ADOPTED FY 2017/18 WORKPLAN AND OPERATING BUDGET

MIAMIBEACH

and Miami Beach Redevelopment Agency

MIAMIBEACH

City of Miami Beach

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Tameka Otto Stewart
Budget Director

Richard Ajami
Budget Officer

Ayanna DaCosta-Earle
Damaris Lozano
Fernando Pestana
Senior Management & Budget Analysts

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For the Fiscal Year Beginning

October 1, 2016

Christopher P. Morrill

Executive Director

MIAMIBEACH

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

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

September 25, 2017

Honorable Mayor Philip Levine and Members of the City Commission:

I am pleased to transmit the Adopted Work Plan and Operating Budget for Fiscal Year (FY) 2017/18, commencing on October 1, 2017 and ending on September 30, 2018, including the Adopted Work Plan, Adopted Operating Budget, Adopted Capital Budget, and the associated Capital Improvement Program for FY 2017/18 through FY 2021/22. The total Adopted General Fund Operating Budget is $330.8 million, which is $13.6 million or 4.3 percent more than the FY 2016/17 Adopted Budget of $317.2 million.

Further, General Fund reserve levels as of September 30, 2016 for the 11 percent emergency reserve and the 6 percent contingency goal were a total of $49.8 million. The 11 percent General Fund emergency reserve requirement for FY 2017/18, based on the adopted operating budget (net of capital transfers and reserves) is $36.4 million. This results in $13.4 million (or 4.0 percent) available for additional contingency, if there are no additional changes in fund balance, and no additional transfers made. The Adopted FY 2017/18 budget includes a transfer of $1.626 million to the General Fund reserves as a set aside for the potential future impact of the voter referendum regarding an increase to the Homestead exemption. In addition, the City has $10 million of Resort Tax dollars currently set aside for Transportation projects, which also provides further reserve funds for emergency purposes.

BUDGET HIGHLIGHTS

- ***The Adopted millage rate of 5.8888 remains the same as last year and is the lowest in the history of the City of Miami Beach***
- ***The FY 2017/18 budget includes $3.0 million of reductions as well as $3.0 million of service enhancements to address community priorities***
- ***The overall full-time position count is four less than last year and only 1.5 percent more than in FY 2006/07***

The City's Adopted Operating Budget for FY 2017/18 is $610.9 million, *including the* General Fund, General Obligation Debt Service, Enterprise Funds, Special Revenue Funds and Transfers to the Redevelopment District. This amount is net of Internal Service Funds and Inter-fund Transfers.

The City of Miami Beach has experienced significant changes in the last several years due to changes in property tax legislation, property values that first increased and then declined, and increasing pension plan contributions due to the downturn in the investment market.

In FY 2010/11, the City's approach to addressing the then deficit of $32 million included a distribution of the shortfall between taxpayers and employees. Taxpayers had their tax rate increased from 5.9123 to 6.5025, which is an increase of 0.5902 mills. The goal of the Commission has been to bring it back to that level as property values increase over time. It should be noted that between FY 2009/10 and FY 2010/11 property values declined by $2.6 billion driving the need for an increase in the millage.

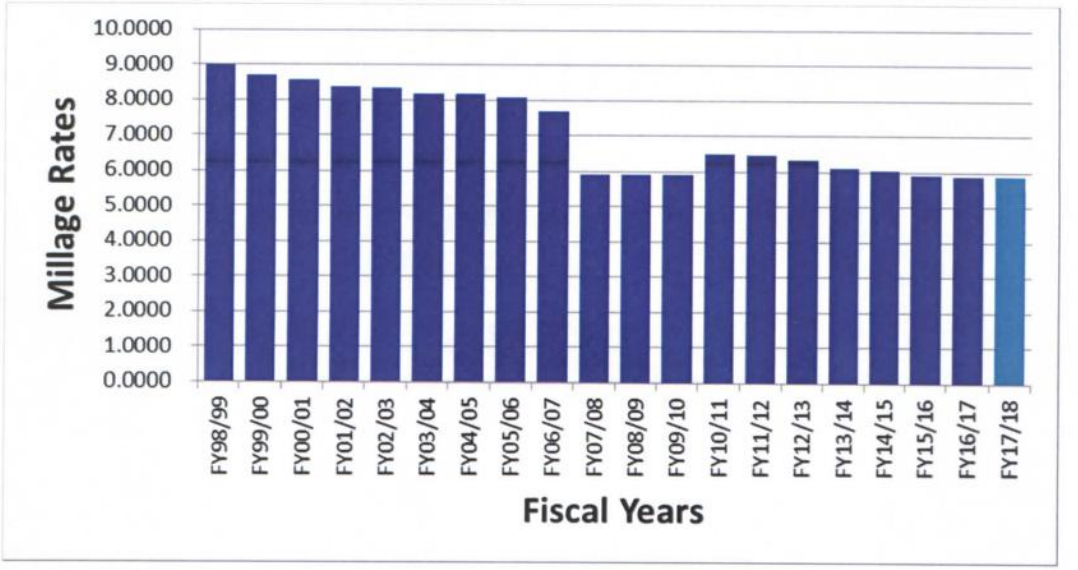
In FY 2011/12, the City took its first step in that direction with a reduction in the millage rate of 0.0486 mills. The millage rate for FY 2012/13 reduced the millage by an additional 0.1062 mills. In FY 2013/14, the millage rate was reduced 0.2314 mills and in FY 2014/15 the millage rate was reduced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

In FY 2016/17, the Commission approved a total combined millage rate for the City of Miami Beach of 5.8888, which represented a decrease of 0.0235 mills and is to our knowledge, the lowest in the history of the City of Miami Beach, and certainly in the last 54 years for which we have found records. The adopted millage rate for FY 2017/18 remains the same as FY 2016/17.

			Millage Rates		Tax Levy (in millions)	
Taxable Values Chart	Taxable Property Values (billions)	Final/Revised Taxable Values (billions)	Total Combined Citywide Millage	Gneral Fund/RDA Millage	Total Tax Levy including Debt	General Fund Total (including S. Pointe, and Renewal & Replacement)
FY1997/98	$ 6.46	$ 6.40	9.2100	7.4990	$ 57.45	$ 46.78
FY1998/99	$ 6.97	$ 6.87	8.9830	7.4990	$ 60.37	$ 44.66
FY1999/00	$ 7.66	$ 7.54	8.6980	7.4990	$ 64.29	$ 47.36
FY2000/01	$ 8.37	$ 8.22	8.5550	7.3990	$ 69.08	$ 49.75
FY2001/02	$ 9.40	$ 9.22	8.3760	7.2990	$ 75.97	$ 54.37
FY2002/03	$ 10.56	$ 10.41	8.3220	7.2990	$ 84.81	$ 61.05
FY2003/04	$ 12.09	$ 11.85	8.1730	7.2990	$ 95.39	$ 68.17
FY2004/05	$ 14.04	$ 13.86	8.1730	7.4250	$ 110.74	$ 79.38
FY2005/06	$ 17.45	$ 17.15	8.0730	7.4810	$ 135.91	$ 111.69
FY2006/07	$ 22.74	$ 22.26	7.6730	7.3740	$ 168.38	$ 140.31
FY2007/08	$ 26.85	$ 26.14	5.8970	5.6555	$ 150.42	$ 125.33
FY2008/09	$ 26.90	$ 25.89	5.8930	5.6555	$ 150.59	$ 125.94
FY2009/10	$ 24.70	$ 23.24	5.9123	5.6555	$ 138.70	$ 115.73
FY2010/11	$ 22.10	$ 20.97	6.5025	6.2155	$ 136.55	$ 112.14
FY2011/12	$ 21.98	$ 20.75	6.4539	6.1655	$ 134.75	$ 111.29
FY2012/13	$ 23.07	$ 22.02	6.3477	6.0909	$ 139.10	$ 114.32
FY2013/14	$ 24.66	$ 23.64	6.1163	5.8634	$ 143.26	$ 117.41
FY2014/15	$ 27.10	$ 26.27	6.0237	5.7942	$ 155.10	$ 127.76
FY2015/16	$ 30.70	$ 29.92	5.9123	5.7092	$ 172.42	$ 143.16
FY2016/17	$ 34.70	$ 33.99	5.8888	5.7092	$ 194.11	$ 160.78
FY2017/18	$ 37.39	*	5.8888	5.7224	$ 209.21	$ 175.36

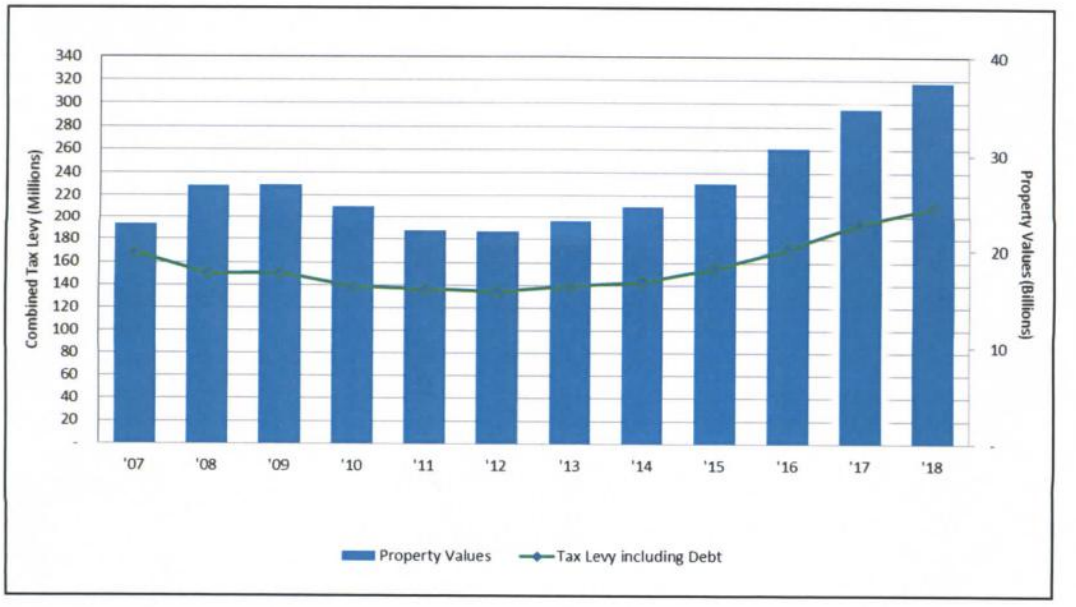
The City of Miami Beach has made strides in significantly reducing tax rates as property values have increased. Between FY 1999/00 and FY 2009/10, the total combined City of Miami Beach property tax rates declined approximately 2.8 mills. In FY 2007/08 alone, the millage rate declined by approximately 1.8 mills, with annual savings to the average homesteaded property of over $400.

Total Combined Millage Rates



Further, although the City increased the operating tax rate by 0.56 mills in FY 2010/11, the City's adopted combined millage rate is now lower than the rate in FY 2009/10 and remains approximately 2.8 mills, or 32%, than it was in FY 1999/00.

Property Values and Tax Levy



The current year's General Fund Operating Budget also reflects greater diversification of revenues since FY 2006/07. The Adopted Work Plan and Budget includes $34.9 million in resort taxes to fund tourism-eligible expenditures (reduced by $2.7 million from last fiscal year) and a $4.4 million transfer of Parking Operations Fund year-end surplus (reduced by $2.0 million from last fiscal year). In large part, due to these alternative sources, property tax revenues represent approximately 53 percent of the total funding for the General Fund budget as compared to 59 percent in FY 2006/07, which is a significant reduction over the past several years.

Although the economy is slowly recovering, the impact of the Great Recession impacted both property tax revenues as well as pension costs. The City's strategy continues to consider the long term financial sustainability of the City. Beginning with the development of the FY 2009/10 budget, a strategy was developed to address short-term, mid-term, and long-term financial needs:

- Short-term financial strategies have included ongoing efficiencies and employee wage concessions
- Mid-term financial sustainability has been addressed by pension concessions from current employees in the Miami Beach Employees Retirement Plan (MBERP)
- Longer term financial sustainability is enhanced by the pension plan restructures that have been put in place for employees in the City's retirement plans. Further, additional pension plan reform recommendations were developed by the City's Budget Advisory Committee (BAC) for the Fire and Police Pension Plan for consideration as part of the FY 2013/14 Adopted Budget. While the specific BAC recommendations were not implemented, the pension reform agreed upon by IAFF and FOP generated savings is in excess of the BAC recommendations: $5.6 million in the first year, $1.9 million in the second year, and $140 million net present value over 30 years

The FY 2017/18 General Fund Budget is about $94.0 million (39.7 percent) more than the FY 2006/07 budget, despite pension contribution increases of $41.1 million during the same period. At this point, annual contributions to the City's two pension plans alone represent more than $57.9 million (18 percent) of the total General Fund budget. As a result, pension reform continues to be a high priority for the City.

During FY 2015/16, both pension boards voted to decrease the investment rate of return for their plans to more conservative assumptions over the next several years due to market performance. There continues to be a negative trend nationwide in pension plan performance which will continue to place pressure on municipal budgets in the future. Additionally, beginning in FY 2017/18, the City is required to pay the pension mortality payment as part of the annual pension contribution. The impact to the FY 2017/18 Budget for the annual required contribution (ARC) for both plans is $4.2 million. It should be noted that the ARC for both funds would have been much less without the change in the investment rate assumptions and the pension mortality payment. Lastly, the funded net position as a percentage of total pension liability is 72 percent for the Fire and Police plan and 70 percent for the General Employees plan as of the most recent valuation dates.

FY 2017/18 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 at the Commission Retreat on June 22, 2017 and in meetings with the Finance and Citywide Projects Committee (FCWPC) on June 16, 2017, July 10, 2017, and July 21, 2017.

GENERAL FUND CURRENT SERVICE LEVEL BUDGET DEVELOPMENT

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

The first step in preparing the FY 2017/18 budget was an evaluation of Current Service Level (CSL) revenues and expenditures. CSL revenues represent the amount of revenues that would be generated based on existing tax rate, fees, and charges. CSL expenditures represent the expenditures associated with providing the same level of service next year as in the current budget year.

At the June 16, 2017 FCWPC meeting, the Committee directed staff to transfer the 0.0132 mill reduction from the debt service millage rate to the operating millage rate, resulting in a zero mill increase in the overall combined millage rate.

Property tax revenues comprise 53% of the total General Fund revenue and are a key driver of CSL revenues. The Property Appraiser provided the preliminary 2017 property values on June 1, 2017. At the June 22, 2017 Budget Retreat, the Commission was briefed regarding the preliminary General Fund Current Service Level (CSL) budget.

The Commission was briefed regarding the updated CSL budget at the July 10, 2017 FCWPC meeting. The preliminary 2017 property values increased 7.78%, which resulted in an increase of $14.7 million in General Fund property tax revenues.

CSL revenues were estimated to increase $15.5 million due to a $14.7 million increase in property tax revenues (assuming an operating millage rate increase of 0.0132 to offset the debt service millage rate reduction of 0.0132), and a $0.772 million increase in non-property tax revenues.

CSL expenditures were estimated to increase $11.9 million due to the following personnel expenditures, the majority of which are contractually required:

- 2 percent merit pay for all groups except Police and Fire : $2.2 million
- 5 percent Step for Police and Fire: $2.9 million
- 3 percent Cost of Living Adjustment, effective July 2018: $1 million
- Increase in Citywide Health and Life Insurance: $2.56 million

- Increase in Annual Required Contribution for Fire & Police Pension: $1.9 million
- Increase in Annual Required Contribution for Non-Police & Fire Pension: $2.2 million

In addition, the CSL budget included:

- Increase in Debt Service payments: $700,000
- $3 million decrease in funds set aside for pension mortality impact
- Increase in operating expenditures: $875,000, which includes $343,000 in expenditures related to the insourcing of the North Shore Tennis Center; $133,000 related to the increased cost of shelter beds for the homeless; and $110,000 for the maintenance and repair of City sidewalks and light poles

The preliminary CSL budget based on the July 1, 2017 certified property values had a revenue increase of $15.5 million and an expenditure increase of $11.9 million for a net projected surplus of $3.6 million.

The Committee directed that the following Education Initiatives totaling $324,000 continue to be included in the CSL budget:

- Anti-Defamation League - $4,000
- Common Threads - $19,000
- FIU Dual Enrollment - $62,000
- Miami Dade County Dual Enrollment - $28,000
- Nurse Enhancement Initiative - $16,000
- Nurse Initiative- Behavioral Health - $54,000
- VPK Year 3 - $141,000

The $324,000 in additions above resulted in an updated net projected surplus of $3.26 million.

APPROACHES TO BALANCE

At the July 21, 2017 FCWPC meeting, direction was given regarding the proposed revenues, millage rate, enhancements and reductions for the FY 2017/18 Operating Budget, as well as changes to the FY2017/18 Capital Budget.

Revenues

In an effort to move toward reducing the General Fund's reliance on the Parking subsidy, the Committee recommended reducing the Parking transfer to the General Fund by $2 million resulting in a FY2017/18 transfer of $4.4 million.

Additionally, in order to offset the estimated increase in administrative fees from the Resort Tax Fund to the General Fund, the Committee also recommended reducing the Resort Tax contribution to the General Fund by $2,865,000. The actual calculated administrative fee increase is less, and as a result, the FY 2017/18 budget reflects this adjustment.

Subsequent to the July 21, 2017 FCWPC meeting, the projected FY 2017/18 revenues were further refined using more current FY 2016/17 revenue data. This resulted in a $2,734,000 increase in projected FY 2017/18 revenues, primarily due to a $1,314,000 million increase in projected building permit revenues and a $1,750,000 increase in administrative fees to the General Fund from the various Enterprise and Special Revenue Funds (the preliminary estimate presented at the July 21, 2017 FCWPC meeting was $1,457,000).

Expenditures

At the July 21, 2017 FCWPC meeting, the Committee accepted the recommended reductions presented by the Administration, which totaled $2,236,000 in savings. It also accepted the $486,000 in recommended enhancements that were presented.

In addition to the recommended items above, the Committee also recommended the following service enhancements listed below to be added to the FY 2017/18 budget:

- Add $68,000 for a Legal Secretary position in the City Attorney's Office to support the City Prosecutor position being recommended
- Add $72,000 for two part-time Park Ranger positions in North Shore Park and Youth Center
- Add $100,000 for the Miami Design Preservation League Art Deco Weekend
- Add $250,000 for the University of Miami Wellness/Prep Clinic on Miami Beach
- Add funding to support Community Outreach related to the proposed 2018 General Obligation Bond program

The Committee concluded with a recommendation that $1,355,000 in surplus dollars be set aside toward the potential revenue reduction related to the 2018 General Election vote to expand Homestead Exemptions. This amount was included in the FY 2017/18 CSL budget.

At the July 26, 2017 Commission meeting, the Commission directed that the following adjustments be made to the FY 2017/18 budget:

- Adjust the Education Compact Fund's budget to reflect 9 months of pro-rated revenues from parking garage advertising contracts and transfer $195,000 in expenditures from the General Fund to the Education Compact Fund (included in CSL budget)
- Add $200,000 to subsidize a 40% discount to City employees for a healthy alternative lunch option; this item was added to the proposed enhancement list.

Based on needs identified over the summer, the following items were additional staff-recommended increases to the FY 2017/18 CSL budget:

- Add $779,000 to the General Fund budget for health insurance expenditures to provide a conservative estimate of potential premiums and claims expenditures considering the newly implemented changes to the City's self-funded health plans going into effective beginning in FY2017/18.
- Subsequent to the July 21, 2017 FCWPC meeting, the projected FY 2017/18 expenditures were further refined, primarily to finalize the FY 2017/18 internal service allocations. These refinements resulted in an overall decrease in the budget of $603,000.

- Add $125,000 for miscellaneous changes, including reducing the previously proposed security guard service reduction to match the revised level of service and conversion of a Police Officer position to a Lieutenant position

Based on needs identified over the summer, the following items were additional staff-recommended FY 2017/18 enhancements:

- Additional funding for Beach Maintenance, including $129,000 for enhanced maintenance of the boardwalks and sand dunes and $201,000 for a second unit to address maintenance associated with the planned installations of sand interceptors at beach showers citywide
- Increase of $309,000 ($140,000 one-time) for a new total of $609,000 in enhanced holiday decorations throughout the City's tourism areas (Resort Tax Fund)
- Add $12,000 for a part-time Media Assistant position in the Communications Department in order to televise Special Master hearings

	$
Preliminary CSL Surplus (based on July 21 FCWPC Meeting	**3,264,000**
Revenue Adjustments	
Reduction in Parking Subsidy to the General Fund	(2,000,000)
Reduction in Resort Tax Transfer to the General Fund	(2,733,000)
Adjusted FY 2017/18 Revenue Projections	2,734,000
Expenditure Adjustments	
Recommended CSL Increases	(1,462,000)
Recommended Enhancements	(1,718,000)
Recommended Reductions	2,236,000
Increase in Reserve Set Aside	(321,000)
Unallocated Surplus	**0**

The updated combined FY 2017/18 General Fund budget of $330,776,000 included $330,973,000 in CSL expenditures (a 4.3% increase), offset by proposed reductions totaling $2,236,000 and proposed enhancements totaling $1,718,000. The FY 2017/18 revenues were based on the certified July 1st property values and projected increases in non-ad valorem revenues, totaling $330,776,000, for a net surplus of approximately $321,000. Based on the FCWPC's recommendation that surplus funds be set aside toward the potential revenue reduction related to the 2018 General Election vote to expand Homestead Exemptions, this amount was included in the General Fund Reserves, which brought the total reserve set-aside to $1,676,000.

Based on direction given by the Commission during the second public hearing on September 25, 2017, the originally proposed living wage enhancement increasing the current living wage from $13.31 to $13.56/hr. in FY 2017/18 was revised to $13.88/hr. resulting in additional General Fund expenditures of $74,000 that would be funded by an increase in the Resort Tax contribution to the General resulting from a decrease in funding for holiday lighting. Lastly, the total reserve set-aside of $1,676,000 for the 2018 General Election vote to expand Homestead Exemptions was reduced by $50,000 to be set aside for potential expenditures incurred by the City's advocacy group during FY 2017/18.

General Fund FY 2017/18 Budget	
	$
Property Tax Revenues	175,544,000
Non-Property Tax Revenues	155,306,000
Total Revenues	**330,850,000**
General Fund Operating Budget	330,850,000
Surplus / Gap	**0**

Reductions

City departments continue to be proactive in identifying additional reductions to their current service level programs and services. As with the preparation of budgets for the last eight years, departments are continuing to analyze their budget from two perspectives: 1) reviewing for potential efficiencies and reorganizations to reduce costs without adversely impacting services and 2) performing a modified zero-based analysis of each department budget, identifying potential service reduction alternatives versus core functions. As part of the FY 2017/18 budget process, departments submitted lists of potential reductions totaling 5 percent of their FY 2016/17 budgets. The lists were reviewed extensively by the City Manager, Executive Team, Department Directors, and the Budget Office. Across all funds, a total of $3,037,000 of reductions was recommended by staff. Of this amount, $2,236,000 impacted the General Fund. The recommended reductions included 13 full-time positions and 1 part-time position. A detailed list of the adopted reductions can be found in Attachment A.

Service Enhancements

The adopted enhancements found in Attachment B reflect services that residents and businesses identified as important to them during the 2016 Community Satisfaction Survey, as well as priorities identified at the three Budget Work Shops and City Commission Retreat.

Highlights of the $3.0 million of enhancements funded across all funds to address community priorities include:

- Enhance the proper prosecution of criminal City Ordinance violations adding a City Prosecutor and associated Legal Secretary in the City Attorney's Office ($140,000)
- Increase transparency through the addition of a part-time Media Assistant to televise Special Master Hearings in the Communications Department ($12,000)

- Enhance the effectiveness of citywide pump station maintenance through additional training for Public Works-Water & Sewer personnel ($42,000)
- Increase the level of security and lessen any potential acts of vandalism in and around the Normandy Shores neighborhood and golf course by the addition of a security guard rover split funded with the Normandy Shores District ($54,000)
- Enhance holiday lighting throughout the tourist areas by adding $235,000 (of which $140,000 is one-time) for a new total of $535,000
- Provide $100,000 contribution for enhanced event festivities during Art Deco weekend. Art Deco weekend pays tribute to the arts and culture of Miami Beach's Art Deco Historic District
- Create a film incentive program to attract major productions to the city by providing reimbursements to qualified productions that meet target requirements ($100,000)
- Enhance the Ocean Drive experience for both visitors and residents by adding $100,000 for Lummus Park Cultural Activation and Programming as recommended by the Mayor's Ocean Drive Task Force
- Subsidize a 40% discount to City employees (up to $200,000 annually) for a healthy alternative lunch option, located conveniently next to City Hall at Taste Bakery Café
- Phase-in over three years an increase to the Living Wage paid by certain contractors doing business with the City; FY 2017/18 would increase from $13.31/hr. to $13.88/hr. and 25 cents thereafter, plus CPI depending on budget constraints
- Enhance public health by reducing HIV infection risk through one-time funding of $250,000 to support establishment and operational costs of a University of Miami Wellness/Prep Clinic on Miami Beach
- Develop and implement a community education campaign for the proposed 2018 Bond Program by adding $200,000 in potential funding to the General Fund Contingency.
- Improve security by adding security guard coverage at various locations including the Building Department's North Beach Office and the RDA Penn and Anchor parking garages ($154,000)
- Increase parking availability in the City Hall and 17th Street Garages during Art Basel through an Uber Initiative for City Employees ($50,000)
- Support the second annual Youth Music Festival at the North Beach Bandshell ($12,000)
- Successfully accommodate the number of participants expected to attend the Seniors International Tennis Tournament at the North Shore Park Tennis Facility from October 29th through November 13th by funding additional/upgraded restrooms and daily porter services ($24,000)
- Increase public safety at North Shore Park and Youth Center by adding two part-time park rangers to cover peak hours ($72,000)
- Enhance the Beach Maintenance Division's operational needs for items such as additional boardwalk maintenance, rope and post fencing to protect sand dunes, maintenance and repair of beach maintenance gates, and Mobi-Mats maintenance ($129,000)
- Address additional beach shower maintenance needs from the installation of additional sand interceptors from 13 to 43 over the next two years by adding a second crew consisting of two positions and specialized equipment ($201,000)
- Ensure compliance with Florida Statute requiring the City to review its Comprehensive Plan by April 1, 2018 for consistency with amendments to Statutes since adoption of the Plan in 2011 ($100,000)

- Enhance special events with contributions to help offset expenditures for the Miami Beach Air and Sea Show on Memorial Day weekend ($350,000) and Seniors International Tennis Federation Tennis Event at the North Shore Park Tennis Facility from October 29th through November 13th ($100,000)

A detailed list of the recommended enhancements requested by departments in the Adopted Budget can be found in Attachment B.

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

Based on an outside consultant study conducted in 2016 using actual expenses for FY 2013/14, the study estimated that there were approximately $55 million in eligible Resort Tax expenditures in the General Fund.

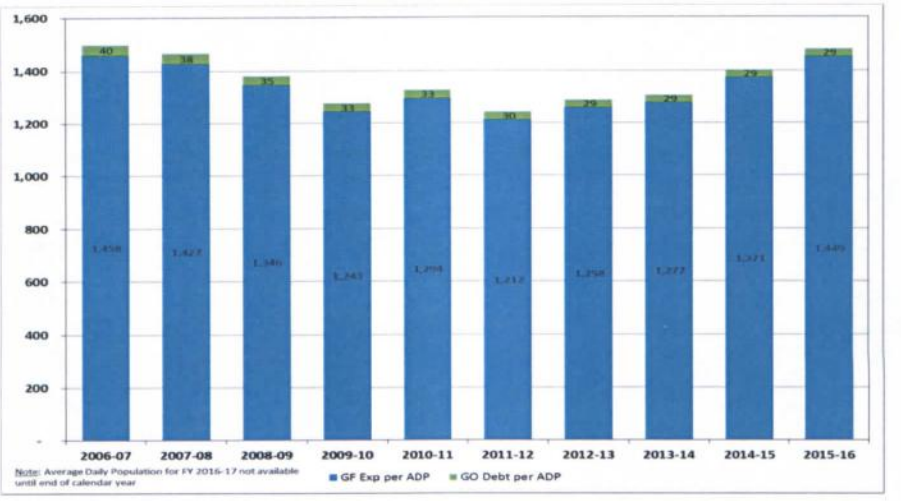
This included expenditures associated with police officers serving entertainment areas; a portion of fire rescue services from Fire Stations 1 & 2; ocean rescue services; enhanced code compliance provided to respond to evening entertainment area violations and staffing of special events; other code compliance 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 lighting; Jewish Museum; Miami Design Preservation League (MDPL); Orange Bowl; monuments; etc.

The total Adopted Resort Tax Fund transfer to the General Fund for FY 2017/18 is approximately $34.9 million.

BUDGET AND POSITION TRENDS

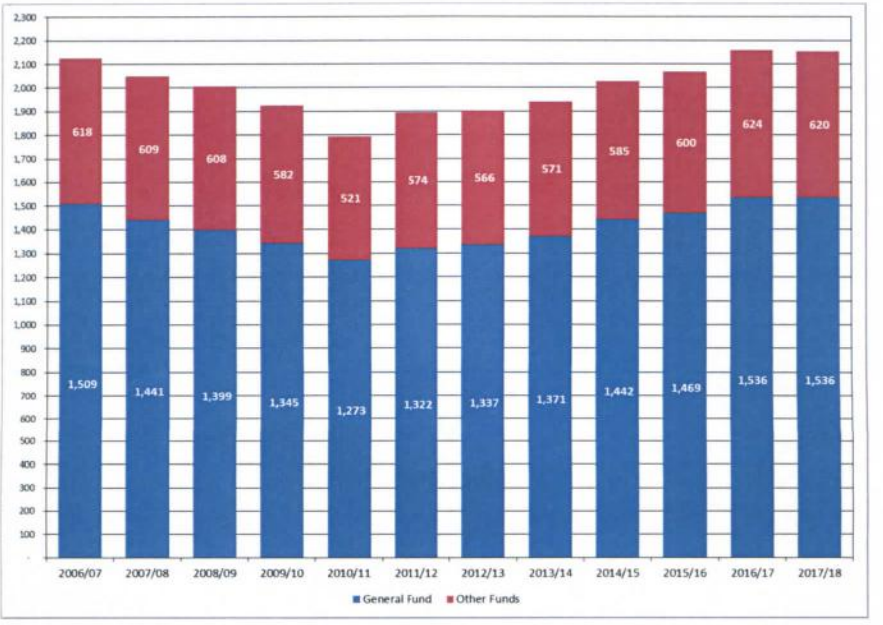
The 2017 Environmental Scan, conducted as part of the strategic planning process, showed that the average daily population in the City has grown 27 percent from 2007 to 2016. Much of this increase consists of additional other tourists (77 percent), seasonal residents (53 percent), hotel guests (40 percent) and non-tourist beach visitors (40 percent). Having over 27 percent more people in the City over the last ten years, without an offsetting increase in the budget, can result in services becoming degraded over time. The chart below shows the General Fund budget and General Obligation Bond Debt Service budget divided by the average daily population from FY 2007 to FY 2016. The chart shows that the average daily population has grown faster than the budget and that the FY 2016 amount is 1.5 percent below the FY 2007 amount.

General Fund and G.O. Debt by Average Daily Population FY07 – FY16



Despite the 27 percent growth in average daily population and tourism, the City's position count has remained relatively flat over time as shown in the chart below. The overall position count in FY 2017/18 is 4 positions less than last year and 29 positions, or 1.4%, more than in FY 2006/07.

Position Count FY 2006/07 to FY 2017/18



ANALYSIS OF PROPERTY VALUES IN MIAMI BEACH

On July 1, 2017, the City received the 2017 Certification of Taxable Value from the Miami-Dade County Property Appraiser's Office stating that the taxable value for the City of Miami Beach was $37.4 billion, which included $859 million in new construction. Property taxes comprise approximately half of the General Fund's total revenues.

The comparative assessed values for the Miami Beach Redevelopment Agency (RDA) City Center redevelopment district increased from $5.6 billion to $5.7 billion, which was an increase of $89.8 million, or 1.6 percent, over the 2016 certified values. Citywide values, excluding the RDA City Center District, increased from $29.1 billion to $31.7 billion, which was an increase of $2.6 billion, or 8.97 percent, over the 2016 certified values. Values outside the RDA City Center area determine General Fund revenues.

COMPARATIVE ASSESSED VALUES

	January 1, 2016 Value (in billions)				January 1, 2017 Value (in billions)		
	July 1, 2016 (FY2016/17 Budget)	Revised Value (FY2016/17 Projection)	Change in 2016 Values	% Chg.	July 1, 2017 (FY2017/18 Budget)	$ Change (in billions)	% Chg.
Total Citywide	$ 34.698	$ 33.996	$ (0.702)	-2.02%	$ 37.397	$ 2.699	7.78%
RDA - City Center	$ 5.613	$ 5.295	$ (0.318)	-5.67%	$ 5.703	$ 0.090	1.60%
Citywide - Net of City Center	$ 29.085	$ 28.701	$ (0.384)	-1.32%	$ 31.694	$ 2.609	8.97%

Determining the Operating Millage Levy

The first building block in developing a municipal budget is the establishment of the value of one mill of taxation, wherein the mill is defined as $1.00 of ad valorem tax for each $1,000 of property value. For the City of Miami Beach, the value for each mill is determined by the 2017 Certification of Taxable Value and has been set at $37.4 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 $35.5 million. Net of the RDA City Center District tax increment available to the General Fund, the value of one mill at 95 percent is $30.6 million.

Impacts of Changes in Property Values

For FY 2017/18, the operating millage rate for general City operations is 5.7224, which is 0.0132 mills more than in FY 2016/17. Based on the July 1, 2017 Certification of Taxable Value, 5.7224 mills would generate approximately $175,363,000 in general tax revenues, which is an increase of $14,751,000 over FY 2016/17 budgeted property tax revenues citywide.

Further, the January 1, 2016, tax roll Citywide declined by $701.4 million between the July 1, 2016 valuation and the July 1, 2017 valuation due to appeals, adjustments, etc., which is part of the reason that the FY 2017/18 "rolled-back rate" is 0.3918 mills lower than the FY 2016/17

current millage rate. The value of the area outside of City Center RDA, which impacts General Fund revenues, declined in value by approximately $318.1 million during the same period of time.

State Legislated Operating Millage Requirements

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

- **Option I:** A majority of the approval of the Commission is required to approve a millage up to 6.2141 (equivalent to 3.11 percent increase in property tax revenues). The 1.0311 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 6.8355 (equivalent to a 10 percent increase in the ad valorem revenues above Option I).

- **Option III:** Option III: A unanimous approval of the Commission or referendum is required to approve a millage above 6.8355 up to the 10 mill cap

The adopted operating millage rate of 5.7224, therefore, requires a majority approval (4 of 7 votes) of the Commission.

Determining the Voted Debt Service Millage Levy

The general obligation debt service payment for FY 2017/18 is projected to be $5.914 million. Based on the July 1, 2017 Certified Taxable Value from the Property Appraiser, this debt service payment would require the levy of a voted debt service millage of 0.1664 mills, which represents a decrease of 0.0132 mills over the prior year voted debt service millage of 0.1796.

Combining the Operating and Voted Debt Service Millage Levy

At the July 26, 2017 Commission meeting, the Commission set the general operating millage rate at 5.6989, which was an increase of 0.0132 mills from 5.6857 in FY 2016/17; a General Fund Capital Renewal and Replacement millage of 0.0235, which was the same as in FY2016/17; and voted debt service millage rate of 0.1664, which was a decrease of 0.0132 mills from 0.1796 in FY 2016/17.

Illustrated below is a comparison of the combined millage rates and ad valorem revenues of the City of Miami Beach for FY 2016/17 and FY 2017/18, including the RDA. FY 2006/07 is also illustrated for further historical comparison.

					% Inc/(Dec)	
	FY 06/07	FY 16/17	FY 17/18	Inc/(Dec)	From FY16/17	From FY06/07
City of Miami Beach Millage Rates						
Operating	7.1920	5.6857	5.6989	0.0132		
Capital Renewal & Replacement	0.1820	0.0235	0.0235	0.0000		
Sub-total Operating Millage	**7.3740**	**5.7092**	**5.7224**	**0.0132**	0.2%	-22.4%
Debt Service	0.2990	0.1796	0.1664	-0.0132	-7.3%	-44.3%
Total	**7.6730**	**5.8888**	**5.8888**	**0.0000**	0.0%	-23.3%

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%), whichever is less.

Based on the homesteaded property values as of July 1, 2016, the median value of homesteaded property in Miami Beach was $167,342 and the average was $427,845. The impact of the millage rate adjustment to homesteaded properties would be $21 for the median and $53 for the average value homesteaded property as reflected in the table below.

Homesteaded Properties				
	FY 2016/17		**FY 2017/18 with 2.1% CPI**	
	Median	**Average**	**Median**	**Average**
Preliminary Taxable Value*	**$ 167,342**	**$ 427,845**	**$ 170,856**	**$ 436,830**
City of Miami Beach				
Operating	$ 955	$ 2,443	$ 978	$ 2,500
Voted Debt	$ 30	$ 77	$ 28	$ 73
Total Miami Beach	**$ 985**	**$ 2,520**	**$ 1,006**	**$ 2,573**
$ Change in Taxes				
Operating			$ 23	$ 57
Voted Debt			$ (2)	$ (4)
Total Miami Beach			**$ 21**	**$ 53**

** Source: Miami-Dade County Property Appraiser's Office: 2016 Preliminary Average and Median Homestead Residential Values Report*

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 millage rates). The citywide average increase in property values is 7.7 percent. The property value of individual properties may increase up to, but not more than 10 percent (excluding the school millage portion of the property tax bill). However, an individual property

owner may see a higher than 10 percent increase if there is a change in ownership of a capped property resulting in a reset of the cap. Another potential factor, if applicable, would be the value of new construction which could contribute to a property value increase of higher than 10 percent.

Overlapping Jurisdictional Operating and Debt Service Millages

City of Miami Beach property owners must also pay property taxes to Miami-Dade County, the Miami-Dade County School Board, the Children's Trust, the South Florida Water Management District, Okeechobee Basin, Everglades Project, and the Florida Inland Navigational District. These taxing authorities represent 69 percent of a Miami Beach property owner's tax bill.

The countywide tax rate for Miami-Dade County millage remained flat at 4.6669; the library tax rate remained flat at 0.2840 mills; and the debt service millage remained flat at 0.4000 mills. The tax rate for the Miami-Dade School District decreased from 7.3220 to 6.9940 mills. The Children's Trust millage rate decreased from 0.5000 to 0.4673 mills. As a whole, the millage rates for the South Florida Water Management District, Okeechobee Basin, Everglades Project, and Florida Inland Navigational District decreased from 0.3627 mills to 0.3420 mills.

With the adopted rates for FY 2017/18, the Miami Beach portion of the tax bill is approximately 31 percent of the total bill. *Note, the County millage rate is 0.9481 mills less than their millage in FY 2006/07, as compared to the City's millage rate, which is 1.7842 mills less than the City millage in FY 2006/07.* Further, the School Board millage is 1.1110 below the FY 2006/07 millage rate. The significant difference in the total overlapping millage rate is a direct result of the City's effort to keep its 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 16/17	FY 17/18	Variance from FY 16/17	Variance from FY 06/07	% of FY 17/18 Total
City of Miami Beach						
Operating	7.1920	5.6857	5.6989	0.0132	-1.4931	
Capital Renewal & Replacement	0.1820	0.0235	0.0235	0.0000	-0.1585	
Subtotal Operating Millage	**7.3740**	**5.7092**	**5.7224**	**0.0132**	**-1.6516**	
Voted Debt Service	0.2990	0.1796	0.1664	-0.0132	-0.1326	
Total	**7.6730**	**5.8888**	**5.8888**	**0.0000**	**-1.7842**	**31%**
Miami Dade County						
Countywide	5.6150	4.6669	4.6669	0.0000	-0.9481	
Library	0.4860	0.2840	0.2840	0.0000	-0.2020	
Debt Service	0.2850	0.4000	0.4000	0.0000	0.1150	
Subtotal	**6.3860**	**5.3509**	**5.3509**	**0.0000**	**-1.0351**	**28%**
School Board	**8.1050**	**7.3220**	**6.9940**	**-0.3280**	**-1.1110**	**37%**
Children's Trust	0.4220	0.5000	0.4673	-0.0327	0.0453	**2%**
Other	0.7360	0.3627	0.3420	-0.0207	-0.3940	**2%**
Total	**23.3220**	**19.4244**	**19.0430**	**-0.3814**	**-4.2790**	**100%**

Impact of Combined Tax Rates of Overlapping Jurisdictions on Homesteaded Properties

The City of Miami Beach's 2016 preliminary median and average homesteaded residential taxable values are $167,342 and $427,845 respectively; applying the adopted combined millage rates to the median and average taxable values results in an increase of approximately $4 for the median and approximately $8 increase for average homesteaded residential properties. These increases include a $21 increase in property taxes for the median and a $53 increase for the average homesteaded residential properties for the City of Miami Beach's portion of the property tax bill.

Median properties would pay approximately $3,253 for all taxing jurisdictions combined, while the average taxes generated would be approximately $8,319 per homesteaded property. Of these taxing jurisdictions, the highest component is the Miami-Dade School Board at $1,195 for a median value property and $3,055 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 2016 values.

Impact on Homesteaded Properties

	FY 2016/17		FY 2017/18 with 2.1% CPI	
	Median	Average	Median	Average
Preliminary Taxable Value*	**$ 167,342**	**$ 427,845**	**$ 170,856**	**$ 436,830**
City of Miami Beach				
Operating	$ 955	$ 2,443	$ 978	$ 2,500
Voted Debt	30	77	28	73
Total Miami Beach	$ 985	$ 2,520	$ 1,006	$ 2,573
Miami Dade County	895	2,289	914	2,337
Schools	1,225	3,133	1,195	3,055
Other	144	369	138	354
Total	$ 3,249	$ 8,311	$ 3,253	$ 8,319
Change in Taxes				
City of Miami Beach				
Operating			$ 23	$ 57
Voted Debt			(2)	(4)
Total Miami Beach			**$ 21**	**$ 53**
Miami Dade County			19	48
Schools			(30)	(78)
Other			(6)	(15)
Total			**$ 4**	**$ 8**

* Source: Miami-Dade County Property Appraiser's Office: 2016 Preliminary Average and Median Homestead Residential Values Report

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

CAPITAL BUDGET

The City's annual capital budget contains capital project commitments appropriated for Fiscal Year (FY) 2017/18 Capital Budget. Preparation of the Capital Budget occurred simultaneously with the development of the FY 2017/18 – FY 2021/22 Capital Improvement Program (CIP) and FY 2017/18 Operating Budget.

The Capital Budget for FY 2017/18 totals $59.8 million and will be appropriated on October 1, 2017. 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; parks construction, renovation and upgrades; renovation of seawalls; parking lot and garage renovations, construction/renovation of public facilities; and vehicle replacement.

Bond issuances are planned in FY 2017/18 to fund key Water, Sewer and, Storm Water infrastructure improvements. In addition, the 2018 Proposed General Obligation (G.O.) Bond Program will be developed over the coming year. The overall process for the proposed 2018 G.O. Bond Program would take approximately twelve months and consists of the following steps:

- Identify Potential Projects – This step includes compiling a wish list of projects from various sources including staff and the community. Over $300 million in potential projects have been identified to date.
- Size of Bond Program and Propositions – Based on the amount of the needs in the community and the affordability of the necessary debt service, the overall dollar amount of the proposed 2018 G.O. Bond Program would be set along with amounts for each proposition or ballot measure (for example, $200 million bond program with $50 million for Parks & Beaches).
- Prioritization of Projects – The wish list would be prioritized to fit within the overall proposed 2018 G.O. Bond Program dollar amount within each of the propositions or ballot measures. This process could also include community input. The proposed projects would also be programmed out over the next five years.
- Community Outreach – Since G.O. bond programs have to be approved by voters, a significant amount of time and energy would be devoted for several months of community outreach to educate voters regarding the proposed 2018 G.O. Bond Program.
- Voter Referendum – The actual date of the vote to approve the proposed 2018 G.O. Bond Program will take place on November 6, 2018. If all or individual ballot measures are not approved, they would have to be presented to the voters in a subsequent year.

For a detailed listing of all capital projects and additional information, please refer to Capital and Debt Section in the Adopted FY 2017/18 Budget document.

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Storm Water, Parking, and Convention Center Departments. The FY 2017/18 Enterprise Funds Budget is $208.9 million. This represents a decrease of $412,000, or 0.20%, from the FY 2016/17 budget of $209.4 million, primarily due to the following:

- Water reflects an overall increase of $3.9 million, or 11.4%, primarily due to Miami-Dade County's pass through rate increase from $1.7341 to $1.8341 per thousand gallons (5.76 percent), as well as a $2.6 million increase in debt service expenditures for ongoing infrastructure projects allocated to water utilities improvements.

- Sewer reflects an overall decrease $4.5 million, or 8.3%, primarily due to a $2.9 million decrease in debt service expenditures for ongoing infrastructure projects allocated to sewer improvements and a $4.8 million decrease for the usage of wastewater services from Miami-Dade County despite a projected increase in rates of 4.95% for FY2017/18. The decrease is primarily attributed to a credit of $3.5 million due to the City from the County for the FY2016/17 wastewater services true-up and continued efforts to prevent dewatering.
- Parking reflects a $2.1 million, or 3.4%, decrease due to the adverse effects of alternative transportation resulting in less demand for parking citywide. This decrease has resulted in a reduction of funding being set-aside for future renewal and replacement of capital assets, as well as funding set-aside for future capital projects including garages.
- Storm Water reflects an overall decrease of $7,000, or 0.02%, despite an increase of $807,000 for the rental of an additional 16 generators to be deployed across all storm water pump stations citywide. Outstanding storm water debt of $421,000 and one-time capital expenditures budgeted in FY2016/17 offset the increase for the additional generators.
- Sanitation reflects an overall increase of $597,000, or 2.9%, primarily due to personnel and internal service expenditures, which were partially offset by decreases in operating expenditures for solid waste services, as well as expenditures transferred to other departments.
- Convention Center reflects an overall increase of $1.6 million, or 14.9%, due to an increase of $753,000 for utilities resulting from ongoing construction, as well as $1.1 million in contract maintenance for the up-keep of the newly renovated and expanded facility.

INTERNAL SERVICE FUNDS

Internal Service Funds are comprised of the Central Services, Fleet Management, Information Technology, Risk Management, Medical & Dental, and Property Management Funds. The FY 2017/18 Internal Service Funds budget is $86.1 million, or 2.5%, more than the FY 2016/17 budget of $83.9 million. Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, as well as Special Revenue Funds. The Risk Management Fund, however, reimburses the General Fund for the cost of legal services.

RESORT TAX FUND

The FY 2017/18 Resort Tax budget is $83.3 million, which is a decrease of $3.5 million, or 4%, from FY 2016/17. This decrease reflects the continued effect of a series of recent stresses that have adversely impacted tourism across the City. The FY 2017/18 budget includes:

- $34.9 million (a decrease of $2.73 million) provided to the General Fund to support continuing tourism eligible expenditures such as Code enforcement, cleanliness, the Park Ranger program, homelessness at Lummus Park, increased support for the Miami Beach Botanical Gardens and the City's cultural facilities, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and

staffing during high impact periods. Funding also supports code compliance enforcement in the entertainment areas and a portion of the operational costs of the Department of Tourism, Culture and Economic Development.

- $2.6 million for enhancing City services, inclusive of Goodwill Ambassadors, during High Impact periods such as Memorial Day, July 4th, Spring Break, and Art Basel.
- $2.7 million contribution to the Miami Beach Visitor and Convention Authority (VCA) based on the legislated funding formula.
- $200,000 to continue the local Miami Beach marketing campaign, which is matched with funds from the Greater Miami Convention and Visitors Bureau (GMCVB), the Miami Beach Visitor and Convention Authority (VCA), and the Cultural Arts Council (CAC).
- Increase from $300,000 to $535,000 for enhanced holiday decorations throughout the City's tourism areas.
- $450,000 contribution to partially offset expenditures for the Miami Beach Air and Sea Show ($350,000) and International Tennis Federation Tennis Event ($100,000).
- $231,000 allocated for professional services to fund the fireworks show in North Beach during the 4th of July event, special events marketing sponsorships, annual audit services, and consulting fees.
- $1.0 million for year four of a fifteen year annual contribution of $1 million to Mount Sinai Medical Center to fund the design and construction of a new emergency room facility.
- $6.5 million contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) based on a new performance-based contract executed January 2016.
- $871,000 (a decrease of $2.8 million) contribution to Sanitation for services provided throughout the entertainment district.
- $542,000 to support the initiative to provide better service by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and during high impact periods.
- $13.2 million for North, Middle, and South Beach Quality of Life Capital Projects that enhance Miami Beach's tourist related areas, plus continued support of transportation initiatives and various arts and cultural programs.
- $13.2 million for debt service associated with the Resort Tax revenue bonds issued in 2015 for the expansion and renovation of the Miami Beach Convention Center.
- $250,000 in contingency to fund unforeseen expenditures occurring during high-impact periods.
- The 2% Resort Tax Fund reserve, as of September 30, 2016, totaled $13.75 million, which comprises three months of reserve.
- The City has $10 million of Resort Tax dollars currently set aside for Transportation projects, which also provide further reserve funds for emergency purposes.

CONCLUSION

Through rigorous review and good planning, the Adopted Work Plan and Budget for FY 2017/18 is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors and continuing structural enhancements to ensure the long-term sustainability of the City.

The adopted millage rate of 5.8888 mills remains the same as last year and is the lowest millage rate in the history of the City of Miami Beach. The FY 2017/18 Budget includes reductions which further streamline government operations and service level enhancements that address high priority needs of the City.

ACKNOWLEDGEMENTS

I would like to thank Mayor Philip Levine and the Members of the Miami Beach City Commission for your continued guidance, support and leadership with the budget process and in helping to accomplish so much on behalf of our residents and for the entire Miami Beach community.

I would also like to thank the Budget Advisory Committee and its Chairperson, Ronald Starkman, as well as all staff from throughout the City who worked hard over the last year to respond to changes in priorities from the City Commission. I would particularly like to thank my Assistant City Managers and all Department and Division Directors. I appreciate all of us working together towards developing a balanced budget that will help improve our community. In particular, I would like to recognize and thank John Woodruff, CFO; Tameka Otto Stewart, Budget Director; Richard Ajami, Budget Officer; Damaris Lozano, Ayanna DaCosta-Earle, and Fernando Pestana, Senior Management and Budget Analysts; Girlande Bertrand and Joseph Fagan, Management and Budget Analysts; and Francis Frances, Executive Office Associate II.

Respectfully submitted,

Jimmy L. Morales
City Manager

MIAMIBEACH

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MIAMIBEACH

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
BUILDING						
Eliminate Engineering Inspector position (Currently filled)	General	$ 88,000	$ 88,000	1		The Building Department no longer uses Engineer Inspectors as this is now a function of the Public Works Department.
	Total	**$ 88,000**	**$ 88,000**	**1**	**0**	
CAPITAL IMPROVEMENT PROJECTS (CIP)						
Eliminate One (1) Vacant Financial Analyst I Position	General	$ 66,000	$ 66,000	1		The financial unit in the department has increased their efficiency and productivity in all financial aspects of capital projects managed by CIP. Therefore, the impact of eliminating this position would be minimal.
Eliminate 1 Vacant Field Inspector Supervisor Position	General	$ 107,000	$ 107,000	1		The Field Inspection Unit has become more efficient and the work load has been distributed among four field inspectors. Therefore, the impact of eliminating this position would be minimal.
	Total	**$ 173,000**	**$ 173,000**	**2**	**0**	
CENTRAL SERVICES						
Convert one (1) Central Service Technician position to Part-Time (currently filled)	Internal	$ 32,000				Reducing this position to part-time will impact every City Department, as everyone sends and receives mail. The timeliness of getting mail to clients and residents is crucial. The change would increase the intervals between mail distribution and pickup. Large outgoing mailings, especially those requiring collating letters or brochures and stuffing and stamping the envelops may be delayed. The turnaround time required for print jobs will also be impacted, as the staff that is currently assigned to the print shop would be utilized to undertake the essential functions of the mailroom.
Eliminate Travel	Internal	$ 2,000	$ 2,000			Central Services Coordinator cannot attend annual Postal Forum conference
Reduce Temporary Labor	Internal	$ 1,000				
Reduce Office Supplies	Internal	$ 1,000				
	Total	**$ 36,000**	**$ 2,000**	**0**	**0**	
CITY ATTORNEY						
Eliminate vacant First Asst City Attorney Position	General	$ 122,000		1		The vacancy would cause stress on the employee morale who would have to pickup the additional workload. Time required to resolve matters would increase.
Reduction to Legal Fees (Public)	General	$ 33,000	$ 33,000			The Legal Fees line item is used to pay the City's labor counsel. The reduction would impact possible future lawsuits, and labor issues and matters would take longer to resolve.
Reduction to Professional Services	General	$ 30,000				Professional service fees used to pay outside (non-labor) counsel. The impact is that more work would be required in-house, and the knowledge and specialized training of outside counsel would be reduced.
	Total	**$ 185,000**	**$ 33,000**	**1**	**0**	
CITY CLERK						
Eliminate the voluntary advertisement of opened and continued items and Subscription to the Miami Herald	General	$ 6,000				By undertaking all or some of these potential reductions, transparency and communication will be impacted. It will be more difficult for both internal and external customer to follow the legislative history of items and for our residents to see the evolution of our Code supported by the actual ordinances that adopted, amended, or repealed a section of the Code. The impact, however, may be lessened by MBResidentConnect.com.
Reduce the number of Special Master hearings from four (4) times a month to three (3) times a month	General	$ 15,000				By undertaking these potential reductions, compliance with the Code within a reasonable time frame may be impacted, as hearings will be set further into the future.
Reduce overtime for City Clerk Special Master staff	General	$ 3,000				
Reduce the office supplies budget by 44%	General	$ 4,000				Although the public impact may be minimal impact for the proposed miscellaneous cuts, the efficiency of the Office of the City Clerk will suffer
Reduce the number of notaries by eliminating renewals	General	$ 1,000				
	Total	**$ 29,000**	**$ -**	**0**	**0**	
CITY MANAGER						
Eliminate vacant Part-Time Office Assistant position in conjunction with the Best Buddies program	General	$ 14,000			1	Reduction in possible assistance for other operational departments who are currently under staffed
Eliminate Overtime	General	$ 4,000				Eliminating overtime for the Rapid Response team would impact the City's clean-up and recovery efforts from disaster and major events
Eliminate vacant Office Associate IV position	General	$ 61,000	$ 61,000	1		Eliminating the Office Associate IV Position would hinder the department with the planning and staffing of major events, publishing of the Neighborhood and Community Affairs Committee agenda, and affect coverage for the front desk and other administrative staff during absences.
Reduce Operating Account for Travel	General	$ 8,000	$ 8,000			Reducing the operating account for travel would limit the ability for staff to attend meetings with State officials and other municipalities on issues affecting the City.
Reduce Operating Account for Professional Services	General	$ 10,000	$ 10,000			Reducing the operating account for professional services would limit the ability for the City Manger to procure specialty services such as recruiters, consultants, auditors etc. on an ad-needed basis that may be required for special projects.
Reduce Operating Account for Promotion	General	$ 8,000				Reducing the operating account for promotion would limit the City's ability to promote its brand though charitable sponsorship opportunities and would limit the support the City offers to various non-profit organizations throughout Miami-Dade County.

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
Reduce Operating Account for Other Operating Expenditures	General	$ 10,000				The impact to the other operating expenditures account would reduce the supply budget for the Rapid Response Team, limiting the number of repair projects performed Citywide, and thus reducing the effective resolution of residents' complaints. It would also eliminate the department's ability to replace old and broken furniture within the office.
Reduce Operating Account for Contract Maintenance	General	$ 1,000				The impact to the operating account for contract maintenance would limit the department's ability to provide water for public meetings.
Eliminate Operating Account for Subscriptions	General	$ 1,000				This impact would eliminate the department's subscriptions to the Miami Herald and Watch Dog Report, limiting the ability to be aware of news affecting the City and surrounding area.
Reduce Operating Account for Office Supplies	General	$ 1,000				Reducing the operating account for Office Supplies would limit the department's ability to procure special materials needed to conduct workshops and special events.
Reduce Operating Account for Training	General	$ 4,000	$ 4,000			This reduction in the operating account would limit the number of trainings staff could attend, limiting the ability to gain insight from industry experts, and research innovative solutions to problems affecting similar cities which could be applied to Miami Beach.
	Total	**$ 122,000**	**$ 83,000**	**1**	**1**	
CODE COMPLIANCE						
Freeze Two (2) vacant Code Compliance Officer I Positions for six months	General	$ 63,000		2		Reduction in the timeliness of Code Compliance response to calls for service in the high demand Entertainment District which primarily consists of noise complaints, sanitation issues, illegal vendors, sidewalk cafes, proactive inspections including BTR inspections, alcohol sales, and property maintenance issues
Reduction of Overtime and Additional Expenses	General	$ 38,000	$ 38,000			Overtime reductions may impact Zika inspections, special deployments, and targeted area sweeps.
	Total	**$ 101,000**	**$ 38,000**	**2**	**0**	
COMMUNICATIONS						
Professional Services	General	$ 15,000				The items proposed will reduce the amount of contracted and/or temp employees which can be utilized, decrease the budgets for equipment repairs/upgrades, as well as eliminate all travel and training. There will be a need for prioritizing items which need repair and replacement, and departments which need to have a photographer or additional graphic work will need to be billed.
Postage and Shipping	General	$ 5,000				
Supplies - Information Technology	General	$ 7,000				
Other Operating Expenditures	General	$ 6,000				
Subscriptions	General	$ 2,000				
Travel	General	$ 2,000	$ 2,000			
Local Mileage Reimbursement	General	$ 1,000				
Training & Awards	General	$ 8,000	$ 8,000			
Machinery & Equipment	General	$ 20,000				
	Total	**$ 66,000**	**$ 10,000**	**0**	**0**	
EMERGENCY MANAGEMENT						
Security Guard Services in Entertainment District	Resort Tax	$ 371,000	$ 371,000			This reduction is for $371,000 in parks security.
Printing Services	General	$ 1,000				This proposed efficiency/reduction will reduce the number/quantity of emergency operations print material available to the citizens of the City of Miami Beach such as hurricane brochures, re-entry tags, etc.
Emergency Management Technician (Filled)	General	$ 58,000	$ 58,000	1		This proposed efficiency reduction will impact the Department of Emergency Management's ability to effectively and efficiently provide volunteer coordination, including the emergency evacuation re-entry program, goodwill ambassadors, Community Emergency Response Teams (CERT), etc.
Communications Operator #1 (Vacant)	General	$ 56,000		1		This proposed efficiency/reduction will impact the Public Safety Communications Unit (PSCU) by increasing forced overtime due to less staff available to perform the Communications Operator function, which will also reduce the availability of staff time off for existing employees for vacations.
Communications Operator #2 (Vacant)	General	$ 56,000		1		This proposed efficiency/reduction will impact the Public Safety Communications Unit (PSCU) by increasing forced overtime due to less staff available to perform the Communications Operator function, which will also reduce the availability of staff time off for existing employees for vacations.
Training & Awards	General	$ 48,000	$ 48,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Security Guard Services - City Hall 4th Floor	General	$ 64,000				This proposed efficiency/reduction will eliminate the City Hall 4th Floor Security post. This will impact the level of security in City Hall and reduce the ability to effectively adapt and address the ever changing security risk associated with the building.
	Total	**$ 654,000**	**$ 477,000**	**3**	**0**	

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
ENVIRONMENTAL						
Reduction of Citywide Dune Restoration	General	$ 11,000				The reduction in available funding toward these efforts will result in the restoration of fewer dune blocks this coming year. The blocks that are not restored this coming fiscal year will need to be restored in a future fiscal year to prevent the spread of non-native vegetation and stabilization of sand in barren areas to reduce beach erosion, protect upland properties from storm surge, and improve the health of the beach-dune habitat.
Reduction of Citywide Reforestation Tree Planting and Pruning Services	General	$ 16,000				The Urban Forestry Division will resume reforestation services at $84,200 for FY18. Upon a successful second full year of the Tree Preservation Trust Fund revenues, the funds should have sufficient fund balance to cover any additional unexpected expenditures beyond the designated $84,200 for FY18. In the interim, the reduction will result in a reduced number of trees that can be planted in the city by the program and citywide canopy loss..
Eliminate Emergency Environmental Fuel Spill Remediation	General	$ 2,000				By eliminating this funding source, the cost of clean-up will fall on the responding department, such as Public Works for sewer spills and the Fire Department for oil spills.
Reduce General Environmental Testing and Sampling	General	$ 2,000				The reduction will result in a potential reduction in the frequency of sampling. However, the city can work with the regulatory agencies to identify properties or facilities with stable plumes to account for the reduced sampling frequency.
Reduction of General Event Planning Supplies	General	$ 4,000				The Department regularly hosts events to educate city staff, as well as residents and visitors about the importance of protecting our environmental resources and making sustainable choices. These supplies include education and outreach materials and other educational tools that make these events successful. Reducing the funding available for supplies will result in a reduced frequency of events. Alternately, the Department can hold events reusing supplies or without supplies, and look for alternate sources of funding to purchase supplies.
Reduce general research for the department such as water quality testing	General	$ 2,000				The city is required to investigate environmental incidents for regulatory compliance, as well as to make data-driven management decisions. Furthermore, the city has several facilities and properties with known contamination that are required to be sampled regularly to confirm the plume is not spreading off-site, to confirm whether the contamination is naturally attenuating, or to develop a remediation plan to bring the property into regulatory compliance. The reduction will result in a potential reduction in the frequency of sampling, general environmental research, and permitting assistance that the Department will be able to conduct in FY 18.
Reduction of In-House Training Supplies	General	$ 2,000	$ 2,000			Reducing the funding available for supplies will result in a reduced frequency of in-house trainings. Alternately, the Department can hold trainings reusing supplies or without supplies, and look for alternate sources of funding to purchase supplies.
Training & Awards	General	$ 12,000	$ 12,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Reduction of the Purchase of Two Laptops	General	$ 2,000	$ 2,000			The Department requested this funding to purchase laptops for department staff that due to the nature of their job responsibilities and department spread across several offices would benefit from access to a mobile work station. This efficiency will result in the ability to purchase a laptop for only one departmental staff member, rather than two.
	Total	**$ 53,000**	**$ 16,000**	**0**	**0**	
FINANCE						
Reduce furniture and fixtures line item for cubicle redesign project.	General	$ 45,000	$ 45,000			
Eliminate Financial Analyst I position (Payroll Analyst), currently filled.	General	$ 63,000	$ 63,000	1		Position was created to assist in the conversion and implementation of the Munis payroll module. Following the successful implementation of the payroll module in May 2017, this position is no longer critical for operations.
	Total	**$ 108,000**	**$ 108,000**	**1**	**0**	

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
FIRE						
Operating Expenditures	General	$ 150,000	$ 150,000			This proposed reduction would impact the overall level of service provided by the Department by reducing funding allocated for travel and professional development training, rental of necessary equipment utilized during daily operations, printing of materials, as well as other resources necessary for operation of the department
Lifeguard I (10 Filled Positions)	General	$ 550,000		10		This proposed efficiency/reduction would drastically impact the level of service provided to the large number of residents and visitors that frequently visit the City's beaches.
Firefighter I (9 Filled Positions)	General	$ 739,000		9		This proposed efficiency/reduction would drastically impact the level of emergency medical services provided to not only the residents of Miami Beach, but also the large number of visitors that frequently visit.
Data Entry Clerk (Filled)	General	$ 55,000		1		This proposed efficiency/reduction would drastically impact the daily operations of the Fire Department since it provides administrative support to all divisions of the Department.
	Total	**$ 1,494,000**	**$ 150,000**	**20**	**0**	
FLEET MANAGEMENT						
Reclassify vacant Office Associate V position to Office Associate IV	Internal	$ 26,000	$ 26,000	0		
Mechanic III Position (Vacant)	Internal	$ 61,000	$ 61,000	1		Vacant position recommended for elimination.
Reduce Tires & Tubes	Internal	$ 13,000				Reducing tires & tubes purchases will affect vehicle availability and productivity.
	Total	**$ 100,000**	**$ 87,000**	**1**	**0**	
HOUSING & COMMUNITY SERVICES						
Reduce Part-Time Case Worker II P/T by 10 Hours p/wk, currently vacant	General	$ 11,000	$ 11,000			By reducing to 20 hours per week and shifting the position's start time, we will minimally impact operations.
Reduce the rent assistance for individuals transitioning from shelter	General	$ 3,000				The reduction in rent assistance of $2,848 can be shifted to the Emergency Food and Shelter Program by prioritizing client processing upon grant award.
Eliminate Office Associate V in Housing Division (currently filled) and Shift 25% of CDBG Coordinator to CDBG Administration funds (currently filled)	General	$ 78,000	$ 78,000	1		Only 60% of this position is GF, 40% funded by CDBG. By eliminating the OAV position, the CDBG funds would be freed up to cover a greater portion (85%) of the CDBG Coordinator position, providing further relief to the General Fund.
	Total	**$ 92,000**	**$ 89,000**	**1**	**0**	
HUMAN RESOURCES & LABOR RELATIONS						
Defer Hiring of Assistant Human Resources Director (Vacant)	General	$ 120,000	$ 120,000			This proposed efficiency would defer the planned hiring of the Assistant Human Resources Director that has been vacant since April 2016.
Operating Expenditures	General	$ 33,000	$ 33,000			This proposed efficiency/reduction would impact the overall level of service provided by the Department by reducing funding allocated for travel and professional development training, rental of necessary equipment utilized during daily operations, printing of materials, as well as other resources necessary for operation of the department.
	Total	**$ 153,000**	**$ 153,000**	**0**	**0**	
INTERNAL AUDIT						
Reduce Internal Audit Professional Services budget for outside audits	General	$ 71,000	$ 71,000			Will result in less outside audits performed.
	Total	**$ 71,000**	**$ 71,000**			
ORGANIZATIONAL DEVELOPMENT & PERFORMANCE INITIATIVES						
Reduction in budget for New Hire Orientation onboarding welcome packet materials	General	$ 2,000				Limitation on new employees' welcome material at Orientation
Reduction in budget for mileage reimbursement for cleanliness assessors	General	$ 2,000				Assessors will use Enterprise Rental Car, funded by Parking, for all garage and garage attendant assessments beginning July 6, 2017. Personal vehicles will be used only if Organization Development vehicle is with Fleet and a loaner is not available.
Reduction in budget for: E-Learning videos for requested topics (coaching, leadership, etc.); Additional Adobe licenses; Refreshments, copies, supplies	General	$ 15,000	$ 15,000			Request from departments to expand online training offerings will not be an option and only required trainings will be available; concurrent users licenses on the Adobe platform will remain at 30 licenses (this has not been exceeded); limited refreshments will be provided during live training sessions
	Total	**$ 19,000**	**$ 15,000**	**0**	**0**	

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
PARKS & RECREATION						
Elimination of Furniture and Fixture Replacements	General	$ 20,000	$ 20,000			The Parks and Recreation Department replaces facility furniture that is in poor condition throughout all the City parks. These include pool lounge chairs, pool umbrellas and folding tables and chairs. With the elimination of this budget, there will not be any replacements, unless there are savings found within the budget towards the end of FY 18.
Elimination of Fall Fest Event at Flamingo Park	General	$ 15,000				Each year the Parks and Recreation Department hosts an event to celebrate the fall season called "Fall Fest" at Flamingo Park. This event brings hundreds of residents; however, the department is prepared to eliminate it from the budget if necessary.
Elimination of Safe Night of Fright Event at North Shore Park Youth Center	General	$ 10,000				Each year the Parks and Recreation Department hosts a Halloween event called "Safe Night of Fright" at North Shore Park Youth Center. The department is prepared to eliminate this event from the budget if needed. The department also hosts a Halloween event at Scott Rakow Youth Center; therefore, even if the City eliminates "Safe Night of Fright," there will still be another event in the City for Halloween.
Eliminate Hispanic Heritage Event at North Shore Park	General	$ 18,000				Each year the Parks and Recreation Department hosts an event to celebrate Hispanic Heritage Month at North Shore Park. The department is prepared to eliminate this event from its budget if necessary. If it is eliminated from the budget, it is recommended for the City to look at obtaining corporate or private sponsorship to coordinate and execute this event for the community
Reduction of Litter Control Services in City Parks	General	$ 330,000				The elimination and reduction of services may result in increased litter in City Parks, which in turn may increase resident and visitor complaints and an overall decrease of performance during the City's Cleanliness Index inspections.
Reduction of Advertising	General	$ 5,000				The proposed FY18 Advertising budget for Parks and Recreation is $10,000. This budget is used for all creative advertising efforts in print and social media outlets for programming and events year-round. The department is proposing a $5,000 cut from this budget, leaving $5,000 in the budget.
Reduction of Department Training Budget to Attend Conferences	General	$ 8,000	$ 8,000			The proposed cut will be reducing the amount of staff attending FRPA conference from 6 to 3 ($2,400.00), reducing the amount of staff attending NRPA conference from 2 to 1 ($2,500.00) and removing the NARCE conference from the budget as well ($2,600).
Reduction of Dog Waste Disposal Bags and Dispensers	General	$ 10,000				Reducing the budget for dog waste disposal bags and dispensers will cause an increase in fecal matter throughout the City.
Reduction of funds to paint parks facilities	General	$ 10,000				This budget is used to for the painting of any park facility throughout the year. The department is proposing a $10,000 cut from this budget, leaving $40,000 in the budget. Reducing the budget will negatively impact the appearance of the facilities.
Reduction of Locksmith Services	General	$ 10,000				Reducing the budget for locksmith services will increase the time needed to replace broken and vandalized locks at the beachfront restrooms.
Reduction of Machinery Repairs	General	$ 3,000				Decreasing this budget will leave equipment inoperable.
Reduction of Neighborhood Court Supplies	General	$ 10,000				Reducing this budget will impact the appearance and safety of the courts.
Reduction of Palm Pruning & Plant Bed/Shrub Pruning Services in City Parks	General	$ 100,000	$ 100,000			The reduction of services may result in increase resident and visitor complaints and an overall decrease the parks' appeal. Since the palms will only be pruned twice a year instead of every quarter, complaints may arise concerning fallen palms fronds. With the reduction of plant/shrub pruning, landscape areas will not be as well kept as they would be with the current service level.
Reduction of Plant Material	General	$ 25,000				This will decrease the amount of plants citywide.
Reduction of Pressure Cleaning Service in City Parks	General	$ 107,000				The elimination and reduction of services may result in pathways and facilities in City Parks not being clean which may increase resident and visitor complaints.
Reduction of Rental Equipment	General	$ 4,000				Reducing this budget will decrease the amount of special projects that staff can perform as they will not have the appropriate equipment to perform such tasks.
Elimination of 2 Vacant FT Recreation Leader I Positions	General	$ 80,000		2		If the positions are eliminated, it may cause the department to not be able to increase the amounts of participants attending afterschool and summer camp programs that may eventually be in demand.
Reduce funding for Citywide Orchid Project	General	$ 20,000	$ 20,000			The payment in FY2017/18 is $18,750 therefore, the department is proposing to reduce the budget to $20,000 in order to meet the minimum commitment that was agreed upon with the Fairchild Botanical Tropical Gardens. This will reduce additional orchids planted throughout the city.
Training & Travel	General	$ 10,000	$ 10,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Reduction of Ice Skating Instructors for Programming	General	$ 10,000				Reducing this budget will decrease the number of ice skating instructors for year-round year round programming.

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
Reduce Operating Supplies for Year-Round Youth Programming	General	$ 10,000				Reducing the budget may cause a decrease in youth satisfaction with the programming.
	Total	**$ 815,000**	**$ 158,000**	**2**	**0**	
PLANNING						
Funds overtime pay for planners performing plans review after hours	General	$ 50,000	$ 50,000			Department will attempt to process after hours reviews more efficiently (using one planner per review) in order to reduce OT with minimal impact to the Plans After Hours review revenues that is generated from this OT.
Reduce funds for consulting services, subject matter experts	General	$ 47,000				Department may not be able to absorb costs associated with special studies. Funding may have to be identified by CC when directive is issued.
Reduce funds for postage and courier services to ensure compliance with CMB Code and enhanced transparency of the public process	General	$ 10,000	$ 10,000			Department may not be able to absorb costs associated with special noticing efforts as often requested by City Commission. Funding may have to be identified by City Commission when directive is issued.
Reduce supplies needed to conduct business, develop presentations, produce maps and graphics.	General	$ 5,000	$ 5,000			Reduction to this line item may reduce the department's ability to produce hard-copy documents, maps and graphics.
Reduce costs associated with electronic recording of documents with the Clerk of Courts at Miami Dade County.	General	$ 15,000				Reduction to this line item may reduce the department's ability to timely record documents.
	Total	**$ 127,000**	**$ 65,000**	**0**	**0**	
POLICE						
Replace 1 Office Associate V at max of salary range with 1 Office Associate V at minimum of range (Filled)	General	$ 32,000	$ 32,000			This position is critical to maintain the court liaison function, as this replacement ensures that police officers are processed in and out of court with maximum efficiency and that the City does not suffer an unnecessary loss of officer patrol time.
Special Events Overtime	Resort Tax	$ 250,000	$ 250,000			Included based on Resort Tax meeting with Manager and TCED
Office Associate V (Filled)	General	$ 112,000	$ 112,000	1		This proposed education will adversely impact the administrative support functions of the department, which will impact the department's efficiency and workload.
Public Safety Specialist (Vacant)	General	$ 61,000	$ 61,000	1		This proposed reduction will eliminate one vacant Public Safety Specialist in the Police Department, which will result in longer wait times for preparation of routine reports related to accidents, etc.
Defer Hiring of 10 Police Officer Positions for 6 Months (Vacant).	General	$ 515,000	$ 515,000			Due to recruiting and training schedules, this is not projected to impact the operations within the police department.
	Total	**$ 970,000**	**$ 970,000**	**2**	**0**	
PROCUREMENT						
Eliminate 1 Vacant Part-Time Procurement Contracting Analyst Position	General	$ 27,000	$ 27,000		1	It is important to note that the freezing of this position will impact operations, including the recommendations of EMA and BDO regarding the transferring of the management of vendor files from the Finance Department to the Procurement Department in order to assure a segregation of duties. This position has been fully dedicated to assist in the clean-up, verification and data entry of vendors. So far, approximately 3,500 vendor files, representing approximately 37% of vendors, have been cleaned up. The clean-up of the remaining 62% will be delayed by eliminating this position.
Reduce Overtime	General	$ 1,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Uniforms	General	$ 2,000	$ 2,000			Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Postage and Shipping	General	$ 1,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Advertising	General	$ 1,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Office Supplies	General	$ 2,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Eliminate Bonfire Software and reduce LCP Tracker	General	$ 34,000				LCP Tracker is a software solution that assists Procurement Department staff in managing, due to a shortage of staff, compliance with mandated social programs such as Living Wage and Local Workforce Participation. The reduction will impact the department's ability to efficiently and effectively manage these programs, and provide program reports. For example, on July 13, 2016, the City Commission approved the first reading of an ordinance requiring City Contractors to implement a program to promote the hiring of Miami Dade County and Miami Beach residents. The ordinance tasks staff with the oversight of compliance with the ordinance. In lieu of additional staffing, LCP Tracker was approved so that compliance efforts could be managed electronically through labor compliance software, which is commonly used to manage these sorts of compliance matters. Elimination of this resource will impact staff's ability to track these efforts.

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
Reduce Training and Awards	General	$ 16,000	$ 16,000			It is important to note that reducing the Training and Awards budget can impact staffing certifications to include but not limited to contracting, procurement, internal controls, and Munis.
	Total	**$ 84,000**	**$ 45,000**	**0**	**1**	
PROPERTY MANAGEMENT						
Reduction in Training	Internal	$ 5,000	$ 5,000			This proposed reduction will impact the department's ability to keep existing personnel up-to-date with the most recent skills applicable to their trades.
Reduction in Overtime	Internal	$ 50,000				This proposed reduction will adversely impact the department's ability to maintain adequate staffing during high impact periods and special events when additional personnel is sometimes necessary.
Reduction in Preventative Maintenance (Electric)	Internal	$ 75,000				This proposed reduction will reduce the level of service for electrical maintenance needed for City facilities.
Reduction in Preventative Maintenance (Paint)	Internal	$ 10,000				This proposed reduction will reduce the level of service for painting of City facilities.
Reduction in Professional Services	Internal	$ 15,000				This proposed reduction will reduce the frequency of facility remediation testing to be conducted across all City facilities.
Reduction in Grainger Materials (Citywide)	Internal	$ 50,000				This proposed reduction will reduce the level of service for general materials needed for routine repairs and maintenance, which will impact maintenance for existing City facilities.
Reduction in Hurricane Preparation Services	Internal	$ 10,000				This proposed reduction will reduce funding allocated for hurricane preparation services thereby reducing the level of service provided during preparation for a potential storm.
Reduction in General Preventative Maintenance	Internal	$ 20,000				This proposed reduction will reduce the level of service for general preventative maintenance services provided citywide.
Reduction in General Repairs and Maintenance	Internal	$ 20,000				This proposed reduction will reduce the level of service for general repairs and maintenance services provided citywide.
Reduction in Additional Janitorial Services	Internal	$ 15,000				This proposed reduction will reduce the level of service of janitorial services provided for City facilities.
	Total	**$ 270,000**	**$ 5,000**	**0**	**0**	
PUBLIC WORKS						
Unforeseen Expenditures - Engineering	General	$ 20,000	$ 20,000			This proposed reduction will result in the department not having funding allocated for unforeseen expenditures, which the department routinely encounters.
Tree Shrubbery Materials - Greenspace Management	General	$ 25,000				This proposed reduction of replacement of tree and shrubbery materials Citywide will impact the Department's ability to quickly replace damaged plant materials and/or materials that have reached the end of their life cycle.
Specialized Tree Services - Greenspace Management	General	$ 40,000				This proposed reduction in specialized tree services for trimming and removal of large trees in hazardous locations will result in services being provided less frequently.
Office Chairs - Engineering	General	$ 2,000				Reduction of office chairs for the Engineering Division will halt the replacement program of OSHA standardized office chairs. The department has already replaced half of the chairs in the office and intended on replacing the next half in FY2017/18.
Public Works Greenspace - Landscape Services	General	$ 90,000				This proposed reduction reduces contract maintenance for landscape services Citywide. Various sites will receive services less frequently, which will impact the appearance of many City owned and/or maintained properties potentially impacting the City's overall cleanliness report.
Engineering Assistant III - Engineering (Vacant)	General	$ 63,000	$ 63,000	1		This position is the senior computer animated design (CAD) operator and is responsible for the coordination of electronic databases of the City's infrastructure. Elimination of this position will require those duties to be performed by an existing engineering position, which will reduce the productivity of this engineer since the position will be taking on additional responsibilities.
E-Builder Software Maintenance - Engineering	General	$ 3,000				Elimination of the e-builder software, which is a construction management tool that tracks expenditures, timelines and deliverables, will reduce project management productivity.
Consulting Services - Engineering	General	$ 30,000				This proposed reduction in consulting services will result in an inability to conduct real estate appraisals and other consulting services that occur annually.
Public Works Administration - Consulting Services and Office Supplies	General	$ 14,000	$ 14,000			This proposed reduction will result in the department being unable to fund necessary consulting services.
Training & Travel	General	$ 10,000	$ 10,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Public Works Administration - Consulting Services and Office Supplies	General	$ 2,000				This proposed reduction will result in the department being unable to fund necessary supplies for the Public Works Admin Division.
	Total	**$ 299,000**	**$ 107,000**	**1**	**0**	
PUBLIC WORKS - SEWER						
Municipal Service Worker I Position (Vacant)	Enterprise	$ 41,000	$ 41,000	1		Vacant position recommended for elimination.
	Total	**$ 41,000**	**$ 41,000**	**1**	**0**	
PUBLIC WORKS - STORMWATER						
Municipal Service Worker II Position (Vacant)	Enterprise	$ 45,000	$ 45,000	1		Vacant position recommended for elimination.
	Total	**$ 45,000**	**$ 45,000**	**1**	**0**	

ATTACHMENT A
ADOPTED FY 2017/18 REDUCTIONS

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
TOURISM, CULTURE, & ECONOMIC DEVELOPMENT						
Reduce Arts in the Park	General	$ 30,000				Reducing the Arts in the Park budget will decrease the amount of events held in Soundscape Park and will nearly eliminate the Cinema Series program.
Reduce Management Fee that is paid to the Bass Museum	General	$ 72,000				The City will have to negotiate an 11% reduction in City funding to the Bass Museum and require the non-profit to cover a larger share of the expenses.
Eliminate Training and Awards	General	$ 8,000	$ 8,000			Employees will not be able to obtain the Economic Development Certification or attend the Economic Development Council Training which will ultimately hinder professional growth.
	Total	**$ 110,000**	**$ 8,000**	**0**	**0**	
Grand Total of Positions Recommended				**13**	**1**	

Fund	Potential Efficiency/ Reduction	Recommended Efficiency/ Reduction
General Fund	$ 5,192,000	$ 2,236,000
Internal Service impact (% could change based on allocations; 82% assumption)	$ 333,000	$ 78,000
	$ 5,525,000	**$ 2,314,000**
Internal Service	$ 406,000	$ 94,000
Enterprise	$ 86,000	$ 86,000
Special Revenue	$ -	$ -
Resort	$ 621,000	$ 621,000

General Fund reductions which also reduce General Fund Revenues (Net Efficiency is $2,053,000)

ATTACHMENT B
ADOPTED FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions FT	Total Positions PT
Building						
Living Wage Impact	General	$ 9,000	$ 9,000	$ 0		
Convert Financial Analyst III to Administrative Services Manager	General	$ 8,000		$ 8,000		
Convert Permit Clerk I to Building Records Supervisor	General	$ 8,000		$ 8,000		
Convert Office Associate IV to Office Associate V	General	$ 3,000		$ 3,000		
Convert Office Associate IV to Office Associate V	General	$ 4,000		$ 4,000		
Convert Office Manager to Senior Special Projects Manager	General	$ 7,000		$ 7,000		
Senior Special Projects Manager	General	$ 111,000		$ 138,000	1	
Graphic Design Professional Services	General	$ 35,000		$ 0		
Convert Plumbing Inspector to Senior Plumbing Inspector	General	$ (8,000)		$ 11,000		
	Total	**$ 177,000**	**$ 9,000**	**$ 179,000**	**1**	**0**
City Clerk						
Agenda Coordinator Position to provide Commission Committee Support	General	$ 67,000		$ 79,000	1	
	Total	**$ 67,000**	**$ 0**	**$ 79,000**	**1**	**0**
City Manager						
Senior Management Consultant to provide Strategic Management Coordination	General	$ 79,000		$ 94,000	1	
	Total	**$ 79,000**	**$ 0**	**$ 94,000**	**1**	**0**
City Attorney						
Cell Phone Stipends	General	$ 4,000		$ 4,000		
City Prosecutor	General	$ 72,000	$ 72,000	$ 89,000	1	
Legal Secretary to City Prosecutor	General	$ 68,000	$ 68,000	$ 81,000	1	
	Total	**$ 144,000**	**$ 140,000**	**$ 174,000**	**2**	**0**
Citywide						
Living Wage Impact	RDA	$ 3,000	$ 3,000	$ 0		
University of Miami Wellness/Prep Clinic (One-time)	General	$ 250,000	$ 250,000	$ 0		
Community Education for 2018 G.O. Bond Program Election	General	$ 200,000	$ 200,000	$ 0		
Living Wage Impact	Resort Tax	$ 7,000	$ 7,000	$ 0		
	Total	**$ 460,000**	**$ 460,000**	**$ 0**	**0**	**0**
Communications						
Part-Time Visual Communications Specialist	General	$ 38,000		$ 39,000		1
Part-Time Media Assistant to Televise Special Master Hearings	General	$ 12,000	$ 12,000	$ 12,000		1
Living Wage Impact	General	$ 6,000	$ 6,000	$ 0		
	Total	**$ 56,000**	**$ 18,000**	**$ 51,000**	**0**	**2**
Convention Center						
Living Wage Impact	Enterprise	$ 22,000	$ 22,000	$ 0		
		$ 22,000	**$ 22,000**	**$ 0**	**0**	**0**
Emergency Management/9-1-1						
Security Guard Services - Building Department North Beach Office	General	$ 28,000	$ 28,000	$ 28,000		
City Center RDA Security Guards (additional hours for Lincoln Road)	RDA	$ 166,000		$ 166,000		
Living Wage Impact	General	$ 9,000	$ 9,000	$ 0		
DEM Security Guards (1 Project Mgr & 2 Security Coordinators)	General	$ 284,000		$ 284,000		
IT Specialist I	General	$ 63,000		$ 76,000	1	
Mount Sinai Public Safety Liaison Center (Furniture/Equipment)	General	$ 20,000		$ 0		
Physical Security Technology Master Plan	General	$ 234,000		$ 234,000		
Police Department Security Guard Services	General	$ 113,000		$ 113,000		
PSCU Furniture Component & Appliance Replacement	General	$ 20,000		$ 0		
Public Health Coordinator	General	$ 94,000		$ 113,000	1	
Security Guard Services - Parking Enterprise Fund	Enterprise	$ 2,000	$ 2,000	$ 2,000		
Security Guard Services - Sanitation (Waste Haulers)	Special Revenue	$ 2,000	$ 2,000	$ 2,000		
Security Guard Services - RDA Anchor Garage	RDA	$ 2,000	$ 2,000	$ 2,000		
Security Guard Services - RDA Penn Garage	RDA	$ 116,000	$ 116,000	$ 116,000		
Additional Security Guard Services for High Impact Periods	Resort Tax	$ 34,000		$ 34,000		
	Total	**$ 1,187,000**	**$ 159,000**	**$ 1,170,000**	**2**	**0**
Finance						
Additional Temp Labor for ongoing Munis Project Implementation and Optimization	General	$ 30,000		$ 0		
	Total	**$ 30,000**	**$ 0**	**$ 0**	**0**	**0**
Fire						
Living Wage Impact	General	$ 1,000	$ 1,000	$ 0		
	Total	**$ 1,000**	**$ 1,000**	**$ 0**	**0**	**0**
Housing & Community Services						
Miami-Dade County Homeless Trust Agreement	Resort Tax	$ 3,500,000		$ 0		
	Total	**$ 3,500,000**	**$ 0**	**$ 0**	**0**	**0**
Information Technology						
IT Specialist I for Public Records	Internal	$ 63,000		$ 79,000	1	
Senior Security Administrator	Internal	$ 89,000		$ 113,000	1	
	Total	**$ 152,000**	**$ 0**	**$ 192,000**	**2**	**0**

ATTACHMENT B
ADOPTED FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions FT	Total Positions PT
Organizational Development & Performance Improvement						
Office Associate IV from Part-Time to Full-Time	General	$ 30,000		$ 41,000	1	-1
	Total	**$ 30,000**	**$ 0**	**$ 41,000**	**1**	**-1**
Parking						
Art Basel / City Employee Uber Initiative	Enterprise	$ 50,000	$ 50,000	$ 0		
Living Wage Impact	Enterprise	$ 103,000	$ 103,000	$ 0		
Living Wage Impact	Special Revenue	$ 25,000	$ 25,000	$ 0		
Living Wage Impact	RDA	$ 38,000	$ 38,000	$ 0		
Senior Systems Analyst	Enterprise	$ 76,000		$ 91,000	1	
	Total	**$ 292,000**	**$ 216,000**	**$ 91,000**	**1**	**0**
Parks & Recreation						
Parks and Recreation Vehicle Modifications	General	$ 10,000		$ 0		
Living Wage Impact	General	$ 88,000	$ 88,000	$ 0		
Convert 1 Part-Time MSWII to 1 FT MSWII, and removing 1 PT Recreation Leader	General	$ 8,000	$ 8,000	$ 12,000	1	-2
Second Annual Youth Music Festival	General	$ 12,000	$ 12,000	$ 0		
Parks and Recreation - 3 Vehicles	General	$ 92,000		$ 0		
2 Part-Time Park Rangers at North Shore Park & Youth Center	General	$ 72,000	$ 72,000	$ 64,000		2
Additional Park Ranger Supervisor	General	$ 75,000		$ 83,000	1	
10 Additional Part-Time Year-Round Inclusionary Aides	General	$ 196,000		$ 201,000		10
10 Part-Time Year-Round Municipal Service Worker III - Bus Driver	General	$ 205,000		$ 212,000		10
Body Cameras for Park Rangers	General	$ 35,000		$ 23,000		
Upgraded Restrooms & Daily Porter Services for ITF Tennis Tournament	General	$ 24,000	$ 24,000	$ 0		
Grounds Maintenance Reorganization- 1. Convert 1 Parks Operations Supervisor into two full-time Landscape Inspectors. 2. Add three full-time MSW I positions and three part-time MSW I positions to assist with daily grounds maintenance duties. 3. Convert two full-time MSW III positions into two Trades worker I positions.	General	$ (41,000)	$ (41,000)	$ 23,000	4	3
Beach Maintenance Division Operational Needs (i.e., mobi mats, ropes and posts, and lumber for the board walks)	General	$ 129,000	$ 129,000	$ 129,000		
2 Beach Maintenance Vehicles (Beach Maintenance Division)	General	$ 88,000		$ 0		
2 Municipal Service Worker III Positions & Vactron Unit for beach showers (Beach Maintenance Division)	General	$ 201,000	$ 201,000	$ 119,000	2	
Beachwalk Tree Wells 14th to 22nd Street - Bonded Aggregate (Beach Maintenance Division)	General	$ 135,000		$ 0		
Part-Time Park Ranger for Maurice Gibb Memorial Park	General	$ 48,000		$ 47,000		1
Normandy Shores Neighborhood/Golf Course Security Guard Rover (Split Funded: 50% Normandy Neighborhood/50% Normandy Golf Course)	General	$ 27,000	$ 27,000	$ 27,000		
	Total	**$ 1,404,000**	**$ 520,000**	**$ 940,000**	**8**	**24**
Planning						
2 Senior Planner Positions	General	$ 187,000		$ 223,000	2	
Living Wage Impact	General	$ 5,000	$ 5,000	$ 0		
Temporary Administrative/Clerical Staff	General	$ 32,000		$ 32,000		
Professional Services for Comprehensive Plan (Required by Florida Statutes)	General	$ 100,000	$ 100,000	$ 0		
Rental - Building & Equipment (1 Additional Sharp Copier/Scanner)	General	$ 6,000		$ 6,000		
	Total	**$ 330,000**	**$ 105,000**	**$ 261,000**	**2**	**0**
Property Management						
Chiller Preventative Maintenance (Citywide)	Internal	$ 13,000		$ 13,000		
Elevator Maintenance (Citywide)	Internal	$ 100,000		$ 100,000		
Grainger Materials (Citywide)	Internal	$ 100,000		$ 100,000		
Living Wage Impact	Internal	$ 44,000	$ 44,000	$ 0		
Holiday Lighting and Visual Décor ($140,000 one-time)	Resort Tax	$ 700,000	$ 235,000	$ 95,000		
HVAC Maintenance (Citywide)	Internal	$ 150,000		$ 150,000		
Janitorial Services (Citywide)	Internal	$ 155,000		$ 155,000		
Normandy Shores Neighborhood/Golf Course Security Guard Rover (Split Funded: 50% Normandy Neighborhood/50% Normandy Golf Course)	Special Revenue	$ 27,000	$ 27,000	$ 27,000		
Lincoln Road Halloween Event	RDA	$ 50,000		$ 50,000		
Mobile Phone Upgrades	Internal	$ 6,000		$ 0		
Special Event Support Services	Resort Tax	$ 25,000		$ 25,000		

ATTACHMENT B
ADOPTED FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions FT	Total Positions PT
2 Trades worker I Positions	Internal	$ 121,000		$ 145,000	2	
Trades worker I	Internal	$ 72,000		$ 87,000	1	
	Total	**$ 1,563,000**	**$ 306,000**	**$ 947,000**	**3**	**0**
Public Works						
Convert Engineer Assistant III to Civil Engineer II	General	$ 25,000		$ 25,000		
Convert MSW I to Heavy Equipment Operator I	General	$ 10,000		$ 10,000		
Living Wage Impact	General	$ 12,000	$ 12,000	$ 0		
Convert Street Lighting Tech I to Street Lighting Operations Supervisor	General	$ 17,000		$ 15,000		
GIS Software Enhancements	General	$ 14,000		$ 14,000		
Greenspace Mgmt. Landscape Projects Coordinator	General	$ 115,000		$ 99,000	1	
Public Works Engineering - Hybrid Vehicle	General	$ 25,000		$ 0		
	Total	**$ 218,000**	**$ 12,000**	**$ 163,000**	**1**	**0**
Public Works - Sewer						
1 Ton F-350 Single Cab with Utility Box (Sewer)	Enterprise	$ 45,000		$ 0		
TPC Trainco Training (50% Water & 50% Sewer)	Enterprise	$ 21,000	$ 21,000	$ 0		
	Total	**$ 66,000**	**$ 21,000**	**$ 0**	**0**	**0**
Public Works - Storm Water						
Electrician (Storm Water)	Enterprise	$ 101,000		$ 87,000	1	
Field Supervisor (Storm Water)	Enterprise	$ 59,000		$ 70,000	1	
2 Pumping Mechanic Positions Storm Water	Enterprise	$ 156,000		$ 140,000	2	
LP 360 (LIDAR) Software Enhancement	Enterprise	$ 7,000		$ 7,000		
	Total	**$ 323,000**	**$ 0**	**$ 304,000**	**4**	**0**
Public Works - Water						
Valve Turner and Vacuum Tank Water Division (Water)	Enterprise	$ 100,000		$ 0		
1 Ton F-550 Single Cab Dump Truck with Trailer and Mini Excavator (Water)	Enterprise	$ 150,000		$ 0		
1- F-150 Single Cab Pick-up Truck (Water)	Enterprise	$ 28,000		$ 0		
Additional Temporary Labor for Munis Utility Billing Implementation (Water)	Enterprise	$ 30,000		$ 0		
TPC Trainco Training (50% Water & 50% Sewer)	Enterprise	$ 21,000	$ 21,000	$ 0		
	Total	**$ 329,000**	**$ 21,000**	**$ 0**	**0**	**0**
Sanitation						
Living Wage Impact	Enterprise	$ 43,000	$ 43,000	$ 0		
Standardization of Litter Receptacles	Enterprise	$ 240,000		$ 240,000		
	Total	**$ 283,000**	**$ 43,000**	**$ 240,000**	**0**	**0**
TCED						
Bass Museum Management Agreement Increase	General	$ 550,000		$ 550,000		
International Tennis Federation	Resort Tax	$ 100,000	$ 100,000	$ 0		
Air & Sea Show	Resort Tax	$ 350,000	$ 350,000	$ 0		
Miami Design Preservation League-Art Deco Weekend	General	$ 100,000	$ 100,000	$ 0		
Economic Development Plan for the City	General	$ 75,000		$ 0		
Film Incentive	General	$ 100,000	$ 100,000	$ 100,000		
Lummus Park Cultural Activation and Programming	General	$ 100,000	$ 100,000	$ 100,000		
Taste Bakery - City Employee Café	General	$ 200,000	$ 200,000	$ 200,000		
Super Bowl 2020	General	$ 150,000		$ 0		
	Total	**$ 1,725,000**	**$ 950,000**	**$ 950,000**	**0**	**0**

ATTACHMENT B
ADOPTED FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions FT	Total Positions PT
Transportation						
Transit Extension to Omni	Transportation/ Parking	$ 2,134,000		$ 2,134,000		
Living Wage Impact	Transportation/ Parking	$ 24,000	$ 24,000	$ 0		
Living Wage Impact	Special Revenue	$ 8,000	$ 8,000	$ 0		
Express Trolley Service	Transportation/ Parking	$ 0		$ 2,501,000		
Transit Corporate Discount Program	Transportation/ Parking	$ 45,000		$ 0		
Citywide Origin-Destination Survey	Transportation/ Parking	$ 500,000		$ 0		
Part-Time Community Outreach Coordinator	Transportation/ Parking	$ 40,000		$ 40,000		1
	Total	**$ 2,751,000**	**$ 32,000**	**$ 4,675,000**	**0**	**1**
Grand Total of Positions Recommended					**9**	**4**

Fund	Requested Enhancement	Proposed Enhancement
General Fund	$ 5,126,000	$ 1,792,000
Internal Service Impact (assumes 82% allocation)	$ 749,000	$ 37,000
	$ 5,875,000	**$ 1,829,000**
Internal Service	$ 913,000	$ 44,000
Resort Tax	$ 4,716,000	$ 692,000
RDA	$ 375,000	$ 159,000
Enterprise	$ 1,254,000	$ 262,000
Special Revenue	$ 62,000	$ 62,000
Transportation/ Parking	$ 2,743,000	$ 24,000

EXHIBIT C

Miami Beach Police Department
Confiscations - Federal & State Funds
FY 2017/18 Adopted Budget

Federal Funds (603):

	FY 2017/18 Adopted Budget
Organizational Development Travel & Off-site Testing	$ 20,000
Bulletproof Vest Partnership	80,000
Total Federal Funds (603)	**$ 100,000**

State Funds (607):

	FY 2017/18 Adopted Budget
Costs connected with the prosecution/processing of forfeitures.	$ 40,000
Crime Prevention initiatives & School Liaison Projects	20,000
AR Rifle Program/initiative- City's match for reimbursement of rifles at $500.	15,000
25% of State Funds collected in FY16 to be used for drug abuse treatment, drug and crime prevention education and non-profit community based programs.	12,000
Gym Equipment	10,000
Training Supplement for Law Enforcement Training Trust Fund (LETTF)	120,000
Total State Funds (607)	**$ 217,000**

Total Federal & State Funds	**$ 317,000**

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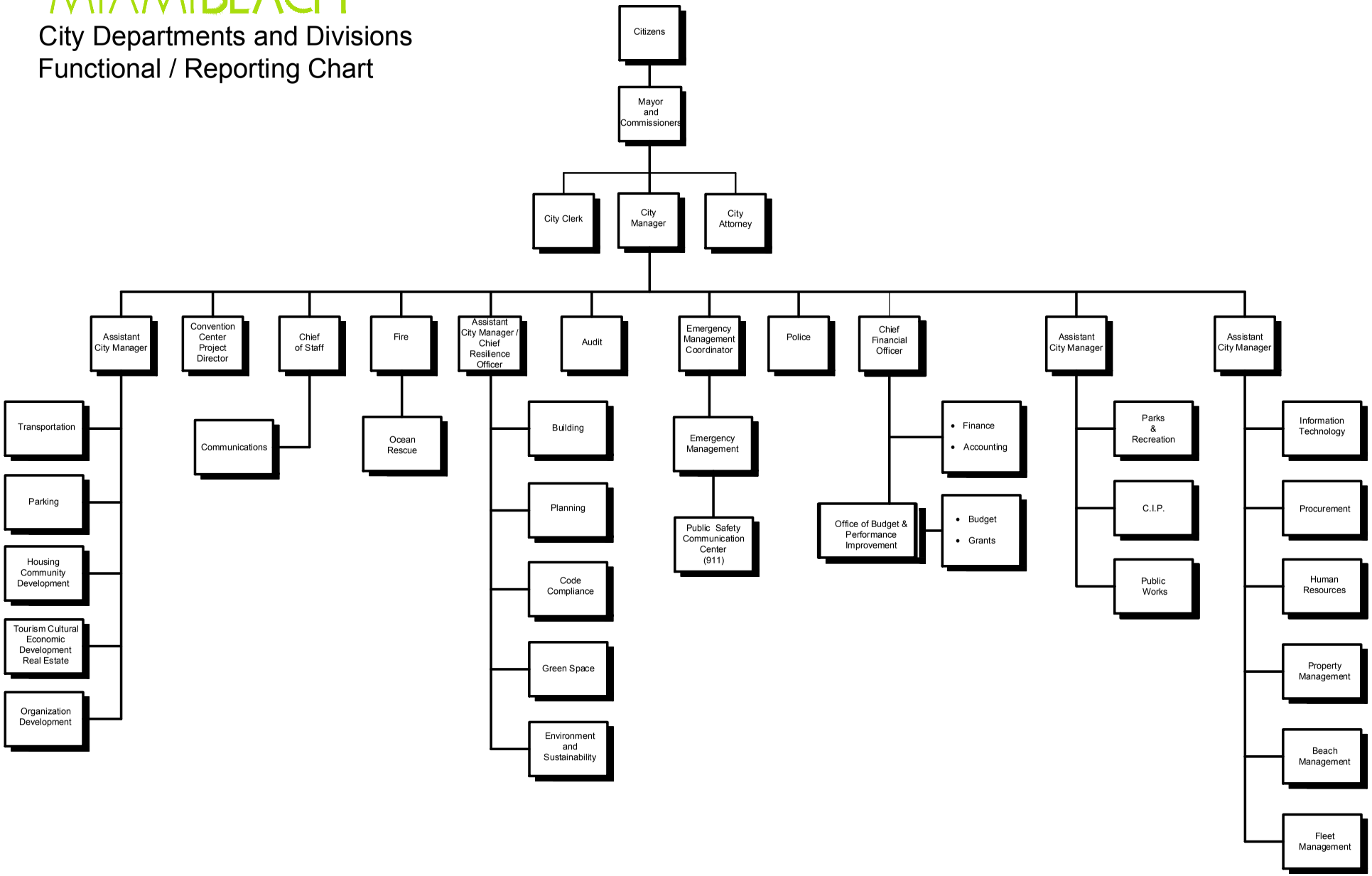
MIAMIBEACH

City Departments and Divisions Functional / Reporting Chart



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MIAMIBEACH

MIAMI BEACH PROFILE

HISTORY OF MIAMI BEACH

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

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

Historic Miami Beach

MIAMI BEACH PROFILE

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

Collins Bridge

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

Early Miami Beach

MIAMI BEACH PROFILE

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

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

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

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

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

Population figures tell Miami Beach's history as dramatically as any other. When incorporated in 1915 there were just over 100 people residing in Miami Beach. The first census in 1920, listed 644 residents. By 1940, the population expanded to 28,012. As of the 2010 census there were 87,779 people residing year-round in this oceanfront community. The 2016 population was estimated at 92,792 residents, however the average daily population is closer to twice that number, and on special event periods may increase to several times that number. More recent changes have been the dramatic decrease in the average age of the City, from 65 in 1980 to 40 today, a reflection of the change from a retirement community to a vibrant City.

MIAMI BEACH PROFILE

MIAMI BEACH TODAY

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

New World Symphony

CITY GOVERNMENT OVERVIEW

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

MIAMI BEACH PROFILE

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 93,000 residents and over 10 million annual visitors. The City has an average daily population of approximately 202,483 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, two golf courses, 23 parks, art and culture, dining and nightlife, and world-class shopping, all within just 7.1 square miles.

Vibrant Lincoln Road

MIAMI BEACH PROFILE

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

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

South Beach

The following sections provide statistical information on the City of Miami Beach at a high level.

MIAMI BEACH PROFILE

Demographic and Economic Information

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

DEMOGRAPHIC AND ECONOMIC INFORMATION

	1980	1990	2000	2006	2008	2010	2012	2013	2014	2015
POPULATION										
Total Population	96,298	92,639	87,933	84,880	84,633	87,779	88,628	91,026	90,669	91,562
Population under 18	n/a	13,081	11,815	13,624	11,970	11,220	13,980*	13,912	11,605	13,094
Population over 65	48,727	27,884	16,927	13,808	13,628	14,233	13,444	14,262	14,544	14,599
Median Age	65	45	39	40	41	41	39	39	40	40
RACE										
White	n/a	n/a	86.7%	87.3%	88.5%	87.6%	77.0%	78.4%	77.00%	77.6%
African American	n/a	n/a	4.8%	1.4%	2.8%	4.3%	4.90%	4.90%	4.80%	4.7%
Asian	n/a	n/a	1.4%	0.6%	1.7%	1.8%	2.10%	2.60%	1.84%	1.7%
Other	n/a	n/a	7.1%	0.4%	8.5%	3.4%	13.80%	15.20%	14.34%	13.7%
Hispanic Origin	n/a	n/a	53.4%	52.1%	49.4%	53.2%	52.30%	52.40%	53.52%	53.2%
HOUSEHOLDS										
Total Households	55,673	49,243	46,242	44,521	41,463	47,168	43,115	43,312	43,650	42,547
Median Household Income	$8,503	$15,312	$27,322	$44,739	$42,274	$38,640	43,321	$43,316	$42,547	$44,342
% Income from Earnings	37.4%	57.1%	72.2%	79.0%	78%	77.5%	78.1	**	**	77.2%
Mean Earnings	$16,234	$31,320	$56,767	$79,940	$81,863	$77,829	$86,688	$83,225		$97,599
Average Household Size	n/a	1.85	1.87	1.91	2	1.84	2.21	2.09	2.05	2.09
Family Households	24,895	21,326	18,342	17,652	16,228	18,350	17,979	17,844	18,476	18,350
Median Family Income	$14,061	$22,020	$33,440	$54,431	$53,491	$50,758	$54,155	$53,351		$58,486
Family Size	n/a	n/a	2.76	2.84	3	2.70	2.99	3.01	3.00	3.06
Total Housing Units	64,129	62,413	59,723	65,583	66,194	67,499	68,237	67,975	68,388	68,103
HOUSING UNIT OCCUPANCY										
Owner- Occupied	14,447	14,067	16,895	19,109	22,804	18,194	15,521	16,154	15,683	15,876
Renter- Occupied	41,238	35,238	29,299	25,412	18,659	28,974	27,932	27,158	27,967	27,390
Vacant	n/a	13,108	13,529	20,123		20,331	27,784	24,663	24,738	24,837
Vacant Seasonal Use	n/a	4,207	7,668	10,680	10,979	11,988	**	**	**	**
APARTMENT RENTS (ADJUSTED FOR INFLATION)										
Lower Quartile	n/a	$562	$603			$746			$786	$794
Median	n/a	$719	$747			$933	$1,059	$1,088	$1,115	$1,036
Upper Quartile	n/a	$964	$958			$1,248			$1,576	$1,460

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

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

*Population calculated for 2012 as ages 0-17

**Information Source is no longer available

MIAMI BEACH PROFILE

New World Symphony Concert

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

CITYWIDE LABOR SUPPLY

YEAR	LABOR FORCE	EMPLOYED	UNEMPLOYED	EMPLOYED IN MB	LEAVE MB	LOCAL JOBS	NON-RESIDENT WORKERS
2006	48,651	47,064	1,586	18,355	(28,709)	44,229	25,873
2007	49,607	48,164	1,443	18,784	(29,380)	43,351	24,567
2008	48,769	46,859	1,910	18,275	(28,584)	43,802	25,526
2009	48,150	44,436	3,714	17,330	(27,106)	46,315	28,985
2010	49,981	44,922	5,059	17,520	(27,402)	47,772	30,252
2011	50,613	45,802	4,811	17,863	(27,939)	49,169	31,306
2012	50,349	46,767	3,582	18,239	(28,528)	51,125	32,886
2013	50,594	48,097	2,527	19,308	(28,759)	52,621	33,312
2014	51,535	49,191	2,344	19,184	(30,007)	52,192	33,008
2015	55,844	53,301	2,543	19,654	(32,513)	52,734	33,080
2016	55,715	53,439	2,276	20,925	(32,514)	53,282	32,357
% Change since 2006	15%	14%	43%	14%	13%	20%	25%

MIAMI BEACH PROFILE

Resort taxes are a primary source of revenue for the City of Miami Beach and the tourism industry supports many community programs in the City.

INVESTMENT IN THE ARTS / GROWTH OF THE ENTERTAINMENT INDUSTRY

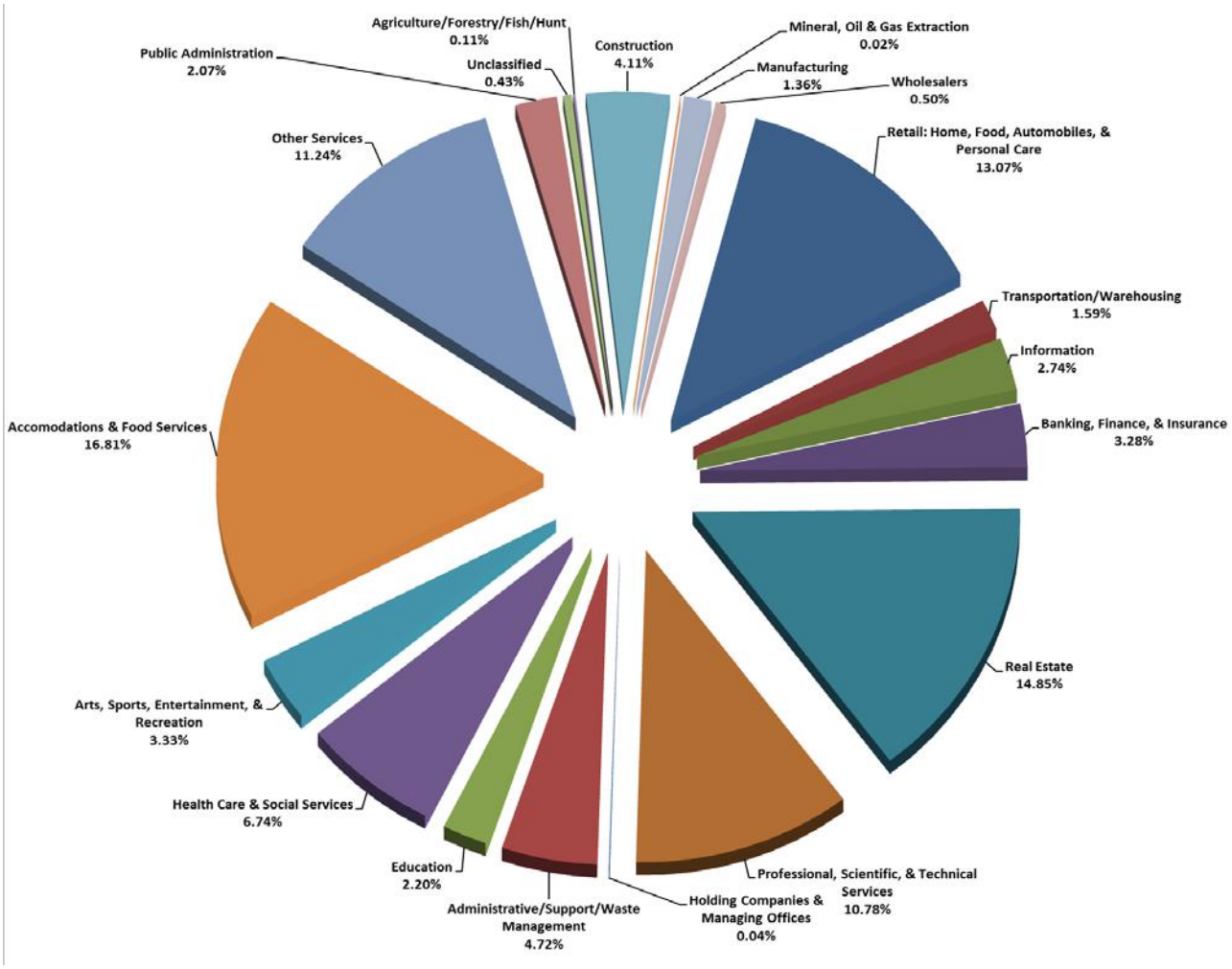
CALENDAR YEAR	2009**	2010	2011	2012	2013	2014	2015	2016
Total # of Rooms	16,285	16,538	16,572	16,481	16,624	17,816	19,357	19,667
Occupancy	65%	68%	75%	76%	78%	82%	74%	78%
Average Daily Room Rate	$166.72	$198.09	$211.23	$227.19	$242.07	$304.39	$266.10	$266.10
Revenue Per Available Room per day (REV PAR)	$111.06	$140.53	$167.66	$168.92	$188.98	$249.44	$201.32	$228.10
Revenue Per Available Room Per Year	$39,362	$51,293	$61,194	$61,657	$68,978	$91,046	$73,482	$83,257
Resort Tax per available room per day	$6.36	$6.96	$8.10	$9.09	$9.82	$10.38	$11.62	$11.51
Resort Tax per available room Per Year	$2,323	$2,539	$2,957	$3,317.00	$3,585.97	$3,787.55	$4,240.45	$4,201.61
Resort Tax Collections (Fiscal Year)	$37,828,845	$41,986,105	$49,011,381	$54,673,976	$59,613,311	$67,478,934	$67,999,916	$82,633,144
1% Resort Tax Collections (Fiscal Year)	$6,559,369	$7,370,708	$8,761,801	$9,872,237	$11,093,511	$12,760,351	$12,852,804	$13,689,248
2% Resort Tax Collections (Fiscal Year)	$31,269,476	$34,615,397	$40,249,580	$44,801,739	$48,519,799	$54,718,583	$55,147,112	$57,107,779
1% Resort Tax Collections - CC Debt Service (Fiscal Year)	$-	$-	$-	$-	$-	$-	$-	$11,836,117
Convention Development Tax* (fiscal Year)	$40,702,498	$47,021,884	$52,700,058	$58,746,299	$65,223,516	$69,191,843	$75,512,712	$78,624,663
CDT Miami Beach	$19,418,304	$22,789,692	$26,130,100	$29,356,157	$32,248,622	$35,100,776	$38,281,053	$40,846,977

*Source: www.Miami-Dade County Office of the Tax Collector

MIAMI BEACH PROFILE

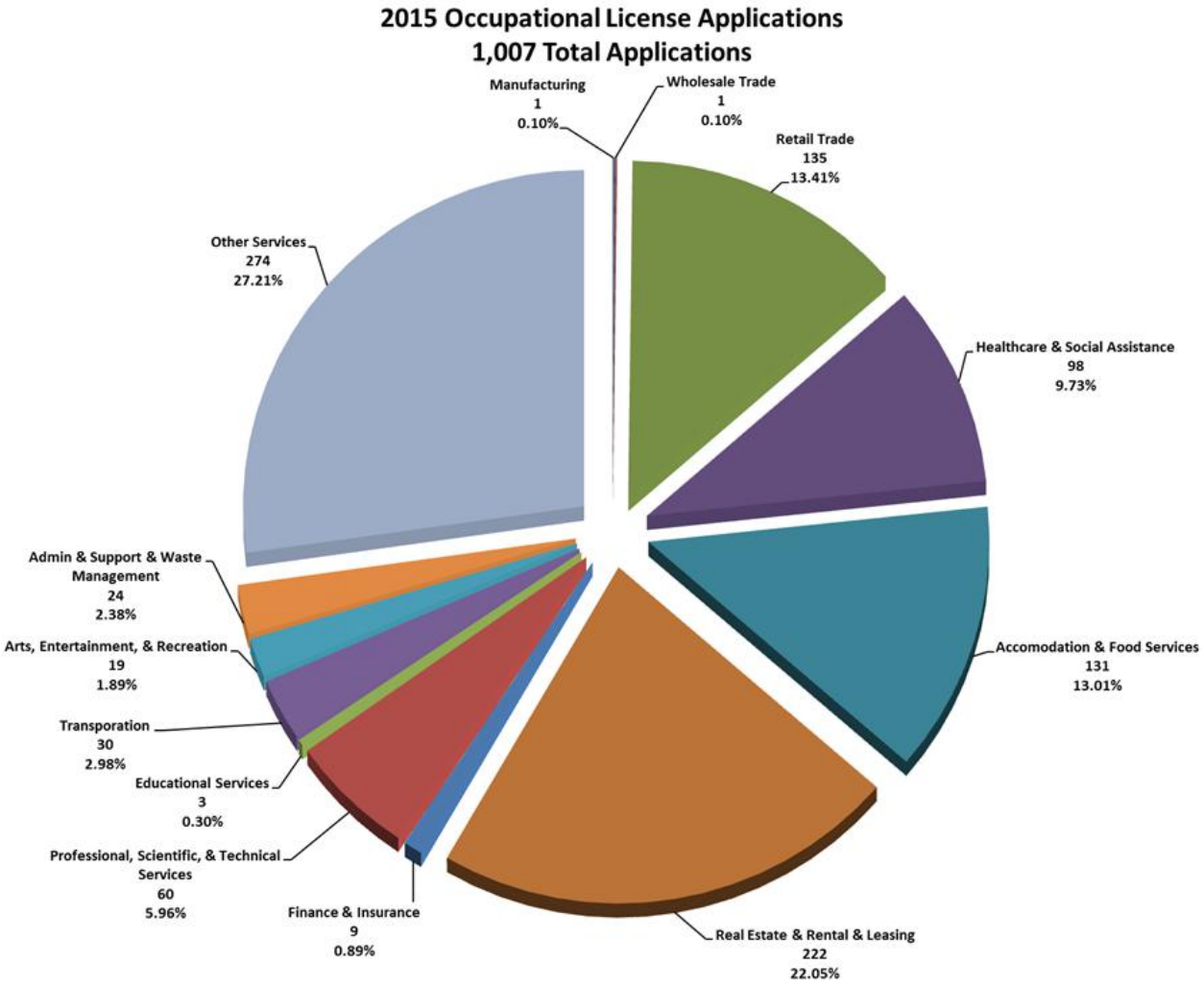
Hotels and condominiums are the major tax payers in the City, with Accommodations and Food Services accounting for 17% of employment in Miami Beach industries.

2016 MIAMI BEACH INDUSTRIES PERCENT OF EMPLOYMENT



MIAMI BEACH PROFILE

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



GUIDE FOR READERS

The Fiscal Year (FY) 2017/18 Adopted Work Plan and Budget for the City of Miami Beach, Florida is intended to serve four purposes.

The Budget as a Policy Guide

As a policy document, the Adopted Work Plan and Budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This Adopted Work Plan and Budget document details the services the City will provide during the twelve-month period from October 1, 2017 through September 30, 2018.

The Budget as a Financial Plan

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

The Budget as an Operations Guide

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

The Budget as a Communication Device

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

GUIDE FOR READERS

Format of the Adopted Work Plan and Budget Document

The City of Miami Beach Adopted Work Plan and Budget is composed of two separate books, the Adopted FY 2017/18 Work Plan and Budget and the Adopted FY 2017/18 Capital Budget and FY 2017/18 - 2021/22 Capital Improvement Plan. The Adopted Work Plan and Budget starts out with the City Manager's Message, which includes a discussion of the initiatives that address as outlined in the City's Strategic Plan as well as issues that guided the development of this budget.

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

The Guidelines and Strategic Planning Section explain how we developed our budget and the thoughts, framework, and policies that guided our process. In addition, the reader will find the linkage between the Adopted Work Plan and Budget and the City's vision, mission, value statements, environmental scans, input from surveys and performance monitoring. It also presents the linkage between the City's Strategic Plan 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 and Special Revenue Funds. The section also includes a discussion of Capital and Debt providing high-level information on the capital program, General Obligation Bonds and Debt Service and Other Long Term Debt.

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

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

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

GUIDE FOR READERS

Sample Department Work Plan

1) **Title**
   Indicates the name of the department.

2) **Department Mission/Purpose Statement**
   Statement which identifies the role of the department.

3) **Department Description**
   Brief description of department, including significant historical events that continue to impact the Department's mission or purpose, overview of major duties and responsibilities, list and map of department facilities, if applicable, current innovative programs, as well as descriptive (workload measures) measures related to the department.

4) **Table of Organization**
   An organizational chart showing the breakdown of divisions and major functions for the department.

5) **Fiscal Environment**
   Defines the major funding sources of the department and includes discussion of fees for enterprise fund departments.

6) **Business Environment**
   Describes community partners and competing entities if applicable. Also includes general support requirements needed from other departments in the City required to meet departments.

7) **Significant Prior Accomplishments**
   List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Plan.

8) **Critical Success Factors**
   Includes key factors for the current and future success of the department.

9) **Future Outlook**
   Discussion of trends and events anticipated over the next five years.

10) **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 Key Intended Outcomes most directly supported by that Department.

11) **Budget Summary**
   A summary of the prior years' actual as well as budgeted departmental revenues and expenditures.

12) **Budget Highlights**
   List of the dollars and position impacts significant to the Annual Budget, including enhancements or initiatives that move the department and the City towards achievement of Department objectives.

GUIDE FOR READERS

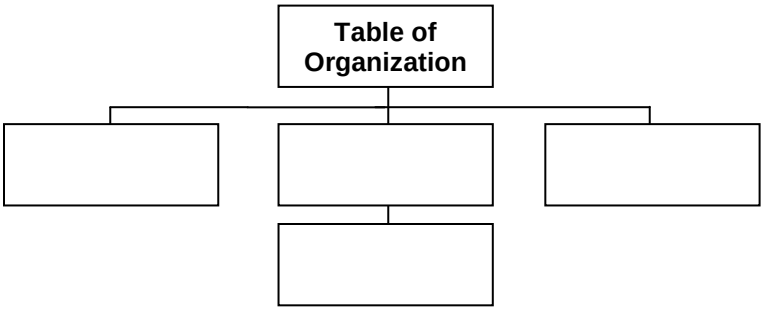
1) DEPARTMENT XXXX

2) Department Mission/Purpose Statement:

We are dedicated to……

3) Department Description:

4) Table of Organization:



5) Fiscal Environment:

6) Business Environment:

7) Signification Prior Accomplishments:

8) Critical Success Factors:

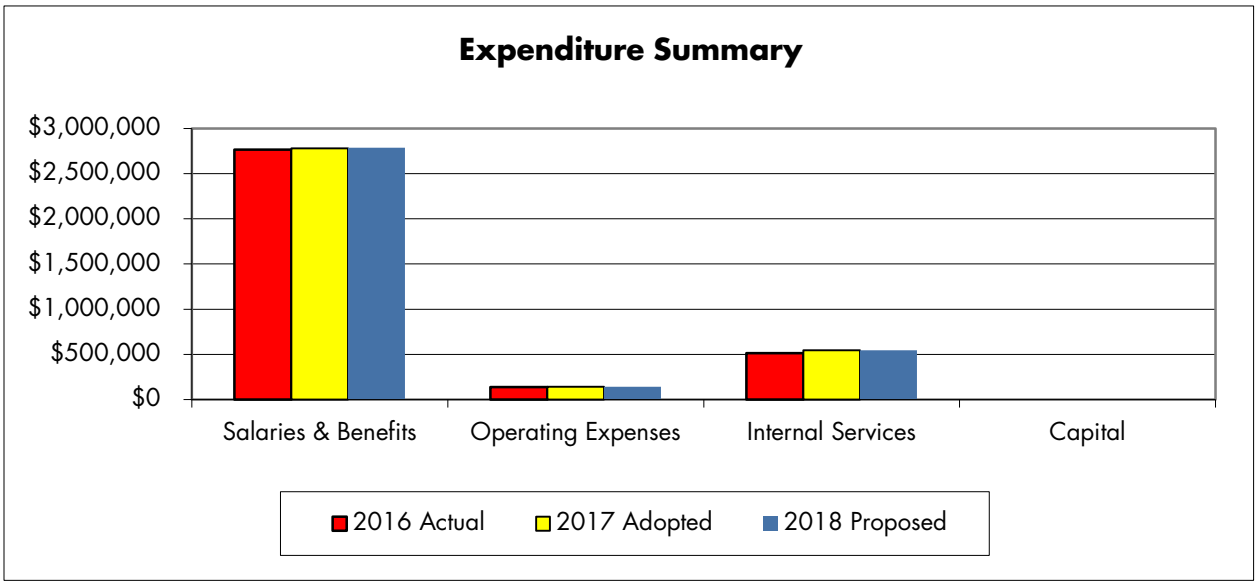
9) Future Outlook:

10) Performance Highlight Plan

GUIDE FOR READERS

11) Departmental Financial Summary:

Revenue Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Bldg Dev Process Planning	$1,049,678	$ 1,261,215	$1,213,000	**$1,100,000**
Board of Adjustments	84,134	113,664	98,000	**95,000**
Historic Preservation Board	86,082	102,513	92,000	**93,000**
Planning Board	52,349	88,784	90,000	**63,000**
Design Review Board	119,355	150,815	136,000	**140,000**
Miscellaneous	29,852	42,462	30,000	**47,000**
	$1,421,450	**$1,759,453**	**$1,659,000**	**$1,538,000**
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**



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

12) Budget Highlights:

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. These are combined with preliminary projection of revenues and expenditures based on financial trends and analysis that continue to be refined throughout the budget process.

Establishing Priorities

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

Surveys conducted in 2016, 2014, 2012, 2009, 2007, 2005 and additional focus groups in 2006 and 2008 along with an environmental scan of demographics, socio-economic data and department workload and performance measures; financial trends; and comparatives with other cities resulted in refinement to the City's multi-year goals linked to the City's vision, and more specific annual Citywide Initiatives endorsed by the City Commission.

The strategic planning process identifies measures to determine whether or not the City is successful in achieving its goals. Together, these comprise the City's Strategic Plan which is disseminated to the community and shared with every employee in the organization.

This year initiates a significant transition for the City of Miami Beach as the coming annual cycle contains two major developments: (1) the completion of its first comprehensive resilience strategy as part of the Rockefeller Foundation's 100 Resilient Cities Program; and (2) a comprehensive update of the City's Strategic Plan. The Strategic Plan is used to guide departments as they analyze existing services, and prepare their Adopted work plans and budgets. Allocation of resources is based on department work plans developed to support the Strategic Plan. Department work plans are required to support the City's strategic planning priorities and are the basis upon which recommendations for enhancements, reductions, realignments, and efficiencies are made.

BUDGET PROCESSES

Budget Development Cycle

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

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

Upon receipt of Adopted 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 regarding alignment with the City's Strategic Plan. In addition, City Commission briefings are held throughout the process to advise them of the status of the budget process and preliminary funding levels.

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

BUDGET PROCESSES

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

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

Budget Adoption

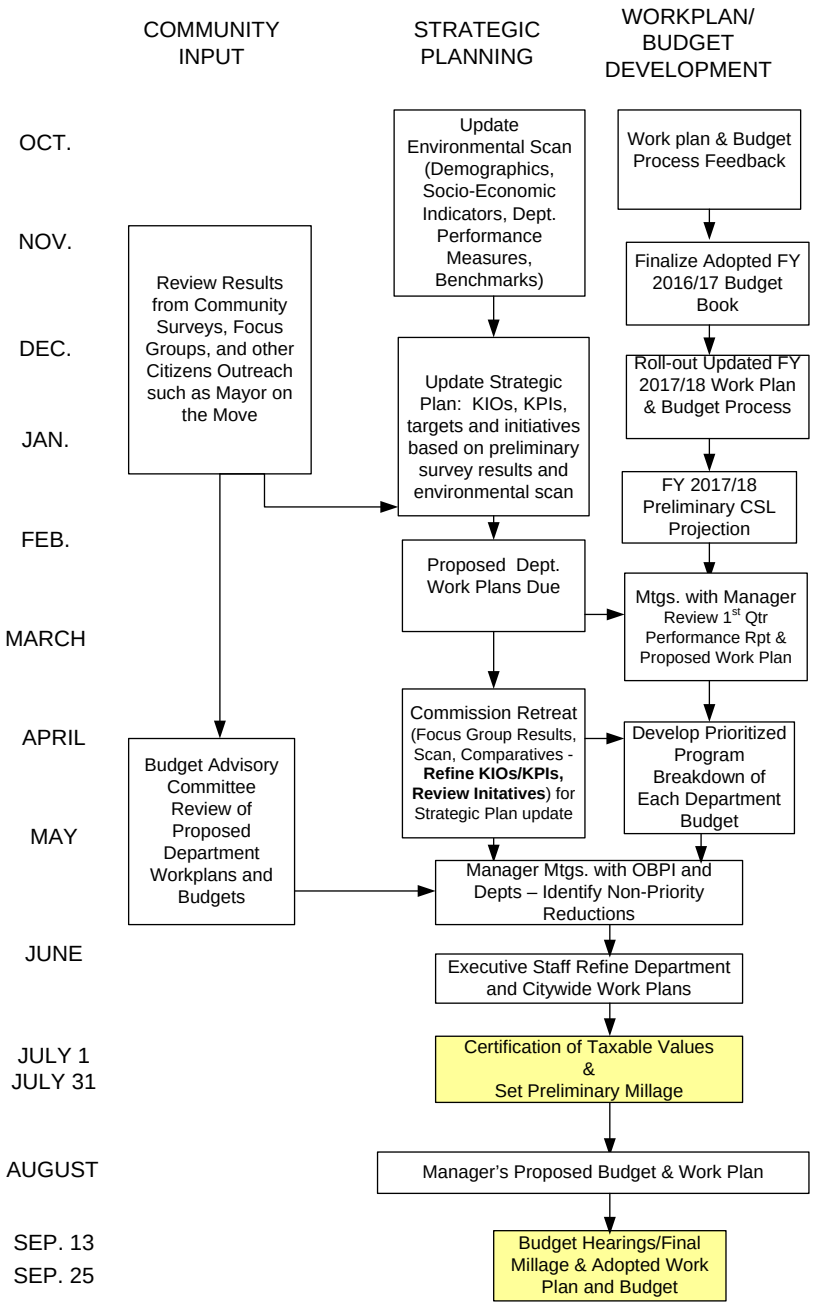
At the first hearing in September, the Commission adopts the tentative operating and debt service millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores), and sets the date, time and location for its second public budget hearing.

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

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

BUDGET PROCESSES

CREATING THE FY 2017/18 BUDGET



BUDGET PROCESSES

Budget Amendment and Authorization

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

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

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

Accounting Basis

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

(1) Revenues susceptible to accrual and material revenues that are not received at their normal time are recorded on the accrual basis, while other revenues are recorded when received in cash.

(2) Expenditures are recorded on an accrual basis with these exceptions: prepaid expense items are recognized as expenditures at the time of purchase and interest on long-term debt is recognized as expenditures at maturity date.

(3) Encumbrances are recorded as reservations of fund balance until they are actually expended or accrued as a liability in the fund.

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

BUDGET PROCESSES

Budgetary Basis

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

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

FINANCIAL POLICIES

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

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

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

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

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

The resolutions are available on-line at the following links:
96-22014 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=940&dbid=0
98-22661 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=623&dbid=0
2006-26341 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0

FINANCIAL POLICIES

Policy: Debt Issuance

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

The articles are available on-line at the following links:
Article V of City Charter - http://library.municode.com/HTML/13097/level3/PTICHRESPAC_SPACH_ARTVBUFI.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 Budget & Performance Improvement (OBPI) is responsible for ensuring the financial stability and integrity of the organization by maintaining a balanced budget. This is accomplished by the development, presentation, and adoption of the organization's annual operating budget in accordance with the requirements of Florida State Statutes 200.065, commonly referred to as TRIM, (TRUTH IN MILLAGE). Additionally, Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

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

The resolution is available on-line at the following link:
94-21258 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=25025&dbid=0

FINANCIAL POLICIES

Policy: Guiding the Design of Programs and Services

Pursuant to Resolution 2006-2634,

- The City of Miami Beach shall create a strategic plan that identifies multi-year strategic priorities (Key Intended Outcomes) with corresponding result measures for each priority.

- Annually, the City of Miami Beach shall use a strategic planning process to develop initiatives that support the strategic plan priorities.

- The budget process and format shall be performance-based and focused on Key Intended Outcomes and performance measures.

- Any new initiatives not core to the City's core mission or Key Intended Outcomes identified in the strategic plan that is greater than 0.5% of budget for the fund impacted per year, or cumulatively, shall be first considered as part of the City's annual strategic planning process to develop initiatives.

The resolution is available on-line at the following link:
2006-2634 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0
2015-29077 - http://docmgmt.miamibeachfl.gov/weblink8/0/doc/140371/Page1.aspx

Policy: Capital Asset Acquisition, Maintenance, Replacement and Retirement

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

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

- **Capital Reserve Fund** – to help ensure adequate funding related to previously approved capital projects for expenditures due to bids that are over-budget, change orders, or other unforeseen items for General Fund projects.

FINANCIAL POLICIES

- **Pay-As-You-Go Capital Fund** – to ensure adequate on-going reinvestment in capital plant and equipment, to avoid deferring capital needs until there is a major bond issue.

- **Capital Investment Upkeep Fund** – to help ensure adequate funding for General Fund non-facility related upkeep.

- **Information and Communications Technology Fund** – to help ensure adequate funding for the procurement of new or enhanced information and technology needs of the City.

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

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

The resolutions are available on-line at the following links:
2006-26341- http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=70181&dbid=0
2004-25697 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=45478&dbid=0
2005-25832 - http://docmgmt.miamibeachfl.gov/weblink8/0/doc/49012/Page1.aspx
2002-24764 - http://docmgmt.miamibeachfl.gov/weblink8/0/doc/22702/Page1.aspx

Policy: Cash Management

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

Policy: Managing Investments

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

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 an Investment Advisory company which provides Investment Advisory services to the City to manage and direct the investment of excess funds in accordance with the City of Miami Beach Investment Policy investment objectives.

The resolutions are available on-line at the following links:
95-21726 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=60616&dbid=0
97-22315 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=137&dbid=0
2004-25456 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=27104&dbid=0

Policy: Fees and Charges

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

The resolution is available on-line at the following link:
2003-25299 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=25008&dbid=0

Policy: Pension Reform

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

The resolution is available on-line at the following link:
2013-28290 - http://docmgmt.miamibeachfl.gov/WebLink8/0/doc/131743/Page1.aspx

FINANCIAL POLICIES

Policy: Resort Tax Reserve Fund

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

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

The resolution is available on-line at the following link:
2014-28543 - http://docmgmt.miamibeachfl.gov/WebLink8/DocView.aspx?id=135343&&dbid=0

STRATEGIC PLANNING AND MANAGEMENT

Year of Transition

Welcome to the year of transition. This year initiates a significant evolution for the City of Miami Beach, as the coming annual cycle contains two major developments. First, as part of the Rockefeller Foundation's 100 Resilient Cities program, the city is completing its first comprehensive resilience strategy – together with the City of Miami and Miami-Dade County within a team known as 'Greater Miami and the Beaches.' Second, the city is reinventing its 2005 strategic plan through the lens of resilience, called Miami Beach Rising Above.

We will have an integrated resiliency strategy to align the city's strategic priorities, resources, services, and budget. The strategy will address the city's needs in both near-term and long-term time horizons, while raising our ability to survive and even thrive in the event of significant shocks, like hurricanes and tropical storms, and to improve how we deal with daily stresses, like aging infrastructure and traffic.

Over the coming year, the entire city, from policy makers to directors and staff, will participate in a collaborative and inclusive effort, building on the solid strengths, plans, and services we already have in place and the desires of our residents and businesses.

Resilience Includes Climate Change and Beyond

While the Miami Beach resilience journey began with stormwater investments to reduce risk to flooding and sea level rise, urban resilience is much more than climate adaptation and mitigation. Over the past year of stakeholder engagement, our residents and businesses have told us that our priorities include not only flood risk reduction, but also reliable transportation, mobility options, and social services like affordable housing and addressing the homeless population. To be a resilient city, we must also be safe, economically viable, and be able to respond and recover from emergencies ranging from storms to health epidemics. We must continue to provide and improve more traditional yet essential services like fire rescue, police, code enforcement, plan review, and make sure we are including services for our most vulnerable residents and visitors. To be resilient, we must also manage our city's services and finances with efficiency, and quality, and incorporate effective management approaches to minimize the risk of modern day issues like cybersecurity and to manage the benefits, and costs, of large international events. We are both a community of residents and an exciting, cultural destination city within a beautiful, sensitive coastal environment.

Urban Resilience is the capacity of individuals, communities, institutions, businesses and systems within the region to survive, adapt, and grow – no matter what kinds of chronic stresses and acute shocks they experience.

Leading with Resilience

Miami Beach policy makers are strong leaders in resilience building. Through the City Commission, the Resiliency and Sustainability Committee, the Land Use Committee, and the Mayor's Blue Ribbon Panel on Flooding and Sea Level Rise resilience, actions have been created

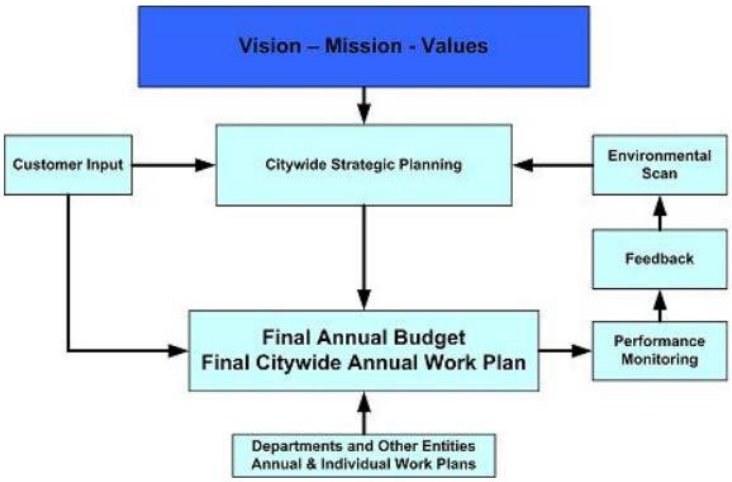
and supported. Both policy makers and the executive and management teams have attended workshops to share priorities and insight. Leadership has supported moving forward with resilience strategy development, while also supporting staff implementing resilience every day. An internal Resilience Team, made up of employees from many levels in our organization, provides subject matter expertise and insight.

Key advances in the area of sea level rise include: continuing to implement a new, more effective storm water management system and elevating roads and public participation methods, adopting the Southeast Florida Climate Change Compact Sea Level Rise Projection for planning, adopting a series of resilient land use ordinances, adopting a Resilience Communications Plan to reduce flood risk, initiating design guidelines for historical preservation in light of sea level rise, conducting the city's first greenhouse gas inventory, and completing a vulnerability assessment to minimize risk to city assets.

Building on a Strong Foundation

The City of Miami Beach has a strong tradition in strategic planning and performance excellence. In 2005, when the approach to strategy was launched, the city was a pioneer in municipal government. At the time, it was at the forefront of city governments, in terms of how it planned and aligned its budget. It was also one of the first to fully automate and manage by its strategy, its key strategic outcomes, and its initiatives. Since this is a 2005 model, it's time to refresh. The shift in understanding and priorities between the early 2000s and those emerging for 2018 and beyond are quite distinct.

2005 Excellence Model



Resilience Strategy Model

STRATEGIC PLANNING AND MANAGEMENT

Over the coming year, the 2005 model approach will be examined for areas of modernization and improvement – notably in relation to resilience planning. **How can we best provide the services needed today, while planning for a city of tomorrow?** How can the planning process better integrate concepts related to future shocks? What is the best way to incorporate the underlying and ongoing stresses to our community? How can it better integrate community feedback on a representative and continual basis? How can government be as visible, transparent and inclusive as possible? The city will examine these questions through resilience planning.

100 Resilient Cities and Greater Miami and the Beaches

In the spring of 2016, Miami Beach was selected, together with the City of Miami and Miami-Dade County, after a competitive process, to join the 100 Resilient Cities program (100RC). It is the first time multiple municipal entities have combined forces to be selected as a joint entity. 100RC is a non-profit organization pioneered by the Rockefeller Foundation to help cities around the world become more resilient to the physical, social, and economic challenges we are facing in the 21st century. As part of 100RC, Greater Miami and the Beaches have access to $200 million in resilience services value, as well as unfettered access to the network of global peer cities.

PIONEERED BY THE ROCKEFELLER FOUNDATION

100 RESILIENT CITIES

RESILIENT GREATER MIAMI & THE BEACHES

Greater Miami and the Beaches (GM&B) is developing a comprehensive resiliency strategy to build urban resilience – **the capacity of individuals, communities, institutions, businesses and systems within the region to survive, adapt, and grow** – no matter what kinds of chronic stresses and acute shocks they experience. Resilience planning is about making the region better, in both good times and bad, for the benefit of all residents and visitors, particularly the poor and vulnerable.

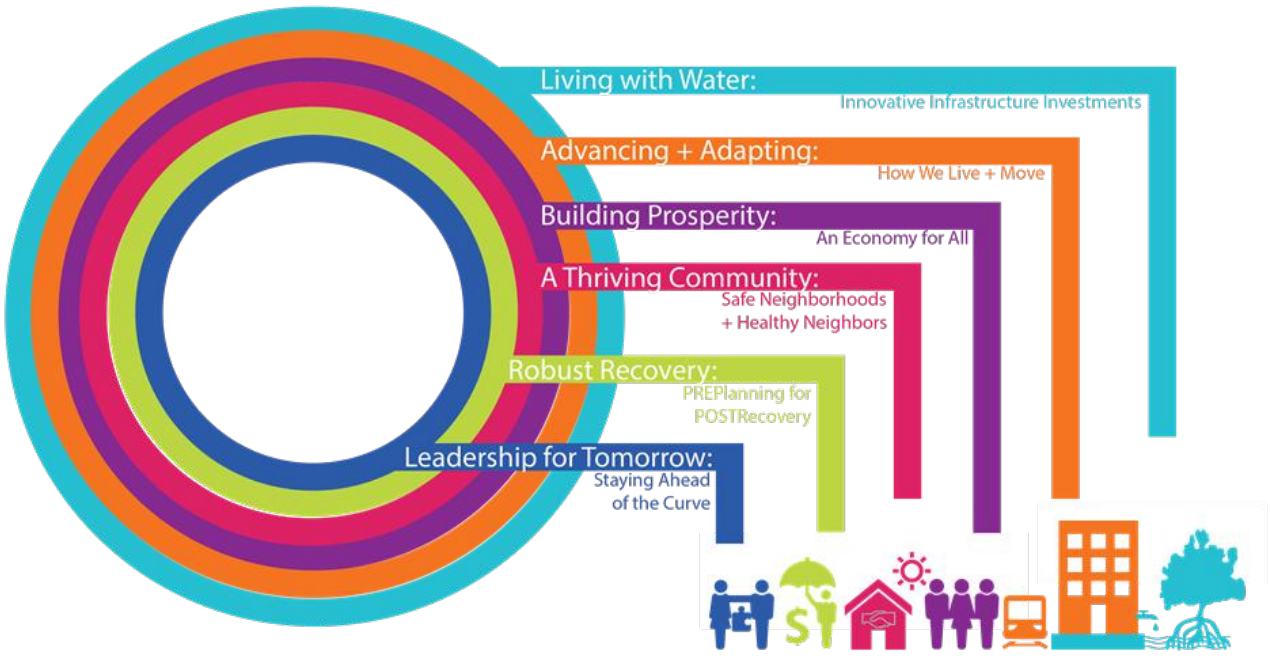
Over the past year, both the team of Greater Miami and the Beaches, and the City of Miami Beach as an individual entity, have moved through Phase 1 of resilience strategy development: Stakeholder Engagement. This included workshops with jurisdictions, the community, and businesses; surveys, a questionnaire, focus groups, and subject matter experts. The Miami Beach Team, in particular, met with each coastal mayor and/or manager. This work is informing the 100RC City Resilience Framework (CRF), a tool that is a lens to understand the complexity and the drivers that contribute to resilience. The CRF is built on four dimensions of urban resilience: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Leadership & Strategy. Each dimension contains three "drivers," which reflect the actions the city can take to improve its resilience.

STRATEGIC PLANNING AND MANAGEMENT

Greater Miami and the Beaches validated that the highest priority shocks include: hurricanes, economic crash, rainfall flooding, and infrastructure failure (cybersecurity, major bridges and roadways, and sewer/stormwater). The top stresses include: the transportation system, sea level rise and coastal erosion, aging infrastructure, the lack of affordable housing, and poverty. Miami Beach-specific feedback and data confirms many of these same concerns, and with the priorities of the community that represent more traditional needs – such as improved customer service, faster response times, higher quality services, and additional services and assets – represent the new integrated approach to resiliency and strategic planning for the City of Miami Beach. Working together across departments, the City of Miami Beach is well positioned to meet these pressing realities.

Integrating Greater Miami and the Beaches Discovery Areas within the Miami Beach Strategy and Budget

The next step for Greater Miami and the Beaches (GM&B) is to finalize the Preliminary Resilience Assessment, culminating in a set of categories referred to as Discovery Areas. These areas represent a framework to help us examine and seek solutions to the most pressing issues within interdisciplinary teams. While the new Miami Beach resilience strategy will contain goals, actions, and measures, examining what we are already doing within the discovery areas will further drive refinements, alignments, and new ways of allocating resources with an eye to resilience building wherever, and whenever possible.



Greater Miami and the Beaches Resilience Strategy Development Discovery Areas

STRATEGIC PLANNING AND MANAGEMENT

The Miami Beach management team aligned a few key actions with these GM&B Discovery Areas, giving a fresh eye to how we are planning for, funding, and delivering services and projects to build resilience. This is not a full list of all the resilience actions, but instead a preliminary list illustrating how the developing resilience strategy and future budgets will align.

Living with Water: Innovative Infrastructure Investments

Departments: Public Works, Capital Improvement Projects, Planning, Environment & Sustainability, Parks and Recreation, Building

(Current Greater Miami and the Beaches Discovery Area description): All cities face risk, and although Southeast Florida is vulnerable to rising sea levels due to its low elevation, unique geology, and the density of coastal development - there are many opportunities for innovation- from the stormwater system to sand dunes, living shorelines to open parks for drainage, and innovative building materials and designs. Water attracted many of us here - as we adapt to more water, how can we thrive socially, environmentally, and economically? How can we leverage and protect the Everglades and Biscayne Bay? This discovery area will focus investing in natural and man-made infrastructure to rise above and learn to live with water to create a more resilient community in the face of storms and sea level rise.

<u>Key Resilience Actions within the Adopted Capital Plan</u>

- Installing a storm water system and elevating roads to increase our resilience to rainfall, king tides, and sea level rise:
    - South Pointe Drainage Improvements and Reconstruction of 1st Street - $115,000
    - Indian Creek Drive Road and Drainage Reconstruction from 25th Street to 41st Street - $5.5 million
    - Flamingo Neighborhood Improvement Project along 11th Street - $1.9 million
    - West Avenue Phase II Neighborhood Improvement Project - $36 million
    - Central Bayshore South Neighborhood Improvement Project – ongoing project funded from 2015 bonds - $1 million
    - Venetian Islands Neighborhood Improvement Project - ongoing project funded from 2015 bonds
    - Palm and Hibiscus Islands Neighborhood Improvement Project - ongoing project funded from 2015 bonds - $4.7 million
- Enhancing projects with hybrid seawall and living shoreline projects help reduce erosion and mitigate storm surge, wave action, and still-water flooding associated with coastal flood events.
    - Indian Creek (Brittany Bay Park) Seawall Rehabilitation - $772,000
    - Maurice Gibb Park & Seawall - $2,523,482
- Progress with the Bay Walk
    - 3 pieces of the City-funded Baywalk have been included in the FY 2017/18 budget for design and permitting to expedite completion. -$386,000

STRATEGIC PLANNING AND MANAGEMENT

Adapting & Advancing: How we Live and Move

Departments: Planning, Transportation, Parking, Housing and Community Development, Fleet Management

(Current Greater Miami and the Beaches Discovery Area description): Most residents in GM&B spend too much of their income and time commuting and trying to find reasonably priced housing that fits their needs. While we are the gateway to South America with a growing economy, the largest international airport and top cruise port in the U.S., average wages remain lower than the nation, and housing costs are high. How are housing and transportation redefined in the face of sea level rise? For transportation- we seek to understand how implementing current plans can result in better transit, driving, walking, and biking- where are our gaps? We also need to understand how technology trends like Uber and automated vehicles will influence us for years to come. For housing- we seek to understand where people want to live and the diversity of housing that we need- and how to tie transportation options to these needs. This discovery area will focus on improving moving through, living in, and affording life in GM&B.

Key Resilience Actions within the Adopted FY 2017/18

- The Alton-West Loop Trolley will be replaced by the upcoming South Beach Trolley loop in November 2017. Annual cost of the South Beach Trolley Loop is approximately $5 million.
- Intelligent Transportation Systems and Smart parking – Multi-year project with $5.5 million in FY 2017/18 to implement phases 1-3 of a 6 phase project.
    - Phases 1-3 to include cameras and Bluetooth devices installed along major corridors, permanent digital and contextual message signs along predetermined major thoroughfares and parking garages.
    - Phase 1-3 will also include a Traffic Management Center located alongside the FDOT Sunguide Transportation Management Center.
    - Collins Park Parking Garage - $27,590,271
    - Parking Garage P55 at 27th Street and Collins Avenue - $10,633,730 funded through FY 2017/18 of $14,000,000 project
    - Parking Garage P23 at 1623 west Avenue - $10,093,572
    - Parking Garage P16 at 13th Street and Collins Avenue - $14,267,000
    - LED lighting in garages
    - 7th St Garage- $200,000
    - 12th St Garage- $64,000
    - 13th St Garage- $86,000
    - 42nd St Garage- $200,000
    - Housing
    - Both the Neptune ($320,000) and Madeleine Village ($511,874) repairs are budgeted for FY 2017/18.
    - Widening sidewalks/Bike Lane additions - $25,000

STRATEGIC PLANNING AND MANAGEMENT

Building Prosperity: An Economy for ALL

Departments: Budget, Finance, Tourism, Culture, and Economic Development, Housing and Community Development, Organizational Development

(Current Greater Miami and the Beaches Discovery Area description): Our economy lacks diversity, high paid, and living wage jobs. Our poverty rate is above the national average. We are a city of immigrants with a constant influx of people moving here for a better life. How do we improve, how do we create better paid jobs, better schools across socioeconomic groups? How do we break the cycle of poverty? This discovery area will focus on workforce development, economic diversity, and education.

Key Resilience Actions within the Adopted FY 2017/18

- Convention Center- currently scheduled to be substantially completed by August 2018 with the first four–hall event scheduled for September 2018.
- Carl Fisher Clubhouse Historic Restoration - $2.5 million
- North Beach Revitalization
- Rue Vendome Public Plaza - $654,000
- North Shore Bandshell Canopy - $443,000
- North Shore Open Space Park Redevelopment - $4,310,000
- 72nd St Park and Parking Structure - $500,000
- North Beach Yard Incubator -$553,467
- Education
- Expanding Dual-Enrollment programs with Florida International University ($62,000) and Miami-Dade College ($28,000)
- 16 Dual-Enrollment courses offered to Miami Beach Senior High School and Nautilus Middle School students with approximately 400 students enrolled with savings of $450,000 to the community to date and allowing students to earn up to 48 college credits.
- International Baccalaureate professional development for teachers across all Miami Beach public schools to ensure every student (K-12) has an IB trained teacher ($50,000 CMB, $1 million MDCPS)
- Increase number of youth pursuing the IB Diploma at the high school to attain up to 45 college credits upon graduation
- Created a STEM summer camp for Miami Beach youth funded by The Children's Trust in which youth design and build robots. This initiative expands STEM programming beyond the traditional school year.
- Partnership with Anti-Defamation League in the No Place for Hate program in Miami Beach schools.

STRATEGIC PLANNING AND MANAGEMENT

Thriving Community: Safe Neighborhoods and Healthy Neighbors

Departments: Housing and Community Development, Police, Fire Rescue, Code, Parks, Organizational Development

(Current Greater Miami and the Beaches description): Significant pockets of our community suffer from violence, crime, addiction, and poor health. Climate change and globalization have brought public health concerns to South Florida- like Zika. How do we better prepare our people, communities, and systems to prevent, respond, and recover from these shocks and stresses? This discovery area will examine these issues of safety, youth violence, pandemics, and public health.

Miami Beach FY 2017/18 Resilience Actions

- New public safety radio system
- Expected procurement and initial implementation: FY 2017/18
- FY 2017/18 funding - $2.1million of $15 million project total
- Efforts to address Zika citywide through interdisciplinary teams- including Code Compliance, Building, etc.
- The Code Compliance Department has implemented a comprehensive three-prong approach:
    - Educational outreach including the distribution of informational pamphlets, flyers and door hangers to neighborhoods and business areas
    - Proactive inspections of residential and business properties for standing water and bromeliad plant life
    - Enforcement actions, such as the issuance of Notice of Violation(s), to trigger mitigation.
- Building Department Inspectors have put in additional time to inspect construction sites for standing water.
- Body cameras being used by several departments citywide
- Police Department – 435
- Parking Enforcement – 57
- Code Enforcement – 43
- Building Department – 37
- Fire Department - 20
- Police Department use of less lethal force
- Purchased and deployed the new Taser X-2 model.
- Purchased and implemented less-lethal beanbag shotguns for use by patrol officers
- Introduced de-escalation training for all sworn staff.
- Police Community Outreach
- Code Red software system was established this summer providing emergency communications to select employees with the goal of augmenting safety for children in City parks.
    - Safe Place program brings business owners and police together to provide crime victims with safe harbor until the police can respond. Over 30 businesses are currently registered and participating.
    - Care Coordination Model
    - Ensure that Success University, Miami Beach All- Stars, and Parent Home Program continue to meet benchmarks more efficiently.

- Services to reduce homelessness
- Continue to provide shelter placement for homeless at more than 5x the State average.
- Human Services
- Coordinated allocation of grant funding to 5 CDBG projects for a total value of $667,758. These projects include: home-delivered meals for the elderly, youth services and homeless prevention.
- Partnership with Common Threads program to educate children and families on healthy eating.
- Youth Services
- Partnership with Children's Trust to fund Licensed Clinical Social Worker and nurses to provide mental health services in all 6 Miami Beach public schools and 2 schools in neighboring municipalities reaching a total of 7,200 children - $58,400
- Partnership with MDCPS for parental workshops for youth drug prevention and intervention
- Miami Beach Teen Club program works with at risk youth providing classes on drug prevention, anti-bullying, and the importance of community service.
- Miami Beach Parks and Recreation offers free learn to swim programs for after school/play time participants along with infants and toddlers to teach drowning prevention.

Robust Recovery: PRE-planning for POST disaster

Departments: Tourism, Culture, and Economic Development, Department of Emergency Management, Property Management, Human Resources Risk Management

(Current Greater Miami and the Beaches description): We are vulnerable to hurricanes and flooding- but well-known and advanced in the nation for our emergency management. From a financial perspective, how can we design our recovery contracts, finances, and insurance to bounce back quickly- to get people back to work and get the economic engine in full gear quickly? From a land use and built environment perspective, how can we invest now to reduce the risk and cost of damage and recovery? How are businesses and homeowners prepared to make decisions to recover quickly? This discovery area focuses on how to change our policies, systems, insurance structures, and culture now for fast, more affordable and smarter recovery in the event of a disaster.

Miami Beach FY 2017/18 Resilience Actions

- Increased our insurance windstorm coverage to $30 million and reduced the percentage deductible premiums to 6.5%.
- Developing a Crisis Communications Plan, with the leadership of the Mayor's Blue Ribbon Emergency Response Committee, to provide recommendations to the Mayor and Commission regarding proactive measures and response plans to address any emergencies in the City to the protect and enhance the Miami Beach brand.
- Emergency Management is continuing to work with key departments to update and maintain policies, plans and procedures related to emergency situations and natural disasters.

- The City Warning Point program combines Emergency Management personnel, staff trainees, and contract personnel providing 24-hour services to include traffic coordination, Park Ranger dispatch, weather and special event monitoring, etc.

Leadership for Tomorrow: Staying ahead of the curve

Departments: City Commission, City Manager's Office, Directors, Communications, Internal Departments, Budget and Performance Improvement, Human Resources, Information Technology, Finance, Procurement, Organizational Development, Property Management

(Current Greater Miami and the Beaches description): We have 2.7 million people and growing, 34 Mayors, 1.2 million registered voters, 12 million tourists, and more than 2000 sq. miles as home. How can we modernize our governments now to prioritize resilience for years to come- from leadership, structure, policies, regulations, and decision-making based on data? This discovery area will focus on how to build the consensus, collaboration and courage across organizations to address shocks and stresses- and turn challenging systems designed for the past upside down.

Miami Beach FY 2017/18 Resilience Actions:

- Integrating ADAPT into staff decision-making processes- including 'renewal and replacement' and for new projects. ADAPT is the Adaptation Decision-Making Assessment and Planning Tool, developed in FY 2017, to assist staff in identifying, assessing, and addressing asset vulnerability to sea level rise and tidal flooding.
- Launching the Miami Beach Rising Above portal to be a main resource for all seeking information about our resilience.
- EnergyCAP software - $75,000 - addresses challenges such as utility bill processing, data integration, transparency, workflows, reporting, project prioritization, tracking and verification of savings. The goal is to reduce energy consumption, lower emissions, and save money.
- Implementing green procurement policy by working with City vendors to make sustainable options available for purchase while creating procurement guidelines centered on purchasing sustainable products going forward when possible.

STRATEGIC PLANNING AND MANAGEMENT

The Timeline

Further resiliency strategy development will take place over the coming year. It will follow a best-practice methodology for mission-based organizations and governments. The strategy will tie to key themes from stakeholders, structured to drive outcomes that are clear and community-oriented, measurable, supported by key actions that drive progress, and will be supported by a clear and flexible budget model.

Voices and inputs to the process will be collected and analyzed. The 2016 Resident and Business Survey will drive significant insights related to constituent issues of importance and priorities for what to improve. Other point-of-service feedback and complaints will also be included to understand the day-to-day satisfaction and perception of city services.

In July 2017, workshops were held with the city executive team and the broader management team across all departments. During these initial strategic planning sessions, the existing city Mission, Vision and Values were examined, and live, electronically enabled feedback was captured. The following represent ideas for new concepts in our guiding statements.

Current Mission

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

Current Vision

The City of Miami Beach will be:

- *Cleaner and Safer*
- *Beautiful and Vibrant*
- *A Unique Urban and Historic Environment*
- *A Mature, Stable, Residential Community with Well-Improved Infrastructure*
- *A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business*

While Maximizing Value to Our Community for the Tax Dollars Paid.

Mission - New Concepts

Vision - New Concepts

STRATEGIC PLANNING AND MANAGEMENT

Current Values

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

Values - New Concepts

First glance at these Mission, Vision, Value concepts already demonstrate the dynamic, changing nature of Miami Beach, and forward-thinking issues of today present in the minds of the management team.

Next Steps to Integrating 100 Resilient Cities and Miami Beach Rising Above Resilience Strategies

Over the coming year, we look forward to creating both comprehensive Greater Miami and the Beaches and Miami Beach Rising Above Resilience Strategies, while also aligning the city's strategic priorities, resources, services, and budget.

By participating in the 100 Resilient Cities network, Miami Beach has access to expert services from more than 80 platform partners worldwide. The Rockefellers are committed to assisting Greater Miami and the Beaches in accomplishing key projects and initiatives outlined in the upcoming strategy. An added benefit of merging the existing strategic planning and budgeting process is the ability to participate in the 100RC 10% Pledge Program once our strategy is complete. The pledge is a commitment to making sure each project the city engages in achieves multiple goals, allowing the city to get the most return out of every dollar. Cities that sign the pledge have access to up to $5 million in goods and services from 100 Resilient Cities and Platform Partners.

By integrating 100 Resilient Cities work with more classic strategic planning steps, including constituent feedback and Miami Beach-focused data, we will be well on our way to providing the services needed today, while planning for the Miami Beach of tomorrow.

GENERAL FUND FINANCIAL TRENDS

Annually, the Office of Budget and Performance Improvement prepares an analysis of major expenditure and revenue trends. A five year forecast is made on a combination of past trends, general assumptions and specific anticipated changes known by the City. Once the forecast is complete, it provides insight into sustainable trend levels, potential areas of shortfall or surplus, and areas of concern for the future. Below is a summary of the trend analysis and five year forecast.

Revenue Assumptions

Clearly a significant component of financial forecasts for the City of Miami Beach is the projected change in revenues over the next 5 years. The largest component of revenue in the General Fund is property tax revenue, which represents 53 percent of total revenues. In reviewing changes in property values since FY 2006/07, it is important to understand changes in State legislation that impact local governments. For example, there were unusually large increases in property values in Miami Beach and across Florida (see 30.3 and 18.0 percent increases in FY 2006/07 and FY 2007/08 in the chart below). Due to dramatic increases throughout the state, in 2007 the Florida Legislature took action by forcing all counties, cities, and special districts to roll back property tax collections. In addition, the Legislature implemented a property tax revenue cap that beginning in FY 2008/09 limits property tax revenue increase to new construction plus the statewide percentage increase in per capital personal income. This cap has not affected property tax revenues to the City of Miami Beach due to the lowering of the millage rate over the last several years, but may limit growth in the future. In 2008, the voters of Florida approved Amendment One which made the following changes that reduced property tax revenues to local governments.

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

Beginning in FY 2008/09, the real estate market in Florida experienced an unprecedented decrease in values, which was exacerbated by the 2009 financial crisis. In Miami Beach, values decreased in FY 2009/10 and FY 2010/11 by 4.6 and 4.3 percent.

From FY 2011/12 to FY 2013/14, values increased at a new normal rate of about 5 percent. Property values have increased 10.3 and 12.9 percent in FY 2014/15, FY 2015/16, and FY 2016/17 as the real estate market in South Florida, and especially in Miami Beach, heated up. The FY 2017/18 increase of 7.8% is reflective of the anticipated stabilization of the real estate market, where the increases in property values are more moderate. There is no expectation values will increase as dramatically as they did in FY 2006/07 and FY 2007/08 due to property tax revenue limits implemented by the State Legislature.

GENERAL FUND FINANCIAL TRENDS

Fiscal Year	Percentage Change in Value	Millage Rate	Total Tax Levy
FY 2006/07	30.3%	7.6730	$ 168.38
FY 2007/08	18.0%	5.8970	$ 150.42
FY 2008/09	2.9%	5.8930	$ 150.59
FY 2009/10	-4.6%	5.9123	$ 138.70
FY 2010/11	-4.3%	6.5025	$ 136.55
FY 2011/12	4.6%	6.4539	$ 134.75
FY 2012/13	5.0%	6.3477	$ 139.10
FY 2013/14	6.8%	6.1163	$ 143.26
FY 2014/15	10.3%	6.0237	$ 155.10
FY 2015/16	12.9%	5.9123	$ 172.39
FY 2016/17	13.0%	5.8888	$ 194.11
FY 2017/18	7.8%	5.8888	$ 209.21

In the Revenue Assumptions chart below, three scenarios for property tax revenues are shown reflecting a conservative, likely, or optimistic outlook. In each scenario, there is an assumption that property values will continue to increase over time, but at a more tempered rate. Scenario #2 shows a return to the new normal of approximately 6 percent in the next four years.

On May 2, 2017, the Florida House of Representatives passed HRJ 7105, which proposed an amendment to the FL Constitution to create an additional $25,000 exemption for homestead properties assessed value between $100,000 - $125,000 for non-school property taxes. The proposed constitutional amendment will be placed on the 2018 General Election Ballot and require a 60% voter approval. The FY 2017/18 budget includes a set aside of $1.6 million in Fund Balance as a reserve for the first year impact in the event the vote is passed.

Revenue Assumptions

Based on historical trends, resort tax transfers to the general fund and all other revenues are projected to fluctuate differently between scenarios as outlined below. The transfer of Parking Surplus to the General Fund is assumed to remain flat at $4.4 million per year in all scenarios. None of the scenarios assume a millage rate reduction or increase, which is an annual policy decision by the City Commission.

GENERAL FUND FINANCIAL TRENDS

GENERAL FUND REVENUES - SCENARIO #1 CONSERVATIVE					
	FY19	FY20	FY21	FY22	FY23
PROPERTY TAXES	5.0%	3.0%	3.0%	3.0%	3.0%
RESORT TAX	1.0%	1.0%	2.0%	2.0%	2.0%
ALL OTHER	1.0%				

GENERAL FUND REVENUES - SCENARIO # 2 LIKELY					
	FY19	FY20	FY21	FY22	FY23
PROPERTY TAXES	7.5%	6.5%	6.0%	6.0%	6.0%
RESORT TAX	2.0%	2.0%	3.0%	3.0%	3.0%
ALL OTHER	1.5%				

GENERAL FUND REVENUES - SCENARIO # 3 OPTIMISTIC					
	FY18	FY19	FY20	FY21	FY22
PROPERTY TAXES	10%	9%	7%	7%	7%
RESORT TAX	2%	3%	5%	5%	5%
ALL OTHER	2%				

Expenditure Assumptions

In the General Fund, personnel services comprise approximately 73 percent of expenditures. Within personnel services, salaries and wages compose 51 percent, pension contributions are 23 percent, and health insurance is 7 percent. As a result, any changes to salaries, pension contributions, and health insurance have a large impact on recurring expenditures.

Cost of Living Adjustments or COLA's are negotiated with the different labor bargaining units. Pension contributions are determined by the City's two pension boards, Fire & Police and MBERP. As a self-insured entity, health insurance is based on the City's actual experience. In the Expenditure Assumptions chart below, these three cost elements are shown at different levels based on the three scenarios reflecting a conservative, likely, or optimistic outlook.

None of the assumptions include additional service level or program enhancements that would be considered annually by the City Commission.

GENERAL FUND FINANCIAL TRENDS

EXPENDITURE ASSUMPTIONS					
SCENARIO #1 CONSERVATIVE	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**
COLA	1.5%	1.5%	1.5%	1.5%	1.5%
PENSION COSTS - F&P	10.0%				
PENSION COSTS - MERP	10.0%				
EXCESS PENSION PMTS-IRS 415	3.0%				
HEALTH & LIFE INS	11.0%				
MERIT	2.0%				
STEP	5.0%				
SCENARIO #2 LILKELY	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**
COLA	0.0%	1.5%	1.5%	1.5%	1.5%
PENSION COSTS - F&P	8.0%				
PENSION COSTS - MERP	8.0%				
EXCESS PENSION PMTS-IRS 415	2.0%				
HEALTH & LIFE INS	9.0%				
MERIT	2.0%				
STEP	5.0%				
SCENARIO #3 OPTIMISTIC	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**
COLA	0%	3%	0%	0%	3%
PENSION COSTS - F&P	6%				
PENSION COSTS - MERP	6%				
EXCESS PENSION PMTS-IRS 415	1%				
HEALTH & LIFE INS	7%				
MERIT	2%				
STEP	5%				
OTHER EXPENDITURES	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**
OVERTIME/OTHER WAGES	1%				
OTHER BENEFITS	1%				
OPERATING	2%				
CAPITAL TRANSFERS	1%				

Trends and Forecasts

This analysis provides the City with a basis to make financial decisions to ensure that future expenditures do not exceed sustainable trend levels, and to implement long-term strategies to reduce projected shortfalls over the forecast period, including incorporating this trend analysis in collective bargaining negotiations.

The results shown below vary significantly primarily driven by variation in the property tax revenues. Personnel services, which make up approximately 73% of the budget, also continue to be major expenditure drivers, emphasizing the importance of future negotiations regarding COLA adjustments and wage increases. In addition, the health of the City's pension plans and ongoing pension reform will play a key role in determining future costs.

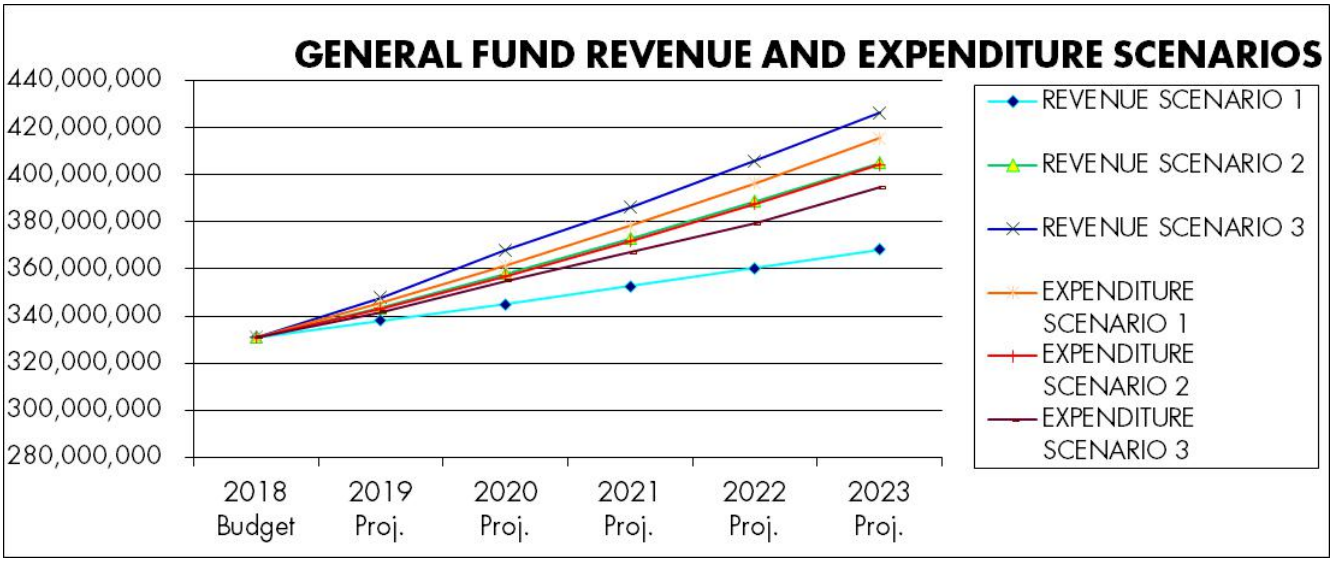
The three scenarios below reflect a conservative, likely, or optimistic outlook. These planning scenarios represent a spectrum, of which Scenarios #1 and #3 are on opposite ends. For example, Scenario #1 is conservative on both revenues and expenditures, which results in a more extreme example of what could happen under those circumstances. The same is true for Scenario #3, which is optimistic on both revenues and expenditures. Scenario #2 can be considered the

GENERAL FUND FINANCIAL TRENDS

mid-point of the spectrum or the most likely scenario of the three. In any given year, revenues and/or expenditures could come in higher or lower than expected, which would probably result in some combination such as Scenario #2 revenues and Scenario #3 expenditures.

	2018 Budget	2019 Proj.	2020 Proj.	2021 Proj.	2022 Proj.	2023 Proj.
REVENUES						
SCENARIO #1 Conservative	330,850,000	340,206,000	349,496,000	357,176,000	365,055,000	373,141,000
SCENARIO #2 Likely	330,850,000	343,717,000	358,835,000	372,881,000	385,532,000	398,748,000
SCENARIO #3 Optimistic	330,850,000	347,228,000	364,522,000	383,080,000	398,493,000	414,744,000
EXPENDITURES						
SCENARIO #1 Conservative	330,850,000	346,624,000	363,504,000	381,580,000	400,955,000	421,742,000
SCENARIO #2 Likely	330,850,000	343,120,000	358,192,000	371,940,000	386,483,000	404,182,000
SCENARIO #3 Optimistic	330,850,000	341,680,000	355,105,000	366,976,000	379,386,000	394,670,000

In reviewing Scenario #2 Likely, it appears that the General Fund is projected to be structurally balanced and would experience a surplus of between $284,000 and $940,000, over the next five years.



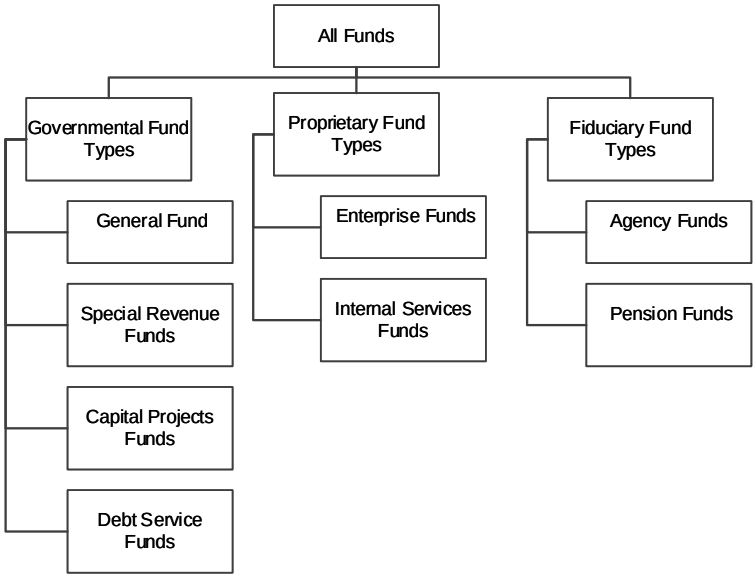
SURPLUS / GAP EACH YEAR	2019 Proj.	2020 Proj.	2021 Proj.	2022 Proj.	2023 Proj.
REV SC #1 - EXP SC #1 **Conservative**	(7,490,000)	(16,233,000)	(25,539,000)	(35,848,000)	(47,262,000)
REV SC #2 - EXP SC #2 **Likely**	284,000	959,000	1,030,000	1,030,000	940,000
REV SC #3 - EXP SC #3 **Optimistic**	6,113,000	12,850,000	19,287,000	26,336,000	31,737,000

MIAMIBEACH

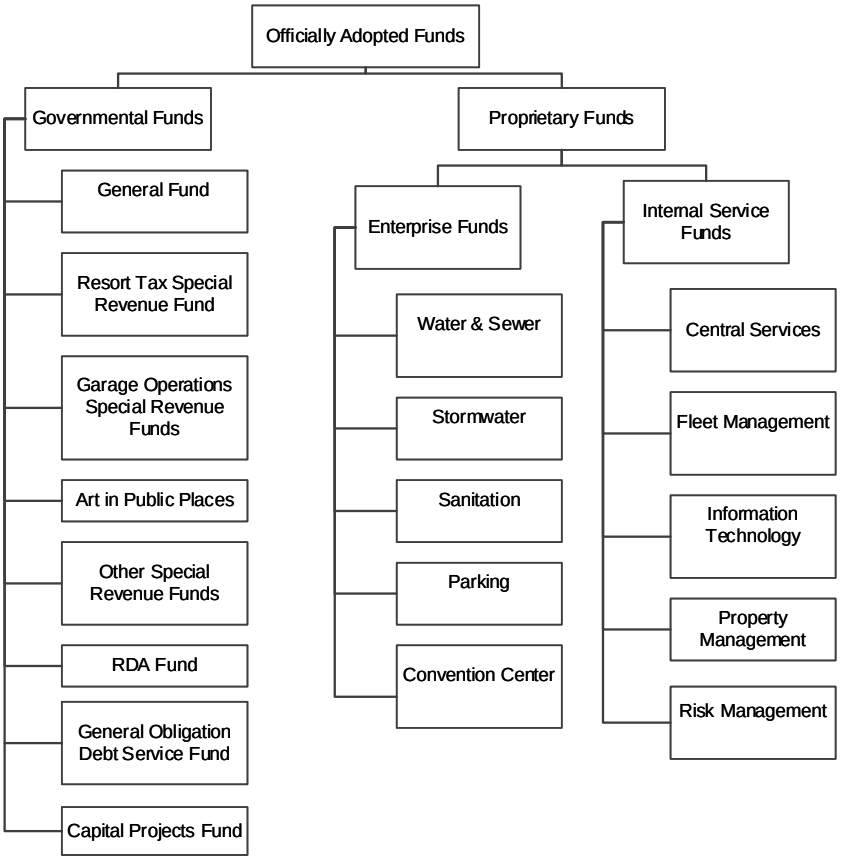
CITYWIDE BUDGET OVERVIEW

City of Miami Beach Fund Structure

All Funds Reported in City's Financial Statements



All Funds With Official Adopted Budget



CITYWIDE BUDGET OVERVIEW

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 2017/18, net of transfers, is $610,990,000 and is comprised of:

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

The General Fund is the primary operating fund for the City and includes much of the usual activities of any municipality including Police, Fire, Parks and Recreation, Public Works Streets and Engineering, Building, Tourism and Culture as well as general administrative functions, and the Office of the Mayor and Commission. Within the General Fund, Citywide Accounts reflect expenditures that do not fall under the purview of a particular department such as accumulated leave payments, grants to social service agencies and non-profits, special studies, etc. They are monitored by the Office of Budget and Performance Improvement and the City. The FY 2017/8 General Fund budget is $330,850,000.

General Obligation Debt is the debt service funding required for voter-approved bonds issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. The FY 2017/18 General Obligation Debt totals $5,914,000.

The Enterprise Fund budgets are 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 subsides from taxes etc. The City's Enterprise Fund Departments are: Convention Center, Sanitation, Stormwater, Water, Sewer, and Parking. The FY 2017/18 Enterprise Fund budget totals $208,957,000.

An additional $86,023,000 is budgeted for the Internal Service Funds. Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. Internal Service Fund rates are set to recover the full cost of providing a particular service. The Internal Service Funds budgeted expenditures are completely offset by revenues received from the General Fund and Enterprise Fund Departments. The City's Internal Service Fund Departments are Information Technology, Central Services, Risk Management, Property Management, and Fleet Management.

Further, an additional $83,233,000 is budgeted for the Resort Tax Fund, which includes a transfer of $34,950,000 to the General Fund. This is the City's largest Special Revenue Fund. The Resort Tax Fund is supported primarily by taxes levied on hotel, motel, rooming house and short term apartment room rents as well as on food and beverages sold at retail in any restaurant, as authorized by State Statute, and is used to fund tourism-eligible expenditures. Additional Details can be found in the Resort Tax section of this document.

Special Revenue Funds are used to account for revenues and expenditures that are legally restricted or committed for specific purposes other than debt or capital projects. Other Special Revenue Funds total $24,402,000 and include the following funds: 7th Street Garage Operations; 5th & Alton Garage Operations; Tourism and Hospitality Scholarship Program; Green/Sustainability Fund; Waste Hauler Additional Services and Public Benefit Contribution Fund; Education Compact Fund; Red Light Camera Fund; Emergency 911 Fund; Information and Communications Technology Fund; People's Transportation Plan Fund; Concurrency Mitigation Fund; Miami Beach Cultural Arts Council; Police Unclaimed Property; Police Confiscation Trust Funds (Federal and State); Police Crash Report; Police Training and School Resources Fund; Tree Preservation; and the Commemorative Tree Fund.

OTHER BUDGETS

Additionally, the Capital Budget totaling $59,812,155 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 2017/18 – 2021/22 Capital Improvement Plan & FY 2017/18 Capital Budget.

The City of Miami Beach Redevelopment Agency (RDA) is a blended major Special Revenue Fund and is a separate entity, whose Chairperson and Board of Directors are also the City's Mayor and City Commission. The Operating Budget for the RDA is $52,641,000. The City of Miami Beach's Operating Budget includes a transfer of $27,498,000 in tax increment revenues to the City Center Redevelopment Agency. Additional Details can be found in the RDA section of this document.

MIAMIBEACH

REVENUE SUMMARY
by Fund and Major Category
Fiscal Year 2017/18

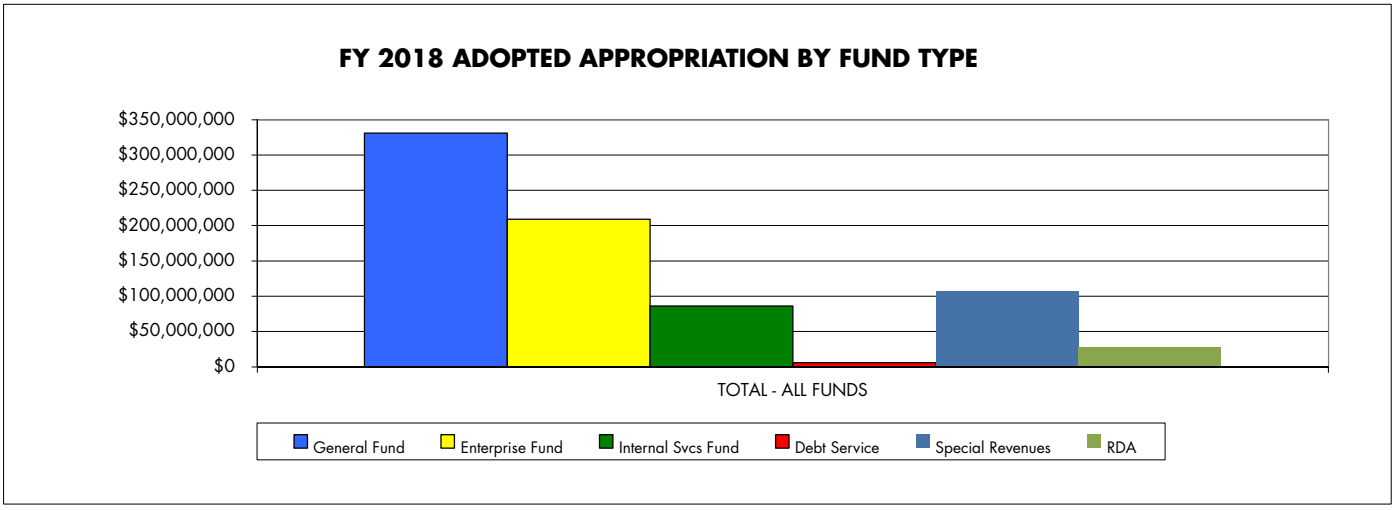
FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
GENERAL OPERATING REVENUES							
Ad Valorem Taxes	$ 174,642,000					$ 174,642,000	
Ad Valorem- Capital Renewal & Repl.	721,000					721,000	
Ad Valorem- Normandy Shores	181,000					181,000	
Oher Taxes	22,856,000					22,856,000	
Licenses and Permits	30,940,000					30,940,000	
Intergovernmental	11,255,000					11,255,000	
Charges for Services	12,246,000					12,246,000	
Fines & Forfeits	1,351,000					1,351,000	
Interest Earnings	692,000					692,000	
Rents & Leases	5,947,000					5,947,000	
Miscellaneous	13,635,000					13,635,000	
Resort Tax Contribution	34,950,000					34,950,000	
Other Non-Operating Revenue	21,434,000					21,434,000	
Sub-Total	$ 330,850,000					$ 330,850,000	
G.O. DEBT SERVICE FUND							
Ad Valorem Taxes		$ 5,914,000				$ 5,914,000	
Sub-Total							
FUND TOTAL	$ 330,850,000	$ 5,914,000				$ 336,764,000	
RDA FUND-CITY TIF Only							
AD VALOREM TAXES							
Property Taxes- RDA City Center (net)			$ 27,498,000			$ 27,498,000	
ENTERPRISE FUNDS							
Convention Center				12,688,000			
Parking				58,734,000			
Sanitation				21,221,000			
Sewer Operations				49,666,000			
Storm Water				28,327,000			
Water Operations				38,321,000			
FUND TOTAL				$ 208,957,000		$ 208,957,000	
INTERNAL SERVICE FUNDS							
Central Services							1,074,000
Fleet Management							8,803,000
Information Technology							16,250,000
Property Management							8,664,000
Risk Management							19,270,000
Medical & Dental Insurance							31,962,000
FUND TOTAL							$ 86,023,000
SPECIAL REVENUE FUNDS							
Education Compact					295,000		
Resort Tax					83,233,000		
Art in Public Places					0		
Tourism & Hospitality Scholarships					184,000		
Cultural Arts Council					1,359,000		
Sustainability					346,000		
Waste Hauler					70,000		
Normandy Shores					277,000		
5th & Alton Garage					635,000		
7th St. Garage					2,589,000		
Transportation					11,825,000		
Tree Preservation					184,000		
Commemorative Tree Trust Fund					10,000		
People's Transportation Plan					3,701,000		
Police Confiscations - Federal					100,000		
Police Confiscations - State					217,000		
Police Crash Report Sales					25,000		
Police Unclaimed Property					75,000		
Police Training					22,000		
Red Light Camera					1,333,000		
Residential Housing					688,000		
E-911					185,000		
Information & Technology Tech					282,000		
FUND TOTAL					$ 107,635,000	$ 107,635,000	
TOTAL ALL FUNDS	**$ 330,850,000**	**$ 5,914,000**	**$ 27,498,000**	**$ 208,957,000**	**$ 107,635,000**	**$ 680,854,000**	**$ 86,023,000**
Less Transfers						(69,864,000)	
GRAND TOTAL - ALL FUNDS						**$ 610,990,000**	

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2017/18

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
MAYOR & COMMISSION	$2,310,000					**$2,310,000**	
ADMINISTRATIVE SUPPORT SERVICES						**$23,154,000**	
CITY MANAGER	3,969,000						
COMMUNICATIONS	2,136,000						
BUDGET & PERFORMANCE IMPROV	1,708,000						
INTERNAL AUDIT	848,000						
ORG DEV & PERFORMANCE INITIATIVE	887,000						
Education Compact					295,000		
FINANCE	6,059,000						
PROCUREMENT	2,433,000						
INFORMATION TECHNOLOGY							16,250,000
IT Tech					282,000		
HUMAN RESOURCES/LABOR RELATIONS	2,807,000						
Risk Management							19,270,000
Medical & Dental Insurance							31,962,000
CITY CLERK	1,730,000						
Central Services							1,074,000
CITY ATTORNEY	5,815,000					**$5,815,000**	
ECONOMIC DEV. & CULTURAL ARTS						**$126,899,550**	
Economic Development							
HOUSING & COMM. DEV.	798,600						
Homeless Services	1,737,950						
Residential Housing					688,000		
BUILDING	15,369,000						
ENVIRONMENT & SUSTAINABILITY	1,265,000				346,000		
Tree Preservation					184,000		
Commemorative Tree Trust Fund					10,000		
PLANNING	4,518,000						
Cultural Arts							
TOURISM & CULTURAL & EC. DEV.	4,519,000						
Tourism & Cultural Development							
CONVENTION CENTER				12,688,000			
Resort Tax					83,233,000		
Tourism & Hospitality Scholarships					184,000		
Cultural Arts Council					1,359,000		
OPERATIONS						**$278,149,450**	
CODE COMPLIANCE	5,990,000						
COMMUNITY SERVICES	700,450						
PARKS & RECREATION	35,735,000						
PROPERTY MANAGEMENT							8,664,000
PUBLIC WORKS	15,268,000						
Sanitation				21,221,000			
Sewer				49,666,000			
Stormwater				28,327,000			
Water				38,321,000			
Waste Hauler					70,000		
Normandy Shores					277,000		
CAPITAL IMPROVEMENT PROJECTS	5,090,000						
PARKING				58,734,000			
5th & Alton					635,000		
7th Street Garage					2,589,000		
FLEET MANAGEMENT							8,803,000
TRANSPORTATION					11,825,000		
People's Transportation Plan					3,701,000		
PUBLIC SAFETY						**$196,349,000**	
POLICE	108,654,000						
Police Confiscations - Federal					100,000		
Police Confiscations - State					217,000		
Police Unclaimed Property					75,000		
Police Training					22,000		
Police Crash Report Sales					25,000		
Red Light Camera					1,333,000		
FIRE	82,468,000						
E911					185,000		
EMERGENCY MANAGEMENT	3,270,000						

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2017/18

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
CITYWIDE ACCOUNTS						**$11,644,000**	
CITYWIDE ACCTS-Normandy Shores	277,000						
CITYWIDE ACCTS-Operating Contingency	1,250,000						
CITYWIDE ACCTS-Other	10,117,000						
Transfers						**$3,121,000**	
Capital Investment Upkeep Fund	0						
Info & Comm Technology Fund	0						
Building Reserve	0						
Pay-as-you-go Capital	2,400,000						
CAPITAL RENEWAL & REPLACEMENT	721,000						
G.O. DEBT SERVICE		5,914,000				**$5,914,000**	
RDA-City TIF Transfer only							
City Center			27,498,000			**27,498,000**	
TOTAL - ALL FUNDS	**$330,850,000**	**$5,914,000**	**$27,498,000**	**$208,957,000**	**$107,635,000**	**$680,854,000**	**$86,023,000**
Less Transfers						(69,864,000)	
GRAND TOTAL - ALL FUNDS						**$610,990,000**	



CITY OF MIAMI BEACH
Fiscal Year 2017/18
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18	Adop18-Adop 17 Variance	% Diff.
GENERAL FUND						
MAYOR AND COMMISSION	1,888,779	1,953,161	2,093,000	2,310,000	217,000	10.4%
ADMINISTRATIVE SUPPORT						
City Manager	3,189,302	3,610,401	3,625,000	3,969,000	344,000	9.5%
Communications	1,402,684	1,691,172	1,995,000	2,136,000	141,000	7.1%
Budget & Performance Improvement	2,082,171	2,146,120	2,499,000	1,708,000	(791,000)	-31.7%
Internal Audit	0	0	0	848,000	848,000	100%
Org Dev & Performance Initiative	509,512	512,150	629,000	887,000	258,000	41.0%
Finance	4,928,115	4,936,684	5,746,000	6,059,000	313,000	5.4%
Procurement	1,550,568	1,939,250	2,258,000	2,433,000	175,000	7.8%
Human Resources/Labor Relations	1,980,189	2,213,571	2,780,000	2,807,000	27,000	1.0%
City Clerk	1,331,492	1,419,420	1,560,000	1,730,000	170,000	10.9%
CITY ATTORNEY	4,808,200	5,122,388	5,370,000	5,815,000	445,000	8.3%
ECON DEV & CULTURAL ARTS						
Housing & Community Services	459,787	692,966	743,000	798,600	55,600	7.5%
Homeless Services	1,173,462	1,231,178	1,480,000	1,737,950	257,950	17.4%
Building	12,516,778	12,610,049	15,146,000	15,369,000	223,000	1.5%
Environment & Sustainability	222,996	565,685	1,064,000	1,265,000	201,000	18.9%
Planning	3,933,626	3,946,872	4,156,000	4,518,000	362,000	8.7%
Tourism, Cultural & Economic Dev.	3,486,751	3,478,152	3,680,000	4,519,000	839,000	22.8%
OPERATIONS						
Code Compliance	4,926,122	5,665,391	5,845,000	5,990,000	145,000	2.5%
Community Services	588,085	535,226	575,000	700,450	125,450	21.8%
Parks & Recreation	26,799,339	28,973,565	31,934,000	35,735,000	3,801,000	11.9%
Public Works	10,863,901	12,516,630	14,698,000	15,268,000	570,000	3.9%
Capital Improvement Projects	4,434,728	4,573,379	5,051,000	5,090,000	39,000	0.8%
PUBLIC SAFETY						
Police	93,543,724	99,997,081	104,470,000	108,654,000	4,184,000	4.0%
Fire	62,932,250	65,259,634	71,938,000	82,468,000	10,530,000	14.6%
Emergency Management	8,582,401	9,134,527	9,509,000	3,270,000	(6,239,000)	-65.6%
CITYWIDE						
Citywide Accounts-Other	11,449,884	13,009,245	13,376,000	10,117,000	(3,259,000)	-24.4%
Citywide Accounts-Normandy Shores	222,000	226,000	257,000	277,000	20,000	7.8%
Operating Contingency	0	8,856	1,318,000	1,250,000	(68,000)	-5.2%
Subtotal	**269,806,845**	**287,968,754**	**313,795,000**	**327,729,000**	**13,934,000**	**4.4%**
Transfers						
Capital Renewal & Replacement	2,180,000	2,716,000	662,000	721,000	59,000	8.9%
Capital Investment Upkeep Acct	0	140,866	0	0	0	100%
Pay-as-you-go Capital	1,400,000	2,400,000	2,400,000	2,400,000	0	0.0%
Building Reserve	0	0	0	0	0	100%
Info & Comm Technology Fund	395,000	395,000	395,000	0	(395,000)	-100.0%
Subtotal	**3,975,000**	**5,651,866**	**3,457,000**	**3,121,000**	**(336,000)**	**-9.7%**
TOTAL GENERAL FUND	**$ 273,781,845**	**$ 293,620,620**	**$ 317,252,000**	**$ 330,850,000**	**$ 13,598,000**	**4.3%**
G.O. DEBT SERVICE	**$ 5,906,853**	**5,915,421**	**5,921,000**	**5,914,000**	**$ (7,000)**	**-0.1%**
RDA FUND-City TIF only						
RDA-City Center	20,053,802	23,113,294	27,133,000	27,498,000	365,000	1.3%
TOTAL RDA FUND	**$ 20,053,802**	**$ 23,113,294**	**$ 27,133,000**	**$ 27,498,000**	**$ 365,000**	**1.3%**
ENTERPRISE FUNDS						
CONVENTION CENTER	16,095,806	14,508,165	11,038,000	12,688,000	1,650,000	14.9%
WATER OPERATIONS	32,767,843	28,372,279	34,402,000	38,321,000	3,919,000	11.4%
SEWER OPERATIONS	40,217,855	47,669,704	54,156,000	49,666,000	(4,490,000)	-8.3%
STORMWATER	16,224,334	20,854,810	28,334,000	28,327,000	(7,000)	0.0%
SANITATION	18,091,945	18,057,462	20,624,000	21,221,000	597,000	2.9%
PARKING	49,198,364	56,531,202	60,815,000	58,734,000	(2,081,000)	-3.4%
TOTAL ENTERPRISE FUNDS	**$ 172,596,146**	**$ 185,993,622**	**$ 209,369,000**	**$ 208,957,000**	**$ (412,000)**	**-0.2%**
TOTAL GF,DEBT,RDA,ENTERPRISE	**$ 472,338,646**	**$ 508,642,957**	**$ 559,675,000**	**$ 573,219,000**	**$ 13,544,000**	**2.4%**

CITY OF MIAMI BEACH
Fiscal Year 2017/18
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18	Adop18-Adop 17 Variance	% Diff.
SPECIAL REVENUE FUNDS*						
EDUCATION COMPACT	87,422	227,951	235,000	295,000	60,000	25.5%
RESORT TAX	64,134,109	79,615,954	86,722,000	83,233,000	(3,489,000)	-4.0%
ART IN PUBLIC PLACES	513,787	277,359	473,000	0	(473,000)	-100.0%
TOURISM & HOSPITALITY SCHOLASHIPS	0	0	184,000	184,000	0	0.0%
CULTURAL ARTS COUNCIL	1,186,793	1,208,430	1,679,000	1,359,000	(320,000)	-19.1%
SUSTAINABILITY	268,522	301,371	350,000	346,000	(4,000)	-1.1%
WASTE HAULER	36,224	32,188	70,000	70,000	0	0.0%
NORMANDY SHORES	269,051	238,678	257,000	277,000	20,000	7.8%
5TH & ALTON GARAGE	821,383	832,713	771,000	635,000	(136,000)	-17.6%
7TH STREET GARAGE	2,152,741	2,104,013	2,320,000	2,589,000	269,000	11.6%
TRANSPORTATION	3,202,652	5,725,406	10,187,000	11,825,000	1,638,000	16.1%
TREE PRESERVATION	0	57,904	90,000	184,000	94,000	104.4%
COMMEMORATIVE TREE TRUST FUND	0	0	0	10,000	10,000	100%
PEOPLE'S TRANSPORTATION PLAN	1,564,879	3,118,790	3,766,000	3,701,000	(65,000)	-1.7%
POLICE CONFISCATION - FEDERAL	617,623	370,404	215,000	100,000	(115,000)	-53.5%
POLICE CONFISCATION - STATE	50,722	294,492	121,000	217,000	96,000	79.3%
POLICE CRASH REPORT SALES	0	30,000	30,000	25,000	(5,000)	-16.7%
POLICE UNCLAIMED	43,594	52,842	75,000	75,000	0	0.0%
POLICE TRAINING	36,849	36,078	30,000	22,000	(8,000)	-26.7%
RED LIGHT CAMERA	502,286	699,688	1,516,000	1,333,000	(183,000)	-12.1%
RESIDENTIAL HOUSING	158,531	316,487	771,000	688,000	(83,000)	-10.8%
EMERGENCY 9-1-1	430,770	273,668	351,000	185,000	(166,000)	-47.3%
INFORMATION & TECHNOLOGY	379,346	140,585	534,000	282,000	(252,000)	-47.2%
TOTAL SPECIAL REVENUE FUNDS	**$ 76,457,282**	**$ 95,955,000**	**$ 110,747,000**	**$ 107,635,000**	**$ (3,112,000)**	**-2.8%**
INTERNAL SERVICE FUNDS*						
INFORMATION TECHNOLOGY	13,862,603	14,574,010	16,828,000	16,250,000	(578,000)	-3.4%
RISK MANAGEMENT	16,613,434	10,765,198	17,580,000	19,270,000	1,690,000	9.6%
MEDICAL & DENTAL INSURANCE	26,118,173	27,296,892	30,532,000	31,962,000	1,430,000	4.7%
CENTRAL SERVICES	914,520	967,932	1,015,000	1,074,000	59,000	5.8%
PROPERTY MANAGEMENT	8,113,563	8,357,305	8,409,000	8,664,000	255,000	3.0%
FLEET MANAGEMENT	12,873,384	13,143,398	9,547,000	8,803,000	(744,000)	-7.8%
TOTAL INTERNAL SERVICE FUNDS	**$ 78,495,677**	**$ 75,104,735**	**$ 83,911,000**	**$ 86,023,000**	**$ 2,112,000**	**2.5%**

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

GENERAL FUND REVENUE SUMMARY

	FY2015 Actual	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Difference between FY18 and FY17
OPERATING					
Property Tax	114,646,702	137,808,819	159,950,000	174,642,000	14,692,000
Property Tax-South Pointe	11,159,000	0	0	0	0
Ad Valorem Taxes-Capital R&R	2,180,000	2,716,000	662,000	721,000	59,000
Ad Valorem Taxes-Normandy Shores	145,000	147,000	169,000	181,000	12,000
Other Taxes	24,362,300	23,793,334	23,732,000	22,856,000	(876,000)
Licenses and Permits	30,092,732	30,750,296	30,244,000	30,940,000	696,000
Intergovernmental	10,969,165	11,219,114	11,439,000	11,255,000	(184,000)
Charges for Services	5,556,306	6,501,334	6,167,000	6,568,000	401,000
Golf Courses	5,939,585	5,655,998	6,007,000	5,678,000	(329,000)
Fines and Forfeits	1,863,627	1,651,583	1,799,000	1,351,000	(448,000)
Interest	3,865,261	1,587,473	2,500,000	692,000	(1,808,000)
Rents and Leases	7,170,350	6,936,326	6,426,000	5,947,000	(479,000)
Miscellaneous	12,693,259	12,813,539	12,575,000	13,635,000	1,060,000
Other-Resort Tax Contribution	34,084,000	36,609,000	37,609,000	34,950,000	(2,659,000)
Other-Non Operating Revenue	17,842,873	19,882,972	17,973,000	21,434,000	3,461,000
TOTAL	**282,570,163**	**298,072,787**	**317,252,000**	**330,850,000**	**13,598,000**

AD VALOREM TAXES					
Property Tax	114,646,702	137,808,819	159,950,000	174,642,000	14,692,000
Property Tax-South Pointe	11,159,000	0	0	0	0
Property Tax-Capital R&R	2,180,000	2,716,000	662,000	721,000	59,000
Property Tax-Normandy Shores	145,000	147,000	169,000	181,000	12,000
TOTAL AD VALOREM TAXES	**128,130,702**	**140,671,819**	**160,781,000**	**175,544,000**	**14,763,000**

OTHER TAXES					
FRANCHISE TAXES					
Electricity	7,919,096	7,610,697	7,960,000	7,500,000	(460,000)
Gas	441,967	563,000	510,000	615,000	105,000
Waste Contractor	0	(106,128)	0	0	0
Cable TV	1,372,642	1,392,053	1,250,000	1,250,000	0
Subtotal Franchise Taxes	*9,733,704*	*9,459,622*	*9,720,000*	*9,365,000*	*(355,000)*
UTILITY TAXES					
Electricity	10,938,083	11,090,417	11,044,000	11,200,000	156,000
Telephone	3,147,296	2,706,733	2,513,000	1,812,000	(701,000)
Gas-People's	412,296	393,614	374,000	364,000	(10,000)
Gas-Companies	130,762	142,936	80,000	115,000	35,000
E-911	0	0	0	0	0
Fuel Oil	158	12	1,000	0	(1,000)
Subtotal Utility Taxes	*14,628,596*	*14,333,712*	*14,012,000*	*13,491,000*	*(521,000)*
TOTAL OTHER TAXES	**24,362,300**	**23,793,334**	**23,732,000**	**22,856,000**	**(876,000)**

GENERAL FUND REVENUE SUMMARY

	FY2015 Actual	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Difference between FY18 and FY17
LICENSES & PERMITS					
BUSINESS TAX RECEIPTS					
City Business Tax Receipts	4,464,283	4,841,963	4,895,000	4,900,000	5,000
County Business Tax Receipts	165,713	121,262	150,000	125,000	(25,000)
Subtotal Business Tax	*4,629,996*	*4,963,225*	*5,045,000*	*5,025,000*	*(20,000)*
PERMITS					
Building	14,162,267	14,082,941	14,617,000	14,392,000	(225,000)
Building Recertification	246,301	409,983	385,000	318,000	(67,000)
Certificate of Completion	13,392	198,144	21,000	30,000	9,000
Certificate of Occupancy	1,069,437	828,116	1,050,000	1,000,000	(50,000)
Certificate of Use	643,347	622,245	643,000	0	(643,000)
Electrical	17,456	4,995	15,000	0	(15,000)
Elevator Inspection	1,101,893	1,021,168	700,000	700,000	0
Mechanical	4,270	2,594	3,000	0	(3,000)
Building Training Surcharge	208,590	336	130,000	106,000	(24,000)
Plumbing	6,520	399	5,000	0	(5,000)
Building Permit Extensions	108,408	105,447	109,000	125,000	16,000
Fitness Class Permit	0	3,120	0	0	0
Grease Trap Permit	0	0	0	0	0
Other	3,780	9,930	3,000	6,000	3,000
Lockboxes	20,670	17,475	21,000	21,000	0
Subtotal Building Department	*17,606,330*	*17,306,893*	*17,702,000*	*16,698,000*	*(1,004,000)*
Fire Inspection-Annual	358,176	350,393	360,000	354,000	(6,000)
Fire Hydrant Flow Test	96,239	74,513	87,000	55,000	(32,000)
Fire Plan Review	1,985,601	2,472,277	1,797,000	2,526,000	729,000
Fire Prevention Training Surcharge	0	17,400	60,000	60,000	0
Subtotal Fire Department	*2,440,016*	*2,914,583*	*2,304,000*	*2,995,000*	*691,000*
Public Works Fees-Building Permit	636,552	630,570	600,000	633,000	33,000
Work in Right-of-Way	1,139,794	967,752	986,000	792,000	(194,000)
News Rack Permit	13	10,700	0	0	0
Sidewalk Permit Fees	1,455,179	1,529,993	1,525,000	1,525,000	(0)
Subtotal Public Works Department	*3,231,537*	*3,139,014*	*3,111,000*	*2,950,000*	*(161,000)*
Plans Review-Planning	8,586	692,838	0	2,200,000	2,200,000
Planning Fees-Building Permit	1,117,465	608,963	1,099,000	47,000	(1,052,000)
Subtotal Planning Department	*1,126,051*	*1,301,801*	*1,099,000*	*2,247,000*	*1,148,000*
Police Towing	149,295	157,942	161,000	73,000	(88,000)
Special Events	735,783	734,884	621,000	723,000	102,000
Garage Sale	1,060	1,300	1,000	1,000	0
Other	172,664	230,654	200,000	228,000	28,000
Subtotal Other	*1,058,802*	*1,124,780*	*983,000*	*1,025,000*	*42,000*
Subtotal Permits	*25,462,736*	*25,787,071*	*25,199,000*	*25,915,000*	*716,000*
TOTAL LICENSES & PERMITS	**30,092,732**	**30,750,296**	**30,244,000**	**30,940,000**	**696,000**

INTERGOVERNMENTAL REVENUES					
STATE REVENUE SHARING					
Sales Tax Proceeds	2,049,525	2,110,334	2,225,000	2,115,000	(110,000)
Local Option Gas Tax (6 cents)	1,053,316	1,044,360	1,015,000	965,000	(50,000)
LOGT/School Guards	15,370	12,290	11,000	14,000	3,000
Motor Fuel Tax	667,599	655,903	670,000	658,000	(12,000)
Liquor Licenses	297,821	312,147	300,000	310,000	10,000
Local Govt Half-Cent Sales Tax	6,793,599	7,014,700	7,125,000	7,072,000	(53,000)
Firefighters Supplemental	91,934	69,380	93,000	121,000	28,000
TOTAL INTERGOVERNMENTAL	**10,969,165**	**11,219,114**	**11,439,000**	**11,255,000**	**(184,000)**

GENERAL FUND REVENUE SUMMARY

	FY2015 Actual	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Difference between FY18 and FY17
CHARGES FOR SERVICE					
GENERAL GOVERNMENT					
Photocopies	88,226	77,388	50,000	25,000	(25,000)
Passport Application Fees	97,326	90,054	85,000	65,000	(20,000)
Concurrency Statement Fees	44,854	35,917	39,000	31,000	(8,000)
Lot Clearing Lien Satisfaction	25,274	129,964	56,000	4,000	(52,000)
Microfilm-Building	29,471	21,646	31,000	29,000	(2,000)
Subtotal General Government	*285,150*	*354,968*	*261,000*	*154,000*	*(107,000)*
PUBLIC SAFETY					
Fire-Rescue	2,056,606	2,130,968	2,100,000	2,368,000	268,000
Off Duty Admin-Police	820,560	877,832	819,000	900,000	81,000
Off Duty - Fire Watch	0	459,453	250,000	87,000	(163,000)
Off Duty Admin-Fire	422,148	134,747	100,000	92,000	(8,000)
Subtotal Public Safety	*3,299,314*	*3,602,999*	*3,269,000*	*3,447,000*	*178,000*
CULTURE & RECREATION					
Miami Beach Golf Club	4,061,495	3,908,700	4,163,000	3,917,000	(246,000)
Normandy Shores Golf Club	1,878,090	1,747,298	1,844,000	1,761,000	(83,000)
Subtotal Golf Courses	*5,939,585*	*5,655,998*	*6,007,000*	*5,678,000*	*(329,000)*
Pools	52,236	47,620	62,000	169,000	107,000
Tennis Centers	135,002	156,740	120,000	584,000	464,000
Athletics	217,065	247,765	230,000	185,000	(45,000)
Children's Trust	0	0	300,000	0	(300,000)
After School Programs	254,314	368,010	282,000	340,000	58,000
Entrance Fees	42,522	51,761	44,000	45,000	1,000
Summer Programs	582,007	709,445	598,000	746,000	148,000
Gymnastics	219,809	276,918	275,000	305,000	30,000
Classes	242,574	502,640	573,000	411,000	(162,000)
Rentals	214,608	172,762	147,000	142,000	(5,000)
Food & Beverage	0	0	0	23,000	23,000
Recreation Advertising	8,132	1,085	0	0	0
Recreation Miscellaneous	3,574	8,622	6,000	17,000	11,000
Subtotal Recreation	*1,971,842*	*2,543,367*	*2,637,000*	*2,967,000*	*330,000*
Subtotal Culture & Recreation	*7,911,428*	*8,199,365*	*8,644,000*	*8,645,000*	*1,000*
TOTAL CHARGES FOR SERVICE	**11,495,892**	**12,157,332**	**12,174,000**	**12,246,000**	**72,000**

FINES & FORFEITS					
County Court Fines-Traffic	355,783	310,965	229,000	248,000	19,000
County Court Fines-Parking	168,523	118,707	115,000	100,000	(15,000)
Parking/School Guards	54,774	60,641	56,000	60,000	4,000
Cost Recovery-Police	34,326	19,158	26,000	10,000	(16,000)
False Alarm Fines	330	340	2,000	0	(2,000)
Code Enforcement Violations	553,234	614,607	620,000	490,000	(130,000)
Building Code Violations	631,546	483,556	702,000	307,000	(395,000)
Fire Code Violations	41,553	8,130	20,000	30,000	10,000
Fire Overcrowding Fines	5,712	12,500	12,000	0	(12,000)
Requests for Appeals	7,857	6,073	9,000	4,000	(5,000)
Other	9,990	16,906	8,000	102,000	94,000
TOTAL FINES & FORFEITS	**1,863,627**	**1,651,583**	**1,799,000**	**1,351,000**	**(448,000)**

INTEREST EARNINGS					
Interest Earnings	2,726,903	1,087,534	2,415,000	1,515,000	(900,000)
Unrealized Gain/Loss on Investment	1,087,211	447,842	0	(908,000)	(908,000)
Interest-Other	51,148	52,097	85,000	85,000	0
TOTAL INTEREST EARNINGS	**3,865,261**	**1,587,473**	**2,500,000**	**692,000**	**(1,808,000)**

GENERAL FUND REVENUE SUMMARY

	FY2015 Actual	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Difference between FY18 and FY17
RENTS & LEASES					
Air Rights Lease	119,013	40,625	41,000	41,000	0
Byron Carlyle	10,839	27,196	2,000	24,500	22,500
Colony Theater	190,132	158,222	190,000	0	(190,000)
Colony Theater Café	247,775	224,123	240,000	222,000	(18,000)
Live Nation	1,171,659	1,195,093	1,195,000	1,057,000	(138,000)
Bus Shelters	693,826	634,396	0	0	0
South Pointe Park Restaurant	718,919	684,945	738,000	718,000	(20,000)
Penn Garage Ground Lease	252,000	302,004	302,000	302,000	0
Park One Development Agreement	73,082	73,117	77,000	74,000	(3,000)
Lincoln Place Development Agreement	243,779	146,423	147,000	148,000	1,000
American Riviera RE Co.	36,120	33,110	36,000	35,500	(500)
Communication Site Leases	71,109	44,000	49,000	49,000	0
The Lincoln Development Agreement	99,790	146,193	156,000	155,000	(1,000)
Historic City Hall Building/CAM	296,579	301,646	317,000	272,000	(45,000)
777 Building/CAM	370,214	378,098	339,000	312,000	(27,000)
Penrod's Pier Park Restaurant	808,254	727,073	820,000	700,000	(120,000)
Ballet Valet Ramp	26,675	27,407	28,000	28,000	0
Marina Rent (RDA)	1,304,049	1,340,835	1,361,000	1,379,000	18,000
Rental City Properties-Other Funds	436,536	451,819	388,000	430,000	42,000
TOTAL RENTS & LEASES	**7,170,350**	**6,936,326**	**6,426,000**	**5,947,000**	**(479,000)**

MISCELLANEOUS					
Cost Allocation-CIP	4,434,728	4,570,620	5,051,000	5,090,000	39,000
Cost Allocation-PW In-House Design	112,619	184,877	252,000	252,000	0
Bond Issuance Fees	0	0	0	0	(0)
City Center RDA - Management Fee	1,272,807	1,328,699	1,391,000	804,000	(587,000)
Anchor Garage/Penn Shops-Mgmt Fee	343,000	350,004	348,000	139,000	(209,000)
Concessions-Brothers Vending & Coca Col	64,881	49,229	59,000	56,000	(3,000)
Concessions-Boucher Brothers-Beachfront	851,732	934,961	900,000	910,000	10,000
Concessions-Beachfront-Other	400,428	359,887	361,000	484,000	123,000
Concessions-South Pointe Park Pavilion	36,132	50,425	25,000	50,000	25,000
Concessions-Other	0	0	0	0	0
Road Impact Fee Reimbursement	0	1,192	5,000	3,000	(2,000)
FEMA and Other Unbudgeted Revenues	23,170	13,082	16,000	10,000	(6,000)
Sale of City Property	10,301	14,347	0	0	0
Planning Application Fees	476,987	348,778	288,000	331,000	43,000
Beach Access	58,350	32,269	40,000	40,000	0
Communications Advertising	55,767	44,120	60,000	50,000	(10,000)
Light Pole Banner Application Fee	59,875	61,400	60,000	60,000	0
Wedding Ceremony Fee	43,875	30,750	40,000	23,000	(17,000)
Corporate Sponsorship	325,000	325,000	325,000	325,000	0
Promotional Distribution Fee	22,000	10,000	20,000	15,000	(5,000)
Design Review Fee	311,321	1,485,753	685,000	1,701,000	1,016,000
Lien Letter	658,879	721,484	608,000	700,000	92,000
FL Dept of Transp - Reimbursement	362,081	212,081	476,000	458,000	(18,000)
Self-Insurance Reimbursement	1,100,000	1,100,004	1,100,000	1,100,000	0
Parking Reimbursement-Transp/Conc	0	0	0	0	0
FOP Car User Fee	202,979	202,040	197,000	210,000	13,000
All Other	1,466,348	382,536	268,000	824,000	556,000
TOTAL MISCELLANEOUS	**12,693,259**	**12,813,539**	**12,575,000**	**13,635,000**	**1,060,000**

GENERAL FUND REVENUE SUMMARY

	FY2015 Actual	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Difference between FY18 and FY17
OTHER					
INTERFUND TRANSFERS					
Convention Center-Mgmt Fee	308,000	291,996	293,000	586,000	293,000
Water & Sewer-Mgmt Fee	3,379,000	3,740,004	3,980,000	1,809,000	(2,171,000)
Parking-Mgmt Fee	1,745,001	1,856,016	2,080,000	3,315,000	1,235,000
Parking-Right of Way Fee	1,679,000	3,009,996	2,381,000	2,284,000	(97,000)
Sanitation-Mgmt Fee	1,150,000	1,196,004	1,206,000	1,671,000	465,000
Stormwater-Mgmt Fee	631,000	612,996	667,000	1,467,000	800,000
Resort Tax-Mgmt Fee	184,000	195,000	376,000	2,292,000	1,916,000
Convention Center District Allocation	366,873	580,960	590,000	610,000	20,000
Resort Tax Contribution	34,084,000	36,609,000	37,609,000	34,950,000	(2,659,000)
Prior Yr Surplus from Parking Fund	8,400,000	8,400,000	6,400,000	4,400,000	(2,000,000)
Transfer In	0	0	0	0	0
FUND BALANCE	0	0	0	3,000,000	3,000,000
GF Fund Balance-Budget Purposes	0	0	0	0	0
Year End Surplus-Set Aside	0	0	0	0	0
Prior Yr Surplus	0	0	0	0	0
Additional Surplus from FY 2013/14	0	0	0	0	0
Reserves-Building Dept Operations	0	0	0	0	0
TOTAL OTHER	**51,926,873**	**56,491,972**	**55,582,000**	**56,384,000**	**802,000**

TOTAL GENERAL FUND	**282,570,163**	**298,072,787**	**317,252,000**	**330,850,000**	**13,598,000**

EXPLANATION OF REVENUES

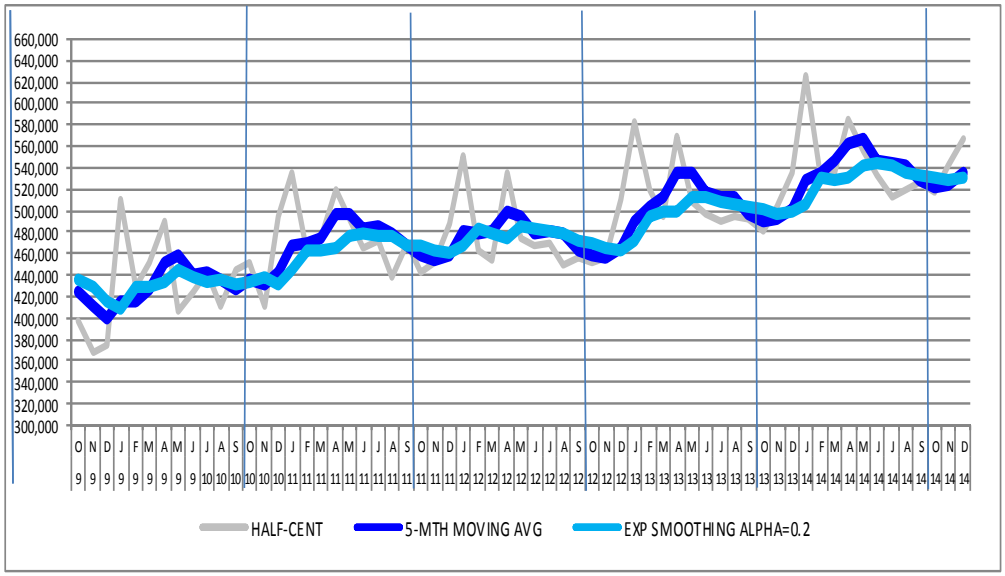
REVENUE FORECASTING

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

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

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

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



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

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

EXPLANATION OF REVENUES

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

GENERAL FUND CATEGORIES

TAXES

Ad Valorem

The FY 2017/18 General Fund includes a total combined millage rate for the City of Miami Beach of 5.8888, which is the same as the rate adopted in FY 2016/17. This is the lowest rate the City has adopted in at least 19 years.

The total operating millage rate increased from 5.7092 in FY 2016/17 to 5.7224 in FY 2017/18. This millage rate includes a General Operating millage rate of 5.6989 and a General Fund Capital Renewal and Replacement millage of 0.0235. The voted debt service millage rate decreased from 0.1796 to 0.1664.

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 $175.3 million for citywide use and $29.4 million is projected to be transferred to the Miami Beach Redevelopment Agency (RDA).

The general operating millage includes 0.0235 mills for the General Fund Capital Renewal & Replacement program. This millage rate is estimated to generate $721,000 towards this program in FY 2017/18.

An operating millage of 0.9564 mills for the Normandy Shores Dependent Taxing District to provide homeowners with security and maintenance services, and funds for other repairs, including replacement of the video system. This millage is expected to generate $181,000 or 65% of the total cost ($277,000) towards this service. The City of Miami Beach General Fund is required to provide 35% ($96,000 in FY 2017/18) of the total operating expenditures and the City has funded the 35% for each of the twenty-two years since the District was established.

EXPLANATION OF REVENUES

OTHER TAXES

Franchise & Utility:

Electricity	Electricity franchise taxes are derived from the proceeds of a franchise agreement granted to Florida Power & Light Company (FPL) to construct, maintain, and operate all necessary equipment within the corporate limits of the City of Miami Beach. Electricity utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of electricity within the City. These taxes are collected and remitted by FPL.
Gas	Gas franchise fees are derived from a franchise granted to Peoples Gas Company to erect, install, extend, maintain, and operate all the necessary equipment within the corporate limits of the City for the purpose of transporting, distributing and selling manufactured or natural gas in the City. Gas utility tax is derived from the levy and imposition by the City of an excise tax on the purchase of metered or bottled gas within the City.
Cable TV	The Communications Services Tax (CST) was enacted to restructure taxes on telecommunications, cable, direct-to-home satellite, and related services that existed prior to October 1, 2001. Previously, a city could impose franchise fees on telephone and cable television within its boundaries. The funds are collected by the State of Florida and distributed to the City using the same population-based formula used for local option sales taxes.
Telephone	Telephone utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of telecommunication service within the City. The tax is collected and remitted by the seller.

LICENSE AND PERMITS

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

Permits:

Building & Building Trade Permit, Certificate of Occupancy and Certificate of Completion Fees	These fees are charged by the Building Department on construction and renovation projects within the City in conformance with the South Florida Building Code.

EXPLANATION OF REVENUES

Building Training Surcharge	These fees represent revenues brought into the General Fund from the Building Training and Technology Fund to cover eligible expenditures in the Building Department.
Building Recertification	Revenues are derived from the issuance of Recertification Certificates for the Forty-Year Building Recertification Program.
Certificate of Use	Fees are derived from planning review and building inspections to determine compliance with all requirements of the City Code as well as the annual renewal of certification.
Elevator Inspection	Fees are derived from periodic inspection and witnessing elevator permits for new construction and repairs for buildings located in Miami Beach. In addition, all elevator companies must register and pay an annual fee.
Fire Plan Review	Fees in this area are charged by the Fire Department for the review of building plans related to fire safety regulations. Fees include acceptance testing for alarms, sprinklers, etc.
Plans Review-Planning	These are fees charged by the Planning Department for the review of building plans to ensure compliance with City code.
Garage Sales	The Finance Department collects a fee for authorization to conduct no more than two garage sales per year at single-family and multi-family residences.
Marine	Revenues are derived from fees charged for permits issued for new marine structures and/or additions, alterations, and repairs to marine structures.
Sidewalk, News rack	Sidewalk fees are derived from the issuance of Sidewalk Café Permits for restaurants to place tables and chairs on the sidewalk adjacent to their locations and are based on the square footage of right-of-way being used. News rack fees collected by the Public Works Department are permits issued for the use of City sidewalks to place newspaper dispensing machines.
Public Works Fees – Building Permit	These fees are charged by the Public Works Department on construction and renovation projects within the City in conformance with the South Florida Building Code.
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.

EXPLANATION OF REVENUES

Special Events	Fees are derived by the Tourism, Cultural, and Economic Development Department from the application and permit fees established to off-set the City's costs for processing applications for special events.

INTERGOVERNMENTAL REVENUES

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

EXPLANATION OF REVENUES

Public Safety:

Fire Rescue	The Fire Department charges a fee to users of a City Fire Rescue Unit for emergency transportation to the nearest appropriate medical facility or trauma center. Any changes to fees must be submitted to Miami-Dade County.
Off Duty Fire and Police Administration	Revenues in this category are generated as a result of fees paid by private entities employing off-duty police officers or firefighters. A fuel surcharge for vehicles used for off-duty police work is included in the fee.
Hazardous Materials	These are Fire Department fees associated with planned inspections and licensing of properties that store hazardous materials on premises.

Culture and Recreation:

Recreation Facility and Programming Fees:	Fees in this category are charged to users of the various programs and facilities offered by the Parks and Recreation Department.
Miami Beach Golf Club	Fees in this category are charged to resident and non-resident users of the Miami Beach Golf Club. The projected budget 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 budget 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	This revenue is collected from individuals for red light violations within the City of Miami Beach, pursuant to Ordinance No. 2008-3621.
Building Fire and Other City Code Violations	Revenues are derived from citations issued for violating various City codes.

EXPLANATION OF REVENUES

INTEREST EARNINGS

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

RENTS AND LEASES

Air Rights	Revenues in this area represent payment under lease agreements with Senior Citizens Housing Development Corporation of Miami Beach for air rights over City-owned parking lots at 6th Street & Collins Avenue as well as 11th Street & Collins Avenue.
Byron Carlyle Theatre	Revenues are pursuant to an agreement with O Cinema for the management of the Byron Carlyle Theater.
Colony Theater	Revenues are derived from the rental of the City owned theater. Due to a new agreement with Miami New Drama, these revenues will end commencing in FY 2017/18.
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. These revenues are now collected by the Transportation fund.
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 buildings.	Revenues are pursuant to lease agreements at two City-owned office
777 Building	Historic City Hall was recently renovated.

EXPLANATION OF REVENUES

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 7th 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 3rd 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 46th 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's expenditures.
City Center RDA – Mgt Fee	Management Fees charged to City Center RDA for support functions provided by departments such as the City Manager's Office, The City Attorney's Office, Finance, the Office of Budget and Performance Improvement, etc. In FY 2015/16 the City completed a cost allocation study to update these fees.
Concessions	This category represents payments under concession agreements for various beachside concession stands throughout the City.
Road Impact Fee Reimbursement	Revenues are as a result of an agreement with the Miami-Dade County Roadway Impact Fee Ordinance which provides for the City to retain a percentage of fees collected for administrative costs.
Hurricane Reimbursement	Revenues in this category represent Federal Emergency Management Agency (FEMA) reimbursement for eligible hurricane-related expenses incurred by the City.
Sale of City Property	Receipts in this account reflect net proceeds from the sale of General Fund assets.
Planning Application Fees	These are fees charged by the Planning Department for the receipt and

	processing of requests to modify, rehabilitate, or construct buildings in the City. The Planning Department serves as staff to the City's Planning Board, Board of Adjustment, Historic Preservation Board, and Single-Family Residential Review Panel. Depending on the scope of the project, new development is required to receive approval from one or more of these Boards. The Planning Department processes the applications, reviews and prepares recommendations to all of the above Boards. Fees are assessed for the various Planning applications according to a fee schedule contained within the City Code.
Communication Advertising	Revenues are derived from fees charged for advertising in City publications.
Promotional Distribution Fee	Revenues derived from a fee which became effective October 1, 2008 and requires commercial entities who distribute promotional products on city public rights-of-way to pay a fee to obtain a permit. The City has found that this creates a problem for sanitation, specifically when it occurs on the beach.
Design Review Fee	The Planning Department serves as staff to the City's Design Review Board. This revenue represents an application of special fee paid upon the submission of an application to the Planning Department to defray administrative processing costs.
Lien Letter	Revenues derived from fees charged for the City to issue an official document detailing any liens or other amounts due to the City for a specific property. It is usually necessary for a property sale closing or refinancing.
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 which are non-recurring or that do not pertain to existing specific categories.

OTHER

Management Fees to Various Funds	Management Fees charged to Enterprise and Internal Service Funds for support functions provided by departments such as the City Manager's Office, the City Attorney's Office, Finance, Budget and Performance Improvement, etc. The fees are based on a cost allocation study, and are updated annually.

EXPLANATION OF REVENUES

Resort Tax

Resort Tax transfer of $34.9 million to the General Fund reflects a $2.6 million decrease 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. This reduction is offset by an increase in administrative fees transferred to the General Fund in the FY 2017/18 budget. In FY 2015/16, the City conducted a study to determine the cost of these activities to the General Fund. The study estimated approximately $55 million in tourism-related expenditures in FY 2013/14.

G.O. DEBT SERVICE FUND

Ad Valorem Taxes

A required principal and interest payment and other costs of $5,914,000 requires a debt service millage rate of 0.1664 which is a decrease of 0.0132 from the FY 2016/17 millage of 0.1796. 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, 2017, the certified taxable value for real and personal property within the City of Miami Beach was **$37.4 billion.** This amount includes net new additions to the tax roll of **$0.85 billion**.

The table below illustrates the taxable values for the previous three years, as well as the Certification for 2017.

	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Adopted	FY 2017/18 Adopted
Initial Certified Taxable Values					
Existing Values	$ 24,578,430,867	$ 26,951,663,319	$30,430,853,418	$33,532,510,312	$36,538,197,107
New Construction	78,146,022	152,208,101	267,037,447	1,165,246,796	858,865,383
Certified Taxable Value	$ 24,656,576,889	$ 27,103,871,420	$30,697,890,865	$34,697,757,108	$37,397,062,490
Value of 1 Mill	$ 24,656,577	$ 27,103,871	$ 30,697,891	$ 34,697,757	$ 37,397,062
Adopted Tax Rate					
General Operating (See Note 1)	5.8634	5.7942	5.7092	5.7092	5.7224
Debt Service	0.2529	0.2295	0.2031	0.1796	0.1664
Total Millage	6.1163	6.0237	5.9123	5.8888	5.8888
Tax Collection at 100%	$ 150,807,021	$ 163,265,590	$ 181,495,140	$ 204,328,152	$ 220,223,822
Budgeted 95% Value of 1 Mill (See Note 2)	$ 23,423,748	$ 25,748,678	$ 29,162,996	$ 32,962,869	$ 35,527,209
Budgeted Tax Collection					
General Operating	137,342,804	149,192,989	166,497,379	188,191,613	203,300,903
Debt Service	5,923,866	5,909,322	5,923,005	5,920,131	5,911,728
Total Budgeted Levy	$ 143,266,670	$ 155,102,311	$ 172,420,383	$ 194,111,744	$ 209,212,631
Equalization Adjustments	(1,017,807,767)	(832,652,398)	(777,869,423)	(701,359,540)	
Revised Value	$ 23,638,769,122	$ 26,271,219,022	$29,920,021,442	$33,996,397,568	(see Note 3)
Percentage Change From:					
Initial to Revised Value	-4.1%	-3.1%	-2.5%	-2.0%	
Prior Year Revised Value	7.3%	11.1%	13.9%	13.6%	
Actual Tax Collection	$ 141,344,157	$ 155,004,712	$ 170,609,297		
% of Original 100% Levy	93.7%	94.9%	94.0%		

Notes:

1) Comparative Tax Rates and Levies are for general operating and debt service purposes only and do not reflect the Normandy Shores Dependent Taxing District. Its FY 2017/18 proposed tax rate is 0.9564 mills, with a levy of $181,000.

2) The millage values have been discounted at 95% for early discounts, delinquencies, etc.

3) The final values for 2017 will be determined after equalization adjustments.

4) Reflects actual collections during the fiscal year and includes funds received for prior year tax levies.

2017 ADOPTED MILLAGE RATES

Millage Code	Municipalities or County Areas	City / Unincorporated Millages			School Millages		Regional Millages				County Wide Millages					Other	Total Millage 2017	Total Millage 2016
		City / UMSA Millage	Debt Service	Misc. Millage	Operating Millage	Debt Service	So Fla Wtr Mgmt	Evr Proj.	Okeechobee Basin	FIND	County Millage	Debt Service	Fire & Rescue	Fire Debt	Library	Children's Trust		
0100	Miami	7.4365	0.5935		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000			0.2840	0.4673	21.1842	21.8256
0101	Miami (DDA)	7.4365	0.5935	0.4681	6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000			0.2840	0.4673	21.6523	22.2937
0200	Miami Beach	5.7224	0.1664		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000			0.2840	0.4673	19.0430	19.4244
0201	Miami Beach	5.7224	0.1664	0.9564	6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000			0.2840	0.4673	19.9994	20.4337
0300	Coral Gables	5.5590			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000			0.2840	0.4673	18.7132	19.0946
0400	Hialeah	6.3018			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000				0.4673	19.1720	19.5534
0500	Miami Springs	7.3575			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	22.9399	23.4638
0600	North Miami	7.5000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075		0.4673	22.7984	23.1798
0700	North Miami Beach	6.4000	0.7752		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075		0.4673	22.4736	23.0158
0701	North Miami Beach		0.7752		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075		0.4673	16.0736	16.5158
0800	Opa-locka	8.9999			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	24.5823	25.9638
0801	Opa-locka				6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	15.5824	15.9638
0900	South Miami	4.3000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	19.8824	20.2638
1000	Homestead	5.9215	0.5575		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	22.0614	22.4787
1100	Miami Shores	7.9000	0.4491		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075		0.4673	23.6475	24.0852
1200	Bal Harbour	1.9654			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075		0.4673	17.2638	17.6452
1300	Bay Harbor Islands	3.9995			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	19.5819	20.3638
1400	Surfside	4.8000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075		0.4673	20.0984	20.6942
1500	West Miami	6.8858			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	22.4682	22.8496
1600	Florida City	7.1858			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	22.7682	23.1496
1700	Biscayne Park	9.7000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	25.2824	25.6638
1800	El Portal	8.3000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	23.8824	24.2638
1900	Golden Beach	7.4800	0.9200		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	23.9824	24.3638
2000	Pinecrest	2.3000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.8824	18.2638
2100	Indian Creek	6.6092			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	22.1916	22.9138
2200	Medley	5.4000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	20.9824	21.4638
2300	North Bay Village	5.6500	0.6198		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	21.8522	21.5178
2400	Key Biscayne	3.0000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000			0.2840	0.4673	16.1542	16.5356
2500	Sweetwater	4.2151			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	19.7975	20.4638
2600	Virginia Gardens	5.1500			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	20.7324	21.1138
2700	Hialeah Gardens	5.1613			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	20.7437	21.1251
2800	Aventura	1.7261			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.3085	17.6899
3000	Uninc. County	1.9283			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.5107	17.8921
3100	Sunny Isles Beach	2.3000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.8824	18.3638
3200	Miami Lakes	2.3353			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.9177	18.2991
3300	Palmetto Bay	2.3292			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.9116	18.2930
3400	Miami Gardens	6.9363	1.0565		6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	23.5752	24.0572
3500	Doral	1.9000			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.4824	17.8638
3600	Cutler Bay	2.3907			6.7740	0.2200	0.1275	0.0441	0.1384	0.0320	4.6669	0.4000	2.4207	0.0075	0.2840	0.4673	17.9731	18.3545

GENERAL FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Property Taxes	125,805,702	137,808,819	159,950,000	174,642,000
Capital Renewal & Replacement	2,180,000	2,716,000	662,000	721,000
Property Taxes - Normandy Shores	145,000	147,000	169,000	181,000
Other Taxes	24,362,300	23,793,334	23,732,000	22,856,000
Licenses and Permits	30,092,732	30,750,296	30,244,000	30,940,000
Intergovernmental Revenues	10,969,165	11,219,114	11,439,000	11,255,000
Charges for Services	11,495,892	12,157,332	12,174,000	12,246,000
Fines and Forfeits	1,863,627	1,651,583	1,799,000	1,351,000
Interest Earnings	3,865,261	1,587,473	2,500,000	692,000
Rents and Leases	7,170,350	6,936,326	6,426,000	5,947,000
Miscellaneous	12,693,259	12,813,539	12,575,000	13,635,000
Other-Resort Tax Contribution	34,084,000	36,609,000	37,609,000	34,950,000
Other Non-Operating Revenues	17,842,874	19,882,972	17,973,000	21,434,000
Total	**$ 282,570,163**	**$ 298,072,787**	**$ 317,252,000**	**$ 330,850,000**
Expenditures				
Salaries & Benefits	198,087,454	212,124,100	226,867,100	242,986,600
Operating Expenses	32,383,680	35,886,426	45,525,800	43,723,400
Normandy Shores	222,000	226,000	257,000	277,000
Operating Contingency	0	0	1,402,000	1,250,000
Capital Renewal & Replacement	2,180,000	2,716,000	662,000	721,000
Transfers *	3,960,923	4,885,000	3,004,000	2,576,000
Internal Services	35,224,756	35,729,481	37,133,000	37,190,000
Capital	294,350	564,673	1,087,000	602,000
Debt Service	1,428,681	1,488,940	1,314,100	1,524,000
Total	**$ 273,781,845**	**$ 293,620,620**	**$ 317,252,000**	**$ 330,850,000**
Net Increase/(Decrease) in Fund Balance	**$ 8,788,319**	**$ 4,452,167**	**$ 0**	**$ 0**
Beginning Fund Balance	**$ 50,502,891**	**$ 59,291,210**	**$ 59,291,210**	**$ 59,291,210**
Ending Fund Balance	**$ 59,291,210**	**$ 63,743,376**	**$ 59,291,210**	**$ 59,291,210**

NOTE: Pursuant to City policy, Resolution #96-22014, as amended by Resolution # 98-22661, mandates that the Fund Balance of the General Fund include a Reserve for Contingencies of 11% of the General Fund Operating Budget each fiscal year for emergencies. The reserves per fiscal year are as follows: FY 08 - $25.5M; FY 09 - $26.1M, FY10 $24.9M, FY11 $26.2M, FY12 $26.9M, FY13 $28.2M, FY14 $29.1M, FY15 $30.9M, FY16 $33.1M. Also, in September 2006, the Commission adopted Resolution #06-26341 which states that in addition to the 11% General Fund Operating Budget Emergency Reserve, the City of Miami Beach shall have a goal to maintain a General Fund Reserve for Contingencies equal to 6% of the General Fund Operating Budget. At the end of FY16, the 6% reserve was $16.7M.

MIAMIBEACH

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

CONVENTION CENTER FUND 440	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	8,358,073	6,001,967	3,441,000	**3,167,000**
Interest Earnings	69,399	77,592	97,000	**95,000**
Intergovernmental Revenues	9,232,506	4,500,000	7,500,000	**5,500,000**
Other	0	0	0	**3,926,000**
Miscellaneous	3,970	0	0	**0**
Total	**$ 17,663,947**	**$ 10,579,559**	**$ 11,038,000**	**$ 12,688,000**
Expenditures				
Salaries & Benefits	5,289,514	3,953,159	4,557,000	**4,539,000**
Operating Expenditures	4,290,022	4,166,052	3,541,000	**5,073,000**
Funded Renewal & Replacement	4,506,041	14,880	420,000	**0**
Unfunded Renewal & Replacement	0	3,928,606	0	**0**
Internal Services	1,113,437	1,559,107	1,617,000	**1,863,000**
Capital (for budget purposes only)	34,602	12,361	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	862,189	874,000	903,000	**1,213,000**
Total	**$ 16,095,806**	**$ 14,508,165**	**$ 11,038,000**	**$ 12,688,000**
Add back Capital and Principal shown above for budget purposes	34,602	12,361	0	**0**
GASB 68- Prior Year Adjustment	(263,689)	0	0	**0**
Net Income (Loss)	**$ 1,339,055**	**$ (3,916,245)**	**$ 0**	**$ 0**
Add: Capital Contributions	**9,951,311**	**42,760,869**	**0**	**0**
Beginning Net Assets	**$ 119,190,205**	**$ 130,480,571**	**$ 169,325,195**	**$ 169,325,195**
Ending Net Assets	**$ 130,480,571**	**$ 169,325,195**	**$ 169,325,195**	**$ 169,325,195**

*** FY2014/15 actuals include the current year Expenditures for pension obligation per GASB 68**

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

PARKING OPERATING FUND 480	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	41,958,089	51,568,015	59,908,000	**57,932,000**
Interest Earnings	446,553	497,625	388,000	**424,000**
Miscellaneous	446,073	187,997	519,000	**378,000**
Total	**$ 42,850,715**	**$ 52,253,637**	**$ 60,815,000**	**$ 58,734,000**
Expenditures				
Salaries & Benefits	11,336,742	13,297,356	13,470,500	**14,023,500**
Operating Expenditures	23,909,489	25,667,293	27,664,500	**29,298,600**
Funded Renewal & Replacement	6,278,541	6,883,000	7,572,000	**5,320,900**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	3,269,087	2,964,876	2,977,000	**3,423,000**
Capital (for budget purposes only)	215,684	641,603	282,000	**310,000**
Reserve-Capital/Debt/Rate Stabilization	0	0	2,513,000	**0**
Debt Service (incl Principal-budget purposes)	4,188,821	7,077,076	6,336,000	**6,358,000**
Total	**$ 49,198,364**	**$ 56,531,202**	**$ 60,815,000**	**$ 58,734,000**
Add back Capital and Principal shown above for budget purposes only	4,973,439	(55,631,235)	0	**0**
GASB 68- Prior Year Adjustment	(12,341,677)	0	0	**0**
Net Income (Loss)	**$ (13,715,888)**	**$ (59,908,801)**	**$ 0**	**$ 0**
Add: Capital Contributions	**1,030,843**	**20,903,484**	**0**	**0**
Beginning Net Assets	**$ 115,043,078**	**$ 102,358,033**	**$ 63,352,716**	**$ 63,352,716**
Ending Net Assets	**$ 102,358,033**	**$ 63,352,716**	**$ 63,352,716**	**$ 63,352,716**

*** FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

SANITATION OPERATING FUND 435	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	15,556,131	20,359,643	20,342,000	**20,868,000**
Interest Earnings	248,130	275,648	157,000	**272,000**
Miscellaneous (Hurricane Reimbursement)	0	0	0	**0**
Other	101,394	105,374	125,000	**81,000**
Total	**$ 15,905,655**	**20,740,665**	**$ 20,624,000**	**$ 21,221,000**
Expenditures				
Salaries & Benefits	8,876,908	9,792,009	12,010,000	**12,625,000**
Operating Expenditures	6,290,941	5,705,367	6,561,000	**6,364,000**
Funded Renewal & Replacement	330,314	368,034	101,000	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	1,317,940	1,379,235	1,543,000	**1,765,000**
Capital (for budget purposes only)	1,118,710	704,696	308,000	**364,000**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	157,132	108,121	101,000	**103,000**
Total	**$ 18,091,945**	**18,057,462**	**$ 20,624,000**	**$ 21,221,000**
Add back Capital and Principal shown above for budget purposes only	1,264,914	805,157	0	**0**
GASB 68- Prior Year Adjustment	(11,203,439)	0	0	**0**
Net Income (Loss)	**$ (12,124,814)**	**$ 3,488,360**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 14,996,831**	**$ 2,872,017**	**$ 6,360,376**	**$ 6,360,376**
Ending Net Assets	**$ 2,872,017**	**$ 6,360,376**	**$ 6,360,376**	**$ 6,360,376**

*** FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

SEWER OPERATING FUND 425	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	41,760,739	44,984,276	48,371,000	**46,472,000**
Interest Earnings	134,136	141,349	136,000	**197,000**
Rate Stabilization Fund	0	0	2,614,000	**0**
Miscellaneous	304,098	327,119	3,035,000	**2,997,000**
Total	**$ 42,198,973**	**$ 45,452,744**	**$ 54,156,000**	**$ 49,666,000**
Expenditures				
Salaries & Benefits	1,908,653	2,760,901	3,536,000	**3,151,000**
Operating Expenditures	27,579,226	33,678,364	40,743,000	**35,388,000**
Funded Renewal & Replacement	2,559,923	0	0	**3,501,000**
Unfunded Renewal & Replacement	0	3,181,997	0	**0**
Internal Services	1,447,681	1,494,688	1,551,000	**1,607,000**
Capital (for budget purposes only)	271,976	1,477,403	298,000	**926,000**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	6,450,396	5,076,351	8,028,000	**5,093,000**
Total	**$ 40,217,855**	**$ 47,669,704**	**$ 54,156,000**	**$ 49,666,000**
Add back Capital and Principal shown above for budget purposes only	4,016,019	3,528,952	0	**0**
GASB 68- Prior Year Adjustment	(4,499,047)	0	0	**0**
Net Income (Loss)	**$ 1,498,090**	**$ 1,311,992**	**$ 0**	**0**
Add: Capital Contributions	**7,010,899**	**7,326,484**	**0**	**0**
Beginning Net Assets	**$ 75,111,298**	**$ 83,620,287**	**$ 92,258,763**	**$ 92,258,763**
Ending Net Assets	**$ 83,620,287**	**$ 92,258,763**	**$ 92,258,763**	**$ 92,258,763**

*** FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

STORMWATER OPERATING FUND 427	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	21,467,708	21,607,868	27,963,000	**28,188,000**
Interest Earnings	61,206	86,311	93,000	**139,000**
Rate Stabilization Fund	0	0	0	**0**
Miscellaneous	(172,466)	(79,586)	278,000	**0**
Total	**$ 21,356,448**	**$ 21,614,593**	**$ 28,334,000**	**$ 28,327,000**
Expenditures				
Salaries & Benefits	2,428,608	2,446,996	3,333,000	**3,406,000**
Operating Expenditures	2,572,526	3,102,052	5,278,000	**6,925,000**
Funded Renewal & Replacement	2,115,169	2,119,265	1,522,000	**646,000**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	359,129	425,571	452,000	**451,000**
Capital (for budget purposes only)	137,556	700,928	430,000	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	2,000	**0**
Debt Service (incl Principal-budget purposes)	8,611,347	12,059,998	17,317,000	**16,899,000**
Total	**16,224,334**	**$ 20,854,810**	**$ 28,334,000**	**$ 28,327,000**
Add back Capital and Principal shown above for budget purposes only	(94,085,572)	10,539,442	0	0
GASB 68- Prior Year Adjustment	(3,951,651)	0	0	**0**
Net Income (Loss)	**$ (92,905,109)**	**$ 11,299,225**	**$ 0**	**$ 0**
Add: Capital Contributions	**23,727,366**	**42,262,100**	**0**	**0**
Beginning Net Assets	**$ 52,301,878**	**$ (16,875,866)**	**$ 36,685,459**	**$ 36,685,459**
Ending Net Assets	**$ (16,875,866)**	**$ 36,685,459**	**$ 36,685,459**	**$ 36,685,459**

*** FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

WATER OPERATING FUND 425	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	33,360,187	34,829,896	32,237,000	**34,033,000**
Interest Earnings	134,136	141,349	136,000	**197,000**
Rate Stabilization Fund	0	0	1,255,000	**3,589,000**
Miscellaneous	456,023	555,467	774,000	**502,000**
Total	**$ 33,950,345**	**$ 35,526,711**	**$ 34,402,000**	**$ 38,321,000**
Expenditures				
Salaries & Benefits	5,516,244	5,176,963	5,350,000	**4,964,500**
Operating Expenditures	19,160,720	16,409,565	20,106,000	**21,656,500**
Funded Renewal & Replacement	2,216,360	1,529,022	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	1,307,939	1,371,401	1,445,000	**1,584,000**
Capital (for budget purposes only)	504,529	395,817	597,000	**645,000**
Reserve-Capital/Debt/Rate Stabilization	0	0	12,000	**12,000**
Debt Service (incl Principal-budget purposes)	4,062,051	3,489,510	6,892,000	**9,459,000**
Total	**$ 32,767,843**	**$ 28,372,279**	**$ 34,402,000**	**$ 38,321,000**
Add back Capital and Principal shown above for budget purposes only	4,248,572	3,615,399	0	**0**
GASB 68- Prior Year Adjustment	(4,499,047)	0	0	**0**
Net Income (Loss)	**$ 932,028**	**$ 10,769,831**	**$ 0**	**$ 0**
Add: Capital Contributions	**$ 7,010,899**	**$ 7,326,484**	**0**	**0**
Beginning Net Assets	**$ 83,602,494**	**$ 91,545,420**	**$ 109,641,735**	**$ 109,641,735**
Ending Net Assets	**$ 91,545,420**	**$ 109,641,735**	**$ 109,641,735**	**$ 109,641,735**

*** FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

ENTERPRISE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

TOTAL ENTERPRISE FUNDS	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	162,460,926	179,351,664	192,262,000	**190,660,000**
Interest Earnings	1,093,559	1,219,873	1,007,000	**1,324,000**
Intergovernmental Revenues	9,232,506	4,500,000	7,500,000	**5,500,000**
Rate Stabilization Fund	0	0	3,869,000	**3,589,000**
Miscellaneous	1,037,697	990,997	4,606,000	**3,877,000**
Other	101,394	105,374	125,000	**4,007,000**
Total	**$ 173,926,082**	**$ 186,167,908**	**$ 209,369,000**	**$ 208,957,000**
Expenditures				
Salaries & Benefits	35,356,668	37,427,383	42,256,500	**42,709,000**
Operating Expenditures	83,802,925	88,728,692	103,893,500	**104,705,100**
Funded Renewal & Replacement	18,006,348	10,914,202	9,615,000	**9,467,900**
Unfunded Renewal & Replacement	0	7,110,603	0	**0**
Internal Services	8,815,214	9,194,879	9,585,000	**10,693,000**
Capital (for budget purposes only)	2,283,056	3,932,807	1,915,000	**2,245,000**
Reserve-Capital/Debt/Rate Stabilization	157,132	108,121	2,628,000	**12,000**
Debt Service (incl Principal-budget purposes)	24,174,804	28,576,936	39,476,000	**39,125,000**
Total	**$ 172,596,146**	**$ 185,993,622**	**$ 209,369,000**	**$ 208,957,000**
Add back Capital and Principal shown above for budget purposes only	(79,548,025)	(37,129,924)	0	**0**
GASB 68- Prior Year Adjustment	(36,758,549)	0	0	**0**
Net Income (Loss)	**$ (114,976,639)**	**$ (36,955,638)**	**$ 0**	**$ 0**
Add: Capital Contributions	**48,731,317**	**120,579,420**	**0**	**0**
Beginning Net Assets	**$ 460,245,784**	**$ 394,000,462**	**$ 477,624,244**	**$ 477,624,244**
Ending Net Assets	**$ 394,000,462**	**$ 477,624,244**	**$ 477,624,244**	**$ 477,624,244**

*** FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

MIAMIBEACH

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

CENTRAL SERVICES FUND 530	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Inter-Departmental Charges	1,231,543	1,181,442	500,000	**1,056,000**
Interest Earnings/Other	19,088	18,046	515,000	**18,000**
Total	**$ 1,250,631**	**$ 1,199,488**	**$ 1,015,000**	**$ 1,074,000**
Expenditures				
Salaries & Benefits	414,998	458,716	456,000	**471,500**
Operating Expenses	409,602	436,079	465,000	**481,500**
Funded Renewal & Replacement	1,244	4,145	7,000	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	67,949	68,992	87,000	**93,000**
Capital (for budget purposes only)	20,727	0	0	**28,000**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 914,520**	**$ 967,932**	**$ 1,015,000**	**$ 1,074,000**
Add back Capital and Principal shown above for budget purposes only	20,727	0	0	**0**
GASB 68- Prior Year Adjustment	(423,021)	0	0	**0**
Net Income (Loss)	**$ (66,183)**	**$ 231,556**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 1,020,034**	**$ 953,852**	**$ 1,185,408**	**$ 1,185,408**
Ending Net Assets	**$ 953,852**	**$ 1,185,408**	**$ 1,185,408**	**$ 1,185,408**

***FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

FLEET MANAGEMENT FUND 510	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Inter-Departmental Charges	9,521,018	10,121,865	9,030,000	**8,300,000**
Interest Earnings/Other	20,660	17,672	19,000	**26,000**
Intergovernmental Revenues	118,388	91,789	110,000	**110,000**
Miscellaneous	532,569	770,098	388,000	**367,000**
Total	**$ 10,192,635**	**11,001,424**	**$ 9,547,000**	**$ 8,803,000**
Expenditures				
Salaries & Benefits	1,915,553	2,139,109	2,162,000	**2,252,700**
Operating Expenses	3,478,321	3,392,659	3,844,000	**3,551,600**
Funded Renewal & Replacement	3,620,336	3,848,116	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	335,210	358,484	370,000	**461,000**
Capital (for budget purposes only)	113,000	38,289	231,000	**215,700**
Debt Service (incl Principal-budget purposes)	3,410,964	3,366,742	2,940,000	**2,322,000**
Total	**$ 12,873,384**	**13,143,398**	**$ 9,547,000**	**$ 8,803,000**
Add back Capital and Principal shown above for budget purposes only	3,224,850	2,758,214	0	**0**
GASB 68- Prior Year Adjustment	(2,118,868)	0	0	**0**
Net Income (Loss)	**$ (1,574,768)**	**$ 616,239**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 8,202,756**	**$ 6,627,988**	**$ 7,244,227**	**$ 7,244,227**
Ending Net Assets	**$ 6,627,988**	**$ 7,244,227**	**$ 7,244,227**	**$ 7,244,227**

***FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

INFORMATION TECHNOLOGY FUND 550	**Actual FY 2014/15**	**Actual FY 2015/16**	**Adopted FY 2016/17**	**Adopted FY 2017/18**
Revenues				
Inter-Departmental Charges	14,287,999	14,665,630	15,761,000	**15,955,000**
Interest Earnings/Other	112,542	101,065	1,067,000	**295,000**
Total	**$ 14,400,541**	**$ 14,766,695**	**$ 16,828,000**	**$ 16,250,000**
Expenditures				
Salaries & Benefits	4,586,477	5,493,426	5,574,000	**5,743,000**
Operating Expenses	6,602,070	7,088,210	8,319,000	**7,569,000**
Funded Renewal & Replacement	1,258,895	739,011	1,573,000	**1,555,000**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	408,666	400,443	444,000	**550,000**
Capital (for budget purposes only)	408,839	615,674	862,000	**786,000**
Debt Service (incl Principal-budget purposes)	597,656	237,246	56,000	**47,000**
Total	**$ 13,862,603**	**$ 14,574,010**	**$ 16,828,000**	**$ 16,250,000**
Add back Capital and Principal shown above for budget purposes only	1,198,115	1,294,025	0	**0**
GASB 68- Prior Year Adjustment	(5,543,948)	0	0	**0**
Net Income (Loss)	**$ (3,807,895)**	**$ 1,486,709**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 8,389,545**	**$ 4,581,648**	**$ 6,068,358**	**$ 6,068,358**
Ending Net Assets	**$ 4,581,648**	**$ 6,068,358**	**$ 6,068,358**	**$ 6,068,358**

***FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

PROPERTY MANAGEMENT FUND 520	**Actual FY 2014/15**	**Actual FY 2015/16**	**Adopted FY 2016/17**	**Adopted FY 2017/18**
Revenues				
Inter-Departmental Charges	8,759,753	7,916,629	8,080,000	**8,575,000**
Interest Earnings/Other	178,022	90,890	329,000	**89,000**
Total	**$ 8,937,775**	**$ 8,007,519**	**$ 8,409,000**	**$ 8,664,000**
Expenditures				
Salaries & Benefits	3,082,315	2,842,416	3,316,000	**3,460,000**
Operating Expenses	3,834,450	4,186,136	3,719,000	**3,989,000**
Funded Renewal & Replacement	158,969	168,708	250,000	**90,000**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	523,814	521,584	577,000	**616,000**
Capital (for budget purposes only)	121,407	268,194	186,000	**30,000**
Debt Service (incl Principal-budget purposes)	392,608	370,268	361,000	**479,000**
Total	**$ 8,113,563**	**$ 8,357,305**	**$ 8,409,000**	**$ 8,664,000**
Add back Capital and Principal shown above for budget purposes only	261,890	355,218	0	**0**
GASB 68- Prior Year Adjustment	(3,056,142)	0	0	**0**
Net Income (Loss)	**$ (1,970,039)**	**$ 5,432**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 3,895,841**	**$ 1,925,801**	**$ 1,931,233**	**$ 1,931,233**
Ending Net Assets	**$ 1,925,801**	**$ 1,931,233**	**$ 1,931,233**	**$ 1,931,233**

***FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

RISK MANAGEMENT FUND 540	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Inter-Departmental Charges	13,939,175	14,442,820	16,588,000	**18,536,000**
Interest Earnings	130,624	137,137	132,000	**196,000**
Other	709,643	1,470,532	860,000	**538,000**
Total	**$ 14,779,442**	**$ 16,050,489**	**$ 17,580,000**	**$ 19,270,000**
Expenditures				
Salaries & Benefits	606,305	720,224	874,000	**977,000**
Operating Expenses	15,976,773	9,968,329	14,029,000	**18,232,000**
Funded Renewal & Replacement	0	2,234	40,000	**0**
Unfunded Renewal & Replacement	0	0	2,600,000	**0**
Internal Services	30,355	47,604	37,000	**61,000**
Capital (for budget purposes only)	0	26,807	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 16,613,434**	**$ 10,765,198**	**$ 17,580,000**	**$ 19,270,000**
Add back Capital and Principal shown above for budget purposes only	0	26,807	0	**0**
GASB 68- Prior Year Adjustment	(815,406)	0	0	**0**
Net Income (Loss)	**$ (2,649,398)**	**$ 5,312,098**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ (1,565,043)**	**$ (4,214,441)**	**$ 1,097,657**	**$ 1,097,657**
Ending Net Assets	**$ (4,214,441)**	**$ 1,097,657**	**$ 1,097,657**	**$ 1,097,657**

***FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

MEDICAL & DENTAL FUNDS 560 & 565	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Inter-Departmental Charges	28,445,587	28,818,303	29,880,000	**29,453,000**
Interest Earnings	0	0	0	**0**
Other	613,585	602,202	652,000	**2,509,000**
Total	**29,059,172**	**$ 29,420,505**	**$ 30,532,000**	**$ 31,962,000**
Expenditures				
Salaries & Benefits	112,903	295,723	154,000	**172,000**
Operating Expenses	26,005,271	27,001,169	30,378,000	**31,790,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**26,118,173**	**$ 27,296,892**	**$ 30,532,000**	**$ 31,962,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
GASB 68- Prior Year Adjustment	(155,355)	0	0	**0**
Net Income (Loss)	**$ 2,785,644**	**$ 2,123,614**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 4,546,014**	**$ 7,331,658**	**$ 9,455,271**	**$ 9,455,271**
Ending Net Assets	**$ 7,331,658**	**$ 9,455,271**	**$ 9,455,271**	**$ 9,455,271**

***FY2014/15 actuals include the current year expense for pension obligation per GASB 68**

****Beginning in FY 2013/14 Medical and Dental benefits reflected for active employees previously not reflected in the budget to more accurately reflect the City's transition from a third party provider to a self-**

INTERNAL SERVICES FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

TOTAL INTERNAL SERVICES FUNDS	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Inter-Departmental Charges	76,185,075	77,146,688	79,839,000	**81,875,000**
Interest Earnings	460,936	364,809	2,062,000	**624,000**
Intergovernmental Revenues	118,388	91,789	110,000	**110,000**
Miscellaneous	532,569	770,098	388,000	**367,000**
Other	1,323,228	2,072,735	1,512,000	**3,047,000**
Total	**$ 78,620,196**	**$ 80,446,120**	**$ 83,911,000**	**$ 86,023,000**
Expenditures				
Salaries & Benefits	10,718,550	11,949,614	12,536,000	**13,076,200**
Operating Expenses	56,306,488	52,072,582	60,754,000	**65,613,100**
Funded Renewal & Replacement	5,039,444	4,762,214	1,870,000	**1,645,000**
Unfunded Depreciation	0	-	2,600,000	**0**
Internal Services	1,365,994	1,397,107	1,515,000	**1,781,000**
Capital (for budget purposes only)	663,973	948,964	1,279,000	**1,059,700**
Debt Service (incl Principal-budget purposes)	4,401,229	3,974,255	3,357,000	**2,848,000**
Total	**$ 78,495,678**	**$ 75,104,735**	**$ 83,911,000**	**$ 86,023,000**
Add back Capital and Principal shown above for budget purposes only	4,705,583	4,434,263	0	**0**
GASB 68- Prior Year Adjustment	(12,112,740)	0	0	**0**
Net Income (Loss)	**$ (7,282,639)**	**$ 9,775,648**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 24,489,146**	**$ 17,206,506**	**$ 26,982,154**	**$ 26,982,154**
Ending Net Assets	**$ 17,206,506**	**$ 26,982,154**	**$ 26,982,154**	**$ 26,982,154**

MIAMIBEACH

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

7TH STREET GARAGE FUND 142	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	2,465,636	2,491,393	2,320,000	**2,589,000**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	0	0	0	**0**
Total	**$ 2,465,636**	**$ 2,491,393**	**$ 2,320,000**	**$ 2,589,000**
Expenditures				
Salaries & Benefits	4,143	0	5,000	**7,000**
Operating Expenditures	1,190,185	1,123,614	2,026,000	**2,341,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	175,504	196,710	230,000	**241,000**
Capital (for budget purposes only)	0	0	59,000	**0**
Debt Service (incl Principal-budget purposes)	782,909	783,689	0	**0**
Total	**$ 2,152,741**	**$ 2,104,013**	**$ 2,320,000**	**$ 2,589,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 312,894**	**$ 387,380**	**$ 0**	**$ 0**
Add: Capital Contributions	**(394,927)**	**(1,940,429)**	**0**	**0**
Beginning Net Assets	**$ 6,291,226**	**$ 6,209,194**	**$ 4,656,144**	**$ 4,656,144**
Ending Net Assets	**$ 6,209,194**	**$ 4,656,144**	**$ 4,656,144**	**$ 4,656,144**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

5TH & ALTON GARAGE FUND 484	**Actual FY 2014/15**	**Actual FY 2015/16**	**Adopted FY 2016/17**	**Adopted FY 2017/18**
Revenues				
Charges for Services	671,720	663,464	707,000	**625,000**
Interest Earnings	121	96	0	**0**
Miscellaneous	9,904	9,631	9,000	**10,000**
Other	0	0	55,000	**0**
Total	**$ 681,745**	**$ 673,191**	**$ 771,000**	**$ 635,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	581,317	592,647	771,000	**576,000**
Funded Renewal & Replacement	100,429	80,544	0	**59,000**
Unfunded Renewal & Replacement	139,638	159,523	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 821,383**	**$ 832,713**	**$ 771,000**	**$ 635,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ (139,638)**	**$ (159,523)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 13,384,715**	**$ 13,245,078**	**$ 13,085,555**	**$ 13,085,555**
Ending Net Assets	**$ 13,245,078**	**$ 13,085,555**	**$ 13,085,555**	**$ 13,085,555**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

ART IN PUBLIC PLACES FUND 147	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	23,000	7,060,797	473,000	**0**
Total	**$ 23,000**	**$ 7,060,797**	**$ 473,000**	**$ 0**
Expenditures				
Salaries & Benefits	139,069	142,081	145,000	**0**
Operating Expenditures	374,718	135,278	328,000	**0**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 513,787**	**$ 277,359**	**$ 473,000**	**$ 0**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ (490,787)**	**$ 6,783,438**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 2,234,354**	**$ 1,743,567**	**$ 8,527,005**	**$ 8,527,005**
Ending Net Assets	**$ 1,743,567**	**$ 8,527,005**	**$ 8,527,005**	**$ 8,527,005**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

EDUCATION COMPACT FUND 177	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	117,250	90,000	235,000	**295,000**
Total	**$ 117,250**	**$ 90,000**	**$ 235,000**	**$ 295,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	87,422	227,951	235,000	**266,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**29,000**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 87,422**	**$ 227,951**	**$ 235,000**	**$ 295,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 29,828**	**$ (137,951)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 432,424**	**$ 462,252**	**$ 324,301**	**$ 324,301**
Ending Net Assets	**$ 462,252**	**$ 324,301**	**$ 324,301**	**$ 324,301**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

RED LIGHT CAMERA FUND 149	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	871,962	934,568	1,516,000	**1,333,000**
Total	**$ 871,962**	**$ 934,568**	**$ 1,516,000**	**$ 1,333,000**
Expenditures				
Salaries & Benefits	69,483	269,126	281,000	**306,500**
Operating Expenditures	432,802	430,562	794,000	**605,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	441,000	**421,500**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 502,286**	**$ 699,688**	**$ 1,516,000**	**$ 1,333,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 369,677**	**$ 234,881**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 645,829**	**$ 1,015,506**	**$ 1,250,387**	**$ 1,250,387**
Ending Net Assets	**$ 1,015,506**	**$ 1,250,387**	**$ 1,250,387**	**$ 1,250,387**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

E-911 FUND 172	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	722	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	306,945	279,087	351,000	**185,000**
Total	**$ 307,667**	**$ 279,087**	**$ 351,000**	**$ 185,000**
Expenditures				
Salaries & Benefits	230,465	176,000	137,500	**33,000**
Operating Expenditures	200,306	97,668	213,500	**152,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 430,770**	**$ 273,668**	**$ 351,000**	**$ 185,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ (123,104)**	**$ 5,419**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 151,515**	**$ 28,411**	**$ 33,830**	**$ 33,830**
Ending Net Assets	**$ 28,411**	**$ 33,830**	**$ 33,830**	**$ 33,830**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

CULTURAL ARTS COUNCIL FUND 140	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	21,753	14,715	22,000	**32,000**
Miscellaneous	0	0	0	**0**
Other	1,245,044	1,368,925	1,657,000	**1,327,000**
Total	**$ 1,266,797**	**$ 1,383,640**	**$ 1,679,000**	**$ 1,359,000**
Expenditures				
Salaries & Benefits	259,788	230,089	256,000	**272,000**
Operating Expenditures	864,356	960,280	1,405,000	**1,068,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	62,649	18,061	18,000	**19,000**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 1,186,793**	**$ 1,208,430**	**$ 1,679,000**	**$ 1,359,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 80,005**	**$ 175,210**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 4,318,833**	**$ 4,398,838**	**$ 4,574,048**	**$ 4,574,048**
Ending Net Assets	**$ 4,398,838**	**$ 4,574,048**	**$ 4,574,048**	**$ 4,574,048**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

NORMANDY SHORES FUND 120	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	5,882	0	0	**0**
Other	222,000	234,669	257,000	**277,000**
Total	**$ 227,882**	**234,669**	**$ 257,000**	**$ 277,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	41,823	1,534	56,000	**67,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	227,228	237,144	201,000	**210,000**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 269,051**	**238,678**	**$ 257,000**	**$ 277,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ (41,169)**	**$ (4,009)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 130,957**	**$ 89,788**	**$ 85,779**	**$ 85,779**
Ending Net Assets	**$ 89,788**	**$ 85,779**	**$ 85,779**	**$ 85,779**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

TRANSPORTATION FUND 106	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	566,000	**634,000**
Interest Earnings	0	0	0	**0**
Miscellaneous	7,134,998	6,160,162	8,846,000	**10,639,000**
Other	242,536	1,000	775,000	**552,000**
Total	**$ 7,377,534**	**$ 6,161,162**	**$ 10,187,000**	**$ 11,825,000**
Expenditures				
Salaries & Benefits	573,267	1,021,067	1,593,000	**1,829,000**
Operating Expenditures	2,530,943	4,622,603	8,508,000	**9,903,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	69,121	81,735	86,000	**93,000**
Capital (for budget purposes only)	29,322	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 3,202,653**	**$ 5,725,406**	**$ 10,187,000**	**$ 11,825,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 4,174,882**	**$ 435,756**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 680,163**	**$ 4,855,045**	**$ 5,290,801**	**$ 5,290,801**
Ending Net Assets	**$ 4,855,045**	**$ 5,290,801**	**$ 5,290,801**	**$ 5,290,801**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

PEOPLE'S TRANSPORTATION FUND 187	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	32,556	0	0	**0**
Other	3,538,820	3,702,575	3,766,000	**3,701,000**
Total	**$ 3,571,376**	**$ 3,702,575**	**$ 3,766,000**	**$ 3,701,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	1,564,879	3,118,790	3,766,000	**3,701,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 1,564,879**	**$ 3,118,790**	**$ 3,766,000**	**$ 3,701,000**
Add back Capital and Principal shown above for budget purposes only	(1,648,415)	(1,519,589)	0	**0**
Net Income (Loss)	**$ 358,082**	**$ (935,805)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 12,125,840**	**$ 12,483,922**	**$ 11,548,117**	**$ 11,548,117**
Ending Net Assets	**$ 12,483,922**	**$ 11,548,117**	**$ 11,548,117**	**$ 11,548,117**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

FEDERAL CONFISCATIONS - FUND 603	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	3,227	2,595	0	**0**
Miscellaneous	0	0	0	**0**
Other	194,348	160,620	215,000	**100,000**
Total	**$ 197,575**	**$ 163,215**	**$ 215,000**	**$ 100,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	466,122	296,097	215,000	**100,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	151,501	74,307	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 617,623**	**$ 370,404**	**$ 215,000**	**$ 100,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ (420,048)**	**$ (207,189)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 1,026,499**	**$ 606,451**	**$ 399,263**	**$ 399,263**
Ending Net Assets	**$ 606,451**	**$ 399,263**	**$ 399,263**	**$ 399,263**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

STATE CONFISCATIONS - FUND 607	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	3,149	3,234	0	**0**
Miscellaneous	0	0	0	**0**
Other	139,285	41,334	121,000	**217,000**
Total	**$ 142,434**	**$ 44,568**	**$ 121,000**	**$ 217,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	50,722	188,652	111,000	**207,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	105,840	10,000	**10,000**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 50,722**	**$ 294,492**	**$ 121,000**	**$ 217,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 91,712**	**$ (249,924)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 739,790**	**$ 831,502**	**$ 581,578**	**$ 581,578**
Ending Net Assets	**$ 831,502**	**$ 581,578**	**$ 581,578**	**$ 581,578**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

POLICE TRAINING FUND 608	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	206	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	28,475	27,597	30,000	**22,000**
Total	**$ 28,681**	**$ 27,597**	**$ 30,000**	**$ 22,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	36,849	36,078	30,000	**22,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 36,849**	**$ 36,078**	**$ 30,000**	**$ 22,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ (8,168)**	**$ (8,480)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 57,707**	**$ 49,540**	**$ 41,059**	**$ 41,059**
Ending Net Assets	**$ 49,540**	**$ 41,059**	**$ 41,059**	**$ 41,059**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

INFO COMM & TECH FUND 552	**Actual FY 2014/15**	**Actual FY 2015/16**	**Adopted FY 2016/17**	**Adopted FY 2017/18**
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	395,000	395,000	534,000	**282,000**
Total	**$ 395,000**	**$ 395,000**	**$ 534,000**	**$ 282,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	379,346	140,585	534,000	**282,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 379,346**	**$ 140,585**	**$ 534,000**	**$ 282,000**
Add back Capital and Principal shown above for budget purposes only	0	(363,188)	0	**0**
Net Income (Loss)	**$ 15,654**	**$ (108,773)**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 1,654,632**	**$ 1,670,287**	**$ 1,561,514**	**$ 1,561,514**
Ending Net Assets	**$ 1,670,287**	**$ 1,561,514**	**$ 1,561,514**	**$ 1,561,514**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

RESIDENTIAL HOUSING FUND 116	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	254,339	427,795	765,000	**682,000**
Interest Earnings	0	0	0	**0**
Miscellaneous	4,569	0	0	**0**
Other	135,546	9,679	6,000	**6,000**
Total	**$ 394,455**	**$ 437,474**	**$ 771,000**	**$ 688,000**
Expenditures				
Salaries & Benefits	31,773	103,488	111,000	**146,200**
Operating Expenditures	126,758	200,999	647,000	**527,800**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	12,000	13,000	**14,000**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 158,531**	**$ 316,487**	**$ 771,000**	**$ 688,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 235,924**	**$ 120,987**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 0**	**$ 235,924**	**$ 356,911**	**$ 356,911**
Ending Net Assets	**$ 235,924**	**$ 356,911**	**$ 356,911**	**$ 356,911**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

TREE PRESERVATION FUND 127	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	21,676	190,508	90,000	**105,000**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	0	78,150	0	**79,000**
Total	**$ 21,676**	**$ 268,658**	**$ 90,000**	**$ 184,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	0	9,234	90,000	**184,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	48,670	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 0**	**$ 57,904**	**$ 90,000**	**$ 184,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 21,676**	**$ 210,754**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 0**	**$ 21,676**	**$ 232,430**	**$ 232,430**
Ending Net Assets	**$ 21,676**	**$ 232,430**	**$ 232,430**	**$ 232,430**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

COMMEMORATIVE TREE TRUST FUND 128	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	0	0	0	**10,000**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 10,000**
Expenditures				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	0	0	0	**10,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 10,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Ending Net Assets	**$ 0**	**$ 0**	**$ 0**	**$ 0**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenses and Changes in Net Assets

(For Budgetary Purposes Only)

SUSTAINABILITY/WASTE HAULERS FUND 178	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	0	0	0	**0**
Interest Earnings	0	0	0	**0**
Miscellaneous	0	0	0	**0**
Other	394,758.46	406,900	420,000	**416,000**
Total	**$ 394,758**	**$ 406,900**	**$ 420,000**	**$ 416,000**
Expenditures				
Salaries & Benefits	122,749	177,242	172,000	**137,000**
Operating Expenditures	181,996	156,317	248,000	**279,000**
Funded Renewal & Replacement	0	0	0	**0**
Unfunded Renewal & Replacement	0	0	0	**0**
Internal Services	0	0	0	**0**
Capital (for budget purposes only)	0	0	0	**0**
Reserve-Capital/Debt/Rate Stabilization	0	0	0	**0**
Debt Service (incl Principal-budget purposes)	0	0	0	**0**
Total	**$ 304,745**	**$ 333,559**	**$ 420,000**	**$ 416,000**
Add back Capital and Principal shown above for budget purposes only	0	0	0	**0**
Net Income (Loss)	**$ 90,013**	**$ 73,341**	**$ 0**	**$ 0**
Add: Capital Contributions	**0**	**0**	**0**	**0**
Beginning Net Assets	**$ 1,258,690**	**$ 1,348,703**	**$ 1,422,045**	**$ 1,422,045**
Ending Net Assets	**$ 1,348,703**	**$ 1,422,045**	**$ 1,422,045**	**$ 1,422,045**

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures and Changes in Net Assets

(For Budgetary Purposes Only)

TOTAL SPECIAL REVENUE FUNDS	Actual FY 2014/15	Actual FY 2015/16	Adopted FY 2016/17	Adopted FY 2017/18
Revenues				
Charges for Services	3,413,371	3,773,159	4,448,000	**4,635,000**
Interest Earnings	29,178	20,641	22,000	**32,000**
Miscellaneous	7,187,909	6,169,793	8,855,000	**10,649,000**
Other	7,854,970	14,790,902	10,411,000	**8,802,000**
Total	**$ 18,485,429**	**$ 24,754,494**	**$ 23,736,000**	**$ 24,118,000**
Expenditures				
Salaries & Benefits	1,430,737	2,119,095	2,700,500	**2,730,700**
Operating Expenditures	9,110,542	12,338,888	19,977,500	**20,290,800**
Funded Renewal & Replacement	100,429	80,544	0	**59,000**
Unfunded Renewal & Replacement	139,638	159,523	0	**0**
Internal Services	534,502	545,651	548,000	**577,000**
Capital (for budget purposes only)	180,823	228,817	69,000	**10,000**
Reserve-Capital/Debt/Rate Stabilization	0	0	441,000	**450,500**
Debt Service (incl Principal-budget purposes)	782,909	783,689	0	**0**
Total	**$ 12,279,579**	**$ 16,256,205**	**$ 23,736,000**	**$ 24,118,000**
Add back Capital and Principal shown above for budget purposes only	(1,648,415)	(1,882,777)	0	**0**
Net Income (Loss)	**$ 4,557,434**	**$ 6,615,512**	**$ 0**	**$ 0**
Add: Capital Contributions	**(394,927)**	**(1,940,429)**	**0**	**0**
Beginning Net Assets	**$ 45,133,177**	**$ 49,295,683**	**$ 53,970,766**	**$ 53,970,766**
Ending Net Assets	**$ 49,295,684**	**$ 53,970,766**	**$ 53,970,766**	**$ 53,970,766**

MIAMIBEACH

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

The City's annual capital budget contains capital project commitments appropriated for Fiscal Year 2017/18 (Capital Budget). Preparation of the Capital Budget occurred simultaneously with the development of the FY 2017/18 – FY 2021/22 Capital Improvement Plan and FY 2017/18 Operating Budget. The Capital Budget presents project budgets for both the current and new capital projects necessary to improve, enhance, and maintain public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach. Capital reserves, debt service payments, and capital purchases found in the operating budget are not included in this budget. The Capital Budget for FY 2017/18 appropriates funding for projects that will require commitment of funds during the upcoming fiscal year.

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) 2017/18 – 2021/22 CIP of the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City. A capital improvement is defined as capital or "in-kind" expenditure of $25,000 or more, resulting in the acquisition, improvement, or addition to fixed assets in the form of land, buildings, or improvements more or less permanent in character and durable equipment with a life expectancy of at least five years.

The FY 2017/18 – 2021/22 Capital Improvement Plan for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City totaling $587.3 million of which $59.8 million is programmed to be appropriated in FY 2017/18. The total for projects included in the plan, comprising of $1.4 billion in appropriations for ongoing projects through FY 2016/17 and $215.1 million in unfunded/programmed needs beyond FY2021/22 total $2.2 billion.

Projects will address many needs in different areas of the City including: neighborhood enhancements such as landscaping and sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovations and upgrades; renovation of seawalls; parking lot and garage renovations; and construction/renovations of public facilities. A detailed listing of all capital projects will be provided in the Adopted FY 2017/18 – 2021/22 Capital Improvement Plan & FY 2017/18 Capital Budget document.

The Capital Budget for FY 2017/18 will be appropriated on October 1, 2017. In addition, depending on cash flow, Water and Sewer, as well as Storm Water bonds may be issued in FY 2017/18. Historically, there has been a phased approach for the issuance of Water, Sewer, and Storm Water 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 also allowing the City more time to both build the necessary rate capacity to issue additional tax-exempt bonds

through rate increases and spend down the current committed but unspent bond proceeds.

BACKGROUND

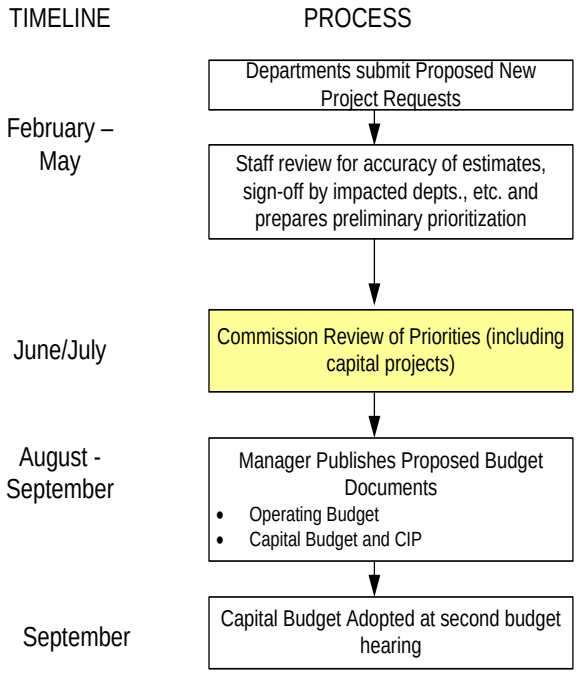
On July 21, 1999, the Commission approved the FY 1998/99 – FY 2004/05 Capital Improvement Plan for the City and the Redevelopment Agency. Since that time, the City has issued additional General Obligation Bonds pursuant to referendum; Water and Sewer Revenue Bonds; Stormwater Revenue Bonds; 2001, 2006,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

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

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

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

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN



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

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

PURPOSE AND BENEFIT

The CIP is a proposed funding schedule for five years, which is updated annually to add new projects, re-evaluate program and project priorities, and 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 projects. Private sector development initiatives that provide/require modifications to certain infrastructure are 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 Plan as a basis of policy and budget initiatives.

RELATIONSHIP OF THE CIP TO THE COMPREHENSIVE PLAN

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

PROCESS AND PREPARATION OF THE CIP AND CAPITAL BUDGET

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

The Capital Budget Process Committee, comprised of the Capital Improvements Projects Department, Public Works Department, Parks and Recreation Department, Finance Department, and the Office of Budget and Performance Improvement, reviews the proposed projects according to the City's strategic priorities, 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.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

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 and Redevelopment Agency Board for final approval and adoption.

REVIEW CRITERIA

All projects submitted for inclusion in the City's Capital Improvement Plan 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 Plan. These policies are as follows:

1. Meet the City's strategic priorities
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
   - Maximize cost effective service delivery
3. Improve and enhance the existing network of City service levels and facilities
4. Implement adopted plans
5. Demonstrate coordination and compatibility with other capital projects and other public and private efforts

CAPITAL BUDGET PROCESS REVIEW

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

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

Capital funding priorities were discussed at the budget briefings at the Finance and Citywide Projects Committee meetings held on June 16, 2017, July 10, 2017, and July 21, 2017. The City Manager, Assistant City Managers, the Capital Improvement Project Office Director, other Department Directors, and other City staff were available to discuss specific projects and respond to the Committee's questions.

At the first budget briefing on June 16, 2017, staff presented the preliminary list of unfunded projects, which were being requested, including projects that the Administration proposed for

funding subject to the availability of funds. A summary of the changes requested by the Committee to the preliminary prioritization sheet throughout the three Finance and Citywide Projects Committee budget meetings, as well as the June 22, 2017 Commission Retreat, are listed below (sorted by funding source):

Transportation Fund

- Added funding for the Nautilus Neighborhood Traffic Calming / Complete Streets - Phase I project in the amount of $355,500 for which the scope will be refined through further input from the Homeowners' Association

Capital Renewal and Replacement Fund

In FY 2017/18, it was recommended that the renewal and replacement voted millage rate remain flat at 0.0235, which would generate $721,000 for renewal and replacement projects in FY 2017/18. Based on direction given by the Committee, the following projects were recommended to be added to the FY 2017/18 budget:

- Fire Station # 4 Kitchen Equipment Renewal - $41,849
- Fire Station #3 Kitchen Equipment Renewal - $30,000
- Lifeguard Stand Replacements - $141,189

Cultural Arts Council Endowment Fund

- Added $800,000 in funding for the Collins Park Rotunda/ Performing Arts Venue project to the FY 2017/18 budget

Fees in Lieu of Parking Fund- North Beach

- Removed all proposed funding for the Parking Garage at Biscayne Beach project and added funding in the amount of $600,000 for the Surface Lot at Biscayne Beach to the FY 2017/18 budget

RDA (Non-TIF) Fund

- Added $6,865,154 in funding for the Lincoln Road Washington Avenue to Lenox Avenue project to the FY 2017/18 budget

Pay-As-You-Go (PAYGO) Fund

- Added $91,000 in funding for the Fairway Park Artificial Turf Soccer Field, Drainage & Playground Replacement project to the FY 2017/18 budget
- Added $386,000 in funding for the Baywalk- South Bay Club, Bayview Terrace, Bay Garden Manor project to the FY 2017/18 budget

- Added $143,000 in funding for the Normandy Ilse Park Turf Replacement project to the FY 2017/18 budget

South Beach Quality of Life (SB QOL) Fund

- Added $148,779 in funding for the 5th Street Flyover Lighting Enhancement project to the FY 2017/18 budget
- Added $170,000 in funding for the MXE Security Cameras, through a realignment of funds in the Ocean Drive Extended Sidewalk Projects - Western Sidewalks project
- Added $75,000 in funding for the Soundscape Park Air Conditioning System Replacement project to the FY 2017/18 budget

North Beach Quality of Life (NB QOL) Fund

- Added $553,467 in funding for the North Beach Yard project to the FY 2017/18 budget
- Added $159,600 in funding for the Streetlighting Improvements project to the FY 2017/18 budget
- Added $654,000 in funding for the Rue Vendome Public Plaza project to the FY 2017/18 budget
- Added $433,000 in funding for the North Beach Bandshell Canopy Tent project to the FY 2017/18 budget
- Removed funding in the amount of $159,600 from the Lifeguard Stand project, as the Capital Improvement department opined that the other dollars proposed to replace the remaining stands in FY 2017/18 are sufficient

2003 Parks General Obligation Bond (GOB) Fund

- Added $50,000 in funding for the South Pointe Park Splash Pad Rubber and Drainage project to the FY 2017/18 budget
- Added $80,000 in funding for the Mid-Beach Park Restroom Renovation Project to the FY 2017/18 budget

Storm Water Projects – Miami Dade County ILA Fund

- Added $650,000 in funding for the Shane Watersports Seawall project to the FY 2017/18 budget

Parking Capital Not Bonds Fund

- Added $250,000 in funding for the Crespi Park Angle Parking Spaces project to the FY 2017/18 budget

Other Changes

The following changes were recommended by the City Administration based on further refinement of the Budget and Capital Improvement Plan, as well as additional project requests from departments subsequent to the July 26, 2017 City Commission Meeting (sorted by funding source):

Miami City Ballet Fund

- Added $25,000 in funding for the Miami City Ballet HVAC Coil Replacement project to the FY 2017/18 budget

Half Cent Transit Surtax - County Fund

- Added $480,000 in funding for the Enhanced LED Crosswalks project to the FY 2017/18 budget

Capital Projects Financed By Other Funds

- Reduced FY 2018/19 programmed funding for the North Shore Open Space Park Redevelopment project by $137,134 to tie to the remaining balance of funds that will be available from the 8701 Collins Avenue Development Agreement and identify another funding source during the FY 2018/19 budget development process

Pay-As-You-Go (PAYGO) Fund

- Added $100,000 in funding for the 72nd Street Park & Parking Structure - Civic Center Component project to the FY 2017/18 budget
- Added $400,000 in funding to the Espanola Way Conversion between Washington Avenue and Drexel project using $56,000 in PAYGO fund balance, $97,000 in SB QOL fund balance, and re-alignment of $247,276 from the Beach Access Control Gates project (previously appropriated from SB QOL funds)
- Combined FY 2018/19 programmed funding for the Concrete Repair Sidewalk/Curb & Gutter project with the Sidewalk Repairs project for a total of $470,000

Capital Reserve Fund

- Added $395,492 in funding for the Altos Del Mar project to the FY 2017/18 budget as the price submitted by the lowest bidder on this project exceeded the appropriated budget

South Beach Quality of Life Fund

- Reduced $333,000 in funding for the Flamingo Park project in the FY 2017/18 budget due to the lack of a current funding source and goal of re-aligning funding to this project

during FY 2017/18 from completed projects currently funded from the existing General Obligation Bond dollars

North Beach Quality of Life Fund

- Added $100,000 in funding for the 72nd Street Park & Parking Structure - Parks Component project through a realignment of funds in the Kayak Launch Docks project

2015 RDA Bond Convention Center Project Fund

- Added $6,000,000 in funding to the Convention Center Renovation project through a realignment of funds in the Convention Center Park and Convention Center - Carl Fisher projects in the amount of $5,000,000 and $1,000,000, respectively

RDA South Pointe Capital Projects Fund

- Added $585,000 in funding for the South Pointe Park Exterior Lighting project to the FY 2017/18 budget
- Added $100,000 in funding for the South Pointe Remediation project to the FY 2017/18 budget to fund legal expenditures related to the project

Proposed Future Water and Sewer Bond Fund

Made the following adjustments based on the updated capital plan for the Water and Sewer Bond document:

- Added $59,019 in FY 2021/22 programmed funding for the Water Meter Replacement Program
- Reduced FY 2018/19 programmed funding for the La Gorce Neighborhood Improvement project in the amount of $297,347

Storm Water Operations Fund

- Added $628,603 in funding to the City Center Commercial District Bid Pack B project (19th Street Pump Station) through the realignment of funds in the Normandy Isle Phase II project in order to install an emergency generator in the southwest corner of the Miami Beach Botanical Garden property

Storm Water Bond Fund

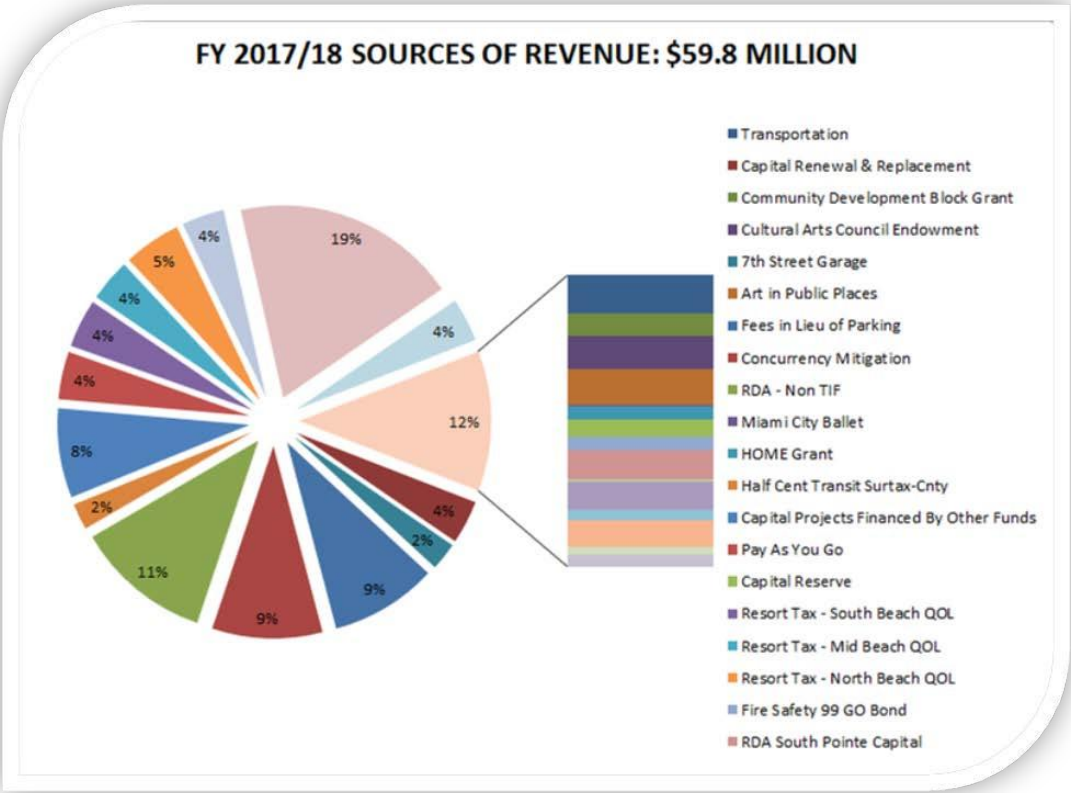
- Added $132,000 in funding to the City Center Commercial District Bid Pack B project (19th Street Pump Station) through the realignment of funds in the Bayshore Bid Pack D Sunset Island 3 & 4 project in order to install an emergency generator in the southwest corner of the Miami Beach Botanical Garden property

Pennsylvania Avenue Garage and Parking Bond Funds

- Combined funding previously appropriated to the Closed Circuit Television System with the Garage Security Camera System projects

SOURCES OF FUNDS

The FY 2017/18 Capital Budget totals $59.8 million. There are various sources of funding, of which the major sources include the Parking Operations Fund, RDA Non-TIF Fund, Fees in Lieu of Parking Fund, and Concurrency Mitigation Fund.



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
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 2017/18 Budget and Work Plan provided for continual improvements and maintenance of our facilities and neighborhoods infrastructure by appropriating $2.4 million from the General Fund as Pay-as-you-go funds to be used for new Pay-as-you-go eligible projects.

Additional means of financing of capital projects include the following:

- Borrowing money through the sale of bonds authorized by voters – General Obligation Bonds (G.O. Debt). General Obligation Debt is the debt service funding required for voter-approved bonds issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. Funds in this category include:
  - Gulf Breeze Bond Funds – Other (Loan Pool)
  - RCP – 15M Bond – 1997 Parks, Recreation and Culture GO Bond
  - 1999 GO Bonds – Neighborhood Improvements
  - 1999 GO Bonds – Parks & Beaches
  - 2003 GO Bonds – Fire Safety
  - 2003 GO Bonds – Parks & Beaches
  - 2003 GO Bonds – Neighborhood Improvements
- Borrowing money through the sale of bonds paid for by pledging a specific revenue stream – Revenue Bonds
  - Water and Sewer Gulf Breeze Loan 2010 Series
  - Gulf Breeze 2006 (Water and Sewer)
  - Water and Sewer Bonds 2000
  - Water and Sewer Bonds 1995
  - Stormwater Bonds 2000
  - 1997 Parking System Revenue Bonds
  - 2010 Parking Bonds
  - 2011 Stormwater Bonds
  - 2015 Stormwater Bonds
  - Proposed Future Stormwater Bonds
  - Interest on Stormwater Bonds
  - Proposed Future Water & Sewer Bonds
  - Interest on Water & Sewer Bonds
  - 2015 RDA Bonds

  - 2015 Resort Tax 1% Bonds
  - 2015 Parking Revenue Bonds

- Loans for Energy Savings Projects whereby the financing is secured by the costs savings that will be generated by the project
- Equipment Loans/Leases – used to fund capital equipment such as cars, trucks, and heavy equipment
- Federal, State, and County Grant Aid Programs. Funding sources in this category include the following:
  - HUD (Housing and Urban Development) Section 108 Loan
  - Grants – 303 – including grants from state, federal and local agencies
  - Miami-Dade County Bond (County GO)
  - Federal Emergency Management Agency (FEMA)
- Special Revenue Funds, which by law, may only be used for specific purposes. Funding sources in this category include the following:
  - The Resort Tax Fund is supported primarily by taxes levied on hotel, motel, rooming house and short term apartment room rents as well as on food and beverages sold at retail in any restaurant, as authorized by State Statute, and is used to fund tourism-eligible expenditures. A specific component of this Fund (the 1% Quality of Life Fund) is used to support tourism-eligible capital projects in north, south and mid-beach that improve the quality of life of the community
  - Parking Impact Fees
  - Concurrency Mitigation Fund
  - Half-Cent Transit Surtax
  - Local Option Gas Tax
  - Convention Development Tax
  - Information and Communications Technology Funds
  - 911 Emergency Funds
  - Art in Public Places Fund
  - Building Technology Fund
- Enterprise Fund Revenues which are derived from operations that are financed and operated in a manner similar to private businesses. The criteria used to determine if an operation should be an Enterprise Fund includes: 1) that it generates revenues; 2) that it provides services to the community; and 3) that it operates as a stand-alone entity, without subsides from taxes etc. The City's Enterprise Fund Departments are: Convention Center, Sanitation, Stormwater, Water, Sewer, and Parking. In some cases, operating funds are advanced of bond sales and are repaid when the bonds are sold. Capital funding sources in this category include the following:
  - Water & Sewer Enterprise Fund
  - Sanitation Enterprise Fund
  - Parking Operations Fund
  - Storm Water Enterprise Fund
  - Convention Center Fund
- Internal Service Funds which are completely offset by revenues received from the General Fund and Enterprise Fund Departments. The City's Internal Service Fund Departments are

Information Technology, Central Services, Risk Management, Property Management, and Fleet Management.

- Other miscellaneous funding sources include:
  - Capital 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 funded by the Redevelopment Agency promote economic development within the City Center Redevelopment District.

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

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

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

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

OVERVIEW OF FY 2017/18 – FY 2021/22 FIVE YEAR CAPITAL IMPROVEMENT PLAN

The Capital Budget for FY 2017/18 totals $59,812,155 and will be appropriated on October 1, 2017 when approved by the Commission. Projects will address many needs in different areas of the City including: neighborhood enhancements such as landscaping and sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovations and upgrades; renovations of seawalls; parking lot and garage renovations, construction/renovations of public facilities; and vehicle replacement. The following tables summarize the capital expenditures by funding and program source.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

Funding Source	FY 2017/18
Parking Capital Not Bonds	11,361,541
RDA - Non TIF	6,865,154
Concurrency Mitigation Fund	5,555,000
Fees in Lieu of Parking	5,386,347
Capital Projects Not Financed By Bonds	4,500,000
Quality of Life Resort Tax 1% - North Beach	2,891,067
Quality of Life Resort Tax 1% - South Beach	2,433,579
Pay-As-You-Go	2,401,658
Communications Fund	2,202,000
Capital Renewal & Replacement	2,185,048
RDA Garages	2,138,000
Quality of Life Resort Tax 1% - Middle Beach	2,133,082
7th Street Garage	1,399,500
Half Cent Transit Surtax-Cnty	1,322,000
Transportation Fund	913,575
Art In Public Places	875,334
Cultural Arts Council Endowment	800,000
RDA - South Pointe	685,000
2003 G. O. Bonds Parks and Beaches	651,342
Stormwater Projects - MDC ILA	650,000
Community Development Block Grant	538,483
Capital Reserve	395,492
Home Invest Part. Program Grant	344,482
1999 G. O. Bonds Fire Safety	337,000
Property Management Fund	295,000
Water and Sewer Impact Fees	257,211
Parking Rev. Bonds Series 2015	185,260
2001 Gulf Breeze-Normandy Golf	85,000
Miami City Ballet Fund	25,000
Total Adopted Appropriations as of 9/30/17	**59,812,155**

PROGRAM	FY 2017/18
ART IN PUBLIC PLACES	875,334
BRIDGES	-
COMMUNITY CENTERS	-
ENVIROMENTAL	138,724
EQUIPMENT	4,649,057
GENERAL PUBLIC BUILDINGS	1,587,467
GOLF COURSES	-
LIGHTING	1,050,979
MONUMENTS	279,000
PARKING	250,000
PARKING GARAGES	12,540,785
PARKING LOTS	600,000
PARKS	12,251,963
RENEWAL & REPLACEMENT	9,296,841
SEAWALLS	650,000
STREET / SIDEWALKS STREESCAPE	7,331,430
TRANSIT / TRANSPORTATION	8,208,575
UTILITIES	102,000
Total Adopted Appropriations as of 9/30/17	**59,812,155**

The FY 2017/18 – FY 2021/22 Capital Improvement Plan for the City of Miami Beach is a five-year plan for public improvements and capital expenditures by the City. This document is an official statement of public policy regarding long-range physical development in the City of Miami Beach. The Capital Improvement Plan has been updated to include projects that will be active during FY 2017/18 through FY 2021/22.

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

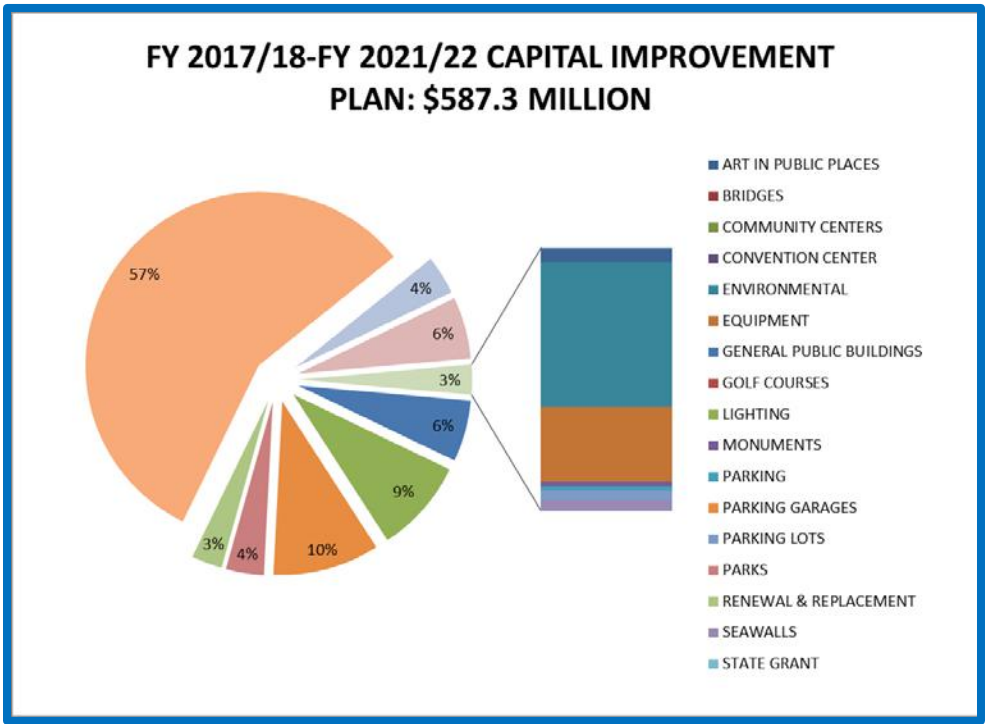
The Capital Improvement Plan also contains information on appropriations prior to FY 2017/18 for ongoing/active projects, as well as potential future appropriations beyond FY 2021/22. In conjunction with the development of the FY 2017/18 Capital Budget and Capital Improvement Plan, the City began to develop a list of potential projects that may be funded in the future, including projects that have been approved as part of a plan, but not yet sequenced or approved for funding.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

The following table shows a summary of the Five-Year Capital Improvement Plan by program area, as well as prior year funding for ongoing projects and funding requirements for desired projects with no anticipated funding for the FY 2017/18 Capital Budget and the FY 2017/18 – FY 2021/22 Capital Improvement Plan.

Program	Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Total
ART IN PUBLIC PLACES	7,412,797	875,334	-	-	-	-	8,288,131
BRIDGES	13,086,973	-	-	-	-	-	13,086,973
COMMUNITY CENTERS	102,600	-	-	-	-	-	102,600
CONVENTION CENTER	623,005,007	-	-	-	-	-	623,005,007
ENVIROMENTAL	8,380,127	138,724	3,220,000	220,000	5,214,000	220,000	17,392,851
EQUIPMENT	25,341,662	4,649,057	-	-	-	-	29,990,719
GENERAL PUBLIC BUILDINGS	23,261,763	1,587,467	18,931,000	12,994,000	-	-	56,774,230
GOLF COURSES	5,725,190	-	-	-	-	-	5,725,190
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-
LIGHTING	3,866,685	1,050,979	12,833,000	12,833,000	12,500,000	12,500,000	55,583,664
LOCAL GRANT	-	-	-	-	-	-	-
MONUMENTS	322,000	279,000	-	-	62,000	-	663,000
PARKING	-	250,000	-	-	-	-	250,000
PARKING GARAGES	44,533,514	12,540,785	45,895,000	-	-	-	102,969,299
PARKING LOTS	3,688,650	600,000	-	-	-	-	4,288,650
PARKS	48,969,807	12,251,963	8,723,860	-	-	-	69,945,630
RENEWAL & REPLACEMENT	22,533,724	9,296,841	3,465,000	1,815,000	1,610,000	248,000	38,968,565
SEAWALLS	29,110,822	650,000	-	-	-	-	29,760,822
STATE GRANT	-	-	-	-	-	-	-
STREET / SIDEWALKS STREESCAPE	402,832,337	7,331,430	90,629,653	8,120,000	110,957,000	117,834,000	737,704,420
TRANSIT / TRANSPORTATION	69,015,483	8,208,575	7,480,658	1,768,000	3,821,000	-	90,293,716
UTILITIES	71,181,888	102,000	22,521,500	10,581,000	250,000	309,019	104,945,407
GRAND TOTAL	**1,402,371,029**	**59,812,155**	**213,699,671**	**48,331,000**	**134,414,000**	**131,111,019**	**1,989,738,874**
						FY 2018-2022	***587,367,845***

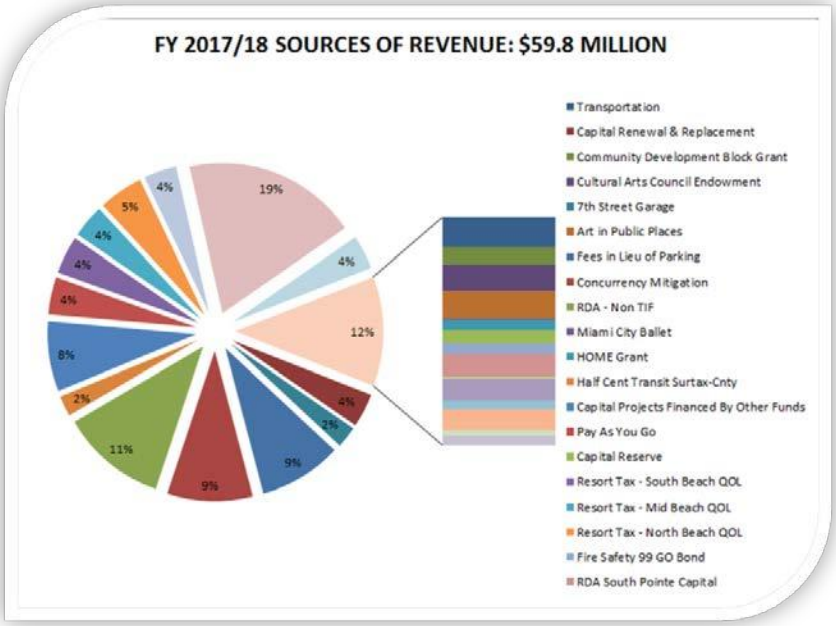
The graph below shows the major project types with funding proposed and programmed in the FY 2017/18 – FY 2021/22 Capital Improvement Plan. The largest proposed and programmed investments are in the streets and sidewalks (57%), parking garages (10%), and lighting (9%) throughout the next five years.



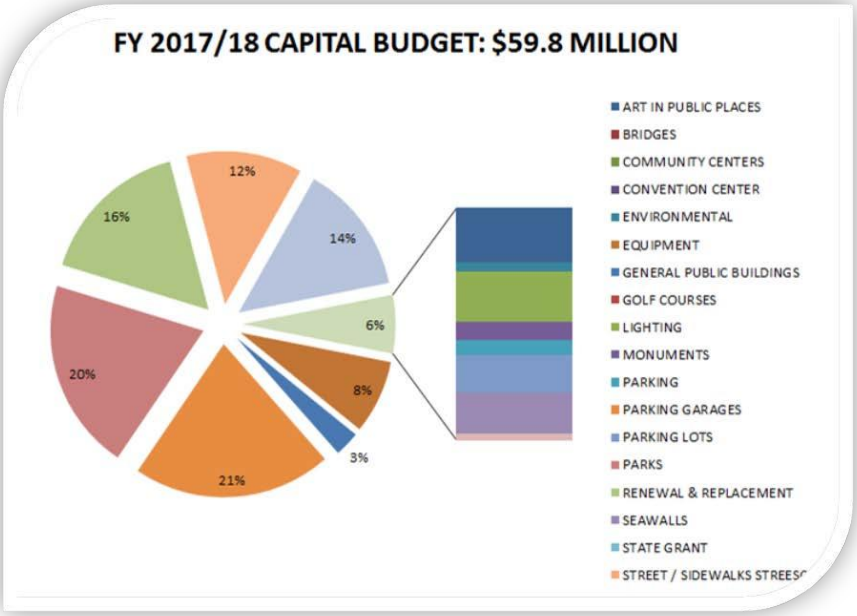
CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

OVERVIEW OF FY 2017/18 CAPITAL BUDGET (ONE-YEAR CAPITAL BUDGET)

The FY 2018-2022 Capital Plan – Funding Summary (Attachment A) sorts the projects in the Capital Improvement Plan for FY 2017/18 – 2021/22 and the Capital Budget for FY 2017/18 by funding source (revenue). As seen in the following graph, the Parking Operations Fund brings in the largest portion (19%) of revenue for FY 2017/18 capital projects.



The FY 2018-2022 Capital Improvement Plan by Program (Attachment B) sorts the projects in the Capital Improvement Plan for FY 2017/18 – 2021/22 and the Capital Budget for FY 2017/18 by Program (expenditure). The largest adopted investments are in parking and parks.



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

PROJECT HIGHLIGHTS BY PROGRAM AREA

Art in Public Places (AiPP)

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

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

The One-Year Capital Budget includes $875,334 for four (4) projects at the Miami Beach Convention Center, Flamingo Park, Fire Station #2, and Lummus Park. Prior Years includes funding for Soundscape Park and the Miami Beach Convention Center.

Bridges

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

Prior Years includes $12.3 million for the West Avenue Bridge over Collins Canal, $558,564 for Bridge Repairs, and $180,000 for the 81st Street Pedestrian Bridge Are.

Community Centers

The City's Parks & Recreation Department previously operated three recreation centers: the Scott Rakow Youth Center, North Shore Youth Center, and 21st Street Recreation Center. During FY 2016/17, the City undertook the operations at the North Shore Tennis Center.

Prior Years includes $102,600 for the North Shore Bandshell Stage/Sound System project.

Environmental

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

The One-Year Capital Budget adds $386,000 for the Baywalk-South Bay/Bayview Terrace project, which will require additional funding of $4.9 million in FY 2021. There are a significant number of projects that have been appropriated in prior years, including $3.0 million for the Citywide Tidal Flooding Mitigation PH1 project, $2.7 million for the Middle Beach Recreational Corridor Phase III, $690,000 for the Restorative Tree Well Phase IV Ocean Drive project, $292,000 for the Restorative Tree Well Treatment Phase III project, $150,000 for the Lincoln Road Landscaping project, $142,724 for the Beach Access Control Gates project, and $48,539 for the Baywalk Phase I project, which needs additional funding of $3.0 million in FY 2019. The Restorative Tree Well-Citywide project is programmed at $220,000 annually beginning in FY 2019.

Equipment

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

The One-Year Capital Budget totals $4.6 million and includes major projects such as the $2.1 million for the Public Safety Viper System and $1.1 million for the Garage Security Camera System. Prior years funding totaled $25.3 million and included $7.4 million for the Munis/Energov Technology project, $3.8 million for the Revenue Control Equipment Phase I project, and $1.6 million for Replacement of the Permits Plus Software.

General Public Buildings

The One-Year Capital Budget totals $1.5 million. Key projects funded in FY 2017/18 include $591,000 for the North Shore Park Restroom Renovation project, $553,467 for the North Beach Yard and $443,000 for the North Sure Bandshell Tent project. Future funding needs include $21 million for Fire Station #1 and $8.9 million for the 555 17th Street Building Replacement.

Golf Courses

The City operates the Miami Beach Golf Club and 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 expenditures and debt service. The City's golf courses/clubs are managed and operated by Professional Course Management (PCM) on behalf of the City.

Lighting

Improving lighting throughout the City consistent with Lighting and Crime Prevention Through Environmental Design (CPTED) principles was prioritized during the FY 2015/16 budget process. The One-Year Capital Budget includes $801,000 for continued Street Lighting Improvements citywide.

Monuments

The One-Year Capital Budget includes $279,000 for the Alton Road Fountain at 20th Street project. Prior Years includes $322,000 for the Flagler Monument Solar Illumination project.

Parking, Parking Garages, and Parking Lots

The City manages and operates 67 surface parking lots and ten (10) garages, including the recently constructed Sunset Garage. There are a total of 8,424 metered spaces both on- and off-street and 23 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 FY 2017/18 Parking Garage program includes $12.5 million to add funding to existing projects, including $5.9 million for the West Avenue Intercept garage, $1.4 million for the garage at 2660 Collins Avenue and $6.1 million for the garage at Collins and 13th Street. $500,000 is also budgeted for the 72nd Street Park and Parking Structure in FY 2017/18 with additional funding in the amount of $38,595,000 needed in FY 2018/19.

The Parking Lots program includes $600,000 to construct a surface lot at Biscayne Beach.

Parks

The City maintains the appearance of the gateways to the City, all municipal parks, buildings, grounds, and City controlled medians, swales, and landscape areas, including 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 totals $12.1 million and includes $772,000 for the Brittany Bay Park project, $1.8 million for the Flamingo Park project, $4.3 million for the North Shore Open Space Park Redevelopment project, and $2.5 million for the Maurice Gibb Park Remediation project.

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 online 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, and in some cases, until the point where an entire capital project was required for major improvements.

To ensure that renewal and replacement of General Fund assets were 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 extended 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 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:
  - 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
  - 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 specific project expenditures from the General Fund Capital Renewal and Replacement Fund shall be included in the City Manager's annual proposed budget, to be approved by the Mayor and City Commission annually during the City's second public hearing on the budget
- Interest earnings that accrue in the General Fund Capital Renewal and Replacement Fund shall be included in the appropriation for the Fund in the following fiscal year
- Changes among project specific appropriations may be authorized by the City Manager to the extent that no new projects are added and the total annual allocation is not exceeded
- During a fiscal year, changes to the total allocation and changes to the list of projects to be funded from the General Fund Capital Renewal and Replacement Fund shall require

prior approval and authorization by a majority of the City Commission. Excess project specific appropriations not required will be available for re-appropriation the following year
- Project specific appropriations that are not expended in a given fiscal year shall remain in the General Fund Capital Renewal and Replacement Fund for the life of the project

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

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

Facilities that have high public usage have a goal of "Excellent", while all other facilities have a goal of "Good". Renewal and replacement projects for facilities that are not supported by the General Fund are funded from available cash balances in the respective Internal Service or Enterprise Funds, e.g. Fleet, Sanitation, Property Management, Water, Sewer, Storm Water, Parking, and Convention Center. City Center Redevelopment Area (RDA) projects are funded through the City Center RDA budget.

The FY 2017/18 dedicated millage of 0.0235 mills is projected to generate $721,000 for the General Fund Capital Renewal and Replacement Fund. Internal Service Funds, Enterprise Funds and Special Revenue Funds also provide sources of funding for non-General Fund Renewal and Replacement Projects.

Seawalls

The One-Year Capital Budget includes $650,000 for the Shane Watersport Seawall project.

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 storm water infrastructure), traffic flow improvements, street lighting, and landscaping enhancements.

The One-Year Capital Budget totals $7.3 million, primarily for the Lincoln Road Washington Ave to Lenox Ave project totaling $6.8 million. Prior Year appropriations total $402.9 million and include several key projects such as Bayshore Neighborhood, Biscayne Pointe Neighborhood Improvements, City Center Commercial District BP9B, Venetian Neighborhood Improvements,

Lincoln Road Connectors, and South Pointe Improvements. In FY 2018/19, $7.0 million will be needed for the Lincoln Road Washington Ave to Lenox Ave project; $72.2 million will be needed for the LaGorce Neighborhood Improvements project; and $6.0 million will be needed for the 1st Street Alton Road to Washington Avenue South project.

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 One-Year Capital Budget totals $8.2 million, which includes $5.5 million for the Intelligent Transportation & Smart Parking System, $580,000 for the Signalization Alton Rd and 4th St project, $480,000 for Enhanced Crosswalks, and $430,000 for Royal Palm Neighborhood Greenway.

FINANCING

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

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

In 2000, the City issued the initial $30 million of the authorized $92 million 1999 General Obligation Bond. These funds were issued to expand, renovate, and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and improve neighborhood infrastructure. In 2000, the City also issued $54,310,000 in Water and Sewer Bonds and $52,170,000 in Storm Water 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 storm water 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 storm water 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. The City uses this line of credit in order to have the necessary funding capacity to enter into new projects while allowing time to both build the necessary rate capacity to issue additional tax-exempt bonds. 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 storm water bonds were issued replacing funding for projects previously funded by the line of credit. In FY 2014/15, approximately $100 million in storm water bonds were issued as part of the first of three $100 million bonds to upgrade the City's storm water system.

On December 15, 2015, the City issued $164,920,000 in Resort Tax Revenue Bonds, Series 2015. These Series of bonds are being issued by the City for the purpose of providing funds to (1) finance a portion of the costs of acquiring and constructing renovations to the Miami Beach Convention Center and related improvements, and (ii) pay the costs of issuing the Series 2015 bonds. The City also issued $58,825,000 in Parking Revenue Bonds, Series 2015. These Series of bonds are being issued by the City for the purpose of providing funds to (i) finance a portion of the costs of acquiring and constructing a new parking facility and improvements to a surface parking lot to serve the City's Convention Center, and (ii) pay the cost of issuing the Series 2015 bonds. Lastly, the RDA Agency issued $286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A and $35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B. The Series 2015A bonds will be used, together with certain other legally available moneys of the Agency, to (i) provide for the current refunding of all the outstanding Series 2005B bonds, (ii) finance certain costs of acquiring and constructing renovations to the Miami Beach Convention Center and certain other improvements, and (iii) pay costs of issuance of the Series 2015 bond and refunding the outstanding Series 2005B bonds. The Series 2015B will be used to (i) provide for the advance refunding of all the outstanding Series 1998 bonds, (ii) provide for the current refunding of all the outstanding Series 2005A bonds, and (iii) pay costs of issuance of the Series 2015B bonds and refunding the outstanding Series 1998A bonds and the outstanding Series 2015A bonds, including the portion of the premium allocable to the Series 2015B bonds for the reserve policy.

Depending on cash flow, Water and Sewer bonds and Storm Water bonds may be issued in FY 2017/18. Historically, there has been a phased approach for the issuance of water, sewer and storm water 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.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

PROPOSED 2018 G.O. BOND PROGRAM

At the July 21, 2017 meeting, the Finance & Citywide Projects Committee provided direction for development of a Proposed 2018 General Obligation (G.O.) Bond program. The Committee recommended that the necessary voter referendum take place on November 6, 2018, which is the date of the general election. The Committee also recommended that the Commission's millage vote to fund the debt service for the bond program take place in advance of the voter referendum on September, 2018 in order to expedite issuance of the bonds and accelerate implementation of the capital projects in the bond program. The program will be developed over the coming year and consists of the following steps:

- Identify Potential Projects – Compiling a wish list of projects from various sources including staff and the community. Over $300 million in potential projects have been identified.
- Size of Bond Program and Propositions – Based on the needs of the community and affordability of the necessary debt service, the overall dollar amount of the proposed program would be set along with amounts for each proposition or ballot measure (i.e., $200 million program with $50 million for Parks).
- Prioritization of Projects – A wish list would be prioritized to fit within the overall proposed program dollar amount within each of the propositions or ballot measures including community input. The proposed projects would be programmed over the next five years.
- Community Outreach – Since G.O. bond programs have to be approved by voters, a significant amount of time and energy would be devoted to educate voters about the program.
- Voter Referendum – The actual date of the vote to approve the proposed 2018 G.O. Bond Program will take place on November 6, 2018. If all or individual ballot measures are not approved, they would have to be presented to the voters in a subsequent year.

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 2017/18 – 2021/22. Net operating cost impacts for Fiscal Year 2017/18 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 2017/18 through FY 2021/22 are estimates that continue to be refined each year as capital projects progress from concept through construction and are incorporated into the annual operating budget. Operating costs for completed and projects programmed beyond FY 2020/21 as well as projects pending programming of funds are not included in these totals.

Total Estimated Annual	Operating Cost Impact
FY 2017/18	$200,000
FY 2018/19	$700,000
FY 2019/20	TBD
FY 2020/21	TBD

DEBT MANAGEMENT

GENERAL OBLIGATION BONDS DEBT SERVICE

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

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

Financial Summary

	2014 Actual	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Revenue Area					
Property Taxes	5,661,513	6,820,207	6,824,184	5,911,000	5,904,000
Other	616	526	639	10,000	10,000
Total	*5,662,129*	*6,820,734*	*6,824,823*	*5,921,000*	*5,914,000*
Expenditure Area					
Debt Service	5,923,819	5,906,451	5,915,421	5,911,000	5,904,000
Operating Expenditures	350	403	0	10,000	10,000
Total	*5,924,169*	*5,906,853*	*5,915,421*	*5,921,000*	*5,914,000*

DEBT MANAGEMENT

Budget Highlights

- The Debt Service millage rate of 0.1664 is estimated to provide $5,914,000 for debt service.

  Principal and interest payments for FY 2017/18 are as follows:

Principal	$3,845,000
Interest	2,058,769
Debt Service	$5,903,769

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

DEBT MANAGEMENT

GENERAL OBLIGATION BONDS SUMMARY
At September 30, 2016

Issue Name	Interest Rate	Year Issued	Final Maturity	Original Issue	Outstanding 9/30/2016
General Obligation - Series 2003	2.00-5.25	2003	2033	$ 62,465,000	$ 28,080,000
General Obligation - Series 2011	3.00-5.00	2011	2023	34,840,000	22,040,000
Total General Obligation Bonds				$ 97,305,000	$ 50,120,000

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
2017	$ 3,740,000	$ 2,170,969	$ 5,910,969
2018	3,845,000	2,058,769	5,903,769
2019	3,995,000	1,904,969	5,899,969
2020	4,145,000	1,745,169	5,890,169
2021	1,990,000	1,537,919	3,527,919
2022-2026	11,520,000	6,238,056	17,758,056
2027-2031	14,255,000	3,461,675	17,716,675
2032-2033	6,630,000	450,675	7,080,675
	50,120,000	19,568,201	69,688,201
Plus: Unamortized Bond Premium	1,305,287		1,305,287
	$ 51,425,287	$ 19,568,201	$ 70,993,488

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

On December 1, 2011, the City issued $34,840,000 in General Obligation Refunding Bonds, Series 2011. This Series of bonds were issued by the City for the purpose of (i) refunding the Series 2000 General Obligation Bonds maturing after December 1, 2011, and the Series 2003

DEBT MANAGEMENT

General Obligation Bonds maturing on and after September 1, 2014 through and including September 1, 2023, and (ii) paying the costs of issuance of the Bonds. The General Obligation Refunding Bonds, Series 2011 will be payable from ad valorem taxes assessed, levied and collected, without limitation as to rate or amount, on all taxable property within the corporate limits of the City. The Series 2011 Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2023.

At September 30, 2016, the City did not have any defeased General Obligation debt.

Sections 36 and 37 of the City Code limit the issuance of debt to no more than 15 percent of the assessed valuation. The City's current debt margin is 0.16 percent which is well below the 15 percent threshold.

Taxable assessed valuation	$30,697,890,865
Percentage applicable to debt limit	15%
Debt Limit	$4,604,683,630
General Obligation bonds outstanding as of September 30, 2016	$48,840,920
Legal Debt Margin	$4,555,842,710
	0.16%

DEBT MANAGEMENT

OTHER LONG TERM DEBT

Special Obligation Bonds – Governmental Activities

At September 30, 2016, the outstanding principal of special obligation bond issues and repayment sources are as follows:

	Issue Name	Repayment Source	Total Original Issue	Total Outstanding Principal
1985E	Gulf Breeze Fixed Rate	Non ad-valorem	$ 22,500,000	$ 5,310,000
2005	Pension Refunding Bonds	Non ad-valorem	53,030,000	19,215,000
2015	Resort Tax Revenue Bonds	Resort tax revenue	194,920,000	191,090,000
2015A	Tax Increment Revenue Refunding Bonds	RDA tax increment revenue	286,245,000	286,245,000
2015B	Tax Increment Revenue Refunding Bonds	RDA tax increment revenue	35,850,000	35,850,000
	Total Special Obligation Bonds		$ 592,545,000	$ 537,710,000

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

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 December 15, 2015, the City issued $194,920,000 in Series 2015 Resort Tax Revenue Bonds for the purpose of providing funds to finance a portion of the costs of acquiring and constructing renovations to the Convention Center and related improvements and pay the costs of issuing the Series 2015 bonds. The Series 2015 bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1.

DEBT MANAGEMENT

On December 15, 2015, the City issued $286,245,000 in Series 2015A Tax Increment Revenue and Revenue Refunding Bonds to provide for the current refunding of all of the Agency's Tax Increment Revenue Refunding Bonds, Series 2005B; finance certain costs of acquiring and constructing renovations to the convention center and certain other improvements; and pay costs of issuance of the Series 2015A bonds. The Series 2015A bonds were issued with interest rates of 4.00% to 5.00% payable semiannually on February 1 and August 1.

On December 15, 2015, the City issued $35,850,000 in taxable Series 2015B Tax Increment Revenue Refunding Bonds to provide for the advance refunding of all of the Agency's Tax Increment Revenue Refunding Bonds, Taxable Series 1998A; provide for the current refunding of all of the Agency's Tax Increment Revenue Refunding Bonds, Taxable Series 2005A; and pay costs of issuance of the Series 2015B bonds. The Series 2015B bonds were issued with interest rates of 1.93% to 3.69% payable semiannually on February 1 and August 1.

At September 30, 2016, debt service requirements to maturity for special obligation bonds are as follows:

Fiscal Year Ending September 30	Debt Service Requirements Special Obligation Bonds		
	Principal	Interest	Total
2017	$ 14,785,000	$ 25,698,323	$ 40,483,323
2018	15,345,000	25,128,050	40,473,050
2019	15,960,000	24,479,741	40,439,741
2020	16,590,000	23,785,788	40,375,788
2021	13,795,000	23,048,478	36,843,478
2022-2026	61,320,000	107,109,362	168,429,362
2027-2031	75,865,000	90,949,475	166,814,475
2032-2036	97,070,000	69,735,625	166,805,625
2037-2041	124,375,000	42,432,375	166,807,375
2042-2045	102,605,000	9,931,300	112,536,300
	537,710,000	442,298,517	980,008,517
Plus: Net unamortized Bond Premium	50,795,032		50,795,032
	$ 588,505,032	$ 442,298,517	$ 1,030,803,549

For the fiscal year ended September 30, 2016, debt service on the tax increment bonds was $16,669,815, the tax increment revenues totaled $44,175,847, and net customer revenues were $30,220,207. Remaining outstanding principal and interest is $590,919,154.

DEBT MANAGEMENT

Revenue Bonds – Parking Fund

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.

On December 15, 2015, the City issued $58,825,000 in Parking Revenue Bonds, Series 2015. The Series 2015 Bonds are being issued for the purpose of providing funds to finance a portion of the costs of constructing a new parking facility and improvements to a surface parking lot to service the City's convention center, which is being renovated, and pay the costs of issuing the Series 2015 Bonds. The Series 2015 Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1, and will mature through September 1, 2045.

Parking Revenue Fund indebtedness at September 30, 2016, is comprised of the following issued indebtedness:

- $ 17,155,000 Series 2010A Parking Revenue Refunding Bonds due in annual installments through 2022: interest at 3.00% - 5.00% $ 8,930,000
- $ 27,405,000 Series 2010B Parking Revenue Bonds due in annual installments through 2040: interest at 4.00% - 5.00% $ 27,405,000
- $ 58,825,000 Series 2015 Parking Revenue Bonds due in annual installments through 2045: interest at 3.00% - 5.00% $ 58,825,000

At September 30, 2016, the Fund did not have any defeased debt.

DEBT MANAGEMENT

The aggregate maturities of Long-Term Debt at September 30, 2016, are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2017	$ 1,600,000	$ 4,652,713	$ 6,252,713
2018	1,670,000	4,579,713	6,249,713
2019	1,740,000	4,512,913	6,252,913
2020	1,805,000	4,444,113	6,249,113
2021	1,895,000	4,354,663	6,249,663
2022-2026	10,865,000	20,392,221	31,257,221
2027-2031	13,710,000	17,542,782	31,252,782
2032-2036	17,445,000	13,809,750	31,254,750
2037-2041	22,265,000	8,989,750	31,254,750
2042-2045	22,165,000	2,838,500	25,003,500
	95,160,000	86,117,118	181,277,118
Plus: Net Unamortized Bond Premium	6,459,676		6,459,676
	$ 101,619,676	$ 86,117,118	$ 187,736,794

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 $181,277,118. Principal and interest paid for the current year and total customer net revenues were $6,112,806 and $13,097,588 respectively.

Revenue Bonds – 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 Taxable Series 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

DEBT MANAGEMENT

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, 2016 is as follows:

$ 54,310,000	2000 Revenue Bonds due in annual installments through 2030: Interest at 5.00% - 5.75%	$ 30,830,000
$ 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%	$ 15,815,000
$ 5,700,000	2006E Water & Sewer Revenue Bonds Gulf Breeze Loan Series 1985E due in annual installments through 2020: Interest at 5.00%	$ 5,700,000
$ 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%	$ 13,590,000
$ 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%	$ 10,000,000
$ 30,000,000	2009J-1C Water & Sewer Revenue Bonds Gulf Breeze Loan Series 1985J due in annual installments through 2039: Interest at 5.00%	$ 30,000,000

At September 30, 2016, none of the bonds outstanding are considered defeased.

DEBT MANAGEMENT

The aggregate maturities of Long-term debt as of September 30, 2016 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2017	$ 6,415,000	$ 4,889,445	$ 11,304,445
2018	6,700,000	4,603,255	11,303,255
2019	6,995,000	4,300,719	11,295,719
2020	7,335,000	3,977,500	11,312,500
2021	7,660,000	3,722,769	11,382,769
2022-2026	21,825,000	15,805,144	37,630,144
2027-2031	19,005,000	9,956,975	28,961,975
2032-2036	15,030,000	5,694,500	20,724,500
2037-2040	14,970,000	1,542,500	16,512,500
	105,935,000	54,492,807	160,427,807
Less:			
Unamortized Discount	(125,054)		(125,054)
	$ 105,809,946	$ 54,492,807	$ 160,302,753

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 $160,427,807. Principal and interest paid for the current year and total customer net revenues were $8,881,732 and $19,591,550 respectively.

Revenue Bonds – Storm Water Fund

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

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

defeasance and redemption. The Series 2011B Bonds were issued with interest rates of 2.00% to 5.25% payable semiannually on March 1 and September 1, and will mature serially through September 1, 2030. Both Series 2011A and 2011B Bonds will be repaid solely from pledged revenues of the Storm Water System.

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

Indebtedness of the Storm Water Fund at September 30, 2016 is as follows:

- $16,185,000 2009J-2 Storm Water Revenue Refunding Bonds due in annual installments through 2020: Interest at 2.00% - 4.50% $ 8,810,000
- $52,130,000 2011A Storm Water Revenue Bonds due in annual installments through 2041: Interest at 4.00% - 4.25% $ 50,120,000
- $26,575,000 2011B Storm Water Revenue Refunding Bonds due in annual installments through 2030: Interest at 2.00% - 5.25% $ 25,985,000
- $99,590,000 2015 Storm Water Revenue Bonds due in annual installments through 2045: Interest at 2.00% - 5.00% $99,590,000

DEBT MANAGEMENT

The aggregate maturities of Long-term debt at September 30, 2016 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2017	$ 3,250,000	$ 8,111,226	$ 11,361,226
2018	3,380,000	7,986,131	11,366,131
2019	3,525,000	7,836,505	11,361,505
2020	3,685,000	7,680,427	11,365,427
2021	3,850,000	7,513,052	11,363,052
2022-2026	21,960,000	34,852,815	56,812,815
2027-2031	27,600,000	29,221,220	56,821,220
2032-2036	33,860,000	22,958,420	56,818,420
2037-2041	42,150,000	14,671,738	56,821,738
2042-2045	41,245,000	4,205,200	45,450,200
	184,505,000	145,036,734	329,541,734
Plus Unamortized Premium	3,114,446		3,114,446
	$ 187,619,446	$ 145,036,734	$ 332,656,180

Series 2009J-2, Series 2011A, Series 2011B, and Series 2015 bonds are payable from and secured by a lien on and pledge of net revenues of the storm water 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 $329,541,734. Principal and interest paid for the current year and total customer net revenues were $11,236,865 and $16,287,123, respectively.

Loans

On February 20, 2008, the City entered into a new loan agreement, which allows the City to be reimbursed for the purchase of machinery and equipment up to a maximum of $37,500,000. The interest rates on this loan agreement range from 1.9% to 4.5%. At September 30, 2016, the City was indebted for $9,053,480.

The aggregate maturities of loans at September 30, 2016 are as follows:

DEBT MANAGEMENT

Fiscal Year Ending September 30	Loans		
	Principal	Interest	Total
2017	$ 3,180,148	$ 178,339	$ 3,358,487
2018	2,490,486	112,349	2,602,835
2019	1,862,716	60,620	1,923,336
2020	802,569	26,914	829,483
2021	377,777	10,801	388,578
2022-2025	339,783	9,714	349,497
	$ 9,053,479	$ 398,737	$ 9,452,216

The above debt has been recorded in the following funds:

Internal Service	$ 8,283,795
Stormwater	76,802
Water & Sewer	133,660
Parking	98,570
Other Enterprise	193,250
General Fund	267,402
	$ 9,053,479

Energy Savings Obligation

On May 25, 2010, the City entered into an equipment lease purchase financing agreement with a financial institution for the construction/purchase of energy saving equipment. At September 30, 2016, the outstanding balance on this loan was $11,002,350. The interest rate on this loan is a fixed 4.18%. Principal and interest payment are made monthly. The first payment was made on May 25, 2012 and the last payment will be made on April 25, 2025.

The aggregate maturities of other long-term obligations at September 30, 2016 are as follows:

Fiscal Year Ending September 30	Long-term Obligation	Interest	Total
2017	$ 881,348	$ 443,385	$ 1,324,733
2018	968,999	404,888	1,373,887
2019	1,062,244	362,620	1,424,864
2020	1,173,139	316,261	1,489,400
2021	1,296,242	264,757	1,560,999
2022-2025	5,620,378	450,543	6,070,921
	$ 11,002,350	$ 2,242,454	$ 13,244,804

On May 21, 2014, the City of Miami Beach issued Resolution No. 2014-28599, which authorized the issuance of a line of credit not to exceed an aggregate principal amount of $60 million to pay the costs of capital projects. The line of credit was obtained from one financial institution. The line of credit was renewed on July 29, 2016. Tax-exempt draws against the line of credit will have a variable interest rate of 70% of Libor rate plus 0.50%, and the taxable draws will have a variable rate equal to Libor rate plus 0.75%. For the period ending July 28, 2016, there will be an annual fee of 0.20% on the unused portion of the line of credit payable on a

quarterly basis. For the periods commencing on July 29, 2016, the annual fee on the unused portion of the line of credit increased to 0.25%. The City shall pay the financial institution the entire unpaid principal balance together with all accrued and unpaid interest on May 30, 2016 (the "Maturity Date"). As of September 30, 2016, no amounts have been drawn down from this line of credit.

On November 12, 2014, the City of Miami Beach entered into the Clean Water State Revolving Fund Loan Agreement with the State of Florida Department of Environment Protection. The amount of the loan is $7,500,000 plus $147,500 of capitalized interest and $150,000 in loan service fees which amounts to $7,797,500 to be repaid back to the State. Loan payments will commence on February 15, 2018 and semiannually thereafter on August 15 and February 15 of each year until all amounts due have been fully paid. The interest rate on this loan is 1.62% per annum. The loan shall be repaid in 40 semiannual loan payments of 229,001. Loan disbursement from the State to the City will be made for reimbursements of allowable invoiced costs. As of September 30, 2016, $1.8 million of loan disbursements were received by the City.

MIAMIBEACH

CITY OF MIAMI BEACH
FY 2018 - 2022 CAPITAL IMPROVEMENT PLAN BY FUNDING SUMMARY

PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
106 TRANSPORTATON FUND 106									
20118	BAYSHORE NEIGH. TRAFFIC CALMING 1A	-	378,075	-	-	-	-	-	378,075
20119	NAUTILUS TRAFFIC CALMING PHASE II	-	-	661,000	-	-	-	-	661,000
20218	NAUTILUS TRAFFIC CALMING PHASE I	-	355,500	-	-	-	-	-	355,500
20318	VENETIAN ILLUMINATED CROSSWALKS	-	180,000	-	-	-	-	-	180,000
20617	NEW BUS SHELTER DESIGNS	504,251	-	-	-	-	-	-	504,251
60717	SAFE ROUTES- N.BEACH & NAUTILUS	25,052	-	-	-	-	-	-	25,052
60817	SAFE ROUTES-BISCAYNE ELEMENTARY	70,628	-	-	-	-	-	-	70,628
	Fund Total:	**599,931**	**913,575**	**661,000**	**-**	**-**	**-**	**-**	**2,174,506**
115 HUD SECTION 108 LOAN									
23220	NORTH SHORE NEIGH. IMPROVEMENTS	1,017,391	-	-	-	-	-	-	1,017,391
	Fund Total:	**1,017,391**	**-**	**-**	**-**	**-**	**-**	**-**	**1,017,391**
117 CLEAN WATER STATE REVOLVE FUND									
68000	CLEAN WATER SYSTEM	7,500,000	-	-	-	-	-	-	7,500,000
	Fund Total:	**7,500,000**	**-**	**-**	**-**	**-**	**-**	**-**	**7,500,000**
121 SUNSET ISLAND 3&4 UNDERGROUND									
69790	SUNSET 3 & 4 UTILITY PAYMENT	1,532,002	-	-	-	-	-	-	1,532,002
	Fund Total:	**1,532,002**	**-**	**-**	**-**	**-**	**-**	**-**	**1,532,002**
125 CAPITAL RENEWAL & REPLACEMENT									
20000	PAVEMENT & SIDEWALK PROGRAM	500,000	-	-	-	-	-	-	500,000
27800	STREET LIGHTING IMPROVEMENTS	300,000	-	-	-	-	-	-	300,000
28410	SCOTT RAKOW PLAYGROUND	18,887	-	-	-	-	-	-	18,887
28510	CITY HALL SPACE PLAN IMPLEMENTATION	325,000	-	-	-	-	-	-	325,000
28550	LIFEGUARD STAND REPLACEMENTS	-	141,189	-	-	-	-	-	141,189
60007	POLICE STATION NEW GENERATOR	455,000	-	-	-	-	-	-	455,000
60017	OFFICE OF COMMUNICATION REMODEL	59,954	-	-	-	-	-	-	59,954
60018	SCOTT RAKOW ALUMINUM WINDOW REPLACE	-	700,000	-	-	-	-	-	700,000
60027	777 BUILDING ELASTOMERIC COATING	51,046	-	-	-	-	-	-	51,046
60030	POLICE STATION MEN'S LOCKER ROOM	65,000	-	-	-	-	-	-	65,000
60037	SCOTT RAKOW FIRE ALARM RENEWAL	80,000	-	-	-	-	-	-	80,000
60038	SOUTH SHORE C.C. FIRE ALARM RENEWAL	-	112,086	-	-	-	-	-	112,086
60047	POLICE STATION EMERGENCY LIGHTING	73,000	-	-	-	-	-	-	73,000

MIAMIBEACH

CITY OF MIAMI BEACH
FY 2018 - 2022 CAPITAL IMPROVEMENT PLAN BY FUNDING SUMMARY

PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
60057	FIRE STATION 3 EMERGENCY GENERATOR	100,000	-	-	-	-	-	-	100,000
60067	POLICE STATION EXIT SIGNS RENEWAL	60,000	-	-	-	-	-	-	60,000
60077	FIRE STATON # 2 ALARM SYSTEM	89,000	-	-	-	-	-	-	89,000
60087	SCOTT RAKOW CENTER SECURITY SYSTEM	58,000	-	-	-	-	-	-	58,000
60097	M. CITY BALLET EMERGENCY BATTERIES	52,000	-	-	-	-	-	-	52,000
60117	FIRE 1-12 F2020- HAZARDOUS COMPONEN	45,000	-	-	-	-	-	-	45,000
60118	POLICE STATION BACKUP CHILLER	-	80,000	-	-	-	-	-	80,000
60127	SOUTH SHORE COMM. CNTR. SWITCHGEAR	42,000	-	-	-	-	-	-	42,000
60147	HISTORIC CITY HALL WOOD WINDOWS	28,000	-	-	-	-	-	-	28,000
60160	555 777 21ST REC CENTER	591,462	-	-	-	-	-	-	591,462
60167	FIRE STATION # 2 ENGINE BAY ALARM	26,000	-	-	-	-	-	-	26,000
60218	STORAGE TANK REPLACEMENT	-	200,000	200,000	-	-	-	-	400,000
60318	SCOTT RAKOW YOUTH CENTER GENERATOR	-	500,000	-	-	-	-	-	500,000
60418	HISTORIC CITY HALL HUMIDITY CONTROL	-	50,000	-	-	-	-	-	50,000
60518	HISTORIC CITY HALL BOOSTER PUMP	-	53,306	-	-	-	-	-	53,306
60587	FIRE STATION # 4 ROOF	73,757	-	-	-	-	-	-	73,757
60597	FIRE STATION # 3 MOLD REMEDIATION	240,500	-	-	-	-	-	-	240,500
60618	HISTORIC CITY HALL FIRE ALARM	-	151,618	-	-	-	-	-	151,618
60627	555 BUILDING MOLD REMEDIATION	222,712	-	-	-	-	-	-	222,712
60637	COLONY THEATER HVAC REPLACEMENT	200,000	-	-	-	-	-	-	200,000
60647	WHEELCHAIR LIFT N. SHORE BANDSHELL	25,000	-	-	-	-	-	-	25,000
60718	NORTH SHORE PARK YOUTH CENTER A/C	-	90,000	-	-	-	-	-	90,000
60818	POLICE STATION DOMESTIC WATER PUMP	-	35,000	-	-	-	-	-	35,000
60918	FIRE STATION # 4 KITCHEN EQUIPMENT	-	41,849	-	-	-	-	-	41,849
61018	FIRE STATION # 3 KITCHEN RENEWAL	-	30,000	-	-	-	-	-	30,000
61100	P.A.L. BUILDING - FIRE ALARM	95,000	-	-	-	-	-	-	95,000
61290	CITY HALL FIRE ALARM SYSTEM	314,325	-	-	-	-	-	-	314,325
61360	NB SENIOR CENTER HVAC REPLACEMENT	373,030	-	-	-	-	-	-	373,030
61940	555 BUILDING EXTERIOR WALL REPAIRS	39,000	-	-	-	-	-	-	39,000
62060	FIRE STATION 1 CARPET REPLACEMENT	24,000	-	-	-	-	-	-	24,000
62070	FIRE STATION 1 ELECTRICAL	69,000	-	-	-	-	-	-	69,000
62080	FIRE STATION 1 FLOOR REPLACEMENT	138,000	-	-	-	-	-	-	138,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
62090	FIRE STATION 3 CARPET REPLACEMENT	26,400	-	-	-	-	-	-	26,400
62110	FIRE STATION 3 RESTROOM RENOVATION	21,100	-	-	-	-	-	-	21,100
62120	FIRE STATION 3 PARKING LOT	35,784	-	-	-	-	-	-	35,784
62220	POLICE STATION A/C REPLACEMENT	45,000	-	-	-	-	-	-	45,000
62230	POLICE STATION ADA ACCOMODATIONS	39,000	-	-	-	-	-	-	39,000
62260	POLICE STATION FLOOR COVERING PH.2	154,000	-	-	-	-	-	-	154,000
62320	POLICE STATION RESTROOM EXHAUST	40,000	-	-	-	-	-	-	40,000
62410	SOUTH SHORE COMMUNITY CTR FLOORING	117,000	-	-	-	-	-	-	117,000
62790	555 BUILDING INSTALL RECIRCULATION	1,450	-	-	-	-	-	-	1,450
63080	BEACH RESTROOMS PAINT AND CONCRETE	225,000	-	-	-	-	-	-	225,000
63090	CITY HALL AIR HANDLING UNIT	505,947	-	-	-	-	-	-	505,947
63320	FLAMINGO PARK POOL EQUIPMENT REPLAC	311,000	-	-	-	-	-	-	311,000
63350	POLICE HQ ELEVATORS & OTHER PROJECT	548,798	-	-	-	-	-	-	548,798
63390	CITY HALL HALON UPGRADE AND SERVICE	143,484	-	-	-	-	-	-	143,484
63750	POLICE BUILDING VARIOUS PROJECTS	560,098	-	-	-	-	-	-	560,098
63770	FY 08 FIRE STATION 1	337,943	-	-	-	-	-	-	337,943
64020	CITY HALL CARD ACCESS SYSTEM REPLAC	80,436	-	-	-	-	-	-	80,436
64060	NORMANDY ISLE POOL EQUIPMENT	95,000	-	-	-	-	-	-	95,000
64090	OCEANFRONT AUDITORIUM HVAC CONTROLS	102,277	-	-	-	-	-	-	102,277
64110	PAL BUILDING A/C REPLACEMENT	33,094	-	-	-	-	-	-	33,094
64120	POLICE STATION PNEUMATIC CONTROLS	55,000	-	-	-	-	-	-	55,000
64140	POLICE VARIABLE AIR VOLUME DAMPER R	180,000	-	-	-	-	-	-	180,000
64150	POLICE VARIABLE FREQUENCY DRIVES	90,000	-	-	-	-	-	-	90,000
67000	FIRE STATION # 4 EXTERIOR WALLS	17,000	-	-	-	-	-	-	17,000
67030	MARINE PATROL EXTERIOR RESTORATION	68,100	-	-	-	-	-	-	68,100
67040	NORMANDY ISLE PARK & POOL	200,000	-	-	-	-	-	-	200,000
67050	North Beach Police Station Restroom	67,000	-	-	-	-	-	-	67,000
67070	P.A.L. BUILDING EXTERIOR PAINT & WA	37,550	-	-	-	-	-	-	37,550
67080	SOUTH SHORE COMMUNITY CENTER EXT.	64,700	-	-	-	-	-	-	64,700
67190	FIRE STATION #3 RESTROOM RENOVATION	23,000	-	-	-	-	-	-	23,000
67200	FIRE STATION #3 FIRE ALARM UPGRADE	55,000	-	-	-	-	-	-	55,000
67210	CITY HALL ROOF & SKYLIGHT	200,000	-	-	-	-	-	-	200,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
67220	FIRE STATION #3 EMERGENCY GENERATOR	95,000	-	-	-	-	-	-	95,000
67240	777 BUILDING HVAC 4TH FLOOR	170,000	-	-	-	-	-	-	170,000
68520	FS 3-INTERIOR&OVERHEAD DOOR REPLACE	107,678	-	-	-	-	-	-	107,678
68530	FS 1-INTERIOR&EXTERIOR DOOR REPLACE	92,657	-	-	-	-	-	-	92,657
68580	CITY HALL - ELEVATOR RENOVATION	175,000	-	-	-	-	-	-	175,000
68720	POLICE HQ & PARKING GARAGE-FIRE ALA	240,732	-	-	-	-	-	-	240,732
68730	POLICE STATION FIRING RANGE	338,120	-	-	-	-	-	-	338,120
68760	CITY HALL ELECTRICAL UPGRADES	353,772	-	-	-	-	-	-	353,772
69250	S. SHORE COMMUNITY CENTER A/C PARTS	118,862	-	-	-	-	-	-	118,862
69330	555 BUILDING ELECTRICAL UPGRADES	14,694	-	-	-	-	-	-	14,694
69340	555 BLDG HVAC UPGRADE & REPLACEMENT	79,923	-	-	-	-	-	-	79,923
69480	MARINE PATROL EMERGENCY GENERATOR	64,515	-	-	-	-	-	-	64,515
69950	POLICE BOOSTER PUMP REPLACEMENT	70,000	-	-	-	-	-	-	70,000
69960	SOUTH SHORE COMMUNITY ELEVATOR	173,000	-	-	-	-	-	-	173,000
	Fund Total:	**11,407,787**	**2,185,048**	**200,000**	**-**	**-**	**-**	**-**	**13,792,835**
126 SOUTH POINTE RENEWAL & REPLACE									
29130	SOUTH POINTE MISCELANEOUS IMPROVEME	493,425	-	-	-	-	-	-	493,425
	Fund Total:	**493,425**	**-**	**-**	**-**	**-**	**-**	**-**	**493,425**
130 COMM. DEV. BLOCK GRANT - YR 39									
28810	LONDON HOUSE APT.REH	567,923	-	-	-	-	-	-	567,923
	Fund Total:	**567,923**	**-**	**-**	**-**	**-**	**-**	**-**	**567,923**
131 COMMUNITY DVLPMNT BLOCK GRNT									
60657	NEPTUNE APARTMENTS REPAIRS	-	333,860	330,000	330,000	330,000	-	-	1,323,860
62618	MADELEINE VILLAGE	-	204,623	-	-	-	-	-	204,623
	Fund Total:	**-**	**538,483**	**330,000**	**330,000**	**330,000**	**-**	**-**	**1,528,483**
132 COMM. DEV. BLOCK GRANT- YR 40									
20427	LOTTIE APARTMENTS	111,313	-	-	-	-	-	-	111,313
	Fund Total:	**111,313**	**-**	**-**	**-**	**-**	**-**	**-**	**111,313**
133 COMM. DEV. BLOCK GRANT-YR 35									
60657	NEPTUNE APARTMENTS REPAIRS	5,000	-	-	-	-	-	-	5,000
	Fund Total:	**5,000**	**-**	**-**	**-**	**-**	**-**	**-**	**5,000**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
135 COMM. DEV. BLOCK GRANT- YR 37									
20427	LOTTIE APARTMENTS	46,423	-	-	-	-	-	-	46,423
28810	LONDON HOUSE APT.REH	50,266	-	-	-	-	-	-	50,266
	Fund Total:	**96,689**	**-**	**-**	**-**	**-**	**-**	**-**	**96,689**
137 CDBG FY 2015 - 2016 YR 41									
20427	LOTTIE APARTMENTS	542,554	-	-	-	-	-	-	542,554
60657	NEPTUNE APARTMENTS REPAIRS	14,000	-	-	-	-	-	-	14,000
	Fund Total:	**556,554**	**-**	**-**	**-**	**-**	**-**	**-**	**556,554**
139 COMM.DEV. BLOCK GRANT-FY16-17									
60657	NEPTUNE APARTMENTS REPAIRS	25,050	-	-	-	-	-	-	25,050
	Fund Total:	**25,050**	**-**	**-**	**-**	**-**	**-**	**-**	**25,050**
140 CULTURAL ARTS COUNCIL ENDOWMNT									
20418	COLLINS PARK PERFORMIMG ARTS VENUE	-	800,000	-	-	-	-	-	800,000
	Fund Total:	**-**	**800,000**	**-**	**-**	**-**	**-**	**-**	**800,000**
142 7TH STREET GARAGE									
20087	GARAGE AT P23 - 1623 WEST AVENUE	-	1,169,500	-	-	-	-	-	1,169,500
25040	CLOSED CIRCUIT TV SYSTEM	138,600	(53,585)	-	-	-	-	-	85,015
26100	GARAGE SECURITY CAMERA SYSTEM	-	53,585	-	-	-	-	-	53,585
27830	PARKING GARAGE AT PARKING LOT P16	2,563,569	-	-	-	-	-	-	2,563,569
60170	7TH ST. GARAGE ELEVATOR REPLACEMENT	230,476	-	-	-	-	-	-	230,476
61118	7TH STREET GARAGE UPGRADE LIGHTING	-	200,000	-	-	-	-	-	200,000
61218	7TH STREET PARKING GARAGE ROOF TOP	-	30,000	-	-	-	-	-	30,000
61760	REVENUE CONTROL EQUIPMENT PHASE I	303,000	-	-	-	-	-	-	303,000
69310	7TH ST. GARAGE FIRE ALARM SYSTEM	51,087	-	-	-	-	-	-	51,087
	Fund Total:	**3,286,732**	**1,399,500**	**-**	**-**	**-**	**-**	**-**	**4,686,232**
147 ART IN PUBLIC PLACES									
20377	ART IN PUBLIC PLACES MB CONVENTION	7,060,797	470,000	-	-	-	-	-	7,530,797
22618	AIPP FIRE STATION #2	-	95,334	-	-	-	-	-	95,334
22718	AIPP FLAMINGO PARK PROJECT	-	194,000	-	-	-	-	-	194,000
22918	AIPP LUMMUS PARK PROJECT	-	116,000	-	-	-	-	-	116,000
27810	AIPP ART PROJECT SOUNDSCAPE	352,000	-	-	-	-	-	-	352,000
	Fund Total:	**7,412,797**	**875,334**	**-**	**-**	**-**	**-**	**-**	**8,288,131**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
155 FEES IN LIEU OF PARKING									
20087	GARAGE AT P23 - 1623 WEST AVENUE	3,000,000	3,080,077	-	-	-	-	-	6,080,077
20107	GARAGE AT P55 - 2660 COLLINS AVENUE	1,960,000	1,406,270	-	-	-	-	-	3,366,270
20200	LIGHT RAIL / MODERN STREET CAR	6,700,000	-	-	-	-	-	-	6,700,000
20518	SURFACE LOT AT BISCAYNE BEACH	-	600,000	-	-	-	-	-	600,000
22150	72ND ST PARK AND PARKING STRUCTURE	-	300,000	21,166,000	-	-	-	-	21,466,000
27830	PARKING GARAGE AT PARKING LOT P16	1,457,000	-	-	-	-	-	-	1,457,000
	Fund Total:	**13,117,000**	**5,386,347**	**21,166,000**	**-**	**-**	**-**	**-**	**39,669,347**
158 CONCURRENCY MITIGATION FUND									
20200	LIGHT RAIL / MODERN STREET CAR	5,000,000	-	-	-	-	-	-	5,000,000
24720	16TH ST IMPROVEMENTS & ENHANCEMENTS	8,328,094	-	-	-	-	-	-	8,328,094
25750	WEST AVE BDG OVER COLLINS CANAL	908,068	-	-	-	-	-	-	908,068
28080	INTELLIGENT TRANSPORT SYSTEM	2,060,000	5,555,000	1,469,000	818,000	-	-	-	9,902,000
	Fund Total:	**16,296,162**	**5,555,000**	**1,469,000**	**818,000**	**-**	**-**	**-**	**24,138,162**
160 RESORT TAX FUND 2%									
20200	LIGHT RAIL / MODERN STREET CAR	10,000,000	-	-	-	-	-	-	10,000,000
	Fund Total:	**10,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**10,000,000**
164 RDA CASH FUNDED CC PROJECTS									
29300	LINCOLN RD WASHINGTON AV TO LENOX	20,000,000	-	-	-	-	-	-	20,000,000
	Fund Total:	**20,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**20,000,000**
165 NON - TIF RDA FUND									
20197	CITY CENTER RESILIENCY ENHANCEMENTS	1,000,000	-	-	-	-	-	-	1,000,000
20200	LIGHT RAIL / MODERN STREET CAR	8,000,000	-	-	-	-	-	-	8,000,000
28140	CONVENTION CENTER HOTEL	600,000	-	-	-	-	-	-	600,000
29300	LINCOLN RD WASHINGTON AV TO LENOX	-	6,865,154	-	-	-	-	-	6,865,154
	Fund Total:	**9,600,000**	**6,865,154**	**-**	**-**	**-**	**-**	**-**	**16,465,154**
169 MIAMI CITY BALLET FUND									
27780	MIAMI CITY BALLET WINDOWS	315,000	-	-	-	-	-	-	315,000
63418	MIAMI CITY BALLET HVAC COIL	-	25,000	-	-	-	-	-	25,000
	Fund Total:	**315,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**340,000**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
171 LOCAL OPTION GAS TAX									
20000	PAVEMENT & SIDEWALK PROGRAM	1,695,000	-	-	-	-	-	-	1,695,000
	Fund Total:	**1,695,000**	**-**	**-**	**-**	**-**	**-**	**-**	**1,695,000**
179 HOME INVEST PT. PRG GRAN 11/12									
28810	LONDON HOUSE APT.REH	774,515	-	-	-	-	-	-	774,515
	Fund Total:	**774,515**	**-**	**-**	**-**	**-**	**-**	**-**	**774,515**
180 HOME INV PT. PROG. GRANT 12/13									
28810	LONDON HOUSE APT.REH	634,999	-	-	-	-	-	-	634,999
	Fund Total:	**634,999**	**-**	**-**	**-**	**-**	**-**	**-**	**634,999**
181 HOME INV PT. PROG. GRANT 13/14									
28810	LONDON HOUSE APT.REH	193,905	-	-	-	-	-	-	193,905
	Fund Total:	**193,905**	**-**	**-**	**-**	**-**	**-**	**-**	**193,905**
182 HOME INVEST PART. PROG. GRANT									
20427	LOTTIE APARTMENTS	128,756	-	-	-	-	-	-	128,756
	Fund Total:	**128,756**	**-**	**-**	**-**	**-**	**-**	**-**	**128,756**
184 HOME INVEST PART. PRGRM GRNT									
62618	MADELEINE VILLAGE	-	344,482	300,000	300,000	150,000	-	-	1,094,482
	Fund Total:	**-**	**344,482**	**300,000**	**300,000**	**150,000**	**-**	**-**	**1,094,482**
187 HALF CENT TRANS. SURTAX COUNTY									
20220	SEAWALL-DICKENS AV SHORELINE	200,000	-	-	-	-	-	-	200,000
20597	WEST AVENUE PHASE II	530,000	-	-	-	-	-	-	530,000
20618	MERIDIAN AVENUE BICYCLE LANES	-	250,000	-	-	-	-	-	250,000
20718	SIGNALIZATION ALTON RD AND 4TH ST	-	580,000	-	-	-	-	-	580,000
20818	ROYAL PALM NEIGHBORHOOD GREENWAY	-	430,000	-	-	-	-	-	430,000
22518	ENHANCED CROSSWALKS	-	480,000	-	-	-	-	-	480,000
23360	WEST AVE/BAY RD NEIGH.	378,000	-	-	-	-	-	-	378,000
25650	CITYWIDE CURB RAMP INSTALLATION	80,560	-	-	-	-	-	-	80,560
25750	WEST AVE BDG OVER COLLINS CANAL	1,693,737	-	-	-	-	-	-	1,693,737
26700	ROW IMPROVEMENT PROJECT	1,844,084	-	-	-	-	-	-	1,844,084
27420	SUNSET HARBOUR NEIGHBORHOOD	566,000	-	-	-	-	-	-	566,000
27860	51ST BIKE LANE-ALTON RD TO PINETREE	50,000	-	-	-	-	-	-	50,000
27870	72ND STREET PROTECTED BIKE LANE	239,000	-	-	-	-	-	-	239,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
27880	73RD STREET PROTECTED BIKE LANES	239,000	-	-	-	-	-	-	239,000
27900	PRAIRIE AVE FROM 28TH ST TO 44TH PA	294,000	-	-	-	-	-	-	294,000
27910	MERIDIAN AVE (NORTH) 28TH ST & DADE	278,000	-	-	-	-	-	-	278,000
27920	ALTON RD BETWEEN CHASE AVE & NORTH	418,000	(418,000)	-	418,000	-	-	-	418,000
27930	SHARED PATH ON PARKVIEW ISLAND PARK	320,000	-	-	-	-	-	-	320,000
27940	EUCLID AVE. - FROM 17TH ST & 5TH ST	470,000	-	-	-	-	-	-	470,000
28050	EVERGLADES COURT ALLEYWAY PAVING	300,000	-	-	-	-	-	-	300,000
28080	INTELLIGENT TRANSPORT SYSTEM	2,020,260	-	-	-	-	-	-	2,020,260
29500	COLLINS CANAL ENHANCEMENT PROJECT	1,030,698	-	-	-	-	-	-	1,030,698
29810	ALLEYWAY RESTORATION PH III	412,500	-	-	-	-	-	-	412,500
60207	PAINTING VENETIAN BIKE LANES	486,558	-	-	-	-	-	-	486,558
64180	PAVEMENT ASSESSMENT SURVEY	327,000	-	-	-	-	-	-	327,000
64210	SIDEWALK ASSESSMENT SURVEY	75,000	-	-	-	-	-	-	75,000
67250	PARKS DRIVEWAY AND SIDEWALK REPAIRS	171,000	-	-	-	-	-	-	171,000
	Fund Total:	**12,423,397**	**1,322,000**	**-**	**418,000**	**-**	**-**	**-**	**14,163,397**
199 199 SPECIAL REVENUE									
20110	28TH STREET OBELISK STABILIZATION	215,000	-	-	-	-	-	-	215,000
20330	MIDDLE BEACH REC CORRIDOR PH II	200,000	-	-	-	-	-	-	200,000
25750	WEST AVE BDG OVER COLLINS CANAL	5,011,000	-	-	-	-	-	-	5,011,000
29560	INDIAN CREEK PARK SEAWALL	1,092,502	-	-	-	-	-	-	1,092,502
	Fund Total:	**6,518,502**	**-**	**-**	**-**	**-**	**-**	**-**	**6,518,502**
301 CAP. PROJ. NOT FINANCED BY BON									
20050	BRIDGE LIGHT - 77TH ST/HAWTHORNE AV	30,000	-	-	-	-	-	-	30,000
20110	28TH STREET OBELISK STABILIZATION	381,780	-	-	-	-	-	-	381,780
20200	LIGHT RAIL / MODERN STREET CAR	3,300,000	-	-	-	-	-	-	3,300,000
20220	SEAWALL-DICKENS AV SHORELINE	231,974	-	-	-	-	-	-	231,974
20597	WEST AVENUE PHASE II	8,861	-	-	-	-	-	-	8,861
22050	BAYSHORE NEIGH. BID PACK A	223,199	-	-	-	-	-	-	223,199
23200	FLAMINGO PARK	896,690	-	-	-	-	-	-	896,690
24630	FLAGLER MONUMENT SOLAR ILLUMINATION	89,000	-	-	-	-	-	-	89,000
26150	BAYWALK PHASE 1	41,639	-	-	-	-	-	-	41,639
26270	PAR 3 GOLF COURSE RENOVATIONS	412,100	-	-	-	-	-	-	412,100

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26990	SECOND FL. RENOVATION-BUILDING DEPT	629,898	-	-	-	-	-	-	629,898
27950	NORTH SHORE OPEN SPACE PARK	650,000	4,310,000	5,000,000	-	-	-	-	9,960,000
29000	MUNIS / ENERGOV/ ERP PR	7,406,550	-	-	-	-	-	-	7,406,550
29430	SOUTH POINTE PARK REMEDIATION	315,000	-	-	-	-	-	-	315,000
60657	NEPTUNE APARTMENTS REPAIRS	15,978	-	-	-	-	-	-	15,978
62718	N. BEACH PARKS RESTROOM RESTORATION	-	190,000	-	-	-	-	-	190,000
	Fund Total:	**14,632,669**	**4,500,000**	**5,000,000**	**-**	**-**	**-**	**-**	**24,132,669**
302 PAY-AS-YOU-GO									
20038	77TH STREET NEIGHBORHOOD GREENWAY	-	-	690,000	-	-	-	-	690,000
20048	85TH STREET NEIGHBORHOOD GREENWAY	-	-	990,000	-	-	-	-	990,000
20058	CHASE AVENUE/ 43RD STREET	-	-	830,000	-	-	-	-	830,000
20068	TATUM WATERWAY GREENWAY	-	-	830,000	-	-	-	-	830,000
20078	CITYWIDE STREET PAVEMENT	-	-	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
20190	NORMANDY S. PARK TOT-LOT/PLAYGROUND	199,500	-	-	-	-	-	-	199,500
20219	NEW FIRE STATION # 1	-	-	10,000,000	11,005,000	-	-	-	21,005,000
20220	SEAWALL-DICKENS AV SHORELINE	3,420	-	-	-	-	-	-	3,420
20221	16TH STREET PROTECTED BIKE LANES	-	-	-	-	827,000	-	-	827,000
20237	FAIRWAY DRAINAGE AND PLAYGROUND	1,181,000	91,000	-	-	-	-	-	1,272,000
20247	CITYWIDE PARKS IRRIGATION SYSTEM	170,000	-	-	-	-	-	-	170,000
20300	NORMANDY ISLE PARK TURF REPLACEMENT	255,000	143,000	-	-	-	-	-	398,000
20307	MBPD CAMERA SYSTEM UPGRADES	64,000	-	-	-	-	-	-	64,000
20319	RESTORATIVE TREE WELL CITYWIDE	-	-	220,000	220,000	220,000	220,000	-	880,000
20387	SOUNDSCAPE PARK	800,000	-	-	-	-	-	-	800,000
20417	OCEAN RESCUE 79TH SUB HEADQUARTERS	150,000	-	-	-	-	-	-	150,000
20419	81ST STREET NEIGHBORHOOD GREENWAY	-	-	500,000	-	-	-	-	500,000
20607	11TH STREET-FLAMINGO NEIGHBORHOOD	1,050	-	-	-	-	-	-	1,050
20620	LA GORCE / PINE TREE DR BIKE LANES	-	-	-	300,000	1,500,000	-	-	1,800,000
20819	555 BUILDING REPLACEMENT	-	-	8,931,000	-	-	-	-	8,931,000
20918	BRITTANY BAY PARK	-	772,000	-	-	-	-	-	772,000
21018	BAYWALK-SOUTH BAY,BAYVIEW TERRACE	-	386,000	-	-	4,994,000	-	-	5,380,000
21660	PARKS MAINTENANCE FACILITY	-	-	-	1,989,000	-	-	-	1,989,000
22050	BAYSHORE NEIGH. BID PACK A	960,405	-	-	-	-	-	-	960,405

MIAMIBEACH

CITY OF MIAMI BEACH
FY 2018 - 2022 CAPITAL IMPROVEMENT PLAN BY FUNDING SUMMARY

PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
22150	72ND ST PARK AND PARKING STRUCTURE	-	100,000	17,429,000	-	-	-	-	17,529,000
22418	MT. SINAI STORMWATER PUMP STATION	-	-	5,400,000	-	-	-	-	5,400,000
23140	PROPERTY MGMT FACILITY	130,996	-	-	-	-	-	-	130,996
23180	BAYSHORE NEIGH. BID PACK D	745,500	-	-	-	-	-	-	745,500
23200	FLAMINGO PARK	37,000	825,000	1,384,000	-	-	-	-	2,246,000
23220	NORTH SHORE NEIGH. IMPROVEMENTS	-	-	-	-	5,000,000	5,000,000	-	10,000,000
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	450,000	-	7,500,000	-	-	-	-	7,950,000
23260	BAYSHORE NEIGH. BID PACK B	218,000	-	-	-	-	-	-	218,000
23270	CITY CENTER COMMERCIAL DISTRICT BPB	-	-	-	-	11,200,000	-	-	11,200,000
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	50,000	-	-	-	-	-	-	50,000
24530	SUNSET ISLANDS 1&2 GUARDHOUSE	200,000	-	-	-	-	-	-	200,000
24630	FLAGLER MONUMENT SOLAR ILLUMINATION	233,000	-	-	-	-	-	-	233,000
24790	PARK VIEW ISLAND	52,162	-	-	-	-	-	-	52,162
25750	WEST AVE BDG OVER COLLINS CANAL	1,303,396	-	-	-	-	-	-	1,303,396
25940	SEAWALL REPAIR - FLEET MANAGEMENT	1,877,082	-	-	-	-	-	-	1,877,082
26150	BAYWALK PHASE 1	-	-	3,000,000	-	-	-	-	3,000,000
27170	SEAWALL-BISCAYNE BAY ST END PH. II	185,714	-	-	-	-	-	-	185,714
27510	NORMANDY ISLE -MARSEILLE LIGHTING	139,000	-	-	-	-	-	-	139,000
27610	SEAWALL MUSS PARK REHABILITAION	1,161,000	-	-	-	-	-	-	1,161,000
27650	ALUMINUM STREETLIGHTING POLE REPLAC	1,000,000	-	-	-	-	-	-	1,000,000
27800	STREET LIGHTING IMPROVEMENTS	-	-	12,500,000	12,500,000	12,500,000	12,500,000	-	50,000,000
27870	72ND STREET PROTECTED BIKE LANE	-	-	350,000	-	-	-	-	350,000
27880	73RD STREET PROTECTED BIKE LANES	-	-	161,000	-	-	-	-	161,000
27990	MAURICE GIBB PARK FLOATING DOCK	177,000	-	-	-	-	-	-	177,000
28300	SHANE WATERSPORT SEAWALL	134,000	-	-	-	-	-	-	134,000
28410	SCOTT RAKOW PLAYGROUND	156,855	-	-	-	-	-	-	156,855
28510	CITY HALL SPACE PLAN IMPLEMENTATION	570,000	-	-	-	-	-	-	570,000
28580	ESPANOLA WAY CONVERSION	-	56,000	-	-	-	-	-	56,000
28850	MAURICE GIBB PARK REDESIGN	-	28,658	955,860	-	-	-	-	984,518
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	21,824	-	-	-	-	-	-	21,824
29730	NORMANDY ISLE NEIGH ROW PHASE II	174,734	-	-	-	-	-	-	174,734
29810	ALLEYWAY RESTORATION PH III	-	-	120,000	120,000	120,000	120,000	-	480,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
60011	IRRIGATION SYSTEM MACARTHUR CAUSEWA	-	-	-	-	-	28,000	-	28,000
60017	OFFICE OF COMMUNICATION REMODEL	150,000	-	-	-	-	-	-	150,000
60137	PALM ISLAND TENNIS COURT LIGHTING	44,000	-	-	-	-	-	-	44,000
60157	SKY WATCH TOWER REFURBISH	116,000	-	-	-	-	-	-	116,000
60177	SOUTH BEACH PEDESTRIAN ZONES	-	-	1,500,000	650,000	-	-	-	2,150,000
60217	OCEAN DR LGBT DECORATIVE INTERSECT	100,000	-	-	-	-	-	-	100,000
60219	SIDEWALK REPAIRS	-	-	470,000	220,000	220,000	220,000	-	1,130,000
60257	BAY DRIVE NEIGHBORHOOD GREENWAY	-	-	1,125,000	-	-	-	-	1,125,000
60327	10TH & 11TH STREET NEIGHBORHOOD	-	-	-	-	1,494,000	-	-	1,494,000
60607	NORTH SHORE PK TENNIS CENTER FENCE	130,000	-	-	-	-	-	-	130,000
60617	PALM ISLAND PLAYGROUND SURFACE	58,000	-	-	-	-	-	-	58,000
61360	NB SENIOR CENTER HVAC REPLACEMENT	15,970	-	-	-	-	-	-	15,970
61890	REPAIR OF NORTH END PARKS FENCES	115,000	-	-	-	-	-	-	115,000
61920	MAURICE GIBB SOIL REMEDIATION	896,000	-	-	-	-	-	-	896,000
62580	MIDDLE SCHOOL TEEN CENTER- NAUTILUS	42,000	-	-	-	-	-	-	42,000
62710	STANDARDIZED PARK PICNIC TABLE REP	16,000	-	-	-	-	-	-	16,000
62720	STANDARDIZED PARK TRASH RECEPTACLE	100,000	-	-	-	-	-	-	100,000
62760	STANDARDIZED PARK BENCH REPLACEMENT	70,000	-	-	-	-	-	-	70,000
64170	BISCAYNE POINTE ISLAND ENTRYWAY	200,000	-	-	-	-	-	-	200,000
67260	POLICE STATION BUILDING MAIN GATE	45,000	-	-	-	-	-	-	45,000
67280	NEIGHBORHOOD BASKETBALL COURTS	137,000	-	-	-	-	-	-	137,000
67300	SRYC - RECEPTION & BOWLING AREA	66,000	-	-	-	-	-	-	66,000
67310	STILLWATER FITNESS CIRCUIT	36,000	-	-	-	-	-	-	36,000
67320	NEIGHBORHOOD TENNIS COURT RENOVATIO	92,000	-	-	-	-	-	-	92,000
	Fund Total:	**15,230,608**	**2,401,658**	**75,885,860**	**28,004,000**	**39,075,000**	**19,088,000**	**-**	**179,685,126**
303 GRANT FUNDED									
20330	MIDDLE BEACH REC CORRIDOR PH II	533,520	-	-	-	-	-	-	533,520
20527	FDOT UTILITES RELOCATION	500,000	-	-	-	-	-	-	500,000
21270	VENETIAN NEIGH. -ISLANDS	400,000	-	-	-	-	-	-	400,000
21500	SEAWALL REPAIRS	225,478	-	-	-	-	-	-	225,478
21630	MUSS PARK	80,000	-	-	-	-	-	-	80,000
23200	FLAMINGO PARK	472,587	-	-	-	-	-	-	472,587

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
23300	FLAMINGO NEIGHBORHOOD-SOUTH	1,500,000	-	-	-	-	-	-	1,500,000
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	480,210	-	-	-	-	-	-	480,210
24720	16TH ST IMPROVEMENTS & ENHANCEMENTS	72,249	-	-	-	-	-	-	72,249
25410	BEACHWALK II	149,958	-	-	-	-	-	-	149,958
25750	WEST AVE BDG OVER COLLINS CANAL	1,248,257	-	-	-	-	-	-	1,248,257
26270	PAR 3 GOLF COURSE RENOVATIONS	200,000	-	-	-	-	-	-	200,000
27170	SEAWALL-BISCAYNE BAY ST END PH. II	472,280	-	-	-	-	-	-	472,280
27370	54IN DIAMETER REDUNDANT SEWER FORCE	400,000	-	-	-	-	-	-	400,000
28070	MIDDLE BEACH REC. CORRIDOR PH III	40,000	-	-	-	-	-	-	40,000
29500	COLLINS CANAL ENHANCEMENT PROJECT	4,607,885	-	-	-	-	-	-	4,607,885
29560	INDIAN CREEK PARK SEAWALL	160,000	-	-	-	-	-	-	160,000
	Fund Total:	**11,542,424**	**-**	**-**	**-**	**-**	**-**	**-**	**11,542,424**
304 CAPITAL RESERVE									
20537	RELOCATION OF FIRE HYDRANTS	300,000	-	-	-	-	-	-	300,000
21270	VENETIAN NEIGH. -ISLANDS	(320)	-	-	-	-	-	-	(320)
22750	ALTOS DEL MAR PARK	-	395,492	-	-	-	-	-	395,492
23140	PROPERTY MGMT FACILITY	600,000	-	-	-	-	-	-	600,000
23180	BAYSHORE NEIGH. BID PACK D	639,000	-	-	-	-	-	-	639,000
23260	BAYSHORE NEIGH. BID PACK B	2,331,499	-	-	-	-	-	-	2,331,499
23300	FLAMINGO NEIGHBORHOOD-SOUTH	2,185,327	-	-	-	-	-	-	2,185,327
23360	WEST AVE/BAY RD NEIGH.	30,000	-	-	-	-	-	-	30,000
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	3,288,290	-	-	-	-	-	-	3,288,290
25750	WEST AVE BDG OVER COLLINS CANAL	1,784,213	-	-	-	-	-	-	1,784,213
25940	SEAWALL REPAIR - FLEET MANAGEMENT	688,549	-	-	-	-	-	-	688,549
27610	SEAWALL MUSS PARK REHABILITAION	21,423	-	-	-	-	-	-	21,423
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	618,790	-	-	-	-	-	-	618,790
29600	MUSS PARK FACILITY	245,000	-	-	-	-	-	-	245,000
64170	BISCAYNE POINTE ISLAND ENTRYWAY	200,000	-	-	-	-	-	-	200,000
	Fund Total:	**12,931,771**	**395,492**	**-**	**-**	**-**	**-**	**-**	**13,327,263**
305 SB QUALITY OF LIFE REST.TAX 1%									
20001	ALTON ROAD FOUNTAIN AT 20TH STREET	-	279,000	-	-	-	-	-	279,000
20011	WORLD WAR MEMORIAL	-	-	-	-	62,000	-	-	62,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
20177	OCEAN DR. EXTENDED SIDEWALK PROJECT	405,000	(170,000)	-	-	-	-	-	235,000
20187	LUMMUS PARK MUSCLE BEACH UPGRADE	200,000	-	-	-	-	-	-	200,000
20357	NEW LIGHTING AT BOTANICAL GARDENS	30,000	-	-	-	-	-	-	30,000
20497	BASS MUSEUM PARK CAFÉ FURNITURES AN	100,000	-	-	-	-	-	-	100,000
20597	WEST AVENUE PHASE II	67,781	-	-	-	-	-	-	67,781
21218	5TH STREET FLYOVER LIGHTING	-	148,779	-	-	-	-	-	148,779
22118	ENTERTAINMENT DISTRICT CAMERAS	-	170,000	-	-	-	-	-	170,000
23200	FLAMINGO PARK	1,438,322	1,022,000	1,384,000	-	-	-	-	3,844,322
24990	BEACH ACCESS CONTROL GATES	366,200	(247,276)	-	-	-	-	-	118,924
25410	BEACHWALK II	500,000	-	-	-	-	-	-	500,000
25750	WEST AVE BDG OVER COLLINS CANAL	334,000	-	-	-	-	-	-	334,000
27360	RESTORATIVE TREEWELL-PH 4-OCEAN DR.	690,000	-	-	-	-	-	-	690,000
27800	STREET LIGHTING IMPROVEMENTS	333,000	333,000	-	-	-	-	-	666,000
27970	BEACH SHOWER DRAINAGE SYSTEM	200,000	-	-	-	-	-	-	200,000
27980	LUMMUS PARK PLAYGROUND REPLACEMENT	128,000	-	-	-	-	-	-	128,000
27990	MAURICE GIBB PARK FLOATING DOCK	373,000	-	-	-	-	-	-	373,000
28550	LIFEGUARD STAND REPLACEMENTS	1,320,000	478,800	-	-	-	-	-	1,798,800
28560	COLLINS PK LIGHTING SOUND SYSTEM	236,000	-	-	-	-	-	-	236,000
28580	ESPANOLA WAY CONVERSION	2,145,190	344,276	-	-	-	-	-	2,489,466
29760	RESTORATIVE TREEWELL-PH 3	683,911	-	-	-	-	-	-	683,911
60177	SOUTH BEACH PEDESTRIAN ZONES	300,000	-	-	-	-	-	-	300,000
61318	SOUNDSCAPE PARK PROJECTOR TOWER A/C	-	75,000	-	-	-	-	-	75,000
62710	STANDARDIZED PARK PICNIC TABLE REP	25,000	-	-	-	-	-	-	25,000
62720	STANDARDIZED PARK TRASH RECEPTACLE	29,000	-	-	-	-	-	-	29,000
62760	STANDARDIZED PARK BENCH REPLACEMENT	30,000	-	-	-	-	-	-	30,000
67100	BASS MUSEUM EXERIOR WALLS & PARAPET	250,000	-	-	-	-	-	-	250,000
67120	SOUNDSCAPE PARK IMPROVEMENTS	28,000	-	-	-	-	-	-	28,000
67340	LUMMUS PARK VOLLEYBALL COURTS	49,000	-	-	-	-	-	-	49,000
67360	BASS MUSEUM EMERGENCY GENERATOR	150,000	-	-	-	-	-	-	150,000
	Fund Total:	**10,411,404**	**2,433,579**	**1,384,000**	**-**	**62,000**	**-**	**-**	**14,290,983**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
306 MB QUALITY OF LIFE RESO.TX 1%									
20110	28TH STREET OBELISK STABILIZATION	250,000	-	-	-	-	-	-	250,000
20207	MBGC - FRONT END LOADER PURCHASE	49,000	-	-	-	-	-	-	49,000
20217	MBGC GOLF CART STAGING AREA ENHANCE	65,000	-	-	-	-	-	-	65,000
20330	MIDDLE BEACH REC CORRIDOR PH II	3,000,000	-	-	-	-	-	-	3,000,000
24990	BEACH ACCESS CONTROL GATES	6,800	-	-	-	-	-	-	6,800
26270	PAR 3 GOLF COURSE RENOVATIONS	490,000	-	-	-	-	-	-	490,000
27800	STREET LIGHTING IMPROVEMENTS	334,000	159,600	-	-	-	-	-	493,600
27970	BEACH SHOWER DRAINAGE SYSTEM	89,000	-	-	-	-	-	-	89,000
28070	MIDDLE BEACH REC. CORRIDOR PH III	2,675,000	-	-	-	-	-	-	2,675,000
28550	LIFEGUARD STAND REPLACEMENTS	540,000	-	-	-	-	-	-	540,000
28850	MAURICE GIBB PARK REDESIGN	-	1,973,482	-	-	-	-	-	1,973,482
29600	MUSS PARK FACILITY	2,450,000	-	-	-	-	-	-	2,450,000
60367	INDIAN BEACH PLAYGROUND REPLACEMENT	229,000	-	-	-	-	-	-	229,000
62710	STANDARDIZED PARK PICNIC TABLE REP	22,000	-	-	-	-	-	-	22,000
62720	STANDARDIZED PARK TRASH RECEPTACLE	23,000	-	-	-	-	-	-	23,000
62760	STANDARDIZED PARK BENCH REPLACEMENT	45,000	-	-	-	-	-	-	45,000
67370	COLLINS AVE BOARDWALK REPLACEMENT	150,000	-	-	-	-	-	-	150,000
67380	BEACHVIEW PARK IMPROVEME	250,000	-	-	-	-	-	-	250,000
	Fund Total:	**10,667,800**	**2,133,082**	**-**	**-**	**-**	**-**	**-**	**12,800,882**
307 NB QUAL OF LIFE RESORT TAX 1%									
20141	7300 DICKENS AVE L/SCAPE-IRRIGATION	-	-	-	-	37,000	-	-	37,000
20198	NORTH BEACH STREETSCAPE	-	-	550,000	550,000	8,800,000	-	-	9,900,000
20257	NORTH SHORE TENNIS CENTER PROSHOP	512,000	115,000	-	-	-	-	-	627,000
20267	NORTH S. TENNIS SOUND BARRIER WALL	35,000	-	-	-	-	-	-	35,000
20437	NORTH SHORE BANDSHELL STAGE/SOUND	102,600	-	-	-	-	-	-	102,600
20627	TENT FOR THE NORTH SHORE BANDSHELL	225,000	443,000	-	-	-	-	-	668,000
22150	72ND ST PARK AND PARKING STRUCTURE	246,000	100,000	-	-	-	-	-	346,000
22218	NORTH BEACH YARD	-	553,467	-	-	-	-	-	553,467
22750	ALTOS DEL MAR PARK	1,000,000	-	-	-	-	-	-	1,000,000
24990	BEACH ACCESS CONTROL GATES	17,000	-	-	-	-	-	-	17,000
25380	BAND SHELL MASTER PLAN	1,427,732	-	-	-	-	-	-	1,427,732

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
26500	KAYAK LAUNCH DOCKS	813,080	(100,000)	-	-	-	-	-	713,080
27800	STREET LIGHTING IMPROVEMENTS	667,000	159,600	333,000	333,000	-	-	-	1,492,600
27950	NORTH SHORE OPEN SPACE PARK	200,000	-	-	-	-	-	-	200,000
27970	BEACH SHOWER DRAINAGE SYSTEM	177,000	-	-	-	-	-	-	177,000
28550	LIFEGUARD STAND REPLACEMENTS	540,000	-	-	-	-	-	-	540,000
28600	NORTH SHORE PARK RESTROOMS	410,000	591,000	-	-	-	-	-	1,001,000
28610	RUE VENDOME PUBLIC PLAZA	1,100,000	654,000	-	-	-	-	-	1,754,000
28630	BONITA DRIVE STREET END IMPROVEMENT	135,000	-	-	-	-	-	-	135,000
28640	NORTH BEACH STREETSCAPE PILOT PROJ	330,000	-	-	-	-	-	-	330,000
29550	CMB SKATEPARK	150,280	-	-	-	-	-	-	150,280
29620	ALLISON PARK REDESIGN	1,332,000	-	-	-	-	-	-	1,332,000
60107	NORTH SHORE PARK PLAYGROUND SAFETY	47,000	-	-	-	-	-	-	47,000
60237	COLLINS / HARDING ALLEY RESTORATION	100,000	-	-	-	-	-	-	100,000
62710	STANDARDIZED PARK PICNIC TABLE REP	19,000	-	-	-	-	-	-	19,000
62720	STANDARDIZED PARK TRASH RECEPTACLE	17,000	-	-	-	-	-	-	17,000
62760	STANDARDIZED PARK BENCH REPLACEMENT	45,000	-	-	-	-	-	-	45,000
63318	NORMANDY ISLE PARK POOL RENOVATIONS	-	375,000	-	-	-	-	-	375,000
64160	PAINTING & LIGHTING OF BRIDGES	1,160,000	-	165,000	165,000	910,000	-	-	2,400,000
64190	ENTRANCE SIGNS TO NORTH BEACH	300,000	-	2,064,658	-	-	-	-	2,364,658
65620	NORTH SHORE OPEN SPACE PK SECURITY	225,000	-	-	-	-	-	-	225,000
67140	81ST ST PEDESTRIAN BRIDG	180,000	-	-	-	-	-	-	180,000
	Fund Total:	**11,512,692**	**2,891,067**	**3,112,658**	**1,048,000**	**9,747,000**	**-**	**-**	**28,311,417**
308 RESORT TAX REV. BONDS 2015									
28160	CONVENTION CENTER RENOVATION	216,632,193	-	-	-	-	-	-	216,632,193
	Fund Total:	**216,632,193**	**-**	**-**	**-**	**-**	**-**	**-**	**216,632,193**

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CITY OF MIAMI BEACH
FY 2018 - 2022 CAPITAL IMPROVEMENT PLAN BY FUNDING SUMMARY

PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
309 RDA SERIES 2015A									
24550	BASS MUSEUM SPACE EXPANSION	3,750,000	-	-	-	-	-	-	3,750,000
28160	CONVENTION CENTER RENOVATION	266,500,000	6,000,000	-	-	-	-	-	272,500,000
28170	CONVENTION CENTER PARK	10,000,000	(5,000,000)	-	-	-	-	-	5,000,000
28180	CONVENTION CENTER - CARL FISHER	3,500,000	(1,000,000)	-	-	-	-	-	2,500,000
29310	CONVENTION CENTER LINCOLN RD CONNEC	10,000,000	-	-	-	-	-	-	10,000,000
29320	17TH STREET NORTH IMPROVEMENTS	2,000,000	-	-	-	-	-	-	2,000,000
	Fund Total:	**295,750,000**	**-**	**-**	**-**	**-**	**-**	**-**	**295,750,000**
350 PALM ISLAND UNDERGROUND UTILIT									
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	1,337,096	-	-	-	-	-	-	1,337,096
	Fund Total:	**1,337,096**	**-**	**-**	**-**	**-**	**-**	**-**	**1,337,096**
351 REALLOC. FUNDS-OTHER CAP. PROJ									
20137	MUSS PARK PLAYGROUND & IMPROVEMENTS	345,000	-	-	-	-	-	-	345,000
20297	EXPANSION OF CITY WIDE SURVEILLANCE	180,000	-	-	-	-	-	-	180,000
21490	BRIDGE REPAIRS	558,564	-	-	-	-	-	-	558,564
21500	SEAWALL REPAIRS	388,206	-	-	-	-	-	-	388,206
62710	STANDARDIZED PARK PICNIC TABLE REP	50,000	-	-	-	-	-	-	50,000
62720	STANDARDIZED PARK TRASH RECEPTACLE	16,000	-	-	-	-	-	-	16,000
62760	STANDARDIZED PARK BENCH REPLACEMENT	50,000	-	-	-	-	-	-	50,000
	Fund Total:	**1,587,770**	**-**	**-**	**-**	**-**	**-**	**-**	**1,587,770**
365 CITY CENTER RDA CAP FUND									
23270	CITY CENTER COMMERCIAL DISTRICT BPB	13,804,930	-	-	-	-	-	-	13,804,930
23300	FLAMINGO NEIGHBORHOOD-SOUTH	18,932	-	-	-	-	-	-	18,932
23360	WEST AVE/BAY RD NEIGH.	750,000	-	-	-	-	-	-	750,000
24550	BASS MUSEUM SPACE EXPANSION	3,750,000	-	-	-	-	-	-	3,750,000
24720	16TH ST IMPROVEMENTS & ENHANCEMENTS	932,000	-	-	-	-	-	-	932,000
25650	CITYWIDE CURB RAMP INSTALLATION	1,500	-	-	-	-	-	-	1,500
25960	BASS MUSEUM ELECTRICAL BREAKER BOX	38,968	-	-	-	-	-	-	38,968
25970	BASS MUSEUM EXTERIOR LIGHTING	42,308	-	-	-	-	-	-	42,308
25980	BASS MUSEUM GENERATOR	51,779	-	-	-	-	-	-	51,779
26010	BASS MUSEUM HYDRAULIC ELEVATOR	66,127	-	-	-	-	-	-	66,127
26030	BASS MUSEUM LIGHT CONTROLS	57,070	-	-	-	-	-	-	57,070

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
26060	GARDEN CENTER LIGHTING FIXTURES	73,725	-	-	-	-	-	-	73,725
27070	BEACHWALK LIGHTING RETRO	665,625	-	-	-	-	-	-	665,625
27600	SEAWALL-BOTANICAL GARDEN	1,208,662	-	-	-	-	-	-	1,208,662
27650	ALUMINUM STREETLIGHTING POLE REPLAC	168,060	-	-	-	-	-	-	168,060
27660	LINCOLN RD. LANDSCAPING	150,000	-	-	-	-	-	-	150,000
27710	BASS MUSEUM WEATHER SEAL & PAINT	127,478	-	-	-	-	-	-	127,478
27750	MIAMI CITY BALLET LIGHTING	52,863	-	-	-	-	-	-	52,863
27760	MIAMI CITY BALLET CONCRETE	50,875	-	-	-	-	-	-	50,875
27780	MIAMI CITY BALLET WINDOWS	86,491	-	-	-	-	-	-	86,491
28000	BASS MUSEUM HVAC REHAB	200,000	-	-	-	-	-	-	200,000
28010	COLLINS PARK PARKING GARAGE	25,521,271	-	-	-	-	-	-	25,521,271
29500	COLLINS CANAL ENHANCEMENT PROJECT	2,999,999	-	-	-	-	-	-	2,999,999
29530	COLLINS PARK ANCILLARY IMPROVEMENTS	4,000,000	-	-	-	-	-	-	4,000,000
29880	LINCOLN RD MALL ADA PEDESTRIAN	87,500	-	-	-	-	-	-	87,500
62510	BASS MUSEUM HVAC CONTROLS	50,000	-	-	-	-	-	-	50,000
62530	BASS MUSEUM HEAT PUMP REPLACEMENT	100,000	-	-	-	-	-	-	100,000
62540	BOTANICAL GARDEN WINDOW REPLACEMENT	170,000	-	-	-	-	-	-	170,000
62570	1100 BLOCK OF LINCOLN RD UPDATES	133,000	-	-	-	-	-	-	133,000
	Fund Total:	**55,359,163**	**-**	**-**	**-**	**-**	**-**	**-**	**55,359,163**
366 PARKS AND REC. BEAUTIF. FUNDS									
20577	BELLE ISLE PARK PLAYGROUND	230,000	-	-	-	-	-	-	230,000
21270	VENETIAN NEIGH. -ISLANDS	23,355	-	-	-	-	-	-	23,355
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	440,800	-	-	-	-	-	-	440,800
28850	MAURICE GIBB PARK REDESIGN	782,200	-	-	-	-	-	-	782,200
61920	MAURICE GIBB SOIL REMEDIATION	196,000	-	-	-	-	-	-	196,000
67420	FLAMINGO PARK POOL PLAYGROUND	65,383	-	-	-	-	-	-	65,383
	Fund Total:	**1,737,738**	**-**	**-**	**-**	**-**	**-**	**-**	**1,737,738**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
370 RCP -1996 15M GO BOND									
21630	MUSS PARK	290,614	-	-	-	-	-	-	290,614
21660	PARKS MAINTENANCE FACILITY	373,271	-	-	-	-	-	-	373,271
23200	FLAMINGO PARK	336,423	-	-	-	-	-	-	336,423
67420	FLAMINGO PARK POOL PLAYGROUND	104,175	-	-	-	-	-	-	104,175
	Fund Total:	**1,104,483**	**-**	**-**	**-**	**-**	**-**	**-**	**1,104,483**
373 99 GO BONDS-NEIGHBORHOOD IMPRO									
21660	PARKS MAINTENANCE FACILITY	27,287	-	-	-	-	-	-	27,287
22050	BAYSHORE NEIGH. BID PACK A	(200)	-	-	-	-	-	-	(200)
23130	PUBLIC WORKS FACILITY	19,655	-	-	-	-	-	-	19,655
23140	PROPERTY MGMT FACILITY	36,977	-	-	-	-	-	-	36,977
23180	BAYSHORE NEIGH. BID PACK D	3,828	-	-	-	-	-	-	3,828
23220	NORTH SHORE NEIGH. IMPROVEMENTS	427,541	-	-	-	-	-	-	427,541
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	64,203	-	-	-	-	-	-	64,203
23260	BAYSHORE NEIGH. BID PACK B	7,202	-	-	-	-	-	-	7,202
23300	FLAMINGO NEIGHBORHOOD-SOUTH	164,785	-	-	-	-	-	-	164,785
23330	SOUTH POINTE ROW PH III-V	2,976	-	-	-	-	-	-	2,976
23360	WEST AVE/BAY RD NEIGH.	197,991	-	-	-	-	-	-	197,991
	Fund Total:	**952,245**	**-**	**-**	**-**	**-**	**-**	**-**	**952,245**
374 GULF BREEZE									
21630	MUSS PARK	3,565	-	-	-	-	-	-	3,565
21660	PARKS MAINTENANCE FACILITY	42,152	-	-	-	-	-	-	42,152
23130	PUBLIC WORKS FACILITY	75,083	-	-	-	-	-	-	75,083
23140	PROPERTY MGMT FACILITY	(9,004)	-	-	-	-	-	-	(9,004)
23200	FLAMINGO PARK	137,080	-	-	-	-	-	-	137,080
	Fund Total:	**248,876**	**-**	**-**	**-**	**-**	**-**	**-**	**248,876**
376 99 GO BONDS - NEIGHBORHOOD IMP									
21270	VENETIAN NEIGH. -ISLANDS	2,930,534	-	-	-	-	-	-	2,930,534
22050	BAYSHORE NEIGH. BID PACK A	417,634	-	-	-	-	-	-	417,634
23130	PUBLIC WORKS FACILITY	37,894	-	-	-	-	-	-	37,894
23220	NORTH SHORE NEIGH. IMPROVEMENTS	245,045	-	-	-	-	-	-	245,045

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	61	-	-	-	-	-	-	61
23260	BAYSHORE NEIGH. BID PACK B	40,502	-	-	-	-	-	-	40,502
23360	WEST AVE/BAY RD NEIGH.	13,527	-	-	-	-	-	-	13,527
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	47,808	-	-	-	-	-	-	47,808
	Fund Total:	**3,733,005**	**-**	**-**	**-**	**-**	**-**	**-**	**3,733,005**
377 99 GO BONDS - PARKS & BEACHES									
21630	MUSS PARK	2,212	-	-	-	-	-	-	2,212
22750	ALTOS DEL MAR PARK	109,643	-	-	-	-	-	-	109,643
23200	FLAMINGO PARK	203,399	-	-	-	-	-	-	203,399
	Fund Total:	**315,254**	**-**	**-**	**-**	**-**	**-**	**-**	**315,254**
378 99 GO BONDS FIRE SAFETY (B)									
21318	F-550 MOBILE AIR TRUCK UNIT	-	271,000	-	-	-	-	-	271,000
62818	FIRE STATION #2 GARAGE DOOR	-	30,000	-	-	-	-	-	30,000
62918	FIRE STATION #1 PAINTING	-	36,000	-	-	-	-	-	36,000
	Fund Total:	**-**	**337,000**	**-**	**-**	**-**	**-**	**-**	**337,000**
379 SOUTH POINTE RDA									
20587	1ST STREET-ALTON RD TO WASHINGTON	1,200,000	-	-	-	-	-	-	1,200,000
23018	SOUTH POINTE PARK LIGHTING	-	585,000	-	-	-	-	-	585,000
23300	FLAMINGO NEIGHBORHOOD-SOUTH	261,194	-	-	-	-	-	-	261,194
23330	SOUTH POINTE ROW PH III-V	4,255,452	-	-	-	-	-	-	4,255,452
23340	SOUTH POINTE STREETSCAPE PH IV	1,266,280	-	-	-	-	-	-	1,266,280
25410	BEACHWALK II	2,800,819	-	-	-	-	-	-	2,800,819
27340	RESTORATIVE TREE WELL TREATMENT	145,000	-	-	-	-	-	-	145,000
27370	54IN DIAMETER REDUNDANT SEWER FORCE	990,000	-	-	-	-	-	-	990,000
29430	SOUTH POINTE PARK REMEDIATION	-	100,000	-	-	-	-	-	100,000
29860	FLAMINGO 10G-6 ST. ROW IMPROVEMENTS	3,501,399	-	-	-	-	-	-	3,501,399
	Fund Total:	**14,420,144**	**685,000**	**-**	**-**	**-**	**-**	**-**	**15,105,144**
381 2001 GULF BREEZE - NORM. GOLF									
63018	NORMANDY S. GOLF CLUB REFRIGERATION	-	50,000	-	-	-	-	-	50,000
63118	NORMANDY S. CLUB RESTROOM ROOF	-	35,000	-	-	-	-	-	35,000
	Fund Total:	**-**	**85,000**	**-**	**-**	**-**	**-**	**-**	**85,000**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
382 2003 G.O. BONDS-FIRE SAFETY									
20160	FIRE STATION 1 REFURBISH	500,000	-	-	-	-	-	-	500,000
23140	PROPERTY MGMT FACILITY	214,458	-	-	-	-	-	-	214,458
63310	FIRE STATION 3 FUEL TANK AND PIPING	65,000	-	-	-	-	-	-	65,000
67000	FIRE STATION # 4 EXTERIOR WALLS	43,610	-	-	-	-	-	-	43,610
	Fund Total:	**823,068**	**-**	**-**	**-**	**-**	**-**	**-**	**823,068**
383 2003 GO BONDS-PARKS & BEACHES									
20190	NORMANDY S. PARK TOT-LOT/PLAYGROUND	112,000	-	-	-	-	-	-	112,000
21418	SOUTH POINTE PARK SPLASH PAD	-	50,000	-	-	-	-	-	50,000
21630	MUSS PARK	149,298	-	-	-	-	-	-	149,298
21660	PARKS MAINTENANCE FACILITY	84,447	-	-	-	-	-	-	84,447
22750	ALTOS DEL MAR PARK	2,790,357	-	-	-	-	-	-	2,790,357
23130	PUBLIC WORKS FACILITY	335,097	-	-	-	-	-	-	335,097
23140	PROPERTY MGMT FACILITY	3,741,866	-	-	-	-	-	-	3,741,866
23200	FLAMINGO PARK	4,340,942	-	-	-	-	-	-	4,340,942
24790	PARK VIEW ISLAND	197,838	-	-	-	-	-	-	197,838
28850	MAURICE GIBB PARK REDESIGN	-	521,342	-	-	-	-	-	521,342
63218	MID BEACH PARK RESTROOM RESTORATION	-	80,000	-	-	-	-	-	80,000
67420	FLAMINGO PARK POOL PLAYGROUND	76,026	-	-	-	-	-	-	76,026
	Fund Total:	**11,827,871**	**651,342**	**-**	**-**	**-**	**-**	**-**	**12,479,213**
384 2003 GO BONDS - NEIGHBORHOODS									
20150	INDIAN CREEK GREENWAY	100,000	-	-	-	-	-	-	100,000
20220	SEAWALL-DICKENS AV SHORELINE	26,250	-	-	-	-	-	-	26,250
20250	LAGORCE ISLAND-LIGHTING TREES MISC	66,376	-	-	-	-	-	-	66,376
20327	2 WAY CONVERSION 42ND ST. SHERIDAN	510,000	-	-	-	-	-	-	510,000
20607	11TH STREET-FLAMINGO NEIGHBORHOOD	1,511,349	-	-	-	-	-	-	1,511,349
21240	CHEROKEE AVE SOUTH END SEAWALL	140,000	-	-	-	-	-	-	140,000
21270	VENETIAN NEIGH. -ISLANDS	3,669,649	-	-	-	-	-	-	3,669,649
21660	PARKS MAINTENANCE FACILITY	404,882	-	-	-	-	-	-	404,882
22050	BAYSHORE NEIGH. BID PACK A	3,106,901	-	-	-	-	-	-	3,106,901
23130	PUBLIC WORKS FACILITY	622,365	-	-	-	-	-	-	622,365
23140	PROPERTY MGMT FACILITY	929,024	-	-	-	-	-	-	929,024

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
23180	BAYSHORE NEIGH. BID PACK D	300,344	-	-	-	-	-	-	300,344
23220	NORTH SHORE NEIGH. IMPROVEMENTS	668,191	-	-	-	-	-	-	668,191
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	1,828,479	-	-	-	-	-	-	1,828,479
23260	BAYSHORE NEIGH. BID PACK B	560,498	-	-	-	-	-	-	560,498
23300	FLAMINGO NEIGHBORHOOD-SOUTH	56,353	-	-	-	-	-	-	56,353
23330	SOUTH POINTE ROW PH III-V	196,183	-	-	-	-	-	-	196,183
23360	WEST AVE/BAY RD NEIGH.	4,035,642	-	-	-	-	-	-	4,035,642
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	567,822	-	-	-	-	-	-	567,822
25750	WEST AVE BDG OVER COLLINS CANAL	65,738	-	-	-	-	-	-	65,738
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	4,170,522	-	-	-	-	-	-	4,170,522
29500	COLLINS CANAL ENHANCEMENT PROJECT	1,428,192	-	-	-	-	-	-	1,428,192
29730	NORMANDY ISLE NEIGH ROW PHASE II	456,557	-	-	-	-	-	-	456,557
60247	42ND ST. GREEN BICLYCLE LANES PAINT	150,000	-	-	-	-	-	-	150,000
60257	BAY DRIVE NEIGHBORHOOD GREENWAY	100,000	-	-	-	-	-	-	100,000
	Fund Total:	**25,671,317**	**-**	**-**	**-**	**-**	**-**	**-**	**25,671,317**
388 MDC CDT INTERLOCAL-CDT/RTX									
20330	MIDDLE BEACH REC CORRIDOR PH II	9,065,517	-	-	-	-	-	-	9,065,517
20597	WEST AVENUE PHASE II	501,093	-	-	-	-	-	-	501,093
23200	FLAMINGO PARK	5,292,273	-	-	-	-	-	-	5,292,273
25410	BEACHWALK II	799,400	-	-	-	-	-	-	799,400
26150	BAYWALK PHASE 1	6,900	-	-	-	-	-	-	6,900
26270	PAR 3 GOLF COURSE RENOVATIONS	4,558,090	-	-	-	-	-	-	4,558,090
29130	SOUTH POINTE MISCELANEOUS IMPROVEME	338,041	-	-	-	-	-	-	338,041
29430	SOUTH POINTE PARK REMEDIATION	800,000	-	-	-	-	-	-	800,000
	Fund Total:	**21,361,314**	**-**	**-**	**-**	**-**	**-**	**-**	**21,361,314**
389 SOUTH POINTE CAPITAL									
20280	DRAINAGE IMP-WASHINGTON & SO POINTE	405,000	-	-	-	-	-	-	405,000
20567	MAURICE GIBB PARK SEAWALL	321,164	-	-	-	-	-	-	321,164
20587	1ST STREET-ALTON RD TO WASHINGTON	241,799	-	-	-	-	-	-	241,799
20607	11TH STREET-FLAMINGO NEIGHBORHOOD	552,777	-	-	-	-	-	-	552,777
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	551,300	-	-	-	-	-	-	551,300
23270	CITY CENTER COMMERCIAL DISTRICT BPB	3,381,241	-	-	-	-	-	-	3,381,241

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
23330	SOUTH POINTE ROW PH III-V	13,028,749	-	-	-	-	-	-	13,028,749
23340	SOUTH POINTE STREETSCAPE PH IV	24,419	-	-	-	-	-	-	24,419
23360	WEST AVE/BAY RD NEIGH.	4,900,000	-	-	-	-	-	-	4,900,000
25410	BEACHWALK II	133,214	-	-	-	-	-	-	133,214
25650	CITYWIDE CURB RAMP INSTALLATION	10,500	-	-	-	-	-	-	10,500
26340	PENRODS AT 1 OCEAN DR. PARKING LOT	2,798,310	-	-	-	-	-	-	2,798,310
27050	RESTORATIVE TREE WELL PHASE 6	202,987	-	-	-	-	-	-	202,987
27340	RESTORATIVE TREE WELL TREATMENT	147,000	-	-	-	-	-	-	147,000
27370	54IN DIAMETER REDUNDANT SEWER FORCE	6,600,000	-	-	-	-	-	-	6,600,000
27540	SOUTH POINTE PARK IMPROVEMENTS	184,000	-	-	-	-	-	-	184,000
28550	LIFEGUARD STAND REPLACEMENTS	300,000	-	-	-	-	-	-	300,000
28730	SEAWALL-LINCOLN COURT	548,000	-	-	-	-	-	-	548,000
28740	SEAWALL - HOLOCAUST MEMORIAL	400,000	-	-	-	-	-	-	400,000
28750	SEAWALL 26TH STREET-WEST END	325,000	-	-	-	-	-	-	325,000
28770	COLLINS CANAL CONVENTION CENTER	2,375,000	-	-	-	-	-	-	2,375,000
28780	SEAWALL DADE BLVD - WASHINGTON AVE	1,625,000	-	-	-	-	-	-	1,625,000
28790	CONVENTION CENTER DR TO WASHINGTON	1,800,000	-	-	-	-	-	-	1,800,000
28800	SEAWALL BAY ROAD REHABILITATION	275,000	-	-	-	-	-	-	275,000
28820	INDIAN BEACH PARK SEAWALL	715,000	-	-	-	-	-	-	715,000
28830	NORMANDY SHORES PARK SEAWALL	226,000	-	-	-	-	-	-	226,000
29130	SOUTH POINTE MISCELANEOUS IMPROVEME	61,959	-	-	-	-	-	-	61,959
29430	SOUTH POINTE PARK REMEDIATION	8,076,881	-	-	-	-	-	-	8,076,881
29560	INDIAN CREEK PARK SEAWALL	709,000	-	-	-	-	-	-	709,000
29860	FLAMINGO 10G-6 ST. ROW IMPROVEMENTS	4,500,000	-	-	-	-	-	-	4,500,000
	Fund Total:	**55,419,300**	**-**	**-**	**-**	**-**	**-**	**-**	**55,419,300**
390 MIAMI-DADE COUNTY BOND									
23200	FLAMINGO PARK	3,099,000	-	-	-	-	-	-	3,099,000
25380	BAND SHELL MASTER PLAN	1,500,000	-	-	-	-	-	-	1,500,000
	Fund Total:	**4,599,000**	**-**	**-**	**-**	**-**	**-**	**-**	**4,599,000**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
419 PROPOSED FUTURE WATER & SEWER									
20422	FLAMINGO NEIGHBORHOOD	-	-	-	-	-	20,000,000	-	20,000,000
20519	WATER AND SEWER ON VENETIAN BRIDGE	-	-	4,500,000	-	-	-	-	4,500,000
20527	FDOT UTILITES RELOCATION	677,529	-	-	-	-	-	-	677,529
20597	WEST AVENUE PHASE II	18,333,671	-	-	-	-	-	-	18,333,671
20607	11TH STREET-FLAMINGO NEIGHBORHOOD	2,495,457	-	-	-	-	-	-	2,495,457
20619	WASTE WATER STATIONS REHABILITATION	-	-	4,500,000	-	-	-	-	4,500,000
20719	SCADA AND PLC SYSTEMS	-	-	1,512,500	-	-	-	-	1,512,500
21020	ALTON RD. WATER MAIN IMPROVEMENTS	-	-	-	9,000,000	-	-	-	9,000,000
21270	VENETIAN NEIGH. -ISLANDS	597,022	-	-	-	-	-	-	597,022
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	2,743,630	-	-	-	-	-	-	2,743,630
23220	NORTH SHORE NEIGH. IMPROVEMENTS	138,427	-	-	-	15,000,000	-	-	15,138,427
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	297,347	-	44,702,653	-	-	-	-	45,000,000
23270	CITY CENTER COMMERCIAL DISTRICT BPB	-	-	-	-	11,200,000	-	-	11,200,000
23360	WEST AVE/BAY RD NEIGH.	486,706	-	-	-	-	-	-	486,706
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	3,963,099	-	-	-	-	-	-	3,963,099
27370	54IN DIAMETER REDUNDANT SEWER FORCE	6,367,722	-	-	-	-	-	-	6,367,722
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	3,616,516	-	-	-	-	-	-	3,616,516
29300	LINCOLN RD WASHINGTON AV TO LENOX	-	-	2,000,000	-	-	-	-	2,000,000
60319	WATER METER REPLACEMENT PROGRAM	-	-	250,000	250,000	250,000	309,019	-	1,059,019
60419	DERM & EPA CONCENT DECREE	-	-	400,000	400,000	-	-	-	800,000
61180	CITYWIDE W&S MAIN ASSESSMENT	-	-	800,000	800,000	-	-	-	1,600,000
	Fund Total:	**39,717,126**	**-**	**58,665,153**	**10,450,000**	**26,450,000**	**20,309,019**	**-**	**155,591,298**
420 W&S GBL SERIES 2010 2009-27243									
21270	VENETIAN NEIGH. -ISLANDS	2,766,100	-	-	-	-	-	-	2,766,100
22050	BAYSHORE NEIGH. BID PACK A	3,895,513	-	-	-	-	-	-	3,895,513
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	2,500,062	-	-	-	-	-	-	2,500,062
23180	BAYSHORE NEIGH. BID PACK D	2,850,793	-	-	-	-	-	-	2,850,793
23220	NORTH SHORE NEIGH. IMPROVEMENTS	2,368,323	-	-	-	-	-	-	2,368,323
23260	BAYSHORE NEIGH. BID PACK B	494,587	-	-	-	-	-	-	494,587
23360	WEST AVE/BAY RD NEIGH.	1,632,360	-	-	-	-	-	-	1,632,360
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	2,547,712	-	-	-	-	-	-	2,547,712

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
27370	54IN DIAMETER REDUNDANT SEWER FORCE	566	-	-	-	-	-	-	566
27590	63RD STREET 16" WATER MAIN	119,156	-	-	-	-	-	-	119,156
27680	INFILTRATION / IN-FLOW PROGRAM PH3	3,388,866	-	-	-	-	-	-	3,388,866
29480	WASTEWATER AND WATER UPGRADES	229,282	-	-	-	-	-	-	229,282
	Fund Total:	**22,793,320**	**-**	**-**	**-**	**-**	**-**	**-**	**22,793,320**
422 WATER AND SEWER IMPACT FEES									
23180	BAYSHORE NEIGH. BID PACK D	97,000	-	-	-	-	-	-	97,000
61418	PUMP STATION 27 FUEL STORAGE TANK	-	59,428	-	-	-	-	-	59,428
61518	PUMP STATION 28 FUEL STORAGE TANK	-	108,623	-	-	-	-	-	108,623
61618	PUMP STATION 29 FUEL STORAGE TANK	-	89,160	-	-	-	-	-	89,160
	Fund Total:	**97,000**	**257,211**	**-**	**-**	**-**	**-**	**-**	**354,211**
423 GULF BREEZE 2006									
21270	VENETIAN NEIGH. -ISLANDS	1,134,463	-	-	-	-	-	-	1,134,463
22050	BAYSHORE NEIGH. BID PACK A	765,052	-	-	-	-	-	-	765,052
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	56,000	-	-	-	-	-	-	56,000
23260	BAYSHORE NEIGH. BID PACK B	1,272,694	-	-	-	-	-	-	1,272,694
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	2,828,927	-	-	-	-	-	-	2,828,927
27420	SUNSET HARBOUR NEIGHBORHOOD	125,000	-	-	-	-	-	-	125,000
27590	63RD STREET 16" WATER MAIN	165,000	-	-	-	-	-	-	165,000
27680	INFILTRATION / IN-FLOW PROGRAM PH3	200,000	-	-	-	-	-	-	200,000
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	106,792	-	-	-	-	-	-	106,792
29480	WASTEWATER AND WATER UPGRADES	893,490	-	-	-	-	-	-	893,490
	Fund Total:	**7,547,418**	**-**	**-**	**-**	**-**	**-**	**-**	**7,547,418**
424 WATER & SEWER BONDS 2000S									
21270	VENETIAN NEIGH. -ISLANDS	3,659,741	-	-	-	-	-	-	3,659,741
22050	BAYSHORE NEIGH. BID PACK A	2,893,609	-	-	-	-	-	-	2,893,609
23180	BAYSHORE NEIGH. BID PACK D	777,897	-	-	-	-	-	-	777,897
23220	NORTH SHORE NEIGH. IMPROVEMENTS	2,024,350	-	-	-	-	-	-	2,024,350
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	524,662	-	-	-	-	-	-	524,662
23260	BAYSHORE NEIGH. BID PACK B	2,096,605	-	-	-	-	-	-	2,096,605

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
23300	FLAMINGO NEIGHBORHOOD-SOUTH	1,211,126	-	-	-	-	-	-	1,211,126
23330	SOUTH POINTE ROW PH III-V	22,830	-	-	-	-	-	-	22,830
23340	SOUTH POINTE STREETSCAPE PH IV	62,805	-	-	-	-	-	-	62,805
23360	WEST AVE/BAY RD NEIGH.	1,063,111	-	-	-	-	-	-	1,063,111
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	1,222,509	-	-	-	-	-	-	1,222,509
27370	54IN DIAMETER REDUNDANT SEWER FORCE	78,434	-	-	-	-	-	-	78,434
27590	63RD STREET 16" WATER MAIN	1,556,555	-	-	-	-	-	-	1,556,555
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	1,715	-	-	-	-	-	-	1,715
29480	WASTEWATER AND WATER UPGRADES	20,878	-	-	-	-	-	-	20,878
	Fund Total:	**17,216,827**	**-**	**-**	**-**	**-**	**-**	**-**	**17,216,827**
425 WATER AND SEWER ENTERPRISE FUN									
21270	VENETIAN NEIGH. -ISLANDS	1,529,777	-	-	-	-	-	-	1,529,777
22050	BAYSHORE NEIGH. BID PACK A	50,770	-	-	-	-	-	-	50,770
23180	BAYSHORE NEIGH. BID PACK D	358,785	-	-	-	-	-	-	358,785
23260	BAYSHORE NEIGH. BID PACK B	326,394	-	-	-	-	-	-	326,394
23360	WEST AVE/BAY RD NEIGH.	106,783	-	-	-	-	-	-	106,783
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	503,278	-	-	-	-	-	-	503,278
27680	INFILTRATION / IN-FLOW PROGRAM PH3	1,000,000	-	-	-	-	-	-	1,000,000
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	309,433	-	-	-	-	-	-	309,433
64220	PUBLIC WORKS FACILITY EXTERIOR	150,000	-	-	-	-	-	-	150,000
69210	PUBLIC WORKS FACILITY WINDOWS	57,014	-	-	-	-	-	-	57,014
69220	PUBLIC WORKS FACILITY GENERATOR	130,209	-	-	-	-	-	-	130,209
	Fund Total:	**4,522,443**	**-**	**-**	**-**	**-**	**-**	**-**	**4,522,443**
427 STORMWATER ENTERPRISE FUND									
21270	VENETIAN NEIGH. -ISLANDS	2,600,270	-	-	-	-	-	-	2,600,270
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	1,974,840	-	-	-	-	-	-	1,974,840
23260	BAYSHORE NEIGH. BID PACK B	362,105	-	-	-	-	-	-	362,105
23270	CITY CENTER COMMERCIAL DISTRICT BPB	-	628,603	-	-	-	-	-	628,603
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	449,272	-	-	-	-	-	-	449,272
27170	SEAWALL-BISCAYNE BAY ST END PH. II	1,508,344	-	-	-	-	-	-	1,508,344
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	75,486	-	-	-	-	-	-	75,486

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
29730	NORMANDY ISLE NEIGH ROW PHASE II	640,431	(628,603)	-	-	-	-	-	11,828
69210	PUBLIC WORKS FACILITY WINDOWS	28,508	-	-	-	-	-	-	28,508
69220	PUBLIC WORKS FACILITY GENERATOR	65,105	-	-	-	-	-	-	65,105
	Fund Total:	**7,704,361**	**-**	**-**	**-**	**-**	**-**	**-**	**7,704,361**
428 STORMWATER BONDS 2000S									
21270	VENETIAN NEIGH. -ISLANDS	4,353,561	-	-	-	-	-	-	4,353,561
22050	BAYSHORE NEIGH. BID PACK A	1,549,281	-	-	-	-	-	-	1,549,281
23180	BAYSHORE NEIGH. BID PACK D	119,601	-	-	-	-	-	-	119,601
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	730,899	-	-	-	-	-	-	730,899
23260	BAYSHORE NEIGH. BID PACK B	591,655	-	-	-	-	-	-	591,655
23270	CITY CENTER COMMERCIAL DISTRICT BPB	(28,330)	-	-	-	-	-	-	(28,330)
23300	FLAMINGO NEIGHBORHOOD-SOUTH	3,375,123	-	-	-	-	-	-	3,375,123
23330	SOUTH POINTE ROW PH III-V	54,175	-	-	-	-	-	-	54,175
23340	SOUTH POINTE STREETSCAPE PH IV	21,163	-	-	-	-	-	-	21,163
23360	WEST AVE/BAY RD NEIGH.	1,260,981	-	-	-	-	-	-	1,260,981
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	427,465	-	-	-	-	-	-	427,465
	Fund Total:	**12,455,574**	**-**	**-**	**-**	**-**	**-**	**-**	**12,455,574**
429 PROPOSED FUTURE STORMWATER									
20280	DRAINAGE IMP-WASHINGTON & SO POINTE	115,000	-	-	-	-	-	-	115,000
20422	FLAMINGO NEIGHBORHOOD	-	-	-	-	-	45,000,000	-	45,000,000
20522	NAUTILUS NEIGHBORHOOD	-	-	-	-	-	17,454,000	-	17,454,000
20587	1ST STREET-ALTON RD TO WASHINGTON	358,201	-	6,032,000	6,032,000	-	-	-	12,422,201
20597	WEST AVENUE PHASE II	36,667,342	-	-	-	-	-	-	36,667,342
20607	11TH STREET-FLAMINGO NEIGHBORHOOD	1,942,680	-	-	-	-	-	-	1,942,680
20922	NORMANDY ISLES DRAINAGE IMPROVEMENT	-	-	-	-	-	14,260,000	-	14,260,000
21220	INDIAN CREEK STREET DRAINAGE IMP.	5,500,000	-	-	-	-	-	-	5,500,000
22418	MT. SINAI STORMWATER PUMP STATION	-	-	5,100,000	-	-	-	-	5,100,000
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	3,750,973	-	-	-	-	-	-	3,750,973
23180	BAYSHORE NEIGH. BID PACK D	2,343,000	-	-	-	-	-	-	2,343,000
23220	NORTH SHORE NEIGH. IMPROVEMENTS	-	-	-	-	25,000,000	15,000,000	-	40,000,000
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	-	-	20,000,000	-	-	-	-	20,000,000
23270	CITY CENTER COMMERCIAL DISTRICT BPB	2,300,000	-	-	-	33,600,000	-	-	35,900,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
23360	WEST AVE/BAY RD NEIGH.	1,040,689	-	-	-	-	-	-	1,040,689
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	4,791,402	-	-	-	-	-	-	4,791,402
27300	DRAINAGE HOT SPOTS	250,000	-	-	-	-	-	-	250,000
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	1,065,000	-	-	-	-	-	-	1,065,000
29300	LINCOLN RD WASHINGTON AV TO LENOX	-	-	5,035,000	-	-	-	-	5,035,000
	Fund Total:	**60,124,287**	**-**	**36,167,000**	**6,032,000**	**58,600,000**	**91,714,000**	**-**	**252,637,287**
431 2011 STORMWATER BOND2011-27782									
21270	VENETIAN NEIGH. -ISLANDS	2,592,490	-	-	-	-	-	-	2,592,490
22050	BAYSHORE NEIGH. BID PACK A	10,632,774	-	-	-	-	-	-	10,632,774
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	3,552,816	-	-	-	-	-	-	3,552,816
23180	BAYSHORE NEIGH. BID PACK D	2,738,560	(132,000)	-	-	-	-	-	2,606,560
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	2,039	-	-	-	-	-	-	2,039
23260	BAYSHORE NEIGH. BID PACK B	4,121,564	-	-	-	-	-	-	4,121,564
23270	CITY CENTER COMMERCIAL DISTRICT BPB	-	132,000	-	-	-	-	-	132,000
23300	FLAMINGO NEIGHBORHOOD-SOUTH	205,800	-	-	-	-	-	-	205,800
23360	WEST AVE/BAY RD NEIGH.	5,854,876	-	-	-	-	-	-	5,854,876
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	1,535,601	-	-	-	-	-	-	1,535,601
27300	DRAINAGE HOT SPOTS	1,159,373	-	-	-	-	-	-	1,159,373
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	104,420	-	-	-	-	-	-	104,420
	Fund Total:	**32,500,313**	**-**	**-**	**-**	**-**	**-**	**-**	**32,500,313**
432 STORMWATER BONDS 2015									
21270	VENETIAN NEIGH. -ISLANDS	20,516,285	-	-	-	-	-	-	20,516,285
22050	BAYSHORE NEIGH. BID PACK A	590,216	-	-	-	-	-	-	590,216
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	12,962,851	-	-	-	-	-	-	12,962,851
23180	BAYSHORE NEIGH. BID PACK D	4,177,000	-	-	-	-	-	-	4,177,000
23260	BAYSHORE NEIGH. BID PACK B	5,025,128	-	-	-	-	-	-	5,025,128
23270	CITY CENTER COMMERCIAL DISTRICT BPB	5,856,402	-	-	-	-	-	-	5,856,402
23360	WEST AVE/BAY RD NEIGH.	4,433,928	-	-	-	-	-	-	4,433,928
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	22,578,586	-	-	-	-	-	-	22,578,586
24540	CW TIDAL FLOODING MITIGATION PH 1	3,002,588	-	-	-	-	-	-	3,002,588

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27300	DRAINAGE HOT SPOTS	1,500,000	-	-	-	-	-	-	1,500,000
27370	54IN DIAMETER REDUNDANT SEWER FORCE	3,607,765	-	-	-	-	-	-	3,607,765
27420	SUNSET HARBOUR NEIGHBORHOOD	70,000	-	-	-	-	-	-	70,000
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	11,686,706	-	-	-	-	-	-	11,686,706
	Fund Total:	**96,007,455**	**-**	**-**	**-**	**-**	**-**	**-**	**96,007,455**
433 STORMWATER PROJECTS - MDC ILA									
28300	SHANE WATERSPORT SEAWALL	-	650,000	-	-	-	-	-	650,000
	Fund Total:	**-**	**650,000**	**-**	**-**	**-**	**-**	**-**	**650,000**
435 SANITATION ENTERPRISE FUND									
24730	BAYSHORE GREEN WASTE FACILITY	1,326,761	-	-	-	-	-	-	1,326,761
27350	SANITATION INTERIOR REPLACEMENT	475,000	-	-	-	-	-	-	475,000
69470	FLEET/SANITATION FIRE ALARM SYSTEM	42,900	-	-	-	-	-	-	42,900
	Fund Total:	**1,844,661**	**-**	**-**	**-**	**-**	**-**	**-**	**1,844,661**
439 MIAMI-DADE COUNTY BOND-MBCC									
28160	CONVENTION CENTER RENOVATION	54,426,432	-	-	-	-	-	-	54,426,432
	Fund Total:	**54,426,432**	**-**	**-**	**-**	**-**	**-**	**-**	**54,426,432**
440 CONVENTION CENTER OPERATIONS									
28160	CONVENTION CENTER RENOVATION	1,557,174	-	-	-	-	-	-	1,557,174
28720	CON CTR PARTIAL ROOFING REPLACEMENT	2,500,000	-	-	-	-	-	-	2,500,000
	Fund Total:	**4,057,174**	**-**	**-**	**-**	**-**	**-**	**-**	**4,057,174**
441 CONVENTION DEVELOPMENT TAX$35M									
28160	CONVENTION CENTER RENOVATION	19,921	-	-	-	-	-	-	19,921
	Fund Total:	**19,921**	**-**	**-**	**-**	**-**	**-**	**-**	**19,921**
442 CONVENTION DEVELOPMENT TAX$15M									
28160	CONVENTION CENTER RENOVATION	2,457,531	-	-	-	-	-	-	2,457,531
	Fund Total:	**2,457,531**	**-**	**-**	**-**	**-**	**-**	**-**	**2,457,531**
463 RDA- GARAGE FUND									
20200	LIGHT RAIL / MODERN STREET CAR	7,000,000	-	-	-	-	-	-	7,000,000
20557	ANCHOR GARAGE LIGHTING	277,219	-	-	-	-	-	-	277,219
25040	CLOSED CIRCUIT TV SYSTEM	112,701	-	-	-	-	-	-	112,701
28010	COLLINS PARK PARKING GARAGE	2,069,000	-	-	-	-	-	-	2,069,000
29640	ANCHOR GARAGE ROOF RESTORATION	194,557	-	-	-	-	-	-	194,557

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
60190	ANCHOR GARAGE ELEVATOR REPLACEMENT	357,995	-	-	-	-	-	-	357,995
61718	16TH STREET GARAGE FIRE SPRINKLER	-	300,000	-	-	-	-	-	300,000
61760	REVENUE CONTROL EQUIPMENT PHASE I	362,000	-	-	-	-	-	-	362,000
61818	16TH STREET GARAGE STAIRWAYS	-	30,000	-	-	-	-	-	30,000
61918	16TH STREET GARAGE ROOF AND DECK	-	1,808,000	-	-	-	-	-	1,808,000
	Fund Total:	**10,373,472**	**2,138,000**	**-**	**-**	**-**	**-**	**-**	**12,511,472**
465 RDA-ANCHOR SHOPS FUND									
20200	LIGHT RAIL / MODERN STREET CAR	6,000,000	-	-	-	-	-	-	6,000,000
	Fund Total:	**6,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**6,000,000**
467 PENN GARAGE FUND									
25040	CLOSED CIRCUIT TV SYSTEM	20,000	(20,000)	-	-	-	-	-	-
26100	GARAGE SECURITY CAMERA SYSTEM	-	20,000	-	-	-	-	-	20,000
61760	REVENUE CONTROL EQUIPMENT PHASE I	471,000	-	-	-	-	-	-	471,000
	Fund Total:	**491,000**	**-**	**-**	**-**	**-**	**-**	**-**	**491,000**
480 PARKING OPERATIONS FUND									
20087	GARAGE AT P23 - 1623 WEST AVENUE	1,165,000	-	-	-	-	-	-	1,165,000
20107	GARAGE AT P55 - 2660 COLLINS AVENUE	-	-	7,300,000	-	-	-	-	7,300,000
20547	PARKING GARAGE AT BISCAYNE BEACH	300,000	(300,000)	-	-	-	-	-	-
23140	PROPERTY MGMT FACILITY	708,000	-	-	-	-	-	-	708,000
25040	CLOSED CIRCUIT TV SYSTEM	162,420	(89,472)	-	-	-	-	-	72,948
25650	CITYWIDE CURB RAMP INSTALLATION	20,000	-	-	-	-	-	-	20,000
26100	GARAGE SECURITY CAMERA SYSTEM	250,000	-	-	-	-	-	-	250,000
26290	17TH ST. PARKING GARAGE MAINTENANCE	100,000	-	-	-	-	-	-	100,000
26340	PENRODS AT 1 OCEAN DR. PARKING LOT	52,340	-	-	-	-	-	-	52,340
27480	SURFACE LOT P48 BASS MUSEUM LOT	220,000	-	-	-	-	-	-	220,000
27830	PARKING GARAGE AT PARKING LOT P16	1,148,000	-	-	-	-	-	-	1,148,000
28080	INTELLIGENT TRANSPORT SYSTEM	2,500,000	-	-	-	-	-	-	2,500,000
28710	P14 6TH ST & COLLINS PARKING LOT	150,000	-	-	-	-	-	-	150,000
60119	17TH STREET PARKING GARAGE COATING	-	-	2,000,000	-	-	-	-	2,000,000
60120	13TH STREET PARKING GARAGE COATING	-	-	-	800,000	-	-	-	800,000
60130	13TH ST GARAGE FIRE ALARM	46,580	-	-	-	-	-	-	46,580
60187	17TH STREET GARAGE LIGHTING FIXTURE	125,000	-	-	-	-	-	-	125,000

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
60227	42ND STREET GARAGE LIGHTING	140,000	-	-	-	-	-	-	140,000
61410	MASTER METER PH7	1,000,000	-	-	-	-	-	-	1,000,000
61660	13TH STREET PARKING GARAGE ELEVATOR	184,800	-	-	-	-	-	-	184,800
61760	REVENUE CONTROL EQUIPMENT PHASE I	2,696,000	-	-	-	-	-	-	2,696,000
61930	17TH STREET PARKING GARAGE ELEVATOR	876,000	-	-	-	-	-	-	876,000
62100	42ND ST. PARKING GARAGE MAINTENANCE	240,000	-	-	-	-	-	-	240,000
62940	CITYWIDE PARKING LOT LIGHTING	200,000	-	-	-	-	-	-	200,000
65630	CUSTOMER SERVICE CENTER	50,000	-	-	-	-	-	-	50,000
69370	42ND ST. GARAGE FIRE ALARM SYSTEM	51,087	-	-	-	-	-	-	51,087
69380	42ST GARAGE ELEVATOR REPLACEMENT	865,645	-	-	-	-	-	-	865,645
	Fund Total:	**13,250,872**	**(389,472)**	**9,300,000**	**800,000**	**-**	**-**	**-**	**22,961,400**
481 1997 PARKING SYS. REV. BONDS									
25040	CLOSED CIRCUIT TV SYSTEM	463,303	-	-	-	-	-	-	463,303
60227	42ND STREET GARAGE LIGHTING	54,405	-	-	-	-	-	-	54,405
	Fund Total:	**517,708**	**-**	**-**	**-**	**-**	**-**	**-**	**517,708**
486 2010 PARKING BONDS 2010-27491									
25040	CLOSED CIRCUIT TV SYSTEM	1,000,000	(1,000,000)	-	-	-	-	-	-
26100	GARAGE SECURITY CAMERA SYSTEM	-	1,000,000	-	-	-	-	-	1,000,000
26290	17TH ST. PARKING GARAGE MAINTENANCE	135,000	-	-	-	-	-	-	135,000
27830	PARKING GARAGE AT PARKING LOT P16	2,929,431	-	-	-	-	-	-	2,929,431
29580	LOT 9D P86-6976 INDIAN CREEK DRIVE	468,000	-	-	-	-	-	-	468,000
60187	17TH STREET GARAGE LIGHTING FIXTURE	329,900	-	-	-	-	-	-	329,900
	Fund Total:	**4,862,331**	**-**	**-**	**-**	**-**	**-**	**-**	**4,862,331**
488 PARKING REV BONDS SERIES 2015									
21618	CONVENTION CENTER GARAGE EQUIPMENT	-	185,260	-	-	-	-	-	185,260
28160	CONVENTION CENTER RENOVATION	64,811,756	-	-	-	-	-	-	64,811,756
	Fund Total:	**64,811,756**	**185,260**	**-**	**-**	**-**	**-**	**-**	**64,997,016**
490 PARKING CAPITAL NOT BONDS									
20087	GARAGE AT P23 - 1623 WEST AVENUE	-	1,678,995	-	-	-	-	-	1,678,995
21618	CONVENTION CENTER GARAGE EQUIPMENT	-	464,740	-	-	-	-	-	464,740
21718	BISCAYNE BEACH ADDITIONAL PARKING	-	250,000	-	-	-	-	-	250,000
26100	GARAGE SECURITY CAMERA SYSTEM	-	89,472	-	-	-	-	-	89,472

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
27830	PARKING GARAGE AT PARKING LOT P16	-	6,169,000	-	-	-	-	-	6,169,000
60227	42ND STREET GARAGE LIGHTING	-	200,000	-	-	-	-	-	200,000
62118	12TH STREET PARKING LIGHTING (LED)	-	64,000	-	-	-	-	-	64,000
62218	13TH STREET GARAGE LIGHTING (LED)	-	86,000	-	-	-	-	-	86,000
62418	12TH STREET GARAGE ROOF AND DECK	-	598,806	-	-	-	-	-	598,806
62518	1755 MERIDIAN GARAGE ROOF AND DECK	-	1,900,000	-	-	-	-	-	1,900,000
62940	CITYWIDE PARKING LOT LIGHTING	-	250,000	-	-	-	-	-	250,000
	Fund Total:	**-**	**11,751,013**	**-**	**-**	**-**	**-**	**-**	**11,751,013**
510 FLEET MANAGEMENT FUND									
62130	HVAC CONTROLS REPLACEMENT FLEET	42,000	-	-	-	-	-	-	42,000
62620	FY 15 VEHICLE EQUIP REPLACEMENT	4,945,315	-	-	-	-	-	-	4,945,315
67150	FY16 VEHICLE EQUIPMENT REPLACEMENT	5,110,000	-	-	-	-	-	-	5,110,000
69470	FLEET/SANITATION FIRE ALARM SYSTEM	42,900	-	-	-	-	-	-	42,900
	Fund Total:	**10,140,215**	**-**	**-**	**-**	**-**	**-**	**-**	**10,140,215**
520 PROPERTY MANAGEMENT FUND									
21818	PROPERTY MGMT FACILITY GENERATOR	-	250,000	-	-	-	-	-	250,000
21918	PROPERTY MGMT FACILITY DUST CONTROL	-	45,000	-	-	-	-	-	45,000
	Fund Total:	**-**	**295,000**	**-**	**-**	**-**	**-**	**-**	**295,000**
550 COMMUNICATIONS FUND									
22018	FIBER COMMUNICATIONS INSALLATION	-	102,000	59,000	131,000	-	-	-	292,000
22318	PUBLIC SAFETY RADIO & VIPER SYSTEM	-	2,100,000	-	-	-	-	-	2,100,000
68450	REPLACE PERMITS PLUS SOFTWARE	1,600,000	-	-	-	-	-	-	1,600,000
	Fund Total:	**1,600,000**	**2,202,000**	**59,000**	**131,000**	**-**	**-**	**-**	**3,992,000**
552 INFO & COMMUNICATIONS TECH									
61690	BUILDING DEPARTMENT PROCESS SYSTEM	441,800	(58,468)	-	-	-	-	-	383,332
61770	UPDATED AUTOMATION OF CLEANLINESS	34,440	-	-	-	-	-	-	34,440
61790	MBPD OFF-DUTY EMPLOYMENT SOFTWARE	60,000	-	-	-	-	-	-	60,000
61830	AUTOMATION FIELD STAFF OPERATIONS	26,000	-	-	-	-	-	-	26,000
62680	ENTERPRISE SHAREPOINT IMPLEMENTATIO	90,000	-	-	-	-	-	-	90,000
62690	ACTIVE STRATEGY UPDATE	35,000	-	-	-	-	-	-	35,000
68400	RECORDS IMAGING PHASE II	25,557	-	-	-	-	-	-	25,557
68450	REPLACE PERMITS PLUS SOFTWARE	-	58,468	-	-	-	-	-	58,468
	Fund Total:	**712,797**	**-**	**-**	**-**	**-**	**-**	**-**	**712,797**

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PROJECT	PROJECT NAME	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
Future Funding Not Designated									
20018	41ST STREET ADAPTIVE TRAFFIC CONTRO	-	-	-	-	-	-	840,000	840,000
20019	INTERMODAL-NEW GARAGE JULIA TUTTLE	-	-	-	-	-	-	17,500,000	17,500,000
20021	INDIAN CREEK PEDESTRIAN BRIDGE	-	-	-	-	-	-	595,000	595,000
20031	NORTH BEACH PARKING GARAGE	-	-	-	-	-	-	25,000,000	25,000,000
20071	PALM ISLAND FOUNTAIN	-	-	-	-	-	-	100,000	100,000
20101	N. SHORE OPEN BEACH MAINT. FACILITY	-	-	-	-	-	-	2,754,000	2,754,000
20122	BAYSHORE NEIGH. TRAFFIC CALMING 1B	-	-	-	-	-	-	141,000	141,000
20168	INTERMODAL - NEW GARAGE 5TH STREET	-	-	-	-	-	-	17,500,000	17,500,000
20222	ALTON RD SIGNALIZATION IMPROVEMENT	-	-	-	-	-	-	1,400,000	1,400,000
20322	MACARTHUR TRAFFIC SIGNAL CONTROL	-	-	-	-	-	-	1,000,000	1,000,000
20422	FLAMINGO NEIGHBORHOOD	-	-	-	-	-	-	85,000,000	85,000,000
20522	NAUTILUS NEIGHBORHOOD	-	-	-	-	-	-	22,500,000	22,500,000
20622	LINCOLN ROAD BAY TOWERS BAYWALK	-	-	-	-	-	-	1,778,000	1,778,000
20922	NORMANDY ISLES DRAINAGE IMPROVEMENT	-	-	-	-	-	-	23,260,000	23,260,000
21018	BAYWALK-SOUTH BAY,BAYVIEW TERRACE	-	-	-	-	-	-	2,040,000	2,040,000
21118	STILLWATER ENTRANCE SIGN	-	-	-	-	-	-	9,000,000	9,000,000
27880	73RD STREET PROTECTED BIKE LANES	-	-	-	-	-	-	161,000	161,000
28080	INTELLIGENT TRANSPORT SYSTEM	-	-	-	-	-	-	3,500,000	3,500,000
60031	WATER TOWER RESTORATION STAR ISLAND	-	-	-	-	-	-	593,000	593,000
60419	DERM & EPA CONCENT DECREE	-	-	-	-	-	-	500,000	500,000
	Fund Total:	**-**	**-**	**-**	**-**	**-**	**-**	**215,162,000**	**215,162,000**
	Grand Total:	**1,402,371,029**	**59,812,155**	**213,699,671**	**48,331,000**	**134,414,000**	**131,111,019**	**215,162,000**	**2,204,900,874**

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
ART IN PUBLIC PLACES									
TOURISM CULTURAL DEVELOPMENT									
20377	ART IN PUBLIC PLACES MB CONVENTION	7,060,797	470,000	-	-	-	-	-	7,530,797
22618	AIPP FIRE STATION #2	-	95,334	-	-	-	-	-	95,334
22718	AIPP FLAMINGO PARK PROJECT	-	194,000	-	-	-	-	-	194,000
22918	AIPP LUMMUS PARK PROJECT	-	116,000	-	-	-	-	-	116,000
27810	AIPP ART PROJECT SOUNDSCAPE	352,000	-	-	-	-	-	-	352,000
		7,412,797	**875,334**	**-**	**-**	**-**	**-**	**-**	**8,288,131**
	TOTAL:	**7,412,797**	**875,334**	**-**	**-**	**-**	**-**	**-**	**8,288,131**
BRIDGES									
ENVIRONMENT SUSTAINABILITY									
20021	INDIAN CREEK PEDESTRIAN BRIDGE	-	-	-	-	-	-	595,000	595,000
PW ENGINEERING									
21490	BRIDGE REPAIRS	558,564	-	-	-	-	-	-	558,564
25750	WEST AVE BDG OVER COLLINS CANAL	12,348,409	-	-	-	-	-	-	12,348,409
		12,906,973	**-**	**-**	**-**	**-**	**-**	**-**	**12,906,973**
TOURISM CULTURAL DEVELOPMENT									
67140	81ST ST PEDESTRIAN BRIDG	180,000	-	-	-	-	-	-	180,000
	TOTAL:	**13,086,973**	**-**	**-**	**-**	**-**	**-**	**595,000**	**13,681,973**
COMMUNITY CENTERS									
PARKS AND RECREATION									
20437	NORTH SHORE BANDSHELL STAGE/SOUND	102,600	-	-	-	-	-	-	102,600
	TOTAL:	**102,600**	**-**	**-**	**-**	**-**	**-**	**-**	**102,600**
CONVENTION CENTER									
CAPITAL IMPROVEMENT PROGRAM									
28180	CONVENTION CENTER - CARL FISHER	3,500,000	(1,000,000)	-	-	-	-	-	2,500,000
CMO CONVENTION CENTER DISTRICT									
28140	CONVENTION CENTER HOTEL	600,000	-	-	-	-	-	-	600,000
28160	CONVENTION CENTER RENOVATION	606,405,007	6,000,000	-	-	-	-	-	612,405,007
28170	CONVENTION CENTER PARK	10,000,000	(5,000,000)	-	-	-	-	-	5,000,000
		617,005,007	**1,000,000**	**-**	**-**	**-**	**-**	**-**	**618,005,007**
CONVENTION CENTER`									
28720	CON CTR PARTIAL ROOFING REPLACEMENT	2,500,000	-	-	-	-	-	-	2,500,000
	TOTAL:	**623,005,007**	**-**	**-**	**-**	**-**	**-**	**-**	**623,005,007**

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
ENVIRONMENTAL									
CAPITAL IMPROVEMENT PROGRAM									
28070	MIDDLE BEACH REC. CORRIDOR PH III	2,715,000	-	-	-	-	-	-	2,715,000
ENVIRONMENT SUSTAINABILITY									
21018	BAYWALK-SOUTH BAY,BAYVIEW TERRACE	-	386,000	-	-	4,994,000	-	2,040,000	7,420,000
24990	BEACH ACCESS CONTROL GATES	390,000	(247,276)	-	-	-	-	-	142,724
26150	BAYWALK PHASE 1	48,539	-	3,000,000	-	-	-	-	3,048,539
		438,539	**138,724**	**3,000,000**	**-**	**4,994,000**	**-**	**2,040,000**	**10,611,263**
PW ADMINISTRATION									
27340	RESTORATIVE TREE WELL TREATMENT	292,000	-	-	-	-	-	-	292,000
27360	RESTORATIVE TREEWELL-PH 4-OCEAN DR.	690,000	-	-	-	-	-	-	690,000
27660	LINCOLN RD. LANDSCAPING	150,000	-	-	-	-	-	-	150,000
61920	MAURICE GIBB SOIL REMEDIATION	1,092,000	-	-	-	-	-	-	1,092,000
		2,224,000	**-**	**-**	**-**	**-**	**-**	**-**	**2,224,000**
PW ENGINEERING									
24540	CW TIDAL FLOODING MITIGATION PH 1	3,002,588	-	-	-	-	-	-	3,002,588
PW GREENSPACE MANAGEMENT									
20319	RESTORATIVE TREE WELL CITYWIDE	-	-	220,000	220,000	220,000	220,000	-	880,000
	TOTAL:	**8,380,127**	**138,724**	**3,220,000**	**220,000**	**5,214,000**	**220,000**	**2,040,000**	**19,432,851**
EQUIPMENT									
BUDGET									
61770	UPDATED AUTOMATION OF CLEANLINESS	34,440	-	-	-	-	-	-	34,440
62690	ACTIVE STRATEGY UPDATE	35,000	-	-	-	-	-	-	35,000
		69,440	**-**	**-**	**-**	**-**	**-**	**-**	**69,440**
BUILDING									
61690	BUILDING DEPARTMENT PROCESS SYSTEM	441,800	(58,468)	-	-	-	-	-	383,332
68450	REPLACE PERMITS PLUS SOFTWARE	1,600,000	58,468	-	-	-	-	-	1,658,468
		2,041,800	**-**	**-**	**-**	**-**	**-**	**-**	**2,041,800**
EMERGENCY MANAGEMENT									
22318	PUBLIC SAFETY RADIO & VIPER SYSTEM	-	2,100,000	-	-	-	-	-	2,100,000
FINANCE ADMINISTRATION									
68400	RECORDS IMAGING PHASE II	25,557	-	-	-	-	-	-	25,557
FIRE PREVENTION									
21318	F-550 MOBILE AIR TRUCK UNIT	-	271,000	-	-	-	-	-	271,000

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
FLEET MANAGEMENT									
62620	FY 15 VEHICLE EQUIP REPLACEMENT	4,945,315	-	-	-	-	-	-	4,945,315
67150	FY16 VEHICLE EQUIPMENT REPLACEMENT	5,110,000	-	-	-	-	-	-	5,110,000
		10,055,315	**-**	**-**	**-**	**-**	**-**	**-**	**10,055,315**
IT APPLICATIONS									
29000	MUNIS / ENERGOV/ ERP PR	7,406,550	-	-	-	-	-	-	7,406,550
IT SUPPORT									
62680	ENTERPRISE SHAREPOINT IMPLEMENTATIO	90,000	-	-	-	-	-	-	90,000
OCEAN RESCUE									
20417	OCEAN RESCUE 79TH SUB HEADQUARTERS	150,000	-	-	-	-	-	-	150,000
PARKING ADMINISTRATION									
21618	CONVENTION CENTER GARAGE EQUIPMENT	-	650,000	-	-	-	-	-	650,000
26100	GARAGE SECURITY CAMERA SYSTEM	250,000	1,163,057	-	-	-	-	-	1,413,057
61410	MASTER METER PH7	1,000,000	-	-	-	-	-	-	1,000,000
61760	REVENUE CONTROL EQUIPMENT PHASE I	3,832,000	-	-	-	-	-	-	3,832,000
		5,082,000	**1,813,057**	**-**	**-**	**-**	**-**	**-**	**6,895,057**
PARKS AND RECREATION									
20207	MBGC - FRONT END LOADER PURCHASE	49,000	-	-	-	-	-	-	49,000
62580	MIDDLE SCHOOL TEEN CENTER- NAUTILUS	42,000	-	-	-	-	-	-	42,000
		91,000	**-**	**-**	**-**	**-**	**-**	**-**	**91,000**
POLICE CHIEF OFFICE									
20297	EXPANSION OF CITY WIDE SURVEILLANCE	180,000	-	-	-	-	-	-	180,000
20307	MBPD CAMERA SYSTEM UPGRADES	64,000	-	-	-	-	-	-	64,000
22118	ENTERTAINMENT DISTRICT CAMERAS	-	170,000	-	-	-	-	-	170,000
61790	MBPD OFF-DUTY EMPLOYMENT SOFTWARE	60,000	-	-	-	-	-	-	60,000
		304,000	**170,000**	**-**	**-**	**-**	**-**	**-**	**474,000**
PROPERTY MANAGEMENT									
21818	PROPERTY MGMT FACILITY GENERATOR	-	250,000	-	-	-	-	-	250,000
21918	PROPERTY MGMT FACILITY DUST CONTROL	-	45,000	-	-	-	-	-	45,000
		-	**295,000**	**-**	**-**	**-**	**-**	**-**	**295,000**
PW GREENSPACE MANAGEMENT									
61830	AUTOMATION FIELD STAFF OPERATIONS	26,000	-	-	-	-	-	-	26,000
	TOTAL:	**25,341,662**	**4,649,057**	**-**	**-**	**-**	**-**	**-**	**29,990,719**

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
GENERAL PUBLIC BUILDINGS									
BUILDING									
26990	SECOND FL. RENOVATION-BUILDING DEPT	629,898	-	-	-	-	-	-	629,898
CAPITAL IMPROVEMENT PROGRAM									
20101	N. SHORE OPEN BEACH MAINT. FACILITY	-	-	-	-	-	-	2,754,000	2,754,000
20160	FIRE STATION 1 REFURBISH	500,000	-	-	-	-	-	-	500,000
20219	NEW FIRE STATION # 1	-	-	10,000,000	11,005,000	-	-	-	21,005,000
20427	LOTTIE APARTMENTS	829,046	-	-	-	-	-	-	829,046
20627	TENT FOR THE NORTH SHORE BANDSHELL	225,000	443,000	-	-	-	-	-	668,000
21660	PARKS MAINTENANCE FACILITY	932,039	-	-	1,989,000	-	-	-	2,921,039
23130	PUBLIC WORKS FACILITY	1,090,094	-	-	-	-	-	-	1,090,094
23140	PROPERTY MGMT FACILITY	6,352,317	-	-	-	-	-	-	6,352,317
24550	BASS MUSEUM SPACE EXPANSION	7,500,000	-	-	-	-	-	-	7,500,000
28600	NORTH SHORE PARK RESTROOMS	410,000	591,000	-	-	-	-	-	1,001,000
28810	LONDON HOUSE APT.REH	2,221,608	-	-	-	-	-	-	2,221,608
		20,060,104	**1,034,000**	**10,000,000**	**12,994,000**	**-**	**-**	**2,754,000**	**46,842,104**
FINANCE ADMINISTRATION									
65630	CUSTOMER SERVICE CENTER	50,000	-	-	-	-	-	-	50,000
PROPERTY MANAGEMENT									
20819	555 BUILDING REPLACEMENT	-	-	8,931,000	-	-	-	-	8,931,000
28510	CITY HALL SPACE PLAN IMPLEMENTATION	895,000	-	-	-	-	-	-	895,000
		895,000	**-**	**8,931,000**	**-**	**-**	**-**	**-**	**9,826,000**
PW ADMINISTRATION									
24530	SUNSET ISLANDS 1&2 GUARDHOUSE	200,000	-	-	-	-	-	-	200,000
PW ENGINEERING									
24730	BAYSHORE GREEN WASTE FACILITY	1,326,761	-	-	-	-	-	-	1,326,761
TOURISM CULTURAL DEVELOPMENT									
20497	BASS MUSEUM PARK CAFÉ FURNITURES AN	100,000	-	-	-	-	-	-	100,000
22218	NORTH BEACH YARD	-	553,467	-	-	-	-	-	553,467
		100,000	**553,467**	**-**	**-**	**-**	**-**	**-**	**653,467**
	TOTAL:	**23,261,763**	**1,587,467**	**18,931,000**	**12,994,000**	**-**	**-**	**2,754,000**	**59,528,230**
GOLF COURSES									
CAPITAL IMPROVEMENT PROGRAM									
26270	PAR 3 GOLF CRSE/COMMUNITY PARK RENOVATIONS	5,660,190	-	-	-	-	-	-	5,660,190

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
PARKS AND RECREATION									
20217	MBGC GOLF CART STAGING AREA ENHANCE	65,000	-	-	-	-	-	-	65,000
	TOTAL:	**5,725,190**	**-**	**-**	**-**	**-**	**-**	**-**	**5,725,190**
LIGHTING									
CAPITAL IMPROVEMENT PROGRAM									
20050	BRIDGE LIGHT - 77TH ST/HAWTHORNE AV	30,000	-	-	-	-	-	-	30,000
27510	NORMANDY ISLE -MARSEILLE LIGHTING	139,000	-	-	-	-	-	-	139,000
		169,000	**-**	**-**	**-**	**-**	**-**	**-**	**169,000**
ENVIRONMENT SUSTAINABILITY									
27070	BEACHWALK LIGHTING RETRO	665,625	-	-	-	-	-	-	665,625
PW ADMINISTRATION									
62940	CITYWIDE PARKING LOT LIGHTING	200,000	250,000	-	-	-	-	-	450,000
PW ENGINEERING									
21218	5TH STREET FLYOVER LIGHTING	-	148,779	-	-	-	-	-	148,779
27650	ALUMINUM STREETLIGHTING POLE REPLAC	1,168,060	-	-	-	-	-	-	1,168,060
		1,168,060	**148,779**	**-**	**-**	**-**	**-**	**-**	**1,316,839**
PW STREETS									
27800	STREET LIGHTING IMPROVEMENTS	1,634,000	652,200	12,833,000	12,833,000	12,500,000	12,500,000	-	52,952,200
TOURISM CULTURAL DEVELOPMENT									
20357	NEW LIGHTING AT BOTANICAL GARDENS	30,000	-	-	-	-	-	-	30,000
	TOTAL:	**3,866,685**	**1,050,979**	**12,833,000**	**12,833,000**	**12,500,000**	**12,500,000**	**-**	**55,583,664**
MONUMENTS									
PARKS AND RECREATION									
24630	FLAGLER MONUMENT SOLAR ILLUMINATION	322,000	-	-	-	-	-	-	322,000
PROPERTY MANAGEMENT									
60031	WATER TOWER RESTORATION STAR ISLAND	-	-	-	-	-	-	593,000	593,000
TOURISM CULTURAL DEVELOPMENT									
20001	ALTON ROAD FOUNTAIN AT 20TH STREET	-	279,000	-	-	-	-	-	279,000
20011	WORLD WAR MEMORIAL	-	-	-	-	62,000	-	-	62,000
20071	PALM ISLAND FOUNTAIN	-	-	-	-	-	-	100,000	100,000
		-	**279,000**	**-**	**-**	**62,000**	**-**	**100,000**	**441,000**
	TOTAL:	**322,000**	**279,000**	**-**	**-**	**62,000**	**-**	**693,000**	**1,356,000**
PARKING									
CAPITAL IMPROVEMENT PROGRAM									
21718	BISCAYNE BEACH ADDITIONAL PARKING	-	250,000	-	-	-	-	-	250,000
	TOTAL:	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
PARKING GARAGES									
CAPITAL IMPROVEMENT PROGRAM									
20087	GARAGE AT P23 - 1623 WEST AVENUE	4,165,000	5,928,572	-	-	-	-	-	10,093,572
20107	GARAGE AT P55 - 2660 COLLINS AVENUE	1,960,000	1,406,270	7,300,000	-	-	-	-	10,666,270
20547	PARKING GARAGE AT BISCAYNE BEACH	300,000	(300,000)	-	-	-	-	-	-
22150	72ND ST PARK AND PARKING STRUCTURE	246,000	500,000	38,595,000	-	-	-	-	39,341,000
27830	PARKING GARAGE AT PARKING LOT P16	8,098,000	6,169,000	-	-	-	-	-	14,267,000
28010	COLLINS PARK PARKING GARAGE	27,590,271	-	-	-	-	-	-	27,590,271
		42,359,271	**13,703,842**	**45,895,000**	**-**	**-**	**-**	**-**	**101,958,113**
PARKING ADMINISTRATION									
20019	INTERMODAL-NEW GARAGE JULIA TUTTLE	-	-	-	-	-	-	17,500,000	17,500,000
20031	NORTH BEACH PARKING GARAGE	-	-	-	-	-	-	25,000,000	25,000,000
20168	INTERMODAL - NEW GARAGE 5TH STREET	-	-	-	-	-	-	17,500,000	17,500,000
25040	CLOSED CIRCUIT TV SYSTEM	1,897,024	(1,163,057)	-	-	-	-	-	733,967
		1,897,024	**(1,163,057)**	**-**	**-**	**-**	**-**	**60,000,000**	**60,733,967**
PROPERTY MANAGEMENT									
20557	ANCHOR GARAGE LIGHTING	277,219	-	-	-	-	-	-	277,219
	TOTAL:	**44,533,514**	**12,540,785**	**45,895,000**	**-**	**-**	**-**	**60,000,000**	**162,969,299**
PARKING LOTS									
CAPITAL IMPROVEMENT PROGRAM									
20518	SURFACE LOT AT BISCAYNE BEACH	-	600,000	-	-	-	-	-	600,000
26340	PENRODS AT 1 OCEAN DR. PARKING LOT	2,850,650	-	-	-	-	-	-	2,850,650
27480	SURFACE LOT P48 BASS MUSEUM LOT	220,000	-	-	-	-	-	-	220,000
29580	LOT 9D P86-6976 INDIAN CREEK DRIVE	468,000	-	-	-	-	-	-	468,000
		3,538,650	**600,000**	**-**	**-**	**-**	**-**	**-**	**4,138,650**
PW ADMINISTRATION									
28710	P14 6TH ST & COLLINS PARKING LOT	150,000	-	-	-	-	-	-	150,000
	TOTAL:	**3,688,650**	**600,000**	**-**	**-**	**-**	**-**	**-**	**4,288,650**
PARKS									
CAPITAL IMPROVEMENT PROGRAM									
20300	NORMANDY ISLE PARK TURF REPLACEMENT	255,000	143,000	-	-	-	-	-	398,000
20387	SOUNDSCAPE PARK	800,000	-	-	-	-	-	-	800,000
20918	BRITTANY BAY PARK	-	772,000	-	-	-	-	-	772,000
21630	MUSS PARK	525,689	-	-	-	-	-	-	525,689
22750	ALTOS DEL MAR PARK	3,900,000	395,492	-	-	-	-	-	4,295,492

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23200	FLAMINGO PARK	16,253,716	1,847,000	2,768,000	-	-	-	-	20,868,716
25380	BAND SHELL MASTER PLAN	2,927,732	-	-	-	-	-	-	2,927,732
27930	SHARED PATH ON PARKVIEW ISLAND PARK	320,000	-	-	-	-	-	-	320,000
27950	NORTH SHORE OPEN SPACE PARK	850,000	4,310,000	5,000,000	-	-	-	-	10,160,000
28550	LIFEGUARD STAND REPLACEMENTS	2,700,000	619,989	-	-	-	-	-	3,319,989
28850	MAURICE GIBB PARK REDESIGN	782,200	2,523,482	955,860	-	-	-	-	4,261,542
29430	SOUTH POINTE PARK REMEDIATION	9,191,881	100,000	-	-	-	-	-	9,291,881
29600	MUSS PARK FACILITY	2,695,000	-	-	-	-	-	-	2,695,000
		41,201,218	**10,710,963**	**8,723,860**	**-**	**-**	**-**	**-**	**60,636,041**
ENVIRONMENT SUSTAINABILITY									
27050	RESTORATIVE TREE WELL PHASE 6	202,987	-	-	-	-	-	-	202,987
PARKS AND RECREATION									
20137	MUSS PARK PLAYGROUND & IMPROVEMENTS	345,000	-	-	-	-	-	-	345,000
20187	LUMMUS PARK MUSCLE BEACH UPGRADE	200,000	-	-	-	-	-	-	200,000
20190	NORMANDY S. PARK TOT-LOT/PLAYGROUND	311,500	-	-	-	-	-	-	311,500
20237	FAIRWAY DRAINAGE AND PLAYGROUND	1,181,000	91,000	-	-	-	-	-	1,272,000
20247	CITYWIDE PARKS IRRIGATION SYSTEM	170,000	-	-	-	-	-	-	170,000
20257	NORTH SHORE TENNIS CENTER PROSHOP	512,000	115,000	-	-	-	-	-	627,000
20267	NORTH S. TENNIS SOUND BARRIER WALL	35,000	-	-	-	-	-	-	35,000
20577	BELLE ISLE PARK PLAYGROUND	230,000	-	-	-	-	-	-	230,000
21418	SOUTH POINTE PARK SPLASH PAD	-	50,000	-	-	-	-	-	50,000
23018	SOUTH POINTE PARK LIGHTING	-	585,000	-	-	-	-	-	585,000
24790	PARK VIEW ISLAND	250,000	-	-	-	-	-	-	250,000
26500	KAYAK LAUNCH DOCKS	813,080	(100,000)	-	-	-	-	-	713,080
27540	SOUTH POINTE PARK IMPROVEMENTS	184,000	-	-	-	-	-	-	184,000
27980	LUMMUS PARK PLAYGROUND REPLACEMENT	128,000	-	-	-	-	-	-	128,000
28410	SCOTT RAKOW PLAYGROUND	175,742	-	-	-	-	-	-	175,742
28560	COLLINS PK LIGHTING SOUND SYSTEM	236,000	-	-	-	-	-	-	236,000
29550	CMB SKATEPARK	150,280	-	-	-	-	-	-	150,280
29620	ALLISON PARK REDESIGN	1,332,000	-	-	-	-	-	-	1,332,000

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
62720	STANDARDIZED PARK TRASH RECEPTACLE	185,000	-	-	-	-	-	-	185,000
65620	NORTH SHORE OPEN SPACE PK SECURITY	225,000	-	-	-	-	-	-	225,000
67300	SRYC - RECEPTION & BOWLING AREA	66,000	-	-	-	-	-	-	66,000
67310	STILLWATER FITNESS CIRCUIT	36,000	-	-	-	-	-	-	36,000
67380	BEACHVIEW PARK IMPROVEME	250,000	-	-	-	-	-	-	250,000
		7,015,602	**741,000**	**-**	**-**	**-**	**-**	**-**	**7,756,602**
PW ENGINEERING									
27990	MAURICE GIBB PARK FLOATING DOCK	550,000	-	-	-	-	-	-	550,000
TOURISM CULTURAL DEVELOPMENT									
20418	COLLINS PARK PERFORMIMG ARTS VENUE	-	800,000	-	-	-	-	-	800,000
	TOTAL:	**48,969,807**	**12,251,963**	**8,723,860**	**-**	**-**	**-**	**-**	**69,945,630**
RENEWAL & REPLACEMENT									
CAPITAL IMPROVEMENT PROGRAM									
27750	MIAMI CITY BALLET LIGHTING	52,863	-	-	-	-	-	-	52,863
27760	MIAMI CITY BALLET CONCRETE	50,875	-	-	-	-	-	-	50,875
61360	NB SENIOR CENTER HVAC REPLACEMENT	389,000	-	-	-	-	-	-	389,000
		492,738	**-**	**-**	**-**	**-**	**-**	**-**	**492,738**
ENVIRONMENT SUSTAINABILITY									
60011	IRRIGATION SYSTEM MACARTHUR CAUSEWA	-	-	-	-	-	28,000	-	28,000
HOUSING COMMUNITY SERVICES									
60657	NEPTUNE APARTMENTS REPAIRS	60,028	333,860	330,000	330,000	330,000	-	-	1,383,888
62618	MADELEINE VILLAGE	-	549,105	300,000	300,000	150,000	-	-	1,299,105
		60,028	**882,965**	**630,000**	**630,000**	**480,000**	**-**	**-**	**2,682,993**
PARKS AND RECREATION									
60087	SCOTT RAKOW CENTER SECURITY SYSTEM	58,000	-	-	-	-	-	-	58,000
60097	M. CITY BALLET EMERGENCY BATTERIES	52,000	-	-	-	-	-	-	52,000
60107	NORTH SHORE PARK PLAYGROUND SAFETY	47,000	-	-	-	-	-	-	47,000
60127	SOUTH SHORE COMM. CNTR. SWITCHGEAR	42,000	-	-	-	-	-	-	42,000
60137	PALM ISLAND TENNIS COURT LIGHTING	44,000	-	-	-	-	-	-	44,000
60367	INDIAN BEACH PLAYGROUND REPLACEMENT	229,000	-	-	-	-	-	-	229,000
60607	NORTH SHORE PK TENNIS CENTER FENCE	130,000	-	-	-	-	-	-	130,000
60617	PALM ISLAND PLAYGROUND SURFACE	58,000	-	-	-	-	-	-	58,000
61890	REPAIR OF NORTH END PARKS FENCES	115,000	-	-	-	-	-	-	115,000

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62710	STANDARDIZED PARK PICNIC TABLE REP	132,000	-	-	-	-	-	-	132,000
62718	N. BEACH PARKS RESTROOM RESTORATION	-	190,000	-	-	-	-	-	190,000
62760	STANDARDIZED PARK BENCH REPLACEMENT	240,000	-	-	-	-	-	-	240,000
63080	BEACH RESTROOMS PAINT AND CONCRETE	225,000	-	-	-	-	-	-	225,000
63218	MID BEACH PARK RESTROOM RESTORATION	-	80,000	-	-	-	-	-	80,000
63318	NORMANDY ISLE PARK POOL RENOVATIONS	-	375,000	-	-	-	-	-	375,000
67120	SOUNDSCAPE PARK IMPROVEMENTS	28,000	-	-	-	-	-	-	28,000
67250	PARKS DRIVEWAY AND SIDEWALK REPAIRS	171,000	-	-	-	-	-	-	171,000
67280	NEIGHBORHOOD BASKETBALL COURTS	137,000	-	-	-	-	-	-	137,000
67320	NEIGHBORHOOD TENNIS COURT RENOVATIO	92,000	-	-	-	-	-	-	92,000
67340	LUMMUS PARK VOLLEYBALL COURTS	49,000	-	-	-	-	-	-	49,000
67420	FLAMINGO PARK POOL PLAYGROUND	245,584	-	-	-	-	-	-	245,584
		2,094,584	**645,000**	**-**	**-**	**-**	**-**	**-**	**2,739,584**
POLICE CHIEF OFFICE									
60157	SKY WATCH TOWER REFURBISH	116,000	-	-	-	-	-	-	116,000
PROPERTY MANAGEMENT									
20110	28TH STREET OBELISK STABILIZATION	846,780	-	-	-	-	-	-	846,780
25960	BASS MUSEUM ELECTRICAL BREAKER BOX	38,968	-	-	-	-	-	-	38,968
25970	BASS MUSEUM EXTERIOR LIGHTING	42,308	-	-	-	-	-	-	42,308
25980	BASS MUSEUM GENERATOR	51,779	-	-	-	-	-	-	51,779
26010	BASS MUSEUM HYDRAULIC ELEVATOR	66,127	-	-	-	-	-	-	66,127
26030	BASS MUSEUM LIGHT CONTROLS	57,070	-	-	-	-	-	-	57,070
26060	GARDEN CENTER LIGHTING FIXTURES	73,725	-	-	-	-	-	-	73,725
26290	17TH ST. PARKING GARAGE MAINTENANCE	235,000	-	-	-	-	-	-	235,000
27350	SANITATION INTERIOR REPLACEMENT	475,000	-	-	-	-	-	-	475,000
27710	BASS MUSEUM WEATHER SEAL & PAINT	127,478	-	-	-	-	-	-	127,478
27780	MIAMI CITY BALLET WINDOWS	401,491	-	-	-	-	-	-	401,491
27970	BEACH SHOWER DRAINAGE SYSTEM	466,000	-	-	-	-	-	-	466,000
28000	BASS MUSEUM HVAC REHAB	200,000	-	-	-	-	-	-	200,000
29640	ANCHOR GARAGE ROOF RESTORATION	194,557	-	-	-	-	-	-	194,557
60007	POLICE STATION NEW GENERATOR	455,000	-	-	-	-	-	-	455,000
60017	OFFICE OF COMMUNICATION REMODEL	209,954	-	-	-	-	-	-	209,954
60018	SCOTT RAKOW ALUMINUM WINDOW REPLACE	-	700,000	-	-	-	-	-	700,000

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60027	777 BUILDING ELASTOMERIC COATING	51,046	-	-	-	-	-	-	51,046
60030	POLICE STATION MEN'S LOCKER ROOM	65,000	-	-	-	-	-	-	65,000
60037	SCOTT RAKOW FIRE ALARM RENEWAL	80,000	-	-	-	-	-	-	80,000
60038	SOUTH SHORE C.C. FIRE ALARM RENEWAL	-	112,086	-	-	-	-	-	112,086
60047	POLICE STATION EMERGENCY LIGHTING	73,000	-	-	-	-	-	-	73,000
60057	FIRE STATION 3 EMERGENCY GENERATOR	100,000	-	-	-	-	-	-	100,000
60067	POLICE STATION EXIT SIGNS RENEWAL	60,000	-	-	-	-	-	-	60,000
60077	FIRE STATON # 2 ALARM SYSTEM	89,000	-	-	-	-	-	-	89,000
60117	FIRE 1-12 F2020- HAZARDOUS COMPONEN	45,000	-	-	-	-	-	-	45,000
60118	POLICE STATION BACKUP CHILLER	-	80,000	-	-	-	-	-	80,000
60119	17TH STREET PARKING GARAGE COATING	-	-	2,000,000	-	-	-	-	2,000,000
60120	13TH STREET PARKING GARAGE COATING	-	-	-	800,000	-	-	-	800,000
60130	13TH ST GARAGE FIRE ALARM	46,580	-	-	-	-	-	-	46,580
60147	HISTORIC CITY HALL WOOD WINDOWS	28,000	-	-	-	-	-	-	28,000
60160	555 777 21ST REC CENTER	591,462	-	-	-	-	-	-	591,462
60167	FIRE STATION # 2 ENGINE BAY ALARM	26,000	-	-	-	-	-	-	26,000
60170	7TH ST. GARAGE ELEVATOR REPLACEMENT	230,476	-	-	-	-	-	-	230,476
60187	17TH STREET GARAGE LIGHTING FIXTURE	454,900	-	-	-	-	-	-	454,900
60190	ANCHOR GARAGE ELEVATOR REPLACEMENT	357,995	-	-	-	-	-	-	357,995
60218	STORAGE TANK REPLACEMENT	-	200,000	200,000	-	-	-	-	400,000
60227	42ND STREET GARAGE LIGHTING	194,405	200,000	-	-	-	-	-	394,405
60318	SCOTT RAKOW YOUTH CENTER GENERATOR	-	500,000	-	-	-	-	-	500,000
60418	HISTORIC CITY HALL HUMIDITY CONTROL	-	50,000	-	-	-	-	-	50,000
60518	HISTORIC CITY HALL BOOSTER PUMP	-	53,306	-	-	-	-	-	53,306
60587	FIRE STATION # 4 ROOF	73,757	-	-	-	-	-	-	73,757
60597	FIRE STATION # 3 MOLD REMEDIATION	240,500	-	-	-	-	-	-	240,500
60618	HISTORIC CITY HALL FIRE ALARM	-	151,618	-	-	-	-	-	151,618
60627	555 BUILDING MOLD REMEDIATION	222,712	-	-	-	-	-	-	222,712
60637	COLONY THEATER HVAC REPLACEMENT	200,000	-	-	-	-	-	-	200,000
60647	WHEELCHAIR LIFT N. SHORE BANDSHELL	25,000	-	-	-	-	-	-	25,000
60718	NORTH SHORE PARK YOUTH CENTER A/C	-	90,000	-	-	-	-	-	90,000
60818	POLICE STATION DOMESTIC WATER PUMP	-	35,000	-	-	-	-	-	35,000
60918	FIRE STATION # 4 KITCHEN EQUIPMENT	-	41,849	-	-	-	-	-	41,849

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
61018	FIRE STATION # 3 KITCHEN RENEWAL	-	30,000	-	-	-	-	-	30,000
61100	P.A.L. BUILDING - FIRE ALARM	95,000	-	-	-	-	-	-	95,000
61118	7TH STREET GARAGE UPGRADE LIGHTING	-	200,000	-	-	-	-	-	200,000
61218	7TH STREET PARKING GARAGE ROOF TOP	-	30,000	-	-	-	-	-	30,000
61290	CITY HALL FIRE ALARM SYSTEM	314,325	-	-	-	-	-	-	314,325
61318	SOUNDSCAPE PARK PROJECTOR TOWER A/C	-	75,000	-	-	-	-	-	75,000
61418	PUMP STATION 27 FUEL STORAGE TANK	-	59,428	-	-	-	-	-	59,428
61518	PUMP STATION 28 FUEL STORAGE TANK	-	108,623	-	-	-	-	-	108,623
61618	PUMP STATION 29 FUEL STORAGE TANK	-	89,160	-	-	-	-	-	89,160
61660	13TH STREET PARKING GARAGE ELEVATOR	184,800	-	-	-	-	-	-	184,800
61718	16TH STREET GARAGE FIRE SPRINKLER	-	300,000	-	-	-	-	-	300,000
61818	16TH STREET GARAGE STAIRWAYS	-	30,000	-	-	-	-	-	30,000
61918	16TH STREET GARAGE ROOF AND DECK	-	1,808,000	-	-	-	-	-	1,808,000
61930	17TH STREET PARKING GARAGE ELEVATOR	876,000	-	-	-	-	-	-	876,000
61940	555 BUILDING EXTERIOR WALL REPAIRS	39,000	-	-	-	-	-	-	39,000
62060	FIRE STATION 1 CARPET REPLACEMENT	24,000	-	-	-	-	-	-	24,000
62070	FIRE STATION 1 ELECTRICAL	69,000	-	-	-	-	-	-	69,000
62080	FIRE STATION 1 FLOOR REPLACEMENT	138,000	-	-	-	-	-	-	138,000
62090	FIRE STATION 3 CARPET REPLACEMENT	26,400	-	-	-	-	-	-	26,400
62100	42ND ST. PARKING GARAGE MAINTENANCE	240,000	-	-	-	-	-	-	240,000
62110	FIRE STATION 3 RESTROOM RENOVATION	21,100	-	-	-	-	-	-	21,100
62118	12TH STREET PARKING LIGHTING (LED)	-	64,000	-	-	-	-	-	64,000
62120	FIRE STATION 3 PARKING LOT	35,784	-	-	-	-	-	-	35,784
62130	HVAC CONTROLS REPLACEMENT FLEET	42,000	-	-	-	-	-	-	42,000
62218	13TH STREET GARAGE LIGHTING (LED)	-	86,000	-	-	-	-	-	86,000
62220	POLICE STATION A/C REPLACEMENT	45,000	-	-	-	-	-	-	45,000
62230	POLICE STATION ADA ACCOMODATIONS	39,000	-	-	-	-	-	-	39,000
62260	POLICE STATION FLOOR COVERING PH.2	154,000	-	-	-	-	-	-	154,000
62320	POLICE STATION RESTROOM EXHAUST	40,000	-	-	-	-	-	-	40,000
62410	SOUTH SHORE COMMUNITY CTR FLOORING	117,000	-	-	-	-	-	-	117,000
62418	12TH STREET GARAGE ROOF AND DECK	-	598,806	-	-	-	-	-	598,806
62510	BASS MUSEUM HVAC CONTROLS	50,000	-	-	-	-	-	-	50,000
62518	1755 MERIDIAN GARAGE ROOF AND DECK	-	1,900,000	-	-	-	-	-	1,900,000

MIAMIBEACH

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
62530	BASS MUSEUM HEAT PUMP REPLACEMENT	100,000	-	-	-	-	-	-	100,000
62540	BOTANICAL GARDEN WINDOW REPLACEMENT	170,000	-	-	-	-	-	-	170,000
62570	1100 BLOCK OF LINCOLN RD UPDATES	133,000	-	-	-	-	-	-	133,000
62790	555 BUILDING INSTALL RECIRCULATION	1,450	-	-	-	-	-	-	1,450
62818	FIRE STATION #2 GARAGE DOOR	-	30,000	-	-	-	-	-	30,000
62918	FIRE STATION #1 PAINTING	-	36,000	-	-	-	-	-	36,000
63018	NORMANDY S. GOLF CLUB REFRIGERATION	-	50,000	-	-	-	-	-	50,000
63090	CITY HALL AIR HANDLING UNIT	505,947	-	-	-	-	-	-	505,947
63118	NORMANDY S. CLUB RESTROOM ROOF	-	35,000	-	-	-	-	-	35,000
63310	FIRE STATION 3 FUEL TANK AND PIPING	65,000	-	-	-	-	-	-	65,000
63320	FLAMINGO PARK POOL EQUIPMENT REPLAC	311,000	-	-	-	-	-	-	311,000
63350	POLICE HQ ELEVATORS & OTHER PROJECT	548,798	-	-	-	-	-	-	548,798
63390	CITY HALL HALON UPGRADE AND SERVICE	143,484	-	-	-	-	-	-	143,484
63418	MIAMI CITY BALLET HVAC COIL	-	25,000	-	-	-	-	-	25,000
63750	POLICE BUILDING VARIOUS PROJECTS	560,098	-	-	-	-	-	-	560,098
63770	FY 08 FIRE STATION 1	337,943	-	-	-	-	-	-	337,943
64020	CITY HALL CARD ACCESS SYSTEM REPLAC	80,436	-	-	-	-	-	-	80,436
64060	NORMANDY ISLE POOL EQUIPMENT	95,000	-	-	-	-	-	-	95,000
64090	OCEANFRONT AUDITORIUM HVAC CONTROLS	102,277	-	-	-	-	-	-	102,277
64110	PAL BUILDING A/C REPLACEMENT	33,094	-	-	-	-	-	-	33,094
64120	POLICE STATION PNEUMATIC CONTROLS	55,000	-	-	-	-	-	-	55,000
64140	POLICE VARIABLE AIR VOLUME DAMPER R	180,000	-	-	-	-	-	-	180,000
64150	POLICE VARIABLE FREQUENCY DRIVES	90,000	-	-	-	-	-	-	90,000
64220	PUBLIC WORKS FACILITY EXTERIOR	150,000	-	-	-	-	-	-	150,000
67000	FIRE STATION # 4 EXTERIOR WALLS	60,610	-	-	-	-	-	-	60,610
67030	MARINE PATROL EXTERIOR RESTORATION	68,100	-	-	-	-	-	-	68,100
67040	NORMANDY ISLE PARK & POOL	200,000	-	-	-	-	-	-	200,000
67050	North Beach Police Station Restroom	67,000	-	-	-	-	-	-	67,000
67070	P.A.L. BUILDING EXTERIOR PAINT & WA	37,550	-	-	-	-	-	-	37,550
67080	SOUTH SHORE COMMUNITY CENTER EXT.	64,700	-	-	-	-	-	-	64,700
67100	BASS MUSEUM EXERIOR WALLS & PARAPET	250,000	-	-	-	-	-	-	250,000
67190	FIRE STATION #3 RESTROOM RENOVATION	23,000	-	-	-	-	-	-	23,000
67200	FIRE STATION #3 FIRE ALARM UPGRADE	55,000	-	-	-	-	-	-	55,000

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
67210	CITY HALL ROOF & SKYLIGHT	200,000	-	-	-	-	-	-	200,000
67220	FIRE STATION #3 EMERGENCY GENERATOR	95,000	-	-	-	-	-	-	95,000
67240	777 BUILDING HVAC 4TH FLOOR	170,000	-	-	-	-	-	-	170,000
67260	POLICE STATION BUILDING MAIN GATE	45,000	-	-	-	-	-	-	45,000
67360	BASS MUSEUM EMERGENCY GENERATOR	150,000	-	-	-	-	-	-	150,000
67370	COLLINS AVE BOARDWALK REPLACEMENT	150,000	-	-	-	-	-	-	150,000
68520	FS 3-INTERIOR&OVERHEAD DOOR REPLACE	107,678	-	-	-	-	-	-	107,678
68530	FS 1-INTERIOR&EXTERIOR DOOR REPLACE	92,657	-	-	-	-	-	-	92,657
68580	CITY HALL - ELEVATOR RENOVATION	175,000	-	-	-	-	-	-	175,000
68720	POLICE HQ & PARKING GARAGE-FIRE ALA	240,732	-	-	-	-	-	-	240,732
68730	POLICE STATION FIRING RANGE	338,120	-	-	-	-	-	-	338,120
68760	CITY HALL ELECTRICAL UPGRADES	353,772	-	-	-	-	-	-	353,772
69210	PUBLIC WORKS FACILITY WINDOWS	85,522	-	-	-	-	-	-	85,522
69220	PUBLIC WORKS FACILITY GENERATOR	195,314	-	-	-	-	-	-	195,314
69250	S. SHORE COMMUNITY CENTER A/C PARTS	118,862	-	-	-	-	-	-	118,862
69310	7TH ST. GARAGE FIRE ALARM SYSTEM	51,087	-	-	-	-	-	-	51,087
69330	555 BUILDING ELECTRICAL UPGRADES	14,694	-	-	-	-	-	-	14,694
69340	555 BLDG HVAC UPGRADE & REPLACEMENT	79,923	-	-	-	-	-	-	79,923
69370	42ND ST. GARAGE FIRE ALARM SYSTEM	51,087	-	-	-	-	-	-	51,087
69380	42ST GARAGE ELEVATOR REPLACEMENT	865,645	-	-	-	-	-	-	865,645
69470	FLEET/SANITATION FIRE ALARM SYSTEM	85,800	-	-	-	-	-	-	85,800
69480	MARINE PATROL EMERGENCY GENERATOR	64,515	-	-	-	-	-	-	64,515
69950	POLICE BOOSTER PUMP REPLACEMENT	70,000	-	-	-	-	-	-	70,000
69960	SOUTH SHORE COMMUNITY ELEVATOR	173,000	-	-	-	-	-	-	173,000
		18,208,374	**7,768,876**	**2,200,000**	**800,000**	**-**	**-**	**-**	**28,977,250**
PW ENGINEERING									
64180	PAVEMENT ASSESSMENT SURVEY	327,000	-	-	-	-	-	-	327,000
64210	SIDEWALK ASSESSMENT SURVEY	75,000	-	-	-	-	-	-	75,000
		402,000	**-**	**-**	**-**	**-**	**-**	**-**	**402,000**
PW STREETS									
60219	SIDEWALK REPAIRS	-	-	470,000	220,000	220,000	220,000	-	1,130,000
TOURISM CULTURAL DEVELOPMENT									
64160	PAINTING & LIGHTING OF BRIDGES	1,160,000	-	165,000	165,000	910,000	-	-	2,400,000
	TOTAL:	**22,533,724**	**9,296,841**	**3,465,000**	**1,815,000**	**1,610,000**	**248,000**	**-**	**38,968,565**

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
SEAWALLS									
CAPITAL IMPROVEMENT PROGRAM									
20220	SEAWALL-DICKENS AV SHORELINE	461,644	-	-	-	-	-	-	461,644
25940	SEAWALL REPAIR - FLEET MANAGEMENT	2,565,631	-	-	-	-	-	-	2,565,631
27610	SEAWALL MUSS PARK REHABILITAION	1,182,423	-	-	-	-	-	-	1,182,423
28300	SHANE WATERSPORT SEAWALL	134,000	650,000	-	-	-	-	-	784,000
		4,343,698	**650,000**	**-**	**-**	**-**	**-**	**-**	**4,993,698**
PW ADMINISTRATION									
29560	INDIAN CREEK PARK SEAWALL	1,961,502	-	-	-	-	-	-	1,961,502
PW ENGINEERING									
20567	MAURICE GIBB PARK SEAWALL	321,164	-	-	-	-	-	-	321,164
21240	CHEROKEE AVE SOUTH END SEAWALL	140,000	-	-	-	-	-	-	140,000
21500	SEAWALL REPAIRS	613,684	-	-	-	-	-	-	613,684
27170	SEAWALL-BISCAYNE BAY ST END PH. II	2,166,338	-	-	-	-	-	-	2,166,338
27600	SEAWALL-BOTANICAL GARDEN	1,208,662	-	-	-	-	-	-	1,208,662
28730	SEAWALL-LINCOLN COURT	548,000	-	-	-	-	-	-	548,000
28740	SEAWALL - HOLOCAUST MEMORIAL	400,000	-	-	-	-	-	-	400,000
28750	SEAWALL 26TH STREET-WEST END	325,000	-	-	-	-	-	-	325,000
28770	COLLINS CANAL CONVENTION CENTER	2,375,000	-	-	-	-	-	-	2,375,000
28780	SEAWALL DADE BLVD - WASHINGTON AVE	1,625,000	-	-	-	-	-	-	1,625,000
28790	CONVENTION CENTER DR TO WASHINGTON	1,800,000	-	-	-	-	-	-	1,800,000
28800	SEAWALL BAY ROAD REHABILITATION	275,000	-	-	-	-	-	-	275,000
28820	INDIAN BEACH PARK SEAWALL	715,000	-	-	-	-	-	-	715,000
28830	NORMANDY SHORES PARK SEAWALL	226,000	-	-	-	-	-	-	226,000
29500	COLLINS CANAL ENHANCEMENT PROJECT	10,066,774	-	-	-	-	-	-	10,066,774
		22,805,622	**-**	**-**	**-**	**-**	**-**	**-**	**22,805,622**
	TOTAL:	**29,110,822**	**650,000**	**-**	**-**	**-**	**-**	**-**	**29,760,822**
STREET / SIDEWALKS STREESCAPE									
20622	LINCOLN ROAD BAY TOWERS BAYWALK	-	-	-	-	-	-	1,778,000	1,778,000
CAPITAL IMPROVEMENT PROGRAM									
20197	CITY CENTER RESILIENCY ENHANCEMENTS	1,000,000	-	-	-	-	-	-	1,000,000
20198	NORTH BEACH STREETSCAPE	-	-	550,000	550,000	8,800,000	-	-	9,900,000
20330	MIDDLE BEACH REC CORRIDOR PH II	12,799,037	-	-	-	-	-	-	12,799,037
20537	RELOCATION OF FIRE HYDRANTS	300,000	-	-	-	-	-	-	300,000

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
20597	WEST AVENUE PHASE II	56,108,748	-	-	-	-	-	-	56,108,748
21118	STILLWATER ENTRANCE SIGN	-	-	-	-	-	-	9,000,000	9,000,000
21270	VENETIAN NEIGH. -ISLANDS	46,772,927	-	-	-	-	-	-	46,772,927
22050	BAYSHORE NEIGH. BID PACK A	25,085,154	-	-	-	-	-	-	25,085,154
23180	BAYSHORE NEIGH. BID PACK D	15,151,308	(132,000)	-	-	-	-	-	15,019,308
23260	BAYSHORE NEIGH. BID PACK B	17,448,433	-	-	-	-	-	-	17,448,433
23330	SOUTH POINTE ROW PH III-V	17,560,365	-	-	-	-	-	-	17,560,365
23340	SOUTH POINTE STREETSCAPE PH IV	1,374,667	-	-	-	-	-	-	1,374,667
23380	PALM & HIBISCUS ISLAND ENHANCEMENT	46,619,077	-	-	-	-	-	-	46,619,077
25650	CITYWIDE CURB RAMP INSTALLATION	112,560	-	-	-	-	-	-	112,560
26700	ROW IMPROVEMENT PROJECT	1,844,084	-	-	-	-	-	-	1,844,084
27420	SUNSET HARBOUR NEIGHBORHOOD	761,000	-	-	-	-	-	-	761,000
27870	72ND STREET PROTECTED BIKE LANE	239,000	-	350,000	-	-	-	-	589,000
27910	MERIDIAN AVE (NORTH) 28TH ST & DADE	278,000	-	-	-	-	-	-	278,000
27920	ALTON RD BETWEEN CHASE AVE & NORTH	418,000	(418,000)	-	418,000	-	-	-	418,000
27940	EUCLID AVE. - FROM 17TH ST & 5TH ST	470,000	-	-	-	-	-	-	470,000
28580	ESPANOLA WAY CONVERSION	2,145,190	400,276	-	-	-	-	-	2,545,466
28610	RUE VENDOME PUBLIC PLAZA	1,100,000	654,000	-	-	-	-	-	1,754,000
28940	BAYSHORE NEIGH. CENTRAL - SOUTH	21,777,204	-	-	-	-	-	-	21,777,204
29130	SOUTH POINTE MISCELANEOUS IMPROVEME	893,425	-	-	-	-	-	-	893,425
29300	LINCOLN RD WASHINGTON AV TO LENOX	20,000,000	6,865,154	7,035,000	-	-	-	-	33,900,154
29310	CONVENTION CENTER LINCOLN RD CONNEC	10,000,000	-	-	-	-	-	-	10,000,000
29320	17TH STREET NORTH IMPROVEMENTS	2,000,000	-	-	-	-	-	-	2,000,000
29530	COLLINS PARK ANCILLARY IMPROVEMENTS	4,000,000	-	-	-	-	-	-	4,000,000
29730	NORMANDY ISLE NEIGH ROW PHASE II	1,271,722	(628,603)	-	-	-	-	-	643,119
64170	BISCAYNE POINTE ISLAND ENTRYWAY	400,000	-	-	-	-	-	-	400,000
69790	SUNSET 3 & 4 UTILITY PAYMENT	1,532,002	-	-	-	-	-	-	1,532,002
		309,461,903	**6,740,827**	**7,935,000**	**968,000**	**8,800,000**	**-**	**9,000,000**	**342,905,730**
PW ADMINISTRATION									
20922	NORMANDY ISLES DRAINAGE IMPROVEMENT	-	-	-	-	-	14,260,000	23,260,000	37,520,000
28050	EVERGLADES COURT ALLEYWAY PAVING	300,000	-	-	-	-	-	-	300,000
29810	ALLEYWAY RESTORATION PH III	412,500	-	120,000	120,000	120,000	120,000	-	892,500

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
29860	FLAMINGO 10G-6 ST. ROW IMPROVEMENTS	8,001,399	-	-	-	-	-	-	8,001,399
29880	LINCOLN RD MALL ADA PEDESTRIAN	87,500	-	-	-	-	-	-	87,500
		8,801,399	**-**	**120,000**	**120,000**	**120,000**	**14,380,000**	**23,260,000**	**46,801,399**
PW ENGINEERING									
20078	CITYWIDE STREET PAVEMENT	-	-	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
20141	7300 DICKENS AVE L/SCAPE-IRRIGATION	-	-	-	-	37,000	-	-	37,000
20177	OCEAN DR. EXTENDED SIDEWALK PROJECT	405,000	(170,000)	-	-	-	-	-	235,000
20250	LAGORCE ISLAND-LIGHTING TREES MISC	66,376	-	-	-	-	-	-	66,376
20280	DRAINAGE IMP-WASHINGTON & SO POINTE	520,000	-	-	-	-	-	-	520,000
20422	FLAMINGO NEIGHBORHOOD	-	-	-	-	-	65,000,000	85,000,000	150,000,000
20522	NAUTILUS NEIGHBORHOOD	-	-	-	-	-	17,454,000	22,500,000	39,954,000
20587	1ST STREET-ALTON RD TO WASHINGTON	1,800,000	-	6,032,000	6,032,000	-	-	-	13,864,000
20607	11TH STREET-FLAMINGO NEIGHBORHOOD	6,503,313	-	-	-	-	-	-	6,503,313
23220	NORTH SHORE NEIGH. IMPROVEMENTS	6,889,268	-	-	-	45,000,000	20,000,000	-	71,889,268
23240	LA GORCE NEIGHBORHOOD IMPROVEMENTS	3,953,690	-	72,202,653	-	-	-	-	76,156,343
23270	CITY CENTER COMMERCIAL DISTRICT BPB	25,314,243	760,603	-	-	56,000,000	-	-	82,074,846
23300	FLAMINGO NEIGHBORHOOD-SOUTH	8,978,640	-	-	-	-	-	-	8,978,640
23360	WEST AVE/BAY RD NEIGH.	26,184,594	-	-	-	-	-	-	26,184,594
60237	COLLINS / HARDING ALLEY RESTORATION	100,000	-	-	-	-	-	-	100,000
		80,715,124	**590,603**	**79,234,653**	**7,032,000**	**102,037,000**	**103,454,000**	**107,500,000**	**480,563,380**
PW GREENSPACE MANAGEMENT									
29760	RESTORATIVE TREEWELL-PH 3	683,911	-	-	-	-	-	-	683,911
PW STREETS									
20000	PAVEMENT & SIDEWALK PROGRAM	2,195,000	-	-	-	-	-	-	2,195,000
TOURISM CULTURAL DEVELOPMENT									
28630	BONITA DRIVE STREET END IMPROVEMENT	135,000	-	-	-	-	-	-	135,000
28640	NORTH BEACH STREETSCAPE PILOT PROJ	330,000	-	-	-	-	-	-	330,000
		465,000	**-**	**-**	**-**	**-**	**-**	**-**	**465,000**
TRANSPORTATION									
20038	77TH STREET NEIGHBORHOOD GREENWAY	-	-	690,000	-	-	-	-	690,000
20048	85TH STREET NEIGHBORHOOD GREENWAY	-	-	990,000	-	-	-	-	990,000
20058	CHASE AVENUE/ 43RD STREET	-	-	830,000	-	-	-	-	830,000
20068	TATUM WATERWAY GREENWAY	-	-	830,000	-	-	-	-	830,000

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PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
20327	2 WAY CONVERSION 42ND ST. SHERIDAN	510,000	-	-	-	-	-	-	510,000
		510,000	**-**	**3,340,000**	**-**	**-**	**-**	**-**	**3,850,000**
	TOTAL:	**402,832,337**	**7,331,430**	**90,629,653**	**8,120,000**	**110,957,000**	**117,834,000**	**141,538,000**	**879,242,420**
TRANSIT / TRANSPORTATION									
ENVIRONMENT SUSTAINABILITY									
25410	BEACHWALK II	4,383,391	-	-	-	-	-	-	4,383,391
PW ADMINISTRATION									
24720	16TH ST IMPROVEMENTS & ENHANCEMENTS	9,332,343	-	-	-	-	-	-	9,332,343
TOURISM CULTURAL DEVELOPMENT									
64190	ENTRANCE SIGNS TO NORTH BEACH	300,000	-	2,064,658	-	-	-	-	2,364,658
TRANSPORTATION									
20018	41ST STREET ADAPTIVE TRAFFIC CONTRO	-	-	-	-	-	-	840,000	840,000
20118	BAYSHORE NEIGH. TRAFFIC CALMING 1A	-	378,075	-	-	-	-	-	378,075
20119	NAUTILUS TRAFFIC CALMING PHASE II	-	-	661,000	-	-	-	-	661,000
20122	BAYSHORE NEIGH. TRAFFIC CALMING 1B	-	-	-	-	-	-	141,000	141,000
20150	INDIAN CREEK GREENWAY	100,000	-	-	-	-	-	-	100,000
20200	LIGHT RAIL / MODERN STREET CAR	46,000,000	-	-	-	-	-	-	46,000,000
20218	NAUTILUS TRAFFIC CALMING PHASE I	-	355,500	-	-	-	-	-	355,500
20221	16TH STREET PROTECTED BIKE LANES	-	-	-	-	827,000	-	-	827,000
20222	ALTON RD SIGNALIZATION IMPROVEMENT	-	-	-	-	-	-	1,400,000	1,400,000
20318	VENETIAN ILLUMINATED CROSSWALKS	-	180,000	-	-	-	-	-	180,000
20322	MACARTHUR TRAFFIC SIGNAL CONTROL	-	-	-	-	-	-	1,000,000	1,000,000
20419	81ST STREET NEIGHBORHOOD GREENWAY	-	-	500,000	-	-	-	-	500,000
20617	NEW BUS SHELTER DESIGNS	504,251	-	-	-	-	-	-	504,251
20618	MERIDIAN AVENUE BICYCLE LANES	-	250,000	-	-	-	-	-	250,000
20620	LA GORCE / PINE TREE DR BIKE LANES	-	-	-	300,000	1,500,000	-	-	1,800,000
20718	SIGNALIZATION ALTON RD AND 4TH ST	-	580,000	-	-	-	-	-	580,000
20818	ROYAL PALM NEIGHBORHOOD GREENWAY	-	430,000	-	-	-	-	-	430,000
22518	ENHANCED CROSSWALKS	-	480,000	-	-	-	-	-	480,000
27860	51ST BIKE LANE-ALTON RD TO PINETREE	50,000	-	-	-	-	-	-	50,000
27880	73RD STREET PROTECTED BIKE LANES	239,000	-	161,000	-	-	-	161,000	561,000
27900	PRAIRIE AVE FROM 28TH ST TO 44TH PA	294,000	-	-	-	-	-	-	294,000
28080	INTELLIGENT TRANSPORT SYSTEM	6,580,260	5,555,000	1,469,000	818,000	-	-	3,500,000	17,922,260
60177	SOUTH BEACH PEDESTRIAN ZONES	300,000	-	1,500,000	650,000	-	-	-	2,450,000

MIAMIBEACH

CITY OF MIAMI BEACH
FY 2018 - 2022 CAPITAL IMPROVEMENT PLAN BY PROGRAM

PROJECT	PROGRAM	Previous Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Future	Total
60207	PAINTING VENETIAN BIKE LANES	486,558	-	-	-	-	-	-	486,558
60217	OCEAN DR LGBT DECORATIVE INTERSECT	100,000	-	-	-	-	-	-	100,000
60247	42ND ST. GREEN BICLYCLE LANES PAINT	150,000	-	-	-	-	-	-	150,000
60257	BAY DRIVE NEIGHBORHOOD GREENWAY	100,000	-	1,125,000	-	-	-	-	1,225,000
60327	10TH & 11TH STREET NEIGHBORHOOD	-	-	-	-	1,494,000	-	-	1,494,000
60717	SAFE ROUTES- N.BEACH & NAUTILUS	25,052	-	-	-	-	-	-	25,052
60817	SAFE ROUTES- BISCAYNE ELEMENTARY	70,628	-	-	-	-	-	-	70,628
		54,999,749	**8,208,575**	**5,416,000**	**1,768,000**	**3,821,000**	**-**	**7,042,000**	**81,255,324**
	TOTAL:	**69,015,483**	**8,208,575**	**7,480,658**	**1,768,000**	**3,821,000**	**-**	**7,042,000**	**97,335,716**
UTILITIES									
PW ADMINISTRATION									
20519	WATER AND SEWER ON VENETIAN BRIDGE	-	-	4,500,000	-	-	-	-	4,500,000
22018	FIBER COMMUNICATIONS INSALLATION	-	102,000	59,000	131,000	-	-	-	292,000
22418	MT. SINAI STORMWATER PUMP STATION	-	-	10,500,000	-	-	-	-	10,500,000
29480	WASTEWATER AND WATER UPGRADES	1,143,650	-	-	-	-	-	-	1,143,650
60319	WATER METER REPLACEMENT PROGRAM	-	-	250,000	250,000	250,000	309,019	-	1,059,019
60419	DERM & EPA CONCENT DECREE	-	-	400,000	400,000	-	-	500,000	1,300,000
61180	CITYWIDE W&S MAIN ASSESSMENT	-	-	800,000	800,000	-	-	-	1,600,000
		1,143,650	**102,000**	**16,509,000**	**1,581,000**	**250,000**	**309,019**	**500,000**	**20,394,669**
PW ENGINEERING									
20527	FDOT UTILITES RELOCATION	1,177,529	-	-	-	-	-	-	1,177,529
20619	WASTE WATER STATIONS REHABILITATION	-	-	4,500,000	-	-	-	-	4,500,000
20719	SCADA AND PLC SYSTEMS	-	-	1,512,500	-	-	-	-	1,512,500
21020	ALTON RD. WATER MAIN IMPROVEMENTS	-	-	-	9,000,000	-	-	-	9,000,000
21220	INDIAN CREEK STREET DRAINAGE IMP.	5,500,000	-	-	-	-	-	-	5,500,000
23000	SUNSET HARBOUR PUMPSTATION UPGRADES	28,477,272	-	-	-	-	-	-	28,477,272
27300	DRAINAGE HOT SPOTS	2,909,373	-	-	-	-	-	-	2,909,373
27370	54IN DIAMETER REDUNDANT SEWER FORCE	18,044,487	-	-	-	-	-	-	18,044,487
27590	63RD STREET 16" WATER MAIN	1,840,711	-	-	-	-	-	-	1,840,711
27680	INFILTRATION / IN-FLOW PROGRAM PH3	4,588,866	-	-	-	-	-	-	4,588,866
68000	CLEAN WATER SYSTEM	7,500,000	-	-	-	-	-	-	7,500,000
		70,038,238	**-**	**6,012,500**	**9,000,000**	**-**	**-**	**-**	**85,050,738**
	TOTAL:	**71,181,888**	**102,000**	**22,521,500**	**10,581,000**	**250,000**	**309,019**	**500,000**	**105,445,407**
	GRAND TOTAL:	**1,402,371,029**	**59,812,155**	**213,699,671**	**48,331,000**	**134,414,000**	**131,111,019**	**215,162,000**	**2,204,900,874**

MAYOR AND COMMISSION

Department Mission/Purpose Statement:

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

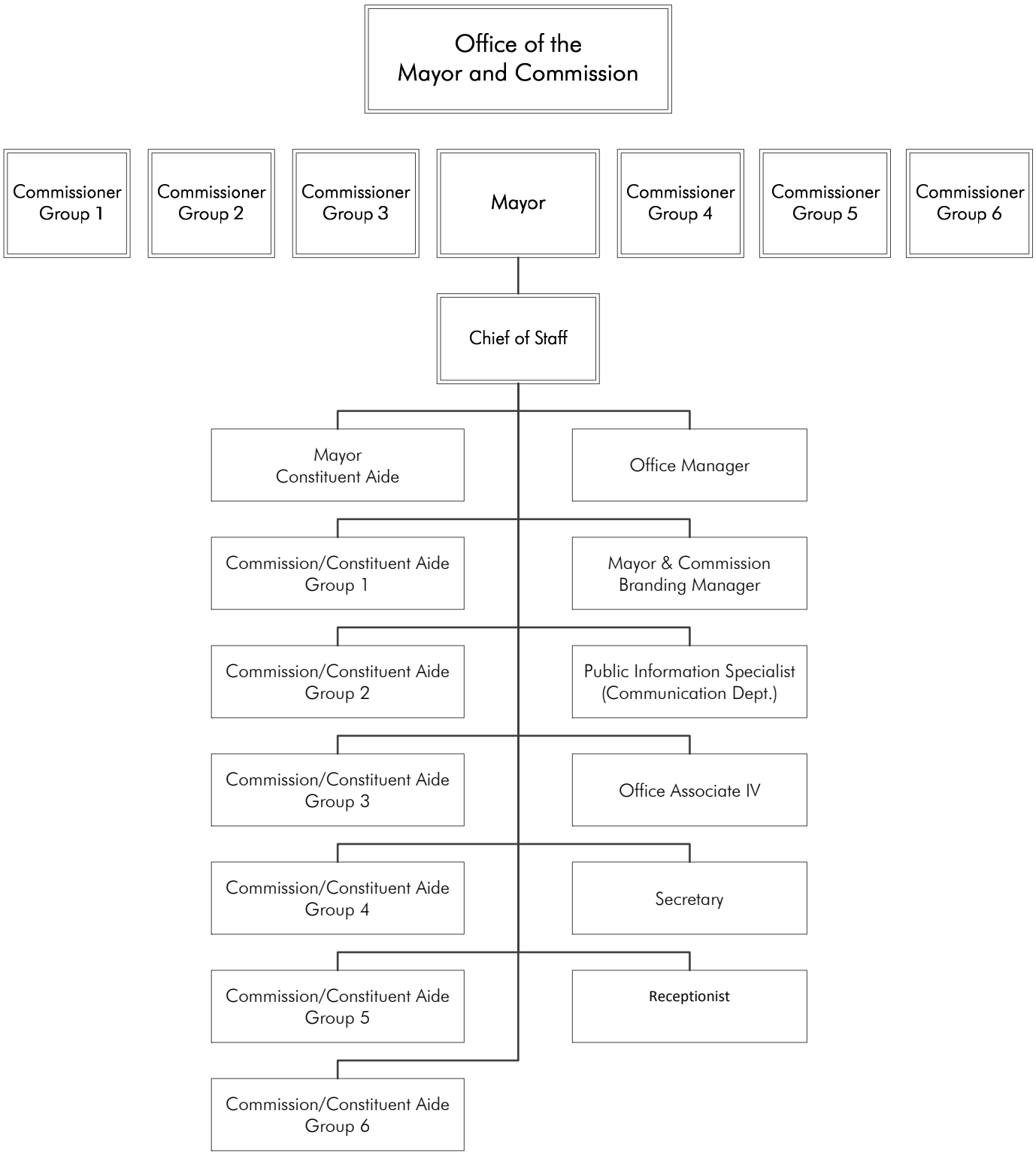
Department Description:

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

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

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

See attached Table of Organization


Office of the
Mayor and Commission
Commissioner
Group 1
Commissioner
Group 2
Commissioner
Group 3
Mayor
Commissioner
Group 4
Commissioner
Group 5
Commissioner
Group 6
Chief of Staff
Mayor
Constituent Aide
Office Manager
Commission/Constituent Aide
Group 1
Mayor & Commission
Branding Manager
Commission/Constituent Aide
Group 2
Public Information Specialist
(Communication Dept.)
Commission/Constituent Aide
Group 3
Office Associate IV
Commission/Constituent Aide
Group 4
Secretary
Commission/Constituent Aide
Group 5
Receptionist
Commission/Constituent Aide
Group 6

MAYOR AND COMMISSION

Fiscal Environment:

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

Business Environment:

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

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

Critical Success Factors:

- Focus on Customer Service: Although the City of Miami Beach has a City Manager form of government, the Office of the Mayor and Commission plays an integral role in channeling the concerns and perspectives of the community to the appropriate administrative agencies. The Mayor and Commission Office staff is charged with responding to a large volume of telephone calls, facsimile communications, electronic and written correspondence. These responses are handled by both our elected officials and their office staff, which acts on behalf of individual Commissioners or the Office of the Mayor and Commission as a whole.

- Continued coordination and communication between the Office of the Mayor and Commission and City Manager's Office in order to ensure timely and accurate constituent service, as well as the necessary information for the policymakers to base their decisions on.

Future Outlook:

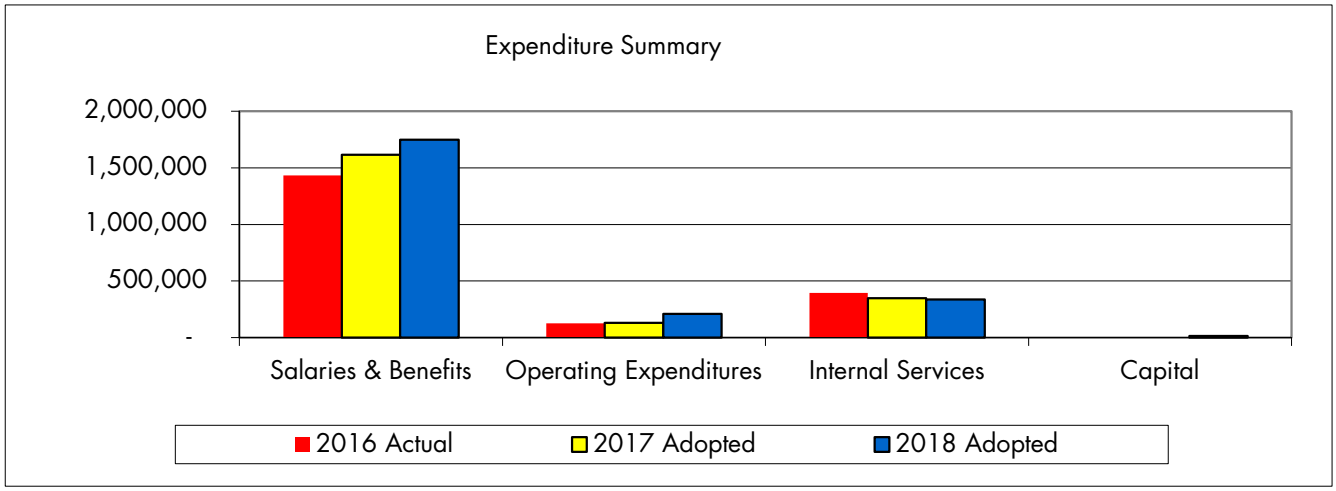
As it pertains to the handling of constituent concerns, it is the goal of the Office of the Mayor and Commission staff to work with Administration in order to improve response-related issues, such as response turnover time for incoming communication.

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

MAYOR AND COMMISSION

General Fund
Departmental Financial Summary

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	1,385,427	1,434,711	1,616,000	**1,748,000**
Operating Expenditures	114,570	124,355	130,000	**210,000**
Internal Services	388,782	394,094	347,000	**337,000**
Capital	0	0	0	**15,000**
Total	**$ 1,888,779**	**$ 1,953,161**	**$ 2,093,000**	**$ 2,310,000**
Budgeted Positions	**19 + 0 PT**	**19 + 0 PT**	**20 + 1 PT**	**20 + 1 PT**



MAYOR AND COMMISSION

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $217,000, or 10%, primarily due to a $122,000 increase in personnel costs described above, as well as $10,000 for positions filled above the budgeted minimum. Additionally, operating expenditures increased by $80,000, primarily due to $75,000 in expenditures that were transferred from the Citywide budget to the Mayor & Commission's departmental budget and $15,000 for replacement of office furniture. These increases were partially offset by a $10,000 decrease in internal service charges.

MIAMIBEACH

CITY ATTORNEY

Department Mission/Purpose Statement:

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

Department Description:

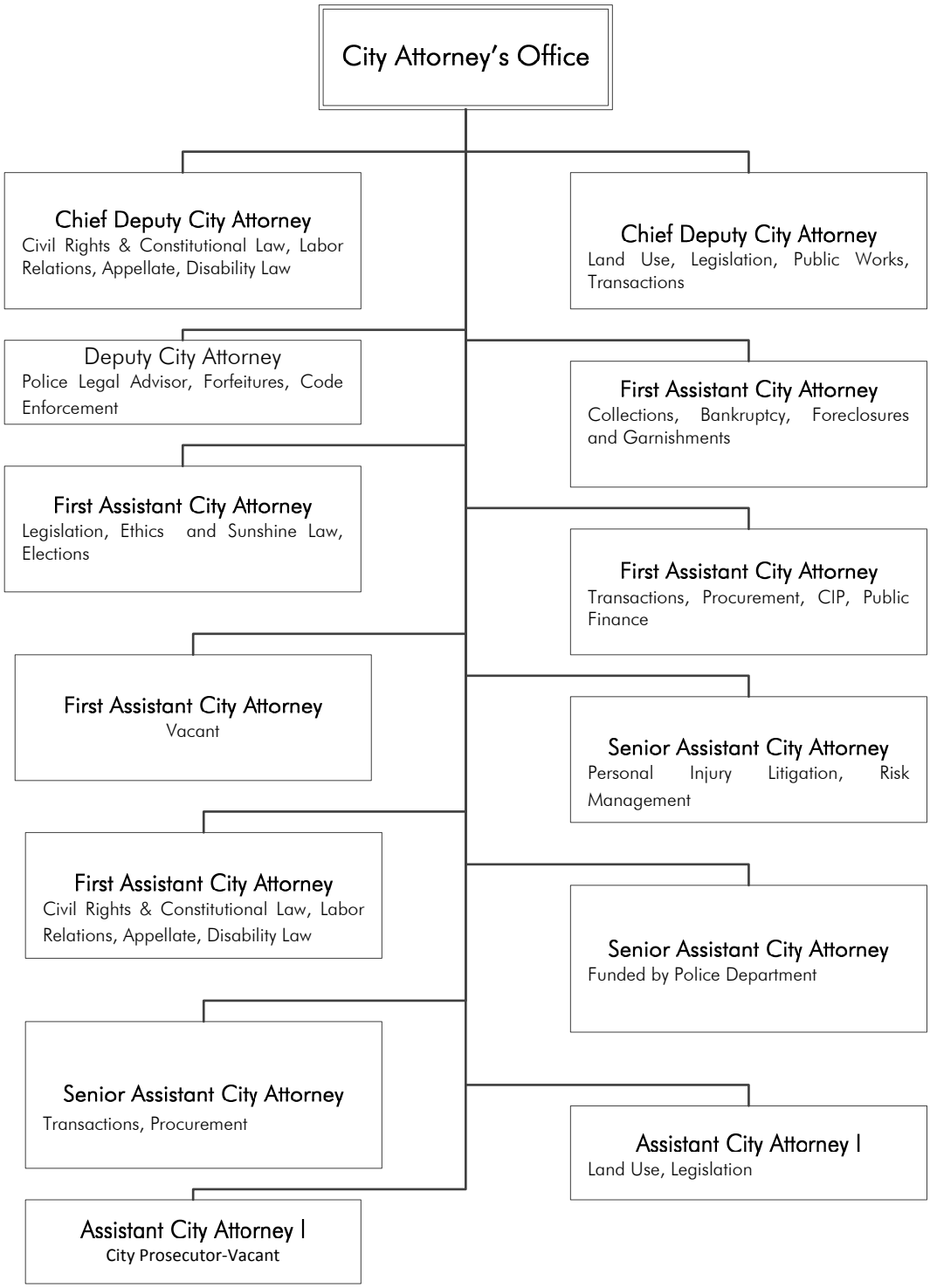
The City Attorney's Office resembles a medium sized, full service law office. Its structure is designed to address and respond to the legal needs of the Mayor and City Commissioners, the City Manager, the City departments, and the City's various agencies, boards, and committees.

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

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

The Office is presently comprised of the City Attorney, thirteen (13) full-time attorneys, and a City Attorney's Office Fellow. The support staff consists of a senior administrative manager, an assistant to the City Attorney, two (2) office-paralegal specialists, a senior legal secretary, three (3) legal secretaries, a paralegal, and a receptionist.

See attached Table of Organization


City Attorney's Office
Chief Deputy City Attorney
Civil Rights & Constitutional Law, Labor Relations, Appellate, Disability Law
Deputy City Attorney
Police Legal Advisor, Forfeitures, Code Enforcement
First Assistant City Attorney
Legislation, Ethics and Sunshine Law, Elections
First Assistant City Attorney
Vacant
First Assistant City Attorney
Civil Rights & Constitutional Law, Labor Relations, Appellate, Disability Law
Senior Assistant City Attorney
Transactions, Procurement
Assistant City Attorney I
City Prosecutor-Vacant
Chief Deputy City Attorney
Land Use, Legislation, Public Works, Transactions
First Assistant City Attorney
Collections, Bankruptcy, Foreclosures and Garnishments
First Assistant City Attorney
Transactions, Procurement, CIP, Public Finance
Senior Assistant City Attorney
Personal Injury Litigation, Risk Management
Senior Assistant City Attorney
Funded by Police Department
Assistant City Attorney I
Land Use, Legislation

CITY ATTORNEY

Fiscal Environment:

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

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

Legal expenses incurred as a result of:

- Unanticipated litigation
- Matters of urgent public interest and /or health welfare, and safety
- Complex real estate and other commercial transactions cannot be taken into account as part of the City Attorney's annual budget review process (as they are either unknown, or have not been initiated, at budget time). Therefore, the funding sources for legal expenses incurred in connection with such matters have come from the appropriate City department or the RDA

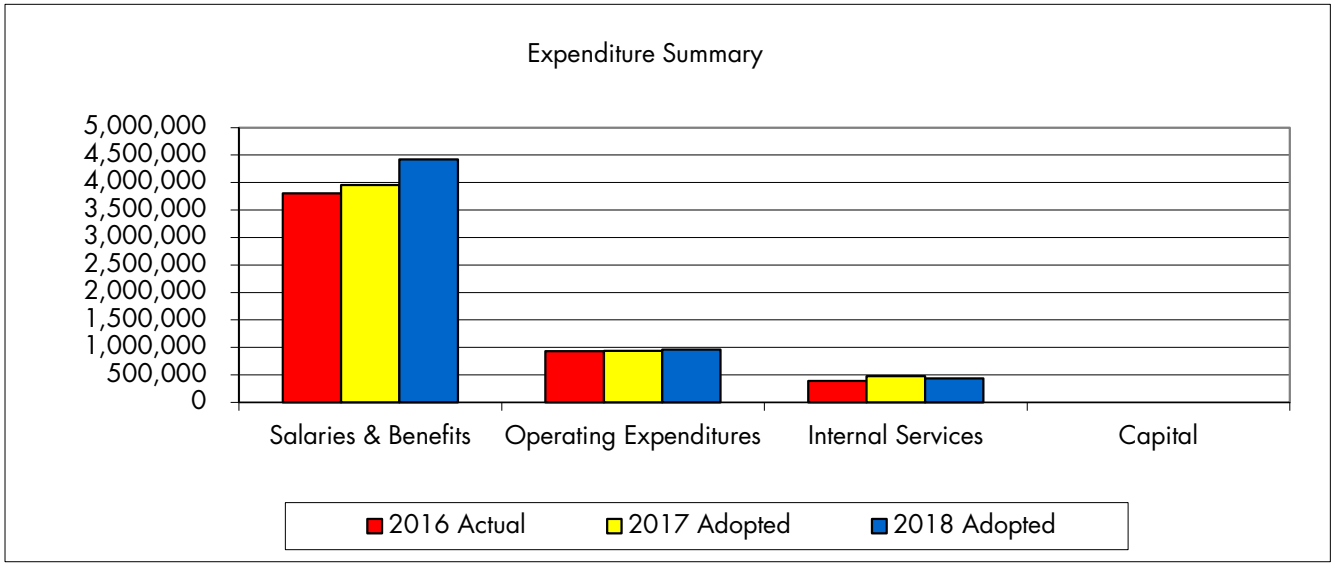
In order to offset legal expenses, the City Attorney has initiated the following measures:

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

CITY ATTORNEY

General Fund
Departmental Financial Summary

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	3,718,896	3,803,954	3,957,000	**4,418,800**
Operating Expenditures	706,021	929,346	935,000	**959,200**
Internal Services	383,284	389,088	478,000	**437,000**
Capital	0	0	0	**0**
Total	**$ 4,808,200**	**$ 5,122,388**	**$ 5,370,000**	**$ 5,815,000**
Total Budgeted Positions	**22 + 0 PT**	**22 + 0 PT**	**22 + 0 PT**	**24 + 0 PT**



CITY ATTORNEY

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $445,000, or 8.3%, primarily due to personnel cost increases as described above, as well as a slight increase in operating expenditures.

FY2017/18 Enhancements

- The FY2017/18 personnel cost increase includes two enhancements totaling $155,000 for the addition of a City Prosecutor (Assistant City Attorney I) and Legal Secretary to enhance the proper prosecution of criminal City Ordinance violations.

FY2017/18 Efficiencies

- The FY2017/18 budget includes an efficiency of $33,000 in professional services for outside counsel.

MIAMIBEACH

CITY CLERK

Department Mission/Purpose Statement:

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

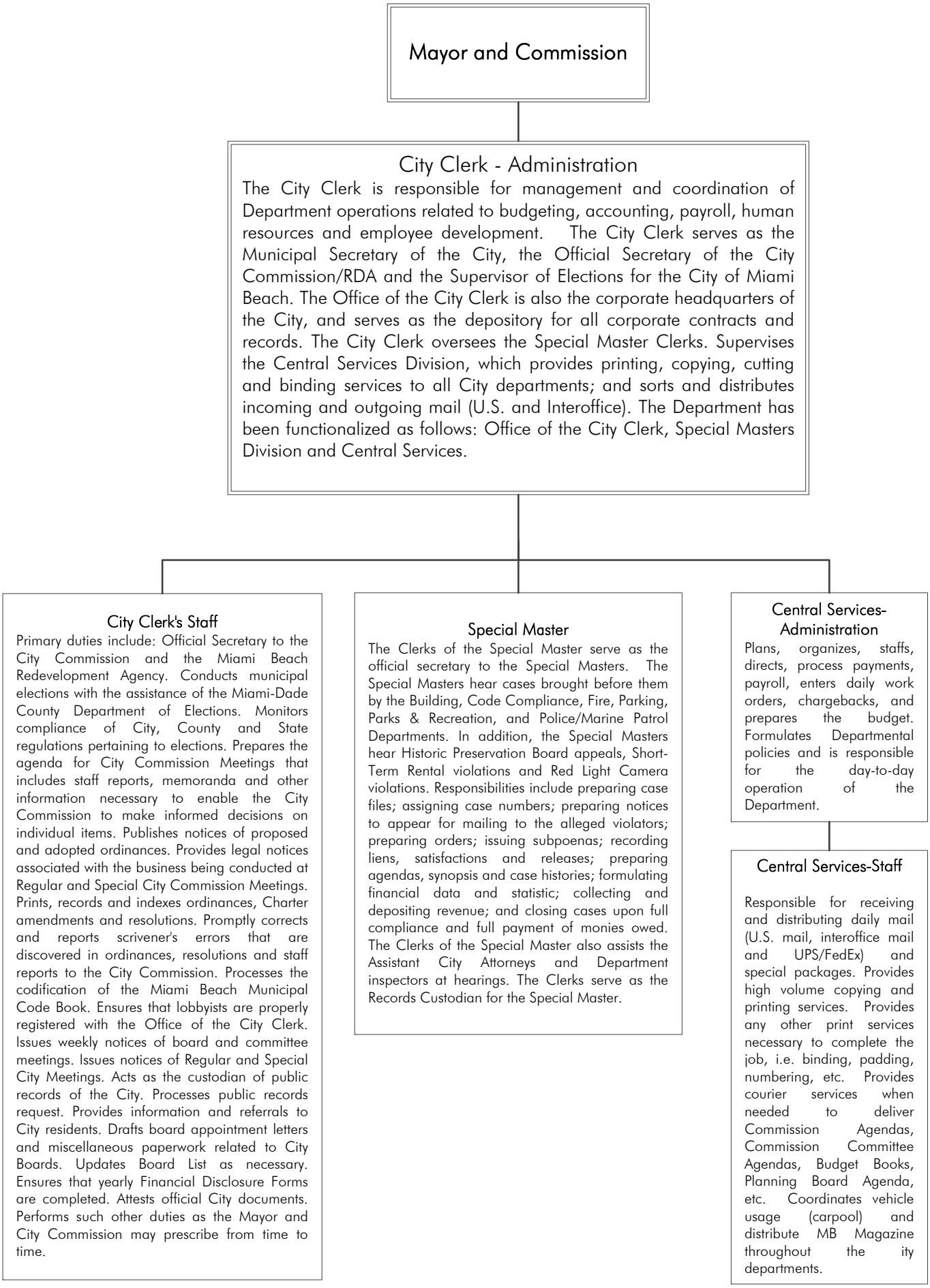
Department Description:

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

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

The Clerks of the Special Master serve as the official secretary to the Special Masters. The Special Masters issue orders having the force of law commanding whatever steps are necessary to bring a violation into compliance. The Special Masters hear cases brought before them by the Building, Code Compliance, Parking, Parks & Recreation, Police/Marine Patrol and Fire Departments. In addition, the Special Masters hear Historic Preservation Board Appeals, Short-Term Rentals and Red Light Camera Violations.

See attached Table of Organization.


Mayor and Commission
City Clerk - Administration
The City Clerk is responsible for management and coordination of Department operations related to budgeting, accounting, payroll, human resources and employee development. The City Clerk serves as the Municipal Secretary of the City, the Official Secretary of the City Commission/RDA and the Supervisor of Elections for the City of Miami Beach. The Office of the City Clerk is also the corporate headquarters of the City, and serves as the depository for all corporate contracts and records. The City Clerk oversees the Special Master Clerks. Supervises the Central Services Division, which provides printing, copying, cutting and binding services to all City departments; and sorts and distributes incoming and outgoing mail (U.S. and Interoffice). The Department has been functionalized as follows: Office of the City Clerk, Special Masters Division and Central Services.
City Clerk's Staff
Primary duties include: Official Secretary to the City Commission and the Miami Beach Redevelopment Agency. Conducts municipal elections with the assistance of the Miami-Dade County Department of Elections. Monitors compliance of City, County and State regulations pertaining to elections. Prepares the agenda for City Commission Meetings that includes staff reports, memoranda and other information necessary to enable the City Commission to make informed decisions on individual items. Publishes notices of proposed and adopted ordinances. Provides legal notices associated with the business being conducted at Regular and Special City Commission Meetings. Prints, records and indexes ordinances, Charter amendments and resolutions. Promptly corrects and reports scrivener's errors that are discovered in ordinances, resolutions and staff reports to the City Commission. Processes the codification of the Miami Beach Municipal Code Book. Ensures that lobbyists are properly registered with the Office of the City Clerk. Issues weekly notices of board and committee meetings. Issues notices of Regular and Special City Meetings. Acts as the custodian of public records of the City. Processes public records request. Provides information and referrals to City residents. Drafts board appointment letters and miscellaneous paperwork related to City Boards. Updates Board List as necessary. Ensures that yearly Financial Disclosure Forms are completed. Attests official City documents. Performs such other duties as the Mayor and City Commission may prescribe from time to time.
Special Master
The Clerks of the Special Master serve as the official secretary to the Special Masters. The Special Masters hear cases brought before them by the Building, Code Compliance, Fire, Parking, Parks & Recreation, and Police/Marine Patrol Departments. In addition, the Special Masters hear Historic Preservation Board appeals, Short-Term Rental violations and Red Light Camera violations. Responsibilities include preparing case files; assigning case numbers; preparing notices to appear for mailing to the alleged violators; preparing orders; issuing subpoenas; recording liens, satisfactions and releases; preparing agendas, synopsis and case histories; formulating financial data and statistic; collecting and depositing revenue; and closing cases upon full compliance and full payment of monies owed. The Clerks of the Special Master also assists the Assistant City Attorneys and Department inspectors at hearings. The Clerks serve as the Records Custodian for the Special Master.
Central Services-Administration
Plans, organizes, staffs, directs, process payments, payroll, enters daily work orders, chargebacks, and prepares the budget. Formulates Departmental policies and is responsible for the day-to-day operation of the Department.
Central Services-Staff
Responsible for receiving and distributing daily mail (U.S. mail, interoffice mail and UPS/FedEx) and special packages. Provides high volume copying and printing services. Provides any other print services necessary to complete the job, i.e. binding, padding, numbering, etc. Provides courier services when needed to deliver Commission Agendas, Commission Committee Agendas, Budget Books, Planning Board Agenda, etc. Coordinates vehicle usage (carpool) and distribute MB Magazine throughout the ity departments.

CITY CLERK

Fiscal Environment:

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

The General Fund charges an administrative fee to Enterprise Fund departments, Redevelopment (RDA) and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

Central Services is an internal service funded division. Services provided are charged to departments based on the specific services provided.

Business Environment:

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

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

Significant Prior Accomplishments:

- Elections: Successfully conducted Special Elections in March, August and November 2016. Due to the large number of voters, Early Voting at City Hall, during these three Special Elections, was held in the First Floor Conference Room, where for the first time a fully air conditioned tent was erected that extended the voting area to the Breezeway in order to accommodate over 100 voter privacy booths.

- Electronic Election Filing System: Implemented an electronic filing system for the Campaign Treasurer's Reports. Previously, the required Treasurer's Reports had to be submitted on paper in person or by mail to the Office of the City Clerk. Although the process worked well, it was time consuming for City staff and inconvenient to the candidates, PCs, and ECOs. The new electronic system, which took effect in January 2017, provides for: 1. Automatic auditing of campaign finance reports for completeness and timeliness; 2. Availability of all campaign finance forms required by Florida Statutes for filing; 3. Complete paperless reporting capability; 4. The use of e-mail notifications; 5. Direct data entry or capability of uploading data from third party vendor software; 6. Internet web-based search capability for the public, media, candidates, PCs, and ECOs regarding reported campaign finance data; 7. Electronic referrals to the Florida Elections

Commission by filing officers; and 8. Migration of campaign finance data from prior years.

- Webpage: Significantly expanded the Office of the City Clerk's Election web presence, which now includes: State of Florida Political Committee Database; City of Miami Beach Political Committee and Electioneering Communication Organization Database; Most Commonly Used Forms; and Information relating to the current year's election.

- Public Records Requests: Responded to public record requests (PRRs). Ninety-three percent (93%) of the public records requests received for records maintained by the Office of the City Clerk were processed in 7 days or less. The Office coordinated and monitored all Citywide PRRs to ensure prompt response.

- City Commission Agenda Preparation: Produced City Commission agenda materials for 27 City Commission meetings and Workshops, oversaw the agenda preparation process, and updated the City's webpage.

- After-Actions: Produced 27 After-Action Reports for City Commission meetings and workshops, generated Log Notes for Commission/Workshop meetings and burned CD's for archival purposes.

- Automated Agenda System: The Office of the Clerk implemented NovusAGENDA. This automated agenda process saves the City both time and money, and provides easy access to City government for the residents and visitors of Miami Beach. The Office of the City Clerk provides training in the NovusAGENDA to City departments as needed.

- Agenda Video Indexing: Implemented indexing of video content for each agenda item, which provides the public with 24-hour, 365-day access to meetings of the City Commission. This new feature allows the public to easily access and view videos of the item that is of interest to them, rather than stream through the entire meeting. The video indexing of the items is accomplished within one to three hours from the time the meeting ends.

- Ordinance and Resolution Registry: Maintained a web-based Ordinance and Resolution registry to provide an easy research tool for the public. Processed 72 Ordinances, 435 Resolutions and 546 contracts. The information is available at:

  Ordinance:http://docmgmt.miamibeachfl.gov/weblink/0/edoc/147802/Ordinances%202016-present.pdf

  Resolutions:http://docmgmt.miamibeachfl.gov/weblink/0/edoc/147801/Resolutions%20Registry%202016-present.pdf

- Personnel Board: Conducted employee election for the Personnel Board.

CITY CLERK

- LaserFiche/Scanning: Scanned, indexed, quality-controlled and published all LTCs, Lobbyists Affidavits, Board and Committees Applications, Financial Disclosure Forms, Ordinances and Resolutions into LaserFiche; giving the public web-based access to all these documents.

- City Code Updates: Transmitted Ordinances to Municipal Code Corporation for codification and updated in the City's Code Book (paper and electronic version). Supplement 66 is the current version.

- Historical Archives: The Office of the City Clerk, pursuant to City Commission direction, collaborated with the Florida International University (FIU) to digitize the City's historical photographic archives. A total of 24,348 historical photographs were digitized in 2016. The link to the FIU server is http://dpanther.fiu.edu/dPanther/collections/mbda. In addition, the project was continued in 2017, with the digitalization of historical Ordinances, from 1915 to the 1980's. A total of 3,950 pages have been scanned to date, along with 8,439 Kardveyer contents or index cards used prior to record keeping in electronic form.

- Centennial Photo Exhibit: A Centennial Photo Exhibit, comprising of photographs from each decade of the City's history, is now permanently displayed in the Fourth Floor City Hall Gallery, pursuant to City Commission approval. The photographs depicted in the Centennial Photo Exhibit were selected from the Office of the City Clerk's Historical Archives by City Clerk staff, City residents, local historians and City staff.

- Lobbyists: Processed 252 lobbyist registrations, 503 lobbying issues and maintained the lobbyists' annual disclosure records.

- Boards and Committees: Maintained records for 32 Boards and Committees with 376 members. Processed 206 Board and Committee Applications and 132 appointments. Posted on the Office of the City Clerk's website a searchable database of all Boards and Committees on a weekly basis. Created and posted on the Office of the City Clerk's webpage a database of current Board and Committee openings, to assist residents wishing to become involved in City government. Produced the Board and Committees Quarterly Attendance Report and the Board and Committees Biannual Report. Authored the Board and Committee Minority Report.

- Board and Committee Ethics Training Workshop: The Office of the City Clerk and the Miami-Dade County Commission on Ethics and Public Trust hosted a 90 minutes presentation to an audience of 96 members of the City of Miami Beach Boards and Committees, as well as City of Miami Beach employees. The presentation was a comprehensive overview of the Public Records Act, Sunshine Laws, Miami-Dade County Code of Ethics, Financial Disclosures, and Gift Policy for Public Officers and employees.

- Annual Reports: Processed Outside Employment, Gift Disclosure, Financial Disclosures and Lobbyist Expenditure Forms, as required by the State, County and City.

- Public Notices: Published the following advertisements: 45 meeting notices; 186 public hearings; and 120 election information notices.

- Special Master: Processed 1,427 new Special Master Appeals, Building Cases, Code Cases and Fire Cases. Heard 299 Red Light Camera Appeals. Mailed 1,200 condominium common area violations courtesy notices on 53 cases. Processed the recording and release of 930 liens.

- Records Retention: Destroyed 867 cubic feet of records in FY 15/16. Implemented an electronic records system to simplify destroying records and tracking boxes once they are sent to GRM Offsite Records Storage. Presently, a software web based database for Records Retention is being custom designed by IT to track the retention schedule deadlines. Assisted the Finance Department, Public Works Operations and Communications with records destruction. Held a Records Management class hosted by the State of Florida Library Division of Records to educate City Hall employees.

- Staff: Continued supplementing staff by recruiting senior and student interns.

Central Services Division

- Mail Equipment: Implemented a package tracker that follows packages from the time they arrive at the Central Services Division, until they are delivered and signed for by the intended recipient, eliminating lost packages and wasted time searching for packages.

- Copier Equipment: Central Services Division operates 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.

- Printing Production: Central Services Division received approximately 1,450 print jobs in FY 2015/16, and produced approximately 3,581,000 impressions (Black and White/Color), at an average of 298,000 impressions per month. These jobs included: Commission Meeting Agenda Books, MB Line Magazines, Supplemental to City Code, After-Actions, Agenda Reviews, Commission Committees Meeting Agendas, Proposed and Final Capital Budget Books, Open Enrollment Books/Insurance Packages, Zoning Notifications, Proclamations, Posters, Flyers, Brochures, Maps, Business Cards, Courtesy Notices, Meeting Notices (Board of Adjustments, Planning Board, etc.), Permit Cards, Work Permits, Unsafe Stickers, Surveys, Vehicle Safety and Storage Receipts, Inspection Handouts, Daily Reports, Information Logs, Code Violation Forms, Employees Applications, Retiree Enrollment Applications, Door Hangers, Transportation Element, Residential Parking Permit Application, Residential Parking Permit Renewal, Players/Parents Code of Conduct, Release of Liability, Rules and Regulations, Warning Signs, Off-Duty Applications, Police Department Forms, Meter Parking Forms, etc.

CITY CLERK

Critical Success Factors:

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

CITY CLERK

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Streamline the Delivery of Services Through All Departments	Average # of days to complete printing jobs per month	2.87	4.60	3.84	4.23	4.00
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of days from initiation of case to 1st hearing date	*	71.14	74.08	58.00	70.00
	% of public records requests completed by the City Clerk's Office within 7 days	92%	85%	91%	100%	100%
	# of special master meetings scheduled and held	77	117	168	84	100
	# of special master cases heard	25	17	12	23	20

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

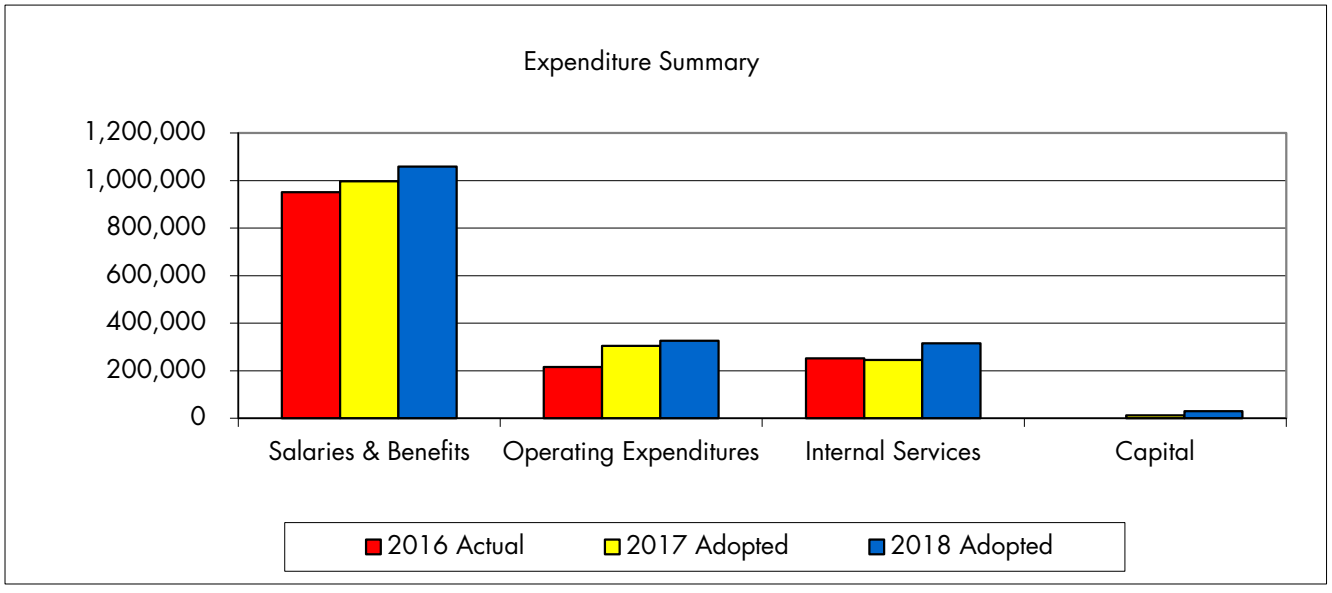
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

CITY CLERK

General Fund
Departmental Financial Summary

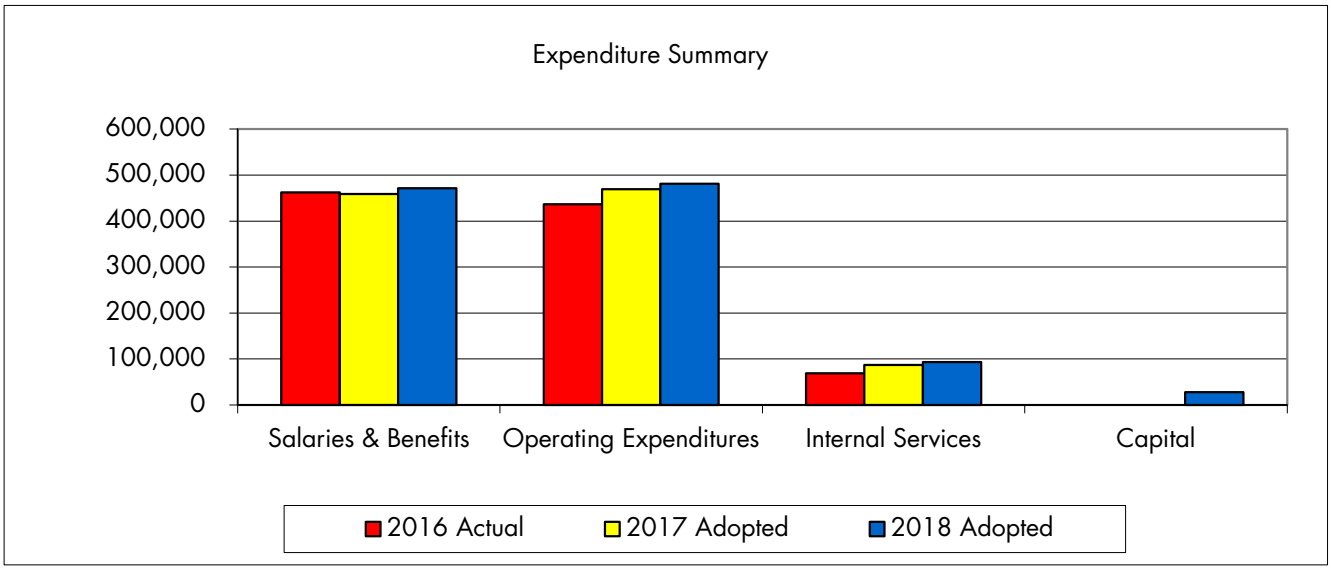
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Other Local Ordinances	9,990	2,156	8,000	**2,000**
Special Masters HP-DRB	7,857	6,073	9,000	**4,000**
Administrative Hearing Fee	143,932	196,882	165,000	**198,000**
Lobby Registration Fees	326,420	317,201	250,000	**275,000**
Domestic Partner Registration	1,880	1,675	1,000	**1,000**
Total	**$ 490,078**	**$ 523,986**	**$ 433,000**	**$ 480,000**
Expenditure Area				
Salaries & Benefits	880,795	951,651	997,000	**1,059,000**
Operating Expenditures	194,433	216,017	305,000	**326,000**
Internal Services	256,263	251,751	245,000	**315,000**
Capital	0	0	13,000	**30,000**
Total	**$ 1,331,492**	**$ 1,419,420**	**$ 1,560,000**	**$ 1,730,000**
General Fund	8.6 + 0 PT	9.6 + 0 PT	9.6 + 0 PT	**9.6 + 0 PT**
Red Light Camera Fund	1.0 + 0 PT	1.0 + 0 PT	1.0 + 0 PT	**1.0 + 0 PT**
Total Budgeted Positions	**9.6 + 0 PT**	**10.6 + 0 PT**	**10.6 + 0 PT**	**10.6 + 0 PT**



CITY CLERK - CENTRAL SERVICES

Internal Service Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Interdepartmental Charges	1,231,543	1,181,442	500,000	**1,056,000**
Interest/Other	19,088	18,046	18,000	**15,000**
Retained Earnings	0	0	497,000	**3,000**
Total	**$ 1,250,631**	**$ 1,199,488**	**$ 1,015,000**	**$ 1,074,000**
Expenditure Area				
Salaries & Benefits	425,718	462,466	459,000	**471,500**
Operating Expenditures	400,127	436,474	469,000	**481,500**
Internal Services	67,949	68,992	87,000	**93,000**
Capital	20,727	0	0	**28,000**
Total	**$ 914,520**	**$ 967,932**	**$ 1,015,000**	**$ 1,074,000**
Revenue Less Expenditures	**$ 336,111**	**$ 231,556**	**$ 0**	**$ 0**
Total Budgeted Positions	**4.4 + 0 PT**	**4.4 + 0 PT**	**4.4 + 0 PT**	**4.4 + 0 PT**



CITY CLERK

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The Office of the City Clerk's operating budget increased by $170,000, or 10.9%, primarily due to personnel cost increases described above, as well as $70,000 due to internal service expenditures based on historical use of service.

- Central Services' operating budget increased by $59,000, or 5.8%, primarily due to capital expenditure increases for the replacement of machinery, as well as increases in personnel costs, as described above, and operating expenditures.

FY2017/18 Efficiencies

- The department's operating budget includes an efficiency totaling $2,000 for travel expenditures associated with the Central Services Coordinator's attendance to the Annual Postal Forum Conference.

MIAMIBEACH

CITY MANAGER

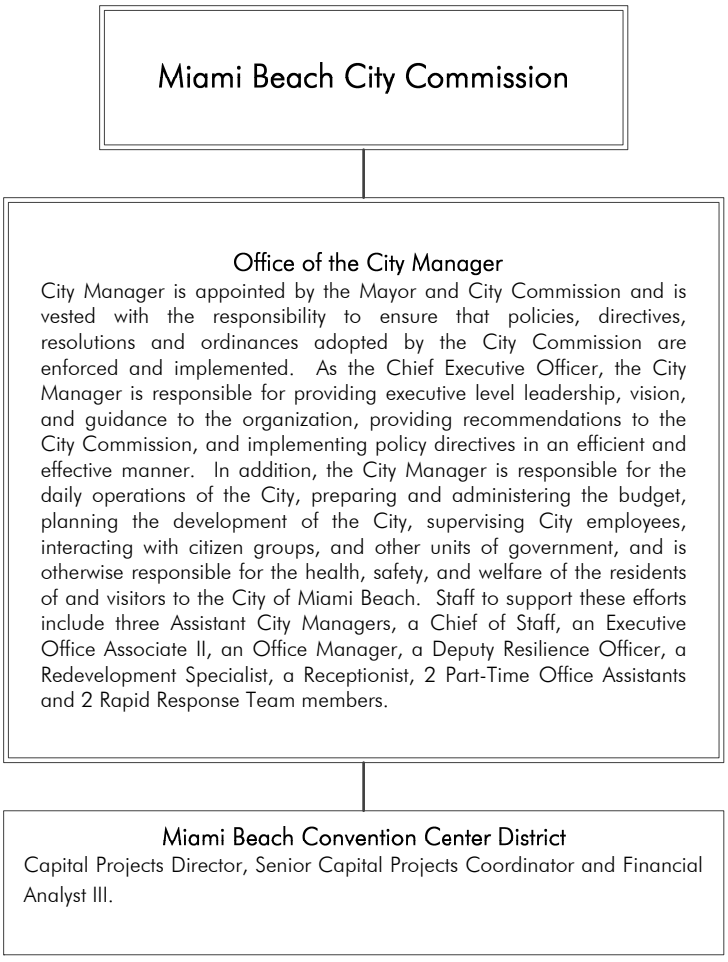
Department Mission/Purpose Statement:

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

Department Description:

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

See attached Table of Organization


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

CITY MANAGER

Fiscal Environment:

The Office of the City Manager is supported by the General Fund to cover salaries and benefits for 15 full-time and 2 part-time staff members, operating expenses, and internal service charges.

Business Environment:

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

Significant Prior Accomplishments:

- Convention Center Renovation and Expansion Project
  The Miami Beach Convention Center is currently undergoing a $619.9 million renovation and expansion which started in December 2015 and will continue until the fall of 2018. Built in 1957, the center has expanded throughout the years from its original 108,000 square feet to its current size of 1.2 million square feet. The new 1.4 million square foot, LEED certified facility will include:

  - a state-of-the-art, 60,000 square foot grand ballroom,
  - additional meeting rooms with flexible arrangements,
  - a 20,000 square foot glass rooftop junior ballroom,
  - advanced technology,
  - new versatile indoor/outdoor public spaces, and
  - 800 parking spaces located within the building.

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

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

  Finally, a $7.1 million art budget will enable several selected and world-renowned artists to incorporate public art into the project under Miami Beach's Art in Public Places ordinance.

CITY MANAGER

Critical Success Factors:

- Work with Mayor and City Commissioners to agree on current and future strategic priorities and fund those priorities accordingly;
- Continue to solidify the strategic planning process to align resources, citywide initiatives and departmental activities;
- Work with staff throughout the Administration to focus and monitor strategic priorities identified in their area in order to ensure that the organization is accomplishing the goals identified and achieving results that contribute to the community's well-being;
- Continue to create a positive work environment that is customer-service focused and that is conducive to staff achieving results; and,
- Continue to enhance the budget process.

Future Outlook:

As the City of Miami Beach continues to evolve into a world-class city, the future promises to be a bright one. Our mission and our focus on our strategic plan and the implementation of key citywide initiatives will continue. Areas that potentially impact the City's future include:

- Rising sea levels;
- Redevelopment of the Convention Center; and
- Traffic and Parking.

Convention Center District

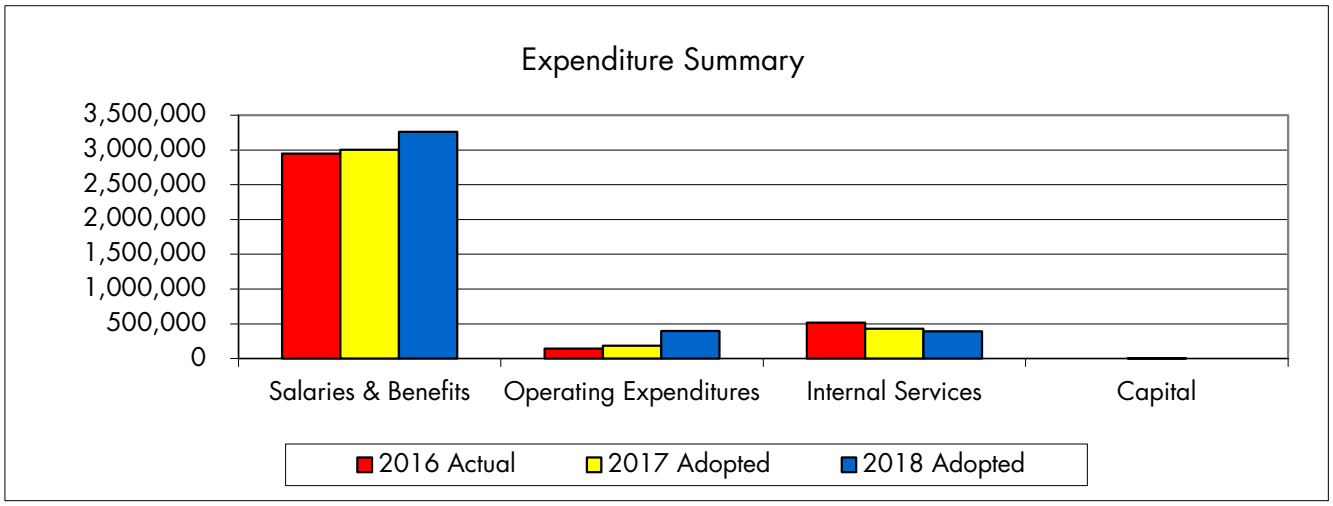
Today, the Miami Beach Convention Center hosts internationally acclaimed trade shows such Art Basel Miami Beach. Through a combination of municipal and county bonds, the center has been redesigned as a state-of-the-art facility. It will accommodate and attract new international and national events and conventions, assuring its significance as one of the largest visitor attractions for the South Florida region.

The future of the Convention Center is now being redefined. Once renovations are completed in 2017, the improved LEED-certified facility will become what Miami Beach Mayor Philip Levine often describes as a "Center for Creative Collaboration." This transformation will enable the center to keep up with the demands of the competitive national and international convention community, while new outdoor public spaces will create improved walkability; connecting the Convention Center and the city's adjacent historic cultural district and resorts.

CITY MANAGER

General Fund
Departmental Financial Summary

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	2,545,043	2,947,503	3,004,000	**3,260,000**
Operating Expenditures	133,942	145,472	187,000	**397,000**
Internal Services	510,317	517,426	429,000	**391,000**
Capital	0	0	5,000	**0**
Total	**$ 3,189,302**	**$ 3,610,401**	**$ 3,625,000**	**$ 4,048,000**
Total Budgeted Positions	**17 + 2 PT**	**16 + 4 PT**	**16 + 2 PT**	**16 + 2 PT**



CITY MANAGER

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $344,000, or 9.5%, primarily due to personnel cost increases as described above, as well as a $208,000 increase in operating expenditures inclusive of professional services related to Federal and State lobbying activities transferred from the Citywide budget for FY2017/18.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes the elimination of one vacant Office Associate IV position, and funding reductions for professional services, travel, and training and awards, resulting in a combined savings of $83,000.

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 a department that works to connect the City of Miami Beach government, residents, tourists and the media. The Office is the internal advertising agency for the City and all of its departments.

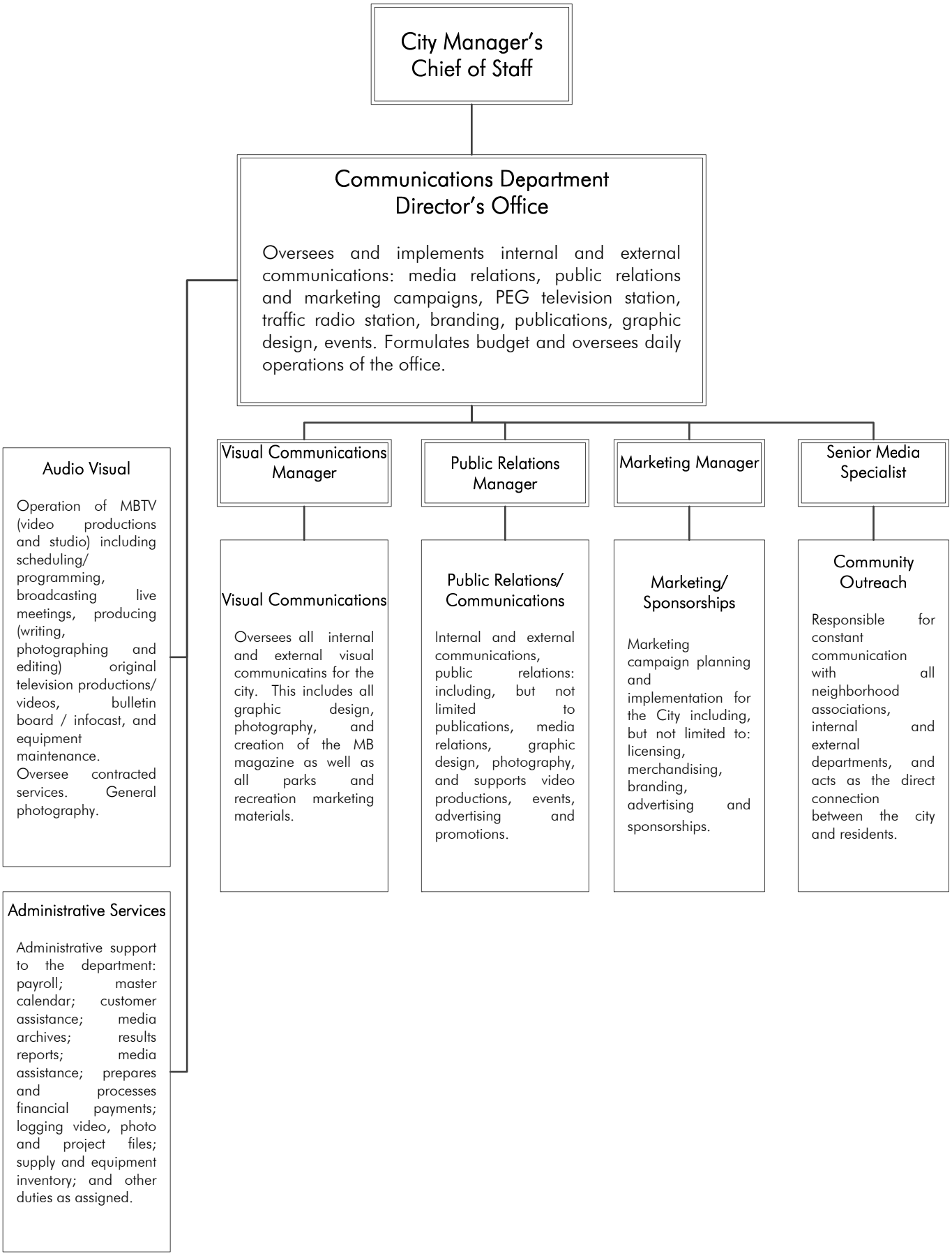
The Office of Communications deals specifically with immediate and/or current city matters proactively with a wide, diverse audience through a myriad of communication tools, including TV, print, social media, radio, Internet, direct mail, telecommunications, and personal interactions. The Office promotes the City's services and programs to its customers in creative ways to meet the goals of the City and the needs of the customer.

The Office of Communications was restructured last fiscal year and now includes community outreach, marketing, and sponsorships.

The Office uses various communication tactics to achieve its goals: marketing and communication counseling and assistance to departments and committees, media relations, internal and external communications, direct marketing, communicating through the Internet, Intranet, government-access television, newsletters, media, and telecommunications/new media (i.e. List Serve and the use of social marketing sites).

The Communications Department oversees the brand management for the City. Logo creation, brand perception, and overall image of the City.

See attached Table of Organization


City Manager's Chief of Staff
Communications Department Director's Office
Oversees and implements internal and external communications: media relations, public relations and marketing campaigns, PEG television station, traffic radio station, branding, publications, graphic design, events. Formulates budget and oversees daily operations of the office.
Audio Visual
Operation of MBTV (video productions and studio) including scheduling/ programming, broadcasting live meetings, producing (writing, photographing and editing) original television productions/ videos, bulletin board / infocast, and equipment maintenance. Oversee contracted services. General photography.
Administrative Services
Administrative support to the department: payroll; master calendar; customer assistance; media archives; results reports; media assistance; prepares and processes financial payments; logging video, photo and project files; supply and equipment inventory; and other duties as assigned.
Visual Communications Manager
Public Relations Manager
Marketing Manager
Senior Media Specialist
Visual Communications
Oversees all internal and external visual communicatins for the city. This includes all graphic design, photography, and creation of the MB magazine as well as all parks and recreation marketing materials.
Public Relations/ Communications
Internal and external communications, public relations: including, but not limited to publications, media relations, graphic design, photography, and supports video productions, events, advertising and promotions.
Marketing/ Sponsorships
Marketing campaign planning and implementation for the City including, but not limited to: licensing, merchandising, branding, advertising and sponsorships.
Community Outreach
Responsible for constant communication with all neighborhood associations, internal and external departments, and acts as the direct connection between the city and residents.

COMMUNICATIONS

Fiscal Environment:

The Department is supported by the City's General Fund Revenue.

The General Fund charges an administrative fee to Enterprise Fund departments, the Miami Beach Redevelopment Agency (RDA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund Special Revenue.

Business Environment:

We serve both internal and external customers using the following guiding communications principles (best practices):

- Capitalize on telling own story
- Proactive approach in planning and executing programs
- Open communication system
- Strongly themed (in keeping with the City's strategic plan)
- Interactive (two-way flow of information – both internally and externally)
- Community problem solving (information made available for informed choices)
- Inclusive (teamwork – both internal and external)

MBTV is the City of Miami Beach government access channel. All public meetings are aired live on this channel as well as streamed online. Original programming, communicating with residents about various departments, staff, initiatives, etc. are also created and broadcasted on this channel.

MB magazine is published quarterly and mailed to approximately 63,000 Miami Beach households. The publication plays a critical role in the integrated marketing and communications program designed to help residents understand and appreciate the excellence of their city government. To ensure maximum distribution of these magazines, the City distributes additional copies to other various locations throughout the city including our facilities.

The use of social media continues to grow as a cost-effective tool to build audience, brand and awareness and influence engagement with government. Engagement is contingent on appropriate content that is relevant, transparent and responsive.

COMMUNICATIONS

Significant Prior Accomplishments:

COMMUNITY OUTREACH

- Attended 202 Community meetings, Association Meetings, Business Organizations, and Charrettes in FY16
    - Average of 15-20 meetings per month
- Coordinated 3 Neighborhood walks in efforts to improve quality of life in neighborhoods with several anticipated in the upcoming months
- Executed 11 Friday Night Live at the Fountain events and 11 Food Truck & Music Festivals
- Friday Night Live: Increased attendance from 50 to ≈120 people per month and has helped activate the area by encouraging engaging activations
- Food Truck & Music Fest: Increased attendance from 200 to 400 people per event. Activated the Greenmonkey Yoga class series at which each event
- Implemented the Ciclovía open streets initiative event with a total of four (4) events executed in FY16.
    - Tripled attendance from ≈1000 in May 2016 to ≈3500 in June 2017
- Assisted in the Bike Friendly Community application efforts
- Assisted in planning and conducting the monthly Construction Coordination meetings as well as implementing an internal Public Information Officer coordination meeting
- Updated Residents Portal on the City's website and revamped the A-Z Residents Guide
- Established the City's first NextDoor account
- Proposed MB Rail project:
    - Coordinated 3 open houses, 2 public meetings, 10 one on one stakeholder meetings,10 presentations at association meetings
    - Created deliverables, updated website, established contact list of 800 people and sent timely email notices, created and updated project fact sheet, directly dealt with resident concerns and questions, and contributed piece on the project in the MB Magazine (Winter 2016)
- Worked with the following departments to ensure proactive and targeted communication (door to door outreach, surveying, targeted email notices, presentations and deliverables at association meetings) to residents throughout the course of project lifetime:
    - Transportation: 13 projects
    - Mayor & Commission: 6 projects
    - Parks & Recreation: 13 projects
    - Capital Improvement Projects: 6 projects
    - Public Works: 10 projects
    - Environment & Sustainability: 6 projects
    - Communications (Internal Campaigns): 15 projects

COMMUNICATIONS

- Friday Night Live Budget (From 6/1/17-10/1/17):
  - KCC Productions: $8,800
  - Mega Party Events: $1869.92

- Food Truck & Music Festival (as of 6/1/17-10/1/17):
  - South Miami Party Rental: $1,760
  - Front Yard Theatre Collective: $6,000

GRAPHIC DESIGN

- Rebranding of the MB Identity for city use and licensing purposes
- Rebranding of the MB website and Fishtank
- 110 individual deliverables of graphic design and marketing materials were created monthly - a 10% increase from previous year
- Nearly 1,300 specific items created for city-wide departments yearly – a 10% increase from FY 16
- Photography for over 120 major yearly events, magazine articles, commission chamber events and/or programs for city wide departments

MARKETING & SPONSORSHIPS

- Officially launched the City's branding initiative including logo and style guide development, sales materials, and legal boiler plate. Branding will serve as the foundation of the City's licensing/merchandising program designed to enhance Miami Beach as a lifestyle brand, continue to grow tourism, and generate external partner revenue.
- Continued partnering with Destination Brands, the City's Suncare licensee, resulting in reported net sales of $560,462 for 2016 - an increase of over 18% from the prior year. The City received $38,000 in royalties. In addition, the licensing program expanded retail distribution into global markets.
- Sponsorships and advertising sales resulted in over $883,300 through June 2017
- Continued to cultivate the relationship with our exclusive non-alcoholic beverage partner Coca-Cola, who provided $250,000 in in-kind support for major City organized events and initiatives including premiums, sampling, products, and promotions, as well as creative experiential marketing activations
- Executed renewal of CITI sponsorship commitment for fiscal year 2016/2017, in the amount of $150,000, to maintain its exclusive sponsorship of the Soundscape Cinema Series
- Led in developing and managing of 21 multi-tiered marketing plans, totaling $385,000 for 8 City departments

COMMUNICATIONS

KEY WINS

- Ciclovía: Implemented a flexible sponsorship program to allow for companies and/or organizations to align with their marketing goals - increasing sponsorships for the event
- Enhanced Miami Beach's Winter Wonderland yearly event by partnering with Coca-Cola to bring the ultimate experience with the celebrated Holiday Caravan
- For the first time in the history of the 4th of July celebrations (Fire on the Fourth) we placed a Billboard, followed by an aggressive media campaign to promote the event. Fire on the 4th 2016 experienced its highest attendance since its move to North Beach.
- Jumpstarted Food Truck sponsorships by landing a Major Sponsor in T-Mobile for 2017 event year
- Jumpstarted North Beach Trolley Advertising by Acquiring T-Mobile as an advertiser in late 2016. T-Mobile placed interior advertisement on all 5 North Beach trolleys.
- Made huge strides, $24,000 current year versus $0 prior year in identifying Parks & Recreation sponsorships:
    - Swatch Group Major Sponsorship of volleyball nets located on Ocean Drive for one year.
    - Hispanic Heritage Sponsor
    - Soccer Uniforms Sponsor
- Launched in 2015, the MB Sunscreen Dispenser Program has been extended for another five years, thanks to the generous support from the Mount Sinai Medical Center allowing the City to continue giving back to our community ensuring that all who live, work and play on our beaches stay protected from the sun
- In June 2017, the Town of Hempstead New York announced it was adopting Miami Beach's Free Suncare Dispenser Program for its own beautiful beaches and pools. The 25 free sunscreen dispensers were filled with Miami Beach Suncare SPF 30 Triple Action Sea Kelp Sunscreen Lotion at town beaches and pools.

COMMUNICATIONS

- Continuously sent press releases to promote initiatives, accomplishments, responses and more. Sent 115 releases, over 45 more than the last year.
- Managed an estimated 65 media calls per month, coordinating dozens of interviews monthly, with significantly more during the Zika emergency
- Sent a total of 225 e-mail blasts over the last year, which includes our bi-weekly newsletters, monthly Spanish newsletter, construction/traffic impacts, Zika-related messaging, hurricane information, etc.
- Spearheaded the creation of traffic text alerts. Sent 241 text messages over the past year
- Continued to produce MB magazine, a quarterly publication for residents with a 65,000 circulation
- Clipped hundreds of media news mentions

COMMUNICATIONS

- Received a prestigious Addy award for MB magazine summer issue cover photo
- Redesigned employee newsletter to MB Currents, which serves as the only official internal newsletter publication
- Responded to an estimated 110 public records requests
- Edited and proofed an average of 40 collateral items monthly for internal and external dissemination

SOCIAL MEDIA

- Between June 2016 and May 2017, we had 2,672,385 video views across our social media platforms
- Expanded our promoted and paid social media advertisements
- Targeted niche audiences through campaigns
- In June 2016, Facebook followers were 17,783 and as of May 2017 it was 30,109
- In June 2016, Twitter followers were 62,268 and as of May 2017 it was 78,804
- In June 2016, Instagram followers were 7,319 and as of May 2017 it was 23,490
- Created and implemented social media procedure citywide
    - Audited over eight (8) current social media pages associated with Miami Beach. Filtered through relevant content and removed any unnecessary accounts that did not promote accurate public information with the City's brand in mind.
- Created social media videos to promote tourism by featuring popular areas around Miami Beach, such as Lincoln Road, Miami Beach Marina, and Ocean Drive
- Crisis management during Zika through our social media platforms
- Provided customer service to address resident/visitor concerns online
- Managed multiple high profile city social media accounts
    - City of Miami Beach – Facebook, Twitter and Instagram
    - City Manager – Twitter
    - Fire Department – Facebook, Twitter and Instagram
    - Assist with Police Department
- Collaborated with 17 city departments to promote vital information and highlight city activities and resources

MEDIA/MBTV:

- Recorded, edited, and aired over 93 original videos with over 900 hours of filming – an increase of 40 videos from FY 16
- Recorded and aired all public meetings held in Commission Chambers – totaling over 1,000 hours of live meetings
- Finalized upgrades to all audio/visual in Commission Chambers

Critical Success Factors:

- Continuous training and research on social media to stay informed on new technology as it becomes a key part of communications

COMMUNICATIONS

- Building and maintaining relationships with the media outlets to be able to assist in ensuring accurate stories are reported
- Successful re-branding of the City – working across all departments and programs to ensure implementation
- Approaching all projects to implement a cohesive and consistent marketing and communications message as one voice for the city
- Community outreach needs to stay current on all community association contacts to ensure accurate communication with residents and neighborhoods

Future Outlook:

Mailing costs continue to increase due to postal rule changes and mail delivery structures. Variations in the number of Miami Beach households also affect mailing costs.

Cost of paper and printing costs could potentially increase due to external factors.

There is an increased dependence on social media for communications. Due to this, the volume of work in the area increases daily as it is a useful tool for cost-effective communications and how the world now communicates.

COMMUNICATIONS

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Enhance External and Internal Communication From and Within the City	KPI: % of residents that feel the amount of information they get is the right amount (useful)	75%	*	91%	*	**
	KPI: % of businesses that feel the amount of information they get is the right amount (useful)	69%	*	76%	*	**
	KPI: % of residents that agree or strongly agree that the City of Miami Beach is open and interested in hearing their concerns	63%	*	41%	*	**
	KPI: % of businesses that agree or strongly agree that the City of Miami Beach is open and interested in hearing their concerns	61%	*	36%	*	**
	# of total magazines published and distributed	260,000	260,000	260,000	260,000	260,000
	# of English and Spanish community e-blasts	36	36	39	36	36
	# of total social media followers (Facebook, Twitter, Instagram)	*	56,448	88,218	165,400	175,000
	# of total online views of videos (in millions)	*	0.1	0.3	0.5	0.5
	# of meetings telecasted/taped	99	116	127	135	150
Ensure Expenditure Trends are Sustainable Over the Long Term	Revenue generated through sponsorship and advertising revenue	$518,878	$672,050	$330,075	*	*
	Ongoing value of in-kind sponsorships	$232,937	$344,046	$ 3,000	*	*

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

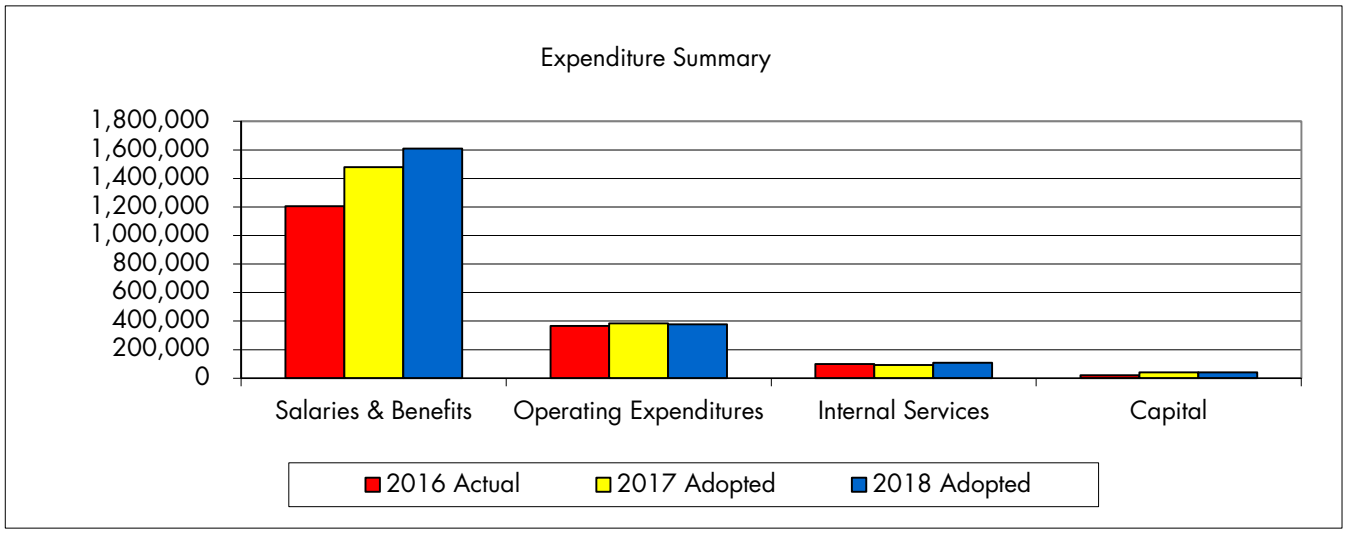
**Data not available until end of year

COMMUNICATIONS

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Contrib for Special Events*	200,125	193,500	96,000	**196,000**
Revenue Enhancements - Sponsorships*	10,125	1,446	1,000	**1,000**
Revenue Enhancements - Advertising*	325,000	325,000	325,000	**325,000**
Sponsorships (Coca Cola)	48,447	45,464	42,000	**42,000**
Coca-Cola Contractual Revenue	55,767	44,120	60,000	**50,000**
Advertising -Magazine	1,875	49,250	0	**0**
Total	**$ 641,339**	**$ 658,781**	**$ 524,000**	**$ 614,000**
Expenditure Area				
Salaries & Benefits	977,696	1,204,810	1,479,000	**1,610,000**
Operating Expenditures	319,962	367,102	383,000	**378,000**
Internal Services	93,890	98,657	93,000	**108,000**
Capital	11,137	20,603	40,000	**40,000**
Total	**$ 1,402,684**	**$ 1,691,172**	**$ 1,995,000**	**$ 2,136,000**
Total Budgeted Positions	**10 + 0 PT**	**10 + 0 PT**	**14 + 0 PT**	**14 + 1 PT**

***Prior to FY2016/17, revenues were reported under Tourism, Culture, and Economic Development. These**



COMMUNICATIONS

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $141,000, or 7.1%, primarily due to personnel cost increases as described above, as well as $15,000 for internal service expenditures, which is based on historical usage of services.

FY2017/18 Enhancements

- The FY2017/18 personnel cost increase includes enhancements totaling $12,000 for the cost of a part-time Media Assistant to televise Special Master Hearings, in addition to $6,000 allocated for the Living Wage impact.

FY2017/18 Efficiencies

- The FY2017/18 budget includes efficiencies totaling $10,000 from decreases in funding budgeted for training and awards, and travel.

MIAMIBEACH

FINANCE

Department Mission/Purpose Statement:

We are dedicated to providing financial management and policy support, analytical services, and financial information to the City Manager, City Departments, the general public, and others.

Department Description:

The Finance Department seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to city departments, the public, the press, bond rating agencies, and other interested parties. It also works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies. The Customer Service Center provides services to residents and visitors including a call center, utility billing, Business Tax Receipts, parking permits, resort tax collections, lien searches, and cashiering.

The major duties and responsibilities of the Department are:

- Managing the City's financial cycle of billing, receipting, disbursements, recording and reporting.
- Managing the City's investments, debt, treasury, and financing functions.
- Managing the City's One Stop Shop – Customer Service Center.

The Chief Financial Officer is responsible for all services and duties in the Finance Department. The Chief Financial Officer reports directly to the City Manager and is supported by an Assistant Finance Director and Deputy Finance Director.

The duties of the Chief Financial Officer include:

- Providing policy support;
- Establishing financial strategies;
- Supporting management directives; and
- Giving departmental directions.

The Chief Financial Officer additionally serves as the City's Liaison to the Finance and Citywide Projects Committee and the Health Facilities Authority.

See attached Table of Organization

City Manager

Chief Financial Officer

The Chief Financial Officer's Office seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to city departments, the public, the press, bond rating agencies, and other interested parties. It also works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies. The major duties and responsibilities of the Department are:

- Managing the City's financial cycle of billing, receipting, disbursements, recording, and reporting.
- Managing the City's investments, debt, treasury, and financing functions.
- Managing the City's One Stop Shop – Customer Service Center.

The Chief Financial Officer is responsible for all services and duties in the Finance Department. The Chief Financial Officer reports directly to the City Manager and is supported by an Assistant Finance Director and Deputy Finance Director. The duties of the Chief Financial Officer include:

- Providing policy support.
- Establishing financial strategies.
- Supporting management directives.
- Giving departmental directions.

The Chief Financial Officer additionally serves as the City's Liaison to the Finance and Citywide Projects Committee.

Assistant Finance Director

Revenue Management & Customer Service Center

The Assistant Finance Director's Office seeks the most efficient and effective methods of billing, collecting, receipting, recording and reporting of City revenues, with an emphasis in providing excellent customer service to our customers. The major areas of responsibility for the section are:

- Citizen Services
- Customer Service Center
- Call Center Operations
- Utility Billing
- Resort Taxes
- General Billing
- Cashiering
- Parking Receipts
- Special Assessments
- Liens
- Business Tax Receipts
- Artist Vendors & Street Performers
- Passports
- Recording of Receipts
- Intergovernmental Taxes
- Ad Valorem Taxes

Deputy Finance Director
General Accounting & Financial Reporting

The Deputy Finance Director's Office seeks the most efficient and effective methods of processing payments, recording transactions, and financial reporting of City finances, with an emphasis in providing excellent customer service to our customers. The major areas of responsibility for the section are:

- Debt Management & Compliance
- Treasury Management
- Investment's Management
- Payroll
- Off-Duty Police & Fire Accounting
- Accounts Payable
- Employee Expenses
- P-Cards
- E-Payables
- Accounting & Financial Reporting
- Financial Reporting
- CIP / Project Analysis
- Financing (Bonds, Loans & Lines of Credit)
- Fixed Assets
- Grants Accounting
- General Ledger Management

FINANCE

Fiscal Environment:

The Finance Department is directly supported by the following five funding sources:

- General Fund
- Water and Sewer Fund
- Resort Tax Fund
- Parking Department Fund
- Stormwater Fund

The General Fund charges an administrative fee to enterprise fund departments, to support indirect costs. General Fund revenues directly generated in the Finance Department through off-duty police administrative fees, passport revenues, and lien statement fees are used to support the Finance Department.

Business Environment:

The Finance Department provides financial management and procedural support to the Mayor and City Commission, City Manager's Office, and all City departments.

The Finance Department is responsible for fairly and accurately record keeping and reporting of the financial position of the City in accordance with Generally Accepted Accounting Principles.

The Finance Department provides staff support to the Finance and Citywide Projects Commission Committee, Health Facilities Authority, and others.

The Finance Department is responsible for the operation of the One-Stop Shop Customer Service Center.

FINANCE

Significant Prior Accomplishments:

- Significantly strengthened internal controls by implementing recommendations from BDO report, Crowe-Horwath annual audit recommendations, and SunTrust Bank Treasury Process Review.
- Successfully implemented the new Human Resources/Payroll module in the Enterprise Resource Planning System.
- Awarded for the twenty-ninth (29th) 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 2015/2016 Comprehensive Annual Financial Report (CAFR).
- Completed the timely filing of the FY 2015/2016 Annual Financial Report with the State of Florida Department of Finance.
- Completed the timely filing of the FY 2015/2016 Annual Audit Report with the State of Florida Auditor General's Office.
- Received a rebate of over $193,129 from SunTrust bank for using the City's Purchasing Card Program by spending approximately $14 million.
- Implemented GASB 68 which establishes standards for measuring and recognizing liabilities, deferred outflows of resources, and deferred inflows of resources, and expense/expenditures.
- Implemented GASB 72 which establishes a hierarchy of inputs to valuation techniques used to measure fair value.
- Renewed the City's $60 million line of credit.
- Refinanced $19.7 million of 2005 Pension Refunding Bonds for a savings of $1.5 million over 5 years.
- Maintained the Parking Revenue Bonds A+ rating from S&P Global. This bond is reviewed annually.
- Created a Business Tax Category within the City's code for Short Term Rentals (STR) to assist in monitoring STR businesses, as well as provide the City the data needed to publish a listing of approved STR on-line.
- Configured and launched a new citywide integrated web-based Enterprise Resource Planning financial software system for City finances.
- Configured and launched a new citywide integrated web-based Enterprise Resource Planning permitting software system for various customer-facing processes.
- Issued over $500 million in bonds, the biggest bond deal in City history, for the renovation of the Miami Beach Convention Center. Received the following ratings for deal:
    - AA- from S&P and Aa3 from Moody's for the Resort Tax Bonds.
    - A+ from S&P and Aa2 from Moody's for the Parking Bonds.
    - A1 from S&P and A from Moody's for the Redevelopment Agency Bonds.

FINANCE

- Implemented the collection of an extra one percent (1%) tax on short-term rental activity for the repayment of debt service on the Resort Tax Bonds.
- Updated the City's software system for the electronic recording of liens, as well as, the recording of satisfactions/releases of liens with Miami-Dade County improving the turn-around time of recordings from approximately two weeks to 24 hours.
- Centralized citywide accounts payable functions for adherence to the Florida Prompt Payment Act.
- Transferred call-center functions in-house for an improved and streamlined customer service experience.

Critical Success Factors:

- Continued involvement in the training of City staff as it relates to Munis accounts payable, general ledger, purchasing, budget, accounts receivable, and project accounting modules.
- Achieving lower financing interest rates by maintaining or improving our bond ratings.
- Ensure staff is consistent and dependable in delivering exceptional and timely customer services in the Customer Service Center.

Future Outlook:

Over the next two years, all of the processes and systems supporting the activities of the Finance Department will be evaluated. For FY 2018, major processes such as the Invoice Payment, Purchasing Card, Business Tax Receipt, and Resort Tax processes will be reviewed to identify opportunities to increase efficiency and effectiveness. In addition, activity drivers for phone calls and walk-ins will be streamlined in the Customer Service Center to drive business on-line and/or reduce the need for residents/visitors to contact the City directly.

The financial trends indicate a positive outlook for the next five years. This is based on the City's:

- Sustained financial performance
- Established fiscal policies
- Strong reserve levels
- Well managed financial operations
- Manageable debt load
- Conservative budgeting process
- Solid tourism/entertainment based economy

The Finance Department will continue to strive to keep up with the changing environment created by the City's growth.

FINANCE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure Expenditure Trends are Sustainable Over the Long Term	KPI: Overall City Bond Rating-Moody's	Aa2	Aa2	Aa2	Aa2	Aa2
	KPI: Overall City Bond Rating-S&P	AA-	AA+	AA+	AA+	AA+
Streamline the Delivery of Services Through All Departments	# of days after end of month for completion of bank reconciliations	31	30	50	35	30
	KPI: Average # of days to issue a business tax receipt	12	14	10	23	15
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	# of Passport Transactions	2,744	2,332	3,225	2,049	2,500
	# of days for a full lien search across all City departments	4.3	4	3	5	4
	Customer service center - # of face-to-face transactions (gross)	*	39,184	32,243	32,767	32,000
	Customer service center - # of calls	*	41,981	40,885	42,550	42,000
	# of expedited liens	*	151	656	1,084	1,195

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not available until end of year

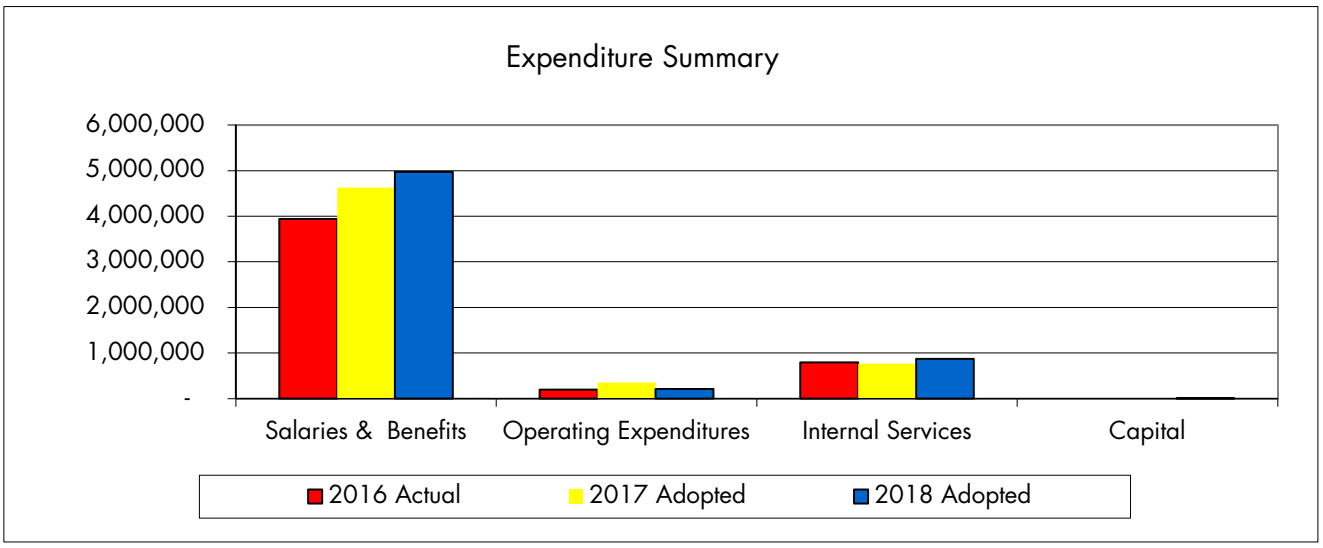
Note: Average # of days to issue a business tax receipt for FY 16/17 was higher than usual due to the implementation of a new Short-Term Rental BTR as well as a backlog of lien holds

FINANCE

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Business Tax Receipts - Current	4,464,283	4,841,963	4,895,000	**4,900,000**
Business Tax Receipts - County	165,713	121,262	150,000	**125,000**
Lien Letter	658,879	721,484	608,000	**700,000**
Interest on Investments	3,799,691	2,306,485	3,556,000	**2,600,000**
Interest - Repurchase Agreement	53,296	48,996	50,000	**115,000**
Interest Allocated - Pooled Cash	(1,126,084)	(1,267,948)	(1,191,000)	**(1,200,000)**
Interest - Other	51,148	52,097	85,000	**85,000**
Unrealized Gain/Loss - Invest < 1 year	(763,451)	(295,655)	0	**0**
Unrealized Gain/Loss - Invest > 1 year	1,850,662	743,497	0	**(908,000)**
City Bill Revenue	0	13,407	0	**0**
P-Card Rebate	112,707	214,823	150,000	**150,000**
Passport Revenue	97,326	90,054	85,000	**65,000**
Non-Sufficient Fund Fees	13,045	11,636	15,000	**9,000**
Cash Over & Short	85	(46)	0	**0**
Prior Years' Adjustment	667,267	1,813	0	**0**
Unclaimed Cash Held 60 Days	2,169	0	0	**0**
Permits - Garage Sale	1,060	1,300	1,000	**1,000**
Total	**$ 10,047,796**	**$ 7,605,168**	**$ 8,404,000**	**$ 6,642,000**
Expenditure Area**				
Salaries & Benefits	3,983,973	3,941,751	4,628,400	**4,970,000**
Operating Expenditures	126,806	200,178	348,600	**211,000**
Internal Services	817,336	794,755	769,000	**873,000**
Capital	0	0	0	**5,000**
Total	**$ 4,928,115**	**$ 4,936,684**	**$ 5,746,000**	**$ 6,059,000**
General Fund	34.80	35.80	40.80	**41.80**
Resort Tax Fund	3.50	3.50	3.50	**3.50**
Parking Fund	11.00	11.00	12.75	**12.75**
Other Funds	1.95	1.95	6.95	**6.95**
Total Budgeted Positions	**51.25**	**52.25**	**64.00**	**65.00**

***** In FY2016/17, the Finance Department's five General Fund divisions were consolidated.***


Expenditure Summary
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
Salaries & Benefits
Operating Expenditures
Internal Services
Capital
2016 Actual
2017 Adopted
2018 Adopted

FINANCE

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $313,000, or 5%, primarily due to increases in personnel costs of $137,000 for two additional positions per recommendations in the 2017 BDO report, $111,000 increase in pension contributions, $104,000 increase to internal service charges, and $5,000 increase for capital expenditures. Increases were partially offset by decreases of $63,000 for the efficiency mentioned below and $137,600 for operating costs primarily due to decreases in temporary labor, professional services, and postage costs.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes efficiencies totaling $108,000, which consist of a $45,000 reduction to furniture & fixtures and reduction of a Financial Analyst I position in the amount of $63,000.

MIAMIBEACH

HUMAN RESOURCES

Department Mission/Purpose Statement:

We are committed to treating each person as a valued customer while contributing positively to achieve the overall goals of the City of Miami Beach through comprehensive programming that displays a thorough understanding of all aspects of the human resource profession, including proactive involvement in areas of legal compliance and service that displays a genuine interest in the lives of others.

Department Description:

The Human Resources Department is responsible for all personnel related activities and the Department is comprised of the following functional areas:

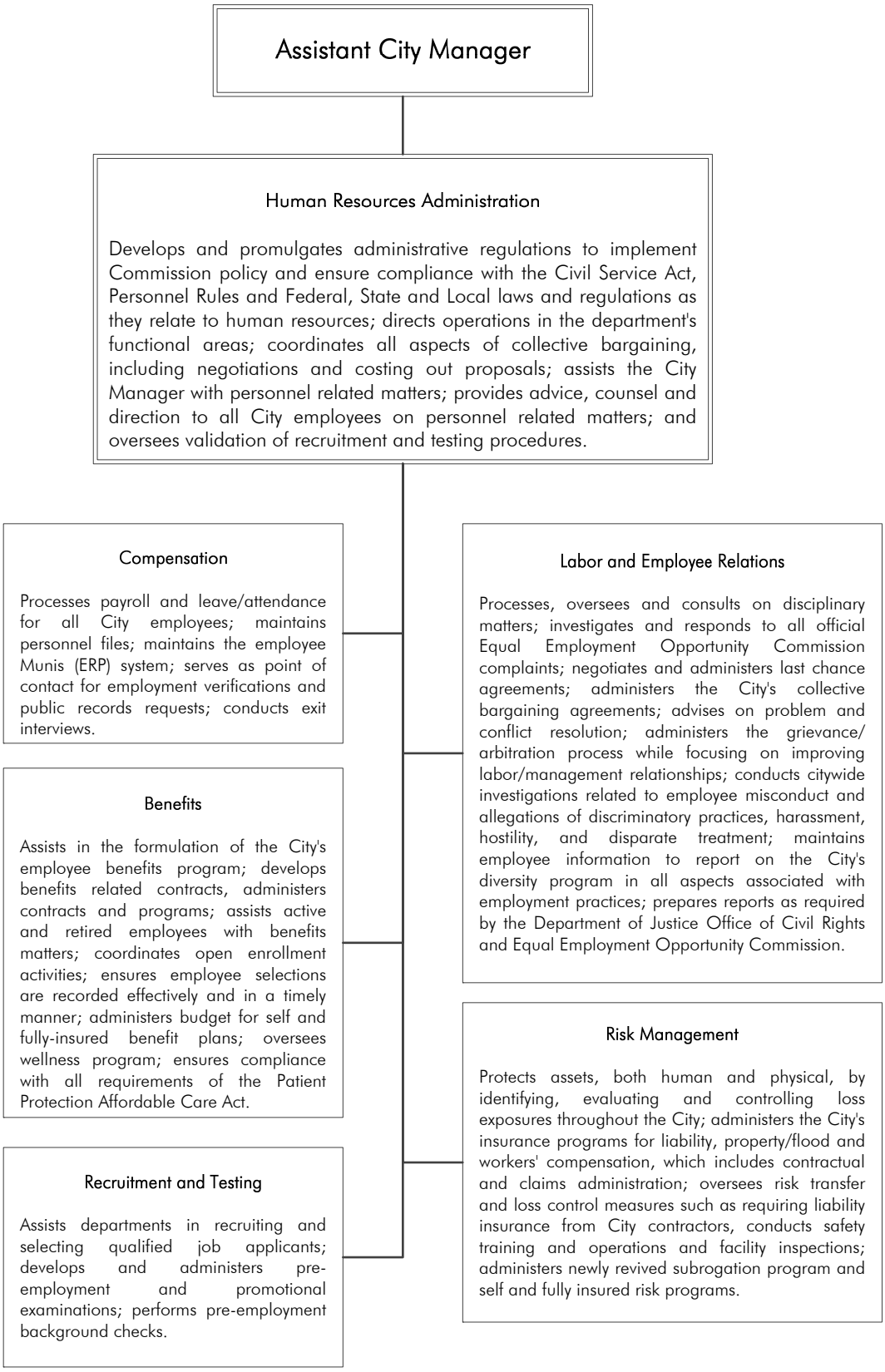
Compensation — Processes payroll changes, tuition assistance, update/initiate W4 and direct deposit forms, union dues, child support, garnishment payments, employment verification, conduct exit interviews, process public records request and leave/attendance for all City employees; maintain the HR personnel files.

Recruitment and Testing — Assists departments in recruiting and selecting qualified job applicants; develops, administers and validates competitive recruitment methods; administers pre-employment and promotional examinations; performs pre-employment background checks.

Labor and Employee Relations — Oversees, consults and processes disciplinary matters; investigates and responds to all EEOC official charges of alleged discrimination; negotiates and administers last chance agreements; administers the City's collective bargaining agreements including costing out the value of proposals, developing language to reflect issues upon which there is agreement between the parties and advising on conflict resolution; administers the grievance/arbitration process; conducts citywide investigations related to employee misconduct and allegations of discriminatory practices.

Risk Management and Benefits Division — Assists in the formulation of employee benefit programs; develops and administers benefit related contracts; assists active employees and retirees; coordinates open enrollment activities. Administers the budget for self and fully-insured benefit plans, oversees the City's wellness program, and ensures compliance with all Patient Protection and Affordable Care Act requirements. The Risk Management section protects the City's assets by identifying, evaluating and controlling loss exposures; administering the City's insurance programs for liability, property/flood and workers' compensation which include contract and claims administration; oversees risk transfer and loss control measures such as requiring liability insurance from City contractors, conducting safety training and inspection of facilities operation for potential hazards.

See attached Table of Organization:


Assistant City Manager
Human Resources Administration
Develops and promulgates administrative regulations to implement Commission policy and ensure compliance with the Civil Service Act, Personnel Rules and Federal, State and Local laws and regulations as they relate to human resources; directs operations in the department's functional areas; coordinates all aspects of collective bargaining, including negotiations and costing out proposals; assists the City Manager with personnel related matters; provides advice, counsel and direction to all City employees on personnel related matters; and oversees validation of recruitment and testing procedures.
Compensation
Processes payroll and leave/attendance for all City employees; maintains personnel files; maintains the employee Munis (ERP) system; serves as point of contact for employment verifications and public records requests; conducts exit interviews.
Benefits
Assists in the formulation of the City's employee benefits program; develops benefits related contracts, administers contracts and programs; assists active and retired employees with benefits matters; coordinates open enrollment activities; ensures employee selections are recorded effectively and in a timely manner; administers budget for self and fully-insured benefit plans; oversees wellness program; ensures compliance with all requirements of the Patient Protection Affordable Care Act.
Recruitment and Testing
Assists departments in recruiting and selecting qualified job applicants; develops and administers pre-employment and promotional examinations; performs pre-employment background checks.
Labor and Employee Relations
Processes, oversees and consults on disciplinary matters; investigates and responds to all official Equal Employment Opportunity Commission complaints; negotiates and administers last chance agreements; administers the City's collective bargaining agreements; advises on problem and conflict resolution; administers the grievance/ arbitration process while focusing on improving labor/management relationships; conducts citywide investigations related to employee misconduct and allegations of discriminatory practices, harassment, hostility, and disparate treatment; maintains employee information to report on the City's diversity program in all aspects associated with employment practices; prepares reports as required by the Department of Justice Office of Civil Rights and Equal Employment Opportunity Commission.
Risk Management
Protects assets, both human and physical, by identifying, evaluating and controlling loss exposures throughout the City; administers the City's insurance programs for liability, property/flood and workers' compensation, which includes contractual and claims administration; oversees risk transfer and loss control measures such as requiring liability insurance from City contractors, conducts safety training and operations and facility inspections; administers newly revived subrogation program and self and fully insured risk programs.

HUMAN RESOURCES

Fiscal Environment:

The allocation of funds for the Department of Human Resources, except for Benefits and Risk Management, comes from the General Fund. The Risk Management and Benefits Division is an internal service fund division sustained by charges to other funds and departments.

Business Environment:

The Human Resources Department provides direction and support regarding a myriad of related competencies. The recruitment and selection processes are the gateway to the City and the labor market is tightening in some professions, which directly challenge endeavors to recruit and maintain a competent workforce.

In terms of the business environment, Human Resources have successfully recruited qualified, competent personnel for the department, thereby creating a strong team of professionals to carry out the duties of this department.

Feedback and data from our customers, particularly the employee service satisfaction, is used to gauge and improve delivery of services.

Staff in the department supports the Personnel Board and Health Advisory Committee.

Significant Prior Year Accomplishments:

- Renewed the City's property insurance program, fine arts, and crime insurance within budget. Since the Convention Center is being insured by a separate builder's risk policy, there was funding available to purchase an additional $5 million of windstorm coverage, bringing the windstorm total to $25 million.

- After an assessment of our rising workers' compensation costs, especially the heart related presumption claims that are very costly and with long-term care, the Finance and Citywide Project Committee ("FCWPC") approved the purchase of excess workers' compensation coverage. For reasons unknown, the Administration stop purchasing excess workers compensation coverage in 1997. Currently there are approximately 114 open heart disease presumption claims, which reserves run between $100,000 and $1 million, depending on the severity of the claimant. The purchase of this coverage will be beneficial for those high cost claimants.

- Due to proliferation of cyber-attacks and data breaches experienced by many businesses, including governmental agencies, the Risk staff recommended and got the approval from the FCWPC to purchase cyber liability coverage. The purchase of this policy will provide the City with the ability to respond immediately to a data breach, and comply with federal regulations.

HUMAN RESOURCES

- The Risk Management Division adjusted 123 subrogation claims for both automobile and property damage.

- The City self-insures and self-administers its liability claims (property damage, bodily injury, automobile, police actions, and employment. During the FY2015/16 there were 147 open claims, and 57 claims that were closed.

- The City continues to maintain its annual 5% Drug-Free Work Place ("DFWP") premium credit to its self-insurer Workers' Compensation premium assessment for complying with program criteria such as informing new hires that the City is a Drug-Free Workplace and administering random and post-accident drug testing.

- Since the hiring of a Safety Officer in 2016, the City is now able to receive the 2% reduction to its self-insurer Workers' Compensation premium assessment. Some of the requirements to obtain the credit are conducting facility inspections, investigating/evaluating accidents, and conducting safety-related training.

- Completed contract negotiations with AFSCME, FOP, GSAF, and IAFF. The City reached agreements with four (4) of the bargaining units, except for CWA. The City and CWA are at impasse and scheduled to go in front of a Magistrate July 18-21, 2017.

- Submitted eleven (11) position statements to the Equal Employment Opportunity Commission (EEOC) related to employees' charges of alleged discrimination. The EEOC was unable to conclude violation of statutes for the eleven (11) charges.

- The Recruitment Division successfully developed a vacancy list by department to better manage vacancies within the organization. It will be used to develop appropriate staffing levels per department.

- In order to meet the goal May 5, 2017 "GO LIVE" payroll date, the Compensation staff processed full parallel in both EDEN and MUNIS systems to have comparative data as well as a backup plan in case some unforeseen issue.

- The Compensation team provided continued support for multiple months while the payroll functions were being built in the MUNIS system. Additionally, the Compensation team spent several weeks training and supporting all City payroll coordinators.

- Dual data entry on all payroll transactions was placed on hold to avoid any discrepancies between payrolls in the two systems during the parallel process. In order to restore business practice to normal the Compensation team spent countless nights and weekends processing approximately 95% of the backlog of payroll changes.

- The Compensation Team provides continuous training in order to ensure the Payroll Coordinators are comfortable with the new Munis payroll system, the processing of

payroll continued to be centralized in the IT Large after the Munis Go Live Training Room through the end of June of 2017.

- After Munis Go Live, a plan was put in place to answer payroll inquiries from employees and departments. A flowchart was created for troubleshooting inquires.

- The City participates in the Center for Medicare & Medicaid Services (CMS) Retiree Drug Subsidy (RDS) Program each year. The RDS is designed to encourage employers to continue providing prescription drug coverage to their Medicare-eligible retirees despite the availability of the Medicare Part D standard prescription drug benefit. During FY2015/16 we completed the application submission and passed the actuarial test.

- In July of 2016, the Benefits Division enabled and implemented the Eden Benefits Enrollment module in order to go paperless with the annual open enrollment process for the 2016/17 plan year. Maintaining this process within Eden allowed the division to collect the needed information for the forthcoming enrollment file feed which was generated and remitted to Cigna for all new enrollments into the City's medical and dental plans. It also provided our employees with an online, user-friendly platform for completing their benefit elections.

- In March of 2016, the Benefits Division successfully satisfied all reporting requirements in accordance with the Affordable Care Act. Form 1095-C was distributed to all benefit eligible employees as well as to those retirees and COBRA participants who required a form.

- In July of 2016, we updated the Eden database with the information of all retired police officers and fire fighters who participate in the City's medical and dental plan. Maintaining this information within Eden allows the Benefits Division to generate census data, enrollment file feeds and other reports which allow for better administration of the City's medical and dental plans.

- The Benefits Division will be working closely with many of the City's employee benefit vendors to streamline the monthly billing process. Many premium invoices which are manually processed through self-billing will be moved to an automatic, biweekly payroll wire. Allowing premiums to be remitted via wire after payroll is posted eliminates the ongoing process of adjusting and reconciling self-billed invoices.

- The Benefits team is partnering with Unum on providing training to Payroll Coordinators for Family Medical Leave reporting. This will allow each department to track the progress of their employees' leave requests via Unum's secure website without having to call Unum or the Human Resources Department by phone for periodic updates.

- A request for information (RFI) was issued in order to acquire the expertise of a firm which can conduct an eligibility dependent audit of the City's medical and dental plans. Completing this audit will result in the removal of any ineligible dependents which are

currently enrolled in the City's medical and dental plans and it will also educate the workforce on the definition of "eligible dependent".

- A recurring premium audit will be initiated by the Benefits Division to reconcile premium payments versus medical and dental plan enrollments.

Critical Success Factors:

Several factors are critical to the Human Resources Department's successful achievement of its work plan:

- Ensuring the Human Resources department staff are given the tools, training and motivation to operate in the most efficient and effective manner.

- Recognizing and encouraging the value of diversity in the workplace.

- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining City compliance with federal, state and local employment labor laws, City ordinances, administrative policies and labor agreements.

Future Outlook:

The Human Resources Department is now in a position to act as a catalyst to enable all City employees to contribute at optimum levels toward the success of the city's operations. We will continue to work diligently to:

- Develop an attitude of teamwork and quality in our day-to-day operations.

- Reduce inefficiencies by vigorously pursuing continuous process improvement.

- Commit to doing and to acting openly, equitably and consistently in our pursuit of uncompromising quality.

- Increase participation in city and community activities while seeking knowledge, enthusiasm and an improved quality of life for ourselves, co-workers and the community.

- Respect team member values that may be different from our own.

- Accept responsibility for promoting ethical and legal conduct in personal and business practices.

- Communicate in a candid and fair manner with the diverse workforce from whom our city derives its strength.

HUMAN RESOURCES

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure Expenditure Trends are Sustainable Over the Long Term	KPI: Pension as a % of payroll - Fire & Police	78%	70%	72%	65%	65%
	KPI: Pension as a % of payroll - General	44%	42%	44%	43%	43%
	% of change for group employee medical premium	5%	7%	9%	5%	0%
	% of change for group employee dental premium	5%	7%	0%	5%	0%
Streamline the Delivery of Services Through All Departments	# of applicants processed by recruitment functional area	14,131	15,355	14,486	17,863	15,000
Strengthen Internal Controls to Achieve More Accountability	Employee Hours on Injury Service Connected (ISC)	*	16,126	19,672	17,380	15,500
	Injury Service Connection (ISC) Claims Cost	*	$473,263	$627,074***	$600,986***	$550,000
	# of total employees drug tested	381	477	419	1,193	1,000
	% of Equal Employment Opportunity Commission charges ruled in City's favor	*	100%	100%	100%	100%
Improve City's Managerial Leadership to Reward Innovation and Performance	# of employees who received tuition reimbursement	68	82	61	50	70
	Total Tuition Reimbursement	$ 32,782	$ 30,591	$30,226	$78,801	$90,000
	Reimbursements for Certifications	*	*	*	$5,135	$6,000
	Reimbursements for Bachelor Degree's	*	*	*	$33,670	$35,000
	Reimbursements for Master's Degree's	*	*	*	$39,995	$42,000
	Average Salary	$ 65,028	$ 70,903	$71,133	$65,580***	$70,171

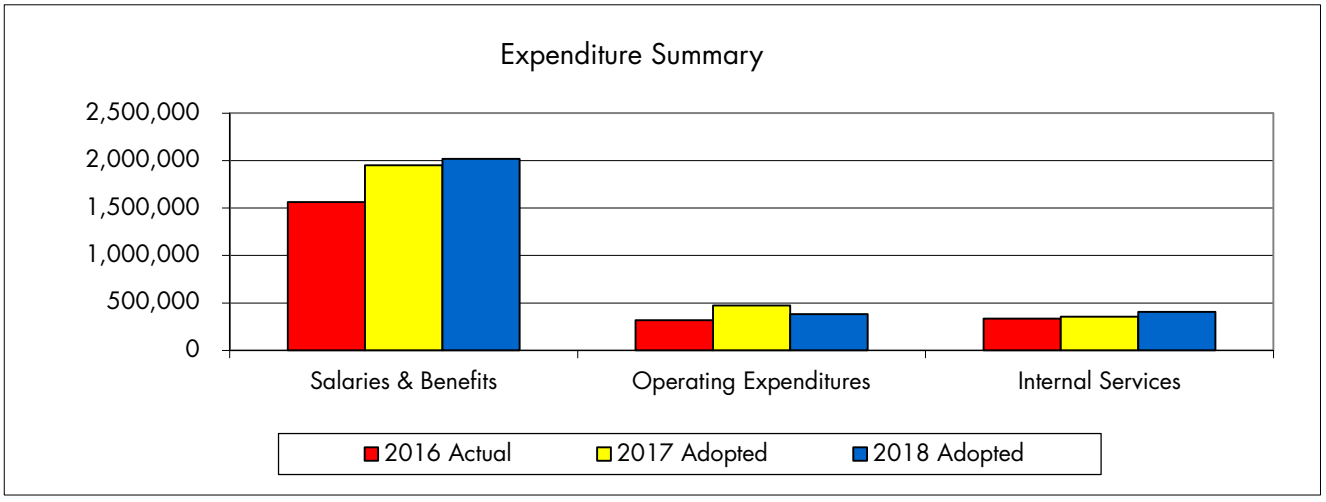
A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

*Indicates measure was not tracked and/or conducted during reporting period
**Data not available until end of year
***2 police Officers received ISC extensions due to serious heart conditions

HUMAN RESOURCES

General Fund
Departmental Financial Summary

Expenditure by Division	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Human Resources	1,753,001	1,874,948	2,244,000	**2,198,000**
Labor Relations	227,188	338,622	536,000	**609,000**
Total	**$ 1,980,189**	**$ 2,213,571**	**$ 2,780,000**	**$ 2,807,000**
Expenditure Area				
Salaries & Benefits	1,468,324	1,563,107	1,952,000	**2,020,000**
Operating Expenditures	213,271	317,203	474,000	**381,000**
Internal Services	298,594	333,261	354,000	**406,000**
Total	**$ 1,980,189**	**$ 2,213,571**	**$ 2,780,000**	**$ 2,807,000**
Total Budgeted Positions	**19.10 FT + 0 PT**	**19.10 FT + 0 PT**	**19.10 FT + 0 PT**	**18.60 FT + 0 PT**



Human Resources

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	1,317,053	1,380,856	1,668,000	**1,596,000**
Operating Expenditures	173,389	200,202	271,000	**230,000**
Internal Services	262,559	293,890	305,000	**372,000**
Total	**$ 1,753,001**	**$ 1,874,948**	**$ 2,244,000**	**$ 2,198,000**
Budgeted Positions	**16.60 FT + 0 PT**	**16.60 FT + 0 PT**	**16.60 FT + 0 PT**	**15.10 FT + 0 PT**

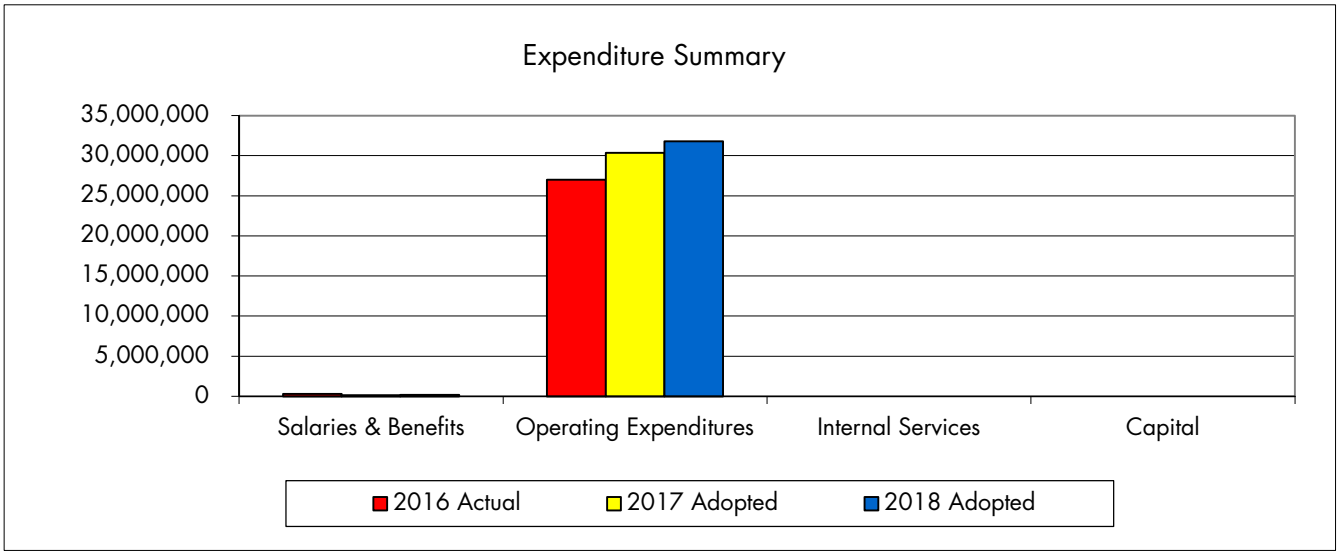
Labor Relations

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	151,272	182,251	284,000	**424,000**
Operating Expenditures	39,882	117,000	203,000	**151,000**
Internal Services	36,035	39,371	49,000	**34,000**
Total	**$ 227,188**	**$ 338,622**	**$ 536,000**	**$ 609,000**
Budgeted Positions	**2.50 FT + 0 PT**	**2.50 FT + 0 PT**	**2.50 FT + 0 PT**	**3.50 FT + 0 PT**

HUMAN RESOURCES - MEDICAL & DENTAL

Internal Service Fund
Departmental Financial Summary

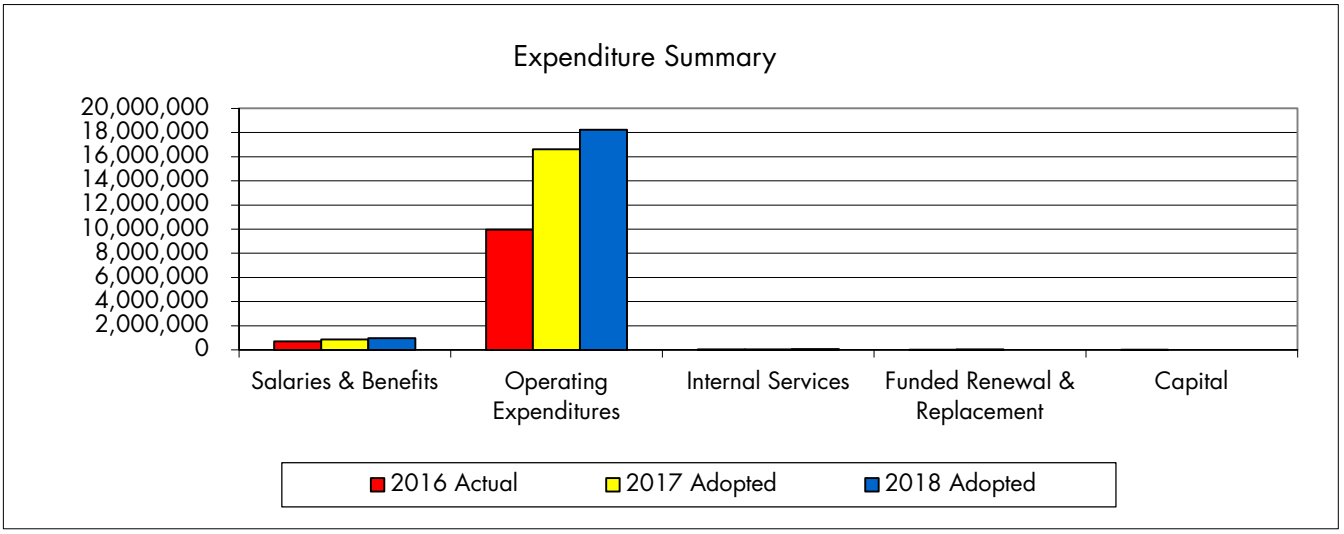
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Retiree Subsidy - Medicare Part D	152,448	150,264	152,000	**123,000**
Employees Deductions	4,135,090	4,476,659	4,307,000	**4,514,000**
CMB Contributions - Active	8,926,814	9,614,123	10,186,000	**9,227,000**
Retirees Contributions	4,064,979	3,673,784	3,594,000	**3,332,000**
Financial Recoveries - Paid Claims	461,137	454,349	500,000	**386,000**
CMB Contributions - Retirees	4,373,000	4,373,000	4,437,000	**4,502,000**
CMB Contrib - 3rd Party Insurance	6,945,704	6,680,737	7,356,000	**7,878,000**
Miscellaneous/Other	0	(2,411)	0	**2,000,000**
Total	**$ 29,059,172**	**$ 29,420,505**	**$ 30,532,000**	**$ 31,962,000**
Expenditure Area				
Salaries & Benefits	112,903	295,723	160,000	**172,000**
Operating Expenditures	26,005,271	27,001,169	30,372,000	**31,790,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 26,118,173**	**$ 27,296,892**	**$ 30,532,000**	**$ 31,962,000**
Revenue Less Expenditures	**$ 2,940,999**	**$ 2,123,613**	**$ 0**	**$ 0**
Total Budgeted Positions	**1.25 FT + 0 PT**	**1.25 FT + 0 PT**	**1.25 FT + 0 PT**	**1.25 FT + 0 PT**



HUMAN RESOURCES - RISK MANAGEMENT

Internal Service Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Interdepartmental Charges	13,939,175	14,442,820	16,698,000	**18,536,000**
Interest/Other	840,267	1,607,669	882,000	**734,000**
Total	**$ 14,779,442**	**$ 16,050,489**	**$ 17,580,000**	**$ 19,270,000**
Expenditure Area				
Salaries & Benefits	606,305	720,224	874,000	**977,000**
Operating Expenditures	15,976,773	9,968,329	16,629,000	**18,232,000**
Internal Services	30,355	47,604	37,000	**61,000**
Funded Renewal & Replacement	0	2,234	40,000	**0**
Capital	0	26,807	0	**0**
Total	**$ 16,613,434**	**$ 10,765,198**	**$ 17,580,000**	**$ 19,270,000**
Revenue Less Expenditures	**$ (1,833,992)**	**$ 5,285,291**	**$ 0**	**$ 0**
Total Budgeted Positions	**6.65 FT + 0 PT**	**6.65 FT + 0 PT**	**7.65 FT + 0 PT**	**8.15 FT + 0 PT**



HUMAN RESOURCES

Budget Highlights

Human Resources

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $27,000 or 1%, primarily due to costs for salaries and benefits of $68,000 resulting from the department's internal re-organization of existing personnel to other functions within the department. Operating expenditures decreased by $93,000 primarily due to a decrease in actuarial fees related to collective bargaining agreement negotiations that were completed in FY2016/17, plus one-time operating expenditures that were budgeted in FY2016/17. Lastly, internal services expenditures increased by $52,000 due to increases in Information Technology and Risk Management that were slightly offset by decreases in usage of Property Management, Fleet Management and Central Services.

Risk Management

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The operating budget for Risk Management increased by $1,690,000 or 10%, primarily due to $1,563,000 in adjustments for Property Insurance and higher actuarial projections related to General Liability Claim Payments, Workers' Compensation Claim Payments, General Compensation, and Police Liability Claims. Other increases included $103,000 resulting from the department's internal re-organization of existing personnel to other functions within the department and $24,000 for increased usage of internal services.

Medical & Dental

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The Medical and Dental operating budget increased by $1,430,000 or 5%, primarily due to projected increases in medical and dental claims expenditures totaling $1,799,000. These increases were, however, slightly offset by projected decreases in prescription claims expenditures for both active employees and retirees totaling $503,000.

FY2017/18 Efficiencies

Human Resources

- The Human Resources budget includes two efficiencies for FY2017/18 totaling $153,000. One of the efficiencies would defer hiring of the vacant Assistant Human Resources Director through the end of FY2017/18 and the other reduces funding allocated for travel, professional development training, general office materials, and temporary labor by $33,000.

INFORMATION TECHNOLOGY

Department Mission/Purpose Statement:

We are dedicated to providing technology solutions that enhance the City of Miami Beach's ability to deliver world-class service to the City's residents and visitors by helping the City satisfy its customers' needs for leveraging Information Technology.

Department Description:

The Information Technology Department (IT) is an Internal Service department supporting all City of Miami Beach departments. The City's Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process.

Awareness
The IT Department is improving procedures to keep the workforce and public informed, creating an environment of trust, and providing improved customer service.

Policy & Procedures
The IT Department is implementing procedures, and applying upgrades based on best industry practices.

Security
The IT Department is implementing industry leading security measures.

Privatization
The IT Department is actively encouraging partnerships with the private sector where appropriate and cost effective. Commercially proven solutions are considered whenever equivalent services can be acquired more economically and that meet the City's requirements. The City must be willing to make changes in business procedures to gain the benefits of standard commercial solutions, rather than always developing custom software to accommodate existing business practices.

Accessibility of Government Services
The IT Department will continue to use web-enabled technology to reduce the time and cost required for members of the workforce and community to access selected City of Miami Beach Government information and services.

Systems Integration
The IT Department examines possibilities for data integration whenever possible. As requirements for business information expand beyond the single user department that is the custodian of the data, it is critical that applications support data integration. Values and definitions of data that span organizations or systems must be maintained consistently in order to ensure accuracy for reporting and decision making, even though the data may not all be stored in a single location.

INFORMATION TECHNOLOGY

Governance

The IT Department empowers each department by allowing them to take an active part and "Governance" in understanding the services to be provided by the IT Department. This Governance is the process of securing user input on such issues as direction, establishing priorities, reviewing technology decisions, and providing effective user communication in systems development and daily operations. Partnerships between the exploring department and IT are necessary to assure that results of successful explorations can be realized.

Business Continuity

The IT Department focuses on a Business Continuity Strategy; we must ensure technologies are streamlined without adversely affecting compliance, risk, or security.

Innovation

The IT Department provides City departments the tools and expertise needed to facilitate innovation ideation and execution processes.

Maximize ROI

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

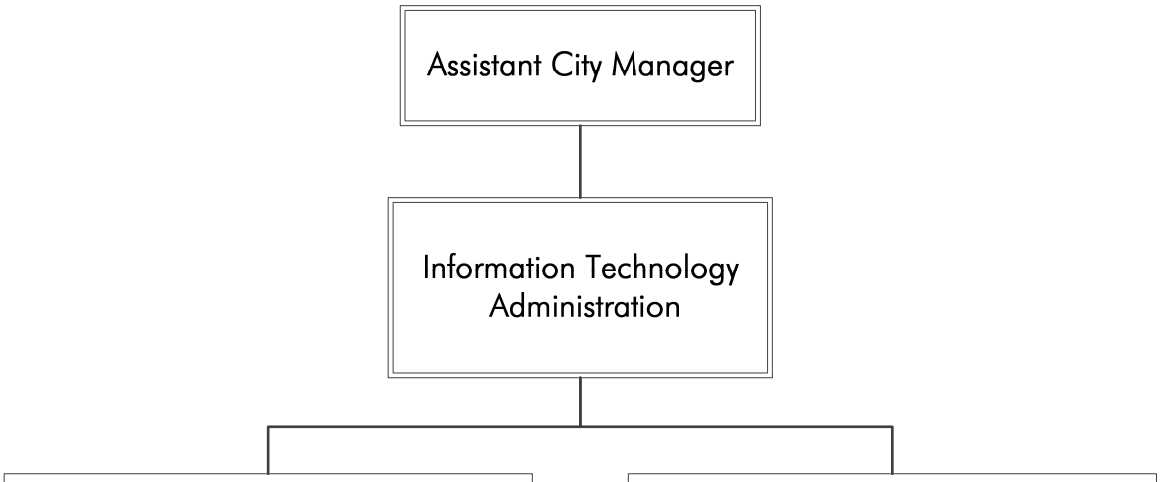
Resources

IT Staff has responsibility for the information technology standards and procedures; supports, maintains and services all City of Miami Beach departments. The City's Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process. Technology constantly transforms the way we conduct business at the City of Miami Beach. Our staff is focused on delivering technology initiatives to enhance communications with our residents, to enhance the availability of city services and processes that can be accessed and transacted via the internet, and preserve our technology infrastructure.

The Department is divided into the following two divisions:

1. Application Support & Development
2. Systems Support Services

See attached Table of Organization



Applications Support & Development

The Applications Support & Development Division is responsible for the ongoing development and technical support of departmental and enterprise wide application systems and databases for the City of Miami Beach. This contributes to the effective and innovative use of information technology by utilizing current and emerging technologies to plan, design, develop and evolve application systems in support of the City of Miami Beach's business strategies and activities.

IT Consulting Service – To provide consultation services and project management activities to departments who are automating business process.

Information Systems Planning, Development, and Implementation Management To provide automated systems that replace manual functions or provide new functionality to existing systems.

Database Management Database Software Management, Performance Tuning, Design and Implementation, Problem Troubleshooting and Resolution.

Application Support/Maintenance To ensure all software applications used, enterprise-wide and/or non-enterprise (specialized), are maintained and continue to function with minimal.

System Support Services

The Systems Support Services team provides enterprise wide support for personal computers and laptops that are currently on the City's network. We also support servers and network printers, in addition to supporting network connectivity to numerous City buildings and the Offsite Hardened Production Data Center.

Additionally, the System Support Services team monitors security from an enterprise perspective, using a combination of automated and non-automated processes in order to safeguard critical City data and public safety systems. The Support Services team is also instituting ITIL compliant policies & procedures; also, applying change control enhancements and upgrades on business best practices in order to provide the City's departments with the best customer service experience possible.

Lastly, the System Support Services team provides support for citywide cellular phones and wireless devices, VOIP system, IVR, ACD, voicemail, PBX, infrastructure cabling, citizen notification system, data wide area network connectivity, voice communications, facilities wiring, voice response system, automated call distribution, call accounting, telephone maintenance/ support, voice over IP (VOIP) infrastructure, and wireless services.

INFORMATION TECHNOLOGY

Fiscal Environment:

The IT Department is an Internal Service department. The IT Department currently utilizes a chargeback process to reconcile the cost of IT Services by recovering the cost from user departments. Chargebacks provide a level of financial resources to support the effective and efficient use of IT resources. The IT Department has instituted a three year technology refresh schedule to ensure City users have up-to-date technology to perform their job functions.

Business Environment:

The department staff is located in the Multi-Purpose Garage facility (4th & 5th Floors). In addition to in-house staff, the City uses information technology contractors, when appropriate. The City periodically uses interns and contractors to handle temporary peaks in workload, and to perform work in which outside expertise or objectivity is required.

The Applications division supports over twenty-three million (23,000,000) lines of in-house developed code and has also developed over 400 specialized City applications, and supports over 40 off-the-shelf applications. In addition, the Applications Division has developed over 90 online services and several smart-phone mobile applications. The City's official website receives over 400,000 visitors monthly, and hosts over 20,000 web pages for visitors, residents, businesses and employees.

The Support Services Division currently provides service to over 2,000 personal computers, laptops and mobile devices on the City's network, supports approximately 300 Servers (virtual and physical), over 300 network printers, Storage Area Network architecture, Email Vaulting services, Backup and Recovery Strategy as well as supporting network connectivity to over 39 remote locations, the City's Emergency Operations Center, and business continuity site at a colocation that provides secure, reliable infrastructure in a Category 5 Hurricane rated building. IT also provides support to over 500 wireless devices, 18 Voice Over IP (VOIP) locations, over 1,100 desk phones, over 200 smartphones, and over 380 internet access wireless cards.

Significant Prior Accomplishments:

- Implemented the City's Sharepoint system and started deploying departmental applications.
- Implemented hard disk encryption for mobile devices as needed throughout the City.
- Performed all necessary scans to ensure that the City retained its PCI compliance certification. Performed internal scans on City servers to assess and remediate vulnerabilities as required.
- Configured of backup and recovery processes to ensure adequate system recovery.
- Continued the Server Virtualization Strategy.
- Enhancements to the Miami Beach eGov mobile applications and the backend were

made in order to improve the existing features.
- Implemented the Financial and HR modules of the City's new ERP system, Tyler Technologies Munis.
- Implemented the City's new Permitting system, Tyler Technologies Energov.
- Started upgrading the City's Public Safety Dispatching system, Tyler Technologies New World Computer Aided Dispatch.

Major FY 2017/18 Budget Initiatives
The following is a list of major technology initiatives made by the IT Department:

- City's Web Site: Applications division will work with vendor to completely redesign the website for ease of use and expansions of services offered and maximize use of website for transparency.
- E Government: Application division will continue to expand City services on the mobile applications and online.
- Security & Network Infrastructure: Continue to implement enhancements to security and network infrastructure to ensure PCI Compliance and availability of critical systems.
- Continue to Improve Website Disability Access Compliance: The Information Technology department will continue to follow industry best practices to maintain and improve the compatibility of the website with ADA established guidelines.

Critical Success Factors:

The following have been identified as factors that are critical to the successful implementation of the FY 2017/18 work plan. Each of the factors must be achieved in order to maximize the potential benefit of the plan.

1. Management Commitment:
   - Citywide cooperation and coordination supported by City Manager and Commission in regards to technology solutions
   - Realistic goals, strategies and actions
   - Willingness and commitment to share information and standardize data (integration)
   - Willingness to make Information Technology financial support a City priority
   - Departmental Compliance/adherence to IT policies, procedures, architecture and standards
   - Departmental Compliance to software licensing best practices.
   - Departmental willingness to empower staff through IT education/training.
   - Commitment to network Security strategy and standards.

2. Disaster Recovery (DR):
   - Continue to support the DR strategy in place and investment at the Network Access Point of the Americas (NAP).
3. Cyber Security:

- Continue to promote citywide cyber security awareness. As government employees, we need to be aware of possible threats and what we can do to protect our information and systems since we all share the responsibility of promoting a safer cyberspace.

4. Network Security strategy and standards:
   - Continue to follow industry security standards for PCI compliance, Gov. Website Compliance, Website ADA Compliance, Identity Theft Red Flag Compliance, and Presidential Decision Directive 63, (specifies City responsibilities for protecting the nation's infrastructure).
5. IT Governance:
   - Continue the IT steering committee process for the planning, prioritizing, and funding approval for enterprise IT related projects.

Future Outlook:

The City must continue to leverage the use of current technology to optimize and streamline business processes, thus instituting efficiencies within the organization. IT will continue to explore new and innovative use of technology to accomplish this goal. Future projects to be considered include:

- Expand Citywide Enterprise Virtualization strategy.
- Expansion of citywide Wireless Technology.
- Optimization of E-Government Services.
- Unified Communication and Messaging.
- Reduction of Reliance on a Paper Environment.
- Enhancing Disaster Recovery and Business Continuity strategy.

INFORMATION TECHNOLOGY

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Streamline the Delivery of Services Through All Departments	% of IT project requests implemented on time	*	80%	80%	80%	80%
Strengthen Internal Controls to Achieve More Accountability	Payment Card Industry (PCI) Quarterly Compliance (Level 2)	*	100%	100%	100%	100%
	% of tickets that are Service Level Agreement (SLA) compliant	*	100%	100%	100%	100%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

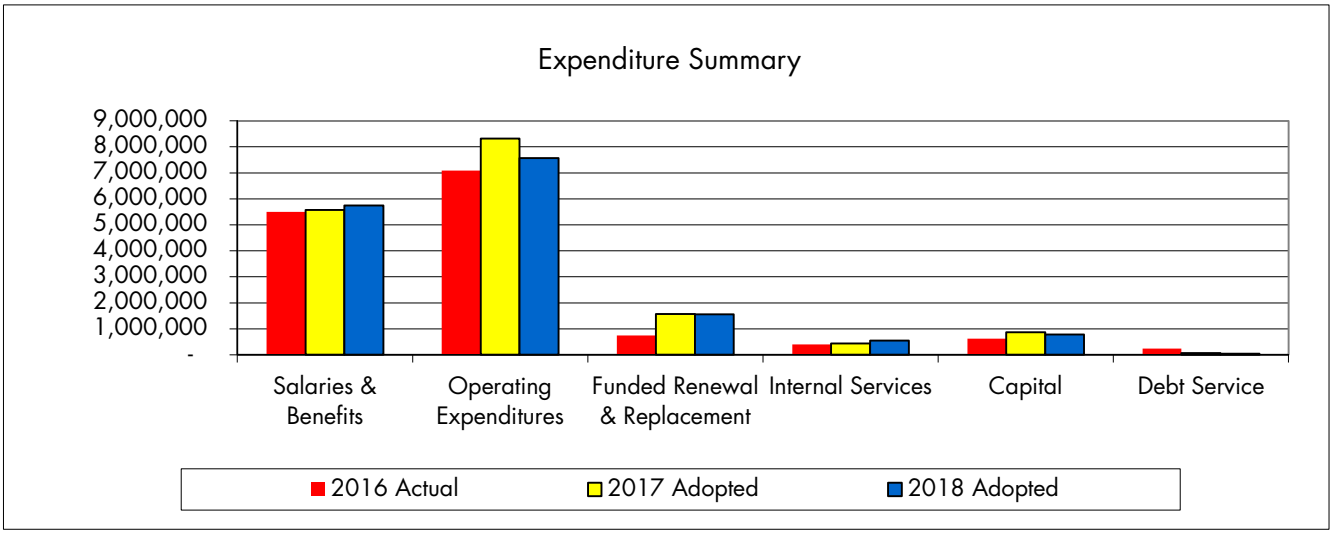
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

INFORMATION TECHNOLOGY

Internal Service Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Interdepartmental Charges	14,287,999	14,665,630	15,761,000	**15,534,000**
Retained Earnings	0	0	796,000	**421,000**
Interest/Other	112,542	101,065	271,000	**295,000**
Total	**$ 14,400,541**	**14,766,695**	**$ 16,828,000**	**$ 16,250,000**
Expenditure Area				
Salaries & Benefits	4,586,477	5,493,426	5,574,000	**5,743,000**
Operating Expenditures	6,602,070	7,088,210	8,319,000	**7,569,000**
Funded Renewal & Replacement	1,258,895	739,011	1,573,000	**1,555,000**
Internal Services	408,666	400,443	438,000	**550,000**
Capital	408,839	615,674	862,000	**786,000**
Debt Service	597,656	237,245.73	62,000	**47,000**
Total	**$ 13,862,603**	**14,574,010**	**$ 16,828,000**	**$ 16,250,000**
Revenue Less Expenditures	**$ 537,938**	**$ 192,684**	**$ 0**	**$ 0**
Internal Services Fund	37.00	39.00	42.00	42.00
Other Funds	2.00	2.00	2.00	2.00
Total Budgeted Positions	**39.00**	**41.00**	**44.00**	**44.00**



Application Services

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	2,217,698	2,292,737	2,404,000	**2,546,000**
Operating Expenditures	1,665,456	1,669,947	2,666,000	**2,809,000**
Funded Renewal & Replacement	1,260	0	3,000	**0**
Internal Services	82,139	80,131	84,000	**107,000**
Capital	0	0	41,000	**41,000**
Debt Service	0	0	0	**0**
Total	**$ 3,966,553**	**$ 4,042,816**	**$ 5,198,000**	**$ 5,503,000**
Budgeted Positions	**16.00**	**17.00**	**19.00**	**19.00**

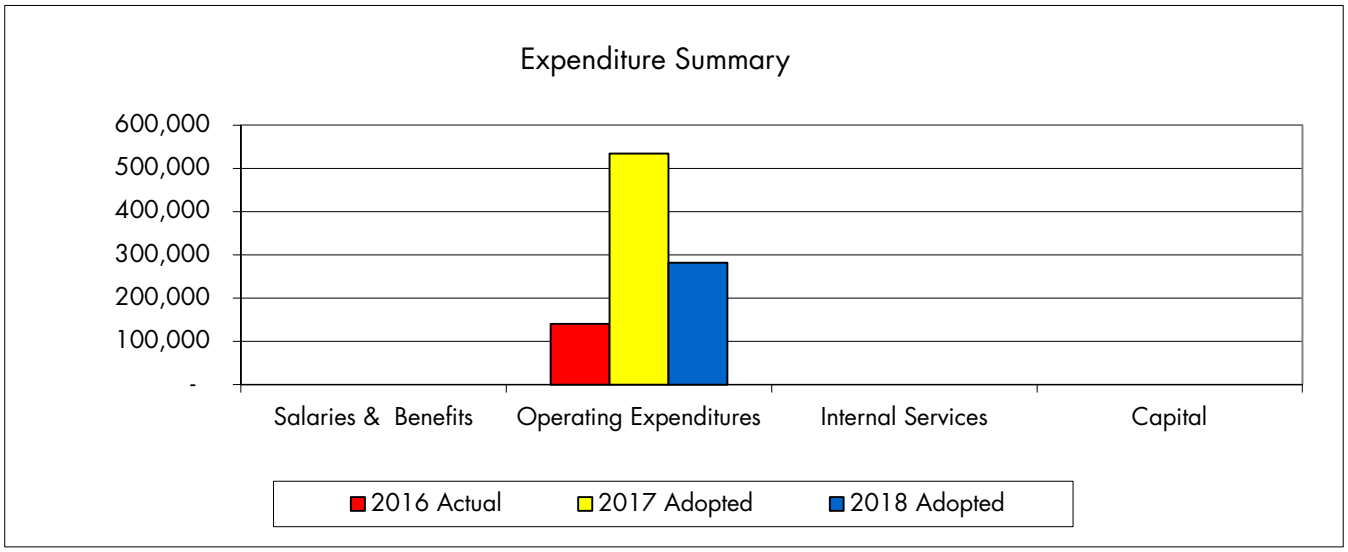
Support Services

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	2,368,778	3,200,690	3,170,000	**3,197,000**
Operating Expenditures	4,936,613	5,418,263	5,653,000	**4,760,000**
Funded Renewal & Replacement	1,257,635	739,011	1,570,000	**1,555,000**
Internal Services	326,527	320,312	360,000	**449,000**
Capital	408,839	615,674	821,000	**745,000**
Debt Service	597,656	237,246	56,000	**41,000**
Total	**$ 9,896,049**	**$ 10,531,194**	**$ 11,630,000**	**$ 10,747,000**
Budgeted Positions	**21.00**	**22.00**	**23.00**	**23.00**

INFORMATION TECHNOLOGY - IT TECH FUND

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Transfers In	395,000	395,000	395,000	**0**
Fund Balance - Retained Earnings	0	0	139,000	**282,000**
Total	**$ 395,000**	**$ 395,000**	**$ 534,000**	**$ 282,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	379,346	140,585	534,000	**282,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 379,346**	**$ 140,585**	**$ 534,000**	**$ 282,000**
Total Budgeted Positions	**0.00**	**0.00**	**0.00**	**0.00**



INFORMATION TECHNOLOGY

Budget Highlights

Information Technology (Internal Service Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget decreased by $578,000 or 3%, primarily due to the following decreases: $796,000 savings from phone replacement plan, $76,000 decrease for one-time capital expenditures, $15,000 decrease in debt service costs, and $28,000 decrease in various operating expenditures. Decreases were partially offset by $112,000 increase to internal service charges, and $169,000 increase in personnel costs as described above.

Information Technology (IT) Tech (Special Revenue Fund)

- The total FY2017/18 IT Tech fund budget is $282,000 and is allocated for the following projects approved by the IT Steering Committee: $120,000 for a Public Safety Staffing Program (Fire), $50,000 for a Practice Management Software (City Attorney), $37,000 for Mimo on the Beach website (Planning), and $75,000 for a Utility Bill & Energy Management Software.

MIAMIBEACH

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Department Mission/Purpose Statement:

We are dedicated to providing maximization and allocation of resources to achieve measurable results responsive to community needs.

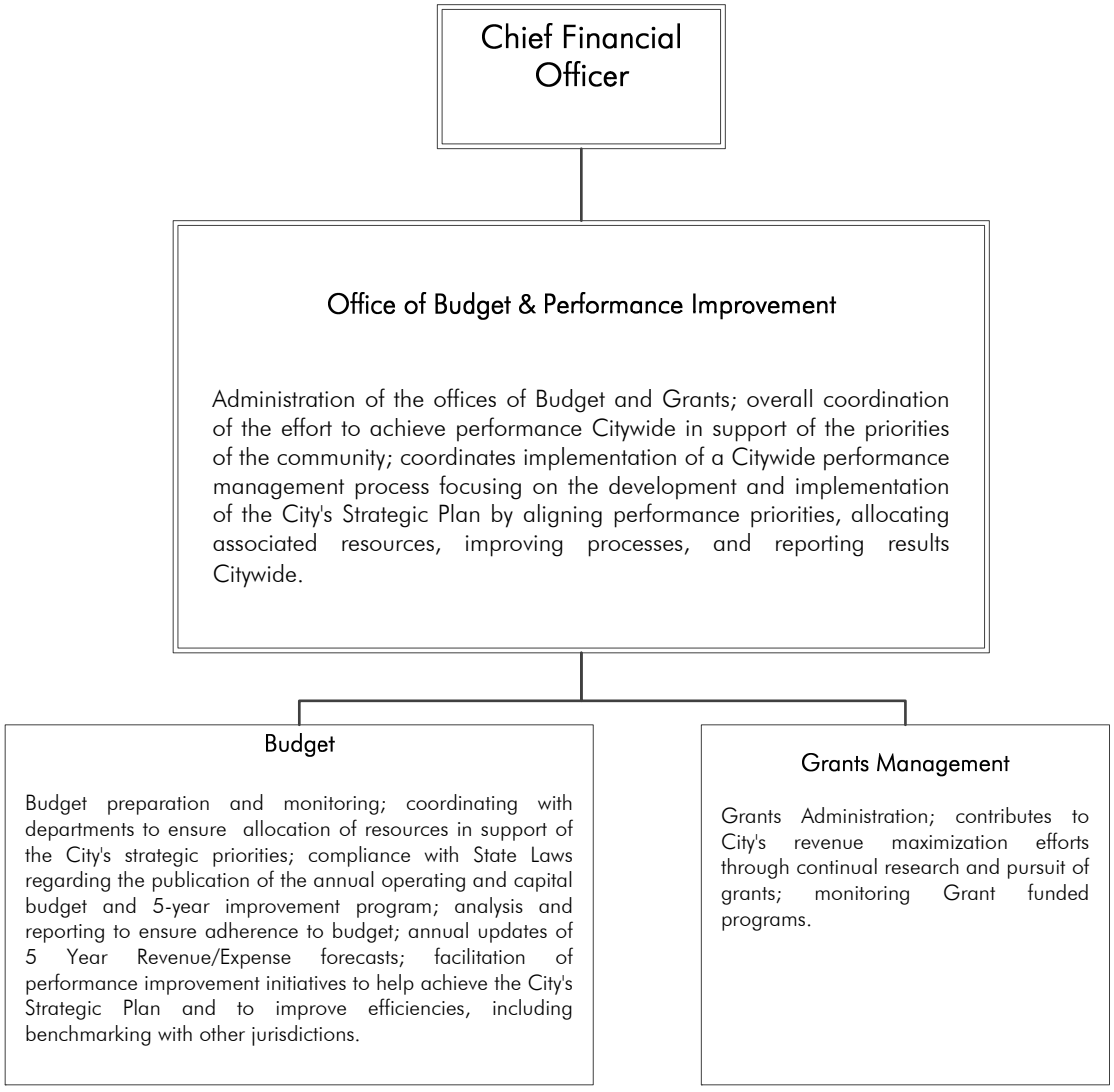
Department Description:

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

A vital effort of the office is to effectuate the implementation of a results-oriented government focused on 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 programs, 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.
- Increase and maintain the dollars received by the City as part of revenue maximization activities.

See attached Table of Organization


Chief Financial Officer
Office of Budget & Performance Improvement
Administration of the offices of Budget and Grants; overall coordination of the effort to achieve performance Citywide in support of the priorities of the community; coordinates implementation of a Citywide performance management process focusing on the development and implementation of the City's Strategic Plan by aligning performance priorities, allocating associated resources, improving processes, and reporting results Citywide.
Budget
Budget preparation and monitoring; coordinating with departments to ensure allocation of resources in support of the City's strategic priorities; compliance with State Laws regarding the publication of the annual operating and capital budget and 5-year improvement program; analysis and reporting to ensure adherence to budget; annual updates of 5 Year Revenue/Expense forecasts; facilitation of performance improvement initiatives to help achieve the City's Strategic Plan and to improve efficiencies, including benchmarking with other jurisdictions.
Grants Management
Grants Administration; contributes to City's revenue maximization efforts through continual research and pursuit of grants; monitoring Grant funded programs.

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Fiscal Environment:

OBPI is primarily supported by General Fund dollars as a part of administration. The General Fund charges an administrative fee to Enterprise Fund departments, RDA, and Resort Tax to cover the cost of various administrative support functions provided by the General Fund.

Business Environment:

OBPI has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational, and support services noted in the prior section.

OBPI provides staff support to the Budget Advisory Committee, which is comprised of City residents.

Significant Prior Accomplishments:

- From FY 2002/03 to FY 2016/17, Budget documents have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association, continuing to improve in reviewer ratings each year.
- Streamlined the authorization process for requisitions and invoices resulting in a change that significantly reduced about 70% of the workload in this area, while still providing Budget oversight over 90% of the dollars approved through the process.
- Completed a performance management "reset" giving each department the opportunity to revise and streamline their performance measures in advance of a major upgrade of the performance management software, Active Strategy, which was completed in Spring of 2015.
- Awarded $4,788,718 grants for FY 2016/17 as of 8/29/2017.
- Obtained reimbursements in the amount of $1,435,233 in GOB fund reimbursements in FY 2016/17 as of 8/29/2017. The total amount of GOB funds reimbursed from inception of the program is $71,917,753.

Critical Success Factors:

- Ensure the Office of Budget and Performance Improvement continues to provide a high level of customer service and expertise to guide each department toward fiscal responsibility.
- Maintain communication on all aspects of the budgeting process with City administration and Mayor and Commission.
- Work internally to ensure all budgets and reporting maintain the high standards to quality for GFOA award.

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Future Outlook:

- Transform the City's budget process to a results-oriented process: re-focusing budget documents to emphasize programs, strategic intended outcomes, and related performance measures and targets.
- Support the City's change to a performance excellence culture: refining performance measures, aligning citywide strategic plans and departmental work plans, using the plans to guide allocation of resources in the budget process, and promoting organization familiarity and understanding of these.

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure Expenditure Trends are Sustainable Over the Long Term	KPI: Operating millage rate	5.8909	5.7942	5.9123	5.8888	5.8888
	KPI: General obligation debt service per average daily population	$28.7	$28.8	$28.6	***	***
	KPI: General fund budget per average daily population	$1,354	$1,283	$1,449	***	***
	KPI: Property tax revenue per average daily population	$618.4	$570.9	$690.4	***	***
	Grant revenues brought into the City per Fiscal Year	3.454	3.146	8.001	5.974	3.000
	GFOA scores for Adopted Budget document	*	3.30	2.92	3.33	3.33

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not avaiable until end of year

***Average Daily Population numbers are not yet available to calculate

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

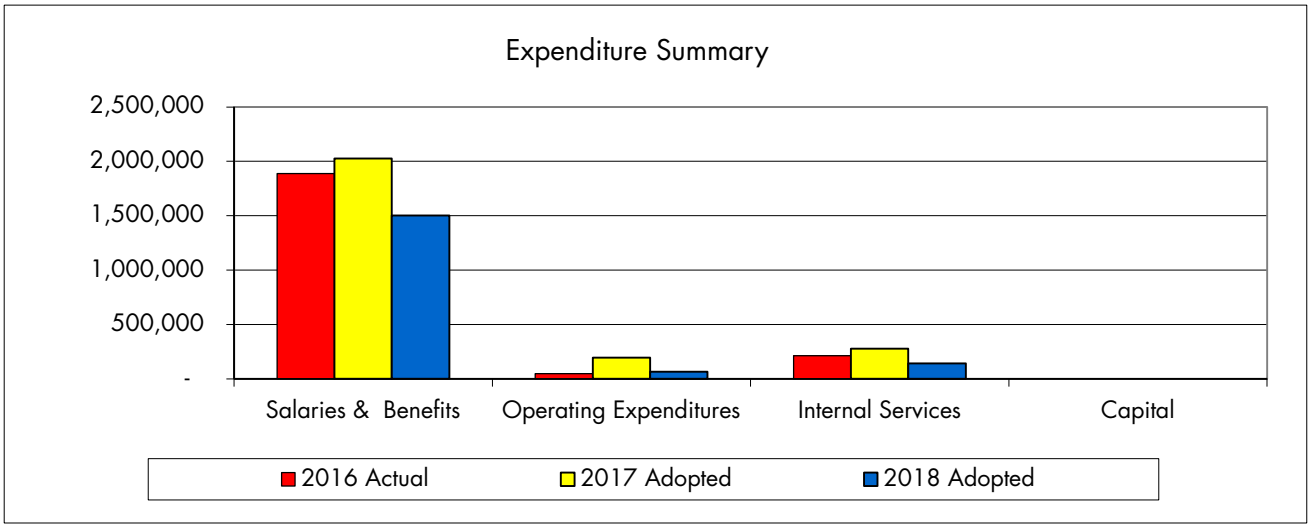
General Fund
Departmental Financial Summary

Expenditure by Division	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Internal Audit (GF)*	725,650	705,787	923,000	**0**
Management & Budget	951,017	1,029,509	1,145,000	**1,198,200**
Grants Management	405,503	410,823	431,000	**509,800**
Total	**$ 2,082,171**	**$ 2,146,120**	**$ 2,499,000**	**$ 1,708,000**

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	1,796,212	1,886,623	2,025,000	**1,502,000**
Operating Expenditures	72,816	47,255	195,000	**65,000**
Internal Services	213,143	212,242	279,000	**141,000**
Capital	0	0	0	**0**
Total	**$ 2,082,171**	**$ 2,146,120**	**$ 2,499,000**	**$ 1,708,000**

General Fund	13.90 + 0 PT	13.90 + 0 PT	13.90 + 0 PT	**10.25 + 0 PT**
Resort Tax Fund*	3.70 + 0 PT	3.70 + 0 PT	3.70 + 0 PT	**0 + 0 PT**
Parking Fund*	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	**0 + 0 PT**
Sanitation Fund*	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	**0 + 0 PT**
Total Budgeted Positions	**19.60 + 0 PT**	**19.60 + 0 PT**	**19.60 + 0 PT**	**10.25 + 0 PT**

***Pursuant to LTC 321-2017, Internal Audit will no longer be a division of the Office of Budget & Performance Improvement (OBPI) and will be a stand-alone department, reporting directly to the City Manager.**



Management & Budget

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	832,712	922,348	1,000,000	**1,044,200**
Operating Expenditures	33,780	25,925	11,000	**38,000**
Internal Services	84,525	81,237	134,000	**116,000**
Capital	0	0	0	**0**
Total	**$ 951,017**	**$ 1,029,509**	**$ 1,145,000**	**$ 1,198,200**
General Fund Positions	7.00 + 0 PT	7.00 + 0 PT	7.00 + 0 PT	**7.20 + 0 PT**
Total Budgeted Positions	**7.00 + 0 PT**	**7.00 + 0 PT**	**7.00 + 0 PT**	**7.20 + 0 PT**

Grants Management

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	371,498	376,446	387,000	**457,800**
Operating Expenditures	12,754	13,592	23,000	**27,000**
Internal Services	21,251	20,786	21,000	**25,000**
Capital	0	0	0	**0**
Total	**$ 405,503**	**$ 410,823**	**$ 431,000**	**$ 509,800**
General Fund Positions	2.70 + 0 PT	2.70 + 0 PT	2.70 + 0 PT	**3.05 + 0 PT**
Total Budgeted Positions	**2.70 + 0 PT**	**2.70 + 0 PT**	**2.70 + 0 PT**	**3.05 + 0 PT**

Internal Audit (GF)*

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	592,001	587,829	638,000	**0**
Operating Expenditures	26,282	7,739	161,000	**0**
Internal Services	107,367	110,219	124,000	**0**
Capital	0	0	0	**0**
Total	**$ 725,650**	**$ 705,787**	**$ 923,000**	**$ 0**
General Fund Positions	4.20 + 0 PT	4.20 + 0 PT	4.20 + 0 PT	**0.0 + 0 PT**
Resort Tax Positions	3.70 + 0 PT	3.70 + 0 PT	3.70 + 0 PT	**0.0 + 0 PT**
Parking Fund Positions	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	**0.0 + 0 PT**
Sanitation Fund Positions	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	**0.0 + 0 PT**
Total Budgeted Positions *	**9.90 + 0 PT**	**9.90 + 0 PT**	**9.90 + 0 PT**	**0.0 + 0 PT**

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $53,200 or 4.6% in the Management & Budget division, and by $78,800 or 18.3%, in the Grants Management division. These increases were primarily due to personnel cost increases as described above.

- Internal Audit division will no longer be a division of the Office of Budget and Performance Improvement (OBPI) and will be a stand-alone department beginning FY2017/18.

OFFICE OF INTERNAL AUDIT

Department Mission/Purpose Statement:

We provide an independent oversight of all City operations to add value, improve performance, and increase efficiencies by conducting audits to provide further accountability of City resources.

Department Description:

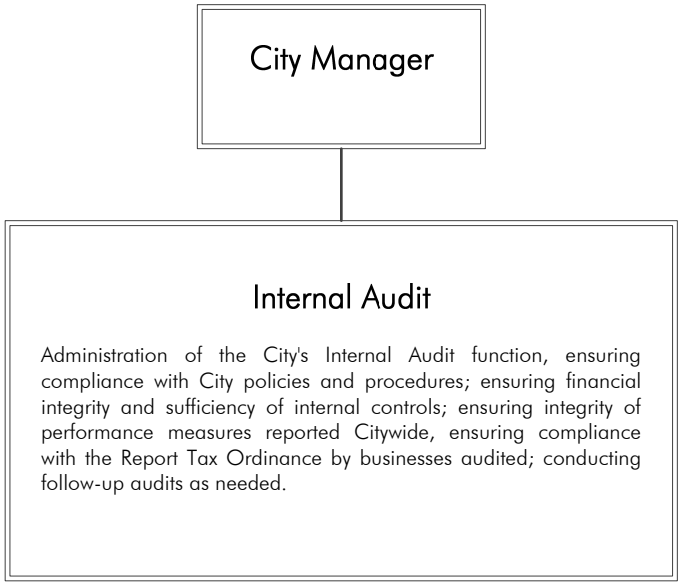
Internal Audit was a division of the Office of Budget and Performance Improvement until June 19, 2017, pursuant to LTC 321-2017, where reporting duties were administratively transferred to the City Manager to strengthen oversight and accountability.

Internal Audit is responsible for conducting independent reviews to determine that:

- Events, transactions, adjustments, and processing procedures are established, authorized, and maintained in accordance with laws, regulations, contracts and management's policy
- Transactions are accounted for economically, efficiently processed, accurately and promptly recorded, and properly reported
- Recorded balances are periodically substantiated and evaluated
- City assets and key forms, records, and files are properly safeguarded, and access thereto appropriately restricted

In addition, Internal Audit is responsible for conducting field audits of businesses responsible for remitting resort taxes and telecommunications to the City. Audits are accomplished to determine compliance to the City ordinance and may result in assessment of additional taxes, penalties, and interest.

See attached Table of Organization


City Manager
Internal Audit
Administration of the City's Internal Audit function, ensuring compliance with City policies and procedures; ensuring financial integrity and sufficiency of internal controls; ensuring integrity of performance measures reported Citywide, ensuring compliance with the Report Tax Ordinance by businesses audited; conducting follow-up audits as needed.

OFFICE OF INTERNAL AUDIT

Fiscal Environment:

The department receives funding from Resort Tax revenues for inspection of records of businesses within the City of Miami Beach to ensure compliance with Resort Tax ordinances. Parking and Sanitation funds also support monitoring and audits of internal control over operations and revenue collection.

The General Fund charges an administrative fee to Enterprise Fund departments, RDA, and Resort Tax to cover the cost of various administrative support functions provided by the General Fund.

Business Environment:

Internal Audit has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational, and support services noted in the prior section.

Internal Audit provides staff support to the Audit Committee, which is comprised of City residents.

Significant Prior Accomplishments:

The Internal Audit Department has completed the following audits for FY 2016/17:

- Fifteen internal audits completed, examples include Public Works Inventory, Cultural Arts Council, First Class Valet Parking, World OutGames, Utility Tax (Gas), Ameresco, EnerGov User Roles and Rights.
- Eight Sanitation audits completed resulting in an assessment of $41,907.
- Three Parking Monitoring Areas (Attended lots, Coin Room, Valet Operations) were quarterly reviewed
- 140 resort tax audits resulting in net assessments exceeding $570,000.

Critical Success Factors:

- Provide accurate audits on a timely basis to city administration and auditees to facilitate effective corrective action.
- Advise nonconforming Resort Tax businesses of needed record keeping improvements to better comply with existing City Code provisions.

Future Outlook:

- Coordinate a City Wide Fraud Risk assessment with an external consultant which will be utilized to plan audits and address those areas of higher risk.
- Implement audit management software to improve efficiencies and standardized operations within the department.

OFFICE OF INTERNAL AUDIT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Strengthen Internal Controls to Achieve More Accountability	Audit revenues brought into the City (in millions)	0.45	1.19	0.65	0.50	0.50
	KPI: % of annual plan for Internal Audits completed	65%	65%	75%	77%	75%
	% of annual plan for Resort Tax audits completed	66%	67%	97%	94%	75%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

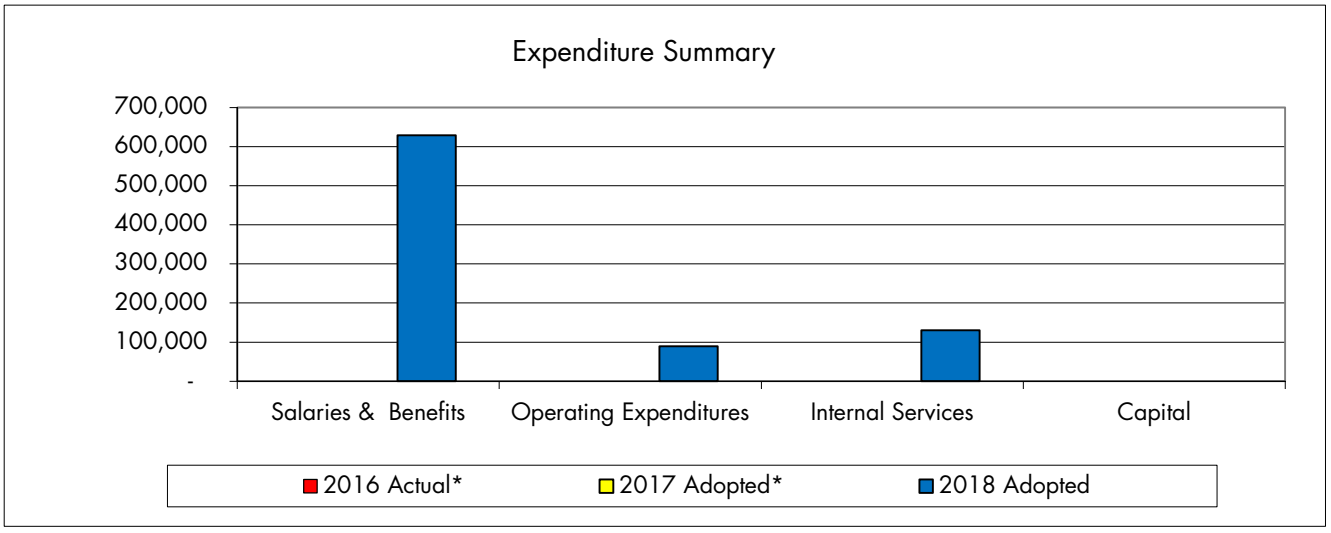
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

OFFICE OF INTERNAL AUDIT

General Fund
Departmental Financial Summary

Expenditure Area	2015 Actual*	2016 Actual*	2017 Adopted*	2018 Adopted
Salaries & Benefits	0	0	0	**629,000**
Operating Expenditures	0	0	0	**89,000**
Internal Services	0	0	0	**130,000**
Capital	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 848,000**
General Fund	0 + 0 PT	0 + 0 PT	0 + 0 PT	**4.30 + 0 PT**
Resort Tax Fund	0 + 0 PT	0 + 0 PT	0 + 0 PT	**3.70 + 0 PT**
Parking Fund	0 + 0 PT	0 + 0 PT	0 + 0 PT	**0.75 + 0 PT**
Sanitation Fund	0 + 0 PT	0 + 0 PT	0 + 0 PT	**1.0 + 0 PT**
Total Budgeted Positions	**0 + 0 PT**	**0 + 0 PT**	**0 + 0 PT**	**9.75 + 0 PT**



***Pursuant to LTC 321-2017, Internal Audit will no longer be a division of the Office of Budget & Performance Impovement (OBPI) and will be a stand alone department. Refer to the OBPI budget financial summary for prior year actuals and FY2017 Adopted Budget.**

OFFICE OF INTERNAL AUDIT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget represents a decrease of $75,000 or 8.1%, in comparison to the Internal Audit division under the umbrella of the Office of Budget & Performance Improvement. This decrease is primarily due to a $72,000 reduction in operating expenditures.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes efficiencies totaling $71,000 from decreases in funding budgeted for external audits (professional services).

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

Department Mission/Purpose Statement:

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

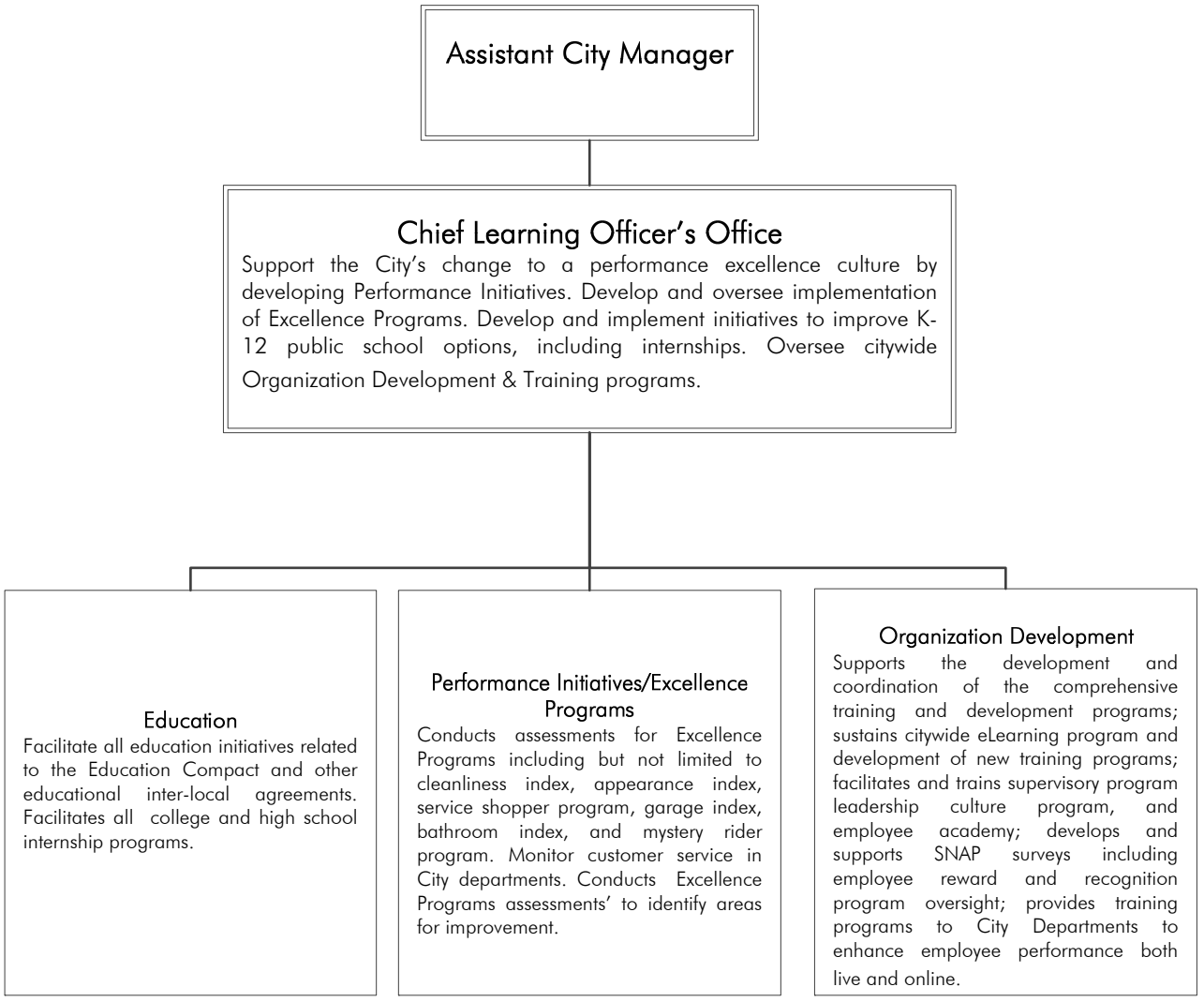
Department Description:

Organization Development Performance Initiatives was created to focus on performance excellence by increasing the organization's ability to learn, adapt, and excel within a constantly changing environment, and focus the organization on the customer by aligning the work and performance of team members on the City's identified strategic outcomes.

A vital effort of the office is to effectuate implementation of results-oriented government, efficiency and service-orientation through the following anticipated initiatives:

- Facilitate achievement of priority outcomes by providing support and guidance for high profile initiatives to address community priorities, including across multiple departments and outside stakeholders.
- Support the City's change to a performance excellence culture by promoting management and organization familiarity and understanding of these.
- Monitor customer service in City departments through service shopper surveys and provide timely results to departments.
- Facilitate all education initiatives related to the Education Compact and other educational inter-local agreements with universities to enhance educational opportunities for youth and improve K-12 Education in Miami Beach public schools, along with post-secondary opportunities.
- Support the performance management database by monitoring the status of Organization Development objectives and performance initiatives.
- Pursue additional efficiencies, cost savings, and revenue enhancements through performance initiative reviews, reviewing assessments for excellence program indexes, etc. (Cleanliness/Appearance/Garage/Garage Attendant/Bathroom/Mystery Rider).
- Provide training programs to City Departments to enhance employee performance both live and online.

See attached Table of Organization


Assistant City Manager
Chief Learning Officer's Office
Support the City's change to a performance excellence culture by developing Performance Initiatives. Develop and oversee implementation of Excellence Programs. Develop and implement initiatives to improve K-12 public school options, including internships. Oversee citywide Organization Development & Training programs.
Education
Facilitate all education initiatives related to the Education Compact and other educational inter-local agreements. Facilitates all college and high school internship programs.
Performance Initiatives/Excellence Programs
Conducts assessments for Excellence Programs including but not limited to cleanliness index, appearance index, service shopper program, garage index, bathroom index, and mystery rider program. Monitor customer service in City departments. Conducts Excellence Programs assessments' to identify areas for improvement.
Organization Development
Supports the development and coordination of the comprehensive training and development programs; sustains citywide eLearning program and development of new training programs; facilitates and trains supervisory program leadership culture program, and employee academy; develops and supports SNAP surveys including employee reward and recognition program oversight; provides training programs to City Departments to enhance employee performance both live and online.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

Fiscal Environment:

Organization Development Performance Initiatives is primarily supported by General Fund dollars as part of the Administration. In addition, funding is received from waste hauler contracts to provide professional development and cover other fees to sustain the City's International Baccalaureate program, currently implemented in all Miami Beach public schools. Funding is provided from the Sanitation, Parking, and Transportation departments to support cleanliness/appearance index, garage index, bathroom index, and walkability index programs.

The General Fund charges an administrative fee to Enterprise Fund departments, RDA, and Resort Tax to cover the cost of various administrative support functions provided by the General Fund, including Communications functions.

Business Environment:

Organization Development Performance Initiatives has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational, and support services noted in the prior section.

In addition, Organization Development Performance Initiatives works with the Miami-Dade County Public Schools, Florida International University, and other entities to ensure that adequate and timely progress is being made on several key initiatives.

Organization Development Performance Initiatives provides staff support to the Committee for Quality Education, Youth Commission, and the Health Care Task Force, comprised of students, residents, parent-teacher association members, and community organizations.

Organization Development Performance Initiatives represents the City administration at all education related meetings with various entities, functioning as an Education Ombudsman.

Significant Prior Accomplishments:

- Continued general oversight and coordination of the Cleanliness Assessment Program, including facilitating the Public Works (Sanitation), Parking, Parks and Recreation, and Code Compliance departments in using the results to identify root causes and solutions in addressing cleanliness in public areas. Since the inception of the program, cleanliness scores have improved in all public areas. Cleanliness/appearance index assessments are conducted each quarter with 93 four-hour shifts completed each quarter. Five part-time excellence program assessors conduct these shifts Monday through Sunday from 8:00 a.m. – Midnight, and Midnight-8:00 a.m. on Saturday and Sunday. Assessors were all screened by HR and completed an online assessment and interview prior to selection by Chief Learning Officer (CLO). Assessors are able to select shifts no less than one month prior to the new quarter, which allows for up to two - four months notification for assignments. Additionally, a vehicle

has been procured which all assessors utilize to sustain these programs on a shared basis. Results overall for FY2015/16 indicates a 6.2% improvement from prior fiscal year. Recommendations based on quarterly meetings and data reviews have led to shifting of resources to address the increase in garbage cans citywide (300+ since 2015), review of code enforcement in alleys vs. cleaning (5:00am - 7:00am), greenspace management installation of cleaner and more simplified pallet of plants better suited for MB and require less maintenance, roving litter crew in parks and support from park rangers, greater police involvement in illegal dumping investigations, and an all-purpose landscape crew to name a few.

- Continued overall coordination and implementation of Service Shopper Program, 100% of departments were shopped during FY2015/16. 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 4.29 in FY2015/16 a 27% improvement from the inception of the program.
- Developed Bathroom index to assess 64 public restrooms. Reports are developed each quarter and shared with responsible departments within two weeks of quarter end date. The overall average annual score for FY2015/16 is 2.0 with 70.4% of restrooms scoring 2.0 or better. Each quarter since program inception, overall restroom scores have improved with quarter four reflecting 80.2% of assessments scoring 2.0 or better. Areas identified as needing focus thus far include retraining of contracted staff on floor cleaning, mopping of floors on a more frequent basis, standardization of exterior and interior signage for ease of replacement and repairing of entrance doors, notification of graffiti and removal within 48 hours, use of ruse converter primer on all beachfront doors, and standardization of material and color of partitions and doors for ease of graffiti removal and upkeep.
- Developed garage index and implemented flawlessly. OD meets with parking department and property management to discuss garage index assessments. 54 four hour assessments are conducted each quarter with each of the ten garages visited each assessment shift. Additionally, a rental vehicle has been procured which all assessors utilize to sustain this program on a shared basis. Reports are developed and shared with responsible departments within two weeks of quarter completion. As this is the first year of the program, average overall garage score for FY2015/16 is a 2.31 with 60.3% of garages scoring a 2.0 or better. Each quarter since program inception has seen improvement with overall 66.3% as of Q4 meeting the target. Areas identified as needing focus thus far include a review of contractor responsibilities regarding cleanliness of garage exterior, as well as limits of landscape maintenance contractor services (36 per year annually per garage), procurement of services to remove graffiti from glass elevator panels, pressure cleaning frequency, strategic placement of garbage cans at garage entrances, painting of stairwells and handrails, and replanting of foliage in planters.
- Organized and served as liaison for Miami Beach's first Youth Commission. In September 2016, Miami Beach Youth Commission was designated to provide the youth of Miami Beach with a vehicle to learn about government, participate in the process of City government, represent and articulate the needs of youth in the City, and provide recommendations to the Mayor and City Commissioners on issues and programs affecting the youth and teen population in the City. The Youth Commission has approved three LTCs thus far: The Youth Commission requests the Miami Beach Mayor and Commission support a youth art exhibit at a City of

Miami Beach public school within Miami-Dade County Public Schools during Art Basel 2016 and have it promoted by the City of Miami Beach; The Youth Commission requested the Miami Beach Mayor and Commission support the inclusion of programming within the 2017 South Beach Food and Wine Festival aimed towards teaching Miami Beach youth heading off to college how to cook on a budget; and The Youth Commission filed motion requesting support for the National Parent Teacher Association resolution on LGBTQ Individuals as a Protected Class and adoption of a similar resolution for all City youth programs, approved at the January 17, 2017 commission meeting.

- 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.
- Developed Metrolab partnership with Miami-Dade County, City of Miami, University of Miami, Florida International University, and Miami-Dade College. Through discussions, the mayors and university presidents identified the following three research projects to undertake this upcoming year: Project 1 - Innovating Adaptation: Research, Development and Deployment of Projects to Mitigate Coastal Flooding, Adapt to Sea Level Rise and Enhance Resilience. Project 2 - Fight the Bite: Research, Development and Deployment of Projects, Programs and Protocols to Eliminate and Address the Impacts of Climate-related Diseases (including Zika). Project 3 - Moving Up and Moving Around: Research, Development and Deployment of Projects to Increase Economic Prosperity for Individuals and Families, Increase Affordable Housing, and Create Multi-modal Transportation Options. In addition to the aforementioned projects, the City of Miami Beach through collaboration with the University of Miami has identified additional projects to include: Data Utilization, Smart Infrastructure, Ubiquitous Sensing and Big Data, Internet of Things, and Energy Modeling & Efficiency.
- Organized the 8th Annual Student Expo for 500 families to improve International Baccalaureate program awareness and showcase City youth – November 2016.
- Supported International Baccalaureate Primary Year Program 5 year Evaluation visit for North Beach Elementary and South Pointe Elementary and 3rd Annual Student Exhibitions at North Beach Elementary, South Pointe Elementary, and Fienberg-Fisher Elementary schools, and 2nd exhibitions for Biscayne Elementary and Treasure Island.
- International Baccalaureate professional development training provided to 125 teachers in Miami Beach public schools prior to the 2015-16 school year, which ensured all teachers hired prior to September 2015 had level 1 IB training. MDCPS requested training in 2016, with the understanding the additional professional training, in partnership with the City, in August 2017 for 120 Miami Beach teachers.
- 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. Since its inception in 2010, the IB Diploma Program at Miami Beach Senior High School has grown 122 percent, with 82.3 percent of eligible student attaining the prestigious and internationally recognized diploma in 2016, one of the highest percentages of IB Diploma graduates in a public school in the nation. Approximately 100 sophomores and 115 freshmen at Miami Beach Senior High are already preparing for admission to the IB Diploma program next year. In addition, Nautilus Middle School attained IB authorization in 2010, and is seeking

reauthorization in 2017. Per MDCPS, IB MYP is being implemented schoolwide at Nautilus Middle, who has also been selected by Florida International University as the only Habits of Mind demonstration site in Miami-Dade County. City funding for professional development has ensured that all teachers have received IB training, and that subscribed teaching methodology is being utilized school wide. Supported the M-DCPS Nautilus Middle School Action Plan development and deployment at Nautilus Middle School throughout the 2014-15 school year to address issues presented at the Focus Groups, provided by Kerr and Downs Research.

- Reviewed MDCPS parent and student satisfaction data quarterly with school personnel to identify areas for improvement. Through presentation to the Neighborhoods Committee each quarter in FY16, improvements have been made in school perception. The % of parents agreeing their child is receiving a good education at Nautilus Middle School improved from 83% in 2010 to 89% in 2017.
- Sustained the graduate and undergraduate internship program with Florida International University aligned to a powerful partnership which includes workgroups in the area of Arts, Culture, & History, Florida Coastal Resilience & Adaptation, Youth and Education Development, Engineering and Transportation. Program success requires posting of internship with FIU Career Services each semester, as well as other colleges, reviewing all resumes and transcripts for eligibility, scheduling interviews with all department directors, selecting interns, processing for hire, orientation, and ongoing supervision and support. As of September 2016, 23 graduate and undergraduate student interns have been placed for a total of 32 semesters. Most notable is that five of the interns have been hired full-time and are valued team members in Environmental, Public Works, Transportation, and Building departments. These placements have yielded a very high return, with students contributing to each department's success. FIU and CMB have extended the partnership for an additional year and welcomed the City to participate in internship fairs throughout the school year. Both police and building have requested access to interns, and are helping to expand the program. 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.
- Spearheaded the City's Nurse Enhancement Initiative between the City of Miami Beach, North Bay Village, Town of Surfside, Town of Bay Harbor Islands, and Bal Harbour Village, to converge efforts to secure the funding needed for the full-time registered nurse. Each municipality committed requested funds for the 2013-14 and 2014-15 and 2015-16 school years. Negotiated with the MB Chamber of Commerce and Children's Trust, with the Chamber committing funding for FY15/16 and the next three years if applicable. The Children's Trust included the three underserved schools in the 2015 RFP, and now all eight MB feeder schools have a Health Connect Suite. The new Nurse Enhancement Initiative adds a mental health component to services provided at the three schools. Initiative resulted in a team of professionals including a shared Registered Nurse, a full-time Medical Assistant, and a social worker available at each school site. In 2016/17 year, City of Miami Beach funded a licensed clinical social worker for Miami Beach Senior High, Nautilus Middle, South Pointe Elementary, Fienberg Fisher K-8, and Biscayne Elementary.
- Wrote the following articles for MB Magazine Next Generation column: Next Stop…IB Diploma, Beyond the Call of Duty, Excellence in Action, On the Job Experience, Peace of Mind,

and International Baccalaureate Program (IB), Coming To a Kitchen Near You, and Backyard ARTventures.

- Sustained Teach at the Beach Substitute Incentive Program for Nautilus Middle School. Opportunity advertised to the community through MB magazine, newsletters, and PTSA meetings. Principal also promoted the option.
- Partnered with Florida International University and Miami Dade County Public Schools has increased the dual enrollment program 66% from 6 courses in the 2014-15 school year to 10 courses in the 2015-16 school year, with an additional increase in the number of classes from 60% from 10 classes in 2014-15 to 16 classes in 2015-16 school year. Additionally, the City has partnered with Miami-Dade College to increase dual enrollment offerings to ninth and tenth graders at Miami Beach Senior High Schools and eighth graders at Nautilus Middle School. Nautilus Middle will be one of three middle schools in Miami Dade County Public Schools offering dual enrollment in the district. Overall 671 students participated in Dual Enrollment classes which resulted in a $444,907.39 savings to Miami Beach Families.
- Voluntary Pre-Kindergarten program funded by the City secured a VPK class at Fienberg Fisher K-8 and Biscayne Elementary. Both VPK classes are at the capacity of twenty students with two teachers. Residents across the City availed themselves to this opportunity, with both school VPK students representing all four elementary schools in the City. MDCPS has received payment for these classes, and they have been well received by the community and children.
- Sustained a comprehensive Reward and Recognition Program developed in January 2015 inclusive of the following programs: Service Recognition Program, Employee Suggestion Program, Ethical Hero Award, Performance Recognition Program and Customer Service Excellence Program. Procedure was distributed citywide in June 2015. Feedback from employees demonstrates that the ease of submission for all recognitions is appreciated and allows for streamlined participation. Employee suggestion program has yielded nineteen suggestions in 2016, with three selected for additional recognition and reward of $500. Two suggestions were further analyzed and approved at the Oct 2016 Commission meeting. They have been implemented on a trial basis with anticipation of cost savings. Facilitated Citywide procedures that are reviewed monthly by the review team and prioritized based on department reviews and executive staff member requests. The following procedures were updated, posted on the intranet and transmitted to all employees between October 2016 Present: Viewing Rights Personnel and Financial Systems, Employee Tuition Assistance program and Competitive Requirements in the Acquisitions of Goods and Services. To increase awareness and participation, OD met with each department/division in-person and created a simplified one sheeter for employees to reference. Employees are actively nominating each other for recognition through the Service Recognition Program with approximately 99 employees nominated to date, and suggesting viable ideas (forty-nine) through the Employee Suggestion Program. Additionally, 2107 employees receiving recognition via the Performance Recognition Program are attending the Commission meeting to receive their certificates on a monthly basis at each Presentation and Awards Commission Meeting.
- Maintained 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 Orientation, Ethics, Ethics Regulatory, Diversity, Sexual Harassment, Teambuilding, and Customer Service. At the conclusion of FY2015/16, 1,597 users passed a combined total of 6,573 required classes.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

- The sexual harassment eLearning program developed was rolled over in 2016. Questions were added to the session, and adjustments were made based on employee feedback. Ethics online sessions were recently refreshed with new videos developed for incorporation. An Ethics and Public Trust webpage in the intranet further encourages employees to report any perceived ethics violations or concerns. Since October 2015, 721 employees have completed sexual harassment training and 738 have completed Ethics training. The eLearning platform has been well received and continues to provide team members with information necessary to perform well. The following is a list of courses and the number of employees completing the course in FY16: Diversity 941 employees, Service Excellence 1149 employees, teambuilding 391 employees, ethics regulatory 630 employees, reward and recognition 993 employees, and orientation 377 employees.
- Facilitated accurate distribution of Training Needs Due Report to management team members identifying team members needing to complete mandatory training. Report resulted in increase of compliance with the five mandatory trainings. As of March 31, 2017, 1,471 out of 2,259 employees have completed mandatory courses resulting in 34.88% of active employees out of compliance.

Critical Success Factors:

Several factors are critical to the Office of Organization Development and Performance Initiatives successful achievement of its work plan:

- Providing services that accomplish the City's vision, mission and values in a way that is economical and considered successful by our customers
- As the demand for dual enrollment increases, the funding to sustain this program will also need to increase
- Ongoing funding to sustain the Voluntary Pre-Kindergarten (VPK) initiative for the VPK classes at Biscayne Elementary and Feinberg/Fisher K-8 Center
- Ensure buy-in to the Excellence model concepts from all components of the City organization including Management Team and all members of the organization – ensuring understanding and buy-in from non-management team employees has been challenging, especially from operations employees
- Continue coordination with all departments regarding re-enforcement of Excellence Model, Customer services standards, training, Leadership Culture programs, Reward and Recognition programs etc.
- Distributing training needs due reports, to ensure staff is in compliance.
- Supervisory training to all new supervisors to promote a continuous learning culture that provides opportunities for professional and personal development and encourages employees to participate

Other areas requiring support from other departments or entities include:

- Ongoing support from various departments needed to ensure development and deployment of various Education Compact components, including the internship program with FIU.
- Maintaining cooperative relationship with Miami-Dade County Public Schools and the

International Baccalaureate Program to ensure Education Compact components are developed and implemented as agreed.
- Ongoing support from all departments and Metrolab Partners, including Miami-Dade County, City of Miami, University of Miami, Florida International University, and Miami-Dade College to ensure research and development for agreed upon projects.

Future Outlook:

Although challenged by an increase in demand in training projects and a limited budget, Organization Development Performance Initiatives continues to pursue innovative solutions to approaching each situation. With the continued integration of new technological advances and streamlining the training processes, Organization Development will continue to improve efficiencies and effectiveness through creative performance initiatives. Some future projects to sustain current programs and maintain the level of service excellence within the City include:

- Garage index data utilization for improvement and resource allocation
- Bathroom Index data utilization for improvement and resource allocation
- Mystery Rider Program data utilization for improvement and resource allocation
- Garage Attendant Program - monitoring and contract compliance
- Streamlined eLearning courses with mastery assessments
- Management and Leadership Training
- Continued support for Education throughout the community
- Continue to review and update all citywide procedures
- Begin sustaining Education Enhancements by utilizing the General Fund from FY2017/18 forward.
- Continue to sustain the Metrolab partnerships and projects

The Organization Development Performance Initiatives Department will continue to strive to develop and coordinate comprehensive training and development programs, to support the City's performance excellence framework.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Strengthen Internal Controls to Achieve More Accountability	# of citywide administrative procedures updated	14	12	8	6	3
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	KPI: Average overall rating for city service shopper program (1=not satisfied; 5=extremely satisfied)	4.05	4.28	4.29	4.38	4.40
	KPI: % residents that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper training	71%	*	42%	**	60%
	KPI: % residents that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper knowledge	71%	*	44%	**	60%
	KPI: % businesses that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper training	78%	*	63%	**	70%
	KPI: % businesses that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper knowledge	78%	*	61%	**	70%
	% of employees in compliance with citywide required training courses	53%	43%	58%	57%	60%
	% of new employees with access OD online required training within two weeks of official employment start date	*	100%	100%	100%	100%
Improve City's Managerial Leadership to Reward Innovation and Performance	# of employees recognized through Reward and Recognition Programs	*	5	1,156	576	600

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	KPI: Citywide Public Area Cleanliness Index	1.57	1.75	1.64	1.83	1.50
	KPI: % of citywide cleanliness assessments rating clean or very clean	87.2%	84.6%	84.6%	78.4%	80.0%
Achieve Educational (K-12) Excellence	KPI: % of residents with children satisfied or very satisfied with public school within Miami Beach	75%	*	48%	*	60%
	KPI: % of residents with elementary school children satisfied or very satisfied with public achools within Miami Beach	78%	*	60%	*	70%
	KPI: % of residents with middle school children satisfied or very satisfied with public schools within Miami Beach	68%	*	47%	*	60%
	KPI: % of residents with high school children satisfied or very satisfied with public schools within Miami Beach	89%	*	54%	*	70%
	KPI: # of graduates with IB diploma	45	47	51	48	50
	KPI: % of graduates attaining IB diploma	62%	72%	82%	72%	75%
	KPI: % of children in City schools with measurable improvement from the prior year - Reading	74%	***	***	***	***
	KPI: % of children in City schools with measurable improvement from the prior year - Math	74%	***	***	***	***
	# of dual enrollment classes at Miami Beach Senior High School and Nautilus Middle School	*	3	11	16	16

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Induce Public School Accountability Mainly at Middle School	KPI: % of parents agreeing their child is receiving a good education at Nautilus Middle School (School Climate Survey MDCPS)	71%	87%	87%	**	85%
	KPI: % of students agreeing they are receiving a good education at Nautilus Middle School (School Climate Survey MDCPS)	50%	67%	81%	**	85%
	KPI: % of parents agreeing the overall climate or feeling at Nautilus Middle School is positive and helps them/their child learn (School Climate Survey MDCPS)	62%	81%	74%	**	85%
	KPI: % of students agreeing the overall climate or feeling at Nautilus Middle School is positive and helps them/their child learn (School Climate Survey MDCPS)	21%	46%	60%	**	85%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

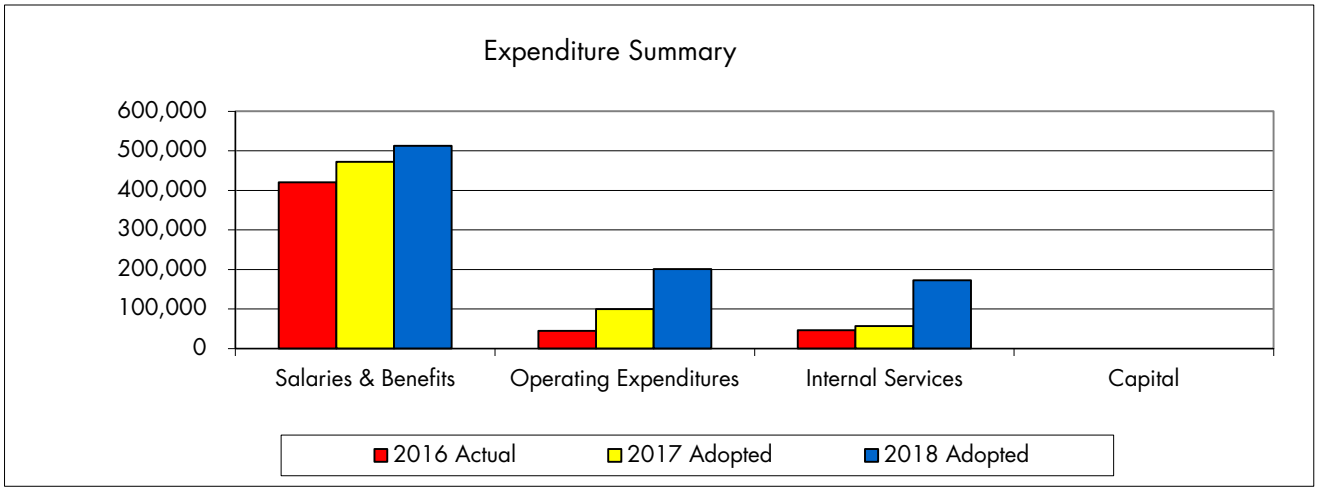
*Indicates measure was not tracked and/or conducted during reporting period
**Data not available until end of year

***Due to the State's accountability system changes (new FCAT 2.0), per MDCPS, it would not be appropriate to aggregate across all schools and compare to prior years when learning gains were computed differently.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE INITIATIVES

General Fund
Departmental Financial Summary

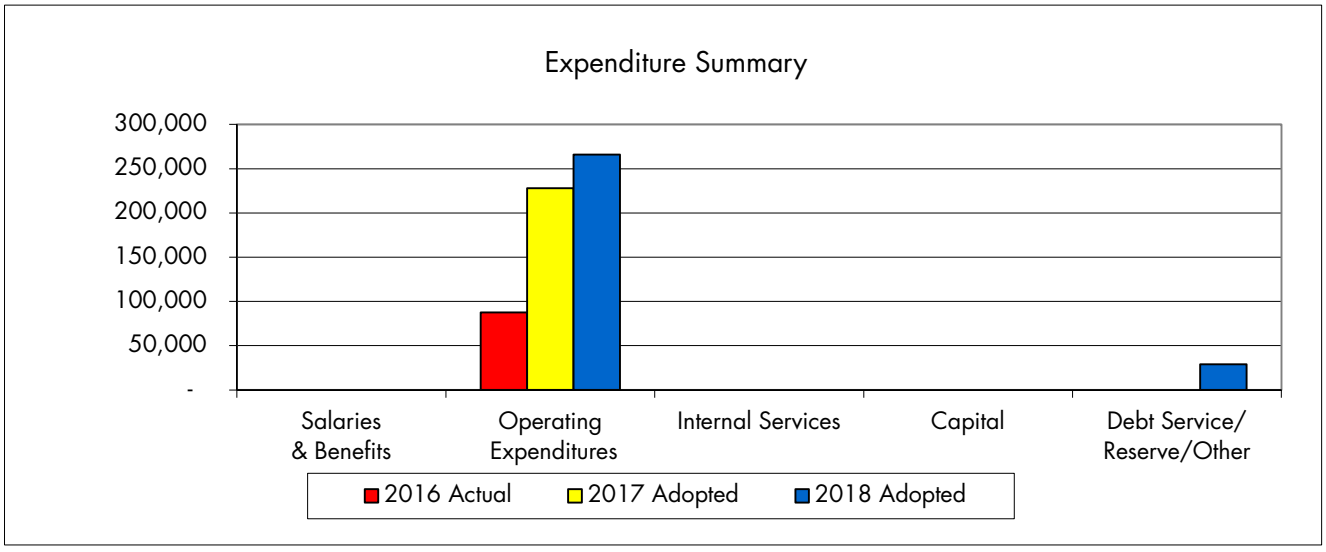
Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	333,941	420,747	472,000	**513,000**
Operating Expenditures	46,908	45,202	100,000	**201,000**
Internal Services	124,226	46,201	57,000	**173,000**
Capital	4,437	0	0	**0**
Total	**$ 509,512**	**$ 512,150**	**$ 629,000**	**$ 887,000**
Total Budgeted Positions	**2.40 FT + 1 PT**	**2.40 FT + 1 PT**	**2.40 FT + 1 PT**	**2.00 FT + 2.25 PT**



ORGANIZATIONAL DEVELOPMENT - EDUCATION COMPACT

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Contributions - Int'l Baccalaureate (IB)	10,000	15,000	15,000	**25,000**
Contributions - Education Support (WH)	107,250	75,000	75,000	**75,000**
Advertisement - Parking - Education	0	0	0	**195,000**
Fund Balance - Retained Earnings	0	0	145,000	**0**
Total	**$ 117,250**	**$ 90,000**	**$ 235,000**	**$ 295,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	87,422	227,951	235,000	**266,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Debt Service/Reserve/Other	0	0	0	**29,000**
Total	**$ 87,422**	**$ 227,951**	**$ 235,000**	**$ 295,000**
Revenue Less Expenditures	**$ 29,828**	**$ (137,951)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

General Fund

- The department's operating budget increased by $258,000, or 41%, primarily due to the absorption of $129,000 by the general fund for costs associated with the education initiatives for: FIU Dual Enrollment ($62,000); MDC Dual Enrollment ($28,000); Nurse Initiative ($16,000); Common Threads ($19,000); and the Anti-Defamation League ($4,000). The increase also includes an additional $116,000 in internal service expenditures, which is based on historical use of service.

Education Compact Fund

- The operating budget associated with the Education Compact fund increased by $60,000, or 26%, primarily due to the assumption of the complete costs of the International Baccalaureate teacher development and support and the agenda planners, as they were previously subsidized by the Citywide budget. The expenditures associated with the Education Compact fund will be partially offset by nine months of pro-rated revenue from the new parking garage advertising revenue contract, an additional source of funding in FY2017/18.

FY2017/18 Efficiencies

- The FY2017/18 general fund budget includes efficiencies totaling $15,000 from decreases in funding budgeted for training and awards.

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PROCUREMENT

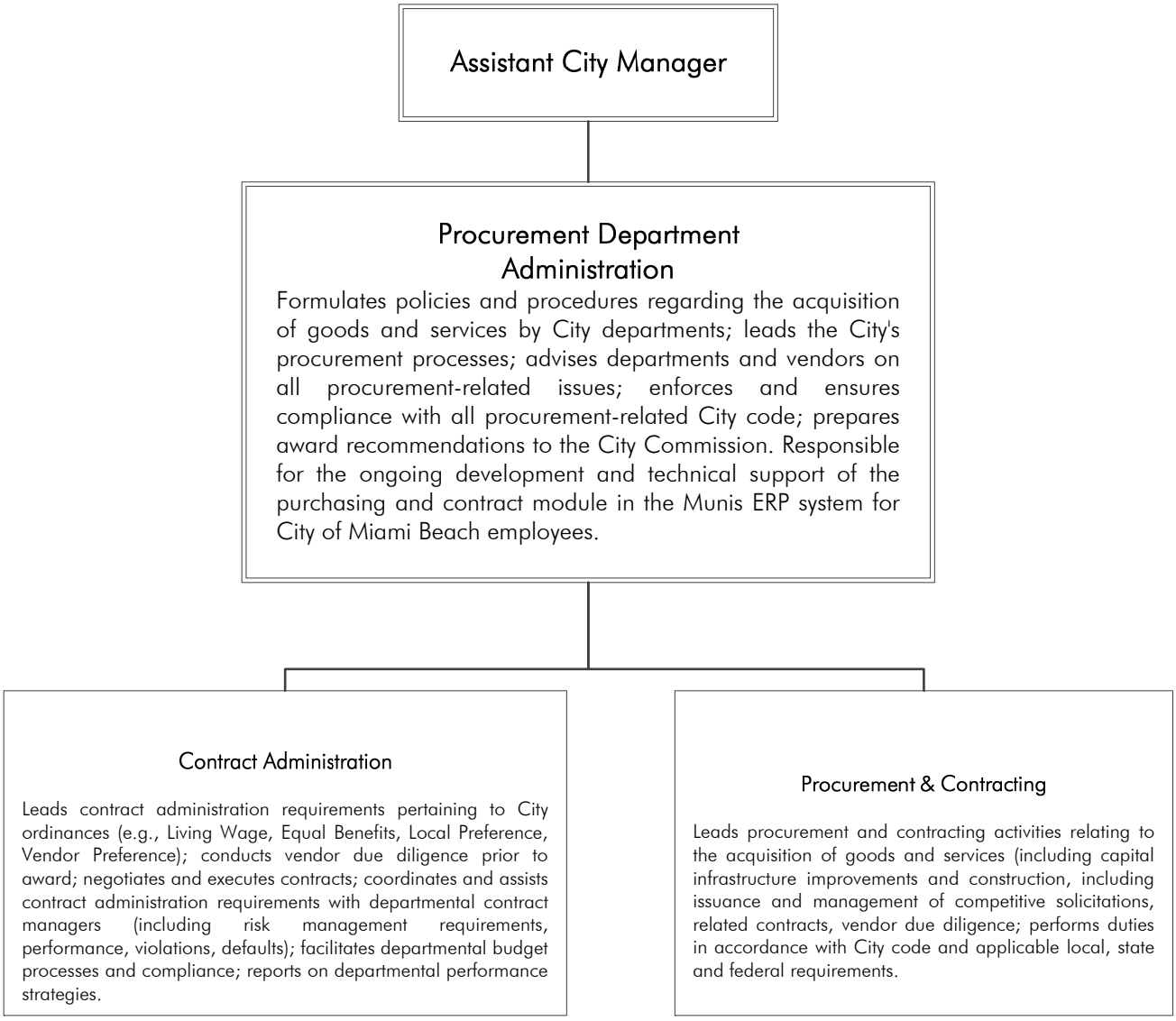
Department Mission/Purpose Statement:

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

Department Description:

The Procurement Department is responsible for managing the acquisition of goods and services required by City departmental units to successfully carry out their mission and goals. The Procurement Department provides direct support and oversight for expenditures by City departments to assure that expenditures are compliant with City code and applicable requirements and are maximizing taxpayer resources. Within the last three years, significant increases in productivity and due diligence activities have continued due to circumstances that occurred highlighting the need for the increased measures, including but not limited to establishing contract authority and compliance with contract and risk management requirements. In its role as a compliance department, the Procurement Department serves every department.

See attached Table of Organization


Assistant City Manager
Procurement Department Administration
Formulates policies and procedures regarding the acquisition of goods and services by City departments; leads the City's procurement processes; advises departments and vendors on all procurement-related issues; enforces and ensures compliance with all procurement-related City code; prepares award recommendations to the City Commission. Responsible for the ongoing development and technical support of the purchasing and contract module in the Munis ERP system for City of Miami Beach employees.
Contract Administration
Leads contract administration requirements pertaining to City ordinances (e.g., Living Wage, Equal Benefits, Local Preference, Vendor Preference); conducts vendor due diligence prior to award; negotiates and executes contracts; coordinates and assists contract administration requirements with departmental contract managers (including risk management requirements, performance, violations, defaults); facilitates departmental budget processes and compliance; reports on departmental performance strategies.
Procurement & Contracting
Leads procurement and contracting activities relating to the acquisition of goods and services (including capital infrastructure improvements and construction, including issuance and management of competitive solicitations, related contracts, vendor due diligence; performs duties in accordance with City code and applicable local, state and federal requirements.

PROCUREMENT

Fiscal Environment:

The Procurement Department is funded from the General Fund.

The General Fund charges an administrative fee to Enterprise Fund departments, RDA, and Resort Tax to cover the cost of various administrative support functions provided by the General Fund, including Procurement functions.

Business Environment:

The Procurement Department continues to expand the services it provides to City departments, from contract and risk management improvements, to technology initiatives which expedite the goods and services required to carry out the work of the City, as well as improve on internal controls and minimizing risks. Major accomplishments are addressed in the following sections. Major challenges are addressed Critical Success Factors section.

Significant Prior Accomplishments:

1. Munis Implementation. The Procurement Department has been a key player in the implementation of the Munis Enterprise Resource Planning (ERP) system, a system which further improves the efficiencies and internal controls of the City's process for the acquisition of goods and services with a broad range of functionalities which were previously unavailable. The Munis ERP has greatly expedited the procurement process for purchases pursuant to City approved contracts. In addition, Munis ERP has brought new functionality to contract management, electronic bidding and vendor self-service.

2. e-Marketplace. The Procurement Department continues to lead innovation with the Miami Beach e-Marketplace, the only online marketplace by a governmental agency in the local area. The e-Marketplace is a system for maximizing the efficiency of Maintenance, Repairs, and Operations purchases through the U.S. Communities Purchasing Alliance (U.S. Communities) Marketplace system (e-Marketplace). During this fiscal year, e-Marketplace purchases are expected to exceed $1,500,000. The e-Marketplace increases the efficiency, cost-effectiveness and internal control goals described above by:

- Decreasing "off-contract" spend that results when departments purchase requirements from other than contract sources;
- Reducing the number of Purchase Orders required to be issued by the City, thereby allowing staff to work on more strategic matters;
- Maximizing savings through comparison shopping functionality which allows users to compare specifications and cost of similar items;
- Providing free shipping and next day delivery on most items so that the receipt of routine items can be expedited;
- Assuring a fully transparent acquisition process with a verifiable audit trail to ensure purchases are properly approved, from authorized suppliers, at contract prices;
- Maximizing p-card purchases which provides the City with additional revenue through the rebates offered by the City's p-card provider, SunTrust Bank.

PROCUREMENT

3. Insurance Tracking System (ITS). The department has fully implemented Insurance Tracking System (ITS) approaches risk management and insurance certificate tracking from an innovative perspective that allows third-party experts to manage this process, while allowing staff to address more customer focused activities. The ITS system allows the City to reduce risk and avoid exposure to losses from claims and allows for insurance experts to perform all of the necessary functions to monitor compliance, audit incoming certificates, follow up for endorsements and renewals.

4. Contract Administration & Risk Management. All contracts resulting from the procurement process have now been centralized in the Procurement Department. While this adds to the already heavy workload of the department, this move assures that the risks to the City are minimized, including certain risk management considerations (e.g., insurance, performance and payment bonds) and timely contract renewals.

5. Internship Program. The Procurement Department, in collaboration with the NIGP Miami Chapter, has created an innovate partnership with Miami Dade College to provide internship opportunities for students enrolled in the Bachelor's in Supply Chain Management Program. This partnership will provide students an opportunity to gain experience in public procurement, the public sector side of supply chain, and provides the department with a steady stream of qualified potential candidates when positions become available.

5. Vendor Management. The Procurement department, as part of the Munis project, has taken on the management of vendors from the Finance Department. During this transition, the department has implemented efficiencies and internal controls in the process for establishing City vendors to streamline services and increase safeguards to assure sound business processes.

6. High Volume of Services. During the past period, the department has completed a high volume of solicitation and purchase orders, far exceeding the national averages on a per employee basis. At the same time, the amount of time for processing purchase orders has decreased dramatically.

7. Well Trained Departmental Procurement Liaisons. A well trained base of procurement users fosters compliance and accountability, and protects the City from unmitigated risks in the acquisition of goods and services. Accordingly, the department continues to facilitate training workshops throughout the year to assure that departmental requestors are well trained. The target number of training workshops for FY2016 was 4. In actuality, the department held 28 group workshops and 38 departmental workshops, totaling nearly 400 employees trained in the following subjects: processing requisitions and change order requests, contract management, and maximizing e-Marketplace purchases.

PROCUREMENT

Critical Success Factors:

1. Improve Records & Document Management. Given the large volume of documents received and produced by the department, an efficient records and document management system which includes (but is not limited to): electronic receipt of bids and proposals; online proposals evaluation tool for evaluation committees, improved records management solutions and updated records request policy is necessary.

2. Improved Staff Skills to Support Contracting Requirements. Given the shortage of available trained procurement/contracting professionals in the labor market, the department has needed to retain otherwise qualified individuals who, in varying degrees, require training in public procurement and contracting processes. Additionally training resources are necessary to achieve well-trained staffing resources.

3. Tools to Streamline Processes. The department manages a number of business processes which can be assisted by a certain streamlining tools to significantly improve efficiency, accuracy, compliance, productivity, and customer satisfaction. These tools include: online compliance tools for tracking living wage and local workforce goals; and project management.

4. Modernization of Procurement Policies and Procedures. It has been several years since the city's procurement rules have been modified. It is important to complete a full review of all applicable policies, and their corresponding procedures, to make sure that processes are streamlined and internal controls are maximized.

Future Outlook:

The Procurement Department has planned several initiatives for the current and next fiscal year to improve the management of the acquisition of goods and services by City departments so that taxpayer resources are maximized, through strict adherence to governing law, the highest ethical standards, best practices, transparency and customer-focus. The department's administration believes that many of the goals and initiatives can be accomplished and that, doing so, will help raise the trust and credibility of the department and the City in light of past circumstances and improve the efficiency of acquisition practices by City departments, while also improving internal controls.

PROCUREMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Streamline the Delivery of Services Through All Departments	Average # of calendar days to award bids	*	79.0	83.7	75.9	90.0
	Average # of calendar days to award proposals	*	131.0	176.8	131.6	120.0
	Average # of calendar days to approve requisitions in the Procurement Department	*	4	6	2.85	5
	# of contract awards per contracting officer for competitive sealed proposals	*	28	28	34	29
	# of contract awards per contracting officer for competitive sealed bids	*	12	18	37	23
Strengthen Internal Controls to Achieve More Accountability	% of contracts renewed or replaced prior to expiration	*	73.6%	100.0%	100.0%	100.0%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

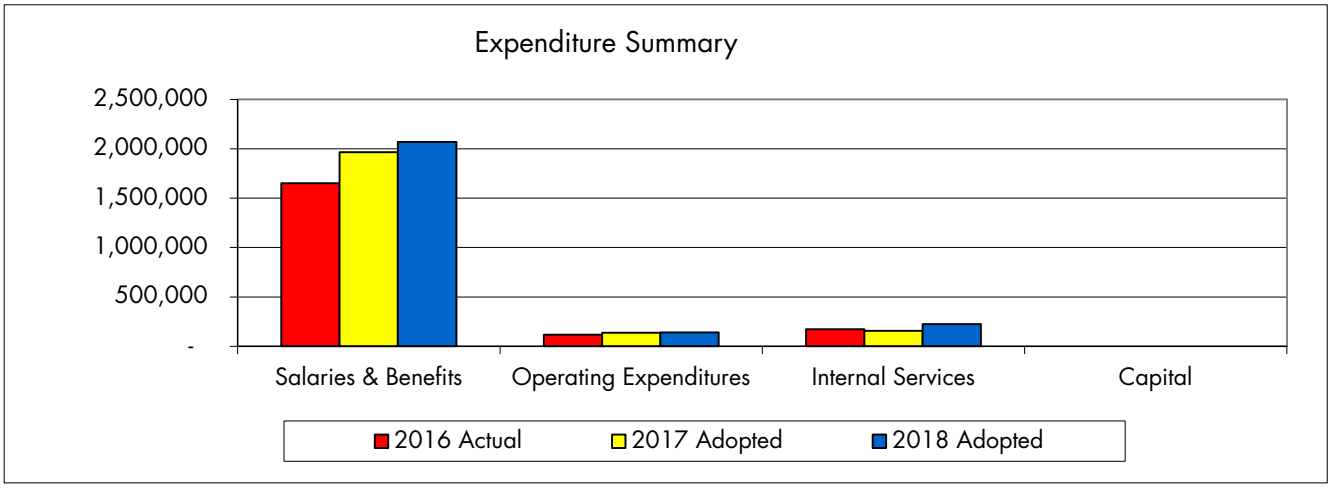
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

PROCUREMENT

General Fund
Departmental Financial Summary

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	1,311,029	1,651,223	1,964,000	**2,069,000**
Operating Expenditures	92,770	116,554	138,500	**139,000**
Internal Services	146,768	171,473	155,500	**225,000**
Capital	0	0	0	**0**
Total	**$ 1,550,568**	**$ 1,939,250**	**$ 2,258,000**	**$ 2,433,000**
Total Budgeted Positions	**14 FT + 3 PT**	**16 FT + 3 PT**	**17 FT + 5 PT**	**17 FT + 4 PT**



PROCUREMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $175,000, or 8%, primarily due to a $105,000 increase in personnel costs as described above, and a $54,500 increase in property management internal service expenditure, which is based on historical use of service.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes the elimination of one vacant Part-Time Procurement Contracting Analyst position resulting in a savings of $27,000, as well as a $16,000 reduction in funding for training and awards and $2,000 for uniforms.

BUILDING

Department Mission/Purpose Statement:

We are dedicated to serving the public by the efficient and effective supervision and regulation of construction activities in Miami Beach. By enforcing the Florida Building Code and the City's Code of Ordinances in a fair and efficient manner, we encourage businesses and residents of Miami Beach to comply with the Florida Building Code, and in turn safeguard the public health, safety and general welfare of the City's residents and visitors.

Department Description:

The City of Miami Beach Building Department was established in 1925 and had its own Building Code until the 1950s when the City adopted the South Florida Building Code.

The State of Florida first mandated statewide building codes during the 1970s, at the beginning of the modern construction boom. The first law required all municipalities and counties to adopt and enforce one of the four state-recognized model codes known as the "state minimum building codes." During the early 1990s, a series of natural disasters, together with the increasing complexity of building construction regulation in vastly changed markets, led to a comprehensive review of the State building code system. The study revealed that building code adoption and enforcement was inconsistent throughout the State and those local codes thought to be the strongest proved inadequate when tested by major hurricane events. The consequences of the building code systems' failures were devastation to lives and economies, and a statewide property insurance crisis. The response was a reform of the State building construction regulatory system that placed emphasis on uniformity and accountability.

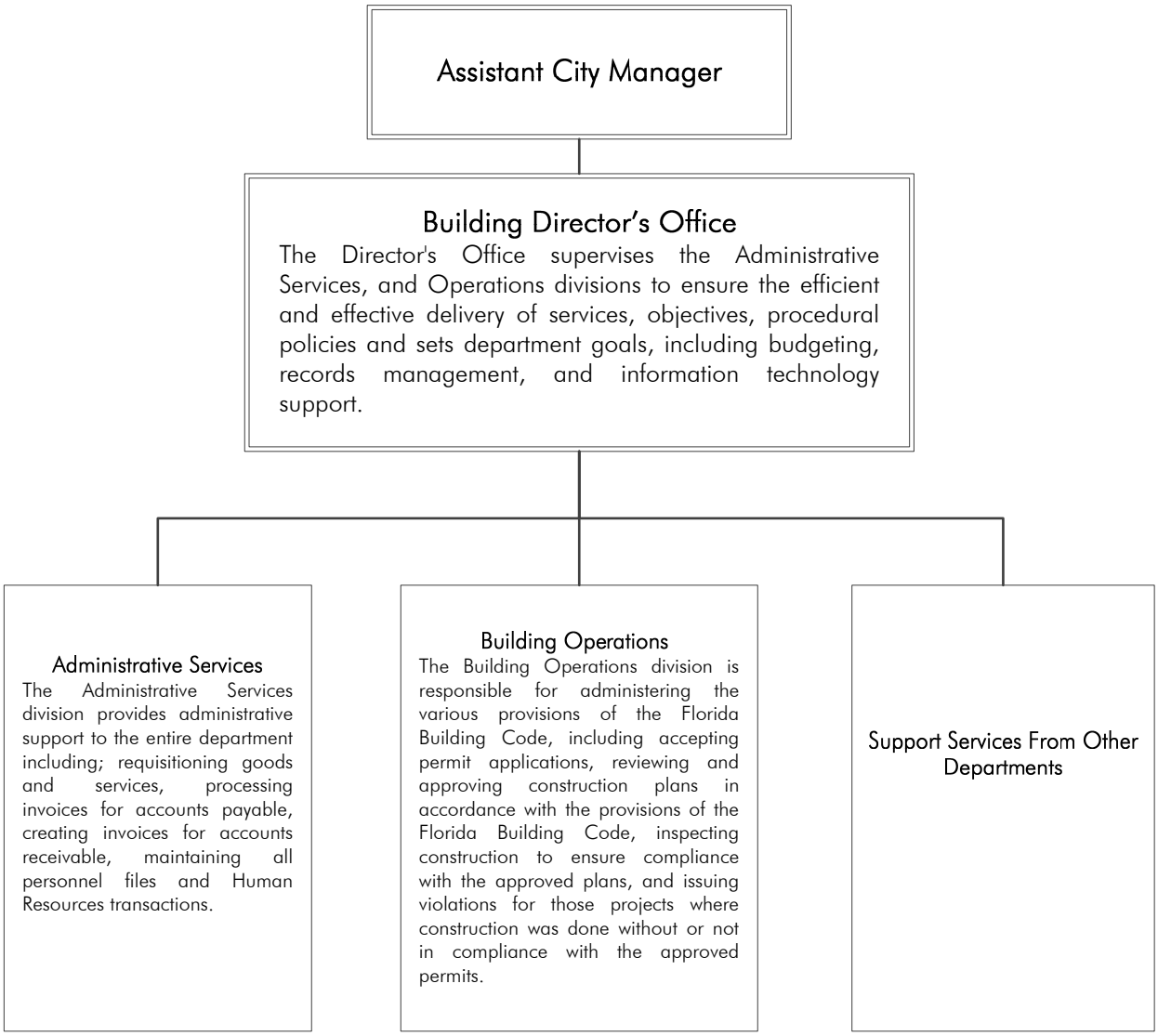
The 1998 Florida Legislature amended Chapter 553, Florida Statutes, entitled "Building Construction Standards", to create a single Statewide building code that is enforced by all local governments. As of March 1, 2002, the Florida Building Code supersedes all local building codes, and it is developed and maintained by the Florida Building Commission. The Florida Building Code is updated every three years and may be amended annually to incorporate interpretations and clarifications.

The Building Department is separated into two (2) distinct functional areas: Administrative Services and Operations.

The Administrative Services Section provides administrative support to the entire Building Department, including requisitioning goods and services, processing invoices for accounts payable, creating invoices for accounts receivable, maintaining all personnel files and Human Resources transactions, processing payroll, budgeting, and information technology support.

The Operations Section is responsible for administering the various provisions of the Florida Building Code, including accepting permit applications, reviewing and approving construction plans in accordance with the provisions of the Florida Building Code, inspecting construction to ensure compliance with the approved plans, and issuing violations for those projects where construction was done without or not in compliance with the approved permits.

See attached Table of Organization


Assistant City Manager
Building Director's Office
The Director's Office supervises the Administrative Services, and Operations divisions to ensure the efficient and effective delivery of services, objectives, procedural policies and sets department goals, including budgeting, records management, and information technology support.
Administrative Services
The Administrative Services division provides administrative support to the entire department including; requisitioning goods and services, processing invoices for accounts payable, creating invoices for accounts receivable, maintaining all personnel files and Human Resources transactions.
Building Operations
The Building Operations division is responsible for administering the various provisions of the Florida Building Code, including accepting permit applications, reviewing and approving construction plans in accordance with the provisions of the Florida Building Code, inspecting construction to ensure compliance with the approved plans, and issuing violations for those projects where construction was done without or not in compliance with the approved permits.
Support Services From Other Departments

BUILDING

Fiscal Environment:

The Department collects building permit fees pursuant to the City of Miami Beach Code of Ordinances, which includes the Building Department fee structure, and the Florida Building Code. Fees collected provide for the direct expenditures of the Building Department, including internal service charges and any other indirect overhead expenses attributed to departments that provide support to the Building Department.

The Building Department underwent a fee restructuring, providing a simplified method of fee calculation. The revised fee structure was adopted by the City Commission in February 2014, and implemented in June 2014. The primary change in the most recent fee restructuring involves using a percentage of "job value" to determine the appropriate fees. This change in the method of calculation is designed to be more transparent, and allow customers to estimate their costs up front, as well as to ensure that fees reasonably relate to the value of the work being performed.

The Building Department fee ordinance provides for an annual adjustment to reflect increase(s) or decrease(s) in the Consumer Price Index for Consumers in the Southeast United States for all items. The adjustment made on January 1, 2016 was a 1.3% increase to reflect the Consumer Price Index.

In May 2017 the Florida Senate passed legislative action that would require municipalities to reduce permit fees based on the cost savings to the department based on the owner or contractor hiring a Private Provider for plans review and building inspections. This reduction to fees will cause a decrease to the department's revenues.

Business Environment:

The Department is based on a philosophy of public sector transparency and open door policy. The Building Department consistently pursues innovative strategies and continues to re-engineer existing procedures and processes with the goal of providing efficient and professional customer service in a safe environment, while contributing to the overall economic well-being and development of the City.

The Department is responsive to the needs of homeowners, business owners, developers, contractors, architects and engineers. In addition to drop off plan review, the department provides a walk-through plan review program that is open for the entire day, with a one-hour break for lunch. The walk-through plan review program available in Miami Beach is one of the most robust in South Florida.

It is the Department's goal to continually evolve and find new ways to innovate its processes. The Department notes that the efficient issuance of permits, inspections, and Certificates of Occupancy or Completion, is critical in nurturing the local economy. Furthermore, by reducing bureaucracy within the Department and streamlining operations, greater compliance with the Florida Building Code will be achieved, making the City's structures safer for the community.

BUILDING

Significant Prior Accomplishments:

The Department has completed and/or began the following projects/initiatives during the past fiscal year:

- Implemented the new permitting Enterprise Resource Planning (ERP) System - Energov
- Received recertification in the National Flood Insurance Program Community Rating System (CRS) which currently the City of Miami Beach CRS' program is class 6 which is placed at the top 5% among Miami Dade County municipalities' CRS Program and saves flood insurance policyholders a combined $5.7 million in their annual insurance premiums.
- Hosted various community seminars and trainings including:
    - Qmatic Customer Flow Management System overview – Miami-Dade WASD 6/23/2017
    - Qmatic Customer Flow Management System overview – Collier County 6/14/2017
    - Electronic Plans Review Workshop – Public (Contractors, Engineers, Plans Expeditors, etc.) 3/10/217
    - Electronic Plans Review Workshop – Fire Dept 2/22/2017
    - Electronic Plans Review Workshop – Public Works Dept and Planning Dept 2/23/2017
    - Electronic Plans Review Workshop – CIP 2/24/2017
    - Building Department Permitting Process – CIP 6/16/2016
    - Informative Industry meeting – Public (Contractors, Engineers, Plans Expeditors, etc.) 4/18/2016
    - Leadership Academy Presentation Twice/year April & October
    - American Concrete Institute Seminar – 6/2017

- Increased time spent on inspecting construction sites for standing water that may harvest mosquitoes that could possible contribute to the Zika epidemic
- Opened the new Building Department satellite office to serve the northern portion of the city.
- Worked with City Commissioners to create a new ordinance approved on April 26, 2017 that created a One Year Building Permit Reprieve Ordinance. The program will be effective May 1, 2017 through April 30, 2018. This program establishes a procedure to bring structures built without proper permits or built lacking mandatory inspections into compliance with the Building Code. The One Year Grace Period Program encompasses all work done without a permit as part of a Single Family Residence, Multi-Family, or Commercial construction projects.
- Implemented electronic transmittals of plans to the different departments and sections, allowing for plans to be reviewed simultaneously reducing the completion time.
- Implemented cross-training amongst the clerks in the different sections to expand the knowledge base and create redundancies.

BUILDING

Critical Success Factors:

- Potential impacts to revenues as changes in the construction market occur
- Continued support from IT necessary for the success of the new Building Development Enterprise Resource System, and electronic plans reviews
- Prompt filling of vacancies to meet increasing demands for timely service
- Coordinated approach with Finance for invoicing fines, lien processing and enforcement of Business Tax Receipt (BTR) application and Certificate of Use Process
- Legal guidance and accompanying legislation from the City Attorney's Office to establish a local Unsafe Structures Board
- Collaboration and commitment from other City departments to follow-up and resolve service requests
- Prompt turnaround from other Departments involved in the Building Development process reviewing plans, issuing permits and conducting inspections

Future Outlook:

It is the vision of the Building Department to provide excellent customer service by providing state of the art, cutting-edge technology that will enable this City to provide e-government services to its citizens and as a result become paperless. On-line permit applications, electronic permits forms, electronic payments, concurrent electronic plan review, real-time inspection results and inspection routes are made possible by the technological advances of our time. The Department recognizes the need to work toward that goal in the future.

The Department has an increase in workload activity as a result of an increase in construction activity throughout the City as economic conditions continue to improve. Other important initiatives for the Department in the future include:

- Creating a local Unsafe Structures Board and accompanying legislation.
- Reorganizing the Department to offer more efficient customer service and delivery of service.
- More aggressively pursuing abandoned and unsafe structures throughout the City, and demolishing those structures that pose hazards to the community and its neighborhoods, and have been declared unsafe by an authorized body.
- Increasing floodplain compliance.
- Standardizing licensing for all plan reviewers and inspectors so their services can be utilized interchangeably as needs arise.
- Continuing to simplify and streamline all department forms.
- Continuing to simplify and streamline all Building Department processes.
- Providing ten-day plan reviews at least 90% of the time.
- Providing one-week guaranteed plan review for new construction.
- Continuing to update all Department Standard Operating Procedures.
- Providing state of the art training to all Department staff.
- Aggressively seeking to meet all staffing needs to address increasing service demands.
- Creating a pilot program for electronic plans review to further expedite the process.
- Creating a quality management system and certifying the department to be ISO 9001 certified, an internationally recognized accreditation.

BUILDING

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	KPI: % of businesses strongly agree or agree the experience in contacting the Building Department was satisfactory	59%	*	49%	*	**
	KPI: % of businesses strongly agree or agree inspections by the Building Department are consistent from one inspection to the next	63%	*	53%	*	**
	KPI: % of businesses strongly agree or agree inspections by the Building Department are fair	66%	*	58%	*	**
	KPI: Average turnaround time for Residential plan review (days)	12.7	7.9	7.0	2.0	2.0
	KPI: Average turnaround time for Commercial plan review (days)	*	*	14	4	4
	KPI: Rejection rates for inspections	26.0%	26.1%	30.0%	29%	25%
	KPI: Rejection rates for plans	32.6%	28.7%	30.0%	27%	25%
	KPI: Inspection turnaround time (days)	1.0	1.0	1.0	1.0	1.0
	Average wait time to submit permit applications (minutes)	30	19	20	64	30
	Maximum wait time to submit permit applications (hours)	2	1	7	5	2
	Average transaction time per permit application (minutes) (walk-thru)	14.2	14.4	14.0	25.0	20.0
	Single-Family Drop-Off: Average # of days for drop-off permit plan review - Building Department (days)	5.4	6.0	5.0	2.0	2.0
	Multi-Family Drop-Off: Average # of days for drop-off permit plan review - Building Department (days)	3.9	4.9	10.0	2.0	2.0
	Commercial Drop-Off: Average # of days for drop-off permit plan review - Building Department (days)	8.0	6.2	6.0	2.0	2.0

BUILDING

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	% of plans submitted over three times	10.7%	10.6%	8.0%	*	5%
	KPI: % of buildings 40 years or older complying with recertification	89.4%	90.1%	95.0%	47.0%	60%
	# of cases submitted to Unsafe Structures Board	*	65	50	13	0
	# of expired permits	1,192	1,107	295	1,140	***
	% of plans review handled by walk-through	*	*	60%	44%	***
	% of plans review handled by drop-off	19%	76% ^	40%	56%	***
	# of Temporary Certificates of Occupancy (TCO) - Temporary Certificates of Completion (TCC) Issued	104	131	95	209	***
	# of Temporary Certificates of Occupancy (TCO) - Temporary Certificates of Completion (TCC) Extensions Isssued	169	183	24	74	***
	# of Certificates of Occupancy (CO) Issued	269	249	368	427	***
	Certificates of Completion (CC) Issued	162	178	0	170	***
	# of notice of commencements e-recorded by the Building department	*	241	212	185	***
	# of Miami-Dade County reviews conducted electronically (DERM)	66	221	104	207	***
Streamline the Delivery of Services Through All Departments	% of building department records requests that were completed within Buildling department target	82.0%	89.4%	90.0%	100%	100%

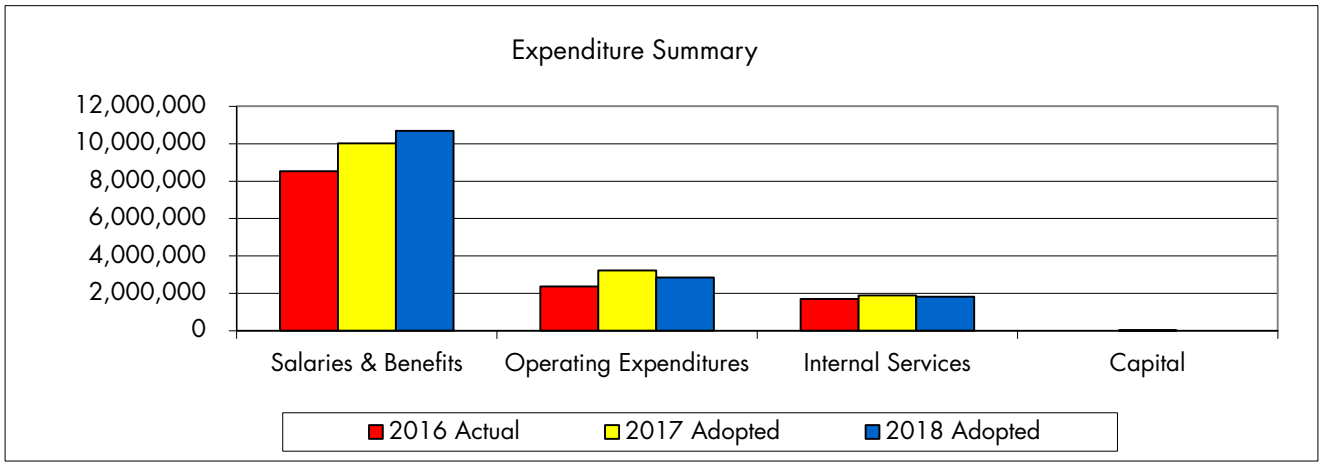
A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

*Indicates measure was not tracked and/or conducted during reporting period
**Data not available until end of year
***Indicates measure is not targetable or perfomance based
^ FY14/15 data is now inclusive of drop offs, stops, and others

BUILDING

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Permits-Building	14,162,267	14,082,941	14,617,000	**14,392,000**
Permits-Demolition	792	0	0	**0**
Permits-Electrical	17,456	4,995	15,000	**0**
Elev.Escalator Inspection	748,522	0	0	**0**
Elev.Witnessing Fee	10	0	0	**0**
Elevator Permits	353,361	0	0	**0**
Permits-Plumbing	6,520	399	5,000	**0**
Permits-Mechanical	4,270	2,594	3,000	**0**
E-Recording	2,988	1,580	3,000	**6,000**
Certificate of Occupancy	1,069,437	828,116	1,050,000	**1,000,000**
Certificate of Completion	13,392	198,144	21,000	**30,000**
Permits-Bldg Recertification	246,301	409,983	385,000	**318,000**
Permit Extensions	108,408	105,447	109,000	**125,000**
Bldg.Training Surcharge in GF	208,590	336	130,000	**106,000**
Lockboxes	20,670	0	0	**0**
Bldg.Citations	105,108	90,426	105,000	**10,000**
Microfilm-Bldg Department	29,471	21,646	31,000	**29,000**
Demolition / Board Up	23,588	128,579	54,000	**3,000**
Bldg.Code Violations	526,438	393,130	597,000	**297,000**
Other	0	1,192	5,000	**3,000**
Building Reserves	0	0	13,000	**1,076,000**
Total	**$ 17,647,589**	**$ 16,269,508**	**$ 17,143,000**	**$ 17,395,000**
Expenditure Area				
Salaries & Benefits	8,678,973	8,530,992	10,018,000	**10,693,000**
Operating Expenditures	2,142,764	2,372,030	3,220,000	**2,856,000**
Internal Services	1,680,241	1,707,026	1,884,000	**1,820,000**
Capital	14,801	0	24,000	**0**
Total	**$ 12,516,778**	**$ 12,610,049**	**$ 15,146,000**	**$ 15,369,000**
Indirect Costs	1,649,711	1,662,004	1,997,000	**2,026,000**
Total	**$ 14,166,490**	**$ 14,272,053**	**$ 17,143,000**	**$ 17,395,000**
Revenue Less Expenditures	**$ 3,481,099**	**$ 1,997,455**	**$ 0**	**$ 0**
Total Budgeted Positions	**85.50 + 0 PT**	**81.50 + 0 PT**	**95.00 + 0 PT**	**97.00 + 0 PT**


Expenditure Summary
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
Salaries & Benefits
Operating Expenditures
Internal Services
Capital
2016 Actual
2017 Adopted
2018 Adopted

BUILDING

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $223,000, or 1.5%, with increases in personnel costs coupled with decreases in operating expenditures, internal services expenditures, and capital expenditures.

- Personnel cost increased by $675,000, or 6.7%, primarily due to the factors described above, inclusive of a $204,000 increase in funding for health and life insurance.

- Operating expenditures decreased by $364,000, or 11.3%, primarily due to a reduction in funding for professional services.

- Internal services expenditures decreased by $64,000, or 3.4%, primarily due to a reduction in costs allocated for electricity charges and contract maintenance.

- Capital expenditures decreased by $24,000 due to one-time expenditures budgeted in FY2016/17.

FY2017/18 Enhancements

- The FY2017/18 budget includes enhancements totaling $30,000 for the funding of security guard services at the North Beach office, in addition to $9,000 allocated for the Living Wage impact.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes the elimination of one filled Engineering Inspector position, as this function is no longer related to the department. This results in savings of $88,000.

CODE COMPLIANCE

Department Mission/Purpose Statement:

We are dedicated to protecting the public health, safety, and welfare; improving the quality of life for our City's residents, business owners and visitors through education and the consistent and equitable application of the City's Code of Laws and Ordinances.

Department Description:

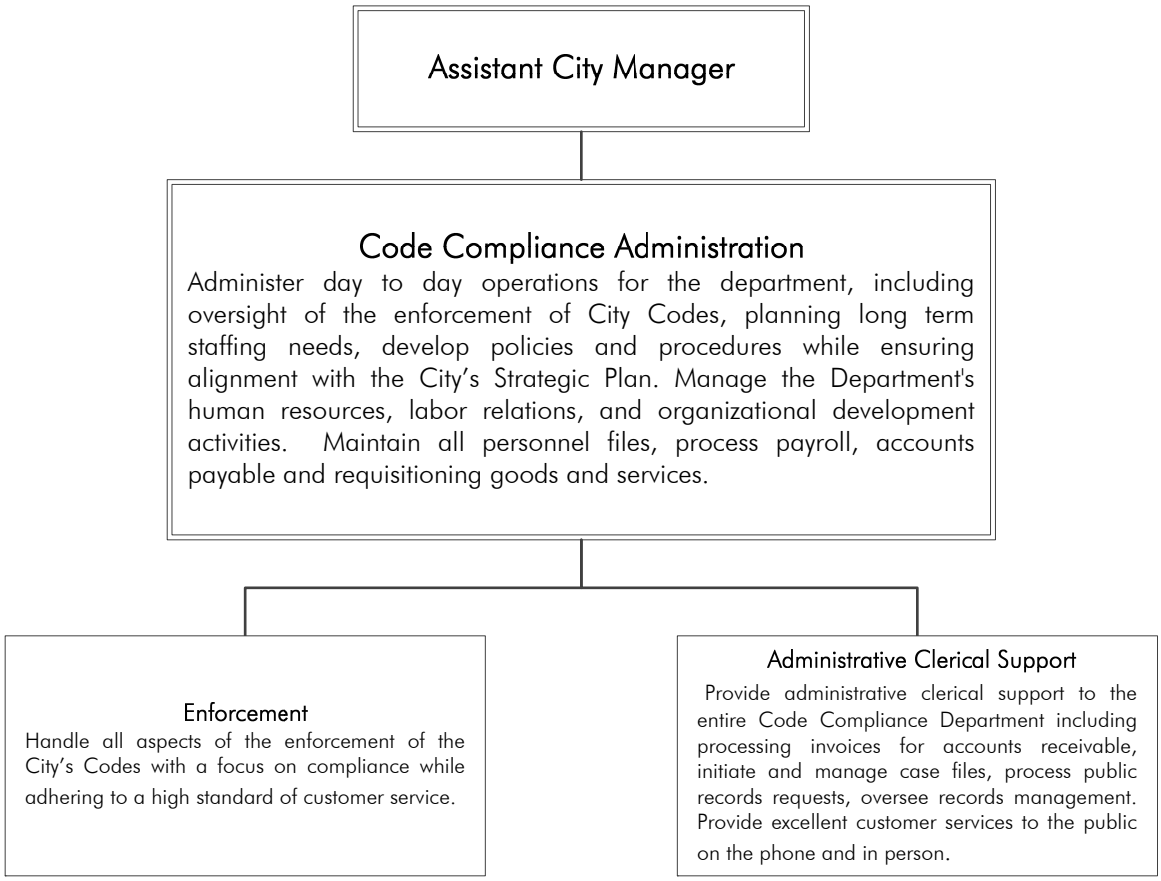
The Code Compliance Department is responsible for maintaining the community's quality of life by seeking compliance with certain provisions contained in the City of Miami Beach Code of Laws and Ordinances. Code Compliance Officers are available to respond to citizens' concerns seven days a week. Operating hours are as follows:

- Sunday through Wednesday from 6:00 AM to 1:00 AM
- Thursday from 6:00 AM to 3:00 AM
- Friday and Saturday 24 hours

As a regulatory department, Code Compliance is charged with enforcing the following ordinances/regulations:

- Noise
- Zoning / Land Development Regulations
- Commercial uses of single family homes and Short-Term Rentals (STR)
- Litter and Graffiti
- Artist Vendors and Street Performers
- Property maintenance including the maintenance of abandoned property/vacant lots and minimum housing standards
- Leash laws and pooper scooper regulations
- Signage on private property and public rights-of-way
- Sidewalk Cafés
- Sanitation, Health Hazards including Zika, Recycling, and Illegal Dumping
- Inspections for Certificate of Use and Business Tax Receipts
- Marine regulations
- Operating hours for construction, nightclubs, bars, and liquor sales
- Polystyrene and other environmental issues

See attached Table of Organization


Assistant City Manager
Code Compliance Administration
Administer day to day operations for the department, including oversight of the enforcement of City Codes, planning long term staffing needs, develop policies and procedures while ensuring alignment with the City's Strategic Plan. Manage the Department's human resources, labor relations, and organizational development activities. Maintain all personnel files, process payroll, accounts payable and requisitioning goods and services.
Enforcement
Handle all aspects of the enforcement of the City's Codes with a focus on compliance while adhering to a high standard of customer service.
Administrative Clerical Support
Provide administrative clerical support to the entire Code Compliance Department including processing invoices for accounts receivable, initiate and manage case files, process public records requests, oversee records management. Provide excellent customer services to the public on the phone and in person.

CODE COMPLIANCE

Fiscal Environment:

The Code Compliance Department is funded primarily through the General Fund. In addition, there are positions funded through the Miami Beach Redevelopment Agency (RDA), Resort Tax, and the Sanitation Division of the Public Works Department.

Business Environment:

Code Compliance is responsive to the needs of residents, homeowners, visitors and business owners.

Over the past year, the department has experienced an increase in workload activity as a result of the proliferation of Short-Term Rental platforms. These increases include quality of life concerns such as noise, sanitation issues, and parking. Additionally, as a result of the economic boom, the department has continued to experience increases in a number of construction-related activities (e.g. noise complaints, hours of operation, the unauthorized blocking of traffic lanes and thoroughfares). In addition, there are recently added or revised ordinances and regulations related to the environment including the ban on polystyrene products, and restrictions on the hours of operations of package liquor establishments.

The Code Compliance Department collaborates with other City Departments to coordinate resources and provide enforcement effort including the Building, Tourism, Culture, and Economic Development, Police, Housing and Community Services, Finance, Planning, Parking, Parks and Recreation, Fire, and Public Works Departments, and the City Attorney's Office.

Significant Prior Accomplishments:

- Implemented the use of Body-Worn Cameras for all Code Compliance Officers.
- Adjusted Code Compliance Officer deployment to mirror increased calls for service.
- Maintained extended service hours for Code Compliance to address cleanliness concerns; including early morning alley inspections seven days a week.
- Partnered with the County and Health Officials in coordinating over 5,000 inspections in the wake of the Zika crisis.
- Created a Short Term Rental Taskforce to coordinate cross-departmental disciplines in addressing illegal Short Term Rentals.
- Provided personalized outreach via e-mail and written correspondence to businesses and residents informing them of existing regulations or upcoming changes.
- Increased education and outreach with Homeowners and Merchant Associations through Code Compliance Administrator's attendance at meetings.
- Increased community awareness of top code issues through an article in Miami Beach Magazine and distribution of informational flyers and door hangers.

CODE COMPLIANCE

- Expanded internal and external training for Code Compliance Officers and staff including:
    - Courtroom Testimony Techniques and Preparation to improve Code Officer and Code Compliance Administrator case presentations at Special Master hearings
    - Ethics
    - Florida Association of Code Enforcement (FACE) Level I Certification for all Code Compliance Officers
    - Plaid Methodology / Birkman Method Assessment System as a tool towards aligning team behavior with organizational goals
    - Mosquito Abatement Training
    - Body Worn Camera training for all Code Compliance Officers and Administrators
    - Safety Awareness training and Bloodborne Pathogens training
    - Business Writing and Grammar for Professionals

Other Accomplishments Include:

- Continued achievement of the highest level of E-Gov Citizen service requests and responses city wide.
- Enhanced enforcement for illegal dumping and alleyway inspections; both which have had a direct, positive correlation in cleanliness improvement throughout the City.
- Continued enforcement of violations associated with vacant and/or abandoned properties.
- Conducted systematic inspections program for business licenses (BTR).
- Assigned two Code Compliance Officers per day to patrol and monitor Lincoln Road.
- Continued to assign Code Compliance Officers to address Entertainment District issues which includes Ocean Drive, Española Way, Washington and Collins Avenues.
- Actively investigate Short Term Rental complaints.
- Expanded efforts in ensuring that high liability establishments adhere to their respective regulatory requirements. These include: adult entertainment, businesses with liquor service, massage parlors, tattoo parlors, and unauthorized/unlicensed "pop-up" establishments.
- Continued efforts to address litter and environmental issues along beaches, proactively patrolling and addressing Polystyrene, glass on the beach, litter, and open container / alcohol (partnering with Police).
- Established proactive patrols of sidewalk cafes, particularly along Lincoln Road and Ocean Drive to ensure these establishments adhere to the requirements and regulations reflected in the City's Ordinances and Sidewalk Café Permits.
- Initiated proactive sweeps of major commercial corridors along Washington Avenue, 41st Street, and in North Beach (Collins Avenue and 71st Street) to address graffiti, cleanliness, vacant storefronts, and the proliferation of illegal/unpermitted signs.
- Actively participated with the Mayor's Ocean Drive Task Force and implementation of the Ocean Drive 10 Point Plan.

CODE COMPLIANCE

Critical Success Factors:

- Continued coordination with the Sanitation Department to ensure the timely removal of illegal dumping.
- Collaboration with Police Department regarding the enforcement of illegal events, illegal Short Term Rentals and alcohol leaving the premises.
- Coordinated approach with Finance for lien processing and enforcement of Business Tax Receipt (BTR) applications / renewals.
- Legal guidance and assistance from the City Attorney's Office with Special Master cases and other investigations.
- Coordinated efforts with City Clerk's Office regarding Special Master process.
- Coordination with Public Works Department sidewalk café approval and enforcement.
- Collaboration and commitment from other City departments to follow-up and resolve service requests.

Future Outlook:

It is the vision of the Code Compliance Department to continue to provide excellent customer service while ensuring full compliance with the City's ordinances, regulations, and codes within the Department's jurisdiction.

As more residents and businesses are getting involved in representative associations, the Department is anticipating the demand for community responsiveness will increase. As ordinances become more complex and greater in number, Code Compliance Officers will need increased training to become more adept in providing support for the variety of issues for which they are responsible, such as: noise ordinance, vendor/artists, graffiti, sidewalk cafés, Short-Term Rentals, abandoned properties, and vacant lots. We continue to look for opportunities to improve the efficient delivery of services by the Department.

CODE COMPLIANCE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	% of Code Employees that maintain Florida Association of Code Enforcement Level 1 Certification	*	41.3%	85.8%	75.6%	80.0%
	% of Code Employees that maintain Florida Association of Code Enforcement Level 2 Certification	*	29.8%	65.5%	56.1%	60.0%
	% of Code Employees that maintain Florida Association of Code Enforcement Level 3 Certification	*	22.3%	38.5%	26.8%	30.0%
	% of Code Employees that maintain Florida Association of Code Enforcement Level 4 Certification	*	34.3%	48.5%	46.3%	46.0%
Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing the Code for Commercial Development	KPI: % of residents rating code/ordinance enforcement in neighborhoods acceptable or about the right amount	62%	*	53%	*	**
	KPI: % of businesses rating code/ordinance enforcement in near their business	69%	*	59%	*	**
	# of code cases opened by fiscal year	14,069	13,776	12,311	10,433	11,000
	# of vacant and improved lots remediated by the City of Miami Beach	28	25	12	15	15
	# of alley/sanitation inspections	12,934	11,387	18,329	17,100	18,000
Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing the Code for Commercial Development	# of violations for illegal dumping	1,405	948	935	1,019	1,000
	# of graffiti violations issued by code compliance officers	269	431	565	400	400
	# of zoning violations issued by Code	1,096	889	1,112	843	900
	# of handbill and sign violations issued by Code (Note: FY15/16 and beyond only include sign on public property violations)	274	117	46	36	30
	# of business tax receipt inspections by Code Officers	564	1,247	1085	666	700
	# of property maintenance violations issued by Code	1,184	942	883	829	850

CODE COMPLIANCE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive	KPI: # of code violations in North Beach	*	1,707	1,437	1,583	1,600
	KPI: # of code violations on Ocean Drive	*	1,253	1,023	929	1,000

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

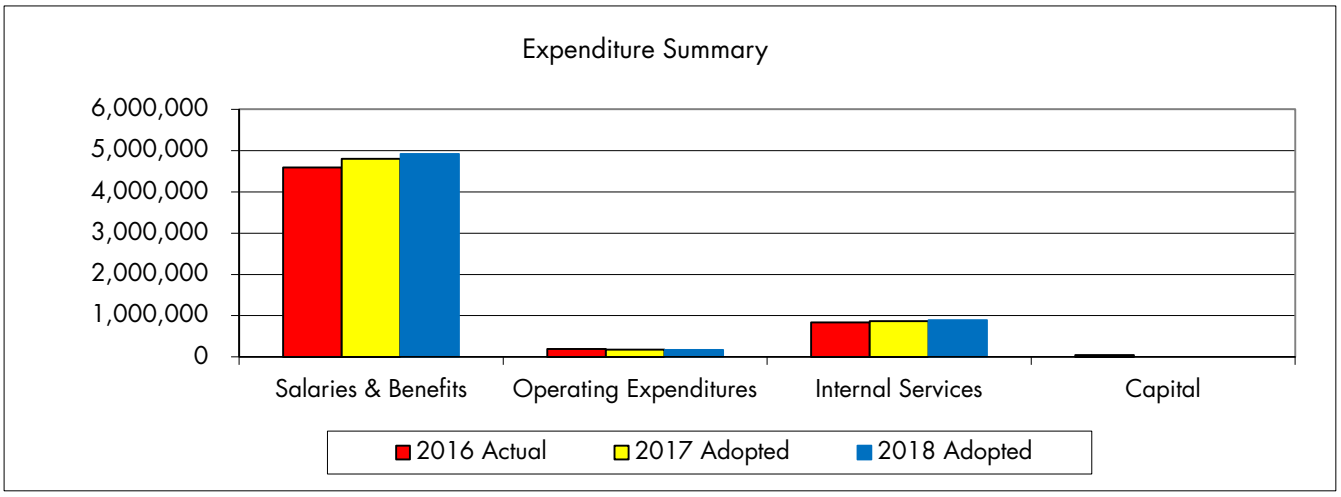
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

CODE COMPLIANCE

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Code Fines/Special Master	304,505	400,380	304,000	**367,000**
Code Enforcement Violations	248,729	214,228	316,000	**123,000**
Lot Clearing / Lien Satisfaction	1,686	1,385	2,000	**1,000**
Total	**$ 554,920**	**$ 615,992**	**$ 622,000**	**$ 491,000**
Expenditure Area				
Salaries & Benefits	3,940,663	4,593,693	4,800,000	**4,920,000**
Operating Expenditures	214,593	190,682	180,000	**178,000**
Internal Services	752,699	833,606	865,000	**892,000**
Capital	18,167	47,410	0	**0**
Total	**$ 4,926,122**	**$ 5,665,391**	**$ 5,845,000**	**$ 5,990,000**
Budgeted Positions				
General Fund	50 + 0 PT	52 + 0 PT	50 + 0 PT	**50 + 0 PT**
Sanitation Fund	4 + 0 PT	4 + 0 PT	4 + 0 PT	**4 + 0 PT**
RDA Fund	2 + 0 PT	2 + 0 PT	2 + 0 PT	**2 + 0 PT**
Resort Tax Fund	0 + 0 PT	0 + 0 PT	5 + 0 PT	**5 + 0 PT**
Total Budgeted Positions	**56 + 0 PT**	**58 + 0 PT**	**61 + 0 PT**	**61 + 0 PT**



CODE COMPLIANCE

Budget Highlights

- A significant component of the increase for all departments is the increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $145,000 or 2.5%, primarily due to a personnel cost increases as described above, as well as a $27,000 increase in internal service expenditures, which is based on historical use of service.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes efficiencies totaling $38,000 due to a reduction in funding for overtime.

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ENVIRONMENT AND SUSTAINABILITY

Department Mission/Purpose Statement:

We are dedicated to building holistic community resiliency through the development and implementation of climate change mitigation and sea level rise adaptation initiatives that enhance our natural environment, increase communitywide sustainability, promote a healthy economy, and build social equity.

Department Description:

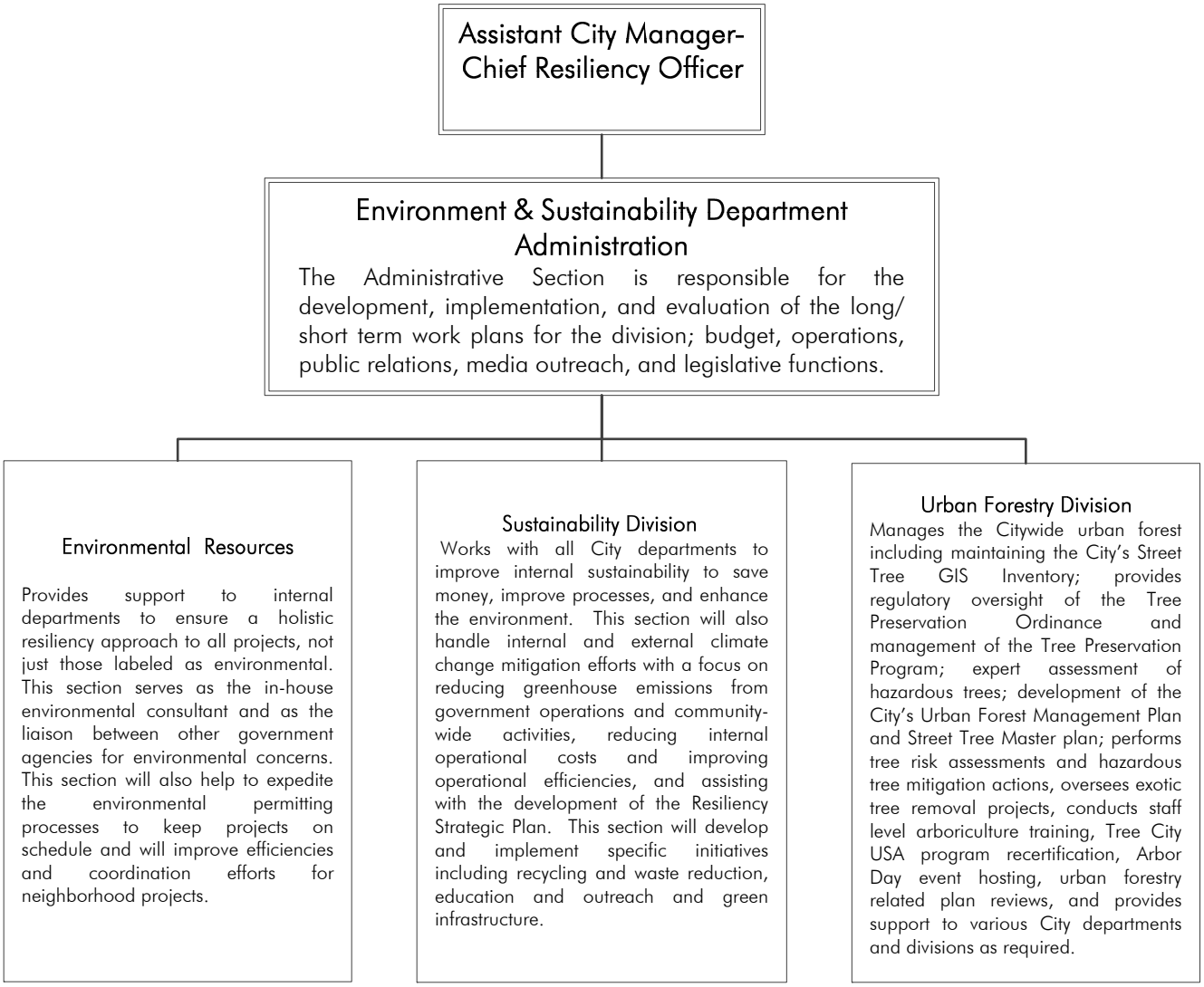
The Environment and Sustainability Department is represented by professional, semi-professional and licensed disciplines working in Administration, Environmental Resources, Sustainability, and Urban Forestry.

The Environmental Resources Management Division provides internal support across City departments to ensure all public projects, not just those labeled as environmental, avoid, minimize, and mitigate environmental impacts, as well as enhance the natural environment through their design. This division serves as the City's in-house environmental consultant and is the liaison between the City and other government agencies for environmental concerns. Services provided by this division include natural resource management, environmental permitting assistance, regulatory compliance oversight, plan review, technical advisory, education, and outreach, as well as staff and community trainings.

The Sustainability Division works across all City departments to improve internal sustainability to save money, improve processes, and enhance the environment. This division also handles internal and external climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and community-wide activities, reducing internal operational costs and improving operational efficiencies, and assisting with the development of the Resiliency Strategic Plan. This section will develop and implement specific initiatives including recycling and waste reduction, education and outreach, and green infrastructure.

The Urban Forestry Division oversees the citywide urban forest by providing regulatory supervision and management of the citywide GIS Tree Inventory and development/implementation of the Urban Forestry Master Plan. Since the inception of the City's Tree Preservation Ordinance on June 15th, 2015, this division issues tree permits, oversees tree mitigation, conducts heritage tree evaluations, conducts tree protection barrier inspections, provides tree risk assessments, and reviews plans for citywide tree selection/installations. The Division also oversees the newly created Commemorative Tree Program.

See attached Table of Organization


Assistant City Manager-
Chief Resiliency Officer
Environment & Sustainability Department
Administration
The Administrative Section is responsible for the development, implementation, and evaluation of the long/ short term work plans for the division; budget, operations, public relations, media outreach, and legislative functions.
Environmental Resources
Provides support to internal departments to ensure a holistic resiliency approach to all projects, not just those labeled as environmental. This section serves as the in-house environmental consultant and as the liaison between other government agencies for environmental concerns. This section will also help to expedite the environmental permitting processes to keep projects on schedule and will improve efficiencies and coordination efforts for neighborhood projects.
Sustainability Division
Works with all City departments to improve internal sustainability to save money, improve processes, and enhance the environment. This section will also handle internal and external climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and community-wide activities, reducing internal operational costs and improving operational efficiencies, and assisting with the development of the Resiliency Strategic Plan. This section will develop and implement specific initiatives including recycling and waste reduction, education and outreach and green infrastructure.
Urban Forestry Division
Manages the Citywide urban forest including maintaining the City's Street Tree GIS Inventory; provides regulatory oversight of the Tree Preservation Ordinance and management of the Tree Preservation Program; expert assessment of hazardous trees; development of the City's Urban Forest Management Plan and Street Tree Master plan; performs tree risk assessments and hazardous tree mitigation actions, oversees exotic tree removal projects, conducts staff level arboriculture training, Tree City USA program recertification, Arbor Day event hosting, urban forestry related plan reviews, and provides support to various City departments and divisions as required.

ENVIRONMENT AND SUSTAINABILITY

Fiscal Environment:

The Environment and Sustainability Department is primarily funded from the General Fund and revenues generated from Sustainable Initiatives Contributions from the franchisee waste haulers and the Tree Preservation Trust Fund.

In January 2016, the City Commission created the Sustainability and Resiliency Fund. This fund generates revenues from developments that elect to pay a fee in lieu of providing electric vehicle charging stations and developments that elect to pay a fee in lieu of building to the City's green building standards (Sustainability and Resiliency ordinance).

Urban Forestry Management is partially funded from General Fund and the Tree Trust Fund, which generates revenues via the City's Tree Preservation Program from various sources such as tree permit plan review fees, inspections fees, code violations, fines, contributions, and mitigation. Additional revenue is generated through donations made to the Commemorative Tree Program and deposited into the Commemorative Tree Trust Fund. The Tree Trust Fund covers ancillary expenses relating to the Tree Preservation Program such as reforestation efforts, tree giveaways, reforestation related brochures, and supplies. The Commemorative Tree Trust Fund covers the expenses relating to the Commemorative Tree Program such as Commemorative tree plantings, 1 time Commemorative tree replacement costs, certificate issuance and related supplies. This section also receives occasional funding from the Neat Streets Miami initiative and State of Florida's Urban and Community Forestry Grant program on a 1:1 match cost share.

Business Environment:

The Environment and Sustainability Department works with other City departments to integrate a holistic resiliency approach to climate change mitigation and adaptation efforts. The department focuses on protecting and enhancing our natural environment though sea level rise adaption efforts, natural resource management, and environmental compliance.

Significant Prior Accomplishments:

<u>Environmental Resources</u>

- Natural Resource Management:
    - Updated the City's 10-Year Beach Management Plan in-house, which saved more than $36,000 in consultant fees and was approved unanimously by the State of Florida's Acquisition and Restoration Council in August 2016.
    - Completed the City's first ever Dune Management Plan using a nature-based management approach to increase habitat biodiversity and structural stability through non-native removal, native plantings, and selective trimming. The in-house effort saved more than $20,000 in consultant fees.
    - Worked with County, State, and U.S. Army Corps to ensure sand needs are met for future erosion control projects.

- Coordinated with local stakeholders, Miami-Dade County, the State of Florida, and the U.S. Army Corps of Engineers to successfully renourish the 46th Street and 53rd Street erosional hotspots with approximately 220,000 cubic yards of beach compatible fill.
- Reviewed public projects in design and capitalized on opportunities to protect existing habitat and add new habitat, such as greenspaces and living shorelines.

- Environmental Permitting Assistance:

  - Provided environmental permitting support to Public Works, CIP, Beach Maintenance, Asset Management, Property Management, and Parks with over 50 permits, which were obtained on time.

- Regulatory Compliance Oversight:

  - Ensured the regulatory compliance of sites with environmental considerations to reduce potential water quality and public health concerns. This last year, contamination assessment and remediation projects included the former Par 3, Fleet Management, Miami Beach Golf Course, Normandy Shores Golf Course, and Maurice Gibb Park.
  - Coordinated education, outreach, and enforcement to protect native species such as our sea turtle lighting ordinance and the County's sea turtle program.
  - Implemented stormwater management initiatives to reduce the quantity of pollutants that enter our stormwater system and protect local water quality.
  - Created an environmental inspection program to reduce illicit discharges and proactively improve environmental compliance citywide.
  - Managed the waterway maintenance contractor, which removed nearly 100,000 lbs of debris from the City's waterways.

<u>Sustainability</u>

- The Division has implemented a number of policies and programs within the community and government operations, to support the City's overall sustainability, including:

  - Citywide polystyrene ban ordinance;
  - Recycling ordinance that requires all multifamily and commercial establishments to provide single-stream recycling;
  - Increased fines for littering;
  - Electric vehicle (EV) parking ordinance with the purpose of increasing EV charging stations network to incentive the reduction of greenhouse gas (GHG) emissions;
  - Green Building Ordinance (Sustainability & Resiliency ordinance) that requires all new construction over 7,000 sq ft to build to LEED Gold or pay a fee in lieu of;
  - Compact of Mayors Resolution adoption and development of the community-wide and government GHG emissions inventories (in order to reduce the City's GHG emissions);

- Multi modes of transportation through the management of the design for the Beachwalk projects, providing an enhanced pedestrian and bicycle experience through a wider pathway;
- Incorporation of coastal green infrastructure through the management of hybrid seawall and living shoreline projects at Indian Creek Park and Muss Park to protect shorelines from coastal flooding by creating, restoring, or emulating natural coastal features. These strategies reduce erosion and mitigate storm surge, wave action, and still-water flooding associated with coastal flood events;
- Implementation of the Sustainable Procurement policy, providing support with research to assist the Procurement department with the implementation of different sustainable procurement categories (paper, electronics, construction materials, food services, janitorial supplies, etc.), establishing procedures and RFQ/RFP/ITB language.
- Managed and secured funds for the Beachwalk and living shoreline projects;
- Increased visitors' awareness regarding litter through a city-wide anti-litter campaign (Keep Miami Beach Clean);
- Built the City's staff awareness of climate change, resiliency and sustainability initiatives through trainings.

Urban Forestry

- Completed the City's 10th year goal of the Reforestation Plan with over 67 trees planted citywide this fiscal year and bringing the program total to 4,636 trees installed to date.
- Received the 11th Year of Tree City USA designation and 2nd year Tree City USA Growth Award.
- Since the commencement of the Tree Preservation Ordinance on June 15th, 2015, the City's Tree Preservation Program has successfully issued 216 tree removal permits with 2,442 tree removals, 1,104 tree relocations and 4,133 replacement trees.

Critical Success Factors:

- Improve quality of life through better air, water, and environmental quality;
- Improve regulatory compliance;
- Improve the City's ecosystem function and biodiversity;
- Increase the City's amount of natural habitat;
- Reduce impervious surfaces;
- Maintain recreation, environmental, and storm protection functions of the beach/dune system;
- Increase sustainable tree canopy;
- Increase the City's staff capacity building and awareness regarding the City's resiliency and sustainability initiatives;
- Look at investments for the City's sustainability and resiliency improvements that can lead to short and long term cost savings for the City's budget;
- Improve the City's operational and environmental sustainability.

ENVIRONMENT AND SUSTAINABILITY

Future Outlook:

The Environment & Sustainability Department will continuously focus on protecting and enhancing our natural environment through sea level rise adaptation efforts, natural resource management and environmental compliance. The Environmental Resources Division will continue providing internal support across City departments to ensure all public projects, not just those labeled as environmental, avoid, minimize and mitigate environmental impacts, while enhancing the natural environment through their design. The Division will also continue to serve as the in-house environmental consultant and to be the liaison between the City and other government agencies for environmental concerns. Furthermore, the Division will continue providing existing services to further improve the environmental compliance of the community, as well as protect, restore and manage the City's natural resources.

Creating a more sustainability community includes improving resource efficiencies, preventing harm to the natural environment, protecting human health, while benefiting the social, economic and environmental well-being of the community for present and future generations. The Sustainability Division will be charged with working across all the City departments to improve internal sustainability to save money, improve processes and enhance the environment. This Division will also handle internal and external climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and community-wide activities, reducing internal operational costs and improving operational efficiencies, and assisting with the development of the Resiliency Strategic Plan. This Division will develop and implement specific initiatives including recycling and waste reduction, education and outreach, and green infrastructure. The Division will accomplish the City's first recycling assessment, municipal buildings' energy assessment and fleet assessment in order to improve government's sustainability operations.

Urban trees are a vital part of the City infrastructure, providing numerous environmental, economic and social benefits. Among the identified benefits are cleaner air, reduced energy usage, less storm water runoff, amelioration of high urban temperatures, higher property values, improved aesthetics, a greater sense of health and well-being, reduced anxiety levels, and lower crime rates. The Urban Forestry Division will finalize the City's comprehensive tree inventory, define and implement an urban forestry masterplan, continue to promote and enhance the Commemorative Tree Program and continue to refine the tree preservation program with increased sustainable reforestation efforts.

The Department will continuously work with other departments in order to have the City's resiliency thrive. The Department will be working with other departments exploring innovative adaptation and mitigation solutions for the City in order to bolster resilience and increase sustainability through:

ENVIRONMENT AND SUSTAINABILITY

- Developing solutions to issues in public health and safety, real estate and historic properties, architectural standards, energy consumption, income inequality, affordable housing, disaster preparation and recovery, community building, governance, community diversity, etc.
- Focusing on flexible, low-regret strategies.
- Capitalizing on adaptation opportunities that accommodate to a changing environment and protect the character of our diverse community.
- Adapting to changes in the City landscape based on natural disasters
- Prioritizing natural infrastructure solutions to sea level rise, such as citywide beach & dune system restoration, use of bioswales and tree plantings to mitigate stormwater runoff, as well as enhancement and expansion of living shorelines.
- Maintaining a high quality of life for all of Miami Beach's residents, businesses and visitors.

ENVIRONMENT AND SUSTAINABILITY

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Build and Maintain a Priority Infrastructure With Full Accountability	KPI: # of LEED Certified Buildings in the City that have reached one of four LEED levels of Certification: Certified, Silver, Gold, and Platinum	*7*	0	2	1	2
	KPI: % of residents rating the City's efforts to be a "green" or sustainable city as excellent or good	59%	*	44%	*	45%
	KPI: % of businesses rating the City's efforts to be a "green" or sustainable city as excellent or good	66%	*	45%	*	45%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

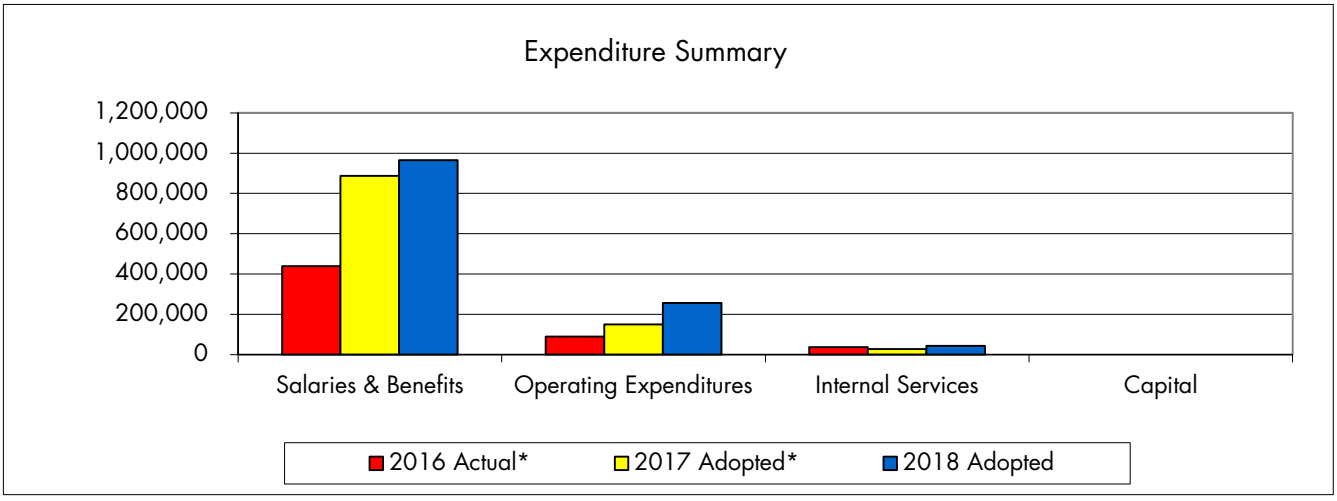
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

ENVIRONMENT AND SUSTAINABILITY

General Fund
Departmental Financial Summary

Expenditure Area	2015 Actual*	2016 Actual*	2017 Adopted*	2018 Adopted
Salaries & Benefits	173,819	439,444	888,000	**965,600**
Operating Expenditures	16,428	89,067	149,000	**256,400**
Internal Services	32,748	37,175	27,000	**43,000**
Capital	0	0	0	**0**
Total	**$ 222,996**	**$ 565,685**	**$ 1,064,000**	**$ 1,265,000**
Budgeted Positions				
General Fund	2.00 + 0 PT	2.00 + 0 PT	9.00 + 0 PT	**9.00 + 0 PT**
Sustainability Fund	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	**1.00 + 0 PT**
Other Funds - Building	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**2.00 + 0 PT**
Total Budgeted Positions	**3.00 + 0 PT**	**3.00 + 0 PT**	**10.00 + 0 PT**	**12.00 + 0 PT**

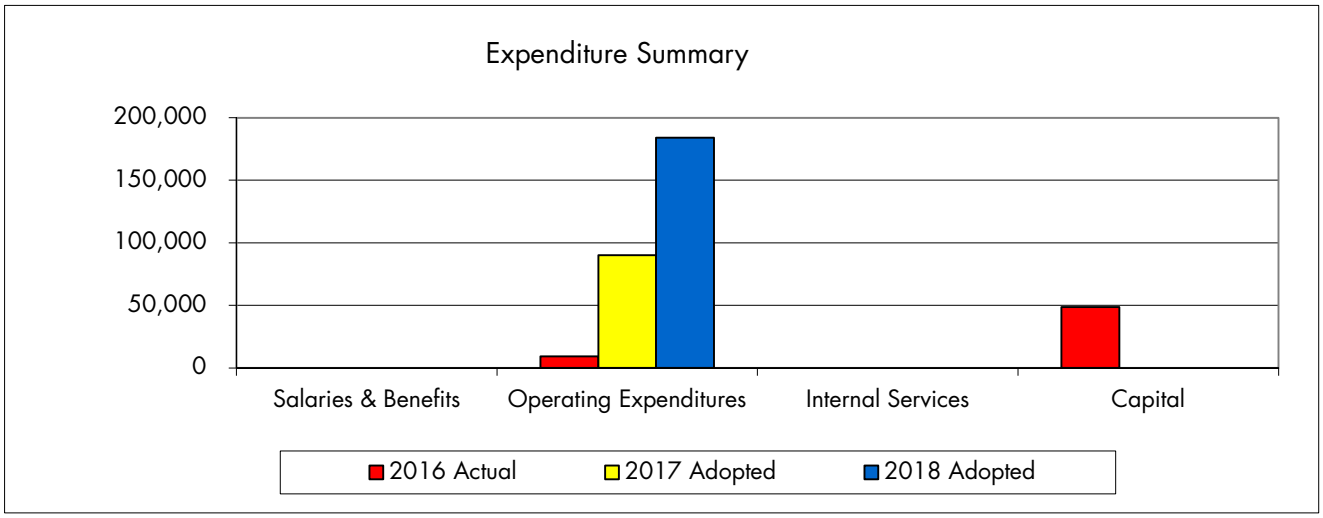


***Prior to FY 2016/17, Environmental and Sustainability was a division of the Building Department and Urban Forestry was a division of the Public Works Department. These two (2) divisions were consolidated to form the Environment and Sustainability department mid-year in FY2015/16. The consolidation of these divisions is reflected in the significant increase from 2015/16 actuals to the 2016/17 budget which incorporated this change.**

ENVIRONMENT AND SUSTAINABILITY - TREE PRESERVATION

Special Revenue Fund
Departmental Financial Summary

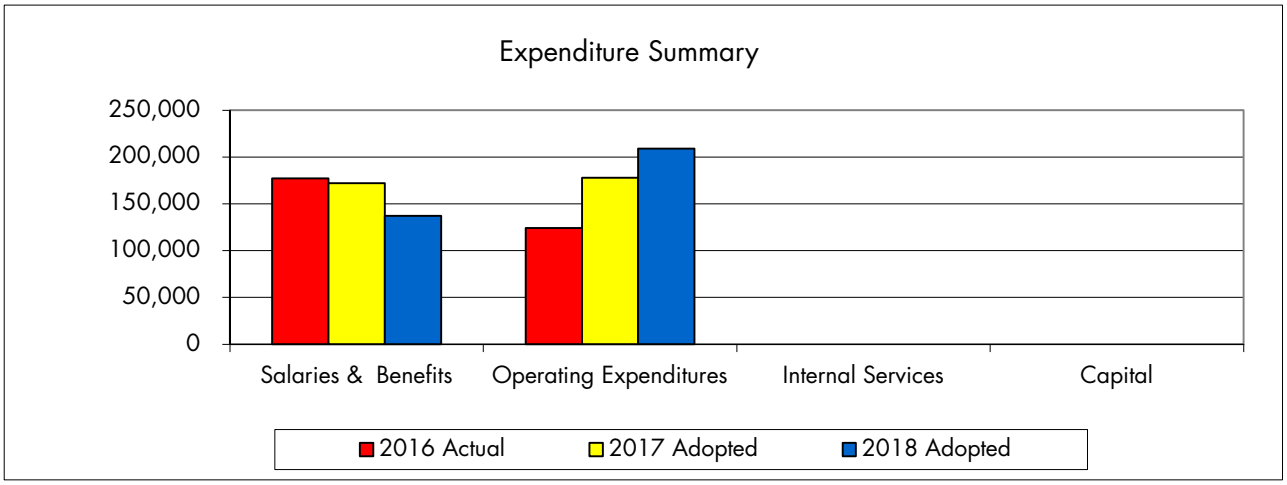
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Permits	2,928	35,480	90,000	**30,000**
Fees-Other	15,248	156,028	0	**75,000**
Other Local Ordinances	3,500	(1,000)	0	**0**
Contrib. & Dona Private Sources	0	78,150	0	**25,000**
Fund Balance/Retained Earnings	0	0	0	**54,000**
Total	**$ 21,676**	**$ 268,658**	**$ 90,000**	**$ 184,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	0	9,234	90,000	**184,000**
Internal Services	0	0	0	**0**
Capital	0	48,670	0	**0**
Total	**$ 0**	**$ 57,904**	**$ 90,000**	**$ 184,000**
Revenue Less Expenditures	**$ 21,676**	**$ 210,754**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00**	**0.00**	**0.00**	**0.00**



ENVIRONMENT AND SUSTAINABILITY - SUSTAINABILITY

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Contributions - Sustainable Initiatives	306,720	338,900	350,000	**325,000**
Fund Balance - Retained Earnings	0	0	0	**21,000**
Total	**$ 306,720**	**$ 338,900**	**$ 350,000**	**$ 346,000**
Expenditure Area				
Salaries & Benefits	122,749	177,242	172,000	**137,000**
Operating Expenditures	145,773	124,129	178,000	**209,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 268,522**	**$ 301,371**	**$ 350,000**	**$ 346,000**
Revenue Less Expenditures	**$ 38,199**	**$ 37,529**	**$ 0**	**$ 0**
Total Budgeted Positions	**1.00 + 0 PT**	**1.00 + 0 PT**	**1.00 + 0 PT**	**1.00 + 0 PT**

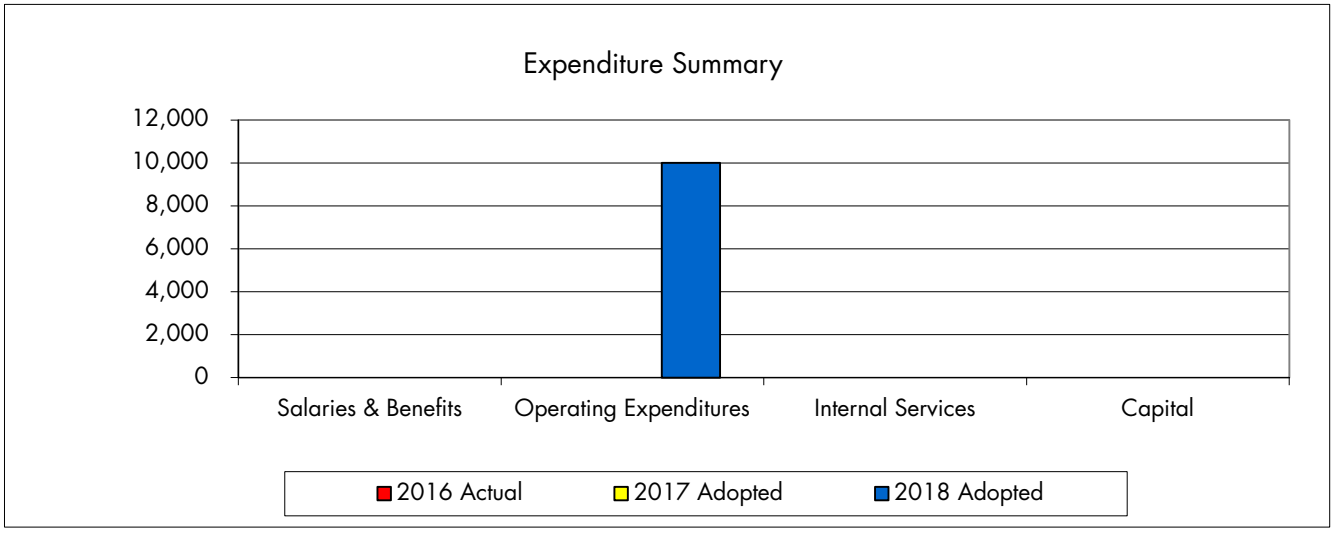


ENVIRONMENT AND SUSTAINABILITY - COMMEMORATIVE TREE TRUST

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Contrib & Dontations Private Sources	0	0	0	**10,000**
Fund Balance/Retained Earnings	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 10,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	0	0	0	**10,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 10,000**
Revenue Less Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00**	**0.00**	**0.00**	**0.00**

***Resolution 2016-29625 authorized the creation of this new fund to receive monies generated by the Commemorative Tree Program.**



ENVIRONMENT AND SUSTAINABILITY

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's general fund operating budget increased by $201,000, or 18.9%, primarily due to increases in professional service costs for reforestation, tree planting and pruning, and citywide dune restoration, as well as $77,600 in personnel cost increases, as described above.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes efficiencies totaling $16,000 from decreases in funding budgeted for training and awards, supplies – Information Technology, and other operating expenditures.

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OFFICE OF HOUSING AND COMMUNITY SERVICES

Department Mission/Purpose Statement:

We are dedicated to maximizing the City's resources while providing excellent public services to improve our residents' quality of life, and promoting community development opportunities.

Department Description:

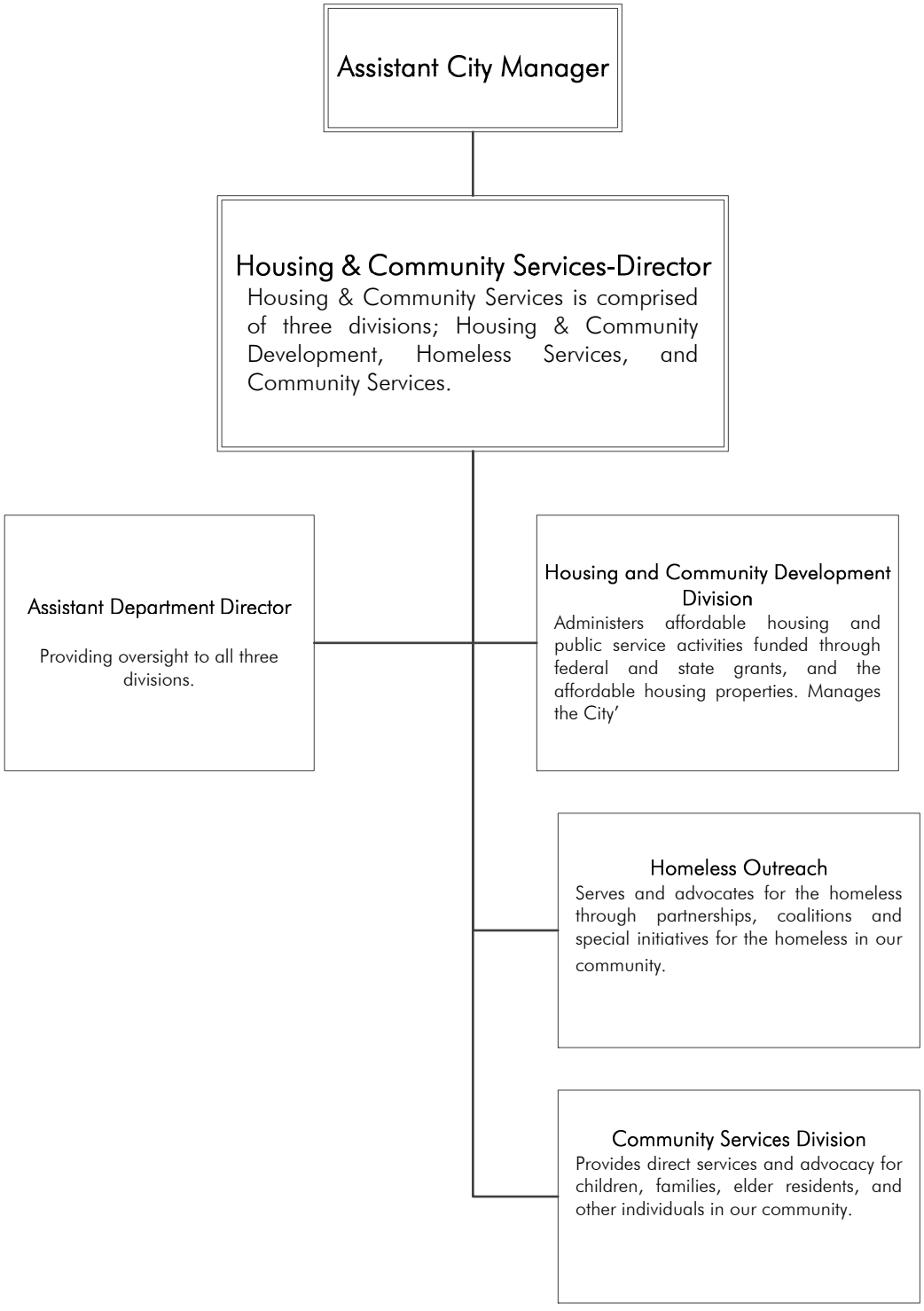
The Office of Housing and Community Services (HCS) is divided into three divisions:

- Housing & Community Development – Administers entitlement and other US HUD funds on behalf of the City, typically as pass through funding for public service and Capital Projects; and manages the City's affordable housing portfolio.

- Community Services – Addresses the human services and referral needs of our community's youth, elderly, families and others and oversees the City's grocery delivery program.

- Homeless Outreach – Provides shelter, relocation assistance, support services and housing information for homeless persons.

See attached Table of Organization


Assistant City Manager
Housing & Community Services-Director
Housing & Community Services is comprised of three divisions; Housing & Community Development, Homeless Services, and Community Services.
Assistant Department Director
Providing oversight to all three divisions.
Housing and Community Development Division
Administers affordable housing and public service activities funded through federal and state grants, and the affordable housing properties. Manages the City'
Homeless Outreach
Serves and advocates for the homeless through partnerships, coalitions and special initiatives for the homeless in our community.
Community Services Division
Provides direct services and advocacy for children, families, elder residents, and other individuals in our community.

OFFICE OF HOUSING AND COMMUNITY SERVICES

Fiscal Environment:

The Housing & Community Development Division receives annual entitlement funding from the US Department of Housing and Urban Development (HUD) via the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs, as well as from the State Housing Initiatives Partnership (SHIP) program. Recent one-time federal and state allocations of stimulus funding were also administered by this division, including Neighborhood Stabilization Program funds and CDBG-R funds. While amounts of allocated entitlement funds increased in FY 10/11 and FY 11/12, funding was dramatically reduced for FY12/13 and subsequently each year thereafter. There is no expectation that the City will be receiving additional stimulus funds in the near future. The FY 17/18 CDBG and HOME allocations are projected to be reduced by one (1) percent. The City is also managing its newly-acquired residential housing portfolio and ensuring that it provides safe, decent, sanitary housing for its tenants.

The Community Services Division is supported by the General Fund and receives funding from The Children's Trust for the operation of three youth programs: Morning All Stars, Parent-Child Program and Success University (Miami Beach Service Partnership). The Division also receives funding from the Emergency Food and Shelter Program (EFSP) and Community Development Block Grant (CDBG) Program. The Division's grant funds are expected to remain flat for FY 17/18.

The Homeless Outreach Program is supported by the General Fund as well as grant funds from the Miami-Dade County Homeless Trust. The Homeless Trust provides less than five percent of the Division's funding for maintaining the Homeless Management Information System; emergency hotel placement subsidy for homeless families, transgender individuals and frail elderly; and identification document replacement assistance. The Homeless Trust also partially funds outreach services.

Business Environment:

The Housing & Community Development Division works closely with a variety of partners to prioritize and achieve its housing and community development goals. The Division holds public hearings and encourages input in every aspect of the City's comprehensive *Consolidated Plan* process from citizens, housing providers, human service agencies, and other community stakeholders. Competitive processes are conducted annually to award federal and state funding for affordable housing development projects, public service programs and capital projects. This Division works very closely with the state-mandated Affordable Housing Advisory Committee. The Division also works with federal and state monitors to ensure compliance with all program rules and regulations. In addition, the Division must address the improvement of its residential properties while maintaining the properties within the confines of the affordable rent revenue collected.

OFFICE OF HOUSING AND COMMUNITY SERVICES

The Community Services Division works collaboratively with a variety of community-based agencies to address our residents' emerging needs including employment, rent assistance, youth development, and food and family stabilization. Through the Miami Beach Service Partnership, the Division is working to create a citywide, holistic delivery system for our community's most vulnerable residents as well as developing best practices to ensure that the service network continues to thrive in the current, unstable economic environment. The Division remains an ACCESS Florida site and has ongoing on-site collaborations with the Office of the State Attorney and the Alliance for Aging.

The Homeless Outreach Program serves as a conduit to harness the resources of various community-based providers in order to identify and deliver resources to the City's homeless in a holistic manner. The Division maintains positive, cooperative working relationships with community providers (especially those in the Continuum of Care) in order to address the needs of the City's homeless. Through street outreach, the program identifies and engages homeless individuals in hopes of reducing homelessness. The Division also works closely and collaboratively with other City departments and the Committee on the Homeless to address emerging issues and cultivate additional strategies to address homelessness in our community.

Critical Success Factors:

Housing & Community Development Division:

- Monitoring market conditions and identify leveraging opportunities to maximize production of affordable and workforce housing in Miami Beach;
- Research and access other grant sources and communicate opportunities to human service organizations and affordable and workforce housing developers;
- Ensuring the timely and compliant expenditure of federal grant funds;
- Identifying opportunities to produce workforce housing for those earning 120 to 140 percent Area Median Income with a priority in serving those professions identified by the Commission (those employed in the education, municipal and public safety professions); and
- Addressing the rehabilitation and maintenance needs of the City's residential housing portfolio.

Community Services Division:

- Expanding collaborative opportunities with community-based providers so as to leverage finite resources to holistically serve the community's needs;
- Anticipating further budget shortfalls from major service funders like The Children's Trust and their impact on our community service partners so as to devise improved processes that will foster efficiencies of scale to weather the financial landscape;
- Ensuring that Success University and its Service Partnership Partners, Miami Beach All Stars and the Parent Home Program meet the benchmarks and deliverables expected from The Children's Trust, their sole funder; and
- Cultivating new funding streams and strategies to sustain and grow services to meet our community needs.

Homeless Outreach Program:

- Collaboration with the Miami-Dade Homeless Trust targeting the City's chronic homeless population;
- Collaboration with other departments/divisions in order to continue homeless outreach in a comprehensive manner;
- Establishing new and expended collaborations with community-based service providers within the Continuum of Care to ensure service delivery to the homeless in our City;
- Conducting outreach to business, resident and faith provider groups to engage these stakeholders in addressing homelessness and promote prevention strategies; and

Proactive staff development to ensure adherence to best practice standards, as well as increased resident satisfaction with employee contact.

Future Outlook:

Housing & Community Development Division:
The City's federal allocation is at threat of significant further reduction in the coming years. The City, however, is obligated to ensure federal compliance with capital projects that remain under affordability. As such, it is foreseen that the General Fund will need to pick-up the budget shortfall for staffing costs.

Community Services Division:
With The Children's Trust remaining the Division's primary funding source, the Division's reliance on this funding source has seen the phasing out of the Parent Child Home Program, a program that was highly received by the community and required a two-year commitment for full certification by the City. It is in the City's best interests to explore alternate funding sources if programs desired by the residents – but not funded by the Trust – are to continue as community offerings.

Homeless Outreach Program:
While the City is placing more homeless than ever before, the single greatest challenge we face is the ongoing, unfettered migration of homeless people from other jurisdictions. The need to control this migration will be central to controlling the operational costs of the Program in the future.

OFFICE OF HOUSING AND COMMUNITY SERVICES

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	# of shelter placements	570	639	676	679	600
	# of relocations completed	45	86	88	118	100
	Total # of homeless clients transitioned to permanent housing	86	71	88	172	100
	# of homeless in the City	139	195	208	133	133
Ensure Workforce Housing for Key Industry Workers Is Available In Suitable Locations	KPI: Total # of rental units owned by the City of Miami Beach	*	71	84	84	84

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not available until end of year

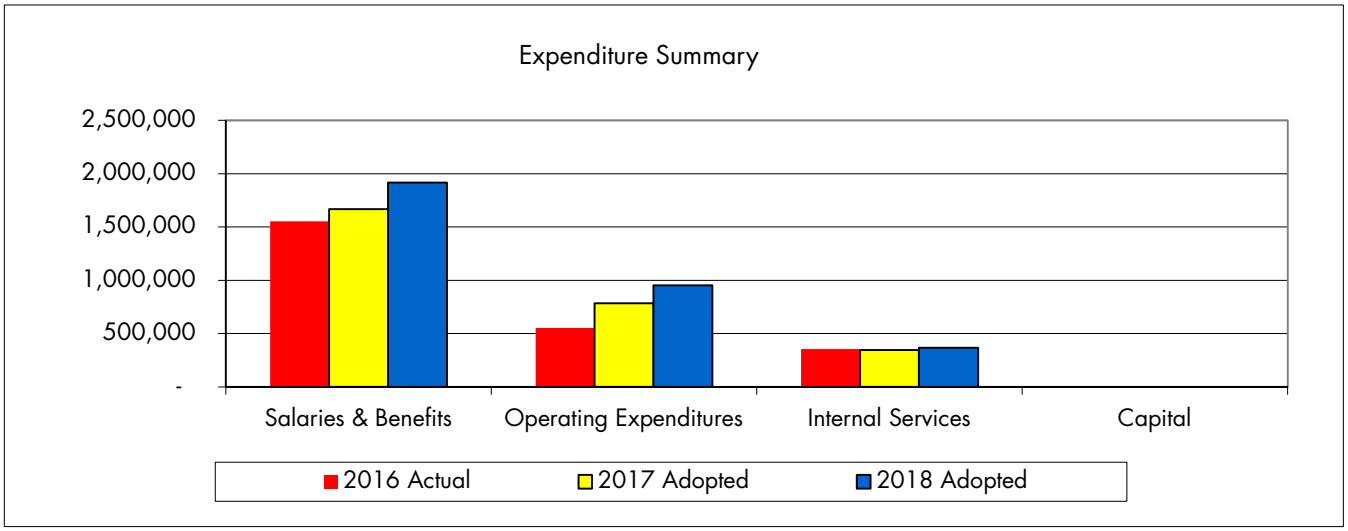
OFFICE OF HOUSING AND COMMUNITY SERVICES

General Fund
Departmental Financial Summary

Expenditure by Division	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Housing/Community Development	459,787	692,966	743,000	**798,600**
Homeless Services	1,173,462	1,231,178	1,480,000	**1,737,950**
Community Services	588,085	535,226	575,000	**700,450**
Total	**$ 2,221,334**	**$ 2,459,371**	**$ 2,798,000**	**$ 3,237,000**

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	1,396,958	1,552,652	1,668,000	**1,916,000**
Operating Expenditures	585,732	552,822	785,000	**953,000**
Internal Services	238,644	353,896	345,000	**368,000**
Capital	0	0	0	**0**
Total	**$ 2,221,334**	**$ 2,459,371**	**$ 2,798,000**	**$ 3,237,000**

General Fund	11.45 + 5 PT	14.45 + 3 PT	14.75 + 3 PT	**13.90 + 3 PT**
CDBG Fund	1.40 + 0 PT	1.40 + 0 PT	1.10 + 0 PT	**0.95 + 0 PT**
Home Grant Fund	0.45 + 0 PT	0.45 + 0 PT	0.45 + 0 PT	**0.45 + 0 PT**
Ship Grant Fund	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**0.00 + 0 PT**
HTO/HTMS/HID/CT Grant Fund	13.55 + 1 PT	13.55 + 1 PT	13.55 + 1 PT	**13.55 + 9 PT**
Residential Housing Fund	1.15 + 0 PT	1.15 + 0 PT	1.15 + 0 PT	**1.15 + 1 PT**
Total Budgeted Positions	**28.00 + 6 PT**	**31.00 + 4 PT**	**31.00 + 4 PT**	**30.00 + 13 PT**



Housing and Community Development

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	349,471	496,812	542,000	**597,000**
Operating Expenditures	14,728	10,294	16,000	**12,600**
Internal Services	95,588	185,860	185,000	**189,000**
Capital	0	0	0	**0**
Total	**$ 459,787**	**$ 692,966**	**$ 743,000**	**$ 798,600**
GF Budgeted Positions	**2.80 + 0 PT**	**3.80 + 0 PT**	**4.00 + 0 PT**	**3.15 + 0 PT**

Homeless Services

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	575,652	597,582	704,000	**804,000**
Operating Expenditures	504,692	521,998	673,000	**836,950**
Internal Services	93,118	111,598	103,000	**97,000**
Capital	0	0	0	**0**
Total	**$ 1,173,462**	**$ 1,231,178**	**$ 1,480,000**	**$ 1,737,950**
GF Budgeted Positions	**4.55 + 5 PT**	**6.55 + 3 PT**	**6.65 + 3 PT**	**6.65 + 3 PT**

Community Services

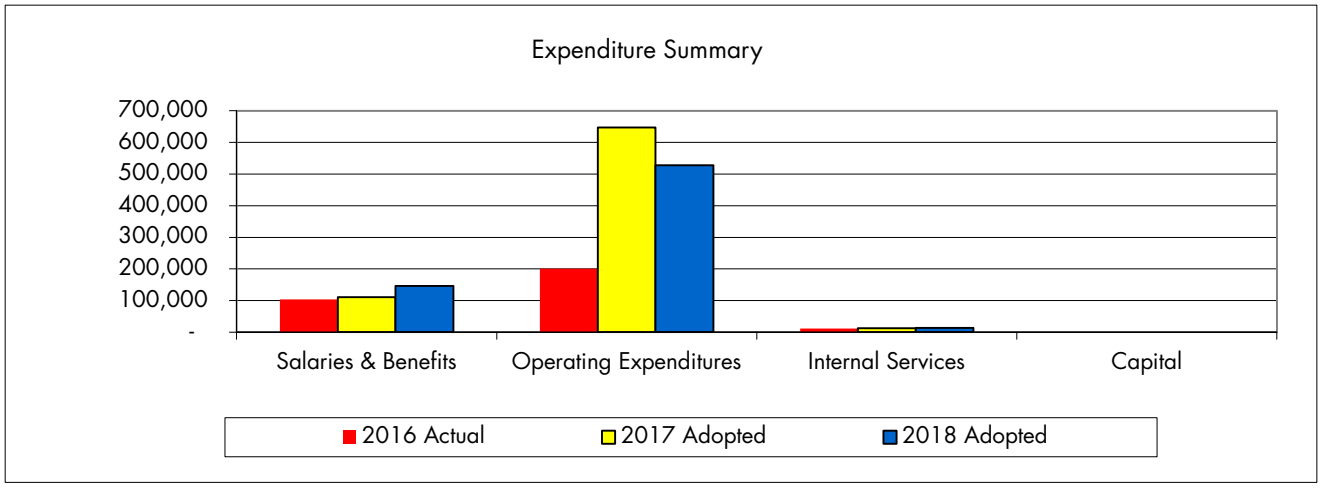
Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	471,835	458,258	422,000	**515,000**
Operating Expenditures	66,312	20,530	96,000	**103,450**
Internal Services	49,938	56,438	57,000	**82,000**
Capital	0	0	0	**0**
Total	**$ 588,085**	**$ 535,226**	**$ 575,000**	**$ 700,450**
GF Budgeted Positions	**4.10 + 0 PT**	**4.10 + 0 PT**	**4.10 + 0 PT**	**4.10 + 0 PT**

OFFICE OF HOUSING AND COMMUNITY SERVICES - RESIDENTIAL HOUSING

Special Revenue Fund

Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Rent - Lottie Apartments	57,789	83,653	96,000	**100,000**
Rent - Madeline Apartments	57,105	104,392	127,000	**103,000**
Rent - Neptune Apartments	139,445	233,162	278,000	**238,000**
Rent - London House Apartments	0	6,589	264,000	**241,000**
Retainied Earnings	0	0	0	**0**
Other	140,115	9,680	6,000	**6,000**
Total	**$ 394,455**	**437,474**	**$ 771,000**	**$ 688,000**
Expenditure Area				
Salaries & Benefits	31,773	103,488	111,000	**146,200**
Operating Expenditures	126,758	200,999	647,000	**527,800**
Internal Services	0	12,000	13,000	**14,000**
Capital	0	0	0	**0**
Total	**$ 158,531**	**316,487**	**$ 771,000**	**$ 688,000**
Revenue Less Expenditures	**$ 235,924**	**$ 120,987**	**$ 0**	**$ 0**
General Fund	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**0.00 + 0 PT**
Residential Housing Program Fund	1.15 + 0 PT	1.15 + 0 PT	1.15 + 0 PT	**1.15 + 1 PT**
Total Budgeted Positions	**1.15 + 0 PT**	**1.15 + 0 PT**	**1.15 + 0 PT**	**1.15 + 1 PT**



OFFICE OF HOUSING AND COMMUNITY SERVICES

Budget Highlights

Housing & Community Services

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $439,000, or 16%, primarily due to a $248,000 increase in personnel costs as described above, $23,000 increase in internal charges, $133,000 increase to cost of shelter beds, and $35,000 increase in miscellaneous operating expenditures, which is based on historical actuals.

Residential Housing Program

- The department's operating budget decreased by $83,000 or 11%, primarily due to a decrease in the projected rent revenues which was calculated based on an average of 11 month occupancy for the year.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes $89,000 in efficiencies for an $11,000 reduction to part time Case Worker hours, $53,000 for the elimination of Office Associate V position, and $25,000 reduction from funding reallocation of a Coordinator position.

PLANNING

Department Mission/Purpose Statement:

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

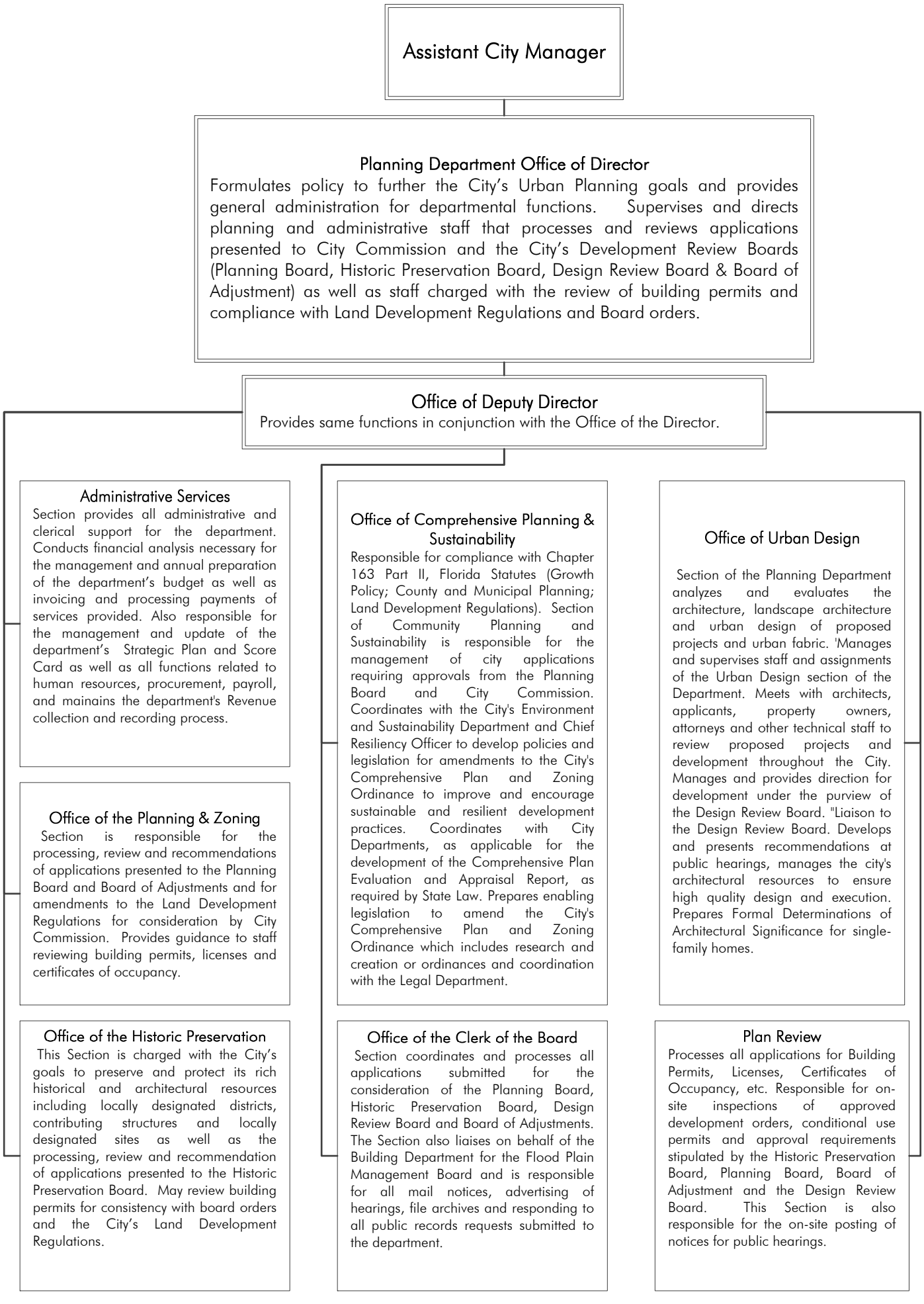
Department Description:

The Department provides guidance in design and applies regulatory standards and policies with the intent of ensuring progressive urban design principles, while preserving the City's rich architectural and historic resources.

The Planning Department is responsible for providing professional analysis and recommendations to the City Manager and City Commission on all land development issues. We serve as staff to the City's Planning Board, Board of Adjustment, Design Review Board and Historic Preservation Board. The Department processes the applications, reviews and prepares recommendations, and is also responsible for implementing and updating the comprehensive plan as required by State Statutes. The Department reviews all building permits for compliance with the land development regulations, board orders, and for consistency with architectural review guidelines as well as preservation criteria.

The Department also conducts studies on specialized topics, such as resiliency and sustainability, growth management, wayfinding, historic designation, urban and landscape design, and the preparation of plans for neighborhoods and conservation districts. Such efforts generally involve extensive public participation and collaboration with other City departments and governmental agencies to facilitate implementation of the plans once approved by City Commission.

See attached Table of Organization


Assistant City Manager
Planning Department Office of Director
Formulates policy to further the City's Urban Planning goals and provides general administration for departmental functions. Supervises and directs planning and administrative staff that processes and reviews applications presented to City Commission and the City's Development Review Boards (Planning Board, Historic Preservation Board, Design Review Board & Board of Adjustment) as well as staff charged with the review of building permits and compliance with Land Development Regulations and Board orders.
Office of Deputy Director
Provides same functions in conjunction with the Office of the Director.
Administrative Services
Section provides all administrative and clerical support for the department. Conducts financial analysis necessary for the management and annual preparation of the department's budget as well as invoicing and processing payments of services provided. Also responsible for the management and update of the department's Strategic Plan and Score Card as well as all functions related to human resources, procurement, payroll, and mainains the department's Revenue collection and recording process.
Office of the Planning & Zoning
Section is responsible for the processing, review and recommendations of applications presented to the Planning Board and Board of Adjustments and for amendments to the Land Development Regulations for consideration by City Commission. Provides guidance to staff reviewing building permits, licenses and certificates of occupancy.
Office of the Historic Preservation
This Section is charged with the City's goals to preserve and protect its rich historical and architectural resources including locally designated districts, contributing structures and locally designated sites as well as the processing, review and recommendation of applications presented to the Historic Preservation Board. May review building permits for consistency with board orders and the City's Land Development Regulations.
Office of Comprehensive Planning & Sustainability
Responsible for compliance with Chapter 163 Part II, Florida Statutes (Growth Policy; County and Municipal Planning; Land Development Regulations). Section of Community Planning and Sustainability is responsible for the management of city applications requiring approvals from the Planning Board and City Commission. Coordinates with the City's Environment and Sustainability Department and Chief Resiliency Officer to develop policies and legislation for amendments to the City's Comprehensive Plan and Zoning Ordinance to improve and encourage sustainable and resilient development practices. Coordinates with City Departments, as applicable for the development of the Comprehensive Plan Evaluation and Appraisal Report, as required by State Law. Prepares enabling legislation to amend the City's Comprehensive Plan and Zoning Ordinance which includes research and creation or ordinances and coordination with the Legal Department.
Office of the Clerk of the Board
Section coordinates and processes all applications submitted for the consideration of the Planning Board, Historic Preservation Board, Design Review Board and Board of Adjustments. The Section also liaises on behalf of the Building Department for the Flood Plain Management Board and is responsible for all mail notices, advertising of hearings, file archives and responding to all public records requests submitted to the department.
Office of Urban Design
Section of the Planning Department analyzes and evaluates the architecture, landscape architecture and urban design of proposed projects and urban fabric. 'Manages and supervises staff and assignments of the Urban Design section of the Department. Meets with architects, applicants, property owners, attorneys and other technical staff to review proposed projects and development throughout the City. Manages and provides direction for development under the purview of the Design Review Board. "Liaison to the Design Review Board. Develops and presents recommendations at public hearings, manages the city's architectural resources to ensure high quality design and execution. Prepares Formal Determinations of Architectural Significance for single-family homes.
Plan Review
Processes all applications for Building Permits, Licenses, Certificates of Occupancy, etc. Responsible for on-site inspections of approved development orders, conditional use permits and approval requirements stipulated by the Historic Preservation Board, Planning Board, Board of Adjustment and the Design Review Board. This Section is also responsible for the on-site posting of notices for public hearings.

PLANNING

Fiscal Environment:

The Department is funded from the General Fund. The fees collected by the department to process development review Boards are evaluated regularly. Fees related to the Building Development Process were analyzed, and found a need for fee adjustments in this area. An ordinance revising the fees was approved by the City Commission in February 2014, and revised fees have been implemented. This includes a change in methodology in the way fees associated with the zoning review of building permits are assessed to be consistent with the Building Department's method which is based on a percentage of the construction cost. Land Development Board Application Fees have also been reviewed and adjusted.

Business Environment:

The Department serves as the liaison to several Land Use Boards that include Planning, Design Review, Historic Preservation and Board of Adjustment. Additionally the department staffs Commission's Land Use and Development Committee and is also the liaison for the Flood Plain Management Board. Planning conducts Special Area Studies that require participation with civic organizations such as the Miami Beach Community Development Corporation, North Beach Development Corporation, Housing Authority, as well as several homeowners' associations and neighborhood groups. Planning also address and responds to requirements from State agencies and the South Florida Regional Planning Council as well as interacts with the School Board, Miami-Dade County and other neighboring municipalities as required by various inter-local agreements. Within the City, Planning maintains a close working relationship with various departments, including, Transportation, Public Works, City Clerk, IT, Building, Code Compliance, Economic Development, Fire, CIP, Parks and Recreation, Environmental and Sustainability, Real Estate Housing and Community Development, Office of the City Attorney and Property Management.

PLANNING

Significant Accomplishments

- Awarded "APA Florida 2016 Award of Excellence in the Best Practices Category" for the Sustainability and Resiliency Ordinance, which was adopted in 2016 and requires all new construction over 7,000 square feet or ground floor additions to existing buildings over 10,000 square feet to be LEED Gold Certified or Future Living Institute Living Building Challenge or Petals Certified.
- Adopted an Electric Vehicle Parking Ordinance that all new buildings to provide electric vehicle charging stations for 2% of required parking.
- Adopted a Freeboard Ordinance which requires the ground floor of new buildings to be located a minimum of 1 foot and up to 5 feet above the FEMA base flood elevation or have enough headroom to raise the floor in the future without affecting the maximum permissible height of the building.
- Adopted amendments to Single Family Home Regulations which provide for larger setbacks and establish minimum open space requirements in order to provide more open space to allow for stormwater to be absorbed by the ground, it also requires new homes to raise yards to make them more resilient to sea level rise.
- Adopted the Peril of Flood/Adaption Action Area Comprehensive Plan amendment which incorporates policies and strategies for the mitigation of impacts due to sea level rise and storm surges.
- Adopted ordinances for the implementation of the Washington Avenue Master Plan.
- Adopted ordinances for the implementation of portions of the North Beach Master Plan.
- Adopted a new Miami Beach Landscape Ordinance.
- Adopted a new Miami Beach Sign Code.
- Created renderings for an alternative for the development of a convention hotel and new Fillmore Theater for consideration by the Mayor's Blue Ribbon Panel on the Convention Center Hotel.
- Adopted Gambling Prohibition ordinances to prevent the expansion of gaming into the City of Miami Beach.
- Accomplishments—Conservation District Overlay, Liquor Store Package Goods Design Guidelines, processed multiple City projects dealing with sustainability and sea level rise (Brittany Bay Park Living Shoreline, Parking Garages, Storm water Pump screening elements).
- The creation of the Ocean Drive Sidewalk Café Design Guidelines adopted by the City Commission

Critical Success Factors:

- Continue to identify and protect historic resources for designation.
- Adopt regulations to support the City's efforts in becoming more resilient to the impacts of climate change including sea level rise.

PLANNING

Future Outlook:

Development pressures continues at a significant pace with new large projects such as the recently approved mixed use development on Ocean Terrace and new commercial projects in North Beach. Amendments to the Land Development Regulations may be required to address scale, massing of such project in order to create harmonious integration into the established neighborhoods. The revitalization of North Beach is a long term initiative and will remain a focal point of the policy makers for the foreseeable future. Operationally, sustained increase in requests for permit reviews and submittal of applications for Land Use Board Approval will continue to tax the resources of the Department affecting our ability to deliver services.

PLANNING

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Enhance External and Internal Communication From and Within the City	Implementation of citizen access portal for planning board applications and planning permits	*	*	80%	100%	100%
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	KPI: % of businesses that strongly agree or agree the experience of contacting the Planning Department was satisfactory	68%	*	60%	*	**
	KPI: % of businesses that strongly agree or agree inspections by the Planning Department are consistent from one inspection to the next	74%	*	53%	*	**
	KPI: % of businesses that strongly agree or agree inspections by the Planning Department are fair	74%	*	56%	*	**
	Drop-Off: % of plans reviewed within turnaround time target by Planning Department	98.0%	98.0%	***	93.0%	TBD
	KPI: Turnaround time for plan review	3	8	***	4	5
	Total # of single-family drop-off plan reviews conducted by Planning	432	521	***	1,052	N/A

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not available until end of year

***Due to new system, Energov, reporting is not yet available

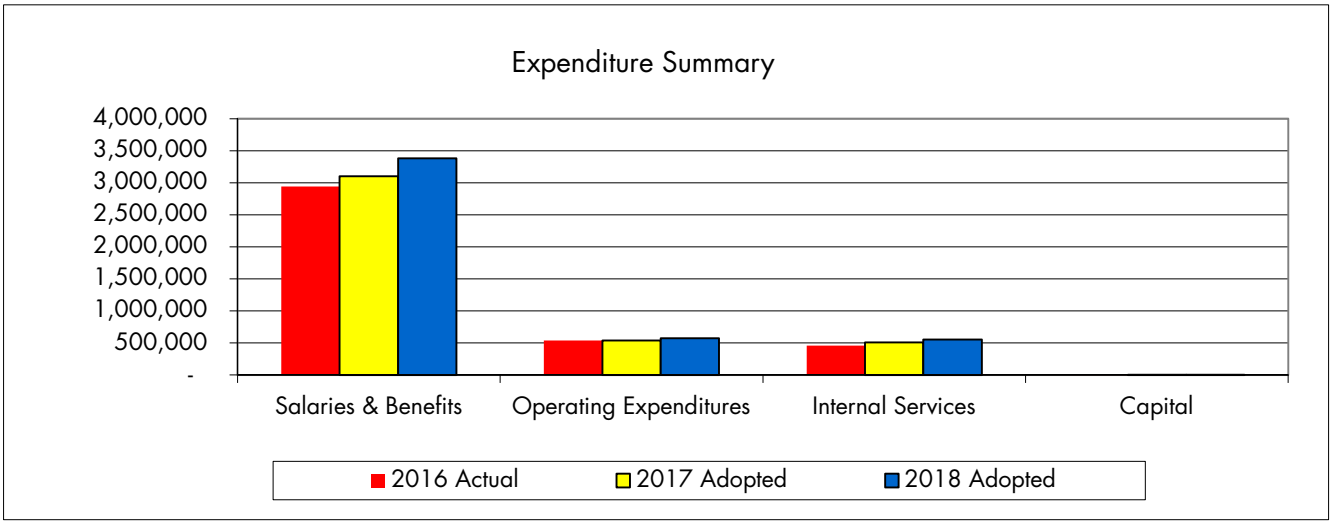
PLANNING

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Certificate of Use **	643,347	622,245	643,000	**0**
Fees Planning Dept. Bldg. Dev. Process **	1,096,274	587,987	1,063,000	**0**
Permits-Planning (Review Plans) **	8,586	692,838	0	**2,200,000**
Concurrency Statement Fees	44,854	35,917	39,000	**31,000**
Board of Adjustments *	51,939	1,844	0	**0**
Historic Pres. Bd. *	198,531	88,631	90,000	**0**
E-Recordings	0	16,800	0	**22,000**
Miscellaneous	33,533	144,852	123,000	**135,000**
Planning Board *	117,485	25,083	0	**0**
Fees Planning Dept. Alcoholic Beverage	6,153	5,005	9,000	**46,000**
Fees - Under Utilized Parking Spaces	15,038	15,971	27,000	**1,000**
Planning - After Hours Review	75,500	71,568	75,000	**174,000**
Design Review Board *	311,321	1,485,753	685,000	**1,701,000**
Total	**$ 2,602,559**	**$ 3,794,494**	**$ 2,754,000**	**$ 4,310,000**
Expenditure Area				
Salaries & Benefits	2,955,276	2,942,630	3,103,000	**3,383,000**
Operating Expenditures	476,203	538,687	539,000	**575,000**
Internal Services	486,756	458,228	510,000	**556,000**
Capital	15,391	7,327	4,000	**4,000**
Total	**$ 3,933,626**	**$ 3,946,872**	**$ 4,156,000**	**$ 4,518,000**
Total Budgeted Positions	**25.00**	**26.00**	**27.00**	**27.00**

***Revenues for Board of Adjustments, Historic Preservation Board and Planning Board have been consolidated into Design Review Board revenues.**

****Revenues for Certificate of Use and Fees - Planning Department have been consolidated to Permits-Planning (Review Plans) revenues.**



PLANNING

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $362,000, or 9%, primarily due to a $46,000 increase in internal service cost, $100,000 increase in professional services for enhancement mentioned below, a $135,000 increase in personnel costs as described above, and $145,000 increase to position changes and other personnel services expenditures, including health and life, social security Medicare, allowances and premiums, etc. These increases were partially offset by $66,000 decrease to operating expenditures, primarily postage, other operating expenditures and E-recording fees.

FY2017/18 Enhancements

- The FY2017/18 budget includes a $3,000 living wage impact and a $100,000 enhancement to ensure compliance with Florida Statute requiring the City to review its Comprehensive Plan by April 1, 2018 for consistency with amendments to the Statute since adoption of the Plan in 2011.

FY2017/18 Efficiencies/Reductions

- The department's operating budget includes efficiencies/reductions totaling $65,000, which includes a $50,000 decrease in overtime due to increased efficiency of after-hours plan review services. In addition, funding budgeted for postage and supplies were reduced in the amount of $15,000.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Department Mission/Purpose Statement:

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

Department Description:

The department of Tourism, Culture, and Economic Development is comprised of six areas of function including administration of the Miami Beach Convention Center management contract. The six areas are Tourism & Conventions, Entertainment, Cultural Affairs, Miami Beach Convention Center, Economic Development, and Asset Management.

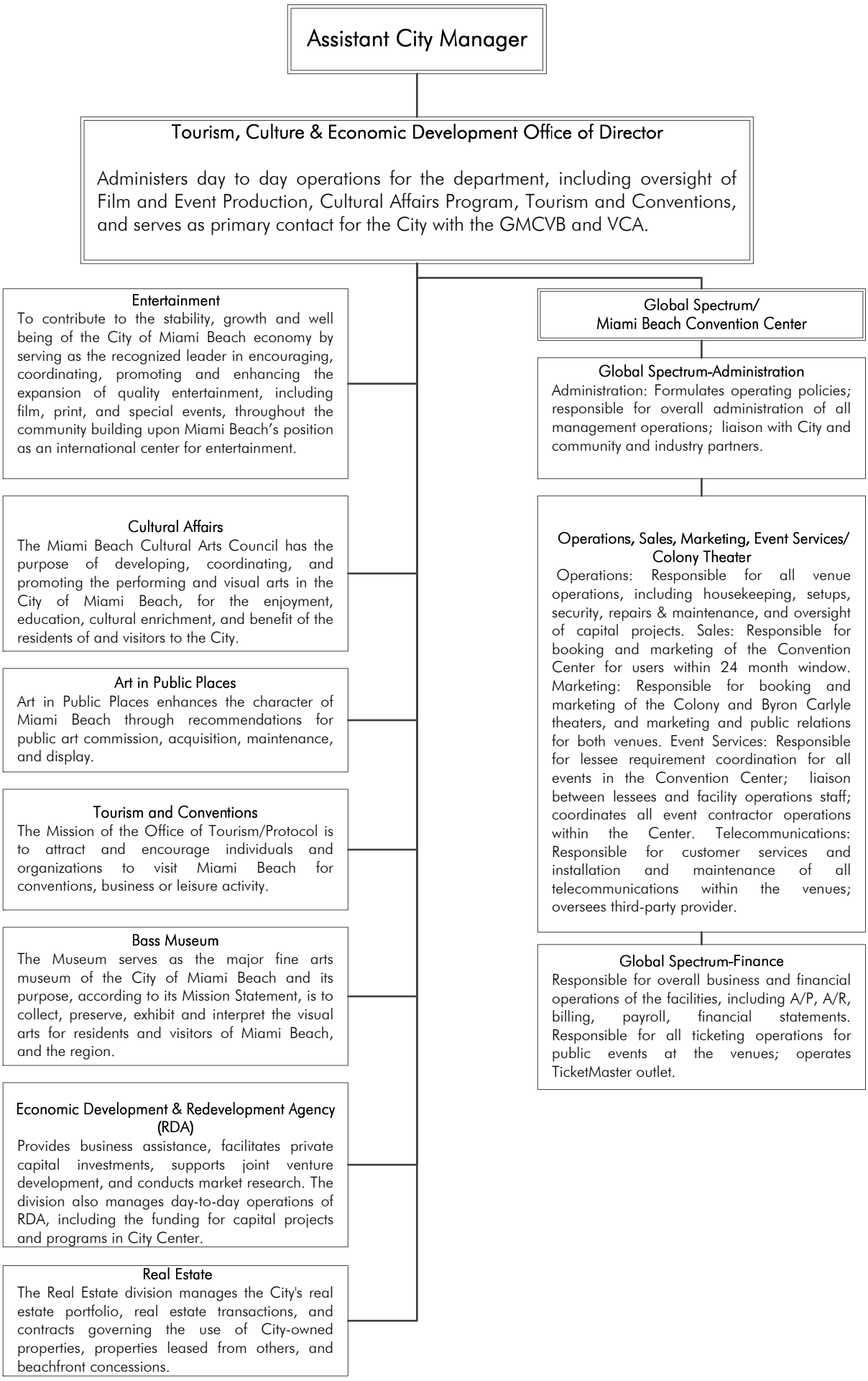
The department supports, maintains and develops quality programs, which generate, satisfy and enhance the City's economic development, cultural institutions and infrastructure, as well as the City's cultural and tourist industries. The department strives to provide year-round tourism activity that enhances both the visitor's experience and the quality of life of our residents and facilitate the development of a healthy, diversified economy in which businesses can locate, innovate, grow and prosper.

The department unifies the City's tourism and cultural initiatives and programs through the centralization of the Special Events Office, Film and Print Office, Entertainment Industry Office, Art in Public Places, Cultural Arts Council, Bass Museum of Art, Miami Beach Convention Center (MBCC), Byron Carlyle and Colony Theaters, and the Office of Tourism and Conventions. The department also partners with the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitors Bureau (GMCVB) to market and promote the City of Miami Beach as a destination. The aforementioned areas have been organized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies.

The Economic Development division provides business assistance, facilitates private capital investments, supports joint venture development, and conducts market research. The division also manages day-to-day operations of the Redevelopment Agency (RDA), including the funding for capital projects and programs in City Center.

The Real Estate division manages the City's real estate portfolio, real estate transactions, and contracts governing the use of City-owned properties, properties leased from others, and beachfront concessions in an effort to maximize City funds and benefits to the community through professional asset management, optimization of non-tax revenue, and cost avoidance of municipal assets. The Office of Real Estate is responsible for ensuring real estate leases, concession agreements, management and operation agreements, and vendor agreements related to the acquisition, development, management, and disposition of City-owned assets.

See attached Table of Organization


Assistant City Manager
Tourism, Culture & Economic Development Office of Director
Administers day to day operations for the department, including oversight of Film and Event Production, Cultural Affairs Program, Tourism and Conventions, and serves as primary contact for the City with the GMCVB and VCA.
Entertainment
To contribute to the stability, growth and well being of the City of Miami Beach economy by serving as the recognized leader in encouraging, coordinating, promoting and enhancing the expansion of quality entertainment, including film, print, and special events, throughout the community building upon Miami Beach's position as an international center for entertainment.
Cultural Affairs
The Miami Beach Cultural Arts Council has the purpose of developing, coordinating, and promoting the performing and visual arts in the City of Miami Beach, for the enjoyment, education, cultural enrichment, and benefit of the residents of and visitors to the City.
Art in Public Places
Art in Public Places enhances the character of Miami Beach through recommendations for public art commission, acquisition, maintenance, and display.
Tourism and Conventions
The Mission of the Office of Tourism/Protocol is to attract and encourage individuals and organizations to visit Miami Beach for conventions, business or leisure activity.
Bass Museum
The Museum serves as the major fine arts museum of the City of Miami Beach and its purpose, according to its Mission Statement, is to collect, preserve, exhibit and interpret the visual arts for residents and visitors of Miami Beach, and the region.
Economic Development & Redevelopment Agency (RDA)
Provides business assistance, facilitates private capital investments, supports joint venture development, and conducts market research. The division also manages day-to-day operations of RDA, including the funding for capital projects and programs in City Center.
Real Estate
The Real Estate division manages the City's real estate portfolio, real estate transactions, and contracts governing the use of City-owned properties, properties leased from others, and beachfront concessions.
Global Spectrum/
Miami Beach Convention Center
Global Spectrum-Administration
Administration: Formulates operating policies; responsible for overall administration of all management operations; liaison with City and community and industry partners.
Operations, Sales, Marketing, Event Services/ Colony Theater
Operations: Responsible for all venue operations, including housekeeping, setups, security, repairs & maintenance, and oversight of capital projects. Sales: Responsible for booking and marketing of the Convention Center for users within 24 month window. Marketing: Responsible for booking and marketing of the Colony and Byron Carlyle theaters, and marketing and public relations for both venues. Event Services: Responsible for lessee requirement coordination for all events in the Convention Center; liaison between lessees and facility operations staff; coordinates all event contractor operations within the Center. Telecommunications: Responsible for customer services and installation and maintenance of all telecommunications within the venues; oversees third-party provider.
Global Spectrum-Finance
Responsible for overall business and financial operations of the facilities, including A/P, A/R, billing, payroll, financial statements. Responsible for all ticketing operations for public events at the venues; operates TicketMaster outlet.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Fiscal Environment:

The Tourism, Culture, & Economic Development department, specifically the Entertainment Division (Film & Print, Special Events and Entertainment Liaison), Bass Museum of Art, Byron Carlyle and Colony Theaters, Economic Development, and the Real Estate division are all funded by the City's General Fund.

The Miami Beach Convention Center and Office of Tourism and Conventions/Protocol Office are all funded by the Convention Center Enterprise Fund.

The Cultural Affairs Program is funded by interest earned from the Miami Beach Convention Center Capital Fund, Resort Taxes and Quality of Life funds.

The City's Art in Public Places program is funded by ordinance; 1.5 percent of the cost of city-owned construction projects is set aside for "works of art in public places other than museums which enrich and give diversion to the public environment."

Redevelopment Agency (RDA): The RDA is funded from tax increment revenues received from the City and County within the boundaries of the City Center Redevelopment District.

Revenue Generation

The Entertainment Office generates revenue from the collection of fees associated with the production of special events, temporary sampling permits, wedding permits and film & print shoots.

The Miami Beach Convention Center, Byron Carlyle and Colony theaters generate revenue from rental of the facility, sponsorship sales, equipment and services.

The City is required to provide funding for the Bass Museum maintenance and permanent collection. Museum operations are supplemented by the Friends of the Bass Museum, Inc., a 501(c)(3) organization, established to advise Trustees and serve as the Bass Museum's membership and fundraising arm.

Revenue from advertising sales and sponsorships is generated by the department for the General Fund to directly offset cost of projects.

The Real Estate Division manages the City's real estate portfolio, assessed at approximately one billion dollars, and generates revenues from leases, contracts, and concession agreements.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Business Environment:

Tourism

The City of Miami Beach has evolved as an international tourist destination and quality residential community. The City's overall goal is to attract quality events that benefit the community, its residents, visitors and merchants, alike. However, as a beach community, the City has emerged as a pre-eminent special event venue, which has created a significant demand on City services and resources. This success presents the challenge of balancing the residential quality of life with the needs of the production industry. A major initiative continues to be major events planning for the City of Miami Beach.

Art Basel Miami Beach, plus more than 40 satellite fairs, Design/Miami, Scope, Untitled and Pulse continue to solidify the cultural brand of the Miami Beach destination. These events have positioned Miami Beach as a leading destination for the contemporary art world. Cultural and historic tourism has become a leader in the tourism industry not only contributing economically, but also towards community revitalization and quality of life. The Food Network South Beach Wine & Food Festival, by continuing to expose our local chefs and attract celebrity chefs to open here, has undoubtedly rebranded Miami Beach as a major international culinary destination. The Tourism, Culture, & Economic Development department will continue to work with community partners, with leadership from the Cultural Arts Council (CAC), to build upon Miami Beach's position in the market.

In 2010, the Florida Legislature unanimously passed a five year tax credit that, with additional additions to a total of $296 million, representing over $1.5 billion in new entertainment spending in Florida, allowing Florida, and Miami Beach in particular, to regain the strong foothold in the entertainment production industry it had in prior decades. Recent productions in the area which used the incentive included HBO's "Ballers," Sony/ Netflix's "Bloodline" and many telenovelas. The legislature and Governor declined to fund the program for four straight years and ultimately allowed the program to sunset in 2016. With this, the last of the incentivized productions filmed this past year in South Florida. The City played a leadership role in pushing through Florida's now-defunct entertainment industry financial incentive through this office's involvement with Film Florida, the statewide film marketing, and legislative association. The department will continue to take an active role in pushing for new state enhancements as the city's Film and Event Production Manager serves as a Past President, an ambassador role, and Co-chair of the Legislative Committee in the organization. The department took an active role in pushing for local enhancements at the City and county level and will continue to develop opportunities to entice local and out of town productions to film in Miami Beach. Recent productions in Miami Beach have included FX Network's American Crime Story's retelling of the Gianni Versace murders, French feature film "Belleville Cops" and Miami indie feature "Chateau Vato." Following the incredible Oscar-winning success of Miami/Miami Beach-made indie feature "Moonlight" in 2015, a focus on assisting local filmmakers and their smaller budgeted productions is being developed. 2016 saw permit figures drop for the second year in a row as the state incentive ended and larger productions like "Ballers" were forced to relocate to Los Angeles. The Miami Beach Film & Print Office issued 998 permits for a reported $71,869,023

spent and 18,681 room nights, all in Miami Beach alone. This represents a 6% drop in permits issued, a 25% drop in revenues and 40% drop in hotel room nights reported. With NATPE (National Association of Television Program Executives) successfully returning to Miami Beach in January, City staff is working with the Greater Miami Convention and Visitor Bureau (GMCVB) towards attracting more entertainment industry markets and trade shows to the area.

The Redevelopment Agency's (RDA) primary role is to provide the funding mechanism to undertake capital projects throughout City Center. The RDA also provides lead staff support to the Collins Park Oversight Committee to identify and address community issues and concerns pertaining to public and private development activity.

Economic Development monitors economic conditions that have significant impact to the City and works with the business community to improve the business climate in the City, diversify the City's economy, and to manage a fair balance between the needs of businesses, property owners and residents. The Division works to enhance employment opportunities for residents, maintain and grow the tax base, and to ensure that desired goods and services can be found within the City.

On October 1, 2016, the management of The Colony Theatre was granted to Miami New Drama. The Colony continues to be heavily used by the performing arts community, filling a niche in the market. On September 10, 2014, the Mayor and City Commission adopted Resolution No. 2014-28729, approving a Management Agreement between the City and O'Cinema for the Byron Carlyle Theater. O'Cinema showcases first-run independent, foreign, art and family films and has become a popular fixture in the North Beach community.

The Bass Museum operates to present a full schedule of exhibitions and educational programs, including youth programs, lectures, concerts, films and educational outreach. In keeping Bass Museum's mission: to present contemporary art to excite, challenge and educate, the staff works year round to attract new and engaging exhibitions that are appealing to South Florida and international museum patrons.

Significant Prior Accomplishments:

Miami Beach Convention Center

- The 2016 fiscal year marked the start of the renovation of the Miami Beach Convention Center. In December 2015, only two and half months into the fiscal year, the renovation teams moved onto the convention center property as the Art Basel trucks were moving out. The project started with demolition of the North Loading Dock and throughout the East side of the convention center. A large wall was erected to separate construction activities from event activities, as events continued to be successfully hosted on the West side of the venue throughout the year.
- While renovation activities continued consistently throughout the year, the convention center successfully hosted 56 events. This included many of our treasured annual events including;
- Jeweler's International Showcase, Florida Supercon, Swimwear Show, America's Food and Beverage Show, The South Florida International Auto Show, The Home Design and Remodeling Show, The Original Miami Beach Antique Show, and our premier event - Art

Basel in Miami Beach. This activity continued to spark significant impact to our local hotels, bars, restaurants and shops.
- Customer satisfaction survey results for FY 2016 remained very positive, with 92.31% of responses being favorable.

Colony Theatre
- The Colony Theatre had a strong 2016 fiscal year in terms of notable events and exposure. The venue was fortunate to continue to be the home of annual shows including Miami International Piano Festival, the Brazilian Film Festival, the Miami International Ballet Festival, the Miami Lyric Opera, and the Gay and Lesbian Film Festival.
- The Colony's production infrastructure was greatly enhanced by the installation of a new, state-of-the-art Digital Cinema Projector.
- The Colony played host to a locally developed theatrical hit, The Golem of Havana. The production was so well received that its producers, Miami New Drama, developed a plan to make the Colony Theatre is base of operations, allowing the venue to serve as a regional theatre. Spectra Venue Management successfully transitioned management of the Colony to Miami New Drama effective October 1, 2016.
- The Colony successfully hosted many memorable events throughout the year:
  - Fitness Universe returned to The Colony after a two year absence
  - The American Black Film Festival returned to The Colony Theatre after a four year absence
  - The Chilean theater company Teatro Cinema presented their live action and film production Historia de Amor

Colony Theatre- Miami New Drama
- Miami New Drama commenced operations in partnership with the City of Miami Beach as the managing resident company of the Colony Theatre, effective October 1, 2016.
- Miami New Drama (MIND) was awarded a matching grant of $150,000 from the John S. and James L. Knight Foundation for an ongoing project, *American Clásico: Envisioning the theatrical canon through a multicultural lens* at the Colony Theatre. With *American Clásico*, MIND will create bilingual adaptations of classic theater works, including Tennessee Williams' *A Streetcar Named Desire* and August Strindberg's *Miss Julie*. Their first project, with the endorsement and support of the Thornton Wilder foundation, will be a multi-cultural reimagining of *Our Town* created to reflect the theater's community. The $150,000 award was the second largest grant awarded through the 2016 Knights Arts Challenge.
- During the 2016/2017 season, Miami New Drama produced and presented two theatrical works and one theatrical special event concert at the Colony Theatre, including the American premier of *Terror* directed by two-time Tony award winner Gregory Mosher. The cast was comprised of Mia Maestro, Tony Award Best Actress Nominee Pascale Armand, Peter Romano, Gregg Weiner, Miami's fiercely talented Rita Joe and Broadway legend Maria Tucci. In collaboration with NYC's The Play Company, Miami New Drama presented *A Special Day*, starring two of Mexico's premier actors, Ana Graham and Antonio Vega. A concert version of *The Last Five Years*, Jason Robert Brown's critically acclaimed Off Broadway musical, featured Broadway starts Adam Kantor and Betsy Wolfe.
- The Colony Theatre had a strong year in terms of notable events and exposure. The venue was fortunate to continue to be the home of annual shows including Miami International Piano Festival, the Brazilian Film Festival, the American Black Film Festival, the Miami International

Ballet Festival, and the Gay and Lesbian Film Festival, among others. As well, the Colony Theatre and Miami New Drama hosted the Miami premier of the Oscar winning film, *Moonlight,* Tony-Nominated Beth Malone, Mariaca Semprum as Edith Piaf in Piaf, Pierre Cardin's show about Marlene Dietrich, Alan Chamo's *Mind Hacker*, Momentum Dance and the Netflix series premiere of Ingobernable.

- For the upcoming season, Miami New Drama is presenting four productions, including *Our Town* in English, Spanish and Creole. This production marks the first time the Thornton Wilder estate has ever allowed this classical theatrical text to be modified. Other productions will include *The Elaborate Entrance of Chad Deity,* winner of the 2011 Obie for "Best New American Play" and a Pulitzer Prize finalist; The *Album,* written and produced by Tony and Emmy Award Nominee Moises Kaufman; and *Queen of Basel*, an adaptation of August Strindberg's *Miss Daisy* set in the back kitchen of a Miami Beach hotel during Art Basel and directed by Miami New Drama's Artistic Director, Michel Hausmann.

Bass Museum

- Finalized two-year construction project of Bass Museum building, yielding 50% more programmable space including four new art galleries and the largest education facility in an art museum in Miami-Dade County
- Completed FY2015/16 financial audit resulting in a $2,250,450 operating budget. This was a decrease of $968,884 from the FY2014/15 budget of $3,219,333 due to building closure.
- Produced BassX exhibition programming, in collaboration with the Miami-Dade Public Library System -Miami Beach Regional Library, and sponsored by the Knight Foundation
- Continued Bass educational programming in collaboration with Miami-Dade Public Library System - Miami Beach Regional Library, and other offsite partner locations, sponsored by the Kellogg Foundation, including Creativity in the Community, Portfolio Class, Bass Babies, Art Camp and Family Days. Created new Bass Teen Council, to launch in September 2017
- Produced Public, in collaboration with Art Basel, showcasing an outdoor sculpture exhibition comprising ten works of art on view in Collins Park from December 2016- March 2017
- Produced public programs such as annual MISO Bass concert picnic on Collins Park, resulting in record attendance in 2017
- Produced and installed two major exhibitions and two smaller exhibitions: Ugo Rondinone: Good Evening Beautiful Blue and Pascale Marthine Tayou: Beautiful; and Call and Response/Recent Acquisitions to The Bass permanent collection and Davide Balula, Mimed Sculptures
- Developed a three-year (2017-2020) exhibition calendar prior to re-opening, including collaborations with Dallas Contemporary, Deste/Athens and MOCA Los Angeles
- Performed thorough inventory and condition assessment of permanent collection
- Commissioned and acquired Ugo Rondinone Miami Mountain, a large scale, permanent sculpture located in Collins Park
- Acquired Sylvie Fleury's Eternity Now installation
- Announced the Bass Acquisition Initiative, a ten-year program to acquire major works of art
- Announced the Bass Acquisition Initiative 2017: Allora & Calzadilla's Petrified Petrol Pump
- Conducted an RFP process and contracted Thierry's, as cafe operator and exclusive food service provider for the museum

- Finalized graphic applications of corporate identity including new logo and a new, more interactive website. Produced online and paper materials for re-opening.
- Developed new communications strategy, transitioning the museum towards more digital means, including a more aggressive social media campaign and online ads
- Professional education and training of staff in IT, HR, Accessibility, Accounting, Customer Relations, Fundraising and Development
- Hired three new positions: Operations Manager, Development Manager/Individuals and Curatorial Assistant

Cultural Affairs

- Contracted with Arts for Learning Miami to continue arts education programs for Miami Beach youth by offering 32 after-school courses across five Miami Beach locations including Biscayne Elementary School, Flamingo Park, Feinberg Fisher, North Beach Elementary, Scott Rakow Youth Center and South Pointe Elementary School. Throughout the school year at each after-school location, professional teaching artists will conduct semester-long residencies. These residencies or "courses" are defined as a 1-hour session per week for a unique group of up to 25 students over a period of 12-16 weeks within the fall or spring semester. Through the after-school programming, A4L will serve 630 students.
- Programmed and produced the "Arts in the Parks" free outdoor film and performance series; presented 42 events, attended by more than 20,000 residents and visitors. In addition, nearly 20 cultural grant recipients presented free outdoor performances with Fresh Air Fund funding through the Cultural Arts Council (CAC)
- Managed the Community Benefit Fund rental waiver grants for the Fillmore/Jackie Gleason Theater, Colony Theatre and the SoundScape Wall Use Grants.
- Represented the City on the Bass Museum of Art's board of directors
- Managed the City's Street Artist Vendor Certification Program
- Reviewed existing cultural grants programs and instituted significant changes to increase effectiveness and impact, including improvements to the application process. This year, the program received over 80 applications for grant support, the largest in the history of the program.
- Awarded $850,000 in cultural grants through the Cultural Arts Council for the benefit of the residents and visitors of Miami Beach
- Produced weekly e-blasts (over 6,000 subscribers) and worked with the Communications Department to promote Miami Beach arts events; managed text-message arts alerts to 1,500 subscribers
- Formed a sub-committee of the Cultural Arts Council to oversee cultural programming for Lummus Park and issued an RFQ for the management of an Artisanal Market in Lummus Park.
- Secured $800,000 in funding from the Cultural Arts Council Endowment to oversee the renovation and conversion of the Rotunda in Collins Park, which will be transformed into an artist designed performing arts space.

Tourism & Conventions

- Miami Beach sustained hotel occupancy levels of 72.7% for calendar year 2016 compared to 79.2% for Miami-Dade County, 72% in Florida and 65.6% for the United States overall
- Miami Beach also had an average daily room rate of $250 for calendar year 2016.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Special Events

- Supported long-standing special events: Art Deco Weekend, Miami Marathon, Miami Beach Yacht Show, Winter Party, South Beach Triathlon, Gay Pride Parade, Halloween, New Year's Eve
- Supported major annual citywide activity, including:
  - Art Basel Miami Beach and related events (Design Miami, Scope Art Fair, Untitled Art Fair, Pulse Art Fair and many other hotel events)
  - Food & Wine events: Tasting tent, Burger Bash, and others at many hotels
  - Winter Music Conference events
  - Various New Year's Eve events
  - Air and Sea Show
- Worked comprehensively with event producers, City staff and contract managers to implement improved transportation accessibility plans for major events in light of enhanced congestion related to roadwork
- incoordination and leadership 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: American Crime Story: Versace (FX), Belleview Cops, Chateau Vato and many reality shows, telenovelas, commercials, and print shoots
- Supported Florida-based filmmakers through initiatives at state film festivals, including Miami International Film Festival and major markets and film festivals, including SXSW (TX), Tribeca (NY). Toronto (Canada) and at trade shows like Produced By Los Angeles.

Art in Public Places (AiPP)

- Overseeing the coordination of the public art projects for the Miami Beach Convention Center Renovation and Expansion Project with six international artists for site specific, highly integrated monumental artworks, with a budget of $6.25M for expected installation by November 2018.
- Completed semi-annual maintenance treatment of LED and computer of Tobias Rehberger, "obstinate lighthouse" at South Pointe Park Pier.
- Completed conservation treatment of Roberto Juarez, "Bringing the Beach Inside"
- Completed maintenance treatment of Kevin Arrow, "Beatles Mandala (Amor + Love)"
- Completed Art in Public Places collection assessment report.
- Completed graffiti mitigation Wendy Wischer, "Liquid Measures"
- Completed graffiti mitigation Kevin Arrow, "Beatles Mandala (Amor + Love)"
- Scheduled for Sept. 2017 semi-annual maintenance treatment of Tobias Rehberger, "Eloquent South Pointe Park Pier Gate".
- Recommended artist for Soundscape Park audio/video installation with an estimated budget of $350,000 with an expected approval by December 2017 and installation by November 2018.
- Selected five artists to submit proposals for Flamingo Park by November 2017 with an estimated budget of $190,000.
- Scheduled for April 2018 Call to Artist for Lummus Park with an estimated budget of $110,000

- Scheduled for May 2018 maintenance treatment of Dan Graham, "Morris"

Redevelopment Agency (RDA)

- Construction is in the final phases for the Bass Museum Interior Space Expansion
- Completed for Euclid Avenue Improvements adjacent to Lincoln Rd
- Finalized the Lincoln Road Master Plan Study
- Continued Planning and design to upgrade and improve the City Center RDA's infrastructure with the Convention Center Lincoln Rd Connectors & 17th Street North, as well as the Pennsylvania Avenue to Washington Avenue, Lincoln Road/Washington Avenue to Lenox Avenue projects
- Continued renovation of the Miami Beach Convention Center and surrounding area
- Worked with geographic information systems to prepare mapping of historic crime, density and commerce data in the redevelopment area

Economic Development

- Finalized and adopted the North Beach Master Plan
- Staffed the Mayor's Convention Center Hotel Blue Ribbon Panel from its creation in April 2016 and submitted a final report of the Committee's finds to the full Commission in June for consideration
- Continued to staff the Mayor's Blue Ribbon Panel on North Beach Revitalization from its creation in March 2014 through its sunset in December 2017. This included preparation and coordination of about 30 meetings of the Panel and follow up on items of discussion.
- Staffed the Mayor's Ocean Drive Task Force from its creation in June 2015 through its sunset in November 2015. This included the authoring of the Final Report and Recommendations of the Task Force which was presented and adopted by the City Commission in February of 2016.
- Finalized the closure of Rue Vendome adjacent to the Normandy Fountain as a 90-day pilot program with hopes that it will lead to a permanent pedestrian plaza on that site
- Worked with Shulman and Associates architects to design aesthetic improvements to the 71st Street Bridge and a design guidelines package to insure a coordinated theme for future aesthetic improvements to all bridges in the North Beach district
- Worked with Shulman and Associates architects to design new entrance features for city entrances at 71st Street and at Harding Avenue
- The Division continued to promote itself as a liaison office between individual business/commercial property owners and the City permitting and approval departments
- Updated several of the Division's business assistance guides designed to give new business owners a "roadmap" of what is required to open and legally operate various types of businesses within the City as well as provide appropriate contacts at various City, County and State agencies for required permits and/or approvals.
- Maintained the economic development database, refined estimates and methodology, updated the Current Economic Conditions worksheet and data-sets for the City's Environmental Scan, and disseminated demographic data to other departments of the City as requested.

Real Estate Division

- Maintained 99% occupancy of leasable sites
- Managed overall portfolio of 170 contracts governing the use of City-owned properties, including 88 leases, concession agreements, and management/operation agreements, plus 82 beachfront concession permits
- Pursued redevelopment opportunities including North Beach Yard, North Beach Town Center and 226 87th Terrace
- Renewed the following leases and concession agreements:
    - South Florida Salon Group
    - Boucher Brothers Concession Agreement at 21 & 46 Street
    - Boucher Brothers Concession Agreement at Lummus Park
    - Representative David Richardson
    - Submerged Lands Lease for Fire Station No. 4 Docks
    - Bettoli Vending
- Executed the following leases and concession agreements:
    - Lighthouse Church at South Shore
    - South Florida Seniors in Action
    - Miami Beach Chamber of Commerce
    - Crown Castle DAS Facility at the Convention Center
    - Colony Theater Cafe
    - Sobe Toscana
    - Miami Beach Garden Conservancy
    - Taste Bakery Café (Employee Café)

- Identified office space for the Police Department and Office of Emergency Management at Historic City Hall
- Identified, negotiated and executed lease for 81,741 square feet of office/warehouse space to accommodate Global Spectrum's temporary needs during the renovation of the Convention Center
- Ongoing implementation of Skyline property management software for the Office of Real Estate to improve efficiencies in contract compliance including invoicing of late fees, timely notices, and tracking and requesting submittals of required documents.
- Renewal of all beachfront concession permits for 82 upland properties

Critical Success Factors:

- The effective management of major event periods and special events is vital to the success of the City and our ability to remain a world class destination for visitors and residents. Much of this relies on the City's ability to predict major event periods and allocate appropriate resources during these periods.
- The passage of state film incentive has already led close to $1 Billion in new production in the state, once completed. Enhancement of this incentive will continue this success; lead to more shows and infrastructure, and make Miami Beach a prime capital of entertainment production.
- Continue to offer Cultural Grants support to nonprofit arts organizations for their essential contributions to our economic health and quality of life.

- Enhancing the Miami Beach Convention Center's ability to serve the convention, trade and consumer show industries. Key to MBCC's success is the role of the managing agent of the facility and the GMCVB's role as the marketing and booking organization for the City, specifically;
    - Ability to provide the highest level of service in all departments to users of the facility
    - Ability to address renovations or expansions of existing facilities in order to compete for convention and corporate business
    - Ability to secure competitive housing packages for convention, tradeshow, and corporate groups looking to come to the destination
- Marketing the City's cultural venues (Bass Museum of Art, Fillmore Miami Beach at the Jackie Gleason Theater, Colony, and Byron theaters) in order to provide great international culture to the public through the visual and performing arts.
- Continue to attract quality events throughout the year through successful partnerships with the VCA and GMCVB.

Economic Development

- Adoption and adherence to economic development and revitalization strategy plans for various areas of the City and the City as a whole
- Continued networking and communication with the general public including residents, property owners, business owners/operators, and visitors to gauge interest in various economic development initiatives and supportable business sectors.
- Access to local/zip code level market information especially the real estate and job markets.
- Improved website development to insure more and detailed information instantly available to the public, site selection consultants, and potential business owners.
- Ability to network and interact with the business and development communities to encourage new and expanding private investment in the City.

Real Estate Division

- Communication and coordination with Property Management and the Finance Department
- Provide continuing education opportunities for staff to stay current on market trends and industry standards.

Redevelopment Agency (RDA)

- Ability to work with the County Commission to extend the term of the Miami Beach Redevelopment Agency to insure sufficient funding for renovation of the Miami Beach Convention Center and the inclusion of hotel to the convention center area.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Future Outlook:

Trade and consumer shows continue to drive business at the Convention Center.

As mentioned, the City of Miami Beach has become one of the most sought-after locations for events and film productions. In order to maintain our position over the next five years, the City has to efficiently manage productions and their impact on the community. Doing so requires a delicate balance of the competing needs to ensure this position.

The steadily growing importance of the nonprofit arts field will continue to positively impact both tourism and the local economy. The public sector must somehow address decreasing funding from corporate sources to assure that this growth continues.

The Redevelopment Agency's objective over the next five years shall focus on the planning and implementation of capital projects associated with, but not limited to, the Convention Center Master Plan, construction of the Collins Park parking garage; the second phase expansion of the Bass Museum, a master plan for Lincoln Road and improvements to the area, and completion of the City Center streetscape improvements.

Economic Development conditions will continue to expand with Miami Beach currently rebounding from the economic downturn faster than most communities in the region and the State. Impacts to small and neighborhood businesses will increase as the development community seeks to restart construction and redevelopment around the City which may "price out" these businesses. Larger and entertainment related businesses will be impacted by competition from rising development on the mainland. Current opportunities to plan economic visions and directions for the various economic areas of the City as well as the City as a whole should be explored. Inclusion in the plans of financial and development inducements to attract desired business types to each of the areas should also be explored. Such plans will insure all players are heading in the same direction, increase certainty for the business community thus enhancing the potential to attract private investment.

Real Estate forecasts moderate to strong growth in rental revenues as economic conditions continue to rebound. Tenants paying a percentage of gross revenues are optimistic about continued growth. Most contracts with flat-fee rents contain rent escalators requiring either a fixed percentage increase in rent, or an increase based upon the Consumer Price Index.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Streamline the Delivery of Services Through All Departments	# of agreements managed by Tourism per person (Currently 2 positions)	45	42	45	55	48
Improve Alliance with Key Business Sectors, Namely Hospitality, Arts & International Business With a Focus on Enhanced Culture, Entertainment, and Tourism	KPI: Occupancy percentage at the Miami Beach Convention Center (Industry Average)	37%	22%	58%	70% (1)	92% (2)
	KPI: % of businesses rating effect of Miami Beach convention center on businesses	39%	*	54%	*	**
	KPI: % of businesses rating effect of tourism on business	65%	*	72%	*	**
	Annual Event bookings at Miami Beach Convention Center	173	100	52	15	TBD
	Attendance at Bass Museum	64,323	53,093	17,790	9,716	135,000
	Total # of special events permits processed	178	296	241	272	250
	Total # of film and prints permits processed	907	953	883	1,102	950
	Total grant award amounts - FY - (TCD-Scan)	$710,000	$730,000	$ 798,000	$850,000	$850,000
Enhance Cultural and Recreational Activities	Attendance at Arts in the Park events (includes Soundscape Cinema)	19,535	22,960	**	22,400	22,500
	KPI: # of attendees at Colony Theater	25,719	21,743	21,499	26,379	30,000
	KPI: # of attendees at Byron Carlyle Theater	4,148	20,279	20,573	22,993	21,000
	KPI: # of attendees at Filmore Theater	145,376	119,938	105,700	146,893	130,000
	# of events at Colony Theater	*	108	102	124	75
	# of events at Byron Carlyle Theater	*	90	936	834	850

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Maximize the Miami Beach Brand as a World Class Destination	KPI: # of overnight visitors (in millions) stayed in Miami Beach hotels	7.0	7.2	8.6	**	7.9
	KPI: average hotel room rate	$304	$314	$267	$257	$262
	KPI: average hotel room occupancy	81.9%	79.3%	76.4%	78.5%	79.0%
	KPI: % of businesses that would recommend Miami Beach to others as a place to run a business	82%	*	72%	*	**
Achieve Educational (K-12) Excellence	# of students served in City of Miami Beach funded Arts for Learning program	2,354	2,706	2,500	3,401	3,000

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not available until end of year

(1) Occupancy percentage based on days that the building was open and only for 2 halls or 4 halls during Art Basel

(2) Occupancy target was based on a total of 284 available hall days due to building closures

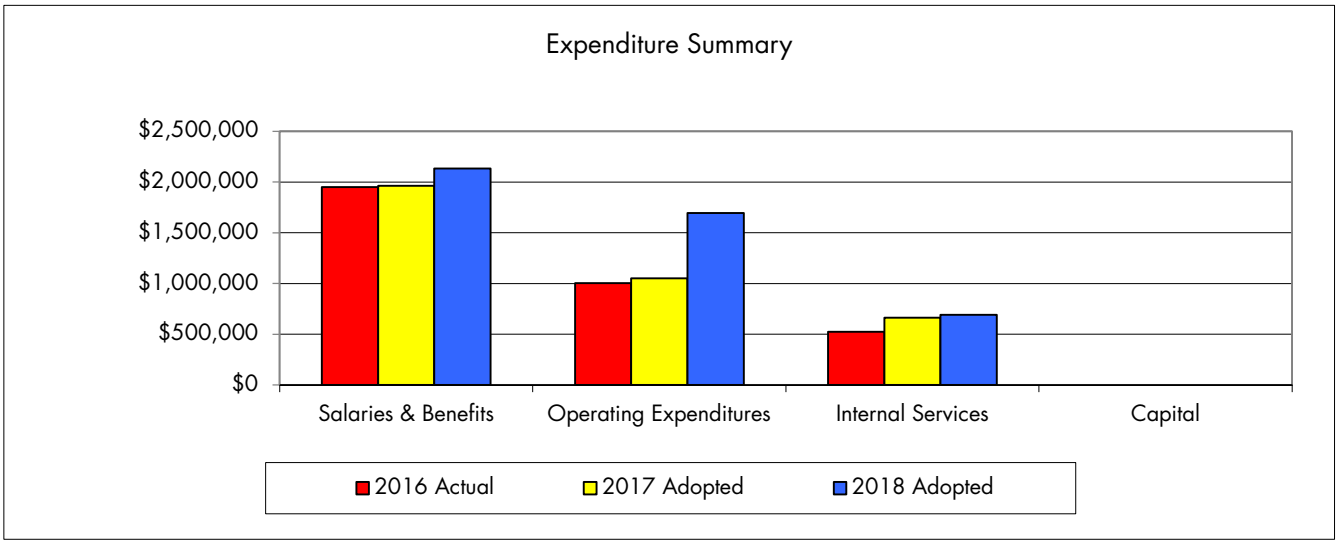
TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

Departmental Financial Summary

Revenue by Division	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
General Fund	8,728,245	8,512,627	7,990,000	**7,646,000**
Cultural Arts Council	1,266,798	1,383,640	1,679,000	**1,359,000**
Convention Center	17,663,947	10,579,559	11,038,000	**12,688,000**
Art in Public Places*	23,000	7,060,797	473,000	**0**
Total	**$ 27,681,990**	**$ 27,536,623**	**$ 21,180,000**	**$ 21,693,000**
Expenditure by Division				
General Fund	3,486,751	3,478,152	3,680,000	**4,519,000**
Cultural Arts Council	1,186,793	1,208,430	1,679,000	**1,359,000**
Convention Center	16,095,806	14,508,165	11,038,000	**12,688,000**
Art in Public Places	513,787	277,359	473,000	**0**
Total	**$ 21,283,136**	**$ 19,472,107**	**$ 16,870,000**	**$ 18,566,000**
Expenditure Area				
Salaries & Benefits	7,830,638	7,285,141	7,249,000	**6,944,000**
Operating Expenditures	7,016,633	6,130,181	6,901,500	**9,050,000**
Renewal & Replacement	4,506,041	14,880	420,000	**0**
Unfunded Renewal & Replacement	0	3,928,606	0	**0**
Internal Services	1,886,536	2,100,938	2,299,500	**2,572,000**
Capital	43,288	12,361	0	**0**
Total	**$ 21,283,136**	**$ 19,472,107**	**$ 16,870,000**	**$ 18,566,000**
Budgeted Positions				
General Fund	14.50	16.00	15.15	**16.15**
Resort Tax	0.00	0.50	0.00	**0.00**
Cultural Arts Council	2.00	2.00	2.00	**2.00**
Convention Center**	1.50 + 1.00 PT	1.50 + 1.00 PT	1.85 + 0.00 PT	**1.85 + 0.00 PT**
Art in Public Places	1.00	1.00	1.00	**0.00**
Total Budgeted Positions	**19.00 + 1.00 PT**	**21.00 + 1.00 PT**	**20.00 + 0.00 PT**	**20.00 + 0.00 PT**

***In FY2017/18, Art in Public Places was transferred from the Special Revenue Fund to the General Fund**
****Additional Convention Center staff are employees of the management company**

GENERAL FUND	2015	2016	2017	2018
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
TCD	2,603,393	2,610,814	1,950,000	**1,808,000**
Byron/Carlyle	920	3,465	2,000	**2,500**
Colony Theater	437,907	382,345	430,000	**222,000**
Asset Management	5,686,024	5,516,003	5,608,000	**5,613,500**
Total	**$ 8,728,245**	**$ 8,512,627**	**$ 7,990,000**	**$ 7,646,000**
Expenditure by Division				
TCD	1,158,994	1,258,634	1,240,000	**1,675,000**
Byron/Carlyle	36,919	35,148	92,000	**71,000**
Colony Theater	257,301	284,660	308,000	**295,000**
Bass Museum	1,309,479	1,229,193	1,323,000	**1,259,000**
Asset Management	409,623	382,286	415,000	**736,000**
Economic Development	314,436	288,232	302,000	**313,000**
Art in Public Places	0	0	0	**170,000**
Total	**$ 3,486,751**	**$ 3,478,152**	**$ 3,680,000**	**$ 4,519,000**
Expenditure Area				
Salaries & Benefits	1,766,998	1,950,533	1,963,000	**2,133,000**
Operating Expenditures	1,000,617	1,003,849	1,052,500	**1,696,000**
Internal Services	710,450	523,770	664,500	**690,000**
Capital	8,686	0	0	**0**
Total	**$ 3,486,751**	**$ 3,478,152**	**$ 3,680,000**	**$ 4,519,000**
General Fund Positions				
TCED	6.50	8.00	7.15	**7.15**
Byron/Carlyle	0.00	0.00	0.00	**0.00**
Colony Theater	0.00	0.00	0.00	**0.00**
Bass Museum	2.00	2.00	2.00	**2.00**
Asset Management	4.00	4.00	4.00	**4.00**
Economic Development	2.00	2.00	2.00	**2.00**
Art in Public Places	0.00	0.00	0.00	**1.00**
Total General Fund Positions	**14.50**	**16.00**	**15.15**	**16.15**



TOURISM & CULTURAL DEVELOPMENT

GENERAL FUND	**2015**	**2016**	**2017**	**2018**
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Special Events				
Application Fees	151,000	169,875	155,000	**155,000**
Lummus Park User Fee	47,554	53,853	49,000	**50,000**
Square Footage	266,084	245,099	265,000	**253,000**
Beach Vehicle Access	21,638	24,724	20,000	**21,000**
Non-Beach Concessions	96,936	100,057	85,000	**98,000**
Lincoln Road User Fee	1,135	2,211	1,000	**1,000**
Collins Park User Fee	21,012	21,086	20,000	**35,000**
Soundscape Park User Fee	937	1,138	0	**0**
Beach Access	58,350	36,749	40,000	**40,000**
Banner Fees	59,875	61,400	60,000	**60,000**
Promotional Distribution	22,000	10,000	20,000	**15,000**
Beachfront Ceremonies	43,875	30,750	40,000	**23,000**
Live Nation	1,171,659	1,195,093	1,195,000	**1,057,000**
Sponsorships & Advertising	641,339	658,780	0	**0**
Total	**$ 2,603,393**	**$ 2,610,814**	**$ 1,950,000**	**$ 1,808,000**
Expenditure Area				
Salaries & Benefits	838,274	943,878	902,000	**991,000**
Operating Expenditures	120,467	113,099	122,500	**425,000**
Internal Services	198,159	201,656	215,500	**259,000**
Capital	2,094	0	0	**0**
Total	**$ 1,158,994**	**$ 1,258,634**	**$ 1,240,000**	**$ 1,675,000**
Budgeted Positions	**6.50**	**8.00**	**7.15**	**7.15**

BYRON/CARLYLE

GENERAL FUND	**2015**	**2016**	**2017**	**2018**
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Facility Rental	920	3,465	2,000	**2,500**
Equipment Rental	0	0	0	**0**
Total	**$ 920**	**$ 3,465**	**$ 2,000**	**$ 2,500**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	10,960	22,466	54,000	**41,000**
Internal Services	25,959	12,682	38,000	**30,000**
Capital	0	0	0	**0**
Total	**$ 36,919**	**$ 35,148**	**$ 92,000**	**$ 71,000**
Revenue Less Expenditures	**$ (35,999)**	**$ (31,683)**	**$ (90,000)**	**$ (68,500)**
Budgeted Positions	**0.00**	**0.00**	**0.00**	**0.00**

*** In FY 2014/15 the City entered into a contract with O Cinema for the Management of the Byron Carlyle Theater although the City is still responsible for some of the maintenance and expenses at the facility.**

COLONY THEATER

GENERAL FUND	2015	2016	2017	2018
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Facility Rental	160,097	119,189	160,000	**0**
Equipment Rental	30,035	39,033	30,000	**0**
Colony Café	247,775	224,123	240,000	**222,000**
Total	**$ 437,907**	**$ 382,345**	**$ 430,000**	**$ 222,000**
Expenditure Area				
Salaries & Benefits	85,775	111,650	141,000	**0**
Operating Expenditures	155,739	164,010	157,000	**275,000**
Internal Services	9,194	9,000	10,000	**20,000**
Capital	6,592	0	0	**0**
Total	**$ 257,301**	**$ 284,660**	**$ 308,000**	**$ 295,000**
Revenue Less Expenditures	**$ 180,607**	**$ 97,685**	**$ 122,000**	**$ (73,000)**
Budgeted Positions	**0.00**	**0.00**	**0.00**	**0.00**

BASS MUSEUM

GENERAL FUND	2015	2016	2017	2018
Expenditure Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Salaries & Benefits	275,364	299,762	299,000	**311,000**
Operating Expenditures	651,000	651,000	651,000	**651,000**
Internal Services	383,115	278,432	373,000	**297,000**
Capital	0	0	0	**0**
Total	**$ 1,309,479**	**$ 1,229,193**	**$ 1,323,000**	**$ 1,259,000**
Budgeted Positions	**2.00**	**2.00**	**2.00**	**2.00**

ECONOMIC DEVELOPMENT

GENERAL FUND	2015	2016	2017	2018
Expenditure Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Salaries & Benefits	261,056	254,884	260,000	**282,000**
Operating Expenditures	35,380	24,347	32,000	**19,000**
Internal Services	18,000	9,000	10,000	**12,000**
Capital	0	0	0	**0**
Total	**$ 314,436**	**$ 288,232**	**$ 302,000**	**$ 313,000**
Budgeted Positions	**2.00**	**2.00**	**2.00**	**2.00**

ART IN PUBLIC PLACES

GENERAL FUND	2015	2016	2017	2018
Expenditure Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Salaries & Benefits	0	0	0	**148,000**
Operating Expenditures	0	0	0	**22,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 170,000**
Budgeted Positions	**0.00**	**0.00**	**0.00**	**1.00**

ASSET MANAGEMENT

GENERAL FUND	**2015**	**2016**	**2017**	**2018**
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Lease Agreements	3,166,279	3,020,076	3,077,000	**3,075,500**
Concession Agreements	2,449,121	2,435,016	2,473,000	**2,476,000**
Markets	70,624	60,911	58,000	**62,000**
Total	**$ 5,686,024**	**$ 5,516,003**	**$ 5,608,000**	**$ 5,613,500**
Expenditure Area				
Salaries & Benefits	306,529	340,359	361,000	**401,000**
Operating Expenditures	27,071	28,926	36,000	**263,000**
Internal Services	76,023	13,000	18,000	**72,000**
Capital	0	0	0	**0**
Total	**$ 409,623**	**$ 382,286**	**$ 415,000**	**$ 736,000**
Budgeted Positions	**4.00**	**4.00**	**4.00**	**4.00**

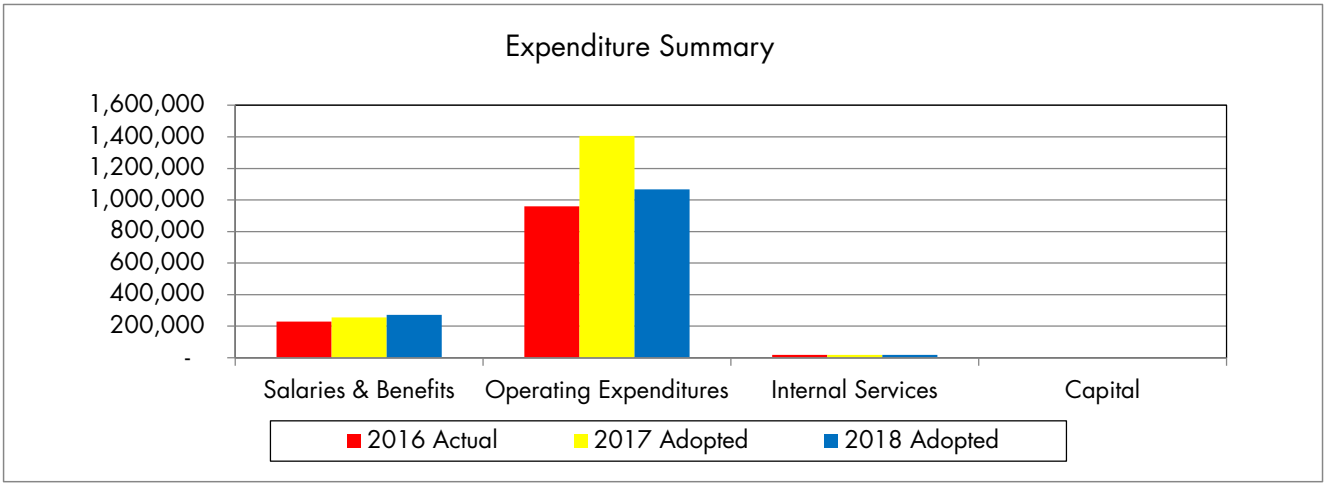
ART IN PUBLIC PLACES*

Special Revenue Fund	**2015**	**2016**	**2017**	**2018**
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Transfer In	23,000	7,060,797	0	**0**
Fund Balance	0	0	473,000	**0**
Total	**$ 23,000**	**$ 7,060,797**	**$ 473,000**	**$ 0**
Expenditure Area				
Salaries & Benefits	139,069	142,081	145,000	**0**
Operating Expenditures	374,718	135,278	328,000	**0**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 513,787**	**$ 277,359**	**$ 473,000**	**$ 0**
Budgeted Positions	**1.00**	**1.00**	**1.00**	**0.00**

***In FY2017/18, Art in Public Places was transferred from the Special Revenue Fund to the General Fund**

CULTURAL ARTS COUNCIL

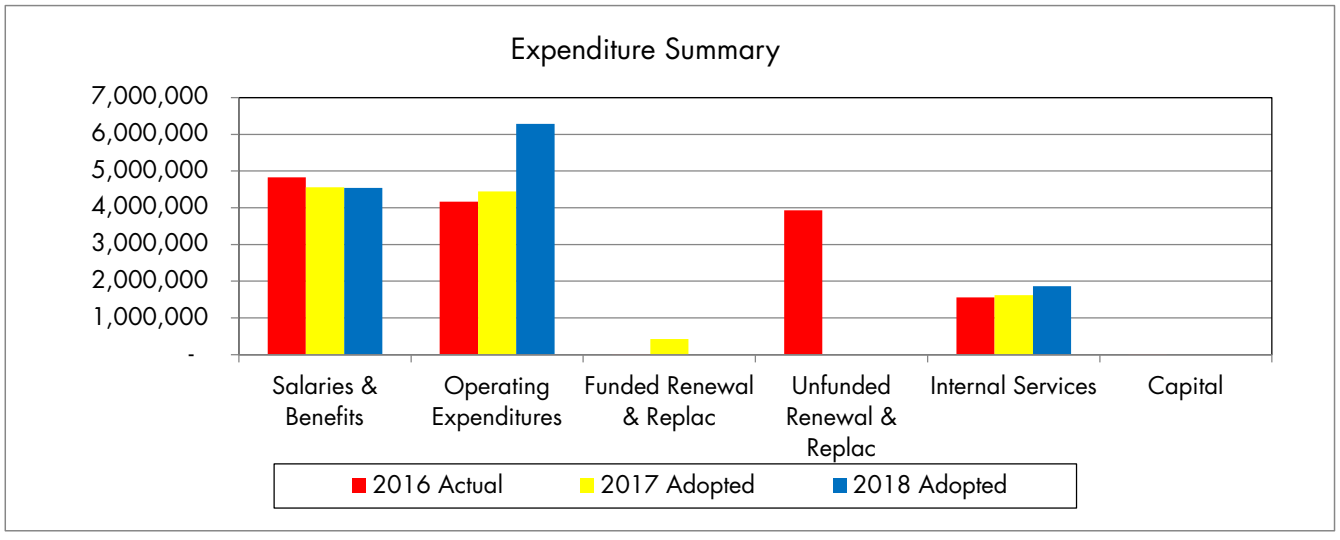
Special Revenue Fund	**2015**	**2016**	**2017**	**2018**
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
CAC Interest	21,754	14,715	22,000	**32,000**
Quality of Life	1,245,044	1,368,925	1,407,000	**1,327,000**
Fund Balance	0	0	0	**0**
Endowment	0	0	250,000	**0**
Total	**$ 1,266,798**	**$ 1,383,640**	**$ 1,679,000**	**$ 1,359,000**
Expenditure Area				
Salaries & Benefits	259,788	230,089	256,000	**272,000**
Operating Expenditures	864,356	960,280	1,405,000	**1,068,000**
Internal Services	62,649	18,061	18,000	**19,000**
Capital	0	0	0	**0**
Total	**$ 1,186,793**	**$ 1,208,430**	**$ 1,679,000**	**$ 1,359,000**
Revenue Less Expenditures	**$ 80,005**	**$ 175,210**	**$ 0**	**$ 0**
Budgeted Positions	**2.00**	**2.00**	**2.00**	**2.00**



MIAMI BEACH CONVENTION CENTER

Enterprise Fund	**2015**	**2016**	**2017**	**2018**
Revenue Area	**Actual**	**Actual**	**Adopted**	**Adopted**
Rent and Leases	3,999,314	3,006,421	1,579,000	**1,399,000**
Concessions	1,153,858	854,842	549,000	**529,000**
Telephone	472,086	273,958	200,000	**239,000**
Electrical Income	882,501	692,237	391,000	**367,000**
Services	605,051	474,938	373,000	**225,000**
Miscellaneous & Other	1,249,233	699,571	349,000	**408,000**
Convention Dev Tax	9,232,506	4,500,000	7,500,000	**4,500,000**
RDA Subsidy	0	0	0	**1,000,000**
Interest Earnings	69,399	77,592	97,000	**95,000**
Retained Earnings	0	0	0	**3,926,000**
Total	**$ 17,663,947**	**10,579,559**	**$ 11,038,000**	**$ 12,688,000**
Expenditure Area				
Salaries & Benefits	5,290,065	4,827,159	4,557,000	**4,539,000**
Operating Expenditures	5,151,660	4,166,052	4,444,000	**6,286,000**
Funded Renewal & Replac	4,506,041	14,880	420,000	**0**
Unfunded Renewal & Replac	0	3,928,606	0	**0**
Internal Services	1,113,437	1,559,107	1,617,000	**1,863,000**
Capital	34,602	12,361	0	**0**
Total	**$ 16,095,806**	**14,508,165**	**$ 11,038,000**	**$ 12,688,000**
Revenue Less Expenditures	**$ 1,568,142**	**$ (3,928,606)**	**$ 0**	**$ 0**
Budgeted Positions*	**1.50 + 1.00 PT**	**1.50 + 1.00 PT**	**1.85 + 0.00 PT**	**1.85 + 0.00 PT**

***Additional Convention Center staff are employees of the management company**



Budget Highlights

General Fund

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $839,000, or 23% primarily due to a $170,000 increase in personnel costs as described above, $170,000 increase in Colony Theater Management Fee and $500,000 in enhancements mentioned below. In addition, the Art in Public Places FY2017/18 budget of $170,000 was transferred from the Special Revenue Fund to the General Fund. These increases are partially offset by a decrease of $8,000 in efficiencies mentioned below, and $69,000 decrease in miscellaneous operating expenditures.

Convention Center Enterprise Fund

- The department's operating budget increased by $1,650,000 or 15% primarily due to a $22,000 increase for living wage impact mentioned in enhancements below, $293,000 increase in administrative fees paid to the General Fund, $246,000 increase in internal charges, $753,000 increase in utilities due to construction, $310,000 increase in debt service based on the obligations for repayment of the Ameresco loan, and $1,131,000 increase in contract maintenance and other operating expenditures primarily due to impact of new building (new escalators, landscaping, additional services, window washing). These increases were partially offset by a $420,000 decrease in renewal and replacement, $120,000 decrease in spectator management fee, $410,000 decrease in storm water cost, $132,000 decrease in temporary labor, $18,000 decrease to personnel costs due to reduction in part time staffing and vacant position(s), and $5,000 decrease in other miscellaneous operating expenditures.

Cultural Arts Council

- The department's operating budget decreased by $320,000 or 19% primarily due to a $303,500 decrease in operating expenditures and a $33,500 decrease in the transfer to reserves. These decreases were partially offset by a $16,000 increase in personnel costs as described above and $1,000 increase in internal charges.

TOURISM, CULTURE, AND ECONOMIC DEVELOPMENT

FY2017/18 Enhancements

- The FY2017/18 budget includes an enhancement of $100,000 contribution for Art Deco weekend, which will provide funding for event festivities. Art Deco weekend pays tribute to the art and culture of Miami Beach's Art Deco Historic District.

- The FY2017/18 Resort Tax budget includes contributions to help offset expenditures associated with two special events, which are the Miami Beach Air and Sea Show on Memorial Day weekend in the amount of $350,000 and the Seniors International Tennis Federation tennis event at the North Shore Park Tennis Facility from October 29th through November 13th in the amount of $100,000.

- The budget also includes $100,000 for a film incentive program. The purpose of this program is to encourage the film and production industry to bring major productions to the City by providing reimbursements to qualified productions that meet target requirements.

- $100,000 is also budgeted for Lummus Park Cultural Activation and Programming. This request was suggested by the Mayor's Ocean Drive Task Force. The purpose of the task force is to undertake an examination of conditions along Ocean Drive and make recommendations to the Mayor and Commission on potential initiatives to enhance the Ocean Drive experience for both visitors and residents.

- Lastly, the budget also includes $200,000 for Taste Bakery Café. In exchange for the City providing a reduced rate of rent and up to $200,000 reimbursement per year, the café will provide City employees with a 40% discount on the purchase of food and beverages. The café will provide City employees with a health alternative lunch option, which will be located next to City Hall at 773 17th Street.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes efficiencies of $8,000 for training.

CAPITAL IMPROVEMENT PROJECTS

Department Mission/Purpose Statement:

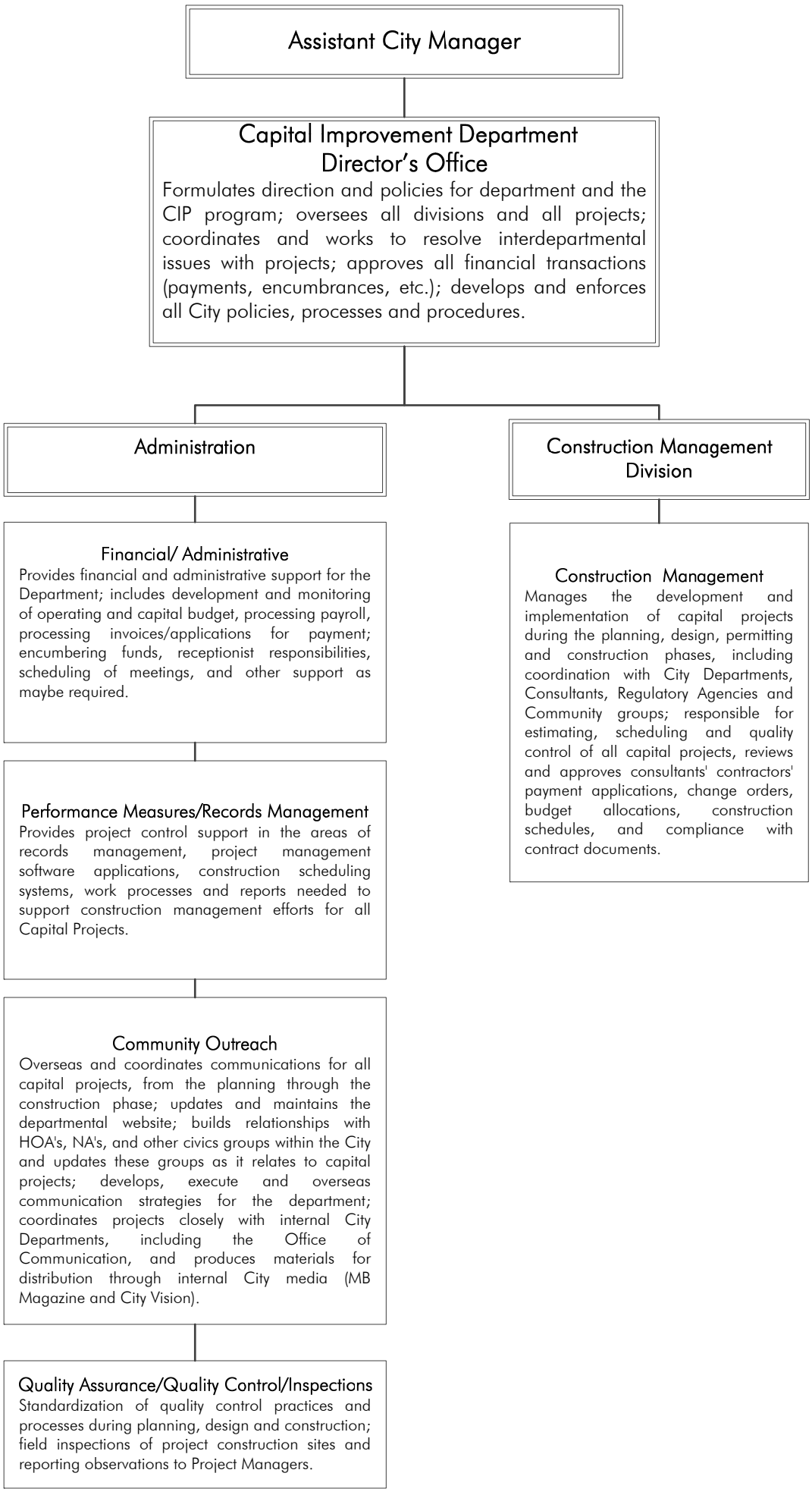
We are dedicated to the management of the City's capital construction efforts and to provide the platform to comprehensively address the goals set forth in the General Obligation Bond program, the Water and Wastewater Bond program, the Stormwater Bond program, and the Redevelopment Area Infrastructure Program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment.

Department Description:

The City established the Office of Capital Improvement Projects (CIP) in the summer of 2001 to consolidate the City's capital construction effort into a single entity that would serve as a focal point for planning and construction program management activities. The Office of CIP's current program includes unparalleled investments in quality of life infrastructure including prioritization of sea level rise with storm water and ROW Improvement projects, Parking facilities, Parks improvement projects and Sustainability & Resiliency projects necessary to improve, enhance and maintain facilities and infrastructure to meet the service demands of residents and visitors of the City of Miami Beach. The Capital Improvement program is mostly funded by authorized bonds including, General Obligation, water/sewer, and storm water funding. Other sources of funding may include grants, resort tax, parking bonds, etc. CIP is presently managing nearly 60 active projects in planning, design and construction phases. CIP's goal is to advance the majority of these projects to completion within the next five years.

CIP staff is composed of senior management, project managers in different categories of experience and responsibility, financial managers, field inspectors, public information specialists and administrative personnel. Over the years, the department has instituted new and innovative means of procurement of contractors and consultants. The procurement methods for projects the department is now managing include: job order contracting, design-build, construction management at risk, and design-bid-build. This has brought new contractors and consultants to the City, which has proven to enhance the current pool of vendors performing the immense task of constructing the City's infrastructure and facilities.

See attached Table of Organization


Assistant City Manager
Capital Improvement Department
Director's Office
Formulates direction and policies for department and the CIP program; oversees all divisions and all projects; coordinates and works to resolve interdepartmental issues with projects; approves all financial transactions (payments, encumbrances, etc.); develops and enforces all City policies, processes and procedures.
Administration
Construction Management Division
Financial/ Administrative
Provides financial and administrative support for the Department; includes development and monitoring of operating and capital budget, processing payroll, processing invoices/applications for payment; encumbering funds, receptionist responsibilities, scheduling of meetings, and other support as maybe required.
Performance Measures/Records Management
Provides project control support in the areas of records management, project management software applications, construction scheduling systems, work processes and reports needed to support construction management efforts for all Capital Projects.
Community Outreach
Overseas and coordinates communications for all capital projects, from the planning through the construction phase; updates and maintains the departmental website; builds relationships with HOA's, NA's, and other civics groups within the City and updates these groups as it relates to capital projects; develops, execute and overseas communication strategies for the department; coordinates projects closely with internal City Departments, including the Office of Communication, and produces materials for distribution through internal City media (MB Magazine and City Vision).
Quality Assurance/Quality Control/Inspections
Standardization of quality control practices and processes during planning, design and construction; field inspections of project construction sites and reporting observations to Project Managers.
Construction Management
Manages the development and implementation of capital projects during the planning, design, permitting and construction phases, including coordination with City Departments, Consultants, Regulatory Agencies and Community groups; responsible for estimating, scheduling and quality control of all capital projects, reviews and approves consultants' contractors' payment applications, change orders, budget allocations, construction schedules, and compliance with contract documents.

CAPITAL IMPROVEMENT PROJECTS

Fiscal Environment:

CIP is funded by chargebacks to capital projects managed by the office. Project budgets are finite, and the chargeback allocations calculated from those budgets are also finite. Although a significant percentage of the right-of-way (ROW) neighborhood projects have been completed or are in construction, future project funding needs will require the City to issue additional Water/Sewer and Stormwater Bonds. Additional funding from General Obligation Bonds may also be required in order to fully complete the construction of the many projects in the Capital Program and to fulfill the promises made to the residents. In 2014, the City Commission approved the recommendation of the Flooding Mitigation Committee to amend the City's Stormwater Management Master Plan by modifying the design criteria to reduce vulnerability and risk of flooding throughout the City. The Stormwater Management includes the raising of streets and sidewalks and upgrading from a gravity based stormwater system to a pump based system. Subsequently, City Commission approved the recommendations of the Mayor's Blue Ribbon Panel on Flooding and Sea Rise to design and implement the upgrade of the City's Stormwater Management systems to meet the new design criteria with a potential estimated additional cost of over $300 million and with a target completion timeframe between 3 to 5 years. The estimated cost includes the Stormwater portion of future neighborhood projects, the retrofit of some previously constructed neighborhood Stormwater systems, and miscellaneous Stormwater upgrades. The issuance of Stormwater Revenue Bonds in 2015 provided the first $100 million in funds to finance the enhancements to the Stormwater System.

Business Environment:

The Office of Capital Improvement Projects (CIP) is a construction management organization managing large Capital Projects from project inception to project completion. The principal goal of the department is to meet the expectations of the City of Miami Beach residents and Client Departments. Internal "client" departments include Public Works, Parking, Parks and Recreation, Property Management, Office of Housing and Community Services, Fire Department, Police Department, etc. The delivery of large Capital Projects involves a myriad of processes and requires a high level of coordination among all stakeholders which includes residents, Home/Neighborhood Owner Associations, elected officials, owner agencies, regulatory agencies, etc. Stakeholders often play a significant role in the definition and the design of a project from its inception to its construction. CIP also works with all Commission Committees and appointed boards such as Finance and Citywide, Neighborhoods/Community Affairs, Sustainability & Resiliency, Design Review Board, Historical Preservation Board, etc. in the development and successful implementation of all Capital Projects.

Significant Prior Accomplishments:

- Developed a 5-year recurring implementation schedule for funded projects.
- Addressed a general policy for the under-grounding of franchised utilities in neighborhoods interested in the matter and currently implementing the process in two neighborhoods in conjunction with the residents, Florida Power and Light, AT&T and Atlantic Broad Band (ABB).

CAPITAL IMPROVEMENT PROJECTS

- Completed the renovation of the London House Apartments, located at 1965-1975 Washington Avenue, the first of the City-owned and operated affordable rental housing properties to be fully rehabilitated under CIP project management. Originally built in 1949, the London House Apartments were operated as a hotel for many years until it finally closed in 2007. The City took ownership of the property in March 2014 and began the rehabilitation in December 2014. This was a federally funded project.
- Completed the Lower North Bay Road Neighborhood Improvements, a project designed and constructed under the current City of Miami Beach's stormwater management criteria that addresses sea level rise and high tides.

- **Completed and/or Substantially Completed the following projects:**

    - 7th Street Parking Garage Renovation
    - Audible Pedestrian Countdown Signals Ph. II
    - Bayshore B – Lower North Bay Road Neighborhood Improvements
    - Flamingo Park Soccer Field
    - South Pointe Neighborhood LED Lighting Installation
    - London House Renovation
    - Lifeguard Stands Replacements (11 lifeguard towers)
    - North Beach Domino Park
    - Normandy Shores Neighborhood – Phase II
    - Property Management Facility
    - South Pointe Park – Landscape and Turf Rehabilitation
    - South Pointe Crosswalks – Washington Ave at Commerce and First Street
    - South Pointe Crosswalks – Washington Ave at 2nd, 3rd, and 4th Streets

- **Projects Under Construction include:**

    - Allison Park Redesign
    - Bayshore D – Sunset Islands III & IV Neighborhood Improvements
    - Biscayne Point Island Entrance Renovation
    - Central Bayshore South Neighborhood Improvements
    - Crosswalks at Ocean Drive & 5th and Collins & South Point Drive
    - Española Way Pedestrian Conversion between Washington and Drexel
    - Flamingo Park Restrooms Facility
    - Kayak Launch Docks – Dickens and 73rd Street
    - Lifeguard Stands Replacement (9 lifeguard towers)
    - Meridian Avenue between 28thStreet and Dade Boulevard (off road pathway)
    - Middle Beach Recreational Corridor Ph. 2– Section 1
    - Muss Park Pavilion
    - Normandy Isle Neighborhood – Phase II
    - Palm & Hibiscus Neighborhood Improvements
    - Senior Center HVAC Project
    - South Pointe Drive Medians Uplighting

- South Pointe Landscaping Ph. II
- South Pointe Park – Water Feature Remediation
- Stormwater Pump Station at 19 Street East of Meridian
- Venetian Islands Neighborhood Improvements
- West Avenue – Phase II Improvements South of 14th St.

- **Projects in the bidding phase include:**

- Beachwalk II - Phase II
- Flamingo Park Handball Courts
- Middle Beach Recreational Corridor Ph. 2– Section 2

- **Projects in the design phase include:**

- Altos del Mar Park
- Carl Fisher Clubhouse Restoration
- Collins Park Parking Garage
- Protected Bike Lane Euclid Avenue between 5th Street and 16th Street
- Fairway Park (Artificial Turf Soccer Field, Drainage & Playground Replacement
- First Street ROW Improvements
- Flamingo Park Master Plan – Parkwide Improvements
- Kayak Launch Docks – Crespi and 81 Street
- Lighting – Bayshore Lower North Bay Road
- Lincoln Road Improvements - Collins Av to Lenox Ave
- Lincoln Rd Connectors
- Maurice Gibb Park Renovation
- Mid Beach Community Park (formerly Par 3)
- Mid Beach Recreational Corridor Ph. 3
- North Shore Open Space Park Renovation
- North Shore Park Restroom Building
- North Shore Tennis Center Upgrade
- Normandy Isle Park Turf Replacement
- Palm & Hibiscus Landscaping
- Parks Maintenance Facility
- Parking Garage at Parking Lot P16
- Public Works Facility
- Relocation of Fire Hydrants at Biscayne Beach Neighborhood
- Seawall-Muss Park Rehabilitation
- Shared Path on Parkview Island Park 73rd - 77th St
- Seawall Reconstruction - Fleet Management
- Sunset Islands I & II Guardhouse
- Surface Parking Lot P2 (1A) – Penrods at One Ocean Drive
- Surface Parking Lot P91 (22x) North Shore Youth Center

- **Projects in the planning phase include:**

- 51st Street bike lane between Alton Road and Pine Tree Drive
- Alton Road between Chase Avenue and North Michigan (off road pathway)
- Brittany Bay Park Outlooks & Living Shoreline
- Convention Center District ROW Improvements
- Fire Station No. 1 Renovation
- Green Bike Lanes – Prairie Ave (28 St – 34 St)
- New Fire Station No. 1
- Interceptor Garage at Surface Lot P23 at 16th Street and West Avenue
- La Gorce Neighborhood Improvements
- Lifeguard Stands Replacements (13 lifeguard towers)
- North Shore Bandshell Tent (Canopy)
- North Shore Neighborhood Improvements
- Parking Garage at Parking Lot P13
- Parking Garage at Biscayne Beach
- Parking Garage at Parking Lot P-55 (Collins & 27 St)
- Police Station Firing Range Renovation
- Rue Vendome Public Plaza
- Soundscape Park Concession and Restrooms
- Surface Parking Lot P48 Bass Museum

Critical Success Factors:

- Availability of project funding sources

  CIP is solely funded by charge backs to the particular projects managed by the office.

- Delivering construction projects within budget while meeting the required level or service

  CIP has implemented a model for constructability reviews which provides a standardized or consistent process for reviewing construction documents for constructability as well as re-evaluating control budgets prior to the issuance of invitations to bid or requests for proposal. Constructability reviews also identify opportunities for alternate construction means and methods which could shorten the projected construction schedule.

- Delivering construction projects within approved schedules

  In order to maximize the utilization of our project management teams, CIP has implemented more sophisticated software and measures for project scheduling, planning and tracking.

- Meeting expectations of Client Departments

CIP has worked with the internal "client" departments and other reviewing departments to streamline the processes related to the planning, design and construction of the Capital Improvement Projects. CIP continues to look at ways in which the processes are further improved to achieve better efficiency and effectiveness. Discussions are frequently held with the client departments to evaluate the current project status and to look for opportunities to implement a more effective and efficient way to address regulatory requirements, as well as client department operational items. Addressing these requirements early in the process is key to maintaining project schedules as well as identifying budget impacts, if any.

- Meeting expectations of residents by expanding Communications Efforts and Community Outreach

  Another key component to the department's critical success is meeting the expectations of the City's residents. CIP has a very successful Community Outreach Program which coordinates communications with residents and businesses for all capital projects, from the planning through the construction phase; updating and maintaining the departmental website; building relationships with home owners associations (HOAs), neighborhood associations (NAs), and other civic groups within the City to provide updates to these groups as it relates to capital projects.

  Communication is a key to success and the City has many tools to increase community awareness. Construction in a dense, urban, coastal barrier island surrounded by a national aquatic preserve poses many challenges to the designers and the contractors. Anti-degradation policies for Biscayne Bay, coupled with high levels of naturally occurring ammonia and existing contamination due to man-made activities and sea level rise issues, increase the difficulty of complex infrastructure projects. Increased efforts to communicate these difficulties have raised awareness in the community and have helped explain how they impact the community during construction. The City's Capital Improvement Program is one of the most ambitious programs in the South Florida area. Communicating the accomplishments as well as the challenges is a means to raising the awareness of the constituency. Gaining the support of the constituency is critical, as they are the end users who receive the benefit of the many projects which are being constructed in pursuit of improving the resident's quality of life. Communicating the work to be performed and the work completed is also a communication strategy that needs to be implemented more effectively so that residents and visitors alike are aware of forthcoming activities and can plan appropriately so that they can mitigate their perceived impacts. Media such as the internet, print and video will be used to communicate the department's message in collaboration with the City's Communications Department so that communications are streamlined, accurate and concise.

CAPITAL IMPROVEMENT PROJECTS

Future Outlook:

In the next five years the CIP office will continue to deliver projects and advance the design and construction of Parks, Parking Garages, Beachwalks, Bike Paths, Infrastructure Improvements, Streetscape Improvements, and other City Facilities.

With nearly 22 projects in construction and over 30 additional projects in design, permitting, and procurement phases, with a construction value of approximately $400 million (not including planning projects), construction activity is expected to peak within the next two to three years.

Other possible issues which continue to affect the program include the feedback from the community as projects come on line and additional improvements which arise, after the fact, from internal owner departments. The streamlining of internal reviews will continue, and CIP will continue to make every necessary effort towards reducing review times, expediting comments, and reducing comments which are not relative to the established scope and budget of projects. These issues continue to be managed by the team to determine appropriate and expedient solutions.

CAPITAL IMPROVEMENT PROJECTS

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of days to process invoices from contractors and consultants	26	26	17.5	20	25
	% of contractors evaluated	*	*	100%	100%	100%
	% of consultants evaluated	*	*	100%	100%	100%
Ensure Reliable Stormwater and Resiliency Against Flooding by Implementing Select Short and Long-Term Solutions Including Addresssing Sea-Level Rise	% of active ROW projects meeting the most current stormwater management criteria	*	*	100%	100%	100%
Build and Maintain a Priority Infrastructure With Full Accountability	KPI: % of projects with substantially completed construction and in beneficial use within 120 days of construction schedule	100%	100%	100%	100%	100%
	KPI: % of residents rating recently completed capital improvements projects on Miami Beach as excellent or good	77%	*	56%	*	**
	KPI: % of businesses rating recently completed capital improvements projects on Miami Beach as excellent or good	80%	*	*	*	**
	Total change order value as percent of original contracted construction amount	8.4%	11.7%	11.0%	6.0%	8.0%
	% of CIP projects for which the close-out procedure was completed	*	100%	100%	100%	100%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

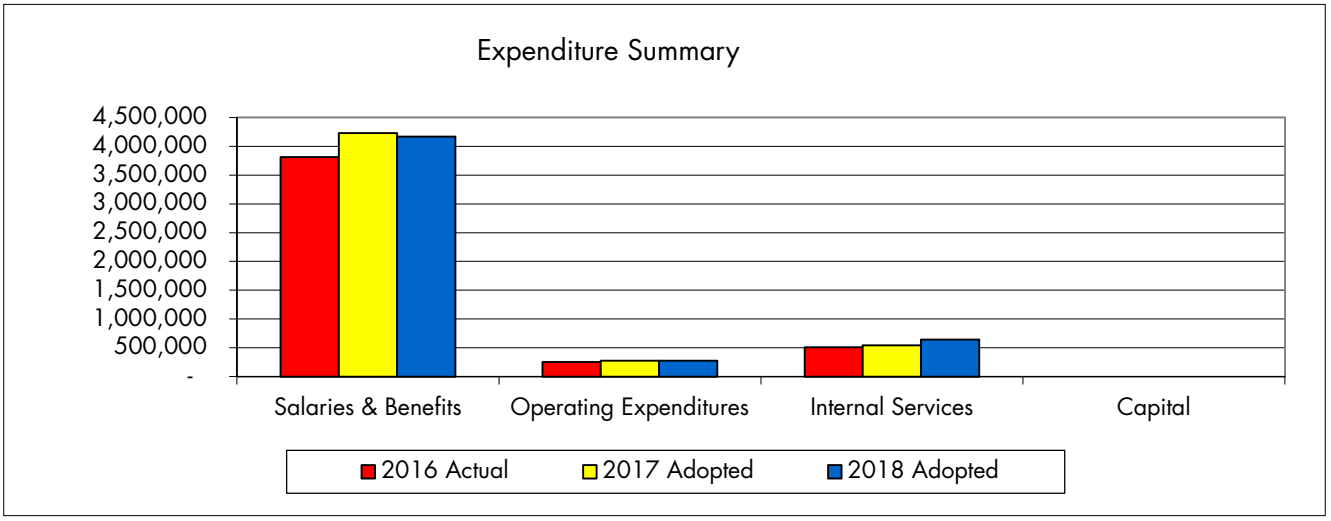
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

CAPITAL IMPROVEMENT PROJECTS

General Fund
Departmental Financial Summary

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	3,714,159	3,812,131	4,231,000	**4,169,000**
Operating Expenditures	229,795	252,720	278,000	**278,000**
Internal Services	490,774	508,528	542,000	**643,000**
Capital	0	0	0	**0**
Total	**$ 4,434,728**	**$ 4,573,379**	**$ 5,051,000**	**$ 5,090,000**
Total Budgeted Positions	**36.00**	**36.00**	**36.00**	**34.00**



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $39,000 or 1% percent, primarily due to a personnel cost increases as described above, as well as a $101,000 increase in internal service expenditures, which is based on historical use of service.

FY2017/18 Efficiencies/Reductions

- Due to increased efficiency and productivity within the department, the FY2017/18 budget includes the elimination of one vacant Financial Analyst I position, and one vacant Field Inspector Supervisor position, resulting in a combined saving of $173,000.

MIAMIBEACH

FLEET MANAGEMENT

Department Mission/Purpose Statement:

We are committed to be a well-managed provider of quality and cost-effective fleet services.

Department Description:

Fleet Management maintains and repairs the City's fleet of approximately 1,250 vehicles and equipment. This total includes approximately (850) sedans, SUVs, light trucks, and vans, with the balance comprised of a variety heavy-duty trucks and specialty equipment, such as construction equipment, street sweepers, vacuum trucks, light towers, generators, all-terrain vehicles, watercraft, trailers, and pressure washers. Fleet also maintains over 100 vehicles for the Village of Key Biscayne and North Bay Village.

Department responsibilities and activities include:

- Repairing and Maintaining Vehicles and Equipment – Includes scheduled preventive maintenance and repairs representing approximately 8,000 service work orders per year. Vehicles are assessed for replacement, during their life cycle, based on criteria as determined by Fleet Management and City policy. Age, mileage, repair history/cost, and general condition are key factors considered when scheduling vehicle replacement.

- Managing Automotive Warehouse Operations – Includes ordering and receiving of parts, tools, uniforms and maintenance supplies; fulfilling parts orders for mechanic service work orders; managing inventory; ordering lubricants; disposing of used tires and discarded balancing lead weights; and receiving over (100) bulk fuel deliveries per year.

- Purchasing Vehicles and Equipment – Includes utilization of competitively procured contracts; piggybacking from State and County contracts; issuing requests for quotes and proposals; and providing up-fitting of new vehicles with safety and utility equipment, utilizing Fleet and outside vendor resources. Approximately (42) vehicles and equipment, with a total value in excess of $3.1-million, are projected to be ordered during FY 2018.

- Purchasing, Dispensing and Distributing Fuel – Includes management and maintenance of dispensing facility at Terminal Island; administration of Fuel Card Program and various retail accounts; management of inventory; tanker distribution of gas and diesel fuel to various City facilities; fuel management system administration, maintenance and repair; and fuel key management. Approximately 880,000 gallons of fuel were purchased during FY 2017.

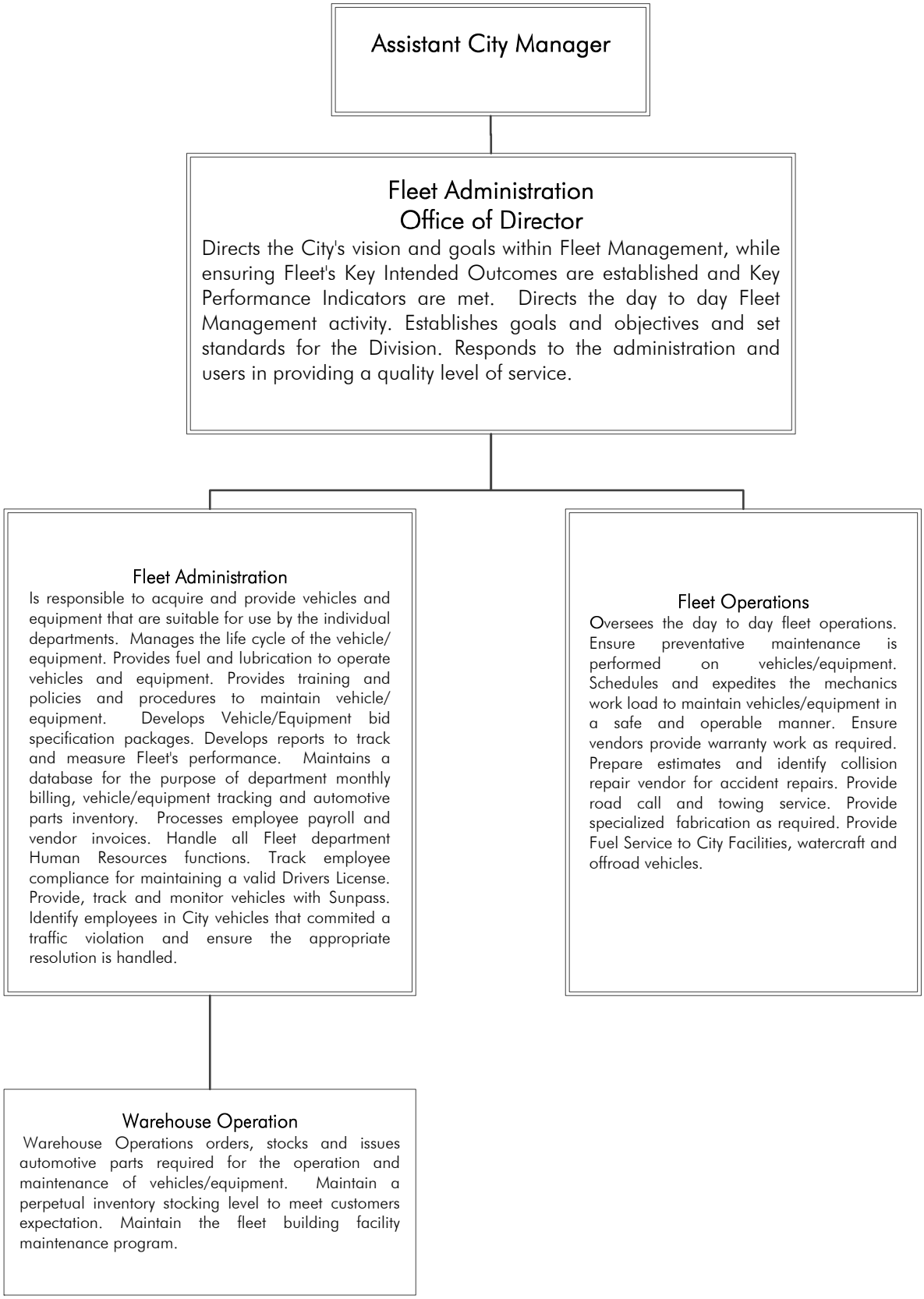
- Disposing of Surplus Vehicles and Equipment – Based on various replacement criteria including age, mileage, repair history/cost and general condition. Disposal channels include live and on-line auctions as well as City Commission approved donations. Surplus automotive metal parts and components are collected and sold at scrap value.

- Providing Fleet Support Services – Include responding to emergency callouts for towing and wrecker services for City vehicles on a 24/7/365 basis; driver's license checks; collaborating

with Risk Management on accident investigations; overseeing outside car wash services; monitoring and administering citywide charges for toll and red light violations; coordination of speedometer testing and vehicle safety inspections; training support in the operation of specialized equipment; and vehicle tag, title, and registration services.

- Providing Administrative and Planning Support Activities – Includes interaction with over 100 vendors; verification, tracking, approving and processing invoices representing over 8,000 vendor transactions and purchasing card transactions per year; chargeback billing to departments for services and products provided; processing monthly off-road fuel tax reimbursements with the State; overseeing compliance with all operating permits; and collaborating with all departments in developing vehicle replacement budgets that meet their operational needs.

See attached Table of Organization


Assistant City Manager
Fleet Administration
Office of Director
Directs the City's vision and goals within Fleet Management, while ensuring Fleet's Key Intended Outcomes are established and Key Performance Indicators are met. Directs the day to day Fleet Management activity. Establishes goals and objectives and set standards for the Division. Responds to the administration and users in providing a quality level of service.
Fleet Administration
Is responsible to acquire and provide vehicles and equipment that are suitable for use by the individual departments. Manages the life cycle of the vehicle/ equipment. Provides fuel and lubrication to operate vehicles and equipment. Provides training and policies and procedures to maintain vehicle/ equipment. Develops Vehicle/Equipment bid specification packages. Develops reports to track and measure Fleet's performance. Maintains a database for the purpose of department monthly billing, vehicle/equipment tracking and automotive parts inventory. Processes employee payroll and vendor invoices. Handle all Fleet department Human Resources functions. Track employee compliance for maintaining a valid Drivers License. Provide, track and monitor vehicles with Sunpass. Identify employees in City vehicles that commited a traffic violation and ensure the appropriate resolution is handled.
Fleet Operations
Oversees the day to day fleet operations. Ensure preventative maintenance is performed on vehicles/equipment. Schedules and expedites the mechanics work load to maintain vehicles/equipment in a safe and operable manner. Ensure vendors provide warranty work as required. Prepare estimates and identify collision repair vendor for accident repairs. Provide road call and towing service. Provide specialized fabrication as required. Provide Fuel Service to City Facilities, watercraft and offroad vehicles.
Warehouse Operation
Warehouse Operations orders, stocks and issues automotive parts required for the operation and maintenance of vehicles/equipment. Maintain a perpetual inventory stocking level to meet customers expectation. Maintain the fleet building facility maintenance program.

FLEET MANAGEMENT

Fiscal Environment:

The Fleet Management Department is an Internal Service organization, deriving its revenue from all departments that operate City-owned vehicles through a department chargeback process on a "pay-as-you-go" basis. Charges are made for fuel dispensed with a 13-cent markup to support fuel operations assets and activities, including fuel dispensers, fuel tanker truck, and automated fuel tracking system, and related computer hardware and software. Mechanic labor rates average $93.00/hour. Vendor sublet rates are marked up by 10% and parts are marked up by 20%. Charges cover Fleet Management's administrative and operating expenses for services and warehouse operations. Fleet Management purchases replacement vehicles for the General Fund departments through a depreciation chargeback process. Vehicles are replaced based on age, mileage, condition and repair costs. The Internal Services fund budget structure, in conjunction with General and Enterprise Funds, has provided a stable funding source for vehicle replacement and maintenance.

Fleet Management continues to provide maintenance and repair services for the Village of Key Biscayne's vehicles. Contract maintenance and repair services were initiated for North Bay Village during FY2017. These partnerships provide additional revenue to Fleet Management that offset operational expenditures.

Business Environment:

The Fleet Management Department has diverse responsibilities within the City and works closely with client departments to ensure that their vehicles and equipment support their operational needs and that their expectations are met. In this capacity, Fleet provides a wide range of support services to end users, including necessary training to maintain and operate vehicles and equipment safely. Client departments are made aware of the importance of having their vehicles/equipment brought to Fleet for preventive maintenance, when scheduled, to ensure that the cost of repairs is minimized. Operating and care practices of vehicles/equipment can also impact Fleet Management's business environment and its client departments operation. Fleet Management strives to use best industry practices to provide cost effective fleet services and seeks to exploit technology to improve business processes and services.

The department reviews internal processes, as well as key existing contractual and professional partnerships, on an on-gong basis to identify improvement opportunities and seek the most cost-effective balance between in-house and outsourced services.

FLEET MANAGEMENT

Significant Prior Accomplishments:

- Achieved High Overall Availability of Fleet Vehicles – Achieved overall average availability of citywide Fleet vehicles and equipment of 95% for FY2015/16. FY2016/17 vehicle availability is projected to exceed 96%.

- Upgraded Fuel Management System at Terminal Island – Completed phased upgrade of the wireless fuel management system at Terminal Island including replacement of control pedestal, modification of dispenser nozzles, replacement of communications cable to administration office, and system reprogramming. The eight-day project required extensive coordination and communications with all client departments and the fueling system vendor to accommodate massive data management legwork; manual data collection of every fueling transaction; temporary fuel card issuances; troubleshooting VIUs with the vendors; updating fueling data online; programming of over 100 new fuel keys; and manning the pumps on 11-hour shifts during weekdays and the weekend. Although fueling service availability was reduced from a six dispensers/24-hour fueling window, to a three dispensers 46% availability window for over a week, the project was completed without any complaints from client departments.

- On-going "Greening" of the City's Fleet – Approximately 97% of the City's staff sedan fleet (excluding Police and Fire first responder vehicles) is composed of compact and hybrid vehicles. Through FY2016/17, the City's fleet included 20 hybrid vehicles. The City's first electric vehicle (EV), for use in a pilot program with the Parking Department, was ordered in FY2016/17. The program is to be expanded in FY2017/18 with the purchase of two additional EVs. Fleet Management, in partnership with the Environment & Sustainability Department, is conducting an on-going fleet assessment, and evaluating other transportation options such as motor pool pilot, with the goal of improving the fleet efficiency, as part of a City initiative to reduce greenhouse gas emissions.

- Maintained High Training Level for Fleet Employees – Fleet employees completed (109) individual training sessions, representing (434) aggregate training hours, with an average of nearly (21) training hours per employee for FY2015/16. This included mechanic training through the online Ford Motor Co. Standard Training & Resource System (STARS), as well citywide training courses.

- Received Full Accreditation by APWA – Fleet Management created work practice manuals and presented with supporting documentation to review panel. As a former Public Works Division, Fleet Management received full accreditation from APWA in its first ever application during FY2014/15.

- Expanded Emergency Fueling Capabilities – Expanded implementation of Fleet Fuel Card Program to accommodate emergency fueling of vehicles/equipment for departments with public safety and front-line operational capabilities. As part of the Fleet Management Hurricane Plan, coordinated with key departments to create approximately (150) emergency fuel cards that will be distributed upon activation of the EOC in advance of major emergency and weather related events. This measure will make it possible for City employees to fuel

vehicles at hundreds of participating fuel retailers in South Florida during emergency conditions. Previously, the Fleet Fuel Card Program had assigned approximately (150) fuel cards to vehicles operating in the City's north end and for extraordinary circumstances, including every fire and rescue emergency response vehicles. As a result, approximately (300) fleet fuel cards will be actively deployed during emergency conditions. Approximately (600) City employees have been assigned personal identification numbers (PINs) for authorized fuel card usage, primarily in the Police and Fire Departments.

- Increased Automotive Parts Storage Capability - Installed over 240 lineal feet of pallet rack storage system, in the "Electrowave" building, to expand and facilitate medium and long-term storage of automotive components, including surplus items slated for disposal. These modifications helped to clear floor space that is currently used for twice-weekly workouts by Sanitation and Fleet employees participating in the City's Wellness Program.

- Surplus Vehicle Disposal and Police Fleet Modernization – During FY2015/16, 2 live auctions conducted at the Fleet Management facility at Terminal Island, resulted in the sale of 255 vehicles and various equipment, with net proceeds of $855,425. As a result of continued efforts to modernize the Police Department vehicle fleet, the average age of police patrol vehicles has now been reduced to approximately 3.6 years.

- Customer Satisfaction Ratings – Maintained Service Shopper Program Combined Average Score above 4.00 target (out of 5.00).

FLEET MANAGEMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure Expenditure Trends are Sustainable Over the Long Term	Hourly Labor Cost Per Mechanic	$90.00	$93.00	$93.00	$93.00	$93.00
Streamline Delivery of Services	Police Vehicle Availability	95.6%	94.2%	95.8%	96.4%	96.0%
	City Wide Vehicle/Equipment Sedans & Light Trucks Non-Police Availability	95.9%	95.2%	95.6%	97.3%	95.0%
	City Wide Vehicle/Heavy Equipment & Special Duty Non-Police Availability	89.1%	86.6%	88.4%	91.7%	85.0%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

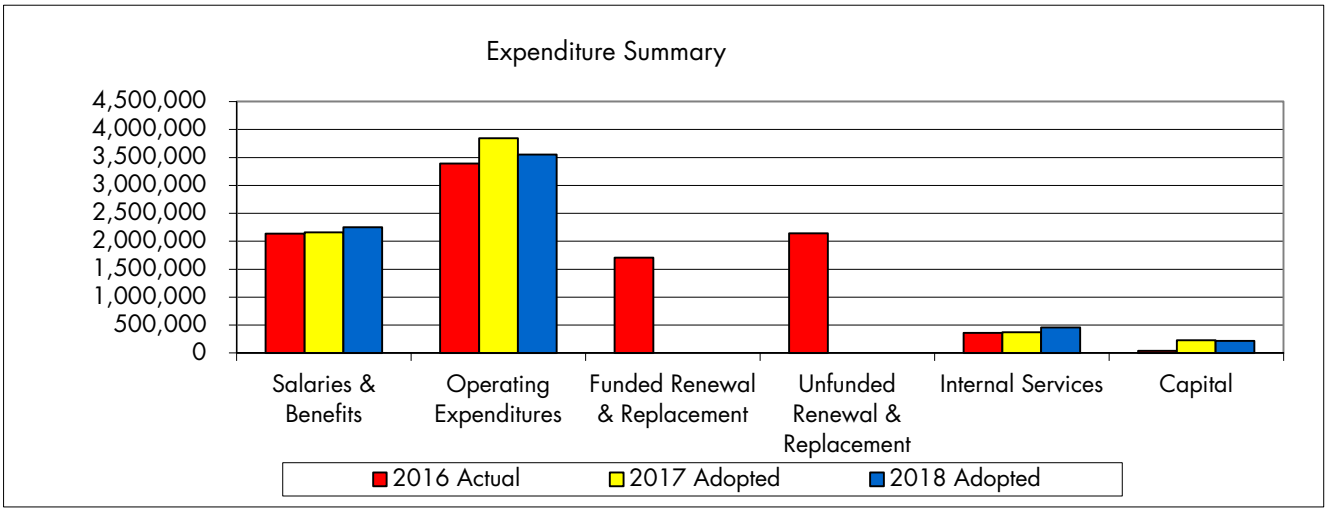
* Indicates measure was not tracked and/or conducted during reporting period

** Data not available until end of year

FLEET MANAGEMENT

Internal Service Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Inter-Departmental Charges	9,521,017	10,121,865	9,030,000	**8,300,000**
Retained Earnings	0	0	0	**0**
Interest/Other	671,617	879,559	517,000	**503,000**
Total	**$ 10,192,634**	**$ 11,001,424**	**$ 9,547,000**	**$ 8,803,000**
Expenditure Area				
Salaries & Benefits	1,915,553	2,139,109	2,162,000	**2,252,700**
Operating Expenditures	3,478,320	3,392,659	3,844,000	**3,551,600**
Funded Renewal & Replacement	939,587	1,706,141	0	**0**
Unfunded Renewal & Replacement	2,680,749	2,141,975	0	**0**
Internal Services	335,210	358,484	370,000	**461,000**
Capital	113,000	38,289	231,000	**215,700**
Debt Service	3,410,964	3,366,742	2,940,000	**2,322,000**
Total	**$ 12,873,384**	**$ 13,143,398**	**$ 9,547,000**	**$ 8,803,000**
Revenue Less Expenditures	**$ (2,680,749)**	**$ (2,141,975)**	**$ 0**	**$ 0**
Total Budgeted Positions	**22 + 0 PT**	**22 + 0 PT**	**22 + 0 PT**	**21 + 0 PT**



FLEET MANAGEMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget decreased by $744,000 or 7.8%, primarily due to a $618,000 reduction in debt service expenditures, as well as a decrease in fuel expenditures.

FY2017/18 Efficiencies/Reductions

- The FY2017/18 budget includes efficiencies totaling $87,000 from decreases in personnel services due to the elimination of a Mechanic III position and the reclassification of vacant Office Associate V position to an Office Associate IV.

MIAMIBEACH

PARKING

Department Mission/Purpose Statement:

We are dedicated to providing clean, safe, and affordable parking options, which support mobility and reduce traffic congestion; with an unwavering commitment to customer satisfaction.

Department Description:

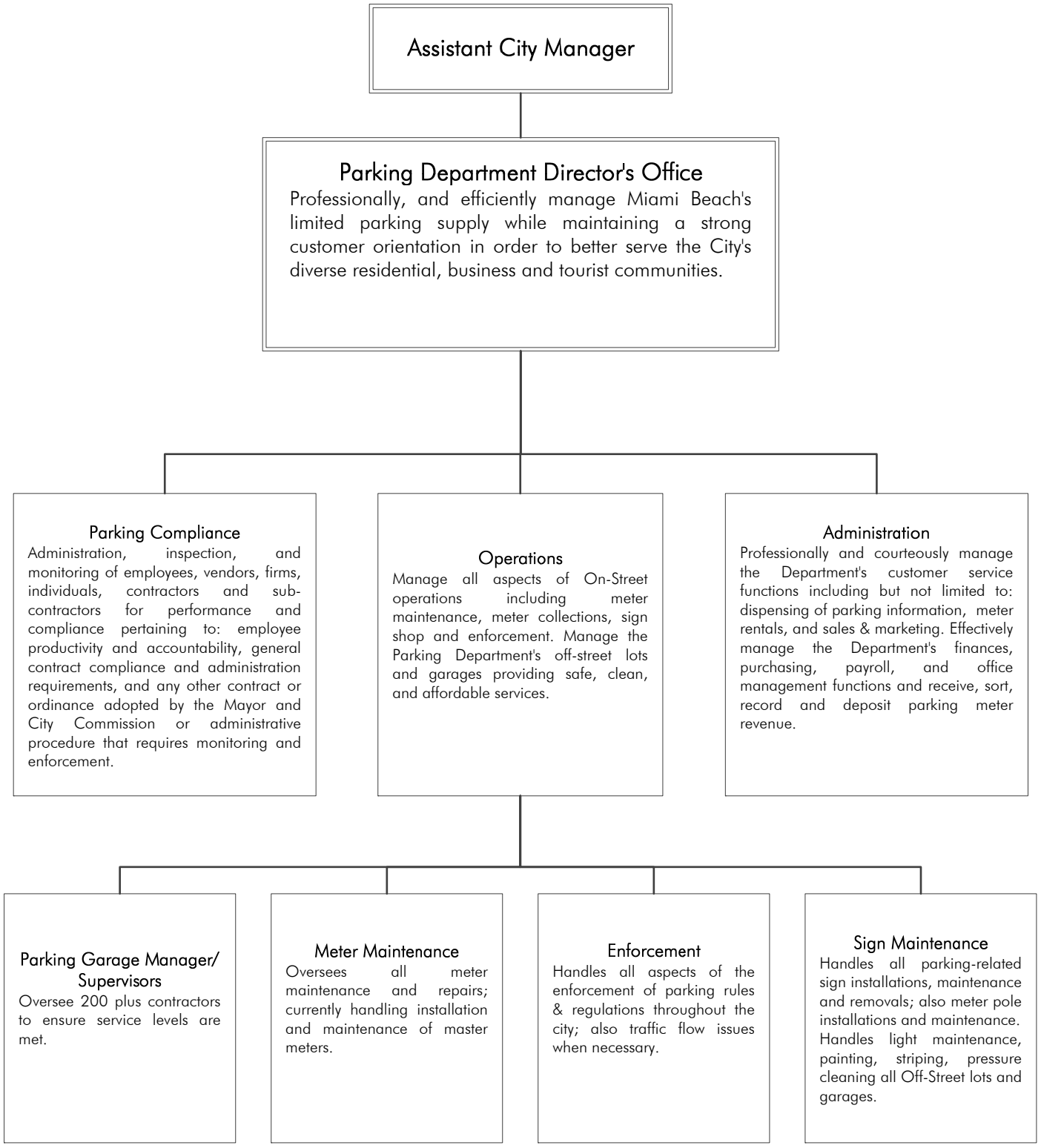
The department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs. Simply put, the department's mission is to provide clean, safe, and affordable parking options, which support mobility and reduce traffic congestion; with an unwavering commitment to customer satisfaction. In addition, the department has a public safety duty to ensure parking regulations are adhered to through its parking enforcement unit.

The department is comprised of three divisions (administration, on-street, and off-street). Various services, predominantly in the off-street division are contracted labor, including cashiers/attendants and supervisors, security, janitorial, and landscaping. Other contract services in the department (on-street division) include parking meter collections and towing services.

The department manages and operates 67 surface parking lots and 10 garages. There are a total of 8,424 metered spaces both on and off-street and 23 residential parking permit zones citywide. Other units within the department include: sign/facility maintenance; parking meter maintenance; customer service; and finance/coin room.

Initiatives and technology enhancements include: pay by license plate multi-space pay stations for on-street and surface parking lots; pay-on-foot stations at garages; bike sharing program with Citibike; electric vehicle charging station program with Blink Network, Inc.; License Plate Recognition (LPR); and pay by phone services with Parkmobile; in-house virtual permit program; online request for administrative review of parking citations; point of sale (POS) handhelds; and citywide deployment of freight loading zone programs.

See attached Table of Organization


Assistant City Manager
Parking Department Director's Office
Professionally, and efficiently manage Miami Beach's limited parking supply while maintaining a strong customer orientation in order to better serve the City's diverse residential, business and tourist communities.
Parking Compliance
Administration, inspection, and monitoring of employees, vendors, firms, individuals, contractors and sub-contractors for performance and compliance pertaining to: employee productivity and accountability, general contract compliance and administration requirements, and any other contract or ordinance adopted by the Mayor and City Commission or administrative procedure that requires monitoring and enforcement.
Operations
Manage all aspects of On-Street operations including meter maintenance, meter collections, sign shop and enforcement. Manage the Parking Department's off-street lots and garages providing safe, clean, and affordable services.
Administration
Professionally and courteously manage the Department's customer service functions including but not limited to: dispensing of parking information, meter rentals, and sales & marketing. Effectively manage the Department's finances, purchasing, payroll, and office management functions and receive, sort, record and deposit parking meter revenue.
Parking Garage Manager/ Supervisors
Oversee 200 plus contractors to ensure service levels are met.
Meter Maintenance
Oversees all meter maintenance and repairs; currently handling installation and maintenance of master meters.
Enforcement
Handles all aspects of the enforcement of parking rules & regulations throughout the city; also traffic flow issues when necessary.
Sign Maintenance
Handles all parking-related sign installations, maintenance and removals; also meter pole installations and maintenance. Handles light maintenance, painting, striping, pressure cleaning all Off-Street lots and garages.

PARKING

Fiscal Environment:

The City of Miami Beach Parking Department is an enterprise fund. As such, it subsists solely on revenues generated by its operations. The department's major revenue generators are parking meter operations, parking garages, permit revenue and parking citation revenues. Major expenses are personnel costs, including contract labor. From a financial perspective, our bonding covenants require the department to maintain a debt service ratio of 1.35:1 or better.

Business Environment:

The department serves a wide variety of customers, ranging from tourists/visitors, commercial uses (office, entertainment, restaurant, retail, etc.) and their employees, residential, internal customers (city employees), and to some extent, valet parking operations. Customer service trends are to provide enhanced service levels for security, cleanliness, and excellent hospitality by all those who come in contact with the customer while maximizing efficiencies wherever possible.

The department, as an enterprise fund, is the single largest provider of parking services in the City. Its purpose is to provide parking services at the highest levels. The department's market share has decreased somewhat due to additional private parking inventory as well as the growing popularity of Transportation Network Entities (TNE) such as Uber/Lyft. The department continues to identify and implement revenue enhancements and cost saving measures. Clearly, in some cases, parking serves as an economic development incentive to stimulate growth, including workforce housing. As such, parking facilities used for this purpose tend to operate at a deficit for multiple years or at least in the initial year. The number and role of these facilities are a delicate balance to ensure the viability of the entire system.

PARKING

Significant Prior Accomplishments:

- Increased parking opportunities by instituting in Residential Zone 22 Nautilus/42nd Street and Residential Zone 23/Garden Avenue.
- Successfully implemented an electric vehicle charging station pilot program at the 13th Street Garage and expansion to all other garages.
- Continued success with "Citibike" bike sharing program.
- Enhanced discount incentives for high occupancy vehicle/inherently low emission vehicle owners.
- Implemented a living data base to track all work order requests for maintenance tracking the requests from the initial requests to completion with the ability to keep the request in a reoccurring pending status until it is closed out.
- Implemented on-line payment option for garage access card permit holders.
- Integrated all databases including multi-space meter, permit and pay by phone (Parkmobile) transactions for License Plate enabled parking.
- Integrated garage access card data with permit system data to automate the management of access cards.
- Successful deployment (partial/on-going) of gated parking revenue control system for all garages including integration with Parkmobile.
- Increased on-street rates in South and portions of Middle Beach to encourage use of off-street parking and reduce traffic congestion.
- Completed renovation projects at 7th Street Garage and lighting improvements at 17th Street Garage.
- Implemented an online request for administrative review of citations.
- Implemented a handheld point of sale solution using mobile phones for the City's attended surface lots. This solution is integrated with the City License Plate Recognition system and permit system for real time enforcement
- Expanded the permit system to include on-line real-time purchase of visitor permits and renewal of residential permits
- Expanded the permit system to include on-line real-time renewal of monthly municipal surface lot permits

PARKING

Critical Success Factors:

- Transportation/traffic congestion
- Tourism trends
- Interdepartmental cooperation and communication

Future Outlook:

Tourism is a fragile industry whereby an incident locally, nationally, or internationally may have catastrophic repercussions to our local economy. However, our future outlook is stable. Initiatives for enhanced savings include competitive bidding of various labor contracts; reduction of contract labor hours through deployment strategies and/or technology. Initiatives to enhance revenues include continued investment in updating and/or new technology. Challenges include increased demand for parking by construction industry and development, integrated transportation systems, and traffic congestion.

PARKING

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	% of public area cleanliness assessments for parking lots scoring 2.0 or better	86%	80%	80%	72%	90%
Ensure Comprehensive Mobility Addressing All Modes Throughout the City	Bike Share - # of new members	3,380	3,303	3,830	3,562	3,600
	Bike Share - # of trips	1,285,994	1,100,732	1,281,818	1,359,244	1,320,500
	# of citations issued for illegal loading activities on major thoroughfares	17,989	27,132	25,083	23,816	22,100
	KPI: Total # of parking spaces in parking garages	6,089	6,089	6,089	6,089	6,089
	KPI: # of parking spaces available citywide (surface lots and garages)	15,949	15,949	15,949	15,093	15,958
	KPI: % garage turn-over ratio	158.0%	151.3%	152.3%	137.7% (1)	150.0%
	# of scofflaws detected	841	767	787	755	770
	KPI: % of businesses rating the availability of parking for customers and employees as almost and often available	31%	*	32%	*	**
	KPI: % of residents rating the availability of parking throughout the city as about the right amount and too much	24%	*	31%	*	**

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

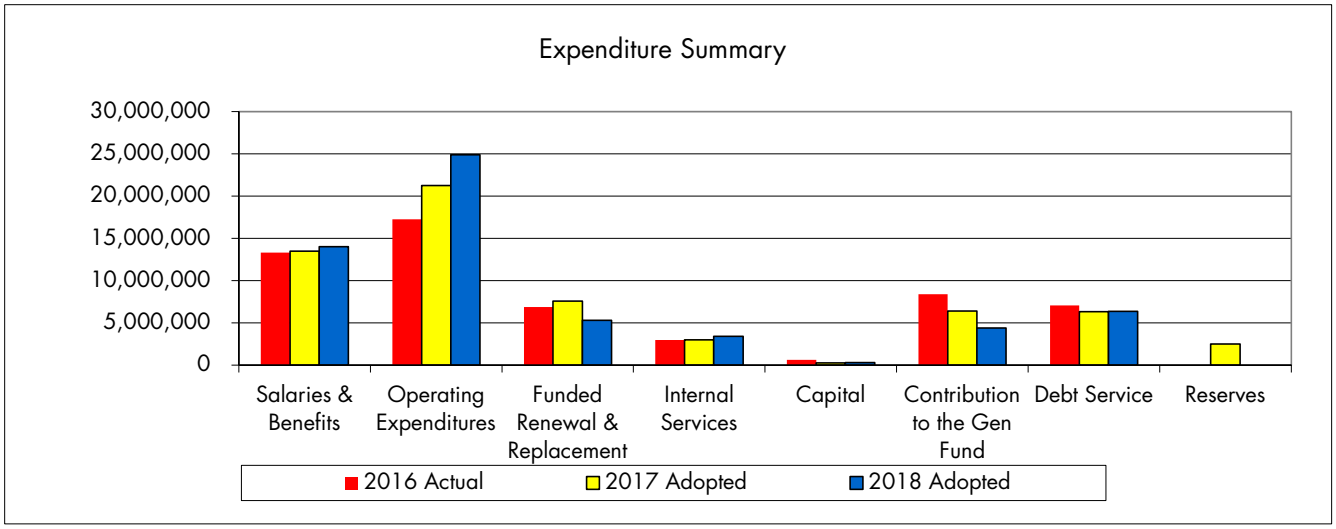
**Data not available until end of year

(1) Turn-over ration is based on number of garage entries. FY16 garage entries were affected by the transition to a new gated system and Hurricane Irma.

PARKING

Enterprise Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Meters	24,844,432	32,551,935	32,464,000	**30,000,000**
Parking Citations	2,768,345	3,241,012	3,601,000	**3,068,000**
Residential Permits	836,062	1,247,355	945,000	**862,000**
Preferred Lot	1,357,388	361,651	0	**100,000**
Garages	8,642,409	9,487,741	9,361,000	**9,047,000**
Meter-Space Rental	685,978	1,440,151	1,054,000	**1,861,000**
Valet	1,142,734	1,552,593	1,655,000	**2,016,000**
Deco Bike Concessions	341,108	373,225	501,000	**450,000**
Towing Fees	667,803	544,216	621,000	**639,000**
Interest Earnings	446,553	497,625	388,000	**424,000**
7th Street Garage Mgmt Fee	73,676	65,986	69,000	**78,000**
Penn Ave Garage Mgmt Fee	56,000	69,996	100,000	**94,000**
Misc./Other	446,073	187,997	519,000	**378,000**
Parkmobile	541,071	632,123	620,000	**649,000**
Revenue Enhancement	1,080	30	0	**0**
Retained Earnings - Fund Balance from PY	9,711,000	8,400,000	8,917,000	**9,068,000**
Total	**$ 52,561,715**	**$ 60,653,637**	**$ 60,815,000**	**$ 58,734,000**
Expenditure Area				
Salaries & Benefits	11,336,742	13,297,356	13,470,500	**14,023,500**
Operating Expenditures	15,509,489	17,267,293	21,264,500	**24,898,600**
Funded Renewal & Replacement	6,278,541	6,883,000	7,572,000	**5,320,900**
Internal Services	3,269,087	2,964,876	2,977,000	**3,423,000**
Capital	215,684	641,603	282,000	**310,000**
Contribution to the Gen Fund	8,400,000	8,400,000	6,400,000	**4,400,000**
Debt Service	4,188,821	7,077,076	6,336,000	**6,358,000**
Reserves	0	0	2,513,000	**0**
Total	**$ 49,198,364**	**$ 56,531,202**	**$ 60,815,000**	**$ 58,734,000**
Revenue Less Expenditures	**$ 3,363,351**	**$ 4,122,434**	**$ 0**	**$ 0**
Parking Fund Positions	105.75 + 29 PT	124.75 + 29 PT	127.75 + 29 PT	127.75 + 29.25 PT
Total Budgeted Positions	**105.75 + 29 PT**	**124.75 + 29 PT**	**127.75 + 29 PT**	**127.75 + 29.25 PT**



Parking Administration

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	3,216,601	1,740,351	2,160,000	**2,136,000**
Operating Expenditures	3,862,085	2,762,552	6,255,000	**8,653,100**
Funded Renewal & Replacement	3,747,633	4,381,195	4,519,000	**2,602,900**
Internal Services	1,172,812	812,675	861,000	**885,000**
Capital	0	0	0	**0**
Contribution to the Gen Fund	8,400,000	8,400,000	6,400,000	**4,400,000**
Debt Service	4,158,821	7,046,076	6,304,000	**6,316,000**
Reserves	0	0	2,513,000	**0**
Total	**$ 24,557,952**	**$ 25,142,848**	**$ 29,012,000**	**$ 24,993,000**
Total Budgeted Positions	**18.75 + 0 PT**	**18.75 + 0 PT**	**19.00 + 0 PT**	**19.00 + 0 PT**

Parking On-Street

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	7,817,608	8,110,487	8,030,000	**8,266,000**
Operating Expenditures	3,885,700	5,198,275	5,277,000	**5,504,000**
Funded Renewal & Replacement	1,094,490	1,036,447	1,309,000	**1,114,000**
Internal Services	1,018,487	1,035,282	1,123,000	**1,178,000**
Capital	194,416	618,816	25,000	**174,000**
Contribution to the Gen Fund	0	0	0	**0**
Debt Service	1,000	2,000	2,000	**2,000**
Reserves	0	0	0	**0**
Total	**$ 14,011,700**	**$ 16,001,307**	**$ 15,766,000**	**$ 16,238,000**
Total Budgeted Positions	**67.50 + 28 PT**	**75.50 + 28 PT**	**76.50 + 28 PT**	**76.50 + 28 PT**

Parking Off-Street

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	169,452	2,479,398	2,188,500	**2,354,500**
Operating Expenditures	7,761,705	9,215,034	9,603,500	**10,643,500**
Funded Renewal & Replacement	1,436,418	1,465,358	1,744,000	**1,604,000**
Internal Services	1,077,788	983,729	845,000	**1,205,000**
Capital	21,268	22,787	257,000	**136,000**
Contribution to the Gen Fund	0	0	0	**0**
Debt Service	29,000	29,000	30,000	**40,000**
Reserves	0	0	0	**0**
Total	**$ 10,495,631**	**$ 14,195,305**	**$ 14,668,000**	**$ 15,983,000**
Total Budgeted Positions	**19.50 + 1 PT**	**19.50 + 1 PT**	**19.50 + 1 PT**	**19.50 + 1.25 PT**

Finance Cost Center

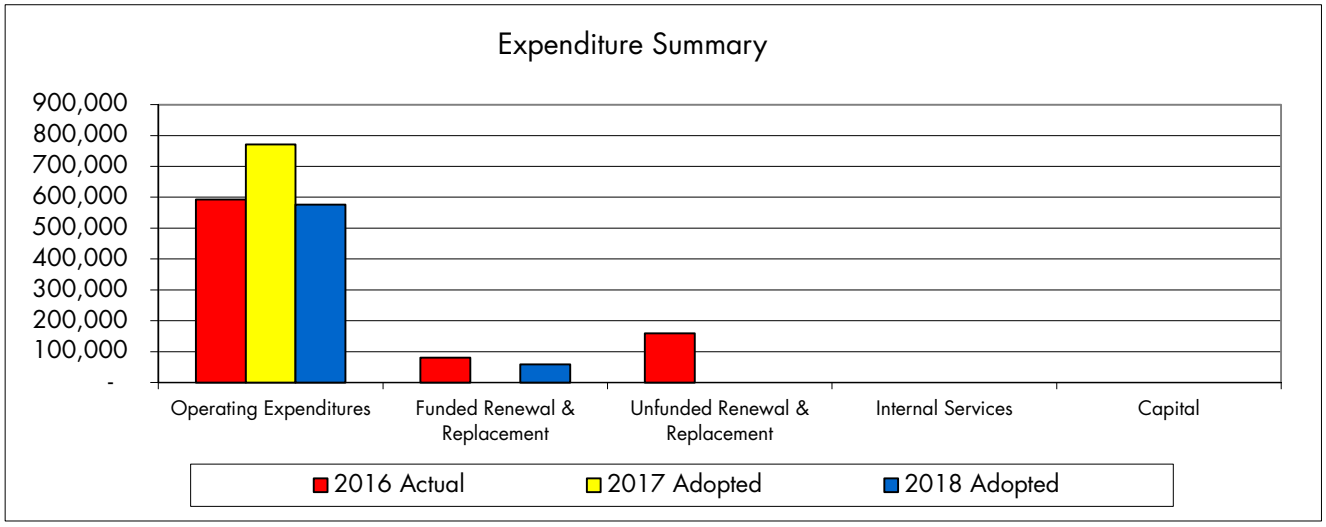
Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	133,081	967,119	1,092,000	**1,267,000**
Operating Expenditures	0	91,433	129,000	**98,000**
Funded Renewal & Replacement	0	0	0	**0**
Internal Services	0	133,190	148,000	**155,000**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Reserves	0	0	0	**0**
Total	**$ 133,081**	**$ 1,191,742**	**$ 1,369,000**	**$ 1,520,000**
Budgeted Positions	**0.00 + 0 PT**	**11.00 + 0 PT**	**12.75 + 0 PT**	**12.75 + 0 PT**

Finance Cost Center Division (480-0465) created effective FY2015/16 and is composed of positions previously funded in Parking Administration (480-0461) that report to the Finance Dept.

PARKING - 5TH AND ALTON GARAGE

Special Revenue Fund
Departmental Financial Summary

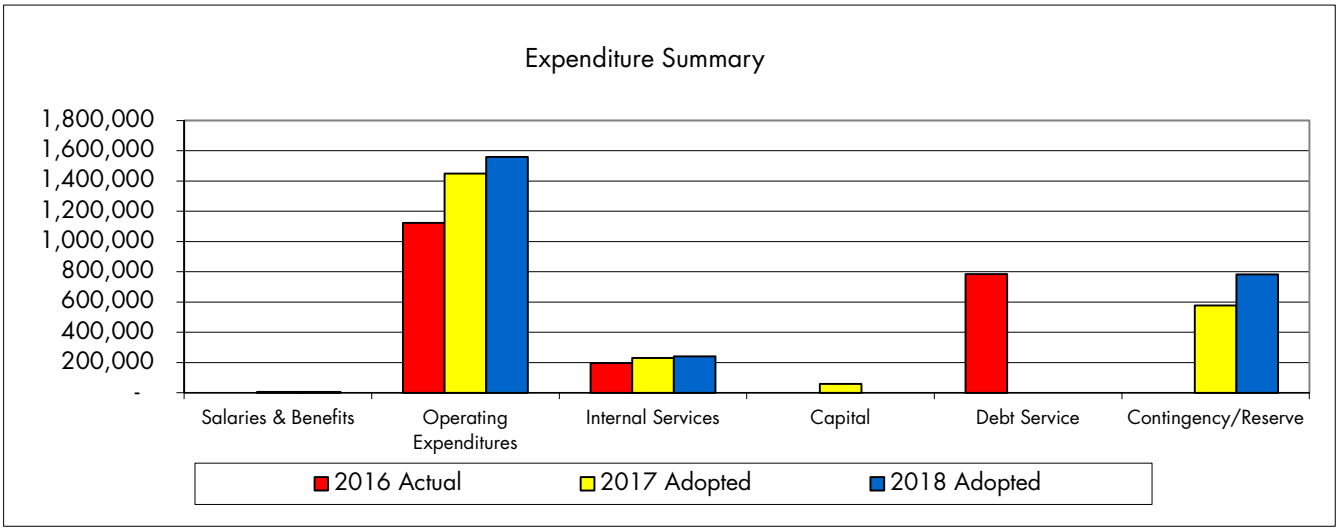
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Monthly	3,722	16,274	20,000	**13,000**
Transient	195,997	227,998	213,000	**223,000**
Tenant Contribution	143,852	174,283	146,000	**198,000**
Valet Parking	328,150	244,909	328,000	**191,000**
Interest Earnings	121	96	0	**0**
Misc./ Other	9,904	9,631	9,000	**10,000**
Transfer In from Parking	0	0	55,000	**0**
Total	**$ 681,745**	**$ 673,191**	**$ 771,000**	**$ 635,000**
Expenditure Area				
Operating Expenditures	581,317	592,647	771,000	**576,000**
Funded Renewal & Replacement	100,429	80,544	0	**59,000**
Unfunded Renewal & Replacement	139,638	159,523	0	**0**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 821,383**	**$ 832,713**	**$ 771,000**	**$ 635,000**
Revenue Less Expenditures	**$ (139,638)**	**$ (159,523)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 + 0 PT**	**0.00 + 0 PT**	**0.00 + 0 PT**	**0.00 + 0 PT**



PARKING - 7TH STREET GARAGE

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Garage Revenues	2,465,636	2,491,393	2,320,000	**2,589,000**
Total	**$ 2,465,636**	**$ 2,491,393**	**$ 2,320,000**	**$ 2,589,000**
Expenditure Area				
Salaries & Benefits	4,143	0	5,000	**7,000**
Operating Expenditures	1,190,184	1,123,614	1,448,600	**1,558,000**
Internal Services	175,505	196,710	230,000	**241,000**
Capital	0	0	59,000	**0**
Debt Service	782,909	783,689	0	**0**
Contingency/Reserve	0	0	577,400	**783,000**
Total	**$ 2,152,741**	**$ 2,104,013**	**$ 2,320,000**	**$ 2,589,000**
Revenue Less Expenditures	**$ 312,895**	**$ 387,380**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 + 0 PT**	**0.00 + 0 PT**	**0.00 + 0 PT**	**0.00 + 0 PT**



PARKING

Budget Highlights

Parking Enterprise

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget decreased by $2,081,000, or 3%, primarily due to the following items, as well as enhancements which follow:

    - Increase of $553,000 in personnel costs as described above.
    - Increase of $446,000 in internal services charges.
    - Increase of $162,000 in capital expenditures primarily due to Fleet schedule of vehicle replacements which was offset by a decrease of $134,000 in renovations for one-time capital expenditures.
    - Increase of $59,000 in Sanitation fees based on productive hours and the updated sanitation productivity rate.
    - Increase of $126,000 in Telephone costs based on analysis of actuals bills and usage.
    - Increase of $223,000 in Storm Water costs due to rate increases.
    - Increase of $23,000 in operating expenditures primarily due to increases and decrease of various operating expenditures.
    - Increase of $1,235,000 for administrative fees paid to the General Fund.
    - Increase of $2,139,000 contributed to the Transportation Fund.
    - Decrease of $2,000,000 contributed to the General Fund.
    - Decrease of $55,000 contributed to 5th & Alton.
    - Decrease of $2,194,000 in renewal and replacement based on a 10% increase over FY2015/16 actuals.
    - Decrease of $108,000 in budgeted bank fees based on FY2015/16 and FY2016/17 actuals.
    - Decreases in right-of-way fees paid to the General Fund of $97,000, which are based on projected on-street parking revenues.
    - Decrease of $22,000 for projected debt service costs related to the Parking 2010A, 2010B, and 2015A bonds.

    - Decrease of $2,513,000 in funds transferred to reserves for the purpose of funding future transportation initiatives and enhancing bonding capacity for the purpose of financing future garage expansion projects citywide.

PARKING

Parking 5th and Alton

- The department's operating budget decreased by $136,000 or 18%, primarily due to $160,000 decrease for painting of exterior walls, $30,000 decrease for Storm Water fees based on FY2015/16 and FY2016/17 actuals, and $5,000 decrease in miscellaneous operating expenditures. Decreases were partially offset by an increase of $59,000 in funding set-aside for renewal and replacement.

Parking 7th Street Garage

- The department's operating budget increased by $269,000 or 12%, primarily due to increases of $66,000 in contract maintenance for janitorial services, $10,000 for property insurance, $9,000 in administrative fees based on 3% of projected revenues, and additional $218,600 transfer to reserves. Increases were partially offset by a $59,000 decrease for one-time capital expenditures in FY2016/17, which were for garage renovations.

FY2017/18 Enhancements

- The FY2017/18 Parking Enterprise Fund budget includes a $50,000 enhancement for the City's Employee Uber Initiative to increase parking availability in the City Hall and 17th St Garages during Art Basel in December, as well as $103,000 for living wage impacts based on current City contracts and $2,000 for additional security services to be provided in the City's garages.

- The FY2017/18 Special Revenues Parking budget includes a $25,000 enhancement for Living Wage impact.

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 six operating divisions and an administrative division:

- The Administrative Division is responsible for providing the overall strategic planning and organizational leadership for the Department while collaborating with the other divisions to provide supervision and administrative support and guidance.
- The Beach Maintenance Division is responsible for the maintenance services and projects for all areas of the beach boardwalks, beach walks and dunes.
- The Park Ranger Division serves to patrol park facilities and grounds enforcing park rules and regulations. This includes explaining and enforcing regulatory codes and ordinances.
- The Parks Maintenance Division oversees the landscape maintenance services, short and long term projects including tot lot cleaning, irrigation maintenance and repairs, invasive plant removal initiatives, small landscape site development, installation projects, and litter control.
- The Facility Maintenance Division oversees the facility maintenance operations, preparation of park maintenance, swimming pools, tennis facility, and neighborhood courts.
- The Recreation Division provides citywide recreational, cultural, educational programs and support activities for all age groups and those with special needs.
- The Golf Division is responsible for all aspects of operations of the Miami Beach Golf Club and Normandy Shores Golf Club.

The Department is continuously working to enhance the service levels for our residents, tourists, and visitors. The Department is clearly focused on desired performance characteristics and outcomes, including but not limited to:

- Successfully supporting our essential piece of the City's Strategic Plan
- Responding to customer needs and positively adapting to change
- Implementing management's philosophy and approach to customer service:
    - Every person visiting our parks is our guest and should be treated as one
    - Positive attitude
    - Pride in work
- Assuming ownership of responsibilities, facilities, programs and levels of service
- Accepting responsibility and accountability for actions
- Maintaining personnel, recreational programs and facilities that are flexible, adaptable and responsive to changing user and organizational needs
- High quality well trained professionals

- Ensuring positive and informative marketing, promotions, and communications with patrons

See attached Table of Organization

Assistant City Manager

Parks And Recreation Administration Division

The Admininstration Division, Office of the Director, is responsible for both the long and short term work plans, ensuring they support and are aligned with the City's mission and strategic planning process. This division provides the overall direction of the Parks and Recreation Department, including operations, budget, staffing, public relations, media outreach, and legislative functions while also overseeing all personnel, union, contractor & facility issues. This division interfaces with the City Manager's Office, Mayor & City Commission and the general public to address priorities, accomplish goals and fulfill objectives.

Beach Management Division

The Beach Maintenance Division is responsible for the maintenance services and projects for all areas of the beach boardwalks, beach walk, and dunes. This division works closely with the City Manager's Office and the City's Property Management Division.

Park Ranger Division

The Park Ranger Division serves to patrol park facilities and grounds enforcing park rules and regulations. This includes explaining and enforcing regulatory codes and ordinances. Park Rangers are unarmed and are given the authority to enforce park rules, issue park exclusions, warnings and/or citations. This division works closely with Law Enforcement, Department Staff and other City Departments.

Parks Maintenance Division

The Parks Maintenance Division oversees the landscape maintenance services and works on short and long term projects. These projects include tot lot cleaning, irrigation maintenance and repairs, invasive plant removal initiatives, small landscape site development, installation projects, and litter control. In addition, this Division is responsible for the management of vendor contracts pertaining to grounds maintenance, athletic fields, and dog parks.

Facility Maintenance Division

The Facility Maintenance Division oversees the facility maintenance operations, preparation of park maintenance, swimming pools, tennis facilities and neighborhood courts. This division provides transportation for adults and children as needed.

Recreation Division

The Recreation Division plans, directs, develops, and coordinates all recreational activities and events at all parks and facilities. This division also conducts citywide athletic leagues and programs, carries out all planned recreational activities on a daily basis, and transports adult and child participants on bus, as needed.

Miami Beach Golf Club & Normandy Shores Golf Club

Golf Club Administration

The Golf Club Administration division is responsible for basic formulation of operations, policies, and procedures. This division formulates and recommends budgets and rates for the facility while ensuring that all applicable municipal, state, and federal laws, statutes, ordinances, and regulations are complied with. This division provides training and professional development on all accounting and auditing functions related to all financial matters. This division also prepares financial statements, forecasts, budgets, and maintains all accounting in addition to maintaining personnel records, processing payroll, daily audits, and reports.

Golf Operations

The Golf Operations division is responsible for the selections and purchases of the pro shop merchandise. This division maintains records related to inventory, pro shop sales, reservations, and customer service. This division also manages all golf and golf related activities including: sales, tee times, reservations, tournament bookings, and administration. This division plans, promotes, and directs all member activities, and also intermits and enforces golf rules and regulations. This division also operates the driving range and oversees the maintenance of the cart fleet.

Golf Course Maintenance

The Golf Course Maintenance division is responsible for the daily maintenance operation of two 18 hole golf courses and the Community Park (formerly Par 3). This division is responsible for planting, fertilizing and general care of turf, plants, shrubs, trees, lakes, and house keeping maintenance of the club house and related facilities. This division repairs and maintains golf carts and performs light maintenance of furniture and plumbing.

Food & Beverage

The Food and Beverage division is responsible for the procurement of all food and beverage, including production and service, for the clubs. This division directly supervises the Executive Chef, Catering Manager, and other related staff. This division plans and implements their budget; hires, trains and supervises subordinates; and applies relevant marketing principles to assure that the wants and needs of the club members and guests are consistently exceeded.

PARKS AND RECREATION

Fiscal Environment:

The Parks and Recreation Department is primarily funded from the General Fund and revenues generated from various sources such recreation fees, rental income, golf activities and grants.
The Recreation Division general budget includes revenue generated from recreation fees, pool entrance fees, rentals charges, recreation classes, after school programming, summer programming, the operation of the North Shore Park Tennis Center, management of the City's Flamingo Park Tennis Center by a third party contractor and grant funding from the Children's Trust.
The Parks Maintenance Division is funded by the Parks and Recreation Department's General Fund budget in addition to redevelopment funding sources.
The Golf Division includes the Miami Beach Golf Club and the Normandy Shores Golf Club. All golf courses are funded by the General Fund including revenues generated from various sources such as golf lessons, memberships, cart, green and range fees. The City contracts with a third party contactor to manage and operate both golf clubs.
The Beach Maintenance Division is by the General Fund budget and was previously budgeted in the Citywide accounts. In FY 2017/18 it was moved to the Parks and Recreation Department.

Business Environment:

The City awarded contracts to third party vendors who will provide grounds maintenance services which include, but is not limited to, mowing, weeding, herbicide and fertilizer treatment, trimming, pruning, litter service, irrigation testing and pressure cleaning. These services, supported by staff, will provide park patrons with a safe, enjoyable and fulfilling experience.

The Children's Trust has awarded the City with funding for FY 2016/17 to carry out afterschool youth programming at the North Shore Park Youth Center.

Significant Prior Accomplishments:

- Recognized as a Playful City USA for the 3rd year by KaBOOM!, national non-profit dedicated to bringing balanced and active play into the daily lives of all kids in America
- 10th Annual Surf Camp for children with Autism (in partnership with UM-NSU CARD)
- Added several new specialty summer camps to the wide variety already offered
- The Playtime Program was expanded to Scott Rakow Youth Center
- Expanded the Park Ranger Program to Lummus Park
- Installed new Musco Lighting at the Flamingo Park Soccer Field
- Replaced the Football Bleachers at Flamingo Park
- Together with CIP, completed the Flamingo Park Artificial Turf Project
- Opened a new playground at Scott Rakow Youth Center
- Playground Replacement at Beachview Park
- Resurfaced Basketball Courts at Fairway Park, Tatum Park and Flamingo Park
- Renovated the 10th Street Ocean Rescue Restrooms
- Together with CIP, completed the Dickens and 73rd Kayak Launch

PARKS AND RECREATION

Critical Success Factors:

- Work in partnership with the Planning and Capital Improvement Projects Departments to implement and assist with numerous projects such as:
    - Future Community Park at the Par 3 Development
    - Flamingo Park Master Plan
    - Muss Park Pavilion and Park Improvements
    - Maurice Gibb Park Redevelopment
    - Altos Del Mar Park Redevelopment
    - Allison Park Redesign and Redevelopment
    - North Shore Open Space Park Redevelopment
- Continue interdepartmental cooperation as needed for implementation of the citywide cleanliness index and the development of the reporting practice mindset of the workforce that utilizes the results to identify further service enhancements.
- Maintain close collaboration with the Capital Improvement Projects Department as new project plans are being developed to ensure a full and comprehensive review and comment process is conducted by all departments that will have responsibility for them when the projects are constructed.
- Engage closely with the Human Resources Department to recruit and process the best qualified personnel necessary for the department workforce as well as specially planned programming. The early recruitment of summer staff is essential to ensure applicants are processed, trained and ready to work the summer program.
- Create new and strengthen community partnerships for recommendations, programming, and fundraising efforts.
- Encourage staff to obtain higher levels of education and training. Maintain the ongoing in-service/ local training education of all staff in the department to improve productivity, efficiency, and customer satisfaction. Seek and schedule staff to attend training issued by professional industry organizations for staff to be knowledgeable of existing and new industry standards and opportunities.

Future Outlook:

- Staff will continue to establish a Five-Year Maintenance plan for all park sites and facilities to forecast regular replacement and capital improvement needs.
- Parks and Recreation will continue to standardize park hours and signage, playground equipment and accessories; and park furniture and fixtures at all parks.
- The Department also wants to work on identifying desire and need for new park renovation and developments vs. available capital funds.

PARKS AND RECREATION

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Overall satisfaction with the facility rental process	*	97.0%	100.0%	100.0%	90.0%
Build and Maintain a Priority Infrastructure With Full Accountability	% of park repair requests completed	*	98.8%	99.3%	99%	95%
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	Public Area Cleanliness Rating Index: Parks (1=Extremely Clean - 5=Dirty)	1.45	1.51	1.35	1.55	1.50
	% of Public Area Cleanliness assessments for Parks scoring 2.0 or better (1=Extremely Clean - 5=Dirty)	90.3%	88.5%	93.6%	93.5%	90.0%
Enhance Cultural and Recreational Activities	% of kids on full scholarship (After School)	48%	75%	8%	11%	10%
	% of kids on partial scholarship (After School)	33%	30%	65%	67%	60%
	# of teen club participants	*	1,160	433	505	505
	Total rounds of golf played at the Miami Beach Golf Club (annual)	47,175	43,039	42,683	40,920	43,150
	Total rounds of golf played at the Normandy Shores Golf Club (annual)	31,480	35,503	31,554	30,902	32,475
	% of residents rating recreation programs and facilities as excellent or good	79%	*	47%	78%	90%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

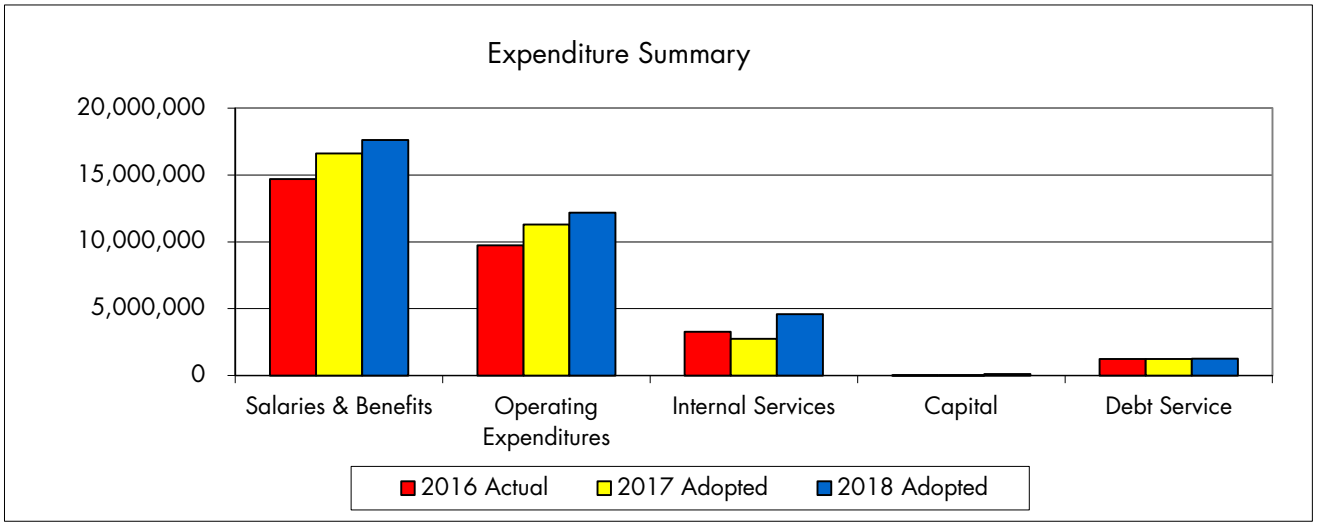
**Data not available until end of year

PARKS AND RECREATION

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Recreation	1,975,859	2,537,280	2,631,000	**2,651,000**
MB Golf Club	4,061,495	3,908,700	4,163,000	**4,241,000**
Normandy Shores Golf Club	1,858,920	1,739,284	1,835,000	**1,753,000**
North Shore Tennis Center	0	0	0	**542,000**
Total	**$ 7,896,274**	**$ 8,185,264**	**$ 8,629,000**	**$ 9,187,000**

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	13,468,567	14,703,963	16,620,700	**17,603,700**
Operating Expenditures	8,775,482	9,727,087	11,300,200	**12,187,300**
Internal Services	3,269,095	3,275,800	2,749,000	**4,581,000**
Capital	39,907	20,168	17,000	**104,000**
Debt Service	1,246,288	1,246,547	1,247,100	**1,259,000**
Total	**$ 26,799,339**	**$ 28,973,565**	**$ 31,934,000**	**$ 35,735,000**
General Fund	149 + 169 PT	149 + 169 PT	150 + 197 PT	**160 + 204 PT**
RDA Fund	1 + 2 PT	1 + 2 PT	1 + 2 PT	**1 + 2 PT**
Total Budgeted Positions	**150 + 171 PT**	**150 + 171 PT**	**151 + 199 PT**	**161 + 206 PT**



Administration

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	725,041	0	0	**0**
Operating Expenditures	7,349	0	0	**0**
Internal Services	75,699	0	0	**0**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 808,089**	**$ 0**	**$ 0**	**$ 0**
Total Budgeted Positions	**5 + 0 PT**	**0 + 0 PT**	**0 + 0 PT**	**0 + 0 PT**

Recreation

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	12,726,807	14,689,173	16,601,500	**17,105,500**
Operating Expenditures	3,764,564	4,976,050	5,860,500	**6,255,500**
Internal Services	2,895,233	2,979,228	2,387,000	**3,229,000**
Capital	39,907	20,168	17,000	**0**
Debt Service	34,000	35,000	36,000	**45,000**
Total	**$ 19,460,511**	**$ 22,699,619**	**$ 24,902,000**	**$ 26,635,000**
Total Budgeted Positions	**144 + 169 PT**	**149 + 169 PT**	**150 + 197 PT**	**153 + 201 PT**

Miami Beach Golf Club

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	9,944	8,197	10,200	**10,200**
Operating Expenditures	2,999,815	2,891,008	3,336,000	**3,312,800**
Internal Services	181,911	183,629	224,000	**287,000**
Capital	0	0	0	**0**
Debt Service	807,925	807,431	806,800	**809,000**
Total	**$ 3,999,594**	**$ 3,890,265**	**$ 4,377,000**	**$ 4,419,000**
Total Budgeted Positions	**0**	**0**	**0**	**0**

Normandy Shores Golf Club

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	6,776	6,593	9,000	**8,000**
Operating Expenditures	2,003,754	1,860,029	2,103,700	**2,148,000**
Internal Services	116,252	112,943	138,000	**176,000**
Capital	0	0	0	**0**
Debt Service	404,363	404,116	404,300	**405,000**
Total	**$ 2,531,144**	**$ 2,383,681**	**$ 2,655,000**	**$ 2,737,000**
Total Budgeted Positions	**0**	**0**	**0**	**0**

Beach Maintenance

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	0	0	0	**285,000**
Operating Expenditures	0	0	0	**128,000**
Internal Services	0	0	0	**889,000**
Capital	0	0	0	**104,000**
Debt Service	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 1,406,000**
Budgeted Positions	**0**	**0**	**0**	**4**

The Beach Maintenance expenditures were previously budgeted in multiple departments. In FY18 these expenditures were consolidated into one budget under the Parks & Recreation Department.

North Shore Tennis Center

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	0	0	0	**195,000**
Operating Expenditures	0	0	0	**343,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 538,000**
Budgeted Positions	**0**	**0**	**0**	**3 + 3 PT**

PARKS AND RECREATION

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The budget includes a $983,000 increase to personnel cost primarily due to the items noted above as well as the department's insourcing of the North Shore Tennis Center in the amount of $195,000 along with the incoming transfer of the Beach Maintenance division from other departments across the City in the amount of $285,000.

- Other program related departmental increases include an $887,000 increase in operating expenditures primarily due to an increased use of Professional Services in the amount of $296,000 from the City taking over the operation of the North Shore Tennis Center. An additional increase of $542,000, which is entirely reimbursed by the Resort Tax Fund, was also included to support the initiative to provide better service by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and during high impact periods.

- The budget also includes an increase of $1,832,000 in internal charges. The internal service charges for the Beach Maintenance division were previously funded from citywide accounts and are now funded in the Parks and Recreation budget in the amount of $889,000.

FY2017/18 Enhancements

- The FY 2017/18 budget includes an enhancement of $201,000 for a second crew consisting of 2 Municipal Service Worker III positions and a Vactron unit for beach shower maintenance from the installation of additional sand interceptors from 13 to 43 over the next two years.

- The FY 2017/18 budget includes an enhancement of $129,000 for the Beach Maintenance Division's operational needs including additional boardwalk maintenance, rope and post fencing to protect sand dunes, maintenance and repair of beach maintenance gates and Mobi-Mats.

- The FY 2017/18 budget includes an enhancement of $72,000 for 2 part-time Park Ranger positions at the North Shore Park & Youth Center to provide increased public safety.

- The FY 2017/18 budget includes an enhancement resulting in a net savings of $41,000 for reorganization of the department's ground maintenance operations.

- The FY 2017/18 budget includes an enhancement of $8,000 to convert one part-time Municipal Service Worker II position to a full-time Municipal Service Worker II position and removing one part-time Recreation Leader position based on additional departmental needs.

- The FY 2017/18 budget includes a $12,000 enhancement to fund the Second Annual Youth Music Festival event.

- The FY 2017/18 budget includes a $24,000 enhancement for upgraded restrooms and daily porter services to be used during the ITF Tennis Tournament.

- The FY 2017/18 budget includes a $27,000 enhancement to add an additional Security Guard Rover in the Normandy Shores Neighborhood/Golf Course for added community protection. This enhancement is being split funded 50% by the Normandy Neighborhood and 50% from the Normandy Golf course.

FY2017/18 Efficiencies

- The FY2017/18 budget includes efficiencies totaling $158,000 in reductions to the operating budget. This decrease was primarily due to a Grounds Maintenance reorganization reduction of $100,000 and elimination of Parks facilities furniture & fixture replacement of $20,000.

MIAMIBEACH

PROPERTY MANAGEMENT

Department Mission/Purpose Statement:

We are committed to providing responsive and responsible property management services that promote the safety, health and well-being of all who live, work, and play in our vibrant, tropical, historic community.

Department Description:

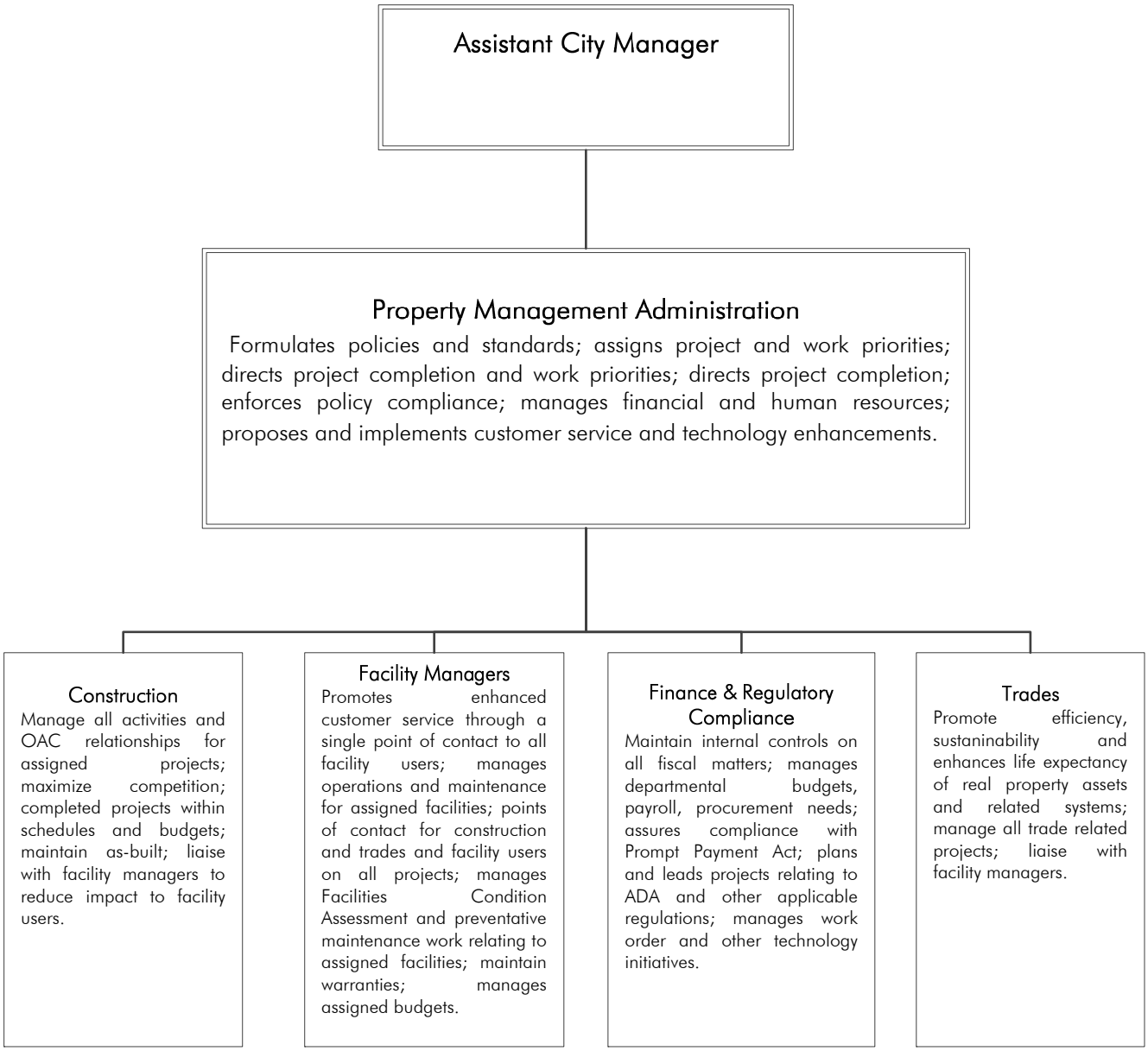
The Property Management Department is responsible for day-to-day maintenance, operations and preservation of the City's real property assets, including: *over* 84 municipal buildings and properties; the Lincoln Road District; 39 bridges; 15 monuments; 23 fountains; 3 swimming pools; over 6 miles of pedestrian areas along the beaches and boardwalk; and lifeguard stands. The total number of square feet managed on a day-to-day basis by the Department is approximately as follows:

- Indoor: 543,791 square feet
- Garages: 1,787,300 square feet
- Outdoor: 642,029 square feet

In addition, the Department also manages deferred and preventative maintenance needs as identified in the City's Facilities Condition Assessment (FCA) within budgeted resources. For the upcoming fiscal year, the FCA indicates a need of $ 9,323,751 in deferred maintenance and another $ 8,231,200 for required maintenance due in fiscal year 2018.

The Department also provides design and construction services for a myriad of construction and upgrade projects budgeted through the City's Capital Renewal and Replacement Program, which may include renovation and remodeling of work and public spaces; mechanical, electrical and plumbing upgrades; and addressing deficiencies related to the Americans with Disabilities Act Accessibility (ADA) requirements.

See attached Table of Organization


Assistant City Manager
Property Management Administration
Formulates policies and standards; assigns project and work priorities; directs project completion and work priorities; directs project completion; enforces policy compliance; manages financial and human resources; proposes and implements customer service and technology enhancements.
Construction
Manage all activities and OAC relationships for assigned projects; maximize competition; completed projects within schedules and budgets; maintain as-built; liaise with facility managers to reduce impact to facility users.
Facility Managers
Promotes enhanced customer service through a single point of contact to all facility users; manages operations and maintenance for assigned facilities; points of contact for construction and trades and facility users on all projects; manages Facilities Condition Assessment and preventative maintenance work relating to assigned facilities; maintain warranties; manages assigned budgets.
Finance & Regulatory Compliance
Maintain internal controls on all fiscal matters; manages departmental budgets, payroll, procurement needs; assures compliance with Prompt Payment Act; plans and leads projects relating to ADA and other applicable regulations; manages work order and other technology initiatives.
Trades
Promote efficiency, sustainability and enhances life expectancy of real property assets and related systems; manage all trade related projects; liaise with facility managers.

PROPERTY MANAGEMENT

Fiscal Environment:

The Property Management Department is an Internal Service Fund that is funded by all funds for services provided.

*The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax funds to cover the cost of various administrative support functions provided by those departments funded through the General Fund.

Business Environment:

1. Outstanding Deferred Maintenance.

The City is experiencing maturing infrastructure across all sectors, including its aging facilities. According to a facilities condition assessment completed in January 2015, the current level of deferred maintenance (i.e. maintenance that was due but not completed) is approximately $9,323,751 for the period ending September 30, 2017. In addition, according to the FCA the known maintenance costs for FY 2018 are approximately $8,231,200 for the period between October 1, 2017 and September 30, 2018. In contrast, the Department was allocated a total of $5,153,000 during the last fiscal year for all current and deferred maintenance, as well as for approved capital renewal and replacement projects requested by City departments.

2. Limited Staffing Resources.

According to International Facilities Management Association's (IFMA) *Facility Management Staffing Report*, the average staffing levels for annual maintenance cost reported by facilities managers is approximately:

Professional Staff (salaried exempt managers and supervisors)	Skilled Trades (electricians, lumbers, carpenters, painters, HVAC, controls, etc.)	Non-Skilled Trade* (custodial, grounds, moving)	Other Staff
15.25	9.95	26.4	2.5

*The majority of these services are currently contracted.

As the IFMA benchmark indicates, the current staffing levels of the Department are experiencing a shortage. This is primarily true in the professional ranks where these services can be difficult to be obtained through a contracted services model. In an effort to improve and increase delivery of service and ensure buildings are well maintained; the Property Management Department implemented facility zone managers dedicated to six sectors that collectively comprise the entire City.

PROPERTY MANAGEMENT

Significant Prior Accomplishments:

HVAC

- Replacement of exhaust systems and air conditioning to several pump stations
- Replacement of condensing units with evaporator coils to several pump stations
- Historic City Hall: duct cleaning was done to all floors and office space done by outside contractor
- Police Station: duct cleaning performed to entire building by outside contractor
- North Shore Park: duct cleaning performed by outside contractor

Electrical

- 1000+ work tickets received and completed
- 11 Special Events – Arts in the Park – Bass Museum- North Shore Community Center- Veterans Day
- Installation of cubicles in Finance Department
- Replacement of electrical feeders at Normandy Pool
- Installation of electrical services for Parking Department
- Installation of power for cabinets at Fire Station #2
- Remodel of Communications Department office
- Support Special Events like Winter Wonderland, North Shore Community Center, CMB Earth Day, Lummus Park, Arts in the Park, Bass Museum, Veterans Day Parade, E-Merge Conference, Lincoln Road Mall
- Supervision of holiday lighting citywide

Plumbing

- Installed a new drainage system in beach showers.

Maintenance

- Installed new sand fence, rope & post from South Pointe going north to 21st street on both sides of the dunes

Paint

- Bass Museum Exterior waterproofing
- Fleet / Sanitation building's exterior waterproofing
- Historic City Hall Exterior waterproofing
- 1755 Building/City Hall pedestrian connector bridge
- Beach showers

Citywide Annual inspections and Certificate for the following Systems:

- Fire alarm systems
- Fire sprinklers, fire pumps, and fire standpipes
- Facilities elevators CAT5 and CAT1 inspections
- Emergency power generators load bank testing

PROPERTY MANAGEMENT

Integrated Pest Management:

- Citywide Pest Control
- Star Island Rodent Control, additional work
- Palm Island Rodent Control, additional work
- Hibiscus Island Rodent Control, additional work
- Corridor 41st Street throughout Common areas Rodent Control, additional work
- Lincoln Road Mall Rodent Control, additional work
- 5th Street thru 17th Street and Ocean Drive Rodent Control, additional work.

Projects executed and completed:

- MB Police Department New Flooring Phase II
- Anchor 1755 Washington Retrofit Impact Glass windows and Door
- Beach Security Access Gates installed

Lincoln Road Mall:

- Assisted City team with development of Lincoln Road Business Improvement District (BID)
- Participated in symposiums with police staff to address crime prevention
- Established working relationships with retail tenants, restaurant operators, and property owners of Lincoln Rd
- Coordinated revitalization of Lincoln Road with various departments, including Sanitation, Greenspace, Parking, Police, Code Compliance, and Public Works
- Identified and repaired trip hazards & sidewalks/approaches
- Assisted with repairs of several irrigation leaks throughout Lincoln Rd
- Assisted Code Compliance with reporting site conditions, areas in need of inspection, and possible violations
- Acted as City Liaison for Lincoln Road and address issues and concerns from public

ADA Coordination:

- Increased communication with residents and customer service experience with the updated ADA Contact form online and ADA phone line and timely responses
- Created and updated inventory of beach mat accessibility at the beach for maintenance and replacement plan
- Established on-going working relationship with FDOT ADA coordinator, County ADA coordinator and contractors, and City contractors to improve accessibility and/or address accessibility issues on projects
- Presence in several departments meeting to provide feedback, support, input on projects, procedures
- Provided Disability Sensitivity training to staff city-wide (on-going)
- Joined Family Service Day event to spread information on ADA resources in the community

- Provided support to different City departments (Parking, Legal, Police, Transportation, Parks, PW, CIP, IT, etc.) by reviewing policies, contracts, assessing facilities, discussing residents requests/complaints, developing and distributing ADA material, news articles, bulletins online

Critical Success Factors:

1. Implement internal controls and oversight on purchases and expenditures.

- Improve internal controls and oversight on expenditure and contract compliance
- Implement procurement standards
- Improve budgeting practices and implement best practices and forecasting
- Improve internal controls and oversight on purchases and implement a managed inventory program
- Promote a culture that is proactive.
- Reduce deferred maintenance
- Implement preventative maintenance programs
- Implement performance metrics and move towards data-driven decision making
- Implement standards through a phased, but systematic, review of equipment, hardware, finishes, furniture and processes
- Implement the use of technology for greater efficiency
- Implement Tradesworker concept in order to facilitate a more flexible workforce

2. **Continue developing an organizational structure that is customer-focused.**

- Implement zone management
- Identify and procure services from providers to deliver high-quality and responsive service for:
  - Doors Repairs & Replacements
  - HVAC Preventive Maintenance
  - Generator Maintenance and Repairs
  - Roofing
  - Pool and Foundation Maintenance and Repairs
  - Painting
  - Fuel
  - Electrical
  - Mechanical / Controls

Create citywide standards book for all departments to use for all aspects of plumbing, electrical, roofing, etc.

PROPERTY MANAGEMENT

Future Outlook:

- Continue to address requirements within City buildings that are due for renewal/replacement in order to minimize the buildings FCI (Facility Condition Index)
- Significantly reduce deferred maintenance list
- Reduce response time/turn-around on requests
- Incorporate sustainability principles
- Reduce project list
- Complete work orders within 7 days of issuance
- Complete emergency work orders within 24 hours

Improve customer service levels

PROPERTY MANAGEMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Build and Maintain Priority Infrastructure With Full Accountability	KPI: % of residents rating the appearance and maintenance of the City's public buildings as excellent or good	79%	*	79%	*	**
	KPI: % of businesses rating the appearance and maintenance of the City's public buildings as excellent or good	79%	*	*	*	*
	KPI: % of Facility Condition Index rating scoring below 0.15 (good and excellent)	*	80%	80%***	75%	75%
	KPI: % of Work Orders completed within 7 days of issuance	*	*	*	*	75%
	KPI: % of Capital Renewal & Replacement projects completed	*	*	*	*	75%
	KPI: % of Construction and renovation projects completed	*	*	*	*	50%
	KPI: % of City-owned bridges assessed in good condition	*	*	*	*	90%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

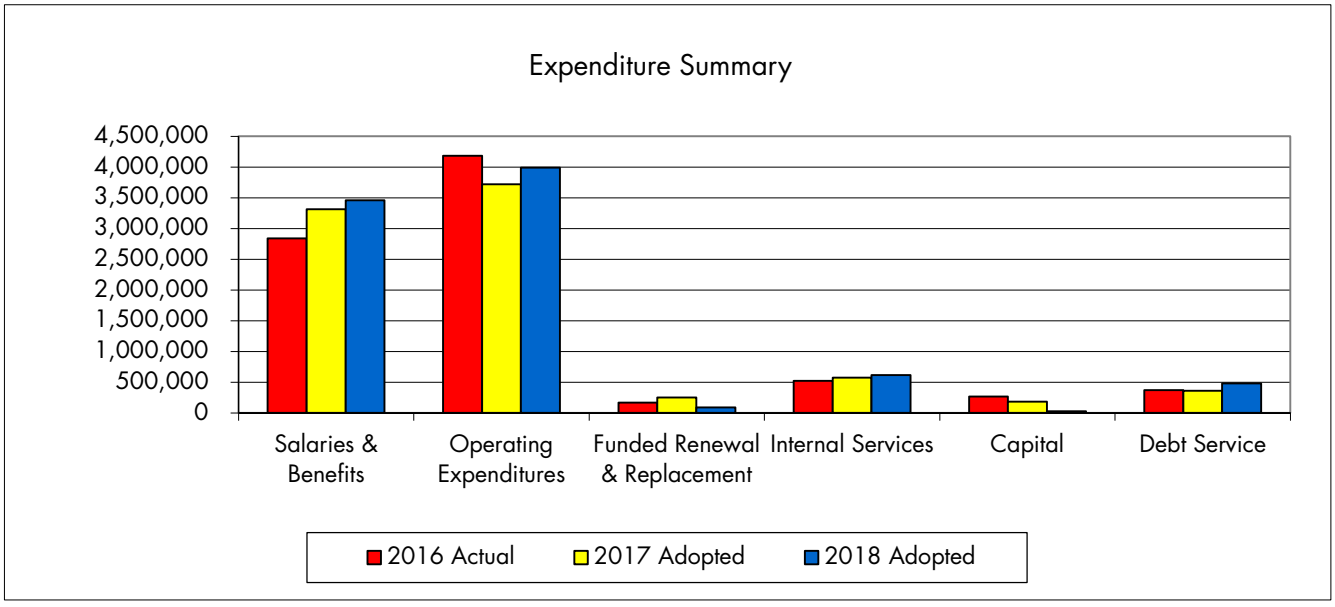
**Data not available until end of year

***Score based on 2015 assessment. Future assessments are pending.

PROPERTY MANAGEMENT

Internal Service Fund
Departmental Financial Summary

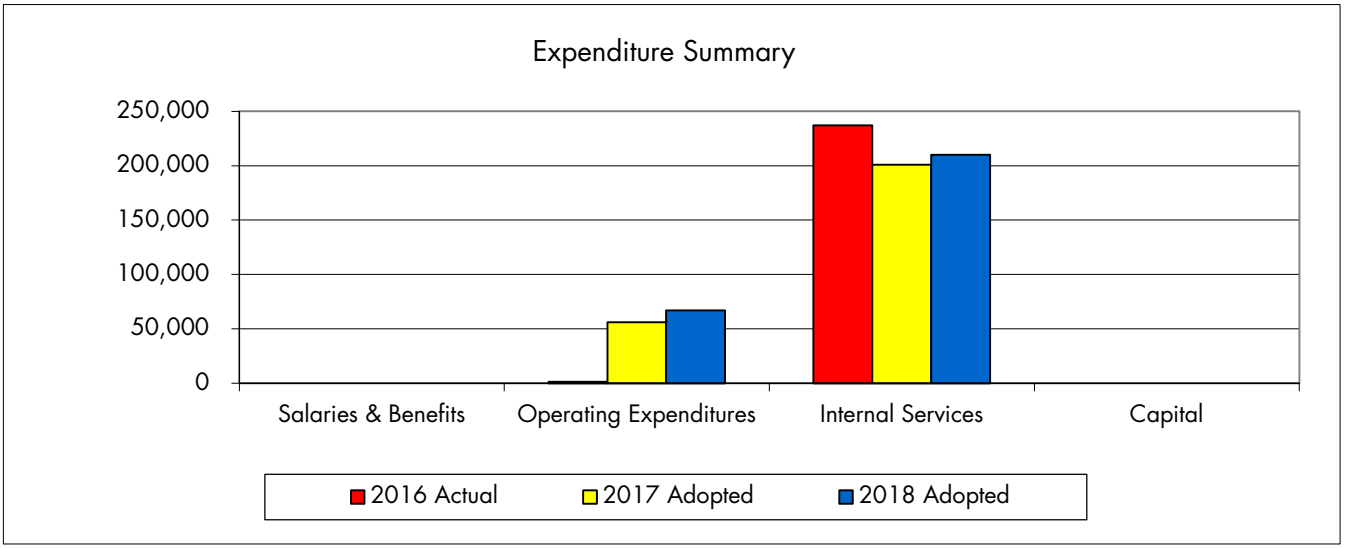
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Interdepartmental Charges	8,759,753	7,916,629	8,080,000	**8,575,000**
Alterations/New Work	125,620	19,847	90,000	**20,000**
Interest/Other	52,402	71,043	53,000	**39,000**
Retained Earnings	0	0	186,000	**30,000**
Total	**$ 8,937,775**	**$ 8,007,519**	**$ 8,409,000**	**$ 8,664,000**
Expenditure Area				
Salaries & Benefits	3,082,315	2,842,416	3,316,000	**3,460,000**
Operating Expenditures	3,834,450	4,186,136	3,719,000	**3,989,000**
Funded Renewal & Replacement	158,969	168,708	250,000	**90,000**
Internal Services	523,814	521,584	577,000	**616,000**
Capital	121,407	268,194	186,000	**30,000**
Debt Service	392,608	370,268	361,000	**479,000**
Total	**$ 8,113,563**	**$ 8,357,305**	**$ 8,409,000**	**$ 8,664,000**
Revenue Less Expenditures	**$ 824,212**	**$ (349,787)**	**$ 0**	**$ 0**
Budgeted Positions				
Internal Services Fund	29 FT + 0 PT	29 FT + 0 PT	29 FT + 0 PT	**29 FT + 0 PT**
RDA Fund	5 FT + 0 PT	5 FT + 0 PT	5 FT + 0 PT	**5 FT + 0 PT**
Total Budgeted Positions	**34 FT + 0 PT**	**34 FT + 0 PT**	**34 FT + 0 PT**	**34 FT + 0 PT**



PROPERTY MANAGEMENT - NORMANDY SHORES

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Restitutions	5,882	8,669	0	**0**
Transfers in	222,000	226,000	257,000	**277,000**
Fund Balance/Retained Earnings	0	0	0	**0**
Total	**$ 227,882**	**$ 234,669**	**$ 257,000**	**$ 277,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	41,823	1,534	56,000	**67,000**
Internal Services	227,228	237,144	201,000	**210,000**
Capital	0	0	0	**0**
Total	**$ 269,051**	**$ 238,678**	**$ 257,000**	**$ 277,000**
Revenue Less Expenditures	**$ (41,169)**	**$ (4,009)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



PROPERTY MANAGEMENT

Budget Highlights

Property Management

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $255,000 or 3% due to increases in personnel, operating, and debt service expenditures, which were partially offset by decreases in capital expenditures. Personnel services expenditures increased by $144,000 as a result of a department re-organization completed mid-year in FY2016/17. Operating expenditures increased by $110,000 due to increases in costs associated with repairs and maintenance for plumbing, elevator, and janitorial services, as well as Fire Prevention repairs and the acquisition of Grainger materials. Similarly, debt services expenditures increased by $118,000 due to the payoff of Property Management's equipment loan balance in FY2017/18. Overall, the increases in personnel, operating, and debt service were partially offset by a decrease in one time capital expenditures budgeted in FY2016/17 of $156,000.

Normandy Shores

- The Normandy Shores budget increased by $20,000 or 8%, primarily due to the following: $27,000 to fund 50% of a security guard rover to patrol the neighborhood and the Normandy Shores golf-course, $2,000 for a Defibrillator in the guardhouse, and $4,000 for other miscellaneous expenditures such as bollards and signs. These increases were, however, partially offset by one-time expenditures budgeted in FY2016/17 such as upgrading the camera system and replacement of the guardhouse canopy.

FY2017/18 Enhancements

Property Management

- The Property Management budget includes two enhancements for FY2017/18 totaling $330,000. One enhancement in the amount of $44,000 would fund a portion of the City's contracted living wage increases for FY2017/18. The other enhancement, which is funded by Resort Tax and managed by Property Management, will add an additional $235,000 for additional holiday lighting throughout the tourist areas for a new total of $535,000.

PROPERTY MANAGEMENT

Normandy Shores

- The FY2017/18 budget for Normandy Shores includes one enhancement for FY2017/18 in the amount of $27,000 to fund 50% of a security guard rover, which will provide for an increased level of security and lessen any potential acts of vandalism in and around the neighborhood and golf course.

FY2017/18 Efficiencies

Property Management

- The budget also includes an efficiency/reduction for FY2017/18 in the amount of $5,000 for training, which will reduce the department's ability to keep existing personnel up-to-date with skills applicable to their specific trades.

PUBLIC WORKS

Department Mission/Purpose Statement:

We are committed to providing effective and efficient public works services and managing the City's infrastructure to ensure the safety, health and well-being of all who live, work, and play in our vibrant, tropical, historic community.

Department Description:

The Public Works Department is a large, full service organization consisting of four divisions (Engineering, Greenspace, Operations and Sanitation). Our department provides project management, planning, design, construction, maintenance, repairs and operation services for City infrastructure including utility systems, roadways and greenways. The department is also responsible for City cleanliness and manages the Solid Waste/Recycling Collection and Disposal Program. The department is represented by a professional, semi-professional and licensed disciplines working in Administration, Engineering, Streets and Streetlights, Water Distribution, Sewer Collection, Stormwater Management, Sanitation, and Greenspace Management.

The City infrastructure managed by the Public Works Department is comprised of 23 City owned bridges; 140 miles of streets; 242 miles of sidewalks; 200 miles of curb and gutter; 33 miles of alleyways; 7,200 street lights; 1,200 landscape up-lights; 263 miles of underground wiring; 180 miles of water distribution piping; 4 water storage tanks with total storage capacity of 14 million gallons; 6 water pumping stations; 13,526 water meters; 152 miles of sewer mains; 3,293 sewer manholes; 23 sewer pump stations; 110 miles of storm water pipes; 367 storm water outfalls; 6,100 catch basins; 2,688 storm water manholes; 34 storm water pump stations.

The Engineering Division is comprised of five sections (Engineering, GIS, ROW Management, Surveying and Elevator Safety). The Engineering Section is responsible for plan review of the public and private project within the city and project design/management of all public projects. The GIS Section is the keeper of the maps of the City's entire infrastructure which includes water mains, sanitary sewer, and storm water systems. Our Right-of-way Management Section oversees and issues permits for all activities within the public's right-of-way to include utility connections, café dining, lane/sidewalk closures and coordination of special events. The Surveying Section is the first resource for all construction projects to coordinate the data acquisition of field information and coordination with other ongoing projects within the City. The Elevator Safety Section is responsible for all public and private elevators, escalators, moving walks and lifts within the City.

The Greenspace Management Division provides the grounds design, installation and maintenance service at all city designated properties including: the gateways to the City, all municipal buildings, parking facilities, dunes, medians, swales and landscape areas including the management of the City's urban forest.

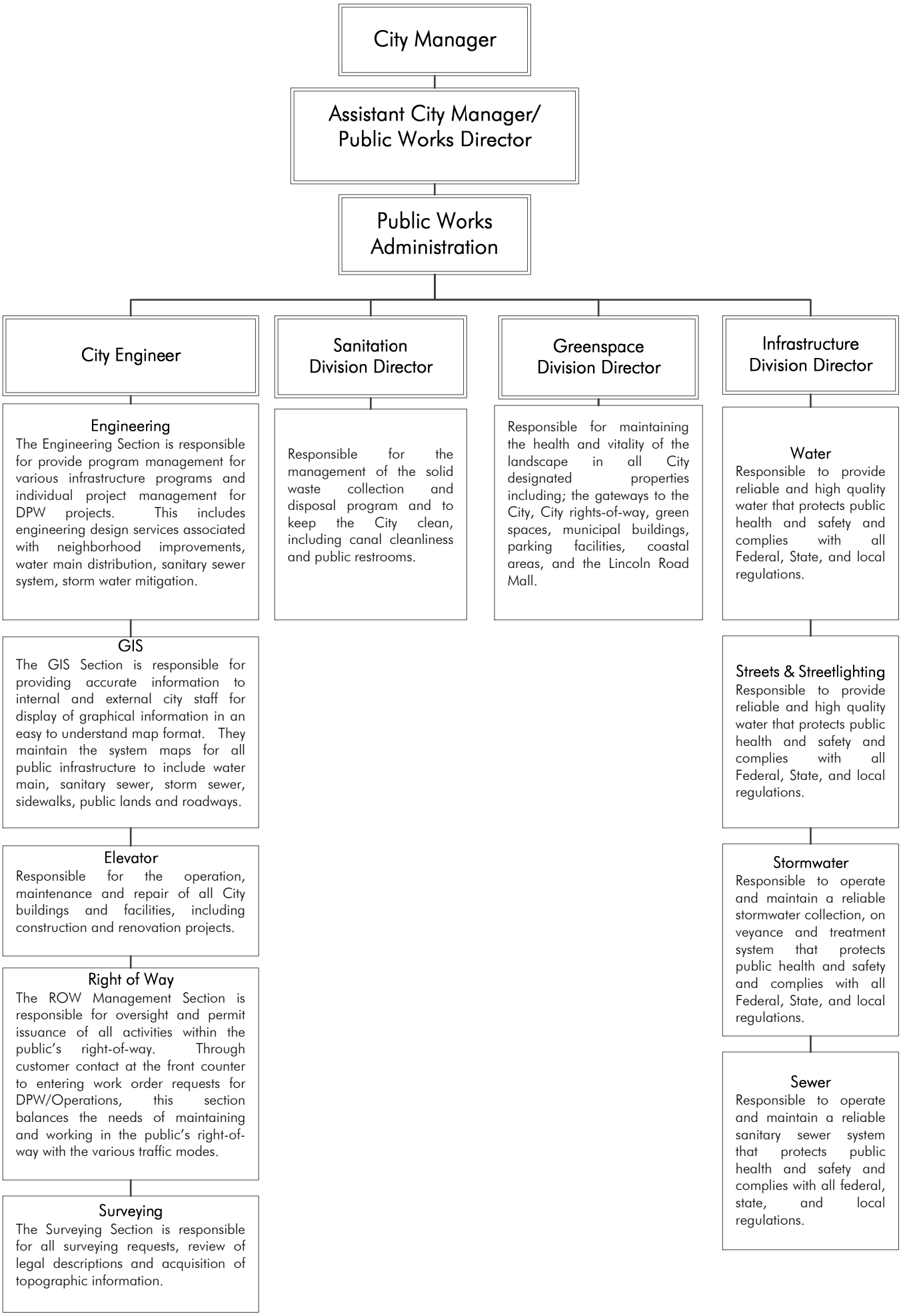
The Operations Division oversees the operation and maintenance of the City's water distribution, wastewater collection, storm water and street lighting systems. Each year they ensure the safe transmission of billions of gallons of fresh water to the City and the transport of wastewater to the treatment plant. In addition, they ensure that all of the streets, streetlights, sidewalks and storm

drains are operational and maintained.

The Sanitation Division with its fleet of street sweepers, sidewalk pressure washers, and other collection equipment maintains the streets and sidewalks free and clear of debris and litter.

The Department of Public Works was recognized by the American Public Works Association as a nationally accredited Public Works agency in May 2007, re-accredited in June 2011 and again in 2015.

See attached Table of Organization


City Manager
Assistant City Manager/ Public Works Director
Public Works Administration
City Engineer
Sanitation Division Director
Greenspace Division Director
Infrastructure Division Director
Engineering
The Engineering Section is responsible for provide program management for various infrastructure programs and individual project management for DPW projects. This includes engineering design services associated with neighborhood improvements, water main distribution, sanitary sewer system, storm water mitigation.
Responsible for the management of the solid waste collection and disposal program and to keep the City clean, including canal cleanliness and public restrooms.
Responsible for maintaining the health and vitality of the landscape in all City designated properties including; the gateways to the City, City rights-of-way, green spaces, municipal buildings, parking facilities, coastal areas, and the Lincoln Road Mall.
Water
Responsible to provide reliable and high quality water that protects public health and safety and complies with all Federal, State, and local regulations.
GIS
The GIS Section is responsible for providing accurate information to internal and external city staff for display of graphical information in an easy to understand map format. They maintain the system maps for all public infrastructure to include water main, sanitary sewer, storm sewer, sidewalks, public lands and roadways.
Streets & Streetlighting
Responsible to provide reliable and high quality water that protects public health and safety and complies with all Federal, State, and local regulations.
Elevator
Responsible for the operation, maintenance and repair of all City buildings and facilities, including construction and renovation projects.
Stormwater
Responsible to operate and maintain a reliable stormwater collection, on veyance and treatment system that protects public health and safety and complies with all Federal, State, and local regulations.
Right of Way
The ROW Management Section is responsible for oversight and permit issuance of all activities within the public's right-of-way. Through customer contact at the front counter to entering work order requests for DPW/Operations, this section balances the needs of maintaining and working in the public's right-of-way with the various traffic modes.
Sewer
Responsible to operate and maintain a reliable sanitary sewer system that protects public health and safety and complies with all federal, state, and local regulations.
Surveying
The Surveying Section is responsible for all surveying requests, review of legal descriptions and acquisition of topographic information.

PUBLIC WORKS

Fiscal Environment:

The Public Works Department has a diverse funding composition. The department's budget represents more than 40% of the city's total operating budget.

The Administration, Engineering, Streets and Streets Lighting and Greenspace Division is partially funded from revenues generated though elevator fees, right of way permits, side walk café permits, electrical outlets, and plans review fees.

The Infrastructure Division, which includes water, wastewater and storm water is funded through revenues generated through utility billing rates for services provided to users.

Sanitation is funded primarily though fees generated for services provided.

Public Works Department continuously analyzes our rate structures to ensure we are bringing services to our residents and tourists at a cost effective rate that maintains our systems and provides for a sustainable system.

Business Environment:

The City is undergoing significant growth in commercial and residential development.
The department has evaluated the services that are being performed in the private sector and have competitively bid contracts to provide the core services of the departmental work plan where applicable, recognizing that not all services that the City provides can be outsourced and there are some services that are performed more efficiently in house.

Significant Recent Accomplishments:

Engineering Division:

Engineering Section

- Reviewed and approved 3,200 building permits.
  - Sunset Harbour Neighborhood reconstruction. This is the first neighborhood to incorporate raising roadway elevation to minimize impact from storms and sea level rise.
  - 54" diameter sanitary sewer force main installation as a replacement for one of the primary lines from Miami Beach to the treatment plant.
  - West Avenue Neighborhood reconstruction to include the installation of three pump stations and roadway improvements.
  - 72" drainage pipe installation along Washington Avenue between 17th street and 20th street and along 17th street between Washington Avenue and Pennsylvania Avenue.
  - Seawall installation of various seawalls throughout the City.
  - Substantially completed the West Avenue Bridge and reconstruction of Dade Boulevard between Alton Road and the Venetian Causeway.

PUBLIC WORKS

- Initiated the design and or construction of the following major projects:
  - West Avenue Phase II Neighborhood Improvement Project.
  - Flamingo Neighborhood Improvement Project along 11th Street.
  - 19th Street Drainage Pump Station.
  - South Pointe Drainage Improvements and Reconstruction of 1st Street.
  - Indian Creek Drive Road and Drainage Reconstruction from 25th Street to 41st Streets.

- Continued the coordination of the design and construction of the following major Capital Improvement Projects:
  - Venetian Islands Neighborhood Improvement Project.
  - Sunset Islands III and IV Neighborhood Improvement Project.
  - Palm and Hibiscus Islands Neighborhood Improvement Project.
  - Central Bayshore South Neighborhood Improvement Project.
  - Seawall Installation Program

- Continued coordination with the Florida Department of Transportation for the following major roadway projects:
  - Alton Road at Michigan Avenue intersection safety improvement.
  - Alton Road from Michigan Avenue to Chase Avenue roadway reconstruction.
  - Alton Road from 41st Street to Allison Road roadway reconstruction.
  - Collins Avenue from 47th Street to 58th Street roadway and drainage improvements.
  - Indian Creek Drive from 67th Street to Abbott Avenue roadway improvements.

- Planning for the following major upcoming projects:
  - La Gorce Neighborhood Improvement Project.
  - Middle North Bay Road storm sewer improvements and pump station installation.
  - North Shore Neighborhood Improvement Project.
  - City Center Neighborhood Improvement Project.

<u>Geographic Information System Section</u>

- ArcGIS Core Systems: Completed the design, setup, testing and upgrade of the existing Geographic Information System (GIS) core systems including the installation of ArcGIS Portal, Data Store, Image Server and the Local Government database schema to standardize the city's data.

- Cityworks: Continued supporting Cityworks users with applications including the Barcode System, Storeroom, Property Management New Work Areas, Beach Maintenance, CCTV Interface, Sewer Inspections, MicroPaver Interface and Crystal Reports. Began Parks & Recreation implementation. Implemented the Geocortex Cityworks Extension.

- Cyclomedia: Completed the research and selection of a vendor to drive and provide the City with street-level imagery and Lidar data for the location of all features within the rights-of-way. This data will be used to correct the existing GIS features and asbuilts.

- Energov: Completed the redesign, setup and currently testing the GIS database to support all parcel and addressing monthly refresh data requests.

- Cleanliness/Appearance: Continued supporting the Cleanliness/Appearance Index field capture application on 5 Panasonic Touchpad devices.

- Eden/Munis: Continued daily mailing address updates related to new accounts. Completed the redesign, setup and currently testing the GIS database to support all parcel and addressing monthly refresh data requests.

- Geocortex Implementation: Completed the design, setup, testing and deployment of a web-based GIS system that supports multiple custom desktop and mobile applications, features and reports for all staff, citywide.

- Geocortex Sites: Completed the design, setup, testing and deployment of the following internal GIS sites: Administrative Areas, Adaptation Calculator, Adaptation Calculator Editing, Benchmarks, Geo Data, Miami Beach Projects, Miami Beach Projects Editing, Operations, Parking, Public Works, Public Works Editing and Survey. External sites include Adaptation Calculator, Benchmarks and Survey.

- Police Department's New World Systems: Completed the design, setup, testing and deployment of new features and addresses on the Police Department's New World 911 System.

- Resiliency: Completed the design, setup, testing and deployment of a custom Adaptation Calculator application to provide the public with a way to visualize the relationship between their property and the street by estimating how many inches the road will be elevated.

Right-of-way Management Section

- Issued 1,471 right-of-way permits.
- Processed 117 water meter services establishing metered service connections for water use for domestic consumption or irrigation.
- Processed approximately 138 Water and Sewer verification applications for approval by Miami-Dade Water and Sewer Department and Department of Environmental Resources Management (DERM).
- Reviewed and approved approximately 206 applications for Sidewalk Café

renewal/permits.
- Maintained approximately 417 news rack locations for compliance citywide.

Surveying Section

- Reviewed and accepted approximately 20 As-Built Surveys for Neighborhood and other improvement projects. Provide accepted As-Built Survey data to GIS department for input.
- Reviewed, negotiated and coordinated approximately 15 Topographic, Boundary and Right of Way Surveys for Design of Improvements and DCP (Design Criteria Package) documents.
- Performed and responded to approximately 7,700 dig ticket request for location/marking of City owned underground utilities through Sunshine One Call 811.
- Coordinated, performed and prepared approximately 50 Grade Determination Surveys with Grade Determination Letter per City Code and/or by Planning Department Permit Requirements.
- Coordinated and performed approximately 36 Pressure Tests of water mains and fire lines.
- Coordinated and performed approximately 10 various types of surveys for the Engineering Department as well as other City Departments which included the City Owned Seawall Assessment Project.
- Coordinated, reviewed, prepared and/or recorded approximately 40 Legal Descriptions for Easements etc. as needed for Commission Resolutions etc. (Legal Department)
- Maintained City wide Survey (NAVD1988) Benchmark Network (available to the public on line and with real time updates).
- Reviewed and performed approximately 75 Private Dock and Sewall Surveys for compliance/permit and final permit approval requiring As-Built Surveys upon completion. Including the building of GIS data set of the existing Seawall Elevations.
- Perform and report 20 record searches of Resolutions, Official Record Books, Agreements, Easements, Conveyances, Deeds, and Right of Ways etc.

Elevator Safety Section

- Supervised 2,779 Conveyances throughout the City of Miami Beach
- Supervised 17 Inspection Companies
- Updated Inspector Credentials
- Monitored 50 + Inspectors
- Supervised 70 + Elevator Companies
- Updated Elevator Credentials
- Issued Maintenance Repair Permit for Elevator Companies
- Monitored Jurisdiction Fee
- Monitored of Certificate of Operations

PUBLIC WORKS

- Tracked Elevator Files and Correspondence
- Maintained Data Entry on Routine/Periodic Inspection Performed
- Maintained Data Entry on Periodic Tests Performed
- Maintained Data Entry on Initial Inspection Performed
- Maintained Data Entry on Call Back Inspection Performed
- Maintained Data Entry on Alteration Inspection Performed
- Maintained Data Entry on Construction Inspection Performed
- Maintained Data Entry on Complaint Inspection Reports
- Maintained Data Entry on Accident Inspection Report
- Issued Elevator Permits for New Construction, Alteration and Repair
- Reviewed Construction Plans and/or Shop Drawing Plans
- Issued Building License for Conveyances
- Issued Certificate of Operation for all Conveyances
- Provided Temporary Public Use and Temporary Construction Use Certificate for conveyances
- Issued & Monitored Temporary & Permanent Variances
- Issues & Monitored Violations to Property Owners and Violators
- Issued & Monitored Violations Fines & Compliance Inspection Cases

Operations Division

- Repaired 60 water main breaks /80 water service leaks
- Repaired 32 fire hydrants
- Replaced 7 fire hydrants
- Cleaned 192,538.64 linear feet of sanitary sewer mains
- Repaired 38.20 linear feet of sanitary sewer lateral pipes
- Replaced 17,000 square feet of sidewalks citywide
- Supported 50 water main shutdowns for public project contractors
- Maintained 7,200 City owned Street lights and 1,200 landscape up lightings
- Cleaned 75 miles of storm water pipe equal to 396,000 linear feet
- Cleaned 5,050 storm water catch basins
- Cleaned 50 storm water outfalls
- Repaired 154 light fixtures, 35 light poles, 245 ballast kits, 57 electrical pull boxes, and 312 photocells
- Replaced 14 special project aluminum poles
- Replaced 5,770 liner feet of PVC Electrical Conduit
- Replaced 18,000 linear feet of wire
- Replaced 1,853 light bulbs
- Managed contract for the maintenance of 696 street lights on FDOT Right- of- Way

Sanitation Division

- Maintained the level of pressure cleaning on Washington Avenue and Lincoln Road

- Awarded the franchise agreement with 2 haulers and successfully negotiated an increase in in-kind services or monetary contributions to the City.
- Integrated the function of litter control in green areas within the right of ways with minimal impact (function was previously performed by Green Space Division)
- Installed an additional 230 litter cans City wide.

Greenspace Management Division

- Installed 5th Street Flyover landscape and irrigation
- Installed South of Fifth median landscape and irrigation
- Completed Sunset Harbor Neighborhood landscaping
- Bonded Aggregate installation in tree pits on 5th Street
- Bonded Aggregate installation in tree pits on Washington Ave.
- Bonded Aggregate installation in tree pits on Ocean Drive
- Relocated Palm Trees from west side of Ocean Dr. to Lummus Park
- Completed 4th Street Parking Lot landscape improvements
- Completed Washington Ave. median landscape improvements
- Completed City Center Neighborhood Renovations
- Completed Flamingo Neighborhood Renovations
- Completed Flamingo Drive Renovations to Circle Medians
- Renovated 2648 Regatta Avenue Swale
- Renovated Bonita Drive North End
- Renovated Rue Bordeaux Swale
- Palm Fertilization in Tree Pit Bound Palms on Ocean Drive and Collins Avenue north of 63rd Street
- Installed new irrigation and landscape at 41st Street and Julia Tuttle entrance
- Installed Alton Road medians irrigation from 41st to 63rd Street
- Installed Collins Park sod and new Green Buttonwoods to replace poorly performing Oaks
- Responded over 80% of the time in less than three working days to E-Gov requests- either completed in-house or reviewed and sent to appropriate City authority to close request

Critical Success Factors:

The City has recognized the challenges of having underground infrastructure that is 100 years old and has implemented plans to aggressively replace the aging components.

- Maintain close collaboration with the Capital Improvement Projects Department as new project plans are being developed to ensure a full comprehensive review and comment process is conducted by all departments that will have responsibility when the projects are constructed.
- Receive support from the Information Technology Department to ensure technology integration. The computerization of the Department's data collection and expansion of

staff's computer literacy is critical to increase efficiency in the delivery of service.

- Engage closely with the Human Resources Department to recruit and process the best qualified personnel necessary for the department workforce as well as specially planned programming.
- Encourage staff to obtain higher levels of education and training. Maintain the ongoing in-service/ local training education of all staff in the department to improve productivity, efficiency, and customer satisfaction. Seek and schedule staff to attend training issued by professional industry organizations for staff to be knowledgeable of existing and new industry standards and opportunities.

Future Outlook:

Under the leadership of the City Mayor and Commission, the department has accepted the challenge of rising above which includes enhancing stormwater systems, raising road elevations, fortifying the City's shorelines to minimize the impact of sea level rise and the increased frequency of storm events. The department is looking at taking advantage of advances in technology and automation in providing manual services to maintain our City's infrastructure.

PUBLIC WORKS

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	Single-Family Drop-Off: % of plans reviewed within turnaround time target by Public Works Dept.	96.3%	88.2%	98.0%	97.0%	100.0%
	Multi-Family Drop-Off: % of plans reviewed within turnaround time target by Public Works Dept.	96.4%	91.5%	98.0%	100.0%	100.0%
	Commercial Drop-Off: % of plans reviewed within turnaround time target by Public Works Dept.	96.4%	88.0%	98.0%	83.0%	90.0%
	Total # of single-family drop-off plan reviews conducted by Public Works	257	386	1,550	1,055	1,600
	Total # of multi-family drop-off plan reviews conducted by Public Works	53	82	31	36	50
	Total # of commercial drop-off plan reviews conducted by Public Works	68	82	36	94	100
Enhance Beautification and Cleanliness of City Owned Corridors	KPI: % of residents rating landscape maintenance in rights of way and public areas as excellent or good	70.0%	*	N/A	*	**
	KPI: % of businesses rating landscape maintenance in rights of way and public areas as excellent or good	74.0%	*	80%	*	**
Ensure Reliable Stormwater and Resiliency Against Flooding by Implementing Select Short and Long-Term Solutions Including Addresssing Sea-Level Rise	KPI: % of residents rating storm drainage as excellent or good	25%	*	47%	*	**
	% of catch basins and associated piping cleaned annually	*	75%	85%	95%	100%
	KPI: % of businesses rating storm drainage as excellent or good	31%	*	*	*	**

PUBLIC WORKS

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Build and Maintain Priority Infrastructure With Full Accountability	KPI: % of residents rating the appearance and maintenance of the City's public buildings as excellent or good	79%	*	79%	*	**
	KPI: % of businesses rating the appearance and maintenance of the City's public buildings as excellent or good	79%	*	87%	*	**
	KPI: % of residents rating the conditions of sidewalks (few or no cracks) as excellent or good	50%	*	38%	*	**
	KPI: % of businesses rating the conditions of sidewalks (few or no cracks) as excellent or good	61%	*	62%	*	**
	KPI: % of City-owned bridges assessed in good condition	*	100%	81%	81%	90%
	KPI: % of residents rating condition of roads (smoothness, street repair, etc.) as excellent or good	32%	*	*	*	**
	KPI: % of businesses rating condition of roads (smoothness, street repair, etc.) as excellent or good	36%	*	51%	*	**
	KPI: % of roadway lane miles assessed in good condition	*	*	72%	*	80%
	KPI: % of utility pipes assessed in good condition	*	*	60%	*	70%
	KPI: % of street and landscape lighting assessed in good condition	*	*	90%	90%	100%

PUBLIC WORKS

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Cleanliness, In High Traffic Residential and Pedestrian Areas, Including Maximizing Deployment of Trash Cans on Every Corner	KPI: % of residents rating cleanliness of streets in business/commercial areas as excellent or good	61%	*	51%	*	**
	KPI: % of businesses rating cleanliness of streets in business/commercial areas as excellent or good	63%	*	68%	*	**
	KPI: % residents rating cleanliness of streets in neighborhoods as excellent or good	68%	*	61%	*	**
	KPI: Citywide Public Area Cleanliness Index (1=extremely clean; 6=extremely dirty)	1.57	1.91	1.65	*	**
	KPI: % of residents rating cleanliness of City's waterways as excellent or good	53%	*	40%	*	**
	KPI: % of businesses rating cleanliness of City's waterways as excellent or good	59%	*	57%	*	**
	KPI: % of citywide cleanliness assessments rating clean or very clean	89.5%	82.7%	84.6%	*	90.0%
	% of public area cleanliness assessments for streets scoring 2.0 or better	91.0%	83.9%	89.1%	*	95.0%
	% of public area cleanliness assessments for sidewalks scoring 2.0 or better	90.0%	74.1%	89.9%	*	90.0%
	% of public area cleanliness assessments for parking lots scoring 2.0 or better	86.1%	80.4%	79.5%	*	90.0%

PUBLIC WORKS

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Improve Cleanliness of City Beaches	KPI: % of residents rating overall quality of beaches (cleanliness, water quality) as excellent or good	82.0%	*	69.0%	*	**
	KPI: % of businesses rating overall quality of beaches (cleanliness, water quality) as excellent or good	82.0%	*	82.0%	*	**
	KPI: Public Area Cleanliness Index rating for beaches - City (1=extremely clean; 6=extremely dirty)	1.45	1.64	1.44	*	*
	KPI: Public Area Cleanliness Index rating for beaches - County (1=extremely clean; 6=extremely dirty)	1.41	1.55	1.48	*	*
	KPI: % of beach assessments rating clean or very clean - City	92.6%	84.5%	92.6%	*	95.0%
	KPI: % of beach assessments rating clean or very clean - County	93.2%	85.9%	90.9%	*	95.0%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

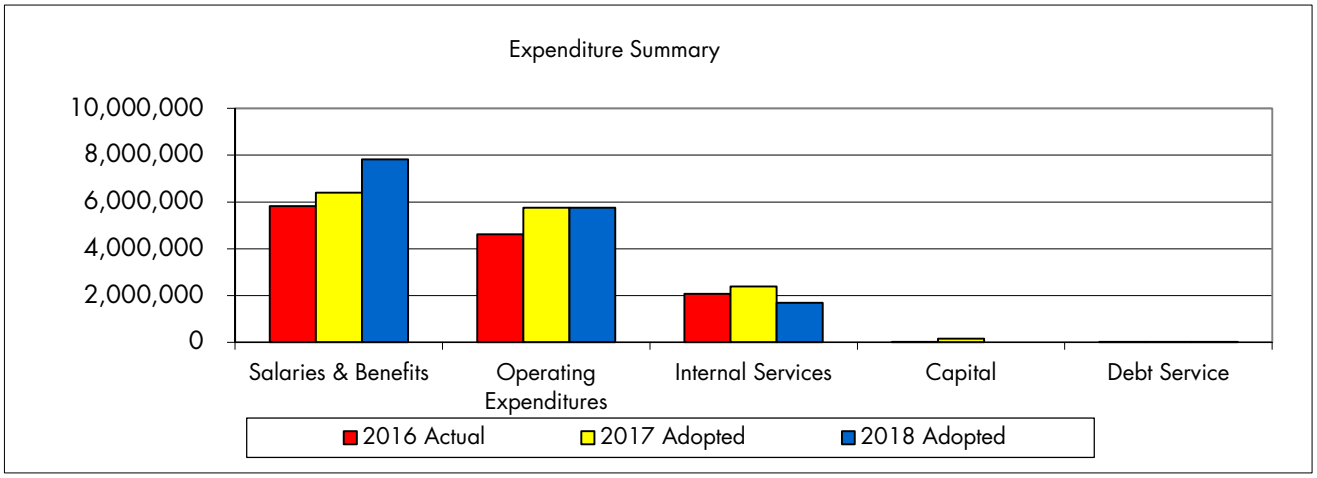
*Indicates measure was not tracked and/or conducted during reporting period

**Data not available until end of year

PUBLIC WORKS

General Fund
Departmental Financial Summary

Revenue Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Sidewalk Café Permits	1,455,179	1,529,993	1,525,000	**1,525,000**
News Racks	13	10,700	0	**0**
Elevator Inspections	0	584,556	250,000	**50,000**
Elevator Witnessing Fees	0	0	0	**106,000**
Elevator Permits	0	436,612	450,000	**650,000**
Right of Way Permits	1,139,794	967,752	986,000	**686,000**
Electrical Outlets	28,732	33,772	35,000	**30,000**
Permits - Revokable Permit Fees	0	8,350	0	**0**
Permits - Public Works	0	150,487	0	**0**
Elevator Lockboxes	0	17,475	21,000	**21,000**
Bldg. Dev. Process Fees - PW	636,552	480,083	600,000	**633,000**
Rent - Lincoln Road Directories	161,973	169,500	122,000	**122,000**
Public Works Violations	0	14,750	0	**100,000**
PW In-house Design	112,619	184,877	252,000	**252,000**
FDOT Reimb (Greenspace)	362,081	212,081	300,000	**282,000**
FDOT Reimb (Streets)	0	0	176,000	**176,000**
Total	**$ 3,896,941**	**$ 4,800,987**	**$ 4,717,000**	**$ 4,633,000**
Expenditure Area				
Salaries & Benefits	4,768,986	5,825,620	6,393,000	**7,819,000**
Operating Expenditures	3,819,586	4,610,364	5,756,000	**5,760,000**
Internal Services	2,261,057	2,072,451	2,388,000	**1,685,000**
Capital	10,271	6,195	159,000	**0**
Debt Service	4,000	2,000	2,000	**4,000**
Total	**$ 10,863,901**	**$ 12,516,630**	**$ 14,698,000**	**$ 15,268,000**
Budgeted Positions				
General Fund	51.70 FT + 0 PT	65.00 FT + 0 PT	62.00 FT + 0 PT	**71.00 FT + 0 PT**
RDA	6.00 FT + 0 PT	6.00 FT + 0 PT	6.00 FT + 0 PT	**6.00 FT + 0 PT**
Total Budgeted Positions	**57.70 FT + 0 PT**	**71.00 FT + 0 PT**	**68.00 FT + 0 PT**	**77.00 FT + 0 PT**



Administration

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	358,794	390,823	395,000	**428,000**
Operating Expenditures	25,271	30,197	49,000	**44,000**
Internal Services	108,903	108,544	130,000	**159,000**
Total	**$ 492,968**	**$ 529,564**	**$ 574,000**	**$ 631,000**
Budgeted Positions	**2.00 FT + 0 PT**	**2.00 FT + 0 PT**	**2.00 FT + 0 PT**	**2.00 FT + 0 PT**

Engineering

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	2,137,236	2,996,104	3,056,000	**3,349,000**
Operating Expenditures	275,939	218,417	208,000	**177,000**
Internal Services	229,248	273,887	286,000	**359,000**
Capital	10,271	6,195	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 2,652,695**	**$ 3,494,603**	**$ 3,550,000**	**$ 3,885,000**
Budgeted Positions	**21.00 FT + 0 PT**	**27.30 FT + 0 PT**	**27.30 FT + 0 PT**	**28.55 FT + 0 PT**

Streets

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	1,251,307	1,349,945	1,478,000	**2,403,000**
Operating Expenditures	1,246,970	1,350,081	2,006,000	**2,044,000**
Internal Services	1,094,289	848,002	864,000	**669,000**
Capital	0	0	14,000	**0**
Debt Service	0	0	0	**0**
Total	**$ 3,592,566**	**$ 3,548,028**	**$ 4,362,000**	**$ 5,116,000**
Budgeted Positions	**13.70 FT + 0 PT**	**15.70 FT + 0 PT**	**15.70 FT + 0 PT**	**22.95 FT + 0 PT**

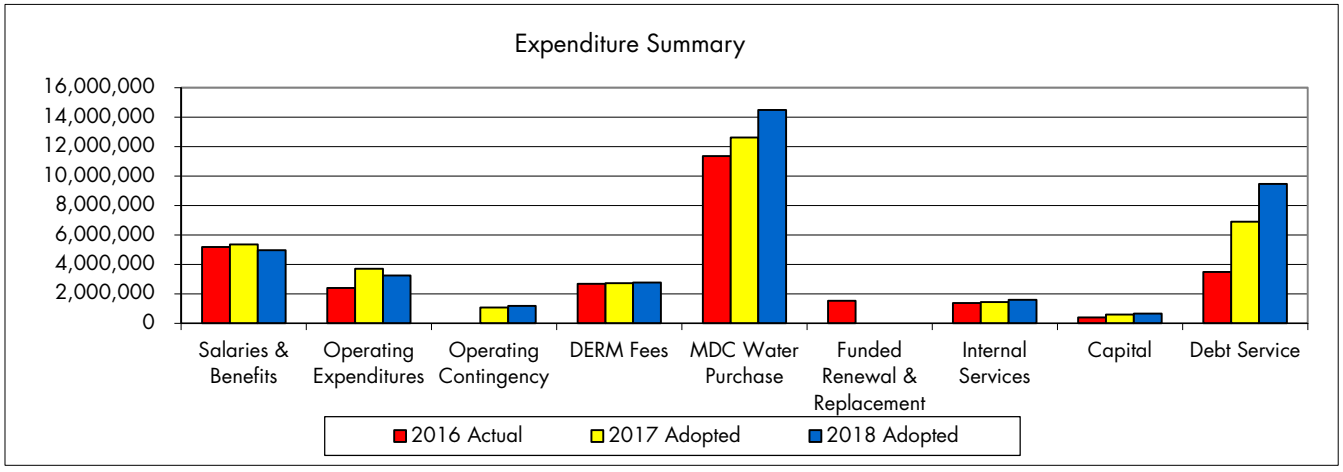
Greenspace Management

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	1,021,649	1,088,749	1,464,000	**1,639,000**
Operating Expenditures	2,271,406	3,011,669	3,493,000	**3,495,000**
Internal Services	828,617	842,018	1,108,000	**498,000**
Capital	0	0	145,000	**0**
Debt Service	4,000	2,000	2,000	**4,000**
Total	**$ 4,125,671**	**$ 4,944,435**	**$ 6,212,000**	**$ 5,636,000**
Budgeted Positions	**15.00 FT + 0 PT**	**20.00 FT + 0 PT**	**17.00 FT + 0 PT**	**17.50 FT + 0 PT**

PUBLIC WORKS - WATER

Enterprise Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Water Revenue	33,360,187	34,829,896	32,237,000	**34,033,000**
Firelines	37,400	85,183	38,000	**52,000**
Water Tapping	134,217	177,352	125,000	**150,000**
Sub-meter Service Inspection Fees	0	1,650	0	**0**
Interest	134,136	141,349	136,000	**197,000**
Utility Penalties	287,538	280,559	251,000	**280,000**
Miscellaneous Water Revenues	(3,133)	10,723	20,000	**20,000**
Retained Earnings	0	0	340,000	**0**
Rate Stabilization	0	0	1,255,000	**3,589,000**
Total	**$ 33,950,345**	**$ 35,526,711**	**$ 34,402,000**	**$ 38,321,000**
Expenditure Area				
Salaries & Benefits	5,516,244	5,176,963	5,350,000	**4,964,500**
Operating Expenditures	2,541,912	2,382,928	3,703,000	**3,230,500**
Operating Contingency	0	0	1,067,000	**1,170,000**
DERM Fees	2,360,366	2,669,096	2,714,000	**2,764,000**
MDC Water Purchase	14,258,441	11,357,541	12,622,000	**14,492,000**
Funded Renewal & Replacement	2,216,360	1,529,022	0	**0**
Internal Services	1,307,939	1,371,401	1,445,000	**1,584,000**
Capital	504,529	395,817	597,000	**645,000**
Debt Service	4,062,051	3,489,510	6,904,000	**9,471,000**
Total	**$ 32,767,843**	**$ 28,372,279**	**$ 34,402,000**	**$ 38,321,000**
Revenue Less Expenditures	**$ 1,182,502**	**$ 7,154,432**	**$ 0**	**$ 0**
Total Budgeted Positions	**52.75 + 0 PT**	**52.95 + 0 PT**	**54.78 + 0 PT**	**49.17 + 0 PT**

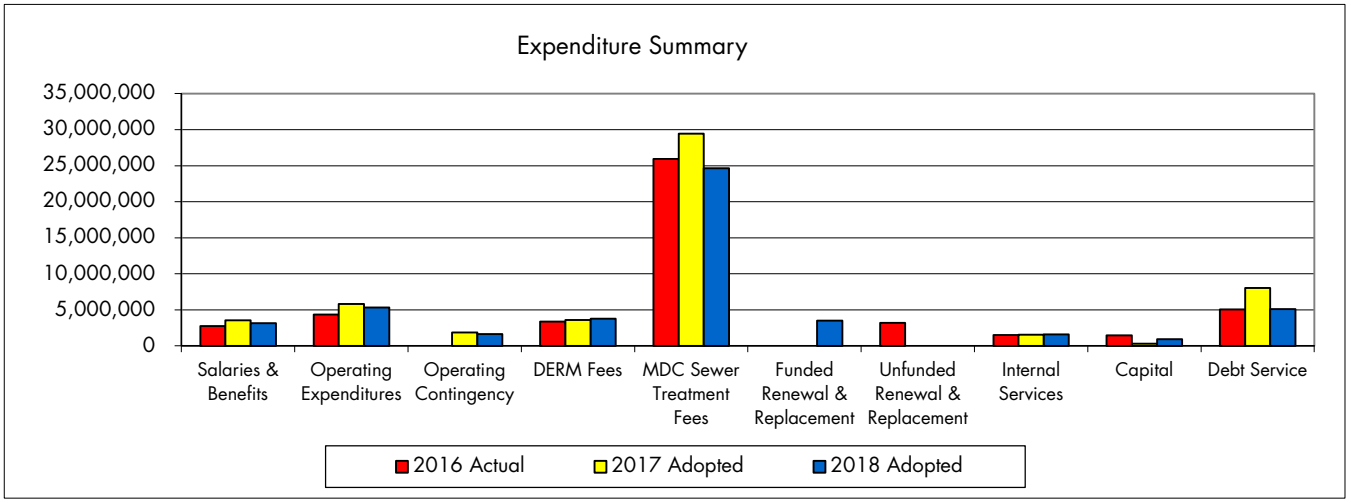


PUBLIC WORKS - SEWER

Enterprise Fund

Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Sewer User Fees	39,931,799	43,174,317	48,371,000	**46,472,000**
Sewer Connection Fees	52,000	56,888	38,000	**50,000**
Sewer Fees-outsiders	1,776,941	1,753,071	2,803,000	**2,633,000**
Interest	134,136	141,349	136,000	**197,000**
Utility Penalties	287,538	280,559	251,000	**284,000**
Miscellaneous Sewer Revenues	16,560	46,560	30,000	**30,000**
Retained Earnings	0	0	243,000	**0**
Rate Stabilization	0	0	2,284,000	**0**
Total	**$ 42,198,973**	**$ 45,452,744**	**$ 54,156,000**	**$ 49,666,000**
Expenditure Area				
Salaries & Benefits	1,908,653	2,760,901	3,536,000	**3,151,000**
Operating Expenditures	4,156,810	4,367,163	5,835,000	**5,329,000**
Operating Contingency	0	0	1,883,000	**1,647,000**
DERM Fees	2,557,063	3,356,893	3,594,000	**3,766,000**
MDC Sewer Treatment Fees	20,865,353	25,954,307	29,431,000	**24,646,000**
Funded Renewal & Replacement	2,559,923	0	0	**3,501,000**
Unfunded Renewal & Replacement	0	3,181,997	0	**0**
Internal Services	1,447,681	1,494,688	1,551,000	**1,607,000**
Capital	271,976	1,477,403	298,000	**926,000**
Debt Service	6,450,396	5,076,351	8,028,000	**5,093,000**
Total	**$ 40,217,855**	**$ 47,669,704**	**$ 54,156,000**	**$ 49,666,000**
Revenue Less Expenditures	**$ 1,981,117**	**$ (2,216,960)**	**$ 0**	**$ 0**
Total Budgeted Positions	**34.75 + 0 PT**	**36.95 + 0 PT**	**37.28 + 0 PT**	**30.67 + 0 PT**

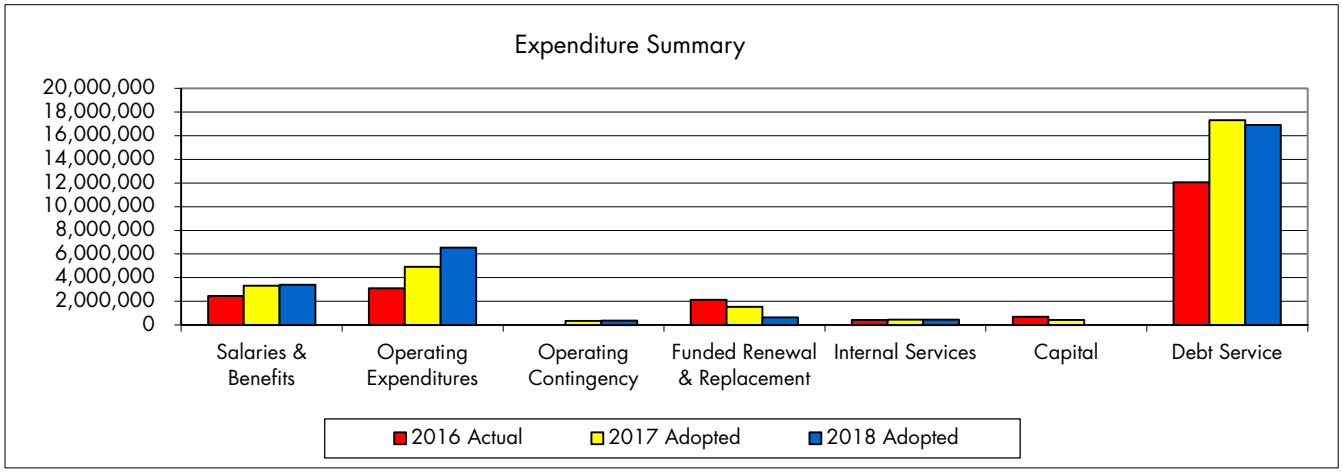


PUBLIC WORKS - STORM WATER

Enterprise Fund

Departmental Financial Summary

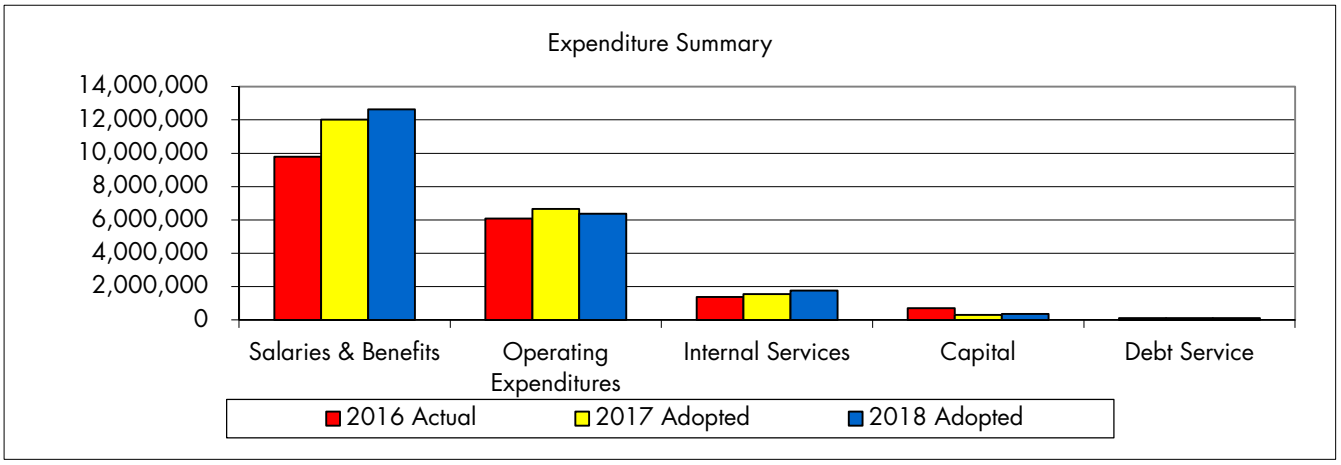
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Storm Water Fees	21,467,708	21,607,868	27,963,000	**28,188,000**
Interest	61,206	86,311	93,000	**139,000**
Miscellaneous Revenues	(172,466)	(79,586)	0	**0**
Fund Balance/Retained Earnings	0	0	278,000	**0**
Total	**$ 21,356,448**	**$ 21,614,593**	**$ 28,334,000**	**$ 28,327,000**
Expenditure Area				
Salaries & Benefits	2,428,608	2,446,996	3,333,000	**3,406,000**
Operating Expenditures	2,572,527	3,102,052	4,924,000	**6,554,000**
Operating Contingency	0	0	354,000	**371,000**
Funded Renewal & Replacement	2,115,169	2,119,265	1,522,000	**646,000**
Internal Services	359,129	425,571	452,000	**451,000**
Capital	137,556	700,928	430,000	**0**
Debt Service	8,611,347	12,059,998	17,319,000	**16,899,000**
Total	**$ 16,224,334**	**$ 20,854,810**	**$ 28,334,000**	**$ 28,327,000**
Revenue Less Expenditures	**$ 5,132,113**	**$ 759,783**	**$ 0**	**$ 0**
Total Budgeted Positions	**29.25 + 0 PT**	**31.55 + 0 PT**	**31.89 + 0 PT**	**31.61 + 0 PT**



PUBLIC WORKS - SANITATION

Enterprise Fund
Departmental Financial Summary

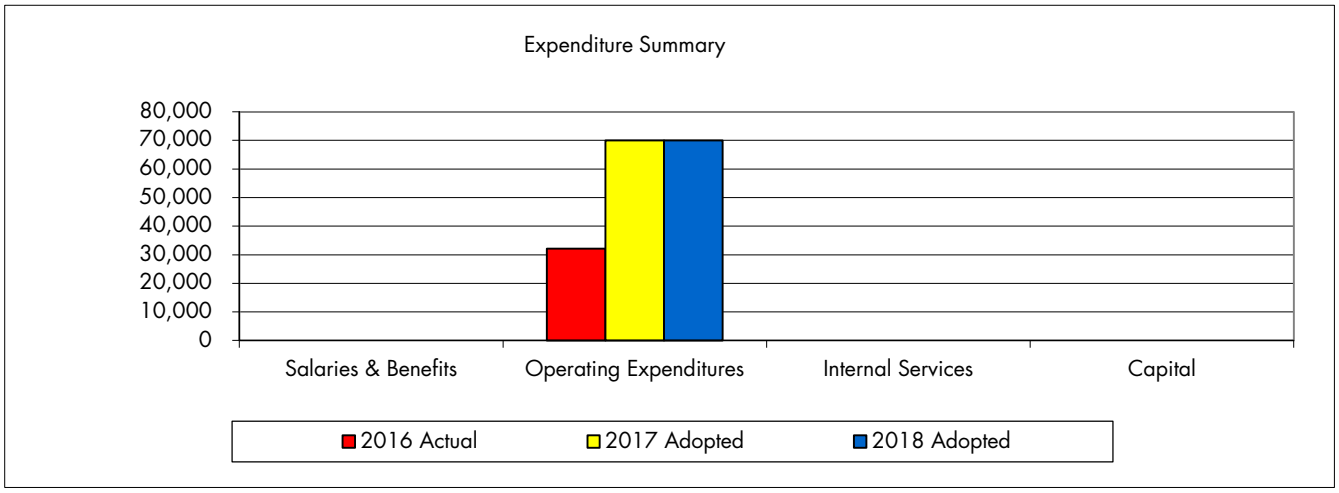
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Franchise Fees	3,227,219	3,627,523	3,411,000	**3,518,000**
Franchise Right-of-Way	356,727	348,169	372,000	**380,000**
Hurricane Reimbursement	0	208,361	0	**0**
Amended CDT Interlocal	0	3,671,000	0	**0**
Trash Removal	28,281	23,352	50,000	**22,000**
Sanitation Fees	3,245,496	3,409,512	3,485,000	**3,418,000**
Impact Fee-Commercial	664,744	783,514	667,000	**800,000**
Roll Off	1,180,303	1,090,913	1,000,000	**1,114,000**
Sanitation Fines	101,394	105,374	125,000	**81,000**
Impact Fee-Construction	1,208,727	958,664	1,100,000	**750,000**
Contributions from Disposal	400,000	400,000	400,000	**400,000**
City Center RDA-Reimbursement	3,061,000	3,339,000	3,339,000	**3,914,000**
Beachfront Restroom Cleanup	418,707	234,601	542,000	**0**
Parking	820,386	1,167,200	1,056,000	**1,089,000**
Interdepartmental Fees	298,540	299,834	300,000	**300,000**
Storm Water Fund Contributions	646,000	798,000	798,000	**844,000**
Resort Tax Fund Contributions	0	0	3,671,000	**871,000**
Interest/Miscellaneous Revenues	248,130	275,648	157,000	**272,000**
Fund Balance/Retained Earnings	0	0	151,000	**3,448,000**
Total	**$ 15,905,655**	**$ 20,740,665**	**$ 20,624,000**	**$ 21,221,000**
Expenditure Area				
Salaries & Benefits	8,876,908	9,792,009	12,010,000	**12,625,000**
Operating Expenditures	6,621,255	6,073,401	6,662,000	**6,364,000**
Internal Services	1,317,940	1,379,235	1,543,000	**1,765,000**
Capital	1,118,710	704,696	308,000	**364,000**
Debt Service	157,132	108,121	101,000	**103,000**
Total	**$ 18,091,945**	**$ 18,057,462**	**$ 20,624,000**	**$ 21,221,000**
Revenue Less Expenditures	**$ (2,186,290)**	**$ 2,683,203**	**$ 0**	**$ 0**
Total Budgeted Positions	**177.00 + 1.00 PT**	**177.00 + 1.00 PT**	**176.00 + 1.00 PT**	**176.50 + 1.25 PT**



PUBLIC WORKS - SANITATION WASTE HAULERS

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Contributions - Hazardous Waste	40,750	30,000	30,000	**30,000**
Contributions - Recycling	36,063	30,000	30,000	**30,000**
Contributions - Security Guards	11,225	8,000	8,000	**8,000**
Fund Balance/Retained Earnings	0	0	2,000	**2,000**
Total	**$ 88,038**	**$ 68,000**	**$ 70,000**	**$ 70,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	36,224	32,188	70,000	**70,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 36,224**	**$ 32,188**	**$ 70,000**	**$ 70,000**
Revenue Less Expenditures	**$ 51,814**	**$ 35,812**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.0 FT + 0 PT**	**0.0 FT + 0 PT**	**0.0 FT + 0 PT**	**0.0 FT + 0 PT**



PUBLIC WORKS

Budget Highlights

Public Works (General Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services expenditures increased by $1.4 million or 22%, primarily due to an internal re-organization of the Public Works Department, which resulted in an additional 9 full-time positions totaling $785,000 in salaries and benefits being transferred from Public Works operations such as Water and Sewer to the General Fund and other Public Works operations for FY2017/18. Additional increases were due to applicable merit and cost of living adjustments budgeted for FY2017/18, plus projected increases in health and life.

- Operating expenditures, including debt service for Ameresco, remained unchanged for FY2017/18, totaling $5,758,000. Although the total remained unchanged, there were some increases and decreases within the department's operating expenditures such as increases for temporary labor, utilities, rent for building and equipment, and other contractual services, which were offset by decreases in travel, contract maintenance, and professional services.

- Internal services expenditures, overall, decreased by $703,000 due to decreases in the usage of Property Management and Fleet Management services totaling $819,000. These increases were, however, offset by increases in Central Services, Risk Management, and Information Technology services totaling $116,000.

- Capital expenditures decreased by $159,000 or 100% due to one-time expenditures budgeted in FY2016/17.

Public Works – Water (Enterprise Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services decreased by $386,000 or 7%, primarily due to an internal re-organization of the Public Works Department, which resulted in several positions being transferred from Public Works operations such as Water and Sewer to the General Fund and other Public Works operations for FY2017/18.

- Operating expenditures, including debt service, increased by $4.1 million or 15%, primarily due to a $2.6 million increase in debt service expenditures for ongoing infrastructure projects allocated to water improvements and a $1.8 million increase for the purchase of wholesale water service from Miami-Dade County. Based on information received, wholesale water rates are projected to increase from $1.7341 to $1.8341 per 1,000 gallons, which is an increase of 5.76% for FY2017/18.

- Internal services expenditures increased by $139,000 or 10% due to increased usage of Central Services, Fleet Management, Property Management, Risk Management, and Information Technology services.

- Capital expenditures increased by $48,000 or 8%, primarily due to the replacement of existing vehicles, machinery, and equipment necessary for the department's ongoing operations.

Public Works – Sewer (Enterprise Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services decreased by $385,000 or 11%, primarily due to an internal re-organization of the Public Works Department, which resulted in several positions being transferred from Public Works operations such as Water and Sewer to the General Fund and other Public Works operations for FY2017/18.

- Operating expenditures, including debt service, decreased by $5.5 million or 11%, primarily due to a $2.9 million decrease in debt service expenditures for ongoing infrastructure projects allocated to sewer improvements and a $4.8 million decrease for the usage of wastewater services from Miami-Dade County despite a projected increase in rates of 4.95% for FY2017/18. The decrease is primarily attributed to a credit of $3.5 million due to the City from the County for the FY2016/17 wastewater services true-up and continued efforts to prevent dewatering.

- Internal services expenditures increased by $56,000 or 4% due to increased usage of Central Services, Fleet Management, and Risk Management services totaling $75,000, which was partially offset by a decrease in usage of Property Management and Information Technology totaling $19,000.

- Capital expenditures increased by $628,000 or 211%, primarily due to the replacement of existing vehicles, machinery, and equipment necessary for the department's ongoing operations.

Public Works – Storm Water (Enterprise Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services increased by $73,000 or 2%, primarily due to an internal re-organization of the Public Works Department, which resulted in several positions being transferred from Public Works operations such as Water and Sewer to the General Fund and other Public Works operations for FY2017/18.

- Operating expenditures, including debt service, operating contingency, and set-aside for funded renewal and replacement, increased by $351,000 overall, or 1.5%, primarily due to an increase of $807,000 for the rental of an additional 16 generators to be deployed across all storm water pump stations citywide. This increase was, however, offset by a decrease in debt service expenditures totaling $420,000 for outstanding storm water debt, as well as other miscellaneous operating expenditures.

- Internal services expenditures decreased by $1,000 or 0.22% due to increased usage of Central Services and Risk Management services totaling $25,000, which was entirely offset by decreases in usage of Property Management, Information Technology, and Fleet Management services totaling $26,000.

- Capital expenditures decreased by $430,000 or 100% due to one-time expenditures budgeted in FY2016/17.

Sanitation (Enterprise Fund)

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services increased by $615,000 or 5%, primarily due to the applicable merit and cost of living adjustment increases budgeted for FY2017/18, plus projected increases for health and life.

- Operating expenditures, including debt service, decreased by $296,000 or 4%, mainly due to the following: $542,000 for maintenance of the Lummus Park restrooms transferred to Parks and Recreation and projected savings of $372,000 for solid waste services. These decreases were, however, partially offset by increases for additional temporary labor of $116,000 and professional services of $186,000 for the Environmental Department waterway contract transferred from the Storm Water Division of Public Works.

- Internal services expenditures increased by $222,000 or 14% due to increased usage of Central Services, Property Management, Fleet Management, and Risk Management services totaling $225,000, which was slightly offset by a decrease in usage of Information Technology services of $3,000.

- Capital expenditures increased by $56,000 or 18%, primarily due to the replacement of existing vehicles, machinery, and equipment necessary for the department's continuing operations.

- The contribution from the Resort Tax Fund decreased by $2,800,000, which resulted in a $3,297,000 increase in the use of fund balance.

Sanitation – Waste Haulers (Special Revenue Fund)

- The operating budget remained unchanged from FY2016/17 totaling $70,000. Contributions from the City's current waste hauler contracts are earmarked for the purchase of recycling containers, providing security guards during waste collections events, and hazardous waste collections.

FY2017/18 Enhancements

Public Works (General Fund)

- The budget includes one enhancement for living wage increases totaling $12,000, which is specifically related to the department's citywide grounds maintenance contracts.

Public Works – Water (Enterprise Fund)

- The operating budget includes one enhancement for FY2017/18, which is for existing personnel to receive additional citywide pump station maintenance training in the amount of $21,000.

Public Works – Sewer (Enterprise Fund)

- The operating budget includes one enhancement for FY2017/18, which is for existing personnel to receive additional citywide pump station maintenance training in the amount of $21,000.

Sanitation (Enterprise Fund)

- The budget includes one enhancement for living wage increases totaling $43,000, which is specifically related to the department's usage of contracted temporary labor.

Sanitation – Waste Haulers (Special Revenue Fund)

- The budget includes one enhancement totaling $2,000 to provide increased security during special waste collections events.

FY2017/18 Efficiencies

Public Works (General Fund)

- In total, $107,000 in efficiencies were identified for FY2017/18. Three, which total $44,000, were reductions to the department's operating expenditures for unforeseen expenditures, travel and training, and miscellaneous consulting services. The fourth is a reduction of an Engineering Assistant III position in the Engineering Division totaling $63,000, which has been vacant. This reduction would require the duties of this position to be performed by existing personnel, which will reduce overall productivity since existing personnel will be taking on additional duties.

Public Works – Sewer (Enterprise Fund)

- One reduction was identified totaling $41,000 for the reduction of a Municipal Service Worker I position, which has been vacant. As a result of this position being vacant, existing personnel have taken on the duties of this position thereby resulting in a minimal impact to the department's operations.

Public Works – Storm Water (Enterprise Fund)

- One reduction was identified totaling $45,000 for the reduction of a Municipal Service Worker II position, which has been vacant. As a result of this position being vacant, existing personnel have taken on the duties of this position thereby resulting in a minimal impact to the department's operations.

TRANSPORTATION

Department Mission/Purpose Statement:

To ensure the safe and efficient movement of people and goods through an interconnected transportation system that provides mobility, livability, and accessibility, and promotes alternative modes of travel, while ensuring environmental and economic sustainability, and improving the quality of life for all who live, work, and play in our vibrant, tropical, historical community.

Department Description:

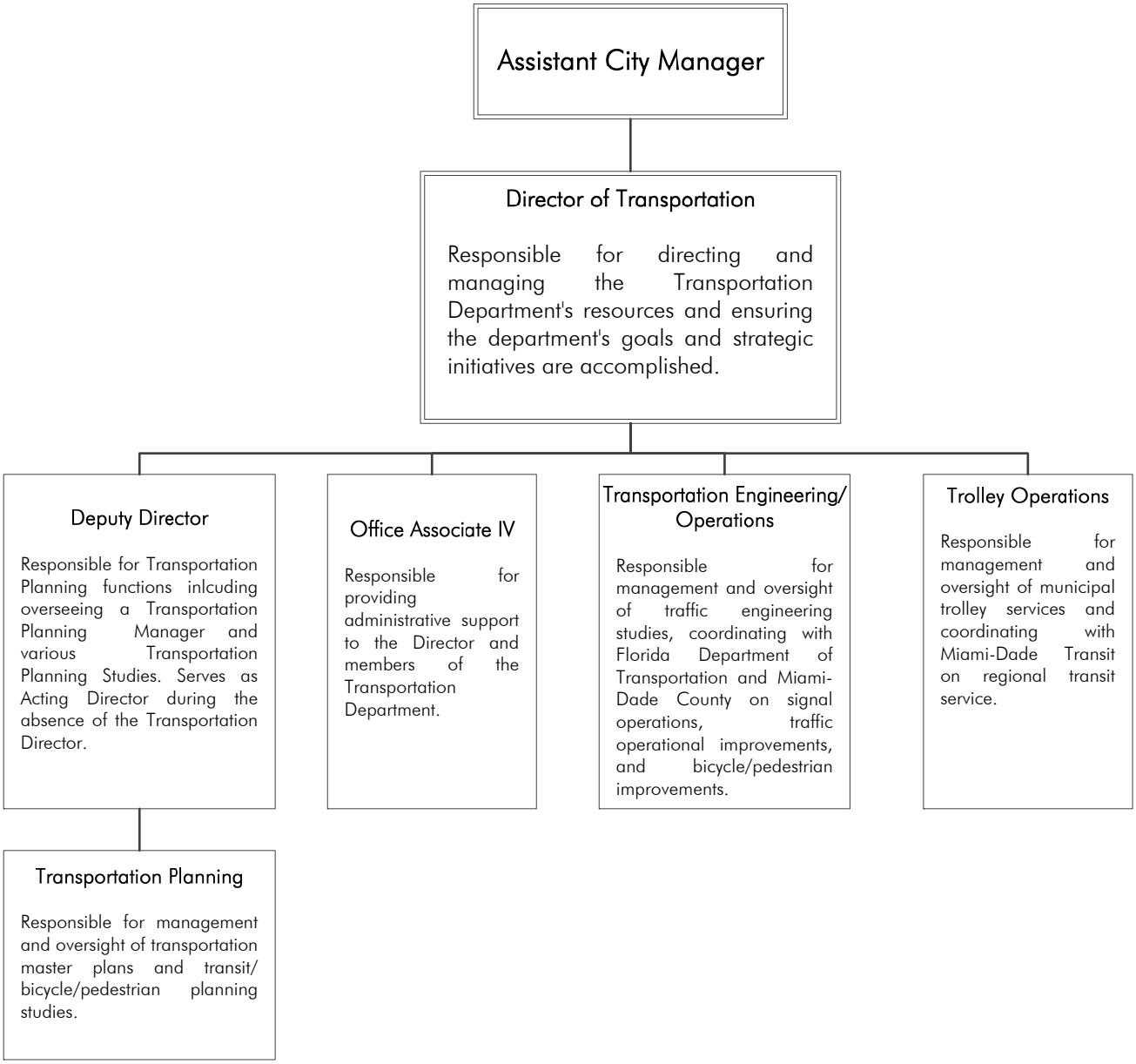
The Transportation Department was formed by the Mayor and City Commission in April 2014. Prior to this date, transportation functions were performed as part of the Transportation Division of the Public Works Department. Since inception, the Transportation Department has primarily focused on transportation planning, traffic engineering, and trolley system planning and operations. Accomplishment of our mission depends on effective collaboration with State and County agencies.

The Transportation Department is focused on implementing the Transportation Master Plan and Bicycle-Pedestrian Master Plan adopted by City Commission Resolution on April 14, 2016. These plans reflect the City's updated Modal Prioritization Strategy: (1) Pedestrians; (2) Transit, bicycles, and freight; and (3) Private automobiles. The City Commission adopted the new modal priority via Resolution in July 2015.

Additionally, the Transportation Department oversees the operation of the local Miami Beach trolley system that consists of four routes: North Beach Loop; Collins Link; Middle Beach Loop; and Alton-West Loop. In November 2017, the proposed South Beach Trolley will begin service, in lieu of the existing South Beach Local and Alton-West Loop. The City's trolley network is operated as a turnkey service by a professional private sector contractor managed by the Transportation Department. The trolley service currently carries over 9,500 passengers per day. The Transportation Department also manages the new water taxi service between South Beach, Middle Beach, and Downtown Miami/Omni, currently operated by a private operator under a 1-year pilot agreement.

Congestion management is another focus of the Transportation Department. In-house traffic control staff monitors traffic within the City and makes real-time adjustments to traffic signal timing as needed to manage day-to-day traffic congestion and manage traffic incidents. Implementation of new technology is being evaluated to improve congestion and manage parking demand within the City.

See attached Table of Organization.


Assistant City Manager
Director of Transportation
Responsible for directing and managing the Transportation Department's resources and ensuring the department's goals and strategic initiatives are accomplished.
Deputy Director
Responsible for Transportation Planning functions inlcuding overseeing a Transportation Planning Manager and various Transportation Planning Studies. Serves as Acting Director during the absence of the Transportation Director.
Transportation Planning
Responsible for management and oversight of transportation master plans and transit/ bicycle/pedestrian planning studies.
Office Associate IV
Responsible for providing administrative support to the Director and members of the Transportation Department.
Transportation Engineering/ Operations
Responsible for management and oversight of traffic engineering studies, coordinating with Florida Department of Transportation and Miami-Dade County on signal operations, traffic operational improvements, and bicycle/pedestrian improvements.
Trolley Operations
Responsible for management and oversight of municipal trolley services and coordinating with Miami-Dade Transit on regional transit service.

TRANSPORTATION

Fiscal Environment:

Current funding sources for transportation projects and the use of these funds (i.e., for capital or operating expenses) are listed below:

- **Half Cent Transit Surtax** (People's Transportation Plan (PTP), City's share.)
  Amount: Approximately $3.697 Million (FY2017/18) on a recurring annual basis.
  Uses: Miami Beach trolley operations, which have a total annual budget of approximately $12 million once the South Beach Trolley service commences (anticipated in November 2017).

- **1% Resort Tax** (split between Quality of Life (55%) and Transportation (45%))
  Amount to Transportation: Approximately $5.97 Million (FY2017/18) on a recurring annual basis.
  Uses: Balance of the trolley operations; Professional Services and Transportation Department operating expenses.

- **Parking Enterprise Fund** (Year End Surplus)
  Amount to Transportation: $4.6 Million (FY2017/18)
  Uses: Transportation Department Operating Budget

- **Transportation Concurrency Mitigation**
  Amount: TBD, non-recurring.
  Uses: One-Time transportation capital expenditures for projects that increase capacity, including the Intelligent Transportation System/Smart Parking System Project.

- **Fees in lieu of Parking**
  Amount: TBD, non-recurring one-time payments.
  Uses: General parking capacity and transportation-related improvements.

- **Advertising Revenues**
  Amount: Approximately $27,000 (FY2017/18) from trolley advertising and approximately $634,000 per year from bus shelter advertising.
  Uses: Transportation Department Operating Budget

- **Transportation Capital Trust Fund**
  Amount: TBD, non-recurring source consisting of 20% of one-time capital contributions.
  Uses: General one-time transportation-related expenditures.

- **Grants**
  Capital and Operating funds received from federal and state discretionary grant programs are used to off-set funding from various sources above, as appropriate.

For Fiscal Year 2017/18, the above funding sources are projected to generate approximately $15 Million in revenues towards the Transportation Department's budget. These sources alone, however, are not sufficient to fund future initiatives such as Transportation Master Plan projects, the Miami Beach Light Rail Transit/Modern Streetcar, and the Intelligent Transportation System/Smart Parking System Project.

A new transportation funding source could allow these projects to move forward, and reduce the need to use non-transportation-related funding sources such as Parking Enterprise Fund (Year End Surplus).

Business Environment:

The Transportation Department deals directly with community members, contracted service providers, internal City stakeholders and external transportation partners; this is expected to remain consistent in the next fiscal year. Department staff also provides project information to multiple City advisory committees.

The overall regulatory environment is anticipated to remain stable and as such continued working relationships with transportation partners remain important. One significant change to the regulatory environment has been the adoption of the Miami-Dade County SMART plan for transit expansion in April 2016, and the decision by the City Commission in December 2016 to seek binding fiscal commitments from Miami-Dade County prior to further work on potential Miami Beach rail initiatives. The Department has adjusted its work plan accordingly.

Specialized, contracted services continue to help the Transportation Department provide services to the City such as Miami Beach trolley service, specialized traffic monitoring/management services, and traffic control device implementation and maintenance services. The Department also relied heavily on consultant support this year to perform technical traffic engineering/operational studies and related design development, and to initiate feasibility studies for projects recommended in the Transportation Master Plan. These activities have helped move multiple projects forward.

Feedback from the customers identified above is continuously utilized to address pedestrian, bicycle, and vehicular traffic conditions in the field, provide routine feedback on trolley operations, identify best transportation planning practices to meet mode share goals, and provide internal City stakeholders and external transportation partners with the information that they need to advance their projects.

Transportation relies on the support of other city departments to meet its key intended outcomes. Procurement input is critical to procuring and utilizing contracted services. Partnering with Public Works Department, Office of Capital Improvements, and the Resiliency Office to implement bicycle and pedestrian safety improvements as part of routine maintenance and sustainability related projects provides a significant efficiency for the City. Communications Department

support has been key to implementing our bicycle safety campaign and organizing public outreach for planned transportation-related improvements.

Significant Prior Accomplishments:

Transportation Master Plan (TMP) Implementation

Initiated Feasibility Studies for the following TMP projects:

- Complete Streets
  - 63rd Street Multi-Modal Improvement
  - 23rd Street Multimodal Improvements

- Intersection/Traffic Improvements
  - Collins Avenue/Indian Creek Drive/Abbott Avenue/63rd Street Corridor Optimization Improvements
  - 41st Street/Collins/Indian Creek Intersection Improvements
  - Alton Road and North Bay Road Intersection Improvements for Bicycle Transportation
  - Alton Road and 17th Street Intersection Improvements

- Neighborhood Greenways
  - Bay Drive Neighborhood Greenway
  - North Bay Road Neighborhood Greenway
  - 85th Street Neighborhood Greenway
  - 81st Street Neighborhood Greenway
  - 77th Street Neighborhood Greenway
  - Tatum Waterway Neighborhood Greenway

- South Beach Pedestrian Priority Zone – South of 5th Street/Entertainment District

Incorporated into FDOT Studies:

- 71st Street and Dickens Avenue Intersection Improvements
- Alton and 43rd Street Intersection Improvements
- 43rd Street and Julia Tuttle Intersection Improvements
- I-195/Julia Tuttle Causeway Shared-Use Path

Transit

- Completed draft environmental and conceptual engineering documentation for a light rail/modern streetcar system in South Beach.
- Initiated a Public-Private Partnership (P3) procurement for the design, construction, finance, operation and maintenance of a proposed light rail/modern streetcar system in South Beach. This procurement was put on hold in December 2016, pending the outcome of the

Miami-Dade County sponsored study for the Beach Corridor Transit Connection via the MacArthur Causeway, at the direction of the City Commission.

- Implemented Middle Beach Loop and Collins Link trolley service and continued contracted trolley operations of North Beach Loop and Alton-West Loop. City's trolley service carries over 9,500 passengers per day.
- Initiated a pilot water taxi service connecting Purdy Avenue Dock and Miami Beach Marina to Downtown Miami/Bayfront Park/Omni.
- Secured approvals for implementation of South Beach Trolley service commencing in November, 2017.
- Secured approvals and vendor for School Transportation pilot-program for Fall Semester of 2017 for North Beach Elementary and Biscayne Elementary Schools and developed a service plan.
- Completed the procurement and negotiations and executed a contract with a design consultant for eventual replacement of all city bus shelters with new iconic bus shelters incorporating technology and passenger comfort and safety enhancements.
- In partnership with Miami-Dade County, implemented an expanded shuttle service plan for Art Basel, including park-and-ride facilities and connections to satellite art fairs.
- Completed the Middle Beach Intermodal Center Feasibility Study in April 2017, and Initiated a Methodology Letter of Understanding for a future Interchange Modification Report in collaboration with FDOT.

Bicycle/Pedestrian

- Completed seven (7) projects consisting of 31,000 linear feet of bike lanes on both sides of the road in the following neighborhoods:
  - Alton Road, from South Pointe Drive to 5th Street, including South Pointe Drive from Alton Road to Ocean Drive (3,924 ft);
  - Prairie Avenue from 34 Street to 44 Street (3,076 ft);
  - Royal Palm Avenue from 42 Street to 47 Street (4,532 ft);
  - 47 Street from Pine Tree Drive to Alton Road (4,688 ft);
  - Ocean Drive from 5 Street to South Pointe Drive (3,784 ft);
  - Dickens Avenue from 71 Street to 79 Street (4,646 ft); and
  - Byron Avenue from 82 Street to 87 Terrace (3,560 ft).

- Painted the existing bike lanes green along 16th Street between Washington Avenue and Alton Road.
- Held two (2) Ciclovia events along Washington Avenue between 5th Street and 16th Street to promote safe bicycling and pedestrian initiatives, with more planned in the future.
- Completed the first phase of a 3-month "Don't Become a Chalkline" bicycle/pedestrian safety campaign in collaboration with Communications.
- The City received a Silver Award from the League of American Bicyclists as a Bicycle-Friendly Community.
- Continued installation of bicycle racks citywide.
- Installed two (2) bicycle repair stations.

TRANSPORTATION

Traffic Engineering/Operations

- Continued to deploy interim Traffic Management and Monitoring Services to improve traffic flow for 14-hours a day, including weekends and special events, and Road Rangers to assist with incident management.
- Developed implementation plan, performance measures, and Public-Private Partnership (P3) procurement documents for an Intelligent Transportation System (ITS) and Smart Parking System (SPS) program. Initiated procurement for a P3 (design, build, operate, maintain) ITS/SPS contractor.
- Established agreements with the FDOT for video sharing and a traffic management center within the FDOT Sun Guide Center.
- Worked with Miami-Dade County to establish a City position to serve as the Traffic Signal Zone Engineer to prioritize signal timing improvements and traffic signal maintenance for the 270 signals within the City of Miami Beach.
- Completed partial traffic signal retiming along five (5) major arterial corridors in the City.
- Initiated and implemented an installation and maintenance plan for electronic traffic control devices within the City. This includes speed feedback signs, rapid rectangular flashing beacons, and deficient signage and pavement markings, all designed to manage traffic operations and enhance public safety. Prior to this plan, these facilities were in a general state of disrepair.
- Completed Pilot In-Roadway Light Assemblies (LED Crosswalks) at Alton Road and 1st Street and at Liberty Avenue and 22nd Street and developed guidelines and thresholds for a warrant analysis for implementation of LED Crosswalks.
- Completed and permitted design for pavement marking and signage improvements for Biscayne Elementary School, Nautilus Middle School, North Beach Elementary, and Feinberg-Fisher K-8 Center, as part of a Safe Routes To School grant.

Critical Success Factors:

Continued partnerships are critical for departmental success:

- Communication and responsiveness to the public is critical to departmental success. Transportation Department would like residents to support new projects as they come on-line, and residents should feel that the Transportation Department is responsive to traffic and mobility related concerns.
- Continued internal partnerships with Procurement, Public Works, Capital Improvements, Resiliency, Tourism & Economic Development, and Communications, among other City departments, are critical to departmental success. Implementing bicycle and pedestrian safety improvements during large scale roadway and sustainability projects is one way to ensure cost effective implementation. This partnership also expedites interdepartmental plan review. In-house Communications support in organizing community outreach has been extremely effective.
- Continued external partnerships with the Florida Department of Transportation (FDOT) and Miami-Dade County Transportation and Public Works Department to ensure that City of Miami Beach projects are included in the FDOT Work Program, Miami-Dade County Long

Range Transportation Plan and Transportation Improvement Program. This partnership also expedites interdepartmental plan review. With the adoption of the SMART plan, this partnership is key to implementing any future regional transit connections to Miami Beach.

- Continued contractual relationships with transportation service providers and transportation engineering consultants are critical to departmental success.
- Maintenance of the existing level of trolley service and its expansion is critical to improving citywide mobility and connectivity to regional transit routes.
- Research, evaluation and implementation of alternative multimodal transportation options, even if on a pilot/demonstration basis, are critical to improving citywide mobility.
- A continued professional development opportunity for department staff is critical to continued success in recruitment and retention of appropriately skilled personnel.

Future Outlook:

In the next five years, the Transportation Department will continue to coordinate with Miami-Dade County to deliver multimodal projects such as Trolley expansion, Water Taxi Service, and Enhanced Bus Service across the MacArthur and Julia Tuttle Causeways.

Partnership with both the Florida Department of Transportation and Miami-Dade County Transportation and Public Works Department is critical to implement regionally significant projects such as the Intelligent Transportation System/Smart Parking System/Adaptive Traffic Signal Control Project and the proposed Bus Express Rapid Transit connections across the Causeways.

The Transportation Department will also continue to advance design and construction of Protected Bike Paths, Green Bike Lanes, Neighborhood Greenways, Short and Long Term Bicycle Parking, Pedestrian Priority Zones, and Intermodal Hubs/Intercept Garages.

Expedited project delivery methods such as Public-Private Partnerships (P3), and new/emerging technologies will be explored as appropriate.

TRANSPORTATION

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	Average # of professional development hours per Transportation engineers/planners (24 hrs)	*	12	*	25	24
Ensure Comprehensive Mobility Addressing All Modes Throughout the City	KPI: % of residents rating traffic flow on Miami Beach as excellent or good	16%	*	8%	*	**
	KPI: % of businesses agree or strongly agree public transportation for customers is effective	52%	*	*	*	**
	KPI: % of businesses agree or strongly agree public transportation for employees is effective	53%	*	43%	*	**
	KPI: # of trips for bike sharing program (residents)	*	319,587	731,618	803,095	843,250
	KPI: # of trips for bike sharing program (others)	*	275,510	550,200	556,149	583,956
	KPI: % of residents that do not use their car as their primary mode of transportation	27%	*	31%	*	**
	KPI: % residents rating the availability of bicycle path/lanes throughout the City as about the right amount	40%	*	25%	*	**
	KPI: % of City of Miami Beach MDC Links meeting Minimum Level of Service D adopted in the City's Comprehensive Development Master Plan	*	*	*	*	TBD
	KPI: % of City of Miami Beach FDOT Links meeting Minimum Level of Service D adopted in the City's Comprehensive Development Master Plan	*	*	*	71%	71%
	KPI: South Beach bus circulator (the Local)/trolley ridership (in millions)	1.12	1.08	0.90	N/A	N/A
	North Beach (B Line) trolley ridership (in millions)	*	0.65	0.87	0.90	0.94
	Collins Link/Express trolley ridership (in millions)	N/A	N/A	N/A	0.80	0.84
	Middle Beach Loop trolley ridership (in millions)	N/A	N/A	N/A	1.12	1.18

TRANSPORTATION

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure Comprehensive Mobility Addressing All Modes Throughout the City/Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning	Total length of bicycle facilities (lanes, boulevards, cycle tracks, and sharrows) in miles	*	0	38.5	38.5	40
	KPI: Total length of recreational facilities (pedestrian trails/paths, Beach Walk, and Bay Walk) in miles	*	22.7	30.4	30.4	30.65
	KPI: Average overall satisfied and very satisfied rating for Trolley program	*	*	22% Very Satisfied; 36% Satisfied	*	**
	# of bicycle racks provided (2 spaces per rack)	*	130	450	251	200
	% of Transportation Master Plan (TMP) projects completed	*	*	0	1%	6%
	Alton Road: 5th Street to Michigan Avenue (AM Peak/PM Peak)	*	*	D/D ***	D/D ***	D/D ***
	5th Street/MacArthur Causeway: Fountain Street to Washington Avenue (AM Peak/PM Peak)	*	*	E/F ***	E/F ***	D/D ***
	41st Street: Alton Road to Collins Avenue (AM Peak/PM Peak)	*	*	F/F ***	F/F **	D/D ***
	Alton Road: 5th Street to Michigan Avenue	*	*	D/D ***	D/D **	D/D ***
	5th Street/MacArthur Causeway: Fountain Street to Washington Avenue	*	*	F ***	F ***	D ***
	41st Street: Alton Road to Collins Avenue	*	*	F ***	F ***	D ***

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

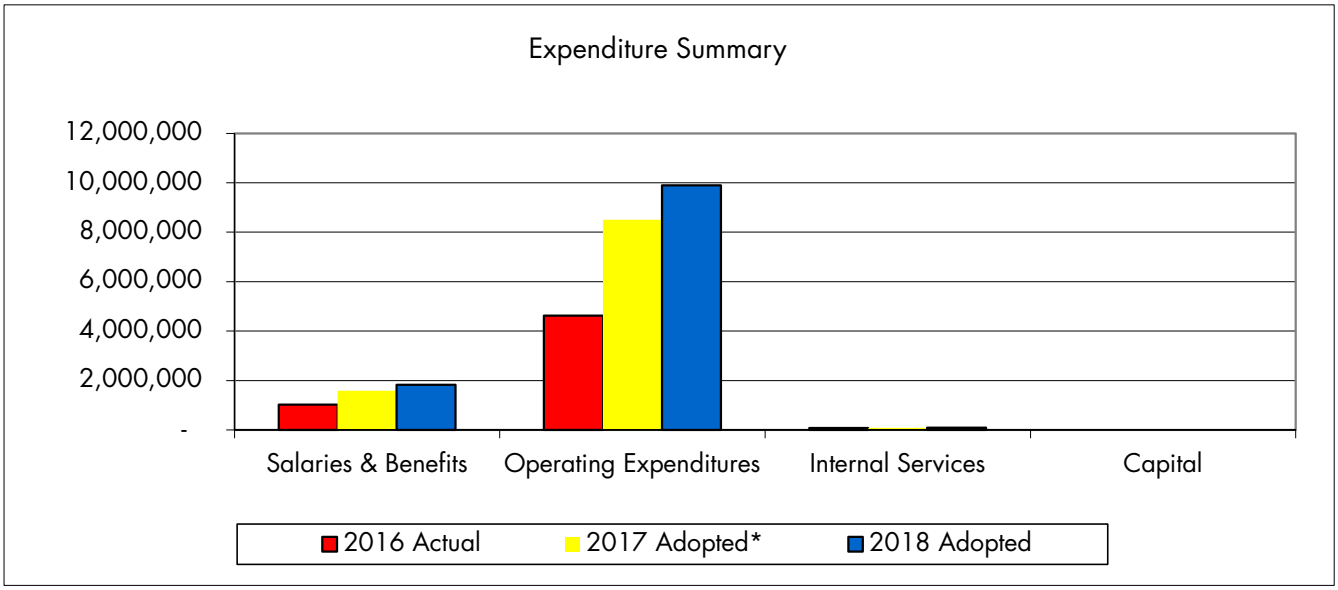
**Data not available until end of year

***These are letter grades are levels of service (A through F) assigned based on delay, volume, and capacity of the roadway segment. The City's standard for all roadways, in accordance to the Transportation Element of the City's Comprehensive Plan, is Level of Service D.

TRANSPORTATION

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted***	**2018 Adopted**
Quality of Life Funds	5,823,998	6,160,162	6,329,000	**5,971,000**
Advertising	78,000	1,000	75,000	**27,000**
Parking Contribution	1,311,000	0	2,517,000	**4,668,000**
Other	164,536	0	1,266,000	**1,159,000**
Total	**$ 7,377,534**	**6,161,162**	**$ 10,187,000**	**$ 11,825,000**
Expenditure Area				
Salaries & Benefits	573,267	1,021,067	1,593,000	**1,829,000**
Operating Expenditures	2,530,943	4,622,603	8,508,000	**9,903,000**
Internal Services	69,121	81,735	86,000	**93,000**
Capital	29,322	0	0	**0**
Total	**$ 3,202,652**	**5,725,406**	**$ 10,187,000**	**$ 11,825,000**
Revenue Less Expenditures	**$ 4,174,882**	**$ 435,756**	**$ 0**	**$ 0**
Total Budgeted Positions	**9.0 + 1 PT**	**9.0 + 1 PT**	**16.0 + 1 PT**	**15.0 + 1.25 PT**

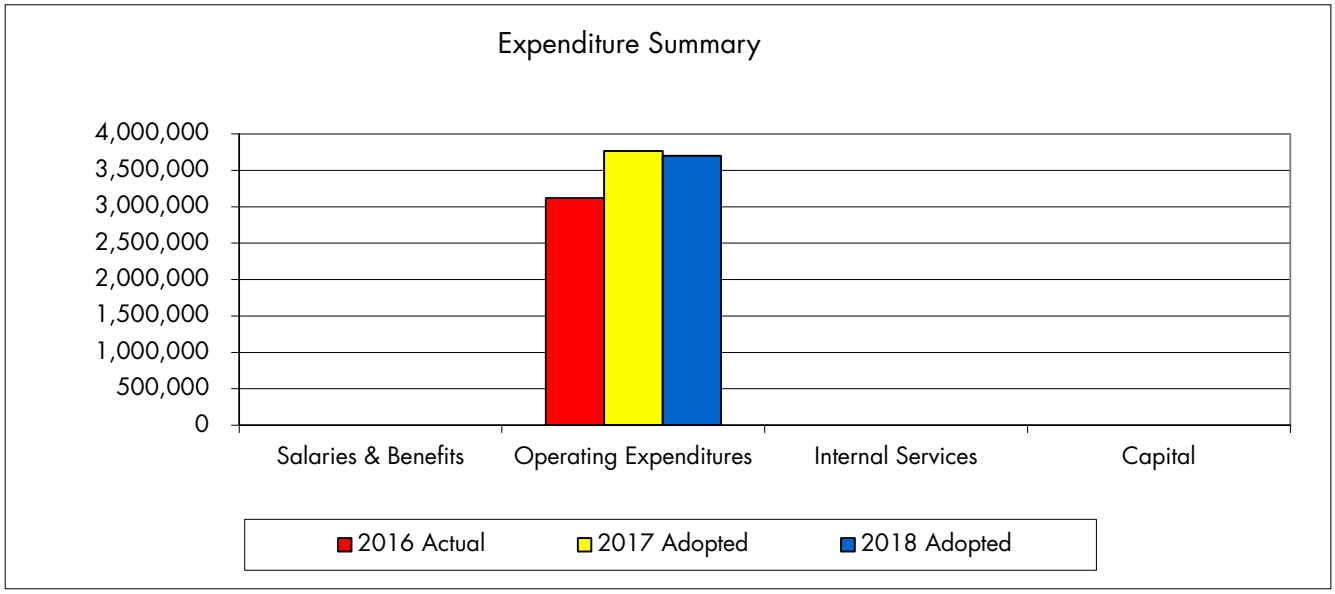


***Variance between FY2015/16 actuals and the FY2016/17 Adopted Budget primarily due implementation of South Beach Trolley initially expected to begin during FY2016/17.**

TRANSPORTATION - PEOPLE'S TRANSPORTATION PLAN (PTP)

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Revenues	3,538,820	3,702,575	3,766,000	**3,701,000**
Refunds and Reimbursements	32,556	0	0	**0**
Retained Earnings/ Fund Balance	0	0	0	**0**
Total	**$ 3,571,376**	**$ 3,702,575**	**$ 3,766,000**	**$ 3,701,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	1,564,879	3,118,790	3,766,000	**3,701,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 1,564,879**	**$ 3,118,790**	**$ 3,766,000**	**$ 3,701,000**
Revenue Less Expenditures	**$ 2,006,497**	**$ 583,785**	**$ 0**	**$ 0**
Total Budgeted Positions	**0 FT + 0 PT**	**0 FT + 0 PT**	**0 FT + 0 PT**	**0 FT + 0 PT**



TRANSPORTATION

Budget Highlights

Transportation

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- The department's operating budget increased by $1,638,000, or 16% percent, primarily due to an increase in personnel costs of $236,000 resulting from the positons hired above the budgeted minimum, an additional Excellence Assessor (25% funded by Transportation), and other personnel related costs as mentioned above. Operating expenditures increased by $1,383,000 primarily due to the addition of South Beach Loop trolley route expected to replace the South Beach Local route.

People's Transportation Fund (PTP)

- The FY2017/18 People's Transportation Plan (PTP) budget decreased by $65,000 or 2%. The revenues in this fund are determined by the Half Penny Surtax on fuel. This funding is earmarked for transit and roadway projects including the South Beach Local and the North Beach Trolley.

FY2017/18 Enhancements

- The FY2017/18 budget includes an enhancement of $32,000 for living wage impacts.

MIAMIBEACH

EMERGENCY MANAGEMENT

Department Mission/Purpose Statement:

To provide our community with enhanced public safety services by optimizing effectiveness through interdepartmental, and interagency coordination, and accountability.

Department Description:

The Department of Emergency Management is comprised of four divisions: the Office of the Director, Administration, Operations, and Communications.

The Office of the Director:

The Office of the Director provides overall management, direction and fulfillment of the Department's mission. The Director participates as a member of the City's Executive Staff helping formulate Citywide goals and objectives. The following areas of concentration report directly to the Office of the Director providing advisory services and/or direct support to the whole Department.

Administration, Planning, Logistics, Finance, Homeland Security/Safety, Response, Mitigation/Recovery, Community Outreach, and City Warning Point (CWP).

The Administration Division:

This division provides a variety of supporting services to the Department, including daily administrative, planning, logistical, and financial support to all Divisions within the Department.

The Administrative Division is comprised of four areas of concentration:

1) Administration: Training and Certification Management, Standards, Exercises, Standard Operating Guidelines, Laws and Ordinances, Internal Controls, Job Descriptions, Accreditations, and Audits;
2) Planning: Plan Development, Plan Review, Data Management and Systems Analytics, Research, Strategic Planning, and Project Management;
3) Logistics: Logistical Coordination, Asset and Resource Management (includes Facilities Management, Equipment Management, and Staffing Resources), Storage Tanks Administrator, and Citywide Radio Administration;
4) Finance: Budget Management, Grants Management, Financial Analysis, Contract Management, Requisition Management, and Travel Services.

EMERGENCY MANAGEMENT

The Operations Division:

Provides a variety of supporting services to the Department, and the public. This division is responsible for providing Homeland Security/Safety, Response, Mitigation Recovery, and Community Outreach.

The Operations Division is comprised of four areas of concentration:

1) Homeland Security/Safety: Critical Infrastructure, Physical Security, Major and Special Event Coordination, Executive Services, Cybersecurity, and Terrorism;
2) Response: Emergency Response Team, Emergency Operational Areas;
3) Mitigation/Recovery: Volunteer Services, Re-Entry, Recovery Services, and Mitigation;
4) Emergency Operations Center/Event Coordination Center (EOC/ECC): Central command and control facility responsible for carrying out the principles of emergency preparedness and emergency or disaster management functions at a strategic level during an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization. An EOC is responsible for the strategic overview of a disaster. The common functions is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.

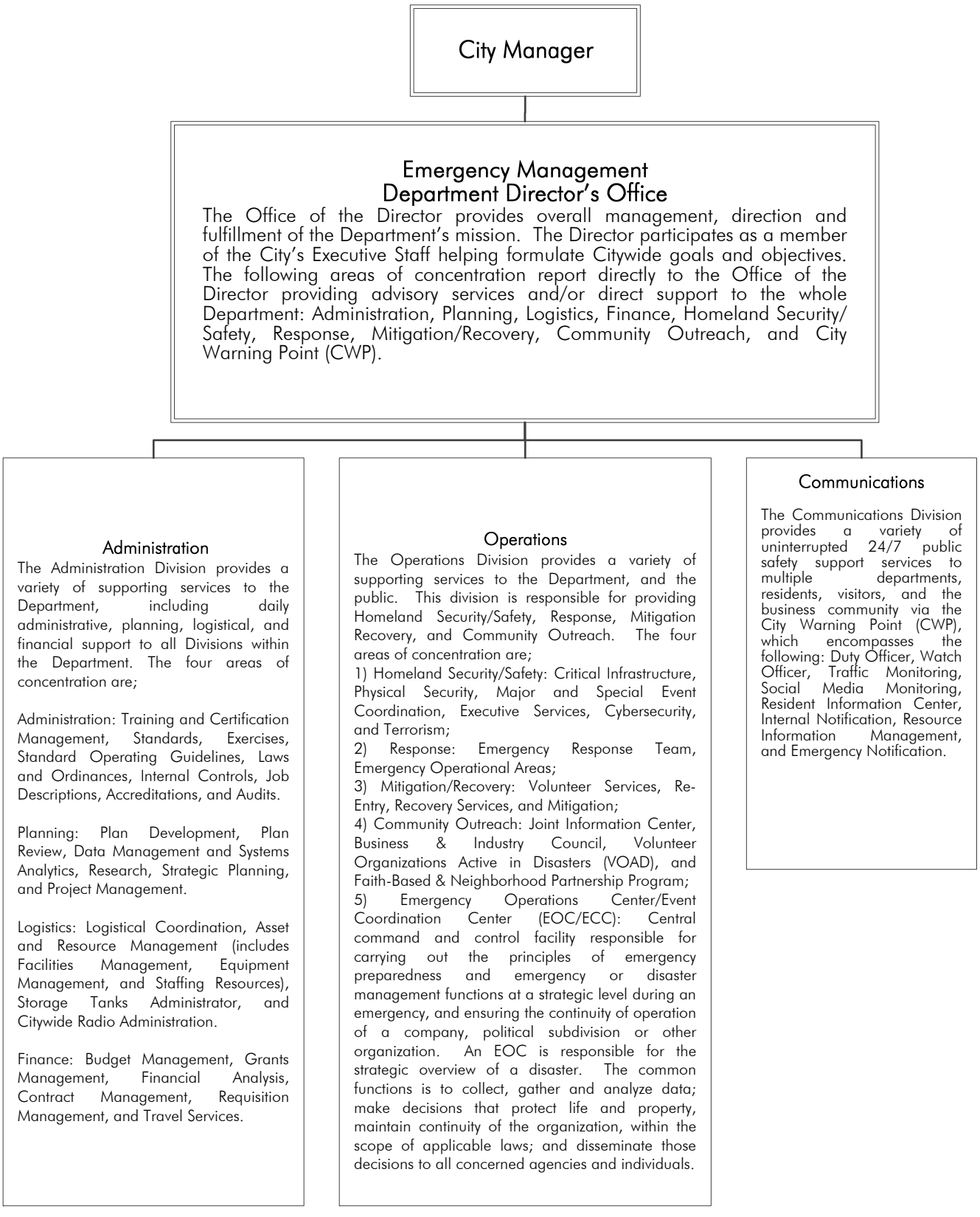
The Communications Division:

Provides a variety of uninterrupted 24/7 public safety support services to multiple departments, residents, visitors, and the business community.

The Communications Division is comprised of the following:

1) City Warning Point (CWP): Duty Officer, Watch Officer, Traffic Monitoring, Social Media Monitoring, Resident Information Center, Internal Notification, Security Unit Monitoring, Park Ranger Dispatch, Resource Information Management, and Emergency Notification.

See attached Table of Organization


City Manager
Emergency Management
Department Director's Office
The Office of the Director provides overall management, direction and fulfillment of the Department's mission. The Director participates as a member of the City's Executive Staff helping formulate Citywide goals and objectives. The following areas of concentration report directly to the Office of the Director providing advisory services and/or direct support to the whole Department: Administration, Planning, Logistics, Finance, Homeland Security/ Safety, Response, Mitigation/Recovery, Community Outreach, and City Warning Point (CWP).
Administration
The Administration Division provides a variety of supporting services to the Department, including daily administrative, planning, logistical, and financial support to all Divisions within the Department. The four areas of concentration are;
Administration: Training and Certification Management, Standards, Exercises, Standard Operating Guidelines, Laws and Ordinances, Internal Controls, Job Descriptions, Accreditations, and Audits.
Planning: Plan Development, Plan Review, Data Management and Systems Analytics, Research, Strategic Planning, and Project Management.
Logistics: Logistical Coordination, Asset and Resource Management (includes Facilities Management, Equipment Management, and Staffing Resources), Storage Tanks Administrator, and Citywide Radio Administration.
Finance: Budget Management, Grants Management, Financial Analysis, Contract Management, Requisition Management, and Travel Services.
Operations
The Operations Division provides a variety of supporting services to the Department, and the public. This division is responsible for providing Homeland Security/Safety, Response, Mitigation Recovery, and Community Outreach. The four areas of concentration are;
1) Homeland Security/Safety: Critical Infrastructure, Physical Security, Major and Special Event Coordination, Executive Services, Cybersecurity, and Terrorism;
2) Response: Emergency Response Team, Emergency Operational Areas;
3) Mitigation/Recovery: Volunteer Services, Re-Entry, Recovery Services, and Mitigation;
4) Community Outreach: Joint Information Center, Business & Industry Council, Volunteer Organizations Active in Disasters (VOAD), and Faith-Based & Neighborhood Partnership Program;
5) Emergency Operations Center/Event Coordination Center (EOC/ECC): Central command and control facility responsible for carrying out the principles of emergency preparedness and emergency or disaster management functions at a strategic level during an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization. An EOC is responsible for the strategic overview of a disaster. The common functions is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.
Communications
The Communications Division provides a variety of uninterrupted 24/7 public safety support services to multiple departments, residents, visitors, and the business community via the City Warning Point (CWP), which encompasses the following: Duty Officer, Watch Officer, Traffic Monitoring, Social Media Monitoring, Resident Information Center, Internal Notification, Resource Information Management, and Emergency Notification.

EMERGENCY MANAGEMENT

Fiscal Environment:

The allocation of funding for the Department of Emergency Management comes from the General Fund.

Business Environment:

The Community Partners include the following:

- American Red Cross
- City of Miami
- Community Emergency Response Team (CERT)
- Florida Advanced Surgical Team (F.A.S.T.)
- Florida Division of Emergency Management (FDEM)
- Florida International University (FIU)
- Goodwill Ambassador Program
- Greater Miami & The Beaches Hotel Association
- Greater Miami Convention & Visitors Bureau
- Local Mitigation Strategy Working Groups (LMS)
- Miami Beach Chamber of Commerce
- Miami Beach Housing Authority
- Miami Dade County
- Miami Dade County, Office of Emergency Management
- Mount Sinai Medical Center
- Southeast Florida Regional Domestic Security Task Force (RDSTF)
- Small Business Development Council (SBDC)
- Talmudic University of Florida

The department optimizes resources obtained through partnerships with multiple city departments, and outside agencies in order to sustain the City during Activations, and efficiently maintain city operations during a disaster or special event while prioritizing the safety of our employees, residents, visitors, and the business community.

The Emergency Operations Center/Event Coordination Center (EOC) may activate for a number of reasons, including mass casualty incidents, hurricanes, severe tidal flooding, special, and major event coordination (e.g. Art Basel, Boat Show, Spring Break, Memorial Weekend, and New Year's celebrations), and for other natural, and man-made hazards.

EMERGENCY MANAGEMENT

Significant Prior Accomplishments:

- Coordination of citywide operations for multiple major, and special events to include the Art Basel and Art Week, Spring Break, Memorial Weekend, and the Air & Sea Show.
- Management and coordination of citywide response, EOC Activation and reimbursement documentation for Hurricane Matthew.
- Coordinated City efforts for expenditure reporting following Hurricane Matthew. Although the region did not meet the threshold for federal reimbursement, the Miami-Dade County OEM singled out the City of Miami Beach as an exemplary municipality for our recording and reporting of financial information for storm preparation.
- Initiated assessment activity in response to the August 1, 2017 flooding. Coordinated with Building and Code Compliance Departments on assessment and information gathering.
- Provided expert knowledge and staff support throughout the 100 Resilient Cities process to date as part of the City's Core Resiliency Strategy Team, and provide assistance in the City's Resiliency Strategy plan development.
- Successfully managed the USACE Continuing Authorities Program (CAP) Section 14 Project at Mount Sinai Medical Center to control erosion along the seawall, and closed out the Feasibility Study Phase.
- Monitoring of traffic and events throughout the City.
- Continued coordination of mitigation efforts in response to the Zika health threat. Efforts included collaboration with the Parks & Recreation Department for distribution of repellant for City employees, participation in conference calls with the Department of Health and messaging to increase awareness, mitigation and safety.
- Review, enhancement, and streamlining of City Security Contracts.
- Increased security at City Hall with the addition of a security officer on the fourth floor of City Hall.
- Implemented CPTED principles at City Hall with respect to the landscaping.
- Successfully executed the Feasibility Cost Share Agreement with the US Army Corps of Engineers under Section 14 of the Continuing Authorities Program, for an erosion mitigation project at Mount Sinai Medical Center.
- Provided training and awareness to multiple departments for a Pre-Landfall and Post-Landfall EOC Activation Training, Emergency Procedure and Evacuation Plans, and WebEOC.
- Launched the City Warning Point, a 24/7 facility to keep appropriate employees informed of major situations, and serve as the 604-CITY Answering Center.
- In coordination with the Police Department created a notification process for imminent danger in the areas of City Parks and Recreational facilities which may pose a risk for children and staff at those locations. Assisted the Fire Department with their Insurance Services Office (ISO) rating audit. The Fire Department received the highest rating available.
- Provided Communications Support during all major special events and assisted police and fire during two different training exercises involving Mass Casualty incidents.

EMERGENCY MANAGEMENT

Critical Success Factors:

- Provide Communications support with additional resources for Code Compliance, Fire, Police, and Parking and other Departments/agencies during major and special events. These regular meeting are necessary and vital to the success of the operation.
- Regular meetings, formally and informally, with Building, Fire, Fleet Management, Information Technology, Office of Budgets and Performance Improvement, Police, Procurement, Property Management, Public Works, Procurement, and Sanitation to ensure department Homeland Safety and Security as well as emergency needs are completed on time and on budget.
- Increase the City's staff and resident awareness regarding the City's All-Hazards Emergency plans and Hurricane plans.
- Continue Development, Awareness and Training to multiple departments for a Pre-Landfall and Post-Landfall EOC Activation Training, Emergency Procedure and Evacuation Plans, and WebEOC.
- On-going partnership with the multiple departments to ensure effective implementation of the EOC readiness and major event planning needs. This collaboration is also critical for the on-going identification/implementation on Homeland Security and Safety initiatives.
- Continue developing the City Warning Point, a 24/7 facility to keep appropriate employees informed of major situations, and serve as the 604-CITY Answering Center.

Future Outlook:

The Department of Emergency Management oversees and manages the Emergency Operations Center/Event Coordination Center (EOC/ECC) that is the central command and control facility responsible to proactively carry out principles of emergency preparedness and emergency or disaster management functions at a strategic level during an emergency, and ensures the continuity of operations of the City.

DEM additionally oversees the Emergency Operational Areas (EOAs). The EOAs function as an area designated for the coordination of field operations during the post-disaster response and initial recovery activities. Each EOA is strategically located to target a defined geographic region of the City. The three (3) primary EOA sites have been established at City-owned and operated facilities which are co-located near public safety services, including Fire and Police stations. These EOAs have open spaces adjacent or nearby to facilitate and support field operations and resource staging.

Field operations teams consist of assigned City departmental personnel and service response agencies. Field operation teams coordinate specific response and recovery efforts through the EOAs to ensure rapid identification of impacted populations and ensure the swift response of life-safety/preservation needs of our community.

The Department will continue to use Threat, Hazard Identification and Risk Assessment (THIRA) to identify vulnerabilities within the City affecting employees, residents, visitors, etc. An understanding of the risks will determine the actions necessary to mitigate any weaknesses.

EMERGENCY MANAGEMENT

DEM oversees the Miami Beach Community Emergency Response Team (CERT) program which educates individuals about all-hazards disaster preparedness that may impact their area and trains them in fundamental disaster response skills, such as fire safety, basic search and rescue, team organization, and disaster medical operations. CERT volunteers can provide valuable assistance to others in their community following a disaster when professional responders are not immediately available to help. CERT volunteers support emergency response agencies by taking an active role in emergency preparedness projects within their community.

The Department of Emergency Management has also identified the following major technology projects required to improve the services of the City's Public Safety agencies:

- Identification and Access Control System
- AT&T Next Generation 9-1-1 Upgrade with Text to 9-1-1
- Replacement of public safety radio system
- CAD system feasibility review and upgrade
- Citywide Physical Security Master Plan

These technology projects are further explained below:

- Identification and Access Control System
  This system will allow us to provide proper badging and credentialing of personnel assigned to incidents and events. This includes volunteers, CERT members, mutual aid responders, and others who need proper identification for access to a site. In addition, this system would allow us to track personnel, which is crucial to ensuring the safety and accountability of those involved and is a critical capability when seeking reimbursement for Federally declared disasters. This system would also provide us with the ability to expand its capabilities to include access control and asset tracking.

- Replacement of public safety radio system
  The City's current public safety radio system is at end of its life, and requires replacing to meet federally mandated interoperability requirements (P25). The City has selected Harris as the vendor to replace the system. It is currently in negotiations and is expecting project completion by the end of 2018.

- CAD system feasibility review and upgrade
  CAD is a computer-aided dispatch system used to initiate public safety calls for service, dispatch, and to maintain the status of responding resources in the field. Features that can be added include automatic address verification, real-time GPS unit locations, integration of GIS mapping, and instantaneous access to information such as preplans.

- Security Master Plan (City Hall)
  To retrofit City Hall for the safety and security to all customers, constituents and employees while on premise. This one-time fee to build out a screening area on the first floor of City Hall to include an x-ray scanner, walk through metal detector and additional equipment such as a conveyor belt, computer and furniture as necessary.

EMERGENCY MANAGEMENT

- Security Master Plan (Citywide)
  Develop a master plan to integrate the City's existing disparate devices and information systems (video, access control, analytics, microwave network, parking applications, traffic monitoring, intrusion detection, etc.) in order to monitor and control them through a comprehensive user interface at the City Warning Point. Implementing an integrated master plan will allow City personnel to identify and proactively resolve situations in a timelier manner, resulting in reduced costs through improved efficiency and heightened security through increased intelligence. The request is to hire a consultant with proven experience and expertise to develop the plan and assist in its implementation.

EMERGENCY MANAGEMENT

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure Expenditure Trends are Sustainable Over the Long Term	Total amount of funding through grants or alternative funding sources	*	$122,879	$102,550	$132,534	*
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	% of DEM Management Team personnel with FEPA/CEM certification	*	100%	100%	50%	*
	Total # of hours of contact training for all emergency management training (DEM personnel)	*	*	799	189	*
	Total # of hours of contact training for all emergency management training (Alpha/Bravo shift personnel for EOC Activations)	*	*	592	N/A	*
	% of police (sworn and civilian) and emergency management employees certified in CJIS security awareness training	*	95%	96%	96%	100%
Enhance External and Internal Communication From and Within the City	# of public outreach/education events	*	7	39	40	*
Enhance Public Safety and Emergency Preparedness	# of hazard specific exercises	*	4	5	3	*
	Conduct an annual update of CEMP (comprehensive emergency management plan)	*	0%	5%	95%	*
	% of non-emergency call volume coming in to 911 center	*	48%	50%	50%	50%
	Hazard coordinating procedures per department	*	1	1	1	*
	NIMS Compliance (EOC)	*	73%	82%	N/A	*
	NIMS Compliance (Citywide)	*	22%	32%	N/A	*
	Total # of EOC activations (Actual events take the place of simulated exercises)	*	12	14	6	*
	Review and Revise City hazard specific plans	*	2	1	1	*
	Total # of incident action plans (pre-incident)	*	18	10	30	*
	Total # of after-action reports	*	3	2	1	*

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

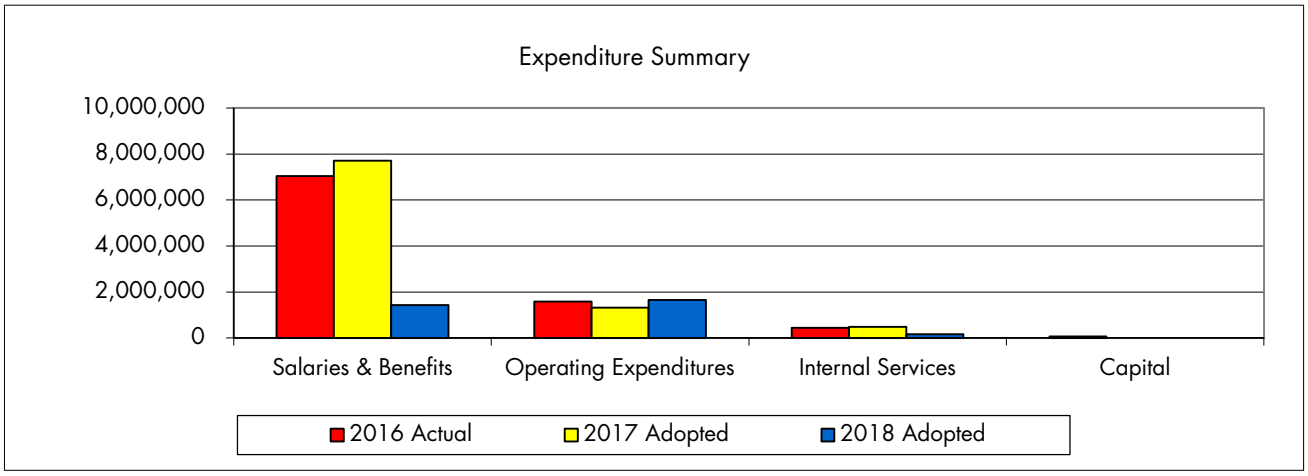
**Data not available until end of year

EMERGENCY MANAGEMENT

General Fund
Departmental Financial Summary

Expenditure by Division		**2015 Actual**		**2016 Actual**		**2017 Adopted**		**2018 Adopted**
Emergency Management		1,685,961		2,644,245		2,780,000		**3,270,000**
PSCU*		6,896,440		6,490,282		6,729,000		**0**
Total	**$**	**8,582,401**	**$**	**9,134,527**	**$**	**9,509,000**	**$**	**3,270,000**
Expenditure Area								
Salaries & Benefits		6,689,195		7,044,364		7,703,000		**1,439,000**
Operating Expenditures		1,145,978		1,582,015		1,316,000		**1,661,000**
Internal Services		692,221		441,383		490,000		**170,000**
Capital		55,008		66,766		0		**0**
Total	**$**	**8,582,401**	**$**	**9,134,527**	**$**	**9,509,000**	**$**	**3,270,000**
Total Budgeted Positions		**74 FT + 0 PT**		**74 FT + 0 PT**		**78 FT + 0 PT**		**11 FT + 0 PT**

***Pursuant to Letter To Commission (LTC) 446-2017, the Public Safety Communications Unit (PSCU) was transferred from the Department of Emergency Management to the Fire Department.**



Emergency Management

Expenditure Area		**2015 Actual**		**2016 Actual**		**2017 Adopted**		**2018 Adopted**
Salaries & Benefits		947,622		1,386,274		1,399,000		**1,439,000**
Operating Expenditures		668,733		1,058,400		1,230,000		**1,661,000**
Internal Services		26,703		160,333		151,000		**170,000**
Capital		42,903		39,238		0		**0**
Total	**$**	**1,685,961**	**$**	**2,644,245**	**$**	**2,780,000**	**$**	**3,270,000**
Budgeted Positions		**12 FT + 0 PT**		**12 FT + 0 PT**		**12 FT + 0 PT**		**11 FT + 0 PT**

Public Safety Communications Unit (PSCU)*

Expenditure Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Salaries & Benefits	5,741,572	5,658,090	6,304,000	**0**
Operating Expenditures	477,245	523,615	86,000	**0**
Internal Services	665,518	281,049	339,000	**0**
Capital	12,105	27,528	0	**0**
Total	**$ 6,896,440**	**$ 6,490,282**	**$ 6,729,000**	**$ 0**
Budgeted Positions	**62 FT + 0 PT**	**62 FT + 0 PT**	**66 FT + 0 PT**	**0 FT + 0 PT**

EMERGENCY MANAGEMENT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services expenditures decreased by $6,264,000, or 81%, primarily due to the transfer of the Public Safety Communications Unit (PSCU) to the Fire Department detailed below. For the Emergency Management Division though, personnel services expenditures increased by $406,000 mainly as a result of merit increases and applicable cost of living adjustment effective July 2018, plus projected increases in health and life expenditures.

- Operating expenditures increased by $345,000, or 35%, due to the consolidation of General Fund security guard services approved by Commission mid-year in FY2016/17. This resulted in approximately $420,000 being transferred from other General Fund Department budgets since the Department of Emergency Management is responsible for management of the City's security services contracts. Additionally, professional services increased by $35,000 for the Quality Assurance Program and Language Line Translation Services, which were previously funded by the E-911 Special Revenue Fund. These increases were partially offset by $116,000 in operating expenditures transferred to the Fire Department resulting from the re-organization detailed below.

- Internal services expenditures decreased by $320,000, or 65%, primarily due to the transfer of the Public Safety Communications Unit (PSCU) to the Fire Department detailed below. For the Emergency Management Division though, internal services expenditures increased by $21,000 due to increased usage of Central Services, Fleet Management, and Risk Management.

Re-Organization

- During FY2016/17, pursuant to Letter to Commission 446-2017 dated August 29, 2017, oversight of the Public Safety Communications Unit (PSCU) was transferred from the Department of Emergency Management (DEM) to the Fire Department, effective October 1, 2017. This re-organization resulted in $7,132,000 being transferred from the Department of Emergency Management to the Fire Department for FY2017/18, specifically $6,670,000 in personnel services expenditures, $121,000 in operating expenditures, and $341,000 in internal services expenditures.

EMERGENCY MANAGEMENT

FY2017/18 Enhancements

- The FY2017/18 budget includes several enhancements for security guard services that will be funded across multiple funds, including the Building Department, Parking Enterprise and Special Revenue Funds, and RDA Garages totaling $154,000. These enhancements will provide for enhanced levels of security and extended hours in and around City facilities and public areas Citywide.

FY2017/18 Efficiencies

- The department's operating budget includes three efficiencies/reductions identified during the budget process. First, the FY2016/17 General Fund budget included 17 new Police Officer positions being added to the budget to provide enhanced public safety in the entertainment areas and around the areas in North Beach and Middle Beach. As a result of this, and the continuation of the Park Ranger program in the parks, an efficiency of $371,000 is included in the FY2017/18 adopted budget to reduce security services in the entertainment areas resulting from the additional Police Officer positions being added in FY2016/17 and continuation of the Park Ranger program.

- Second, the department's budget includes a position reduction, specifically an Emergency Management Technician position totaling $58,000. This reduction will impact the department's ability to effectively and efficiently provide volunteer coordination for the emergency evacuation re-entry program, goodwill ambassadors, Community Emergency Response Teams (CERT), etc.

- Third, the operating budget includes a reduction in departmental training and travel of $48,000. This reduction will reduce the number of trainings available to staff to attend.

MIAMIBEACH

FIRE

Department Mission/Purpose Statement:

We are a team of dedicated professionals whose mission is to provide our residents and visitors with the highest level of safety and security through the delivery of fire suppression, emergency medical services, disaster response, ocean rescue, fire prevention, and public education programs.

Department Description:

The Fire Administration Section ensures a constant state of mission readiness through the efforts of the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division, Training Division and the Ocean Rescue Division.

Rapid and effective emergency services are provided to the community from four fire stations that are placed to allow a call dispatched to the arrival of first due unit within four to six minutes for medical and fire emergencies and within eight minutes for additional units. Fire Administration and Support Services provide service from their own facilities. Ocean Rescue provides services from one headquarter and three sub-headquarter facilities that coordinate the preventive and rescue efforts of 35 lifeguard towers located to cover all publically accessible beaches.

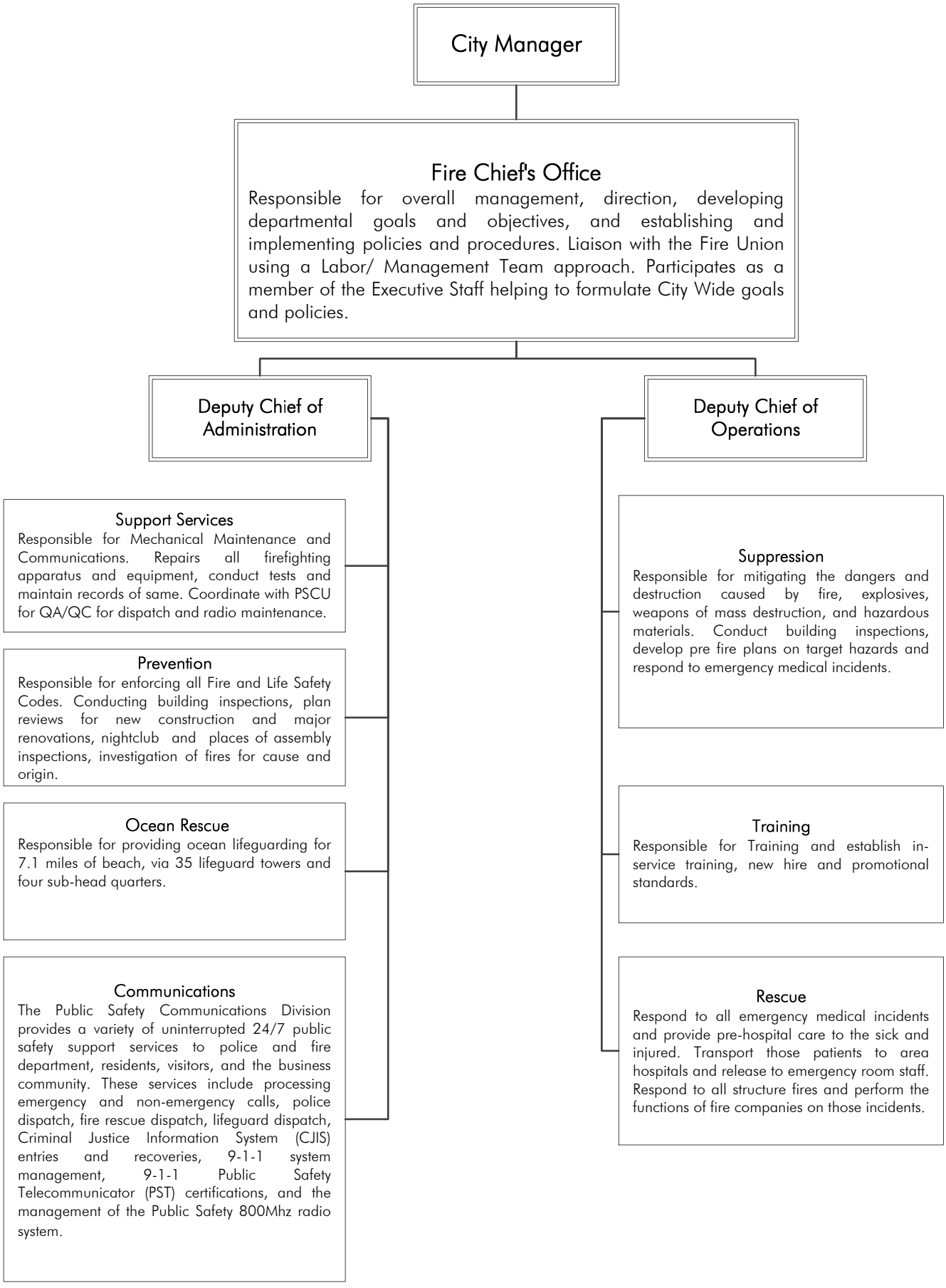
Significant Historical Events:

- Fire Department established in 1920.
- Rescue Division established in October of 1966 – signified paradigm shift from fire protection only to Fire and Emergency Medical Rescue Service.
- Multiple large scale fires in the 1980's and compliance with state and local fire prevention codes responsible for expansion and modernization of the Fire Prevention Division.
- City of Miami Beach recognized as second highest concentration of high-rise buildings per capita in the world as of September of 2003 (fourth as of 2010).
- Merged with Beach Patrol (now Ocean Rescue Division) on May 16, 2004, which further enhanced the Fire Department's capabilities and training opportunities.
- Threat of Weapons of Mass Destruction or (WMD), terrorism and natural disaster plus responsibility for responding to confined space, ocean rescues, elevated victim rescue and hazardous materials incidents have transformed the "Fire Department" into an "All Hazards" Department.
- Minimum Staffing ordinance passed in February 2003, requiring 44 Firefighters to be on duty at all times.
- Fire Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009 and reaccredited in 2015.
- Fire Department rated as a Class One Department by the Insurance Services Office (ISO) in December of 2007 and was renewed in January 2017.
- Implemented National Fire Incident Reporting System (NFIRS) in 2009.
- Implemented Fire Department reorganization in October 2012.

FIRE

- In 2014, the Training Division was added to better address service enhancements and training needs.
- ICMA Study of the Fire Department was completed March 2015.
- Fire Boat 4 delivered in April 2016 and marine firefighting services expected to commenced in April 2017.

See attached Table of Organization.


City Manager
Fire Chief's Office
Responsible for overall management, direction, developing departmental goals and objectives, and establishing and implementing policies and procedures. Liaison with the Fire Union using a Labor/ Management Team approach. Participates as a member of the Executive Staff helping to formulate City Wide goals and policies.
Deputy Chief of Administration
Deputy Chief of Operations
Support Services
Responsible for Mechanical Maintenance and Communications. Repairs all firefighting apparatus and equipment, conduct tests and maintain records of same. Coordinate with PSCU for QA/QC for dispatch and radio maintenance.
Prevention
Responsible for enforcing all Fire and Life Safety Codes. Conducting building inspections, plan reviews for new construction and major renovations, nightclub and places of assembly inspections, investigation of fires for cause and origin.
Ocean Rescue
Responsible for providing ocean lifeguarding for 7.1 miles of beach, via 35 lifeguard towers and four sub-head quarters.
Communications
The Public Safety Communications Division provides a variety of uninterrupted 24/7 public safety support services to police and fire department, residents, visitors, and the business community. These services include processing emergency and non-emergency calls, police dispatch, fire rescue dispatch, lifeguard dispatch, Criminal Justice Information System (CJIS) entries and recoveries, 9-1-1 system management, 9-1-1 Public Safety Telecommunicator (PST) certifications, and the management of the Public Safety 800Mhz radio system.
Suppression
Responsible for mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. Conduct building inspections, develop pre fire plans on target hazards and respond to emergency medical incidents.
Training
Responsible for Training and establish in-service training, new hire and promotional standards.
Rescue
Respond to all emergency medical incidents and provide pre-hospital care to the sick and injured. Transport those patients to area hospitals and release to emergency room staff. Respond to all structure fires and perform the functions of fire companies on those incidents.

FIRE

Fiscal Environment:

The Fire Department is supported primarily from the General Fund. Revenue sources within the General Fund generated through Fire Department activities include:

- Rescue transport fees
- Fire Inspection Fee / Annual Fire Permit / Fire Watch Overtime Fees /False Alarm Fees
- Plan review permit fees
- Enhanced fire inspection fees
- Other permits
- Firefighters Supplemental Education Fund
- Off-duty detail fees
- Life Safety Inspection Citations

Business Environment:

The Fire Department has sole responsibility for providing fire protection, emergency medical services, fire prevention and life safety inspections, review and enforcement, ocean rescue, and beach safety within the City of Miami Beach. To accomplish our mission, the Fire Department is provided sufficient resources and maintains mutual aid agreements with other local, state and federal fire and emergency agencies as well as the private sector.

The Fire Department continues to work to establish and maintain cooperative relationships with our residents, elected officials, City administration and other City departments to foster public and private partnerships.

Significant Prior Accomplishments:

Administration

- Completed Annual Compliance Report for 2016 to the accrediting agency CFAI.
- Continued constant efforts to maintain international accreditation through the CFAI and #1 rating on a 1 to 10 scale from the Insurance Services Office (ISO). Continued enhancements of Computer Aided Dispatch (CAD), Fire and EMS electronic reporting and records management, electronic reports for city vehicle accidents, and electronic reporting of employee injuries, accidents, and exposure to chemical or biological hazards.
- Received an ISO rating of 105 out of 105.5 possible points.

Suppression Division

- In January of 2016, volunteer members of the Miami Beach Fire Department Light Technical Rescue Team (LTRT 752) part of Florida's Urban Search and Rescue Team (FLUSAR) participated in the "Drone Drill Exercise"; a multijurisdictional exercise with

FEMA's Urban Search and Rescue's Florida Task Force 2 as well as Florida State University Drone Pilots to practice Search and Rescue techniques.

- Collaborated with the City of Miami to provide Fire and EMS services to the east end of the Venetian Islands while bridge construction closed access for the City of Miami Beach from the east side resulting in a full scale exercise (FSE) described below named "Operation Venetian Rescue 2" to test plans and response.
- In February of 2016, the department conducted an exercise titled "Operation Heatshield" designed to practice first responder deployment of the Rescue Task Force (RTF) concept to which employs the coordination of Fire and Police crews in an active shooter scenario. This exercise was conducted on the Coast Guard base and included the, United States Coast Guard members, City of Miami Beach Fire, Police, Emergency Management and volunteers from various city departments including Coast Guard members.
- In May, 2016, the Miami Beach Fire Department's LTRT 752 participated in a full scale exercise located in Ocala, Florida. The scenario was a tropical storm hurricane had entered the coast of Florida in the area of Tampa worked its way across the state. LTRT-752 performed technical rescue operations, and worked side by side with Regional Hazardous Materials and other state wide Light Technical Rescue Teams.
- On October 1st, 2016, instituted a Special Operations Station which encompasses the disciplines of Technical Rescue (see LTRT 752 and FLUSAR above) as well as Hazardous Material Response.
- On October 1st, 2016, instituted the Marine Operations Station which gave the city a new Marine operation capability by accepting delivery of Miami Beach's first Fireboat and creating a waterborne firefighting and water rescue team around it.
- October 5-7, 2016 – Deployed two members under the auspices of FEMA's Urban Search and Rescue's Florida Task Force 2 to assist with the response phase of Hurricane Matthew.
- On October 11th, the department conducted an exercise titled "Operation Venetian Rescue 2" designed to practice first responder response to the Venetian Islands if ground access was cut off. This exercise included the City of Miami Fire and Police Departments, Miami Dade County air assets and Public Works, The City of Miami Beach Fire, Police, Emergency Management and volunteers from various city departments. Numerous other agencies with water assets such as Bal Harbor Police also participated.
- Responded to 23,889 calls for service including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues and public service calls.
- Flushed over 1,100 hydrants in the city to test their operation.
- Provided on duty response personnel to assist with delivery of Citizen's Academy, CERT, and CPR training for friends and family and dispatch personnel.
- Continued intra-agency agreement for presidential and dignitary visits to the City of Miami Beach.
- Provided operation plans and personnel for numerous special events and holidays that occur throughout the year such as the Miami Beach Yacht Show, and Memorial Day, Fourth of July, Halloween, and New Year's Eve.

FIRE

Rescue Division

- Responded to approximately 20,000 emergency medical service calls, transported approximately 9,000 patients and generated $2.2 million dollars in transport revenue.
- Maintain a comprehensive Quality Assurance program that ensures100% review of all patient care reports to provide quality improvement in patient care and provide patient outcome feedback to field crews.
- Maintain the American Heart Association Mission: Lifeline EMS GOLD recognition for our commitment to improve the quality of care for STEMI patients.
- Attend the FL Department of Health quarterly EMS Advisory Council meetings to assess any legislative impacts that may affect delivery of emergency medical services on Miami Beach.
- Maintain100% monthly case reviews of all STEMI and Stroke Alert patients transported to Mt. Sinai Hospital to track patient outcomes and monitor compliance with established best practices.
- Annual recertification of 90 paramedics in Advanced Cardiac Life Support.
- Miami Beach Fire Department holds the Chairman of the EMS Committee position in the Fire Officers Association of Miami-Dade (FOAMD) that promotes best practices and standard of care in prehospital medicine across Miami-Dade County.
- Active member of the Miami Dade Stroke Consortium that strives to improve patient care to stroke victims in Miami-Dade County.
- Maintain compliance with the Florida Department of Health's Emergency Medical Services Training and Reporting System (EMSTARS) and National Emergency Medical Services Information System (NEMSIS) requirements for patient care data capture and submission on a monthly basis.
- Conduct monthly Quality Assurance meetings with Medical Director to provide peer patient care report review and provide quality improvement.
- Awarded $6,304 from the State EMS County Grant to improve the delivery of emergency medical services in the City of Miami Beach.
- Awarded (2) Florida EMS Matching Grants in the amount of $52.5k to purchase two mechanical CPR devices and a mass casualty incident trailer.
- Expand community outreach with the Pulsepoint Respond smart phone application in the City which aims to improve sudden cardiac arrest outcomes and provide transparency of Fire Department operations.
- Engaged into a collaborative effort with the Miami Beach Police Department and Miami-Dade Police Department Narcotics Bureau to share opioid overdose statistics and combat the opioid epidemic that is affecting Miami-Dade County.
- Delivered Roll Call training to all Miami Beach Police Department shifts about the dangers to law enforcement involved with the opioid epidemic.
- Collaborated with Mount Sinai Hospital to host educational lectures from leading physicians in the field of Emergency Medicine and stroke care.
- Actively participate in the City of Miami Beach's Health Advisory Committee by providing a non-voting member of the Fire Department.

FIRE

- Delivered CPR recertification training to Emergency Management fire & police dispatchers.
- Provided prehospital trauma life support training to 96 paramedics to improve proficiency in trauma care.
- Participated in the City of Miami Beach's Ciclovia event by setting up a community awareness booth for CPR, AED use, and promote PulsePoint Smartphone App.
- Collaborated with Mount Sinai Hospital to provide them assistance with their STEMI and Stroke accreditation.

Fire Prevention Division

- Completed 10,209 plan reviews for new construction and remodeling of business properties.
- Conducted over 44 fire and life safety education trainings.
- Conducted 8,154 new constructions and remodeling inspections.
- Worked with Special Magistrate to ensure compliance and adherence of Fire Safety Codes and processed 202 new cases this year.
- Investigated cause and origin of 17 fire incidents as mandated by the Florida Fire Prevention Code.
- Conducted 3,502 annual inspections, 1,888 re-inspections and 1,095 other inspections. (referrals, New Building Certificate of Use (BCU) and Others)
- An additional 2,048 inspections were conducted by fire company and referred back to fire prevention for follow up and documentation.
- Conducted 214 high rise building inspections (100%).
- Reviewed 99 plans for special events in the City.
- Assigned 1,578 details for special events.
- Conducted 128 water flow and hydrant test for new and existing building construction projects.
- Worked with Building official, Building Department and building trades to expedite plan reviews and inspections.
- Worked with Code Compliance to respond to citizen's complaints and referral's from citizens and combat units to clear 398 complaints.
- Plans Reviews and Fire inspections of the remodeling of the Miami Beach Convention Center are on-going.
- Installed 62 infant car seats.
- The Division acquired its first Arson Detection Device via a grant awarded by FM Global Group.

Support Services Division

- Continued our bunker gear replacement schedule, replacing all bunker gear every 10 years.
- Continued efforts with the Capital Improvement Project: restore or build a new fire station 1.
- Installation of new generator fuel storage tanks fire station 3.

FIRE

- Purchased ladder truck and 3 new rescue vehicles.
- Remodeled and remediated mold existence at fire station 3.
- Purchased 3 new Kawasaki ATV's.
- Purchased new fire command SUV.
- Conducted SCBA Pack annual testing.

Training Division

- 22 Firefighter Completed 1 year probationary period.
- Conducted shipboard firefighting training.
- Conducted NFPA Annual Fit Testing Compliance for all firefighters.
- Completed Air Tech Recertification class.
- Completed new Draeger XAM 500 Gas Meter training department wide.
- Completed required NFPA Annual Training.
- Completed required ISO Training.
- Completed Active Shooter Lecture/Practical with MBPD.
- Completed department wide multi-casualty training.
- Completed MCI/Active Shooter Drill.
- Completed Extrication Lecture/Practical.
- Department Wide Elevator Operation-Chief Holgerson.
- Completed Five Alarm Leadership Officer Development (3 Days)-Chief Lasky.
- Completed Department Wide NFIRS Compliance Fire Report Writing.
- Completed Department Wide Engine Company Operations-Chief Holgerson.
- Collaborated with Department Wide EMS Report Writing.

Ocean Rescue Division

- Protected over 11,000,000 visitors with only one (1) drowning (rip current) during on-duty hours in guarded areas.
- Lifeguards rescued 162 drowning victims from rip currents and completed 122,963 preventative actions.
- Treated over 10,435 minor first aids, 43 major medicals and reunited 107 lost persons with their family members.
- Supervised yearly re-certification training and physical requirements, which are held every 6 months.
- Ocean Rescue had a total of 80,783 enforcements of State/Local Laws and environmental concerns.

FIRE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Enhance Public Safety and Emergency Preparedness	% of publicly accessible beach areas covered by existing lifeguard towers	100%	100%	85%	100%	100%
	% of residents rating overall quality of the fire department as excellent or good	93%	*	91%	*	**
	% of businesses rating overall quality of the fire department as excellent or good	93%	*	94%	*	**
	% businesses rating overall quality of Emergency Medical Response as excellent or good	92%	*	91%	*	**
	% residents rating overall quality of Emergency Medical Response as excellent or good	93%	*	84%	*	**
	% of businesses rating overall quality of Ocean Rescue as excellent or good	89%	*	91%	*	**
	% of residents rating overall quality of Ocean Rescue as excellent or good	88%	*	85%	*	**
Improve Building/ Development Related Processes From Single-Family Residences to the Large Development Projects	KPI: % of businesses that strongly agree or agree the experience in contacting the Fire Department was satisfactory	87%	*	93%	*	**
	KPI: % of businesses that strongly agree or agree inspections by the Fire Department are consistent from one inspection to the next	86%	*	80%	*	**
	KPI: % of businesses that strongly agree or agree inspections by the Fire Department are fair	89%	*	84%	*	**
	% of high rise buildings inspected yearly	8%	119%	100%	100%	100%
	% of buildings (excluding low-rise multi-residential) inspected yearly	60%	86%	95%	100%	100%
	% of low-rise multi-residential buildings inspected yearly	54%	88%	100%	100%	100%
	Total # of commercial drop-off plan reviews conducted by Fire	143	115	4,423***	10,267	N/A
	Commercial drop-off: Turnaround time for plan review - Fire (days)	11.5	6	3	TBD	N/A
	Commercial drop-off: % of plans reviewed within turnaround time target by Fire Department	95%	95%	96%	99%	90%

FIRE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Ensure That a Universal Culture of High Quality Customer Service is Driving the Conduct of the City Commission and All City Employees	% of employees receiving a minimum of 48 hours of training per quarter per ISO and Miami Beach Fire Department requirements	98%	98%	98%	98%	98%
	# of special event plans reviewed	129	109	113	167	N/A

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not available until end of year

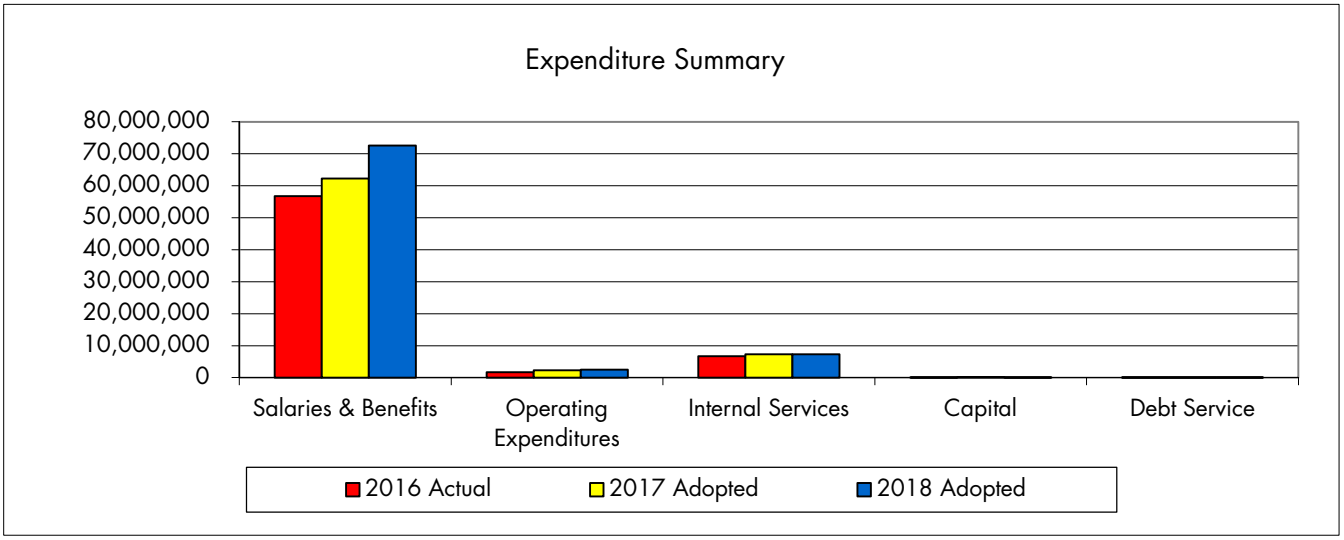
***Indicates the measure was unable to be updated for the full fiscal year due to a new software program being imlpemented in May of 2016. The reflected date range is from 05/02/2016 through 09/30/2016.

FIRE

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Annual Fire Inspections	358,176	350,393	360,000	**354,000**
Fire Plan Review Inspections	1,892,301	2,434,513	1,660,000	**2,450,000**
Permits Enhanced Services	93,300	37,764	137,000	**76,000**
Permits-Fire Prevention	96,239	74,513	87,000	**55,000**
Permits-Surcharge Fire	0	17,400	60,000	**60,000**
Firefighter Supplemental Comp	91,934	69,380	93,000	**121,000**
Rescue Revenue	2,056,606	2,130,968	2,100,000	**2,368,000**
Off Duty Fire Watch Fees	0	459,453	250,000	**87,000**
Admin Fee - Off Duty Fire	422,148	134,747	100,000	**92,000**
Fire Code Violations	41,553	8,130	20,000	**30,000**
Life Safety Fire Citations	5,712	12,500	12,000	**0**
False Alarm Fees - Fire	0	0	1,000	**0**
Total	**$ 5,057,969**	**$ 5,729,760**	**$ 4,880,000**	**$ 5,693,000**
Expenditure Area				
Salaries & Benefits	54,791,431	56,711,151	62,228,000	**72,552,000**
Operating Expenditures	1,714,572	1,699,620	2,272,000	**2,536,000**
Internal Services	6,399,155	6,723,443	7,262,000	**7,269,000**
Capital	14,092	112,421	163,000	**93,000**
Debt Service	13,000	13,000	13,000	**18,000**
Total	**$ 62,932,250**	**$ 65,259,634**	**$ 71,938,000**	**$ 82,468,000**
Budgeted Positions				
Fire	230 FT + 0 PT	230 FT + 0 PT	244 FT + 0 PT	**244 FT + 0 PT**
Ocean Rescue	92 FT + 47 PT	92 FT + 47 PT	91 FT + 47 PT	**91 FT + 47 PT**
PSCU*	0 FT + 0 PT	0 FT + 0 PT	0 FT + 0 PT	**66 FT + 0 PT**
Total Budgeted Positions	**322 FT + 47 PT**	**322 FT + 47 PT**	**335 FT + 47 PT**	**401 FT + 47 PT**

***Pursuant to LTC 446-2017, the Public Safety Communications Unit (PSCU) was transferred from the Department of Emergency Management to the Fire Department.**



Suppression

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	23,372,850	24,096,069	25,488,000	**27,084,000**
Operating Expenditures	432,776	281,845	443,400	**372,500**
Internal Services	2,714,588	2,871,282	3,089,000	**3,021,000**
Capital	0	31,123	107,000	**43,000**
Debt Service	13,000	13,000	13,000	**18,000**
Total	**$ 26,533,214**	**$ 27,293,319**	**$ 29,140,400**	**$ 30,538,500**
Budgeted Positions	**117 FT + 0 PT**	**117 FT + 0 PT**	**117 FT + 0 PT**	**117 FT + 0 PT**

Rescue

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	17,271,091	17,540,931	20,700,000	**22,308,000**
Operating Expenditures	502,929	440,334	554,000	**793,000**
Internal Services	1,558,306	1,636,107	1,730,000	**1,496,000**
Capital	0	0	26,000	**20,000**
Debt Service	0	0	0	**0**
Total	**$ 19,332,325**	**$ 19,617,372**	**$ 23,010,000**	**$ 24,617,000**
Budgeted Positions	**78 FT + 0 PT**	**78 FT + 0 PT**	**91 FT + 0 PT**	**91 FT + 0 PT**

Prevention

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	2,892,304	3,104,665	3,339,000	**3,462,000**
Operating Expenditures	100,809	60,312	146,800	**113,500**
Internal Services	453,660	498,207	492,000	**561,000**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 3,446,773**	**$ 3,663,184**	**$ 3,977,800**	**$ 4,136,500**
Budgeted Positions	**22 FT + 0 PT**	**22 FT + 0 PT**	**23 FT + 0 PT**	**23 FT + 0 PT**

Support Services

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	2,283,561	1,934,058	2,174,000	**2,234,000**
Operating Expenditures	596,872	704,984	850,000	**888,000**
Internal Services	192,777	206,609	209,000	**300,000**
Capital	4,623	59,706	30,000	**30,000**
Debt Service	0	0	0	**0**
Total	**$ 3,077,834**	**$ 2,905,356**	**$ 3,263,000**	**$ 3,452,000**
Budgeted Positions	**13 FT + 0 PT**	**11 FT + 0 PT**	**11 FT + 0 PT**	**11 FT + 0 PT**

Training

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	0	535,089	568,000	**575,000**
Operating Expenditures	0	108,913	131,300	**103,000**
Internal Services	0	0	0	**11,000**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 0**	**$ 644,002**	**$ 699,300**	**$ 689,000**
Budgeted Positions	**0 FT + 0 PT**	**2 FT + 0 PT**	**2 FT + 0 PT**	**2 FT + 0 PT**

Ocean Rescue

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	8,971,625	9,500,338	9,959,000	**10,219,000**
Operating Expenditures	81,186	103,232	146,500	**145,000**
Internal Services	1,479,825	1,511,238	1,742,000	**1,539,000**
Capital	9,468	21,592	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 10,542,105**	**$ 11,136,401**	**$ 11,847,500**	**$ 11,903,000**
Budgeted Positions	**92 FT + 47 PT**	**92 FT + 47 PT**	**91 FT + 47 PT**	**91 FT + 47 PT**

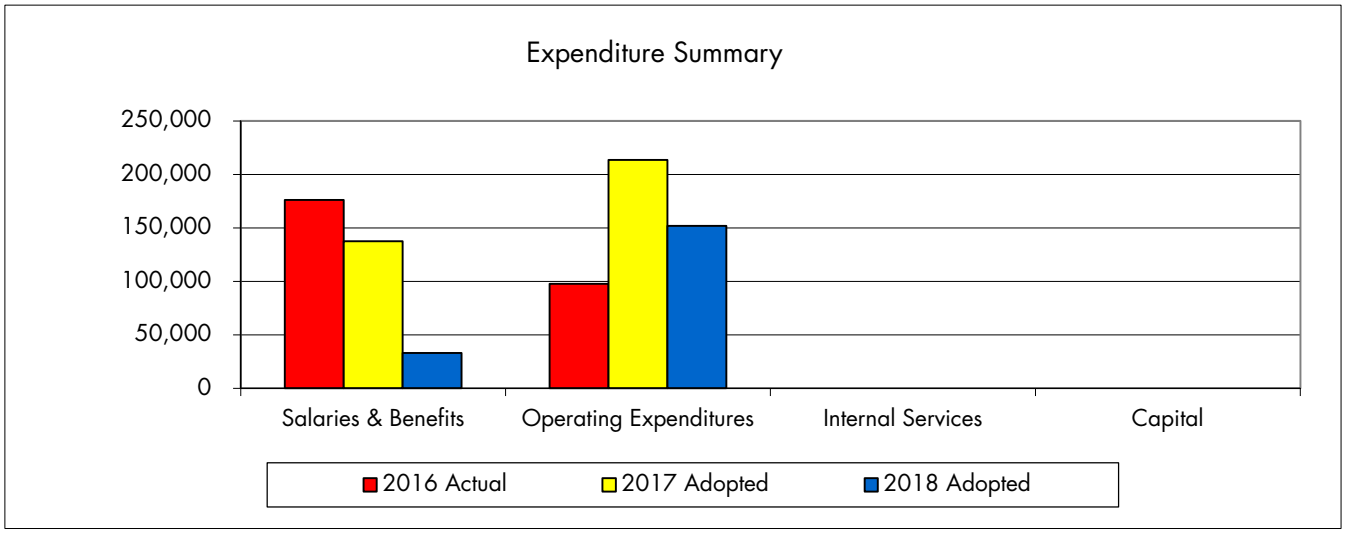
Public Safety Communications Unit (PSCU)*

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	0	0	0	**6,670,000**
Operating Expenditures	0	0	0	**121,000**
Internal Services	0	0	0	**341,000**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 7,132,000**
Budgeted Positions	**0 FT + 0 PT**	**0 FT + 0 PT**	**0 FT + 0 PT**	**66 FT + 0 PT**

FIRE - E-911

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Utility Tax - E911 Non Wireless	196,620	166,300	210,000	**114,000**
Utility Tax - E911 Wireless Prepaid	9,465	33,006	36,000	**21,000**
Utility Tax - E911 Wireless	100,860	79,624	105,000	**50,000**
Miscellaneous/Other	722	156	0	**0**
Total	**$ 307,667**	**$ 279,087**	**$ 351,000**	**$ 185,000**
Expenditure Area				
Salaries & Benefits	230,465	176,000	137,500	**33,000**
Operating Expenditures	200,306	97,668	213,500	**152,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 430,770**	**$ 273,668**	**$ 351,000**	**$ 185,000**
Revenue Less Expenditures	**$ (123,104)**	**$ 5,419**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



FIRE

Budget Highlights

Fire Department

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services expenditures increased by $6,670,000 or 17% due to merit increases for non-Police and Fire personnel and step increases for Police and Fire personnel, plus applicable cost of living adjustment effective July 2018 and projected increases in health and life citywide totaling $3,654,000, as well as the transfer of the Public Safety Communications Unit (PSCU) to the Fire Department detailed below.

- Operating expenditures increased by $264,000 or 12%. This is mainly due to the addition of $251,000 in professional services for ADP ambulance fees and transfer of the Public Safety Communications Unit (PSCU) to the Fire Department detailed below. In prior years, these fees were paid directly from gross revenues collected. For FY2017/18, these expenditures have been budgeted in a separate expenditure account in order to properly reflect the fees associated with these services. This increase was, however, offset by decreases in other operating expenditures including, but not limited to contract maintenance, supplies, promotions, travel, etc. totaling $99,000.

- Internal services expenditures decreased by $7,000 or 0.10%, primarily due to decreased usage of Fleet Management services of $612,000 since the maintenance of Fire Department vehicles and equipment is performed primarily by Fire Department personnel. This decrease was partially offset by increases in usage of Property Management, Central Services, and Risk Management services totaling $278,000, as well as the transfer of the Public Safety Communications Unit (PSCU) to the Fire Department detailed below.

- Capital expenditures decreased by $70,000 or 43% due to a funding match reduction for Fire Department grants and one-time expenditures budgeted in FY2016/17.

E-911 Special Revenue Fund

- The E-911 Special Revenue Fund decreased by $166,000 or 47% primarily due to a change in the agreement between Miami-Dade County and AT&T for wireless, wireless prepaid, and non-wireless emergency 911 services. This change reduced the City's funding allocation from the County for these services, which are provided by the department's Public Safety Communications Unit (PSCU) and provide for funding of additional overtime and contract maintenance services.

FIRE

Re-Organization

- During FY2016/17, pursuant to Letter to Commission 446-2017 dated August 29, 2017, oversight of the Public Safety Communications Unit (PSCU) was transferred from the Department of Emergency Management (DEM) to the Fire Department, effective October 1, 2017. This re-organization resulted in $7,132,000 being transferred from the Department of Emergency Management to the Fire Department for FY2017/18, specifically $6,670,000 in personnel services expenditures, $121,000 in operating expenditures, and $341,000 in internal services expenditures.

FY2017/18 Efficiencies

- As part of the FY2017/18 budget development process, departments were tasked with identifying efficiencies that would not impact current service levels. The Fire Department identified $150,000 in efficiencies, including $22,500 in other operating expenditures, $28,000 in general supplies, $15,000 in travel and training, and $9,000 in promotions.

POLICE

Department Mission/Purpose Statement:

Mission: Prevent crime and enhance public safety.

Vision Statement: We aspire to be a world class agency which protects our diverse community and serves as a model for character, innovation and service to meet the challenges of tomorrow.

Daily Goals: Reduce crime and the fear of crime, partner with the community to solve problems, improve traffic safety, and operate the organization efficiently.

Department Description:

The Miami Beach Police Department (MBPD) came into existence in 1915 when the City incorporated. The Department has been a Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited Department since 2000. CALEA provides the Department a proven managerial framework to voluntarily demonstrate to other law enforcement agencies, and more importantly to the community, that the organization follows professional standards. These standards are designed to provide guidance for all core practices while strengthening accountability both within the Department and among the community. CALEA serves to lower the Department's liability and risk exposure while consistently demanding the highest levels of professional excellence.

The Department's most recent on-site review was conducted in July 2015, and in December of 2015, CALEA approved the Miami Beach Police Department for re-accreditation. This marked an impressive sixth time in a row, illustrating the Department's ongoing and absolute commitment to accountability, transparency and best practices in the law enforcement profession.

Police departments remain in constant preparation for the next on-site review, which occurs every four years. A CALEA assessment is conducted by trained law enforcement professionals from states other than Florida who are charged with ensuring that the Department is in compliance with all applicable standards. During each of the three intervening years, a CALEA representative conducts an electronic review of a quarter of the Department's files to ensure continuing compliance.

Departmental Organization:

To provide an effective public safety and law enforcement response to the community of approximately 92,000 residents and a daily population of over 200,000, the Department has been reorganized into the Office of the Chief, the Operations Division, the Investigations Division, the Support Services Division, and the Chief of Staff's Office.

The Operations Division is divided into four patrol areas (South, Middle, North and Entertainment District), each directed by a captain and overseen by a major, who serves as the Division Commander. Each captain has dedicated personnel assigned to his/her area, as well as access to numerous specialty units, designed to maximize proactive policing initiatives. In addition, the

POLICE

Ocean Drive, Entertainment District and Homeless Outreach Units were recently created to address specific problems and issues.

The Investigations Division is divided into two sections, Criminal Investigations and Street Crimes. Each section is supervised by a captain, and a major is assigned as Division Commander.

The 2016 biennial City of Miami Beach Community Survey indicates that 66 percent of residents' rate police services as excellent or good, down 1 percent from the 2014 survey. The 2016 survey also reflects an increase in approval from the business community that rated the Police Department as excellent or good at 79 percent. This is up by 2 percent from the 2014 survey.

The executive leadership team and command staff has worked strategically to examine the effectiveness of traditional approaches and investigate new initiatives that best serve the City as a whole. This year an area of focus included the expansion of communication methodologies to keep residents and employees informed. New platforms were implemented including two cell-based programs/apps, called "Next Door" and "Code Red." These systems augment the prompt dissemination of important crime and safety information to hundreds of users and maximize community engagement.

Additional examples of innovation and change in 2016-17 include:

- Rebranding of MBPD Newsletter, sent via Constant Contact to subscribers
- Launch of MBPD electronically automated customer service survey
- Implementation of a comprehensive, multi-dimensional recruitment strategy
- High-profile use of social media to spotlight and celebrate MBPD employees
- Development of Safe Place project for victims of hate crimes
- Creation of MBPD Women's Leadership Focus Group, focusing on issues of retention

Additionally, the leadership team routinely reviewed internal policies and practices with the goal of maximizing organizational priorities, productivity, and fiscal efficiency. A specific example this year was the acquisition of a Mine Resistant Ambush Protected (MRAP) vehicle. This is significant for several reasons. First, the Department did not have any armored vehicles in the fleet. Accordingly, personnel had no way to safely respond to active, critical events, such as the Pulse Night Club shooting, that have become all too common. Second, the MRAP's high-clearance makes it ideal for traversing roadways in extreme weather. This ability may be essential in search, rescue or other emergency response efforts. Finally, the MRAP was creatively acquired through an agreement via the Federal 1033 program, in partnership with the Coral Gables Police Department. As a result of this collaboration, a vehicle estimated at $750,000 is now the property of the Miami Beach Police Department. The total cost to the Department, including fees and customization is approximately $32,000.

Additional examples of fiscal/work efficiencies include:

- MPBD Grants Manager raised and managed $1.4 million in funds used to support safety initiatives and purchase a variety of tools, equipment and fill two civilian positions.

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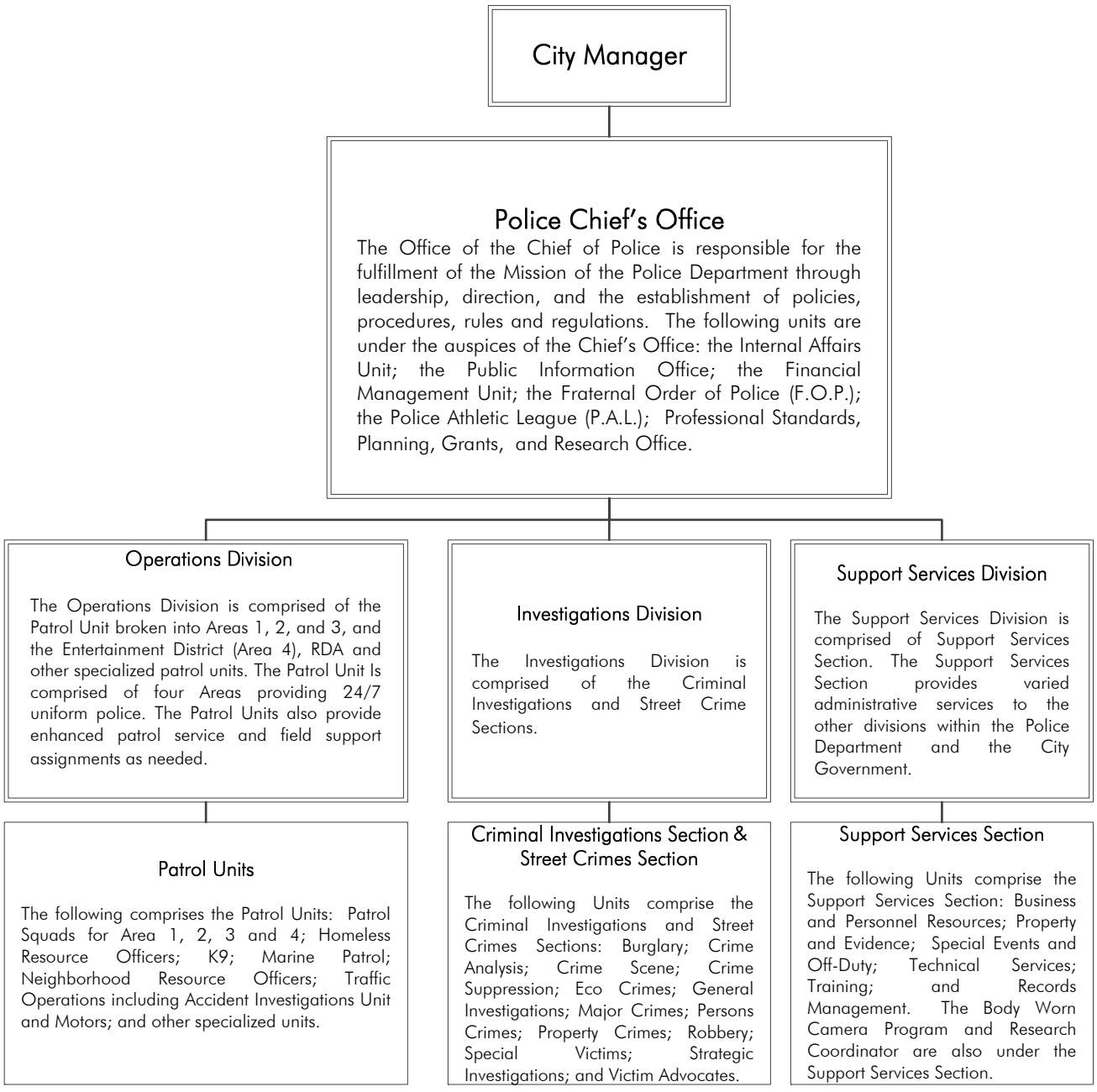
- Educational Contract and sponsorship of 18 new police recruits attending a 9 month (part-time) police academy but not salaried until completion of training in Sept 2017.
- Use of the Law Enforcement Trust Fund to purchase critical resources including bullet resistant vests, rifles, security cameras, and audio/video recording equipment.

See attached Table of Organization.


City Manager
Police Chief's Office
The Office of the Chief of Police is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations. The following units are under the auspices of the Chief's Office: the Internal Affairs Unit; the Public Information Office; the Financial Management Unit; the Fraternal Order of Police (F.O.P.); the Police Athletic League (P.A.L.); Professional Standards, Planning, Grants, and Research Office.
Operations Division
The Operations Division is comprised of the Patrol Unit broken into Areas 1, 2, and 3, and the Entertainment District (Area 4), RDA and other specialized patrol units. The Patrol Unit Is comprised of four Areas providing 24/7 uniform police. The Patrol Units also provide enhanced patrol service and field support assignments as needed.
Investigations Division
The Investigations Division is comprised of the Criminal Investigations and Street Crime Sections.
Support Services Division
The Support Services Division is comprised of Support Services Section. The Support Services Section provides varied administrative services to the other divisions within the Police Department and the City Government.
Patrol Units
The following comprises the Patrol Units: Patrol Squads for Area 1, 2, 3 and 4; Homeless Resource Officers; K9; Marine Patrol; Neighborhood Resource Officers; Traffic Operations including Accident Investigations Unit and Motors; and other specialized units.
Criminal Investigations Section & Street Crimes Section
The following Units comprise the Criminal Investigations and Street Crimes Sections: Burglary; Crime Analysis; Crime Scene; Crime Suppression; Eco Crimes; General Investigations; Major Crimes; Persons Crimes; Property Crimes; Robbery; Special Victims; Strategic Investigations; and Victim Advocates.
Support Services Section
The following Units comprise the Support Services Section: Business and Personnel Resources; Property and Evidence; Special Events and Off-Duty; Technical Services; Training; and Records Management. The Body Worn Camera Program and Research Coordinator are also under the Support Services Section.

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Fiscal Environment:

The Police Department is funded primarily by general fund dollars and represents a total of approximately one-third of the City's general fund budget. The vast majority of the Department's costs are directly attributed to employee salaries and fringe benefits.

Other funding sources include monies received from county, state and federal resources primarily in the form of grants or reimbursements for specific public safety initiatives and projects.

In addition to receiving general fund dollars, the Department generates revenues for services rendered beyond the scope of basic public safety services including: off-duty administrative fees, false alarm fees, security alarm permit fees, records photocopying, traffic ticket surcharge, traffic fines, witness fees, cost recovery and restitution.

Business Environment:

Based upon the FBI's Uniform Crime Reporting requirements, Miami Beach reported a 2.6 percent decrease in violent crime and a 6 percent decrease in property crimes between 2015 and 2016. The largest decreases were in robberies, down 17.5 percent, burglaries which were down 13.6 percent and auto thefts, down by 9.5 percent.

As the business of policing becomes more and more complex, the Department implemented an expansion of minimum, annual training requirements. All sworn officers now receive 10 hours of training each quarter, for a total of 40 hours a year. Content areas of focus during Fiscal Year 2016/17 included a wide variety of topics including: diversity, transgender interactions, de-escalation techniques, and peer support systems. Consistent with the President's Task Force on 21st Century Policing, which emphasizes transparency and accountability, community-based outreach was also emphasized. Members of the Department participated in national programs such as, "Coffee with a Cop," along with local initiatives which included numerous community bike rides, and the continuation of the Citizen's Police Academy.

In June, the Department hosted a nationally recognized expert to explore "Fair and Impartial Policing." The program brought community members and the Department's senior leadership together to learn and dialog about the many challenges of policing today.

To ensure employees have access to necessary tools and resources essential to meeting the goals and mission of the Department, a number of new purchases were made and include: an unmanned aerial vehicle, tactical medical kits and less-lethal tools to address violent encounters.

A recent reorganization of the department provides a strategic structure and deployment of resources that comprehensively address the unique needs of the Miami Beach community. This includes proactive and specialized units (for example, Neighborhood Resources Officers, Ocean Drive Patrol Squad, Homeless Outreach, and Crime Suppression Teams) that work on target-specific issues that ultimately impact quality of life issues city-wide.

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Despite the department's many positive changes internally, short and long-term success will only be achieved via intentional collaboration with other city, state and regional partners. Locally, this has included the Fire Department, Homeless Outreach, Parking, Code Enforcement, Transportation, Information Technology, Communications, Emergency Management and others.

The Miami Beach Police Department also enjoys active partnerships with city, county, state, federal and international law enforcement agencies. By making stakeholder engagement a priority, the Department continues to maximize information sharing and problem-solving on the micro and macro level.

Significant Prior Accomplishments:

The Miami Beach Police Department is focused on building relationships both internally and externally in an effort to make the City of Miami Beach a safe place to live, work and visit. Accordingly, the following initiatives were initiated during FY 2015/16 were completed in the 2016/17 fiscal year.

Operations Division:

- Added two additional officers to the Homeless Outreach Team, two Washington Avenue Beat Units, and a second Ocean Drive Squad.
- Hosted monthly police-community meetings.
- Re-organized Security Officer schedules to improve coverage of North Beach Boardwalk and parking lots, to increase visibility and crime reduction.
- Updated business and religious institution contacts to improve communications and expedite information distribution.
- Organized and sponsored the Annual Toy Drive Giveaway for over 400 children.
- Assisted the North Beach Development Corporation with their annual Business Toy Giveaway serving over 200 children.
- Implemented a formal training program for new Sergeants and Lieutenants.
- Participated in the "Click it or Ticket" campaign educating motorists on seat belt safety and issuing 432 citations.
- Conducted "Active Shooter Training" for employees of numerous hotels and places of worship.
- Partnered with the Transportation Department in mitigating traffic flow issues by assigning motors officers to high density travel locations at peak hours.
- Conducted "Operation Venetian Rescue" to assess preparedness of reaching the Venetian Islands in the event of bridge failure.
- Conducted security assessments for Beth Shalom and the Talmudic University resulting in the awarding of $75,000 in grants for the institutions.
- Assigned one full time officer to the board walk to augment visibility and crime prevention.
- Added and deployed one new Safe Boat to the Marine Patrol fleet to improve water response capabilities.

- Trained an additional four officers in the use of the Boston Whaler watercraft to improve our response capabilities on the water.

Investigation Division:

- Reallocated personnel within the Major Crimes Squad to improve efficiency, teamwork and communication within the work group.
- Modified the interview rooms to include increased security and enhanced video monitoring capabilities.
- Modified the Major Crimes on-call rotation to ensure quicker, 24-hour responses.
- Successfully partnered with Internal Affairs and the Miami-Dade Police Department during investigations into critical incidents.
- Temporary, rotational assignment of all detectives to the United States Secret Services (USSS) Electronics Crimes Task Force. Their mission is to prosecute cases on a federal level with the assistance of USSS.
- One economic crimes detective attended and successfully graduated the United States Secret Services Forensic Course for Basic Computer Evidence Recovery Team. This provides the flexibility to have a fully equipped forensic examiner available at all times.
- The Property Crimes section also received a dedicated Federal Agent to assist the Criminal Investigations Division with firearms-related crimes.
- Established the Street Crimes Unit to include the Robbery Squad, the Strategic Investigations Squad and the Crime Suppression Team.
- Assigned a Sergeant and detective full time to work with the Human Trafficking Task Force at the State Attorney's Office as well as Federal Agencies.
- Assigned Body Worn Cameras to the detectives in the unit.
- Established a bi-weekly Crime Statistics meeting with the crime analysts to review crime trends of all the units in the Criminal Investigations Division.
- Purchased and implemented critical new resources; Cell Brite II equipment used to download cell phone information as part of investigations, DNA Extractor used to analyze and compare DNA evidence, and a Rapid DNA Scanner to compare DNA evidence to specific individual's DNA.

Support Services Division:

- Updated the current Standard Operating Procedure addressing the recruitment and backgrounds process to reflect nationally recognized best practices.
- Increased hiring standards for certified and non-certified officers to include college education requirements.
- Implemented a new "track" of hiring non-certified officers.
- Streamlined the recruitment and background process and reduced the average time to hire an applicant from 180 to approximately 90 days.
- Met recruitment goals and produced two classes of Police Officer Candidates totaling 18 applicants, 9 of whom are women.

- Enhanced the department's building safety by upgrading entry gates and expanded and upgraded the surveillance camera system.
- Secured off site office space for the Strategic Investigation Squad and the Background Unit freeing up much needed space in the headquarters building.
- Provided each sworn member of the department with Tactical Care (TECC-IFAK) training.
- Trained half of the Department in the use of Body Worn Cameras with approximately 160 cameras currently deployed.
- Purchased and deployed the new Taser X-2 model.
- Introduced de-escalation training for all sworn staff.
- Established a new 40-hour academic supervisory training program, followed by 80 hours of managerial field training for all newly promoted supervisors.
- Expanded the License Plate Reader (LPR) program.
- Established an Unmanned Aerial Vehicle (UAV) program and policy.

Critical Success Factors:

- Pursue available grants to support decreased resources from the General Fund.
- Regular monitoring and oversight, at all levels within the organization, to ensure methods are in place to effectively manage and address overtime and special event expenses.
- To ensure maximum organizational effectiveness, continual oversight of vacancies and staffing levels for sworn and non-sworn positions.
- Regular meetings, formally and informally, with Information Technology, Office of Budgets and Performance Improvement, Property Management, Public Works, Fleet Management, and Procurement to ensure that major projects and department needs are completed on time and on budget.
- Maximize internal communications within the Police Department and among City stakeholders. This requires collaboration with the City's Communications Unit to "push out" time sensitive information to citizens and employees, as well as everyday efforts to ensure police employees have accurate information necessary and specific to the Department's goals.

Future Outlook:

Given the current environment, there are numerous challenges and opportunities facing police departments around the nation. One important stop-gap measure that is key to addressing recent allegations concerning police tactics rests squarely with recruiting and retaining a diverse, well trained work force. The Miami Beach Police Department has invested numerous resources to ensure our force is both representative of our community and is well-trained. Going forward, the organization will continue these important efforts. The future will also include a fresh look at use of force concepts and less lethal tools, all with the goal of keeping officers and citizens safe and our communities well-protected. This is an important and strategic step toward attracting, hiring and retaining quality employees who will serve our community in the future.

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Another important measure that has received considerable attention nationally is the deployment of body worn cameras (BWC). In recent years, the Department was awarded a sizeable grant, one of only three in the nation, to purchase cameras and participate in cutting edge research to better understand the impact of cameras on 21st Century policing practices. The study will conclude at the end September 2018, and involves a total of 200 BWCs - 100 for patrol officers, 50 for officers in specialized units and 50 for detectives. The Police Department is honored to be partnering with the University of Cambridge in the United Kingdom, and world-class researcher Dr. Barak Ariel, to undertake qualitative and quantitative research on the impact of BWCs on not just policing, but the wider criminal justice system. This project will help shape the use of BWCs across the nation.

Additional technological enhancements are on-going and include the continued expansion of the Department's use of License Plate Readers, installation of camera/video recording in critical areas around the City, and proactive, periodic mobile surveillance camera deployment to augment safety.

Finally, the Miami Beach Police Department enhanced staffing and service with a variety of new initiatives that will continue to serve the City in the coming years. These include:

- Restructure of the PAL program to include a civilian Director and re-focus the Police Department's role in programming and outreach specifically.
- Launch of a Peer Support Team to aid employees involved in critical incidents.
- On-going partnership with the International Association of Chiefs of Police.
- Implementation of new police officer hiring standards, including non-certified recruits and college degree educational requirements.
- Live and table top emergency exercises focused on both City and county-wide preparedness.

The Department continues to stress executive development for command level officers, including participation in the Leadership in Police Organizations (LPO), FBI National Academy, the Police Executive Research Firm (PERF), the Southern Police Institute, Women's Leadership Institute (WLI), and others.

POLICE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Enhance Public Safety and Emergency Preparedness	KPI: % of residents rating how safe they feel in business/commercial areas during the evening/night as very safe or reasonably safe	85%	*	52%	*	55%
	KPI: # of Unified Crime Report (UCR) Part 1 Crimes (Property/Violent crimes) reported per 1,000 population	118	109	108	102****	105
	KPI: # of Unified Crime Report (UCR) Part 1 Crimes (Property/Violent crimes) reported per 1,000 avg daily population	52	40	40	37****	40
	KPI: Response time - From dispatch to arrival (Priority 1)	0:55***	4:57***	5:10	3:44	5:00
	KPI: Priority 1 call volume	24,926	37,690	37,506	33,751	35,000
	KPI: Response time - From dispatch to arrival (Priority 2)	5:50^	4:11***	5:58	5:29	6:00
	KPI: Priority 2 call volume	7,691^	84,423	75,132	79,504	80,000
	Total # of traffic accidents	*	6,296	6,146	5,801	5,800
	KPI: # of traffic accidents with bodily injury	*	183	180	855^^	850
	KPI: # of traffic accidents with fatalities	*	6	8	2	4
Ensure Expenditure Trends are Sustainable Over the Long Term	Total Police Department overtime expenditures (in millions)	4.65	4.93	5.69	5.65	5.00
Streamline the Delivery of Services Through All Departments	# of calendar days from opening of background investigation to delivery of completed file to HR - sworn	*	111	60	58	90
	# of calendar days from opening of background investigation to delivery of completed file to HR - civilian	*	86	60	36	60
Elevate Walkability and Pedestrian Safety to First Criteria of All Development Decisions, Including Reconstruction and Planning	KPI: # of incidents/accidents reported involving pedestrians	*	119	129	49	75

POLICE

Performance Plan Highlights

Key Intended Outcome	Performance Indicator	Actual				Target
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Reform Policing Culture with Customer Service Emphasis	KPI: # of community engagement events/meetings	*	2,342	*	*	*
	% of sworn employees that meet the targeted 40 hours of professional development/training	*	68%	93%	96%	100%
Insist on Police Department Accountability and Skilled Management/ Leadership	KPI: % of residents rating overall quality of Police as excellent or good	67%	*	66%	*	70%
	KPI: % of businesses rating overall quality of Police as excellent or good	77%	*	79%	*	80%
Revitalize Key Neighborhoods Starting With North Beach and Ocean Drive	KPI: % of Total Part 1 Crimes - North Beach	*	10%	12%	16%	15%
	KPI: % of Total Part 1 Crimes - Ocean Drive	*	13%	21%	27%	25%

A Key Performance Indicator (KPI) is a type of performance measure that expresses the results that the City intends to achieve toward accomplishing its vision in measurable terms. KPIs are included on the Citywide Work Plan, as well as on individual Department Performance Plan Highlights.

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

**Data not available until end of year.

***As of FY14/15, methodology for measure was further refined to include all codes except Code 3

****UCR data, as per FBI requirements, is reported on a calendar year basis therefore FY15/16 = 2015 calendar year data.

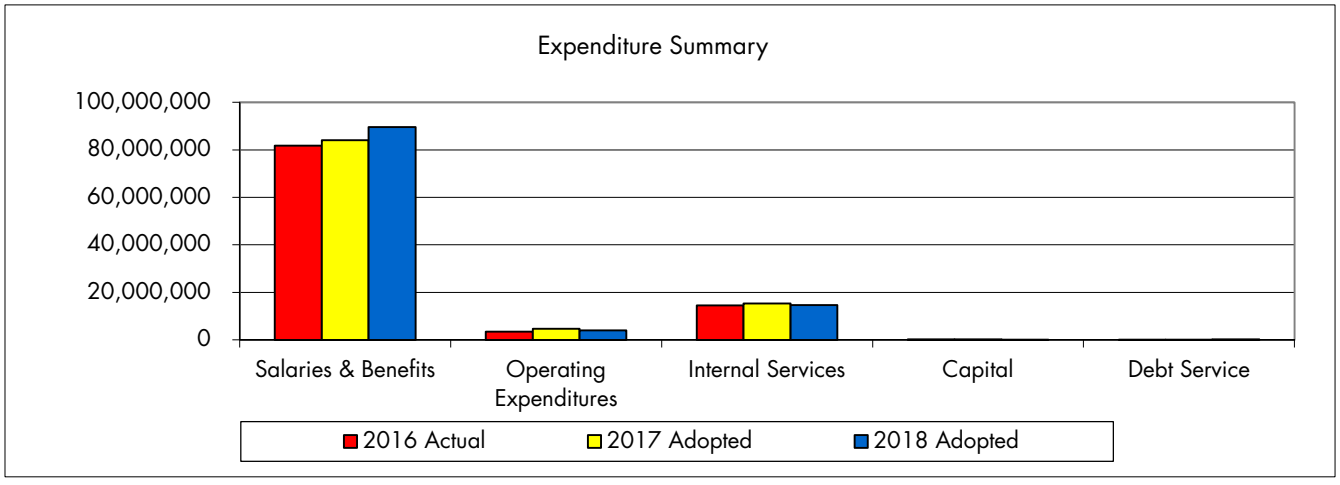
^ These numbers reflected only certain calls and also the time from receipt to dispatch. They were changed from FY14/15 to reflect all emergency calls and the time taken for police to arrive on scene.

^^ As of FY16/17 new and expanded tracking of accidents was introduced to record all traffic accidents.

POLICE

General Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Local Option Tax - School Guard	15,370	12,290	11,000	**14,000**
Permits- Police Towing Service	149,295	157,942	161,000	**73,000**
Admin Fees - Off Duty Police	820,560	877,832	821,000	**900,000**
County Court Fines-Parking	168,523	118,707	115,000	**100,000**
County Court Fines-Traffic	361,832	315,535	235,000	**256,000**
County Court Fines-Sch Guards	54,774	60,641	56,000	**60,000**
County Court Misdemeanor	(6,050)	(4,570)	(6,000)	**(8,000)**
False Alarm Fees	330	340	1,000	**0**
Recov/Reimb - Police Costs	34,326	19,158	26,000	**10,000**
Car User Fees	202,979	202,040	197,000	**210,000**
Reimb - Police Salaries/Overtime	25	40	0	**0**
Total	**$ 1,801,965**	**$ 1,759,955**	**$ 1,617,000**	**$ 1,615,000**
Expenditure Area				
Salaries & Benefits	76,306,250	81,771,418	84,114,000	**89,613,000**
Operating Expenditures	3,567,895	3,463,932	4,658,000	**4,090,000**
Internal Services	13,554,752	14,542,702	15,291,000	**14,656,000**
Capital	62,673	203,029	323,000	**64,000**
Debt Service	52,155	16,000	84,000	**231,000**
Total	**$ 93,543,724**	**$ 99,997,081**	**$ 104,470,000**	**$ 108,654,000**
Budgeted Positions				
General Fund Sworn	367.50 + 0 PT	374.50 + 0 PT	379.50 + 0 PT	**376.50 + 0 PT**
General Fund Civillian	92.50 + 14 PT	93.00 + 14 PT	94.00 + 18 PT	**92.75 + 19 PT**
Total General Fund	**460.00 + 14 PT**	**467.50 + 14 PT**	**473.50 + 18 PT**	**469.25 + 19 PT**
RDA Fund Sworn	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT	**16.50 + 0 PT**
RDA Fund Civillian	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT	**2.50 + 0 PT**
Resort Tax Fund Sworn	0.00 + 0 PT	0.00 + 0 PT	12.00 + 0 PT	**12.00 + 0 PT**
Red Light Camera Sworn	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**1.00 + 0 PT**
Red Light Camera Civilian	0.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**1.00 + 0 PT**
Grant Funds Civillian	1.00 + 0 PT	0.50 + 0 PT	0.50 + 0 PT	**1.75 + 0 PT**
Total All Funds	**480.00 + 14 PT**	**487.00 + 14 PT**	**505.00 + 18 PT**	**504 FT + 19 PT**



Office of the Chief

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	3,258,746	3,767,127	3,928,000	**4,068,000**
Operating Expenditures	87,529	134,108	188,000	**172,000**
Internal Services	427,350	453,730	467,000	**1,053,000**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 3,773,626**	**$ 4,354,965**	**$ 4,583,000**	**$ 5,293,000**
Budgeted Positions				
Sworn	11.00 + 0 PT	11.00 + 0 PT	11.00 + 0 PT	**11.00 + 0 PT**
Civillian	9.00 + 0 PT	9.00 + 0 PT	9.00 + 0 PT	**9.00 + 0 PT**
Total General Fund	**20.00 + 0 PT**	**20.00 + 0 PT**	**20.00 + 0 PT**	**20.00 + 0 PT**

Patrol

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	50,192,254	54,979,503	56,242,000	**59,808,000**
Operating Expenditures	1,199,179	886,970	1,088,000	**715,000**
Internal Services	8,580,313	9,364,566	9,503,000	**9,395,000**
Capital	0	34,534	216,000	**0**
Debt Service	0	0	0	**0**
Total	**$ 59,971,746**	**$ 65,265,573**	**$ 67,049,000**	**$ 69,918,000**
Budgeted Positions				
Sworn	264.00 + 0 PT	278.50 + 0 PT	283.50 + 0 PT	**282.50 + 0 PT**
Civillian	16.00 + 14 PT	18.00 + 14 PT	19.00 + 14 PT	**16.00 + 14 PT**
Total General Fund	**280.00 + 14 PT**	**296.50 + 14 PT**	**302.50 + 14 PT**	**298.50 + 14 PT**

South Pointe Community Policing

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	1,021,190	0	0	**0**
Operating Expenditures	482,881	0	0	**0**
Internal Services	184,490	0	0	**0**
Capital	0	0	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 1,688,561**	**$ 0**	**$ 0**	**$ 0**
Budgeted Positions				
Sworn	9.50 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**0.00 + 0 PT**
Civillian	2.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT	**0.00 + 0 PT**
Total General Fund	**11.50 + 0 PT**	**0.00 + 0 PT**	**0.00 + 0 PT**	**0.00 + 0 PT**

Support Services

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	4,875,690	5,305,092	5,672,000	**6,160,000**
Operating Expenditures	830,545	1,345,422	1,694,000	**1,585,000**
Internal Services	2,317,953	2,158,559	2,520,000	**1,453,000**
Capital	15,673	76,370	77,000	**64,000**
Debt Service	16,000	16,000	84,000	**231,000**
Total	**$ 8,055,862**	**$ 8,901,443**	**$ 10,047,000**	**$ 9,493,000**
Budgeted Positions				
Sworn	10.00 + 0 PT	11.00 + 0 PT	11.00 + 0 PT	**11.00 + 0 PT**
Civillian	29.00 + 0 PT	29.00 + 0 PT	29.00 + 4 PT	**28.00 + 5 PT**
Total General Fund	**39.00 + 0 PT**	**40.00 + 0 PT**	**40.00 + 4 PT**	**39.00 + 5 PT**

Criminal Investigations

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	14,587,653	15,090,825	15,616,000	**16,592,000**
Operating Expenditures	503,665	529,619	657,000	**584,000**
Internal Services	1,790,655	1,810,216	1,971,000	**1,953,000**
Capital	22,000	70,000	30,000	**0**
Debt Service	36,155	0	0	**0**
Total	**$ 16,940,128**	**$ 17,500,660**	**$ 18,274,000**	**$ 19,129,000**
Budgeted Positions				
Sworn	70.00 + 0 PT	71.00 + 0 PT	71.00 + 0 PT	**71.00 + 0 PT**
Civillian	21.50 + 0 PT	22.00 + 0 PT	22.00 + 0 PT	**21.75 + 0 PT**
Total General Fund	**91.50 + 0 PT**	**93.00 + 0 PT**	**93.00 + 0 PT**	**92.75 + 0 PT**

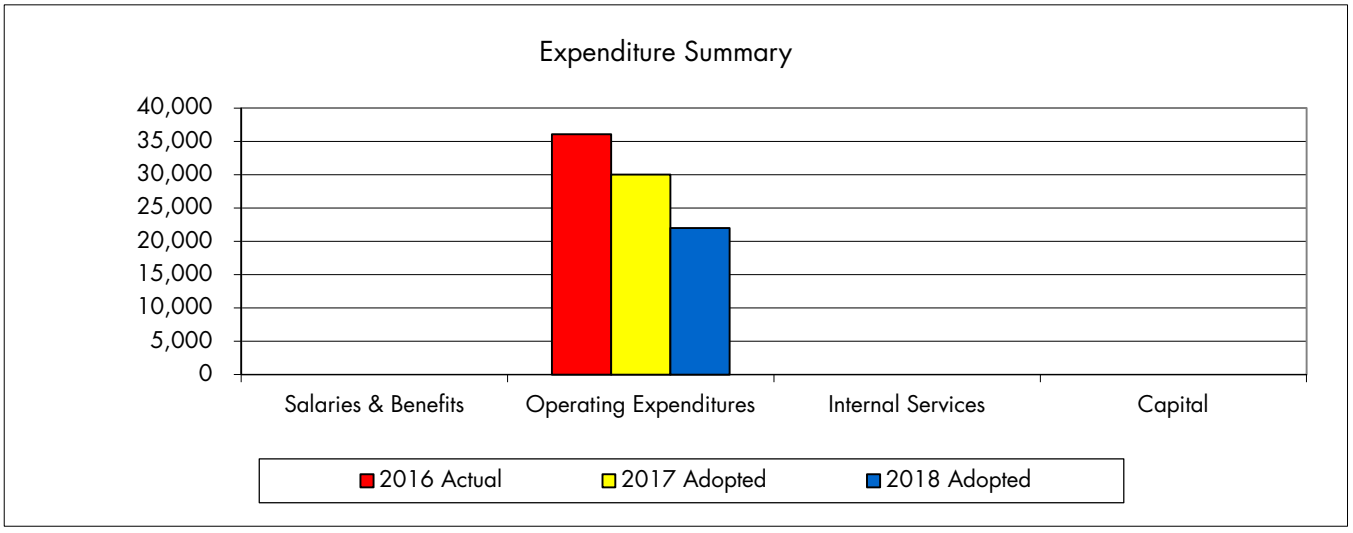
Technical Services

Expenditure Area	2015 Actual	2016 Actual	2017 Adopted	2018 Adopted
Salaries & Benefits	2,370,717	2,628,871	2,656,000	**2,985,000**
Operating Expenditures	464,096	567,813	1,031,000	**1,034,000**
Internal Services	253,989	755,631	830,000	**802,000**
Capital	25,000	22,125	0	**0**
Debt Service	0	0	0	**0**
Total	**$ 3,113,801**	**$ 3,974,440**	**$ 4,517,000**	**$ 4,821,000**
Budgeted Positions				
Sworn	3.00 + 0 PT	3.00 + 0 PT	3.00 + 0 PT	**3.00 + 0 PT**
Civillian	15.00 + 0 PT	15.00 + 0 PT	15.00 + 0 PT	**16.00 + 0 PT**
Total General Fund	**18.00 + 0 PT**	**18.00 + 0 PT**	**18.00 + 0 PT**	**19.00 + 0 PT**

POLICE - TRAINING

Special Revenue Fund
Departmental Financial Summary

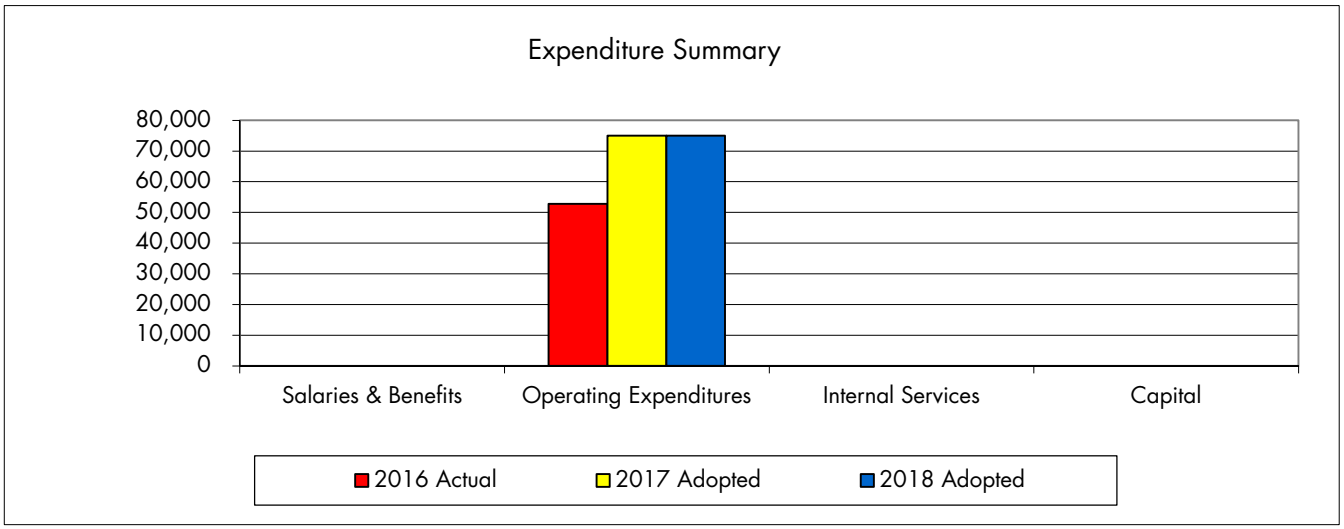
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Police Education - Ticket Surcharge	28,475	27,439	30,000	**22,000**
Miscellaneous/Other	206	159	0	**0**
Total	**$ 28,681**	**$ 27,597**	**$ 30,000**	**$ 22,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	36,849	36,078	30,000	**22,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 36,849**	**$ 36,078**	**$ 30,000**	**$ 22,000**
Revenue Less Expenditures	**$ (8,168)**	**$ (8,480)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



POLICE - UNCLAIMED PROPERTY

Special Revenue Fund
Departmental Financial Summary

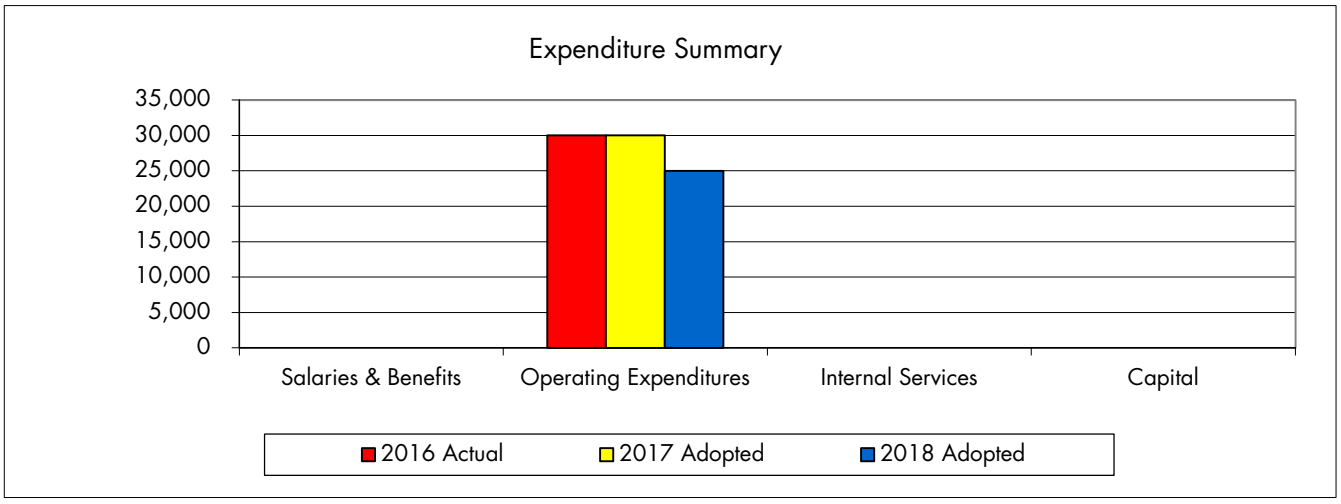
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Police Evidence - Unclaimed Prop.	0	3,107	75,000	**75,000**
Total	**$ 0**	**$ 3,107**	**$ 75,000**	**$ 75,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	43,594	52,842	75,000	**75,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 43,594**	**$ 52,842**	**$ 75,000**	**$ 75,000**
Revenue Less Expenditures	**$ (43,594)**	**$ (49,734)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



POLICE - CRASH REPORT SALES

Special Revenue Fund
Departmental Financial Summary

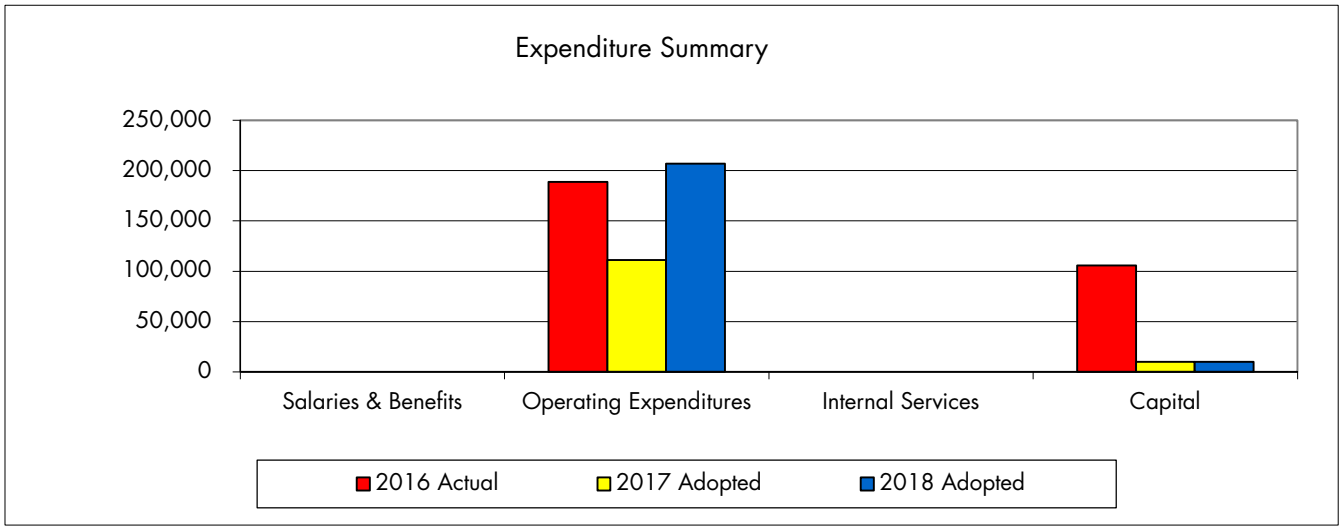
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Crash Report Sales	27,455	24,580	30,000	**25,000**
Total	**$ 27,455**	**$ 24,580**	**$ 30,000**	**$ 25,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	0	30,000	30,000	**25,000**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 0**	**$ 30,000**	**$ 30,000**	**$ 25,000**
Revenue Less Expenditures	**$ 27,455**	**$ (5,420)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



POLICE - STATE CONFISCATIONS

Special Revenue Fund
Departmental Financial Summary

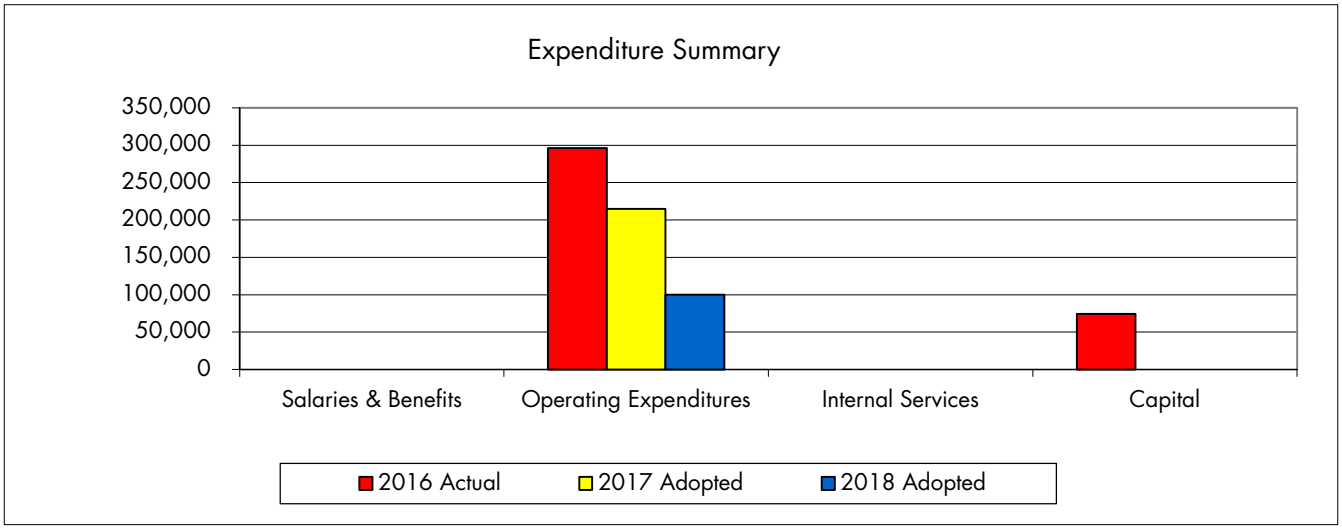
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Confiscated Property - State	103,131	41,334	0	**0**
Miscellaneous/Other	39,304	3,234	121,000	**217,000**
Total	**$ 142,434**	**$ 44,568**	**$ 121,000**	**$ 217,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	50,722	188,652	111,000	**207,000**
Internal Services	0	0	0	**0**
Capital	0	105,840	10,000	**10,000**
Total	**$ 50,722**	**$ 294,492**	**$ 121,000**	**$ 217,000**
Revenue Less Expenditures	**$ 91,712**	**$ (249,924)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



POLICE - FEDERAL CONFISCATIONS

Special Revenue Fund
Departmental Financial Summary

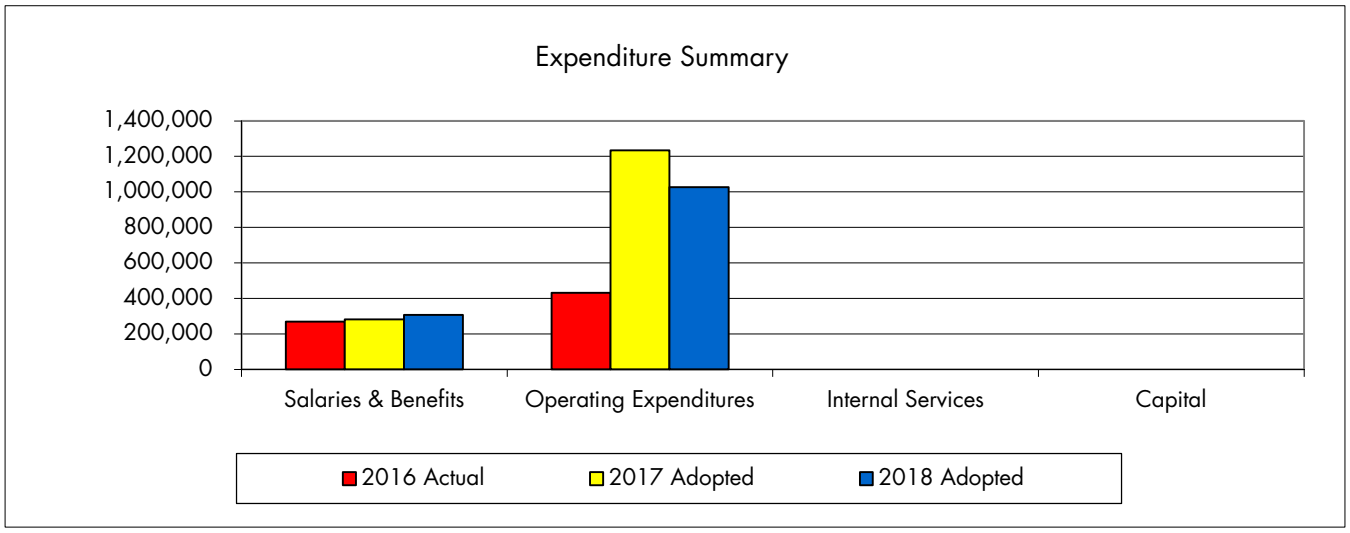
Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Federal Confiscations - Justice	27,301	64,208	0	**0**
Federal Confiscations - Treasury	167,047	96,412	0	**0**
Miscellaneous/Other	3,227	2,595	215,000	**100,000**
Total	**$ 197,575**	**$ 163,215**	**$ 215,000**	**$ 100,000**
Expenditure Area				
Salaries & Benefits	0	0	0	**0**
Operating Expenditures	466,122	296,097	215,000	**100,000**
Internal Services	0	0	0	**0**
Capital	151,501	74,307	0	**0**
Total	**$ 617,623**	**$ 370,404**	**$ 215,000**	**$ 100,000**
Revenue Less Expenditures	**$ (420,048)**	**$ (207,189)**	**$ 0**	**$ 0**
Total Budgeted Positions	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**	**0.00 FT + 0 PT**



POLICE - RED LIGHT CAMERA

Special Revenue Fund
Departmental Financial Summary

Revenue Area	**2015 Actual**	**2016 Actual**	**2017 Adopted**	**2018 Adopted**
Special Master - Red Light Camera	0	0	108,000	**0**
Red Light Camera Violations	812,708	889,135	1,272,000	**1,254,000**
Red Light Violations < 7/1/10	2,175	0	7,000	**0**
Red Light Camera Processing Fees	1,265	(3,159)	75,000	**15,000**
Red Light Camera Via MDC	41,229	38,690	54,000	**54,000**
Miscellaneous/Other	14,585	9,902	0	**10,000**
Total	**$ 871,962**	**$ 934,568**	**$ 1,516,000**	**$ 1,333,000**
Expenditure Area				
Salaries & Benefits	69,483	269,126	281,000	**306,500**
Operating Expenditures	432,802	430,562	1,235,000	**1,026,500**
Internal Services	0	0	0	**0**
Capital	0	0	0	**0**
Total	**$ 502,286**	**$ 699,688**	**$ 1,516,000**	**$ 1,333,000**
Revenue Less Expenditures	**$ 369,677**	**$ 234,881**	**$ 0**	**$ 0**
Total Budgeted Positions	**1.00 FT + 0 PT**	**1.00 FT + 0 PT**	**1.00 FT + 0 PT**	**3.00 FT + 0 PT**



POLICE

Budget Highlights

Police

- A significant component of the increase for all departments are increases in employee costs including a 3 percent cost of living adjustment in July 2018, as well as a maximum of 2 percent merit increase for employees, with the exception of the members of FOP and IAFF bargaining units, which include a 5 percent step increase. Merit, step, and cost of living increases apply within existing pay ranges.

- Personnel services expenditures increased by $5,499,000 or 7%. This is primarily due to increases in salaries and wages totaling $2,803,000 resulting from applicable cost of living adjustments and merit increases depending on the bargaining unit budgeted for FY2017/18, as well as $2,696,000 in other personnel services expenditures, which include projected increases for health and life insurance, overtime, holiday pay overtime, and pension costs.

- Operating expenditures decreased by $568,000 or 12%, primarily due to security guard services in the amount of $411,000 that were transferred to the Department of Emergency Management based on the consolidation of security guard services implemented mid-year in FY2016/17. Expenditures for contracted services and other miscellaneous operating expenditures were also reduced based on prior year trends totaling $143,000.

- Debt service expenditures increased by $147,000 based on the City's effort to minimize the usage of debt for the acquisition of machinery and equipment. For Police, the equipment loan was utilized for the acquisition of tasers several years ago. The amount budgeted reflects the balance of the loan, which will be paid in full during FY2017/18.

- Internal services expenditures decreased by $635,000 or 4% due to decreases of $530,000 for Property Management and $561,000 for Fleet Management usage. These decreases were, however, partially offset by increases in Risk Management, Central Services, and Information Technology totaling $456,000.

- Capital expenditures decreased by $259,000 or 80% due to one-time expenditures that were budgeted in FY2016/17.

Crash Report Sales

- The Crash Report Sales Special Revenue Fund decreased by $5,000 or 17% based on prior year trends and provides funding from the sales of crash reports for miscellaneous operating expenditures such printers, batteries, paper, etc.

POLICE

Federal Confiscations

- The Police Federal Confiscations Fund decreased by $115,000 or 53% based on projected funding available for appropriation in FY2017/18, which can only be utilized for non-recurring expenditures. As a result of the limited funding available, funding for the bulletproof vest partnership was decreased by $30,000 and contribution to Teen Job Corp. for graffiti eradication decreased by $20,000. In addition, $70,000 for organizational development training and $50,000 for supplemental Law Enforcement Training Trust Fund (LETTF) training were transferred to the State Confiscations Fund for FY2017/18.

State Confiscations

- The Police State Confiscations Fund increased by $96,000 or 79% based on projected funding available for appropriation in FY2017/18, which can only be utilized for non-recurring expenditures. The FY2017/18 budget includes an additional $70,000 for organizational development training and $50,000 for supplemental Law Enforcement Training Trust Fund (LETTF) training, which was transferred from the Federal Confiscations Fund. These increases were, however, partially offset by a decrease in the minimum required allocation for drug abuse treatment, crime prevention, crime education, and community based programs, which is based on prior year confiscation revenues.

Red Light Camera Fund

- The Red Light Camera Fund decreased by $183,000 or 12% primarily due to a decrease in contractual services associated with the day-to-day operations of the program which are handled by a third party contracted by the City. Despite the decrease for FY2017/18, the budget includes an additional 5 cameras to be installed and fully operational by January 2018 based on locations that have been identified by the Police Department as having a need for red light cameras.

Training Fund

- The Police Training Fund decreased by $8,000 or 27% based on prior year trends and provides funding from a ticket surcharge for Police education for miscellaneous educational supplies pursuant to Florida Statutes.

Unclaimed Property

- The Police Unclaimed Property Special Revenue Fund remained unchanged for FY2017/18 at $75,000 or 0% and provides funding from the sales of unclaimed property for miscellaneous law enforcement supplies and community outreach activities.

POLICE

FY2017/18 Efficiencies

- As part of the FY2017/18 budget development process, departments were tasked with identifying efficiencies that would not impact current service levels. The Police identified three efficiencies totaling $797,000, which would result in a savings of $32,000 for an existing Office Associate V position currently budgeted at the maximum of the range being filled at the minimum of the range for the position without impacting services and overtime during high impact periods, which is funded from Resort Tax, being reduced by $250,000 based on the department's anticipated needs for FY2017/18. The budget also includes an efficiency of $515,000 to delay the hiring of 10 Police Officer positions that are anticipated to become vacant upon commencement of the new fiscal year.

- The department's operating budget also includes several reductions totaling $173,000. The first, which is the elimination of an Office Associate V position in the amount of $112,000, will adversely impact the department's administrative support functions. The second, which is the elimination of one vacant Public Safety Specialist position, will result in longer wait times for preparation of routine traffic reports.

MIAMIBEACH

CITYWIDE ACCOUNTS

Citywide Accounts are a category of budgeted expenditures related to the City's overall operations that are not readily identifiable to any specific department.

EMPLOYEE COSTS

- $1,500,000 for payment of City employees' final accumulated leave balance settlements upon separation from the City. This amount reflects the latest trends, which fluctuate year to year depending on the number of employees separating from the City, Fire & Police probationary buy-backs, and employees entering DROP that choose early leave pay-outs.

- $9,000 for Police/Fire Pension Administrative/Relief Fund remains based on prior year trends.

- $9,000 for 401(A) Disability insurance for employees selecting the "defined contribution" plan. Disability provisions are contained in the "defined benefit" plans for other City employees.

- $500,000 for Section 415 Excess Pension Plan contributions. 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 by Resolution No. 89-19808.

- $305,000 for Employee Tuition Reimbursement based on prior year trends and changes made to the program in FY 2015/16.

SOCIAL SERVICES

- The Social Services category totals $113,000, which includes $47,000 allocated for Jewish Community Services of South Florida, $22,000 for Douglas Gardens Community Mental Health Center, $22,000 for the Miami Beach Community Health Center, $17,000 for the Boys and Girls Club, $5,000 and senior services.

CITYWIDE ACCOUNTS

CONTRIBUTIONS

- The Contributions category totals $999,000, which includes $152,000 to the Miami Beach Garden Conservancy, Inc. for operations of the Miami Beach Botanical Garden, $50,000 for the FIU – Jewish Museum, $18,000 to the Latin Chamber of Commerce, $ 36,000 to the Miami Beach Chamber/Visitor's Center, $23,000 to the Miami Design Preservation League, $18,000 to the North Beach Development Corporation, $17,000 to the Orange Bowl, $25,000 to the Miami Beach Gay & Lesbian Chamber of Commerce, $18,000 to the South Florida Hispanic Chamber of Commerce, $250,000 to the University of Miami for establishment of an HIV Wellness/Prep Clinic, $55,000 for Food Trucks, $25,000 for Veteran's Day, $50,000 for Fourth of July, $50,000 to the UNIDAD Senior Center, and $10,000 for the Miami Beach Gay Pride Parade.

- $202,000 has also been budgeted for the Marina Submerged Land Lease agreement between the City and the State of Florida – Department of Environmental Protection for submerged lands immediately adjacent to the Miami Beach Marina. This lease agreement dates back to 1986 and was renewed on April 28, 2010 through the year 2036.

CITY SERVICES

- $166,000 for the annual external audit of the City's financial statements.

- Utilities, maintenance and security guard expenditures in the amount of $371,000 for Historic City Hall and $214,000 for the 777 17th Street Building.

- $20,000 for State Court Costs (Article V) related to representation of indigent persons accused of municipal ordinance violations.

- $247,000 for Capital Renewal and Replacement projects under $25,000 for General Fund departments. These projects are appropriated through the annual Capital budget process for Renewal & Replacement projects and are paid for from the appropriate fund. Projects over $25,000 are budgeted as Capital projects in the Capital Budget and are funded by Renewal & Replacement property tax funds.

- $43,000 for Management Interns

- $2,447,000 for water, sewer, and storm water utility usage in General Fund City-owned facilities.

CITYWIDE ACCOUNTS

CONTINGENCY

- $1,250,000 of operating contingency for any unforeseen expenditures that may be incurred during the fiscal year. Expenditures are not charged directly; instead, funds are transferred to the specific projects.

OTHER

- This category totals $568,000, which includes $195,000 for Sunset Island 3 & 4 undergrounding debt service, $290,000 for equipment loan debt service, $23,000 for New American Workforce events, and $60,000 for employee appreciation events.

TRANSFERS

- $721,000 for Capital Renewal and Replacement Projects over $25,000. See FY 2017/18 Capital Budget for details of the specific projects funded in FY2017/18.

- $2,400,000 for Pay-As-You-Go (PAYGO) funding for capital projects. See FY 2017/18 Capital Budget for details of the specific projects funded in FY2017/18.

- $277,000 for the Normandy Shores Local Government Neighborhood Improvement District based on the budget approved by the Normandy Shores District Homeowners' Association.

- $16,000 for Ameresco debt service.

- $1,626,000 set-aside to offset the potential impact of higher homestead exemptions on property taxes. On May 2, 2017, the Florida House of Representatives voted to pass House Bill HJR 7105, which proposes an amendment to the Florida Constitution to create an additional $25,000 exemption for homesteaded properties with an assessed value between $100,000 and $125,000 for non-school property taxes. The proposed constitutional amendment will be placed on the November 2018 General Election ballot and will require a 60% voter approval. The estimated budget impact from this amendment is $1.6 million, which is based on estimates from the Miami-Dade Property Appraiser's Office, and would take effect in FY2019/20, if approved.

SPECIAL PROJECTS

- The Special Projects category totals $964,000, which includes $628,000 for bi-annual elections, $157,000 for Performance Improvement/Workshops/Community Surveys, $47,000 for the Superlative Group, $14,000 for the Florida Public Pension Trustees Association, $30,000 for maintenance of various monuments located throughout the City, $29,000 for Property Management's maintenance of fountains citywide, and $9,000 for miscellaneous usage of Central Services.

- $50,000 has also been allocated for an annual cost allocation study to determine the management fees to be charged to user funds for centralized and/or internal service activities such as the Finance department, Fleet Management, Information Technology (IT), Risk Management, etc.

CITYWIDE ACCOUNTS

EXPENDITURE CATEGORY	ACTUAL FY 2014/15	ACTUAL FY 2015/16	ADOPTED FY 2016/17	ADOPTED FY 2017/18	FY18 Adp vs FY17 Adp
EMPLOYEE COSTS					
Accumulated Leave	2,299,199	1,522,498	2,770,000	1,500,000	(1,270,000)
Additional CWA Givebacks Beyond July, 2010	0	0	0	0	0
Class and Compensation	0	0	0	0	0
Police/Fire Pension Admin/Relief Fund	5,690	0	9,000	9,000	0
401A Disability	6,119	6,026	9,000	9,000	0
415 Excess Pension Plan	1,020,233	916,933	1,000,000	500,000	(500,000)
Tuition Assistance Reimb.	26,137	51,026	305,000	305,000	0
Subtotal	**3,357,377**	**2,496,483**	**4,093,000**	**2,323,000**	**(1,770,000)**
SOCIAL SERVICES					
Jewish Community Services of South Florida, Inc.	46,493	51,958	47,000	47,000	0
Douglas Gardens Community Mental Health Center, Inc.	22,000	16,245	22,000	22,000	0
Miami Beach Community Health Center	22,000	21,660	22,000	22,000	0
Boys and Girls Club	16,998	16,606	17,000	17,000	0
Senior Services	0	0	0	5,000	5,000
Subtotal	**107,491**	**106,469**	**108,000**	**113,000**	**5,000**
CONTRIBUTIONS					
Garden Center (Botanical Garden)	152,000	152,000	152,000	152,000	0
Jewish Museum	49,427	48,178	50,000	50,000	0
Latin Chamber of Commerce	18,000	18,000	18,000	18,000	0
Miami Beach Chamber/Visitor Center	36,000	36,000	36,000	36,000	0
Miami Design Preservation League	45,000	0	23,000	23,000	0
North Beach Development Corp	18,000	18,000	18,000	18,000	0
Orange Bowl	16,875	16,875	17,000	17,000	0
South Florida Hispanic Chamber of Commerce	18,000	18,000	18,000	18,000	0
Miami Beach Gay & Lesbian Chamber of Commerce	0	25,000	25,000	25,000	0
Stella Maris	0	0	50,000	0	(50,000)
Enhance North Beach	15,200	122	50,000	0	(50,000)
Food Trucks	24,911	52,164	55,000	55,000	0
Veterans Day	9,859	22,488	22,000	25,000	3,000
Fourth of July	147,050	49,760	50,000	50,000	0
Sister Cities	811	1,768	20,000	0	(20,000)
UNIDAD Senior Center	0	0	0	50,000	50,000
University of Miami - HIV Wellness/Prep Clinic	0	0	0	250,000	250,000
Miami Beach Gay Pride Parade	0	0	0	10,000	10,000
Marina Submerged Land Lease	192,148	195,414	202,000	202,000	0
Other	11,010	24,646	0	0	0
Subtotal	**754,291**	**678,417**	**806,000**	**999,000**	**193,000**
CITY SERVICES					
External Auditor	141,552	148,207	156,000	166,000	10,000
Management Interns	0	0	43,000	43,000	0
Bus Benches	25,785	7,325	98,000	0	(98,000)
Old City Hall	310,290	232,864	339,000	371,000	32,000
777 17th Street	476,907	513,476	324,000	214,000	(110,000)
E911-Emergency 911	0	694	0	0	0
North Beach Area	875	0	10,000	0	(10,000)
State Court Costs Article V	13,165	20,383	35,000	20,000	(15,000)
Capital Items Under $25,000	110,489	145,068	354,000	247,000	(107,000)
Beach Maintenance	869,130	602,150	511,000	0	(511,000)
Water/Sewer City Usage	2,133,992	2,264,796	2,189,000	2,447,000	258,000
Street/Street lights	399,437	326,559	0	0	0
Lobbyist- Federal, State & County	210,959	157,912	231,000	0	(231,000)
Subtotal	**4,692,582**	**4,419,435**	**4,290,000**	**3,508,000**	**(782,000)**
CONTINGENCY					
Operating Contingency	0	8,856	1,318,000	1,250,000	(68,000)
Subtotal	**0**	**8,856**	**1,318,000**	**1,250,000**	**(68,000)**
OTHER					
Sunset Island 3 & 4 Undergrounding Debt Service	0	0	0	195,000	195,000
Equipment Loan- Debt Service	0	0	0	290,000	290,000
New American Workforce	8,840	13,544	23,000	23,000	0
Employee Appreciation Events	31,231	49,920	60,000	60,000	0
Capital Investment Upkeep Fund	179,052	140,866	0	0	0
Subtotal	**219,123**	**204,331**	**83,000**	**568,000**	**485,000**

EXPENDITURE CATEGORY	ACTUAL FY 2014/15	ACTUAL FY 2015/16	ADOPTED FY 2016/17	ADOPTED FY 2017/18	FY18 Adp vs FY17 Adp
TRANSFERS					
Capital Renewal & Replacement	2,180,000	2,716,000	662,000	721,000	59,000
Capital Reserve Fund	0	2,000,000	0	0	0
Pay-As-You-Go Capital Fund	1,400,000	2,400,000	2,400,000	2,400,000	0
Info.& Comm. Technology Fund	395,000	395,000	395,000	0	(395,000)
Capital Projects Not Financed By Bonds-MUNIS	1,500,000	0	0	0	0
Transfer Out- Ameresco	12,000	12,000	12,000	16,000	4,000
Transfer Out-Normandy Shores	222,000	226,000	257,000	277,000	20,000
Pension Mortality Set Aside	0	0	3,000,000	0	(3,000,000)
Set Aside for FY2018/19 Additional Homestead Exemption	0	0	0	1,626,000	1,626,000
Subtotal	**5,709,000**	**7,749,000**	**6,726,000**	**5,040,000**	**(1,686,000)**
SPECIAL PROJECTS					
Elections	84,260	547,167	385,000	628,000	243,000
Cost Allocation Study	10,125	35,875	50,000	50,000	0
Pension Studies / Actuarial Services (HR)	53,784	2,000	0	0	0
Educational Initiative	0	0	100,000	0	(100,000)
Harvard Sponsored studio project	52,087	49,999	0	0	0
Security	181,404	8,027	0	0	0
North Beach Master Plan	0	184,464	0	0	0
E911 Call Taker Augmentation	0	523,479	0	0	0
Contracted Repairs and Maint (Monuments)	6,493	290,638	30,000	30,000	0
Sponsorship Related Expenditures	0	696,077	140,000	0	(140,000)
Superlative Group	46,500	46,500	47,000	47,000	0
Florida Public Pension Trustees Association	1,819	4,465	14,000	14,000	0
Dade County Days	988	2,751	5,000	0	(5,000)
Mayor and Commission Events and Refreshments	41,159	21,064	50,000	0	(50,000)
Performance Improvement/ Workshops/ Comm.Survey	41,921	101,672	159,000	157,000	(2,000)
Other	286,479	718,797	4,000	38,000	34,000
Subtotal	**807,020**	**3,232,976**	**984,000**	**964,000**	**(20,000)**
GRAND TOTAL	**15,646,884**	**18,895,967**	**18,408,000**	**14,765,000**	**(3,643,000)**

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 and beverages (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 the rent of a room or rooms in any hotel, motel, rooming house or apartment house was approved by referendum. This additional tax became effective October 1, 1996 after the City entered into an agreement with a developer for a convention center headquarters hotel.

Another one percent (1%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house was implemented in December 2015 to partially fund the renovation and expansion of the Miami Beach Convention Center project. This project includes re-orientation of the exhibit halls, exterior façade modifications, improvements along the canal and along all roadways, the addition of a multi-story ballroom and meeting rooms, as well as two levels of parking. The interior renovation includes a re-configured division of the four main exhibition halls, additional programming of more flexible arrangements of private meeting rooms, and additional indoor/outdoor exhibition spaces.

All registered businesses must file on/or before the twentieth day of the month following the close of each calendar month a report with the City of the total rents or sales prices charged and received and the amount of tax collected.

No resort tax is imposed upon:

- Federal, state or city governments, or any agency thereof;
- Any nonprofit religious, nonprofit educational or nonprofit charitable institutions when engaged in carrying on the customary nonprofit religious, non profit educational or nonprofit charitable activities;
- Rents paid by a permanent resident on his permanent place of abode;
- Rents paid by a lessee with a lease term longer than six months provided lease is not broken;
- School lunches served to students and teachers;
- All hospital meals and rooms;
- All premises and transactions exempted under the provisions of F.S. 212.03; and
- Any transaction involving rent or sales price of less than $0.50

RESORT TAX

Allowable Uses

Allowable uses of the municipal resort tax are spelled out in Chapter 67-930 (Section 6) of the Laws of Florida, as amended, and Section 5.03 of the City of Miami Beach Charter, as amended, as follows: the promotion of the tourist industry, which includes, but is not restricted to 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 including Art Basel and various concerts.

Initially, fifty percent of the 1 percent tax was committed to the payment of a portion of the debt service on the Miami Beach Redevelopment Agency – City Center/Historic Convention Village Bonds. These bonds were used for the development, improvement, and construction of certain public areas including a portion of the Cultural Center facilities located within the City Center District. Following the extension of the Redevelopment District Area in FY 2014/15, this funding source was released from covering debt service and became available for appropriation. 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, which were to be used for the following: beautification and landscaping within these areas, various art and cultural programs (Festival of the Arts, 2nd Thursdays, etc.), and public safety.

Effective October 1, 2005, the remaining fifty percent was re-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. In October 1, 2014, a fifth category was added for Transportation. During FY2014/15, the funding splits of the additional one percent tax were changed as follows: 10 percent for the Arts, 45 percent for Transportation, and 15 percent each in North, Middle, and South Beach for tourism-related capital projects. The FY2017/18 Resort Tax budget reflects these funding allocations.

Budget Highlights

Each year, for the past 18 years, except during the years following the September 11, 2001 tragedy and 2008 economic downturn, collections have steadily increased due to the growth of new restaurants and hotels in the City. However, in FY2016/17, Resort Tax collections were adversely impacted by a series of economic stresses, which impacted tourism across the City. As a result, the FY2017/18 budget reflects a conservative growth rate of 1% over actual collections in FY2016/17.

Highlights for FY 2017/18

- $34,950,000 provided to the General Fund to support continuing tourism eligible expenditures such as Code enforcement, cleanliness, the Park Ranger program, homelessness at Lummus Park, increased support for the Miami Beach Botanical Gardens

and the City's cultural facilities, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and staffing during high impact periods. Funding also supports code compliance enforcement in the entertainment areas and a portion of the operational costs of the Department of Tourism, Culture and Economic Development.

- $2,605,000 million for enhancing City services, inclusive of Goodwill Ambassadors, during High Impact periods such as Memorial Day, July 4th, Spring Break, and Art Basel.

- $2,708,000 million contribution to the Miami Beach Visitor and Convention Authority (VCA) based on the legislated funding formula.

- $200,000 to continue the local Miami Beach marketing campaign, which is matched with funds from the Greater Miami Convention and Visitors Bureau (GMCVB), the Miami Beach Visitor and Convention Authority (VCA), and the Cultural Arts Council (CAC).

- Increase from $300,000 to $535,000 for enhanced holiday decorations throughout the City's tourism areas.

- $450,000 contribution to partially offset expenditures for the Miami Beach Air and Sea Show ($350,000) and International Tennis Federation Tennis Event ($100,000).

- $231,000 allocated for professional services to fund the fireworks show in North Beach during the 4th of July event, special events marketing sponsorships, annual audit services, and consulting fees.

- $1,000,000 for year four of a fifteen year annual contribution of $1 million to Mount Sinai Medical Center to fund the design and construction of a new emergency room facility.

- $6,546,000 contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) based on a new performance-based contract executed January 2016.

- $871,000 contribution to Sanitation for services provided throughout the entertainment district.

- $542,000 to support the initiative to provide better service by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and during high impact periods.

- $250,000 in contingency to fund unforeseen expenditures occurring during high-impact periods.

RESORT TAX

- $13,271,000 for North, Middle, and South Beach Quality of Life Capital Projects that enhance Miami Beach's tourist related areas, plus continued support of transportation initiatives and various arts and cultural programs.

- $13,271,000 for debt service associated with the Resort Tax revenue bonds issued in 2015 for the expansion and renovation of the Miami Beach Convention Center.

RESORT TAX

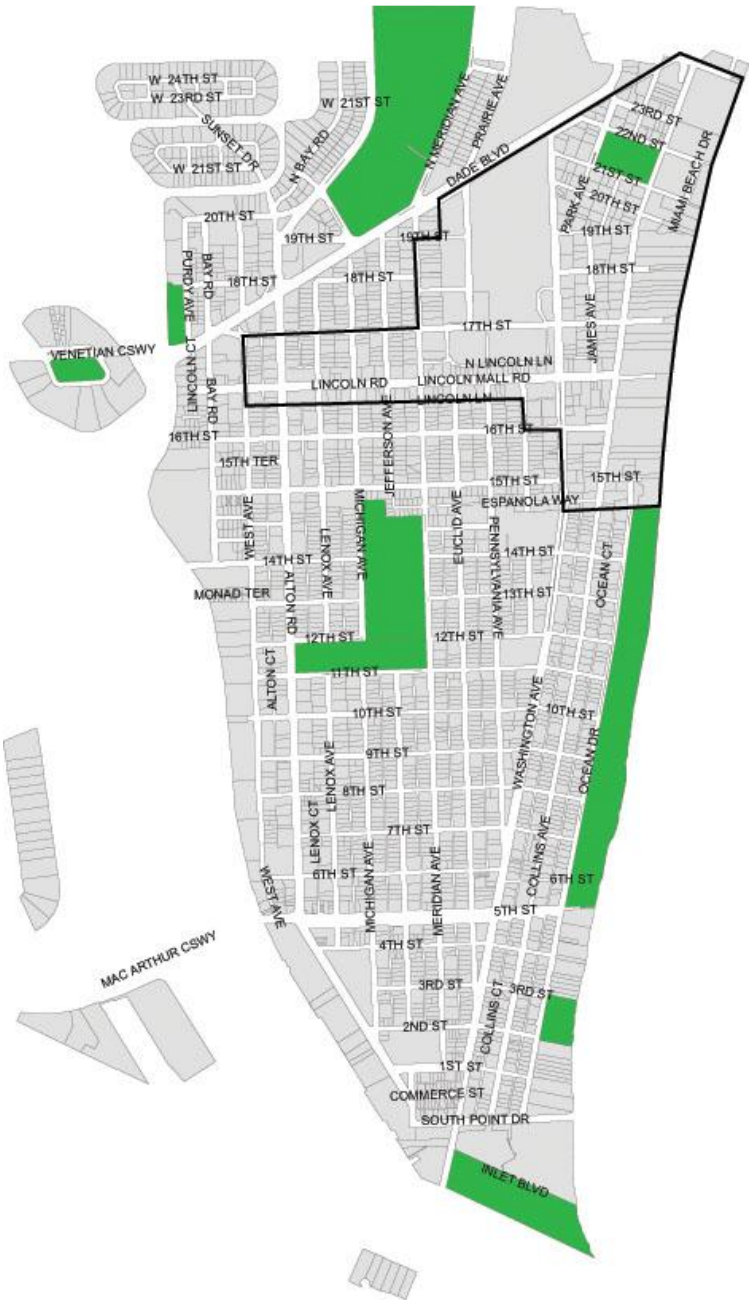
	FY 14/15 Actuals	FY 15/16 Actuals	FY 16/17 Adopted	FY 17/18 Adopted	FY18 Adopted to FY17 Adopted Variance	% Diff
2% Revenues:						
Resort Tax	55,147,112	57,107,779	59,339,000	56,485,000	(2,854,000)	-5%
Special Assessment-North Shore	275,708	226,262	220,000	65,000	(155,000)	-70%
Special Assessment-Lincoln Road	(3,229)	1,862	0	0	-	0%
Interest Income	84,186	112,787	91,000	135,000	44,000	48%
Registration Fees, Filing Fees & Misc.	10,925	8,849	7,000	6,000	(1,000)	-14%
Total 2% Revenue	**$ 55,514,702**	**$ 57,457,539**	**$ 59,657,000**	**$ 56,691,000**	**$ (2,966,000)**	**-5%**
2% Expenditures:						
Operating Costs:						
Finance	472,081	500,448	835,500	765,500	(70,000)	-8%
Internal Audit	671,384	700,828	1,137,500	1,008,500	(129,000)	-11%
Code Compliance	0	0	387,000	857,000	470,000	121%
Police	0	0	1,135,000	3,056,000	1,921,000	169%
	$ 1,143,465	$ 1,201,276	$ 3,495,000	$ 5,687,000	$ 2,192,000	63%
Other Uses:						
Contribution to VCA	2,640,555	2,583,614	2,832,000	2,708,000	(124,000)	-4%
Contribution to Bureau	5,492,594	7,247,832	6,500,000	6,546,000	46,000	1%
Contribution to Mt. Sinai	0	2,000,000	1,000,000	1,000,000	-	0%
Marketing/Promotion	204,996	204,318	350,000	200,000	(150,000)	-43%
Goodwill Ambassadors	84,395	136,648	130,000	114,000	(16,000)	-12%
High Impact Periods:						
Police	2,339,899	2,662,301	2,214,000	1,964,000	(250,000)	-11%
Fire/Ocean Rescue	160,745	182,893	180,000	180,000	-	0%
Code Compliance	164,081	186,689	180,000	180,000	-	0%
Tourism, Culture, and Economic Development	7,511	8,546	9,000	9,000	-	0%
Emergency Management	0	228,042	222,000	260,000	38,000	17%
Parks and Recreation	11,138	12,673	12,000	12,000	-	0%
Holiday Decorations	300,668	284,515	300,000	535,000	235,000	78%
Sanitation-Beachfront Restroom Attendants	418,707	234,601	542,000	542,000	-	0%
Professional Services	1,704,214	189,128	381,000	231,000	(150,000)	-39%
Miscellaneous/Other (Air and Sea Show, ITF Event)	1,029,338	198,245	0	452,000	452,000	-
Contingency	0	0	30,000	250,000	220,000	733%
Sub-Total	$ 14,558,841	$ 16,360,046	$ 14,882,000	$ 15,183,000	$ 301,000	2%
Transfers/Debts/ & Obligations:						
Debt Service - North Shore	670,000	0	0	0	-	0%
Debt Service - Gulf Breeze	550,000	0	0	0	-	0%
Sanitation Fund Contribution	0	0	3,671,000	871,000	(2,800,000)	-76%
General Fund Contribution	34,359,000	37,825,000	37,609,000	34,950,000	(2,659,000)	-7%
Sub-total	$ 35,579,000	$ 37,825,000	$ 41,280,000	$ 35,821,000	$ (5,459,000)	-13%
Total 2% Expenditures	**$ 51,281,306**	**$ 55,386,323**	**$ 59,657,000**	**$ 56,691,000**	**$ (2,966,000)**	**-5%**
Net 2%	**$ 4,233,396**	**$ 2,071,217**	**$ 0**	**$ 0**	**$ 0**	
1% Revenues:						
Resort Tax	12,852,804	13,689,248	14,065,000	13,271,000	(794,000)	-6%
Total 1% Revenue	**$ 12,852,804**	**$ 13,689,248**	**$ 14,065,000**	**$ 13,271,000**	**$ (794,000)**	**-6%**
1% Expenditures:						
Other Designated Uses:						
South Beach - Quality of Life Capital	1,927,921	2,053,387	2,110,000	1,991,000	(119,000)	-6%
Middle Beach - Quality of Life Capital	1,927,921	2,053,387	2,110,000	1,991,000	(119,000)	-6%
North Beach - Quality of Life Capital	1,927,921	2,053,387	2,110,000	1,991,000	(119,000)	-6%
Arts	1,319,812	1,368,925	1,406,000	1,327,000	(79,000)	-6%
Transportation	5,749,230	6,160,162	6,329,000	5,971,000	(358,000)	-6%
Sub-total	12,852,804	13,689,248	14,065,000	13,271,000	(794,000)	-6%
Debt Service - TIF Bonds	0	0	0	0	-	0%
Total 1% Expenditures	**12,852,804**	**13,689,248**	**$ 14,065,000**	**$ 13,271,000**	**$ (794,000)**	**-6%**
Net 1%	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	

RESORT TAX

	FY 14/15 Actuals	FY 15/16 Actuals	FY 16/17 Adopted	FY 17/18 Adopted	FY18 Adopted to FY17 Adopted Variance	% Diff
1% Convention Center Revenues:						
Resort Tax	0	11,836,117	13,000,000	13,271,000	271,000	2%
Total 1% Convention Center Revenues	**0**	**11,836,117**	**13,000,000**	**13,271,000**	**271,000**	**2%**
1% Convention Center Expenditures:						
Debt Issuance Costs	0	1,405	0	10,000	10,000	100%
Debt Service Costs	0	10,538,978	13,000,000	12,455,000	(545,000)	100%
Transfer to Debt Service	0	0	0	0	(0)	-99%
Escrow for Additional Debt Service	0	1,295,734	0	806,000	806,000	100%
Total 1% Convention Center Expenses	**0**	**11,836,117**	**13,000,000**	**13,271,000**	**271,000**	**2%**
Net 1% Convention Center	**0**	**0**	**0**	**0**	**0**	
Total Resort Tax Revenues:	**$ 68,367,506**	**$ 82,982,904**	**$ 86,722,000**	**$ 83,233,000**	**$ (3,489,000)**	**-4%**
Total Resort Tax Expenditures:	**$ 64,134,109**	**$ 80,911,687**	**$ 86,722,000**	**$ 83,233,000**	**$ (3,489,000)**	**-4%**
Total Surplus / (Gap)	**$ 4,233,396**	**$ 2,071,217**	**$ 0**	**$ 0**	**$ 0**	

MIAMI BEACH REDEVELOPMENT AGENCY
FY 2017/18 BUDGET

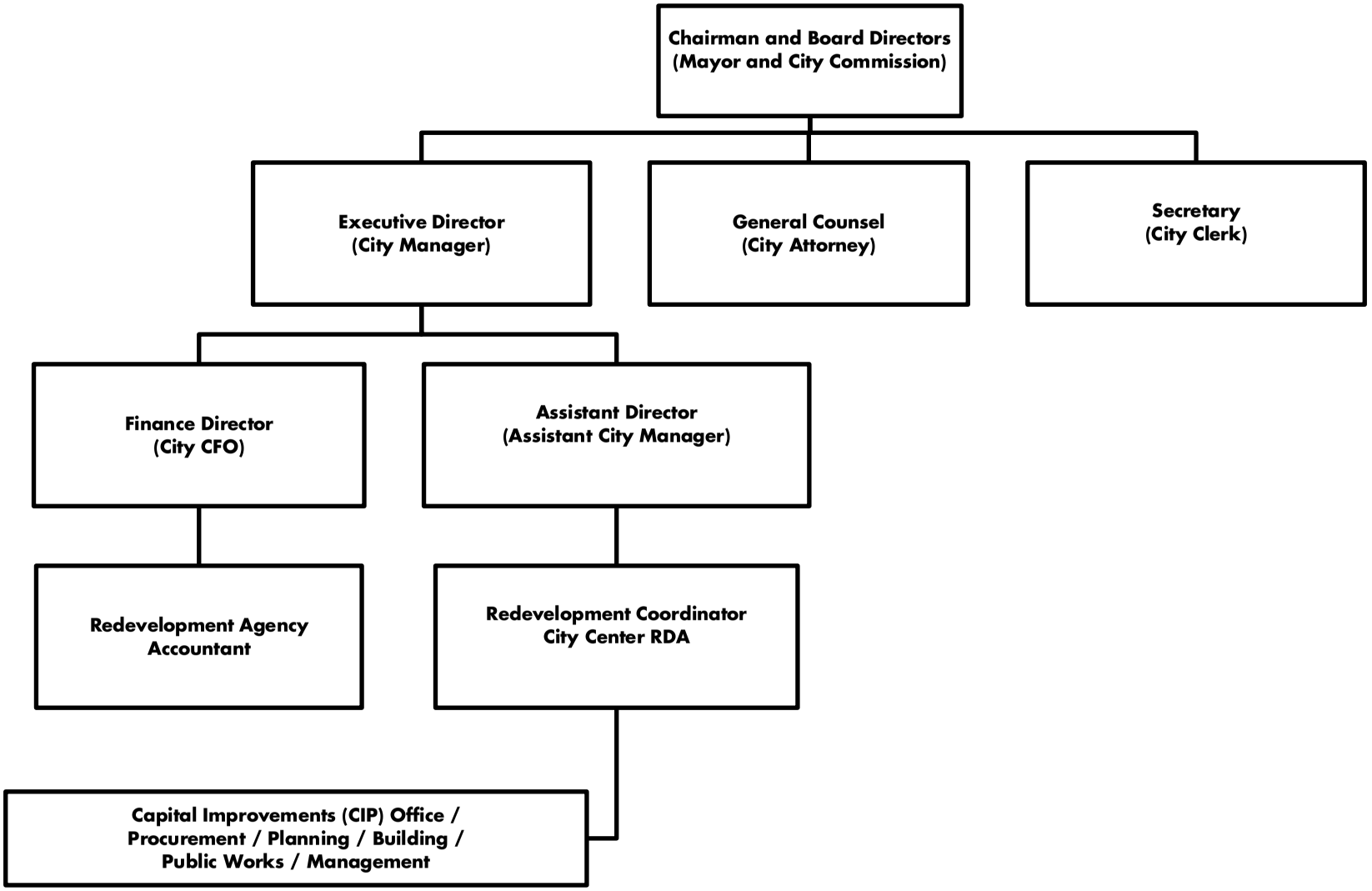
CITY CENTER REDEVELOPMENT AREA



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 2017/18

FUND: RDA DEPARTMENT: REDEVELOPMENT AGENCY



MIAMI BEACH REVELOPMENT AGENCY
CITY CENTER REDEVELOPMENT AREA

FY 2017/18 OPERATING BUDGET AND STATUS REPORT

Background

On March 20, 1996, the Mayor and City Commission adopted resolution No. 96-21927 authorizing the creation of an Interlocal Agreement between the City and Miami-Dade County with respect to the Convention Development Tax (levied and collected pursuant to section 212.0305, Florida Statutes), the Performing Arts, and other issues. This agreement was last amended in 2014 via resolution No. 2014-28836, which extends the term of the City Center RDA to the earlier of March 31, 2044 or the date the Agency's indebtedness approved by the County is no longer outstanding. Beginning 2015/16 and each year thereafter, the use of tax increment revenues to fund the Miami Beach Redevelopment Agency's expenses for Administration, Community Policing, and Capital Projects Maintenance shall not exceed the prior fiscal year's distribution for such expenses, adjusted by the lesser of the Miami Urban Area CPI or 3 % annually to be calculated using the Miami Fort Lauderdale All Urban Consumers CPI from July to June for the prior year.

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.

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Status Report

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (CC/HCVRRA or City Center) was established in 1993 in order to provide the funding mechanism to foster the development of new convention hotel development within proximity of the Miami Beach Convention Center and to establish the necessary linkage 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.

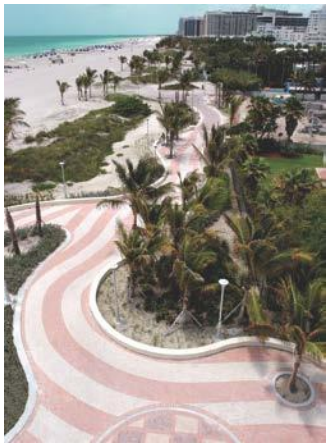
Exciting projects which have transformed the area include:

- 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.

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- 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.

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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. On December 15, 2015, the Redevelopment Agency issued $286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A, and $35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B.

The 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. The Redevelopment Agency's objective over the next five years will focus on the planning and implementation of capital projects associated with, but not limited to the Master Plan for the expansion of the Convention Center, upgrading streetscapes and related infrastructure throughout City Center and increasing the inventory of parking facilities, including the pending construction of a new 450-space

parking garage to be located on 23rd Street and Collins Avenue. The RDA will also continue to fund public service enhancements provided for under the Community Policing Program as well as ensure the on-going maintenance of capital assets funded with TIF. It should be noted that that a majority of the capital enhancements set forth in the Redevelopment Plan and the 2002 Amendment thereto, have been completed and/or are currently underway, including the City Center Right-of-Way improvements, the City Hall Expansion Garage, the Collins Park improvements and the development of the 17th Street surface lots into the New World Campus.

Miami Beach Convention Center Renovation and Expansion

Spanning four city blocks and located in the heart of the South Beach, the Miami Beach Convention Center (MBCC) accommodates meetings, conventions, tradeshows, and consumer shows. The Convention Center originally opened in 1957 and received a major expansion and facelift in 1989, doubling it in size. Currently the MBCC boasts over 1 million square feet of flexible space, including over 500,000 square feet of exhibit space, over 100,000 square feet of versatile pre-function area space, and 70 meeting rooms comprised of 127,000 square feet.

The expansion and renovation of the existing Miami Beach Convention Center includes the re-orientation of the exhibit halls, façade modifications, site improvements along the canal, and along all roadways, the addition of a multi-story ballroom and meeting rooms, and two levels of parking. The interior renovation work focuses on the redistributed division of the four main exhibition hall spaces, and the additional programming of more flexible arrangements of private meeting rooms and additional indoor/outdoor versatile exhibition spaces. Currently, the four main exhibit halls are divided into quadrants—two accessible solely from Washington Avenue (Halls A and B) and the other two solely accessed from Convention Center Drive (Halls C and D). The new Convention Center re-orients the halls in an East/West direction with the primary access from Convention Center Drive, although Washington Avenue will serve as a secondary means of entry.

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The project will also include substantial improvements to the north of the property. The new addition at the northern portion of the property features an enclosed ground floor parking area and truck loading and delivery area. Above this, a grand multi-story ballroom is proposed offering vistas of the beautified 21st Street Park that will span along Collins Canal and feature the to-be-restored Historic Carl Fisher Clubhouse. This addition will create a new internalized loading area and will include two Helix ramping entrance accesses to the roof level parking. The Washington Avenue elevation will become predominately pedestrian in nature with the elimination of the visitor drop-off and cab cueing areas. The streetscape modifications will include a green edge along the avenue with native shade trees to promote a more pedestrian friendly experience. Convention Center Drive will in turn become the main access point for vehicular access and for the visitor drop-off area. Modifications will include a new median along Convention Center Drive and 19th Street creating a more sophisticated streetscape and a more celebrated boulevard experience. The Canal walk will be substantially improved and will create a softer northern edge to the MBCC.

The project also includes the demolition of the existing Recreation Center along Washington Avenue and the creation of a neighborhood park. Another architectural feature of the project is the proposed rooftop indoor and outdoor meeting space located in the southwestern corner of the roof. This will offer the patrons expansive views out onto the new Civic park proposed to replace the surface parking lot.

In association with the renovations to the Miami Beach Convention Center, a new urban park, pavilion and Veterans Plaza is being created to replace a surface parking lot that currently contains spaces for approximately 800 vehicles. Convention Center Park has been envisioned as a neighborhood park. The park includes a series of six clustered 'shaded edges' that will line the perimeter of the 6-acre park and surround an internal great lawn.

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Budget Highlights

- Based on the 2017 Certificate of Taxable Value from the Property Appraiser's Office released on July 1st, the certified value of property in City Center increased by 1.60% over 2016 to $5.7 billion, marking the 7th year in a row that values are on the rise. The City portion of the tax increment totals $29.5 million and $24 million in the County portion of the tax increment. 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 2015, reflects a significant decrease from the preliminary valuation for the same year and will result in a corresponding adjustment/reduction in TIF revenues totaling $3.5 million for 2017/18.

- Additional sources of revenue include a ½ mill levy in the amount of $2.57 million, to be set aside for the Children's Trust pursuant to an Interlocal Agreement between the RDA, the City of Miami Beach and Miami-Dade County, as well as an estimated $150,000 in interest income.

- Project-related expenditures account for approximately $11.6 million, which include $4.8 million to be allocated for community policing initiatives in City Center to continue to provide enhanced levels of staffing and services throughout the area, and $6.8 million for maintenance of RDA projects. There is no additional funding for on-going and planned capital projects in City Center in the FY 2017/18 budget due to the RDA extension for the renovation and expansion of the Miami Beach Convention Center.

- Administrative expenditures total $718,000, which include a management fee of $390,000 allocated to the General Fund to pay for direct and indirect staff support; $23,000 for auditing fees; $154,000 for internal services; and $151,000 for general repairs and maintenance.

- $21.7 million is budgeted for debt service costs related to the Convention Center bonds. On December 15, 2015, the RDA Agency issued $286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A, and $35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B. The Series 2015A bonds will be used, together with certain other legally available monies of the Agency to (i) provide for the current refunding of all the outstanding Series 2005B bonds, (ii) finance certain costs of acquiring and constructing renovations to the Miami Beach Convention Center and certain other improvements, and (iii) pay costs of issuance of the Series 2015 bond and refunding the outstanding Series 2005B bonds. The Series 2015B will be used to (i) provide for the advance refunding of all the outstanding Series 1998 bonds, (ii) provide for the current refunding of all the outstanding Series

2005A bonds, and (iii) pay costs of issuance of the Series 2015B bonds and refunding the outstanding Series 1998A bonds and the outstanding Series 2015A bonds, including the portion of the premium allocable to the Series 2015B bonds for the reserve policy.

- Debt service payments on the portion of the Gulf Breeze Loan previously paid for the Bass Museum expansion and renovation, and the portion of the Sunshine State Loan Program used for Lincoln Road improvements have been paid off.

- $14.4 million is budgeted in Escrow for Debt Service to provide a reserve over and above the annual required debt service payment that can be used to finance any potential shortfalls in the RDA fund or pay down the Convention Center bonds early, but not prior to FY 2023/24.

- Other 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 a $1.0 million transfer to the Miami Beach Convention Center, $337,000 for the County's administrative fees, which are equivalent to 1.5% of its respective TIF payment, and the corresponding $414,000 contribution to the City's General Fund, which is equivalent to 1.5% of the City's share of its TIF payment. Lastly, the remittance of the ½ mill tax levy back to the Children's Trust totaling $2.6 million.

Miami Beach Redevelopment Agency
City Center Redevelopment Area
Adopted FY2017/18 Operating Budget

	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Adopted	FY 2017/18 Adopted	FY18 to FY17 Variance
Revenues and Other Sources of Income					
Tax Increment - City	21,435,094	24,564,503	28,856,000	29,411,000	555,000
Proj Adjustment to City Increment	(1,381,292)	(1,451,209)	(1,723,000)	(1,913,000)	(190,000)
Tax Increment - County	17,264,754	20,079,885	23,588,000	23,986,000	398,000
Proj Adjustment to County Increment	(1,066,658)	(1,164,130)	(1,388,000)	(1,563,000)	(175,000)
1/2 Mill Children's Trust Contribution	1,842,210	2,146,798	2,528,000	2,570,000	42,000
Interest Income	83,599	126,980	60,000	150,000	90,000
Other Income/Adjustments:	3,091	4,413	0	0	0
TOTAL REVENUES	**38,180,798**	**44,307,241**	**51,921,000**	**52,641,000**	**720,000**
Admin/Operating Expenditures					
Management fee	972,000	981,996	984,000	390,000	(594,000)
Office supplies & equipment	533	0	0	0	0
Other Operating	200	0	0	0	0
Dues & subscriptions	0	175	0	0	0
Audit fees	18,999	34,077	23,000	23,000	0
Professional & related fees	316,133	0	0	0	0
Repairs and Maintenance	14,924	52,000	92,000	151,000	59,000
Internal Services	220,267	98,499	54,000	154,000	100,000
Total Admin/Operating Expenditures	**1,543,056**	**1,166,747**	**1,153,000**	**718,000**	**(435,000)**
Project Expenditures					
Community Policing:					
Police	4,438,935	4,239,564	4,468,000	4,581,000	113,000
Code Compliance	182,121	194,215	196,000	201,000	5,000
Capital Projects Maintenance:					
Property Mgmt	1,279,683	1,467,541	1,526,000	1,553,000	27,000
Sanitation	3,061,000	3,339,000	3,339,000	3,914,000	575,000
Greenspace	644,273	615,413	877,000	828,000	(49,000)
Parks Maintenance	178,579	282,458	493,000	499,000	6,000
Total Project Expenditures	**9,784,591**	**10,138,191**	**10,899,000**	**11,576,000**	**677,000**
Reserves, Debt Service and Other Obligations					
Debt Service Cost	7,074,060	27,067,937	21,678,000	21,676,000	(2,000)
City Debt Service - Lincoln Rd Project	832,000	516,000	0	0	0
City Debt Service - Bass Museum	548,000	806,000	0	0	0
Reserve for County Admin Fee	242,971	283,736	333,000	337,000	4,000
Reserve for CMB Contribution	300,807	346,699	407,000	414,000	7,000
Reserve for Children's Trust Contribution	1,842,210	2,146,798	2,528,000	2,570,000	42,000
Escrow for Debt Service Payoff	0	0	14,923,000	14,350,000	(573,000)
Transfer to Convention Center	0	0	0	1,000,000	1,000,000
Total Reserves, Debt Service and Other Obligations	**10,840,048**	**31,167,171**	**39,869,000**	**40,347,000**	**478,000**
TOTAL EXPENDITURES AND OBLIGATIONS	**22,167,695**	**42,472,109**	**51,921,000**	**52,641,000**	**720,000**
SURPLUS / (GAP)	**16,013,103**	**1,835,132**	**0**	**0**	**0**

Adopted FY2017/18 Anchor Shops and Anchor Garage Operating Budget

Anchor Parking Garage **Revenues:**	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Adopted	FY 2017/18 Adopted	FY18 to FY17 Variance
Valet Parking	389,992	215,693	317,000	387,000	70,000
Monthly Permits	574,437	430,110	430,000	538,000	108,000
Attended Parking	2,631,829	2,893,965	3,004,000	2,892,000	(112,000)
Interest Income	45,720	47,721	43,000	72,000	29,000
Misc./ Other	16,158	29,598	17,000	17,000	0
Fund Balance - Retained Earnings	0	0	0	0	0
TOTAL REVENUES	**3,658,135**	**3,617,088**	**3,811,000**	**3,906,000**	**95,000**
Operating Expenditures:					
Salaries & Benefits	0	0	0	0	0
Operating Expenditures	2,803,205	2,915,944	3,494,000	3,407,000	(87,000)
Internal Services	266,582	176,918	198,000	351,000	153,000
Capital	0	0	0	58,000	58,000
Contingency/Reserve	0	0	119,000	90,000	(29,000)
TOTAL EXPENDITURES	**3,069,788**	**3,092,861**	**3,811,000**	**3,906,000**	**95,000**
Revenues Less Expenditures	**588,347**	**524,227**	**0**	**0**	**0**

Anchor Shops **Revenues:**	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Adopted	FY 2017/18 Adopted	FY18 to FY17 Variance
Retail Leasing	754,327	864,198	1,100,000	1,255,000	155,000
Capital & Maintenance	27,209	93,776	154,000	148,000	(6,000)
Interest earned	29,500	32,926	30,000	30,000	0
TOTAL REVENUES	**811,036**	**990,900**	**1,284,000**	**1,433,000**	**149,000**
Operating Expenditures:					
Salaries & Benefits	0	0	0	0	0
Operating Expenditures	75,453	567,533	699,000	682,000	(17,000)
Internal Services	24,000	25,000	29,000	30,000	1,000
Capital	0	0	300,000	0	(300,000)
Contingency/Reserve	0	0	256,000	721,000	465,000
TOTAL EXPENDITURES	**99,453**	**592,533**	**1,284,000**	**1,433,000**	**149,000**
Revenues Less Expenditures	**711,583**	**398,367**	**0**	**0**	**0**
COMBINED REVENUES - EXPENDITURES	**1,299,931**	**922,594**	**0**	**0**	**0**

Adopted FY2017/18 Pennsylvania Ave Shops and Pennsylvania Garage Operating Budget

Pennsylvania Parking Garage **Revenues:**	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Adopted	FY 2017/18 Adopted	FY18 to FY17 Variance
Transient	652,296	626,747	610,000	599,000	(11,000)
Monthly	187,422	296,336	272,000	372,000	100,000
Miscellaneous	4,273	5,336	0	3,000	3,000
Interest Income	196	224	3,000	0	(3,000)
Transfer In from RDA (Garage)	96,198	107,000	334,000	110,000	(224,000)
Retained Earnings	0	0	0	0	0
TOTAL REVENUES	**940,385**	**1,035,644**	**1,219,000**	**1,084,000**	**(135,000)**
Operating Expenses:					
Salaries & Benefits	0	0	0	0	0
Operating Expenditures	963,445	994,575	1,219,000	986,000	(233,000)
Internal Services	0	58,546	0	98,000	98,000
Capital	0	0	0	0	0
TOTAL EXPENDITURES	**963,445**	**1,053,121**	**1,219,000**	**1,084,000**	**(135,000)**
Revenues Less Expenditures	**(23,060)**	**(17,477)**	**0**	**0**	**0**

Pennsylvania Shops **Revenues:**	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Adopted	FY 2017/18 Adopted	FY18 to FY17 Variance
Retail Leasing	103,676	0	0	0	0
Capital & Maintenance	27,643	0	0	0	0
Interest earned	790	245	0	0	0
Miscellaneous	0	0	0	0	0
Prior Years' Adjustment	0	(59,232)	0	0	0
Transfers In	0	449,000	389,000	490,000	101,000
TOTAL REVENUES	**132,108**	**390,013**	**389,000**	**490,000**	**101,000**
Operating Expenses:					
Salaries & Benefits	0	0	0	0	0
Operating Expenditures	360,107	358,867	389,000	490,000	101,000
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
TOTAL EXPENDITURES	**360,107**	**358,867**	**389,000**	**490,000**	**101,000**
Revenues Less Expenditures	**(227,999)**	**31,146**	**0**	**0**	**0**
COMBINED REVENUES - EXPENDITURES	**(251,059)**	**13,669**	**0**	**0**	**0**

MIAMI BEACH REDEVELOPMENT AGENCY

Former South Pointe RDA

Projected Funding Availability from the Amended CDT Interlocal Agreement

Source of Funds	Eligible Expenditures	FY 2015/16 Actuals	FY 2016/17 Adopted	FY 2017/18 Adopted
County Millage		**4.6669**	**4.6669**	**4.6669**
City Millage		**5.7092**	**5.7092**	**5.7224**
Estimated Agreement Funding at 95%				
Miami-Dade County revenues equivalent to 50% of the County tax increment revenues	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	$0	$0	$13,628,436
Miami-Dade County revenues equivalent to 45% of the County tax increment revenues	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	$0	$11,425,128	$0
Miami-Dade County revenues equivalent to 25% of Countywide tax increment revenue	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	$0	$0	$0
Miami-Dade County revenues equivalent to 20% of Countywide tax increment revenues	Pursuant to Amnded & Restated Interlocal Agreement; Reso # 2014-28836, these funds are no longer restricted	$4,470,041	$0	$0
Sub-total Revenues from MDC		**$4,470,041**	**$11,425,128**	**$13,628,436**
50% of CMB tax increment revenues	General Citywide expenses	$13,828,000	$15,626,000	$16,902,000
50% of CMB tax increment revenues (less 5%)	General Citywide expenses	$13,136,000	$14,845,000	$16,057,000
Sub-total Revenues from CMB		$26,964,000	$30,471,000	$32,959,000
Total Revenues		**$31,434,041**	**$41,896,128**	**$46,587,436**
Budgeted Uses of Funds				
General Fund Operating		$13,136,000	$30,471,000	$32,959,000
General Fund R&R		0	0	0
South Pointe Operating in General Fund		13,828,000	0	0
South Pointe R&R		0	0	0
Sanitation CDT/Mun R. Tax Eligible		3,671,000	0	0
Capital Transfers		0	11,425,128	13,628,436
South Pointe		0	0	0
CDT/Mun R. Tax Eligible		799,041	0	0
Total		**$31,434,041**	**$41,896,128**	**$46,587,436**

MIAMI BEACH REDEVELOPMENT AGENCY
Former South Pointe RDA

*In FY 2015/16, 50% ($11.1 million) and 25% ($5.6 million) of the County tax increment revenue was deferred per the Amended & Restated Interlocal Agreement; Resolution # 2014-28836.

** In FY 2016/17 50% ($12.7 million) of the 95% of the County tax increment payable is deferred per the Amended & Restated Interlocal Agreement; Resolution # 2014-28836.

MIAMIBEACH

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
MAYOR & COMMISSION, OFFICE OF															
General Fund															
Mayor	1.00			1.00			1.00			1.00			0.00		
Vice Mayor	1.00			1.00			1.00			1.00			0.00		
Commissioner	5.00			5.00			5.00			5.00			0.00		
Commissioner/Constituent Aide	7.00			7.00			7.00			7.00			0.00		
Office Manager	0.00			0.00			1.00			1.00			0.00		
Chief of Staff	1.00			1.00			1.00			1.00			0.00		
Office Associate IV	1.00			1.00			1.00			1.00			0.00		
Secretary	2.00			2.00			2.00			2.00			0.00		
Office Assistant	0.00			0.00			0.00	1.00		0.00	1.00		0.00		
Mayor/Commission Office Manager	0.00			0.00			0.00			0.00			0.00		
Mayor/Commission Branding Manager	1.00			1.00			1.00			1.00			0.00		
DEPARTMENT TOTAL	**19.00**	**+**	**0.00** **PT**	**19.00**	**+**	**0.00** **PT**	**20.00**	**+**	**1.00** **PT**	**20.00**	**+**	**1.00** **PT**	**0.00**	**+**	**0.00** **PT**
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			0.00			0.00			0.00		
Chief of Staff	0.00			0.00			1.00			1.00			0.00		
Deputy Resiliency Officer	0.00			0.00			1.00			1.00			0.00		
Community Resource Coord	1.00			1.00			0.00			0.00			0.00		
Executive Office Associate II	1.00			1.00			1.00			1.00			0.00		
Redevelopment Specialist	0.00			0.00			1.00			1.00			0.00		
Executive Office Associate I	2.00			1.00			0.00			0.00			0.00		
Receptionist	1.00			1.00			1.00			1.00			0.00		
Rapid Response Team	2.00			2.00		2.00	2.00			2.00			0.00		
Office Manager	0.00			0.00			1.00			1.00			0.00		
Administrative Officer	1.00			1.00			0.00			0.00			0.00		
Senior Management Consultant	0.00			0.00			0.00			0.00			0.00		
Office Assistant	0.00		2.00	0.00		2.00	0.00		2.00	0.00		2.00	0.00		
Office Associate IV	1.00			1.00			1.00			0.00			-1.00		
Subtotal - Division	14.00	+	2.00 PT	13.00	+	4.00 PT	13.00	+	2.00 PT	12.00	+	2.00 PT	-1.00	+	0.00 PT
Convention Center District															
Capital Projects Director- Convention Center	1.00			1.00			1.00			1.00			0.00		
Senior Capital Projects Coor	1.00			1.00			1.00			1.00			0.00		
Financial Analyst III	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	3.00	+	0.00 PT	3.00	+	0.00 PT	3.00	+	0.00 PT	3.00	+	0.00 PT	0.00	+	0.00 PT
DEPARTMENT TOTAL	**17.00**	**+**	**2.00** **PT**	**16.00**	**+**	**4.00** **PT**	**16.00**	**+**	**2.00** **PT**	**15.00**	**+**	**2.00** **PT**	**-1.00**	**+**	**0.00** **PT**
COMMUNICATIONS, OFFICE OF															
General Fund															
Media Ambassador	1.00			1.00			0.00			0.00			0.00		
Public Relations Manager	0.00			0.00			1.00			1.00			0.00		
Director of Communications	1.00			1.00			1.00			1.00			0.00		
Visual Communications Spec	1.00			1.00			0.00			0.00			0.00		
Visual Communications Manager	0.00			0.00			1.00			1.00			0.00		
Development Coordinator	0.00			0.00			1.00			1.00			0.00		
Sr. Media Specialist	0.00			0.00			1.00			1.00			0.00		
Media Specialist	2.00			2.00			1.00			1.00			0.00		
Office Associate IV	1.00			1.00			0.00			0.00			0.00		
Office Associate V	0.00			0.00			1.00			1.00			0.00		
Community Outreach Coordinator	0.00			0.00			1.00			1.00			0.00		
Media Assistant	0.00			0.00			1.00			1.00	1.00		0.00	1.00	
Marketing Tourism & Development Manager	0.00			0.00			1.00			1.00			0.00		
Public Information Specialist	4.00			4.00			4.00			4.00			0.00		
DEPARTMENT TOTAL	**10.00**	**+**	**0.00** **PT**	**10.00**	**+**	**0.00** **PT**	**14.00**	**+**	**0.00** **PT**	**14.00**	**+**	**1.00** **PT**	**0.00**	**+**	**1.00** **PT**
BUDGET & PERFORMANCE IMPROVEMENT, OFFICE OF															
BUDGET															
General Fund															
OBPI Director	0.50			0.50			0.70			0.70			0.00		
Budget Officer	1.00			1.00			1.00			1.00			0.00		
Budget Manager	0.00			0.00			1.00			1.00			0.00		
Executive Office Associate I	0.50			0.50			0.00			0.00			0.00		
Executive Office Associate II	0.00			0.00			0.50			0.50			0.00		
Sr. Mgmt. & Budget Analyst	3.00			3.00			1.00			1.00			0.00		
Management & Budget Analyst	1.00			1.00			2.00			2.00			0.00		
Management Intern	0.00			0.00			0.00			0.00			0.00		
Management Consultant	0.00			0.00			0.00			0.00			0.00		
Sr Management Consultant	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	7.00	+	0.00 PT	7.00	+	0.00 PT	7.20	+	0.00 PT	7.20	+	0.00 PT	0.00	+	0.00 PT
GRANTS MANAGEMENT															
General Fund															
OBPI Director	0.25			0.25			0.30			0.30			0.00		
Executive Office Associate I	0.25			0.25			0.00			0.00			0.00		
Executive Office Associate II	0.00			0.00			0.25			0.25			0.00		
Grants Manager	0.00			0.00			0.00			0.00			0.00		
Grants Officer	1.00			1.00			1.00			1.00			0.00		
Grants Management Specialist	1.00			1.00			0.00			0.00			0.00		
Office Associate V	0.20			0.20			0.50			0.50			0.00		
Grants Writer/Researcher	0.00			0.00			1.00			1.00			0.00		
Subtotal - Division	2.70	+	0.00 PT	2.70	+	0.00 PT	3.05	+	0.00 PT	3.05	+	0.00 PT	0.00	+	0.00 PT
DEPARTMENT TOTAL	**9.70**	**+**	**0.00** **PT**	**9.70**	**+**	**0.00** **PT**	**10.25**	**+**	**0.00** **PT**	**10.25**	**+**	**0.00** **PT**	**0.00**	**+**	**0.00** **PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15				REVISED FY 2015/16				REVISED FY 2016/17				ADOPTED FY 2017/18				18 Adop - 17 Rvsd Over/ (Under)			
INTERNAL AUDIT																				
General Fund																				
OBPI Director	0.25				0.25				0.00				0.00				0.00			
Executive Office Associate I	0.25				0.25				0.00				0.00				0.00			
Executive Office Associate II	0.00				0.00				0.25				0.25				0.00			
Internal Auditor	0.75				0.75				0.60				0.60				0.00			
Assistant Internal Auditor	0.75				0.75				1.00				1.00				0.00			
Office Associate V	0.20				0.20				0.20				0.20				0.00			
Senior Auditor	0.50				0.50				0.75				0.75				0.00			
Auditor	1.50				1.50				1.50				1.50				0.00			
Subtotal - Fund	4.20	+	0.00	PT	4.20	+	0.00	PT	4.30	+	0.00	PT	4.30	+	0.00	PT	0.00	+	0.00	PT
Resort Tax Fund																				
Internal Auditor	0.25				0.25				0.40				0.40				0.00			
Assistant Internal Auditor	0.25				0.25				0.00				0.00				0.00			
Office Associate V	0.20				0.20				0.30				0.30				0.00			
Office Associate II	0.00				0.00				0.00				0.00				0.00			
Tax Auditor	3.00				3.00				3.00				3.00				0.00			
Subtotal - Fund	3.70	+	0.00	PT	3.70	+	0.00	PT	3.70	+	0.00	PT	3.70	+	0.00	PT	0.00	+	0.00	PT
Parking Fund																				
Senior Auditor	0.50				0.50				0.25				0.25				0.00			
Auditor	0.50				0.50				0.50				0.50				0.00			
Subtotal - Fund	1.00	+	0.00	PT	1.00	+	0.00	PT	0.75	+	0.00	PT	0.75	+	0.00	PT	0.00	+	0.00	PT
Sanitation Fund																				
Tax Auditor	1.00				1.00				1.00				1.00				0.00			
Subtotal - Fund	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**9.90**	**+**	**0.00**	**PT**	**9.90**	**+**	**0.00**	**PT**	**9.75**	**+**	**0.00**	**PT**	**9.75**	**+**	**0.00**	**PT**	**0.00**	**+**	**0.00**	**PT**
ORG DEV & PERFORMANCE INITIATIVES																				
General Fund																				
Org Dev & Training Specialist	1.00				1.00				1.00				1.00				0.00			
Chief Learning Development Officer	1.00				1.00				1.00				1.00				0.00			
Management Consultant	0.00				0.00				0.00				0.00				0.00			
Office Associate IV	0.00				0.00				0.00		1.00		0.00		1.00		0.00			
Office Associate V	0.40				0.40				0.00				0.00				0.00			
Excellence Program Assessor	0.00		1.00		0.00		1.00		0.00		1.25		0.00		1.25		0.00			
DEPARTMENT TOTAL	**2.40**	**+**	**1.00**	**PT**	**2.40**	**+**	**1.00**	**PT**	**2.00**	**+**	**2.25**	**PT**	**2.00**	**+**	**2.25**	**PT**	**0.00**	**+**	**0.00**	**PT**
FINANCE																				
General Fund																				
Chief Financial Officer	0.30				0.30				0.30				0.30				0.00			
Accounting Manager (previously Chief Accountant)	1.00				1.00				1.00				1.00				0.00			
Deputy Finance Director	0.00				1.00				1.00				1.00				0.00			
Assistant Finance Director	1.00				1.00				1.00				1.00				0.00			
Revenue Manager	1.00				1.00				1.00				1.00				0.00			
Finance/Customer Service Manager	1.00				1.00				1.00				1.00				0.00			
Treasury Manager	1.00				1.00				1.00				1.00				0.00			
Community Outreach Manager	0.50				0.50				0.00				0.00				0.00			
Office Associate V	1.00				1.00				1.00				1.00				0.00			
Finance Specialist III	0.00				0.00				0.00				0.00				0.00			
Financial Analyst / Financial Analyst I	11.50				11.50				14.50				13.50				-1.00			
Financial Analyst II	8.50				8.50				11.50				11.50				0.00			
Financial Analyst III	7.00				7.00				8.50				8.50				0.00			
Office Associate III	0.00				0.00				0.00				0.00				0.00			
Executive Office Associate I	1.00				1.00				1.00				1.00				0.00			
Subtotal - Division	34.80	+	0.00	PT	35.80	+	0.00	PT	42.80	+	0.00	PT	41.80	+	0.00	PT	-1.00	+	0.00	PT
Subtotal - Fund	34.80	+	0.00	PT	35.80	+	0.00	PT	42.80	+	0.00	PT	41.80	+	0.00	PT	-1.00	+	0.00	PT
Resort Tax Fund																				
Financial Analyst III	1.00				1.00				1.00				1.00				0.00			
Financial Analyst / Financial Analyst I	0.50				0.50				0.50				0.50				0.00			
Office Associate III	0.00				0.00				0.00				0.00				0.00			
Financial Analyst / Financial Analyst I	2.00				2.00				2.00				2.00				0.00			
Subtotal - Fund	3.50	+	0.00	PT	3.50	+	0.00	PT	3.50	+	0.00	PT	3.50	+	0.00	PT	0.00	+	0.00	PT
Parking Fund																				
Chief Financial Officer	0.00				0.00				0.25				0.25				0.00			
Financial Analyst III	1.00				1.00				1.50				1.50				0.00			
Financial Analyst II	2.00				2.00				2.00				2.00				0.00			
Financial Analyst I / Financial Analyst	8.00				8.00				9.00				9.00				0.00			
Subtotal - Fund	11.00	+	0.00	PT	11.00	+	0.00	PT	12.75	+	0.00	PT	12.75	+	0.00	PT	0.00	+	0.00	PT
Other Funds																				
Public Works Chief Financial Officer	0.45				0.45				0.45				0.45				0.00			
Public Works Financial Analyst / Financial Analyst I	0.00				0.00				1.50				1.50				0.00			
Building - Financial Analyst II	0.50				0.50				0.50				0.50				0.00			
Building - Financial Analyst / Financial Analyst I	1.00				1.00				4.50				4.50				0.00			
Subtotal - Fund	1.95	+	0.00	PT	1.95	+	0.00	PT	6.95	+	0.00	PT	6.95	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**51.25**	**+**	**0.00**	**PT**	**52.25**	**+**	**0.00**	**PT**	**66.00**	**+**	**0.00**	**PT**	**65.00**	**+**	**0.00**	**PT**	**-1.00**	**+**	**0.00**	**PT**
INFORMATION TECHNOLOGY																				
APPLICATION SERVICES																				
Internal Service Fund																				
Application System Manager	1.00				1.00				1.00				1.00				0.00			
Database Administrator	2.00				2.00				2.00				2.00				0.00			
E-Government Administrator	2.00				2.00				2.00				2.00				0.00			
Sr. Systems Analyst	7.00				8.00				8.00				8.00				0.00			
Sr. Special Projects Manager	1.00				1.00				1.00				1.00				0.00			
Systems Analyst	0.00				0.00				2.00				2.00				0.00			
Account Clerk III	1.00				1.00				0.00				0.00				0.00			
Financial Analyst II	0.00				0.00				1.00				1.00				0.00			
Info. Tech Division Director	1.00				1.00				1.00				1.00				0.00			
Special Projects Coordinator	1.00				1.00				1.00				1.00				0.00			
Subtotal - Fund	16.00	+	0.00	PT	17.00	+	0.00	PT	19.00	+	0.00	PT	19.00	+	0.00	PT	0.00	+	0.00	PT

POSITION SUMMARY DETAIL

	REVISED FY 2014/15				REVISED FY 2015/16				REVISED FY 2016/17				ADOPTED FY 2017/18				18 Adop - 17 Rvsd Over/ (Under)			
Other Funds																				
Building - Systems Analyst	0.00				0.00				1.00				1.00				0.00			
Building - Senior Systems Analyst	2.00				2.00				1.00				1.00				0.00			
Subtotal - Fund	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
Subtotal - Division	18.00	+	0.00	PT	19.00	+	0.00	PT	21.00	+	0.00	PT	21.00	+	0.00	PT	0.00	+	0.00	PT
SUPPORT SERVICES																				
Internal Service Fund																				
Director	1.00				1.00				1.00				1.00				0.00			
IT Division Director	1.00				1.00				1.00				1.00				0.00			
Systems Support Manager	1.00				1.00				1.00				1.00				0.00			
Information Tech Specialist I	2.00				3.00				3.00				3.00				0.00			
Information Tech Specialist II	7.00				7.00				7.00				7.00				0.00			
Office Associate V	1.00				1.00				1.00				1.00				0.00			
VOIP Network Administrator	0.00				0.00				0.00				0.00				0.00			
Technical Services Manager	0.00				0.00				0.00				0.00				0.00			
Systems Administrator	2.00				2.00				3.00				3.00				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	21.00	+	0.00	PT	22.00	+	0.00	PT	23.00	+	0.00	PT	23.00	+	0.00	PT	0.00	+	0.00	PT
TELECOMMUNICATIONS SVCS																				
Internal Service Fund																				
Technical Services Manager	0.00				0.00				0.00				0.00				0.00			
Account Clerk III	0.00				0.00				0.00				0.00				0.00			
Radio Administrator	0.00				0.00				0.00				0.00				0.00			
Sr. Telecom Specialist	0.00				0.00				0.00				0.00				0.00			
Telecom Specialist	0.00				0.00				0.00				0.00				0.00			
Subtotal - Division	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**39.00**	**+**	**0.00**	**PT**	**41.00**	**+**	**0.00**	**PT**	**44.00**	**+**	**0.00**	**PT**	**44.00**	**+**	**0.00**	**PT**	**0.00**	**+**	**0.00**	**PT**
HUMAN RESOURCES																				
General Fund																				
Human Resources Director	0.60				0.60				0.60				0.60				0.00			
Human Resources Asst Director	2.00				2.00				2.00				2.00				0.00			
Human Resources Admin II	0.00				0.00				2.00				2.00				0.00			
Human Resources Admin I	2.00				2.00				0.00				0.00				0.00			
Sr. Human Resources Specialist	3.00				3.00				4.00				4.00				0.00			
Human Resources Specialist	6.00				6.00				4.00				4.00				0.00			
Human Resources Technician	0.00				0.00				0.00				0.00				0.00			
Human Resources Technician I	0.00				0.00				0.00				0.00				0.00			
Labor Relations Director	0.00				0.00				0.00				0.00				0.00			
Labor Relations Specialist	1.00				1.00				1.00				1.00				0.00			
Claims Coordinator	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	2.50				2.50				4.00				4.00				0.00			
Office Associate III	1.00				1.00				0.00				0.00				0.00			
Subtotal - Division	19.10	+	0.00	PT	19.10	+	0.00	PT	18.60	+	0.00	PT	18.60	+	0.00	PT	0.00	+	0.00	PT
RISK MANAGEMENT																				
Self Insurance Internal Fund																				
Human Resources Director	0.40				0.40				0.40				0.40				0.00			
Risk Manager	1.00				1.00				0.00				0.00				0.00			
Division Director Risk Management and Benefits	0.00				0.00				1.00				1.00				0.00			
Human Resources Specialist	3.50				3.50				2.50				2.50				0.00			
Safety Officer	1.00				1.00				1.00				1.00				0.00			
Employee Benefits Manager	0.25				0.25				0.25				0.25				0.00			
Office Associate IV	0.50				0.50				1.00				1.00				0.00			
Claims Coordinator	0.00				0.00				1.00				1.00				0.00			
HR Risk and Benefits Analyst	0.00				0.00				1.00				1.00				0.00			
Subtotal - Division	6.65	+	0.00	PT	6.65	+	0.00	PT	8.15	+	0.00	PT	8.15	+	0.00	PT	0.00	+	0.00	PT
MEDICAL & DENTAL FUND																				
Self Insurance Internal Fund																				
Human Resources Admin I	0.00				0.00				0.00				0.00				0.00			
Employee Benefits Manager	0.75				0.75				0.75				0.75				0.00			
Human Resources Specialist	0.50				0.50				0.50				0.50				0.00			
Subtotal - Division	1.25	+	0.00	PT	1.25	+	0.00	PT	1.25	+	0.00	PT	1.25	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**27.00**	**+**	**0.00**	**PT**	**27.00**	**+**	**0.00**	**PT**	**28.00**	**+**	**0.00**	**PT**	**28.00**	**+**	**0.00**	**PT**	**0.00**	**+**	**0.00**	**PT**
CITY CLERK, OFFICE OF																				
General Fund																				
City Clerk	1.00				1.00				1.00				1.00				0.00			
Assistant City Clerk	1.00				1.00				1.00				1.00				0.00			
Administrative Aide I	1.00				1.00				0.00				0.00				0.00			
Agenda Coordinator	0.60				0.60				0.60				0.60				0.00			
Code Violations Clerk	2.00				2.00				2.00				2.00				0.00			
Records Management Specialist	0.00				1.00				1.00				1.00				0.00			
Office Associate V	1.00				1.00				1.00				1.00				0.00			
Office Associate IV	1.00				1.00				1.00				1.00				0.00			
Office Associate III	1.00				1.00				2.00				2.00				0.00			
Subtotal - Fund	8.60	+	0.00	PT	9.60	+	0.00	PT	9.60	+	0.00	PT	9.60	+	0.00	PT	0.00	+	0.00	PT
Red Light Camera Fund																				
Code Violations Clerk	1.00				1.00				1.00				1.00				0.00			
Subtotal - Fund	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**9.60**	**+**	**0.00**	**PT**	**10.60**	**+**	**0.00**	**PT**	**10.60**	**+**	**0.00**	**PT**	**10.60**	**+**	**0.00**	**PT**	**0.00**	**+**	**0.00**	**PT**
CENTRAL SERVICES																				
Internal Service Fund																				
Central Services Coordinator	1.00				1.00				1.00				1.00				0.00			
Agenda Coordinator	0.40				0.40				0.40				0.40				0.00			
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			
DEPARTMENT TOTAL	**4.40**	**+**	**0.00**	**PT**	**4.40**	**+**	**0.00**	**PT**	**4.40**	**+**	**0.00**	**PT**	**4.40**	**+**	**0.00**	**PT**	**0.00**	**+**	**0.00**	**PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
PROCUREMENT															
General Fund															
Procurement Director	1.00			1.00			1.00			1.00			0.00		
Assistant Director	1.00			1.00			1.00			1.00			0.00		
Administrative Manager	1.00			1.00			0.00	1.00		0.00	1.00		0.00		
Administrative Services Manager	0.00			0.00			1.00			1.00			0.00		
Buyer	0.00			0.00			0.00			0.00			0.00		
Contracts Compliance Administrator	1.00			1.00			1.00			1.00			0.00		
Office Associate IV	0.00			0.00			1.00			1.00			0.00		
Office Associate V	0.00			0.00			0.00			0.00			0.00		
Procurement Contract Officer I	2.00			4.00			3.00			3.00			0.00		
Procurement Contract Officer II	3.00			3.00			2.00			2.00			0.00		
Procurement Contract Officer III	2.00	1.00		2.00	1.00		1.00			1.00			0.00		
Procurement Contracting Analyst	3.00	2.00		3.00	2.00		5.00	4.00		5.00	3.00		0.00	-1.00	
Procurement Contracting Analyst II	0.00			0.00			1.00			1.00			0.00		
Procurement Coordinator	0.00			0.00			0.00			0.00			0.00		
Sr Procurement Specialist	0.00			0.00			0.00			0.00			0.00		
DEPARTMENT TOTAL	**14.00**	**+ 3.00**	**PT**	**16.00**	**+ 3.00**	**PT**	**17.00**	**+ 5.00**	**PT**	**17.00**	**+ 4.00**	**PT**	**0.00**	**+ -1.00**	**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			1.00			1.00			0.00		
First Assistant City Attorney	5.00			5.00			5.00			5.00			0.00		
Senior Assistant City Attorney	4.00			4.00			3.00			3.00			0.00		
Assistant City Attorney I	1.00			1.00			1.00			2.00			1.00		
Assistant to the City Attorney	1.00			1.00			1.00			1.00			0.00		
Legal Administrator	0.00			0.00			0.00			0.00			0.00		
Legal Secretary	2.00			2.00			2.00			3.00			1.00		
Senior Legal Secretary	1.00			1.00			1.00			1.00			0.00		
Office Manager	0.00			0.00			0.00			0.00			0.00		
Senior Administrative Manager	1.00			1.00			1.00			1.00			0.00		
City Attorney Office-Paralegal Specialist	2.00			2.00			2.00			2.00			0.00		
Paralegal	1.00			1.00			1.00			1.00			0.00		
Receptionist	1.00			1.00			1.00			1.00			0.00		
DEPARTMENT TOTAL	**22.00**	**+ 0.00**	**PT**	**22.00**	**+ 0.00**	**PT**	**22.00**	**+ 0.00**	**PT**	**24.00**	**+ 0.00**	**PT**	**2.00**	**+ 0.00**	**PT**
HOUSING & COMMUNITY SERVICES															
Housing & Community Development															
Housing & Comm Services Director	0.50			0.50			0.50			0.50			0.00		
Controller	0.00			0.00			0.40			0.40			0.00		
Financial Analyst II	0.50			0.50			0.00			0.00			0.00		
Office Associate III	0.70			0.70			0.70			0.70			0.00		
Community Development Block Grant Projects Coordinator	0.20			0.20			0.40			0.15			-0.25		
Senior Capital Proj Coord.	0.00			1.00			1.00			1.00			0.00		
Community Dev Specialist	0.00			0.00			0.00			0.00			0.00		
HOME/ SHIP Project Coordinator	0.40			0.40			0.40			0.40			0.00		
Housing Specialist	0.00			0.00			0.00			0.00			0.00		
Office Associate V	0.50			0.50			0.60			0.00			-0.60		
Subtotal - Division	2.80	+ 0.00	PT	3.80	+ 0.00	PT	4.00	+ 0.00	PT	3.15	+ 0.00	PT	-0.85	+ 0.00	PT
HOMELESS SERVICES															
General Fund															
Case Worker II	2.45	4.00		4.45	2.00		3.45	2.00		3.45	2.00		0.00		
Housing & Comm Services Director	0.40			0.40			0.40			0.40			0.00		
Controller	0.00			0.00			0.50			0.50			0.00		
Financial Analyst II	0.40			0.40			0.00			0.00			0.00		
Client Services Specialist	0.00			0.00			0.50			0.50			0.00		
Homeless Outreach Specialist	0.00			0.00			0.50			0.50			0.00		
Office Associate III	0.30			0.30			0.30			0.30			0.00		
Case Worker Assistant Part-Time	0.00	1.00		0.00	1.00		0.00	1.00		0.00	1.00		0.00		
Homeless Program Coordinator	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	4.55	+ 5.00	PT	6.55	+ 3.00	PT	6.65	+ 3.00	PT	6.65	+ 3.00	PT	0.00	+ 0.00	PT
RESIDENTIAL HOUSING PROGRAM															
Special Revenue Fund															
HOME Project Coordinator	0.15			0.15			0.15			0.15			0.00		
Residential Cleaner	0.00	0.00		0.00			0.00	1.00		0.00	1.00		0.00		
Tenant Services Coordinator	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	1.15	+ 0.00	PT	1.15	+ 0.00	PT	1.15	+ 1.00	PT	1.15	+ 1.00	PT	0.00	+ 0.00	PT
COMMUNITY DEVELOPMENT BLOCK GRANT															
Special Revenue Fund															
Controller	0.00			0.00			0.10			0.10			0.00		
Office Associate V	0.50			0.50			0.40			0.00			-0.40		
Community Dev Specialist	0.00			0.00			0.00			0.00			0.00		
Community Development Block Grant Projects Coordinator	0.80			0.80			0.60			0.85			0.25		
Financial Analyst II	0.10			0.10			0.00			0.00			0.00		
Subtotal - Division	1.40	+ 0.00	PT	1.40	+ 0.00	PT	1.10	+ 0.00	PT	0.95	+ 0.00	PT	-0.15	+ 0.00	PT
HOUSING HOME GRANT															
Special Revenue Fund															
HOME/SHIP Project Coordinator	0.45			0.45			0.45			0.45			0.00		
Housing Specialist	0.00			0.00			0.00			0.00			0.00		
Subtotal - Division	0.45	+ 0.00	PT	0.45	+ 0.00	PT	0.45	+ 0.00	PT	0.45	+ 0.00	PT	0.00	+ 0.00	PT
COMMUNITY SERVICES															
General Fund															
Housing & Comm Services Director	0.10			0.10			0.10			0.10			0.00		
Comm Services Division Director	1.00			1.00			1.00			1.00			0.00		
Case Worker II	1.00			1.00			1.00			1.00			0.00		
Case Worker	2.00			2.00			2.00			2.00			0.00		
Subtotal - Division	4.10	+ 0.00	PT	4.10	+ 0.00	PT	4.10	+ 0.00	PT	4.10	+ 0.00	PT	0.00	+ 0.00	PT

POSITION SUMMARY DETAIL

	REVISED FY 2014/15				REVISED FY 2015/16				REVISED FY 2016/17				ADOPTED FY 2017/18				18 Adop - 17 Rvsd Over/ (Under)			
SHIP GRANT																				
Special Revenue Fund																				
Housing Specialist	0.00				0.00				0.00				0.00				0.00			
Subtotal - Division	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
COMMUNITY DEVELOPMENT HTO/MIS/HID/																				
CHILDREN'S TRUST GRANTS																				
Special Revenue Fund																				
Client Services Specialist	0.00				0.00				0.50				0.50				0.00			
Homeless Outreach Specialist	0.00				0.00				0.50				0.50				0.00			
Case Worker	3.00				3.00				3.00				3.00				0.00			
Case Worker II	2.55				2.55				1.55				1.55				0.00			
Case Worker Assistant	2.00		1.00		2.00		1.00		2.00		1.00		2.00		1.00		0.00			
Financial Analyst II	0.00				0.00				0.00				0.00				0.00			
Truancy Coordinator	3.00				3.00				3.00				3.00				0.00			
Senior Program Coordinator	0.00				0.00				0.00				0.00				0.00			
All Stars One to One Facilitator	0.00				0.00				0.00		2.00		0.00		2.00		0.00			
Child Group Facilitator	0.00				0.00				0.00		2.00		0.00		2.00		0.00			
Parent Child Facilitator	0.00				0.00				0.00		4.00		0.00		4.00		0.00			
Office Associate IV	3.00				3.00				3.00				3.00				0.00			
Subtotal - Division	13.55	+	1.00	PT	13.55	+	1.00	PT	13.55	+	9.00	PT	13.55	+	9.00	PT	0.00	+	0.00	PT
Subtotal - Fund	15.40	+	1.00	PT	15.40	+	1.00	PT	15.10	+	9.00	PT	14.95	+	9.00	PT	-0.15	+	0.00	PT
***DEPARTMENT TOTAL**	**28.00**	**+**	**6.00**	**PT**	**31.00**	**+**	**4.00**	**PT**	**31.00**	**+**	**13.00**	**PT**	**30.00**	**+**	**13.00**	**PT**	**-1.00**	**+**	**0.00**	**PT**
BUILDING																				
General Fund																				
Building Director	1.00				1.00				1.00				1.00				0.00			
Deputy Building Director	0.00				0.00				1.00				1.00				0.00			
Assistant Director	2.00				2.00				1.00				1.00				0.00			
Administrative Services Manager	1.00				1.00				1.00				1.00				0.00			
Building Inspector	1.00				1.00				1.00				1.00				0.00			
Building Operations Manager	2.00				2.00				2.00				2.00				0.00			
Building Records Manager	1.00				1.00				1.00				1.00				0.00			
Building Code Compliance Officer	0.00				0.00				2.00				2.00				0.00			
Chief Accessibility Inspector	0.00				0.00				0.00				0.00				0.00			
Chief Bldg Code Comp Officer	1.00				1.00				1.00				1.00				0.00			
Chief Building Inspector	1.00				1.00				0.00				0.00				0.00			
Chief Electrical Inspector	1.00				1.00				1.00				1.00				0.00			
Chief Elevator Inspector	1.00				0.00				0.00				0.00				0.00			
Chief Roofing Inspector	1.00				1.00				1.00				1.00				0.00			
Government Compliance Coordinator	1.00				1.00				1.00				1.00				0.00			
Chief Mechanical Inspector	1.00				1.00				1.00				1.00				0.00			
Chief Plumbing Inspector	1.00				1.00				1.00				1.00				0.00			
Chief Structural Engineer	3.00				3.00				3.00				3.00				0.00			
Clerk	1.00				1.00				0.00				0.00				0.00			
Code Compliance Officer II	1.00				1.00				0.00				0.00				0.00			
Development Review Services Coordinator	1.00				1.00				1.00				1.00				0.00			
Electrical Inspector	4.00				4.00				2.00				2.00				0.00			
Engineer	0.00				0.00				1.00				1.00				0.00			
Engineering Inspector	1.00				1.00				1.00				0.00				-1.00			
Financial Analyst III	0.00				0.00				1.00				1.00				0.00			
Financial Analyst / Financial Analyst I	1.00				1.00				1.00				1.00				0.00			
Mechanical Inspector	1.00				1.00				1.00				1.00				0.00			
Office Associate III	0.00				0.00				4.00				4.00				0.00			
Office Associate IV	9.00				8.00				7.00				7.00				0.00			
Office Associate V	3.00				3.00				4.00				4.00				0.00			
Office Manager	0.00				0.00				1.00				1.00				0.00			
Permit Clerk II	2.00				2.00				1.00				1.00				0.00			
Permit Clerk I	15.00				14.00				19.00				19.00				0.00			
Permit Information Analyst II	1.00				1.00				1.00				1.00				0.00			
Plumbing Inspector	1.00				1.00				1.00				1.00				0.00			
Senior Mechanical Inspector	3.00				3.00				3.00				3.00				0.00			
Senior Electrical Inspector	3.00				3.00				4.00				4.00				0.00			
Senior Elevator Inspector	2.00				0.00				0.00				0.00				0.00			
Senior Plumbing Inspector	3.00				3.00				4.00				4.00				0.00			
Senior Building Inspector	11.00				12.00				13.00				13.00				0.00			
Special Projects Coordinator	0.00				0.00				0.00				0.00				0.00			
DIVISION TOTAL	82.00	+	0.00	PT	78.00	+	0.00	PT	89.00	+	0.00	PT	88.00	+	0.00	PT	-1.00	+	0.00	PT
DEPARTMENT TOTAL	**82.00**	**+**	**0.00**	**PT**	**78.00**	**+**	**0.00**	**PT**	**89.00**	**+**	**0.00**	**PT**	**88.00**	**+**	**0.00**	**PT**	**-1.00**	**+**	**0.00**	**PT**
ENVIRONMENT & SUSTAINABILITY																				
General Fund																				
Environmental Resources Mgr.	1.00				1.00				1.00				1.00				0.00			
Environmental Specialist	0.00				0.00				2.00				2.00				0.00			
Office Associate IV	1.00				1.00				0.00				0.00				0.00			
Office Associate V	0.00				0.00				1.00				1.00				0.00			
Field Inspector I	0.00				0.00				2.00				2.00				0.00			
Field Supervisor	0.00				0.00				0.00				0.00				0.00			
MSW I	0.00				0.00				0.00				0.00				0.00			
Urban Forester	0.00				0.00				1.00				1.00				0.00			
Analyst	0.00				0.00				1.00				1.00				0.00			
Environmental & Sustainability Director	0.00				0.00				1.00				1.00				0.00			
Subtotal - Fund	2.00	+	0.00	PT	2.00	+	0.00	PT	9.00	+	0.00	PT	9.00	+	0.00	PT	0.00	+	0.00	PT
Special Revenue Fund																				
Environmental Resources Mgr.	1.00				1.00				1.00				1.00				0.00			
Subtotal - Fund	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	0.00	+	0.00	PT
Other Funds																				
Building - Environmental Technician	0.00				0.00				2.00				2.00				0.00			
Subtotal - Fund	0.00	+	0.00	PT	0.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**3.00**	**+**	**0.00**	**PT**	**3.00**	**+**	**0.00**	**PT**	**12.00**	**+**	**0.00**	**PT**	**12.00**	**+**	**0.00**	**PT**	**0.00**	**+**	**0.00**	**PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
PLANNING															
General Fund															
Planning Director	1.00			1.00			1.00			1.00			0.00		
Deputy Director Planning Dept.	1.00			1.00			1.00			1.00			0.00		
Administrative Officer	1.00			1.00			0.00			0.00			0.00		
Administrative & Business Officer	0.00			0.00			1.00			1.00			0.00		
Clerk Typist	0.00			0.00			0.00			0.00			0.00		
Clerk of Boards	0.00			0.00			1.00			1.00			0.00		
Planning & Zoning Inspector	2.00			2.00			2.00			2.00			0.00		
Field Supervisor	1.00			1.00			0.00			0.00			0.00		
Preservation & Design Manager	1.00			1.00			0.00			0.00			0.00		
Office Associate III	0.00			0.00			1.00			1.00			0.00		
Office Associate IV	2.00			2.00			2.00			2.00			0.00		
Office Associate V	2.00			3.00			2.00			2.00			0.00		
Chief of Planning & Zoning	0.00			0.00			1.00			1.00			0.00		
Chief of Historic Preservation	0.00			0.00			1.00			1.00			0.00		
Chief of Urban Design	0.00			0.00			1.00			1.00			0.00		
Chief of Community Planning & Sustainability	0.00			0.00			1.00			1.00			0.00		
Planner	4.00			4.00			2.00			2.00			0.00		
Planning & Zoning Manager	1.00			1.00			0.00			0.00			0.00		
Principal Planner	2.00			2.00			3.00			3.00			0.00		
Senior Planner	7.00			7.00			7.00			7.00			0.00		
DEPARTMENT TOTAL	**25.00**	**+**	**0.00 PT**	**26.00**	**+**	**0.00 PT**	**27.00**	**+**	**0.00 PT**	**27.00**	**+**	**0.00 PT**	**0.00**	**+**	**0.00 PT**
TOURISM, CULTURE & ECONOMIC DEVELOPMENT															
TOURISM & CULTURAL DEVELOPMENT															
General Fund															
Tourism Cultural Affairs & Econ Dev Director	0.65			0.65			0.65			0.65			0.00		
Assistant Director	0.00			0.50			0.65			0.65			0.00		
Field Monitor	1.00			1.00			1.00			1.00			0.00		
Film & Event Production Mgr.	1.00			1.00			1.00			1.00			0.00		
Development Coordinator	0.00			0.00			0.00			0.00			0.00		
Ent Ind Liaison/Public Art Coord	0.00			0.00			0.00			0.00			0.00		
Office Associate V	2.00			2.00			2.00			2.00			0.00		
Sr. Administrative Manager	0.85			0.85			0.85			0.85			0.00		
Marketing Tourism & Dev Manager	1.00			1.00			0.00			0.00			0.00		
Office Associate IV	0.00			1.00			1.00			1.00			0.00		
Subtotal - Fund	6.50	+	0.00 PT	8.00	+	0.00 PT	7.15	+	0.00 PT	7.15	+	0.00 PT	0.00	+	0.00 PT
Special Revenue															
Resort Tax															
Assistant Director	0.00			0.50			0.00			0.00			0.00		
Subtotal - Fund	0.00	+	0.00 PT	0.50	+	0.00 PT	0.00	+	0.00 PT	0.00	+	0.00 PT	0.00	+	0.00 PT
General Fund															
Art in Public Places															
Public Art Coordinator	1.00			1.00			1.00			1.00			0.00		
Subtotal - Fund	1.00	+	0.00 PT	1.00	+	0.00 PT	1.00	+	0.00 PT	1.00	+	0.00 PT	0.00	+	0.00 PT
Subtotal - Division	7.50	+	0.00 PT	9.50	+	0.00 PT	8.15	+	0.00 PT	8.15	+	0.00 PT	0.00	+	0.00 PT
BASS MUSEUM OF ART															
General Fund															
Bass Museum Director	1.00			1.00			1.00			1.00			0.00		
Office Associate V	1.00			1.00			1.00			1.00			0.00		
Administrative Aide I	0.00			0.00			0.00			0.00			0.00		
Administrative Secretary*	0.00			0.00			0.00			0.00			0.00		
Building Supervisor*	0.00			0.00			0.00			0.00			0.00		
Curator*	0.00			0.00			0.00			0.00			0.00		
Registrar*	0.00			0.00			0.00			0.00			0.00		
Museum Guard*	0.00			0.00			0.00			0.00			0.00		
*Positions are not on City's Payroll	0.00			0.00			0.00			0.00			0.00		
Subtotal - Division	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT
ECONOMIC DEVELOPMENT															
General Fund															
Econ Dev Division Dir	1.00			1.00			1.00			1.00			0.00		
Redevelopment Specialist	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT
CULTURAL ARTS COUNCIL															
Special Revenue Fund															
Cultural Affairs Program Manager	1.00			1.00			1.00			1.00			0.00		
Grants & Oper Administrator	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT
ASSET MANAGEMENT															
General Fund															
Field Monitor	1.00			1.00			1.00			1.00			0.00		
Asset Manager	1.00			1.00			1.00			1.00			0.00		
Office Associate IV	1.00			1.00			0.00			0.00			0.00		
Adminstrative Officer	0.00			0.00			1.00			1.00			0.00		
Leasing Specialist	1.00			1.00			1.00			1.00			0.00		
Subtotal - Division	4.00	+	0.00 PT	4.00	+	0.00 PT	4.00	+	0.00 PT	4.00	+	0.00 PT	0.00	+	0.00 PT
TOURISM & CONVENTIONS															
Enterprise Fund															
Tourism Cultural Affairs & Econ Dev Director	0.35			0.35			0.35			0.35			0.00		
Assistant Director	0.00			0.00			0.35			0.35			0.00		
Marketing Tourism Manager	0.00		1.00	0.00		1.00	0.00			0.00			0.00		
Office Associate III	1.00		0.00	1.00		0.00	1.00			1.00			0.00		
Senior Administrative Manager	0.15			0.15			0.15			0.15			0.00		
DIVISION TOTAL	1.50	+	1.00 PT	1.50	+	1.00 PT	1.85	+	0.00 PT	1.85	+	0.00 PT	0.00	+	0.00 PT
DEPARTMENT TOTAL	**19.00**	**+**	**1.00 PT**	**21.00**	**+**	**1.00 PT**	**20.00**	**+**	**0.00 PT**	**20.00**	**+**	**0.00 PT**	**0.00**	**+**	**0.00 PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
CODE COMPLIANCE															
General Fund															
Code Compliance Department Director	1.00			1.00			1.00			1.00			0.00		
Code Compliance Assistant Director	1.00			1.00			1.00			1.00			0.00		
Administrative Aide I	7.00			7.00			5.00			5.00			0.00		
Code Compliance Records Supervisor	0.00			0.00			1.00			1.00			0.00		
Code Compliance Manager	2.00			2.00			2.00			2.00			0.00		
Code Compliance Officer I and II	31.00		0.00	33.00		0.00	31.00			31.00			0.00		
Code Compliance Administrator	5.00			6.00			6.00			6.00			0.00		
Engineering Inspector	1.00			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			2.00			2.00			0.00		
Subtotal - Fund	50.00	+	0.00 PT	52.00	+	0.00 PT	50.00	+	0.00 PT	50.00	+	0.00 PT	0.00	+	0.00 PT
Resort Tax Fund															
Code Compliance Administrator	0.00			0.00			1.00			1.00			0.00		
Code Compliance Officer I and II	0.00			0.00			4.00			4.00			0.00		
Subtotal - Fund	0.00	+	0.00 PT	0.00	+	0.00 PT	5.00	+	0.00 PT	5.00	+	0.00 PT	0.00	+	0.00 PT
Other Funds															
CDBG-Code Compliance Off	0.00			0.00			0.00			0.00			0.00		
Sanitation-Code Compliance Off	4.00			4.00			4.00			4.00			0.00		
RDA - Code Compliance Off	2.00			2.00			2.00			2.00			0.00		
Subtotal - Fund	6.00	+	0.00 PT	6.00	+	0.00 PT	6.00	+	0.00 PT	6.00	+	0.00 PT	0.00	+	0.00 PT
DEPARTMENT TOTAL	**56.00**	**+**	**0.00 PT**	**58.00**	**+**	**0.00 PT**	**61.00**	**+**	**0.00 PT**	**61.00**	**+**	**0.00 PT**	**0.00**	**+**	**0.00 PT**
PARKS & RECREATION															
General Fund															
Recreation															
Parks & Recreation Director	1.00			1.00			1.00			1.00			0.00		
Assistant Director - Parks	1.00			1.00			2.00			2.00			0.00		
Admin Services Manager	1.00			1.00			1.00			1.00			0.00		
Athletic Manager	0.00			0.00			1.00			1.00			0.00		
Recreation Program Manager	0.00			0.00			1.00			1.00			0.00		
Recreation Program Assistant Manager	0.00			0.00			1.00			1.00			0.00		
Deputy Director	1.00			1.00			0.00			0.00			0.00		
Administrative Aide I	3.00			3.00			2.00			2.00			0.00		
Office Associate V	2.00			2.00			1.00			1.00			0.00		
Office Associate III	2.00			2.00			3.00			3.00			0.00		
Financial Analyst I	0.00			0.00			1.00			1.00			0.00		
Beach Maintenance Director	0.00			0.00			0.00			0.00			0.00		
Customer Service Representative	2.00			2.00			2.00			2.00			0.00		
Ice Rink Manager	1.00			1.00			1.00			1.00			0.00		
Ice Rink Technician	2.00			2.00			2.00			2.00			0.00		
Landscape Project Coord	0.00			0.00			0.00			0.00			0.00		
Heavy Equipment Operator II	1.00			1.00			1.00			1.00			0.00		
Irrigation Systems Supervisor	1.00			1.00			0.00			0.00			0.00		
Landscape Inspector	0.00			0.00			0.00			2.00			2.00		
Municipal Service Worker III	14.00			14.00			14.00			12.00			-2.00		
Municipal Service Worker II	20.00		7.00	20.00		7.00	20.00		6.00	21.00		5.00	1.00		-1.00
Municipal Service Worker I	11.00		4.00	11.00		4.00	11.00		4.00	14.00		7.00	3.00		3.00
Municipal Service Worker Trainee	0.00		5.00	0.00		5.00	0.00		5.00	0.00		5.00	0.00		0.00
Park Operations Supervisor	2.00			2.00			2.00			1.00			-1.00		
Park Ranger	4.00		6.00	4.00		6.00	10.00		8.00	10.00		10.00	0.00		2.00
Park Ranger Supervisor	1.00			1.00			1.00			1.00			0.00		
Park Supervisor	3.00			3.00			3.00			3.00			0.00		
Parks Superintendent	1.00			1.00			1.00			1.00			0.00		
Park & Recreation Analyst	1.00			1.00			0.00			0.00			0.00		
Park Facilities Manager	3.00			3.00			3.00			3.00			0.00		
Parks & Recreation Project Coordinator	1.00			1.00			1.00			1.00			0.00		
Parks & Recreation Project Supervisor	1.00			1.00			2.00			2.00			0.00		
Pool Guard II	3.00			3.00			3.00			3.00			0.00		
Pool Guard I	15.00		8.00	15.00		8.00	14.00		10.00	14.00		10.00	0.00		0.00
Pool Guard I (pt-seasonal)	0.00		13.00	0.00		13.00	0.00		13.00	0.00		13.00	0.00		0.00
Recreation Leader II	13.00			13.00			12.00			12.00			0.00		
Recreation Leader I	11.00			11.00		0.00	11.00			11.00			0.00		
Recreation Attendant	8.00			8.00			5.00			5.00			0.00		
Rec Aide/Leader I Part-time/Year-round	0.00		86.00	0.00		86.00	0.00		86.00	0.00		85.00	0.00		-1.00
Recreation Program Supervisor	13.00			13.00			13.00			13.00			0.00		
Recreation Supervisor I	4.00			4.00			2.00			2.00			0.00		
Seasonal Recreation Aide	0.00		40.00	0.00		40.00	0.00		40.00	0.00		40.00	0.00		0.00
Tradesworker I	0.00		0.00	0.00		0.00	0.00			2.00			2.00		
Inclusionary Aide	0.00		0.00	0.00		0.00	0.00		24.00	0.00		24.00	0.00		0.00
Storekeeper	1.00			1.00			1.00			1.00			0.00		
Division Total	148.00	+	169.00 PT	148.00	+	169.00 PT	149.00	+	196.00 PT	154.00	+	199.00 PT	5.00	+	3.00 PT
Beach Maintenance															
Beach Maintenance Director	1.00		0.00	1.00		0.00	1.00			1.00			0.00		
Municipal Service Worker III	0.00		0.00	0.00		0.00	0.00			2.00			2.00		
Municipal Service Worker II	0.00		0.00	0.00		0.00	1.00			1.00			0.00		
Division Total	1.00	+	0.00 PT	1.00	+	0.00 PT	2.00	+	0.00 PT	4.00	+	0.00 PT	2.00	+	0.00 PT
North Shore Tennis Center															
Recreation Program Supervisor							1.00			1.00			0.00		
Recreation Leader I	0.00		0.00	0.00		0.00	1.00		3.00	1.00		3.00	0.00		0.00
Municipal Service Worker II	0.00		0.00	0.00		0.00	0.00		2.00	0.00		2.00	0.00		0.00
Division Total	0.00		0.00 PT	0.00		0.00 PT	2.00		5.00 PT	2.00		5.00 PT	0.00		0.00 PT
City Center RDA Fund															
Park Ranger	1.00		2.00	1.00		2.00	1.00		2.00	1.00		2.00	0.00		0.00
Subtotal RDA Fund	1.00	+	2.00 PT	1.00	+	2.00 PT	1.00	+	2.00 PT	1.00	+	2.00 PT	0.00	+	0.00 PT
DEPARTMENT GF TOTAL	149.00	+	169.00 PT	149.00	+	169.00 PT	153.00	+	201.00 PT	160.00	+	204.00 PT	7.00	+	3.00 PT
DEPARTMENT RDA TOTAL	1.00	+	2.00 PT	1.00	+	2.00 PT	1.00	+	2.00 PT	1.00	+	2.00 PT	0.00	+	0.00 PT
DEPARTMENT GRAND TOTAL	**150.00**	**+**	**171.00 PT**	**150.00**	**+**	**171.00 PT**	**154.00**	**+**	**203.00 PT**	**161.00**	**+**	**206.00 PT**	**7.00**	**+**	**3.00 PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
PUBLIC WORKS															
ADMINISTRATION															
General Fund															
Assistant City Manager	1.00			1.00			1.00			1.00			0.00		
Executive Office Associate I	0.00			0.00			1.00			1.00			0.00		
DIVISION TOTAL	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT
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		
Chief Elevator Inspector	0.00			1.00			1.00			1.00			0.00		
City Surveyor	0.00			0.00			0.00			0.00			0.00		
City Surveyor Manager	1.00			1.00			1.00			1.00			0.00		
Civil Engineer I	3.00			3.30			4.30			4.30			0.00		
Civil Engineer II	1.00			1.00			3.00			3.00			0.00		
Civil Engineer III	2.00			2.00			1.00			1.00			0.00		
Engineering Assistant I	4.00			4.00			4.00			4.00			0.00		
Engineering Assistant II	3.00			3.00			3.00			3.00			0.00		
Engineering Assistant III	2.00			2.00			1.00			0.00			-1.00		
Engineering Manager	0.00			0.00			0.00			0.00			0.00		
Office Associate III	0.00			0.00			2.00			2.00			0.00		
Office Associate IV	1.00			2.00			2.00			2.00			0.00		
Office Associate V	1.00			1.00			1.00			1.00			0.00		
Permit Clerk I	0.00			1.00			0.00			0.00			0.00		
Right of Way Manager	1.00			1.00			1.00			1.00			0.00		
Senior GIS Analyst	0.00			1.00			1.00			1.00			0.00		
Senior Management Analyst	0.00			0.00			0.25			0.25			0.00		
Sr. Elevator Inspector	0.00			2.00			2.00			2.00			0.00		
DIVISION TOTAL	21.00	+	0.00 PT	27.30	+	0.00 PT	29.55	+	0.00 PT	28.55	+	0.00 PT	-1.00	+	0.00 PT
GREENSPACE MAINTENANCE															
General Fund															
Greenspace Division Director	1.00			1.00			1.00			1.00			0.00		
Assistant Public Works Director	0.00			0.00			0.50			0.50			0.00		
Administrative Aide I	1.00			1.00			1.00			1.00			0.00		
Field Inspector I	0.00			4.00			0.00			0.00			0.00		
Field Supervisor	0.00			1.00			0.00			0.00			0.00		
Greenspace Superintendent	1.00			1.00			1.00			1.00			0.00		
Heavy Equipment Operator I	1.00			1.00			1.00			1.00			0.00		
Landscape Inspector	0.00			0.00			2.00			2.00			0.00		
Municipal Service Worker I	2.00			2.00			1.00			1.00			0.00		
Municipal Service Worker II	1.00			1.00			1.00			1.00			0.00		
Municipal Service Worker III	2.00			2.00			2.00			2.00			0.00		
Park Operations Supervisor	1.00			1.00			1.00			1.00			0.00		
Park Supervisor	2.00			2.00			2.00			2.00			0.00		
Parks & Recreation Analyst	1.00			1.00			0.00			0.00			0.00		
Parks Superintendent	0.00			0.00			1.00			1.00			0.00		
Tree Trimmer	1.00			1.00			3.00			3.00			0.00		
Urban Forester	1.00			1.00			0.00			0.00			0.00		
Subtotal - Fund	15.00	+	0.00 PT	20.00	+	0.00 PT	17.50	+	0.00 PT	17.50	+	0.00 PT	0.00	+	0.00 PT
City Center RDA Fund															
Municipal Svce Worker II	2.00			2.00			2.00			2.00			0.00		
Municipal Svce Worker I	3.00			3.00			3.00			3.00			0.00		
Tree Trimmer	1.00			1.00			1.00			1.00			0.00		
Subtotal RDA Fund	6.00	+	0.00 PT	6.00	+	0.00 PT	6.00	+	0.00 PT	6.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	21.00	+	0.00 PT	26.00	+	0.00 PT	23.50	+	0.00 PT	23.50	+	0.00 PT	0.00	+	0.00 PT
SANITATION															
Enterprise Fund															
Sanitation Director	1.00			1.00			1.00			1.00			0.00		
Assistant Public Works Director	0.00			0.00			0.50			0.50			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		
Excellence Program Assessor	0.00		1.00	0.00		1.00	0.00		1.25	0.00		1.25	0.00		0.00
Heavy Equipment Operator I	13.00			13.00			12.00			12.00			0.00		
Heavy Equipment Operator II	1.00			1.00			1.00			1.00			0.00		
Municipal Service Worker I	52.00			52.00			52.00			52.00			0.00		
Municipal Service Worker II	69.00			69.00			68.00			68.00			0.00		
Municipal Service Worker III	24.00			24.00			25.00			25.00			0.00		
Office Associate IV	1.00			1.00			1.00			1.00			0.00		
Operations Supervisor	6.00			6.00			6.00			6.00			0.00		
Sanitation Business Manager	0.00			0.00			1.00			1.00			0.00		
Sanitation Coordinator	1.00			1.00			0.00			0.00			0.00		
Sanitation Superintendent	2.00			2.00			2.00			2.00			0.00		
Subtotal Function	172.00	+	1.00 PT	172.00	+	1.00 PT	171.50	+	1.25 PT	171.50	+	1.25 PT	0.00	+	0.00 PT
DIVISION TOTAL	172.00	+	1.00 PT	172.00	+	1.00 PT	171.50	+	1.25 PT	171.50	+	1.25 PT	0.00	+	0.00 PT

	REVISED FY 2014/15	REVISED FY 2015/16	REVISED FY 2016/17	ADOPTED FY 2017/18	18 Adop - 17 Rvsd Over/ (Under)
STREETS/STREETLIGHTS					
General Fund					
Infrastructure Division Director	0.20	0.20	0.20	0.20	0.00
Administrative Secretary	0.20	0.20	0.00	0.00	0.00
Buyer	0.00	0.00	0.25	0.25	0.00
Civil Engineer I	0.30	0.30	0.30	0.30	0.00
Electrician	0.00	0.00	0.00	0.00	0.00
Electrician Supervisor	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	0.00	0.00	1.00	1.00	0.00
Mason	1.00	1.00	2.00	2.00	0.00
Masonry Helper	0.00	0.00	1.00	1.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker III	0.00	0.00	1.00	1.00	0.00
Office Assistant IV	0.00	0.00	0.20	0.20	0.00
Procurement Coordinator	0.00	0.00	0.25	0.25	0.00
Public Information Specialist	0.00	0.00	0.00	0.00	0.00
Storekeeper I	0.00	0.00	0.00	0.00	0.00
Storekeeper II	0.00	0.00	0.25	0.25	0.00
Storekeeper III	0.00	0.00	0.25	0.25	0.00
Street Lighting Technician I	4.00	6.00	5.00	5.00	0.00
Street Lighting Technician II	3.00	3.00	4.00	4.00	0.00
Street Operations Supervisor	0.00	0.00	0.00	0.00	0.00
Streets & Lighting Superintendent	1.00	1.00	1.00	1.00	0.00
Streets Supervisor	0.00	0.00	2.00	2.00	0.00
Warehouse Supervisor	0.00	0.00	0.25	0.25	0.00
DIVISION TOTAL	13.70 + 0.00 PT	15.70 + 0.00 PT	22.95 + 0.00 PT	22.95 + 0.00 PT	0.00 + 0.00 PT
WATER OPERATIONS					
Enterprise Fund					
Assistant Public Works Director	0.60	0.60	0.25	0.25	0.00
Infrastructure Division Director	0.25	0.25	0.25	0.25	0.00
Chief Financial Officer	0.00	0.00	0.00	0.00	0.00
Administrative Aide I	3.00	3.00	3.00	3.00	0.00
Administrative Aide II	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	0.25	0.25	0.00	0.00	0.00
Assistant City Engineer	0.00	0.00	0.33	0.33	0.00
Assistant Pumping Mechanic	0.00	0.00	0.66	0.66	0.00
Backflow Coordinator	1.00	1.00	1.00	1.00	0.00
Buyer	0.00	0.00	0.25	0.25	0.00
Civil Engineer I	0.20	0.40	0.98	0.98	0.00
Civil Engineer III	0.00	0.00	0.50	0.50	0.00
Control Room Operator	5.00	5.00	2.64	2.64	0.00
Electrician	1.00	1.00	0.66	0.66	0.00
Electrician Supervisor	0.00	0.00	0.33	0.33	0.00
Electronics/Instrument Supv	1.00	1.00	0.00	0.00	0.00
Engineering Assistant I	0.00	0.00	1.32	1.32	0.00
Field Inspector I	0.00	0.00	0.00	0.00	0.00
Field Supervisor	0.00	0.00	0.00	0.00	0.00
GIS Analyst	1.00	1.00	0.25	0.25	0.00
GIS Manager	0.00	0.00	0.33	0.33	0.00
Heavy Equipment Operator I	2.00	2.00	0.00	0.00	0.00
Heavy Equipment Operator II	1.00	1.00	0.00	0.00	0.00
IT Analyst	0.00	0.00	0.00	0.00	0.00
Meter Services Supervisor	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	1.00	0.00
Municipal Service Worker II	4.00	4.00	2.00	2.00	0.00
Office Assistant IV	0.00	0.00	0.25	0.25	0.00
Procurement Coordinator	0.00	0.00	0.25	0.25	0.00
Public Information Specialist	0.00	0.00	0.00	0.00	0.00
Pumping Mechanic	2.00	2.00	1.98	1.98	0.00
Pumping Operations Supv	0.00	0.00	0.33	0.33	0.00
Senior GIS Analyst	0.30	0.30	0.30	0.30	0.00
Senior Management Analyst	0.00	0.00	0.25	0.25	0.00
Sewer Supervisor	0.00	0.00	0.66	0.66	0.00
Storekeeper I	1.00	1.00	0.00	0.00	0.00
Storekeeper II	1.00	1.00	0.25	0.25	0.00
Storekeeper III	1.00	1.00	0.25	0.25	0.00
Streets Supervisor	2.00	2.00	0.00	0.00	0.00
Utilities Superintendent	1.00	1.00	1.00	1.00	0.00
Warehouse Supervisor	1.00	1.00	0.25	0.25	0.00
Water Distribution System Operator A-D	0.00	0.00	5.00	5.00	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 A-D	0.00	0.00	6.00	6.00	0.00
Water Meter Technician I	5.00	5.00	2.00	2.00	0.00
Water Meter Technician II	5.00	5.00	3.00	3.00	0.00
Water Pipefitter	4.00	4.00	2.00	2.00	0.00
Water Supervisor	3.00	3.00	3.00	3.00	0.00
DIVISION TOTAL	52.60 + 0.00 PT	52.80 + 0.00 PT	47.52 + 0.00 PT	47.52 + 0.00 PT	0.00 + 0.00 PT

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
SEWER OPERATIONS															
Enterprise Fund															
Assistant Public Works Director	0.60			0.60			0.25			0.25			0.00	0.00	
Infrastructure Division Director	0.25			0.25			0.25			0.25			0.00	0.00	
Chief Financial Officer	0.00			0.00			0.00			0.00			0.00	0.00	
Administrative Aide I	1.00			1.00			0.00			0.00			0.00	0.00	
Administrative Aide II	0.00			0.00			0.00			0.00			0.00	0.00	
Administrative Secretary	0.25			0.25			0.00			0.00			0.00	0.00	
Assistant City Engineer	0.00			0.00			0.33			0.33			0.00	0.00	
Assistant Pumping Mechanic	2.00			2.00			0.66			0.66			0.00	0.00	
Buyer	1.00			1.00			0.25			0.25			0.00	0.00	
Civil Engineer I	0.20			0.40			0.98			0.98			0.00	0.00	
Civil Engineer III	0.00			0.00			0.50			0.50			0.00	0.00	
Clerk	1.00			1.00			0.00			0.00			0.00	0.00	
Control Room Operator	3.00			3.00			2.64			2.64			0.00	0.00	
Data Entry Clerk	0.00			0.00			0.00			0.00			0.00	0.00	
Diesel Generator Mechanic	0.00			0.00			0.00			0.00			0.00	0.00	
Electrician	1.00			1.00			0.66			0.66			0.00	0.00	
Electrician Supervisor	0.00			0.00			0.33			0.33			0.00	0.00	
Electronics/Instrument Supv	0.00			0.00			0.00			0.00			0.00	0.00	
Engineering Assistant I	1.00			1.00			1.32			1.32			0.00	0.00	
GIS Analyst	0.00			0.00			0.25			0.25			0.00	0.00	
GIS Manager	0.00			0.00			0.33			0.33			0.00	0.00	
Heavy Equipment Operator II	1.00			1.00			1.00			1.00			0.00	0.00	
IT Analyst	0.00			0.00			0.00			0.00			0.00	0.00	
Mason	1.00			1.00			0.00			0.00			0.00	0.00	
Mason Helper	1.00			1.00			0.00			0.00			0.00	0.00	
Municipal Service Worker I	3.00			3.00			1.00			0.00			-1.00	0.00	
Municipal Service Worker II	3.00			5.00			2.00			2.00			0.00	0.00	
Office Associate III	0.00			0.00			1.00			1.00			0.00	0.00	
Office Associate IV	0.00			0.00			0.25			0.25			0.00	0.00	
Procurement Coordinator	0.00			0.00			0.25			0.25			0.00	0.00	
Public Information Specialist	0.00			0.00			0.00			0.00			0.00	0.00	
Pumping Mechanic	4.00			4.00			1.98			1.98			0.00	0.00	
Pumping Operations Supv	1.00			1.00			0.33			0.33			0.00	0.00	
Senior GIS Analyst	0.30			0.30			0.30			0.30			0.00	0.00	
Senior Management Analyst	0.00			0.00			0.25			0.25			0.00	0.00	
Sewer Field Operations Supv	1.00			1.00			1.00			1.00			0.00	0.00	
Sewer Pipefitter	4.00			4.00			4.00			4.00			0.00	0.00	
Sewer Supervisor	4.00			4.00			2.66			2.66			0.00	0.00	
Storekeeper I	0.00			0.00			0.00			0.00			0.00	0.00	
Storekeeper II	0.00			0.00			0.25			0.25			0.00	0.00	
Storekeeper III	0.00			0.00			0.25			0.25			0.00	0.00	
Warehouse Supervisor	0.00			0.00			0.25			0.25			0.00	0.00	
Waste Water Collection Operator A-D	0.00			0.00			6.00			6.00			0.00	0.00	
DIVISION TOTAL	34.60	+	0.00 PT	36.80	+	0.00 PT	31.52	+	0.00 PT	30.52	+	0.00 PT	-1.00	+	0.00 PT
STORMWATER															
Enterprise Fund															
Assistant Public Works Director	0.80			0.80			0.50			0.50			0.00	0.00	
Assistant City Engineer	1.00			1.00			0.34			0.34			0.00	0.00	
Infrastructure Division Director	0.30			0.30			0.30			0.30			0.00	0.00	
Administrative Aide I	1.00			1.00			1.00			1.00			0.00	0.00	
Administrative Secretary	0.30			0.30			0.00			0.00			0.00	0.00	
Assistant Pumping Mechanic	0.00			0.00			0.68			0.68			0.00	0.00	
Buyer	0.00			0.00			0.25			0.25			0.00	0.00	
Civil Engineer I	2.30			2.60			1.44			1.44			0.00	0.00	
Civil Engineer II	1.00			1.00			0.00			0.00			0.00	0.00	
Civil Engineer III	1.00			1.00			1.00			1.00			0.00	0.00	
Clerk Typist	1.00			1.00			1.00			1.00			0.00	0.00	
Control Room Operator	0.00			0.00			2.72			2.72			0.00	0.00	
Electrician	0.00			0.00			0.68			0.68			0.00	0.00	
Electrician Supervisor	0.00			0.00			0.34			0.34			0.00	0.00	
Electronics/Instrument Supv	0.00			0.00			0.00			0.00			0.00	0.00	
Engineering Assistant I	4.00			4.00			2.36			2.36			0.00	0.00	
Environmental Specialist	1.00			1.00			1.00			1.00			0.00	0.00	
Field Inspector	2.00			2.00			2.00			2.00			0.00	0.00	
GIS Analyst	0.00			0.00			0.50			0.50			0.00	0.00	
GIS Manager	1.00			1.00			0.34			0.34			0.00	0.00	
Heavy Equipment Operator II	1.00			1.00			1.00			1.00			0.00	0.00	
IT Analyst	0.00			0.00			0.00			0.00			0.00	0.00	
Municipal Service Worker I	0.00			0.00			0.00			0.00			0.00	0.00	
Municipal Service Worker II	3.00			5.00			1.00			0.00			-1.00	0.00	
Municipal Service Worker III	1.00			1.00			0.00			0.00			0.00	0.00	
Office Associate IV	0.00			0.00			0.30			0.30			0.00	0.00	
Procurement Coordinator	0.00			0.00			0.25			0.25			0.00	0.00	
Public Information Specialist	0.00			0.00			0.00			0.00			0.00	0.00	
Pumping Mechanic	0.00			0.00			2.04			2.04			0.00	0.00	
Pumping Operations Supv	0.00			0.00			0.34			0.34			0.00	0.00	
Senior GIS Analyst	1.40			1.40			1.40			1.40			0.00	0.00	
Senior Management Analyst	1.00			1.00			0.25			0.25			0.00	0.00	
Sewer Pipefitter	2.00			2.00			1.00			1.00			0.00	0.00	
Sewer Supervisor	2.00			2.00			1.68			1.68			0.00	0.00	
Storekeeper I	0.00			0.00			0.00			0.00			0.00	0.00	
Storekeeper II	0.00			0.00			0.25			0.25			0.00	0.00	
Storekeeper III	0.00			0.00			0.25			0.25			0.00	0.00	
Stormwater Operator A-D	0.00			0.00			5.00			5.00			0.00	0.00	
Stormwater Superintendent	1.00			1.00			1.00			1.00			0.00	0.00	
Warehouse Supervisor	0.00			0.00			0.25			0.25			0.00	0.00	
Waste Water Collection Operator A-D	0.00			0.00			0.00			0.00			0.00	0.00	
DIVISION TOTAL	29.10	+	0.00 PT	31.40	+	0.00 PT	32.46	+	0.00 PT	31.46	+	0.00 PT	-1.00	+	0.00 PT
DEPARTMENT TOTAL	**346.00**	**+**	**1.00 PT**	**364.00**	**+**	**1.00 PT**	**361.00**	**+**	**1.25 PT**	**358.00**	**+**	**1.25 PT**	**-3.00**	**+**	**0.00 PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
PROPERTY MANAGEMENT															
Internal Service Fund															
Property Mgmt Div Director	1.00			1.00			1.00			1.00			0.00		
Property Mgmt Asst Division Director	0.00			0.00			2.00			2.00			0.00		
Mtce. & Oper. Superintendant	1.00			1.00			1.00			1.00			0.00		
Administrative Aide II	2.00			2.00			0.00			0.00			0.00		
Administrative Aide I	0.00			0.00			0.00			0.00			0.00		
Data Entry Clerk	1.00			1.00			0.00			0.00			0.00		
Contract Coordinator	0.00			0.00			0.00			0.00			0.00		
Maintenance Management Coordinator	1.00			1.00			0.00			0.00			0.00		
Office Associate V	1.00			1.00			0.00			0.00			0.00		
Procurement Coordinator	0.00			0.00			1.00			1.00			0.00		
Financial Analyst III	0.00			0.00			1.00			1.00			0.00		
Financial Analyst I	0.00			0.00			3.00			3.00			0.00		
Facilities Zone Manager	0.00			0.00			2.00			2.00			0.00		
Admin Services Manager	0.00			0.00			1.00			1.00			0.00		
Tradesworker II	0.00			0.00			4.00			4.00			0.00		
Tradesworker I	0.00			0.00			4.00			4.00			0.00		
Storekeeper II	1.00			1.00			1.00			1.00			0.00		
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	1.00			1.00			2.00			2.00			0.00		
Construction Manager (R&R)	1.00			1.00			1.00			1.00			0.00		
Electrician	1.00			1.00			0.00			0.00			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		
Air Conditioning Supervisor	1.00			1.00			0.00			0.00			0.00		
Air Conditioning Mechanic	2.00			2.00			0.00			0.00			0.00		
ADA Coordinator	1.00			1.00			1.00			1.00			0.00		
Building Services Technician	2.00			2.00			2.00			2.00			0.00		
Carpenter	2.00			2.00			0.00			0.00			0.00		
Electrician Supervisor	1.00			1.00			0.00			0.00			0.00		
Maintenance Supervisor	1.00			1.00			0.00			0.00			0.00		
Municipal Service Worker III	2.00			2.00			2.00			2.00			0.00		
Paint Supervisor	1.00			1.00			0.00			0.00			0.00		
Painter	2.00			2.00			0.00			0.00			0.00		
Plumbing Supervisor	1.00			1.00			0.00			0.00			0.00		
Plumber	2.00			2.00			0.00			0.00			0.00		
Subtotal - Fund	29.00	+	0.00 PT	29.00	+	0.00 PT	29.00	+	0.00 PT	29.00	+	0.00 PT	0.00	+	0.00 PT
City Center RDA Fund															
Service Supervisor	0.00			0.00			0.00			0.00			0.00		
Facilities Zone Manager	0.00			0.00			1.00			1.00			0.00		
Electrician	1.00			1.00			0.00			0.00			0.00		
Lincoln Rd. Mall Manager	0.00			0.00			0.00			0.00			0.00		
Senior Administrative 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	0.00			0.00			0.00			0.00			0.00		
Tradesworker II	0.00			0.00			1.00			1.00			0.00		
Tradesworker I	0.00			0.00			1.00			1.00			0.00		
Painter	2.00			2.00			0.00			0.00			0.00		
Subtotal - Fund	5.00	+	0.00 PT	5.00	+	0.00 PT	5.00	+	0.00 PT	5.00	+	0.00 PT	0.00	+	0.00 PT
DEPARTMENT TOTAL	**34.00**	**+**	**0.00 PT**	**34.00**	**+**	**0.00 PT**	**34.00**	**+**	**0.00 PT**	**34.00**	**+**	**0.00 PT**	**0.00**	**+**	**0.00 PT**
TRANSPORTATION MGMT															
Special revenue Fund															
Transportation Director	1.00			1.00			1.00			1.00			0.00		
Transportation Deputy Director	0.00			0.00			1.00			1.00			0.00		
Office Associate IV	1.00			1.00			1.00			1.00			0.00		
Senior Planner	1.00			1.00			0.00			0.00			0.00		
Transportation Manager	2.00			2.00			2.00			2.00			0.00		
Transportation Coordinator	0.00			0.00			0.00			0.00			0.00		
Transportation Analyst	2.00			2.00			4.00			4.00			0.00		
Traffic Congestion Field Specialists	0.00			0.00			4.00			4.00			0.00		
Traffic Engineer	1.00			1.00			1.00			1.00			0.00		
Transportation Operations Supervisor	1.00			1.00			1.00			1.00			0.00		
Excellence Program Assessor	0.00		1.00	0.00		1.00	0.00		1.25	0.00		1.25	0.00		0.00
DEPARTMENT TOTAL	**9.00**	**+**	**1.00 PT**	**9.00**	**+**	**1.00 PT**	**15.00**	**+**	**1.25 PT**	**15.00**	**+**	**1.25 PT**	**0.00**	**+**	**0.00 PT**
CAPITAL IMPROVEMENT PROJECTS (CIP)															
General Fund															
Director	1.00			1.00			1.00			1.00			0.00		
Division Director	2.00			2.00			2.00			2.00			0.00		
Building Records Supervisor	1.00			1.00			1.00			1.00			0.00		
Capital Projects Coordinator	11.00			11.00			11.00			11.00			0.00		
Sr Capital Projects Coord	3.00			3.00			3.00			3.00			0.00		
Capital Projects Administrator	1.00			1.00			1.00			1.00			0.00		
Construction Manager	1.00			1.00			1.00			1.00			0.00		
Field Inspections Supervisor	1.00			1.00			1.00			0.00			-1.00		
Field Inspector II	2.00			2.00			2.00			2.00			0.00		
Field Inspector I	2.00			2.00			2.00			2.00			0.00		
Financial Analyst II	1.00			1.00			1.00			1.00			0.00		
Financial Analyst I	1.00			1.00			1.00			0.00			-1.00		
Office Associate V	2.00			2.00			2.00			2.00			0.00		
Office Associate IV	3.00			3.00			3.00			3.00			0.00		
Office Associate III	1.00			1.00			1.00			1.00			0.00		
Performance Scheduler	1.00			1.00			1.00			1.00			0.00		
Public Information Specialist	2.00			2.00			2.00			2.00			0.00		
DEPARTMENT TOTAL	**36.00**	**+**	**0.00 PT**	**36.00**	**+**	**0.00 PT**	**36.00**	**+**	**0.00 PT**	**34.00**	**+**	**0.00 PT**	**-2.00**	**+**	**0.00 PT**

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
PARKING															
ADMINISTRATION															
Enterprise Fund															
Chief Financial Officer	0.25			0.25			0.00			0.00			0.00	0.00	
Parking Director	1.00			1.00			1.00			1.00			0.00	0.00	
Administrative Services Manager	1.00			1.00			1.00			1.00			0.00	0.00	
Sr. Systems Analyst	2.00			2.00			2.00			2.00			0.00	0.00	
Community Outreach Manager	0.50			0.50			0.00			0.00			0.00	0.00	
Customer Service Liaison	1.00			1.00			1.00			1.00			0.00	0.00	
Engineering Assistant I	1.00			1.00			1.00			1.00			0.00	0.00	
Revenue Processor I	3.00			3.00			3.00			3.00			0.00	0.00	
Revenue Processor II	1.00			1.00			1.00			1.00			0.00	0.00	
Office Associate V	3.00			3.00			2.00			2.00			0.00	0.00	
Office Associate IV	4.00			4.00			4.00			4.00			0.00	0.00	
Office Associate III	1.00			1.00			2.00			2.00			0.00	0.00	
Senior Management Analyst	0.00			0.00			1.00			1.00			0.00	0.00	
Subtotal - Division	18.75	+	0.00 PT	18.75	+	0.00 PT	19.00	+	0.00 PT	19.00	+	0.00 PT	0.00	+	0.00 PT
ON-STREET PARKING															
Enterprise Fund															
Assistant Director	1.00			1.00			1.00			1.00			0.00	0.00	
Municipal Service Worker III	6.00			6.00			6.00			6.00			0.00	0.00	
Municipal Service Worker II	2.00			2.00			2.00			2.00			0.00	0.00	
Municipal Service Worker I	1.00			1.00			1.00			1.00			0.00	0.00	
Office Associate IV	0.50			0.50			0.50			0.50			0.00	0.00	
Painter	2.00			2.00			2.00			2.00			0.00	0.00	
Parking Dispatcher	6.00		4.00	6.00		4.00	6.00		4.00	6.00		4.00	0.00	0.00	
Parking Enforcement Spec II	1.00			1.00			0.00			0.00			0.00	0.00	
Parking Enforcement Spec I	28.00		21.00	35.00		21.00	35.00		21.00	35.00		21.00	0.00	0.00	
Parking Meter Technician II	2.00			2.00			2.00			2.00			0.00	0.00	
Parking Meter Technician I	8.00		3.00	8.00		3.00	8.00		3.00	8.00		3.00	0.00	0.00	
Parking Operations Manager	4.00			4.00			4.00			4.00			0.00	0.00	
Parking Operations Supervisor	5.00		0.00	6.00		0.00	8.00			8.00			0.00	0.00	
Sign Maker	1.00			1.00			1.00			1.00			0.00	0.00	
Subtotal - Division	67.50	+	28.00 PT	75.50	+	28.00 PT	76.50	+	28.00 PT	76.50	+	28.00 PT	0.00	+	0.00 PT
OFF-STREET PARKING															
Enterprise Fund															
Assistant Director	1.00			1.00			1.00			1.00			0.00	0.00	
Sr. Capital Proj. Coordinator (CIP)	1.00			1.00			1.00			1.00			0.00	0.00	
Office Associate IV	1.50			1.50			1.50			1.50			0.00	0.00	
Municipal Service Worker III	2.00			2.00			1.00			1.00			0.00	0.00	
Municipal Service Worker II	1.00			1.00			1.00			1.00			0.00	0.00	
Excellence Program Assessor	0.00		1.00	0.00		1.00	0.00		1.25	0.00		1.25	0.00	0.00	
Painter	1.00			1.00			2.00			2.00			0.00	0.00	
Maintenance Management Coordinator	1.00			1.00			0.00			0.00			0.00	0.00	
Facilities Zone Manager	0.00			0.00			1.00			1.00			0.00	0.00	
Parking Operations Manager	1.00			1.00			1.00			1.00			0.00	0.00	
Parking Operations Supervisor	9.00			9.00			9.00			9.00			0.00	0.00	
Parks Operations Supervisor	1.00			1.00			1.00			1.00			0.00	0.00	
Subtotal - Division	19.50	+	1.00 PT	19.50	+	1.00 PT	19.50	+	1.25 PT	19.50	+	1.25 PT	0.00	+	0.00 PT
DEPARTMENT TOTAL	**105.75**	**+**	**29.00 PT**	**113.75**	**+**	**29.00 PT**	**115.00**	**+**	**29.25 PT**	**115.00**	**+**	**29.25 PT**	**0.00**	**+**	**0.00 PT**
FLEET MANAGEMENT															
Internal Service Fund															
Fleet Mgmt Division Director	1.00			1.00			1.00			1.00			0.00	0.00	
Fleet Operations Supervisor	1.00			1.00			1.00			1.00			0.00	0.00	
Fleet Warehouse Supervisor	1.00			1.00			1.00			1.00			0.00	0.00	
Senior Management Analyst	1.00			1.00			1.00			1.00			0.00	0.00	
Fleet Analyst	0.00			0.00			0.00			0.00			0.00	0.00	
Fleet Service Representative	3.00			3.00			3.00			3.00			0.00	0.00	
Mechanic III	8.00			8.00			8.00			7.00			-1.00	0.00	
Mechanic II	4.00			4.00			4.00			4.00			0.00	0.00	
Office Associate IV	1.00			1.00			1.00			2.00			1.00	0.00	
Office Associate V	2.00			2.00			2.00			1.00			-1.00	0.00	
DEPARTMENT TOTAL	**22.00**	**+**	**0.00 PT**	**22.00**	**+**	**0.00 PT**	**22.00**	**+**	**0.00 PT**	**21.00**	**+**	**0.00 PT**	**-1.00**	**+**	**0.00 PT**
POLICE															
OFFICE OF THE CHIEF															
General Fund															
Chief of Police	1.00			1.00			1.00			1.00			0.00	0.00	
Assistant Chief of Police	1.00			1.00			1.00			1.00			0.00	0.00	
Chief of Staff	1.00			1.00			1.00			1.00			0.00	0.00	
Captain	1.00			1.00			1.00			1.00			0.00	0.00	
Sergeant	4.00			4.00			4.00			4.00			0.00	0.00	
Police Officer	3.00			3.00			3.00			3.00			0.00	0.00	
Subtotal Division - Sworn	11.00	+	0.00 PT	11.00	+	0.00 PT	11.00	+	0.00 PT	11.00	+	0.00 PT	0.00	+	0.00 PT
Account Clerk III	1.00			1.00			1.00			1.00			0.00	0.00	
Account Clerk I	1.00			1.00			1.00			1.00			0.00	0.00	
Police Financial Assistant/Business Manager	1.00			1.00			1.00			1.00			0.00	0.00	
Office Associate IV	1.00			1.00			1.00			1.00			0.00	0.00	
Office Associate V	1.00			1.00			1.00			1.00			0.00	0.00	
Administrative Aide I	1.00			1.00			1.00			1.00			0.00	0.00	
Police Plans & Policy Manager	1.00			1.00			1.00			1.00			0.00	0.00	
Public Safety Mgmt & Budget Analyst	1.00			1.00			1.00			1.00			0.00	0.00	
Executive Office Associate II	0.00			0.00			1.00			1.00			0.00	0.00	
Executive Office Associate I	1.00			1.00			0.00			0.00			0.00	0.00	
Subtotal Division - Civilian	9.00	+	0.00 PT	9.00	+	0.00 PT	9.00	+	0.00 PT	9.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	20.00	+	0.00 PT	20.00	+	0.00 PT	20.00	+	0.00 PT	20.00	+	0.00 PT	0.00	+	0.00 PT

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
PATROL															
General Fund															
Captain	2.00			2.00			3.00			3.00			0.00		
Lieutenant	12.50			12.50			12.50			12.50			0.00		
Sergeant	32.00			33.00			33.00			33.00			0.00		
Police Officer	227.00			231.00			234.00			234.00			0.00		
Subtotal Division - Sworn	273.50	+ 0.00	PT	278.50	+ 0.00	PT	282.50	+ 0.00	PT	282.50	+ 0.00	PT	0.00	+ 0.00	PT
Administrative Assistant I	1.00			1.00			0.00			0.00			0.00		
Detention Officer	7.00			7.00			7.00			7.00			0.00		
Office Associate V	1.00			1.00			1.00			0.00			-1.00		
School Liaison Supervisor	0.00			0.00			1.00			1.00			0.00		
School Liaison Officer	5.00			5.00			5.00			5.00			0.00		
School Guard (PT)	0.00	14.00		0.00	14.00		0.00	14.00		0.00	14.00		0.00		
Public Safety Specialist	4.00			4.00			4.00			3.00			-1.00		
Subtotal Division - Civilian	18.00	+ 14.00	PT	18.00	+ 14.00	PT	18.00	+ 14.00	PT	16.00	+ 14.00	PT	-2.00	+ 0.00	PT
DIVISION TOTAL	291.50	+ 14.00	PT	296.50	+ 14.00	PT	300.50	+ 14.00	PT	298.50	+ 14.00	PT	-2.00	+ 0.00	PT
SUPPORT SERVICES															
General Fund															
Major	1.00			1.00			2.00			2.00			0.00		
Captain	1.00			1.00			0.00			0.00			0.00		
Lieutenant	1.00			1.00			1.00			1.00			0.00		
Sergeant	6.00			6.00			6.00			6.00			0.00		
Police Officer	1.00			2.00			2.00			2.00			0.00		
Subtotal Division - Sworn	10.00	+ 0.00	PT	11.00	+ 0.00	PT	11.00	+ 0.00	PT	11.00	+ 0.00	PT	0.00	+ 0.00	PT
Account Clerk I	2.00			2.00			2.00			2.00			0.00		
Administrative Aide II	2.00			2.00			1.00			1.00			0.00		
Administrative Aide I	2.00			2.00			2.00			2.00			0.00		
Data Entry Clerk	1.00			1.00			0.00			0.00			0.00		
Office Associate V (Investigator)	1.00			1.00			1.00			1.00			0.00		
Municipal Service Worker III	2.00			2.00			2.00			2.00			0.00		
Office Associate V	3.00			3.00			4.00	4.00		4.00	4.00		0.00		
Office Associate IV	0.00			0.00			0.00	1.00		0.00	1.00		0.00		
Police Accreditation Manager	1.00			1.00			1.00			1.00			0.00		
Public Safety Payroll Administrator	1.00			1.00			1.00			1.00			0.00		
Property & Evidence Tech II	2.00			2.00			2.00			2.00			0.00		
Property & Evidence Tech I	12.00			12.00			12.00			12.00			0.00		
Subtotal Division - Civilian	29.00	+ 0.00	PT	29.00	+ 0.00	PT	28.00	+ 5.00	PT	28.00	+ 5.00	PT	0.00	+ 0.00	PT
DIVISION TOTAL	39.00	+ 0.00	PT	40.00	+ 0.00	PT	39.00	+ 5.00	PT	39.00	+ 5.00	PT	0.00	+ 0.00	PT
CRIMINAL INVESTIGATIONS															
General Fund															
Major	1.00			1.00			1.00			1.00			0.00		
Captain	2.00			2.00			2.00			2.00			0.00		
Lieutenant	5.00			5.00			5.00			5.00			0.00		
Sergeant	11.00			11.00			11.00			11.00			0.00		
Police Officer	51.00			52.00			52.00			52.00			0.00		
Subtotal Division - Sworn	70.00	+ 0.00	PT	71.00	+ 0.00	PT	71.00	+ 0.00	PT	71.00	+ 0.00	PT	0.00	+ 0.00	PT
General Fund															
Administrative Aide II	2.00			2.00			1.00			1.00			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	1.00			1.50			1.25			1.25			0.00		
Crime Analyst Supervisor	0.00			0.00			0.50			0.50			0.00		
Crime Analysis Specialist	4.50			4.50			4.00			4.00			0.00		
Office Associate V	0.00			0.00			1.00			1.00			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 Division - Civilian	21.50	+ 0.00	PT	22.00	+ 0.00	PT	21.75	+ 0.00	PT	21.75	+ 0.00	PT	0.00	+ 0.00	PT
DIVISION TOTAL	91.50	+ 0.00	PT	93.00	+ 0.00	PT	92.75	+ 0.00	PT	92.75	+ 0.00	PT	0.00	+ 0.00	PT
TECHNICAL SERVICES															
General Fund															
Captain	1.00			1.00			1.00			1.00			0.00		
Lieutenant	1.00			1.00			1.00			1.00			0.00		
Sergeant	1.00			1.00			1.00			1.00			0.00		
Subtotal Division - Sworn	3.00	+ 0.00	PT	3.00	+ 0.00	PT	3.00	+ 0.00	PT	3.00	+ 0.00	PT	0.00	+ 0.00	PT
Data Entry Clerk	5.00			5.00			5.00			5.00			0.00		
Information Tech Specialist II	3.00			3.00			3.00			3.00			0.00		
Police Information Resource Specialist	0.00			0.00			1.00			1.00			0.00		
Police Records Supervisor	1.00			1.00			1.00			1.00			0.00		
PSCU Director	0.00			0.00			0.00			0.00			0.00		
Sr. Systems Analyst	1.00			1.00			1.00			1.00			0.00		
Police Records Manager	1.00			1.00			1.00			1.00			0.00		
Systems Administrator	1.00			1.00			1.00			1.00			0.00		
Police Records Technician	3.00			3.00			3.00			3.00			0.00		
Subtotal - Civilian	15.00	+ 0.00	PT	15.00	+ 0.00	PT	16.00	+ 0.00	PT	16.00	+ 0.00	PT	0.00	+ 0.00	PT
DIVISION TOTAL	18.00	+ 0.00	PT	18.00	+ 0.00	PT	19.00	+ 0.00	PT	19.00	+ 0.00	PT	0.00	+ 0.00	PT
SUB-TOTAL - FUND	460.00	+ 14.00	PT	467.50	+ 14.00	PT	471.25	+ 19.00	PT	469.25	+ 19.00	PT	-2.00	+ 0.00	PT
Resort Tax Fund															
Lieutenant	0.00			0.00			1.00			1.00			0.00		
Sergeant	0.00			0.00			1.00			1.00			0.00		
Police Officer	0.00			0.00			10.00			10.00			0.00		
Subtotal - Sworn	0.00	+ 0.00	PT	0.00	+ 0.00	PT	12.00	+ 0.00	PT	12.00	+ 0.00	PT	0.00	+ 0.00	PT
SUB-TOTAL - FUND	0.00	+ 0.00	PT	0.00	+ 0.00	PT	12.00	+ 0.00	PT	12.00	+ 0.00	PT	0.00	+ 0.00	PT

POSITION SUMMARY DETAIL

	REVISED FY 2014/15			REVISED FY 2015/16			REVISED FY 2016/17			ADOPTED FY 2017/18			18 Adop - 17 Rvsd Over/ (Under)		
City Center RDA Fund															
Lieutenant	0.50			0.50			0.50			0.50			0.00		
Sergeant	3.00			3.00			3.00			3.00			0.00		
Police Officer	13.00			13.00			13.00			13.00			0.00		
SUB-TOTAL - FUND	16.50	+	0.00 PT	16.50	+	0.00 PT	16.50	+	0.00 PT	16.50	+	0.00 PT	0.00	+	0.00 PT
Crime Analyst Supervisor	0.00			0.00			0.50			0.50			0.00		
Crime Analysis Specialist	0.50			0.50			0.00			0.00			0.00		
Public Safety Specialist	2.00			2.00			2.00			2.00			0.00		
Subtotal - Civilian	2.50	+	0.00 PT	2.50	+	0.00 PT	2.50	+	0.00 PT	2.50	+	0.00 PT	0.00	+	0.00 PT
SUB-TOTAL - FUND	19.00	+	0.00 PT	19.00	+	0.00 PT	19.00	+	0.00 PT	19.00	+	0.00 PT	0.00	+	0.00 PT
Red Light Camera Fund															
Police Officer	0.00			0.00			1.00			1.00			0.00		
Subtotal - Sworn	0.00	+	0.00 PT	0.00	+	0.00 PT	1.00	+	0.00 PT	1.00	+	0.00 PT	0.00	+	0.00 PT
Data Entry Clerk	0.00			0.00			1.00			1.00			0.00		
Subtotal - Civilian	0.00	+	0.00 PT	0.00	+	0.00 PT	1.00	+	0.00 PT	1.00	+	0.00 PT	0.00	+	0.00 PT
SUB-TOTAL - FUND	0.00	+	0.00 PT	0.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT
Grant Funds															
Victims' Advocate	1.00			0.50			1.75			1.75			0.00		
Subtotal - Civilian	1.00	+	0.00 PT	0.50	+	0.00 PT	1.75	+	0.00 PT	1.75	+	0.00 PT	0.00	+	0.00 PT
SUB-TOTAL - FUND	1.00	+	0.00 PT	0.50	+	0.00 PT	1.75	+	0.00 PT	1.75	+	0.00 PT	0.00	+	0.00 PT
****DEPARTMENT TOTAL**	**480.00**	**+**	**14.00 PT**	**487.00**	**+**	**14.00 PT**	**506.00**	**+**	**19.00 PT**	**504.00**	**+**	**19.00 PT**	**-2.00**	**+**	**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	15.00			15.00			15.00			15.00			0.00		
Fire Lieutenant	6.00			6.00			6.00			6.00			0.00		
Firefighter I	87.00			87.00			87.00			87.00			0.00		
Subtotal Division - Sworn	114.00	+	0.00 PT	114.00	+	0.00 PT	114.00	+	0.00 PT	114.00	+	0.00 PT	0.00	+	0.00 PT
Office Associate V	1.00			1.00			1.00			1.00			0.00		
Public Safety Payroll Administ	1.00			1.00			1.00			1.00			0.00		
Fire Administrative Services Manager	1.00			1.00			1.00			1.00			0.00		
Subtotal Division - Civilian	3.00	+	0.00 PT	3.00	+	0.00 PT	3.00	+	0.00 PT	3.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	117.00	+	0.00 PT	117.00	+	0.00 PT	117.00	+	0.00 PT	117.00	+	0.00 PT	0.00	+	0.00 PT
RESCUE															
General Fund															
Fire Division Chief	1.00			1.00			1.00			1.00			0.00		
Fire Captain	4.00			4.00			4.00			4.00			0.00		
Fire Lieutenant	21.00			21.00			28.00			28.00			0.00		
Firefighter I	49.00			49.00			55.00			55.00			0.00		
Subtotal Division - Sworn	75.00	+	0.00 PT	75.00	+	0.00 PT	88.00	+	0.00 PT	88.00	+	0.00 PT	0.00	+	0.00 PT
Administrative Aide I	1.00			1.00			1.00			1.00			0.00		
Data Entry Clerk	1.00			1.00			1.00			1.00			0.00		
EMS Training Coordinator/Commission Res Coord	1.00			1.00			1.00			1.00			0.00		
Subtotal Division - Civilian	3.00	+	0.00 PT	3.00	+	0.00 PT	3.00	+	0.00 PT	3.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	78.00	+	0.00 PT	78.00	+	0.00 PT	91.00	+	0.00 PT	91.00	+	0.00 PT	0.00	+	0.00 PT
PREVENTION															
General Fund															
Fire Division Chief/Fire Marshall	1.00			1.00			1.00			1.00			0.00		
Assistant Fire Marshal	0.00			0.00			0.00			0.00			0.00		
Fire Captain	2.00			2.00			2.00			2.00			0.00		
Fire Lieutenant	1.00			1.00			1.00			1.00			0.00		
Subtotal Division - Sworn	4.00	+	0.00 PT	4.00	+	0.00 PT	4.00	+	0.00 PT	4.00	+	0.00 PT	0.00	+	0.00 PT
Administrative Aide I	1.00			1.00			1.00			1.00			0.00		
Administrative Assistant I	1.00			1.00			1.00			1.00			0.00		
Clerk Typist	1.00			1.00			1.00			1.00			0.00		
Data Entry Clerk	1.00			1.00			1.00			1.00			0.00		
Office Associate V	0.00			0.00			1.00			1.00			0.00		
Technical Assistant to the Fire Marshall	0.00			0.00			1.00			1.00			0.00		
Chief Fire Protection Analyst	2.00			2.00			1.00			1.00			0.00		
Fire Protection Analyst	7.00			7.00			7.00			7.00			0.00		
Fire Inspector Supervisor	2.00			2.00			2.00			2.00			0.00		
Fire Inspector I (Civilian)	3.00			3.00			3.00			3.00			0.00		
Subtotal Division - Civilian	18.00	+	0.00 PT	18.00	+	0.00 PT	19.00	+	0.00 PT	19.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	22.00	+	0.00 PT	22.00	+	0.00 PT	23.00	+	0.00 PT	23.00	+	0.00 PT	0.00	+	0.00 PT
SUPPORT SERVICES															
General Fund															
Fire Division Chief	1.00			1.00			1.00			1.00			0.00		
Fire Captain	1.00			1.00			1.00			1.00			0.00		
Fire Lieutenant	0.00			0.00			0.00			0.00			0.00		
Firefighter I	3.00			3.00			3.00			3.00			0.00		
Subtotal Division - Sworn	5.00	+	0.00 PT	5.00	+	0.00 PT	5.00	+	0.00 PT	5.00	+	0.00 PT	0.00	+	0.00 PT
Administrative Aide II	1.00			1.00			1.00			1.00			0.00		
Fire Communications Manager	1.00			1.00			1.00			1.00			0.00		
Fire Equipment Mechanic	2.00			2.00			2.00			2.00			0.00		
Fleet Operations Supervisor	1.00			1.00			1.00			1.00			0.00		
Information Tech Spec II	0.00			0.00			0.00			0.00			0.00		
Quarter Master	1.00			1.00			1.00			1.00			0.00		
Subtotal Division - Civilian	6.00	+	0.00 PT	6.00	+	0.00 PT	6.00	+	0.00 PT	6.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	11.00	+	0.00 PT	11.00	+	0.00 PT	11.00	+	0.00 PT	11.00	+	0.00 PT	0.00	+	0.00 PT
TRAINING															
General Fund															
Fire Training Division Chief	1.00			1.00			1.00			1.00			0.00		
Fire Lieutenant	1.00			1.00			1.00			1.00			0.00		
Subtotal Division - Sworn	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT
DIVISION TOTAL	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	2.00	+	0.00 PT	0.00	+	0.00 PT

POSITION SUMMARY DETAIL

	REVISED FY 2014/15				REVISED FY 2015/16				REVISED FY 2016/17				ADOPTED FY 2017/18				18 Adop - 17 Rvsd Over/ (Under)			
OCEAN RESCUE																				
General Fund																				
Ocean Rescue Division Chief	1.00				1.00				1.00				1.00				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				0.00				0.00				0.00			
Clerk Typist	1.00				1.00				1.00				1.00				0.00			
Lifeguard Lieutenant	7.00				7.00				8.00				8.00				0.00			
Lifeguard II	21.00				21.00				20.00				20.00				0.00			
Lifeguard (LG) I	59.00				59.00				59.00				59.00				0.00			
LG I (Seasonal/Summer -DST)	0.00		47.00		0.00		47.00		0.00		47.00		0.00		47.00		0.00		0.00	
Subtotal Division	92.00	+	47.00	PT	92.00	+	47.00	PT	91.00	+	47.00	PT	91.00	+	47.00	PT	0.00	+	0.00	PT
DIVISION TOTAL	92.00	+	47.00	PT	92.00	+	47.00	PT	91.00	+	47.00	PT	91.00	+	47.00	PT	0.00	+	0.00	PT
Public Safety Communications Unit																				
General Fund																				
Public Safety Communications Unit Director	0.00				0.00				0.00				0.00				0.00			
Assistant Emergency Management Director	0.00				0.00				1.00				1.00				0.00			
Communications Manager	0.00				0.00				2.00				2.00				0.00			
Communications Supervisor	0.00				0.00				8.00				8.00				0.00			
Communications Records Custodian	0.00				0.00				1.00				1.00				0.00			
Dispatcher	0.00				0.00				27.00				27.00				0.00			
Quality Assurance Officer	0.00				0.00				0.00				0.00				0.00			
Terminal Agency Coordinator	0.00				0.00				0.00				0.00				0.00			
Complaint Operator II	0.00				0.00				9.00				9.00				0.00			
Communications Operator	0.00				0.00				17.00				17.00				0.00			
Clerk Typist	0.00				0.00				1.00				1.00				0.00			
DIVISION TOTAL	0.00	+	0.00	PT	0.00	+	0.00	PT	66.00	+	0.00	PT	66.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**322.00**	**+**	**47.00**	**PT**	**322.00**	**+**	**47.00**	**PT**	**401.00**	**+**	**47.00**	**PT**	**401.00**	**+**	**47.00**	**PT**	**0.00**	**+**	**0.00**	**PT**
EMERGENCY MANAGEMENT																				
General Fund																				
Emergency Management Director	1.00				1.00				1.00				1.00				0.00			
Emergency Management Coordinator	2.00				2.00				2.00				2.00				0.00			
Financial Analyst III	0.00				0.00				1.00				1.00				0.00			
Administrative Manager	1.00				1.00				0.00				0.00				0.00			
Administrative Assistant I	1.00				1.00				1.00				1.00				0.00			
Emergency Mgmt Specialist	3.00				3.00				3.00				3.00				0.00			
Emergency Management Technician	2.00				2.00				2.00				1.00				-1.00			
Executive Office Associate I	1.00				1.00				1.00				1.00				0.00			
Office Associate III	0.00				0.00				0.00				0.00				0.00			
Radio Systems Administrator	1.00				1.00				1.00				1.00				0.00			
DIVISION TOTAL	12.00	+	0.00	PT	12.00	+	0.00	PT	12.00	+	0.00	PT	11.00	+	0.00	PT	-1.00	+	0.00	PT
Public Safety Communications Unit																				
General Fund																				
Public Safety Communications Unit Director	0.00				0.00				0.00				0.00				0.00			
Assistant Emergency Management Director	1.00				1.00				0.00				0.00				0.00			
Communications Manager	2.00				2.00				0.00				0.00				0.00			
Communications Supervisor	6.00				6.00				0.00				0.00				0.00			
Communications Records Custodian	1.00				1.00				0.00				0.00				0.00			
Dispatcher	27.00				27.00				0.00				0.00				0.00			
Complaint Operator II	9.00				9.00				0.00				0.00				0.00			
Communications Operator	15.00				15.00				0.00				0.00				0.00			
Clerk Typist	1.00				1.00				0.00				0.00				0.00			
DIVISION TOTAL	62.00	+	0.00	PT	62.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	**74.00**	**+**	**0.00**	**PT**	**74.00**	**+**	**0.00**	**PT**	**12.00**	**+**	**0.00**	**PT**	**11.00**	**+**	**0.00**	**PT**	**-1.00**	**+**	**0.00**	**PT**
TOTALS BY FUND																				
GENERAL FUND	1441.95	+	241.00	PT	1469.25	+	241.00	PT	1535.70	+	280.25	PT	1535.85	+	283.25	PT	-0.85	+	3.00	PT
ENTERPRISE FUNDS	413.00	+	31.00	PT	425.70	+	31.00	PT	420.30	+	30.50	PT	418.30	+	30.50	PT	-2.00	+	0.00	PT
INTERNAL SERVICE FUNDS	100.30	+	0.00	PT	102.30	+	0.00	PT	106.80	+	0.00	PT	105.80	+	0.00	PT	-1.00	+	0.00	PT
RDA	33.00	+	2.00	PT	33.00	+	2.00	PT	33.00	+	2.00	PT	33.00	+	2.00	PT	0.00	+	0.00	PT
GRANTS/OTHER FUNDS	38.75	+	2.00	PT	38.75	+	2.00	PT	64.20	+	11.25	PT	63.1	+	11.25	PT	-0.15	+	0.00	PT
TOTALS	**2027.00**	**+**	**276.00**	**PT**	**2069.00**	**+**	**276.00**	**PT**	**2160.00**	**+**	**324.00**	**PT**	**2156.00**	**+**	**327.00**	**PT**	**-4.00**	**+**	**3.00**	**PT**

***The position detail for the Department of Housing and Community Services includes 12 full-time positions and 1 part-time position fully funded by various Children's Trust grants.**
****The position detail for the Police Department includes 1 full-time Victim's Advocate position fully funded by VOCA grant funds.**

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APPENDIX I – ACRONYMS

AC	Air Conditioning
ACD	Automated Call Distribution
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
ADL	Anti-Defamation League
AFSCME	American Federation of State, County and Municipal Employees
AiPP	Art in Public Places
ARRA	American Recovery and Reinvestment Act
AVL	Automatic Vehicle Locator program
BAC	Budget Advisory Committee
BIS	Business Information Systems
BOA	Board of Adjustment
BODR	Basis of Design Report
BOMA	Building Owners and Management Association
BTR	Business Tax Receipt
BWC	Body Worn Cameras
C.I.D.	Criminal Investigations Unit
CAC	Miami Beach Cultural Arts Council
CAD	Computer Aided Design
CAD/RMS	Computer Aided Dispatch/Records Management System
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation For Law Enforcement
CAP	Cultural Affairs Program
CAPRA	Commission for Accreditation of Parks and Recreation Agencies

APPENDIX I – ACRONYMS

CC/HXVRRA	City Center/Historic Convention Village Redevelopment and Revitalization Area
CCTV	Closed Circuit Television
CDBG	Community Development Block Grant
CDT	Convention Development Tax
CE	Civil Engineer
CEMP	City Emergency Management Plan
CPTED	Crime Prevention Through Environmental Design
CERT	Community Emergency Response Team
CFA	Commission for Florida Law Enforcement Accreditation
CFAI	Commission on Fire Accreditation International
CID	Criminal Investigations Division
CIE	Capital Improvement Element
CIP	Capital Improvement Program
CIU	Criminal Investigations Unit
CLEAR	Clearing of Lanes, Easements, Alleyways, and Right-of-Ways
CMB	City of Miami Beach
COI	Certificate of Insurance
COLA	Cost of Living Adjustments
CPA	Miami Beach Citizens Police Academy
CPI	Consumer Price Index
CPPB	Certified Professional Public Buyer
CRS	Community Rating System
CSL	Current Service Level

APPENDIX I – ACRONYMS

CWA	Communication Workers of America
DCA	Department of Community Affairs
DERM	Department of Environmental Resources Management
DPI	Department Performance Indicator
DRB	Design Review Board
E-911	Enhanced 911 (Emergency Services)
EA	Engineering Assistant
EAR	Evaluation and Appraisal Report
ECOMB	Environmental Coalition of Miami Beach
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Service
EMSTARS	Emergency Medical Services Training and Reporting System
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
ERU	Equivalent Residential Unit
ESP	Employee Suggestion Program
EVT	Emergency Vehicle Technicians
FAR	Floor Area Ratio
FBR	Field Based Reporting
FCAT	Florida Comprehensive Assessment Act
FCC	Federal Communications Commission
FCI	Facility Condition Index
FCWPC	Finance and Citywide Projects Committee
FDEP	Florida Department of Environmental Protection

APPENDIX I – ACRONYMS

FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FGFOA	Florida Government Finance Officers Association
FHA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
FIND	Florida Inland Navigation District
FML	Family and Medical Leave
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FT	Full Time
FTE	Full Time Equivalents
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GMCVB	Greater Miami Convention and Visitors Bureau
GO	General Obligation
GOB	General Obligation Bond
GSAF	Governmental Supervisors Association of Florida
HCS	Office of Housing and Community Services
HEO	Heavy Equipment Operator

APPENDIX I – ACRONYMS

HMIS	Homeless Management Information System
HOA	Homeowners Association
HOME	Home Investment Partnership Program
HOV/ILEC	High Occupancy Vehicles/ Inherently Low Emission Vehicle
HPB	Historic Preservation Board
HPRP	Homeless Prevention Rapid Rehousing Program
HR	Human Resources
HUD	Housing and Urban Development
IAFF	International Association of Firefighters
IB	International Baccalaureate
IBNR	Incurred But Not Reported
IBO	Information Resource Office
ISO	Insurance Services Office
IT	Information Technology
ITB	Invitation to Bid
ITS	Intelligent Transportation System
IVPM	In Vehicle Parking Meter
IVR	Interactive Voice Response
JOC	Job Order Contracting
KIO	Key Intended Outcome
KPI	Key Performance Indicator
LED	Light Emitting Diode
LEED	Leadership in Energy & Environmental Design
LETF	Law Enforcement Trust Fund

APPENDIX I – ACRONYMS

LTC	Letter to the Commission
LPR	License Plate Recognition
MB	Miami Beach
MBCC	Miami Beach Convention Center
MBERP	Miami Beach Employee Retirement Plan
MBPD	Miami Beach Police Department
MBTV	Miami Beach Television
MDC	Miami-Dade County
MDPL	Miami Design Preservation League
MDT	Mobile Data Terminal
MF	Multi-Family
MHz	Megahertz
MPO	Metropolitan Planning Organization
MSW	Municipal Service Worker
NAP	Network Access Point
NCAC	Neighborhoods and Community Affairs Committee
NEMS	National Emergency Medical Services Information System
NFIP	National Flood Insurance Program
NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
NIGP	National Institute of Governmental Purchasing
NIMS	National Incident Management System
NLA	Neighborhood Leadership Academy
NOFA	Notice of Funding Availability

APPENDIX I – ACRONYMS

NSYC	North Shore Park & Youth Center
NWS	New World Symphony
OBPI	Office of Budget and Performance Improvement
ODPI	Office of Organizational Development & Performance Initiatives
OECD	Office of Economic Development
OPEB	Other Post-Employment Benefits
OR	Ocean Rescue
PAL	Police Athletic League
PAYGO	Pay-As-You-Go
PB	Planning Board
P-Card	Purchasing Card
PCM	Professional Course Management
PD	Police Department
PEU	Property and Evidence Unit
PMS	Parking Management Systems
PRR	Public Records Request
PPS	Public Safety Specialist
PSA	Public Service Agreement
PSCU	Public Safety Communications Unit
PT	Part Time
PTP	People's Transportation Plan
RDA	Redevelopment Agency
RFP	Request for Proposals
RFQ	Request for Qualifications

APPENDIX I – ACRONYMS

ROI	Return on Investment
ROW	Right-of-Way
RPP	Residential Parking Program
RTF	Request to Fill
S&P	Standard and Poor's
S.C.B.A	Self Contained Breathing Apparatus
S.I.U	Strategic Investigations Unit
SAN	Storage Area Network
SBDC	Small Business Development Council
SETS	Senior Enhancement Transportation Service
SF	Single Family
SHARE	Self Help and Resource Exchange
SHIP	State Housing Initiatives Partnership
SLAP	Stop Loitering and Prowling
SOP	Standard Operating Procedure
SW	Stormwater
SRYC	Scott Rakow Youth Center
TCED	Tourism, Cultural, & Economic Development Department
TIF	Tax Increment Financing
TIGER	Transportation Investment Generating Economic Recovery
TOPA	Theatre of Performing Arts
TRAC	Transparency, Reliability and Accountability Committee
UASI	Urban Areas Security Initiative
UCR	Uniform Crime Report

APPENDIX I – ACRONYMS

UPS	Uninterrupted Power Supply
VCA	Miami Beach Visitor and Convention Authority
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
WASD	Miami-Dade Water and Sewer Department
WC	Workers' Compensation
Wi-Fi	Wireless Broadband Network
WMD	Weapons of Mass Destruction

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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 "*Millage Rate*".

ADMINISTRATIVE PROGRAMS — Programs comprised of activities that are conducted by all or most business units within an organization. These programs generally support department specified core services.

ADOPTED BUDGET — The financial plan of revenues and expenditures as approved by the City Commissioners at the beginning of the fiscal year.

AMENDMENT — A change to an adopted budget which may increase or decrease a division total. The change must be approved by the City Commissioners.

APPROPRIATION — Money allocated by the City Commissioners for a specific purpose.

ASSESSED VALUATION — The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the Property Appraiser in accordance with State law.

BOND — A written promise to pay a sum of money at a specific date (called a maturity date) together with periodic interest detailed in a bond resolution.

BOND FUNDS — Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as "*Capital Projects Funds*"). May be General Obligation or Revenue Bonds.

BUDGET — A balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded within a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which the sum of estimated net revenues and appropriated fund balances is equal to appropriations. Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.

APPENDIX II – GLOSSARY OF KEY TERMS

BUDGET ADJUSTMENT A revision to the adopted budget occurring during the effective fiscal year as approved by the City Commissioners via an amendment or transfer.

BUDGET CALENDAR The schedule of key dates involved in the process of adopting and executing the annual budget.

BUDGET HEARING The public hearing conducted by the City Commissioners to consider and adopt an annual budget.

BUDGET MESSAGE A brief, written statement presented by the City Manager to explain principal budget issues and to provide policy recommendations to the City Commissioners.

CAPITAL BUDGET A document that identifies the costs, scheduling and funding of various large capital items over the course of the next fiscal year.

CAPITAL EXPENDITURES Those expenditures of the city for items that have a value of $500 or more and a useful life in excess of 1 year. Items that have a cost of less than $25,000 are budgeted within departmental operating budgets, items of $25,000 or more are budgeted in the Capital Improvement Program budget.

CAPITAL IMPROVEMENT PLAN A document that identifies the costs, scheduling and funding of various large capital items over the course of the next five years, not including the upcoming year.

CAPITAL RENEWAL AND REPLACEMENT Additional millage of 0.1083 mills resulting in a restricted amount of approximately $2.18 million to be used exclusively to provide for replacement and renewal of capital items related to our facilities and infrastructure. This additional millage will be reviewed and approved each year by the City Commission as part of the budget process, and will be used exclusively to address major capital replacement and renewal needs for General Fund departments related to those capital expenditures that help to extend the useful life of our facilities and infrastructure. The specific list of projects is submitted to the City Commission for final approval at the second public hearing in September.

CITY COMMISSION The governing body of the City of Miami Beach. The City Commission consists of six elected Commissioners and an elected Mayor. Commissioners are elected for a term of four years with a term limit of two terms. Terms are staggered so that half the members of the Commission are elected every two years. The Mayor is elected every two years.

APPENDIX II – GLOSSARY OF KEY TERMS

CITY MANAGER — Chief city administrator, who is appointed by the City Commissioners to oversees the City's Administration.

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG) — Programs providing broad-based community services to meet the physical, economic and social needs of the City and to its residents. Programs funded include hot meals for the elderly, Neighborhood improvements, childcare services, Vocational tuition waivers, and other services.

CONTIGENCIES — A budgetary reserve to provide for an emergency or unanticipated expenditure during the fiscal year.

DEBT SERVICE — Scheduled payment of principal and interest on outstanding bonds.

DEFICIT — The excess of expenditures over revenues during the fiscal year.

DEPARTMENT PROGRAMS — Programs comprised of activities conducted by a specific business unit (department or division) in order to address core services.

DEPRECIATION — The recognition of declining asset values, over time, as a result of use or obsolescence. Depreciation is not recognized in the budgetary accounts, because the city uses a modified accrual budgetary basis.

ENTERPRISE FUND — A fund which pays for its costs of operations from user fees and does not generally receive property tax support. The City's Enterprise Fund Departments include: Convention Center, Sanitation, Stormwater, Water, Sewer and Parking.

EXEMPT, EXEMPTION, NONEXEMPT — Amounts determined by state law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance; amounts remaining are called the nonexempt portion of the assessment. Prior to 2008 homesteaded properties in Florida received a $25,000 exemption on the value of their property. In 2008, as a result of Amendment 1 to the Florida Constitution, an additional amount up to $25,000 was granted to homesteaded properties. This additional exemption does not apply to the value for School taxes. Other exemptions apply to agricultural land and property owned by widows, the blind, and permanently and totally disabled persons who must meet income requirements. Another provision "Save Our Homes" portability allows property owners to transfer the benefits recognized under "Save our Homes" to another property. Visit the Property Appraiser's website at

APPENDIX II – GLOSSARY OF KEY TERMS

	http://www.miamidade.gov/PA/ for additional information on exemptions.
EXPENDITURES	Decrease in fund financial resources for the procurement of assets or the cost of goods and/or services received.
FINAL MILLAGE	The tax rate adopted in the final public hearing of a taxing authority.
FISCAL YEAR (FY)	The fiscal year for the City of Miami Beach begins on October 1st and ends on September 30th.
FUND	A group of appropriations treated as an entity to meet legal requirements or Generally Accepted Accounting Principles.
FUND BALANCE	The equity or net worth of a general or trust fund resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.
GENERAL FUND	The governmental accounting fund supported by ad valorem (property) taxes, licenses, and permits, service chargers, and other general revenue to provide Citywide operating services. This may be referred to as the operating fund.
GFOA	Government Finance Officers Association is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Members are dedicated to the sound management of governmental financial resources.
GOAL	The primary purpose for which a unit of government exists. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.
GRANT	A contribution of assets (usually cash) by one governmental unit or organization to another, given for a specified purpose.
HOMESTEAD EXEMPTION	Every U.S. citizen or legal resident who has legal or equitable title to real property in the State of Florida and who resides thereon and in good faith makes it their permanent home as of January 1st, is entitled to this exemption of $50,000 on the assessed value of a home.

APPENDIX II – GLOSSARY OF KEY TERMS

INDIRECT COST Costs associated with, but not directly attributed to, the provision of a product or service. These are usually costs incurred by administrative departments in support of operating departments.

INTERFUND TRANSFERS Budgeted amounts transferred from one fund to another fund. These represent "double counting" of expenditures. Therefore, these amounts are deducted from the total City operating budget to calculate the "net" budget.

INTERNAL SERVICE The revenues and expenses that are generated through internal service funds. These funds are used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. The City's Internal Service Fund Departments include: Information Technology, Central Services, Risk Management, Property Management, and Fleet Management.

KEY INTENDED OUTCOME (KIO) Desired result from a program or activity that forms a rational basis for funding a program or activity.

LEVY To impose taxes, special assessments or service charges. Another term used for millage rate.

LOCAL GOVERNMENT ½ CENT SALES TAX The value of ½ cent of the State sales tax, which is returned to the county of collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX A tax levy of up to six cents on each gallon of motor and special fuels sold, which may be imposed by Dade County in accordance with State law, and which is shared with the cities in the County, including Miami Beach.

LONG TERM DEBT Debt with a maturity of more than one year.

MILLAGE RATE One mill equals $1.00 of tax for each $1,000 of property value. The millage rate is the total number of mills of tax assessed against this value, establishing a reserve for early payment, delinquencies and equalization. The millage value has been discounted at 95%, as permitted by State law.

MODIFIED ACCRUAL BASIS OF ACCOUNTING Mixture of cash and accrual basis. Revenues are recorded when both measurable and available. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

APPENDIX II – GLOSSARY OF KEY TERMS

OBJECT CODE An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into personal services, operating expenditures, capital outlay and other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandates by the Stat of Florida Uniform Accounting System.

OBJECTIVES Measurable and specific accomplishments that work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET A balanced fiscal plan for providing governmental programs and services for a single fiscal year.

OPERATING EXPENDITURES All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES All costs associated with salaries, fringes, and other related employee benefits.

PRIOR YEAR ENCUMBRANCES Outstanding obligations to purchase goods and/or services which existed at fiscal year-end, reserved in fund balance or retained earnings of all applicable funds, and re-appropriated at the beginning of the consecutive fiscal year.

PRIVATIZATION Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in savings to the public sector agency.

PROGRAM A grouping of closely related activities that facilitate efficient and effective management of a public service.

PROPERTY TAXES Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

REAL PROPERTY Land, buildings and other structures attached to it that are taxable under Florida Law.

RESERVE An account used to indicate that a portion of the budget is legally restricted for a contingency or other lawful purpose and is, therefore, not available for general appropriation.

APPENDIX II – GLOSSARY OF KEY TERMS

RETAINED EARNINGS The accumulated income earned less than the costs incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUE Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

REVENUE BOND A government issued bond whose debt service requirements are meet from the proceeds of a specific revenue source.

REVENUE ESTIMATES A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.

ROLLED-BACK MILLAGE RATE That millage will provide the same property tax levy as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

SPECIAL REVENUE FUND A fund used to account for the proceeds of specific revenue sources or to finance specified activities as required by law of administrative regulation.

STATE REVENUE SHARING Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used.

TAX BASE The total property valuations on which each taxing authority levies its tax rate.

TAX ROLL The certification of assessed taxable values prepared by the Property Appraiser and presented to a taxing authority by July 1 (or later if an extension is granted by the State of Florida) each year.

TAX YEAR The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year's budget.

TAXABLE VALUE The assessed value minus exemptions, such as the Homestead Exemption, is the taxable value. This value multiplied by the millage rate equals the property tax amount.

TENTATIVE MILLAGE The tax rate adopted at the first public hearing of a taxing authority. Under state law, the authority may reduce, but not increase, the tentative millage during the budget hearings without providing written notification to all affected property owners.

APPENDIX II – GLOSSARY OF KEY TERMS

TRUTH-IN-MILLAGE (TRIM) Legislation passed by the Florida legislature in 1980 to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability owed to each taxing entity. TRIM establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements.

USER CHARGES The payment of a fee for direct receipt of goods or services by the person benefiting from the services.

APPENDIX III – FUND DEFINITIONS

GENERAL

To account for all financial resources except those required to be accounted for in another fund. Usually applies to funds used for normal operating purposes. Funds are appropriated at the beginning of the year at the time of budget adoption.

SPECIAL REVENUE

To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes. Funds are appropriated at the beginning of the year at the time of budget adoption.

CAPITAL PROJECTS

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). Usually funded through the sale of bonds. Funds are appropriated at the beginning of the year at the time of budget adoption.

DEBT SERVICE

To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. City funds are: General Obligation and Excise Tax Debt Service. Funds are appropriated at the beginning of the year at the time of budget adoption.

ENTERPRISE

To account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Convention Center, Parking, Sanitation, Water, Sewer and Storm Water. Funds are appropriated at the beginning of the year at the time of budget adoption.

INTERNAL SERVICE

To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis. City operations included in this category are: Central Services, Information Technology, Fleet Management, Property Management, and Self-Insurance. Funds are appropriated at the beginning of the year at the time of budget adoption.

APPENDIX III – FUND DEFINITIONS

TRUST AND AGENCY

To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units and/or other funds. These include (a) Expendable Trust Funds, (b) Non-expendable Trust Funds, (c) Pension Trust Funds, and (d) Agency Funds. Funds are appropriated at the beginning of the year at the time of budget adoption.

APPENDIX IV – DIRECTORY

MAYOR AND CITY COMMISSIONERS, 1700 Convention Center Drive, 4th FL 305-673-7030
Philip Levine, Mayor
John Elizabeth Alemán, Commissioner
Ricky Arriola, Commissioner
Michael Grieco, Commissioner
Joy Malakoff, Commissioner
Kristen Rosen Gonzalez, Commissioner
Micky Steinberg, Commissioner

ADMINISTRATIVE SUPPORT

CITY ATTORNEY, 1700 Convention Center Drive, 4th FL..... 305-673-7470
Raul Aguila, City Attorney

CITY CLERK, 1700 Convention Center Drive, 1st FL 305-673-7411
Rafael Granado, City Clerk

CENTRAL SERVICES, 1700 Convention Center Drive, 1st FL.....305-673-7480
Donnovan Ireland, Central Services Coordinator

CITY MANAGER'S OFFICE, 1700 Convention Center Drive, 4th FL 305-673-7010
Jimmy Morales, City Manager
Kathie G. Brooks, Assistant City Manager
Eric Carpenter, Assistant City Manager
Mark J. Taxis, Assistant City Manager
Susy Torriente, Assistant City Manager
Marcia Monserrat, Chief of Staff

COMMUNICATIONS, *777 – 17* Street 305-673-7575
Tonya Daniels, Communications Director

FINANCE, 1700 Convention Center Drive, 3rd FL 305-673-7466
John Woodruff, Chief Financial Officer

HUMAN RESOURCES/LABOR RELATIONS, 1700 Convention Center Drive, 3rd FL.....305-673-7524
Michael Smith, Human Resources Director

RISK MANAGEMENT, 1700 Convention Center Drive, 3rd FL.....305-673-7014
Sonia Bridges, Risk/Benefits Division Director

INFORMATION TECHNOLOGY, 1755 Meridian Avenue, 4th FL 305-673-7040
Ariel Sosa, IT Director

OFFICE OF INTERNAL AUDIT, 1700 Convention Center Drive, 3rd FL 305-673-7020
Mark Coolidge, Interim Internal Audit Director

OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT, 1700 Conv. Center Dr. 3rd FL...305-673-7510
Tameka Otto-Stewart, Budget Director

APPENDIX IV – DIRECTORY

OFFICE OF ORGANIZATION DEVELOPMENT, 1700 Convention Center Drive, 3rd FL.....305-673-7020
Dr. Leslie Rosenfeld, Chief Learning Development Officer

PROCUREMENT, 1700 Convention Center Drive, 3rd FL.....305-673-7490
Alex Denis, Procurement Director

ECONOMIC DEVELOPMENT & CULTURAL ARTS

BUILDING DEPARTMENT, 1700 Convention Center Drive, 2nd FL.....305-673-7610
Ana Salgueiro, Building Director.

CODE COMPLIANCE, *555* 17th Street..... 305-673-*7555*
Hernan Cardeño, Code Compliance Director

ENVIRONMENT AND SUSTAINABILITY, 1700 Convention Center Drive, 4th FL.....305-673-7020
Elizabeth Wheaton, Environment and Sustainability Director

HOUSING AND COMMUNITY SERVICES (HCS), *555* 17th Street.....305-673-*7*491
Maria Ruiz, HCS Director

PLANNING DEPARTMENT, 1700 Convention Center Drive, 2nd FL.....305-673-*7*550
Thomas Mooney, Planning Director

TOURISM, CULTURE & ECON. DEVELOPMENT (TCED), *1755* Meridian Ave, 5th FL.....305-673-*7*530
Eva Silverstein, TCED Director

OPERATIONS

CAPITAL IMPROVEMENT PROJECTS (CIP), *777* – 17 Street, 3rd Fl..... 305-673-*7*071
David Martinez, CIP Director

FLEET MANAGEMENT, 140 MacArthur Causeway.....305-673-*7*637
Jorge Cano, Fleet Management Director

PARKING, *1755* Meridian Ave, 2nd FL.....305-673-*7*505
Saul Frances, Parking Director

PARKS AND RECREATION, 2100 Washington Avenue 305-673-*7*730
John Rebar, Parks & Recreation Director

PROPERTY MANAGEMENT, 1833 Bay Road.....305-673-*7*631
Adrian Morales, Property Management Director

PUBLIC WORKS, 1700 Convention Center Drive, 4th FL.....305-673-*7*080
Eric Carpenter, Public Works Director

SANITATION, 140 MacArthur Causeway 305-673-*7*616
Alberto Zamora, Sanitation Division Director

APPENDIX IV – DIRECTORY

TRANSPORTATION, 1700 Convention Center Drive, 4th FL.....305-673-7514
José González, Transportation Director

PUBLIC SAFETY

EMERGENCY MANAGEMENT, 2310 Pine Tree Drive 305-673-7736
Charles Tear, Emergency Management Director

POLICE, 1100 Washington Avenue.....305-673-7925
Daniel Oates, Police Chief

FIRE, 1680 Meridian Ave 305-673-7120
Virgil Fernandez, Fire Chief

MIAMIBEACH

RESOLUTION NO. 2017-30022

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 5.7224 MILLS FOR FISCAL YEAR (FY) 2017/18 FOR GENERAL OPERATING PURPOSES, WHICH IS SEVEN AND SIX-TENTHS PERCENT (7.6%) MORE THAN THE "ROLLED-BACK" RATE OF 5.3174 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.1664 MILLS.

WHEREAS, on July 26, 2017, the City Commission set the proposed general operating millage rates at 5.7224 mills (excluding debt service) for general operating purposes, an increase of 0.0132 mills from the FY 2016/17 general operating millage rate; and 0.1664 mills for debt service, a reduction of 0.0132 mills from the FY 2016/17 debt service rate; and

WHEREAS, at the first public hearing on September 18, 2017, the Mayor and Commission tentatively adopted the operating millage rate of 5.7224 mills for general operating purposes, and 0.1664 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 final ad valorem millage rate for FY 2017/18 operating purposes; and 2) the required Debt Service millage rate; this is accomplished by adopting a Resolution that includes the percentage increase or decrease over the "rolled-back" rate.

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 2017/18, 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 5.7224 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 seven and six-tenths percent (7.6%) more than the "Rolled-back" rate of 5.3174 mills.

(b) For the purpose of providing payment on the principal and interest portions of the General Obligation Bond Debt outstanding and miscellaneous debt service expenditures, the rate assigned amounts to 0.1664 mills.

PASSED and ADOPTED this 25th day of September, 2017.

MIAMI BEACH INCORPORATED MARCH 26TH 1915

Philip Levine, Mayor

ATTEST:

9/28/17

Rafael Granado, City Clerk

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9/20/17 Date

MIAMIBEACH

RESOLUTION NO. 2017-30023

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING FINAL BUDGETS FOR THE GENERAL, G.O. DEBT SERVICE, RDA AD VALOREM TAXES, ENTERPRISE, INTERNAL SERVICE, AND SPECIAL REVENUE FUNDS FOR FISCAL YEAR 2017/18.

WHEREAS, the City Manager's adopted Fiscal Year (FY) 2017/18 General Fund operating budget totals $330,850,000 and the total adopted operating budget for FY 2017/18 net of transfers is $610,990,000 including the General Fund, General Obligation Debt Service Fund, Enterprise Funds, Transfers to the Redevelopment District, and Special Revenue Funds as shown in Composite Exhibit "A"; and

WHEREAS, the Enterprise Fund budgets total $208,957,000; and

WHEREAS, the budget for Internal Service Funds, which are wholly supported by transfers from the General Fund, Enterprise Funds, and the Redevelopment District, is $86,023,000; and

WHEREAS, the Special Revenue Fund budgets total $107,635,000; and

WHEREAS, Section 932.7055 of the Florida Statutes sets forth the purpose and procedures to be utilized for the appropriation and expenditures of the Police Confiscation Trust Fund; and

WHEREAS, the proceeds and interest earned from the Police Confiscation Trust Fund is authorized to be used for crime prevention, safe neighborhoods, drug abuse education and prevention programs, or for other law enforcement purposes; and

WHEREAS, the Chief of Police is authorized to expend these funds following a request to the City of Miami Beach Commission, and only upon appropriation to the Miami Beach Police Department by the City of Miami Beach Commission; and

WHEREAS, the Chief of Police of the City of Miami Beach has submitted a written certification (attached as Exhibit "B") which states that this request complies with the provisions of Section 932.7055 of the Florida Statutes and the Guide to Equitable Sharing of Federally Forfeited Property for Local Law Enforcement Agencies; and

WHEREAS, the Police Confiscation Trust Fund budgets for FY 2017/18 in the amount of $317,000 shall be funded from State Confiscated Funds in the amount of $217,000, and Federal Justice Confiscated Funds in the amount of $100,000, as reflected in the attached Exhibit "B"; and

WHEREAS, funds in the amount of $317,000 are available in the Police Confiscation Trust Funds; and

WHEREAS, the City of Miami Beach is authorized to assess $2.00 from court costs for criminal proceedings for expenditures for Criminal Justice Education degree programs and training courses for officers and support personnel of the Miami Beach Police Department pursuant to Section 938.15 of the Florida Statutes; and

WHEREAS, the Police Training and School Resources Fund is currently funded with the assessed criminal justice education expenditures for the City of Miami Beach pursuant to Section 938.15 of the Florida Statutes, in the amount of $22,000, as reflected in the attached Exhibit "C"; and

WHEREAS, the Chief of Police of the City of Miami Beach has submitted a written certification (attached as Exhibit "C") which states that this request complies with the provisions of Sections 938.15 and 943.25 of the Florida Statutes and the guidelines established by the Division of Criminal Justice Standards and Training; and

WHEREAS, the City of Miami Beach Police Department intends to utilize the $22,000 for those purposes as authorized pursuant to Section 938.15 of the Florida Statutes, and the $22,000 shall be expended from the Police Training and School Resources Fund for education degree programs and training courses for officers and support personnel of the Miami Beach Police Department; and

WHEREAS, Section 705.105 of the Florida Statutes sets forth the procedure for unclaimed evidence which is in the custody of the Miami Beach Police Department and permanently vests in the Miami Beach Police Department sixty (60) days after the conclusion of the criminal proceeding; and

WHEREAS, $75,000 has been in the custody of the Miami Beach Police Department Property and Evidence Unit in excess of the statutory period set forth in Section 705.105 of the Florida Statutes; and

WHEREAS, said funds have vested permanently in the Miami Beach Police Department, and have now been placed in the Police Special Revenue Account Fund, as provided by Resolution No. 90-19931, adopted on March 7, 1990; and

WHEREAS, the Miami Beach Police Department seeks to purchase those items identified on Exhibit "D" with the funds in the Unclaimed Property Account Fund; and

WHEREAS, the Miami Beach Cultural Arts Council (CAC) was established by the Mayor and City Commission on March 5, 1997; and

WHEREAS, the mission of the CAC is to develop, coordinate, and promote the visual and performing arts in the City of Miami Beach for the enjoyment, education, cultural enrichment, and benefit of the residents of, and visitors to, the City of Miami Beach; and

WHEREAS, the Mayor and City Commission adopted the Cultural Arts Master Plan on June 3, 1998, identifying the following program areas for the CAC: cultural arts grants; marketing; facilities; advocacy and planning; and revenue development; and

WHEREAS, pursuant to its enabling legislation, the CAC's budget for each fiscal year shall be adopted by the Mayor and City Commission; and

WHEREAS, accordingly, the CAC recommends a $1,359,000 budget allocation for FY 2017/18 to continue implementation of its programs; and

WHEREAS, CAC was created to develop, coordinate, and promote the performing and visual arts of the City of Miami Beach for the enjoyment, education, cultural enrichment, and benefit of the residents of, and visitors to, the City; and

WHEREAS, from January 2017 through June 2017, the Cultural Affairs staff and CAC conducted its application and review process for its FY 2017/18 Cultural Arts Grant Programs; and

WHEREAS, grants panelists, comprised of the CAC members, yielded 48 viable applications; and

WHEREAS, the CAC, at its regular meeting on July 12, 2017, reviewed the grant panelists' recommendations and unanimously supported the recommended Cultural Arts awards totaling $850,000 for FY 2017/18, as more specifically identified in the "Award Request" column on Exhibit "E," attached hereto; and

WHEREAS, the City Manager has reviewed the recommended Cultural Arts awards and concurs with same; and

WHEREAS, the Miami Beach Visitor and Convention Authority (MBVCA) was created pursuant to Chapter 67-930 of the Laws of Florida, and Sections 102-246 through 102-254 of the Code of the City of Miami Beach; and

WHEREAS, pursuant to its enabling legislation, the MBVCA's budget for each fiscal year shall be presented to the Mayor and Commission; and

WHEREAS, the MBVCA has recommended approval of the proposed work plan and budget for FY 2017/18, in the amount of $2,908,000, to continue implementation of its programs as shown in Exhibit "F".

NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and City Commission of the City of Miami Beach, Florida hereby adopt final budgets for the General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, Internal Service, and Special Revenue Funds for Fiscal Year 2017/18 as shown in composite Exhibit "A" (Total Revenues and Expenditures by Fund and Department), Exhibit "B" (Confiscated Trust Funds), Exhibit "C" (Police Training & School Resources Fund), Exhibit "D" (Police Special Revenue Account), Exhibit "E" (Cultural Arts Council Grants), and Exhibit "F" (MBVCA).

PASSED and ADOPTED this 25th day of September, 2017.

ATTEST:

9/28/17

Rafael E. Granado, City Clerk

MIAMI BEACH INCORPORATED MARCH 26TH 1915

Philip Levine, Mayor

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION

9/20/17

City Attorney Date

COMPOSITE EXHIBIT A
REVENUE SUMMARY BY FUND AND MAJOR CATEGORY
Fiscal Year 2017/18

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
GENERAL OPERATING REVENUES							
Ad Valorem Taxes	$ 174,642,000					$ 174,642,000	
Ad Valorem- South Pointe Costs	0					0	
Ad Valorem- Capital Renewal & Repl.	721,000					721,000	
Ad Valorem- Normandy Shores	181,000					181,000	
Oher Taxes	22,856,000					22,856,000	
Licenses and Permits	30,940,000					30,940,000	
Intergovernmental	11,255,000					11,255,000	
Charges for Services	12,246,000					12,246,000	
Fines & Forfeits	1,351,000					1,351,000	
Interest Earnings	692,000					692,000	
Rents & Leases	5,947,000					5,947,000	
Miscellaneous	13,635,000					13,635,000	
Resort Tax Contribution	34,950,000					34,950,000	
Other Non-Operating Revenue	21,434,000					21,434,000	
Sub-Total	$ 330,850,000					$ 330,850,000	
G.O. DEBT SERVICE FUND							
Ad Valorem Taxes		$ 5,914,000				$ 5,914,000	
Sub-Total							
FUND TOTAL	$ 330,850,000	$ 5,914,000				$ 336,764,000	
RDA FUND-CITY TIF Only							
AD VALOREM TAXES							
Property Taxes- RDA City Center (net)			$ 27,498,000			$ 27,498,000	
ENTERPRISE FUNDS							
Convention Center				12,688,000			
Parking				58,734,000			
Sanitation				21,221,000			
Sewer Operations				49,666,000			
Storm Water				28,327,000			
Water Operations				38,321,000			
FUND TOTAL				$ 208,957,000		$ 208,957,000	
INTERNAL SERVICE FUNDS							
Central Services							1,074,000
Fleet Management							8,803,000
Information Technology							16,250,000
Property Management							8,664,000
Risk Management							19,270,000
Medical & Dental Insurance							31,962,000
FUND TOTAL							$ 86,023,000
SPECIAL REVENUE FUNDS							
Education Compact					295,000		
Resort Tax					83,233,000		
Art in Public Places					0		
Tourism & Hospitality Scholarships					184,000		
Cultural Arts Council					1,359,000		
Sustainability					346,000		
Waste Hauler					70,000		
Normandy Shores					277,000		
5th & Alton Garage					635,000		
7th St. Garage					2,589,000		
Transportation					11,825,000		
Tree Preservation					184,000		
Commemorative Tree Trust Fund					10,000		
People's Transportation Plan					3,701,000		
Police Confiscations - Federal					100,000		
Police Confiscations - State					217,000		
Police Crash Report Sales					25,000		
Police Unclaimed Property					75,000		
Police Training					22,000		
Red Light Camera					1,333,000		
Residential Housing					688,000		
E-911					185,000		
Information & Technology Tech					282,000		
FUND TOTAL					$ 107,635,000	$ 107,635,000	
TOTAL ALL FUNDS	**$ 330,850,000**	**$ 5,914,000**	**$ 27,498,000**	**$ 208,957,000**	**$ 107,635,000**	**$ 680,854,000**	**$ 86,023,000**
Less Transfers						(69,864,000)	
GRAND TOTAL - ALL FUNDS						**$ 610,990,000**	

COMPOSITE EXHIBIT A
TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2017/18

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
MAYOR & COMMISSION	$2,310,000					**$2,310,000**	
ADMINISTRATIVE SUPPORT SERVICES						**$23,154,000**	
CITY MANAGER	3,969,000						
COMMUNICATIONS	2,136,000						
BUDGET & PERFORMANCE IMPROV	1,708,000						
INTERNAL AUDIT	848,000						
ORG DEV & PERFORMANCE INITIATIVE	887,000						
Education Compact					295,000		
FINANCE	6,059,000						
PROCUREMENT	2,433,000						
INFORMATION TECHNOLOGY							16,250,000
IT Tech					282,000		
HUMAN RESOURCES/LABOR RELATIONS	2,807,000						
Risk Management							19,270,000
Medical & Dental Insurance							31,962,000
CITY CLERK	1,730,000						
Central Services							1,074,000
CITY ATTORNEY	5,815,000					**$5,815,000**	
ECONOMIC DEV. & CULTURAL ARTS						**$126,899,550**	
Economic Development							
HOUSING & COMM. DEV.	798,600						
Homeless Services	1,737,950						
Residential Housing					688,000		
BUILDING	15,369,000						
ENVIRONMENT & SUSTAINABILITY	1,265,000				346,000		
Tree Preservation					184,000		
Commemorative Tree Trust Fund					10,000		
PLANNING	4,518,000						
Cultural Arts							
TOURISM & CULTURAL & EC. DEV.	4,519,000						
Tourism & Cultural Development							
CONVENTION CENTER				12,688,000			
Resort Tax					83,233,000		
Tourism & Hospitality Scholarships					184,000		
Cultural Arts Council					1,359,000		
OPERATIONS						**$278,149,450**	
CODE COMPLIANCE	5,990,000						
COMMUNITY SERVICES	700,450						
PARKS & RECREATION	35,735,000						
PROPERTY MANAGEMENT							8,664,000
PUBLIC WORKS	15,268,000						
Sanitation				21,221,000			
Sewer				49,666,000			
Stormwater				28,327,000			
Water				38,321,000			
Waste Hauler					70,000		
Normandy Shores					277,000		
CAPITAL IMPROVEMENT PROJECTS	5,090,000						
PARKING				58,734,000			
5th & Alton					635,000		
7th Street Garage					2,589,000		
FLEET MANAGEMENT							8,803,000
TRANSPORTATION					11,825,000		
People's Transportation Plan					3,701,000		
PUBLIC SAFETY						**$196,349,000**	
POLICE	108,654,000						
Police Confiscations - Federal					100,000		
Police Confiscations - State					217,000		
Police Unclaimed Property					75,000		
Police Training					22,000		
Police Crash Report Sales					25,000		
Red Light Camera					1,333,000		
FIRE	82,468,000						
E911					185,000		
EMERGENCY MANAGEMENT	3,270,000						

COMPOSITE EXHIBIT A
TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2017/18

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
CITYWIDE ACCOUNTS						**$11,644,000**	
CITYWIDE ACCTS-Normandy Shores	277,000						
CITYWIDE ACCTS-Operating Contingency	1,250,000						
CITYWIDE ACCTS-Other	10,117,000						
Transfers						**$3,121,000**	
Capital Investment Upkeep Fund	0						
Info & Comm Technology Fund	0						
Building Reserve	0						
Pay-as-you-go Capital	2,400,000						
CAPITAL RENEWAL & REPLACEMENT	721,000						
G.O. DEBT SERVICE		5,914,000				**$5,914,000**	
RDA-City TIF Transfer only							
City Center			27,498,000			**27,498,000**	
TOTAL - ALL FUNDS	**$330,850,000**	**$5,914,000**	**$27,498,000**	**$208,957,000**	**$107,635,000**	**$680,854,000**	**$86,023,000**
Less Transfers						(69,864,000)	
GRAND TOTAL - ALL FUNDS						**$610,990,000**	

EXHIBIT B

CERTIFICATION

I, Daniel J. Oates, Chief of Police, City of Miami Beach, do hereby certify that the aforementioned proposed request for expenditures from the City of Miami Beach Police Confiscation Trust Fund, for the FY 2017/18 fiscal year providing funds for expenditures, complies with the provisions of Section 932.7055(4) (a), Florida Statutes, and the Guide to Equitable Sharing of Federally Forfeited Property for Law Enforcement Agencies.

Daniel J. Oates
Chief of Police
Miami Beach Police Department

9/5/17
Date

EXHIBIT B

Miami Beach Police Department
Confiscations - Federal & State Funds
FY 2017/18 Adopted Budget

Federal Funds (603):

	FY 2017/18 Adopted Budget
Organizational Development Travel & Off-site Testing	$ 20,000
Bulletproof Vest Partnership	80,000
Total Federal Funds (603)	**$ 100,000**

State Funds (607):

	FY 2017/18 Adopted Budget
Costs connected with the prosecution/processing of forfeitures.	$ 40,000
Crime Prevention initiatives & School Liaison Projects	20,000
AR Rifle Program/initiative- City's match for reimbursement of rifles at $500.	15,000
25% of State Funds collected in FY16 to be used for drug abuse treatment, drug and crime prevention education and non-profit community based programs.	12,000
Gym Equipment	10,000
Training Supplement for Law Enforcement Training Trust Fund (LETTF)	120,000
Total State Funds (607)	**$ 217,000**

Total Federal & State Funds	**$ 317,000**

EXHIBIT C

CERTIFICATION

I, Daniel J. Oates, Chief of Police, City of Miami Beach, do hereby certify that the aforementioned proposed request for expenditures from the City of Miami Beach Police Training & School Resources Fund, for the FY 2017/18 fiscal year, to provide funds for the education of police personnel at various schools, conferences, and workshops and for the purchase of training and operational supplies, is in accordance with the guidelines established by the Division of Criminal Justice Standards and Training, as provided by Section 938.15 and 943.25, Florida Statutes.

Daniel J. Oates
Chief of Police
Miami Beach Police Department

9/5/17
Date

EXHIBIT C

Miami Beach Police Department
Police Training and School Resources Fund
FY 2017/18 Adopted Budget

Police Training and School Resources Funds (608):

	FY 2017/18 Adopted Budget
Education of police personnel at various schools, conferences, and workshops, as well as training and operational supplies	$ 22,000
Total Funds	**$ 22,000**

EXHIBIT D

Miami Beach Police Department
Unclaimed Property Account
FY 2017/18 Adopted Budget

Special Revenue Funds:

	FY 2017/18 Adopted Budget
Community Activities	$ 50,000
Law Enforcement Equipment and Supplies	20,000
Facilities Maintenance	5,000
Total Funds	**$ 75,000**

EXHIBIT E
Cultural Grants

Miami Beach Cultural Anchors	Adopted FY 2017/18 Funding
Florida International University- Miami Beach Urban Studios	$ 22,652
Florida International University- Wolfsonian	27,318
Florida International University-Jewish Museum of Florida	23,415
Friends of the Bass Museum, Inc.	26,724
Friends of the Miami-Dade Public Library, Inc.	18,452
Miami Beach Film Society (Miami Beach Cinematheque)	19,301
Miami Beach Garden Conservancy	18,876
Miami City Ballet	27,318
Miami Design Preservation League	23,161
Miami New Drama	22,652
New World Symphony	28,506
O'Cinema	22,652
South Florida Art Center	22,143
The Holocaust Memorial Committee, Inc.	23,415
The Rhythm Foundation, Inc.	23,415
SUBTOTAL	**$ 350,000**

ORGANIZATION	Adopted FY 2017/18 Funding
FILM	
Center for the Advancement of Jewish Education, Inc.	$ 20,000
Inffinito (Brazilian Film Festival)	20,000
Locust Projects, Inc.	10,000
Miami Gay and Lesbian Film Festival, Inc.	20,000
Miami Short Film Festival, Inc.	8,000
SUBTOTAL	**$ 78,000**
MULTI-DISCIPLINARY	
University of Wynwood, Inc.	$ 18,000
FUNDarte, Inc.	20,000
National Foundation for the Advancement in the Arts, Inc. (Young Arts)	20,000
SUBTOTAL	**$ 58,000**
THEATER	
Fantasy Theatre Factory	$ 19,000
Mad Cat Theatre Company, Inc.	10,000
Tectonic Theater Project	25,000
The Play Company	13,000
The Project Theatre	13,000
SUBTOTAL	**$ 80,000**
VISUAL ARTS	
AIRIE, Inc. (Artists in Residence in the Everglades)	$ 10,000
Bas Fisher Invitational, Inc.	25,000
Miami Dade College Museum of Art and Design	25,000
SUBTOTAL	**$ 60,000**
DANCE	
Peter London Global Dance Company	$ 7,000
The Dance Now! Ensemble, Inc.	20,000
Cuban Classical Ballet of Miami, Inc.	13,000
Ballet Flamenco la Rosa	10,000
Siempre Flamenco, Inc.	9,000
SUBTOTAL	**$ 59,000**
MUSIC	
Global Arts Project	$ 15,000
Nu Deco Ensemble, Inc.	25,000
Orchestra Miami	8,000
Patrons of Exceptional Artists, Inc.	10,000
Seraphic Fire	17,000
South Beach Chamber Ensemble, Inc.	8,000
Miami Children's Chorus, Inc.	10,000
Community Arts and Culture	15,000
France Florida Foundation for the Arts	9,000
Florida Opera Prima	14,000
Miami Lyric Opera, Inc.	17,000
South Florida Composer's Alliance	17,000
SUBTOTAL	**$ 165,000**
SUBTOTAL	**$ 500,000**

GRAND TOTAL	**$ 850,000**

EXHIBIT F
MIAMI BEACH VISITOR AND CONVENTION CENTER (MBVCA)
FY 2017/18 WORKPLAN AND BUDGET

ADMINISTRATION RECOMMENDATION
Adopt the Budget

ANALYSIS

BACKGROUND
The Miami Beach Visitor and Convention Authority (MBVCA) was created and exists pursuant to Chapter 67-930 of the Laws of Florida and Sections 102-246 through, and including 102-254 of the Code of the City of Miami Beach (CMB).

According to Sec. 102-251, the MBVCA is to take "all necessary and proper action to promote the tourist industry for the city, including but not restricted to causing expert studies to be made, promotional programs, the recommendations and development of tourist attractions and facilities within the city, and to carry out programs of information, special events, convention sales and marketing, advertising designed to attract tourists, visitors and other interested persons." The MBVCA also has the duty of making all necessary rules and regulations for the efficient operations of the authority.

The MBVCA is a seven-member authority. Each member is appointed by the City of Miami Beach Commission, with the goal of encouraging, developing and promoting the image of Miami Beach locally, nationally and internationally as a vibrant community and tourist destination. To this end, the MBVCA strategically focuses its funding investments in a balanced manner, fostering outstanding existing programs, stimulating new activities, and encouraging partnerships. The MBVCA is committed to a careful, long-term plan for allocation of resources to build the uniqueness of Miami Beach as one of the world's greatest communities and tourism destinations.

A budget revenue projection is provided to the MBVCA by the City of Miami Beach Budget Office annually based on 5% of the 2% Resort Tax, less 4% for administrative allowance. On an annual basis the MBVCA must provide the City with a budget, on City forms, based on this projection as outlined in Sec. 102-252, before October 1st.

The MBVCA normally budgets funding below the City's projection, as the collection of funds can differ substantially from projection, such as the result of unanticipated problems like an airline strike, terrorism, economic issues or storms. In 2008, revenue collections came in $48,000 under estimated projection, and in 2001 the revenue collection was down approximately $300,000 from projection. When and if there are unallocated funds remaining at the end of the budget year, those funds are either rolled over and allocated in the next budget year, or retained in MBVCA accounts for future reserves, endowment funding, to address any funding reductions in future years; in 2001, by statute, the MBVCA began investing into the creation on an endowment fund.

The MBVCA is required by law to maintain reserve bank accounts in approved public depositories, with sufficient reserves to cover one year of funding, which it does. Reserves are maintained to pay grant recipients (contracted) for the previous program funding cycle, and to ensure that sufficient funds can be invested to stimulate tourism in the future. The level of reserves was modified in 2011 in order to maximize the value and impact of tourism directed funds.

The MBVCA submits an annual Program of Work to the CMB as required by Sec. 102-281.

FY 2016/2017 REVIEW/TOURISM ADVANCEMENT PROGRAM (TAP)
The MBVCA Tourism Advancement Program (TAP) was established to promote Miami Beach as a sophisticated tourist destination by increasing the number of visitors; through enhancement of visitors' experiences; through the allocation of funds granted to events or programs that bring visitors to the CMB and strengthen the CMB brand. In fiscal year 2016/2017, the MBVCA funded the TAP in eight categories, including: Film Incentive, Initiatives, Major One Time Special Event, North Beach Incentive, Special Events Recurring, Special Projects, Special Projects Recurring, and Tourism Partnerships. In 2016, the MBVCA continued to fund projects, utilizing

funds rolled over from several years past.

A total of $1,493,000 was awarded in FY 2016/2017, compared to $1,807,357.50 in FY 2015/2016. The decrease in awards reflects rescinded events, due to non-compliance or cancellation, repeat events that could not meet the grant application criteria. Grants funded in partnership with the CMB are critical, branded tourism-related programs, such as the South Beach Wine & Food Festival and UNTITLED. Art Fair Miami Beach, both examples of events whose beginnings in Miami Beach stem from grants provided by the MBVCA; events which could easily be recruited by other destinations.

FY 2017/2018 TOURISM ADVANCEMENT PROGRAM

The MBVCA strategically focuses funding to maximize tourism and brand, to improve Miami Beach by focusing on events and projects that generate significant publicity, strengthen brand and increase tourism (generating critical resort taxes for Miami Beach). The Board pays significant attention to marquee events.

Review process:

For over a decade, the MBVCA has used a multi-level review process for its grant program and the process is reviewed annually. The process includes a mandatory pre-proposal staff conference regarding MBVCA policies and procedures and TAP. During the interview, MBVCA administration advises each potential applicant regarding the eligibility and appropriateness of the proposed project and determines the grant category best suited to the potential applicant. Once it is determined that the project is eligible, the MBVCA administration provides further detail, including required attachments and relevant meeting dates and deadlines. The applicant is provided with an overview of the application submission process. All applications are submitted through the online Application Portal in a multi-step format. All grant formats and policies are available on the MBVCA website. By Florida law, all MBVCA meetings are advertised and open to the public; all records are public records.

Annually, the MBVCA Board reviews and refines grant guidelines with respect to efficacy and effectiveness. In FY 2012/2013, the MBVCA implemented changes to its funding caps and declining scale. The new declining scale and funding caps allowed the MBVCA to diversify their funding into other areas and initiatives as requested by the City administration and/or the Board. In FY 2016/2017 the MBVCA voted to maintain the criteria in place for the Major One Time Special Event and Special Events Recurring grant categories requiring a total of 350 hotel room nights to be contracted, along with the 1,000,000 contracted media impressions. The viewership criteria remained at 1,000,000. The grant criteria guidelines were further defined for clarity and accuracy, requiring fully executed contracts to be submitted prior to proceeding with the next step in the application process. The application requires contract confirmation for hotel room blocks; media contract agreements, and/or television/cable contracts to be attached to the completed application. The data must be confirmed before and after funding is awarded. Grant applicants must meet two of the three criteria in place for each of the MBVCA grant categories. MBVCA grants are paid upon performance; therefore, grantees are required to provide post-performance reports in the form of reservation or pick up reports from Miami Beach hotels; impressions reports garnered from the organization's PR Firm, or from a media monitoring/press clipping service such as BurrellesLuce to prove media impressions, and a broadcast post performance report from a third party reporting delivery of Adult 18+ and Households (HH) in Thousands (000) from Nielsen, Over The Top (OTT), or Comscore/Rentrak for viewership. The defined criteria and specific post-performance reporting structure will be continued in FY 2017/2018.

The MBVCA guidelines and application process place emphasis on defining and measuring the economic impact of each event, as well as considering the impact and value of marketing, publicity, and television origination/viewership. Questions concerning the economic impact of the program, including requiring an explanation of various aspects of the marketing plan, and how the numbers of hotel room nights are calculated and where they are contracted, are also required as part of the application. The event's or organization's publicity plan, community and residential involvement, and/or special residents' considerations must also be provided. Standardized recap sheets and point systems have been developed to give each applicant a score that rates

potential success. In 2016/2017, a revamped point system was implemented to be more closely aligned with the MBVCA's grant criteria and will continue to be utilized in FY 2017/2018. Using this tool, the MBVCA can better evaluate the applicant's long-term commitment to the community; commitment to brand enhancement; value to tourism, and economic impact. The MBVCA votes on each specific and individual grant, and evaluates the grant request, funds available and possible extenuating circumstances after a formal presentation is made by the grant applicant. A question and answer period follows with further discussion as needed.

RECURRING PROJECTS:

The MBVCA has a current policy in place to fund recurring projects on a declining scale. The declining scale encourages recurring events to recruit corporate and private sponsorship and; therefore, not solely rely on MBVCA funds as a means of sustaining the event year after year. The award category establishes funding caps for recurring events, funding that can be reduced based on the maximum request for the specific grant category. Below is the current scale, implemented in FY 2012/2013; applicable to non- and for profit agencies. The declining scale will remain in place for FY 2017/2018.

Year 1	Initial Grant Award
Year 2	No more than 80% of Eligible Request
Year 3	No more than 70% of Eligible Request
Year 4	No more than 60% of Eligible Request
Year 5	New Cycle Begins

CATEGORIES:

Tourism Advancement Program funds are currently awarded in seven categories, including: Initiatives, Major One Time Special Event, North Beach Incentive, Special Events Recurring, Special Projects, Special Projects Recurring, and Tourism Partnerships. The MBVCA has developed pre-eligibility criteria for grants within these categories. The criteria allow staff to determine eligibility and the appropriate grant category. Applicants must meet two of three of the criteria noted. The Cultural Tourism and Film Incentive grant programs have been retired.

Grant Category	Contracted Hotel Room Nights	Contracted Media Impressions	Contracted Television or Cable Broadcast
Initiatives*	N/A	N/A	N/A
Major One Time Special Event	350	1,000,000	1,000,000
North Beach Incentive	75	200,000	500,000
Special Events Recurring	350	1,000,000	1,000,000
Special Projects	2,500	250,000,000	15,000,000
Special Projects Recurring	2,500	250,000,000	15,000,000
Tourism Partnerships	200	500,000	5,000 (visitors/attendees/participants)

* Initiatives are specifically targeted towards organizations chosen by the MBVCA to carry out the designated initiative

Budget

Budget (TAP) FY 2017/2018:

The MBVCA has budgeted $1,700,500 for FY 2017/2018 for its Tourism Advancement Program which reflects 60% of the total budget. This grant funding reflects a decrease of $21,500 from FY 2016/2017. This decrease is due to a reduction in the amount requested from repeat applicants due to the declining scale.

- The *Tourism Partnerships* category is budgeted at $120,000, reflecting 4% of the total budget for FY 2017/2018. The category currently includes applicants at the maximum request cap of $30,000. Four applications are anticipated to be received.
- The *Major One Time Special Event* category, representing 6% of the total budget, is budgeted at $180,000 in FY 2017/2018, which reflects a 0% increase from FY 2016/2017. The MBVCA expects four new events to apply at a maximum request of $45,000. The MBVCA works tirelessly to stimulate and recruit new events and is willing and prepared to fund valuable tourism and brand related events. In fact, the MBVCA works with all partners, city leadership and media to solicit appropriate new projects. New applicants are expected to include the ITF Seniors Tennis Tournament, the Master's Karate Tournament and two additional projects.
- The *Special Events Recurring* category, reflecting 31% of the total budget, has been calculated at $896,000 for FY 2017/2018 based on the established declining scale and the number of applicants anticipated to return.
- The *Special Projects* category is budgeted at $180,000 with two applicants expected at the maximum request of $90,000 representing 6% of the total budget.
- The *Special Projects Recurring* category is budgeted at $314,500 and represents 11% of the total budget. Anticipated applicants include the Orange Bowl Marketing Campaign; Lifetime Miami Marathon, Half Marathon, and Tropical 5K; the Food Network & Cooking Channel South Beach Wine & Food Festival; the Miami Film Festival; FUNKSHION Fashion Week Miami Beach; and Winter Music Conference. These events, recruited and sustained by the MBVCA, are all marquee events and annually fill the City's hotel rooms.
- The *North Beach Incentive* category is budgeted at $10,000 for FY 2017/2018, representing less than 1% of the budget; in anticipation of 1 applicant at the maximum request of $10,000 each.
- The *Film Incentive* category has been retired.

Destination Marketing

The Destination Marketing allocation reflects a 5% of the total budget for FY 2017/2018. This allocation provides for the additional placement of stories and press releases on the PR Newswire as well as the continuation of our *Blogger Program* that will be implemented in FY 2017/2018.

New Initiatives

The MBVCA expects to support new initiatives in FY 2017/2018. Strategic plans, goals and initiatives are developed through consultation, the result of ongoing communications with the Mayor, Commission and City Administration. One of these initiatives include the Forbes Travel Guide Hospitality Training and the implementation of the webinar based on the live training sessions; both offered free of charge to Miami Beach hospitality employees.

Another initiative is the Visual Memoirs Project. In 2011/2012, the MBVCA issued an RFP for qualified entities to record, catalogue and warehouse personal and eyewitness accounts of the history of the City of Miami Beach. The deliverables included a recorded detailed history of Miami Beach through personal interviews, creating collateral materials about the history of Miami Beach and identifying comprehensive exhibit concepts that can be implemented to execute a comprehensive visual memoir library and promotional campaign.

The Miami Design Preservation League (MDPL) in partnership with Close-Up Productions, was awarded a one year contract on October 1, 2011 in the amount of $21,000, and the contract was renewed in FY 2012/2013 for an additional $21,000, which represented 1% of the total budget. A total of forty interviews were conducted during the Project's first year.

The exhibit opened to the public daily for its initial run from mid-October through late November 2012, free of charge from 10:00am until 4:30pm and reopened during Art Deco Weekend 2013. The documentary played on a

loop in the lecture hall portion of the Art Deco Welcome Center. Seating was also placed near the screen and accommodated approximately 25 people at a time with standing room in the back. A total of twenty interviews were completed by September 2013.

An educational component was developed for FY 2012/2013 that included a video and guide for Miami Beach Middle Schools.

In FY 2013/2014, the videos were prepared for archival as part of a statewide university consortium. MDPL also collaborated with various institutions to create links to the online materials.

At the end of FY 2014/2015, MDPL and Close-Up Productions had conducted and transcribed a total of 75 interviews.

In FY 2015/2016 MDPL and Close-Up Productions conducted and transcribed an additional 15 interviews and coordinated and presented the Visual Memoirs material at the MDPL Art Deco Museum. In addition to their scheduled interviews, MDPL developed a digital promotional portal showcasing the video archive with links highlighting other Miami Beach historical resources, housed at institutions in Miami Beach and Miami Dade County. The "Windows on Miami Beach" portal generated local interest and support through school contests and online displays created by students and joint curating displays by portal partners; offered daily and weekly calendars of partners' events; developed social media linkages that drove people to the new website and its resources; provided easier access to the interviews, educational videos and curricula produced by the Visual Memoirs Project; increased patronization of museums and historic sites on Miami Beach, and promoted Miami Beach as a tourist destination through historic and artistic connections.

In FY 2016/2017, the project developed a video on Barbara Baer Capitman, "Barbara's Crusade", that premiered during Art Deco 2017. In addition, the project's website, miamibeachvisualmemoirs.com, was rebuilt for new and readily expandable internet access. The Project's archive of FIU's Digital Archive continued to expand through full-length interviews in an effort to stimulate interest in Miami Beach's history and historic venues. The social media exposure was also increased attracting nearly 500 followers on their Facebook page. An additional 15 interviews were scheduled with full transcripts, while completing an additional 25 transcripts from past interviews. The ON-MiamiBeach.com Portal added a separate "Learning and Teaching" section that included links to current videos and mini co-curations and videos about Miami Beach by the portal partners and students.

In 2017/2018, the project is expected to continue to enhance its community and visitor awareness of the Portal through partner organizations' cross-promotional efforts and increased social media integration. A new set of interviews are also expected to augment the existing database. A total of 97 interviews have been transcribed and archived as of April 2017.

The Initiatives category is budgeted for FY 2017/2018 at $140,000, representing 5% of the total budget.

Public Relations Initiative

In FY 2013/2014, the MBVCA issued a Request for Qualifications (RFQ) for a P.R. agency of record to enhance Miami Beach's image, after their initial Request for Proposals (RFP) issued in FY 2011/2012. The MBVCA selected Hill & Knowlton/SAMCOR (H+K) to support the MBVCA efforts by continuing increasing brand awareness through strategic media outreach to consumer and travel trades, major event recruitment, and business and corporate communications programs. There is an allotment of $250,000, representing 9% of the total budget, towards this effort.

The current contract with H+K runs through May 31, 2018 in FY 2017/2018. Objectives include increased public relations or tourism related activities in CMB, recruitment of new events and meetings, and improvement of CMB global reputation. CMB leaders have been active participants in planning and in oversight. H+K has an extensive

presence in the US and internationally. The agency's ability to network and leverage its global relationships is crucial to the growth of the 'Miami Beach' brand.

H+K created and distributed a total of 15 press releases and pitches during their first year as agency of record, garnering 3,416,581,560 media impressions and 12 press releases during their second year, generating 3,913,341,910 media impressions. In their third year, H+K generated 2,783,369,818 media impressions through the issuance of 12 press releases and a Harris Poll Survey that was conducted to determine why people visit Miami Beach.

During their fourth year, H+K developed and released a total of 12 press releases and 1 pitch, generating a total of 1,492,734,059 media impressions, valued at $15,615,214.75. During its fifth, and most recent, year H+K wrote and released 15 press releases, generating 1,272,729,422 media impressions, valued at $14,353,222.76. To date, H+K has generated over 14 billion media impressions for the destination.

IT/API Development

The MBVCA wishes to provide visitors with timely and relevant information about the City of Miami Beach, its public and private attractions, services, hotels, businesses, and events in order to enhance visitors' (and residents') experiences. Visitors to Miami Beach - all visitors worldwide – are increasingly using technology to navigate cities or make decisions about leisure experiences, dining, parking, entertainment and travel in general. Worldwide, technology is king. Many visitors already use the free Miami Beach Wi-Fi service, CMBWiFi, to access the information they need at select public locations around town.

Miami Beach visitors and residents are using smartphones and tablets to communicate and acquire information to make these kinds of decisions on-the-go. It is now critical for these visitors and residents to have access to mobile applications (Apps) that can help them obtain the information they need to make a timely and informed decisions. A new version of the App, Miami Beach Information (MBI), was released in fiscal year 2015/2016 for both Android and iOS platforms. The latest version of MBI included new and exciting features for the end-user. The newest features included a side-swipe feature; listing the information in an A-Z format; new categories were added that included Shopping, Nightlife, Art & Culture, and Restaurants, and the creation of "My Miami Beach" section where users can add events, photos, and itineraries as they navigate the App. In addition, the App features a "Deals" section that has special promotional rates or offers developed by MBVCA grantees. This cross promotional effort increases the number of downloads the App receives, while also assisting with the promotion of MBVCA-funded events. The promotions in the "Deals" section were also posted to the various MBVCA social media pages such as Facebook, Twitter, and Instagram. The App has now been downloaded over 9,300 times across both mobile platforms. Approximately half of all downloads come from European users seeking to learn about Miami Beach. The first version of the App was released in FY 2013/2014.

The MBVCA's preliminary review of opportunities and needs was initiated in spring 2011 in consultation with area experts, and subsequent to a public meeting sponsored by the MBVCA, as a situational analysis. The MBVCA released an RFP in January 2012 and awarded a one year contract to Just Program LLC dba Solodev on May 22, 2012. The purpose of the RFP was to develop a Miami Beach-focused web-based digital content management system (CMS) and modifiable database to support 3rd party mobile applications via an application programming interface (API).

Currently, the API is fully functional with 250 different categories of businesses, each averaging 90 different services and amenities. Web and App developers are able to use these attributes to create new and exciting experiences for their end-users. A fully functional mobile App for the MBVCA API for both iPhone and Android platforms is also available, free of charge.

We have allocated $30,000 or 1% of the overall budget in FY 2017/2018 towards IT development, to add additional categories to expand the API database to include local non-business information that can be useful in App

development such as beach access roads, public restrooms, and lifeguard stands. A total of $10,000 has been allotted to market and promote the API/App to App developers in FY 2017/2018, representing less than 1% of the total budget.

Research and Development

The MBVCA will develop a strategic list of major events worldwide as the result of ongoing communications and consulting with all partners. We expect to investigative some of these events with the goal of the development of a new major event for the destination. The MBVCA has budgeted $5,000 of the total towards this effort.

Projected Cash Flow Reserve

The MBVCA has budgeted $2,000 of the total budget, for cash flow reserve in FY 2017/2018. The City of Miami Beach allots resort tax payments to the MBVCA a month after its collection; therefore, as a fiscal responsibility, the MBVCA has built in a $2,000 projected cash flow reserve to its budget to ensure that all grants awarded will have the necessary funds to be reimbursed upon proper request and documentation.

Administration and Overhead

The MBVCA's administration and benefits costs are budgeted at $415,500 for the FY 2017/2018. This figure represents 15% of the total budget[1]. The overhead allocation is budgeted at $215,000 which reflects 7% of the overall budget. The increase from FY 2016/2017 is attributed to the cloud information hosting and redundancy, the addition of office security measures and staffing a full office. The total administration and overhead is 22% of the total budget.

Rollover

A total of $200,000 will be rolled over from FY 2016/2017 into the FY 2017/2018 MBVCA budget to fund special projects. This rollover of funds is primarily from the grants that were either not awarded and/or were rescinded for noncompliance.

CONCLUSION

At their July 18, 2017 meeting, the MBVCA Board recommended the Mayor and City Commission adopt the MBVCA Budget for FY 2017/2018 in the amount of $2,908,000 as reflected in Exhibit A.

[1] This is below the non-profit industry standard of 20% (Source: BBB)

EXHIBIT F

MIAMI BEACH VISITOR AND CONVENTION AUTHORITY
FY 2017/2018

	ADOPTED BUDGET FY 2016.2017	PROPOSED FY 2017.2018
REVENUES		
Unrestricted		
Rollover	$ 425,000	$ 200,000
Projected Resort Tax	$ 2,676,000	$ 2,708,000
TOTAL REVENUES	**$ 3,101,000**	**$ 2,908,000**
EXPENDITURES		
Administration & Benefits	$ 365,000	$ 415,500
Operating Expenses	$ 210,000	$ 215,000
Capital	$ 5,000	$ 5,000
Total Administration	$ 580,000	$ 635,500
GRANTS - Tourism Advancement Program		
Tourism Partnerships	$ 120,000	$ 120,000
Major One Time Special Event	$ 180,000	$ 180,000
Special Events Recurring	$ 720,000	$ 896,000
Special Projects	$ 180,000	$ 180,000
Special Projects Recurring	$ 442,000	$ 314,500
Film Incentive	$ 60,000	$ -
North Beach Incentive	$ 20,000	$ 10,000
Total Tourism Adv. Program	$ 1,722,000	$ 1,700,500
Marketing/PR/Technology		
Marketing/Communications and PR	$ 293,600	$ 250,000
API Marketing	$ 45,000	$ 10,000
IT Development	$ 30,000	$ 30,000
Total	$ 368,600	$ 290,000
Other		
Destination Marketing	$ 133,000	$ 135,000
Initiatives	$ 281,400	$ 140,000
R&D	$ 10,000	$ 5,000
Projected Cash Flow Reserve	$ 6,000	$ 2,000
Total Other	**$ 430,400**	$ 282,000
TOTAL	**$ 3,101,000**	**$ 2,908,000**

EXHIBIT F

MIAMI BEACH VISITOR AND CONVENTION AUTHORITY (MBVCA)
FY 2017/2018

	ADOPTED FY 2016.2017	ADOPTED FY 2017.2018
REVENUES		
Unrestricted		
Rollover	$ 425,000	$ 200,000
Projected Resort Tax	$ 2,676,000	$ 2,708,000
TOTAL REVENUES	**$ 3,101,000**	**$ 2,908,000**
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Destination Marketing	$ 133,000	$ 135,000
Initiatives	$ 281,400	$ 140,000
R&D	$ 10,000	$ 5,000
Projected Cash Flow Reserve	$ 6,000	$ 2,000
Total Other	**$ 430,400**	$ 282,000
TOTAL	**$ 3,101,000**	**$ 2,908,000**

MIAMIBEACH

RESOLUTION NO. 2017-30024

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE RATE OF 0.9564 MILLS FOR FISCAL YEAR (FY) 2017/18 FOR THE NORMANDY SHORES LOCAL GOVERNMENT DISTRICT, WHICH IS SIX AND THREE TENTHS PERCENT (6.3%) MORE THAN THE "ROLLED-BACK" RATE OF 0.8993 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 0.9273; anything beyond this rate, up to 1.0200 mills, requires a 5/7^{ths} vote; and

WHEREAS, on July 26, 2017, the City Commission, acting as the Board of Directors of the District, adopted Resolution 2017-29945 which set the proposed operating millage rate for the District at 0.9564 mills for the purpose of providing security services within the District; and

WHEREAS, accordingly, on September 18, 2017, 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 2017/18) for the District; and

WHEREAS, accordingly, on September 25, 2017, pursuant to Section 200.065 of the Florida Statues, 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 2017/18) 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 25, 2017, the Board hereby adopts the Final Operating Millage rate of 0.9564 mills for the District for FY 2017/18, which is six and three tenths percent (6.3%) more than the "Rolled-back" rate of 0.8993 mills.

PASSED and ADOPTED this 25th day of September, 2017.

MIAMI BEACH INCORPORATED MARCH 26TH 1915

Chairperson of the District

ATTEST:

9/28/17

Secretary to the District

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

9/20/17

City Attorney Date

RESOLUTION NO. 2017-30025

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) 2017/18.

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 tentative budget has been developed to fund projected FY 2017/18 operating expenses; and

WHEREAS, accordingly, on September 18, 2017, 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 2017/18) for the District; and

WHEREAS, accordingly, on September 25, 2017, pursuant to Section 200.065 of the Florida Statues, 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 2017/18) 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 25, 2017, the Board hereby adopts the final operating budget for the District for FY 2017/18, as summarized and listed below:

Revenues		
Ad Valorem Tax		$ 181,000
City's General Fund		96,000
	Total	**$ 277,000**
Expenditures		
Security Service		$ 198,000
Maintenance		35,000
Video System		10,000
Defibrillator		2,000
Signs, bollards, lighting		32,000
	Total	**$ 277,000**

PASSED and ADOPTED this 25th day of September, 2017.

MIAMI BEACH INCORPORATED MARCH 26TH 1915

Chairperson of the District

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9/20/17 Date

ATTEST:

9/25/17

Secretary to the District