



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 10, 2015

Honorable Mayor Philip Levine and Members of the City Commission:

I am pleased to transmit the Proposed Work Plan and Operating Budget for Fiscal Year (FY) 2015/16, commencing on October 1, 2015 and ending on September 30, 2016, including the Proposed Work Plan, the Proposed Operating Budget, the Proposed Capital Budget, and the associated Capital Improvement Program for FY 2016/17 through FY 2019/20. The total Proposed General Fund Operating Budget is \$300.3 million, which is \$20.3 million or 7.2 percent more than the FY 2014/15 adopted budget of \$280.0 million.

Further, General Fund reserve levels as of September 30, 2014 for the 11 percent emergency reserve and the 6 percent contingency goal were a total of \$43.6 million. The 11 percent General Fund emergency reserve requirement for FY 2015/16, based on the proposed operating budget (net of capital transfers and reserves) is \$32.1 million. This results in \$11.5 million (or 4.0 percent) available for additional contingency, if there are no additional changes in fund balance, and no additional transfers made.

BUDGET HIGHLIGHTS

- ***The FY 2015/16 budget includes \$1.2 million of reductions/efficiencies as well as \$4.2 million of service enhancements to address priorities in the City's Strategic Plan***
- ***The proposed millage rate decrease of 0.1114 mills meets the remaining millage goal to lower the millage rate to the level in FY 2009/10 as property values increase over time.***
- ***The proposed millage rate results in a slight property tax decrease to median or average property owners that qualify for the homestead exemption and the Save Our Homes cap.***
- ***The proposed property tax levy is only \$4 million more in FY 2015/16 than it was nine years ago in FY 2006/07. Overall position count is still 2.9 percent less than in FY 2006/07.***

The City's Proposed Operating Budget in total for FY 2015/16 is \$573.1 million including the General Fund, General Obligation Debt Service, Enterprise Funds, Special Revenue Funds and Transfers to the Redevelopment District. This amount is net of Internal Service Funds and Interfund Transfers.

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

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

In FY 2011/12 the City took its first step in that direction with a reduction in the millage rate of 0.0486 mills. The millage rate for FY 2012/13 reduced the millage by an additional 0.1062 mills. In the FY 2013/14 budget, the millage rate was reduced 0.2314 mills and in the FY 2014/15 budget the millage rate was reduced 0.0926 mills. Over four years, this reduction represented 81 percent of the goal to get back to a millage rate of 5.9123. The remaining goal for millage reduction is 0.1114.

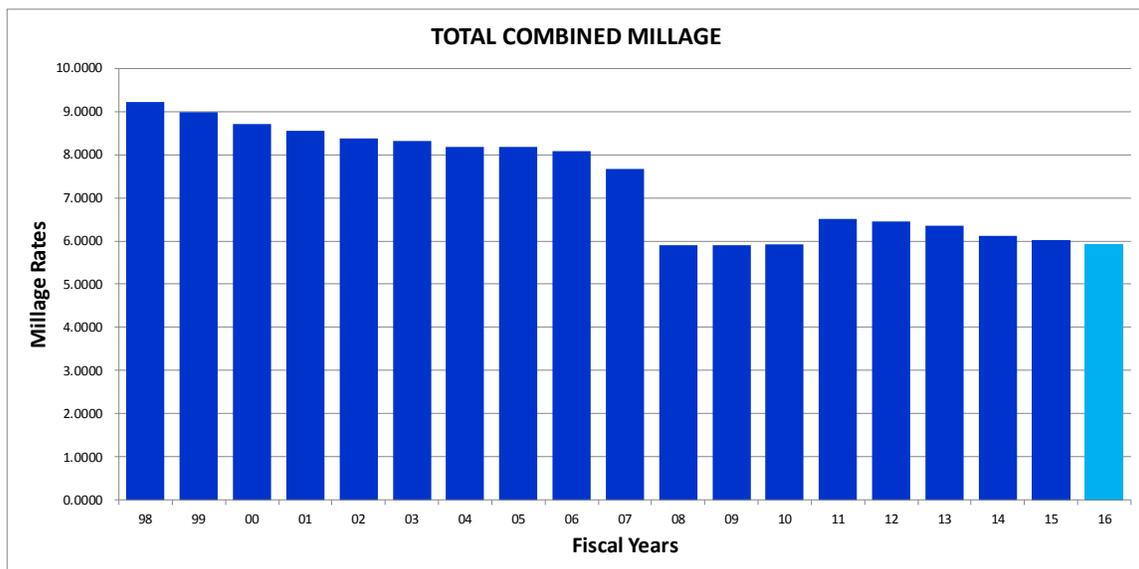
For FY 2015/16, the Administration proposes a total combined millage rate for the City of Miami Beach of 5.9123, which represents a decrease of 0.1114 mills. This amount meets the remaining millage rate goal to lower the millage rate to the level in FY 2009/10 as property values have increased over time. In addition, the proposed millage rate does not result in a property tax increase to median or average property owners that qualify for the homestead exemption and the Save Our Homes cap.

As shown in the table below, in prior years the City of Miami Beach significantly reduced tax rates as property values increased. Between FY 1999/00 and FY 2009/10, total combined City of Miami Beach 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.

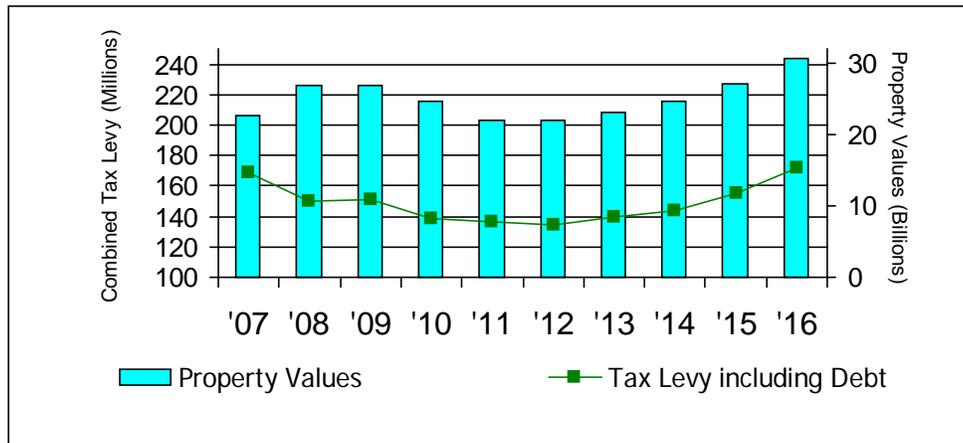
Property Value, Millage and Property Tax Levy

Taxable Values Chart	Taxable Property Values (billions)	Final/Revised Taxable Values (billions)	Millage Rates		Tax Levy (in millions)	
			Total Combined Citywide Millage	General Fund/RD A 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	*	5.9123	5.7092	\$ 172.39	\$ 143.16

Further, although the City increased the operating tax rate by 0.56 mills in FY 2010/11, the City's proposed combined millage rate is now the same as in FY 2009/10 and rate remains approximately 2.8 mills lower or 33%, than it was in FY 1999/00. As a result, the proposed property tax levy is only \$4 million more in FY 2015/16 than it was in FY 2006/07.



Property Values and Tax Levy



Today’s General Fund Operating Budget also reflects greater diversification of revenues since FY 2006/07. The Proposed Work Plan and Budget includes \$36.5 million in resort taxes to fund tourism-eligible expenditures and a \$8.4 million transfer of Parking Operations Fund year-end surplus. In large part due to these alternative sources, **property tax revenues represent less than half (47.7 percent) of the total funding for the General Fund budget**, as compared to 59 percent in FY 2006/07, a significant reduction over the past several years.

Between FY 2007/08 and FY 2014/15, the General Fund absorbed almost \$51 million in reductions (almost 17 percent of the \$244 million FY 2011/12 General Fund budget) and eliminated 295.5 full-time and 11 part-time positions across all funds. Combined with approximately \$27.8 million in employee “give-backs” achieved between FY 2009/10 and FY 2014/15, this represents ***\$78.7 million in combined “givebacks” and reductions over 8 years.***

General Fund	FY 2014/15 Adopted			8-Year Total		
	\$ Impacts	FT	PT	\$ Impacts	FT	PT
Public Safety		(3.0)		(\$8,021,095)	(71.0)	1.0
Operations				(\$6,126,867)	(66.0)	(23.0)
Administrative Support	(60,000)	1.0		(\$3,246,694)	(33.4)	1.0
Econ & Cultural Dev				(\$1,235,426)	(17.0)	-
Citywide				(\$1,619,642)	-	-
Subtotal	\$ (60,000)	(2.0)	-	(\$20,249,724)	(185.4)	(21.0)
Transfers				(\$23,168,966)	-	-
Total	\$ (60,000)	(2.0)	-	\$ (43,418,690)	(185.4)	(21.0)
Internal Service Funds		(19.0)		(\$3,871,225)	(57.1)	-
Enterprise Funds				(\$3,651,021)	(53.0)	10.0
GRAND TOTAL REDUCTIONS	\$ (60,000)	(21.0)	-	\$ (50,940,936)	(295.5)	(11.0)
Estimated Employee Givebacks *	(\$1,900,000)			(\$27,833,360)	-	-
GRAND TOTAL REDUCTIONS AND GIVEBACKS	\$ (1,960,000)	(21.0)	-	\$ (78,774,296)	(295.5)	(11.0)

The proposed FY 2015/16 General Fund budget adds \$1.2 million in efficiency reductions.

Of note, the FY 2015/16 General Fund Budget is about \$62.6 million (26 percent) more than the FY 2006/07 budget, despite pension contribution increases of \$29.3 million during the same period. Inflation from October, 2006 through June, 2015, a similar period, was approximately 18 percent. This reflects a significant decrease across all other expenditures during that time period. At this point, annual contributions to the City's two pension plans alone represent more than \$52.4 million (17 percent) of the total General Fund budget. As a result, pension reform continues to be a high priority for the City. During FY 2014/15 both pension boards voted to decrease the investment rate of return for their plans to more conservative assumptions over the next several years. The impact to the FY 2015/16 Budget from the annual required contribution (ARC) for both plans is \$2.9 million. It should be noted that the ARC for both funds would have been much less without the change in the investment rate assumptions. The funded net position as a percentage of total pension liability is 76 percent for the Fire and Police plan and 77 percent for the General Employees plan.

FY 2015/16 PROPOSED WORK PLAN AND BUDGET OVERVIEW

As in past years, the Proposed Work Plan and Budget was developed through an intensive review process with our City Commission. Preliminary budget information was provided at the Commission Retreat on May 29th and in meetings with the Finance and Citywide Projects Committee (FCWPC) on June 3rd, July 1st, and July 17th.

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 2015/16 budget was an evaluation of Current Service Level (CSL) revenues and expenditures. CSL revenues represent the amount of revenues that would be generated based on existing tax rate, fees and charges. CSL expenditures represent the expenditures associated with providing the same level of service next year as in the current budget year.

At the Strategic Planning Retreat on May 29, 2015, the Commission was briefed regarding the preliminary General Fund Current Service Level (CSL) budget. The CSL represents the cost of providing the same level of services as in the prior year and serves as the baseline of funding for the budget process.

Property taxes comprise 46% of the total General Fund revenue and are a key driver of CSL revenues. The Property Appraiser provided the preliminary 2015 property values on June 1, 2015. The Commission was briefed regarding the updated CSL budget at the June 3rd Finance & Citywide Projects Committee. The preliminary 2015 property values increased 12.0%, which resulted in an increase of \$14.6 million in General Fund property tax revenues.

CSL revenues were estimated to increase \$16.1 million due to an \$14.6 million increase in property tax revenues (assumed keeping the operating millage rate the same), a \$2.6 million increase in non-property tax revenues including an increase in the Resort Tax contribution of \$1.7 million for items added in mid-year and annualized items from FY 2014/15, and a decrease in prior-year set-aside (one-time revenue) of \$1.6 million. These figures do not assume additional contributions from the Resort Tax or Parking Funds.

CSL expenditures were estimated to increase \$12.5 million due to the following:

- Higher pension contributions of \$2.8 million as both pension boards voted to lower the investment rate assumption
- 0-2% merit pay: \$2.2 million
- Spike in leave payouts from retirements, DROP, and separations from the city: \$1.2 million
- Annualized costs for items added during FY 2014/15 such as \$1.64 million for the new landscaping contract, \$534,000 for PC replacement from 5 to 3 years, \$332,000 for body camera maintenance, and \$249,000 for Energov permitting software maintenance.
- Annualized costs for items added mid-year including \$802,000 for staffing of 6 new lifeguard stands, \$285,000 for enhanced tuition reimbursement program, \$283,000 for pre-employment background checks, \$276,000 for license plate reader on MacArthur Causeway, \$204,000 for additional windstorm insurance, \$128,000 for security guards on 4th floor of City Hall and at Housing & Community Services, and \$105,000 for Executive Services Program.
- Other miscellaneous cost increases to CSL include \$210,000 for higher general liability legal fees and workers comp legal fees based on trend, \$160,000 for outside legal counsel for labor negotiations and Watson Island, \$157,000 for actuary and pension attorney for labor negotiations, and \$154,000 for electricity for new streetlights (21% increase in inventory) and irrigation costs from recently completed capital projects.
- These expenditure figures do not assume additional savings from potential efficiencies or reductions.

The preliminary CSL based on June 1st property values had a revenue increase of \$16.1 million and an expenditure increase of \$12.5 million for a net surplus of \$3.6 million. At the June 3rd Finance and Citywide Projects Committee meeting, direction was given to assume a millage rate reduction of 0.0557, which represented half of the remaining millage rate goal. The millage rate reduction reduced the projected CSL surplus to \$2.5 million.

APPROACHES TO BALANCE

At the July 1st Finance and Citywide Projects Committee meeting, direction was given regarding the proposed Millage Rate, enhancements and efficiencies for the Operating Budget, and changes to the Capital Budget.

The impact of the change from the June 1st preliminary taxable values of 12.0 percent to the July 1st certified taxable values that increased 13.3 percent was calculated at \$1.2 million. The Committee voted to reduce the combined millage rate by the remainder of the millage rate goal, 0.1114 mills, which reduced the surplus by \$1.1 million. The proposed millage rate was reduced from 6.0237 to 5.9123 and is now the same as it was in FY 2009/10 prior to the millage rate increase in FY 2010/11 of 0.5902.

On July 1st, the Committee accepted the recommended reductions/efficiencies except for the recommended reduction in City Clerk – Central Services for \$27,100 to eliminate printing of Commission meeting agendas, Commission committee agendas, Land Use Boards agendas, and annual Budget documents. The updated savings from the recommended reductions/efficiencies totals \$1,211,750.

The Committee also recommended accepting the proposed additions and service enhancements with the following changes listed below:

- Remove \$100,000 for the Climate Action Plan in Building-Environmental Management
- Remove \$150,000 for the North Beach Marketing funds in Tourism, Culture, & Economic Development (funded by Resort Tax)
- Offset 50 percent (\$55,000) of the Assistant Director in Tourism, Culture, & Economic Development from Resort Tax funding
- Offset the \$220,000 cost of the Urban Forestry Tree Preservation Program in Public Works by budgeting the fee revenue associated with the new program
- Add \$200,000 for Out-of-Region Data Center in Information Technology
- Add \$500,000 in a reserve to offset the future cost of the Public Safety Radio project in Emergency Management/9-1-1

Following the July 1st meeting, an additional savings of \$130,000 was identified in the Current Service Level Budget from funding the Fire Boat in FY 2014/15 instead of FY 2015/16.

At the July 17th Finance and Citywide Projects Committee meeting, the following two changes were made to the list of proposed additions and service enhancements:

- Add \$45,000 for one of two requested positions for the City Attorney Fellowship Program
- Reduce Parking's Loading Zone Program request from 12 to 8 positions (Parking Fund)

The updated recommended enhancements total \$3,869,000, which is offset by \$530,000 from additional Resort Tax contribution for tourism-eligible enhancements. The remainder of the surplus totaling \$102,750 was placed into General Fund-Contingency in Citywide.

After the July 17th Finance Committee meeting, an enhancement was added consisting of three Code Compliance Officers in the Entertainment District to augment the existing two positions added during FY 2014/15. These positions would be assigned along Ocean Drive, Española Way, and the southern portion of Collins Avenue and Washington Ave. In the last four years, twenty-three additional ordinances have been implemented and caseloads have almost doubled since FY 2010/11. The cost of this enhancement is offset by additional contribution from Resort Tax.

Preliminary CSL surplus -based on June 1st values	3,600,000	
Millage rate reduction -50% of remaining millage rate goal	(1,100,000)	
Updated CSL surplus	2,500,000	
Recommended enhancements	(4,109,000)	
Additional Resort Tax contribution	770,000	
Recommended reductions/efficiencies	1,211,750	
Change in taxable values -based on July 1st values	1,200,000	
Additional Millage rate reduction -Remainder of millage rate goal	(1,100,000)	
Reserve for Public Safety Radio project	(500,000)	
Savings to CSL from Fire Boat	130,000	
Additional Contingency	(102,750)	
<i>After July 17th Finance Committee</i>		
Code Officers for Entertainment District	(240,000)	
Additional Resort Tax Contribution	240,000	
Total surplus/(shortfall)	-	

Efficiencies and Reductions

City departments continue to be proactive in identifying additional efficiencies to their current service level programs and services. As with the preparation of budgets for the last eight years, departments are continuing to analyze their budget from two perspectives: 1) reviewing for potential efficiencies, reorganizations to reduce cost, etc., without adversely impacting services; and 2) performing a modified zero-based analysis of each department budget, identifying potential service reduction alternatives versus core functions. As part of the FY 2015/16 budget process, the Finance & Citywide Projects Committee requested that departments submit lists of potential reductions/efficiencies totaling 5 percent of their FY 2014/15 budgets. The lists were reviewed extensively by the City Manager, Executive Team, Department Directors, and the Budget Office. At their July 1st meeting, the Finance & Citywide Projects Committee accepted \$1,211,750 of the recommended reductions/efficiencies recommended by staff. In addition to the summary below, a list of the proposed reductions/efficiencies can be found in Attachment A.

- Move the elevator section from Building to Public Works: The elevator section currently operates from the Building Department and has annual offsetting revenue. It has been determined that this revenue is not restricted for building enforcement purposes. As such, the function and offsetting revenue can be moved to Public Works and result in a net savings to the General Fund of \$658,000.
- Eliminate the Ethics Hotline: This reduction eliminates the Ethics Hotline funded during FY 2013/14, but not implemented. The recommended approach is to leverage the existing FBI corruption hotline which is currently advertised on the City's website and MBTV. The FBI corruption hotline is preferable to an internal ethics hotline because it offers a potential whistleblower greater protection from an independent law enforcement agency. The City currently has a police officer assigned to the FBI public corruption investigation task force. In addition, the Miami-Dade County Office of the Inspector General has a "Report Fraud" phone number at 305-579-2593.
- Eliminate the Green Team: This \$115,000 reduction eliminates the "Green Team" funded in FY 2013/14, but not implemented. These positions were planned to increase the City's monitoring of waste runoff pending the City obtaining some level of jurisdiction that ensured the enforcement authority over grease traps by Q2-2015. DERM has not relinquished the authority for the City to have full jurisdiction over grease trap investigations and penalties so these positions were never filled.
- Reduce Investment Advisory Services fees: Due to a newly negotiated contract, the custodial fees and arbitrage costs for the Investment Advisory Services fee can be reduced \$207,000 without impacting service levels.
- Reduce medical shelter beds budget: In the past, clients with medical impairments have been placed in a medical shelter bed instead of a normal shelter bed, resulting in additional costs. Shelters have become increasingly ADA compliant resulting in less of a need for specialized medical beds. The recommended reduction of \$27,450 is not anticipated to

have a negative effect as the remaining funding in the program budget is expected to meet the anticipated need for medical beds. This need is anticipated to continue to decrease over time.

- Reduce criminal background checks budget: The recommended reduction has no impact due to new criminal background check contract costs being \$4,800 less than prior contract.
- Accelerate planned implementation of Virtual Desktop Infrastructure: The implementation of Virtual Desktop Infrastructure was planned for a limited implementation in FY 2016/17 and this reduction of \$100,000 accelerates the rollout to FY 2015/16. Select users that are scheduled to have their PC's replaced will use Dell Virtual Desktop Infrastructure instead of a traditional PC. There may be initial challenges and lessons learned as part of the initial rollout, but there is potential for substantial long-term savings.
- Estimated anticipated savings from Telecom Audit: A telecom audit has been initiated during FY 2014/15 that is anticipated to result in savings from billing errors, etc. The last audit was performed 1997. The audit is anticipated to have a minimal impact to users. IT staff is impacted as there is an amount of effort and labor that is involved. The more effort that IT and the selected vendor put forth, the more likely that savings are found. However, the labor committed to doing this reduces the work capacity for other projects. The recommended reduction of \$50,000 reflects a realistic savings target that could increase to as much as \$250,000.
- Eliminate distribution of solicitation documents via CD's: The City Code requires that as part of the bid solicitation process, bidders are required to pay \$20 per CD to pick up copies of the construction documents. This \$1,500 reduction will result in distribution of construction documents via a File Transfer Protocol (FTP) or the Public Purchase Website. This reduction would require a change to the City Code.
- Eliminate newspaper advertisements for bids under \$300,000: The City Code requires that bids shall be published once in at least one official newspaper having general distribution in the city and at least five working days preceding the last day set for the receipt of proposals. Most bidders today, rather than relying on newspaper advertisements, rely on electronic bid notification systems. The City uses one such system, Public Purchase, to advertise all competitive solicitations. Florida statutes only require that bids for construction over \$300,000 be advertised. This reduction would require a change to the City Code.

Service Enhancements

The proposed enhancements found in Attachment B reflect services that our residents and businesses identified as important to them during the 2014 Community Satisfaction Survey or priorities identified at the City Commission retreat on May 29, 2015.

Highlights of the \$4.2 million of enhancements funded across all funds to address priorities in the City's Strategic Plan include:

- Improve traffic and mobility by adding an additional police motor unit and expanding the Freight Loading Zone program throughout the city
- Increase public safety by supporting the State Attorney's Human Trafficking Task Force and implementing a License Plate Reader system on MacArthur Causeway
- Improve policing culture by reimbursing ten police recruits to complete Police Academy training instead of only hiring certified officers with previous experience
- Enhance beautification by creating an Urban Forestry Tree Preservation program, developing a GIS tree inventory, and participating in the Fairchild Botanical Gardens Million Orchid project
- Enhance programming for various recreation programs as follows: additional inclusionary aides to meet the demand for special need children to be enrolled in summer camps; funding for a second season of Little League Baseball; expansion of elderly programming from North Shore Park Youth Center to two additional locations in central and south beach; an increase in year-round level of service citywide for youth programming with new educational and cultural programs and at additional sites; the addition of Nautilus Middle School as an additional site for teen programming; the enhancement of special community events such as Winter Wonderland and Cupid's Carnival with additional rides and activities; meeting increasing demand for elderly programs and events by increasing funding for the Senior Enhancement Transportation Service program.
- Preserve infrastructure by increasing pay-as-you-go funding from the General Fund for capital projects from \$1.4 million to \$2.4 million
- Increase response times for addressing high priority citizen issues/complaints by adding two part-time positions to the newly created Rapid Response Team
- Enhance a more proactive code compliance environment by adding three Code Compliance Officers in the Entertainment District to augment the existing two positions added in FY 2014/15.
- Enhance opportunities for persons with disabilities by partially funding the para-rowing program at the Shane Rowing Center
- Expand the "Can on Every Corner" initiative by an additional 100 locations
- Maintain plan review turnaround time within current targets (Residential - 7 days; Commercial - 21 days) while absorbing the staffing impact of assigning building inspectors to the Convention Center project
- Enhance preventive maintenance of storm water and sewer infrastructure

- Improve disaster preparedness by backing up City technology data/systems in an out-of-region data center
- Several administrative enhancements including: enhance organizational capacity by creating a Fellowship program to hire entry-level city attorneys; streamline records management activities across the organization; improve code compliance oversight; improve quality of 911 calls using off-site certified reviewers; improve oversight of bond issuance and debt management function; increase oversight of HUD funded capital activities; meet increasing demand for administrative support of the City's five Land Development Review Boards; expedite procurements activity; reduce backlog of engineering projects; address 21 percent increase in street light inventory; provide adequate oversight of contracted grounds maintenance services; meet increasing demand for GIS programming and support; enhance oversight of tourism, cultural, and economic development programs; enhance capacity to develop and maintain mobile applications and web-based applications

Additional enhancements added mid-year during FY 2014/15 include the following:

- Improve traffic and mobility by expanding the City's trolley system from the existing North Beach Loop to include a Mid Beach Loop, a South Beach Loop, and a Collins Link
- Increase public safety by adding six new lifeguard stands to the existing 29 locations
- Enhance parking lot cleanliness by adding a roving crew to address illegal dumping, litter, and other deficiencies
- Improve educational excellence by developing an internship program with Florida International University for 18-24 interns annually to gain real-life, hands-on work experience

A list of potential additional enhancements requested by departments but not recommended by me in the Proposed Budget can be found in Attachment C. While many of these potential enhancements are important and should be considered over time, they were considered a lower priority than those included in the FY 2015/16 Proposed Budget and Work Plan.

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

Based on an outside consultant study conducted in 2010 using FY 2007/08 actual costs, it is estimated that there are approximately \$50.5 million in eligible resort tax expenditures in the General Fund. However, \$8.8 million of these costs were estimated as being addressed by dedicated funding pursuant to the Miami-Dade County Convention Development Tax interlocal agreement, thereby resulting in approximately \$41.7 million in eligible Resort Tax expenses in the General Fund.

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

The total proposed Resort Tax Fund transfer to the General Fund for FY 2015/16 is approximately \$36.5 million.

CONTINUE TO ADDRESS PRIORITIES IDENTIFIED BY THE COMMUNITY

In 2014, the City of Miami Beach conducted its fifth set of comprehensive statistically valid community satisfaction surveys. The Community Survey was designed to receive both resident and business input on quality of life, city services, and taxes; and to identify key drivers for improvement.

The 2014 survey built on previous surveys in that many questions asked in previous studies were included in the 2014 study so comparisons could be examined over time. Residents and business owners were brutally honest in their ratings; nonetheless 4 out of 5 residents and business owners would recommend the City of Miami Beach, and Residents rate the quality of life as very high.

Responses to many questions in the survey are highly correlated, i.e., if traffic is an issue (as it is to a majority of residents), then ratings of other City services are influenced. Residential ratings for quality of life and City services were down from 2012, although still high at 77 percent, with the percentage of residents who would recommend Miami Beach as a place to live trending up at 81 percent. Unlike the residential survey, the overall snapshot of business ratings of the City were, on the whole, not significantly different from the 2012 ratings, with a substantial number of services received positive ratings ranging from 70 percent to 95 percent of businesses.

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

Detailed survey results are available on the City's website and the FY 2015/16 Citywide Work Plan can be found in [Attachment E](#).

PREMIER NEIGHBORHOODS

Beauty of Neighborhoods

Enhancing the beauty and vibrancy of urban and residential neighborhoods is a Key Intended Outcome in the City's strategic plan. The FY 2015/16 Budget includes funding to provide adequate oversight of the Urban Forestry Tree Preservation Program and enforcement of the Tree Preservation Ordinance No. 2014-3904 that was approved by Commission on November 19, 2014 by adding three positions in Public Works.

The new positions would enhance the City's ability to enforce the tenants of the Tree Preservation Ordinance, provide Tree Work Permits more expeditiously, and improve complaint and inspection request turnaround times. Under the new Ordinance, the City will be enacting its own tree preservation program and be 100 percent responsible for issuing and enforcing tree work permits and tree related code violations as delegated by Miami Dade County.

**New Urban
Forestry Tree
Preservation
program**

Also included are one-time funds to create a GIS Tree Inventory to allow for the proper monitoring, maintenance, and enhancement of the citywide urban forest. The citywide GIS inventory would enhance the City's ability to properly schedule and track tree/palm maintenance, monitor problematic trees, and ensure replacement of tree canopy in areas with insufficient canopy coverage.

Code Enforcement

The FY 2015/16 Budget includes funding to enhance a more proactive code compliance environment by adding three Code Compliance Officers in the Entertainment District to augment the existing two positions added in FY 2014/15. These positions would be assigned along Ocean Drive, Española Way, and the southern portion of Collins Avenue and Washington Ave. In the last four years, twenty-three additional ordinances have been implemented and caseloads have almost doubled since FY 2010/11. This enhancement helps address the declining ratings regarding the appropriate level of code enforcement in the 2014 Community Survey (62% compared to 71% in 2005).

Cultural and Recreational Activities

Several enhancements are included in the FY 2015/16 Budget that support the City's KIO for enhancing cultural and recreational activities.

Programming for various recreation programs will be increased as follows: additional inclusionary aides to meet the demand for special need children to be enrolled in summer camps; funding for the second season of Little League Baseball; expansion of elderly programming from North Shore Park Youth Center to two additional locations in central and south beach; funds to increase the

year-round level of service citywide for youth programming with new educational and cultural programs and at additional sites; funding to add Nautilus Middle School as an additional site for teen programming; additional funds to enhance special community events such as Winter Wonderland and Cupid's Carnival with additional rides and activities; and more funding to meet the increasing demand for elderly programs and events by increasing funding for the Senior Enhancement Transportation Service program.

Opportunities for persons with disabilities will be enhanced through the City's contribution for the para-rowing program at the Shane Rowing Center. The Miami Beach Watersports Center is a not-for-profit organization that runs a premier rowing club with over 250 members, mostly all Miami Beach residents. The Center has recently undertaken a para-rowing program which teaches people with disabilities how to row and provides a training facility for competitive para-rowers and have been designated as Paralympic Sport Club by the US Olympic Committee.

The City will also participate in the Fairchild Botanical Gardens Million Orchid Project as one of several municipalities that would begin to receive as many as 150 orchids throughout the next 3 years starting as soon as October, 2015. Fairchild Tropical Gardens proposes to introduce millions of native orchids into the South Florida within the next five years.

Cleanliness

Cleanliness of our City continues to be a priority for our residents and businesses. The City uses a quantitative index to assess the impact of these efforts and results have shown significant overall improvement in the last nine years. In FY 2013/14, 87.2 percent of public areas citywide were rated as clean or very clean compared to 65.2 percent in FY 2005/06.

The City's strategic plan includes key intended outcomes (KIOs) to improve cleanliness in high traffic areas and city beaches, and to maximize deployment of trash cans citywide. The FY 2015/16 budget includes funding to expand the "can on every corner" initiative by adding 100 more trash cans across the City. During FY 2014/15, the City Commission approved enhancing parking lot cleanliness by adding a roving crew to address illegal dumping, litter, and other deficiencies.

The FY 2014/15 Budget included several enhancements that support cleanliness including: the creation of two new indexes to improve the cleanliness and appearance of city parking garages and public restrooms; several initiatives to improve the cleanliness and appearance of the City's parking garages; and the addition of attendants at beachfront restrooms in Lummus Park and 21st Street on weekends, holidays, and special events.

Pedestrian Safety

The 2014 Community Survey showed a decrease in the adequacy of street lighting from 78 percent in 2009 to 65 percent in 2014. In addition, elevating walkability and pedestrian safety is a key intended outcome in the City's strategic plan. The FY 2015/16 Budget will address the 21 percent increase in street light inventory from recently completed capital projects by adding two positions in

Public Works. These positions will conduct preventive maintenance, repairs, and rebuilding for landscape up-lighting.

The FY 2015/16 Capital Budget includes Renewal & Replacement funding of \$300,000 for a new Street Lighting program for neighborhoods as well as \$333,000 each from Quality of Life funds in North, Mid, and South Beach for tourist-eligible areas. The new program will increase pedestrian safety by implementing Lighting and Crime Prevention Through Environmental (CPTED) improvements throughout the city.

Enhance pedestrian safety with new Citywide lighting program

INFRASTRUCTURE

Storm Drainage

The 2014 Community Survey identified storm drainage as a key issue for residents. Only 25% of residents rated storm drainage as excellent or good compared to 2009 (44%) and 2012 (37%). Interestingly, nearly nine out of ten residents (87%) claimed they would support the City spending tax dollars to address rising sea levels. During FY 2013/14, two new committees were formed to address the City's current and future drainage issues, the Mayor's Blue Ribbon Panel on Flooding and Sea Rise and the Flooding Mitigation Committee.

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

During FY 2014/15, the City entered into a partnership with Harvard University on a multi-year study of adaptive strategies for the impacts of sea level rise for coastal communities in South Florida. In addition, the City of Miami Beach hosted the 6th Annual Southeast Florida Climate Leadership Summit in October, 2014.

The City has completed construction of 3 out of 4 pump stations in the West Avenue neighborhood and upgraded all 3 pump stations in the Sunset Harbour neighborhood. The City also completed the pump station on Crespi Boulevard and upgraded the design of the Venetian Islands, Lower North Bay Road as well as Palm and Hibiscus neighborhood projects. The Stormwater Revenue Bond Series 2015, will be the first of three \$100 million bond issues to continue to address high priority stormwater capital projects.

Traffic Flow

In the 2014 Community Survey, traffic was identified as the number one problem for residents as only 16% rated traffic flow as excellent or good. Positive ratings for traffic flow have been declining since 2005, when 36% of residents felt traffic flow as positive. The City's strategic plan includes a KIO to ensure comprehensive mobility addressing all modes throughout the city.

The FY 2015/16 Budget includes an additional motor unit in Police, which results in a 50 percent increase in staffing to address traffic issues, improve enforcement, and provide additional visibility.

To address traffic challenges resulting from commercial loading the FY 2015/16 Budget includes an expanded loading zone enforcement program in Parking to reduce obstruction of traffic (double parking) on major thoroughfares. The scope of the program expands enforcement from the entertainment district to all areas of the city.

Address traffic with an additional police motor unit and expanded loading zone enforcement program

Increasing mobility through trolleys or local bus circulators has been a priority over the last two years. In the 2014 Community Survey, nearly half of residents (49%) claimed they would ride trolleys or local bus circulators. During FY 2014/15, the City Commission voted to expand the City's trolley system from the existing North Beach Loop to include a Mid Beach Loop, a South Beach Loop, and a Collins Link.

The FY 2014/15 Budget included funding to promote a bicycle safety campaign to help reduce accidents in the community. An additional initiative for bicycle safety included in the FY 2015/16 Capital Budget is to paint several existing and planned bicycle lanes green to help separate bike and auto traffic on busy streets.

The FY 2014/15 Budget included funding for deployment of an interim Intelligent Transportation System (ITS) solution for major special events and high impact periods. The long-term ITS solution is projected to cost approximately \$14.5 million, of which a \$4.5 million match is included in the FY 2015/16 Capital Budget and \$10 million has been requested through a Transportation Investment Generating Economic Recovery (TIGER) grant from the U.S. Department of Transportation.

Build and Maintain Priority Infrastructure

Two of the lowest rated issues for residents in the 2014 Community Survey were road conditions (32 percent satisfaction) and sidewalk conditions (50 percent satisfaction). The FY 2015/16 Capital Budget includes Renewal & Replacement funding of \$500,000 for a new Pavement and Sidewalk program.

Improve infrastructure with new Pavement and Sidewalk Program

The FY 2015/16 Budget includes an increase in General Fund Pay-As-You-Go (PAYGO) funding for capital projects from \$1.4 million to \$2.4 million. The additional funding will help address pressing needs such as: neighborhood project costs that have increased over time; stormwater projects that are generating a need for above ground funds; replacement of \$1.7 million in PTP

funding reprogrammed for the enhanced trolley system; park projects in non-tourist areas; and seawall projects.

In addition, two positions will be added in the Public Works department to enhance preventive maintenance to the sewer infrastructure system that would focus on maintenance of the sewer mains.

PUBLIC SAFETY

Accountability

The FY 2015/16 Budget includes 50 additional body-worn cameras funded from Federal and State Confiscated Trust funds. The Body-Worn Camera program in the Police Department was initiated in FY 2014/15 with the acquisition of 100 cameras to improve transparency and accountability by recording police officers' interactions with the public. Body-worn cameras are an important tool that will be an integrated part of the City's problem-solving and community-engagement strategy, helping to increase both trust and communication between the police and the community. Additional body cameras are anticipated to be purchased and put on the street over the next three years. The City has also applied for a U.S. Department of Justice grant for 264 body-worn cameras and associated costs.

Public Safety

To support the KIO in the strategic plan to enhance public safety and emergency preparedness, during FY 2014/15 the City Commission approved adding six new lifeguard stands to the existing 29 at the following locations:

- Between 64th and 53rd Streets
- Between 30th and 21st Streets
- Between 46th and 41st Streets
- Between 53rd and 46th Streets
- Between 69th and 64th Streets
- 4th Street Beach

Enhance public safety by adding six new lifeguard stand locations and a License Plate Reader on MacArthur Causeway

The FY 2015/16 Budget adds a License Plate Reader (LPR) system on MacArthur Causeway. The City has successfully used police vehicles equipped with LPR system for the past two years to recover stolen vehicles and to make many felony and misdemeanor arrests. This enhancement would complement the fixed LPR system that is anticipated to be installed on the Venetian Causeway during FY 2014/15.

A Detective position will also be assigned to participate on the State Attorney's Office's Human Trafficking Task Force. Miami Beach has experienced a significant number of crimes associated

with human trafficking and participation on the task force would allow MBPD access to additional resources to address this growing problem in the city, state, and region.

Policing Culture

The FY 2015/16 Budget includes an enhancement that allows the Police department the ability to access a pool of qualified candidates that could be hired as police officers by reimbursing ten police recruits to complete Police Academy training supervised by a Training Advisor. For the last 15 years, MBPD has only hired certified police officers with previous experience or academy certification, which has resulted in limiting hiring to applicants that have been trained with varying level of quality and/or transferred from other jurisdictions. This enhancement was recommended by a study conducted by the Police Executive Research Council in 2014 and supports the KIO in the City's strategic plan to reform policing culture with customer service emphasis.

EDUCATION EXCELLENCE

Achieve Educational Excellence

During FY 2014/15 the City Commission approved the development of an internship program with Florida International University for 18-24 interns annually to gain real-life, hands-on work experience while contributing their talents on behalf of the community.

MANAGEMENT & SERVICE DELIVERY

Quality Customer Service

The City's strategic plan includes a KIO to build and enhance a universal culture of high quality customer service. The FY 2015/16 Budget includes an enhancement to increase response time for high priority citizen complaints regarding a wide range of issues by adding two part-time positions to the Rapid Response Team created during FY 2014/15. These positions would complement two existing full-time positions to work in teams of two to expeditiously address citizen issues/complaints.

An additional enhancement will improve the quality of 911 calls by contracting out the review of recorded calls to ensure that proper protocol and procedures are being adhered to by 911 operations. Utilizing off-site certified reviewers to evaluate recorded 911 calls is anticipated to provide more accurate and impartial review of 911 operator performance.

Building/Development-Related Processes

The FY 2015/16 Budget includes an enhancement consistent with the KIO in the strategic plan to improve building/development review services. One position and three contractual positions for mechanical, electrical, and plumbing inspections at the Convention Center are included to maintain

plan review turnaround time within current targets (Residential - 7 days; Commercial - 21 days) while absorbing the staffing impact of assigning building inspectors to the Convention Center project. The majority of the staffing costs are anticipated to be offset by additional revenue from the Convention Center project.

Financial Transparency

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

Strengthen Internal Controls

Several administrative enhancements that support the KIO in the strategic plan to strengthen internal controls are included in the FY 2015/16 Budget such as:

- Improve disaster preparedness by backing up City technology data/systems in an out-of-region data center.
- Address recent audit findings by increasing oversight of HUD funded capital activities, perform inspections of work sites, ensure Federal Davis-Bacon compliance, and ensure the integrity of capital project costs by adding a position in Housing & Community Services.
- Improve oversight of bond issuance and monitoring function by adding a Deputy Finance Director position. This function is anticipated to grow significantly given the number and complexity of anticipated bond issues.
- Enhance department oversight and succession planning by adding an Assistant Director position in the Tourism, Culture, & Economic Development department.
- Improve coordination and oversight of departmental accreditation, staff certification, training, equipment maintenance, and customer service levels by adding an administrator position in the Code Compliance department.
- Provide adequate oversight of contracted grounds maintenance services by adding two positions that would ensure that the City receives the highest quality work product from contractors in the shortest amount of time.
- Improve procurement coordination, contract management, and compliance with procurement guidelines by adding a position in the IT department.

Streamline Delivery of Services

Several administrative enhancements that support the KIO in the strategic plan to streamline the delivery of services through all departments are included in the FY 2015/16 Budget such as:

- Streamline the process of record storage, compliance, maintenance, and destruction of public records organization-wide by adding a position in the City Clerk's Office.
- Enhance organizational capacity by creating a Fellowship Program to provide opportunities for new attorneys to gain practical experience in the public sector.
- Meet increasing demand for GIS programming and support by adding a Senior GIS Analyst position in the Public Works department.
- Expedite procurements for City departments by adding two positions in the Procurement department.
- Reduce the backlog of projects and enhance the ability to perform in-house engineering by adding an engineering position in the Public Works department.
- Develop and maintain mobile applications and web-based applications by adding a position in the IT department.
- Meet increasing demand for administrative support of the City's five Land Development Review Boards by adding an administrative position in the Planning department.

In FY 2014/15, the City began the Munis/Energov technology project to replace its existing ERP and permitting and licensing system over the next three years. This key project includes funding for a full business process review (BPR) of all functional areas of the new systems prior to the commencement of implementation activities. The goal of the BPR is two-fold: (1) make business operations more efficient and effective; (2) and more effectively utilize technological investments. In this manner, the new systems will be aligned with improved processes offering the greatest opportunity to improve the City's business operations. As part of the project kickoff last year, the author of Extreme Government Makeover spoke to over 300 participants regarding innovative approaches and tools to streamline processes. Many positive process changes are anticipated as the Munis/Energov project progresses during FY 2015/16 and FY 2016/17.

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

Funding for the FY 2015/16 proposed projects totals \$395,000 and is funded by a transfer of \$395,000 (same amount as FY 2014/15) from the General Fund to the Information & Communications Technology Fund. Below is a summary of the proposed projects.

Video Server and Loss Prevention (\$101,000): This project would purchase local enterprise storage for the Communications Department to address multiple points of failure that have resulted in the loss of video records and files. For example, recently a City Vision show that was 90% complete was lost because the current external disk drives and multiple servers are not supported by the City's internal redundant methods. The need for this project is exacerbated by the higher storage requirements needed for high definition video.

New World Product Enhancements (\$70,000): This project would provide the following enhancements for the Police Department, Fire Department, Parking Department and Code Enforcement

- Server migration (PD, Fire, EMGT, Code & Parking) – To complete a server build to support the New World System Aegis application suite on a new set of Microsoft Windows servers. New World strongly advises this enhancement for Miami Beach, given the planned move to CAD Enterprise and Records Enterprise over the next year as Miami Beach's current environment is at risk.
- eMobile Enhancement for Geo-verification (PD, Fire, EMGT, Code & Parking) – Allows geo-verification functionality within Mobile Field Reporting prior to merging to Aegis Records. This functionality would allow the system to verify the address while the officer is filling out the report based on the geographical location. This is critical with regard to UCR reporting, investigative search results, crime analysis and force deployment.
- New World Conversion Script to Consolidate Global Jackets (PD, Fire, Code & Parking) – Since the beginning of the New World Project in 2008, user's inexperience with the system and its functionality resulted in duplication of thousands of global jackets when merging police reports. This conversion would eliminate or significantly reduce duplicate jackets and data in order to streamline investigative search results and data analysis.

Residential Housing Program System (\$14,000): This project would address the need to manage work orders, property maintenance, and tenant compliance needs for the five residential, multi-family building acquired by the City during FY 2014/15.

Further, the following projects do not require funding, but are planned to be under development next year with in-house staffing resources:

ADA Features in Cleanliness Assessment Program: This project would add ADA features to the current Cleanliness and Appearance Assessment Program to create a Walkability index. This information would help identify ADA issues that do not require construction and can be addressed in-house in a short time frame before they become liability issues to the City and/or generate complaints by pedestrians such as low or obstructing tree limbs, beach mats that are not level or covered in sand, and obstructed sidewalks.

Automated Benefit Payments: This project would automate the current labor-intensive manual process of producing benefit reports for retirees resulting in a more efficient, accurate, and time-saving process.

Finally, the following previously approved project anticipated to be completed using in-house staffing resources has not been able to be addressed in a timely manner due to the current workload of the GIS division and is recommended to be contract out.

Information Reporter Web Application: The purpose of the project is to provide a site selection tool for potential businesses. The tool will add GIS functionality to the Economic Development website to include information related to retail spending potential, population density, traffic counts, commercial lease rates/sales, etc.

The remainder of the funding would be used to pay \$49,000 for the final year of debt service for the CAD RMS project and to add \$86,000 to Contingency.

VALUE OF SERVICES FOR TAX DOLLARS PAID

Between FY 2007/08 and FY 2014/15, the General Fund absorbed almost \$51 million in reductions (almost 17 percent of the \$244 million FY 2011/12 General Fund budget) and eliminated 295.5 full-time and 11 part-time positions across all funds.

Further, a total of approximately \$20 million in employee "give-backs" were achieved between FY 2009/10 and FY 2011/12, through a combination of freezing cost of living adjustments for all employees for two and one-half years, elimination of merit increases for all employee except members of the Fraternal Order of Police (FOP) and International Association of Firefighters) IAFF, increased contribution to pension for all employees except members of FOP and IAFF, pension plan changes for the Miami Beach Employees Retirement Plan, increased contributions for take-home vehicles by FOP members for 18 months, reduced holiday pay for IAFF members, and increased contributions to health insurance by members of the FOP and IAFF for 18 months. In addition, the FY 2012/13 budget included \$918,000 in employee "give-backs", the FY 2013/14 budget included \$4.6 million, and the FY 2014/15 included \$1.9 million. Combined with approximately \$27.8 million in employee "give-backs" achieved between FY 2009/10 and FY 2014/15, this represents **\$78.7 million in combined "givebacks" and reductions over 8 years.**

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

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

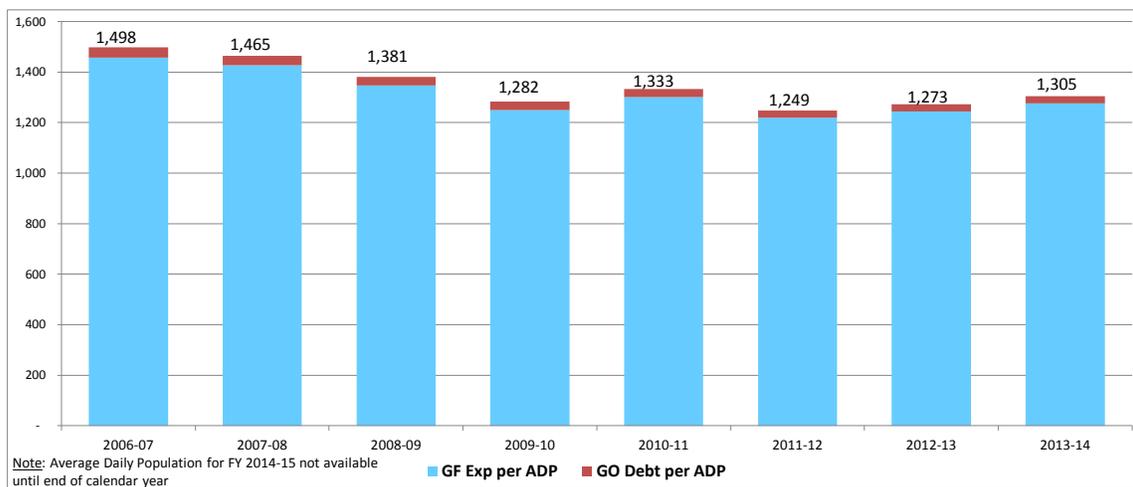
- Strategies to address short-term financial needs included ongoing efficiencies and wage concessions by employees.
- Mid-term financial sustainability was addressed by pension concessions from current employees in the Miami Beach Employees Retirement Plan
- Longer term financial sustainability is enhanced by the pension plan restructures that have been put in place for employees in the City's retirement plans. For example, for General Employees, the plan restructure proposed for new employees is projected by the City's actuary to reduce the City's annual required contribution by almost \$1 million in FY 2012/13, with additional reductions annually as the number of employees in the Miami Beach Employees Retirement Plan hired after October 1, 2010 continues to increase. Further, additional pension plan reform recommendations were developed by the City's Budget Advisory Committee (BAC) for the Fire and Police Pension Plan for consideration as part of the FY 2013/14 adopted budget. While the specific BAC recommendations were not implemented, the pension reform agreed upon by IAFF and FOP generated savings is in excess of the BAC recommendations: \$5.6 million in the first year, \$1.9 million in the second year, and \$140 million net present value over 30 years.

With the proposed \$1.2 million in efficiencies incorporated in the Proposed Work Plan and Budget for FY 2015/16, the 9 year total of reductions and employee givebacks is approximately \$80 million.

General Fund	FY 2015/16			9-Year Total		
	\$ Impacts	FT	PT	\$ Impacts	FT	PT
Public Safety				(\$8,021,095)	(71.0)	1.0
Operations	(773,000)			(\$6,899,867)	(66.0)	(23.0)
Administrative Support	(438,750)			(\$3,685,444)	(33.4)	1.0
Econ & Cultural Dev				(\$1,235,426)	(17.0)	-
Citywide				(\$1,619,642)	-	-
Subtotal	\$ (1,211,750)	-	-	(\$21,461,474)	(185.4)	(21.0)
Transfers				(\$23,168,966)	-	-
Total	\$(1,211,750)	-	-	\$(44,630,440)	(185.4)	(21.0)
Internal Service Funds				(\$3,871,225)	(57.1)	-
Enterprise Funds				(\$3,651,021)	(53.0)	10.0
GRAND TOTAL REDUCTIONS	\$(1,211,750)	-	-	\$(52,152,686)	(295.5)	(11.0)
Estimated Employee Givebacks				(\$27,833,360)	-	-
GRAND TOTAL REDUCTIONS AND GIVEBACKS	\$(1,211,750)	-	-	\$(79,986,046)	(295.5)	(11.0)

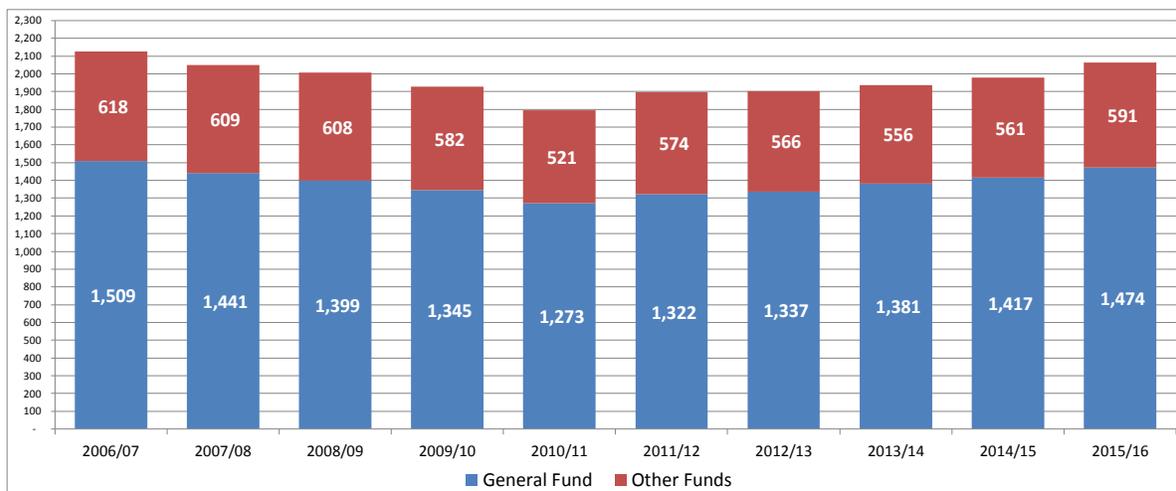
The 2015 Environmental Scan conducted as part of the strategic planning process showed that the average daily population in the city has grown 36.5 percent from 2004 to 2014. Much of this increase consists of additional tourists (88 percent), seasonal residents (59 percent), and non-tourist beach visitors (85 percent). Having over one-third more people in the city over the last ten years, without an offsetting increase in 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 2007 to 2014. The chart shows that the average daily population has grown faster than the budget and that the FY 2013/14 amount is 13 percent below the FY 2006/07 amount.

General Fund and G.O. Debt Budget by Average Daily Population 2007 – 2014



Despite the 36.5 percent growth in average daily population and tourism, the City's position count has remained relatively flat as shown in the chart below. The overall position count is 62 positions or 2.9% less in FY 2015/16 than it was nine years ago in FY 2006/07.

Position Count FY 2006/07 to FY 2015/16



ANALYSIS OF PROPERTY VALUES IN MIAMI BEACH

On July 1, 2015, the City received the "2015 Certification of Taxable Value" from the Property Appraiser's Office stating that the taxable value for the City of Miami Beach is \$30.7 billion including \$267.0 million in new construction. The preliminary 2015 value represents an increase of \$3.6 billion or 13.3 percent more than the July 1, 2014, Certification of Taxable Value of \$27.1 billion.

The comparative assessed values for the Miami Beach Redevelopment Agency City Center redevelopment district increased from \$4.2 billion to \$4.8 billion an increase of \$635 million or a 15.2 percent increase over 2014 certified values. Citywide values excluding City Center increased from \$22.9 billion to \$25.9 billion, an increase of \$3.0 billion or 12.9 percent. Values outside the City Center area determine General Fund revenues.

COMPARATIVE ASSESSED VALUES

	Jan. 1 2014 Value (in billions)				% Chg.	Jan. 1, 2015 Value (in billions)	Change from 2014 Value (Budget)	
	As of July 1, 2014 (For 2014/15 Budget)	Revised Value (For 2014/15 Projection)	Change in 2014 Values			As of July 1, 2015 (For 2015/16 Budget)	\$ (in billions)	% Chg
Total Citywide	\$ 27.1038	\$ 26.2712	(0.8326)	-3.1%	\$ 30.6979	\$ 3.5941	13.3%	
RDA – City Ctr	\$ 4.1867	\$ 3.9049	\$ (0.2818)	-6.7%	\$ 4.8216	\$ 0.6349	15.2%	
Citywide Net of City Center	\$ 22.9171	\$ 22.3663	\$ (0.5508)	-2.4%	\$ 25.8763	\$ 2.9592	12.9%	

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 2015 Certification of Taxable Value and has been set at \$30.7 million. Florida Statutes permit a discount of up to five percent for early payment discounts, delinquencies, etc. Therefore, the 95 percent value of the mill is \$29.1 million. Net of Center City RDA tax increment available to the General Fund, the value of one mill at 95 percent is \$25.1 million.

Impacts of Changes in Property Values

For FY 2015/16, the proposed operating millage rate for general City operations is 5.7092, which is 0.0850 less than in FY 2014/15. Based on the July 1, 2015, Certification of Taxable Value, 5.7092 mills would generate approximately \$143,162,000 in general tax revenues, an increase of \$15,403,000 over FY 2014/15 budgeted property tax revenues Citywide (General Fund and City Center RDA).

Further, the January 1, 2014, tax roll Citywide declined by \$832.6 million between the July 1, 2014 valuation and the July 1, 2015 valuation due to appeals, adjustments, etc., which is part of the reason that the FY 2015/16 "rolled-back rate" is significantly less than the FY 2014/15 current millage rate. The value of the area outside of City Center RDA declined by almost \$550.9 million.

State Legislated Operating Millage Requirements

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

- **Option I:** A majority of the approval of the Commission Millage is required to approve a millage up to 6.6112 (equivalent to 1.96 percent increase in property tax revenues). The 1.96 percent increase is the state per capita personal income gain for the prior calendar year.
- **Option II:** A two-thirds approval (5 of 7 votes) of the Commission is required to approve a millage up to 7.2723 (equivalent to a 10% increase in the ad valorem revenues above Option I).
- **Option III:** A unanimous approval of the Commission or referendum is required to approve a millage above 7.2723 up to the 10 mill cap

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

Determining the Voted Debt Service Millage Levy

The general obligation debt service payment for FY 2015/16 is approximately \$5.9 million. Based on the July 1, 2015 Certified Taxable Value from the Property Appraiser, these bonds would require the levy of a voted debt service millage of 0.2031 mills. This represents a decrease of 0.0264 mills.

Combining the Operating and Voted Debt Service Millage Levy

At the July 31, 2015, Commission meeting, the Commission reduced the combined millage by 0.1114 mills to meet the remaining millage rate goal to lower the millage rate to the level in FY 2009/10 as property values have increased over time. In addition, the proposed millage rate does not result in a property tax increase to median or average property owners that qualify for the homestead exemption and the Save Our Homes cap.

Illustrated below is a comparison of the combined millage rates and ad valorem revenues to the City of Miami Beach for FY 2014/15 and FY 2015/16 (preliminary) including RDA. The proposed operating millage rate is 0.0850 less than in FY 2014/15 and the debt service millage rate is 0.0264 less than in FY 2014/15. In the General Fund, 0.1083 mills of the total operating millage continue to be dedicated to renewal and replacement, resulting in approximately \$2.7 million in renewal and replacement funding.

City of Miami Beach Millage Rates	FY 06/07	FY 14/15	FY 15/16	Inc/(Dec)	% Inc/(Dec)	
					From FY14/15	From FY 06/07
Operating	7.1920	5.6859	5.6009	-0.0850		
Capital Renewal & Replacement	0.1820	0.1083	0.1083	0.0000		
Sub-total Operating Millage	7.3740	5.7942	5.7092	-0.0850	-1.5%	-22.6%
Debt Service	0.2990	0.2295	0.2031	-0.0264	-11.5%	-32.1%
Total	7.6730	6.0237	5.9123	-0.1114	-1.8%	-22.9%

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. For 2014, the CPI has been determined to be 0.8 percent and therefore, the increase is capped at 0.8% for increased values as of January 1, 2015.

Overall, based on the homesteaded properties in the January 1, 2014 homestead values as of July 1, 2014 valuation, the median value of homesteaded property in Miami Beach for 2014 was \$143,680, and the average \$351,189. Applying the increase to the market value of all existing homesteaded properties from the 2014 tax roll, and the 0.8 percent CPI adjustment, the impact of the millage rate adjustment to homesteaded properties would be as shown in the following table.

Homesteaded Properties				
	FY 2014/15		FY 2015/16 with 0.8% CPI	
	Median	Average	Median	Average
2014 Preliminary Taxable Value	\$ 143,680	\$ 351,189	\$ 144,829	\$ 353,999
City of Miami Beach				
Operating	\$ 833	\$ 2,035	\$ 827	\$ 2,021
Voted Debt	33	81	29	72
Total Miami Beach	\$ 866	\$ 2,116	\$ 856	\$ 2,093
\$ Change in Taxes				
Operating			\$ (6)	\$ (14)
Voted Debt			(4)	(9)
Total Miami Beach			\$ (10)	\$ (23)
* Source: Miami-Dade County Property Appraiser's - 2014-average-median-homestead-residential-values file				

Impact on Non-Homesteaded Properties

The annual increase in market value of a non-homestead property is capped at 10 percent (does not apply to school millages). The city-wide average increase in property values is 13.3 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 71 percent of a Miami Beach property owner's tax bill.

The countywide tax rate for Miami-Dade County decreased by 0.0021 mills to 4.6669; the library tax rate is flat at 0.2840 mills; and the debt service millage is the same at 0.4500 mills.

The tax rate for the Miami-Dade School District decreased from 7.9740 to 7.6120 mills. The Children's Trust millage is maintained at 0.5000 mills. As a whole, the millage rates for the South Florida Water Management District, Okeechobee Basin, Everglades Project, and Florida Inland Navigational District decreased from 0.4187 mills to 0.3896 mills.

With the proposed rates for FY 2015/16, the Miami Beach portion of the tax bill is approximately 30 percent of the total bill. *Of note, the County millage is 0.9851 mills less than their millage in FY 2006/07, as compared to the City's millage which is 1.7607 mills less than the City millage in FY 2006/07.* Further, the School Board millage is only 0.4930 below the FY 2006/07 millage rate. The significant difference in the total overlapping millage rate is a direct result of the City's effort to keep the millage rates as low as possible. A summary of the tax rate changes is provided in the following table.

OVERLAPPING TAX MILLAGE	FY 06/07	FY 14/15	FY 15/16	Variance from FY 14/15	Variance from FY 06/07	% of FY 15/16 Total
City of Miami Beach						
Operating	7.1920	5.6859	5.6009	-0.0850	-1.5911	
Capital Renewal & Replacement	0.1820	0.1083	0.1083	0.0000	-0.0737	
Subtotal Operating Millage	7.3740	5.7942	5.7092	-0.0850	-1.6648	
Voted Debt Service	0.2990	0.2295	0.2031	-0.0264	-0.0959	
Total	7.6730	6.0237	5.9123	-0.1114	-1.7607	30%
Miami Dade County						
Countywide	5.6150	4.6690	4.6669	-0.0021	-0.9481	
Library	0.4860	0.2840	0.2840	0.0000	-0.2020	
Debt Service	0.2850	0.4500	0.4500	0.0000	0.1650	
Subtotal	6.3860	5.4030	5.4009	-0.0021	-0.9851	27%
School Board						
Total	8.1050	7.9740	7.6120	-0.3620	-0.4930	38%
Children's Trust	0.4220	0.5000	0.5000	0.0000	0.0780	3%
Other	0.7360	0.4187	0.3896	-0.0291	-0.3464	2%
Total	23.3220	20.3194	19.8148	-0.5046	-3.5072	100%

Impact of Combined Tax Rates of Overlapping Jurisdictions on Homesteaded Properties

The median and average January 1, 2014 taxable values of \$143,680 and \$351,189, respectively, will increase by 0.8% CPI in FY 2015/16 due to the Save Our Homes Cap which only allows taxable values to increase by 3.0% or CPI, whichever is lower.

Applying the proposed combined millage rates to the median and average taxable values results in a decrease of \$51 for the median and a \$121 decrease for the average. These decreases include a \$10 decrease in property taxes for the median and a \$23 decrease for the average from the reduction in millage in the City of Miami Beach's portion of the property tax bill.

Median properties would pay approximately \$2,869 for all taxing jurisdictions combined, while the average taxes generated would be approximately \$7,015 per homesteaded property. Of these taxing jurisdictions, the highest component is the Miami-Dade School Board, at \$1,102 for a median value property, and \$2,695 for an average valued property.

The following table provides examples of changes in property taxes for homesteaded properties using the proposed tax rates and potential changes from 2014 values.

Impact on Homesteaded Properties Assuming Changes in Taxable Value from January 1, 2015				
	FY 2014/15		FY 2015/16 with 0.8% CPI	
	Median	Average	Median	Average
2013 Preliminary Taxable Value	\$ 143,680	\$ 351,189	\$ 144,829	\$ 353,999
City of Miami Beach				
Operating	\$ 833	\$ 2,035	\$ 827	\$ 2,021
Voted Debt	33	81	29	72
Total Miami Beach	\$ 866	\$ 2,116	\$ 856	\$ 2,093
Miami Dade County	776	1,897	782	1,912
Schools	1,146	2,800	1,102	2,695
Other	132	323	129	315
Total	\$ 2,920	\$ 7,136	\$ 2,869	\$ 7,015
<u>Change in Taxes</u>				
City of Miami Beach				
Operating			\$ (6)	\$ (14)
Voted Debt			(4)	(9)
Total Miami Beach			\$ (10)	\$ (23)
Miami Dade County			6	15
Schools			(44)	(105)
Other			(3)	(8)
Total			\$ (51)	\$ (121)

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

CAPITAL BUDGET

The City's annual capital budget contains capital project commitments appropriated for Fiscal Year (FY) 2015/16 (Capital Budget). Preparation of the Capital Budget occurred simultaneously with the development of the FY 2015/16 – FY 2019/20 Capital Improvement Program (CIP) and FY 2015/16 Operating Budget.

The Capital Budget for FY 2015/16 totals \$754.7 million and is appropriated on September 30, 2015. New bond issuances are anticipated in the Fall of 2015, to finance the Convention Center project including RDA, Resort Tax, and Parking bonds. In addition, depending on cash flow, Water and Sewer bonds may be issued in the Spring of 2016.

Quality of Life funds from the third penny of Resort Tax were increased by 50 percent during FY 2014/15 due to the release of the resort tax pledge from the RDA bonds as part of the RDA extension. This increase in funding is reflected in the FY 2015/16 Capital Budget.

Projects will address many needs in different areas of the City including: neighborhood enhancements such as landscaping, sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovation and upgrades; renovation of seawalls; parking lot and garage renovation, construction/renovation of public facilities; and vehicle replacement. For a detailed listing of all capital projects, please refer to the Proposed FY 2015/16 – 2019/20 Capital Improvement Plan & FY 2015/16 Capital Budget document.

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

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

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, Parking, and Convention Center Departments. The FY 2015/16 Enterprise Funds Budget is \$208.9 million. This represents an increase of \$29.0 million (16 percent) from the FY 2014/15 budget of \$179.8 million, primarily due to:

- Water reflects a 5 percent rate increase from \$4.43 to \$4.65 per thousand gallons primarily to cover debt service on approximately \$35 million in capital improvements to the water system. The monthly water bill for a customer that consumes 5,000 gallons a month will increase \$1.10 and 11,000 gallons a month will increase \$2.42.
- Sewer reflects a 9 percent rate increase from \$7.55 to \$8.23 per thousand gallons primarily to pass on a 9 percent increase of fees charged by Miami-Dade Water and Sewer Department (WASD) to treat the City's wastewater, to cover debt service on approximately \$18 million in capital improvements to the sewer system, support an enhancement of two positions to enhance preventive maintenance program to the sewer infrastructure system. The monthly sewer bill for a customer that consumes 5,000 gallons a month will increase \$3.35 and 11,000 gallons a month will increase \$7.37.
- A \$18.9 million increase in Parking rate fee revenue to modify driver behavior to better manage parking demand through financial incentives and to fund several transportation initiatives such as: the expanded Trolley system including North, Mid, and South trolleys as well as a Collins Link; the Intelligent Transportation System and Parking Management System; three additional Parking Garages in North and Middle Beach as well as on Washington Avenue; an enhancement to expand loading zone enforcement from the entertainment district to citywide to minimize double parking and promote smooth traffic flow; and an additional sanitation crew added during FY 2014/15 to enhance parking lot cleanliness.
- A Stormwater enhancement of \$79,000 for two positions to enhance preventive maintenance program to the storm water infrastructure system.
- A Sanitation enhancement of \$132,000 to expand the "can on every corner" initiative by adding 100 more litter cans across the city.

INTERNAL SERVICE FUNDS

Internal Service Funds are comprised of the Central Services, Fleet Management, Information Technology, Risk Management, Medical & Dental and Property Management Divisions. The FY 2015/16 Internal Service Fund budget is \$80.4 million, or 2.5%, more than FY 2014/15. Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, and the Risk Management Fund reimburses the General Fund for the cost of legal services.

RESORT TAX BUDGET

The FY 2015/16 Resort Tax budget is \$78.6 million, an increase of \$15.7 million or 25 percent from FY 2014/15. This increase reflects the continued increase in resort tax revenues and the anticipated implementation of an additional 1 percent resort tax to pay for the Convention Center Renovation project.

- New enhancement of \$100,000 for the July 4th event in North Beach.
- Maintains \$542,000 to support the initiative to provide better service at beachfront restrooms by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and special events and \$200,000 to deploy an interim Intelligent Transportation System (ITS) solution for major special events and high impact periods.
- \$36,554,000 (a \$2.47 million increase) is provided to the General Fund to support new and continuing tourism eligible expenditures such as more proactive code enforcement, cleanliness index, park ranger program, homelessness at Lummus Park, hurricane and disaster preparation equipment, increased support for the Miami Beach Botanical Garden, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and special event staffing; and fire rescue units in tourist and visitor areas. The funding also supports code compliance services to respond to evening entertainment areas and provides for a portion of the operational costs of the Tourism and Cultural Development.
- Maintain \$3 million for enhancing the outcomes from major events such as Memorial Day, including management, Goodwill Ambassadors.
- The contribution to the Miami Beach Visitor and Convention Authority will increase from \$2.4 million to \$2.67 million based on the legislated funding formula.
- Maintain \$350,000 is provided to continue the local Miami Beach marketing campaign, to be matched with funds from the Greater Miami Convention and Visitors Bureau, the Miami Beach Visitor and Convention Authority, and the Cultural Arts Council.
- Increase from \$230,000 to \$300,000 for enhanced holiday decorations.
- \$200,000 contribution to help offset expenses of the Miami Beach Bowl or equivalent event.
- The first of a 15 year annual contribution of \$1 million to Mount Sinai Medical Center to fund the design and construction of a new Emergency Room facility.
- The contribution to the greater Miami Convention and Visitors Bureau remains flat at \$5.4 million pending contract negotiations expected to result in a performance-based contract.
- Estimated debt issuance costs of \$2.1 million associated with the planned Resort Tax revenue bonds for the redevelopment of the Miami Beach Convention Center.

CONCLUSION

Although the development of our budget this year has been challenging, through rigorous review and good leadership, the Proposed Work Plan and Budget for FY 2015/16 is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors and continuing structural enhancements to ensure the long-term sustainability of the City.

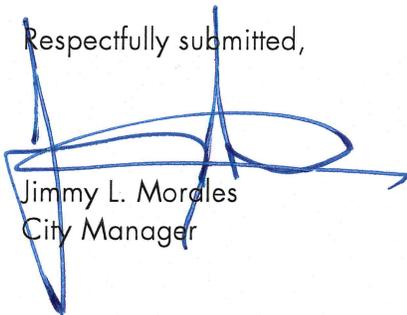
The proposed millage rate decrease of 0.1114 mills meets the remaining millage rate goal to lower the millage rate to the level in FY 2009/10 as property values have increased over time. In addition, the proposed millage rate does not result in a property tax increase to median or average property owners that qualify for the homestead exemption and the Save Our Homes cap. The FY 2015/16 Budget includes service level enhancements that address high priority needs of the City as identified through the strategic planning process and 2014 Community survey.

ACKNOWLEDGEMENTS

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

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

Respectfully submitted,



Jimmy L. Morales
City Manager



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**ATTACHMENT A
PROPOSED FY 2015/16 REDUCTIONS/EFFICIENCIES**

Program/Function (before reduction)	Recommended Reduction	Potential Reduction/Efficiency	Potential Impact
BUILDING			
Elevator Permits: \$658K 5 FTE's	658,000	Move the elevator section to the Public Works department	The elevator section currently operates from the Building Department and has annual offsetting revenue. It has been determined that this revenue is not restricted for building enforcement purposes. As such, the function and offsetting revenue can be moved to Public Works and result in a net savings to the General Fund of 658,000.
CITY MANAGER			
City Management/Administration: \$3.4M; 15 FTE's	70,000	Eliminate Ethics Hotline	This reduction would eliminate the Ethics Hotline funded during FY 2013/14. The recommended approach would be to leverage the existing FBI corruption hotline which is currently advertised on the City's website and MBTV. The FBI corruption hotline is preferable to an internal ethics hotline because it offers a potential whistleblower greater protection from an independent law enforcement agency. The City currently has a police officer assigned to the FBI public corruption investigation task force. In addition, the Miami-Dade County Office of the Inspector General has a "Report Fraud" phone number at 305-579-2593.
CODE COMPLIANCE			
Green Team: \$115K; 2 FTE's	115,000	Eliminate Green Team	These positions were planned to make up a "Green Team" to increase the City's monitoring of waste runoff. Initially funded in FY 2013/14 pending the City obtaining some level of jurisdiction that ensured the enforcement authority over grease traps by Q2-2015. DERM has not relinquished the authority for the City to have full jurisdiction over grease trap investigations and penalties so these positions have not been filled. This elimination will have no impact.
FINANCE			
Investment Advisory Services contract: \$572K	207,000	Reduce Investment Advisory Services fees	Due to a newly negotiated contract, the custodial fees and arbitrage costs for the Investment Advisory Services fee can be reduced without impacting service levels.
HOUSING & COMMUNITY SERVICES			
Medical shelter beds provided by Citrus Health (ALF): \$47K	27,450	Reduce medical shelter beds budget	In the past, clients with medical impairments have been placed in a medical shelter bed instead of a normal shelter bed, resulting in additional cost. Shelters have become increasingly ADA compliant resulting in less of a need for specialized medical beds. The recommended reduction is not anticipated to have a negative effect as the remaining \$20,000 in the program budget is expected to meet the anticipated need for medical beds. This need is anticipated to continue to decrease over time.
Criminal background checks for the homeless: \$11K	4,800	Reduce criminal background checks budget	The recommended reduction has no impact due to new criminal background check contract costs being \$4,800 less than prior contract.

**ATTACHMENT A
PROPOSED FY 2015/16 REDUCTIONS/EFFICIENCIES**

Program/Function (before reduction)	Recommended Reduction	Potential Reduction/Efficiency	Potential Impact
INFORMATION TECHNOLOGY			
INTERNAL SERVICES FUND			
PC Replacements: \$850K	100,000	Accelerate planned implementation of Virtual Desktop Infrastructure	The implementation of Virtual Desktop Infrastructure was planned for a limited implementation in FY 2016/17 and this reduction would accelerate the rollout to FY 2015/16. Select users that are scheduled to have their PC's replaced would use Dell Virtual Desktop Infrastructure instead of a traditional PC. There may be initial challenges and lessons learned as part of the initial rollout, but there is potential for substantial long-term savings.
Support Services: \$11.8M 21 FTE's	50,000	Estimated anticipated savings from Telecom Audit	A telecom audit has been initiated during FY 2014/15 that is anticipated to result in savings from billing errors, etc. The last audit was performed 1997. The audit is anticipated to have a minimal impact to users. IT staff is impacted as there is an amount of effort and labor that is involved. The more effort that IT and the selected vendor put forth, the more likely that savings are found. However, the labor committed to doing this reduces the work capacity for other projects. The recommended reduction of \$50,000 reflects a realistic savings target that could increase to as much as \$250,000.
PROCUREMENT			
GENERAL FUND			
Procurement: \$1.3M 12 FTE's	1,500	Eliminate distribution of solicitation documents	The City Code requires that as part of our bid solicitation process, bidders are required to pay \$20 per CD to pick up copies of the construction documents. This reduction would result in distribution of construction documents via a File Transfer Protocol (FTP) or the Public Purchase Website. This reduction would require a change to the City Code.
	5,000	Eliminate newspaper advertisements for bids under \$300,000	The City Code requires that bids shall be published once in at least one official newspaper having general distribution in the city and at least five working days preceding the last day set for the receipt of proposals. Most bidders today, rather than relying on newspaper advertisements, rely on electronic bid notification systems. The City uses one such system, Public Purchase, to advertise all competitive solicitations. Florida statutes only require that bids for construction over \$300,000 be advertised. This reduction would require a change to the City Code.
GENERAL FUND			
Internal Service Fund impact	1,088,750		
	123,000		
	1,211,750		

**ATTACHMENT B
PROPOSED FY 2015/16 ADDITIONS AND SERVICE ENHANCEMENTS**

	Request	Recommended Enhancement	Year 2 Impact	Total	
				FT	PT
GENERAL FUND					
Building					
Maintain plan review turnaround time within current targets (Residential - 7 days; Commercial - 21 days) while absorbing the staffing impact of assigning building inspectors to the Convention Center project. This enhancement would add a Senior Building Inspector position and three contractual inspector positions for mechanical, electrical, and plumbing inspections at the Convention Center. Costs for this enhancement are anticipated to be offset by \$500,000 in additional revenue in year one and \$450,000 in year two. Anticipated offsetting revenue	512,000 (500,000)	512,000 (500,000)	528,000 (450,000)	1.0	
Building-Environmental Management					
Comprehensively outline the City's short, mid, and long-term climate adaptation and mitigation strategies by developing a Climate Action Plan. This enhancement would consolidate all of the City's disparate strategies into a comprehensive plan. <i>[ONE-TIME]</i>	100,000				
City Attorney					
Enhance organizational capacity by creating a Fellowship Program to hire one entry-level attorney as an independent contractor from schools such as the University of Miami and FIU. This program would provide opportunities for new attorneys to gain practical experience in the public sector while building proficiency and developing skills.	90,000	45,000	40,000	1.0	
City Clerk					
Streamline the process of record storage, compliance, maintenance, and destruction of public records organization-wide by adding a Records Management Specialist position. This enhancement would help ensure regulatory compliance, reduce operating costs, control the creation and growth of records, and reduce the risks of liabilities associated with document disposal. This position is anticipated to identify substantial savings in excess of the position costs by proactively assisting departments develop and streamline their records management systems by reviewing records currently in storage to determine which should be retained and which should be destroyed consistent with statutory requirements.	62,000	62,000	73,000	1.0	
City Manager					
Increase response time for high priority citizen complaints regarding a wide range of issues by adding two part-time positions to the Rapid Response Team. These positions would complement two existing full-time positions to work in teams of two to expeditiously address citizen issues/complaints.	36,000	36,000	36,000		2.0
Code Compliance					
Enhance a more proactive code compliance environment by adding three Code Compliance Officers in the Entertainment District to augment the existing two positions added in FY 2014/15. These positions would be assigned along Ocean Drive, Española Way, and the southern portion of Collins Avenue and Washington Ave. In the last four years, twenty-three additional ordinances have been implemented and caseloads have almost doubled since FY 2010/11. <i>[FUND FROM RESORT TAX]</i>	240,000	240,000	189,000	3.0	
Improve coordination and oversight of departmental accreditation, staff certification, training, equipment maintenance, and customer service levels by adding a Code Compliance Administrator position. This position addresses the Crowe Horwath Audit's recommendations for increased supervision and organizational efficiency. <i>[FUND FROM RESORT TAX]</i>	69,000	69,000	82,000	1.0	
Emergency Management/9-1-1					
Improve quality of 911 calls by implementing Quality Insurance to review recorded calls to ensure that proper protocol and procedures are being adhered to by 911 operations. Utilizing off-site certified reviewers to evaluate recorded 911 calls would provide an accurate and impartial review of 911 operators performance.	27,000	27,000	-		
Finance					
Improve oversight of bond issuance and monitoring function by adding a Deputy Finance Director position. This function is anticipated to grow significantly given the number and complexity of anticipated bond issues.	110,000	110,000	133,000	1.0	
Housing & Community Services					
Address recent audit findings by increasing oversight of HUD funded capital activities, perform inspections of work sites, ensure Federal Davis-Bacon compliance, and ensure the integrity of capital project costs by adding a Housing and Community Development Capital Projects Coordinator position.	93,000	93,000	112,000	1.0	

ATTACHMENT B
PROPOSED FY 2015/16 ADDITIONS AND SERVICE ENHANCEMENTS

	Request	Recommended Enhancement	Year 2 Impact	Total	
				FT	PT
Parks & Recreation					
Enhance programming for various recreation programs as follows: \$54,000 for inclusionary aides to meet the demand for special need children to be enrolled in summer camps; \$18,000 for the second season of Little League Baseball; \$10,000 to expand elderly programming from North Shore Park Youth Center to two additional locations in central and south beach; \$25,000 to increase the year-round level of service citywide for youth programming with new educational and cultural programs and at additional sites; \$6,000 to add Nautilus Middle School as an additional site for teen programming; \$35,000 to enhance special community events such as Winter Wonderland and Cupid's Carnival with additional rides and activities; and \$15,000 to meet the increasing demand for elderly programs and events by increasing funding for the Senior Enhancement Transportation Service program.	163,000	163,000	163,000		
Enhance opportunities for persons with disabilities by partially funding the para-rowing program at the Shane Rowing Center. The Miami Beach Watersports Center is a not-for-profit organization that runs a premier rowing club with over 250 members, mostly all Miami Beach residents. They have recently undertaken a para-rowing program which teaches people with disabilities how to row and provides a training facility for competitive para-rowers. They have been designated as Paralympic Sport Club by the US Olympic Committee, and have already qualified two members to the national para-rowing team. The program has grown in popularity and needs financial assistance in order to not have to turn rowers away. <i>[FUND FROM RESORT TAX]</i>	85,000	85,000	85,000		
Participate in the Fairchild Botanical Gardens Million Orchid Project as one of several municipalities that would begin to receive as many as 150 orchids throughout the next 3 years starting as soon as October, 2015. Fairchild Tropical Gardens proposes to introduce millions of native orchids into the South Florida within the next five years. This enhancement would provide funding for the Gardens to propagate seedlings for reintroduction. <i>[FUND FROM RESORT TAX]</i>	50,000	50,000	50,000		
Planning					
Meet increasing demand for administrative support of the City's five Land Development Review Boards by adding an Office Associate V position. The number of applications received and public record requests have increased substantially and with the future outlook of upcoming construction projects the need has arisen for a dedicated administrative resource to handle the increase in workload.	59,000	59,000	66,000	1.0	
Police					
Reduce crime by adding a License Plate Reader (LPR) system on MacArthur Causeway as well as two additional patrol vehicles and two portable kits. The City has successfully used police vehicles equipped with LPR system for the past two years to recover stolen vehicles and to make many felony and misdemeanor arrests. This enhancement would complement the fixed LPR system that is anticipated to be installed on the Venetian Causeway during FY 2014/15. <i>[FUND FROM RESORT TAX]</i>	276,000	276,000			
Provide support to the State Attorney's Office's Human Trafficking Task Force by assigning a Detective position to participate on the task force. Miami Beach has experienced a significant number of crimes associated with human trafficking and participation on the task force would allow MBPD access to additional resources to address this growing problem in the city, state, and region.	98,000	98,000	126,000	1.0	
Enhance the pool of qualified candidates that could be hired as police officers by reimbursing ten police recruits to complete Police Academy training supervised by a Training Advisor (Police Officer position). For the last 15 years, MBPD has only hired certified police officers with previous experience or academy certification, which has resulted in limiting hiring to applicants that have been trained with varying level of quality and/or transferred from other jurisdictions. This enhancement would serve as a pilot initiative to include ten quality applicants that have recently completed full academy training. <i>Recommended by PERF study in 2014.</i>	189,000	189,000	183,000	1.0	
Address traffic congestion by adding a Motor Unit consisting of one Sergeant and four Police Officer positions. This unit would work afternoon shifts to focus on rush hour traffic and enhance MBPD's ability to address traffic issues, improve enforcement, and visibility. Enforcement activity by this unit is anticipated to offset a portion of the cost of this enhancement. <u>Costs would be offset by an estimated \$110,000 in revenue.</u> <i>Recommended by the Transportation, Parking, & Bicycle Pedestrian Facilities Committee.</i> Anticipated offsetting revenue	1,287,000 (220,000)	673,000 (110,000)	645,000 (110,000)	5.0	
Procurement					
Bring departmental staffing in-line with national productivity benchmarks, reduce staff turnover rate of 63% over last two years, and expedite procurements for City departments by adding two Procurement Contracting Officer positions.	120,000	120,000	146,000	2.0	

**ATTACHMENT B
PROPOSED FY 2015/16 ADDITIONS AND SERVICE ENHANCEMENTS**

	Request	Recommended Enhancement	Year 2 Impact	Total	
				FT	PT
Public Works					
Reduce the backlog of projects and enhance the ability to perform in-house engineering by adding a Civil Engineer position. This position would be split funded as follows: 30% General Fund, 30% Stormwater, 20% Water, 20% Sewer.	22,500	23,000	27,000	0.3	
Address the 21% increase in street light inventory from recently completed capital projects by adding two Street Light Technician I positions. These positions would conduct preventive maintenance, repairs, and rebuilding for landscape up-lighting.	103,000	103,000	124,000	2.0	
Provide adequate oversight of contracted grounds maintenance services by adding two Field Inspector positions. The City contracts for grounds maintenance services to all city rights of way, municipal buildings, parking facilities, Lincoln Road, and coastal areas for a total of 292 sites. These positions would ensure that the City receives the highest quality work product from contractors in the shortest amount of time. Monitoring includes mowing, edging, weeding, trimming of bushes/trees, blowing, and irrigation checks.	116,000	116,000	130,000	2.0	
Provide adequate oversight of the Urban Forestry Tree Preservation Program and enforcement of the Tree Preservation Ordinance No. 2014-3904 that was approved by Commission on November 19, 2014 by adding two Field Inspector positions and a Field Supervisor position. Under the new Ordinance, the City will be enacting its own tree preservation program and be 100% responsible for issuing and enforcing tree work permits and tree related code violations as delegated by Miami Dade County. This program will result in a large increase in tree-related office and field inspection work and requires a more specialized skill-set including International Society of Arboriculture certification. The new positions would enhance the City's ability to enforce the tenants of the Tree Preservation Ordinance, provide Tree Work Permits more expeditiously, and improve complaint and inspection request turnaround times. Anticipated offsetting revenue	222,000	220,000 (220,000)	232,000	3.0	
Allow for the proper monitoring, maintenance, and enhancement of the citywide urban forest by creating a GIS Tree Inventory. The citywide GIS inventory would enhance the City's ability to properly schedule and track tree/palm maintenance, monitor problematic trees, and ensure replacement of tree canopy in areas with insufficient canopy coverage. [ONE-TIME]	160,000	160,000	-		
Meet increasing demand for GIS programming and support by adding a Senior GIS Analyst position. This enhancement would allow the GIS division to address a backlog of projects for various city-wide applications.	76,000	76,000	93,000	1.0	
Tourism, Cultural, & Economic Development					
Enhance department oversight and succession planning by adding an Assistant Director position. The position would add oversight of numerous large contracts and agreements and assist the Director administer eight functions including Tourism & Conventions, Entertainment, Cultural Affairs, Convention Center, Sponsorships & Advertising, Economic Development, Redevelopment Agency, and Asset Management. [FUND 50% FROM RESORT TAX]	105,000	105,000	127,000	1.0	
Promote North Beach by allocating marketing funds for items such as bus shelter ads, full wraps on county buses, light pole banners, on line ads, print media, etc. Currently the City budgets approximately \$419,000 for marketing across all funds. Recommended by Mayor's Blue Ribbon Panel on North Beach. [FUND FROM RESORT TAX]	300,000				
Citywide					
Increase Pay-As-You-Go (PAYGO) funding for capital projects from \$1.4 million to \$2.4 million. This enhancement would help address pressing needs for additional PAYGO funding such as: neighborhood project costs that have increased over time; stormwater projects that are generating a need for above ground funds; replacement of \$1.7 million in PTP funding reprogrammed for the enhanced trolley system; Lighting and Crime Prevention Through Environmental (CPTED) improvements in non-tourist areas; park projects in non-tourist areas; and seawall projects.	1,000,000	1,000,000			
Total General Fund Enhancements	\$5,050,500	\$3,880,000	\$2,830,000	28.3	2.0
		(770,000)			
		229,000			
		(1,000,000)			
		\$2,339,000			

**ATTACHMENT B
PROPOSED FY 2015/16 ADDITIONS AND SERVICE ENHANCEMENTS**

	Request	Recommended Enhancement	Year 2 Impact	Total	
				FT	PT
INTERNAL SERVICE FUNDS					
Information Technology					
Improve procurement coordination, contract management, and compliance with procurement guidelines by adding an Information Technology Specialist I position. The \$60,000 cost of the full-time position would be offset by \$52,000 of temporary services funds.	8,000	8,000	19,000	1.0	
Improve disaster preparedness by backing up City technology data/systems in an out-of-region data center. This enhancement would be phased in over three years. Year one would be \$200,000 including a \$40,000 one-time charge. Year two would be \$175,000 and recurring costs thereafter would be \$75,000.	200,000	200,000	175,000		
Develop and maintain mobile applications and web-based applications by adding a Senior Systems Analyst position. In addition to maintaining current applications, this position would assist City departments add applications that would streamline their service delivery.	71,000	71,000	84,000	1.0	
Total Internal Service Funds	\$279,000	\$279,000	\$278,000	2.0	0.0
Estimated Impact to the General Fund	\$229,000	\$229,000			

ENTERPRISE FUNDS					
Parking					
Expand Freight Loading Zone (FLZ) program throughout the City by adding one two Parking Operations Supervisors and seven ten full-time Parking Enforcement Specialist I positions. The FLZ program has been successfully implemented during FY 2014/15 in the entertainment district due to strict and contingent enforcement to minimize double parking and promote smooth traffic flow. Projected revenue is anticipated to offset all costs in year one by \$90,000 \$64,000 and by \$252,000 \$261,000 in year two. Anticipated offsetting revenue	548,000 (612,000)	338,000 (428,000)	319,000 (571,000)	8.0	
Stormwater					
Reduce the backlog of projects and enhance the ability to perform in-house engineering by adding a Civil Engineer position. This position would be split funded as follows: 30% General Fund, 30% Stormwater, 20% Water, 20% Sewer.	22,500	23,000	27,000	0.3	
Enhance preventive maintenance program to the storm water infrastructure system by adding two Municipal Worker II positions. These positions would focus on preventive maintenance of the storm sewer mains.	79,000	79,000	96,000	2.0	
Sewer					
Reduce the backlog of projects and enhance the ability to perform in-house engineering by adding a Civil Engineer position. This position would be split funded as follows: 30% General Fund, 30% Stormwater, 20% Water, 20% Sewer.	15,000	15,000	18,000	0.2	
Enhance preventive maintenance program to the sewer infrastructure system by adding two Municipal Worker II positions. These positions would focus on preventive maintenance of the sewer mains.	79,000	79,000	96,000	2.0	
Sanitation					
Expand the "Can on Every Corner" initiative by an additional 100 locations. The current inventory of trash cans is 2,065. The new locations would be determined by potential demand. [ONE-TIME]	132,000	132,000			
Water					
Reduce the backlog of projects and enhance the ability to perform in-house engineering by adding a Civil Engineer position. This position would be split funded as follows: 30% General Fund, 30% Stormwater, 20% Water, 20% Sewer.	15,000	15,000	18,000	0.2	
Total Enterprise Funds	\$278,500	\$253,000	\$3,000	12.7	0.0

ATTACHMENT C
POTENTIAL FY 2015/16 ENHANCEMENTS NOT INCLUDED IN PROPOSED BUDGET

	Request	Year 2 Impact	Total	
			FT	PT
GENERAL FUND				
Building-Environmental Management				
Meet the mitigation needs of future construction projects by funding a feasibility study for the creation a Mitigation Bank within the City limits as part of the City's Sustainability Plan. This enhancement would reduce the costs of relocation of mangroves to a bank outside the city, while also providing more flexibility. <i>(ONE-TIME)</i>	75,000	-		
Communications				
Produce additional programming, features, public service announcements, and training videos by adding a Media Assistant position. Demand for video services to support departmental initiatives continues to increase that cannot be met at the current service level.	57,000	67,000	1.0	
Enhance clerical and administrative support by adding an Office Associate IV position. Communications is the only department without a full-time administrative support position and the new OAIV would free up operations staff to address their core duties.	51,000	60,000	1.0	
Emergency Management/9-1-1				
Meet federally mandated interoperability radio requirements (P25) by replacing the current public safety radio system, which is at end of life. There are three options under considerations, subscribing to the Miami-Dade County radio system, joining with the City of Hialeah and/or other municipalities to purchase a radio system, or purchasing a radio system for the City's sole use. TUSA Consulting is currently working with Emergency Management to explore these options. The new system will likely need to be funded in FY 2016/17 and the cost would likely be financed over ten years using the City's equipment loan. <i>(ONE-TIME)</i>	5,000,000	-		
Improve the efficiency of public safety answering points (PSAP) call-taking and provide automatic call distribution in addition to remote deployment capabilities by upgrading VIPER with Automatic Number Information and Automatic Location Information Controller. This upgrade would permit the PSAP to receive messages texted to 911 and improve the accuracy of location information for calls originating from cell phones. <i>(ONE-TIME)</i>	440,000	-		
Support the new Emergency Operations Center Sharepoint site and other information technology systems by adding an Information Technology Specialist I position.	61,000	72,000	1.0	
Enhance 911 information by replacing the current call recording system with a new VPI System that captures and integrates CAD information associated with 911 calls. The current recordings solution is used to review calls by dispatch and call takers as well as provide all recordings for public records request. The VPI solution would allow the call center to record, analyze, evaluate and improve the quality of the emergency call taker and dispatcher and provides the ability to quickly redact the appropriate information when providing recordings requested for public records request. The VPI solution integrates with the Computer Aided Dispatch software and Emergency Medical Dispatch software to provide screen shots or video recording of key strokes at the time of the call which is helpful when recreating an incident to inform the evaluator/investigator of the appropriate steps taken. This solution is fully interoperable with the ability to support Next Gen 911 phone systems and has the ability to record all text messaging, videos, location, and number information provided to the 911 dispatch phone system. <i>(ONE-TIME)</i>	91,000	-		
Conduct a feasibility to assess the City's current and future CAD needs and select a replacement system. The CAD system is used to initiate public safety calls for service, dispatch, and maintain the status of responding resources in the field. The current system is at end of life and many new features are now available such as: automatic address verification, real-time GPS unit locations, instantaneous information such as preplans, hazards, wants and warrants, and integration with GIS mapping. <i>(ONE-TIME)</i>	1,500,000	-		
Improve security and coordination by developing and implementing a master plan to integrate the City's existing disparate devices and information systems in order to monitor and control them through a comprehensive user interface at the City Warning Point. Systems would include video, access control, analytics, microwave network, parking applications, traffic monitoring, intrusion detection, etc. <i>(ONE-TIME)</i>	1,500,000	-		

ATTACHMENT C
POTENTIAL FY 2015/16 ENHANCEMENTS NOT INCLUDED IN PROPOSED BUDGET

	Request	Year 2 Impact	Total		
			FT	PT	
Improve access control, asset tracking, and credentialing of personnel assigned to incidents and events. This system would allow for tracking of personnel such as volunteers, CERT Team members, mutual aid responders, and others to ensure safety and facilitate financial reimbursement for Federally Declared Disasters. <i>(ONE-TIME)</i>	28,000	-			
Fire					
Maintain effective response times for EMS transport units in North Beach by adding a second Rescue Unit consisting of 13 Fire Fighter positions to Fire Station #4. A 2015 study by the International City/County Management Association Center for Public Safety Management recommends the deployment of a second rescue unit based on current and future demand. Station 4 has high demand in certain blocks which is on par with demand blocks in the southern portion of the city and planned redevelopment in the area will drive demand higher over time. This unit would also be cross-trained to staff the new Fire Boat.	1,205,000	1,409,000	13.0		
Police					
Support the newly reconstituted Intelligence Unit, currently staffed with two positions, by adding two Detective positions. The positions would be assigned a range of intelligence and security-related tasks, including sergeant-at-arms security duties to support the Mayor and Commission, VIP protection for visiting dignitaries, threat assessments and related investigations, security and intelligence analysis for major events, support to the FBI Joint Terrorism Task Force, the Department of Homeland Security, the US Secret Service, and liaison with law enforcement with private security partners on all matters affecting the security of Miami Beach.	194,000	251,000	2.0		
Increase public safety in the Entertainment District by adding two patrol squads made up of two Sergeants and twelve Police Officers. The new squads would provide coverage seven days a week with one overlap day (Friday or Saturday). The squads would be deployed primarily on Ocean Drive, Washington Avenue, Collins Avenue, and on the beach.	1,865,000	1,724,000	14.0		
Increase patrol availability by adding three Detention Officers to provide seven day a week coverage on all shifts. This enhancement would optimize staffing by maintaining at least one position at police headquarters while one is available to transport prisoners to the County jail. Currently, police officers are often needed to backfill this function which results in a loss of patrol services.	299,000	204,000	3.0		
Tourism, Cultural, & Economic Development					
Increase oversight and compliance of 141 contracts, leases, and concession agreements by adding a Leasing Specialist position. This enhancement would address the current staffing level of two employees, which each are responsible for over 70 contracts each.	71,000	83,000	1.0		
Total General Fund Enhancements		\$12,437,000	\$3,870,000	36.0	0.0

INTERNAL SERVICE FUNDS					
Information Technology					
Enhance development and administration of new collaboration software (Microsoft Sharepoint) for use throughout the organization. The software was acquired during FY 2014/15 and IT does not currently have dedicated staff time or necessary training to build out the system to its full potential.	71,000	84,000	1.0		
Improve the security of the City's network to maintain compliance with mandated PCI, Red-Flag, other Federal guidelines and proactively address the proliferation of sophisticated security issues by adding a Senior Systems Administrator position.	77,000	92,000	1.0		
Property Management					
Improve the efficient delivery of property management support and administrative services by adding an Office Associate IV position. Property Management transitioned to a contract service model during FY2014 and FY2015 which requires more administrative support in the areas of procurement, accounts payable, and general support.	55,000	64,000	1.0		
Total Internal Service Funds		\$ 203,000	\$ 240,000	3.0	0.0

ATTACHMENT D
Miami Beach Police Department
Confiscations - Federal & State Funds
FY 2015/16 BUDGET

FEDERAL FUNDS:

Federal Funds - (603)

	FY16 Request
Organizational Development Travel & Off-site testing	70,000
Training Supplement to supplement LETTF	70,000
Bulletproof Vest Partnership	60,000
Graffiti eradication through Teen Job Corp.	25,000
Body Cameras	150,000
Gym Equipment	10,000
Total Funds (603)	385,000

STATE FUNDS:

State Funds - (607)

	FY16 Request
Costs connected with the prosecution/processing of forfeitures.	20,000
Crime Prevention initiatives & School Liaison Projects	20,000
AR Rifle Program/initiative- City's match for reimbursement of rifles at \$500.	15,000
15% of State Funds collected in FY15 to be used for drug abuse treatment, drug and crime prevention education and non-profit community based	29,000
Chief's Conference Room Upgrade	28,000
CID Interview Room Audio Video Recording	60,000
MBPD Facilities Security Camera System Upgrades	110,000
Articulated Aerial Work Platform Trailer	35,000
Total Funds (607)	317,000

Total Federal & State Funds

702,000



ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

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

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Management and Service Delivery	Ensure Expenditure Trends Are Sustainable Over The Long Term Improve Building/Development-Related Processes From Single Family Residences to the Large Development Strengthen Internal Controls To Achieve More Accountability	Create a fine structure that ensures recovery of City costs associated with code violations	CODE, BUILDING, IT, PLANNING
		Review and update cost allocation methodology for internal service departments to properly allocate costs and more effectively manage those costs/drivers over time	OBPI
		Create a Bench/Park Sport and Fitness permit as a revenue enhancement	PARKS & REC
		Evaluate the City's Fleet to expand fuel efficiency and opportunities for alternate transportation options (cops on bikes, hybrid, charging system)	PUBLIC WORKS
		Evaluate and improve energy efficiency by creating standards building standards as it relates to building materials for retrofit of existing buildings and new construction	PUBLIC WORKS, CIP
		Expand usage of community benefit fund	TCED
		Release CAC endowment over a 3 year period for public benefit arts programming	TCED
		Evaluate procurement of FEMA compliance software	OBPI, EMERGENCY MGMT
		Complete analysis of certificate of use fees to reflect full cost	PLANNING
		Streamline record storage and compliance organization wide by proactively assisting departments with review of stored records	CITY CLERK
		Establish an unsafe structure panel	BUILDING
		Implement Building unsafe structure board	BUILDING
		Develop online paint permit	PLANNING, BUILDING, IT
		Explore alternatives to incentivize environmentally sensitive construction	BUILDING
		Combine system initiatives under the security and safety function under a single area of responsibility to ensure uniformity and integration across the City	EMERGENCY MGMT
		Complete a review of 20 prior audits to determine the degree of corrective recommendations successfully implemented and create an action plan to address outstanding deficiencies	OBPI
		Contract audits of CIP, entitlement grants, HR Compensation, Tennis Center Parking enforcement utilizing state contractors	OBPI

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Management and Service Delivery	Ensure That A Universal Culture Of High Quality Customer-Service Is Driving The Conduct Of The City Commission And All City Employees	Implement phase one of new 3-1-1 customer service model by routing calls through the Customer Service call center and creating a City Warning Point dispatch function for high priority service calls related to programs in Public Works, Parking, Code, Transportation, and Emergency Management Create a program for at-risk teens delivering produce to shut-ins in conjunction with community services Create professional appearance standards Create comprehensive employee orientation program to be completed within first week of hire, including: tour of the City departments, overview of standardized SOPs, and standardized training for specific department duties Expand customer service and best practices trainings and team building events for middle managers Create and implement rapid response team to address high priority citizen issues	FINANCE HOUSING & COMMUNITY SERVICES HR HR, ODPI ODPI, HR CITY MANAGER
	Improve City's Managerial Leadership To Reward Innovation and Performance	Implement City Merchandise Store Develop licensing strategic plan to increase brand awareness and generate revenue Reevaluate performance evaluation effectiveness and/or methodology Investigate options, where feasible, for alternative work schedules in departments i.e. 4-10 hr. days, telecommuting, expand normal business hours Create comprehensive inpatient alcohol treatment program for City employees in crisis over alcohol abuse and cover costs not presently covered by insurance and provide time off for treatment Create a fellowship program to provide opportunity for new attorneys to gain practical experience while developing skills	TCED, COMM HR HR HR CITY ATTORNEY
	Enhance External And Internal Communication From And Within The City	Upgrade the Planning Department webpage to maximize public access to planning and development information Develop a regular e-news communication, on a monthly basis, for MB businesses and increase subscriptions and outreach efforts by importing other existing email lists and better coordination of meetings Close Building, Planning, Fire, and Public Works office to public to reduce backlog in permitting Review contract extension with current vendor of replace City Radio system vendor Pass a technical amendment to the Florida Building Code to match federal regulation for finished floor elevations Build portable live remote broadcasting for MBTV transmission system	PLANNING, COMM TCED, CIP, COMM BUILDING, PLANNING, FIRE, PUBLIC WORKS IT, COMM, PROCUREMENT BUILDING COMM, IT, PUBLIC WORKS

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)	
Infrastructure	Ensure Reliable Stormwater Management And Resiliency Against Flooding By Implementing Select Short And Long- Term Solutions Including Addressing Sea-Level Rise	Develop and implement a funding mechanism for construction of a system to mitigate issues created by sea level rise over the next 20 years: Expand utilization of outsources vac-on services for annual stormwater main cleaning by increasing contractual maintenance; Provide enhanced stormwater pump maintenance with more preventive maintenance and bi-monthly inspections by creating contractual maintenance; Provide additional leadership of the expanded stormwater program by adding a Stormwater Superintendent position; Enhance cleaning operations and stormwater maintenance projects by adding two Field Inspector positions; Enhance capabilities in drainage analysis and stormwater modeling by adding a Civil Engineer position; Improve ability to produce drawings, sketches, and maps by adding an Engineering assistant position	PUBLIC WORKS, CIP	
		Develop mitigation plan for sea level rise anticipated over the next 50 years per year	PUBLIC WORKS, CIP, CITY MANAGER	
			Develop a process to allow eligible homeowners to access FEMA grant funds to elevate their homes	EMERGENCY MGMT, OBPI
			Enhance pilot seawall assessment project and prepare accordingly	PUBLIC WORKS, PLANNING
			Evaluate finding opportunities for stormwater improvements	PUBLIC WORKS
			Expand availability of parking on Collins Ave corridor	PARKING, ECON DEV
			Implement ITS program (phase I) for South Beach and a portion of Mid Beach	TRANSPORTATION
			Deploy interim Intelligent Transportation System (ITS) solution for major special events and high impact periods	TRANSPORTATION
			Update the Atlantic Greenway Master Plan (Bike Plan), by including locations for increased/ attractive bike racks citywide and enhancing connectivity	TRANSPORTATION
			Complete the transportation master plan study, including the recommendations of the Atlantic Greenway Network Master Plan	TRANSPORTATION
			Incorporate communities of a lifetime (aging friendly strategies) into capital projects that will be recommended in transportation master plan	TRANSPORTATION
			Conduct pilot on dedicated lanes for trolleys in lieu of median on Alton Rd. or a parking lane	TRANSPORTATION
			Commission a Comprehensive Mobility Plan Which Gives Priority Recommendations (From Non-Vehicular To Vehicular and Including Parking)	TRANSPORTATION
			Provide resources for the newly-created Transportation department by adding a Transportation Planner position to provide resources needed to adequately support various Transportation initiatives	TRANSPORTATION
			Create digital internet portal (through IT Business plan) that incorporates all existing transportation, including bikes, car on demand, trolley, etc.	TRANSPORTATION
			Conduct in-house training workshop to discuss designs, short-term solutions, and funding	TRANSPORTATION
			Expand parking at limited beach front lots	PARKING
		Coordinate with Florida East Coast Counties/Cities to ensure a continuous bike path along Florida's Atlantic Coast	TRANSPORTATION	
		Evaluate potential routes for expansion of trolley services in South Beach	TRANSPORTATION	
		Pursue the development for a modern streetcar light rail system in Miami Beach and Pursue longer term modern streetcar/light rail system between Miami and Miami Beach by initiating the NEPA process	TRANSPORTATION	
		Complete all steps necessary to implement enhanced bus service between Miami and Miami Beach	TRANSPORTATION	
		Deploy intelligent transit system	TRANSPORTATION	

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Infrastructure	Ensure Comprehensive Mobility Addressing All Modes Throughout The City (continued)	Complete all steps necessary to implement a Mid Beach trolley and Collins Link	TRANSPORTATION
		Evaluate potential for incorporation of CMB regulations for four bus stops in conjunction with MDC	TRANSPORTATION
		Implement ferry style water taxis between Miami and Miami Beach concession agreement with revenues	TRANSPORTATION, FINANCE
		Create Bicycle safety campaign	TRANSPORTATION, COMM, POLICE
		Add additional motor unit to address traffic congestion	POLICE
		Expand freight loading zone program throughout the City	PARKING
		Review Preventive Maintenance Plan, Implement work as scheduled, and develop Annual Citywide Maintenance Plan	PUBLIC WORKS
		Develop building database for key dates (elevator certificates, fire alarm expectations, etc.)	PUBLIC WORKS
		Develop GIS baseline infrastructure maps for roadways, sidewalks, seawalls, sewer, water, street lighting, stormwater infrastructure, water infrastructure maps and sewer infrastructure map	PUBLIC WORKS
		Fully assess upcoming neighborhood capital projects to ensure that all infrastructure deficiencies are addressed	PUBLIC WORKS
		Review valet parking regulations (use of ROW)	PARKING
		Create and implement street tree master plan	PUBLIC WORKS
		Update public works standards to standardize lighting solutions throughout the City	PUBLIC WORKS
		Implement an electronic statistically valid survey to be distributed within 9 days of substantial completion that captures resident and business feedback for ROW projects	CIP, ODPI
Premier Neighborhoods	Enhance Beauty And Vibrancy Of Urban And Residential Neighborhoods; Focusing On Cleanliness And Historic Assets In Select Neighborhoods & Redevelopment Areas	Develop procedure regarding signs in Right of Way	PARKING, PUBLIC WORKS
		Improve grounds maintenance and landscape plantings, replace expired golf cart leases, refill sand bunkers, and replace mats and golf balls on the driving ranges for Miami Beach Golf Course and Normandy Shores Golf enhancements	PARKS & REC
		Implement new pavement and sidewalk program	PUBLIC WORKS
		Develop a tree inventory to include # by type, date last pruned, etc.	PUBLIC WORKS
		Amend current tree ordinance to provide for enhanced enforcement	PUBLIC WORKS
		Create new Urban Forestry Tree Preservation Program	PUBLIC WORKS
		Implement North Beach streetscape pilot program	TCED
		Complete a Community Consensus Cohesive Master Plan for the North Beach Neighborhood, including educational initiatives	TCED, ODPI

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Premier Neighborhoods	Improve Cleanliness in High Traffic Residential And Pedestrian Areas, Including Maximizing Deployment Of Trash Cans On Every Corner	Create and implement bathroom index to assess 64 public restrooms throughout Miami Beach for overall cleanliness and maintenance to ensure the public facilities are well maintained, through outsourcing assessment Create structure to identify deficiencies in public ROW appearance and implement corrective action	ODPI, PUBLIC WORKS
	Improve Cleanliness, City Beaches	Enhance cleanliness and appearance of the City parking garages through the implementation of several initiatives to improve the appearance of the City's garages including, pressure cleaning, wash-down, high-grade concrete treatment, and garbage cans Expand the "can on every corner" by an additional 100 locations	PARKING PUBLIC WORKS
	Enhance Beautification And Cleanliness Of City Owned Corridors	Create ongoing road maintenance program for city owned streets and landscaping/trees	PUBLIC WORKS
	Elevate Walkability and Pedestrian Safety To First Criteria Of All Development Decisions, Including Reconstruction and Planning	Enhance pedestrian safety through the planning/development review and approval process with development regulations that prioritize the pedestrian realm Increase lighting throughout the City to increase safety and install more efficient lighting	PLANNING PUBLIC WORKS, POLICE
	Ensure Workforce Housing For Key Industry Workers Is Available In Suitable Locations	Evaluate potential methods to encourage the private sector to increase availability of affordable work force housing including incentives, P3 financing, or use of City owned land through long term leases	HOUSING & COMMUNITY SERVICES

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Premier Neighborhoods	Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing The Code For Commercial Development	Review and revise fine schedules in Chapter 30, using a consultant for the review/revision of Chapter 30 of the City Code of Ordinances	CODE
	Enhance Cultural and Recreational Activities	Develop a task force to address illegal transient lodging/short term rentals	CODE, HOUSING & COMMUNITY SERVICES
International Center for Tourism and Business	Improve Alliance With Key Business Sectors, Namely Hospitality, Arts, & International Business With A Focus On Enhanced Culture, Entertainment, & Tourism	Expediently Upgrade The Convention Center To Be Smart, Modern, Energy Efficient And Which Fits Local Context, Including Walkability	CITY MANAGER- Convention Center District
		Complete Convention Center expansion and enhancement project	CITY MANAGER- Convention Center District
		Accommodate Complimentary Hotel(s) to the Convention Center	CITY MANAGER- Convention Center District
		Proceed With The RFP And Referendum As Soon As Possible	CITY MANAGER- Convention Center District
		Maximize The Miami Beach Brand As A World Class Destination	Develop revitalization plan for Washington Ave. to include feasibility of creation of Business Improvement District (BID)
International Center for Tourism and Business		Improve and use the City's standing in key business site selection and relocation indices to attract new business and improve the market for existing businesses	TCED
		Create incentives program to facilitate desired industry diversification	TCED
		Explore Options for Miami Beach Historical Exhibits	TCED

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)	
Public Safety	Insist On Police Department Accountability And Skilled Management/Leadership	Establish new recruiting and hiring standards for Police Department	POLICE, HR	
	Reform Policing Culture With Customer Service Emphasis	Implement new hiring approach by reimbursing police recruits that complete police academy training	POLICE, HR	
	Enhance Public Safety and Emergency Preparedness		Implement license plate reader on MacArthur Causeway	POLICE
			Create a business industry partnership for emergency management, disaster mitigation, preparation, response and recovery	EMERGENCY MANAGEMENT, TCED
			Prepare a resident re-entry plan for after emergency events including a disaster recovery plan and post disaster redevelopment plan	EMERGENCY MGMT, FIRE, PLANNING
			Improve disaster preparedness by backing up City technology data/systems in an out of region data center	IT
	Achieve Educational (K-12) Excellence	Induce Public School Accountability Mainly at the Middle School	Enhance hurricane and disaster preparation by funding the acquisition of key equipment including an emergency response trailer, portable generators and lighting units, emergency mobile communication kits, and a 4 wheel drive vehicle in FY15 at \$101,000	EMERGENCY MGMT
			Address security upgrades in city facilities by funding additional security cameras and increased access control measures (\$25,000) and implementation of Crime Prevention through Environmental Design (CEPTED) infrastructure enhancements (\$70,000) (Additional funding of \$100,000 to \$200,000 for CEPTED infrastructure enhancements is anticipated from existing and upcoming UASI grant funds) in FY15	EMERGENCY MGMT
			Review MDCPS parent and student satisfaction data to identify opportunities for improvement and leverage the city resources to provide support for improvement	ODPI
			Increase extended foreign language program access at the Elementary level in Miami Beach	ODPI
Increase youth participation in established university workgroups to enhance access identify community support			ODPI	
Partner with MDCPS and FIU to build upon strengths and needs uncovered in Nautilus Middle comprehensive program review by aligning university expertise, resources and resource-based intervention programs to address pressing education and social needs of students of Nautilus Middle and its feeder schools			ODPI	
Coordinate and host an International Baccalaureate (IB) professional workshop for instructional staff at Nautilus Middle School and Miami Beach Senior High	ODPI			