



EFFICIENT &

EFFECTIVE GOVERNMENT



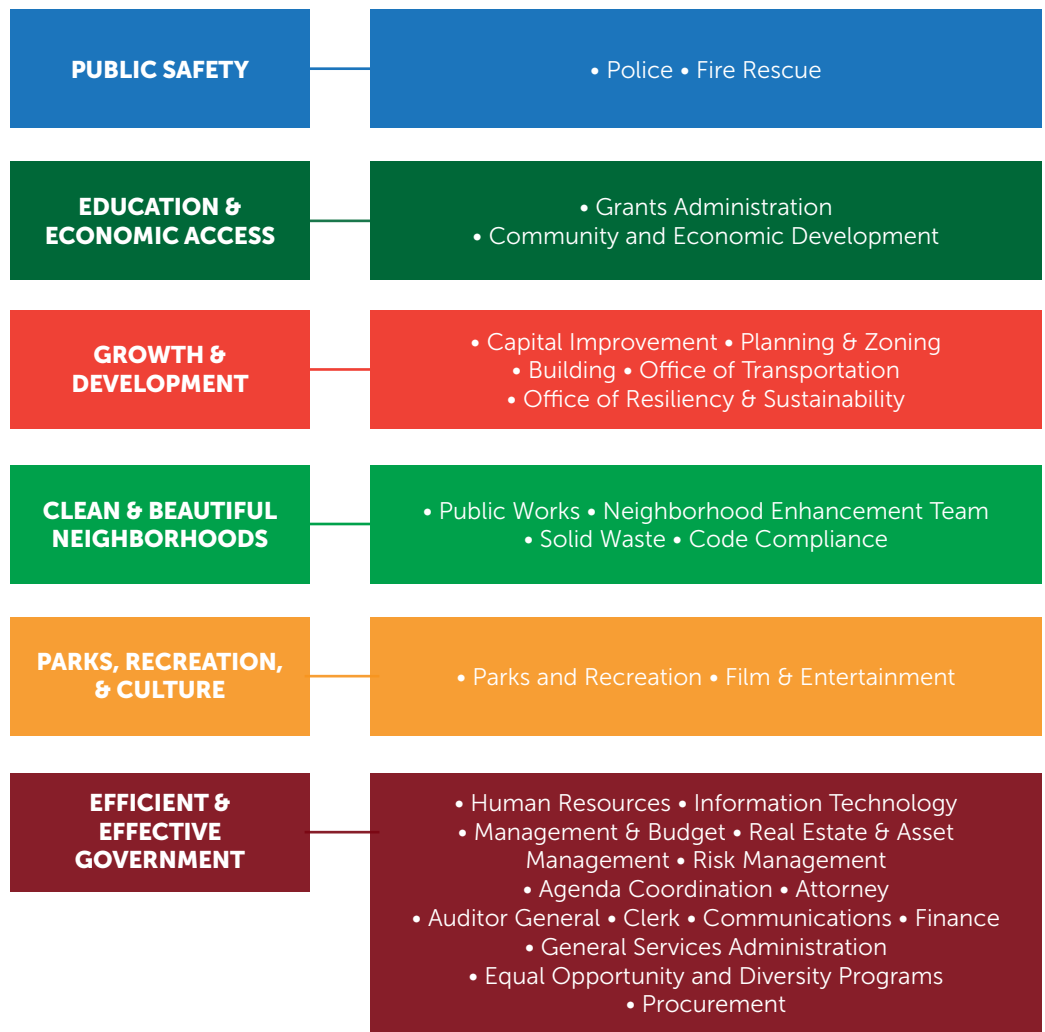
City of Miami employees recognized for excellent customer service at a City Commission meeting on Nov. 17, 2016.



Efficient & Effective Government Overview

With a general fund budget of \$670 million and 4,343 full time employees, the City of Miami provides public services to approximately 450,000 residents. In addition to the resident population, the City government also provides services to businesses operating in the City, as well as commuting residents of neighboring jurisdictions and visitors from other parts of the country and the world. The City’s leadership aims to provide efficient and high-quality service to all customers by deploying best practices in the management of personnel, finances, and physical assets.

Government Structure by Strategic Area





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Efficient & Effective Government Update

The City's fiscal health has steadily improved since the last recession. As a result, general obligation bond ratings have improved. In 2016 Standard and Poor's (S&P) recently upgraded the City of Miami's general obligation bond rating to "High Grade" status. The City's bond rating status was upgraded by two different rating agencies in 2016. S&P has cited that the combination of a strong economy, strong City management, and a very strong budgetary flexibility are a few reasons for the status upgrades. Improved ratings for the City results in better pricing and ultimately future tax savings for Miami's taxpayers.

Achieved Goals

- Kicked off City-wide customer service initiatives including the first annual celebration of Customer Service Week
- Updated and modernized the City's television channel and extended presence on social media
- Improved functionality of 311 system
- Credit rating upgrades by Moody's Investors Service
- Procurement created a pool of vendors to make processes more efficient
- Continued and improved resident engagement through surveys and public meetings
- Approved funding for a revamped service oriented City website

Data Summary

In the past few years the City has increased its responsiveness to resident feedback regarding communications and City processes. The City continues to leverage technology to improve operational efficiency and increase public engagement. In FY16 there was a notable increase in the use of social media to engage residents and business owners through community meetings and focus groups. The City will focus on improving the City website to add more customer services online. This year the City also initiated a study to review the permitting process, one of the most frequent in-person services at the City. The community has also expressed interest in interacting with the City through more public meetings and online communication outlets.

The credit rating metric is one that is improved upon each year. In 2016 the City's bond rating was upgraded by two ratings agencies to "High Grade" status. In years past, the City had "Lower Medium Grade" rating. These improvements are reflective of the City's strong financial practices, management, and budgetary flexibility.

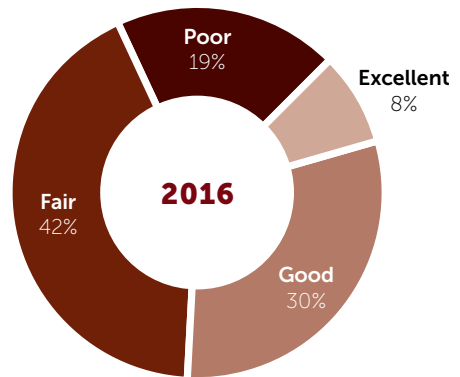
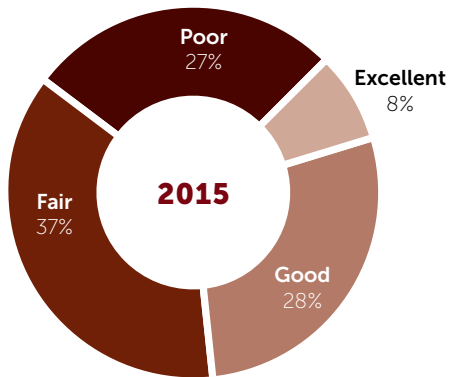
The City leadership measures customer feedback because it places a high value on public engagement. Public opinions on quality of service, customer service, and public engagement with the City remain the same over the last three years the City has collected this type of data. Because of the high value City leadership places on public engagement, there are a number of strategies in place to improve the measures in coming years. The City is in the process improving the City website to add services for residents to access online (related strategies: Enhance automation and provide new application management tools). The City is also improving and providing more targeted customer service training for its employees.

Related strategies include: *Provide targeted employee and supervisory training, expand online services, standardize and streamline administrative processes.*

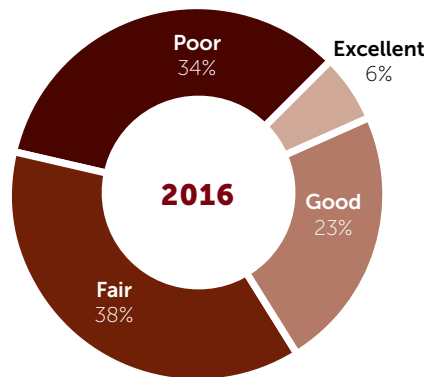
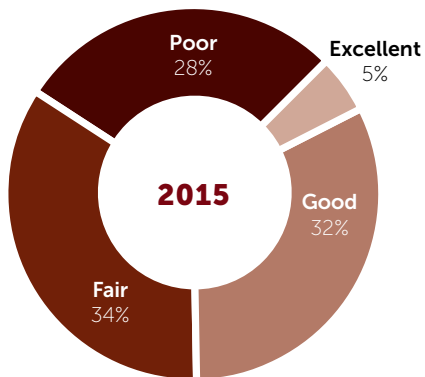


Citizen Survey

Overall customer service by City of Miami employees



The job the City of Miami does at welcoming citizen involvement





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Objectives + Strategies

PROMOTE EFFECTIVE SERVICE DELIVERY AND HIGH-QUALITY CUSTOMER SERVICE

Deploy best practices and ensure that employees have the resources needed to effectively serve the public

Sample Strategies:

- Provide targeted employee and supervisory training
- Ensure that City operations are adequately staffed
- Seek and deploy best practices in service delivery

IMPROVE OPERATIONAL EFFICIENCY

Pursue efficiencies in operations to achieve the best value for public funds

Sample Strategies:

- Streamline and standardize administrative processes
- Enhance automation and provide new application management tools
- Standardize performance management across the organization

IMPROVE THE CITY'S CREDIT RATINGS AND ENSURE FINANCIAL SUSTAINABILITY

Pursue best practices in financial management to improve the City's financial position and credit ratings

Sample Strategies:

- Optimize available resources and revenue recovery
- Manage personnel costs (i.e. pensions, healthcare, workers' compensation, and overtime)
- Improve budget and financial forecasting

*See our appendix at www.miamigov.com/strategicPlanning/strategicPlan.html for a complete list of objectives and strategies.

Performance Measures + Targets

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
% rating quality of services as 'Excellent' or 'Good'	42%	49%	43%	56%	42%	63%
% rating customer service as 'Excellent' or 'Good'	34%	39%	37%	44%	38%	49%
% rating public engagement as 'Excellent' or 'Good'	29%	34%	37%	39%	28%	44%
% rating confidence in the City as 'Excellent' or 'Good'	27%	33%	31%	38%	25%	44%

IMPROVE COMMUNITY ACCESS TO CITY SERVICES

Deploy technology solutions and best practices to improve public access to the programs and services provided by the City

Sample Strategies:

- Expand online services
- Support the business community in navigating City services
- Support the business community in navigating the City's procurement processes



Fred Pericles and Gisela Rodriguez pose for the high-five selfie contest at the City of Miami.

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
% rating value for taxes paid as 'Excellent' or 'Good'	30%	35%	32%	41%	30%	46%
Credit rating on GO bonds (S&P / Fitch / Moody's)	(BBB / A-/A2)	(BBB+A+/A1)	(A+ / A+ / A1)	(A-/A+/Aa3)	AA-/A+/Aa3	(A/AA-/Aa2)
Fund balance as a % of General Fund revenues	18.7% (unaudited)	20.0%	25.0%	20.0%	23.0% (unaudited)	20.0%
General Fund operating cost per capita	\$1,341	\$1,076	\$1,495	\$1,453	\$1,469	\$1,393