 2010, there were 67,499 housing units in the City of Miami Beach, a 13% increase from 59,723 in 2000, and over 90% of which were multi-family units reflecting the dense urban nature of the City. In 2010, there were 47,168 households living in Miami Beach, with an average household size of 1.84. Approximately 30% of the units were vacant or second homes.

Economy

In 2012, the resident labor force in Miami Beach was 50,349, and the total number of jobs in Miami Beach was 51,125, an increase of 34% since 2002. The majority of these jobs were in small businesses, with the leading employers being accommodations and food services, retail trade, and health care and social assistance.

The average wage paid on Miami Beach has increased from approximately \$27,000 in 2002 to \$42,700 in 2012, an increase of over 58%. The highest wage industries on Miami Beach are in legal services, architecture/engineering and information technology while the lowest are in retail, accommodation, buildings/grounds maintenance and food services. However, these lower wage industries have also experienced strong growth in wages in large part due to the strength of our tourism industry and are the highest in the County for the industry. For example the average annual wage for retail trade increased 33% from \$17,919 in 2002 to \$23,790 in 2012. The annual average wages for these industries is at or near its pre-recession level.

The average daily room in Miami Beach in 2012 was \$211.23, an increase of over 82% since 2002. At the same time, the occupancy level in 2012 was 76%, a 1% increase from 2011.

The number of master construction permits issued and the total job valuation started to increase in 2011 following several years of decline, and the total job valuation of approximately \$328 million in 2012 is slowly moving closer to FY 2004/05, after a low in FY 2009/10.

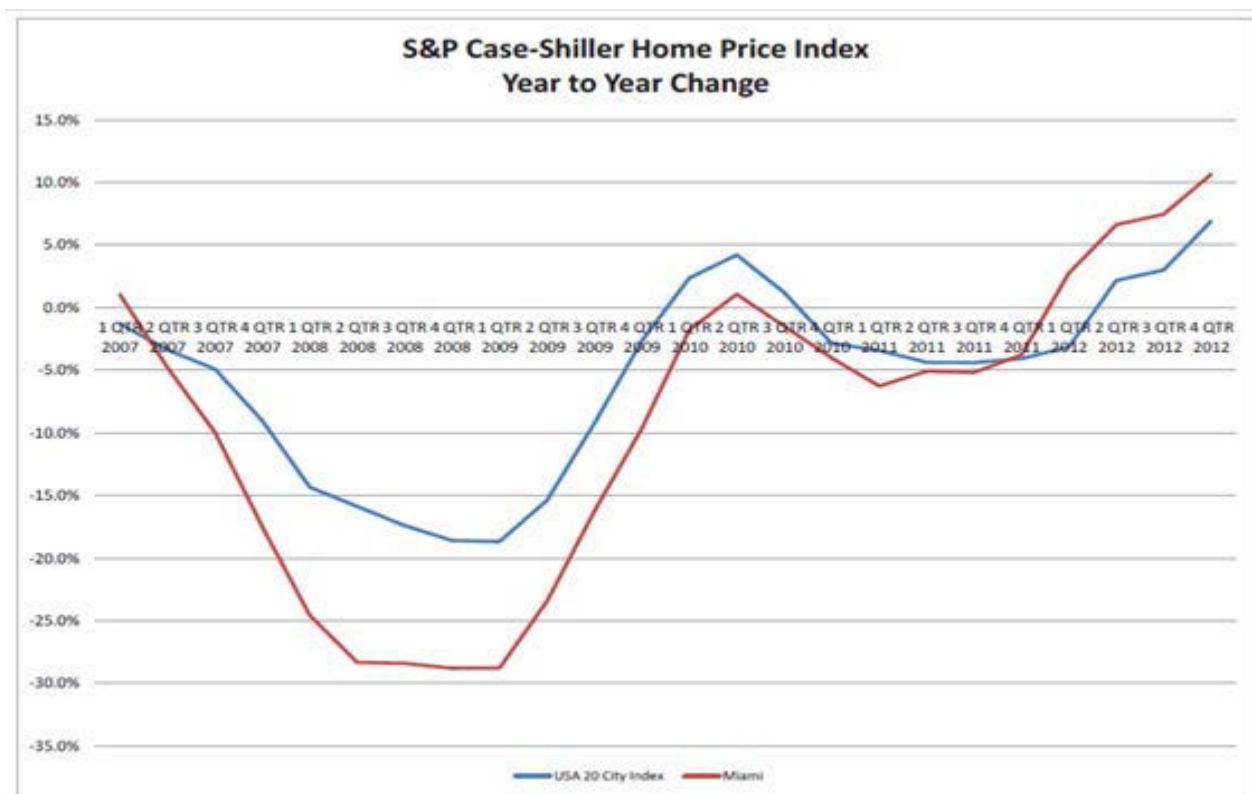
ALL CONSTRUCTION APPROVED MASTER PERMITS 1994-2011*					
JOB VALUATION >=1,000,000			ALL JOB VALUATIONS		
FISCAL YEAR	# PERMITS	JOB VALUATION	# PERMITS	JOB VALUATION	
FY2011/12	59	\$179,771,547.55	5,188	\$328,200,862.75	
FY2010/11	55	\$188,484,121.27	11,183	\$374,066,134.34	
FY2009/10	36	\$111,242,511.68	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	
FY2003/04	59	\$361,863,313.93	11,369	\$577,596,403.05	
FY2002/03	71	\$723,510,390.13	11,134	\$938,906,800.07	
FY2001/02	59	\$461,935,130.33	10,651	\$624,238,073.27	
FY2000/01	58	\$406,585,860.00	9,764	\$576,222,305.84	
FY1999/00	55	\$480,375,575.00	9,210	\$610,692,164.11	
FY1998/99	41	\$264,749,771.00	9,644	\$400,906,544.77	
FY1997/98	42	\$240,750,697.00	7,948	\$361,351,559.00	
FY1996/97	35	\$234,935,735.00	7,893	\$333,525,328.00	
FY1995/96	19	\$171,138,000.00	7,434	\$265,141,295.00	
FY1994/95	19	\$247,966,000.00	6,669	\$335,423,421.00	
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 cancelations, revoked or simple corrections of errors permit.					

As of second quarter 2013 the average rent in South Beach was approximately \$1,961 while in Mid Beach/North beach the average was \$1,491 per month, with the majority of units being one-bedroom units. Unlike housing prices, the percent of rent that can be purchased with the

average wage in Miami Beach has remained fairly steady since 1997, as the average wage has risen at approximately the same rate as apartment rents.

Recent slowdowns in the real estate market have resulted in the number of sales returning to pre-boom levels and prices have declined similarly. New construction projects currently underway are expected to result in continued, although significantly lower, increases in tax base valuations. Compared to 2004 and 2005, the number of sales of both condominiums and single family homes has declined. Following a significant decline in the number of transactions through 2007, year over year increases resumed in the fourth quarter of 2008, when the decline in the median sale price (for which market watchers were waiting) was realized. On a year over year basis, the number of condominium units listed for sale has declined every month since April 2008. This trend, along with a continuing increase in sales, has resulted in a reduction in the number of month's supply of condominiums on the market, from a peak of 38 months in February 2008, to 5.8 months in the second quarter of 2013.

Further, based on long term trends, housing prices have returned to pre-boom levels and have stabilized, since dropping in the 4th quarter of 2008, and it is reasonable to assume that housing prices will reflect normal growth in the longer term outlook. Historical analysis of housing prices, both nationally and for the Miami area reflect real home price increases of approximately 4 percent per year on average.



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, but also reflecting property value growth, 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.

Since their peak in FY 2007/08, property values have declined to as low as \$21 billion through the January 1, 2011 values, although January 1, 2013 preliminary values are estimated to have increased slightly to \$24.6 billion as of January 1, 2013. This overall decline through January 1, 2013, represents a decline of \$2.2 billion and 8.2 percent, despite more than \$3.08 billion in new construction. Had this unprecedented level of new construction not occurred the decline would have been more dramatic.

Over the past six years, including the FY 2012/13 adopted budget, the City has absorbed reductions of almost \$50 million and 271 full time positions and 13 part-time positions across all funds in addition to over \$21 million in employee givebacks for a combined total of \$71 million. However, despite these reductions, community service priorities have been minimally impacted, and going forward, the City continues to be guided by the following findings from the 2012 community satisfaction survey.

- Residents selected the following services as those the city should strive not to reduce:
 - Cleanliness (66%)
 - Code enforcement (52%)
 - Arts and Culture (48%)
 - Landscaping (48%)
- Both residents and businesses reported the following areas for the City to address in an effort to improve public safety:
 - Reducing homelessness (Residents: 58%, Businesses 65%)
 - Increasing police visibility in neighborhoods (Residents: 47%, Business: 52%)
 - Improving street lighting, repairing sidewalks (Residents: 45%, Business 52%)
- Other method for improving public safety selected by at least 40% of residents included:
 - Increasing visibility in public and commercial areas
 - Cleaning streets
 - Enforcing traffic laws
 - Improving communication between residents and police

Further, the City has maintained reserve levels and even improved bond ratings during these challenging times.

STRATEGIC PRIORITIES – KEY INTENDED OUTCOMES AND CITYWIDE INITIATIVES

The City's Strategic Plan was adopted by the Commission in 2005 to address priorities and important drivers of community satisfaction identified through surveys of our residents, businesses and community organizations, as well as priorities identified through our environmental scan. After the 2009 Community Satisfaction Survey, the City Commission reviewed the City's Strategic priorities and made recommendations to enhance the City's Vision by combining the vision statements for Cultural, Entertainment and Tourism Capital with International Center for Innovation and Business and creating a new vision statement related to

Maximizing Value for the Community for the Tax Dollars Paid. At the same time, the City's Key Intended Outcomes (KIOs) were realigned to support the new vision statement and new KIOs were added to address other community priorities. At the May, 2011 Retreat, the Commission further refined the City's Strategic Plan adding two KIOs ("Improve Building Development Related Processes" and "Attract and Maintain a Quality Workforce") and deleted "Stabilize Residential Condominiums". The latter was deleted given that regulations related to condominiums are handled at the State level. Twenty-nine (29) Key Intended Outcomes (KIOs) were identified through the strategic planning process in support of five key elements of the City's vision.

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

Supporting information for each of these priorities is provided in the following pages.

Cleaner and Safer

Increase visibility of Police; Maintain crime rates at or below national trends: In 2012, considerably fewer residents (66%) gave police high ratings; in 2005 and 2009 police received positive ratings from 78% and 84% of residents, respectively. While many residents selected police presence in neighborhoods (47%) or in commercial areas (44%) as methods for improving public safety, fewer residents wanted to hire more police (34%). In particular, increasing visibility of police in neighborhoods and commercial areas was of the most frequent response given that the City could address to further improve public safety. Police perceptions appeared as a key driver of resident rating of quality of life and rating of City government. Nearly all residents (98%) of Miami Beach felt safe in their neighborhoods during the day and over 90% at night. Total violent and property crime has decreased from 10,390 during 2002 to 9,969 during 2012, with a 5% decrease from 10,472 in 2011 to 9,969 in 2012.

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 71% of businesses responded that the overall quality of police services were excellent or good.
- 91% of residents and 93% of businesses responded that the overall quality of fire services were excellent or good.
- 89% of residents and 93% of businesses responded that the overall quality of emergency medical response services were excellent or good.
- 86% of residents and 88% of businesses responded that the overall quality of Ocean Rescue/Beach Patrol services were excellent or good.

- 83% of residents and 86% of businesses responded that the overall quality of the City's Emergency/Hurricane Preparedness efforts were excellent or good.
- 98% of residents responded that they feel very safe or reasonably safe in their neighborhood during the day and 95% of businesses responded that they feel very safe or reasonably safe in and around their place of business during the day.
- 91% of residents responded that they feel very safe or reasonably safe in their neighborhood during the evening/night and 82% of businesses responded that they feel very safe or reasonably safe in and around their place of business during the evening/night.
- 85% of residents responded that they feel very safe or reasonably safe in business/commercial areas during the evening/night.

Reducing homelessness was mentioned by residents as the leading change for improving public safety. Increasing visibility of police in neighborhood and commercial areas, improving street lighting/repairing sidewalks and cleaning streets were rated by residents as the three most important areas for the City to address to improve public safety. When compared to other cities of 70,000 to 100,000 populations, the City of Miami Beach police and fire services did not score well, ranking 33 out of 34 jurisdictions and 29 out of 34 jurisdictions, respectively.

Improve cleanliness of Miami Beach rights-of-way, especially in business areas; Improve cleanliness of City beaches: Cleanliness of streets appeared as the primary service the City should strive not to reduce. The City has made steady progress in this area, as quarterly cleanliness assessments conducted since 2005 show steady improvement. The percentage of assessments citywide rating clean or very clean have improved from 65.2% in FY 2005/06 to 87.8% during FY2011/12. Garbage/trash collection rating has steadily increased since 2005 with 81% of residents and 71% of businesses rating as either excellent or good in 2012. The cleanliness of streets in neighborhoods was rated by 74% of the respondents as either excellent or good, as compared to 75% in 2009 and 63% in 2005.

Both resident and business ratings of the overall quality of the beach areas improved from 2005 to 2012 from 80% and 74%, respectively, to 84% and 86% of residents and businesses. 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 96.4% in FY2011/12.

Cleanliness of waterways in 2012 rated better than during the 2005 surveys (57% of residents and 59% businesses rating 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 74.0% in FY2011/12.

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. Cleanliness continues to be mentioned as one of the changes that would make Miami Beach a better place to live, work, play, or visit. Both residents and businesses selected cleanliness as the number one service the city should strive not to reduce.

Beautiful and Vibrant; a Unique Urban and Historic Environment; a Mature Stable Residential Community

Ensure compliance with code enforcement within a reasonable timeframe: In 2012, 61% of residents and businesses rated the level of code enforcement and ordinances established by the City as about the right amount versus 17% who rated it as too much, and 21% who rated it as too little. Also, 75% of residents rated the amount of noise in their neighborhood on a typical day as being acceptable. Residents rated code enforcement as the number two service the city should strive not to reduce. Further, the desire for enhanced code enforcement was a key factor identified through focus groups in 2010 in enhancing perception of value of services for tax dollars paid. In 2010, the need was identified for increased enforcement related to littering on the beaches on weekends, spring break, etc. and other quality of life issues. Therefore, in 2011 nine part-time code enforcement officers were added to support these efforts.

Ensure safety and appearance of building structures and sites: The downturn in the economy has made the City focus in recent years on issues related to greater enforcement around abandoned construction and property sites, including 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. This Key Intended Outcome was added FY2009/10. Maintenance/appearance of public buildings and parks remained stable with between 82% to 87% of residents responding that these are either excellent or good, as compared to 85% to 87% in 2009 and 77% to 82% in 2005.

Maintain Miami Beach public areas and rights-of-way, Citywide: Resident and business satisfaction with landscape maintenance in the rights-of-way/public areas has improved significantly since 2007 as noted in the Performance Management and Measurement Section in the pages following. In addition, the City continues to implement its reforestation program citywide. In 2012, 79% of residents were either very satisfied or satisfied with landscape maintenance, and indicated that despite the economy this was one of the top three services not to reduce.

Protect historic building stock: 78% of our residents feel that the City's historic preservation efforts were about the right amount, compared to 11% responded that the City's efforts were somewhat ineffective or very ineffective. The historic building stock is integral to the City's unique tropical historic character referenced in the City's Mission Statement. There are currently 1,516 contributing properties within existing local historic districts and a total number of 1,861 properties located within the existing local historic district, thus 81.46% of all buildings located in local historic districts are designated historic. Further, 16.8% of all buildings within the City are designated as contributing to local historic districts covering approximately 1.12 square miles or 20.36% of the City's total land area.

Maintain strong development management policies: 55% of residents and 61% of businesses rated the City's effort to regulate development as about the right amount, however, 30% and 15% respectively reported too little effort is being put forth by the City in this area.

Increase satisfaction with family recreational activities: Residents continued rating the City's recreation programs and facilities highly. Recreation programs/facilities were rated as either excellent or good by 85% of the respondents, remaining stable when compared to 85% in 2009 and an improvement when compared to 79% in 2007 and 78% in 2005. 45% of residents did not want recreation programs reduced despite the economy. Recreation participation rates show stable participation, as seen in the Performance Management and Measurement section, with 5,419 participants during FY 2011/12. The average number of participants in the Senior Scenes Club has increased dramatically to 303 during FY 2011/12, as well as average teen

participation in recreational activities with 383 during FY 2011/12. Pool attendance decreased by 12.2% with 138,005 during FY 2011/12. However, many residents continue to identify recreational programs as an important factor in their quality of life, and an area which must therefore continue to be a priority for the City. In addition, increasing the availability of family-friendly activities continues to be a priority for the city. The 2012 survey showed 66% of residents and 46% of businesses rating the availability of family-friendly activities as about the right amount, but 30% and 52% respectively rated both items as too few.

Improve the lives of elderly residents: While the elderly population in the City has declined significantly since the 1980s, it still remained at 16% of the city's population as of 2010. As a result, the City of Miami Beach coordinates to ensure the basic needs of its elderly population are addressed. During the 2007 survey, 26% of residents rated housing for the elderly/seniors as one of the things the city should most ensure with regards to housing in the City of Miami Beach and in the 2009 survey, 26% of residents reported that the 65 years of age or older demographic should benefit the most from limited resources during tough economic times when it comes to availability of recreation programs. As such, the city continues to focus on coordination of referrals to existing programs, employment programs, transportation; and offer recreation programs targeting the senior population such as the Senior Scenes Club.

Enhance learning opportunities for youth: In FY 2008/09, the Commission adopted the Key Intended Outcome "Enhanced Learning Opportunities for Youth", following the Education Compact agreement between the City of Miami Beach and the Miami-Dade County School Board in January 2008, and 2007 survey results indicating the supplementing of school programs as one of the top three services to allocate additional tax dollars. The Miami-Dade County School Superintendent Alberto Carvalho has called the Compact "the model for all municipal and school board compacts." Public schools were rated the highest service in the 2012 survey with 91% of parents of public school children giving schools a positive rating as compared to 51% in 2007. 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 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. Also, during the 2009 survey, when asking about recreation programs in the City, 37% of residents felt that the 18 years of age and under demographic should benefit the most from limited resources during tough economic times.

Reduce the number of homeless: While the City has reduced the homeless population, there has been no significant change in perceptions of how the City is addressing homelessness with only 42% of residents and 69% of businesses rating the City's efforts as excellent or good. Residents continue to identify homelessness as a quality of life issue and one of the top three items that the City could address to further improve public safety. Homeless census results showed improvement with the number of homeless decreasing from 314 in 2000 to a low of 98 in 2008, but increased to 138 in January 2013.

Increase access to workforce or affordable housing: 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.

Promote and celebrate the city's diversity: The City has had a history of celebrating diversity including our Hispanic, Jewish and Black heritage, the importance of our gay community and ensuring that we include our disabled community. All of these contribute and are part of our vibrant community. Therefore they are an important focus in our strategic plan, and a new Key Intended Outcome in FY2009/10 was added to address diversity.

Cultural, Entertainment and Tourism Capital and an International Center for Innovation and Business

Maximize Miami Beach as a destination brand; Improve Convention Center facility, Diversify business base in Miami Beach: 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 25/7 marketing campaign through several initiatives in order to promote the City as a destination brand. 70% 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, an increase when compared to 69% in 2009 and a decrease when compared to 82% in 2005's ratings. In addition, 67% of residents and 53% of businesses rated the availability of cultural events as about the right amount and 66% of residents and 46% of businesses rated the availability of family friendly activities as about the right amount. Residents rated arts and culture as one of the top three services the City should strive not to reduce. Restaurants and beaches rated as the top destinations and attractions in the City. 57% of residents and 59% of businesses rated the job the City is doing in handling large crowds as either excellent or good.

Despite the recent downturn in the economy, the percentage occupancy at the Miami Beach Convention Center has remained steady in the past few years with an average annual occupancy of 62% between FY2005/06 and FY2011/12, despite bringing online 2,626 additional rooms between 2007 and 2012.

Improve Building Development Related Processes: 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. Business satisfaction with the building department declined from 57% in 2009 to 47% in 2012. A key driver for business rating overall satisfaction is the perception of fairness of public property inspections. As such, the building department has routinized the inspection process and utilizes standardized checklists. Several initiatives are underway to address community concerns.

Well-Improved Infrastructure

Enhance mobility throughout the City: Traffic flow is a key driver to resident quality of life and City government ratings. Traffic is one of the two or three changes 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 2009 survey with 27% of residents and 34% of businesses rating traffic flow on Miami Beach as excellent or good. Further, the number of resident respondents using the Local circulator declined from 14% in 2009 to 8% in 2012. When compared to other cities of 70,000 to 100,000 populations, City of Miami Beach traffic flow did not score well, ranking 20 out of 20 jurisdictions.

Improve parking availability: During the 2012 survey, 27% of residents and 40% of businesses rated the availability of parking across the City as about the right amount, an

improvement from 2009 where 21% and 28% respectively rated parking as 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 completion of the new City Hall Garage (650 spaces); Fifth and Alton Garage (500 City owned spaces); and the Pennsylvania Avenue Garage (550 spaces); and the Sunset Harbor Garage (431 spaces) added 2,131 spaces to the City's parking inventory. This equals to a 54% increase in the City's overall garage parking space inventory since 2009.

Ensure value and timely delivery of quality capital projects: In 2007, resident perceptions of recently completed capital improvement projects was a key positive driver for resident perceptions of whether the City is better, the same, or worse versus a few years ago and for their overall quality of life. Also, in 2007, capital improvement projects appeared as a key driver for residents' perceptions of City services for tax dollars paid. The percentage of capital improvement projects with substantially completed construction and in beneficial use within 120 days of construction schedule increased from 75% in FY 2005/06 to 96% in FY 2011/12.

Ensure well-maintained facilities: 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 87% of residents and 83% of businesses responding that these are either excellent or good during the 2012 survey. The City routinely conducts Facility Condition Assessments using a capital planning and management software called VFA 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.

Maintain city's infrastructure; Improve storm drainage citywide: The 2012 resident and business ratings for the condition of roadways and sidewalks have improved slightly when compared to 2009 and ratings for the condition improved when compared to 2005, with 58% of residents and 64% of businesses rated the condition of sidewalks as either excellent or good; however, the ratings remain low and continue to be an area for improvement. When compared to other cities of 70,000 to 100,000 populations, City of Miami Beach road conditions did not score well, ranking 5 out of 5 jurisdictions.

In 2012, 37% of residents and businesses rated storm drainage as excellent or good. It continues to be an area for improvement, with both resident and business ratings declining when compared to the 2009 survey. When compared to other cities of 70,000 to 100,000 populations, City of Miami Beach storm drainage did not score well, ranking 34 out of 34 jurisdictions.

Preserve our beaches: 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. Also, during the 2012 survey, beaches rated as the second City destination/attraction that is most attended per year with the average residential attendance for beaches increasing to 67 visits per year per resident in 2012. The number one destination by residents was restaurants with an average of

77 visits per year per resident. The number of beach visitors has increased by 9% since 2002 from approximately 11.3 million visitors per year in 2002 to approximately 12.3 million visitors in 2012.

Maximizing Value to our Community for the Tax Dollars Paid

Maximize efficient delivery of services; Control costs of payroll including salary and fringes; Minimize taxes; Ensure expenditure trends are sustainable over the long term:

Due to declining property values and property taxes, 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 were overall stable and resident ratings of the value of city services for tax dollars paid as excellent or good improved from 46% in 2007 to 56% in 2012. While improved, these are still not meeting resident expectations. "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 also rated similar to the norm when comparing to other jurisdictions in Florida and other parts of the country regarding value of city services for tax dollars paid. In addition, in the 2012 surveys, high property taxes (59%) and high rent were identified by businesses as the top two most important challenges they face in Miami Beach over the next several years.

Increase community satisfaction with City government: Both resident and business ratings regarding City employee contact remained stable when compared to 2009. In fact, 75% of residents and 74% of businesses strongly agree or agree that the employees that assisted them had the proper training and knowledge. Also, 70% of residents and 61% 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 4.08 in FY2011/12. When compared to other cities of 70,000 to 100,000 populations, satisfaction with the experience dealing with the City did not score well, ranking 27 out of 31 jurisdictions.

Communications, Customer Service and Internal Support Functions

We have also prioritized eight (8) Key Intended Outcomes which, while not focused on direct service delivery, are intended to ensure the long-term sustainability of our City government including improved communications with our residents, ensuring financial sustainability and ensuring that we have the best possible employees to deliver services to our community.

Enhance the environmental sustainability of the community: During FY 2006/07, the City of Miami Beach created the Ad Hoc Green Committee with the objective of providing a mechanism to discuss environmental and sustainability issues that affect the community and appropriate levels of response by City government. Since then, the Sustainability Committee has implemented initiatives such as: hiring an Energy Performance Contractor to perform a Comprehensive Energy and Resource Use Audit and to develop solutions to save the City energy and money; expanding the City's recycling efforts through the development of a public area recycling program, expansion of the single-stream recycling program for single family homes, and mandating that multifamily and commercial establishments have a recycling program available for their occupants; endorsing the adoption of the U.S. Mayor's Conference

Climate Control initiative; and endorsing the Mayors' Climate Action Pledge that seeks to integrate the Regional Climate Action Plan framework into future planning; and supporting the Southeast Florida Regional Climate Change Compact.

Enhance external and internal communications from and within the City: 87% of our residents and 88% of businesses rate the information received from the City as very useful/somewhat useful. Daily newspapers (25% residents) and the City's website (23% residents) are the two primary sources of information about the City. In 2012, approximately 19% of residents learned about City activities and services via internet news services and television news. A majority of residents (71%) and businesses (69%) contact the City by telephone, with 12% contacting by email and 13% from MB Magazine, with no significant change from 2009.

Expand e-government; Improve processes through information technology: Technology provides a unique opportunity through which we can increase ease of access to our services for our community in addition to improving efficiency of processes. The total website hits per year to the City's website has increased from 84,536 in FY 2004/05 to 1,214,064 in FY 2006/07, 2,307,060 in FY 2007/08, 167,757,302 in FY 2008/09, and 248,169,948 in FY 2010/11 and now an average of 205,321,112 in FY 2011/12. 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.

Improve the City's overall financial health and maintain overall bond rating: The City experienced unprecedented growth in property tax revenues through 2007 allowing us to address significant community needs and desires, enhance free access to services, and generally enhance service levels. However, since that time, the City has faced significant declines in property tax revenues due to state legislated decreases and a subsequent downturn in the real estate market. 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 approximately 70% of the City's general Fund Budget and increases as salaries and benefits have been a primary driver of overall budget increases in the past. Beginning with the development of the FY 2009/10 budget, a strategy was developed to address short-term, mid-term and long-term financial needs. Strategies to address short-term financial needs included ongoing efficiencies and wage concessions by employees. Mid-term financial sustainability was addressed by pension concessions from current employees in the Miami Beach Employees Retirement Plan. Longer term financial sustainability is enhanced by the pension plan restructures that have been put in place for new employees in the Miami Beach Employee Retirement Plan. For example, for General Employees, the plan restructure adopted for new employees is projected by the City's actuary to reduce the City's annual required contribution by almost \$1 million in FY 2012/13, with additional reductions annually as the number of employees in the Miami Beach Employees Retirement Plan hired after October 1, 2010 continues to increase. Further, additional pension plan reform recommendations were developed by the City's Budget Advisory Committee (BAC) for the Fire and Police Pension Plan for consideration as part of the FY 2013/14 proposed budget. While the specific BAC recommendations were not implemented, the pension reform tentatively agreed upon by IAFF and FOP generated savings in excess of the BAC recommendations. The City's 11% emergency reserve fund has grown from \$18.6 million in FY 2004/05 to \$29.1 million as of September 30, 2013 and the City has achieved \$12.5 million for the 6% contingency requirement as of September 30, 2013. Standard and Poor's recently

confirmed the City's AA- credit rating, in addition to the upgrade from Moody's to Aa2 in the prior year.

Promote transparency of City operations: 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 has posted on-line all expenditures and Committee referrals. In FY 2009/10, the City also began posting on-line Internal Audit and Performance Improvement reports.

Strengthen internal controls: 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.

Attract and Maintain a Workforce of Excellence: Commissioners have recognized the challenge of maintaining a knowledgeable and well-trained City workforce that can continue to provide quality service. To meet this challenge a Key Intended Outcome was reinstated for FY2011/12.

See the City Manager's message containing FY 2013/14 Citywide Initiatives aligned with the City's Strategic Plan.

PERFORMANCE 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 certain areas, the required measures are under development and are anticipated to be available during the year. Based on the performance results through FY 2011/12 along with the 2012 community surveys, the initiatives will continue to be evaluated along with updated Environmental Scan information and customer input to further refine initiatives in the following year.

MIAMI BEACH

Cleaner

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY09/10	FY 10/11	FY 11/12
IMPROVE CLEANLINESS OF MIAMI BEACH RIGHTS OF WAY ESPECIALLY IN BUSINESS AREAS	% rating cleanliness of streets in business/ commercial areas as excellent or good	Residents	63%		61%		71%			69%√
		Businesses	47%		52%		66%			62%√
	% rating cleanliness of streets in neighborhoods as excellent or good	Residents	63%		65%		75%			74%√
	% of citywide cleanliness assessments rating clean or very clean	Percent		65.2%	82.4%	80.3%	81.0%	79.4%	85.5%	87.8%√
	Citywide Public Area Cleanliness Rating Index (1= Extremely Clean – 6=Extremely Dirty)	Rating	2.27 (Q4)	2.10	1.78	1.75	1.75	1.79	1.60	1.59√
	% rating cleanliness of city's waterways as excellent or good	Residents	49%		54%		61%			57%√
		Businesses	49%		51%		61%			59%√
IMPROVE CLEANLINESS OF CITY BEACHES	% of waterway assessments rating clean or very clean	Percent		54.5%	69.4%	69.5%	71.9%	71.6%	83.9%	74.0%√
	Public Area Cleanliness Rating Index for waterways (1= Extremely Clean – 6=Extremely Dirty)	Rating	2.92 (Q4)	2.59	2.08	2.09	2.10	2.11	1.70	1.96√
	% rating the overall quality of beaches (cleanliness, water quality) as excellent or good	Residents	80%		75%		83%			84%√
		Businesses	74%		77%		85%			86%√
	% of beach assessments rating clean or very clean	City Responsibility		73.1%	81.4%	86.2%	84.4%	87.3%	90.2%	96.4%√
		County Responsibility		71.2%	74.0%	84.5%	85.8%	88.7%	93.2%	94.2%√
	Public Area Cleanliness Index rating for beaches – (1= Extremely Clean – 6=Extremely Dirty)	City Responsibility	2.41 (Q4)	1.85	1.75	1.59	1.62	1.59	1.43	1.36√
		County Responsibility	2.52 (Q4)	1.93	1.91	1.70	1.61	1.63	1.48	1.42√

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Safer

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
INCREASE VISIBILITY OF POLICE	% rating overall quality of police (PD) as excellent or good	Residents	78%		78%		84%			66%
		Businesses	90%		79%		81%			71%
	# of resident and business contacts initiated by public safety personnel	# of contacts		13,373	45,046	53,615	44,335	41,007	40,686	0*
MAINTAIN CRIME RATES AT OR BELOW NATIONAL TRENDS	Unified Crime Report (UCR) Part 1 Crimes (Property/ Violent Crimes) reported –per 1,000 population –per 1,000 average daily population	Per 1,000: Population	109	101	101	108	110	109	119	111
		Avg. Daily Population	58	53	54	59	54	53	57	50√
	% rating how safe they feel in business / commercial areas during the evening / night as very safe or reasonably safe	Residents	66%		65%		88%			85%√
		Businesses	69%		68%		80%			82%√

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*Neighborhood Courtesy Check card replaced Contacts program, with formal contacts with residents and business owners no longer tracked.

Beautiful and Vibrant; Unique Urban and Historic Environment; A Mature Stable Residential Community

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
ENSURE SAFETY AND APPEARANCE OF BUILDING STRUCTURES AND SITES	% businesses rating inspections as very helpful or somewhat helpful in improving the fire safety of their establishment	Businesses	74%		78%		94.1%			93%√
ENSURE COMPLIANCE WITH CODE WITHIN REASONABLE TIME FRAME	Average response time for # of elapsed days from 1st inspection to voluntary compliance	# of days	79	70	22	48			30	22√
	% rates of voluntary compliance as a % of cases initiated	Percent	90%	91%	24%	20%			30%	47%
	Average # of days from initial complaint to compliance	# of days							40	36√
	% rating enforcement of codes and ordinances in neighborhoods as acceptable or about the right amount	Residents	71%		61%		64%			61%
MAINTAIN MIAMI BEACH PUBLIC AREAS & RIGHTS OF WAY CITYWIDE	% rating landscape maintenance in rights of way and public areas as excellent or good	Residents Businesses	77% 67%		77% 75%		83% 81%			79% 80%√
	Public Area Appearance Rating Index	Under Development								TBD
	% of available public rights of way that have appropriate urban forest coverage	Percent			13%	19%	30%	34%	37%	45%√
PROTECT HISTORIC BUILDING STOCK	% of buildings 40 years or older complying with recertification	Percent						84.2%	88.6%	88.6%
	% rating the amount the city is doing for historic preservation as about the right amount	Residents Businesses	66% 57%		66% 63%		77% 77%			78%√ 82%√
MAINTAIN STRONG GROWTH MANAGEMENT POLICIES	% rating the effort to regulate development in the city as about the right amount	Residents	41%		35%		48%			55%√
		Businesses	45%		36%		53%			61%√

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KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
INCREASE SATISFACTION WITH FAMILY RECREATIONAL ACTIVITIES	% rating recreation programs as excellent or good	Residents	78%		79%		85%			85%√
		Businesses	68%		82%					
	# of recreational program participants	After School (Avg.)		789	882	937	893	1,061	1,154	1,080√
		Total Summer Day Camp		1,408	1,373	1,224	1,312	1,408	1,400	1,440√
		Total Youth Athletics		1,253	1,442	2,087	2,080	1,573	1,810	1,743
		Total Summer Specialty Camps		1,107	1,154	1,193	1,446	990	1,138	1,121
		Total Playtime		47	33	35	33	35	38	35
		Total Participation		4,368	4,884	5,476	5,764	5,067	5,540	5,419√
	Attrition rate for recreational Programs	Percentage			1.25%	2.75%	1.25%	.50%	1.25%	1.75%
	% rating the availability of family friendly activities as about the right amount	Residents			58%		73%			66%√
		Businesses			44%		46%			46%
	# of attendees at Arts in the Parks events	# of Participants			2,035	1,370	3,875	4,493	14,920	17,415√
		Sleepless Night				100,000		130,000	100,000	
IMPROVE THE LIVES OF ELDERLY RESIDENTS	% of residents more than 65 years old rating Miami Beach city government as Good or Excellent in meeting their expectations	Residents			71%		80%			66%
	% of residents more than 65 years old rating the City of Miami Beach as a place to live as excellent or good	Residents			85%		88%			88%
	# of seniors participants In City's program	# of participants in Senior Scenes Club	52	482	467	632	728	970	1,050	1,212√
		# of Senior participants in City's Recreational Programs				1, 403	1,358	2,262	3,135	2,582√

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KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
IMPROVE THE LIVES OF ELDERLY RESIDENTS (CONT.)	Total City dollars expended per elderly resident in the City (CDBG, Recreation \$'s, etc.)	\$ Amount		\$9.22	\$9.41	\$8.80	\$9.16	\$8.79	\$10.73	\$14.36√
ENHANCE LEARNING OPPORTUNITIES FOR YOUTH	% of households with children rating Miami Beach city government as Good or Excellent in supporting meeting their expectations	Married, with children			62%		67%			67%√
		Divorced/ Separated, with children			66%		62%			77%√
	% of households with children rating the City of Miami Beach as a place to live as excellent or good	Married, with Children			80%		87%			88%√
		Divorced/ Separated with children			79%		86%			88%√
	% of residents with children satisfied or very satisfied with public school within Miami Beach	Residents	53%		51%					91%√
	# of youth participants in City's programs, including International Baccalaureate	# of participants			9,709	6,911	14,378	15,592	18,640	20,557√
	Total City dollars appropriated/ allocated for youth resident in the City (compact \$\$, grant funds, recreation \$\$, etc.)	\$Amount (in millions)			\$8.3	\$8.2	\$8.8	\$8.1	\$8.0	\$7.8
REDUCE THE NUMBER OF HOMELESS	% rating City's ability to address homelessness as excellent or good	Reading	59%	67%	60%	65%	65%	65%	62%	68%√
		Mathematics	70%	72%	67%	65%	73%	67%	71%	67%
	# of homeless in Miami Beach	Census Count	239	218	173	98	141	149	177	173
INCREASE ACCESS TO WORKFORCE OR AFFORDABLE HOUSING	% rating availability of workforce housing as acceptable / the right amount	Residents	38%							
	# of CMB affordable rental units	Units			4,699	4,607	4,605	4,633	4,743	4,796√
PROMOTE AND CELEBRATE OUR CITY'S DIVERSITY	Under Development	Under Development								TBD

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Well-Improved Infrastructure

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY09/10	FY 10/11	FY 11/12
ENHANCE MOBILITY THROUGHOUT THE CITY	% rating traffic flow on MB as excellent or good	Residents	36%		24%		31%			23%
		Businesses	25%		28%		43%			34%
	% of CMB major intersections meeting minimum Level of Service D adopted in the City's Comprehensive Development Master Plan	Percentage	17	22	22	22	22	22	22	TBD
	Total bike lanes and pedestrian trail miles citywide	Miles	1	3	5	6	6	9	10	20√
	% rating the availability of bicycle paths/lanes throughout the City as about the right amount	Residents			35%		32%			45%√
	South beach bus circulator (the Local) ridership	Ridership (In Millions)		1.67	2.49	2.38	1.63	1.56	1.58	1.49
IMPROVE PARKING AVAILABILITY	% of residents rating the availability of parking throughout the city as about the right amount	Residents	21%		19%		21%			27%√
	% of businesses rating the availability of parking for customers and employees as excellent or good	Business	18%		28%		28%			40%√
	# of parking spaces	Garages	3,949	3,949	3,949	3,949	3,949	5,099	5,649	6,089√
		Attended Lots	1,306	1,306	1,306	1,081	981	886	886	886
		Metered Lots	4,455	4,455	4,456	4,508	4,559	4,536	4,536	4,536
		On Street Spaces Est.	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888
ENSURE VALUE AND TIMELY DELIVERY OF QUALITY CAPITAL PROJECTS	% rating of recently completed capital improvement projects on MB as excellent or good	Residents	83%		84%					81%
		Businesses	79%		86%					
	% of projects with substantially completed construction and in beneficial use within 120 days of construction schedule	Percent		75%	100%	94%	100%	88%	84%	96%√

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KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY09/10	FY 10/11	FY 11/12
ENSURE VALUE AND TIMELY DELIVERY OF QUALITY CAPITAL PROJECTS (CONTINUED)	% of change orders as a % of contracted amount (2003-2008: Total change order value as percent of original contracted construction amount)	Percent				6.0%	3.2%	4.8%	8.1%	9.7%
ENSURE WELL-MAINTAINED FACILITIES	% rating the appearance and maintenance of the City's public buildings as Excellent or Good	Residents	80%		81%		87%			87%√
		Businesses	73%		77%		85%			83%√
	Facility Condition Index for City of Miami Beach Facilities (cost of deferred maintenance as a percent of the value of the facility)	City Hall	.14			.13		.32		.25
		Historic City Hall	.60			.10		.01		.04√
		777 17 Street		.10		.25		.22		.29
		Bass Museum		.08		.08		.18		.15
		Acorn Theater		.13		.13		.31		.44
		Police Station		.12		.10		.17		.21
		21st Comm. Ctr		.04		.03		.11		.17
		21st Bandshell		.09		.09		.15		.52
		MB Ballet		.13		.13		.16		.08√
		Carl Fisher Club House		.08		.09		.32		.36
		MB Golf Club House		.05		.01		.02		.04
		South Shore Comm Ctr.		.46		.37		.44		.06√
		North Shore Youth Ctr.		.07		.12		.14		.18
	% of Facility Cost Index ratings scoring below 0.15 (good or better)	Percent		35%	59%	72%	60%	60%	38%	62%√

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KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY09/10	FY 10/11	FY 11/12
MAINTAIN CITY'S INFRASTRUCTURE	% rating as excellent or good: Condition of roads (smoothness, street repair, etc.)	Residents	47%		48%		55%			44%
		Businesses	36%		37%		48%			40%
	% of roadway lane miles assessed in good condition	Percent		63%	45%	48%	49%	52%	49%	50%
	% rating the conditions of sidewalks (few or no cracks) as excellent or good	Residents	53%		49%		64%			58%
		Businesses	48%		54%		66%			64%√
	# of sidewalk complaints	# of complaints						79	50	47√
	% of utility pipe miles assessed in good condition	Percent		60%	55%	70%	60%	60%	60%	TBD
IMPROVE STORM DRAINAGE CITYWIDE	% rating as excellent or good: storm drainage	Residents	45%		42%		44%			37%
		Businesses	38%		37%		45%			37%
PRESERVE OUR BEACHES	# of beach hotspots that are unusable due to erosion	# of unusable hotspots								1.0

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Culture, Entertainment Tourism Capital and International Center for Innovation and Business

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
MAXIMIZE MIAMI BEACH AS A DESTINATION BRAND	# of attendees at City Theaters	Colony			23,842	26,492	34,911	29,774	29,673	33,964√
		Byron			26,942	10,399	2,406	5,485	5,539	5,391
		Fillmore			96,087	82,703	72,642	94,279	115,658	155,073√
	Tourism Indicators (Calendar Year)	# of Overnight Visitors (In Mill) stayed in MB Hotel	5.3	5.1	4.9	4.9	5.4	5.6	5.5	5.8√
		Average Room Rate	\$195	\$164	\$182	\$201	\$167	\$198	\$211	\$227√
		Average Occupancy	72%	71%	74%	72%	65%	68%	75%	76%√
IMPROVE CONVENTION CENTER FACILITY	% occupancy at the Miami Beach Convention Center	Occupancy	58%	61%	70%	63%	61%	61%	54%	61%
DIVERSIFY BUSINESS BASE IN MIAMI BEACH	% of businesses that rate the City of Miami Beach as one of the best, above average, or average places to run a business	Best, Above Average, Average	75%		83%		87%			87%√
	% of businesses that would recommend Miami Beach to others as a place to run a business	Would recommend			62%		67%			70%√
	# of business assistant contacts	# of Contacts				117	162	182	181	101
IMPROVE BUILDING DEVELOPMENT RELATED PROCESSES	% rating experience with Building Department as excellent or good	Residents			42%		47%			
		Businesses			46%		57%			47%
	Rejection rates for inspections and plans	Percentage Inspections				25.1%	24.0%	18.9%	20.1%	18.8%
		Plans				19.8%*			28.6%**	30.0%
	Turnaround time for plans review	# of Days				23.1	16.1	19.2	18.2	15.8√
	% businesses strongly agree or agree it was easy to get someone who could help them in the building department	Businesses								53%

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* = Based on average of May 2008 through September 2008

** = Based on average of January 2011 through September 2011

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
IMPROVE BUILDING DEVELOPMENT RELATED PROCESSES (CONTINUED)	% businesses strongly agree or agree that the building department employees that assisted them were courteous and professional	Businesses	77%		77%		82.7%			81.0%√
	% business strongly agree or agree that the building department employees who assisted them had the proper training and knowledge	Businesses								70%
	% businesses strongly agree or agree the experience in contacting the building department was satisfactory	Businesses								58%
	% businesses strongly agree or agree inspections by the building department are consistent from inspection to the next	Businesses								62%
	% businesses strongly agree or agree inspections by the building department are fair	Businesses								63%

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Maximizing Value to Our Community for the Tax Dollars Paid

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
MAXIMIZE EFFICIENT DELIVERY OF SERVICES	% rating the Overall Value of City services for tax dollars paid as Good or Excellent	Residents	50%		46%		65%			56%
		Businesses	41%		55%		55%			52%
CONTROL COSTS OF PAYROLL INCLUDING SALARY AND FRINGES/ MINIMIZE TAXES/ ENSURE EXPENDITURE TRENDS ARE SUSTAINABLE OVER THE LONG TERM	Average salary and fringe paid per City employee	\$ Amount Salary			62,460	64,459				TBD
		Fringe			33,696	36,842				TBD
	Operating Millage Rate	Millage Rate	7.425	7.481	7.374	5.6555	5.6555	5.6555	6.2155	6.1655√
INCREASE COMMUNITY SATISFACTION WITH CITY GOVERNMENT	% rating the City of Miami Beach as a place to live as excellent or good	Residents	84%		83%		87%			89%√
	% rating Miami Beach city government as Good or Excellent in meeting their expectations	Residents	66%		61%		75%			67%
		Businesses	42%		58%		68%			61%
	% 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	56%		63%		70%			70%√
		Businesses	57%		61%		68%			61%
	% that agree or strongly agree that employees that assisted during their most recent contact with the city had the proper training and knowledge (by source of info and reason for contact)	Residents	65%		65%		78%			75%√
		Businesses	67%		69%		75%			74%√
	Average overall rating for city service shopper program (1-Not Satisfied to 5-Extremely Satisfied)	Rating		3.39	3.78	4.16	3.69	4.10	3.93	4.08√

√ 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

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
INCREASE COMMUNITY SATISFACTION WITH CITY GOVERNMENT (CONTINUED)	Average # of days to issue a business tax receipt	Number of days						10	10	9
	% rating overall quality of fire, EMR, ocean rescue (OR) and emergency/hurricane preparedness as excellent or good	Fire Residents	96%		96%		97%			91%
		Businesses	85%		96%		95%			93%
		EMR Residents	90%		91%		96%			89%
		Businesses	81%		93%		93%			93%√
		Ocean Rescue Residents	95%		92%		95%			86%
		Businesses	74%		93%		95%			88%
		Emergency Prepared Residents	91%		84%		92%			83%
		Businesses	89%		81%		91%			86%
	% of Key Performance Indicators improved in the last fiscal year	Percent		58.6%	55.8%	47.4%	69.7%	30.1%	43.2%	56.2%√

√ Indicates Improvement (increase from survey base year or continuing positive trend)

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Supporting Outcomes to Sustainability of Vision

KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
ENHANCE THE ENVIRONMENTAL SUSTAINABILITY OF THE COMMUNITY	% participation in recycling programs	Residential Commercial								TBD TBD
	Tons of residential waste recycled	# of tons		349	536			2,016	2,085	2,111√
	% of City facility energy use supplied by renewable sources	Percent						0%	0%	0%
	# of private buildings with Silver LEED certification	Number of Buildings	0	0	0	0	0	0	1	2√
	% residents rating the City's efforts to be a "green" or sustainable city as excellent or good	Residents								66%
	% residents rating the level of sustainability initiatives underway by the City of Miami Beach as about the right amount	Residents								63%
ENHANCE EXTERNAL AND INTERNAL COMMUNICATIONS FROM AND WITHIN THE CITY	% that feel the amount of information they get is the right amount	Residents Businesses	60% 50%		62% 55%		79% 66%			87%√ 88%√
	% that strongly agree or agree that the City of Miami Beach government is open and interested in hearing their concerns	Residents Businesses	66% 49%		62% 58%		69% 61%			67% 59%√
EXPAND E-GOVERNMENT	% of transactions available on-line	Under Development								TBD
	# of types of transactions available on line	# of Types	47	52	58	62	66	79	82	82√
IMPROVE PROCESS THROUGH INFORMATION TECHNOLOGY	Business Case estimates of \$'s to be saved or additional \$'s to be generated through information technology investments	\$ Amount			\$50,000	\$85,000	\$6,200	0	\$181,000	TBD
	\$ Information Technology investments to increase revenue, improve efficiency or improve customer service	\$ Amount (in millions)		0.587	0.695	1.043	0.298	0.552	0.199	TBD

√ Indicates Improvement (increase from survey base year or continuing positive trend)

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KEY INTENDED OUTCOMES	CITYWIDE KEY PERFORMANCE INDICATORS	RESULTS								
			FY 04/05	FY 05/06	FY06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
IMPROVE THE CITY'S OVERALL FINANCIAL HEALTH AND MAINTAIN OVERALL BOND RATING	Overall city bond rating	Moody's: A1 S&P: AA-	A1 AA-	Aa3 AA-	Aa3 AA-	Aa3 AA-	Aa3 AA-	Aa2 AA-	Aa2 AA-	Aa2√ AA-
	\$'s in City General Fund reserve accounts	11% Emergency Revenue 6% Contingency Reserve	\$18.6m	\$22.5m \$14.1m	\$24.1m \$12.3m	\$25.5m \$12.6m	\$26.0m \$13.8m	\$25.0m \$13.6m	\$26.2m \$14.3m	\$27.0m√ \$14.7m√
	\$'s in Internal Services Fund Reserve Accounts	\$ Amount						\$0.64m		TBD
	\$'s in Enterprise Fund Reserve Accounts	\$ Amount						\$20.8m		TBD
PROMOTE TRANSPARENCY OF CITY OPERATIONS	Under Development									TBD
STRENGTHEN INTERNAL CONTROLS	Under Development									TBD
ATTRACT AND MAINTAIN A WORKFORCE OF EXCELLENCE	% of employees agreeing or strongly agreeing that they would recommend the City as a place to work	Percent			83.8%					
	% of employees agreeing or strongly agreeing that they are proud to be a City employee	Percent			93%					
	Employee turnover rate	Percent		1.3%	.6%	1.3%	.8%	.6%	1.0%	12.6%
	Employee vacancy rate	Under Development								TBD

√ Indicates Improvement (increase from survey base year or continuing positive trend)

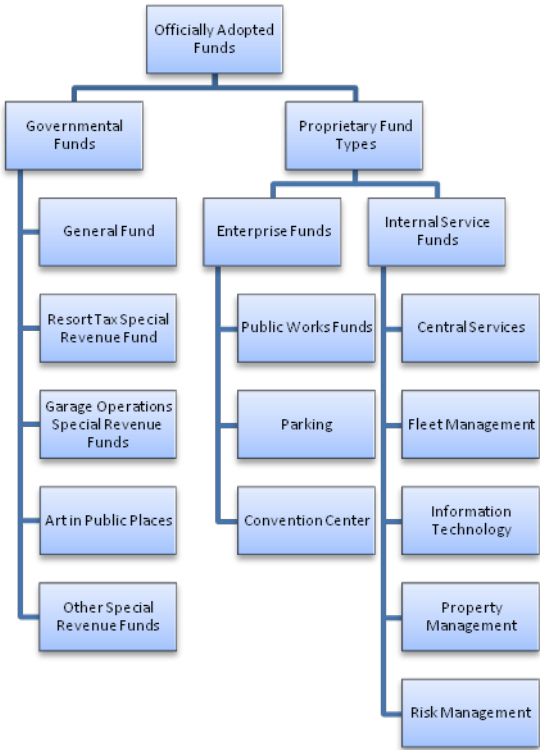
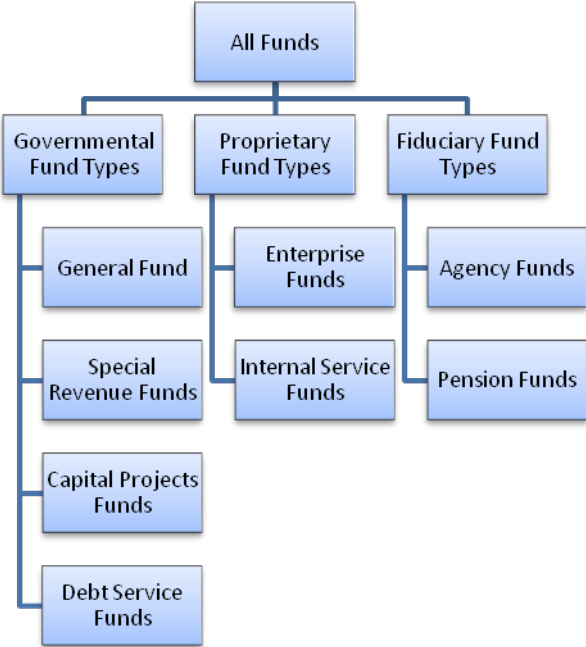
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CITYWIDE BUDGET OVERVIEW

City of Miami Beach Fund Structure



Note: The City of Miami Beach uses a modified accrual basis of accounting when estimating revenues and expenditures for those funds which have officially adopted budgets.

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 2013/14 is \$450,684,00 and is comprised of:

- The General Fund;
- General Obligation Debt Service Fund;
- Enterprise 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.

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 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 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. The City of Miami Beach Operating Budget includes a transfer of \$19,840,000 in tax increment revenues to the City Center Redevelopment Agency.

An additional \$75,481,000 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.

OTHER BUDGETS

Further, an additional \$59,507,000 is budgeted for the Resort Tax Fund, which includes a transfer of \$32,965,000 to the General 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.

Other Special Revenue Funds adopted by the Commission in September are less significant.

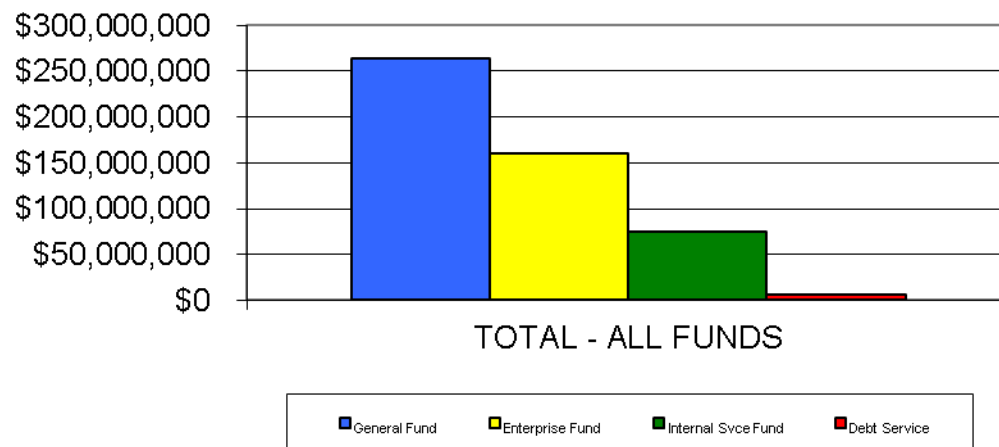
Additionally, the Capital Budget totaling \$49,858,000 can be found in the Capital and Debt Section of the document. More detailed, in-depth information on the Capital Budget can be found in the companion volume entitled Adopted FY 2013/14 – 2017/18 Capital Improvement Plan & FY 2013/14 Capital Budget.

The City of Miami Beach Redevelopment Agency (RDA) is a separate entity, whose Chairperson and Board of Directors are also the City's Mayor and City Commission. The Adopted Operating Budget for the RDA is \$43,000,000. Additional Details can be found in the RDA section of this document.

Revenue Summary by Fund and Major Category						
		G.O. DEBT				INTERNAL
REVENUES	GENERAL	SERVICE	RDA	ENTERPRISE	TOTALS	SERVICE
GENERAL OPERATING REVENUES						
Ad Valorem Taxes	\$ 105,229,000				\$ 105,229,000	
Af Valorem - South Pointe Costs	10,201,000				10,201,000	
Ad Valorem - Capital Renew al & Repl.	1,981,000				1,981,000	
Ad Valorem Taxes - Normandy Shores	147,000				147,000	
Other Taxes	22,765,000				22,765,000	
Licenses and Permits	23,383,000				23,383,000	
Intergovernmental	10,214,000				10,214,000	
Charges for Services	10,315,000				10,315,000	
Fines and Forfeits	2,639,000				2,639,000	
Interest	2,921,000				2,921,000	
Rents and Leases	6,945,000				6,945,000	
Miscellaneous	12,441,000				12,441,000	
Resort Tax Contribution	32,965,000				32,965,000	
Other	8,516,000				8,516,000	
Reserves- Building Dept Operations	1,500,000				1,500,000	
Prior Year Set Aside	2,700,000				2,700,000	
Prior Year Set Aside for Pension Credit	831,000				831,000	
Prior Year Surplus From Parking Op Fund	8,400,000				8,400,000	
Sub-total	\$ 264,093,000				\$ 264,093,000	
G.O. DEBT SERVICE FUND						
Ad Valorem Taxes		\$ 5,924,000			\$ 5,924,000	
Other		\$ 8,000			\$ 8,000	
Sub-total		\$ 5,932,000			\$ 5,932,000	
FUND TOTAL	\$ 264,093,000	\$ 5,932,000			\$ 270,025,000	
RDA FUND-City TIF only						
AD VALOREM TAXES						
Property Taxes-RDA City Center (net)			\$ 19,840,000		\$ 19,840,000	
FUND TOTAL			\$ 19,840,000		\$ 19,840,000	
ENTERPRISE FUNDS						
Convention Center				\$ 12,726,000	\$ 12,726,000	
Parking				48,427,000	\$ 48,427,000	
Sanitation				17,915,000	\$ 17,915,000	
Sewer Operations				38,132,000	\$ 38,132,000	
Storm Water				12,097,000	\$ 12,097,000	
Water Operations				31,522,000	\$ 31,522,000	
FUND TOTAL				\$ 160,819,000	\$ 160,819,000	
INTERNAL SERVICE FUNDS						
Central Services						\$ 948,000
Fleet Management						10,369,000
Information Technology						15,527,000
Property Management						9,325,000
Risk Management						13,935,000
Medical & Dental Insurance						25,377,000
FUND TOTAL						\$ 75,481,000
TOTAL ALL FUNDS	\$ 264,093,000	\$ 5,932,000	\$ 19,840,000	\$ 160,819,000	\$ 450,684,000	\$ 75,481,000

TOTAL EXPENDITURES BY FUND AND DEPARTMENT						
Fiscal Year 2013/14						
FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	TOTALS	INTERNAL SERVICE
MAYOR & COMMISSION	\$1,719,000				\$1,719,000	
ADMINISTRATIVE SUPPORT SERVICES					\$15,008,000	
CITY MANAGER	2,911,000					
COMMUNICATIONS	836,000					
BUDGET & PERFORMANCE IMPROV	1,922,000					
ORG DEV & PERFORMANCE INITIATIVE	392,000					
FINANCE	4,644,000					
PROCUREMENT	1,137,000					
INFORMATION TECHNOLOGY						15,527,000
HUMAN RESOURCES/LABOR RELATIONS	1,822,000					
Risk Management						13,935,000
Medical & Dental Insurance						25,377,000
CITY CLERK	1,344,000					
Central Services						948,000
CITY ATTORNEY	4,684,000				\$4,684,000	
ECONOMIC DEV. & CULTURAL ARTS					\$32,886,000	
Economic Development						
REAL ESTATE, HOUSING & COMM. DEV.	1,843,000					
BUILDING	11,945,000					
PLANNING	3,467,000					
Cultural Arts						
TOURISM & CULTURAL DEV	2,905,000					
CONVENTION CENTER				12,726,000		
OPERATIONS					\$195,222,000	
CODE COMPLIANCE	4,876,000					
COMMUNITY SERVICES	492,000					
PARKS & RECREATION	30,059,000					
PUBLIC WORKS	6,735,000					
Property Management						9,325,000
Sanitation				17,915,000		
Sewer				38,132,000		
Stormwater				12,097,000		
Water				31,522,000		
CAPITAL IMPROVEMENT PROJECTS	4,967,000					
PARKING				48,427,000		
FLEET MANAGEMENT						10,369,000
PUBLIC SAFETY					\$160,016,000	
POLICE	98,435,000					
FIRE	61,581,000					
CITYWIDE ACCOUNTS					\$10,067,000	
CITYWIDE ACCTS-Normandy Shores	225,000					
CITYWIDE ACCTS-Operating Contingency	1,000,000					
CITYWIDE ACCTS-Other	8,842,000					
Carryforward from Prior Year Set Asides						
Transfers					\$3,329,000	
Capital Investment Upkeep Fund	216,000					
Info & Comm Technology Fund	395,000					
Set Aside-Reserve	1,318,000					
Pay-as-you-go Capital	1,400,000					
CAPITAL RENEWAL & REPLACEMENT	1,981,000				\$1,981,000	
G.O. DEBT SERVICE		5,932,000			\$5,932,000	
RDA-City TIF Transfer only						
City Center			19,840,000		19,840,000	
TOTAL - ALL FUNDS	\$264,093,000	\$5,932,000	\$19,840,000	\$160,819,000	\$450,684,000	\$75,481,000

FY 2014 ADOPTED APPROPRIATION BY FUND TYPE



CITY OF MIAMI BEACH
Adopted Fiscal Year 2013/14
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14	Adp14-Adp13 Variance	% Diff.
GENERAL FUND					
MAYOR AND COMMISSION	\$ 1,546,794	\$ 1,648,000	\$ 1,719,000	\$ 71,000	4.6%
ADMINISTRATIVE SUPPORT					
City Manager	2,219,404	2,313,000	2,911,000	598,000	26.9%
Communications	853,972	893,000	836,000	(57,000)	-6.7%
Budget & Performance Improvement	1,917,136	2,160,000	1,922,000	(238,000)	-12.4%
Org Dev & Performance Initiative	-	-	392,000	392,000	0.0%
Finance	4,156,341	4,426,000	4,644,000	218,000	5.2%
Procurement	860,677	1,063,000	1,137,000	74,000	8.6%
Human Resources/Labor Relations	1,639,119	1,827,000	1,822,000	(5,000)	-0.3%
City Clerk	1,313,081	1,505,000	1,344,000	(161,000)	-12.3%
CITY ATTORNEY	4,112,330	4,318,000	4,684,000	366,000	8.9%
ECON DEV & CULTURAL ARTS					
Real Estate, Housing & Comm Dev	800,505	1,048,007	776,000	(272,007)	-34.0%
Homeless Services	794,988	989,427	1,067,000	77,573	9.8%
Building	10,330,972	10,985,000	11,945,000	960,000	9.3%
Planning	3,128,761	3,419,000	3,467,000	48,000	1.5%
Tourism & Cultural Development	2,304,631	2,503,000	2,905,000	402,000	17.4%
OPERATIONS					
Code Compliance	4,160,638	4,647,000	4,876,000	229,000	5.5%
Community Services	423,559	460,566	492,000	31,434	7.4%
Parks & Recreation	27,103,201	28,772,000	30,059,000	1,287,000	4.7%
Public Works	5,816,237	6,548,000	6,735,000	187,000	3.2%
Capital Improvement Projects	4,067,091	4,841,000	4,967,000	126,000	3.1%
PUBLIC SAFETY					
Police	89,688,262	94,963,000	98,435,000	3,472,000	3.9%
Fire	57,942,519	62,242,000	61,581,000	(661,000)	-1.1%
CITYWIDE					
Citywide Accounts-Other	12,085,273	8,817,708	8,842,000	24,292	0.2%
Citywide Accounts-Normandy Shores	166,875	187,292	225,000	37,708	22.6%
Operating Contingency	-	1,000,000	1,000,000	0	0
Subtotal	237,432,366	251,576,000	258,783,000	7,207,000	3.0%
Transfers					
Capital Renewal & Replacement	1,755,752	1,859,000	1,981,000	122,000	6.9%
Capital Investment Upkeep Acct	118,827	219,000	216,000	(3,000)	-2.5%
Pay-as-you-go Capital	-	1,400,000	1,400,000	-	0.0%
Reserve for Future Budget	-	831,000	1,318,000	487,000	
3 Cent Gas Tax Fund	285,068	-	-	-	
Info & Comm Technology Fund	600,885	395,000	395,000	-	0.0%
Subtotal	2,760,532	4,704,000	5,310,000	606,000	22.0%
TOTAL GENERAL FUND	\$ 240,192,898	\$ 256,280,000	\$ 264,093,000	\$ 7,813,000	3.3%
G.O. DEBT SERVICE	5,978,448	\$ 5,928,000	\$ 5,932,000	\$ (46,448)	-0.8%
RDA FUND-City TIF only					
RDA-City Center	16,581,236	17,318,000	19,840,000	2,522,000	15.2%
TOTAL RDA FUND	\$ 16,581,236	\$ 17,318,000	\$ 19,840,000	\$ 2,522,000	15.2%
ENTERPRISE FUNDS					
CONVENTION CENTER	13,478,680	\$ 12,702,000	\$ 12,726,000	\$ 24,000	0.2%
WATER OPERATIONS	32,230,908	34,036,000	31,522,000	(2,514,000)	-7.8%
SEWER OPERATIONS	33,738,544	37,465,000	38,132,000	667,000	2.0%
STORMWATER	10,723,379	11,926,000	12,097,000	171,000	1.6%
SANITATION	16,036,676	17,302,000	17,915,000	613,000	3.8%
PARKING	38,640,054	47,657,000	48,427,000	770,000	2.0%
TOTAL ENTERPRISE FUNDS	\$ 144,848,241	\$ 161,088,000	\$ 160,819,000	\$ (269,000)	-0.2%
TOTAL GF,DEBT,RDA,ENTERPRISE	\$ 407,600,823	\$ 440,614,000	\$ 450,684,000	\$ 10,070,000	2.5%
INTERNAL SERVICE FUNDS*					
INFORMATION TECHNOLOGY	13,951,668	\$ 16,366,000	\$ 15,527,000	\$ 1,575,332	11.3%
RISK MANAGEMENT	21,756,376	23,494,000	13,935,000	(7,821,376)	-35.9%
MEDICAL & DENTAL INSURANCE	-	-	25,377,000	25,377,000	0.0%
CENTRAL SERVICES	879,740	906,000	948,000	68,260	7.8%
PROPERTY MANAGEMENT	7,787,308	8,862,000	9,325,000	1,537,692	19.7%
FLEET MANAGEMENT	11,945,495	9,700,000	10,369,000	(1,576,495)	-13.2%
TOTAL INTERNAL SERVICE FUNDS	56,320,587	\$ 59,328,000	\$ 75,481,000	\$ 19,160,413	34.0%

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

REVENUE SUMMARY
by Fund and Major Category

	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	FY 2013/14 Adopted	Adp 14- Adp 13 Variance
GENERAL FUND					
OPERATING					
Ad Valorem Taxes	\$ 98,240,050	\$ 98,229,386	\$ 102,171,000	\$ 105,229,000	\$ 3,058,000
Ad Valorem Taxes-South Pointe Cost	10,443,796	10,442,663	10,296,000	10,201,000	(95,000)
Ad Valorem Taxes-Capital Repl	1,756,487	1,756,297	1,850,000	1,981,000	131,000
Ad Valorem Taxes-Norm Shores	108,514	108,503	129,000	147,000	18,000
Other Taxes	24,074,326	24,998,295	24,023,000	22,765,000	(1,258,000)
Licenses and Permits	18,435,081	22,033,802	20,033,000	23,383,000	3,350,000
Intergovernmental	9,971,704	9,905,371	9,827,000	10,214,000	387,000
Charges for Services	10,276,116	10,087,938	10,668,000	10,315,000	(353,000)
Fines and Forfeits	2,654,246	3,139,594	2,199,000	2,639,000	440,000
Interest	2,328,465	3,775,500	2,983,000	2,921,000	(62,000)
Rents and Leases	5,605,154	6,224,283	6,464,000	6,945,000	481,000
Miscellaneous	9,833,479	11,774,992	11,830,000	12,441,000	611,000
Other-Resort Tax Contribution	23,415,440	27,515,440	30,965,000	32,965,000	2,000,000
Other-Non Operating Revenue	15,265,443	15,181,602	22,842,000	21,947,000	(895,000)
TOTAL	\$ 232,408,303	\$ 245,173,665	\$ 256,280,000	\$ 264,093,000	\$ 7,813,000

REVENUE DETAILS
by Fund and Major Category

General Fund Details Comparison by Category	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	FY 2013/14 Adopted	Adp 14- Adp 13 Variance
AD VALOREM TAXES					
Property Tax	\$ 98,240,050	\$ 98,229,386	\$ 102,171,000	\$ 105,229,000	\$ 3,058,000
Property Tax- S.Pte.Cost	10,443,796	10,442,663	10,296,000	10,201,000	(95,000)
Property Tax- Capital Replace	1,756,487	1,756,297	1,850,000	1,981,000	131,000
Property Tax- Norm Shores	108,514	108,503	129,000	147,000	18,000
TOTAL	\$ 110,548,848	\$ 110,536,848	\$ 114,446,000	\$ 117,558,000	\$ 3,112,000

OTHER TAXES

FRANCHISE TAXES					
Electricity	\$ 7,505,515	\$ 8,795,911	\$ 7,980,000	\$ 7,036,000	\$ (944,000)
Gas	500,041	465,208	459,000	462,000	3,000
Cable T.V.	1,334,278	1,328,477	1,334,000	1,331,000	(3,000)
Subtotal	\$ 9,339,834	\$ 10,589,596	\$ 9,773,000	\$ 8,829,000	\$ (944,000)
UTILITY TAXES					
Electricity	\$ 9,002,020	\$ 9,228,623	\$ 9,446,000	\$ 9,831,000	\$ 385,000
Telephone					
Other-Telephone Co.'s	4,524,815	4,115,429	4,298,000	3,614,000	(684,000)
E-911 Telephone	287,506	256,121	0	0	0
E-911 wireless telephone	419,210	319,615	0	0	0
Gas					
Peoples	462,691	453,318	470,000	446,000	(24,000)
Other-Companies	36,626	34,421	35,000	44,000	9,000
Fuel Oil	1,624	1,173	1,000	1,000	0
Subtotal	\$ 14,734,493	\$ 14,408,699	\$ 14,250,000	\$ 13,936,000	\$ (314,000)
TOTAL	\$ 24,074,326	\$ 24,998,295	\$ 24,023,000	\$ 22,765,000	\$ (1,258,000)

General Fund Details Comparison by Category	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	FY 2013/14 Adopted	Adp 14- Adp 13 Variance
LICENSES AND PERMITS					
BUSINESS TAX RECEIPTS					
City Business Tax Receipts	\$ 4,075,062	\$ 4,246,937	\$ 4,150,000	\$ 4,357,000	\$ 207,000
County Business Tax Receipts	167,829	157,420	185,000	160,000	(25,000)
Subtotal Business Tax	\$ 4,242,891	\$ 4,404,357	\$ 4,335,000	\$ 4,517,000	\$ 182,000
PERMITS					
Building	\$ 5,689,034	\$ 8,053,388	\$ 6,865,000	\$ 9,500,000	\$ 2,635,000
Building Recertification	101,664	88,952	90,000	90,000	0
Certificate of Completion	29,503	13,741	20,000	50,000	30,000
Certificate of Occupancy	238,395	445,007	290,000	350,000	60,000
Certificate of Use	593,297	798,033	700,000	608,000	(92,000)
Demolition	1,356	100	0	0	0
Electrical	466,954	161,882	230,000	0	(230,000)
Elevator Inspection	1,426,488	1,555,415	1,140,000	1,210,000	70,000
Marine	1,321	103	0	0	0
Mechanical	180,981	28,394	20,000	0	(20,000)
Building Training Surcharge	38,295	67,117	130,000	130,000	0
Plumbing	220,377	29,779	20,000	0	(20,000)
Building Permit Extensions	47,525	32,565	40,000	40,000	0
Fitness Class Permit	0	0	0	18,000	18,000
Grease Trap Permit	0	0	0	210,000	210,000
Lockboxes	18,795	15,860	20,000	20,000	0
Subtotal Building Dept	\$ 9,053,985	\$ 11,290,336	\$ 9,565,000	\$ 12,226,000	\$ 2,661,000
Fire Inspection - Annual	383,807	445,163	445,000	454,000	9,000
Fire Hydrant Flow Test	74862.48	82494.12	80000	80,000	0
Fire Plan Review	931,700	1,301,225	1,400,000	1,698,000	298,000
Fire Prevention Training Surcharge	0	12,948	24,000	15,000	(9,000)
Subtotal Fire Dept	\$ 1,390,370	\$ 1,841,831	\$ 1,949,000	\$ 2,247,000	\$ 298,000
Public Works fees-Bldg Permit	215,885	261,707	253,000	334,000	81,000
Work in right-of-way	440,555	827,285	446,000	587,000	141,000
News Rack Permit	9,225	1,300	9,000	12,000	3,000
Sidewalk Permit Fees	1,413,193	1,520,786	1,640,000	1,654,000	14,000
Subtotal Public Works Dept	\$ 2,078,858	\$ 2,611,077	\$ 2,348,000	\$ 2,587,000	\$ 239,000
Plans Review/Planning	11,578	4,033	0	0	0
Planning fees- Bldg Permit	1,038,100	1,257,182	1,213,000	1,100,000	(113,000)
Subtotal Planning Dept	\$ 1,049,678	\$ 1,261,215	\$ 1,213,000	\$ 1,100,000	\$ (113,000)
False Alarm Permit/Fee					
Police Towing	71,847	61,825	67,000	98,000	31,000
Special Events	418,021	402,008	428,000	455,000	27,000
Garage Sale	2,790	2,430	3,000	3,000	0
Other	126,641	158,723	125,000	150,000	25,000
Subtotal Other	\$ 619,299	\$ 624,987	\$ 623,000	\$ 706,000	\$ 83,000
Subtotal Permits	\$ 14,192,190	\$ 17,629,445	\$ 15,698,000	\$ 18,866,000	\$ 3,168,000
TOTAL LICENSE & PERMITS	\$ 18,435,081	\$ 22,033,802	\$ 20,033,000	\$ 23,383,000	\$ 3,350,000

INTERGOVERNMENTAL REVENUES

STATE REVENUE SHARING					
Sales Tax Proceeds	\$ 1,738,777	\$ 1,785,530	\$ 1,780,000	\$ 1,862,000	\$ 82,000
Local Option Gas Tax (6 cents)	1,064,075	994,882	970,000	957,000	(13,000)
Local Option Gas Tax (3 cents)	415,522	387,279	0	0	0
LOGT/School Guards	19,204	19,152	14,000	22,000	8,000
Motor Fuel Tax	702,276	690,183	687,000	656,000	(31,000)
Liquor Licenses	269,148	284,088	280,000	297,000	17,000
Local Gov't 1/2 Cent Sales Tax	5,683,487	5,700,186	6,010,000	6,305,000	295,000
Firefighters Supplemental	79,215	44,071	86,000	115,000	29,000
TOTAL	\$ 9,971,704	\$ 9,905,371	\$ 9,827,000	\$ 10,214,000	\$ 387,000

CHARGES FOR SERVICE

GENERAL GOVERNMENT					
Photocopies	\$ 66,255	\$ 45,069	\$ 45,000	\$ 42,000	\$ (3,000)
Passport Application Fees	53,350	65,576	57,000	79,000	22,000
Concurrency Statement Fees	14,470	17,745	16,000	28,000	12,000
Microfilm - Building	26,119	47,013	30,000	50,000	20,000
Subtotal	\$ 160,194	\$ 175,403	\$ 148,000	\$ 199,000	\$ 51,000
PUBLIC SAFETY					
Fire-Rescue	1,558,888	1,614,672	1,792,000	1,507,000	(285,000)
Off Duty Admin - Police	754,317	764,901	718,000	671,000	(47,000)
Off Duty Admin - Fire	64,026	91,802	70,000	106,000	36,000
Subtotal	\$ 2,377,231	\$ 2,471,376	\$ 2,580,000	\$ 2,284,000	\$ (296,000)

General Fund Details Comparison by Category	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	FY 2013/14 Adopted	Adp 14- Adp 13 Variance
CULTURE AND RECREATION					
Miami Beach Golf Club	3,893,174	3,635,164	4,028,000	3,956,000	(72,000)
Normandy Shores Golf Club	1,851,541	1,662,968	1,951,000	1,838,000	(113,000)
Subtotal Golf Courses	\$ 5,744,715	\$ 5,298,132	\$ 5,979,000	\$ 5,794,000	\$ (185,000)
Pools	33,750	23,764	32,000	20,000	(12,000)
Tennis Centers	74,924	69,676	60,000	61,000	1,000
Athletics	199,279	193,978	179,000	185,000	6,000
Children's Trust	269,049	355,659	295,000	300,000	5,000
After School Programs	240,501	240,163	229,500	228,000	(1,500)
Entrance Fees	21,805	37,155	21,000	34,000	13,000
Summer Programs	450,297	439,310	397,000	491,000	94,000
Gymnastics	42,359	41,962	32,000	23,000	(9,000)
Classes	438,475	510,682	450,500	483,000	32,500
Rentals	200,020	212,799	243,000	199,000	(44,000)
Recreation Advertising	16,400	18,200	17,000	13,000	(4,000)
Recreation Miscellaneous	7,119	(320)	5,000	1,000	(4,000)
Subtotal Recreation	1,993,977	2,143,027	1,961,000	2,038,000	77,000
Subtotal Culture and Recreation	\$ 7,738,691	\$ 7,441,159	\$ 7,940,000	\$ 7,832,000	\$ (108,000)
TOTAL	\$ 10,276,116	\$ 10,087,938	\$ 10,668,000	\$ 10,315,000	\$ (353,000)

FINES AND FORFEITS

County Court Fines - Traffic	\$ 837,169	\$ 685,309	\$ 890,000	\$ 606,000	\$ (284,000)
County Court Fines - Parking	187,883	123,155	191,000	132,000	(59,000)
Parking/School Guards	64,711	70,788	64,000	66,000	2,000
Cost Recovery-Police	35,536	80,236	35,000	56,000	21,000
False Alarm Fines	8,010	1,800	13,000	112,000	99,000
Red Light Camera fines	26,775	0	0	0	0
Code Enforcement Violations	565,137	594,085	550,000	660,000	110,000
Building Code Violations	856,841	1,564,201	400,000	850,000	450,000
Fire Code Violations	45,047	7,124	40,000	123,000	83,000
Fire Overcrowding Fines	16,600	9,600	10,000	31,000	21,000
Requests for Appeals	860	860	0	1,000	1,000
Other	9,676	2,436	6,000	2,000	(4,000)
TOTAL	\$ 2,654,246	\$ 3,139,594	\$ 2,199,000	\$ 2,639,000	\$ 440,000

INTEREST EARNINGS

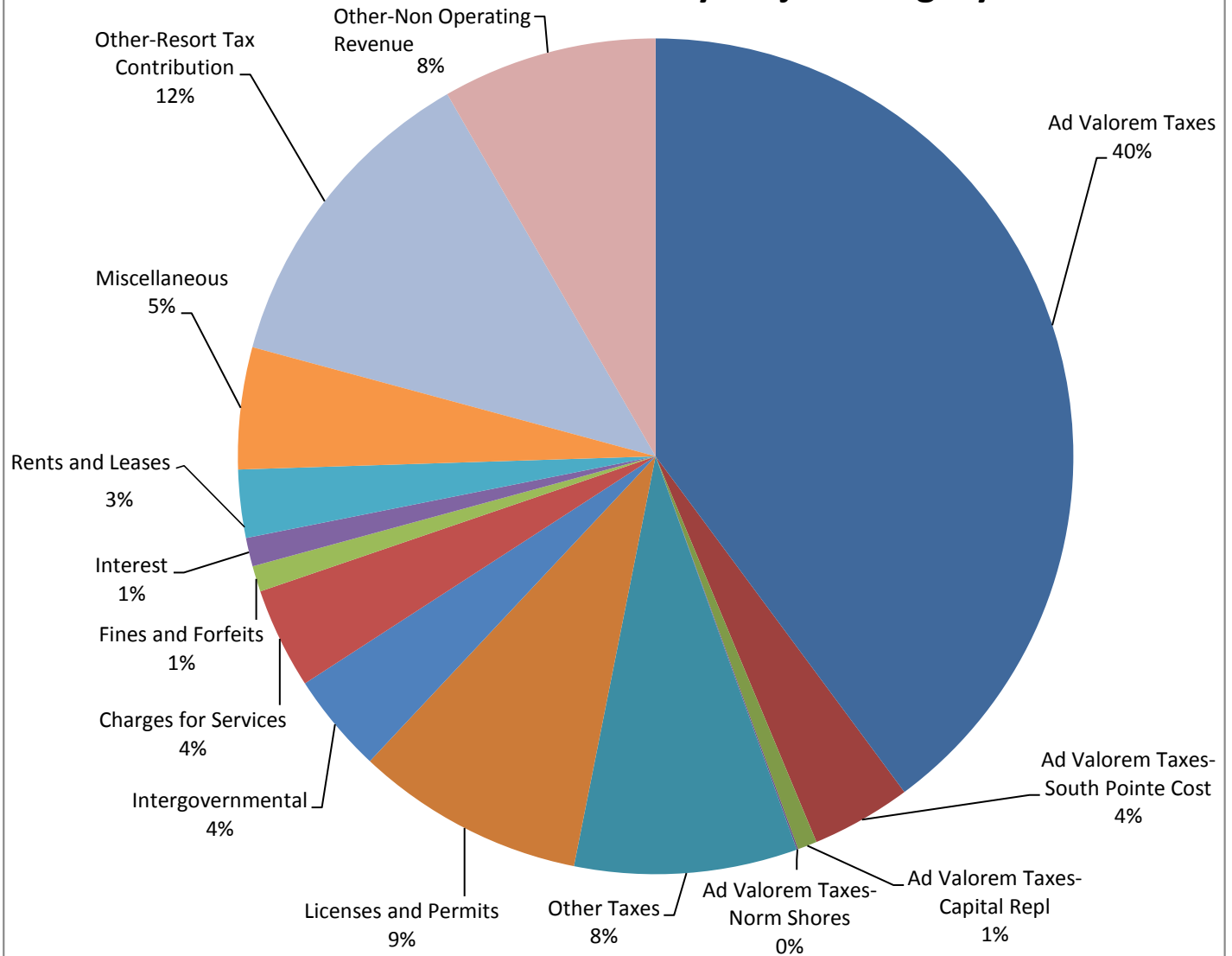
Interest Earnings	\$ 2,880,306	\$ 2,665,467	\$ 2,947,000	\$ 2,856,000	\$ (91,000)
Unrealized Gain/ Loss on Investment	(606,385)	1,031,228	0	0	0
Interest other	54,544	78,805	36,000	65,000	29,000
TOTAL	\$ 2,328,465	\$ 3,775,500	\$ 2,983,000	\$ 2,921,000	\$ (62,000)

RENTS AND LEASES

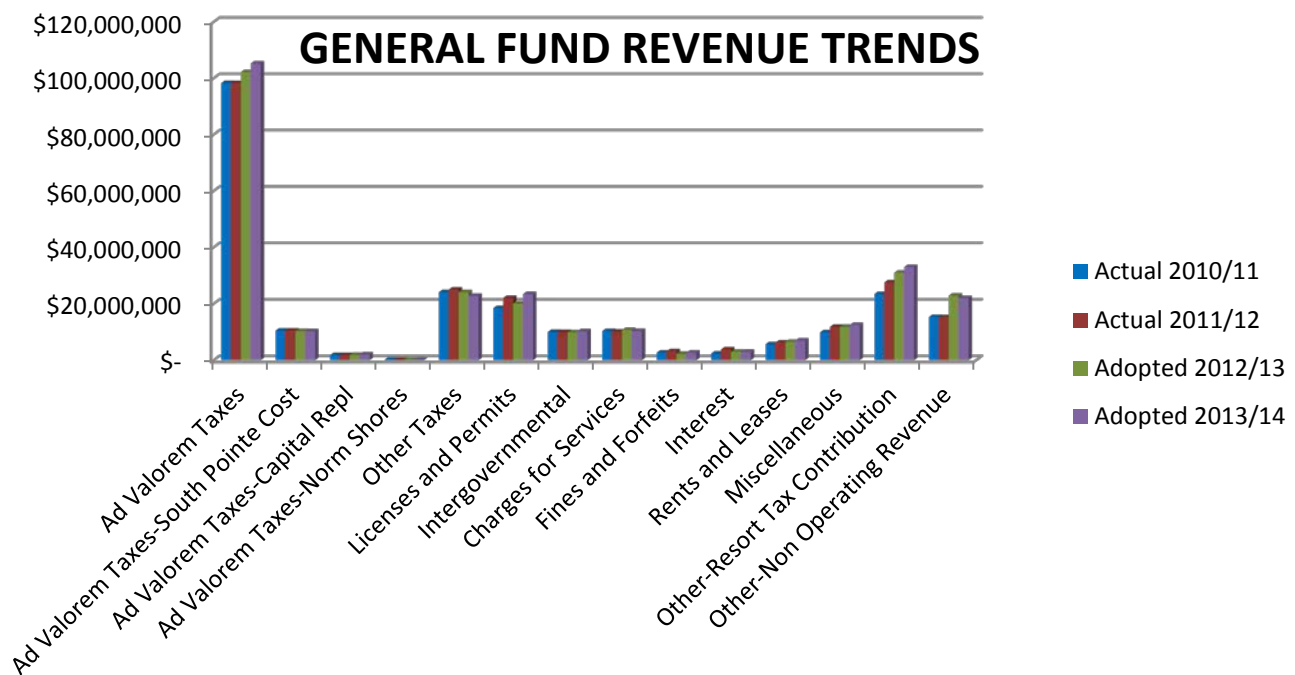
Air Rights Lease	\$ 40,625	\$ 40,625	\$ 40,000	\$ 42,000	\$ 2,000
Byron Carlyle	27,985	0	0	0	0
Colony Theater	223,047	261,542	247,000	222,000	(25,000)
Colony Theater Café	237,649	238,196	238,000	254,000	16,000
Live Nation	1,082,432	1,104,081	1,126,000	1,148,000	22,000
Bus Shelters	470,970	564,064	695,000	787,000	92,000
South Pointe Park Restaurant	593,661	688,638	811,000	767,000	(44,000)
Penn Garage Ground Lease	0	300,000	300,000	300,000	0
Park One Development Agreement	63,592	61,729	64,000	71,000	7,000
Lincoln Place Develop. Agreement	120,464	111,486	99,000	121,000	22,000
American Riviera RE Co.	0	0	0	40,000	40,000
Communication Site Leases	0	45,033	0	35,000	35,000
The Lincoln Develop. Agreement	143,701	140,961	142,000	154,000	12,000
Historic City Hall Building/CAM	265,685	322,250	297,000	343,000	46,000
777 Building/CAM	256,082	280,254	285,000	281,000	(4,000)
Penrod's Pier Park Restaurant	828,611	753,100	849,000	871,000	22,000
Ballet Valet Ramp	27,022	23,529	24,000	25,000	1,000
Marina Rent (RDA)	660,307	763,574	713,000	934,000	221,000
Rental City Prop-Other Funds	563,321	525,219	534,000	550,000	16,000
TOTAL	\$ 5,605,154	\$ 6,224,283	\$ 6,464,000	\$ 6,945,000	\$ 481,000

General Fund Details Comparison by Category	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	FY 2013/14 Adopted	Adp 14- Adp 13 Variance
MISCELLANEOUS					
Bond Issuance Fee	\$ 50,000	\$ 65,292	\$ 0	0	0
Cost Allocation - CIP	3,849,538	4,066,873	4,700,000	4,967,000	267,000
Cost Allocation- PW In-House Design	368,410	387,391	414,000	414,000	0
City Ctr RDA - Management Fee	1,195,055	1,201,608	1,237,000	1,326,000	89,000
Anchor Garage/Penn Shops-Mgmt Fee	252,342	280,554	338,000	345,000	7,000
Concessions					
Brothers Vending and Coca Cola Beverage	14,991	831,818	31,000	42,000	11,000
Boucher Brothers - Beachfront	514,847	640,765	640,000	722,000	82,000
Beachfront - Other	310,571	328,055	246,000	294,000	48,000
South Pointe Park Pavillion	9,000	9,000	12,000	19,000	7,000
Road Impact Fee Reimbursement	2,537	1,460	10,000	10,000	0
FEMA and Other Unbudgeted Revenues	255,963	279,683	3,000	3,000	0
Revenue Enhancements- Advertising	6,500	6,250	0	0	0
Sale of City Property	14,592	29,124	10,000	10,000	0
Planning Application Fees	252,417	347,423	310,000	298,000	(12,000)
Beach Access	43,144	39,631	47,000	45,000	(2,000)
Communications Advertising	118,550	151,942	186,000	186,000	0
Light Pole Banner Application Fee	65,250	49,000	59,000	60,000	1,000
Wedding Ceremony Fee	33,250	29,993	40,000	32,000	(8,000)
Corporate Sponsorship	0	0	325,000	325,000	0
Official City Map	0	0	10,000	0	(10,000)
Promotional Distribution Fee	58,000	38,000	40,000	34,000	(6,000)
Design Review Fee	119,355	148,248	136,000	140,000	4,000
Lien Letter	382,310	511,232	315,000	500,000	185,000
FL Dept of Trans - Reimb	187,500	691,607	446,000	475,000	29,000
Self-Insurance Reimbursement	1,100,000	1,100,000	1,100,000	1,100,000	0
Parking Reimb - Transp./Conc	0	0	550,000	550,000	0
FOP car user fee	256,305	205,414	242,000	183,000	(59,000)
All Other	373,052	329,430	383,000	361,000	(22,000)
TOTAL	\$ 9,833,479	\$ 11,769,792	\$ 11,830,000	\$ 12,441,000	\$ 611,000
OTHER					
INTERFUND TRANSFERS					
Convention Center - Mgmt Fee	\$ 381,348	\$ 404,708	\$ 380,000	\$ 349,000	\$ (31,000)
Water and Sewer - Mgmt Fee	3,092,416	2,894,979	3,143,000	3,087,000	(56,000)
Parking - Management Fee	1,635,404	1,572,209	1,721,424	1,863,000	141,576
Parking Right-Of-Way Fee	1,635,464	1,575,231	1,703,576	1,576,000	(127,576)
Sanitation - Management Fee	954,590	938,430	1,027,000	1,041,000	14,000
Storm Sewer - Management Fee	309,799	480,677	433,000	435,000	2,000
Resort Tax - Mgmt Fee	56,422	115,368	124,000	165,000	41,000
Resort Tax	23,415,440	27,515,440	30,965,000	32,965,000	2,000,000
Year-end Surplus Set Aside	0	0	3,400,000	831,000	(2,569,000)
Prior Yr Surplus from Parking Oper Fd	7,200,000	7,200,000	7,200,000	8,400,000	1,200,000
Prior Yr Surplus from for Pension Credit	0	0	2,210,000	2,700,000	490,000
Reserves-Building Dept Operations	0	0	1,500,000	1,500,000	0
FUND BALANCE	0	0	0	0	0
GF Balance-Budget purposes	0	0	0	0	0
TOTAL	\$ 38,680,883	\$ 42,697,042	\$ 53,807,000	\$ 54,912,000	\$ 1,105,000
TOTAL GENERAL FUND	\$ 232,408,303	\$ 245,168,465	\$ 256,280,000	\$ 264,093,000	\$ 7,813,000

General Fund Revenue by Major Category



GENERAL FUND REVENUE TRENDS



EXPLANATION OF REVENUES

GENERAL FUND CATEGORIES

TAXES

Ad Valorem

A general operating millage rate of 5.8634 mills has been adopted. This rate is 3.7% less than the prior year operating millage and 0.3476 mills higher than the roll-back rate of 5.5158. 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 \$137,343,000 of which \$117,558,000 is for citywide use, and the remainder is transferred to the Miami Beach Redevelopment Agency (RDA).

Of the \$117,558,000, \$10,201,000 is equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place. This amount is incorporated in the General Fund. Pursuant to the Amended CDT Interlocal Agreement with Miami-Dade County, the use of these funds is restricted to the geographic area of the former South Pointe redevelopment district.

The general operating millage includes 0.1083 mills for the General Fund Capital Renewal & Replacement program. This millage is expected to generate \$1,981,000 towards this program, for FY 2013/14.

An operating millage of 1.2687 mills has been adopted for the Normandy Shores Dependent Taxing District to provide homeowners with guard services and an electronic gate system. This millage is expected to generate \$146,250 or 65% of the total cost (\$225,000) towards this service. The City of Miami Beach General Fund is required to provide 35% of the total operating expenditures and the City has funded the 35% for each of the twenty 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. The projected electricity franchise fees and taxes are based on FY 2012/13 trend.

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. The projected gas franchise fees and taxes are based on FY 2012/13 trend.

Cable TV

Cable TV communications services taxes are derived from the proceeds of an agreement with Comcast Cable to erect, install, extend, maintain and operate all the necessary equipment within the corporate limits of the City for the purpose of providing cable television service in the City. The projected revenues are based on prior year trends.

EXPLANATION OF REVENUES

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. The projected revenues for telephone services are based on prior year trends.
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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. In FY 2009/10, the City undertook a comprehensive effort to ensure that all businesses in the City complied with the business tax receipts. The FY 2013/14 projection is based on prior year trends.
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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. Projected revenues are based on prior year trends. Prior years reflect the impact of a review of building permit fees paid at close-out, resulting in a one-time collection of revenues that normally would have been collected at close-out. Despite the slow recovery of the economy and the construction industry in particular, Building Permit revenues actually remain high.

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.
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Building Recertification	Revenues are derived from the issuance of Recertification Certificates for the Forty-Year Building Recertification Program.
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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.
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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. In FY 2009/10, the City undertook a comprehensive effort to eliminate past due elevator inspections. As a result, the FY 2013/14 revenues are projected to be slightly lower than in FY2010/11 and 2011/12, but slightly higher than the FY2012/13 budget.
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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.
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EXPLANATION OF REVENUES

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 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 2 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.

EXPLANATION OF REVENUES

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. The slight increase in projected revenue is based on the FY 2012/13 trends.
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.
Liquor Licenses	Fees represent the City's share (38%) of the eligible alcoholic beverage license fees collected by the State of Florida within the City of Miami Beach.
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 Management Division of the Public Works 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.

EXPLANATION OF REVENUES

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 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

In July, 2009, the City Commission approved a contract for the implementation of red light cameras in the City of Miami Beach.

Building Fire and Other City Code Violations

Revenues are derived from citations issued for violating various City codes.

INTEREST EARNINGS

Interest Earnings

Estimated revenue (\$2,921,000) reflects a decrease over the FY 2012/13 budget and 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 6th Street & Collins Avenue as well as 11th Street & Collins Avenue.

Byron Carlyle Theatre

In May 2011 the Byron Carlyle Theater operations were contracted out to a private management company, the City does not receive revenue for rental of the theater as a result of this contract. Revenues were derived from the rental of the City-owned theater prior to May 2011.

Colony Theater

Revenues are derived from the rental of the City owned theater.

EXPLANATION OF REVENUES

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.
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. Increases in FY 2013/14 reimbursements over FY2012/13 actuals are due to higher payroll costs.
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, 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.

EXPLANATION OF REVENUES

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 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. Permitting fees for distribution of promotional materials is expected to generate approximately \$34,000 in FY 2013/14 based on current trend.
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.
Parking Reimbursements For Transportation and Police	The Parking Fund reimburses the General Fund for services provided by the Public Works Transportation Management Division and the Police Department.
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.

EXPLANATION OF REVENUES

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. In FY 2009/10 the City completed a cost allocation study to update these fees.

Resort Tax

Resort Tax revenues of \$32,965,000 to the General Fund reflect a \$2M 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.

Reserves –
Building Dept. Operations

Use of \$1.5M in Building Operations Reserves was approved by Commission to offset Building Fee discounts (Building Fee Offset) pursuant to the Building Development Process Fees Study.

G.O. DEBT SERVICE FUND

Ad Valorem Taxes

A required principal and interest payment and other costs of \$5,924,000 requires a debt service millage rate of 0.2529 which is a decrease of 0.0039 from the FY 2012/13 millage of 0.2568. 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, 2013, the certified taxable value for real and personal property within the City of Miami Beach is **\$24,656,576,889**. This amount includes net new additions to the tax roll of \$78,146,022. The 2013 Certification represents a 12% increase compared to the prior year's final value of \$22,022,001,413 as certified by the Property Appraiser.

The table below illustrates the tax values for the previous three years, as well as the Certifications for 2012 and 2013

	Actual FY 2009/10	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
<u>Initial Certified Taxable Values</u>					
Existing Values	\$22,912,660,362	\$21,548,116,369	\$21,879,497,384	\$22,975,457,106	\$24,578,430,867
New Construction	1,782,256,132	556,626,578	98,792,544	96,864,874	78,146,022
Certified Taxable Value	24,694,916,494	22,104,742,947	21,978,289,928	23,072,321,980	24,656,576,889
Value of 1 Mill	24,694,916	22,104,743	21,978,290	23,072,322	24,656,577
<u>Adopted Tax Rate</u>					
General Operating (See Note 1)	5.6555	6.2155	6.1655	6.0909	5.8634
Debt Service	0.2568	0.2870	0.2884	0.2568	0.2529
Total Millage	5.9123	6.5025	6.4539	6.3477	6.1163
Tax Collection at 100%	146,003,755	143,736,091	141,845,685	146,456,178	150,807,829
Budgeted 95% Value of 1 Mill (See Note 2)	23,460,171	20,999,506	20,879,375	21,918,706	23,423,748
<u>Budgeted Tax Collection</u>					
General Operating	132,678,995	130,522,428	128,731,789	133,504,646	137,343,572
Debt Service	6,024,572	6,026,858	6,021,612	5,628,724	5,923,866
Total Budgeted Levy	138,703,567	136,549,286	134,753,401	139,133,369	143,267,437
Equalization Adjustments	(1,592,528,905)	(1,384,902,301)	(1,223,081,241)	(1,050,320,567)	
Revised Value	23,102,387,589	20,719,840,646	20,755,208,687	22,022,001,413	(See Note 3)
				22,022,001	131,451,132
Percentage Change From:					
Initial to Revised Value	-6.4%	-6.3%	-5.6%	-4.6%	
Prior Year Revised Value	10.7%	-10.3%	0.2%	6.1%	
Actual Tax Collection	135,883,813	133,386,716	133,949,037		
% of Original 100% Levy	93.1%	92.8%	94.4%		

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 2013/14 adopted tax rate is **1.2687** mills, with a levy of \$146,250.
- 2) The millage values have been discounted at **95%** for early discounts, delinquencies, etc.
- 3) The final values for 2013 will be determined after equalization adjustments.
- 4) Reflects actual collections during the fiscal year and includes funds received for prior year tax levies.

2013 ADOPTED MILLAGE RATES

Millage Code	Municipalities or County Areas	City / Unincorporated Millages				School Millages		Regional Millages			County Wide Millages						Other	Total Millage 2013	Total Millage 2012
		City / UMSA Millage	Debt Service	Misc. Millage	Operating Millage	Debt Service	Evr Proj.	So Fla Wtr Mgmt	FIND	County Millage	Debt Service	Fire & Rescue	Fire Debt	Library	Children's Trust				
0100	Miami	7.6148	0.8162		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220			0.1725	0.5000	22.6515	22.5934		
0101	Miami (DDA)	7.6148	0.8162	0.4780	7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220			0.1725	0.5000	23.1295	23.0714		
0200	Miami Beach	5.8634	0.2529		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220			0.1725	0.5000	20.3368	20.4701		
0201	Miami Beach	5.8634	0.2529	1.2687	7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220			0.1725	0.5000	21.6055	21.6145		
0300	Coral Gables	5.6290			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220			0.1725	0.5000	19.8495	19.7914		
0400	Hialeah	6.3018			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220				0.5000	20.3498	20.2517		
0500	Miami Springs	7.6710			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	24.3538	23.5801		
0600	North Miami	7.9336			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	24.4439	24.5126		
0700	North Miami Beach	6.6036	1.1016		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	24.2155	24.0571		
0701	North Miami Beach		1.1016		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	17.6119	17.4535		
0800	Opa-locka	9.0890			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	25.7718	25.6851		
0801	Opa-locka				7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	16.6828	16.5851		
0900	South Miami	4.3639			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	21.0467	20.9490		
1000	Homestead	5.9215			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	22.6043	22.8286		
1100	Miami Shores	8.0000	0.6949		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	25.2052	25.1626		
1200	Bal Harbour	1.9192			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	18.4295	18.6804		
1300	Bay Harbor Islands	5.2500			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	21.7603	21.7097		
1400	Surfside	5.2000			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127		0.5000	21.7103	21.7126		
1500	West Miami	6.8858			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	23.5686	23.4709		
1600	Florida City	7.5899			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	24.2727	24.3351		
1700	Biscayne Park	9.7000			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	26.3828	26.0851		
1800	El Portal	8.3000			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	24.9828	24.8851		
1900	Golden Beach	7.1130	1.3870		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	25.1828	25.0851		
2000	Pinecrest	2.2000			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	18.8828	18.7851		
2100	Indian Creek	6.9500			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	23.6328	24.5369		
2200	Medley	5.3800			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	22.0628	22.1701		
2300	North Bay Village	5.4740	1.0405		7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	23.1973	22.5978		
2400	Key Biscayne	3.0000			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220			0.1725	0.5000	17.2205	17.3224		
2500	Sweetwater	2.9200			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	19.6028	19.5051		
2600	Virginia Gardens	5.4233			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	22.1061	22.0084		
2700	Hialeah Gardens	5.3812			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	22.0640	21.9663		
2800	Aventura	1.7261			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	18.4089	18.3112		
3000	Uninc. County	1.9283			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	18.6111	18.5134		
3100	Sunny Isles Beach	2.7000			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	19.3828	19.3851		
3200	Miami Lakes	2.3518			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	19.0346	18.9369		
3300	Palmetto Bay	2.4470			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	19.1298	19.0321		
3400	Miami Gardens	6.9363			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	23.6191	22.9471		
3500	Doral	1.9280			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	18.6108	18.8066		
3600	Cutler Bay	2.5702			7.6440	0.3330	0.0587	0.3523	0.0345	4.7035	0.4220	2.4496	0.0127	0.1725	0.5000	19.2530	19.1553		

GENERAL FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues				
Property Taxes	\$108,683,848	\$108,672,048	\$112,467,000	\$115,430,000
Capital Renewal & Replacement	1,756,487	1,756,297	1,850,000	1,981,000
Property Taxes - Normandy Shores	108,514	108,503	129,000	147,000
Other Taxes	24,074,326	24,998,295	24,023,000	22,765,000
Licenses and Permits	18,435,081	22,033,802	20,033,000	23,383,000
Intergovernmental Revenues	9,971,704	9,905,371	9,827,000	10,214,000
Charges for Services	10,276,116	10,087,938	10,668,000	10,315,000
Fines and Forfeits	2,654,246	3,139,594	2,199,000	2,639,000
Interest Earnings	2,328,465	3,775,500	2,983,000	2,921,000
Rents and Leases	5,605,154	6,224,283	6,464,000	6,945,000
Miscellaneous	9,833,479	11,774,992	11,830,000	12,441,000
Other-Resort Tax Contribution	23,415,440	27,515,440	39,497,000	32,965,000
Other Non-Operating Revenues	15,265,443	15,181,602	14,310,000	21,947,000
Fund Balance	0	0	0	0
Total	\$232,408,303	\$245,173,665	\$256,280,000	\$264,093,000
Expenditures				
Salaries & Benefits	\$167,161,067	\$170,225,166	\$183,894,000	\$191,911,000
Operating Expenses	24,434,920	27,894,938	25,350,536	29,711,000
Normandy Shores	157,678	166,875	187,292	225,000
Operating Contingency	0	0	1,000,000	1,000,000
Capital Renewal & Replacement	1,777,254	1,755,752	1,859,000	1,981,000
Transfers *	876,480	1,067,571	2,625,862	1,886,000
Internal Services	35,590,276	37,414,960	39,446,000	35,288,000
Capital	470,302	180,447	390,271	770,000
Debt Service	1,323,578	1,391,121	1,527,039	1,321,000
Total	\$231,791,555	\$240,096,830	\$256,280,000	\$264,093,000
Net Increase/(Decrease) in Fund Balance	\$616,748	\$5,076,835	\$0	\$0
Beginning Fund Balance	55,158,819	55,775,567	60,852,402	60,852,402
Ending Fund Balance	\$55,775,567	\$60,852,402	\$60,852,402	\$60,852,402

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 \$26.2. 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, which equals \$15.1 million.

ALL ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

ALL ENTERPRISE OPERATING FUNDS	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	\$147,558,040	\$138,952,173	\$146,455,050
Interest Earnings	1,225,185	1,357,000	1,029,500
Intergovernmental Revenues	5,052,273	4,500,000	4,500,000
Rate Stabilization Fund	0	5,407,000	2,273,450
Miscellaneous	6,286,721	9,530,827	6,495,000
Other	56,005	1,341,000	66,000
Total	\$160,178,224	\$161,088,000	\$160,819,000
Expenses			
Salaries & Benefits	\$31,351,835	\$34,110,749	\$39,390,700
Operating Expenses	72,931,682	77,325,925	77,552,300
Funded Renewal & Replacement	10,728,558	11,076,473	9,813,000
Unfunded Depreciation	2,600,622	0	0
Internal Services	11,083,833	12,188,373	9,720,000
Capital (for budget purposes only)	1,156,303	670,565	2,935,500
Reserve-Capital/Debt/Rate Stabilization	1,377	5,017,700	3,071,500
Debt Service (incl Principal-budget purposes)	18,595,320	20,698,216	18,336,000
Total	\$148,449,530	\$161,088,000	\$160,819,000
Add back Capital and Principal shown above for budget purposes only	\$16,119,521	0	0
Net Income (Loss)	\$27,848,215	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$371,235,411	\$399,083,626	\$399,083,626
Ending Net Assets	\$399,083,626	\$399,083,626	\$399,083,626

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

CONVENTION CENTER OPERATING FUND 440	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	9,969,719	\$6,802,000	\$6,994,000
Interest Earnings	90,090	132,000	49,000
Intergovernmental Revenues	5,052,273	4,500,000	4,500,000
Miscellaneous	0	1,268,000	1,183,000
Total	\$15,112,082	\$12,702,000	\$12,726,000
Expenses			
Salaries & Benefits	\$4,763,165	\$4,825,000	\$5,970,000
Operating Expenses	6,800,010	3,713,320	2,569,000
Funded Renewal & Replacement	2,956,023	3,071,276	1,887,000
Unfunded Depreciation	2,600,622	0	
Internal Services	1,094,630	1,092,404	1,218,000
Capital (for budget purposes only)	38,857	0	1,082,000
Reserve-Capital/Debt/Rate Stabilization		0	
Debt Service (incl Principal-budget purposes)		0	
Total	\$18,253,307	\$12,702,000	\$12,726,000
Add back Capital and Principal shown above for budget purposes only	38,857 0 0	0 0 0	0 0 0
Net Income (Loss)	(\$3,102,368)	\$0	\$0
Add: Capital Contributions		0	0
Beginning Net Assets	\$125,538,256	\$122,435,888	\$122,563,888
Ending Net Assets	\$122,435,888	\$122,435,888	\$122,563,888

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

PARKING OPERATING FUND 480	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	\$ 43,112,169	\$40,084,173	\$ 43,623,000
Interest Earnings	475,578	338,000	380,000
Miscellaneous	4,598,197	7,234,827	4,424,000
Total	\$ 48,185,944	\$47,657,000	\$48,427,000
Expenses			
Salaries & Benefits	\$ 10,372,045	\$ 11,208,380	\$ 11,993,000
Operating Expenses	18,452,025	20,650,684	22,561,500
Funded Renewal & Replacement	2,941,737	3,286,450	3,228,000
Unfunded Depreciation	0	0	0
Internal Services	3,228,481	4,046,538	3,959,000
Capital (for budget purposes only)	234,690	165,843	460,000
Reserve-Capital/Debt/Rate Stabilization	0	4,839,000	2,770,500
Debt Service (incl Principal-budget purposes)	3,411,076	3,460,105	3,455,000
Total	\$38,640,054	\$47,657,000	\$48,427,000
Add back Capital and Principal shown above for budget purposes only	3,581,958	0	0
Net Income (Loss)	\$13,127,848	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$99,564,206	\$112,692,054	\$112,692,054
Ending Net Assets	\$112,692,054	\$112,692,054	\$112,692,054

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

SANITATION OPERATING FUND 435	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	\$15,559,046	\$15,712,000	\$17,719,500
Interest Earnings	158,824	249,000	129,500
Miscellaneous (Hurricane Reimbursement)	628,562	0	0
Other	56,005	1,341,000	66,000
Total	\$16,402,437	\$17,302,000	\$17,915,000
Expenses			
Salaries & Benefits	\$7,547,917	\$8,556,646	\$9,397,700
Operating Expenses	6,185,049	6,416,437	6,146,800
Funded Renewal & Replacement	320,680	0	187,000
Unfunded Depreciation	0	0	0
Internal Services	1,706,100	1,808,625	1,610,000
Capital (for budget purposes only)	275,553	341,593	387,500
Debt Service (incl Principal-budget purposes)	1,377	178,700	186,000
Total	\$16,036,676	\$17,302,000	\$17,915,000
Add back Capital and Principal shown above for budget purposes only	406,278	0	0
Net Income (Loss)	\$772,039	(\$0)	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$9,680,620	\$10,452,659	\$10,452,659
Ending Net Assets	\$10,452,659	\$10,452,659	\$10,452,659

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

SEWER OPERATING FUND 425	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	\$34,641,989	\$33,774,000	\$36,203,000
Interest Earnings	179,453	351,000	171,000
Rate Stabilization Fund	0	2,907,000	1,578,000
Miscellaneous	459,160	433,000	180,000
Total	\$35,280,602	\$37,465,000	\$38,132,000
Expenses			
Salaries & Benefits	\$2,462,433	\$2,890,491	\$3,918,000
Operating Expenses	21,145,765	23,681,370	25,059,000
Funded Renewal & Replacement	2,062,606	2,138,775	2,063,000
Unfunded Depreciation	0	0	0
Internal Services	2,198,011	2,095,053	1,256,000
Capital (for budget purposes only)	161,136	26,200	466,000
Reserve-Capital/Debt/Rate Stabilization	0	0	0
Debt Service (incl Principal-budget purposes)	5,032,137	6,633,111	5,370,000
Total	\$33,062,088	\$37,465,000	\$38,132,000
Add back Capital and Principal shown above for budget purposes only	5,106,550	0	0
Net Income (Loss)	\$7,325,065	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	58,420,266	\$65,745,330	\$65,745,330
Ending Net Assets	\$65,745,330	\$65,745,330	\$65,745,330

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

STORMWATER OPERATING FUND 427	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	\$11,537,242	\$11,129,000	\$11,123,550
Interest Earnings	141,787	171,000	130,000
Rate Stabilization Fund	0	597,000	695,450
Miscellaneous	136,532	29,000	148,000
Total	\$11,815,561	\$11,926,000	\$12,097,000
Expenses			
Salaries & Benefits	\$1,876,112	\$2,034,892	\$2,495,000
Operating Expenses	2,051,790	2,301,883	2,505,000
Funded Renewal & Replacement	642,839	684,033	643,000
Unfunded Depreciation	0	0	0
Internal Services	968,633	973,755	405,000
Capital (for budget purposes only)	64,034	23,437	148,000
Reserve-Capital/Debt/Rate Stabilization	0	0	0
Debt Service (incl Principal-budget purposes)	5,119,971	5,908,000	5,901,000
Total	\$10,723,379	\$11,926,000	\$12,097,000
Add back Capital and Principal shown above for budget purposes only'	3,343,681	0	0
Net Income (Loss)	\$4,435,863	\$0	\$0
Add: Capital Contributions		0	0
Beginning Net Assets	\$19,611,798	\$24,047,661	\$24,047,661
Ending Net Assets	\$24,047,661	\$24,047,661	\$24,047,661

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

WATER OPERATING FUND 425	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Charges for Services	\$32,737,875	\$31,451,000	30,792,000
Interest Earnings	179,453	116,000	170,000
Rate Stabilization Fund	0	1,903,000	0
Miscellaneous	464,270	566,000	560,000
Total	\$33,381,598	\$34,036,000	\$31,522,000
Expenses			
Salaries & Benefits	\$4,330,163	\$4,595,340	\$5,617,000
Operating Expenses	18,297,043	20,562,231	18,711,000
Funded Renewal & Replacement	1,804,673	1,895,939	1,805,000
Unfunded Depreciation	0	0	0
Internal Services	1,887,978	2,171,998	1,272,000
Capital (for budget purposes only)	382,033	113,492	392,000
Reserve-Capital/Debt/Rate Stabilization	0	0	115,000
Debt Service (incl Principal-budget purposes)	5,032,137	4,697,000	3,610,000
Total	\$31,734,027	\$34,036,000	\$31,522,000
Add back Capital and Principal shown above for budget purposes only	3,642,197	0	0
Net Income (Loss)	\$5,289,769	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	58,420,266	\$63,710,034	\$63,710,034
Ending Net Assets	\$63,710,034	\$63,710,034	\$63,710,034

ALL INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

ALL INTERNAL SERVICE FUNDS	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$72,369,461	\$55,634,624	\$72,251,217
Interest Earnings	3,031,541	2,586,950	2,272,783
Intergovernmental Revenues	111,616	108,000	153,000
Miscellaneous	282,878	179,000	184,000
Other	2,095,279	819,426	620,000
Total	\$77,890,775	\$59,328,000	\$75,481,000
Expenses			
Salaries & Benefits	\$11,592,759	\$12,583,203	\$12,825,000
Operating Expenses	52,048,567	36,722,865	52,852,000
Funded Renewal & Replacement	2,388,649	1,886,209	1,867,000
Unfunded Depreciation	2,809,297	0	0
Internal Services	2,153,524	2,269,357	1,870,000
Capital (for budget purposes only)	1,331,488	2,099,536	1,872,000
Debt Service (incl Principal-budget purposes)	2,711,703	3,766,830	4,195,000
Total	\$75,035,987	\$59,328,000	\$75,481,000
Add back Capital and Principal shown above for budget purposes only	3,812,727	0	0
Net Income (Loss)	\$6,667,515	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$3,737,419	\$10,404,934	\$10,404,934
Ending Net Assets	\$10,404,934	\$10,404,934	\$10,404,934

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

CENTRAL SERVICES OPERATING FUND 530	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$999,544	\$903,000	\$933,000
Interest Earnings/Other	19,610	3,000	15,000
Total	\$1,019,154	\$906,000	\$948,000
Expenses			
Salaries & Benefits	\$401,671	\$ 425,682	\$ 446,000
Operating Expenses	373,633	385,285	404,000
Funded Renewal & Replacement	4,931	6,355	7,000
Unfunded Depreciation	0	0	0
Internal Services	86,414	88,418	91,000
Capital (for budget purposes only)	13,091	260	0
Debt Service (incl Principal-budget purposes)	0	0	0
Total	\$879,740	\$906,000	\$948,000
Add back Capital and Principal shown above for budget purposes only	0	0	0
Net Income (Loss)	\$139,414	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$323,968	\$463,382	\$463,382
Ending Net Assets	\$463,382	\$463,382	\$463,382

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

FLEET MANAGEMENT OPERATING FUND 510	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$8,890,224	\$9,205,000	\$9,960,000
Interest Earnings/Other	283,012	208,000	72,000
Intergovernmental Revenues	111,616	108,000	153,000
Miscellaneous	282,878	179,000	184,000
Total	\$9,567,730	\$9,700,000	\$10,369,000
Expenses			
Salaries & Benefits	\$1,730,287	\$1,930,937	\$2,010,000
Operating Expenses	4,596,656	4,317,919	4,651,000
Funded Renewal & Replacement	585,915	0	0
Unfunded Depreciation	2,020,323	0	
Internal Services	537,815	572,943	380,000
Capital (for budget purposes only)	22,664	91,000	102,000
Debt Service (incl Principal-budget purposes)	1,871,940	2,787,201	3,226,000
Total	\$11,365,600	\$9,700,000	\$10,369,000
Add back Capital and Principal shown above for budget purposes only	1,894,604		
Net Income (Loss)	\$96,734	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$6,539,749	\$6,636,483	\$6,636,483
Ending Net Assets	\$6,636,483	\$6,636,483	\$6,636,483

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

INFORMATION TECHNOLOGY OPERATING FUND 550	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$13,372,150	\$14,533,677	\$14,250,000
Interest Earnings/Other	2,342,597	1,832,323	1,277,000
Total	\$15,714,747	\$16,366,000	\$15,527,000
Expenses			
Salaries & Benefits	\$ 4,827,491	\$ 5,352,594	\$ 5,352,000
Operating Expenses	6,540,326	6,239,039	6,129,000
Funded Renewal & Replacement	1,570,000	1,569,854	1,570,000
Unfunded Depreciation	788,974	0	0
Internal Services	771,945	779,925	616,000
Capital (for budget purposes only)	1,150,000	1,729,750	1,156,000
Debt Service (incl Principal-budget purposes)	741,255	694,838	704,000
Total	\$16,389,991	\$16,366,000	\$15,527,000
Add back Capital and Principal shown above for budget purposes only	1,802,113	0	0
Net Income (Loss)	\$1,126,869	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$3,416,315	\$4,543,184	\$4,543,184
Ending Net Assets	\$4,543,184	\$4,543,184	\$4,543,184

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

PROPERTY MANAGEMENT OPERATING FUND 520	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$ 8,005,333	\$8,517,559	\$8,587,217
Interest Earnings/Other	211,099	344,441	737,783
Total	\$8,216,432	\$8,862,000	\$9,325,000
Expenses			
Salaries & Benefits	\$3,929,880	\$ 4,219,937	\$ 4,300,000
Operating Expenses	2,686,248	3,028,270	3,143,000
Funded Renewal & Replacement	188,307	250,000	250,000
Unfunded Depreciation	0	0	0
Internal Services	737,275	800,476	753,000
Capital (for budget purposes only)	145,733	278,526	614,000
Debt Service (incl Principal-budget purposes)	98,508	284,791	265,000
Total	\$7,785,951	\$8,862,000	\$9,325,000
Add back Capital and Principal shown above for budget purposes only	116,010	0	0
Net Income (Loss)	\$546,491	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$1,375,841	\$1,922,332	\$1,922,332
Ending Net Assets	\$1,922,332	\$1,922,332	\$1,922,332

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

RISK MANAGEMENT OPERATING FUND 540	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$21,011,042	22,475,388	13,164,000
Interest Earnings	175,223	199,186	171,000
Other	570,543	819,426	600,000
Total	\$21,756,808	\$23,494,000	\$13,935,000
Expenses			
Salaries & Benefits	\$574,558	\$ 654,053	\$ 587,000
Operating Expenses	17,158,458	22,752,352	13,278,000
Funded Renewal & Replacement	39,496	60,000	40,000
Unfunded Depreciation	0	0	0
Internal Services	20,075	27,595	30,000
Capital (for budget purposes only)	0	0	0
Debt Service (incl Principal-budget purposes)	0	0	0
Total	\$17,792,587	\$23,494,000	\$13,935,000
Add back Capital and Principal shown above for budget purposes only	0	0	0
Net Income (Loss)	\$3,964,221	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	(\$7,926,783)	(\$3,962,562)	(\$3,962,562)
Ending Net Assets	(\$3,962,562)	(\$3,962,562)	(\$3,962,562)

Note: This fund carries an actuarial determined liability that is not fully funded. As the City's financial position improves, the risk deficit will be addressed over time.

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

MEDICAL & DENTAL FUND OPERATING FUNDS 560 & 565	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14
Revenues			
Inter-Departmental Charges	\$20,091,168		25,357,000
Interest Earnings			
Other	1,524,736		20,000
Total	\$21,615,904	\$0	\$25,377,000
Expenses			
Salaries & Benefits	\$128,872		\$ 130,000
Operating Expenses	20,693,246		25,247,000
Funded Renewal & Replacement			0
Unfunded Depreciation			0
Internal Services			0
Capital (for budget purposes only)			0
Debt Service (incl Principal-budget purposes)			0
Total	\$20,822,118	\$0	\$25,377,000
Add back Capital and Principal shown above for budget purposes only	0	0	0
Net Income (Loss)	\$793,786	\$0	\$0
Add: Capital Contributions	0	0	0
Beginning Net Assets	\$8,329	\$802,115	\$802,115
Ending Net Assets	\$802,115	\$802,115	\$802,115

Note: FY 2013/14 reflects Medical and Dental benefits for active employees previously not appropriated in the budget, to more accurately reflect the City's transition from a third party provider to a self-funded program.

MIAMI BEACH

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

The City's annual capital budget contains capital project commitments appropriated for Fiscal Year (FY) 2013/14 (Capital Budget). Preparation of the Capital Budget occurred simultaneously with the development of the FY 2013/14 – FY 2017/18 Capital Improvement Program (CIP) and FY 2013/14 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. However, we have included a capital equipment section, which itemizes purchases of major capital equipment, fleet, light and heavy equipment and information technology equipment related acquisitions. The Capital Budget for FY 2013/14 appropriates funding for projects that will require commitment of funds during the upcoming fiscal year.

The Capital Budget for FY 2013/14 totals \$49,858,000 and is appropriated on September 30, 2013. There will be no new Stormwater or Water and Sewer bonds issued in FY 2013/14. 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.

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.

INTRODUCTION

The Fiscal Years (FY) 2013/14 – 2017/18 CIP Capital Improvement Plan (CIP) for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City totaling \$185.4 million of which \$49.9 million is programmed to be appropriated in FY 2013/14, including \$15.6 million in capital appropriations for the Redevelopment District. The total for projects included in the plan, including \$600.6 million in appropriations for ongoing projects through FY 2012/13 as well as \$382.3 million unfunded/unprogrammed needs beyond 2017/18, totaling \$1.2 billion.

The Capital Improvement Plan (CIP) 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) 2013/14-2017/18 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.

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.
- 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 CAPITAL IMPROVEMENT PLAN 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 CAPITAL IMPROVEMENT PLAN 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.

Capital Budget Process Committee comprised of the Capital Improvements Office, Department of Public Works, Planning Department, Fire Department, Parks and Recreation Department, Parking Department, Planning Department, Tourism and Cultural Development, and Fleet Management, together with the 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 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.

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 \$30,000,000 of the authorized \$92,000,000 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, 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.

The FY 2013/14 Capital budget includes \$4.13 million in proposed Stormwater projects to be funded from the Line of Credit, Storm Water Operating Fund, Capital Reserves, and recaptured funding from closed capital projects.

In addition, there is approximately \$3.1 million in proposed water and sewer funded projects that are projected to be funded in FY 2013/14. These projects are proposed to be funded from the Water & Sewer Operating Fund, Water and Sewer Capital Reserves, and recaptured funding from closed capital projects.

The Stormwater Master Plan provides comprehensive recommendations for improving the City's

stormwater management system performance for the next 20 years. Appropriate consideration has been given to potential sea-level rise, water quality of Biscayne Bay, and operations/maintenance of an expanded system. The Master Plan's capital improvements allow the City's stormwater systems to be flexible and adaptable in meeting the increasing flood control level of service performance targets and regulatory demands. The Stormwater Master Plan estimates \$62 million (including soft costs and contingency) in required funding over the next 5 years. The FY 2013/14 – FY 2017/18 CIP includes \$59 million in additional funding for projects forecasted over the same period (La Gorce - \$10.3 million, Sunset Islands 3 & 4 - \$2.7 million and Flamingo/West Avenue - \$46 million) which together with previously appropriated funding for these projects totals \$62 million.

RECENTLY COMPLETED MAJOR CAPITAL PROJECTS

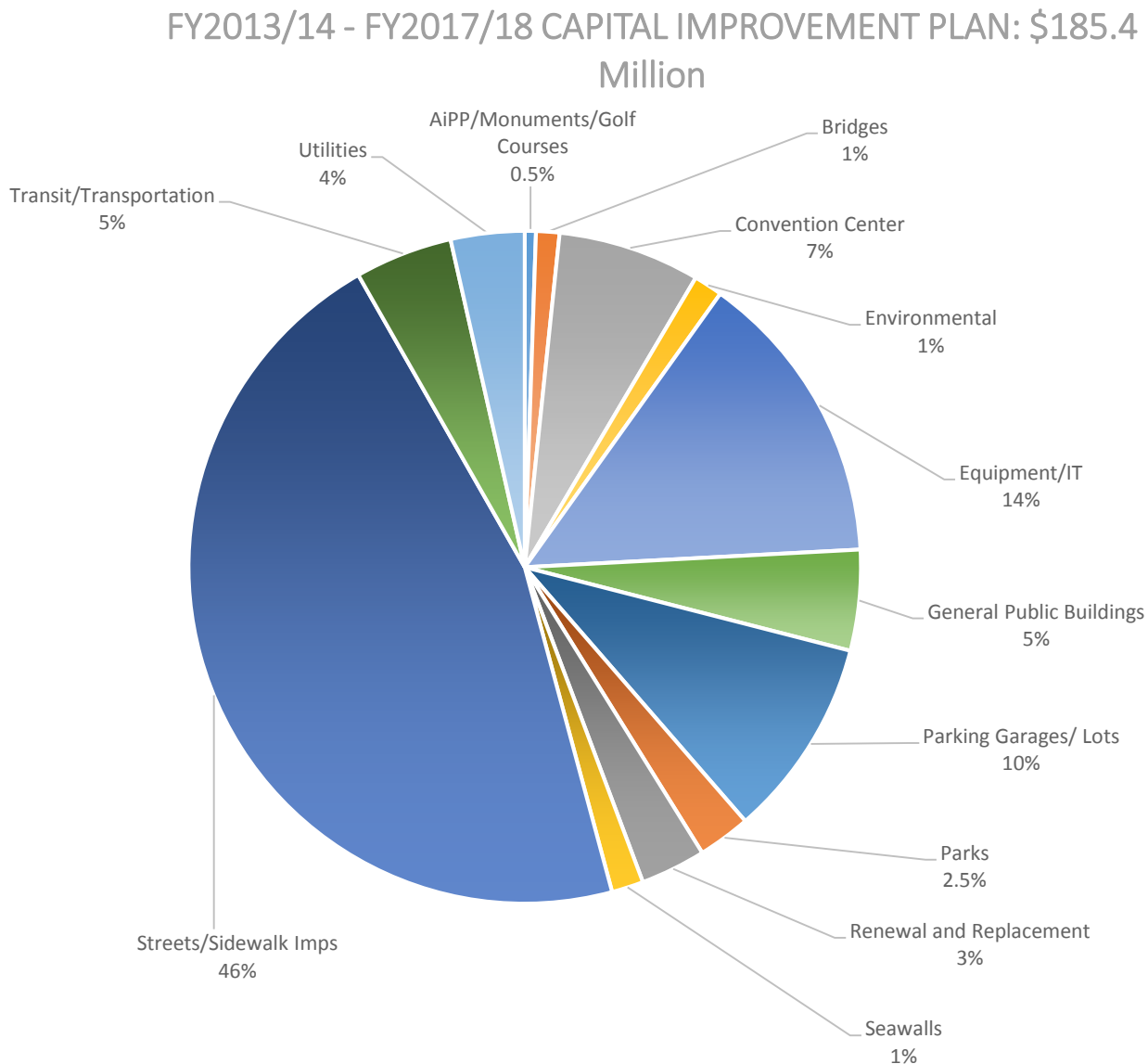
Implementation of the City's capital improvement program continues as a top priority. In FY 2012/13, the City completed several major projects including the following:

Implementation of the City's capital improvement program continues as a top priority. In FY 2013/14, the City completed several major projects including the following:

- Nautilus Neighborhood Improvements:
 - The Nautilus Neighborhood includes all of the area from Surprise Lake, south to the south end of the 41st Street right-of-way, and from Biscayne Bay east to the Indian Creek waterway, inclusive of the Orchard Park sub-neighborhood.
 - Street resurfacing
 - Swale restoration
 - Repair of sidewalks
 - Street lighting upgrades to correct deficiencies and provide pedestrian lighting
 - Enhanced landscaping within the street ROW
 - Entryway features.
- Multi-Purpose Municipal Parking Facility
 - Located behind City Hall
 - 651 parking spaces.
 - Contains offices for a number of city departments
- Citywide Wste Wtr Pump Station-Landscape
 - Provide landscaping enhancements to pump stations citywide
- Master Meter Phase III & IV
 - Purchase and installation of 250 new multi-space pay stations for on-street and off-street parking locations
 - Replace its existing equipment as well as expand the installation of installation of pay stations throughout Middle and North Beach

OVERVIEW OF FY 2013/14 – FY 2017/18 CAPITAL IMPROVEMENT PLAN (FIVE-YEAR CIP)

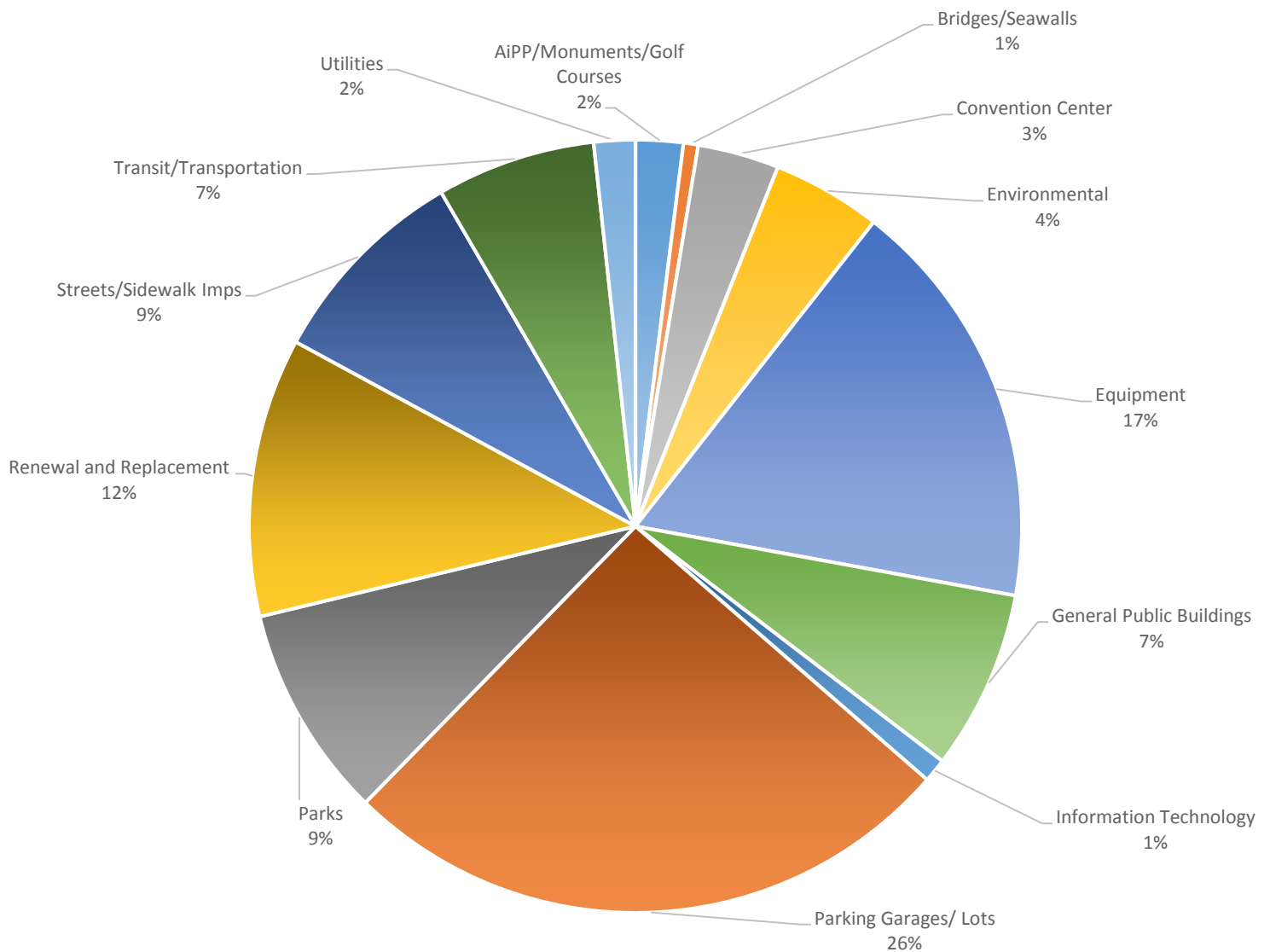
The following pie chart provides a summary of how the FY2013/14 – FY2017/18 is spread among the different program areas. The following chart shows a summary of the Five-Year Capital Improvement Plan by program area as well as prior year funding for ongoing projects and funding requirements for desired projects with no anticipated funding, followed by a brief description of the projects in each category with project highlights for the FY 2013/14 Capital Budget (One-Year Capital Budget) and the FY 2013/14 – FY 2017/18 Capital Improvement Plan (Five-Year CIP).



PROGRAM	PRIOR YEARS	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Future	Total
Art in Public Places	500,000	381,000	0	0	0	0	50,000	931,000
Bridges	3,668,688	185,000	1,900,000	0	0	0	2,261,000	8,014,688
Convention Center	16,887,864	1,700,000	5,050,000	4,125,000	0	1,800,000	116,596,000	146,158,864
Environmental	25,581,418	2,275,000	165,000	132,000	0	0	0	28,153,418
Equipment	31,816,701	8,626,000	4,706,000	4,291,000	4,325,000	4,031,000	0	57,795,701
General Public Buildings	26,990,808	3,750,000	5,215,000	0	0	0	2,745,000	38,700,808
Golf Courses	5,224,634	421,000	0	0	0	0	0	5,645,634
Information Technology	3,414,360	493,000	0	0	0	0	0	3,907,360
Jackie Gleason Theatre	5,012,472	0	0	0	0	0	0	5,012,472
Monuments	381,780	189,000	0	0	0	0	2,131,000	2,701,780
Parking	0	204,000	0	0	0	0	120,000	324,000
Parking Garages	55,813,791	12,267,000	0	0	0	0	79,400,000	147,480,791
Parking Lots	8,709,080	459,000	4,894,000	0	0	0	71,678,000	85,740,080
Parks	45,027,788	4,450,000	0	250,000	0	0	2,141,000	51,868,788
Renewal and Replacement	15,496,512	5,818,000	0	0	0	0	0	21,314,512
Seawalls	7,800,963	121,000	506,000	2,211,000	0	0	16,515,000	27,153,963
Streets/Sidewalk Imps	290,251,542	4,337,000	26,699,000	36,803,000	6,710,000	10,629,000	58,690,000	434,119,542
Transit/Transportation	29,947,520	3,319,000	3,643,000	1,747,000	0	0	22,521,000	61,177,520
Utilities	28,090,267	863,000	4,011,000	1,700,000	0	0	7,410,000	42,074,267
Total	600,616,188	49,858,000	56,789,000	51,259,000	11,035,000	16,460,000	382,258,000	1,168,275,188

OVERVIEW OF FY 2013/14 CAPITAL BUDGET (ONE-YEAR CAPITAL BUDGET)

FY 2013/14 CAPITAL PLAN: \$49.9 Million



Program Area	Funding	Funding Source	Funding
Art in Public Places	\$ 381,000	1997 Parking Sys. Rev. Bonds	\$ 217,000
Bridges	\$ 185,000	2003 GO Bonds - Neighborhood Improvement	\$ 148,000
Convention Center	\$ 1,700,000	2003 GO Bonds - Parks & Beaches	\$ 553,000
Environmental	\$ 2,275,000	2010 Parking Bonds Reso. 2010-27491	\$ 160,000
Equipment	\$ 8,626,000	7th Street Garage	\$ 1,900,000
General Public Buildings	\$ 3,750,000	Capital Projects Not Financed by Bonds	\$ 89,000
Golf Courses	\$ 421,000	City Center RDA Capital Fund	\$ 15,073,000
Information Technology	\$ 493,000	Communications Fund	\$ 40,000
Monuments	\$ 189,000	Convention Center	\$ 1,701,000
Parking	\$ 204,000	Equipment Loan/Lease	\$ 4,644,000
Parking Garages	\$ 12,267,000	Fleet Management Fund	\$ 160,000
Parking Lots	\$ 459,000	Gulf Breeze 2006	\$ (83,759)
Parks	\$ 4,450,000	Half Cent Transit Surtax - County	\$ 1,569,000
Renewal and Replacement	\$ 5,818,000	Info & Communications Technology Fund	\$ 486,000
Seawalls	\$ 121,000	Local Option Gas Tax	\$ 544,000
Streets/Sidewalk Imps	\$ 4,337,000	MB Quality of Life Resort Tax Fund - 1%	\$ 378,000
Transit/Transportation	\$ 3,319,000	MDC CDT Interlocal-CDT/Resort Tax Eligib	\$ 4,000,000
Utilities	\$ 863,000	Miami-Dade County Bond	\$ 2,933,581
		NB Quality of Life Resort Tax Fund - 1%	\$ 678,000
		Parking Operations Fund	\$ 851,000
		Pay-As-You-Go	\$ 1,726,000
		RDA - Anchor Garage Fund	\$ 485,000
		Renewal & Replacement Fund	\$ 2,561,000
		SB Quality of Life Resort Tax Fund - 1%	\$ 730,000
		South Pointe Capital	\$ 4,283,000
		South Pointe RDA	\$ 1,636,000
		Storm Water Bnd Fund 431 RESO#2011-27782	\$ 529,000
		Stormwater Bonds 2000S	\$ (256,000)
		Stormwater LOC Reso. No 2009-27076	\$ 2,007,419
		W&S GBL Series 2010 CMB Reso 2009-27243	\$ 81,759
		Water and Sewer Bonds 2000s	\$ 34,000
Total Adopted Appropriations as of 9/30/13	\$49,858,000	Total Adopted Appropriations as of 9/30/13	\$ 49,858,000

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 1 ½ % 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.

This program includes one project in the One-Year Capital Budget of \$381 thousand for a repayment from PAYGO for AiPP projects. Prior year appropriations include \$500 thousand for a Lighthouse in South Pointe. Future years includes \$50 thousand for one project to remove the existing Wing fountain and provide landscape and site improvements at the 400 block of Lincoln Road.

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.

The Five-Year CIP includes funding one project in the One-Year Capital Budget of \$185 thousand to repair the 77th Street Bridge. Furthermore, \$1.9 million is being programmed in FY 2014/15 for one project, West Ave Bridge Over Collins Canal. This is a new bridge programmed to connect the southern portion of West Avenue at 17th Street to the northern portion of West Avenue in order to alleviate traffic on Alton Road and 17th Street. Approximately \$3.5 million has been appropriated to date in this project of the total anticipated cost of \$5.4 million.

Prior year appropriations include \$130 thousand for Bridge Repairs which includes funding to address deficiencies in the condition of bridges in response to Florida Department of Transportation (FDOT) inspections and \$30 thousand for the Bridge Light at 77 Street and Hawthorn Ave project. Future years includes \$595 thousand for the Indian Creek Pedestrian Bridges project.

Convention Center

The Miami Beach Convention Center has been the heart of Miami Beach for over fifty years. It served as the site where Cassius Clay (later known as Muhammad Ali) defeated Sonny Liston for his first Heavyweight Championship of the World in 1964. In 1968, the Miami Beach Convention Center hosted the Republican National Convention and more than 20,000 delegates; while in 1972, more than 45,000 delegates visited the facility during both the Republican and Democratic National Conventions.

Originally built in 1957, the Miami Beach Convention Center (MBCC) originally encompassed 108,000 square feet. In 1968, an additional 130,500 square feet of exhibit space was added, with additional support facilities subsequently constructed in 1974. In 1986, as the demand for exhibition space increased, the facility underwent a \$92 million renovation and doubled in size to its current footprint. The expanded Convention Center opened in 1989. At that time, a master plan was also developed for the convention center complex area, which included potential future expansion. Since that time, the facility has also received over \$50 million in continuing upgrades, including complete renovations of all restrooms, full carpet replacement, and installation of a state-of-the-art telecommunications and networking infrastructure.

The 790-room Loews Hotel, which received public financing, opened in 1998 to improve the MBCC's ability to accommodate events with significant out-of-town attendance. Today the MBCC program of space includes approximately 503,000 square feet of exhibit space and 127,600 square feet of meeting space. Unlike most convention centers, the MBCC does not offer space dedicated for banquets, general sessions and related functions.

Since the 1989 MBCC renovation, significant changes have taken place in the convention and tradeshow industry. The number of events, attendance and space needs have generally increased on an annual basis industry-wide, with periods of stagnation during recessionary times. The economic impact of the convention and tradeshow has also increased over time. Many cities have responded to this industry growth by increasing the size of their convention center, and by adding amenities such as increased meeting space, general session space, various technological amenities, and related features in an effort to address industry trends.

Changes in how a competitive hotel package and entertainment environment is viewed by event planners have also led to significant development in areas adjacent to the convention center in major markets throughout the country. Large headquarter hotels have been developed in many major markets, and efforts to create a walkable restaurant/retail environment surrounding convention centers have been undertaken. The primary objectives of the master plan project are improvements to the MBCC and redevelopment of its surrounding area that are supported by market demand, and are necessary to facilitate the ability of the MBCC to attract high impact conventions and tradeshows in an increasingly competitive environment.

A report prepared by Convention Sports & Leisure (CSL) commissioned by the Greater Miami Convention and Visitors Bureau (GMCVB) determined that the Miami Beach Convention Center ("Center") shall serve as the region's convention center given its geographic draw, and no new facility should be planned elsewhere in Miami-Dade County. The report further determined that improvements to the Center, including a multi-purpose general assembly/banquet hall, should be made to increase its marketability and attract high-end conventions.

In an effort to identify funding sources for the necessary Center improvements, the City

Commission decided to consider broader development opportunities in the area surrounding the Center with the goal of creating economic development, maximizing private–sector participation, and ensuring the best development program for the Center improvements and the adjacent areas making up the MBCC District.

The greater development site includes a total of 52 acres of City-owned properties in the Convention Center District, adjacent to Lincoln Road in the heart of Miami Beach. The development area includes the convention center facility, surface parking lots, City Hall and other related city offices, a parking garage, and the Fillmore Theater. The City envisions a new vibrant mixed-use district filled with year-round activities. On July 17, 2013 the City Commission voted to select South Beach ACE as the master developer of the project. The Project will be presented in the November ballot as a referendum item, which if approved will allow for the city to begin construction towards the end of 2015.

Future years includes the remainder of \$55 million in funding from County's General Obligation Bond to expand and enhance the Miami Beach Convention Center, and the Master Plan will allow the City to develop a comprehensive assessment of funding needs related to this project. Over \$34 million in needed upgrades and improvements across a wide range of projects as outlined in the CIP are anticipated to be addressed through the Master Plan project. The majority of the \$12.7 million in the current Five-Year CIP is for repair and replacement projects, with all the money going into projects where what is being purchased can be moved in the event of the convention center project being approved, or for essential repairs needed to maintain the facility in a working order. Planned projects may be adjusted or changed to reflect timing and needs once the Master Plan for the new Convention Center is fully developed.

Environmental

Environmental projects in the CIP cover a range of projects including beach access gates, seawall restoration and bike paths, projects that reduce energy use, protect marine life, provide recreational greenways and improvements to the City's Botanical Garden Center.

The Five-Year CIP features three projects including \$2.0 million for Citywide Tidal Flooding Mitigation, \$440 thousand for Beach Access Control Gates, and \$213 thousand for Citywide Water and Sewer Main Assessments. There are significant number of projects that have been appropriated in Prior Years including \$10.1 million for the Collins Canal Enhancement Project, \$5.6 million for the District Cooling Plant, \$3.7 million for Facility Lighting and Lighting Control, and \$2.1M for HVAC Controls.

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.

The three main projects in this program include approximately \$4.3 million a year for fleet vehicle replacement, \$11 million for implementation of the Master Meter project in Parking over various phases through FY 2014, and \$2.2 million for equipment related to Pay on Foot Machines in Parking appropriated in Prior Years.

General Public Buildings

To ensure that renewal and replacement of General Fund assets are funded and addressed when needed, the City established a separate reserve in 2004 with a dedicated source of funding to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above routine maintenance. Project specific appropriations from the fund are reviewed and approved each year by the City Commission in conjunction with the adoption of the General Fund Operating Budget. However other improvements and expansions to the City's Public Buildings are included in the CIP.

Key projects in the Five-Year CIP include \$7.5 million for Bass Museum Interior Space Expansion in FY2013/14 and FY2014/15, \$965 thousand for the Parks Maintenance Facility in FY2014/15 and \$500 thousand of additional funding for the Fire Station #2 Training Annex. Prior Years includes several projects including \$13.3 million for Fire Station 2/Hose Tower, \$6.4 million for the Property Management Facility, and \$2.9 million for the Public Works Facility. Future Years includes \$2.7 million for the North Shore Open Space Beach Maintenance Facility.

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 Par 3 Golf Course, which is free of charge to play, is maintained at basic standards with resources allocated from the Miami Beach Golf Club. The City's golf courses/ clubs are managed and operated by Professional Course Management (PCM) on behalf of the City.

The One-Year Capital Budget includes \$244 thousand for two projects at Normandy Shores Golf Course, and \$177 thousand for three projects at the Miami Beach Golf Course. Prior Year appropriations include \$4.9 million for implementation of the Par 3 Golf Course Master Plan, \$213 thousand for three projects at the Miami Beach Golf Course, and \$75 thousand for Security Fencing at North Shore Golf Course.

Information Technology

The capital equipment section, of the CIP includes the following information technology software related acquisitions, all of which are either in the procurement or implementation stages. Contingency funding from the City's Information and Communications Technology Fund is also programmed to provide flexibility with project implementations.

The One-Year Capital Budget features projects totaling \$493 thousand including \$205 thousand for 50 Additional Police Mobile Computers, \$69 thousand for Tyler Cashiering, \$34 thousand for City Commission Agenda Automation, and \$185 thousand for six other projects. Projects funded in Prior Years include \$1.6 million for Building Development Process Enterprise System, \$547 thousand for Electronic Plan Review, and \$295 thousand for the Interactive Voice Response System.

Jackie Gleason Theater

In 2007, the City entered into a new agreement with Live Nation for The Jackie Gleason Theater of the Performing Arts budget, now known as The Fillmore at The Jackie Gleason Theater. As part of that agreement, the City is responsible for Jackie Gleason Theatre Life Safety Improvements, with Live Nation responsible for the ongoing maintenance of the facility.

Prior Year appropriations include two projects at the Theater including \$4.1 million for ADA and Interior Renovations and \$954 thousand to address Life Safety issues.

Monuments

The City has numerous monuments throughout the City, Many of them historic. In 2009, the City undertook a comprehensive assessment of needed repairs. Approximately \$2.1 million in lower priority repairs remain unfunded at this time and are shown in Future Years.

The One-Year Capital Budget includes \$100 thousand to repair the Polo Player Statue located at Polo Park in the Nautilus area and an \$89 thousand donation for the Flagler Monument Solar Illumination project. Prior Year appropriations include \$382 thousand for the 28th Street Obelisk.

Parking Garages and 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 provide additional parking spaces when complete.

The One-Year Capital Budget for Parking Garages includes \$12.2 million of additional funding for the Collins Park Garage which already has \$13.5 million appropriated to date. Prior Years includes \$20.5 million for the Sunset Harbor/Purdy Ave Garage and \$17 million for the Pennsylvania (New World Symphony) Garage. Future Years anticipates several major projects including \$25 million for a new North Beach Parking Garage, \$25 million for a new South Beach Parking Garage, \$14.5 million for the 72nd Street Park & Parking Structure, \$12.4 million for Cultural Campus Parking Garage II, and \$70 million for a 2,000 space garage to address the needs of the new Convention Center.

The One-Year Capital Budget for Surface Parking Lots includes four projects totaling \$459 thousand. An additional seven projects are programmed for FY 2015 for \$4.9 million and Prior Years includes 14 projects totaling \$8.7 million.

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 additional funding for three projects including \$2.5 million for Flamingo Park (\$13.7 million appropriated in Prior Years), \$618 thousand for Band Shell Master Plan Improvements (\$1.1 million appropriated in Prior Years), and \$344 thousand for Scott Rakow Youth Center Ice Rink (\$1.2 million appropriated in Prior Years) as well as \$969 thousand of funding for 13 various projects. Prior Years includes funding for several projects including \$8.3 million for the South Pointe Pier, \$6.3 million for the Scott Rakow Youth Center Phase II, \$5.7 million for a South Pointe Park Remediation, and \$2.9 million for the Altos Del Mar Park.

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 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 |

The overall rating for City facilities is 0.21, in part, reflecting the projects completed since the program was established. 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 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 2013/14 dedicated millage of 0.1083 mills is projected to generate \$1.98 million for the General Fund Capital Renewal and Replacement Fund. In addition, based on an ongoing review of projects funded in prior years, approximately \$351 thousand has been identified for reallocation to fund General Fund Renewal and Replacement projects in FY 2013/14, for a total of \$2.6 million in General Fund Renewal and Replacement funding.

Internal Service Funds, Enterprise Funds and Special Revenue Funds also provide sources of funding for non-General Fund Renewal and Replacement Projects which total \$3.3 million in the One-Year Capital Budget providing for a total of \$16.8 million in Prior Years for all Renewal and Replacement projects.

Seawalls

The City of Miami Beach is part of a barrier island and seawalls perform an important function in improving water quality and protecting upland structures such as roads and utilities. Seawalls that are along navigable waterways are eligible for partial funding from the Florida Inland Navigation District (FIND).

The Five-Year CIP includes \$715 thousand for the Indian Beach Park Seawall, \$1.3 million for the Indian Creek Park Seawall, and \$629 thousand for the Shane Watersport Seawall. Prior Year appropriations include \$6 million for several projects including \$2.2 million for Biscayne Bay Streetends Seawall, \$1.9 million for Seawall Repair at Fleet Management, and \$1.2 million for the Botanical Gardens/Collins Canal Seawall. A major project in Future Years is the Indian Creek Greenway Seawall for \$15 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 Five-Year CIP includes several key projects including \$20 million for Lincoln Road Washington Ave to Lenox, \$27.2 million for Flamingo Neighborhood Improvements (Bid Pack A & C), \$18.6 million for West Avenue/Bay Road Improvements, \$7.6 million for 54 Inch Diameter Redundant Sewer Force Main, \$4.4 million for LaGorce Neighborhood Improvements, and \$3.1 million for North Shore Neighborhood 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.

The Five-Year CIP includes \$6.2 million of additional funding for the Middle Beach Recreation Corridor Phase II project (\$6.9 million appropriated in Prior Years) and \$1.7 million of additional funding for 16th Street Operational Improvements (\$7.7M appropriated in Prior Years). Prior Year appropriations include \$4.7 million for Beachwalk II, \$2.5 million for Bicycle Pedestrian Projects Citywide and \$2.0 million for Citywide Wayfinding Signage System. Future Years anticipates \$12.1 million for Middle Beach Recreation Corridor Phase III, \$5.4 million for Baywalk IIIB, and \$3.1 million for North Beach Town Center.

Utilities

The City is responsible for the maintenance and operation of the water and sewer system that provides reliable and high quality water and a reliable sanitary sewer system that protects public

health and safety; and complies with all federal, state, and local regulations. The City purchases wholesale water from Miami-Dade County for distribution within the City and the City also operates and maintains the stormwater collection and conveyance system that protects public health and safety and complies with all federal, state, and local regulations.

The Five-Year CIP includes four projects including \$4.4 million for Infiltration Inflow Program-Phase 3, \$2.3 million for 20 Inch Water Line Replacement, \$1.4 million for 63rd Street 16" Water Main, and \$200 thousand for Water System Pressure Control Valves. Prior Year appropriations include \$8.5 million for Infiltration & Inflow Program Phase I and II, \$3.1M for Upsizing Underdrain Cap Water Main, \$2.8 million for Sunset & Venetian Island Force Main, \$2.5 million for Upsizing Underdrain Cap Waste Water, \$2.4 million for Sunset Harbor Pump Station Upgrade, and \$2 million Indian Creek 28th to 41st. Future Years anticipate \$7.3 million for Middle North Bay Road Drainage Improvements and \$130 thousand for the Convert Old Water Pump Station project.

SOURCES OF FUNDS

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 2013/14 Budget and Work Plan provided for continual improvements and maintenance of our facilities and neighborhoods infrastructure by appropriating \$1.4 million from the General Fund as Pay-as-you-go funds to be used for new Pay-as-you-go eligible projects.

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

- 99 GO Bonds – Neighborhood Improvements
- Gulf Breeze – 99 GO Bond for Parks and Recreation
- 99 GO Bonds – Fire Safety
- 99 GO Bonds – Parks & Beaches
- 2001 Gulf Breeze – Normandy Shores Golf Course
- 2003 GO Bonds – Fire Safety
- 2003 GO Bonds – Parks & Beaches
- 2003 GO Bonds – Neighborhood Improvements
- GO Bond 2000 Interest Earnings
- 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 Bond
 - Proposed Future Stormwater Bonds
 - Interest on Stormwater Bonds
 - Proposed Future Water & Sewer Bonds
 - Interest on Water & Sewer 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
 - American Recovery Act Stimulus Bill (ARRA 2009)
 - Police Department Grant Fund – primarily funded from Justice Assistance Grants
 - Grants – 303 – including grants from state, federal and local agencies
 - 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

- Convention Development Tax (\$35 million and \$15 million provided by the CDT Interlocal Agreement with Miami-Dade County), in addition to \$4.5 million provided annually
- 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:
 - 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
 - IBLA Default proceeds from a legal settlement related to the Scott Rakow Youth Center
 - Stash Site funding from the sale of the former stash site
 - 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 and 2003 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 in the South Pointe area 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 – Anchor Garage Fund
- RDA – Anchor Shops Fund

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 2013/14 – 2017/18. Net operating cost impacts for Fiscal Year 2013/14 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 2014/15 through FY 2017/18 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 2017/18 as well as projects pending programming of funds are not included in these totals.

Total Estimated Annual Operating Cost Impact	
FY 2014/15	\$434,240
FY 2015/16	\$440,000
FY 2016/17	\$2,000
FY 2017/18	TBD

MIAMI BEACH

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, streetlighting 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 AA- credit rating from Standard and Poor's, and recently received an upgrade to Aa2 from Moody's.

Financial Summary

<u>Revenue Area</u>	2010 Actual	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Property Taxes	\$ 5,933,745	\$ 5,935,778	\$ 6,830,953	\$ 5,630,000	\$ 5,924,000
Other	1,176	1,718	1,058	298,000	8,000
Total	\$ 5,934,921	\$ 5,937,496	\$ 6,832,011	\$ 5,928,000	\$ 5,932,000
<u>Expenditure Area</u>					
Debt Service	\$ 6,015,529	\$ 6,017,849	\$ 5,970,574	\$ 5,925,794	\$ 5,924,000
Operating Expenses	7,829	7,829	7,874	2,206	8,000
Total General Fund	\$ 6,023,358	\$ 6,025,678	\$ 5,978,448	\$ 5,928,000	\$ 5,932,000

Budget Highlights

- The Debt Service millage rate of 0.2529 is estimated to provide \$5,924,000 for debt service with the balance provided by debt service fund balance.

Principal and interest payments for FY 2013/14 are as follows:

Principal	\$3,435,000
Interest	<u>2,489,000</u>
Debt Service	\$5,924,000

- \$8,000 is required for paying agent's and other fees.

GENERAL OBLIGATION BONDS SUMMARY

as of September 30, 2013

NAME OF ISSUE	Date of Issuance	Date of Maturity	Amount of Issue	Amount Outstanding
2000 Gulf Breeze-Series 1985E	7/3/2000	2020	\$ 14,090,000	\$ -
2000 Gulf Breeze-Series 1985B	7/3/2000	2013	15,910,000	-
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	32,635,000
TOTALS			\$ 127,305,000	\$ 60,715,000

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

Fiscal Year Ending September 30	General Obligation Bonds Governmental Activities		
	Principal	Interest	Total
2014	3,435,000	2,488,819	5,923,819
2015	3,525,000	2,385,769	5,910,769
2016	3,635,000	2,280,019	5,915,019
2017	3,740,000	2,170,969	5,910,969
2018-2022	16,125,000	8,705,144	24,830,144
2023-2027	11,980,000	5,712,894	17,692,894
2028-2032	14,890,000	2,826,869	17,716,869
2033	3,385,000	152,325	3,537,325
	<u>\$60,715,000</u>	<u>\$26,722,808</u>	<u>\$87,437,808</u>

The Gulf Breeze VDRS Series 1985B, in the amount of \$15,910,000, principal is to be repaid in thirteen annual installments commencing December 1, 2001 with interest paid semi-annually. The Gulf Breeze VDRS Series 1985E, in the amount of \$14,090,000, principal is to be repaid in seven annual installments commencing December 1, 2014 with interest paid semi-annually. The funds are being used to expand, renovate and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and, improve neighborhood infrastructure and related facilities. These two bond series have been completely refinanced by the issuance of the General Obligation Bonds, Series 2011, issued on December 1, 2011.

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. These bonds were partially refinanced by the issuance of the General Obligation Bonds, Series 2011.

On December 1, 2011, the City issued General Obligation Bonds, Series 2011, in the amount of \$34,840,000. These bonds were issued to fully refund the outstanding Gulf Breeze VDRS Series 1985B Bonds, and the Gulf Breeze VDRS Series 1985E bonds. The General Obligation Bonds, Series 2011, were also reissued to partially refinance \$18,720,000 of the outstanding

General Obligation Bonds, Series 2003.

Administration has formalized a written policy based on the existing informal policy. The City shall not issue debt for more than 15% of the assessed valuation. The Budget Advisory Committee has approved this policy and forwarded to the City Commission for adoption.

Taxable Assessed Valuation	24,656,576,889
Percentage applicable to debt limit	<u>15%</u>
Debt Limit	\$3,698,486,533
General Obligation Bonds outstanding at September 30, 2013	<u>60,715,000</u>
Legal Debt Margin	<u><u>\$3,637,771,533</u></u>

OTHER LONG TERM DEBT

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 1985 C, 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 1985 C outstanding debt relates to the construction of a parking garage. The Fund includes an outstanding amount of \$2,851,600 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, 2013, 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>\$ 2,189,490</u>
\$ 17,155,000	Series 2010A Parking Revenue Refunding Bonds due in annual installments through 2022: interest at 3.00% - 5.00% <u>\$ 13,155,000</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, 2013, none of the bonds outstanding are considered defeased.
The aggregate maturities of Long-Term Debt at September 30, 2013, are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2014	2,049,762	1,977,231	4,026,993
2015	2,134,228	1,888,344	4,022,572
2016	2,230,500	1,796,643	4,027,143
2017	1,525,000	1,719,863	3,244,863
2018-2022	8,575,000	7,528,963	16,103,963
2023-2027	5,245,000	5,917,981	11,162,981
2028-2032	6,565,000	4,592,906	11,157,906
2033-2037	8,345,000	2,812,500	11,157,500
2038-2040	6,080,000	617,750	6,697,750
	42,749,490	28,852,181	71,601,671
Plus: net unamortized Bond premium	73,620		73,620
Less: Deferred Refunding cost	764,215		764,215
	<u>\$ 42,058,895</u>	<u>\$ 28,852,181</u>	<u>\$ 70,911,076</u>

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 \$ 70,601,671 and the total principal and interest paid for the year ending September 30, 2013 was \$4,022,563.

WATER AND 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, 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.

Indebtedness of the Water and Sewer Fund at September 30, 2013 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>\$ 8,500,000</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>
\$ 27,500,000	2006C Water & Sewer Revenue Refunding Bonds Gulf Breeze Loan Series 1985C due in annual installments through 2013: Interest at 4.00% - 4.50%	<u>\$ 905,000</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, 2013, none of the bonds outstanding are considered defeased.
The aggregate maturities of Long-term debt as of September 30, 2013 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2014	3,185,000	5,476,073	8,661,073
2015	4,935,000	5,299,541	10,234,541
2016	3,770,000	5,111,733	8,881,733
2017	6,415,000	4,889,445	11,304,445
2018-2022	31,860,000	20,160,555	52,020,555
2023-2027	23,050,000	14,721,056	37,771,056
2028-2032	17,330,000	8,916,750	26,246,750
2033-2037	15,785,000	4,924,125	20,709,125
2038-2040	11,495,000	880,875	12,375,875
	<u>117,825,000</u>	<u>70,380,153</u>	<u>188,205,153</u>
Less:			
Unamortized Discount	158,859		158,859
Deferred refunding cost	394,315		394,315
	<u>\$ 117,271,826</u>	<u>\$ 70,380,153</u>	<u>\$ 187,651,979</u>

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. The total principal and interest remaining to be paid on the bonds is \$188,205,153 and the total principal and interest paid for the year ending September 30, 2013 was \$9,918,435.

STORMWATER FUND

The Storm Water Fund issued \$52,170,000 in Storm Water Revenue Bonds, Series 2000, on November 7, 2000. The bonds will be repaid solely from pledged revenues of the Storm Water System. They are registered transcripts and insured. The bonds were issued to construct certain improvements to the Storm Water utility. This bond was partially refunded by the issuance of the Storm Water Revenue Refunding Bonds, Taxable Series 2009J-2. The portion of the Series 2000 bonds that were refunded was \$16,055,000. On December 7, 2011, the remaining balance of the Series 2000 was completely refinanced by the issuance of the Storm Water Revenue Refunding Bonds, Series 2011B. See Advance and Current Refunding footnote for more details on this refunding

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.

Indebtedness of the Storm Water Fund at September 30, 2013 is as follows:

\$52,170,000	2000 Storm Water Revenue Bonds Due in annual installments through 2030: Interest at 4.75%-5.375% (Refunded 12/7/2011)	<u>\$ - 0 -</u>
\$16,185,000	2009J-2 Storm Water Revenue Refunding Bonds Due in annual installments through 2020: Interest at 2.00% - 4.50%	<u>\$13,355,000</u>
\$52,130,000	2011A Storm Water Revenue Bonds Due in annual installments through 2041: Interest at 4.00% - 4.25%	<u>\$52,130,000</u>
\$26,575,000	2011B Storm Water Revenue Refunding Bonds Due in annual installments through 2030: Interest at 2.00% - 5.25%	<u>\$26,360,000</u>

The aggregate maturities of Long-term debt at September 30, 2012 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2014	1,590,000	4,258,872	5,848,872
2015	2,620,000	4,208,297	6,828,297
2016	2,720,000	4,109,261	6,829,261
2017	2,815,000	4,000,507	6,815,507
2018-2022	16,210,000	18,027,287	34,237,287
2023-2027	21,230,000	13,654,059	34,884,059
2028-2032	19,590,000	8,341,157	27,931,157
2033-2037	12,615,000	4,853,480	17,468,480
2038-2041	12,455,000	1,524,038	13,979,038
	<u>91,845,000</u>	<u>62,976,958</u>	<u>154,821,958</u>
Plus Unamortized Premium	2,384,741		2,384,741
Less Deferred refunding cost	<u>1,121,773</u>		<u>1,121,773</u>
	<u>\$ 93,107,968</u>	<u>\$ 62,976,958</u>	<u>\$ 156,084,926</u>

Series 2009J-2, the Series 2011A and the Series 2011B 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 \$154,821,958 and principal and interest paid for the year ended September 30, 2013 was \$5,847,595.

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 2% to 4.5%. At September 30, 2013, the City was indebted for \$14,167,412.

The aggregate maturities of loans at September 30, 2013 are as follows:

Fiscal Year Ending September 30	Loans		
	Principal	Interest	Total
2014	3,794,656	305,316	4,099,972
2015	3,485,845	209,977	3,695,822
2016	2,528,858	129,947	2,658,805
2017	1,813,537	80,470	1,894,007
2018	1,132,794	46,061	1,178,855
2019-2023	1,411,722	54,179	1,465,901
	<u>\$ 14,167,412</u>	<u>\$ 825,950</u>	<u>\$ 14,993,362</u>

The above debt has been recorded in the following funds:

Internal Service	\$ 12,389,979
Stormwater	182,382
Water & Sewer	504,665
Parking	470,230
Other Enterprise	620,156
	<u>\$ 14,167,412</u>

SPECIAL OBLIGATION BONDS- GOVERNMENTAL ACTIVITIES

At September 30, 2009 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	\$ 600,000
1985C	Series 2001 Gulf Breeze fixed rate	Non Ad-Valorem	14,301,954	3,845,502
1985E	Gulf Breeze fixed rate	Non Ad-Valorem	22,500,000	9,940,000
1994	Sunshine State VRDS	Non Ad-Valorem	30,000,000	-
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	30,550,000
2005A	Tax Increment Revenue Refunding Bonds	RDA Tax increment Revenue	51,440,000	34,905,000
2005B	Tax Increment Revenue Refunding Bonds	RDA Tax increment Revenue	29,330,000	20,585,000
Total Special Obligation Bonds			\$ 231,906,954	\$ 110,425,502

During fiscal 1994, the City executed a loan agreement with The Sunshine State Governmental Financing Commission to borrow \$30,000,000 on a variable rate note, principal to be repaid in twenty annual installments commencing September 1, 1995 through September 1, 2014. Interest is paid monthly at a variable rate. Interest at September 30, 2009 was 1.10%. On August 1, 2001 the City executed a loan agreement to repay a portion of the outstanding principal for this loan of \$14,977,000. The 1994 Sunshine State VRDS bonds were paid off during fiscal year 2010.

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. These bonds are secured by a lien upon and pledge of the pledged funds, which include (a) the net trust fund revenue received by the Agency from the City Center/Historic Convention Village Redevelopment and Revitalization Area, (b) the portion of the proceeds for the City's municipal resort tax levied and collected by the City and received by the trustee, and (c) moneys and investments in the funds and accounts created under the resolution. 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 and supplemental revenue, and that any shortage shall be funded based on the supplemental revenue resolution. 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, 2010.

On September 22, 2005, the Agency issued \$51,440,000 (Series 2005A) and \$29,330,000 (Series 2005B) in tax-increment bonds. These bonds are secured by a lien upon and pledge of

the pledged funds, which include (a) the net trust fund revenue received by the Agency from the Redevelopment Area, (b) the portion of the proceeds for the City's municipal resort tax levied and collected by the City and received by the trustee, and (c) moneys and investments in the funds and accounts created under the resolution. 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 annual debt service requirements be fully funded upon receipt of trust fund revenue and supplemental revenue, and that any shortage shall be funded based on the supplemental revenue resolution. At September 30, 2010, \$18,920,000 of the Agency's bonds outstanding are considered defeased.

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 1985 C 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 1985 C outstanding debt relates to the construction of a Parking Garage. The Parking Enterprise Fund includes an outstanding amount of \$4,086,934 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 assets. At September 30, 2010, \$1,470,000 is still considered defeased.

MIAMI BEACH

MAYOR AND CITY COMMISSION

Department Mission/Purpose Statement

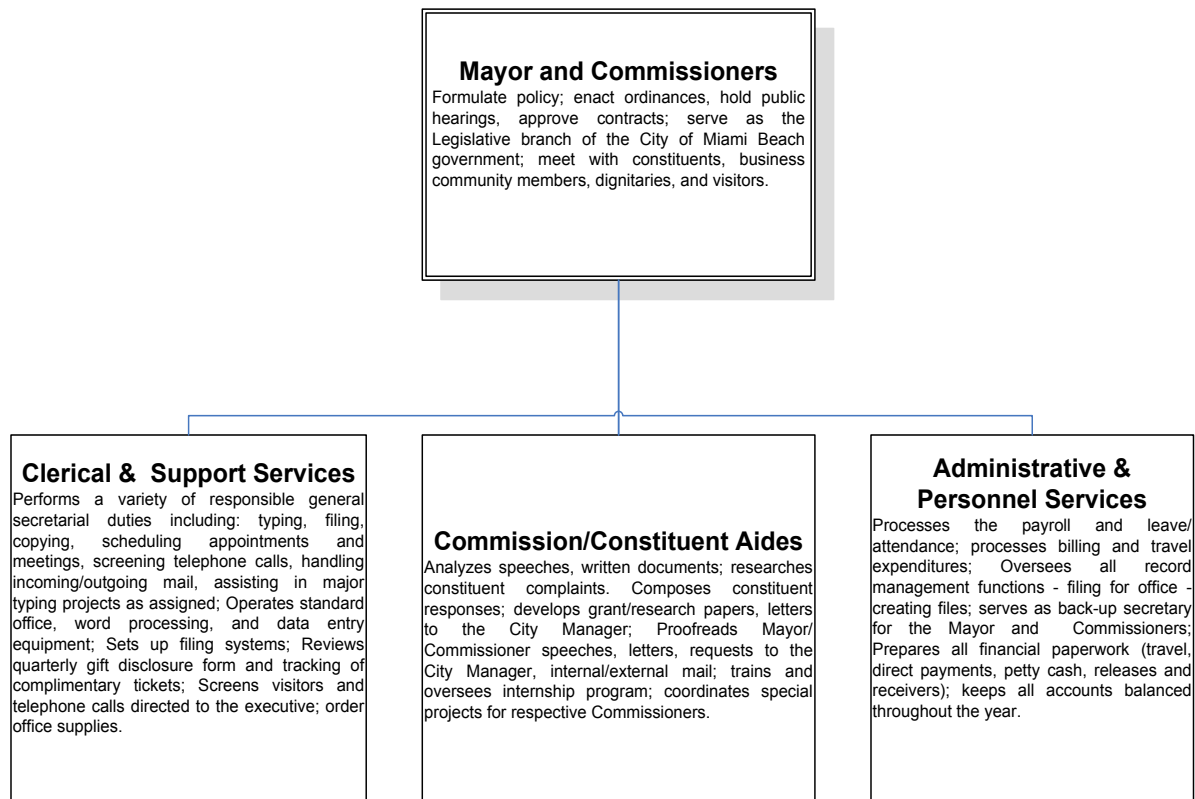
We are dedicated to developing policy and providing direction to meet the needs of constituents by providing leadership that enhances and improves the quality of life for those who live, work and play in the City of Miami Beach.

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.



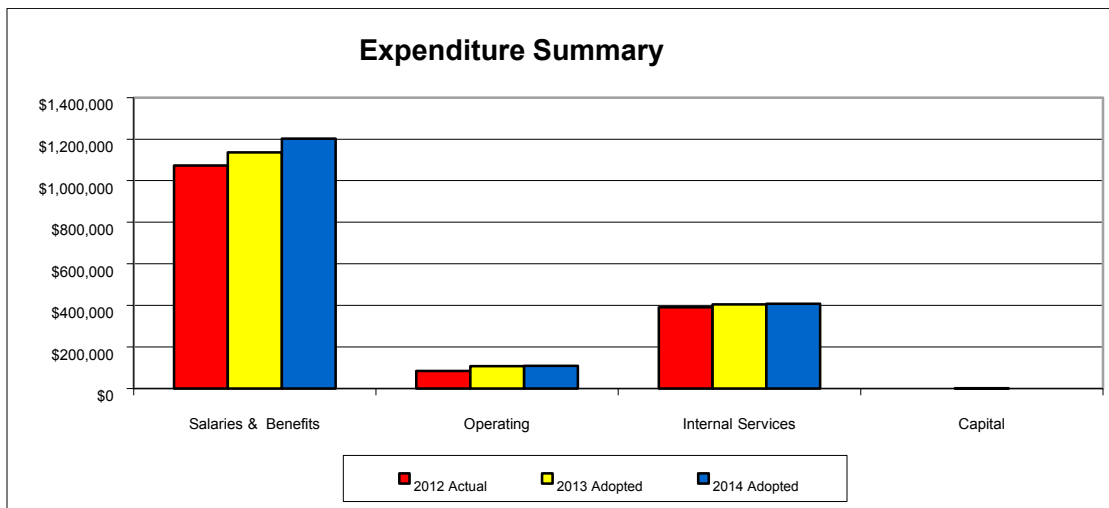
Significant Prior Accomplishments

- 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.

Departmental Financial Summary

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$1,049,306	\$1,073,406	\$1,136,455	\$1,203,000
Operating	85,044	83,427	106,962	108,000
Internal Services	346,747	389,961	404,331	408,000
Capital	0	0	252	0
Total	\$1,481,097	\$1,546,794	\$1,648,000	\$1,719,000
Budgeted Positions	17.66	17.66		17.66



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$53,000 or 12% from last year in City contributions to the pension plan. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$1,038 or less than 1 percent.
- The budget includes a \$3,669 increase in Internal Service Fund charge-backs primarily due to similar increases in salary, health and pension costs as described above.

MIAMI BEACH

OFFICE OF THE 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.

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, an Executive Office Associate II, three Executive Office Associate I, a Special Projects Coordinator, an Emergency Management Coordinator, two Community Resource Coordinators, a Condo Ombudsman, and a Receptionist.

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.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 2012/2013 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve Cleanliness of Miami Beach rights-of-way especially in business areas	# days for departmental response to service requests citywide	N/A	120	97	30	31	N/A	N/A	N/A	N/A	N/A	<ul style="list-style-type: none">Continue to coordinate with departments in effort to continue dissemination of information regarding Neighborhood Pride ProgramEnhance coordination with HOA's, volunteer organizations ,etc.	
	Total # of service requests received citywide	N/A	N/A	12,306	6,449	5,854	4,471	2,650	2,858	N/A	N/A		
	# of business in CMB signed up for ListServ	N/A	N/A	99	211	381	619	TBD	TBD	700	700		
	# of Environmental Outreach recruitment and clean-up events	18	24	23	28	33	TBD	TBD	TBD				
	# of volunteers in neighborhood/environmental clean-ups	596	830	1,196	829	1,043							
Reduce the number of homeless	KPI: % of business rating City's ability to address homelessness as excellent or good	25%		28%		32%			31%			<ul style="list-style-type: none">Continue Project Home Shore campaign targeting members of faith community with information and resources to empower them as outreach resources to the homeless, and secure non-government resource	
	KPI: % of residents rating City's ability to address homelessness as excellent or good	31%		32%		44%			42%				
Improve storm drainage citywide												<ul style="list-style-type: none">Strengthen resiliency efforts (including vehicles)	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

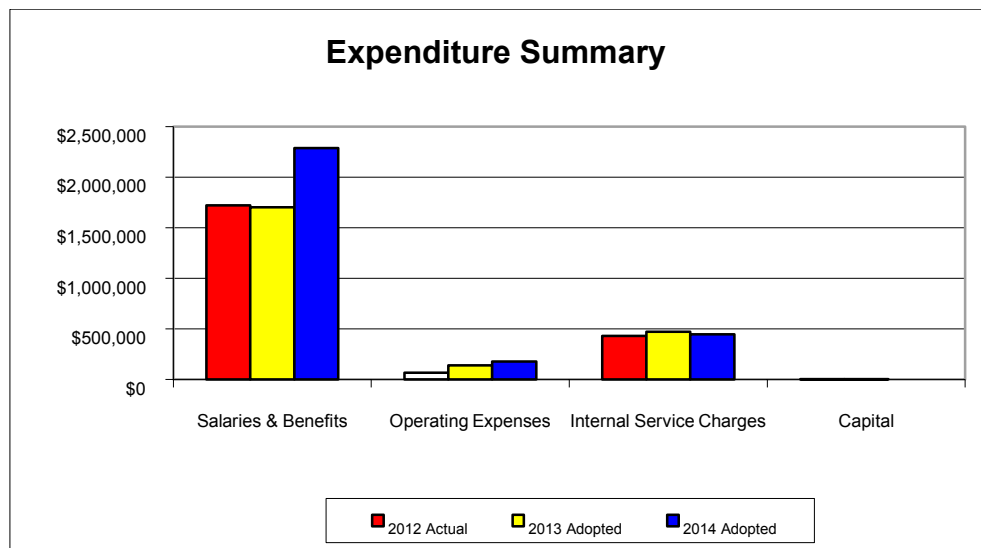
TBD - To Be Determined

Departmental Financial Summary

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 1,645,003	\$ 1,721,536	\$ 1,700,880	\$ 2,288,000
Operating Expenses	68,698	65,850	138,795	176,000
Internal Service Charges	417,479	431,304	472,108	447,000
Capital	714	714	1,217	0
Total	\$ 2,131,894	\$ 2,219,404	\$ 2,313,000	\$ 2,911,000

Budgeted Positions

General Fund	9.67	9.67	9.67	12.67
RDA Fund	0.00	0.00	0.00	0.50
Total Budgeted Positions	9.67	9.67	9.67	13.17



Budget Highlights

- The City Manager's Office was reorganized moving several positions and responsibilities formerly budgeted in other departments into the Manager's office. Salary and benefits adjustments were made to include the costs for two (2) Community Resource Coordinators previously budgeted in Code Compliance; the Emergency Management Coordinator previously budgeted in Police; and to split the Customer Service Manager/Condo Ombudsman 50% with the Building department. In addition, the Manager's office also absorbed the Mall Manager duties for the Lincoln Road Mall and as a result 50% an existing position in the Manager's Office will be charged to the RDA fund.

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personal services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$207,000 or (64%) from last year in City contributions to the pension plan, primarily due to a revised allocation and the reorganization. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$37,205 or (27%) associated with a reorganization which moved several positions and duties from various departments to the Manager's office.
- The budget includes a \$25,108 net decrease in Internal Service Fund charge-backs.

MIAMI BEACH

OFFICE OF COMMUNICATIONS

Department Mission/Purpose Statement

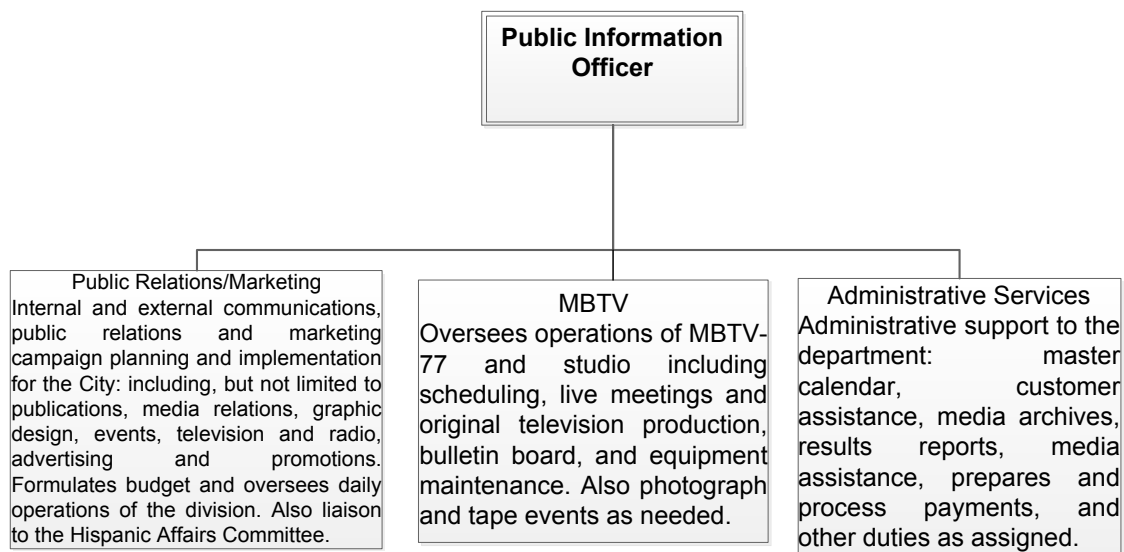
We are dedicated to advancing the City's vision through creative and strategic marketing and communications initiatives with our internal and external customers.

Department Description

The Office of Communications is primarily a link between the City of Miami Beach government, the public and the media. The Office is the communications arm of the City administration and its various 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, 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 uses various communication tactics to achieve its goals: 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 (ie. List Serve and the use of social marketing sites).



Significant Prior Accomplishments

- Successfully launched a civic campaign (Like2Love Miami Beach) that included a photo contest that attracted close to 1,000 entries.
- Developed new low-cost video programs for MBTV by repackaging existing footage that was no longer being aired.
- Developed programming procedure for MBTV.
- Developed a procedure for ceremonial events.
- With IT's assistance, created a Miami Beach media news feed on the Fish Tank (Intranet) for all employees to access.
- Created and executed a marketing/community outreach campaign (I Recycle Because . . .) for the city's new recycling ordinance.
- In conjunction with IT, launched a new website design.
- Covered the following topics in MBTV programming: sustainable initiatives; major event planning and the permitting process; convention center development; historic preservation codes; education compact and International Baccalaureate (IB) program; City Charter; Election 2012; FY13 budget; new recycling ordinance; beach safety; fire prevention; opening of Sunset Harbour Garage; South Pointe Pier groundbreaking; Cinema Series at SoundScape; Food Truck & Music Fest; Collins Canal's centennial; new kayak launch; learn to swim programs; Playground Revue; electric vehicle charging station opening; visually impaired bowling; student expo; Collins Park Garage; Like2Love Miami Beach; Sights & Sounds of the Season; homeless outreach efforts; new fire truck commissioning; encroachments; new summer camps; kids health program; Bass Museum; Art in Public Places (Lighthouse); Miami City Ballet; FIU's new Urban Studios; Jewish Museum of Florida; New World Symphony; SoBe Institute of the Arts; Veterans Day event; restaurant inspections; pediatric mobile clinic; free tax assistance; women's self-defense class; spay and neutering of cats; police gun buyback program; MBPD's Top Ten Most Wanted; Earth Day event; Sunset Islands neighborhood improvements; literacy program for young children; MBPD's crime prevention program for kids; and programs for seniors.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Enhance external and internal communications from and within the City	KPI: % that feel the amount of information they get is the right amount											<ul style="list-style-type: none"> • Develop a regular communication for MB businesses • Develop programming procedures for MBTV • Develop low-cost video program by repackaging existing footage that is no longer being used • Continue LiketoLove Miami Beach (civic pride) campaign • Explore costs associated with expanding production and mailing of MB to businesses • Enhancing transparency by upgrading the Planning Department webpage to maximize public access to planning and development information
	Residents	60%		62%		79%			87%			
	Businesses	50%		55%		66%			88%			
	KPI: % of that strongly agree or agree that the City of Miami Beach government is open and interested in hearing their concerns											
	Residents	66%		62%		69%			67%			
	Businesses	49%		58%		61%			59%			
	# of originally produced special television programs					6	88	86	94	11	11	
	# of businesses in CMB signed up for ListServ			99	211	381	619	751	910	800	1,600	
	# of meetings telecast/taped				9.5	7.2	75	68	74	5	75	
	# of newsletters published and distributed	54	76	93	89	85	90	98	92	6	84	
	# employees trained in effective communications			0	0	0	29	31	10	1	5	
	Open Rate for E-Briefs					27.02%	24.1%	24.94%	26.94%	35%	21%	
	Click through rate of E-Briefs %					34.54%	28.88%	28.23%	25.31%	35%	18%	
	# of Facebook Fans						2,896	4,425	5,681	8,500	8,500	
	# of Twitter Followers							8,644	14,189	18,000	25,000	
	Revenue generated through sponsorship and advertising revenue in \$				114,695	193,210	253,750	123,180	892,250	384,248	384,248	
Improve process through information technology	Supports measures on Citywide Scorecard											
Attract and Maintain a Workforce of Excellence	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement Company Store
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Pursue corporate sponsorship for Ocean Rescue and Pool Lifeguard uniforms • Pursue corporate sponsorship for Police and Fire uniforms

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve the City's overall financial health and maintain overall bond rating (continued)	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Develop a product to market for profit • Evaluate potential usage of Community Benefit Fund • Evaluate potential use of CAC Endowment • Pursue cable TV sponsorship
Improve storm drainage Citywide	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Promote education on sea level rise including costs of mitigation
Expand e-government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • TV: Replace existing analog in the Commission Chamber television room with a new SD/HD capable system. Radio: Upgrade the City's HAR (Highway Advisory Radio) radio station programming capabilities from analog to digital

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

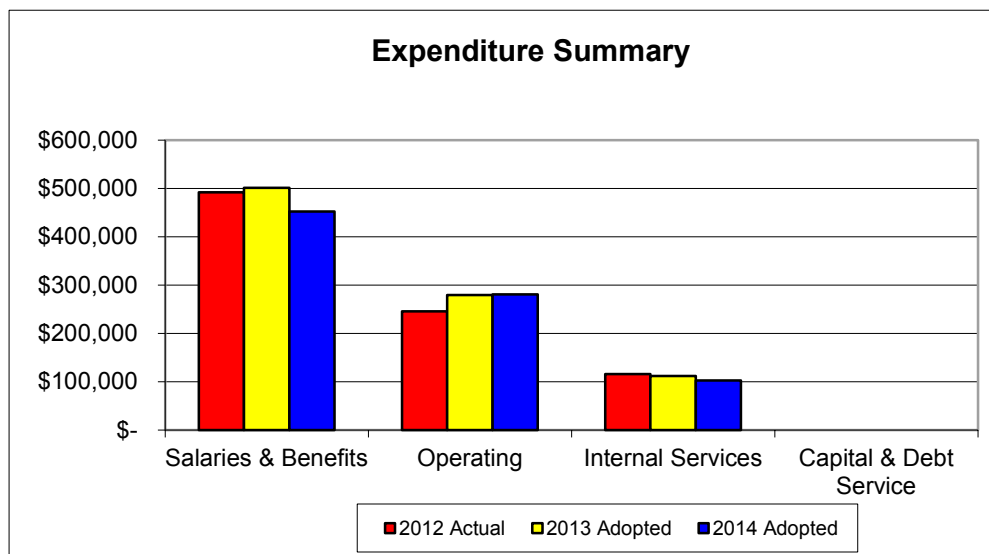
Revenue Area

	2011 Actual	2012 Adopted	2013 Adopted	2014 Adopted
Communications				
Advertising	\$ 118,550	\$ 151,942	\$ 186,000	\$ 186,000
Coca-Cola Sponsorship	905	819,818	325,000	325,000
Official City Map	0	0	10,000	0
Agenda Advertising	0	499	5,000	5,000
Revenue Enhancement				
Advert. 5th & Alton Bus				
Shelter Advertising	6,500	6,250	3,000	3,000
GF Sponsorships	4,500	30,250	13,000	37,000
Total GF Revenues	\$ 130,455	\$ 1,008,759	\$ 542,000	\$ 556,000
Parking Advertising	0	20,900	30,000	17,500
Non-GF Sponsorships	5,000	43,400	0	0
Non-GF Initiatives	346	2,500	0	0
Total Non-GF Revenues	\$ 5,346	\$ 66,800	\$ 30,000	\$ 17,500
TOTAL	\$ 135,801	\$ 1,075,559	\$ 572,000	\$ 573,500

Expenditure Area

Salaries & Benefits	\$ 454,023	\$ 492,123	\$ 501,443	\$ 452,000
Operating	255,052	246,036	279,783	281,000
Internal Services	135,815	115,813	111,774	103,000
Capital & Debt Service	0	0	0	0
Total General Fund	\$ 844,890	\$ 853,972	\$ 893,000	\$ 836,000

Budgeted Positions	5	5	5	4
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Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$27,000 or (29%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$1,200 or (0.4%).

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

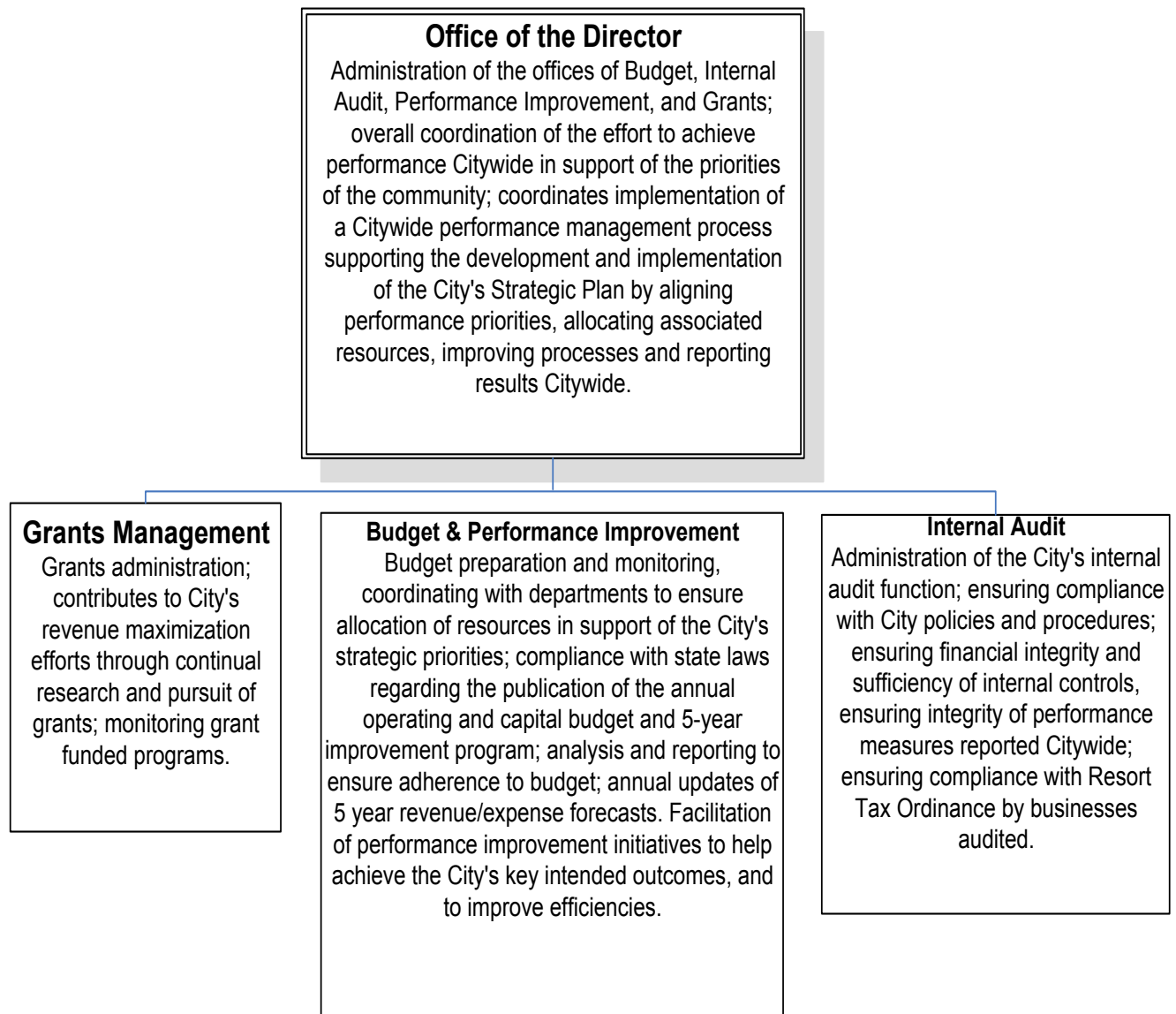
The Office of Budget and Performance Improvement (OBPI) was created in 2004 by merging several existing entities within the City focusing on performance excellence by blending strategic management, resource allocation, performance management and revenue maximization.

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.

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined



Significant Prior Accomplishments:

- Received \$230,056 in GOB fund reimbursements in FY 2012/13. The total amount of GOB funds reimbursed from inception of the program is \$22,286,067
- Awarded \$3,514,486 in grants in FY 2012/13 (includes \$400,000 in technical assistance from RE. invest Initiative)
- Completed the following audits in FY2012/13:
 - Twenty Internal Audits
 - Six Sanitation Audits

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

- Seven-teen Parking Monitoring
- One hundred seventy-two resort tax audits resulting in net assessments of \$649,683. Collections for outstanding resort tax audit assessments amounted to \$516,332.
- Continued grant monitoring responsibilities for hurricanes which included assisting Federal Emergency Management Agency (FEMA) and state with their closeout for Hurricane Wilma 2005; preparation of quarterly reports to the state; monitoring each claim for completion and requesting reimbursement.
- From FY 2002/03 to FY 2012/13, Budget documents have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association, continuing to improve in reviewer ratings each year.
- Instituted a reserve for post-employment benefits (OPEB) by transferring \$2.9 million in surplus to an OPEB trust in FY 2007/08, in addition to \$2 million from FY 2005/06 and an additional \$2 million in FY 2006/07 year-end budget surplus of revenues over expenses and have continued to fund the enterprise and internal service fund components of the OPEB liability each year since for a total of \$14.1 million in funding.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve process through information technology	KPI: Business case estimates of \$'s saved or additional \$'s generated through information technology investments			50,000	85,000	6,200	\$0	181,000	TBD	TBD		<ul style="list-style-type: none"> • Automate budget document reports • Reinvigorate IT Steering Committee to meet at least quarterly to facilitate and fund implementation of technology projects
	KPI: Information technology investments (\$) to increase revenue, improve efficiency, or improve customer service (in millions)		\$0.587 mill	\$0.695 mill	\$1.043 mill	\$0.298 mill	\$0.552 mill	\$0.199 mill	TBD	\$0.280 mill		
	% of KPIs reported within 90 days from the end of the quarter				74%	87%	80%	90%	N/A	90%		
Control costs of payroll including salary and fringes/ Minimize Taxes/Ensure expenditure trends are sustainable over the long term	Ratio of recurring revenue increase to recurring expenditure increase - General Fund Original Budget	1.04	1.11	1.11	1.07	1.04	1.00	.99	1.01	1.00		
	KPI: Operating Millage Rate	7.425	7.481	7.374	5.6555	5.6555	5.6555	6.2155	6.1655	5.6555	5.8634	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve the City's overall financial health and maintain overall bond rating	KPI: \$'s in City General Fund reserve accounts											<ul style="list-style-type: none">Document Budget Work Plan Development and Monitoring ProceduresProcure Professional Service Support for processing FEMA expenses and reimbursementsEvaluate procurement of FEMA compliance softwareDevelop federal compliance guidelinesFinalize certificate of use fees to reflect full costEvaluate “no cash acceptance policy” for outlying locationsExplore Kiosk machines that also sell merchandise such as gift cards	
	11% Emergency Revenue	\$18.6 mill	\$22.5 mill	\$24.1 mill	\$25.5 mill	\$26.0 mill	\$25.0 mill	\$26.2 mill	\$27.0 mill				
	6% Contingency Reserve		\$14.1 mill	\$12.3 mill	\$12.6 mill	\$13.8 mill	\$13.6 mill	\$14.3 mill	\$14.7 mill				
	\$'s in Internal Services Fund reserve accounts						\$0.64 mill	TBD	TBD				
	\$'s in Enterprise Fund Reserve Accounts						\$20.8 mill	TBD	TBD				
	GFOA Scores for Adopted Budget	2.94	3.06	3.09	3.16	3.18	3.23	3.21			3.3		
	% actual expenditures to original adopted budget net of transfers at year-end to Reserves			98.1%	99.1%	98%					100%		
	% of grants awarded - First time grants in last 12 months			60%	61%	60%	66%	52%	60%		60%		
	% of grants awarded - Recurring grants in the last 12 months		88%	92%	100%	100%	100%	100%	100%		100%		
	Grants revenues brought into the City per Fiscal Year (Recurring grants)		3.335 mill	\$1.375 mill	\$1.824 mill	\$2.291 mill	\$1.583 mill	1.014 mill	1.762 mill		\$2.000 mill		
	Audit and other revenues brought into the City	1.3	6.3	3.22	3.69	4.85	.78	.71	1.52				
	% of Annual Plan for Internal Audits completed			43%	60%	102%	55%	88%	65%		100%		
	% of Annual Plan for Resort Tax Audits completed			95%	84%	90%	91%	81%	84%		100%		
Ensure value and timely delivery of quality capital projects												<ul style="list-style-type: none">Create and coordinate CIP Action Team to facilitate implementation of capital projects	
Promote transparency of City operations	Supports measures on Citywide Scorecard											<ul style="list-style-type: none">Utilize outside audit contractor to review/audit City's operations annually, Construction projects, entitlement grants, HR compensation, Tennis Centers, and parking enforcement	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize efficient delivery of services	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Develop a program to assess effectiveness of Code Compliance enforcement efforts, similar to Internal Audits' review of the parking enforcement efforts Enhance position control including: Monthly reports of filled versus vacant positions, Implementation of workflow processing software for Requests-to-Fill, Eden position control training to identify ways to improve, Expedited turnaround times for reclassifications
Increase community satisfaction with City government	KPI: % of Key Performance Indicator improved in the fiscal year		11%	35%	39%	58%	65%	54%	TBD	50%		<ul style="list-style-type: none"> Expand Service Shopper to contracted operations and charge enterprise funds as appropriate Re-invigorate Performance Improvement Initiatives annual and quarterly performance reports
	KPI: % of Key Performance Indicator improved in the fiscal year		11%	35%	39%	58%	65%	54%	TBD	50%		
	KPI: Fiscal year overall rating for City Service Shopper program		3.39	3.78	4.16	3.69	4.10	3.93	4.08	4.00		
	% departments with Service Shopper Scores below 3		12%	1%	1%	3%	0%	0%	0%	0%		
	% of departments service shopped	0%	100%	99%	100%	100%	100%	100%	100%	100%		
	% of Key Intended Outcomes (KIOs) with improvements contributed by OBPI		33%	39%	45%	37%	39%	36%	TBD	50%		
	% OF KPIs with approved methodology and implemented in the software				83%	86%	61%	63%	95%	95%		
	% of employees agreeing or strongly agreeing they have a better understanding of their role % department role in achieving City outcomes			85%								
Strengthen internal controls	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Support Internal Audit's operational review of Fire Prevention

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

GENERAL FUND	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Internal Audit (GF)	\$ 464,366	496,911	659,129	754,000
Management & Budget	831,028	836,512	931,242	896,000
Grants Management	197,900	184,955	200,004	272,000
Total	\$1,493,294	\$1,917,136	\$1,790,375	\$1,922,000

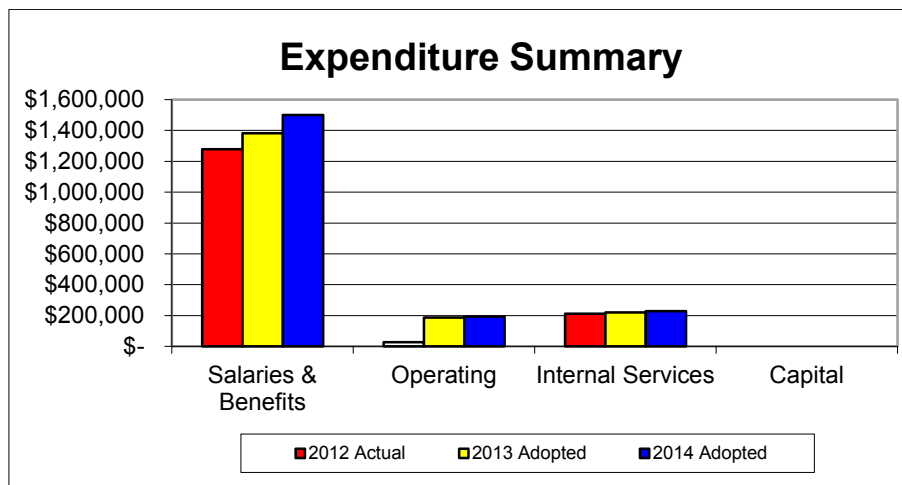
Expenditure Area

Salaries & Benefits	\$ 1,271,641	\$ 1,278,797	\$1,382,818	\$1,500,000
Operating	22,167	27,643	186,887	193,000
Internal Services	199,486	211,938	220,670	229,000
Capital	0	0	0	0
Total	\$1,493,294	\$ 1,518,378	\$1,790,375	\$1,922,000

Budgeted Positions

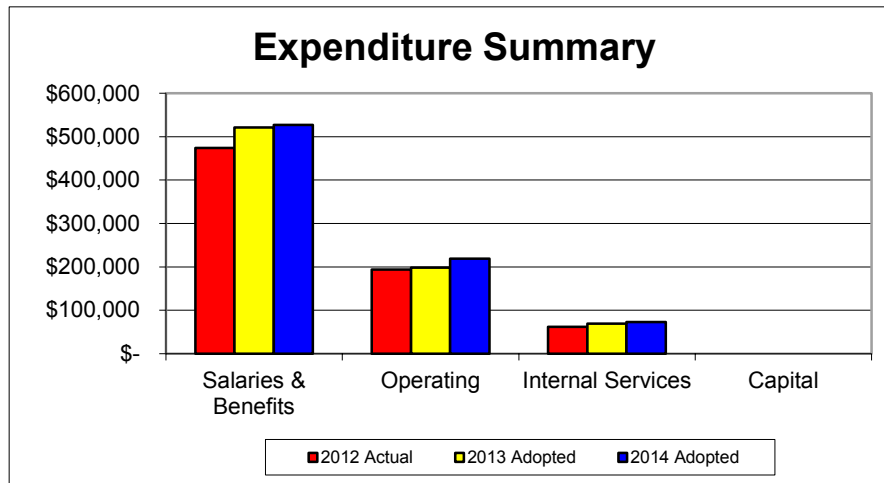
General Fund	10	10	10	12
Resort Tax	4	4	4	4
Parking Fund	1	1	1	1
Sanitation Fund	1	1	1	1
Total Positions	16	18	16	18

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



RESORT TAX FUND

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Expenditure Area				
Salaries & Benefits	\$467,691	\$ 473,820	\$ 521,621	\$ 527,000
Operating	90,182	193,939	198,497	219,000
Internal Services	64,252	61,893	69,245	73,000
Capital	0	0	0	
Total	\$622,125	\$729,652	\$789,363	\$819,000
Budgeted Positions	4	4	4	4



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$78,184 or (31%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$6,113 or (3%). This increase is primarily due to staff certification and training requirements.

MIAMI BEACH

ORGANIZATIONAL DEVELOPMENT PERFORMANCE INITIATIVES

Department Mission/Purpose Statement

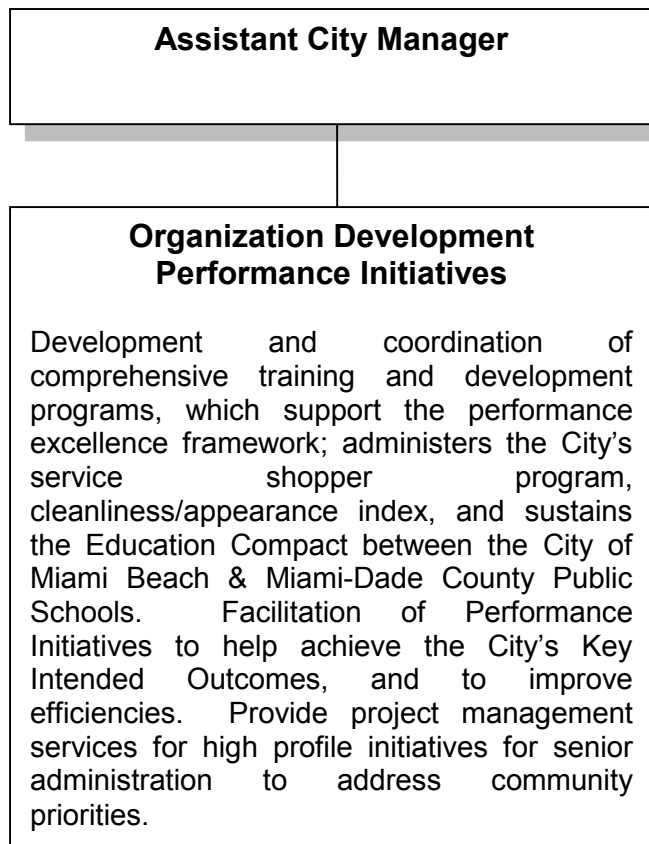
We are dedicated to ensuring our organization implements and sustains strategies that ensure the growth and development of both the organization and our employees to achieve measurable community results

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 management consultant services 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 refining performance measures, aligning Citywide strategic plans and departmental work plans, using the plans to drive strategic initiatives that improve performance, and 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.
- Conduct customer satisfaction surveys for services delivered to the community as well as for internal support functions.
- Support the performance management database by monitoring the status of strategic plan vision linked scorecard objectives and performance initiatives.
- Pursue additional efficiencies, cost savings, and revenue enhancements through performance initiative reviews, etc.
- Provide training programs to City Departments to enhance employee performance.
- Increase and maintain youth related grants to support our Education Compact outcomes.



Significant Prior Accomplishments

- Continued to expand the cleanliness assessment and service shopper programs where employees and resident volunteers serve as assessors and/or shoppers.
 - 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 FY2012/13, the overall City cleanliness scores improved 17.2% from FY2005/06, the base year of the program, and the percentage of assessments rated clean or very clean improved to 89.1%, a 10.1% increase from the base year. Residential streets and sidewalks have each improved 12.0% and 16.3% respectively, with 92.7% and 92.9% rating clean or very clean from FY2005/06, while waterways have improved 24.1% during the same period, with 80% rating clean or very clean.
 - Continued overall coordination and implementation of Service Shopper Program, including successful training and recruitment of Service Shopper volunteers for all quarters to date. 100% of departments were shopped during FY2012/13 with survey results also showing an increase in satisfaction with employee contact. 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 4.02 in FY2012/13, a 18.6% improvement from the inception of the program.

- Developed and 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.
- 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 4th Annual Student Expo for 500 families to improve International Baccalaureate program awareness and showcase City youth – November 2012.
 - Supported International Baccalaureate Primary Year Program first annual student exhibitions at North Beach Elementary, South Pointe Elementary, and Fienberg-Fisher Elementary schools.
 - Coordinated the professional development of 44 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.
 - Developed 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.
 - 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 a minimum of twice per month to provide comprehensive health care services free-of-charge to youth in our community who do not have medical insurance. Approximately 24 visits throughout the year.
 - Spearheaded the City's Nurse Initiative between the City of Miami Beach, North Bay Village, Town of Surfside, Town of Bay Harbor Islands, and Bal Harbour Village, to converge efforts to secure the funding needed for the full-time registered nurse. Each municipality committed requested funds for the 2013-14 school year. Negotiated with

the MB Chamber of Commerce and Children's Trust, with each committing funding in the amount of \$95,000 and \$98,767 respectfully for the Nurse Initiative. 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.

- Coordinated with 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 2013-14 school year. The City gained the ADL's prestigious Community of Respect designation in September 2013 at the annual event with over 200 community members in attendance.
 - Coordinated Youth Safety Joint Roundtable recommendations from Police Department and Parks Department, to enhance safety of youth in our public schools and recreational facilities.
 - Wrote the following articles for MB Magazine Next Generation column: Stop Kids Ahead, Healthcare Around the Corner, Life Safety program Empowers Youth, and Learn to Plan.
 - Other compact components include enhanced curriculum offerings including the International Baccalaureate program in grades K-12 currently being implemented at all Miami Beach public schools, Enhanced Communication Efforts, Teacher Recruitment/Retention, Parental Involvement/Family Support/Youth and Community Engagement, Health and Well-Being, Safety, and Technology.
- Facilitated Ethics sessions for 260 regulatory team members in partnership with the Miami-Dade County Commission on Ethics and Public Trust providing five distinct sessions in 2013.
 - Developed 2013 Environmental Scan; a comprehensive multi-year assessment of demographic, socio-economic and department budget, staffing, and workload data.
 - 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, Diversity, Sexual Harassment, Teambuilding, and Customer Service. At the conclusion of the first year of implementation (FY13), 624 team members have utilized the online system, having passed a combined total of 1,759 required classes.
 - Facilitated the updating of citywide procedures, along with the posting of such on the City's internal website and ongoing notification to personnel.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Increase community satisfaction with City government	KPI: % of Key Performance Indicators improved in the fiscal year		59%	56%	47%	70%	30%	43%	56%	50%	50%	<ul style="list-style-type: none"> Expand Service Shopper to contracted operations and charge enterprise funds as appropriate Facilitate 2014 Community Satisfaction Survey Develop and Implement a continuous internal Services Satisfaction survey for IT, Property Management, HR, and Fleet Develop and implement a continuous satisfaction survey of community external service users Re-invigorate Performance Improvement Initiatives annual and quarterly performance reports
	KPI: Fiscal year overall rating for city service shopper program		3.39	3.78	4.16	3.69	4.10	3.93	4.08	4.00	4.00	
	% departments with Service Shopper Scores below 3		12%	1%	1%	3%	0%	0%	0%	0%	0%	
	% of departments service shopped	0%	100%	99%	100%	100%	100%	100%	100%	100%	100%	
	KPI: % of Residents Rating Miami Beach City Government as Good or Excellent in Supporting, Meeting their expectations	84%		61%		75%			67%		85%	
	KPI: % of Residents Rating the City of Miami Beach as a Place to Live as Excellent or Good	66%		83%		87%			89%		85%	
Attract and maintain a workforce of excellence	% of employees trained in results-oriented culture		91%	100%	84%	79%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Conduct training needs and satisfaction survey Develop a comprehensive award and recognition system for the City-especially to address exceeds and significantly exceeds expectations Reinvigorate supervisory skills training Revamp new employee orientation process to include on-line reinforcement Provide ethics training to all City employees on ethics, Citywide procedures and work rules
	% of contract employees trained in Customer Service Standards			9%	38%	44%	75%	88%	88%	100%	100%	
Diversify business base in Miami Beach	Supports measures on Citywide scorecard											<ul style="list-style-type: none"> Develop a program for North Beach economic development including pursuit of education initiative
Improve process through Information technology	Supports measures on Citywide scorecard											<ul style="list-style-type: none"> Improve Cleanliness Automation through new program and hardware

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Enhance learning opportunities for youth	KPI: % of Households with Children Rating Miami Beach City Government as Good or Excellent in Supporting, Meeting their expectations											•Work with MDCPS to have measurable improvement in achievement scores •Ensure all children in Miami Beach elementary and middle schools have access to IB program •Obtain parent satisfaction data from the district segregated •Review training needs of public school staff to sustain International Baccalaureate (IB) program and facilitate all compact components
	Married, with children			62%		67%			67%		85%	
	Divorced/ Separated with children			66%		62%			77%		85%	
	KPI: % of Households with Children Rating the City of Miami Beach as a Place to Live as Excellent or Good											
	Married, with children			80%		87%			88%		85%	
	Divorced/ Separated with children			79%		86%			88%		85%	
	% of residents with children satisfied or very satisfied with public school within Miami Beach	53%		51%					91%		80%	
	KPI: # of Youth Participants in City's Programs, Including International Baccalaureate			9,709	6,911	14,378	15,592	18,640	20,557	15,000	15,000	
	KPI: Total City Dollars appropriated for Youth Resident in the City (Compact \$'s, Grant Funds, Recreation \$'s, etc.)			\$8.3 mill	\$8.2 mill	\$8.8 mill	\$8.1 mill	\$8.0 mill	\$7.8 mill	\$8.0 mill	\$8.0 mill	
	KPI: % of Children in City Schools with Measurable Improvement from the Prior Year											
Reading Gains on FCAT	59%	67%	60%	65%	65%	65%	62%	68%	60%	70%		
Math Gains on FCAT	70%	72%	67%	65%	73%	67%	71%	67%	60%	70%		
Maintain City's Infrastructure	Support measures on Citywide scorecard											•Develop parking garage appearance index
Maintain Miami Beach Public Areas and rights-of-way Citywide	KPI: Public Area Appearance Index											•Facilitate departments to improve measurement methodologies for Public Appearance-ROW/Parks Landscaping through a Public Area Appearance Index for roadways, sidewalks, turf, and plant beds
Enhance external and internal communications from and within the City	Supports measures on Citywide Scorecard											•Expand Performance Improvement component of Excellence Miami Beach website

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

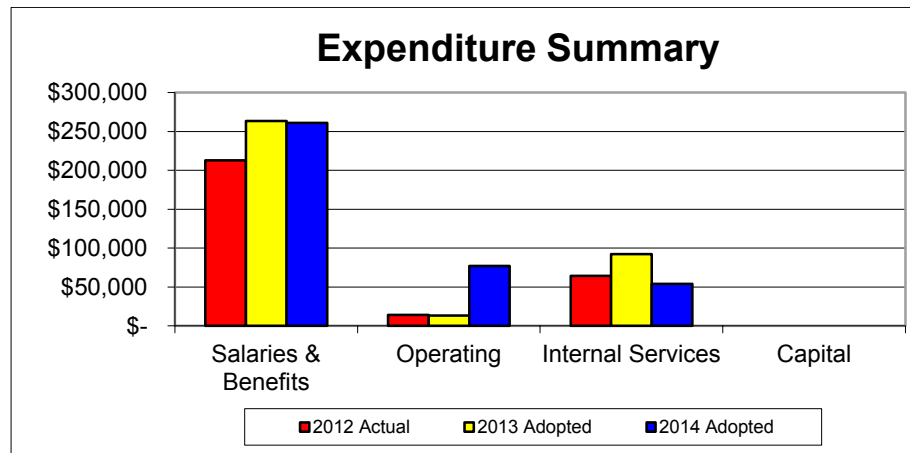
Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize efficient delivery of services	Supports measures on Citywide Scorecard											•Develop a process improvement plan to evaluate City processes on a regular basis
Strengthen Internal Controls	# of Citywide Administrative Procedures Updated								10	10	10	•Audit citywide procedures, update as required, and promulgate among the City's workforce

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

GENERAL FUND	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
<u>Expenditure Area</u>				
Salaries & Benefits	\$ 217,397	\$ 212,799	\$ 263,263	\$ 261,000
Operating	8,408	14,075	13,257	77,000
Internal Services	49,816	64,349	92,172	54,000
Capital	1,144	0	0	0
Total	\$276,765	\$291,223	\$ 368,692	\$392,000
<u>Budgeted Positions</u>				
General Fund	2.20	2.20	2.20	2.20
Total Positions	2.20	2.20	2.20	2.20



Budget Highlights

- For FY13/14, Organizational Development Performance Initiatives was removed from the Office of Budget and Performance Improvement and will operate as an independent entity.
- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$9,336 or (20%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY

2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.

- Operating expenses are budgeted to be above the FY 2012/13 budget by \$63,743 or (481%). This is primarily due to a \$66,905 increase in the training and awards budget, which supports the new organization's objective of developing and coordinating citywide training and development programs.

MIAMI BEACH

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 major duties and responsibilities of the Department are described in the Table of Organization.

The 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.

Finance Administration

The Finance Department provides financial management and policy support, analytical services, and financial information to the City Manager, departments, the public and others; seeks the most efficient and effective use of City funds; develops, analyses and presents information about City finances to the public, the press, bond rating agencies, and other interested parties; coordinates financial activities within the City government and in areas outside City government where the City has an interest; serves as a key participant in areas of citywide priorities such as economic development; collects and reports Resort Tax; invoices and collects all City utility bills; plans, prepares and implements all utility rates; invoices and collects all special assessments; plans, develops, administers and monitors the City's Capital Improvement Program (CIP) and works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies.

Revenue Management

The Revenue Division is comprised of the following sections:
The Utility Billing section is responsible for the billing and collection of water, sewer, stormwater and waste for the City
The Accounts Receivable section is responsible for the invoicing and collection of City services, rents and code violations.
The Customer Service Center is responsible for the issuance and billing of business licenses, certificates of use, annual fire inspections, special permits, parking decals and passports.
The Resort Tax section is responsible for the collection of citywide taxes on hotel rooms, prepared foods, and beverages.

General Ledger Management

The General Ledger Division is responsible for the following sections:
The Financial Reporting section is responsible for the production of the Comprehensive Annual Financial Report and the coordination of the annual external audit.
The Bank Reconciliation section is responsible for the reconciliation of all cash and investment accounts
The General Ledger section is responsible for the recording and position of all accounting transactions
The Redevelopment Agency section is responsible for the financial transactions and reporting of the Redevelopment District.

Finance Management

The Finance Management division is comprised of the following sections:
The Capital Improvement section provides financial management and analytical services to support the City's capital improvement program.
The Grants Management section provides financial reporting for grants compliance
The Accounts Payable section is responsible for the timely and accurate processing for the City's payments
The Fixed Assets section monitors and records depreciation for purchases and capital assets
The Purchasing-Card (P-Card) section is responsible for ensuring that all P-Card purchases are properly process and recorded

Treasury Management

The Expenditure and Treasury Management Division is comprised of the following sections:
The Payroll section is responsible for the processing of direct depositions and payroll checks for the employees of the City
The Treasury section is responsible for the management of citywide investments and maintaining banking relations
The Cashiering section is responsible for the collection and application of monies received throughout various city departments
The Debt Service section is responsible for ensuring that the City's long term debt payments are made timely and accurately.

Significant Prior Accomplishments

- Awarded for the twenty-fifth (25th) 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 2010/2011 Comprehensive Annual Financial Report (CAFR)
- Completed the timely filing of the FY 2010/2011 Annual Financial Report with the State of Florida Department of Finance.
- Completed the timely filing of the FY 2010/2011 Annual Audit Report with the State of Florida Auditor General's Office.
- Increased on-line Resort Tax registration and remittance to 98% of all monthly filers and 67% of all annual filers.
- Reduced active accounts receivables for Utility Bills over 30+ days to 15% of total accounts by increasing collection efforts.
- Launched the Auto-Pay feature for utility bills which provide ease of payment to customers by automatically withdrawing funds from their accounts or credit cards every billing cycle.
- Developed and launched a new in-house online lien search request system where external users are able to conduct a lien statement via the web.
- Configured a new integrated web-based software system for Business Tax Receipts, Certificates of Use, and Annual Fire Permits.
- Configured a new integrated web-based software system for Artist Vendor Certificates, as well as, Artist Vendor, Street Performer, and Non-Profit Lotteries.
- Configured a new integrated web-based software system for Garage Sale Permits and Real Estate Sign Permits.
- Developed and launched a lobby kiosk for customers to apply and pay for various City bills and permits in lieu of waiting in lines for staff member availability.
- Issued \$52.1 million in Stormwater Revenue Bonds for new projects and refunded another \$26.6 million to take advantage of the lower interest rates present in the market.
- Refunded \$34.8 million in General Obligation Bonds to take advantage of lower interest rates.
- Received a rebate of over \$65,000 from SunTrust bank for using the City's Purchasing Card Program by spending approximately \$5 million in a total of 11,000 transactions.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual										Target	FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Increase community satisfaction with City government	KPI: Average # of days to issue a Business Tax Receipt						10	10	9	15	10		<ul style="list-style-type: none"> Replace Licensing Module Expand contracted call center use by Water and Parking Develop and implement a continuous satisfaction survey of community external service users
	# of days for a full lien search across all City dept records	20	11.2	12.1	10.1	10.3	11.3	10	10.4	15	10		
Improve the City's overall financial health and maintain overall bond rating	KPI: Overall City bond rating - S&P	AA-	AA-	AA-	AA-	AA-	AA-	AA-	AA-	AA-	AA-		<ul style="list-style-type: none"> Evaluate "no cash acceptance policy" for outlying locations Explore Kiosk machines that also sell merchandise such as gift cards Finalize certificate of use fees to reflect full cost
	KPI: Overall city bond rating – Moody's	A1	Aa3	Aa3	Aa3	Aa3	Aa3	Aa2	Aa2	Aa2	Aa2		
	# of audit comments	0	2	0	2	2	0	0	0	0	0		
	# of days after end of month for completion of bank reconciliations	60	50	45	45	37	42	47	57	50	60		
	# of days from invoice received with funding and approvals in finance to check issuance		6	5	4	4	4	4	4	5	4		
	Average # of payrolls to process a payroll adjustment following receipt of all authorizing documentation	3	2	1	1	1	1	1	1	1	1		
Improve process through information technology	KPI: <u>Information technology investments (\$)</u> to increase revenue, improve efficiency, or improve customer service (in millions)		0.587	0.695	1.043	0.298	0.552	0.199	0.520	0.482	0.602		<ul style="list-style-type: none"> <u>Implement City Liens e-Recording with Miami-Dade County to file and record liens electronically to Miami-Dade County via secure web service</u> <u>Implement Tyler Cashiering</u> <u>Develop a plan for the expansion of AVL devices and systems to all City vehicles and equipment</u>
Maximize efficient delivery of services	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> <u>Pursue use of pay cards for employees without automated deposit</u>
Strengthen internal controls	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> <u>Ensure all compensatory time is captured in Eden, especially for Police</u>

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

GENERAL FUND

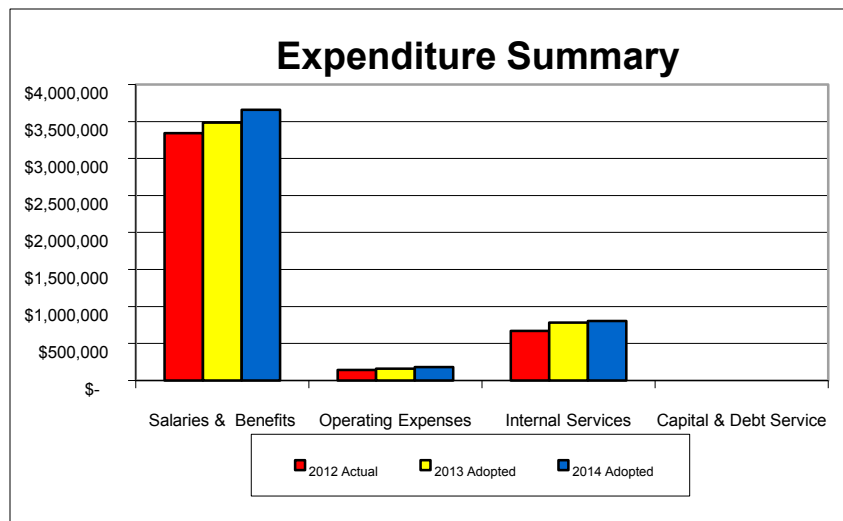
<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Business Tax Receipts - Current	\$ 4,705,062	\$ 4,246,937	\$4,150,000	\$4,357,000
Business Tax Receipts - County	167,829	157,420	185,000	160,000
Interest on Investments / Allocated	2,839,307	3,297,381	2,897,000	2,806,000
Interest - Repurchase Agreements	40,979	108,042	50,000	50,000
Interest - Other	54,544	78,805	36,000	65,000
Lien Letter	382,310	325,000	315,000	500,000
Permits- Garage Sale	2,790	2,430	3,000	3,000
P-Card Rebates	84,744	88,102	85,000	60,000
Total	\$ 8,277,565	\$ 8,304,117	\$7,721,000	\$8,001,000

Expenditure Area

Salaries & Benefits	\$ 3,225,370	\$ 3,343,002	\$3,484,396	\$3,657,000
Operating Expenses	141,689	140,879	160,189	182,000
Internal Services	673,614	672,460	781,415	805,000
Capital & Debt Service	0	0	0	0
Total General Fund	\$ 4,040,673	\$ 4,156,341	\$4,426,000	\$4,644,000

Budgeted Positions

General Fund	32.0	32.0	32.0	32.0
Resort Tax Fund	3.5	3.5	3.5	3.5
Parking Fund	1.0	1.0	1.0	1.0
Total Budgeted Positions	36.5	36.5	36.5	36.5



GENERAL FUND
Administration
Expenditure Area

	2011 Actual	2012 Adopted	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 539,922	\$ 592,764	\$ 575,620	\$ 598,000
Operating Expenses	21,067	13,556	27,799	27,000
Internal Services	131,854	150,798	159,176	159,000
Capital	0	0	0	0
Total	\$ 692,843	\$ 757,118	\$ 762,595	\$ 784,000
Budgeted Positions	4	4	4	4

Revenue
Expenditure Area

Salaries & Benefits	\$ 993,399	\$ 1,044,024	\$1,095,195	\$1,140,000
Operating Expenses	90,583	95,685	95,565	109,000
Internal Services	257,355	260,418	271,679	294,000
Capital	0	0	0	0
Total	\$ 1,341,337	\$ 1,400,127	\$1,462,439	\$1,543,000
Budgeted Positions	10.5	10.5	10.5	10.5

Expenditure & Treasury (Accounting)
Expenditure Area

Salaries & Benefits	\$ 690,305	725,028	\$ 741,851	\$ 781,000
Operating Expenses	13,571	13,778	15,910	22,000
Internal Services	130,095	111,765	149,256	144,000
Capital	0	0	0	0
Total	\$ 833,971	\$ 850,571	\$ 907,017	\$ 947,000
Budgeted Positions	7	7	7	7

General Ledger
Expenditure Area

Salaries & Benefits	\$ 372,871	\$ 361,155	\$ 386,443	\$ 416,000
Operating Expenses	7,475	7,497	9,705	11,000
Internal Services	54,159	55,366	57,028	60,000
Capital	0	0	0	0
Total	434,505	424,018	453,176	487,000
General Fund	3.5	3.5	3.5	3.5
Parking Fund	1.0	1.0	1.0	1.0
Budgeted Positions	4.5	4.5	4.5	4.5

Expenditure & Capital
Expenditure Area

Salaries & Benefits	\$ 628,873	\$ 620,031	\$ 685,287	\$ 722,000
Operating Expenses	8,993	10,363	11,210	13,000
Internal Services	100,151	94,113	144,276	148,000
Capital	0	0	0	0
Total	738,017	724,507	840,773	883,000
Budgeted Positions	7	7	7	7

Total General Fund	\$ 4,040,673	\$ 4,156,341	\$4,426,000	\$4,644,000
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RESORT TAX FUND	2011	2012	2013	2014
<u>Expenditure Area</u>	Actual	Actual	Adopted	Adopted
Salaries & Benefits	\$ 375,162	\$ 342,923	\$ 412,782	\$ 343,000
Operating Expenses	\$ 38,138	\$ 100,722	78,955	101,000
Internal Services	\$ 48,942	\$ 46,228	53,545	56,000
Capital	0	0		0
Total	\$ 462,242	\$ 489,873	\$ 545,282	\$ 500,000
Budgeted Positions	3.5	3.5	3.5	3.5

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$176,580 or twenty-seven percent (27%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$49,000 or five percent (5%). This increase is primarily as a result of for increased cost of armored car service and document storage and retrieval in addition to increases in Internal Services charges for Central Services and Property Management.
- The FY 2013/14 budget includes an efficiency totaling \$15,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

PROCUREMENT

Department Mission/Purpose Statement

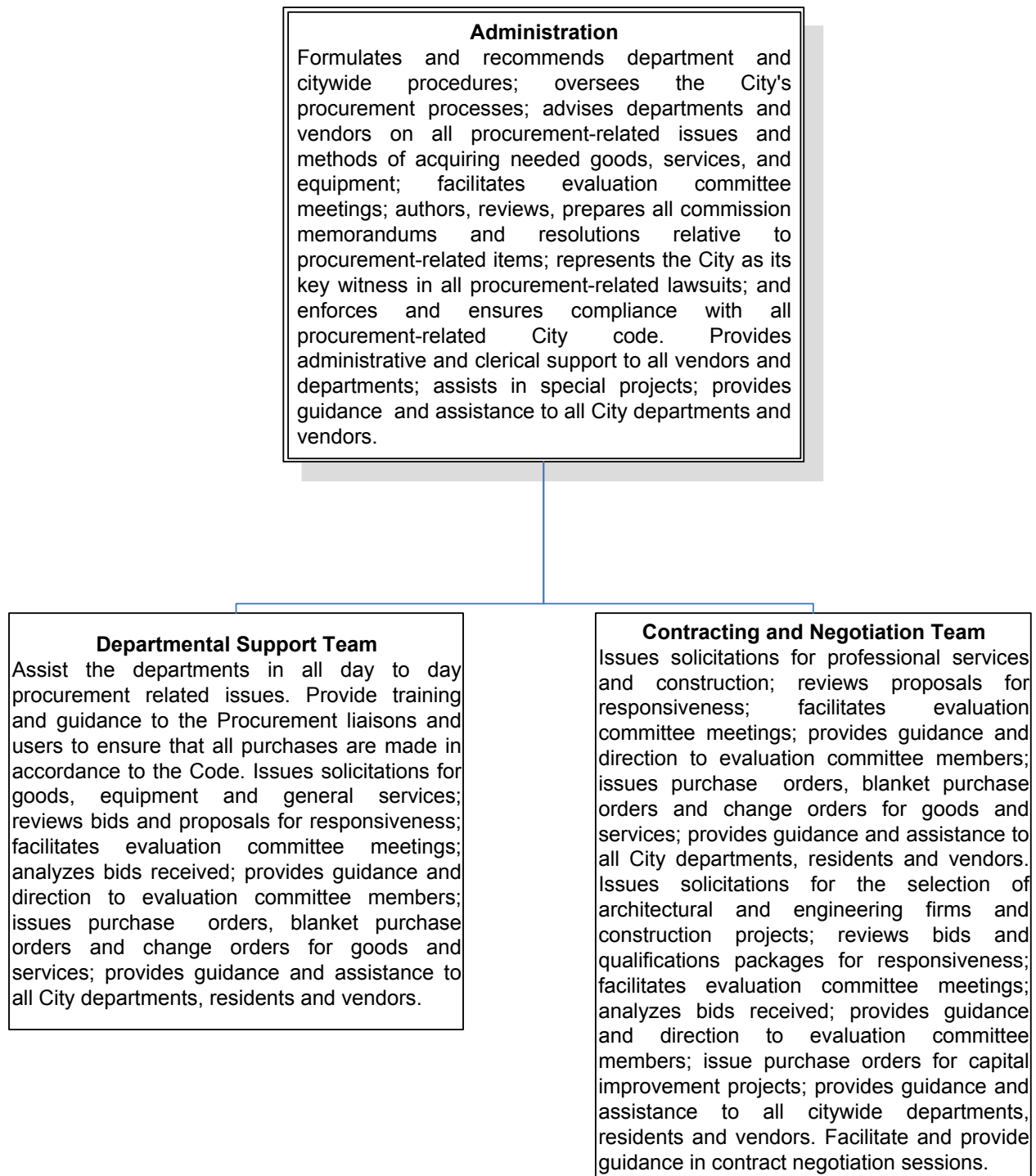
We are dedicated to maximizing taxpayer resources in the acquisition of goods and services, through strict adherence to governing law, the highest ethical standards, strategic sourcing and best practices, transparency and customer-focus.

Department Description

The Procurement Department leads the acquisition of goods and services required by City departmental units to be able to carry out the mission and goals established for each unit. In this role, the Procurement Department is a strategic partner with the City in assuring that taxpayer resources are maximized. The Procurement Department achieves this goal through sound business practices that include strict adherence to governing law, the highest ethical standards, best practices, transparency, and customer-focus to both internal and external stakeholders.

Significant events that continue to impact the department's mission or purpose:

1. A significant increase in the volume of work resulting from a discontinuation of job order contracting (JOC) and an increased need to establish purchasing authority on many City purchases;
2. The need to provide an increased level of direct support to City departments relative due diligence on procurement requirements compliance;
3. The need for increased transparency in contracting activities, including contract negotiations;
4. The need to embrace the value of spend management for leveraging the volume of city expenditures;
5. The need to expand contract compliance and records management activities.
6. Unresolved audit findings from 2003 and 2012 audits.



Significant Prior Accomplishments

- **Productivity.** Significantly increased departmental productivity over FY2012 as noted in Table below:

PROCUREMENT PROJECT WORKLOAD		
FY2012 vs. FY2013		
Procurement Event	FY 2012 TOTAL	FY 2013 YTD*
Intend to Negotiate	0	1
Invitation to Bid	30	43
Invitation to Qualify	13	122
Intend to Sole Source	0	27
Professional Services Agreement	0	13
Request for Proposal	19	17
Request for Quote	11	5
Request for Info.	0	2
Piggy-Back	40	106
Approval of Unauthorized Purchase	0	49
Enterprise Resource Planning	0	41
Industry Reviews	0	7
TOTAL	113	433

*Notes: Figures do not include initiatives to increase or improve contract compliance, risk management, contractor performance management, statutory compliance, internal controls, and business process efficiencies including those initiatives reported in LTC 230-2013, dated July 2, 2013.

- Code and Policy Review and Recommendations.** The National Institute for Governmental Purchasing (NIGP) has advised public sector agencies that outdated regulations can impede both the efficiency and effectiveness of procurement-related activities. To assure the City's Procurement Department is operating in the most efficient and effective manner possible, NIGP Consulting has been engaged to complete review of the City's regulations relative to its procurement activities, as well as other applicable requirements. The scope of the review includes:
 - a review of procurement-related ordinances, statutes, policies and procedures to ensure compliance, consistency and a comparison with industry best practices;
 - a high-level comparative analysis that will benchmark the City against other similar national and local municipalities;
 - a review of any constraints that may impede effectiveness and efficiency of the City's procurement-related functions.
 Following the review, a report with recommendations for procurement regulatory improvements, based in part on the American Bar Association (ABA) Model Procurement Code, will be presented to the City. At the July 17, 2013 Commission Meeting, Administration will ask the City Commission to refer an item to the Finance and City-wide Projects Committee for discussion of the proposed review and recommendations.

- **Solicitation Document Review.** The importance of clarity in the City's competitive solicitations cannot be understated. Clear and reader-friendly bid documents encourage competition by allowing prospective vendors to fully understand the City's expectations in any given solicitation and minimizes the need to unnecessarily penalize vendors for not complying with unclear solicitation requirements. With that goal in mind, all competitive solicitation documents through which the City seeks bids, proposals or quotes for the acquisition of goods or services are currently under review by a team of independent reviewers with extensive experience in assisting governmental agencies with public procurement projects. The objective of the review is to: create consistency and uniformity among City solicitation documents; incorporate best practices available from NIGP and others; create a simplified process for vendors to do business with the City; assure that competitive solicitations promote competition; reduce the possibility of bid rejections caused by inconsistent bid language; increase the productivity of the Procurement Department staff; and, improve the likelihood the City will gain maximum benefit from its competitive solicitations.
- **Contract Negotiations.** The transparency of the City's contracting activities is an important part of maintaining a procurement system based on openness, fairness, ethics and integrity. Florida Statutes stipulate that most activities of procurement selection meetings are subject to Sunshine Law requirements for public meetings, except for those meetings at which: 1) a negotiation with a vendor is conducted pursuant to a competitive solicitation, 2) a vendor makes an oral presentation as part of a competitive solicitation, or 3) a vendor answers questions as part of a competitive solicitation. Notwithstanding the exemption provided in statute for these exempt meetings, Sunshine Law requirements stipulate that "a complete recording must be made of the exempt meeting; no portion of the meeting may be held off the record." The recordings must be made available pursuant to any public records request following the conclusion of the solicitation process.

In the past, it has been the City's past practice to allow the vendor negotiations to be managed by the user department without participation by the Procurement Department. However, in these cases it is difficult to assure strict adherence to the requirements of the Florida Sunshine Law. In order to assure statutory requirements, in addition to assuring negotiations do not deviate from the original scope and intent of the solicitation, the administration of the contract negotiation process has been assumed by the Procurement Department, with participation by City staff as necessary.

- **Contract Administration & Risk Management.** It has been the City's practice that much of the administrative contract management duties are delegated to the user department's contract manager. While it is important to include the departmental contract manager in the day-to-day management of the contract requirements, including managing contractor performance, certain aspects of the contract administration process should be centralized to assure that the risks to the City are minimized, including certain risk management considerations (e.g., insurance, performance and payment bonds) and timely contract renewals.

In an effort to assure that the aforementioned contract administration and risk management goals are achieved, these activities have been assumed by the Procurement Department. To facilitate contract administration process, the department is finalizing the implementation and full use of the City's contract management system

that allows the tracking and maintenance of contractor performance evaluations, contract renewal periods, and risk management factors.

- **Financial System Internal Control Improvements.** Procurement and Information Technology staff completed a test of the internal controls of the City's enterprise resource planning (ERP) system relative to the process for the acquisition of goods and services. While the system performs well under most scenarios, the results of the internal control testing resulted in a number of recommendations that would improve the security of these processes. The recommended improvements have been discussed with the City's ERP provider, which has agreed to complete a business process review and assist the City in implementing improvements to both the acquisition processes and the internal controls related to these activities.
- **e-Marketplace.** The City requires routine goods and services to support the operations of many City departments, especially those departments involved in maintaining infrastructure systems and other City assets. Since the City does not currently maintain an adequate stocking facility for routine operational requirements, these departments must acquire the goods and services they require at the time of need, usually through blanket purchase orders, spot market purchases or procurement card purchases. These methods are often inefficient or do not provide the internal controls necessary to assure that sound procurement practices are being adhered to.

In an ongoing effort to increase efficiencies in the acquisition of goods and services by City departments while assuring that internal controls for a sound procurement process are in place, the Procurement Department has identified a process for maximizing the efficiency of MRO purchases through the U.S. Communities Purchasing Alliance (U.S. Communities) Marketplace system (e-Marketplace). U.S. Communities, founded by the National League of Cities, The National Institute for Governmental Purchasing (NIGP), National Association of Counties, and the U.S. Conference of Mayors, is the leading national government purchasing cooperative, providing procurement resources and solutions to public sector agencies looking for the best overall supplier government pricing, while achieving procurement operational efficiencies. U.S. Communities offers contracts established through competitive bids that aggregate the volume of over 55,000 participating public sector agencies across the country, including state agencies, municipalities, counties, special districts (e.g., fire, sewer, water, etc.), public schools (including K-12, colleges and universities) and non-profit organizations. The e-Marketplace tool allows for routine maintenance, repair and operations (MRO) purchases to be made in a simplified web-based manner through which the items available under the competitively bid contracts may be acquired from reputable suppliers at the best government pricing available, while maintaining tight controls on expenditures through the approval workflow functionality. e-Marketplace will increase the efficiency, cost-effectiveness and internal control goals described above by:

- providing online access to all U.S. Communities competitively bid contract prices which have been guaranteed by the awarded contractors to be the lowest offered to public sector agencies;
- decreasing "off-contract" spend that results when departments purchase requirements from other than contract sources;
- maximizing savings through comparison shopping functionality which allows users to compare specifications and cost of similar items;
- establishing pre-established required approval workflow for all purchases;

- providing free shipping and next day delivery on most items so that the receipt of routine items can be expedited;
- allowing the department managers and the Procurement Department to manage spend and consider historical volume for subsequent solicitations and potentially deeper discounts.
- assuring a fully transparent acquisition process with a verifiable audit trail to ensure purchases are properly approved, from authorized suppliers, at contract prices.

The e-Marketplace is a secure and proven solution utilized by public sector agencies across the country. With a single logon, authorized users can logon to the e-Marketplace and have access to a number of providers of MRO equipment and supplies that have been competitively bid to assure that the City is yielding the best possible public sector pricing, while assuring that required goods are received, in most cases, by the next business day.

- **Objective Cost Scoring Criteria.** Assuring a fair process for the evaluation of competitive proposals received is a primary goal of the public procurement process. While some aspects of the competitive proposal evaluation process are subjective in nature, other aspects are well-suited for a more objective evaluation process. The scoring of cost proposals is one of those aspects of the competitive proposal evaluation process that may be evaluated objectively. In the past, the City has allowed for a more subjective evaluation of cost proposals by evaluation committee members. Going forward, the Procurement Department is implementing a process by which the cost portion of competitive proposals are to be evaluated in an objective manner based on a common formula utilized by many public sector agencies.
- **Industry Review Meetings.** It is the goal of the Procurement Department to conduct City processes related to the acquisition of goods and services in the most transparent manner possible. The department believes the City's is best served when all stakeholders, internal and external, are well informed of the City's goals in any given competitive solicitation process and the City has taken into account any potential pitfalls or available best practices that may exist when creating specifications for the solicitation. Accordingly, the department has instituted an industry review process through which vendors in any given field are invited to discuss with City staff how best to accomplish the goals of a forthcoming solicitation. The industry review meetings allow the City to consider ways of achieving a particular goal which maximizes the value of the competitive solicitation process and minimizes the potential for specifications that are difficult to achieve or limit competition. The industry review meetings also help vendor outreach efforts by increasing the transparency of the City's procurement processes. In this effort, meetings send a message to vendors that may have previously resisted participation in the City's solicitations that it is the City's intent to assure a fair and transparent environment in all activities related to the acquisition of goods and services.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize efficient delivery of services	% of employees rating overall quality of procurement services as either excellent or good			83.5%								<ul style="list-style-type: none"> • Develop and Implement Procurement Customer Surveys – City Department Users • Develop and Implement Procurement Customer Surveys – Bidders and Proposers • Improve procurement compliance measures • Revise backlog of solicitations for goods and services • Reduce backlog of solicitation of A/E and construction • Reduce requisition to P.O. processing time to meet or exceed national average of 6 days
	Average # of calendar days to award construction bids						78 days	72 days	77 days	150 days	120 days	
	# of procurement seminars and/or workshops conducted for businesses and City staff		3	8	5	5	6	7	7	4	4	
	Average # of calendar days from requisition to purchase order	30	25	13	14	19	15	16	16	18	18	
	Average # of business days from approval of Request to Issue to Award of RFP/RFQ	120	98.25	86.75	77.25	120.08	110.9	140	118.6	150	150	
	Average # of responses to procurement solicitations	4	7	11	6	9	11	7	6	4	4	
	Average # of calendar days to award Bids for goods and services.					70 days	72 days	77 days	67 days	90 days	90 days	
	# of formal protests filed and sustained	0	0	1	0	0	0	0	0	0	0	
	% of uncontested bids or bids sustained	99%	95%	94%	93%	94%	94%	95%	97%	100%	100%	
Expand e-government	# of visits online to view advertised bids								35,371			<ul style="list-style-type: none"> • Expand e-procurement system • Implement electronic surplus property system
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement automated vendor performance management system • Implement commodity codes in EDEN
Strengthen internal controls	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Review and revise Procurement procedures • Implement Certificate of Insurance (COI) review and tracking system • Complete review and update of City Procurement Code • Centralize contract administration • Complete recommendations for expedited processes for procurement of City construction processes • Complete standardizing procurement documents (ITB/RFP/RFQ), etc. through outside review • Ensure equitable distribution of work on contracts awarded to multiple vendors/contractors

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

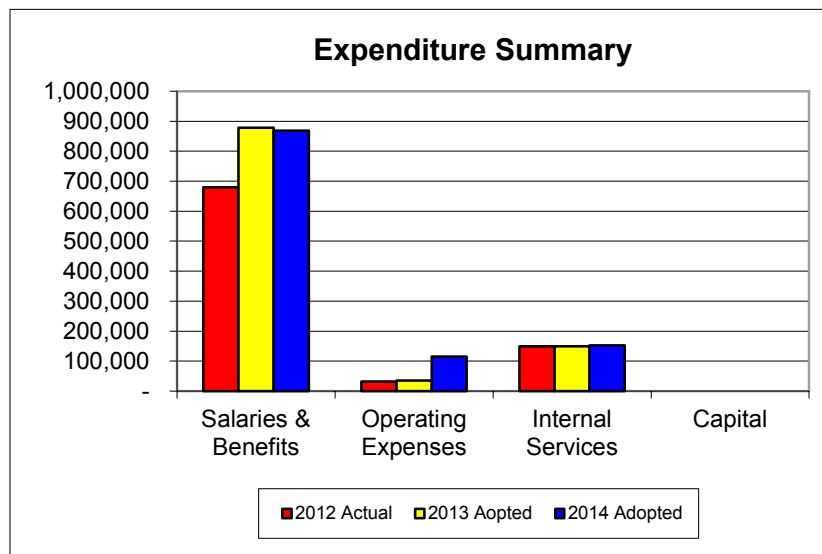
Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Attract and maintain a workforce of excellence	% of employees certified as professional public buyer or professional public officer	50%	70%	62%	60%	50%	63%	75%	77%	100%	100%	
	% of Living Wage Violations resolve								100%	100%	100%	
Increase community satisfaction with City government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Expand Service Shopper to contracted operations and charge enterprise funds as appropriate

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 788,534	\$ 679,965	\$ 878,287	\$ 869,000
Operating Expenses	26,222	31,877	35,181	115,000
Internal Services	136,583	148,835	149,532	153,000
Capital	0	0	0	-
Total	\$ 951,339	\$ 860,677	\$ 1,063,000	\$ 1,137,000
Budgeted Positions	9	8 + 1 PT	8 + 1 PT	9 + 1 PT



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personal services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$36,000 or twenty-three percent (23%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.

- Operating expenses are budgeted to be above the FY 2012/13 budget by \$84,000 or two hundred percent (200%). This increase is primarily as a result of \$60,000 increase in temporary labor to support in evaluating and implement improvements to the City's contract management process to ensure Sunshine Law requirements during the negotiation process, and contract compliance, before and after award by creating a central repository of contracts to ensure contracts and required documents such as insurance are up to date. Funding for support will be re-evaluated once the improvements have been implemented.

In addition the budget reflects an increase of approximately \$20,000 in Other Operating cost for increase training and certification of staff and a one-time purchase of furniture and a laptop to be used in evaluation committee meetings.

- The FY 2013/14 budget includes an efficiency totaling \$2,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

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.

Best Practice Policy & Procedures

The IT Department is implementing procedures, and applying upgrades based on best business practices.

Improving Security

The IT Department is implementing procedures, and applying best practice standards for security.

Privatization

The IT Department is actively encouraging partnerships with the private sector where appropriate and cost effective. Commercially proven solutions should be 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 our 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 must examine 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.

Governance

The IT Department will empower 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

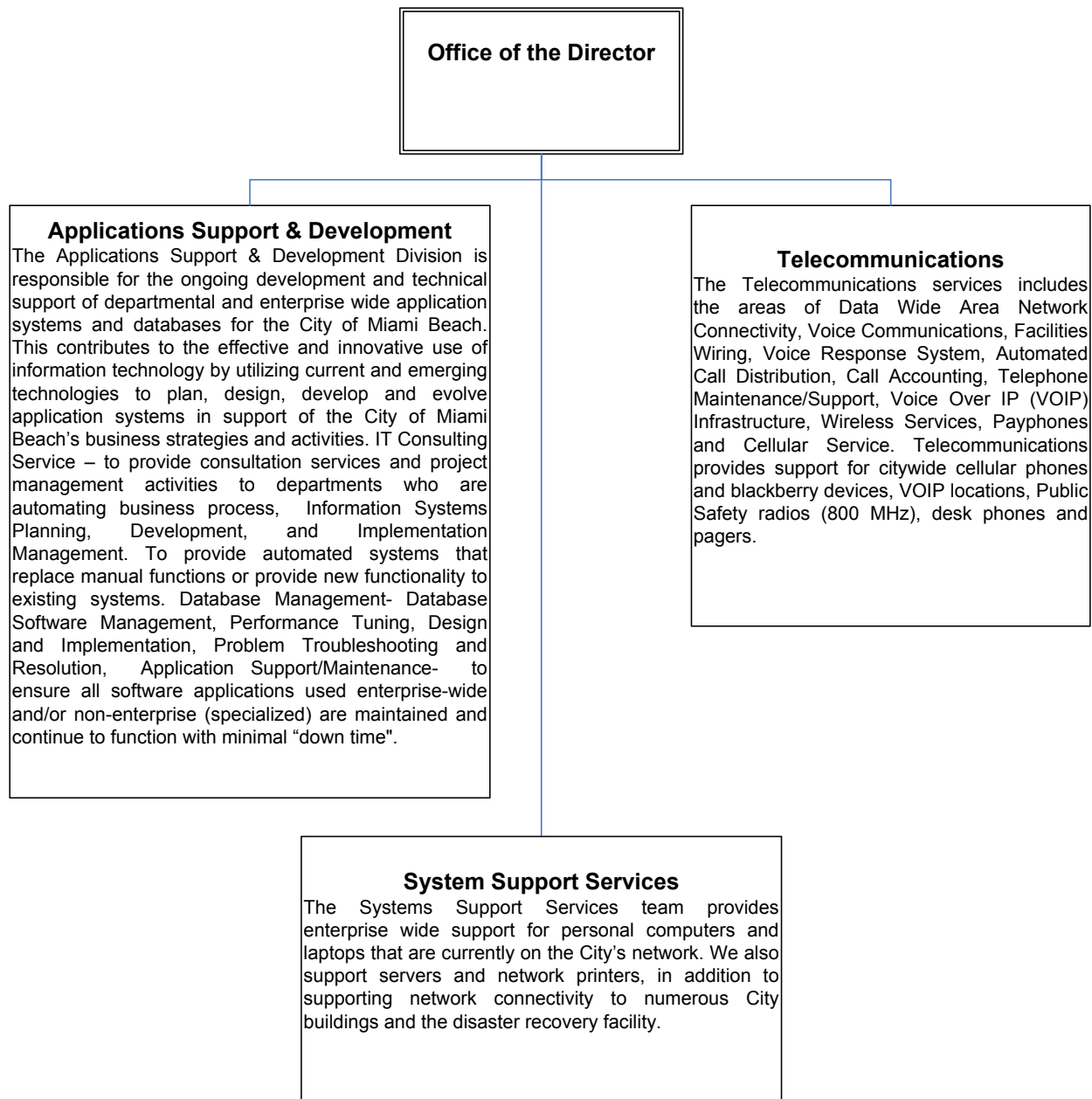
The IT Department funds information technology projects with the highest return on investment (ROI).

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 three divisions:

1. Application Support & Development
2. Systems Support Services
3. Telecommunications



Significant Prior Accomplishments

Information Technology Charrette:

In our FY11/12 Strategic Initiatives, the City Manager included the Technology Charrette as part of our E Government Strategy to engage our constituents, businesses, tourism/cultural and technologist for us to understand what technology applications would be of interest from an end users perspective.

The FY12/13 continuation of the IT Charrette process involved implementing select ideas from the Charrette. The main idea implemented was the complete redesign of the City's website. A focus group comprised of volunteers from the community including residents, businesses, and

focus group comprised of volunteers from the community including residents, businesses, and City vendors, participated in evaluating the design and usability of the website as it was being developed. Their feedback shaped and defined the final outcome. The Disability Access Committee also participated in the functionality and usability testing to ensure that their needs were accommodated.

Major Accomplishments for Applications Division

- **Started the implementation of the technical design of the City's website to allow improved mobile and tablet viewing.**
- Created a system to allow parking fees to be paid using mobile devices without a user having to visit the pay stations.
- Created a web service to allow License Plate Recognition (LPR) vendors to interface their systems with the City's databases so that real-time data is used.
- Built and published multiple smart-phone applications that are available for download and use by our citizens. The applications provided residents the ability to interact with the City without having to visit City Hall.

Major Accomplishments for Systems Support Services Division

- Implemented Pretty Good Privacy (PGP) hard disk encryption for mobile devices as needed throughout the City.
- Performed all necessary scans during FY 2012/2013 to ensure that the City retained its PCI compliance certification. Performed internal scans on City servers to assess and remediate vulnerabilities as required.
- Continued to provide support to the City GIS initiative during FY 2012/2013, support includes evaluating new configurations and potential opportunities for integration into existing City applications.
- Continued supporting the Accela Automation Project to ensure delivery of network services continue to be on time and within budget constraints.
- Configuration of backup and recovery processes to ensure adequate system recovery.
- Continue the Server Virtualization Strategy.
- Migrated the email environment to a more secure and feature rich version.

Accomplishments for Telecommunications Division

- Telecom and Data wiring infrastructure continues to be deployed to all new CIP projects and continues to be maintained for existing facilities.

- Continue ongoing enhancement of digital connectivity through the implementation and maintenance related activities for the Wi-Fi Miami Beach system.
- Management of the Federal Communications Commission (FCC) mandated 800 MHz rebanding project.
- Replaced the Interactive Voice Response (IVR) system currently used by the City of Miami Beach. The replacement of the system with current technology will reduce the possibility of a hardware failure and will allow the City the ability to expand the system's services. The IT Telecommunications division has worked with Siemens to complete 75% of the implementation. The remaining 25% of the implementation is pending implementation of the Accela Automation Project.

Major FY 20013/14 Budget Initiatives:

The following is a list of major technology initiatives made by the IT Department:

- **City's Web Site** - Applications division will continue to 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 online.
- **Security & Network Infrastructure** - Continue to implement enhancements to security and network infrastructure to ensure PCI Compliance and availability of critical systems.
- **Continue Implementation of Accela Automation Permitting System**
- **Off-Duty Job tracking application** - Replace existing outdated program at Police with a program that can interface with the City's payroll system. Provide the ability to create invoices directly from the system and streamline the overall administrative processing of off-duty pay.
- **Website Focus Group** - Improve website navigation by continuing to work with Website Focus Group that can evaluate and provide feedback before changes to the website are implemented.
- **Customer Service WebPage Survey** - The City's Information Technology department will re-write components of the existing web site survey application to allow for immediate customer service feedback for customers completing an online service on the City's web site.
- **Development of Mobile Applications** - The City focus groups through the Technology Charrette identified interest in the development of mobile applications for smart phones. Two are operational. The City's Information Technology Department and GIS will coordinate to identify and develop new mobile applications for visitors and residents, with support from outside vendors.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Expand e-government	KPI: % of transactions available online								TBD			<ul style="list-style-type: none"> Identify and develop Mobile Applications for visitors and residents Develop Parking website with the ability to perform business transactions online Implement Pretty Good Privacy (PGP) encryption solution to safeguard data and secure transmittal of sensitive information via email Citywide security training for PCI compliance Conduct a gap analysis between the City's existing ERP software solution, EDEN, and Tyler Munis Document parking enforcement procedures
	KPI: # of types of transactions/ applications available on line	47	52	58	62	66	79	82	82			
	# of wireless applications in WiFi mesh											
	# of web extension credit card transactions completed online	14,331	14,000	24,220	21,912	23,522	21,962	25,228	26,083			
	# of visitors coming to web site	70,128	97,949	101,172	192,255	218,087	266,039	299,220	393,931			
	% of IT project request implemented on time	60%	70%	75%	75%	75%	75%	75%	75%	100%	100%	
Improve process through information technology	Minimum % usable/available reserve storage	2%	13.5%	25%	25%	25%	25%	25%	25%	25%	25%	<ul style="list-style-type: none"> Implement Symantec Enterprise Vault for Police network storage Facilitate the review of business process requirements and data gathering for departments in order to identify technology improvements, focusing on customer solutions

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve process through information technology (continued)	% of critical systems available in the event of a disaster	0%	0%	2.5%	75%	82.5%	83.8%	80%	80%	100%	100%	<ul style="list-style-type: none"> Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system Improved plans management and tracking system for the plan review process Mechanism to obtain feedback from customers using Citizen Access portal Payment Kiosk for Code Compliance Division Portable printers for inspectors involved in Building development process and Code Enforcement officers Implement work order tracking system in Communications department Evaluate thin client solution for further deployment Citywide Region Database Backup Implementation Exchange Migration Analysis 2013 Dell VMWARE Health Check Citywide Vulnerability Management, Log Management, Vulnerability Scans Green Initiative VM Servers and Virtual Desktop buildout Records Management Plan Implementation Motorola Public Radio System Replacement RFP for Consultant
	Total # of hours executed to secure, CMB data and hardware at rest and in transit	8,200	1,600	800	800	10,614	15,866	7,608	1,752	1,020	1,020	
	Ratio of users to Information Technicians needed to support PD Mobiles	150	75	75	75	86	88	88	88	75	75	
	Info & Comm. Technology Fund-Projected expenditures (in millions)		1.4m	1.4m	1.4m	1.1m	.8m	.715m	.601m	.280m	.602m	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve process through information technology (continued)												<ul style="list-style-type: none"> • Motorola Public Radio System Resolution Plan for Radio System Issues • Upgrade Conduit at Marine Patrol Building
												<ul style="list-style-type: none"> • Reprogram the public records purchase receipt system to print both public records and photo daily activity report. • Implement Police off-duty job tracking application • Increase compliance with electronic arrest reports by adding additional mobile laptop licenses and Net-Motion software • Pursue grant funding for Net-Witness providing ability to investigate normal and abnormal events taking place on the network • Copier/Scanner Cloud Printing Implementation
Maximize efficient delivery of services	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement LaserFische digitizing of records in Planning
Increase community satisfaction with City government	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Develop and implement a continuous Internal Services Satisfaction survey for IT, Property Management, HR and Fleet • Develop and implement a continuous satisfaction survey of community external service users
Strengthen Internal controls	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Ensure all compensatory time is captured in EDEN, especially for Police

If Actual Field is blank then data was unavailable or survey question was not asked in that year

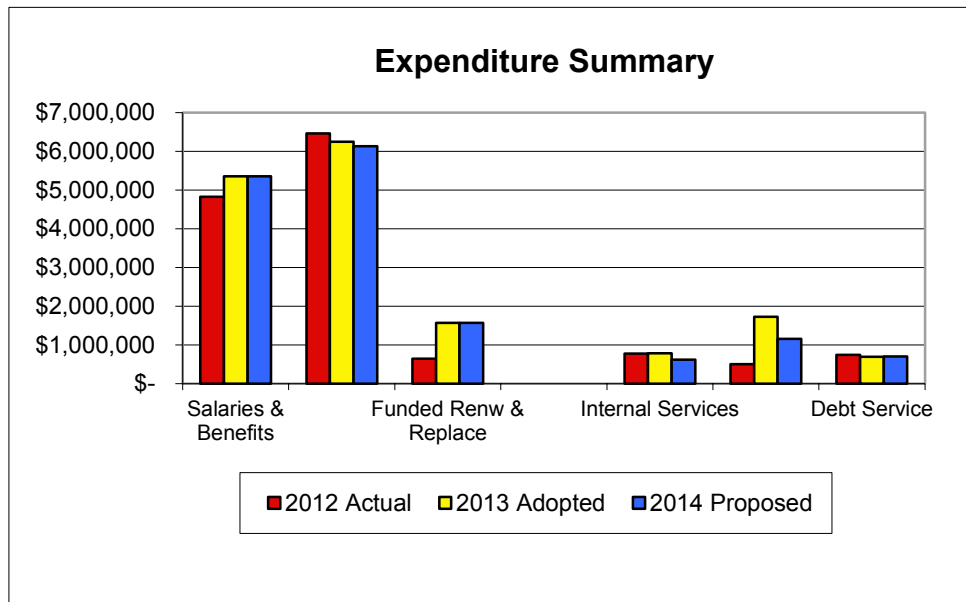
TBD - To Be Determined

Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Inter-Departmental				
Charges	13,109,189	\$13,372,150	\$14,504,250	\$14,250,000
Retained Earnings	1,172,148	506,307	1,729,750	1,149,000
Interest/Other	146,393	73,211	132,000	128,000
Total	\$14,427,730	\$13,951,668	\$16,366,000	\$15,527,000

Expenditure Area

		\$	\$	
Salaries & Benefits	\$4,688,919	4,827,489	5,352,594	\$5,352,000
Operating Expenses	5,597,106	6,456,899	6,244,722	6,129,000
Funded Renw & Replace	2,122,361	646,501	1,569,854	1,570,000
Unfunded Depreciation	1,471,665	0	0	0
Internal Services	787,515	771,944	779,925	616,000
Capital	1,113,806	506,307	1,729,750	1,156,000
Debt Service	104,299	742,528	689,155	704,000
Total	\$15,885,671	\$13,951,668	\$16,366,000	\$15,527,000



<u>Application Services</u> <u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	1,448,668	\$1,406,328	\$1,680,159	\$1,733,000
Operating Expenses	717,859	888,876	1,187,833	1,249,000
Internal Services	147,536	132,656	143,706	138,000
Capital	59,735	0	50,000	50,000
Total	\$2,373,798	\$2,427,860	\$3,061,698	\$3,170,000
Budgeted Positions	11.0	11.0	12.0	12.0
<hr/>				
<u>Support Services</u> <u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Proposed
Salaries & Benefits	2,479,511	\$2,530,823	\$2,764,259	\$2,722,000
Operating Expenses	1,846,132	2,707,442	1,958,209	1,951,000
Internal Services	311,915	293,799	299,291	250,000
Capital	846,133	467,673	1,479,750	966,000
Total	\$5,483,691	\$5,999,737	\$6,501,509	\$5,889,000
Budgeted Positions	18.5	18.5	18.5	18.5
<hr/>				
<u>Communication Services</u> <u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Proposed
Salaries & Benefits	\$760,740	\$806,016	\$836,536	\$897,000
Operating Expenses	3,033,115	3,020,971	3,170,320	2,929,000
Funded Renw & Replace	2,122,361	2,356,455	1,569,854	1,570,000
Unfunded Depreciation	1,471,665	2,030,228	2,030,228	0
Internal Services	328,064	345,489	336,928	228,000
Capital	207,938	44,317	200,000	140,000
Debt Service	104,299	736,845	689,155	704,000
Total	\$8,028,182	\$9,340,321	\$8,833,021	\$6,468,000
Budgeted Positions	6.0	6.0	6.0	6.0

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$215,041 or (26%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$115,722 or (2%). This is primarily due to the \$142,617 reduction in the department's contract maintenance budget, offset by modest increases and decreases across other budget lines.
- Capital expenses are budgeted to be below the FY 2012/13 budget by \$579,750 or (34%). This is primarily due to a \$506,000 decrease in the department's machinery and equipment budget.
- The FY 2013/14 budget includes efficiencies totaling \$367,000 related to the Rescope of the Municipal WiFi Project to deliver a WiFi signal to select facilities rather than citywide. FY 13/14 estimated savings to the General Fund total \$323,000 with the remaining \$44,000 allocated between all other funds through internal service allocations.

MIAMI BEACH

HUMAN RESOURCES

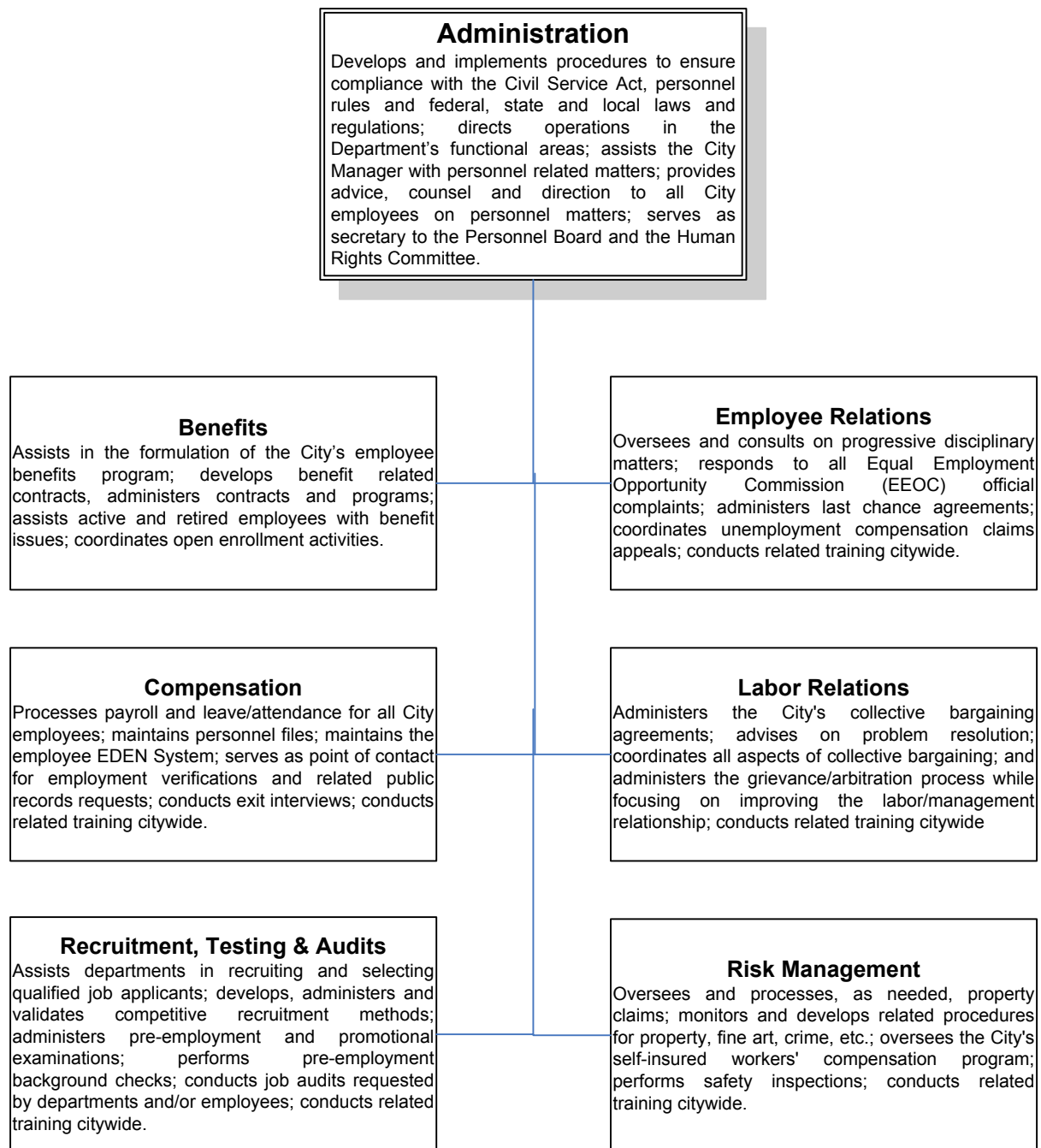
Department Mission/Purpose Statement

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 for the City, and is comprised of the following functional areas:

- **Benefits** – Responsible for coordinating all benefit programs provided and/or made available to City employees and retirees.
- **Compensation** – Responsible for processing all leave and pay adjustments for the City's bi-weekly payroll.
- **Employee Relations** – Responsible for all formal disciplinary actions, including guidance to departments, preparing Disciplinary Action Reports to ensure uniform application of discipline Citywide, and assisting with appeals of such, as well as responding to all Equal Employment Opportunity Commission (EEOC) complaints filed.
- **Labor Relations** – Responsible for contract negotiations with the City's five (5) collective bargaining unions, helping improve communication between representatives of labor and management, assisting employees and management with conflict resolution and providing employees and management with opportunities to learn, explore and implement innovative and cooperative joint approaches to organizational effectiveness.
- **Recruitment, Testing and Audits** – Responsible for assisting all departments with recruitment efforts in filling vacant positions, including advertisements, testing, screening resumes and applications, reviewing and approving interview questions, processing selected candidates through the background process, and coordinating New Hire paperwork.
- **Risk Management** - Responsible for all liability, property and workers' compensation insurance issues, insurance coverage and claims.



Significant Prior Accomplishments

- Continued administering collective bargaining agreements between the City and the American Federation of State, County and Municipal Employees, Local No. 1554 (AFSCME); the Communications Workers of America (CWA) Local 3178; the International Association of Fire Fighters, Local 1510 (IAFF); the Fraternal Order of Police William Nichols Lodge No. 8 (FOP); and the Government Supervisors Association of Florida, OPEIU, Local 100 (GSAF).

- Concluded contract negotiations with CWA, IAFF, FOP and GSAF. Negotiations with AFSCME are ongoing.
- Negotiated pension reform with CWA and GSAF. Agreement with CWA was reached early enough to have the negotiated changes considered in the current year's savings off the ARC. These changes were also applied to employees in the unclassified and "others" salary groups, yielding a savings of \$584,000 in this year's ARC. Next year's ARC will be reduced by an additional \$43,000 as a result of the changes negotiated with GSAF. An additional savings of \$271,000 will be experienced next year through the elimination of the purchase of prior creditable service; which will be increased by another \$26,000 (GSAF) during the following year. The savings through the elimination of the purchase of prior creditable service will compound over time.
- Negotiated pension reform with the Fraternal Order of Police (FOP) and the International Association of Fire Fighters (IAFF) that resulted in a \$5.6 million reduction in the ARC in FY 2013/14 and a reduction of the unfunded accrued annual liability (UAAL) of \$24.36 for the same year. The net present value of the reduction in the ARC over 30 years is \$139.6 million.
- Continued working on finalizing automation of the Request to Fill (RTF) process (as part of Citywide workflow improvement efforts).
- Coordinated recruitments for highly responsible senior level positions, including Public Works Director, Budget Officer, Building Director, Human Resources Director, Office of Budget and Performance Improvement (OBPI) Director, Public Works Director, Parks and Recreation Director, City Engineer, Assistant Building Director and Economic Development Director.
- Provided staff support to the Budget Advisory Committee (BAC) regarding health care coverage plan initiatives. Reported their recommendations to the Finance and Citywide Projects Committee (FCWPC) which resulted in legislation adopted by the City Commission changing the plan year from a calendar to a fiscal year effective October 2014.
- Provided staff support to the BAC regarding its study of the 2009 compensation and classification study conducted by Steve Condrey and Associates. Their review resulted in the recommendation that unclassified personnel be eligible for up to 4 percent merit increases.
- Provided support to the Personnel Board Subcommittee tasked with updating the City's Personnel Rules for Classified Service. Recommendations were presented to the Personnel Board and the proposed revisions are under review by the employee members of the Board and the administration. A noteworthy proposed change is the inclusion of a new rule that clearly sets forth the ethical standards by which City employees must abide.
- Continued developing, reviewing and revising personnel related procedures and work rules to assist departments in developing standards against which to measure employee performance. Created and disseminated a new management team individual performance plan evaluation form.

- Provided refresher training to the City's Management Team on applicant interview and selection processes, current state of affirmative action plans, conducting investigations and the disciplinary action process, individual performance management and its interconnection with departmental work plans, labor management relations and better communications, and new procedures with special emphasis on the new policy to self-report arrests and convictions.
- Developed and implemented citywide administrative regulations and procedures including: Zero Tolerance Gift procedure; and a Duty to Self-Report Arrests and/or Convictions.
- Encouraged employee participation in the Employee Wellness Program to increase awareness of positive health behaviors; motivated employees to adopt healthier lifestyles and provided a supportive environment that fosters positive lifestyle changes. Activities included:
 - Bi-monthly wellness seminars to educate employees about healthy lifestyle changes through diet and increased physical activity.
 - An annual Employee Wellness Fair that featured screenings in order to identify hidden disease risk factors. The Employee Wellness Fair helped educate employees about their individual health risk factors so they could consult better with their physicians and take appropriate steps toward a healthier future. Such activities have the potential to generate savings in the City's health care expenses, as early intervention and preventive care are the least costly medical services.
 - Annual Flu Shot Clinic that made shots readily available to City employees and their adult dependents.
- Instituted a light duty pilot program with the Public Works Department, through which injured employees can return to work when released by their attending health care providers to light duty. This reduces costs associated with service connected injuries, provides employees with meaningful accommodations and allows the workforce to perform tasks that capacity constraints may have relegated to a lower priority.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Attract and Maintain a workforce of Excellence	KPI: % of employees agreeing or strongly agreeing that "they are proud to be a CMB employee"			93								<ul style="list-style-type: none"> Review department processes in Police, Fire, Parks and Recreation and Public Works for recruitment, hiring, promotions and disciplines Revamp new employee orientation process to include online reinforcement Reinvigorate supervisory skills training Implement activities to improve employee morale Develop a standardized process for updating job descriptions and EEOC Codes and address payroll audit findings Develop Systematic process for tracking completion of performance expectations Evaluate City's wellness program Evaluate City's Employee Discounts program Develop a comprehensive award and recognition system for the City- especially to address exceeds and significantly exceeds expectations Provide support to the personnel board in their review and update of Personnel Rules for the Classified Service Formalize Hiring Procedure/Process for Police Reserve Officers including standard criteria Develop Administrative Procedure for internships Provide training to all City employees on ethics, Citywide procedures and work rules
	Average # of Training Hours per employee Citywide			2.6	2.6	2.2	1.6	2.5	2.2	2.0	2.0	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize efficient delivery of services	\$ of Tuition Reimbursement Requests Processed						20,028	16,691	19,963	15,963		<ul style="list-style-type: none">• Develop procedure for issuing IDs to contractors (facilities and those operating around children)• Enhance position control including: Monthly reports of filled versus vacant positions, Implementation of workflow processing software for Requests-to-Fill, Eden position control training to identify ways to improve, expedited turnaround times for reclassifications
	# of employees who received tuition reimbursement						76	65	72	56		
	# of grievances heard (cumulative total for all groups)							24	24	29		
	Total # of employees drug tested							511	438	416		
Control costs of payroll including salary and fringes/Minimize Taxes/Ensure expenditure trends are sustainable over the long term	Average # of hours for International Association of Firefighters (IAFF) time bank used (per month)	37	130	213	227	171	215	200	243	216		<ul style="list-style-type: none">• Develop Accident Prevention Training• Address opportunities for improvement identified in Risk Management Review study• Complete 2013-2014 AFSCME contract• Continue implementation of Accident Awareness and Prevention program with HR, Risk and Police by initiating a process to monitor and verify licensing of driver & operators
	Average # of hours used for Communication Workers of America (CWA) time bank used (per month)		76	144	249	274	220	124	124	134		
	Average # of hours used for AFSCME time bank used (per month)							4	7	23		
	% of Equal Employment Opportunity Commission charges ruled in City's favor					64%	67%	100%	50%	80%	85%	
	% of Unemployment Compensation appeals ruled in City's favor				0%	25%	50%	78%	58%	63%	85%	
	KPI: Average salary and fringe paid per City employee											
	\$ Amount Salary			62,460	64,459				TBD	65,800		
	Fringe			33,696	36,842				TBD	TBD		
	# of Sick Leave and Emergency Vacation hours used per 1,000 Hours Worked Citywide			28	30	30	29	30	28	28		
	% of change for group employee dental premium	3%	3%	3%	3%	3%	3%	23%	23%	7%	10%	
	% of change for group employee medical premium		7%	7%	12.3%	10%	-6%	10%	16.6%	0%	10%	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Strengthen internal controls												<ul style="list-style-type: none"> • Review and update procedures for Human Resources Department • Develop Administrative Procedure for Risk reimbursement of property damaged by City employee – address City-owned versus employee-owned property • Document/Implement safety and security procedures for all City facilities, including evacuation drills, etc. • Develop procedures for Notification of Injuries and FMLA (update including intranet) • Conduct HR compliance and continuous improvement audits which result in standard operating procedures for each functional area in the department • Document Human Resources department procedures • Address findings from Audit of Access Cards • Ensure all compensatory time is captured in Eden, especially for Police

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TBD - To Be Determined

Human Resources & Labor Relations Departmental Financial Summary

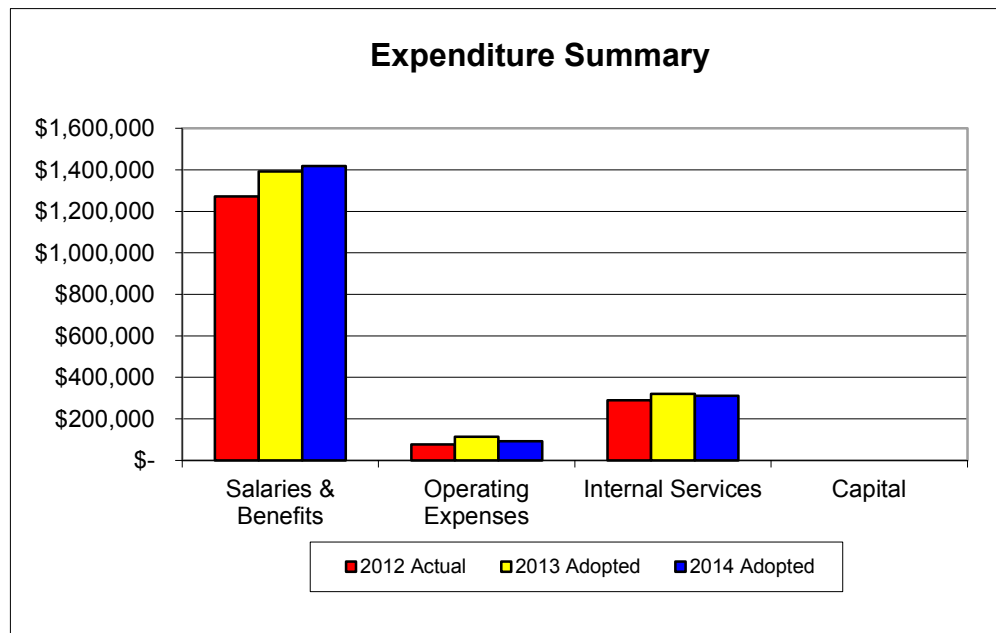
GENERAL FUND	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Human Resources	\$ 1,489,871	\$ 1,459,579	\$ 1,617,657	\$ 1,575,000
Labor Relations	172,425	\$ 179,540	209,343	\$ 247,000
Total	\$ 1,662,296	\$ 1,639,119	\$ 1,827,000	\$ 1,822,000

Expenditure Area

Salaries & Benefits	\$ 1,306,026	\$ 1,271,833	\$ 1,392,069	\$ 1,418,000
Operating Expenses	56,514	\$ 77,626	113,988	\$ 92,000
Internal Services	299,756	\$ 289,660	320,943	\$ 312,000
Capital	0	0	0	0
Total	\$ 1,662,296	\$ 1,639,119	\$ 1,827,000	\$ 1,822,000

Budgeted Positions

Human Resources	12.8 + 1PT	12.8+ 1PT	12.8+ 1PT	12.6+ 1PT
Labor Relations	1.5 + 0PT	1.5 + 0PT	1.5 + 0PT	2.0 + 0PT
Total Budgeted Positions	14.3 + 1PT	14.3 + 1PT	14.3 + 1PT	14.6 + 1PT



Risk Management Departmental Financial Summary

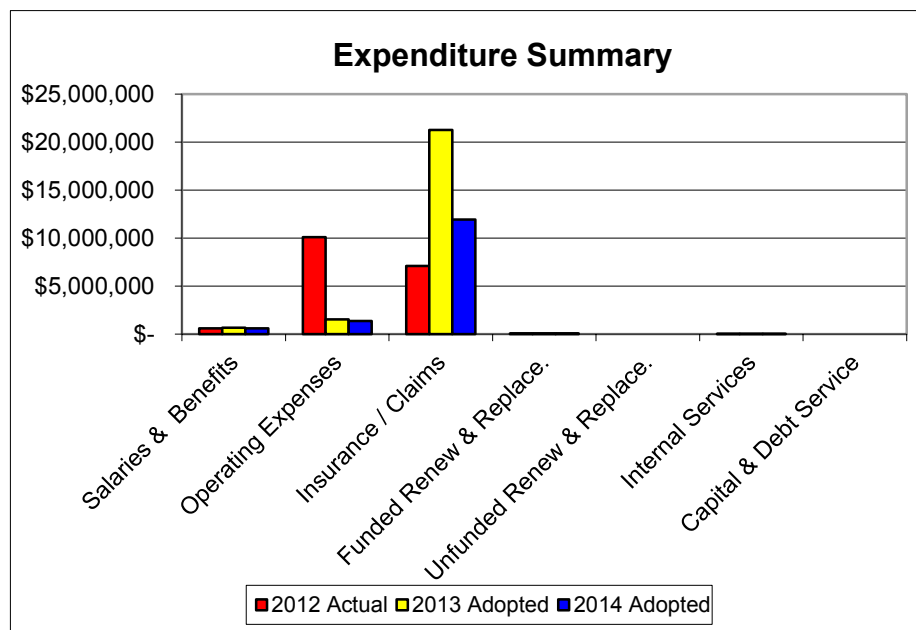
<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Internal Service Charges	\$ 19,760,057	\$20,750,823	\$ 22,584,388	\$ 12,994,000
Retained Earnings	0	-	4,000	-
Interest/Other	1,512,130	1,005,553	905,612	941,000
Total	\$ 21,272,187	\$21,756,376	\$ 23,494,000	\$ 13,935,000

Expenditure Area

Salaries & Benefits	\$ 595,289	\$ 578,734	\$ 654,053	\$ 587,000
Operating Expenses	1,613,328	10,079,304	1,511,862	1,364,000
Insurance / Claims	20,095,071	7,074,978	21,240,490	11,914,000
Funded Renew & Replace.	56,362	39,496	60,000	40,000
Unfunded Renew & Replace.				
Internal Services	28,222	20,075	27,595	30,000
Capital & Debt Service	0	0	0	0
Total	\$ 22,388,272	\$17,792,587	\$ 23,494,000	\$ 13,935,000

Revenue Less Expenses	\$ (1,116,085)	\$ 3,963,789	\$ 0	\$ -
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Budgeted Positions	6.70	6.70	6.70	5.15
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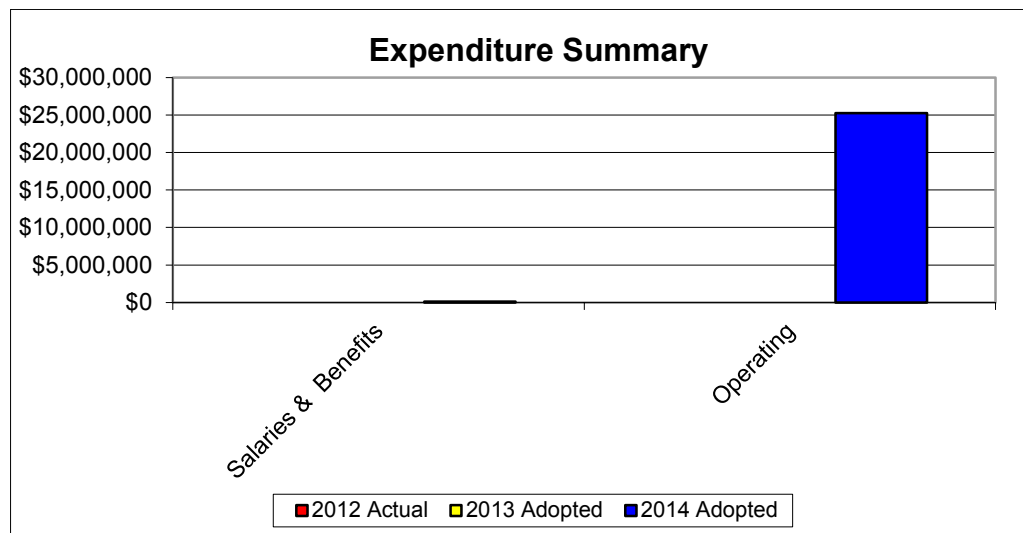


Medical & Dental Insurance Funds Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
City Contribution - Active Health & Dental	\$0	\$0	\$0	\$ 6,784,000
Employee Deductions- Health & Dental	0	0	0	\$ 5,197,000
City Contributions - Retiree Health & Dental	0	0	0	\$ 9,848,000
Retiree Contribution - Health & Dental	0	0	0	3,528,000
Retiree Drug Subsidy- Medicare Part D	0	0	0	\$ 20,000
Total	\$0	\$0	\$0	\$ 25,377,000

Expenditure Area

Salaries & Benefits	\$0	\$0	\$0	\$ 130,000
Operating	0	0	0	25,247,000
Total	\$0	\$0	\$0	\$ 25,377,000
 Revenue Less Expenses	 \$0	 \$0	 \$0	 \$0
 Budgeted Positions	 0.00	 0.00	 0.00	 1.25



Budget Highlights

Human Resources

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$61,000 or twenty-four percent (24%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$30,000 or twenty-two (22%). This decrease is primarily as a result of decrease in professional services.
- The FY 2013/14 budget includes an efficiency totaling \$5,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

Risk Management

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net decrease of approximately \$8,821 or eight percent (8%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$9.5 million or thirty-three (33%). This decrease is as a result of moving approximately \$9.4 million of the budget for medical and dental benefits for active employees to the Medical and Dental funds previously not appropriated in the budget to more accurately reflect the City's transition to a self-funded program from a third party provider.

In addition the decrease reflects decrease an approximate decrease of approximately \$600,000 in Risk Claims and Reserves for Claims Incurred but not Reported (IBNR) offset by an increase of \$400,000 in General Liability Legal Fees.

Medical & Dental

- Operating expenses are budgeted to be below the FY 2012/13 budget by \$25.37 million increase to last year. The increase is a result of moving the budget for medical and dental benefits for active employees and retirees to the Medical and Dental funds previously not appropriated in the budget to more accurately reflect the City's transition to a self-funded program from a third party provider.

OFFICE OF THE CITY CLERK AND CENTRAL SERVICES

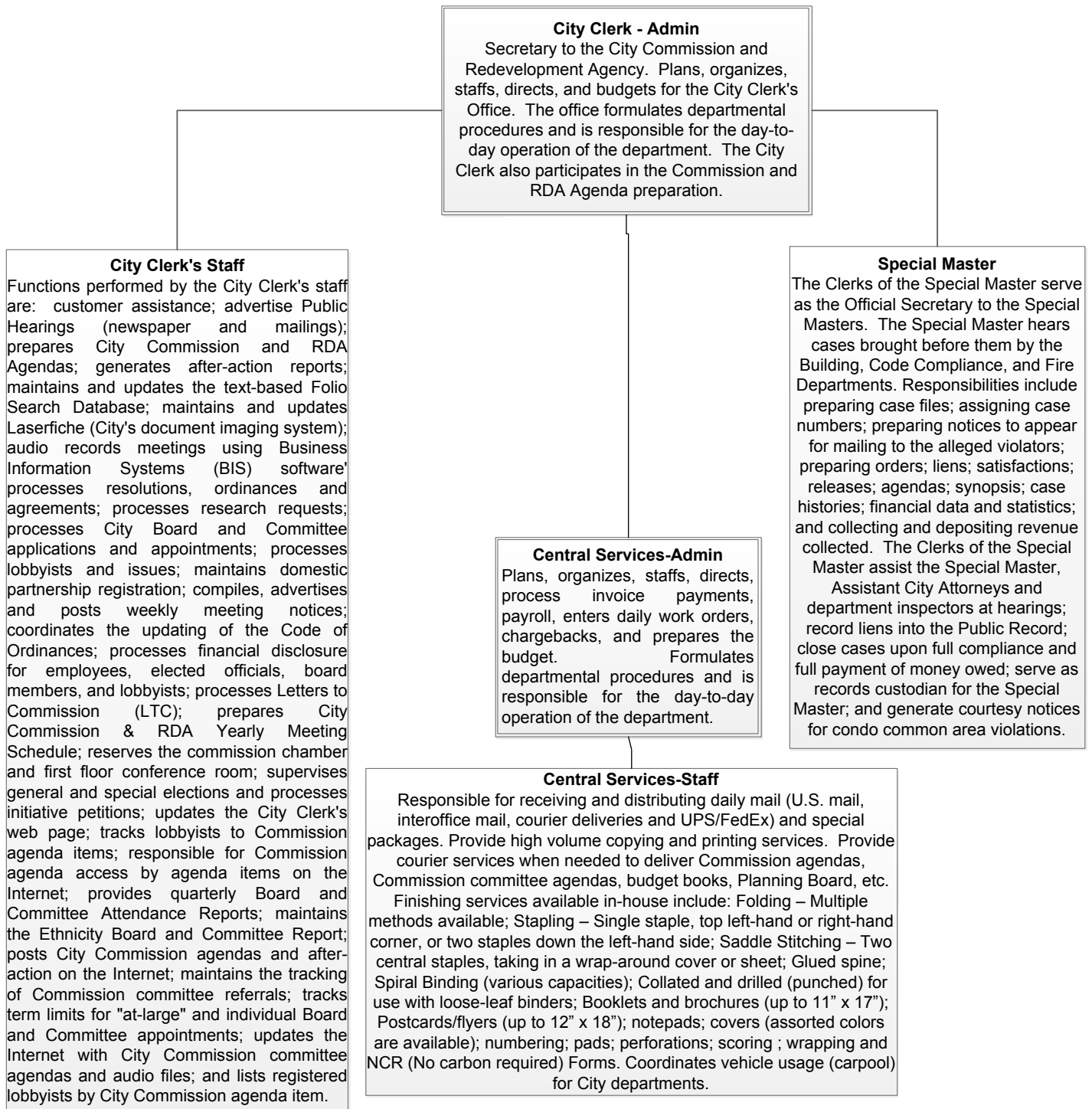
Department Mission/Purpose Statement

"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 service 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 service 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.



Significant Prior Year Accomplishments:

- **Elections** – Successfully conducted two Special Elections and one mail in ballot election. Created and published candidate handbook for the 2013 General Election.
- **Webpage** – Significantly expanded City Clerk's Office Election web presence.
- **Software** – Implemented new software systems for public records request and lobbyist registration.
- **Central Services Division** – The Central Services Division obtained 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.
- **City Commission Agenda Preparation** – Proofread City Commission agenda materials for 17 City Commission meetings, oversaw the agenda preparation process, and updated the City's webpage.
- **Personnel Board** – Conducted employee election for the Personnel Board.
- **Ordinance and Resolution Registry** – Created web based ordinance and resolution registry to provide an easy research tool for the public. Processed 33 ordinances, 431 resolutions and 761 contracts.
- **After-Actions & Agendas** – Produced 24 Agendas and After-action Reports for City Commission meetings and Workshops, and generated Log Notes for Commission/Workshop meetings, and burned CD's for archival purposes.
- **LaserFiche/Scanning** – Scanned 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. Scanned a total of 22,794 pages and 498 historical photographs.
- **City Code Updates** – Transmitted ordinances to Municipal Code for codification and updated in the City's Code Book (paper and electronic version) for FY 12/13. Supplement 54 is the current version.
- **Domestic Partnership** – Processed 61 Domestic Partnerships and mailed applications/certificates & wallet cards.
- **Historical Archives** – Maintained a searchable folio database, where historical archives are entered by category, by date, description and points of reference, and identified each document/photograph with a number for easier identification.
- **Research Requests** – Processed 1,120 public records request. 89.9% of the public records requests received for records maintained by the City Clerk's Office were processed within 7 days or less.
- **Lobbyists** – Processed 256 Lobbyist Registrations, 411 Lobbying issues and maintain the Lobbyists annual disclosure records.
- **Boards & Committees** – Maintained records for 46 Boards & Committees with 462 members. Posted on the City Clerk's website a searchable database of all Boards and Committees. Updated the Boards and Committees Application. Created and posted on the Clerk's webpage a database of current Board and Committee openings, to assist

residents wishing to become involved in City government. Processed 165 Board and Committee Applications and 310 appointments.

Special Master:

- Processed 1,159 new cases.
- Processed and mailed 1,428 condominium common area violations courtesy notices on 34 cases for FY 12/13.
- Processed recording and release of 1,304 liens.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Promote transparency of City operations	% of Public Records requests completed within 7 days					67%	65%	62%	58%	70%	70%	
Ensure compliance with code within reasonable time frame	Average # cases scheduled for Special Master Hearing within 90 days of receipt of request						68	52	53	N/A	N/A	<ul style="list-style-type: none"> • Conversion of the current Special Master System (Permit/Plus)
	Average # of days from initiation of special master process to lien placed						343	337	300	N/A	N/A	
	Average # of days from initiation of special master process to compliance						200	266	155	N/A	N/A	
Maximize efficient delivery of services	Average # of days to complete print jobs						3.69 days	2.92 days	2.95 days	3 days	3 days	<ul style="list-style-type: none"> • Develop and implement procedure related to printing/turn-around time • Enhance City's Records Management System
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Develop City Clerk's record disposition log • Explore electronic filing of elections reporting
Expand e-government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement a software solution to automate the current City Commission agenda preparation process and other Board and committee agenda

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TBD - To Be Determined

Departmental Financial Summary

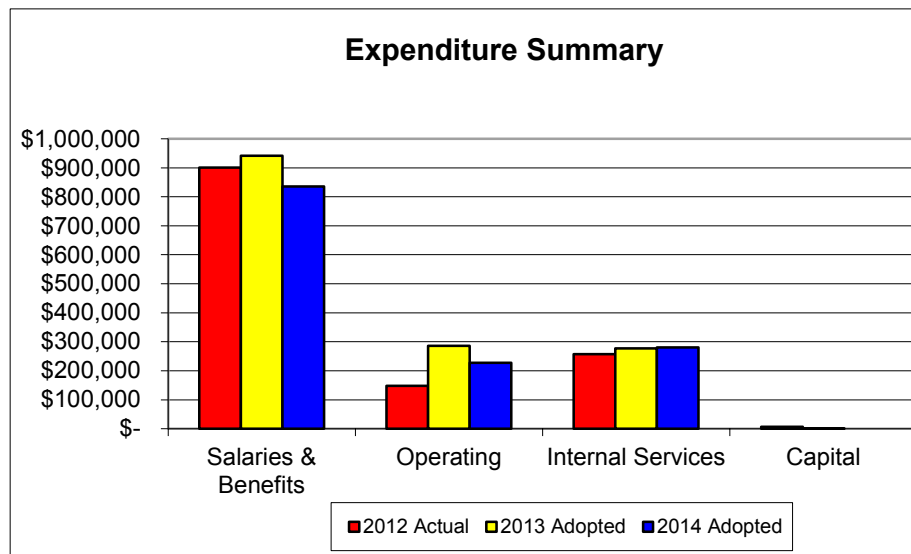
Revenue Area

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Election Qualifying Fees	\$ 9,676	\$ 2,435	\$6,000	\$ 2,000
HP/DRB Appeals	860	860	0	1,000
Administrative Hearing Fees	117,775	136,763	125,000	150,000
Lobbyist Applications	148,435	208,487	169,000	255,000
Domestic Partner Fees	1,923	3,730	2,000	3,000
Compact Disks	1,900	203	2,000	2,000
Red Light Camera Appeals	-	-	-	-
Passport Revenue	53,350	65,575	57,000	79,000
Total	\$ 333,919	\$ 418,053	\$ 361,000	\$ 492,000

Expenditure Area

Salaries & Benefits	\$ 926,383	\$ 900,893	\$ 941,285	\$ 836,000
Operating	200,770	148,019	286,238	228,000
Internal Services	240,507	257,479	277,177	280,000
Capital & Debt Service	0	6,690	300	-
Total General Fund	\$ 1,367,660	\$ 1,313,081	\$ 1,505,000	\$ 1,344,000

Budgeted Positions	9.6	9.6	8.6	9.6
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Internal Service Fund

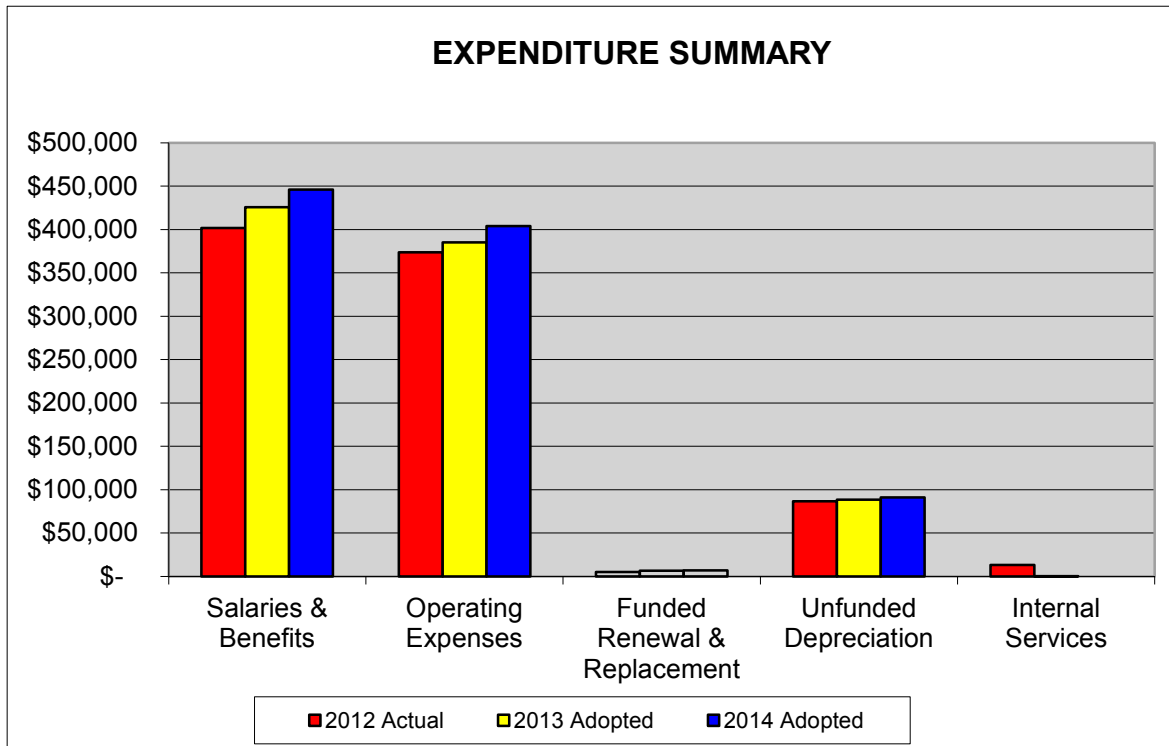
Central Services

Revenue Area

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Inter-Departmental Charges	\$ 1,010,100	\$ 999,544	\$ 903,000	\$ 933,000
Retained Earnings	0	0	3,000	0
Interest/Other	30,492	19,610	0	15,000
Total	\$ 1,040,592	\$ 1,019,154	\$ 906,000	\$ 948,000

Expenditure Area

Salaries & Benefits	\$ 388,796	\$ 401,671	\$ 425,682	\$ 446,000
Operating Expenses	402,701	373,633	385,285	404,000
Funded Renewal & Replacement	6,355	4,931	6,355	7,000
Internal Services	84,792	86,414	88,418	91,000
Capital & Debt Service	2,421	13,091	260	0
Total	\$ 885,065	\$ 879,740	\$ 906,000	\$ 948,000
Revenue less Expense	\$ 155,527	\$ 139,414	\$ 0	\$ 0
Budgeted Positions	4.4	4.4	4.4	4.4



Budget Highlights

City Clerk

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$4,000 or (2%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$58,000 or (20%). This is primarily due to the \$47,000 reduction in the department's advertising budget, based on the past two years of actual expenses.
- The FY 2013/14 budget includes a \$3,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.
- The FY 2013/14 budget includes an enhancement totaling \$49,000 (offset by revenues from court fees) by adding one Clerk position. A change in State law, effective July 1, 2013, requires municipalities with red light cameras to set up local hearing officers for drivers who get violation notices and want to appeal them. This enhancement anticipates approximately 1,200 appeals.

Central Services

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$1,000 or (2%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$19,000 or (5%). This is primarily due to an \$18,000 increase in the rent, building and equipment expenses budget based on the past two years of actual expenses.

MIAMI BEACH

OFFICE OF THE 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 Agencies and Committees.

Department Description

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.

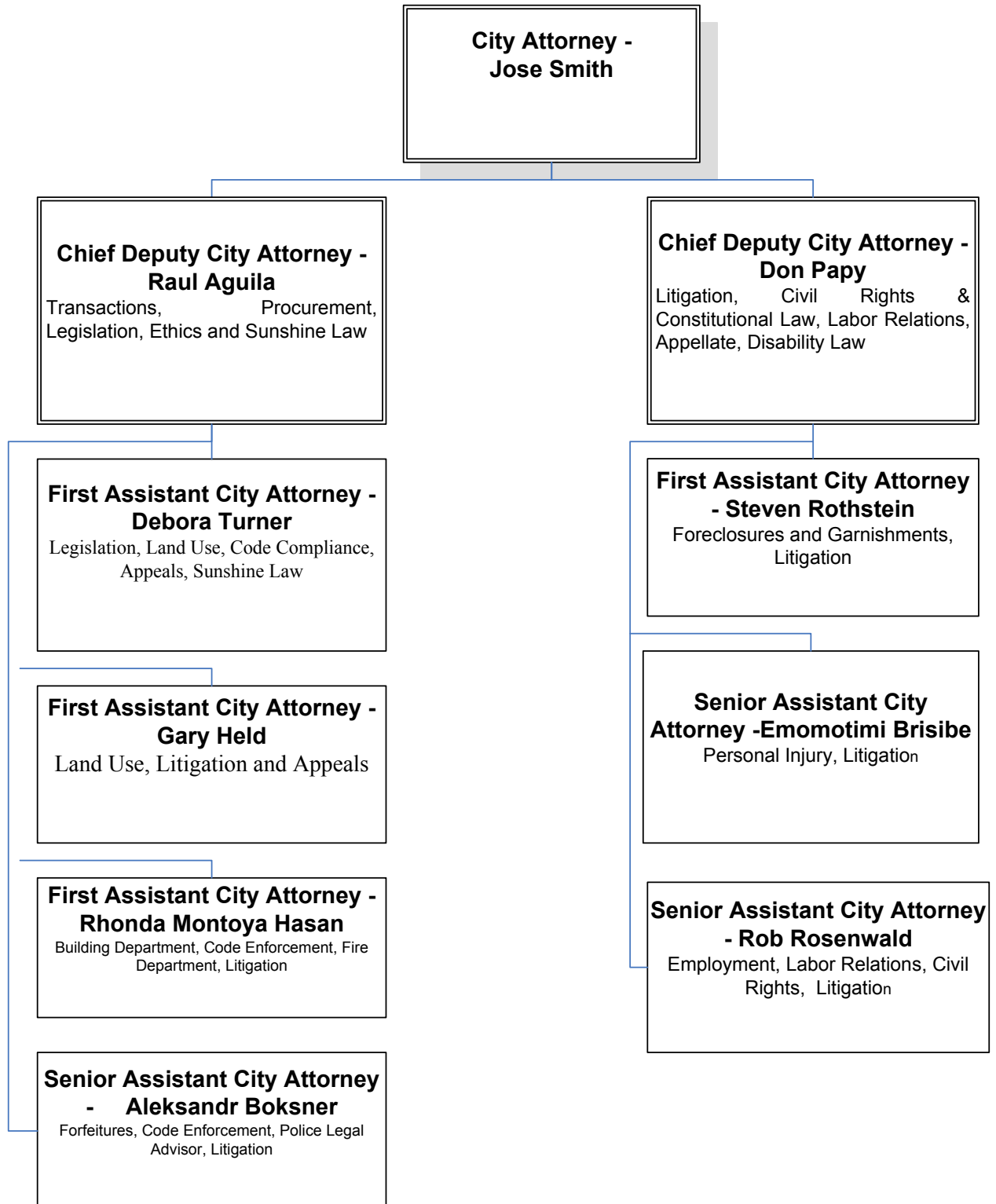
The City Attorney prepares and reviews all ordinances, resolutions, contracts, and related legal documents.

The City Attorney also prosecutes or defends complaints, suits, and controversies, when the City is a party, before State and Federal courts, Special Masters and administrative agencies.

The Office is presently composed of ten (10) full time attorneys. The support staff consists of an office manager, a legal administrator, five (5) legal secretaries, a paralegal and a receptionist (who is shared with the Mayor's Office and the Office of the City Manager).

The Office does not generally establish public policy. There is a clear separation of powers between the City Commission (Legislative), the City Manager (Executive) and the City Attorney. There are occasions, however, when the City Attorney may initiate change. For example, the Office strives to develop new and more efficient methods of providing legal services (research, computer updates, document production, and continuing education). These initiatives are internal to the department.

The Office also addresses legal implications arising from proposed City action and takes steps to reduce potential legal risks or financial exposure. The City Attorney also advises the City Commission and Administration on changes in the law.

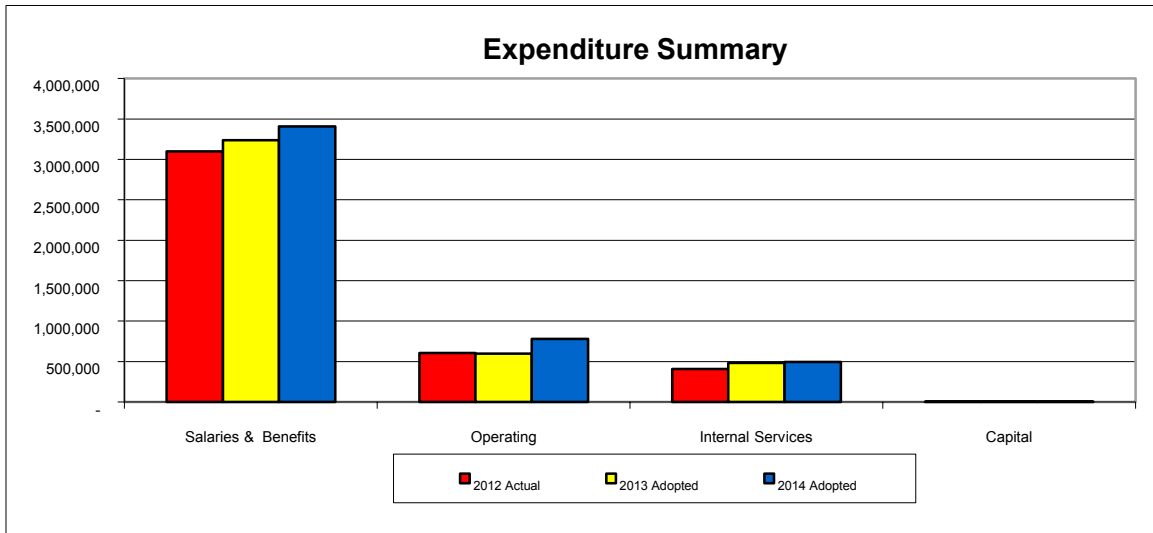


Significant Prior Accomplishments:

- Drafted six Charter amendments which passed during the 2012 Primary and General Elections; successful handling of candidate and canvassing issues during local elections held November 2012.
- Drafted Resolutions relative to important local and national policies regarding firearms and assault weapons, bath salts, synthetic drugs, and the use of CDT funds for convention center development.
- Recovered unprecedented revenues from fines imposed by the Special Master for code violations, foreclosure of city liens and civil forfeiture proceedings.
- The City and Commission on Ethics successfully defended the Planning Director's interpretation, upheld by the Board of Adjustment, under City Code section 2-459, concerning a developer's inability to lobby on projects in which his business associate, a Planning Board member, was involved.
- The City successfully defended in the Appellate Division of the Circuit Court, and the Third District Court of Appeal, the Design Review Board's decision requiring a height reduction in a project, against a challenge by a developer to the Board's authority to impose reductions in height pursuant to the design review criteria.
- Prepared Easement Agreement with County – sewer main through South Pointe Park
- Successfully argued an appeal in the Third District Court of Appeals affirming the trial court's denial of a Temporary Injunction in a short term rental controversy.
- Successfully defended numerous police misconduct cases and personal injury lawsuits either through obtaining dismissals or favorable settlements.
- The City successfully sued the Police & Firefighter Pension Board and obtained a precedent setting Third District Court of Appeal opinion conclusively determining that collective bargaining is the final word on pension benefits and does not require a public referendum.

Departmental Financial Summary

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	2,993,526	3,098,951	3,236,625	3,408,000
Operating	569,162	605,599	597,867	780,000
Internal Services	435,823	407,157	482,553	494,000
Capital	0	623	955	2,000
Total	\$3,998,511	\$4,112,330	\$4,318,000	\$4,684,000
Budgeted Positions	18.67 + 0 PT	18.67 + 0 PT	18.67 + 0 PT	18.67 + 0 PT



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$175,000 or 29.7% from last year in City contributions to the pension plan. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$182,133 or 30.5%. This is primarily due to increases in professional services and outside legal fees.
- The budget includes a \$11,447 increase in Internal Service Fund charge-backs primarily due to similar increases in salary, health and pension costs as described above.

REAL ESTATE, HOUSING & COMMUNITY DEVELOPMENT

Department Mission/Purpose Statement

We are dedicated to maximizing the City's assets for the best public purpose, funding and providing public services to improve our residents' quality of life, and promoting community development opportunities.

Department Description

The **Office of Real Estate, Housing and Community Development (REHCD)** is divided into four divisions:

- **Asset Management** - Manages the City's real estate assets. Refer to Table of Organization.
- **Housing & Community Development** - Administers entitlement funds. Refer to Table of Organization.
- **Community Services** - Addresses the human services and referral needs of our community's youth, elderly, families and others
- **Homeless Services** – Provides services and information for the homeless



Significant Prior Accomplishments

Asset Management Division:

- Maintained 100% occupancy of leasable sites.
- Managed overall portfolio of 145 contracts governing the use of City-owned properties, including 82 leases, concession agreements, and management/operation agreements, plus 63 beachfront concession permits

Housing & Community Development Division:

- Coordinated allocation of grant funding to, and monitored development of the following affordable housing and public facility projects:
 - Replaced the Rebecca Towers roof
 - Renovated Douglas Gardens Mayfair Apartments (34-unit affordable housing project)
 - Renovated Madeleine Village (16-unit affordable housing project)
 - Renovated The Lottie (nine-unit affordable housing project)
 - Renovated The Neptune (35-unit affordable housing project)
- Executed and managed 22 new Community Development Block Grant (CDBG) funding agreements for 14 public service programs, 6 housing and capital improvement projects, and 1 fair housing compliance contract. Public service programs included home-delivered meals for the elderly, youth services, and homeless prevention.
- Executed and managed 3 HOME contracts for construction of affordable housing at The Barclay, London House II and Villa Matti
- Monitored 22 activities for compliance with U.S. HUD rules and regulations

Community Services Division:

- Distributed 399 books and toys during 798 home visits to children enrolled in the Parent Child Home Program
- Served 21 families with \$14,400 in rent and utility assistance through the Emergency Food and Shelter Program
- Expanded agency membership in the Miami Beach Service Partnership by adding First Care Home Services, Abriendo Puertas of Little Havana, the On It Foundation and Open Arms Community Center
- Served 402 youth and their families via Morning All Stars, the Parent Child Home Program and Success University
- Collaborated with the City's Emergency Manager to create an Excel-based, National Incident Management-compliant reporting and event tracking platform to facilitate reporting for Emergency Operations Center events
- Provided 812 walk-in clients with 1,169 referrals to community-based services
- Issued \$1,470 in food vouchers for families facing food insecurity

- Obtained \$79,938 in tax refunds for 104 households served by the division's free tax preparation service provided in conjunction with the Internal Revenue Service
- Served our elder residents with 22 informative workshops and 50 home visits

Homeless Services Division:

- Completed 5,257 homeless contacts/engagements
- Placed 628 persons in shelter
- Transitioned 19 people from homelessness to permanent housing
- Relocated/reunified 83 homeless persons to/with family members
- Distributed 3,362 Miami-Dade Transit Agency tokens
- Assisted 41 individuals in replacing their birth certificates and 12 were assisted in obtaining a state-issued identification card at no cost

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Reduce the number of homeless	# of shelter placements made	524	764	826	912	563	532	562	735	540	550	<ul style="list-style-type: none"> • Communicate regarding initiatives being undertaken to address homelessness in the City • Research issue of encouraging businesses to implement homeless meters
	# of relocations completed	225	194	208	155	103	82	96	129	96	96	
	KPI: # of homeless in the City	239	218	173	98	141	149	177	173	106	106	
	# of homeless contacts made	5,750	8,292	18,966	21,197	14,427	11,753	9,039	5,819	5,268	5,200	
	Total # of homeless clients transitioned to permanent housing	34	113	54	47	14	10	157	39	61	70	
Increase access to workforce or affordable housing	KPI: % of residents rating availability of workforce housing as acceptable / the right amount	38%								80%	80%	<ul style="list-style-type: none"> • Develop marketing plan for affordable housing including advertising and providing media information regarding major accomplishments related to affordable housing and opportunities funded by the City
	KPI: # of CMB Affordable Rental Units			4,699	4,607	4,605	4,633	4,743	4,796	4,873	4,879	
	# of affordable rental housing units rehabilitated							39	60	77	6	
	# of counseled first-time homebuyers in Homebuyers Assistance Program	12	75	78	60	60	60	149	104	0	0	
	# of first-time buyers	1		9	12	5	11	10	2	0	1	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Increase access to workforce or affordable housing (continued)	# of rehabilitation of owner-occupied units	6	14	10	3	8	12	7	2	0	5	
Ensure well-maintained facilities	# of agreements managed by REHCD			33	34	104	108	82	145	141	141	<ul style="list-style-type: none"> Pursue possible contracting out of maintenance staff for beach restrooms
	Average occupancy rate City owned properties							91%	100%	95%	100%	
	Average rate per square foot for leased properties							\$35	\$38	\$40	\$42	
Preserve our beaches	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Provide Feedback to Environmental Division in Public Works to meet their beach monitoring needs Beachfront concessionaire monitoring Monitor Beachfront Concessionaires permitted through a field monitoring schedule
Improve process through Information Technology	% of contracts recorded and maintained in the EDEN Contract Module			95%	99%	101%	98%		46.90%	50%	100%	<ul style="list-style-type: none"> Summarize and track contracts development
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Evaluate amending ordinance to increase beachfront concession upland fees
Strengthen Internal Controls	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Improve oversight of agreements through an additional Leasing Specialist
Improve cleanliness of Miami Beach rights of way especially in business area	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Develop cleanliness performance measure for City Center RDA using GIS with Code & Sanitation
Increase community satisfaction with City government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Evaluate bulk deals for cable/internet for elderly/low-income housing facilities
Maintain strong growth management policies	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Evaluate amending City Code regarding fees to upland property owners
Maximize efficient delivery of services	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Ensure all contracts and lease agreements are in Eden and are monitored for agreement dates, deliverables, etc. Secure relocation space for the sign and meter shop

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maintain City's infrastructure	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Improve maintenance of City leased assets
Maximize Miami Beach as a destination brand	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Research options for grandfathered food trucks on the beach

Community Services Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve the lives of elderly residents	KPI: % of Residents more than 65 years old Rating Miami Beach City Government as Good or Excellent in Meeting their expectations			71%		80%			66%		80%	<ul style="list-style-type: none"> Pursue grants for improved services to address basic needs (e.g. food and visitation) to families and elderly in need
	KPI: % of Residents more than 65 years old Rating the City of Miami Beach as a Place to Live as Excellent or Good			85%		88%			88%		80%	
	# of Senior Participants in City's Recreational Programs				1,403	1,358	2,262	3,135	2,582	2,000	2,000	
	KPI: Total City Dollars Expended Per Elderly Resident in the City (CDBG, Recreation \$'s, etc.)		\$9.22	\$9.41	\$8.80	\$9.16	8.79	10.73	14.36	14.36	14.50	
	# of elder residents provided free transportation services					1,967	1,154	1,932	1,548	1,000	1,000	
	# of recreational and educational programs offered for elder residents		7	10	15	13	15	40	43	10	10	
	Total # of elderly residents provided with care coordination services					240	367	644	533	350	400	
	Total # of SHARE Food Program orders placed by elder residents					193	363	271	47	N/A	N/A	
Enhance learning opportunities for youth	Total # of youth participating in Children's Trust funded programming for at risk youth						919	859	1,208	500	500	
	% of youth participating in Children's Trust funded programming experiencing an increase in school attendance as compared to prior school year					47.7%	65%	65%	71.4%	80%	80%	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Reduce the number of homeless	Supports measures on Citywide Scorecard											<ul style="list-style-type: none">Communicate regarding initiatives being undertaken to address homelessness in the CityResearch issue of encouraging businesses to implement homeless meters	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

GENERAL FUND Revenue Area

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Asset Mgt	\$ 3,990,877	\$ 5,153,724	\$ 4,459,000	\$ 4,574,000
Total	\$ 3,990,877	\$ 5,153,724	\$ 4,459,000	\$ 4,574,000

Expenditure by Division

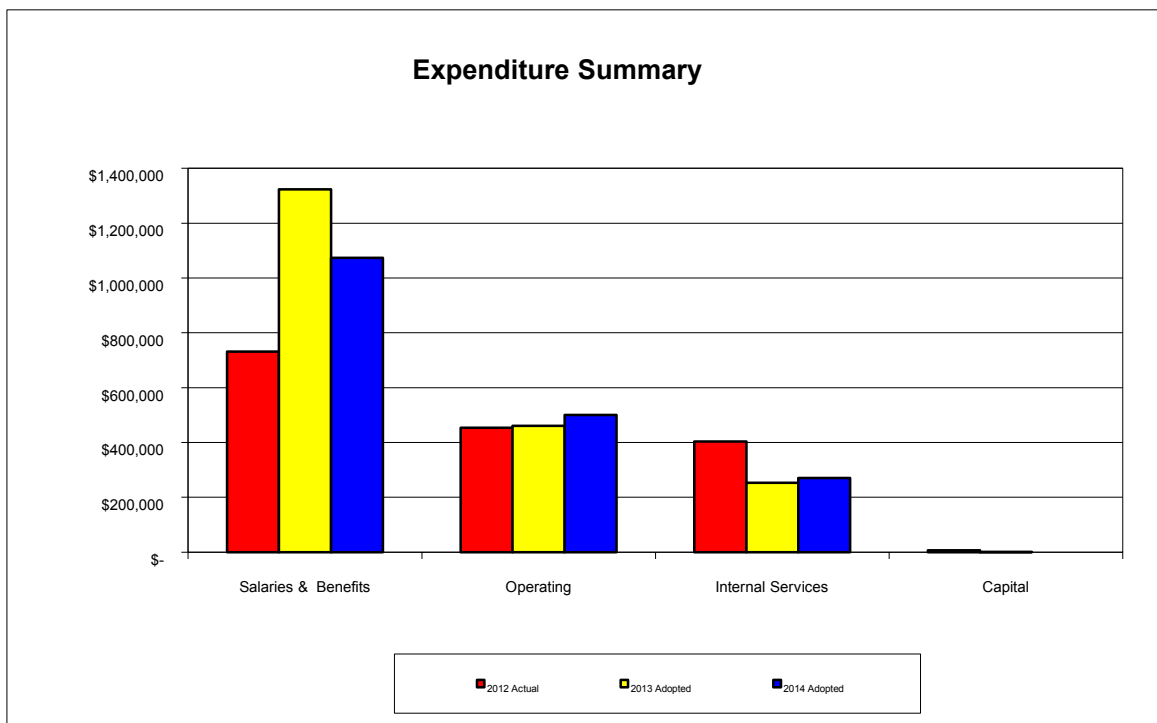
Real Estate Housing/Comm Development	\$ 737,386	\$ 800,505	\$ 1,048,000	\$ 776,000
Homeless Services	\$ 688,555	\$ 794,988	\$ 990,000	\$ 1,067,000
Total	\$ 1,425,941	\$ 1,595,493	\$ 2,038,000	\$ 1,843,000

Expenditure Area

Salaries & Benefits	\$ 784,119	\$ 731,105	\$ 1,323,797	\$ 1,073,000
Operating	\$ 449,764	\$ 453,301	\$ 460,333	\$ 500,000
Internal Services	\$ 273,901	\$ 403,830	\$ 253,304	\$ 270,000
Capital	\$ -	\$ 7,256	\$ 566	\$ -
Total	\$ 1,507,784	\$ 1,595,493	\$ 2,038,000	\$ 1,843,000

Budgeted Positions

General Fund	6.40 + 3.0 PT	5.9 + 3.0 PT	5.90 + 3.0 PT	9.10 + 3.0 PT
CDBG	4.65 + 0 PT	4.65 + 0 PT	4.65 + 0 PT	1.10 + 0 PT
Housing Home Grant	1.20 + 0 PT	1.2 + 0 PT	1.2 + 0 PT	0.65 + 0 PT
Ship Grant	0.75 + 0 PT	0.75 + 0 PT	0.75 + 0 PT	0.05 + 0 PT
EDI Grant	0.00 + 0 PT	0 + 0 PT	0 + 0 PT	0.15 + 0 PT
Total Budgeted Positions	13.00 + 3.0 PT	12.50 + 3.0 PT	12.50 + 3 PT	11.05 + 3.0 PT



Real Estate Housing/Community Development

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
777 Meridian Building	\$ 174,143	\$ 255,919	\$ 263,000	\$ 263,000
Air Rights Lease	\$ 40,625	\$ 40,625	\$ 40,000	\$ 42,000
Ballet Valet Ramp	\$ 27,022	\$ 23,529	\$ 24,000	\$ 25,000
Beachfront Concessions	\$ 313,923	\$ 337,054	\$ 258,000	\$ 265,000
Boucher Brothers	\$ 514,847	\$ 640,765	\$ 640,000	\$ 722,000
Bettoli Vending	\$ 14,400	\$ 12,000	\$ 12,000	\$ 12,000
Brother's Vending	\$ 905	\$ 819,818	\$ 19,000	\$ 42,000
Colony Theater Café	\$ 237,649	\$ 238,196	\$ 238,000	\$ 238,000
Historic City Hall	\$ 130,669	\$ 151,764	\$ 155,000	\$ 155,000
Lincoln Place Develop. Agreement	\$ 112,964	\$ 111,486	\$ 99,000	\$ 99,000
Miami Beach Marina	\$ 660,307	\$ 763,574	\$ 713,000	\$ 713,000
22 Washington Ave	\$ 9,055	\$ 48,013	\$ 64,000	\$ 64,000
Antique & Collectibles Market	\$ 34,608	\$ 29,706	\$ 34,000	\$ 34,000
Carl Fisher Clubhouse	\$ 8,604	\$ 10,464	\$ 10,000	\$ 10,000
Lincoln Rd. Market	\$ 13,111	\$ 14,341	\$ 13,000	\$ 13,000
Log Cabin Sunrise	\$ 7,200	\$ 7,200	\$ 7,000	\$ 7,000
Normandy Isle Market	\$ 4,257	\$ 4,836	\$ 4,000	\$ 4,000
South Shore Community Center	\$ 7	\$ 6	\$ -	\$ -
Park One Development Agreement	\$ 62,060	\$ 61,729	\$ 64,000	\$ 64,000
Penrod's Pier Park Restaurant	\$ 761,735	\$ 753,100	\$ 849,000	\$ 849,000
South Pointe Park Restaurant	\$ 719,085	\$ 688,638	\$ 811,000	\$ 811,000
The Lincoln Develop. Agreement	\$ 143,701	\$ 140,961	\$ 142,000	\$ 142,000
Total	\$ 3,990,877	\$ 5,153,724	\$ 4,459,000	\$ 4,574,000

Expenditure Area

Salaries & Benefits	\$ 553,331	\$ 493,365	\$ 852,164	\$ 578,000
Operating Expenses	65,816	44,743	61,013	44,000
Internal Services	118,239	262,397	134,830	154,000
Capital	0	0	(7)	0
Total	\$ 737,386	\$ 800,505	\$ 1,048,000	\$ 776,000

GF Budgeted Positions	4.80	4.80	5.30	6.70
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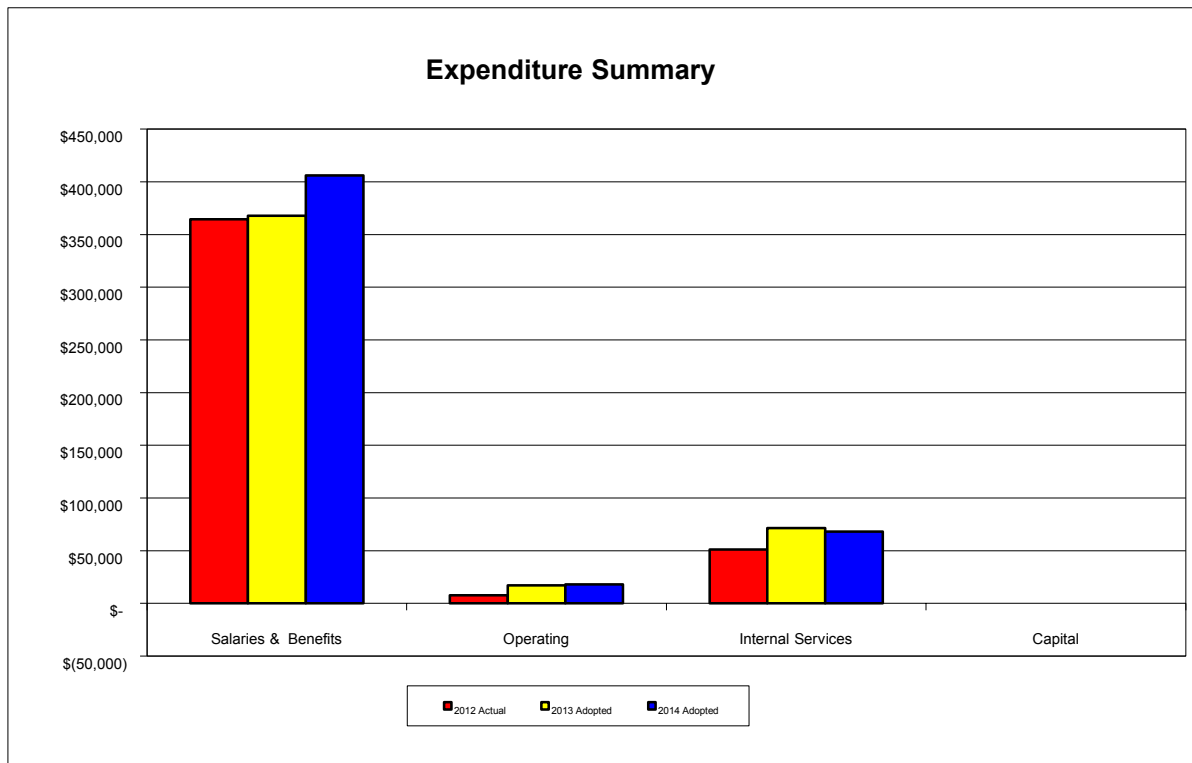
HOMELESS SERVICES

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 230,788	\$ 237,741	\$ 471,633	\$ 495,000
Operating	369,640	408,557	399,320	456,000
Internal Services	88,127	141,433	118,474	116,000
Capital	0	7,256	573	0
Total General Fund	\$ 688,555	\$ 794,988	\$ 990,000	\$ 1,067,000

GF Budgeted Positions	1.10 + 3.0 PT	1.10 + 3.0 PT	1.1 + 3.0 PT	2.4 + 3.0 PT
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Community Services Departmental Financial Summary

GENERAL FUND Expenditure Area	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 349,832	\$ 364,407	\$ 367,813	\$ 406,000
Operating	\$ 14,308	\$ 7,871	\$ 17,050	\$ 18,000
Internal Services	\$ 67,535	\$ 51,281	\$ 71,436	\$ 68,000
Capital	\$ -	\$ -	\$ (566)	\$ -
Total	\$ 431,675	\$ 423,559	\$ 455,733	\$ 492,000
Budgeted Positions	4.00	4.00	4.00	4.00



Budget Highlights

Real Estate, Housing and Community Development

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services

budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.

- The FY 2013/14 budget reflects a net decrease of \$195,000, including \$250,797 in salaries and benefits associated with the reorganization of the department which transferred two (2) positions to the Office of Tourism, Cultural and Economic Development.
- Salary and benefits savings are offset by a net increase of \$39,667 or 9% in operating expenses primarily due to an increase in Other Contractual Services.
- The budget also includes a \$16,696 increase in Internal Service Fund charge-backs primarily due to similar increases in salary, health and pension costs as described above.

Community Services

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$19,000 or 29% from last year in City contributions to the pension plan. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$950 or 6%. This is primarily due to an increase in Other Operating Expenditures.

BUILDING AND CODE COMPLIANCE

Department Mission/Purpose Statement

We are dedicated to serving the public by the efficient and effective supervision of construction, business, professional and personal activities to safeguard the public health, safety and general welfare of the City's residents and visitors by enforcing the Florida Building Code and the City Code of Ordinances.

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.

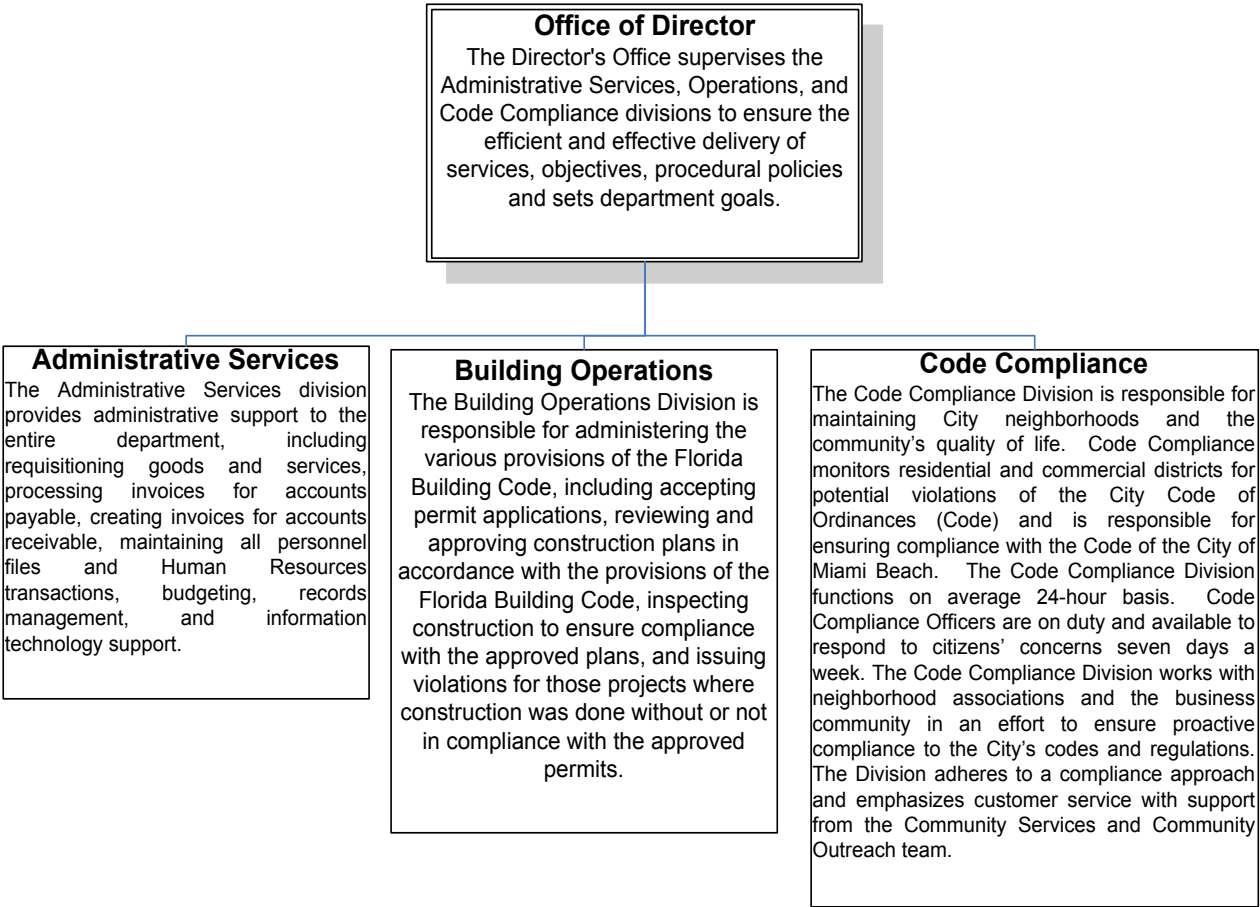
The State of Florida first mandated statewide building codes during the 1970s, at the beginning of the modern construction boom. The first law required all municipalities and counties to adopt and enforce one of the four state-recognized model codes known as the "state minimum building codes." During 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 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 three distinct functional areas:

- Building Operations 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.
- Code Compliance, which joined the Building Department in 2010, is responsible for maintaining City neighborhoods and the community's quality of life. Code Compliance monitors residential and commercial districts for potential violations of the City Code of Ordinances (Code) and is responsible for ensuring compliance with the Code of the City of Miami Beach. The division functions on average 24-hour basis. Code Compliance Officers are on duty and available to respond to citizens' concerns seven days a week. The division works with neighborhood associations and the business community in an effort to ensure proactive compliance to the City's codes and regulations. The division adheres to a compliance approach and emphasizes customer service. The Community Resource and Outreach Team is a component of the division's budget, and reports to the City Manager's Office. The Outreach Team provides support to civic organizations, coordinates responses to resolve constituent issues involving multi-departmental issues, and coordinates educational programs for our residents and businesses.

- Administrative Services 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, records management, and information technology support.



Significant Prior Accomplishments

Over the past few years, the Building Department has assisted developers in completing many significant construction projects that are key to the City's economic well-being, including the New World Symphony and Soundscape Park projects, and has worked diligently to improve plan review turnaround, and other streamlining efforts. Since May 2013, the department has undergone many changes and process improvements designed to make the processes more user friendly for homeowners and the development community. These improvements include:

- The issuance of a new Procedure Manual (PM) for the department. The PM creates more transparency for the department's customers, and ensures greater consistency in processes. It is also an effective tool for training new employees and managing the public's expectations.
- Phased Permitting: A Phased Permit ("early start" permit), allows construction to begin on certain larger projects and with limitations, for up to six months, while design professionals proceed to get their permits approved. This program is highly popular with the development community as it offers significant financial benefits for all involved without compromising public safety.
- Three Review Meetings: The department puts a "hold" on any plans that have been through the Plan Review process three times without being approved. At that time, the plan review process does not get re-activated until such time as the owners and design professionals meet with the Building Official or his designee to discuss the reasons for the unsuccessful reviews. This procedure benefits all by ensuring that projects that are "off-track" in the department's review process are discussed with the Building Official, ultimately ensuring an expedited approval. It also helps to eliminate any misunderstandings that may be hampering the process.
- Homeowners Assistance Counter: A full-time Permit Clerk located on the first floor of City Hall personally assists homeowners with all of their permitting needs. Homeowners receive hands-on, personal assistance, and their permitting and inspection needs receive priority treatment.
- Private Providers: The department has adopted transparent procedures to encourage the use of Private Providers as authorized by Florida Statutes. Use of private providers by developers (usually for larger projects) can benefit the public by freeing up staff to focus on existing review and inspection backlogs. The department welcomes Private Provider participation, and does so by providing clear guidelines and procedures to be followed by the development community.
- Re-engineered Walk-Thru process: The department introduced a new walk-through plan review process that includes workflows being authorized by professional plan review staff and a significant reduction in the ticket types issued for walk-through. The process eliminates redundancies in the process and reduces wait times for this critical departmental process.
- Payment Kiosks: The department accepts payments of all types at payment kiosks located in the second floor lobby. Multiple credit cards, personal and commercial checks are accepted as forms of payment.

In addition to all of the above, all of the Building Department's forms have been updated, redundancies in regular plan reviews and inspection procedures have been eliminated, and work flows have been updated throughout the Department. The resulting enhanced efficiencies should benefit the public by ensuring faster turnaround times and more consistent enforcement of the Florida

Building Code.

Recent IT Initiatives. The objectives of the Building Department's technology initiatives are to increase operating efficiencies and improve the customer experience through innovative and user-friendly technology-based solutions. The initiatives include electronic plan review, central record automation, line forms, online permitting, handheld computers for inspectors, vehicle tracking systems, QMB walk-thru plan review queuing system, a new interactive voice response inbound call flow and the most ambitious initiative, the permitting replacement system.

Performance Plan Highlights Building

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve building development related processes	KPI: % rating experience with the Building Department as excellent or good											<ul style="list-style-type: none">Continue FY 2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review systemDevelop tracking for the number of times supervisor has to over-rule inspectors for changes to plans being directed in the fieldEvaluate integration of Fire Prevention into Building Department activities/space with goal of improved customer service.Replace permitting system for building development processReview and revise all Building Development process formsExplore functionality of current and future permitting software systems to determine if there is the possibility of publishing on the website the location and status (workflow) of permit applicationPeriodically hold public forum for customers to provide feedback on Building Department services and suggestions for improvementEliminate the number of past due elevator inspectionsExplore Replacing the Building Department's queuing systems	
	Residents			42%		47%							
	Businesses			46%		57%			47%				
	KPI: Rejection rates												
	Plans				19.8%*			28.6%**	30.0%				
	Inspections				25.1%	24.0%	18.9%	20.1%	18.8%				
	KPI: Turnaround time for Plan Review				23.1 days	16.1 days	19.2 days	18.2 days	15.8 Days	21 days	21 days		
	Drop-Off: In City time as a % of total average time for development review process with drop-off plan review from application to approval												
	Single-Family				47.7%	43.4%	30.1%	38%	39.2%				
	Multi-Family				40.3%	28.4%	31.3%	34.2%	32.7%				
	Commercial				39.4%	28.5%	33.4%	35.6	32.2%				
	Drop-off: Total Average time for development review process with drop off plan review from application to approval												
Single-Family				83 days	104 days	203 days	145 days	142 days					
Multi-Family				110 days	120 days	142 days	79 days	118 Days					
Commercial				97 days	136 days	114 days	106 days	169 days					

* Based on average of May '08- Sept '09

**Based on average of Jan '11- Sept '11

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve building development related processes (continued)	Drop-Off: Average # of days for drop-off permit plan review - Building Department												
	Single-Family				11.8 days	12.3 days	7.7 days	7.9 days	6.4 days	21 days	7 days		
	Multi-Family				12.2 days	8.9 days	15.1 days	4.7 days	5.9 days	21 days	15 days		
	Commercial				11.5 days	10.3 days	7.3 days	6.6 days	5.3 days	21 days	15 days		
	Drop-Off: % of plans reviewed within turnaround time by Building Department												
	Single-Family				80.7%	91%	96.2%	91.5%	94.3%	90%	90%		
	Multi-Family				79.2%	89.1%	95.4%	95.9%	94.7%	90%	90%		
	Commercial				75.2%		94.4%	91.3%	95.4%	90%	90%		
	Drop-Off: Turnaround time for plan review in the City												
	Single-Family				20 days	18.4 days	13.8 days	26.1 days	14.7 days	25 days	25 days		
	Multi-Family				28.9 days	20.1 days	15.9 days	17.2 days	12 days	35 days	35 days		
	Commercial				26.6 days	15.7 days	13.9 days	16.5 days	8.1 days	35 days	35 days		
	# of expired permits	55,000	37,857	27,422	24,074	25,940	23,907	22,709	22,928	15,000	5,000		
	Ratio of Temporary Certificate of Completion & Certificate of Occupancy (TCC/CO) over total Certificate of Completion & Certificate of Occupancy (Total CC/CO)				14%	14%	19%	20%	24%				
	% of plans submitted over three times									0			
	% of repeat inspections												
	Average number of transactions served per day (customers served at counter)					104	106	107	114				
	Average transaction time for permit applications					15.8 min	18 min	18 min	15.6 min	15 min	15 min		
	Maximum wait time to submit permit applications					3.0 hrs	2.8 hrs	1 hr	2.67 hrs	1 hr	1 hr		
	Average waiting time to submit permit applications					33 min	34 min	30 min	32 min	20 min	20 min		
	Average turnaround time for records request						2 days	3 days	7.4 days	2 days	2 days		
	# of past due annual elevator inspections		160	62	725	580	484	346	115	50	50		
	# of past due 1 year witnessing tests for elevator inspections	400	330	196	450	196	110	310	169	100	100		
	# of past due 5 year witnessing test for elevator inspection	100	167	120	300	196	137	102	126	100	100		

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve building development related processes (continued)	% of Building Department records requests that were completed within Building Department target						90.4%	76.1%	75.4%	90%	90%	
	Average waiting time for walk-thru plan review								N/A			
	% of plans handled by Walk-thru							59.6%	60.6%			
	% of plans handled by 24 Hour Walk-thru						8.1%	10%	8%			
	% of plans handled by drop-off						9.4%	11.6%	12.8%			
Increase community satisfaction with City government	Average time to answer for calls handled by call center (including ring and wait time) (seconds)							18 sec	23 sec	20 sec	20 sec	• Add contracted Sr. Mechanical Inspector and Sr. Building inspector in order to improve flexibility in response to market demands for Building Development Process
	Number of calls made to call center						54,044	58,610	61,632			
	Abandonment Rate (call center)						3.43%	3.14%	4.15%	3%	3%	
	Average handle time (call center)						2.81 min	2.46 min	2.35 min	5 min	5 min	
Protect historic building stock	KPI: % of buildings 40 years or older complying with recertification						84.2%	88.6%	88.6%	85%	95%	• Explore changes to the 40-year recertification ordinance with Miami-Dade County
	# of buildings that should have been notified of requirements for 40 year recertification but were not notified						1	2	1	0	0	
	# of buildings that should have received notice of violation for noncompliance with 40 year recertification requirements but did not						2	9	27	0	0	
Expand e-government	% of plans submitted through electronic plan review					.15%	2%		.1%			

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve process through information technology	Supports measures on the Citywide scorecard											<ul style="list-style-type: none"> Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system Improved plans management and tracking system for the plan review process Mechanism to obtain feedback from customers using Citizen Access portal Payment Kiosk for Code Compliance Division Portable printers for inspectors involved in Building development process and Code Enforcement officers
Improve storm drainage Citywide	Supports measures on the Citywide scorecard											<ul style="list-style-type: none"> Work with flood insurance providers regarding City initiatives
Ensure safety and appearance of building structures and sites	Supports measures on the Citywide scorecard											<ul style="list-style-type: none"> Provide support in the violations section of department to become more proactive in addressing construction without permits and unsafe structures

Code

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Ensure safety and appearance of building structures and sites	# of vacant and improved lots remediated	25	15	24	69	54	92	75	63	60	60	
	# of Code Cases Opened	5,554	8,038	7,620	8,430	7,734	10,658	15,749	15,673	18,000	18,000	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve cleanliness of Miami Beach rights of way especially in business areas	Public Area Cleanliness Rating Index: Alleys	2.19	2.6	2.27	2.07	1.97	1.99	1.89	1.84	1.50	1.50	<ul style="list-style-type: none"> Develop cleanliness performance measure for City Center RDA using GIS with Code and Sanitation Increase pressure washing on Lincoln Washington Avenue, Lincoln Road, and Ocean Drive from bi-weekly to weekly
	% of cleanliness assessments for alleys scoring clean or very clean	47.6%	41.9%	59.6%	63.8%	67%	69%	74.5%	Not Surveyed	90%	90%	
	# of violations for illegal dumping	651	1,044	798	708	873	1,031	762	1,117	1,380	1,200	
	#of alley/sanitation inspections				3,221	5,086	5,946	12,463	12,505	5,000	8,000	
Improve cleanliness of city beaches	KPI: Public Area Cleanliness Rating Index: Beach Areas (MDC Responsibility)		1.93	1.91	1.70	1.61	1.63	1.48	1.42	1.50	1.50	
	KPI: Public Area Cleanliness Rating Index: CMB Beach Areas		1.85	1.75	1.59	1.62	1.59	1.43	1.36	1.50	1.50	
Maximize efficient delivery of services	Code Violations Reported through web base service requests system		1,646	2,824	3,164	1,113	931	840	1,048	1,200	1,500	<ul style="list-style-type: none"> Develop a program to assess effectiveness of Code Compliance enforcement efforts, similar to Internal Audits' review of the parking enforcement efforts
Ensure compliance with Code within reasonable time frame	KPI: % residents rating code/ord. enforcement in neighborhoods - accept. or about the right amount	71%		61%		64%			61%		80%	<ul style="list-style-type: none"> Review and revise fine schedules in Chapter 30, using a consultant for the review/revision of Chapter 30 of the City Code of Ordinances Enhance deployment flexibility for Code Quality of Life officers by adding laptops for part-time staff Revise code procedures manual Enhance methods/systems available for Code tracking response time and follow up
	KPI: Avg # of days from first inspection to voluntary compliance	79	70	22	48			30	22	15	15	
	KPI: Average # of days from initial complaint to compliance							40	36	30	25	
	Average number of days from initial receipt of complaint to first inspection		5.5	3.5	6.8	6.3	5.3	9.8	6.2	2.5	5	
	KPI: % rates of voluntary compliance as a % of cases initiated	90%	91%	24%	20%			30%	47%	50%	50%	
	# of inspections initiated (Proactive) per enforcement officer				98	915	944	786	1,185	8,000	2,200	
	Average # of inspections conducted daily by code compliance officers	8	10	10	9	8	7	4	6	10	10	
	# of graffiti violations issued By Code Officers						478	550	278	250	250	
	# of zoning violations issued by Code						1,648	1,021	972	900	900	
	# of handbill and sign violations issued by Code	377	318	110	158	357	465	202	151	300	300	
	# of Business Tax Receipt inspections by Code Officer		1,555	2,669	1,810	3,645	2,280	1,368	1,866	1,200	1,200	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Ensure compliance with Code within reasonable time frame (continued)	# of property maintenance violations issued by Code					3,614	3,945	1,310	1,248	1,200	1,200	
	# of Code cases open more than 30 days							640	269	250	250	
	# of Code cases open more than 60 days							389	361	300	300	
	# of Code cases open more than 90 days							292	516	350	350	
	# of Code cases open more than 365 days							966	1,245	1,200	1,200	
Attract and maintain a workforce of excellence	Supports measures on Citywide Scorecard											• Provide Code staff with additional customer service training
Improve storm drainage citywide	Supports measures on Citywide Scorecard											• Explore monitoring of restaurant waste runoff by adding a code enforcement team for restaurant drains
Control costs of payroll including salary and fringes/ Minimize Taxes/ Ensure expenditure trends are sustainable over the long term	Supports measures on Citywide Scorecard											• Review the Code Compliance overtime approval process and create a Standard Operating Procedure for effective assignment and approval of overtime
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											• Explore Neighborhood Establishment Impact Fee
Strengthen internal controls	Supports measures on Citywide Scorecard											• Implement recommendations of Code financial audit
Improve process through information technology	Supports measures on the Citywide scorecard											<ul style="list-style-type: none"> Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system Improved plans management and tracking system for the plan review process Mechanism to obtain feedback from customers using Citizen Access portal Payment Kiosk for Code Compliance Division Portable printers for inspectors involved in Building development process and Code Enforcement officers

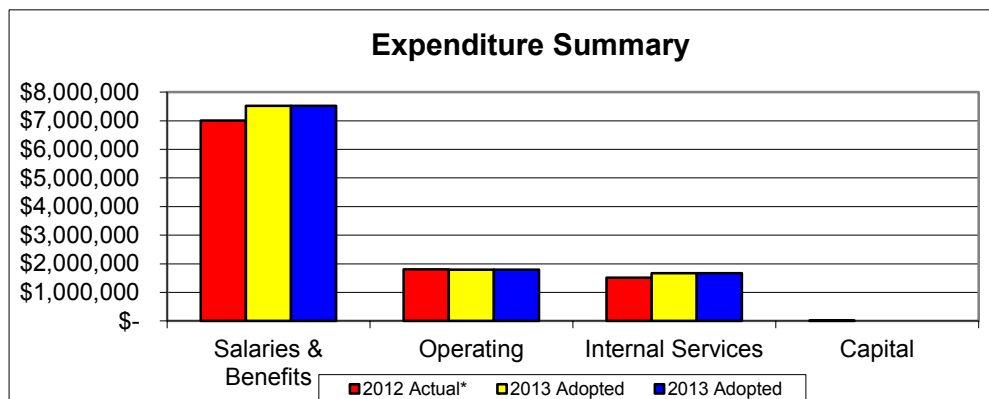
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TBD - To Be Determined

Building Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual*	2013 Adopted	2014 Adopted
Permits				
Building	\$ 5,689,034	\$ 8,053,388	\$ 6,865,000	\$ 9,500,000
Bldg Fees Offset-other				
Electrical	466,954	\$ 161,882	\$ 230,000	\$ -
Elevator Inspection	1,426,488	1,555,415	1,140,000	1,210,000
Plumbing	220,377	29,779	20,000	-
Mechanical	180,981	28,394	20,000	-
Recertification	101,664	88,952	90,000	90,000
Demolition	1,356	100	-	-
Marine	1,321	103	-	-
Certificate of Occupancy	238,395	445,007	290,000	350,000
Certificate of Completion	29,503	13,741	20,000	50,000
Microfilm-Bldg Dept	26,119	47,013	30,000	50,000
Reimbursement-Radon	2,537	1,460	10,000	10,000
Bldg Code Violations	852,091	1,559,699	390,000	840,000
Bldg Training Surcharge	38,295	67,117	130,000	130,000
Bldg Other	71,070	52,927	70,000	70,000
Building Reserves	0	-	1,500,000	1,500,000
Total	\$ 9,346,185	\$12,104,977	\$10,805,000	\$13,800,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$ 6,264,077	\$ 7,003,134	\$ 7,519,000	\$ 8,345,000
Operating	1,671,955	1,809,459	1,794,000	1,992,000
Internal Services	1,434,830	1,511,555	1,672,000	1,608,000
Capital	18,010	6,824	-	-
Total General Fund	\$ 9,388,872	\$10,330,972	\$10,985,000	\$11,945,000
Indirect Costs	\$ 1,237,453	\$ 1,361,622	\$ 1,447,823	\$ 1,575,000
Total	\$ 10,626,325	\$11,692,594	\$12,432,823	\$13,520,000
Surplus/Deficit	\$ (1,280,140)	\$ 412,383	\$ (1,627,823)	\$ 280,000
Budgeted Positions	73	73	73	72.5

* FY 2011/12 Actual includes an amendment of \$612,500 for the settlement of overcharged building permit fees and approx \$70,000 for FY2010/11 encumbrances



Code Departmental Financial Summary

GENERAL FUND	2011	2012	2013	2014
<u>Revenue Area</u>	Actual	Actual	Adopted	Adopted
Code Enf Fines/Special Master	\$362,324	\$448,299	\$ 350,000	\$ 460,000
Code Enforcement Violations	202,813	182,380	200,000	200,000
Grease Trap Permits	0	0	0	210,000
Total	\$565,137	\$630,679	\$550,000	\$870,000

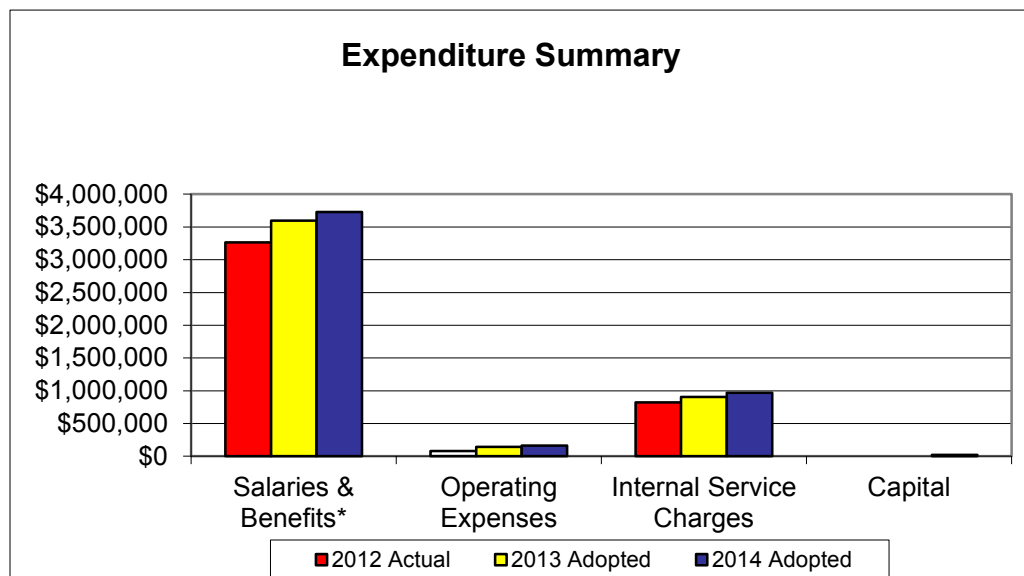
Expenditure Area

Salaries & Benefits*	\$3,049,580	\$3,263,702	\$3,594,688	\$3,727,000
Operating Expenses	281,755	77,479	144,982	161,000
Internal Service Charges	815,596	819,457	907,330	967,000
Capital	0	0	0	21,000
Total	\$4,146,931	\$4,160,638	\$4,647,000	\$4,876,000

Budgeted Positions

	37 +			
General Fund*	12PT	37 + 12PT	37 + 12PT	40 + 12PT
	4 +	4 +		
Sanitation Fund	0PT	0PT	4 + 0PT	4 + 0PT
	41 +	41 +	41 +	
Total Budgeted Positions	3PT	12PT	12PT	44 + 12PT

* CDBG Funding of \$90,000 offsets positions in the General Fund



Budget Highlights

Building

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$385,000 or (28%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$133,000 or (13%). This increase is primarily for increased temporary labor and professional services to address increase in demand, these are offset by increased Building permit revenues.
- The FY 2013/14 budget includes an efficiency totaling \$4,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

Code

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$64,500 or ten percent (10%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Overtime expenses increased \$62,000 or seventy-six percent (76%) from last year for staffing of City special events, not reimbursable from Resort Tax, as well as increased levels of services such as beach detail assignments, sidewalk café and short-term rental enforcement initiatives.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$76,000 or eighteen percent (18%). This increase is primarily as a result of

\$25,000 for increased enforcement of lot clearance for abandoned property, the lot clearance expenses are billed as cost recovery to the property owner and \$59,670 increase in Internal Services charges for Property Management and Fleet Management.

- The FY 2013/14 budget includes an efficiency totaling \$11,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.
- The FY 2013/14 budget also includes an enhancements totaling \$208,000 to improve monitoring of waste runoff by adding a Green Team to include one (1) Code Compliance Manager, one (1) Engineering Inspector and one (1) Code Compliance Officer, these expenses are anticipated to be offset by revenue from permit for grease traps.

MIAMI BEACH

PLANNING

Department Mission/Purpose Statement

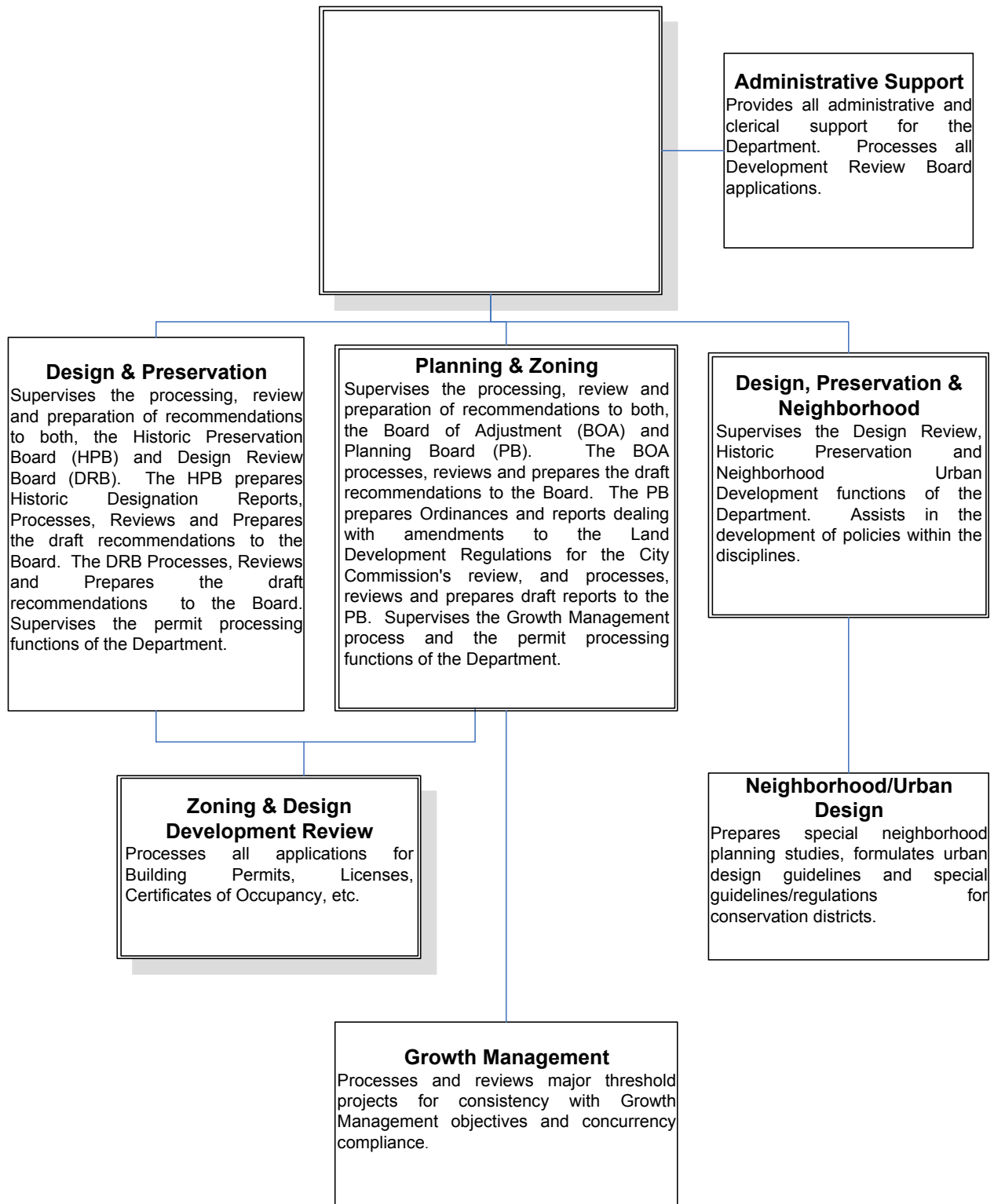
We are dedicated to developing, refining, and effectuating a comprehensive urban planning vision for Miami Beach with the goal to preserve the integrity of the City's unique design heritage, enhance the quality and diversity of the urban experience, inclusive of its residential neighborhoods, business districts, and resort, recreation and entertainment areas.

Department Description

The Department generates and applies regulatory standards and policies with a view toward ensuring that the City perpetuates its tradition of progressive urban design and planning leadership, which continues to gain national and international recognition.

The Department is responsible for providing professional analysis and recommendations to the Manager and 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 recommendation to all of the above Boards. The Department is also responsible for updating and maintaining compliance with the state-mandated comprehensive plan. The Department reviews all building permits for compliance with the land development regulations and consistency with architectural review guidelines and preservation appropriateness criteria.

The Department is also responsible for conducting studies on specialized topics (such as growth management, wayfinding, historic designation, sustainability) and preparing plans for neighborhoods and conservation districts. Such efforts generally involve extensive public participation and lead to proposing legislation and collaborating with other City departments or governmental agencies to effectuate implementation of the plans.



Significant Prior Accomplishments

- Adopted ordinance implementing maintenance and security bonds for buildings undergoing renovation in order to protect historic building stock.

- Revised permit fee schedule to improve efficiency and lower permitting costs for major and minor construction projects, additions and remodeling.
- Rezoned the former South Shore Hospital site, and worked extensively on proposed new development projects for this site and the abandoned Vitri site at the entrance to the City at the MacArthur Causeway.
- Amended the LDR's to permit small rooftop wind turbines on single family homes.
- Processed amendments for the rezoning of the former Miami Heart Institute site from Hospital District to low density residential.
- Adopted ordinances dealing with Hospital District (HD) amendments - special use regulations allowing certain accessory uses to exist independent of the main hospital; rezoning of HD to district adjacent.
- 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 ordinances requiring expert consultant reports for development proposals, and requiring such reports to be reviewed by an independent third-party peer reviewer.
- Amended Parking Impact Fee ordinance to reduce the annual fee by one-third.
- Listed historic Fontainebleau Hotel on the National Register of Historic Places by the Keeper of the National Register, in Washington, D.C.
- Adopted Public School Facilities Element of the comprehensive plan.
- Adopted Interlocal Agreement for public school facilities as mandated by state statutes.
- Adopted an ordinances 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.
- Adopted ordinances dealing with mechanical and robotic garages.
- Adopted ordinances regulating accessory bars and restaurants south of Fifth Street.
- Adopted the land development code for the North Beach Town Center, holding workshops with the community, the Planning Board and the Land Use Committee.
- Completed Alton Road Neighborhood Planning Study, completing existing conditions analysis, holding public workshops and stakeholder interviews, developing preliminary recommendations and ordinance amendments with the Planning Board.
- Developed a consensus route for the North Beach local circulator.
- Completed listing of the Multiple Properties documentation and the Normandy Isles and North Shore Historic districts on the National Register of Historic Places.

- Coordinated with the Florida Department of Transportation on street improvement plans for North Beach – 71st Street, Normandy Drive, Collins Avenue and Harding/Abbott Avenue.
 - Designated the Morris Lapidus / Mid-20th Century Historic District along Collins Avenue inclusive of the Fontainebleau and Eden Roc Hotels
- Adopted the second phase of the westward expansion of the Flamingo Park Historic District to Alton Road.
- Completed the ongoing review of the following major development projects:
 - Oversight of the construction of the New World Symphony Orchestra Hall.
 - Oversight of the renovation, restoration, and expansion of the Fontainebleau and Eden Roc hotels.
 - Oversight of the successful restoration of the Flagler Memorial on Monument Island (undertaken by CIP), that won Dade Heritage Trust's highest Restoration Award for 2009.
 - Design coordination of the Pennsylvania Avenue Public Parking Garage
 - Oversight of the construction of the Meridian Avenue Multi-Purpose Parking Facility (undertaken by CIP).
 - Oversight of the construction of the Lincoln Road 1100 Block Pedestrian Plaza.
 - Oversight of the restoration and expansion of the 10th Street Auditorium Art Deco Welcome Center and restoration of the 10th Street Beach Patrol Headquarters in Lummus Park (undertaken by CIP).
 - Oversight of successful completion of the new South Pointe Park (undertaken by CIP).
 - Oversight of the successful construction of the Collins Park East Parking Lot (undertaken by CIP).
 - Design review and approval of the Publix supermarket on Collins Avenue and 69th Street.
- Oversaw substantial completion of the installation of Phase 1 of the Citywide Wayfinding Signage System in coordination with the Public Works Department and ongoing administration of requests for expansion or modifications to the signage system.
- Completed the development and presentation of the Alton Road Overlay District zoning regulations from 5th Street to Michigan Avenue
- Developed and completed the “*MiMo On the Beach*” website and educational/tourism promotional brochure with a State Historic Preservation community education grant
- Improved and expanded the City’s Comprehensive Plan with new goals, objectives and procedures, and brought the plan fully up-to-date and compliant with State law.
- Created the new North Beach Town Center, a zoning change for the 71st Street area meant to encourage desirable new development.
- Created the 40th Street Religious Overlay District, which will permit the renovation of religious institutions located across the street from the commercial area behind 41st Street.

- Placed new restrictions on the hours of commercial deliveries in residential areas, and the permanent removal of parking spaces.
- Amended the City Code to permit car washes in parking garages along 5th Street.
- Amended the City Code to permit homeowners more latitude to replace roofs on historic single-family homes.
- Rezoned the historic commercial building at 1600 Lenox Avenue, which is now under renovation.
- Changed the required timeframe to notify residents of upcoming land use board public hearings from 15 days to 30 days.
- Successfully oversaw the construction completion and opening of the New World Center
- Successfully oversaw the construction and opening of the Frank Gehry- designed Pennsylvania Avenue Parking Garage
- Successfully oversaw the design development, approval, construction, and opening of the West 8 – designed “Soundscape Park”
- Successfully oversaw the completion of the Collins Park redevelopment project in coordination with CIP
- Successfully designed and oversaw the construction of a new special paver design for Pennsylvania Ave north of Lincoln Road in coordination with CIP
- Successfully planned and oversaw the restoration of the Lummus Park Date and Temperature Monument in coordination with CIP
- Successfully oversaw the approval of the new South Pointe Pier Project by the DRB in coordination with CIP
- Successfully oversaw the local designation of three more historic single family homes by the HPB
- Assisted the Culture and Tourism Dept. with planning and public input for future programming and use of the Byron Carlyle Theater.
- Initiated research and development of comprehensive bicycle parking standards and design guidelines for private and public development.
- Completed “Bicycle Parking Guidelines”, illustrated design guidelines for property owners.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 2013/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve building development related processes	Average Turnaround time for Drop-Off plan review :												
	Single Family				10.9 days	13.2 days	7.3 days	9.3 days	8.1 days	25 days	21 days		
	Multi-Family				13.4 days	9.2 Days	6.1 days	4.9 days	6.4 days	35 days	21 days		
	Commercial				13.2 days	11.7 days	10.4 days	7.3 days	4 days	35 days	21 days		
	Total # of drop-off plan reviews conducted by Planning:												
	Single Family				71	151	163	223	278				
	Multi-Family				125	157	303	509	578				
	Commercial				41	214	196	134	151				
	% of Drop off plans reviewed within turnaround time target days by Planning Department:												
	Single Family				78.4%	86.6%	71.6%	66.2%	86.5%	90%	90%		
Multi-Family				80.3%	91%	95.4%	96.5%	95.8%	90%	90%			
Commercial				61.1%	86.9%	90.5%	94.1%	95.2%	90%	90%			
	Inspection turnaround time	5 days	4 days	3 days	3 days	3 days	3 days	3 days	3 days	3 days	3 days		
Maintain strong growth management policies	KPI: % rating the effort to regulate development in the City as about the right amount											<ul style="list-style-type: none">• Work with CIP and other entities to implement recommendations of the North Beach Master Planning Strategy where feasible• Expand previous development management initiatives – (e.g. expanded Planning Board review of threshold projects in residential districts)	
	Residents	41%		35%		48%			55%		80%		
	Businesses	45%		36%		53%			61%		80%		
Protect historic building stock	% of contributing buildings due or past due for recertification which have been compiled					78.2%	88.7%	88.6%	91%				

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 2013/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Enhance external and internal communications from and within the City	KPI: % feel the amount of information they get is the right amount Residents Businesses	60% 50%		62% 55%		79% 66%			87% 88%		80% 80%	<ul style="list-style-type: none"> Enhancing transparency by upgrading the Planning Department webpage to maximize public access to planning and development information
Maximize efficient delivery of services	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement LaserFiche digitizing of records in Planning
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Finalize certificate of use fees to reflect full cost Evaluate "no cash acceptance policy" for outlying locations Explore Kiosk machines that also sell merchandise such as gift cards
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system Improved plans management and tracking system for the plan review process Mechanism to obtain feedback from customers using Citizen Access portal Payment Kiosk for Code Compliance Division Portable printers for inspectors involved in Building development process and Code Enforcement officers

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 2013/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve storm drainage citywide	Supports measures on Citywide Scorecard											<ul style="list-style-type: none">• Review zoning code/compliance and issuance of variances that affect sea level rise• Create recreational areas like the Netherlands which also serve as protection from flooding• Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park)

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

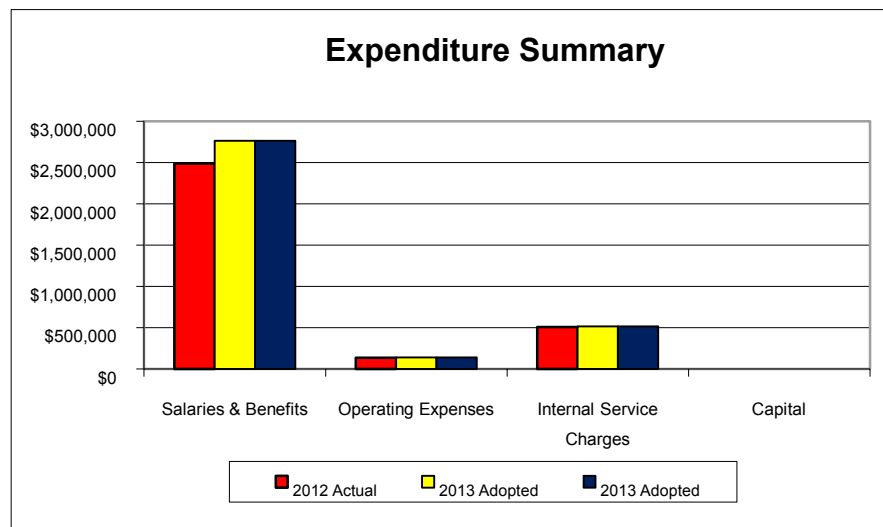
Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Buildg 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

Expenditure Area

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
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Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$113,000 or 22% from last year in City contributions to the pension plan. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$4,855 or 4%. This is primarily due to an increase in Subscriptions.
- The budget includes an \$32,000 increase in Internal Service Fund charge-backs primarily due to similar increases in salary, health and pension costs as described above.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Department Mission/Purpose Statement

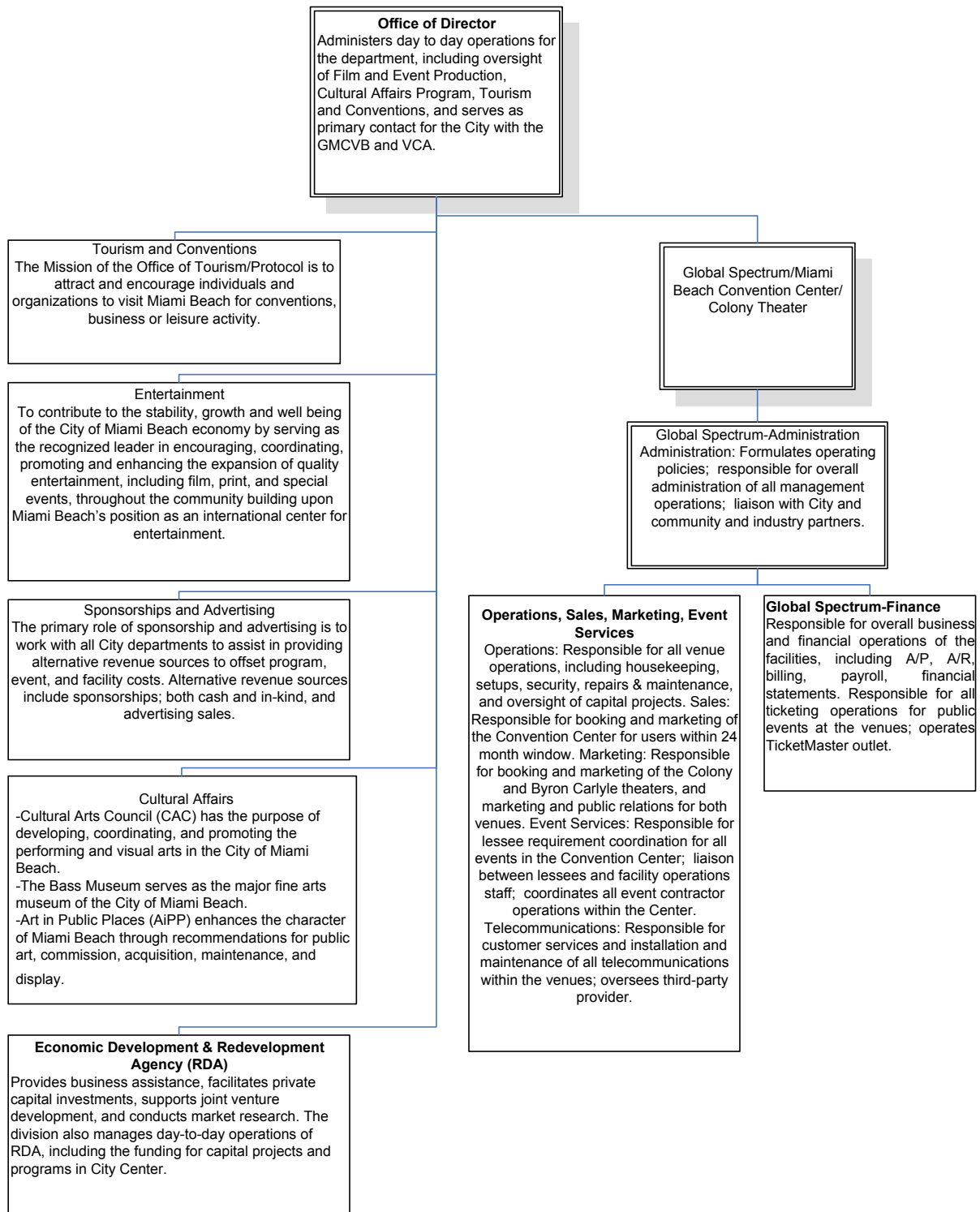
We are dedicated to supporting and attracting innovative tourism, cultural, and economic partnerships, raising the City's profile as an international destination, providing a superior lifestyle, and promoting community development opportunities.

Department Description

The department 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 was established to centralize the City's tourism and cultural initiatives and programs through the unification 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 reorganized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies.

In addition, the department's 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.



Significant Prior Accomplishments

Miami Beach Convention Center

- Convention Center occupancy in FY2011/12 was 61% (Exhibit Halls). Occupancy in FY2012/13 was 56% for Exhibit Halls and 40% for the meeting rooms and is projected to be 62% for the exhibit halls in FY 2013/14. These numbers reflect the industries cyclical nature with city-wide conventions and tradeshow moving to the northern and western part of the United States. However, the decreases were projected by the Greater Miami Convention and Visitor's Center as well as Global Spectrum upon review of requested locations by most major events in the industry. As well, the world economy has affected marketing and travel capabilities for sales personnel and the attendee base.
- In FY13, the Miami Beach Convention Center successfully hosted the following conventions:
 - Association of Financial Professionals (AFP) Conference, 6,000 Attendees
 - Transcatheter Cardiovascular Therapeutics (TCT) Conference, 11,760
 - American Academy of Dermatology, 19,800 Attendees
 - Burger King Corporation, 2,500 Attendees
 - Fisrev Innovative, 1,000 Attendees

As well, the center saw increases in attendance as well as ancillary revenues hosting the following annual events:

- Art Basel Miami Beach
 - Jewelers International Showcase (January)
 - ITEXPO
 - Exxxotica
 - China Sourcing
 - Florida International Medical Expo
 - America's Food & Beverage Show
 - Asia/America Tradeshow
- During the May 2011 City Commission Retreat, the Commission agreed to look at broader development opportunities in the area beyond the Convention Center concept plan and expressed a desire to find ways to address the impact on traffic, mobility and to the surrounding neighborhoods. Based on the potential development opportunities it was determined that assistance from a firm with experience and expertise in the development and implementation of similar projects (including similar Private/Public Partnerships, PPPs) would be beneficial in developing the most effective strategy to solicit the right mixed-use development team for the project, with a goal of ensuring the highest level of private-sector participation, and the best proposed design for the expansion project to address our Convention Center needs. On May 24, 2011, RFP No. 33-10/11 was issued. On September 14, 2011, via Resolution No. 2011-27738, the City Commission authorized the City Manager to negotiate with Strategic Advisory Group (SAG) and, subsequently, on October 19, 2011, via Resolution No. 2011-27778, the City Commission authorized the Mayor and City Clerk to enter into an agreement between the City and SAG for services relative to the expansion and enhancement of the Miami Beach Convention Center (MBCC) District.

- SAG's scope of services includes drafting a Request for Qualifications (RFQ) from developers for the master development of the MBCC District. The RFQ is the first step in an effort to create funding options for convention center improvements through a mixed-use master development of City-owned properties surrounding the convention center that would create new revenues to the City. These incremental revenues could be used to fund potential convention center improvements and/or provide operating funds.
- The expanded development site, referred to as the MBCC District, is approximately 52 acres that encompasses the convention center facility, adjacent surface parking lots, City Hall, a parking garage (17th Street), and other related city offices (555 17 Street/1701 Meridian Building). The combined area allows for up to approximately 6.2 million square feet of floor area ratio (FAR). All developers and other interested parties will be informed that any sale, exchange, conveyance or lease of ten (10) years or longer of any or all the City-owned properties in the MBCC District requires approval by a majority vote of residents in a City-wide referendum, pursuant to Section 1.03(b)(2) of the Miami Beach City Charter.
 - Request for Qualifications RFQ 22-11/12 for the Development of the Miami Beach Convention Center District has also been issued, which details a multi-phased process that begins with the evaluation of development and design qualifications of Master Developers interested in submitting concepts for the development.

Colony Theatre

- The Colony Theatre occupancy in FY2011/12 consisted of 171 (46%) nights in use for pre-show and show dates and is projected to be 180 (49%) nights in use for FY2012/13.
- The Colony successfully hosted the following new events:
 - America's National Teenager – 775 attendees
 - HBO premier of the "Latino List" – 296 attendees
 - National Foundation for the Advancement of the Arts – 292 attendees
 - Miami Light Project's "Meow Meow" – 569 attendees
 - Jamaica Farewell – 271 attendees

As well, the theatre saw increases in attendance for the following annual events:

- South Florida Comedy Fest
- American Black Film Festival
- Brazilian Film Festival
- Miami Lyric Opera series

Bass Museum

- Education and Public Programs:
 - Opened Lindemann Family Creativity Center on January 29, 2012
 - Produced year-round educational programming including 13-weeks of art camp, 9 Family Days, weekly Bass Babies and Bass Buddies, 40 Art Club for Adults, lectures, and 6 teacher workshops.
 - Obtained Children's Trust Grant allowing almost 40% of summer camp participants to be on scholarship
 - Developed and enhanced popular public programs such as Beats after Sunset, Hot Nights, Cool Jazz, Grey Area pop-up shop and Lyon & Lyon pop up restaurant.

- Negotiated partnership with Miami Symphony Orchestra for January 2013 outdoor symphony and picnic, introducing Bass-kets
- Negotiated partnership with New World Symphony for May 2013 collaboration to present John Cage festival
- Exhibitions:
 - Exhibitions calendar set through beginning of 2014
 - TC: Temporary Contemporary launched
 - ArtPublic (public art collaboration with ArtBasel) 2012 extended through March 2013
 - Developed design exhibition program and successfully booked two exhibitions:
 - a. From Picasso to Koons (March 2013)
 - b. Harold Koda exhibition 2014
- Development:
 - Surpassed ambitious fundraising plan and institutional budget. Goal was \$1,913,850 for FY 11/12. Estimate annual budget for FY 11/12 is \$2,000,000
 - Membership goal: \$119,000. Raised \$153,000
 - Facility rental goal: \$100,000. Raised \$99,273
 - Earned revenue increased from \$234,738 to \$273,372
 - Awarded national ArtPlace grant for \$225,000 for Temporary Contemporary
 - For the 4th consecutive year, named as a finalist in KnightArts challenge award
 - Awarded Children's Trust award of \$16,000 for summer camp

Cultural Affairs

- Exercised option to renew contract with Arts for Learning/Miami to continue arts education programs for Miami Beach youth by offering 28 after-school courses at Scott Rakow, Fienberg-Fisher, K-8 Center Biscayne Elementary, Flamingo Park and South Pointe Elementary, serving approximately 780 students.
- Exercised option to renew contract with the Bass Museum to expand its IDEA@theBass education program to include every 4th and 5th grade classroom in Miami Beach, serving approximately 1,200 additional students and their teachers.
- 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. An additional 17 free outdoor arts events were presented by grantees who received Fresh Air Fund funding through the Cultural Arts Council (CAC).
- Managed the Community Benefit Fund rental waiver grants for the Fillmore/Jackie Gleason Theater (4 issued) and the SoundScape Wall Use Grants (3 issued.)
- Monitored the management agreement with Stage Door Theater for the Byron Carlyle Theater.
- Represented the City on the Bass Museum of Art's board of directors.
- Staffed the Cultural Arts Council and Fine Arts Board.
- Managed the City's Street Vendor Certification Program.

- Partnered with the National Arts Program Foundation in preparing for the eighth annual city employee art exhibition, which awards \$2,400 in cash prizes and \$2,520 in art scholarships to city employees and their family members.
- 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 approximately \$650,000 in cultural grants through the Cultural Arts Council for the benefit of the residents and visitors of Miami Beach..
- Managed the Miami Beach Arts Gala Grants program and awarded \$30,000 through the CAC.
- Managed the Cultural Affairs website, mbculture.com, and promoted it through an extensive advertising campaign throughout South Florida; produced weekly e-blasts and monthly press releases promoting all Miami Beach arts events; instituted and managed new text-message art alerts.
- Met with approximately 75 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 75.5% for calendar year 2012 compared to 76.4% for Miami-Dade County, 64.8% in Florida and 61.4% United States.
- Miami Beach also had an average daily room rate of \$227 for calendar year 2012.
- Continued Hurricane Preparedness Plan adopted by Miami-Dade County and Greater Miami Convention & Visitors Bureau.

Special Events

- Supported long-standing special events: Art Deco Weekend, ING Miami Tropical Marathon, Miami International Boat Show and Yacht Show, Winter Party, Nautica South Beach Triathlon, Gay Pride, World Cup Polo, Mercedes Benz Swimwear Fashion Shows, Halloween, Sleepless Night, NASCAR Championship Drive, New Year's Eve.
- Supported major annual citywide activity, including:
 - Art Basel Miami Beach and related events.
 - Food & Wine events (12th anniversary): Tasting tent, The Q, Burger Bash and various others.
 - Winter Music Conference events.
 - Various New Year's Eve events.

- Successfully coordinated new large scale events, including the Bowl Championship Series (BCS) Fanfest, delivering 40,000 Notre Dame and Alabama fans to Ocean Drive for pep rallies and concerts.
- 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: Burn Notice (USA), The Glades (A&E), Real Housewives of Miami (Bravo), Magic City (Starz), Hypnotic (NBC), Pain and Gain (Paramount), Iron Man 3 (Disney), and many reality shows, telenovelas, commercials, and print shoots.
- Supported Florida-based filmmakers through initiatives at state film festivals, including Miami, Gasparilla (Tampa) and Florida (Orlando) and major markets and film festivals, including SXSW (TX), Tribeca (NY) and at trade shows like Produced By and AFM in Los Angeles.

Art in Public Places (AiPP)

- Continued working on final acceptance of art project by Tobias Rehberger "obstinate lighthouse" in South Pointe Park.
- Continued working on Kevin Arrow's "Beatles Mandala" in Bandshell Park in conjunction with the Capital Improvements Projects Office.
- Continued working on a proposed project for Flamingo Park in conjunction with the Capital Improvements Projects Office
- Continued working on final acceptance of art project by Brian Tolle "Tempest" in Collins Park in conjunction with City Attorney's Office.
- Continued working on a proposed donation by the Levine Family of a memorial bench to be fabricated and installed by Agustina Woodgate "I Stanley Levine Memorial Bench A Musical Journey" in the 900 Block of Lincoln Road.
- Updated the Artist Agreement in conjunction with City Attorney's Office.
- Submitted a Call to Artist for South Pointe Park Pier in conjunction with the Capital Improvement Office.
- Submitted a Request for Qualifications for an art project on Washington Avenue.
- Submitted a Request for Proposals for a conservation treatment of Connie Lloveras "Circle" located at North Shore Youth Center in conjunction with the Procurement Office.
- Completed Five Year Master Plan for FY 2013 – 18 and now pending review, comments, and approval by Administration, stakeholders and elected officials.

- Completed changes to the AiPP Ordinance and now pending review, comments and approval by Administration, stakeholders and elected officials.
- Completed changes to the AiPP Guidelines and now pending review, comments, and approval by Administration, stakeholders and elected officials.
- Completed internal maintenance assessment of the City's public art collection.
- Completed maintenance treatment on Dan Graham "Morris" in the 1100 Block of Lincoln Road.

Redevelopment Agency (RDA):

- Implemented and provided funding for the Community Policing program in City Center, including program enhancements involving sanitation, code enforcement, graffiti eradication and private security patrols;
- Worked with Public Works, Sanitation, and Parks to develop and fund comprehensive maintenance of capital assets developed with TIF, including Lincoln Road, the Beachwalk, Collins Park and the public restroom facilities on Collins Avenue and 22nd Street;
- Continued to coordinate capital funding requirements with CIP to continue implementation of the City Center Right-of-Way Improvements and Collins Park area streetscape improvements;
- Worked with the New World Symphony and Hines to achieve completion of the New World Symphony's New World Center, the 550-space Pennsylvania Avenue Garage, Soundscape Park, as well as extensive infrastructure improvements related to the project.
- Completed the \$7.8 Million renovation and construction of Collins Park
- Initiated planning and design phase of the Collins Park Garage, which will consist of approximately 400 parking spaces and ground floor ancillary retail space.

Economic Development:

- Responded to 181 business assistance inquiries during FY 2011.
- Notified 450 historic property owners about the County's historic property assessment.
- Secured and analyzed Zip Code level quarterly employment data from Workforce Florida.
- Maintained Commercial Area Profiles for South, Middle and North Beach.
- Maintained the economic development database, refined estimates and methodology, and simplified the process to update the statistical abstract.
- Completed easement purchase agreement for the West Avenue Bridge.
- Completed purchase of land for the Collins Park Parking Garage.

Sponsorships & Advertising

- During FY 2013 sponsorships and advertising sales, including both cash and in-kind, totaled \$511,869. Included in that total were sponsorships for events such as Food Trucks, Earth Day, Fire on the Fourth, and the Soundscape Cinema Series. In-kind sponsorships were also received for groundbreaking events such as the South Pointe Pier, and the Flamingo Park football field. Sales also include advertising opportunities in MB magazine, agenda books, and parking meter receipts.
- Worked with the cultural arts department to create and fulfill a media plan which cost \$90,000 and had an overall value of 145,414 to increase subscribers to the MBCulture.com e-blast and increase overall awareness of the cultural arts opportunities in Miami Beach.
- Worked with the public works department to create and implement a media plan which costs \$30,000 and had an overall value of \$78,872, to increase awareness of the recycling laws in Miami Beach.

Tourism, Culture Development Performance Plan Highlights

Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Increase satisfaction with family recreational activities	KPI: Attendance at Arts in the Park events			2,035	1,370	3,875	4,493	14,920	17,415	2,400	16,800	
	KPI: # of attendees at Sleepless Night				100,000		130,000	100,000		150,000		
Improve Convention Center facility	Bookings by GMCVB at MBCC	4	5	12	8	7	8	5	13	8	11	<ul style="list-style-type: none"> Work with consultant to assist the City in finding private sector participation in the Convention Center Expansion and Enhancement Project
	KPI: Occupancy percentage at the Miami Beach Convention Center	58%	61%	70%	63%	61%	61%	54%	61%	50%	64%	
Maximize Miami Beach as a destination brand	KPI: Attendance at Fillmore			96,087	82,703	72,642	94,279	115,658	155,073	110,000	115,000	<ul style="list-style-type: none"> Develop a marketing program to enhance Washington Avenue tourism, which highlights cultural institutions, historic buildings, diverse & successful businesses, hotels, and special places and includes a brochure and map, median banners, and TV commercial Pursue new events such as Miss America, Outgames, Orange Bowl Tennis Tournament Develop Proposed Plan for Miami Beach Centennial Celebration Develop an official City map
	KPI: Attendance at the Colony Theater			23,842	26,492	34,911	29,774	29,673	33,964	26,500	28,980	
	KPI: Attendance at the Byron Carlyle Theater			26,942	10,399	2,406	5,485	5,539	5,391	4,400	18,000	
	Attendance at the Bass Museum	36,749	19,211	25,210	30,071	26,414	29,642	26,477	36,708	22,800	29,000	
	# of students served in CMB funded Arts for Learning program		865	4,760	1,441	2,949	2,178	1,325	1788	2,100	1,980	
	# of cultural grants issued	46	46	49	36	43	54	51	46	47	46	
	Total Grant \$'s Awarded	599,015	613,810	642,888	627,169	627,169	630,000	627,676	630,000	650,000	710,000	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize Miami Beach as a destination brand (continued)	Total # of special events permits processed	184	150	177	152	168	203	230	221	240	250	
	Total # of film and prints permits processed	1,399	1,551	1,385	1,080	798	820	985	1,004	825	900	
	# of rental periods for Colony Theater		142	247	161	172	153	162	132	190	140	
	# of rental periods for the Byron Carlyle Theater	149	113	133	106	53	70	56	76	200	200	
Attract and maintain a workforce of excellence	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement a Company Store
Improve the City's overall financial health and maintain overall bond rating	On-going value of In-Kind Sponsorships					\$68,149	\$51,715	\$196,078	\$376,027	TBD	100,000	<ul style="list-style-type: none"> Develop a product to market for profit Pursue corporate sponsorship for Ocean Rescue and Pool Lifeguard uniforms Pursue corporate Sponsorship for Police and Fire uniforms Evaluate potential usage of Community Benefit Fund Evaluate potential use of CAC Endowment Pursue cable TV sponsorship
	Revenue generated through sponsorship and advertising revenue				\$114,695	\$193,210	\$253,750	\$123,180	\$892,250	\$384,250	516,000	<ul style="list-style-type: none">
Expand e-government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Explore phone apps that can be developed related to arts, tourism, etc. Identify and develop Mobile Applications for visitors and residents
Maximize efficient delivery of services	Support measures on Citywide Scorecard											<ul style="list-style-type: none"> Streamline special events permitting and review process
Improve parking availability	Support measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement a master meter map program

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Economic Development Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve parking availability	# of public/private opportunities	2	4	3	3	2	2	2	1	1	1	<ul style="list-style-type: none"> Continue to evaluate opportunities to acquire land where possible for additional parking
Diversify business base in Miami Beach	KPI: % businesses rating the CMB as one of the best, or above average, or average places to run a business	75%		83%		87%			87%		80%	<ul style="list-style-type: none"> Work with the State of Florida DCA on implementation of the Energy Economic Zone Pilot program Identify barriers to growth for the City's businesses that are in non-economic base industries Develop Lincoln Lane Develop and implement a program to provide outreach to new businesses in the City and businesses leaving the City of Miami Beach Identify potential incentives that may facilitate industry diversification Develop a program for North Beach economic development including pursuit of education initiative Establish process to assist new businesses in City / Identify barriers to growth for City businesses
	# of Economic reports distributed				112	137	104	99	81	60	50	
	KPI: # of business assistance contacts			70	117	162	182	181	101	144	140	
	KPI: % of businesses that would recommend Miami Beach to others as a place to run a business			62%		67%			70%		80%	
Protect historic building stock	# of properties contacted about historic property incentives				475	468	470	446	431	600	600	
Enhance external and internal communication from and within the City	# of Business Academy sessions						3	4	2	4	2	<ul style="list-style-type: none"> Partner with the North Beach commercial real estate industry and other interests to create a commercial site directory
	# of business guides distributed				13	75	77	66	83	75	40	
	# of Economic overview presentations conducted				5	5	5	6	2	5	4	
Improve the City's overall financial health and maintain overall bond rating	Funding received other than transportation, affordable housing, infrastructure, and beaches (\$ in millions)	2 mil	0 mil	.05 mil	1.34 mil	0 mil	0 mil	0 mil	0 mil	0 mil		<ul style="list-style-type: none"> Evaluate business improvement districts

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize Miami Beach as a destination Brand												<ul style="list-style-type: none"> Identify and monitor business area measures (cleanliness, crime, public appearance, turnover, etc) Work with GIS to publish performance measures for the City Center redevelopment area as well as other business areas including Ocean Drive, Collins Avenue, Washington Avenue, 41 Street, and 71 Street, including crime statistics, cleanliness and public appearance indices, resort tax, etc. Monitor Washington Avenue economic development initiatives and provide quarterly reports to NCAC: Enhance sanitation, Homeless Outreach, Increased lighting/Enhanced lighting for Building Features, Monthly Arts Event Work with Collins Park Association to help promote proposed Art Walk program
Improve Convention Center facility												<ul style="list-style-type: none"> Complete Convention Center Expansion and Enhancement Project
Enhance mobility throughout the City												<ul style="list-style-type: none"> Focus on long term transportation plans with the County using PTP dollars Pursue project authorizations in the new federal Surface Transportation Authorization bill

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Preserve our beaches												<ul style="list-style-type: none"> Continue federal lobbying to secure funding and sources of sand for beach renourishment
Ensure safety and appearance of building structures and sites												<ul style="list-style-type: none"> Implement and monitor impacts of North Beach Façade Program Implement standard window treatment program for vacant storefronts Pursue funding to enhance enforcement of unsafe structures by providing funding for demolition of unsafe structures

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

<u>Revenue by Division</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
General Fund	\$ 1,988,425	\$ 1,907,510	\$ 3,291,507	\$ 3,583,000
Cultural Arts Council	1,415,332	1,464,243	1,164,000	1,470,000
Convention Center	11,035,041	13,607,331	12,702,000	12,726,000
Total All Revenue	\$ 14,438,798	\$ 16,979,084	\$17,157,507	\$ 17,779,000

Expenditure by Division

General Fund	\$ 2,555,440	\$ 2,304,631	\$ 2,502,418	\$ 2,905,000
Cultural Arts Council	1,121,845	1,182,488	1,164,000	1,470,000
Convention Center	14,255,499	13,478,680	12,702,000	12,726,000
Total All Expenditures	\$ 17,932,784	\$ 16,965,799	\$16,368,418	\$ 17,101,000

Expenditure Area

Salaries & Benefits	\$5,767,134	\$5,057,338	\$6,301,574	\$7,611,000
Operating	5,251,116	6,236,352	4,635,663	4,689,000
Renewal & Replacement	0	3,951,545	2,393,498	1,887,000
Unfunded Depreciation	0	0	0	0
Internal Services	2,203,570	1,704,498	2,072,204	1,807,000
Capital	4,710,964	16,066	965,479	1,107,000
Total All Expenditures	\$ 17,932,784	\$ 16,965,799	\$16,368,418	\$ 17,101,000

Budgeted Positions

General Fund	13.50	13.00	13.50	16.50
Art in Public Places	1.00	1.00	1.00	1.00
Cultural Arts Council	2.00	2.00	2.00	2.00
Tourism/Protocol	4.00	2.00	2.00	1.00 + 2 PT
Convention Center*	0.00	0.50	0.50	0.50
Total Budgeted Positions	20.50	18.50	19.00	21.00 + 2 PT

* Additional Convention Center staff are employees of the management company (Global Spectrum since FY 09 and SMG in previous years).

GENERAL FUND Revenue Area	2011 Actual	2012 Projected	2013 Adopted	2014 Adopted
TCD	\$ 1,737,453	\$ 1,688,554	\$ 1,760,000	\$ 1,787,000
Byron/Carlyle	27,985	0	0	0
Colony Theater	222,987	218,956	247,000	222,000
Economic Development*	0	0	0	0
Total GF Revenue	\$ 1,988,425	\$ 1,907,510	\$ 2,007,000	\$ 2,009,000

Expenditure by Division

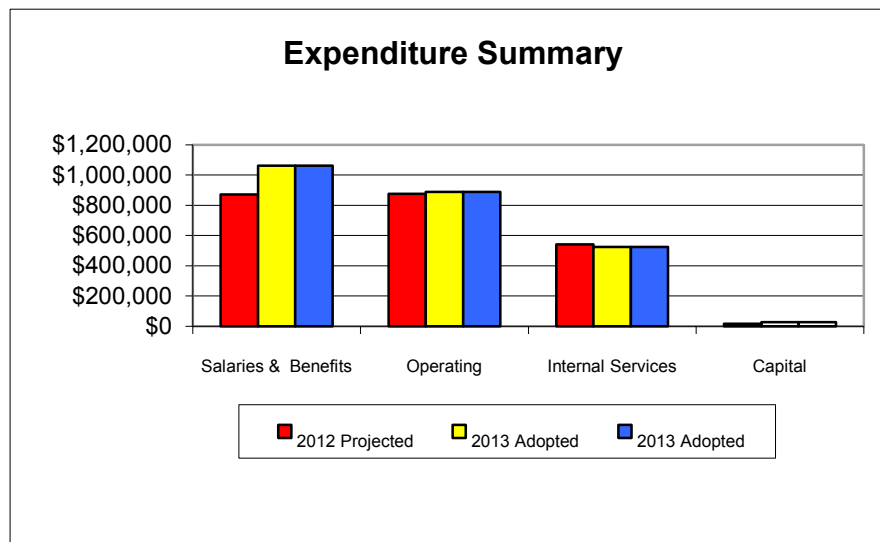
TCD	\$ 758,087	\$ 667,601	\$ 841,225	\$ 993,000
Byron/Carlyle	74,813	12,733	0	5,000
Colony Theater	344,376	285,267	376,686	333,000
Bass Museum	1,378,164	1,339,030	1,284,507	1,272,000
Economic Development*	0	0	0	302,000
Total GF Expenditures	\$ 2,555,440	\$ 2,304,631	\$ 2,502,418	\$ 2,905,000

Expenditure Area

Salaries & Benefits	\$ 1,089,519	\$ 871,660	\$ 1,062,651	\$1,391,000
Operating	913,067	875,471	888,655	959,000
Internal Services	552,854	541,434	524,648	530,000
Capital	0	16,066	26,464	25,000
Total General Fund	\$ 2,555,440	\$ 2,304,631	\$ 2,502,418	\$ 2,905,000

Budgeted Positions

TCD	5.50	5.00	5.50	6.50
Byron/Carlyle	0.00	0.00	0.00	0.00
Colony Theater	0.00	0.00	0.00	0.00
Bass Museum	8.00	8.00	8.00	8.00
Economic Development*	0.00	0.00	0.00	2.00
Total GF Budg Positions	13.50	13.00	13.50	16.50



TOURISM & CULTURAL DEVELOPMENT

GENERAL FUND Revenue Area	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Special Events				
Application Fees	\$ 124,500	\$113,250	\$ 140,000	\$ 141,000
Lummus Park User Fee	51,971	31,100	30,000	30,000
Square Footage	199,017	209,220	200,000	204,000
Beach Vehicle Access	21,150	18,263	25,000	25,000
Film & Print				
Beach Access	43,144	39,631	47,000	45,000
Concessions				
Non-Beach & Markets	54,038	54,077	50,000	65,000
Beach	0	0	0	0
Lincoln Road Markets	4,701	1,440	3,000	3,000
Light Pole Banner Fees	65,250	49,000	59,000	60,000
Promotional Distribution	58,000	38,000	40,000	34,000
Wedding Fees	33,250	30,493	40,000	32,000
Live Nation	1,082,432	1,104,081	1,126,000	1,148,000
Total	\$ 1,737,453	\$1,688,554	\$1,760,000	\$1,787,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$558,116	\$431,866	\$564,541	\$690,000
Operating	93,522	103,057	123,618	125,000
Internal Services	106,449	132,517	153,066	178,000
Capital	0	161	0	0
Total General Fund	\$758,087	\$667,601	\$841,225	\$993,000
Budgeted Positions				
General Fund	5.50	5.00	5.50	6.50
Special Revenue (AiPP)	1.00	1.00	1.00	1.00
Total Budgeted Positions	6.50	6.00	6.50	7.50

BYRON/CARLYLE

GENERAL FUND Revenue Area	2011 Actual	2012 Projected	2013 Adopted	2014 Adopted*
Facility Rental	\$26,954	\$0	\$0	\$0
Equipment Rental	1,031	0	0	0
Total	\$27,985	\$0	\$0	\$0
<u>Expenditure Area</u>				
Salaries & Benefits	\$19,192	\$0	\$0	\$0
Operating	50,024	483	0	0
Internal Services	5,597	12,250	0	0
Capital	0	0	0	5,000
Total General Fund	\$74,813	\$12,733	\$0	\$5,000
SURPLUS/(DEFICIT)	(46,828)	(12,733)	\$0	-\$5,000
Budgeted Positions	0.00	0.00	0.00	0.00

* In FY 2010/11 Byron/Carlyle theater entered into a management contract with Global, although the City is still responsible for maintenance of the facility.

COLONY THEATER

GENERAL FUND Revenue Area	2011 Actual	2012 Projected	2013 Adopted	2014 Adopted
Facility Rental	\$208,325	\$199,704	\$234,000	\$211,000
Equipment Rental	\$14,662	19,252	13,000	\$11,000
Total	\$222,987	\$218,956	\$247,000	\$222,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$118,677	\$65,075	\$155,670	\$132,000
Operating	191,026	190,540	179,536	171,000
Internal Services	34,673	13,747	15,016	10,000
Capital	0	15,905	26,464	20,000
Total General Fund	\$344,376	\$285,267	\$376,686	\$333,000
SURPLUS/(DEFICIT)	\$ (121,389)	\$ (66,311)	\$ (129,686)	\$ (111,000)
Budgeted Positions	0.00	0.00	0.00	0.00

BASS MUSEUM

GENERAL FUND Expenditure Area	2011 Actual	2012 Projected	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 393,534	\$ 374,719	\$ 342,440	\$ 300,000
Operating	578,495	581,391	585,501	651,000
Internal Services	406,135	382,920	356,566	321,000
Capital	0	0	-	-
Total General Fund	\$ 1,378,164	\$ 1,339,030	\$ 1,284,507	\$ 1,272,000
Budgeted Positions	8	8	8	8

ECONOMIC DEVELOPMENT

<u>Expenditure Area</u>				
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 269,000
Operating	0	0	0	12,000
Internal Services	0	0	0	21,000
Capital	0	0	0	0
Total Other Funds Exp	\$ 0	\$ 0	\$ 0	\$ 302,000
Budgeted Positions	0.00	0.00	0.00	2.00

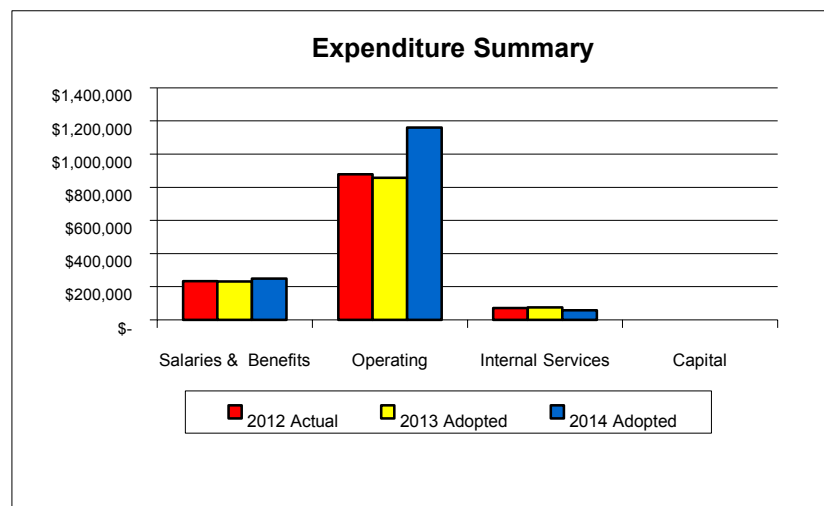
* Economic Development division was budgeted in Real Estate Housing and Community Development prior to FY 2013/14

CULTURAL ARTS COUNCIL

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
CAC Interest (\$10M)	\$ 40,313	\$ 32,562	\$ 43,000	\$ 33,000
6% Share GMCVB Incentive	100,000	50,000	50,000	50,000
CMB Resort Tax	152,000	152,000	0	0
Quality of Life	1,123,019	1,229,681	1,071,000	1,387,000
Total	\$ 1,415,332	\$ 1,464,243	\$ 1,164,000	\$ 1,470,000

Expenditure Area

Salaries & Benefits	\$ 206,278	\$ 233,984	\$ 231,739	\$ 250,000
Operating	844,580	877,582	857,109	1,161,000
Internal Services	70,987	70,922	75,152	59,000
Capital	0	0	0	0
Total	\$ 1,121,845	\$ 1,182,488	\$ 1,164,000	\$ 1,470,000
Budgeted Positions	2.00	2.00	2.00	2.00



MIAMI BEACH CONVENTION CENTER

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Rent and Leases	\$ 3,840,502	\$ 4,098,817	\$ 4,011,000	\$ 4,178,000
Concessions	1,158,317	1,671,786	1,311,000	1,411,000
Telephone	237,068	448,074	265,000	274,000
Electrical Income	726,356	815,571	928,000	657,000
Services	153,269	1,216,203	287,000	474,000
Miscellaneous & Other	299,860	767,534	1,271,000	1,183,000
Convention Dev Tax	4,500,000	4,500,000	4,500,000	4,500,000
Interest Earnings	119,669	89,346	129,000	49,000
Retained Earnings	0	0	0	0
Total	\$ 11,035,041	\$ 13,607,331	\$12,702,000	\$ 12,726,000

Expenditure Area

Salaries & Benefits	\$ 4,471,337	\$ 3,951,694	\$ 5,007,184	\$ 5,970,000
Operating Expenses	3,493,469	4,483,299	\$ 2,889,899	\$ 2,569,000

Budgeted Positions*	2.00	2.50	2.50	1.50 + 2.00 PT
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Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$121,500 or twenty-three percent (78%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- The FY 2013/14 budget reflects an increase of \$302,000, including \$269,000 for salaries for two (2) positions and \$33,000 for operating expenses, which reflects the reorganization of the department to include Economic Development, previously budgeted as part of Real Estate, Housing and Community Development.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$94,000 or three percent (7%). The increase includes \$33,000 to reflect the department reorganization, stated above; and increase in of \$17,000 in electricity costs in the Colony Theater.

- The FY 2013/14 budget includes an efficiency totaling \$4,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

Cultural Arts Council

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The FY 2013/14 budget includes an increase of \$304,000 from FY 2012/13 for marketing and award of cultural arts grants that support cultural events with documented tourism benefits.

Miami Beach Convention Center

- Convention Development Tax (CDT) revenues and interest earnings totaling \$4,500,000 will fund \$3,360,000 for Renewal and Replacement and management fees. This budget also includes funding (\$303,000) for one full time position, 2 part time positions and a portion of the TCED director and administrative staff and the related operating costs.
- The FY 2013/14 budget includes an efficiency totaling \$17,000 to converting one (1) Executive Office Associate I position to two (2) part-time Office Associate III positions.

MIAMI BEACH

PARKS AND RECREATION

Department Mission/Purpose Statement

We are dedicated to providing beautiful, exciting and vibrant parks along with recreational services and facilities

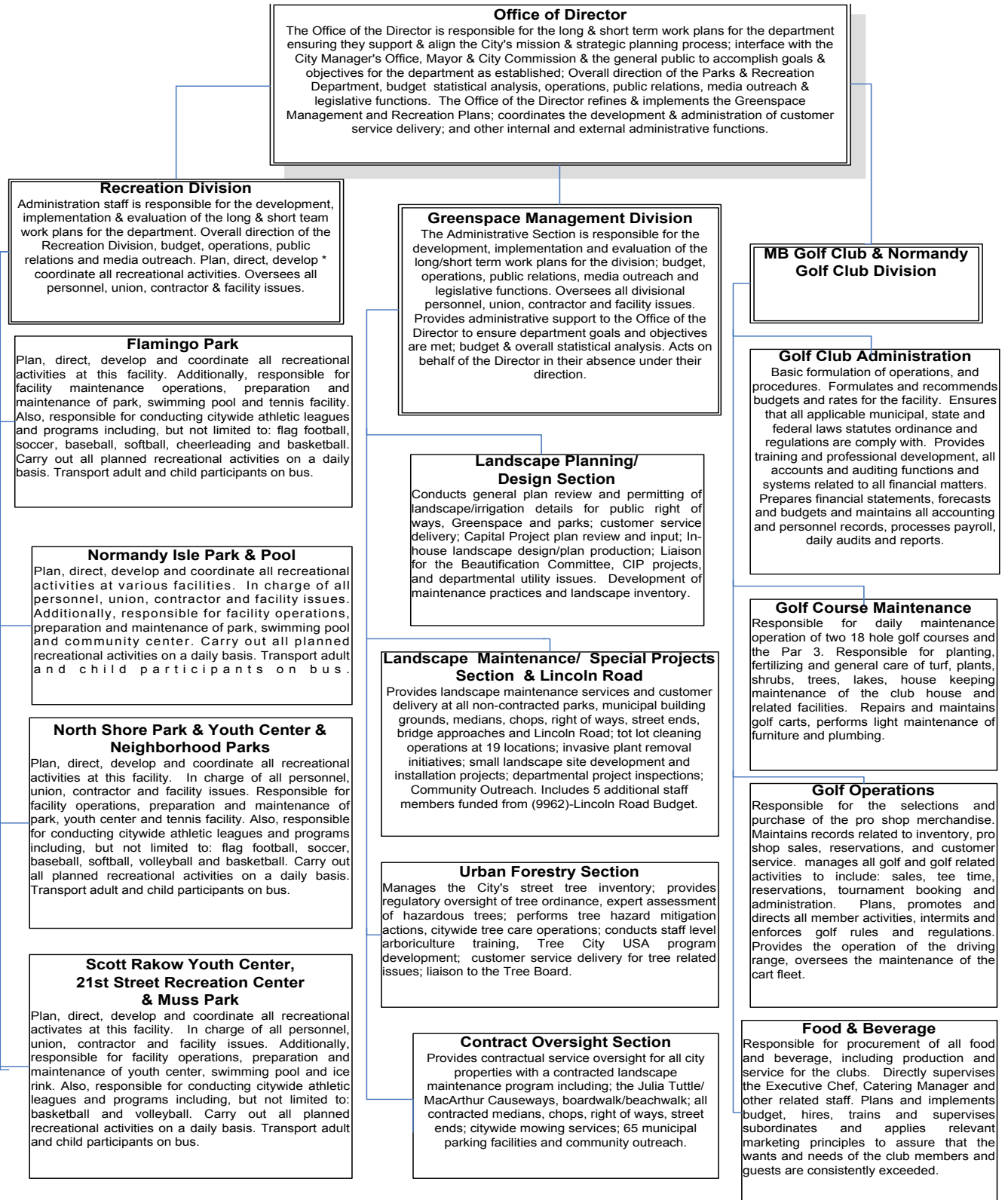
Department Description

The Parks and Recreation Department is made up of three operating divisions and an administrative division that is responsible for the overall supervision and organizational leadership of the department.

- The Golf Division is responsible for all aspects of operations at the Miami Beach Golf Club, Normandy Shores Golf Club and the maintenance of the Par 3 course.
- 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 parks, buildings grounds, parking facilities, medians, swales and landscape areas including the management of the City's urban forest.
- The Recreation Division is tasked with providing recreational and leisure programs and services for our community's children, adults, seniors and those with special needs.

The department is continuously working to enhance the service levels for our residents, tourists, and day 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 anticipating/responding to change.
- Implementing the management 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 customer and organizational needs.
- High quality well trained professionals.
- Ensuring positive and informative marketing, promotions, and communications with patrons.



Significant Prior Accomplishments

During FY 2012/13, the Greenspace Management Division;

- Completed the goal for the reforestation plan with over 300 trees planted citywide this fiscal year and bringing the program total to 5,100 trees installed to date.
- Completed the sixth year of contract landscape maintenance oversight of parking facilities citywide.
- Completed the renovation of the irrigation and landscape at the Normandy Drive Welcome Feature.
- Completed phase one of a Citywide street tree GIS Inventory project with 1,300 trees documented.
- Co-Produced the 2013 City of Miami Beach Earth/Arbor celebration in conjunction with Mr. Xavier Cortada (Artist-in-Residence, FIU College of Architecture + The Arts).
- Assumed the landscape maintenance for several capital improvement projects to include; 71st Street Bump-outs and swales addition (Florida Department of Transportation project), Dickens, Tatum Waterway Drive, 19th Street Bay Drive Garage, South Pointe Phase 2, 3, City Center Phase 1, 2, 3 and the Flamingo Neighborhood General Obligation Bond Project.
- Completed the landscape and irrigation restoration for the grounds of Fire Station 3, Muss Park and Beachview Park.

During FY 2012/13, the Recreation Division:

- Continued adding programmatic offerings at all recreational sites.
- With the assistance of the Procurement Department, managed the Request for Proposals (RFP) for the Tennis Management Agreement of the North Shore and Flamingo Park Tennis Centers.
- With the assistance of the Procurement Department, managed the RFP for the selection of, and negotiation of a new recreation software agreement with a new software company.
- Continued staff management cross training by reassigning Recreation Division management to new sites and roles.
- Completed the resurfacing and retiling of the Flamingo Park 8 Lane lap pool.
- Completed the fencing of the Scott Rakow Youth Center children's play area.
- Completed the removal of old chain link fence and installation of new picket fencing at Fairway Park.
- Opened the new Flamingo Park Tennis Center facility.

- Assisted the Capital Improvement Program (CIP) Department with the Flamingo Park Artificial Turf/Track and Lighting project at the Flamingo Park Football Memorial Field, including design, specification, material selection and the RFP.
- Assisted the CIP Department with the design, specification, material and selections of the South Pointe Park Pier demolition and reconstruction project.
- Assisted the CIP Department with the design, material and selections of the Flamingo Park Tennis Center.
- Implemented a new Walking and Running Club as part of its Fitness focus.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Increase satisfaction with family recreational activities	KPI: % residents rating recreation programs & facilities as excellent or good	78%		79%		85%			85%		85%	<ul style="list-style-type: none">• Implement Mobile APPS (Tee Times, Tennis, Facility Rentals, etc)• Review Programming and Management Bandshell/Unidad• Develop in-house Blueways Masterplan• Upgrade Recreation Software
	KPI: % businesses rating recreational programs and facilities as good or excellent	68%		82%							73%	
	KPI: % residents rating the availability of family-friendly activities as about the right amount			58%		73%			66%		80%	
	KPI: % businesses rating the availability of family-friendly activities as about the right amount			44%		46%			46%		80%	
	KPI: Attrition Rate for Recreational Programs			1.25%	2.75%	1.25%	0.5%	1.25%	1.75%	1.0%	1.0%	
	# of repeat program participants in After School			948	913	867	1,062	1,141	1076	1,000	1,000	
	% of repeat program users for After School		69.5%	76%	91%	86.3%	94.8%	91.9%	92.9%	95%	95%	
	# of new program participants in After School Programming & Summer Day Camps			408	244	496	230	389	328	200	200	
	KPI: # of total recreation program participants	N/A	4,368	4,884	5,476	5,764	5,067	5,540	5,419	5,500	5,500	
	# of Year Round Aquatic Attendance	N/A	119,800	161,176	145,337	141,195	160,456	157,227	138,005	150,000	140,000	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 2013/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Increase satisfaction with family recreational activities (continued)	# of free recreation activities and events in Parks	28	73	207	222	252	220	153	158	100	150	
	# of teen participants in cultural recreational activities	322	462	3,210	2,742	2,627	609	2,160	1,506	2,000	2,000	
	# of program participants in free recreational and cultural programs in Parks							37,487	41,944	7,000	7,500	
	# of 3 and 4 year old participating in Aqua Babies Learn to Swim Program		195	246	187	153	117	160	166	100	100	
	% of scores 9 or more for parks program users surveyed on a scale from 1 to 10, with 10 reflecting highest customer approval		89.5%	86.3%	94%	94.3%	95%	90.3%	90.8%	95%	95%	
	# of full or partial scholarship in recreational programs		2,732	3,376	3,518	3,573	4,077	4,079	3,805	N/A	N/A	
	# of Golf Rounds Played at the Miami Beach Golf Club	42,923	42,905	44,078	41,879	43,358	42,426	45,437	42,283	45,075	44,375	
	# of Golf Rounds Played at the Normandy Shores Golf Club					23,000	31,021	35,345	29,188	34,835	33,695	
Improve the lives of elderly residents	KPI: # of Participants in Senior Scenes Club	52	482	467	632	728	970	1,050	1212	900	900	
Improve cleanliness of Miami Beach rights of way especially in business areas	Public Area Cleanliness Rating Index: Parks	1.95	1.9	1.75	1.52	1.55	1.57	1.39	1.44	1.50	1.50	
	% of Public Area Cleanliness assessments for Parks scoring 2.0 or better	61.8%	66.6%	76.8%	86.2%	84.2%	89.1%	95.2%	92.8%	90%	90%	
Maintain Miami Beach public areas & rights of way Citywide	KPI: % businesses rating landscape maintenance in rights of way and public areas as excellent or good	67%		75%		81%			80%		80%	<ul style="list-style-type: none"> Initiate landscape maintenance for City Center ROW projects coming on line (Washington Ave and side streets- James, Lincoln and Lincoln Way)

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maintain Miami Beach public areas & rights of way Citywide (continued)	KPI: % residents rating landscape maintenance in rights of way and public areas as excellent or good	77%		77%		83%			79%		80%	<ul style="list-style-type: none"> Initiate Landscape Maintenance of South Pointe Phase III, IV & V Project Develop a tree inventory to include # by type, date last pruned, etc. Amend current tree ordinance to provide for enhanced enforcement Facilitate departments to improve measurement methodologies for Public Appearance-ROW/ Parks Landscaping through a Public Area Appearance Index for roadways, sidewalks, turf and plant beds
	Public Appearance Index: Landscaping									TBD	TBD	
	# of City Parks maintained at Level of Service A	27	27	28	28	28	30	30	30	28	28	
	KPI: % of available public rights-of-way that have appropriate urban forest coverage			13%	19%	30%	34%	37%	45%	50%	50%	
Ensure expenditure trends are sustainable over the long term	Miami Beach & Normandy Shores Golf Clubs % projected cost recovery with debt service					83%	90%	97%	90%	96%	95%	
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Upgrade Parks & Recreation software (Safari RecWare) Automation of Greenspace Management Operations Assessment/ Reporting Activities (Phase One), purchase 14 wireless tablets for supervisors to utilize in the collection of data
Maximize Miami Beach as a destination Brand	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Enhance citywide holiday decorations program (Includes decorations at City of Miami Beach main entrances via Julia Tuttle Causeway and 5th Street; additional street decorations along 41st Street, Collins Avenue and 71st Street and median decorations along Collins Avenue)
Ensure well-maintained facilities	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Develop a systematic process for assessing Recreation Facilities on a continuous basis
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Revenue Enhancement – Create a Beach/Park Sport and Fitness permit

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

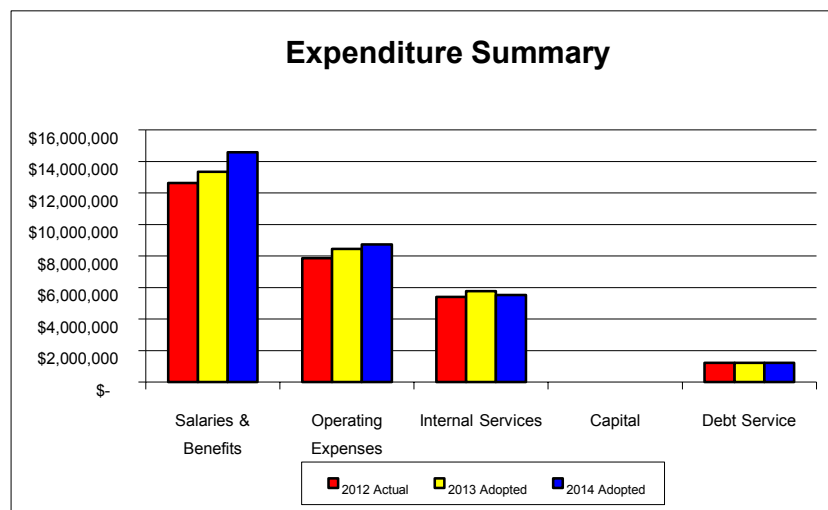
Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Greenspace Mgmt	\$ 187,500	\$ 412,500	\$ 300,000	\$ 300,000
Recreation	1,892,577	2,143,027	1,961,000	2,038,000
MB Golf Club	2,367,345	3,635,164	4,028,000	3,956,000
Normandy Shores	1,851,502	1,663,051	1,951,000	1,837,000
Total	\$ 6,298,924	\$ 7,853,742	\$ 8,240,000	\$ 8,131,000

<u>Expenditure by Division</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Administration	\$ 737,496	\$ 922,300	\$ 826,000	\$ 866,000
Greenspace Mgmt	7,241,053	7,310,512	7,822,000	7,955,000
Recreation	13,093,492	12,961,104	13,505,000	15,055,000
MB Golf Club	3,803,736	3,688,796	3,761,000	3,855,000
Normandy Shores	2,096,652	2,220,489	2,858,000	2,328,000
Total	\$26,972,429	\$27,103,201	\$28,772,000	\$ 30,059,000

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$12,416,238	\$12,635,403	\$13,341,226	\$ 14,581,000
Operating Expenses	7,926,299	7,857,587	8,440,267	8,737,000
Internal Services	5,397,461	5,398,130	5,775,285	5,525,000
Capital	16,299	-	-	-
Debt Service	1,216,131	1,212,081	1,215,222	1,216,000
Total	\$26,972,429	\$27,103,201	\$28,772,000	\$ 30,059,000

GF Budgeted Positions	177+133 PT	156+144 PT*	167+130 PT	162+138 PT
RDA Budgeted Positions	6 + 0 PT	6 + 0 PT	6 + 0 PT	6 + 0 PT
Total	183+133 PT	162+144 PT*	173+130 PT	168+138 PT



P & R Administration

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 651,074	\$ 831,630	\$ 701,751	\$ 742,000
Operating Expenses	4,566	5,074	8,140	8,000
Internal Services	81,057	85,596	115,331	116,000
Capital	799	-	778	-
Total	\$ 737,496	\$ 922,300	\$ 826,000	\$ 866,000
Budgeted Positions	5.00	5.00		5.00

Greenspace Management

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
FDOT Causeways	\$ 187,500	\$ 412,500	\$ 300,000	\$ 300,000
Total	\$ 187,500	\$ 412,500	\$ 300,000	\$ 300,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$ 3,468,932	\$ 3,453,420	\$ 3,717,113	\$ 3,917,000
Operating Expenses	2,297,813	2,358,428	2,608,756	2,625,000
Internal Services	1,474,307	1,498,664	1,496,062	1,413,000
Capital	-	-	69	-
Total	\$ 7,241,053	\$ 7,310,512	\$ 7,822,000	\$ 7,955,000
GF Budgeted Positions	65 + 0 PT	63.0 + 0 PT	59.0 + 1 PT	58.0 + 1 PT
RDA Budgeted Positions**	6 + 0 PT	6 + 0 PT	6 + 0 PT	6 + 0 PT
Total	71 + 0 PT	69.0 + 0 PT	65 + 1 PT	64 + 1 PT

Recreation

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
After School	\$ 240,501	\$ 240,163	\$ 229,500	\$ 228,000
Athletics	\$ 199,279	\$ 193,978	\$ 179,000	\$ 185,000
Children's Trust	\$ 269,049	\$ 355,659	\$ 295,000	\$ 300,000
Classes	\$ 303,951	\$ 510,682	\$ 450,500	\$ 483,000
Entrance Fees	\$ 21,805	\$ 37,155	\$ 21,000	\$ 34,000
Gymnastics	\$ 42,359	\$ 41,962	\$ 32,000	\$ 23,000
Miscellaneous	\$ 4,194	\$ (321)	\$ 5,000	\$ 1,000
Pools	\$ 33,750	\$ 23,764	\$ 32,000	\$ 20,000
Advertising	\$ 16,400	\$ 18,200	\$ 17,000	\$ 13,000
Rentals	\$ 235,768	\$ 212,799	\$ 243,000	\$ 199,000
Summer	\$ 450,297	\$ 439,310	\$ 397,000	\$ 491,000
Teen Club	\$ 300	\$ -	\$ -	\$ -
Tennis	\$ 74,924	\$ 69,676	\$ 60,000	\$ 61,000
Total	\$ 1,892,577	\$ 2,143,027	\$ 1,961,000	\$ 2,038,000

Expenditure Area

Salaries & Benefits	\$ 8,279,405	\$ 8,333,272	\$ 8,904,362	\$ 9,904,000
Operating Expenses	1,353,432	1,276,648	1,568,271	1,575,000
Internal Services	3,445,155	3,351,184	3,032,789	3,576,000
Capital	15,500	-	(422)	-
Total	\$13,093,492	\$12,961,104	\$13,505,000	\$ 15,055,000

Budgeted Positions **107 + 133 PT** **88 + 144 PT** **103 + 129 PT** **99 + 137 PT**

* Includes Plan B position reductions which were not implemented

**RDA positions were previously budgeted in the Sanitation Fund

Miami Beach Golf Club

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Green Fees	\$ 1,419,459	\$ 1,754,441	\$ 2,164,000	\$ 2,048,000
Cart Fees	\$ 508,605	\$ 1,001,409	\$ 888,000	\$ 993,000
Memberships	\$ 243,610	\$ 557,082	\$ 653,000	\$ 587,000
Driving Range	\$ 104,551	\$ 173,951	\$ 175,000	\$ 181,000
Golf Lessons	\$ 49,802	\$ 71,588	\$ 68,000	\$ 61,000
Restaurant Lease	\$ 20,906	\$ 40,313	\$ 44,000	\$ 40,000
Pro Shop Lease	\$ 20,412	\$ 36,380	\$ 36,000	\$ 46,000
Total	\$ 2,367,345	\$ 3,635,164	\$ 4,028,000	\$ 3,956,000

Expenditure Area

Salaries & Benefits	\$ 9,827	\$ 8,664	\$ 10,000	\$ 10,000
Operating Expenses	2,733,298	2,583,380	2,621,700	2,776,000
Internal Services	250,873	289,715	320,902	260,000
Capital	-	-	(600)	-
Debt Service	809,738	807,038	808,998	809,000
Total	\$ 3,803,736	\$ 3,688,796	\$ 3,761,000	\$ 3,855,000

Budgeted Positions **0** **0** **0** **0**

Normandy Shores Golf Club

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Green Fees	\$ 835,085	\$ 802,888	\$ 1,002,000	\$ 923,000
Cart Fees	\$ 785,634	\$ 624,750	\$ 698,000	\$ 679,000
Memberships	\$ 145,356	\$ 161,852	\$ 163,000	\$ 146,000
Driving Range	\$ 44,449	\$ 39,999	\$ 44,000	\$ 46,000
Golf Lessons	\$ 13,483	\$ 10,512	\$ 13,000	\$ 14,000
Restaurant Lease	\$ 18,350	\$ 14,927	\$ 19,000	\$ 19,000
Pro Shop Lease	\$ 9,145	\$ 8,123	\$ 12,000	\$ 10,000
Total	\$ 1,851,502	\$ 1,663,051	\$ 1,951,000	\$ 1,837,000

Salaries & Benefits	\$ 7,000	\$ 8,417	\$ 8,000	\$ 8,000
Operating Expenses	1,537,189	1,634,057	1,633,400	1,753,000
Internal Services	146,069	172,971	810,201	160,000
Capital	-	-	175	-
Debt Service	406,394	405,044	406,224	407,000
Total	\$ 2,096,652	\$ 2,220,489	\$ 2,858,000	\$ 2,328,000

Budgeted Positions **0** **0** **0** **0**

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$650,500 or twenty-eight percent (28%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$47,000 or less than 1 percent.
- The FY 2013/14 budget includes an efficiency totaling \$6,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.
- The FY 2013/14 budget includes an efficiency totaling \$59,000 eliminating one (1) vacant Tree Maintenance Supervisor. During the period this position has been vacant, the department has been able to re-assign duties and increase efficiencies, which allows for this elimination without service impacts.

PUBLIC WORKS

Department Mission/Purpose Statement

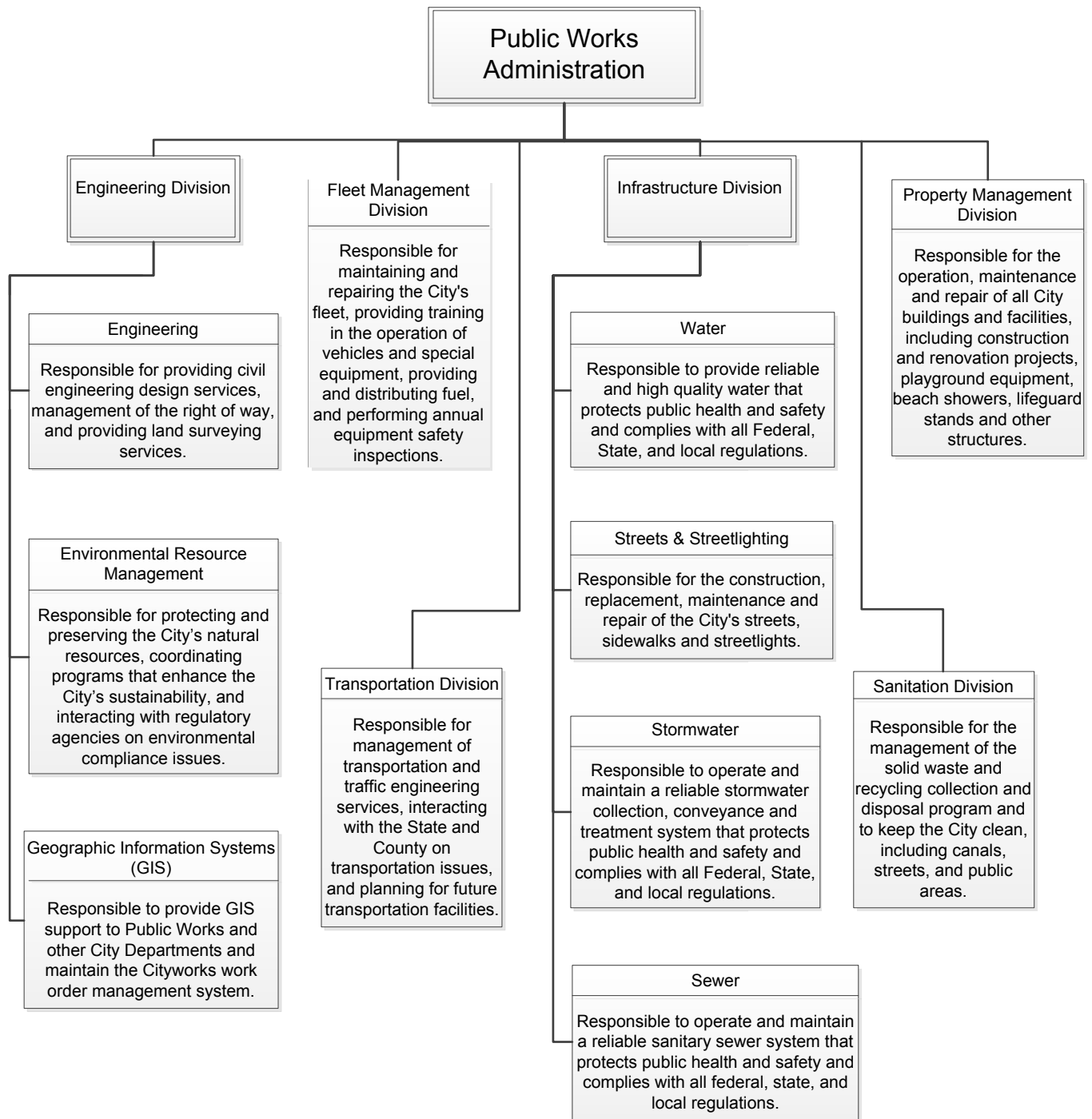
We are committed to providing effective and efficient public works services and managing the City's infrastructure to ensure the safety, health and well-being of all who live, work, and play in our vibrant, tropical, historic community.

Department Description

The Public Works Department is a large, full service organization providing planning, design, construction, maintenance, repairs and operation services for City infrastructure including utility systems, roadways, facilities, and the City's fleet. 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, Transportation, Streets and Streetlights, Environmental Resources, Property, Fleet, Water Distribution, Sewer Collection, Stormwater Management, and Sanitation.

The City infrastructure managed by the Public Works Department is comprised of 46 municipal buildings; 21 beachfront facilities; 26 lifeguard stands; 23 water fountains; monuments; beach showers; playground equipment; 1.3 miles of boardwalk; 4 miles of beachwalk; 23 City owned bridges; street furniture; 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; 23,000 water valves; 717 fire lines; 1,009 fire hydrants; 86 water crossings; 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; 10 stormwater pump stations; 7,300 feet of seawall; the City's fleet of approximately 829 sedans and light trucks, 342 various pieces of heavy trucks and 1,171 pieces of equipment such as ATVs, watercraft, trailers, pressure washers, and motorcycles.

The Public Works Department was designated as an Accredited Public Works Association in May 2007 and re-accredited in June 2011.



Significant Prior Accomplishments

Engineering

- Issued 822 right-of-way (ROW) permits.
- Processed 148 water meter services establishing metered service connections for water use for domestic consumption or irrigation.

- Processed approximately 210 Water and Sewer verification applications for approval by Miami-Dade Water and Sewer Department and Department of Environmental Resources Management (DERM).
- Reviewed and approved 167 applications for Sidewalk Café Renewal Permits.
- Reviewed and approved 515 news rack permits citywide.
- Completed construction of North Bay Road & 45 Street Drainage Improvements, 41st Street/Indian Creek Bridge Repairs, and Prairie Avenue Improvements from 28 Street to Dade Boulevard.
- Completed 206 plan reviews.
- Completed design and permitting for the South Pointe Drive/Ocean Drive Water Main Extension, Fleet Management Seawall, Polo Park Drainage Improvements, Star Island Drainage Improvements, Lincoln Lane North Sidewalk, 51st/52nd North Bay Road Improvements, and 326 Meridian Avenue Drainage Improvements.
- Prepared Design Criteria for the replacement of the sub-aqueous 8-inch Water Main and 8-inch Force Main between Sunset Islands 2 & 3 Design-Build.

Environmental

- Continued to implement the citywide Dune Restoration and Enhancement Program.
- Organized, in partnership with Dream in Green and Miami-Dade County, a Home Energy Savings Workshop to educate residents on how to conserve energy and water at home.
- Completed 10 dune restoration projects with volunteers in North Shore Open Space Park.
- Organized and executed educational outreach events for America Recycles Day, MiaGreen Conference & Expo, Earth Day, and Water Conservation Month.
- Coordinated with U.S. Army Corps of Engineers and Miami Dade County to ensure the Federal Beach Renourishment Project was completed with minimal impact to the community. The project placed over 200,000 cubic yards along three heavily eroded sections of beach.
- Initiated the City's new recycling education and outreach campaign aimed at businesses and multi-family residences.
- Organized with Florida Power and Light (FPL) the Home Energy Makeover Initiative targeting two low income properties in order to increase awareness about FPL's program that provides free energy conservation tools for City residents and businesses.
- Completed the construction for Sunrise Pedestrian Connection.
- Maintained regulatory compliance and improved land management, mitigation, and remediation performance for the City's properties including the Miami Beach &

Normandy Shores Golf Courses, Green Waste/Materials Recovery Facility, Miami Beach Convention Center, and the Fleet and Public Works Municipal Maintenance Yards.

Fleet Management

- Automated Vehicle Locator (AVL) Project Implementation
- Fleet Fuel Card Program
- Fleet Vehicle Auction
- Disposal of Surplus Parts via Online Auction Services
- Vehicle Replacement Savings Program Update
- Fleet Facility Surveillance Cameras Purchase
- Quarterly Driver's License Verification Program
- Fuel Error Log Process Improvement
- Warranty Monitoring Program
- Preventative Maintenance Service Level Agreement
- Refrigerant Recovery/Recycling/Recharging A/C Machine Purchase
- Heavy Equipment Diagnostic Test Set Purchase
- Non-Revenue Transponder Implementation Program
- Off-Road State Fuel Reimbursement

Transportation

- Worked with the Florida Department of Transportation (FDOT) and Miami-Dade County for the installation of new signals at Collins Avenue and 13th Street and Alton Road and 2nd Street.
- Worked with FDOT to ensure that decorative lighting, landscape, decorative crosswalks, and mid-block bulb-outs are included in the future Collins Avenue 5th Street to Lincoln Road project.
- Managed Phase I of the Atlantic Green Way Network Master Plan (Bike Master Plan) update.
- Currently managing the construction of a portion of the Beachwalk from 45th Street to 47th Street.
- Managed the Planning Study for the North-Middle Beach Circulator.

Operations

- Replaced 30,000 square feet of sidewalk citywide.

- Repaired 212 water line leaks/breaks.
- Paved 2,210 linear feet of alleyways and streets.
- Replaced 100 linear feet of sewer main pipe and repaired 14 sanitary sewer force mains.
- Replaced 110 water meters and 90 meter boxes.
- Cleaned and inspected 310,180 linear feet or 58 miles of stormwater pipes, outfalls, and catch basins.
- Completed the installation of 212 automated water meters.
- Replaced 8,000 streetlight bulbs citywide.
- Supported 50 water main shutdowns for CIP contractors.

Property Management

- Replaced over three miles of boardwalk railings.
- Replaced cast iron pipe at Fleet Management.
- Replaced and upgraded 144 lights at Lincoln Road Mall.
- Replaced over \$1,000,000 worth of A/C equipment.
- Installed over 3,000 linear feet of electrical conduit and wires.
- Painted more than 1.2 million square feet of building surfaces.
- Installed over 1,500 feet of water service.
- Installed approximately 42,000 square feet of flooring.

Geographic Information Systems (GIS)

- Updated addresses and parcel data in EDEN.
- Upgraded Cityworks to version 2011.
- Upgraded Cityworks to version 2012.
- Supported all the departments with any Cityworks requests.
- Updated the GIS utility data and Viewers using the as-built as requested.
- Created an ArcMap application tool for selecting parcels and permit information.
- Created an application for Public Works to print utility maps based on address search. This project was accomplished with the objective of replacing the Atlas.

- Created a tool to update every utility feature last cleaned date attribute in GIS, using Cityworks input.
- Collected all the street furniture location and status in the City.
- Supported the new permit system Accela with GIS component.

Sanitation

- Installed new dual cans (trash/recycling) with lock attachments on Lincoln Road
- Increased level of service from a 10 day cycle to a 5 day cycle on Washington Avenue and Lincoln Road
- In conjunction with Property Management, outsourced the janitorial services of all beach front bathrooms which increased level of service.
- Increased level of service in North Beach by making adjustments to litter crews.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve building development related processes	% of Drop off plans reviewed within turnaround time target days by Public Works Department											•Work with Building Development Process Task Force in streamlining processes and validating performance targets
	Single-Family (target 25 days)				45.1%	79.7%	84.2%	89.2%	92.7%	90%	90%	
	Multi-Family (target 35 days)				63.9%	61.5%	79.9%	86.9%	86.6%	90%	90%	
	Commercial (target 35 days)				52.8%	74.6%	77.2%	63.6%	89.5%	90%	90%	
	Average Turnaround time for Drop-Off plan review (Public Works)											
	Single-Family				14.9 days	15.8 days	12.9 days	14.4 days	11.4 days	25 days	25 days	
	Multi-Family				22.5 days	18.7 days	9.2 days	7.6 days	10.6 days	35 days	35 days	
	Commercial				14.6 days	11.3 days	10.5 days	14.1 days	6.2 days	35 days	35 days	
	Total # of drop-off plan reviews conducted by Public Works											
	Single-Family				33	58	70	128	181	N/A	N/A	
	Multi-Family				74	53	123	272	350			
	Commercial				17	127	109	78	102			

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Enhance the environmental sustainability of the community	KPI: Tons of Residential Waste Recycled		349	536			2,016	2,085	2,111	2,200	2,000	<ul style="list-style-type: none">• Create structured process to solicit feedback from users of energy efficiencies that have been implemented• Enhance the environmental sustainability of the community through comprehensive Citywide Recycling program, including conducting responsible outreach and recycling guidance• Encourage County to provide information on residential recycling participation on a quarterly basis• Install hand sanitizers in City Facilities
	KPI: % Participation in Recycling Programs											
	KPI: % of City Facility Energy use Supplied by Renewable Sources						0	0	0	0		
	KPI:# of Private Buildings with Silver LEED Certification	0	0	0	0	0	0	1	2	N/A	N/A	
Improve cleanliness of Miami Beach rights of way especially in business areas	KPI: % rating cleanliness of streets in business/ commercial areas as excellent or good											<ul style="list-style-type: none">• Develop cleanliness performance measure for City Center RDA using GIS with Code and Sanitation• Increase pressure cleaning on Washington Avenue, Lincoln Rd and Ocean Drive from bi-weekly to weekly
	Residents	63%		61%		71%			69%		80%	
	Businesses	47%		52%		66%			62%		80%	
	KPI: % of residents rating cleanliness of streets in neighborhoods as excellent or good	63%		65%		75%			74%		85%	
	KPI: Citywide Public Area Cleanliness Index	2.27 (Q4)	2.10	1.78	1.75	1.75	1.79	1.60	1.59	1.5	1.5	
	Public Area Cleanliness Rating Index: Alleys	2.19	2.6	2.28	2.07	1.97	1.99	1.89	1.84	1.5	1.5	
	Public Area Cleanliness Rating Index: Streets*	2.01	1.96	1.63	1.69	1.74	1.74	1.65	1.55	1.5	1.5	
	% of public area cleanliness assessments for streets scoring 2.0 or better		73.4%	89.8%	87.4%	87.1%	86.4%	90.2%	91.6%	90%	90%	
	Public Area Cleanliness Rating Index: Sidewalks	2.08	2.06	1.66	1.73	1.73	1.75	1.63	1.45	1.5	1.5	
	% of public area cleanliness assessments for sidewalks scoring 2.0 or better		66.8%	87.6%	80.8%	85.2%	81%	86.7%	91.3%	90%	90%	
	KPI: Public Area Cleanliness Rating Index: Waterways	2.92 (Q4)	2.59	2.08	2.09	2.10	2.11	1.70	1.96	1.5	1.5	
	KPI: % rating cleanliness of City's waterways as excellent or good											
	Residents	49%		54%		61%			57%		80%	
	Businesses	49%		51%		61%			59%		80%	
	KPI: % of waterway assessments rating clean or very clean		54.5%	69.4%	69.5%	71.9%	71.6%	83.9%	74%	90%	90%	
	Public Area Cleanliness Rating Index: Parking Lots	2.26	2.21	1.81	1.87	1.96	2	1.81	1.75	1.5	1.5	
	% of public area cleanliness assessments for parking lots scoring 2.0 or better		56.4%	76.4%	74.4%	72.8%	65.7%	78%	83.3%	90%	90%	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve cleanliness of City beaches	KPI: % rating overall quality of beaches as excellent or good												
	Residents	80%		75%		83%			84%		80%		
	Businesses	74%		77%		85%			86%		80%		
	KPI: Public Area Cleanliness Rating Index: CMB Beach Areas	2.41 (Q4)	1.85	1.75	1.59	1.62	1.59	1.43	1.36	1.5	1.5		
	KPI: Public Area Cleanliness Rating Index: Beach Areas (MDC Responsibility)		1.93	1.91	1.70	1.61	1.63	1.48	1.42	1.5	1.5		
	KPI: % of beach assessments rating clean or very clean (CMB-Responsibility)		73.1%	81.4%	86.2%	84.4%	87.3%	90.2%	96.4%	90%	90%		
	KPI: % of beach assessments rating clean or very clean (MDC-Responsibility)		71.2%	74%	84.5%	85.8%	88.7%	93.2%	94.2%	90%	90%		
Preserve our beaches	KPI: # of beach hotspots that are unusable due to erosion						0	0	1	0	0	•Continue federal lobbying to secure funding and sources of sand for beach renourishment	
	# of City blocks receiving dune enhancement				20	10	5	12	7	5	53		
Maintain crime rates at or below national trends	% of requests submitted by Police and completed by Public Works for new streetlights completed within 3 months								8%	90%	90%		
Improve storm drainage citywide	KPI: % rating storm drainage as good or excellent											•Update the storm water master plan to reflect the latest science and data •Work with flood insurance providers regarding City initiatives •Create recreational areas like the Netherlands which also serve as protection from flooding •Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park) •Provide orientation for Commissioners on sea level rise	
	Residents	45%		42%		44%			37%		80%		
	Businesses	38%		37%		45%			37%		80%		
	% of outfalls cleaned	13%	11%	13%	5%	13%	11%	26%	52%	30%	27%		
	% of catch basins cleaned annually	55%	62%	60%	61%	55%	53%	40%	83%	32%	30%		

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Ensure well-maintained facilities	KPI: % rating the appearance and maintenance of the City's public buildings as Excellent or Good											<ul style="list-style-type: none"> • Conduct 40 year recertification of City Buildings required by Miami-Dade County through the use of outside services • Continue ongoing remediation and monitoring activities at the Miami Beach and Normandy Shores Golf Courses • Accelerate past due renewal and replacement projects • Create a structured process to solicit feedback (from users) about the Energy efficiencies that have been implemented • Provide quarterly report on Energy Savings vs Debt Service • Review Preventative Maintenance Plan and Implement work as scheduled • Look at Cost Allocation Methodology and look at cost drivers • Hire outside architect/engineer and project manager to expedite renewal & replacement projects • Enhance ADA support by adding ADA position • Complete Building Assessments (Facility Condition Index) • Ensure Facility Index (FCI) software is up to date and able to produce FCI Report • Pursue possible contracting out of maintenance staff for beach restrooms • Improve controls for access to buildings by staff and contracted employees
	Residents	80%		81%		87%			87%		85%	
	Businesses	73%		77%		85%			83%		85%	
	KPI: % of Facility Condition Index ratings scoring below 0.15 (good and excellent)		35%	59%	72%	60%	60%	38%	62%	80%	80%	
	Public Area Appearance Index - Beach Restrooms											

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Ensure well-maintained facilities (continued)												<ul style="list-style-type: none"> Update the Facility Assessment System to provide Facility Condition Indices for all facilities and maintain going forward Ensure all 40-year certifications are complete for City Buildings Review City's standards for Property Management turnaround times Develop building database for key dates (elevator certificates, fire alarm expectations, etc.) Develop Annual Citywide Maintenance Plan Expedite Previously Budgeted Renewal and Replacement Projects Monitor City's Energy Contract with Amaresco Quarterly for Energy Savings to offset Debt Service Ensure enhanced maintenance of beachfront restrooms based on quantitative standards
Enhance mobility throughout the City	KPI: % rating traffic flow on MB as excellent or good											<ul style="list-style-type: none"> Enhance education and marketing programs informing residents about bicycle paths and bike lanes in Miami Beach and promote bike friendly capital projects currently underway Work with County to identify how Intelligent Transportation System can be used in Miami Beach Update Atlantic Greenway Master Plan (Bike Master Plan) Update the City's Bikeways Masterplan
	Residents	36%		24%		31%			23%		80%	
	Businesses	25%		28%		43%			34%		80%	
	Avg. Resident and Business rating overall traffic flow on MB as excellent or good	30.5%		26%					71.5%		80%	
	KPI: % residents rating availability of bicycle paths/lanes throughout the City as about the right amount			35%		32%			45%		80%	
	KPI: South Beach Bus Circulator (The Local) Ridership (in millions)		1.67	2.49	2.38	1.63	1.56	1.58	1.49	1.40	1.32	

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Enhance mobility throughout the City (continued)	% City in compliance with bicycle racks master plan			17%	25%	30%	40%	50%	TBD	70%	80%	<ul style="list-style-type: none">• Support the MPO Mass Transit Connectivity Study• Implement North Beach Circulator by 2014• Complete the 2014 Transportation Master Plan Study• Develop and Implement a Bicycle Safety Campaign• Address Dade Blvd Bike path landscaping needs curb alignment• Complete West Avenue Traffic and Pedestrian Safety Study- recommendations to be incorporated into West Avenue BODR• Implement Next Bus app for South Beach circulator• Focus on long term transportation plans with the County using PTP dollars• Pursue project authorization in the new federal Surface Transportation Authorization bill• Purchase and install bicycle parking racks• Implement a system for tracking the % of traffic system that is heavily congested (LOS E or F)	
	Mid-Beach/North Beach Circulator Ridership							345,498	332,643	315,000	300,000		
	KPI: Total bike lanes and pedestrian trail miles citywide	1	3	5	6	6	9	10	20	25	30		
Maintain City's Infrastructure	KPI: % rating as excellent or good: Condition of roads (smoothness, street repair, etc.)											<ul style="list-style-type: none">• Develop GIS baseline stormwater infrastructure map that also reflects planned improvements over the next five years• Develop GIS baseline sidewalks infrastructure map that also reflects planned improvements over the next five years• Develop GIS baseline seawalls infrastructure map that also reflects planned improvement over	
	Residents	47%		48%		55%			44%		80%		
	Businesses	36%		37%		48%			40%		80%		
	KPI: # of sidewalk complaints						79	50	47	52	52		
	% of sidewalk segments that need to be replaced					45%	5%	45%	42%	0%	0%		
	% of pavement that needs to be replaced					70%	2%	70%	60%	0%	TBD		
	KPI: % of utility pipe miles assessed in good condition		60%	55%	70%	60%	60%	60%	TBD	100%	TBD		

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Maintain City's Infrastructure (continued)	infrastructure assessed in good condition											<div>the next five years</div> <ul style="list-style-type: none">Develop GIS baseline roadways infrastructure map that also reflects planned improvements over the next five yearsEstablish baseline values for water, sewer, and storm water pipesDevelop GIS baseline water infrastructure map that also reflects planned improvements over the next five yearsDevelop GIS baseline sewer infrastructure map that also reflects planned improvements over the next five yearsDevelop GIS baseline street lighting infrastructure map that also reflects planned improvements over the next five yearsDevelop GIS baseline water map that also reflects planned improvements over the next five yearsDevelop GIS baseline sewer map that also reflects planned improvements over the next five yearsComplete assessment of streetlight poles/fixturesDevelop Right of Way Management Procedure to minimize impacts after streets have been improvedDevelop procedure regarding signs in Right of WayFully assess upcoming neighborhood projects to ensure that roadway and sidewalk deficiencies are addressedDevelop GIS monitoring map to manage pavement program	
	KPI: % rating the conditions of sidewalks (few or no cracks) as excellent or good												
	Residents	47%		48%		55%			44%		80%		
	Businesses	36%		37%		48%			40%		80%		
	KPI: % of City-owned bridges assessed in good condition			73.4%	76.7%	77%	83%	100%	100%	100%	100%		
	Average bridge sufficiency rating						81.7%	81.7%	82.7%	70%	80%		
	# days turnaround time for permanent asphalt repairs and concrete restoration	53	50	45	45	39	22	13	9	20	20		
	% of Public Works managed projects on schedule in design phase						80%	80%	77%	80%	80%		
Ensure value and timely delivery of quality capital projects	% of Public Works managed projects on schedule during planning phase						80%	80%	80%	80%	80%		
	% of Public Works managed projects on schedule in design phase						80%	80%	77%	80%	80%		
Maximize Miami Beach as a destination brand	Supports measures on Citywide Scorecard											<ul style="list-style-type: none">Develop infrastructure to ensure Miami Beach in the next 20 years as the “most mobility friendly” city, “most aging population friendly” city, etc.	

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Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maintain Miami Beach public areas and rights of way Citywide	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Facilitate departments to improve measurement methodologies for public appearance-ROW/Parks Landscaping through Public Area Appearance Index for roadways, sidewalks, turf and plant beds
Increase access to workforce or affordable housing	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Explore transit opportunities with Miami-Dade Transit to connect affordable housing opportunities with workplace destinations
Expand e-government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement Cityworks Mobile Inventory Management to improve efficiency of material and work order management in the Public Works warehouse storeroom
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement process to continuously verify stormwater billings and review for missed ERUs Create a system of monitoring energy efficiencies implemented based on the Energy Efficient Consultant's (Ameresco) recommendations to ensure that savings offset debt service expenses Evaluate procurement of FEMA compliance software
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system Improved plans management and tracking system for the plan review process Mechanism to obtain feedback from customers using Citizen Access portal Payment Kiosk for Code Compliance Division Portable printers for inspectors involved in Building development process and Code Enforcement officers
Strengthen internal controls	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Address findings from Audit of Access Card

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TBD - To Be Determined

Departmental Financial Summary

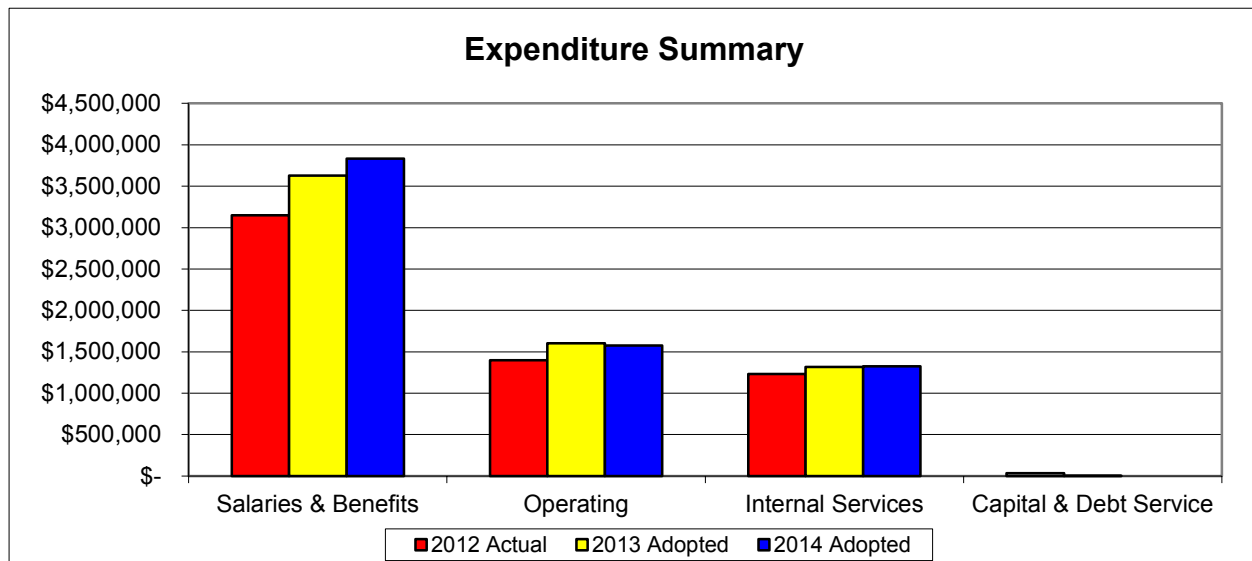
General Fund

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
<u>Revenue Area</u>				
Sidewalk Café Fees	\$ 1,413,192	\$ 1,520,786	\$ 1,711,312	\$ 1,654,000
Building Permit Fees	215,885	261,707	253,000	334,000
News Rack Fees	9,225	1,300	9,000	12,000
Work in Right of Ways	440,555	827,285	446,000	587,000
Local Gas Tax 6%	1,064,075	994,882	970,000	957,000
Local Gas Tax 3%	415,522	387,279	0	-
Concurrency Statement Fees	14,470	17,745	16,000	280,000
Bus Shelters	470,970	564,064	695,000	787,000
Misc. Property Rental	206,299	201,054	178,000	167,000
PW- In-House Design	368,410	387,391	414,000	414,000
FDOT Reimbursement-Lights	141,259	279,107	146,000	176,000
Lincoln Rd. Directories Rent	120,836	88,290	110,000	125,000
Total	\$ 4,880,698	\$ 5,530,890	\$ 4,948,312	\$ 5,493,000

Expenditure Area

Salaries & Benefits	\$ 2,953,878	\$ 3,148,267	\$ 3,627,537	\$ 3,834,000
Operating	1,330,659	1,400,058	1,601,946	1,576,000
Internal Services	1,215,161	1,233,394	1,318,351	1,325,000
Capital & Debt Service	8,812	34,518	166	-
Total General Fund	\$ 5,508,510	\$ 5,816,237	\$ 6,548,000	\$ 6,735,000

Budgeted Positions	41.40	41.40	40.40	40.40
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Public Works**Administration**

<u>Expenditure Area</u>		2011 Actual		2012 Actual		2013 Adopted		2014 Adopted
Salaries & Benefits	\$	301,605	\$	352,008	\$	317,558	\$	329,000
Operating Expenses		12,381		27,315		40,738		40,400
Internal Services		93,738		107,850		116,420		122,000
Capital & Debt Service		0		0		0		0
Total	\$	407,724	\$	487,173	\$	474,716	\$	491,400
Budgeted Positions		2.0		2.0		2.0		2.0

Engineering**Expenditure Area**

Salaries & Benefits	\$	1,653,679	\$	1,761,477	\$	2,007,642	\$	2,127,000
Operating Expenses		61,488		51,861		89,930		94,800
Internal Services		275,860		273,522		291,544		299,000
Capital & Debt Service		0		24,393		0		0
Total	\$	1,991,027	\$	2,111,253	\$	2,389,116	\$	2,520,800
Budgeted Positions		21.0		21.0		21.0		21.0

Environmental**Expenditure Area**

Salaries & Benefits	\$	96,175	\$	96,260	\$	162,749	\$	167,000
Operating Expenses		34,956		16,857		25,476		25,650
Internal Services		42,798		35,909		28,810		32,000
Capital & Debt Service		412		0		0		0
Total	\$	174,341	\$	149,026	\$	217,035	\$	224,650
Budgeted Positions		2.0		2.0		2.0		2.0

Streets**Expenditure Area**

Salaries & Benefits	\$	861,434	\$	859,485	\$	1,034,690	\$	1,105,000
Operating Expenses		1,206,017		1,294,378		1,427,825		1,394,650
Internal Services		764,144		780,407		842,759		833,000
Capital & Debt Service		6,439		10,125		166		0
Total	\$	2,838,034	\$	2,944,395	\$	3,305,440	\$	3,332,650
Budgeted Positions		14.4		14.4		13.4		13.4

Transportation**Expenditure Area**

Salaries & Benefits	\$	40,985	\$	79,037	\$	104,898	\$	106,000
Operating Expenses		15,817		9,647		17,977		20,500
Internal Services		38,621		35,706		38,818		39,000
Capital & Debt Service		1,961		0		0		0
Total	\$	97,384	\$	124,390	\$	161,693	\$	165,500
 Budgeted Positions		2.0		2.0		2.0		2.0

Public Works Enterprise Funds

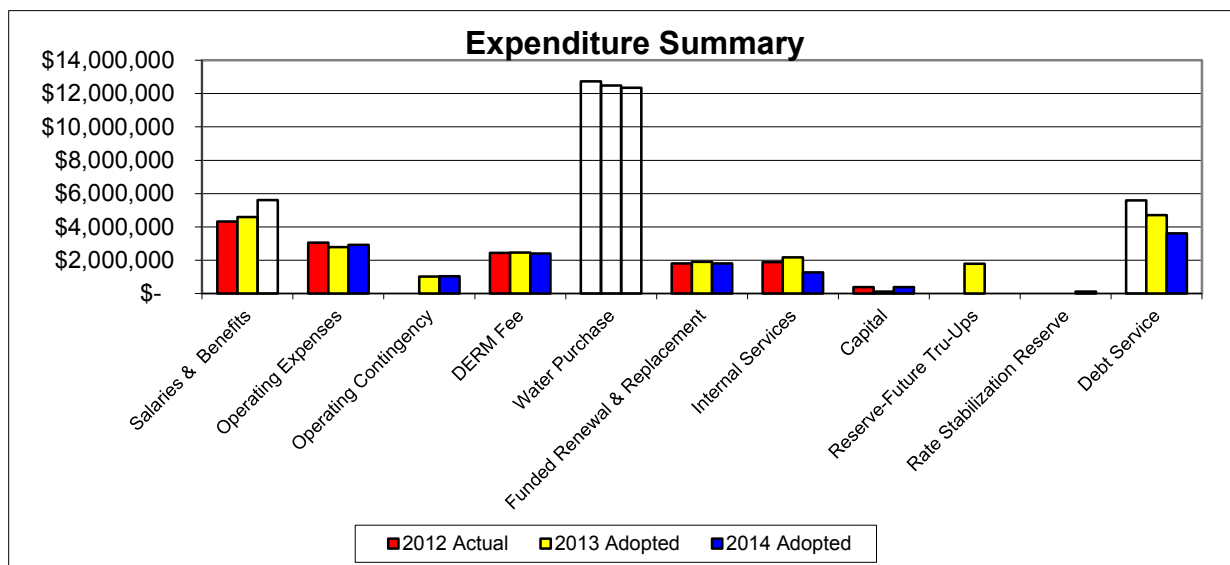
<u>Water Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Water Sales	\$ 32,665,217	\$ 32,481,194	\$ 31,199,000	\$ 30,542,000
Firelines	86,779	97,611	122,000	100,000
Water Tapping	116,874	159,071	130,000	150,000
Interest Earnings	119,627	179,453	116,000	170,000
Other	526,322	462,136	469,000	170,000
Rate Stabilization Fund	0	0	1,903,000	0
Retained Earnings- Capital	0	2,134	97,000	390,000
Total	\$ 33,514,819	\$ 33,381,598	\$ 34,036,000	\$ 31,522,000

Expenditure Area

Salaries & Benefits	\$ 4,232,070	\$ 4,330,163	\$ 4,595,340	\$ 5,617,000
Operating Expenses	2,933,586	3,051,664	2,791,465	\$2,918,000
Operating Contingency	0	0	1,027,509	1,039,000
DERM Fee	2,384,241	2,450,080	2,463,000	2,400,000
Water Purchase	13,841,469	12,743,325	12,485,536	12,354,000
Funded Renewal & Replacement	1,895,939	1,804,673	1,895,939	1,805,000
Internal Services	1,964,735	1,887,978	2,171,998	\$1,272,000
Capital	324,065	382,033	113,180	\$392,000
Reserve-Future Tru- Ups	0	0	1,794,721	0
Rate Stabilization Reserve	0	0	0	115,000
Debt Service	4,776,884	5,580,992	4,697,312	3,610,000
Total	\$ 32,352,989	\$ 32,230,908	\$ 34,036,000	\$ 31,522,000

Revenue less Expense	\$ 1,161,829	\$ 1,150,690	\$ 0	\$ 0
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Budgeted Positions	56.15	52.15	52.15	52.15
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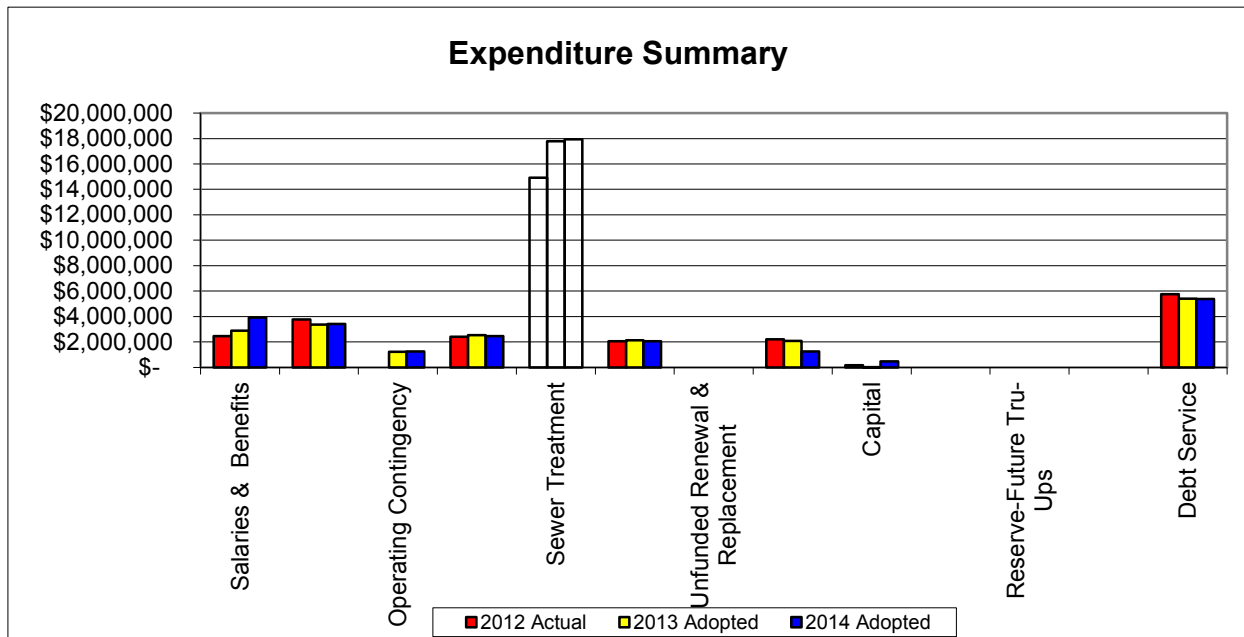


<u>Sewer Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Sewer User Fees	\$ 32,031,582	\$ 32,822,621	\$ 31,983,000	\$ 33,041,000
Sewer Connection Fees	33,100	30,000	30,000	30,000
Sewer Fees - Cities	2,733,066	1,791,371	1,761,000	2,666,000
Interest Earnings	358,880	179,453	351,000	171,000
Other	509,180	457,026	403,000	180,000
Rate Stabilization Fund	0	0	2,907,000	1,578,000
Retained Earnings-Capital	0	2,134	30,000	466,000
Total	\$ 35,665,808	\$ 35,282,604	\$ 37,465,000	\$ 38,132,000

Expenditure Area

Salaries & Benefits	\$ 2,564,389	\$ 2,462,433	\$ 2,890,491	\$ 3,918,000
Operating Expenses	4,308,237	3,764,033	3,368,152	3,429,000
Operating Contingency	0	0	1,225,111	1,243,000
DERM Fee	2,415,852	2,402,369	2,524,986	2,450,000
Sewer Treatment	15,927,474	14,927,388	17,788,232	17,937,000
Funded Renewal & Replacement	2,138,775	2,062,606	2,138,775	2,063,000
Unfunded Renewal & Replacement	0	0	0	0
Internal Services	2,077,377	2,198,011	2,095,053	1,256,000
Capital	258,482	161,136	26,200	466,000
Reserve-Future Capital	0	0	0	0
Reserve-Future Tru-Ups	0	0	0	0
Rate Stabilization Reserve	0	0	0	0
Debt Service	5,503,620	5,760,568	5,408,000	5,370,000
Total	\$ 35,194,206	\$ 33,738,544	\$ 37,465,000	\$ 38,132,000
Revenue less Expense	\$ 471,602	\$ 1,544,060	\$ 0	\$ 0

Budgeted Positions	35.15	35.15	34.15	34.15
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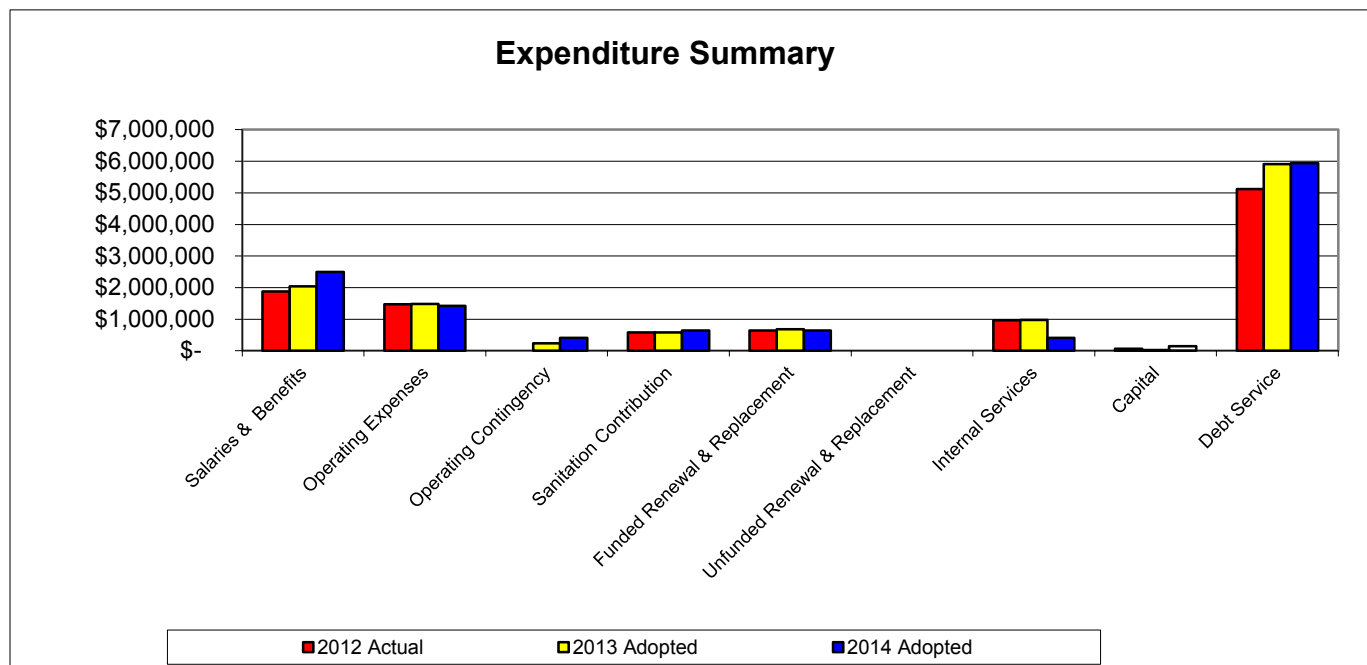
<u>Stormwater Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Stormwater Fees	\$ 11,759,735	\$ 11,537,242	\$ 11,129,000	\$ 11,123,550
Interest Earnings	161,273	141,787	171,000	\$130,000
Other	(75,692)	136,532	0	\$0
Rate Stabilization Fund	0	0	597,000	695,450
Retained Earnings- Capital	0	0	\$29,000	148,000
Total	\$ 11,845,316	\$ 11,815,561	\$ 11,926,000	\$ 12,097,000

Expenditure Area

Salaries & Benefits	\$ 1,860,153	\$ 1,876,112	\$ 2,034,892	\$ 2,495,000
Operating Expenses	1,119,865	1,467,790	1,485,668	1,420,000
Operating Contingency	0	0	232,215	410,000
Sanitation Contribution	584,000	584,000	584,000	637,000
Funded Renewal & Replacement	684,033	642,839	684,033	643,000
Unfunded Renewal & Replacement	0	0	0	0
Internal Services	760,653	968,633	973,755	405,000
Capital	144,717	64,034	19,453	146,000
Debt Service	2,139,344	5,119,971	5,911,984	5,941,000
Total	\$ 7,292,765	\$ 10,723,379	\$ 11,926,000	\$ 12,097,000

Revenue less Expense	\$ 4,552,551	\$ 1,092,182	\$ 0	\$ 0
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Budgeted Positions	23.3	21.3	21.3	21.3
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Sanitation

Revenue Area	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Sanitation Fees	\$ 3,443,827	\$ 3,345,864	\$ 3,488,000	\$ 3,447,000
Trash Removal	55,363	44,062	50,000	50,000
Franchise Fees	3,080,748	2,984,495	3,250,000	3,132,000
Franchise-Right of Way	353,324	334,014	430,000	358,000
Roll Off	421,635	548,844	600,000	508,000
Violations/Fines	49,458	56,005	66,000	56,000
Impact Fee-Construction	539,506	686,746	700,000	641,000
Impact Fee-Commercial	679,294	658,686	670,000	656,000
Interest Earnings/Other	220,120	158,824	249,000	129,500
Retained Earnings- Capital	81,579	0	312,000	364,500
Hurricane Reimbursement	21,757	628,562	0	0
City Center RDA-Reimb	1,776,106	2,569,320	2,475,000	3,020,000
Amded. CDT Intrcll Agree.	3,071,142	3,046,200	3,671,000	3,671,000
Parking Fund Contribution	365,170	756,815	757,000	855,000
Contribution from Waste Haulers	0	0		390,000
Storm Water Fd Contrib.	584,000	584,000	584,000	637,000
Total	\$ 14,743,029	\$ 16,402,437	\$ 17,302,000	\$ 17,915,000

Expenditure Area

Salaries & Benefits	\$ 7,882,572	\$ 7,547,917	\$ 8,556,646	\$ 9,397,700
Operating Expenses	5,707,669	6,185,049	6,435,662	6,146,800
Funded Renewal & Replace	348,221	320,680	0	187,000
Internal Service Charges	1,670,625	1,706,100	1,808,625	1,610,000
Capital	81,579	275,553	338,760	387,500
Debt Service	16,189	1,377	162,308	186,000
Total	\$ 15,706,855	\$ 16,036,676	\$ 17,302,000	\$ 17,915,000

Revenue less Expense \$ (963,826) \$ 365,761 \$ (0) \$ (0)

**Total Budgeted
Positions**

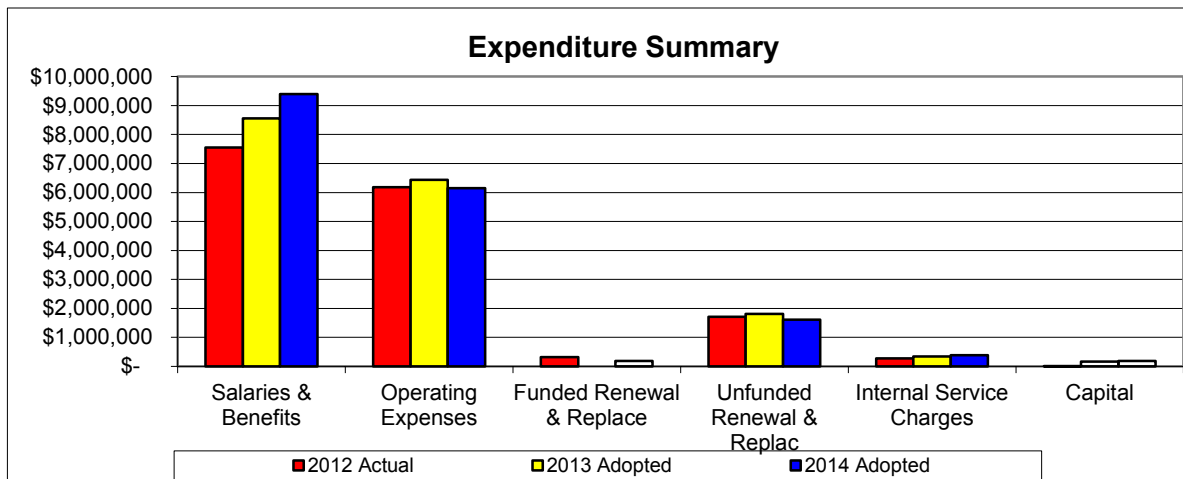
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179

178

177

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. 4 MSW positions previously reported in Sanitation are now being reported in Parks (assigned departments)



Additional Sanitations expenses are included in the Capital Projects Maintenance section of the City Center RDA Budget

Public Works

ENTERPRISE FUND EXPENSES-Citywide

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries	\$ 1,714,408		\$ 1,455,697	\$ 1,721,512
Overtime	30,000		90,819	30,000
Renewal/Replacement/Res	348,221	320,680	0	187,000
Internal Service Charges	1,150,422	1,190,835	1,251,362	1,132,000
Operating Contingency	0	-	0	-
Capital	49,153	256,761	41,500	296,000
Debt Service	16,189	1,377	162,308	186,000
Total	\$ 10,167,920	\$ 10,799,674	\$ 10,858,171	\$ 11,652,000

Budgeted Positions	85	83	82	81
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Expenses-South Beach

Salaries	\$ 302,626		\$ 247,105	\$ 410,768
Overtime	3,000		9,000	5,000
Operating Expenses				
Internal Service Charges	396,761	403,585	426,154	380,000
Capital	32,426	18,792	254,260	79,000
Total	\$ 4,476,490	\$ 4,161,360	\$ 4,981,214	\$ 5,064,000

Budgeted Positions	72	72	72	72
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The following Divisions were funded in the General Fund through FY 2004/05 and in Sanitation

Salaries & Benefits	\$ 176,132	\$ 221,312	\$ 249,909	\$ 312,500
Operating Expenses	66,323	77,084	172,799	79,000
Internal Services	26,493	19,140	26,631	17,000
Capital	0	0	0	12,500
Total	\$ 268,948	\$ 317,536	\$ 449,339	\$ 421,000

Budgeted Positions	8	8	8	8
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Expenses-North Beach

Salaries & Benefits	\$ 460,996	\$ 451,448	\$ 566,967	\$ 542,500
Operating Expenses	235,552	214,118	298,832	154,500
Internal Services	96,949	92,540	104,478	81,000
Capital	0	0	43,000	0
Total	\$ 793,497	\$ 758,106	\$ 1,013,277	\$ 778,000

Budgeted Positions	16	16	16	16
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Summary

Total -All Divisions	\$ 15,706,855	\$ 16,036,676	\$ 17,302,000	\$ 17,915,000
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Public Works

Internal Service Fund

Property Management

Revenue Area

	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Inter-Departmental Charges	\$ 7,781,464	\$ 8,005,333	\$ 8,367,559	\$ 8,587,217
Alterations/ New Work	166,675	161,150	150,000	150,000
Interest/Other	68,689	49,949	61,583	60,483
Retained Earnings- Capital	0	0	282,858	527,300
Total	\$ 8,016,828	\$ 8,216,432	\$ 8,862,000	\$ 9,325,000

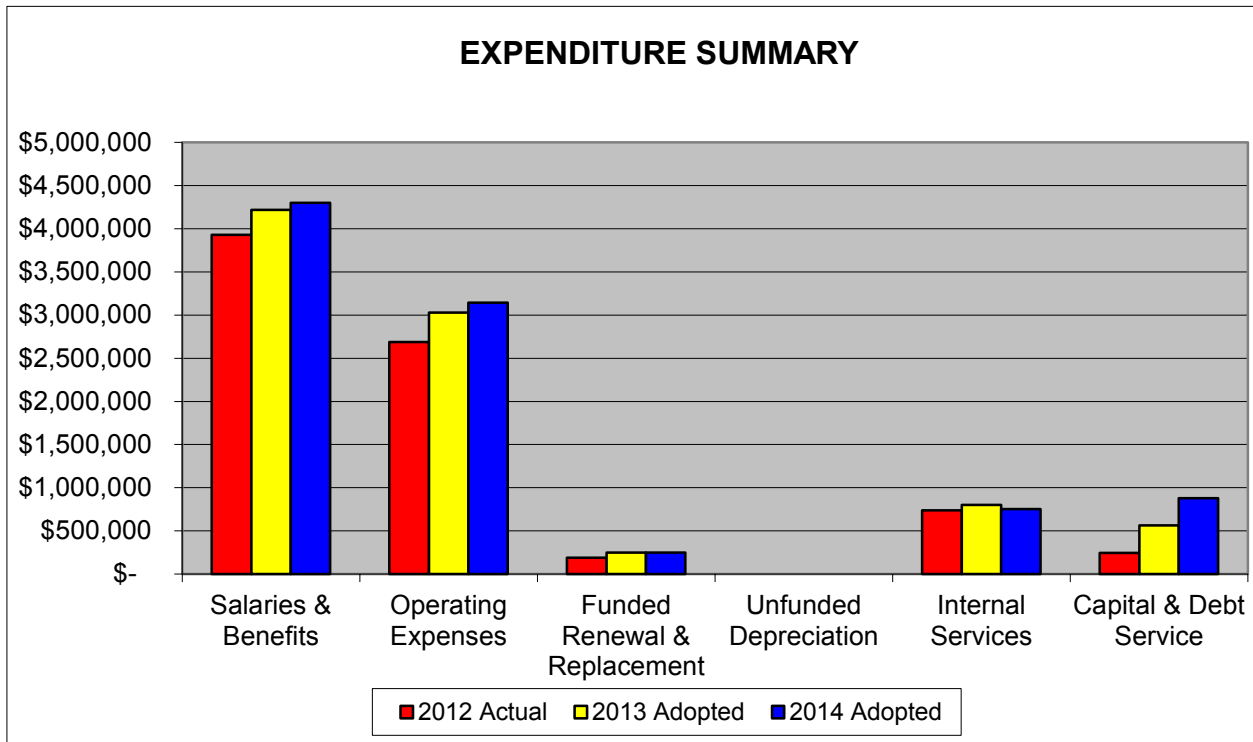
Expenditure Area

Salaries & Benefits	\$ 3,661,773	\$ 3,929,880	\$ 4,219,937	\$ 4,300,000
Operating Expenses	3,106,908	2,687,605	3,028,270	3,143,000
Funded Renewal & Replacement	248,456	188,307	250,000	250,000
Unfunded Depreciation	0	0	0	0
Internal Services	741,708	737,275	800,476	753,000
Capital & Debt Service	157,442	244,241	563,317	879,000
Total	\$ 7,916,287	\$ 7,787,308	\$ 8,862,000	\$ 9,325,000

Revenue less Expense \$ **100,541** \$ **429,124** \$ **0** \$ **0**

Budgeted Positions **22*** **44** **44** **43**

* Includes Plan B Position reductions which were not implemented



Additional Property Management expenses are included in the Capital Projects Maintenance section of the City Center RDA Budget

Budget Highlights

Public Works (General Fund)

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$152,000 or (24%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$26,000 or (2%). This is primarily due to the \$58,000 reduction in the department's electricity budget, offset by minimal increases in other line items, based on the past two years' of actual expenses.
- The FY 2013/14 budget includes a \$4,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

Public Works (Enterprise Funds)

Water

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$145,000 or (22%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$1.87M or (9%). This is primarily due to the elimination of the amount previously budgeted (\$1.79M) for Future Miami Dade Water True-up expenses.
- The budget includes a \$279,000 increase in Capital outlay, primarily for replacement motor vehicle purchases.

- The FY 2013/14 budget includes a \$2,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

Sewer

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$87,000 or (20%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$133,000 or (0.51%). This is primarily due to the \$148,000 increase in Sewer Treatment costs, which includes a sewer rate increase from Miami Dade County.
- The budget includes a \$440,000 increase in Capital outlay, primarily for replacement motor vehicle purchases.

Storm water

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$85,000 or (0.23%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$15,701 or (2.8%). This is primarily due to the \$148,000 increase in Sewer Treatment costs, which includes a sewer rate increase from Miami Dade County.
- The budget includes a \$125,000 increase in Capital outlay, primarily for replacement motor vehicle purchases.

Sanitation

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.

- The budget reflects a net decrease of \$153,000 or (9%) from last year in City contributions to the pension plan, primarily due to a revised allocation.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$77,000 or (1%).
- The FY 2013/14 budget includes a \$2,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.
- The FY 2013/14 budget includes the elimination of one vacant Heavy Equipment Operator I positions for a saving of \$55,000. During the period this position has been vacant, the department has been able to re-assign duties and increase efficiencies, which allows for this elimination without service impacts.

Property Management (Internal Service Fund)

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$144,000 or (22%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$115,000 or (3%). This includes \$68,000 set aside for a department's requested enhancement of a Construction Manager position, which has not been decided on by the Commission.
- The FY 2013/14 budget includes a \$1,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.
- The FY 2013/14 budget includes the elimination of a vacant Carpenter position, which will be replaced by contracted services. In year 2, the department will recognize pension savings of approximately \$14,000.

MIAMI BEACH

CAPITAL IMPROVEMENT PROJECTS

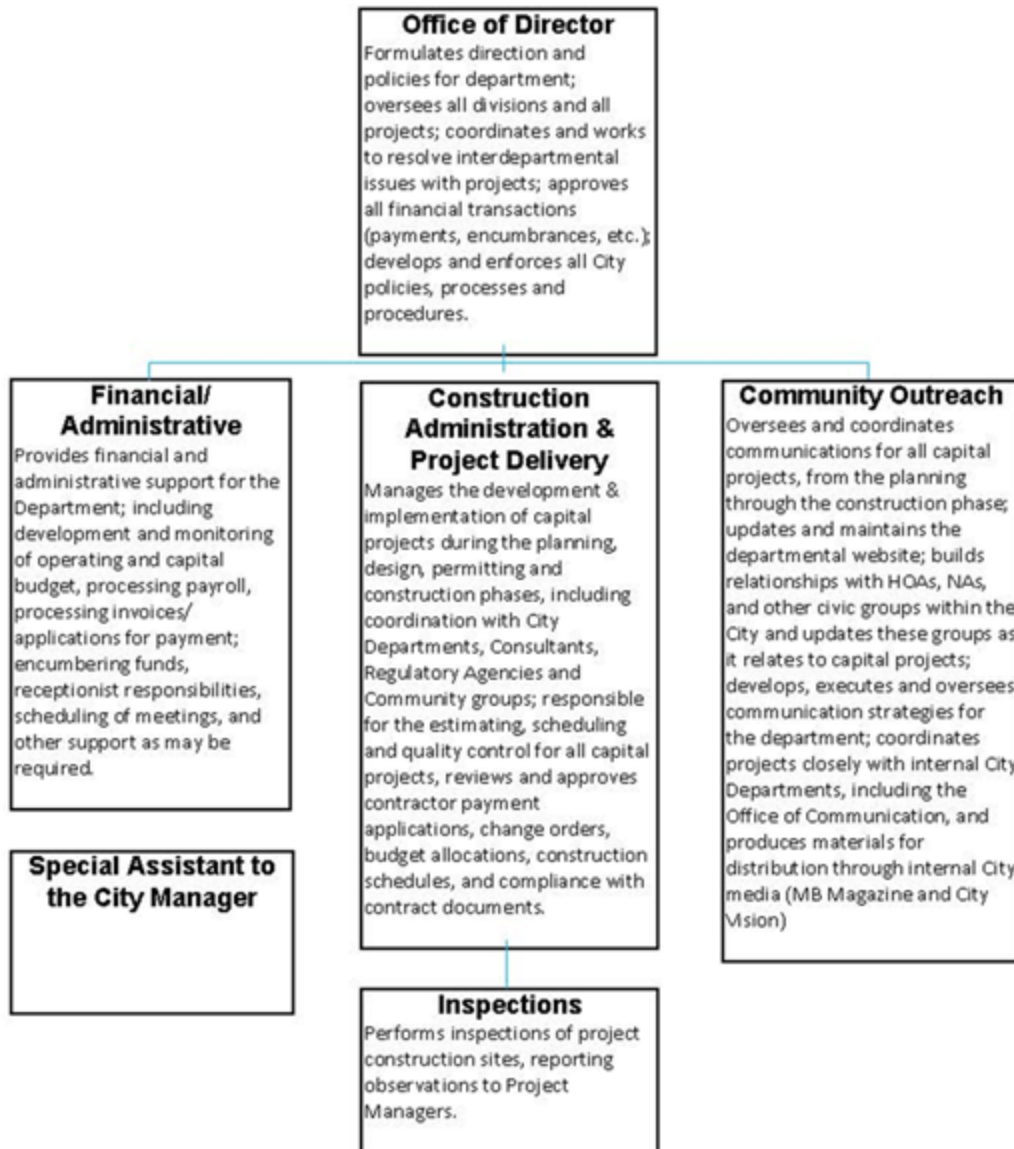
Department Mission/Purpose Statement

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 serve as a focal point for the planning and construction management activities associated with the extensive capital projects work being funded by authorized bonds including, General Obligation, Water/Sewer, and Stormwater funding at the time. The total value of the Capital Improvement Program has grown from approximately \$400 million to over \$1.2 billion, including approximately 300 completed projects. CIP is presently managing nearly 80 active projects from inception through ribbon cutting. Although CIP has been supported in the past by program manager firms (H&S and URS), those services were gradually reduced and eventually phased out during FY 2008/09. With active projects valued at approximately \$350 million, CIP will face its biggest challenge, since its creation, 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. Originally, staff was reassigned from the Public Works department and additional positions have been added over time to provide staffing needed. 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, design-bid-build, and job order contracting. 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.



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 and Florida Power and Light.
- Improved internal administrative processes, such as payment processing, budgeting, and project scheduling.
- Implemented a departmental electronic Centralized Filing System.

- Implemented a Best Value approach to the procurement of construction and consulting agreements.
- Implemented financial and project management tools internal to CIP to assist in the better tracking of project matters.
- Integrated Parking Department capital projects into overall sequencing plan to upgrade facilities and increase number of parking spaces.
- Surface Parking Lots Capacity Increase: In a combined effort the CIP Office and the Parking Department initiated a program in 2004 to improve the conditions of the existing City surface parking lots throughout the City bring them into code compliance and optimize existing parking layouts to maximize parking spaces and flow.
- Parking Garages Capacity Increase: A total of 435 new garage parking spaces are available at the recently completed Sunset Harbor Garage. The Collins Park Garage, currently in the planning phase (anticipated to enter into construction in 2014/2015), will add approximately 400 parking spaces to the City's inventory.
- **Completed and / or Substantially Completed the following projects:**

FY 2011/12

69th Street and Indian Creek Drive Traffic Signalization
 Botanical Garden
 Deco Bike Pads Citywide
 Fire Station 2 – Administration Building A/Dade Boulevard
 Fire Station 2 - Hose Tower Refurbishment/Dade Boulevard
 Flamingo Pool Deck Replacement
 Fleet Management - Roof Replacement
 Hazard Mitigation Grant - Wind Retrofit City Hall & Police Station
 Indian Creek Water/Wastewater Rehabilitation 26th to 41st Streets
 Marseille Drive Lighting Enhancements (*Rue Notre Dame to Rue Verdun*)
 North Shore - Water main replacements (69th Street - Harding Avenue to Indian Creek)
 North Shore - Water main replacements (71st Street at various cross streets)
 Pine Tree Park Shoreline Restoration (Incl. kayak area)
 Star Island Enhancements BP 13A Streets/Sidewalks Improvements
 Sunset Harbor/Purdy Avenue Parking Garage
 Police Building - Elevators Renovation

- **Projects under construction include:**

Bayshore A - Central Neighborhood Streets/Sidewalks Improvements
 Bayshore C - Lake Pancoast Neighborhood Streets/Sidewalks Improvements

Bayshore E - Sunset Islands 1 and 2 Neighborhood Streets/Sidewalks Improvements
Biscayne Point Neighborhood Streets/Sidewalks Improvements
City Center BP 9A Neighborhood Streets/Sidewalks Improvements
City Center BP 9C – City Center Lincoln Road
Directory Signs in the City Center Project
Flamingo Park Tennis Center
Fleet Management - Sanitation Buildings Waterproofing & Paint
Miami Beach Golf Course Clubhouse Exterior Painting
North Shore - Roadway Improvement Projects along Byron Avenue
North Shore - Roadway Improvement Projects along Dickens Avenue
South Pointe Neighborhood Phase III, IV, and V Streets/Sidewalks Improvements
South Pointe Park Pier

- **Projects in the bidding phase include:**

Flamingo Park Master Plan - Football Field
Scott Rakow Youth Center - Ice Rink Mechanical Repairs
Venetian Islands Neighborhood Streets/Sidewalks Improvements
777 Building Renovation (1701 Meridian Avenue - 4th Floor)
6th and 53rd Street Restrooms

- **Projects in the design phase include:**

17th Street Parking Garage - Rooftop Elevator Enclosures
Band shell Master Plan Improvements
Bayshore B - Lower North Bay Road
Bayshore D - Sunset Islands III & IV Neighborhood Streets/Sidewalks Improvements
Collins Park Parking Garage
La Gorce Neighborhood Streets/Sidewalks Improvements
Miami Beach Golf Course Drainage Remediation
Normandy Isle Neighborhood - Phase II
Palm & Hibiscus Island Enhancements
Property Management Facility
Par 3 Golf Course Master Plan
Parks Maintenance Facility
Parkview Island Streets/Sidewalks Improvements
Police Station Building-Firing Range Ventilation System Replacement
Public Works Facility
Seawall Restoration – Flamingo Drive
Surface Lot 04D - West Avenue and 16th Street
Surface Lot 09E – 69th Street and Harding Avenue (East)
Surface Lot 12X - 900 Washington Avenue
Surface Lot 17X - Collins Avenue and 13th Street

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Enhance the environmental sustainability of the community	% of newly constructed city buildings meeting LEED certification	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<ul style="list-style-type: none"> Seek opportunities to implement sustainable green initiatives in ROW projects Achieve LEED certification for the following City facilities moving into construction: Property Management facility, Public Works facility and Collins Park garage
Enhance external and internal communications from and within the City	# of Neighborhood Communications Issued						7,347	5,280	4,358	4,000	4,000	<ul style="list-style-type: none"> Update CIP Website to provide current Capital Program status and enable expanded communications with the Miami Beach community to address project related concerns and follow-up status
Maintain City's Infrastructure	KPI: % of businesses rating as excellent or good: Condition of roads (smoothness, street repair, etc.)	36%		37%		48 %			40%		80%	<ul style="list-style-type: none"> Develop Public Outreach Program to better educate the community and explain intended goals of projects e.g. drainage, safety, capacity in layman's terms
	KPI: % of residents rating the conditions of sidewalks (few or no cracks) as excellent or good	53%		49%		64%			58%		80%	
	KPI: % of businesses rating the conditions of sidewalks (few or no cracks) as excellent or good	48%		54%		66%			64%		80%	
Improve Parking Availability	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Add 53 parking spaces during FY08/09 and 88 spaces in FY09/10 as a result of projects in 69th Street and Harding Avenue, 41st Street and Royal Palm Ave, and Ocean Dr. and 1st Street
Ensure value and timely delivery of quality capital projects	KPI: % of residents rating of recently completed capital improvement projects on MB as excellent or good	83%		84%					81%		85%	<ul style="list-style-type: none"> Create and apply a standard close-out procedure to all CIP projects in order to assure proper transition to owner department Evaluate & implement means to secure post-construction resident and business feedback for ROW projects to determine satisfaction with project communication and project quality Implement internal tools to manage projects

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

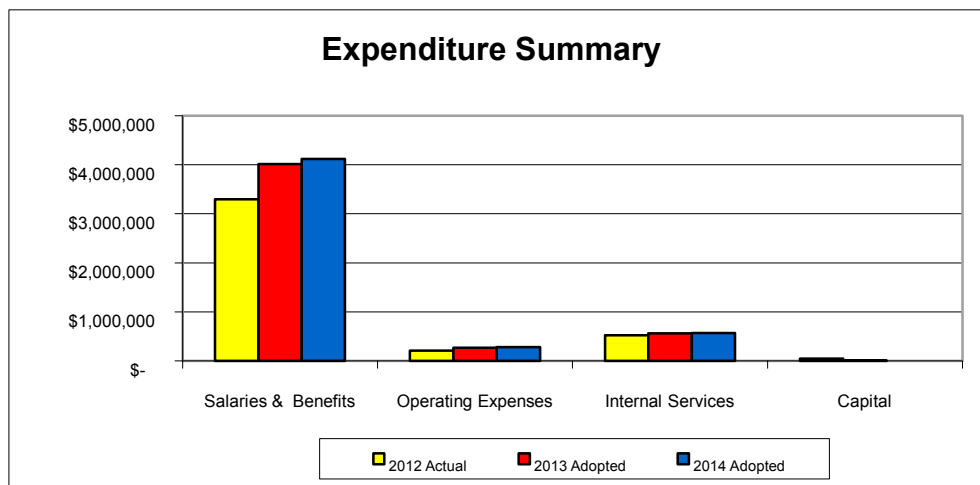
Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Ensure value and timely delivery of quality capital projects (continued)	KPI: % of businesses rating of recently completed capital improvement projects on MB as excellent or good	79%		86%			.				85%	<ul style="list-style-type: none"> Initiate construction of the following ROW projects that will improve roads and sidewalks in Biscayne Pt., Bayshores A/B/C; Sunset Isl. 1 & 2; Ven. Isl; & City Center 9B Institute a contractor Quality Assurance/Quality Control program that will serve to provide measures to gauge the progress and successful completion of a CIP project across various attributes Produce graphical project scheduling and measurement tool
	KPI: % of construction projects achieving beneficial use within 120 days of schedule		75%	100%	94%	100%	88%	84%	85%	100%	100%	
	KPI: Total change order value as percent of original contracted construction amount				6.0%	3.2%	4.8%	8.1%	9.7%	8.0%	8.0%	
	Average # of days to review 60% construction documents and return comments		202	83	12	72	27			14	14	
	Average # of days to process invoices from contractors & consultants	70	31	22	23	21	20	29	31	25	25	
	Turnaround time from "beneficial use" status to complete close-out											
	% of CIP Projects for which the close-out procedure was completed											
	Miles of ROW completed during the Fiscal Year											
	Miles of sidewalks completed during the Fiscal year											
	% of contractor Quality Assurance/Quality Control programs successfully completed for contracts awarded											
	% of Projects this Fiscal Year on original schedule and on original budget											
Improve storm drainage Citywide	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> Create recreational areas like the Netherlands which also serve as protection from flooding Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park)

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 3,200,959	\$ 3,296,583	\$ 4,013,125	\$ 4,118,000
Operating Expenses	158,590	207,529	265,588	281,000
Internal Services	482,118	519,015	559,526	568,000
Capital	7,872	43,963	2,761	0
Total	\$ 3,849,539	\$ 4,067,091	\$ 4,841,000	\$ 4,967,000
General Fund	35	36	36	35
Parking Fund	1	1	1	1
Total Budgeted Positions	36	37	37	36



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$189,000 or 26% from last year in City contributions to the pension plan. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$15,412 or 6%. This is primarily due to an increase in Contract Maintenance.
- The budget includes an \$8,474 increase in Internal Service Fund charge-backs primarily due to similar increases in salary, health and pension costs as described above.

MIAMI BEACH

PARKING

Department Mission/Purpose Statement

We are dedicated to providing clean, safe, and affordable parking with an unwavering commitment to customer satisfaction.

Department Description

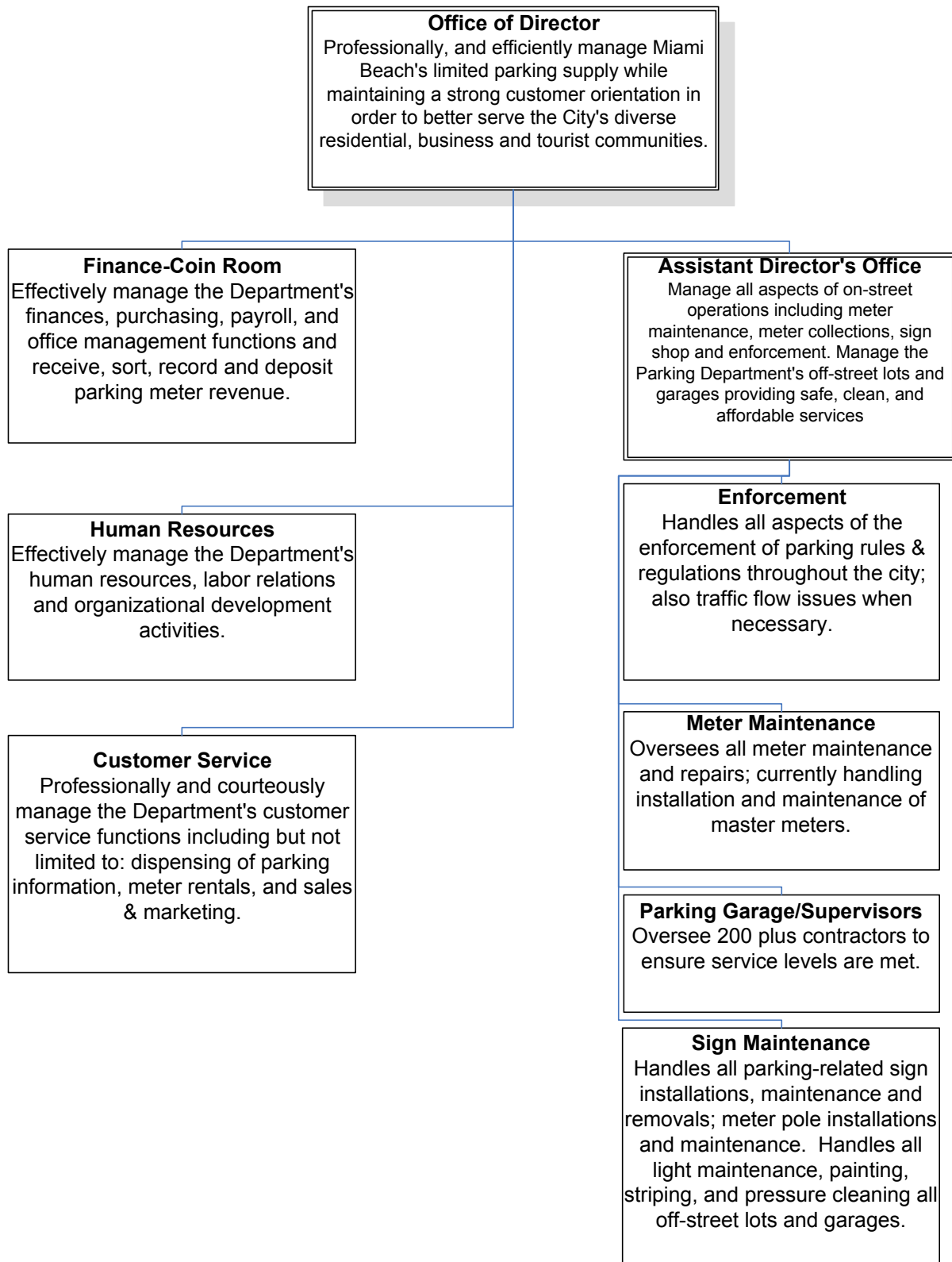
The department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs. Simply put, the department's mission is to consistently provide safe, clean, and affordable parking with a commitment to customer service. In addition, the department 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 (hourly rate) 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, including the recently constructed, Sunset Harbor Garage on 1900 Bay Drive. There are a total of 8,424 metered spaces both on and off-street and 17 residential parking permit zones citywide. Other units within the department include: sign/post installation; meter maintenance; customer service; and finance/coin room.

Initiative 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 DecoBike; car sharing program with Hertz on demand; and electric vehicle charging station program. We are currently pursuing License Plate Recognition and Pay by Mobile services and expect implementation to be completed in FY14.

Parking Mobile Application "Parking App" - The Parking Department in conjunction with the Information Technology department collaborated and developed a Request for Proposals for this service. The "Mobile App" will identify all municipal parking facilities, guide users to these facilities, and provide parking availability at municipal metered spaces through a "heat index" which provides the probability of available parking. The mobile app will provide specific availability at municipal garages.



Significant Prior Accomplishments

- Replaced 350 multi-space pay stations with new license plate enabled units.
- Opened Sunset Harbor Garage with 430 new parking spaces.
- Increased parking opportunities in Residential Zone 17 Bayshore to include meters on Meridian Avenue.
- Successfully completed an increase in the hourly parking meter rate in the South Beach Parking Zone (metered parking south of 23rd Street) from \$1.50/hour to \$1.75/hour.
- Successfully implemented an electric vehicle charging station pilot program at the 13th Street Garage.
- Successfully implemented the bike sharing program with DecoBike.
- Successfully implemented the car sharing program with Hertz on Demand.
- Implemented parking program for Scott Rakow Youth Center (SRYC).
- Implemented Employee Value Coupon - Lincoln Road (EVC-LR) for reduced daily parking rates at the 17th Street Garage for Lincoln Road employees.
- Enhanced discount incentives for high occupancy vehicle/inherently low emission vehicle owners.
- Enhanced all garages to include installation of pay on foot stations and/or CCTV.
- Completely revised standard operating procedures (SOPs) and patrol zones for the Meter Tech and Meter Tech Supervisor to include new responsibilities addressing the increase in customer service levels and the 10%-15% increase in revenues due to conversion from single space mechanisms to master meters in areas citywide.
- Parking Enforcement SOPs were memorialized in writing and distributed to employees.
- Transitioned permit sales and customer counter services to the service center "One Stop Shop"
- Successfully established a method to receive, sort, deposit, record and report revenues received from our new multi-space parking meters. Improved the processing of multi-space meter credit cards transactions from modem-based to the internet.
- Successfully administered the mail-in permit renewal program affording our clients sufficient time to respond and receive their new permit prior to the expiration date of the old permit.
- Converted single space meters to master meter operations in beachfront surface lots and other high traffic areas.
- Implemented access control via City of Miami Beach identification cards to allow ingress/egress in the City Hall Garage.
- 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.

- Increased coin room operation which resulted in a cost savings for the processing of revenue that was previously outsourced.
- Completed Sunset Harbor Garage in October of 2012.
- Awarded A/E services to Zaha Hadid for the Collins Park Garage.
- Implemented on-line payment option for garage access card permit holders.
- Successfully issued an RFP for parking pay by phone services and awarded contract to Parkmobile Group.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve cleanliness of Miami Beach rights of way especially in business areas	% of public area cleanliness assessments for parking lots scoring 2.0 or better		56.4%	76.4%	74.4%	72.8%	65.7%	78%	83.3%	90%	90%	
	Public Area Cleanliness Rating Index: Parking Lots (Litter)	2.26	2.21	1.81	1.87	1.96	2	1.81	1.75	1.5	1.5	
	Public Area Appearance rating: Parking Lots and Garages											
	Public Area Cleanliness Rating Index: Garages											
Improve parking availability	KPI: % rating the availability of parking across MB as about the right amount											<ul style="list-style-type: none"> • Develop map of the City with desirable sites for purchase suitable for expansion of parking facilities • Continue to develop and implement marketing plan for parking and traffic, including identification of areas of underutilized capacity through measurement of garage capacity
	Residents	21%		19%		21%			27%		80%	
	Businesses	18%		28%		28%			40%		80%	
	# of parking spaces available citywide (surface lots and garages)	13,598	13,598	13,649	13,426	13,377	14,409	14,959	15,399	15,399	15,399	
	% of garage transactions through "pay-on-foot"					19.2%	19.7%	24.8%	37.2%	44%	44%	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve parking availability (continued)	% Garage Turn-Over Ratio			145.5%	147%	141.3%	131.3%	128.0%	131.8%	130%	130%	<ul style="list-style-type: none"> Explore outsourcing of dispatch operations or add 4 part-time dispatchers to provide coverage for leave, etc. in lieu of using part-time Parking Enforcement Specialists – offset by increased revenues from parking enforcement Implement a master meter map program
Maximize efficient delivery of services	Total meters operable as a % of total meters installed			94.34%	94.34%	98.34%	99.21%	99.25%	99.31%	99%	99%	<ul style="list-style-type: none"> Continue to explore other meter payment options
Improve the City's overall financial health and maintain overall bond rating	# of scofflaws detected	1,009	930	1,018	1,386	1,381	1,663	1,485	1242	1,000	1,000	
	DecoBike- # of Bikes (to be archived after contractual number of bikes are reached)							739	750	800	800	
	DecoBike -# of operating stations (to be archived after contractual number of operating stations are reached)							77	89	88	88	
Improve process through information technology	# of Total IPARK Devices Sold					3,080	2,085	2,562	1,948	823	0	<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. Purchase handheld software update to automate valet process Master meter replacements-purchase and installation of 750 multi-space pay stations for on-street and off-street locations
	# of Resident IPARK Devices Sold					2,568	1,471	1,697	1,369	549	0	
	# of non-Resident IPARK Devices Sold					512	614	865	579	274	0	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve process through information technology (continued)												<ul style="list-style-type: none"> • Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages • Implement license plate recognition technology
Enhance mobility throughout the City	DecoBike- # of Trips							302,308	1,129,748	1,000,000	1,100,000	
	DecoBike-# of Members							1,579	3,011	2,400	3,000	
	# of citations issued for illegal loading activities on major thoroughfare	9,769	8,646	10,536	9,379	8,557	14,751	20,119	17,218	13,657	14,860	
Expand e-government	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Develop Parking website with the ability to perform business transactions online • Document parking enforcement procedures
Maintain City's infrastructure	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Develop parking garage appearance index
Increase community satisfaction with City government	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Develop and implement a continuous satisfaction survey of community external service users

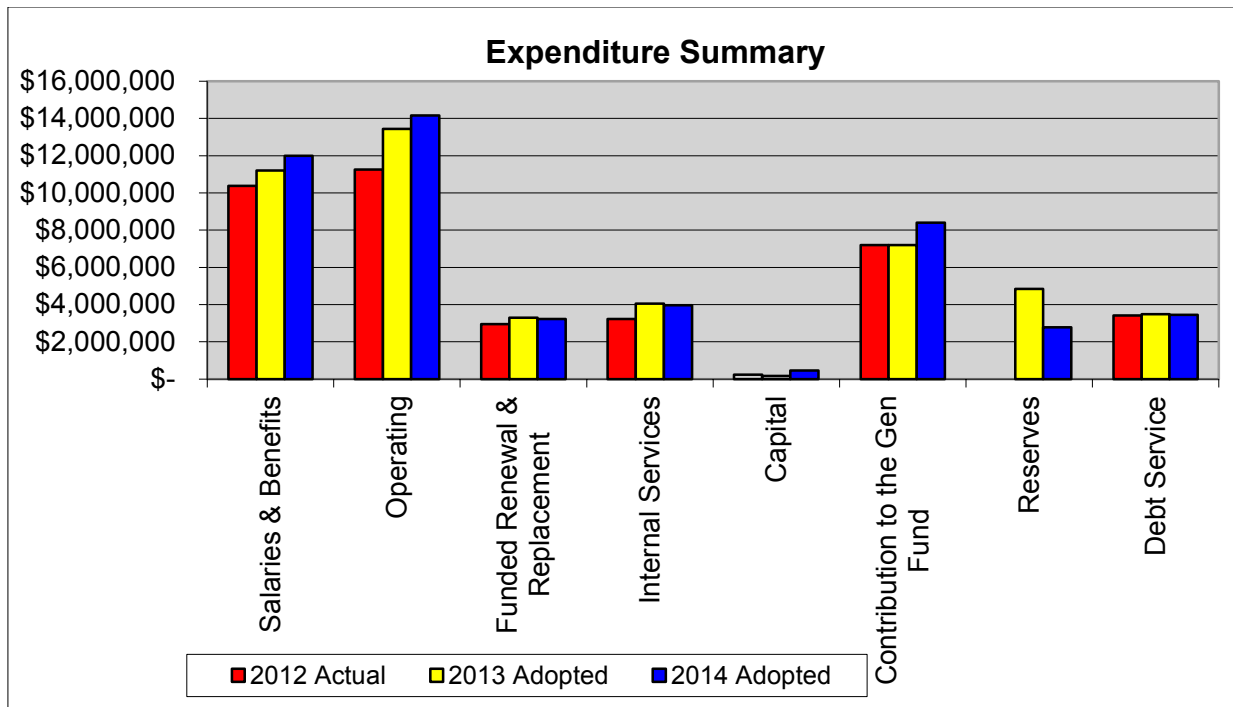
If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

	2011	2012	2013	2014
<u>Revenue Area</u>	Actual*	Actual	Adopted	Adopted
Meters	\$ 23,440,522	\$ 25,103,242	\$ 25,554,700	\$ 23,834,000
Parking Citations	4,002,947	4,012,950	4,200,000	3,625,000
Attended Parking	34,956	13,682	0	-
Residential Permits	791,362	772,390	778,500	809,000
Preferred Lot	1,238,800	1,236,565	1,270,000	1,146,000
Garages	6,385,974	6,541,160	6,661,230	7,454,000
Meter- Space Rental	214,975	340,708	214,000	528,000
Valet	831,335	933,628	830,800	956,000
Deco Bike Concessions	-	279,457		360,000
Towing Fees	270,215	209,389	260,000	285,000
Interest Earnings	555,329	475,578	338,000	380,000
7th St. Garage Mgmt Fee	69,000	63,984	65,100	65,000
Penn. Ave Garage Mgmt Fee	30,073	45,368	54,000	56,000
Prior Year Surplus/ Retained Earnings/ Misc.	465,626	375,858	200,670	514,000
Revenue Enhancement	-	20,900	30,000	15,000
Retained Earnings- Fund Balance from Prior Year	3,600,000	7,200,000	7,200,000	8,400,000
Total	\$ 41,931,114	\$ 47,624,859	\$ 47,657,000	\$ 48,427,000
<u>Expenditure Area</u>				
Salaries & Benefits	\$ 9,982,261	\$ 10,372,045	\$ 11,208,380	\$ 11,993,000
Operating	11,593,957	11,252,025	13,429,934	14,161,500
Funded Renewal & Replacement	3,014,790	2,941,737	3,286,450	3,228,000
Internal Services	2,865,125	3,228,481	4,046,538	3,959,000
Capital	275,483	234,690	167,571	460,000
Contribution to the Gen Fund	3,600,000	7,200,000	7,200,000	8,400,000
Reserves	-	-	4,839,000	2,770,500
Debt Service	3,901,621	3,411,076	3,479,127	3,455,000
Total General Fund	\$ 35,233,237	\$ 38,640,054	\$ 47,657,000	\$ 48,427,000
Revenue Less Expenses	\$ 6,697,877	\$ 8,984,805	\$ 0	\$ 0
Budgeted Positions	116+ 17PT	116 + 21 PT	110.5 + 29 PT	110.5 + 29 PT

* Includes Plan B position reductions which were not implemented



Parking Administration

Expenditure Area

	2011	2012	2013	2014
	Actual*	Actual	Adopted	Adopted
Salaries & Benefits	\$ 2,384,173	\$ 2,785,032	\$ 2,625,824	\$ 2,898,000
Operating Expenses	3,658,431	3,126,878	3,851,323	4,346,500
Funded Renewal & Replacement	1,302,643	1,149,671	1,302,650	1,150,000
Internal Services	715,715	1,025,659	1,700,207	1,529,000
Capital	3,228	479	4,500	14,000
Contribution to the General Fund	3,600,000	7,200,000	7,200,000	8,400,000
Reserve	-	-	4,839,000	2,770,500
Debt Service	3,901,621	3,369,234	3,391,364	3,427,000
Total	\$ 15,565,811	\$ 18,656,953	\$ 24,914,868	\$ 24,535,000

Budgeted Positions	25	25	25.5	25.5
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Parking On-Street

Expenditure Area

	2011	2012	2013	2014
	Actual*	Actual	Adopted	Adopted
Salaries & Benefits	\$ 5,867,990	\$ 5,845,937	\$ 6,597,849	\$ 7,090,000
Operating Expenses	2,867,176	2,987,703	3,468,640	3,393,000
Funded Renewal & Replacement	575,362	670,041	575,400	670,000
Internal Services	1,161,496	1,204,728	1,339,785	1,383,000
Capital	264,792	192,940	44,728	382,000
Debt Service	0	1,517	1,517	1,000

Total	\$	10,736,816	\$	10,902,866	\$	12,027,919	\$	12,919,000
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Budgeted Positions		39.5 + 3 PT		72.5 +21PT		66.5 +29PT		66.5 +29PT
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**Parking Off-Street
Expenditure Area**

Salaries & Benefits	\$	1,730,098	\$	1,741,076	\$	1,984,707	\$	2,005,000
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Operating Expenses		5,068,350		5,137,444		6,109,971		6,422,000
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Funded Renewal & Replace		1,136,785		1,122,025		1,408,400		1,408,000
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Internal Services		987,914		998,094		1,006,546		1,047,000
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Capital		7,463		41,271		118,343		64,000
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Debt Service		0		40,325		86,246		27,000
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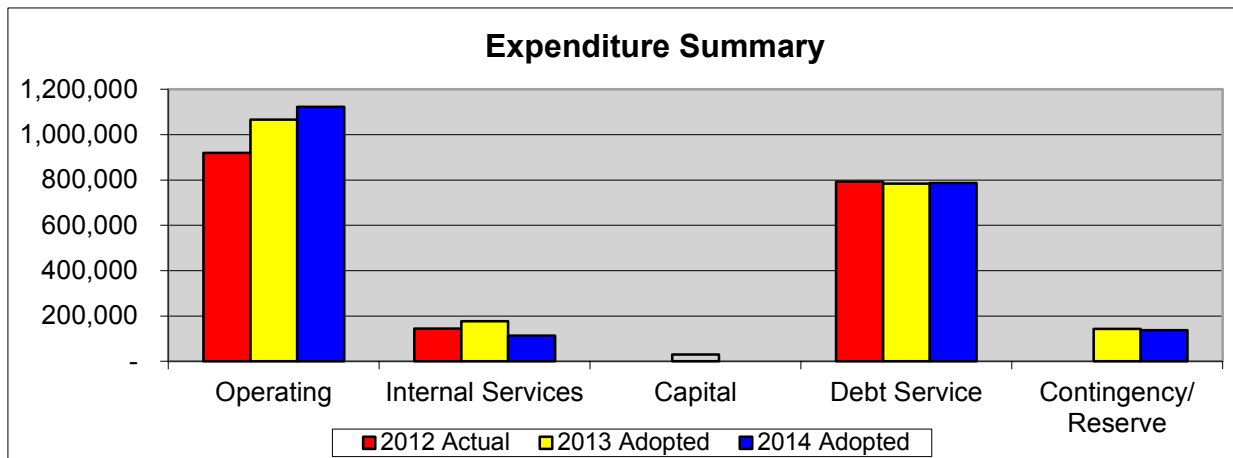
Total	\$	8,930,610	\$	9,080,235	\$	10,714,213	\$	10,973,000
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Budgeted Positions		18.5		18.5		18.5		18.5
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Parking- 7th Street Garage

Departmental Financial Summary

	2011		2012		2013		2014	
<u>Revenue Area</u>	<u>Actual*</u>		<u>Actual</u>		<u>Adopted</u>		<u>Adopted</u>	
7th St. Garage Revenue	\$	2,153,197	\$	2,120,846	\$	2,200,000	\$	2,161,000
Internal Transfers		-		-		-		-
Total	\$	2,153,197	\$	2,120,846	\$	2,200,000	\$	2,161,000
 <u>Expenditure Area</u>								
Operating		905,215		919,449		1,066,000		1,123,000
Internal Services		131,146		144,078		177,000		113,000
Capital		1,462		-		30,000		-
Debt Service		792,200		792,200		784,000		787,000
Contingency/ Reserve		-		-		143,000		138,000
Total General Fund	\$	1,830,023	\$	1,855,727	\$	2,200,000	\$	2,161,000
 Revenue Less Expenses	\$	323,174	\$	265,119	\$	-	\$	-



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$486,000 or (29%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$1.9M or (7%). This is primarily due to the \$1.2M increase in Parking's transfer to the General Fund, and a \$206,000 increase in bank fees.
- The FY 2013/14 budget includes a \$6,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

MIAMI BEACH

FLEET MANAGEMENT

Department Mission/Purpose Statement

We are dedicated to being a well-managed, preferred provider of quality and cost-effective fleet services.

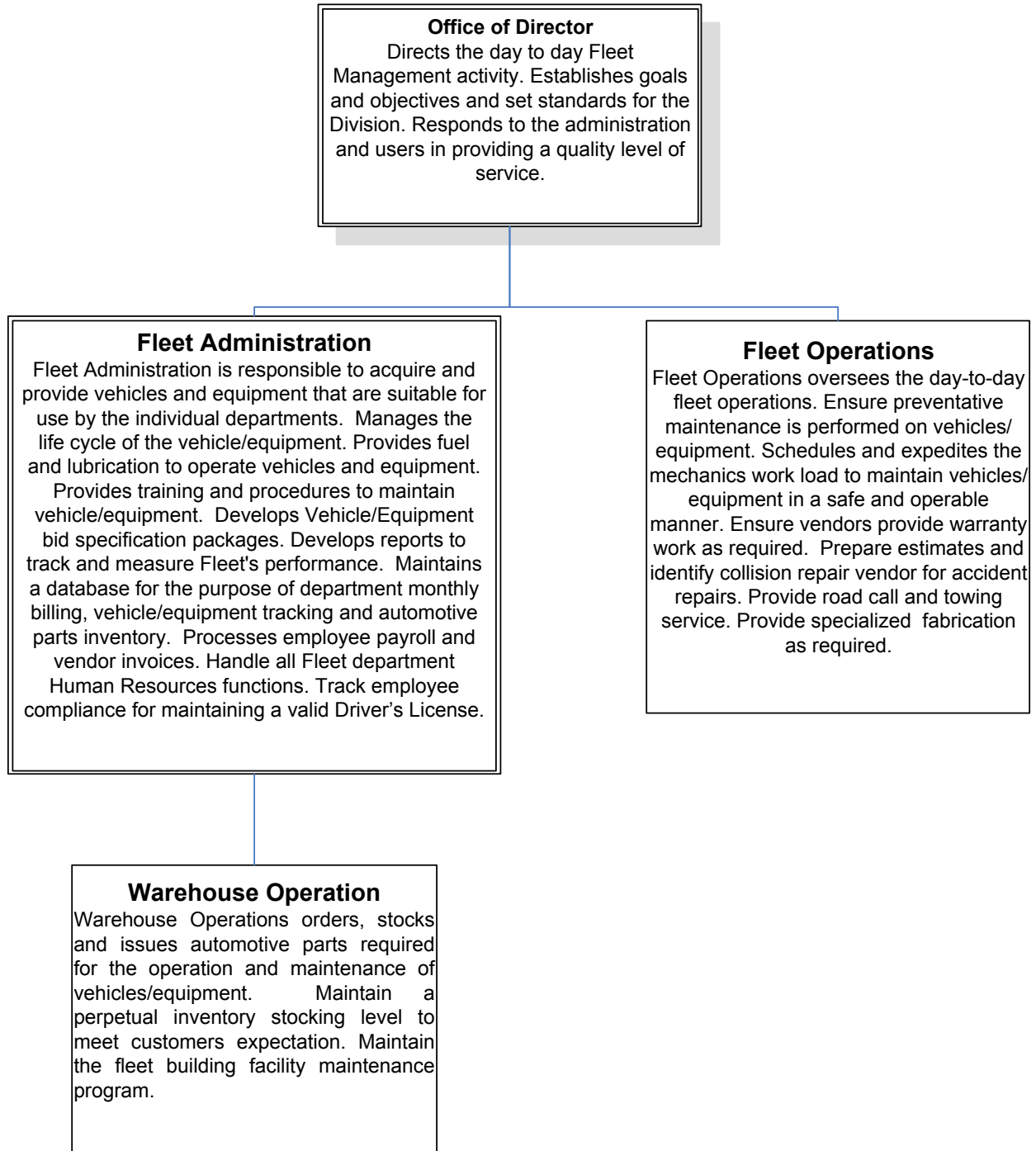
Department Description

In 2013, Fleet Management maintains and repairs the City's fleet of 1,171 vehicles and pieces of equipment. This total is comprised of 829 sedans and light trucks and approximately 342 various pieces of heavy trucks and equipment, such as all-terrain vehicles, watercraft, trailers, pressure washers, and motorcycles. Fleet also maintains 49 vehicles for the Village of Key Biscayne.

Department responsibilities and activities include:

- Identifying, developing and implementing definite criteria for standard and special-use vehicle specifications for the City.
- Providing training in the operation of vehicles and special equipment to the end user. Fleet Management partners with Human Resources and Risk Management to ensure drivers are properly licensed and in compliance with Federal, State and Local laws, to operate specific City equipment.
- Responsibility for maintaining City vehicles during their life cycle and for scheduling their replacement after meeting the criteria as designated by Fleet Management and City policy. Age, mileage, repair history/cost and general condition are key factors when scheduling vehicle replacement. Also review vehicle utilization during its life cycle.
- Providing and distributing fuel for City vehicles, equipment, generators, boats, and golf course equipment (both gas and diesel) as required.
- Responding to emergencies including callouts for towing and wrecker services for City vehicles on a 24/7/365 basis.
- Verifying, tracking, approving and processing over 8,000 vendor transactions and purchasing card transactions for payment annually.
- Ordering, tracking and maintaining appropriate automotive parts stocking levels in the Fleet Warehouse.
- Providing annual equipment safety inspections.
- Monitoring, identifying, and ensuring payments are made for SunPass transponder violations and Red Light Camera infractions incurred by City Employees driving City Vehicles.

- Monitoring and implementing Automated Vehicle Locator and Non-Revenue SunPass Transponders.
- Assisting Risk Management with accident investigations for subrogation.



Significant Prior Accomplishments

Automated Vehicle Locator (AVL) Project Implementation

Fleet Management coordinates the purchase and installation of AVL devices in City vehicles. Devices provide real time data communications with vehicles to monitor field activity, improve safety and operational efficiency. The AVL system could potentially expand to all City departments. Of the approximately 560 AVL units installed to date, 74% were installed during FY13 with total installations expected to approach 800 in FY 2013/14. More recently, Fleet Management has absorbed full administration of the AVL program, to include review and processing of monthly monitoring services billing as well as facilitating resolution of technical issues with the vendor.

Fleet Fuel Card Program

Completed analysis and advanced Fleet Fuel Card Program to test phase. Program will improve the operating efficiency of Police and Parks and Recreation Departments, provide alternate fueling locations for Police, Fire and Parks personnel, and improve invoice and credit card payment processing efficiencies in Fleet and Finance Departments personnel. When fully implemented in the north end, it should result in a productivity gain of over 3,500 neighborhood patrol hours per year for the Police Department.

Fleet Vehicle Auction

Issued a request for quotes for vehicle and equipment auction services that resulted in a lowering of the Buyer's Premium from 10% to 7%, effectively dropping auction fees paid by buyers to Auctioneer to improve the overall value of a purchase to the general public and dealers. Fleet Management auctioned 183 lots of City vehicles and equipment, generating net proceeds totaling \$536,043. City of Miami Beach vehicles typical bring higher values than those from the City of Miami or Miami-Dade County.

Disposal of Surplus Parts via Online Auction Services

Initiated disposal of surplus vehicle parts, including safety equipment, such as light bars and prisoner partitions, as well as miscellaneous automotive parts, utilizing online auction vendor Public Surplus.

Vehicle Replacement Savings Program Update

Fleet Management implemented a program in 2003 to eliminate the extended warranty on Police Pursuit vehicles. Since the inception of this program we have purchased 558 units with savings to date totaling approximately \$1,872,000. The current average purchase price of a police pursuit unit is \$26,800. The current warranty cost equates to approximately 8% of the vehicle cost. Extended Warranty options only provide an extra 25,000/50,000 miles of coverage. Approximately two dozen transmissions fail per year at a rebuilding cost of approximately \$1,250 each with a two year 24,000 mile warranty. This equates to expenses of \$30,000 per year. The Next Generation Police Interceptors are delivered with a 5 year/100,000 mile drive train warranty.

Fleet Facility Surveillance Cameras Purchase

Fleet Management in conjunction with the Sanitation department purchased additional surveillance cameras to provide 24/7/365 day facility coverage. This will deter vandalism and theft from the Fleet Management property and will meet Homeland Security requirements.

Quarterly Driver's License Verification Program

Quarterly Driver's License Verification Program was originally a function of the Human Resources Department. After the Risk Management position was eliminated, this function and process was transferred to Fleet Management, to continue any processes that were established. Fleet Management reviewed the material provided and implemented a process for verifying City employee driver licenses through the Florida State database. Employees found in violation are being checked more frequently and are notified about their individual violations for remedy.

Fuel Error Log Process Improvement

Eliminated hard copy logs for daily fuel down loads, uploads, errors and successful fuel records. Exporting information directly into Excel and printing error log sheets. Saved Fleet Management 5,000 sheets (1 Box Copy Paper) including toner cartridge annually. The error log sheet (1 Page) is reconciled between the Office Associate Five, Fleet Service Representative and the customer. Providing more accurate mileage readings and reporting.

Warranty Monitoring Program

Developed program to identify vehicles that are nearing their warranty expiration date. This provides the Fleet Service Representative a mechanism to have vehicles brought in for service prior to warranty expiration and send to the dealer for any repairs covered under warranty. Downstream will reduce repair costs to the City.

Preventative Maintenance Service Level Agreement

Established a Preventative Maintenance Service Level Agreement with each department that operates City Owned Vehicles to bring vehicles into Fleet in a timely manner.

Refrigerant Recovery/Recycling/Recharging A/C Machine Purchase

Fleet Management purchased two (2) Air Conditioning Recycling Machines with the latest computerized technology. This provides the Mechanic a more accurate reading when working on vehicles to ensure the right amount of Freon is used and not wasted. The Flow Control Technology also allows the Mechanic to evacuate the system 50% faster. Refurbishing the existing machines would have been more costly than the purchase of new ones. Machine holds 50 Lbs. of Freon, instead of 30 Lbs., reducing replacement tank frequency.

Heavy Equipment Diagnostic Test Set Purchase

Fleet Management purchased one (1) Heavy Equipment Diagnostic Test Set, which will provide diagnostic and program capability for various Equipment Manufacturers such as Allison; Bendix; Caterpillar; Detroit Diesel; Freightliner; International; and Sterling. This will save time by the Mechanics to identify problems and ensure quicker turn around to our customers. It also provides an extra verification when the dealer returns equipment under warranty that the work was performed.

Non-Revenue Transponder Implementation Program

Fleet Management took over the non-revenue transponder program (highway tolls) responsibility originally initiated by the Police Department. Formerly the transponder unit was a removable unit and could be used on any police vehicle. The new transponders are permanently affixed to marked police vehicles only. This provides a more accurate accounting and reliability effort.

Off-Road State Fuel Reimbursement

Fleet Management submitted documentation supporting approximately \$110,000 in Off-Road Fuel Reimbursements from the State of Florida Department of Revenue.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Control costs of payroll including salary and fringes/Minimize Taxes/Ensure expenditure trends are sustainable over the long term	Fuel Volume Gallons Gasoline per Vehicle – Sedans/Light Trucks	920	843	906	894	898	898	926	893	915	870	<ul style="list-style-type: none"> Continue implementation of Accident Awareness and Prevention program with HR, Risk and Police by initiating a process to monitor and verify licensing of driver & operators Develop Accident Prevention Training Program Evaluate internal process and cost effectiveness of decommissioning vehicle/equipment for auction
	Average Maintenance Cost per Vehicle (Light & Heavy Equipment)	\$1,345	\$1,504	\$1,610	\$1,595	\$1,767	\$1,808	\$1,843	\$1,924	\$1,950	\$1,900	
	Fleet Fuel Volume Gallons Diesel Dispensed	134,070	122,276	125,657	123,572	122,586	130,626	123,543	127,587	132,000	125,000	
	Fleet Fuel Volume Gallons Gasoline Dispensed	689,630	655,550	695,256	742,999	767,943	773,049	776,500	731,180	780,000	710,000	
	Maintenance Repair Costs (in \$ millions)	\$1.568	\$1.735	\$1.869	\$1.851	\$2.153	\$2.204	\$2.337	\$2.251	\$2.320	\$2.250	
	Average preventative maintenance time Police pursuit vehicles 3Month/3KMile Interval (minutes)	32 min	31 min	32 min	29 min	30 min	29 min	30 min	31 min	32 min	32 min	
	Average preventative maintenance time Police pursuit vehicles 9Month/9KMile Interval (minutes)	51 min	49 min	47 min	41 min	47 min	47 min	49 min	50 min	50 min	50 min	
	Average preventative maintenance Time Sedans & Light Trucks 4Month/4KMile Interval (minutes)	37 min	40 min	37 min	34 min	36 min	32 min	32 min	34 min	40 min	40 min	
	Average preventative maintenance Time Sedans & Light Trucks 12Month/12KMile Interval (minutes)	59 min	56 min	60 min	55 min	55 min	52 min	54 min	61 min	60 min	60 min	
	Fleet Warehouse Automotive Parts Inventory Turnover Ratio	2.66	2.3	2.41	2.47	2.52	2.69	2.79	2.89	2.5	2.5	
	Hourly Labor Cost Per Mechanic	\$50.00	\$52.66	\$53.76	\$60.16	\$76.54	\$76.42	\$79.33	\$89.09	\$80.00	\$95.00	
	Average Percent Preventative Maintenance Completed Early, On Time or late	72%	80%	76.3%	73%	68.3%	68.3%	67.6%	73.4%	70%	75%	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maximize efficient delivery of services	Police Vehicle Availability	97.69%	97.84%	97.13%	97.64%	95.91%	96.38%	96.79%	97.39%	97%	97%	<ul style="list-style-type: none"> • Develop and implement customer feedback mechanisms for Fleet Management services • Create service level agreements with departments for preventive maintenance (oil changes) based on new engine technology, improved synthetic fluids and manufacturers recommendation and track impact on fleet expense • Improve Fleet warehouse operations management by reclassifying two existing part-time FSR positions to one Warehouse Supervisor position • Implement / evaluate results of the Fleet Fuel Card Program for Police, Fire, and Parks and Recreation Departments' employees assigned City vehicles operating in the City's north end • Implement centralized coordination of aerial device safety training for various City departments • Develop Accident review Committee Citywide similar to Police
	Police Patrol Average Gallon Usage per Vehicle					91	92	93	92	92	90	
	City Wide Vehicle/Equipment Sedans & Light Trucks Non-Police Availability	97.29%	98.23%	98.42%	98.56%	95.67%	97%	96.00%	96.25%	96%	96%	
	City Wide Vehicle/Heavy Equipment & Other Non-Police Availability	98.09%	97.34%	97.1%	97.18%	92.69%	94.78%	94.52%	94.8%	95%	95%	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve process through information technology	KPI: Information technology investments (\$) to increase revenue, improve efficiency, or improve customer service (in millions)		0.588	0.695	1.043	0.298	0.552	0.199	.601	.482	.609	<ul style="list-style-type: none"> • Install additional Automated Vehicle Locator (AVL) technology in Parks and Recreation, Fire, Water, Sewer, Stormwater, Property Management and Public Works vehicles • Develop a plan for the expansion of AVL devices and systems to all City vehicles and equipment
Enhance the environmental sustainability of the community	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Continue to pursue green initiatives - Fuel efficient Vehicles

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

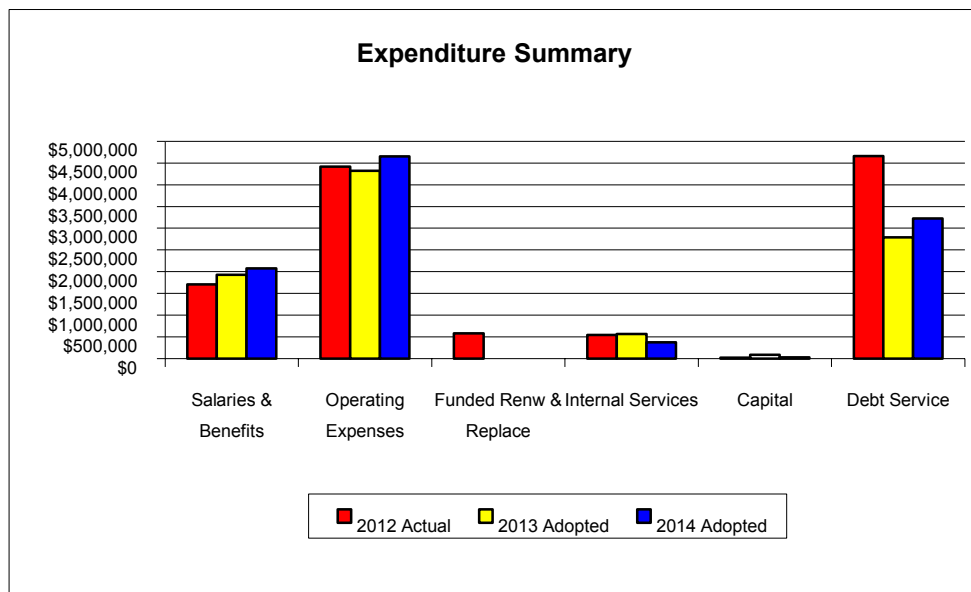
<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Inter-Departmental Charges	\$8,391,253	\$8,859,926	\$9,205,000	\$9,960,000
Retained Earnings	71,700	22,664	91,000	37,000
Interest/Other	494,785	455,289	404,000	372,000
Total	\$8,957,738	\$9,337,879	\$9,700,000	\$10,369,000

Expenditure Area

Salaries & Benefits	\$1,729,418	\$1,708,694	\$1,930,937	\$2,080,000
Operating Expenses	4,235,877	4,418,436	4,317,919	4,651,000
Funded Renw & Replace	368,646	585,915	0	0
Internal Services	551,460	548,227	572,943	380,000
Capital	71,700	22,664	91,000	32,000
Debt Service	2,000,637	4,661,559	2,787,201	3,226,000
Total	\$8,957,738	\$11,945,495	\$9,700,000	\$10,369,000

Unfunded Depreciation	613,887	\$1,115,984	\$15,331	(\$1,097,594)
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Budgeted Positions	20 + 2 PT	20 + 2 PT	20 + 2 PT	21 + 0 PT
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Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$70,656 or twenty-three percent (23%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$151,000 or three percent (3%). The budget includes an increase of \$200,000 in Contract Maintenance for the annual maintenance of the City's Automotive Vehicle Locator (AVL) program.
- The budget for Debt Service of \$3,219,000 is \$435,000 above the FY 2012/13 budget and is for the payment of an equipment loan which is available to the City for the replacement of City vehicles.
- The FY 2013/14 budget includes an efficiency totaling \$2,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end. In addition, the budget includes an enhancement totaling \$14,000 to improve warehouse operations by converting two (2) part-time Fleet Service Representatives to one (1) full-time Warehouse Supervisory.

MIAMI BEACH

POLICE

Department Mission/Purpose Statement

We are committed to being a team of law enforcement **professionals** who deliver policing **excellence** through proactive services and interactions, providing a safe environment to all who live, work and play in our vibrant, tropical, historic community.

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. 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 ten percent of all accredited agencies nationwide. On March 23, 2013, CALEA approved the Miami Beach Police Department for re-accreditation with the prestigious recognition of Accreditation with Excellence.

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, Operations (includes Patrol, Special Investigations and Criminal Investigations Units); and two administrative support entities – Support Services and Technical Services.

Since implementation of the Sector Plan, the department has placed a greater emphasis on accountability, maximization of resources and improved community relations. The Sector Plan signified the first major change in deployment of patrol division uniform officers, sergeants, and lieutenants since the 1950s. For the purposes of public safety, the City of Miami Beach is divided into 3 areas (commonly referred to as South, Middle and North districts) and then further dividing the areas into 8 smaller sectors. Each sector has seven (7) to eight (8) assigned police officers in each squad who report to an assigned Sergeant. Sergeants are responsible for 2 sectors, and lieutenants are responsible for an area, as well as serving as the shift commander. Area captains are now responsible for managing all available resources and are held directly accountable for attaining desired results in their areas.

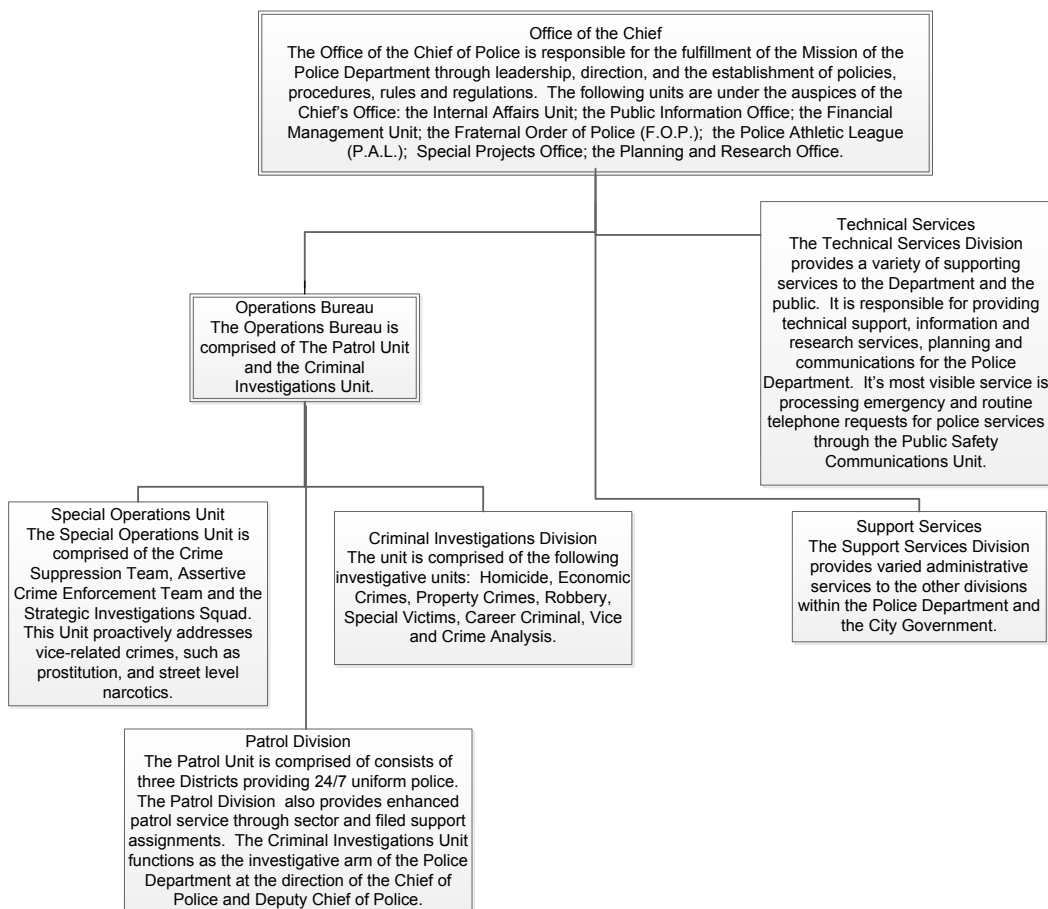
Each area captain has access to a neighborhood resource officer, two (2) dedicated motorcycle officers, the squad/platoon officers and supervisors and a crime analyst. In addition, specific walking beats are staffed in the areas of Washington Avenue, 41 Street and North Beach business districts. These personnel saturate the areas and interact more frequently with the businesses.

With a 4.8% decrease in the overall crime rate from 2012 provided a decrease in the overall crime rate not experienced since 2007. This decrease is attributed to a decrease in property crimes by 5.81%. Specifically, there was a 22.92% decrease in motor vehicle thefts, 3.8% decrease in larcenies and a 10.50% decrease in burglaries in 2012.

Conversely, overall violent crime increased by 6.09%, primarily due to increases in robberies and rapes. This increase is consistent with a nationwide increase in violent crimes reported by the Federal Bureau of Investigation for the first six months of 2012. Although 2012 shows a 6.09% increase in overall violent crime from 2011, overall violent crimes for 2011 remains lower than each year between 2001 and 2009.

In 2012, overall property crimes decreased by 5.8% compared to. In all reporting classifications, there were significant decreases including burglaries by 10.5%, larcenies by 3.8% and auto thefts by 22.9%.

Currently, the MBPD operates primarily out of the main headquarters building located at 1100 Washington Avenue, and the North End Sub Station located at 6840 Indian Creek Drive.



Significant Prior Accomplishments

The Miami Beach Police Department continually strives to make the City of Miami Beach a safe place to live and visit as well as keeping criminal activity to a minimum. In an effort to reach these goals, the following initiatives were implemented during FY 2011/12:

Operations Division Accomplishments:

Criminal Investigations Unit

- Arrested or identified all subjects involved in homicides in 2012.
- The Homicide Squad coordinated the investigation of a homicide and meticulously processed the scene over a three day period, while detectives conducted dozens of interviews with persons of interest. Detectives investigated for 8 months, and ultimately arrested the assailant for 1st degree Murder. The arrest also bolstered a concurrent homicide investigation that was being conducted by the City of Miami.
- Investigated several armed robberies, which led Robbery Squad Detectives to pursue the formation of a multi-jurisdictional task force. The task force was created after detectives determined that the subjects involved had also committed 25-30 armed robberies throughout Miami-Dade County and three (3) other counties. The subsequent arrests that followed netted stolen hand guns and taped confessions from the suspects.
- Investigated several high end residential burglaries, where the actions of the suspects were similar. A multi-jurisdictional task force was formed after detectives determined that the same suspects were committing similar burglaries throughout southeast and southwest Florida. This group of thieves was responsible for the theft of approximately 2.5 million dollars of property. The subsequent investigation resulted in numerous arrests, and in the recovery of several hundred thousand dollars' worth of stolen jewelry.
- Investigated the Procurement Director and his involvement with the bidding process of City projects. A seven month investigation ensued that resulted in the issuance of over 39 subpoenas, the interview of over 20 individuals, the completion of 4 search warrants, the seizure of 2 vehicles, and the seizure of a bank account with almost twenty-three thousand dollars in US currency. Most importantly, three subjects were arrested and charged with racketeering and money laundering.
- Seized 1,274 grams of cocaine, 25.9 grams of Crack Cocaine, and 5,759.77 grams of Marijuana. The Strategic Investigations Squad also had 445 narcotics related arrests, coupled with an additional 157 prostitution related arrests, and resulted in the net arrest of 601 subjects during the 2012 calendar year.
- Participated in the South Florida Money Laundering Strike Force, and assisted with the seizure of \$15,090,090 in narco-dollars during the 2012 calendar year. The Strike Force also seized 28 weapons, 29.36 kilograms of heroin, 215.62 kilograms of cocaine, and 118 pounds of marijuana. This task force was also responsible for 12 arrests.
- The Criminal Investigations Unit hosted several community outreach meetings during the 2012 calendar year to include the Spring Break 2012 Symposium and Memorial Day Weekend 2012.

- Lifted and collected 3,775 prints of possible value from scenes. Of these, 1,629 of the prints were of value. An additional 175 prints were obtained from evidence recovered and processed using ninhydrin. Total prints of value/percent – 1,799 or 48% of the prints of value. In addition, 192 subject(s)/suspect(s) were identified through AFIS, and 465 elimination prints were also identified.
- Processed 5,404 total scenes during the 2012 calendar year. Out of the total scenes processed, 1,125 were latent scenes.
- Received delivery of the new Crime Scene Mobil Forensic Lab. This mobile lab now provides the department with the ability to process major scenes using state of the art equipment. The mobile lab also provides the Crime Scene Squad with the technology needed to develop prints utilizing powders, chemicals and lasers. This technological ability allows for the immediate submission of prints to the Latent Examiners Section for identification purposes. This process will expedite the identification process that centers on the identification and elimination of subjects, witnesses and victims at a crime scene.

Patrol Unit

- Implemented a midnight shift beach closure detail in the early months of 2012. This detail was an initiative to place barricades at all access points into the beach from 0000 hours (12:00 am) to 0500 hours (5:00 am). This detail included high visibility patrols for prevention, contact with subjects and covert surveillance to reduce the incidents of robberies and thefts.
- Implemented a Pedestrian/Crosswalk Stop Sign Program. This program was designed to assist pedestrians using crosswalks. Twenty-five crosswalk signs were placed strategically throughout the busiest intersections.
- Prepared for the Veterans Day Parade on November 11, 2012. The City was designated as a Regional Site for the Observance of Veterans Day.
- Developed the Habitual Misdemeanor Offender Program with the State Attorney's Office in October 2012. The plan targeted habitual offenders that were constantly arrested for the same charges and were usually released back and returned to our City. The program tracked the arrest forms of habitual offenders. The State Attorney's Office and MBPD officers appear at the subjects' bond hearing. The bonds are usually higher and have stiffer penalties. Since the inception of the program, 58 persons have been identified as "nuisance offenders".
- Developed an action plan for Floatopia at South Pointe Park on September 8, 2012. This action plan is designed to provide high visibility, pro-active presence, deter any alcoholic beverage on our beach, and ensure the safety of all participants both on the shore and within the water.
- Implemented Operation Ocean Drive Aggressive Panhandling from January 11-22, 2012. This proactive high visibility initiative focused on aggressive panhandlers on Ocean Drive. The operation comprised of plain clothes officers. Over a period of nine days, two (2) undercover police officers were assigned daily (Wednesday-Sunday) to the Ocean Drive business district to strictly enforce aggressive panhandling and any other

quality of life issues. Code Enforcement also participated and wrote citations as warranted. The effectiveness of the officers being undercover was instrumental in the 30 misdemeanor arrests.

- Created a plan to address the increase of tourists and visitors to Miami Beach during spring break 2012. This occurs on the second week of February until the first week of April, bringing millions of people to Miami Beach to enjoy our night life and outstanding sunny weather. Enhanced staffing included increasing the number of officers on all-terrain vehicles Lummus Park and the beach as well as uniformed patrol in the South and Entertainment Districts. Motor Officers were incorporated in the plan to assist with traffic congestion. Total statistics for the detail include: 84 felony arrests, 356 misdemeanor arrests, 20 DUI arrests, 4,275 moving citations, 579 parking citations, 68 field interview cards, 2,055 code violations, 5,853 cooler checks, and 3,538 alcoholic beverage pour-outs.
- Prepared for two Vice Presidential, one Presidential and one Presidential nominee visit to Miami Beach. Dignitary protection details of this magnitude involved detailed planning. Officers from SWAT, Motors, Marine Patrol, Strategic Investigations Unit, and the Patrol division collaborated with the United States Secret Service in all aspects of the visit. The plan included interior and exterior location security, bomb sweeps, and motorcade route traffic assignments.
- Implemented Operation Grinch Detail on Lincoln Road from November 23rd - December 30th, 2012. The plan included high visibility patrols for prevention, contact with subjects, and a covert surveillance effort. Officers were issued bicycles as part of their undercover operation. The detail rendered 8 felony arrests, 104 misdemeanor arrests, 177 moving citations, 77 parking citations and 30 field interviews.
- Created the A.C.E Team (Assertive Crime Enforcement), which is focused on prostitution related issues in the entertainment district and robbery prevention unit uses a proactive patrol mindset to deter crime. The team produced 106 felony arrests, 287 misdemeanor arrests and 581 moving citations.
- Created, in conjunction with the Miami-Dade County Schools, a comprehensive citywide 2012 school traffic plan. The plan addressed the traffic flow at drop-off and release times. The motor squad assisted the vehicle flow at the various schools throughout the school year. Numerous positive emails were received noting how helpful and safe the parents and children felt.
- Initiated in 2012, the first annual crime prevention fair held in Area 2's Fisher Park. The main goal was to bring awareness to the community of the tools being utilized by the Police Department to combat crime. The fair highlighted the department's new Skywatch towers, Crime Scene mobile lab and speed trailers. The K-9 Unit performed a K-9 demonstration. In addition, a static display highlighted the latest and most effective lock mechanisms for home security purposes.
- Purchased new crime watch signs. They were placed throughout numerous residential areas. The sign was offered to all the Homeowners' Associations. The signs became a popular request as a crime prevention tool.

- Developed the 2012 Memorial Weekend action plan for implementation from May 24 through May 28. The revised traffic loop was implemented in order to better control the flow of traffic into the entertainment area. The plan created a protected residential area that was set up to only allow local residents into the South District at select locations. The traffic loop was manned by security guards as well as police officers in critical established entry points. The media and residents were alerted to the changes. A massive media campaign was established keeping all visitors and residents informed. The plan created the first positive post Memorial Weekend response from residents as well as visitors. The weekend resulted in a reduced number of arrests as compared to previous Memorial Day Weekends. The weekend concluded with 45 felony arrests and 255 misdemeanor arrests.
- Deployed the newly purchased Skywatch towers as a crime deterrent throughout the City. The towers are highly requested tool by many of the HOAs. The placement of the towers created a reduction of incidents of reported crimes. The towers were placed in parking lots as well as residential areas.
- Conducted a mock driving under the influence (DUI) scenario for the Miami Beach High School Senior Class. This presentation deals with underage drinking and driving. The presentation was a collaborative effort with the Fire Department, Police Department and the Miami Beach Coalition.
- Initiated with other City departments, a website for both line officers and residents to report graffiti and other visible deficiencies such as dysfunctional streetlights. This allows for the immediate reporting of any incidents which then result in a much quicker resolution by City departments.
- Created a new 41st street beat officer position. The officer has been a vital tool in the overall reduction of issues along this vital corridor. This position has liaised with all the businesses and has assisted with school traffic issues. This selection has improved our ability to serve this section of our community.
- Assisted neighborhood residents to form a new Homeowner's Association (HOA) in the North Shore/South Shore community. The Fairway Park HOA was created and has been recognized by the City Administration. This newly formed Police/Community partnership has facilitated the education of those residents in crime prevention techniques.
- Installed Park Smart signs in all public property parking lots. This new campaign is intended to educate those parking in these lots to not leave valuables in their vehicles and expose themselves as victims of a vehicle burglary.
- Partnered with Green Space Management to implement Crime Prevention through Environmental Design (CPTED). These strategies have been implemented throughout the beach dunes to reduce crime and improve safety along the beach walk corridor.
- Partnered with the Miami Beach Coalition to conduct two separate Project Sticker Shock campaigns in the business districts. This campaign is intended to educate patrons of establishments selling alcohol, that purchasing alcohol for a minor is against the law.

- Conducted an Underage Alcohol Sale Detail throughout the Area 3 business district to ensure that the area retailers are properly requesting identification from minors attempting to purchase alcohol. The detail resulted in the arrest of five (5) employees from various stores.
- Conducted weekly homeless outreach missions throughout the City which led to a 20% reduction in the homeless population.
- Partnered with the Parks and Recreation Department in three (3) different community events held at the North Shore Park. During these events, crime prevention information was disseminated and children were given the opportunity to have their pictures taken by McGruff the Crime Dog.
- Recommended the installation of a 1,200 linear foot of CPTED approved fence along the perimeter of the golf course along the South Shore Drive side. This fence would serve as a deterrent for unauthorized individuals to trespass on the course. The recommendations were made based on accepted crime prevention techniques to provide access control of public space.

Support Services Division

- Completed 297 background investigations and facilitated the hiring of 43 employees through the Backgrounds Unit.
- Conducted 476 in-house training classes, provided 1,323 handgun qualifications, 101 shotgun qualifications, and 89 advanced rifle course participants through our Training Unit.
- Conducted a variety of community outreach functions including the City's Leadership Academy, Employee Academy, and the Citizens Police Academy (CPA) program.
- Completed the transition of all sworn officers to the new Smith & Wesson Military & Police 40 Caliber Pistol (S&W M&P 40). This transition course consisted of a full day of training for all personnel which included instruction in the operation, maintenance and cleaning of the pistol as well as the use of the new Blackhawk Light-bearing Holster and XIPHOS Weapon-mounted Light.
- Accepted delivery and installed the IES Interactive, MILO Force Simulator and the FAAC Inc. Driving Simulator. These two devices allow sworn personnel to receive training in a virtual environment. The Force Simulator allows for up to 4 officers to simultaneously interact with over 450 pre-recorded scenarios that are customizable based on the performance of the officers. The scenarios allow for the utilization of all available Use of Force options including: simulation firearms, Taser CEW's, Aerosol Deterrent Sprays, Batons and other less lethal devices.
- Purchased and implemented the FAAC Inc. Driving Simulator, which allows officers to conduct routine patrol or pursuit driving in a virtual environment. The multiple pre-programmed scenarios test the operator's performance in acceleration, braking, maneuvering and environmental awareness. In addition, the simulator allows officers to begin immersion in a scenario involving a high speed pursuit, which ends in the offender "bailing out" of the vehicle. This requires officers to exit the driving simulator and interact with the same subject in the Force Simulator.

- Impounded 17,260 items and released 16,486 items, impounded 3,712 narcotics and 305 firearms and impounded \$541,417.87 in funds, released \$436,292.08 in funds, and transferred \$79,479.99 to City Hall.
- Continued a partnership with PropertyRoom.Com in an effort to dispose of property ready for release thereby freeing up needed space.
- Coordinated 72 Special Events Jobs and 657 Temporary Off-Duty Jobs for a total of 79,437 off-duty hours and collected \$825,740.73 in administrative fees.

Technical Services Division

- Coordinated and supervised the Commission on Accreditation for Law Enforcement (CALEA) reaccreditation inspection of the Miami Beach Police Department.
- Drafted and revised significant Standard Operating Procedures and General Orders for the department.
- Provided background research and scope of work information for the citywide CCTV project and the off-duty business case.
- Assisted 5,144 customers in person and collected \$23,255.35, received and sorted 20,801 case reports, 2,828 supplemental reports, 9,890 arrest reports, and 2,874 field interrogation reports.
- Coordinated the procurement of two Sky Watch Towers.
- Implemented the Career Criminal Data Base and Coplink/R-LEZ.
- Answered 347,857 incoming calls, including 150,591 9-11 calls and dispatched 136,271 police calls for service and 23,121 Fire and Rescue Calls via the Public Safety Communications Unit.
- Conducted quality assurance on Fire and Police Calls for service to measure call answering times, protocol adherence and customer service.
- Completed the State of Florida mandated employee certification by the Department of Health.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Increase visibility of Police	KPI: % rating overall quality of Police as excellent or good											<ul style="list-style-type: none"> • Increase Police Patrol on Washington Avenue • Enhance the Operations Division by adding two police officers and hiring a Senior Systems Analyst to replace them • Reorganize the Internal Affairs Division to allow for increased oversight within the department • Add 2 ATV Officers in the North Area from 2 pm to midnight to implement and enforce beach closure • Add 6 Police Officers in the South area for a walking beat along Washington Avenue • Develop Crime Mapping using GIS to enhance crime analysis
	Residents	78%		78%		84%			66%		85%	
	Businesses	90%		79%		81%			71%		85%	
	KPI: # of residents and businesses contacted: patrol & public safety specialist			45,046	53,615	44,335	41,007	40,686	0*	350	350	
Maintain crime rates at or below national trends	KPI: % rating how safe they feel in business/ commercial areas during the evening / night as very safe or reasonably safe											<ul style="list-style-type: none"> • Add seven dispatcher positions for the Public Safety Communications Unit (PSCU) to ensure the continuity of operations of the PSCU on a 24/7 basis • Enhance Soundscape Park Security • Add 4 Police Officers in the South area and Citywide to form an additional Crime Suppression Team • Increase security coverage between 1:00 a.m. and 6:00 a.m. allowing for 24 hours on Lincoln Rd between Police and security guard
	Residents	66%		65%		88%			85%		85%	
	Businesses	69%		68%		80%			82%		85%	
	# of Uniform Part 1 Crime (Violent/ Property crimes) reported (based on Calendar Year)	9,294	8,697	8,877	9,205	9,345	9,607	10,472	9,969			
	KPI: # of Unified Crime Report (UCR) Part 1 Crimes (Violent/ Property crimes) reported											
	Per 1,000 Residential Population	109	101	101	108	110	109	119	111	100	100	
	Per 1,000 Average Daily Population	58	53	54	59	54	53	57	50	40	40	
	Part 1 Crimes clearance rate (based on Calendar Year)	12.7%	13.8%	15.8%	15.7%	13.4%	12.5%	12.7%	11.7%	13%	13%	

*Neighborhood Courtesy Check card replaced Contacts program, with formal contacts with residents and business owners no longer tracked.

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Maintain crime rates at or below national trends (continued)	# of days for turnaround time for police reports		20.3	12.0	6.1	13.4	68.8	TBD	10.8	10.0	10.0	
Control costs of payroll including salary and fringes/Minimize Taxes/Ensure expenditure trends are sustainable over the long term	Police Department Overtime Expenditure					4.13 mil	3.24mil	3.76mil	3.93mil	2.79 mil	3.2mil	<ul style="list-style-type: none"> • Work with State Attorney/Dade Chiefs to implement initiatives to reduce court overtime • Add 1 Records Technician and 1 Data Entry Clerk in order to reduce the need for overtime in the Records Management Unit
	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Continue implementation of Accident Awareness & Prevention Program w/HR, Risk and Police by initiating a process to monitor and verify licensing of driver & operators • Develop Accident Prevention Training Program • Evaluate internal process of cost-effectiveness of decommissioning vehicle/equipment for auction
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement Symantec Enterprise Vault for Police network storage • Implement Police off-duty job tracking application • Implement license plate recognition technology • Reprogram the public records purchase receipt system to print both public records and photo daily activity report • Increase compliance with electronic arrest reports by adding additional mobile laptop licenses and Net-Motion software
Expand e-government	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Procure 50 Panasonic Toughbook computers and docking stations

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

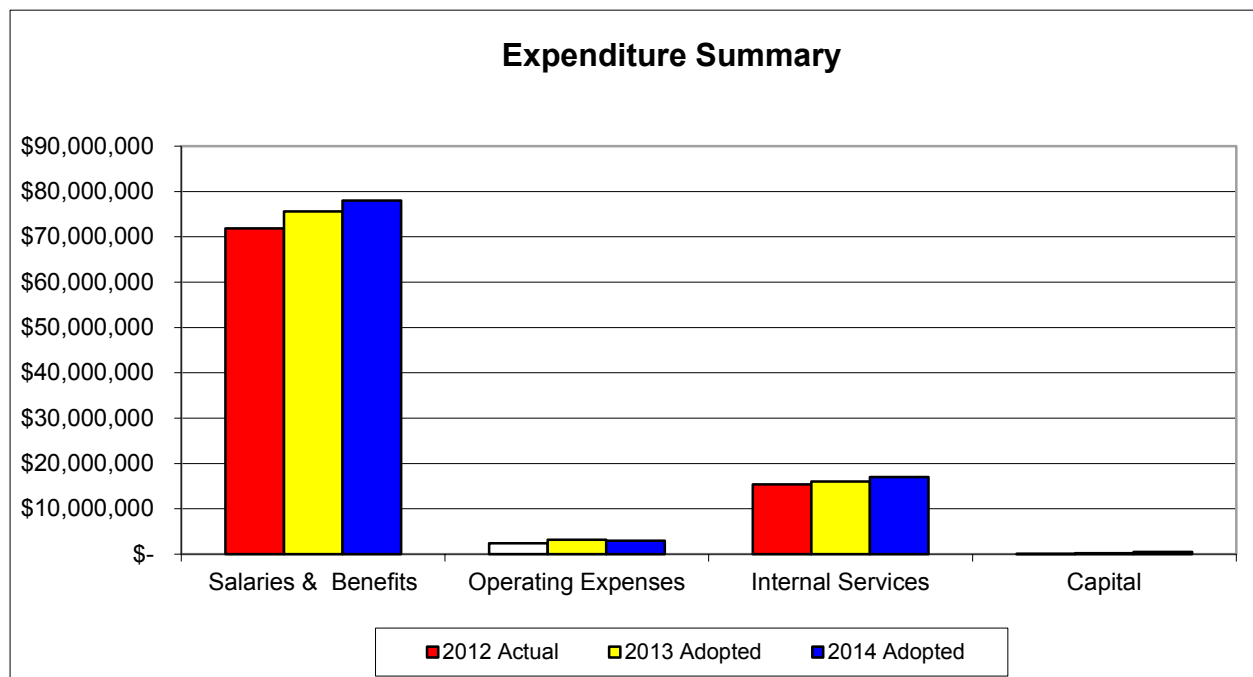
<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Traffic Fines	\$ 1,035,769	\$ 823,192	\$ 1,081,000	\$ 738,000
Off Duty Admin Fee	754,317	764,901	718,000	671,000
Towing	71,847	61,825	67,000	98,000
False Alarm Fines	8,010	1,800	6,000	23,000
Cost Recovery	35,536	80,236	35,000	56,000
FOP Car User Fee	256,305	205,414	242,000	183,000
LOGT-School Guards	19,204	19,152	14,000	22,000
Parking-School Guards	64,711	70,788	64,000	66,000
Red Light Camera	14,000		0	
Total	\$ 2,259,699	\$ 2,027,308	\$ 2,227,000	\$ 1,857,000

Expenditure Area

Salaries & Benefits	\$ 70,963,389	\$ 71,823,356	\$ 75,608,368	\$ 77,984,000
Operating Expenses	2,278,979	2,408,070	3,165,489	2,957,000
Internal Services	14,749,796	15,412,700	16,010,925	16,972,000
Capital & Debt Service	154,441	44,136	178,218	522,000
Total	\$ 88,146,605	\$ 89,688,262	\$ 94,963,000	\$ 98,435,000

Budgeted Positions

Sworn	356.50 + 0 PT	356.50 + 0 PT	366.50 + 0 PT	366.50 + 0 PT
Civilian	134.50 + 15 PT	134.50 + 15 PT	141.50 + 15 PT	148.50 + 14 PT
Total General Fund	491.00 + 15 PT	491.00 + 15 PT	508.00 + 15 PT	516.00 + 14 PT
RDA funds - Sworn	13.50 + 0 PT	13.50 + 0 PT	13.50 + 0 PT	16.50 + 0 PT
RDA funds - Civilians	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT
Grant Funds - Civilian	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Total All Funds	508.00 + 15 PT	508.00 + 15 PT	525.00 + 15 PT	536.00 + 14 PT



Additional Police expenses are included in the Capital Projects Maintenance section of the City Center RDA Budget

<u>Office of the Chief Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 3,004,595	\$ 2,838,905	\$ 3,103,942	\$ 2,978,000
Operating Expenses	64,594	89,475	95,330	97,000
Internal Services	530,755	511,608	561,988	553,000
Capital & Debt Service	3,285	2,300	9,120	8,000
Total	\$ 3,603,229	\$ 3,442,288	\$ 3,770,380	\$ 3,636,000

Budgeted Positions

Sworn	9.00	9.00	10.00	10.00
Civilian	8.00	8.00	8.00	8.00
Total General Fund	17.00	17.00	18.00	18.00

<u>Patrol Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 42,361,634	\$ 43,130,275	\$ 46,224,359	\$ 47,722,000
Operating Expenses	847,903	804,937	976,569	917,000
Internal Services	8,895,525	9,345,478	9,511,931	10,244,000
Capital & Debt Service	1,878	4,440	129,000	337,000
Total	\$ 52,106,940	\$ 53,285,130	\$ 56,841,859	\$ 59,220,000

Budgeted Positions

Sworn	255.0 + 0PT	254.0 + 0PT	265.0 + 0PT	265.0 + 0PT
Civilian	11.0 + 14PT	14.0 + 14 PT	12.0 + 14PT	12.0 + 14PT
Total General Fund	266.0 + 14PT	265.0 + 14PT	277.0 + 14PT	277.0 + 14PT
RDA funds - Sworn	13.5 + 0 PT	13.5 + 0 PT	13.5 + 0 PT	13.5 + 0 PT
Total All Funds	279.5 + 14PT	278.5 + 14PT	290.5 + 14PT	290.5 + 14PT

<u>S.P. Community Policing Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 1,252,116	\$ 1,087,384	\$ 1,168,921	\$ 1,034,000
Operating Expenses	315,819	328,344	375,460	390,000
Internal Services	207,897	209,151	242,953	228,000
Capital & Debt Service	0	0	0	17,000
Total	\$ 1,775,832	\$ 1,624,879	\$ 1,787,334	\$ 1,669,000

Budgeted Positions

Sworn	9.50	9.50	9.50	9.50
Civilian	2.00	2.00	2.00	2.00
Total General Fund	11.50	11.50	11.50	11.50

<u>Support Services</u> <u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 4,256,447	\$ 4,527,507	\$ 4,849,051	\$ 4,952,000
Operating Expenses	450,216	509,327	808,795	674,000
Internal Services	2,047,333	2,170,970	2,291,410	2,366,000
Capital & Debt Service	129,054	33,540	17,098	41,000
Total	\$ 6,883,050	\$ 7,241,344	\$ 7,966,354	\$ 8,033,000
Budgeted Positions				
Sworn	9.00	10.00	10.00	10.00
Civilian	29.00	29.00	29.00	29.00
Total General Fund	38.00	39.00	39.00	39.00

<u>Criminal Investigation</u> <u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 13,328,906	\$ 13,634,885	\$ 14,067,400	\$ 14,209,000
Operating Expenses	363,904	381,476	489,860	496,000
Internal Services	2,138,044	2,130,327	2,294,361	2,350,000
Capital & Debt Service	16,897	3,856	11,000	117,000
Total	\$ 15,847,751	\$ 16,150,544	\$ 16,862,621	\$ 17,172,000
Budgeted Positions				
Sworn	70.00 + 0 PT	70.00 + 0 PT	70.00 + 0 PT	70.00 + 0 PT
Civilian	18.50 + 1 PT	18.50 + 1 PT	21.50 + 0 PT	21.50 + 0 PT
Total General Fund	88.50 + 1 PT	88.50 + 1 PT	91.50 + 0 PT	91.50 + 0 PT
RDA funds - Civilians	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT
Grant Funds - Civilian	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Total All Funds	92.00 + 1 PT	92.00 + 1 PT	95.00 + 0 PT	95.00 + 0 PT

<u>Technical Services</u> <u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 6,759,691	\$ 6,604,400	\$ 6,194,695	\$ 7,089,000
Operating Expenses	236,543	294,511	419,475	383,000
Internal Services	930,242	1,045,166	1,108,282	1,231,000
Capital & Debt Service	3,327	0	12,000	2,000
Total	\$ 7,929,803	\$ 7,944,077	\$ 7,734,452	\$ 8,705,000
Budgeted Positions				
Sworn	4.00	4.00	3.00 + 0 PT	3.00 + 0 PT
Civilian	66.00	66.00	68.00 + 1 PT	75.00 + 0 PT
Total General Fund	70.00	70.00	71.00 + 1 PT	79.00 + 0 PT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 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. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net decrease of \$203,000 or (1%) from last year in City contributions to the pension plan. Pension decreases are primarily driven by pension reform in the Police pension plan.
- Overtime increased by \$411,000 primarily due to Police overtime costs increasing over the FY 2012/13 budget amount, which had anticipated aggressive savings in overtime, as compared to actual needs.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$208,000 or (7%). This is primarily due to reductions in professional services, sanitation sees, temporary labor, printing, other operating expenses and other contractual services, based on the past two years of actual expenses.
- The FY 2013/14 budget includes a \$28,000 elimination of the payout of the Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.
- The FY 2013/14 budget includes an enhancement totaling \$157,000 by adding seven Dispatcher positions in the Public Safety Communications Unit (PSCU). This will ensure the continuity of operations of the PSCU on a 24/7 basis, and includes an offsetting reduction in overtime of \$199,000.

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.

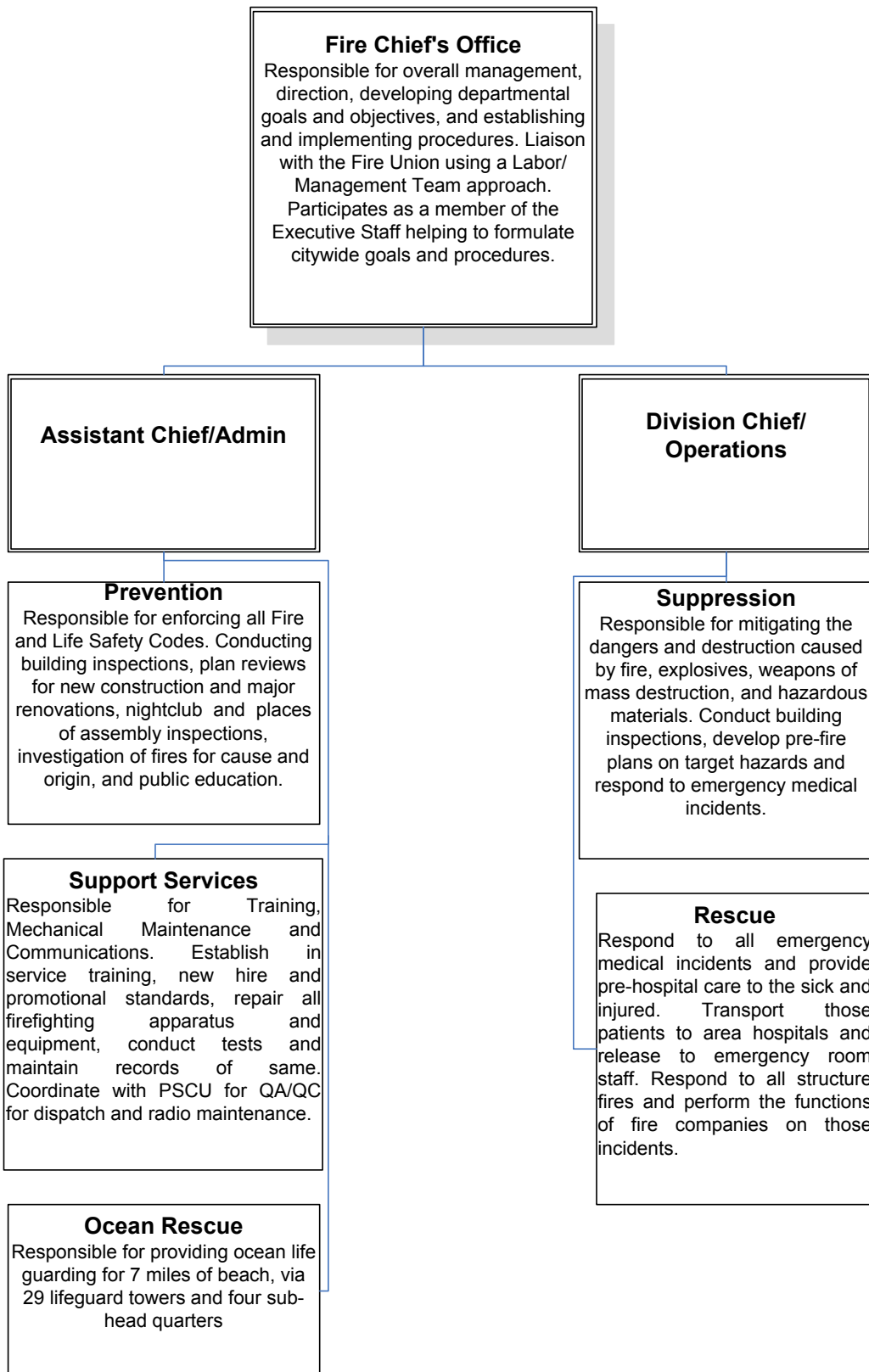
Department Description

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 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 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 twenty nine lifeguard towers located to cover all publically accessible beaches.

Significant Historical Events which continue to impact the Fire Department:

- Fire Department established in 1917.
- 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 responsible for expansion and modernization of 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.
- 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 and Re-Accreditation in August of 2009.
- Fire Department rated as a Class One Department by the Insurance Services Office (ISO) in December of 2007.
- Implemented National Fire Incident Reporting System (NFIRS) in 2009.
- Implemented Fire Department reorganization in October 2012.



Significant Prior Accomplishments

Administration

- Continued constant efforts to maintain international accreditation through the Commission on Fire Accreditation International (CFAI) and #1 rating on a 1 to 10 scale from the Insurance Services Office (ISO).
- Continued implementation of new Computer Aided Dispatch, 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.
- Implemented department wide ability to conduct web and teleconferencing to decrease the need to move operational units out of their assigned zones for meetings and training sessions.

Suppression Division

- Department placed into service 14 Mobile Data Terminals (MDT's) that were installed in our primary emergency response vehicles. These MDT's are laptop computers that will provide instant access to information, including fire hydrants and GIS water distribution system throughout the City. These units also supply our field units with real time dispatch information, call-taker notes and updates which allow the department to reduce radio communications during emergency incidents which help reduce response time. Coupled with the City's wireless network, these MDT's will be a considerable enhancement to our field operational capability.
- In early June the Fire Department participated in a tabletop, full scale intra-agency exercise designed to bring together various emergency response organizations who would respond to a multi-casualty incident at the construction of the new port tunnel located at Watson Island. The exercise illustrated the complexity of the coordination required between local, state and federal agencies.
- Responded to 22,263 calls for service (2.2% increase from previous year) including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues and public service calls.
- **Provided on duty response personnel to assist with delivery of citizen's academy, CERT, and CPR training for friends and family and dispatch personnel.**
- Developed intra-agency agreement for Presidential and Dignitary visits to the City of Miami Beach.
- Conducted promotional examinations for the Fire Captain and Fire Lieutenant positions.
- Installation of new alerting system and implementation of back-up notification plan.
- Implementation of Fire Department Reorganization.

Rescue Division

- Reviewed 100% of Patient Care Records for Quality Assurance Program.
- Responded to 16,980 calls, transported 7,719 patients, and generated \$1.378 million dollars in Rescue Transport Revenue.
- Recertified Pediatric Advanced Life Support licenses for 95 personnel.
- Continued stroke data collection consortium with all area hospitals and fire departments to improve countywide patient care.
- Solicited physicians qualified to publish data collected on STEMI alerts by area hospitals and fire departments.
- Complied 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. Electronic files transmitted monthly.
- Achieved 99% protocol certified paramedics.
- Continued regular Q&A meetings with medical director oversight.

Fire Prevention Division

- Completed necessary plan reviews and inspections for the successful openings of many projects, in particular: the Royal Palm Hotel and first robotic garage.
- Reorganized to add a Chief Fire Protection Analyst to supervise plan review section.
- Coordinated with Miami-Dade County – Emergency Management Office to deliver CERT training to residents.

Support Services Division

- Replaced 2 Front-Line Rescues, 2 Pierce Fire Engines and 1 Air/Light Truck. Developed new operating guidelines for the manning and operation of the new Air/Light Truck.
- Increased ISO rating through better records management and implementation of online records and training program.
- Developed Curriculum for Officer Development Program. Continued to train personnel in use of large diameter hose, appliances and tactics to accomplish strategic goals, to include Mutual Aid training for inter-agency compatibility.
- Reached 100% compliance for mandatory National Incident Management System (**NIMS**) Requirements. Provided training for all New Command Staff to National Incident Management System (**NIMS**) 300/400 level.

- Purchased and placed into service new Self Contained Breathing Apparatus to meet the most current national Fire Protection Association Standards.
- Completed research and began to replace current turn out gear with lighter weight gear.
- Researched and developed new Water Surface Rescue Operating Guidelines and purchased more efficient equipment.
- Continued the development of the Emergency Vehicle Operation Course (EVOC) training throughout the department to reduce liability while operating an emergency vehicle.
- Trained twenty (24) recruits for expected vacancies.
- Implemented new purchasing and inventory procedures to reduce waste and cut costs.

Ocean Rescue Division

- Protected over 12,000,000 visitors with only one drowning death (rip current) during duty hours near lifeguard towers and 1 drowning after-hours.
- Lifeguards rescued 291 drowning victims from Rip Currents and completed 239,765 preventive actions.
- Treated over 26,947 minor first aids, 157 major medicals and reunited 1,344 lost persons with their family members.
- Supervised yearly re-certification training and physical requirements which are held every 6 months.
- Began investigating the usage of Electronic Report Writing with the goal of cutting down on unnecessary use of paper and increasing data management and analysis capabilities.
- Ocean Rescue Division earned a United States Lifesaving Association (USLA) Agency certification.
- Ocean Rescue had a total of 168,222 enforcements of State/Local Laws and environmental concerns.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Increase community satisfaction with City government	KPI: % rating overall quality of fire as excellent or good											• Procure an outside contract to improve Quality Assurance/ Quality Control and identify consistency issues in the Fire Prevention Bureau • Implement a program that allows the Fire Department personnel (sworn) to train citizens, city employees and local businesses (excluding medical providers) in CPR/AED	
	Residents	96%		96%		97%			91%		90%		
	Businesses	85%		96%		95%			93%		90%		
	KPI: % rating overall quality of Emergency Medical Response as excellent or good												
	Residents	90%		91%		96%			89%		90%		
	Businesses	81%		93%		93%			93%		90%		
	KPI: % rating overall quality of emergency/ hurricane preparedness as excellent or good												
	Residents	91%		84%		92%			83%		90%		
	Businesses	89%		81%		91%			86%		90%		
	KPI: % rating overall quality of Ocean Rescue as excellent or good												
	Residents	95%		92%		95%			86%		90%		
	Businesses	74%		93%		95%			88%		90%		
	% of full assignment arrivals from time of call to emergency fires scenes reached within 8 minutes	87%	89.7%	96.5%	99.3%	91.9%	TBD	TBD	TBD	90%	90%		
	% of emergency EMS call arrivals within 5 minutes from time of call	96.4%	90.6%	82.8%	70%		TBD	TBD	TBD	90%	90%		
	% of beach covered by existing lifeguard towers adjacent to publicly accessible areas	76%	82%	100%	100%	100%	100%	100%	100%	100%	100%		
	% of high rise buildings inspected yearly	25%	38%	32%	33%	34%	30%	52%	8%	100%	100%		
	% of buildings (excluding low-rise multi-residential) inspected yearly	33%	33%	36%	42%	12%	21%	32%	18%	100%	100%		
	% of low-rise multi-residential buildings inspected yearly	69%	87%	97%	98%	75%	75%	74%	6%	100%	100%		
	# of nightclubs and restaurants inspected during night inspection program	2,978	2,664	3,254	3,340	2,969	4,352	3,718	1,957	3,000	3,000		
	# of special events plans reviewed	225	272	333	380	216	186	263	92	300	300		
	Total % of building fire calls with total response time less than or equal to 9 minutes						100%		54%	100%	90%		

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Increase community satisfaction with city government (continued)	# of Fire Deaths Yearly	0	0	0	0	0	0	0	0	0	0		
Improve building development related processes	Drop Off % of plans reviewed within turnaround time target by Fire Department				43.7%	74.3%	86.6%	91.2%	85%	90%	90%	<ul style="list-style-type: none">• Develop tracking for the number of times a supervisor has to over-rule inspectors for changes to plans being directed in the field• Evaluate Integration of Fire Prevention into Building Department activities/space with goal of improved customer service• Continue FY2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review system	
	Multi-Family												
	Commercial				32.8%	74.8%	84%	85.4%	TBD	90%	90%		
	Total # of drop-off plan reviews conducted by Fire												
	Multi-Family				135	173	345	560	629				
	Commercial				56	128	227	143	188				
	Average Drop –Off: Turnaround Time for Plan Review												
	Multi-family				24.5 days	15.4 days	6 days	11.2 days	3.5 days	35 days	35 days		
	Commercial				21 days	13 days	9.8 days	7.7 days	6.9 days	35 days	35 days		
Control costs of payroll including salary and fringes/ Minimize Taxes/ Ensure Expenditure Trends are Sustainable over the long Term	Supports measures on Citywide Scorecard											<ul style="list-style-type: none">• Pursue pilot implementation of weekend staffing schedule for Fire Fighters with additional staffing to reduce overtime	
Maximize efficient delivery of services	Supports measures on Citywide Scorecard											<ul style="list-style-type: none">• Offer quarterly emergency management team section training• Prepare a resident re-entry plan for after emergency events• Initiate partnerships with the business community to both encourage the creation of business continuity plans and better involve the business community in disaster mitigation, preparation, response and recovery	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual								Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 11/12	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Prepare a Disaster Recovery Plan • Prepare a Post Disaster Redevelopment Plan
Expand e-government	Supports Measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement online training and records management system to improve operational efficiency, maintain compliance with accreditation, ISO rating, and state certification
Improve process through information technology	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> • Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> ▪ Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system ▪ Improved plans management and tracking system for the plan review process ▪ Mechanism to obtain feedback from customers using Citizen Access portal ▪ Payment Kiosk for Code Compliance Division ▪ Portable printers for inspectors involved in Building development process and Code Enforcement officers • Improve operational efficiency in the Fire Department by implementing an online training and records management system

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Annual Fire Inspections	\$ 383,807	\$ 445,163	\$ 445,000	\$ 454,000
Fire Plan Review	\$ 848,214	\$ 1,195,289	\$ 1,300,000	\$ 1,516,000
Enhanced Fire Inspection	\$ 83,486	\$ 105,936	\$ 100,000	\$ 182,000
Hydrant Flow tests	\$ 74,863	\$ 82,494	\$ 80,000	\$ 80,000
Fire Code Violations	\$ 45,047	\$ 7,124	\$ 40,000	\$ 123,000
FF Education Supplement	\$ 79,215	\$ 44,071	\$ 86,000	\$ 115,000
Fire Rescue Transports	\$ 1,558,888	\$ 1,614,672	\$ 1,792,000	\$ 1,507,000
Off-Duty Administration	\$ 64,026	\$ 91,802	\$ 70,000	\$ 106,000
Overcrowding Fines	\$ 16,600	\$ 9,600	\$ 10,000	\$ 31,000
Fire Training and Technology	\$ 20,388	\$ 12,948	\$ 24,000	\$ 15,000
TOTAL	\$ 3,174,534	\$ 3,609,100	\$ 3,947,000	\$ 4,129,000

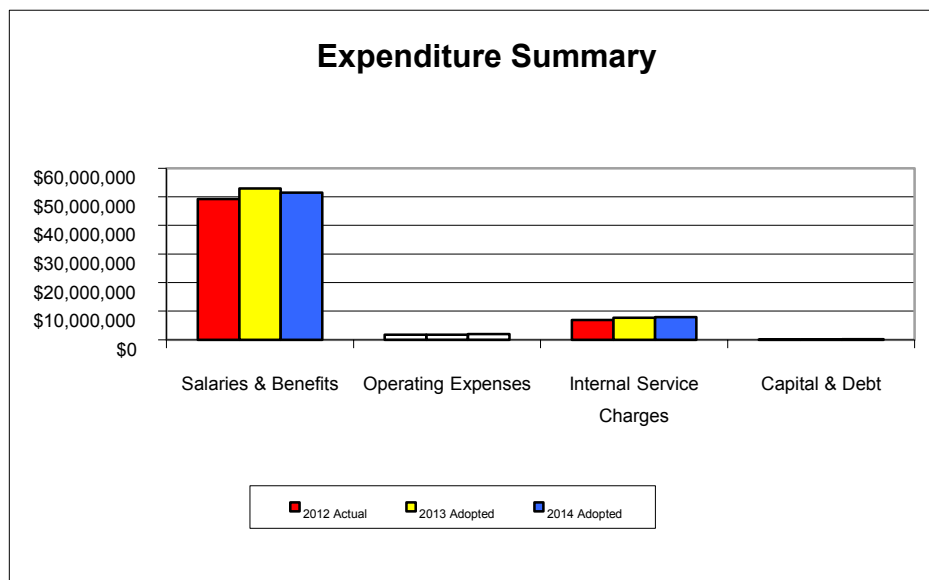
Expenditure Area

Salaries & Benefits	\$47,722,052	\$49,175,263	\$ 52,875,985	\$ 51,487,000
Operating Expenses	1,622,286	1,739,806	1,715,202	2,013,000
Internal Service Charges	6,555,837	6,965,410	7,641,202	7,879,000
Capital & Debt	3,898	62,040	9,611	202,000
TOTAL	\$55,904,073	\$57,942,519	\$ 62,242,000	\$ 61,581,000

Budgeted Positions

Fire	227 + 0 PT	227 + 0 PT	227 + 0 PT	227 + 0 PT
Ocean Rescue	76 + 48 PT	76 + 48 PT	76 + 48 PT	76 + 48 PT
Total Budgeted Positions**	303 + 48 PT	303 + 48 PT	303 + 48 PT	303 + 48 PT

****The position count for Fire Suppression does not include three (3) Fire Firefighter I positions, for weekend shift as part of a pilot program to reduce overtime, although salaries are included in the department's budget**



Suppression

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$23,381,775	\$24,181,192	\$ 25,230,245	\$ 22,408,000
Operating Expenses	540,332	527,144	474,243	560,000
Internal Service Charges	2,416,269	2,842,757	3,137,502	3,339,000
Capital	3,513	995	-	-
TOTAL	\$26,341,889	\$27,552,088	\$ 28,841,990	\$ 26,307,000
Budgeted Positions	118	117		115

Rescue

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$13,740,661	\$13,975,595	\$ 16,102,107	\$ 16,025,000
Operating Expenses	405,041	444,436	452,944	559,000
Internal Service Charges	1,432,563	1,723,081	1,648,500	1,886,000
Capital	-	30,954	4,713	-
TOTAL	\$15,578,265	\$16,174,066	\$ 18,208,264	\$ 18,470,000
Budgeted Positions	76	77		78

Prevention

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 2,449,521	\$ 2,344,837	\$ 2,634,063	\$ 3,003,000
Operating Expenses	62,495	65,536	86,911	89,000
Internal Service Charges	525,055	504,856	526,023	554,000
Capital	0	0	0	57,000
TOTAL	\$ 3,037,072	\$ 2,915,229	\$ 3,246,997	\$ 3,703,000
Budgeted Positions	22	22		23

Support

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 1,564,966	\$ 1,880,923	\$ 1,996,555	\$ 2,155,000
Operating Expenses	533,989	632,319	605,145	667,000
Internal Service Charges	233,765	247,565	263,836	272,000
Capital	385	30,091	1,398	140,000
TOTAL	\$ 2,333,105	\$ 2,790,898	\$ 2,866,934	\$ 3,234,000
Budgeted Positions	11	11		11

Ocean Rescue

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 6,585,129	\$ 6,792,716	\$ 6,913,015	\$ 7,896,000
Operating Expenses	80,428	70,370	95,959	138,000
Internal Service Charges	1,948,185	1,647,151	2,065,341	1,828,000
Capital	0	0	3,500	5,000
TOTAL	\$ 8,613,742	\$ 8,510,238	\$ 9,077,815	\$ 9,867,000
Budgeted Positions	76+ 48 PT	76+ 48 PT		76+ 48 PT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 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. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net decrease of \$(2,150,928) or (12%) from last year in City contributions to the pension plan. Pension decreases are primarily driven by pension reform in the Fire pension plan.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$297,798 or (17%). This is primarily due to increases in professional services, electricity, rent, building and equipment, contract maintenance, repairs and maintenance, other operating expenses, training and awards, and other contractual services, based on the past two years of actual expenses.
- The FY 2013/14 budget includes an efficiency reduction of (\$19,000) due to the elimination of Executive Planning Days payout, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end. The budget also includes a (\$73,000) reduction due to re-scoping the Municipal Wi-Fi project to deliver a quality, high speed Wi-Fi signal to select facilities/areas rather than the slow and intermittent connections citywide.

MIAMI BEACH

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 \$1,900,000 are provided for payment of final accumulated employee leave balance settlements upon separation from the City.
- 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 \$930,000 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 has been allocated to provide \$20,000 for Employee Tuition Reimbursement based on prior year trends.

COMMUNITY SERVICES

- Funding for storage, maintenance, and installation of holiday decorations, previously funded by Citywide accounts was transferred to the Resort Tax fund commencing in FY2011/12.
- E-911 Emergency provides accounting for the use of E-911 telecommunications surcharge of 50 cents per telephone on both wireless and land lines on all telephone lines in the City of Miami Beach. In an effort to allow for more discrete reconciliation of E-911 revenue and expenses, beginning in FY 2012/13; this expense has been transferred to its own fund. The FY 2013/14 estimate of \$489,000 is used to support the Public Safety Communications Unit (PSCU) of the Police Department.

SOCIAL SERVICES

- Social Services category totals \$106,856, which is allocated to the Greater Miami Jewish Federation (\$46,930), Douglas Gardens Community Mental Health Center (\$21,660), Miami Beach Community Health Center (\$21,660), and the Boys and Girls Club (\$16,606). This category remains budgeted at the same level as in prior years.

CONTRIBUTIONS

- Beginning in F 2012/13, the City's contribution to the Cultural Arts Council for special events has been replaced by increases in Quality of Life funding.
- The budget provides \$137,228 for the Miami Beach Garden Conservancy, Inc. for the operations of the Miami Beach Botanical Garden.

CITY SERVICES

- We have budgeted \$169,000 for the external auditor that audits the City's financial statements. This amount is based on prior year trends.
- Special Projects funding of \$149,000 is provided for studies such as cost allocation and pension and projects that may be needed during the year.
- \$803,916 is provided for various programs throughout the City. A breakdown of these costs follows on the second page of the schedule.
- Allocation of \$70,000 for maintenance and repair of bus benches throughout the City.
- Funds have been allocated for utilities, maintenance and security in the amount of \$294,000 at Historic City Hall and \$337,000 at the 777 17th Street Building.
- FY 2013/14 funding for the Property Management Division to provide maintenance services in the City Center District of the Lincoln Road Mall is being provided directly by the City Center RDA.
- Funding for Memorial Day Weekend expenses previously charged to the Citywide account was deemed to be more appropriately charged to the Resort Tax fund, and as a result, was been transferred to the Resort Tax fund, beginning in FY2011/12.
- This budget provides \$2,117,000 for water and sewer usage in General Fund City-owned facilities.
- This budget provides funding in the amount of \$211,000 for the lobbying services of two consultants that represent the City's interests in both Tallahassee and Washington D.C.
- \$200,000 is budgeted for Bi-Annual election expenses. In prior election years, these funds were budgeted in the City Clerk Department.

CONTINGENCY

- The operating contingency for unforeseen expenses is budgeted at \$1,000,000.
- 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

In FY 2005/06, the City established a financial goal of funding at least 5% 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.

The following highlight the major adjustments in the Citywide Accounts for the FY2013/14 budget:

- The Capital Investment Upkeep account for non-facility related upkeep expenses, funded in the amount of \$219,000 in FY 2012/13 has been decreased to \$216,000.
 - \$1.4 million provides a transfer for funding Pay-as-You Go funding for capital projects
 - The Information & Communications Technology Fund will remain at essentially the same funding level of \$395,000 as in FY 2012/13 (adjusted for rounding). This fund is to help ensure adequate funding used for the purchase of assets that will enhance and maintain the City's technology.
- The Capital Renewal and Replacement account is funded at \$1,981,000 for FY 2013/14; see Reinvestment-Facilities tab for a detail of the funded projects.

In recent years this funding was dramatically reduced due to funding constraints, and at the same time, reflecting declines in construction industry pricing in those years. The total FY2013/14 Capital funding is \$3,992,000. This represents 1.5 percent of the FY 2013/14 General Fund operating budget.

CITYWIDE COST CENTERS

EXPENDITURE CATEGORY	ACTUAL FY 2010/11	ACTUAL FY 2011/12	ADOPTED FY 2012/13	ADOPTED FY 2013/14	Adp14- Adp 13 Variance
EMPLOYEE COSTS					
Accumulated Leave	1,781,552	4,928,065	1,900,000	1,900,000	0
Police/Fire Pension Admin/Relief Fund	6,429	9,001	9,000	9,000	0
401A Disability	8,416	7,630	9,000	9,000	0
415 Excess Pension Plan	720,978	918,825	930,000	930,000	0
Tuition Assistance Reimb.	16,691	19,963	20,000	20,000	0
Subtotal	2,534,066	5,883,484	2,868,000	2,868,000	0
COMMUNITY SERVICES					
Holiday Decorations	125,000	0	0	0	0
E-911 Emergency-Wireless	44,156	45,730	0	0	0
E-911 Emergency	307,012	226,206	0	0	0
Subtotal	476,168	271,936	0	0	0
SOCIAL SERVICES					
Hot Meals-JVS	54,753	46,930	46,930	46,930	0
Douglas Gardens	21,660	21,660	21,660	21,660	0
Stanley C. Myers	21,660	21,660	21,660	21,660	0
Boys and Girls Club	16,606	16,606	16,606	16,606	0
Subtotal	114,679	106,856	106,856	106,856	0
CONTRIBUTIONS					
Cultural Arts Council	152,000	152,000	0	0	0
Garden Center	137,228	137,228	137,228	137,228	0
Subtotal	289,228	289,228	137,228	137,228	0
CITY SERVICES					
External Auditor	138,867	150,073	168,730	169,000	270
Cost Allocation Studies	35,105	0	50,000	50,000	0
Crowe Review of Regulatory Departments	0	23,000	0	0	0
Federal Funding Policies & Procedures	0	10,500	0	0	0
Pension Studies/ Support**	88,570	119,620	98,000	99,000	1,000
Living Wage Impact	37,000	0	0	0	0
Revenue Study	0	0	0	0	0
Special Projects*	553,629	631,431	922,107	803,916	(118,191)
Bus Benches	49,238	27,213	75,861	70,000	(5,861)
Old City Hall	204,219	226,103	309,064	294,000	(15,064)
777 17th Street	420,153	416,859	334,830	337,000	2,170
State Court Costs Article V	20,417	21,816	35,000	35,000	0
Capital Items Under \$25,000	45,584	53,157	150,000	160,000	10,000
Beach Maintenance	259,909	604,175	509,808	710,000	200,192
Monuments	0	0	30,000	30,000	0
Marina Submerged Land Lease	176,926	181,378	181,000	185,000	4,000
Memorial Day Weekend	1,032,043	0	0	0	0
Other Special Event Weekends	0	0	0	0	0
Water/Sewer City Usage	2,440,985	1,954,521	2,141,231	2,117,000	(24,231)
Street/Street lights	376,716	542,076	439,865	440,000	135
Emergency Management (EOC)	3,248	313,684	37,480	44,000	6,520
Bi-Annual Elections	0	214,983	200,000	200,000	0
Lobbyist- Federal, State & County	210,055	210,055	210,055	211,000	945
Subtotal	6,092,664	5,700,644	5,893,031	5,954,916	61,885
CONTINGENCY					
Undesignated Contingency	0	0	0	0	0
Operating Contingency	0	0	1,000,000	1,000,000	0
Subtotal	0	0	1,000,000	1,000,000	0
TOTAL	9,506,805	12,252,148	10,005,115	10,067,000	61,885
TRANSFERS					
Capital Renewal & Replacement	1,777,254	1,755,752	1,859,000	1,981,000	122,000
Capital Reserve Fund	0	0	0	0	0
Pay-As-You-Go Capital Fund	0	0	1,400,000	1,400,000	0
Capital Investment Upkeep Fund	188,479	118,827	219,000	216,000	(3,000)
Info. & Comm. Technology Fund	715,000	600,885	394,885	395,000	115
Transfer to 3 Cent Gas Tax Fund	0	285,068	0	0	0
Reserve-Set Aside (Enhancements)	0	0	0	1,318,000	1,318,000
Reserve for Future Budget Shortfalls	0	0	831,000	0	(831,000)
Subtotal	2,680,733	2,760,532	4,703,885	5,310,000	(711,885)
GRAND TOTAL	12,187,538	15,012,680	14,709,000	15,377,000	(650,000)

CITYWIDE COST CENTERS (Continued)

EXPENDITURE CATEGORY	ACTUAL	ACTUAL	ADOPTED	ADOPTED	Adp14- Adp 13
SPECIAL PROJECTS DETAIL*	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	Variance
Ameresco Debt Service Shortfall	0	0	148,185	0	(148,185)
City Property Renovations	0	0	0	0	0
Dade County Days	5,000	5,000	5,000	5,000	0
Enhance N. Beach Econ Dev.	119	20,198	104,500	104,500	0
Jewish Museum	49,500	49,500	49,500	49,500	0
July 4th Celebration	53,601	48,852	40,500	40,500	0
Latin Chamber of Commerce	18,000	18,000	18,000	18,000	0
Lincoln Rd Marketing**	0	0	0	0	0
Management Interns	0	0	42,099	43,000	901
Miami Beach Chamber/Construct.	0	0	0	0	0
Miami Beach Chamber/Visitor Ctr	36,000	36,000	36,000	36,000	0
Miami Design Preservation League	22,500	22,500	22,500	22,500	0
North Beach Development Corp.	18,000	18,000	18,000	18,000	0
Orange Bowl	16,875	16,875	16,875	16,875	0
Other**	42,337	16,754	288	0	(288)
Citywide Survey/Org. Development	81,120	112,854	129,988	131,144	1,156
S Beach/Grtr Miami Hisp. Chamber	18,000	18,000	18,000	18,000	0
Senior Transportation Costs	20,676	19,664	0	0	0
Sister Cities	9,849	13,781	13,680	13,897	217
Superlative Group-Corp.Spon.	4,374	33,578	56,700	47,000	(9,700)
Veterans of Foreign Wars	0	15,000	15,000	15,000	0
Vote Miami Beach	0	0	0	0	0
Normandy Shores District	157,678	166,875	187,292	225,000	37,708
Subtotal	553,629	631,431	922,107	803,916	(118,191)

* Special Projects Detail of page 1 Citywide Cost Centers-Special Projects line.

MIAMI BEACH

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%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house. This 2% 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%) 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.

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

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. In addition to the uses listed above, the proceeds of the additional one percent (1%) tax are used as follows. Fifty percent of the amount earned is 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.

Initially, the remaining fifty 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. On 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. Effective October 1, 2013, the allocation of the remaining fifty percent was amended to include funding for Transportation initiatives in the tourist related areas. In FY 2013/14 the funding for various arts and cultural programs will remain at the same level as FY 2011/12 and the remaining amount will be allocated equally among North Beach, Middle Beach, and South Beach for capital projects and Transportation.

Budget Highlights

Each year for the past 16 years, except during the year following September 11th tragedy, and in FY2008/09, 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 2011/12, they are projected to continue to increase, based on current trend showing higher than initially expected hotel occupancy rates and restaurant & bar sales.

In 1996, during the first year of the additional 1% tax, the City's collected over \$2 million of the 1% tax or 16% of the total taxes collected that year. The collection of the 2% tax alone increased 265% between 1992 and 2005 and the collection of the 1% tax alone increased over 126% between the time it was imposed in 1996 and 2005. Resort tax collections increased 11.3% in FY 2004/05 over the prior year actual, increased 6.2% in FY 2005/06, increased 7.8% in FY 2006/07, increased 5.3% in FY 2007/08, decreased 2.1% in FY 2008/09, increased 10.9% in FY 2009/10, increased 16.5% in FY 2010/11, increased 11.2% in FY 2011/12 and are projected to increase in FY 2012/13 and FY 2013/14. Highlights for FY 2013/14 include:

- \$32,965,000 (a \$2,000,000 increase) is provided to the General Fund to support public safety programs including our 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.
- \$2,839,000 (a \$61,000 decrease) for enhancing the outcomes from major events such as Memorial Day, including management, Goodwill Ambassadors.
- The contribution to the greater Miami Convention and Visitors Bureau will increase from \$5,309,000 to \$ 5,366,000.
- The contribution to the Miami Beach Visitor and Convention Authority will increase from \$2,118,361 to \$2,289,000 based on the legislated funding formula.
- The budget includes \$1,141,000 for operations which provide for all collection and audit expenses associated with administering the Resort Tax function.

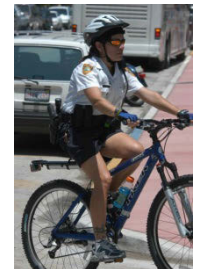
- \$173,000 is provided to continue the local Miami Beach marketing campaign, to be matched with funds from the Greater Miami Convention and Visitors Bureau, the Miami Beach Visitor and Convention Authority, and the Cultural Arts Council. Including \$73,000 for the Washington Avenue tourism enhancement initiative.
- \$75,000 for a grant to the FIU-Wolfsonian over two years to provide a master plan for the Museum site that will be used to access \$10 million in Miami-Dade County General Obligation Bond funding for expanding and revitalizing their facilities on Washington Avenue and Lennox.
- \$230,000 (a \$65,000 increase) for holiday decorations.
- \$100,000 for the sponsorship fee to help offset marketing and advertising expenses associated with the Ms. USA or equivalent event
- \$165,000 in Administrative Fees to the General Fund for reimbursement of support provided by General Fund administrative departments.

**CITY OF MIAMI BEACH
ADOPTED FY 2013/14 RESORT TAX FUND**

	Actual FY 2010/11	Actual FY 2011/12	Adopted FY 2012/13	Adopted FY 2013/14	Adopted 14- Adopted 13 Var	% Diff
<u>2% Revenues:</u>						
Resort Tax	\$ 39,789,741	\$ 44,047,930	\$ 44,132,000	47,681,000	3,549,000	8%
Special Assessment-North Shore	350,717	315,570	281,000	281,000	-	0%
Special Assessment-Lincoln Road	370,723	346,522	345,000	345,000	-	0%
Interest Income	119,568	83,162	128,000	96,000	(32,000)	-25%
Registration Fees, Filing Fees & Misc.	13,176	8,556	0	7,000	7,000	
Total 2% Revenue	\$ 40,643,925	\$ 44,801,740	\$ 44,886,000	48,410,000	\$ 3,524,000	8%
<u>Operating Costs:</u>						
Resort Tax- Finance & Internal Audit	\$ 1,039,203	\$ 1,061,230	\$ 1,210,277	1,154,000	(56,277)	-5%
<u>Administrative Fees:</u>						
Resort Tax- Finance & Internal Audit	56,422	115,368	124,368	165,000	40,632	33%
Total 2% Operating & Administrative Costs	\$ 1,095,625	\$ 1,176,598	\$ 1,334,645	1,319,000	(15,645)	-1%
<u>2% Other Uses:</u>						
Contribution to VCA	\$ 1,921,190	\$ 2,089,372	\$ 2,118,361	2,289,000	170,639	8%
Contribution to Bureau	5,173,284	5,237,624	5,309,000	5,366,000	57,000	1%
Marketing	28,207	2,500	173,000	173,000	-	0%
Super Bowl	0	0		-	-	0%
Goodwill Ambassadors	171,970	174,478	130,000	130,000	-	0%
Special Events	0	2,420,834	2,716,884	2,709,000	(7,884)	0%
Holiday Decorations	0	125,000	165,000	230,000	65,000	39%
Debt Service - North Shore	669,000	668,000	665,693	661,000	(4,693)	-1%
Debt Service - Gulf Breeze	552,400	549,000	549,626	550,000	374	0%
Enhanced Management of Major Events			83,000	-	(83,000)	-100%
Professional Services		30,510	18,550	20,000	1,450	8%
Contingency			482,241	1,823,000	1,340,759	278%
Transfer to Service & Special Improvement District Funds	1,166,986		175,000	175,000	-	0%
General Fund Contribution	26,465,444	26,965,440	30,965,000	32,965,000	2,000,000	6%
Total 2% Other Uses	\$ 36,148,481	\$ 38,262,758	\$ 43,551,355	\$ 47,091,000	\$ 3,539,645	8%
Net 2%	\$ 3,399,819	\$ 5,362,384	\$ (0)	-	0	0%
<u>1% Revenues:</u>						
Resort Tax	\$ 8,984,150	\$ 9,872,237	\$ 9,368,000	11,097,000	1,729,000	18%
Total 1% Revenue	\$ 8,984,150	\$ 9,872,237	\$ 9,368,000	11,097,000	\$ 1,729,000	18%
<u>1% Expenditures:</u>						
Other Designated Expenditures						
South Beach - Quality of Life Capital	\$ 1,737,774	\$ 1,236,767	\$ 1,171,000	1,077,875	(93,125)	-8%
Middle Beach - Quality of Life Capital	1,525,641	1,236,767	1,171,000	1,077,875	(93,125)	-8%
North Beach - Quality of Life Capital	1,837,890	1,236,767	1,171,000	1,077,875	(93,125)	-8%
Arts	1,123,019	1,229,682	1,171,000	1,237,000	66,000	6%
Transportation				1,077,875	1,077,875	100%
Total 1% Other Uses	\$ 6,224,324	\$ 4,939,983	\$ 4,684,000	5,548,500	\$ (213,375)	-5%
Debt Service - TIF Bonds	\$ 4,492,075	\$ 4,925,168	\$ 4,684,000	5,548,500	864,500	18%
Total 1% Expenditures	\$ 10,716,399	\$ 9,865,151	\$ 9,368,000	11,097,000	\$ 651,125	7%
Net 1%	\$ (1,732,249)	\$ 7,086	\$ 0			0%
<u>Total Resort Tax Revenues:</u>	\$ 49,628,075	\$ 54,673,977	\$ 54,254,000	59,507,000	\$ 5,253,000	10%
<u>Total Resort Tax Expenditures:</u>	\$ 47,960,505	\$ 49,304,507	\$ 54,254,000	59,507,000	\$ 5,253,000	10%
Net	\$ 1,667,570	\$ 5,369,470	\$ (0)	-	0	0%

MIAMI BEACH REDEVELOPMENT AGENCY
FY 2013/14 ADOPTED BUDGET
(AS ADOPTED ON SEPTEMBER 30, 2013)

CITY CENTER REDEVELOPMENT AREA



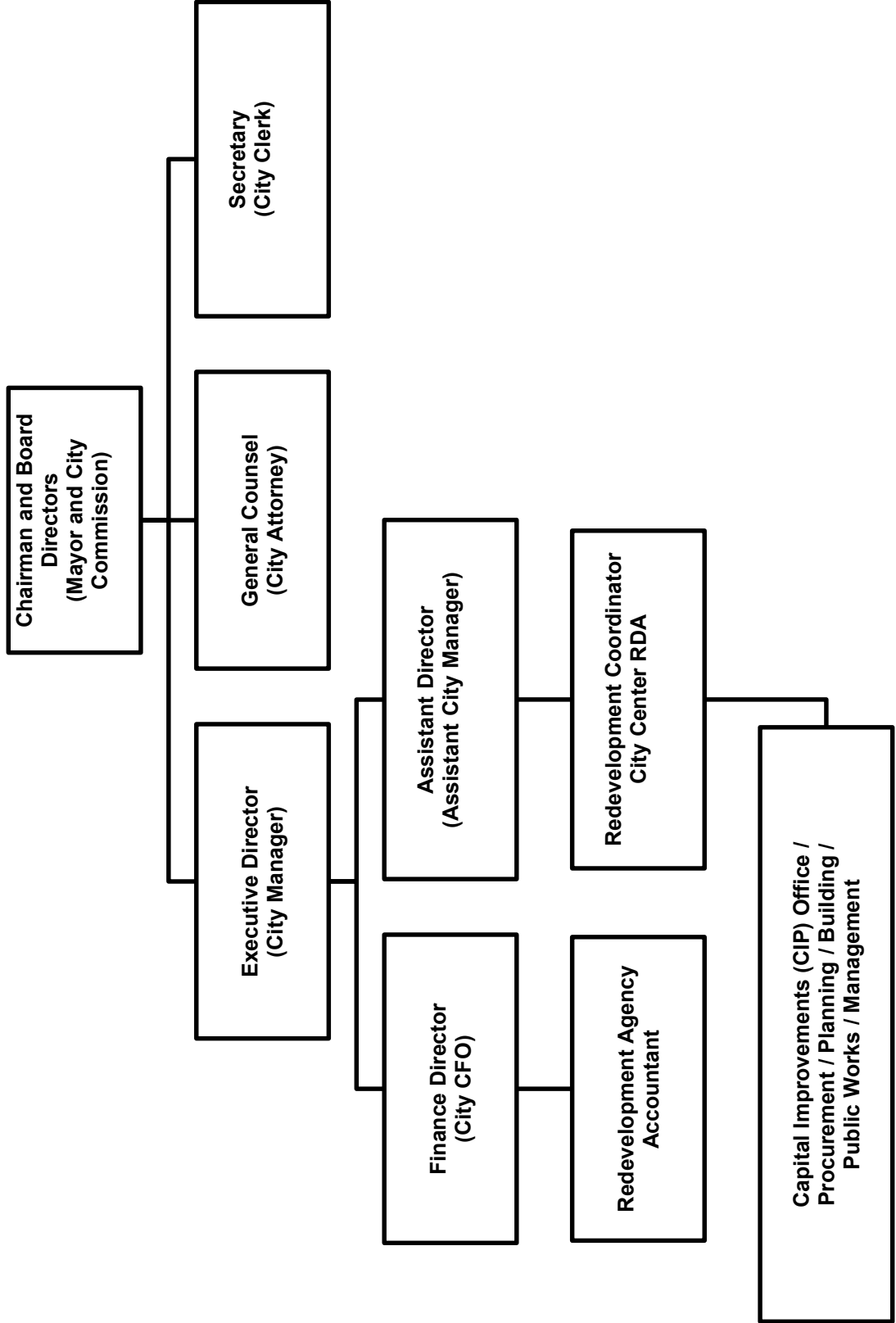
Submitted By: The Miami Beach Redevelopment Agency
1700 Convention Center Drive
Miami Beach, FL 33139

CITY OF MIAMI BEACH
REDEVELOPMENT AGENCY
FUNCTIONAL ORGANIZATIONAL CHART

Fiscal Year 2013/14

FUND: RDA

DEPARTMENT: REDEVELOPMENT AGENCY



MIAMI BEACH REVELOPMENT AGENCY CITY CENTER REDEVELOPMENT AREA FY 2013/14 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/HCVRRRA 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.

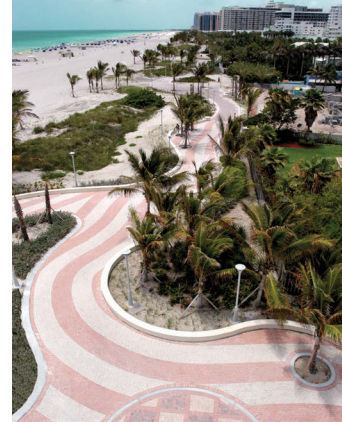
Exciting projects which have transformed the area include:

- 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.



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.

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:

- Cleaner and safer;

- Beautiful and vibrant;
- Mature, stable residential community with well improved infrastructure
- Cultural, entertainment and tourism capital; and International center for innovation culture and business; while
- Maximizing value to our community for the tax dollars paid.

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 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, designed by world-renowned architect Zaha Hadid. The RDA shall 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.

Budget Highlights

- Based on the 2013 Certificate of Taxable Value from the Property Appraiser's Office, the preliminary value of property in City Center is actually projected to increase by 7.3% over 2012, marking the third year in a row; values seem to be back on the rise, following two years of decline. 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 of FY 2011/12, reflects a slight decrease from the preliminary valuation for the same year and will result in a corresponding adjustment/reduction in TIF revenues totaling \$168,000 for 2013/14 vs \$3.5 million for 2012/13.
- Additional sources of revenue include an estimated \$5.4 Million in Resort Tax contributions; a ½ mill levy in the amount of \$1.8 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 \$25,000 in interest income.
- Project-related expenses account for approximately \$28 Million which includes \$4.2 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 \$5 Million for maintenance of RDA capital projects. On-going and planned capital projects in City Center are projected to account for \$18.4 Million in the FY 2013/14 Budget, and generally include allocations for construction of the Collins Park Garage, City/Convention Center Right-of-Way Storm Water Improvements, Lincoln Road Master Plan and improvements to Euclid Avenue. An additional \$67,000 is being proposed for capital renewal and replacement projects; including repairs and

maintenance to the Colony Theater. Additionally, \$305,000, in transfers to the Pennsylvania Avenue Shops and Garage are budgeted to offset the City's costs associated with the retail and parking operations.

- Administrative Expenses total \$1.9 Million, comprising a management fee of \$1,198,000 which is allocated to the General Fund to pay for direct and indirect staff support for the RDA; approximately \$650,000 set aside for on-going planning and consulting work related to the Convention Center expansion master plan; and \$25,000 for capital renewal and replacement projects under \$25,000. It should be noted that the Management Fee allocation is reflective of actual city resources applied to the operation of the RDA, as supported by the RSM McGladrey Cost Allocation Study, dated July 20, 2009. It should further be noted that Administrative and Operating expenses only account for less than three percent (3%) of the total budget, which is well below the 20% threshold level established (and permitted) in the Interlocal Agreement between the City and the County.
- The current combined debt service on the 2005 Series Bonds and the Parity Bonds accounts for approximately \$8.55 Million (\$8.4) Million annually. City Center also continues assuming 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, which collectively account for approximately \$1.3 Million.
- 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
Adopted FY 2013/14 Operating Budget**

	FY 10/11	FY11/12	FY 2012/13	FY 13/14	Budgeted Variance
	Actual	Actual	Adopted	Adopted	From FY 12/13
Revenues and Other Sources of Income					
Tax Increment - City	\$ 18,377,816	\$ 18,337,693	\$ 19,188,000	\$ 19,934,000	\$ 746,000
Proj Adjustment to City Increment	(1,475,726)	(1,756,457)	(1,871,000)	(94,000)	1,777,000
Tax Increment - County	16,047,879	14,291,236	14,818,000	15,992,000	1,174,000
Proj Adjustment to County Increment	(1,262,384)	(1,367,157)	(1,636,000)	(74,000)	1,562,000
50% Contribution from Resort Tax	4,492,075	4,925,168	4,684,000	5,386,000	702,000
1/2 Mill Children's Trust Contribution	1,474,830	1,481,004	1,575,000	1,831,000	256,000
Interest Income	9,291	8,278	13,000	25,000	12,000
Fund Balance Reallocation: (Non-TIF)	-	-	-	-	-
Fund Balance Renewal and Replacement	-	-	-	-	-
Other Income/Adjustments:	-	5,196	-	-	-
TOTAL REVENUES	\$ 37,663,781	\$ 35,924,961	\$ 36,771,000	\$ 43,000,000	\$ 6,229,000
Admin/Operating Expenses					
Management fee (salaries & benefits)	\$ 941,524	\$ 952,889	\$ 976,000	\$ 1,043,000	\$ 67,000
Salaries and Benefits		\$59,601	\$65,000	155,000	90,000
Advertising & promotion	-	-	-	50,000	50,000
Postage, printing & mailing	81	-	3,000	3,000	-
Office supplies & equipment	2,548	2,269	4,000	4,000	-
Other Operating				1,000	1,000
Meetings & conferences	12	-	1,000	1,000	-
Dues & subscriptions	788	795	2,000	2,000	-
Licences & Taxes				-	-
Audit fees	20,260	20,260	9,000	21,000	12,000
Professional & related fees	56,031	175,373	241,000	629,000	388,000
Repairs and Maintenance	-	31,489	98,000	25,000	(73,000)
Miscellaneous expenses	5,000	33,938	47,000	27,000	(20,000)
Total Admin/Operating Expenses	\$ 1,026,244	\$ 1,276,614	\$ 1,446,000	\$ 1,961,000	\$ 515,000
Project Expenses					
Community Policing 168-1124	\$ 2,754,374	\$ 3,411,726	\$ 3,741,000	\$ 4,195,000	\$ 454,000
Capital Projects Maintenance:				-	\$ -
Property Mgmt: 168-9964	990,358	1,013,473	\$1,143,000	1,176,000	33,000
Sanitation: 168-9965	2,092,146	2,560,468	\$2,593,000	3,020,000	427,000
Greenspace: 168-9966		506,242	\$763,000	832,000	69,000
NWS Project/Lincoln Park Complex Contingency	-	-	-	-	-
NWS Project - Grant-in-Aid	15,000,000	-	-	-	-
Transfer to Penn Garage Parking	75,622	48,801	405,000	305,000	(100,000)
Transfer to Penn Garage Retail	26,448	347,112	-	-	-
Transfer to Renewal and Replacement	-	-	705,000	\$67,000	(638,000)
Transfer to Capital Projects	136,758	13,541,301	14,238,000	18,443,000	4,205,000
Total Project Expenses	\$ 21,075,706	\$ 21,429,123	\$ 23,588,000	\$ 28,038,000	\$ 4,450,000
Reserve and Debt Service Obligations					
Debt Service Cost - 2005 + Parity Bonds	\$ 8,393,254	\$ 8,548,105	\$ 8,415,000	\$ 8,550,000	\$ 135,000
Current Debt Service - Lincoln Rd Project	1,094,176	1,103,366	\$785,000	825,000	40,000
Current Debt Service - Bass Museum	505,859	502,746	503,000	547,000	44,000
Reserve for County Admin Fee	221,782	193,861	198,000	239,000	41,000
Reserve for CMB Contribution	253,531	248,719	261,000	283,000	22,000
Reserve for Children's Trust Contribution	1,474,830	1,481,004	1,575,000	1,831,000	256,000
Reserve for Collins Park Parking Garage	-	1,451,823	-	-	-
Repayment-Prior Yr Fund Balance	2,946,246	-	-	342,000	342,000
Reserve for Future Projects				384,000	384,000
Total Reserve and Debt Service	\$ 14,889,679	\$ 13,529,624	\$ 11,737,000	\$ 13,001,000	\$ 1,264,000
TOTAL EXPENSES AND OBLIGATIONS	\$ 36,991,628	\$ 36,235,361	\$ 36,771,000	\$ 43,000,000	\$ 6,229,000
REVENUES - EXPENSES	\$ 672,153	\$ (310,400)	\$ -	\$ -	\$ -

Adopted FY 2013/14 Anchor Shops and Parking Garage Operating Budget

	FY 10/11	FY11/12	FY 2012/13	FY 13/14	Variance
	Actual	Actual	Adopted	Adopted	
Revenues:					
Parking Operations	\$ 2,368,000	\$ 3,079,821	\$ 3,049,000	\$ 3,130,000	\$ 81,000
Retail Leasing	714,150	615,016	\$708,000	847,000	139,000
Interest Pooled Cash	39,216	13,897	\$26,000	18,000	(8,000)
TOTAL REVENUES	\$ 3,121,366	\$ 3,708,734	\$ 3,783,000	\$ 3,995,000	\$ 212,000
Operating Expenses:					
Parking Operations	\$ 1,652,841	\$ 1,264,875	\$ 2,025,000	\$ 2,078,000	\$ 53,000
Garage Use Fee (To Loews)	471,918	440,241	463,000	507,000	44,000
Garage Repairs and Maintenance	-	-	-	37,000	37,000
Retail Leasing Property Management Fee	76,917	62,619	52,000	-	(52,000)
Retail Leasing Repair & Maintenance	-	-	-	32,000	32,000
Retail Internal Service Charges	96,274	66,109	35,000	19,000	(16,000)
Retail Operations Depreciation	55,396	55,396	55,000	55,000	-
Management Fee to General Fund	189,074	196,740	223,000	224,000	1,000
Parking Operations Management Fee	189,074	196,740	223,000	224,000	1,000
Retail Leasing Management Fee to GF	-	-	14,000	10,000	(4,000)
Transfer to Renewal and Replacement	-	-	182,000	220,000	38,000
Transfer to Capital Projects	-	-	-	-	-
Reserve for Future Capital - Parking Operations	-	223,962	358,000	72,000	(286,000)
Reserve for Future Capital - Retail Operations	-	-	376,000	741,000	365,000
TOTAL EXPENSES	\$ 2,542,420	\$ 2,309,942	\$ 3,783,000	\$ 3,995,000	\$ 212,000
REVENUES - EXPENSES	\$ 578,946	\$ 1,398,792	\$ -	\$ -	\$ -

Adopted FY 2013/14 Pennsylvania Ave Shops and Garage Operating Budget

	FY 10/11	FY11/12	FY 2012/13	FY 13/14	Variance
	Actual	Actual	Adopted	Adopted	
Revenues:					
Parking Operations	\$ 478,583	\$ 618,961	\$ 520,000	\$ 656,000	\$ 136,000
Retail Leasing	-	147,123	574,000	550,000	(24,000)
Retail Transfer from RDA Operations	-	347,112	-	-	-
Parking Transfer from RDA Operations	102,070	346,000	405,000	305,000	(100,000)
Interest Pooled Cash	-	492	-	-	-
TOTAL REVENUES	\$ 580,653	\$ 1,459,688	\$ 1,499,000	\$ 1,511,000	\$ 12,000
Operating Expenses:					
Parking Operations Expenditures	\$ 300,727	\$ 723,029	\$ 802,000	\$ 822,000	\$ 20,000
Parking Admin/Base Fee	73,768	45,368	53,000	55,000	2,000
Garage Ground Lease	23,552	23,552	23,000	23,000	-
Parking Base Rent	23,552	23,552	\$23,000	23,000	-
Add'l/Percentage Rent	-	-	\$0	-	-
Garage Management Fee	-	\$47,604	\$47,000	61,000	14,000
Retail Additional Base Rent	-	\$15,592	\$278,000	229,000	(49,000)
Retail base Rent	-	\$276,448	51,000	136,000	85,000
Retail Admin Fee	-	11,137	-	-	-
Depreciation	-	\$11,851	-	-	-
Leasing Commissions	-	303,400	-	-	-
Admin Fee (GF)	-	3,864	\$53,000	51,000	(2,000)
Contingency	-	-	\$192,000	134,000	(58,000)
TOTAL EXPENSES	\$ 398,047	\$ 1,461,845	\$ 1,499,000	\$ 1,511,000	\$ 12,000
REVENUES - EXPENSES	\$ 182,606	\$ (2,157)	\$ -	\$ -	\$ -

MIAMI BEACH REDEVELOPMENT AGENCY

Expiration of South Pointe RDA

Projected Funding Availability from the Amended CDT Interlocal Agreement

Source of Funds	Eligible Expenditures	FY 2011/12 Budget	FY 2012/13 Budget	FY 2013/14 Budget
County Millage		4.8050	4.7035	4.7035
City Millage		6.1655	6.0909	5.8634
Estimated Agreement Funding at 95%				
Miami-Dade County revenues equivalent to 50% of the County tax increment revenues	South Pointe capital projects - ongoing	\$7,729,034	\$8,083,000	\$8,183,000
Miami-Dade County revenues equivalent to 25% of Countywide tax increment revenue	CDT/municipal resort tax eligible or general Citywide exp., based on source of County revenues	\$3,864,517	\$4,042,000	\$4,092,000
Miami-Dade County revenues equivalent to 20% of Countywide tax increment revenues up to a cumulative maximum of \$45 million	CDT/municipal resort tax eligible expenditures	\$3,091,614	\$3,233,000	\$3,273,000
Sub-total Revenues from MDC		\$15,990,702	\$15,358,000	\$15,548,000
50% of CMB tax increment revenues	South Pointe expenditures	\$10,524,084	\$11,057,000	\$10,738,000
50% of CMB tax increment revenues (less 5%)	General Citywide expenses	\$9,471,675	\$10,504,000	\$10,201,000
Sub-total Revenues from CMB		\$19,995,759	\$21,561,000	\$20,939,000
Total Revenues		\$35,986,461	\$36,919,000	\$36,487,000
Budgeted Uses of Funds				
General Fund Operating		\$9,306,639	\$10,318,000	\$10,201,000
General Fund R&R		\$165,036	\$186,000	\$0
South Pointe Operating in General Fund		\$10,524,084	\$11,057,000	\$10,738,000
South Pointe R&R		\$0	\$0	\$0
Sanitation CDT/Mun R. Tax Eligible		\$3,071,142	\$3,671,142	\$3,671,000
Capital Transfers				
South Pointe		\$7,729,034	\$8,083,000	\$8,183,000
CDT/Mun R. Tax Eligible		\$3,884,989	\$3,603,858	\$3,694,000
Total		\$34,680,924	\$36,919,000	\$36,487,000

DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 2010/11***

**REVISED
FY 2011/12**

**REVISED
FY 2012/13**

**Adopted
FY 2013/14**

**14-Adp - 13 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	0.00	0.00	8.00	8.00	0.00
Executive Office Associate I	1.00	1.00	1.00	1.00	0.00
Office Associate V	8.00	8.00	0.00	0.00	0.00
Office Associate IV	0.33	0.33	0.33	0.33	0.00
Receptionist	0.33	0.33	0.33	0.33	0.00
Office Manager	1.00	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	17.66	17.66	17.66	17.66	0.00

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	0.50	(0.50)
Condominium Ombudsman	0.00	0.00	0.50	0.50	0.00
Community Resource Coord	0.00	0.00	2.00	2.00	0.00
Emergency Manager	0.00	0.00	1.00	1.00	0.00
Agenda Coordinator	0.00	0.00	0.00	0.00	0.00
Executive Office Associate II	1.00	1.00	1.00	1.00	0.00
Executive Office Associate I	3.00	3.00	3.00	3.00	0.00
Receptionist	0.33	0.33	0.33	0.33	0.00
Office Associate IV	0.34	0.34	0.34	0.34	0.00
Subtotal - Fund	9.67	9.67	13.17	12.67	(0.50)
City Center RDA Fund					
Lincoln Road Mall Manager	0.00	0.00	0.00	0.50	0.50
Subtotal - Fund	0.00	0.00	0.00	0.50	0.50
DEPARTMENT TOTAL	9.67	9.67	13.17	13.17	0.00

COMMUNICATIONS, OFFICE OF

General Fund					
Public Information Officer	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	1.00	1.00	0.00	0.00	0.00
Media Specialist	1.00	1.00	1.00	1.00	0.00
Office Associate IV	0.00	0.00	0.00	0.00	0.00
Public Information Specialist	1.00	1.00	1.00	1.00	0.00
DIVISION TOTAL	5.00	5.00	4.00	4.00	0.00

BUDGET & PERFORMANCE IMPROVEMENT

ADMIN & ORG DEVELOPMENT					
General Fund					
OBPI Director	0.30	0.30	0.00	0.00	0.00
Executive Office Associate I	0.30	0.30	0.00	0.00	0.00
Office Associate IV	0.10	0.10	0.00	0.00	0.00
Office Associate II	0.00	0.00	0.00	0.00	0.00
Org Dev & Training Specialist	0.80	0.80	0.00	0.00	0.00
Sr Management Consultant	0.50	0.50	0.00	0.00	0.00
Subtotal - Division	2.00	2.00	0.00	0.00	0.00
MANAGEMENT & BUDGET					
General Fund					
OBPI Director	0.70	0.70	0.50	0.50	0.00
Budget Officer	1.00	1.00	1.00	1.00	0.00
Executive Office Associate I	0.70	0.70	0.50	0.50	0.00
Office Associate IV	0.10	0.10	0.20	0.20	0.00
Office Associate II	0.00	0.00	0.00	0.00	0.00
Sr Management Consultant	0.00	0.00	0.00	0.00	0.00
Sr. Mgmt & Budget Analyst	2.00	3.00	3.00	3.00	0.00
Management & Budget Analyst I	1.00	0.00	0.00	0.00	0.00
Management & Budget Analyst	0.00	0.00	0.00	0.00	0.00
Sr Management Consultant	0.50	0.50	0.00	0.00	0.00
Subtotal - Division	6.00	6.00	5.20	5.20	0.00
INTERNAL AUDIT					
General Fund					
OBPI Director	0.00	0.00	0.25	0.25	0.00
Executive Office Associate I	0.00	0.00	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 IV	0.30	0.30	0.20	0.20	0.00
Senior Auditor	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	2.80	2.80	3.20	3.20	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 IV	0.50	0.50	0.20	0.20	0.00
Office Associate II	0.00	0.00	0.00	0.00	0.00
Field Agent	3.00	3.00	3.00	3.00	0.00
Subtotal - Fund	4.00	4.00	3.70	3.70	0.00
Parking Fund					
Auditor	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	1.00	0.00

*At the time of adoption of the FY 2010/11 budget, the City was at impasse with the Communication Workers of America (CWA) bargaining unit, and the budget included position reduction related to CWA employees (Plan B). Subsequent to the adoption, an agreement was reached with CWA that included employee give-backs in exchange for a no-layoff provision. The revised FY 2010/11 position count reflects the impact of adjusting for these Plan B impacts, reflects position reclassification actions processed by the Human Resources department including conversion of positions from full-time to part-time, and corrects for a Records Manager position in CIP that was adopted as an initiative but not reflected in the position count.

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
Sanitation Fund					
Field Agent	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	8.80	8.80	8.90	8.90	0.00
GRANTS MANAGEMENT					
General Fund					
OBPI Director	0.00	0.00	0.25	0.25	0.00
Executive Office Associate I	0.00	0.00	0.25	0.25	0.00
Grants Manager	1.00	1.00	1.00	1.00	0.00
Grants Management Specialist	0.00	0.00	0.00	0.00	0.00
Office Associate IV	0.00	0.00	0.20	0.20	0.00
Org Dev & Training Specialist	0.20	0.20	0.00	0.00	0.00
Sr Management Consultant	0.00	0.00	0.00	0.00	0.00
Subtotal - Division	1.20	1.20	1.70	1.70	0.00
DEPARTMENT TOTAL	18.00	18.00	15.80	15.80	0.00
ORG DEV & PEFROMANCE INITIATIVES					
General Fund					
Org Dev & Training Specialist	0.00	0.00	1.00	1.00	0.00
Sr Management Consultant	0.00	0.00	1.00	1.00	0.00
Office Associate IV	0.00	0.00	0.20	0.20	0.00
DEPARTMENT TOTAL	0.00	0.00	2.20	2.20	0.00
FINANCE					
ADMINISTRATION					
General Fund					
Chief Financial Officer	0.50	0.50	0.50	0.50	0.00
Assistant Finance Director	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 III	0.50	0.50	0.50	0.50	0.00
Executive Office Associate I	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	4.00	4.00	4.00	4.00	0.00
REVENUE MANAGEMENT					
General Fund					
Finance Specialist III	2.00	2.00	2.00	2.00	0.00
Finance Specialist II	0.00	0.00	0.00	0.00	0.00
Financial Analyst III	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/ FA I	4.50	4.50	4.50	4.50	0.00
Revenue Manager	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	10.50	10.50	10.50	10.50	0.00
FINANCE MANAGEMENT					
General Fund					
Finance Manager	1.00	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	1.00	0.00
Financial Analyst II	1.00	1.00	1.00	1.00	0.00
Financial Analyst I	2.00	2.00	2.00	2.00	0.00
Financial Specialist III	2.00	2.00	2.00	2.00	0.00
Subtotal - Division	7.00	7.00	7.00	7.00	0.00
EXPENDITURE & TREASURY					
MGMT-General Fund					
Expenditure & Treasury Mgr	1.00	1.00	1.00	1.00	0.00
Financial Analyst III	2.00	2.00	2.00	2.00	0.00
Financial Analyst II	2.00	2.00	2.00	2.00	0.00
Financial Specialist II	2.00	2.00	2.00	2.00	0.00
Subtotal - Division	7.00	7.00	7.00	7.00	0.00
GENERAL LEDGER MGMT					
General Fund					
Chief Accountant	1.00	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	1.00	0.00
Financial Analyst II	0.00	0.00	1.00	1.00	0.00
Financial Specialist III	1.50	1.50	0.50	0.50	0.00
Subtotal - Division	3.50	3.50	3.50	3.50	0.00
Subtotal - Fund	32.00	32.00	32.00	32.00	0.00
Resort Tax Fund					
Financial Analyst III	1.00	1.00	1.00	1.00	0.00
Office Associate III	0.50	0.50	0.50	0.50	0.00
Financial Analyst I	2.00	2.00	2.00	2.00	0.00
Subtotal - Fund	3.50	3.50	3.50	3.50	0.00
Parking Fund					
Financial Analyst II	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	36.50	36.50	36.50	36.50	0.00

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DEPARTMENTAL POSITION DETAILS

AMENDED
FY 2010/11*

REVISED
FY 2011/12

REVISED
FY 2012/13

Adopted
FY 2013/14

14-Adp - 13 Rvsd
Over/(Under)

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	5.00	5.00	5.00	5.00	0.00
Systems Analyst	1.00	1.00	1.00	1.00	0.00
Special Projects Coordinator	0.00	0.00	1.00	1.00	0.00
Subtotal - Division	11.00	11.00	12.00	12.00	0.00
SUPPORT SERVICES					
Internal Service Fund					
Chief Financial Officer	0.50	0.50	0.00	0.00	0.00
Director	1.00	1.00	1.00	1.00	0.00
Systems Support Manager	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Information Tech I	2.00	2.00	2.00	2.00	0.00
Information Tech Specialist II	5.00	5.00	5.00	5.00	0.00
SAN Architect	0.00	0.00	0.00	0.00	0.00
Systems Administrator	2.00	2.00	2.00	2.00	0.00
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	18.50	18.50	18.00	18.00	0.00
TELECOMMUNICATIONS SVCS					
Internal Service Fund					
Technical Services Manager	1.00	1.00	1.00	1.00	0.00
Account Clerk III	1.00	1.00	1.00	1.00	0.00
Radio Administrator	1.00	1.00	1.00	1.00	0.00
Sr. Telecom Specialist	2.00	2.00	2.00	2.00	0.00
Telecom Specialist	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	6.00	6.00	6.00	6.00	0.00
DEPARTMENT TOTAL	35.50	35.50	36.00	36.00	0.00

HUMAN RESOURCES

General Fund					
Human Resources Director	0.60	0.60	0.60	0.60	0.00
Human Resources Asst Director	1.00	1.00	1.00	1.00	0.00
Human Resources Admin I	2.00	2.00	2.00	2.00	0.00
Human Resources Specialist	3.00	2.00	2.00	2.00	0.00
Human Resources Technician II	4.20	4.20	4.00	4.00	0.00
Labor Relations Director	0.00	0.00	0.00	0.00	0.00
Labor Relations Specialist	1.50	1.50	2.00	2.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Office Associate IV	0.00	1.00	1.00	1.00	0.00
Office Associate III	1.00 + 1.00 PT	1.00 + 1.00 PT	1.00 + 1.00 PT	1.00 + 1.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	14.30 + 1.00 PT	14.30 + 1.00 PT	14.60 + 1.00 PT	14.60 + 1.00 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	1.00	0.00
Human Resources Specialist	1.00	1.00	0.50	0.50	0.00
Human Resources Admin I	1.00	1.00	0.25	0.25	0.00
Human Resources Technician II	2.80	2.80	3.00	3.00	0.00
Labor Relations Specialist	0.50	0.50	0.00	0.00	0.00
DEPARTMENT TOTAL	6.70	6.70	5.15	5.15	0.00

MEDICAL & DENTAL FUND

Self Insurance Internal Fund					
Human Resources Admin I	0.00	0.00	0.75	0.75	0.00
Human Resources Specialist	0.00	0.00	0.50	0.50	0.00
DEPARTMENT TOTAL	0.00	0.00	1.25	1.25	0.00

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	1.00	0.00	0.00	0.00	0.00
Code Violations Clerk	2.00	2.00	2.00	2.00	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	0.00	1.00	1.00	1.00	0.00
Office Associate II	1.00	1.00	0.00	0.00	0.00
Subtotal - Fund	9.60	9.60	8.60	8.60	0.00
Red Light Camera Fund					
Code Violations Clerk	0.00	0.00	0.00	1.00	1.00
Subtotal - Fund	0.00	0.00	0.00	1.00	1.00
DEPARTMENT TOTAL	9.60	9.60	8.60	9.60	1.00

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DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
CENTRAL SERVICES					
Internal Service Fund					
Central Services Coordinator	1.00	1.00	1.00	1.00	0.00
Admin Aide I	0.00	0.00	0.00	0.00	0.00
Agenda Coordinator	0.40	0.40	0.40	0.40	0.00
Duplicating Equip Operator	0.00	0.00	0.00	0.00	0.00
Central Services Technician	3.00	3.00	3.00	3.00	0.00
DIVISION TOTAL	4.40	4.40	4.40	4.40	0.00
PROCUREMENT					
General Fund					
Procurement Division Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Buyer	1.00	1.00	1.00	1.00	0.00
Contracts Compliance Spec	1.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Procurement Coordinator	3.00	2.00 1.00 PT	2.00 + 1.00 PT	2.00 + 1.00 PT	0.00 + 0.00 PT
Sr Procurement Specialist	1.00	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	9.00	8.00 1.00 PT	8.00 + 1.00 PT	8.00 + 1.00 PT	0.00 + 0.00 PT
CITY ATTORNEY, OFFICE OF**					
General Fund					
City Attorney	1.00	1.00	1.00	1.00	0.00
Chief Deputy City Attorney	2.00	2.00	2.00	2.00	0.00
Deputy City Attorney	0.00	0.00	0.00	0.00	0.00
First Assistant City Attorney	4.00	4.00	4.00	4.00	0.00 + 0.00 PT
Senior Assistant City Attorney	3.00	3.00	3.00	3.00	0.00
Legal Administrator	1.00	1.00	1.00	1.00	0.00
Legal Secretary	5.00	5.00	5.00	5.00	0.00
Office Manager	1.00	1.00	1.00	1.00	0.00
Paralegal	1.00	1.00	1.00	1.00	0.00
Receptionist	0.34	0.34	0.34	0.34	0.00
Office Associate IV	0.33	0.33	0.33	0.33	0.00
DEPARTMENT TOTAL	18.67 + 0.00 PT	18.67 0.00	18.67 + 0.00 PT	18.67 + 0.00 PT	0.00 + 0.00 PT
REAL ESTATE, HOUSING & COMMUNITY DEVELOPMENT					
Housing & Community Development					
General Fund					
RE, Housing & Comm Dev Dir	0.30	0.30	0.30	0.50	0.20
Financial Analyst II		0.00	0.00	0.53	0.53
Administrative Aide I		0.00	0.00	0.70	0.70
Community Dev Coordinator		0.00	0.00	0.05	0.05
Community Dev Specialist		0.00	0.00	1.00	1.00
Housing Specialist		0.00	0.00	0.35	0.35
Econ Dev Division Dir	1.00	1.00	0.00	0.00	0.00
Office Associate V	1.00	1.00	1.00	0.50	(0.50)
Redevelopment Coordinator	1.00	1.00	0.00	0.00	0.00
Subtotal - Division	3.30	3.30 0.00	1.30	3.63	2.33
Asset Management					
General Fund					
Asset Manager	0.00	0.00	0.00	0.00	0.00
Field Monitor	0.50	0.50	1.00	1.00	0.00
Leasing Specialist	1.00	1.00	2.00	2.00	0.00
Subtotal - Division	1.50	1.50 0.00	3.00	3.00	0.00
HOMELESS SERVICES					
General Fund					
Case Worker Part Time	0.00	0.00 2.00 PT	0.00 + 2.00 PT	0.00 + 2.00 PT	0.00 + 0.00 PT
Office Associate II Part Time	0.00	0.00 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT	0.00 + (1.00) PT
RE, Housing & Comm Dev Dir	0.10	0.10	0.10	0.45	0.35
Financial Analyst II				0.37	0.37
Administrative Aide I				0.30	0.30
Office Associate V				0.00	0.00
Homeless Program Coordinator	1.00	1.00	1.00	1.00	0.00 + 0.00
Subtotal - Division	1.10	1.10 3.00 PT	1.10 + 3.00 PT	2.12 + 2.00 PT	1.02 + (1.00) PT
COMMUNITY DEVELOPMENT					
BLOCK GRANT					
Special Revenue Fund					
RE, Housing & Comm Dev Dir	0.25	0.25	0.25	0.05	(0.20)
Administrative Aide I	0.80	0.80	0.80	0.00	(0.80)
Office Associate V				0.50	0.50
Community Dev Specialist	2.00	2.00	1.00	0.00	(1.00)
Community Dev Coordinator			1.00	0.95	(0.05)
Community Dev Technician	0.00	0.00	0.00	0.00	0.00
Financial Analyst II	0.80	0.80	0.80	0.10	(0.70)
Housing Specialist	0.80	0.80	0.80	0.00	(0.80)
Subtotal - Division	4.65	4.65 0.00	4.65 0.00	1.60 0.00	(3.05) 0.00
HOUSING					
HOME GRANT					
Special Revenue Fund					
RE, Housing & Comm Dev Dir	0.25	0.25	0.25	0.00	(0.25)
Community Dev Technician	0.00	0.00	0.00	0.00	0.00
Financial Analyst II	0.15	0.15	0.15	0.00	(0.15)
Administrative Aide I	0.20	0.20	0.20	0.00	(0.20)
Housing Specialist	0.60	0.60	0.60	0.65	0.05
Subtotal - Division	1.20	1.20 0.00	1.20 0.00	0.65 0.00	(0.55) 0.00

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DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
SHIP GRANT					
Special Revenue Fund					
RE, Housing & Comm Dev Dir	0.10	0.10	0.10	0.00	(0.10)
Community Dev Technician	0.00	0.00	0.00	0.00	0.00
Financial Analyst II	0.05	0.05	0.05	0.00	(0.05)
Housing Specialist	0.60	0.60	0.60	(0.00)	(0.60)
Subtotal - Division	0.75	0.75 0.00	0.75 0.00	(0.00) 0.00	(0.75) 0.00
COMMUNITY DEVELOPMENT EDI GRANT					
Special Revenue Fund					
Community Dev Specialist	0.00	0.00	0.00	0.00	0.00
Financial Analyst II	0.00	0.00	0.00	0.00	0.00
Office Associate V	0.00	0.00	0.00	0.00	0.00
Subtotal - Division	0.00	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal - Fund	6.60	6.60 + 0.00 PT	6.60 + 0.00 PT	2.25 + 0.00 PT	(4.35) + 0.00 PT
DEPARTMENT TOTAL	12.50	12.50 + 3.00 PT	12.00 + 3.00 PT	11.00 + 2.00 PT	(1.00) + (1.00) PT

BUILDING

General Fund					
Building Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	2.00	2.00	2.00	2.00	0.00
Administrative Services Manager	1.00	1.00	1.00	1.00	0.00
Administrative Aide II	0.00	0.00	0.00	0.00	0.00
Building Inspector	3.00	3.00	3.00	3.00	0.00
Building Operations Manager	1.00	1.00	1.00	1.00	0.00
Building Records Manager	1.00	1.00	1.00	1.00	0.00
Chief Accessibility Inspector	1.00	1.00	1.00	1.00	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	1.00	0.00
Chief Electrical Inspector	1.00	1.00	1.00	1.00	0.00
Chief Elevator Inspector	1.00	1.00	1.00	1.00	0.00
Chief Engineering Inspector	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 Struct Plans Examiner	3.00	3.00	3.00	3.00	0.00
Clerk	2.00	2.00	2.00	2.00	0.00
Clerk Typist	0.00	0.00	0.00	0.00	0.00
Code Compliance Officer	1.00	1.00	1.00	1.00	0.00
Condominium Ombudsman	1.00	1.00	0.50	0.50	0.00
Development Coord	1.00	1.00	1.00	1.00	0.00
Electrical Inspector	4.00	4.00	4.00	4.00	0.00
Engineering Inspector	5.00	5.00	5.00	5.00	0.00
Financial Analyst III	1.00	1.00	1.00	1.00	0.00
Financial Analyst	1.00	1.00	1.00	1.00	0.00
Inspection Services Coord	1.00	1.00	1.00	1.00	0.00
Mechanical Inspector	1.00	0.00	0.00	0.00	0.00
Office Associate IV	3.00	3.00	3.00	3.00	0.00
Office Associate V	2.00	2.00	2.00	2.00	0.00
Permit Clerk II	3.00	3.00	3.00	3.00	0.00
Permit Clerk I	8.00	8.00	8.00	8.00	0.00
Permit Information Analyst II	3.00	3.00	3.00	3.00	0.00
Plumbing Inspector	2.00	2.00	2.00	2.00	0.00
Senior Mechanical Inspector	2.00	3.00	3.00	3.00	0.00
Senior Electrical Inspector	2.00	2.00	2.00	2.00	0.00
Senior Elevator Inspector	2.00	2.00	2.00	2.00	0.00
Senior Plumbing Inspector	1.00	1.00	1.00	1.00	0.00
Senior Building Inspector	7.00	7.00	7.00	7.00	0.00
DEPARTMENT TOTAL	73.00	73.00	72.50	72.50	0.00

PLANNING

General Fund					
Planning Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	1.00	0.00
Field Inspector	2.00	2.00	2.00	2.00	0.00
Preservation & Design Mgr	1.00	1.00	1.00	1.00	0.00
Office Associate III	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	1.00	1.00	1.00	1.00	0.00
Planner	5.00	5.00	5.00	5.00	0.00
Planning & Zoning Manager	1.00	1.00	1.00	1.00	0.00
Planning Technician	0.00	0.00	0.00	0.00	0.00
Principal Planner	2.00	2.00	2.00	2.00	0.00
Senior Planner	8.00	8.00	8.00	8.00	0.00
DEPARTMENT TOTAL	25.00	25.00	25.00	25.00	0.00

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DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 2010/11***

**REVISED
FY 2011/12**

**REVISED
FY 2012/13**

**Adopted
FY 2013/14**

**14-Adp - 13 Rvsd
Over/(Under)**

TOURISM & CULTURAL AFFAIRS

TOURISM & CULTURAL DEV					
General Fund					
Tourism Cultural Affairs & Econ Dev Director	1.00	0.65	0.65	0.65	0.00
Field Monitor	0.50	0.50	1.00	1.00	0.00
Film & Event Production Mgr	1.00	1.00	1.00	1.00	0.00
Development Coordinator	0.00	0.00	1.00	1.00	0.00
Ent Ind Liaison/Public Art Coord	0.00	0.00	0.00	0.00	0.00
Sr. Administrative Manager	0.00	0.00	0.85	0.85	0.00
Office Associate V	3.00	2.85	2.00	2.00	0.00
Office Associate IV	0.00	0.00	0.00	0.00	0.00
Subtotal - Fund	5.50	5.00	6.50	6.50	0.00
Special Revenue-					
Art in Public Places					
Ent Ind Liaison/Public Art Coord	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	1.00	0.00
DIVISION TOTAL	6.50	6.00	7.50	7.50	0.00
BASS MUSEUM OF ART **					
General Fund					
Bass Museum Director	1.00	1.00	1.00	1.00	0.00
Bass Museum Asst Director	1.00	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Building Supervisor	1.00	1.00	1.00	1.00	0.00
Curator	1.00	1.00	1.00	1.00	0.00
Registrar	1.00	1.00	1.00	1.00	0.00
Museum Guard	1.00	1.00	1.00	1.00	0.00
DIVISION TOTAL	8.00	8.00	8.00	8.00	0.00
ECONOMIC DEVELOPMENT					
General Fund					
Econ Dev Division Dir	0.00	0.00	1.00	1.00	0.00
Redevelopment Specialists	0.00	0.00	1.00	1.00	0.00
DIVISION TOTAL	0.00	0.00	2.00	2.00	0.00
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	2.00	2.00	2.00	0.00
TOURISM & CONVENTIONS					
Enterprise Fund					
Tourism Cultural Affairs & Econ Dev Director	0.00	0.35	0.35	0.35	0.00
Tourism & Convention Director	1.00	1.00	1.00	1.00	0.00
Sr. Administrative Manager	0.00	0.00	0.15	0.15	0.00
Office Associate V	0.00	0.15	0.00	0.00	0.00
Office Associate III	0.00	0.00	0.00 + 0.00 PT	0.00 + 2.00 PT	0.00 + 2.00 PT
Executive Office Associate I	1.00	1.00	1.00	0.00	(1.00)
DIVISION TOTAL	2.00	2.50	2.50	1.50 + 2.00 PT	(1.00) + 2.00 PT
DEPARTMENT TOTAL	18.50	18.50	22.00	21.00 + 2.00 PT	(1.00) + 2.00 PT

** Positions in Bass Museum are funded as part of Managemenet Contract with Friends of the Bass with the exception of Director and Assistant Director

COMMUNITY SERVICES

General Fund					
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	1.00	1.00	0.00	0.00	0.00
Employment Specialist	1.00	1.00	2.00	2.00	0.00
Office Associate III	0.00	0.00	0.00	0.00	0.00
DIVISION TOTAL	4.00	4.00	4.00	4.00	0.00

CODE COMPLIANCE

General Fund					
Code Compliance Director	1.00	1.00	1.00	1.00	0.00
Code Compliance Div Director	0.00	0.00	0.00	0.00	0.00
Administrative Aide II	0.00	0.00	0.00	0.00	0.00
Administrative Aide I	6.00	6.00	6.00	6.00	0.00
Code Compliance Manager	0.00	0.00	0.00	1.00	1.00
Code Compliance Officer	19.00 + 12.00 PT	19.00 + 12.00 PT	19.00 + 12.00 PT	20.00 + 12.00 PT	1.00 + 0.00 PT
Code Compliance Admin	6.00	6.00	6.00	6.00	0.00
Engineering Inspector	0.00	0.00	0.00	1.00	1.00
Community Resource Coord	2.00	2.00	0.00	0.00	0.00
Customer Service Manager	0.00	0.00	0.00	0.00	0.00
Office Associate IV	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	35.00 + 12.00 PT	35.00 + 12.00 PT	33.00 + 12.00 PT	36.00 + 12.00 PT	3.00 + 0.00 PT
Other Funds					
CDBG-Code Compliance Off	2.00	2.00	2.00	2.00	0.00
Sanitation-Code Compliance Off	4.00	4.00	4.00	4.00	0.00
Lincoln Road - Code Compliance Off	0.00	0.00	0.00	0.00	0.00
Subtotal - Fund	6.00	6.00	6.00	6.00	0.00
DIVISION TOTAL	41.00 + 12.00 PT	41.00 + 12.00 PT	39.00 + 12.00 PT	42.00 + 12.00 PT	3.00 + 0.00 PT

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DEPARTMENTAL POSITION DETAILS

AMENDED
FY 2010/11*

REVISED
FY 2011/12

REVISED
FY 2012/13

Adopted
FY 2013/14

14-Adp - 13 Rvsd
Over/(Under)

PARKS & RECREATION

ADMINISTRATION						
General Fund						
Parks & Recreation Director	1.00	1.00	1.00	1.00	0.00	
Assistant Director	1.00	1.00	1.00	1.00	0.00	
Administrative Aide I	1.00	1.00	1.00	1.00	0.00	
Office Associate V	1.00	1.00	1.00	1.00	0.00	
Public Information Specialist	1.00	1.00	1.00	1.00	0.00	
DIVISION TOTAL	5.00	5.00	5.00	5.00	0.00	
PARKS & LANDSCAPE MAINTENANCE						
General Fund						
Assistant Director - Parks	1.00	1.00	1.00	1.00	0.00	
Landscape Project Coord	1.00	1.00	1.00	1.00	0.00	
Parks & Recreation Analyst	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	1.00	1.00	1.00	1.00	0.00	
Irrigation Systems Supervisor	1.00	1.00	1.00	1.00	0.00	
Municipal Service Worker III	8.00	8.00	8.00	8.00	0.00	
Municipal Service Worker II	12.00 + 4.00 PT	12.00 + 4.00 PT	11.00 + 1.00 PT	11.00 + 1.00 PT	0.00 + 0.00 PT	
Municipal Service Worker I	14.00 + 2.00 PT	14.00 + 2.00 PT	13.00 + 1.00 PT	13.00 + 1.00 PT	0.00 + 0.00 PT	
Municipal Service Worker Trainee	4.00	3.00	4.00	4.00	0.00	
Park Operations Supervisor	3.00	3.00	3.00	3.00	0.00	
Park Supervisor	6.00	6.00	6.00	6.00	0.00	
Parks Superintendent	2.00	2.00	2.00	2.00	0.00	
Storekeeper	1.00	1.00	1.00	1.00	0.00	
Tree Maintenance Supervisor	1.00	1.00	1.00	0.00	(1.00)	
Tree Trimmer	1.00	1.00	1.00	1.00	0.00	
Urban Forester	1.00	1.00	1.00	1.00	0.00	
Subtotal - Fund	60.00 6.00 PT	59.00 + 6.00 PT	58.00 + 2.00 PT	57.00 + 2.00 PT	(1.00) + 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	6.00	6.00	6.00	0.00 + 0.00 PT	
DIVISION TOTAL	66.00 6.00 PT	65.00 + 6.00 PT	64.00 + 2.00 PT	63.00 + 2.00 PT	(1.00) + 0.00 PT	

RECREATION						
General Fund						
Administrative Aide I	2.00	2.00	2.00	2.00	0.00	
Administrative Secretary	0.00	0.00	0.00	0.00	0.00	
Conc Attendant	8.00 + 0.00 PT	8.00 + 0.00 PT	8.00	8.00	0.00	
Customer Service Representative	1.00	1.00	1.00	1.00	0.00	
Ice Rink Manager	1.00	1.00	1.00	1.00	0.00	
Assistant Ice Rink Manager	0.00	0.00	0.00	0.00	0.00	
Ice Rink Technician	2.00	2.00	2.00	2.00	0.00	
Municipal Service Worker III	9.00 + 1.00 PT	9.00 + 1.00 PT	9.00 + 0.00 PT	9.00 + 0.00 PT	0.00 + 0.00 PT	
Municipal Service Worker II	10.00 + 2.00 PT	10.00 + 2.00 PT	10.00 + 3.00 PT	10.00 + 3.00 PT	0.00 + 0.00 PT	
Office Associate III	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	
Pool Guard II	3.00	3.00	3.00	3.00	0.00	
Pool Guard I	16.00	16.00	15.00 2.00 PT	15.00 + 2.00 PT	0.00 + 0.00 PT	
Pool Guard I (pt-seasonal)	0.00 + 9.00 PT	0.00 + 9.00 PT	0.00 + 9.00 PT	0.00 + 9.00 PT	0.00 + 0.00 PT	
Recreation Leader II	13.00	13.00	13.00	13.00	0.00	
Recreation Leader I	16.00	16.00	13.00	13.00	0.00	
Rec Leader I Part-time/Year-round	0.00 + 78.00 PT	0.00 + 78.00 PT	0.00 + 83.00 PT	0.00 + 83.00 PT	0.00 + 0.00 PT	
Seasonal Recreation Aide	0.00 + 40.00 PT	0.00 + 40.00 PT	0.00 + 40.00 PT	0.00 + 40.00 PT	0.00 + 0.00 PT	
Recreation Program Supervisor	13.00	13.00	13.00	13.00	0.00	
Recreation Supervisor I	4.00	4.00	4.00	4.00	0.00	
DIVISION TOTAL	103.00 + 130.00 PT	103.00 + 130.00 PT	99.00 + 137.00 PT	99.00 + 137.00 PT	0.00 + 0.00 PT	
DEPARTMENT GF TOTAL	168.00 + 136.00 PT	167.00 + 136.00 PT	162.00 + 139.00 PT	161.00 + 139.00 PT	(1.00) + 0.00 PT	
DEPARTMENT RDA TOTAL	6.00	6.00	6.00	6.00	0.00	
DEPARTMENT GRAND TOTAL	174.00 + 136.00 PT	173.00 + 136.00 PT	168.00 + 139.00 PT	167.00 + 139.00 PT	(1.00) + 0.00 PT	

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DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 2010/11***

**REVISED
FY 2011/12**

**REVISED
FY 2012/13**

**Adopted
FY 2013/14**

**14-Adp - 13 Rvsd
Over/(Under)**

PUBLIC WORKS

ADMINISTRATION					
General Fund					
Public Works Director	1.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	2.00	0.00
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	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	1.00	0.00
Civil Engineer I	1.00	1.00	1.00	1.00	0.00
Engineering Assistant III	2.00	2.00	2.00	2.00	0.00
Engineering Assistant II	4.00	4.00	4.00	4.00	0.00
Engineering Assistant I	5.00	5.00	5.00	5.00	0.00
Engineering Manager	0.00	0.00	0.00	0.00	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
Right of Way Manager	1.00	1.00	1.00	1.00	0.00
DIVISION TOTAL	21.00	21.00	21.00	21.00	0.00
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	1.00	0.00
Office Associate III	0.00	0.00	0.00	0.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	2.00	0.00
Sanitation Fund					
South Beach Service Team					
Operations Supervisor	3.00	3.00	3.00	3.00	0.00
Superintendent (Sanitation)	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	13.00	13.00	11.00	11.00	0.00
Municipal Service Worker II	26.00	26.00	26.00	26.00	0.00
Municipal Service Worker I	29.00	29.00	31.00	31.00	0.00
Subtotal Function	78.00	72.00	72.00	72.00	0.00
MID BEACH AREA					
Enterprise Fund					
Municipal Service Worker III	1.50	1.50	1.50	1.50	0.00
Municipal Service Worker II	3.50	3.50	3.50	3.50	0.00
Municipal Service Worker I	3.00	3.00	3.00	3.00	0.00
Subtotal Function	8.00	8.00	8.00	8.00	0.00
NORTH BEACH AREA					
Enterprise Fund					
Municipal Service Worker III	3.50	3.50	3.50	3.50	0.00
Municipal Service Worker II	8.50	8.50	8.50	8.50	0.00
Municipal Service Worker I	4.00	4.00	4.00	4.00	0.00
Subtotal Function	16.00	16.00	16.00	16.00	0.00
Subtotal - Fund	102.00	96.00	96.00	96.00	0.00
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	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	3.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	14.00	14.00	14.00	14.00	0.00
Municipal Service Worker III	7.00	7.00	7.00	7.00	0.00
Municipal Service Worker II	31.00	31.00	31.00	31.00	0.00
Municipal Service Worker I	21.00	21.00	21.00	21.00	0.00
Office Associate IV	1.00	1.00	1.00	1.00	0.00
Operations Supervisor	2.00	2.00	2.00	2.00	0.00
Waste Driver Supervisor	1.00	1.00	0.00	0.00	0.00
Subtotal Function	85.00	83.00	82.00	82.00	0.00
DIVISION TOTAL	187.00	179.00	178.00	178.00	0.00
TRANSPORTATION MGMT					
General Fund					
Transportation Manager	1.00	1.00	1.00	1.00	0.00
Transportation Coordinator	1.00	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	2.00	0.00

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DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
STREETS/STREETLIGHTS					
General Fund					
Infrastructure Division Director	0.20	0.20	0.20	0.20	0.00
St/Light/Stormwtr Superintendent	0.00	0.00	0.00	0.00	0.00
Administrative Secretary	0.20	0.20	0.20	0.20	0.00
Heavy Equipment Operator II	0.00	0.00	0.00	0.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	1.00	0.00
Mason	2.00	2.00	2.00	2.00	0.00
Masonry Helper	0.00	0.00	0.00	0.00	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
Street Operations Supervisor	1.00	1.00	0.00	0.00	0.00
Street Supervisor	0.00	0.00	0.00	0.00	0.00
Electrician Supervisor	1.00	1.00	1.00	1.00	0.00
Electrician	0.00	0.00	0.00	0.00	0.00
Street Lighting Technician II	3.00	3.00	3.00	3.00	0.00
Street Lighting Technician I	4.00	4.00	4.00	4.00	0.00
DIVISION TOTAL	14.40	14.40	13.40	13.40	0.00
WATER OPERATIONS					
Enterprise Fund					
Assistant Public Works Director	0.35	0.35	0.35	0.35	0.00
Infrastructure Division Director	0.25	0.25	0.25	0.25	0.00
Administrative Secretary	0.25	0.25	0.25	0.25	0.00
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 Supervisor	1.00	1.00	1.00	1.00	0.00
Electronics/Instrument Supv	1.00	1.00	1.00	1.00	0.00
Field Supervisor	1.00	1.00	1.00	1.00	0.00
Field Inspector I	0.00	0.00	0.00	0.00	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
Municipal Service Worker II	4.00	4.00	4.00	4.00	0.00
Municipal Service Worker I	5.00	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	1.00	1.00	1.00	1.00	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	5.00	0.00
Water Pipefitter	4.00	4.00	4.00	4.00	0.00
Water Supervisor	3.00	3.00	3.00	3.00	0.00
DIVISION TOTAL	56.15	52.15	52.15	52.15	0.00
SEWER OPERATIONS					
Enterprise Fund					
Assistant Public Works Director	0.35	0.35	0.35	0.35	0.00
Infrastructure Division Director	0.25	0.25	0.25	0.25	0.00
Administrative Secretary	0.25	0.25	0.25	0.25	0.00
Assistant Pumping Mechanic	3.00	3.00	2.00	2.00	0.00
Administrative Aide II	1.00	1.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	1.00	0.00
Control Room Operator	3.00	3.00	3.00	3.00	0.00
Data Entry Clerk	0.00	0.00	0.00	0.00	0.00
Engineering Assistant I	1.00	1.00	1.00	1.00	0.00
Diesel Generator Mechanic	0.00	0.00	0.00	0.00	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
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
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	3.00	3.00	0.00
Municipal Service Worker I	4.00	4.00	4.00	4.00	0.00
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	35.15	35.15	34.15	34.15	0.00

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DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
STORMWATER					
Enterprise Fund					
Assistant Public Works Director	0.30	0.30	0.30	0.30	0.00
Infrastructure Division Director	0.30	0.30	0.30	0.30	0.00
St/Light/Stormwtr Superintendent	0.00	0.00	0.00	0.00	0.00
Administrative Secretary	0.30	0.30	0.30	0.30	0.00
Administrative Aide II	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 I	1.00	1.00	1.00	1.00	0.00
Engineering Assistant I	4.00	4.00	4.00	4.00	0.00
Environmental Specialist	1.00	1.00	1.00	1.00	0.00
Field Inspector	0.00	0.00	0.00	0.00	0.00
Field Operations Supervisor	0.00	0.00	0.00	0.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	1.00	0.00
IT Analyst	0.00	0.00	0.00	0.00	0.00
Senior GIS Analyst	0.40	0.40	0.40	0.40	0.00
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00
Technology 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	3.00	3.00	0.00
Municipal Service Worker I	2.00	0.00	0.00	0.00	0.00
Sewer Pipefitter	2.00	2.00	2.00	2.00	0.00
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	21.30	21.30	21.30	0.00
PROPERTY MANAGEMENT					
ADMINISTRATION					
Internal Service Fund					
Property Mgmt Div Director	1.00	1.00	1.00	1.00	0.00
Property Mgmt Asst Director	0.00	0.00	0.00	0.00	0.00
Mtce. & Oper. Superintendant	1.00	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	2.00	0.00
Administrative Aide I	0.00	0.00	0.00	0.00	0.00
Data Entry Clerk	1.00	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	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	8.00	8.00	8.00	0.00
CONSTRUCTION					
Internal Service Fund					
Air Conditioning Mechanic	0.00	0.00	0.00	0.00	0.00
Capital Projects Coord (R&R)	0.00	0.00	0.00	0.00	0.00
Carpenter	0.00	0.00	0.00	0.00	0.00
Construction Manager	0.00	0.00	0.00	1.00	1.00
Construction Manager (R&R)	0.00	0.00	0.00	0.00	0.00
Electrician	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	0.00	0.00	0.00	0.00	0.00
Painter	0.00	0.00	0.00	0.00	0.00
Planning Technician	0.00	0.00	0.00	0.00	0.00
Subtotal - Division	1.00	1.00	1.00	2.00	1.00
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
Building Services Technician	4.00	4.00	4.00	4.00	0.00
Carpenter	9.00	9.00	9.00	8.00	(1.00)
Electrician Supervisor	1.00	1.00	1.00	1.00	0.00
Electrician	4.00	4.00	4.00	4.00	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
Mason	2.00	2.00	2.00	2.00	0.00
Paint Supervisor	1.00	1.00	1.00	1.00	0.00
Painter	4.00	4.00	4.00	4.00	0.00
Plumbing Supervisor	1.00	1.00	1.00	1.00	0.00
Plumber	3.00	3.00	3.00	3.00	0.00
Subtotal - Division	35.00	35.00	35.00	34.00	(1.00)
Subtotal - Fund	44.00	44.00	44.00	44.00	0.00
City Center RDA Fund					
Service Supervisor	0.00	0.00	0.00	0.00	0.00
Electrician	2.00	2.00	2.00	2.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	2.00	0.00
Subtotal - Division	6.00	6.00	6.00	6.00	0.00
Sustainability Fund					
Sustainability Officer	0.00	0.00	1.00	1.00	0.00
Subtotal- Fund	0.00	0.00	1.00	1.00	0.00
DEPARTMENT TOTAL	393.00	379.00	377.00	377.00	0.00

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DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 2010/11***

**REVISED
FY 2011/12**

**REVISED
FY 2012/13**

**Adopted
FY 2013/14**

**14-Adp - 13 Rvsd
Over/(Under)**

CAPITAL IMPROVEMENT PROJECTS (CIP)

General Fund					
Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Admin & Business Officer	1.00	1.00	0.00	0.00	0.00
Building Records Supervisor	1.00	1.00	1.00	1.00	0.00
Special Asst to the City Manager	1.00	1.00	1.00	1.00	0.00
Capital Projects Coordinator	11.00	11.00	11.00	11.00	0.00
Sr Capital Projects Coord	3.00	3.00	4.00	4.00	0.00
Capital Projects Administrator	1.00	1.00	1.00	1.00	0.00
Community Information Coord.	0.00	0.00	0.00	0.00	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	3.00	3.00	3.00	2.00	(1.00)
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
Performance Scheduler	0.00	1.00	1.00	1.00	0.00
Public Information Specialist	2.00	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	36.00	37.00	37.00	36.00	(1.00)

PARKING

ADMINISTRATION					
Enterprise Fund					
Chief Financial Officer			0.50	0.50	0.00
Parking Director	1.00	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Account Clerk II	0.00	0.00	0.00	0.00	0.00
Account Clerk I	0.00	0.00	0.00	0.00	0.00
Sr. Systems Analyst	1.00	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	1.00	0.00
Customer Service Liaison	1.00	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
Meter Analyst	0.00	0.00	0.00	0.00	0.00
Financial Analyst III	1.00	1.00	1.00	1.00	0.00
Financial Analyst I	1.00	1.00	1.00	1.00	0.00
Financial Analyst/ FA I	6.00	6.00	6.00	6.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Office Associate IV	5.00	5.00	5.00	5.00	0.00
Office Associate III	1.00	1.00	1.00	1.00	0.00
Sr Administration Manager	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	25.00	25.00	25.50	25.50	0.00
ON-STREET PARKING					
Enterprise Fund					
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	6.00	6.00 + 4.00 PT	6.00 + 4.00 PT	0.00
Parking Enforcement Spec II	2.00	2.00	2.00	2.00	0.00
Parking Enforcement Spec I	31.00 + 17.00 PT	31.00 + 17.00 PT	28.00 + 21.00 PT	28.00 + 21.00 PT	0.00 + 0.00 PT
Parking Meter Technician II	3.00	3.00	2.00	2.00	0.00
Parking Meter Technician I	9.00	9.00	8.00 + 3.00 PT	8.00 + 3.00 PT	0.00 + 0.00 PT
Parking Operations Manager	3.00	3.00	3.00	3.00	0.00
Parking Operations Supervisor	6.00	6.00	5.00 + 1.00 PT	5.00 + 1.00 PT	0.00 + 0.00 PT
Sign Maker	1.00	1.00	1.00	1.00	0.00
Subtotal - Division	72.50 + 17.00 PT	72.50 + 21.00 PT	66.50 + 29.00 PT	66.50 + 29.00 PT	0.00 + 0.00 PT
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
Painter	1.00	1.00	1.00	1.00	0.00
Contracts Coordinator	0.00	0.00	0.00	0.00	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	18.50	18.50	18.50	18.50	0.00
DEPARTMENT TOTAL	116.00 + 17.00 PT	116.00 + 21.00 PT	110.50 + 29.00 PT	110.50 + 29.00 PT	0.00 + 0.00 PT

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DEPARTMENTAL POSITION DETAILS

AMENDED
FY 2010/11*

REVISED
FY 2011/12

REVISED
FY 2012/13

Adopted
FY 2013/14

14-Adp - 13 Rvsd
Over/(Under)

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		0.00	0.00	2.00	2.00
Fleet Analyst	1.00	1.00	1.00	1.00	0.00
Fleet Service Representative	3.00	3.00 + 2.00 PT	3.00 + 2.00 PT	3.00 + (2.00) PT	0.00 + (4.00) PT
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 V	2.00	2.00	2.00	2.00	0.00
DIVISION TOTAL	20.00	2.00 PT	20.00 + 2.00 PT	22.00 + (2.00) PT	2.00 + (4.00) PT

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
Investigator Supervisor	0.00	0.00	1.00	1.00	0.00
Captain	1.00	1.00	1.00	1.00	0.00
Sergeant	3.00	3.00	3.00	3.00	0.00
Police Officer	3.00	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	9.00	9.00	10.00	10.00	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	1.00	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	1.00	0.00
Administrative Aide II	0.00	0.00	0.00	0.00	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 I	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	8.00	8.00	8.00	8.00	0.00
DIVISION TOTAL	17.00	17.00	18.00	18.00	0.00

PATROL					
General Fund					
Major	2.00	2.00	1.00	1.00	0.00
Captain	3.00	2.00	2.00	2.00	0.00
Lieutenant	11.50	11.50	11.50	11.50	0.00
Sergeant	32.00	32.00	32.00	32.00	0.00
Police Officer	216.00	216.00	228.00	228.00	0.00
Subtotal - Fund	264.50	263.50	274.50	274.50	0.00

City Center RDA Fund					
Lieutenant	0.50	0.50	0.50	0.50	0.00
Sergeant	2.00	2.00	2.00	2.00	0.00
Police Officer	11.00	11.00	11.00	11.00	0.00
Subtotal - Fund	13.50	13.50	13.50	13.50	0.00
Total - RDA Fund	13.50	13.50	13.50	13.50	0.00
Subtotal Division - Sworn	278.00	277.00	288.00	288.00	0.00

Administrative Assistant I	1.00	1.00	1.00	1.00	0.00
Detention Officer	6.00	6.00	7.00	7.00	0.00
School Guard (PT)	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 0.00 PT
Public Safety Specialist	6.00	6.00	6.00	6.00	0.00
Subtotal - Fund	13.00 + 14.00 PT	13.00 + 14.00 PT	14.00 + 14.00 PT	14.00 + 14.00 PT	0.00 + 0.00 PT
Subtotal Division - Civilian	13.00 + 14.00 PT	13.00 + 14.00 PT	14.00 + 14.00 PT	14.00 + 14.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	291.00 + 14.00 PT	290.00 + 14.00 PT	302.00 + 14.00 PT	302.00 + 14.00 PT	0.00 + 0.00 PT

SUPPORT SERVICES					
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	1.00	1.00	1.00	1.00	0.00
Sergeant	4.00	5.00	5.00	5.00	0.00
Police Officer	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Sworn	9.00	10.00	10.00	10.00	0.00

Account Clerk I	2.00	2.00	2.00	2.00	0.00
Administrative Aide II	2.00	2.00	2.00	2.00	0.00
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
Firearms Specialist	0.00	0.00	0.00	0.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	2.00	0.00
Office Associate V	4.00	4.00	4.00	4.00	0.00
Security Specialist	1.00	1.00	1.00	1.00	0.00
Public Safety Payroll Administ	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	11.00	11.00	11.00	0.00
Subtotal Division - Civilian	29.00	29.00	29.00	29.00	0.00
DIVISION TOTAL	38.00	39.00	39.00	39.00	0.00

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DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
CRIMINAL INVESTIGATIONS					
General Fund				0.00	
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	4.00	4.00	4.00	0.00
Sergeant	12.00	12.00	12.00	12.00	0.00
Police Officer	51.00	51.00	51.00	51.00	0.00
Subtotal Division - Sworn	70.00	70.00	70.00	70.00	0.00
General Fund					
Administrative Aide II	2.00	2.00	2.00	2.00	0.00
Administrative Aide I	1.00	1.00	0.00	0.00	0.00
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	0.00 + 1.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	0.00 + 0.00 PT
Crime Analyst	1.50	1.50	4.50	4.50	0.00
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	18.50 + 1.00 PT	19.50 + 0.00 PT	21.50 + 0.00 PT	21.50 + 0.00 PT	0.00 + 0.00 PT
City Center RDA Fund					
Crime Analyst	0.50	0.50	0.50	0.50	0.00
Public Safety Specialist	2.00	2.00	2.00	2.00	0.00
Subtotal - Fund	2.50	2.50	2.50	2.50	0.00
Total - RDA Fund	2.50	2.50	2.50	2.50	0.00
Grant Funds					
Victims' Advocate - VOCA	1.00	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00 0.00	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	22.00 + 1.00 PT	23.00 + 0.00 PT	25.00 + 0.00 PT	25.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	92.00 + 1.00 PT	93.00 + 0.00 PT	95.00 + 0.00 PT	95.00 + 0.00 PT	0.00 + 0.00 PT
TECHNICAL SERVICES					
General Fund					
Major	1.00	1.00	0.00	0.00	0.00
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	4.00	4.00	3.00 + 0.00 PT	3.00 + 0.00 PT	0.00 + 0.00 PT
Administrative Aide II	0.00	0.00	0.00	0.00	0.00
Clerk Typist	1.00	1.00	1.00	1.00	0.00
Communications Operator	15.00	15.00	15.00	15.00	0.00
Communications Supervisor	6.00	6.00	6.00	6.00	0.00
Communications Manager	2.00	2.00	2.00	2.00	0.00
Complaint Operator II	9.00	9.00	9.00	9.00	0.00
Data Entry Clerk	4.00	4.00	5.00	5.00	0.00
Dispatcher	20.00	20.00	20.00	34.00	14.00
911 Records Custodian	1.00	1.00	1.00	1.00	0.00
Emergency Manager	0.00	0.00	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 0.00 PT
Information Tech Specialist II	3.00	3.00	3.00	3.00	0.00
Information Tech Specialist I	1.00	1.00	1.00	1.00	0.00
Police Commander	1.00	1.00	0.00	0.00	0.00
Police Records Supervisor	1.00	1.00	1.00	1.00	0.00
Sr. Systems Analyst	0.00	0.00	1.00	1.00	0.00
Records Manager		0.00	0.00	0.00	0.00
Records Technician	2.00	2.00	3.00	3.00	0.00
Subtotal - Civilian	66.00	66.00 0.00 PT	68.00 + 0.00 PT	82.00 + 0.00 PT	14.00 + 0.00 PT
DIVISION TOTAL	70.00 + 0.00 PT	70.00 + 0.00 PT	71.00 + 0.00 PT	85.00 + 0.00 PT	14.00 + 0.00 PT
DEPARTMENT TOTAL	508.00 + 15.00 PT	509.00 + 14.00 PT	525.00 + 14.00 PT	539.00 + 14.00 PT	14.00 + 0.00 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	6.00	21.00	15.00	15.00	0.00
Fire Lieutenant	15.00	11.00	6.00	6.00	0.00
Firefighter II	27.00	0.00	0.00	0.00	0.00
Firefighter I**	62.00	77.00	86.00	86.00	0.00
Subtotal Division - Sworn	116.00	115.00	113.00	113.00	0.00
Administrative Aide II	0.00	0.00	0.00	0.00	0.00
Public Safety Payroll Administ	1.00	1.00	1.00	1.00	0.00
Executive Office Assoc I	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	2.00	2.00	2.00	2.00	0.00
DIVISION TOTAL	118.00	117.00	115.00	115.00	0.00
RESCUE					
General Fund					
Fire Division Chief	1.00	1.00	1.00	1.00	0.00
Fire Captain	1.00	4.00	4.00	4.00	0.00
Fire Lieutenant	3.00	21.00	21.00	21.00	0.00
Firefighter II	21.00	0.00	0.00	0.00	0.00
Firefighter I	47.00	48.00	49.00	49.00	0.00
Subtotal Division - Sworn	73.00	74.00	75.00	75.00	0.00

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**The position count for Fire Suppression does not include three (3) Fire Firefighter I positions, for weekend shift as part of a pilot program to reduce overtime, although salaries are included in the department's budget.

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
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	3.00	3.00	3.00	0.00
DIVISION TOTAL	76.00	77.00	78.00	78.00	0.00
PREVENTION					
General Fund					
Fire Division Chief/Fire Marshall	1.00	1.00	1.00	1.00	0.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00	0.00
Fire Captain	0.00	2.00	2.00	2.00	0.00
Fire Lieutenant	1.00	1.00	1.00	1.00	0.00
Firefighter II	2.00	0.00	0.00	0.00	0.00
Firefighter I	0.00	0.00	1.00	1.00	0.00
Subtotal Division - Sworn	5.00	5.00	6.00	6.00	0.00
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
Chief Fire Protection Analyst	1.00	1.00	1.00	1.00	0.00
Fire Protection Analyst	8.00	8.00	8.00	8.00	0.00
Fire Inspector I (Civilian)	4.00	4.00	4.00	4.00	0.00
Subtotal Division - Civilian	17.00	17.00	17.00	17.00	0.00
DIVISION TOTAL	22.00	22.00	23.00	23.00	0.00
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	2.00	1.00	1.00	0.00
Firefighter I	3.00	2.00	3.00	3.00	0.00
Subtotal Division - Sworn	6.00	6.00	6.00	6.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Fire Equipment Mechanic	2.00	2.00	2.00	2.00	0.00
Communications Officer	1.00	1.00	1.00	1.00	0.00
Shop Mechanic	1.00	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	5.00	5.00	5.00	5.00	0.00
DIVISION TOTAL	11.00	11.00	11.00	11.00	0.00
OCEAN RESCUE					
General Fund					
Ocean Rescue Division Chief	0.00	0.00	0.00	0.00	0.00
Ocean Rescue Operations Supv	1.00	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	1.00	0.00
Clerk Typist	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Lifeguard Lieutenant	7.00	7.00	7.00	7.00	0.00
Lifeguard II	18.00	18.00	18.00	18.00	0.00
Lifeguard (LG) I	48.00	48.00	48.00	48.00	0.00
LG I (Seasonal/Summer -DST)	0.00 + 47.00 PT	0.00 + 47.00 PT	0.00 + 47.00 PT	0.00 + 47.00 PT	0.00 + 0.00 PT
Subtotal Division	76.00 + 48.00 PT	76.00 + 48.00 PT	76.00 + 48.00 PT	76.00 + 48.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	76.00 + 48.00 PT	76.00 + 48.00 PT	76.00 + 48.00 PT	76.00 + 48.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	303.00 + 48.00 PT	303.00 + 48.00 PT	303.00 + 48.00 PT	303.00 + 48.00 PT	0.00 + 0.00 PT
CITYWIDE TOTAL	1,909.00 + 231.00 PT	1,895.00 + 238.00 PT	1,901.00 + 249.00 PT	1,917.00 + 246.00 PT	16.00 + (3.00) PT

*At the time of adoption of the FY 2010/11 budget, the City was at impasse with the Communication Workers of America (CWA) bargaining unit, and the budget included position reduction related to CWA employees (Plan B). Subsequent to the adoption, an agreement was reached with CWA that included employee give-backs in exchange for a no-layoff provision. The revised FY 2010/11 position count reflects the impact of adjusting for these Plan B impacts, reflects position reclassification actions processed by the Human Resources department including conversion of positions from full-time to part-time, and corrects for a Records Manager position in CIP that was adopted as an initiative but not reflected in the position count.

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 2010/11*	REVISED FY 2011/12	REVISED FY 2012/13	Adopted FY 2013/14	14-Adp - 13 Rvsd Over/(Under)
MAYOR & COMMISSION	17.66	17.66	17.66	17.66	0.00
ADMINISTRATIVE SUPPORT					
City Manager	9.67	9.67	13.17	13.17	0.00
Communications	5.00	5.00	4.00	4.00	0.00
Budget & Performance Improv	18.00	18.00 + 0.00 PT	15.80 + 0.00 PT	15.80 + 0.00 PT	0.00 0.00 PT
Orgazational Dev & Performance Initiatives			2.20	2.20	0.00
Finance	36.50	36.50	36.50	36.50	0.00
Information Technology	35.50	35.50	36.00	36.00	0.00
Human Resources	14.30 + 1.00 PT	14.30 + 1.00 PT	14.60 + 1.00 PT	14.60 + 1.00 PT	0.00 + 0.00 PT
Risk Management	6.70	6.70	5.15	5.15	0.00
Medical & Dental Insurance			1.25	1.25	
City Clerk	9.60	9.60 + 0.00 PT	8.60 + 0.00 PT	9.60 + 0.00 PT	1.00 0.00 PT
Central Services	4.40	4.40	4.40	4.40	0.00 0.00 PT
Procurement	9.00	8.00 1.00 PT	8.00 1.00 PT	8.00 1.00 PT	0.00 0.00 PT
CITY ATTORNEY	18.67 + 0.00 PT	18.67 + 0.00 PT	18.67 + 0.00 PT	18.67 + 0.00 PT	0.00 + 0.00 PT
ECON DEV & CULTURAL ARTS					
Real Est, Housing & Comm Dev	12.50 + 0.00 PT	12.50 + 3.00 PT	12.00 + 3.00 PT	11.00 + 2.00 PT	(1.00) + (1.00) PT
Building	73.00	73.00 + 0.00 PT	72.50 + 0.00 PT	72.50 + 0.00 PT	0.00 + 0.00 PT
Planning	25.00	25.00	25.00	25.00	0.00
Tourism Cultural & Economic Development	18.50	18.50	22.00	21.00 + 2.00 PT	(1.00) 2.00 PT
OPERATIONS					
Community Services	4.00	4.00	4.00	4.00	0.00
Code Compliance	41.00 + 12.00 PT	41.00 + 12.00 PT	39.00 + 12.00 PT	42.00 + 12.00 PT	3.00 + 0.00 PT
Parks & Recreation	174.00 + 136.00 PT	173.00 + 136.00 PT	168.00 + 139.00 PT	167.00 + 139.00 PT	(1.00) + 0.00 PT
Public Works	156.00	150.00	149.00	149.00	0.00
Sanitation	187.00	179.00	178.00	178.00	0.00
Property Management	50.00	50.00	50.00	50.00	0.00
Capital Improvement Projects	36.00	37.00	37.00	36.00	(1.00)
Parking	116.00 + 17.00 PT	116.00 + 21.00 PT	110.50 + 29.00 PT	110.50 + 29.00 PT	0.00 + 0.00 PT
Fleet Management	20.00 2.00	20.00 + 2.00 PT	20.00 + 2.00 PT	22.00 + (2.00) PT	2.00 + (4.00) PT
PUBLIC SAFETY					
Police	508.00 + 15.00 PT	509.00 + 14.00 PT	525.00 + 14.00 PT	539.00 + 14.00 PT	14.00 + 0.00 PT
Fire	303.00 + 48.00 PT	303.00 + 48.00 PT	303.00 + 48.00 PT	303.00 + 48.00 PT	0.00 + 0.00 PT
TOTALS	1,909.00 + 231.00 PT	1,895.00 + 238.00 PT	1,901.00 + 249.00 PT	1,917.00 + 246.00 PT	16.00 + (3.00) PT

TOTALS BY FUND

GENERAL FUND	1,323.70 + 212.00 PT	1,323.20 + 215.00 PT	1,335.80 + 218.00 PT	1,353.65 + 217.00 PT	17.85 (1.00) PT
ENTERPRISE FUNDS	426.60 + 17.00 PT	413.10 + 21.00 PT	405.60 + 29.00 PT	404.60 + 31.00 PT	(1.00) + 2.00 PT
INTERNAL SERVICE FUNDS	110.60 2.00	110.60 + 2.00 PT	110.80 + 2.00 PT	112.80 + (2.00) PT	2.00 (4.00) PT
RDA	28.00	28.00	28.00	28.50	0.50
SUSTAINABILITY FUND	0.00	0.00	1.00	1.00	0.00
GRANTS/OTHER FUNDS	20.10	20.10	19.80	16.45	(3.35)
TOTALS	1,909.00 + 231.00 PT	1,895.00 + 238.00 PT	1,901.00 + 249.00 PT	1,917.00 + 246.00 PT	16.00 + (3.00) PT

*At the time of adoption of the FY 2010/11 budget, the City was at impasse with the Communication Workers of America (CWA) bargaining unit, and the budget included position reduction related to CWA employees (Plan B). Subsequent to the adoption, an agreement was reached with CWA that included employee give-backs in exchange for a no-layoff provision. The revised FY 2010/11 position count reflects the impact of adjusting for these Plan B impacts, reflects position reclassification actions processed by the Human Resources department including conversion of positions from full-time to part-time, and corrects for a Records Manager position in CIP that was adopted as an initiative but not reflected in the position count.

**The position count for Fire Suppression does not include three (3) Fire Firefighter I positions, for weekend shift as part of a pilot program to reduce overtime, although salaries are included in the department's budget.

MIAMI BEACH

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MIAMI BEACH

APPENDIX I ACRONYMS

AC	Air Conditioning
ACD	Automated Call Distribution
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
ARRA	American Recovery and Reinvestment Act
AFSCME	American Federation of State, County and Municipal Employees
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	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
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

ACRONYMS

(Continued)

CE	Civil Engineer
CEMP	City Emergency Management Plan
CERT	Community Emergency Response Team
CFA	Commission for Florida Law Enforcement Accreditation
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
COLA	Cost of Living Adjustments
CPI	Consumer Price Index
CPPB	Certified Professional Public Buyer
CRS	Community Rating System
CSL	Current Service Level
CWA	Communication Workers of America
DCA	Department of Community Affairs
DERM	Department of Environmental Resources Management
DIP	Ductile Iron Pipe
DRB	Design Review Board
DVD	Digital Video Disk
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
ERU	Equivalent Residential Unit

ACRONYMS

(Continued)

EVC-LR	Employee Value Coupon-Lincoln Road
EVT	Emergency Vehicle Technicians
FBR	Field Based Reporting
FCAT	Florida Comprehensive Assessment Act
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Association
FGFOA	Florida Government Finance Officers Association
FHA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
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
GAAP	General Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMCVB	Greater Miami Convention and Visitors Bureau
GO	General Obligation
GOB	General Obligation Bond
GSA	Governmental Supervisors Association
HEO	Heavy Equipment Operator
HMIS	Homeless Management Information System

ACRONYMS

(Continued)

HOA	Home Owners' 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
IBO	Information Resource Office
ISO	Insurance Rating Service
IT	Information Technology
ITB	Invitations to Bid
IVPM	In Vehicle Parking Meter
IVR	Interactive Voice Response
JOC	Job Order Contracting
LED	Light Emitting Diode
LEED	Leadership in Energy & Environmental Design
LETF	Law Enforcement Trust Fund
LTC	Letter to the Commission
MB	Miami Beach
MBCC	Miami Beach Convention Center
MBPD	Miami Beach Police Department
MBTV	Miami Beach Television
MDC	Miami-Dade County
MF	Multi Family
MHz	Megahertz

ACRONYMS

(Continued)

MMPF	Multi-Purpose Municipal Parking Facility
MPO	Metropolitan Planning Authority
MSW	Municipal Service Worker
MYP	Middle Year Program
NAP	Network Access Point
NEMS	National Emergency Medical Services Information System
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NIGP	National Institute of Governmental Purchasing
NIMS	National Incident Emergency Management Plan
NLA	Neighborhood Leadership Academy
NOFA	Notice of Funding Availability
NSYC	Normandy Shores Youth Park
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
PB	Planning Board
P-Card	Purchasing Card
PCM	Professional Course Management
PD	Police Department
PES	Parking Enforcement Specialists
PEU	Property and Evidence Unit

ACRONYMS

(Continued)

POF	Pay on Foot
PPR	Public Records Requests
PPS	Public Safety Specialists
PSA	Public Service Agreement
PSCU	Public Safety Communications Unit
PT	Part Time
PYP	Primary Year Program
RDA	Redevelopment Agency
REHCD	Office of Real Estate, Housing and Community Development
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
SF	Single Family
SHARE	Self Help and Resource Exchange
SHIP	State Housing Initiatives Partnership
SLAP	Stop Loitering and Prowling
SW	Storm water
SYRC	Scott Rakow Recreation Center
TCC	Temporary Certificate of Occupancy

ACRONYMS

(Continued)

TCED	Tourism, Cultural, & Economic Development Department
TIF	Tax Increment Financing
TOPA	Theatre of Performing Arts
TRAC	Transparency, Reliability and Accountability Committee
UCR	Uniform Crime Report
UPS	Uninterrupted Power Supply
VCA	Miami Beach Visitor and Convention Authority
VOIP	Voice Over Internet Protocol
WASD	Water and Sewer Department
WC	Workers Compensation
Wi-Fi	Wireless Broadband Network
WMD	Weapons of Mass Destruction

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> ".
APPROPRIATION	Money allocated by the City Commission 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 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.
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 RENEWAL AND REPLACEMENT	Additional millage of 0.1083 mills resulting in a restricted amount of approximately \$1.8 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.
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.

GLOSSARY OF KEY TERMS

(Continued)

DEBT SERVICE	Scheduled payment of principal and interest on outstanding bonds.
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.
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.
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.
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.
KEY INTENDED OUTCOME (KIO)	Desired result from a program or activity that forms a rational basis for funding a program or activity.
LOCAL GOVERNMENT 1/2 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.

GLOSSARY OF KEY TERMS

(Continued)

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 for FY 2011/12 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.
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.
PROPERTY TAXES	Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.
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.

GLOSSARY OF KEY TERMS

(Continued)

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.

STATE REVENUE SHARING

Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used

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.

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.
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.

RESOLUTION NO. 2013-28350

A RESOLUTION ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 5.8634 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS SIX AND THREE-TENTHS PERCENT (6.3%) MORE THAN THE "ROLLED-BACK" RATE OF 5.5158 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.2529 MILLS.

WHEREAS, on July 17, 2013, the City Commission following a duly noticed public hearing, adopted Resolution No. 2013-28294, set the preliminary general operating millage rates at 5.8909 mills (excluding debt service), a reduction of 0.20 mills from the FY 2012/13 rate for general operating purposes, and 0.2529 mills for debt service; and

WHEREAS, on September 11, 2013 the Mayor and Commission tentatively adopted the operating millage rate of 5.8909 mills for general operating purposes, and 0.2529 mills for debt service; and

WHEREAS, on September 23, 2013 the Mayor and Commission discussed reducing the operating millage rate an additional 0.0275 mills to 5.8634 mills for general operating purposes, and 0.2529 mills for debt service; and

WHEREAS, Section 200.065, Florida Statutes, requires that at the conclusion of the second public hearing on the City's proposed tax rate and budget, the City Commission: 1) adopt the ad valorem millage rate for FY 2013/14 operating purposes; and 2) the required Debt Service millage rate; and this is accomplished by publicly announcing the name of the taxing authority, the "Rolled-back" rate, the percentage increase of the "Rolled-Back" rate, and the millage rates before adoption of the millage levy resolution; and

NOW THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that pursuant to Section 200.065, Florida Statutes, there is hereby levied a tax for FY 2013/14, on all taxable and non-exempt real and personal property located within the corporate limits of the City of Miami Beach, Florida, as follows:

- (a) For the purpose of operating the government of the City, the rate assigned amounts to 5.8634 mills. Also included are appropriate reserves and contingencies, which are not limited to reserves for tax discounts and abatements of uncollected taxes.

The millage rate reflected is six and three-tenths percent (6.3%) more than the "Rolled-back" rate of 5.5158 mills.

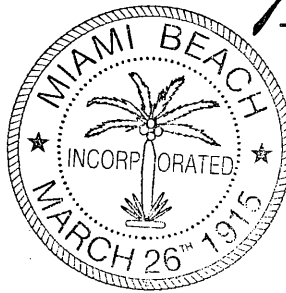
- (b) For the purpose of providing payment on the principal and interest portions of the General Obligation Bond Debt outstanding, the rate assigned amounts to 0.2529 mills.

PASSED and ADOPTED this 30th day of September, 2013.

ATTEST:




CITY CLERK





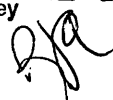
MAYOR

**APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION**



City Attorney

9/27/13
Date



RESOLUTION NO. 2013-28351

**A RESOLUTION ADOPTING FINAL BUDGETS FOR THE
GENERAL, G.O. DEBT SERVICE, RDA AD VALOREM TAXES,
ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL
YEAR 2013/14.**

WHEREAS, the City Manager's proposed General Fund operating budget released September 6th, 2013 was \$264,643,000 and the total proposed operating budget for FY 2013/14 was \$450,128,000 including the General Fund, General Obligation Debt Service, Enterprise Funds and Transfers to the City Center Redevelopment District; and

WHEREAS, at the first budget hearing on September 11, 2013, the City Commission adopted the Tentative Budget with the change of moving \$2,572,000 in proposed enhancements to reserves-set aside (\$1,683,000 in the General Fund, \$14,000 in the Fleet Management Fund, \$68,000 in the Property Management Fund, \$175,000 in the Stormwater Fund, \$168,000 in the Parking Fund, \$464,000 in the RDA); and

WHEREAS, at a budget workshop on September 23, 2013, the City Commission discussed a further reduction in the millage rate for FY 2013/14 of 0.0275 mills from 5.8909 to 5.8634 and recommended \$435,000 of enhancements with the remaining proposed enhancements to reserves-set aside for future consideration (\$1,318,000 in the General Fund, \$68,000 in the Property Management Fund, \$175,000 in the Stormwater Fund, \$168,000 in the Parking Fund, \$408,000 in the RDA); and

WHEREAS, the proposed General Fund operating budget is \$264,093,000 and the total proposed operating budget for FY 2013/14 is \$450,684,000 including the General Fund, General Obligation Debt Service, Enterprise Funds and Transfers to the Redevelopment District; and

WHEREAS, the proposed General Fund budget includes \$4.6 million in employee givebacks; \$365,000 of additions and enhancements offset by \$617,000 in efficiencies; brings in an additional \$2 million in Resort Tax revenues to the General Fund to offset tourism-eligible expenditures; brings in an additional \$1.2 million in Parking Fund surplus revenues to the General Fund, and includes modest increases in revenues; and

WHEREAS, the FY 2013/14 proposed General Fund budget is about \$26 million (11 percent) more than the FY 2006/07 budget despite pension contribution increases of 127 percent during the same period, in spite of the fact that inflation from October, 2006 through June, 2013, a similar period, was approximately 16 percent; and

WHEREAS, the proposed General Fund budget includes total revenue of \$264,093,000 with enhancements of \$370,000 for: false alarm fees in Police and Fire, nightclub permit fees, grease trap permit fees, and parks fitness rental permit; and

WHEREAS, the proposed Enterprise Fund budgets total \$160,819,000, which includes efficiencies of \$122,000; and

WHEREAS, the proposed budget for Internal Service funds, which are wholly supported by transfers from the General Fund, Enterprise Funds and the City Center Redevelopment district, is \$75,481,000, which includes additions and enhancements of \$14,000 offset by efficiencies of \$373,000; and

WHEREAS, in order to utilize the use of FY 2012/13 year-end surplus funds, the Mayor and City Commission would need to waive the City's established policy of not utilizing one-time, non-recurring revenue to subsidize recurring personnel, operating, and maintenance costs; and

WHEREAS, at a budget workshop on September 23, 2013, the City Commission expressed concern regarding the ability of departments to exceed authorized overtime budgets and requested that the City Manager present a mechanism of adopting the FY 2013/14 Work Plan and Budget at the second public hearing so departments are not able to exceed authorized overtime budgets without City Commission approval.

NOW THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that following a duly noticed public hearing on September 30, 2013, the City Commission hereby waives the City's policy of not utilizing one-time, non-recurring revenue to subsidize recurring personnel, operating, and maintenance costs for FY 2013/14, hereby adopts final budgets for the General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2013/14 as summarized and listed on Attachment 1, and hereby requires City Commission approval prior to the use of overtime (including overtime, holiday overtime, and court overtime) in excess of the amounts authorized in Attachment 2.

ATTACHMENT 1

Revenue Summary by Fund and Major Category						
REVENUES	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	TOTALS	INTERNAL SERVICE
GENERAL OPERATING REVENUES						
Ad Valorem Taxes	\$ 105,229,000				\$ 105,229,000	
Af Valorem - South Pointe Costs	10,201,000				10,201,000	
Ad Valorem - Capital Renew al & Repl.	1,981,000				1,981,000	
Ad Valorem Taxes - Normandy Shores	147,000				147,000	
Other Taxes	22,765,000				22,765,000	
Licenses and Permits	23,383,000				23,383,000	
Intergovernmental	10,214,000				10,214,000	
Charges for Services	10,315,000				10,315,000	
Fines and Forfeits	2,639,000				2,639,000	
Interest	2,921,000				2,921,000	
Rents and Leases	6,945,000				6,945,000	
Miscellaneous	12,441,000				12,441,000	
Resort Tax Contribution	32,965,000				32,965,000	
Other	8,516,000				8,516,000	
Reserves- Building Dept Operations	1,500,000				1,500,000	
Prior Year Set Aside	2,700,000				2,700,000	
Prior Year Set Aside for Pension Credit	831,000				831,000	
Prior Year Surplus From Parking Op Fund	8,400,000				8,400,000	
Sub-total	\$ 264,093,000				\$ 264,093,000	
G.O. DEBT SERVICE FUND						
Ad Valorem Taxes		\$ 5,924,000			\$ 5,924,000	
Other		\$ 8,000			\$ 8,000	
Sub-total		\$ 5,932,000			\$ 5,932,000	
FUND TOTAL	\$ 264,093,000	\$ 5,932,000			\$ 270,025,000	
RDA FUND-City TIF only						
AD VALOREM TAXES						
Property Taxes-RDA City Center (net)			\$ 19,840,000		\$ 19,840,000	
FUND TOTAL			\$ 19,840,000		\$ 19,840,000	
ENTERPRISE FUNDS						
Convention Center				\$ 12,726,000	\$ 12,726,000	
Parking				48,427,000	\$ 48,427,000	
Sanitation				17,915,000	\$ 17,915,000	
Sewer Operations				38,132,000	\$ 38,132,000	
Storm Water				12,097,000	\$ 12,097,000	
Water Operations				31,522,000	\$ 31,522,000	
FUND TOTAL				\$ 160,819,000	\$ 160,819,000	
INTERNAL SERVICE FUNDS						
Central Services						\$ 948,000
Fleet Management						10,369,000
Information Technology						15,527,000
Property Management						9,325,000
Risk Management						13,935,000
Medical & Dental Insurance						25,377,000
FUND TOTAL						\$ 75,481,000
TOTAL ALL FUNDS	\$ 264,093,000	\$ 5,932,000	\$ 19,840,000	\$ 160,819,000	\$ 450,684,000	\$ 75,481,000

ATTACHMENT 1

TOTAL EXPENDITURES BY FUND AND DEPARTMENT						
Fiscal Year 2013/14						
FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	TOTALS	INTERNAL SERVICE
MAYOR & COMMISSION	\$1,719,000				\$1,719,000	
ADMINISTRATIVE SUPPORT SERVICES					\$15,008,000	
CITY MANAGER	2,911,000					
COMMUNICATIONS	836,000					
BUDGET & PERFORMANCE IMPROV	1,922,000					
ORG DEV & PERFORMANCE INITIATIVE	392,000					
FINANCE	4,644,000					
PROCUREMENT	1,137,000					
INFORMATION TECHNOLOGY						15,527,000
HUMAN RESOURCES/LABOR RELATIONS	1,822,000					
Risk Management						13,935,000
Medical & Dental Insurance						25,377,000
CITY CLERK	1,344,000					
Central Services						948,000
CITY ATTORNEY	4,684,000				\$4,684,000	
ECONOMIC DEV. & CULTURAL ARTS					\$32,886,000	
Economic Development						
REAL ESTATE, HOUSING & COMM. DEV.	1,843,000					
BUILDING	11,945,000					
PLANNING	3,467,000					
Cultural Arts						
TOURISM & CULTURAL DEV	2,905,000					
CONVENTION CENTER				12,726,000		
OPERATIONS					\$195,222,000	
CODE COMPLIANCE	4,876,000					
COMMUNITY SERVICES	492,000					
PARKS & RECREATION	30,059,000					
PUBLIC WORKS	6,735,000					
Property Management						9,325,000
Sanitation				17,915,000		
Sewer				38,132,000		
Stormwater				12,097,000		
Water				31,522,000		
CAPITAL IMPROVEMENT PROJECTS	4,967,000					
PARKING				48,427,000		
FLEET MANAGEMENT						10,369,000
PUBLIC SAFETY					\$160,016,000	
POLICE	98,435,000					
FIRE	61,581,000					
CITYWIDE ACCOUNTS					\$10,067,000	
CITYWIDE ACCTS-Normandy Shores	225,000					
CITYWIDE ACCTS-Operating Contingency	1,000,000					
CITYWIDE ACCTS-Other	8,842,000					
Carryforward from Prior Year Set Asides						
Transfers					\$3,329,000	
Capital Investment Upkeep Fund	216,000					
Info & Comm Technology Fund	395,000					
Set Aside-Reserve	1,318,000					
Pay-as-you-go Capital	1,400,000					
CAPITAL RENEWAL & REPLACEMENT	1,981,000				\$1,981,000	
G.O. DEBT SERVICE		5,932,000			\$5,932,000	
RDA-City TIF Transfer only						
City Center			19,840,000		19,840,000	
TOTAL - ALL FUNDS	\$264,093,000	\$5,932,000	\$19,840,000	\$160,819,000	\$450,684,000	\$75,481,000

RESOLUTION NO. 2013-28352

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE OF 1.2687 MILLS FOR FISCAL YEAR (FY) 2013/14 FOR THE NORMANDY SHORES LOCAL GOVERNMENT DISTRICT, WHICH IS NINETEEN PERCENT (19.0%) MORE THAN THE "ROLLED-BACK" RATE OF 1.0664 MILLS.

WHEREAS, for the purpose of providing security services within the Normandy Shores neighborhood area, the Mayor and City Commission adopted Ordinance No. 93-2881 on October 20, 1993, which authorized the creation of the Normandy Shores Local Government Neighborhood Improvement District (District); and

WHEREAS, Section 200.065, Florida Statutes, specifies the method by which municipalities may fix the operating millage rate and adopt an annual budget for dependent taxing districts; and

WHEREAS, the maximum millage that can be approved by a simple majority (4/7) vote is 1.0844; the maximum millage that can be approved by two-thirds (5/7) vote is 1.1928; anything beyond that requires a unanimous vote (7/7); and

WHEREAS, on July 17, 2013, the City Commission adopted Resolution 2013-28295 which set the proposed operating millage rate for the District at 1.2687 mills for the purpose of providing security services within the District; and

WHEREAS, accordingly, on September 11, 2013, pursuant to Section 200.065 of the Florida Statutes, the City Commission, acting as the Board of Directors of the District, held its first duly noticed public hearing to consider the Tentative Ad Valorem Millage and Tentative Operating Budget (FY 2013/14) for the District; and

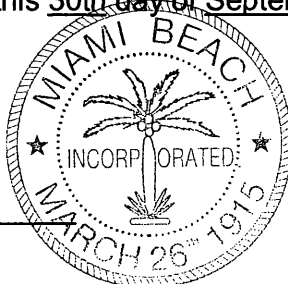
WHEREAS, accordingly, on September 30, 2013, pursuant to Section 200.065 of the Florida Statutes, the City Commission, acting as the Board of Directors of the District, held its second duly noticed public hearing to consider the Final Ad Valorem Millage and Final Operating Budget (FY 2013/14) for the District; and

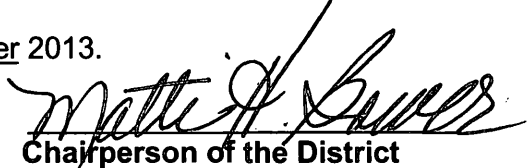
NOW THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, that, following a duly noticed public hearing on September 30, 2013, the Board hereby adopts the Final Operating Millage rate of 1.2687 mills for the District for FY 2013/14, which is nineteen percent (19.0%) more than the "Rolled-back" rate of 1.0664 mills.

PASSED and ADOPTED this 30th day of September 2013.

ATTEST:


Secretary to the District




Chairperson of the District

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION


City Attorney

9/27/13
Date

RESOLUTION NO. 2013-28353

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL OPERATING BUDGET FOR FISCAL YEAR (FY) 2013/14.

WHEREAS, for the purpose of providing security services within the Normandy Shores neighborhood area, the Mayor and City Commission adopted Ordinance No. 93-2881 on October 20, 1993, which authorized the creation of the Normandy Shores Local Government Neighborhood Improvement District (District); and

WHEREAS for the purpose of providing security services within the District, a final budget has been developed to fund projected FY 2013/14 operating expenses; and

WHEREAS, accordingly, on September 11, 2013, pursuant to Section 200.065 of the Florida Statutes, the City Commission, acting as the Board of Directors of the District, held its first duly noticed public hearing to consider the Tentative Ad Valorem Millage and Tentative Operating Budget (FY 2013/14) for the District; and

WHEREAS, accordingly, on September 30, 2013, pursuant to Section 200.065 of the Florida Statutes, the City Commission, acting as the Board of Directors of the District, held its second duly noticed public hearing to consider the Final Ad Valorem Millage and Final Operating Budget (FY 2013/14) for the District.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, that, following a duly noticed public hearing on September 30, 2013, the Board hereby adopts the final operating budget for the District for FY 2013/14 as summarized and listed below:

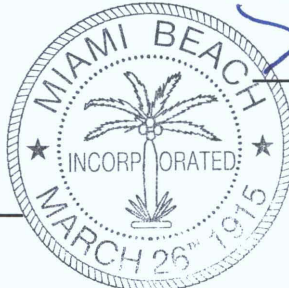
<u>Revenues</u>	
Ad Valorem Tax	\$ 146,250
City's General Fund	<u>78,750</u>
Total	\$ 225,000

<u>Expenses</u>	
Security Service	\$ 164,500
Maintenance	<u>20,500</u>
New Gate & Security Cameras	<u>40,000</u>
Total	\$ 225,000

PASSED and ADOPTED this 30th day of September, 2013.

ATTEST:


Secretary to the District




Chairperson of the District

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION


City Attorney

9/27/13
Date

A RESOLUTION OF THE CHAIRPERSON AND MEMBERS OF THE MIAMI BEACH REDEVELOPMENT AGENCY ADOPTING AND APPROPRIATING THE OPERATING BUDGET FOR THE CITY CENTER REDEVELOPMENT AREA, THE ANCHOR SHOPS AND PARKING GARAGE AND THE PENNSYLVANIA AVENUE SHOPS AND PARKING GARAGE FOR FISCAL YEAR 2013/14

WHEREAS, the proposed City Center Redevelopment Area Budget has been prepared to coincide with the overall City budget process; and

WHEREAS, the proposed City Center Redevelopment Area Budget reflects anticipated construction project costs in addition to operating and debt service costs for the fiscal year; and

WHEREAS, the proposed budgets for the Anchor Shops and Parking Garage and the Pennsylvania Avenue Shops and Garage have been included as separate schedules to the City Center Redevelopment Area Budget, reflecting projected revenues and operating expenses for the fiscal year; and

WHEREAS, the Executive Director recommends approval of the proposed Fiscal Year 2013/14 budgets for the City Center Redevelopment Area, as well as for the Anchor Shops and Parking Garage and the Pennsylvania Avenue Shops and Garage; and

NOW, THEREFORE, BE IT DULY RESOLVED BY THE CHAIRPERSON AND MEMBERS OF THE MIAMI BEACH REDEVELOPMENT AGENCY, that the Chairperson and Members hereby adopt and appropriates the operating budget for the City Center Redevelopment Area, the Anchor Shops and Parking Garage and the Pennsylvania Avenue Shops and Garage for Fiscal Year 2013/14, as follows:

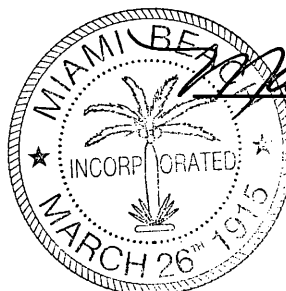
City Center Redevelopment Area	\$43,000,000
Anchor Garage Parking Operations	\$3,130,000
Anchor Garage Retail Operations	\$857,000
Pennsylvania Avenue Garage Parking Operations	\$961,000
Pennsylvania Avenue Garage Retail Operations	\$550,000

PASSED AND ADOPTED THIS SEPTEMBER 30TH DAY OF 2013.

ATTEST:



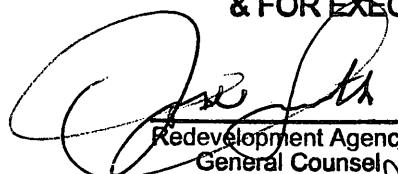
SECRETARY




CHAIRPERSON

**APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION**

KB:MS:



Redevelopment Agency
General Counsel
Date 9/27/13

Condensed Title:

A Resolution of the Chairperson and Members of the Miami Beach Redevelopment Agency adopting and appropriating the operating budgets for the City Center Redevelopment Area, the Anchor Shops and Parking Garage and the Pennsylvania Avenue Shops and Garage for Fiscal Year 2013/14.

Key Intended Outcome Supported:

Improve the City's overall financial health and maintain overall bond rating

Supporting Data (Surveys, Environmental Scan, etc.):

One of the City's Key Intended Outcomes is to ensure well designed and well maintained capital projects and infrastructure. In keeping with this goal, approximately 53 percent or \$19.5 million of the proposed Budget for City Center is being allocated towards capital expenditures including new capital projects, renewal and replacement, and maintenance of existing RDA capital infrastructure.

Item Summary/Recommendation:

The proposed budget for the City Center Redevelopment Area for Fiscal Year 2013/14 has been prepared to coincide with the overall City budget process, and is being presented to assist in providing a comprehensive overview of the district. Additionally, the revenues and expenses associated with the operations of the Anchor Shops and Parking Garage as well as the Pennsylvania Avenue Shops and Garage are presented as separate schedules so as to eliminate any perception that proceeds from the Facility's operations are pooled with TIF and other Trust Fund revenues.


Based on the 2013 Certification of Taxable Value from the Property Appraiser's Office, the preliminary value of property in City Center is projected to increase by 7.3% over 2012. 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 of FY 2011/12, reflects a slight decrease from the preliminary valuation for the same year and will result in a corresponding adjustment/reduction in TIF revenues totaling \$168,000 for 2013/14 vs \$3.5 million for 2012/13. Additional sources of revenue include an estimated \$5.4 million in Resort Tax contributions; a ½ mill levy in the amount of \$1.8 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 \$25,000 in interest income. The proposed FY 2013/14 City Center Redevelopment Area Budget of \$43,000,000 is \$94,000 less than the proposed budget recommended by the Executive Director on September 11, 2011. This decrease is a result of a reduction in the Citywide millage rate of .0275 by the Mayor and Commission at its workshop held September 23, 2013.

In order to address the existing and future obligations of the Redevelopment Area, it is recommended that the Redevelopment Agency adopt the attached Resolution which establishes the operating budgets for the City Center Redevelopment Area, the Anchor Shops and Parking Garage and the Pennsylvania Avenue Shops and Garage for FY 2013/14.

Advisory Board Recommendation:

N.A.

Financial Information:

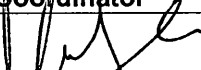
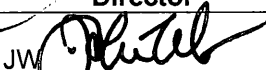


Source of Funds:		Amount	Account
	1	\$43,000,000	City Center Redevelopment Area Fund
	2	\$ 3,995,000	Anchor Shops and Parking Garage Operations
	3	\$ 1,511,000	Pennsylvania Avenue Shops and Garage Operations
OBPI	Total	\$48,506,000	

Financial Impact Summary:

City Clerk's Office Legislative Tracking:

Max Sklar, Georgette Daniels and John Woodruff

Sign-Offs:

RDA Coordinator	Budget Director	Assistant Director (RDA)	Executive Director (RDA)
MAS 	JW 	KGB 	JLM 

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MIAMI BEACH



MIAMI BEACH

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

REDEVELOPMENT AGENCY MEMORANDUM

TO: Chairperson and Members of the Miami Beach Redevelopment Agency

FROM: Jimmy L. Morales, Executive Director

DATE: September 30, 2013

SUBJECT: **A RESOLUTION OF THE CHAIRPERSON AND MEMBERS OF THE MIAMI BEACH REDEVELOPMENT AGENCY, ADOPTING AND APPROPRIATING THE OPERATING BUDGETS FOR THE CITY CENTER REDEVELOPMENT AREA, THE ANCHOR SHOPS AND PARKING GARAGE AND THE PENNSYLVANIA AVENUE SHOPS AND GARAGE FOR FISCAL YEAR 2013/14.**

ADMINISTRATION RECOMMENDATION

Adopt the Resolution.

ANALYSIS

The proposed budget for the City Center Redevelopment Area (RDA) for Fiscal Year 2013/14 has been prepared to coincide with the overall City budget process, and is being presented today to assist in providing a comprehensive overview of the district. Please refer to Attachment A for the proposed budget details.

Revenues

Based on the 2013 Certification of Taxable Value from the Property Appraiser's Office, the preliminary value of property in City Center is projected to increase by 7.3% over 2012, marking the third year in a row values have increased; values seem to be back on the rise, following two years of decline. 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 of FY 2011/12, reflects a slight decrease from the preliminary valuation for the same year and will result in a corresponding adjustment/reduction in TIF revenues totaling \$168,000 for 2013/14 versus \$3.5 million for 2012/13.

Additional sources of revenue include an estimated \$5.4 million in Resort Tax contributions; a ½ mill levy in the amount of \$1.8 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 \$25,000 in interest income.

Expenditures

Project-related expenses account for approximately \$28 million, which includes \$4.2 million to be allocated for community policing initiatives in the City Center to continue providing enhanced levels of staffing and services throughout the area, and \$4.9 million for maintenance of RDA capital

projects. On-going and planned capital projects in the City Center are projected to account for \$18.4 million in the FY 2013/14 Budget, and include allocations for construction of the Collins Park Garage, the Bass Museum Interior Expansion and Lincoln Road Master Plan Study. This also includes \$1.556 million as a transfer to cover prior capital fund balance deficits.

An additional \$287,000 is being proposed for capital renewal and replacement projects; including repairs and maintenance to certain City-owned projects and facilities, including the Anchor Garage and Colony Theater. Additionally, \$305,000 in transfers to the Pennsylvania Avenue Shops and Garage are budgeted to offset the RDA's costs associated with the retail and parking operations.

Administrative Expenses total \$2 million, comprising a management fee of \$1,043,000 which is allocated to the General Fund to pay for direct and indirect staff support for the RDA; \$61,000 for actual operating expenses; approximately \$629,000 set aside for on-going planning and consulting work related to the Convention Center expansion master plan; and \$25,000 for capital renewal and replacement projects under \$25,000. It should be noted that the Management Fee allocation is reflective of actual city resources applied to the operation of the RDA, as supported by the RSM McGladrey Cost Allocation Study, dated July 20, 2009. It should further be noted that Administrative and Operating expenses only account for less than four percent (4%) of the total budget, which is well below the 20% threshold level established (and permitted) in the Interlocal Agreement between the City and the County.

The current combined debt service on the 2005 Series Bonds and the Parity Bonds accounts for approximately \$8.5 million annually. City Center also continues assuming 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, which collectively account for approximately \$1.3 million.

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.

The revenues and expenses associated with operations of the newly opened Pennsylvania Avenue Shops and Garage and the Anchor Shops and Parking Garage are presented as separate schedules in order to eliminate any perception that proceeds from the facilities' operations are pooled with TIF and other Trust Fund revenues:

Anchor Shops and Parking Garage

Garage revenues at the Anchor Garage are projected at approximately \$3.1 million, with operating expenses, (including depreciation, contractual revenue-sharing obligations with Loews and general fund administrative fees), of approximately \$2.6 million and reserves of \$72,000. The Anchor retail operations is expected to generate \$857,000 in revenues, including interest, with operating expenses associated with the retail management contract, related reimbursable expenditures, and depreciation totaling \$116,000, as well as projected reserves of \$741,000.

Pennsylvania Avenue Shops and Garage

In consideration of the fact that the Pennsylvania Avenue Shops and Garage was built by the RDA on City-owned property, the operation of the facility has been structured in the form of a ground lease between the City and the RDA, providing terms for both the Garage and Retail operations.

The garage operations include base rent and an administrative fee, consistent with that of the Anchor Garage, Parking's operational fee, and revenue sharing between the City and the RDA. The Retail operations also include base rent and an administrative fee, as well as a retail lease rate based on 2010 retail market cap rates. The retail operations also include revenue sharing between the City and the RDA.

Based on estimates of the garage's current-year operating results, and taking into consideration the successful execution of a lease agreement with Penn 17, LLC., for the entire retail space, the facility is anticipated to generate \$1,500,000 in revenues in FY 2013/14, comprising \$656,000 in parking revenues and \$550,000 in retail income. However, since the facility is still anticipated to operate at a loss during FY 2013/14, the RDA plans to subsidize its operations through a transfer of \$305,000 to the parking operations. Expenses for the facility are budgeted at \$1.5 Million, comprising \$900,000 in direct operating costs for the garage and \$611,000 in lease term-related obligations.

CONCLUSION

The proposed FY 2013/14 City Center Redevelopment Area Budget of \$43,000,000 is \$94,000 less than the proposed budget recommended by the Executive Director on September 11, 2011. This decrease is a result of a reduction in the citywide millage rate of .0275 by the Mayor and Commission at its workshop held September 23, 2013. This millage reduction decreases the TIF revenues paid to the City Center Redevelopment Area by the City of Miami Beach. This reduction in revenues was offset by a reduction in the expenditure line "Reserve for Future Capital Projects."

In order to address the existing and future obligations in the Redevelopment Area, it is recommended that the Redevelopment Agency adopt the attached Resolution, which establishes the operating budgets for the City Center Redevelopment Area, the Anchor Shops and Parking Garage, and the Pennsylvania Avenue Shops and Garage for FY 2013/14.

JLM/KGB/MS

Attachment

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**Miami Beach Redevelopment Agency
City Center Redevelopment Area
Proposed FY 2013/14 Operating Budget**

	FY 10/11	FY11/12	FY 2012/13	FY 13/14 Proposed	Budgeted Variance
	Actual	Actual	Adopted	Budget	From FY 12/13
Revenues and Other Sources of Income					
Tax Increment - City	\$ 18,377,816	\$ 18,337,693	\$ 19,188,000	\$ 19,934,000	\$ 746,000
Proj Adjustment to City Increment	(1,475,726)	(1,756,457)	(1,871,000)	(94,000)	1,777,000
Tax Increment - County	16,047,879	14,291,236	14,818,000	15,992,000	1,174,000
Proj Adjustment to County Increment	(1,262,384)	(1,367,157)	(1,636,000)	(74,000)	1,562,000
50% Contribution from Resort Tax	4,492,075	4,925,168	4,684,000	5,386,000	702,000
1/2 Mill Children's Trust Contribution	1,474,830	1,481,004	1,575,000	1,831,000	256,000
Interest Income	9,291	8,278	13,000	25,000	12,000
Fund Balance Reallocation: (Non-TIF)	-	-	-	-	-
Fund Balance Renewal and Replacement	-	-	-	-	-
Other Income/Adjustments:	-	5,196	-	-	-
TOTAL REVENUES	\$ 37,663,781	\$ 35,924,961	\$ 36,771,000	\$ 43,000,000	\$ 6,229,000
Admin/Operating Expenses					
Management fee (salaries & benefits)	\$ 941,524	\$ 952,889	\$ 976,000	\$ 1,043,000	\$ 67,000
Salaries and Benefits	-	\$59,601	\$65,000	155,000	90,000
Advertising & promotion	-	-	-	50,000	50,000
Postage, printing & mailing	81	-	3,000	3,000	-
Office supplies & equipment	2,548	2,269	4,000	4,000	-
Other Operating	-	-	-	1,000	1,000
Meetings & conferences	12	-	1,000	1,000	-
Dues & subscriptions	788	795	2,000	2,000	-
Licences & Taxes	-	-	-	-	-
Audit fees	20,260	20,260	9,000	21,000	12,000
Professional & related fees	56,031	175,373	241,000	629,000	388,000
Repairs and Maintenance	-	31,489	98,000	25,000	(73,000)
Miscellaneous expenses	5,000	33,938	47,000	27,000	(20,000)
Total Admin/Operating Expenses	\$ 1,026,244	\$ 1,276,614	\$ 1,446,000	\$ 1,961,000	\$ 515,000
Project Expenses					
Community Policing 168-1124	\$ 2,754,374	\$ 3,411,726	\$ 3,741,000	\$ 4,195,000	\$ 454,000
Capital Projects Maintenance:					
Property Mgmt: 168-9964	990,358	1,013,473	\$1,143,000	1,176,000	33,000
Sanitation: 168-9965	2,092,146	2,560,468	\$2,593,000	3,020,000	427,000
Greenspace: 168-9966	-	506,242	\$763,000	832,000	69,000
NWS Project/Lincoln Park Complex Contingency	-	-	-	-	-
NWS Project - Grant-in-Aid	15,000,000	-	-	-	-
Transfer to Penn Garage Parking	75,622	48,801	405,000	305,000	(100,000)
Transfer to Penn Garage Retail	26,448	347,112	-	-	-
Transfer to Renewal and Replacement	-	-	705,000	\$67,000	(638,000)
Transfer to Capital Projects	136,758	13,541,301	14,238,000	18,443,000	4,205,000
Total Project Expenses	\$ 21,075,706	\$ 21,429,123	\$ 23,588,000	\$ 28,038,000	\$ 4,450,000
Reserve and Debt Service Obligations					
Debt Service Cost - 2005 + Parity Bonds	\$ 8,393,254	\$ 8,548,105	\$ 8,415,000	\$ 8,550,000	\$ 135,000
Current Debt Service - Lincoln Rd Project	1,094,176	1,103,366	\$785,000	825,000	40,000
Current Debt Service - Bass Museum	505,859	502,746	503,000	547,000	44,000
Reserve for County Admin Fee	221,782	193,861	198,000	239,000	41,000
Reserve for CMB Contribution	253,531	248,719	261,000	283,000	22,000
Reserve for Children's Trust Contribution	1,474,830	1,481,004	1,575,000	1,831,000	256,000
Reserve for Collins Park Parking Garage	-	1,451,823	-	-	-
Repayment-Prior Yr Fund Balance	2,946,246	-	-	342,000	342,000
Reserve for Future Projects	-	-	-	384,000	384,000
Total Reserve and Debt Service	\$ 14,889,679	\$ 13,529,624	\$ 11,737,000	\$ 13,001,000	\$ 1,264,000
TOTAL EXPENSES AND OBLIGATIONS	\$ 36,991,628	\$ 36,235,361	\$ 36,771,000	\$ 43,000,000	\$ 6,229,000
REVENUES - EXPENSES	\$ 672,153	\$ (310,400)	\$ -	\$ -	\$ -

Proposed FY 2013/14 Anchor Shops and Parking Garage Operating Budget

	FY 10/11 Actual	FY11/12 Actual	FY 2012/13 Adopted	FY 13/14 Proposed Budget	Variance
Revenues:					
Parking Operations	\$ 2,368,000	\$ 3,079,821	\$ 3,049,000	\$ 3,130,000	\$ 81,000
Retail Leasing	714,150	615,016	\$708,000	847,000	139,000
Interest Pooled Cash	39,216	13,897	\$26,000	18,000	(8,000)
TOTAL REVENUES	\$ 3,121,366	\$ 3,708,734	\$ 3,783,000	\$ 3,995,000	\$ 212,000
Operating Expenses:					
Parking Operations	\$ 1,652,841	\$ 1,264,875	\$ 2,025,000	\$ 2,078,000	\$ 53,000
Garage Use Fee (To Loews)	471,918	440,241	463,000	507,000	44,000
Garage Repairs and Maintenance	-	-	-	37,000	37,000
Retail Leasing Property Management Fee	76,917	62,619	52,000	-	(52,000)
Retail Leasing Repair & Maintenance	-	-	-	32,000	32,000
Retail Internal Service Charges	96,274	66,109	35,000	19,000	(16,000)
Retail Operations Depreciation	55,396	55,396	55,000	55,000	-
Management Fee to General Fund	189,074	196,740	223,000	224,000	1,000
Parking Operations Management Fee	189,074	196,740	223,000	224,000	1,000
Retail Leasing Management Fee to GF	-	-	14,000	10,000	(4,000)
Transfer to Renewal and Replacement	-	-	182,000	220,000	38,000
Transfer to Capital Projects	-	-	-	-	-
Reserve for Future Capital - Parking Operations	-	223,962	358,000	72,000	(286,000)
Reserve for Future Capital - Retail Operations	-	-	376,000	741,000	365,000
TOTAL EXPENSES	\$ 2,542,420	\$ 2,309,942	\$ 3,783,000	\$ 3,995,000	\$ 212,000
REVENUES - EXPENSES	\$ 578,946	\$ 1,398,792	\$ -	\$ -	\$ -

Proposed FY 2013/14 Pennsylvania Ave Shops and Garage Operating Budget

	FY 10/11 Actual	FY11/12 Actual	FY 2012/13 Adopted	FY 13/14 Proposed Budget	Variance
Revenues:					
Parking Operations	\$ 478,583	\$ 618,961	\$ 520,000	\$ 656,000	\$ 136,000
Retail Leasing	-	147,123	574,000	550,000	(24,000)
Retail Transfer from RDA Operations	-	347,112	-	-	-
Parking Transfer from RDA Operations	102,070	346,000	405,000	305,000	(100,000)
Interest Pooled Cash	-	492	-	-	-
TOTAL REVENUES	\$ 580,653	\$ 1,459,688	\$ 1,499,000	\$ 1,511,000	\$ 12,000
Operating Expenses:					
Parking Operations Expenditures	\$ 300,727	\$ 723,029	\$ 802,000	\$ 822,000	\$ 20,000
Parking Admin/Base Fee	73,768	45,368	53,000	55,000	2,000
Garage Ground Lease	23,552	23,552	23,000	23,000	-
Parking Base Rent	23,552	23,552	\$23,000	23,000	-
Add'l/Percentage Rent	-	-	\$0	-	-
Garage Management Fee	-	\$47,604	\$47,000	61,000	14,000
Retail Additional Base Rent	-	\$15,592	\$278,000	229,000	(49,000)
Retail base Rent	-	\$276,448	51,000	136,000	85,000
Retail Admin Fee	-	11,137	-	-	-
Depreciation	-	\$11,851	-	-	-
Leasing Commissions	-	303,400	-	-	-
Admin Fee (GF)	-	3,864	\$53,000	51,000	(2,000)
Contingency	-	-	\$192,000	134,000	(58,000)
TOTAL EXPENSES	\$ 398,047	\$ 1,461,845	\$ 1,499,000	\$ 1,511,000	\$ 12,000
REVENUES - EXPENSES	\$ 182,606	\$ (2,157)	\$ -	\$ -	\$ -

