



City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMISSION MEMORANDUM

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: September 26, 2018

SUBJECT: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE FINAL BUDGETS FOR THE GENERAL, G.O. DEBT SERVICE, RDA AD VALOREM TAXES, ENTERPRISE, INTERNAL SERVICE, AND SPECIAL REVENUE FUNDS FOR FISCAL YEAR 2018/19**

### **ADMINISTRATION RECOMMENDATION**

The Administration recommends that the City Commission adopt the attached Resolution which establishes final budgets for the General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, Internal Service, and Special Revenue Funds for Fiscal Year (FY) 2018/19.

### **PROCEDURE**

As outlined in the companion General Operating Millage Agenda Item, Section 200.065, Florida Statutes, specifies the manner in which budgets are adopted. First, the final millage rate for both the general operating and debt service is adopted, then immediately thereafter, the final budgets by fund are adopted. The attached Resolution adopting the final budgets for the General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, Internal Service, and Special Revenue Funds for FY 2018/19 is, therefore, presented to you at this time for adoption.

Additional details are contained in the Budget Message included in the Proposed FY 2018/19 Operating Budget document; however, highlights of that document are outlined below.

### **GENERAL FUND BUDGET DEVELOPMENT**

As in past years, the Work Plan and Budget was developed through an intensive review process with our City Commission. Preliminary budget information was provided at the Commission Budget Workshop on May 24, 2018 and in meetings with the Finance and Citywide Projects Committee ("the Committee") on June 8, 2018, July 13, 2018, July 20, 2018, and July 27, 2018.

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 Tax contribute funding for tourist-related activities provided by General Fund departments.

At the May 24, 2018 Budget Workshop, and at the June 8, 2018, July 13, 2018, and July 20, 2018 Budget Briefings, the City Commission was briefed regarding the preliminary FY 2018/19 General Fund budget. The preliminary budget 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.

At the July 20, 2018 meeting, the Administration identified refinements to the budget based on direction given at the July 13<sup>th</sup> meeting. These recommendations, if approved, would have resulted in a balanced budget as noted below.

<b>Balancing Strategies</b>	<b>\$</b>
<b>July 1 Preliminary Gap</b>	<b>(4,553,000)</b>
Recommended Reductions	1,716,000
Recommended Revenue Enhancements	1,094,000
Recommended Enhancements	(1,981,000)
Revenue Refinements	1,485,000
Transfer in from Parking	1,166,000
Other Expenditure Refinements	-
Less One-time Expenditures	1,073,000
<b>Surplus/ (Gap)</b>	<b>-</b>

The Committee accepted the Administration's budget-balancing recommendations as outlined above and recommended funding the following additional enhancements:

- Additional Park Ranger coverage on the Beachwalk (for South Pointe Park to 46<sup>th</sup> Street, including Collins Park): \$322,000
- Park Ranger coverage at the Barry Kutun boat ramp: \$100,000
- Increase in the City's funding for the Bass Museum, the Colony Theater, and the Byron Carlyle Theater, which all contribute to the City's cultural landscape: \$726,000 (Resort Tax)

### **Adjustments Subsequent to Budget Briefings**

Over the summer recess, the Administration further refined the Proposed FY 2018/19 Budget based on recommendations from the Budget Briefings, updated FY 2017/18 third quarter projections, and refinements to the cost of recommended enhancements. These adjustments resulted in an increase of \$527,000 in revenues and a decrease of \$527,000 in expenditures as outlined below.

<b>Balancing Strategies</b>	<b>20-Jul</b>	<b>12-Sep</b>	<b>Change</b>
<b>July 1 Preliminary Deficit</b>	<b>(4,553,000)</b>	<b>(4,553,000)</b>	<b>-</b>
Recommended Reductions	1,716,000	1,875,000	159,000
Recommended Revenue Enhancements	1,094,000	1,135,000	41,000
Recommended Enhancements	(1,981,000)	(2,957,000)	(976,000)
Revenue Refinements	1,485,000	1,971,000	486,000
Transfer in from Parking	1,166,000	1,166,000	-
Other Expenditure Refinements	-	290,000	290,000
Less One-time Expenditures	1,073,000	1,073,000	-
<b>Surplus/ (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

Expenditure Reductions: \$159,000

- Elimination of security posts at City Hall - first floor and roving guard based on the recommendation of the Police Chief: \$159,000

Revenue Enhancements: \$41,000

- Increase in Parks and Recreation Non-Resident Fees: \$41,000

Expenditure Enhancements: (\$976,000)

- Park Ranger enhancements approved at the July 20<sup>th</sup> meeting (original \$422,000 cost estimate reduced by the Parks & Recreation department): \$250,000
- Increase in the City's funding in the management agreements for the Bass Museum, the Colony Theater, and the Byron Carlyle Theater: \$726,000

Revenue Refinements: \$486,000

- Increase in revenues transferred to the General Fund from the Resort Tax Fund to cover the increase in the City's funding for the Bass Museum, the Colony Theater, and the Byron Carlyle Theater: \$726,000
- Increase in Administrative Fees to the General Fund from other Funds: \$100,000
- Decrease in Transfer from Resort Tax to the General Fund based on availability of Resort Tax funds: \$340,000

Expenditure Refinements: \$290,000

- Decrease in Risk Management charge to the General Fund based on FY 2017/18 third quarter actuarial projections: \$392,000
- Increase in Internal Service Allocation to the General Fund based on the finalized proposed budget: \$102,000

**Adjustments Subsequent to First Public Hearing**

As part of the Administration's continuing effort to identify efficiencies and/or reductions in the City's annual budget, during the 1<sup>st</sup> Public Hearing on September 12, 2018, the Administration presented additional General Fund reductions totaling \$283,000 to the City Commission, as noted below.

Expenditure Reductions: \$283,000

- Eliminate 1 additional Full-Time and 3 additional Part-Time vacant General Fund positions: \$101,000
- Reorganize the Department of Emergency Management, including elimination of the Emergency Management Director position: \$182,000

The City Commission accepted these reductions, which resulted in a decrease of \$283,000 in expenditures, and an increase in the budgeted operating contingency as noted below.

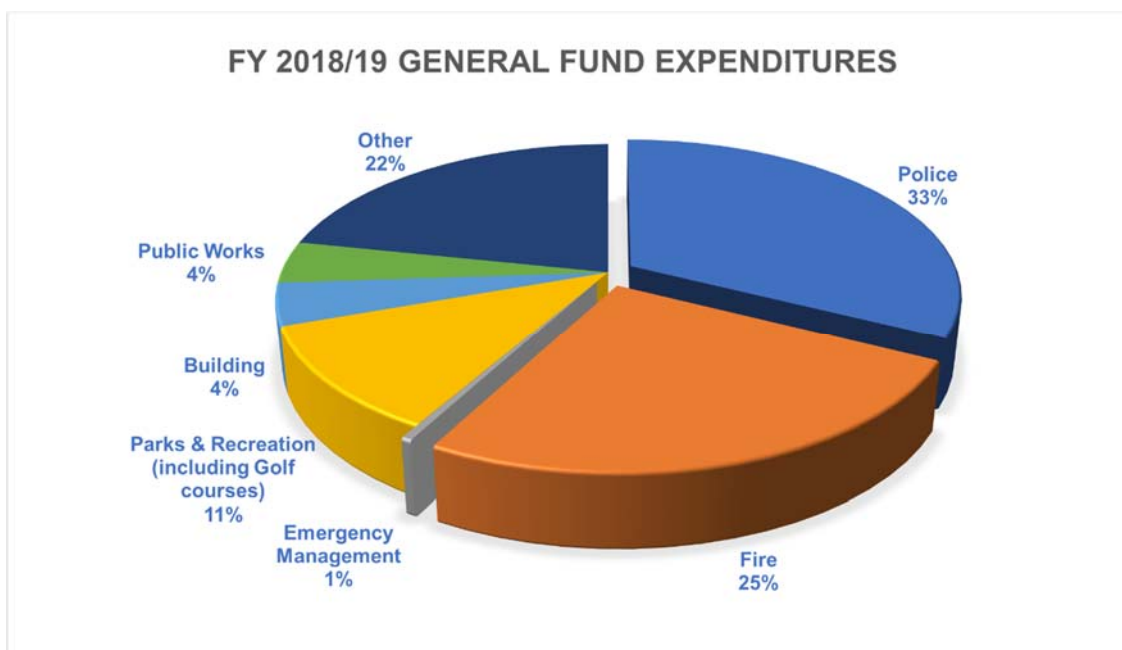
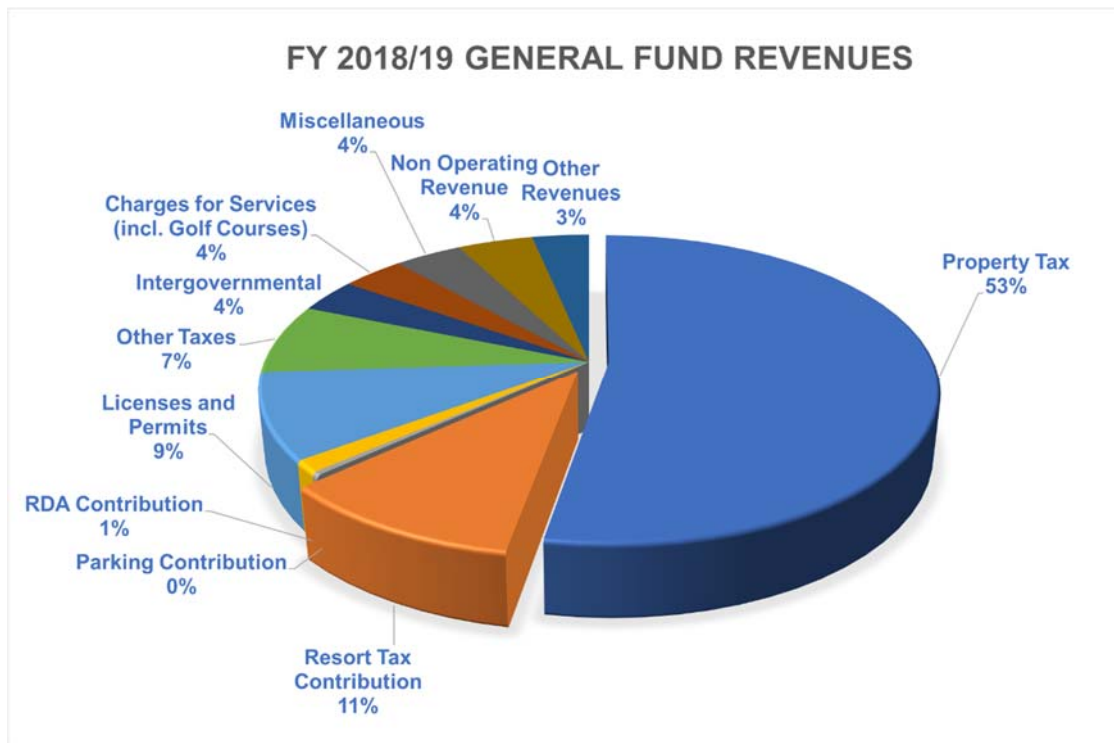
Balancing Strategies	12-Sep	26-Sep	Change
<b>July 1 Preliminary Gap</b>	(4,553,000)	(4,553,000)	-
Recommended Reductions	1,875,000	2,158,000	283,000
Recommended Revenue Enhancements	1,135,000	1,135,000	-
Recommended Enhancements	(2,957,000)	(2,957,000)	-
Revenue Refinements	1,971,000	1,971,000	-
Transfer in from Parking	1,166,000	1,166,000	-
Other Expenditure Refinements	290,000	7,000	(283,000)
Less One-time Expenditures	1,073,000	1,073,000	-
<b>Surplus/ (Gap)</b>	-	-	-

**FY 2018/19 General Fund Budget**

Based on the direction given at the various Budget Briefings during the summer, budget adjustments made over the summer recess, and direction given during the 1<sup>st</sup> Public Hearing on September 12, 2018, the Administration proposes the FY 2018/19 General Fund budget as noted below, which, if approved, would result in a **balanced budget**.

<b>September 26, 2018 Budget</b>	<b>\$</b>
Revenues	345,145,000
Expenditures	(345,145,000)
<b>Surplus/ (Gap)</b>	-

The charts below reflect the major revenue and expenditure categories of the FY 2018/19 General Fund budget.



### **Recommended Expenditure Reductions/Efficiencies – Attachment A (\$2,158,000)**

Attachment A includes a listing of all recommended reductions/efficiencies, and provides detailed descriptions of recommendations as noted below:

- Eliminate 6 full-time and 7 part-time vacant General Fund positions: \$570,000
- Eliminate the Rapid Response Team: \$147,000 (2 filled positions)
- Reduce General Fund contingency: \$332,000
- Eliminate one Assistant City Manager position once vacated: \$75,000 (pro-rated)
- Eliminate annual grant contribution to the Miami Design Preservation League per direction from the Finance and Citywide Projects Committee: \$23,000
- Other departmental operating reductions/efficiencies: \$660,000
- Transfer of contribution to Miami Beach Gay Pride Parade to Resort Tax Fund: \$10,000
- Eliminate first floor and roving guard security posts at City Hall based on the recommendation of the Police Chief: \$159,000
- Reorganize the Department of Emergency Management, including elimination of the Emergency Management Director position: \$182,000

### **Recommended Revenue Enhancements – Attachment B (\$1,135,000)**

Attachment B includes a listing of all recommended revenue enhancements, and provides detailed descriptions of recommendations as noted below:

- Increase in Golf Fees: \$265,000
- Increase in Police Off-Duty Administrative Fees: \$164,000
- Increase in Elevator Permit/Inspection Fees: \$236,000
- Increase in Public Works Elevator Lockbox Fees: \$11,000
- Increase in Sidewalk Café Permit Fees: \$358,000
- Increase in Food Truck Revenues (Pilot program for 1 truck for 6 months): \$60,000
- Increase in Parks and Recreation Programming and Rental Fees for Non-Residents: \$41,000

### **Recommended Expenditure Enhancements – Attachments C & D (- \$2,957,000)**

Attachments C and D include a listing of recommended enhancements and one companion revenue reduction, and provide detailed descriptions of recommendations as noted below:

- Police Officers in Schools: \$871,000  
This enhancement will add (1) Sergeant and (6) Police Officers to increase public safety in schools. The first-year cost of adding 1 Sergeant and 6 Police Officers to be assigned to the schools is \$1,063,000, which will be offset by the elimination of (5) Part Time School Liaison Officer positions in the amount of \$192,000, resulting in a net impact of \$871,000 in year 1, including one-time costs for equipment needed (vehicles, radios, etc.).
- Park Rangers Program Expansion: \$250,000  
This enhancement provides for four additional part-time Park Ranger positions to enhance coverage of the Beachwalk between South Point Park and 46th Street, including South Pointe Park and Collins Park, to 24 hours Wed-Sat, and 7am-11pm Sun-Tues (2 Park

Rangers/shift). It would also provide for one part-time Park Ranger position to be dedicated to the Barry Kutun Boat Ramp located in Maurice Gibb Park and would provide coverage 4 days/week, during high demand periods, Thurs: 12pm-5pm, Fri-Sun: 12pm-8pm (1 Park Ranger/shift).

- Living Wage Increase (General Fund): \$89,000  
Based on the Finance and Citywide Projects Committee's recommendation, approved by City Commission through Resolution No. 2018-30299 on May 16, 2018, this living wage enhancement would fund the previously approved phase-in approach of increasing the minimum living wage rate by \$0.56 per hour for FY 2019. The overall citywide impact of the proposed living wage increase for FY 2019 is projected to be \$504,000, of which \$89,000 is projected to impact the General Fund.
- Part-Time Education Compact Initiatives Coordinator position: \$45,000  
With the increase in the education initiatives and number of initiatives supported by the City, the Department of Organizational Development and Performance Initiatives (ODPI) requires an individual to support Education Compact initiatives and other Commission priorities related to education. In addition, this part-time position will identify opportunities and gaps in services and programs which will prepare children and youths for their futures.
- Convert Part-time School Liaison Supervisor to Full-time \$34,000  
The current role of a School Liaison Supervisor (SLS) is to oversee the School Liaison Officers (SLO) and School Crossing Guards (SCG). During the regular school year, this employee is required to be available to all part-time employees throughout the various shifts. Supervision and evaluation of crossing guards is necessary at 6 schools in the City during early morning and afternoon hours, five days per week. If approved, this position will be assigned additional duties in support of the School Officer Program.
- Homeless Relocation Services: \$10,000  
With this increase in relocation funds, the Homeless Outreach Program will be able to reconnect up to an estimated 250 homeless clients with family living outside of Miami-Dade, Broward, Monroe, and Palm Beach County per a motion approved by the Committee on the Homeless.
- The Cat Network Program: \$10,000  
The Cat Network Program is a spay/neuter program for surgeries, vaccines, and wellness. This enhancement is to provide funding outside of the grant contribution for the trailer, septic tank, marketing, feeders, badges, and other operating expenditures needed for the program to be successful.
- Colony Theater: \$330,000 – Resort Tax  
The City's current agreement with Miami New Drama for management of the Colony Theater is presently \$170,000. Miami New Drama is a relatively new operator in Miami Beach, and has experienced tremendous artistic growth over the past two years, while contributing to the overall cultural landscape of our City. This enhancement increases the City's management agreement with Miami New Drama to \$500,000 and would be funded through an additional transfer from the Resort Tax Fund to the General Fund in FY 2018/19.

- **Bass Museum: \$234,000 – Resort Tax**

The City's current management agreement with the Friends of the Bass Museum is \$651,000. This enhancement increases the City's management agreement to \$885,000. The management company has spent many months working with City staff to provide full accounting and transparency regarding its earned and contributed income goals both this year and long-term, within the requested methodology to analyze the City's funding as it relates to the 2010 agreement to assume responsibility for the collection and its display. Pursuant to this agreement, it stands to reason that the City's annual contribution would go up in line with the annual Consumer Price Index (CPI). This has not happened over the past eight years; therefore, this enhancement would assume the full funding request in FY 2018/19, in order to be current, fiscally responsible, especially in light of the newly renovated facility and greatly enhanced exhibiting parameters. This enhancement would be funded through an additional transfer from the Resort Tax Fund to the General Fund in FY 2018/19.

- **Byron Carlyle Theater: \$162,000 – Resort Tax**

As part of a comprehensive strategy to incentivize local film in Miami Beach, the City of Miami Beach currently has an agreement with O'Cinema to operate the Byron-Carlyle Theater. As part of the City's current support, O'Cinema Management is seeking additional support of \$150,000 via this enhancement request for ongoing maintenance and repairs, as well as an annual subsidy to support and expand current programming in the theater. The current management agreement also stipulates that O'Cinema pay the City an annual minimum guarantee, as well as reimburse the City for 72% of the utility costs for the theater. This enhancement also requests, as a companion revenue reduction request (as noted in Attachment D), that the annual minimum guarantee and proportionate reimbursement to the City of 72% of the theater's utility costs be reduced (submitted as a \$12,000 revenue reduction request). The overall impact of this request is \$162,000. This enhancement would be funded through an additional transfer from the Resort Tax Fund to the General Fund in FY 2018/19.

### **Other Revenue Refinements (\$1,971,000)**

In addition to the recommended revenue enhancements listed above for FY 2018/19, the Administration refined the FY 2018/19 revenue projections throughout the budget process as more current year data became available. These adjustments resulted in an increase of approximately \$1,971,000 in FY 2018/19 projected revenues, primarily due to the following:

- Increase in Resort Tax transfer to the General Fund: \$160,000
- Increase in projected Interest Income: \$500,000
- Increase in Code Compliance Violation revenues: \$250,000
- Increase in Fire-Ambulance Fees: \$250,000
- Increase in revenues transferred to the General Fund from the Resort Tax Fund to cover the increase in the City's funding for the Bass Museum, the Colony Theater, and the Byron Carlyle Theater: \$726,000
- Increase in Administrative Fees to the General Fund from other funds: \$100,000
- Decrease in other miscellaneous revenues: \$15,000



### **Parking Fund Transfer to the General Fund (\$1,166,000)**

In order to reduce the burden on the Parking Fund, the Administration's goal was to reduce the \$4.4 million subsidy from the Parking Fund to the General Fund during the FY 2018/19 budget development process.

Based on direction given at the July 20<sup>th</sup> Budget Briefing, the FY 2018/19 transfer from the Parking Fund to the General Fund decreased from \$4.4 million to \$1,166,000 and was offset by a transfer of funds released from the City Center Redevelopment Agency (RDA) Fund in the amount of \$4.4 million in FY 2018/19. These RDA funds became available through approval of the Fourth Amendment to the Interlocal Agreement between the City and Miami Dade County. The City's objective is to reduce the General Fund's reliance on this funding from the RDA over the next four years during each budget development cycle.



### **One-Time Expenditures (\$1,073,000)**

Pursuant to Resolution No. 2006-26341, the City can use one-time, non-recurring revenue for capital expenditures or one-time expenditures and not to subsidize recurring personnel, operational and maintenance costs.

In an effort to further make investments toward creating additional capacity and increasing efficiency in the future, the Administration is recommending funding the FY 2018/19 enhancements below, which are considered one-time in nature, utilizing fund balance in accordance with Resolution No. 2006-26341:

- **First-Year Funding Bridge for Office of the Inspector General: \$484,000**  
The pro-rated cost of the Office of the Inspector General, if approved by the voters on November 6, 2018, is projected to be \$484,000 in its first year of operation (FY 2018/19). The intention is to fully fund this new office from a surcharge on City contracts, similar to

Miami Dade County's surcharge. It is important to note that surcharge revenues, if approved by the City Commission, would apply to new contracts as they are re-awarded. As a result, the full \$1.0 million in revenues needed to fund the projected year-two costs, which are annualized, would not be realized until FY 2023. Funding the first-year cost as a one-time expenditure from fund balance would be the first step in the funding bridge.

- Sunset Islands 3 & 4 Undergrounding Project Debt Service: \$212,000  
To advance fund the Sunset Islands 3 & 4 Utility Improvement, as adopted by Resolution 2015-29180, \$1.5 million was borrowed from the General Fund as approved by Resolution No. 2016-29273. There is currently no 3rd party outstanding debt. Once the project is completed, the City will enter into a bank loan in order to reimburse itself from the proceeds of such loan for funds advanced by the General Fund. Pursuant to Resolution 2015-29180, Section 8, the City will start billing a Special Assessment once the Mayor and Commission adopt a Resolution accepting the improvements as completed. Shortly thereafter, the City will commence billing and collections of the Assessment. Assessment receipts will be used to pay the loan. The \$212,000 is budgeted in anticipation of project completion in FY 2019, which could result in a debt service payment before the Assessments are collected.
- Business Tax Receipt (BTR) Process Improvements: \$200,000  
A subject matter expert would be retained to assess the City's Business Tax Receipt process and provide recommendations for improvement, which would be geared toward streamlining the BTR processes and increasing efficiency.
- Camillus House Pilot Project: \$92,000  
This organization proposes conducting targeted street outreach to chronically homeless persons with mental illnesses to provide medication and engagement to enable shelter and housing placement for those served. This request was recommended by the Committee for Quality Education and received a favorable recommendation for funding from the Neighborhood and Community Affairs and Finance and Citywide Projects Committees.
- Washington Avenue Master Plan: \$50,000  
The Washington Avenue Master Plan would be developed to focus on improvements to increase vibrancy, lighting, and gathering points along the Washington Avenue corridor for both residents and visitors.
- Employee Innovation Academy: \$35,000  
Employees at all levels would be educated on principles geared toward the elimination of waste, increased efficiency, improving processes, and ultimately creating a higher standard of government.

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

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

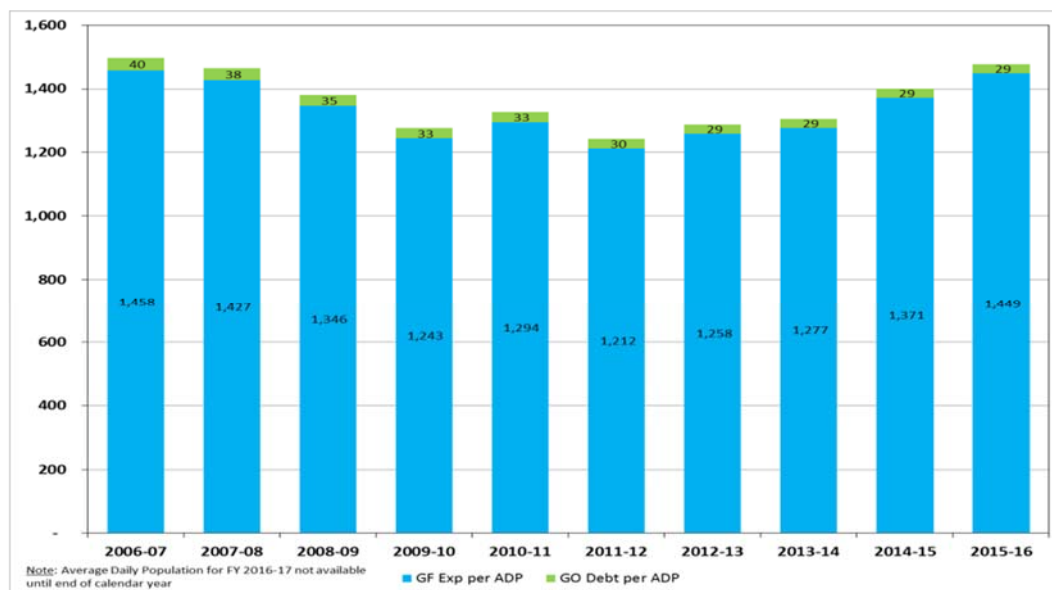
These include expenditures associated with police officers serving entertainment areas; a portion of fire rescue services from Fire Stations 1 & 2; ocean rescue services; enhanced code compliance provided to respond to evening entertainment area violations and staffing of special events; other code compliance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

The total Resort Tax Fund transfer to the General Fund for FY 2018/19 is \$35.8 million, which is a \$886,000 (2.5%) increase over the FY 2017/18 transfer of \$34.9 million. The FY 2018/19 transfer includes \$726,000 in increased funding for the Bass Museum, the Colony Theater, and the Byron Carlyle Theater, which all contribute to the City's cultural landscape.

## BUDGET AND POSITION TRENDS

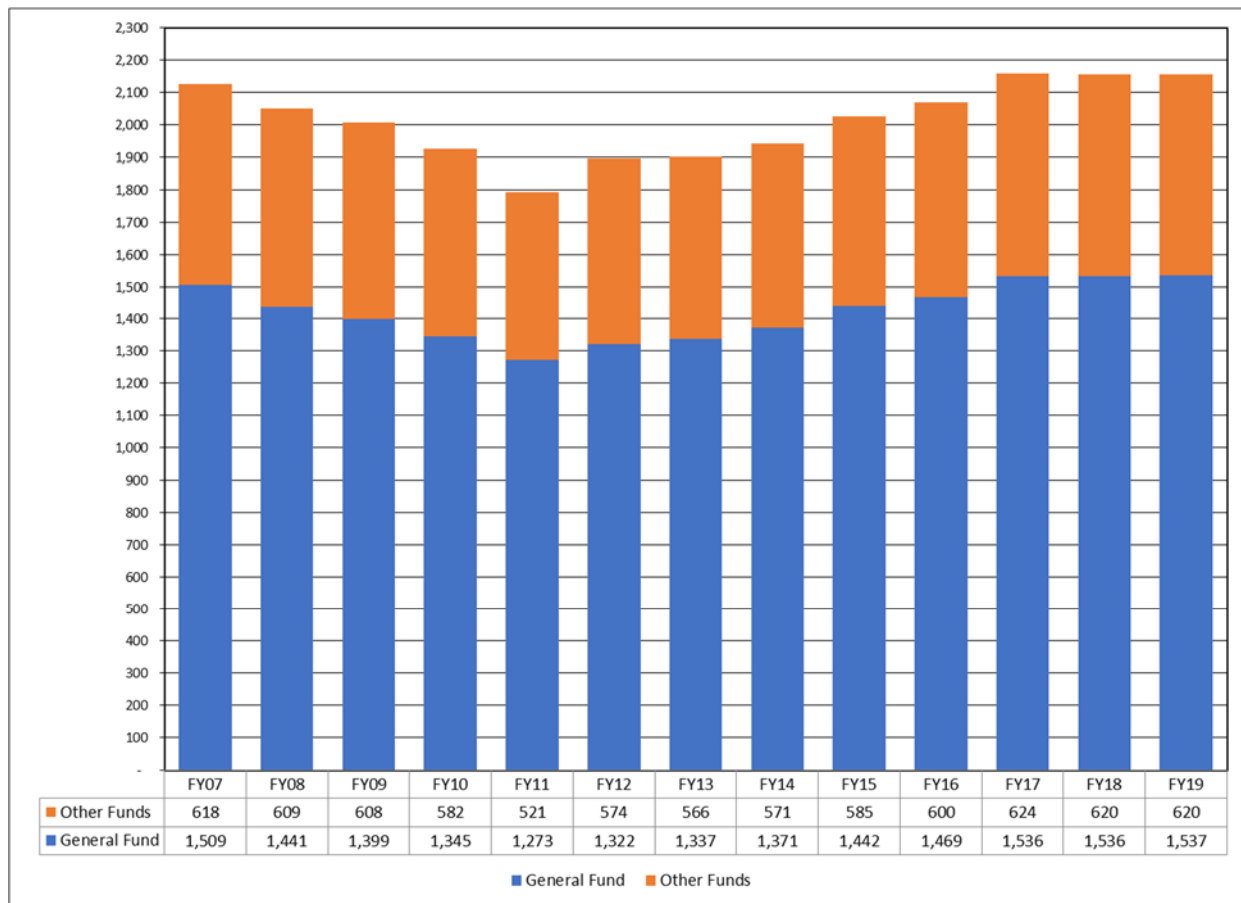
The 2016 Environmental Scan conducted as part of the strategic planning process showed that the average daily population in the city has grown 27.2 percent from 2007 to 2016. Much of this increase consists of additional other tourists (77 percent), seasonal residents (53 percent), hotel guests (40 percent), and non-tourist beach visitors (40 percent). Having over 27 percent more people in the City over the last ten years, without an offsetting increase in budget can result in services becoming degraded over time. The chart below shows the General Fund budget and General Obligation Bond Debt Service budget divided by the average daily population from FY 2007 to FY 2016. The chart shows that the average daily population has grown faster than the budget and that the FY 2016 amount is 1.4 percent below the FY 2007 amount.

**General Fund and G.O. Debt by Average Daily Population FY 2006/07 – FY 2015/16**



Despite the 27 percent growth in average daily population and tourism, the City's position count has remained relatively flat over time as shown in the chart below. The overall position count in FY 2018/19 is 1 position more than last year and 30 positions, or 1.4%, more than in FY 2006/07.

### Position Count FY 2006/07 - FY 2018/19



### FY 2018/19 ENTERPRISE FUND BUDGETS

Enterprise Funds are comprised of Sanitation, Water and Sewer, Storm Water, Parking, and Convention Center Departments. The FY 2018/19 Enterprise Funds Budget is \$210.0 million. This represents an increase of \$1.0 million, or 0.5%, over the FY 2017/18 budget of \$209.0 million, primarily due to the following:

- Water reflects an overall decrease of \$3.8 million, or 9.8%, primarily due to a decrease of \$4.8 million in debt service expenditures based on the current debt schedule for ongoing infrastructure projects allocated to water utilities improvements. This reduction was offset by increases in personnel, operating, and capital expenditures.
- Sewer reflects an overall increase of \$1.0 million, or 2.0%, primarily due to an increase of \$2.0 million in debt service expenditures based on the current debt schedule for ongoing infrastructure projects allocated to sewer utilities improvements. This increase was offset by decreases in personnel and capital expenditures.
- Parking reflects an overall decrease of \$5.1 million, or 8.7%, primarily due to a \$3.2 million and \$3.1 million reduction in the amount of Parking funds transferred to the General and

Transportation Funds respectively. During the development of the FY 2018/19 budget, one major priority was to reduce the burden on the Parking Fund by reducing these transfers. The goal is to continue to reduce these transfers over the coming years, allowing for the Parking Fund to restore its fund balance set aside for future renewal and replacement projects. The reduction in transfers were offset by increased personnel, other operating, and debt service expenditures.

- Storm Water reflects an overall increase of \$1.1 million, or 3.8%, primarily due to an increase of \$1.4 million in the amount budgeted to be set aside for future renewal and replacement of storm water capital assets, offset by reductions in personnel and debt service expenditures.
- Sanitation reflects an overall increase of \$1.2 million, or 5.5%, due to an increase of \$738,000 (5.8%) in personnel expenditures (primarily due to merit increases and increases in health insurance costs), and an increase of \$322,000 in operating costs, primarily due to an increase in the budgeted cost of janitorial services and residential solid waste disposal.
- Convention Center reflects an overall increase of \$6.7 million, or 52.7%, due to the anticipated re-opening of the facility. The prior year budget was artificially low due to the Convention Center being closed for the majority of the fiscal year. With the renovation and expansion of the Convention Center, the budget reflects a \$6.1 million increase in the contractor's cost, including a \$3.0 million increase in personnel expenditures, and a \$3.3 million increase in operating expenditures. The City's budgeted expenditures increased by \$544,000, primarily due to enhancements which include a one-time \$250,000 enhancement for the Convention Center Community Grand Opening & Gala, a \$360,000 enhancement for the Convention Center Transportation Enhancement Package, and a one-time \$200,000 enhancement for the City of Miami Beach Hall of Fame Digital Display. These enhancements were primarily offset by reductions in the City's personnel and other operating expenditures. The FY 2018/19 Convention Center budget requires the use of \$2.5 million of available fund balance in order to be balanced. With the newly-renovated and expanded Miami Beach Convention Center set to officially re-open in the Fall of 2018, the five-year forecast projects that the Fund will be balanced commencing FY 2019/20.

### **Parking Rate Increases**

In order to ensure adequate funding for future capital projects and renewal and replacement of existing Parking Department assets, the following parking rate increases were approved by the Committee at the FY 2018/19 Budget Briefings:

- Daily Space Rental Construction: \$224,000  
This proposed modification would increase the construction daily space rental fee from \$25/day to \$35/day.
- Entertainment District Meter Hours (Ocean Drive to Washington Avenue and 5th to 15th Street): \$135,000  
Currently, metered parking rates within the corridor of Ocean Drive to Washington Avenue and 5th to 15th Street are enforced from 9 am to 3 am. This proposed enhancement would increase the hours that these spaces are metered to 24 hours/day.

- 46th Street & Collins Avenue Parking Lot (P71): \$539,000  
Currently, metered parking at the 46th Street & Collins Avenue Municipal Parking Lot (P71), Monday to Friday, from 8am to 6pm, is \$1/hour, while weekends is a flat rate of \$20 for visitors and \$6 for residents. This proposed enhancement would change the hourly rate to a flat rate of \$20 for visitors and \$6 for residents, 24 hours/day. This enhancement, if approved, would also generate an additional \$149,000 in expenditure savings from a reduction in meter attendant services since revenue collections will be 100% automated.
- Hostel/Bed & Breakfast Residential Zones: \$30,000  
Currently, the annual residential parking permit rate is \$54.60. This proposed enhancement would replace the annual residential parking permit rate in the Hostel/Bed and Breakfast Residential Zones with the daily parking permit rate of \$3.00/day.

### **Sanitation Fund Rate Increases**

At the July 27, 2018 Budget Briefing, the Administration advised the Committee that the FY 2018/19 Sanitation budget reflected a projected shortfall, even after accounting for the \$941,000 increase in funding from the Resort Tax Fund as previously noted. This shortfall is primarily a result of increasing expenditures, which were not offset by rate increases during the economic downturn, as well as the Resort Tax Fund's inability to transfer \$1.9 million to the Sanitation Fund, over and above the \$1.8 million transfer included in the FY 2018/19 budget. In order to reduce the shortfall, the Administration proposed a combination of Sanitation rate increases. The Committee approved the following adjustments:

- Residential Fees  
A \$3.62 per month increase in Sanitation Residential Fees, which is a pass through of the recycling fees charged to the City by Miami Dade County. The City has been absorbing this cost since 2008.
- Franchise Fees (Commercial)  
A 2% increase in commercial franchise fees from 18% to 20%. This fee was last increased in 2007 and affects solid waste franchisees that provide service to commercial accounts and multi-family units.
- Roll-Off Permit Fees  
A 2% increase in commercial franchise fees from 18% to 20%. This fee has not been increased in 10 years and affects solid waste licensees that provide roll-off service to commercial and residential units.

After incorporating the rate increases noted above, the FY 2018/19 Sanitation Fund budget will need to use \$2.5 million in available fund balance to balance the budget. It is important to note that \$1.7 million of Sanitation Fund emergency reserves were expended in FY 2016/17 as a result of Hurricane Irma. It is anticipated that a percentage of these expenditures will be reimbursed by the Federal Emergency Management Agency (FEMA).

At the September 12, 2018 1<sup>st</sup> Public Hearing, the City Commission approved the Sanitation rate increases approved by the Committee at the July 27, 2018 Budget Briefing, with the exception of the pass through of the recycling fee portion of the Residential Fees assessed by Miami-Dade County.

## **FY 2018/19 INTERNAL SERVICE FUND BUDGETS**

Internal Service Funds are comprised of Central Services, Fleet Management, Information Technology, Risk Management, Medical and Dental, and Property Management. The FY 2018/19 budgets for Internal Service Funds is \$96.3 million, or 12.0%, more than FY 2017/18.

The 12.0% increase primarily resulted from a 19.0% increase in the Medical Fund budget, which is reflective of increasing health insurance costs due to a high claims experience during FY 2017/18. A portion of the increased cost has been passed on to employees through increased FY 2018/19 premiums. The FY 2018/19 Medical and Dental budget requires the use of \$1.9 million of available fund balance to be balanced. The Administration will continue to monitor the experience within the Fund and adjust benefits and premiums as appropriate.

Another driver of the FY 2018/19 budget increases is a significant increase in the Fleet Management budget. As noted at the May 24<sup>th</sup> Budget Workshop, due to fiscal constraints, the City has been delaying some vehicle and equipment replacements, and funding purchases with equipment loans versus cash. The FY 2018/19 budget includes a \$1.3 million increase in debt service expenditures towards the purchase of vehicles and equipment purchased in previous years, as well as those projected to be purchased in FY 2018/19. In the short-term, the Administration has proposed allocating approximately \$12.0 million of funds from the fourth RDA amendment over the next four years towards reducing the debt, and the replacement of the City's fleet using cash in lieu of financing. The City has also engaged the services of a consultant, who is assessing Fleet Management's inventory and will present recommendations on right-sizing opportunities.

Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, as well as Special Revenue Funds. The Risk Management Fund, however, reimburses the General Fund for the cost of legal services provided.

### **Use of One-Time Revenues for Recurring Expenditures**

As previously noted, the City's policy regarding use of one-time revenues states that "the City of Miami Beach will use one-time, non-recurring revenue for capital expenditures or one-time expenditures and not subsidize recurring personnel, operations, and maintenance cost." The Sanitation, Medical and Dental, and the Convention Center Funds each require the use of fund balance for recurring FY 2018/19 operating expenditures.

As a result, it is recommended that the City Commission waive this policy, as adopted by Resolution No. 2006-26341, providing for the one-time use of fund balance for the Sanitation, Medical and Dental, and Convention Center Funds. During the upcoming fiscal year, the Administration will recommend a plan of action to ensure that these funds will move toward being structurally balanced.

## **FY 2018/19 RESORT TAX FUND BUDGET**

The FY 2018/19 Resort Tax budget is \$89.4 million, which is an increase of \$6.2 million or 7 percent from FY 2017/18. This increase reflects the increase in Resort Tax revenues during the current fiscal year. The Administration will continue to monitor these revenues over the upcoming months. The FY 2018/19 Resort Tax budget includes:

- \$35,836,000 provided to the General Fund. This reflects an increase of \$886,000 (2.5%) over the FY 2017/18 transfer of \$34.9 million. These funds are used to support continuing tourism eligible expenditures such as code enforcement, cleanliness, the Park Ranger program, homelessness at Lummus Park, increased support for the Miami Beach Botanical Gardens and the City's cultural facilities, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, boardwalk security, special traffic enforcement and staffing during high impact periods. Funding also supports code compliance enforcement in the entertainment areas and a portion of the operational costs of the Department of Tourism, Culture and Economic Development, including an increase of \$726,000 transferred to the General Fund to increase the City's management agreements with the Friends of the Bass Museum (\$234,000), the Miami New Drama (\$330,000), and O'Cinema (\$162,000).
- \$3,456,000 million for enhancing City services, inclusive of Goodwill Ambassadors, during high Impact event periods such as Memorial Day, July 4<sup>th</sup>, Spring Break, and Art Basel. This reflects an increase of \$851,000 over FY 2017/18 funding which is comprised of an additional \$700,000 in funding for police overtime, and \$151,000 for the City's share of the Ocean Drive Tourist Oriented Policing Off-Duty Services pilot program.
- \$2,862,000 million contribution to the Miami Beach Visitor and Convention Authority (VCA) based on the legislated funding formula.
- \$200,000 to continue the local Miami Beach marketing campaign, which is matched with funds from the Greater Miami Convention and Visitors Bureau (GMCVB), the Miami Beach Visitor and Convention Authority (VCA), and the Cultural Arts Council (CAC).
- \$535,000 for enhanced holiday decorations throughout the City's tourism areas.
- \$450,000 contribution to partially offset expenditures for the Miami Beach Air and Sea Show (\$350,000) and International Tennis Federation Tennis Event (\$100,000).
- \$100,000 for Memorial Day weekend cultural activation events.
- \$73,000 contribution for the Miami Beach Gay Pride Parade event. This contribution was previously funded at \$10,000 by the General Fund. During the Budget Briefings, the Committee recommended increasing funding and transferring the expenditure to the Resort Tax fund.
- \$81,000 allocated for professional services to fund special events marketing sponsorships, annual audit services, and consulting fees.
- \$1,000,000 for year five of a fifteen-year annual contribution of \$1 million to Mount Sinai Medical Center to fund the design and construction of a new emergency room facility.
- \$6,651,000 contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) based on a new performance-based contract executed January 2016.



- \$1,812,000 contribution to Sanitation for services provided throughout the entertainment district. This represents a \$941,000 increase over last year. As noted at the Budget Briefings, the Resort Tax Fund was unable to fund \$2.8 million of payments due to the Sanitation Fund for services provided in FY 2017/18. This is the first step toward increasing funding toward the Sanitation Fund.
- \$542,000 to support the initiative to provide better service by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and during high impact periods.
- \$500,000 in contingency to fund one-time unforeseen expenditures and \$274,000 for unforeseen expenditures that may occur during high-impact event periods. This combined total represents a \$524,000 increase over the contingency budgeted in FY 2017/18.
- \$14,421,000 for North, Middle, and South Beach Quality of Life (QOL) Capital Projects that enhance Miami Beach's tourist related areas, plus continued support of transportation initiatives and various arts and cultural programs. Commencing in FY 2018/19, the allocation of the 1% QOL bed tax is proposed to reflect the following contributions: Transportation 60%, North Beach QOL 10%, Middle Beach QOL 10%, South Beach QOL 10%, and Arts 10%.
- \$14,421,000 for debt service associated with the Resort Tax revenue bonds issued in 2015 for the expansion and renovation of the Miami Beach Convention Center.

### **1% Resort Tax Fund Quality-of-Life Funding Allocations**

The current 1% Quality of Life bed tax, as adopted by Resolution No. 2015-28919, is approved to be used as follows: 45% allocated for Transportation initiatives in tourist-related areas; 15% allocated equally among North Beach, Middle Beach and South Beach for capital projects that enhance Miami Beach's tourist related areas; and 10% allocated to various arts and cultural programs.

As approved by the Committee at the July 13, 2018 Budget Briefing, commencing FY 2018/19, this would be amended to increase the allocation for Transportation initiatives from 45% to 60% and decrease North Beach, Middle Beach, and South Beach capital from 15% to 10% each, which would reduce the Parking Fund's subsidy to the Transportation Fund. Based on revenues collected as of June 2018, the projected FY 2018/19 1% Resort Tax contribution for transportation initiatives would increase by approximately by \$2.2 million thereby reducing the Parking Fund subsidy to the Transportation Fund by the same amount.

FY 19 PROJECTED (CURRENT)			FY 19 PROJECTED (PROPOSED)			Prop vs Curr.
1% Quality of Life (QOL) Revenue Allocation			1% Quality of Life (QOL) Revenue Allocation			1% Allocation
Transportation	45%	6,490,000	Transportation	60%	8,653,000	2,163,000
NB - QOL	15%	2,163,000	NB - QOL	10%	1,442,000	(721,000)
MB - QOL	15%	2,163,000	MB - QOL	10%	1,442,000	(721,000)
SB - QOL	15%	2,163,000	SB - QOL	10%	1,442,000	(721,000)
Arts	10%	1,442,000	Arts	10%	1,442,000	0
Total	100%	14,421,000	Total	100%	14,421,000	0

**CONCLUSION**

In summary, the millage rate of 5.8888 mills remains the same as last year and is the lowest millage rate in the history of the City of Miami Beach. The FY 2018/19 budget includes service level enhancements that address high priority needs of the City as identified through the Commission Budget Retreat, four Budget Briefings, and 1<sup>st</sup> Public Hearing on September 12, 2018. The Administration recommends adoption of the attached Resolution which establishes the final budgets for General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, Internal Service, and Special Revenue Funds for FY 2018/19.

Attachment A – FY 2018/19 Recommended Expenditure Reductions/Efficiencies

Attachment B – FY 2018/19 Recommended Revenue Enhancements

Attachment C – FY 2018/19 Recommended Expenditure Enhancements

Attachment D – FY 2018/19 Recommended Revenue Reductions

JLM/JW/TOS

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
BUILDING							
Eliminate Receptionist Position (Vacant Position)	Building	\$58,000	\$59,000	1		Administration	Elimination of this position from the North Beach Office will save the Building Department since the 2 Permit Clerk positions assigned to The North Beach Office will divide the duties of this Receptionist position thus creating an efficiency with little to no impact to customer service operations.
CITY ATTORNEY							
Reduce Professional Fees for Outside Counsel	General	\$50,000	\$50,000			Outside Labor Legal Counsel	A reduction in professional services fees will limit the City Attorney's utilization of outside counsel to handle complex matters.
CITY MANAGER							
Eliminate One (1) Part-Time Office Assistant Position (Vacant Position)	General	\$11,000	\$11,000		1	Administration	Elimination of this Part-Time Office Assistant position will adversely impact the City's commitment to the Best Buddies program.
Eliminate Assistant City Manager Position once Vacated (Filled Position)	General	\$75,000	\$300,000	1		Administration	Elimination of this position, effective 07/01/2019, would result in the duties of this position being distributed amongst the remaining three Assistant City Manager positions in the City Manager's Office. The current incumbent is anticipated to retire during FY 2019. The Year 1 recommended reduction amount of \$76,000 reflects the retirement date of the current incumbent, which is anticipated to be July 1, 2019. Year 2 reflects the annualized cost of eliminating this position.
Eliminate Rapid Response Team (Filled Positions)	General	\$147,000	\$149,000	2		Administration	Elimination of the Rapid Response Team within the City Manager's Office will result in much longer response times for calls regarding public safety and infrastructure issues within the City. The Rapid Response Team is responsible for ensuring that areas are within good conditions by regularly monitoring their status in the field. Without the Rapid Response Team, a gap in the maintenance of City property would be created, which would ultimately need to be assumed by another group.
CITYWIDE							
Eliminate Management Interns	General	\$43,000	\$43,000			Administration	In accordance with the hiring freeze implemented by the City Manager, the Management Internship program will be suspended until further notice. This proposed reduction reflects the elimination of the program, effective FY 2018/19.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
Reduce General Fund Contingency	General	\$332,000	\$332,000			Citywide Contingency	This contingency account is used to fund unforeseen expenditures that may be incurred during the fiscal year. This reduction would reduce the amount available to \$1 million.
Reduce Resort Tax Fund Contingency	Resort Tax	\$726,000	\$726,000			Citywide Contingency	This contingency account is used to fund unforeseen expenditures that may be incurred during the fiscal year. This reduction in contingency will allow for an additional increase in Resort Tax transfer to the General Fund for the cost of Resort Tax eligible enhancements for the Bass Museum (\$234,000), the Colony Theater (\$330,000), and Byron Carlyle Theater (\$162,000).
Transfer Annual Miami Beach Gay Pride Contribution	General	\$10,000	\$10,000			Grants & Contributions	This reduction will transfer the City's annual contribution to Miami Beach Gay Pride from the City's General Fund to the Resort Tax Fund, which per direction from the Finance and Citywide Projects Committee meeting on July 13, 2018, is subsequently being submitted as enhancement request to increase funding in FY 2018/19 (one-time) from \$10,000 to \$73,000.
Eliminate Miami Design Preservation League (MDPL) Grant Contribution as recommended by the Finance and Citywide Projects Committee	General	\$23,000	\$23,000			Grants & Contributions	This reduction will eliminate the City's annual contribution to the Miami Design Preservation League (MDPL), as recommended by the Finance and Citywide Projects Committee, which in accordance with the grant agreement, is to be utilized by the grantee for online database "RuskinArc" software, student interns, project oversight, marketing and research.
<b>CODE COMPLIANCE</b>							
Eliminate Two Code Compliance Officer I Positions (Vacant Positions)	General	\$122,000	\$124,000	2		Field Operations	Elimination of two Code Compliance Officers could result in a negative impact to the timeliness of Code Compliance response to calls for service in the high demand Entertainment District, which primarily consists of noise complaints, sanitation issues, illegal vendors, sidewalk cafes, proactive inspections including Business Tax Receipt (BTR) inspections, alcohol sales, and property maintenance issues. The negative impact will be felt similarly Citywide in the reduction of timeliness of Code Compliance response to calls for service and proactive inspections such as those related to Zika prevention.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
EMERGENCY MANAGEMENT							
Reduce Funding for Security Cameras Assessment and Crime Prevention Through Environmental Design (CEPTED) Program (Recurring)	General	\$25,000	\$25,000			Homeland Security	This efficiency reduces the CEPTED program at various City facilities. With the completion of the City Hall, North Shore Youth Center, and Scott Rakow Youth Center assessments, the Department of Emergency Management has determined that much of the remaining assessments can be accomplished by existing staff even though some facilities may require limited expert analysis to complete.
Emergency Management Department Re-organization (Recurring)	General	\$238,000	\$241,000	1		Multiple Programs	This efficiency is based on the reclassification of a Communications Manager position to an Emergency Management Technician position, in conjunction with the reclassification of an Executive Office Associate I position to an Office Associate IV position based on the current needs of the department, as well as elimination of the Emergency Management Director position and other operating expenditures.
ENVIRONMENT & SUSTAINABILITY							
Eliminate Environmental Technician Position (Vacant Position)	Building	\$60,000	\$61,000	1		Environmental Resources Management	Elimination of this position would result in the duties of this position being split among existing personnel within the department.
FIRE							
Reduce Funding for Printing	General	\$500	\$500			Multiple Programs	This budget is used for printing manuals and programs for Fire Department functions. The department is proposing a \$500 reduction from this budget and will work to completely eliminate printing.
Reduce Funding for Subscriptions	General	\$2,500	\$2,500			Multiple Programs	This budget is used for subscriptions of Fire Service related publications. The department is proposing a \$2,500 reduction from this budget by using available electronic options.
Reduce Funding for Rent-Building & Equipment	General	\$6,000	\$6,000			Multiple Programs	This budget is used for rental of Sharp copiers in the Public Safety Communications Unit. The department is proposing a \$6,000 reduction from this budget and will work with existing resources.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
Reduce Funding for Temporary Labor	General	\$10,000	\$10,000			Multiple Programs	This budget is used for temporary labor. The department is proposing a \$10,000 cut from this budget and will work to staff with current employees.
Reduce Funding for Contracted Services - Repairs and Maintenance	General	\$15,000	\$15,000			Multiple Programs	The department is proposing a \$15,000 reduction from contracted services - repairs and maintenance and will work with existing resources.
Reduce Funding for Training & Awards	General	\$45,000	\$45,000			Multiple Programs	This budget is used for training & awards. The department is proposing a \$45,000 reduction from this budget and will utilize adjusted resources to further departmental training.
Reduce Funding for Uniforms	General	\$50,000	\$50,000			Multiple Programs	The department is proposing a \$50,000 reduction from this budget based on anticipated need for uniforms in accordance to the collective bargaining agreement.
Reduce Funding for Other Operating Expenditures	General	\$50,000	\$50,000			Multiple Programs	This budget is used for other operating expenditures. The department is proposing a \$50,000 reduction from this budget based being able to meet the department's operating needs with the adjusted resources.
Eliminate Administrative Aide I Position (Vacant Position)	General	\$53,000	\$54,000	1		Multiple Programs	Elimination of this position would result in the duties of this position being split among existing personnel within the department.
Eliminate Quartermaster Position (Vacant Position)	General	\$60,000	\$61,000	1		Support Services & Training	Elimination of this position would result in the duties of this position being split among all divisions adversely impacting personnel assigned to the Support Services division, the Rescue division, and shift division chiefs, among other personnel. The Quartermaster position is a key position in the Fire Department that is responsible for the systematic receipt, storage, maintenance, and issuance of fire department related equipment and supplies. The Quartermaster is also responsible for maintaining the accountability of medical supplies and fire equipment.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
HUMAN RESOURCES							
Eliminate Assistant Human Resources Director Position (Vacant Position)	General	\$121,000	\$123,000	1		Compensation and Payroll	Defer hiring of a full time Human Resources Assistant Director position at a savings of approximately \$121,000 annually, including benefits. Not filling this position will backlog existing Human Resource functions.
INTERNAL AUDIT							
Reduce Funding for Outside External Resort Tax Auditors and Replace with a Full-Time Tax Auditor Position	Resort Tax	\$48,000	\$32,000	-1		Resort Tax	Since FY 2015/16, the Office of Internal Audit has budgeted \$125,000 to be disbursed to three external auditing companies for the completion of 50 annual Resort Tax audits. Despite more favorable payment terms under the current agreement, these companies have not used all of the allotted monies and have completed a relatively small number of audits (only 8 have been completed as of 07/09/18 for FY 2017/18). The addition of a full-time tax auditor position would result in more audits being conducted annually as current internal Resort Tax auditors complete approximately 50 per year and less late/incomplete audits as the external auditors tend to not as aggressively pursue auditees that don't respond timely. This proposed efficiency, despite a full-time position being added to the Office of Internal Audit, would result in a net savings to the budget if approved and an increased number of completed Resort Tax audits.
ORGANIZATIONAL DEVELOPMENT & PERFORMANCE INITIATIVES							
Eliminate Twelve (12) Undergraduate Internships and Ten (10) Graduate Internships (One-Time)	General	\$69,000	\$0			Education	In accordance with the hiring freeze implemented by the City Manager, the Graduate and Undergraduate Internship program will be suspended until further notice. This proposed reduction reflects the elimination of the program for FY 2018/19, excluding the cost for two graduate students who have already begun their year-long internships within FY 2017/18.
PARKING							
Reduce Funding for Outside Contract for Online Implementation and Paper Permit Cost by adding a Senior Systems Analyst Position	Enterprise	\$70,000	\$46,000	-1		Permits	This efficiency would eliminate current funding allocated for outside contracted personnel and create a new position within the Information Technology Department instead, which would be funded by the savings of the contracted personnel and include a more robust IT team supporting all parking-related software development and applications.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
Reduction in Attendant Labor and Security Guard Costs associated with the Proposed Rate Change at the 46th & Collins Avenue Municipal Parking Lot (P71) from an hourly to daily flat rate, Monday to Friday	Enterprise	\$149,000	\$149,000			Meter Parking Services	This efficiency is part of a revenue enhancement that would result in savings in attendant labor and security guards at the 46th & Collins Avenue Municipal Parking Lot (P71). This efficiency is feasible only if the companion revenue enhancement proposed for FY 2018/19 is approved.
Increase Spacing between Surface Lot and On-street Parking Pay Stations	Enterprise	\$123,000	\$123,000			Meter Parking Services	This reduction of 100 pay stations (from 853 to 753) would further transition usage from physical pay stations to mobile payment applications (Parkmobile). It would also result in reduced expenditures for collections, extended warranty, and wireless data, while still maintaining a pay station presence citywide.
Eliminate Parking Meter Tech I Position (Vacant Position)	Enterprise	\$32,000	\$33,000		1	Meter Parking Services	Elimination of this position would result in the duties of this position being split among existing personnel within the department.
Eliminate Parking Operations Manager Position (Vacant Position)	Enterprise	\$76,000	\$77,000	1		Maintenance and Operation of Municipal Parking Garages	Elimination of this position would result in the duties of this position being split among existing personnel within the department.
Eliminate Two Parking Coin Room Positions (Filled Positions)	Enterprise	\$90,000	\$93,000	2		Meter Parking Services	With the implementation of Parkmobile and related increase in credit card use, there has been a significant decrease in the use of coins and notes. Since 2012, there has been a decrease of 84% in coins and a decrease of 31% in notes collected and counted in the coin room - overall cash collected decreased 50%. Currently, 78% of meter revenue is collected by credit card. Additionally, there has been a 18.7% reduction in the number of meter collections resulting in a decreased workload for this unit since their primary function is counting coins and notes.
<b>PARKS &amp; RECREATION</b>							
Reduce Funding for Advertising	General	\$3,000	\$3,000			Administration	This budget is used for all creative advertising efforts in print and social media outlets for programming and events year-round. The department is proposing a \$3,000 reduction from this budget and will use current resources to fund these efforts.



**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
Reduce Funding for Painting of Park Facilities	General	\$10,000	\$10,000			Park Facilities	This budget is used to for the painting of any park facility throughout the year. The department is proposing a \$10,000 reduction from this budget and will utilize other resources to provide the same level of service.
Reduce Funding for Locksmith Services	General	\$5,000	\$5,000			Park Facilities	This budget is used a majority of the time to replace broken and/or vandalized locks at the beachfront restrooms. The department is proposing a \$5,000 reduction to align with utilization.
Reduce Funding for Rental Equipment from Parks Maintenance	General	\$5,000	\$5,000			Parks Ground Maintenance	This budget is used for the rental of equipment such as sod cutters, bobcats, etc. for the Parks Maintenance Division to perform special projects. The department is proposing a \$5,000 reduction from this budget based on utilization.
Eliminate Safety Surface Maintenance and Repairs	General	\$50,000	\$50,000			Parks Facilities	This budget is used to perform regular maintenance to the playground safety surface on an annual basis, which will prevent constant Capital requests for replacement. The department is proposing a \$50,000 reduction from this budget and will utilize any realized savings in the coming year to perform required maintenance.
Eliminate 3 PT Municipal Service Worker I Positions (Vacant Positions)	General	\$48,000	\$48,000		3	Parks Ground Maintenance	Elimination of this position would result in the duties of this position being split among existing personnel within the department.
Eliminate 3 PT Municipal Service Worker Trainee Positions (Vacant Positions)	General	\$47,000	\$47,000		3	Parks Ground Maintenance	The Parks and Recreation Department is proposing the elimination of 3 Part-Time Municipal Service Worker Trainee positions for FY 2018/19 since these positions have been vacant and the department no longer finds these positions beneficial to servicing the public.
Freeze 3 PT Municipal Service Worker I Positions (Vacant Positions)	General	\$51,000	\$0			Parks Ground Maintenance	The Parks and Recreation Department is proposing freezing 3 Part-Time Municipal Service Worker I positions for FY 2018/19 since these positions have been vacant and the department is having a difficult time filling them due to failed background checks by previously selected applicants. The department can continue to temporarily provide current levels of services without these positions being filled for the time being.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
POLICE							
Eliminate PT Office Associate IV Position (Filled Position)	General	\$34,000	\$35,000		1	PIO/Communications	Elimination of this position will result in a variety of internal and external projects, programs and surveys being reduced and/or eliminated, which includes the design and production of social media, newsletters, print, and special events that showcase the Miami Beach Police Department (MBPD). This position also serves as a Public Information Officer for the MBPD.
Reduce City Hall Campus Private Security	General	\$159,000	\$159,000			Patrol - Area 1 South District (South Pointe to Dade Blvd.)	This proposed reduction would remove two security posts assigned to City Hall based on an overall assessment of private security guard services utilized by the Police Department to provide security in and around City Hall: a roving security guard for the parking garage and a security guard for the first floor.
PUBLIC WORKS							
Eliminate One (1) Municipal Service Worker III (Vacant Position)	General	\$52,000	\$53,000	1		Contract Landscape Maintenance	This reduction will result in the limitation to dispatch and supervise several work crews to tackle various tasks simultaneously, and it places more responsibility on our sole Heavy Equipment Operator (HEO.). Unlike our MSW I & II, the MSW III personnel typically possess a Commercial Driver’s License (CDL) and operates our heavy equipment (front-end loader, back-hoe, grapple-truck, Bobcat®, etc.) on special projects, emergency response, and the Landfall Team. The MSW III also provides direct supervision over work crews consisting of MSW I & II, and functions as a lead worker in all major landscape or irrigation projects.Since the MSW III position is a "promotion only" opportunity, the elimination of this intermediate "step" creates a void for current MSW II staff who need to gain the exposure, responsibility, and growth necessary to transition from MSW II to Supervisor (also a "promotional only" position.)

**ATTACHMENT A  
FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
Reduce Greenspace Contract Maintenance	General	\$136,000	\$136,000			Contract Landscape Maintenance	This reduction will result in a significant increase in turf grass height (from 6" to 8") between services, a higher occurrence of weeds (especially during wetter months), landscape damage compounded over time due to a delayed remediation response (irrigation breaks, pest infestations, nutrient deficiencies), unsightly landscape issues (dead/missing shrubs, broken tree limbs, damaged sod remain unaddressed longer), extended maintenance times per site when a service does occur due to the amount of overgrowth between services, an increase in complaints and E-Gov requests regarding the City's perceived 'abandoned' appearance, and an overall diminished perception of the City being a clean and safe place.
<b>TRANSPORTATION</b>							
Eliminate funding for Advertising	Special Revenue	\$27,000	\$27,000			Trolley Service	Given that citywide trolley service was established during FY 2017/18 and that neither route changes nor implementation of new routes is anticipated during FY 2018/19, advertising of trolley services is no longer necessary.
Eliminate funding for Trolley Service Promotional Items	Special Revenue	\$5,000	\$5,000			Trolley Service	Given that citywide trolley service was established during FY 2017/18 and the high ridership promotional materials can be eliminated.
Reduce Funding for Trolley Service Related Printing	Special Revenue	\$3,000	\$3,000			Trolley Service	Given that citywide trolley service was established during FY 2017/18 and that neither route changes nor implementation of new routes is anticipated during FY 2018/19, demand for brochures may be lower; therefore, this reduction will have a minimal impact on the printing of approximately 12,000 brochures on a monthly basis for trolley services.

**ATTACHMENT A**  
**FY 2018/19 REDUCTIONS AND EFFICIENCIES**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
Eliminate funding for Ciclovía	Special Revenue	\$124,000	\$124,000			Administration	As part of the FY 2016/17 adopted budget, the City Commission approved funding for Ciclovía as part of the Transportation Special Revenue Fund. (Resolution # 2016-29565). At the May 22, 2018 Neighborhoods and Community Affairs Committee meeting, the Committee approved a motion to no longer fund Ciclovía.
<b>Grand Total Recommended</b>		<b>\$3,749,000</b>	<b>\$3,834,000</b>	<b>13</b>	<b>9</b>		

Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions	
			FT	PT
General Fund	\$2,158,000	\$2,276,000	10	8
	\$0	\$0		
	<b>\$2,158,000</b>	<b>\$2,276,000</b>	<b>10</b>	<b>8</b>
Building	\$118,000	\$120,000	2	0
Internal Service	\$0	\$0	0	0
Resort Tax	\$774,000	\$758,000	-1	0
RDA	\$0	\$0	0	0
Enterprise	\$540,000	\$521,000	2	1
Special Revenue	\$159,000	\$159,000	0	0

*Internal Service impact (% based on FY 2018/19 Allocations)*

**ATTACHMENT B**  
**FY 2018/19 REVENUE ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
PARKING							
Rate Change from Hourly to Daily Flat Rate, Monday to Friday, at 46th Street & Collins Avenue Municipal Parking Lot (P71)	Enterprise	\$539,000	\$539,000			Metered Parking Services	Metered parking at the 46th Street & Collins Avenue Municipal Parking Lot (P71) Monday to Friday, from 8am to 6pm, is currently \$1/hr, while weekends is a flat rate of \$20/\$6 for residents. This proposed enhancement request changes the hourly rate to a flat rate of \$20/\$6 for residents (24 hrs/day). This enhancement will also result in a \$149,000 expenditure savings from meter attendant services, as revenue collections will be 100% automated.
Construction Parking Daily Space Rental Fee (from \$25/day to \$35/day)	Enterprise	\$224,000	\$224,000			Permits	This proposed enhancement request increases the daily space rental fee from \$25/day to \$35/day.
Increase Parking Meter Hours of Enforcement - Hours Entertainment District - Ocean Drive to Washington Ave & 5th to 15th (from 9am - 3am to 24 hours)	Enterprise	\$135,000	\$135,000			Metered Parking Services	Metered parking rates for this corridor of the City are currently enforced from 9am to 3am. This proposed enhancement increases the hours that these spaces are metered to 24 hrs/day.
Hostel/Bed & Breakfast Residential Zones	Enterprise	\$30,000	\$30,000			Permits	The annual residential parking permit rate is currently \$54.60. This proposed enhancement replaces the annual residential parking permit rate in the Hostel/Bed and Breakfast Residential Zones with the daily parking permit rate of \$3.
PARKS & RECREATION							
Non-Resident Parks Programming and Rental Fees Catch-up Increase	General	\$41,000	\$41,000			Multiple Programs	Parks and Recreation fees were last increased in 2003. Since that year, the Consumer Price Index (CPI) has increased a total of 35.3% cumulatively. The Parks and Recreation Department has conducted a fee comparison study, which indicates that the City's current rates are well below comparable cities' rates. Therefore, the department is proposing a mid-range increase in fees for programming and rentals of 17.5% for all Non-Residents. Additionally, the department is recommending that these fees be indexed to CPI annually moving forward.

**ATTACHMENT B**  
**FY 2018/19 REVENUE ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Increase in Miami Beach and Normandy Shores Golf Club Fees	General	\$265,000	\$265,000			Miami Beach Golf Club & Normandy Shores Golf Club	This increase in golf fees for FY 2018/19 is being proposed to allow both clubs in the City to remain competitive across the market, while continuing to offer reasonable rates for Miami Beach residents, South Florida Residents and visitors. The recommended increases in fees for membership due rates, non-resident rates, equipment rental rates, etc. are estimated to generate an additional \$230,000 for the Miami Beach Golf Club and \$35,000 for the Normandy Shores Golf Club.
<b>POLICE</b>							
Police Off-Duty Administrative Fee	General	\$164,000	\$164,000			Special Events/Off-Duty Unit	The Police Department is proposing an increase in the Police Off-Duty Administrative Fee from the current rate of \$10 per hour to \$12 per hour. This fee covers the administrative costs associated with the Police Off-Duty program, which was last increased October 6, 2008.
<b>PUBLIC WORKS</b>							
Elevator Inspection/Permit Fees	General	\$236,000	\$236,000			Elevator	Based on the last increase in fees, the Public Works Department is proposing a 20% across-the-board increase in elevator inspection and permit fees, except for those regulated by Florida State Statute, which would generate approximately \$236,000 in additional revenue.
Elevator Lockboxes	General	\$11,000	\$11,000			Elevator	Based on the last increase in fees, the Public Works Department is proposing an increase in elevator lockbox fees from the current rate of \$65.00 to \$100.00 commencing in FY 2018/19, which would generate approximately \$11,000 in additional revenue.

**ATTACHMENT B  
FY 2018/19 REVENUE ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Sidewalk Café Fees	General	\$358,000	\$358,000			Right-of-Way	The Public Works Department currently manages approximately 66,000 square feet of sidewalks available to be billed. This enhancement would increase the sidewalk café fee from \$20 per sq/ft, which went in to effect October 1, 2011, to \$25 per sq/ft commencing in FY 2018/19 and generate approximately \$358,000 in additional revenue.
<b>TOURISM, CULTURE &amp; ECONOMIC DEVELOPMENT (TCED)</b>							
Food Trailers (Pilot Program)	General	\$60,000	\$0			Management of City Real Estate Assets	Funding from this pilot program for food trailers located seaward of upland hotels and condominiums, as approved at the June 27, 2018 Commission meeting, provides that concessionaires pay the City \$10,000 per month for the six month pilot program. At this time, one operator, the W hotel, has decided to participate in the program.
<b>Grand Total Recommended</b>		<b>\$2,063,000</b>	<b>\$2,003,000</b>	<b>0</b>	<b>0</b>		

Fund	Recommended Enhancement	Year 2 Impact	Positions	
			FT	PT
General Fund	\$1,135,000	\$1,075,000	0	0
	\$0	\$0		
	<b>\$1,135,000</b>	<b>\$1,075,000</b>	<b>0</b>	<b>0</b>
Building	\$0	\$0	0	0
Internal Service	\$0	\$0	0	0
Resort Tax	\$0	\$0	0	0
RDA	\$0	\$0	0	0
Enterprise	\$928,000	\$928,000	0	0
Special Revenue	\$0	\$0	0	0

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
BUILDING							
Living Wage Impact	Building	\$8,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
CAPITAL IMPROVEMENT PROJECTS (CIP)							
Living Wage Impact	General	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
CITY CLERK							
Living Wage Impact	Internal	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
CITY ATTORNEY							
Living Wage Impact	General	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2019.



**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
CITYWIDE							
Employee Innovation Academy (One-time)	General	\$35,000	\$0			Employee Costs	This enhancement is being requested for employees at all levels of the organization to be educated on the principles geared toward the elimination of waste, increased efficiency, improving processes, and ultimately creating a higher standard of government.
Additional Miami Beach Gay Pride Contribution (One-time)	Resort Tax	\$73,000	\$10,000			Grants & Contributions	Event organizers are requesting that the City assist with coverage of certain fees and costs which cannot legally be waived for the Miami Beach Gay Pride Parade, and would therefore require coverage from another area of City funds. The organization is requesting an increase in the City's contribution, which is recommended to be transferred from the General Fund to the Resort Tax Fund for FY 2018/19, from the current budgeted annual contribution of \$10,000 to \$73,000 for FY 2019.
COMMUNICATIONS							
Living Wage Impact	General	\$16,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
FINANCE							
Business Tax Receipt (BTR) Process Improvement (One-time)	General	\$200,000	\$0			Business Tax Receipts, Certificates of Use, and Annual Fire Permits	This one-time enhancement request is being submitted to retain a subject matter expert that would assess the City's current business tax receipt process and provide recommendations for improvement, which would be geared toward streamlining the BTR processes and increasing efficiency.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Living Wage Impact	General	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>FIRE</b>							
Living Wage Impact	General	\$2,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>FLEET MANAGEMENT</b>							
Living Wage Impact	Internal	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>HOUSING &amp; COMMUNITY SERVICES</b>							
Camillus House Pilot Project Targeting Chronically Mentally Ill Homeless Persons (One-time)	General	\$92,000	\$0			Homeless Outreach and Shelter Beds	Camillus House proposes conducting targeted street outreach to chronically homeless persons with mental illness to provide medication and engagement to enable shelter and housing placement for those served. This item is being submitted as an enhancement per the Committee for Quality Education which received a favorable recommendation for funding from the Neighborhood and Community Affairs Committee.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Additional Funding for Homeless Relocation Services	General	\$10,000	\$10,000			Homeless Relocation	With the increase in relocation funds, the Homeless Outreach Program will be able to reconnect up to an estimated 250 additional homeless clients with family living outside of Miami-Dade, Broward, Monroe and Palm Beach County per a motion approved by the Committee on the Homeless.
<b>HUMAN RESOURCES</b>							
Living Wage Impact	General	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
Living Wage Impact	Internal	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>OFFICE OF THE INSPECTOR GENERAL</b>							
Office of the Inspector General (One-time)	General	\$484,000	\$1,100,000	5		Administration	Pursuant to Commission direction, and pending a referendum vote in November 2018, the Office of the Inspector General would act as another defense against fraud, waste, and abuse within the City's operations and projects. The office would function autonomously and independently, so as to be protected from any form of political influence while protecting the interest of the City's residents, visitors, and business owners. <i>Funding for this enhancement is contingent on City Commission's approval of a surcharge on future contracts, which would cover the cost of operating this new office.</i>

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
ORGANIZATIONAL DEVELOPMENT & PERFORMANCE INITIATIVES							
Part-Time Education Compact Initiatives Coordinator Position	General	\$45,000	\$45,000		1	Education	With the increase in education initiatives, the department requires an individual to support Education Compact Initiatives and other Commission priorities related to education. This part-time position will also identify opportunities and gaps in services/programs which will prepare children and youths for their futures. Based on its size, the number of initiatives supported by the City has stressed the workload of current staffing within the department.
PARKING							
Living Wage Impact	Enterprise	\$144,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
Living Wage Impact	Special Revenue	\$23,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
Living Wage Impact	RDA	\$45,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
PARKS & RECREATION							
Convention Center Park	Enterprise	\$432,000	\$1,461,000	3	0	Park Facilities	The Convention Center Park is anticipated to open July 2019. In order to provide a universal culture of high quality public safety and customer service, the Parks and Recreation Department is requesting 2 full-time Municipal Service Worker (MSW) II positions and 1 MSW I position based on the expected opening date of the park to adequately manage and maintain it. For FY 2019/20, the annualized costs of operations have been reflected in this request.
Barry Kutun Boat Ramp - Maurice Gibb Memorial Park	General	\$50,000	\$49,000	0	1	Park Ranger Program	This enhancement would provide for one part-time Park Ranger position to be dedicated to the Barry Kutun Boat Ramp located in Maurice Gibb Park and would provide coverage 4 days/week, during high demand periods, Thurs: 12pm-5pm, Fri-Sun: 12pm-8pm (1 Park Ranger/shift).
Additional Beachwalk Coverage (South Point Park to 46th Street)	General	\$200,000	\$194,000	0	4	Park Ranger Program	This enhancement would provide for four additional part-time Park Ranger positions to enhance coverage of the beachwalk between South Point Park and 46th Street, including South Pointe Park and Collins Park, from 24 hours Wed-Sat, and 7am-11pm Sun-Tues (2 Park Rangers/shift).
Living Wage Impact	General	\$25,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
PLANNING							
Living Wage Impact	General	\$2,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
POLICE							
Add 1 Sergeant & 6 Police Officer Positions and Eliminate 5 School Liaison Officer Positions	General	\$871,000	\$675,000	2		Operations	This enhancement will add (1) Sergeant and (6) Police Officers to increase public safety in schools. The first year cost of adding 1 Sergeant and 6 Police Officers to be assigned to the schools is \$1,063,000, which will be offset by the elimination of (5) School Liaison Officer positions in the amount of \$192,000, resulting in a net impact of \$871,000 in year 1, including one-time costs for equipment needed (vehicles, radios, etc.)
School Liaison Supervisor (Convert to Full-Time Position)	General	\$34,000	\$50,000			Operations	The role of a School Liaison Supervisor (SLS) is to oversee the School Liaison Officers (SLO) and School Crossing Guards (SCG). The SLOs and SCGs are employees who work based on the County school calendar year. During the regular school year, this employee is required to be available to all part-time employees throughout the various shifts. The SLS is required to prepare during the breaks (inclusive of winter, spring and summer break) staffing, lesson plans and other related assignments. Part of the SLS' summer break duties include, but are not limited to: ordering uniforms, equipment and assisting with MBPD summer camp. Supervision, evaluation, and attendance of crossing guards is necessary at 6 schools in the City during early morning and afternoon hours, five days per week. Additionally, this position will be assigned additional duties to be determined by Cmdr. Prieto in support of the School Officer Program.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Additional High Impact Overtime	Resort Tax	\$700,000	\$700,000			Operations	The Police Department is primarily responsible for ensuring public safety. Due to prior year and current year projections for overtime staffing, as well as increases in crowds during high impact periods, additional overtime staffing and equipment is necessary to continue to ensure the highest levels of safety.
Property & Evidence Technician Position	Special Revenue	\$60,000	\$72,000	1		Criminal Investigations Division	The Body Worn Camera Unit (180 cameras) is tasked with reviewing videos, fulfilling public records requests, training and repairing / troubleshooting equipment. The cameras and the portable media players must be continuously updated with the latest software. The increased demand for public records requests has tripled within the last year and the Police Department plans to deploy another 120 cameras within the next few months which will certainly increase the number of public records requests. With all of these variables mentioned above, the unit is in need of another Property & Evidence Technician I position to assist with filling all of the public record requests and quality assurance reviews. This position was forecasted in 2014 as an eventual enhancement when the body camera project expanded and more staff support would become necessary. With the expansion of the Body-Worn Camera program to all remaining officers by June, 2018, this position is now essential and is being recommended as funded from the Red Light Camera Fund.
Ocean Drive - Tourist Oriented Policing Services (TOPS) Program (One-time)	Resort Tax	\$151,000	\$0			Operations	Per Resolution 2018-30316, the City partnered with the Ocean Drive Association to implement the Ocean Drive Tourist Oriented Policing Services (TOPS) Pilot Program for a 12 week period. This enhancement is being requested to continue the TOPS program for FY 2018/19 based on 40 weeks of services assuming costs will be split 60% Ocean Drive and 40% City, which will emphasize and enhance public safety for residents and visitors on Ocean Drive.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Living Wage Impact	General	\$16,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>PROPERTY MANAGEMENT</b>							
Holiday Lighting and Visual Décor	Resort Tax	\$140,000	\$140,000			Service Contract Maintenance and Contracted Repairs	This enhancement would allow the City to install additional custom made holiday lighting decor that illustrates the City's dedication to beauty and aesthetics per direction received from the Neighborhoods and Community Affairs Committee by adding holiday lighting on Lincoln Road, Convention Center Drive, Ocean Drive, etc.
Living Wage Impact	Internal	\$71,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>PUBLIC WORKS</b>							
Cat Network Program	General	\$10,000	\$10,000			Cat Network Program	The Cat Network Program is a spay/neuter program for surgeries, vaccines and wellness. This enhancement is to provide funding outside of the grant contribution for the trailer, septic tank, marketing, feeders, badges and other operating expenditures needed for the program to be successful. The original requested enhancement of \$18,000 is being recommended, pursuant to the July 13, 2018 Finance and Citywide Projects Committee meeting, in the amount of \$10,000.



**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Living Wage Impact	General	\$24,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>PUBLIC WORKS - SEWER</b>							
Living Wage Impact	Enterprise	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>PUBLIC WORKS - STORM WATER</b>							
Living Wage Impact	Enterprise	\$1,000	\$0	0		Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>PUBLIC WORKS - WATER</b>							
Living Wage Impact	Enterprise	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.

**ATTACHMENT C  
FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
PUBLIC WORKS - SANITATION							
Living Wage Impact	Special Revenue	\$1,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
Living Wage Impact	Enterprise	\$32,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
TOURISM, CULTURE & ECONOMIC DEVELOPMENT (TCED)							
Bass Museum Management Agreement	General	\$234,000	\$234,000			Bass Museum	This enhancement is being requested to increase the City's current management agreement with the Friends of the Bass Museum from \$651,000 to \$885,000 to address certain management & operational responsibilities of the Bass Museum.
Colony Theatre Management Agreement-MIND	General	\$330,000	\$330,000			Cultural Affairs	As Miami New Drama continues to expand cultural offerings to residents and visitors, additional funding is necessary for administrative, programmatic and educational support. This venue continues to be the home of annual shows, including the Miami International Piano Festival, the Brazilian Film Festival, the Miami International Ballet Festival, South Beach Jazz Festival, Art Basel Miami Beach Film Screening, the American Black Film Festival and the Gay and Lesbian Film Festival.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
International Tennis Federation (ITF) Sponsorship	Resort Tax	\$100,000	\$100,000			Special Events	The City made a three year initial commitment to sponsor the International Tennis Federation, and this enhancement represents the final (third year) installment. The tournaments attract several hundred international players, all of whom are booked into Miami Beach hotels, via the event organizer. The world-class level of tennis competition associated with this tournament elevates the City of Miami Beach as a sporting destination.
Miami Beach Air & Sea Show	Resort Tax	\$350,000	\$350,000			Special Events	This enhancement is being requested to provide a \$350,000 sponsorship for City services (Police, Fire, Sanitation, etc.) required during the event, as well as an additional \$250,000 for a concert component. The objective of this event is to honor the military and first responders during Memorial Day Weekend with an air and sea show comprised of premium aircraft flight demonstration and aquatic show with a concert component and ancillary activities such as entertainment, exhibits, souvenir sales, etc.
Memorial Day Weekend Cultural Activation	Resort Tax	\$100,000	\$100,000			Special Events	Cultural programming was suggested and curated by the Mayor's Blue Ribbon Panel on Memorial Day Weekend as a way to engage and entertain the City's many guests. This enhancement is being requested as approved and directed by the Mayor and City Commission.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
O'Cinema Management Agreement	General	\$150,000	\$150,000			Cultural Affairs	As part of a comprehensive strategy to incentivize local film in Miami Beach, the City of Miami Beach currently has an agreement with O'Cinema to operate the Byron-Carlyle Theater. As part of the City's current support, O'Cinema Management is seeking additional support of \$150,000 via this enhancement request for ongoing maintenance and repairs, as well as an annual subsidy to support and expand current programming in the theater. The current management agreement also stipulates that O'Cinema pay the City an annual minimum guarantee, as well as reimburse the City for 72% of the utility costs for the theater. This enhancement also requests, as a companion revenue reduction request, that the annual minimum guarantee and proportionate share of utility costs be reduced (submitted as revenue reduction request). The overall impact of this request is \$162,000.
Washington Avenue Master Plan (One-time)	General	\$50,000	\$0			Economic Development	This enhancement is being requested for a Washington Avenue design plan that would focus on improvements to increase vibrancy, lighting, and gathering points along the corridor for both residents and tourists.
<b>TOURISM, CULTURE &amp; ECONOMIC DEVELOPMENT - CONVENTION CENTER</b>							
Convention Center Community Grand Opening & Gala (One-time)	Enterprise	\$250,000	\$0			Miami Beach Convention Center	This enhancement is being requested to support the Grand Opening and Community Open House event of the newly renovated Miami Beach Convention Center planned for January 2019 to showcase the newly expanded and renovated Convention Center as a world-class destination.
Convention Center Transportation Enhancement Package	Enterprise	\$360,000	\$360,000			Miami Beach Convention Center	This enhancement is being requested to support bookings of Priority 1 events at the newly renovated Convention Center by providing transportation from local hotels to and from the Convention Center for 9 Priority 1 events at approximately \$40,000 for each event.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
City of Miami Beach Hall of Fame Digital Display (One-time)	Enterprise	\$200,000	\$0			New Program (Hall of Fame)	This enhancement is being requested to create a City of Miami Beach Hall of Fame Digital Display to be located in the newly expanded and renovated Miami Beach Convention Center South Concourse per direction received from the City Commission at the July 26, 2017 meeting whereby the Neighborhood and Community Affairs Committee's recommendation was accepted to create a Selection Committee for the Miami Beach Hall of Fame, adopt criteria for Hall of Fame nominees, determine the method of display, and designate the Miami Beach Convention Center South Concourse wall as the location for this permanent installment.
Living Wage Impact	Enterprise	\$50,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>TRANSPORTATION</b>							
Intelligent Transportation System and Smart Parking System Operations and Maintenance - <b>Option 3</b>	Special Revenue	\$100,000	\$350,000			Traffic Monitoring and Management/Intelligent Transportation Systems and Smart Parking Systems	This enhancement is being requested for operations and maintenance of the City's Intelligent Transportation Systems and Smart Parking Systems Project. Under Option 3 the operations and maintenance of the project would be reduced significantly and the benefits over the No-Build Option would be limited. In addition, special events in the City would not be covered. No performance measures or penalties would be applicable under this scenario, thus impacting the benefit that this project can bring to the transportation network.

**ATTACHMENT C**  
**FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Transit Subsidy for City Employees	Special Revenue	\$87,000	\$115,000			Citywide Trolley Service	<p>This enhancement is being submitted per direction received from the June 29, 2018 Finance and Citywide Projects Committee meeting to explore subsidizing monthly transit passes for City employees who choose to use public transit to commute to work. The County's proposed Beach Express North Bus Express Rapid Transit (BERT) Demonstration service is anticipated to begin by the end of 2018. This enhancement will allow the City to encourage its employees who commute to use the BERT service, thereby reducing the number of private vehicles on City streets. The Year 1 cost is projected based on providing a monthly subsidy for transit passes (at a cost of \$95.65 each) to 100 employees for nine (9) months per the County's timeline of service commencement by the end of 2018. The Year 2 cost of \$115,000 is projected based on providing a monthly subsidy for transit passes to 100 employees for 12 months.</p>

**ATTACHMENT C  
FY 2018/19 ENHANCEMENTS**

Department	Fund	Recommended Enhancement	Year 2 Impact	Positions		Program	Description
				FT	PT		
Living Wage Impact	Special Revenue	\$35,000	\$0			Administration	This enhancement is being requested pursuant to Resolution 2018-30299, which was adopted by Commission on May 16, 2018 accepting the Finance and Citywide Projects Committee's recommendation to continue with the previously approved phase-in approach increasing the minimum living wage rate by \$0.56 per hour for FY 2018/19.
<b>Grand Total Recommended</b>		<b>\$6,402,000</b>	<b>\$6,605,000</b>	<b>11</b>	<b>6</b>		

Fund	Recommended Enhancement	Year 2 Impact	Positions	
			FT	PT
General Fund	\$2,884,000	\$2,847,000	7	6
	\$61,000	\$0		
	<b>\$2,945,000</b>	<b>\$2,847,000</b>	<b>7</b>	<b>6</b>
Building	\$8,000	\$0	0	0
Internal Service	\$74,000	\$0	0	0
Resort Tax	\$1,614,000	\$1,400,000	0	0
RDA	\$45,000	\$0	0	0
Enterprise	\$1,471,000	\$1,821,000	3	0
Special Revenue	\$306,000	\$537,000	1	0

*Internal Service impact (% based on FY 2018/19 Allocations)*

**ATTACHMENT D  
FY 2018/19 REVENUE REDUCTIONS**

Department	Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions		Program	Description
				FT	PT		
TOURISM, CULTURE, & ECONOMIC DEVELOPMENT							
O'Cinema Management Agreement	General	\$12,000	\$12,000			Cultural Affairs	As part of a comprehensive strategy to incentivize local film in Miami Beach, the City of Miami Beach currently has an agreement with O'Cinema to operate the Byron-Carlyle Theater. As part of the City's current support, O'Cinema Management is seeking additional support of \$150,000 via this enhancement request for ongoing maintenance and repairs, as well as an annual subsidy to support and expand current programming in the theater. The current management agreement also stipulates that O'Cinema pay the City an annual minimum guarantee, as well as reimburse the City for 72% of the utility costs for the theater. This enhancement also includes, as a companion revenue reduction request, that the annual minimum guarantee and proportionate share of utility costs be reduced (submitted as revenue reduction request). The overall impact of this proposed request is \$162,000.
Grand Total Recommended		\$12,000	\$12,000	0	0		

Fund	Recommended Efficiency/ Reduction	Year 2 Impact	Positions	
			FT	PT
General Fund	\$12,000	\$12,000	0	0
	\$0	\$0		
	<b>\$12,000</b>	<b>\$12,000</b>	<b>0</b>	<b>0</b>
Building	\$0	\$0	0	0
Internal Service	\$0	\$0	0	0
Resort Tax	\$0	\$0	0	0
RDA	\$0	\$0	0	0
Enterprise	\$0	\$0	0	0
Special Revenue	\$0	\$0	0	0