



PROPOSED **OPERATING BUDGET**

*FISCAL YEAR
2023-24*



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Fellow Residents and Honorable Commissioners:

First, let me thank you-the residents of Miami-for creating the current conditions to present this Proposed Operating Budget and Multi-Year Capital Plan for the fiscal year 2023-24. All of you worked tirelessly, showed determination, creativity and an entrepreneurial spirit that has transformed Miami into a model for the world.

This budget cuts taxes, meets our challenges, leverages our progress, and builds for our future. It is a budget that we can all support, adopt, and use to build a better Miami for everyone.

For our residents, we are cutting your millage rate to the lowest rate in the history of Miami, and unlike the past, we are doing it while maintaining fiscal restraint, investing in our reserves, and preparing for the future.

We also continue to maintain our programs such as: the Anti-Poverty Initiatives, anti-litter, Miami for everyone, rent for elderly, elderly rent substitute, childcare program, kid saving account and youth summer jobs programs. Our commitment to keeping Miami safe remains vigorous as is our support for the trolley program.

For our business owners and investors, we know your time, energy, and capital are essential to our fiscal health and continued development. Under this budget, we plan to modernize and simplify our city services so we can deliver more and continue to meet the pressures of a tough and competitive economic environment.

For our new Miami residents, welcome to our magic city. Your arrival, investments, and continued immersion into our city is an endorsement of our policies and our commitment to building a Miami that lasts forever and works for everyone.

Our city remains a magic city because of our people, our tenacity, and our dreams. Our city was built by mavericks and migrants with courage and compassion. We are building on their legacy so that all of us-including our children and their children-can share in the magic city that is Miami.

Sincerely,

Francis X. Suarez
Mayor of Miami



FROM THE CITY MANAGER



Honorable Mayor, Members of the City Commission and Citizens of the City of Miami:

I am pleased to present the Fiscal Year 2023-24 Operating and Capital Budgets for the City of Miami. The adopted budget totals \$2.759 billion, including \$1.634 billion for operating and \$1.125 million for capital. The General Fund budget totals \$1.068 million.

This budget will lay the groundwork as we continue to focus on growing and diversifying our economy while creating equitable opportunities for every one of our residents across the City of Miami. We will accomplish that goal by reducing our millage rate to its lowest rate in over 59 years, by continuing to foster a strong economy that will allow our property tax revenues to increase, and by improving our economies of scale. This year alone, our property tax revenues were \$64.78 million higher than FY 2022-23 and our property tax roll grew 14.5 percent, compared to 12 percent the prior year, with 1.9 percent generated by new construction.

We not only strive to maintain the quality of life of our residents, visitors, and businesses, but also work hard to deliver improved services, and this budget reflects just that. As part of this budget, we will be maintaining the same level of service for waste collection services and will not be increasing the household waste collection fee, while simultaneously absorbing \$17 million of direct and indirect operating costs in the General Fund.

In continuing our efforts to sustain a strong long-term economic recovery, this budget advances infrastructure investments through funding provided by the American Rescue Plan Act (ARPA) and the Miami Forever Bond. Furthermore, Venture Miami, the City's tech ecosystem development office, will continue to leverage resources with all business and workforce development stakeholders that impact the City's economy. Standard and Poor's (S&P) Global Ratings Services recently raised its long-term and underlying ratings on the City of Miami's limited ad valorem bonds and non-ad valorem bonds to AA. This budget also continues to aid private and government initiatives, such as the popular Anti-Poverty Initiative program, Miami-Dade College Scholarship Program, the Childhood Savings Accounts program, and others, totaling \$3.56 million.

In developing this year's budget, we were able to maintain critical services while working to provide greater public safety for all neighborhoods as well as enhance programs and services with a greater focus on resiliency. For example, this

FROM THE CITY MANAGER



budget includes the transfer of \$16.53 million for multiple Capital Improvement Projects, including Citywide Storm Sewer Repairs, Street Milling and Resurfacing, and Vehicle Fleet Replacement for the Building Department.

The budget includes step salary increases for both collective bargaining agreements and non-bargaining employees who are eligible for a step increase, \$8.55 million in life and health insurance, and \$2.37 million in workers' compensation. Furthermore, the annual required contribution to the pension for Police and Fire is increasing by \$13.56 million.

I would like to close by thanking our Budget Director, Marie Gouin, and her staff for the hard work that they put into balancing a budget that is simultaneously fiscally responsible, deliberate, and transparent while serving all who visit, work, or reside in the City of Miami.

Sincerely,

A handwritten signature in blue ink, appearing to read "Art Noriega, V".

Art Noriega, V
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami
Florida**

For the Fiscal Year Beginning

October 01, 2022

Christopher P. Morill

Executive Director

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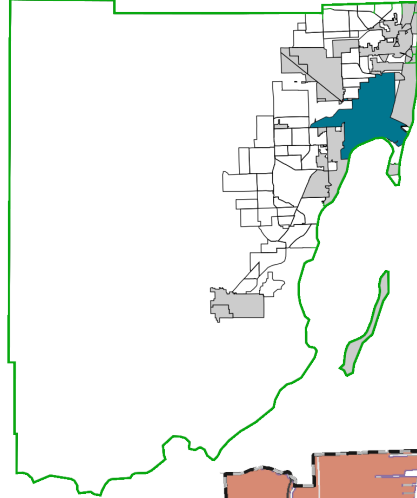
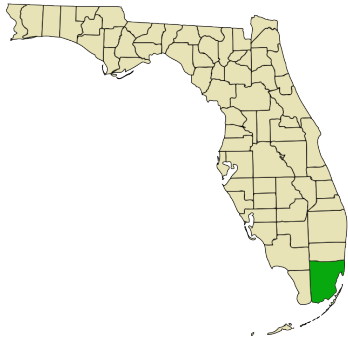
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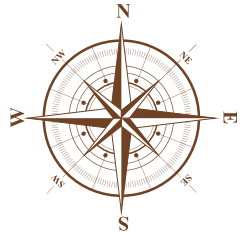
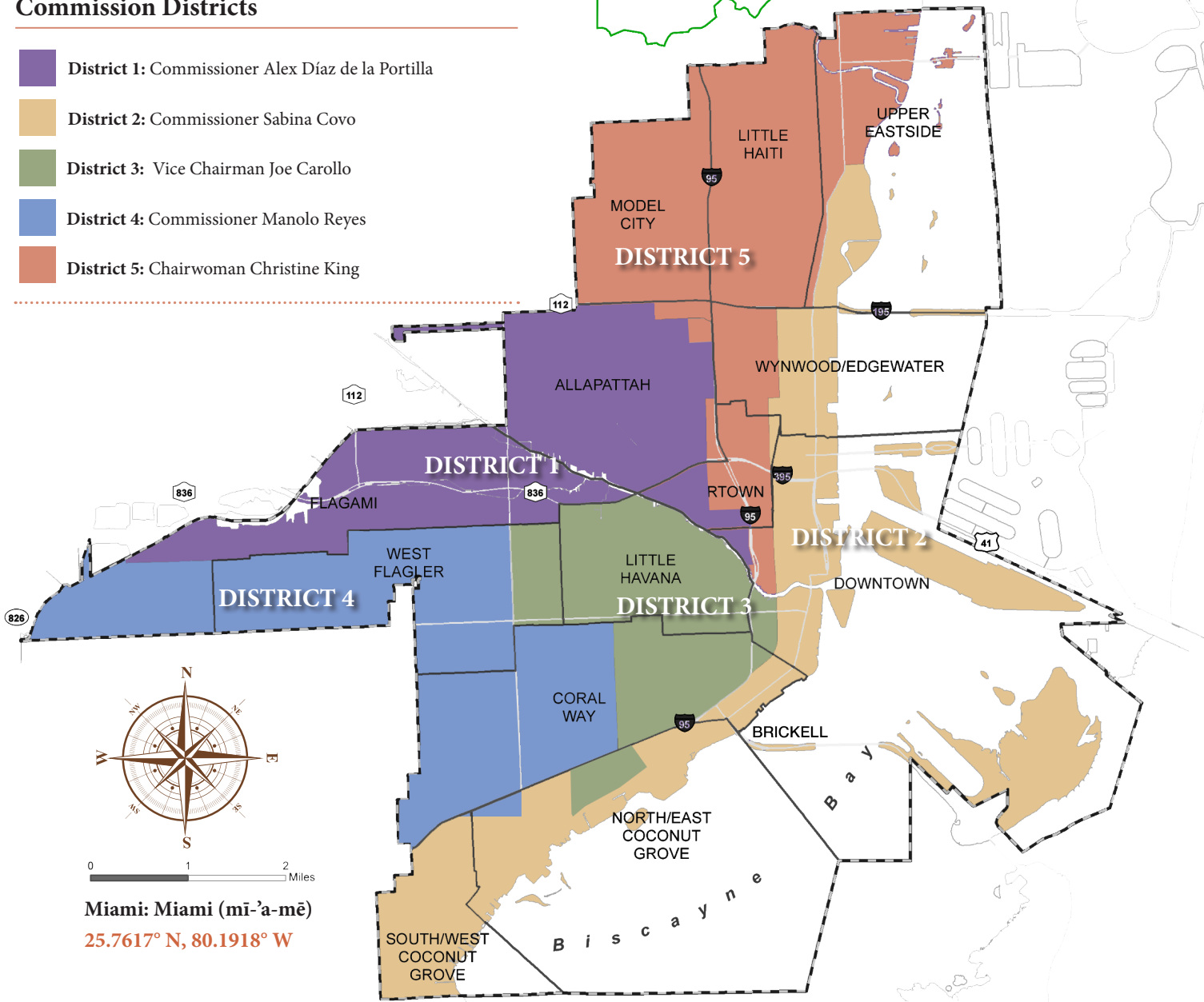
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CITY COMMISSION DISTRICTS



Commission Districts

- District 1:** Commissioner Alex Díaz de la Portilla
- District 2:** Commissioner Sabina Covo
- District 3:** Vice Chairman Joe Carollo
- District 4:** Commissioner Manolo Reyes
- District 5:** Chairwoman Christine King



0 1 2 Miles

Miami: Miami (mī-'a-mē)
25.7617° N, 80.1918° W

ELECTED OFFICIALS



CITY OF MIAMI

VISION STATEMENT

Miami is a modern and diverse city that is a global leader in technology, innovation, and resiliency.

MISSION STATEMENT

The City of Miami is committed to elevating the quality of life of its residents by improving public safety, housing, mobility, diverse shared spaces that foster community, an efficient and transparent government.

VALUES

- Innovative
- Morality
- Professionalism
- Accountability
- Compassionate
- Teamwork



Francis X. Suarez
Mayor
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Christine King
Commissioner - District 5
Chairwoman
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Commissioner - District 3
Vice-Chairman
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Alex Díaz de la Portilla
Commissioner - District 1
(305) 250-5430
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Sabina Covo
Commissioner - District 2
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Manolo Reyes
Commissioner - District 4
(305) 250-5420
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Arthur Noriega, V
City Manager



Victoria Méndez
City Attorney



Todd B. Hannon
City Clerk



Theodore Guba
Auditor General

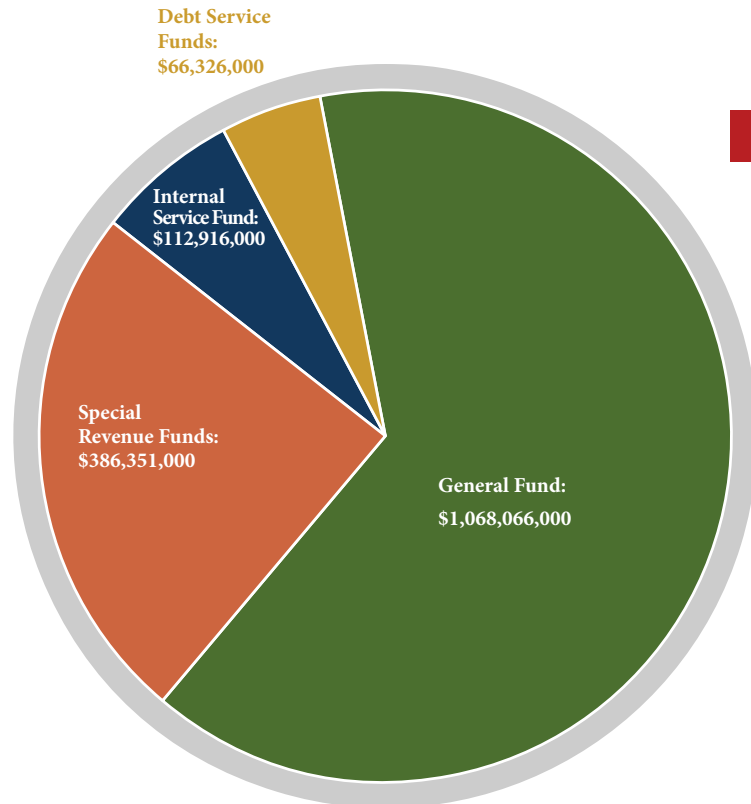
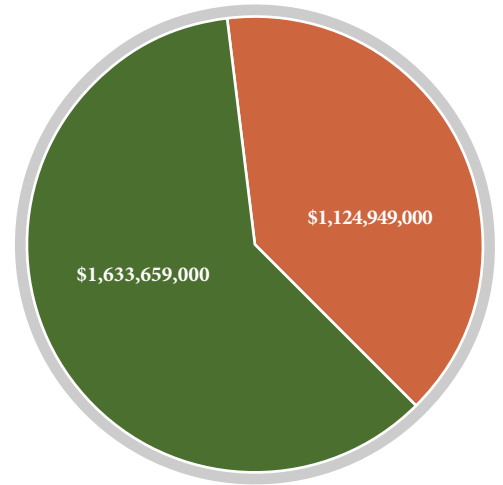
FY 2023-24 BUDGET OVERVIEW



The City adopts two budgets every year- an Operating Budget and a Capital Budget.

The City's Proposed **Operating** Budget for FY 2023-24: **\$1,633,659,000**

The City's Proposed **Capital** Budget for FY 2023-24: **\$1,124,949,000** with **\$39,940,000** newly appropriated.

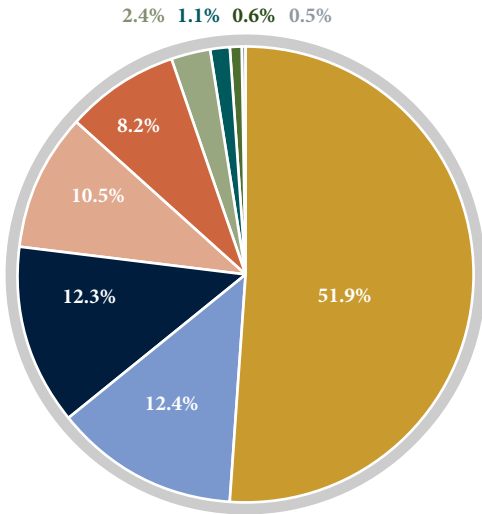


FY 2023-24 Proposed Operating Budget

The City's Operating Budget is comprised of four separate fund groups:

- **General Fund** - City's primary operating fund
- **Special Revenue Funds** - accounts for revenues that are restricted to a specific purpose
- **Internal Service Fund** - accounts for internal cost allocation between various City cost centers
- **Debt Service Funds** - accounts for proceeds of City issued debt and repayment of principal and interest

REVENUES AND EXPENDITURES PROPOSED BUDGET

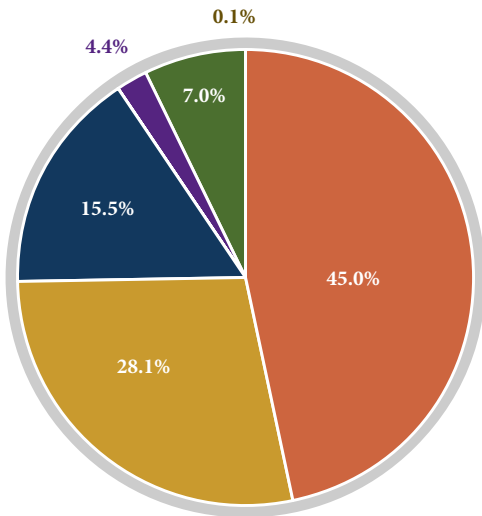


Where the Money Comes From:

General Fund Revenue Sources Total: \$1,068,066,000

- Property Taxes • 554.7 million • **51.9%**
- Charges for Services • \$132.7 million • **12.4%**
- Franchise Fees and Other Taxes • \$131.8 million • **12.3%**
- Intergovernmental Revenues • \$111.6 million • **10.5%**
- Licenses and Permits • \$87.9 million • **8.2%**
- Transfers-In • \$25.4 million • **2.4%**
- Interest • \$11.5 million • **1.1%**
- Fines and Forfeitures • \$6.7 million • **0.6%**
- Other Revenues (Inflows) • \$5.8 million • **0.5%**

The **General Fund** includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 51.9% of total General Fund revenues and represents the largest source of funding for general operations.

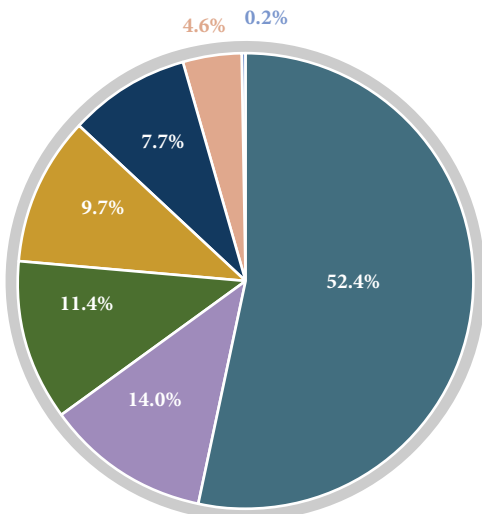


Where the Money Goes:

Expenditures by Category

- Salaries and Wages • \$480.4 million • **45.0%**
 - Employee Benefits • \$299.8 million • **28.1%**
 - Operating Expenses • \$165.7 million • **15.5%**
 - Non-Operating Expenses • \$46.9 million • **4.4%**
 - Capital Outlay • \$0.9 million • **0.1%**
 - Transfer-Out • \$74.4 million • **7.0%**
- Transfer to Capital • \$16.5 million*
Transfer to Special Revenue • \$29.6 million
Transfer to Debt Service • \$23.7 million
Transfer to Cost Allocation • \$1.9 million
Transfer to Transportation Trust Fund • \$2.7 million

Personnel costs, including wages and employee benefits, represent the largest **General Fund expenditure** category. These costs account for almost three quarters of the total General Fund expenditure budget.



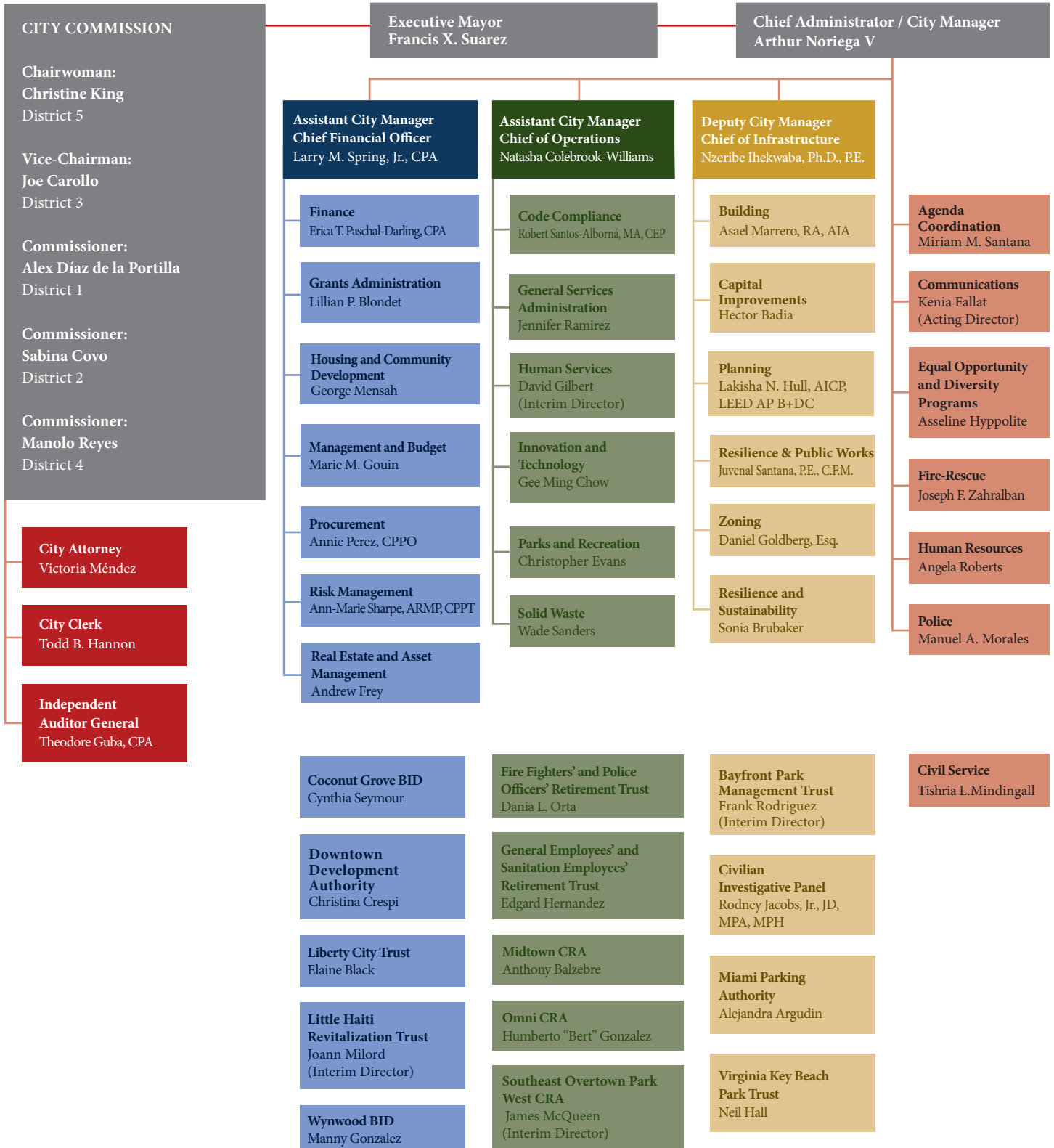
Where the Money Goes:

Expenditures by Function

- Public Safety • \$ 559.2 million • **52.4%**
- Non Departmental Units • \$149.6 million • **14.0%**
- Public Works • \$121.9 million • **11.4%**
- General Government • \$103.2 million • **9.7%**
- Other Departments • \$82.6 million • **7.7%**
- Planning and Development • \$49.3 million • **4.6%**
- Community & Economic Development • \$2.3 million • **0.2%**

More than half of **General Fund spending** is allocated to the provision of public safety services. The Police Department and the Fire-Rescue Department together comprise 52.4% of the General Fund expenditure budget.

CITY ORGANIZATION



GENERAL FUND BUDGET BY DEPARTMENT



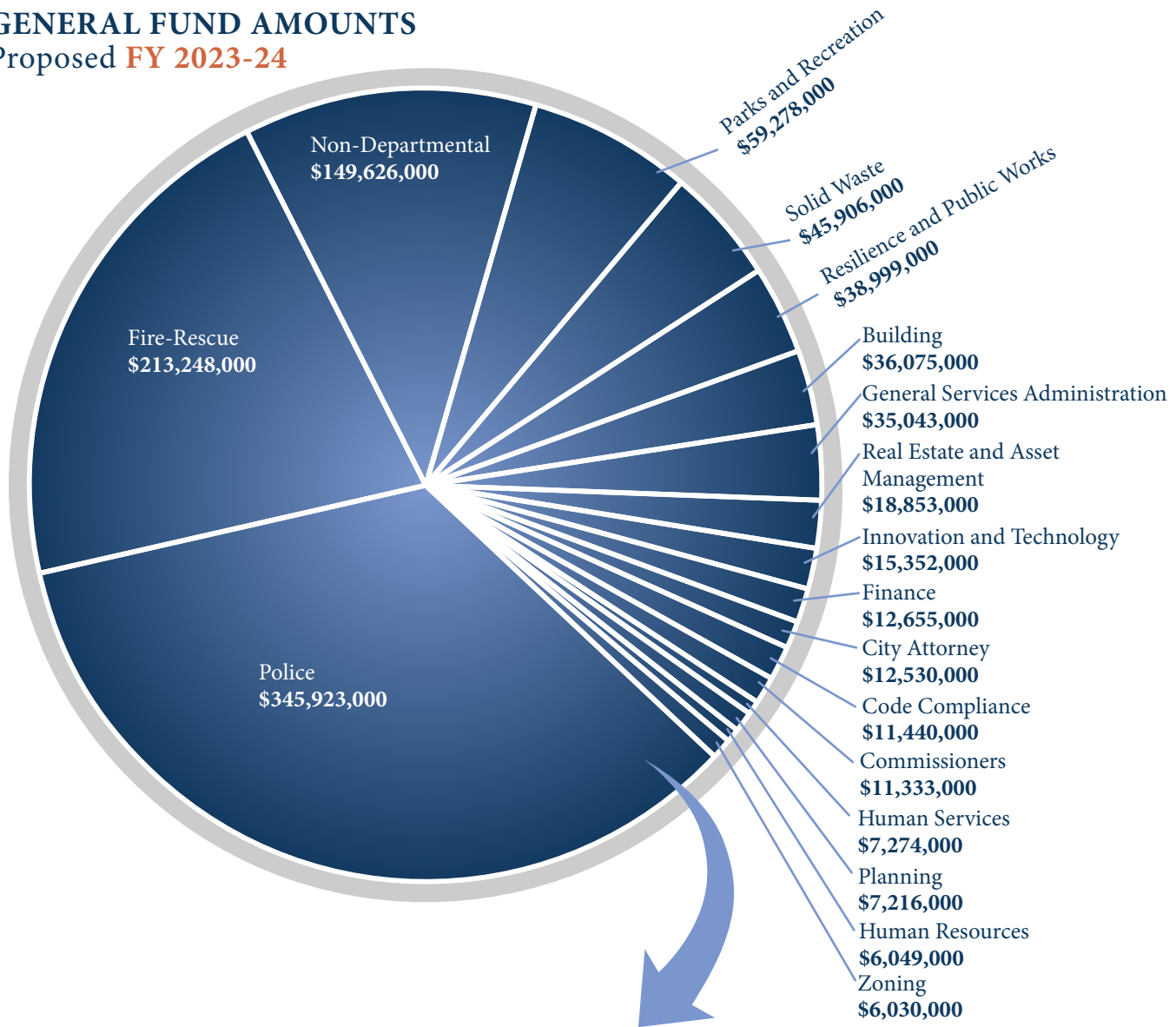
	FY 2021-22 Adopted BUDGET	FY 2022-23 Adopted BUDGET	FY 2023-24 Proposed BUDGET	FY 2021-22 Adopted POSITIONS	FY 2022-23 Adopted POSITIONS	FY 2023-24 Proposed POSITIONS
Public Safety						
Fire-Rescue	\$178,956,000	\$194,681,000	\$213,248,000	900	902	907
Police	\$277,787,000	\$321,972,000	\$345,923,000	1,754	1,803	1,803
Public Works						
Capital Improvements	\$4,296,000	\$3,925,000	\$1,959,000	53	53	31
General Services Administration	\$28,949,000	\$32,638,000	\$35,043,000	140	140	140
Resilience and Public Works	\$29,987,000	\$30,910,000	\$38,999,000	162	155	178
Solid Waste	\$41,657,000	\$44,373,000	\$45,906,000	276	281	281
General Government						
Agenda Coordination	\$409,000	\$386,000	\$409,000	3	3	3
City Attorney	\$11,221,000	\$12,279,000	\$12,530,000	61	64	65
City Clerk	\$2,067,000	\$2,152,000	\$2,301,000	12	12	12
City Manager	\$5,804,000	\$6,236,000	\$4,962,000	24	18	18
Civil Service	\$574,000	\$622,000	\$647,000	3	3	3
Code Compliance	\$9,413,000	\$10,713,000	\$11,440,000	75	75	75
Commissioners	\$7,858,000	\$10,616,000	\$11,333,000	89	89	89
Communications	\$1,778,000	\$1,571,000	\$1,630,000	11	11	11
Equal Opportunity and Diversity Programs	\$572,000	\$619,000	\$647,000	3	3	3
Finance	\$11,757,000	\$12,358,000	\$12,655,000	68	68	68
Grants Administration	\$1,786,000	\$2,025,000	\$2,030,000	9	9	9
Human Resources	\$5,634,000	\$6,033,000	\$6,049,000	39	40	40
Human Services	\$8,824,000	\$6,624,000	\$7,274,000	87	69	69
Independent Auditor General	\$1,602,000	\$1,776,000	\$1,872,000	9	9	9
Innovation and Technology	\$15,051,000	\$15,710,000	\$15,352,000	82	82	82
Management and Budget	\$3,315,000	\$3,174,000	\$3,984,000	20	20	23
Mayor	\$2,636,000	\$3,132,000	\$3,261,000	18	21	21
Procurement	\$3,215,000	\$3,451,000	\$3,614,000	20	21	21
Resilience and Sustainability	\$0	\$1,062,000	\$1,171,000	0	6	6
Other Departments						
Housing and Community Development	\$1,847,000	\$1,833,000	\$2,281,000	35	37	38
Parks and Recreation	\$53,953,000	\$61,766,000	\$59,278,000	288	289	293
Real Estate and Asset Management	\$16,064,000	\$17,480,000	\$18,853,000	50	49	53
Risk Management	\$3,830,000	\$4,135,000	\$4,468,000	24	24	25
Planning and Development						
Building	\$22,962,000	\$27,266,000	\$36,075,000	170	196	233
Planning	\$5,912,000	\$6,461,000	\$7,216,000	48	48	48
Zoning	\$4,977,000	\$5,849,000	\$6,030,000	32	32	32
Non-Departmental Accounts	\$112,608,000	\$111,453,000	\$149,626,000	11	11	11
TOTAL	\$877,301,000	\$965,281,000	\$1,068,066,000	4,576	4,643	4,700

*Budget amounts are General Fund only. Position counts are for all funds.

CITY OF MIAMI OPERATING BUDGET BY DEPARTMENT



GENERAL FUND AMOUNTS Proposed **FY 2023-24**



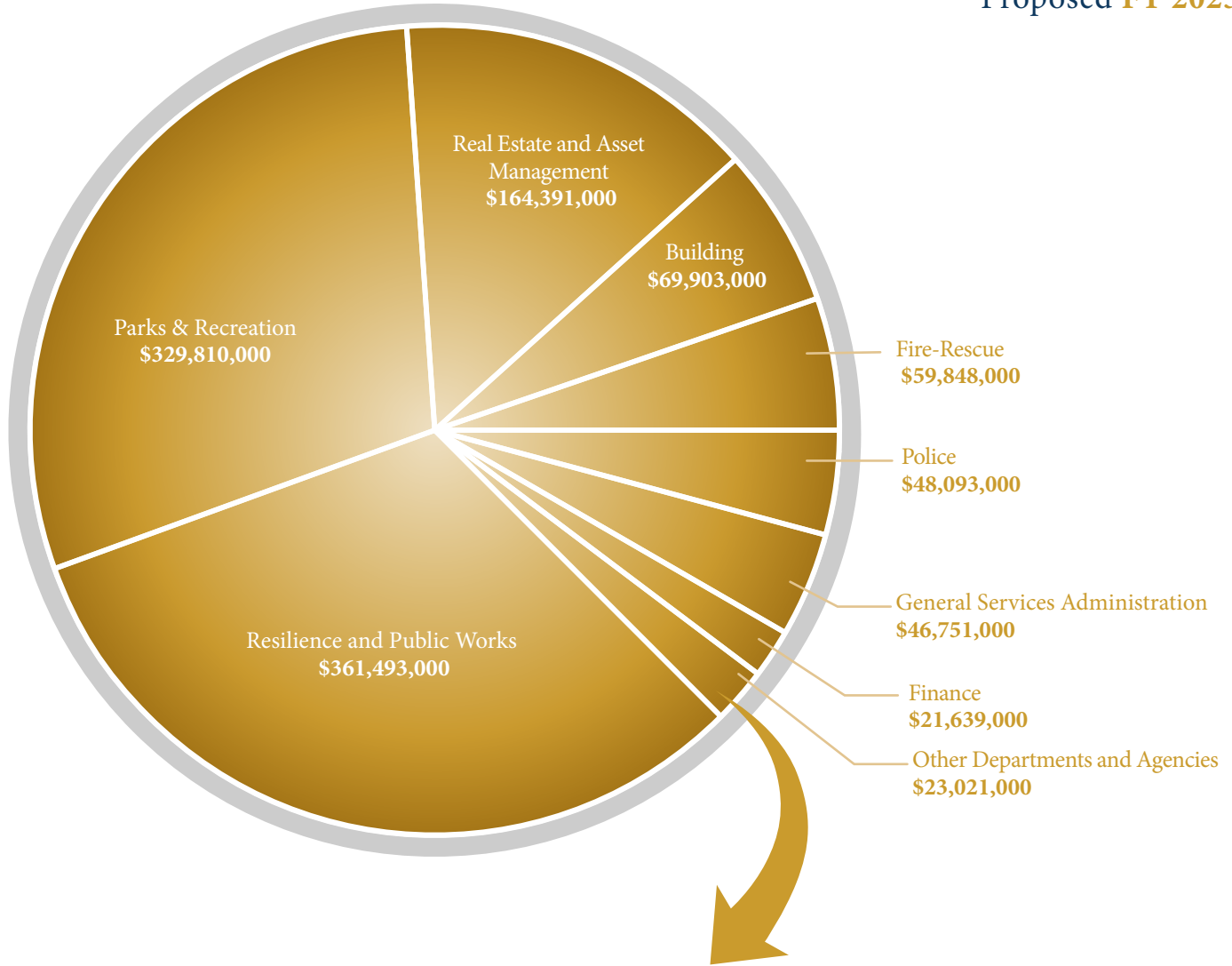
Departments with Operating Budgets less than \$5 million

City Manager.....	4,962,000	Capital Improvements	1,959,000
Risk Management.....	4,468,000	Independent Auditor General	1,872,000
Management & Budget.....	3,984,000	Communications.....	1,630,000
Procurement.....	3,614,000	Resilience and Sustainability.....	1,171,000
Mayor	3,261,000	Civil Service Board.....	647,000
City Clerk	2,301,000	Equal Opportunity & Diversity Programs	647,000
Housing and Community Development Department.....	2,281,000	Agenda Coordination	409,000
Grants Administration.....	2,030,000		

CITY OF MIAMI CAPITAL BUDGET



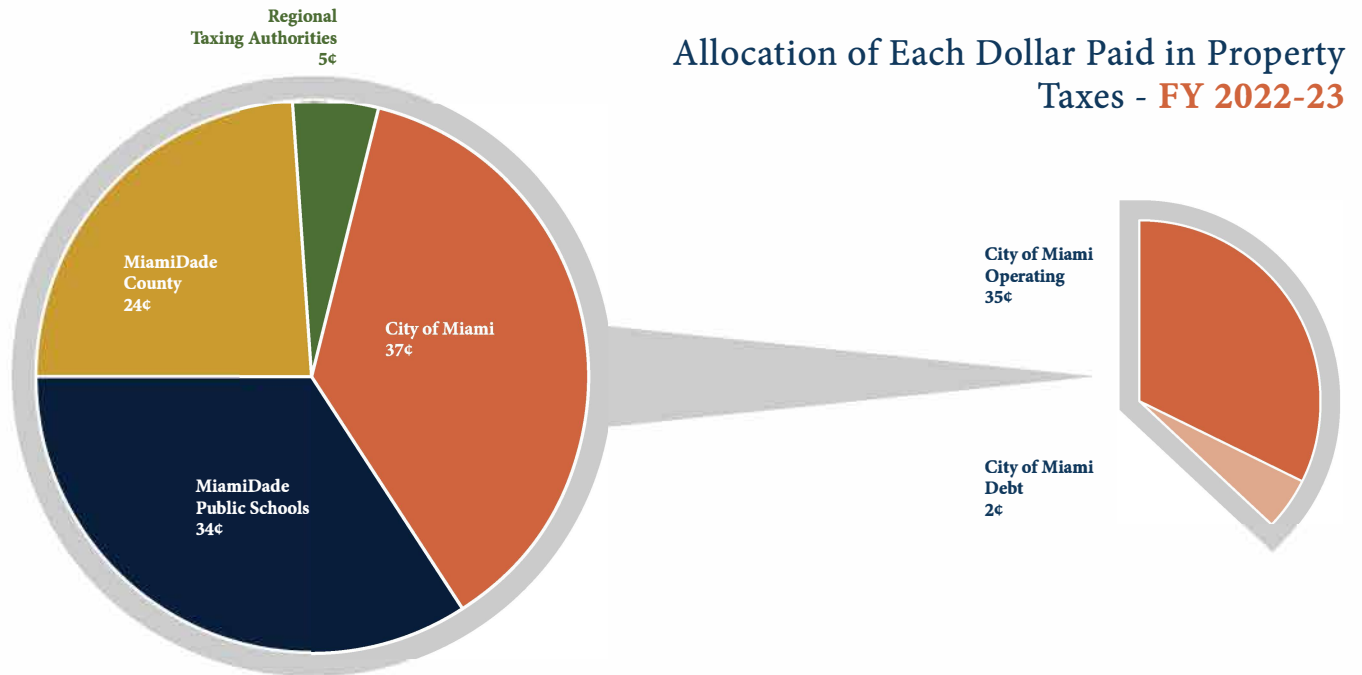
TOTAL SIX-YEAR PLAN
Proposed **FY 2023-24**



Departments and Agencies with Capital Budgets less than \$10 million

Office of Capital Improvements	\$8,065,000
Innovation and Technology	\$5,685,000
Code Compliance	\$1,745,000
Solid Waste	\$1,722,000
Risk Management	\$1,520,000
Downtown Development Authority	\$1,355,000
Management and Budget	\$1,050,000
Communications	\$572,000
Zoning	\$381,000
Planning	\$380,000
Housing and Community Development	\$303,000
Commissioner's Office	\$152,000
Human Services	\$91,000

YOUR PROPERTY TAX BILL



MILLAGE AND PROPERTY TAX

FY 2022-23 TOTAL ADOPTED MILLAGE RATE 7.8774 MILLS

General Operations: 7.5539
General Obligation Debt: 0.3235

FY 2023-24 TOTAL PROPOSED MILLAGE RATE 7.8078 MILLS

General Operations: 7.4843
General Obligation Debt: 0.3235

Total Assessed Value		\$275,381 <i>Average Homestead</i>	\$500,000	\$1,000,000
FY 2024-24	Taxes 7.8078	\$2,150	\$3,904	\$7,808
FY 2022-23	Taxes 7.8774	\$2,169	\$3,939	\$7,877

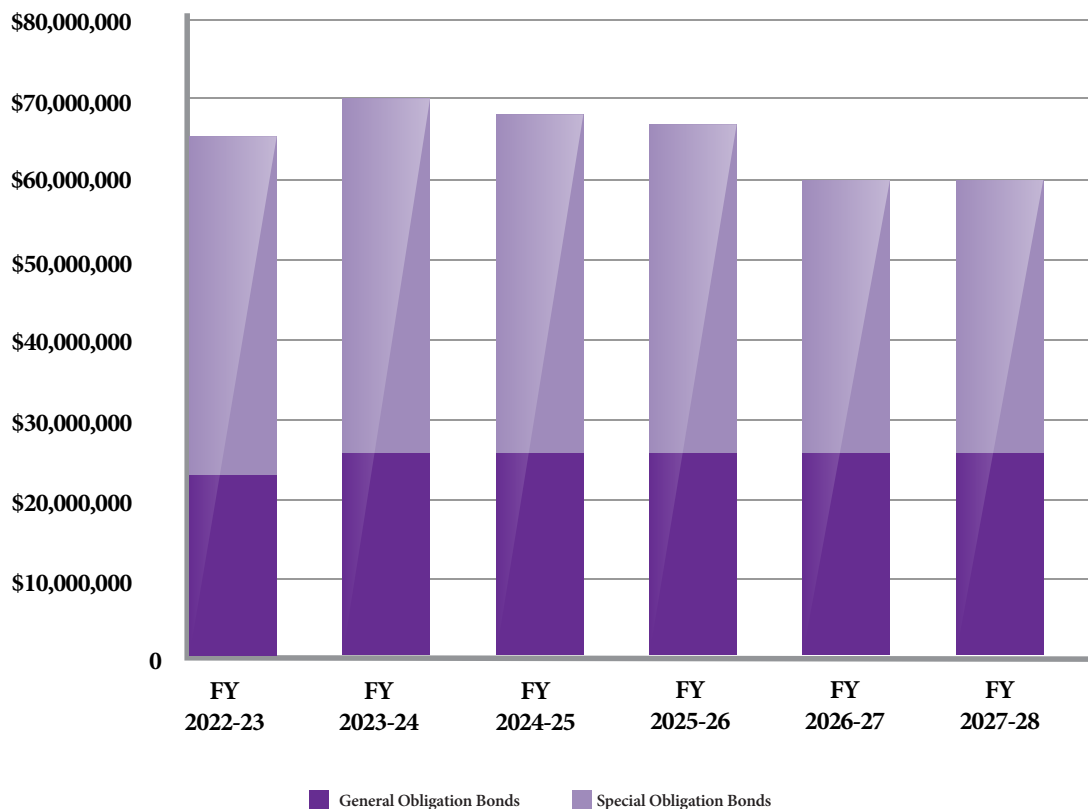
GENERAL AND SPECIAL OBLIGATION BONDS



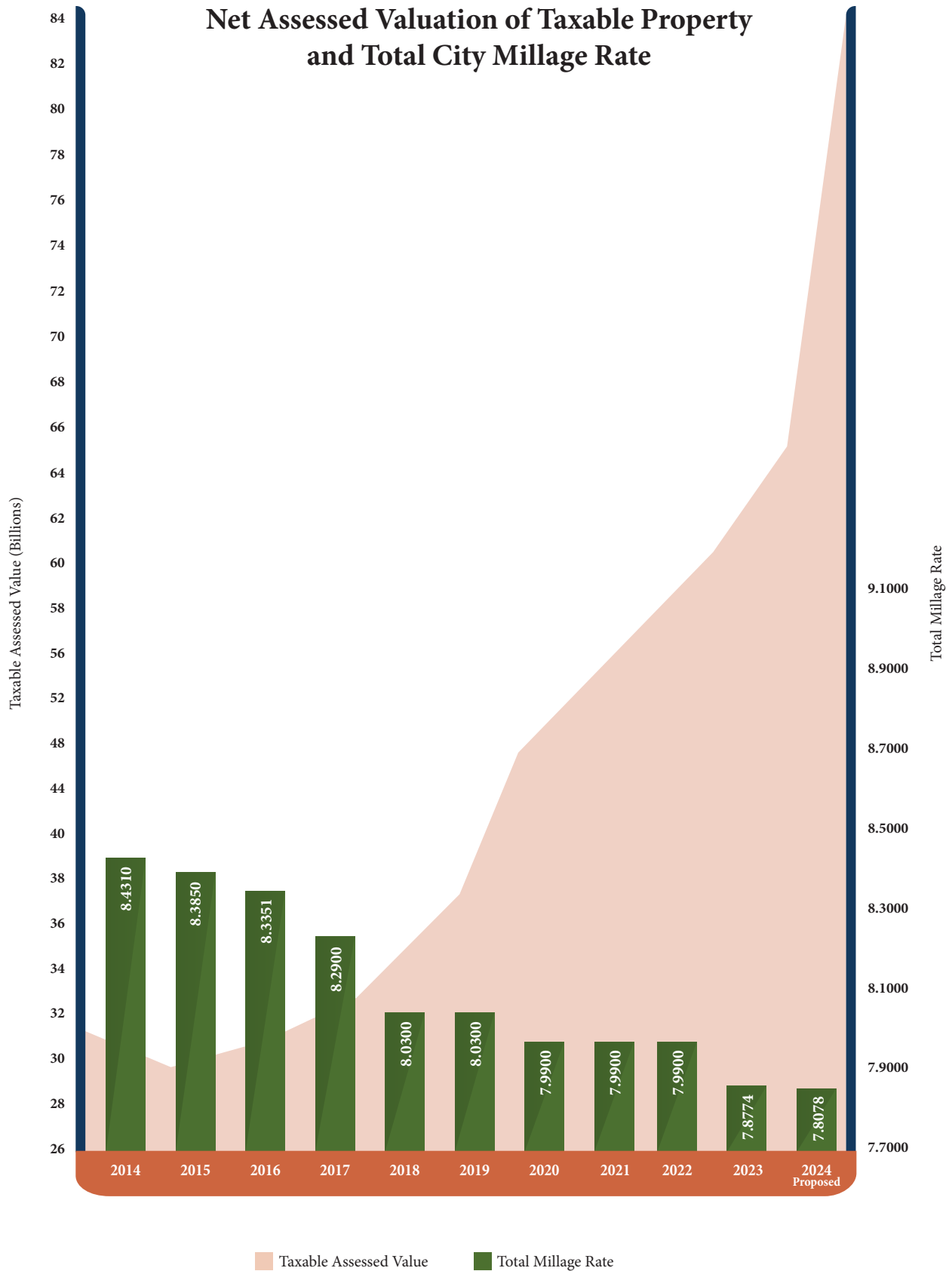
The FY 2023-24 Debt Service Fund Budget is \$66.326 million and the projected budget amounts for the FY 2024-25 through FY 2027-28 are as follows:

	FY 2022-23 Budget	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
Revenues (Inflows)						
Property Taxes	22,669,000	25,958,000	22,683,000	22,696,000	22,707,000	22,725,000
Transfers-IN/Other Revenues	42,842,000	40,368,000	42,493,000	41,260,000	34,280,000	34,451,000
Total Revenues (Inflows)	65,511,000	66,326,000	65,176,000	63,956,000	56,987,000	57,176,000
Expenditures (Outflows)						
General Obligation Bonds	22,669,000	25,958,000	22,683,000	22,696,000	22,707,000	22,725,000
Special Obligation Bonds	42,842,000	40,368,000	42,493,000	41,260,000	34,280,000	34,451,000
Total Expenditures (Outflows)	65,511,000	66,326,000	65,176,000	63,956,000	56,987,000	57,176,000

Five-Year Debt Service Forecast



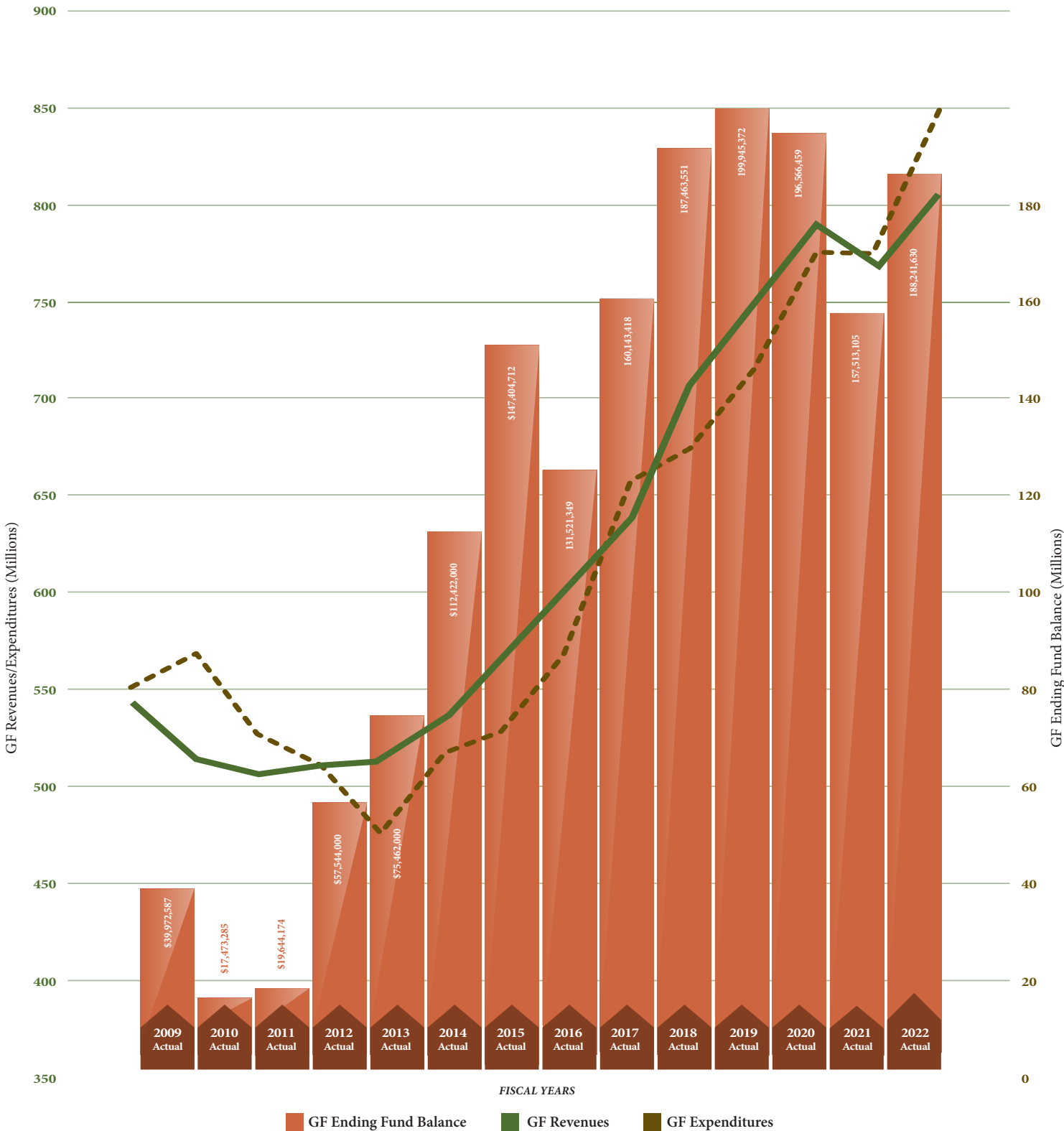
TAX ROLL AND MILLAGE HISTORY



FINANCIAL HISTORY



Revenues, Expenditures, and General Fund Ending Balance



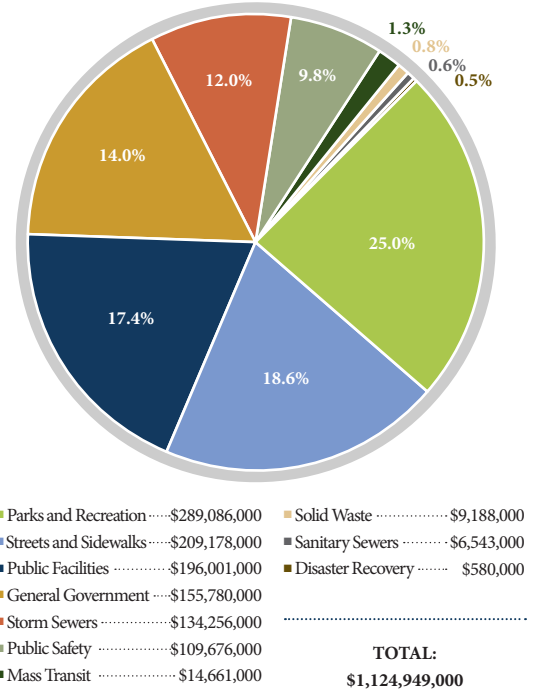
CAPITAL OVERVIEW



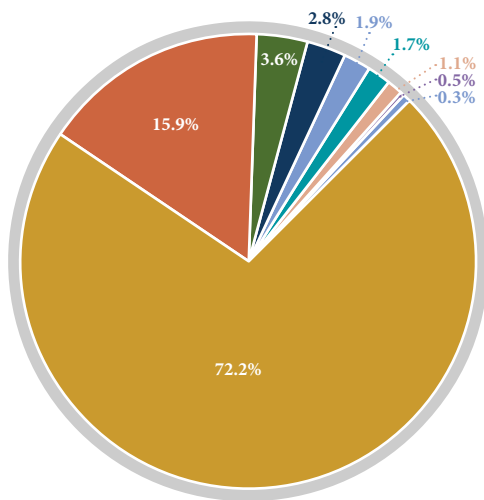
Summary by Department/Agency

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Unfunded
Building	\$69,903,000	\$69,903,000	\$69,603,000	\$300,000	
City Clerk	\$728,000				\$728,000
Code Compliance	\$1,747,000	\$1,745,000	\$1,745,000		\$2,000
Commissioner's Office	\$152,000	\$152,000	\$152,000		
Communications	\$715,000	\$572,000	\$572,000		\$143,000
Community Redevelopment Agency	\$202,750,000				\$202,750,000
Downtown Development Authority	\$14,801,000	\$1,355,000	\$1,355,000		\$13,446,000
Finance	\$21,639,000	\$21,639,000	\$15,033,000	\$6,606,000	
Fire-Rescue	\$262,198,000	\$59,848,000	\$57,935,000	\$1,913,000	\$202,350,000
General Service Administration	\$84,741,000	\$46,751,000	\$44,992,000	\$1,759,000	\$37,990,000
Housing and Community Development	\$944,000	\$303,000	\$303,000		\$641,000
Human Services	\$91,000	\$91,000		\$91,000	
Innovation and Technology	\$7,685,000	\$5,685,000	\$5,685,000		\$2,000,000
Management and Budget	\$1,050,000	\$1,050,000	\$1,050,000		
Office of Capital Improvements	\$57,182,000	\$8,065,000	\$8,065,000		\$49,117,000
Parks and Recreation	\$463,503,000	\$329,810,000	\$310,890,000	\$18,920,000	\$133,693,000
Planning	\$3,225,000	\$380,000	\$380,000		\$2,845,000
Police	\$303,040,000	\$48,093,000	\$46,823,000	\$1,270,000	\$254,947,000
Real Estate and Asset Management	\$197,397,000	\$164,391,000	\$162,327,000	\$2,064,000	\$33,006,000
Resilience and Public Works	\$2,173,030,000	\$361,493,000	\$354,476,000	\$7,017,000	\$1,811,537,000
Risk Management	\$16,520,000	\$1,520,000	\$1,520,000		\$15,000,000
Solid Waste	\$1,876,000	\$1,722,000	\$1,722,000		\$154,000
Zoning	\$381,000	\$381,000	\$381,000		
TOTAL	\$3,885,298,000	\$1,124,949,000	\$1,085,009,000	\$39,940,000	\$2,760,349,000

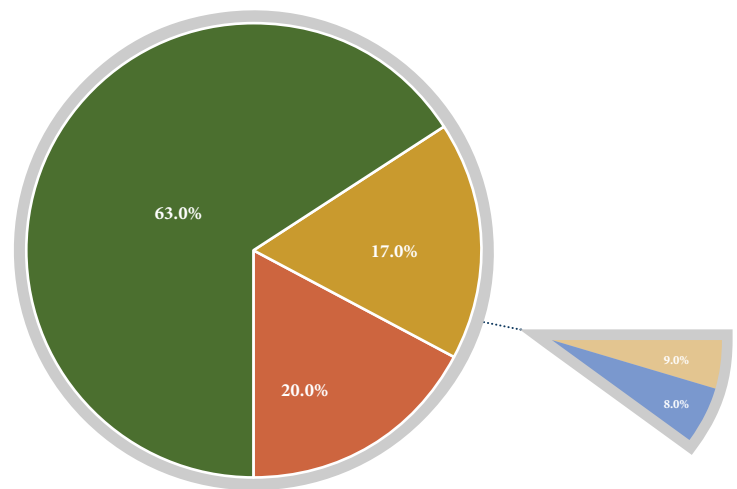
Summary by Program Fund



Summary by Funding Source



Summary of Funding Status



City Funds	\$812,445,000	Federal Pass Through State	\$19,233,000
City Debt Proceeds	\$178,477,000	Private	\$12,684,000
Miami-Dade County	\$40,412,000	Other Local Units	\$5,753,000
State	\$31,110,000	Donation	\$3,513,000
Federal	\$21,322,000		
TOTAL	\$1,124,949,000		

Funded	\$775,173,000	Partially Funded Allocated	\$349,776,000
Partially Funded	\$659,080,000	Partially Funded Shortfall	\$309,304,000
Unfunded	\$2,451,045,000		
TOTAL	\$3,885,298,000		



HOW TO USE THIS BOOK

GENERAL

Introductory Section

This section contains general information about the City of Miami, the budget development process, and its financial structure.

Overview Section

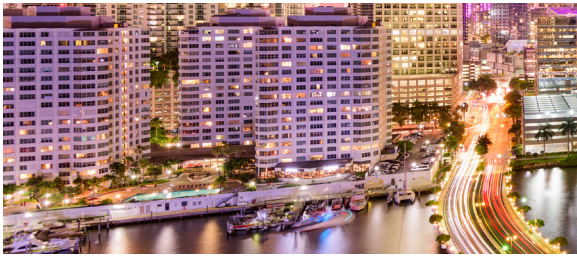
This section contains an overview of the Strategic Plan and information about each of the City's Financial funds: the Governmental Funds, the General Fund, the Special Revenue Funds, the Debt Service Funds, the Internal Service Fund, and the Capital Plan. Also included are overviews of the consolidated budget, personnel, collective bargaining units, resilience, and all funds transfers-out schedule.

Department Budgets

This section provides detailed information about the Operating Budgets of each of the City's departments divided into the following sections: General Government, Planning and Development, Public Works, Public Safety, and Other Departments and Other General Fund Budgets. The department budgets include information on staffing allocations, current year strategies, prior year accomplishments, and historical trends in departmental performance.

Appendices

The appendices include multi-year budget projections for all operating funds, information on the City's cost allocation plan, and non-departmental budget considerations. This section also includes summary schedules and graphs for all operating funds, as well as historical property tax, millage rate, economic, demographic statistics, financial health, and reference information.



HOW TO USE THIS BOOK

DEPARTMENT PAGES

The Department Budget section provides detailed information about each of the City’s departments. Each department’s budget description includes the following information:

Mission Statement

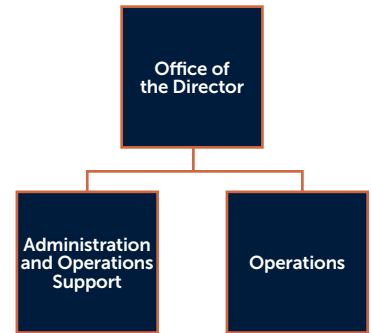
The mission statement defines how the department will work to achieve the vision of the City and addresses why the department is in existence.

Description

Information about the department, its core functions, and its primary customers and stakeholders.

Table of Organization and Staffing Summary

A chart illustrating the organizational structure of the department, and a staffing summary outlining the divisions within the department, the functions each performs, and a comparison of budgeted employees from the prior year to the current year.



Department Expenditure Summary					
	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	8,170,129	8,702,250	9,392,800	9,856,000	10,550,000
Operating Expense	385,796	454,959	505,291	510,000	560,000
Capital Outlay	0	0	11,520	0	0
	8,555,925	9,157,209	9,909,611	10,366,000	11,110,000

Department Summary

A summary of historical expenditures and current budget allocations by fund and expenditure category.

Strategies, Accomplishments, and Budget Highlights

A list of key department strategies for the current fiscal year, key accomplishments from the prior year, and major changes made to the department’s budget.

Strategic Alignment and Performance Measures

A list of department performance metrics with historical trends and targets.

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees				
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	16	12	21	21
GOAL Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole				
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	10.2	8.2	8.5	14
Position audits and reclassification completed (number)	178	229	200	200
Average time for the completion of the Personnel Action Form cycle (days)	1.2	1.3	2	2

Expenditure by Object and Fund

A detailed summary of expenditures by account and by fund comparing the current budget to the prior years’ budget.



BUDGET CALENDAR

January and February

- Budget process for the upcoming year begins; OMB sends the Budget Instructions to all Departments.
- Departments develop base budget and enter data into Hyperion.
- Departments develop requests for new funding or enhancements and enter data into Hyperion.
- Departments develop plans to reduce the budget through efficiencies or service cuts and enter data into Hyperion.

March

- Initial review and revision period is in the month of March.
- Departments prepare and submit capital requests for funding.
- OMB staff begin to review and discuss budget submissions with departments.
- Department Directors submit an email message to the OMB Director noting that the data has been entered into Hyperion.
- Mayor delivers the "State of the City Address" setting priorities for the budget by the end of March.

April

- Meetings between departments and OMB to discuss personnel costs, operating line items, unresolved matters, important issues, and capital requests continue.

May

- Begin Meetings with City Administration to discuss budget amounts, unresolved matters, important issues, and capital requests.
- Revenue Estimating Conference.

June

- Community Budget Meetings are held Citywide to explain the Proposed Budget and seek public input
- City Manager and Administration continue to discuss budget amounts, unresolved matters, important issues, and capital requests through mid-June.

July

- Operating and capital budget proposals are finalized, production of the Proposed Budget Books are set in motion, and the Proposed Operating and Capital Budgets are released by mid-July.
- The City Commission votes on a proposed millage in late July.

September

- Additional budget discussions occur through September when two public budget hearings are held according to State Law.
- The Final Operating Budget and Capital Plan are adopted in late September.

October

- Line item operating budgets are loaded, capital accounts are updated, and Adopted Budget Books are published.

BUDGET CALENDAR

January and February

- Departments develop base budget and enter data into Hyperion.
- Departments develop requests for new funding or enhancements and enter data into Hyperion.
- Departments develop plans to reduce the budget through efficiencies or service cuts and enter data into Hyperion.
- By the end of February, Department Directors submit an e-mail message to OMB Director noting that the data has been entered into Hyperion.

March

- Departments prepare and submit Staffing and Functional Tables of Organization by mid-March.
- Departments prepare and submit capital requests for funding.
- Initial review and revision period is in the month of March.
- Mayor delivers the "State of the City" Address setting priorities for future years by the end of March.

April

- Meetings between departments and OMB to discuss unresolved issues, important items, and capital requests begin in the last week of March through the first week of April.
- Departments prepare and submit preliminary objectives, measures, and targets by the end of April.

May

- Meetings with the City Manager to discuss unresolved issues, important items, and capital requests begin the last week of April and continue through mid-May.
- Community Budget Meetings to seek public input.

June and July

- From mid-May through mid-July, operating and capital budget proposals are finalized, production of the Proposed Budget Books is set in motion, and the Proposed Operating and Capital Budgets are released on or before July 15th.
- The City Commission votes for a proposed millage in late July.
- Community Budget Meetings to explain the Proposed Budget.

September

- Additional budget discussions occur through September when two public budget hearings are held.
- The Final Operating Budget and Capital Plan are adopted in late September.

October

- Line item operating budgets are loaded, capital accounts are updated, and Adopted Budget Books are published.
- Community Budget Meetings to explain the Adopted Budget.

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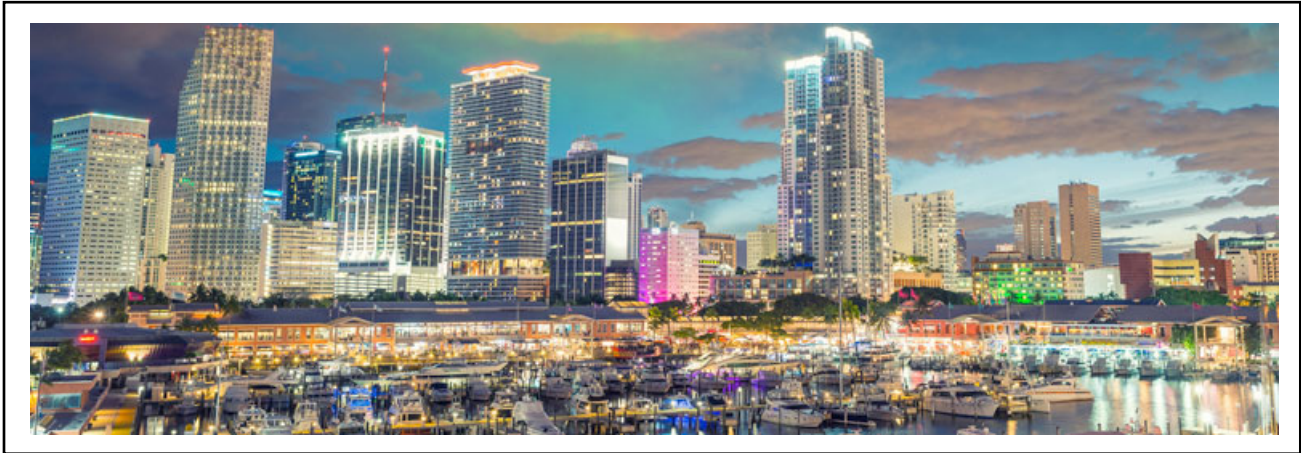


INTRODUCTION

- History of Miami
- Budget Methodology and Process
- Financial Structure and Policies

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City History



More than a century ago, a city sprung up almost overnight. As a result, one of Miami's many nicknames is the Magic City. Much like her geographical description, Miami's history is colorful, magnetic, and exotic. Ever-evolving, Miami is surging as a major international port and gateway for global industries establishing footholds in the U.S. despite the City's relatively young age.

Early inhabitants depended on the Miami River for food and spoke of their "Mayaimi" with pride. These early Native American settlers were known as the "Tequestas." In the Tequesta language Mayaimi means "Big Water". In 1513, Juan Ponce de León was the first European to visit the Miami area by sailing into Biscayne Bay. He wrote in his journal that he reached Chequescha, which was Miami's first recorded name, but it is unknown whether or not he came ashore or made contact with the natives. Pedro Menéndez de Avilés and his men made the first recorded landing in this area when they visited the Tequesta settlement in 1566. Shortly after the Spanish rule established a mission on the north bank of the river, the Tequestas were targeted for conversion to Christianity. The attempt failed, and a majority of the tribe died, disease-stricken with small pox and other illnesses.

The United States land expansion to displace and relocate American Indians brought large migrations of Native Americans around the late 1700's to South Florida. "Cimmarrones" as the Spanish referred to them became known as the fierce tribe called the Seminoles. After Florida ceded to the United States and was purchased from Spain in 1819, three major wars were waged by the Seminoles against the U.S. Government. Miami was devastated by the Second Seminole War and is attributed for the slow settlement of Miami until 1842.

At the close of the Second Seminole War in 1842, William English charted the "Village of Miami" on the south bank of the Miami River. On the north side of the river, Julia Tuttle, a wealthy widow from Ohio, purchased a large citrus plantation in addition to a plot she inherited. She had envisioned the City as a gateway for international trade. This notion prompted her to persuade the millionaire Henry Flagler to extend his railroad to Miami, but he was hesitant. Aiding in her request, Florida was devastated by two record-breaking freezes in the winters of 1894-1895 which had no effect on her crops. This made Tuttle the sole producer of citrus that year. Tuttle along with William and Mary Brickell persuaded Flagler of the potential of extending his railroad and agreed to give him land in exchange.

By April 1896, the railroad tracks reached Miami, and a meeting was held in July to incorporate the City. The right to vote was restricted to men, and a third of the voters were Bahamian immigrants. The City was incorporated in 1896 with only 502 registered voters under the name of "The City of Miami".

City History

Along with the railroad, Flagler financed and built streets, a water system, power systems, and a resort hotel. Canals were made to drain water from the Everglades that covered a majority of the land. It was no surprise that Miami soon became an instant tourist attraction and a retreat for the rich and famous. This prompted the first of many real estate booms.

Several years later, John Collins and Carl Fisher, two prominent men in the City's history, became promoters of Miami living. They transformed the Miami Beach area into one of the hottest tourist spots in the country. To ensure a steady influx of visitors, Collins built hotels and Fisher built shops, nightclubs, and the Dixie Highway. This boom lasted until 1926, when a hurricane hit the area prior to the Great Depression. The Art Deco District was born out of this era due to post hurricane re-development in the area.

World War II stabilized the economy in Miami due to the hundreds of thousands of servicemen that were trained in South Florida. Once the war ended, post-World War II economic expansion brought a wave of immigrants to South Florida as well as many of the servicemen returned to Miami pushing another development boom in the 1950s. Also during this time, Overtown, an area slated for African-Americans, was a hot spot for the Harlem renaissance elite. Once known as "Little Broadway" headliners such as Duke Ellington, Louis Armstrong, Cab Calloway, Hazel Scott, and Nat "King" Cole frequented the clubs and theaters on Northwest 2nd Avenue. The historic Lyric Theater is the only theater building that has remained intact through the years. It is a testament to this important period of Overtown's history.

In 1959, Cuban dictator Fulgencio Batista was deposed from power by Fidel Castro, another dictator. This caused a series of mass exoduses of people from Cuba to Miami. Hundreds of thousands of Cubans came to Miami thinking it would be a temporary home until their homeland would be freed from its communist regime. The United States planned an invasion of Cuba, and recruited 1,400 Cuban exiles to assist in overthrowing Castro's government in April 1961. This event became known as "The Bay of Pigs". However, this plan failed when Castro became aware of the attacks and placed them immediately under heavy fire. Cuban planes strafed the invaders, sank two escort ships, and destroyed half of the exile's air support.

Since the late 1960's, Miami has become a mix of cultural influences. The City experienced a large population growth in the neighborhood known as Little Havana, which was established with over 85 percent of its population as Cuban-Americans. Prior to this population growth, the African-American and Caribbean population made up approximately one-third of the total population. The late 1970's saw yet another immigration influx when over 100,000 Haitians and Nicaraguans fled their countries' newly overthrown governments.

During the 1980s, on four separate occasions, riots erupted across racial divides. In addition, the City experienced great social upheaval associated with the arrival of 125,000 refugees from the Cuban port of Mariel. The City, its leaders, and its residents worked hard to improve race relations, rebuild the City, and foster a sense of community.

In the 1990s, the City had already bounced back and transformed into a global metropolis bustling with international trade and populated by the largest proportion of foreign-born residents in the United States. No city in the United States, and few in the world, had been as profoundly affected by immigration in such a short period of time as Miami. In 1991 alone, \$21.7 billion worth of goods were processed through the Miami customs district, and the development of a global financial structure in the City was boosted by the presence in Miami-Dade County of the highest concentration of foreign bank agencies in the southeastern United States.

City History

In 2000, Elian Gonzalez, a young boy from Cuba was removed from his family's home in Miami by agents of the Federal Government and returned to his father. Immediately thereafter, tens of thousands of protesters, many of whom were outraged by the raid, poured out into the streets of Little Havana to demonstrate against the seizure. In 2003, the controversial Free Trade Area of the Americas negotiation took place in Downtown Miami. It was a proposed agreement to reduce trade barriers while increasing intellectual property rights. During the 2003 meeting in Miami, the Free Trade Area of the Americas was met by heavy opposition and protests.

Since that time, Miami saw an extensive boom of high rise architecture, dubbed a "Miami Manhattanization" wave. This included the construction of many of the tallest buildings in Miami, with nearly 20 of the City's tallest 25 buildings completed after 2005. This boom transformed the look of Downtown Miami, which is now considered to have one of the largest skylines in the United States, ranked behind New York City and Chicago. This boom slowed after the 2008 global financial crisis, with some projects being put on hold and none of the City's tallest buildings constructed in 2010. In May 2010, construction began on a major Port of Miami infrastructure project known as the Port of Miami Tunnel, with a total estimated cost of \$1 billion completed in 2014.

In 2012, the Globalization and World Cities Research Network named Miami an Alpha city. An alpha city is a city generally considered to be an important node in the global economic system. The City of Miami has been experiencing an impressive economic boom since the middle of the current decade. According to the Kauffman Foundation, in 2017, the Miami area ranked No. 1 among the largest metro areas in the U.S. for startup activity. This startup environment is supported by the area's international flavor and Miami's status as the gateway to Latin America and has drawn an influx of immigrants that generate a mixture of innovative ideas from different cultures, which does not happen in most other cities. Favorable to this environment also, are the economic benefits of relocating to Miami, such as the absence of a state income tax and cheaper living costs than in many other startup hubs around the nation. The continued growth and forward thinking by the communities that make up the City of Miami aid in it remaining a major international, financial, and cultural center.

As Miami moves into the next decade, it stands ready to embrace the exciting opportunities and challenges that lie ahead. The United Nations projects that, by the mid-2020s, the world population will surpass eight billion. With beautiful year-round weather few other cities can parallel, a thriving business climate ripe for international expansion, and a steadfast commitment to climate resiliency, Miami is well-positioned to attract a significant share of the economic activity this anticipated population growth will spur and will continue its path of transformation and prominence on the world stage.

The City's residents and leadership are fully vested in its future. This is evidenced by the overwhelming support for and voter approval of a \$400 million general obligation bond, dubbed the "Miami Forever Bond", which gives Miami the ability to build a stronger, more resilient future, as well as the City Mayor's participation in the Global Commission on Adaptation led by Ban Ki-moon, former Secretary-General of the United Nations, and other prominent world and business leaders, to accelerate adaptation action and increase political support for building climate resilience.

Budget Methodology and Process

The City's budget is a performance-based tool that is used to link management goals and objectives with the allocation of resources. The performance-based approach to budgeting allows stakeholders to better understand the distribution of available resources among departments and to track performance in utilizing these resources to meet objectives.

The budget is a document that paves the way for the City's future growth and details of how this growth is to be managed and sustained. Budget documents provide sufficient, meaningful, and useful information to elected officials, City staff, and most importantly, the public. It is with this in mind that the budget book has been developed to serve the following four essential functions:

- Policy Document
- Financial Plan
- Operations Guide
- Communications Device

In serving these four functions, the budget document defines for the public what the City of Miami has done, what it plans to do, and how it will accomplish set goals.

Budget Development

The City's budget is developed based on needs and performance, and follows the direction of policy as set by the elected officials. The process begins in early January with the Office of Management and Budget (OMB) sending all departments an all-inclusive instructional tool-kit that is used for budget development. Starting early allows the City's Administration time to align its resource allocations with the new and continued objectives set forth by elected officials and the service delivery commitments each department made in developing their goals and objectives. With this framework as the determining factor for resource allocations, each department works with OMB to compile the basic information needed for submission of each department's operating and capital budget requests.

Operating Budget

The process of developing departmental operating budgets includes a review of personnel costs, such as salaries and wages, pension contribution requirements, and anticipated insurance premium increases, as well as other operating costs, such as service contracts and supplies. In early January, OMB compiles a memorandum that provides step-by-step instructions on how to enter operating budget information for the upcoming year into the City's budget development system. This system provides department users with financial information relevant to their current and historical operations. Specifically, the budget development system provides three years of historical actual expenditures as well as the previous year's adopted and revised operating budgets. Upon entry of budget information into the budget development system, departments are required to provide justification for all requested amounts and provide supporting documentation as appropriate. While the above noted processes are underway, the Mayor delivers the State of the City Address in January setting general guidelines for the future.

Budget Methodology and Process

Departments then update their department descriptions, accomplishments in the current year, and objectives for the upcoming year. These sections represent the business framework for determining each department's operating needs going forward. As part of the budget submission process, departments are encouraged to identify any potential operating efficiencies that can result in reduced spending in the upcoming year.

Once departments have completed their budget submissions, OMB reviews these submissions to ensure that they are void of material errors and that the budget presentation is cohesive and organized. Departments then arrange a meeting with their assigned Assistant City Manager, Deputy City Manager, or City Manager to review their budget submission by early February. OMB compiles all Department enhancements and efficiencies and creates deliverables report to present to the City Manager for review and discussion with the OMB Director in late February. Goals identified in the City's Strategic Plan are also considered in prioritizing in budget allocations in the deliverables report. The allocation needs are then compared to the City's anticipated revenue inflows to determine whether these needs can be satisfied in early June.

Capital Budget

The City's Capital Budget is distinct from the Operating Budget. The Capital Budget represents a legal authorization to spend on larger capital projects and purchases such as roads, parks, buildings, vehicles, information technology systems, etc. During the first year of the plan, funds from federal, state, and various other sources are adopted separately from the operating budget by means of an appropriations resolution. The capital budget authorizes capital expenditures while the operating budget authorizes the expenditure of funds for employee salaries and the purchase of supplies, services, and minor equipment. Capital projects can have an impact on the operating budget through additional costs, revenues, or cost savings. The Multi-Year Capital Plan includes a section detailing future impacts to the operating budget. All Department Capital submissions are submitted to OMB after reviewed by their assigned Assistant City Manager, Deputy City Manager, or City Manager by early February.

Revenue Estimating Conference

In accordance with the City's Financial Integrity Principals, a Revenue Estimating Conference is assembled in April to review revenue assumptions and estimates employed at that time by OMB. The estimating conference suggestions are reviewed and applied to the proposed budget document.

Proposing the Budget

In early June, the Mayor, City Manager, and OMB Director complete their comprehensive review and initial approval of all budget submissions provided by the City departments. These budget submissions are then compiled, and a Proposed Budget is presented in mid-July.

Setting the Millage Rate

Once the proposed budget is presented, the millage rate or the rate to be applied to every \$1,000 of taxable property value must be set by law. Florida statute Section 200.065, governs the setting of millage rates, adoption of budgets, and the timeframes to be followed for each. It requires that the City advise the Property Appraiser of its proposed millage rate within 35 days of the July 1st certification of property

Budget Methodology and Process

values so that the information can be included in the property owners Noticed of Proposed Property Taxes or Truth in Millage report (TRIM).

In order for the millage rate to be set, OMB presents a resolution to the City Commission for approval. Once the vote is taken, the City Manager will submit the information along with the dates, time, and location of the first and second budget hearings to the Property Appraiser's office.

Approving the Budget

The proposed budget is presented to the Mayor and City Commission for ultimate ratification and approval by the City Commission in September. The City Commission will tentatively approve the recommended budget in the first public budget hearing in September. It may also make changes to the recommended budget during the first and second public budget hearings. The final adoption of the budget occurs in the second public budget hearing in September.

Monitoring the Budget

The City Code includes a Financial Policy section that includes both the Anti-Deficiency Act and the Financial Integrity Principles. These ordinances dictate the managerial oversight that is to be undertaken by the City in its operations to ensure fiscal integrity. The legislation details the following:

- Transfers between City departments must be approved by the City Commission.
- Revisions that alter the total appropriation of expenditures for any City department within a fund must be approved by the City Commission.
- Actual expenditures and operating transfers out may not exceed budget appropriations at the individual department level.
- Transfers that exceed ten percent of appropriated budgets for any one City department must be approved by the City Commission Chair, City Manager, and OMB Director.
- Transfers that exceed \$5,000, in any one line item for any City department in the fourth quarter of the fiscal year must be approved by the City Commission Chair, City Manager, and OMB Director.
- The OMB shall present monthly, except during the month of September, a written report on the status of the city budget at a city commission meeting.
- The City's external auditor shall present the Annual Comprehensive Financial Report or status thereof no later than the end of the second quarter of each fiscal year.

In accordance with the City's Financial Integrity Principles, the following applies:

- A contingency reserve must be budgeted annually at five million.
- A Revenue Estimating Conference is to be established each year to review the initially proposed revenues included in the budget before final submission to the City Commission.
- Budgets must be structurally-balanced (i.e. one-time revenues must not be used for recurring expenses).

Budget Methodology and Process

- The City must maintain General Fund balance reserves of 20 percent of the average of general revenues (excluding transfers) over the prior three years—including both designated and unassigned fund balance reserves.
- Appropriations that are not expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year and are returned to the General Fund with the exception of the following City departments and offices:
 - Mayor
 - Commissioners
 - Real Estate and Asset Management
 - Parks and Recreation
 - Information Technology

Amending the Budget

If, during the course of the year it becomes necessary, the budget may be amended. The OMB Director prepares the required legislation, with the City Manager's approval, to be presented to the City Commission for review and approval.

The legislation includes a proposal for financing the additional expenditures, usually either by appropriating from fund balance or by submitting evidence of an expected surplus in the current year. City Commission approval is required for all budget amendments that alter the budget of any City department.

Community Budget Meetings

A Community Budget meeting is held during the budget process. This meeting offers the citizens an opportunity to be informed about the budget process, give input on community needs, and have their questions answered by City staff.

In a meeting scheduled in April, City residents are given an overview of the City's budget and the process of building a proposed budget for the next fiscal year. Residents provide feedback to City staff on what they consider priority needs in their communities. After the proposed budget is released in mid-July, meetings are held in July to present and answer questions on the proposed budget. Community meetings are held again in October to present the adopted budget and answer questions and concerns.

Financial Structure and Policies

In accordance with Generally Accepted Accounting Principles (GAAP) as applicable to local governments, the City of Miami prepares its budget on a fund accounting basis. A fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts, which is comprised of its assets, liabilities, fund balances, revenues, and expenditures. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which activities are controlled. The City maintains the minimum number of funds consistent with legal and managerial requirements.

The City appropriates and reports the following fund groups in its annual budget:

- **General Fund** - This is the general operating fund of the City. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund.
- **Special Revenue Funds** - These funds receive support from various sources, mainly in the form of grants and other aid, and are restricted to expenditures for particular purposes.
- **Debt Service Funds** - These funds are used to account for the resources allocated to the payment of debt service on general obligation bonds and special obligation bonds.
- **Internal Service Fund** - The chief purpose of this fund is to provide a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology cost in the operating departments. This fund serves as a centralized account for payment of these expenses.
- **Capital Project Funds** - These funds are used to account for the resources allocated for capital expenditures associated with various capital improvement projects.

Financial Management Principles

The following financial management principles are applied in formulating the City's annual budget, as described in the Financial Integrity Principles (Sections 18-504 through 18-540 of Chapter 18 of the City Code):

(1) Structurally-Balanced Budget. The City shall maintain a structurally-balanced budget. Recurring revenues will fund recurring expenditures.

(2) Revenue Estimating Conference Process. The City shall adopt budgets and develop its long- and short-term financial plan utilizing a professional revenue estimating conference process. Conference principals shall include, but are not limited to: one principal from the budget office, one principal from the Finance Department and two non-staff principals with public finance expertise.

Financial Structure and Policies

(3) Interfund Borrowing. The City shall not borrow or use internal fund transfers to obtain cash from one fund type or reserve to fund activities of another fund type or reserve unless such use is deemed lawful, and unless the Revenue Estimating Conference has determined that (a) the funds to be loaned will not be needed during the lending period, and (b) the funds for repayment will be available within a two-year period. Any actions taken to borrow funds under these conditions must be separately presented to and approved by the City Commission and the term of such borrowing shall not extend beyond the last day of the subsequent fiscal year.

Recognizing that some programs are funded by grants or other entities on a reimbursement basis, the City shall apply for such reimbursements on a timely basis to minimize the period that City funds are used as float or loan. In the event float or loan for these reimbursements extend beyond the end of a fiscal year, such reimbursements shall be reflected as receivables in the Annual Comprehensive Financial Report to the extent allowed under Accounting Principles Generally Accepted in the United States of America (GAAP). The Department of Finance shall make a quarterly determination of the amount of expenses incurred which may not be reimbursable under these programs. A quarterly report of expenses incurred but not reimbursable shall be presented to the City Commission, together with the actions needed to avoid project deficits.

(4) For purposes of this section, Citywide surplus for any fiscal year is defined as the increase in unreserved general fund balance as reflected in the City's Annual Comprehensive Financial Report. Citywide deficit for any fiscal year is defined as the decrease in unreserved general fund balance as reflected in the Annual Comprehensive Financial Report. Budget surplus of any office, department or elected official is defined as the excess of budgeted expenses over actual expenses in any fiscal year.

Notwithstanding anything to the contrary in this section, the total amount of budget surplus to be added to designated reserves and special revenue funds pursuant to this section (together, the "rollover amounts") is limited to Citywide surplus for any fiscal year. In the event the rollover amounts would result in a Citywide deficit, then each budget surplus within the rollover amounts shall be reduced proportionately so the City's Annual Comprehensive Financial Report will reflect no change in undesignated, unreserved general fund balance. In the event that a Citywide deficit would result before effecting the rollover amounts in any fiscal year, then no rollover amounts shall be available.

a. Budget surpluses in an elected official's budget in any fiscal year shall be reflected as designated reserves at the end of the fiscal year in which such surplus arose and be appropriated for discretionary use of such elected official for the following fiscal year.

b. Budget surpluses of the Parks and Recreation Department shall be allocated, as of the end of the fiscal year in which such surplus arose, to a parks special revenue fund. Allowed expenditures from the parks special revenue fund shall be limited to the purchase of parks recreational and maintenance equipment, capital improvements for the City's parks, and the direct operations of recreational programs in and for the City's parks, subject to appropriation by the City Commission.

c. Budgeted surpluses of the Department of Real Estate and Asset Management shall be allocated, as of the end of the fiscal year in which such surplus arose, to a public facilities special revenue fund.

Financial Structure and Policies

Allowed expenditures of the public facilities special revenue fund shall be limited to capital improvements for the City's public facilities, subject to appropriation by the City Commission.

d. Budgeted surpluses of the Department of Innovation and Technology (DoIT) shall be allocated, as of the end of the fiscal year in which such surplus arose, to a DoIT strategic plan special revenue fund. Allowed expenditures of the DoIT strategic plan special revenue fund shall be limited to expenditures, excluding those related to permanent City staff, necessary for the implementation of the City's information technology strategic plan, subject to appropriation by the City Commission.

(5) Reserve Policies. The following Reserve policies are established in three categories of the general operating fund of the City:

a. Current fiscal year contingency. A "contingency" reserve level of \$5.000 million shall be budgeted annually. Such contingency reserve shall be available for use, with City Commission approval, during the fiscal year, to fund unanticipated budget issues which arise or potential expenditure overruns which cannot be offset through other sources or actions. The unused portion of the budgeted contingency reserve in any fiscal year shall be reflected as unassigned fund balance reserves until such time as the City has funded 50 percent of the liabilities of the long-term liabilities (excluding bonds, loans, and capital lease payables) as reflected in the City's Annual Comprehensive Financial Report. Amounts not needed to satisfy the 50 percent requirement shall be considered general fund unassigned fund balance reserve and be treated in accordance with subsection (5)b.

b. General fund unassigned fund balance reserves. The City shall retain unassigned fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues (excluding transfers). Amounts designated as "contingency" reserve in subsection 5a. shall be included in the calculation of meeting the ten percent of the prior three years average of general revenues for the unassigned fund balance category. Such reserves may only be used for offsetting an unexpected mid-year revenue shortfall or for funding an emergency such as a natural or man-made disaster, which threatens the health, safety and welfare of the City's residents, businesses or visitors. Any time these reserve funds fall below the ten percent threshold, the City Commission shall adopt a plan to achieve the threshold within two fiscal years and the City Manager shall present an oral report at the second Commission meeting of every month, except during the month of September, regarding: i) the status of the current fiscal year budget and ii) the Proposed Budget for the subsequent fiscal year. Such oral report shall appear on the City Commission agenda as a discussion item under the agenda category titled "Budget." Amounts in excess of the ten percent threshold may be used for capital improvements, unanticipated expenditures necessary to assure compliance with legal commitments, and for expenditures that will result in the reduction of recurring costs or the increase in recurring revenues of the City.

c. General fund designated fund balance reserves. The City shall retain designated fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). The designated fund balance reserves shall be classified as either restricted, committed, or assigned and such designation shall be based on standards and guidance established, and

Financial Structure and Policies

amended from time to time, by the Governmental Accounting Standards Board (GASB). Such reserves shall be used for funding long-term liabilities and commitments of the City such as:

1. Compensated absences and other employee benefit liabilities, including liabilities related to post-retirement benefits;
2. Self-insurance plan deficits (including workers' compensation, liability claims and health insurance);
3. Anticipated adjustments in pension plan payments resulting from market losses in plan assets and other unanticipated payments necessary to maintain compliance with contractual obligations.

Payment for compensated absences and other employee benefit liabilities and self-insurance plan deficits may be drawn from this reserve during the fiscal year and shall be replenished each year until 50 percent of such the liabilities are funded. Other designated reserves may be drawn upon without the need for replenishment.

(6) Proprietary Funds. The City shall establish proprietary funds only if the costs to provide the service are fully funded from the charges for the service.

(7) Multi-year Financial Plan. The City Commission shall annually adopt a five-year financial plan by September 30th of each year, reflecting as the base year, the current year's budget. Such a plan will include cost estimates of all current city operations and pension obligations, anticipated increases in operations, debt service payments, reserves to maintain the City's officially adopted levels and estimated recurring and non-recurring revenues. This plan will be prepared by fund and reflect forecasted surpluses or deficits and potential budget balancing initiatives, where appropriate.

(8) Multi-year Capital Improvement Plan. The City Commission shall annually adopt a Capital Improvement Plan ("CIP") simultaneously with the adoption of the City's final budget pursuant to Section 200.065, Florida Statutes. The CIP shall address cost estimates for all necessary infrastructure improvements needed to support city services, including information technology, with an adequate repair and replacement ("R&R") component. Funded, partially funded, and unfunded projects shall be clearly delineated. The CIP shall be detailed for the current fiscal year and for five additional years and, if practicable, additional required improvements aggregated for two additional five-year periods. To the extent feasible, department heads shall be required to submit independent needs assessments for their departments for use in preparing the CIP. The CIP will be detailed by fund, include recommended project prioritization rankings, identified revenue sources, planned financing options, and unfunded projects. The CIP shall include estimates of the operational impacts produced for the operation of the capital improvements upon their completion. The CIP shall include a component reflecting all on-going approved capital projects of the City, the date funded, amount budgeted, amount spent since the start date, remaining budget, fiscal impact of known changes to financial assumptions underlying the project, estimated expenditures by fiscal year for the project, and estimated completion date. Approved projects, with circumstances that arise which change the funding requirements of the project, shall be addressed in the CIP annually.

Financial Structure and Policies

(9) Debt Management. The City shall manage its debt in a manner consistent with the following principles:

- a. Capital projects financed through the issuance of bonded debt shall be financed for a period not to exceed the estimated useful life of the project.
- b. The net direct general obligation debt shall not exceed five percent and the net direct and overlapping general obligation debt shall not exceed ten percent of the taxable assessed valuation of property in the City.
- c. The weighted average general obligation bond maturity shall be maintained at 15 years or less.
- d. Special obligation debt service shall not exceed 20 percent of non-ad valorem general fund revenue.
- e. Revenue based debt shall only be issued if the revenue so pledged will fully fund the debt service after operational costs plus a margin based on the volatility of the revenues pledged.

(10) Financial Oversight and Reporting. The City shall provide for the on-going generation and utilization of financial reports on all funds comparing budgeted revenue and expenditure information to actual on a monthly and year-to-date basis. The Finance Department shall be responsible for issuing the monthly reports to departments, the Mayor and City Commission, and provide any information regarding any potentially adverse trends or conditions. These reports should be issued within 30 days after the close of each month.

The City's Finance Department shall prepare the City's Annual Comprehensive Financial Report by March 31st and the Single Audit letter by April 30th of each year. The external auditor shall prepare a Management letter and present the findings and recommendations of the audit to the Mayor and City Commission at a scheduled Commission meeting prior to July 30th of each year.

Financial reports, offering statements and other financial related documents issued to the public, shall provide full and complete disclosure of all material financial matters.

(11) Basic Financial Policies. The City shall endeavor to maintain formal policies, which reflect "best practices" in the areas of:

- a. Debt: Such policy shall address affordability, capacity, debt issuance and management.
- b. Cash management and investments: Such policy shall require 24-month gross and net cash-flow projections by fund and address adequacy, risk, liquidity, and asset allocation issues.
- c. Budget development and adjustments: Such policy shall establish proper budgetary preparation procedures and guidelines, calendar of events, planning models by fund, budget adjustment procedures, establishment of rates and fees, indirect costs/interest income and the estimating

Financial Structure and Policies

conference process. The proposed budget should be scheduled to allow sufficient review by the Mayor and City Commission while allowing for sufficient citizen input.

The City budget document reflecting all final actions as adopted by the City Commission on or before September 30th of each year, shall be printed and made available within 30 days of such adoption.

d. Revenue collection: Such policy shall provide for maximum collection and enforcement of existing revenues, monitoring procedures, and the adequacy level of subsidy for user fees, and write-offs of uncollectible accounts.

e. Purchasing policy: Such policy shall establish departmental policies and procedures and provide appropriate checks and balances to ensure the city departments adhere to the City's purchasing policies.

(12) Evaluation Committees.

a. Solicitations: An evaluation committee, consisting of a majority of citizen and/or business appointees from outside City employment, shall be created, to the extent feasible, to review City solicitations ("requests for proposals," "requests for qualifications," etc.). The recommendation(s) of the evaluation committee shall be provided to the Mayor and City Commission on all such solicitations prior to presentation to the City Commission for official action.

b. Collective bargaining agreements: The City's Finance Committee, established pursuant to City Commission resolutions 98-631 and 98-767, and the budget director shall review and provide recommendations to the City Manager regarding all memorandums of understanding (MOUs) entered into between the City and any collective bargaining units that amend, alter, or modify any existing collective bargaining agreement and that may have a fiscal impact of \$500,000 or more, and all collective bargaining agreements. The Finance Committee shall provide its recommendations regarding such MOUs and collective bargaining agreements to the City Manager not less than 14 days prior to consideration by the City Commission of any said MOU and collective bargaining agreement for ratification. In the event that the Finance Committee is unable to meet within the timeframes provided herein, then the City Manager shall proceed to the City Commission for ratification.

(13) Full Cost of Service. The City shall define its core services and develop financial systems that will determine on an annual basis the full cost of delivering those services. This information shall be presented as part of the annual budget and financial plan.

Source: Financial Integrity Principles: City of Miami, Florida, Code of Ordinances, Sec. 18-542.

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FINANCIAL INFORMATION

- Strategic Plan Overview
- Governmental Funds Overview
- Consolidated Budget Overview
 - General Fund Overview
- Special Revenue Funds Overview
 - Debt Service Funds Overview
- Internal Service Fund Overview
- All Funds - Transfers - Out Schedule
 - Capital Plan Overview
 - Personnel Overview
- Collective Bargaining Overview
 - Resilience Overview

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City of Miami Strategic Plan Overview

The City of Miami Strategic Plan serves as a roadmap to make Miami a modern and diverse city that is a global leader in technology, innovation, and resiliency. The City's strategic plan reflects three priority areas identified as strategic to the City's success. As the administration team adapts to our new leaders and governing body in the coming year, our Priority Areas: *Quality of Life, Resilience, and Pathway to Prosperity* will remain our foundation plan and basis from which each department will align their business.



From these priorities, the Office of Management and Budget is working with staff to further articulate the needs and wants of its residents. To ensure plan fidelity and feasibility, the Office of Management and Budget will be conducting cross-departmental work sessions with department leadership or their designee. As part of these work sessions, staff are contributing to the definition of priorities. After priority areas are clearly defined, the group will articulate success metrics for categories within each priority area and defined how each department contributes. The plan will be refined with direction from City leadership and will be influenced by resident feedback obtained from the City's annual survey.

This process will inform the plan's underlying goals and objectives. The goals and objectives allow the City to be more transparent about its focused efforts. The City's progress toward the plan will be communicated through department strategies and performance measures. Department strategies ensure City business divisions stay connected and on track with the strategic direction. Performance measures improve awareness of our progress toward goals and objectives.

The City's Strategic Plan consist of three priority areas, 15 goals (five per priority area), and each goal 45 objectives (three per goal).

Strategic Planning and the Budget

Using this specially tailored Strategic Plan, the City aligns spending to address resident priorities. As part of the City's budget process, each department is aligned to a primary priority area and goal with specific objectives. This alignment defines how each department will advance the City forward. City Administration understands and appreciates that most departments will align across multiple priority areas and goals. However, for streamlined reporting, each department has identified one priority and goal to which it aligns with few exceptions.

City of Miami Strategic Plan Overview

To underscore the importance of the relationship between strategic planning, performance, and the budget, a strategic assessment accompanies every new budget request.

Strategic Framework



City of Miami Strategic Plan Overview

VISION STATEMENT

Miami is a modern and diverse city that is a global leader in technology, innovation, and resiliency.

MISSION STATEMENT

The City of Miami is committed to elevating the quality of life of its residents by improving public safety, housing, mobility, diverse shared spaces that foster community, and efficient and transparent government.

VALUE STATEMENTS

Innovative

We are progressive problem solvers who are not satisfied with the status quo

Morality

We will act in a way that fosters trust and confidence of the public

Professionalism

We maintain a high standard of quality in our work and the way we treat each other

Accountability

We work diligently to honor our commitment to our residents

Compassionate

We are considerate of all residents and communities when making decisions

Teamwork

We partner with each other and residents and businesses to address their needs

City of Miami Strategic Plan Overview

PRIORITY AREA: 1. QUALITY OF LIFE

Goal: 1.1 Deliver efficient and effective services.

- Objectives:**
- 1.1.1** Modernize and streamline City processes.
 - 1.1.2** Strengthen trust through excellent customer service.
 - 1.1.3** Engage all stakeholders with timely and clear communication.

Goal: 1.2 Create and enhance shared civic spaces.

- Objectives:**
- 1.2.1** Maintain the look and feel of public spaces to a high standard.
 - 1.2.2** Enhance greenways and green spaces to promote outdoor activity.
 - 1.2.3** Continue to enhance the quality of parks and open spaces.

Goal: 1.3 Enhance mobility and transportation options.

- Objectives:**
- 1.3.1** Create a safe and comfortable pedestrian environment.
 - 1.3.2** Facilitate connectivity through affordable multi-modal transportation options.
 - 1.3.3** Improve street paving and pothole repair.

Goal: 1.4 Transform the experience of conducting business with the City.

- Objectives:**
- 1.4.1** Minimize the need to visit a City building to conduct business.
 - 1.4.2** Seek feedback to inform improved business practices.
 - 1.4.3** Reduce the amount of time customers wait.

Goal: 1.5 Protect and promote the health and well-being of all residents.

- Objectives:**
- 1.5.1** Reduce gun violence.
 - 1.5.2** Continue to strengthen community partnerships.
 - 1.5.3** Maintain low response times and seek out opportunities to optimize emergency operations.

City of Miami Strategic Plan Overview

PRIORITY AREA: 2. RESILIENCE

Goal: 2.1 Ensure decisions are data-driven and take future conditions into account.

Objectives:

- 2.1.1** Enhance understanding of the City's vulnerability to environmental, social, and economic risks with data.
- 2.1.2** Quantify the City's impact on climate change.
- 2.1.3** Equip City departments and residents by identifying critical metrics and improving access to critical data.

Goal: 2.2 Inform, engage, and prepare residents and businesses for stresses and shocks.

Objectives:

- 2.2.1** Prepare and empower residents and businesses to anticipate and respond to environmental, social, and economic disruptions.
- 2.2.2** Create avenues to capture and integrate community feedback into all stages of programming.
- 2.2.3** Improve internal capacity, coordination, and communications.

Goal: 2.3 Protect and enhance our waterfront.

Objectives:

- 2.3.1** Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities.
- 2.3.2** Update and implement waterfront design standards.
- 2.3.3** Accelerate investment in features along waterfront.

Goal: 2.4 Invest in resilient and smart public infrastructure.

Objectives:

- 2.4.1** Update stormwater management system to meet infrastructure needs through 2060 under varying climate conditions.
- 2.4.2** Prioritize projects that protect the most critical and vulnerable areas.
- 2.4.3** Upgrade and retrofit existing infrastructure to improve resilience & sustainability.

Goal: 2.5 Promote adaptive neighborhoods and buildings.

Objectives:

- 2.5.1** Develop policy and regulations to reduce impact of environmental risks and promote sustainability.
- 2.5.2** Incentivize development that allows residents & businesses to adapt and thrive under changing environmental, economic, and social conditions.
- 2.5.3** Integrate resilience, sustainability, and equity considerations into large development projects.

City of Miami Strategic Plan Overview

PRIORITY AREA: 3. PATHWAY TO PROSPERITY

Goal: 3.1 Maintain and grow a diverse and inclusive economy.

- Objectives:**
- 3.1.1** Foster innovation and sustainable entrepreneurial initiatives.
 - 3.1.2** Support policies and practices that enable a diverse and growing economy.
 - 3.1.3** Connect at-risk population to opportunities for advancement.

Goal: 3.2 Establish a supportive environment for small businesses.

- Objectives:**
- 3.2.1** Promote conditions that encourage small business development and growth.
 - 3.2.2** Bolster small businesses through supportive programs and incentives.
 - 3.2.3** Support local scale-ups.

Goal: 3.3 Foster and promote job training and education.

- Objectives:**
- 3.3.1** Partner with local entities to connect residents with job opportunities.
 - 3.3.2** Invest in youth by providing job opportunities, education, or financial support.
 - 3.3.3** Streamline access to social services.

Goal: 3.4 Position all for success by providing access to critical services.

- Objectives:**
- 3.4.1** Enforce clean and safe housing in neighborhoods where needed most.
 - 3.4.2** Connect homeless to resources and assistance.
 - 3.4.3** Enhance public services for low-income residents.

Goal: 3.5 Increase and enhance housing options.

- Objectives:**
- 3.5.1** Support single family rehabilitation to sustain existing homeowners.
 - 3.5.2** Preserve and increase the supply of housing for all income groups.
 - 3.5.3** Attract and deploy capital to increase resident access.

Governmental Funds Overview

The focus of the City's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year. The General Fund is the chief operating fund of the City.

Fiscal Year 2021-22

At the end of FY 2021-22, the City's total General Fund balance was \$188.242 million. Of this amount, the City had approximately \$109.911 million retained as designated fund balance, that included \$61.238 million as restricted funds, approximately \$37.894 million was reported as non-expendable for prepaid expenses and advances, approximately \$10.779 million was designated as assigned fund balance, and approximately \$78.330 million was unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The City's General Fund balance had a net increase of approximately \$30.729 million during the past fiscal year. Although expenditures increased by \$59.717 million, the increase was offset by an increase in revenues of \$111.411 million and an increase in other financing sources totaling \$18.088 million, which resulted in the net increase of the General Fund balance.

Significant revenue increases included Property Taxes (5.0 percent), Intergovernmental Revenues (45 percent), Licenses and Permits (30.2 percent), and Charges for Services (25 percent). Intergovernmental Revenues included revenues from the Miami Parking Authority, Half Cent Sales Taxes, and Municipal Revenue Sharing. Licenses and Permits consist of revenues generated from the issuance of local professional and occupational licenses, building permits, and other licenses and permits such as fireworks/bench permits. Charges for Services are derived by charges for the use of certain city services, special events and parking surcharge. These revenue increases reflect an improvement in the local economy which is recovering from the downturn in 2020 as a result of the COVID-19 Pandemic. Notably, investment earnings decreased significantly (340.9 percent) reflecting a decline in market conditions and lower federal interest rates. Increased expenditures are primarily attributed to increases in retirement contributions and payroll related expenditures.

Financial highlights of the City's other major governmental funds were as follows:

The Impact Fee Fund had a fund balance of \$106.205 million. The increase in fund balance of \$2.627 million from the prior year resulted primarily from impact fees associated with an increase in high rise residential units being constructed.

The Other Capital Project Fund had a fund balance of \$194.448 million. This represented an increase of approximately \$1.862 million. The increase could be attributed to transfers in for capital projects and intergovernmental revenues.

The Emergency Services Fund had a fund balance of \$19.783 million. This represented an increase of approximately \$21.139 million. The increase could be attributed to a significant increase in

Governmental Funds Overview

intergovernmental revenues received in 2022 related to FEMA public assistant grant reimbursements for the Hurricane Irma, FEMA public assistance for COVID-19, and Coronavirus Aid, Relief and Economic Security Act (CARE Act) funding.

The Special Obligation Bond Projects Fund had a fund balance deficit of \$30.608 million. This represented a decrease of approximately \$10.747 million. The decrease could be attributed to \$3.999 million of Community Development expenditures and \$6.732 million capital outlay for acquisition of land and GOB Miami Forever Bond projects.

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2022.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2022

	Major Funds					Non-Major Governmental Funds	Total Governmental Funds
	General	Other Capital Projects	Impact Fee	Emergency Services	General Obligation Bonds Projects		
Revenues							
Property Taxes	\$ 430,656,931	\$ -	\$ -	\$ -	\$ -	\$ 99,111,048	\$ 529,767,979
Franchise and Other Taxes	127,043,592	-	-	-	-	-	127,043,592
Licenses and Permits	94,096,537	-	-	-	-	6,960,298	101,056,835
Fines and Forfeitures	6,841,999	-	-	-	-	3,031,213	9,873,212
Intergovernmental Revenues	104,627,062	7,885,153	-	69,913,500	-	81,465,330	263,891,045
Charges for Services	144,468,927	293,765	-	-	-	16,113,203	160,875,895
Investment Earnings (Loss)	(1,898,842)	-	(377,833)	-	-	(269,632)	(2,546,307)
Impact Fees	-	-	22,711,318	-	-	-	22,711,318
Other	6,307,602	84,525	-	-	-	8,356,851	14,748,978
Total Revenues	912,143,808	8,263,443	22,333,485	69,913,500	-	214,768,311	1,227,422,547
Expenditures							
Current Operating:							
General Government	113,419,279	2,833,987	95,554	5,293,833	926	7,135,164	128,778,743
Planning and Development	32,357,031	1,013,734	-	1,114,000	-	1,881,930	36,366,695
Community Development	1,722,543	-	-	26,301,069	3,998,585	34,465,181	66,487,378
Community Redevelopment Areas	-	-	-	-	-	45,528,531	45,528,531
Public Works	101,453,047	3,765,637	2,201	2,980,548	-	19,672,053	127,873,486
Public Safety	481,085,850	1,126,922	289,966	8,536,479	-	18,491,831	509,531,048
Public Facilities	15,509,508	705,997	89,106	108,592	-	2,861,051	19,274,254
Parks and Recreation	54,026,618	939,464	461,305	2,576,000	14,813	1,794,233	59,812,433
Debt Service:							
Principal	-	-	-	-	-	59,724,832	59,724,832
Lease Financing Principal	-	-	-	-	-	41,117	41,117
Lease Financing Interest	-	-	-	-	-	5,803	5,803
Interest and Other Charges	-	-	-	-	-	17,188,700	17,188,700
Capital Outlay	548,581	55,372,991	18,726,311	1,493,044	6,731,894	12,672,049	95,544,870
Total Expenditures	800,122,457	65,758,732	19,664,443	48,403,565	10,746,218	221,462,475	1,166,157,890
Excess (Deficiency) of Revenues							
Over (Under) Expenditures	112,021,351	(57,495,289)	2,669,042	21,509,935	(10,746,218)	(6,694,164)	61,264,657
Other Financing Sources (Uses)							
Transfers In	6,706,645	59,394,803	-	36,467	-	56,871,361	123,009,276
Transfers Out	(88,539,750)	(37,500)	(41,912)	(407,592)	(498)	(33,982,024)	(123,009,276)
Proceeds from Sale of Property	540,279	-	-	-	-	-	540,279
Lease Financing	-	-	-	-	-	115,358	115,358
Total Other Financing Sources (Uses)	(81,292,826)	59,357,303	(41,912)	(371,125)	(498)	23,004,695	655,637
Net Changes in Fund Balances (Deficit)	30,728,525	1,862,014	2,627,130	21,138,810	(10,746,716)	16,310,531	61,920,294
Fund Balances (Deficit) - Beginning	157,513,105	192,585,583	103,578,202	(1,355,740)	(19,860,838)	230,006,921	662,467,233
Fund Balances (Deficit) - Ending	\$ 188,241,630	\$ 194,447,597	\$ 106,205,332	\$ 19,783,070	\$ (30,607,554)	\$ 246,317,452	\$ 724,387,527

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2022.

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2023-24 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals \$1.634 billion.

The City of Miami's budget is prepared in accordance with the financial structure of the City and is consistent with the State of Florida Uniform Accounting System. Each fund is a distinct financial entity with its own revenues, inflows, expenditures, and outflows.

Basis of Budgeting

The City uses the modified accrual basis of budgeting for its general fund budget. There are no enterprise funds. Therefore, obligations of the City are budgeted as expenses, but revenues are recorded when the amount is confirmed and the revenues are received within the time needed to make payments for costs incurred within the fiscal year. This differs from "Generally Accepted Accounting Principles" (GAAP), with outstanding purchase orders at the end of the fiscal year, unless there are outstanding encumbrances (commitments to pay for goods and services ordered through the utilization of a purchase order, a formal authorization of the City, or a contract).

The Annual Comprehensive Financial Report presents the City's financial status based on GAAP. In 1999, the Governmental Accounting Standards Board (GASB) published significant changes in state and local government financial reporting. This new reporting standard calls for financial statements to be prepared using full accrual accounting, rather than the modified accrual basis. The method of budgeting continues to be on a modified accrual basis.

General Fund

This is the general operating fund for the City. This fund includes expenditures related to general City government services such as police, fire, public works, building, and parks and recreation services. The FY 2023-24 Budget for the General Fund is \$1.068 billion. This represents an increase of \$102.785 million or 10.7 percent as compared to the FY 2022-23 Adopted Budget. Included in the General Fund are several subfunds such as Solid Waste, Real Estate and Asset Management, Building, Transportation Reserve, General Services Administration, and Risk Management.

Special Revenue Funds

This area includes individual funds which receive support from various outside sources in the form of grants or other aid and are restricted to expenditures for particular purposes. These funds include:

- American Rescue Plan Act
- Bayfront/Riverfront Land Acquisition Rouse Trust
- City Clerk Services
- Community Development
- Departmental Improvement Initiatives
- Emergency Services
- Fire-Rescue Services
- General Special Revenue

Consolidated Budget Overview

- Historic Preservation Trust Fund
- Homeless Programs
- Human Services Fund
- Law Enforcement Trust Fund
- Miami Ballpark Parking Facilities
- Miami For Everyone
- Parks and Recreation Services
- Planning Services
- Police Services
- Public Art Fund
- Public Works Services
- Solid Waste Recycling Trust Fund
- Sports Facilities and Activities Fund
- Transportation and Transit
- Tree Trust Fund

The FY 2023-24 Budget for all Special Revenue Funds is \$386.351 million. This represents an increase of \$5.629 million or 1.5 percent as compared to the FY 2022-23 Adopted Budget. Special Revenue Funds are used to account for resources that are legally restricted to expenditures for particular purposes.

Debt Service Funds

The FY 2023-24 Budget for the Debt Service Fund is \$66.326 million. This represents a decrease of \$815,000 or 1.2 percent as compared to the FY 2022-23 Adopted Budget. This fund is used to account for resources and expenditures related to voter-approved general obligation and special obligation debt.

Internal Service Fund

The FY 2023-24 Budget for the Internal Service Fund (ISF) is \$112.916 million. This represents an increase of \$8.026 million or 7.7 percent as compared to the FY 2022-23 Adopted Budget. The City's ISF provides a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology costs in the operating departments. This fund also serves as a centralized account for payment of these expenditures.

General Fund Overview

The General Fund is the term used to describe the general ledger account where operating revenues and expenditures of the City are recorded. General tax revenues and other receipts that are not allocated by law or contractual agreement to other funds are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are paid from this fund. The FY 2023-24 General Fund Budget total is \$1.068 billion. This represents an increase of \$102.785 million or 10.7 percent over the FY 2022-23 Adopted Budget.

The General Fund consists of eight sub-funds to account for different functions and activities within the General Fund. Each has a different fund number and title: General Fund, Solid Waste, Public Facilities and Convention Centers, Building, Building Sub-Fund, Transportation Reserve, General Services Administration, and Risk Management. For Line item revenues detail, see Appendix D.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on April 18, 2023 by the Revenue Estimating Conference members, as required by City Code (see Appendix J). Also, included are the underlying assumptions on which these estimates are based and explanations of material variances from the FY 2022-23 Adopted Budget:

	FY 2022-23 Adopted	FY 2023-24 Proposed	FY 2023-24 Proposed%	Change \$ + / (-)	Change % + / (-)
Property Taxes	490,546,000	554,682,000	51.93%	64,136,000	13.07%
Franchise Fees and Other Taxes	124,167,000	131,767,000	12.34%	7,600,000	6.12%
Interest	2,537,000	11,508,000	1.08%	8,971,000	353.61%
Transfers-IN	14,898,000	25,390,000	2.38%	10,492,000	70.43%
Fines and Forfeitures	6,208,000	6,743,000	0.63%	535,000	8.62%
Intergovernmental Revenues	96,229,000	111,569,000	10.45%	15,340,000	15.94%
Licenses and Permits	78,451,000	87,898,000	8.23%	9,447,000	12.04%
Other Revenues (Inflows)	25,583,000	5,772,000	0.54%	(19,811,000)	(77.44%)
Charges for Services	126,662,000	132,737,000	12.43%	6,075,000	4.80%
Total Revenue (Inflows)	965,281,000	1,068,066,000	100.00%	102,785,000	10.65%

Property Taxes consist primarily of real and personal property taxes and accounts for 51.9 percent of the total General Fund revenue budget. Property taxes are levied based on the taxable value of real and personal property in the City of Miami as of January 1st and are payable on November 1st, with discounts of one percent to four percent allowed if paid prior to March 1st of the following calendar year, all in accordance with State Law. All unpaid taxes on real and personal property become delinquent on April 1st and bear interest at 18 percent per year until a tax sale certificate is sold at auction. Miami-Dade County bills and collects all property taxes and tax sale certificates for delinquent taxes for the City. The FY 2023-24 Budget includes \$554.682 million in anticipated property tax revenues. This represents an increase of \$64.136 million or 13.1 percent over the FY 2022-23 Adopted Budget. This is based on a 2023 gross taxable value of \$84.452 billion. The operating millage rate of 7.4843 mills at a 95 percent collection rate adjusted by \$62.681 million (Tax

General Fund Overview

Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). The tax roll grew by 14.5 percent. All assessments are determined by the Miami-Dade County Property Appraiser's Office. The millage rate is proposed in accordance with State of Florida House Bill 1-B passed by the Florida Legislature on June 14, 2007, and will require four out of five votes of the Commissioners in office to pass at the second budget hearing.

Franchise Fees and Other Taxes consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granted permission to construct, maintain, or operate within the City of Miami, and accounts for 12.3 percent of the General Fund resources. This category includes fees such as Gas Franchise Fees, Electrical Franchise Fees, Utility Service Fees, Public Service Taxes (PST), and the Local Option Gas Tax (LOGT). The FY 2023-24 Budget includes \$131.767 million in anticipated collections from this category. This represents an increase of \$7.600 million or 6.1 percent over the FY 2022-23 Adopted Budget. This increase is mainly due to projected higher collections of Utility Service Fees for electricity (\$2.225 million) and Franchise Fees for electricity (\$5.270 million).

Interest consists primarily of interest earned on funds invested prudently in U.S. Treasuries and obligations of agencies of the United States, provided that such investments are guaranteed by the United States or by the issuing agency; general obligations of states, municipalities, school districts, or other political subdivisions; revenue and excise tax bonds of the various municipalities of the State of Florida; negotiable certificates of deposit; bankers' acceptance drafts; money market investments; the State Board of Administration Investment Pool; and prime commercial paper. This category also includes gains or losses on such investments. The FY 2023-24 Budget includes \$11.508 million in anticipated collections from this category. This represents an increase of \$8.971 million or 353.6 percent higher than the FY 2022-23 Adopted Budget.

Transfers-In consists primarily of inflow or transfer of funds used to: (a) move revenues from the fund that statute or budget requires collecting the revenue to the fund, which statute or budget requires expending them; (b) move revenues restricted to debt service from the funds collecting the revenue to the debt service fund as debt service payments become due; and (c) move unrestricted revenues collected in the General Fund to finance various programs accounted for in other funds in accordance with budgetary authorizations. The FY 2023-24 Budget includes \$25.390 million of fund transfers. This represents an increase of \$10.492 million or 70.4 percent over the FY 2022-23 Adopted Budget. The increase is mainly due to a transfers-in from the Emergency Fund of \$17.853 million for general reimbursement of expenditures. For a more detailed explanation, see the schedule of "All Transfers".

Fines and Forfeitures consist primarily of revenues derived from the collection of penalties for statutory offenses, violation of administrative rules, and neglect of lawful duties. This category also includes revenues from confiscated property and court fees. The FY 2023-24 Budget includes \$6.743 million in anticipated revenues, an increase of \$535,000 or 8.6 percent over the FY 2022-23 Adopted Budget due to a projected increase in fines and judgements.

Intergovernmental Revenues consist of revenues received from federal, state, and other local government sources which are used to (a) support the statute or budget which requires expending them, or (b) represent the City's proportionate share from taxes assessed by the State of Florida and Miami-Dade County. The FY 2023-24 Budget includes \$111.569 million in anticipated revenues and accounts for 10.5 percent of the total General Fund revenue budget. This represents an increase of \$15.340 million or 15.9 percent over the FY 2022-23 Budget. This is mainly due to projected

General Fund Overview

increased revenues from the Miami Parking Authority (\$1.000 million), Half Cent Sales Tax (\$8.828 million) and Municipal Revenue Sharing (\$4.885 million).

Licenses and Permits consist of revenues generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City: (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations, and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations to, and additions to buildings, roofing, electrical, etc.; and (3) Other Licenses and Permits, which includes permits required for activities not related to those specified above (such as Fireworks Permits and Bench Permits). The FY 2023-24 Budget for Licenses and Permits is \$87.898 million. This amount represents an increase of \$9.447 million or 12.0 percent as compared to the FY 2022-23 Adopted Budget. This is mainly due to projected increased revenues from the building permits (\$5.000 million) and Solid Waste Franchise, Commercial Haulers fees (\$2.125 million) and Other Licenses, Permit and Fees (\$2.423 million).

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2023-24 Budget for Other Revenues is \$5.772 million. This amount represents a decrease of \$19.811 million or 77.4 percent as compared to the FY 2022-23 Adopted Budget. This decrease is mainly due to a decrease of the Building Fund balance reserve (\$9.593 million) and Fund balance from the Transportation Trust Fund (\$9.700 million).

Charges for Services consist of revenues derived from charges for the use of certain City services and account for 12.4 percent of the total General Fund revenue budget. There are five areas of charges for services. They are: (1) General Government, which includes charges for reports, public documents, and photographs; (2) Public Safety, which includes charges for police, fire protection, and emergency services; (3) Physical Environment for cemetery charges; (4) Parks and Recreation, and Special Events for the use of City-owned facilities and participation in related activities; and (5) Other Charges for Services, which includes charges not specifically mentioned such as parking surcharges and building inspections. The FY 2023-24 Budget includes \$132.737 million in anticipated Charges for Services, a net increase of \$6.075 million or 4.8 percent as compared to the FY 2022-23 Adopted Budget. This increase is mainly due to projected increases in revenue from Rents and Royalties (\$3.165 million), and Other Charges for Services (\$2.910 million).

General Fund Overview

General Fund Expenditures (Outflows)

The FY 2023-24 General Fund Budget total is \$1.068 billion. This represents an increase of \$102.785 million or 10.7 percent over the FY 2022-23 Adopted Budget. For Line item detail of expenditures, see Department Budgets section.

	FY 2022-23 Adopted	FY 2023-24 Proposed	FY 2023-24 Proposed%	Change \$ + / (-)	Change % + / (-)
Salaries	451,888,000	480,409,000	44.98%	28,521,000	6.31%
Retirement Contributions	58,299,000	56,171,000	5.26%	(2,128,000)	(3.65%)
Police and Fire - FIPO	107,025,000	119,962,000	11.23%	12,937,000	12.09%
Secondary Pension Contributions	10,300,000	11,459,000	1.07%	1,159,000	11.25%
Life and Health Insurance	36,459,000	46,220,000	4.33%	9,761,000	26.77%
Health Trust - FOP	16,258,000	19,355,000	1.81%	3,097,000	19.05%
IAFF Health Insurance Trust	21,193,000	24,577,000	2.30%	3,384,000	15.97%
Workers' Compensation	19,766,000	22,033,000	2.06%	2,267,000	11.47%
Operating Expense	153,833,000	165,664,000	15.51%	11,831,000	7.69%
Capital Outlay	335,000	892,000	0.08%	557,000	166.27%
Non-Operating Expense	22,362,000	46,865,000	4.39%	24,503,000	109.57%
Transfers - OUT	67,563,000	74,459,000	6.97%	6,896,000	10.21%
Total Expenditures (Outflows)	965,281,000	1,068,066,000	100.00%	102,785,000	10.65%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2023-24 General Fund Budget:

Salaries increased \$28.521 million or 6.3 percent. This increase is primarily due to normal step progression for members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871) (\$372,000); normal step progression for the members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) (\$2.297 million); normal step progression for the members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) (\$1.413 million); normal step progression for the members of the Miami International Association of Firefighters (AFL-CIO Local 587) (IAFF) (\$1.344 million); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (\$1.166 million). Additionally, there are increases in funding for medical transport revenue sharing as per IAFF Collective Bargaining Agreement (\$3.949 million); funding for new positions Citywide (\$3.700 million); increased funding for Fire-Rescue (\$4.487 million) and Police (\$4.500 million) overtime; and an increase in the minimum wage for part time and temporary positions (\$3.593 million).

Retirement Contributions decreased by \$2.128 million or 3.7 percent due to the City's actuarial required contribution to the General Employees' and Sanitation Employees' Retirement Trust (GESE), Elected Officers' Retirement Trust (EORT), and Section 401(a) plan.

Police and Fire-FIPO contributions increased by \$12.937 million or 12.1 percent due to the City's actuarial required contribution due to a settlement agreement with the FOP and IAFF.

General Fund Overview

Life and Health Insurance increased by \$9.761 million or 26.8 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

Health Trust - FOP contributions increased by \$3.097 million or 19.1 percent due to a projected increase in plan costs.

IAFF Health Insurance Trust Fund increased by \$3.384 million or 16.0 percent due to projected increase in plan costs and new member enrollment.

Workers' Compensation increased by \$2.267 million or 11.5 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

Operating Expense increased by \$11.831 million or 7.7 percent mainly due to projected increases in Professional Services-Medical (\$504,000); Other Contractual Services (\$3.645 million); electricity (\$723,000); Rentals and Leases (\$1.007 million); Other Current Charges and Obligations (\$1.697 million); Repair and Maintenance (\$1.441 million); and Internal Service Fund cost for General Liability insurance (\$891,000) and Information Technology-Repair and Maintenance (\$1.353 million).

Non-Operating Expenses increased by \$24.503 million or 109.6 percent mainly due to an increase in reserves for the debt for the new City administration building (\$12.000 million) and a one-time transfer-out from the Emergency Services Fund to the General Fund (\$16.605 million).

Transfers-Out increased by \$6.896 million or 10.2 percent mainly due to an increase in Interfund Transfers of (\$23.710 million) to the Citizens' Independent Transportation Fund that was offset by an overall reduction in Transfers-Out to other funds. For a more detailed explanation, see the schedule of "All Transfers".

General Fund Balance Overview

The level of fund balance reserves is an important indicator of financial stability for local governments. Maintaining a healthy level of fund balance provides the City with the flexibility to deal with unexpected shortfalls in revenue or increases in expenditures without adversely impacting operations. The City's Financial Integrity Principles (FIP) Ordinance specifies the appropriate level of General Fund balance reserves to be maintained. According to the FIP Ordinance, the City should maintain General Fund balance reserves of 10 percent of the average of general revenues (excluding transfers) over the prior three years for both designated and unassigned fund balances for a total of 20 percent.

*“The City shall retain **unassigned** fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues (excluding transfers) ...*

*The City shall retain **designated** fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). The designated fund balance reserves shall be classified as either restricted, committed, or assigned and such designation shall be based on standards and guidance established, and amended from time to time, by the Governmental Accounting Standards Board. Such reserves shall be used for funding long-term liabilities and commitments of the City...”*

- Code of Ordinances, Sec. 18-542 (5) b-c

At the end of FY 2021-22, the City's total General Fund balance was approximately \$188.200 million. Of this amount, the City has approximately \$109.900 million retained as designated fund balance, that includes approximately \$61.200 million as restricted funds, approximately \$37.900 million as non-expendable for prepaid expenses and advances, approximately \$10.800 million is designated as assigned fund balance, and approximately \$78.300 million is unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The General Fund's fund balance had a net increase of approximately \$30.700 million in FY 2021-22. Although expenditures increased by \$59.700 million, the increase was offset by an increase in revenues of \$111.600 million and an increase in other financing sources totaling \$18.100 million, which resulted in the net increase of the General Fund balance. Significant revenue increases included property taxes (5.0 percent), intergovernmental revenues (45 percent), licenses and permits (30.2 percent), and charges for services (25 percent). These revenue increases reflect an improvement in the local economy which is recovering from the downturn in 2020 as a result of the COVID-19 Pandemic. Notably, investment earnings decreased significantly (340.9 percent) reflecting a decline in market conditions and lower federal interest rates. Increased expenditures are primarily attributed to increases in retirement contributions and payroll related expenditures.

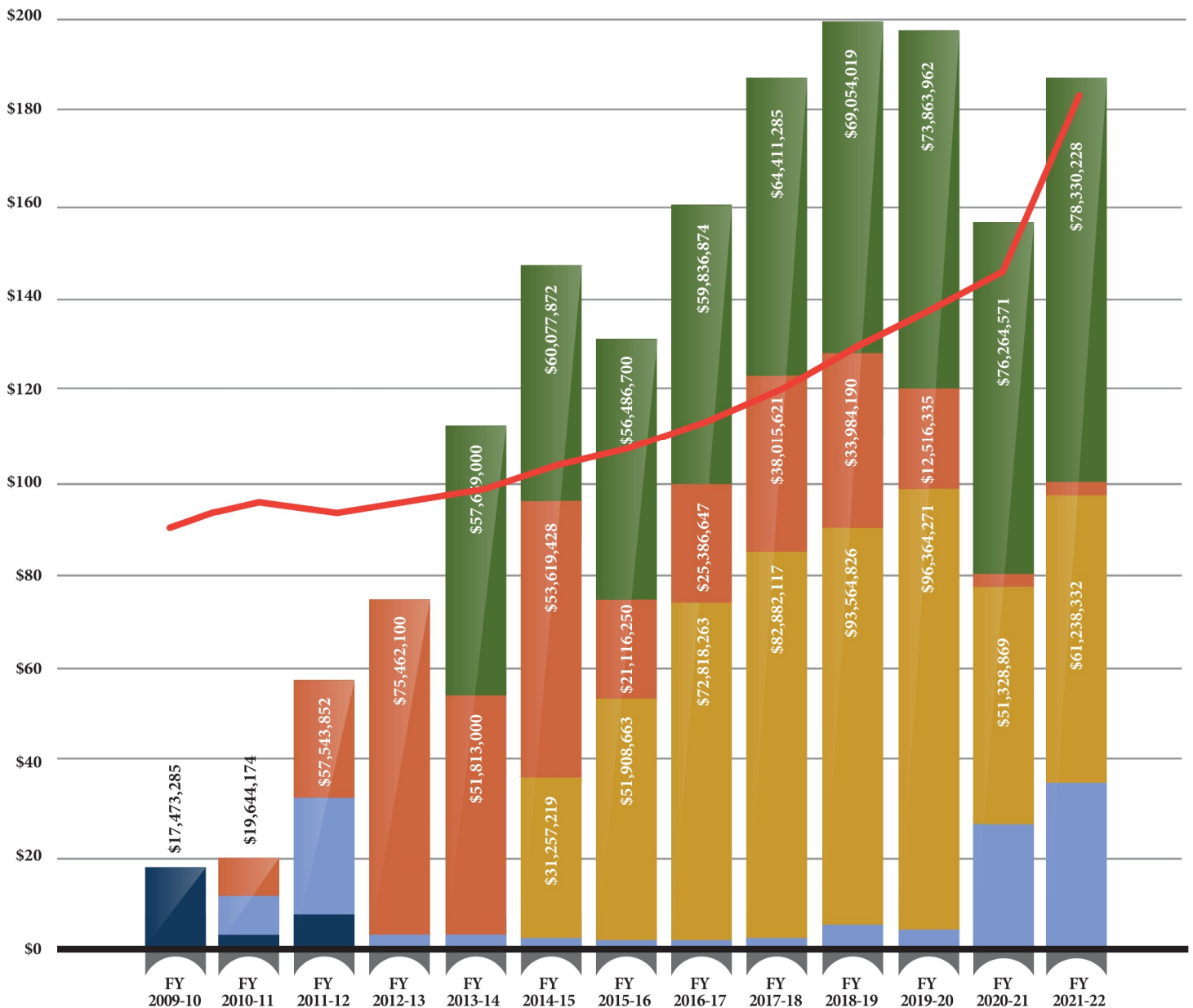
General Fund Report

City of Miami, Florida
 Statement of Revenues, Expenditures, and Changes In Fund Balances (Deficit)
 General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual
Revenues				
Property Taxes	359,518,170	389,606,919	410,291,273	430,656,931
Franchise and Other Taxes	115,560,040	113,729,425	116,185,678	127,043,592
Licenses and Permits	75,421,804	71,893,886	72,250,314	94,096,537
Fines and Forfeitures	7,699,136	7,487,994	7,982,232	6,841,999
Intergovernmental Revenues	80,635,979	63,866,915	72,175,296	104,627,062
Charges for Services	122,174,203	103,856,883	114,560,700	144,468,927
Interest (Investment Earnings (Loss))	12,357,625	10,684,319	808,854	(1,898,842)
Other Departments	10,723,544	3,957,298	6,478,363	6,307,602
Total Revenues	<u>784,090,501</u>	<u>765,083,639</u>	<u>800,732,710</u>	<u>912,143,808</u>
Expenditures				
Current Operating:				
General Government	124,503,826	92,293,899	111,051,681	113,419,279
Planning and Development	24,401,793	26,215,179	28,715,101	32,357,031
Community Development	1,848,391	2,025,485	1,094,860	1,722,543
Public Works	83,058,030	91,336,077	95,021,923	101,453,047
Public Safety	415,834,733	429,253,465	439,976,729	481,085,850
Public Facilities	13,097,706	13,228,635	13,833,093	15,509,508
Parks and Recreation	47,160,052	46,346,507	49,423,046	54,026,618
Capital Outlay	2,668,288	3,232,375	1,289,020	548,581
Total Expenditures	<u>712,572,819</u>	<u>703,931,622</u>	<u>740,405,453</u>	<u>800,122,457</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>71,517,682</u>	<u>61,152,017</u>	<u>60,327,257</u>	<u>112,021,351</u>
Other Financing Sources (Uses)				
Transfers-In	3,830,006	5,291,193	5,605,699	6,706,645
Transfers-Out	(63,061,000)	(70,719,379)	(105,213,475)	(88,539,750)
Proceeds from Sale of Property	195,133	897,255	227,165	540,279
Total Other Financing Sources (Uses)	<u>(59,035,861)</u>	<u>(64,530,931)</u>	<u>(99,380,611)</u>	<u>(81,292,826)</u>
Net Changes in Fund Balances	12,481,821	(3,378,914)	(39,053,354)	30,728,525
Internal Service Fund Balance/13TH Month Adj.				
Fund Balances (Deficit) - Beginning	<u>187,463,551</u>	<u>199,945,372</u>	<u>196,566,459</u>	<u>157,513,105</u>
Fund Balances (Deficit) - Ending	<u>199,945,372</u>	<u>196,566,459</u>	<u>157,513,105</u>	<u>188,241,630</u>

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2022

GENERAL FUND BALANCE HISTORY



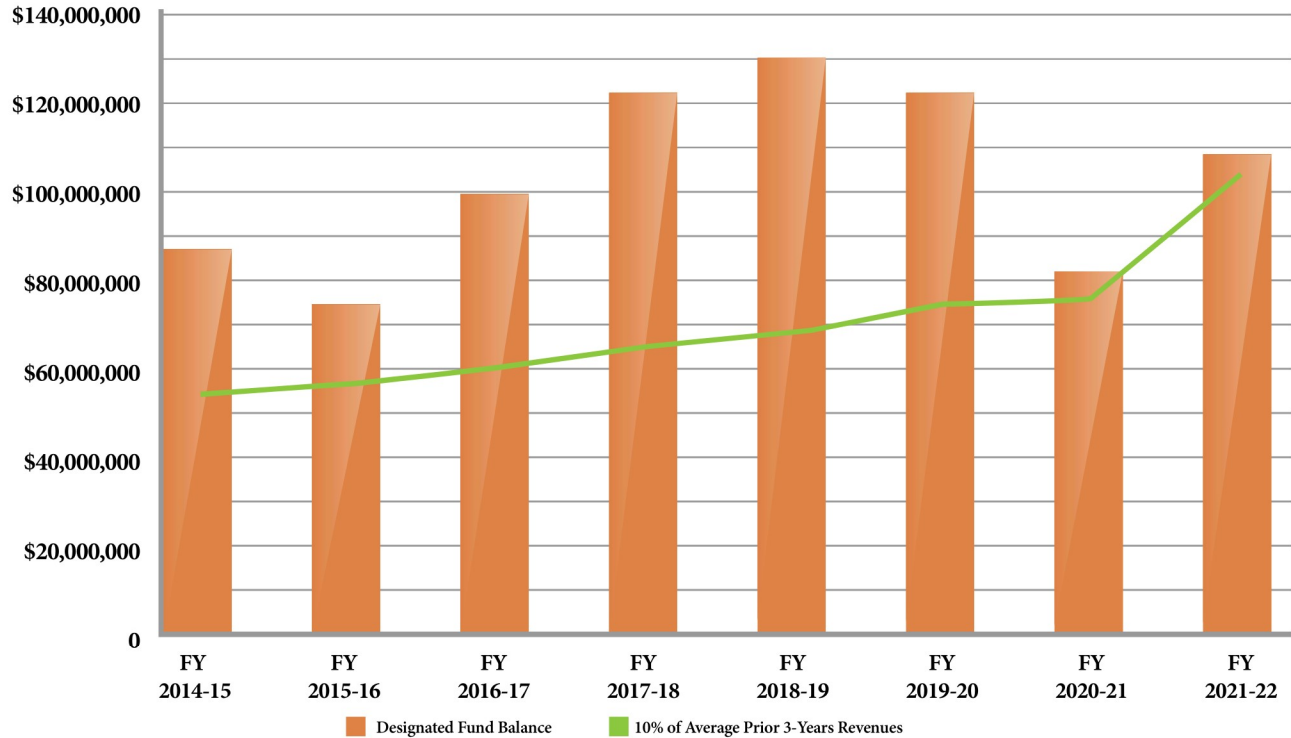
■ Total
 ■ Non-Expendable
 ■ Restricted
 ■ Assigned
 ■ Unassigned
 — Financial Integrity Principle

* Non-Expendable, Restricted, Committed, Assigned, and Unassigned will be available upon the publishing of the Comprehensive Annual Financial Report.

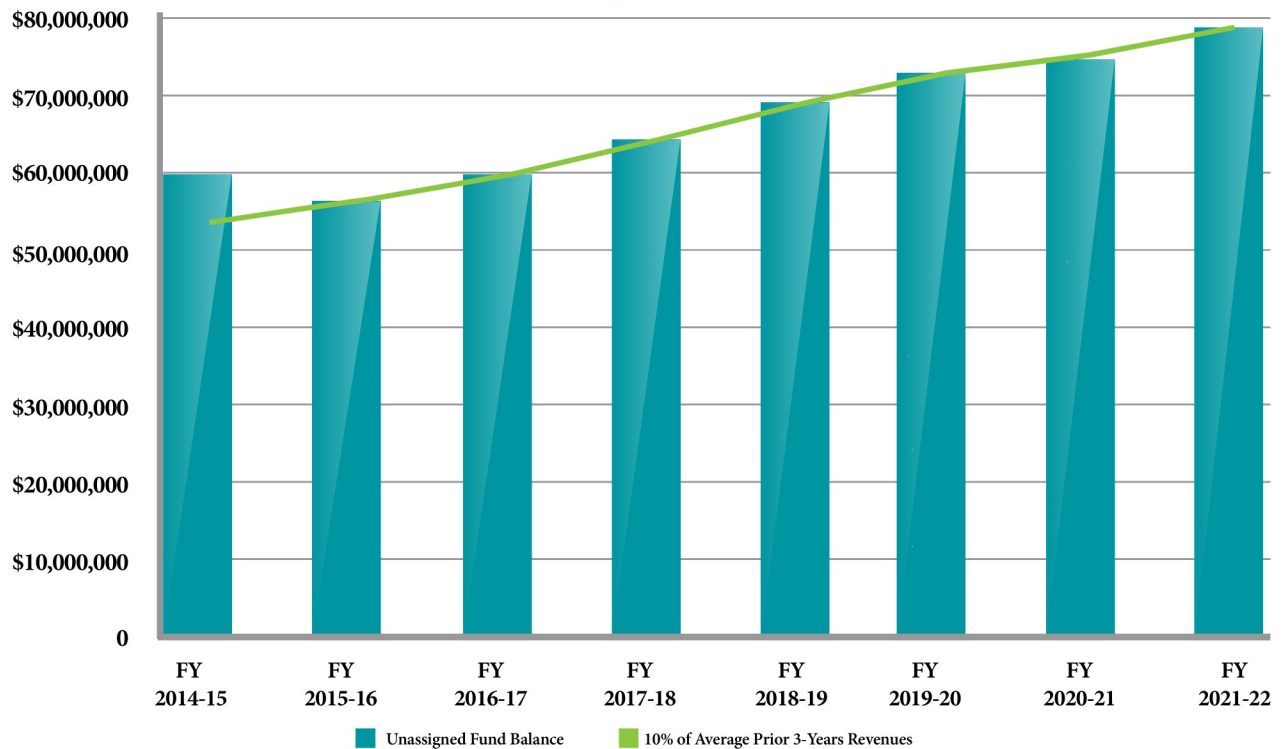
DESIGNATED AND UNASSIGNED FUND BALANCE HISTORIES



General Fund Designated Fund Balance Reserves



General Fund Unassigned Fund Balance Reserves



Special Revenue Funds Overview

Special Revenue Funds are used to account for resources that are legally restricted to expenditures for particular purposes. Many of the Special Revenue Funds have a department component in their funding structure. Below is a list of Special Revenue Funds along with their corresponding department components:

<u>Special Revenue Fund</u>	<u>Department</u>
American Rescue Plan Act SRF	Mayor, Commissioners, City Manager, Innovation and Technology, Management and Budget, Parks, Resilience and Public Works, Real Estate and Asset Management, Housing and Community Development, Human Services, and Office of Capital Improvement.
Bayfront/Riverfront Land Acquisition	Real Estate and Asset Management
Rouse Trust	
City Clerk Services	City Clerk
Community Development	Housing and Community Development
Departmental Improvement Initiatives	Building, Commissioners, Grants Administration, Innovation and Technology, Management and Budget, Mayor, Parks, and Resilience and Public Works,
Emergency Services	Fire-Rescue
Fire-Rescue Services	Fire-Rescue
General Special Revenues	General Services Administration, Innovation and Technology, and Resilience and Public Works
Historic Preservation Trust Fund	Planning
Homeless Program	Human Services
Human Services	Human Services
Law Enforcement Trust	Police
Miami Ballpark Parking Facilities	Real Estate and Asset Management
Parks and Recreation Services	Parks and Recreation
Planning Services	Planning
Police Services	Police
Public Art Fund	Planning
Public Works Services	Resilience and Public Works
Solid Waste Recycling Trust	Solid Waste
Sport Facilities and Activities	Real Estate and Asset Management
Transportation and Transit	Resilience and Public Works
Tree Trust	Building

As specified by Resolution No. R-23-0178, a new Special Revenue Fund was created in FY 2022-23 entitled Miami for Everyone; it rollover to Departmental Improvement Initiatives Funds and account for projects to assist communities facing the long-term complications resulting from declared emergencies and to address the specific needs of the most vulnerable residents and businesses, through a strategy of focusing the provision of support towards priority areas of need

Special Revenue Funds Overview

that will further stabilize economic conditions within City of Miami Districts; it is being administered by the Office of Management and Budget.

A detailed description of each Special Revenue Fund is located in the Five-Year Financial Forecast section of the book under the Special Revenue Funds forecast.

Special Revenue Fund Balance

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Budget
Begin Date:	<u>10/1/2019</u>	<u>10/1/2020</u>	<u>10/1/2021</u>	<u>10/1/2022</u>	<u>10/1/2023</u>
Beginning Fund Balance	\$64,125,000	\$76,310,000	\$92,811,000	\$128,183,000	\$128,183,000
Revenues/Inflows					
Interest	174,000	71,000	24,000	13,000	40,000
Transfers-In	16,949,000	8,222,000	13,230,000	22,744,000	31,607,000
Fines and Forfeitures	1,534,000	1,843,000	3,031,000	1,350,000	1,250,000
Intergovernmental Revenues	91,965,000	131,965,000	144,113,000	73,427,000	48,655,000
Licenses and Permits	7,407,000	6,204,000	6,960,000	5,370,000	5,370,000
Other Revenues/Inflows	4,099,000	1,608,000	3,567,000	268,862,000	290,091,000
Charges for Services	3,805,000	7,444,000	15,601,000	8,956,000	9,338,000
Total Revenues/Inflows	125,933,000	157,357,000	186,526,000	380,722,000	386,351,000
Expenditures/Outflows					
General Government	7,227,000	11,669,000	12,426,000	125,359,000	145,240,000
Planning and Development	1,263,000	654,000	2,996,000	31,447,000	31,726,000
Community and Economic Development	27,521,000	45,989,000	60,766,000	100,589,000	75,885,000
Public Works	15,756,000	17,406,000	22,590,000	24,585,000	27,224,000
Public Safety	37,623,000	39,738,000	26,996,000	65,289,000	65,762,000
Public Facilities	2,223,000	1,836,000	2,970,000	12,623,000	15,340,000
Parks and Recreation	450,000	1,040,000	3,108,000	761,000	801,000
Capital Outlay	8,077,000	9,568,000	5,861,000	6,482,000	-
Transfers-Out	13,608,000	12,956,000	13,441,000	13,587,000	24,373,000
Total Expenditures/Outflows	113,748,000	140,856,000	151,154,000	380,722,000	386,351,000
Revenues/Inflows Over(Under) Expenditures/Outflows	12,185,000	16,501,000	35,372,000	-	-
Fund Balance Restated	64,125,000	76,310,000	92,811,000	128,183,000	128,183,000
Ending Fund Balance	76,310,000	92,811,000	128,183,000	128,183,000	128,183,000
End Date:	<u>9/30/2020</u>	<u>9/30/2021</u>	<u>9/30/2022</u>	<u>9/30/2023</u>	<u>9/30/2024</u>

Debt Service Funds Overview

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, repayment of other debt instruments (such as the State Revolving Loan Program or the Vehicle Lease Program), and accumulated resources to fund these debt service payments. The FY 2023-24 Budget for the Debt Service Funds is \$66.326 million.

Neither state law nor the City Charter provide limits on the amount of debt that may be incurred. Therefore, the City has a Debt Management Policy that establishes debt ratio targets to provide flexibility to meet future Capital needs and not affect the Operating Budget. The three ratios that have been established are: General Government Debt Service as a percentage of Non-Ad Valorem General Fund revenues of less than or equal to 15 percent, Net Debt per Capita of less than or equal to \$2,000 per resident, and Net Debt to Taxable Assessed Value less than or equal to five percent.

General Obligation Bonds and Limited Ad Valorem Bonds

Payments of debt service on general obligation bonds and limited ad valorem bonds are funded by a tax levy on non-exempt property value. A millage rate is calculated and approved by the City Commission based on the amount of general obligation debt outstanding as of September 30, 2023. All general obligation bonds and limited ad valorem bonds are voter-approved and used for specific projects or purchases. General obligation bonds pledge the full faith and credit of the City. Limited Ad Valorem Bonds are funded by a tax levy on non-exempt property value up to a voter-approved limit.

At this time, the City of Miami does not have any outstanding general obligation bonds; but does have one current and one future limited ad valorem set of bonds (the Homeland Defense Bonds and the Miami Forever Bonds). These limited ad valorem bonds are often referred to as general obligation bonds to differentiate them from special obligation bonds.

The FY 2023-24 Budget for debt service for general obligation bonds (truly, limited ad valorem bonds) is \$25.958 million from property tax revenues at a millage rate of 0.3235.

Special Obligation Bonds

Payment of debt service on the City's various special obligation bonds are secured by pledges of specific non-ad valorem revenue sources in accordance with their bond indentures. The City's bond resolutions require that sufficient funds be available in reserve accounts to meet the debt service requirements. The FY 2023-24 Budget for debt service on special obligation bonds is \$40.368 million, which is comprised of \$23.702 million of Transfers-In from General Fund, \$6.502 million from Special Revenue Fund, \$1.597 million from Omni Community Redevelopment Agency, five million dollars from the Miami-Dade County Convention Development Tax (CDT), and \$3.567 million of prior year fund balance.

Debt Service Funds Balance - General Obligation Bond

General Obligation Bond	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual
Revenue				
Property Taxes	22,483,000	23,725,000	19,367,000	20,236,000
Other Revenues	37,000	330,000	4,061,000	4,882,000
Total Revenues	<u>22,520,000</u>	<u>24,055,000</u>	<u>23,428,000</u>	<u>25,118,000</u>
Expenditures				
General Government	25,000	1,022,000	25,000	25,000
Principal	19,070,000	20,075,000	20,895,000	23,065,000
Interest	3,425,000	2,958,000	2,508,000	2,028,000
Total Expenditures	<u>22,520,000</u>	<u>24,055,000</u>	<u>23,428,000</u>	<u>25,118,000</u>
Excess (Deficiency of Revenue Over Expenditures)	<u>223,752</u>	<u>808,981</u>	<u>(3,880,679)</u>	<u>(4,840,480)</u>
Other Financing Sources (Uses):				
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	223,752	808,981	(3,880,679)	(4,840,480)
Fund Balance - Beginning of Year	9,425,837	9,649,589	10,458,570	6,577,891
Fund Balance - End of Year	<u><u>9,649,589</u></u>	<u><u>10,458,570</u></u>	<u><u>6,577,891</u></u>	<u><u>1,737,411</u></u>

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2022

Debt Service Funds - Special Obligation: FY 2023-24 Debt Payments			
Total Transfers-In			
Description	Fund	Amount	Funding Source
Special Obligation Refunding Bonds Series 2014	24016	\$1,120,000	General Fund - Public Service Tax
P 25 City Wide Radio Commutation System	24020	\$1,863,000	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	24021	\$6,369,000	General Fund - Public Service Tax
Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017	24022	\$784,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2017 Park Remediation	24019	\$2,182,000	General Fund - State Share Revenues
Streets and Sidewalks Series 2018A Ref (2007)	24025	\$1,074,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2018A Ref (2007)	24025	\$737,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	24026	\$119,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018C Ref	24027	\$573,000	General Fund - Parking Surcharge
Vehicle Lease to Own Program/Santander	24028	\$7,334,000	General Fund
FPL Underground	24031	\$1,547,000	General Fund
Total Transfer-In from General Fund		\$23,702,000	
Streets and Sidewalks Series 2018B Ref (2009)	24025	\$3,023,000	Transportation and Transit
Streets and Sidewalks Series 2018A Ref (2007)	24026	\$2,838,000	Transportation and Transit
Marlins Garage 2010A Refunding 2019	24029	641,000	Parking Fund
Total Transfer-In from Special Revenue		\$6,502,000	
Port of Miami Tunnel Series 2020 Refunding 2012	24032	\$1,597,000	CRA - Omni
Total Transfer From Outside Agency		\$1,597,000	
Total Transfers-In		\$31,801,000	
Other Revenues			
Description	Fund	Amount	Funding Source
Marlins Garage 2010A Refunding 2019	24029	\$2,503,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	24023	\$2,497,000	Miami-Dade County - Convention Development Tax
Total From CDT		\$5,000,000	
Special Obligation Refunding Bonds Series 2014	24016	\$35,000	Fund Balance
Port of Miami Tunnel Series 2020 Refunding 2012	24032	\$2,388,000	Fund Balance
FDEP Loan Wagner Creek	24017	\$1,144,000	Fund Balance
Total - Other Revenues (Fund Balance)		\$3,567,000	
Total - Special Obligation Bonds		\$40,368,000	

Debt Service Funds Balance - Special Obligation Bond

Special Obligation Bond	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual
Revenue				
Intergovernmental Revenues	4,000,000	4,083,334	5,000,000	5,000,000
Other Revenues	160,173	27,468	57	-
Total Revenues	4,160,173	4,110,802	5,000,057	5,000,000
Expenditures				
Current Operating:				
General Government	1,367,927	376,600	13,325	-
Principal	20,407,687	38,139,274	33,703,896	31,679,832
Interest	18,165,665	20,240,029	12,961,385	12,816,275
Total Expenditures	39,941,279	58,755,903	46,678,606	44,496,107
Excess (Deficiency of Revenue Over Expenditures)	(35,781,106)	(54,645,101)	(41,678,549)	(39,496,107)
Other Financing Sources (Uses):				
Transfers-In	38,618,000	44,648,000	41,089,000	36,237,000
Transfers-Out				
Issuance of Debt	(14,679,833)	65,249	-	-
Total Other Financing Sources (Uses)	23,938,167	44,713,249	41,089,000	36,237,000
Net Change in Fund Balance	(11,842,939)	(9,931,852)	(589,549)	(3,259,107)
Fund Balance - Beginning of Year	32,104,417	20,261,478	10,329,626	9,740,077
Fund Balance - End of Year	20,261,478	10,329,626	9,740,077	6,480,970

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2022

Debt Service Funds - Outstanding Debt

The following presents the City's bonds and loans outstanding at September 30, 2022:

DESCRIPTION	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds:					
General Obligation Refunding Bond Series 2015	Refunding	1/1/2028	57,240,000	48,725,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	22,555,000	2.170%
Total General Obligation Bonds			171,620,000	71,280,000	
Special Obligation and Revenue Bonds:					
Special Obligation Refunding Bonds Series 2018A	Refunding	1/1/2037	57,405,000	51,035,000	5.000%
Taxable Special Obligation Refunding Bonds Series 2018B	Refunding	1/1/2039	42,620,000	39,410,000	3.836%-4.808%
Taxable Special Obligation Revenue Bonds Series 2018C	Refunding	1/1/2039	7,455,000	6,705,000	3.836%-4.808%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	2,905,000	5.000%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	30,250,000	5.000%
Total Special Obligation and Revenue Bonds			202,205,000	130,305,000	
Other Direct Placements:					
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	19,245,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	4,250,040	3.280%
Special Obligation Refunding Notes Series 2017	Refunding	2/1/2031	59,310,000	50,710,000	2.780%
Special Obligation Refunding Note Pension Series 2017	Refunding	12/1/2025	7,180,000	5,670,000	3.150%
Special Obligation Refunding Note Garage Series 2018	Refunding	7/1/2027	16,555,000	12,095,000	3.750%
Special Obligation Non-Ad Valorem Revenue Refunding Note Taxable Series 2020	Refunding/Port Tunnel	3/1/2030	28,035,000	26,995,000	2.110%
Taxable Special Obligation Parking Revenue Refunding Note Series 2019	Refunding	1/1/2039	75,540,000	74,850,000	4.200%
Special Obligation Non-Ad Valorem Tax-Exempt Revenue Bonds Series 2021	FP&L Underground	1/1/2041	24,435,000	23,500,000	2.4600%
CRA OMNI Tax Increment Revenue Bonds Series 2018A	Redevelopment	9/1/2029	10,000,000	6,465,000	3.250%
CRA OMNI Tax Increment Revenue Bonds Series 2018B	Redevelopment	9/1/2029	15,000,000	10,420,000	4.490%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,864	0.000%
Vehicle Replacement Program Series 2018	Bank Loan	1/1/2023	11,270,011	2,319,600	3.1032%
Vehicle Replacement Program Series 2020 #1	Bank Loan	1/1/2025	9,256,279	5,600,254	1.1670%
Vehicle Replacement Program Series 2020 #2	Bank Loan	1/1/2025	16,318,888	9,821,188	1.8076%
Vehicle Replacement Program Series 2021	Bank Loan	1/1/2026	9,766,531	7,804,948	1.5750%
P25 Citywide Radio Equip. Loan	Radio System Loan	1/1/2024	12,100,000	3,629,148	2.0590%
State Revolving Fund Loan	Wagner Creek	N/A	13,745,199	13,173,646	0.000%
Total Other Direct Placements			355,430,152	278,257,688	
Total Bonds and Loans			\$ 729,255,152	\$ 479,842,688	

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2022

Debt Service Funds Balance

Annual Debt Service Requirements to Maturity

The annual debt service requirements for all bonds, loans, and leases outstanding, as of September 30, 2022 are as follows:

General Obligation Bonds

(\$ in thousands)

Year Ended September 30,	Principal	Interest	Total
2023	34,565,798	9,659,670	44,225,468
2024	38,794,734	8,759,967	47,554,701
2025	37,847,506	7,821,106	45,668,612
2026	36,764,555	6,837,071	43,601,626
2027	32,418,104	5,883,687	38,301,791
2028-2032	103,925,520	18,719,437	122,644,957
2033-2037	47,147,607	8,388,068	55,535,675
2038-2042	18,073,864	794,114	18,867,978
Total	<u>\$349,537,688</u>	<u>\$ 66,863,120</u>	<u>\$416,400,808</u>

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2023	9,745,000	6,107,444	15,852,444
2024	7,170,000	5,700,234	12,870,234
2025	7,525,000	5,347,044	12,872,044
2026	7,890,000	4,974,739	12,864,739
2027	8,270,000	4,582,844	12,852,844
2028-2032	39,510,000	16,612,207	56,122,207
2033-2037	33,510,000	8,301,574	41,811,574
2038-2042	16,685,000	811,951	17,496,951
Total	<u>\$130,305,000</u>	<u>\$ 52,438,037</u>	<u>\$182,743,037</u>

Total General Obligation and Special Obligation Bonds

\$479,842,688 \$119,301,157 \$599,143,845

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2022

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating costs to the operating departments. These expenses include health care, workers' compensation, insurance premiums, liability claims, as well as specific information technology costs. Additionally, ISF serves as a centralized account for payment of these expenditures. The FY 2023-24 Budget for the ISF is \$112.916 million.

Health Insurance

The FY 2023-24 Budget for Health Insurance is \$54.454 million. This represents an approximately 3.9 percent increase over the FY 2022-23 Budget. The increase in the budget is primarily attributed to the City's decision to raise its retention from \$250,000 to \$350,000. However, this increase is partly offset by a reduction in retiree prescription drug expenses resulting from the implementation of an Employer Group Waiver Plan (EGWP). Additionally, the budget increase is influenced by an uptick in the number of significant claims, factored in with an actuarially projected trend of four percent.

Workers' Compensation

The FY 2023-24 Budget for Workers' Compensation is \$22.441 million. This represents an approximately 11.8 percent increase over the FY 2022-23 Budget. This increase is primarily due to increase claims presented by COVID-19 on the job exposure as well as the City adopting the actuarial use of a higher confidence level.

Insurance Premium

The FY 2023-24 Budget for Insurance Premiums is \$13.846 million. This represents an approximately 5.3 percent increase over the FY 2022-23 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place, and an additional \$1.500 million for police vehicle insurance.

General Liability

The FY 2023-24 Budget for General Liability is \$6.014 million. This represents an increase of approximately 34.5 percent over the FY 2022-23 Budget. The increases is due to Professional liability, Vehicle Liability, and General Liability Claims. The claims are actuarially projected at a 55 percent confidence level.

Information Technology (IT) Repair and Maintenance

The FY 2023-24 Budget for Information Technology Repair and Maintenance is \$16.161 million. This represents an approximately 9.1 percent increase over the FY 2022-23 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	201000	481000	40-B73102E	1552	834,000	1,075,000	+241,000	Mandatory City Contribution from 20 percent Local Option Gas Tax to CIP projects-Citywide Pavement Resurfacing
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	401000	481000	40-B30606	1419	2,200,000	4,120,000	+1,920,000	Mandatory City Contribution from Parking Surcharge to CIP Projects-Flagler Street Beautification (20 percent of parking surcharge proceeds to Debt Service and Capital - Florida Statutes 166.271
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	401000	481000	40-B73102B	1419	1,031,000	0	-1,031,000	Citywide Streets Milling & Resurfacing - CIP Parking Surcharge
General Fund	00001	980000	891000	0	0	Capital-Storm Sewers	38000	201000	481000	40-B30262	1431	1,822,000	1,822,000	+0	Annual City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Repair Project
General Fund	00001	980000	891000			Capital-Public Facilities-CIP	34000	221401	481000	40-B70042	1437	470,000	1,041,000	+571,000	Mandatory City Contribution from Ten percent of gross dockage revenues - FY 2021-22 per Ordinance No. 12937 for Marinas related Capital Projects (10 percent of 6 million = \$600,000)
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221040	481000	40-B173401	1437	130,000	0	-130,000	Mandatory City Contribution from Ten percent of gross dockage revenues - FY 2021-22 per Ordinance No. 12937 to CIP project- Pilings and Pier Repairs - Dinner Key Marina (10 percent of 6 million = \$600,000)
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221040	481000	40-B183410	1437	30,000	0	-30,000	Dinner Key Marina Emergency Repairs and Replacements from ticket surcharge revenues per ordinance No. 13367
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	40-B183407	1437	167,000	0	-167,000	Pier Repairs at MiaMarina from ticket surcharge revenues per ordinance No. 13367
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	40-B183406	2150	500,000	602,000	+102,000	Mandatory City Contribution from the General Fund Balance of the Miamarina ticket surcharge revenues-MiaMarina Ticket Surcharge - Capital Operations and Improvements from the prior year fund balance
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221040	481000	TBD	TBD	0	42,000	+42,000	Mandatory City Contribution from the General Fund Balance of the Dinner Key ticket surcharge revenues-Dinner Key Ticket Surcharge - Capital Operations and Improvements from the prior year fund balance
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	40-B183407	2150	20,000	0	-20,000	Pier Repairs - MiaMarina
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223115	1426	300,000	300,000	+0	Building - Computer for new hires and upgrades
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223120	1426	7,700,000	0	-7,700,000	Enterprise Permitting Solutions
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B183118	1426	640,000	540,000	-100,000	Building - Replacement of six SUV's
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	162000	481000	40-B223103	1426	150,000	0	-150,000	Finance POS System Replacement
General Fund	00001	980000	891000	0	0	Capital-Storm Sewers	38000	201000	481000	40-B203801	1426	180,000	0	-180,000	Supervisory Control and Data Acquisition (SCADA) System for Stormwater Pump Station
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	201000	481000	40-B173114	1426	446,000	0	-446,000	Public Works Heavy Fleet Acquisition-Vector Trucks
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	178,000	0	-178,000	Solid Waste Heavy Machinery Acquisition-Two Combo Cranes

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	231,000	0	-231,000	Solid Waste Heavy Machinery Acquisition-Two Street Sweepers
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	182,000	0	-182,000	Solid Waste Heavy Machinery Acquisition-Two Water Trucks
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	120,000	0	-120,000	Solid Waste Heavy Machinery Acquisition-Four Collection Pickup Trucks
General Fund	00001	980000	891000	0	0	Public Facilities-CIP	34000	221001	481000	40-B223400	1426	0	107,000	+107,000	Welcome Center
General Fund	00001	980000	891000	0	0	Public Facilities-CIP	34000	221001	481000	TBD	TBD	0	272,000	+272,000	Tower Theater Cinema Equipment
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223119	1426	6,581,000	6,606,000	+25,000	Oracle Cloud Startup
General Fund Transfer to Capital Fund Total												23,912,000	16,527,000	-7,385,000	
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	101000	481000	101-MEvents	2545	50,000	50,000	+0	Support for Citywide Festivals and Special Events in Special Revenue allocated in the Mayors Office
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1Events	2547	50,000	50,000	+0	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 1
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2Events	2549	50,000	50,000	+0	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 2
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3Events	2550	50,000	50,000	+0	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 3
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4Events	2551	50,000	50,000	+0	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 4
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	115-D5Events	2552	50,000	50,000	+0	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 5
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	101000	481000	101-MAPI	2542	450,000	450,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-Mayor's Office
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1API	2543	539,000	539,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 1
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2API	2544	161,000	161,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 2
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3API	2546	499,000	499,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 3
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	112-D4API	2553	472,000	472,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 4
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500		481000	115-D5API	2554	580,000	580,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 5
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0002	2430	0	100,000	+100,000	City Contribution for Festivals and Special Events-MLK parade

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0003	2430	0	50,000	+50,000	City Contribution for Festivals and Special Events - MLK Vigil
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0004	2430	150,000	0	-150,000	City Contribution for Festivals and Special Events - New Years
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0008	2430	50,000	0	-50,000	City Contribution for Festivals and Special Events - Carnival Miami
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0015	2430	10,000	0	-10,000	City Contribution for Festivals and Special Events - July 4th Hadley Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0018	2430	0	95,000	+95,000	City Contribution for Festivals and Special Events - Goombay Festival-Coconut Grove Neighborhood
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0020	2430	72,000	0	-72,000	City Contribution for Festivals and Special Events - Holiday lighting and decorating Initiative (D5)
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0021	2430	275,000	0	-275,000	City Contribution for Festivals and Special Events - Tower Theater - Tourism Welcome Center
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0022	2430	150,000	0	-150,000	City Contribution for Festivals and Special Events - Live Theater Plays
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0023	2430	500,000	0	-500,000	City Contribution for Festivals and Special Events - World Baseball Classic (WBC)
	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	TBD	TBD	0	500,000	+500,000	City Contribution for Festivals and Special Events - Miami carnival in Little Haiti
	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	TBD	TBD	0	250,000	+250,000	City Contribution for Festivals and Special Events - Jazz Festival
	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	TBD	TBD	0	30,000	+30,000	City Contribution for Festivals and Special Events - Karaoke in the Park
	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	TBD	TBD	0	250,000	+250,000	City Contribution for Festivals and Special Events - Miami River Holiday Boat Parade
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Biscayne Trol	2452	466,000	0	-466,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Biscayne Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Brickell Trolle	2452	80,000	0	-80,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Brickell Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Coconut Grov	2452	377,000	0	-377,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Coconut Grove Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Flagami Trolle	2452	1,082,000	0	-1,082,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Flagami Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Health Trolley	2452	159,000	0	-159,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Health Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Little Haiti Tro	2452	511,000	0	-511,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Little Haiti Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Little Havana	2452	1,111,000	0	-1,111,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Little Havana Trolley Route

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Stadium Trol	2452	352,000	0	-352,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Stadium Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Wynwood Tro	2452	377,000	0	-377,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Wynwood Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Transfer to D	2452	5,485,000	0	-5,485,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for Streets and Sidewalks Debt Payment
General Fund	00001	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	TBD	2452	0	23,710,000	+23,710,000	Transfer from General Fund to the Citizens' Independent Transportation Trust (CITT)
General Fund	00001	980000	891000	0	0	Special Revenue-Police E911-Prepaid	12220	190351	481000	19-196004	2165	312,000	227,000	-85,000	City Contribution from General Fund-E911 Prepaid to cover the expenditures over the revenue amount
General Fund	00001	980000	891000	0	0	Special Revenue-Police Services	12000	190001	481000	19-190014	2485	78,000	18,000	-60,000	City Contribution for the FY18 Justice and Mental Health Collaboration Program-City Match
General Fund	00001	980000	891000	0	0	Special Revenue-Police E911	12200	190351	481000	19-196002	2165	728,000	449,000	-279,000	City Contribution for the E-911 Wireline
General Fund	00001	980000	891000	0	0	Special Revenue-Fire Rescue Services	11000	184010	481000	18-180142	2851	88,000	0	-88,000	Emergency Medical Services (EMS) Matching Grant M0037
General Fund	00001	980000	891000	0	0	Special Revenue-CD-Mayor's Poverty Initiative	14010	910101	481000	TBD	TBD	100,000	878,000	+778,000	City Contribution to HCD for the new Affordable Housing Master Plan (Pending Commission approval for allocation)
General Fund	00001	980000	891000	0	0	Special Revenue-Bayfront/Riverfront Land Acquisition Rouse Trust	15100	221110	481000	22-220007	2062	101,000	118,000	+17,000	Mandatory Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund Transfer to Special Revenue Fund Total												15,615,000	29,676,000	14,061,000	
General Fund	00001	980000	891200	0	0	Special Revenue-Fire Rescue Services	11000	184050	481200	18-1801035	1933	357,000	410,000	+53,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2022 (Administration)
General Fund	00001	980000	891200	0	0	Special Revenue-UASI-Fire Rescue	11100	189000	481200	18-180131	1933	557,000	627,000	+70,000	Cost Allocation Contribution from General Fund-UASI 2020
General Fund	00001	980000	891200	0	0	Special Revenue-Police E911-Prepaid	12220	190351	481200	19-196004	1933	455,000	490,000	+35,000	Cost Allocation Contribution from General Fund-E911 Prepaid
General Fund	00001	980000	891200	0	0	Special Revenue-Police E911-Wireless	12210	190351	481200	19-196003	1933	424,000	338,000	-86,000	Cost Allocation Contribution from General Fund-E911 Wireless
General Fund Transfer to Cost Allocation Total												1,793,000	1,865,000	72,000	
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwks Ref Series 2018A (2007)	24025	162000	481000	0	0	1,260,000	1,074,000	-186,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Local Option Tax (Three Cents)
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwks Ref Series 2018A (2007)	24025	162000	481000	0	0	815,000	737,000	-78,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwks Ref Series 2018B (2009)	24026	162000	481000	0	0	232,000	119,000	-113,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwks Series 2018C	24027	162000	481000	0	0	574,000	573,000	-1,000	Streets and Sidewalks Series 2018C Ref (Fund 24027) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-2014 Refunding Series 2002 A and C Bonds	24016	162000	481000	0	0	1,156,000	1,120,000	-36,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-P25 Citywide Radio Commutation System	24020	162000	481000	0	0	1,845,000	1,863,000	+18,000	P25 Radio System Repayment (Fund 24020) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	0	0	Debt Service-SOB2017 Park Remediation and Flexpark	24019	162000	481000	0	0	2,181,000	2,182,000	+1,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
General Fund	00001	980000	891000	0	0	Debt Service-2015 Vehicle Lease Debt Service	24018	162000	481000	0	0	1,848,000	0	-1,848,000	Lease and Purchase of vehicles 2016, 2017, and 2018 (Santander Financing Fund 24018) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	0	0	Debt Service-SOB Non Ad Val Ref Note Series 2017 (2011A)	24021	162000	481000	0	0	6,352,000	6,369,000	+17,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-SOB Non Ad Val Ref Pension Series 2017 (2009)	24022	162000	481000	0	0	794,000	784,000	-10,000	Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017 (Fund 24022) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-FPL Underground	24031	162000	481000	0	0	1,551,000	1,547,000	-4,000	FPL Utility Underground Projects
General Fund	00001	980000	891000	0	0	Debt Service-2019 Vehicle Lease-to-Own Program	24028	162000	481000	0	0	7,335,000	7,334,000	-1,000	Lease and Purchase of vehicles (Fund 24028) from Non-Ad Valorem General Fund
General Fund Transfer to Debt Service Fund / Special Obligation Bond Total												25,943,000	23,702,000	-2,241,000	
General Fund	00001	980000	891100	0	0	General Fund-CIP and Transportation	04005	980000	481100	0	0	300,000	2,689,000	+2,389,000	Transportation Reserve General Fund sub-fund 25 percent of one percent of General Fund revenues up to \$10 million (Ordinance 13908 06-
General Fund Transfer to Transportation Trust Fund Total												300,000	2,689,000	2,389,000	
Total Transfer from General Fund												67,563,000	74,459,000	6,896,000	
Special Revenue-American Rescue Plan Act SRF	97100	162000	891000	P23-A6-0001	2773	General Fund-General Fund	00001	162000	481000	0	0	3,000,000	0	-3,000,000	American Rescue Plan-Miami Venture
Special Revenue-American Rescue Plan Act SRF	97100	162000	891000	P23-A6-0001	2773	General Fund-General Fund	00001	162000	481000	0	0	4,783,000	0	-4,783,000	American Rescue Plan-Other Operating Cost
Emergency-Coronavirus-Non Hurricane	80003	980000	891000	N/A	N/A	General Fund-General Fund	00001	162000	481000	0	0	0	17,853,000	17,853,000	Transfer from Emergency Fund to General Fund to cover Citywide Departmental Needs
Special Revenue Fund Transfer to General Fund Total												7,783,000	17,853,000	-7,783,000	
Special Revenue-Transportation and Transit	15600	402000	891000	N/A	N/A	Debt Service-SOB Street and Sdwks Ref Series 2018B (2009)	24026	162000	481000	0	0	2,726,000	2,838,000	+112,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue (GL only transfer)
Special Revenue-Transportation and Transit	15400	221130	891000	N/A	N/A	SOB-Marlins Garage Refunding Series 2019	24029	162000	481000	0	0	0	641,000	+641,000	Marlins Garage 2010A Refunding 2019 (GL only transfer)
Special Revenue-Transportation and Transit	15600	402000	891000	N/A	N/A	Debt Service-SOB Street and Sdwks Ref Series 2018A (2007)	24025	162000	481000	0	0	2,759,000	3,023,000	+264,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) (GL only transfer)
Special Revenue Fund Transfer to Debt Service Fund Total												5,485,000	6,502,000	1,017,000	
Special Revenue-CD-Prior To FY06 Projects	14000	910101	891100	N/A	N/A	Special Revenue-CD-CDBG	14001	910101	481100	TBD	2865	319,000	0	-319,000	Transfer of funding from a discontinued fund to the CDBG Fund. (Pending Commission approval for allocation)
Special Revenues-Sports Facilities and Activities	10110	221170	891100	10-119005-MESA	2516	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0011	2430	0	18,000	+18,000	City Contribution for Festivals and Special Events- Veterans' Day
Special Revenue Fund Transfer to Special Revenue Fund Total												319,000	18,000	-301,000	

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
Special Revenue-Miami Ballpark Parking Facilities	15400	221130	891000	22-500000	2159	Capital-Public Facilities-CIP	34000	221130	481000	40-B203408	1350	2,000,000	0	-2,000,000	Capital Requirement for Garage Repairs at Marlins Garage
Building-Tree Trust Fund	10410	282000	891000	15-110136A	2561	Capital-General Government Projects	31000	356000	481000	40-B183600	1350	4,482,000	0	-4,482,000	80 percent of the Tree Trust balance to Public Works Capital Project No. 40-B183600, in accordance with Sec. 62-301
Special Revenue Fund Transfer to Capital Fund Total												6,482,000	0	(6,482,000)	
Total Transfer from Special Revenue Fund												20,069,000	24,373,000	-13,549,000	
Capital-Mass Transit	39900	402000	891000	40-B70715E	1297	Special Revenue-Transportation and Transit	15600	402000	481000	40 Biscayne Trol	2167	1,074,000	0	-1,074,000	Transfer from Mass Transit Capital Fund to Special Revenue Transportation and Transit Special Revenue Fund to provide funding for the Biscayne Trolley Route
Capital-Mass Transit	39900	402000	891000	40-B70715E	1297	Special Revenue-Transportation and Transit	15600	402000	481000	40 Brickell Trolle	2167	1,377,000	0	-1,377,000	Transfer from Mass Transit Capital Fund to Special Revenue Transportation and Transit Special Revenue Fund to provide funding for the Brickell Trolley Route
Capital-Mass Transit	39900	402000	891000	40-B70715E	1297	Special Revenue-Transportation and Transit	15600	402000	481000	40 Coral Way Tr	2167	1,249,000	0	-1,249,000	Transfer from Mass Transit Capital Fund to Special Revenue Transportation and Transit Special Revenue Fund to provide funding for the Coral Way Trolley Route
Capital-Mass Transit	39900	402000	891000	40-B70246	1297	Special Revenue-Transportation and Transit	15600	402000	481000	40 Coral Way Tr	2167	146,000	0	-146,000	Transfer from Mass Transit Capital Fund to Special Revenue Transportation and Transit Special Revenue Fund to provide funding for the Coral Way Trolley Route
Capital-Mass Transit	39900	402000	891000	40-B70246	1297	Special Revenue-Transportation and Transit	15600	402000	481000	40 Overtown/Alla	2167	323,000	0	-323,000	Transfer from Mass Transit Capital Fund to Special Revenue Transportation and Transit Special Revenue Fund to provide funding for the Overtown Trolley Route
Capital-Mass Transit	39900	402000	891000	40-B70245	1297	Special Revenue-Transportation and Transit	15600	402000	481000	40 Overtown/Alla	2167	800,000	0	-800,000	Transfer from Mass Transit Capital Fund to Special Revenue Transportation and Transit Special Revenue Fund to provide funding for the Overtown Trolley Route
Capital Transfer to Special Revenue Fund Total												4,969,000	0	(4,969,000)	
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	Debt Service-SOB-Port of Miami Tunnel	24015	162000	481000	0	0	2,978,000	0	-2,978,000	Payment of the Port of Miami Tunnel Series 2012 (Fund 24015) (For Information Purposes Only)
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	Debt Service-SOB-Port of Miami Tunnel S2020 Taxable	24032	162000	481000	0	0	1,099,000	1,597,000	+498,000	Payment of the Port of Miami Tunnel S2020 Taxable (For Information Purposes Only)
Outside Agency Transfer to Debt Total												4,077,000	1,597,000	-2,480,000	
Transfer s IN															
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	General Fund-General Fund	00001	162000	481000	0	0	844,000	847,000	+3,000	Reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park (For Information Purposes Only)
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	General Fund-General Fund	00001	162000	481000	0	0	5,971,000	6,690,000	+719,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007 (For Information Purposes Only)
Outside Agency Transfer to General Fund Total												6,815,000	7,537,000	722,000	
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	30,000	30,000	+0	Reimburse City Clerk Services for Legislative Service Rep I position (For Information Purposes Only)

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	FY24 Description
CRA-Community Redevelopment Agency- OMNI	10040	920501	891000	92-686001	1396	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	18,000	18,000	+0	Reimburse City Clerk Services for Legislative Service Rep I position (For Information Purposes Only)
Outside Agency Transfer to Special Revenue Fund Total												48,000	48,000	0	
Total Transfer from Outside Agency												10,940,000	9,182,000	-1,758,000	
Grand Total												103,541,000	108,014,000	-13,380,000	

Capital Plan Overview

The City of Miami's Multi-Year Capital Plan (the Capital Improvements Plan or CIP) is a comprehensive, six-year plan for enhancing and maintaining public infrastructure by repairing current facility and asset deficiencies as well as providing new service delivery infrastructure. The CIP provides the budgeted fund sources available for capital projects and identifies the planned improvement projects and the corresponding estimated costs over the six-year period.

The Purpose of the Capital Improvements Plan

The purpose of the CIP is to systematically plan, schedule, manage, monitor, and finance capital projects to ensure efficiency and compliance with the overall goals and objectives of the City's Strategic Plan. The Office of Management and Budget, with the assistance and support from each City department, develops the Capital Plan to recommend capital project funding to the City Commission. The City Commission makes capital funding decisions based on current year allocations made in the plan.

The Capital Budget

The first year of the six-year CIP also serves as the Annual Capital Budget. The City's Capital Budget, separate from the Annual Operating Budget, presents the funding plans for City construction and repair projects, and purchases of land, buildings, or equipment. The City defines a capital improvement as the acquisition, construction, reconstruction, or installation of a physical public improvement or addition to fixed assets in the form of land, buildings or improvements with a value of \$5,000 or more and a "useful life" of at least three years.

The City Manager submits the Capital Budget concurrently with the Operating Budget each year. The Capital Budget authorizes capital project expenditures, while the Operating Budget authorizes the expenditure of funds for such things as employee salaries and the purchase of goods and services. Capital projects can have an impact on the Operating Budget through additional costs to operate new facilities or the expansion of current City assets, potential additional revenues the improvement can bring to the City, or cost savings from acquisition more effective and efficient equipment. The final Capital Budget is adopted by the City Commission each year in September.

Individual capital projects may not exceed the amount appropriated in the Adopted Capital Budget and if a project requires additional funds, the Capital Plan can be subsequently amended throughout the fiscal year as needed. Any amendments to the CIP are required to be heard and approved by the City Commission.

The FY 2023-24 Capital Plan is an update to the FY 2022-23 Capital Plan which was adopted on September 10, 2022 pursuant to Resolution No. R-22-0321, as subsequently amended on October 13, 2022 pursuant to Resolution Nos. R-22-0398, R-22-0399, and R-22-0400; on October 27, 2022 pursuant to Resolution Nos. R-22-0417, R-22-0421, and R-22-0422; on November 17, 2022 pursuant to Resolution No. R-22-0457; on December 8, 2022 pursuant to Resolution No. R-22-0466; on February 23, 2023 pursuant to Resolution No. R-23-0097; on May 11, 2023 pursuant to Resolution Nos. R-23-0224 and R-23-0227; and on May 25, 2023 pursuant to Resolution No. R-23-0247.

The FY 2023-24 Proposed Capital Budget recommends appropriations totaling \$39.940 million which will be used to fund 49 projects as detailed in the Plan.

Capital Plan Overview

Legal Authority

The legal requirements for preparing the City’s Capital Plan are set forth in the Florida Statutes and the City of Miami Code. A capital improvement programming process to support the Comprehensive Plan is required by the Community Planning Act, specifically Sections 163.3161 and 163.3177, Florida Statutes (2022). Furthermore, pursuant to Chapter 18/Article IX/Divisions 1 and 2 of the Code of the City of Miami, Florida, as amended, entitled “Finance/Financial Policies/Anti-Deficiency Act/Financial Integrity Principles”, requires the development and approval of a multi-year capital plan which also delineates specific requirements for inclusion.

The Capital Plan Framework

The Capital Plan has been developed to align current and projected capital projects, equipment purchases, and major studies with the City’s Strategic Initiatives. It also incorporates the Construction Review and Synchronization Process (CRSP) for new projects and the Project Prioritization Matrix.

The City’s Strategic Initiatives provide the framework to fulfill the City’s goals and objectives. To fulfill this mission, the Capital Plan must include capital projects, equipment purchases, and major studies that meet or align with one or more of the following Strategic Initiatives:

- Improving resident’s quality of life
- Strengthening the City’s resiliency
- Leading the community into a pathway to prosperity

Project Sources

The intent of the Capital Improvements Plan is to be a comprehensive plan that is based on input from multiple sources from within the City that involves other regional strategies from other agencies and the private sector that will ultimately support the City’s strategic goals of Pathway to Prosperity, Quality of Life, and Resilience for the benefit of its residents and the City as a whole.

As part of the CIP preparation, a series of steps are undertaken by City staff to understand and broaden the possible sources for capital construction improvement projects to include:

- Projects and needs are identified by Client Departments
- Projects and needs identified by outside agencies (Downtown Development Authority, Southeast Overtown Park West Community Redevelopment Agency (SEOPW CRA), and Omni Community Redevelopment Agency (OMNI CRA)
- Projects and needs identified for Local Mitigation Strategy (LMS) for Federal Emergency Management Agency (FEMA)
- Projects and needs to be coordinated with other governmental agencies such as Miami-Dade County, the State of Florida and the Florida Department of Transportation (FDOT)

Capital Plan Overview

Capital Project Prioritization Criteria

The City uses a Project Prioritization Matrix with nine criteria to analyze, rank, and ultimately prioritize projects for funding. Projects with highest ranking are given priority funding and implementation in the Capital Improvements Plan. The criterion used is listed as follows:

- **Life, Health, and Safety** – Projects that are necessary to meet life, health, or safety requirements or eliminate potentially imminent life, health, or safety risks. Examples of these include facility water intrusion, asbestos abatement, and repair of damages caused by natural disasters.
- **Legal and Regulatory Compliance** – Projects that are necessary to attain or maintain compliance with legal and mandated requirements set forth by federal, state, local or other jurisdictions. Also includes projects that may be required to satisfy legal settlements with private individuals, entities or regulatory agencies. Examples of these projects are a federal mandate to comply with Americans with Disabilities requirements, or a regulatory agency’s mandate to remediate contaminated soils.
- **Essential Improvements** – Projects that are necessary for improvements to the functioning, capacity, or preservation of facilities, infrastructure, or historic sites. This criterion measures the extent to which a facility or infrastructure has deteriorated and needs improvements relative to the overall condition of similar facilities or infrastructure. Examples of these projects are roof repairs or replacements, bathroom remodeling, and roadway reconstruction.
- **Strategic Alignment** - Projects that align with Strategic City initiatives. The execution of these projects will align with or more of the strategic goals outlined by City Administration. Examples of these projects are Fire-Rescue station replacements, construction of new parks, public safety and public service facilities, new sidewalks or baywalks, or projects promoting affordable housing.
- **Infrastructure Risk Management and Resilience** - Projects that improve City resilience through the prevention or mitigation of infrastructure damage, reduce recovery time from natural disasters, or provide redundancy to prevent service disruption. Examples of these projects are replacement of seawalls, installing backflow valves, constructing new storm pump stations, or installing new backup generators to avoid service disruption at key and critical infrastructure.
- **Environmental Protection** - Projects intended to conserve, preserve, or increase natural resources (including tree canopy, greenspace, or shorelines) or protect or improve air or water quality. Examples of these projects are canal dredging and shoreline restoration.
- **Coordination and Dependency** - Projects that, if performed in conjunction with other entities or agencies, will provide better integration, reduce commitment of the City's capital resources, and allow a more efficient project execution. Examples of these are projects that involve Joint Participation Agreement with M-DWASD, Local Participation Agreements (LAP) with F-DOT, or City Commissioned approved agreements with private developers.
- **Leverage External Funds** - Projects that can leverage funds from, or that are funded by, external funding sources such as Federal, State, County, private, and other local entities. Example of these projects that can be eligible for external funds such as Florida Inlet Navigation Development (FIND) grants, Community Development Block grants (CDBG), or Community Redevelopment Agency (CRA).
- **Revenue Producing or Cost Savings** - Projects that, when completed, will generate additional revenues or increase efficiency resulting in continual cost savings to the City. Examples of these projects are improvements or additions to marinas or cultural and historic venues that will

Capital Plan Overview

increase marketability or operational revenue. Other examples are retrofitting of existing facilities with more efficient technologies or upgrade to newer materials that will reduce operational cost.

Capital Project Program Funds

The Capital Plan is organized by department and each project is identified by a distinct program fund based on the attributes of the project. This program fund maintains specific financial details of the capital project. The program funds are detailed below:

- **General Government** – This program consists of general governmental capital enhancements and improvements to municipal buildings and operations facilities. This also includes computers and communications equipment.
- **Public Safety** – This program consists of acquisition of equipment or construction of major facilities that support the operations of the Police and Fire-Rescue Departments.
- **Disaster Recovery** – This program is utilized to account for revenue received from the federal government, insurance, and other agencies resulting from declared disasters.
- **Public Facilities** – This program includes improvements to public use facilities, such as stadiums, auditoriums, and marinas.
- **Parks and Recreation** – This program accounts for the acquisition, rehabilitation, or construction of capital facilities for recreational activities in parks throughout the City.
- **Streets and Sidewalks**– This program provides reconstruction, major maintenance, and beautification to Miami’s street system.
- **Mass Transit** – This program accounts for the acquisition of equipment or construction of capital facilities that support the maintenance and operation of public transportation systems.
- **Sanitary Sewers** – This program includes projects that will improve the City’s existing sanitary sewer system.
- **Storm Sewers** – This program accounts for projects that result in improved drainage and storm water management throughout the City.
- **Solid Waste** – This program includes projects for the acquisition of equipment or construction of facilities for the collection and removal of solid waste.

Office of Capital Improvement’s (OCI) Role

The OCI performs an all-inclusive review of on-going and future capital construction improvement projects with Client Departments. The joint review of projects between OCI and the Client Department provides:

- Identification of required managerial and technical roles or expertise to execute projects
- Integration and optimization of Citywide resources for delivery of projects
- Citywide reporting of capital construction improvement projects

Based on the joint review, the Client Department and OCI will determine OCI’s role as follows:

Capital Plan Overview

- **Management Role:** The Client Department relies on the Office of Capital Improvements for the management, execution, and reporting of a Capital Improvement project. In this scenario, OCI's role is to manage the entire project
- **Oversight Role:** The Client Department undertakes the management, execution, and reporting of a Capital Improvement project; but requires OCI's technical assistance to carry out the work. In this scenario, OCI's role is "Oversight" of the project
- **Visibility Role:** The Client Department fully undertakes the management, execution, and reporting of a Capital Improvement project, without assistance from OCI. In this scenario, OCI's role is "Visibility" of the project

Office of Management and Budget's (OMB) Role

OMB plays an important role in determining funding availability for capital construction and non-construction projects, funding those capital projects as funding is available, and ensuring capital projects are funded according to specific requirements of the funding sources that are available.

Throughout the year, OMB liaise with elected officials, stakeholder groups, and all Departments that have capital projects to ensure that the most important projects are funded and prioritized using the CRSP. The prioritized projects are funded by a capital appropriation through the annual Capital Budget or an as needed Capital Amendment which are presented and approved by the City Commission.

As part of the Capital Budgeting process, OMB meets with each department to review their respective capital projects and discusses the status as well as what has been accomplished to meet the City's overall goals and strategies. This information is compiled and presented in the Multi-Year Capital Budget.

Major Funding Programs for Capital Projects

Miami Forever Bond

The Miami Forever Bond will build a stronger, more resilient future for Miami, alleviating existing and future flood risks to our residents, economy, and the City's legacy. The program's goal is to make an immediate impact while delivering long term solutions that result in a compelling safety, wellness, equity, economic, and modernization return on investment.

Background:

- In the November 2017 election, Miami's citizens approved \$400 million for the Miami Forever Bond.
 - \$192 million designated to prevent and mitigate the impacts of flooding and sea-level rise.
 - \$23 million designated to improve our roads and provide a safe, convenient, effective and multimodal roadway system.
 - \$78 million designated to improve the quality of our parks and cultural facilities and create more open and green space for all.
 - \$7 million designated to public safety to enhance the City's ability to save lives and protect property.

Capital Plan Overview

- In December 2018, the City Commission approved the Miami Forever Bond’s first tranche \$58.653 million (33 Projects).
- In January 2021, the City Commission approved The Miami Forever Bond’s second tranche \$40 million for Affordable Housing and Economic Development.

Guiding Themes:

The City developed five themes to guide the project selection process. We use these themes, along with each bond category goals and objectives, to measure the impact projects will have on making Miami a stronger, more resilient city:

- **Safety:** Enhance public safety to lessen the frequency and severity of the impact from man-made events and natural hazards. Provide the City with enhanced resources to effectively respond to incidents to minimize the negative effects on our residents.
- **Wellness and Quality of Life:** Preserve and enhance Miami as a desirable place to live, work and play.
- **Equity:** Distribute benefits across all parts of community and socio-economic levels emphasizing those with the highest need while maintaining the cohesiveness of the city’s social fabric, interaction and diversity.
- **Economic Return:** Consider a cost and benefit framework that evaluates different scenarios for risks mitigation and crisis prevention that could affect the economic vitality of the city and property value.
- **Modernization:** Invest in information and communication technology and infrastructure to enhance quality and performance of urban services

Execution Strategy:

The Bond program is being executed in three phases; Immediate Impact, Gain Momentum, and Long-Term solutions.

- **Immediate Impact:** The bond kick-off had an immediate impact with the launch of over 100 projects that will be completed within three years. The projects were selected based on the five guiding themes, each bond category’s goals and objectives, and coordination with our citizens and partners. The deliberate selection process resulted in the first tranche of \$58.700 million to be invested in critical projects spread across all bond categories and sections of the city. The first tranche is divided into two series of allocations, Series A Infrastructure and Series B Affordable Housing.
 - Series A – Infrastructure – to include:
 - Roadways
 - Parks and Cultural Facilities
 - Public Safety
 - Sea-Level Rise and Flood Prevention
 - Series B – Affordable Housing – to include
 - Develop and invest in Affordable Housing solutions
 - Initiate and continue Affordable Housing studies, plans and assessments

Capital Plan Overview

- **Gain Momentum:** This phase provides an opportunity to strategically program the first series of projects, strengthen partnerships and agreements, and set a strategic course for future investment. While programming over 100 projects already in the pipeline, a detailed organizational capacity assessment will be performed to ensure projects are successful. These requirements include a three-year time completion, creating new and employing alternative methods of procurement, developing a rigorous risk management plan, and establishing compliance and stewardship guidelines.
- **Long Term Solutions:** This phase will deliver design and construction of the first series of projects, capture lessons learned, begin future bond tranche investments, and address resiliency through non-infrastructure measures.
 - Establish strict project and financial monitoring and reporting processes while working with the City Commission appointed bond civilian oversight board.
 - Refine the project selection model for subsequent tranches using lessons learned, study results, professional staff analysis, partner participation, and community engagement.
 - Assess and update the City's zoning, planning and building policies and standards to institute rules that will maximize the resiliency benefits from new development.

Status:

Group 1 Set of Projects

Of the 33 projects, there are 2 projects in planning, 13 in design, 2 in procurement, 9 in construction and 7 are completed.

Group 2 Set of Projects

Of the 22 projects, there are 13 projects in planning, 2 in design, 4 in procurement, and 3 in construction.

Key Highlights:

- Installed 97 outfall backflow valves: 60 valves using bond funding 37 valves using matching funds from the State. The city continuously pursues grants to complete the installation and/or repair of more than 400 backflow valves.
- Antonio Maceo Boat Ramp in Construction. Forecasted to be completed by the 1st Quarter 2024.
- Completed Enhancements at PBA/Fern Isle Park in September 2022. This park is now known as Ronald Reagan Park.
- Working on the Design for Brickell Bay Drive currently at 30% plans.
- Phase I of Fairview Flood Mitigation is complete, included roadway and drainage improvements. Working on the design of a Pump Station at South Bayshore Ln, East and West Fairview St as part of Phase II currently in the final stages of design and Dry/Run.
- Very Poor Roads Projects: completed 2 road segments, 4 are at 100% design, first package of 10 pending Contractor award.

Capital Plan Overview

- Completed the Alice Wainwright Park Seawall and Resiliency project. Ribbon cutting ceremony was held on March 31, 2022.
- Completed 19 spot drainage projects City-wide.
- Legion Park Building Renovations currently in Construction at 70%, forecasted to be completed by December 2023.
- Completed 11 City-wide Park Playground Renovations and upgrades.
- Completed and improved access and mobility renovations at 36 parks City-wide.
- Reconstructed facility roofs at 8 parks City-wide.
- Completed “The Gallery at River Parc” Housing project with 150 units.
- Completed the “Liberty Square Phase Three” Housing project with 192 units.
- Completed 93 outreach and engagement events on bond projects with the community and industry associations to promote the Bond program.
- Recently awarded \$97.8 M in matching funds for Sea Level Rise & Flood Prevention infrastructure projects.

Upcoming Actions:

- Very Poor Roads (SW 22nd Terrace and SW 24th Ave.) On-going outreach
- Brickell Bay Drive –Community Meeting – TBD
- Fairview Pump Station – Community Meeting – Summer 2023
- Shenandoah Park New Pool – Ribbon Cutting – Summer 2023
- Reviewing and assessing city master plans and data to identify the next Miami Forever Bond projects:
 - Roadways – Assessing roads Pavement Condition Index (PCI) using Cartograph.
 - Parks – Evaluating and prioritizing parks projects based on parks needs for improvements.
 - Sea-Level Rise and Flood Prevention – Identified and proposed new bond allocations for SLR & FP projects, pending City Management’s approval.
 - Public Safety – Fund Fire Station 10 for design and construction

American Rescue Plan Act (ARPA)/State and Local Fiscal Recovery Funds (SLFRF)

The Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan, delivers \$350 billion to state, local, and Tribal governments across the country to support their response to and recovery from the COVID-19 public health emergency. The program ensures that governments have the resources needed to:

- Fight the pandemic and support families and businesses struggling with its public health and economic impacts,
- Maintain vital public services, even amid declines in revenue,
- Build a strong, resilient, and equitable recovery by making investments that support long-term growth and opportunity, and to
- Support the COVID-19 public health and economic response by addressing COVID-19 and its impact on public health as well as addressing economic harms to households, small businesses, nonprofits, impacted industries, and the public sector.

Capital Plan Overview

Background:

The City of Miami has been awarded \$137,639,417 to respond to the economic and public health impacts of COVID-19. The City will use these funds to assist its communities, residents, and businesses rebound from the public health emergency.

ARPA program established several eligible expenditure categories:

Public Health (EC 1): The Fiscal Recovery Funds provide resources to meet and address public health needs, including through measures to counter the spread of COVID-19, through the provision of care for those impacted by the virus, and through programs or services that address disparities in public health that have been exacerbated by the pandemic.

Negative Economic Impact (EC 2): The Fiscal Recovery Funds to respond to the negative economic impacts of the COVID-19 public health emergency, are to address economic harm resulting from or exacerbated by the public health emergency and include Assistance to Unemployed Workers, Assistance to Households, Expenses to Improve Efficacy of Economic Relief Programs, Small Businesses and Non-profits, Rehiring Staff, Aid to Impacted Industries, Building Stronger Communities through Investments in Housing and Neighborhoods, Addressing Educational Disparities, and Promoting Healthy Childhood Environments.

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3):

Fiscal Recovery Funds under this category help rebuild the public sector workforce by funding incentives such as Payroll and Benefits for Public Health, Public Safety, or Human Services Workers, and Rehiring Public Sector Staff. The Funds in this category also support the build of the public sector capacity, by providing funds for Effective Service Delivery and Administrative Needs.

Premium Pay (EC 4):

Since the start of the COVID-19 public health emergency in January 2020, essential workers have put their physical wellbeing at risk to meet the daily needs of their communities and to provide care for others. Premium Pay is for eligible workers performing essential work during the COVID-19 public health emergency or to provide grants to third-party employers with eligible workers performing essential work.

Infrastructure – Water, Sewer, and Broadband (EC 5):

Fiscal Recovery Funds provide funds to assist in meeting the critical need for investments and improvements to existing infrastructure in water, sewer, and broadband. The eligible use of funding under this category allows a broad range of necessary investments in projects that improve access to clean drinking water, improve wastewater and stormwater infrastructure systems, and provide access to high-quality broadband service.

Revenue Replacement (EC 6):

Fiscal Recovery Funds may be used for the provision of government services to the extent of the reduction in revenue experienced due to the COVID-19 public health emergency. Reduction in revenue is measured relative to the revenue collected in the most recent full fiscal year prior to the emergency. Under the Interim Final Rule, recipients calculate revenue loss using data as of four discrete points

Capital Plan Overview

during the program: December 31, 2020, December 31, 2021, December 31, 2022, and December 31, 2023.

The Department of Treasury issued the Final Rule on January 6, 2022. The Department of Treasury will continue updating the SLFRF Compliance and Reporting Guidance as the program evolves.

Guiding Objectives and the use of Fiscal Recovery Funds:

The City had initially proposed to distribute a majority of the funding (\$113.7M) to revenue replacement for general services, with the remaining \$23.9M earmarked for social services programming, community development, and infrastructure projects. In 2022, the City proposed to allocate funding across five (5) City Districts, the Mayor's Office, IT Department, Department of Housing and Community Development, Department of Human Services, Department of Parks and Recreation, which included site infrastructure improvements, social programs, and other eligible activities broken down by functional areas of critical need as listed below. *Please note that these initial fund assignments have changed as the program progressed.*

- \$89,025,000 for Community Projects (5 Districts)
- \$23,214,417 for Revenue loss
- \$14,500,000 for Housing
- \$5,650,000 for Human Services
- \$3,250,000 for Innovation and Technology and
- \$2,000,000 for City Wide Parks Equipment and Site Improvements

Status:

In Fiscal Year 2023, the City recommended a revised Recovery Plan, modifying the District distribution proposed in 2022, reallocating funding to address the most immediate expenditure activities, with primary focus on public safety and other general services.

Per Sections 602(c)(1)(C) and 603(c)(1)(C) of the Social Security Act, SLFRF funds may be used "for the provision of government services to the extent of the reduction in revenue of such government due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year of the government prior to the emergency."

Key Highlights:

- \$59,028,500 has been allocated to Negative Economic Impacts & Infrastructure project. Of this amount, \$20.4M has been allocated for City managed Capital Improvements Projects, and an additional \$20.5M has been allocated for Housing and Community Development projects.
- 13 Capital Projects have been determined eligible for ARPA funding under Negative Economic Impact and Infrastructure Category.
- 1 Capital Project remains in planning stages and final eligibility review.
- In addition, 4 Housing & Community Development Projects have been determined eligible for ARPA funding under the Negative Economic Impact Category.

Capital Plan Overview

- 4 Housing & Community Development Project remain in ARPA eligibility review process.
- Several initial projects have been withdrawn and funding reprioritized.
- Further, \$72,740,732.84 has been allocated as Revenue Loss, covering general services expenditures for Fiscal Year 2020-21, Fiscal Year 2021-22, and Fiscal Year 2022-23. Of this amount, \$3,164,000 was allocated for public safety equipment and solid waste service vehicles.

In summary, as of September 2023, the City's usage of SLFRF funding is (by EC Category):

- Public Health (EC1): \$2,350,000.00
- Negative Economic Impacts (EC2-EC3): \$54,028,500
- Premium Pay (EC4): \$920,174.16
- Infrastructure (EC5): \$5,000,000
- Revenue Replacement (EC6): \$72,740,742.84
- Administrative (EC7): \$2,600,000.00

Eligible Administrative Expense (EC7):

- The City procured the administrative services of a program consultant, which are subject matter experts in ARPA and Grant Management to help with the eligibility, management, weekly meetings, monitoring, site visits, community engagement, and reporting for the funds.

Per US Treasury Guidelines: All funds remain subject to statutory and regulatory requirements that they must be used for costs incurred by the City of Miami during the period that began on March 3, 2021, and ends on December 31, 2024, and that award funds for the financial obligations incurred by December 31, 2024 must be expended by December 31, 2026. Any funds not used must be returned to Treasury as part of the award closeout process pursuant to 2 C.F.R. 200.344(d).

Operating Impact of Capital Plan

The City's capital budget is distinct from its operating budget. However, there is an inter-relationship that exists since projects funded and implemented through the capital budget may directly affect the operating budget to address increases or decreases in costs related to supporting and operating those projects. In short, capital projects may impact ongoing expenses on routine operations, repairs, and maintenance, either positively or negatively.

The potential operating impacts of proposed capital projects are carefully considered as part of the City's capital planning process. In many cases, the most important component of a capital spending decision is not the initial acquisition and development cost, but rather the cost impact on the operating budget over the life of the capital asset. Projects that represent new or significantly enhanced facilities or technology will impact the operating budget as they are completed and released or transferred back to the pertinent department for operation and maintenance.

Many projects involve the purchase or reconstruction of existing infrastructure to upgrade facilities and equipment to current standards and, as such, do not carry significant operating impacts. Some of these projects, however, require additional operating expenditures for utilities such as water and electricity, or for landscape and lighting maintenance that exceed current consumption levels. New projects, such as

Capital Plan Overview

park recreation centers and fire-rescue stations, often require the hiring of new personnel, purchase of new furniture and equipment, as well as routine maintenance and payment of increased utility bills.

Each City department works with the Office of Management and Budget to determine the operating impacts of proposed capital projects. Future costs associated with the operation and maintenance of capital assets are estimated and included in the City's capital and operating budgets.

The estimated operating impacts are anticipated to be recognized in the first year upon completion of the capital project. Additionally, the *Sources and Estimated Uses by Department* report in the Capital Reports Section lists the estimated operating impact by project.

Personnel Overview

Introduction

The FY 2023-24 Budget's Full-Time Equivalent (FTE) position count is 4,700. The Budget includes transfers, additions, or reductions of full-time personnel across departments and offices. This section provides details of each personnel change.

Summary

The total change in positions from the FY 2022-23 Adopted Budget to the FY 2023-24 Proposed Budget is a net gain of 57 positions. Since October 1, 2022, to July 21, 2023, the number of FTE positions had a net increase of 20 positions consisting of 20 additions, no eliminations, and 22 positions transferred between departments.

The FY 2023-24 Proposed Budget includes 37 additions, no eliminations, and no positions transferred between departments for a total increase of 37 positions.

Therefore, the FY 2023-24 Proposed Budget has a net increase of 57 positions from the FY 2022-23 Adopted Budget (20 net additions in FY 2022-23 and 37 net additions in the Proposed Budget).

Agenda Coordination

The Budget for the Office of Agenda Coordination includes no transfers, additions, or reductions of positions.

Building

The Budget for the Building Department includes a net increase of 37 positions resulting from transfers, additions, or reductions.

The Budget for the Department includes the addition of three Assistant Chief of Inspection Services positions, four Building Services Assistants III positions, two Business System Administrators positions, two Special Project Assistants positions, an Administrative Assistant II position, eight Assistant Inspectors positions, a Zoning Plans Examiner position, an IT Project Manager position, two Business Analysts positions, a Technical Writer position, a System Architect position, five Software Developers positions, two Quality Assurance Engineers positions, an UX/UI Developer position, two Database Architect Administrators positions, and a Geographic Information System Developer position.

Capital Improvements

The Budget for the Office of Capital Improvements includes a net decrease of 22 positions resulting from transfers, additions, or reductions.

The Budget for the Office includes a transfer to the Department of Resilience and Sustainability of 13 filled positions (one Chief Project Manager position, one Construction Manager (Horizontal) position, a Professional Engineer III position, seven Project Manager positions, two Senior Construction Manager positions, and a Senior Project Manager position) and five vacant positions (an Assistant Director position,

Personnel Overview

a Construction Manager position, and three Project Manager positions), a transfer to the Department of Parks and Recreation of a Contract Compliance Analyst vacant position, and a transfer to the Office of Management and Budget of a Planner I filled position, a Construction Contract Compliance Manager filled position, and a Contract Compliance Analyst vacant position, which were transferred in the FY 2022-23 per City Manager's Inter-Office Memorandum, Restructure of Office of Capital Improvement, dated May 17, 2023.

City Attorney

The Budget for the Office of the City Attorney includes a net increase of one position resulting from transfers, additions, or reductions.

The Budget for the Office includes an increase of one Assistant to the City Attorney position, which was added in the Mid-Year Budget Amendment for FY 2022-23.

City Clerk

The Budget for the Office of the City Clerk includes no transfers, additions, or reductions of positions.

City Manager

The Budget for the Office of the City Manager includes no transfers, additions, or reductions of positions.

Civil Service

The Budget for the Civil Service Board includes no transfers, additions, or reductions of positions.

Code Compliance

The Budget for the Office of Code Compliance includes no transfers, additions, or reductions of positions.

Commissioners

The Budget for all Commission Offices includes no transfers, additions, or reductions of positions.

Communications

The Budget for the Office of Communications includes no transfers, additions, or reductions of positions.

Equal Opportunity and Diversity Programs

The Budget for the Office of Equal Opportunity and Diversity Programs includes no transfers, additions, or reductions of positions.

Finance

The Budget for the Finance Department includes no transfers, additions, or reductions of positions.

Personnel Overview

Fire-Rescue

The Budget for the Department of Fire-Rescue includes a net increase of five positions resulting from transfers, additions, or reductions.

The Budget for the Department includes the addition of a Fire Captain and four Firefighters sworn positions, which were added in the Mid-Year Budget Amendment for FY 2022-23.

General Services Administration

The Budget for the General Services Administration includes no transfers, additions, or reductions of positions.

Grants Administration

The Budget for the Grants Administration includes no transfers, additions, or reductions of positions.

Housing and Community Development

The Budget for the Department of Housing and Community Development includes a net increase of one position resulting from transfers, additions, or reductions.

The Budget for the Department includes the addition of one Contracts Manager position, which was added in the Mid-Year Budget Amendment for FY 2022-23.

Human Resources

The Budget for the Department of Human Resources includes no transfers, additions, or reductions of positions.

Human Services

The Budget for the Department of Human Services includes no transfers, additions, or reductions of positions.

Independent Auditor General

The Budget for the Office of the Independent Auditor General includes no transfers, additions, or reductions of positions.

Innovation and Technology

The Budget for the Department of Innovation and Technology includes no transfers, additions, or reductions of positions.

Management and Budget

The Budget for the Office of Management and Budget includes a net increase of three positions resulting from transfers, additions, or reductions.

Personnel Overview

The Budget for the Office includes a transfer from the Office of Capital Improvement of a Planner I filled position, a Construction Contract Compliance Manager filled position, and a Contract Compliance Analyst vacant position, which were transferred in the FY 2022-23 per City Manager's Inter-Office Memorandum, Restructure of Office of Capital Improvement, dated May 17, 2023.

Mayor

The Budget for the Office of the Mayor includes no transfers, additions, or reductions of positions.

Parks and Recreation

The Budget for the Department of Parks and Recreation includes a net increase of four positions resulting from transfers, additions, or reductions of positions.

The Budget for the Department includes the addition of two Aquatic Specialist positions, which were added in the Mid-Year Budget Amendment for FY 2022-23, and an Assistant Director – Construction position, which were added in the FY 2022-23 per City Manager's Inter-office Memorandum, Restructure of Office of Capital Improvement, dated May 17, 2023.

The Budget for the Department includes a transfer from the Office of Capital Improvement of a Contract Compliance Analyst vacant position, which was transferred in the FY 2022-23 per City Manager's Inter-office Memorandum, Restructure of Office of Capital Improvement, dated May 17, 2023.

Planning

The Budget for the Planning Department includes no transfers, additions, or reductions of positions.

Police

The Budget for the Police Department includes no transfers, additions, or reductions of positions.

Procurement

The Budget for the Department of Procurement includes no transfers, additions, or reductions of positions.

Real Estate and Asset Management

The Budget for the Department of Real Estate and Asset Management includes a net increase of four positions resulting from transfers, additions, or reductions.

The Budget for the Department includes an addition of an Auditorium Manager position, an Administrative Assistant I position, a Facility Attendant position, and a Laborer I position, which were added in the Mid-Year Budget Amendment for FY 2022-23.

Personnel Overview

Resilience and Public Works

The Budget for the Department of Resilience and Public Works includes a net increase of 23 positions resulting from transfers, additions, or reductions.

The Budget for the Department includes the addition of three Vector Truck Auto Equipment Operator III positions and two Engineering Technician I positions, which were added in the Mid-Year Budget Amendment for FY 2022-23.

The Budget for the Department includes a transfer from the Office of Capital Improvement of 13 filled positions (a Chief Project Manager position, a Construction Manager (Horizontal) position, a Professional Engineer III position, seven Project Manager positions, two Senior Construction Manager positions, and a Senior Project Manager position) and five vacant positions (an Assistant Director position, a Construction Manager position, and three Project Manager positions), which were transferred in the FY 2022-23 per City Manager's Inter-Office Memorandum, Restructure of Office of Capital Improvement, dated May 17, 2023.

Resilience and Sustainability

The Budget for the new Office of Resilience and Sustainability includes no transfers, additions, or reductions of positions.

Risk Management

The Budget for the Department of Risk Management includes a net increase of one position resulting from transfers, additions, or reductions of positions.

The Budget for the Department includes the addition of a Claims Account Coordinator position, which was added in the Mid-Year Budget Amendment for FY 2022-23.

Solid Waste

The Budget for the Department of Solid Waste includes no transfers, additions, or reductions of positions.

Zoning

The Budget for the Office of Zoning includes no transfers, additions, or reductions of positions.

Non-Departmental Accounts

The Budget for the Non-Departmental Accounts includes no transfers, additions, or reductions of positions.

FY 2023-24 Position Summary Schedule

City of Miami Departments, Offices, and Boards	FY 2022-23 Changes					FY 2023-24 Proposed Changes				Net Change + / (-)	% Growth + / (-)
	Adopted Budget FY 2022-23 September 23, 2022	Interdepartmental Transfer	Additions	Reductions	Amended Budget FY 2022-23 July, 2023	Interdepartmental Transfer	Additions	Reductions	Proposed Budget FY 2023-24 July, 2023		
Mayor	21				21				21	0	0.0
Commissioners	89				89				89	0	0.0
City Manager	18				18				18	0	0.0
Agenda Coordination	3				3				3	0	0.0
Building	196				196		37		233	37	18.9
Capital Improvements	53	(22)			31				31	(22)	(41.5)
City Attorney	64		1		65				65	1	1.6
City Clerk	12				12				12	0	0.0
Civil Service	3				3				3	0	0.0
Code Compliance	75				75				75	0	0.0
Communications	11				11				11	0	0.0
Equal Opportunity and Diversity	3				3				3	0	0.0
Finance	68				68				68	0	0.0
Fire-Rescue	902		5		907				907	5	0.6
General Services Administration	140				140				140	0	0.0
Grants Administration	9				9				9	0	0.0
Housing and Community Development	37		1		38				38	1	2.7
Human Resources	40				40				40	0	0.0
Human Services	69				69				69	0	0.0
Independent Auditor General	9				9				9	0	0.0
Innovation and Technology	82				82				82	0	0.0
Management and Budget	20	3			23				23	3	15.0
Parks and Recreation	289	1	3		293				293	4	1.4
Planning	48				48				48	0	0.0
Police	1803				1,803				1,803	0	0.0
Procurement	21				21				21	0	0.0
Real Estate and Asset Management	49		4		53				53	4	8.2
Resilience and Public Works	155	18	5		178				178	23	14.8
Resilience and Sustainability	6				6				6	0	N/A
Risk Management	24		1		25				25	1	4.2
Solid Waste	281				281				281	0	0.0
Zoning	32				32				32	0	0.0
Non-Departmental Accounts	11				11				11	0	0.0
TOTAL	4643	0	20	0	4,663	0	37	0	4,700	57	1.2

Collective Bargaining Overview

The City of Miami has four Collective Bargaining Units (CBUs) as governed by Florida Statute 447.01 and has non-bargaining employees. The CBUs are:

- Miami General Employees American Federation of State, County, and Municipal Employees Local 1907, AFL-CIO (AFSCME 1907)
- Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871)
- Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP)
- International Association of Fire Fighters, AFL-CIO Local 587 (IAFF)

The AFSCME 1907 covers all non-sworn employees in the administrative, financial, and service occupations of the City. As of May 15, 2023, the AFSCME 1907 covers a total of 1,903 positions and has an estimated annual payroll that includes other pay items of \$143.651 million. The current collective bargaining agreement expires on September 30, 2023.

The AFSCME 871 covers all sanitation occupations. As of May 15, 2023, the AFSCME 871 covers a total of 229 positions and has an estimated annual payroll that includes other pay items of \$12.056 million. The current collective bargaining agreement expires on September 30, 2023.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of May 15, 2023, the FOP covers a total of 1,360 positions and has an estimated annual payroll that includes other pay items of \$129.801 million. The current collective bargaining agreement expires on September 30, 2023.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of May 15, 2023, the IAFF covers a total of 791 positions and an estimated annual payroll that includes other pay items of \$82.826 million. The current collective bargaining agreement expired on September 30, 2022.

The Non-Bargaining Unit consists of all other full-time occupations that are not in a CBU. As of May 15, 2023, there are a total of 379 positions with an estimated annual payroll of \$50.924 million.

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(Section will be included in the Adopted Budget Book)*

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DEPARTMENT BUDGETS: GENERAL GOVERNMENT

- Mayor
- Commissioners
- Agenda Coordination
 - City Attorney
 - City Clerk
 - Civil Service
 - Code Compliance
 - Communications
- Equal Opportunity and Diversity Programs
 - Finance
- Grant Administration
 - Human Resources
 - Human Services
- Independent Auditor General
- Innovation and Technology
 - Management and Budget
 - Procurement
- Resilience and Sustainability

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Mayor

Department Head: Francis X. Suarez

Phone: (305) 250-5300

www.miamigov.com/Government/City-Officials/Mayor-Francis-Suarez

Description

In the City of Miami's "Mayor-Commission" form of government, the Mayor works with the members of the City Commission, the City's Administration, residents, leaders in the private and public sectors, and other Elected Officials in order to determine policy direction for the City of Miami. The Mayor maintains contact with other governments to foster mutual cooperation and is the official head of the City. Voters elect the Mayor at-large (Citywide) to a four-year term. The next election for the Office of the Mayor will be in November 2025.

The Mayor appoints the City Manager who serves as the City's Chief Administrative Officer. During a public danger or emergency, the Mayor may declare a state of emergency and with the consent of the City Commission, take command of the Police Department.

The Mayor is the presiding officer of the City Commission and can designate a Chairperson from among the members of the Commission. The Mayor can veto any legislative, quasi-judicial, zoning, master plan, or land use decision adopted by the City Commission, including the budget or any particular component of it.

The Mayor prepares and delivers an annual report on the State of the City and prepares and delivers the Proposed Budget.

Mayor

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	1,201,760	1,640,382	2,311,164	2,561,000	2,693,000
Operating Expense	205,513	636,683	510,211	571,000	568,000
Capital Outlay	13,719	0	0	0	0
Non-Operating Expenses	589,025	436,000	856,742	700,000	600,000
Transfers - OUT	0	100,000	0	0	0
	2,010,017	2,813,066	3,678,117	3,832,000	3,861,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	1,365,410	2,034,766	2,576,969	3,132,000	3,261,000
Departmental Improvement Initiative	644,607	778,300	1,101,148	700,000	600,000
	2,010,017	2,813,066	3,678,117	3,832,000	3,861,000

Budget Highlights for FY 2023-24

The Budget includes the following considerations:

The Mayor's Office has 21 full-time positions included in the FY 2023-24 Budget; this includes the Mayor.

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, not including the Mayor \$82,000 (GF).

The Promotional Activities Line item reflects funds for the Mayor's International Council \$30,000 (GF), Protocol \$20,000 (GF), and the Arts and Entertainment Council \$20,000 (GF).

The contribution from the General Fund to the Mayor's Special Revenue Fund for Festivals and Events remains the same as the previous fiscal year \$50,000 (SR).

The total contribution from the General Fund to the Special Revenue Fund for the Citywide Anti-Poverty Initiative is \$2.700 million (SR), the same as the previous fiscal year Adopted Budget. The Mayor's portion of Anti-Poverty Initiative Funds is \$450,000 and the City Commissioner's portion is \$2.250 million.

The Mayor's portion of Anti-Poverty Initiative Funding is determined by calculating the average of the total Anti-Poverty Initiative funding allocated to the City Commissioners \$450,000.

Mayor

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	1,640,000	0	1,640,000	1,728,000	0	1,728,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	23,000	0	23,000
516000 - Fringe Benefits	54,000	0	54,000	54,000	0	54,000
521000 - Fica Taxes	137,000	0	137,000	159,000	0	159,000
522000 - Retirement Contributions	345,000	0	345,000	298,000	0	298,000
523000 - Life and Health Insurance	288,000	0	288,000	334,000	0	334,000
Personnel	2,561,000	0	2,561,000	2,693,000	0	2,693,000
Operating Expense						
524000 - Workers' Compensation	14,000	0	14,000	16,000	0	16,000
545011 - Insurance - Vehicle Liability	20,000	0	20,000	23,000	0	23,000
546001 - IT-Repair and Maintenance Services	59,000	0	59,000	64,000	0	64,000
548000 - Promotional Activities	70,000	0	70,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	408,000	0	408,000	395,000	0	395,000
Operating Expense	571,000	0	571,000	568,000	0	568,000
Non-Operating Expense						
896000 - Budget Reserve	0	700,000	700,000	0	600,000	600,000
Non-Operating Expenses	0	700,000	700,000	0	600,000	600,000
Total Expense	3,132,000	700,000	3,832,000	3,261,000	600,000	3,861,000

Commissioners

Description

The City Commission consists of five citizens who are qualified voters of the City and elected from each of the City's five districts. Commissioners serve four-year terms and elections are held every four years on the first Tuesday after the first Monday in November in odd-numbered years. The next election for Districts 3 and 5 is to be held in November 2025. The next election for Districts 1, 2, and 4 is to be held in November 2023.

The City Commission is the governing body of the City and passes ordinances and adopts regulations. The City Commission elects the City Clerk, City Attorney, and Independent Auditor General. The City Commission approves the appointment of the City Manager by the Mayor. The City Commission may create new departments or discontinue any department. The City Commission may override a mayoral veto by a four-fifths vote of those present.

The Chairperson is selected by the Mayor. Regular meetings of the City Commission are held on the second and fourth Thursday of each month except for the months of August, November, and December and all meetings are open to the public.

The City Commission may designate an individual to serve as Mayor during the temporary absence or disability of the Mayor by a four-fifths vote of those Commissioners then in office.

Commissioners

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	3,374,344	4,487,281	5,594,698	7,215,000	7,430,000
Operating Expense	608,112	1,651,564	2,298,571	3,401,000	3,903,000
Capital Outlay	10,841	0	27,195	0	0
Non-Operating Expenses	1,366,751	2,019,203	2,133,415	6,051,000	8,401,000
	5,360,048	8,158,048	10,053,879	16,667,000	19,734,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	3,596,023	5,471,042	6,841,318	10,616,000	11,333,000
Departmental Improvement Initiative	1,715,614	2,683,038	3,212,561	6,051,000	8,401,000
Emergency Funds	48,412	3,969	0	0	0
	5,360,048	8,158,048	10,053,879	16,667,000	19,734,000

Budget Highlights for FY 2023-24

The Budget includes the following considerations:

There are 89 full-time positions in all District offices combined; this includes the five Commissioners.

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, not including the City Commissioners \$275,000 (GF). This amounts to \$55,000 for each office budget.

Each City Commission Office has a General Fund Office Budget of \$786,000. The Commission Chairperson's budget remains the same as the previous fiscal year \$100,000 (GF). This totals \$4.030 million (GF) for all five Commission districts and the Chairperson.

The allocation of \$1.000 million to each Commission District to cover personnel and operating costs at their respective District Offices will remain the same as the previous fiscal year.

The contribution from the General Fund to each District's Special Revenue Fund for Festivals and Special Events remains the same as the previous fiscal year \$250,000 (SR).

The total contribution from the General Fund to the Special Revenue Fund for the Citywide Anti-Poverty Initiative is \$2.700 million, the same as the previous fiscal year Adopted Budget.

The City Commission's portion of the Anti-Poverty Initiative funding is \$2.250 million and is allocated based on the percentage of citywide poverty in each Commission district.

District 1 is allocated approximately 24 percent of the Anti-Poverty Initiative funds (\$539,000).

District 2 is allocated approximately 7 percent of the Anti-Poverty Initiative funds (\$160,000).

District 3 is allocated approximately 22 percent of the Anti-Poverty Initiative funds (\$499,000).

District 4 is allocated approximately 21 percent of the Anti-Poverty Initiative funds (\$472,000).

District 5 is allocated approximately 26 percent of the Anti-Poverty Initiative funds (\$580,000).

Commissioners

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	290,000	0	290,000	290,000	0	290,000
512000 - Regular Salaries and Wages	4,575,000	0	4,575,000	4,225,000	0	4,225,000
513000 - Other Salaries and Wages	25,000	0	25,000	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	57,000	0	57,000	274,000	0	274,000
516000 - Fringe Benefits	234,000	0	234,000	234,000	0	234,000
521000 - Fica Taxes	415,000	0	415,000	369,000	0	369,000
522000 - Retirement Contributions	775,000	0	775,000	854,000	0	854,000
523000 - Life and Health Insurance	844,000	0	844,000	1,184,000	0	1,184,000
Personnel	7,215,000	0	7,215,000	7,430,000	0	7,430,000
Operating Expense						
524000 - Workers' Compensation	48,000	0	48,000	55,000	0	55,000
546001 - IT-Repair and Maintenance Services	194,000	0	194,000	210,000	0	210,000
549000 - Other Current Charges and Obligations	3,159,000	0	3,159,000	3,638,000	0	3,638,000
Operating Expense	3,401,000	0	3,401,000	3,903,000	0	3,903,000
Non-Operating Expense						
896000 - Budget Reserve	0	6,051,000	6,051,000	0	8,401,000	8,401,000
Non-Operating Expenses	0	6,051,000	6,051,000	0	8,401,000	8,401,000
Total Expense	10,616,000	6,051,000	16,667,000	11,333,000	8,401,000	19,734,000

City Manager

Department Head: Arthur Noriega, V
www.miamigov.com/Government/City-Officials/City-Manager-Arthur-Noriega

Phone: (305) 250-5400

Mission Statement

To efficiently serve the community and continuously enhance the quality of life in the City of Miami.

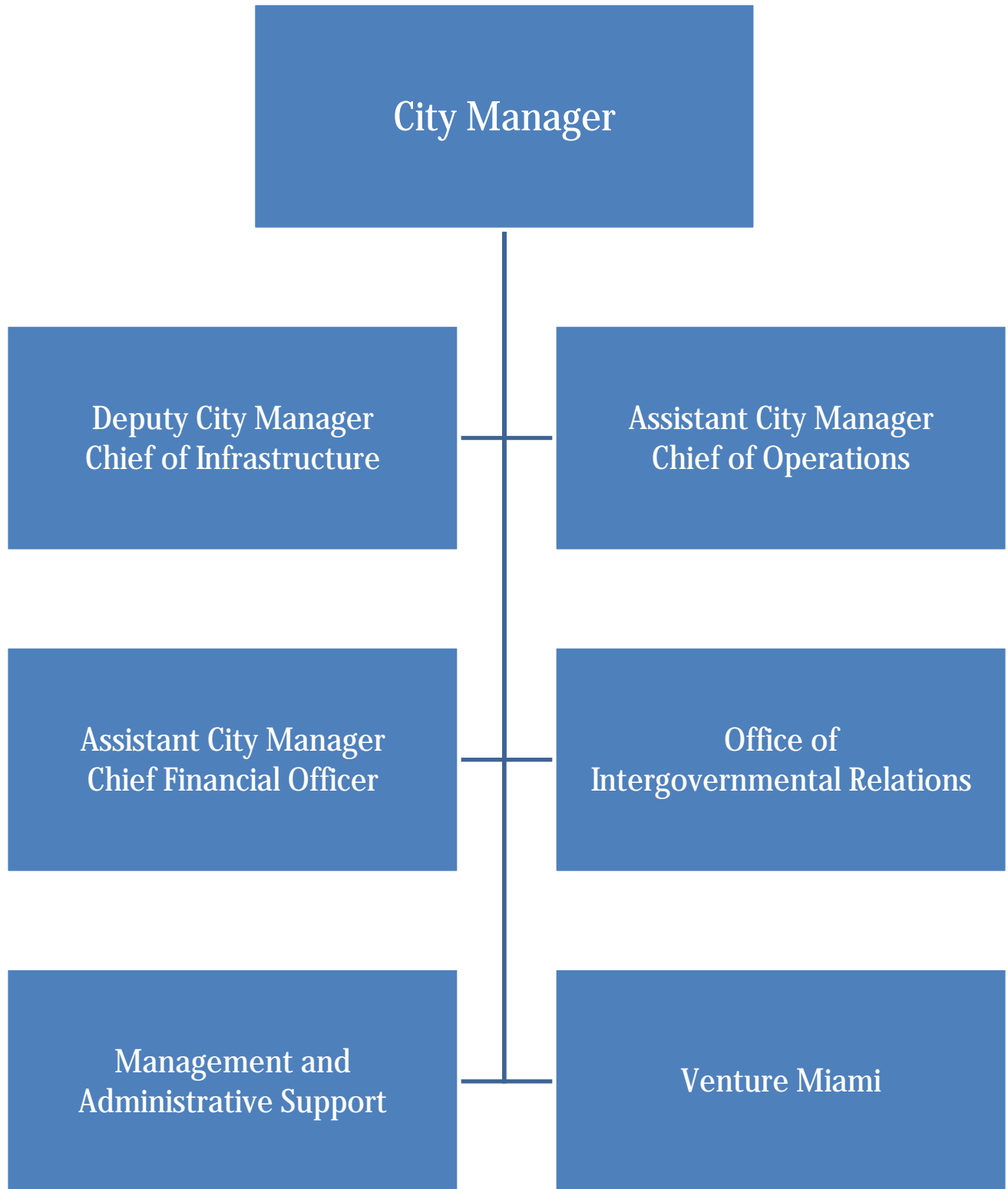
Description

The City Manager is the Chief Administrative Officer responsible for the implementation and enforcement of the policies, directives, and legislation adopted by the City Commission. The City Manager also assists in planning for the development of the City, oversees the budget preparation, and supervises the daily operations of the City.

To execute the above functions, one Deputy City Manager, two Assistant City Managers, and associated staff provide support to the City Manager in the areas of infrastructure, operations, and finance.

Stakeholders include Elected Officials, City employees, residents, businesses, and visitors to the City of Miami.

City Manager



City Manager

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
CITY MANAGER Implements and enforces the policies, directives, and legislation adopted by the City Commission; oversees the daily operations of the City; promotes the health, safety, and welfare of residents, businesses, and visitors to the City of Miami; oversees the Offices of Agenda Coordination, Communications, Equal Opportunity and Diversity Programs, and the Departments of Fire-Rescue, Human Resources, and Police.	1	1	1
DEPUTY CITY MANAGER – CHIEF OF INFRASTRUCTURE Assists the City Manager by planning, directing, reviewing, and overseeing the Infrastructure area, which includes the Departments of Building, Capital Improvements, Planning, Public Works, and Zoning.	1	1	1
ASSISTANT CITY MANAGER – CHIEF OF OPERATIONS Assists the City Manager by planning, directing, reviewing, and overseeing the Operations area, which includes the Departments of Code Compliance, General Services Administration, Human Services, Innovation and Technology, Parks and Recreation, and Solid Waste.	1	1	1
ASSISTANT CITY MANAGER – CHIEF FINANCIAL OFFICER Assists the City Manager by planning, directing, reviewing, and overseeing the Finance and Administrative area, which includes the Departments of Finance, Grants Administration, Housing and Community Development, Management and Budget, Procurement, Real Estate and Asset Management, and Risk Management.	1	1	1
OFFICE OF INTERGOVERNMENTAL RELATIONS Interacts with other government agencies.	1	1	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the Office of the City Manager.	7	7	7
VENTURE MIAMI Channels and leverages resources with all business and workforce development stakeholders that impact the City's economy.	12	6	6
TOTAL FULL-TIME POSITIONS	24	18	18

City Manager

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	2,606,947	2,451,505	2,458,337	3,745,000	4,322,000
Operating Expense	536,223	206,142	88,349	624,000	644,000
Capital Outlay	9,096	0	0	0	0
Non-Operating Expenses	17,362	29,356	2,344,219	1,871,000	42,000
	3,169,628	2,687,004	4,890,904	6,240,000	5,008,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	2,836,076	2,674,400	2,558,236	6,236,000	4,962,000
American Rescue Plan Act SRF Departmental Improvement Initiative	0	0	2,332,668	0	0
Emergency Funds	0	0	0	4,000	46,000
	333,552	12,604	0	0	0
	3,169,628	2,687,004	4,890,904	6,240,000	5,008,000

Budget Highlights for FY 2023-24

The Budget includes the following reduction:

The Aids to Private Organizations Line item reflects a reduction for fiscal year 2023-24 due to the scheduled program ending September 30, 2023 (GF \$1.871 million).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increase in the contract with AFSCME 1907, including the City Manager that expires on September 30, 2023 (GF \$82,000).

City Manager

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,801,000	0	2,801,000	3,074,000	0	3,074,000
516000 - Fringe Benefits	71,000	0	71,000	71,000	0	71,000
521000 - Fica Taxes	190,000	0	190,000	200,000	0	200,000
522000 - Retirement Contributions	436,000	0	436,000	616,000	0	616,000
523000 - Life and Health Insurance	247,000	0	247,000	361,000	0	361,000
Personnel	3,745,000	0	3,745,000	4,322,000	0	4,322,000
Operating Expense						
524000 - Workers' Compensation	41,000	0	41,000	44,000	0	44,000
531000 - Professional Services	60,000	0	60,000	50,000	0	50,000
534000 - Other Contractual Services	45,000	0	45,000	42,000	0	42,000
540000 - Travel and Per Diem	65,000	0	65,000	65,000	0	65,000
541000 - Communications & Related Services	17,000	0	17,000	17,000	0	17,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	9,000	0	9,000	21,000	0	21,000
546001 - IT-Repair and Maintenance Services	71,000	0	71,000	76,000	0	76,000
548000 - Promotional Activities	100,000	4,000	104,000	100,000	4,000	104,000
548100 - Advertising and Related Costs	50,000	0	50,000	50,000	0	50,000
549000 - Other Current Charges and Obligations	20,000	0	20,000	30,000	0	30,000
551000 - Office Supplies	51,000	0	51,000	76,000	0	76,000
552000 - Operating Supplies	29,000	0	29,000	49,000	0	49,000
552010 - Motor Fuel	2,000	0	2,000	5,000	0	5,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	53,000	0	53,000	8,000	0	8,000
Operating Expense	620,000	4,000	624,000	640,000	4,000	644,000
Non-Operating Expense						
882000 - Aids to Private Organizations	1,871,000	0	1,871,000	0	0	0
896000 - Budget Reserve	0	0	0	0	42,000	42,000
Non-Operating Expenses	1,871,000	0	1,871,000	0	42,000	42,000
Total Expense	6,236,000	4,000	6,240,000	4,962,000	46,000	5,008,000

Agenda Coordination

Department Head: Miriam M. Santana
www.miamigov.com/Government/Commission-Agendas

Phone: (305) 416-2070

Mission Statement

The mission of the Office of Agenda Coordination is to efficiently and effectively oversee and coordinate the preparation of the City Commission agendas as established by the Code of the City of Miami

Description

The Office of Agenda Coordination is responsible for overseeing the preparation of the City Commission agenda. This Office ensures that the agenda is available at least five full business days prior to the scheduled City Commission meeting in both paper and digital formats. Agenda packets provide the City's decision-making body and the public at large the opportunity to review proposed legislative matters and supporting documents.

Contributing to the Administration's Priority of *Quality of Life*, the Office of Agenda Coordination, at the direction of the City Manager, sets the deadlines for placement of items and ensures communication throughout the process between all respective parties. Additionally, this Office is responsible for providing guidance and assistance to both internal and external customers with the placement of agenda items. Through the use of the IQM2 legislative system, this Office is able to generate and make the City Commission agenda available to the public at large.

Stakeholders include Elected Officials, residents, businesses, City administration and departments, as well as visitors to the City of Miami.

Agenda Coordination

Office of Agenda Coordination

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
AGENDA COORDINATION			
Establishes, directs, and ensures a policy of achieving the delivery of the agenda in a timely manner; performs administrative and clerical duties to support the preparation and delivery of the agenda.	3	3	3
TOTAL FULL-TIME POSITIONS	3	3	3

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	378,138	372,377	369,190	369,000	390,000
Operating Expense	14,206	13,382	15,631	17,000	19,000
	392,344	385,759	384,821	386,000	409,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	392,344	385,759	379,821	386,000	409,000
American Rescue Plan Act SRF	0	0	5,000	0	0
	392,344	385,759	384,821	386,000	409,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF \$3,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$8,000).

Agenda Coordination

Accomplishments FY 2022-23

Distributed agenda packets to the Mayor and members of the City Commission in compliance with City Code Sec. 2-33 (e), at least five full business days before each City Commission meeting.

Established a new location to store City Commission Directives, to allow all employees the ability to access them at any time with real time updates. Continued efforts to efficiently update and close as many directives as possible.

Submitted over 90 percent of items within two days of receiving them for placement on agendas. Continued efforts in routing items for approval as quickly as possible to facilitate the publishing process.

Strategies FY 2023-24

Continue to electronically notify City staff and city residents on upcoming City Commission meeting agendas.

Continue to track and monitor the progress of City Commission directives that are assigned to various departments.

Track the amount of time it takes between receiving an agenda item from a department or an Elected Official and when it begins to route for approvals.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
2. Resilience	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) To ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting and release the draft agenda at least seven calendar days prior to the distribution of the final agenda.				
Regular items prepared and distributed (number)	986	1,007	960	960
Planning and Zoning items distributed (number)	179	178	204	204
Substitutions distributed (number)	24	24	20	< 20
Agenda was published five business days prior to Commission meeting (percent)			90	90
DEPARTMENT GOAL(S) To deliver high-quality customer service and improve operational efficiency.				
City Commission directives completed/closed out (number)			30	30

Office of Agenda Coordination

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	233,000	0	233,000	241,000	0	241,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	18,000	0	18,000	22,000	0	22,000
522000 - Retirement Contributions	72,000	0	72,000	71,000	0	71,000
523000 - Life and Health Insurance	41,000	0	41,000	51,000	0	51,000
Personnel	369,000	0	369,000	390,000	0	390,000
Operating Expense						
524000 - Workers' Compensation	5,000	0	5,000	7,000	0	7,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	9,000	0	9,000	9,000	0	9,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
Operating Expense	17,000	0	17,000	19,000	0	19,000
Total Expense	386,000	0	386,000	409,000	0	409,000

City Attorney

Department Head: Victoria Méndez, City Attorney
www.miamigov.com/Government/Departments-Organizations/City-Attorneys-Office

Phone: (305) 416-1800

Mission Statement

To provide the highest quality legal services while ethically and zealously representing all stakeholders in the City of Miami in a timely, efficient, and cost-effective manner.

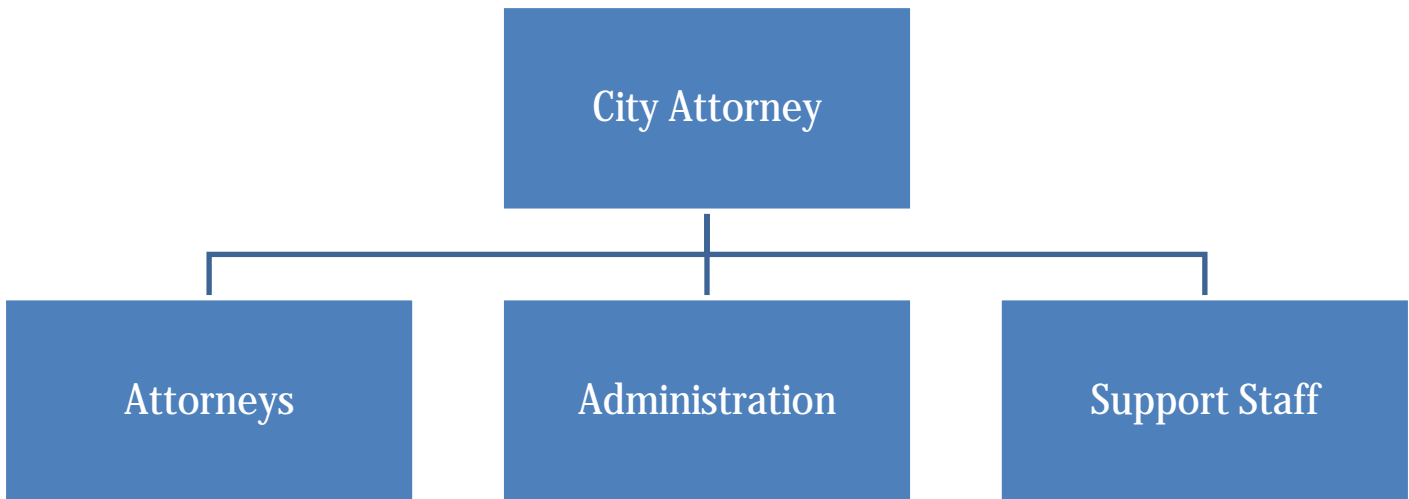
Description

The Office of the City Attorney (OCA) provides legal counsel to the City of Miami's Elected Officials and Administration. The City Attorney is the Charter Officer of the City responsible for all legal matters related to the City's municipal government and corporate affairs. The Office of the City Attorney is responsible for the prosecution and defense of all lawsuits brought by or against the City.

Contributing to the Administration's Priority of *Quality of Life*, the Office of the City Attorney performs all legal services essential to support the operations and functions of all City departments; handles all commercial and financial legal transactions; prepares all contracts, bonds, and legal instruments; and represents the City, its officers, and employees in all litigation. Additionally, staff drafts and reviews all ordinances and resolutions enacted by the City Commission. The City Attorney issues written legal opinions to inform, advise, and update the City Commission and the Administration on federal, state, and local laws impacting the conduct of municipal affairs.

Stakeholders include Elected Officials, the Administration, City departments, residents, and approximately 44 City authorities, boards, and committees.

City Attorney



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
CITY ATTORNEY Directs, coordinates, and administers all legal matters concerning the City of Miami; handles all legal issues concerning City government; provides legal advice and direction to the Mayor, City Commission, City Manager, and department heads.	1	1	1
ATTORNEYS Assists the City Attorney by overseeing and administering all legal matters concerning the City of Miami; represents the City in court and before quasi-judicial or administrative agencies of government; performs other legal or administrative duties designated by local laws and the City Charter; serves as the City of Miami's Public Records Coordinator.	29	32	33
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the office budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides budget, finance, and procurement services; provides information technology systems support; administers the ProLaw database, coordinates upgrades of personal computers and computer systems; coordinates the City's legislative process with all departments within the City of Miami's organization.	5	5	5
SUPPORT STAFF Assists legal staff in the Office of the City Attorney; performs technical and complex clerical legal tasks; records legal documents with the court system; serves as courier for the Office.	26	26	26
TOTAL FULL-TIME POSITIONS	61	64	65

City Attorney

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	9,392,800	9,951,639	10,787,871	11,731,000	11,955,000
Operating Expense	505,291	521,405	472,866	548,000	575,000
Capital Outlay	11,520	0	0	0	0
	9,909,611	10,473,045	11,260,737	12,279,000	12,530,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	9,909,611	10,473,045	11,252,737	12,279,000	12,530,000
American Rescue Plan Act SRF	0	0	8,000	0	0
	9,909,611	10,473,045	11,260,737	12,279,000	12,530,000

Budget Highlights for FY 2023-24

The Budget includes the following additions:

As approved in the FY 2022-23 Mid-Year Amendment, the personnel count reflects the addition of one Assistant City Attorney with no budgetary impact.

The Regular and Salaries Line item reflects the increase of one Assistant City Attorney position (GF \$110,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$2,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Attorney (GF \$201,000).

City Attorney

Accomplishments FY 2022-23

Offered monthly trainings to new hires, departments, and the City as a whole for the improvement of knowledge, awareness, skills, and motivation when performing their jobs.

Streamlined workflow to expedite completion of assignments and timely communication with other departments. Continued litigating matters on behalf of the City in an effort to obtain favorable and cost-effective results.

Digitized the functioning of the office by further implementing the usage of programs to electronically manage documents, and applied technology to timely improve business capabilities. Throughout the fiscal year, streamlined the electronic signature processes for internal and Citywide contracts, requests for leave, and approval of invoices.

Collected over two million dollars in liens, fees, and assessments imposed on all properties, including properties that are the subjects of foreclosure actions, tax deed sales, bankruptcy proceedings, or various other actions or proceedings before judicial or quasi-judicial bodies.

Obtained a favorable result in the case of Imani Elite Properties, LLC. v City of Miami. Imani Elite Properties, Plaintiff, filed a Complaint for injunctive relief in the Eleventh Judicial Circuit with Case Number 22-017004 CA, seeking to stop the demolition of an investment property it had purchased in the City. Plaintiff purchased this property in January 2021, and commenced construction, remodeling and alterations without any plans submitted for approval nor sought a permit for the scope of the work being done. The City of Miami presented substantial evidence that the property was unsafe and that the Unsafe Structure Panel had ordered a total demolition. The Court dismissed the complaint based upon lack of subject matter jurisdiction as argued by the City and specifically denied the request for injunctive relief, citing Plaintiff's failure to provide any substantial, competent evidence to satisfy the elements necessary for injunctive relief.

Obtained a favorable result in the case of City of Miami v. Charles J. Bencomo and Stacy Bencomo, Case No. 3D21-762. This case arose from a car accident involving the Bencomos and an off-duty police officer. The Bencomos sued the City only, arguing that its negligence caused the accident. The City moved for summary judgment, relying on sovereign immunity from suit based on the actions of off-duty employees. The trial court granted the City's motion, and the Third District Court of Appeal affirmed. After prevailing, the City moved for attorney's fees and costs based on proposals for settlement that the Bencomos had rejected. The City offered to settle the case, albeit for nominal amounts, approximately a year after the lawsuit was filed. The trial court, however, denied the City's motion for attorney's fees and costs. The trial court reasoned that the proposals for settlement were not made in good faith because the offers were too low and made too early in the case. On appeal, the City explained that its proposals for settlement were made in good faith because it had a good reason to believe that it was totally immune from suit. The City also explained that nominal offers to settle a case can be made in good faith when the defendant has no liability exposure in the case. The Third District Court of Appeal adopted the City's reasoning and ordered the trial court to award the City reasonable attorney's fees and costs.

Strategies FY 2023-24

Continue to train the Administration to utilize "Next Request" in fulfilling and complying with all public records requests and legal requirements

Continue responding to Legal Services Requests (LSRs) in a timely manner.

Continue improving the electronic office environment on-line tools and the office's electronic signature workflow.

Continue to expand collection efforts.

City Attorney

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities.				
Litigation matters opened (number)	506	598	600	600
Litigation matters closed (number)	818	508	600	600
Non-litigation matters opened (number)	2,272	2,438	2,400	2,400
Non-litigation matters closed (number)	2,317	1,811	2,200	2,300
DEPARTMENT GOAL(S) Continue litigating matters on behalf of the City with the mind set of obtaining favorable and cost effective results.				
Blended Attorney hourly rate (dollars)	\$ 68.00	\$ 69.00	\$72.05	\$74.00
Blended billable hours per Attorney (hours)	1,892.6	1,892.6	1,700	1,700
DEPARTMENT GOAL(S) Continue expanding collection efforts.				
Collection of Liens (dollars)	\$ 3,282,966.52	\$ 5,222,001.33	\$1,700,000.00	\$1,700,000.00
DEPARTMENT GOAL(S) Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures.				
Preventative Law Training/Presentations (number)	20	16	12	15
DEPARTMENT GOAL(S) Continue responding to Legal Service Requests in a timely manner.				
Public Records Requests (opened)	4,278	4,283	4,000	4,000
Public Records Requests (closed)	4,229	4,485	4,000	4,000

City Attorney

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,672,000	0	7,672,000	7,753,000	0	7,753,000
512010 - Attrition Savings - Salaries	(40,000)	0	(40,000)	(40,000)	0	(40,000)
515000 - Special Pay	22,000	0	22,000	22,000	0	22,000
516000 - Fringe Benefits	90,000	0	90,000	67,000	0	67,000
521000 - Fica Taxes	525,000	0	525,000	559,000	0	559,000
522000 - Retirement Contributions	2,370,000	0	2,370,000	2,230,000	0	2,230,000
523000 - Life and Health Insurance	1,092,000	0	1,092,000	1,364,000	0	1,364,000
Personnel	11,731,000	0	11,731,000	11,955,000	0	11,955,000
Operating Expense						
524000 - Workers' Compensation	105,000	0	105,000	115,000	0	115,000
531000 - Professional Services	45,000	0	45,000	45,000	0	45,000
540000 - Travel and Per Diem	38,000	0	38,000	38,000	0	38,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
544000 - Rentals and Leases	13,000	0	13,000	13,000	0	13,000
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	205,000	0	205,000	222,000	0	222,000
548100 - Advertising and Related Costs	2,500	0	2,500	2,500	0	2,500
549000 - Other Current Charges and Obligations	1,500	0	1,500	1,500	0	1,500
551000 - Office Supplies	18,000	0	18,000	18,000	0	18,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	115,000	0	115,000	115,000	0	115,000
Operating Expense	548,000	0	548,000	575,000	0	575,000
Total Expense	12,279,000	0	12,279,000	12,530,000	0	12,530,000

City Clerk

Department Head: Todd B. Hannon

Phone: (305) 250-5360

www.miamigov.com/Government/Departments-Organizations/City-Clerks-Office

Mission Statement

To capture and archive public records accurately while making them available to the public as quickly and broadly as possible, and to safeguard the integrity of the election process by applying technology and improved business processes.

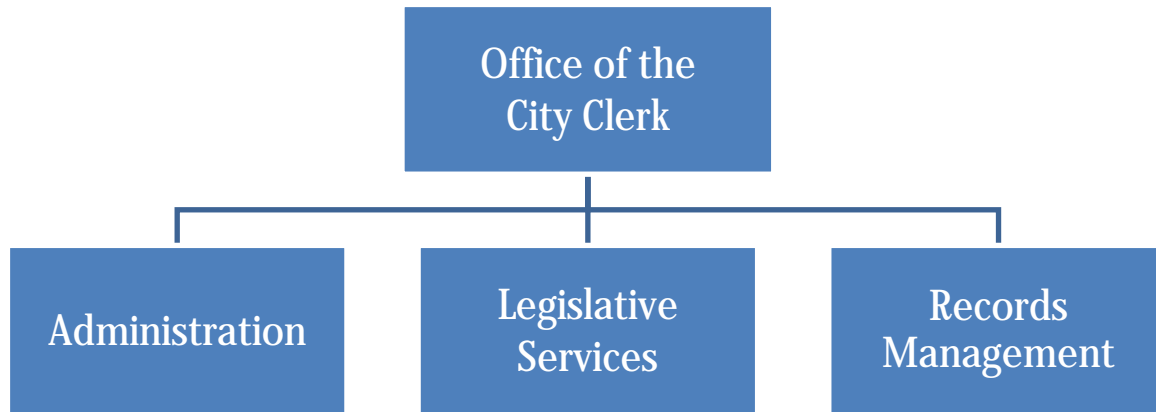
Description

The City Clerk's Office serves as the Clerk of the Board for the Miami City Commission. Duties and responsibilities are derived from the Florida Statutes, City Charter, and City Code, or are defined administratively. Staff records and maintains City Commission minutes, legislation, lobbyist registration, bid openings, meeting schedules, minutes and attendance records of all City boards, committees, agencies and trusts, and bond validation proceedings. Additionally, the Clerk's Office administers, supervises, and certifies municipal elections, including those for elected officials, advisory boards, charter amendments, City referenda, and straw ballot issues.

Contributing to the Administration's Priority of *Quality of Life*, the Clerk's staff prepares public notices and attends meetings of the City Commission, advisory boards, elections, and others as required. Staff ensures compliance of City records, as mandated by Florida Department of State, Division of Library and Information Services. Additionally, the Clerk's Office researches and implements records management best practices and technologies according to industry standards, and maintains a searchable repository of active, inactive, and historical records. The Clerk's Office also works on collaborative projects and cost sharing approaches for the preservation of the City's archives.

Stakeholders include Elected Officials, City residents, visitors, and City departments.

City Clerk



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records City Commission, Southeast Overtown Park West, Omni and Midtown Community Redevelopment Agency (CRA) meetings; prepares and administers oaths of office; maintains official calendars of the City Commission, Boards, and Committee meetings; attests documents as Secretary of the Municipal Corporation for the City of Miami and CRAs.	1	1	1
ADMINISTRATION Prepares the annual budget and archives contracts and agreements; oversees all matters relating to personnel and expenditures; tracks office metrics used for strategic planning; coordinates the implementation and installation of new programs and operating systems for the enhancement of the legislative process; provides administrative support services, as mandated by the Miami City Code to boards and committees; supervises and administers all municipal elections (charter amendments, candidates, bond, referenda, etc.), including the City of Miami’s Civil Service Board election; certifies and declares election results.	4	4	4
LEGISLATIVE SERVICES Records City Commission and CRA actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes minutes verbatim and distributes same; attends and participates in bond validation proceedings; advertises official notices as mandated by state and local laws; registers and maintains lobbyist files; coordinates the routing of bids and proposals for appropriate tabulation; reproduces, certifies, notarizes, and researches official City records; provides passport application services; notifies board and committee appointees upon being selected by the City Commission.	5	5	5
RECORDS MANAGEMENT Archives on-site digitized official records from 1896 to the present; develops, updates, and maintains the City of Miami Records Management Procedures Manual for on-site and off-site destruction, filing, and retention schedule; oversees compliance with State of Florida General Records Schedules; digitally archives agenda, minutes, ordinances, resolutions, background memoranda, and other related documents.	2	2	2
TOTAL FULL-TIME POSITIONS	12	12	12

City Clerk

Department Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	1,780,482	1,801,291	1,807,201	1,890,000	2,046,000
Operating Expense	322,157	411,494	389,877	400,000	401,000
Capital Outlay	1,464	0	0	0	0
Non-Operating Expenses	0	0	0	1,756,000	1,648,000
	2,104,103	2,212,785	2,197,078	4,046,000	4,095,000

Funding Structure

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	1,963,543	2,065,916	1,977,453	2,152,000	2,301,000
American Rescue Plan Act SRF	0	0	36,000	0	0
City Clerk Services	140,559	146,870	183,626	1,894,000	1,794,000
	2,104,103	2,212,785	2,197,078	4,046,000	4,095,000

Budget Highlights for FY 2022-23

The Budget includes the following addition:

The Attrition Savings – Salaries Line item reflects an increase to eliminate the budgeted amount due to zero vacancies in the City Clerk’s Office (GF \$13,000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$14,000, SR \$2,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023; and an average of five percent salary increase, for all non-bargaining employees; as aligned with the increases in the contract with AFSCME Local 1907, including the City Clerk (GF \$21,000).

City Clerk

Accomplishments FY 2022-23

Continued to work with the Department of Innovation and Technology to launch the weblink function of the Laserfiche Document Management System to allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes). The department has met on a regular basis to complete task such as content preparation, ADA preparation and validation, security preparation and validation, appearance and operational preparation and approval.

Worked with the Department of Innovation and Technology to gather, analyze and document system requirements needed for the project related to an Information Management System for the management of boards, committees, agencies, and trusts.

Conducted and supervised the November 8, 2022 Special Election involving a ballot question that proposed a lease extension to redevelop the existing Hyatt Hotel and Knight Center and the February 27, 2023 Special Election to elect a City Commissioner to the Office of District 2. All election documents including candidate qualification papers, campaign finance reports and certified election results were promptly made available for public access through the City Clerk's website. Administered the resignation of the District 2 City Commissioner in accordance with Section 12 of the City Charter and conducted and supervised the qualification and appointment processes for candidates that applied for a potential appointment to the vacant District 2 City Commission seat. Lastly, conducted and supervised the Civil Service Board Election held on April 20, 2023, and April 21, 2023, for Seat No. 1 and Seat No. 2 for the two employee seats on the five-member Civil Service Board.

Completed the transfer of 28,341 boxes of off-site storage documents from the previous offsite records vendor to the new offsite records vendor. Additionally, approximately 2,307.05 cubic feet of off-site storage documents that either met their retention value per the Florida Department of State's GS1-SL and GS2 Records Schedules were digitized, and the paper copies were no longer needed, therefore, permanently removed resulting in significant savings to the City through reduced off-site storage costs.

Strategies FY 2023-24

Continue to launch weblink function of the Laserfiche Document Management System to allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes).

Continue to collaborate with the Department of Innovation and Technology (DoIT) to upgrade the People Offices Management System (POMS) from a desktop application that is outdated to a web-based application enhanced with additional functionalities for the management of information for boards, committees, agencies and trusts.

City Clerk

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Provide internal and external customers with timely access to actions and minutes associated with Miami City Commission meetings.				
Marked agenda completed within seven business days (percent)	100	86	100	100
City Commission minutes completed within 25 business days (percent)			50	80
City Commission minutes for consolidated, special, and budget meetings completed within 35 business days (percent)			50	80
DEPARTMENT GOAL(S) Promote effective service delivery of City of Miami contracts and agreements by making them promptly available.				
Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	95	100	96	96
DEPARTMENT GOAL(S) Improve operational efficiency of City of Miami boards, committees, trusts and agencies by expeditiously providing newly appointed and reappointed board members with appointment notifications.				
Notifications sent to board appointees within 30 business days of City Commission approval (percent)	100	100	100	100

City Clerk

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,089,000	61,000	1,150,000	1,130,000	61,000	1,191,000
512010 - Attrition Savings - Salaries	(13,000)	0	(13,000)	0	0	0
516000 - Fringe Benefits	10,000	0	10,000	10,000	0	10,000
521000 - Fica Taxes	82,000	5,000	87,000	85,000	9,000	94,000
522000 - Retirement Contributions	405,000	24,000	429,000	419,000	23,000	442,000
523000 - Life and Health Insurance	206,000	21,000	227,000	283,000	26,000	309,000
Personnel	1,779,000	111,000	1,890,000	1,927,000	119,000	2,046,000
Operating Expense						
524000 - Workers' Compensation	25,000	1,000	26,000	28,000	1,000	29,000
531000 - Professional Services	36,000	0	36,000	36,000	0	36,000
534000 - Other Contractual Services	52,000	21,000	73,000	52,000	21,000	73,000
541100 - Postage	9,000	3,000	12,000	9,000	3,000	12,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546000 - Repair and Maintenance Services	6,000	0	6,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	89,000	0	89,000	87,000	0	87,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	143,000	0	143,000	143,000	0	143,000
551000 - Office Supplies	7,000	2,000	9,000	7,000	2,000	9,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	373,000	27,000	400,000	374,000	27,000	401,000
Non-Operating Expense						
896000 - Budget Reserve	0	1,756,000	1,756,000	0	1,648,000	1,648,000
Non-Operating Expenses	0	1,756,000	1,756,000	0	1,648,000	1,648,000
Total Expense	2,152,000	1,894,000	4,046,000	2,301,000	1,794,000	4,095,000

Civil Service Board

Department Head: Tishria L. Mindingall

Phone: (305) 416-2020

www.miamigov.com/Government/Departments-Organizations/Civil-Service-Board-Office

Mission Statement

To ensure that City employees in the Classified service are hired, promoted, and retained based upon merit, efficiency, character, and industry and not political patronage. The Civil Service Board will enforce the principles of a merit-based system of employment.

Description

The City Charter provides for a Civil Service Board consisting of five members to adopt, amend, and enforce a code of rules and regulations, subject to the approval of the City Commission, providing for appointment and employment in all positions in the classified service. The Board is responsible for the enforcement of Section 36 of the City of Miami Charter and Chapter 40 of the Code of Laws, and executes legislative, administrative, and quasi-judicial functions that serve to protect and defend the merit system. The Board also ensures that established rules, regulations, policies, and procedures are utilized in the hiring, promoting, and retaining of capable people into the City's workforce. It considers complaints made by and against City of Miami employees and departments, as well as appeals of disciplinary action. The Board has an advisory and reporting function to the City of Miami Commission and at times reports findings and recommendations to Department Directors and the City Manager for review or action.

Contributing to the Administration's Priority of *Quality of Life*, the staff prepares and maintains the agendas and minutes, meets with and guides employees and residents in the civil service process and methods, conducts research and prepares regular and special reports, conducts training workshops, new employee and supervisor orientations, and performs all administrative functions for the members.

The Board and staff perform their duties for the benefit of employees, applicants, and residents of the City of Miami, who have the ability to address the Board via Civil Service Rules 2.7, 14.1, and 16.

Civil Service Board

Civil Service Board

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
CIVIL SERVICE BOARD			
Enforces Section 36 of the City of Miami Charter and Chapter 40 of the City of Miami Code of Laws; amends the rules as required; acts as a court hearing appeals of disciplinary actions, grievances, and investigations concerning alleged violations of rules and regulations, and of Florida Whistleblower Statutes; maintains meeting agendas and minutes, issues subpoenas, and prepares reports detailing the outcome of hearings and other Board actions; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3	3
TOTAL FULL-TIME POSITIONS	3	3	3

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	516,832	522,269	542,859	578,000	601,000
Operating Expense	29,917	30,446	39,483	44,000	46,000
	546,749	552,715	582,342	622,000	647,000

Department/Funding Structure

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	546,129	552,715	579,342	622,000	647,000
American Rescue Plan Act SRF	0	0	3,000	0	0
Emergency Funds	620	0	0	0	0
	546,749	552,715	582,342	622,000	647,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increase in the contract with AFSCME 1907 that expires on September 30, 2023 (GF \$11,000).

Civil Service

Accomplishments FY 2022-23

Completed 83 Research and Investigative projects and prepared related responses or reports.

Prepared eight (8) departmental newsletters and informational bulletins regarding rules, policies, and procedures.

Conducted eight (8) Hearings in accordance with Civil Service Rules 14 and 16, including Grievances, Investigations, Appeals, Whistleblowers, and processed the closure of 24 cases. Prepared 130 subpoenas for service of witnesses to appear at Board hearings. Prepared and forwarded 24 Minutes, Findings, and Reports of Board Action.

Conducted ten (10) New Employee or Supervisor Orientation sessions and six (6) Civil Service Board training workshops, a total of 218 employees were trained. Provided the services of a trained rater & monitor, who participated in and reported on three (3) interview processes of 6-10 candidates each, in accordance with Labor and Management Policy LMP-3-92, "Interview Process".

Strategies FY 2023-24

Continue to provide information, including departmental newsletters and informational bulletins.

Continue to conduct Appeal, Whistleblower, Grievance, Investigation, and Unsatisfactory Service Rating hearings, rendering Findings of Fact, Memoranda and Reports.

Continue to train and orient employees via new employee orientation, new supervisor orientation and Civil Service Board workshops, regarding employment policies and procedures.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Research requests from residents, applicants and employees regarding application of the Rules, and prepare responses, corrective actions and process improvements for review or implementation.				
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	93	107	90	100
DEPARTMENT GOAL(S) Conduct hearings regarding disciplinary appeals, unsatisfactory employee service ratings, and complaints, investigations and appearances of residents and employees concerning abuses of power or Rule violations.				
Cases closed (number)	21	27	28	25

Civil Service

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Conduct investigations and hearings, and document the actions of the Board via Minutes, Findings & Reports.				
Minutes, Findings and Reports Prepared, Approved and/or Forwarded (number)	22	26	28	25
DEPARTMENT GOAL(S) Conduct hearings regarding disciplinary appeals, unsatisfactory employee service ratings, and complaints, investigations and appearances of residents and employees concerning abuses of power or Rule violations.				
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating hearings held (number)	9	9	10	10
DEPARTMENT GOAL(S) Conduct workshops, new employee orientations, and supervisor orientations regarding functions of the Board and the responsibilities of employees, to improve the knowledge of and adherence to the Civil Service Rules.				
Civil Service Rules workshops conducted (number)	3	8	6	6
New employee and supervisor orientations conducted (number)	11	12	12	12
Employees trained by the Civil Service Board (number)	57	273	250	200

Civil Service Board

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	11,000	0	11,000	8,000	0	8,000
512000 - Regular Salaries and Wages	342,000	0	342,000	354,000	0	354,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	26,000	0	26,000	26,000	0	26,000
522000 - Retirement Contributions	132,000	0	132,000	131,000	0	131,000
523000 - Life and Health Insurance	62,000	0	62,000	77,000	0	77,000
Personnel	578,000	0	578,000	601,000	0	601,000
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	7,000	0	7,000
531010 - Professional Services- Legal Services	22,000	0	22,000	22,000	0	22,000
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	9,000	0	9,000	10,000	0	10,000
551000 - Office Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	1,000	0	1,000
Operating Expense	44,000	0	44,000	46,000	0	46,000
Total Expense	622,000	0	622,000	647,000	0	647,000

Code Compliance

Department Head: Robert Santos - Alborna, MA, CEP

Phone: (305) 416-2087

www.miamigov.com/Government/Departments-Organizations/Code-Compliance

Mission Statement

To stay in compliance by partnering with residents and businesses in maintaining and promoting the health, safety, and well-being of the community; respond and enforce all code violations and ordinances, educate residents, and ensure compliance and due process, serve the public professionally with integrity and respect, and improve the quality of life and aesthetics in the City of Miami.

Description

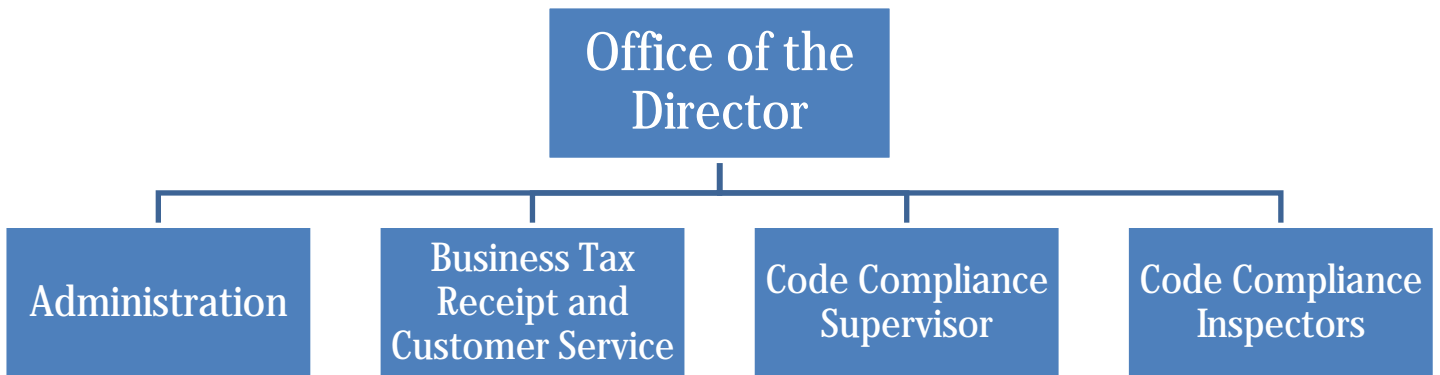
The Department of Code Compliance responds to complaints from residents and businesses and proactively patrols and addresses code violations to improve both quality of life and property values; for a service area of approximately 400,000 residents, 56 square miles, and 69,000 single-family residences.

Contributing to the Administration's Priority of *Quality of Life*, the Department seeks corrective action to code violations through voluntary compliance and is guided by simple but effective principles: Service the community and its residents, Transparency of process, Accountability of work and process; and Respect and Responsiveness to both internal and external customers.

Code Compliance seeks to promote effective service delivery and the highest quality customer service, empower residents and businesses to beautify their communities, maintain public spaces and rights of way to the highest standard, and educate residents through community outreach and other neighborhood events. Code Compliance Inspectors (CCIs) respond to complaints from area residents as well as referrals from other departments, conduct Business Tax Receipt (BTR) and Certificates of Use inspections, participate in joint inspections with the Fire-Rescue, Building, and Police Departments, proactively monitors public rights of ways for illegal and unauthorized bandit signs, and educate the property owners about code violations guiding them through the compliance process. In those instances where respondents choose not to comply, the Code follows strict processes as reflected in both Florida Statutes (Chapter 162) and City Ordinances to seek compliance through civil fines and other penalties.

Stakeholders include City of Miami residents, businesses, visitors, civic groups, City Departments, and other government entities.

Code Compliance



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Provides leadership, guidance, and accountability for the Department; assists other City departments and agencies with Code Compliance issues, ordinances, policies, procedures and protocols, and the City Charter.	2	2	2
ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, payroll and Kronos management, information technology, and procurement.	4	4	4
BUSINESS TAX RECEIPT AND CUSTOMER SERVICE Provides customer service via phone and in person; assists with clerical duties such as mailing correspondence regarding Code Compliance matters to residents, accepts and processes all Business Tax Receipt applications for the City of Miami.	3	3	3
CODE COMPLIANCE SUPERVISORS Supervises the daily functions of Code Compliance Inspectors; patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; enlists support from other Departments as needed to correct Code Compliance violations and refer violations to appropriate colleagues, works with the community to resolve code violations; processes Certificates of Use (CU) and Business Tax Receipts (BTR) for businesses found non-compliant in the field; collect outstanding fees.	6	6	6
CODE COMPLIANCE INSPECTORS Responds to community complaints, referrals from other Departments, and the results of assigned inspections; patrols neighborhoods in search of violations of the City's code; maintain records and correspondence pertaining to violations; work with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; works with the community to resolve code violations; ensures compliance with CUs and BTRs processes; brings all cases and testifies at the Code Enforcement Board or Ticket Appeals hearings.	60	60	60
TOTAL FULL-TIME POSITIONS	75	75	75

Code Compliance

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	7,948,929	8,084,566	8,534,945	9,372,000	9,949,000
Operating Expense	501,945	567,123	596,074	1,321,000	1,471,000
Capital Outlay	37,678	0	0	20,000	20,000
Non-Operating Expenses	942	252	103	0	0
Transfers - OUT	232,000	0	2	0	0
	8,721,494	8,651,940	9,131,124	10,713,000	11,440,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	8,488,744	8,650,115	8,908,122	10,713,000	11,440,000
American Rescue Plan Act SRF	0	0	223,000	0	0
Planning and Zoning Tree Trust Fund	0	1,225	0	0	0
Net Offices & Code Enforcement (SR)	232,000	0	0	0	0
Emergency Funds	750	600	2	0	0
	8,721,494	8,651,940	9,131,124	10,713,000	11,440,000

Budget Highlights for FY 2023-24

The Budget includes the following additions:

The Training Line item reflects an increase of \$19,000 (GF) to cover additional training for staff. Additional funding was added to the Subscriptions and Memberships Line item to reflect an increase in cost for a five-year Body-worn Camera contract (GF \$85,000), and a reallocation to the Training line item (-\$19,000 GF).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$108,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$14,000).

Code Compliance

Accomplishments FY 2022-23

Attended 28 civic, community, and professional group meetings on a monthly and on-going basis.

Unprecedented number of 24 Code Compliance Inspectors completed Fundamentals and Safety Certifications Trainings (FACE) during the second quarter of the fiscal year. Launched a Code Compliance Intranet, a placeholder for information that is often used by Code Compliance staff, which includes but is not limited to city ordinances, state statutes, standard operating procedures, educational and certification resources. Developed and updated standard operating procedures and provided training to staff members on an on-going basis.

Continued to distribute Code related literature.

Rolled out 13 standard operating procedures for the Certificate of Use and Business Tax Receipt operations. Began entering inspections into Code Check. Conducted 4,623 Business Tax Receipt and Certificate of Use inspections year to date.

Adjudicated 95 percent of cases at Code Enforcement Board hearings. Continued to work with the department of Innovation and Technology on generating reports that provide insights on key performance indicators.

Continued to respond effectively to all 311 complaints within three business days. Continued hiring and reassigning Code Compliance Inspectors to improve operations.

Conducted a yeoman's job working along with the Police Department addressing the human trafficking ordinance. Collaborated with the Fire-Rescue and Building Departments in citing and adjudicating 124 Adult Living Facilities that were operating in violation of Emergency Preparedness Requirements (Section 10). Continued to address unpermitted street and sidewalk cafes, 153. Significantly enhanced the monitoring and addressing of unpermitted peddlers that conduct stationary vending on public rights of way. Carried out monthly ride-along with the City Manager and Commissioners to identify code violations and emerging issues of concern. Proceeded with on-going inspections of Marine related businesses.

Strategies FY 2023-24

Continue to attend and actively engage in civic, community, and professional groups interested in Code Compliance matters and quality of life issues.

Continue to train staff through regular internal trainings on at least a monthly basis to ensure all team members are current on legislative and administrative developments, as well as best practices. Continue to attain and attend Florida Association of Code Enforcement (FACE) certifications and trainings.

Continue to establish standard operating procedures and improve processes regarding Case Management, Noise Assessment, and citywide compliance of Certificate of Use and Business Tax Receipts. Including the effective deployment of the BTR Compliance Unit.

Continue to implement quality control measures and performance metrics to evaluate operations and compliance.

Continue to maintain response time to Code Complaints within three days of receipt. A key action to attain the departments goal will be through the follow up of the After Hours team.

Conduct proactive sweeps of major thoroughfares and corridors to address code violations; including but not limited to unpermitted snipe and bandit signs erected on public rights of way, graffiti, and unpermitted stationary peddlers.

Code Compliance

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships. City of Miami Strategic Plan
2. Resilience	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan
	3.4.1 Enforce clean and safe housing in neighborhoods where needed most. City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Promote effective service delivery and high-quality customer service.				
Respond to 311 complaints within three days (percent)	82	84	90	90
Qualitative Code Compliance Customer Service survey (percent of excellence)	50	72	58	60
Respond to Hotline Noise complaints within 40 minutes of receipt and provide outcome to complainant (percent)				< 30
DEPARTMENT GOAL(S) Educate residents regarding due process and code violations to achieve compliance.				
Attend community meetings to foster partnerships with the community, including Neighborhood, Condominium, and Homeowner's Associations, as well as Crime Watch and other civic and professional associations (number)	44	49	40	40
DEPARTMENT GOAL(S) Implementation of metrics to ensure proper case management and responsiveness.				
Conduct periodic case management analysis to ensure equitable case loads (number)			12	12
Cases closed in compliance prior to Hearings (percent) (Voluntary Compliance)				> 65
Adjudication rates of cases reaching Ticket Appeal Hearing or CEB Appeals (percent)				> 90

Code Compliance

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Maintain streets and public spaces to a high standard.				
Residents who agree their neighborhood appearance has improved in the last three years (percent)	80	78	80	80
Lot clearings completed per fiscal year (number)	62	54	50	50
Conduct proactive sweeps of major thoroughfares to address illegal bandit signs on public rights of way (number)				TBD
DEPARTMENT GOAL(S)				
Maintain and grow a diverse and inclusive economy through professional, efficient, and use-centered Business Tax Receipt services.				
Business Tax Receipts (BTR) and Certificate of Use (CU) inspections (number)	18,747	10,241	10,000	12,000
Collections from new and outstanding BTR and CU inspections (dollars)	\$4,311,902	\$ 1,295,624.66	\$ 600,000	\$ 600,000
Number of Business Tax Receipts processed in person (number)		4,380	2,500	2,500
Issuance of a Cease and Desist Orders to those Businesses operating illegally without a BTR (number)			30	30

Code Compliance

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,794,000	0	5,794,000	5,841,000	0	5,841,000
512010 - Attrition Savings - Salaries	(112,000)	0	(112,000)	(56,000)	0	(56,000)
514000 - Overtime	48,000	0	48,000	60,000	0	60,000
516000 - Fringe Benefits	7,000	0	7,000	6,000	0	6,000
521000 - Fica Taxes	446,000	0	446,000	448,000	0	448,000
522000 - Retirement Contributions	1,994,000	0	1,994,000	2,055,000	0	2,055,000
523000 - Life and Health Insurance	1,195,000	0	1,195,000	1,595,000	0	1,595,000
Personnel	9,372,000	0	9,372,000	9,949,000	0	9,949,000
Operating Expense						
524000 - Workers' Compensation	111,000	0	111,000	165,000	0	165,000
531000 - Professional Services	150,000	0	150,000	150,000	0	150,000
531010 - Professional Services- Legal Services	5,000	0	5,000	5,000	0	5,000
540010 - Training	0	0	0	19,000	0	19,000
541000 - Communications & Related Services	39,000	0	39,000	42,000	0	42,000
541100 - Postage	60,000	0	60,000	65,000	0	65,000
544000 - Rentals and Leases	14,000	0	14,000	17,000	0	17,000
545011 - Insurance - Vehicle Liability	14,000	0	14,000	16,000	0	16,000
546001 - IT-Repair and Maintenance Services	842,000	0	842,000	825,000	0	825,000
547200 - Printing and Binding- Paper Stock	11,000	0	11,000	16,000	0	16,000
551000 - Office Supplies	19,000	0	19,000	26,000	0	26,000
552000 - Operating Supplies	5,000	0	5,000	8,000	0	8,000
552200 - Clothing/Uniform Supplies	28,000	0	28,000	28,000	0	28,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	23,000	0	23,000	89,000	0	89,000
Operating Expense	1,321,000	0	1,321,000	1,471,000	0	1,471,000
Capital Outlay						
664000 - Machinery and Equipment	20,000	0	20,000	20,000	0	20,000
Capital Outlay	20,000	0	20,000	20,000	0	20,000
Total Expense	10,713,000	0	10,713,000	11,440,000	0	11,440,000

Communications

Department Head: Kenia Fallat

Phone: (305) 416-1439

www.miamigov.com/Government/Departments-Organizations/Communications

Mission Statement

The Office of Communications strives to achieve the highest standards in providing public access to the governmental process and disseminating official information for the City of Miami. The Office creates original content and shares it through a variety of platforms, including local media, to inform and engage residents, businesses, visitors, and global stakeholders.

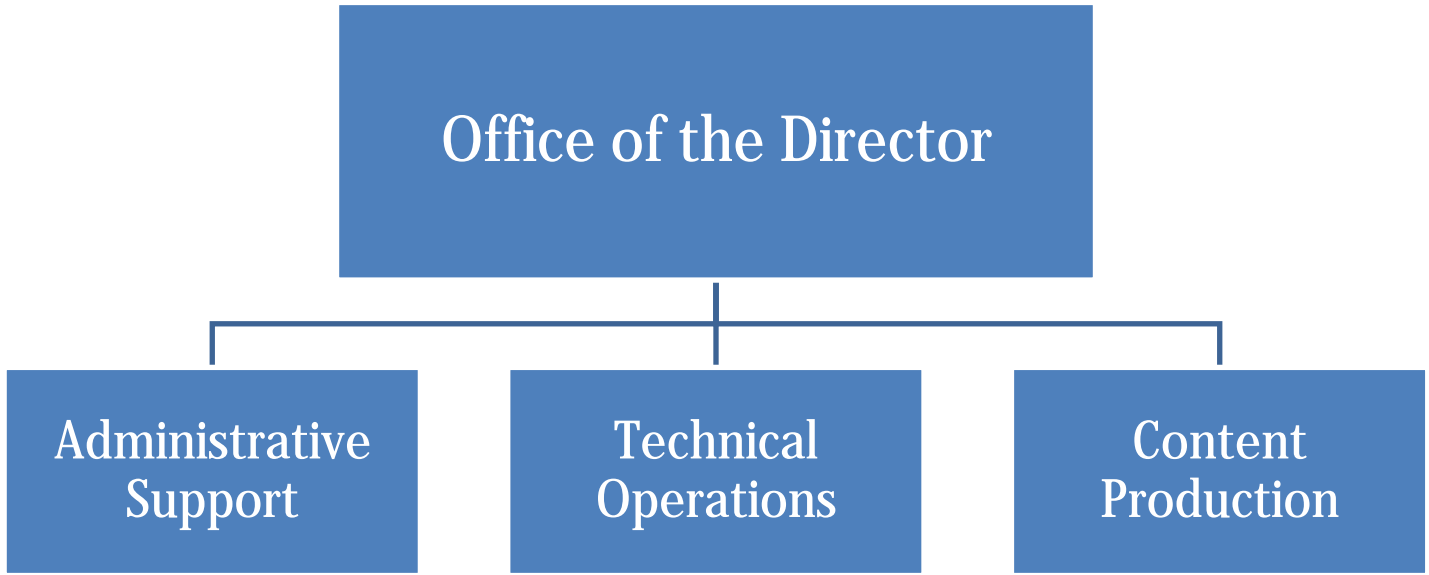
Description

The Office of Communications is responsible for disseminating official information for the City of Miami, responding to requests from the media, and promoting City events, resources, and services using a full range of platforms. It plays a vital role in engaging community members by keeping them informed about what is happening Citywide and at district and local levels.

Contributing to the Administration's Priority of *Quality of Life*, the Office of Communications develops and executes internal and external communications campaigns, produces original video content including public service announcements, broadcasts, and live streams of Commission meetings and other events, and provides audio and visual services to City departments and elected officials for events and presentations. To engage directly with residents, the Office creates original multi-platform content that explains City services and aligns with City priorities. The Office of Communications manages the City's official social media accounts on Twitter, Facebook, YouTube, Instagram, and Nextdoor, and creates content for City websites.

The Office of Communications serves the Elected Officials, the City Administration, City Departments, City residents, and visitors.

Communications



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Oversees and directs public information, internal and external communications, digital platform content and engagement, photographic and video production, and audio and video technical operations.	2	2	2
TECHNICAL OPERATIONS Provides photography, videography, and editing services, audio and podium services for City events, operates Miami TV broadcasts, and scheduled programming.	5	5	5
CONTENT PRODUCTION Creates content for all digital platforms, Miami TV, City websites, and official presentations.	3	3	3
ADMINISTRATIVE SUPPORT Assists the Director in directing all personnel, procurement, budget, and fiscal activities; facilitates public records requests, and handles all administrative needs of the department.	1	1	1
TOTAL FULL-TIME POSITIONS	11	11	11

Communications

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	2,022,166	1,468,304	1,313,590	1,319,000	1,372,000
Operating Expense	232,272	389,461	207,430	252,000	258,000
Capital Outlay	8,844	0	0	0	0
	2,263,282	1,857,765	1,521,020	1,571,000	1,630,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	2,245,325	1,710,610	1,493,020	1,571,000	1,630,000
American Rescue Plan Act SRF	0	0	28,000	0	0
Emergency Funds	17,957	147,155	0	0	0
	2,263,282	1,857,765	1,521,020	1,571,000	1,630,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$16,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$6,000).

Communications

Accomplishments FY 2022-23

Assisted the city administration, city departments, and elected officials with the dissemination of information via original content and traditional media outreach about city meetings and events using the website, Facebook, Twitter, Instagram, Nextdoor, Youtube, Miami TV and news releases. Information is shared in the form of social media posts, digital flyers, podcasts, original video Public Service Announcement productions and written posts.

Maintained and operated LIVE capabilities from the Emergency Operations Center and City Hall. Provided direct access to media outlets via an uplink device of city commission meetings and any emergency events when the Emergency Operations Center is activated.

Designed and built podcast studio that is currently in use. Continued the process of building a new multi-purpose TV studio.

Due to many transitions and changes within the department, a newsletter was not provided this fiscal year.

Published all city meeting videos on the City's website. Future archiving technology will replace DVDs as they are becoming increasingly scarce and obsolete.

Increased our City Hall broadcast systems reliability via various improvements including, but not limited to, lighting and sound.

Strategies FY 2023-24

Continue to assist the City Administration, City Departments, and Elected Officials with the dissemination of information via original content about City meetings and events using the City's website, Facebook, Twitter, Instagram, Nextdoor, YouTube, and Miami TV.

Continue to maintain and operate LIVE capabilities from the Emergency Operations Center and City Hall.

Continue to assist the City Administration, City Departments, and Elected Officials with the dissemination of information via original content and traditional media outreach about City meetings and events using newsletters, news releases, media advisories, interviews with TV and radio media outlets.

Maintain a proactive approach and positive relationship with media to effectively disseminate information about city projects and events to residents, visitors and stakeholders.

Inhouse production of content for Miami TV, the City's YouTube channel and Empower 305 podcast.

Modernize our video production server and improve its capability and features for an optimized workflow.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
2. Resilience	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan

Communications

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Consistent public access to government.				
Live or recorded broadcasts of Commission meetings and board hearings (number)	251	258	200	200
DEPARTMENT GOAL(S) Effectively work with other departments and officials.				
City events recorded or photographed (number)	312	236	200	200
DEPARTMENT GOAL(S) Maintain a proactive approach and positive relationship with media.				
Media requests processed (number)	613	525	400	600
DEPARTMENT GOAL(S) Create more multi-platform original content that aligns with City priorities and reaches the greatest amount of residents.				
Twitter Impressions (avg per month)			425,000	425,000
Facebook Impressions (avg per month)			300,000	300,000
Instagram Impressions (avg per month)			408,000	408,000
Videos Produced (number)			200	200
DEPARTMENT GOAL(S) Dissemination of information via pre-recorded news cast and monthly podcast.				
Podcasts Produced (number)			18	18
305 Newscast Produced (number)			12	12

Office of Communications

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	906,000	0	906,000	901,000	0	901,000
516000 - Fringe Benefits	12,000	0	12,000	7,000	0	7,000
521000 - Fica Taxes	78,000	0	78,000	72,000	0	72,000
522000 - Retirement Contributions	199,000	0	199,000	194,000	0	194,000
522010 - Police and Fire - FIPO	0	0	0	16,000	0	16,000
523000 - Life and Health Insurance	124,000	0	124,000	180,000	0	180,000
523010 - Health Trust - FOP	0	0	0	2,000	0	2,000
Personnel	1,319,000	0	1,319,000	1,372,000	0	1,372,000
Operating Expense						
524000 - Workers' Compensation	23,000	0	23,000	27,000	0	27,000
534000 - Other Contractual Services	62,000	0	62,000	62,000	0	62,000
546000 - Repair and Maintenance Services	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	50,000	0	50,000	52,000	0	52,000
549000 - Other Current Charges and Obligations	81,000	0	81,000	81,000	0	81,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
Operating Expense	252,000	0	252,000	258,000	0	258,000
Total Expense	1,571,000	0	1,571,000	1,630,000	0	1,630,000

Equal Opportunity and Diversity Programs

Department Head: Asseline Hyppolite
www.archive.miamigov.com/eodp

Phone: (305) 416-1990

Mission Statement

To make certain that the City of Miami is an equal opportunity employer that maintains a work environment free from all forms of unlawful discrimination.

Description

The Office of Equal Opportunity and Diversity Programs (EODP) was established under Chapter 2, Article IV, Division 15, Section 2-581 of the City Code. The Office oversees and manages the City's equal employment opportunity function and overall compliance with laws and administrative policies prohibiting employment discrimination.

Contributing to the Administration's Priority of *Quality of Life*, the Office is committed to improving the work environment at the City of Miami for employees and applicants, as well as citizens doing business with the City. EODP investigates internal complaints involving employment discrimination and also handles charges of discrimination filed with the Equal Employment Opportunity Commission (EEOC), the Florida Commission on Human Relations, and the Miami-Dade County Commission on Human Rights. EODP acts to prevent or decrease instances of discrimination by developing and implementing instructional programs emphasizing the City's prohibition of discrimination in employment and highlighting the importance of diversity in the workforce. Additionally, EODP monitors various employment recruiting, selection, and promotional procedures, and is responsible for the City's fulfillment of certain federal reporting requirements. It provides support to the City's Equal Opportunity Advisory Board. EODP is independent from any City department, reporting directly to the City Manager. This independence provides employees with a comfortable and neutral setting to report instances of perceived discrimination, which are often extremely sensitive in nature.

Stakeholders include City of Miami employees, applicants, as well as citizens doing business with a City of Miami entity.

Equal Opportunity and Diversity Programs

Equal Opportunity and Diversity Programs

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS Oversees and manages the equal employment opportunity function; ensures overall compliance with administrative policies and laws prohibiting employment discrimination; develops and implements instructional programs emphasizing the prohibition of discrimination in employment and applicable federal, state, and local laws; investigates allegations and complaints; responds on behalf of the City to complaints filed with external enforcement agencies.	3	3	3
TOTAL FULL-TIME POSITIONS	3	3	3

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	521,735	528,753	548,195	579,000	605,000
Operating Expense	14,517	22,797	24,559	40,000	42,000
	536,251	551,550	572,754	619,000	647,000

Department Fund / Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	536,251	551,550	572,754	619,000	647,000
	536,251	551,550	572,754	619,000	647,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increase in the contract with AFSCME 1907 that expires on September 30, 2023 (GF \$19,000).

Equal Opportunity and Diversity Programs

Accomplishments FY 2022-23

Aligned the internal investigation timeline and reports to closely mirror those of the Equal Employment Opportunity Commission (EEOC) and completed the bi-annual EEO-4 report for submittal to the EEOC. Completed 53 investigations formally filed internally with EODP or externally with federal, state or local agencies. Monitored the Firefighters Physical Agility Test. Worked closely with Human Resources and Fire Rescue Departments to ensure a fair and equitable process. Worked with internal departments (Risk Management, Public Works, City Attorney's Office, ITD) and the Florida Department of Transportation to update the City's Title VI Nondiscrimination Plan.

Provided and implemented training for City of Miami employees including Mandatory EEO, Sexual Harassment and Diversity training. Continued working with department liaisons to ensure unbiased employee selection procedures at various phases of the hiring process. Successfully conducted over 25 EEO, Sexual Harassment and Diversity trainings to over a thousand city employees. Continued to enhance equal opportunity and diversity training programs and services for all city employees to position the City of Miami to be a proactive leader in minimizing the potential of employment law discrimination claims. Conducted Diversity Day training session for city employees and community members. Sessions included were Generations at Work, Emotional Intelligence and You: Connect for Success, and Diversity: Let's Talk About It.

Advanced the professional development of EODP staff. EODP staff attended pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.

Provided quality assistance to advisory board by supplying administrative materials and technical guidance.

Continued to expand the Nursing Mother's Program Citywide by working with city administration to allocate additional space for Nursing Mothers at the MRC and other city facilities.

Strategies FY 2023-24

Continue to ensure the City's compliance with Equal Employment Opportunity (EEO) laws by implementing tools for prevention, promptly investigating claims of discrimination, scrutinizing employee selection procedures, and providing up-to-date accessible guidance and training to City leadership, staff, and relevant stakeholders.

Continue to update and enrich equal employment, diversity and sexual harassment training programs and services to position the City as a proactive entity to minimize the potential for employment discrimination claims, such as implementing specialized training for sworn Police personnel in leadership roles to help prevent, recognize, and address these issues.

Continue to advance the professional development of EODP staff by attending at least four pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.

Continue to provide quality assistance to advisory board by supplying administrative materials and technical guidance.

Continue to expand the Nursing Mother's Program Citywide.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
2. Resilience	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan

Equal Opportunity and Diversity Programs

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) To promote effective high quality customer service.				
Case investigations completed (number)	51	53	40	40
Certification lists processed and returned to departments within one day (percent)	100	100	100	100
DEPARTMENT GOAL(S) Improve operational efficiency.				
Internal case investigations completed within 25 calendar days (percent)	100	100	100	100
External (Local, state, and federal) case investigations completed within 30 calendar days (percent)	100	100	100	100
DEPARTMENT GOAL(S) Foster a positive work environment for all City employees.				
Employees provided with mandatory Equal Employment Opportunity, Sexual Harassment and Diversity training (number)	744	863	700	750
Employees attending mandatory training every three years (percent)	91	93	100	100
Employees provided with additional empowerment trainings (number)	327	413	125	150

Equal Opportunity and Diversity Programs

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	347,000	0	347,000	362,000	0	362,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	28,000	0	28,000	28,000	0	28,000
522000 - Retirement Contributions	135,000	0	135,000	131,000	0	131,000
523000 - Life and Health Insurance	62,000	0	62,000	77,000	0	77,000
Personnel	579,000	0	579,000	605,000	0	605,000
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	7,000	0	7,000
540000 - Travel and Per Diem	1,500	0	1,500	2,000	0	2,000
540010 - Training	6,000	0	6,000	6,000	0	6,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	9,000	0	9,000	10,000	0	10,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	8,500	0	8,500	8,000	0	8,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	40,000	0	40,000	42,000	0	42,000
Total Expense	619,000	0	619,000	647,000	0	647,000

Finance

Department Head: Erica Paschal-Darling, CPA

Phone: (305) 416-1328

www.miamigov.com/Government/Departments-Organizations/Finance-Department

Mission Statement

To provide timely, accurate, and clear financial information to key stakeholders in support of other City departments, citizens, and the community at large, while providing first class customer service through the efforts and dedication of our employees.

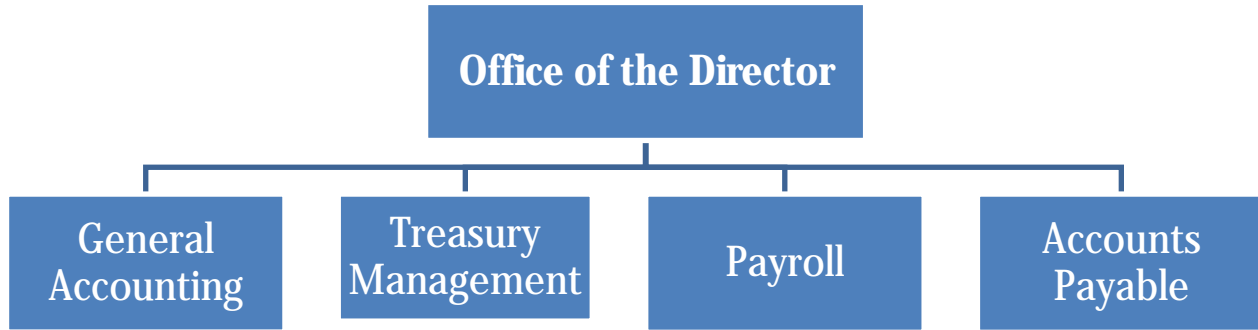
Description

The Finance Department establishes a robust financial and internal control structure. It delivers financial services to stakeholders and policy makers so they can make informed decisions to achieve results that align with the City's strategic plan.

The Department provides fiscal and accounting controls over City resources in support of the Administration's priority of *Quality of Life*. The Finance Department is responsible for processing accounts payable (vendor payments), employee payroll and related remittances, maintaining the City's general ledger system, monitoring capital assets, providing centralized customer service, centralizing billing and invoicing, tracking accounts receivable, collecting on delinquent accounts, maintaining oversight of the Citywide Point of Sale (POS) system, renewing Business Tax Receipts (BTRs), monitoring capital projects and grants, investing responsibly while optimizing pool cash and administering debt service. The Department also conducts financial system training, coordinates the annual financial audit, the State of Florida Audit, the Federal Single Audit, and prepares routine financial reports, the City's Annual Comprehensive Financial Report (ACFR), the City's Popular Annual Financial Report (PAFR), the Single Audit Report, the City's Annual Report to Bondholders, and the State of Florida Annual Financial Report.

The Finance Department serves all City departments, as well as those entities conducting financial transactions with the City of Miami. The financial data it generates is used by citizens, Elected Officials, and investors.

Finance



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Formulates departmental policy and provides overall direction and coordination of departmental operations and management; manages the City's financial affairs, such as financial reporting, debt administration, billings and collections, and accounts payable; advises the City Manager on fiscal policy; oversees preparation of interim and annual financial reports; prepares the Comprehensive Annual Financial Report; and performs departmental payroll, personnel, procurement, and legislative functions.	6	6	6
GENERAL ACCOUNTING Maintains and balances accounts; analyzes and reconciles financial records and reports; prepares schedules and reports for year-end close; complies with standards of the Governmental Accounting Standards Board (GASB); prepares monthly and annual trial balance reports and statements; reviews, monitors and reconciles projects and grants, general ledger revenues and expenditures.	22	22	22
TREASURY MANAGEMENT Manages and coordinates cash flow and the investment portfolio; provides oversight for Citywide Point of Sale (POS) system; coordinates debt issuance with financial advisors and bond counsel; monitors bond payments to ensure indenture compliance; ensures payment of debt service; processes all BTRs and Certificates of Use (CU); collects revenue for past due invoices and returned checks; requests lien searches; handles customer inquiries; receives, records, and deposits cash receipts.	27	27	27
PAYROLL Ensures the accuracy and timeliness of the bi-weekly payroll process; monitors time entries; establishes payroll deductions and direct deposit requests; deposits taxes withheld; processes garnishments; prepares and prints W-2s.	7	7	7
ACCOUNTS PAYABLE Approves and pays invoices for the purchase of goods and services used in the operations of the City; maintains accounts payable records; reconciles vendor accounts; prepares and prints 1099s.	6	6	6
TOTAL FULL-TIME POSITIONS	68	68	68

Finance

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	8,635,568	9,109,994	9,502,691	10,067,000	10,207,000
Operating Expense	1,889,755	1,828,599	1,857,880	2,291,000	2,448,000
Non-Operating Expenses	741,720	(741,720)	0	108,938,000	80,000,000
Transfers - OUT	0	0	266	7,783,000	0
	11,267,044	10,196,872	11,360,837	129,079,000	92,655,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	10,531,161	10,927,641	11,138,571	12,358,000	12,655,000
American Rescue Plan Act SRF	0	0	222,000	116,721,000	80,000,000
Emergency Funds	735,883	(730,769)	266	0	0
	11,267,044	10,196,872	11,360,837	129,079,000	92,655,000

Budget Highlights for FY 2023-24

The Budget includes the following addition:

The Other Contractual Services Line item reflects an increase of \$100,000 (GF) to fund a contractual increase for Vertex software \$2,000 (GF) and to fund maintenance costs associated with the city's point-of-sale (POS) system \$98,000 (GF).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF \$92,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$21,000).

The budget reflects the transfer of \$25,000 (GF) from the Professional Services Line item to the Other Contractual Services Line item to cover the annual renewal cost for Visual Lease.

The budget reflects the remaining funds provided to the City from the federal government pursuant to the passage of the American Rescue Plan Act of 2021 (SR \$80.000 million).

The budget includes a General Fund contribution to Capital for the Oracle Cloud Startup project (\$6.606 million).

Finance

Accomplishments FY 2022-23

Published the 2022 Annual Comprehensive Financial Report with an unqualified audit opinion by March 31, 2023 utilizing the Hyperion Financial Management (HFM) system. Successfully completed the 2022 Single Audit and Management Letter by April 30, 2023, in accordance with the City's Financial Integrity Principles. The Management Letter reflected no findings for the Finance Department. Preparation of the Cost Allocation Plan is ongoing and is expected to be completed in September 2023.

Raised ratings from 'AA-' to 'AA' with a stable outlook on the City of Miami's limited ad valorem bonds and non-ad valorem bonds in May of 2023 by the Standard and Poor's (S&P) Global Ratings. The upgrade reflects S&P's view of Miami's economic growth and income improvement, coupled with moderation of debt.

Maintained an average percentage of approximately 81 percent over the past five years for processing invoices Citywide and ensuring that all Departments have their respective invoices processed within the State of Florida mandate of 45 days. The measure of processing invoices without exception on a monthly basis, reflects the efficiency with which City invoices are being paid to achieve this goal. In addition, we are evaluating additional procedures such as virtual card payments to verified vendors that will provide an easy and secure way of transacting online without providing the City's account, thus mitigating the risk of fraudulent transactions.

Enhanced the Department by creating a dedicated division for grants and reimbursements which has been evaluating and updating all procedures to ensure compliance with the Financial Integrity Principles and other regulations, including timely reimbursement requests and receipt of City funds from grantors. Streamlined the Schedule of Expenditures of Federal Awards (SEFA) reconciliation process to ensure the accuracy of financial reporting, regulation, and compliance. Created relevant grant reconciliations, to improve the completeness, accuracy, and timeliness of the data to avoid over-reporting or missed programs. The 2022 fiscal year audit test results disclosed no instances of noncompliance.

Continued to evaluate market conditions within the City's Treasury division for cost saving opportunities; however, due to rising interest rates the City did not refinance any of its debt this fiscal year and doesn't anticipate doing so in the foreseeable future.

Maintained a continuous focus on modernizing and streamlining the City's financial systems. In December 2022, Treasury began using a Bloomberg Terminal to better track financial markets and streamline the investment process. As a result, it increased the broker count and improved the efficiency of trading. Implemented the Splash BI custom reporting software, required as part of the Oracle Cloud upgrade and Salesforce software migration to allow the City to connect to cloud-based services, while also providing more departments (users) access to the software which creates greater efficiencies for the City. In the process of replacing the current Point of Sale (POS) system that will enhance online features and payments through third party applications (MiamiBiz, iBuild, Salesforce, Oracle, Parks software, etc.) utilizing the Application Program Interface (API) functionality as well as vendors' web portal or payment options. An enhanced POS system will result in greater efficiencies in the payment reconciliation process, user functionality, in addition to establishing a more stable payment environment. The Department is anticipating to go-live prior to the end of the fiscal year. Assisted the Office of Capital Improvements and the Code Compliance Department with the integration of the eBuilder and Code Check systems with the Oracle financial system. Telestaff implementation for the Fire Department is in progress. Automated the payroll process for employee comp time payout requests, such that employees can request payouts through iMiami (CMIA Employee Self Service in Oracle), thus eliminating the need for employees to send emails to payroll staff, eliminating manual data entry, and thereby increasing efficiency of the process and the speed of processing payouts. In order to implement GASB 87, the Visual Lease software was implemented to keep track of our leases citywide. Visual Lease also provides functionality to bill directly into our Accounts Receivable system via procedural language and structured query language. This will streamline the DREAM lease billing to allow for a one stop shop for managing leases and billing through one application with integration into the Oracle financial system.

Finance

Strategies FY 2023-24

Continue to prepare the City's Annual Comprehensive Financial Report, Popular Annual Financial Report (PAFR), Cost Allocation Plan, Supplemental Report to Bondholders, Monthly Financial Reports, and any other mandated financial reports accurately and timely.

Continue to maintain a high-tier bond rating by applying sound asset management internal controls and enhanced investment strategies.

Continue to optimize the payment of City vendors by reducing the average number of days to process invoices citywide by upkeeping operational efficiency and ensuring that all departments have their respective invoices processed within the State of Florida mandate of 45 days.

Continue to streamline the grant reimbursement process to ensure timely receipt of City funds.

Continue to refinance outstanding bonds to reduce interest costs and create savings when appropriate.

Continue modernizing and streamlining the City's financial systems.

Finance

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Continue to provide training to key personnel to ensure staff expands on their foundations of knowledge, stays current with accounting standards and practices for professional growth and development.				
Payroll processing success rate (percent)	99.9	99.8	99.9	99.9
Dunning letters printed and mailed by the 15th of each month (percent)	100	100	100	100
DEPARTMENT GOAL(S) Reduce the average number of days to process invoices citywide.				
Invoices processed without exception on a monthly basis (percent)	81	82	80	85
DEPARTMENT GOAL(S) Streamline the grant reimbursement process in an effort to ensure the timely receipt of city funds.				
Grant expenditures reimbursed at year end (percent)	99	99	98	98
DEPARTMENT GOAL(S) Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies.				
General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	100	100	100
GFOA Financial Reporting Award (Yes-1/No-2)	1	TBD, lapse in delivery of award to the City.	1	1
Number of repeat finance audit findings (number)	0	0	0	0
Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit) (Yes-1/No-2)	1	1	1	1
Produce Annual Comprehensive Financial Report by the end of second quarter (unit) (Yes-1/No-2)	1	1	1	1

Finance

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,215,000	0	6,215,000	6,189,000	0	6,189,000
512010 - Attrition Savings - Salaries	(54,000)	0	(54,000)	(28,000)	0	(28,000)
516000 - Fringe Benefits	22,000	0	22,000	22,000	0	22,000
521000 - Fica Taxes	476,000	0	476,000	474,000	0	474,000
522000 - Retirement Contributions	2,296,000	0	2,296,000	2,136,000	0	2,136,000
523000 - Life and Health Insurance	1,112,000	0	1,112,000	1,414,000	0	1,414,000
Personnel	10,067,000	0	10,067,000	10,207,000	0	10,207,000
Operating Expense						
524000 - Workers' Compensation	149,000	0	149,000	161,000	0	161,000
531000 - Professional Services	454,000	0	454,000	429,000	0	429,000
532000 - Accounting and Auditing	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	674,000	0	674,000	799,000	0	799,000
540000 - Travel and Per Diem	16,000	0	16,000	16,000	0	16,000
540010 - Training	11,000	0	11,000	11,000	0	11,000
541100 - Postage	190,000	0	190,000	190,000	0	190,000
544000 - Rentals and Leases	5,000	0	5,000	5,000	0	5,000
545013 - Insurance - General Liability	22,000	0	22,000	52,000	0	52,000
546001 - IT-Repair and Maintenance Services	201,000	0	201,000	216,000	0	216,000
548100 - Advertising and Related Costs	2,000	0	2,000	2,000	0	2,000
549000 - Other Current Charges and Obligations	9,000	0	9,000	9,000	0	9,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	2,291,000	0	2,291,000	2,448,000	0	2,448,000
Non-Operating Expense						
896000 - Budget Reserve	0	108,938,000	108,938,000	0	80,000,000	80,000,000
Non-Operating Expenses	0	108,938,000	108,938,000	0	80,000,000	80,000,000
Transfers-OUT						
891000 - Interfund Transfers	0	7,783,000	7,783,000	0	0	0
Transfers - OUT	0	7,783,000	7,783,000	0	0	0
Total Expense	12,358,000	116,721,000	129,079,000	12,655,000	80,000,000	92,655,000

Grants Administration

Department Head: Lillian P. Blondet

Phone: (305) 416-1536

www.miamigov.com/Government/Departments-Organizations/Grants-Administration

Mission Statement

To assist City departments and staff in securing grants and external funding opportunities to implement, expand, and enhance services and activities that advance key priority areas identified in the Strategic Plan

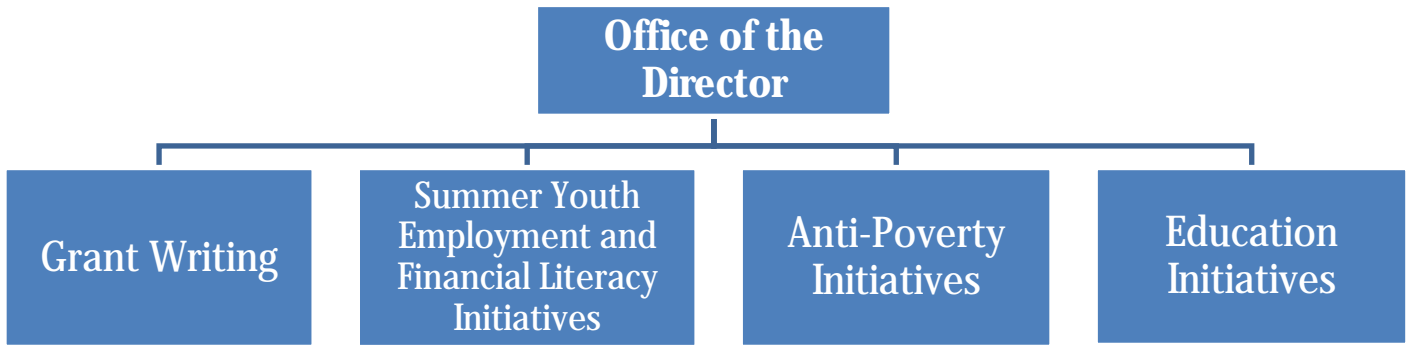
Description

The Office of Grants Administration (OGA) identifies funding and partnership opportunities for all City departments from federal, state, local governments, foundations, and private funding sources to maximize revenue-generating opportunities. Additionally, OGA manages and administers grants and programs for Citywide initiatives, including the Summer Youth Employment and Financial Empowerment Initiatives, Education Initiatives, and the Anti-Poverty Initiative (API) Program.

Contributing to the Administration's Priority of *Quality of Life*, OGA coordinates and oversees all aspects related to the writing, preparation, and submission of grant applications and funding applications for all City departments. In addition, OGA provides technical support to City Departments to ensure the implementation of policies and practices in compliance with applicable federal, state, and local laws, regulations, and contract stipulations. OGA also provides expertise in assessing changes, regulatory compliance, and grant management that may impact funding. It also administers and implements the Miami Summer Jobs Connect Program, the Families First Parenting Program, and the Anti-Poverty Initiative.

The stakeholders include the Mayor, the Commissioners, the City Manager, City departments, and residents, as well as private donors and public-sector grantors at the federal, state, and local levels of government.

Grants Administration



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Coordinates and oversees all aspects of the development of grant proposals to maximize revenue-generating opportunities; provides technical assistance to ensure that the city maintains compliance with applicable programmatic and administrative federal, state, and local grant requirements; offers leadership and direction to departmental staff; prepares and manages the departmental budget; performs administrative functions as required; directs the implementation of Citywide initiatives.	2	2	2
GRANT WRITING Identifies grant opportunities, distributes information, and processes grant applications; assists all City departments in the development, submission, and oversight of grants as per grantor guidelines; provides technical support and expertise in assessing program and funder requirements, regulatory compliance, and grant management that may impact current and future funding.	4	4	4
SUMMER YOUTH EMPLOYMENT and FINANCIAL LITERACY INITIATIVES Manages and implements the Summer Youth Employment and Financial Literacy Initiatives and oversees the AmeriCorps VISTA (Volunteers in Service to America) year-round and summer program. Pursue funding for programs advancing the City's youth employment and financial literacy needs and priorities.	1	1	1
ANTI-POVERTY INITIATIVES Oversees the contract execution process of Anti-Poverty Initiative funds allocated by elected officials to entities providing services that improve residents' self-sufficiency; ensures that entities conform to API's program guidelines and requirements.	1	1	1
EDUCATION INITIATIVES Pursues funding for programs advancing the City's education needs and priorities; manages education-related programs funded by federal, state, and local agencies.	1	1	1
TOTAL FULL-TIME POSITIONS	9	9	9

Grants Administration

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	1,298,152	1,410,321	1,440,966	1,908,000	1,909,000
Operating Expense	458,968	405,756	483,945	458,000	327,000
Capital Outlay	26,718	1,799	0	2,000	2,000
Non-Operating Expenses	0	0	0	15,000	15,000
Transfers - OUT	0	0	25,000	0	0
	1,783,838	1,817,876	1,949,912	2,383,000	2,253,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	1,386,669	1,522,878	1,516,913	2,025,000	2,030,000
American Rescue Plan Act SRF	0	0	25,000	0	0
Departmental Improvement Initiative	0	0	24,679	0	0
Grants-Other Programs	397,169	294,998	383,319	358,000	223,000
	1,783,838	1,817,876	1,949,912	2,383,000	2,253,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$12,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$11,000).

Grants Administration

Accomplishments FY 2022-23

Worked closely with other City departments to understand projects and specific needs. Identified grant opportunities that yielded millions of dollars in special revenues being awarded to the City. The efforts and persistence of the grant writers resulted in completion of superior proposals and an extremely successful grant award success rate. Submitted 23 grants; five grants were awarded totaling over \$10.2 million. Capital Improvements was awarded one grant from Florida Inland Navigation District; Miami Police Department (MPD) was awarded one grant from Victims of Crime Act (VOCA); Human Services was awarded one grant from National Main Street Center, Equitable Entrepreneurial Ecosystems; and Resilience and Public Works was awarded one grant from Resilient Florida. Provided technical assistance to departments on project development, regulation, contract, and grant management.

Continued to serve Miami's parents and caregivers of children ages three to six. The program builds parenting competencies, strengthens parenting skills, and fosters more tolerant communities. In fiscal year 2022-23 the program served 92 participants at an elementary school and a child care center (with two cohorts). Additional program locations have been incorporated as of March 2023. Program sessions complete September 2023. No findings in the annual financial audit, required by The Children's Trust.

Restructured Miami Summer Jobs Connect (SJC) program to offer two unique experiences to 99 students ages 16 to 19; Civic Engagement Experience and On-site Work Experience in the Parks and Recreations Department. One hundred percent of the youth that participated received financial education, opened bank accounts, and utilized direct deposit. Over \$350,000 were paid in wages with \$201,427 saved by youth. Implemented and utilized the Summer Youth Supervisors (mainly program alumni) to assist with the program, curriculum, and financial literacy lessons. Continued utilizing Overtown Youth Center as the program implementation partner. Secured a grant from the Cities of Financial Empowerment for \$185,000 that allowed the City to expand the program. Summer 2022 was the ninth year offering low-income youth access to summer jobs and financial education. SJC will offer on-site work opportunities to 100 youth at \$15 per hour with 29 hours per week for nine weeks. Therefore, a smaller number of youths will be able to participate in the program, however, they will earn a living wage.

Processed contracts in a timely manner to facilitate the implementation of programs and services to disadvantaged residents. A total of \$1.266 million have been distributed to assist about 2,453 residents.

Strategies FY 2023-24

Continue to work with departments and City staff to identify projects and funding needs to develop a strategy and timeline for the submittal of grant applications.

Continue to offer the Families First Parenting Program.

Continue to provide employment and financial literacy education to Miami's disadvantage youth through the Summer Jobs Connect Miami program.

Continue to process and route Anti-Poverty agreements in a timely manner to facilitate the implementation of programs and services.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
3. Pathway to Prosperity	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Grants Administration

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Identify funding and partnership opportunities for City departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities to support and improve residents' access to City services and programs.				
Actual value of Grants Awarded (dollars in millions)	\$ 34.89	\$ 109.70	\$14.00	\$14.00
Grants Success Ratio (grants received versus grants applied for) (percent)	52	77	50	50
DEPARTMENT GOAL(S) Implement grants and programs for citywide initiatives promoting financial self-sufficiency and educational success.				
Summer Jobs Connect Miami participants meeting or exceeding savings goal (percent)	39	84	50	60
Parents or primary caregivers increase positive parenting or family functioning (percent)	70	94	80	90
Parents or primary caregivers decrease parenting stress (percent)				90
Anti-Poverty Initiatives (API) (number of people)	51,696	18,267	5,000	5,000

Grants Administration

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	885,000	0	885,000	880,000	0	880,000
512010 - Attrition Savings - Salaries	(43,000)	0	(43,000)	(43,000)	0	(43,000)
513000 - Other Salaries and Wages	568,000	20,000	588,000	563,000	20,000	583,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	73,000	0	73,000	67,000	0	67,000
522000 - Retirement Contributions	274,000	0	274,000	260,000	0	260,000
523000 - Life and Health Insurance	124,000	0	124,000	155,000	0	155,000
Personnel	1,888,000	20,000	1,908,000	1,889,000	20,000	1,909,000
Operating Expense						
524000 - Workers' Compensation	33,000	0	33,000	37,000	0	37,000
531000 - Professional Services	0	90,000	90,000	0	90,000	90,000
534000 - Other Contractual Services	29,000	185,000	214,000	29,000	50,000	79,000
540000 - Travel and Per Diem	4,000	12,000	16,000	4,000	12,000	16,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	27,000	0	27,000	29,000	0	29,000
548000 - Promotional Activities	5,000	0	5,000	3,000	0	3,000
549000 - Other Current Charges and Obligations	0	27,000	27,000	0	27,000	27,000
551000 - Office Supplies	5,000	3,000	8,000	5,000	3,000	8,000
552000 - Operating Supplies	0	4,000	4,000	0	4,000	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	31,000	0	31,000	31,000	0	31,000
Operating Expense	137,000	321,000	458,000	141,000	186,000	327,000
Capital Outlay						
664000 - Machinery and Equipment	0	2,000	2,000	0	2,000	2,000
Capital Outlay	0	2,000	2,000	0	2,000	2,000
Non-Operating Expense						
896000 - Budget Reserve	0	15,000	15,000	0	15,000	15,000
Non-Operating Expenses	0	15,000	15,000	0	15,000	15,000
Total Expense	2,025,000	358,000	2,383,000	2,030,000	223,000	2,253,000

Human Resources

Department Head: Angela Roberts

Phone: (305) 416-2110

www.miamigov.com/Government/Departments-Organizations/Human-Resources

Mission Statement

Providing excellent human resources services in a positive, professional, and proactive manner.

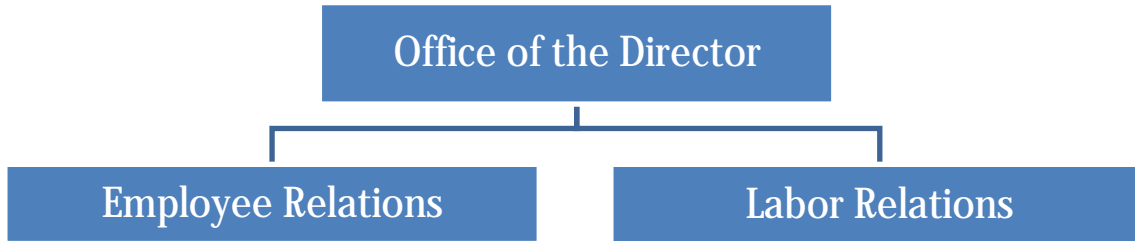
Description

The Department of Human Resources plans, organizes, leads, and administers the various personnel services for civil service, unclassified, and temporary employees. The responsibilities of the Department include participating in all aspects of securing and administering collective bargaining agreements; interpreting City policies and procedures, and promoting Citywide adherence to applicable laws and regulations related to management-employee relations; supporting Citywide staffing needs of operating departments; investigating alleged violations of administrative policies and non-criminal laws related to the workforce that are not related to Equal Employment Opportunity (EEO); providing Citywide training, internal communications, and other developmental programs.

Contributing to the Administration's Priority of *Quality of Life*, the Department provides services through several divisions and sections: Employment, Labor Relations, Records Management, Compensation, Testing and Validation, Pre-employment, Medical, and Organizational Development and Training. All personnel activities are managed based on policies and procedures developed in accordance with City Commission mandates; labor agreements; Civil Service Rules and Regulations; and federal, state, and local laws.

Stakeholders include the City Manager, the Administration, Department Directors, unions, all City employees, the Mayor, the Commissioners, and all job applicants interested in becoming part of the City of Miami team.

Human Resources



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p>OFFICE OF THE DIRECTOR</p> <p>Originates and leads Human Resources (HR) practices and objectives in accordance with the City Charter, Civil Service Rules, and City policies to provide an employee-oriented, high-performance culture; oversees and manages salary and performance, labor contracts, labor grievances, workplace investigations, medical and background screenings, recordkeeping compliance, and labor reporting requirements; partners with the executive management team to provide leadership, expertise, advice, and guidance on HR issues as they relate to the overall strategic goals of the City.</p>	8	7	7
<p>EMPLOYEE RELATIONS</p> <p>Conducts proactive recruitment for City positions; tests and conducts skills screening of applicants to determine eligibility for a position and validity of each testing process, in accordance with the Federal Uniform Guidelines for Employee Selection Procedures; maintains all official employment records in accordance with the State of Florida Retention Schedule pursuant to Florida State Statutes 119.07 and 257; administers the compensation system in accordance with Administrative Policy Manual (APM) 5-78; maintains the job classification structure in accordance with the Fair Labor Standards Act (FLSA), applicable state laws, collective bargaining agreements, City Code, and Civil Service Rules; processes all employee personnel actions, generates certification lists, and terminates eligible registers in accordance with Civil Service Rules; processes tuition reimbursements, provides employment verifications, and conducts exit interviews; provides professional and mandatory training; provides organizational development services.</p>	28	30	30
<p>LABOR RELATIONS</p> <p>Provides City Department Directors with guidelines on how to manage human resources effectively and efficiently; documents, develops, and implements policies, procedures, and mandates that support the City’s mission; administers grievances, discipline, and contractual benefits; monitors compliance with federal, state, and local laws, and conducts investigations including violations of the City’s APMs; assists the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implements the City’s collective bargaining agreements (CBAs) with the appropriate unions: the American Federation of State, County and Municipal Employee (AFSCME) Local 1907, the AFSCME Council 79 Local 871, the Fraternal Order of Police (FOP), and the International Association of Fire Fighters (IAFF); coordinates and implements federally mandated acts; assists the City Attorney’s Office by acting in the capacity of agency representative on behalf of the Administration for hearings, mediations, and court appearances.</p>	3	3	3
TOTAL FULL-TIME POSITIONS	39	40	40

Human Resources

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	5,059,460	4,962,962	5,268,309	5,760,000	5,760,000
Operating Expense	210,355	255,035	289,366	273,000	289,000
Capital Outlay	4,180	0	0	0	0
Non-Operating Expenses	99	0	0	0	0
Transfers - OUT	0	0	14	0	0
	5,274,095	5,217,997	5,557,689	6,033,000	6,049,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	5,262,010	5,212,566	5,350,675	6,033,000	6,049,000
American Rescue Plan Act SRF	0	0	207,000	0	0
Emergency Funds	12,084	5,431	14	0	0
	5,274,095	5,217,997	5,557,689	6,033,000	6,049,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$19,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$73,000).

Human Resources

Accomplishments FY 2022-23

Developed, implemented, and conducted several Professional Development programs including Conflict Management, Effective Techniques to Deal with Conflict, Personality Styles at Work, and Performance Management Trainings for Supervisors and Managers. Hosted at least three E-Learning programs each month and provided New Employee Orientation and Supervisor Orientation programs throughout the year. Implemented changes to continue to promote the City's strategic plan and standard of excellence in mandatory trainings such as Customer Service Champions, Professionalism and Ethics, and New Employee Orientation programs in 2023. Continued to update and develop virtual trainings and offer them citywide to employees, departments, and divisions, and provided customized trainings upon request. Provided logistics training with the following citywide virtual trainings: Public Records Request, Active Shooter Preparedness, Equal Employment Opportunity, Sexual Harassment and Diversity, Cyber Security Series, Innovation and Technology Skills Training, Risk Management, and Civil Service Board. Partnered with the Miami Police Department and hosted Bring Your Child to Work Day event in April for all City of Miami employees and their kids.

Conducted seventy-three (73) recruitments for classified positions, twenty-three (23) for unclassified positions, and twenty-five (25) Qualifications Procedures (QP) for temporary and part-time positions. Screened 5,000 applications with an average of six days to establish an eligibility register during the first half of the 2023 fiscal year. Continued advertising vacancies via governmentjobs.com, as well as, the City of Miami LinkedIn page and the Mayor's Instagram account. Actively participated in job fairs and conducted outreach efforts in local schools to promote seasonal positions in the Parks and Recreation Department.

Continued the creation and revision of policies through electronic and teleconference methods.

Worked successfully with the Office of the City Attorney to address and mitigate legal challenges for high-stake entry-level and promotional employment testing in the form of court litigation, grievances, and civil service cases.

Continued ongoing negotiations for a successor collective bargaining agreements with the International Association of Firefighters (IAFF), American Federation of State, County, and Municipal Employees (AFSCME 1907), the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871), and the Fraternal Order of Police (FOP).

Updated AFSCME Local 1907, AFSCME Local 871, Managerial Confidential, Unclassified, FOP, Non-Sworn Executives, and Executive Police pay table to reflect their respective contract language. Created new classifications and researched appropriate pay to stay competitive with our neighboring municipalities to retain and attract well-qualified candidates. Partnered with a third-party provider to prepare scope of work for classification and compensation analysis, and continued progress on completing in-hire rates reviews.

Strategies FY 2023-24

Continue to conduct Mandatory and Professional Development courses throughout the year focusing on conflict management, team building, and customer service and employee skills development, and work on developing a more streamlined virtual training process for all employees. Design and implement a coaching academy, as well as skill development trainings as requested by department directors.

Continue to meet hiring department's needs by facilitating the recruitment process for classified and unclassified positions in a timely and proactive manner to attract most qualified applicants.

Continue to create and revise various City administrative policies to remain in line with changes in the law and the City's overall strategic objectives and participate in negotiating collective bargaining agreements.

Continue to work with the Office of the City Attorney to successfully resolve high-stakes promotional testing-related challenges from candidates.

Continue to participate in negotiating a collective bargaining agreement with the International Association of Firefighters (IAFF), American Federation of State, County, and Municipal Employees (AFSCME 1907), the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871), and the Fraternal Order of Police (FOP).

Recommend in-hire rates accordingly to secure talent and fill high-priority vacancies, conduct reclassifications, and establish new classifications to meet City Department needs.

Human Resources

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees.				
Administered Policies (yes/no)				yes
DEPARTMENT GOAL(S) Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole.				
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	7.5	6.0	12	14
Position audits and reclassification completed (number)	205	255	200	200
Average time for the completion of the Personnel Action Form cycle (days)	1.2	1.0	1.5	2
DEPARTMENT GOAL(S) Provide training and development programs that support effective utilization and maximum development of human resources to promote organizational productivity.				
Average training effectiveness assessed by a post-training anonymous evaluation on a 5-point Likert scale (where 1 is needs improvement and 5 is excellent) (rating)	4.9	4.9	4.7	4.7
Employees trained by courses offered by the Human Resources Department (number)	4,916	6,256	4,000	4,000

Human Resources

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,524,000	0	3,524,000	3,517,000	0	3,517,000
513010 - Other Salaries and Wages -Part Time Year Year Round	23,000	0	23,000	23,000	0	23,000
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	271,000	0	271,000	272,000	0	272,000
522000 - Retirement Contributions	1,270,000	0	1,270,000	1,189,000	0	1,189,000
523000 - Life and Health Insurance	659,000	0	659,000	746,000	0	746,000
Personnel	5,760,000	0	5,760,000	5,760,000	0	5,760,000
Operating Expense						
524000 - Workers' Compensation	94,000	0	94,000	102,000	0	102,000
531000 - Professional Services	24,000	0	24,000	24,000	0	24,000
534000 - Other Contractual Services	10,000	0	10,000	10,000	0	10,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	113,000	0	113,000	121,000	0	121,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	273,000	0	273,000	289,000	0	289,000
Total Expense	6,033,000	0	6,033,000	6,049,000	0	6,049,000

Human Services

Department Head: David Gilbert, Interim Director
www.miamigov.com/Government/Departments-Organizations/Human-Services

Phone: (305) 416-5929

Mission Statement

To be a gateway to self-sufficiency that aims to improve the delivery of human services to economically disadvantaged families and individuals and to streamline communications efforts to promote citizen awareness of all available programs and improve the overall delivery of services.

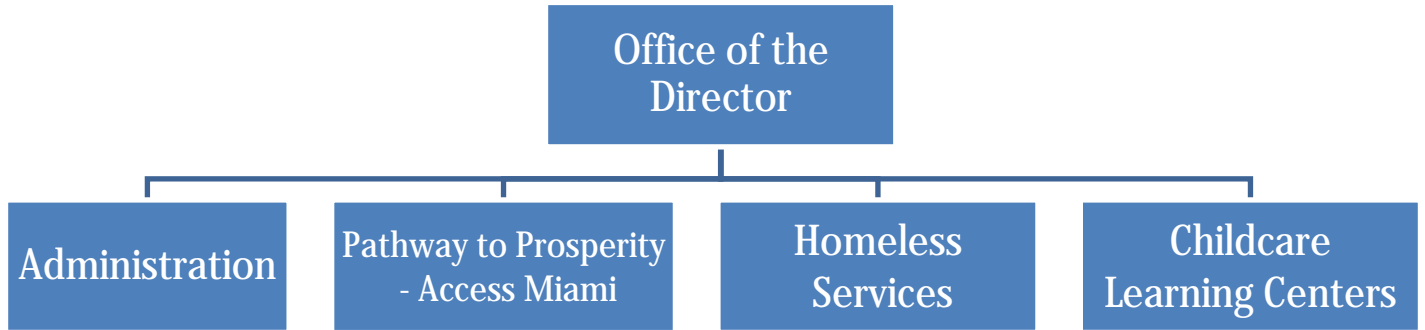
Description

The Department of Human Services partners with organizations to address all areas relating to poverty. This is inclusive of health, education, crime and police community relations, economic development and placement, homelessness, physical and environmental enhancements, and access to government services.

Contributing to the Administration's Priority of *Pathway to Prosperity*, the Department researches and develops programs that will have an impact on the neediest City of Miami residents through the introduction of existing programs and the administration of activities that will enhance the quality of life and self-sufficiency. The Department identifies the most cost-effective means of service delivery to the City's most underserved.

Stakeholders include Elected Officials, City Departments, residents, and those below the poverty level including: seniors, young adults, teens, and adolescents, homeless individuals, the unemployed, veterans, the Miami-Dade Homeless Trust, and shelter providers.

Human Services



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department. Supervises all divisions and their operations, including implementation of Citywide Initiatives, Workforce Initiatives, Homeless Services, Childcare Services, and Health initiatives.	1	1	1
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the department budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides procurement services; develops service contracts for homeless shelter providers and other contract agreements. Manages multi-year all-inclusive partnerships with city stakeholders, aimed at making the City healthier; develop partnerships with local health providers and community-based organizations, homeowners associations, and civic organizations.	7	8	8
PATHWAY TO PROSPERITY – ACCESS MIAMI Implements programs for financial self-sufficiency for City residents and businesses; coordinates programs for ACCESS benefits, capital, wealth accumulation, and financial literacy; manages tax preparation sites; manages savings, financial education, and business assistance programs; manages the AmeriCorps VISTA (Volunteers In Service To America), and a Summer Youth Employment Program.	6	6	6
HOMELESS SERVICES Assists walk-in clients and callers with the coordination of available benefits and services; evaluates and assesses clients to develop a course of action to meet their needs; refers clients to other agencies or offices when appropriate; provides accurate and current information on veterans’ rights, benefits, and all available services; coordinates placements in emergency shelters, treatment facilities, and permanent housing and referral services for employment; provides outreach, assessment, placement, referral, and transportation services to the homeless individuals and families of the City of Miami and all of Miami-Dade County.	43	43	43
CHILDCARE LEARNING CENTERS Focuses on the developmental, educational, and recreational daycare services for infants through age five, and provides the administration of the child subsidy and enrollment activity.	11	11	11
TOTAL FULL-TIME POSITIONS	87	69	69

Human Services

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	5,057,799	5,865,053	7,074,969	6,454,000	6,655,000
Operating Expense	2,097,269	8,001,637	1,528,116	2,521,000	2,970,000
Capital Outlay	18,519	2,515	0	0	0
Non-Operating Expenses	0	91	0	531,000	461,000
Transfers - OUT	0	0	81,056	0	0
	7,173,588	13,869,296	8,684,141	9,506,000	10,086,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	5,213,631	5,957,634	6,917,502	6,624,000	7,274,000
American Rescue Plan Act SRF	0	0	164,000	0	0
Homeless Program	1,885,656	1,340,146	1,356,395	2,407,000	2,407,000
Human Services Fund	68,557	154,702	269,124	475,000	405,000
Emergency Funds	5,743	6,416,813	(22,880)	0	0
	7,173,588	13,869,296	8,684,141	9,506,000	10,086,000

Budget Highlights for FY 2023-24

The Budget includes the following reduction:

The Operating Supplies Line item reflects a reduction of \$17,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following additions:

The Other Contractual Line item reflects an increase of \$93,000 (GF), for playground maintenance to maintain accreditation, and for additional cleaning services at the learning centers to comply with Florida Department of Children and Families (DCF) Standards.

The Utilities Water Line item reflects an increase of \$15,000 (GF) to align the budget with the current level of expenditures.

The Utilities Electricity Line item reflects an increase of \$9,000 (GF) to align the budget with the current level of expenditures.

Additional funding was added to the Rentals and Leases Line item due to the relocation of the Homeless division \$268,000 (GF).

Human Services

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$65,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$28,000).

Human Services

Accomplishments FY 2022-23

Continued to work closely with the Internal Revenue Service. Department of Human Services (DHS) oversaw the recruitment of site coordinators and volunteers for the tax sites. DHS also coordinated the four week training in January for 125 volunteers, 54 volunteers completed the training and volunteered at the sites. Due to the high number of interested volunteers, the training was moved from Miami River Center (MRC) to Big Brothers and Big Sisters. The City's tax sites launched on February 6, 2023 at four sites. The sites included: Jose Marti Park, Robert King High Park, Moore Park, and Grapeland Heights Park. The sites reported that the launch week yielded more residents than previous years. The tax sites served 1,264 residents, totaling \$943,236 in refunds. Received 1,470 site visits to the Florida Virtual Entrepreneur Center, which allows for Miami entrepreneurs to connect and network with site members. DHS oversees various ARPA Programs: The Mayor's Functional Zero Homeless Initiative totaling \$3.15 million. This initiative works closely with Lotus House, Chapman House, Camillus House and the Miami Recovery Center to offer wrap around services to the homeless population. Workforce developments programs totaling \$1.65 million. The Elected Officials Gift Card program totaling \$1.25 million. Worked with the Department of Commerce's Minority. The Business Development Agency (MBDA) facilitated financing programs that exported access to contracts and capital activities that yields dollars in global product sales, and financing for construction related services, as well as creating and retaining jobs.

Worked closely with the Department of Innovation and Technology (DoIT) to create a resource computer lab with six computer stations for job seekers and their needs. The Opportunity Center staffed the Miami Open, continued working with Emphire, and have hosted a total of six hiring events to date. The Center has implemented a hot jobs alert weekly for job seekers. Increased followers and content on social media. Currently in the Salesforce Customer Service Platform is helping to manage 2,100 active job seekers. Placed 172 residents with jobs, processed 318 job orders with partnered employers, and have 204 applications submitted to date.

Partnered with Healthy Mind, Heart, and Body, Incorporated to combine resources for health events in the City of Miami. DHS provided an Empower60 revised curriculum at Shenandoah park to 24 seniors. They all completed the course and created their own civic engagement plans. DHS also partnered with Shenandoah Park for a Health and Resource event in August 2023 that will cater to Senior Citizens within the Shenandoah and Little Havana community.

Completed a massive renovation and beautification project of the Child Learning Centers. The Centers have also started the route for accreditation. Created the Ready Set Grow program focusing on gardening and healthy foods for students. Awarded a Childcare Stabilization subgrant from the Early Learning Coalition through American Rescue Plan Act (ARPA) funds for operational expenses, salaries, workforce investment, and more. Worked closely with University of Miami Parent Club. The program meets regularly with parents to offer discussions on a variety of topics. The Center also had story book time with special guests like the Mayors' wife. An average of 66 students enrolled, of the 66, there is an average of 45 families enrolled in the Tuition-Free program.

Continued homeless outreach initiatives with the Homeless Empowerment Assistance Team (HEAT) to engage encampments throughout the City. HEAT is deployed everyday except on observed city holidays. Placed XX homeless individuals and XX veterans into shelters, conducted XX emergency weather placements with the assistance of Homeless Outreach (Green Shirts).

Strategies FY 2023-24

Continue to provide residents and small businesses access to benefits, capital, How To's on accumulating wealth and assets, as well as financial education.

Continue to expand our workforce development, placement, and training services for job seekers and local businesses through the City of Miami Opportunity Center.

Continue to engage community partners to connect residents to free services, promote a healthy City, communicate available programs, and increase overall delivery of human services.

Continue to promote health and well-being for children and provide quality childcare.

Connect homeless individuals and veterans to resources and assistance.

Human Services

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations. City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan
	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.1.3 Connect at-risk population to opportunities for advancement. City of Miami Strategic Plan
	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan
	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.3.3 Streamline access to social services. City of Miami Strategic Plan
	3.4.1 Enforce clean and safe housing in neighborhoods where needed most. City of Miami Strategic Plan
	3.4.2 Connect homeless to resources and assistance City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan
	3.5.2 Preserve and increase the supply of housing for all income groups City of Miami Strategic Plan
	3.5.3 Attract and deploy capital to increase resident access City of Miami Strategic Plan

Human Services

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Position all for success by providing access to critical services				
Participants served under Pathway to Prosperity ACCESS Miami Financial Empowerment Initiatives (number)	741	1,065	1,264	1,300
Health Screenings Conducted (number)	42	341	2,500	1,000
Community Engagement Events (number)	34	45	98	36
Child Learning Centers student enrollment (avg per month)	66	73	70	80
Child Learning Centers free tuition student enrollment (number)		52	60	80
Individuals placed due to Emergency Weather (number)	677	213	217	300
Individuals placed in motel/hotel (number)	36	2,205	1,740	200
Individuals Homeless Outreach comes in contact with (number)	25,716	53,702	54,000	45,000
Homeless clean ups (number)	56	246	200	50
Chronically homeless (experiencing homelessness for at least one year or repeatedly) (number)	1,821	1,567	650	1,800
Veterans placed in shelter (number)	140	306	32	60
Placements of Adults in shelter, excluding veterans (number)	5,405	4,657	3,200	6,000
Placements of children in shelter (under 18) (number)	1,566	2,626	2,400	1,000
Placements of youth (18 to 24 years of age) in shelter (number)	255	400	148	150
Clients served through Lazarus Project (number)	2,898	3,172	2,700	3,600
Homeless ID and birth certificates replaced (number)	38	197	20	200
Food vouchers provided (number)	255	181	50	50

Human Services

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Establish a supportive environment for small businesses				
One-on-ones - Small Business Assistance (number)	2,313	2,037	618	1,800
Workshop attendees - Small Business Assistance (number)	11,518	10,621	3,200	2,400
DEPARTMENT GOAL(S)				
Foster and promote job training and education				
Opportunity Center - Employer job orders (number)	458	1,159	410	250
Opportunity center employment placements (number)	84	488	162	500
Student enrollment activations for Future Bound (number)	384	344	420	250

Human Services

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
<u>EXPENDITURES</u>						
<u>Personnel</u>						
512000 - Regular Salaries and Wages	2,803,000	1,163,000	3,966,000	2,880,000	1,163,000	4,043,000
512010 - Attrition Savings - Salaries	(114,000)	(254,000)	(368,000)	(150,000)	(254,000)	(404,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	80,000	80,000	160,000	80,000	80,000	160,000
513020 - Other Salaries and Wages - Part Time Seasonal	52,000	0	52,000	42,000	0	42,000
516000 - Fringe Benefits	19,000	0	19,000	11,000	0	11,000
521000 - Fica Taxes	232,000	70,000	302,000	250,000	70,000	320,000
522000 - Retirement Contributions	1,318,000	58,000	1,376,000	1,216,000	58,000	1,274,000
523000 - Life and Health Insurance	888,000	59,000	947,000	1,150,000	59,000	1,209,000
Personnel	5,278,000	1,176,000	6,454,000	5,479,000	1,176,000	6,655,000
<u>Operating Expense</u>						
524000 - Workers' Compensation	62,000	3,000	65,000	115,000	3,000	118,000
531000 - Professional Services	3,000	1,019,000	1,022,000	3,000	1,019,000	1,022,000
534000 - Other Contractual Services	795,000	88,000	883,000	888,000	88,000	976,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541000 - Communications & Related Services	22,000	16,000	38,000	22,000	16,000	38,000
543010 - Utilities Water	2,000	0	2,000	17,000	0	17,000
543020 - Utilities Electricity	23,000	0	23,000	32,000	0	32,000
544000 - Rentals and Leases	16,000	46,000	62,000	284,000	46,000	330,000
545011 - Insurance - Vehicle Liability	11,000	0	11,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	286,000	0	286,000	312,000	0	312,000
548000 - Promotional Activities	23,000	0	23,000	23,000	0	23,000
548100 - Advertising and Related Costs	13,000	0	13,000	13,000	0	13,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	17,000	0	17,000	17,000	0	17,000
552000 - Operating Supplies	41,000	3,000	44,000	24,000	3,000	27,000
552200 - Clothing/Uniform Supplies	18,000	0	18,000	18,000	0	18,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	1,346,000	1,175,000	2,521,000	1,795,000	1,175,000	2,970,000
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	531,000	531,000	0	461,000	461,000
Non-Operating Expenses	0	531,000	531,000	0	461,000	461,000
Total Expense	6,624,000	2,882,000	9,506,000	7,274,000	2,812,000	10,086,000

Independent Auditor General

Department Head: Theodore Guba, CPA

Phone: (305) 416-2044

www.miamigov.com/Government/Departments-Organizations/Auditor-General

Mission Statement

To provide objective oversight through audits of all City departments, agencies, and programs. The activities of the Office of the Independent Auditor General add value, enhance performance, provide accountability, and improve the City's financial operational effectiveness and efficiency.

Description

The Office of the Independent Auditor General (OIAG) was created pursuant to Section 48 of the City of Miami Charter and is responsible for performing independent audits, reviews, and analytical functions as stipulated in the Charter. The OIAG reports directly to the City Commission.

Contributing to the Administration's Priority of *Quality of Life*, OIAG prepares an annual risk-based audit plan, and conducts audits to determine whether financial transactions are fairly presented in compliance with Generally Accepted Accounting Principles (GAAP), City Code, Charter provisions, State Statutes, and federal regulations. The OIAG also determines whether a system of internal controls, which would promote and encourage the accomplishment of management objectives, has been established and implemented. It reviews business processes and operations to determine if they are executed in an economic, effective, and efficient manner. The OIAG also verifies that prior audit recommendations have been implemented. The primary objective is to assist the City Commission in ensuring that taxpayers' assets are properly safeguarded. As such, the OIAG is critical to determining what risks exist and how to best handle them. It provides checks and balances and proffers recommendations to management for enhancing performance, accountability, and the City's overall financial and operational efficiency.

The stakeholders include City Commissioners, City departments, and residents.

Independent Auditor General



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE INDEPENDENT AUDITOR GENERAL			
Provides oversight of the City’s financial transactions by investigating, auditing, and reviewing City programs, projects, and contracts to detect and prevent fraud and mismanagement; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes.	9	9	9
TOTAL FULL-TIME POSITIONS	9	9	9

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	1,247,575	1,307,600	1,424,821	1,649,000	1,741,000
Operating Expense	63,664	60,075	100,538	125,000	129,000
Capital Outlay	12,034	0	0	2,000	2,000
	1,323,274	1,367,675	1,525,359	1,776,000	1,872,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	1,323,274	1,367,675	1,525,359	1,776,000	1,872,000
	1,323,274	1,367,675	1,525,359	1,776,000	1,872,000

Budget Highlights for FY 2023-24

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increase in the contract with AFSCME 1907, including the Independent Auditor General that expires on September 30, 2023 (GF \$21,000).

Independent Auditor General

Accomplishments FY 2022-23

Continued to identify high risk audit engagements that have a high probability for significant recoveries owed to the City. These have primarily focused on leasing, Solid Waste Activities, and Community Redevelopment Agencies. To date, we have completed 14 audits with recommended recoveries of \$1,529,655.

Followed up on the status of significant prior audit findings and the recoveries of all recommended recoveries of money owed to the City.

Received several complaints of wrongdoing from outside parties and referred complaints to City departments or outside entities for investigative purposes.

Strategies FY 2023-24

Continue to prepare a risk-based annual audit plan and identify high-risk types of audit engagements relative to business and service delivery processes prior to the start of the new fiscal year. Audits will focus on recoveries of monies owed to the City, including leasing and solid waste activities and other areas.

Continue to determine the status of significant prior audit findings, related recommendations, and management action plans pertaining to overall operations of the City throughout the fiscal year.

Continue to conduct investigations of complaints in accordance with implemented investigative procedures.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Li	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions.				
Investigations performed (number)	0	0	2	2
DEPARTMENT GOAL(S) Target high risk areas during audits and reviews to improve internal controls and enhance operational efficiencies.				
Audits performed (number)	12	12	16	12
Special reviews performed (number)	0	0	1	1
DEPARTMENT GOAL(S) Ensure management has implemented agreed upon recommendations to improve controls and ensure recoverable monies identified during audit collections.				
Recommended recoveries due from Audits (dollars)	\$299,249	\$618,200	\$2,000,000	\$1,000,000
Actual recoveries collected from Audits (dollars)	\$98,376	\$33,642	\$1,000,000	\$1,000,000

Independent Auditor General

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,063,000	0	1,063,000	1,112,000	0	1,112,000
513010 - Other Salaries and Wages -Part Time Year Year Round	52,000	0	52,000	52,000	0	52,000
516000 - Fringe Benefits	17,000	0	17,000	19,000	0	19,000
521000 - Fica Taxes	73,000	0	73,000	79,000	0	79,000
522000 - Retirement Contributions	300,000	0	300,000	299,000	0	299,000
523000 - Life and Health Insurance	144,000	0	144,000	180,000	0	180,000
Personnel	1,649,000	0	1,649,000	1,741,000	0	1,741,000
Operating Expense						
524000 - Workers' Compensation	19,000	0	19,000	21,000	0	21,000
531000 - Professional Services	11,000	0	11,000	11,000	0	11,000
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
540010 - Training	25,000	0	25,000	25,000	0	25,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	26,000	0	26,000	28,000	0	28,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	29,000	0	29,000	29,000	0	29,000
Operating Expense	125,000	0	125,000	129,000	0	129,000
Capital Outlay						
664000 - Machinery and Equipment	2,000	0	2,000	2,000	0	2,000
Capital Outlay	2,000	0	2,000	2,000	0	2,000
Total Expense	1,776,000	0	1,776,000	1,872,000	0	1,872,000

Innovation and Technology

Department Head: Gee M. Chow

Phone: (305) 416-1659

www.miamigov.com/Government/Departments-Organizations/Innovation-and-Technology-DoIT

Mission Statement

To provide innovative IT solutions that will enable the City to deliver exceptional services for residents, business owners, and visitors.

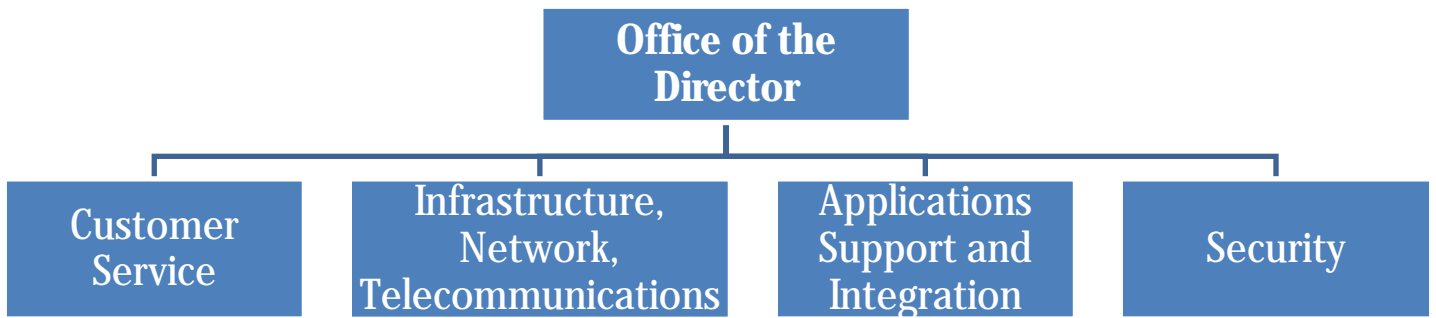
Description

The Department of Innovation and Technology (DoIT) enables City operations through device and software support, connectivity, and server maintenance. Additionally, DoIT seeks to deliver the best possible user experience for residents and City employees. Teams focus on people, process, and data-driven decision making to enable exceptional digital services and a secure, resilient infrastructure.

Contributing to the Administration's Priority of *Quality of Life*, DoIT provides enterprise-wide technical services for all departments in the City and manages datacenter servers, storage, and backup systems as well as all networking components and telecommunications systems. The Department also supports the Emergency Response systems and manages the City's Geographical Information System (GIS), Enterprise Financial Management software, and other department specific applications. By taking a human-centered approach to digital transformation, DoIT ensures new technology is appropriately matched to constituent needs. Continuous improvement, ongoing learning, and collaboration are central themes as the Department strives to enable streamlined City operations and user-friendly civic services of the future.

Stakeholders include all City departments, Elected Officials, residents, businesses, visitors, and all who visit the City's website.

Innovation and Technology



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel responsible for the provision of networks, computers, and systems; provides administrative support to operations; oversees shared services development; establishes framework for effective delivery of strategic programs; ensures effective management of projects, including processing of intake and ensuring alignment with Citywide strategy; and instructs and leads Citywide process improvement, digital, and data initiatives	11	11	5
CUSTOMER SERVICES Provides customer service support via telephone, email, walk-in, and desk-side operations to all enterprise business applications; provides accurate and efficient responses to extensive Public Records Requests; provides Citywide technical training; prepares computers for deployments; markets, promotes, and communicates DoIT services to all business partners.	13	13	13
INFRASTRUCTURE, NETWORK, AND TELECOMMUNICATION Maintains and supports the City's business network, application and data servers, email systems, cloud and on-premise storage systems, business continuity, backup, and data archival systems.	18	18	19
APPLICATIONS SUPPORT AND INTEGRATION Supports over 110 departmental business applications to maintain day-to-day business operations; supports maintenance and new development of business software applications; supports and maintains business data, efficient shared services using professional, prompt, accurate, and knowledgeable assistance across the enterprise including internet, project management, database, business analysis, GIS, Public Safety, Human Resources, and Enterprise Resource Planning (ERP) operations.	40	40	39
SECURITY Identifies cyber risks, formulates appropriate mitigation and treatment, implements, and manages security solutions to safeguard and protect data, systems, and enables secure business practices. Responds to cyber risks and threats to City assets as well as for the development, implementation, and compliance with internal and external policies.	0	0	6
TOTAL FULL-TIME POSITIONS	82	82	82

Innovation and Technology

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	13,513,040	14,744,401	14,333,937	15,084,000	14,694,000
Operating Expense	335,664	889,670	525,180	671,000	658,000
Capital Outlay	231,278	40,670	0	0	0
Non-Operating Expenses	0	0	0	201,000	270,000
Transfers - OUT	0	0	16	0	0
	14,079,982	15,674,741	14,859,132	15,956,000	15,622,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	13,989,511	15,256,970	14,427,465	15,710,000	15,352,000
General Special Revenue	0	0	0	45,000	0
American Rescue Plan Act SRF	0	0	416,000	0	0
Departmental Improvement Initiative	78,343	387,614	15,652	201,000	270,000
Emergency Funds	12,127	30,157	16	0	0
	14,079,982	15,674,741	14,859,132	15,956,000	15,622,000

Budget Highlights for FY 2023-24

The Budget includes the following reductions:

The decrease in Other Contractual Services Line item is due to the expiration of the Bloomberg Mayor Challenge grant in FY 2020-21 (SR \$45,000).

The Budget Reserve Line item reflects a decrease due to the reduction in prior year fund balances (SR \$133,000).

The Budget includes the following addition:

As approved in the FY 2022-23 Mid-Year Amendment, the Budget Reserve Line item reflects the transfer to Special Revenues for the rollover allocations in accordance with the Financial Integrity Principles (SR \$202,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$116,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$7,000).

Innovation and Technology

Accomplishments FY 2022-23

Advanced micro-segmentation to define asset groups and tested automation policies in preparation for broad adoption; the lack of a sound server-asset inventory and server-lifecycle event visibility are risks to this initiative. Improved security technologies through enterprise upgrades of various technologies and mitigation of related risks; a sound solution's inventory and evaluating an application's lifecycle will help to identify and eliminate dependencies on legacy technologies. Improved asset lifecycle and upgraded legacy systems for various solutions by introducing the latest versions; providing drafts for policies and processes solved related challenges of neglect. Improved deployment processes for security solutions via automation and optimization of the deployment mechanisms and components. Improved risk management process through the implementation of a risk register to identify and track asset technical risks. Improved cyber incident response capabilities by collaborating with current service provider to prepare two tabletop exercises for technical and administrative employees. Improved third party security rating by addressing emerging issues; the rating increased (10+) to 790. With general security services and fulfillment of requests the division processed 192 security requests.

Automated several dashboards that required manual manipulation during the year's first quarter. ESRI dashboards for 311 services were re-architected to avoid manual intervention. Created a power BI server to centralize the creation and administration of all dashboards and Power BI Reports.

Updated GIS boundaries for Net Area Service Centers (NASC), Commissioner Districts, and Shorelines. A new GIS address tool was also developed to facilitate creating new addresses and managing confidential addresses. Revamped the Public Benefits dashboards and migrated the data to a centralized location. Implemented an application to facilitate random substance abuse testing for the Department of Human Resources. Enhanced the iBuild application intake process. The enhancements simplified and expedited the submission of requests for building permits and eliminated errors in the process. Implemented open enrollment configuration changes. Created training videos for the Code Check application.

Started the process of filling vacant positions. Augmented certain areas in the department that had staff shortage with contractors. Began researching into the City's systems, data, and technology needs, for various departments, to establish projects that will soon need to be undertaken.

Created a comprehensive list of all the technology-related projects with input from all the divisions in DoIT. The list will allow us to track the status of each project and facilitate the development of a dashboard.

Reviewed project request and prioritization processes, and a mechanism to score project requests was developed in collaboration with the Customer Service division.

Strategies FY 2023-24

Continue to bolster security posture with improved infrastructure and automated processes, and establishing lifecycle processes to reduce vulnerabilities across systems and solutions.

Continue to empower City of Miami residents, business owners, City management and employees by enabling data-driven decision-making through easy access to City data, web services, open data, data catalogs, and dashboards.

Continue to advance digital service delivery with end-to-end online solutions that support twenty-four seven digital access to government to provide a better user experience to residents, businesses and employees.

Continue to build a case for the onboarding of additional IT employees and contractors to meet the technology solution demands that City departments have.

Continue to build a set of standards, processes, and practices for the software lifecycle and the project prioritization process, to help provide continuous delivery and higher quality results to the City Manager's Office and the Department of Innovation and Technology.

Continue to enhance the Project Request Process to prioritize the delivery of IT services, and the alignment of projects with the needs of the City.

Innovation and Technology

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
2. Resilience	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Prioritize the user experience.				
Same Day Service Request Resolution (percent)	59	51	62	65
DEPARTMENT GOAL(S) Enable the use of data and evidence to propel decision making.				
Data catalog repositories developed (number)			12	24
Dashboards provided to understand a business need or support a decision (number)	76	52	12	24
DEPARTMENT GOAL(S) Improve the means for employees and visitors to communicate.				
Network Supported Public Wi-Fi for Parks (Phase 1)				5
DEPARTMENT GOAL(S) Develop applications to add business value.				
New capabilities or software features (number)		161	100	120

Innovation and Technology

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	9,538,000	0	9,538,000	9,442,000	0	9,442,000
512010 - Attrition Savings - Salaries	(40,000)	0	(40,000)	(270,000)	0	(270,000)
516000 - Fringe Benefits	22,000	0	22,000	23,000	0	23,000
521000 - Fica Taxes	717,000	0	717,000	732,000	0	732,000
522000 - Retirement Contributions	3,442,000	0	3,442,000	3,065,000	0	3,065,000
523000 - Life and Health Insurance	1,401,000	0	1,401,000	1,698,000	0	1,698,000
Personnel	15,084,000	0	15,084,000	14,694,000	0	14,694,000
Operating Expense						
524000 - Workers' Compensation	114,000	0	114,000	125,000	0	125,000
531000 - Professional Services	65,000	0	65,000	65,000	0	65,000
534000 - Other Contractual Services	1,000	45,000	46,000	1,000	0	1,000
540000 - Travel and Per Diem	50,000	0	50,000	50,000	0	50,000
540010 - Training	25,000	0	25,000	25,000	0	25,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	300,000	0	300,000	321,000	0	321,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	34,000	0	34,000	34,000	0	34,000
Operating Expense	626,000	45,000	671,000	658,000	0	658,000
Non-Operating Expense						
896000 - Budget Reserve	0	201,000	201,000	0	270,000	270,000
Non-Operating Expenses	0	201,000	201,000	0	270,000	270,000
Total Expense	15,710,000	246,000	15,956,000	15,352,000	270,000	15,622,000

Management and Budget

Department Head: Marie M. Gouin

Phone: (305) 416-1500

www.miamigov.com/Government/Departments-Organizations/Management-Budget

Mission Statement

To efficiently and effectively develop, monitor, and communicate an Operating Budget and Capital Plan that manages resources responsive to the needs of all stakeholders.

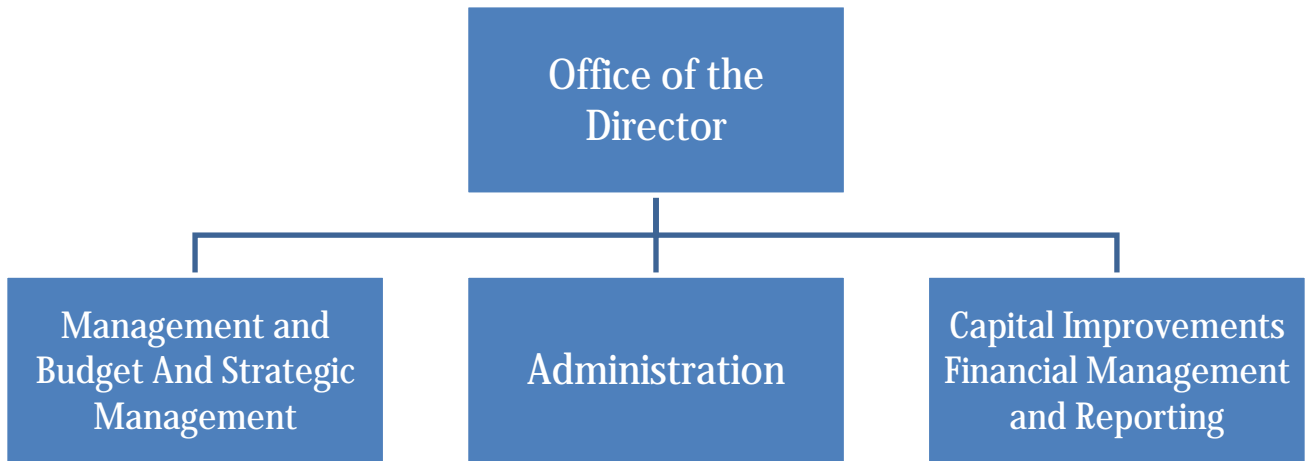
Description

The Office of Management and Budget (OMB) was established under Chapter 2, Article IV, Division 12, Section 2-491 of the City Code. Duties and responsibilities are derived from the Florida Statutes, City Charter, and City Code, or are defined administratively. The Office supports the City's results-oriented government activities to maximize the use of the City's annual operating and capital resources. OMB activities focus on allocating resources toward stakeholder priorities and promoting the efficient and effective use of those resources.

Contributing to the Administration's Priority of *Quality of Life*, the Office is committed to strengthening trust through excellent customer service and allocation of resources. OMB develops the City's annual Operating Budget and Multi-Year Capital Plan, facilitates performance reporting mechanisms, conducts organizational business process reviews, reviews agenda submissions for all City-sponsored items, and coordinates and monitors payments of funded discretionary allocations and purchases. OMB works to facilitate funding transactions and recruitment as it monitors departmental financial performance throughout the City's operations. The Office provides financial oversight to projects managed by the Office of Capital Improvements (OCI), processes and reports on the financial activity of capital projects, ensures the timely issuance of purchase orders and payments for projects, and works with OCI and user departments to prepare the Annual Capital Plan. Additionally, OMB prepares monthly reports on the year-to-date revenues and expenditures of the City's operations and is responsible for developing the Five-Year Financial Plan and presenting them to the City Commission. OMB monitors and coordinates the Miami Forever Bond Program, supports the Miami Forever Bond Oversight Board, maintains and updates the City's Strategic Plan, and encourages performance management and use of performance measures throughout the organization.

Stakeholders include the Mayor, City Commissioners, the City Administration, City offices and departments, other independent instrumentalities of the City, residents, and businesses of the City of Miami, and bond rating agencies.

Management and Budget



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Implements policy enacted by the City Commission and Mayor; promotes the efficient allocation of resources in accordance with the needs and priorities of the citizens, Elected Officials, and the Administration; establishes and implements departmental policy; conducts Office retreats; reviews and coordinates agenda submissions; manages office personnel.	2	2	2
MANAGEMENT AND BUDGET AND STRATEGIC MANAGEMENT Monitors departmental budgets; processes transfer of funds requests, position authorization requests, and requests to fill; reviews departmental items for approval; participates in the review and formulation of the fiscal year operating budget; prepares the Five-Year Financial Plan; prepares monthly budgetary projections; completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement; prepares the Capital Budget; facilitates the development of the City’s Strategic Plan, coordinates across departments to identify and determine appropriate measures for performance management.	9	9	9
CAPITAL IMPROVEMENTS FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight to projects managed by the Office of Capital Improvements; processes and reports on the financial activity of capital projects; ensures the timely issuance of purchase orders and payments for project expenditures; assists in the preparation of the Annual Capital Plan; conducts the Construction Review and Synchronization Process (CSRP); manages the Miami Forever Bond Program; provides staff support for the Miami Forever Bond Oversight Board.	6	6	9
ADMINISTRATION Assists the Director and Assistant Director with special projects; coordinates and monitors payment of all procurement for Elected Officials and the City Manager’s office; serves as Office Manager; maintains official records; processes payroll and all personnel actions; processes and tracks all public records requests.	3	3	3
TOTAL FULL-TIME POSITIONS	20	20	23

Management and Budget

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	2,587,476	2,924,358	3,666,459	2,939,000	3,740,000
Operating Expense	118,283	119,525	740,474	287,000	296,000
Capital Outlay	5,816	0	0	0	0
Transfers - OUT	0	0	18,931,000	0	0
	2,711,575	3,043,883	23,337,933	3,226,000	4,036,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	2,711,575	3,043,883	2,836,821	3,174,000	3,984,000
American Rescue Plan Act SRF	0	0	20,501,113	0	0
Departmental Improvement Initiative	0	0	0	52,000	52,000
	2,711,575	3,043,883	23,337,933	3,226,000	4,036,000

Budget Highlights for FY 2023-24

The Budget includes the following considerations:

The Budget includes the transfer of personnel from Office of Capital Improvements to the Office of Management and Budget. The personnel and funding are reflected in the prior Department in FY 2022-23 and in the new Department in FY 2023-24 (Three positions, \$337,000).

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$9,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$82,000).

Management and Budget

Accomplishments FY 2022-23

Presented Budget Amendments for the prior year in November.

Completed Operating and Capital Proposed Budgets for the coming fiscal year.

Provided advice and recommendations to administration on the Analysis of Mileage Rate, Budget Deliverables for fiscal year 2023-24, and Department Enhancement and Capital Requests.

Assisted City offices and departments with labor negotiations.

Maintained the City of Miami Strategic Plan and carried out quarterly departmental strategy and performance meetings. Started the process of distributing the City of Miami Resident Survey and updating the City's Strategic Plan; Mission, Core Values, and Vision. Continued discussions and evaluations of future citywide goals and objectives.

Held one meeting of the Miami Forever Oversight Board to ensure projects are prioritized and updates are reported.

Strategies FY 2023-24

Continue to present the prior year and current mid-year Budget Amendments no later than the last City Commission meeting in November and April.

Continue to work on completing the Operating and Capital Budgets for the coming year in July, and load all changes within one week of Commission approval.

Continue to maintain and update the current City of Miami Strategic Plan and encourage monthly and or quarterly departmental Performance Management meetings.

Oversee compliance for American Rescue Plan Act (ARPA) and Miami Forever Bond programs and projects.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
2. Resilience	2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data. City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) To improve the city's credit ratings by promoting best practices in budgeting and have those practices validated by a national agency.				
Receipt of GFOA Distinguished Budget Presentation Award (Response/Average Score)	yes/3	yes/3	yes/3	yes/3

Management and Budget

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
To deliver high-quality customer service and promote buy-in from departments.				
Customer service satisfaction survey (percent)	100	No surveys were completed.	No surveys were completed.	99
Agenda review requests processed within three working days (average days)		1.5	1.5	2
Average processing time for Capital Improvement Paid Invoices (days)		14.8	12	10

Management and Budget

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,915,000	0	1,915,000	2,325,000	0	2,325,000
512010 - Attrition Savings - Salaries	(26,000)	0	(26,000)	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	30,000	0	30,000	30,000	0	30,000
514000 - Overtime	2,000	0	2,000	2,000	0	2,000
516000 - Fringe Benefits	18,000	0	18,000	19,000	0	19,000
516010 - Fringe Benefits - Tuition Reimbursement	4,000	0	4,000	4,000	0	4,000
521000 - Fica Taxes	145,000	0	145,000	177,000	0	177,000
522000 - Retirement Contributions	563,000	0	563,000	720,000	0	720,000
523000 - Life and Health Insurance	288,000	0	288,000	463,000	0	463,000
Personnel	2,939,000	0	2,939,000	3,740,000	0	3,740,000
Operating Expense						
524000 - Workers' Compensation	33,000	0	33,000	45,000	0	45,000
531000 - Professional Services	60,000	52,000	112,000	60,000	52,000	112,000
534000 - Other Contractual Services	45,000	0	45,000	45,000	0	45,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	69,000	0	69,000	66,000	0	66,000
547000 - Printing and Binding	8,000	0	8,000	8,000	0	8,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
552000 - Operating Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	235,000	52,000	287,000	244,000	52,000	296,000
Total Expense	3,174,000	52,000	3,226,000	3,984,000	52,000	4,036,000

Procurement

Department Head: Annie Perez, CPPO

Phone: (305) 416-1910

www.miamigov.com/Government/Departments-Organizations/Procurement

Mission Statement

The Department of Procurement's mission is to ethically procure quality goods and services, design, construction, and construction management services at the best value for the City, while providing excellent customer service, process efficiency, transparency, fairness, competition, accountability, and maintaining public trust.

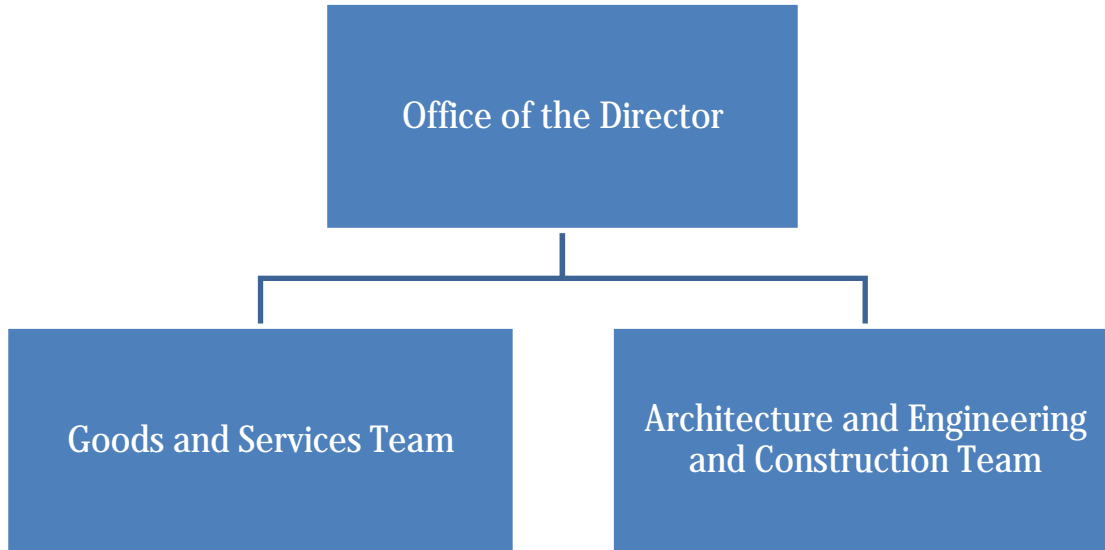
Description

The Department of Procurement administers the purchase of all materials, supplies, equipment, goods, and services needed by the various departments of the City of Miami. Additionally, the Department procures and maintains the City's construction, architectural, and engineering services contracts, public works, and transportation contracts.

Contributing to the Administration's Priority of *Quality of Life*, the Department conducts all purchases in an open and fair competitive manner, as established by the informal and formal methods of source selection, pursuant to the City Procurement Code. The primary methods of source selection consist of: Invitation for Quotations (IFQs) for purchases between \$5,001 and \$25,000, and Invitation for Bids (IFBs), Request for Proposals (RFPs), Request for Qualifications (RFQs), and Request for Letters of Interest for purchases exceeding \$25,000. Procurement also manages the Purchasing Card (P-card) Program and administers the disposition of Citywide surplus and personal property. Other services provided by Procurement are specification refinement, market research, contract negotiations, processing, and management of expert consultant agreements for the City Manager, contract administration, and the handling of vendor non-performance. All functions are performed in compliance with federal, state, and local laws.

Procurement's customers include, but are not limited to, vendors registered to do business with the City, Elected Officials, all City departments, the OMNI Community Redevelopment Agency, and other independent instrumentalities of the City of Miami.

Procurement



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p>OFFICE OF THE DIRECTOR Manages the daily operations and supervision of the Procurement Department; oversees centralized procurement functions such as contract negotiations and execution; reviews and approves agenda items; attends City Commission briefings and City Commission meetings; oversees all contract management functions; manages vendor services, outreach and performance; coordinates training of staff and external and internal clients; and handles complex RFPs and RFQs.</p>	5	5	5
<p>GOODS AND SERVICES TEAM Procures goods and services Citywide, in addition to public works and transportation procurements; drafts, advertises, and administers the procurement process for IFQs, IFBs, RFPs, RFQs, Sole Sources, and Piggy-Back contracts; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking insurance and bonds, renewal processing and tracking; administers the Purchasing Card (P-Card) Program Citywide; administers the disposition of surplus personal property Citywide; handles procurements for independent instrumentalities of the City of Miami; and handles complex Real Estate lease procurements.</p>	10	11	11
<p>ARCHITECTURE AND ENGINEERING AND CONSTRUCTION TEAM Procures architecture and engineering, and construction services Citywide; drafts, advertises, and administers the procurement process for Invitation to Bid (ITB), RFPs, and RFQs; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking of bonds; renewal processing and tracking; administers and manages the Prequalification Pool of Contractors for City Construction Projects Pilot Program.</p>	5	5	5
TOTAL FULL-TIME POSITIONS	20	21	21

Procurement

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	2,600,736	2,759,297	2,874,713	3,139,000	3,301,000
Operating Expense	219,999	170,874	240,863	302,000	383,000
Capital Outlay	29,809	0	0	10,000	10,000
	2,850,545	2,930,171	3,115,576	3,451,000	3,694,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	2,841,279	2,930,171	3,061,576	3,451,000	3,614,000
General Special Revenue	0	0	0	0	80,000
American Rescue Plan Act SRF	0	0	54,000	0	0
Emergency Funds	9,266	0	0	0	0
	2,850,545	2,930,171	3,115,576	3,451,000	3,694,000

Budget Highlights for FY 2023-24

The Budget includes the following addition:

The Subscriptions, Memberships, Licenses, Permits & Others Line item reflects an increase of \$80,000 (SR) to fund operating cost related to Avisare Subscription License.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF \$30,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$51,000).

Procurement

Accomplishments FY 2022-23

Completed Invitation To Bid (ITB) Terms and Conditions. Request For Proposal (RFP) Terms and Conditions are being reviewed prior to going live.

Organized several webinars and industry days for the public that included how to register and become a vendor with the City of Miami. Hosted a meet-and-greet between the City's Emergency Debris Removal Contractors, local Miami vendors for subcontracting opportunities, and a reverse trade show between local agencies; LGBTQ, small, local, and minority businesses for future business opportunities. Organized the first annual Vendor University, a multi-day outreach event that highlight topics that are vital in conducting business with the City.

Continued development of an internal Sharepoint site housing processes, guides, and procurement information to better serve end-user departments. Worked with the Department of Innovation and Technology (DoIT) on various external website updates, and on the Oracle Cloud Implementation for Procurement along with the City Attorney's Office. Assisted DoIT in testing of internal systems with server migrations.

Provided training opportunities throughout the quarter to staff and client departments on procurement processes, purchasing thresholds, and iProcurement Module usage.

Reduced the average routing time of contracts and miscellaneous documents for the City Manager's signature from as high as fifty-four (54) days on average, down to an average of sixteen (16) days for the longer standing projects. On average all documents are routed and signed in within a five (5) day window. Updated hybrid metrics and further improved existing metrics to ensure more accurate reporting.

Finalized and presented the Emergency Management Procurement Strategic Plan to Fire Emergency Management and the Administration at the 2023 Annual Citywide Emergency Operations Center (EOC) Exercise. This Plan will be the footprint for the Citywide Procurement Strategic Plan to be rolled out in 2024.

Strategies FY 2023-24

Continue to update the City's Procurement Ordinance to include increases in delegated authority, up to date processes, bid protest procedure, and other substantive improvements.

Continue to increase the City's vendor database to include LGBTQ local, and small minority firms through vendor workshops and outreach programs.

Continue to update and revamp Procurement's internal and external websites to be more user friendly.

Continue to train Procurement staff and end-user departments on the Request for Proposal (RFP) and Request for Qualifications (RFQ) processes, negotiations, City Procurement Code, federal procurement requirements, and Florida Statutes that govern procurement.

Continue to innovate and implement systems to streamline procurement processes, improve performance metrics, and automate reporting.

Continue to develop Procurement Strategic Plans, including conducting annual spend analysis in conjunction with the Office of Management and Budget. Work closely with internal clients to determine needs and prioritization of procurements, cost reduction, risk management, training for Procurement staff, and sustainability initiatives, including creating a sustainable green procurement policy.

Procurement

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Achieve savings to the City via contract negotiations.				
Price savings during negotiations (dollars)	\$4,751,803	\$ 1,592,275.34	\$ 1,500,000	\$ 500,000
DEPARTMENT GOAL(S) Streamline the Architecture and Engineering Procurement process.				
Average processing time for RFP/RFQs (A&E) (days)	160	115	120	125
DEPARTMENT GOAL(S) Streamline the Construction Procurement process.				
Average processing time for ITBs (Construction) (days)	111	102	105	90
DEPARTMENT GOAL(S) Reduce the procurement processing time for all solicitations.				
Solicitations completed within the target time period (percent)	87	93	80	80
DEPARTMENT GOAL(S) Increase training opportunities for internal and external customers to educate them on the procurement processes.				
Internal trainings on procurement processes (number)	22	47	18	25
DEPARTMENT GOAL(S) Create a paperless Procurement Department.				
Reduction of paper usage (percent)	73.9	80	80	75

Procurement

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,044,000	0	2,044,000	2,104,000	0	2,104,000
512010 - Attrition Savings - Salaries	(56,000)	0	(56,000)	0	0	0
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	156,000	0	156,000	161,000	0	161,000
522000 - Retirement Contributions	628,000	0	628,000	582,000	0	582,000
523000 - Life and Health Insurance	350,000	0	350,000	437,000	0	437,000
Personnel	3,139,000	0	3,139,000	3,301,000	0	3,301,000
Operating Expense						
524000 - Workers' Compensation	39,000	0	39,000	43,000	0	43,000
534000 - Other Contractual Services	40,000	0	40,000	40,000	0	40,000
540000 - Travel and Per Diem	15,000	0	15,000	15,000	0	15,000
540010 - Training	23,000	0	23,000	23,000	0	23,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	68,000	0	68,000	65,000	0	65,000
548100 - Advertising and Related Costs	10,000	0	10,000	10,000	0	10,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
552000 - Operating Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	77,000	0	77,000	77,000	80,000	157,000
Operating Expense	302,000	0	302,000	303,000	80,000	383,000
Capital Outlay						
664000 - Machinery and Equipment	10,000	0	10,000	10,000	0	10,000
Capital Outlay	10,000	0	10,000	10,000	0	10,000
Total Expense	3,451,000	0	3,451,000	3,614,000	80,000	3,694,000

Resilience and Sustainability

Department Head: Sonia Brubaker

Phone: (305) 416-1214

www.miamigov.com/My-Government/Departments/Resilience-and-Sustainability

Mission Statement

To develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy, and natural systems through internal and external partnerships.

Description

Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Urban Sustainability involves developing a city that seeks to meet the needs of people while protecting our environment and resources for future generations. Resilience and Sustainability go hand in hand whether in creating a physical building, planning neighborhoods, or improving economic opportunity for all.

Contributing to the Administration's Priority of *Resilience*, the Office of Resilience and Sustainability (ORS) is responsible for assessing and prioritizing the greatest threats to the City of Miami's resilience and sustainability, implementing a cohesive resilience strategy, and subsequently harnessing the expertise and resources across City agencies, other jurisdictions, and the community in order to effectively address these threats and mitigate our impact to global climate change, economic stressors, and social vulnerability.

Stakeholders include City departments, businesses, visitors and residents of the City of Miami, and all municipalities within Miami-Dade County and neighboring counties in Southeast Florida.

Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF RESILIENCE AND SUSTAINABILITY			
Develops and implements the Sustainability and Resiliency Strategy and program planning across all City of Miami Departments.	0	6	6
TOTAL FULL-TIME POSITIONS	0	6	6

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	573,370	18,220	1,658	842,000	961,000
Operating Expense	230,922	0	48,020	220,000	210,000
Non-Operating Expenses	0	0	0	252,000	0
	804,292	18,220	49,678	1,314,000	1,171,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	646,773	16,405	35,658	1,062,000	1,171,000
General Special Revenue	0	0	14,020	0	0
Departmental Improvement Initiative	157,520	1,815	0	252,000	0
	804,292	18,220	49,678	1,314,000	1,171,000

Budget Highlights for FY 2023-24

The Budget includes the following reduction:

- The Budget Reserve Line item reflects a reduction of \$252,000 (SR) due to the closure of non-recurring grant funding.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) as a continuance of the wages and benefits of the contract that expires on September 30, 2023 (GF \$1,000), and an average of five percent salary increase as aligned with the increases in the contract with AFSCME Local 1907 (GF \$5,000).

Resilience and Sustainability

Accomplishments FY 2022-23

Participated in regional Progress, Innovation, and Vision for Our Tomorrow (PIVOT) Team monthly meetings with Miami-Dade County and the City of Miami Beach to work on priorities for actions listed in the Resilient305 strategy. These priorities include advancing Biscayne Bay health, nature-based and green infrastructure, affordable housing, electric vehicle infrastructure, building efficiency programs, residential property adaptation, and a green economy. The group established a broader cohort to address the fertilizer ordinances to reduce nutrient pollution to the Miami River and Biscayne Bay. Participated in a two-day working session with Amazon Web Services to advance the Resilient305 strategy and worked towards technology partnerships to integrate into resilience hubs. Collaborated with The Underline to submit a grant for the Bloomberg Public Arts Challenge to use art to bring attention to Miami's native ecology and climate resilience efforts. Worked with university partners to enhance regional resilience efforts via participation in University of Miami's National Science Foundation Coastlines and People (CoPe) grant project "Reducing Climate Risks with Equitable Nature-Based Solutions: Engage Communities on Reef-Lined Coasts," and Resilient305 collaborative meetings and workshops. Engaged with Miami-Dade County, Code Compliance, and Communications to develop enforcement protocol and awareness campaign related to the Fertilizer Ordinance and summer blackout period. Coordinated response with City of Miami Beach and Miami-Dade County on sargassum seaweed response and treatment. City of Miami, City of Miami Beach, and Miami-Dade County participated in the Resilience Cities Network annual meeting to share initiatives with other municipal Chief Resilience Officers.

Co-hosted public charrettes for the re-initiation of the United States (U.S.) Army Corps of Engineers and Miami-Dade County Back Bay Coastal Storm Risk Management Study in November 2022 and March 2023. This study examines the impacts of and potential measures to reduce risk from storm surge damage in Miami-Dade County. The study area includes coastal and inland areas at risk from coastal storm flooding and sea level rise. Participated in weekly coordination calls to ensure City of Miami priorities were integrated into the study. In addition, the City conducted outreach to City residents via public meetings and presentations at HOA meetings to inform residents of the Back Bay Study and the anticipated impacts to the City. Accepted a Resilient Florida planning grant (through a resolution passed by City Commission in March 2023) and begun the Citywide Vulnerability Assessment to evaluate flood risk of City's critical assets. This assessment outlines three exploration steps when reviewing critical facilities and assets; 1) determine the impacts of current and future flood risks on these facilities, 2) understand community needs as they relate to critical facilities and assets being able to function under various flood conditions, and 3) develop a process for ensuring that retrofitted and new facilities withstand future climate impacts. Developed a procurement guide (through a resolution passed by City Commission in October 2022) so the City can more easily implement green infrastructure and nature-based features in stormwater management projects, as appropriate. Office of Resilience and Sustainability and the Division of Emergency Management participated in a communitywide Extreme Heat Tabletop exercise hosted by National Oceanic Atmospheric Administration (NOAA) and Miami-Dade County to improve local coordination and priorities for addressing heat. Convened an interdepartmental working group with representatives from Building, Parks, Planning, and Public Works and finalized the Resilient Waterfront Enhancement Plan (funded by a grant from National Fish and Wildlife Foundation) that presents shoreline enhancement alternatives and provides guidance for the City to finance, procure, design, permit, construct, and maintain a waterfront that emphasizes nature-based design features. The project team developed conceptual designs for Bayfront and Riverfront parks and end-of-roads exploring a variety of nature-based solutions that seek to reduce flooding and promote public enjoyment of City-owned waterfront areas. Submitted a U.S. EPA Environmental Justice Government-to-Government grant application to enable the City to collect more data on urban heat islands and develop a City-specific Extreme Heat Action Plan. Completed environmental review and moved into procurement phase for the Charles Hadley Park Resilience Hub, funded by a grant from the Rebuild Florida program. In partnership with Resilient305 and the Adrienne-Arsht Rockefeller Resilience Center, kicked off the development of the Resilient Hub Network Strategy for Miami-Dade County in January 2023 at Charles Hadley Park. The project will identify specific sites for physical resilience hubs and how to best create a network to support the community. Provided climate resilience focused recommendations to the City's update to the Miami Comprehensive Neighborhood Plan during 2023 Evaluation and Appraisal Review process. Assisted with the certification of the Jose Marti Park Adaptive Redesign becoming the first Waterfront Edge Design Guidelines (WEDG) Verified project in the state of Florida. WEDG is an emerging standard for waterfront resilience and risk reduction. It maximizes benefits for ecology and access by inspiring innovation at the water's edge.

Resilience and Sustainability

Accomplishments FY 2022-23

Completed the 2019 and 2021 Citywide and local government operations Greenhouse Gas (GHG) inventories. These GHG inventories quantify the City of Miami's emissions from burning fossil fuels (gas, diesel, etc.) and generating waste. The inventories are essential for measuring progress toward achieving a 60 percent reduction in GHG emissions by 2035, from 2018 levels, and full carbon neutrality by 2050. This data helps determine trends and effectiveness of City strategies to reduce emissions over time. Partnered with Florida International University on the U.S. Department of Energy Supporting Resilient and Efficient Energy Codes grant. Completed schematics for electric vehicle charger installation sites through the Florida Power and Light (FPL) EVolution program. Worked with the Department of Parks and Recreation, Department of Resilience and Public Works, Department of Real Estate and Asset Management, the Miami Parking Authority, and FPL on site locations. Worked with the Building Department on data and materials needed to ensure compliance with BE305 ordinance. BE305 allows buildings to identify water and energy efficiency opportunities, to conserve water and reduce greenhouse gases. The City has been working over the past year to prepare large, existing buildings, both private and public, that must comply with this requirement in 2023. Received recognition at the Miami-Dade County BE305 Challenge awards for benchmarking City buildings. Partnered with the Parks Department to submit a grant to the Florida Beverage Association to encourage proper waste management and recycling at the City's spoil islands. Indicated to US Department of Energy that City would accept \$477,720 of formula funding for the Energy Efficiency and Conservation Black Grant Program which was developed to provide funding to local governments to implement initiatives to cut carbon emissions. Joined the U.S. Department of Energy Better Climate Challenge to receive technical assistance to reduce portfolio-wide greenhouse gas emissions by fifty percent within ten years. Hosted a Green Jobs Hiring Fair in partnership with Department of Human Services at Miami-Dade College Padron Campus in alignment with the City's goal to foster a New Green Economy. Participated in the launch of City of Miami Trolley Fleet Efficiency Study, partially funded by a grant from Miami-Dade Transportation Planning Organization (TPO), to examine ways to make the trolley program more efficient and reduce carbon emissions from the program.

Received the Leadership in Energy and Environmental Design (LEED) for Cities Gold certification in December 2022 from the U.S. Green Building Council. The City achieved this certification for implementing practical and measurable strategies and solutions aimed at improving sustainability and the standard of living for residents. LEED for Cities is designed to help buildings, communities, and cities achieve high performance in key areas of human and environmental health. Hosted monthly interdepartmental Resiliency Action Group meetings wherein departments discuss and collaborate on the City's climate resilience priorities. In addition, began tracking the City's resilience actions (as outlined in the Resilient305 strategy, Miami Forever Climate Ready strategy, and Miami Forever Carbon Neutral plan) on a quarterly basis and met individually with 16 City departments to train them on progress reporting. Engaged with community members by hosting virtual Resilience Action Forums and re-initiated a monthly resilience newsletter. Maintained status as liaison to the Climate Resilience Committee, assisted with the coordination of monthly meetings, and convened representatives from other departments as needed. Supported professional development citywide by enabling eleven City staff across different departments to participate in Waterfront Edge Design Guidelines (WEDG) training. The Office has three WEDG staff, who are certified in the best practices in resilient, ecological, and accessible waterfront design, an important tool for assessing the transitional qualities of the urban waterfront, breaking down complex projects into clear, manageable metrics. Worked with 13 City departments to coordinate the City's response to the 2023 American Council for Energy Efficient Economy (ACEEE) City Clean Energy Scorecard. The ACEEE City Clean Energy Scorecard analyzes the efforts of 100 major U.S. cities to make buildings and transportation more energy efficient and scale up the use of renewable energy—and do so equitably. It provides a comprehensive national measuring stick for climate progress in cities. Reported annual Citywide progress on carbon mitigation and climate adaptation activities via the Carbon Disclosure Project (CDP) online portal in compliance with C40 Cities Leadership Standards. CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. The world's economy looks to CDP as the gold standard of environmental reporting with the richest and most comprehensive dataset on corporate and city action. Spoke at multiple conferences and webinars to spread awareness of City of Miami climate resilience initiatives including: Association of Realtors, MIAMI Global Congress, Global Ties Miami: Climate Crisis Plenary Day, U.S. Tech for Climate Action Conference, InfraDay, Miami Downtown Development Authority (DDA) Board of Directors Meeting, Greater Miami Chamber of Commerce: Resilience Solutions Summit, Urban Land Institute (ULI) Leadership Convening, Collective Impact Summit, High Cost Cities Housing Forum, and Council of Foundations Conference; and Webinars – Southern Sustainable Directors Network (SSDN): Resources for Water Webinar, 2022 LEED for Cities & Communities Certification Recognition Webinar, National Association of State Energy Officials (NASEO): Planning for Equitable Emergency Response and Recovery Webinar, Angelbeat: Sustainability Webinar, and Green-Grey Community of Practice Webinar series.

Resilience and Sustainability

Strategies FY 2023-24

Continue to implement Resilient305, by meeting regularly with PIVOT resilience teams from Miami-Dade County and the City of Miami Beach and work collectively on mutually decided priorities for actions listed in the strategy including Biscayne Bay health, nature-based and green infrastructure, affordable housing, electric vehicle infrastructure, building efficiency programs, residential property adaptation, and green economy.

Continue to implement Miami Forever Climate Ready and track progress of adaptation strategy by prioritizing key actions related to economic development; capital improvements that focus on flood prevention, sea level rise, and storm surge; and extreme heat.

Continue to implement Miami Forever Carbon Neutral with the greenhouse gas reduction plan, that includes securing resources to progress on priority actions, socializing goals across departments, and updating greenhouse gas inventory.

To build understanding of resilience, ORS will continue to provide status updates, enhance collaboration within City administration, and improve public accountability through: website updates, social media posts, newsletter updates, internal resilience action group meetings, administrating the Climate Resilience Committee, coordinating training opportunities, assisting with grant applications, and building community partnerships.

Resilience and Sustainability

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
<p>1. Quality of Life</p>	<p>1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan</p>
	<p>1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan</p>
	<p>1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan</p>
	<p>1.3.1 Create a safe and comfortable pedestrian environment. City of Miami Strategic Plan</p>
	<p>1.3.2 Facilitate connectivity through affordable multi-modal transportation options. City of Miami Strategic Plan</p>
	<p>1.5.2 Continue to strengthen community partnerships. City of Miami Strategic Plan</p>
<p>2. Resilience</p>	<p>2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data. City of Miami Strategic Plan</p>
	<p>2.1.2 Quantify the City's impact on climate change City of Miami Strategic Plan</p>
	<p>2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan</p>
	<p>2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions. City of Miami Strategic Plan</p>
	<p>2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan</p>
	<p>2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan</p>
	<p>2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities City of Miami Strategic Plan</p>
	<p>2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan</p>
	<p>2.3.3 Accelerate investment in features along waterfront City of Miami Strategic Plan</p>
	<p>2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan</p>
	<p>2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan</p>
	<p>2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan</p>

Resilience and Sustainability

Strategic Alignment and Performance Measures

Continued

Priority Areas	City Strategic Plan Objectives
2. Resilience	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
	2.5.2 Incentivize development that allows residents and businesses to adapt and thrive under changing environmental, economic and social conditions. City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects. City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan
	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.1.3 Connect at-risk population to opportunities for advancement. City of Miami Strategic Plan
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan
	3.4.2 Connect homeless to resources and assistance City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Implementation of Resilience strategies.				
Total actions in-progress/completed for Climate Ready Strategy (number)		37 City-Wide, 11 ORS	50 Citywide, 12 ORS	49 Citywide, 16 ORS
Total actions in-progress/completed for Resilient305 Strategy (number)		31 City-wide, 10 ORS	29 Citywide, 8 ORS	29 Citywide, 9 ORS
Total actions in-progress/completed for Greenhouse Gas Mitigation Plan (number)		5 City-wide, 1 ORS	19 Citywide, 4 ORS	36 Citywide, 15 ORS

Resilience and Sustainability

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Obtain additional resources to support Resilience objectives and programs.				
Secure Pro-Bono Professional Services and Grants (number)		3	3	4
DEPARTMENT GOAL(S) Collaborate with groups/orgs that help us execute our Resilience strategies.				
Meetings/engagements that build partnerships (number)		297	373	200
DEPARTMENT GOAL(S) Involve as many residents as possible in education and the development of the City strategy.				
Residents engaged through community meetings, presentations, focus groups, interviews and social media (number)	8,616	5,585	5,000	2,500

Office of Resilience and Sustainability

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	597,000	0	597,000	614,000	0	614,000
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	52,000	0	52,000	53,000	0	53,000
522000 - Retirement Contributions	119,000	0	119,000	153,000	0	153,000
523000 - Life and Health Insurance	62,000	0	62,000	129,000	0	129,000
Personnel	842,000	0	842,000	961,000	0	961,000
Operating Expense						
524000 - Workers' Compensation	10,000	0	10,000	0	0	0
531000 - Professional Services	175,000	0	175,000	175,000	0	175,000
540000 - Travel and Per Diem	10,000	0	10,000	10,000	0	10,000
540010 - Training	5,000	0	5,000	5,000	0	5,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	220,000	0	220,000	210,000	0	210,000
Non-Operating Expense						
896000 - Budget Reserve	0	252,000	252,000	0	0	0
Non-Operating Expenses	0	252,000	252,000	0	0	0
Total Expense	1,062,000	252,000	1,314,000	1,171,000	0	1,171,000

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DEPARTMENT BUDGETS: PLANNING AND DEVELOPMENT

- Building
- Planning
- Zoning

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Building

Department Head: Asael Ace Marrero, RA, RID, AIA, ICC
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Mission Statement

To promote life safety, protect the public, and improve the quality of life by providing prompt and efficient review of plans, issuances of permits, and timely inspections; and by interpreting and enforcing the Florida Building Code (FBC) and all other applicable regulations governing construction and land uses while ensuring expeditious access to public records and providing excellent customer service through enhanced technology.

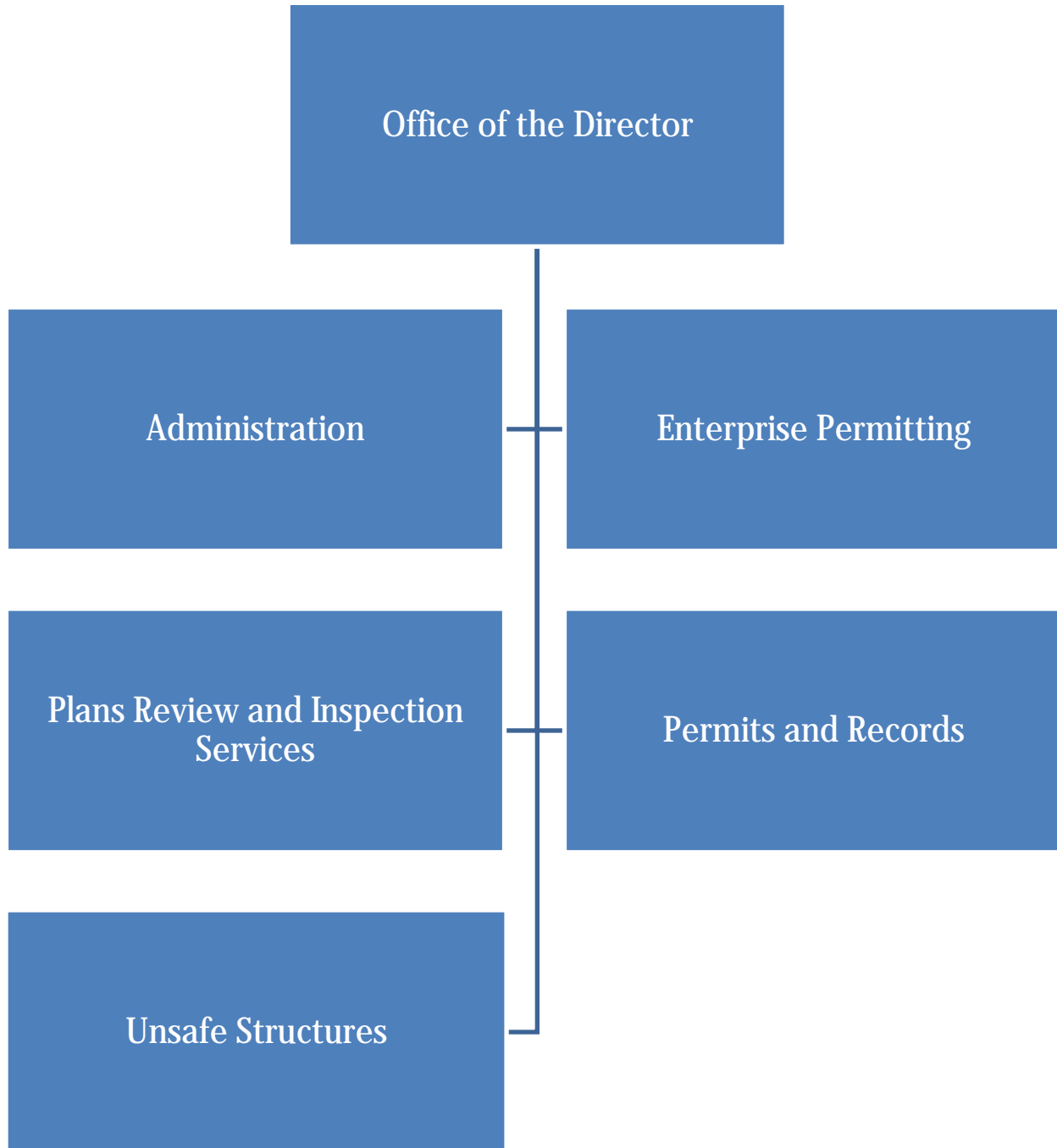
Description

The Building Department protects the health, safety, and welfare of the public, and enhances the general quality of life by interpreting and enforcing the FBC and other applicable regulations governing construction and land use.

Contributing to the Administration's Priority of *Quality of Life*, the Building Department provides records, issues permits, and performs building inspections. The Department also ensures that commercial and residential buildings and structures comply with the FBC and all other applicable laws and ordinances.

Stakeholders includes property owners, homeowners' associations, private and charter schools, City departments, and the building construction industry at large.

Building



Building

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p>OFFICE OF THE DIRECTOR Directs, administers, and manages departmental activities and professional or technical employees engaged in providing interpretations and enforcement of the Florida Building Code; develops and formulates policies and procedures and short and long-range plans.</p>	4	5	7
<p>ADMINISTRATION Prepares and implements the departmental Budget; monitors revenue, and personnel activities; prepares legislative packages, assist customers with plan or permit issues, and performs clerical duties; monitors the City’s Billboard & Mural Program; processes all Noise Waiver requests and Temporary Occupancy Permits; processes all Special Events for the City; Manages the Building Efficiency (BE305) Assist homeowners and contractors with permits and plans review process; establishes procedures and guidelines for expedited review process; administers and audits work provided by private providers.</p>	10	18	28
<p>ENTERPRISE PERMITTING Responsible for implementing citywide permitting and enforcement IT-related enterprise solutions. Responsible for quality control, prescreening plan applications, scanning of documents, assigning tasks to all disciplines, works with Miami-Dade County as contractors for the Department Environmental Resources Management (DERM), Water and Sewer Department (WASD) and impact fees.</p>	0	0	40
<p>PLANS REVIEW AND INSPECTION SERVICES Conducts field inspections of construction, remodeling, repairs, and condemnation, for possession of permits; checks for conformity with Florida and Miami-Dade County Building Codes and approves plans and specification requirements for the various disciplines; outlines plans and procedures for execution of inspection activities affecting installations, materials, and appliances; provide efficient environmental resource services while upholding the laws to protect, preserve, restore and enhance the City’s tree canopy.</p>	84	79	94
<p>PERMITS AND RECORDS Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (COs and TCOs), commercial, and residential certificates; collects fees to be recorded; performs data entry; assists callers and monitors the message center; reviews and prepares documents for digitizing. Conducts research on record requests; coordinates the digitizing of records to comply with State of Florida Public Record requirements.</p>	47	59	29
<p>UNSAFE STRUCTURES Conducts field inspections of structures due to customer complaints to determine hazardous conditions at construction sites, residential and commercial properties; accidents that may occur involving structural damages; aides homeowners and contractors through the Unsafe Structures process in order to secure structures that may be occupied or vacant; coordinates weekly Unsafe Structure Panel hearings which reviews violations and structures that should be demolished; schedules demolitions alongside the legal department; issues citations for code violations; records liens and demolition orders on abandoned properties; administers the 40 and 50 year recertification process.</p>	25	35	35
TOTAL FULL-TIME POSITIONS	170	196	233

Building

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	12,635,395	14,656,610	17,657,447	23,772,000	28,607,000
Operating Expense	4,022,838	4,840,502	7,323,555	4,224,000	8,198,000
Capital Outlay	163,056	13,603	39,655	170,000	0
Non-Operating Expenses	0	0	0	7,338,000	6,559,000
Transfers - OUT	0	0	850,000	4,482,000	0
	16,821,290	19,510,715	25,870,656	39,986,000	43,364,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	16,270,224	19,175,795	23,062,245	27,266,000	36,075,000
American Rescue Plan Act SRF	0	0	394,000	0	0
Planning and Zoning Tree Trust Fund	0	53,343	863,312	6,070,000	1,283,000
Departmental Improvement Initiative	537,845	279,932	1,551,099	6,650,000	6,006,000
Emergency Funds	13,220	1,645	0	0	0
	16,821,290	19,510,715	25,870,656	39,986,000	43,364,000

Budget Highlights for FY 2023-24

The Budget includes the following additions:

The Salaries and Wages Line item reflects an increase of \$2.543 million (GF) to fund 37 full-time positions. The new positions include three Assistant Chief of Inspection Services (\$233,000 GF), four Building Services Assistants III (\$195,000 GF), two Business System Administrators (\$159,000 GF), two Special Project Assistants (\$108,000 GF), one Administrative Assistant II (\$65,000 GF), eight Assistant Inspectors (\$390,000 GF), one Zoning Plans Examiner (\$97,000 GF), one IT Project Manager (\$79,000 GF), two Business Analysts (\$155,000 GF), one Technical Writer (\$69,000 GF), one System Architect (\$96,000 GF), five Software Developers (\$388,000 GF), two Quality Assurance Engineers (\$159,000 GF), one User interface and Experience Developer (\$78,000 GF), two Database Architect Administrators (\$193,000 GF), and one Geographic Information System Developer (\$79,000 GF).

The Court Services Line item reflects an increase of \$15,000 (GF) due to the Unsafe Structure Panel meetings increasing from one to four monthly.

Building

The Other Contractual Services Line item reflects an increase of \$3.448 million (GF) for technical skills related to structural review and inspection services that cannot be conveniently provided through the standard employment process.

The Communication and Related Services Line item reflects an increase of \$12,000 (GF) to equip new staff with the appropriate communication equipment to properly interact with staff while in the field and working remotely.

The Office Supplies Line item reflects an increase of \$10,000 (GF) to purchase office supplies for new staff.

The Public Safety Supplies Line item reflects an increase of \$70,000 (GF) to purchase additional supplies, equipment, and tools required to safeguard field personnel when performing inspections, and for new inspectors.

The Clothing and Uniform Supplies Line item reflects an increase of \$80,000 (GF) for new inspectors, plan reviewers, and other staff members to meet the requirement of each staff and the professional appearance.

The Subscription Line item reflects an increase of \$30,000 (GF) for new staff reference material, code books, publication, and to continue professional affiliations with the American Society of Civil Engineers (ASCE), the Building Official Association of Florida (BOAF), and the International Code Council (ICC).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$242,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$24,000).

A Contribution from the General Fund to Capital for the replacement of six SUV's (\$540,000), and for new and upgrades of computer hardware (\$300,000).

Building

Accomplishments FY 2022-23

Continued to meet with the vendor for the Q-flow project with staff from Planning, Public Works, Zoning and Fire departments. Undergone the first cycle of testing and training with the vendor and has decided that more changes are needed before going live. Installed all equipment that will be turned on during the live stage. Anticipate going live by the by the end of the fiscal year.

Met with Touchstone IQ for the past eight months to make progress on various initiatives, such as setting up a shared email account (benchmarking@miamigov.com) that will be used by Touchstone to respond as well as send out emails to building owners with updates on the program and compliance dates. Established a dedicated "305" number that will be used by the Touchstone help desk to answer any inquiries made by building owners. A link to the BE305 website was added to the Building Departments' home page to serve as a one-stop-shop for all benchmarking needs and includes an overview of the program, FAQ section, how-to guides, and training opportunities (www.benchmark305.com.) Met with all utility representatives to provide background information on the BE305 program and discussed the ease of access of utility data for building owners. Data quality checks on the covered buildings list was performed for those buildings that will need to comply in 2023, which are those over 100,000 sq. ft. Finalized the notice to comply letters and mailed letters out on April 24, 2023. Scheduled virtual trainings and finalized outreach strategy to include two virtual training events per week that began on May 2, 2023. Trainings consist of background information on the program, walkthrough of the benchmarking process, and question and answer sessions.

Hired ten additional staff to cope with new approved changes to the Building Structure Recertification process. Presented and passed sponsored legislation to amend Chapter 23-6.2, providing for further penalties and enforcement options for property owners that allow historically designated structures to decay to the point of requiring demolition. Created a new workflow and training for staff in Code Compliance, Historic Preservation, and Building Department related to demolition by neglect. Hired an Unsafe Structures Panel Coordinator to build the section to reduce the increased workload. The increased workload has been sustainable and remains in fiscal year 2022-23. From the efforts of the Building Compliance Task Force, approximately 85 percent of the Assisted Living Facilities (ALFs) are either in compliance or in process of completing permits. ALFs out of compliance have been referred to the Agency Health Care Administration.

Created a new division, Permitting Enterprise to coordinate responsibilities across all disciplines. The division includes ePlan Permitting Coordinators, Technical positions, and the implementation of the new Permitting Enterprise Solution. Coordinated with the internal permitting departments to ensure implementation of initiatives, such as Expedited Reviews, Joint Plan Review Meetings, Q-flow, ProjectDox Laserfiche Integration, Confidential Addresses, Phased Permits, 40 or 50 new rules for Recertification, and Docusign. Engaged with the Architectural & Engineering (A & E) group and Department Directors on the new iBuild intake.

Passed legislation that updated several sections of the City Code. Ordinance 14118, passed on October 27, 2022, amending Chapter 23/Article I titled "Historic Preservation/Historic Preservation," providing for further penalties and enforcement options for property owners that allow historically designated structures to decay to the point of requiring demolition. Ordinance 14121, passed on November 17, 2022, amending Chapter 10/Article V titled "Buildings/Code Relief Program"; by amending Section 10-70 to amend the legalization process. Amended Chapter 2/Article IX/Section 2-779, titled "administration/city-owned property/outdoor advertising signs on city-owned property," with Ordinance 14128 passed on January 12, 2023, to allow for outdoor advertising signs on government-owned properties, as well as, Ordinance 14140 passed on February 9, 2023, to allow for outdoor advertising signs at Bayfront Park, Maurice Ferre Park, Virginia Key Beach Park, and Department of Off-Street Parking Facilities.

Strategies FY 2023-24

Implement expedited and overnight, joint, and same-day reviews to improve the response times for plan reviews.

Continue to provide suggestions of energy efficiency code proposals and seeking additional funding for vulnerable communities.

Transfer the address assignment process from the Office of Zoning to the Building Department to review the current process and implement improvements.

Continue to aggressively pursue abandoned and unsafe structures throughout the City and demolishing those structures that pose hazards to the neighborhoods of the City. Continue to meet with the Condo Associations to ensure compliance with their 40 or 50 recertifications.

Continue to amend City Code under its purview, including but not limited to Chapters 2, 10, 17, 20, 36, and 62. Continue to work collaboratively with neighboring municipalities and counties by recommending changes to the Florida Building Code and other codes that impact incorporated and unincorporated areas.

Building

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
2. Resilience	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects. City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Increase the productivity and efficiency of plan reviewers and inspectors.				
Building construction permit applications processed for commercial properties (number)	9,671	15,529	16,000	16,000
Building construction permit applications processed for residential properties (number)	7,310	10,762	10,000	10,000
Inspections performed within 24 hours of request (percent)	96	96	96	95
DEPARTMENT GOAL(S) Reduce the amount of time plans are with the City.				
Number of days to obtain a Commercial permit (days)	265	299	150	150
Number of days to obtain a Residential permit (days)	148	200	95	95
Time to conduct Building plan review (days)	6	4	4	4
Time to conduct Electrical plan review (days)	6	4	4	4
Time to conduct Mechanical plan review (days)	1	1	2	2
Time to conduct Plumbing plan review (days)	2	1	2	2
Time to conduct Structural plan review (days)	3	8	9	8

Building

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Promote effective service delivery and high-quality customer service.				
Unsafe structure identified (number)			900	1,000
Unsafe structures demolished (number)			62	500
Buildings ensured under compliance with 40/50 re-certifications (percent)			50	50
DEPARTMENT GOAL(S) Increase resilience and building efficiency.				
Number of Buildings participating in water and energy benchmarking (number)			TBD	TBD

Building Department

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	15,304,000	0	15,304,000	18,409,000	0	18,409,000
513000 - Other Salaries and Wages	412,000	0	412,000	412,000	0	412,000
514000 - Overtime	400,000	0	400,000	450,000	0	450,000
515000 - Special Pay	50,000	0	50,000	3,000	0	3,000
516000 - Fringe Benefits	25,000	0	25,000	21,000	0	21,000
521000 - Fica Taxes	1,171,000	0	1,171,000	1,420,000	0	1,420,000
522000 - Retirement Contributions	4,226,000	0	4,226,000	4,624,000	0	4,624,000
523000 - Life and Health Insurance	2,184,000	0	2,184,000	3,268,000	0	3,268,000
Personnel	23,772,000	0	23,772,000	28,607,000	0	28,607,000
Operating Expense						
524000 - Workers' Compensation	247,000	0	247,000	316,000	0	316,000
531000 - Professional Services	0	130,000	130,000	0	130,000	130,000
533000 - Court Services	50,000	0	50,000	65,000	0	65,000
534000 - Other Contractual Services	1,782,000	600,000	2,382,000	5,230,000	600,000	5,830,000
540000 - Travel and Per Diem	25,000	0	25,000	25,000	0	25,000
540010 - Training	0	0	0	50,000	0	50,000
541000 - Communications & Related Services	60,000	0	60,000	72,000	0	72,000
541100 - Postage	60,000	0	60,000	60,000	0	60,000
544000 - Rentals and Leases	60,000	0	60,000	60,000	0	60,000
545011 - Insurance - Vehicle Liability	69,000	0	69,000	80,000	0	80,000
545013 - Insurance - General Liability	3,000	0	3,000	7,000	0	7,000
546000 - Repair and Maintenance Services	100,000	0	100,000	100,000	0	100,000
546001 - IT-Repair and Maintenance Services	808,000	0	808,000	983,000	0	983,000
547000 - Printing and Binding	15,000	0	15,000	15,000	0	15,000
548100 - Advertising and Related Costs	75,000	0	75,000	75,000	0	75,000
551000 - Office Supplies	30,000	0	30,000	40,000	0	40,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
552100 - Public Safety Supplies	10,000	0	10,000	80,000	0	80,000
552200 - Clothing/Uniform Supplies	60,000	0	60,000	140,000	0	140,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	40,000	0	40,000
Operating Expense	3,494,000	730,000	4,224,000	7,468,000	730,000	8,198,000
Capital Outlay						
663000 - Improvements Other Than Buildings	0	170,000	170,000	0	0	0

Building Department

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
Capital Outlay	0	170,000	170,000	0	0	0
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	7,338,000	7,338,000	0	6,559,000	6,559,000
Non-Operating Expenses	0	7,338,000	7,338,000	0	6,559,000	6,559,000
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	4,482,000	4,482,000	0	0	0
Transfers - OUT	0	4,482,000	4,482,000	0	0	0
Total Expense	27,266,000	12,720,000	39,986,000	36,075,000	7,289,000	43,364,000

Planning

Department Head: Lakisha N. Hull, AICP, LEED AP BD+C
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Mission Statement

To promote a more resilient city through the development and application of innovative and best planning practices that enhance the quality of life for our diverse communities.

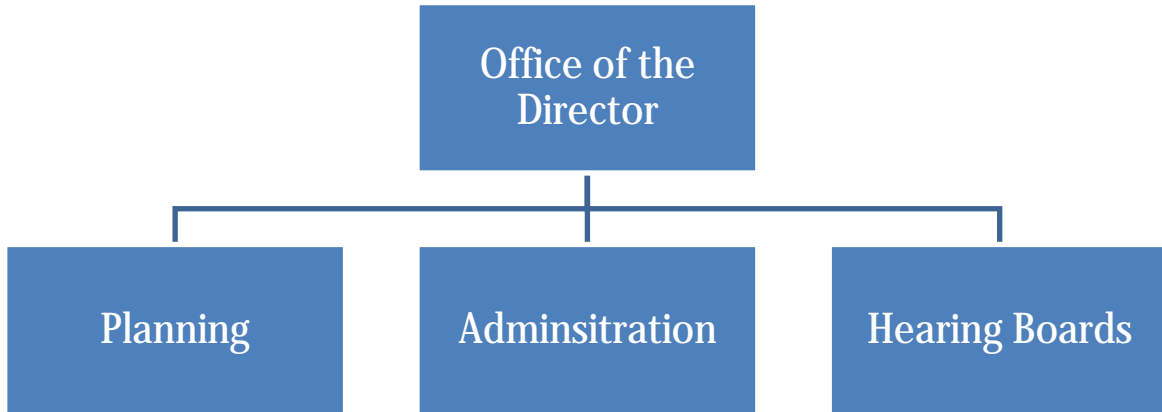
Description

The Planning Department, in collaboration with other departments, manages and implements regulations, guidelines, and policies which direct the growth and redevelopment of the City of Miami. The Department further drafts development regulations and overlay area plans to guide future growth, spur development, and preserve the City's residential and historic areas. The Department is responsible for managing concurrency review, and the coordination of planning studies and conditional compliance of future development.

Contributing to the Administration's Priority of *Quality of Life*, the department processes applications that are administrative in nature or require a public hearing process. The Department is responsible for the review of both small and large-scale development projects and proposals, and compliance with urban design, historic preservation, and other state and local regulations. Further, the Department manages an extensive public participation process for the review of various permit applications and legislation through advertising, noticing, and public hearing meetings held by the City Commission (Planning and Zoning portion), the Planning, Zoning, and Appeals Board (PZAB), the Art In Public Places Board (AIPPB), the Historic and Environmental Preservation Board (HEPB), the Urban Development Review Board (UDRB) the Wynwood Design Review Committee (WDRC), and the Coordinated Review Committee (CRC).

Stakeholders include City residents, Elected Officials, developers, business owners, non-profit organizations, City departments, and other governmental agencies.

Planning



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Oversees the implementation of all departmental operations, provides guidance in the interpretation of the Zoning Ordinance and the implementation of the Comprehensive Plan, develops and monitors the Department’s budget, implements cost controls and efficient systems as well as identifies resources and innovative efforts necessary for improved delivery of excellent customer service and projects in a timely manner.	4	4	4
PLANNING Provides guidance for the future development of the City, amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan to promote sound planning principles; manages and preserves the City’s historic, architectural, archeological and environmental assets; prepares analysis and recommendations on Planning and Zoning related matters to committees, boards, and the City Commission; collects and analyzes demographic, physical, social, economic and contextual data; prepares streetscape and master plans that include high standards for architecture, landscape, and urban design.	31	31	31
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters, procurement solicitations, and processes; provides various support services to professional staff; prepares special projects and reports; tracks performance measures, manages scanning program for the digital retention of documents related to special permits and case files; manages community outreach efforts, departmental web content, and process improvements.	7	7	7
HEARING BOARDS Processes applications for public meetings and hearings in support of the Planning Department; provides advertising, posting and notice of hearings to property owners and neighborhood associations; schedules public hearing meetings for the City Commission (Planning and Zoning portion), the PZAB, the HEPB, the AIPPB, and the WDRC; publishes agenda and minutes, and serves as custodian of all case records and documents pertaining to orders and resolutions issued by various boards.	6	6	6
TOTAL FULL-TIME POSITIONS	48	48	48

Planning

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	5,625,612	4,655,534	4,538,772	5,871,000	6,700,000
Operating Expense	733,338	857,576	1,037,751	1,692,000	1,741,000
Capital Outlay	63,936	2,826	6,817	0	0
Non-Operating Expenses	300,000	0	0	21,971,000	23,070,000
Transfers - OUT	261,000	5,680,876	94,459	0	0
	6,983,886	11,196,812	5,677,799	29,534,000	31,511,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	5,956,425	5,204,782	4,755,964	6,461,000	7,216,000
American Rescue Plan Act SRF	0	0	498,000	0	0
Planning Services	(15,377)	0	0	7,904,000	9,850,000
Planning Services-DRI DT	686,898	5,407,455	125,623	6,540,000	4,874,000
Planning Services-DRI SEOPW	37,361	87,042	168,035	5,864,000	6,636,000
Planning and Zoning Tree Trust Fund	151,627	456,265	0	0	0
Public Art Fund	166,952	40,039	129,939	2,487,000	2,408,000
Hist Preservation Trust Fund	0	0	0	278,000	527,000
Emergency Funds	0	1,228	239	0	0
	6,983,886	11,196,812	5,677,799	29,534,000	31,511,000

Budget Highlights for FY 2023-24

The Budget includes the following addition:

The Budget Reserve Line item reflects an increase due to a higher than anticipated prior year fund balance carryover from various awards in the Planning Services special revenue account (SR \$1.099 million).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$71,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$11,000).

Planning

Accomplishments FY 2022-23

Hired 13 employees: two (2) Special Projects Coordinators, two (2) Planning Technicians, an Administrative Assistant II, Administrative Assistant I, four (4) Planner II, a Planner I, a Senior Planning Project Manager, Hearing Boards Specialist I, Hearing Boards Coordinator, Assistant to Director and Chief of Land Development. Launched a Student Internship Program to connect skilled college students to work programs administered by the Planning Department to support the further development of an emerging workforce. Interns are being hired under Land Development, Comprehensive Planning, Urban Design, Arts in Public Places, and Historic Preservation divisions. Reclassified a currently vacant position to a Business Systems Administrator, to support various permitting programs and to function as an IT Liaison to contribute to the overall project management software success of the department. Updated more than 12 checklists and other templates across the department, removing redundancies and improving clarity.

Received commitments from seven developers in Miami World Center and one developer in the Miami Design District to integrate public art as part of their development. In February 2023, the City Commission amended the consultant contract for the Southwest Streetscape Plan, which expanded the effort to occur from three Commission Districts to citywide (i.e. now including all Commission Districts). This streetscape plan will study the public right-of-way and provide enhancement strategies such as streetscape elements and amenities to surrounding buildings. Additionally, the Art in Public Places Program continues to support the installation of artwork and custom works of art within the City's Park system. During this period, staff coordinated with Commission District's 2 and 4 to receive support on peer review of artwork.

Led the efforts in updating two long range policies in the Miami Comprehensive Neighborhood Plan in the past six months. The Peril of Flood and Buena Vista Regional Activity Center Policy updates were both adopted by City Commission in 2023. The legislation included forecasting of growth trends in areas of interest while also updating thresholds to support residential housing development to occur in areas that included density caps.

Presented "Peril of Flood" to the Planning, Zoning and Appeals Boards. This policy included amendments to the Miami Comprehensive Neighborhood Plan (MCNP) by addressing statutory requirements to provide development and redevelopment principles, strategies, and engineering solutions that reduce the flood risk in coastal areas which result from high-tide events, storm surge, flash floods, stormwater runoff, and the related impacts of sea-level rise. The legislation further introduces Adaptation Action Areas to the MCNP. It is worth noting that the Planning Department is the lead agency for updating the Miami Comprehensive Neighborhood Plan through an Evaluation and Appraisal Review (EAR). The EAR is a state-mandated process intended to update the municipality's comprehensive plan to ensure that the plan reflects current neighborhood issues and changes in State Legislation. The EAR process is currently underway, beginning with community engagement, drafting of legislation, facilitation of the public hearing process, and finally, the adoption of plan amendments. The process is expected to be completed by Spring or Summer 2024.

Conducted the MCNP EAR - Envisioning Miami: 2035 (Internal Kick-off Meeting) on April 20, 2023 with Planning staff, consultants from Calvin Giordano & Associates, and with director-level staff at the City of Miami. The meeting was led with a 22-slide presentation that explained the EAR process, the MCNP, and the contribution this project requires from each department within the City administration. Moreover, this presentation identified which departments are subject matter experts over which elements within the MCNP. The meeting was attended by 28 people, including the City Manager and Deputy City Manager. Planning staff are following up with each department individually to provide assistance for focused review and updates to each element of the MCNP.

Developed a multi-faceted plan for the digitization of records held in storage to ensure historical records are immediately available through a digital platform. Recalled more than 60 boxes from storage for digital retention. The scan team has begun the retention of City Commission, PZAB and the HEPB agenda and minutes. Remained current in the scanning of Cityview Code Enforcement Board (CEB) and Ticketing Appellant Special Master (TASM) case files, agendas and minutes. Integrated Code Check and Laserfiche to allow the automated retention of Code Enforcement related files. Continued the partnership with DoIT on the process and future steps.

Implemented approved updates to the Miami City Code to change certain preapplication meetings from required to recommended. Reassigned planning technicians throughout the divisions to provide a more specialized pre-screening of applications, resulting in more thorough prescreening occurring within 72 hours.

Planning

Accomplishments FY 2022-23

Redesigned the Departments' webpage to provide a more cohesive relationship between the Planning divisions and the services offered. Recent changes include, contact information for staff members being added to the webpage. The website further provides the community quick links to City planning codes, maps, permitting processes and other resources. The main webpage further provides an avenue for the community to share feedback regarding ongoing large-scale projects like Miami Freedom Park Special Area Plan and Sabal Palm Special Area Plan. Published approximately 45 meeting agendas with the subsequent publication of related minutes. The publication of agenda and minutes to the legislative hub makes this information easily accessible for the public, applicants, appellants, and City staff, through the City of Miami website.

Strategies FY 2023-24

Continue to activate and improve the public realm experience through harmonization with the built environment.

Continue to socialize the goals, policies, and objectives of the City's Miami Neighborhood Comprehensive Plan.

Continue to digitize 33 percent of historical and current planning records to improve public access to information.

Continue to leverage technology to improve community engagement with project stakeholders.

Continue to reduce the number of review cycles to increase timely issuance of permits or entitlements.

Continue to implement long range planning that considers impact on quality of life, business needs, and resilience.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
2. Resilience	2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data. City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan
	2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Planning

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Maintain the look and feel of public spaces to a high standard.				
Private development projects that have committed to installing a public art component as part of the overall development (number).	9	3	6	6
DEPARTMENT GOAL(S) Reduce the amount of time customers wait.				
Complete online submissions prescreen review for entitlements within 72 hours (percent).	88	94	80	90
Process GIS map requests within 14 calendar days (percent).				90
PZAB Minutes within five business days (percent).			90	90
DEPARTMENT GOAL(S) Socialize the Goals, Policies and Objectives within the City's Miami Neighborhood Comprehensive Plan (MNCP).				
Socialize the MCNP (number).		1	1	1
DEPARTMENT GOAL(S) Leverage technology to improve community engagement with our project stakeholders.				
Provide Laserfiche accessibility to public hearing applications by working with the scan team to digitize 300 boxes (1.5 cubic feet each) of current and historical records (number).			275	300
Communicate the Publication of PZAB, HEPB, AIPPB, UDRB, WDRC, CRC agendas at least seven (7) full calendar days prior to the scheduled meetings date (percent).			90	90
DEPARTMENT GOAL(S) Implement long range planning that considers impact on quality of life, business needs, and resilience.				
Promote quality of life, business needs, and resilience through land development regulations (legislative code amendments and zoning text amendments brought to PZAB) (number).			24	24
DEPARTMENT GOAL(S) Release data relevant to the planning field and useful for the public on a yearly basis.				
Yearly local publication of Miami-based planning data by District (number).			0	1

Planning

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Reduce the number of review cycles to increase timely issuance of permits or entitlements.				
Process small scale administrative entitlements within 90 business days for city related activities (percent).	0	2	80	80
Process medium scale entitlement within 110 business days for city related activities (percent).		11	80	80
Refer companion rezones and comprehensive plan amendments for public hearing within 190 business days (percent).		18	80	80
Process applications for minor improvements that require a Standard Certificate of Appropriateness (COA) within ten calendar days of receipt of the complete application (percent).			80	80
Process applications for Certificate to Dig (CTD) within ten calendar days of receipt of the complete application (percent).			80	80

Planning

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,794,000	205,000	3,999,000	3,848,000	270,000	4,118,000
512010 - Attrition Savings - Salaries	(102,000)	0	(102,000)	0	0	0
513000 - Other Salaries and Wages	56,000	0	56,000	56,000	0	56,000
516000 - Fringe Benefits	20,000	0	20,000	22,000	0	22,000
521000 - Fica Taxes	289,000	15,000	304,000	312,000	20,000	332,000
522000 - Retirement Contributions	967,000	51,000	1,018,000	1,198,000	73,000	1,271,000
523000 - Life and Health Insurance	547,000	29,000	576,000	842,000	59,000	901,000
Personnel	5,571,000	300,000	5,871,000	6,278,000	422,000	6,700,000
Operating Expense						
524000 - Workers' Compensation	45,000	2,000	47,000	49,000	3,000	52,000
531000 - Professional Services	320,000	800,000	1,120,000	309,000	800,000	1,109,000
531010 - Professional Services- Legal Services	34,000	0	34,000	45,000	0	45,000
533000 - Court Services	22,000	0	22,000	22,000	0	22,000
540010 - Training	23,000	0	23,000	23,000	0	23,000
541100 - Postage	81,000	0	81,000	81,000	0	81,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	11,000	0	11,000	13,000	0	13,000
545013 - Insurance - General Liability	12,000	0	12,000	28,000	0	28,000
546001 - IT-Repair and Maintenance Services	180,000	0	180,000	206,000	0	206,000
547000 - Printing and Binding	7,000	0	7,000	7,000	0	7,000
548000 - Promotional Activities	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	107,000	0	107,000	107,000	0	107,000
551000 - Office Supplies	15,000	0	15,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	25,000	0	25,000	25,000	0	25,000
Operating Expense	890,000	802,000	1,692,000	938,000	803,000	1,741,000
Non-Operating Expense						
896000 - Budget Reserve	0	21,971,000	21,971,000	0	23,070,000	23,070,000
Non-Operating Expenses	0	21,971,000	21,971,000	0	23,070,000	23,070,000
Total Expense	6,461,000	23,073,000	29,534,000	7,216,000	24,295,000	31,511,000

Zoning

Department Head: Daniel S. Goldberg, Esq.
<https://www.miamigov.com/Government/Departments-Organizations/Zoning>

Phone: (305) 416-1499

Mission Statement

To promote a regulated pattern of development as set forth in the City Code and Miami 21, while providing a safe and healthy environment for living, working, and recreation

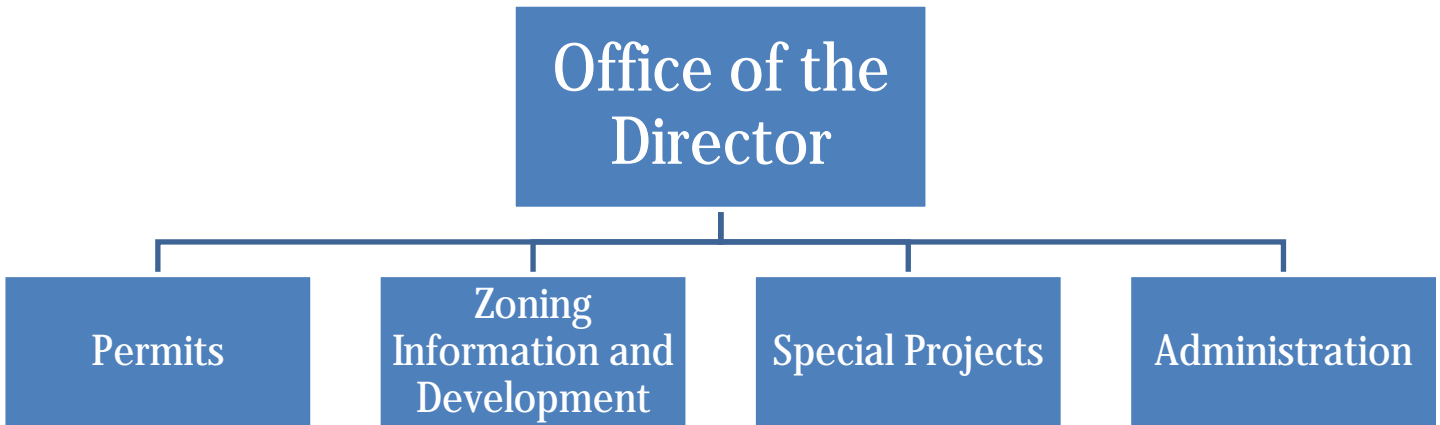
Description

The Office of Zoning (“Zoning”) is responsible for the administration and enforcement of the Miami 21 Zoning Code (“Code”), with two primary functions and duties: permitting and business licensing. Zoning determines whether applications for building permits, as required by the Building Code, and administrative Waivers, Warrants, Exceptions, and Variances are in accord with the requirements of the Code. In addition, Zoning determines whether the use of any structure or premises is in accordance with the Code and issues a Certificate of Use if the application and supporting documents conform to applicable regulations.

Contributing to the Administration’s Priority of *Quality of Life*, the Office of Zoning administers temporary uses through the issuance of Interim Parking Permits, Temporary Event Permits, Temporary Occupancy Permits, and Temporary Uses on Vacant Land Permits; issuances Zoning Dry Runs, Zoning Verification Letters, Alcohol Reservation Letters, Waiver Extensions, Zoning Interpretations, Certificates of Eligibility, and Certificates of Transfer; processes State Extensions of Time, AHCA Local Zoning Forms, Alcohol and Tobacco Applications, and the Florida Housing Finance Corporation Local Government Verification Forms; creates and issuances of addresses; calculates impact fees, processes Unities of Title and Covenants in Lieu and Declarations of Restrictive Covenants, and assists the Code Enforcement Department in enforcing the provisions of the Code.

Stakeholders include City residents, Elected Officials, the business and development communities, City departments, and other governmental agencies.

Zoning



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Oversees the execution of all departmental operations, provides guidance in the interpretation and implementation of Zoning Ordinances, develops and monitors the Department's budget, identifies resources necessary for the continued delivery of excellent customer service and projects in a timely manner.	2	2	2
PERMITS Implements and interprets the Zoning Ordinance and other city, county, state and federal regulations, reviews development plans and identifies types of special permits needed based on the application of the Zoning Ordinance, reviews all submissions for development and redevelopment within the City.	15	15	15
ZONING INFORMATION AND DEVELOPMENT Issues Certificates of Use and Temporary Use permits, issues approval of Alcohol and Tobacco applications, Zoning Verification Letters, address assignments and changes, and Community Residential Home certifications.	11	11	11
SPECIAL PROJECTS Reviews and processes impact fee deferrals; ensures completeness and routes legal instruments such as Unity of Titles, Covenants, and Parking Agreements; administers Affordable and Workforce Housing initiatives; drafts legislation for code amendments; ensures compliance of Alcohol and Tobacco licenses issued.	2	2	2
ADMINISTRATION Manages budgetary, administrative, and fiscal functions; manages personnel matters, procurement solicitations and processes; provides support services to professional staff; tracks performance measures and statistics for the Department.	2	2	2
TOTAL FULL-TIME POSITIONS	32	32	32

Zoning

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	3,389,777	3,596,816	4,001,423	4,945,000	5,085,000
Operating Expense	771,171	761,908	794,007	901,000	945,000
Capital Outlay	36,974	(1,498)	0	3,000	0
	4,197,922	4,357,225	4,795,430	5,849,000	6,030,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	4,197,922	4,349,451	4,527,430	5,849,000	6,030,000
American Rescue Plan Act SRF	0	0	268,000	0	0
Emergency Funds	0	7,774	0	0	0
	4,197,922	4,357,225	4,795,430	5,849,000	6,030,000

Budget Highlights for FY 2023-24

The Budget includes the following reduction:

The Machinery and Equipment Line item reflects a reduction due to non-recurring operating expenditures funded in the previous fiscal year (GF \$3,000).

The Budget includes the following additions:

The Travel and Per Diem Line item reflects an increase of \$4,000 (GF) for mandatory training for two employees. The Training Line item reflects a net increase of \$6,000 (GF), due to costs related to registration and hotel fees for the Urban Land Institute Leadership Academy (\$3,000 GF), the National Planning Association (\$3,000 GF), the Florida Planning Association (\$1,000 GF), and a reallocation to the Travel and Per Diem line item (-\$1,000 GF).

The Communication and Related Services Line item reflects an increase of \$2,000 (GF) due to the rate increases for Comcast Cable bills.

The Subscription Line item reflects an increase of \$5,000 (GF) for two memberships to the American Planning Association (\$1,000 GF), and to the American Institute of Architects and the National Council of Architecture (\$1,000 GF), Florida Bar dues (\$1,000), and Acrobat Adobe Pro licenses (\$2,000 GF).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$75,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$17,000).

Zoning

Accomplishments FY 2022-23

Improvements in eStart were identified and fixed; this included improvements for the transfer of applications into MiamiBiz.

Issuance of Certificates of Use can now be downloaded within 24 hours.

Worked with the Building Department to establish ownership over applications that do not require a Zoning review per Miami21 Code.

Established preapplication meetings in the Coconut Grove area to allow faster and more effective assistance to applicants in the area.

Created monthly meetings with reviewing departments to monitor and regulate Temporary Permit applications.

Strategies FY 2023-24

Continue to participate in the enhancement of eStart web application system to process Certificates of Use applications and allow interactions with additional system platforms.

Continue to collaborate with required reviewing departments to improve the issuance of Certificates of Use at a successful rate.

Continue to collaborate with the Building Department to streamline building permit reviews and re-evaluate application types for Zoning review.

Continue to designate a specialized group in the Coconut Grove area that allows for faster and more effective assistance to applicants in the area, helping projects move faster, and supporting rapid development of this area of the city.

Continue to collaborate with required reviewing departments to establish a Temporary Permit Task Force to regulate and monitor existing applications.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Li	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
3. Pathway to Prosperi	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Ensure timely delivery of service.				
Certificates of Use issued (number)	1,191	1,318	1,200	1,200
Building Permits reviewed within ten days in the first cycle (percent)		75	70	75
Waiver permits reviewed within 15 business days in the first cycle (percent)		67	70	75
Certificates of Use reviewed (number)			3,000	3,500

Zoning

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,014,000	0	3,014,000	3,116,000	0	3,116,000
513000 - Other Salaries and Wages	30,000	0	30,000	30,000	0	30,000
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	229,000	0	229,000	238,000	0	238,000
522000 - Retirement Contributions	1,103,000	0	1,103,000	1,019,000	0	1,019,000
523000 - Life and Health Insurance	556,000	0	556,000	669,000	0	669,000
Personnel	4,945,000	0	4,945,000	5,085,000	0	5,085,000
Operating Expense						
524000 - Workers' Compensation	47,000	0	47,000	50,000	0	50,000
531000 - Professional Services	20,000	0	20,000	20,000	0	20,000
533000 - Court Services	12,000	0	12,000	12,000	0	12,000
534000 - Other Contractual Services	669,000	0	669,000	669,000	0	669,000
540000 - Travel and Per Diem	0	0	0	4,000	0	4,000
540010 - Training	12,000	0	12,000	18,000	0	18,000
541000 - Communications & Related Services	1,000	0	1,000	3,000	0	3,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	122,000	0	122,000	146,000	0	146,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	3,000	0	3,000	3,000	0	3,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	6,000	0	6,000
Operating Expense	901,000	0	901,000	945,000	0	945,000
Capital Outlay						
664000 - Machinery and Equipment	3,000	0	3,000	0	0	0
Capital Outlay	3,000	0	3,000	0	0	0
Total Expense	5,849,000	0	5,849,000	6,030,000	0	6,030,000

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DEPARTMENT BUDGETS: PUBLIC WORKS

- Capital Improvements
- General Services Administration
- Resilience and Public Works
- Solid Waste

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Capital Improvements

Department Head: Hector Badia, Director

Phone: (305) 416-1280

www.miamigov.com/Government/Departments-Organizations/Office-of-Capital-Improvements

Mission Statement

The Office of Capital Improvements (OCI) manages and delivers the City of Miami's capital improvements program. Proudly, building the City of Miami's roadways, parks, facilities, and infrastructure to enhance the quality of life, resilience, and pathway to prosperity for those who experience Miami.

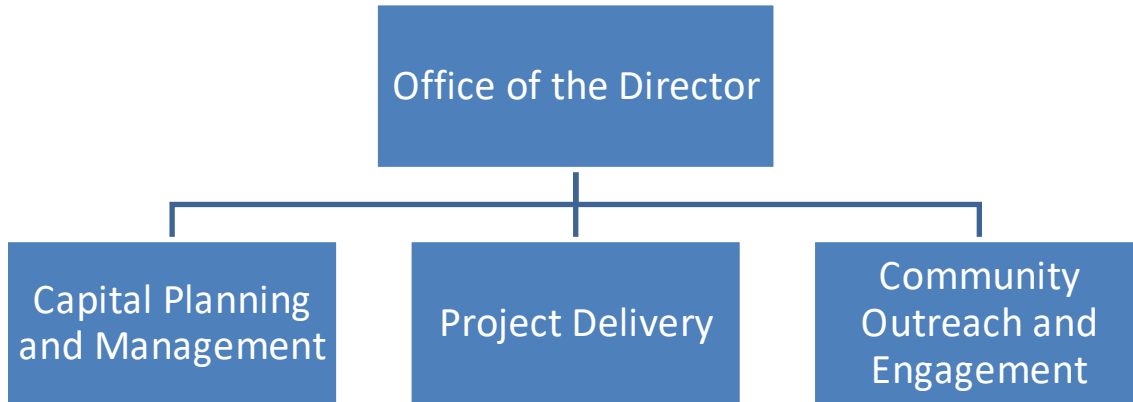
Description

OCI is staffed with professional project managers, architects, engineers, and construction managers. Capital Improvements administers all phases of programming, design, and construction of the City's Capital Improvements Program.

Contributing to the Administration's Priority of *Quality of Life*, the Department of Capital Improvements is passionate about serving the residents and making meaningful capital improvements to the City's facilities and infrastructure. OCI provides construction programs and project management for Miami's residents and the City's client departments and agencies to enhance mobility, advance public safety, improve shared spaces, enable governmental services, improve resiliency, and support a pathway to prosperity. Through the Department's capital construction program, the department aspires to be a catalyst to encourage stakeholders to be proud of and invest in their community to build better neighborhoods and Miami's future.

Stakeholders include the community, City departments, other governmental agencies, and Elected Officials.

Capital Improvements



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Directs, plans, and implements the City’s Capital Improvements Program; provides leadership and guides the resources to successfully deliver projects for clients. Develops and monitors the OCI’s budget and manages cost controls.	2	2	2
CAPITAL PLANNING AND MANAGEMENT Supports the City’s Capital Improvements Program by managing the 5-Year Capital Improvement Plan, administering requirements-based project initiation process, controlling project change management, monitoring program-level performance, managing project portfolios, developing best practices and standards, aligning the program with budget requirements, and ensuring program visibility and reporting.	7	7	7
PROJECT DELIVERY Manages and coordinates the planning, design, and construction of the City’s infrastructure and facility projects. Empowering professionally trained project and construction managers, delivers planning, design, and construction management services to clients; coordinates project requirements across all collaborators; and ensures that the projects meet quality, cost, and time requirements.	37	37	19
CONSTRUCTION CONTRACT COMPLIANCE MANAGEMENT Monitor’s design and construction contracts for compliance as it relates to Small Business Enterprise Participation, Local Workforce Participation, and Responsible Wages requirements.	4	4	0
COMMUNITY OUTREACH AND ENGAGEMENT Communicates the Capital Improvements Program and projects with residents, elected officials, City Leadership, and client departments. Focuses effort on community outreach by developing and implementing proactive engagement strategies and supporting tactics; develops and builds OCI’s brand and messaging by aligning with the City’s vision, communications strategy, and OCI director’s goals; and manages key leaders and agency engagement plan.	3	3	3
TOTAL FULL-TIME POSITIONS	53	53	31

Capital Improvements

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	3,970,101	3,572,631	3,417,702	3,602,000	1,652,000
Operating Expense	595,520	701,832	325,717	323,000	307,000
Capital Outlay	3,508	128,155	2,610	0	0
Non-Operating Expenses	159	0	60	0	0
Transfers - OUT	0	0	1,222	0	0
	4,569,288	4,402,617	3,747,310	3,925,000	1,959,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	4,334,756	4,307,181	3,563,671	3,925,000	1,959,000
General Special Revenue	20,079	0	0	0	0
American Rescue Plan Act SRF	0	0	183,610	0	0
Transportation and Transit	149,283	159	0	0	0
Emergency Funds	65,170	95,278	29	0	0
	4,569,288	4,402,617	3,747,310	3,925,000	1,959,000

Budget Highlights for FY 2023-24

The Budget includes the following reductions:

- ξ The Travel and Per Diem Line item reflects a reduction of \$2,000 (GF) to align the budget with the actual trend of expenditures.
- ξ The Office Supplies Line item reflects a reduction of \$3,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

- ξ Additional funding was added to the Training Line item to align the budget with the actual trend of expenditures (GF \$1,000).
- ξ Additional funding was added to the Clothing and Uniform Supplies Line item to support new staff (GF \$1,000).
- ξ Additional funding was added to the Operating Supplies Line item to support new staff (GF \$3,000).

Capital Improvements

The Budget includes the following additional considerations:

- ξ The Budget includes the transfer of the Roadway Infrastructure Division function, personnel, and a transfer of a vacant Assistant Director position from Office of Capital Improvements to the Department Resilience and Public Works. The personnel and funding are reflected in the prior Department in FY 2022-23 and in the new Department in FY 2023-24 (18 positions, \$2.040 million).
- ξ The Budget includes the transfer of personnel from Office of Capital Improvements to the Office of Management and Budget. The personnel and funding are reflected in the prior Department in FY 2022-23 and in the new Department in FY 2023-24 (Three positions, \$337,000).
- ξ The Budget includes the transfer of a vacant Contract Compliance Analyst position from the Office of Capital Improvements to the Parks and Recreation Department. The personnel and funding are reflected in the prior Department in FY 2022-23 and in the new Department in FY 2023-24 (One position, \$79,000).
- ξ The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$52,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$9,000).

Capital Improvements

Accomplishments FY 2022-23

Completed integration between Oracle and eBuilder for processes like Invoicing, Change Orders, Additional Services, Account Level Funding, Master Commitments, Vendors, and Purchase Orders. Completed design and testing of 11 cost processes which include Cost Estimate, Funding Request, Purchase Order Request, Schedule of Values, Invoice Approval, Request for Direct Payment, Change Proposal Requests, Change Order, Additional Services, Solicitation, and Award or Installment Creation. Completed 99 percent of 700+ data migration projects.

Developed a draft of the proposed changes for the expedited list in coordination with Resilience and Public Works and Parks and Recreations Departments and submitted it to the Office of Management and Budget for review. Once finalized, the updated expedited list will be shared with the Department of Procurement and brought to City Commission.

Developed a standard operating procedure to send contractors a Notice of Non-Conformance. Trained employees to send formal Non-Conformance Notices to contractors when there is a deficiency or a specific contract term that is not being met during construction. The notice records the nature of the non-conformance, references the contract term, as well as when a response and a correction is needed by the contractor. This process has been implemented using the eBuilder system. To date, 28 non-conformance notices have been sent to enforce the contract language and to make sure contractors meet quality assurance and quality control standards set for each project.

Conducted recurring monthly meetings with all Commission District representatives to review statuses, and coordinated any changes or needs of each project managed by OCI. Held additional meetings with client departments on a regular basis (along with commission districts), or on an as needed basis to share updates and discuss project needs.

Utilized different procurement methods available, such as Miscellaneous Architectural and Engineering Services contracts, Job Order Contracting (JOC), Design and Build, and others to expedite the schedule of Miami Forever Bond projects. To date, OCI and the Department of Procurement have been able to award 13 Design Contracts from the Miscellaneous Architectural and Engineering Services pool, three Design Contracts through the Request for Qualifications (RFQ), seven Construction Contracts through JOC, two Construction Contracts through Invitation to Bid (ITB), and one Design and Construction contract through Design and Build.

Strategies FY 2023-24

Continue to streamline and accelerate construction contract acquisition by working with the Department of Procurement to develop the Construction Contractors Pool and assist optimize the entire construction management process.

Continue to build a stronger team by ensuring employees are equipped with the necessary training to better oversee contractors, review construction contract language, enforce contractors' quality assurance and quality control programs, as well as ensure that they are recognized for their efforts and success.

Continue to communicate and engage effectively with all stakeholders to ensure project scopes are clearly articulated and project updates are shared throughout the project life cycle.

Continue to identify and utilize all alternate procurement methods to expedite schedules for the Miami Forever Bond and grant funded projects.

Continue to increase e-Builder user adoption and finalize the new Contract Compliance processes, GIS integration, and timekeeping with e-Builder.

Capital Improvements

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
2. Resilience	2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities City of Miami Strategic Plan
	2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan
	2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan
3. Pathway to Prosperity	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Engage with the community and communicate Capital Improvement projects.				
Engage with the community with meetings and events (number)	50	58	42	50
DEPARTMENT GOAL(S) Improve operational efficiency and productivity to continue delivering quality capital construction projects.				
Current portfolio project completion on-time (percent)	80	75	80	80
Average duration to review and approve Invoices (days)		25	25	25
Reduce variance between the original cost estimate and the final actual cost (percent)		5	0	-20<CV<+20
DEPARTMENT GOAL(S) Promote conditions that encourage small business development and growth.				
Foster small business enterprise participation (dollars contracted)	\$ 121,230.00	\$ 2,329,088.85	\$3,700,000	\$3,700,000

Capital Improvements

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Deliver quality capital construction projects.				
Construct and renovate roadways (lane miles)	2	1	5.5	4.08
Install traffic calming devices (number)	17	100	7	5
Build and renovate public safety facilities (police, fire-rescue, emergency management) (number)	0	2	1	3
Harden critical facilities (community centers, parks, municipal buildings) (number)	3	1	2	2
Build and renovate parks and open-spaces (number)	14	13	6	5
Build and renovate marinas and water access sites (number)	7	2	1	2
Build and renovate cultural facilities (number)	5	2	1	1
Total projects designed (number)	30	20	20	13
Total projects constructed (number)	46	57	23	26
Total value of projects constructed (dollars)	\$ 40,683,161.51	\$ 77,066,265.12	\$44,463,739.83	\$49,119,655.24
Construct and refurbish sea and river walls and associated bay walk (linear feet)	2,634	0	0	8,080
Implement drainage solutions (number)	56	43	93	100
Total project initiating construction (number)		20	13	26

Office of Capital Improvements

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,382,000	0	1,382,000	735,000	0	735,000
512010 - Attrition Savings - Salaries	(38,000)	0	(38,000)	(38,000)	0	(38,000)
516000 - Fringe Benefits	6,000	0	6,000	3,000	0	3,000
521000 - Fica Taxes	109,000	0	109,000	58,000	0	58,000
522000 - Retirement Contributions	1,525,000	0	1,525,000	584,000	0	584,000
523000 - Life and Health Insurance	618,000	0	618,000	310,000	0	310,000
Personnel	3,602,000	0	3,602,000	1,652,000	0	1,652,000
Operating Expense						
524000 - Workers' Compensation	75,000	0	75,000	55,000	0	55,000
534000 - Other Contractual Services	2,000	0	2,000	2,000	0	2,000
540000 - Travel and Per Diem	6,000	0	6,000	4,000	0	4,000
540010 - Training	0	0	0	1,000	0	1,000
541000 - Communications & Related Services	7,000	0	7,000	7,000	0	7,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	13,000	0	13,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	168,000	0	168,000	172,000	0	172,000
548000 - Promotional Activities	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	16,000	0	16,000	13,000	0	13,000
552000 - Operating Supplies	4,000	0	4,000	7,000	0	7,000
552100 - Public Safety Supplies	7,000	0	7,000	7,000	0	7,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	16,000	0	16,000	16,000	0	16,000
Operating Expense	323,000	0	323,000	307,000	0	307,000
Total Expense	3,925,000	0	3,925,000	1,959,000	0	1,959,000

General Services Administration

Department Head: Jennifer Ramirez
<http://citynet/GSA/pages/>

Phone: (305) 329-4854

Mission Statement

To provide effective and efficient services with exceptional quality in the areas of property maintenance, fleet maintenance and management, public safety communication systems maintenance, and graphic design and print shop service for all General Services Administration (GSA) customers.

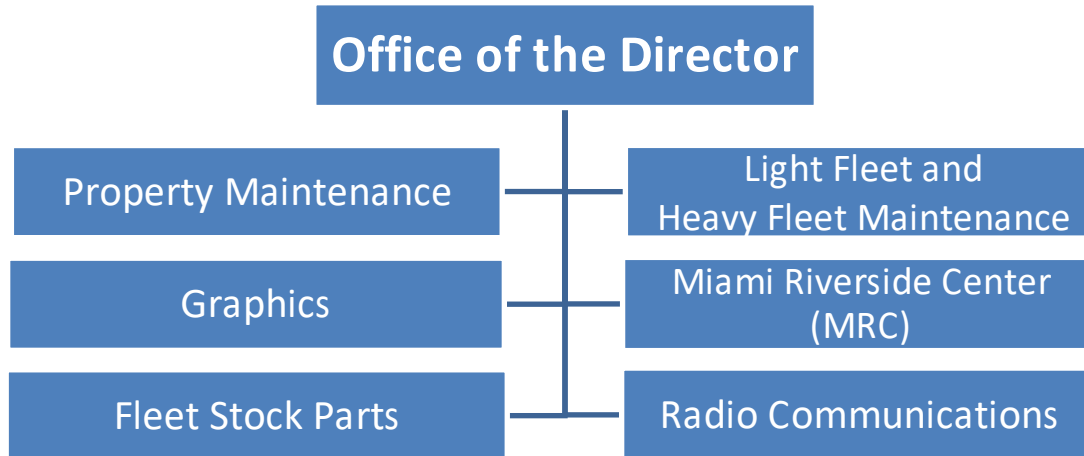
Description

The GSA Department provides internal service support to City departments in the areas of fleet management, graphic reproductions, property maintenance, radio communication, and Citywide inter-office mail delivery.

Contributing to the Administration's Priority of *Quality of Life*, the department inventories, maintains, and repairs City property and equipment. Support services are provided throughout the City, including at the Miami Riverside Center (MRC) Building and Garage, City Hall, GSA Administrative Building and Fleet Maintenance Garage, Property Maintenance Building, Communications Warehouse, radio wave broadcasting and receiving antenna towers, and other departments located at the 20th Street facility. GSA maintains and repairs vehicles for the Police Department, the General Fleet, Solid Waste, Parks, and Public Works. GSA also provides fueling and truck washing services to user Departments. Additionally, all small equipment used Citywide for lawn and maintenance needs is serviced and repaired by the GSA operation. Furthermore, the Department maintains the City's 800 MHz radio and E-911 emergency communication systems including portable radios. GSA produces graphic illustrations and prints City Commission agenda packages, forms, business cards, the Proposed and Adopted Budget Books, flyers, and banners.

GSA's primary stakeholders are comprised of City of Miami employees and City departments.

General Services Administration



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Responsible for the administrative functions of the Department, including accounting, payroll, personnel, Citywide utility management, operational statistics, and contract administration; develops and monitors the Department’s budget and manages cost controls.	8	8	8
PROPERTY MAINTENANCE Repairs and maintains most City facilities; secures facilities when threatened by hurricanes or other natural disasters; provides in-house expertise on plumbing, electrical, heating ventilation and air conditioning, and other disciplines as required; administers small construction contracts.	37	37	37
LIGHT AND HEAVY FLEET MAINTENANCE Manages, directs, and supervises fleet maintenance; procures vendor services for both mechanical and body-related repairs; procures and coordinates the purchase and replacement of fleet vehicles; manages fleet parts and fuel inventories.	68	68	68
GRAPHICS Prepares designs, layout, and typeset for all graphic and related materials produced by the section; manages leases of low-to mid-volume copiers; designs and publishes forms; prints City Commission meeting agendas.	6	6	6
MIAMI RIVERSIDE CENTER Maintains the MRC building, grounds, pool vehicles, mechanical equipment, and security equipment; distributes inter-office and US mail; administers contracts for supplies and services.	9	9	9
FLEET STOCK PARTS Purchases, warehouses, and maintains an inventory of parts needed for repairs.	4	4	4
RADIO COMMUNICATIONS Repairs and maintains the City’s 800 MHz radio system; provides communication support to the E-911 service; provides 24-hour on-call emergency repair service to the communication system.	8	8	8
TOTAL FULL-TIME POSITIONS	140	140	140

General Services Administration

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	16,228,062	15,893,303	16,770,374	17,579,000	18,307,000
Operating Expense	10,130,007	11,598,732	15,060,181	15,059,000	16,726,000
Capital Outlay	84,887	19,081	82,573	0	10,000
Non-Operating Expenses	0	0	0	25,000	25,000
Transfers - OUT	0	0	900	0	0
	26,442,956	27,511,117	31,914,027	32,663,000	35,068,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	26,441,015	27,506,060	31,449,127	32,638,000	35,043,000
General Special Revenue	0	0	0	25,000	25,000
American Rescue Plan Act SRF	0	0	464,000	0	0
Emergency Funds	1,941	5,057	900	0	0
	26,442,956	27,511,117	31,914,027	32,663,000	35,068,000

Budget Highlights for FY 2023-24

The Budget includes the following additions:

- ξ Additional funding was added to the Fringe Benefits Line item due to an increase in tools pricing (GF \$25,000).
- ξ The Other Contractual Line item reflects an increase of \$41,000 (GF) due to custodial services price increase.
- ξ The Travel and Per Diem Line item reflects an increase of \$8,000 (GF) to cover trainings for the Communications Technicians radio systems and tower climbing (GF \$4,000), and for the mechanic trainings to be certified in repairing Harley Davidson Police motorcycles (GF \$4,000).
- ξ The Repair and Maintenance Line item reflects an increase of \$1.219 million due to the rising costs for auto body replacement parts and maintenance services.

The Budget includes the following additional consideration:

- ξ The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$150,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$7,000).

General Services Administration

Accomplishments FY 2022-23

Partnered with Risk Management to implement specialized safety trainings for employees to reduce claims, as well as within the General Services Administration Department, to reduce absences in the shop as a result.

Managed and completed roofing projects for the Miami Riverside Center (MRC) and additional General Services Administration facilities.

Strategies FY 2023-24

Turn around 55 percent of marked police pursuit vehicles that are brought into the garage for minor repairs the same day, and ensure that the Police Department has 95 percent of its vehicles available for service each day. Maintain a minimum of 72 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.

Review daily logistic reports, conduct pre service checklist checks to ensure all radios are operational and ready when they deploy, sending reminders to the departments that utilize the City's 800 MHZ about handling and maintaining their assigned radios.

Work with all City Departments with their requests to maintain and repair city assets assigned to them. Being proactive and going to the sites to discover any discrepancies with our city assets before the host department discovers any.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Turn around 55 percent of marked police pursuit vehicles that are brought into the garage for minor repairs the same day, and ensure that the Police Department has 95 percent of its vehicles available for service each day.				
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	65	59	55	55
DEPARTMENT GOAL(S) Maintain a minimum of 72 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.				
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent)	99	93	93	87.5
DEPARTMENT GOAL(S) Maintain the City's 800 MHz Emergency Radio Communications System at 99 percent operability or better.				
Emergency radio communications system kept operational and ready (percent)	96	98	98	99

General Services Administration

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Encounter zero service interruptions.				
Partial service interruptions in the communications system (number)	47	25	20	0
DEPARTMENT GOAL(S) Complete all work orders within 25 days.				
Average time for completion of property maintenance work orders (days)	2.0	2.0	2	4

General Services Administration

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	10,584,000	0	10,584,000	10,664,000	0	10,664,000
512010 - Attrition Savings - Salaries	(146,000)	0	(146,000)	(98,000)	0	(98,000)
514000 - Overtime	114,000	0	114,000	115,000	0	115,000
515000 - Special Pay	14,000	0	14,000	16,000	0	16,000
516000 - Fringe Benefits	12,000	0	12,000	37,000	0	37,000
521000 - Fica Taxes	810,000	0	810,000	809,000	0	809,000
522000 - Retirement Contributions	3,800,000	0	3,800,000	3,779,000	0	3,779,000
523000 - Life and Health Insurance	2,391,000	0	2,391,000	2,985,000	0	2,985,000
Personnel	17,579,000	0	17,579,000	18,307,000	0	18,307,000
Operating Expense						
524000 - Workers' Compensation	645,000	0	645,000	749,000	0	749,000
534000 - Other Contractual Services	978,000	0	978,000	1,019,000	0	1,019,000
540000 - Travel and Per Diem	1,000	0	1,000	9,000	0	9,000
541000 - Communications & Related Services	3,000	0	3,000	6,000	0	6,000
543000 - Utility Services	4,000	0	4,000	4,000	0	4,000
543010 - Utilities Water	133,000	0	133,000	129,000	0	129,000
543020 - Utilities Electricity	603,000	0	603,000	685,000	0	685,000
544000 - Rentals and Leases	16,000	0	16,000	17,000	0	17,000
545011 - Insurance - Vehicle Liability	49,000	0	49,000	57,000	0	57,000
545012 - Insurance - Property & Casualty	2,476,000	0	2,476,000	2,607,000	0	2,607,000
546000 - Repair and Maintenance Services	5,100,000	0	5,100,000	6,319,000	0	6,319,000
546001 - IT-Repair and Maintenance Services	554,000	0	554,000	613,000	0	613,000
547100 - Printing and Binding-Outsourcing	8,000	0	8,000	8,000	0	8,000
547200 - Printing and Binding-Paper Stock	27,000	0	27,000	27,000	0	27,000
547300 - Printing and Binding-Supplies	6,000	0	6,000	6,000	0	6,000
549000 - Other Current Charges and Obligations	8,000	0	8,000	8,000	0	8,000
551000 - Office Supplies	11,000	0	11,000	12,000	0	12,000
552000 - Operating Supplies	33,000	0	33,000	34,000	0	34,000
552010 - Motor Fuel	4,300,000	0	4,300,000	4,300,000	0	4,300,000
552200 - Clothing/Uniform Supplies	56,000	0	56,000	64,000	0	64,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	48,000	0	48,000	53,000	0	53,000
Operating Expense	15,059,000	0	15,059,000	16,726,000	0	16,726,000

General Services Administration

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	10,000	0	10,000
Capital Outlay	0	0	0	10,000	0	10,000
Non-Operating Expense						
896000 - Budget Reserve	0	25,000	25,000	0	25,000	25,000
Non-Operating Expenses	0	25,000	25,000	0	25,000	25,000
Total Expense	32,638,000	25,000	32,663,000	35,043,000	25,000	35,068,000

Resilience and Public Works

Department Head: Juvenal Santana, P.E., C.F.M.

Phone: (305) 416-1200

www.miamigov.com/Government/Departments-Organizations/Resilience-and-Public-Works

Mission Statement

To maintain, improve, and modernize our City's right-of-way and stormwater infrastructure as well as transportation capacity through the best professional, technical and resilient engineering practices; and to develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy and natural systems through internal and external partnerships.

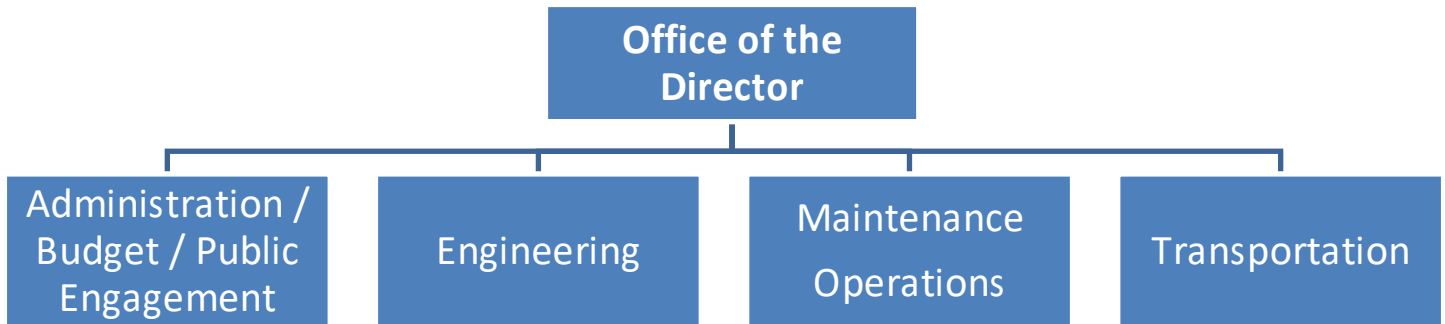
Description

The Department of Resilience and Public Works (RPW) is responsible for engineering design and technical standards, permitting and regulation of construction of right-of-way improvements. As custodians of the public repairs and maintains City streets, alleys, sidewalks, curbs, drainage, bridges, and canals, within the public right-of-way. Integrating sustainable practices and climate resilience into daily operations.

Contributing to the Administration's priority of *Quality of Life*, the Department oversees the implementation of the Sea-Level Rise and Flood Prevention projects, processes plat applications for the division of land and manages the City's street lighting system, the stormwater collection system within the City's roadways, 13 stormwater pump stations, tree plantings and right-of-way aesthetic improvement projects, the bus benches and shelters contract, news racks, sidewalk cafes, and franchise agreements with public utility owners. As a Stormwater Utility, Resilience and Public Works is responsible for storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit with the Florida Department of Environmental Protection. RPW is organized along four functional lines: Administration, Engineering, Maintenance Operations, and Transportation. The Administration Division provides administrative and support services, coordinates all community engagement events with elected officials for co-designations, RPW groundbreaking, and ribbon cuttings as well as conducts project reconciliations, performs personnel and payroll functions, enters, and oversees purchasing for RPW, reviews contract documents, and executes and tracks contracts for compliance. The Engineering Division reviews various permit requests, including Special Area Plans (SAPs); coordinates right-of-way development, right-of-way dedications and deeds, plats, and easements; conducts traffic analysis and coordination of traffic impact studies; processes maintenance agreements with the County and State; inspects public and private facilities; and enforces environmental regulations considering current and future climate impacts into infrastructure planning and community projects. The Maintenance Operations Division performs routine maintenance and emergency repair of the roadways under the City's jurisdiction, receives, processes and addresses resident complaints related to any of the public right-of-way components under its jurisdiction, dispatches work crews to perform maintenance or repairs to address complaints, and ensures that the City has a safe and usable road system. The Transportation Operations Division plans, coordinates, and implements the City's Trolley service, On-Demand transportation service for the elderly, and Micro-mobility and Citi Bike programs. The City's Trolley and On-Demand services are Special Revenue funded programs that provide additional mobility options for residents and visitors to explore Miami and serve as first and last mile for transit users.

Stakeholders include residents, visitors, businesses, business improvement districts, community redevelopment agencies, developers, the Downtown Development Authority, and contractors.

Resilience and Public Works



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department.	2	2	2
ADMINISTRATION / BUDGET / PUBLIC ENGAGEMENT Provides administrative and support services; coordinates all community engagement events with elected officials for co-designations, RPW groundbreaking, and ribbon cuttings; conducts project reconciliations; performs personnel and payroll functions; enters and oversees purchasing requisitions; drafts solicitations and contract documents; executes and tracks contracts for compliance.	6	5	8
ENGINEERING– STORMWATER, PERMITTING, INSPECTIONS, ROADWAY INFRASTRUCTURE, DEVELOPMENT Reviews Major Use Special Permits (MUSP), SAPs, Development Orders (DO), and miscellaneous major developments; coordinates all ROW developments; reviews all ROWs and related building projects; inspects public and private facilities and enforces environmental compliance regulations; maintains the NPDES permit and prepares required reports; designs and installs replacement of new storm drainage systems; administers various ROW programs; coordinates the platting and subdivision process; maintains City survey benchmarks and underground utility information; and attends meetings such as homeowners’ associations (HOAs), the Plat and Street Committee, and the Planning and Zoning Advisory Board (PZAB).	67	67	84
MAINTENANCE OPERATIONS Receives and addresses complaints about right-of-way issues; verifies illumination coverage; performs repairs of damaged street surfaces, sidewalks, curbs, gutters, swales, and trash holes; performs mowing of street medians, swales fronting City facilities, and traffic control areas; landscapes the ROW; cleans the storm sewer system, and outfalls Citywide; and conducts tree maintenance in ROWs, City owned or maintained properties, and alleys.	74	73	75
TRANSPORTATION Manages the operations and responds to constituent’s inquiries regarding the City’s Trolley system and On-Demand Transportation services for the elderly. Secures grant funding for transportation and transit projects; seeks projects and means to improve the efficiency of the transportation programs provided to the community; and provides oversight on projects including planning and coordinating all activities related to transportation projects.	8	8	9
RESILIENCE AND SUSTAINABILITY Develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.	5	0	0
TOTAL FULL-TIME POSITIONS	162	155	178

Resilience and Public Works

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	16,517,566	16,673,654	17,138,343	17,586,000	21,807,000
Operating Expense	28,025,940	30,459,638	31,448,934	35,291,000	41,875,000
Capital Outlay	(18,444)	(649)	188,975	0	0
Non-Operating Expenses	13,328	251	57	2,430,000	2,400,000
Transfers - OUT	6,852,000	5,012,000	7,910,951	5,485,000	5,861,000
	51,390,389	52,144,894	56,687,260	60,792,000	71,943,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	28,834,154	29,795,572	28,101,640	30,910,000	38,999,000
General Special Revenue	665,174	771,839	2,366,372	2,460,000	1,123,000
American Rescue Plan Act SRF	0	0	892,000	0	0
Planning Services	243,232	168,442	239,292	0	0
Public Works Services	6,615,979	5,508,570	5,265,087	7,922,000	8,111,000
Departmental Improvement Initiative	0	101,901	33,343	0	0
Transportation and Transit	14,919,265	15,649,803	19,774,484	19,500,000	23,710,000
Emergency Funds	112,585	148,766	15,042	0	0
	51,390,389	52,144,894	56,687,260	60,792,000	71,943,000

Budget Highlights for FY 2023-24

The Budget includes the following reductions:

- ξ The Utilities Electricity Line item reflects the reduction of \$500,000 (Special Revenue (SR)) to correct budget allocation for the Citywide Holiday Lighting project to Other Contractual Services Line item.
- ξ The Motor Fuel Line item reflects a reduction of \$528,000 (SR) to align the budget with the current level of expenditures of the transportation services.

The Budget includes the following additions:

- ξ As approved in the FY 2022-23 Mid-Year Amendment, the budget reflects the addition of three Vactor Truck Auto Equipment Operator III positions (General Fund (GF) \$140,000) and two Engineering Technician I positions (GF \$80,000).
- ξ Additional funding was added to the Professional Services Line item to align the budget with the contract for the transportation services (SF \$2.695 million).

Resilience and Public Works

- ξ Additional funding was added to the Other Contractual Services Line item to increase the frequency of maintenance to the drainage system, to cover the cost of water testing required by FDEP, and to align the budget with the contracts for roadway maintenance citywide (GF \$3.411 million; SF \$719,000).

The Budget includes the following additional considerations:

- ξ The Budget includes the transfer of the Roadway Infrastructure Division function and personnel and the transfer of a vacant Assistant Director position from the Office of Capital Improvements to the Department of Resilience and Public Works. The personnel and funding are reflected in the prior Department in FY 2022-23 and in the new Department in FY 2023-24 (18 positions, \$2.040 million).
- ξ The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) as a continuance of the wages and benefits of the contract that expires on September 30, 2023 (GF \$189,000; SR \$7,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$20,000).
- ξ Pursuant to Resolution R-19-0179, funds are allocated in the Professional Services Line item per agreement between the City and the Miami River Commission for compliance with educational requirements of the National Pollutant Discharge Elimination System (NPDES) Permit (GF \$50,000).
- ξ The budget reflects a General Fund contribution to Capital for the Citywide Storm Sewer Repair Project (\$1.822 million).
- ξ The budget reflects a Local Option Gas Tax contribution to Capital for Citywide Pavement Resurfacing (\$1.075 million).
- ξ The budget reflects a Parking Surcharge contribution to Capital for Urban Core Roadway Improvements (\$4.120 million).
- ξ The FY 2023-24 Transportation and Transit Special Revenue Fund is balanced by a one-time contribution from the General Fund fund (\$23.710 million).

Resilience and Public Works

Accomplishments FY 2022-23

Continued to work on existing online permitting systems and web-based appointment coordination systems such as Q-Flow to improve customer service capabilities.

Installed 4,975 feet of pipes and completed 27 stormwater drainage projects Citywide; submitted the National Pollutant Discharge Elimination System (NPDES) Annual Report on May 19th, 2023, as well as the Municipal Separate Storm Sewer System (MS4) permit with the Florida Department of Environmental Protection (FDEP). Cleaned and maintained approximately 4,975 inlets and manholes, approximately 234,027 linear feet of stormwater pipeline, and 28 miles of canal banks. Maintained 13 stormwater pump stations and removed approximately 107.41 tons of debris from the canals, 128 tons of floatable debris from City of Miami navigable waterways, and 499.25 tons of debris from the stormwater systems. Developed and implemented City Ordinance prohibiting the use of leaf blowers, grass clippings, and landscaping waste into the stormwater inlets. New localized drainage improvements projects (36) and minor drainage repairs were completed by Storm Sewer contractor from 2022 to 2023, with a construction cost of approximately five million. The design for 12 new localized drainage improvement projects have been completed and currently pending additional funding for construction (\$3.5 million). Twenty additional locations are under design. Additional funding was approved for the remaining improvement projects of the current fiscal year. Citywide funding is continuing to be requested for additional improvements.

Continued efforts to continuously maintain and improve the public right-of-way to current standards (including American with Disabilities Act, ADA, requirements) through a combination of efforts from the Maintenance Operations division, department contractors, and the requirements for right of way improvements from new developments and redevelopments. Continued to review and update design standards, specifications and bulletins as needed to meet the City's current needs, while also staying up to date with changing engineering and industry practices and standards. Referenced the Pavement Condition Index (PCI) for all City roadways, in the database, while evaluating roadway segments for required and future maintenance project. Worked with Florida Power and Light (FPL) to upgrade all roadway lighting under our maintenance purview to Light Emitting Diode (LED) fixtures.

Transitioned from utilizing Esri, Workforce, and Survey 123 to Cartegraph. Cartegraph consolidates many functions, such as assigning tasks and logging asset maintenance activities; it provides more transparency and an efficient way to report the work being performed. Trained the department to use Cartegraph. A variety of asset types have been uploaded into Cartegraph. Gradual updates to the asset database will occur as-built information continues to be inputted by inspectors and field crew into the application. As a result, Cartegraph is now used to produce weekly and monthly reports that are submitted to Directors and Commissioners.

Continued to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, right-of-way and improve quality of life for City of Miami residents. The following beautification projects were completed: 45 Traffic Circle Enhancements, South Bayshore Lane Beautification Project, Royal Road Landscape Beautification Project, Belle Meade Pocket Park Beautification Project, Greenways and Riverwalk Beautification Project, Morningside Median Beautification Project, Coral Way Beautification Project, Brickell Beautification Project. Resilience and Public Works also continued with municipal tree plantings: up to 3,000 trees Citywide.

Continued to develop the Trolley Master Plan and establish a long-term vision to improve and optimize the City's trolley system. Completed the procurement of five (5) new streetcar-type, low floor chassis trolleys, with a capacity of 28 to 30 passengers each.

Resilience and Public Works

Strategies FY 2023-24

Continue to improve customer service capabilities through continued enhancements of existing online permitting systems and web based coordination systems while working toward implementing a new enterprise permitting system that is adaptable, expandable, and GIS-based while being fully integrated into other existing software platforms being used by other City departments that are integral for right-of-way (ROW) permitting and inspection.

Continue to improve the City's Stormwater Management System with drainage enhancements and system investments in accordance with the city's Stormwater Master Plan. Implementation of a comprehensive stormwater pump station Supervisory Control and Data Acquisition (SCADA) system, and enhanced compliance with the Municipal Separate Storm Sewer System (MS4) permit to meet National Pollutant Discharge Elimination System (NPDES) responsibilities and reduce the number of areas impacted by chronic flooding.

Continue to systematically improve the City's right-of-way (ROW) and roadways by requiring compliance with construction standard details, specifications, and bulletins, while implementing a GIS-based asset management system to track, plan, and manage all right-of-way improvements. Roadway improvements will be recommended utilizing industry standard methodologies that allow the Department to objectively select roadway segments for improvement based on the current roadway conditions and anticipated future degradation.

Continue to update the Citywide GIS asset management database to manage, track, and report on existing right-of-way and roadway asset conditions and implement a more cohesive approach to capital planning for future right-of-way enhancement programs, permit approvals and tracking, and maintenance operations. This will improve efficiency by guiding all future maintenance and capital improvement plans and budgets for the Department as well as provide a public and internal-only view of all right-of-way permit applications, MOT applications, Special Event applications, and Capital Improvement projects.

Continue to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, right-of-way and improve quality of life for our residents.

Continue to strategically review and improve the Trolley Program to complement other major transportation options through route optimization and continued engagement to meet rider needs; and continue to implement the vehicle replacement plan of aged out vehicles and improve transit service.

Resilience and Public Works

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.3.2 Facilitate connectivity through affordable multi-modal transportation options. City of Miami Strategic Plan
2. Resilience	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities City of Miami Strategic Plan
	2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
	2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Prevent pollution and eliminate erosion from construction sites.				
NPDES Permits issued with-in 2 days of submittal (percent)	98	98	98	98
NPDES inspections completed (number)			3,300	3,300
DEPARTMENT GOAL(S) Increase Trolley Ridership by 5 percent.				
Trolley System Trips (number)	1,913,272	3,810,240	3,800,000	4,000,000
DEPARTMENT GOAL(S) Improve Trolley on-time performance by 5 percent.				
Percent of time the trolley arrived within the scheduled time (percent)	44	44	46	46
DEPARTMENT GOAL(S) Increase CitiBike Participation by 3 percent.				
CitiBike Participation Total Ridership (number)	85,000	321,971	250,000	250,000

Resilience and Public Works

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Provide expeditious customer service.				
Line & Grade Inspections completed within a day of scheduling (percent)		100	100	98
DEPARTMENT GOAL(S) Maintain existing public right-of-way infrastructure and reduce liability claims.				
Pot holes repaired (number)	2,890	3,932	2,276	4,000
Pot holes repaired within 30 days of being reported (percent)	85	90	90	90
Sidewalk repaired (square feet)	115,327	369,811	329,000	360,000
DEPARTMENT GOAL(S) Maintain and beautify public right-of-way.				
Trash holes filled (number)	382	891	640	750
Trees trimmed (number)	1,105	5,109	4,380	4,000
DEPARTMENT GOAL(S) Reduce flooding complaints and FDEP compliance.				
Storm water pipes cleaned (linear feet)	258,926	320,486	203,000	250,000

Total Resilience and Public Works Department

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	10,205,000	407,000	10,612,000	12,785,000	759,000	13,544,000
512010 - Attrition Savings - Salaries	(240,000)	0	(240,000)	(597,000)	0	(597,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	98,000	0	98,000	98,000	0	98,000
514000 - Overtime	300,000	0	300,000	300,000	0	300,000
516000 - Fringe Benefits	39,000	3,000	42,000	53,000	3,000	56,000
516010 - Fringe Benefits - Tuition Reimbursement	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	786,000	57,000	843,000	979,000	59,000	1,038,000
522000 - Retirement Contributions	3,397,000	137,000	3,534,000	3,905,000	113,000	4,018,000
523000 - Life and Health Insurance	2,297,000	93,000	2,390,000	3,253,000	90,000	3,343,000
Personnel	16,889,000	697,000	17,586,000	20,783,000	1,024,000	21,807,000
Operating Expense						
524000 - Workers' Compensation	305,000	14,000	319,000	500,000	17,000	517,000
531000 - Professional Services	1,130,000	13,470,000	14,600,000	1,130,000	16,165,000	17,295,000
533000 - Court Services	9,000	0	9,000	9,000	0	9,000
534000 - Other Contractual Services	3,652,000	4,884,000	8,536,000	7,063,000	5,603,000	12,666,000
540000 - Travel and Per Diem	12,000	2,000	14,000	12,000	2,000	14,000
540010 - Training	13,000	8,000	21,000	13,000	8,000	21,000
541000 - Communications & Related Services	45,000	0	45,000	45,000	0	45,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
543010 - Utilities Water	157,000	0	157,000	157,000	0	157,000
543020 - Utilities Electricity	7,166,000	500,000	7,666,000	7,166,000	0	7,166,000
544000 - Rentals and Leases	73,000	0	73,000	73,000	0	73,000
545011 - Insurance - Vehicle Liability	178,000	0	178,000	206,000	0	206,000
545013 - Insurance - General Liability	356,000	0	356,000	840,000	0	840,000
546000 - Repair and Maintenance Services	14,000	95,000	109,000	14,000	95,000	109,000
546001 - IT-Repair and Maintenance Services	625,000	0	625,000	702,000	0	702,000
547000 - Printing and Binding	1,000	0	1,000	1,000	0	1,000
547200 - Printing and Binding- Paper Stock	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	33,000	0	33,000	33,000	0	33,000
551000 - Office Supplies	27,000	5,000	32,000	27,000	5,000	32,000
552000 - Operating Supplies	102,000	6,000	108,000	102,000	6,000	108,000
552010 - Motor Fuel	0	2,276,000	2,276,000	0	1,748,000	1,748,000
552100 - Public Safety Supplies	15,000	0	15,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	34,000	3,000	37,000	34,000	3,000	37,000

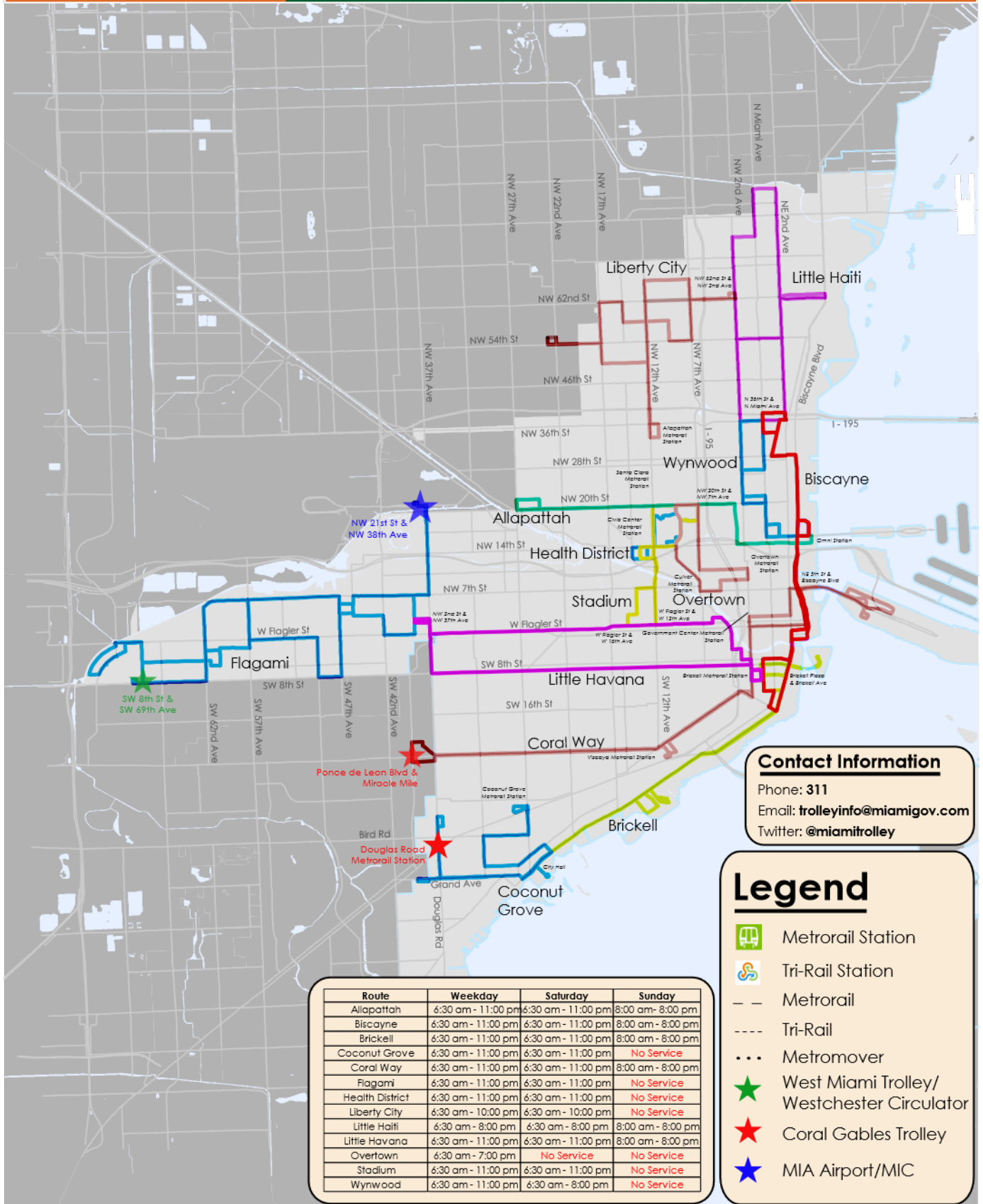
Total Resilience and Public Works Department

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
554000 - Subscriptions, Memberships, Licenses, Permits & Others	69,000	7,000	76,000	69,000	7,000	76,000
Operating Expense	14,021,000	21,270,000	35,291,000	18,216,000	23,659,000	41,875,000
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	2,430,000	2,430,000	0	2,400,000	2,400,000
Non-Operating Expenses	0	2,430,000	2,430,000	0	2,400,000	2,400,000
<u>Transfers-OUT</u>						
891000 - Interfund Transfers	0	5,485,000	5,485,000	0	5,861,000	5,861,000
Transfers - OUT	0	5,485,000	5,485,000	0	5,861,000	5,861,000
Total Expense	30,910,000	29,882,000	60,792,000	38,999,000	32,944,000	71,943,000

**City of Miami
Half-Cent Surtax Pro-Forma**

	FY 2021-22 Actuals	FY 2022-23 Adopted	FY 2022-23 Projection	FY 2023-24 Proposed	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
Revenues/Funds								
Fund 10090 - General Special Revenue (Org. 402000)								
FDOT Contribution	\$758,345	\$260,000	\$0	\$307,000	\$0	\$0	\$0	\$0
Advertising Revenues	\$1,054,468	\$800,000	\$800,000	\$816,000	\$832,000	\$849,000	\$849,000	\$849,000
Advertising Revenues- Fund Balance	\$0	\$1,400,000		\$0	\$0	\$0	\$0	\$0
Total Revenues Fund 10090 - General Special Revenue (Org. 402000)				\$1,123,000				
Fund 15600 - Transportation and Transit								
Municipal Surtax (CITT)	\$9,488,705	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$3,995	\$0		\$0	\$0	\$0	\$0	\$0
Contribution from General Fund				\$23,710,000	\$0	\$0	\$0	\$0
Contribution from Transportation Trust Fund 04005	\$0	\$10,000,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0
Contribution from Mass Transit Capital Fund 35000	\$0	\$4,969,000	\$4,969,000	\$0	\$0	\$0	\$0	\$0
Fund Balance Carryover	\$15,479	\$4,531,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues Fund 15600 - Transportation and Transit				\$23,710,000				
Total Revenues	\$11,321,000	\$21,960,000	\$15,769,000	\$24,833,000	\$832,000	\$849,000	\$849,000	\$849,000
Expenditures								
Mass Transit								
Allapattah	\$1,412,405	\$1,573,000	\$1,769,285	\$1,859,699	\$1,859,699	\$1,859,699	\$1,859,699	\$1,859,699
Brickell	\$1,337,172	\$1,877,000	\$1,933,027	\$2,102,752	\$2,102,752	\$2,102,752	\$2,102,752	\$2,102,752
Biscayne	\$1,596,331	\$2,191,000	\$2,264,055	\$2,414,683	\$2,414,683	\$2,414,683	\$2,414,683	\$2,414,683
Coconut Grove	\$497,490	\$552,000	\$623,967	\$651,674	\$651,674	\$651,674	\$651,674	\$651,674
Coral Way	\$1,513,991	\$1,855,000	\$1,969,231	\$2,075,841	\$2,075,841	\$2,075,841	\$2,075,841	\$2,075,841
Flagami	\$1,236,048	\$1,382,000	\$1,485,756	\$1,535,975	\$1,535,975	\$1,535,975	\$1,535,975	\$1,535,975
Health	\$251,101	\$276,000	\$313,629	\$325,837	\$325,837	\$325,837	\$325,837	\$325,837
Little Havana	\$1,375,959	\$1,546,000	\$1,734,298	\$1,827,148	\$1,827,148	\$1,827,148	\$1,827,148	\$1,827,148
Little Haiti	\$711,707	\$792,000	\$894,348	\$935,761	\$935,761	\$935,761	\$935,761	\$935,761
Liberty City	\$178,124	\$260,000	\$281,262	\$306,384	\$612,768	\$612,768	\$612,768	\$612,768
Liberty City (FDOT Grant)	\$178,124	\$260,000	\$281,262	\$306,384	\$0	\$0	\$0	\$0
Overtown	\$157,039	\$175,000	\$197,095	\$206,835	\$206,835	\$206,835	\$206,835	\$206,835
Stadium	\$497,478	\$552,000	\$623,233	\$651,674	\$651,674	\$651,674	\$651,674	\$651,674
Wynwood	\$448,531	\$552,000	\$611,846	\$651,674	\$651,674	\$651,674	\$651,674	\$651,674
Special Events	\$2,811	\$24,000	\$240,000	\$32,000	\$36,000	\$42,000	\$50,400	\$60,480
Fuel	\$1,748,040	\$1,476,000	\$1,637,373	\$1,748,000	\$1,818,000	\$1,891,000	\$1,967,000	\$2,046,000
On-Demand	\$70,105	\$150,000	\$150,000	\$150,000	\$158,000	\$166,000	\$174,300	\$183,015
Other Costs (TSO Monthly Fee /Kent Security)	\$119,793	\$144,000	\$100,232	\$131,155	\$135,000	\$139,000	\$143,000	\$143,000
Subtotal Mass Transit	\$13,332,000	\$15,637,000	\$17,110,000	\$17,913,000	\$17,999,000	\$18,090,000	\$18,187,020	\$15,029,420
Administration Cost (5% Max)	\$628,214	\$729,000	\$729,000	\$1,059,000	\$1,111,950	\$1,167,548	\$1,225,925	\$1,287,221
Transfer-Out to Capital								
Vehicle Acquisition / Replacement	\$1,180,000	\$0	\$0	\$0	\$1,300,000	\$1,300,000	\$1,300,000	\$500,000
Transportation Studies	\$450,000	\$0	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Transit Studies	\$150,000	\$0	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Payment to Tri-Rail	\$0			\$0	\$0	\$0	\$0	\$0
Trolley Stop Signs	\$409,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Transfer-Out to Capital	\$2,189,000	\$0	\$0	\$0	\$1,600,000	\$1,600,000	\$1,600,000	\$800,000
Transfer Out to Debt Service	\$5,706,000	\$5,485,000	\$5,485,000	\$5,861,000	\$6,117,000	\$6,117,000	\$6,117,000	\$6,117,000
Budget Reserve	\$0	\$109,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$21,855,000	\$21,960,000	\$23,324,000	\$24,833,000	\$28,428,000	\$28,575,000	\$28,730,000	\$24,034,000
Fiscal Year Surplus/(Deficit)	-\$10,534,000	\$0	-\$7,555,000	\$0	-\$27,596,000	-\$27,726,000	-\$27,881,000	-\$23,185,000
Percent Spent on Mass Transit from Half-Cent Transit Funds	0%	0%	0%	0%	0%	0%	0%	0%
Percent Spent on Mass Transit from Total	61%	71%	73%	72%	63%	63%	63%	63%

Miami TROLLEY



Contact Information
 Phone: 311
 Email: trolleyinfo@miamigov.com
 Twitter: @miamitrolley

Legend

- Metrorail Station
- Tri-Rail Station
- Metrorail
- Tri-Rail
- ... Metromover
- West Miami Trolley/
Westchester Circulator
- Coral Gables Trolley
- MIA Airport/MIC

Route	Weekday	Saturday	Sunday
Allapattah	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Biscayne	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Brickell	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Coconut Grove	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Coral Way	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Flagami	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Health District	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Liberty City	6:30 am - 10:00 pm	6:30 am - 10:00 pm	No Service
Little Haiti	6:30 am - 8:00 pm	6:30 am - 8:00 pm	8:00 am - 8:00 pm
Little Havana	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Overtown	6:30 am - 7:00 pm	No Service	No Service
Stadium	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Wynwood	6:30 am - 11:00 pm	6:30 am - 8:00 pm	No Service

Solid Waste

Department Head: Wade Sanders

Phone: (305) 960-2804

www.miamigov.com/Government/Departments-Organizations/Solid-Waste

Mission Statement

To promote a clean and healthy environment through the delivery of a comprehensive, safe, cost-effective, and environmentally sound solid waste management system; to support sustainable community programs and civic engagement; and to enforce sanitation code compliance rules and policies that assure public welfare, safety, and health.

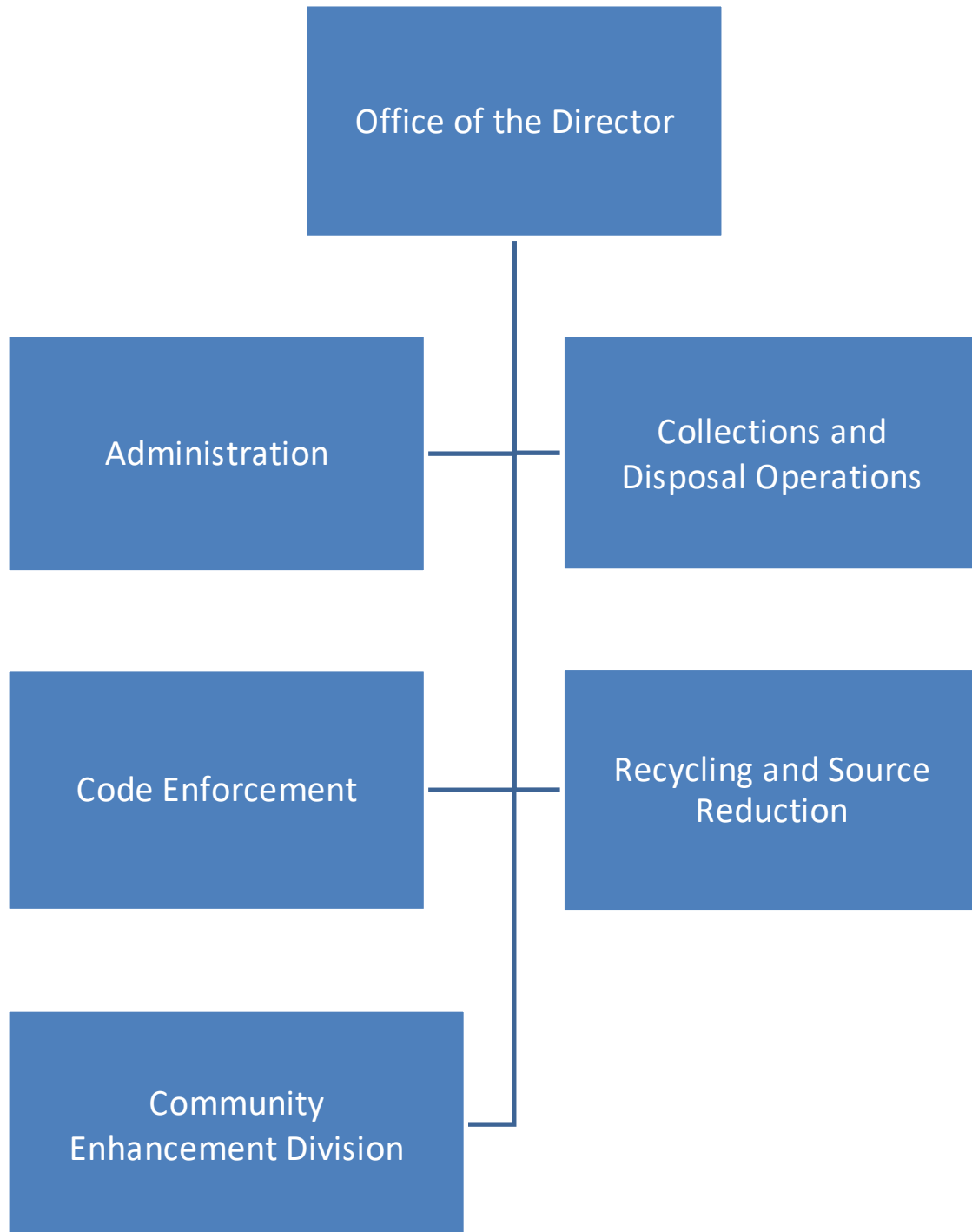
Description

The Department of Solid Waste is defined under Chapter 22, Article I, Section 22-1 of the City Code. The Department provides courteous, dependable, and efficient waste and recycling collection services to over 69,000 residents within the City. As one of the leading municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven-night) operation offering a comprehensive collection service including twice-a-week residential pick-up of garbage, weekly pick-up of trash and bulky waste, and every-other-week pick-up of comingled recyclable materials.

Contributing to the Administration's Priority of *Quality of Life*, the Department is committed to improving Miami's communities. The Department is responsible for cleaning the City's rights-of-way by mechanically sweeping major commercial corridors, servicing over 1,200 litter containers on sidewalks, removing and disposing of dead animals, handling clean-up operations for special events, responding to sanitary nuisances, coordinating the Keep Miami Beautiful campaign which involves weekly litter collection from the public right-of-way, educating the public about recycling awareness, and compliance with the Code. Further, the Solid Waste Code Enforcement Division handles all sanitary matters as mandated by Chapter 22 of the City Code. Finally, the Department administers the Commercial Solid Waste Franchise Agreements between the City and private hauling companies and regulates more than 10,500 commercial solid waste accounts within the City limits.

The stakeholders include residents and businesses of the City of Miami.

Solid Waste



Solid Waste

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Formulates departmental policies; and provides overall direction and coordination of departmental operations and management.	3	3	3
ADMINISTRATION Implements departmental policies and provides overall direction on personnel, finance, budget, planning, procurement, and customer service; and ensures the delivery of heavy equipment to the General Services Administration for repairs and service.	15	23	24
COLLECTIONS AND DISPOSAL OPERATIONS Provides residential and commercial garbage, trash, and recycling collection; performs mechanical street sweeping of major thoroughfares; and performs litter collection and manual residential street sweeping in assigned areas.	198	195	195
CODE ENFORCEMENT Oversees the enforcement of the City Code concerning solid waste collection and storage practices; oversees compliance with sanitary conditions for both public and commercial establishments; confers with other City departments on waste removal matters as to jurisdiction and compliance with regulatory codes and ordinances; prepares information for action by the City Attorney or applicable administrative hearings and, if necessary, testifies concerning violation cases; posts and records roll-off permits for commercial solid waste franchisees; and identifies illegal dumping as well as illegal commercial solid waste haulers.	20	21	20
RECYCLING AND SOURCE REDUCTION Provides environmental educational programs, promotes community awareness, and educates businesses and residents in matters related to illegal dumping, recycling participation, landscaping and greenery, contamination, sustainability, and Chapter 22 of the City Code.	3	3	3
COMMUNITY ENHANCEMENT DIVISION Provides community, neighborhood, and special event support to improve the quality of life, promote environmental beautification, and foster local communities to thrive and prosper.	37	36	36
TOTAL FULL-TIME POSITIONS	276	281	281

Solid Waste

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	21,013,733	21,643,612	25,174,381	26,762,000	27,525,000
Operating Expense	15,220,874	16,140,832	18,396,466	17,668,000	18,438,000
Capital Outlay	147,341	31,432	656,886	0	0
Non-Operating Expenses	5,920	789	4,413	106,000	59,000
Transfers - OUT	0	0	389	0	0
	36,387,868	37,816,665	44,232,536	44,536,000	46,022,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	36,314,945	37,754,790	41,941,072	44,373,000	45,906,000
American Rescue Plan Act SRF	0	0	2,275,000	0	0
Solid Waste Recycling Trust	25,496	29,400	16,074	163,000	116,000
Departmental Improvement Initiative	15,980	14,973	0	0	0
Emergency Funds	31,447	17,502	389	0	0
	36,387,868	37,816,665	44,232,536	44,536,000	46,022,000

Budget Highlights for FY 2023-24

The Budget includes the following reductions:

- ξ The Postage Line item reflects a reduction of \$16,000 (GF), to align the budget with actual trend of expenditures.
- ξ The Repair and Maintenance Line item reflects a reduction of \$13,000 (GF) to align the budget with actual trend of expenditures.
- ξ The Printing and Binding Line item reflects a reduction of \$10,000 (GF) to align the budget with actual trend of expenditures.
- ξ The Operating Supplies Line item reflects a reduction of \$35,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following additions:

- ξ The Utilities Water Line item reflects an increase of \$20,000 (GF) to align the budget with actual trend of expenditures.

Solid Waste

- ξ The Advertising and Related Costs Line item reflects an increase of \$26,000 (GF) to align the budget with actual trend of expenditures.
- ξ Additional funding of \$500,000 (GF) was added to the Other Current Charges and Obligations Line item to cover the increase cost in Tipping Fees.
- ξ The Office Supplies Line item reflects an increase of \$25,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following additional considerations:

- ξ The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871) (generally five percent) (GF \$346,000); the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) (GF \$50,000) reflecting normal step increases as a continuance of the wages and benefits of the contracts that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$10,000).
- ξ The budget reflects the reduction of one Safety Specialist position and an increase in one Assistant to the Director position with no budget or service impact.

Solid Waste

Accomplishments FY 2022-23

Improved internal service delivery processes to provide exceptional sanitation services to city residents in the most efficient and safe manner possible. The department has successfully closed 13,163 service requests from the 311 HUB and completed all residential sanitation collection including all dead animal requests. In February 2023, launched Rubicon's smart city technology powering the City of Miami's entire solid waste and recycling fleet of 95 service routes, digitizing operations and driving with greater efficiency. Rubicon will help transition from largely manual and paper-based processes to a fully digital operation, as part of Miami's resilience planning efforts. Rubicon's technology will be used to balance waste and recycling routes to help streamline collection, track material and tonnage on bulky trash routes, and reduce missed pickups and unnecessary go-backs. The newly created routes will allow for close monitoring of route performance, identify areas where waste and recycling services can be improved, and make data-driven decisions to enhance route efficiency and better serve the Miami community.

Upgraded the DriveCam System software with the installation of Fleet Dash Cameras on all heavy and light fleet equipment. Worked closely with the Risk Management Department on an aggressive collaborative program to narrow employee behaviors and empower them as an essential part of maintaining accidents below the national average. Conducted weekly drivers training to address and improve driver behaviors while on the road, and lower accidents across several areas. Had a .0 percent increase of third-party bodily injury claims in the first quarter.

Provided sanitation inspection services in the most efficient and safe manner possible. Worked closely with the Miami Police Department (MPD) to assist with illegal dumping in hotspot areas throughout the City. Worked in conjunction with the Community Enhancement Division, Public Works Department, Miami-Dade County Inspectors and Hazardous Waste Collectors to address different types of sanitation matters, which produced four civil hauler violations, 1,198 violations, and 174 warnings. Addressed and reported 572 bulky special collections pertaining to illegal dumping, littering, and sanitation concerns on residential, multi-family, and commercial properties. Implemented the Illegal Dumping Rewards Program and Hotline for members of the general public who provide tips on illegal dumpers that leads to a civil or criminal prosecution or conviction. Partnered with the MPD and Crime Stoppers to allow residents to report illegal dumping through the Crime Stopper Hotline. Installed 90 illegal dumping cameras in hotspot locations throughout the city.

Reached over 2,210 individuals through community events, door to door outreach, and volunteer cleanups. Mailed a total of 67,000 educational materials and informational flyers to better serve city residents. Continued social media advertising efforts to educate residents on the environmental importance of eliminating illegal dumping, anti-littering, and recycling. Printed educational advertisement in the form of truck and trolley wraps, bus stop ads, banners, posters and door hangers to be displayed on public rights-of-way.

Worked in conjunction with various area special events to address hotspots, host clean up events, and beautify communities of concern. Sanitation and beautification events took place in the hotspot areas of Allapattah and Coconut Grove.

Met with Miami-Dade County representatives to review their digital technology and software utilized for waste cart deliveries. Researched various vendors and software demos in the market for consideration.

Strategies FY 2023-24

Continue to provide reliable and exceptional service on garbage collection, recycling, bulky trash, dead animal removal, and other crucial sanitation functions for the City of Miami residents while adapting to changing circumstances and unprecedented emergencies.

Continue to expand current safety measures by maintaining the number of accidents below the national average.

Continue to enhance sanitation code enforcement efforts to have a stronger presence in the communities, catching and deterring illegal dumping.

Continue to actively engage with community residents to aid in the education of the City's sustainability efforts.

Establish a Customer Service Call Center to better serve the residents and customers within the City of Miami in obtaining sanitation services assistance and information in a timely manner.

Solid Waste

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships. City of Miami Strategic Plan
2. Resilience	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Increase residential recycling participation to protect health, well-being and the environment.				
Children and Families Outreach in Environmental Education (number)	12,904	12,090	3,000	3,000
DEPARTMENT GOAL(S) Reduce and deter illegal dumping and ensure code compliance through effective programs.				
Solid Waste Code Inspections (number)	29,388	27,002	15,000	15,000
DEPARTMENT GOAL(S) Deliver a comprehensive, safe, and cost effective solid waste management services.				
DriveCam monitoring System Program effectiveness relative to other government users (percent)	61	60	50	50
DEPARTMENT GOAL(S) Provide the highest level of excellence in the delivery of recycling, green waste, street sweeping, and bulky item collection services.				
Service requests closed within 15 business days (percent)	91	86	90	90

Solid Waste

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	15,496,000	0	15,496,000	15,950,000	0	15,950,000
512010 - Attrition Savings - Salaries	(408,000)	0	(408,000)	(460,000)	0	(460,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	31,000	0	31,000	47,000	0	47,000
514000 - Overtime	690,000	0	690,000	690,000	0	690,000
515000 - Special Pay	25,000	0	25,000	25,000	0	25,000
516000 - Fringe Benefits	2,000	0	2,000	5,000	0	5,000
521000 - Fica Taxes	1,175,000	0	1,175,000	1,242,000	0	1,242,000
522000 - Retirement Contributions	5,261,000	0	5,261,000	4,802,000	0	4,802,000
523000 - Life and Health Insurance	4,490,000	0	4,490,000	5,224,000	0	5,224,000
Personnel	26,762,000	0	26,762,000	27,525,000	0	27,525,000
Operating Expense						
524000 - Workers' Compensation	1,281,000	0	1,281,000	1,446,000	0	1,446,000
534000 - Other Contractual Services	732,000	0	732,000	732,000	0	732,000
540000 - Travel and Per Diem	11,000	0	11,000	11,000	0	11,000
540010 - Training	10,000	0	10,000	13,000	0	13,000
541100 - Postage	37,000	0	37,000	21,000	0	21,000
543010 - Utilities Water	40,000	0	40,000	60,000	0	60,000
543020 - Utilities Electricity	44,000	0	44,000	42,000	0	42,000
544000 - Rentals and Leases	19,000	0	19,000	20,000	0	20,000
545011 - Insurance - Vehicle Liability	214,000	0	214,000	248,000	0	248,000
545013 - Insurance - General Liability	7,000	0	7,000	17,000	0	17,000
546000 - Repair and Maintenance Services	77,000	0	77,000	64,000	0	64,000
546001 - IT-Repair and Maintenance Services	799,000	0	799,000	860,000	0	860,000
547000 - Printing and Binding	10,000	0	10,000	0	0	0
547100 - Printing and Binding-Outsourcing	0	0	0	5,000	0	5,000
548000 - Promotional Activities	5,000	0	5,000	0	0	0
548100 - Advertising and Related Costs	0	0	0	26,000	0	26,000
549000 - Other Current Charges and Obligations	13,301,000	57,000	13,358,000	13,801,000	57,000	13,858,000
551000 - Office Supplies	23,000	0	23,000	48,000	0	48,000
552000 - Operating Supplies	853,000	0	853,000	818,000	0	818,000
552100 - Public Safety Supplies	58,000	0	58,000	59,000	0	59,000
552200 - Clothing/Uniform Supplies	84,000	0	84,000	84,000	0	84,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000

Solid Waste

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
Operating Expense	17,611,000	57,000	17,668,000	18,381,000	57,000	18,438,000
<u>Non-Operating Expense</u>						
896000 - Budget Reserve	0	106,000	106,000	0	59,000	59,000
Non-Operating Expenses	0	106,000	106,000	0	59,000	59,000
Total Expense	44,373,000	163,000	44,536,000	45,906,000	116,000	46,022,000



**DEPARTMENT
BUDGETS:
PUBLIC SAFETY**

• Fire-Rescue

• Police

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Fire-Rescue

Department Head: Joseph F. Zahralban

Phone: (305) 416-5401

www.miamigov.com/Government/Departments-Organizations/Fire-Rescue

Mission Statement

To serve the community with the highest level of professionalism, customer service, and responsiveness by providing effective and efficient fire prevention, fire suppression, disaster management, emergency medical care, and other essential services to save lives and protect property.

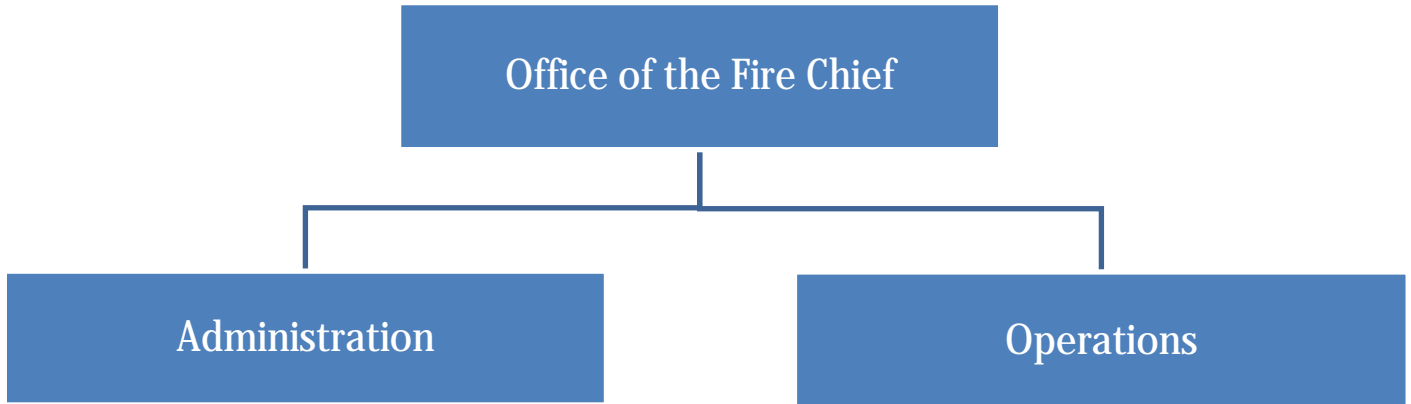
Description

The Fire-Rescue Department's primary responsibilities are the protection of life and the preservation of property through prevention, control, fire suppression, special operations, and the provision of emergency medical and rescue services.

Contributing to the Administration's Priority of *Quality of Life*, the Department responds to fires, public safety incidents, and medical emergencies. The Department advances prevention efforts through the inspection of residential, industrial, and commercial structures, as well as the review and inspection of construction plans consistent with Florida Fire Prevention Codes. Officers conduct fire investigations to assist law enforcement agencies in cases of suspicious fires. The Department maintains specialty teams uniquely trained in the areas of hazardous materials, weapons of mass destruction and decontamination, dive rescue, marine services, and technical rescue. Additionally, the Department provides training through various public safety programs to both residents and employees of the City.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Fire-Rescue



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates; develops and implements policies, procedures, rules and regulations, plans, programs, and budgets; and develops standards and methods to improve fire and life safety.	16	16	16
ADMINISTRATION Provides human resource management; coordinates information technology needs; provides repair and maintenance of departmental facilities, equipment, apparatus, and vehicle fleet; develops uniform and equipment specifications; manages fiscal operations including capital and grants management; provides payroll, procurement, legislation, and quality management of all technical services; conducts permit inspection and plans review for construction; performs water flow tests, and monitors the hydrant and water supply system; conducts annual life safety inspections in all commercial occupancies including specialty inspections of hazardous material occupancies, hospitals, and institutional properties; conducts fire investigations; and provides health and wellness and emergency medical support to sworn personnel.	106	108	113
OPERATIONS Provides fire response, suppression, emergency medical services, and special operations; performs specialized protection services such as hazardous materials, weapons of mass destruction mitigation, water rescue, marine services, technical rescue, and Special Weapons and Tactics (SWAT) medical teams; coordinates Citywide disaster preparedness, response, recovery, and mitigation; creates, updates, and participates in the City's Comprehensive Emergency Management Plan; manages the Emergency Operations Center; improves firefighting and rescue capability through recruitment, physical fitness, and in-service and specialized training in the areas of fire suppression, firefighting, and other related functions; maintains a library of training materials; provides recruit and in-service training; and answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls	778	778	778
TOTAL FULL-TIME POSITIONS	900	902	907

Fire-Rescue

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	160,995,817	169,525,744	169,013,662	177,228,000	195,310,000
Operating Expense	25,316,066	22,741,096	26,069,199	22,488,000	23,191,000
Capital Outlay	641,192	1,089,986	2,670,432	22,508,000	25,209,000
Non-Operating Expenses	6,009	902,711	1,318,222	20,310,000	20,181,000
Transfers - OUT	0	0	224,869	0	0
	186,959,084	194,259,537	199,296,384	242,534,000	263,891,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	161,120,893	166,707,809	180,433,278	194,681,000	213,248,000
American Rescue Plan Act SRF	0	0	1,306,000	0	0
Fire Rescue Services	2,925,445	1,732,301	4,008,793	7,609,000	11,627,000
UASI-Fire Rescue	4,768,345	4,948,674	8,042,604	40,144,000	38,916,000
Emergency Funds	18,144,400	20,870,753	5,505,708	100,000	100,000
	186,959,084	194,259,537	199,296,384	242,534,000	263,891,000

Budget Highlights for FY 2023-24

The Budget includes the following addition:

As approved in the FY 2022-23 Budget Amendment, the budget reflects the addition of four firefighters and one Fire Captain to be funded in the Building sub-fund to relieve staffing shortages in the Fire Prevention Division (GF \$377,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$181,000; SR \$29,000), as a continuance of the wages and benefits of the contract that expires on September 30, 2023; the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF) reflecting normal step increases

Fire-Rescue

(generally five percent) (GF \$2.041 million; SR \$4,000), as a continuance of the wages and benefits of the contract that expired on September 30, 2022; and an average of five percent salary increase for all non-bargaining employees; as aligned with the increases in the contract with AFSCME Local 1907 (GF \$25,000; SR \$18,000); and a salary increases according to the Fire Executive Pay Scale (GF \$4,000).

The Regular Salaries and Wages includes funding for the shared portion of revenues associated with medical transport. Total gross revenues of \$14.263 million of revenues associated with medical transportation include: \$10.800 million of transport fees, \$1.778 million for the Public Emergency Medical Transport (PEMT) Medicaid Fee for Service supplement (FFS), and \$2.600 million of PEMT Medicaid Managed Care (MMC) program. After a reduction of \$7.280 million per Article 18.2 of the IAFF CBA, the remaining revenue is shared 50 percent between the City (GF \$3.949 million) and the IAFF (GF \$3.949 million).

The Overtime Line item reflects an increase of \$1.917 million (GF) due to the escalating workload being experienced in all non-emergency response divisions.

The Overtime Staffing Line item reflects an increase of \$2.233 million (GF) due to shortage of sworn personnel needed to meet minimum staffing levels per IAFF Collective Bargaining Agreement.

The Overtime EMS Backfill for Training Line item reflects an increase of (GF \$337,000) mainly due to expansion of training programs for sworn personnel.

The Budget includes funding for the IAFF Life and Accidental Death Insurance as per Article 17.2 of the IAFF Collective Bargaining Agreement (GF \$165,000).

The Budget includes funding in both revenues and expenditures for the Section 175 state pass-through of the Firefighter Secondary Pension payment from the State (GF \$4.523 million).

Funding is included for the IAFF Health Trust per the current IAFF collective bargaining agreement (GF\$24.609 million; SR \$78,000). This Health Trust provides health insurance for 742 members of the IAFF, 16 executives, and their associated dependents.

The Professional Services - Medical Line item reflects an increase of \$249,000 (GF) mainly due to funding of new contract with Jackson Memorial Hospital to operate the Fire-Miami Firefighters Health and Wellness Center.

The Utility Electricity Line item reflects an increase of \$65,000 (GF) due to a projected 15 percent increase in electricity costs.

The Clothing and or Uniforms Supplies Line item reflects an increase of \$420,000 (GF) due to replacement of expired bunker gear and cost of providing one additional cleaning.

The Machinery and Equipment Line item reflects an increase of \$450,000 (GF) due to annual lease payments for cardiac monitors.

The Advances-State Share Line item reflects an increase in funding for the advance payment of the City's state share portion of revenues received for the medical transport of MMC patients. The City will send the advance to the Florida Agency for Health Care Administration (AHCA) that will in turn use these funds to drawdown an estimated additional \$2.600 million from the Federal Government. The City will then receive both Federal and State share advance from AHCA through the various MMC organizations that have a contract with the Fire-Rescue Department (GF \$192,000).

The Department's Special Revenue funds include projected grant budgets for USAR Cooperative Agreement for year 2023; State Homeland Security Grant Program for years 2022 and 2023; additional installments of the Securing the Cities Program grant; and Urban Area Security Initiative for year 2022 (SR \$18.432 million).

Fire-Rescue

The Budget for Fire-Rescue includes annual payment of \$2.500 million for the settlement agreement required by the Collective Bargaining Labor Agreement with the IAFF. The settlement is funded in the Non-Departmental Account.

The Budget reflects Fire Impact Fees contribution to Capital for General Firefighting and EMS equipment (\$1.914 million).

The Department's personnel budget includes 791 regular sworn personnel and 16 sworn executives for a total of 807 sworn positions, and 100 civilians.

Fire-Rescue

Accomplishments FY 2022-23

Continued to service the five points area and Coral Way corridor.

Completed the bathroom project at Fire Station #6. Awarded the Fire Station #8 bathroom project. Completed reroofing Fire Station #8. Continued working with the State of Florida on the exact procurement language and process that will be used in bidding the work for the Fire Station #2, 9, and 12 hardening projects. Conducted a site visit at the Brickell City Centre to finalize the site plan and layout. Received an appropriations grant from the State of Florida to help harden the Fire Rescue Training Center.

Conducted a 40-hour Train-the-Trainer class "Master Leadership - The Good, The Bad, and The Ugly." Conducted a 30-hour Fire Officer class "Calm the Chaos." Completed the paramedic renewal certification that included 32 hours of classes for all members.

Placed a new aerial apparatus in service June 2023. Placed a new hazardous material apparatus in service May 2023. Received heavy rescue apparatus for the Technical Rescue Team February 2023.

Issued a second set of bunker gear for every member. Developed an in-house Bunker Gear Wash Program with the ability to expand as necessary to cover all areas stipulated in the departments strategic plan.

Graduated a total of 15 Maurice L. Kemp Emergency Medical Service (EMS) cadets in June 2023. In the process of awarding six Michael S. Gordon Paramedic Scholarships to attend Miami Dade Medical Campus for graduating cadets. This program strengthens the community's relationship with public safety personnel and provides a pathway to prosperity for at-risk youth.

Strategies FY 2023-24

Requesting the enhancement of fourteen new Firefighter positions, Rescue 17 (Northwestern quadrant of the city), Engine 14 (Coral Way Corridor), Hazardous Materials 1 (City-wide Haz Mat Team resource), and an Aerial company to serve the South and Western areas of the city.

Continue working toward building and renovating Fire-Rescue stations and facilities to strengthen community partnerships.

Continue to conduct Executive and Command Staff Development Programs, Fire Officer development classes for all ranks, in service trainings of Live Burns.

Continue to implement the Department's Strategic Plan in collaboration with the City's Strategic Planning division to ensure that the Fire-Rescue Department is equipped to deal with the anticipated growth of the City.

Continue the implementation of initiatives outlined in the Department's Comprehensive Cancer Prevention Program with the delivery of healthcare for all fire personnel at the Miami Firefighters Health and Wellness Center and the implementation of Personal Protective Equipment Programs to monitor, clean, repair, and replace protective firefighting equipment.

Continue to recruit candidates for the Fire Chief Maurice L. Kemp EMS Cadet Program as part of the Department's continuing work with the community and public partnerships to positively impact at-risk youth through this educational program.

Conduct an Executive Level Internship Program for rank and file Fire Officers to participate and rotate within the department' executive staff and interact with other city departments and outside agencies.

Fire-Rescue

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships. City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations. City of Miami Strategic Plan
3. Pathway to Prosperity	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan

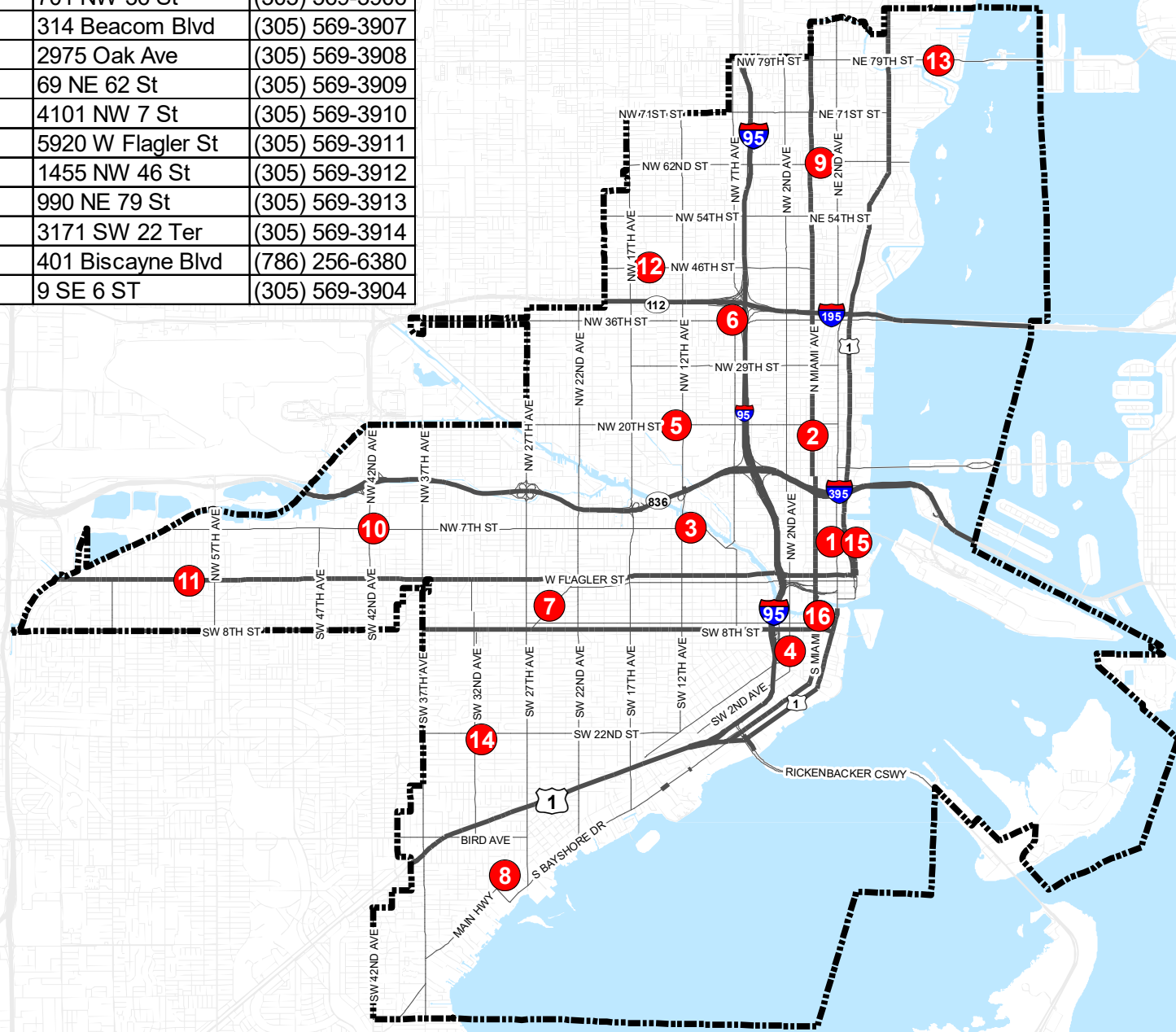
Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Expediently and safely respond to all emergencies to save lives and protect property.				
Response time from initial call to first unit on scene (minutes)	5:54	5:70	6:00	5:30
Fire and rescue alarm calls (number)	108,226	104,043	105,336	106,750
DEPARTMENT GOAL(S) Collaboratively work with the public in reducing the amount of false alarms generated in accordance with the City Ordinance.				
False alarm incidents by automatic fire detection systems (number)	8,754	9,798	10,500	8,000
DEPARTMENT GOAL(S) Replace and assure that fire rescue units, apparatus, and light fleet emergency (single unit resource) vehicles have the ability to safely respond and mitigate medical emergencies, fire related incidents, and support all emergency operations.				
Average age of firefighting units (years)	11.8	12.5	12.8	8.6
Average age of rescue units (years)	8.7	5.6	6.1	3.5
Average age of light fleet support vehicles (years)	6.8	7.2	6.1	5.12
DEPARTMENT GOAL(S) To sustain above – average satisfaction on our survey results.				
Customer Satisfaction Survey: satisfied responses (percent)	99	99	99	100
DEPARTMENT GOAL(S) Promote and enhance the level of education of the Department's Leadership.				
Carryout the Executive Internship Program (Yes-1/ No-2)				1/yes



FIRE STATIONS

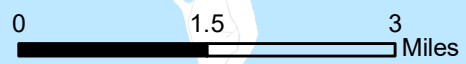


Station	Address	Phone
1	144 NE 5 St	(305) 569-3901
2	1901 N Miami Ave	(305) 569-3902
3	1103 NW 7 St	(305) 569-3903
4	1105 SW 2 Ave	(305) 569-3904
5	1200 NW 20 St	(305) 569-3905
6	701 NW 36 St	(305) 569-3906
7	314 Beacom Blvd	(305) 569-3907
8	2975 Oak Ave	(305) 569-3908
9	69 NE 62 St	(305) 569-3909
10	4101 NW 7 St	(305) 569-3910
11	5920 W Flagler St	(305) 569-3911
12	1455 NW 46 St	(305) 569-3912
13	990 NE 79 St	(305) 569-3913
14	3171 SW 22 Ter	(305) 569-3914
15	401 Biscayne Blvd	(786) 256-6380
16	9 SE 6 ST	(305) 569-3904



Legend

- Fire Stations
- City Boundary



Fire-Rescue

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	79,321,000	1,506,000	80,827,000	82,366,000	1,736,000	84,102,000
512010 - Attrition Savings - Salaries	(712,000)	0	(712,000)	(358,000)	0	(358,000)
513000 - Other Salaries and Wages	43,000	0	43,000	43,000	0	43,000
513010 - Other Salaries and Wages -Part Time Year Year Round	15,000	0	15,000	15,000	0	15,000
514000 - Overtime	4,026,000	433,000	4,459,000	5,943,000	1,671,000	7,614,000
514010 - OT Staffing	4,320,000	0	4,320,000	6,553,000	0	6,553,000
514020 - OT EMS Backfill for Training	489,000	0	489,000	826,000	0	826,000
514030 - OT Off Duty Events	3,537,000	0	3,537,000	3,537,000	0	3,537,000
515000 - Special Pay	13,577,000	60,000	13,637,000	14,074,000	66,000	14,140,000
516000 - Fringe Benefits	56,000	1,000	57,000	57,000	1,000	58,000
516010 - Fringe Benefits - Tuition Reimbursement	365,000	0	365,000	365,000	0	365,000
521000 - Fica Taxes	2,045,000	95,000	2,140,000	2,150,000	112,000	2,262,000
522000 - Retirement Contributions	2,220,000	462,000	2,682,000	2,160,000	499,000	2,659,000
522010 - Police and Fire - FIPO	37,984,000	173,000	38,157,000	41,862,000	181,000	42,043,000
522020 - Secondary Pension Contributions	4,300,000	0	4,300,000	4,523,000	0	4,523,000
523000 - Life and Health Insurance	1,442,000	207,000	1,649,000	1,903,000	335,000	2,238,000
523011 - IAFF Health Insurance Trust Fund	21,193,000	66,000	21,259,000	24,577,000	109,000	24,686,000
Personnel	174,225,000	3,003,000	177,228,000	190,600,000	4,710,000	195,310,000
Operating Expense						
524000 - Workers' Compensation	4,356,000	89,000	4,445,000	4,766,000	106,000	4,872,000
531000 - Professional Services	1,017,000	1,059,000	2,076,000	1,017,000	896,000	1,913,000
531020 - Professional Services-Medical	569,000	0	569,000	818,000	0	818,000
534000 - Other Contractual Services	1,041,000	668,000	1,709,000	1,041,000	500,000	1,541,000
540000 - Travel and Per Diem	0	433,000	433,000	0	323,000	323,000
540010 - Training	452,000	90,000	542,000	452,000	64,000	516,000
541000 - Communications & Related Services	0	242,000	242,000	0	178,000	178,000
541100 - Postage	10,000	4,000	14,000	10,000	3,000	13,000
543000 - Utility Services	15,000	0	15,000	15,000	0	15,000
543010 - Utilities Water	162,000	0	162,000	162,000	0	162,000
543020 - Utilities Electricity	427,000	0	427,000	492,000	0	492,000
544000 - Rentals and Leases	25,000	54,000	79,000	25,000	41,000	66,000
545011 - Insurance - Vehicle Liability	539,000	0	539,000	625,000	0	625,000
545012 - Insurance - Property & Casualty	1,355,000	0	1,355,000	1,427,000	0	1,427,000

Fire-Rescue

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
545013 - Insurance - General Liability	30,000	0	30,000	71,000	0	71,000
546000 - Repair and Maintenance Services	2,389,000	845,000	3,234,000	2,389,000	600,000	2,989,000
546001 - IT-Repair and Maintenance Services	2,625,000	0	2,625,000	2,832,000	0	2,832,000
548100 - Advertising and Related Costs	0	2,000	2,000	0	1,000	1,000
549000 - Other Current Charges and Obligations	43,000	0	43,000	43,000	0	43,000
551000 - Office Supplies	66,000	47,000	113,000	66,000	35,000	101,000
552000 - Operating Supplies	1,046,000	307,000	1,353,000	1,046,000	246,000	1,292,000
552100 - Public Safety Supplies	1,700,000	0	1,700,000	1,700,000	0	1,700,000
552200 - Clothing/Uniform Supplies	586,000	0	586,000	1,006,000	0	1,006,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	195,000	0	195,000	195,000	0	195,000
Operating Expense	18,648,000	3,840,000	22,488,000	20,198,000	2,993,000	23,191,000
Capital Outlay						
664000 - Machinery and Equipment	300,000	22,208,000	22,508,000	750,000	24,459,000	25,209,000
Capital Outlay	300,000	22,208,000	22,508,000	750,000	24,459,000	25,209,000
Non-Operating Expense						
892010 - Advances - State Share	1,508,000	0	1,508,000	1,700,000	0	1,700,000
896000 - Budget Reserve	0	18,802,000	18,802,000	0	18,481,000	18,481,000
Non-Operating Expenses	1,508,000	18,802,000	20,310,000	1,700,000	18,481,000	20,181,000
Total Expense	194,681,000	47,853,000	242,534,000	213,248,000	50,643,000	263,891,000

Police

Department Head: Manuel A. Morales
www.miami-police.org

Phone: (305) 603-6100

Mission Statement

To work together with Miami's diverse residents, visitors, and businesses to constitutionally, transparently, and accountably reduce crime and enhance public safety.

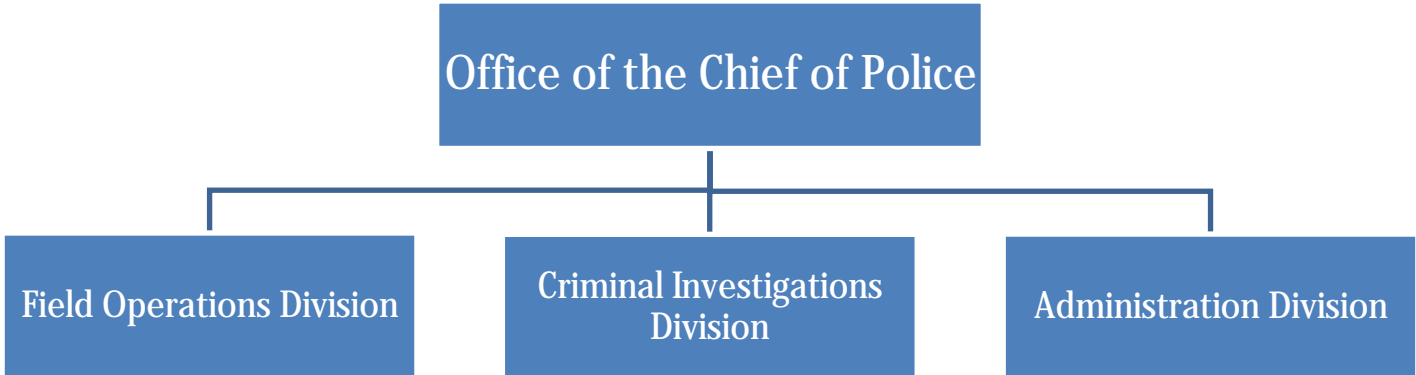
Description

The City of Miami Police Department (MPD) is a modern, full-service law enforcement agency that serves a large and diverse population. The Department is committed to proactive crime prevention efforts, timely responses to calls, unrelenting follow-up, and criminal investigation efforts.

Contributing to the Administration's Priority of *Quality of Life*, the Department is structured to provide world-class law enforcement services to residents, visitors, and businesses. MPD services include uniform patrol and patrol support, criminal investigations, and specialized operations, each of which are optimized to enhance the safety of the public. Utilizing evidence-based practices and innovative new strategies to fight crime, MPD personnel identify safety issues and tailor solutions to provide the best possible quality of life to the public.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Police



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE CHIEF OF POLICE Establishes, directs, and ensures a policy of achieving the delivery of the highest quality law enforcement services; provides administration for departmental operations; provides legal counsel; responsible for investigations of Departmental and City employees; provides information to the media and community; promotes community outreach; and coordinates interaction with other City departments.	85	98	98
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service.	1,053	1,095	1,095
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations and conducts crime scene investigations; and provides victims advocate services.	301	311	311
ADMINISTRATION DIVISION Coordinates the management of the Department's fiscal resources and equipment; provides personnel resources management; oversees training and personnel development; operates the 911 Communications Center; oversees the receipt, storage, and final disposition of evidence and property items; provides fleet management; supports information systems; and provides budget, finance, and procurement services.	315	299	299
TOTAL FULL-TIME POSITIONS	1,754	1,803	1,803

Police

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	235,106,155	238,974,221	258,269,261	281,013,000	304,296,000
Operating Expense	36,810,846	38,765,678	44,217,935	50,214,000	51,940,000
Capital Outlay	2,037,425	965,160	403,092	767,000	366,000
Non-Operating Expenses	195,636	152,846	99,384	7,414,000	4,440,000
Transfers - OUT	0	1,000,000	46,381	0	0
	274,150,062	279,857,905	303,036,054	339,408,000	361,042,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	261,675,461	265,626,230	292,263,875	321,972,000	345,923,000
American Rescue Plan Act SRF	0	0	2,193,000	0	0
Police Services	5,212,296	5,272,378	3,904,556	11,161,000	8,571,000
Total E911	4,293,438	4,500,415	4,572,849	4,898,000	4,872,000
Law Enforcement Trust Fund	166,503	119,656	99,577	1,377,000	1,676,000
Emergency Funds	2,802,365	4,339,226	2,197	0	0
	274,150,062	279,857,905	303,036,054	339,408,000	361,042,000

Budget Highlights for FY 2023-24

The Budget includes the following reductions:

The Other Contractual Services Line item reflects a net decrease of \$712,000 in part due the reduction of General Fund funding allocation for the School Crossing Guard Services contract to align budget with current level of services, and in part due to the closure of non-recurring grant funding (General Fund (GF) -\$251,000; Special Revenue (SR) -\$461,000).

The Training Line item reflects the reduction of \$21,000 (SR) due to the closure of non-recurring grant funding. The Communications and Related Services Line item reflects the reduction of \$98,000 (SR) to align budget with the trend of expenditure in the E911 Funds.

The Motor Fuel Line item reflects the reduction of one million (GF) to align budget with the current cost of fuel. The Machinery and Equipment Line item reflects a reduction of \$401,000 (SR) to reflect the balance on non-recurring grant funding.

Police

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects the addition of funding to cover the shift pay differential (GF \$788,000)

Additional funding was added to the Overtime Line item to sustain violent gun crime initiatives and other crime-fighting activities throughout the City (GF \$4.5 million) and due to an increase of non-recurring grant funding (SR \$121,000).

The Professional Services Line item reflects a net increase of \$111,000 in part due to an increase of the General Fund allocation to align the budget with the current level of expenditure, and in part due to an increase of allocation in the Training Entrepreneurial grant program (GF \$1,000; SR \$110,000).

The Professional Services -Medical Line item reflects an increase of \$75,000 to cover increasing number of police officers being examined every year (GF \$75,000).

Additional funding was added to the Travel and Per Diem Line item due to an increase of allocation in the Law Enforcement Trust Funds program and other non-recurrent grants (SR \$146,000).

The Utilities Electricity Line item reflects the addition of \$121,000 (GF) to align the budget with the current level of expenditures.

The Rentals and Leases Line item reflects the addition of \$419,000 to align budget with the increased cost of the lease for the Internal Affairs Section, the additional rental vehicles for undercover operations, and the increase in the cost of renting the photocopying machine (GF \$418,000; SR \$1,000).

The Repair and Maintenance Services Line item reflects the addition of \$20,000 (SR) to align the budget in the E911 funds with the current level of expenditure.

The Printing and Binding-Outsourcing Line item reflects an increase of \$5,000 (GF) to align the budget to the current level of expenditure.

The Printing and Binding-Paper Stock Line item reflects an increase of \$10,000 (GF) to align the budget to the current level of expenditure.

The Promotional Activities Line item reflects an increase of \$3,000 (GF) to align the budget to the current level of expenditure.

The Other Current Charges and Obligations Line item reflects an increase of \$25,000 (GF) to align the budget with price increase in horse feed and supplemental and dog food.

The Office Supplies Line item reflects a net increase of \$9,000 to align the budget with price increase and the decrease in grant funding agreements (GF \$10,000; SR -\$1,000).

The Operating Supplies Line item reflects a net increase of \$69,000 to align the budget with price increase and the increase in grant funding agreements (GF \$55,000; SR \$14,000).

The Subscriptions, Memberships, Licenses, Permits & Others Line item reflects a net increase of \$233,000 due to the addition of software licenses for unlimited user in the Real Time Crime Center and the Criminal Investigation Division and due to the increase in grant funding agreements (GF \$192,000; SR \$41,000).

The Weapons And Ammunitions Line item reflects the addition of \$110,000 (GF) to align the budget with price increase.

The Aids to Government Agencies Line item reflects the addition of \$238,000 (SR) due to a new Law Enforcement Behavioral Health Response grant program.

Police

The Budget includes the following additional considerations:

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) as a continuance of the wages and benefits of the contract that expires on September 30, 2023 (GF \$416,000); the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) reflecting normal step increases (generally five percent) (GF \$1.393 million), including Police Executive Staff (GF \$18,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$6,000). The Budget includes funding of “Do the Right Thing” (GF \$135,000) and the “Police Athletic League” (GF \$415,000) in the Non-Departmental Account (NDA).

The Budget includes annual payment for the settlement agreement (\$2.917 million) required by the Collective Bargaining Labor Agreement with the FOP. The settlement is funded by the NDA.

The Budget reflects Police Impact Fees contribution to Capital for the following projects: Purchase of Marine Vessel for MPD \$300,155; Windows 11 compatible computers \$150,000; Microsoft Surface Pro 9 \$195,000; Legacy CCTV Camera upgrades \$292,967; Premium IP Surveillance System - Iris Covert \$172,000; Mobile ticket writing devices and printers (30) \$98,000; PDA's (Hand held mobile computers w/FileOnQ)(14) \$42,000, and Shoxs Seat(4) \$18,878.

The differences in amount of personnel between divisions are due to the reassignment of existing staff to best suit the needs of the Department.

The FY 2023-24 Operating Budget includes 1,345 regular sworn Police Officers and 43 sworn executives for a total of 1,388 sworn personnel, as well as 415 civilian positions.

Police

Accomplishments FY 2022-23

Implemented a Focused Deterrence Policing strategy. Constructed a strategic plan to focus on micro hot spots and narrow down where crimes are prevalent. Constantly evaluated and modified plans as needed to ensure effectiveness. Provided trends, patterns, and detailed reports when requested for firearms-related incidents. Continued state, local, and federal partnerships, working closely with partners at High Intensity Drug Trafficking Areas (HIDTA), and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), along with collaborating with Miami-Dade County in combating violent crime by information sharing and collaboration. Increased focus on Hot Spot Policing. Deployed resources to neighborhood hot spots to displace and eliminate crime in those areas. Leveraged technology that assisted in crime fighting; this includes facial recognition technology, shot detection system, cameras, license plate readers, cameras, mobile license plate readers, and mobile cameras. Utilized the crime gun Intelligence detail which assists in crimes involving firearms and assisting in solving those crimes.

Developed and conducted traffic education awareness public service announcements for the community and at locate high schools throughout South Florida. Reported 37 traffic fatalities and recorded 51 DUIs year-to-date.

Increased focus on training to reduce the number of incidents where force is used to make an arrest. Completed required training once a year. Offered remedial training on case by case basis. Utilized de-escalation tools to help reduce number of incidents.

Tended to Internal Affairs complaints by implementing improvements that addressed complaints being made by the public.

Met the dispatch response time (dispatch to arrival) for Priority three calls at three minutes and 24 seconds.

Held one Police Chief Citizen Advisory Board meeting, maintained a 98 percent compliant rate for the Body Worn Camera Detail (BWC), and reported 3,061 non-adversarial community contacts (signal 13C) year to date, which involves engaging with residents and visitors to build public trust and stronger partnerships within the community.

Equipped all patrol vehicles with Global Positioning System (GPS) and linked the GPS to the Computer Aided Dispatch system (CAD). Increased focused on training and Early Warning System notifications to enhance active dispatching.

Strategies FY 2023-24

Continue to reduce Firearm related violent incidents.

Continue to reduce traffic and pedestrian fatalities.

Continue to reduce the number of incidents where officers use force to make arrests.

Continue to reduce number of Internal Affairs complaints.

Continue to minimize response times to Code 3 emergency call for service. Increasing the percentage of 911 calls answered within ten (10) seconds of call initiation.

Continue to build public trust and strong partnerships with the community.

Police



Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.5.1 Reduce gun violence City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships. City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations. City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Increase number of non-adversarial community contacts				
Number of signal "13C" community contacts (number)		13,709	9,997.0	9,997
DEPARTMENT GOAL(S) Minimize response times to emergency call for service				
Average response time to all code three emergency calls (minutes)			3:54	3:54
DEPARTMENT GOAL(S) Reduce firearm related violence by five percent.				
Incidents where a firearm was discharged in the commission of a crime (number)			540	TBD
DEPARTMENT GOAL(S) Reduce traffic and pedestrian fatalities by four percent.				
Traffic and pedestrian fatalities (number)			50	57
DUI arrest (number)			182	190
DEPARTMENT GOAL(S) Reduce the number of incidents where officers use force to make arrests by ten percent.				
Incidents where officers use force to make arrests (number)			235	212
DEPARTMENT GOAL(S) Reduce number of Internal Affairs complaints by eight percent.				
Total number of complaints (number)			152	176

Police

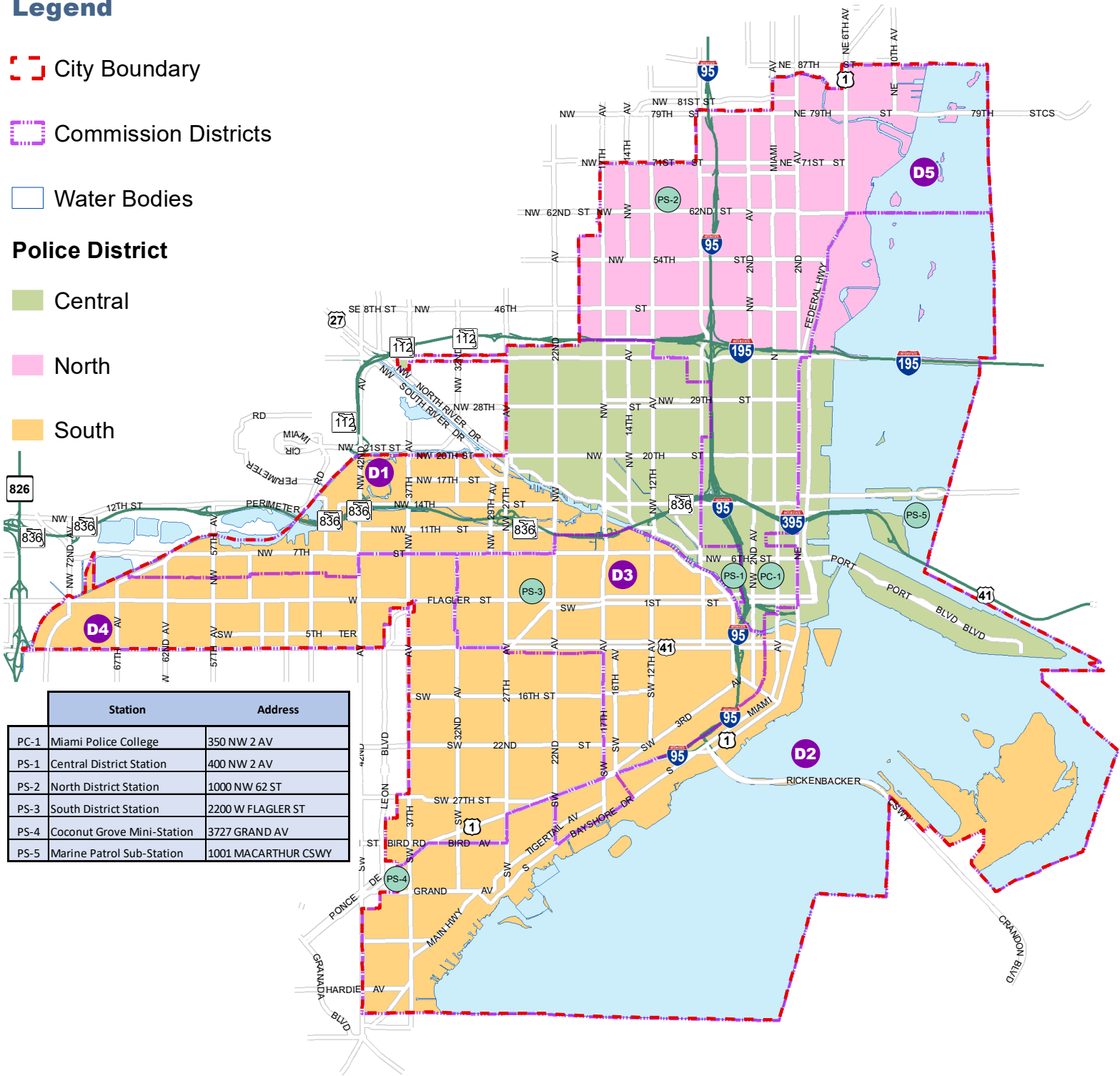
Legend

-  City Boundary
-  Commission Districts

 Water Bodies

Police District

-  Central
-  North
-  South



Station	Address
PC-1	Miami Police College 350 NW 2 AV
PS-1	Central District Station 400 NW 2 AV
PS-2	North District Station 1000 NW 62 ST
PS-3	South District Station 2200 W FLAGLER ST
PS-4	Coconut Grove Mini-Station 3727 GRAND AV
PS-5	Marine Patrol Sub-Station 1001 MACARTHUR CSWY

Contact	Phone
Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Crime Hotline	(305) 603-6278
DIAL 911 FOR EMERGENCIES ONLY	



Police

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	0	0	0
512000 - Regular Salaries and Wages	154,019,000	4,003,000	158,022,000	157,405,000	4,062,000	161,467,000
512010 - Attrition Savings - Salaries	(1,553,000)	0	(1,553,000)	(1,845,000)	0	(1,845,000)
513000 - Other Salaries and Wages	78,000	0	78,000	78,000	227,000	305,000
514000 - Overtime	4,139,000	464,000	4,603,000	8,639,000	585,000	9,224,000
514001 - OT-Reimbursable	852,000	0	852,000	852,000	0	852,000
514010 - OT Staffing	165,000	0	165,000	165,000	0	165,000
514030 - OT Off Duty Events	86,000	0	86,000	86,000	0	86,000
514040 - OT Court	685,000	0	685,000	685,000	0	685,000
515000 - Special Pay	5,771,000	81,000	5,852,000	5,808,000	120,000	5,928,000
516000 - Fringe Benefits	449,000	0	449,000	548,000	0	548,000
521000 - Fica Taxes	3,925,000	208,000	4,133,000	3,993,000	211,000	4,204,000
522000 - Retirement Contributions	8,766,000	649,000	9,415,000	8,293,000	613,000	8,906,000
522010 - Police and Fire - FIPO	69,041,000	0	69,041,000	78,084,000	583,000	78,667,000
522020 - Secondary Pension Contributions	6,000,000	0	6,000,000	6,936,000	0	6,936,000
523000 - Life and Health Insurance	6,420,000	503,000	6,923,000	8,084,000	587,000	8,671,000
523010 - Health Trust - FOP	16,258,000	0	16,258,000	19,353,000	144,000	19,497,000
Personnel	275,105,000	5,908,000	281,013,000	297,164,000	7,132,000	304,296,000
Operating Expense						
524000 - Workers' Compensation	11,041,000	123,000	11,164,000	12,036,000	206,000	12,242,000
531000 - Professional Services	1,806,000	356,000	2,162,000	1,807,000	466,000	2,273,000
531020 - Professional Services-Medical	500,000	0	500,000	575,000	0	575,000
534000 - Other Contractual Services	5,326,000	1,643,000	6,969,000	5,075,000	1,182,000	6,257,000
540000 - Travel and Per Diem	50,000	182,000	232,000	50,000	328,000	378,000
540010 - Training	63,000	64,000	127,000	63,000	43,000	106,000
541000 - Communications & Related Services	1,040,000	701,000	1,741,000	1,040,000	603,000	1,643,000
541100 - Postage	54,000	1,000	55,000	54,000	1,000	55,000
543010 - Utilities Water	120,000	0	120,000	120,000	0	120,000
543020 - Utilities Electricity	793,000	0	793,000	914,000	0	914,000
544000 - Rentals and Leases	1,862,000	2,000	1,864,000	2,280,000	3,000	2,283,000
545010 - Insurance - Police Torts	1,061,000	0	1,061,000	1,272,000	0	1,272,000
545011 - Insurance - Vehicle Liability	1,592,000	0	1,592,000	1,848,000	0	1,848,000
545012 - Insurance - Property & Casualty	2,422,000	0	2,422,000	2,550,000	0	2,550,000
545013 - Insurance - General Liability	31,000	0	31,000	74,000	0	74,000
546000 - Repair and Maintenance Services	1,927,000	42,000	1,969,000	1,927,000	62,000	1,989,000

Police

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
546001 - IT-Repair and Maintenance Services	4,947,000	0	4,947,000	5,432,000	0	5,432,000
547100 - Printing and Binding-Outsourcing	20,000	0	20,000	25,000	0	25,000
547200 - Printing and Binding-Paper Stock	40,000	0	40,000	50,000	0	50,000
548000 - Promotional Activities	7,000	0	7,000	10,000	0	10,000
548100 - Advertising and Related Costs	21,000	1,000	22,000	21,000	1,000	22,000
549000 - Other Current Charges and Obligations	352,000	22,000	374,000	377,000	22,000	399,000
551000 - Office Supplies	130,000	1,000	131,000	140,000	0	140,000
552000 - Operating Supplies	404,000	78,000	482,000	459,000	92,000	551,000
552010 - Motor Fuel	6,818,000	0	6,818,000	5,818,000	0	5,818,000
552100 - Public Safety Supplies	500,000	0	500,000	500,000	0	500,000
552200 - Clothing/Uniform Supplies	900,000	10,000	910,000	900,000	10,000	910,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,440,000	121,000	2,561,000	2,632,000	162,000	2,794,000
667000 - Weapons And Ammunitions	600,000	0	600,000	710,000	0	710,000
Operating Expense	46,867,000	3,347,000	50,214,000	48,759,000	3,181,000	51,940,000
Capital Outlay						
664000 - Machinery and Equipment	0	767,000	767,000	0	366,000	366,000
Capital Outlay	0	767,000	767,000	0	366,000	366,000
Non-Operating Expense						
881000 - Aids to Government Agencies	0	574,000	574,000	0	812,000	812,000
883000 - Other Grants and Aids	0	125,000	125,000	0	125,000	125,000
896000 - Budget Reserve	0	6,715,000	6,715,000	0	3,503,000	3,503,000
Non-Operating Expenses	0	7,414,000	7,414,000	0	4,440,000	4,440,000
Total Expense	321,972,000	17,436,000	339,408,000	345,923,000	15,119,000	361,042,000



DEPARTMENT BUDGETS: OTHER DEPARTMENTS

- **Housing and Community Development**
- **Parks and Recreation**
- **Real Estate and Asset Management**
- **Risk Management**

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Housing and Community Development

Department Head: George Mensah

Phone: (305) 416-1978

www.miamigov.com/Government/Departments-Organizations/Housing-Community-Development

Mission Statement

The Department of Housing and Community Development assists in creating a viable urban community for the neediest persons in our city while reducing poverty, embracing diversity, assisting with economic development, and improving the overall quality of life.

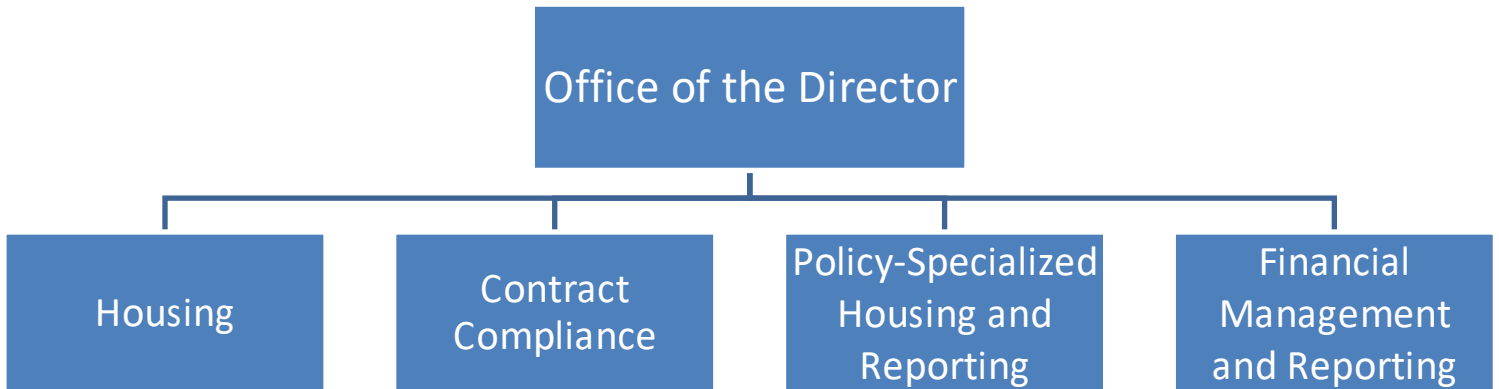
Description

The Department of Housing and Community Development (HCD) utilizes grant funds it receives from federal, state, and local government sources to aid in the development of a viable urban community. The essence of this objective is to provide quality housing, suitable living environments, and expansion of economic opportunities for the neediest of the community. HCD performs a wide range of community and economic development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City of Miami.

Contributing to the Administration's Priority of *Pathway to Prosperity*, HCD focuses on serving as an advocate for disenfranchised and economically disadvantaged residents. It utilizes federal, state, and local sources to implement programs that contribute to the health and well-being of its residents and creates cooperative partnerships with the public, not-for-profit agencies, and the private sector to offer public assistance programs that help stabilize resident's lives.

Our stakeholders include City residents, businesses, local community-based organizations, and elected officials.

Housing and Community Development



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Provides general direction and coordination with private and public stakeholders in the management of federal, state, and local community development programs to assist low-to moderate-income residents; develops and manages the Department’s budget; and oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.	5	7	7
HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon Act and Section 3 regulations on all contracted projects; and administers the City’s relocation program.	11	13	13
POLICY-SPECIALIZED HOUSING AND REPORTING Creates policies for the department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the U.S. Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); and manages the Department’s Housing Opportunities for Persons With Aids (HOPWA) and Section 8 specialized housing unit.	5	5	6
CONTRACT COMPLIANCE Monitors local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of social services and economic development to revitalize the City’s communities and integrate economic, environmental, and human developmental needs in the process.	4	4	4
FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; processes and reports all financial activities and transactions; and reimburses funded organizations.	10	8	8
TOTAL FULL-TIME POSITIONS	35	37	38

Housing and Community Development

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	5,314,867	5,491,970	5,840,809	5,587,000	5,887,000
Operating Expense	610,701	1,100,532	3,738,188	881,000	795,000
Capital Outlay	192,685	18,767	1,998,835	166,000	166,000
Non-Operating Expenses	23,620,636	40,491,119	52,909,796	95,788,000	71,318,000
Transfers - OUT	0	0	21,242	319,000	0
	29,738,888	47,102,388	64,508,871	102,741,000	78,166,000

Department/Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	2,025,485	1,094,859	1,722,543	1,833,000	2,281,000
American Rescue Plan Act SRF	0	0	2,494,958	0	0
Community Development	27,654,612	31,330,543	36,485,094	90,058,000	75,885,000
Emergency Funds	58,790	14,676,985	23,806,276	10,850,000	0
	29,738,888	47,102,388	64,508,871	102,741,000	78,166,000

Budget Highlights for FY 2023-24

The Budget includes the following addition:

- ξ As approved in the FY 2022-23 Mid-Year Amendment, the budget reflects the addition of one Contracts Manager position (SR \$88,000)

The Budget includes the following additional considerations:

- ξ The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF \$43,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$25,000).
- ξ The contribution from the General Fund in a total amount of \$2.281 million for the following items: lease expenditures including utility services and janitorial services (\$325,000); grant's non-reimbursable personnel expenditures: Regular Salaries and Wages (\$107,000), Fica Taxes (\$23,000), Retirement Contributions (\$956,000), Life and Health Insurance (\$573,000), Workers' Compensation (\$69,000), Insurance – General Liability (\$2,000), and IT Repair and Maintenance Services (\$107,000).
- ξ The Budget includes one million for the continuance of the Miami Senior Rental Assistance Program.

Housing and Community Development

Accomplishments FY 2022-23

Assisted 377 households through the Section 8 Program, and 800 households through the Housing Opportunities for Persons with AIDS (HOPWA) Tenant-Based Rental Assistance (TBRA) program.

Assisted three low-to-moderate income households with down payment assistance.

Assisted 336 families with children to fund for daycare and after-school services. Provided 694 senior citizens with funding for meal services.

Strategies FY 2023-24

Continue to serve households through the Section 8 Program and the Housing Opportunities for Persons With AIDS (HOPWA) Program.

Continue to assist low-and moderate-income households through the down payment assistance program.

Continue to provide funding to serve elderly individuals with daily nutritional meals.

Continue to provide funding for daycare and after-school services.

Continue to provide single-family rehabilitation assistance to six low- and moderate-income households.

Improve agency contracting processes to support customer service and provide a positive experience through the administration.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
3. Pathway to Prosperity	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan
	3.5.3 Attract and deploy capital to increase resident access City of Miami Strategic Plan

Housing and Community Development

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Provide daily nutritional meals for the elderly.				
Elderly meals provided with Community Development Block Grant (CDBG) and Social Services Gap (SSG) funding (number)	574	671	450	400
DEPARTMENT GOAL(S) Provide funding for daycare, after-school services, and for people with disabilities.				
Children and youth assisted with CDBG and SSG funding (number)	221	165	300	300
DEPARTMENT GOAL(S) Provide access to affordable housing.				
Households assisted under the Down Payment Assistance Program (number)	8	9	13	6
HOPWA clients assisted through the Tenant-Based Rental Assistance Program (number)	848	800	800	800
Section 8 clients assisted (number)	391	391	391	377
DEPARTMENT GOAL(S) Attain Department's administrative objectives.				
Turnaround time on agency reimbursement packets (days)	11	12	10	10
Agencies submitting their reimbursement monthly (avg percent)	57	64	50	50
Average turnaround time for execution of contracts (days)	29	27	45	45

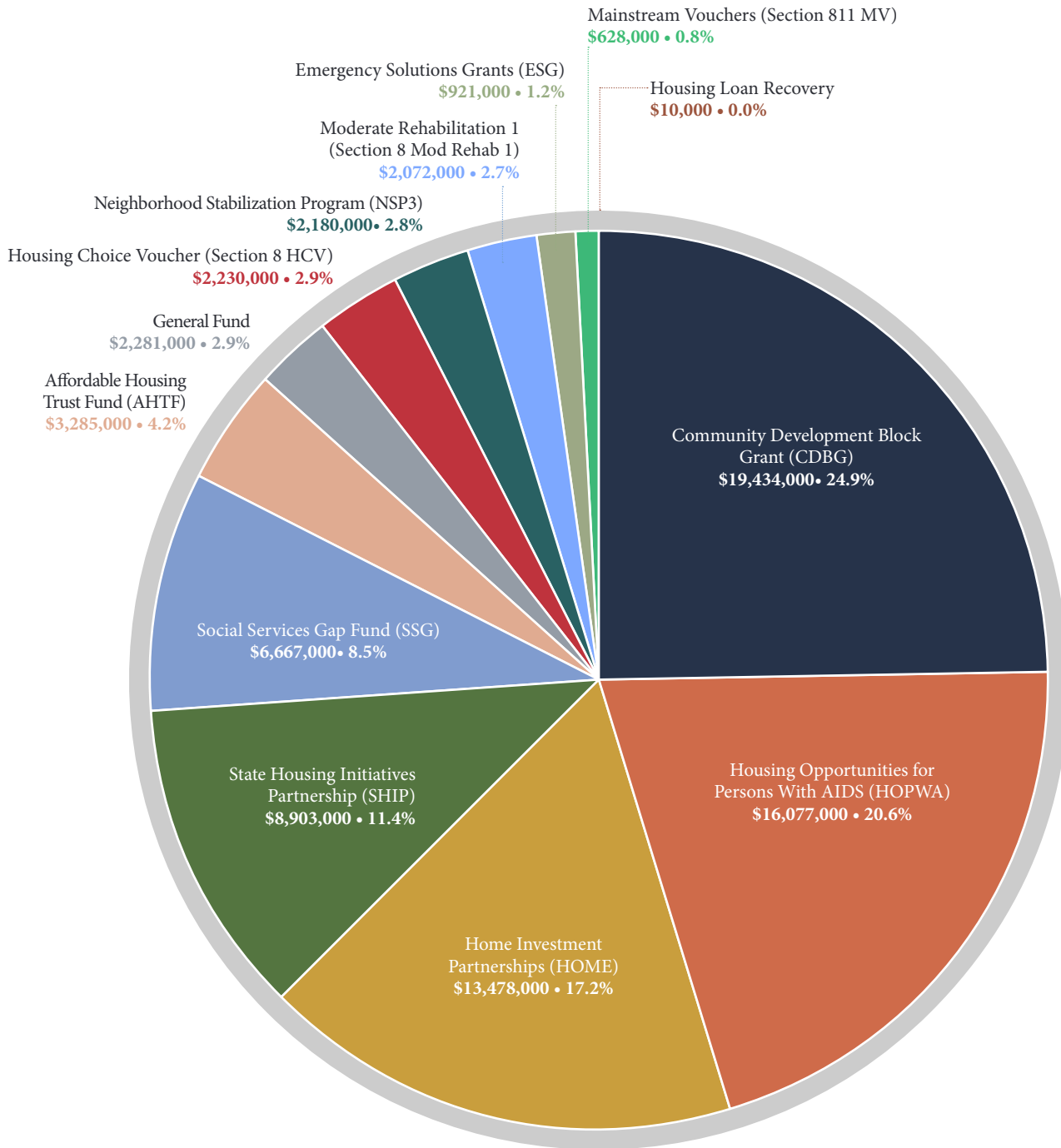
Housing and Community Development

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	93,000	3,388,000	3,481,000	218,000	3,400,000	3,618,000
516000 - Fringe Benefits	0	22,000	22,000	0	22,000	22,000
521000 - Fica Taxes	7,000	255,000	262,000	31,000	243,000	274,000
522000 - Retirement Contributions	872,000	373,000	1,245,000	956,000	245,000	1,201,000
523000 - Life and Health Insurance	372,000	205,000	577,000	573,000	199,000	772,000
Personnel	1,344,000	4,243,000	5,587,000	1,778,000	4,109,000	5,887,000
Operating Expense						
524000 - Workers' Compensation	63,000	0	63,000	69,000	0	69,000
531000 - Professional Services	0	200,000	200,000	0	100,000	100,000
534000 - Other Contractual Services	0	15,000	15,000	0	15,000	15,000
540000 - Travel and Per Diem	0	54,000	54,000	0	54,000	54,000
541000 - Communications & Related Services	0	15,000	15,000	0	15,000	15,000
541100 - Postage	0	7,000	7,000	0	7,000	7,000
544000 - Rentals and Leases	325,000	10,000	335,000	325,000	10,000	335,000
545013 - Insurance - General Liability	1,000	0	1,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	100,000	0	100,000	107,000	0	107,000
548100 - Advertising and Related Costs	0	53,000	53,000	0	53,000	53,000
549000 - Other Current Charges and Obligations	0	12,000	12,000	0	12,000	12,000
551000 - Office Supplies	0	13,000	13,000	0	13,000	13,000
552000 - Operating Supplies	0	3,000	3,000	0	3,000	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	10,000	10,000	0	10,000	10,000
Operating Expense	489,000	392,000	881,000	503,000	292,000	795,000
Capital Outlay						
664000 - Machinery and Equipment	0	166,000	166,000	0	166,000	166,000
Capital Outlay	0	166,000	166,000	0	166,000	166,000
Non-Operating Expense						
882000 - Aids to Private Organizations	0	58,927,000	58,927,000	0	52,882,000	52,882,000
883000 - Other Grants and Aids	0	33,794,000	33,794,000	0	18,436,000	18,436,000
896000 - Budget Reserve	0	3,067,000	3,067,000	0	0	0
Non-Operating Expenses	0	95,788,000	95,788,000	0	71,318,000	71,318,000
Transfers-OUT						
891100 - Intrafund Transfers	0	319,000	319,000	0	0	0

Housing and Community Development

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
Transfers - OUT	0	319,000	319,000	0	0	0
Total Expense	1,833,000	100,908,000	102,741,000	2,281,000	75,885,000	78,166,000

HOUSING & COMMUNITY DEVELOPMENT FUNDING SOURCES FY 2023-24



Parks and Recreation

Department Head: Christopher Evans

Phone: (305) 416-1320

www.miamigov.com/Government/Departments-Organizations/Parks-and-Recreation

Mission Statement

To enrich and inspire the community by delivering a world-class park system that is safe, accessible, and facilitates a healthy and happy quality of life.

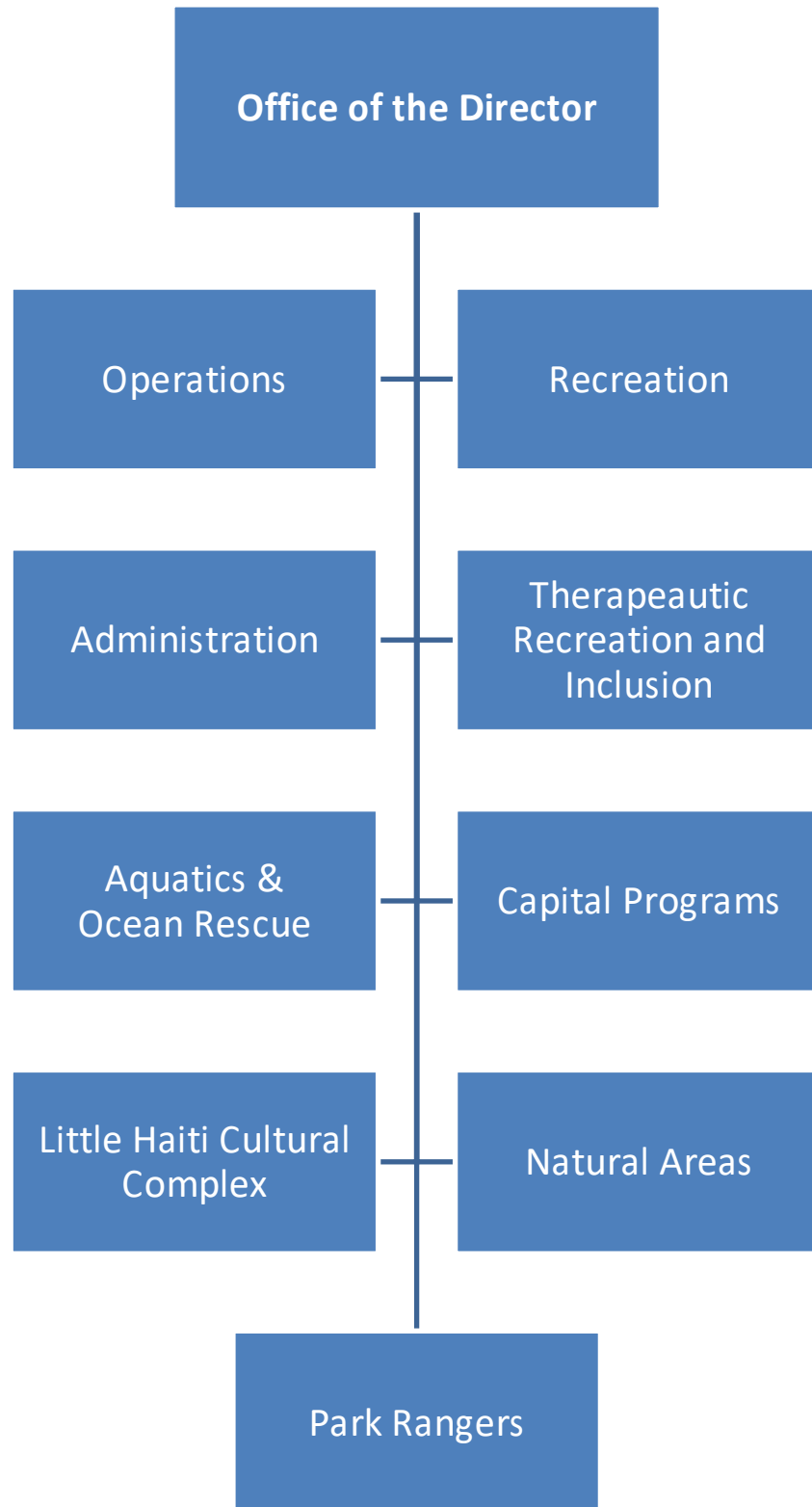
Description

The Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department delivers quality of life services to all ages through active senior programs, teen engagement programs, services for persons with disabilities, and youth-serving programs through seasonal camps, sports, learn-to-swim, and Science Technology Recreation Engineering Arts and Math (STREAM) programming. The Department continues to initiate health, wellness, and obesity prevention campaigns for City of Miami residents of all ages.

Contributing to the Administration's Priority of *Quality of Life*, the Parks Department provides 152 parks totaling more than 1,400 acres, twelve swimming pool facilities, 43 community centers, four gymnasiums, the Sandra DeLuca Developmental Center, the City Cemetery, the Little Haiti Cultural Center and Caribbean Marketplace, the Ichimura Japanese Garden, and the Grapeland Water Park. The Department also offers services at the Virginia Key mountain bike trails, walking trails, and beaches, as well as three natural areas designated as Natural Forest Communities that include a Visitor's Center at Simpson Hammock Park, the Virginia Key 32-acre hammock restoration and interpretive trail, and the hammock at Alice Wainwright Park. The Department offers recreation and leisure opportunities that appeal to all interests and abilities and encourage a connection with the outdoors as well as an active and healthy lifestyle.

Stakeholders include City residents and visitors to the City of Miami.

Parks and Recreation



Parks and Recreation

Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p>OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and Capital Improvements and repair and maintenance projects; and coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.</p>	9	4	7
<p>OPERATIONS Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire park system.</p>	116	90	84
<p>RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 park facilities; offers year-round senior, teen engagement programs; after-school, seasonal camp, and recreation programs for youth; and provides enhanced programs through partnerships.</p>	65	92	99
<p>ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, procurement, and finance functions. Manages internal Parks IT functions and liaison with Risk Management on safety issues in parks. Processes permit applications for park-level and citywide events that utilize parks.</p>	15	16	14
<p>THERAPEUTIC RECREATION AND INCLUSION Provides individuals with disabilities inclusive access to community-based educational, recreational, leisure and cultural activities including Special Events that enhance quality of life and inspire confidence. Advocates in local, state, and national forums for the rights of individuals with disabilities.</p>	16	16	17
<p>VIRGINIA KEY Manages the operation and maintenance activities of all waterfront areas on Virginia Key. Facilitates public access through tree trimming, brush removal, mowing and trash management to the mountain bike trail, Arthur Lamb Road, North Point Beach, and Miami Rowing Center. Manages toll booth for parking fee collection.</p>	14	0	0
<p>AQUATICS Operates and programs eleven aquatic facilities, one water park, the Ocean Rescue section in Virginia Key Beach North Point Park, Miami Marine Stadium Flex Park, Miami Rowing Center, and Basin Trail along with four splash parks and three fountains. Also, provides emergency services response and safety surveillance along with Learn to Swim, Water Aerobics, and Swim Teams programming.</p>	13	0	0

Parks and Recreation

<p>AQUATICS AND OCEAN RESCUE Operates and programs eleven aquatic facilities, one water park, the Ocean Rescue section in Virginia Key Beach North Point Park, Miami Marine Stadium Flex Park, Miami Rowing Center, and Basin Trail along with five splash parks and three fountains. Provides emergency services response and safety surveillance along with Learn to Swim, Water Aerobics, and Swim Teams programming. Manages the operation and maintenance activities of all waterfront areas on Virginia Key. Facilitates public access through tree trimming, brush removal, mowing and trash management to the mountain bike trail, Arthur Lamb Road, North Point Beach, and the Miami Rowing Center. Manages toll booths for parking fee collections.</p>	0	27	27
<p>CAPITAL PROGRAMS Manages all aspects of the department’s capital program to include budget, prioritization, execution, management, and close- out of all construction projects.</p>	0	4	5
<p>LITTLE HAITI CULTURAL COMPLEX Facilitates programs and special events that promote, showcase and support Afro-Caribbean culture in South Florida for all ages to participate.</p>	7	7	8
<p>NATURAL AREAS Provides natural resource management for environmental areas and the National Community Forests, Simpson Hammock Park, Alice Wainwright Park, and Virginia Key Beach North Point Park. Public engagement to promote stewardship and adoption of conservation efforts.</p>	6	6	5
<p>PARK RANGERS Assists with community safety measures as Park Ambassadors. Operates Park Ranger Dispatch call center and serve as active liaisons with other city departments to ensure safety while providing operational accessibility of parks on a continuous basis (including all holidays); conducts security and safety patrols (vehicle and foot), promotes voluntary compliance by educating the public about park regulations to deter undesirable activity; assists with crowd and access control; and coordinates homeless outreach initiatives.</p>	27	27	27
<p>TOTAL FULL-TIME POSITIONS</p>	288	289	293

Parks and Recreation

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	32,920,300	32,212,749	37,850,456	42,134,000	42,974,000
Operating Expense	13,668,009	17,367,298	19,089,152	19,562,000	16,411,000
Capital Outlay	136,638	87,882	29,849	0	0
Non-Operating Expenses	194,099	883,279	195,127	831,000	694,000
Transfers - OUT	962,000	0	3,226,622	0	0
	47,881,046	50,551,207	60,391,205	62,527,000	60,079,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	46,465,458	49,486,469	54,032,201	61,766,000	59,278,000
American Rescue Plan Act SRF	0	0	2,576,000	0	0
Parks & Recreation Services	271,720	192,052	327,171	761,000	801,000
Departmental Improvement Initiative	962,000	37,556	3,444,901	0	0
Emergency Funds	181,868	835,130	10,931	0	0
	47,881,046	50,551,207	60,391,205	62,527,000	60,079,000

Budget Highlights for FY 2023-24

The Budget includes the following reductions:

- ξ The Other Contractual Services Line item reflects a reduction of \$2.243 million (GF) due to the closure of the Melreese Golf Course.
- ξ The Operating Supplies Line item reflects a reduction of \$1.851 million (GF) due to the closure of the Melreese Golf Course.
- ξ The Aids to Private Organizations Line item reflects a reduction of \$70,000 (GF) due to the reduction of a one-time increase in funding for the City's partnership agreement with the Foundation of Community Assistance and Leadership (FOCAL). The agreement provides funding for after-school tutoring, counseling, and computer education and training services for young adults at Moore Park.

The Budget includes the following additions:

- ξ As approved in the FY 2022-23 Mid-Year Amendment, the budget reflects the addition of two Aquatic Specialist positions (GF \$86,000).

Parks and Recreation

- ξ The Budget includes the transfer of a vacant Contract Compliance Analyst position from the Office of Capital Improvements to the Parks and Recreation Department. The personnel and funding are reflected in the prior Department in FY 2022-23 and in the new Department in FY 2023-24 (One position, \$79,000).
- ξ The Budget includes the addition of one Assistant Director – Construction position to the Parks and Recreation Department (GF \$137,000).
- ξ The Communications and Related Services Line item reflects an increase of \$32,000 (GF) due to the increase in costs for providing internet services to several city parks.
- ξ The Utilities – Electricity Line item reflects an increase of \$157,000 (GF) due to an anticipated 15 percent increase in electricity costs citywide.
- ξ The Rentals and Leases Line item reflects an increase of \$114,000 (GF) primarily due to the increase in costs for the operations division trailers at West End and Legion Parks.

The Budget includes the following additional considerations:

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF \$245,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$7,000).
- ξ The budget reflects Parks Impact Fee contributions to the following projects: Gerry Curtis Park Concession Building Structural Improvements (40 Year Recertification) (150,000), Gerry Curtis Park Pool Enhancements (\$300,000), Fern Isle Park Master Plan Design (\$250,000), Gerry Curtis Park Turf and Track Replacement (\$1.225 million), Melrose Park Lighting Improvements (\$300,000), Ronald Reagan Park Enhancements (\$75,000), Antonio Maceo Park Lighting Upgrades (\$100,000), Morningside Park Floating Dock (\$5.052 million), Jose Marti Park Pickleball Center Creation (\$1.293 million), 1320 Mini Park Construction (\$450,000), Riverside Park Artificial Turf (\$1.000 million), Douglas Park Community Center (\$1.650 million), Robert King High Park Basketball Court Lighting and Hoops (\$300,000), Fairlawn Community Park (\$750,000), College Football Entities Projects at Moore Park (\$250,000), Athalie Range Park Building – Design (\$450,000), Little Haiti Cultural Center and Caribbean Marketplace A/C Chiller Replacements (\$500,000), Athalie Range Park Athletic Field (\$1.150 million), Williams Park General Enhancements (\$300,000), Citywide Park Safety Enhancements (\$750,000), and Citywide Park Playground Enhancements (\$205,000).

Parks and Recreation

Accomplishments FY 2022-23

Conducted onsite inspections to identify aging equipment or structures in need of repairs, in order to create a safe environment. Created new play areas for upcoming trending sports, such as Pickleball.

Collaborated with the Finance Department and the Department of Innovation and Technology (DoIT), in selection of a recreation software to improve recreation programming registration, leisure services, and operational enhancements.

Worked with the Office of Capital Improvements and the appropriate Commission District offices to review and provide feedback on the designs for Fairlawn Community Park (District 4), 3699 and 3701 SW 1st Avenue (District 3), and the Coral Way Park Expansion project (District 3). Managed the design phase for 1320 SW 21st Street (District 3). These parks will provide the community with future dog parks, exercise equipment areas, new playgrounds, walkways, lighting, site furnishings, and pavilions.

Supported the Police Homeless Empowerment Assistance Team by conducting details to offer shelter to homeless individuals. In cases where they refuse, trespassing warnings were issued. Conducted joint details with Miami-Dade Animal Services and the Miami Police to educate and enforce dog leash laws. All dogs must be on a leash, and citations were issued to those who did not comply in certain parks. Ensured Park Rangers were present at all recreational events, including the Flag Football and Basketball Leagues, to serve as a deterrent.

Served a yearly average of 8,212 people visiting the Simson Park trails and provided educational and outreach activities. The Park Naturalists are responsible for conserving and maintaining natural resources in the City of Miami, including protecting imperiled and critically endangered plant species and habitats within the parks. Obtained various certifications, including International Arborist Certification, Landscape Inspector Association of Florida (LIAF) certification, and Florida Nursery and Landscape Association (FNGLA) certification, and is actively pursuing continuing education opportunities. Secured the Upland Invasive Plan Improvement Program Grant by the Florida Fish and Wildlife for \$50,000. Heavily relied on established partnerships and new collaborations to not only carry out education and outreach programs, but also for research and restoration goals. Partnered with the Fairchild Tropical Botanic Garden for the continued restoration of habitats around the endangered species *Jacquemontia Reclinata*, found in the Virginia Key Island. Collaborated with the Institute for Regional Conservation to maintain trails and habitats of endangered plant species. Additional partnerships included the Frost Museum of Science Conservation and Outreach and the Dade Heritage Trust, who brought Miami-Dade County Public School children to tour both Virginia Key trails and Simpson Park. Conducted at least 90 community outreach and volunteer events, including beach clean-ups, trail maintenance, and habitat restoration, leading to the nomination of the "Volunteer Group of the Year" for the Florida Recreation and Parks Association (FRPA) award.

Issued an average of 100 permits per month. The Life Skills Development Three Adult Day Training program (ADT) enrolled 52 participants through the daily skills acquisition and curriculum and added a new unit activity titled "Special Self Care Topic" to reinforce learning in the community on a monthly basis. Miami's Accessible Guide to Inclusion Community (M.A.G.I.C.) accommodated 24 participants registered in various programs throughout the parks system such as afterschool, summer camp, and learn to swim. Completed Epilepsy First Aid Training and finalized the implementation of the Seizure Action Plan. The handcycling program began with 40 registered participants from Veterans Administration Miami and Jackson Hospital Outpatient Outreach and registered six wheelchair players in the tennis program in Bryan Park. GET FIT enrolled 23 participants with developmental disabilities and competed in tennis, soccer, bocce, and track and field in Special Olympics; winning first place in multiple events. Project Search Miami (PSM) enrolled seven trainees; one trainee worked at Best Buddies International administrative offices, and three received summer jobs working for the City of Miami Parks. Recreational and cultural activities enhanced the quality of life for 55+ Adults through field trips to Fairchild Tropical Botanic Garden, History Miami Museum, Willy Chirino Exhibition, Pinecrest Garden for mental health, and fitness activities like yoga and chair aerobics. Provided year-round youth programming that included various team and individual sports, seasonal camps, and educational activities.

Parks and Recreation

Strategies FY 2023-24

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system to keep grounds beautiful and safe.

Continue to integrate a recreation software application for enhanced customer service, seamless registration of programs and park permits. Establish best practices and implement standardized operating procedures to ensure a standard level of service and consistent delivery by all divisions of the department.

Continue to develop newly acquired park properties in collaboration with the Office of Capital Improvements.

Continue to enhance park security to ensure safety and enforcement throughout the park system for all park visitors, staff, and residents.

Continue to preserve and protect the natural ecosystems and biodiversity within the City of Miami by implementing a comprehensive approach that balances conservation, education, and community engagement. The Natural Areas division aims to ensure the long-term sustainability of the natural resources under its stewardship.

Continue to position the Department as a community health option through Health, Wellness, and Obesity Prevention Programs, Activities and Events for youth and adults 55+ that are culturally rich to enhance the quality of life for all, and pursue grant opportunities to fund programming and site amenity improvements

Parks and Recreation

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
2. Resilience	2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan
3. Pathway to Prosperity	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Develop and maintain parks sites and facility assets.				
Average Park System Facility Inspection (Score 1 out 5)	3.9	3.7	3.4	3.4
City of Miami Resident Survey Q2.20: Positive Opinion of Recreation Centers (percent)		No survey was completed.	50	50
City of Miami Resident Survey Q2-18: Positive Opinion of City Parks (percent)		No survey was completed.	60	60
DEPARTMENT GOAL(S) Expand opportunities and increase participation for leisure, recreation, and cultural exchange programming.				
Children enrolled in Summer Camp (number)	1,612	2,227	3,200	3,200
Children taught Learn-to-Swim (number)	0	4,150	4,200	4,200
Children enrolled in after school program (number)	292	2,030	2,100	2,100
Enrollment in programs for persons with special needs (number)	93	133	200	200
Increase Community Awareness Events (number)	171	495	200	200

Parks and Recreation

Strategic Alignment and Performance Measures

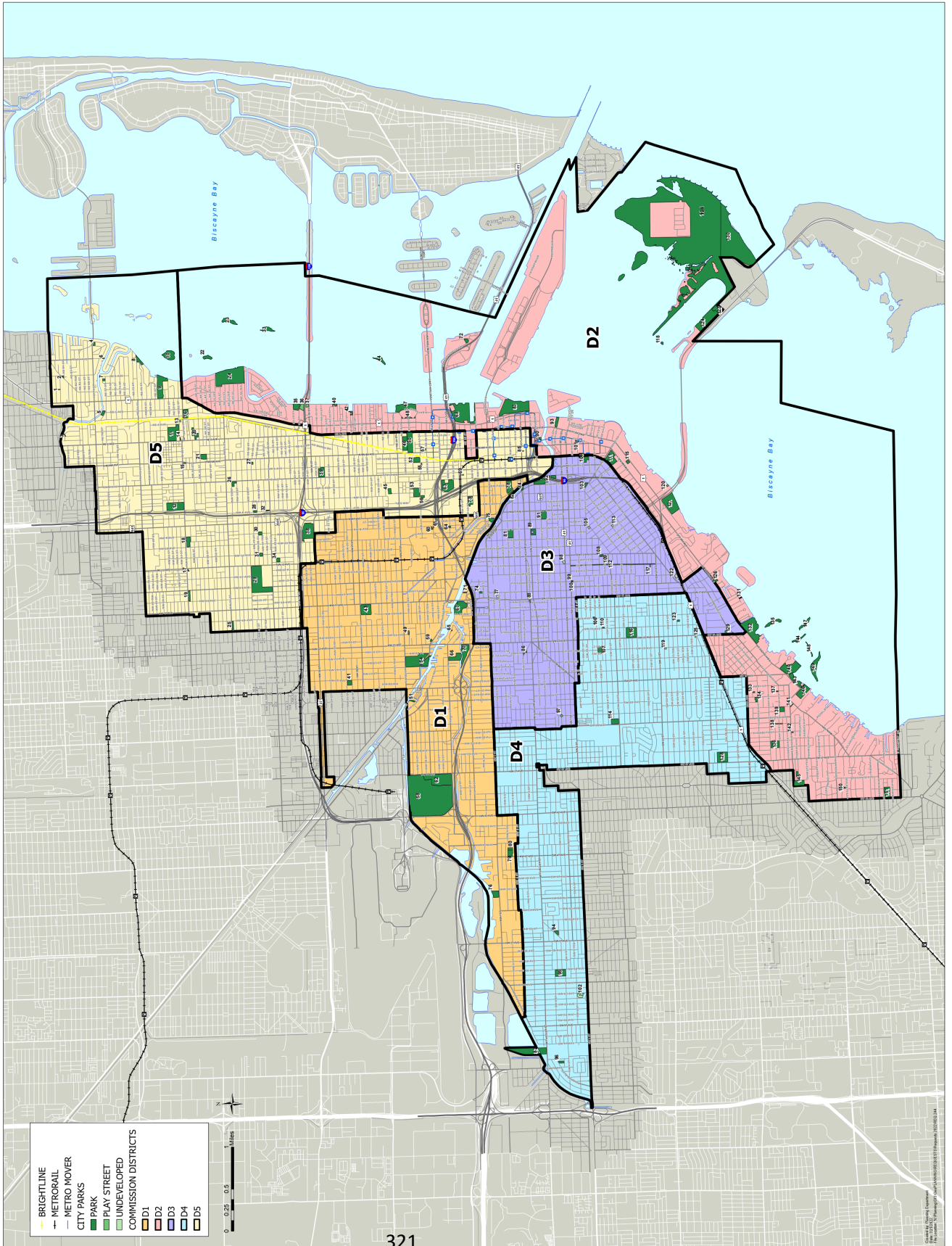
Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Strength internal and external relationships to provide safety and security support throughout the park system.				
Park User Surveys and Customers Satisfaction Rating with Reservation (percent)	92	No survey was completed.	85	85
City of Miami Resident Survey Q4-3: Recreation Opportunity Availability (percent)		No survey was completed.	50	50
City of Miami Resident Survey Q2-19: Positive opinion of Recreation Programs (percent)		No survey was completed.	45	45



CITY PARKS AND CITY COMMISSION DISTRICTS

PARKS AND RECREATION DEPARTMENT



No.	Park
105	Alcazar Park
106	Alcazar Park
107	Alcazar Park
108	Alcazar Park
109	Alcazar Park
110	Alcazar Park
111	Alcazar Park
112	Alcazar Park
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Parks and Recreation Department

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	17,814,000	79,000	17,893,000	18,115,000	114,000	18,229,000
512010 - Attrition Savings - Salaries	(323,000)	0	(323,000)	(435,000)	0	(435,000)
513000 - Other Salaries and Wages	100,000	0	100,000	100,000	0	100,000
513010 - Other Salaries and Wages -Part Time Year Year Round	7,697,000	0	7,697,000	7,697,000	0	7,697,000
513020 - Other Salaries and Wages - Part Time Seasonal	3,919,000	0	3,919,000	3,919,000	0	3,919,000
514000 - Overtime	261,000	7,000	268,000	261,000	7,000	268,000
516000 - Fringe Benefits	35,000	0	35,000	28,000	1,000	29,000
521000 - Fica Taxes	1,363,000	12,000	1,375,000	1,394,000	9,000	1,403,000
522000 - Retirement Contributions	6,431,000	0	6,431,000	5,956,000	43,000	5,999,000
523000 - Life and Health Insurance	4,739,000	0	4,739,000	5,739,000	26,000	5,765,000
Personnel	42,036,000	98,000	42,134,000	42,774,000	200,000	42,974,000
Operating Expense						
524000 - Workers' Compensation	598,000	0	598,000	697,000	5,000	702,000
531000 - Professional Services	135,000	7,000	142,000	135,000	7,000	142,000
534000 - Other Contractual Services	5,088,000	14,000	5,102,000	2,845,000	14,000	2,859,000
540000 - Travel and Per Diem	34,000	21,000	55,000	34,000	21,000	55,000
540010 - Training	10,000	0	10,000	10,000	0	10,000
541000 - Communications & Related Services	100,000	0	100,000	132,000	0	132,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
543000 - Utility Services	26,000	0	26,000	26,000	0	26,000
543010 - Utilities Water	1,415,000	0	1,415,000	1,415,000	0	1,415,000
543020 - Utilities Electricity	1,831,000	0	1,831,000	1,988,000	0	1,988,000
544000 - Rentals and Leases	60,000	0	60,000	174,000	0	174,000
545011 - Insurance - Vehicle Liability	49,000	0	49,000	57,000	0	57,000
545012 - Insurance - Property & Casualty	3,615,000	0	3,615,000	3,806,000	0	3,806,000
545013 - Insurance - General Liability	161,000	0	161,000	380,000	0	380,000
546000 - Repair and Maintenance Services	1,466,000	83,000	1,549,000	1,471,000	83,000	1,554,000
546001 - IT-Repair and Maintenance Services	991,000	0	991,000	1,095,000	0	1,095,000
547000 - Printing and Binding	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	10,000	0	10,000	10,000	0	10,000
549000 - Other Current Charges and Obligations	70,000	0	70,000	75,000	0	75,000
551000 - Office Supplies	83,000	0	83,000	86,000	0	86,000
552000 - Operating Supplies	3,082,000	0	3,082,000	1,231,000	0	1,231,000

Parks and Recreation Department

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
552100 - Public Safety Supplies	50,000	0	50,000	50,000	0	50,000
552200 - Clothing/Uniform Supplies	243,000	0	243,000	244,000	0	244,000
552300 - Landscaping Related Supplies	277,000	0	277,000	277,000	0	277,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	37,000	0	37,000	37,000	0	37,000
Operating Expense	19,437,000	125,000	19,562,000	16,281,000	130,000	16,411,000
<u>Non-Operating Expense</u>						
882000 - Aids to Private Organizations	293,000	0	293,000	223,000	0	223,000
896000 - Budget Reserve	0	538,000	538,000	0	471,000	471,000
Non-Operating Expenses	293,000	538,000	831,000	223,000	471,000	694,000
Total Expense	61,766,000	761,000	62,527,000	59,278,000	801,000	60,079,000

Real Estate and Asset Management

Department Head: Andrew Frey, Director

Phone: (305) 416-1458

www.miamigov.com/Government/Departments-Organizations/Real-Estate-Asset-Management-DREAM

Mission Statement:

Maximize financial return and other policy goals for the City's real estate portfolio for the benefit of residents and businesses.

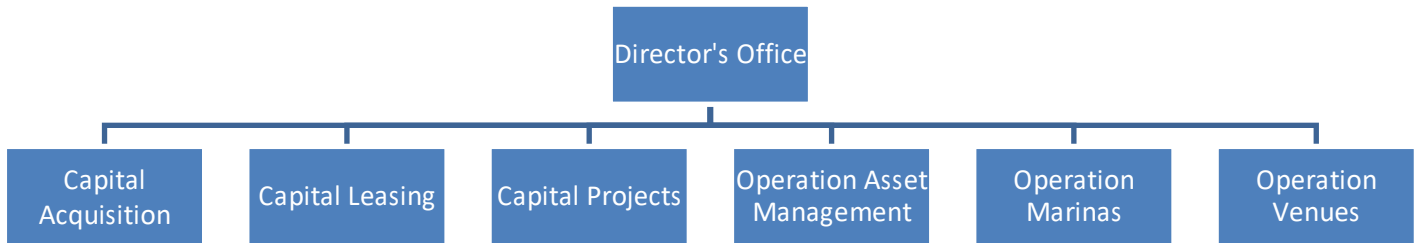
Description

The Department of Real Estate and Asset Management (DREAM) manages and provides facilities for stakeholders use in sporting, recreational, cultural, and entertainment events. The Department oversees the City's three municipal marinas, the James L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, Marlin's Stadium Garages and Retail, the Olympia Theater and Tower, the Tower Theater, and other City-owned property.

Contributing to the Administration's Priority of *Quality of Life*, the Department serves as the asset manager for the City's real estate including the leasing, acquisition, and disposition of the City's real estate portfolio. To do so, the Department categorizes City-owned properties according to highest and best use, determines whether to use for City operations, to lease to third parties, or to dispose of those properties. The Department also identifies and acquires properties according to the City's needs. In addition to proposing, negotiating, and monitoring complex real estate transactions, the Department manages 96 leases throughout the City. The Department maintains an inventory of the City's properties, consisting of approximately 513 parcels, inclusive of parks, fire-rescue stations, City administrative buildings, public facilities, vacant lots, and housing sites. Additionally, the Department manages the day-to-day operations of the City's three municipal marinas and two mooring fields: MiamiMarina, Marine Stadium Marina, Watson Island Mooring Field, and Dinner Key Mooring Field, and the Dinner Key Marina, the City's flagship marina which has the distinction of being the largest wet slip marina on the East Coast with 582 berths.

Stakeholders include City residents, tourists, businesses, and employees.

Real Estate and Asset Management



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Directs all the administrative and operational functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and the use of City-owned assets; oversees the operation of all City-owned Marinas, convention centers, stadiums, and theaters.	4	4	0
DIRECTOR'S OFFICE Directs all functions of the Department, reports to City Manager and Assistant City Manager, provides information to elected officials, coordinates with other Departments, strategic planning, budgeting, personnel, policies, administration, and other Department-wide activities.	0	0	5
REAL ESTATE ACQUISITION AND DISPOSITION Negotiates agreements, research properties, maintains the property inventory, performs requests for proposals, obtains surveys and appraisals, negotiates development agreements and purchase and sales agreements, monitors property, monitors development projects, and monitors property tax compliance in accordance with lease terms.	3	3	0
CAPITAL ACQUISITION Manages all acquisition, disposition, and transfer of property and property rights including easements, covenants, and other recorded documents. Manages the sourcing of properties, tracking of city-owned properties, marketing and sale of properties, negotiating agreements and related documents, due diligence, closing, and coordination with other Departments.	0	0	2
CAPITAL LEASING Manages all new revenue activities (non-marina, non-venue), including marketing, negotiating, and closing new leases, licenses, management agreements, and other revenue agreements and related documents, and coordination with other Departments. Also assists other Departments to find and negotiate leases.	0	0	3
CAPITAL PROJECTS Manages all Department-led capital projects, including budget and schedule, and manages the execution of such projects and, or directs, works with, and tracks other Departments to complete them.	0	0	1

Real Estate and Asset Management

<p>OPERATION ASSET MANAGEMENT Manages all non-marina, non-venue properties and manages annual financial performance of all Department properties. Includes operations, inspections, maintenance, tenant relations, revenue agreement compliance, collections, vendor agreements, payment of operating expenses, reviewing financial statements and other records, reporting, recommending opportunities to increase revenue and reduce expenses, and maintaining operating permits.</p>	0	0	2
<p>CITY MARINAS Oversees the day-to-day operation and maintenance of the three City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.</p>	31	30	0
<p>OPERATION MARINAS Manages all City-owned marinas, including operations, inspection, maintenance, marketing, revenue generation and collection, vendor agreements, payment of operating expenses, reporting, recommending opportunities to increase revenue and reduce expenses, identifying capital needs, and maintaining operating permits.</p>	0	0	29
<p>LEASE MANAGEMENT Prepares, negotiates, and manages compliance with leases and other agreements; monitors monthly rents and fee collection of all leases and other agreements; performs request for proposals; conducts yearly leased property inspections; issues permit for use of City-owned properties.</p>	5	5	0
<p>CULTURAL CENTERS Manages, operates, and maintains four multi-story buildings; books events; prepares, negotiates, and manages theater rental agreements; leases available office space; collects and process theater rental fees.</p>	7	7	0
<p>OPERATION VENUES Manages all Department venues and related spaces, including operations, inspections, maintenance, marketing, revenue generation and collection, vendor agreements, payment of operating expenses, reporting, recommending opportunities to increase revenue and reduce expenses, identifying capital needs, and maintaining operating permits.</p>	0	0	11
<p>TOTAL FULL-TIME POSITIONS</p>	50	49	53

Real Estate and Asset Management

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	5,523,026	5,158,505	5,016,348	5,427,000	5,765,000
Operating Expense	9,929,102	10,510,806	13,462,797	15,940,000	16,875,000
Capital Outlay	7,063,314	8,040,171	261,601	0	100,000
Non-Operating Expenses	0	0	1	8,736,000	11,453,000
Transfers - OUT	5,301,000	108,291	850,176	2,000,000	659,000
	27,816,442	23,817,773	19,590,924	32,103,000	34,852,000

Department Fund / Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	13,241,006	13,833,092	15,509,504	17,480,000	18,853,000
American Rescue Plan Act SRF	0	0	124,365	0	0
Sports Facilities and Activities Bayfront/Riverfront Land Acquisition Rouse Trust	471,000	0	0	13,000	18,000
	0	0	0	1,961,000	2,079,000
Miami Ballpark Parking Facilities Departmental Improvement Initiative	7,049,188	1,833,008	2,861,051	12,649,000	13,902,000
	0	108,291	850,000	0	0
Emergency Funds	7,055,248	8,043,383	246,005	0	0
	27,816,442	23,817,773	19,590,924	32,103,000	34,852,000

Budget Highlights for FY 2023-24

The Budget includes the following additions:

- ξ As approved in the FY 2022-23 Mid-Year Amendment, the budget reflects an increase of four positions and operating budget for the Tower Theater (GF \$773,000).
- ξ The Regular Salaries and Wages Line item reflects an increase for the vacant Assistant Director, Real Estate and Asset Management position (GF \$144,000).

Real Estate and Asset Management

The Budget includes the following additional considerations:

- ξ The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$87,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023; and an average of five percent salary increase, for all non-bargaining employees; as aligned with the increases in the contract with AFSCME Local 1907 (GF \$23,000).
- ξ The Other Contractual Services Line item reflects a decrease of \$896,000 in the Olympia Theater operating budget due to a redistribution of the theater's budget to the various operating line items in use by the theater. This amount is offset by increases to the James L. Knight Center \$95,000, the Tower Theater \$178,000, and the G4 Garage \$62,000 operating budgets.
- ξ The Budget reflects a General Fund contribution to Capital from ten percent of marina revenues for the Dinner Key Marina Emergency Repairs and Replacement project (\$300,000), Miamarina Emergency Repairs project (\$200,000), Miscellaneous Repairs-Dinner Key Mooring Field project (\$291,000), Marine Stadium Marina project (\$10,000), and Marine Stadium Mooring Field project (\$250,000).
- ξ The Budget reflects a General Fund contribution to Capital from the Miamarina ticket surcharge revenues for the Miamarina Emergency Repairs project (\$602,000).
- ξ The Budget reflects a General Fund contribution to Capital from the Dinner Key Marina surcharge revenues for the Dinner Key Marina Emergency Repairs and Replacement project (\$42,000).
- ξ The Budget reflects a General Fund contribution to Capital for the Tower Theater Welcome Center (\$107,000) and Tower Theater Cinema Equipment (\$272,000).
- ξ The Budget reflects a contribution from Marlins' Garage parking revenues to Debt Service Fund for partial funding of the Marlin's Garage 2010A Refunding 2019 Bond (SR \$641,000).

Real Estate and Asset Management

Accomplishments FY 2022-23

Implemented Visual Lease, a new third-party Lease Administration software, with all active leases eligible for invoicing. This facilitates lease invoicing in advance monthly, making payment tracking more efficient.

Surpassed year to date revenue at all marinas by a total of over \$900,000 and are on pace to surpass fiscal year budgeted revenue by nearly two million.

Due to many transitions and changes within the department, modernizing the departments file repositories was not acted upon.

Entered the design phase for the new City Administrative Building.

Acquired approximately 60,000 square feet to add to the City's park land inventory to benefit residents within underserved areas.

Strategies FY 2023-24

Modernize and streamline department processes by updating buy, sell, and revenue agreement templates.

Promote sustainability in department deals and projects by requiring new buildings to be LEED Gold.

Maintain department assets to high standard by obtaining funding for all priority capital improvements based on annual inspections.

Bolster small businesses by requiring new projects to include women and minority entrepreneurs and local businesses.

Identify and implement ways to grow gross and net income above inflation and reduce expenses below inflation.

Improve internal capacity and communication by implementing project management software.

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships. City of Miami Strategic Plan
2. Resilience	2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data. City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
3. Pathway to Prosperity	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan

Strategic Alignment and Performance Measures

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Modernize and streamline department processes				
Update buy and sell templates (Yes-1/No-2)				1
Update revenue templates (Yes-1/No-2)				1

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S)				
Maintain department assets to high standard				
Obtain annual inspection reports (Yes-1/No-2)				1
Update plan for capital improvements (Yes-1/No-2)				1
Fund priority capital improvements (Yes-1/No-2)				1
DEPARTMENT GOAL(S)				
Enhance department revenue to fund public services				
Gross Revenue Growth for Department (%)				> 2%
Gross Revenue Growth for Marinas (%)				> 2%
Gross Revenue Growth for Venues (%)				> 2%
Gross Revenue for Department (\$)	\$11,365,865	\$23,419,976		FY23 + 5%
Gross Revenue for Marinas (\$)				FY23 + 5%
Gross Revenue for Venues (\$)				FY23 + 5%
Net Operating Income Growth for Department (%)				> 2%
Net Operating Income Growth for Marinas (%)				> 2%
Net Operating Income Growth for Venues (%)				> 2%
Net Operating Income for Department (\$)	\$8,391,522	\$26,028,293		FY23 + 5%
Net Operating Income for Marinas (\$)				FY23 + 5%
Net Operating Income for Venues (\$)				FY23 + 5%
DEPARTMENT GOAL(S)				
Bolster small businesses, especially WBE, MBE, and local				
WBE, MBE, and local hiring opportunities created (TBD)				TBD
DEPARTMENT GOAL(S)				
Promote sustainability in department deals and projects				
Require new buildings to be LEED Gold (TBD)				TBD
DEPARTMENT GOAL(S)				
Improve internal capacity and communication				
Implement project management software (Yes-1/No-2)				1

Real Estate and Asset Management

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,404,000	0	3,404,000	3,595,000	0	3,595,000
512010 - Attrition Savings - Salaries	(200,000)	0	(200,000)	(150,000)	0	(150,000)
513000 - Other Salaries and Wages	74,000	0	74,000	74,000	0	74,000
514000 - Overtime	71,000	0	71,000	83,000	0	83,000
516000 - Fringe Benefits	9,000	0	9,000	18,000	0	18,000
521000 - Fica Taxes	262,000	0	262,000	276,000	0	276,000
522000 - Retirement Contributions	1,067,000	0	1,067,000	994,000	0	994,000
523000 - Life and Health Insurance	740,000	0	740,000	875,000	0	875,000
Personnel	5,427,000	0	5,427,000	5,765,000	0	5,765,000
Operating Expense						
524000 - Workers' Compensation	72,000	0	72,000	121,000	0	121,000
531000 - Professional Services	730,000	88,000	818,000	881,000	88,000	969,000
533000 - Court Services	4,000	0	4,000	3,000	0	3,000
534000 - Other Contractual Services	6,430,000	3,747,000	10,177,000	5,865,000	3,747,000	9,612,000
541000 - Communications & Related Services	15,000	0	15,000	18,000	0	18,000
541100 - Postage	5,000	0	5,000	5,000	0	5,000
543010 - Utilities Water	235,000	0	235,000	373,000	0	373,000
543020 - Utilities Electricity	336,000	0	336,000	627,000	0	627,000
544000 - Rentals and Leases	214,000	0	214,000	416,000	0	416,000
545012 - Insurance - Property & Casualty	3,283,000	0	3,283,000	3,456,000	0	3,456,000
545013 - Insurance - General Liability	23,000	0	23,000	54,000	0	54,000
546000 - Repair and Maintenance Services	191,000	0	191,000	421,000	0	421,000
546001 - IT-Repair and Maintenance Services	152,000	0	152,000	162,000	0	162,000
546002 - Vending - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
548100 - Advertising and Related Costs	1,000	0	1,000	11,000	0	11,000
549000 - Other Current Charges and Obligations	0	52,000	52,000	100,000	52,000	152,000
551000 - Office Supplies	8,000	0	8,000	9,000	0	9,000
552000 - Operating Supplies	160,000	0	160,000	266,000	0	266,000
552011 - Saleable Fuel	125,000	0	125,000	125,000	0	125,000
552200 - Clothing/Uniform Supplies	13,000	0	13,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	53,000	0	53,000	57,000	0	57,000
Operating Expense	12,053,000	3,887,000	15,940,000	12,988,000	3,887,000	16,875,000

Real Estate and Asset Management

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	100,000	0	100,000
Capital Outlay	0	0	0	100,000	0	100,000
Non-Operating Expense						
896000 - Budget Reserve	0	8,736,000	8,736,000	0	11,453,000	11,453,000
Non-Operating Expenses	0	8,736,000	8,736,000	0	11,453,000	11,453,000
Transfers-OUT						
891000 - Interfund Transfers	0	2,000,000	2,000,000	0	641,000	641,000
891100 - Intrafund Transfers	0	0	0	0	18,000	18,000
Transfers - OUT	0	2,000,000	2,000,000	0	659,000	659,000
Total Expense	17,480,000	14,623,000	32,103,000	18,853,000	15,999,000	34,852,000

Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT

Phone: (305) 416-1381

www.miamigov.com/Government/Departments-Organizations/Risk-Management

Mission Statement

To effectively manage the City's exposure to losses by applying efficient loss control strategies and well-being initiatives with integrity, accountability, commitment, and teamwork.

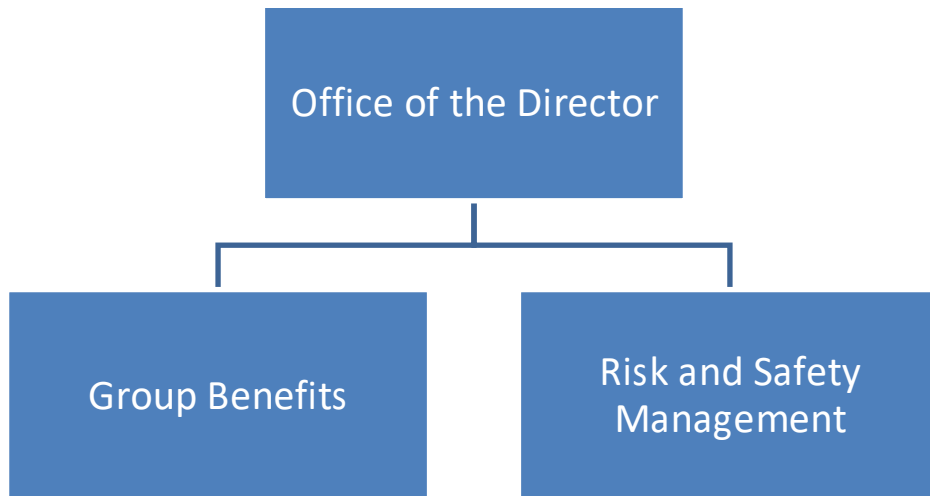
Description

The Department of Risk Management is an internal service provider that works closely with all departments within the City in an effort to protect the City's human, financial, and physical assets.

Contributing to the City's Strategic Priority of *Quality of Life*, Risk Management Department is primarily responsible for ensuring all City assets are adequately insured, oversees first and third party claims management, implements comprehensive programs targeted at reducing accidents, and complying with State and Federal occupational health and safety laws. The Department is also responsible for managing voluntary and involuntary group benefits products with an overall focus on the well-being of employees and their families.

The Department of Risk Management works closely with all operating departments, employees, third party administrators, and the public in the effort to manage financial risk and liability.

Risk Management



Departmental Function/Unit	FY 2021-22	FY 2022-23	FY 2023-24
OFFICE OF THE DIRECTOR Recommends and implements effective risk management practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; collaborates with all City's departments to minimize adverse financial losses and promote a safe environment.	3	3	3
GROUP BENEFITS Manages and coordinates all functions related to the provision and administration of the City's self-insured and fully insured group benefits programs; provides technical support; orients, educates, and assists employees with enrollment of benefits; processes claims; notifies and assists former employees in regard to their qualification for continued benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA).	4	4	4
RISK AND SAFETY MANAGEMENT Manages and coordinates all functions related to risk, claims, and safety management; ensures the effective identification, analysis, control, and financing of all major risks; structures and procures risk financing and risk transfer mechanisms through self-insured, commercially-insured programs, and contractual risk transfers; processes required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process; implements safety management; assists with ensuring the City is compliant and responsive to federal requirements involving the Americans with Disabilities Act (ADA), the Health Insurance Portability and Accountability Act (HIPAA), and the Affordable Care Act (ACA).	17	17	18
TOTAL FULL-TIME POSITIONS	24	24	25

Risk Management

Department Expenditure Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	2,753,342	2,829,747	2,875,854	3,232,000	3,547,000
Operating Expense	611,822	642,613	613,561	903,000	1,421,000
Capital Outlay	6,260	132,186	(1,043)	0	0
	3,371,424	3,604,546	3,488,372	4,135,000	4,968,000

Department / Fund Relationship

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Fund	3,283,268	3,451,796	3,432,415	4,135,000	4,468,000
General Special Revenue	0	0	0	0	500,000
American Rescue Plan Act SRF	0	0	57,000	0	0
Emergency Funds	88,156	152,750	(1,043)	0	0
	3,371,424	3,604,546	3,488,372	4,135,000	4,968,000

Budget Highlights for FY 2023-24

The Budget includes the following additions:

- ξ As approved in the FY 2022-23 Mid-Year Amendment, the budget includes the addition of one Claims Account Coordinator \$56,000 (GF).
- ξ The Professional Services Line item reflects a net increase of \$12,000 (GF) as a result of the Understand Service Innovate (USI) Group Benefits Consulting contract expiring in FY 2022–2023 (-\$175,000 GF), as well as a five percent annual maintenance fee increase for the Riskconnect management information system (\$2,000 GF), and a request for proposals that will select a new vendor at a projected cost of \$185,000 (GF).

The Budget includes the following additional considerations:

- ξ The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$22,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$10,000).
- ξ The Professional Services Line item reflects an increase due to a General Fund contribution to Special Revenues for the COVID19 Mental Health Analysis \$500,000 (SR).

Risk Management

Accomplishments FY 2022-23

Fell short of achieving a target of an average of eight loss workdays for workers compensation claims primarily due to the inability of departments to accommodate employees on light duty restrictions.

Achieved a motor vehicle incident rate below the target rate of two percent.

Maintained the liability claims closure ratio above one. The closure rate for workers' compensation claims were not met due to a decrease in frequency and an increase in severity.

Conducted safety inspections and follow-ups to ensure corrective actions are taken. Safety Officers returned to normal scheduling, post-COVID-19 restrictions.

Increased the number of wellness sessions both onsite and virtual, leading to increased participation.

Strategies FY 2023-24

Continue to obtain an average of 14 days for average loss work-days on workers' compensation claims.

Continue to obtain motor vehicle incident rate of less than two percent.

Continue to maintain liability claims closure rate above one.

Continue to implement the Safe Driving Program to help reduce motor vehicle accidents and injuries for Police and Solid Waste drivers.

Provide opportunities for improving employee wellness and work-life quality.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Projection	FY 2023-24 Target
DEPARTMENT GOAL(S) Improve employee wellness and work-life quality.				
Employees participating in well-being program (percent)	4	34	36	35
DEPARTMENT GOAL(S) Reduce indemnity claims spend.				
Average lost work days for new workers compensation claims (days)	10	13	12	< 12
DEPARTMENT GOAL(S) Realign safety program.				
Motor Vehicle Incident Rate (percent)	1	1	2	< 2
DEPARTMENT GOAL(S) Reduce number of open claims.				
Liability claims closure ratio (number)			2	> 1

Risk Management

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,100,000	0	2,100,000	2,249,000	0	2,249,000
512010 - Attrition Savings - Salaries	(50,000)	0	(50,000)	0	0	0
516000 - Fringe Benefits	14,000	0	14,000	10,000	0	10,000
521000 - Fica Taxes	157,000	0	157,000	171,000	0	171,000
522000 - Retirement Contributions	661,000	0	661,000	654,000	0	654,000
523000 - Life and Health Insurance	350,000	0	350,000	463,000	0	463,000
Personnel	3,232,000	0	3,232,000	3,547,000	0	3,547,000
Operating Expense						
524000 - Workers' Compensation	40,000	0	40,000	43,000	0	43,000
525000 - Unemployment Compensation	70,000	0	70,000	70,000	0	70,000
531000 - Professional Services	656,000	0	656,000	668,000	500,000	1,168,000
540010 - Training	15,000	0	15,000	15,000	0	15,000
541100 - Postage	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	9,000	0	9,000	10,000	0	10,000
546001 - IT-Repair and Maintenance Services	75,000	0	75,000	77,000	0	77,000
548100 - Advertising and Related Costs	2,000	0	2,000	2,000	0	2,000
551000 - Office Supplies	15,000	0	15,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	13,000	0	13,000	13,000	0	13,000
Operating Expense	903,000	0	903,000	921,000	500,000	1,421,000
Total Expense	4,135,000	0	4,135,000	4,468,000	500,000	4,968,000



OTHER GENERAL FUND BUDGETS

- **Non-Departmental Accounts (NDA)**
 - NDA Schedule
- **Pension and Retirement Plan Overview**
 - Pension Summary

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Non-Departmental Accounts

Description

Non-Departmental Accounts (NDAs) provide the fiscal resources necessary for governmental operations that are multi-departmental or do not fall under a specific department. Expenditures in this account include items such as contingency reserves, outside legal services, lobbying services, and aids to private and governmental agencies.

Budget Highlights for FY 2023-24

The Budget includes the following reduction:

The Office Supplies Line item reflects a decrease due to the reallocation of funds to the Clothing and Uniform line item for the Film and Entertainment Office (GF \$2,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF \$3,000) as a continuance of the wages and benefits of the contract that expires on September 30, 2023, and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF \$10,000).

Department Summary

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel	7,174,137	12,079,206	13,634,713	15,039,000	19,272,000
Operating Expense	12,519,275	15,378,865	15,222,476	12,343,000	13,865,000
Capital Outlay	0	18,323	64	0	0
Non-Operating Expenses	12,600,652	2,553,000	2,843,000	20,490,000	92,492,000
Transfers - OUT	70,719,379	106,213,475	72,119,000	67,563,000	92,312,000
	103,013,444	136,242,870	103,819,253	115,435,000	217,941,000

Non-Departmental

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	0	0	0	32,000	0	32,000
512000 - Regular Salaries and Wages	279,000	0	279,000	289,000	0	289,000
515000 - Special Pay	13,684,000	0	13,684,000	17,943,000	0	17,943,000
516000 - Fringe Benefits	1,000	0	1,000	1,000	0	1,000
516010 - Fringe Benefits - Tuition Reimbursement	0	0	0	200,000	0	200,000
521000 - Fica Taxes	21,000	0	21,000	25,000	0	25,000
522000 - Retirement Contributions	930,000	0	930,000	628,000	0	628,000
523000 - Life and Health Insurance	124,000	0	124,000	154,000	0	154,000
Personnel	15,039,000	0	15,039,000	19,272,000	0	19,272,000
Operating Expense						
524000 - Workers' Compensation	14,000	0	14,000	16,000	0	16,000
531000 - Professional Services	1,248,000	0	1,248,000	1,251,000	0	1,251,000
531010 - Professional Services- Legal Services	3,298,000	0	3,298,000	3,298,000	0	3,298,000
531020 - Professional Services- Medical	0	0	0	180,000	0	180,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	35,000	0	35,000	51,000	0	51,000
548000 - Promotional Activities	0	2,182,000	2,182,000	0	2,912,000	2,912,000
549000 - Other Current Charges and Obligations	5,441,000	0	5,441,000	6,032,000	0	6,032,000
551000 - Office Supplies	4,000	0	4,000	2,000	0	2,000
552200 - Clothing/Uniform Supplies	0	0	0	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	120,000	0	120,000	120,000	0	120,000
Operating Expense	10,161,000	2,182,000	12,343,000	10,953,000	2,912,000	13,865,000
Non-Operating Expense						
881000 - Aids to Government Agencies	2,689,000	0	2,689,000	2,739,000	0	2,739,000
882000 - Aids to Private Organizations	1,090,000	0	1,090,000	1,120,000	0	1,120,000
896000 - Budget Reserve	9,911,000	1,800,000	11,711,000	22,969,000	47,550,000	70,519,000
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
899000 - Other Uses	0	0	0	13,114,000	0	13,114,000
Non-Operating Expenses	18,690,000	1,800,000	20,490,000	44,942,000	47,550,000	92,492,000
Transfers-OUT						
891000 - Interfund Transfers	65,470,000	0	65,470,000	69,905,000	17,853,000	87,758,000
891200 - Transfer Out-Cost Allocation	1,793,000	0	1,793,000	1,865,000	0	1,865,000
891100 - Intrafund Transfers	300,000	0	300,000	2,689,000	0	2,689,000

Non-Departmental

	FY 2022-23 Adopted General Fund	FY 2022-23 Adopted Sp. Rev. Fund	Total	FY 2023-24 Proposed General Fund	FY 2023-24 Proposed Sp. Rev. Fund	Total
Transfers - OUT	67,563,000	0	67,563,000	74,459,000	17,853,000	92,312,000
Total Expense	111,453,000	3,982,000	115,435,000	149,626,000	68,315,000	217,941,000

Note: For additional details please refer to the NDA Schedule on the next page.

NDA Schedule

Program	Account Description	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	Description
Fee for Special Event and Temporary Event Permits	469000 Misc.-Other Miscellaneous Revenues	35,000	150,000	+115,000	Fees for Special Event and Temporary Event Permit collected by the Office of Film and Entertainment
Settlement Revenues	469300 Misc.-Settlements	67,000	67,000	+0	Settlement fees from the Consul-Tech Transportation Case No. 17-029978 CA 11
Executive Salaries	511000 Executive Salaries	0	32,000	+32,000	Pension Board Stipend
Office of Film and Entertainment Regular Salaries and Wages-512000 Account	512000 Regular Salaries and Wages	279,000	289,000	+10,000	Regular Salaries and Wages for the Office of Film and Entertainment
Employee One-Time Payouts	515000 Special Pay	13,684,000	17,943,000	+4,259,000	Reserves for centralization of separation and other one-time salary payments
Office of Film and Entertainment-516000 Account	516000 Fringe Benefits	1,000	1,000	+0	Fringe Benefits for the Office of Film and Entertainment
Tuition Reimbursement	516010 Fringe Benefits - Tuition Reimb.	0	200,000	+200,000	Tuition Reimbursement
Office of Film and Entertainment-521000 Account	521000 FICA Taxes	21,000	23,000	+2,000	FICA cost for the Office of Film and Entertainment
Office of Film and Entertainment-522000 Account	522000 Retirement Contributions	80,000	78,000	-2,000	Retirement Contribution cost allocation for the Office of Film and Entertainment
Pension Board Members-FICA	521000 FICA Taxes	0	2,000	+2,000	Pension Board FICA
Elected Officers' Retirement Trust	522000 Retirement Contributions	850,000	550,000	-300,000	Elected Officers' Retirement Trust Payment
Pension Board Members-Health Insurance	523000 Health and Life Insurance	62,000	77,000	+15,000	Pension Board Health Insurance
Office of Film and Entertainment-523000 Account	523000 Health and Life Insurance	62,000	77,000	+15,000	Health and Life Insurance cost allocation for the Office of Film and Entertainment
Office of Film and Entertainment-524000 Account	524000 Workers Compensation	14,000	16,000	+2,000	Workers' Compensation cost allocation for the Office of Film and Entertainment
Legislative Support	531000 Professional Services	500,000	500,000	+0	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	531000 Professional Services	725,000	728,000	+3,000	Fee for the administration of the Parking Surcharge Program (\$700,000 + 0.1% over \$25 million)
Miami Dade Transportation Planning Organization (TPO)	531000 Professional Services	23,000	23,000	+0	Participation Fee due each January for non-County governmental agencies with voting membership on the TPO Governing Board
Legal Services: Citywide	531010 Professional Services Legal	2,200,000	2,200,000	+0	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Legal Services: 346 NW 29th Street LLC	531010 Professional Services Legal	898,000	898,000	+0	Payment for the 346 NW 29th St LLC Settlement-Payment 6 of 10, (Final payment 10/1/27 (FY'28)
State Attorneys Office	531010 Professional Services Legal	200,000	200,000	+0	MOU between the City of Miami and The State Attorney's Office, Eleventh Judicial Circuit of Florida for the Provision of cold case investigations

NDA Schedule

Program	Account Description	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	Description
Reserve for Internal Service Functions	531020 Professional Services-Medical	0	180,000	+180,000	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements
Film and Entertainment 544000 Account	544000 Rentals and Leases	1,000	1,000	+0	Rental and Leases for the Office of Film and Entertainment
Film and Entertainment 546001 Account	546001 IT-Repair and Maintenance Services	35,000	51,000	+16,000	Cost Allocation for the Office Film and Entertainment
Elections	549000 Other Current Charges and Obligation	20,000	611,000	+591,000	Estimated elections expenses (as provided by the City Clerk)
Police Settlement	549000 Other Current Charges and Obligation	2,917,000	2,917,000	+0	FOP Settlement Payments-Payment 5 of 7
Fire Settlement	549000 Other Current Charges and Obligation	2,500,000	2,500,000	+0	IAFF Settlement Payments-Payment 5 of 6
USIS Administration	549000 Other Current Charges and Obligation	4,000	4,000	+0	USIS Administration for FIPO settlement payment
Film and Entertainment 551000 Account	551000 Office Supplies	4,000	2,000	-2,000	Office Supplies for the Office Film and Entertainment
Film and Entertainment 552200 Account	552200 Clothing/Uniform Supplies	0	2,000	+2,000	Clothing and Uniform Supplies for the Office Film and Entertainment
Film and Entertainment 554000 Account	554000 Subscription, Membership, License	2,000	2,000	+0	Subscription for the Office Film and Entertainment
Miami-Dade County League of Cities annual membership fee	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Florida League of Cities annual membership fee	554000 Subscription, Membership, License	55,000	55,000	+0	Citywide Subscriptions and Memberships
National League of Cities annual membership fee	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Greater Miami Chamber of Commerce annual membership fee	554000 Subscription, Membership, License	3,000	3,000	+0	Citywide Subscriptions and Memberships
Sister Cities International annual membership fee	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships
U.S. Conference of Mayor's annual membership fee	554000 Subscription, Membership, License	18,000	18,000	+0	Citywide Subscriptions and Memberships
Civilian Investigative Panel (CIP)	881000 Aids to Government Agencies	1,390,000	1,390,000	+0	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	881000 Aids to Government Agencies	600,000	600,000	+0	City contribution to the Virginia Key Beach Trust
Little Haiti Trust	881000 Aids to Government Agencies	199,000	249,000	+50,000	City contribution to the Little Haiti Trust
Liberty City Community Revitalization Trust	881000 Aids to Government Agencies	500,000	500,000	+0	City contribution to the Liberty City Community Revitalization Trust
Miami Dade College Scholarships	882000 Aids to Private Organizations	50,000	50,000	+0	City contribution to the Miami Dade College Scholarships
Child Savings Accounts	882000 Aids to Private Organizations	120,000	120,000	+0	City contribution to the Child Savings Accounts (The Miami Foundation)
Do The Right Thing	882000 Aids to Private Organizations	125,000	135,000	+10,000	City Contribution to Do The Right Thing
Police Athletic League	882000 Aids to Private Organizations	415,000	415,000	+0	City Contribution to Police Athletic League
Lotus House	882000 Aids to Private Organizations	100,000	100,000	+0	City Contribution to Lotus House (Sundari Foundation)
Coconut Grove Business Improvement District	882000 Aids to Private Organizations	280,000	300,000	+20,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District

NDA Schedule

Program	Account Description	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	Difference	Description
Reserve for Uncollectable	896000 Budget Reserve	8,548,000	10,249,000	+1,701,000	Budget reserve for uncollectable revenues
Reserve of Debt for City Administration Building	896000 Budget Reserve	0	12,000,000	+12,000,000	Reserves of Debt for the City Administration Building
Reserve for Internal Service Functions	896000 Budget Reserve	180,000	0	-180,000	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements (reallocated to the Tuition Reimbursement line item)
City Manager's Reserve	896000 Budget Reserve	200,000	200,000	+0	Reserves for other uses to be determined during the fiscal year
Reserve for the COPS Grant 2022	896000 Budget Reserve	983,000	468,000	-515,000	FY 2021-22 Budget Reserves for the COPS 2022-Year 3 of 3
FY 2023-24 Florida Inland Navigation District (FIND)	896000 Budget Reserve	0	52,000	+52,000	FY 2023-24 Florida Inland Navigation District (FIND) Derelict Vessel Removal
Contingency Reserve	897000 Contingency Reserve	5,000,000	5,000,000	+0	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles
Other Adjustments	899000 Other Uses	0	13,114,000	+13,114,000	Reserve for other uses and Capital fleet replacement
	Total Non-Departmental Accounts less Transfer-Out	43,890,000	75,167,000	18,131,000	
Interfund Transfer	891000 Interfund Transfer	65,470,000	69,905,000	4,435,000	Please refer to the "All Transfers Out" Schedule
Intrafund Transfer	891100 Intrafund Transfer	300,000	2,689,000	2,389,000	Contribution from General Fund to the Transportation Reserve General sub-
Interfund Transfer	891200 Cost Allocation Transfer	1,793,000	1,865,000	72,000	Contribution from General Fund to Cost Allocation
	Total Transfer-Out	67,563,000	74,459,000	6,896,000	
	Total Non-Departmental	111,453,000	149,626,000	38,173,000	

Pension and Retirement Plans Overview

The City of Miami sponsors three separate single-employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees' and Sanitation Employees' Retirement Trust (GESE), and the City of Miami Elected Officers' Retirement Trust (EORT). Additionally, the City sponsors a defined contribution plan administered by Mission Square formerly known as International City/County Management Association (ICMA). The City's FY 2023-24 Budget for each pension plan is based on its current year contribution requirements as determined by the most recent actuarial valuation. Most of the City's contribution is made from the General Fund, with a portion coming from the Special Revenue funds.

In compliance with the Governmental Accounting Standard Board (GASB), Generally Accepted Accounting Principles (GAAP), and recommendation by the outside auditors, the City's Pension cost is budgeted in each department. The FY 2023-24 Budget for Pension payments is \$178.723 million. This represents an increase of \$11.213 million or 6.3 percent as compared to the FY 2022-23 Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2023-24:

Firefighters' and Police Officers' Retirement Trust (FIPO)

The FIPO pension plan is a single-employer defined benefit plan established by the City pursuant to the provisions and requirements of Chapter 40 of the City of Miami code, as amended, and related law such as the Amended Final Judgement in the matter of Gates v. City of Miami. Contributing participants are the City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2022, membership in the FIPO Pension Plan consisted of 2,262 retirees and beneficiaries receiving benefits, and 1,915 active contributing members. The City of Miami is required to contribute annual amounts necessary to maintain the actuarial soundness of the plan and to provide FIPO with assets sufficient to meet the benefits to be paid to participants. Police officer members of the FIPO pension plan hired after October 1, 2012, are required to contribute ten percent of their salary on a bi-weekly basis. Police Officers hired prior to October 1, 2012, are required to contribute seven percent of their salary on a bi-weekly basis. Firefighter members of the FIPO pension plan are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to FIPO are authorized pursuant to the City of Miami Code Sections 40.196 (a) and (b). Contributions to the FIPO Cost of Living Adjustment are authorized pursuant to Section 40.204 of the City of Miami Code. The yield on investments made by the FIPO Board is intended to reduce annual cash contributions that would otherwise be provided by the City. The current actuarially expected rate of return is 7.0 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2023-24 required contribution based on the actuarial valuation report dated October 1, 2022, is \$112.615 million, which includes an additional \$2.080 million of administrative cost. This represents an approximately 13.8 percent increase over the FY 2022-23 Budget. The primary reason for this increase is due to poor market returns as the market asset tends to be the primary influencer of volatility and future expenses in the pension plan. Consequently, the investment performance of this asset has a direct impact on the final cost of the plan.

Pension and Retirement Plans Overview

Additionally, the City is required to contribute \$8.109 million for the Cost of Living Adjustment.

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers four defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust") and (4) a Staff Excess Benefit Plan. Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of that plan.

GESE Trust

The GESE Trust is a single-employer defined benefit plan established pursuant to the City of Miami Ordinance No. 10002, as amended and subsequently revised under the City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers, and those eligible to decline membership as defined by the Ordinance. As of October 1, 2022, membership in the GESE Trust was 1,889 retirees, disabled, vested, and beneficiaries currently receiving benefits and 2,257 current and inactive members. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, will fully provide benefits as they become payable. Members of the GESE Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to the GESE Trust are authorized pursuant to the City of Miami Code Section 40-241 (a) and (b). The yield on investments made by the GESE Trust is intended to reduce annual cash contributions that would otherwise be provided by the City. The City's contribution to the GESE Trust provides for non-investment expenses, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2023-24 required contribution based on the actuarial valuation report dated October 1, 2022, is expected to be \$53.458 million, which includes \$8.158 million of normal cost. The administration cost for GESE is \$3.099 million.

GESE Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit, so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

Pension and Retirement Plans Overview

The City's FY 2023-24 required contribution based on the actuarial valuation report dated October 1, 2022, is estimated at \$121,000. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

GESE Staff Trust

The GESE Staff Trust is a single-employer defined benefit plan. The Staff Trust was established by the rule-making authority of the GESE Retirement Trust, pursuant to Chapter 40 of the Miami City Code. It covers all full-time administrative employees and other positions, as approved by the GESE Board of Trustees. Participation in the Staff Trust is mandatory for all full-time employees, other than those eligible to decline membership, as defined by the Plan document.

As of October 1, 2022, membership in the Staff Trust included seven retirees currently receiving benefits, and eight active members. The City is required to contribute an actuarially determined amount that, when combined with participant contributions, will fully provide benefits as they become payable. Members of the Staff Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Staff Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

The City's FY 2023-24 contribution determined through actuarial valuation is \$290,000 for the Staff Pension Staff Plan, and \$26,000 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is \$316,000 which is included in GESE's administrative cost.

Elected Officers' Retirement Trust (EORT)

The EORT, administered by the Finance Director, is a single-employer defined benefit pension plan under the administration and management of the Board of Trustees and the City of Miami Elected Officers' Retirement Trust (EORT). The EORT plan is available to the City of Miami elected officials with seven years of total service as an elected official of the City. The required service does not have to be continuous. This plan does not require members to contribute.

EORT was established by the City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions. On October 22, 2010, the Commission adopted Ordinance 13111 to limit the eligibility of future elected officers and including a termination provision for existing trust.

Pension and Retirement Plans Overview

As of the January 1, 2021 actuarial valuation, membership in the EORT consisted of seven retirees, one active participants not receiving benefits with accrued benefits, and one vested participants with deferred benefit payable at age 55.

The City's FY 2023-24 contribution determined through actuarial valuation is \$550,000. The Elected Officers' Retirement Trust is budgeted in the Non-Departmental Account.

Contributory Section 401(a) Plan

Section 401(a) Plan is a defined contribution plan offered to executive-level City employees. This defined contribution plan covers governmental employees throughout the United States and is governed by the Board of Directors responsible for carrying out the overall management of the organization, including investment administration and regulatory compliance.

Membership for City employees is limited by the City Code to specific members in the City Clerk, City Manager, and City Attorney's Offices, as well as Department Directors, Assistant Directors, and other executives. To participate in the plan, a written trust agreement must be executed, which generally requires the City to contribute ten percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary. Additionally, the 401(a) plan is optional for City elected officials that are not eligible under EORT.

On May 15, 2023, there were approximately 34 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2023-24 contributions are anticipated at \$613,000.

Pension Summary

	FY 2022-23 Budget	FY 2023-24 Budget	Difference	Percentage Difference
Revenues				
General and Special Revenue Funds	167,510,000	178,723,000	11,213,000	6.2740%
Total Revenues	167,510,000	178,723,000	11,213,000	
Expenditures				
511000 Executive Salaries	30,000	30,000	-	0.0%
521000 FICA	2,000	2,000	-	0.0%
541100 Postage	17,000	17,000	-	0.0%
534000 Administrative Cost	3,054,000	3,099,000	45,000	1.5%
534000 GESE Administrative Cost for Excess	107,000	109,000	2,000	1.9%
522000 GESE Required Contributions	55,326,000	53,458,000	(1,868,000)	-3.4%
522000 GESE Excess Benefits	244,000	121,000	(123,000)	-50.4%
Total GESE	58,780,000	56,836,000	-1,944,000	-3.3%
522010 Administrative Cost	2,245,000	2,080,000	(165,000)	-7.3%
522010 FIPO Required Contribution	97,125,000	110,535,000	13,410,000	13.8%
522010 FIPO COLA	7,797,000	8,109,000	312,000	4.0%
Total FIPO	107,167,000	120,724,000	13,557,000	12.7%
522000 EORT	850,000	550,000	(300,000)	-35.3%
Total EORT	850,000	550,000	-300,000	-35.3%
522000 ICMA 401(a)	713,000	613,000	(100,000)	-14.0%
Total ICMA	713,000	613,000	-100,000	-14.0%
Total Expenditures	167,510,000	178,723,000	11,213,000	6.7%

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APPENDIX A: PROPERTY TAX INFORMATION

- **Net Assessed Valuation of Taxable Property-
Last Ten Fiscal Years**
- **Millage Rate 30-Year History**
- **Property Tax Rates for Direct and Overlapping
Government-Last Ten Fiscal Years**

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**Net Assessed Valuation
of Taxable Property
Last Ten Fiscal Years**

Tax Year	Net Assessed Value	City of Miami Tax Rate	Net Assessed Value Change %	New Construction	Before New Construction
2014	35,284,841,538	8.3850	7.8%	0.5%	7.3%
2015	39,903,058,628	8.3351	13.1%	1.4%	11.7%
2016	44,602,305,542	8.2900	11.8%	2.4%	9.4%
2017	49,632,000,000	8.0300	11.3%	6.5%	4.8%
2018	53,357,105,033	8.0300	7.5%	2.7%	4.8%
2019	58,961,599,417	7.9900	10.5%	6.0%	4.5%
2020	63,007,642,722	7.9900	6.9%	4.6%	2.3%
2021	65,835,239,651	7.9900	4.5%	2.6%	1.9%
2022	73,749,481,211	7.8774	12.0%	2.6%	9.4%
2023	84,451,768,423	7.8078	14.5%	1.9%	12.6%

Note: Property in the City of Miami is reassessed each year. State law requires the County Property Appraiser to appraise property at 100% of market value. The Florida Constitution, amended 1/1/95, limited annual increases in assessed value of homestead property to 3% per year or the amount of the Consumer Price Index, whichever is lower. This increase is not automatic since no assessed value shall exceed market value.

Millage Rates 30-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
1994-95	9.5995	2.1060	11.7055
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-11	7.6740	0.9701	8.6441
2011-12	7.5710	0.9300	8.5010
2012-13	7.5710	0.9000	8.4710
2013-14	7.6148	0.8162	8.4310
2014-15	7.6465	0.7385	8.3850
2015-16	7.6465	0.6886	8.3351
2016-17	7.6465	0.6435	8.2900
2017-18	7.4365	0.5935	8.0300
2018-19	7.5865	0.4435	8.0300
2019-20	7.5665	0.4235	7.9900
2020-21	7.6665	0.3235	7.9900
2021-22	7.6665	0.3235	7.9900
2022-23	7.5539	0.3235	7.8774
2023-24	7.4843	0.3235	7.8078

Note: A mill is expressed as \$1 in taxes for every \$1,000 of assessed valuation.

Property Tax Rates Direct and Overlapping Governments Last Ten Fiscal Years

City of Miami				*Overlapping Rates								
Tax Year	General Operations	Debt Service	Total City	Miami-Dade Schools	Miami-Dade County	Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Okeechobee Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2013	7.6148	0.8162	8.4310	7.9770	5.1255	0.5000	0.1725	0.3523	0.0587		0.0345	22.6515
2014	7.6465	0.7385	8.3850	7.9740	5.1169	0.5000	0.2840	0.1577	0.0548	0.1717	0.0345	22.6786
2015	7.6465	0.6886	8.3351	7.6120	5.1169	0.5000	0.2840	0.1459	0.0506	0.1586	0.0345	22.2376
2016	7.6465	0.6435	8.2900	7.3220	5.0669	0.5000	0.2840	0.1359	0.0471	0.1477	0.0320	21.8256
2017	7.4365	0.5935	8.0300	6.9940	5.0669	0.4673	0.2840	0.1275	0.0441	0.1384	0.0320	21.1842
2018	7.5865	0.4435	8.0300	6.7330	5.1313	0.4415	0.2840	0.1209	0.0417	0.1310	0.0320	20.9454
2019	7.5665	0.4235	7.9900	7.1480	5.1449	0.4680	0.2840	0.1152	0.0397	0.1246	0.0320	21.3464
2020	7.6665	0.3235	7.9900	7.1290	5.1449	0.4507	0.2840	0.1103	0.0380	0.1192	0.0320	21.2981
2021	7.6665	0.3235	7.9900	7.0090	5.1744	0.5000	0.2840	0.1103	0.0380	0.1192	0.0320	21.2569
2022	7.5539	0.3235	7.8774	6.5890	5.1055	0.5000	0.2812	0.0948	0.0327	0.1026	0.0320	20.6152
2023	7.4843	0.3235	7.8078	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.

Not all overlapping rates apply to all City of Miami property owners.

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APPENDIX B: FIVE-YEAR FINANCIAL FORECAST

- **General Fund Forecast**
- **Special Revenue Funds Forecast**
- **Debt Service Funds Forecast**
- **Internal Service Fund Forecast**

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General Fund Forecast

Overview

Planning for the future is critical to the effective management of any organization. As such, the City of Miami utilizes a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast. Revenue forecasts are developed based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are developed based on historical trends, current service levels, existing commitments, and other known future obligations. The projected surpluses or deficits are the combined result of these revenue and expenditure forecasts. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Economic Assumptions

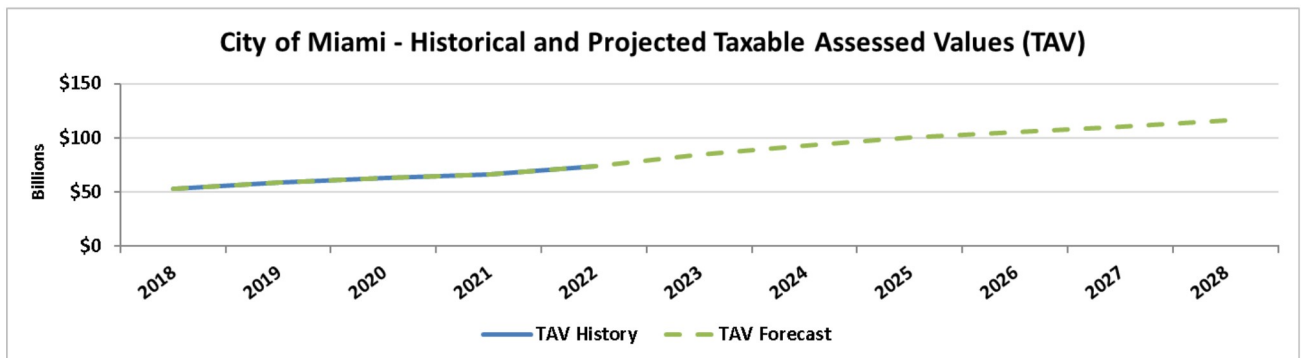
The financial resources available to the City in the coming years will be impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available data from the U.S. Census Bureau data indicates that Miami’s population in 2022 was 449,514. Based on this data and historical trends, the five-year forecast assumes continued growth in the City’s resident population and revenue base.

Property Values

Property tax revenue comprises the largest source of revenue for the City, accounting for 51.9 percent of total General Fund revenues. As such, assumptions on the future growth or decline in the property tax base largely drive the five-year revenue forecast. The city has seen taxable assessed values grow 7.5 percent in 2018, 10.5 percent in 2019, 6.9 percent in 2020, 4.5 percent in 2021, and 12 percent in 2022. However, taxable assessed values grew by 14.5 percent in 2023.

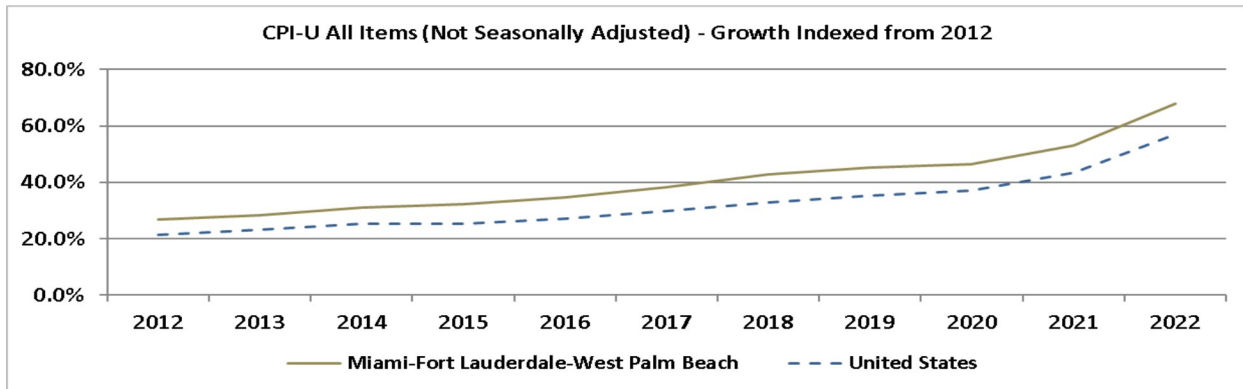


The five-year forecast assumes that the growth in taxable assessed value (TAV) will increase by ten percent in tax year 2024, eight percent in tax year 2025, and increase by five percent annually through the remainder of the forecast.

General Fund Forecast

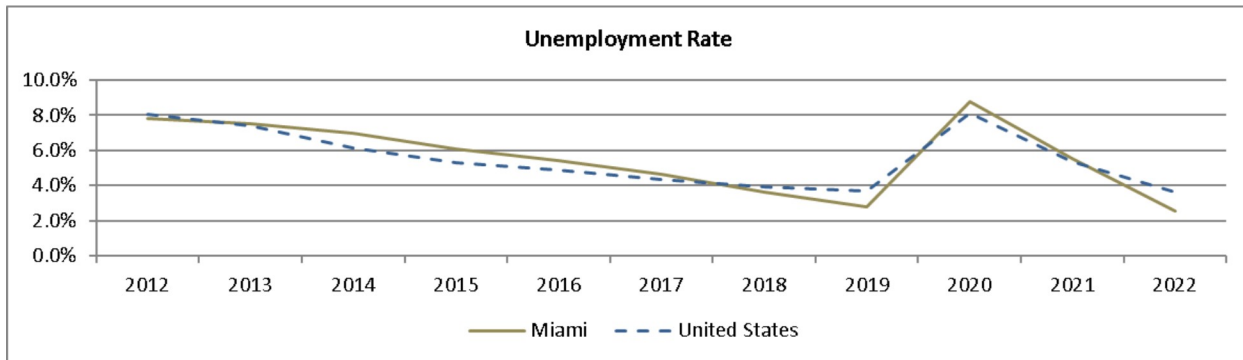
							Projected				
Tax Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
TAV (Billions)	\$53.36	\$58.96	\$63.01	\$65.84	\$73.75	\$84.45	\$92.89	\$100.33	\$105.34	\$110.61	\$116.14
% Change	7.5%	10.5%	6.9%	4.5%	12.0%	14.5%	10.0%	8.0%	5.0%	5.0%	5.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicates that since 2012, the Consumer Price Index (CPI) has grown more rapidly in the Miami-Fort Lauderdale-West Palm Beach area than the average rate of growth for the rest of the country. The Miami metro area Consumer Price Index saw prices in the Miami-Fort Lauderdale area increase each year since 2012.

Unemployment



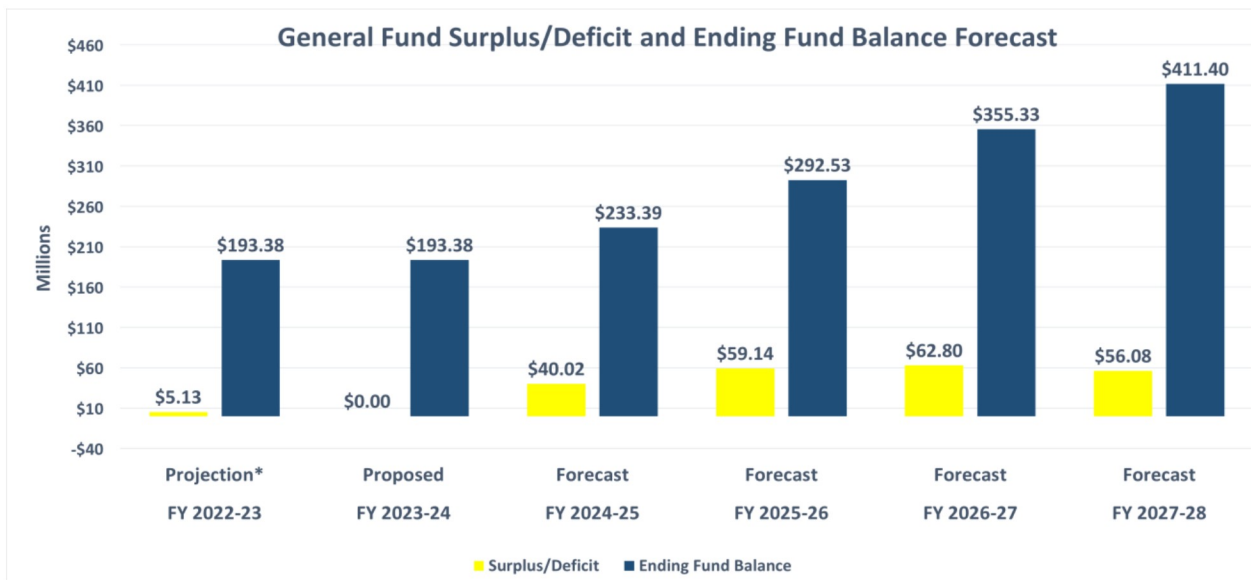
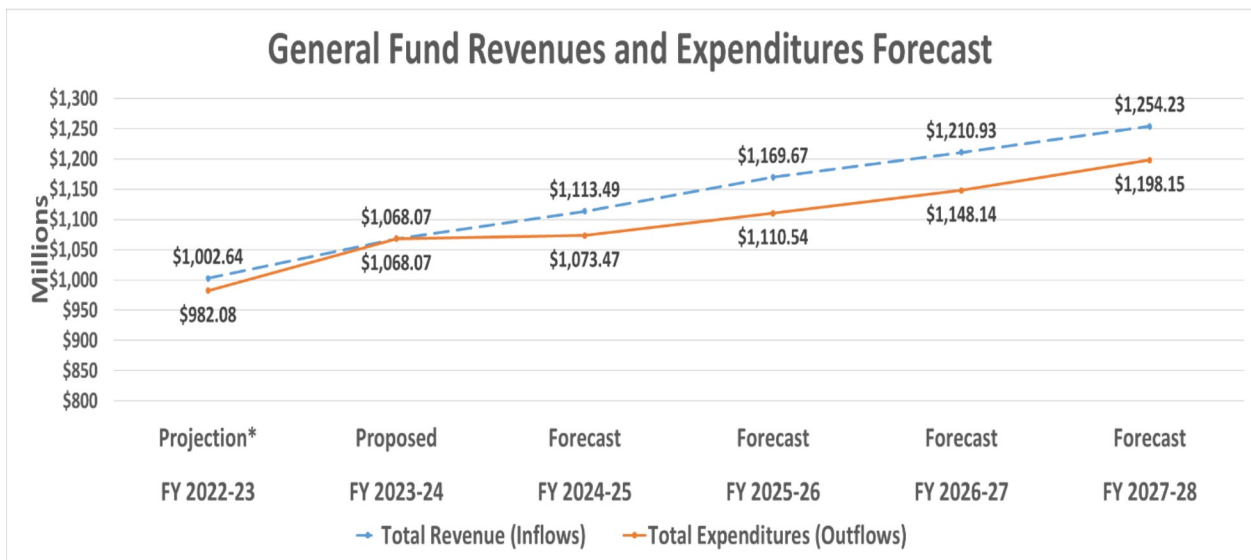
Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of 8.1 percent in 2012 to 3.7 percent at the end of 2022. Similarly, the unemployment rate in the City of Miami declined from a high of 7.8 percent in 2012 to 2.6 percent at the end of 2022. While revenue forecasts are not based on unemployment directly, assumed growth or decline in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

General Fund Forecast

General Fund Five-Year Forecast Summary

The Five-Year Financial Forecast projects that revenues will grow faster than expenditures. Overall, General Fund revenues are projected to grow by 17.4 percent over the next five years and General Fund expenditures are projected to grow by 12.2 percent over the same period.

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow from FY 2023-24 to FY 2027-28 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.



General Fund Five-Year Forecast Summary

	FY 2022-23 Projection*	FY 2023-24 Proposed	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
Revenues						
Property Taxes	474,407,000	554,682,000	607,622,700	654,151,900	685,340,400	718,163,800
Franchise Fees and Other Taxes	130,443,000	131,767,000	134,402,200	137,090,400	139,832,200	142,628,900
Interest	20,734,000	11,508,000	10,357,200	9,321,500	8,389,300	7,550,400
Transfers-IN	16,308,000	25,390,000	7,537,000	7,537,000	7,537,000	7,537,000
Fines and Forfeitures	7,198,000	6,743,000	6,406,000	6,085,700	5,781,400	5,492,300
Intergovernmental Revenues	105,088,000	111,569,000	115,719,500	118,885,900	122,159,300	125,543,600
Licenses and Permits	99,795,000	87,898,000	90,250,100	92,672,700	95,167,900	97,737,900
Other Revenues (Inflows)	6,382,000	5,772,000	5,772,000	5,772,000	5,772,000	5,772,000
Charges for Services	142,286,000	132,737,000	135,419,000	138,156,600	140,950,400	143,802,400
Total Revenue (Inflows)	1,002,641,000	1,068,066,000	1,113,486,000	1,169,674,000	1,210,930,000	1,254,228,000
Expenditures						
General Government	94,466,000	103,161,000	108,087,700	113,258,900	118,691,900	124,397,900
Planning and Development	38,922,000	49,321,000	51,602,100	53,995,300	56,507,100	59,143,700
Public Works	110,896,000	121,907,000	127,134,800	132,605,600	138,335,800	144,336,600
Public Safety	484,316,000	559,171,000	586,350,400	614,893,300	644,870,700	676,357,300
Housing and Community Development	1,833,000	2,281,000	2,391,400	2,507,300	2,629,200	2,757,300
Total Other	79,917,000	82,599,000	85,784,900	89,126,600	92,633,400	96,312,900
Non Departmental Units	171,730,000	149,626,000	112,118,000	104,148,000	94,467,000	94,844,000
Total Expenditures (Outflows)	982,080,000	1,068,066,000	1,073,469,000	1,110,535,000	1,148,135,000	1,198,150,000
General Fund (Surplus / Deficit)	20,561,000	-	40,017,000	59,139,000	62,795,000	56,078,000
Internal Service Fund	(1,175,000)					
Close-Out	(10,000,000)					
Estimated Accruals	(4,253,000)					
Surplus / (Deficit) - TOTAL	5,133,000	-	40,017,000	59,139,000	62,795,000	56,078,000
Beginning Fund Balance	188,241,630	193,375,000	193,375,000	233,392,000	292,531,000	355,326,000
Ending Fund Balance	193,375,000	193,375,000	233,392,000	292,531,000	355,326,000	411,404,000

* as of May 2023

General Fund Forecast

Major Revenue Assumptions

Between FY 2023-24 and FY 2027-28, General Fund revenues are forecasted to grow by a total of 17.4 percent. The largest components of General Fund revenues are Property Taxes (51.9 percent of FY 2023-24 General Fund revenues), Franchise Fees and Other Taxes (12.3 percent), Charges for Services (12.4 percent), Licenses and Permits (8.2 percent), and Intergovernmental Revenues (10.4 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining 4.8 percent.

Property Taxes

The FY 2023-24 Budget for General Fund property tax revenue is \$554.682 million. This budget is based on an assessed valuation of \$84.451 billion and a General Fund operating millage rate of 7.4843. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by ten percent in FY 2024-25, eight percent in FY 2025-26, and by five percent annually through FY 2027-28.

Franchise Fees and Other Taxes

The FY 2023-24 Budget for Franchise Fees and Other Taxes is \$131.767 million. This category includes revenue from franchise fees charged to electricity, gas, and other utility service providers for the right to construct, maintain, and operate facilities within the City of Miami. This category also includes revenue from the Public Service Tax (PST) and the Local Option Gas Tax (LOGT). PST and LOGT revenues were accounted for in special revenue funds until FY 2011-12, when these funds were consolidated with the General Fund in compliance with GASB 54. All revenues in this category are projected to grow by two percent annually through the entirety of the forecast.

Interest

The FY 2023-24 Budget for Interest is \$11.508 million. This category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will decline by ten percent annually each year through the entirety of the forecast.

Transfers-In

The FY 2023-24 Budget for Transfers-In is \$25.390 million. This category includes revenues transferred into the General Fund from other City funds. The FY 2023-24 Budget includes a one-time contribution in the amount of \$17.853 million from Emergency Funds associated with the CARES Act and the COVID relief. This contribution is not reflected in FY 2024-25 Forecast or through the remainder of the forecast.

Fines and Forfeitures

The FY 2023-24 Budget for Fines and Forfeitures is \$6.743 million. This category includes revenues derived from penalties for violation of statutory offenses and administrative rules. This category also includes revenue generated through court fees and confiscated property. Revenues in this category are projected to decline five percent annually in FY 2024-25 and through the remainder of the forecast.

General Fund Forecast

Intergovernmental Revenues

The FY 2023-24 Budget for Intergovernmental Revenues is \$111.569 million. This category includes revenues from the State of Florida, such as the Half-Cent Sales Tax, as well as revenues from other local units, such as the Miami Parking Authority and the Village of Key Biscayne. Intergovernmental revenues are projected to remain flat through FY 2027-28 with notable exceptions. State Shared Revenues and Municipal Revenue Sharing are projected to grow by three percent in FY 2024-25 and through the remainder of the forecast. The Half Cent Sales Tax is projected to grow by five percent in FY 2024-25 and three percent annually through the remainder of the forecast. The State Pension Payments are projected to increase by five percent through FY 2027-28.

Licenses and Permits

The FY 2023-24 Budget for Licenses and Permits is \$87.898 million. This category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen an increase in building permits associated with growth in development activity. The five-year forecast assumes that building permit revenues will grow by three percent in FY 2024-25 and through the remainder of the forecast.

Other Revenues

The FY 2023-24 Budget for Other Revenues is \$5.772 million. This category includes revenues from miscellaneous sources not included in any of the other categories. Examples include revenue from the sale of confiscated items, miscellaneous reimbursements, providing police service at special events, etc. No growth is assumed for this category through FY 2027-28.

Charges for Services

The FY 2023-24 Budget for Charges for Services is \$132.737 million. This category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties (primarily in the Department of Real Estate and Asset Management), revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. All Charges for Service revenues are projected to increase by two percent annually except for Building Inspections. Building Inspections are expected to grow by three percent annually through the five-year period.

General Fund Forecast

Major Expenditure Assumptions

General Fund expenditures are projected to grow by a total of 11.7 percent between FY 2023-24 and FY 2027-28. Personnel costs are the largest drivers of General Fund spending, comprising 73 percent of all FY 2023-24 General Fund expenditures. Personnel costs include salaries and wages, employee benefits, health benefits, pension costs, and worker's compensation. The remaining 27 percent is comprised of Operating Expenditures (15.5 percent), Transfers-Out (7 percent), Capital Outlay (0.1 percent), and other Non-Operating Expenses (4.4 percent).

Salaries and Wages

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow by five percent annually through FY 2027-28 as normal step progression is assumed for each bargaining unit and similar salary increases are assumed for non-bargaining employees.

Employee Benefits

While employee wages comprise the largest portion of General Fund spending, employee benefits are another primary driver of expenditure growth.

Health Benefits

The cost of employee life and health insurance grew by 3.9 percent between the FY 2022-23 and FY 2023-24 Budgets. This category is projected to grow by six percent in FY 2023-24 and an additional six percent annually through the remainder of the forecast.

Workers' Compensation

Workers' compensation costs grew by 11.8 percent between the FY 2022-23 and FY 2023-24 Budgets. These costs are projected to grow by an additional 2.9 percent annually based on estimates developed by the City's casualty actuary.

Pension Costs

Pension costs grew by 6.3 percent between the FY 2022-23 and FY 2023-24 Budgets. The additional growth in the cost of the City's retirement plans is forecasted at five percent annually through the forecast.

Operating Expenses

Operating expenses such as professional services, utility costs, and materials and supplies, are projected to grow by two percent. Notable exceptions in this category include Utility Services - Electricity and Motor Fuel: they are projected to grow at five percent and three percent respectively through the forecast.

General Fund Forecast

Capital Outlay

General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital, include costs for machinery, equipment, and capital leases are projected to remain constant over the five-year period. A notable exception is Machinery and Equipment as it is projected to grow by two percent annually through the forecast.

Non-Operating Expense

The Non-Operating Expense category is comprised of budgeted reserves, aid to private organizations, and transfers out of the General Fund. This category is forecasted to remain flat at two percent through FY 2027-28. The FY 2023-24 Budget includes several reserves: a \$10.249 million budget reserve for uncollectable revenues, a \$12 million reserve for Debt Service payments towards the City Administration Building, a \$200,000 City Manager's Reserve, a \$468,000 budget reserve for the 2022 COPS Grant, a \$5.000 million Contingency Reserve per the City's Financial Integrity Principles to fund unanticipated budget issues, and a \$13.114 million reserve to be used for other operating expenses.

Key Long-Term Considerations

Collective Bargaining

The five-year forecast period includes normal step progression for all collective bargaining units. On September 23, 2021, the City Commission ratified a new three-year collective bargaining agreement with AFSCME 1907 to last from October 1, 2020, to September 30, 2023. The city's current collective bargaining agreement with AFSCME 871 expires on September 30, 2023, and the collective bargaining agreement with the Fraternal Order of Police (FOP) expires in September 2023. The labor contract for the International Association of Fire Fighters (IAFF) expired in September 2022 and negotiations are ongoing. The results of future negotiations with the city's four labor unions will have an impact on the forecasted personnel costs and result in a different five-year outcome.

Pension Costs

The five-year forecast incorporates the increase of \$11.503 million in FY 2023-24 and thereafter due in part to the settlement agreement between the City, the IAFF, and the FOP and the resulting changes to the City of Miami Fire Fighters' and Police Officers' Retirement Trust (FIPO). Per the settlement agreement, effective September 30, 2021, the FIPO pension plan benefits that were in effect prior to September 27, 2010, were restored for all bargaining unit members that were non-vested as of September 27, 2010, and the cap on benefits would be \$120,000.

Minimum Wage Increase

The five-year forecast incorporates funding for the impacts of increasing the City's minimum wage to \$15.00 per hour for all employees. The city will continue to monitor the impacts of this policy decision on personnel costs and the resulting effects of salary compression on existing employee wages.

General Fund Forecast

Trolley Program

The FY 2023-24 Budget for the City's Trolley Program (Transportation and Transit Special Revenue Fund) does not include a new contribution of Charter County Transportation System Sales Surtax funds from Miami-Dade County. Pursuant to the Citizens' Independent Transportation Trust (CITT) Resolution No. 22-006, the County began withholding half cent sales tax funds from the city in April 2022. As of June 2023, the County has withheld approximately \$35.408 million from the City. The revenue from the county represented the primary funding source for operating the city's trolley program and the FY 2022-23 Budget reflected shortfalls that had to be covered with a contribution from the General Fund, the use of prior-year surtax fund balance, and the defunding of capital projects to fund trolley operations.

The FY 2023-24 Budget includes a one-time contribution of \$23.710 million from the city's General Fund to the Transportation and Transit Special Revenue Fund to ensure that the city's trolley operations are funded in full for the next fiscal year. However, as a result of this allocation of resources, critical and much needed city infrastructure projects will experience further delays as the General Fund is not the normal funding source for the trolley program. It is also important to note that the five-year forecast does not assume a contribution from the General Fund to the trolley program in subsequent years. Therefore, the outcome of discussions between the City and the County regarding whether surtax funding will be restored will have a significant impact on the city's future personnel and operating expenditures.

Capital Operating Impacts

Although the City's capital budget is distinct from its operating budget, there is an inter-relationship that exists as projects funded and completed through the capital budget may directly affect the operating budget and result in increases or decreases in costs to the General Fund. Many projects involve the purchase or reconstruction of existing infrastructure to upgrade facilities and equipment to modern standards and, as such, do not carry significant operating impacts. In fact, some capital projects that the city is funding and completing to become more resilient and sustainable could result in some savings to the General Fund over the long term. However, some of these projects will require additional operating expenditures for utilities such as water and electricity, or for landscape and lighting maintenance that exceed current consumption levels. New projects, such as park recreation centers and fire stations, often require the hiring of new personnel, purchase of new furniture and equipment, as well as routine maintenance and payment of increased utility bills.

Each City department works with the Office of Management and Budget to determine the operating impacts of proposed capital projects. Future costs associated with the operation and maintenance of capital assets are estimated and included in the City's capital and operating budgets. An example of a few projects that will have operating budget impacts in the current year and in future years is shown below. Policy decisions on which capital projects to fund and prioritize will have an impact on the current forecast and result in a different outcome.

Changes to Service Levels

Policy decisions on future changes in service levels have the potential to impact forecasted personnel costs as well as operating expenditures.

Special Revenue Funds Forecast

Special Revenue Funds:

These funds receive support from various sources, mainly in the form of grants and other aids and are restricted to expenditures for particular purposes. Below is the summary data of each Special Revenue Fund, as well as the outlook for the next five years.

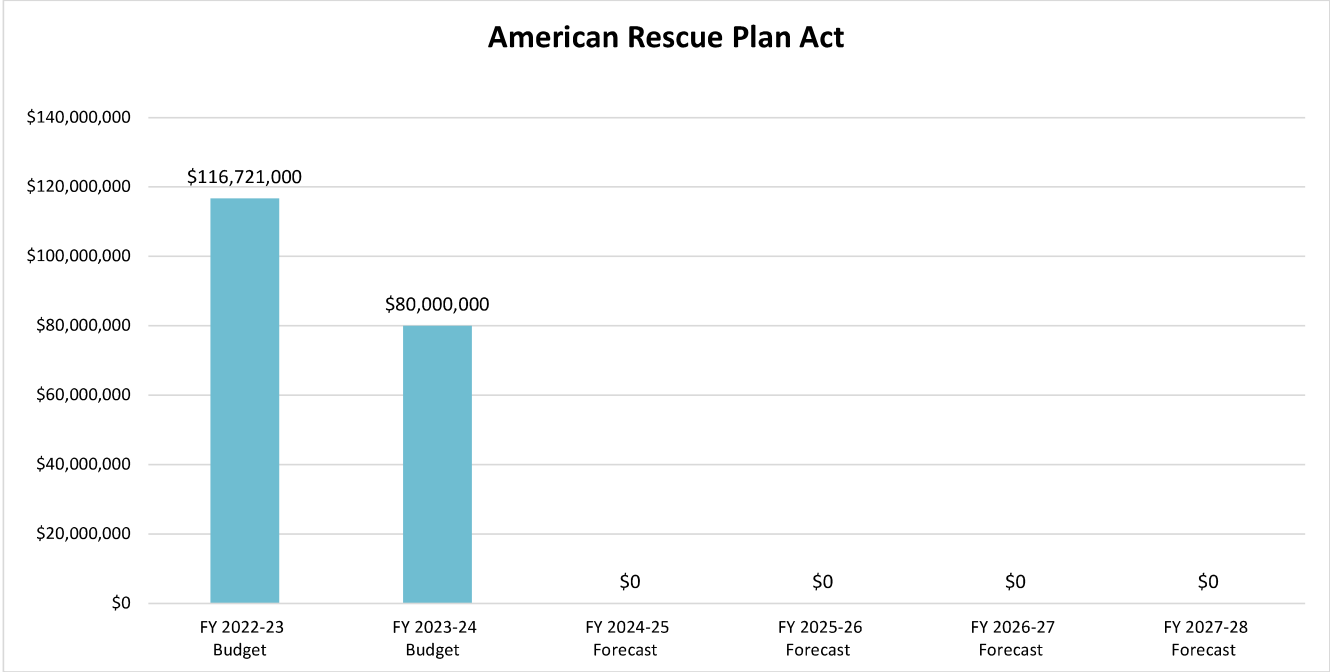
Funds Name and Numbers	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
American Rescue Plan Act. - Fund 97100	\$116,721,000	\$80,000,000	\$0	\$0	\$0	\$0
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100	\$1,961,000	\$2,079,000	\$2,196,000	\$2,331,000	\$2,480,000	\$2,644,000
City Clerk Services - Fund 13500	\$1,894,000	\$1,794,000	\$1,871,000	\$1,957,000	\$2,062,000	\$2,173,000
Community Development - Funds 14001 to 14018	\$90,058,000	\$75,885,000	\$61,114,050	\$55,831,482	\$51,713,810	\$48,494,537
Department Improvement Initiative - Funds 15500 to 15503	\$16,450,000	\$64,260,000	\$11,749,000	\$11,492,000	\$11,248,000	\$11,016,000
Emergency Services - Fund 80000-80003	\$10,950,000	\$17,953,000	\$100,000	\$100,000	\$100,000	\$100,000
Fire-Rescue Services - Funds 11000 and 11100	\$47,753,000	\$50,543,000	\$48,404,000	\$43,635,000	\$38,536,000	\$33,857,000
General Special Revenues - Fund 10090	\$4,330,000	\$3,528,000	\$845,000	\$850,000	\$855,000	\$860,000
Historic Preservation Trust Fund - Fund 10430	\$278,000	\$527,000	\$504,000	\$482,000	\$461,000	\$441,000
Homeless Programs - Fund 14800	\$2,407,000	\$2,407,000	\$2,407,000	\$2,407,000	\$2,407,000	\$2,407,000
Human Services - Fund 14801	\$475,000	\$405,000	\$133,000	\$133,000	\$133,000	\$133,000
Law Enforcement Trust Fund - Fund 12500	\$1,377,000	\$1,676,000	\$1,358,000	\$1,108,000	\$923,000	\$773,000
Miami Ballpark Parking Facilities - Fund 15400	\$12,649,000	\$13,902,000	\$15,086,000	\$16,890,000	\$18,648,000	\$20,358,000
Parks and Recreation Services - Fund 11550	\$761,000	\$801,000	\$761,000	\$761,000	\$761,000	\$761,000
Planning Services - Funds 10400, 10401, 10402, and 10450	\$20,444,000	\$21,502,000	\$20,942,000	\$20,420,000	\$19,921,000	\$19,441,455
Police Services - Funds 12000, 12200, 12210, and	\$16,059,000	\$13,443,000	\$9,030,000	\$8,465,000	\$7,800,000	\$7,810,000
Public Art Fund - Fund 10420	\$2,487,000	\$2,408,000	\$2,317,000	\$2,230,000	\$2,148,000	\$2,070,000
Public Works Services - Fund 13000	\$7,922,000	\$8,111,000	\$6,461,000	\$6,161,000	\$5,861,000	\$5,561,000
Solid Waste Recycling Trust - Fund 13100	\$163,000	\$116,000	\$131,000	\$146,000	\$161,000	\$176,000
Sport Facilities and Activities - Fund 10110	\$13,000	\$18,000	\$0	\$0	\$0	\$0
Transportation and Transit - Fund 15600	\$19,500,000	\$23,710,000	\$0	\$0	\$0	\$0
Tree Trust Fund - Fund 10410	\$6,070,000	\$1,283,000	\$2,214,000	\$1,442,800	\$1,288,560	\$1,257,712
Total Special Revenue Funds	\$380,722,000	\$386,351,000	\$187,623,050	\$176,842,282	\$167,507,370	\$160,333,704

The following pages are the descriptions for each Special Revenue Fund, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each fund.

Special Revenue Funds Forecast

American Rescue Plan Act. - Fund 97100

The American Rescue Plan Act fund's purpose is to receive the emergency funding from U.S. Treasury Department allocated to local government to continue to support the public health response and lay the foundation for a strong and equitable economic recovery, to address the revenue losses experienced as a result of the crisis, and to invest in infrastructure, including water, sewer, and broadband services.

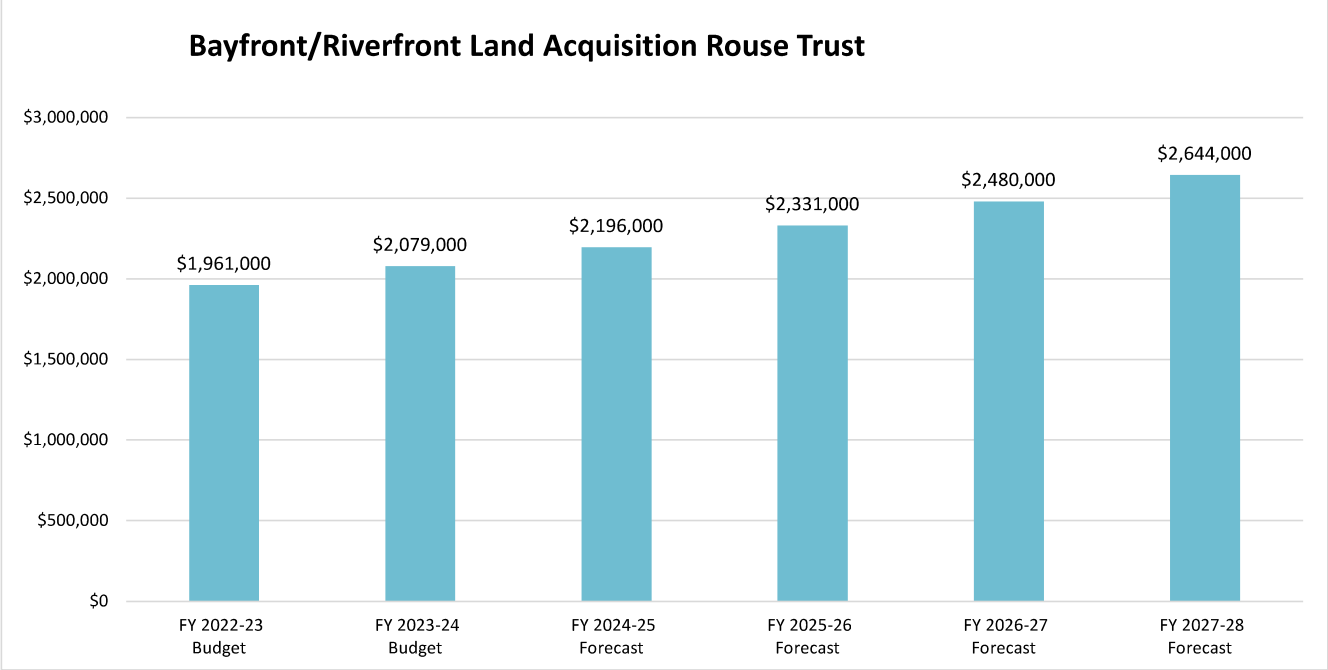


The FY 2022-23 reflects the fund allocated to the City of Miami by U.S. Treasury Department. Funds are expected to be fully spent in FY 2023-24.

Special Revenue Funds Forecast

Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100

The Bayfront/Riverfront Land Acquisition Rouse Trust Fund is used for the acquisition of real property, adjacent to the Miami River and Biscayne Bay, in order to provide public access and public enjoyment of those waterbodies.

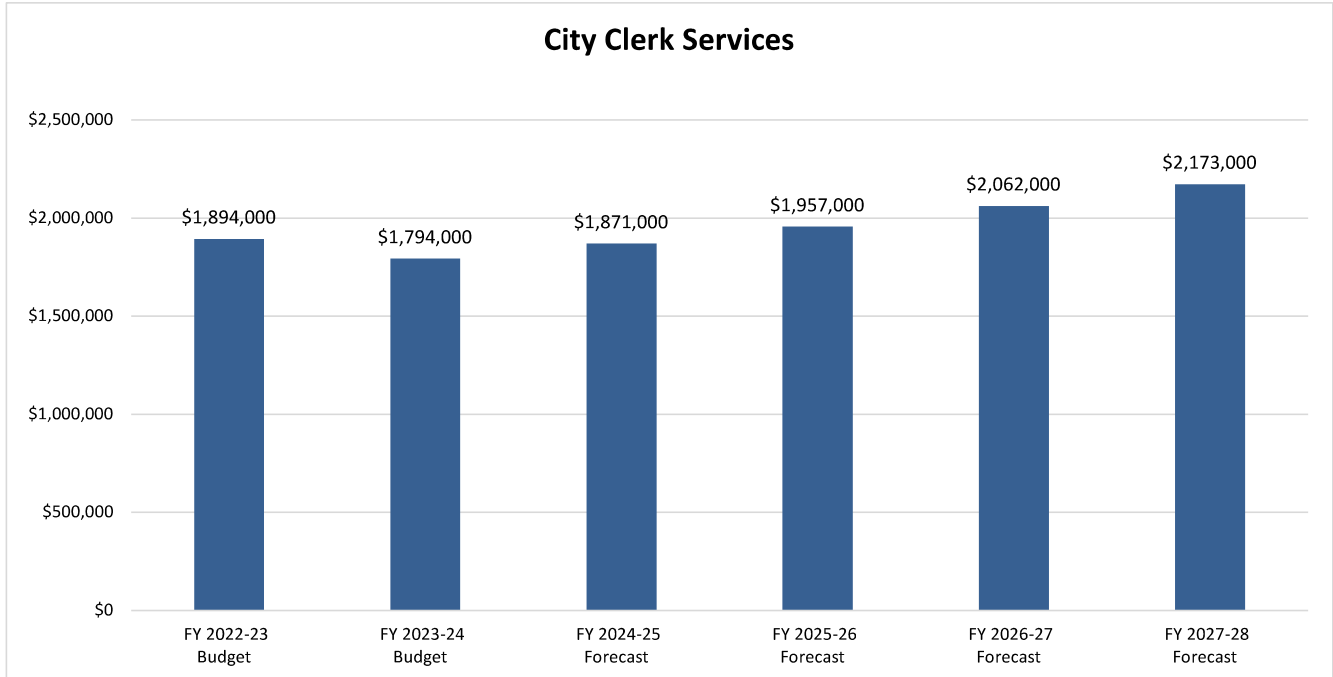


The five-year forecast assumes a stable pattern of revenue increases that are derived from a portion of rents received by the City pursuant to the retail parcel lease from Bayside Center.

Special Revenue Funds Forecast

City Clerk Services - Fund 13500

The City Clerk Services Special Revenue Fund consist of revenues from Lobbyist Registration Fees and Passport Acceptance Fees that are used to operate the Passport Acceptance Facility and fund various City Clerk-related programs. The Fund also includes contributions from the Southeast Overtown Park West and Omni Community Redevelopment Agencies to fund services provided by the Clerk to both agencies.



The five-year forecast assumes the annual Community Redevelopment Agency (CRA) contributions for the funding of one Legislative Service Representative I (LSR I) position remains consistent during the period. The forecast assumes an increase in revenues from Lobbyists' Registration Fees and the U.S. Passport Acceptance Programs with projected expenditures for both not exceeding new revenue collections thereby increasing Fund Balance for the five-year period.

Special Revenue Funds Forecast

Community Development - Funds 14001 to 14018

The Community Development Fund accounts for the proceeds from local, state, and federal agencies, which aid in the development of a viable urban community in the City of Miami.

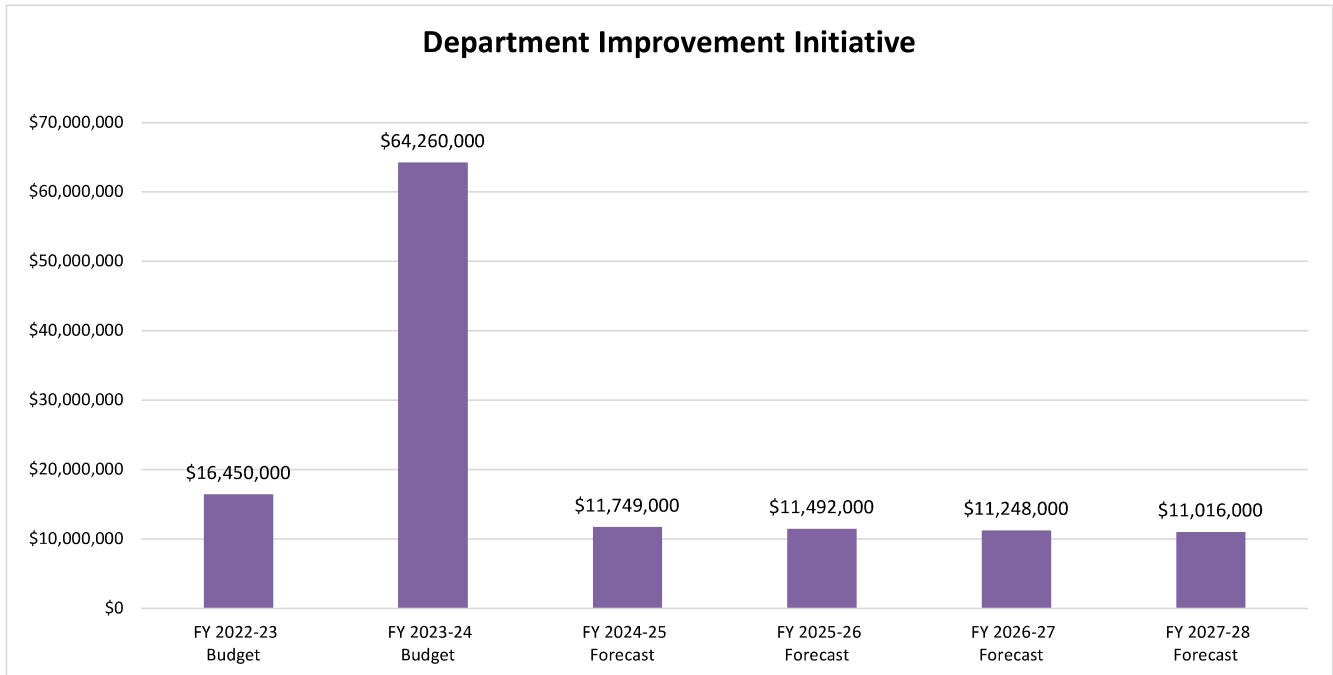


The five-year forecast assumes a sizable depletion of prior year grant balances with stable funding from federal and local grantors.

Special Revenue Funds Forecast

Department Improvement Initiative - Funds 15500 to 15503

The Department Improvement Initiative Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

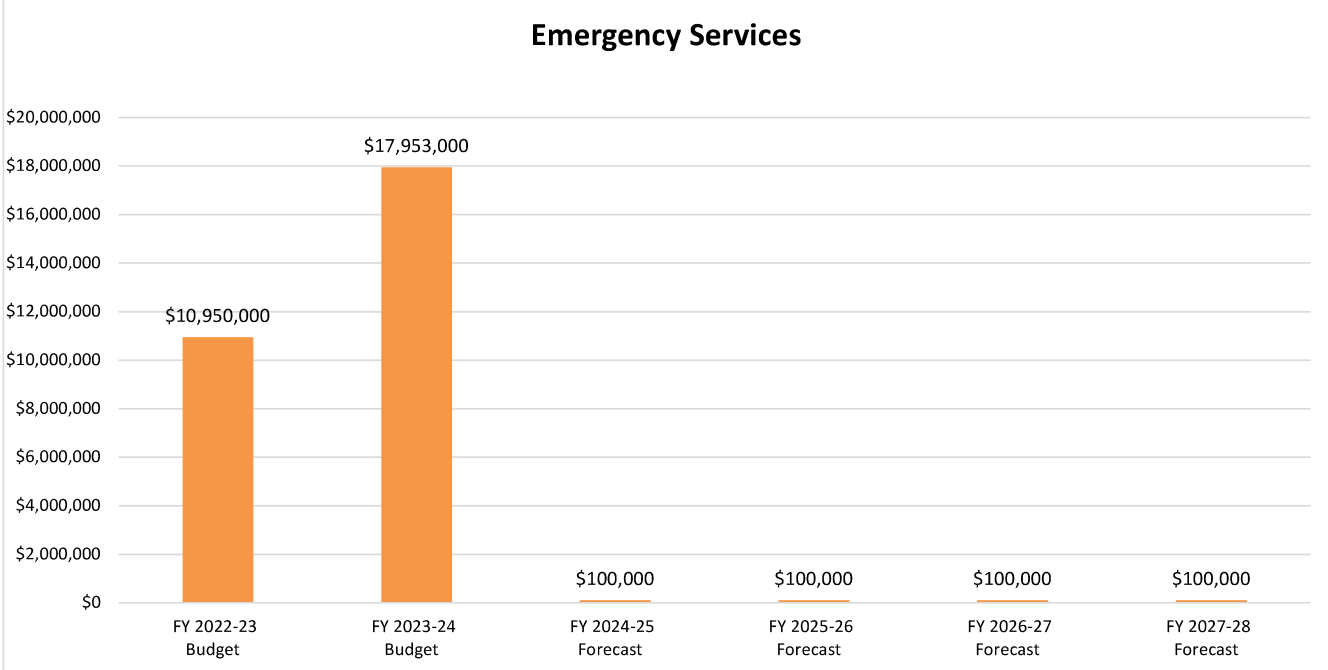


The five-year forecast assumes a constant annual General Fund contribution for the Citywide Anti Poverty Initiative Program and for Festival and Events. Additionally, zero prior year carryovers are being projected for the Department of Real Estate and Asset Management, as well as for the Offices of the Elected Officials. Furthermore, a steady pattern of revenues related to the Unsafe Structure program is being forecasted. The FY 2023-24 includes a fund balance allocation of \$45.750 million from the Miami For Everyone (MFE) program. This program was created in FY 2022-23 per Resolution No. R-23-0178 approved in April 13, 2023. The total fund allocated to this program was \$46 million.

Special Revenue Funds Forecast

Emergency Services - Fund 80000-80003

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

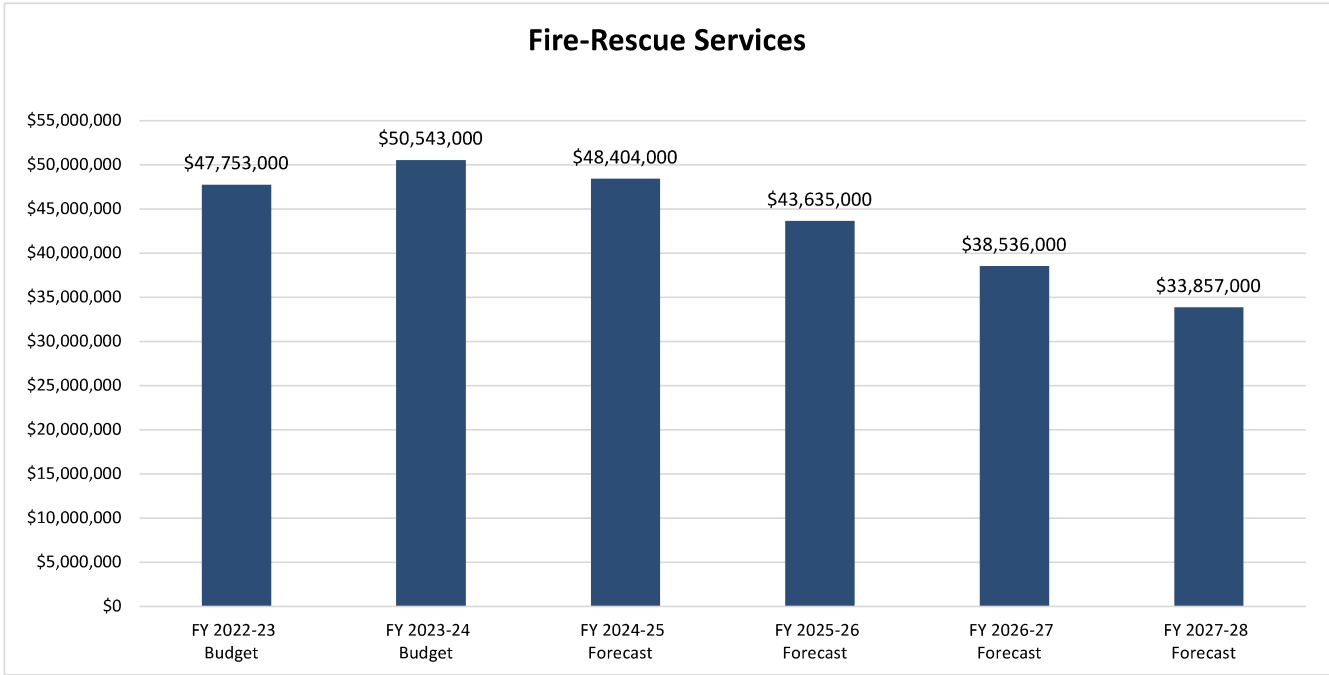


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas. A U.S. Department of the Treasury Emergency Rental Assistance grant was depleted in FY 2022-23. Additionally, for FY 2023-24, a \$3.2 million fund balance transfer from prior year carryover to General Fund is being projected to cover citywide department's need.

Special Revenue Funds Forecast

Fire-Rescue Services - Funds 11000 and 11100

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City’s Fire-Rescue operations. This fund accounts for grants and programs from local, state, and federal agencies.

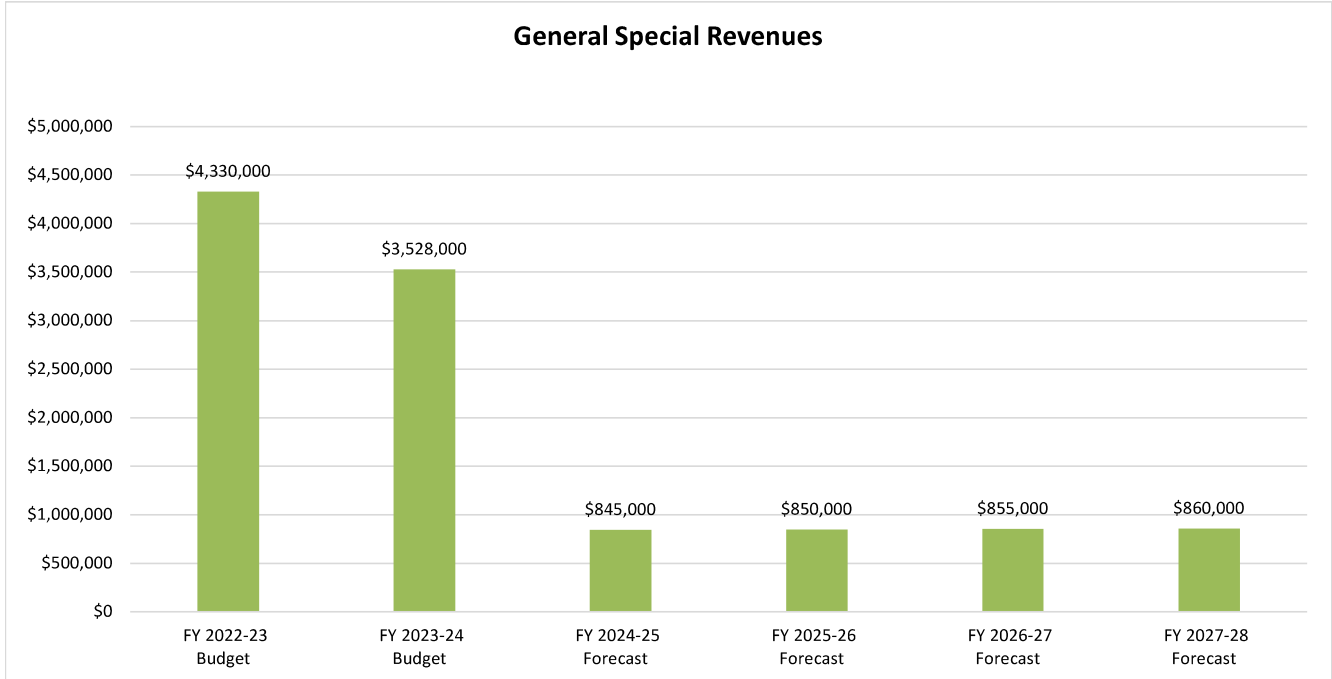


The forecast assumes that the Fire Rescue Services fund will continue to receive donations and grants at a consistent level for the five-year period. Small grants are assumed to be spent completely in the same year as they are received while larger grants will be expended in two to three years. The Fund Balance is projected to increase in the first year of the period due to regulatory changes and supply chain delays in the Securing the Cities and Urban Area Security Initiative grants that will cause purchasing delays. Fund Balance is projected to decrease over the remaining four years as older grants are completed.

Special Revenue Funds Forecast

General Special Revenues - Fund 10090

The General Special Revenue Fund is used for activities that do not fall into a specific special revenue category.

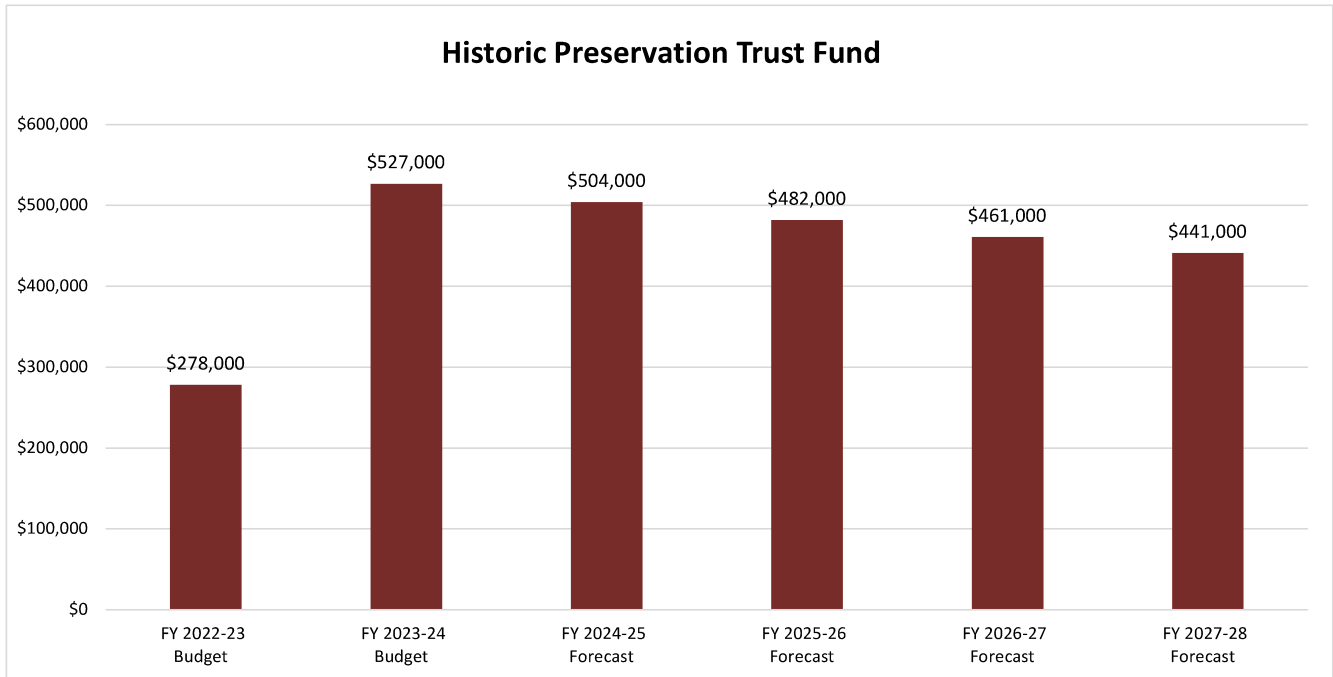


The five-year forecast depicts a considerable increase in the FY 2022-23 budget primarily due to the recovery of trolley advertising revenues to pre-COVID 19 levels and due to the allocation of fund balance from the Trolley Advertising Award to fund trolley program operations. The existing fund balance will be used to cover expected shortfalls in trolley program funding resulting from the freezing of Half-Cent Sales Tax allocations provided to the City. However, the remainder of the forecast shows a decline in FY 2023-24 and only slight increases in succeeding years to reflect expected revenues from advertising on City trolley vehicles.

Special Revenue Funds Forecast

Historic Preservation Trust Fund - Fund 10430

The Historic Preservation Trust Fund is established for funding to be made available for improvements to qualifying homes in T3 Transects and historically designated resources pursuant to Chapter 23.



The five-year projection assumes an increase in fund balance of \$249,000, and a projected revenue of \$60,000. The Public Art revenues remain relatively constant throughout the five year period as a result of a ten percent distribution of revenues received under Chapter 62 - Article XVI (Art in Public Places), with stable distribution to properties that meet the criteria for financial assistance.

Special Revenue Funds Forecast

Homeless Programs - Fund 14800

The Homeless Programs Special Revenue Fund is used for activities of the City of Miami Homeless Programs, a division of the Department of Human Services.

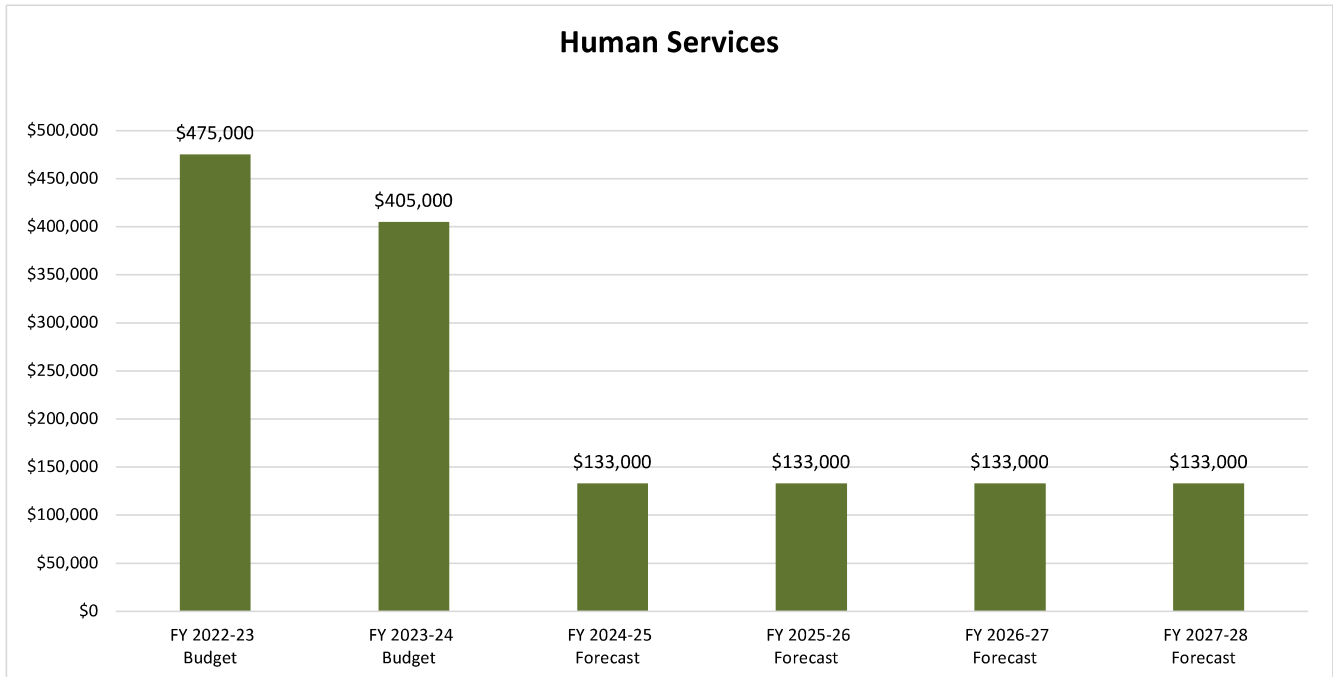


The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources.

Special Revenue Funds Forecast

Human Services - Fund 14801

The Human Services Special Revenue Fund is a fund that will be used to account for the Child Daycare program activities and the Live Healthy Little Havana program activities in the Department of Human Services.

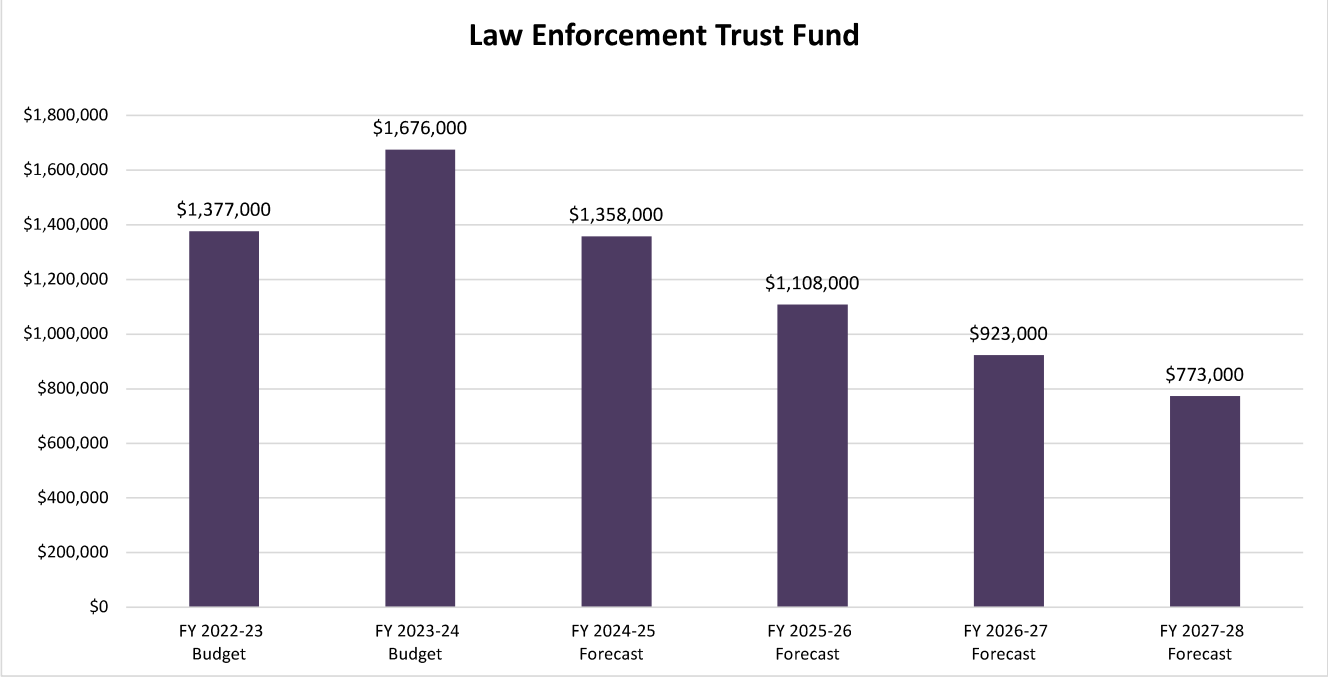


The five-year forecast assumes a depletion of prior year grant funding in FY 2023-24 with steady funding from several grant sources over the five-year period.

Special Revenue Funds Forecast

Law Enforcement Trust Fund - Fund 12500

The Law Enforcement Trust Fund’s purpose is to account for confiscated monies awarded to the City for law enforcement related expenditures, as stipulated by state and federal statutes.

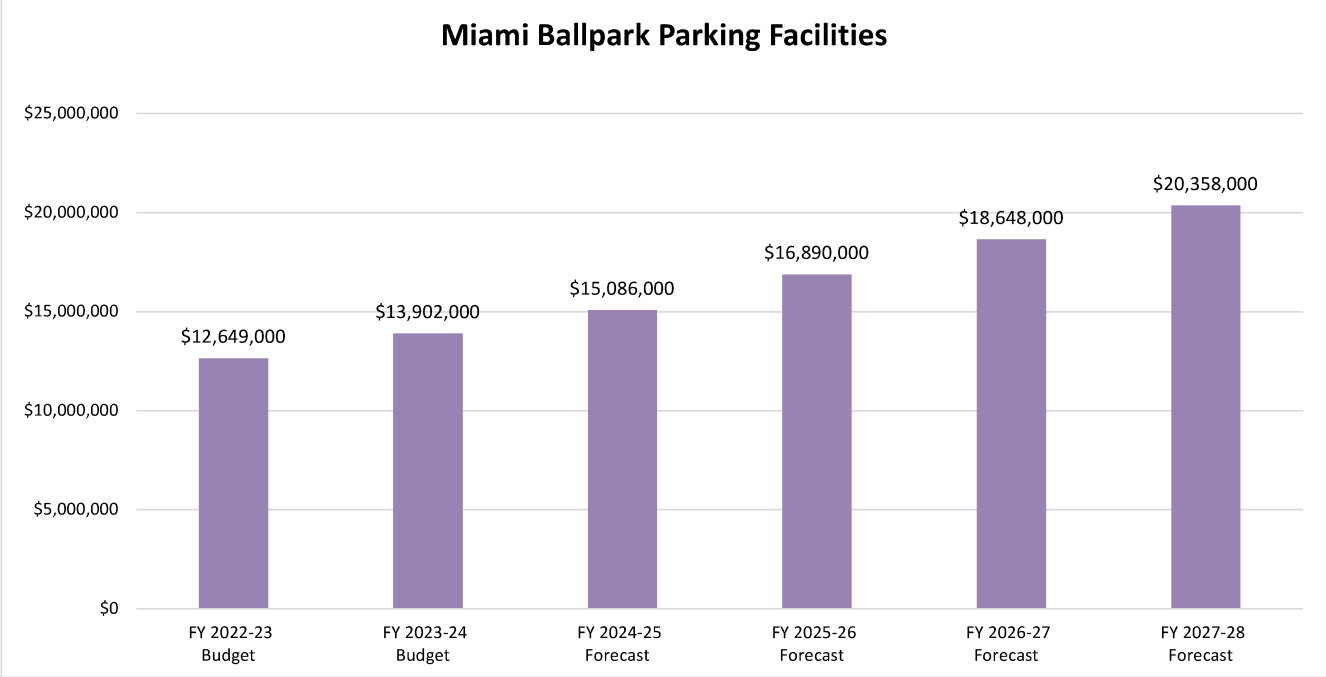


The FY 2023-24 budget reflects the rollover of prior year fund balance. The five-year forecast assumes a sizable reduction of fund balance over the five-year period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities - Fund 15400

To account for the operations of the Miami Ballpark Parking Facilities.

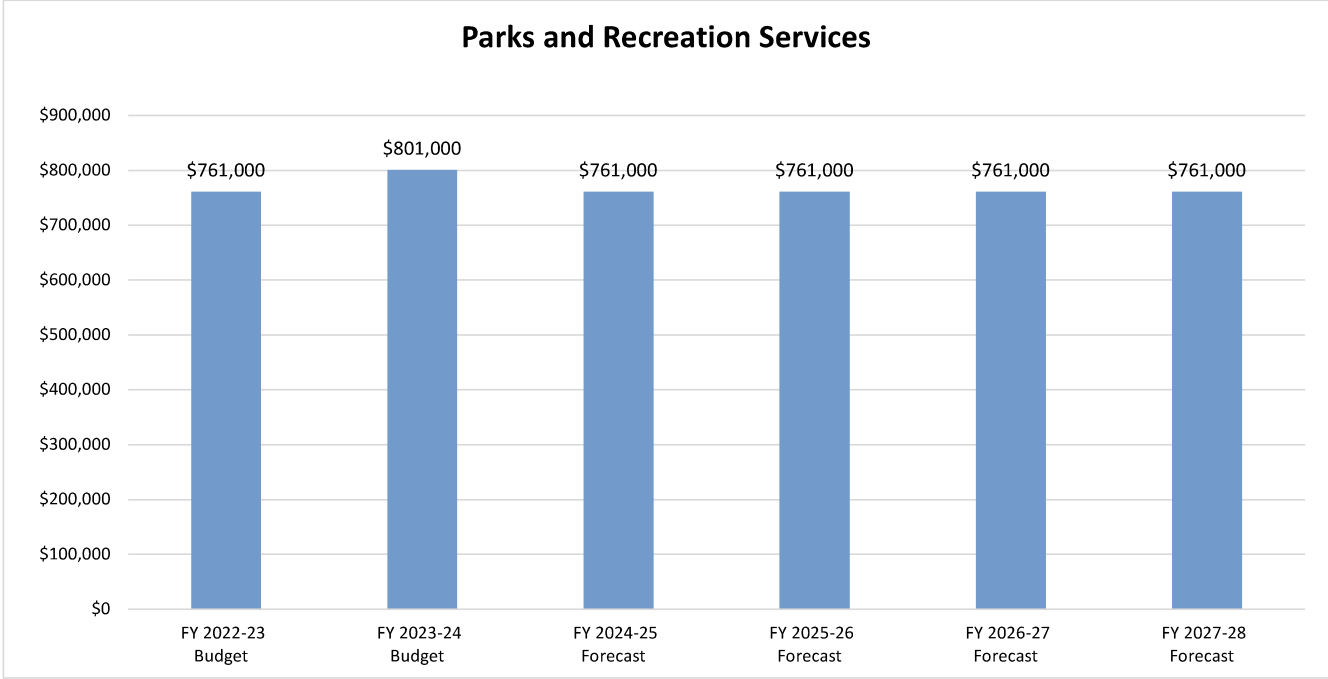


The five-year forecast assumes study increases in revenue and expenditures from stadium operations. The forecast includes a contribution to debt service in FY 2023-24. Fund Balance is projected to grow as Capital Improvements to stadium and facilities are completed in the beginning of the five-year period.

Special Revenue Funds Forecast

Parks and Recreation Services - Fund 11550

The Parks and Recreation Services Special Revenue Fund is used for parks and recreation activities. This fund accounts for grants from local, state, and federal agencies that are used for these activities.

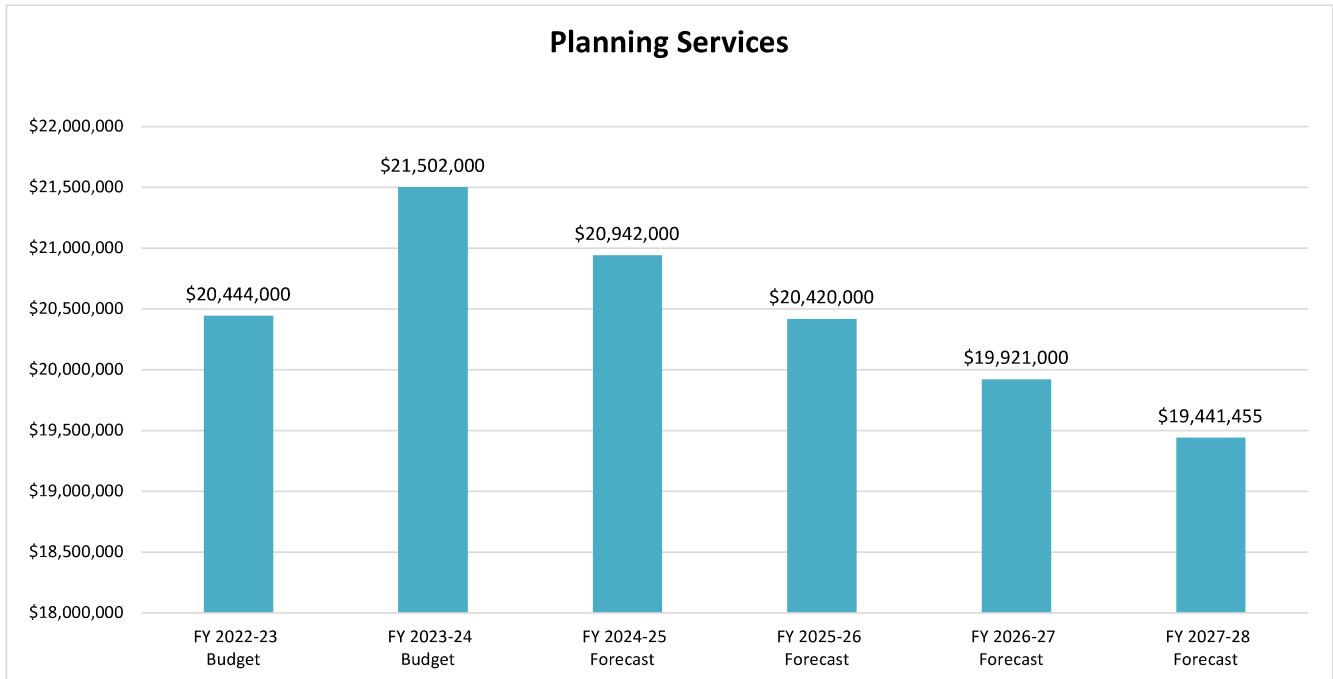


The five-year forecast assumes a decrease of prior year grant balances in FY 2022-23 primarily due to impacts from the COVID-19 pandemic. However, a stable pattern of revenues is projected over the remainder of the forecast period.

Special Revenue Funds Forecast

Planning Services - Funds 10400, 10401, 10402, and 10450

The Planning Services Special Revenue Fund is used for the operation of the Department of Planning.

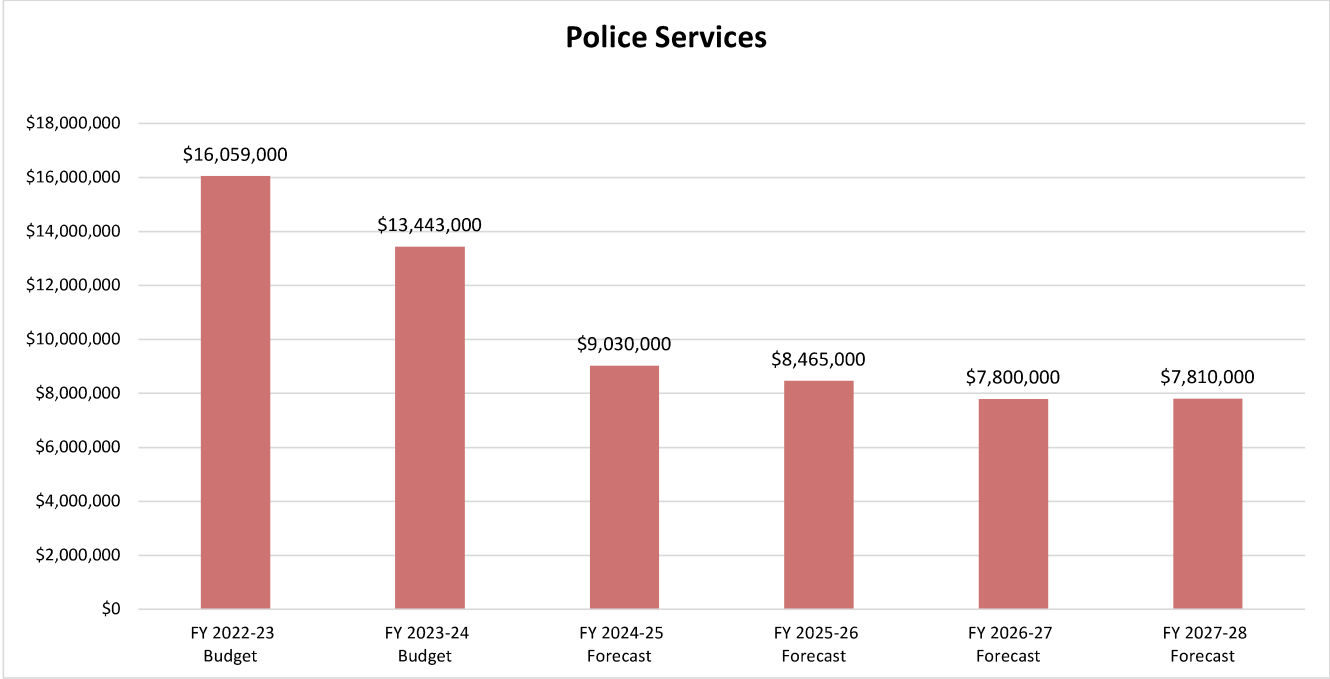


The five-year forecast assumes an increase of approximately \$671,000 in fund balance and an increase of \$605,000 in Program Revenues as compared to FY 2021-22. Additionally, as approved in the FY 2021-22 Mid-Year Amendment, a transfer of \$362,000 to fund the Installation and beautification of a mid-block pedestrian pathway in downtown Miami resulting in the reduction of fund balance for the Transportation DRI award. Based on current and past financial activities it is estimated that \$2.705 million will be collected primarily from the Public Benefit Trust, Traffic Study Revenue Fee, and the Development Regional Impact (DRI). Additionally, the estimated revenues are offsetted by a gradual decrease in fund balance attributed to the funding for the Rental Assistant Program and the Homeowners Assistant Program from the Public Benefit Trust through FY 2026-27.

Special Revenue Funds Forecast

Police Services - Funds 12000, 12200, 12210, and 12220

The Police Services Special Revenue Fund is used for public safety activities. Additionally, this fund accounts for grants from local, state, and federal agencies.

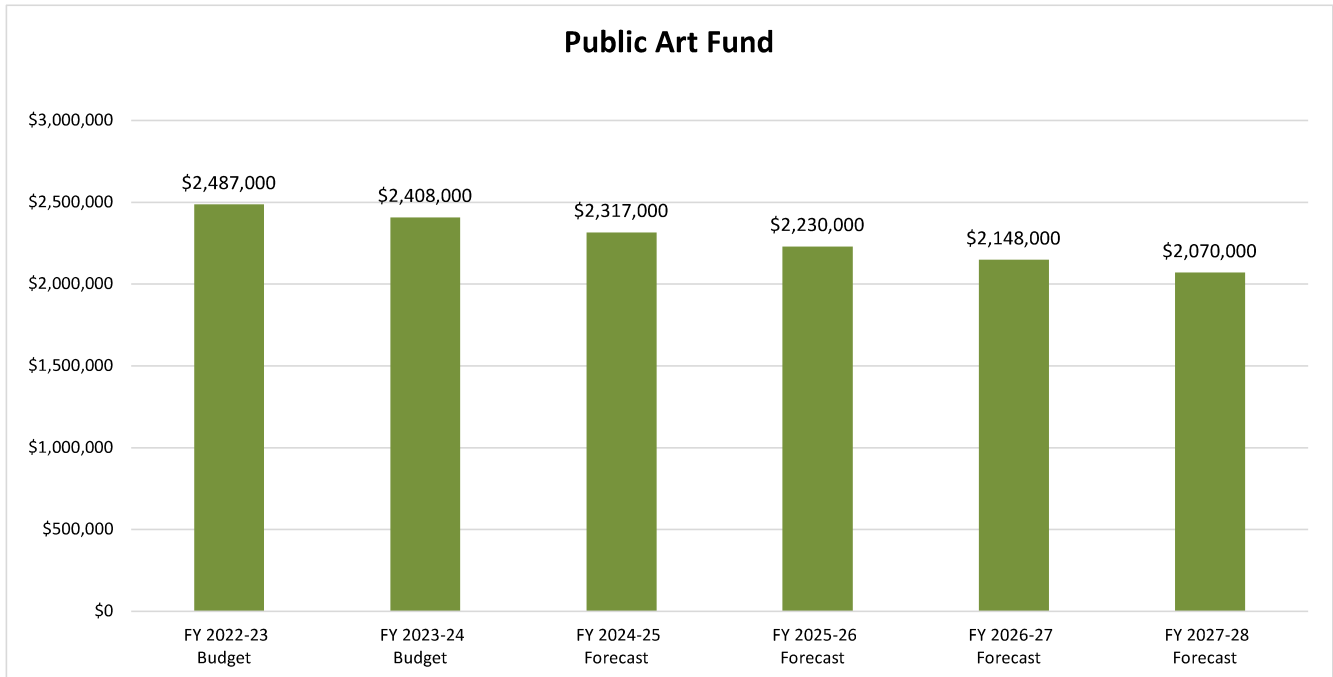


The FY 2023-24 budget reflects the remainder balance of a series of non-recurring grants and the second year of two COPS Programs. A stable pattern of revenues is expected throughout the rest of the five-year period.

Special Revenue Funds Forecast

Public Art Fund - Fund 10420

The Public Art Fund is used for the acquisition, installation, improvement, maintenance, insurance of art, arts education programming, and grants in order to promote the aesthetic diversity and character of the built environment and the cultural enrichment of the community.

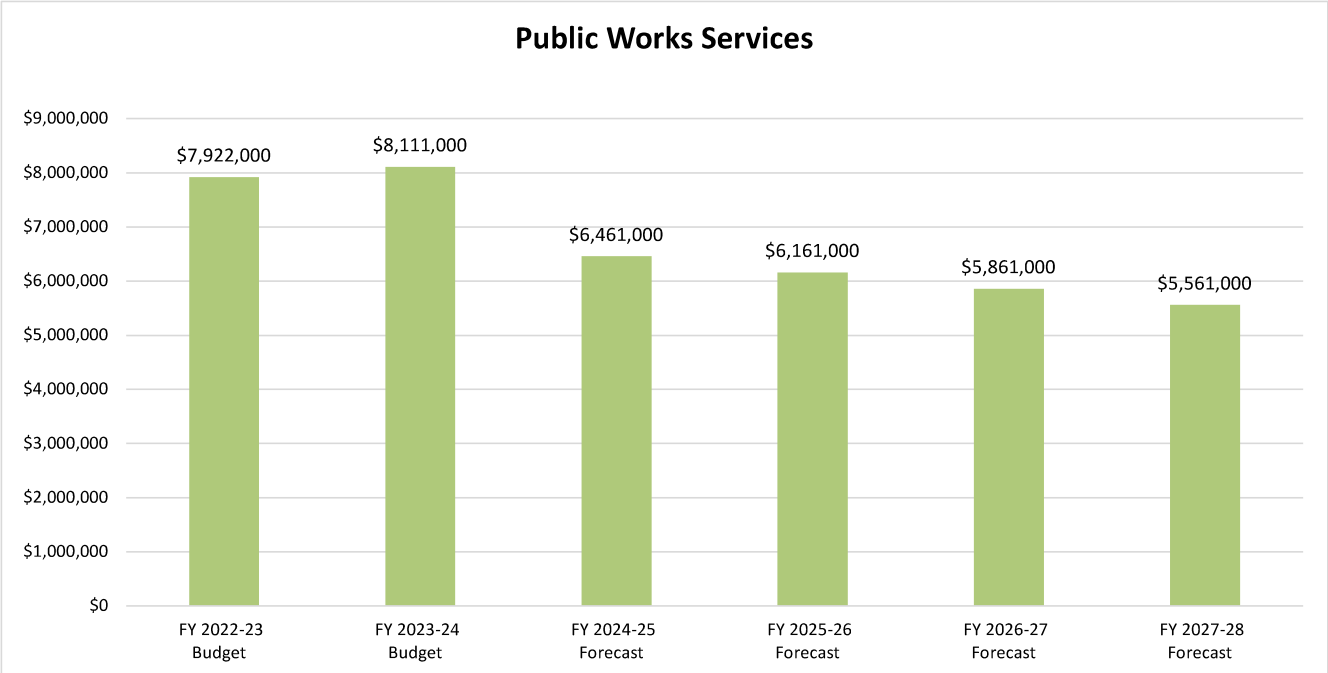


The five-year outlook shows a decrease in fund balance balance in FY 2022-23 as a result of lower-than-expected revenue collection in FY 2021-22, culminating in a fund balance of \$1.987 million, and an estimated revenue of \$500,000 in FY 2022-23. Throughout the five-year forecast, revenues are projected to remain unchanged, with a slow reduction in fund balance as funds are invested on the public art initiative.

Special Revenue Funds Forecast

Public Works Services - Fund 13000

The Public Works Services Special Revenue Fund is used for special programs managed by the Department of Public Works. The fund primarily consists of Lane Closure revenue collections and grants from local, state, and federal agencies. In particular, this fund contains revenue collection related to the permitting and regulation of wall murals, per an agreement between the City and the Florida Department of Transportation (FDOT).

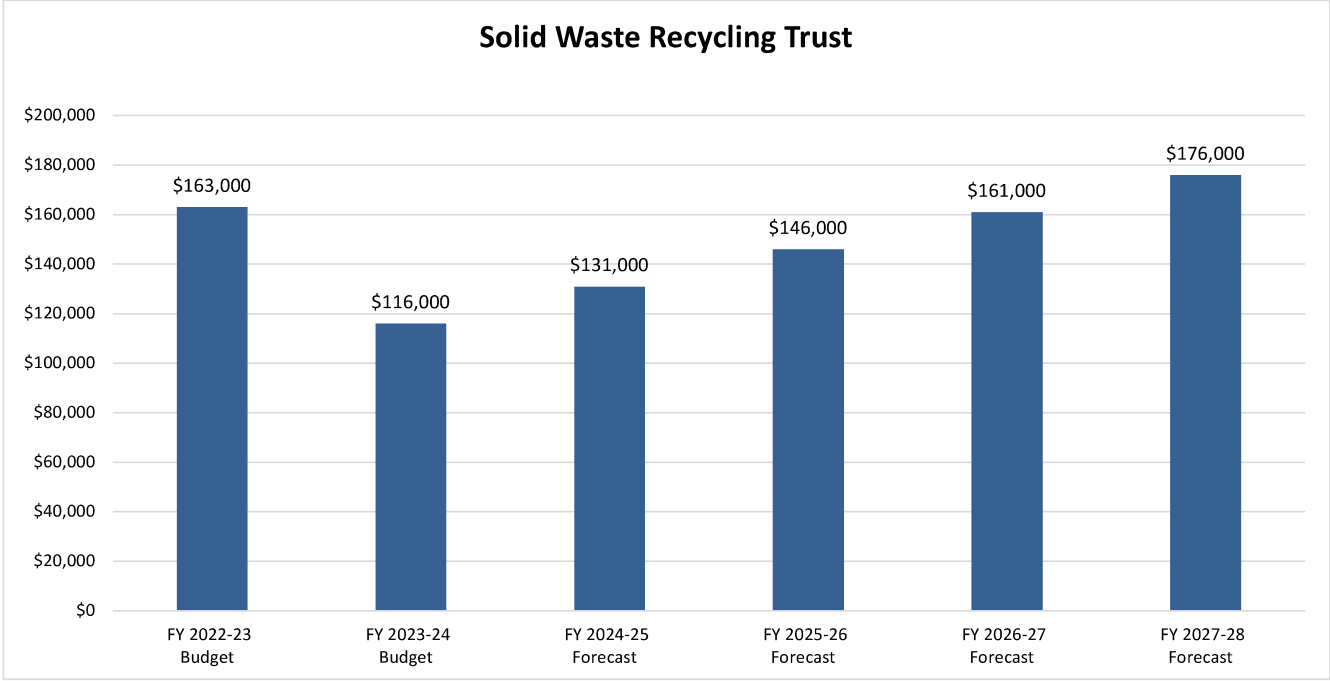


The five-year forecast assumes a steady decrease in available funding primarily due to the decrease of fund balance from the FDOT Mural Program, the Lane Closure Fund and the Scooter Pilot Program.

Special Revenue Funds Forecast

Solid Waste Recycling Trust - Fund 13100

The Solid Waste Recycling Trust Special Revenue Fund is used, as specified by Ordinance No. 10654 which established an Educational Trust Fund from recycling programs, for scholarships to eligible, qualified candidates.

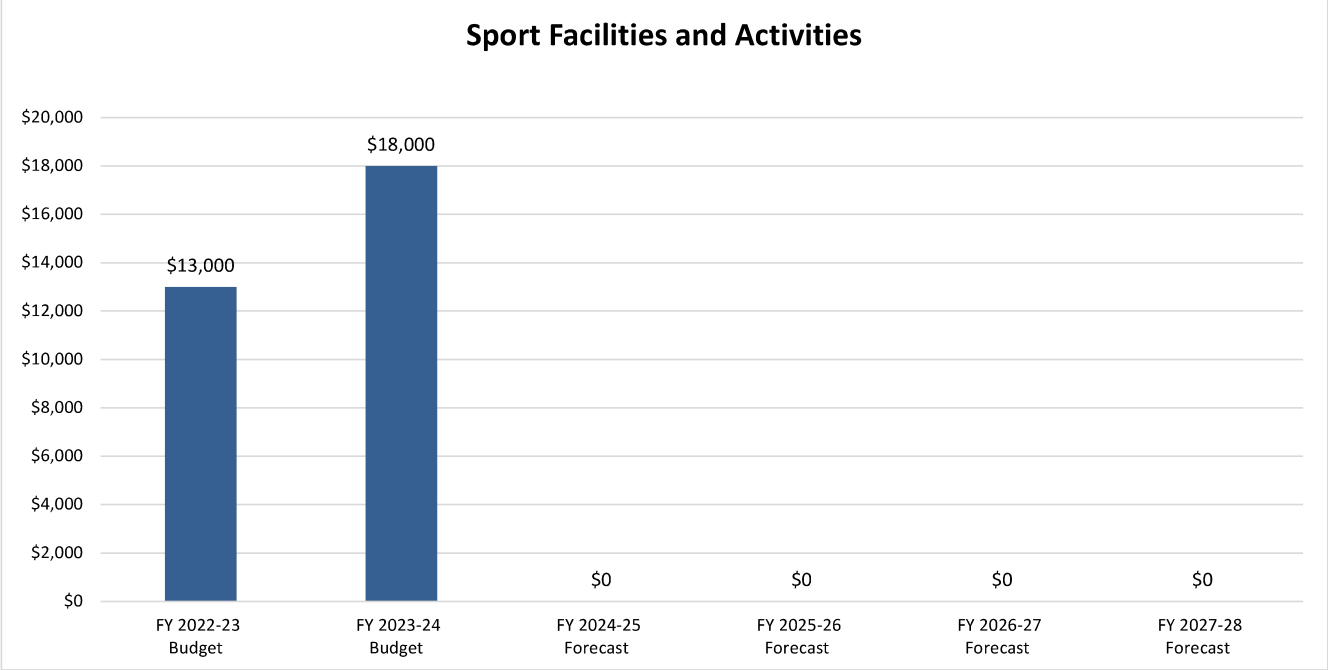


The five-year forecast assumes a steady receipt of the interest earning with a slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees. The fund balance allocated in FY 2022-23 represents the interest earned on the one million dollar principal.

Special Revenue Funds Forecast

Sport Facilities and Activities - Fund 10110

The Sport Facilities and Activities Special Revenue Fund is used to account for all assets and liabilities transferred from the abolished Miami Sport and Exhibition Authority (MESA), as specified by Ordinance No. 13801.

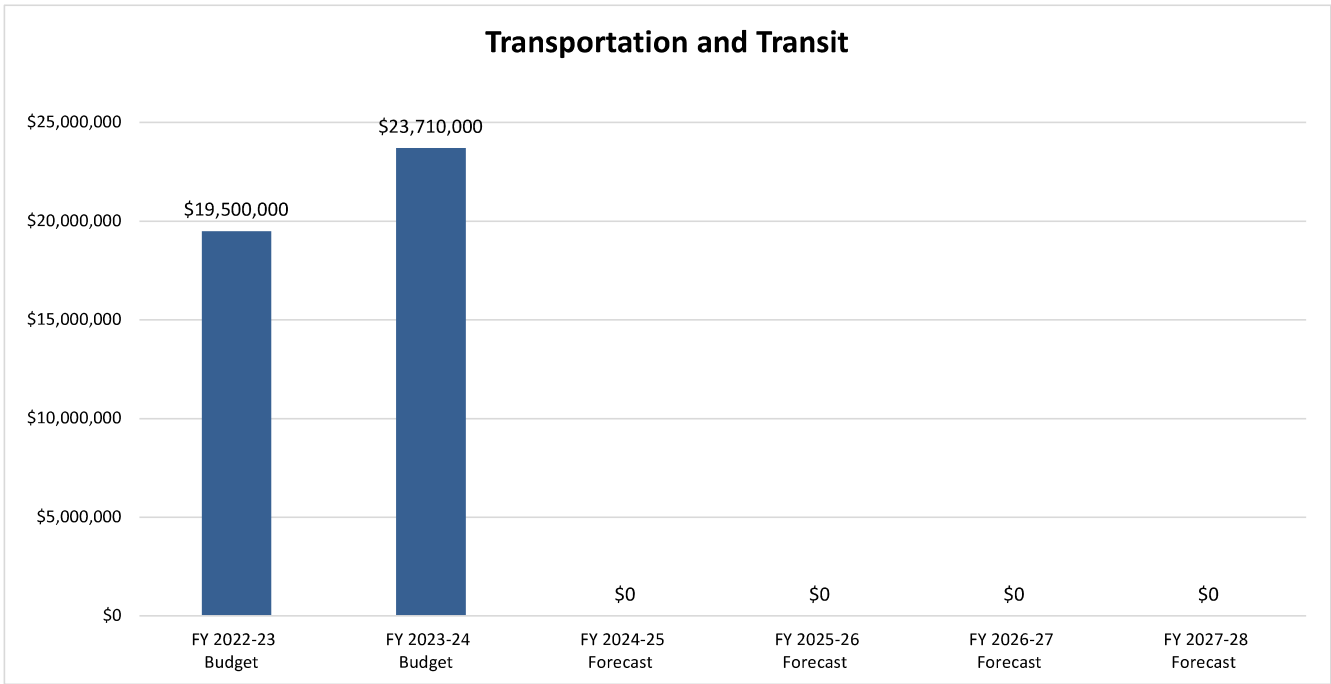


The FY 2023-24 includes a remainder of the previous year fund balance. Funds are expected to be fully spent in FY 2023-24.

Special Revenue Funds Forecast

Transportation and Transit - Fund 15600

The Transportation and Transit Fund is used for the operation of City of Miami’s transit and transportation projects.

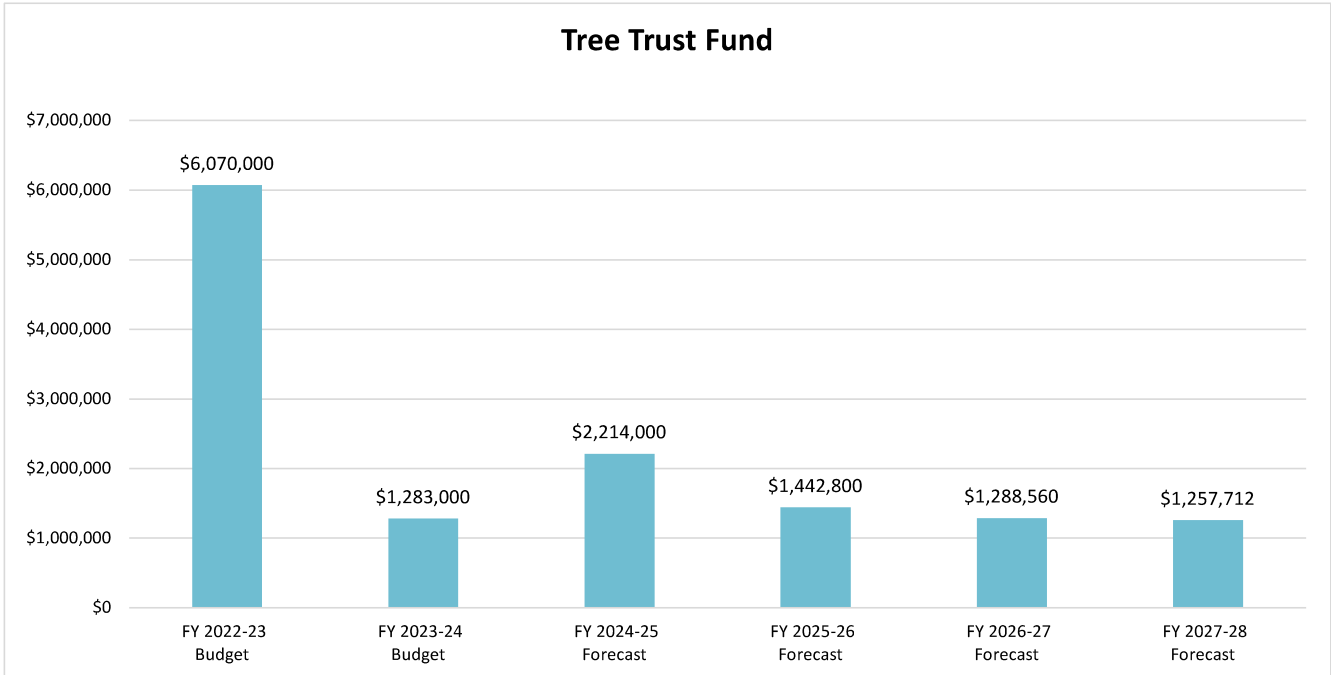


The FY 2022-23 Budget used prior year fund balance, a contribution from the Transportation Trust Fund, and a de-allocation of funding from existing capital projects in the Mass Transit Capital Fund to cover the operating expenses for the Trolley Program. The FY 2023-24 Budget uses a contribution from the Genral Fund to cover the operating expenses for the Trolley Program. Miami-Dade County's Citizens Independent Transportation Trust (CITT) has suspended disbursements of the Half-Cent Sales Tax to the City of Miami and the future outlook of the City's trolley program is currently unknown as the trolley program relies heavily on revenue from the County to operate. The forecast assumes that there will not be any additional dollars available to operate the trolley program.

Special Revenue Funds Forecast

Tree Trust Fund - Fund 10410

The Tree Trust Fund’s purpose is to oversee and regulate the Trust’s payments as specified in Section 8.1.6.6 of the Zoning Ordinance. It assists with the City’s compliance of the U.S. Mayors Climate Protection Agreement.



In order to comply with the requirements of Section 62-301 of the City of Miami Code, the budget for the FY 2022-23 will use 80 percent of the fund balance from the previous year in order to pay for capital expenses related to tree replacement and restoration and enhancement of tree canopy coverage throughout the city. The funds will be transferred to Public Works Capital Project No. 40-B183600 in the amount of \$4.482 million. It is also projected that an additional \$1 million per year will be collected over the course of the next five years, which will be offset by a reduction in the available fund balance as a result of funding requirements for capital projects associated with future activities directly related to tree replacement and restoration throughout the city during each fiscal year.

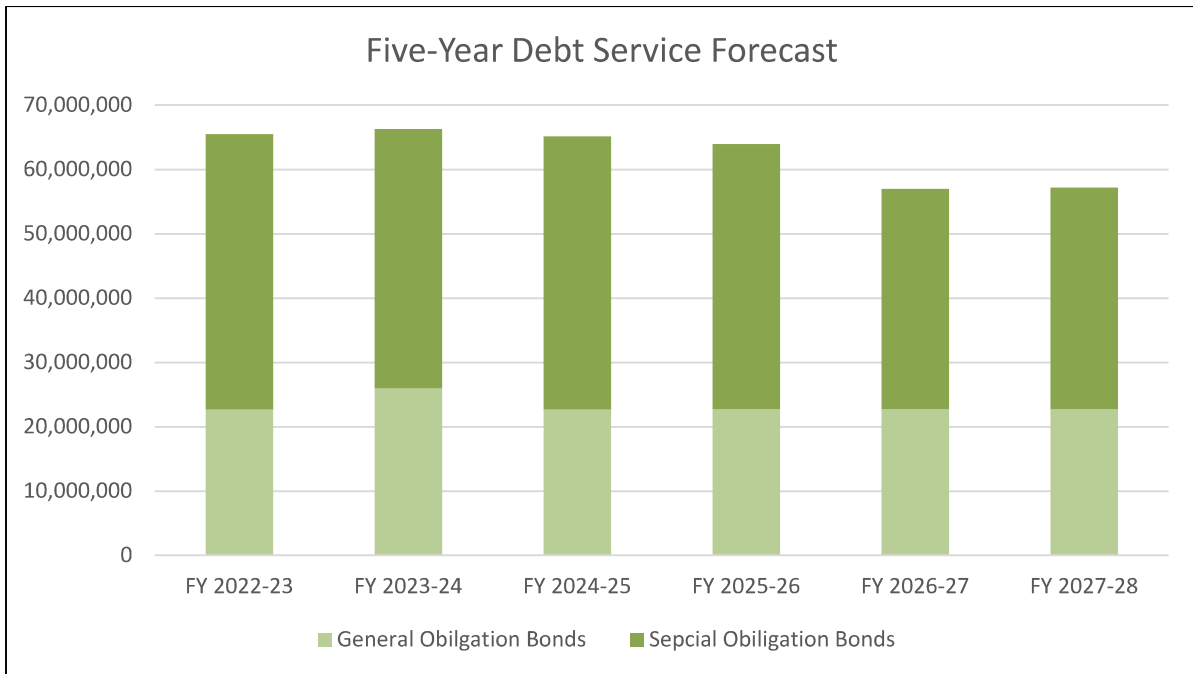
Debt Service Funds Forecast

DEBT SERVICE FUND

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments.

The FY 2023-24 Debt Service Fund Budget is \$66.326 million and the projected budget amounts for the FY 2024-25 through FY 2027-28 are as follows:

	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
Revenues (Inflows)						
Property Taxes	22,669,000	25,958,000	22,683,000	22,696,000	22,707,000	22,725,000
Transfers-IN/Other Revenues	42,842,000	40,368,000	42,493,000	41,260,000	34,280,000	34,451,000
Total Revenues (Inflows)	65,511,000	66,326,000	65,176,000	63,956,000	56,987,000	57,176,000
Expenditures (Outflows)						
General Obligation Bonds	22,669,000	25,958,000	22,683,000	22,696,000	22,707,000	22,725,000
Special Obligation Bonds	42,842,000	40,368,000	42,493,000	41,260,000	34,280,000	34,451,000
Total Expenditures (Outflows)	65,511,000	66,326,000	65,176,000	63,956,000	56,987,000	57,176,000



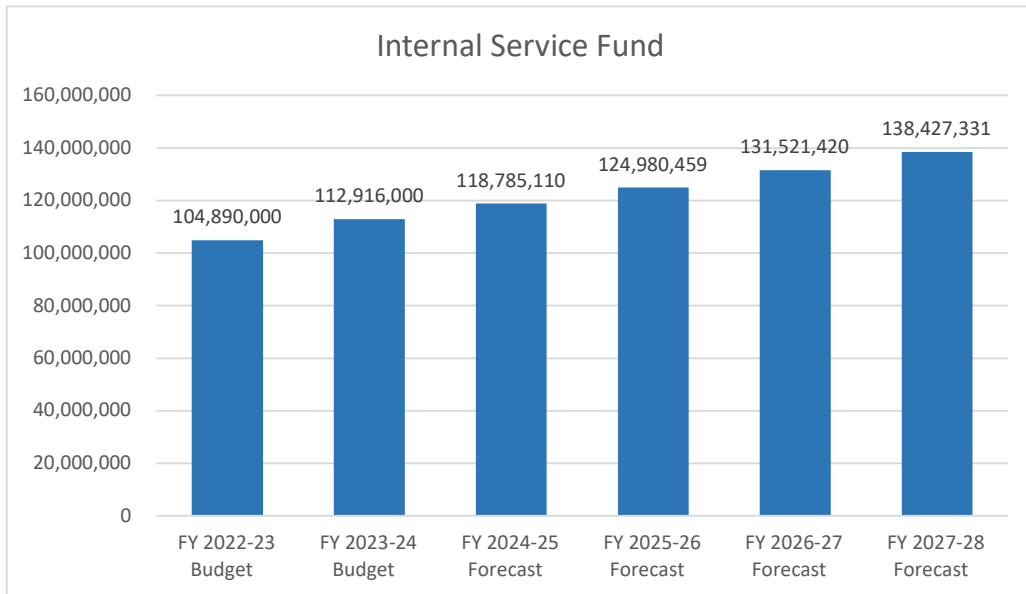
Internal Service Fund Forecast

Internal Service Fund:

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating costs to the operating departments. These expenses include health care, workers' compensation, insurance premiums, liability claims, as well as specific information technology costs. Additionally, ISF serves as a centralized account for payment of these expenditures. The FY 2023-24 Budget for the ISF is \$112.916 million.

	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
Health Insurance	52,387,000	54,454,000	57,721,000	61,184,000	64,855,000	68,746,000
Workers' Compensation	20,073,000	22,441,000	23,092,000	23,762,000	24,451,000	25,160,000
Insurance Premiums	13,151,000	13,846,000	14,676,760	15,557,000	16,490,000	17,479,000
Total Liabilities	4,471,000	6,014,000	6,164,350	6,318,459	6,476,420	6,638,331
IT Cost Allocation	14,808,000	16,161,000	17,131,000	18,159,000	19,249,000	20,404,000
Internal Service Fund Total	104,890,000	112,916,000	118,785,110	124,980,459	131,521,420	138,427,331

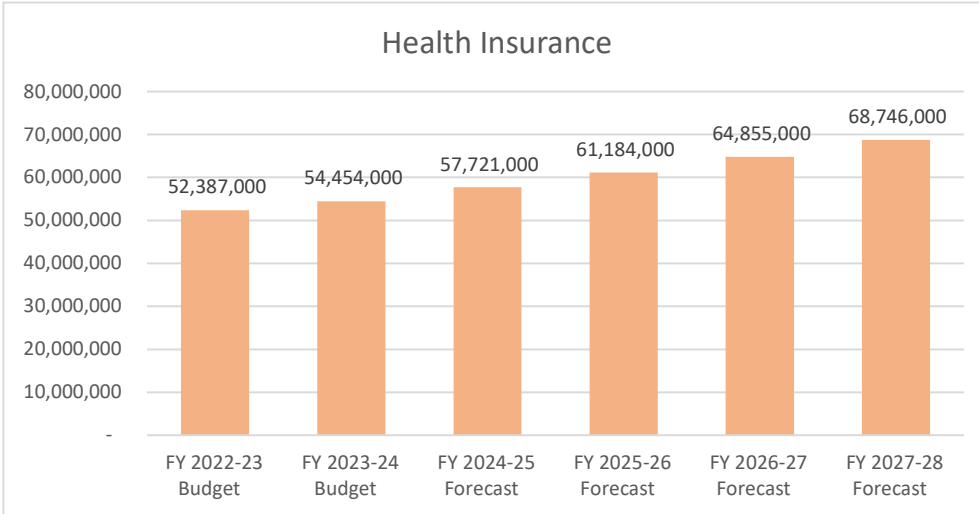
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item.



Internal Service Fund Forecast

Health Insurance

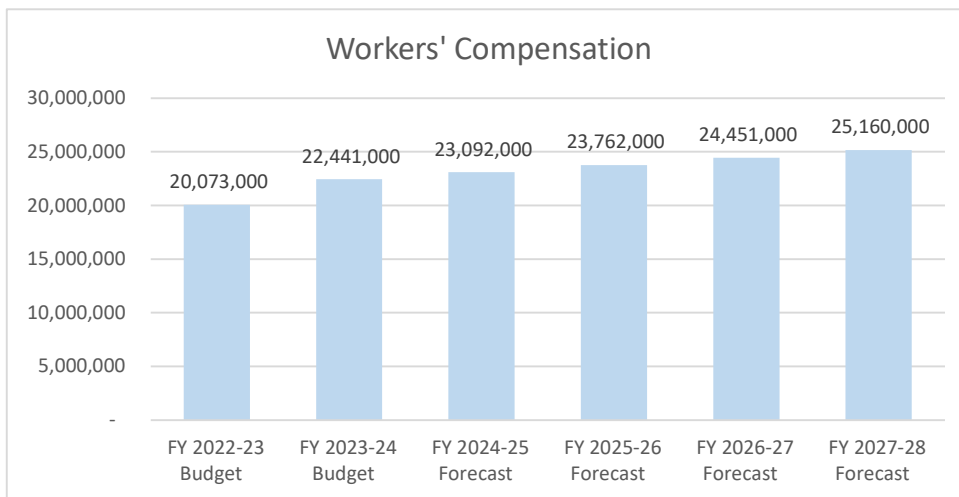
The FY 2023-24 Budget for Health Insurance is \$54.454 million. This represents an approximately 3.9 percent increase over the FY 2022-23 Budget. The increase in the budget is primarily attributed to the City's decision to raise its retention from \$250,000 to \$350,000. However, this increase is partly offset by a reduction in retiree prescription drug expenses resulting from the implementation of an Employer Group Waiver Plan (EGWP). Additionally, the budget increase is influenced by an uptick in the number of significant claims, factored in with an actuarially projected trend of four percent.



A six percent annual growth rate is actuarially projected throughout this forecast based on medical and prescription claims experience.

Workers' Compensation

The FY 2023-24 Budget for Workers' Compensation is \$22.441 million. This represents an approximately 11.8 percent increase over the FY 2022-23 Budget. This increase is primarily due to increase claims presented by COVID-19 on the job exposure as well as the City adopting the actuarial use of a higher confidence level.

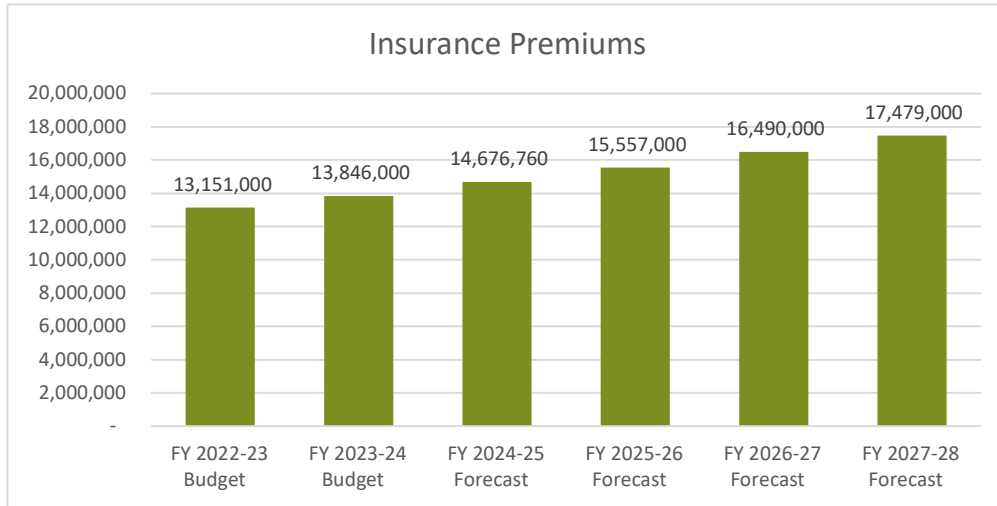


A 2.9 percent annual growth rate is actuarially projected throughout the forecast based on claims experience (frequency and severity).

Internal Service Fund Forecast

Insurance Premiums

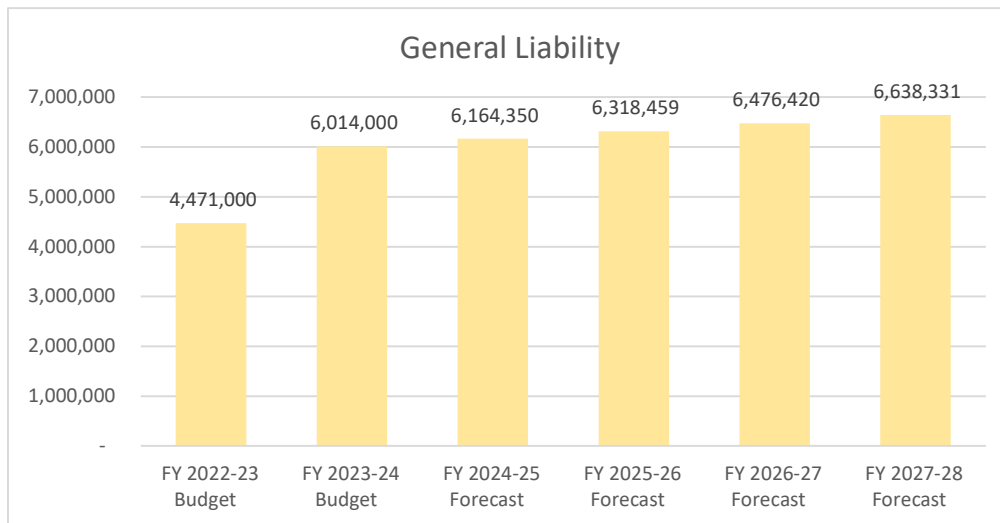
The FY 2023-24 Budget for Insurance Premiums is \$13.846 million. This represents an approximately 5.3 percent increase over the FY 2022-23 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place, and an additional \$1.500 million for police vehicle insurance.



A six percent increase is projected throughout the forecast based on anticipated market conditions and resulting coverage revisions.

General Liability

The FY 2023-24 Budget for General Liability is \$6.014 million. This represents an increase of approximately 34.5 percent over the FY 2022-23 Budget. The increases is due to Professional liability, Vehicle Liability, and General Liability Claims. The claims are actuarially projected at a 55 percent confidence level.

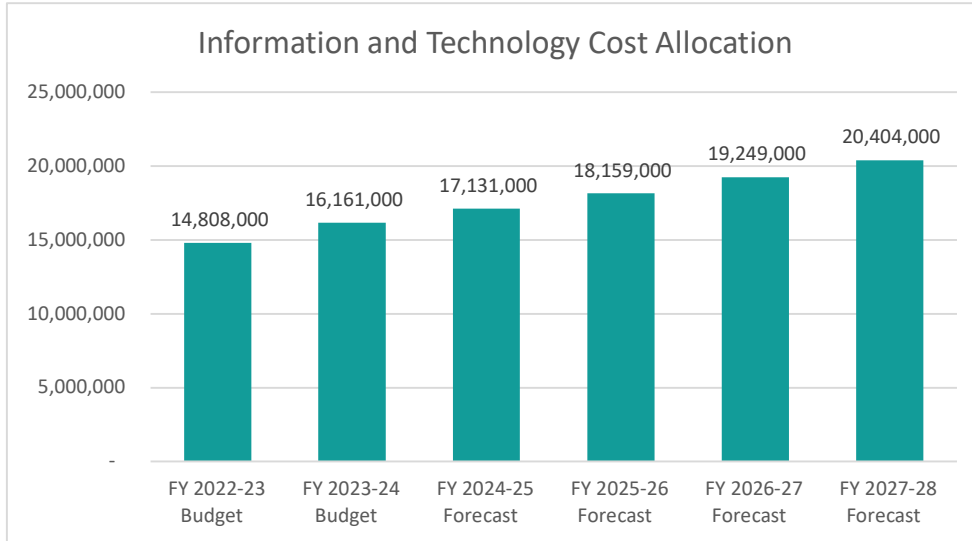


A 2.5 percent increase is projected throughout the forecast based on increases in automobile liability claims (frequency and severity), and general liability claims.

Internal Service Fund Forecast

Information and Technology Cost Allocation

The FY 2023-24 Budget for Information Technology Repair and Maintenance is \$16.161 million. This represents an approximately 9.1 percent increase over the FY 2022-23 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

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APPENDIX C: PRESENTATION OF SCHEDULES AND GRAPHS, ALL FUNDS

**GRAPH:
Proposed Budget, All Funds**

**SCHEDULE:
Revenues and Expenditures by Functional Category, All Funds**

**GRAPH:
Revenues (Inflows) by Functional Category**

**SCHEDULE:
Revenues (Inflows) by Functional Category
and Account Object**

**GRAPH:
Expenditures (Outflows) by Functional Category**

**SCHEDULE:
Expenditures (Outflows) by Functional Category**

**GRAPH:
Expenditures (Outflows) by Account Category**

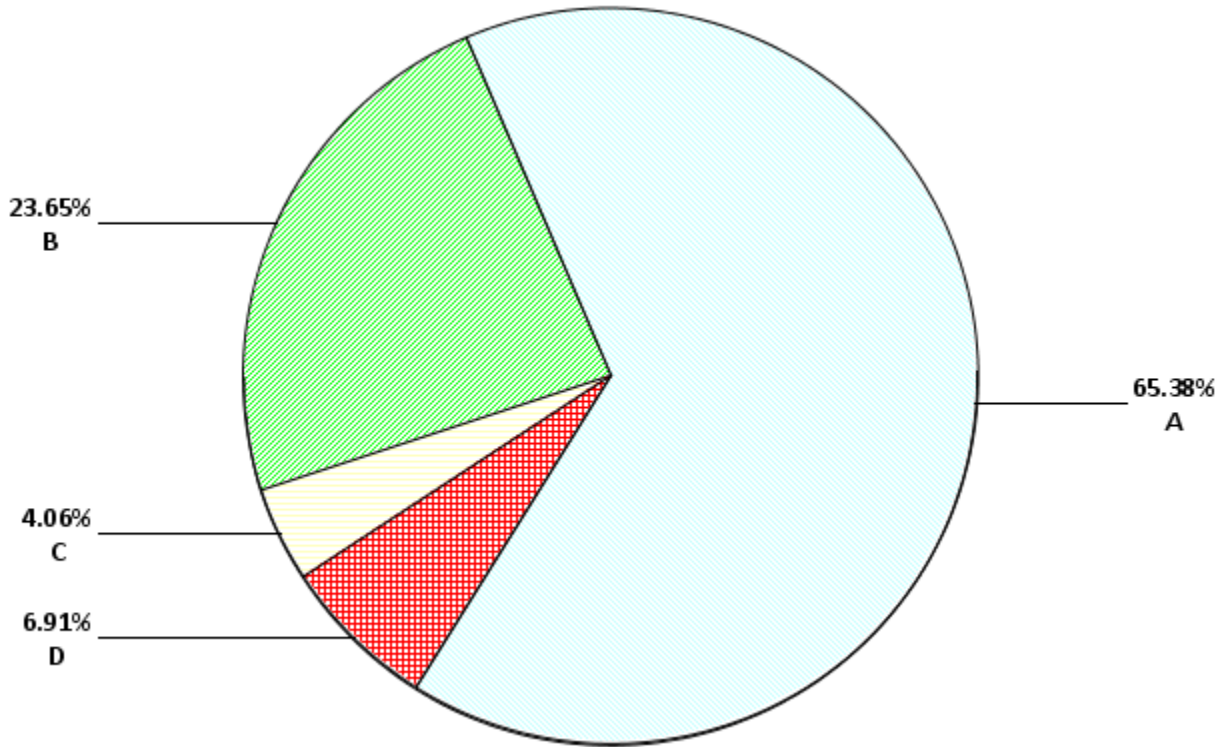
**SCHEDULE:
Expenditures (Outflows) by Account Category
and Account Object**

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BudgetFY24 Budget All Funds

FY 2023-24

\$1,633,659,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: General Fund	965,281,000	63.66%	1,068,066,000	65.38%
B: Special Revenue Funds	380,722,000	25.11%	386,351,000	23.65%
C: Debt Service Funds	65,511,000	4.32%	66,326,000	4.06%
D: Internal Service Fund	104,890,000	6.92%	112,916,000	6.91%
Total	1,516,404,000	100.00%	1,633,659,000	100.00%

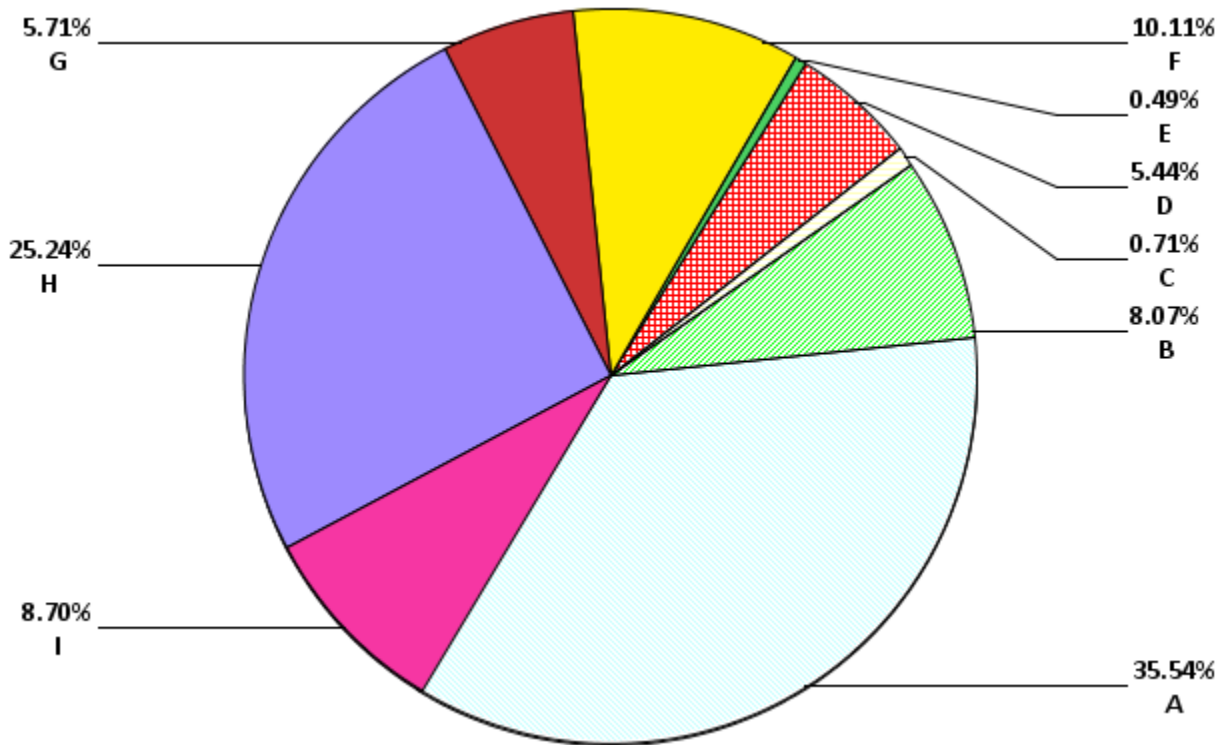
Schedule: Revenues and Expenditures by Functional Category
BudgetFY24
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed All Funds	FY 2022-23 Adopted All Funds
Revenues (Inflows)						
Property Taxes	554,682,000	0	25,958,000	0	580,640,000	513,215,000
Franchise Fees and Other Taxes	131,767,000	0	0	0	131,767,000	124,167,000
Interest	11,508,000	40,000	0	0	11,548,000	2,550,000
Transfers-IN	25,390,000	31,607,000	31,801,000	0	88,798,000	73,147,000
Fines and Forfeitures	6,743,000	1,250,000	0	0	7,993,000	7,558,000
Intergovernmental Revenues	111,569,000	48,655,000	5,000,000	0	165,224,000	174,656,000
Licenses and Permits	87,898,000	5,370,000	0	0	93,268,000	83,821,000
Other Revenues (Inflows)	5,772,000	290,091,000	3,567,000	112,870,000	412,300,000	401,612,000
Charges for Services	132,737,000	9,338,000	0	46,000	142,121,000	135,678,000
Total Revenues (Inflows)	1,068,066,000	386,351,000	66,326,000	112,916,000	1,633,659,000	1,516,404,000
Expenditures (Outflows)						
General Government	103,161,000	94,278,000	66,326,000	16,161,000	279,926,000	302,235,000
Planning and Development	49,321,000	31,584,000	0	0	80,905,000	70,887,000
Public Works	121,907,000	27,224,000	0	0	149,131,000	136,431,000
Public Safety	559,171,000	65,762,000	0	0	624,933,000	581,942,000
Housing and Community Development	2,281,000	75,885,000	0	0	78,166,000	102,422,000
Real Estate and Asset Management	18,853,000	15,340,000	0	0	34,193,000	30,103,000
Parks and Recreation	59,278,000	801,000	0	0	60,079,000	62,527,000
Risk Management	4,468,000	500,000	0	96,755,000	101,723,000	94,217,000
Non Departmental Units Non Dept-Downtown Dev Authority	75,167,000	50,462,000	0	0	125,629,000	47,872,000
Transfers - OUT	0	142,000	0	0	142,000	136,000
Transfers - OUT	74,459,000	24,373,000	0	0	98,832,000	87,632,000
Total Expenditures (Outflows)	1,068,066,000	386,351,000	66,326,000	112,916,000	1,633,659,000	1,516,404,000

Revenues (Inflows) by Functional Category All Funds

FY 2023-24

\$1,633,659,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: Property Taxes	513,215,000	33.84%	580,640,000	35.54%
B: Franchise Fees and Other Taxes	124,167,000	8.19%	131,767,000	8.07%
C: Interest	2,550,000	0.17%	11,548,000	0.71%
D: Transfers-IN	73,147,000	4.82%	88,798,000	5.44%
E: Fines and Forfeitures	7,558,000	0.50%	7,993,000	0.49%
F: Intergovernmental Revenues	174,656,000	11.52%	165,224,000	10.11%
G: Licenses and Permits	83,821,000	5.53%	93,268,000	5.71%
H: Other Revenues (Inflows)	401,612,000	26.48%	412,300,000	25.24%
I: Charges for Services	135,678,000	8.95%	142,121,000	8.70%
Total	1,516,404,000	100.00%	1,633,659,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed AllFunds	FY 2022-23 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	514,749,000	0	25,958,000	0	540,707,000	475,163,000
Ad Valorem Taxes-Real-Delinquent	16,000,000	0	0	0	16,000,000	16,500,000
Ad Valorem Taxes-Penalty & Interest	150,000	0	0	0	150,000	51,000
Ad Valorem Taxes-Personal	23,033,000	0	0	0	23,033,000	20,513,000
Ad Valorem Taxes-Personal-Delinquent	750,000	0	0	0	750,000	988,000
Total Property Taxes:	554,682,000	0	25,958,000	0	580,640,000	513,215,000
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,877,000	0	0	0	7,877,000	7,723,000
Franc Fee-Electricity	36,103,000	0	0	0	36,103,000	30,833,000
Franc Fee-Gas	915,000	0	0	0	915,000	838,000
Utility Ser Fee-Electricity	42,746,000	0	0	0	42,746,000	40,521,000
Utility Ser Fee-Water	8,107,000	0	0	0	8,107,000	8,433,000
Utility Ser Fee-Gas	841,000	0	0	0	841,000	870,000
Utility Ser Fee-Fuel Oil	47,000	0	0	0	47,000	15,000
Public Service Taxes	21,131,000	0	0	0	21,131,000	20,534,000
Other Taxes-Storm Water	14,000,000	0	0	0	14,000,000	14,400,000
Total Franchise Fees and Other Taxes:	131,767,000	0	0	0	131,767,000	124,167,000
Interest						
Misc-Int & Pen-Lot Clear & Demoli	1,608,000	0	0	0	1,608,000	37,000
Misc-Int & Pen-Investment	9,900,000	40,000	0	0	9,940,000	2,513,000
Total Interest:	11,508,000	40,000	0	0	11,548,000	2,550,000
Transfers-IN						
Other-Interfund Transfer	25,390,000	29,724,000	31,801,000	0	86,915,000	70,735,000
Other-Transfer In-Cost Allocation	0	1,865,000	0	0	1,865,000	1,793,000
Other-Intrafund Transfer	0	18,000	0	0	18,000	619,000
Total Transfers-IN:	25,390,000	31,607,000	31,801,000	0	88,798,000	73,147,000
Fines and Forfeitures						
Fines-Judgments And Fines	5,565,000	0	0	0	5,565,000	5,122,000
Fines-Violations Of Local Ordinances	0	0	0	0	0	22,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed AllFunds	FY 2022-23 Adopted AllFunds
Fines-Other Fines And/Or Forfeits	1,178,000	1,250,000	0	0	2,428,000	2,414,000
Total Fines and Forfeitures:	6,743,000	1,250,000	0	0	7,993,000	7,558,000
<u>Intergovernmental Revenues</u>						
Federal Grants	0	37,472,000	0	0	37,472,000	62,686,000
State Shared Revenues	917,000	0	0	0	917,000	864,000
Municipal Rev Sharing	25,000,000	0	0	0	25,000,000	20,115,000
Half Cent Sales Tax	56,000,000	0	0	0	56,000,000	47,772,000
State Pension Payment	11,459,000	0	0	0	11,459,000	10,300,000
Shared Revenues From Other Local Units	593,000	0	0	0	593,000	576,000
Shared Revenues - MPA	15,000,000	0	0	0	15,000,000	14,000,000
Shared Revenues From Other Local Federal	2,600,000	0	0	0	2,600,000	2,600,000
Pmts Other Local U In Lieu Of Taxes	0	0	0	0	0	2,000
State Grants	0	4,196,000	0	0	4,196,000	3,799,000
Grants From Other Local Units	0	3,908,000	5,000,000	0	8,908,000	8,963,000
Shared Revenues - E911 Wireles	0	1,979,000	0	0	1,979,000	1,895,000
Shared Revenues - E911 Phone C	0	586,000	0	0	586,000	492,000
Shared Revenues - E911 Land Li	0	514,000	0	0	514,000	592,000
Total Licenses and Permits:	111,569,000	48,655,000	5,000,000	0	165,224,000	174,656,000
<u>Licenses and Permits</u>						
Other Licenses, Fees - Code Foreclosure Registration	291,000	0	0	0	291,000	315,000
Business Tax Receipt-Business	7,349,000	0	0	0	7,349,000	7,538,000
Business Tax Receipt-Business-Penalty	400,000	0	0	0	400,000	690,000
Business Tax Receipt-Metro	675,000	0	0	0	675,000	702,000
Building Permits	35,000,000	0	0	0	35,000,000	30,000,000
Other Licenses, Fees and Permits	7,040,000	5,070,000	0	0	12,110,000	9,687,000
Other Licenses, Fees - CU(SW)	9,500,000	0	0	0	9,500,000	8,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	20,152,000	0	0	0	20,152,000	18,027,000
Other Licenses, Fees - Murals	2,800,000	300,000	0	0	3,100,000	3,500,000
Other Licenses, Fees - Fire Safety Permits	2,300,000	0	0	0	2,300,000	2,438,000
Other Licenses, Fees - CU	2,391,000	0	0	0	2,391,000	2,424,000
Total Licenses and Permits:	87,898,000	5,370,000	0	0	93,268,000	83,821,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed AllFunds	FY 2022-23 Adopted AllFunds
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	152,000	0	0	0	152,000	152,000
Misc-Contributions And Donations From Private Sources	0	10,000	0	0	10,000	5,271,000
Misc.-Other Service Charges/Late Fees	283,000	0	0	0	283,000	283,000
Misc. -Other Revnues EE Health	0	0	0	4,246,000	4,246,000	4,423,000
Misc. -Other Revenues Retirees Health	0	0	0	2,482,000	2,482,000	3,371,000
Misc - Fuel	100,000	0	0	0	100,000	150,000
Misc - Vending	30,000	0	0	0	30,000	30,000
Misc-Settlements	667,000	0	0	1,137,000	1,804,000	1,010,000
Other-Nonoperating Sources	3,643,000	0	1,144,000	103,794,000	108,581,000	102,066,000
Other- Carryover Budget	0	63,603,000	0	0	63,603,000	0
Other-Oth N-optg Sour/Carryover	0	224,282,000	2,423,000	0	226,705,000	280,497,000
Misc-Other Miscellaneous Revenues	897,000	2,196,000	0	1,211,000	4,304,000	4,359,000
Total Other Revenues (Inflows):	5,772,000	290,091,000	3,567,000	112,870,000	412,300,000	401,612,000

Charges for Services

CFS-GG-Internal Service Fund Fees And Charges	2,336,000	0	0	0	2,336,000	2,195,000
CFS-GG-Other General Government Charges And Fees	35,000	170,000	0	0	205,000	1,177,000
CFS-PS-Police Services	2,800,000	623,000	0	46,000	3,469,000	3,760,000
CFS-PS-Emergency Service Fees	10,800,000	0	0	0	10,800,000	10,000,000
CFS-Public Emerg Med Transp (PEMT) Payment	1,778,000	0	0	0	1,778,000	1,663,000
CFS-PS-Protective Inspection Fees	540,000	0	0	0	540,000	415,000
CFS-PS-Ambulance/False Alarm Fees	867,000	0	0	0	867,000	715,000
CFS-PS-Other Public Safety Charges And Fees	868,000	1,000,000	0	0	1,868,000	2,084,000
CFS-PE-Water Utility Revenue	7,000	0	0	0	7,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	24,510,000	0	0	0	24,510,000	24,619,000
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,000
CFS-PE-Other Physical Environment Revenue	68,000	0	0	0	68,000	101,000
CFS-Trans-Parking Facilities	2,900,000	4,443,000	0	0	7,343,000	6,643,000
CFS-Trans-Tolls	625,000	0	0	0	625,000	500,000
CFS-Trans-Other Transportation Revenue	0	0	0	0	0	4,000

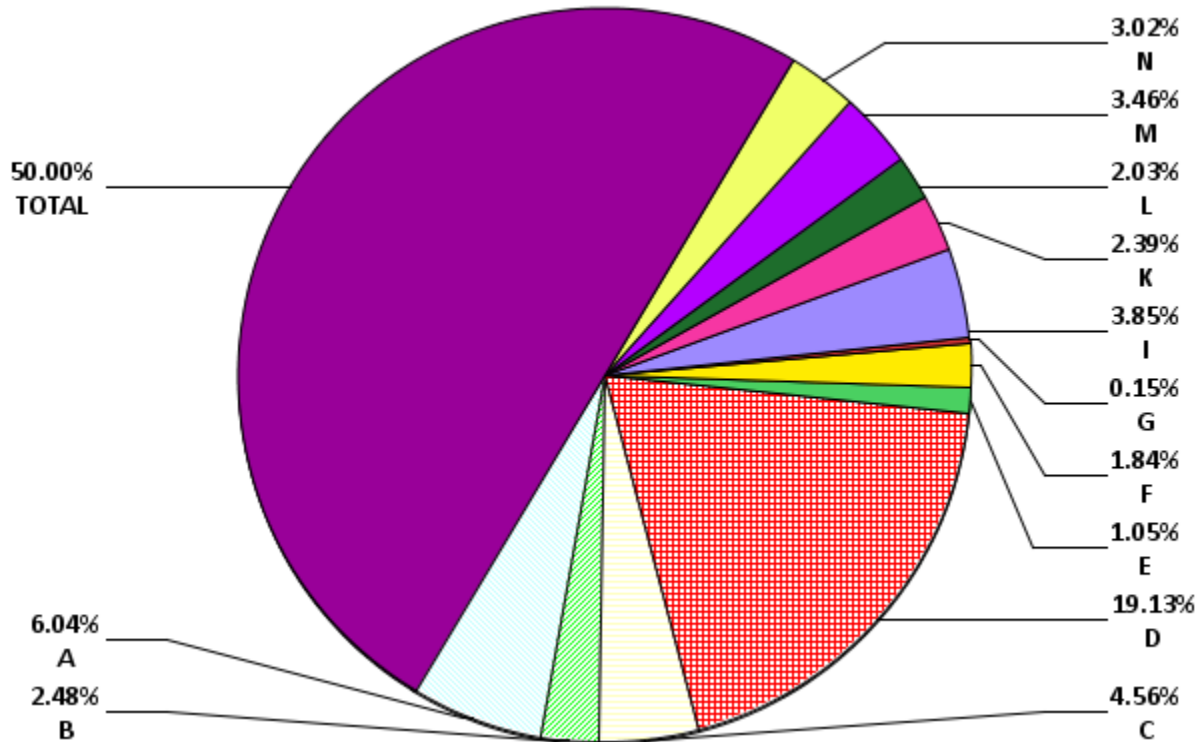
**Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed AllFunds	FY 2022-23 Adopted AllFunds
CFS-C&R-Special Recreation Facilities	1,466,000	0	0	0	1,466,000	1,533,000
CFS-C&R-Other Culture/Recreation	905,000	0	0	0	905,000	4,098,000
CFS-C&R-Other Culture/Recreation (PF)	11,700,000	133,000	0	0	11,833,000	10,833,000
CFS-Rents And Royalties	20,691,000	660,000	0	0	21,351,000	18,108,000
CFS-Other Charges for Services	12,631,000	10,000	0	0	12,641,000	10,265,000
CFS-DRI Administration	0	407,000	0	0	407,000	365,000
CFS-DRI Master Planning	0	1,014,000	0	0	1,014,000	835,000
CFS-DRI Air Quality	0	9,000	0	0	9,000	7,000
CFS-DRI Transportation	0	439,000	0	0	439,000	485,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	0	60,000	0	0	60,000	60,000
CFS-Parking Surcharges Lockbox	27,409,000	370,000	0	0	27,779,000	25,391,000
CFS - Pari-Mutuel Revenues stor	3,500,000	0	0	0	3,500,000	4,000,000
CFS-Building Inspections	6,300,000	0	0	0	6,300,000	5,814,000
Total Charges for Services:	132,737,000	9,338,000	0	46,000	142,121,000	135,678,000
Total Revenue (Inflows):	1,068,066,000	386,351,000	66,326,000	112,916,000	1,633,659,000	1,516,404,000

Expenditures (Outflows) By Functional Category All Funds

FY 2023-24

\$1,633,659,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: General Government	221,916,000	14.63%	197,439,000	12.09%
B: Planning and Development	70,887,000	4.67%	80,905,000	4.95%
C: Public Works	136,431,000	9.00%	149,131,000	9.13%
D: Public Safety	581,942,000	38.38%	624,933,000	38.25%
E: Real Estate and Asset Management	30,103,000	1.99%	34,193,000	2.09%
F: Parks and Recreation Department	62,527,000	4.12%	60,079,000	3.68%
G: Risk Management	4,135,000	0.27%	4,968,000	0.30%
H: Non-Departmental	47,872,000	3.16%	125,629,000	7.69%
I: Housing and Community Development	102,422,000	6.75%	78,166,000	4.78%
J: Debt Service Funds	65,511,000	4.32%	66,326,000	4.06%
K: Internal Service Fund	104,890,000	6.92%	112,916,000	6.91%
L: Transfers - OUT	87,632,000	5.78%	98,832,000	6.05%
Total	1,516,404,000	100.00%	1,633,659,000	100.00%

**Schedule: Expenditures (Outflows) by Functional Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed All Funds	FY 2022-23 Adopted All Funds
<u>General Government</u>						
Office of the Mayor	3,261,000	600,000	0	0	3,861,000	3,832,000
Board of Commissioners	11,333,000	8,401,000	0	0	19,734,000	16,667,000
Total City Manager	4,962,000	46,000	0	0	5,008,000	6,240,000
Total Office of Agenda Coordination	409,000	0	0	0	409,000	386,000
Total Office of the Auditor General	1,872,000	0	0	0	1,872,000	1,776,000
Office of the City Attorney	12,530,000	0	0	0	12,530,000	12,279,000
Office of the City Clerk	2,301,000	1,794,000	0	0	4,095,000	4,046,000
Total Civil Service Board	647,000	0	0	0	647,000	622,000
Total Code Compliance	11,440,000	0	0	0	11,440,000	10,713,000
Office of Communications	1,630,000	0	0	0	1,630,000	1,571,000
Total Office of EODP	647,000	0	0	0	647,000	619,000
Total Finance	12,655,000	80,000,000	66,326,000	0	158,981,000	194,590,000
Total Office of Grants Administration	2,030,000	223,000	0	0	2,253,000	2,383,000
Total Human Resources	6,049,000	0	0	0	6,049,000	6,033,000
Total Innovation and Technology	15,352,000	270,000	0	16,161,000	31,783,000	30,764,000
Total Office of Management and Budget	3,984,000	52,000	0	0	4,036,000	3,226,000
Total Procurement	3,614,000	80,000	0	0	3,694,000	3,451,000
Total Office of Resilience and Sustainability	1,171,000	0	0	0	1,171,000	1,314,000
Human Services	7,274,000	2,812,000	0	0	10,086,000	9,506,000
Total General Government	103,161,000	94,278,000	66,326,000	16,161,000	279,926,000	310,018,000
<u>Planning and Development</u>						
Total Building Department	36,075,000	7,289,000	0	0	43,364,000	39,986,000
Office of Planning	7,216,000	24,295,000	0	0	31,511,000	29,534,000
Office of Zoning	6,030,000	0	0	0	6,030,000	5,849,000
Total Planning and Development	49,321,000	31,584,000	0	0	80,905,000	75,369,000
<u>Community and Economic Development</u>						
Total Housing and Community Development Department	2,281,000	75,885,000	0	0	78,166,000	102,741,000
Total Community and Economic Development	2,281,000	75,885,000	0	0	78,166,000	102,741,000
<u>Public Works</u>						
Total Office of Capital Improvements	1,959,000	0	0	0	1,959,000	3,925,000

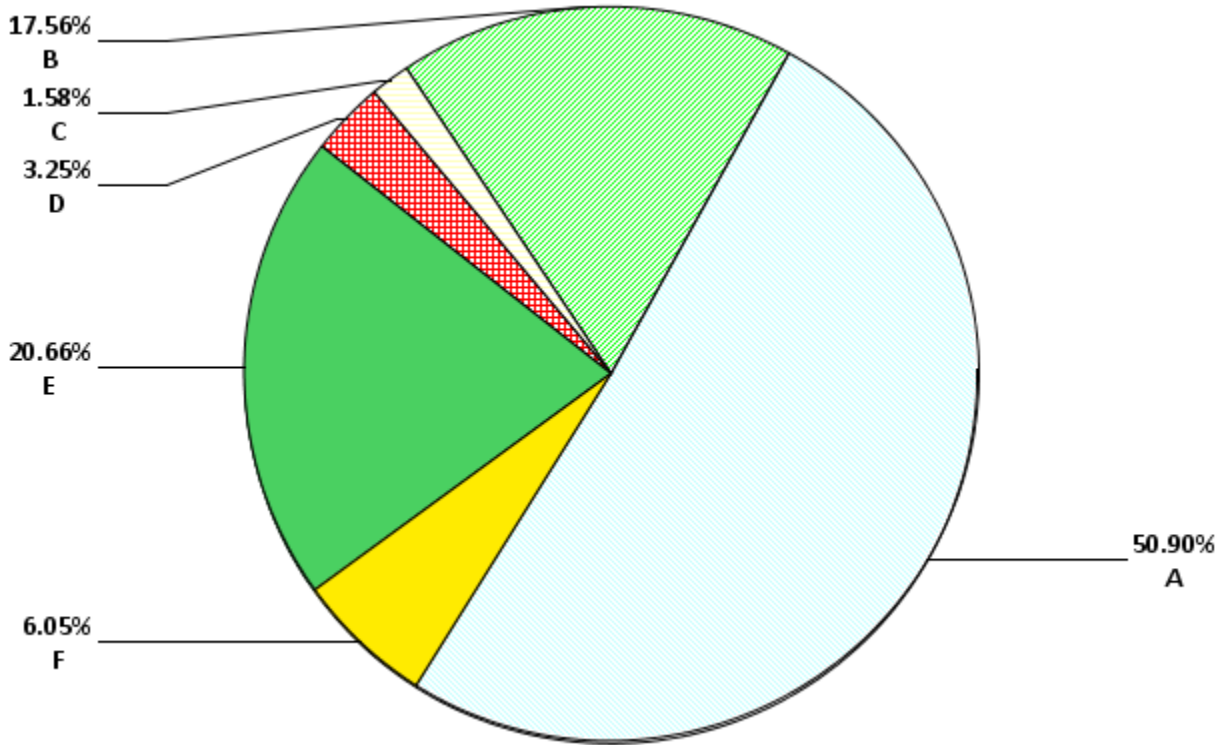
**Schedule: Expenditures (Outflows) by Functional Category
All Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed All Funds	FY 2022-23 Adopted All Funds
Total GSA Department	35,043,000	25,000	0	0	35,068,000	32,663,000
Total Resilience and Public Works Department	38,999,000	32,944,000	0	0	71,943,000	60,792,000
Total Solid Waste Department	45,906,000	116,000	0	0	46,022,000	44,536,000
Total Public Works	121,907,000	33,085,000	0	0	154,992,000	141,916,000
Public Safety						
Total Fire-Rescue	213,248,000	50,643,000	0	0	263,891,000	242,534,000
Total Police	345,923,000	15,119,000	0	0	361,042,000	339,408,000
Total Public Safety	559,171,000	65,762,000	0	0	624,933,000	581,942,000
Other Departments						
Total Real Estate and Asset Management	18,853,000	15,999,000	0	0	34,852,000	32,103,000
Total Parks and Recreation	59,278,000	801,000	0	0	60,079,000	62,527,000
Risk Management	4,468,000	500,000	0	96,755,000	101,723,000	94,217,000
Total Other	82,599,000	17,300,000	0	96,755,000	196,654,000	188,847,000
Pension						
Pensions	0	0	0	0	0	0
Non-Departmental						
Total Non Departmental	149,626,000	68,315,000	0	0	217,941,000	115,435,000
Total Non Departmental Units	149,626,000	68,315,000	0	0	217,941,000	115,435,000
Total All Organizations	1,068,066,000	386,351,000	66,326,000	112,916,000	1,633,659,000	1,516,404,000

Expenditures (Outflows) by Account Category All Funds

FY 2023-24

\$1,633,659,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: Personnel	769,365,000	50.74%	831,519,000	50.90%
B: Operating Expense	264,390,000	17.44%	286,852,000	17.56%
C: Capital Outlay	23,648,000	1.56%	25,885,000	1.58%
D: Debt Service	52,760,000	3.48%	53,015,000	3.25%
E: Non-Operating Expenses	318,609,000	21.01%	337,556,000	20.66%
F: Transfers - OUT	87,632,000	5.78%	98,832,000	6.05%
Total	1,516,404,000	100.00%	1,633,659,000	100.00%

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed All Funds	FY 2022-23 Adopted All Funds
Personnel						
Executive Salaries	435,000	0	0	0	435,000	410,000
Regular Salaries and Wages	384,416,000	11,565,000	0	0	395,981,000	381,604,000
Attrition Savings - Salaries	(4,568,000)	(254,000)	0	0	(4,822,000)	(4,524,000)
Other Salaries and Wages	1,356,000	247,000	0	0	1,603,000	1,406,000
Other Salaries and Wages -Part Time Year Year Round	8,339,000	80,000	0	0	8,419,000	8,163,000
Other Salaries and Wages - Part Time Seasonal	3,961,000	0	0	0	3,961,000	3,971,000
Overtime	16,543,000	2,263,000	0	0	18,806,000	10,955,000
OT-Reimbursable	852,000	0	0	0	852,000	852,000
OT Staffing	6,718,000	0	0	0	6,718,000	4,485,000
OT EMS Backfill for Training	826,000	0	0	0	826,000	489,000
OT Off Duty Events	3,623,000	0	0	0	3,623,000	3,623,000
OT Court	685,000	0	0	0	685,000	685,000
Special Pay	37,891,000	186,000	0	0	38,077,000	33,284,000
Fringe Benefits	1,425,000	27,000	0	0	1,452,000	1,349,000
Fringe Benefits - Tuition Reimbursement	576,000	0	0	0	576,000	376,000
Fica Taxes	17,331,000	733,000	0	0	18,064,000	17,206,000
Retirement Contributions	56,171,000	1,667,000	0	0	57,838,000	60,053,000
Police and Fire - FIPO	119,962,000	764,000	0	0	120,726,000	107,198,000
Secondary Pension Contributions	11,459,000	0	0	0	11,459,000	10,300,000
Life and Health Insurance	46,220,000	1,381,000	0	54,454,000	102,055,000	89,963,000
Health Trust - FOP	19,355,000	144,000	0	0	19,499,000	16,258,000
IAFF Health Insurance Trust Fund	24,577,000	109,000	0	0	24,686,000	21,259,000
Total Personnel:	758,153,000	18,912,000	0	54,454,000	831,519,000	769,365,000
Operating Expense						
Workers' Compensation	22,033,000	341,000	0	22,441,000	44,815,000	40,071,000
Unemployment Compensation	70,000	0	0	0	70,000	70,000
Professional Services	8,266,000	20,313,000	0	0	28,579,000	25,423,000
Professional Services-Legal Services	3,370,000	0	0	0	3,370,000	3,359,000
Professional Services-Medical	1,573,000	0	0	0	1,573,000	1,069,000
Accounting and Auditing	500,000	0	0	0	500,000	500,000
Court Services	111,000	0	0	0	111,000	97,000
Other Contractual Services	31,509,000	11,820,000	25,000	0	43,354,000	39,388,000
Travel and Per Diem	369,000	740,000	0	0	1,109,000	1,062,500
Training	772,000	115,000	0	0	887,000	855,000

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed All Funds	FY 2022-23 Adopted All Funds
Communications & Related Services	1,405,000	812,000	0	0	2,217,000	2,324,000
Postage	523,000	14,000	0	0	537,000	549,000
Utility Services	45,000	0	0	0	45,000	45,000
Utilities Water	2,433,000	0	0	0	2,433,000	2,264,000
Utilities Electricity	11,946,000	0	0	0	11,946,000	11,723,000
Rentals and Leases	3,754,000	100,000	0	0	3,854,000	2,859,000
Insurance - Police Torts	1,272,000	0	0	1,272,000	2,544,000	2,122,000
Insurance - Vehicle Liability	3,196,000	0	0	3,196,000	6,392,000	5,510,000
Insurance - Property & Casualty	13,846,000	0	0	13,846,000	27,692,000	26,302,000
Insurance - General Liability	1,546,000	0	0	1,546,000	3,092,000	1,310,000
Repair and Maintenance Services	12,720,000	840,000	0	0	13,560,000	12,344,000
IT-Repair and Maintenance Services	16,161,000	0	0	16,161,000	32,322,000	29,616,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	3,000
Printing and Binding	33,000	0	0	0	33,000	43,000
Printing and Binding-Outsourcing	38,000	0	0	0	38,000	28,000
Printing and Binding-Paper Stock	96,000	0	0	0	96,000	81,000
Printing and Binding-Supplies	6,000	0	0	0	6,000	6,000
Promotional Activities	211,000	2,916,000	0	0	3,127,000	2,401,000
Advertising and Related Costs	505,500	55,000	0	0	560,500	525,500
Other Current Charges and Obligations	24,594,500	170,000	0	0	24,764,500	23,067,500
Office Supplies	735,000	58,000	0	0	793,000	729,000
Operating Supplies	4,172,000	354,000	0	0	4,526,000	6,288,500
Motor Fuel	10,123,000	1,748,000	0	0	11,871,000	13,396,000
Saleable Fuel	125,000	0	0	0	125,000	125,000
Public Safety Supplies	2,411,000	0	0	0	2,411,000	2,340,000
Clothing/Uniform Supplies	2,545,000	13,000	0	0	2,558,000	2,044,000
Landscaping Related Supplies, Landscaping Related Supplies	277,000	0	0	0	277,000	277,000
Subscriptions, Memberships, Licenses, Permits & Others	3,692,000	259,000	0	0	3,951,000	3,573,000
Weapons And Ammunitions	710,000	0	0	0	710,000	600,000
Total Operating Expense:	187,697,000	40,668,000	25,000	58,462,000	286,852,000	264,390,000

Capital Outlay

Improvements Other Than Buildings	0	0	0	0	0	170,000
Machinery and Equipment	892,000	24,993,000	0	0	25,885,000	23,478,000

**Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds**

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2023-24 Proposed All Funds	FY 2022-23 Adopted All Funds
Total Capital Outlay:	892,000	24,993,000	0	0	25,885,000	23,648,000
Debt Service						
Principal	0	0	40,513,000	0	40,513,000	39,099,000
Interest	0	0	12,502,000	0	12,502,000	13,661,000
Total Debt Service:	0	0	53,015,000	0	53,015,000	52,760,000
Non-Operating Expense						
Aids to Government Agencies	2,739,000	812,000	0	0	3,551,000	3,263,000
Aids to Private Organizations	1,343,000	52,882,000	0	0	54,225,000	62,181,000
Other Grants and Aids	0	18,561,000	0	0	18,561,000	33,919,000
Advances - State Share	1,700,000	0	0	0	1,700,000	1,508,000
Budget Reserve	22,969,000	205,150,000	13,286,000	0	241,405,000	212,738,000
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Other Uses	13,114,000	0	0	0	13,114,000	0
Total Non-Operating Expense:	46,865,000	277,405,000	13,286,000	0	337,556,000	318,609,000
Transfers-OUT						
Interfund Transfers	69,905,000	24,355,000	0	0	94,260,000	85,220,000
Transfer Out-Cost Allocation	1,865,000	0	0	0	1,865,000	1,793,000
Intrafund Transfers	2,689,000	18,000	0	0	2,707,000	619,000
Total Transfers-OUT:	74,459,000	24,373,000	0	0	98,832,000	87,632,000
Total Expenditure (Outflows):	1,068,066,000	386,351,000	66,326,000	112,916,000	1,633,659,000	1,516,404,000



APPENDIX D: PRESENTATION OF SCHEDULES AND GRAPHS, GENERAL FUNDS

**SCHEDULE:
Summary Revenues and Expenditures by Functional Category,
General Fund**

**GRAPH:
Revenues (Inflows) by Functional Category**

**SCHEDULE:
Revenues (Inflows) by Functional Category
and Account Object**

**SCHEDULE:
Revenues (Inflows) by Department and Account Category**

**GRAPH:
Expenditures (Outflows) by Functional Category**

**Schedule:
Expenditures (Outflows) by Functional Category
and General Fund Department**

**GRAPH:
Expenditures (Outflows) by Account Category**

**Schedule:
Expenditures (Outflows) by Account Category
and Account Object**

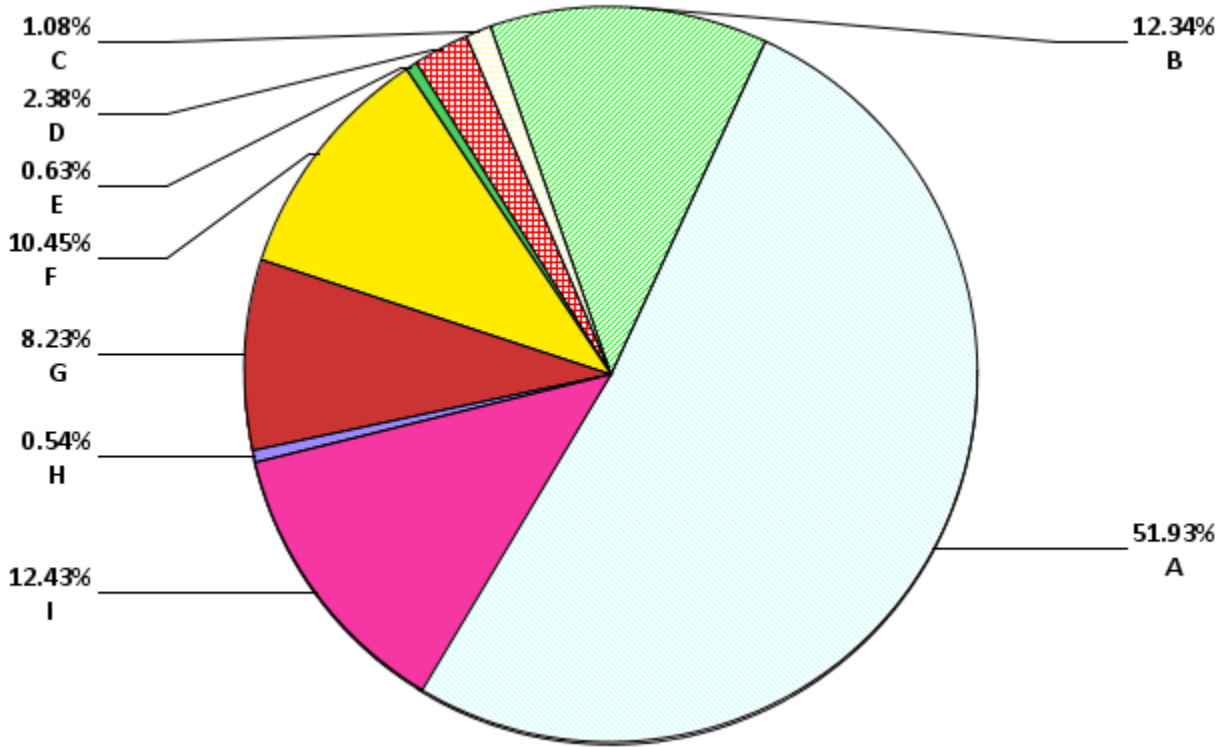
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**Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
Revenues					
Property Taxes	389,606,911	410,291,267	430,656,893	490,546,000	554,682,000
Franchise Fees and Other Taxes	113,729,425	116,185,679	127,043,593	124,167,000	131,767,000
Interest	10,684,318	808,854	(1,898,842)	2,537,000	11,508,000
Transfers-IN	5,291,193	5,605,700	8,806,644	14,898,000	25,390,000
Fines and Forfeitures	7,487,992	7,982,233	6,842,000	6,208,000	6,743,000
Intergovernmental Revenues	63,866,914	72,175,293	104,627,062	96,229,000	111,569,000
Licenses and Permits	71,893,882	72,250,311	94,096,536	78,451,000	87,898,000
Other Revenues (Inflows)	27,027,207	6,705,520	6,847,879	25,583,000	5,772,000
Charges for Services	103,856,881	114,560,697	144,468,923	126,662,000	132,737,000
Total Revenues	793,444,724	806,565,555	921,490,688	965,281,000	1,068,066,000
Expenditures					
General Government	84,186,902	81,405,389	83,941,726	100,539,000	103,161,000
Planning and Development	26,424,571	28,730,029	32,345,639	39,576,000	49,321,000
Public Works	95,924,871	99,363,603	105,054,317	111,846,000	121,907,000
Public Safety	422,796,354	432,334,040	472,629,910	516,653,000	559,171,000
Real Estate and Asset Management	13,241,006	13,833,092	15,509,504	17,480,000	18,853,000
Parks and Recreation	46,465,458	49,486,469	54,032,201	61,766,000	59,278,000
Risk Management	3,283,268	3,451,796	3,432,415	4,135,000	4,468,000
Non-Departmental	31,756,346	30,006,494	31,012,417	43,890,000	75,167,000
Housing and Community Development	2,025,485	1,094,859	1,722,543	1,833,000	2,281,000
Transfers - OUT	70,719,379	105,213,475	90,639,750	67,563,000	74,459,000
Total Expenditures	796,823,640	844,919,246	890,320,422	965,281,000	1,068,066,000

Revenues (Inflows) By Functional Category General Fund

FY 2023-24
\$1,068,066,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: Property Taxes	490,546,000	50.82%	554,682,000	51.93%
B: Franchise Fees and Other Taxes	124,167,000	12.86%	131,767,000	12.34%
C: Interest	2,537,000	0.26%	11,508,000	1.08%
D: Transfers-IN	14,898,000	1.54%	25,390,000	2.38%
E: Fines and Forfeitures	6,208,000	0.64%	6,743,000	0.63%
F: Intergovernmental Revenues	96,229,000	9.97%	111,569,000	10.45%
G: Licenses and Permits	78,451,000	8.13%	87,898,000	8.23%
H: Other Revenues (Inflows)	25,583,000	2.65%	5,772,000	0.54%
I: Charges for Services	126,662,000	13.12%	132,737,000	12.43%
Total	965,281,000	100.00%	1,068,066,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	349,095,894	375,145,626	395,803,537	452,494,000	514,749,000
Ad Valorem Taxes-Real-Delinquent	23,050,677	16,429,429	15,615,324	16,500,000	16,000,000
Ad Valorem Taxes-Penalty & Interest	319,663	51,181	58,845	51,000	150,000
Ad Valorem Taxes-Personal	16,581,462	17,676,668	18,525,519	20,513,000	23,033,000
Ad Valorem Taxes-Personal-Delinquent	559,215	988,363	653,668	988,000	750,000
Total Property Taxes:	389,606,911	410,291,267	430,656,893	490,546,000	554,682,000
<u>Franchise Fees and Other Taxes</u>					
S,U&F Taxes-Local Option Fuel Tax	6,776,591	7,040,971	7,557,516	7,723,000	7,877,000
Franc Fee-Electricity	27,749,848	28,843,974	34,700,681	30,833,000	36,103,000
Franc Fee-Gas	379,892	461,373	748,029	838,000	915,000
Utility Ser Fee-Electricity	37,343,138	38,520,862	41,086,747	40,521,000	42,746,000
Utility Ser Fee-Water	6,580,013	7,413,284	7,792,089	8,433,000	8,107,000
Utility Ser Fee-Gas	675,469	827,751	807,833	870,000	841,000
Utility Ser Fee-Fuel Oil	14,784	14,693	45,120	15,000	47,000
Public Service Taxes	20,032,982	19,069,638	20,310,383	20,534,000	21,131,000
Other Taxes-Storm Water	14,176,708	13,993,133	13,995,194	14,400,000	14,000,000
Total Franchise Fees and Other Taxes:	113,729,425	116,185,679	127,043,593	124,167,000	131,767,000
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	361,015	93,182	454,358	37,000	1,608,000
Misc-Int & Pen-Investment	8,870,415	2,451,265	4,269,312	2,500,000	9,900,000
Misc-Net Increase Decrease In Fair ValueOf	1,452,888	(1,735,594)	(6,622,512)	0	0
Total Interest:	10,684,318	808,854	(1,898,842)	2,537,000	11,508,000
<u>Transfers-IN</u>					
Other-Interfund Transfer	5,291,193	5,605,700	6,434,507	14,598,000	25,390,000
Transfer In-Prior Year adjustment	0	0	272,138	0	0
Other-Intrafund Transfer	0	0	2,100,000	300,000	0
Total Transfers-IN:	5,291,193	5,605,700	8,806,644	14,898,000	25,390,000
<u>Fines and Forfeitures</u>					
Fines-Judgments And Fines	6,810,682	6,759,876	5,629,855	5,122,000	5,565,000

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Fines-Violations Of Local Ordinances	(45,363)	(30,746)	(32,153)	22,000	0
Fines-Other Fines And/Or Forfeits	574,933	1,167,928	1,177,833	1,064,000	1,178,000
Misc-Red Light Camera Fines	147,740	85,175	66,465	0	0
Total Fines and Forfeitures:	7,487,992	7,982,233	6,842,000	6,208,000	6,743,000
<u>Intergovernmental Revenues</u>					
Federal Grants	(849)	2,353	48	0	0
State Shared Revenues	788,201	845,985	890,243	864,000	917,000
Municipal Rev Sharing	15,522,488	17,870,627	21,603,809	20,115,000	25,000,000
Half Cent Sales Tax	32,664,564	40,024,004	49,108,943	47,772,000	56,000,000
State Pension Payment	9,617,032	9,762,342	11,125,438	10,300,000	11,459,000
Shared Revenues From Other Local Units	537,271	447,724	662,688	576,000	593,000
Shared Revenues - MPA	2,473,331	3,000,000	16,000,000	14,000,000	15,000,000
Shared Revenues From Other Loc-Federal	2,264,719	221,935	5,235,856	2,600,000	2,600,000
Pmts Other Local U In Lieu Of Taxes	0	325	0	2,000	0
State Grants	158	0	38	0	0
Total Licenses and Permits:	63,866,914	72,175,293	104,627,062	96,229,000	111,569,000
<u>Licenses and Permits</u>					
Other Licenses, Fees - Code Foreclosure Registration	386,026	393,178	291,817	315,000	291,000
Business Tax Receipt	503	616	109	0	0
Business Tax Receipt-Business	6,993,086	7,245,096	7,134,490	7,538,000	7,349,000
Business Tax Receipt-Business-Penalty	435,192	676,754	497,581	690,000	400,000
Business Tax Receipt-Metro	585,405	674,277	584,131	702,000	675,000
Building Permits	26,744,089	26,731,539	41,217,476	30,000,000	35,000,000
Other Licenses, Fees and Permits	3,921,858	4,338,961	6,250,928	4,617,000	7,040,000
Other Licenses, Fees - CU(SW)	8,249,091	7,773,813	10,191,858	8,500,000	9,500,000
Other Licenses, Fees - SW					
Franchise and Comm Haulers	16,845,658	16,964,646	20,435,024	18,027,000	20,152,000
Other Licenses, Fees - Murals	3,244,601	3,087,157	2,816,551	3,200,000	2,800,000
Other Licenses, Fees - Fire Safety Permits	2,397,136	2,209,692	2,258,119	2,438,000	2,300,000
Other Licenses, Fees - CU	2,091,238	2,154,581	2,418,453	2,424,000	2,391,000
Total Licenses and Permits:	71,893,882	72,250,311	94,096,536	78,451,000	87,898,000
<u>Other Revenues (Inflows)</u>					

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
Misc-Disposition Of Fixed Assets	897,255	227,164	540,281	152,000	152,000
Misc.-Other Service Charges/Late Fees	257,266	286,867	294,917	283,000	283,000
Misc - Fuel	128,724	151,075	100,807	150,000	100,000
Misc - Vending	26,734	12,463	35,114	30,000	30,000
Misc-Settlements	1,047,380	2,399,248	760,871	510,000	667,000
Misc-Contra Revenue For Bad Debt Allowance	0	0	0	0	0
Other-Nonoperating Sources	24,051,700	2,202,743	3,815,431	3,443,000	3,643,000
Other- Carryover Budget	(82,333)	0	1,020	0	0
Other-Oth N-optg Sour/Carryover	131,483	479,993	2,719	19,293,000	0
Misc-Other Miscellaneous Revenues	602,939	967,972	1,300,074	1,722,000	897,000
Misc - POS Over/Under	(33,941)	(22,005)	(3,354)	0	0
Total Other Revenues (Inflows):	27,027,207	6,705,520	6,847,879	25,583,000	5,772,000
<u>Charges for Services</u>					
CFS-GG-Internal Service Fund Fees And Charges	1,287,817	2,117,834	2,289,340	2,195,000	2,336,000
CFS-GG-Other General Government Charges And Fees	809,184	1,028,946	1,092,172	1,017,000	35,000
CFS-PS-Police Services	3,741,402	3,322,187	3,151,196	3,400,000	2,800,000
CFS-PS-Fire Protection Services	524	17	601	0	0
CFS-PS-Emergency Service Fees	10,403,280	9,544,681	10,737,560	10,000,000	10,800,000
CFS-Public Emerg Med Transp (PEMT) Payment	3,399,810	2,312,025	1,835,753	1,663,000	1,778,000
CFS-PS-Protective Inspection Fees	465,459	439,189	512,586	415,000	540,000
CFS-Fire Investigation Fees	525	780	795	0	0
CFS-PS-Ambulance/False Alarm Fees	697,681	792,326	1,110,582	715,000	867,000
CFS-PS-Other Public Safety Charges And Fees	947,630	887,930	951,811	904,000	868,000
CFS-PE-Water Utility Revenue	7,078	9,468	6,318	7,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	24,684,193	24,379,483	24,276,604	24,619,000	24,510,000
CFS-PE-Cemetery Fees	564	1,024	3,029	1,000	1,000
CFS-PE-Other Physical Environment Revenue	87,500	0	117,897	101,000	68,000
CFS-Trans-Parking Facilities	2,357,527	1,841,289	2,508,826	2,200,000	2,900,000
CFS-Trans-Tolls	297,077	567,957	567,311	500,000	625,000
CFS-Trans-Other Transportation Revenue	653	2,745	5,908	4,000	0

**Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
CFS-Trans-Tools	148,654	26,050	0	0	0
CFS-C&R-Special Recreation Facilities	1,171,497	1,327,781	2,806,380	1,533,000	1,466,000
CFS-C&R-Other Culture/Recreation	3,137,936	3,832,010	4,471,680	4,098,000	905,000
CFS-C&R-Other Culture/Recreation (PF)	7,369,667	8,620,755	11,523,065	10,700,000	11,700,000
CFS-Rents And Royalties	11,069,797	16,559,799	21,015,857	17,526,000	20,691,000
CFS-Lease Interest Revenue	0	0	5,441,838	0	0
CFS-Other Charges for Services	7,090,390	8,997,408	12,557,314	10,250,000	12,631,000
CFS-DRI Administration	8,866	0	0	0	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	0	12,608	0	0	0
CFS-Parking Surcharges Lockbox	18,045,942	18,700,718	26,871,603	25,000,000	27,409,000
CFS - Pari-Mutuel Revenues stor	1,509,304	2,898,117	3,360,788	4,000,000	3,500,000
CFS-Building Inspections	5,116,923	6,337,572	7,252,109	5,814,000	6,300,000
Total Charges for Services:	103,856,881	114,560,697	144,468,923	126,662,000	132,737,000
Total Revenue (Inflows):	793,444,724	806,565,555	921,490,688	965,281,000	1,068,066,000

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
411100 - Ad Valorem Taxes-Real	Finance	349,095,894	375,145,626	395,803,537	452,494,000	514,749,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	23,050,677	16,429,429	15,615,324	16,500,000	16,000,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	319,663	51,181	58,845	51,000	150,000
411300 - Ad Valorem Taxes-Personal	Finance	16,581,462	17,676,668	18,525,519	20,513,000	23,033,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	559,215	988,363	653,668	988,000	750,000
Property Taxes	Total	389,606,911	410,291,267	430,656,893	490,546,000	554,682,000
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	6,776,591	7,040,971	7,557,516	7,723,000	7,877,000
413100 - Franc Fee-Electricity	Finance	27,749,848	28,843,974	34,700,681	30,833,000	36,103,000
413400 - Franc Fee-Gas	Finance	379,892	461,373	748,029	838,000	915,000
414100 - Utility Ser Fee-Electricity	Finance	37,343,138	38,520,862	41,086,747	40,521,000	42,746,000
414300 - Utility Ser Fee-Water	Finance	6,580,013	7,413,284	7,792,089	8,433,000	8,107,000
414400 - Utility Ser Fee-Gas	Finance	675,469	827,751	807,833	870,000	841,000
414700 - Utility Ser Fee-Fuel Oil	Finance	14,784	14,693	45,120	15,000	47,000
415000 - Public Service Taxes	Finance	20,032,982	19,069,638	20,310,383	20,534,000	21,131,000
419000 - Other Taxes-Storm Water	Civil Service Board	-	154	-	-	-
	Finance	(6)	(4,428)	(6)	-	-
	Total Resilience and Public Works Department	14,176,714	13,997,406	13,995,200	14,400,000	14,000,000
Franchise Fees and Other Taxes	Total	113,729,425	116,185,679	127,043,593	124,167,000	131,767,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	11,071	6,700	3,950	7,000	7,000
	Finance	335,976	85,354	449,723	29,000	1,600,000
	Total Resilience and Public Works Department	465	-	-	-	-
	Solid Waste	13,503	1,129	685	1,000	1,000
461110 - Misc-Int & Pen-Investment	Finance	8,870,415	2,451,265	4,269,312	2,500,000	9,900,000
461300 - Misc-Net Increase	Finance	1,452,888	(1,735,594)	(6,622,512)	0	0
Decrease In Fair Value Of						0
Interest	Total	10,684,318	808,854	(1,898,842)	2,537,000	11,508,000
481000 - Other-Interfund Transfer	Finance	5,291,193	5,605,700	6,270,507	14,598,000	25,390,000
	Non-Departmental	-	-	164,000	0	0
481101 - Transfer In-Prior Year adjustment	Code Compliance	-	-	2	-	-
	Finance	-	-	266	-	-
	Human Resources	-	-	14	-	-
	Innovation and Technology	-	-	16	-	-
	Neighborhood Enhancement Teams (NET)	-	-	50,350	-	-
	Human Services	-	-	63,675	-	-
	Planning	-	-	79	-	-
	General Services Administration	-	-	1,037	-	-
	Total Resilience and Public Works Department	-	-	472	-	-
	Solid Waste	-	-	389	-	-

Dept. Schedule

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
	Capital Improvements and Transportation	-	-	29	-	-
	Fire-Rescue	-	-	153,551	-	-
	Police	-	-	460	-	-
	Real Estate and Asset Management	-	-	176	-	-
	Parks and Recreation	-	-	1,622	-	-
481100 - Other-Intrafund Transfer	Non-Departmental	-	-	2,100,000	300,000	0
Transfers-IN	Total	5,291,193	5,605,700	8,806,644	14,898,000	25,390,000
451000 - Fines-Judgments And Fines	Police	6,740,903	6,695,909	5,568,900	5,067,000	5,500,000
	Real Estate and Asset Management	69,779	63,966	60,955	55,000	65,000
454000 - Fines-Violations Of Local Ordinances	Finance	(45,363)	(30,746)	(32,153)	22,000	0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	1,050	200	3,896	-	-
	Code Compliance	441,444	836,897	447,646	360,000	303,000
	Finance	(4,927)	(8,291)	(73,775)	-	-
	Neighborhood Enhancement Teams (NET)	1,950	2,150	2,800	-	-
	Building Department	18,710	38,498	23,732	35,000	25,000
	Planning	26,277	384	2,403	3,000	(3,000)
	Solid Waste	86,391	295,693	763,478	663,000	850,000
	Police	1,692	2,096	1,776	-	-
	Real Estate and Asset Management	2,347	302	5,875	3,000	3,000
462000 - Misc-Red Light Camera Fines	Finance	147,740	85,175	66,465	-	-
Fines and Forfeitures	Total	7,487,992	7,982,233	6,842,000	6,208,000	6,743,000
431000 - Federal Grants	Police	-	-	0	-	-
	Parks and Recreation	(849)	2,353	48	-	-
435000 - State Shared Revenues	Finance	779,047	822,593	890,243	864,000	917,000
	Police	9,154	23,393	-	-	-
435001 - Municipal Rev Sharing	Finance	15,522,488	17,870,627	21,603,809	20,115,000	25,000,000
435002 - Half Cent Sales Tax	Finance	32,664,564	40,024,004	49,108,943	47,772,000	56,000,000
436900 - State Pension Payment	Fire-Rescue	4,030,719	4,040,001	4,391,444	4,300,000	4,523,000
	Police	5,586,313	5,722,341	6,733,993	6,000,000	6,936,000
438000 - Shared Revenues From Other Local Units	Fire-Rescue	537,271	447,724	662,688	576,000	593,000
438010 - Shared Revenues - MPA	Finance	2,473,331	3,000,000	16,000,000	14,000,000	15,000,000
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	2,264,719	221,935	5,235,856	2,600,000	2,600,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	0	325	-	2,000	0
434000 - State Grants	Parks and Recreation	158	-	38	-	-
Intergovernmental Revenues	Total	63,866,914	72,175,293	104,627,062	96,229,000	111,569,000
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	386,026	393,178	291,817	315,000	291,000
421000 - Business Tax Receipt	Finance	503	616	109	-	-
421100 - Business Tax Receipt-Business	Finance	6,993,086	7,245,096	7,134,490	7,538,000	7,349,000
421200 - Business Tax Receipt-Business-Penalty	Commissioners	-	(12)	-	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
	Finance	435,192	676,766	497,581	690,000	400,000
421400 - Business Tax Receipt-Metro	Finance	585,405	674,277	584,131	702,000	675,000
422000 - Building Permits	Building Department	26,739,546	26,730,006	41,203,796	30,000,000	35,000,000
	Total Resilience and Public Works Department	4,543	1,534	13,680	-	-
429000 - Other Licenses, Fees and Permits	Code Compliance	4,463	2,888	2,888	3,000	5,000
	Finance	(502)	821	1,459	0	0
	Building Department	76,583	79,589	109,895	61,000	110,000
	Planning	555,099	680,911	755,637	700,000	900,000
	Zoning	1,743,215	1,788,177	2,846,170	2,000,000	2,700,000
	Total Resilience and Public Works Department	999,549	1,338,981	2,170,676	1,400,000	3,000,000
	Solid Waste	(11,027)	-	0	-	-
	Fire-Rescue	(2,011)	1,210	1,099	0	0
	Police	346,750	297,714	320,743	295,000	295,000
	Real Estate and Asset Management	208,083	148,672	42,362	158,000	30,000
	Parks and Recreation	1,657	-	-	-	-
429010 - Other Licenses, Fees - CU(SW)	Finance	-	201	(4)	-	-
	Management and Budget	(373)	-	-	-	-
	Solid Waste	8,249,471	7,773,612	10,191,861	8,500,000	9,500,000
	Fire-Rescue	(7)	-	-	-	-
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Finance	-	(116)	-	-	-
	Solid Waste	16,845,658	16,964,762	20,435,024	18,027,000	20,152,000
429030 - Other Licenses, Fees - Murals	Zoning	3,244,601	3,087,157	2,816,551	3,200,000	2,800,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	603	0	85	-	-
	Fire-Rescue	2,396,533	2,209,692	2,258,034	2,438,000	2,300,000
429040 - Other Licenses, Fees - CU	Finance	1,269,850	1,272,432	1,253,714	1,324,000	1,291,000
	Zoning	821,388	882,149	1,164,739	1,100,000	1,100,000
Licenses and Permits	Total	71,893,882	72,250,311	94,096,536	78,451,000	87,898,000

464000 - Misc-Disposition Of Fixed Assets	City Manager	135	76	61	-	-
	Office of Communications	-	-	282	-	-
	Management and Budget	-	9	-	-	-
	Procurement	-	-	1,053	-	-
	Building Department	-	-	96	-	-
	General Services Administration	885,795	220,575	369,825	152,000	152,000
	Total Resilience and Public Works Department	1,220	-	-	-	-
	Solid Waste	-	-	11	-	-
	Fire-Rescue	959	-	133,350	-	-
	Police	-	6,500	31,552	0	0
	Real Estate and Asset Management	8,850	-	-	-	-
	Parks and Recreation	-	4	4,050	-	-
	Risk Management	88	-	-	-	-
	CRA OMNI	208	-	-	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
469010 - Misc.-Other Service Charges/Late Fees	Finance	243,557	253,965	229,543	264,000	264,000
	Building Department	-	4	-	-	-
	Zoning	6,691	7,794	8,640	9,000	9,000
	Fire-Rescue	6,383	7,413	8,304	10,000	10,000
	Real Estate and Asset Management	634	17,692	48,430	-	-
469013 - Misc - Fuel	Finance	200	17,939	2,496	-	-
	Real Estate and Asset Management	128,524	133,136	98,311	150,000	100,000
469014 - Misc - Vending	Real Estate and Asset Management	26,734	12,463	35,114	30,000	30,000
469300 - Misc-Settlements	Finance	443,686	646,913	694,204	443,000	600,000
	Real Estate and Asset Management	603,694	137,557	-	-	-
	Non-Departmental	-	1,614,778	66,667	67,000	67,000
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	0	0	-	-	-
489000 - Other-Nonoperating Sources	City Attorney	-	126,243	129,285	128,000	128,000
	City Clerk	(6,984)	1,164	-	-	-
	Fire-Rescue	2,090,071	2,064,151	3,488,432	3,300,000	3,500,000
	Police	24,341	9,505	22,714	15,000	15,000
	Real Estate and Asset Management	-	-	175,000	-	-
	Parks and Recreation	-	1,680	-	-	-
	Non-Departmental	21,944,271	-	-	0	0
489910 - Other- Carryover Budget	Human Services	198,090	-	1,020	-	-
	Fire-Rescue	(597)	-	-	-	-
	Real Estate and Asset Management	(279,826)	-	-	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	-	-	-	-
	City Clerk	-	(1,164)	0	0	0
	Code Compliance	-	130	-	-	-
	Finance	(33)	18,530	(28)	0	0
	Grants Administration	34,773	-	1,409	-	-
	Human Resources	-	961	-	-	-
	Innovation and Technology	-	1,089	-	-	-
	Neighborhood Enhancement Teams (NET)	-	18,896	-	-	-
	Procurement	(1,529)	-	-	-	-
	Human Services	(20,387)	65,592	-	-	-
	Building Department	99	128,723	-	0	0
	Planning	-	4,249	-	-	-
	General Services Administration	15,390	60,259	5,340	-	-
	Total Resilience and Public Works Department	-	31,583	-	-	-
	Solid Waste	-	27,136	-	-	-
	Capital Improvements and Transportation	-	2,000	-	-	-
	Fire-Rescue	6,216	(13,085)	(4,002)	-	-
	Police	(30,890)	17,479	-	-	-
	Real Estate and Asset Management	-	12,202	-	-	-
	Parks and Recreation	80	105,414	-	-	-

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
	Non-Departmental	-	-	-	19,293,000	0
469000 - Misc-Other	Mayor	-	-	60	-	-
Miscellaneous Revenues	City Manager	50	-	50	-	-
	City Attorney	5,298	14,726	20,734	-	-
	Code Compliance	167	856	392	-	-
	Office of Communications	13,633	1,000	250	-	-
	Finance	523,426	652,104	593,887	612,000	612,000
	Human Resources	-	-	21	-	-
	Innovation and Technology	241,709	162,574	27,466	60,000	30,000
	Neighborhood Enhancement Teams (NET)	(934)	(690)	(660)	-	-
	Procurement	100	-	200	-	-
	Human Services	31,361	(1)	1,555	-	20,000
	Building Department	(1,178,404)	(1,274,694)	(1,812,200)	0	(1,500,000)
	Planning	53,967	194,564	35,449	32,000	81,000
	Zoning	0	5,623	7,533	7,000	7,000
	General Services Administration	-	-	75,000	-	-
	Total Resilience and Public Works Department	-	900	116	-	-
	Solid Waste	147	-	25,714	7,000	7,000
	Capital Improvements and Transportation	-	-	634	-	-
	Fire-Rescue	305,284	475,804	512,116	480,000	525,000
	Police	256,887	415,415	464,231	27,000	465,000
	Housing and Community Development Department	-	-	184	-	-
	Real Estate and Asset Management	147,156	177,468	910,182	162,000	200,000
	Parks and Recreation	202,151	122,975	344,367	300,000	300,000
	Risk Management	941	214	-	-	-
	Non-Departmental	-	19,134	92,793	35,000	150,000
469200 - Misc - POS Over/Under	Finance	(33,941)	(22,005)	(3,354)	-	-
Other Revenues (Inflows)	Total	27,027,207	6,705,520	6,847,879	25,583,000	5,772,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,193,100	1,879,501	2,018,200	1,955,000	2,059,000
	Total Resilience and Public Works Department	94,717	238,334	271,140	240,000	277,000
441900 - CFS-GG-Other General Government Charges And Fees	Independent Auditor General	-	67,427	-	-	-
	City Clerk	-	15,501	0	0	0
	Real Estate and Asset Management	92	1,220	(1,595)	2,000	0
	Parks and Recreation	809,093	944,798	1,093,767	1,015,000	35,000
442100 - CFS-PS-Police Services	Finance	27	-	(86)	-	-
	Police	3,741,386	3,322,187	3,151,282	3,400,000	2,800,000
	Risk Management	(10)	-	-	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	524	17	601	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	10,403,280	9,544,681	10,737,560	10,000,000	10,800,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	3,399,810	2,312,025	1,835,753	1,663,000	1,778,000

**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
442500 - CFS-PS-Protective Inspection Fees	Finance	789	90	915	-	-
	Fire-Rescue	464,670	439,100	511,671	415,000	540,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	525	780	795	-	-
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	697,681	792,326	1,110,582	715,000	867,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	250,568	412,073	307,543	352,000	316,000
	Fire-Rescue	165,409	-	-	-	-
	Police	531,653	475,857	644,268	552,000	552,000
443300 - CFS-PE-Water Utility Revenue	Solid Waste	-	1,906	-	-	-
	Real Estate and Asset Management	7,078	7,562	6,318	7,000	7,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	122	-	-	-	-
	Building Department	808	1,085	2,408	-	-
	Solid Waste	24,683,264	24,378,398	24,274,196	24,619,000	24,510,000
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	564	1,024	3,029	1,000	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Finance	0	-	-	-	-
	Solid Waste	87,500	-	117,897	101,000	68,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	2,357,527	1,841,289	2,508,826	2,200,000	2,900,000
444600 - CFS-Trans-Tolls	Parks and Recreation	297,077	567,957	567,311	500,000	625,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	-	1,765	5,908	-	-
	Real Estate and Asset Management	653	980	-	4,000	0
446000 - CFS-Trans-Tools	Real Estate and Asset Management	137,147	-	-	-	-
	Parks and Recreation	11,507	26,050	-	-	-
447500 - CFS-C&R-Special Recreation Facilities	Civil Service Board	106	-	-	-	-
	Real Estate and Asset Management	691,607	692,147	1,716,533	692,000	1,000,000
	Parks and Recreation	479,784	635,634	1,089,846	841,000	466,000
447900 - CFS-C&R-Other Culture/Recreation	Finance	-	1,340	-	0	0
	Real Estate and Asset Management	103,327	8,633	14,677	-	-
	Parks and Recreation	3,034,609	3,822,037	4,457,003	4,098,000	905,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	2,690	-	0	-	-
	Real Estate and Asset Management	7,366,486	8,618,201	11,522,239	10,700,000	11,700,000
	Parks and Recreation	491	2,553	827	-	-
448000 - CFS-Rents And Royalties	Real Estate and Asset Management	11,057,808	16,544,955	20,987,101	17,500,000	20,685,000
	Parks and Recreation	11,988	14,844	28,756	26,000	6,000
448001 - CFS-Lease Interest Revenue	Real Estate and Asset Management	-	-	5,441,838	-	-
449000 - CFS-Other Charges for Services	City Attorney	104,627	228,252	197,094	239,000	239,000
	City Clerk	1,661	55	175	0	0
	Civil Service Board	-	51	69	-	-
	Code Compliance	-	-	-	-	2,495,000
	Finance	11,041	10,803	9,904	11,000	11,000
	Innovation and Technology	1,313	1,878	3,558	6,000	4,000

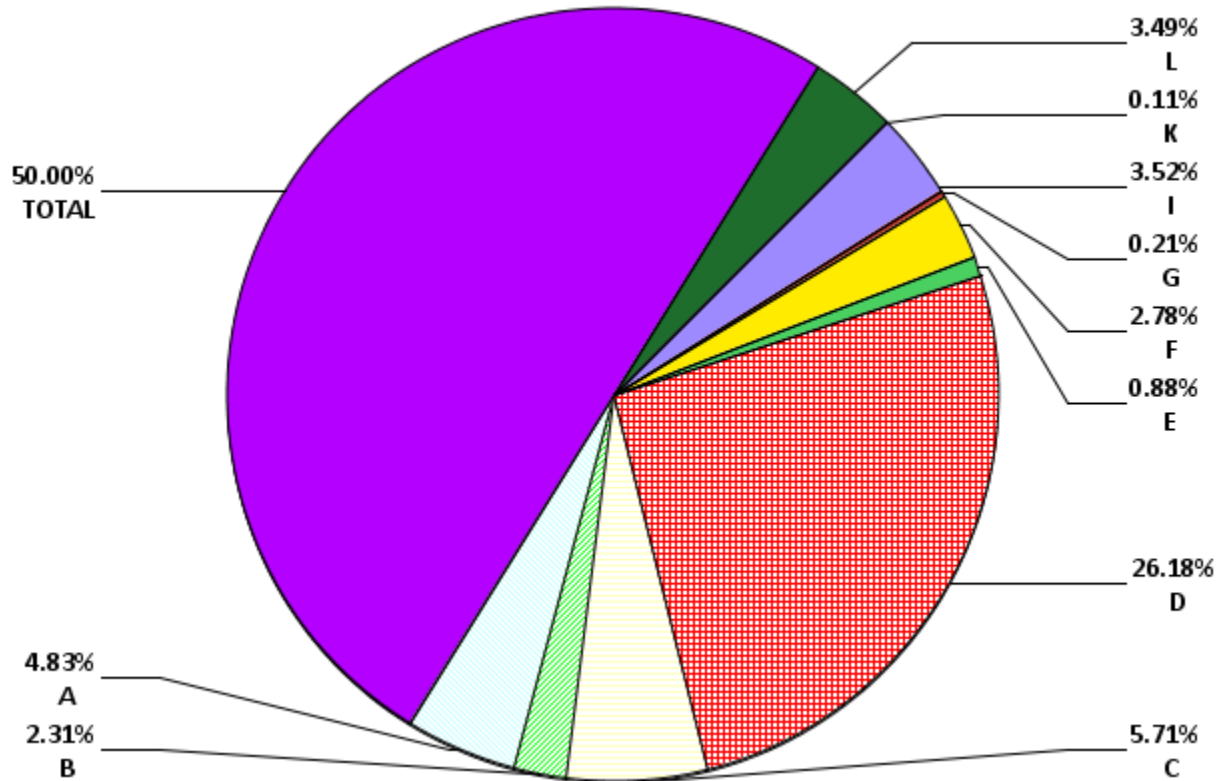
**Schedule: Revenues (Inflows) by Department and Account Category
General Fund**

		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
		Actual	Actual	Actual	Adopted	Proposed
	Procurement	70	15	-	-	-
	Human Services	66,977	19,228	42,432	37,000	37,000
	Building Department	903,245	964,665	972,786	1,000,000	1,000,000
	Planning	1,779,448	2,954,511	5,341,821	3,899,000	2,792,000
	Zoning	242,059	398,509	600,965	628,000	550,000
	Total Resilience and Public Works Department	1,920,685	2,641,366	2,983,812	2,300,000	3,264,000
	Solid Waste	2,975	751	2,025	1,000	1,000
	Fire-Rescue	739,961	784,599	1,089,279	950,000	1,020,000
	Police	1,218,315	817,550	786,350	1,002,000	1,002,000
	Real Estate and Asset Management	78,401	169,747	517,183	169,000	196,000
	Parks and Recreation	19,612	5,429	9,862	8,000	20,000
449001 CFS-DRI Administration	Human Services	8,866	-	-	-	-
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	Human Services	-	12,608	-	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	18,045,942	18,700,718	26,871,603	25,000,000	27,409,000
449015 - CFS - Pari-Mutuel Revenues	Finance	1,509,304	2,898,117	3,360,788	4,000,000	3,500,000
449020 - CFS-Building Inspections	Finance	904,169	646,853	885,125	714,000	850,000
	Building Department	4,212,754	5,691,309	6,366,983	5,100,000	5,450,000
	Fire-Rescue	-	(590)	-	-	-
Charges for Services	Total	103,856,881	114,560,697	144,468,923	126,662,000	132,737,000
Total Revenue	Total	793,444,724	806,565,555	921,490,688	965,281,000	1,068,066,000

Expenditures (Outflows) By Functional Category General Fund

FY 2023-24

\$1,068,066,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: General Government	100,539,000	10.42%	103,161,000	9.66%
B: Planning and Development	39,576,000	4.10%	49,321,000	4.62%
C: Public Works	111,846,000	11.59%	121,907,000	11.41%
D: Public Safety	516,653,000	53.52%	559,171,000	52.35%
E: Real Estate and Asset Management	17,480,000	1.81%	18,853,000	1.77%
F: Parks and Recreation	61,766,000	6.40%	59,278,000	5.55%
G: Risk Management	4,135,000	0.43%	4,468,000	0.42%
H: Non-Departmental	43,890,000	4.55%	75,167,000	7.04%
I: Housing and Community Development	1,833,000	0.19%	2,281,000	0.21%
J: Transfers - OUT	67,563,000	7.00%	74,459,000	6.97%
Total	965,281,000	100.00%	1,068,066,000	100.00%

**Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
<u>General Government</u>					
Mayor	1,365,410	2,034,766	2,576,969	3,132,000	3,261,000
Commissioners	3,596,023	5,471,042	6,841,318	10,616,000	11,333,000
City Manager	2,836,076	2,674,400	2,558,236	6,236,000	4,962,000
Office of Agenda Coordination	392,344	385,759	379,821	386,000	409,000
Independent Auditor General	1,323,274	1,367,675	1,525,359	1,776,000	1,872,000
City Attorney	9,909,611	10,473,045	11,252,737	12,279,000	12,530,000
City Clerk	1,963,543	2,065,916	1,977,453	2,152,000	2,301,000
Civil Service Board	546,129	552,715	579,342	622,000	647,000
Code Compliance	8,488,744	8,650,115	8,908,122	10,713,000	11,440,000
Office of Communications Equal Opportunity and Diversity Programs	536,251	551,550	572,754	619,000	647,000
Finance	10,531,161	10,927,641	11,138,571	12,358,000	12,655,000
Grants Administration	1,386,669	1,522,878	1,516,913	2,025,000	2,030,000
Human Resources	5,262,010	5,212,566	5,350,675	6,033,000	6,049,000
Innovation and Technology	13,989,511	15,256,970	14,427,465	15,710,000	15,352,000
Management and Budget Neighborhood Enhancement Teams (NET)	8,402,644	599,648	8,730	0	0
Procurement	2,841,279	2,930,171	3,061,576	3,451,000	3,614,000
Office of Resilience and Sustainability	646,773	16,405	35,658	1,062,000	1,171,000
Veteran Affairs and Homeless Services	(1,081)	0	0	0	0
Human Services	5,213,631	5,957,634	6,900,188	6,624,000	7,274,000
Total General Government	84,186,902	81,405,389	83,941,726	100,539,000	103,161,000
<u>Planning and Development</u>					
Building Department	16,270,224	19,175,795	23,062,245	27,266,000	36,075,000
Planning	5,956,425	5,204,782	4,755,964	6,461,000	7,216,000
Zoning	4,197,922	4,349,451	4,527,430	5,849,000	6,030,000
Planning and Development	26,424,571	28,730,029	32,345,639	39,576,000	49,321,000
<u>Community and Economic Development</u>					
Housing and Community Development Department	2,025,485	1,094,859	1,722,543	1,833,000	2,281,000
Housing and Community Development	2,025,485	1,094,859	1,722,543	1,833,000	2,281,000
<u>Public Works</u>					
Office of Capital Improvements	4,334,756	4,307,181	3,562,478	3,925,000	1,959,000

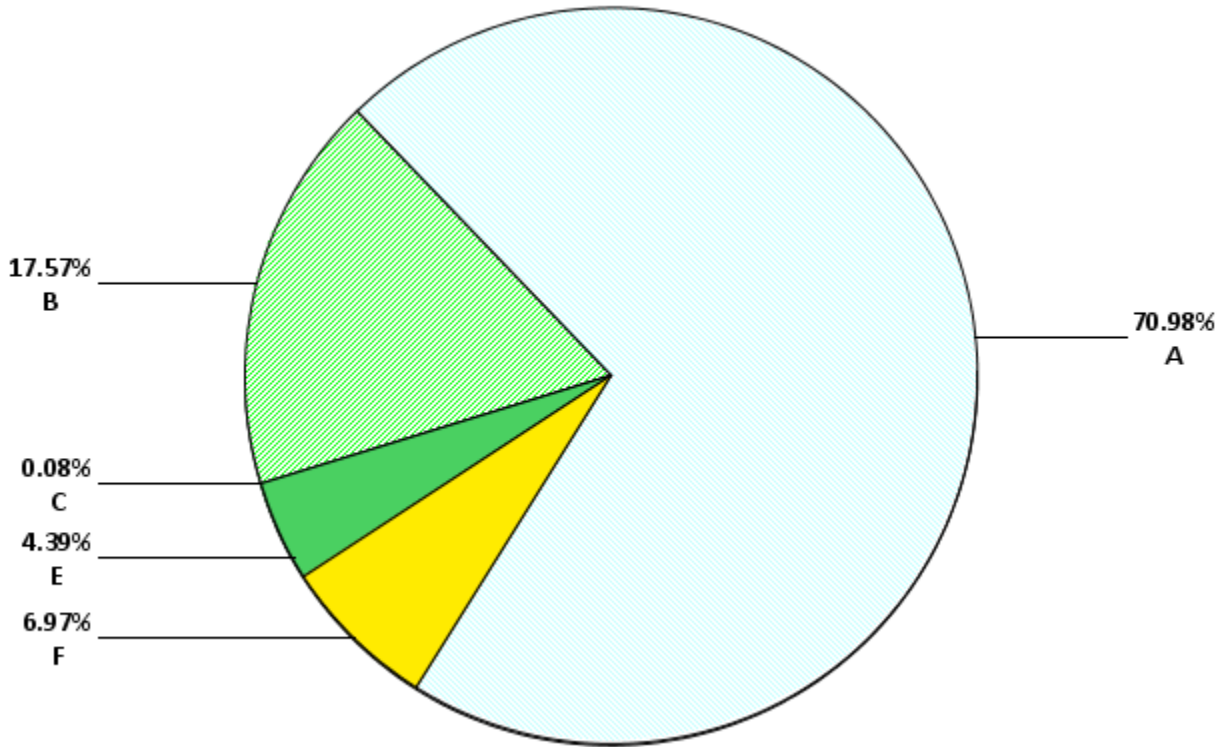
**Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Services Administration	26,441,015	27,506,060	31,449,127	32,638,000	35,043,000
Total Resilience and Public Works Department	28,834,154	29,795,572	28,101,640	30,910,000	38,999,000
Solid Waste	36,314,945	37,754,790	41,941,072	44,373,000	45,906,000
Public Works	95,924,871	99,363,603	105,054,317	111,846,000	121,907,000
<u>Public Safety</u>					
Fire-Rescue	161,120,893	166,707,809	180,411,956	194,681,000	213,248,000
Police	261,675,461	265,626,230	292,217,954	321,972,000	345,923,000
Public Safety	422,796,354	432,334,040	472,629,910	516,653,000	559,171,000
<u>Other Departments</u>					
Real Estate and Asset Management	13,241,006	13,833,092	15,509,504	17,480,000	18,853,000
Parks and Recreation	46,465,458	49,486,469	54,032,201	61,766,000	59,278,000
Risk Management	3,283,268	3,451,796	3,432,415	4,135,000	4,468,000
Total Other	62,989,732	66,771,357	72,974,120	83,381,000	82,599,000
<u>Pension</u>					
Pensions	0	0	0	0	0
<u>Non-Departmental</u>					
Non-Departmental	31,756,346	30,006,494	31,012,417	43,890,000	75,167,000
Non Departmental Units	31,756,346	30,006,494	31,012,417	43,890,000	75,167,000
<u>Transfers -OUT</u>	70,719,379	105,213,475	90,639,750	67,563,000	74,459,000
<u>Total Expenditures (Outflows)</u>	796,823,640	844,919,246	890,320,422	965,281,000	1,068,066,000

Expenditures (Outflows) by Account Category General Fund

FY 2023-24

\$1,068,066,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: Personnel	701,422,000	72.67%	758,153,000	70.98%
B: Operating Expense	173,599,000	17.98%	187,697,000	17.57%
C: Capital Outlay	335,000	0.03%	892,000	0.08%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	22,362,000	2.32%	46,865,000	4.39%
F: Transfers - OUT	67,563,000	7.00%	74,459,000	6.97%
Total	965,281,000	100.00%	1,068,066,000	100.00%

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
Personnel					
Executive Salaries	425,455	425,196	440,073	410,000	435,000
Regular Salaries and Wages	301,292,437	311,170,514	319,619,053	370,792,000	384,416,000
Attrition Savings - Salaries	0	0	0	(4,270,000)	(4,568,000)
Other Salaries and Wages	595,193	682,541	901,373	1,386,000	1,356,000
Other Salaries and Wages -Part Time Year Year Round	2,941,211	3,040,669	4,526,607	8,083,000	8,339,000
Other Salaries and Wages - Part Time Seasonal	2,215,439	2,045,392	3,990,456	3,971,000	3,961,000
Other Salaries and Wages-PT Temp	653,691	344,574	290,068	0	0
Overtime	15,440,143	9,790,167	16,024,490	10,051,000	16,543,000
OT-Reimbursable	0	1,357,222	2,722,510	852,000	852,000
OT Staffing	2,576,134	3,513,689	5,732,666	4,485,000	6,718,000
OT EMS Backfill for Training	473,932	380,667	816,890	489,000	826,000
OT Off Duty Events	1,722,695	1,971,242	3,148,156	3,623,000	3,623,000
OT Court	0	181,160	382,323	685,000	685,000
Special Pay	30,628,691	31,657,957	33,532,856	33,143,000	37,891,000
Fringe Benefits	1,443,082	1,382,132	1,491,240	1,323,000	1,425,000
Fringe Benefits - Tuition Reimbursement	574,206	470,715	416,289	376,000	576,000
Fica Taxes	13,714,544	13,888,216	15,513,929	16,489,000	17,331,000
Retirement Contributions	50,894,190	54,297,015	56,013,720	58,299,000	56,171,000
Police and Fire - FIPO	66,986,029	69,404,667	73,264,674	107,025,000	119,962,000
Secondary Pension Contributions	9,617,032	9,762,342	11,125,438	10,300,000	11,459,000
Life and Health Insurance	39,050,121	31,203,744	37,804,512	36,459,000	46,220,000
Health Trust - FOP	16,847,382	18,554,899	19,439,332	16,258,000	19,355,000
IAFF Health Insurance Trust Fund	18,770,915	20,116,007	21,683,518	21,193,000	24,577,000
Total Personnel:	576,862,522	585,640,725	628,880,172	701,422,000	758,153,000
Operating Expense					
Workers' Compensation	19,898,793	17,002,326	22,155,366	19,766,000	22,033,000
Reimbursemenr per FS 112-1816	25,000	8,066	77,551	0	0
Unemployment Compensation	64,299	104,587	41,843	70,000	70,000
Professional Services	5,827,001	5,975,665	7,192,222	8,145,000	8,266,000
Professional Services-Legal Services	6,859,574	4,834,382	3,497,291	3,359,000	3,370,000
Professional Services-Medical	1,027,558	952,431	952,920	1,069,000	1,573,000
Accounting and Auditing	544,263	407,583	510,346	500,000	500,000
Court Services	59,416	136,073	90,838	97,000	111,000

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
Other Contractual Services	21,359,114	25,164,708	28,705,081	27,453,000	31,509,000
Investigations	0	12	0	0	0
Travel and Per Diem	223,386	106,074	222,086	358,500	369,000
Training	355,335	323,677	734,184	693,000	772,000
Communications & Related Services	1,168,403	1,169,241	1,364,550	1,350,000	1,405,000
Postage	468,357	491,342	544,206	534,000	523,000
Utility Services	10,895,009	(526,078)	72,235	45,000	45,000
Utilities Water	48,464	2,337,731	2,439,617	2,264,000	2,433,000
Utilities Electricity	184,489	10,574,280	9,938,199	11,223,000	11,946,000
Rentals and Leases	2,363,435	2,661,689	3,128,601	2,747,000	3,754,000
Insurance	315	2,971	1,259	0	0
Insurance - Police Torts	791,000	753,000	791,000	1,061,000	1,272,000
Insurance - Vehicle Liability	1,007,000	2,793,000	2,528,000	2,755,000	3,196,000
Insurance - Property & Casualty	8,223,000	9,443,000	10,591,000	13,151,000	13,846,000
Insurance - General Liability	1,134,000	1,216,000	839,000	655,000	1,546,000
Repair and Maintenance Services	9,403,420	11,562,820	11,940,348	11,279,000	12,720,000
IT-Repair and Maintenance Services	9,032,647	11,016,703	12,094,709	14,808,000	16,161,000
Vending - Repair and Maintenance Services	0	0	0	3,000	3,000
Printing and Binding	4,658	23,084	59,389	43,000	33,000
Printing and Binding-Outsourcing	28,697	38,477	51,866	28,000	38,000
Printing and Binding-Paper Stock	63,069	51,899	77,477	81,000	96,000
Printing and Binding-Supplies	2,841	8,896	15,168	6,000	6,000
Promotional Activities	144,857	102,934	35,555	215,000	211,000
Advertising and Related Costs	431,949	477,535	307,888	469,500	505,500
Other Current Charges and Obligations	15,114,541	20,126,259	21,560,104	22,897,500	24,594,500
Office Supplies	416,748	534,798	620,923	658,000	735,000
Operating Supplies	4,658,280	6,695,045	5,511,815	5,887,500	4,172,000
Motor Fuel	4,839,218	6,146,455	9,348,726	11,120,000	10,123,000
Saleable Fuel	75,280	81,912	73,784	125,000	125,000
Public Safety Supplies	1,239,752	1,378,023	1,544,761	2,340,000	2,411,000
Weapons/Ammunition	929,709	577,340	645,042	0	0
Clothing/Uniform Supplies	1,201,112	1,337,134	1,849,213	2,031,000	2,545,000
Landscaping Related Supplies, LandscapingRelated Supplies	105,133	239,174	263,170	277,000	277,000
Road Materials and Supplies	3,151	721	9,314	0	0

**Schedule: Expenditures (Outflows) by Account Category and Object
General Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
Subscriptions, Memberships, Licenses, Permits & Others	3,183,297	2,507,751	3,446,184	3,435,000	3,692,000
Weapons And Ammunitions	11,288	0	36,988	600,000	710,000
Total Operating Expense:	133,416,859	148,838,716	165,909,819	173,599,000	187,697,000
Capital Outlay					
Land	(12,679)	12,679	0	0	0
Improvements Other Than Buildings	126,430	1,178	(194)	0	0
Machinery and Equipment	2,518,850	1,234,537	506,314	335,000	892,000
Construction In Progress	358,345	0	0	0	0
Total Capital Outlay:	2,990,945	1,248,394	506,120	335,000	892,000
Non-Operating Expense					
Aids to Government Agencies	1,451,364	1,247,000	1,773,000	2,689,000	2,739,000
Aids to Private Organizations	1,164,099	1,801,127	1,265,127	3,254,000	1,343,000
Advances - State Share	0	898,284	1,314,250	1,508,000	1,700,000
Other Nonoperating Uses	10,179,288	0	0	0	0
Budget Reserve	0	0	0	9,911,000	22,969,000
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	39,184	31,525	32,184	0	13,114,000
Total Non-Operating Expense:	12,833,936	3,977,935	4,384,561	22,362,000	46,865,000
Transfers-OUT					
Interfund Transfers	69,070,379	104,483,475	87,565,000	65,470,000	69,905,000
Transfer Out-Cost Allocation	1,649,000	730,000	889,000	1,793,000	1,865,000
Intrafund Transfers	0	0	2,100,000	300,000	2,689,000
Transfer Out-Prior Year adjustment	0	0	85,750	0	0
Total Transfers-OUT:	70,719,379	105,213,475	90,639,750	67,563,000	74,459,000
Total Expenditure (Outflows):	796,823,640	844,919,246	890,320,422	965,281,000	1,068,066,000



APPENDIX E:
PRESENTATION OF
SCHEDULES AND GRAPHS
SPECIAL REVNEUE FUNDS

SCHEDULE:
Revenues and Expenditures by Functional Category,
Special Revenue Funds

GRAPH:
Revenues (Inflows by Functional Category)

SCHEDULE:
Revenues (Inflows by Functional Category and Account Object)

GRAPH:
Expenditures (Outflows by Functional Category)

SCHEDULE:
Expenditures (Outflows) by Functional Category
and Special Revenue Fund

SCHEDULE:
Grants and Programs

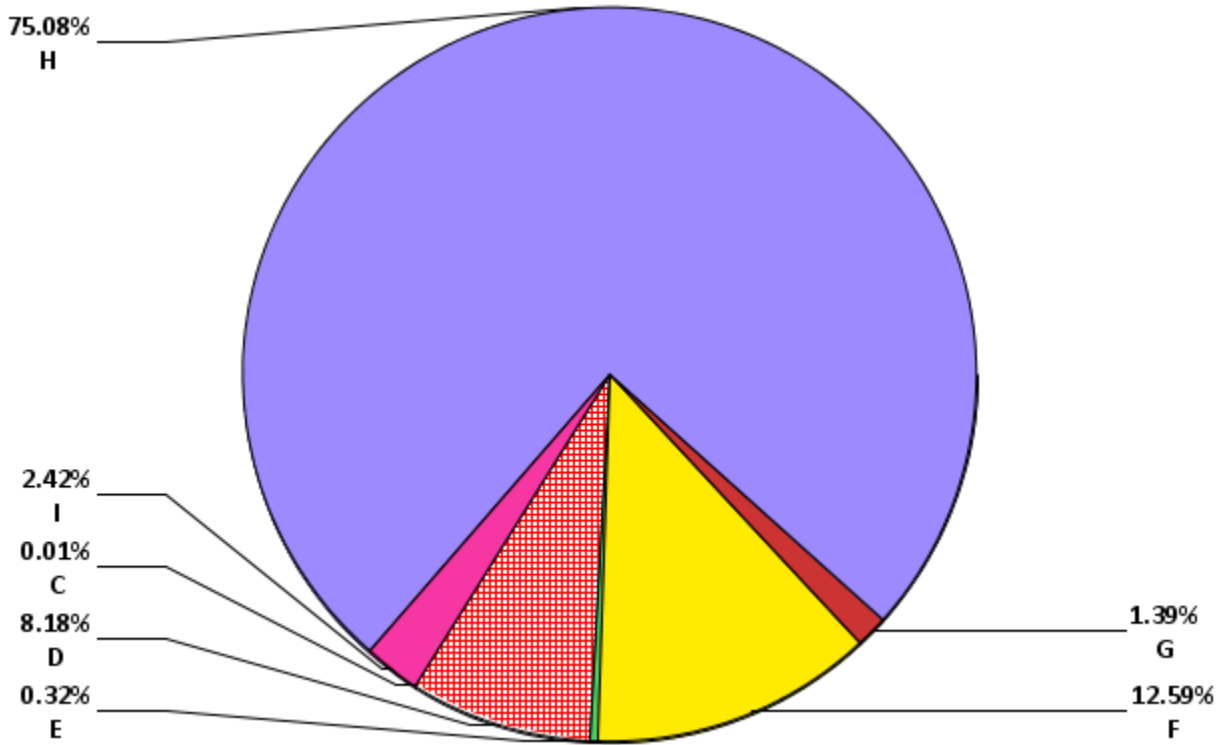
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**Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
<u>Revenues</u>					
Interest	167,079	70,197	29,068	13,000	40,000
Transfers-IN	15,914,000	8,166,508	13,583,363	22,744,000	31,607,000
Fines and Forfeitures	1,533,946	1,842,962	3,039,306	1,350,000	1,250,000
Intergovernmental Revenues	91,965,383	132,480,451	144,122,139	73,427,000	48,655,000
Licenses and Permits	7,405,705	6,202,960	6,953,614	5,370,000	5,370,000
Other Revenues (Inflows)	4,089,784	713,920	3,556,071	268,862,000	290,091,000
Charges for Services	3,800,204	7,597,728	15,601,449	8,956,000	9,338,000
Total Revenues	124,876,101	157,074,725	186,885,011	380,722,000	386,351,000
<u>Expenditures</u>					
General Government	6,310,478	11,586,559	11,742,683	121,377,000	94,278,000
Planning and Development	1,317,526	653,848	3,053,788	31,311,000	31,584,000
Public Works	16,013,630	17,499,690	23,613,353	24,585,000	27,224,000
Public Safety	38,312,791	40,783,402	29,431,277	65,289,000	65,762,000
Real Estate and Asset Management	9,274,436	9,876,390	3,231,243	12,623,000	15,340,000
Parks and Recreation	477,681	1,064,738	3,132,382	761,000	801,000
Risk Management	88,156	152,750	55,957	0	500,000
Non-Departmental	537,720	22,900	687,835	3,982,000	50,462,000
Downtown Dev Authority	79,368	25,753	0	136,000	142,000
Housing and Community Development	27,713,403	46,007,528	62,765,086	100,589,000	75,885,000
Transfers - OUT	13,608,000	12,901,167	13,794,166	20,069,000	24,373,000
Total Expenditures	113,733,375	140,574,726	151,507,771	380,722,000	386,351,000

Revenues (Inflows) By Functional Category Special Revenue Funds

FY 2023-24
\$386,351,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	13,000	0.00%	40,000	0.01%
D: Transfers-IN	22,744,000	5.97%	31,607,000	8.18%
E: Fines and Forfeitures	1,350,000	0.35%	1,250,000	0.32%
F: Intergovernmental Revenues	73,427,000	19.29%	48,655,000	12.59%
G: Licenses and Permits	5,370,000	1.41%	5,370,000	1.39%
H: Other Revenues (Inflows)	268,862,000	70.62%	290,091,000	75.08%
I: Charges for Services	8,956,000	2.35%	9,338,000	2.42%
Total	380,722,000	100.00%	386,351,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	83,192	64,521	42,721	0	0
Misc-Int & Pen-Investment	92,038	8,070	44,232	13,000	40,000
Misc-Net Increase Decrease In Fair ValueOf	(8,151)	(2,394)	(57,885)	0	0
Total Interest:	167,079	70,197	29,068	13,000	40,000
<u>Transfers-IN</u>					
Other-Interfund Transfer	13,794,000	6,436,508	12,128,000	20,632,000	29,724,000
Transfer In-Prior Year adjustment	0	0	234,363	0	0
Other-Transfer In-Cost Allocation	1,649,000	730,000	889,000	1,793,000	1,865,000
Other-Intrafund Transfer	471,000	1,000,000	332,000	319,000	18,000
Total Transfers-IN:	15,914,000	8,166,508	13,583,363	22,744,000	31,607,000
<u>Fines and Forfeitures</u>					
Fines-Other Fines And/Or Forfeits	1,533,946	1,842,962	3,039,306	1,350,000	1,250,000
Total Fines and Forfeitures:	1,533,946	1,842,962	3,039,306	1,350,000	1,250,000
<u>Intergovernmental Revenues</u>					
Federal Grants	63,545,341	104,240,611	119,758,871	62,686,000	37,472,000
State Grants	2,845,336	1,331,362	4,059,617	3,799,000	4,196,000
Grants From Other Local Units	23,215,303	24,441,024	17,324,297	3,963,000	3,908,000
Shared Revenues - E911 Wireles	1,742,880	1,526,531	1,906,679	1,895,000	1,979,000
Shared Revenues - E911 Phone C	465,024	527,264	543,427	492,000	586,000
Shared Revenues - E911 Land Li	151,499	413,660	529,249	592,000	514,000
Total Licenses and Permits:	91,965,383	132,480,451	144,122,139	73,427,000	48,655,000
<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	(877)	88	(6,685)	0	0
Other Licenses, Fees and Permits	6,059,775	5,190,027	6,370,066	5,070,000	5,070,000
Other Licenses, Fees - CU(SW)	1,129,634	760,218	234,624	0	0
Other Licenses, Fees - Murals	217,173	252,627	355,609	300,000	300,000
Total Licenses and Permits:	7,405,705	6,202,960	6,953,614	5,370,000	5,370,000

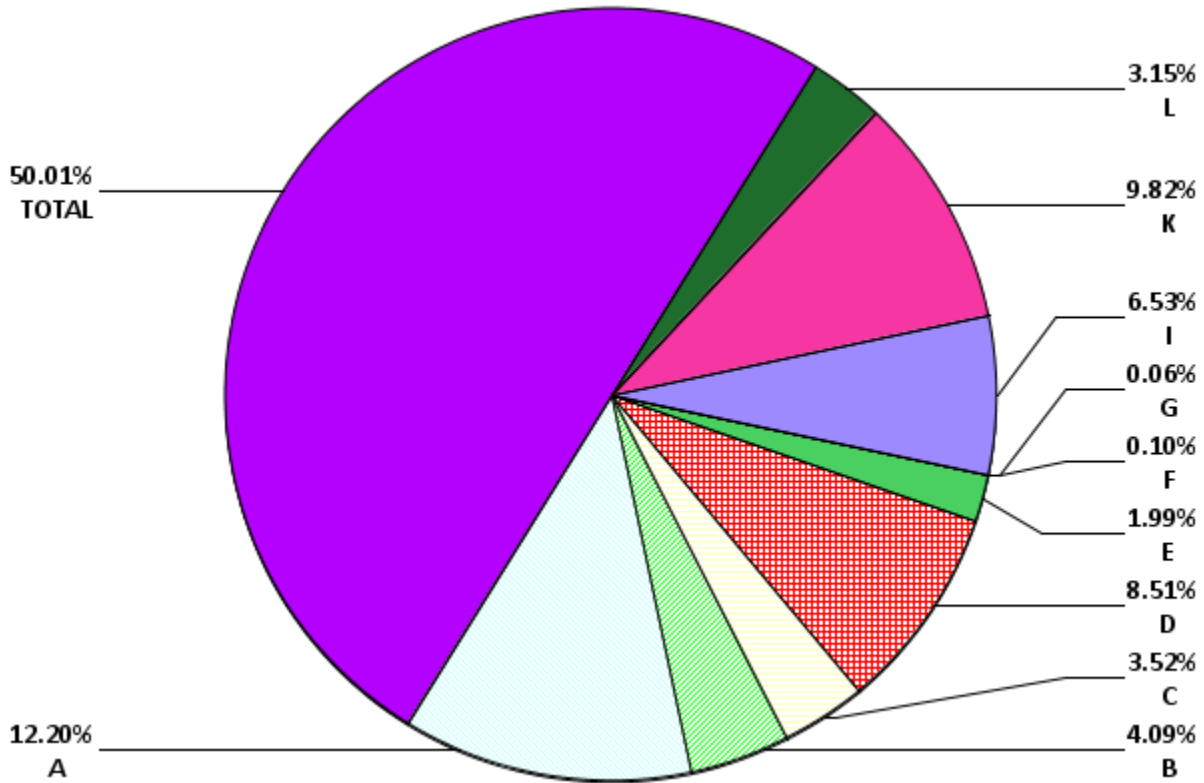
**Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
<u>Other Revenues (Inflows)</u>					
Misc-Contributions And Donations From Private Sources	3,959	80,298	24,000	5,271,000	10,000
Misc-Contra Revenue For Bad Debt Allowance	(694,693)	(1,856,076)	(3,712,294)	0	0
Other-Nonoperating Sources	(40,405)	33,000	0	0	0
Other- Carryover Budget	597	0	0	0	63,603,000
Other-Oth N-optg Sour/Carryover	110,321	(862,176)	(2,747)	261,204,000	224,282,000
Misc-Other Miscellaneous Revenues	4,710,005	3,318,873	7,247,112	2,387,000	2,196,000
Total Other Revenues (Inflows):	4,089,784	713,920	3,556,071	268,862,000	290,091,000
<u>Charges for Services</u>					
CFS-GG-Other General Government Charges And Fees	155,085	173,147	190,470	160,000	170,000
CFS-PS-Police Services	255,353	297,232	540,189	300,000	623,000
CFS-PS-Other Public Safety Charges And Fees	997,849	1,593,668	1,712,558	1,180,000	1,000,000
CFS-Trans-Parking Facilities	0	0	9,093,051	4,443,000	4,443,000
CFS-Mass Transit	(700)	0	0	0	0
CFS-C&R-Special Recreation Facilities	0	83	0	0	0
CFS-C&R-Other Culture/Recreation	(4,203)	0	0	0	0
CFS-C&R-Other Culture/Recreation (PF)	0	300,791	131,782	133,000	133,000
CFS-Rents And Royalties	0	1,570,343	660,223	582,000	660,000
CFS-Other Charges for Services	741,099	450,626	8,853	15,000	10,000
CFS-DRI Administration	190,638	515,366	490,317	365,000	407,000
CFS-DRI Master Planning	385,097	1,322,522	1,002,905	835,000	1,014,000
CFS-DRI Air Quality	7,738	9,791	2,474	7,000	9,000
CFS-DRI Transportation	232,127	907,325	308,392	485,000	439,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	39,504	56,538	365,146	60,000	60,000
CFS-Trans Dev Density Fee-Sr Rental Assist	39,504	56,538	365,146	0	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	39,504	56,538	365,146	0	0
CFS-Parking Surcharges Lockbox	721,609	287,220	364,797	391,000	370,000
Total Charges for Services:	3,800,204	7,597,728	15,601,449	8,956,000	9,338,000
Total Revenue (Inflows):	124,876,101	157,074,725	186,885,011	380,722,000	386,351,000

Expenditures (Outflows) By Functional Category Special Revenue Funds

FY 2023-24

\$386,351,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: General Government	121,377,000	31.88%	94,278,000	24.40%
B: Planning and Development	31,311,000	8.22%	31,584,000	8.17%
C: Public Works	24,585,000	6.46%	27,224,000	7.05%
D: Public Safety	65,289,000	17.15%	65,762,000	17.02%
E: Real Estate and Asset Management	12,623,000	3.32%	15,340,000	3.97%
F: Parks and Recreation	761,000	0.20%	801,000	0.21%
G: Risk Management	0	0.00%	500,000	0.13%
H: Non-Departmental	3,982,000	1.05%	50,462,000	13.06%
I: Housing and Community Development	100,589,000	26.42%	75,885,000	19.64%
J: Transfers - OUT	20,069,000	5.27%	24,373,000	6.31%
Total	380,722,000	100.00%	386,351,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
American Rescue Plan Act SRF	0	0	19,196,713	116,721,000	80,000,000
Bayfront/Riverfront Land					
Acquisition Rouse Trust	0	0	0	1,961,000	2,079,000
City Clerk Services	140,559	146,870	183,626	1,894,000	1,794,000
Community Development	27,654,612	31,330,543	36,485,094	90,058,000	75,885,000
Departmental Improvement Initiative	4,649,628	4,416,320	10,908,219	16,092,000	18,287,000
Economic Development (SR)	79,368	25,753	0	136,000	142,000
Emergency Funds	29,783,659	55,093,571	29,614,442	10,950,000	17,953,000
Fire Rescue Services	2,925,445	1,732,301	4,008,793	7,609,000	11,627,000
General Special Revenue	685,430	771,839	2,380,393	4,330,000	3,528,000
Grants-Other Programs	397,169	294,998	383,319	358,000	223,000
Grants-Work Force Program	0	1,000,000	332,000	0	0
Hist Preservation Trust Fund	0	0	0	278,000	527,000
Homeless Program	1,903,555	1,339,903	1,356,395	2,407,000	2,407,000
Human Services Fund	68,557	154,702	269,124	475,000	405,000
Law Enforcement Trust Fund	166,503	119,656	99,577	1,377,000	1,676,000
Miami Ballpark Parking Facilities	7,049,188	1,833,008	2,861,051	12,649,000	13,902,000
Miami For Everyone Program	0	0	0	0	45,750,000
Net Offices & Code Enforcement (SR)	232,000	0	0	0	0
Parks & Recreation Services	271,720	192,052	327,171	761,000	801,000
Planning and Zoning Tree Trust Fund	151,627	510,833	863,312	6,070,000	1,283,000
Planning Services	228,042	168,442	239,292	7,904,000	9,850,000
Planning Services-DRI DT	686,898	5,407,455	125,623	6,540,000	4,874,000
Planning Services-DRI SEOPW	37,361	87,042	168,035	5,864,000	6,636,000
Police Services	5,212,296	5,272,378	3,904,556	11,161,000	8,571,000
Public Art Fund	166,952	40,039	129,939	2,487,000	2,408,000
Public Works Services	6,615,979	5,508,570	5,265,087	7,922,000	8,111,000
Solid Waste Recycling Trust	25,496	29,400	16,074	163,000	116,000
Sports Facilities and Activities	471,000	0	0	13,000	18,000
Total E911	4,293,438	4,500,415	4,572,849	4,898,000	4,872,000
Transportation and Transit	15,068,548	15,649,962	19,774,484	19,500,000	23,710,000
UASI-Fire Rescue	4,768,345	4,948,674	8,042,604	40,144,000	38,916,000
Special Revenue Funds	113,733,375	140,574,726	151,507,771	380,722,000	386,351,000

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
American Rescue Plan Act. - Fund 97100							
Multiple projects	2773	162000	American Rescue Plan Act.	\$108,938,000	\$80,000,000	Fund Balance Allocation	General Government
Multiple projects	2773	162000	American Rescue Plan Act.	\$7,783,000	\$0	Fund Balance Allocation	Transfer-Out to General Fund
Total - American Rescue Plan Act.				\$116,721,000	\$80,000,000		
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100							
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	\$101,000	\$118,000	Contribution from General Fund	Public Facilities
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	\$1,860,000	\$1,961,000	Fund Balance Allocation	Public Facilities
Total - Bayfront/Riverfront Land Acquisition Rouse Trust				\$1,961,000	\$2,079,000		
City Clerk Services - Fund 13500							
12-110097	2563	121000	Lobbyists' Registration Fee	\$1,202,000	\$1,066,000	Fund Balance Allocation	General Government
12-110097	2563	121000	Lobbyists' Registration Fee	\$160,000	\$170,000	Program Revenue	General Government
12-110094	2566	121000	U.S. Passport Acceptance Fee	\$469,000	\$500,000	Fund Balance Allocation	General Government
12-110094	2566	121000	U.S. Passport Acceptance Fee	\$15,000	\$10,000	Program Revenue	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	\$30,000	\$30,000	Contribution from Southeast Overtown/Park West CRA	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	\$18,000	\$18,000	Contribution from Omni CRA	General Government
Total - City Clerk Services				\$1,894,000	\$1,794,000		
Community Development - Funds 14001 to 14018							
N/A	N/A	910101	Community Development - Fund Prior to FY 2005-06 (Discontinue)	\$319,000	\$0	Fund Balance Allocation	Transfer-Out To Special Revenue
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	\$319,000	\$0	Contribution from Special Revenue (Fund Balance from Fund 14000)	Community Development

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	\$5,451,000	\$5,348,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	\$100,000	\$100,000	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	\$17,655,000	\$13,986,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	\$3,939,000	\$3,761,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	\$400,000	\$400,000	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	\$9,432,000	\$9,317,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	State Housing Initiative Partnership (SHIP)	\$2,748,000	\$3,367,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	State Housing Initiative Partnership (SHIP)	\$3,044,000	\$5,536,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	\$479,000	\$479,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	\$3,300,000	\$442,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	\$12,708,000	\$14,077,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	\$6,200,000	\$2,000,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Voucher	\$2,386,000	\$2,230,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Affordable Housing Trust Fund (AHTF)	\$3,845,000	\$3,285,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	\$7,441,000	\$5,789,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	\$5,251,000	\$0	Donation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	\$100,000	\$878,000	Contribution from General Fund	Community Development
Multiple projects	Multiple Awards	910101	Housing Loan Recovery	\$10,000	\$10,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Mod Rehab 1	\$2,144,000	\$2,072,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Neighborhood Stabilization Program (NSP)	\$2,180,000	\$2,180,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Mainstream Voucher Program	\$607,000	\$628,000	Intergovernmental Revenue	Community Development
Total - Community Development				\$90,058,000	\$75,885,000		

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
Department Improvement Initiative - Funds 15500 to 15503							
101-MDisc.	2548	101000	Mayor -Elected Official Discretionary Account-101000, Award 2548	\$200,000	\$100,000	Fund Balance Allocation	General Government
101-MAPI	2542	101000	Mayor Anti- Poverty Initiative Program, Award 2542	\$450,000	\$450,000	Contribution from General Fund - Poverty Initiative	General Government
101-MEvents	2545	101000	Mayor Festivals and Events -101000, Award 2545	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
114-D1Disc.	2555	114000	District 1 - Elected Official Discretionary Account-114000, Award 2555	\$500,000	\$1,000,000	Fund Balance Allocation	General Government
114-D1Events	2547	114000	District 1 Festivals and Events-114000, Award 2547	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
114-D1API	2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2543	\$539,000	\$539,000	Contribution from General Fund - Poverty Initiative	General Government
114-D1API	2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2543	\$1,500,000	\$2,000,000	Fund Balance Allocation	General Government
113-D2Disc.	2556	113000	District 2 - Elected Official Discretionary Account-113000, Award 2556	\$150,000	\$500,000	Fund Balance Allocation	General Government
113-D2Events	2549	113000	District 2 Festivals and Events-113000, Award 2549	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2544	\$161,000	\$161,000	Contribution from General Fund - Poverty Initiative	General Government
113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2544	\$500,000	\$0	Fund Balance Allocation	General Government
111-D3Disc.	2557	111000	District 3 - Elected Official Discretionary Account-110000, Award 2557 - Rollover	\$500,000	\$500,000	Fund Balance Allocation	General Government
111-D3Events	2550	111000	District 3 Festivals and Events-110000, Award 2550	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
111-D3API	2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2546	\$499,000	\$499,000	Contribution from General Fund - Poverty Initiative	General Government
111-D3API	2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2546	\$0	\$1,000,000	Fund Balance Allocation	General Government
112-D4Disc.	2558	112000	District 4 - Elected Official Discretionary Account-112000, Award 2558	\$200,000	\$250,000	Fund Balance Allocation	General Government
112-D4Events	2551	112000	District 4 Festivals and Events-112000, Award 2551	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government
112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2553	\$472,000	\$472,000	Contribution from General Fund - Poverty Initiative	General Government
112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2553	\$150,000	\$150,000	Fund Balance Allocation	General Government
115-D5Disc.	2559	115000	District 5 - Elected Official Discretionary Account-115000, Award 2559 - Rollover	\$50,000	\$300,000	Fund Balance Allocation	General Government
115-D5Events	2552	115000	District 5 Festivals and Events-115000, Award 2552	\$50,000	\$50,000	Contribution from General Fund - Festivals and Events	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	\$580,000	\$580,000	Contribution from General Fund - Poverty Initiative	General Government
115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	\$0	\$200,000	Fund Balance Allocation	General Government
15-921092B	2032	153000	Community Relations Board	\$4,000	\$4,000	Fund Balance Allocation	General Government
15-150009-01	2914	150009	Eco Accessibility Initiative	\$0	\$42,000	Fund Balance Allocation	General Government
25-119005	2100	231000	Professional Analysis Service	\$52,000	\$52,000	Fund Balance Allocation	General Government
25-119004	2146	251000	IT Strategic	\$17,000	\$17,000	Fund Balance Allocation	General Government
25-119004	2709	251000	Knight Foundation Digital Community Engagement	\$50,000	\$0	Fund Balance Allocation	General Government
25-116007	2649	251000	IT Surplus Rollover	\$134,000	\$253,000	Fund Balance Allocation	General Government
28-0000001	2568	282000	Unsafe Structure Program	\$5,650,000	\$5,406,000	Fund Balance Allocation	Planning and Development
28-0000001	2568	282000	Unsafe Structure Program	\$1,000,000	\$600,000	Program Revenue	Planning and Development
44-441000	2633	441000	Resilient Multi-Family Housing Initiative	\$62,000	\$0	Fund Balance Allocation	General Government
44-441001	2645	441000	Storm Drain Painting Project	\$5,000	\$0	Fund Balance Allocation	General Government
44-441002	2727	441000	Resilient Waterfront Enhancement	\$185,000	\$0	Fund Balance Allocation	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	\$75,000	\$75,000	Fund Balance Allocation	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	\$0	\$100,000	Contribution from General Fund - Festivals and Events	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	\$75,000	\$75,000	Fund Balance Allocation	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	\$0	\$50,000	Contribution from General Fund - Festivals and Events	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	\$100,000	\$250,000	Fund Balance Allocation	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	\$150,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	\$350,000	\$500,000	Fund Balance Allocation	General Government
98-0008	2430	980000	Citywide Parades - Calle Ocho	\$50,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0008	2430	980000	Citywide Parades - Calle Ocho	\$0	\$50,000	Fund Balance Allocation	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
98-0011	2430	980000	Veteran's Day	\$0	\$18,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0011	2430	980000	Veteran's Day	\$30,000	\$12,000	Fund Balance Allocation	General Government
98-0012	2430	980000	July 4th City Hall	\$40,000	\$40,000	Fund Balance Allocation	General Government
98-0014	2430	980000	Little Havana Celebrations	\$100,000	\$100,000	Fund Balance Allocation	General Government
98-0015	2430	980000	July 4th Hadley Park	\$10,000	\$20,000	Fund Balance Allocation	General Government
98-0015	2430	980000	July 4th Hadley Park	\$10,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0016	2430	980000	Latin Jazz in the Park	\$40,000	\$40,000	Fund Balance Allocation	General Government
98-0017	2430	980000	Gay8 Festival	\$25,000	\$25,000	Fund Balance Allocation	General Government
98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	\$0	\$95,000	Contribution from General Fund - Festivals and Events	General Government
98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	\$55,000	\$55,000	Fund Balance Allocation	General Government
98-0019	2430	980000	Holidays lighting and decorating initiative (D4)	\$75,000	\$75,000	Fund Balance Allocation	General Government
98-0020	2430	980000	Holidays lighting and decorating initiative (D5)	\$72,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0020	2430	980000	Holidays lighting and decorating initiative (D5)	\$0	\$72,000	Fund Balance Allocation	General Government
98-0021	2430	980000	Tower Theater - Tourism Welcome Center	\$275,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0022	2430	980000	Live Theater Plays	\$150,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0023	2430	980000	World Baseball Classics (WBC)	\$500,000	\$0	Contribution from General Fund - Festivals and Events	General Government
98-0024	2430	980000	Winter Wonderland	\$0	\$30,000	Fund Balance Allocation	General Government
98-0025	2430	980000	Haitian Heritage Month	\$0	\$200,000	Fund Balance Allocation	General Government
TBD	2430	980000	Miami Carnival in Little Haiti	\$0	\$500,000	Contribution from General Fund - Festivals and Events	General Government
TBD	2430	980000	Jazz Festival	\$0	\$250,000	Contribution from General Fund - Festivals and Events	General Government
TBD	2430	980000	Karaoke in the Park (Miami Gardens)	\$0	\$30,000	Contribution from General Fund - Festivals and Events	General Government
TBD	2430	980000	Miami River Holiday Boat Parade	\$0	\$250,000	Contribution from General Fund - Festivals and Events	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
Grants-Other Programs - Fund 15502							
10-100005	2367	371005	Families 1st Parent Academy	\$173,000	\$173,000	Intergovernmental Revenue	General Government
TBD	TBD	371007	Summer Youth Program	\$185,000	\$50,000	Intergovernmental Revenue	General Government
Miami For Everyone Program - Fund 15503							
Multiple projects	TBD	980000	Miami For Everyone Program	\$0	\$45,750,000	Intergovernmental Revenue	General Government
Total - Department Improvement Initiative				\$16,450,000	\$64,260,000		
Emergency Services - Fund 80000-80003							
TBD	TBD	181000	Deployment	\$100,000	\$100,000	Fund Balance Allocation	Public Safety
Multiple projects	2769	910101	US Treasury ERA-2 FY21-25	\$10,850,000	\$0	Fund Balance Allocation	Community Development
N/A	N/A	980000	Emergency-Coronavirus-Non Hurricane	\$0	\$17,853,000	Fund Balance Allocation	Transfer-Out to General Fund
Total - Emergency Services				\$10,950,000	\$17,953,000		
Fire-Rescue Services - Fund 11000							
18-180012	2077	181000	Fire-Rescue Explorers Program	\$22,000	\$22,000	Fund Balance Allocation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	\$20,000	\$10,000	Donation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	\$40,000	\$34,000	Fund Balance Allocation	Public Safety
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	\$43,000	\$43,000	Fund Balance Allocation	Public Safety
18-109001	1017	184010	Fire Assessment Fee	\$31,000	\$31,000	Fund Balance Allocation	Public Safety
18-104014	1766	184010	EMS County Grant #C0013	\$66,000	\$33,000	Intergovernmental Revenue	Public Safety
18-180142	TBD	184010	EMS County Grant #M0037	\$88,000	\$0	Contribution from General Fund	Public Safety
18-180142	2851	184010	EMS County Grant #M0037	\$264,000	\$0	Intergovernmental Revenue	Public Safety
18-104014	1766	184010	EMS County Grant #C0013	\$0	\$34,000	Fund Balance Allocation	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
18-180129	2845	184010	Ultra Equipment Settlement	\$154,000	\$154,000	Fund Balance Allocation	Public Safety
18-180143	2880	184010	FY2021 Assistance to Firefighters Grant Program	\$0	\$1,173,000	Intergovernmental Revenue	Public Safety
18-180143	2879	184010	FY2021 Assistance to Firefighters Grant Program	\$0	\$117,000	Fund Balance Allocation	Public Safety
18-1801014	2581	184050	FEMA/USAR FY2019	\$25,000	\$0	Fund Balance Allocation	Public Safety
Multiple projects	2695	184050	FEMA/USAR FY2020	\$133,000	\$0	Fund Balance Allocation	Public Safety
Multiple projects	TBD	184050	FEMA/USAR FY2021	\$1,016,000	\$302,000	Fund Balance Allocation	Public Safety
18-1801034	2882	184050	Urban Search and Rescue Grant - T0227	\$0	\$619,000	Fund Balance Allocation	Public Safety
Multiple projects	2893	184050	FEMA/USAR FY2022	\$1,200,000	\$0	Intergovernmental Revenue	Public Safety
Multiple projects	2893	184050	FEMA/USAR FY2022	\$0	\$1,015,000	Fund Balance Allocation	Public Safety
Multiple projects	TBD	184050	FEMA/USAR FY2023	\$0	\$1,300,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2021 State Homeland Security Grant Program (SHSGP)	\$100,000	\$0	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2022 State Homeland Security Grant Program (SHSGP)	\$0	\$169,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2023 State Homeland Security Grant Program (SHSGP)	\$0	\$100,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2024-27 State Homeland Security Grant Program (SHSGP)	\$100,000	\$0	Intergovernmental Revenue	Public Safety
TBD	2658	189000	2019 Securing the Cities Program	\$1,000,000	\$261,000	Fund Balance Allocation	Public Safety
TBD	2658	189000	2020 Securing the Cities Program	\$2,950,000	\$0	Intergovernmental Revenue	Public Safety
TBD	2658	189000	2020 Securing the Cities Program	\$0	\$2,950,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	2021 Securing the Cities Program	\$0	\$950,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	2022 Securing the Cities Program	\$0	\$950,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	2023 Securing the Cities Program	\$0	\$950,000	Intergovernmental Revenue	Public Safety
Multiple projects	1933	184050	Contribution from GF for Allocations (USAR)	\$357,000	\$410,000	Contribution from General Fund (Cost Allocation)	Public Safety
UASI-Fire Rescue - Fund 11100							

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
18-180118	2621	189000	UASI 2019	\$0	\$30,000	Fund Balance Allocation	Public Safety
TBD	2743	189000	UASI 2020	\$11,474,000	\$10,246,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	UASI 2021	\$14,013,000	\$0	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	UASI 2021	\$0	\$14,000,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	UASI 2022	\$14,100,000	\$14,013,000	Intergovernmental Revenue	Public Safety
Multiple projects	1933	189000	Contribution from GF for Allocations (UASI)	\$557,000	\$627,000	Contribution from General Fund (Cost Allocation)	Public Safety
Total - Fire Rescue Services				\$47,753,000	\$50,543,000		
General Special Revenues - Fund 10090							
40 FDOT Liberty City Trolley	2765	402000	FDOT Liberty City Trolley Route	\$260,000	\$307,000	Intergovernmental Revenue	Public Works
40 CW Trolley 10090	2562	402000	Advertising Revenue - Trolley	\$1,400,000	\$0	Fund Balance Allocation	Public Works
40 CW Trolley 10090	2562	402000	Advertising Revenue - Trolley	\$800,000	\$816,000	Program Revenue	Public Works
24-240003	1934	242000	Amigos for Kids	\$25,000	\$25,000	Fund Balance Allocation	Public Works
25-119006	2400	251000	Mayors Challenge Grant - Bloomberg Philanthropies	\$45,000	\$0	Fund Balance Allocation	General Government
Avisar	2902	261000	Avisare Subscription License	\$0	\$80,000	Intergovernmental Revenue	General Government
30-0001	2892	301001	COVID Mental Health Assesment	\$0	\$500,000	Fund Balance Allocation	General Government
N/A	N/A	980000	Pension Stabilization Fund	\$1,800,000	\$1,800,000	Fund Balance Allocation	General Government
Total - General Special Revenues				\$4,330,000	\$3,528,000		
Historic Preservation Trust Fund - Fund 10430							
35-380000	2673	356000	Historic Preservation Trust Fund	\$60,000	\$60,000	Program Revenue	Planning and Development
35-380000	2673	356000	Historic Preservation Trust Fund	\$218,000	\$467,000	Fund Balance Allocation	Planning and Development

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
Total - Historic Preservation Trust Fund				\$278,000	\$527,000		
Homeless Programs - Fund 14800							
TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Balance from previous allocation	\$224,000	\$224,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Award renewal	\$673,000	\$673,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Primary Care Program: HMIS Staffing Program / Identification Assistance Program	\$37,000	\$37,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Primary Care Program: Hotel-Motel Placement Program (Hotel-Motel)	\$998,000	\$998,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Memorandum of Agreement (MOA)- Intergovernmental Revenue	\$340,000	\$340,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Homeless Trust Contribution - Outreach Salary Match/Supplemental Staffing Costs Program, Primary Care	\$135,000	\$135,000	Intergovernmental Revenue	General Government
Total - Homeless Programs				\$2,407,000	\$2,407,000		
Human Services - Fund 14801							
29-110155	2097	450004	Child Day Care Food Program	\$53,000	\$53,000	Intergovernmental Revenue	General Government
45-450004-ELC19	2463	450004	Early Learning Coalition of Miami-Dade/Monroe County	\$80,000	\$80,000	Intergovernmental Revenue	General Government
TBD	TBD	450004	Early Learning Coalition of Miami-Dade/Monroe County	\$35,000	\$0	Fund Balance Allocation	General Government
45-450006-VTA20	2523	450006	TAX PREP FY 20	\$7,000	\$13,000	Fund Balance Allocation	General Government
45-450006-AC20	2622	450006	Advancing Cities Grant Program	\$300,000	\$259,000	Fund Balance Allocation	General Government
Total - Human Services				\$475,000	\$405,000		
Law Enforcement Trust Fund - Fund 12500							
19-690001	1169	191602	LETF State	\$573,000	\$645,000	Fund Balance Allocation	Public Safety
19-690001	1169	191602	LETF State	\$150,000	\$100,000	Program Revenue	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
19-690003	1171	191602	LETF Treasury	\$122,000	\$235,000	Fund Balance Allocation	Public Safety
19-690003	1171	191602	LETF Treasury	\$50,000	\$50,000	Program Revenue	Public Safety
19-690002	1019	191602	LETF Justice	\$332,000	\$546,000	Fund Balance Allocation	Public Safety
19-690002	1019	191602	LETF Justice	\$150,000	\$100,000	Program Revenue	Public Safety
Total - Law Enforcement Trust Fund				\$1,377,000	\$1,676,000		
Miami Ballpark Parking Facilities - Fund 15400							
22-500000	2567	221130	Miami Ballpark Parking Facilities (Fund 15400)	\$5,649,000	\$5,606,000	Program Revenue	Public Facilities
22-500000	2567	221130	Miami Ballpark Parking Facilities	\$2,000,000	\$0	Program Revenue	Transfer-Out to Capital
22-500000	2159	221130	Miami Ballpark Parking Facilities	\$0	\$641,000	Program Revenue	Transfer-Out to Debt
22-500000	2567	221130	Miami Ballpark Parking Facilities	\$5,000,000	\$7,655,000	Fund Balance Allocation	Public Facilities
Total - Miami Ballpark Parking Facilities				\$12,649,000	\$13,902,000		
Parks and Recreation Services - Fund 11550							
29-118001	2068	291001	Parks and Open Space Trust Fund	\$448,000	\$448,000	Fund Balance Allocation	Parks and Recreation
29-115013	2319	293001	Disabilities State Program	\$180,000	\$220,000	Intergovernmental Revenue	Parks and Recreation
29-110112	2572	293001	Disabilities ADA Parking Fines	\$50,000	\$50,000	Intergovernmental Revenue	Parks and Recreation
29-118200	2069	295999	Billboard at Grapeland	\$83,000	\$83,000	Program Revenue	Parks and Recreation
Total - Parks and Recreation Services				\$761,000	\$801,000		
Planning Services - Fund 10400							
32-110096	1228	356000	Blue Ribbon Task Force	\$3,000	\$3,000	Fund Balance Allocation	Planning and Development

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	\$36,000	\$36,000	Fund Balance Allocation	Planning and Development
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	\$33,000	\$0	Program Revenue	Planning and Development
32-691001	1223	356000	Downtown Development Authority	\$46,000	\$46,000	Fund Balance Allocation	Planning and Development
35-110122	1221	356000	The Miami Commission on the Status of Women	\$13,000	\$13,000	Fund Balance Allocation	Planning and Development
32-138002	1230	356000	Impact Fees Administration	\$10,000	\$10,000	Fund Balance Allocation	Planning and Development
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	\$6,197,000	\$8,795,000	Fund Balance Allocation	Planning and Development
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	\$800,000	\$800,000	Program Revenue	Planning and Development
35-110007	2578	356000	Traffic Study Review Fee for (M.U.S.P) Project	\$180,000	\$0	Program Revenue	Planning and Development
35-110007	2578	356000	Traffic Study Review Fee for (M.U.S.P) Project	\$586,000	\$147,000	Fund Balance Allocation	Planning and Development
Planning Services-DRI DT - Fund 10401							
35-127010	2588	356001	Downtown Development Regional Impact Administration	\$1,277,000	\$1,410,000	Fund Balance Allocation	Planning and Development
35-127010	2588	356001	Downtown Development Regional Impact Administration	\$205,000	\$247,000	Program Revenue	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	\$4,254,000	\$1,675,000	Fund Balance Allocation	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	\$425,000	\$514,000	Program Revenue	Planning and Development
35-127010	2525	356001	Downtown Development Regional Impact Air Quality Fee	\$54,000	\$54,000	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	\$0	\$565,000	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	\$255,000	\$339,000	Program Revenue	Planning and Development
35-127010	TBD	356001	Downtown Development Regional Impact Interest	\$70,000	\$70,000	Fund Balance Allocation	Planning and Development
Planning Services-DRI SEOPW - Fund 10402							
35-127110	2589	356002	Southeast Overtown Park West Administration	\$851,000	\$966,000	Fund Balance Allocation	Planning and Development
35-127110	2589	356002	Southeast Overtown Park West Administration	\$160,000	\$160,000	Program Revenue	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	\$2,402,000	\$3,116,000	Fund Balance Allocation	Planning and Development

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	\$410,000	\$500,000	Program Revenue	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	\$233,000	\$232,000	Fund Balance Allocation	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	\$7,000	\$9,000	Program Revenue	Planning and Development
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	\$1,535,000	\$1,517,000	Fund Balance Allocation	Planning and Development
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	\$230,000	\$100,000	Program Revenue	Planning and Development
35-127110	TBD	356002	Southeast Overtown Park West - DRI Interest	\$36,000	\$36,000	Fund Balance Allocation	Planning and Development
Economic Development - Fund 10450							
35-127002	2085	981000	Downtown Development Authority - Street Vendor Program	\$136,000	\$142,000	Fund Balance Allocation	Planning and Development
Total - Planning Services				\$20,444,000	\$21,502,000		
Police Services - Fund 12000							
19-190014	2484	190001	FY18 Justice & Mental Health Collaboration Program	\$476,000	\$374,000	Intergovernmental Revenue	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	\$78,000	\$18,000	Contribution from General Fund	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	\$0	\$156,000	Fund Balance Allocation	Public Safety
19-900012	2844	190001	Anti-Litter Reward program	\$10,000	\$10,000	Fund Balance Allocation	Public Safety
19-900007	2804	190001	FY2021 JAG Edward Byrne Memorial Justice Assistance Grant (JAG)	\$98,000	\$2,000	Fund Balance Allocation	Public Safety
TBD	TBD	190001	BJA FY21 connect and Protect: Law Enforcement Behavioral Health Response	\$0	\$498,000	Intergovernmental Revenue	Public Safety
19-900008	2762	190101	2020 COPS Hiring Program	\$600,000	\$625,000	Intergovernmental Revenue	Public Safety
19-900008	2767	190101	2020 COPS Hiring Program - City Match	\$2,950,000	\$983,000	Fund Balance Allocation	Public Safety
19-900010	2825	190101	2021 COPS Hiring Program	\$600,000	\$625,000	Intergovernmental Revenue	Public Safety
19-900010	2828	190101	2021 COPS Hiring Program - City Match	\$983,000	\$954,000	Fund Balance Allocation	Public Safety
19-199991	2816	190101	2021 BCJI Byrne Criminal Justice Innovation Program	\$0	\$378,000	Intergovernmental Revenue	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
19-200001	2386	190301	MPD Gun Buy Back Program	\$5,000	\$5,000	Fund Balance Allocation	Public Safety
19-190017	2701	191001	2020 Edward Byrne Memorial Justice Assistance Grant	\$175,000	\$175,000	Intergovernmental Revenue	Public Safety
19-199603	2714	191001	CGIC - Crime Gun Intell. Centers	\$502,000	\$412,000	Intergovernmental Revenue	Public Safety
TBD	TBD	191002	Victims of Crime Act (VOCA)	\$922,000	\$572,000	Intergovernmental Revenue	Public Safety
19-126001	2564	191507	Training Entrepreneurial Fund	\$300,000	\$540,000	Program Revenue	Public Safety
19-190020	2817	191507	2021 JAG C-Miami Police Officers Health and Wellness-Miami FY2022	\$103,000	\$103,000	Intergovernmental Revenue	Public Safety
19-900009	2822	191507	FY 2021 COPS Law Enforcement Mental health and Wellness Program	\$28,000	\$0	Intergovernmental Revenue	Public Safety
19-136002	2570	191602	LETF Second Dollar Training-Consolidated	\$53,000	\$83,000	Intergovernmental Revenue	Public Safety
19-111101	2569	191602	Bayheights Spec. Tax Dist. 2007	\$986,000	\$986,000	Program Revenue	Public Safety
19-111102	2569	191602	Sp Tax Dist Pol Roving Patrol	\$559,000	\$559,000	Program Revenue	Public Safety
19-111103	2569	191602	Fairhaven Spec Tax District	\$108,000	\$108,000	Program Revenue	Public Safety
19-111104	2569	191602	Morningsd. Sec Grd Spc Tx Dis	\$224,000	\$224,000	Program Revenue	Public Safety
19-111105	2569	191602	Natoma Man Sec Grd Sp Tx Dist	\$115,000	\$115,000	Program Revenue	Public Safety
19-199991	2816	191602	2021 BCJI Byrne Criminal Justice Innovation Program	\$833,000	\$0	Intergovernmental Revenue	Public Safety
19-199602	2655	191602	FY 20 Coronavirus Emergency Supplemental Funding Program	\$66,000	\$66,000	Intergovernmental Revenue	Public Safety
19-1999242	2730	191602	City of Miami Body-Worn Camera (BWC) Expansion Project FY2020	\$387,000	\$0	Intergovernmental Revenue	Public Safety
E-911 Wireline - Fund 12200							
19-196002	1213	190351	E-911 Wireline	\$0	\$289,000	Fund Balance Allocation	Public Safety
19-196002	1213	190351	E-911 Wireline	\$592,000	\$514,000	Intergovernmental Revenue	Public Safety
19-196002	TBD	190351	E-911 Wireline	\$728,000	\$449,000	Contribution from General Fund	Public Safety
E-911 Wireless - Fund 12210							
19-196003	1214	190351	E-911 Wireless	\$1,895,000	\$1,979,000	Intergovernmental Revenue	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
19-196003	1933	190351	E-911 Wireless	\$424,000	\$338,000	Contribution from General Fund (Cost Allocation)	Public Safety
E-911 Prepaid Wireless - Fund 12220							
19-196004	2560	190351	E-911 Prepaid Wireless	\$492,000	\$586,000	Intergovernmental Revenue	Public Safety
19-196004	TBD	190351	E-911 Prepaid Wireless	\$312,000	\$227,000	Contribution from General Fund	Public Safety
19-196004	1933	190351	E-911 Prepaid Wireless	\$455,000	\$490,000	Contribution from General Fund (Cost Allocation)	Public Safety
Total - Police Services				\$16,059,000	\$13,443,000		
Public Art Fund - Fund 10420							
35-377000	2514	356000	Art In Public Places	\$1,987,000	\$1,908,000	Program Revenue	Planning and Development
35-377000	2514	356000	Art In Public Places	\$500,000	\$500,000	Fund Balance Allocation	Planning and Development
Total - Public Art Fund				\$2,487,000	\$2,408,000		
Public Works Services - Fund 13000							
20-200001	1358	201000	Little Haiti Restoration	\$77,000	\$77,000	Fund Balance Allocation	Public Works
20-650001	1242	201000	Educ. Trust Fund - Recycling	\$6,000	\$6,000	Fund Balance Allocation	Public Works
20-693001	1243	201000	Municip. Fuel Tax Str. Repairs	\$191,000	\$191,000	Fund Balance Allocation	Public Works
20-650003	2024	201000	Lane Closure Fund (Brickell City Center)	\$161,000	\$31,000	Fund Balance Allocation	Public Works
20-650003	2577	201000	Lane Closure Fund	\$1,000,000	\$1,000,000	Fund Balance Allocation	Public Works
20-650003	2577	201000	Lane Closure Fund	\$4,487,000	\$4,487,000	Program Revenue	Public Works
20-650004	2486	201000	Scooter Pilot Program	\$1,000,000	\$1,200,000	Fund Balance Allocation	Public Works
20-650004	2565	201100	FDOT Mural Program	\$700,000	\$819,000	Fund Balance Allocation	Public Works
20-650004	2565	201100	FDOT Mural Program	\$300,000	\$300,000	Program Revenue	Public Works
Total - Public Works Services				\$7,922,000	\$8,111,000		

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
Solid Waste Recycling Trust - Fund 13100							
20-650001	1242	212000	Educ. Trust Fund - Recycling	\$10,000	\$40,000	Program Revenue	Public Works
20-650001	1242	212000	Educ. Trust Fund - Recycling	\$153,000	\$76,000	Fund Balance Allocation	Public Works
Total - Solid Waste Recycling Trust				\$163,000	\$116,000		
Sport Facilities and Activities - Fund 10110							
10-119005-MSEA	2516	221170	Sport Facilities and Activities	\$13,000	\$18,000	Fund Balance Allocation	Transfer-Out To Special Revenue
Total - Sport Facilities and Activities				\$13,000	\$18,000		
Transportation and Transit - Fund 15600							
Multiple projects	2167	402000	Transportation and Transit Fund	\$4,515,000	\$0	Contribution from the Transportation Trust Fund	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	\$5,485,000	\$0	Contribution from the Transportation Trust Fund	Transfer-Out to Debt
Multiple projects	2167	402000	Transportation and Transit Fund	\$4,969,000	\$0	Contribution from the Mass Transit Capital Fund	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	\$0	\$5,861,000	Contribution from General Fund	Transfer-Out to Debt
Multiple projects	2167	402000	Transportation and Transit Fund	\$4,531,000	\$17,849,000	Contribution from General Fund	Public Works
Total - Transportation and Transit				\$19,500,000	\$23,710,000		
Tree Trust Fund - Fund 10410							
15-110136A	2561	282000	Tree Trust Fund	\$588,000	\$283,000	Fund Balance Allocation	Planning and Development
15-110136A	2561	282000	Tree Trust Fund	\$1,000,000	\$1,000,000	Program Revenue	Planning and Development
15-110136A	2061/2561	282000	Tree Trust Fund	\$4,482,000	\$0	Fund Balance Allocation	Transfer-Out to Capital

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2022-23 Budget	FY 2023-24 Budget	Funding Source	Expenditure (Outflow) by Function
			Total - Tree Trust Fund	\$6,070,000	\$1,283,000		
			Total - All Grants and Programs	\$380,722,000	\$386,351,000		



**APPENDIX F:
PRESENTATION OF SCHEDULES
AND GRAPHS,
DEBT SERVICE FUNDS**

**Legal Debt Management Information -
Last Ten Years**

**SCHEDULE:
Revenues and Expenditures by Functional
Category, Debt Service Funds**

**GRAPH:
Revenues (Inflows) by Functional Category**

**SCHEDULE:
Revenues (Inflows) by Functional Category and
Account Object**

**SCHEDULE:
Revenues (Inflows) by Fund and Account Object**

**GRAPH:
Expenditures (Outflows) by Debt Service Fund**

**SCHEDULE:
Expenditures (Outflows) by Debt Service Fund
and Account Object**

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**CITY OF MIAMI, FLORIDA
LEGAL DEBT MARGIN INFORMATION
LAST TEN FISCAL YEARS**

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Debt Limit	\$ 10,826,484,615	\$ 9,642,536,477	\$ 9,219,517,382	\$ 8,539,422,902	\$ 7,700,217,064	\$ 7,144,383,601	\$ 6,391,518,217	\$ 5,688,668,194	\$ 4,990,151,631	\$ 4,599,936,687
Total Net Debt Applicable to Limit	69,542,589	87,767,109	104,781,430	125,665,410	144,959,163	169,059,184	186,285,458	203,227,694	214,300,991	225,381,907
Legal Debt Margin	\$ 10,756,942,026	\$ 9,554,769,368	\$ 9,114,735,952	\$ 8,413,757,492	\$ 7,555,257,901	\$ 6,975,324,417	\$ 6,205,232,759	\$ 5,485,440,500	\$ 4,775,850,640	\$ 4,374,554,780
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	0.64%	0.91%	1.14%	1.47%	1.88%	2.37%	2.91%	3.57%	4.29%	4.90%
Assessed Value	\$ 73,749,481,211									
Less Homestead Exempt Valuation	(1,572,917,112)									
Total Assessed Value	<u>72,176,564,099</u>									
Debt Limit for Bonds (15% of Total Assessed Value)	<u>10,826,484,615</u>									
Present Debt Application to Debt Limitation										
General Obligation Debt	71,280,000									
Less Amount Available in Debt Service Fund	(1,737,411)									
Total Net Debt Applicable to Limit	<u>69,542,589</u>									
Legal Debt Margin	<u>\$ 10,756,942,026</u>									

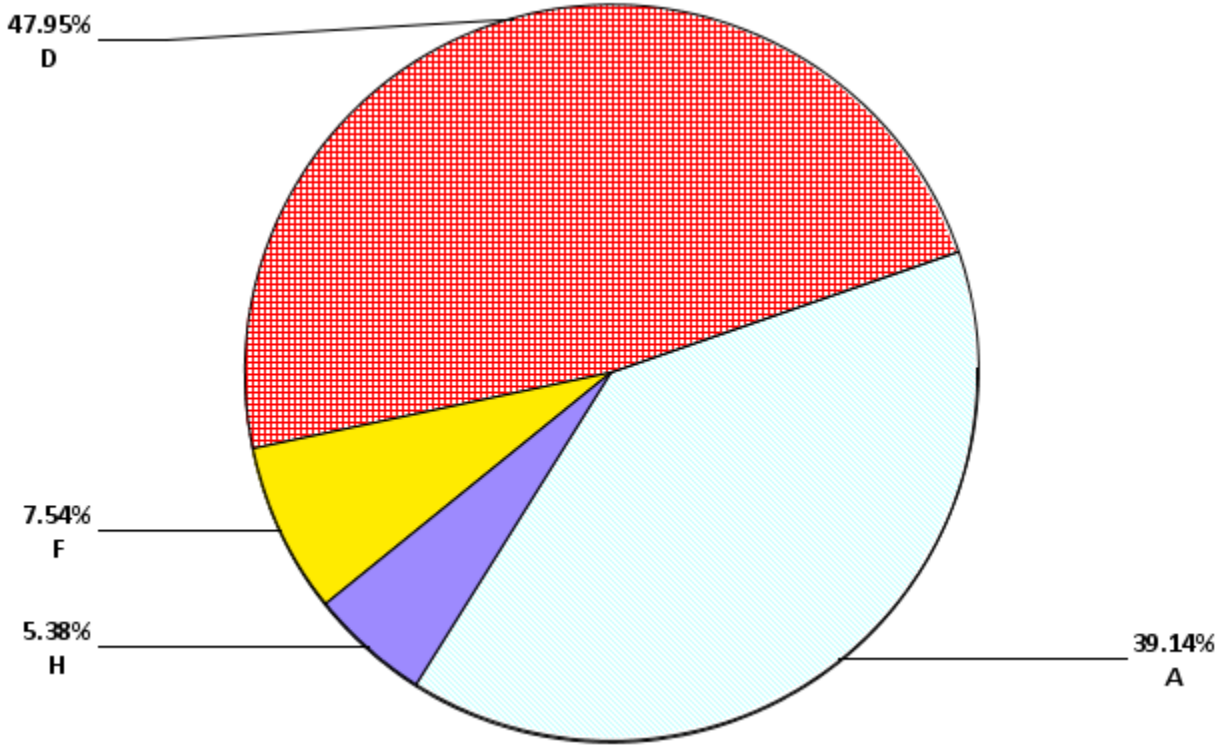
Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2022

**Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
<u>Revenues</u>					
Property Taxes	23,849,212	19,365,454	20,253,622	22,669,000	25,958,000
Interest (R)	25,838	11,735	2,520	0	0
Transfers-IN	56,878,676	48,438,071	43,562,818	35,505,000	31,801,000
Intergovernmental Revenues	4,083,333	5,000,000	5,000,000	5,000,000	5,000,000
Other Revenues (Inflows)	103,650,646	158,811	52	2,337,000	3,567,000
Total Revenues	188,487,706	72,974,071	68,819,012	65,511,000	66,326,000
<u>Expenditures</u>					
General Obligation Bonds	23,040,232	23,404,253	25,094,103	22,669,000	25,958,000
Special Obligation Bonds	174,614,076	54,027,673	51,826,996	42,842,000	40,368,000
Total Expenditures	197,654,308	77,431,926	76,921,099	65,511,000	66,326,000

Revenues (Inflows) By Functional Category Debt Service Funds

FY 2023-24
\$66,326,000



	FY 2022-23 Adopted (\$)	FY 2022-23 Adopted (%)	FY 2023-24 Proposed (\$)	FY 2023-24 Proposed (%)
A: Property Taxes	22,669,000	34.60%	25,958,000	39.14%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	35,505,000	54.20%	31,801,000	47.95%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	5,000,000	7.63%	5,000,000	7.54%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	2,337,000	3.57%	3,567,000	5.38%
I: Charges for Services	0	0.00%	0	0.00%
Total	65,511,000	100.00%	66,326,000	100.00%

**Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds**

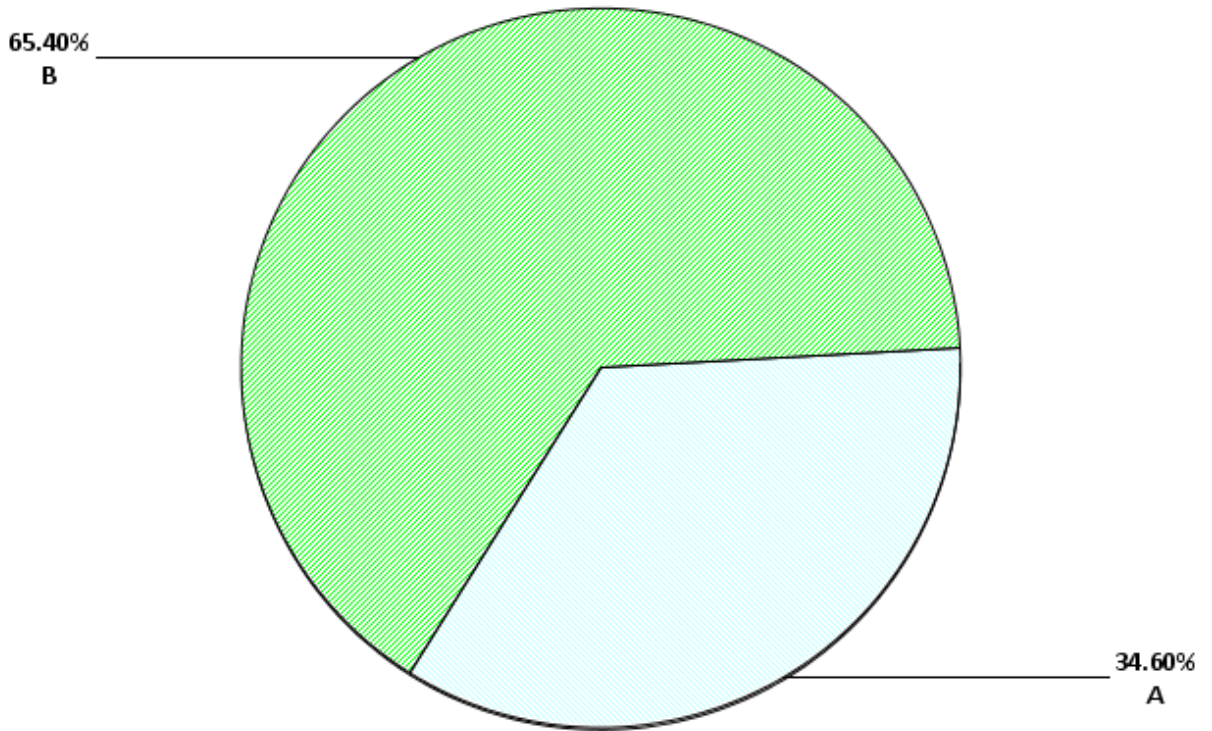
	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
<u>Property Taxes</u>					
Ad Valorem Taxes-Real	21,560,299	17,820,630	18,735,345	22,669,000	25,958,000
Ad Valorem Taxes-Real-Delinquent	1,325,651	747,332	705,091	0	0
Ad Valorem Taxes-Personal	930,062	747,428	782,200	0	0
Ad Valorem Taxes-Personal-Delinquent	33,200	50,064	30,986	0	0
Total Property Taxes:	23,849,212	19,365,454	20,253,622	22,669,000	25,958,000
<u>Interest</u>					
Misc-Int & Pen-Lot Clear & Demoli	17,067	53	0	0	0
Misc-Int & Pen-Investment	0	11,682	2,520	0	0
Misc-Int & Pen-Miscellaneous	8,771	0	0	0	0
Total Interest:	25,838	11,735	2,520	0	0
<u>Transfers-IN</u>					
Other-Interfund Transfer	51,977,659	48,416,515	43,562,818	35,505,000	31,801,000
Other-Intrafund Transfer	4,901,017	21,557	0	0	0
Total Transfers-IN:	56,878,676	48,438,071	43,562,818	35,505,000	31,801,000
<u>Intergovernmental Revenues</u>					
Grants From Other Local Units	4,083,333	5,000,000	5,000,000	5,000,000	5,000,000
Total Licenses and Permits:	4,083,333	5,000,000	5,000,000	5,000,000	5,000,000
<u>Other Revenues (Inflows)</u>					
Other-Debt Proceeds	103,640,250	0	0	0	0
Other-Nonoperating Sources	0	0	0	2,337,000	1,144,000
Other-Oth N-optg Sour/Carryover	0	689	52	0	2,423,000
Misc-Other Miscellaneous Revenues	10,396	158,122	0	0	0
Total Other Revenues (Inflows):	103,650,646	158,811	52	2,337,000	3,567,000
Total Revenue (Inflows):	188,487,706	72,974,071	68,819,012	65,511,000	66,326,000

**Debt Service
Schedule of Revenue (Inflows)**

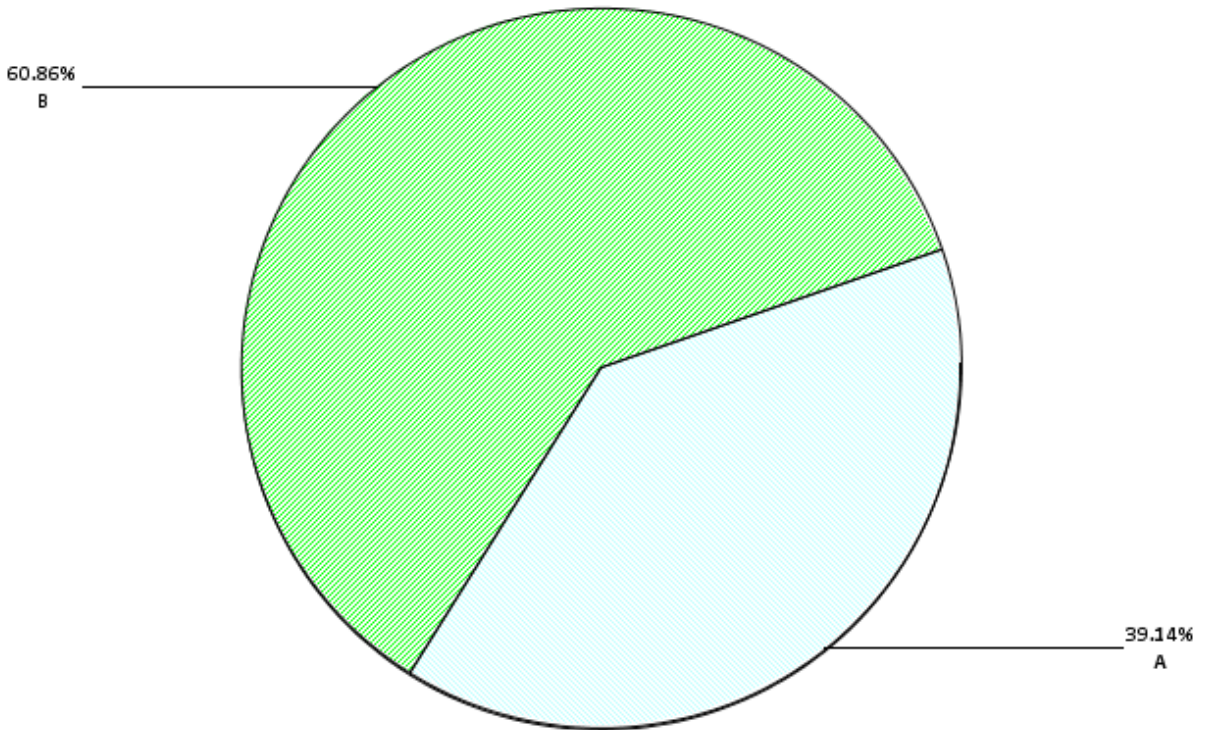
	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Obligation Bonds					
Ad Valorem Taxes-Personal	930,062	747,428	782,200	0	0
Ad Valorem Taxes-Personal-Delinquent	33,200	50,064	30,986	0	0
Ad Valorem Taxes-Real	21,560,299	17,820,630	18,735,345	22,669,000	25,958,000
Ad Valorem Taxes-Real-Delinquent	1,325,651	747,332	705,091	0	0
Misc-Other Miscellaneous Revenues	0	158,121	0	0	0
Total -General Obligation Bonds	23,849,212	19,523,575	20,253,622	22,669,000	25,958,000
Special Obligation Bonds					
Grants From Other Local Units	4,083,333	5,000,000	5,000,000	5,000,000	5,000,000
Misc-Int & Pen-Investment	0	11,682	2,520	0	0
Misc-Int & Pen-Lot Clear & Demoli	17,067	53	0	0	0
Misc-Int & Pen-Miscellaneous	8,771	0	0	0	0
Misc-Other Miscellaneous Revenues	10,396	1	0	0	0
Other-Debt Proceeds	103,640,250	0	0	0	0
Other-Interfund Transfer	51,977,659	48,416,515	43,562,818	35,505,000	31,801,000
Other-Intrafund Transfer	4,901,017	21,557	0	0	0
Other-Nonoperating Sources	0	0	0	2,337,000	1,144,000
Other-Oth N-optg Sour/Carryover	0	689	52	0	2,423,000
Total -Special Obligation Bonds	164,638,494	53,450,496	48,565,390	42,842,000	40,368,000
Total Revenues (Inflows)	188,487,706	72,974,071	68,819,012	65,511,000	66,326,000

Expenditures (Outflows) Debt Service Funds

FY 2022-23
\$65,511,000



FY 2023-24
\$66,326,000

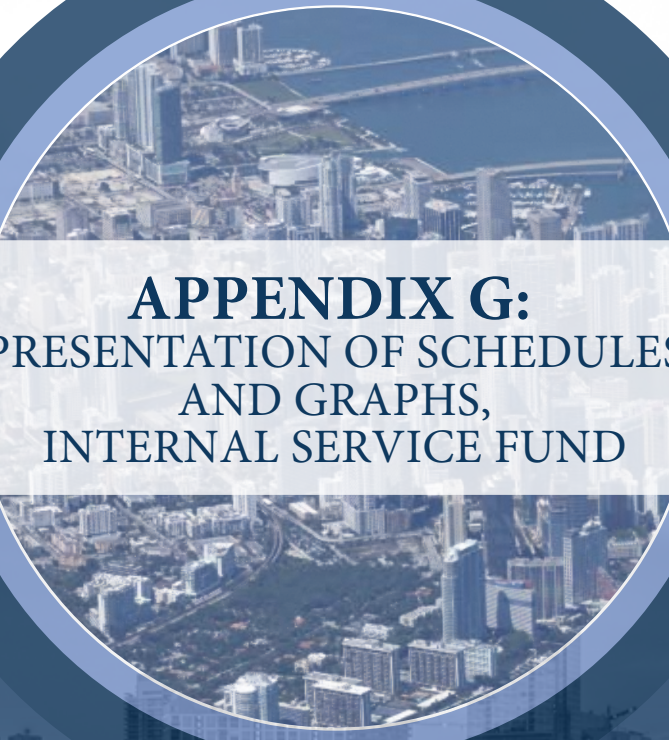


	FY 2022-23 Adopted	FY 2023-24 Proposed
A: General Obligation Bonds	22,669,000	25,958,000
B: Special Obligation Bonds	42,842,000	40,368,000
Total	65,511,000	66,326,000

**Debt Service
Schedule of Expenditures (Outflows)**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
General Obligation Bonds					
Budget Reserve	0	0	0	12,719,000	13,286,000
Interest	2,957,634	2,506,753	2,026,603	1,670,000	1,422,000
Other Contractual Services	7,598	2,500	2,500	25,000	25,000
Principal	20,075,000	20,895,000	23,065,000	8,255,000	11,225,000
Total -General Obligation Bonds	23,040,232	23,404,253	25,094,103	22,669,000	25,958,000
Special Obligation Bonds					
Interest	23,019,686	15,467,060	15,162,145	11,991,000	11,080,000
Interfund Transfers	52,500	0	0	0	0
Intrafund Transfers	4,901,017	21,557	0	0	0
Other Contractual Services	25,000	0	0	0	0
Other Current Charges and Obligations	351,599	13,322	5,020	0	0
Other Debt Service Costs	0	61,839	0	0	0
Principal	146,264,273	38,463,896	36,659,832	30,844,000	29,288,000
Professional Services	0	0	0	7,000	0
Total -Special Obligation Bonds	174,614,076	54,027,673	51,826,996	42,842,000	40,368,000
Total Expenditures (Outflows)	197,654,308	77,431,926	76,921,099	65,511,000	66,326,000

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**APPENDIX G:
PRESENTATION OF SCHEDULES
AND GRAPHS,
INTERNAL SERVICE FUND**

**SCHEDULE:
Revenues (Inflows) by Account Object**

**SCHEDULE:
Expenditures (Outflows) by Account Object**

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**Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Actual	Actual	Adopted	Proposed
<u>Licenses and Permits</u>					
Business Tax Receipt-Business-Penalty	4	20	62	0	0
Total Licenses and Permits:	4	20	62	0	0
<u>Other Revenues (Inflows)</u>					
Misc. -Other Revenues EE Health	4,294,434	4,336,045	4,579,414	4,423,000	4,246,000
Misc. -Other Revenues Retirees Health	3,210,374	2,501,740	2,559,164	3,371,000	2,482,000
Misc-Settlements	1,380,563	1,050,882	1,227,884	500,000	1,137,000
Other-Nonoperating Sources	80,042,000	74,656,661	79,708,000	96,286,000	103,794,000
Other-Oth N-optg Sour/Carryover	0	20,384	0	0	0
Misc-Other Miscellaneous Revenues	860,622	1,251,427	2,964,990	250,000	1,211,000
Total Other Revenues (Inflows):	89,787,993	83,817,139	91,039,453	104,830,000	112,870,000
<u>Charges for Services</u>					
CFS-PS-Police Services	75,900	75,144	109,433	60,000	46,000
CFS-Other Charges for Services	245,872	261,733	288,360	0	0
Total Charges for Services:	321,772	336,877	397,793	60,000	46,000
Total Revenue (Inflows):	90,109,769	84,154,036	91,437,308	104,890,000	112,916,000

**Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted	FY 2023-24 Proposed
Personnel					
Regular Salaries and Wages	(29,539)	0	0	0	0
Fringe Benefits	77,630	79,529	87,208	0	0
Life and Health Insurance	40,031,552	40,039,035	44,832,812	52,387,000	54,454,000
Total Personnel:	40,079,643	40,118,564	44,920,021	52,387,000	54,454,000
Operating Expense					
Workers' Compensation	19,078,345	24,527,763	21,236,808	20,073,000	22,441,000
Reimbursemenr per FS 112-1816	25,000	0	0	0	0
Other Contractual Services	0	1,800	0	0	0
Insurance	0	0	7,761	0	0
Insurance - Police Torts	703,415	728,435	924,669	1,061,000	1,272,000
Insurance - Vehicle Liability	1,464,718	847,555	2,325,344	2,755,000	3,196,000
Insurance - Property & Casualty	7,759,602	7,865,928	9,398,406	13,151,000	13,846,000
Insurance - General Liability	460,607	305,204	635,464	655,000	1,546,000
Insurance - Public Official	446,244	341,941	702,450	0	0
IT-Repair and Maintenance Services	8,097,072	10,071,412	11,722,638	14,808,000	16,161,000
Other Current Charges and Obligations	11,764,983	0	18	0	0
Office Supplies	0	118	0	0	0
Operating Supplies	0	4,351	0	0	0
Total Operating Expense:	49,799,986	44,694,508	46,953,558	52,503,000	58,462,000
Capital Outlay					
Machinery and Equipment	230,140	40,626	5,472	0	0
Total Capital Outlay:	230,140	40,626	5,472	0	0
Total Expenditure (Outflows):	90,109,769	84,853,698	91,879,051	104,890,000	112,916,000



APPENDIX H: STATISTICAL INFORMATION

- City Profile
- Municipal Financial Health

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CITY PROFILE



Year of Incorporation: 1896

Area of City of Miami: 55.9 Square Miles (Land 36.07; Water 19.87)

Source (a): City of Miami Planning Department

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
2008	343,142	\$28,333	41.2	4.8%
2009	433,143	\$28,999	38.8	10.4%
2010	399,457	\$27,291	37.7	11.1%
2011	412,438*	\$30,270	39.1	9.4%
2012	416,917*	\$28,301	39.2	8.3%
2013	421,363*	\$30,375	39.0	7.6%
2014	430,332*	\$30,858	39.1	6.8%
2015	441,003*	\$31,051	39.4	4.8%
2016	456,089	\$31,642	39.7	4.4%
2017	463,354	\$31,642	40.1	3.7%
2018	470,911	\$33,999	40.0	4.0%
2019	470,911	\$36,638	40.5	4.3%
2020	467,963	\$39,049	40.1	5.9%
2021	442,241	\$44,268	40.1	2.3%
2022	449,514	\$44,789	40.1	2.3%

Source (a): United States Census: 2017-2019 American Community Survey; 1 Year estimate, *5 Year estimate, **Quick Facts as of July 1, 2021

* Source: U.S. Census Bureau: American Community Survey; 2016-2019: ACS 5-Year Estimates Data Profiles; and Quick Facts as of July 1, 2021

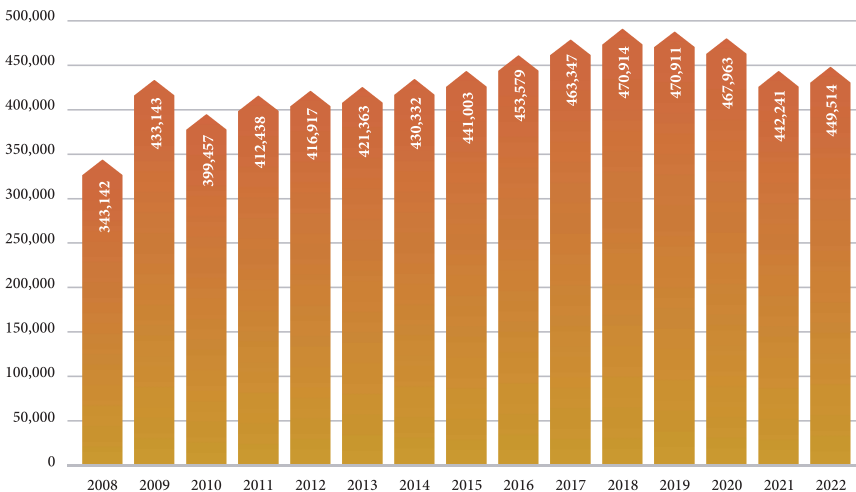
Source: (b): Source: American Community Survey; 2021: ACS 1-Year Estimates Data Profiles; data.census.gov

Source: (c): 2021 American Community Survey 1-Year Estimates

Source: (d): Source: American Community Survey; 2021: ACS 1-Year Estimates Data Profiles; data.census.gov

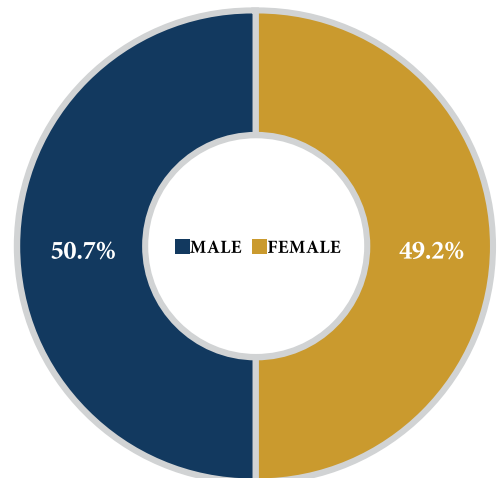
Source: US BLS, Local Area Unemployment, 2022 (P) Preliminary

City Population Trend



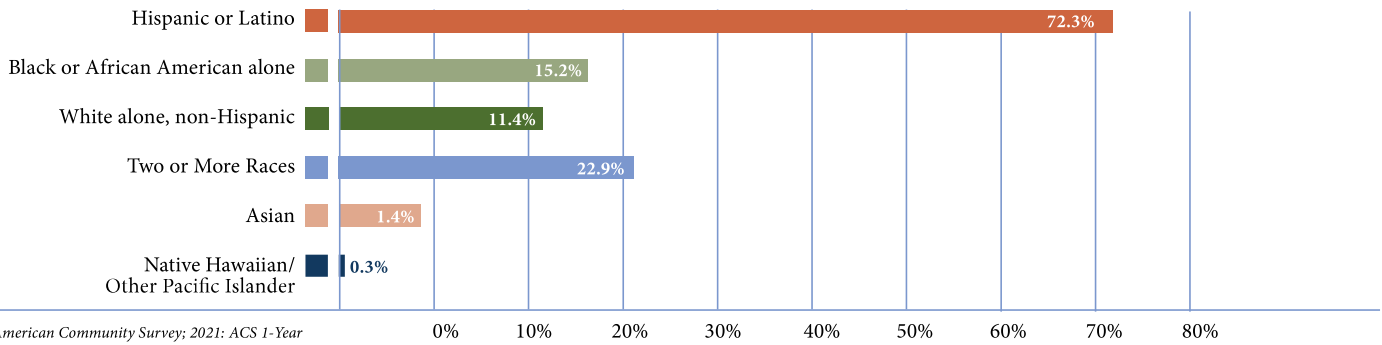
Source (a): Source: American Community Survey; 2022: ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Sex



Source: American Community Survey; 2021, ACS 1-estimates Data Profiles; data.census.gov

Population by Race/Ethnicity



Source: American Community Survey; 2021: ACS 1-Year Estimates Data Profiles; data.census.gov

Poverty and Per Capita Income

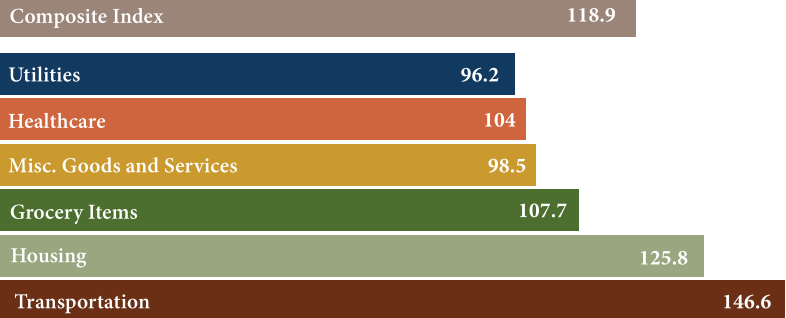
Per Capita Money Income (2021)
\$34,295

Percentage of persons below poverty level
21.0%

Gini Coefficient, Miami City
0.508

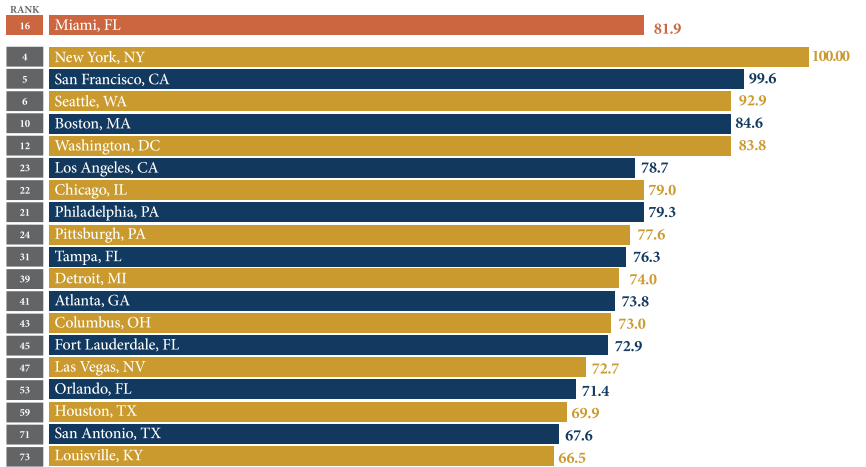
Source: American Community Survey; 2021: ACS 1-Year Estimates Data Profiles; data.census.gov

Cost of Living in Miami-Dade County (U.S. Average =100)




Source: Best Places
www.bestplaces.net/cost_of_living/county/florida/miami-dade, 2023

Cost of Living Index - selected U.S. Cities



Source: Numbeo.com - North America Cost of Living Index 2023

Educational Attainment



Population 18 to 24 years	35,080
Less than high school graduate	20.8%
High school graduate (incl. equivalency)	25.8%
Some college or Associate's degree	20.4%
Bachelor's degree or higher	35.9%
<hr/>	
Population 25 years and over	346,471
Less than 9th grade	12.2%
9th to 12th grade, no diploma	9.5%
High school graduate (incl. equivalency)	25.8%
Some college, no degree	12.6%
Associate's degree	7.8%
Bachelor's degree	19.8%
Graduate or professional degree	13.2%


Percent High School Graduate or higher 78.3%

Percent Bachelor's Degree or higher 35.9%

Source: American Community Survey; 2021: ACS 1-Year Estimates Data Profiles; data.census.gov

Housing Occupancy City of Miami

Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov



Total housing units	212,146
Occupied housing units	187,379
Vacant housing units	24,767
Homeowner vacancy rate	2.75
Rental vacancy rate	6.8
Housing Stock Owned	30.4%
Housing Stock Rented	69.6%

Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County,

2023 (Seasonally Adjusted) (In thousands)

Occupational Title	Employees
Total Non-farm Employment	2,888.0
Mining and logging	0.0
Construction	136.3
Manufacturing	98.2
Trade, transportation, and utilities	646.5
Information	54.2
Financial activities	214.0
Professional and business services	522.7
Education and health services	449.3
Leisure and hospitality	338.4
Other services	114.7
Total Government	312.9

Source: U.S. BLS, Current Employment Statistics 2023
<https://www.bls.gov/regions/economic-summaries.htm#FL>

City of Miami Business Owners

All Employer Firms as of 2017	17,541
Men-owned firms	9,885
Women-owned firms	3,664
Minority-owned firms	7,831
Non-minority-owned firms	7,499
Veteran-owned firms	636
Non-veteran-owned firms	15,099

Source: 2018 Annual Business Survey Annual Business Survey (ABS) Program (census.gov)
<https://www.census.gov/quickfacts/fact/table/miamicityflorida/SBO001217#SBO001217>

Top Ten Major Employers in Miami-Dade County

Public Employers

Name	Number of Employees
Miami-Dade County Public Schools	33,477
Miami-Dade County	25,502
Federal Government	19,200
Florida State Government	17,100
Jackson North Medical Center	9,797
City of Miami	4,700
Florida International University	3,534
Homestead AFB	3,250
Miami VA Healthcare System	2,500
Miami Dade College	2,390

Source: <https://www.beaconcouncil.com/data/economic-overview/top-employers/>

Private Employers

Name	Number of Employees
University of Miami	12,818
Baptist Health South	11,353
American Airlines	11,031
Carnival Cruise Lines	3,500
Miami Children's Hospital	3,500
Mount Sinai Medical Center	3,321
Florida Power and Light	3,011
Royal Caribbean Cruises	2,989
Wells Fargo	2,050
Bank of America Merrill Lynch	2,000

Source: <https://www.beaconcouncil.com/data/economic-overview/top-employers/>

Major Companies with their Latin American Headquarters located in the City of Miami

APL	H.I.G. Capital Management	Oracle Latin America
Canon Latin America	Hewlett-Packard Latin America	Paccar International, Latin America
Caterpillar Americas Services	Hilton International	SAP International
Cisco Systems	Ingram Micro	Tech Data
Eastman Chemical Latin America, Inc.	Komatsu Latin America	Visa International
Electrolux Home Products International	Nokia Corp (Miami) ,Moved Latin America Operations.	Western Union Latin America
Gap International Sourcing	Novartis Pharmaceuticals Corp.	

Source: Wikipedia, 2021

Sister Cities Program

Source: City of Miami : Sister Cities International

Sister Cities	Friendship Cities
Agadir, Morocco	A Coruna, Spain
Amman, Jordan	Armenia, Colombia
Antalya, Turkey	Dept of Quindio, Colombia
Beersheba, Israel	Dept or Risaralda, Colombia
Beirut, Lebanon	Dept, Of Caldas, Colombia
Buenos Aires, Argentina	Manizales, Colombia
Cali, Colombia	Margherita di Savoia, Italy
Cochabamba, Bolivia	Merbella, Spain
Dong-Gu Incheon, South Korea	Pereira, Colombia
Ibiza, Spain	
Kagoshima, Japan	
Kaohsiung, Taiwan	
Libreville, Gabon	
Lima Peru	
Lima, Peru	
Madrid, Spain	
Managua, Nicaragua	
Merida, Yucatan, Mexico	
Miranda, Venezuela	
Montes de Oca, Costa Rica	
Murcia, Spain	
Nairobi, Kenya	
Nazareth, Israel	
Nice, France	
Palermo, Italy	
Panama City, Panama	
Port-Au-Prince, Haiti	
Ramat-Hasharon, Israel	
Santiago de Chile, Chile	
Santo Domingo, Dom Rep	
Sousse, Tunisia	

Department of Real Estate and Asset Management

ASSET MANAGEMENT
444 SW 2nd Avenue, Third Floor
Miami, Florida 33130
(305) 416-1430

JAMES L. KNIGHT CENTER
400 SE Second Avenue
Miami, FL 33131
(305) 416-5970

TOWER THEATER
1508 SW 8th Street
Miami, FL 33135
(305) 960-2939

MANUEL ARTIME CULTURAL CENTER
900 and 970 SW First Street
Miami, FL 33130
(305) 960-4680

DINNER KEY MARINA AND MOORING FIELD
3400 Pan American Drive
Miami, FL 33133
(305) 329-4755

OLYMPIA THEATER
8 SE 2nd Ave,
Miami FL 33131
(305) 960-2929

MIAMARINA AT BAYSIDE
401 Biscayne Boulevard
Miami, FL 33132
(305) 960-5180

MARINE STADIUM MARINA
3501 Rickenbacker Causeway
Miami, FL 33149
(305) 960-5140



COMMUNITY AND RECREATION CENTER LOCATIONS

AFRICAN SQUARE PARK
1466 NW 62nd Street

ANTONIO MACEO PARK
5135 NW 7th Street

ATHALIE RANGE PARK
525 NW 62nd Street

BRYAN PARK
2301 SW 13th Street

BUENA VISTA PARK
5250 NW 2nd Avenue

CHARLES HADLEY PARK
1300 NW 50th Street

CORAL GATE PARK
1415 SW 32nd Avenue

**CORAL WAY
COMMUNITY CENTER**
1300 SW 12th Avenue

DORSEY PARK
1701 NW 1st Avenue

ELIZABETH VIRRICK PARK
3255 Plaza Street
**ESTHER MAE
ARMBRISTER PARK**
4000 Grand Avenue

Community and Recreation Centers

FERN ISLE PARK
2201 NW 11th Street

GERRY CURTIS PARK
1901 NW 24th Avenue

**GRAPELAND
HEIGHTS PARK**
1550 NW 37th Avenue

HENDERSON PARK
950 NW 3rd Street

HENRY REEVES PARK
600 NW 10th Street

JOSE MARTI GYM
434 SW 3rd Avenue

JOSE MARTI PARK
362 SW 4th Street

JUAN PABLO DUARTE PARK
1776 NW 28th Street

CHARLIE DELLUCA PARK
455 NW 47th Avenue

LEGION MEMORIAL PARK
6447 NE 7th Avenue

LEMON CITY PARK
27 NE 58th Street

**LITTLE HAITI CULTURAL
CENTER AND CARIBBEAN
MARKETPLACE**
212 NE 59th Terrace

LITTLE HAITI SOCCER PARK
6301 NE 2nd Avenue
LUMMUS PARK
404 NW 3rd Street

MARGARET PACE PARK
1745 North Bayshore Drive

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

MOORE PARK
765 NW 36th Street

**MOORE PARK
TENNIS CENTER**
765 NW 36th Street

MORNINGSIDE PARK
750 NE 55th Terrace

PEACOCK PARK
2820 McFarlane Road

**ROBERT KING HIGH PARK
AND CARLOS ARBOLEYA
CAMPGROUND**
7025 W Flagler Street

ROBERTO CLEMENTE PARK
101 NW 34th Street

**SANDRA DELUCCA
DEVELOPMENTAL CENTER**
4560 NW 4th Terrace

**SAMUEL K. JOHNSON
YOUTH CENTER**
4900 NW 12 Ave

SHENANDOAH PARK
1800 SW 21st Avenue

SIMPSON PARK
55 SW 17th Road

SOUTHSIDE PARK
142 SW 11th Street
THEODORE GIBSON PARK
401 NW 12th Street

WEST END PARK
6030 SW 2nd Street

WILLIAMS PARK
1717 NW 5th Avenue

ACQUATIC FACILITIES LOCATIONS *Year Round Locations*

**SHENANDOAH PARK
AQUATIC FACILITY**
1805 SW 22th Avenue

JOSE MARTI POOL
351 SW 4th Street

**THE MILLER J. AND NANCY S.
DAWKINS OLYMPIC
SWIMMING POOL COMPLEX**
4800 NW 12th Avenue

THEODORE GIBSON POOL
401 NW 12th Street

**GRAPELAND HEIGHTS
WATER PARK**
1550 NW 37th Avenue

SEASONAL ACQUATIC FACILITIES

WEST END POOL
250 SW 60th Avenue
(POOL IS CLOSED FOR CONSTRUCTION)

WILLIAMS POOL
1717 NW 5th Avenue

ATHALIE RANGE POOL
525 NW 62nd Street

ELIZABETH VIRRICK POOL
3255 Plaza Street
(POOL IS CLOSED FOR CONSTRUCTION)

MORNINGSIDE POOL
750 NE 55th Terrace

GERRY CURTIS POOL
1901 NW 24th Avenue



HEADQUARTERS

400 NW 2nd Avenue
Miami, Florida 33128
(305) 603-6640

COLLEGE

350 NW 2nd Avenue
Miami, FL 33128
(305) 603-6616

NORTH STATION

1000 NW 62nd Street
Miami, FL 33150
(305) 603-6920

SOUTH STATION

2200 West Flagler Street
Miami, FL 33135
(305) 603-6960

MARINE PATROL SUBSTATION

1001 MacArthur Causeway
Miami, FL 33132
(305) 603-6390



HEADQUARTERS

1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

TRAINING CENTER

3425 Jefferson Street
Miami, FL 33133
(305) 569-3600

GARAGE

1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

FIRE PREVENTION BUREAU

444 SW 2nd Ave, 10th Floor
Miami, FL 33130
(305) 416-1600

STATION 1

144 NE 5th Street
Miami, FL 33132
(305) 569-3901

STATION 2

1901 North Miami Avenue
Miami, FL 33136
(305) 569-3902

STATION 3

1103 NW 7th Street
Miami, FL 33136
(305) 569-3903

STATION 4

1105 SW 2nd Avenue
Miami, FL 33130
(305) 569-3904

STATION 5

1200 NW 20th Street
Miami, FL 33142
(305) 569-3905

STATION 6

701 NW 36th Street
Miami, FL 33127
(305) 569-3906

STATION 7

314 Beacon Boulevard
Miami, FL 33135
(305) 569-3907

STATION 8

2975 Oak Avenue
Miami, FL 33133
(305) 569-3908

STATION 9

69 NE 62nd Street
Miami, FL 33138
(305) 569-3909

STATION 10

4101 NW 7th Street
Miami, FL 33126
(305) 569-3910

STATION 11

5920 W Flagler Street
Miami, FL 33144
(305) 569-3911

STATION 12

1455 NW 46th Street
Miami, FL 33142
(305) 569-3912

STATION 13

990 NE 79th Street
Miami, FL 33138
(305) 569-3913

STATION 14

3171 SW 22nd Terrace
Miami, FL 33145
(305) 569-3914

STATION 15

401 Biscayne Boulevard,
Miami, FL 33132
(786) 256-6380

STATION 16

9 SE 6th Street,
Miami, FL 33131
(305) 569-3904

Miami-Dade County Public Libraries in the City of Miami

Source: Miami-Dade Public Library System

MAIN LIBRARY
101 W Flagler Street
Miami, FL 33130
(305) 375-2665 or (305) 375-2878 TDD

ALLAPATTAH
1799 NW 35th Street
Miami, FL 33142
(305) 638-6086

CIVIC CENTER (PORTA KIOSK)
1501 NW 12th Avenue
Miami, FL 33136
(305) 324-0291

COCONUT GROVE
2875 McFarlane Road
Miami, FL 33133
(305) 442-8695

CULMER/OVERTOWN
350 NW 13th Street
Miami, FL 33136
(305) 579-5322

EDISON CENTER
531 NW 62th Street
Miami, FL 33150
(305) 757-0668

HISPANIC
1398 SW 1st Street
Miami, FL 33135
(305) 643-8574

FAIRLAWN
6376 SW 8th St,
West Miami, FL 33144
(305) 261-1571

LEMON CITY
430 NE 61st Street
Miami, FL 33137
(305) 757-0662

LITTLE RIVER
160 NE 79th Street
Miami, FL 33138
(305) 751-8689

MODEL CITY
211 NW 54th Street
Miami, FL 33142
(305) 636-2233

SHENANDOAH
2111 SW 19th Street
Miami, FL 33145
(305) 250-4688

VIRRRICK PARK
3255 Plaza Street
Miami, FL 33133
(305) 442-7872

WEST FLAGLER
5050 W Flagler Street
Miami, FL 33134
(305) 442-8710

Schools in the City of Miami

Public Schools	
Auburndale Elementary	3255 SW 6th St., 33135
Citrus Grove Elementary	2121 NW 5th St., 33125
Coconut Grove Elementary	3351 Matilda St., 33133
Comstock Elementary	2420 NW 18th Ave., 33142
Eneida Massas Hartner Elementary	401 NW 29th St., 33127
Fairlawn Elementary	444 SW 60th Ave., 33144
Frances S Tucker Elementary	3500 Douglas Rd., 33133
Frederick Douglass Elementary	314 NW 12th St., 33136
Henry M Flagler Elementary	5222 NW 1st St., 33134
Holmes Elementary	1175 NW 67th St., 33150
Jesse J. McCrary, JR. Elementary	514 NW 77th St., 33150
Kensington Parl Elementary	711 NW 30th Ave., 33125
Kinloch Park Elementary	4275 NW 1st St., 33126
Lenora Braynon Smith Elementary	4700 NW 12th Ave., 33142
Maya Angelou Elementary	1850 NW 32nd St., 33142
Orchard Villa Elementary	5720 NW 13th Ave., 33142
Phyllis Wheatley Elementary	1801 NW 1st Place, 33136
Phyllis R Miller Elementary	840 NE 87th St., 33138
Riverside Elementary	1190 SW 2nd St., 33130
Santa Clara Elementary	1051 NW 29th Terr., 33127
Shadowlawn Elementary	149 NW 49th St., 33127
Shenandoah Elementary	1023 SW 21st Ave., 33135
Silver Bluff Elementary	2609 SW 25th Ave., 33133
Southside Elementary	45 SW 13th St., L 33130
Toussaint Louverture Elementary	120 NE 59th St., 33137
Georgia Jones Middle	1331 NW 46th St., 33142
Citrus Grove Middle	2153 NW 3rd St., 33125
Jose De Diego Middle	3100 NW 5th Ave., 33127
Kinloch Park Middle	4340 NW 3rd St., 33126
Miami Edison Middle	6101 NW 2nd Ave., 33127
Shenandoah Middle	1950 SW 19th St., 33145
Booker T Washington Senior High	1200 NW 6th Ave., 33136
Design and Architecture Senior High	4001 NE 2nd Ave., 33137
Miami Edison Senior High	6161 NW 5th Ct., 33127
Miami Jackson Senior High	1751 NW 36th St., 33142
Miami Northwestern Senior High	1100 NW 71st St., 3150
Miami Senior High	2450 SW 1st St., 33135
Law Enforcement Officers Memorial	300 NW 2nd Ave., 33128
Ada Merritt K-8 Center	660 SW 3rd St., 33130
Coral Way K-8 Center	1950 SW 13th Ave., 33145
Edison Park K-8 Center	500 NW 67th St., 33150
Paul L Dunbar K-8 Center	505 NW 20th St., 33127
iPrep Academy	1500 Biscayne Blvd, 33132
Morningside K-8 Academy	6620 NE 5th Ave., 33138
Young Men's Preparatory Academy	3001 NW 2nd Ave., 33127
Young Women's Academy	1150 SW 1st St., 33130
English Center	3501 SW 28th St., 33133
Lindsey Hopkins Technical Education	750 NW 20th St., 33127
Primary Learning Center at SBAB ANNEX	1500 Biscayne Blvd., 33132
Thena Crowder Early Childhood Diagnostic	757 NW 66th St., 33150
Poinciana Park Elementary School	6745 NW 23rd Ave, 33147

Private Schools	
Acting For All	3138 Commodore Place, 33133
Active Health Institute	6520 W Flagler St., 33144
Alpha Charter of Excellence	1223 SW 4th St., 33135
Arcadia Academy	210 NW 22nd Ave., 33125
Art Box	2911 Grand Ave. Ste 400E., 33133
Bridgeprep Academy	621 Beacom Blvd., 33135
Carrollton School of the Sacred Heart	3747 Main Highway, 33133
Champs Brickell Child Care	1050 Brickell Ave. Ste. 110, 33131
Coconut Grove Montessori School	2850 SW 27th Ave., 33133
Creativo Center For The Performing Arts	1067 SW 27th Ave., 33135
Creativo Dance Studio	2329 SW 22nd St., 33145
Easter Seals Academy, Demonstration School and Child Development Center	1475 NW 14th Ave., 33125
First Spanish United Presbyterian	2480 NW 7th St., 33125
Hope Community Development Corp.	7561 NE 1st Ave., 33138
Immaculata-La Salle High School	3601 S Miami Ave., 33133
International Bilingual Childcare and Preschool	70 NW 22nd Ave., 33125
International School of Brickell	609 Brickell Ave., 33131
International Studies Charter School	2480 SW 8th St., 33135
La Prima Casa Montessori	2733 SW 3rd Ave., 33129
Lincoln Marti	931 SW 1st St., 33130
Lincoln Marti	949 SW 1st St., 33130
Lincoln Marti	2700 SW 8th St., 33135
Lincoln Marti Charter School	984 West Flagler St., 33130
Mater Academy East Charter High School	998 SW 1st St., 33130
Mater Academy Of International Studies	795 NW 32nd St., 33127
Mater East Academy Middle School	998 SW 1st St., 33130
Mater Grove Academy	2805 SW 32nd Ave., 33133
Miami Arts Charter School	95 NW 23rd St., 33127
Miami Fine Arts Academy	3191 SW 22nd St., Ste. 104, 33145
Ramz Academy	2609 NW 7th St., 33125
Ransom Everglades School	2045 S Bayshore Drive, 33133
Ransom Everglades School	3575 Main Highway, 33133
River Cities Community Charter School	3405 NW 27th Ave., 33142
Siloye Christian Ministry Academy	8325 NE 2nd Ave., 33138
St. Alban's Child Enrichment Center	3465 Brooker St., 33133
St. Hugh Catholic School	3460 Royal Road, 33133
St. Mary Cathedral School	7485 NW 2nd Ave., 33150
Sts Peter and Paul School	1435 SW 12th Ave., 33129
Sunflowers Academy	2901 SW 7th St., 33135
Sunflowers Preschool and Daycare	1102 SW 27th Ave. , 33135
Tamiami United Methodist Daycare and Elementary School	726 SW 14th Ave., 33145
The Cushman School	592 NE 60th St., 33137
Theodore and Thelma Gibson Charter School	1698 & 1682 NW 4th Ave., 33136

MUNICIPAL FINANCIAL HEALTH



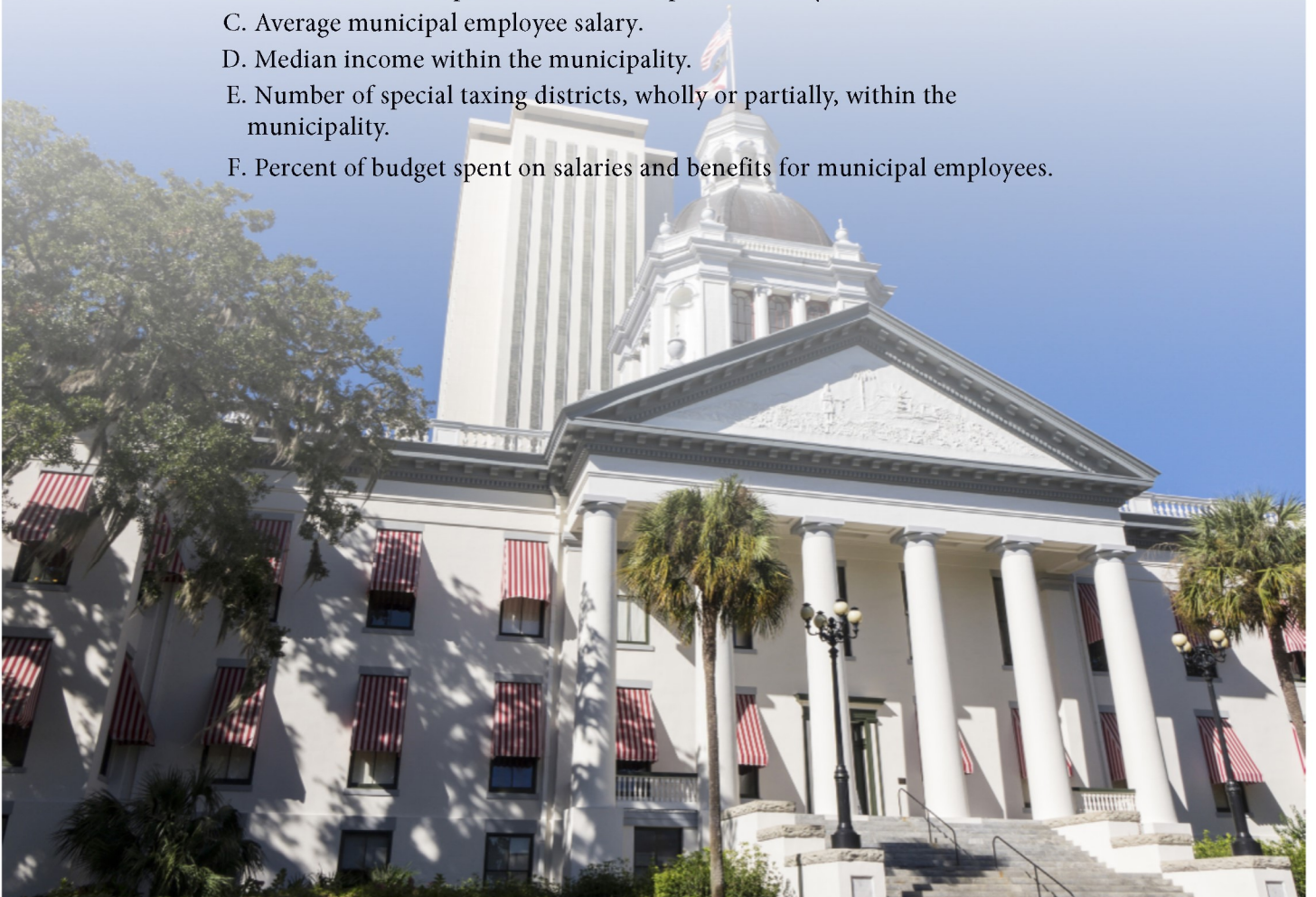
An Act Relating to Local Government Financial Reporting

was enacted on May 23, 2019 amending sections 129.03 and 166.241 of the Florida Statutes. It requires county and municipal budget officers to submit certain information to the state Office of Economic and Demographic Research (EDR) within a specified timeframe. It also requires EDR to create a form for certain purposes by specified date.

The Statute also requires the tentative budget to be posted on the municipality's official website at least two days before the budget hearing and remain on the website for 45 days. The final adopted budget must be posted on the website within 30 days after adoption and must remain on the website for at least two years. The City of Miami has already ascribed to this practice for several years.

The specific information to be reported to the EDR, as required in Florida Statue 166.241(4) is listed below and are illustrated in the following pages.

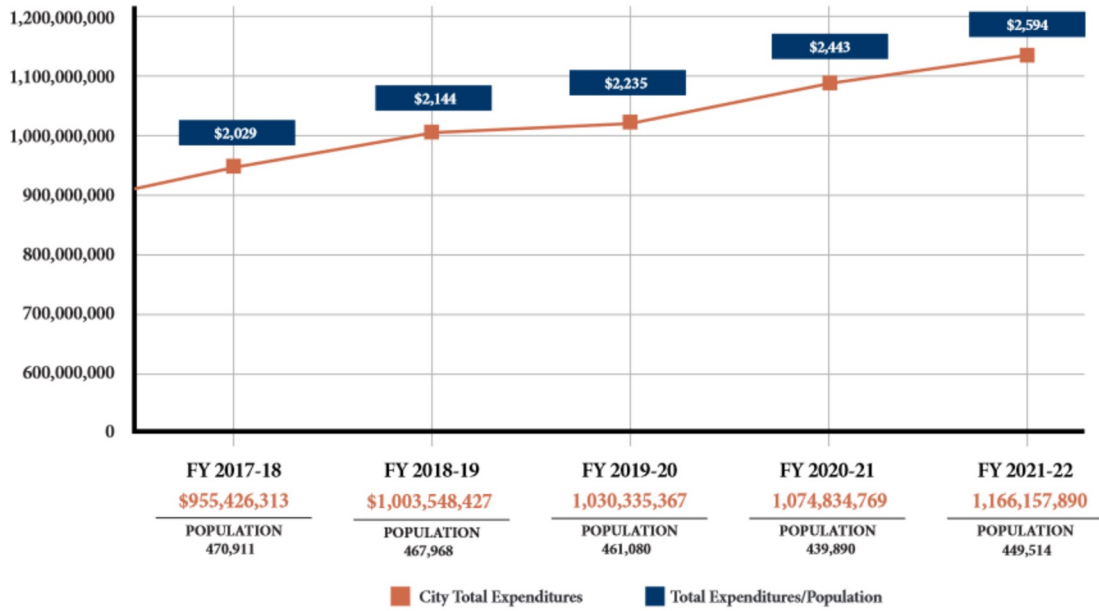
- A. Government spending per resident for the previous five years.
- B. Government debt per resident for the previous five years.
- C. Average municipal employee salary.
- D. Median income within the municipality.
- E. Number of special taxing districts, wholly or partially, within the municipality.
- F. Percent of budget spent on salaries and benefits for municipal employees.



MUNICIPAL FINANCIAL HEALTH

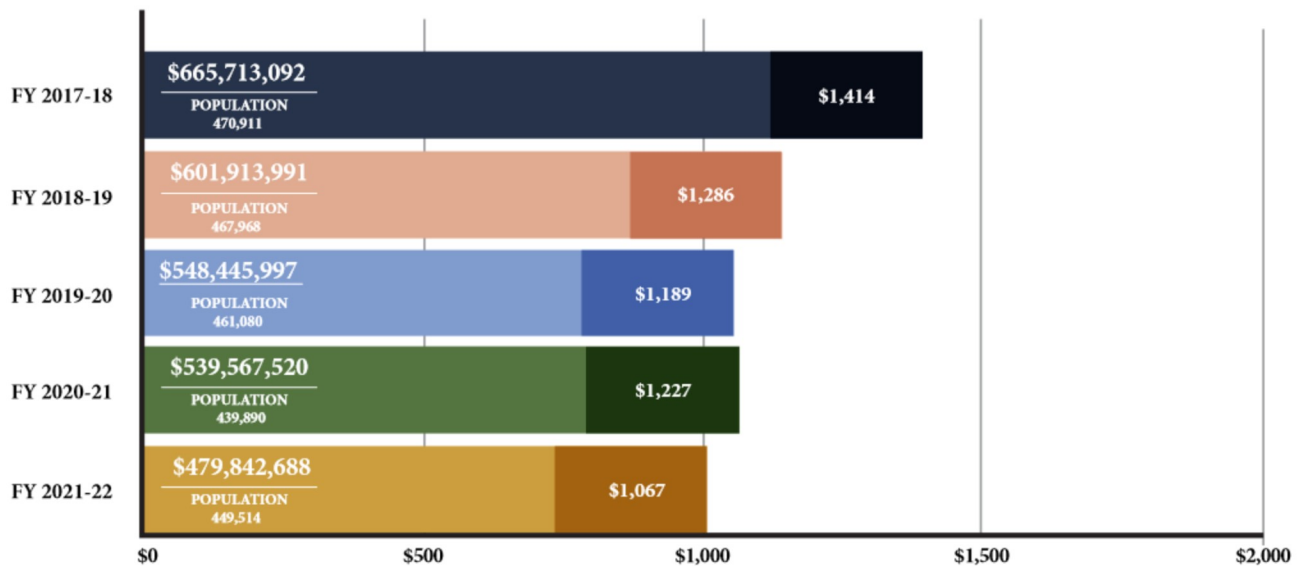


Government Spending per Resident 166.241 (4)(A)



Source: City of Miami Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2022. United States Census.

Long Term Debt Per Resident 166.241 (4)(B)

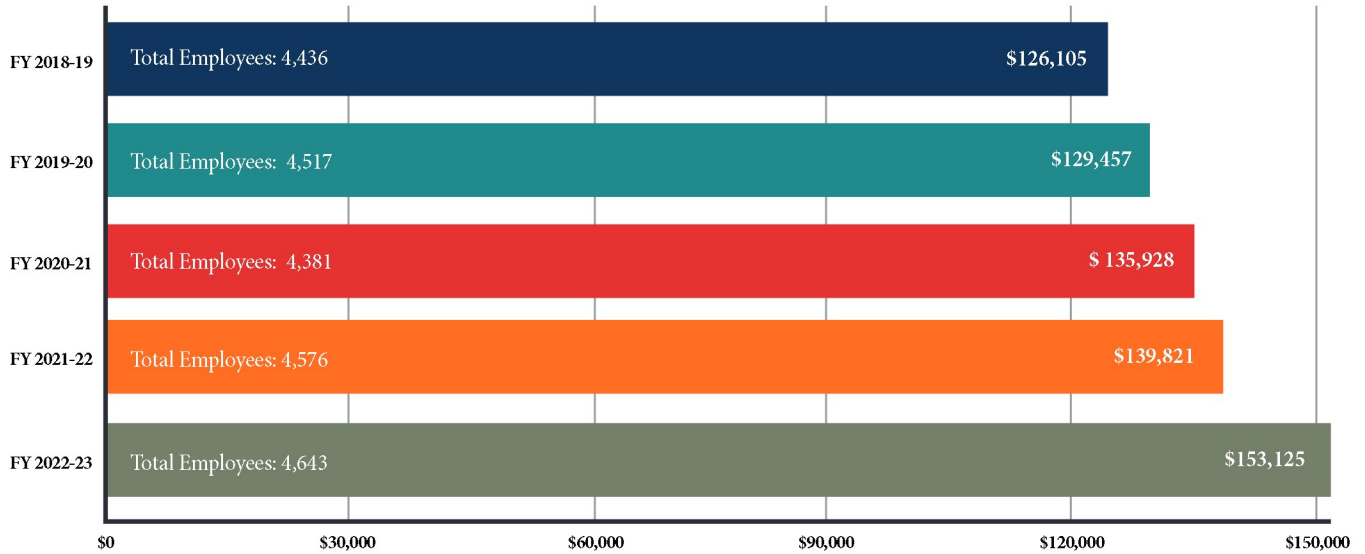


Source: City of Miami Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2022. United States Census.

MUNICIPAL FINANCIAL HEALTH

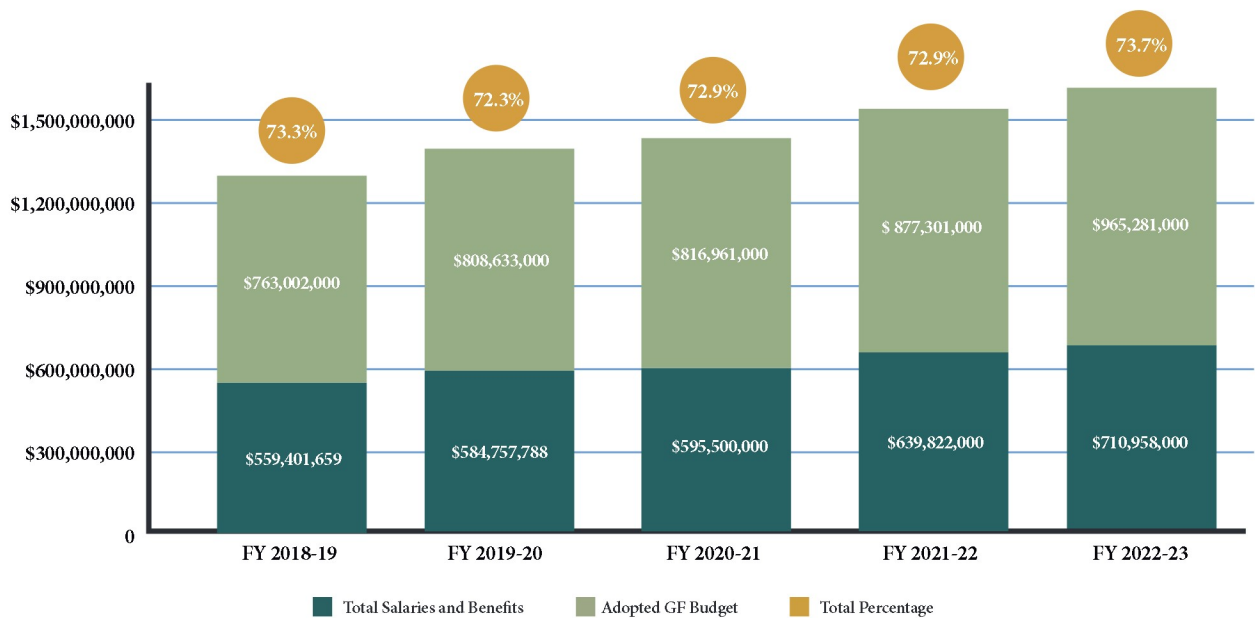


Average Municipal Employee Salary 166.241 (4)(C)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2019-23.

Percent of Budget Spent on Salaries and Benefits 166.241 (4)(F)

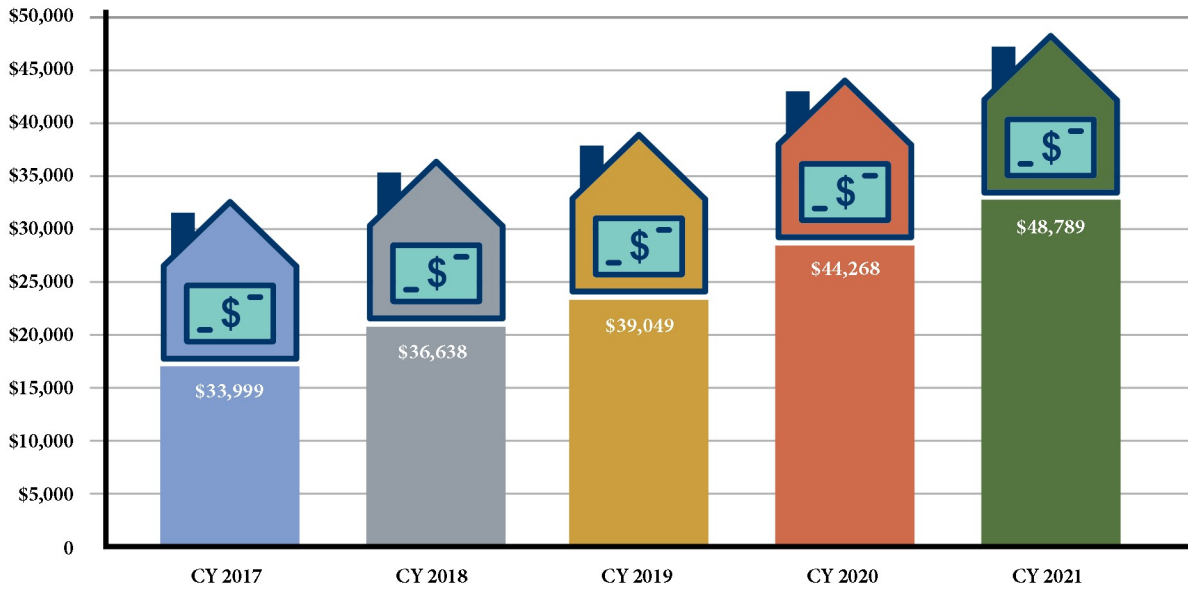


Source: City of Miami Adopted Operating Budgets, Fiscal Year 2019-23.

MUNICIPAL FINANCIAL HEALTH



Median Household Income in the City of Miami 166.241 (4)(D)



Source: U.S. Census Bureau.

Number of Special Taxing Districts, wholly or partially, within the municipality. 166.241 (4)(E)

The City of Miami has only one special taxing district that qualifies per this Statute.





APPENDIX I: COST ALLOCATION PLAN

- Cost Allocation Methodology
 - Indirect Cost Rates
 - Solid Waste Full Cost

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City of Miami, Florida
Cost Allocation Methodology

OVERVIEW

The City of Miami's (the City) Cost Allocation Plan identifies the costs of indirect services provided by central service departments of the City based on actual expenditures for fiscal year ending September 30, 2022.

The Cost Allocation Plan is used by the City to claim indirect costs as charges against awards (grants) and City funds. The list of federal/state grants and awards that are charged indirect costs based on the results of this plan are in Schedule F - Indirect Cost Rate Proposal.

The Cost Allocation Plan is a document that distributes, or allocates, City indirect costs. Indirect costs are those costs incurred by City divisions and departments that benefit other City divisions and departments. Examples of City indirect costs are personnel, purchasing, human resources and the Finance Department.

The primary purpose for preparing the Cost Allocation Plan is to (1) identify the appropriate division and department indirect costs and (2) calculate corresponding indirect cost rates if needed.

The significant steps involved in preparing the Cost Allocation Plan include the following:

- Identify the City divisions and departments that provide support to other City divisions and departments. These divisions and departments are referred to as central service or allocating departments.
- Identify the City divisions and departments that receive support from other City divisions and departments. These departments are referred to as grantee or receiving departments.
- Accumulate the allowable actual expenditures of the City divisions and departments that provide support to other City divisions and departments.
- Distribute, or allocate, the allowable expenditures of the City divisions and departments that provide support to other City divisions and departments based on available, meaningful, measurable, and auditable allocation statistics that match the service provided to the service received.

PROCESS

A double step-down allocation methodology is used to allocate the allowable costs of the central service divisions and departments. This methodology recognizes the cross support provided between central service divisions and departments. For example, accounting supports the information systems department by providing payroll, paying vouchers, and preparing a budget. However, the information systems department also supports accounting by providing software and hardware support and by maintaining and administering various applications and systems.

The double-step down methodology requires an initial sequencing of allocating divisions and departments. In the first step of the double-step methodology, allowable costs from central service divisions and departments are allocated in the sequence selected to all City divisions, departments, and funds; including to other central service divisions and departments. The second step in the double-step down methodology is made to fully account for the cross support provided between central service divisions and departments. Central service divisions and departments are closed after the second step in the double-step down allocation methodology.

FORMAT OF THE REPORT

The City's Cost Allocation Plan is organized as follows:

1. Nature and Extent of Services for the Central Service Department
2. Summary schedules
3. Detail schedules

The Nature and Extent of Services is a narrative description of the central service and each function that was identified. Also described are the allocation bases used for each function and other relevant information on expenditures.

The Summary Schedules provide a recap of the results of the cost allocation process as described below:

A table of contents is included at the beginning of the Plan. The allocation of costs has been accomplished in the same order as shown in the Table of Contents. The Table of Contents also permits the ready identification of the following summary data and sections of the Plan:

1. Schedule A - Allocated Costs by Department demonstrates for each Receiving Department the costs received from each Central Service Department. This schedule answers the question:

Which Central Service Department actually allocated the costs to each Receiving Department?
2. Schedule C - Summary of Allocated Costs is the simplest report to use when balancing to the financials. This schedule demonstrates the full sequence of all departments. The Central Service Departments are listed first and in the order of their allocating sequence. This schedule demonstrates the costs to be allocated, the adjustments made to these costs, and the results of the allocations. The Receiving Departments follow the Central Service Departments with the total allocations received from all Central Service Departments.
3. Schedule D - Detail of Allocated Costs provides a view of the allocation flow of costs for each Central Service Department. This schedule allows the reader to see how the process sequentially zeroes out all the Central Service Department costs and allocates them to Receiving Departments.
4. Schedule E - Summary of Allocated Costs demonstrates for each Central Service Department the services or functions of the Central Service Department and the basis for the allocation of each function. This schedule is a convenient reference for reviewing the activities identified for each Central Service Department. This is particularly important when preparing a new plan and incorporating organizational and services changes

5. Schedule F - Indirect Cost Rate Proposal calculates indirect cost rates for selected Receiving Departments. The indirect rate is computed as the total indirect costs allocated to the Receiving Department divided by the total Salary cost of the Receiving Department.

The detail schedules follow the summary schedules in the cost allocation plan. These schedules demonstrate the original costs being allocated by each Central Service Department. The adjustments are applied; the functions are defined; the incoming costs from other Central Service Departments are detailed; the allocation calculations for both step-downs are documented; and the results for each Central Service Department are summarized.

**CITY OF MIAMI, FLORIDA
COST ALLOCATION PLAN
FY2024 BASED ON ACTUALS AS OF SEPTEMBER 30, 2022
Indirect Cost Rate Proposal**

Receiving Departments	Central Service Costs	Dept Admin Personnel Costs	Dept Admin Other Costs	Total Indirect Costs	Indirect Cost Rate Base	Indirect Cost Rate
101 MAYOR	292,403	0	0	292,403	1,620,053	18.0490 %
111-5 COMMISSIONERS	1,750,283	0	0	1,750,283	4,052,412	43.1911 %
152 CODE COMPLIANCE	1,398,018	0	0	1,398,018	5,120,733	27.3011 %
181-9 FIRE-RESCUE	10,429,341	0	0	10,429,341	109,316,786	9.5405 %
190-1 POLICE	24,204,405	0	0	24,204,405	164,132,047	14.7469 %
201-9 PUBLIC WORKS	4,684,091	0	0	4,684,091	9,570,441	48.9433 %
211-3 SOLID WASTE	9,509,887	0	0	9,509,887	14,428,975	65.9083 %
221 DEPT OF REAL	1,844,069	0	0	1,844,069	2,843,834	64.8445 %
242 GSA PROPERTY	1,741,403	0	0	1,741,403	2,787,384	62.4745 %
245 GSA	431,470	0	0	431,470	639,956	67.4218 %
281-4 BUILDING	4,362,168	0	0	4,362,168	11,400,953	38.2614 %
291-8 PARKS &	6,487,264	0	0	6,487,264	24,696,415	26.2680 %
342 ZONING	829,255	0	0	829,255	2,541,681	32.6262 %
351-5 PLANNING	1,415,805	0	0	1,415,805	2,811,770	50.3528 %
381 COMMUNICATIONS	217,268	0	0	217,268	739,967	29.3618 %
401 CIP	1,175,361	0	0	1,175,361	1,052,484	111.6750 %
441 OFFICE OF	86,364	0	0	86,364	1,543	5,597.1484 %
450 HUMAN SERVICES	953,013	0	0	953,013	3,608,036	26.4136 %
910 CD-COMMUNITY &	2,281,308	0	0	2,281,308	4,062,935	56.1493 %
920 CRA - COMMUNITY	434,710	0	0	434,710	2,255,408	19.2741 %
930 LIBERTY CITY	51,709	0	0	51,709	477,990	10.8180 %
940 VIRGINIA KEY	192,524	0	0	192,524	584,876	32.9171 %
950 CIVILIAN	136,537	0	0	136,537	636,243	21.4599 %
980 ND - NON	326,030	0	0	326,030	13,986,383	2.3311 %
Composite Rate	75,234,686	0	0	75,234,686	383,369,305	19.6245 %

City of Miami Solid Waste Department
Residential Full Cost Disclosure for
Provision of Solid Waste Management Services
October 1, 2021 to September 30, 2022

Type of Service	Full Cost	Households Served	Full Cost Per Household
Collection	\$27,164,514	66,499	\$408
Disposal	\$13,405,959	66,499	\$202
Recycling	\$1,105,460	66,499	\$17
TOTAL	\$41,675,933	66,499	\$627

Notes:

The average waste disposed on a per household basis was determined to be 2.68 tons.

The financial exhibit reflects full costs associated with illegal dumping collection, weekly bulk trash pick-up services, daily street litter container collection, daily street sweeping operations, dead animal collection/disposition, Solid Waste code enforcement, landfill disposal tipping fees, recycling collection, and citywide source reduction and recycling efforts.

The financial exhibit excludes the full cost of the Community Enhancement Team (CET). CET performs Graffiti removal, sign installation, Community Events, and Special Events.

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APPENDIX J: RESOLUTIONS

- Millage Ordinance
- Budget Resolution
- Revenue Estimating Conference Letter
- Equal Pay Resolution Summary

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(Section will be included in the Adopted Budget Book)*

City of Miami, Florida

ARTHUR NORIEGA, V
CITY MANAGER



P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

June 15, 2023

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2023-24 Proposed Operating Budget Estimating Conference Recommendations

In accordance with the City of Miami Financial Integrity Ordinance, the City conducted an annual Budget Estimating Conference on April 18, 2023 to review the assumptions used in developing the Fiscal Year 2023-24 Proposed Operating Budget.

The results of the Conference concluded with a reduction of \$72,000 of revenues from next year's proposed budget. Some revenues were estimated but are still pending outside information, including information from the Miami-Dade Property Appraiser and the State of Florida.

As required by the Ordinance, a Budget Revenue Estimating Committee was formed and consisted of at least one principal staff member from the City's Finance Department, one member of the Office of Management and Budget, and two outside professionals with public financial experience.

The members of this year's conference were as follows:

- Eugene Codner, Chief of Financial Services and Budget, Department of Regulatory and Economic Resources, Miami-Dade County
- Jose Fernandez, Controller, Office of Business and Financial Services, City of Orlando
- Erica Paschal, Director, Finance Department, City of Miami
- Marie M. Gouin, Director, Office of Management and Budget, City of Miami

Additional support members included:

- Xavier E. Alban, Assistant City Attorney, Office of the City Attorney, City of Miami
- Leon Michel, Assistant Director, Office of Management and Budget, City of Miami
- Luis Hernandez Torres, Budget Coordinator, Office of Management and Budget, City of Miami
- Pedro Lacret, Budget Coordinator, Office of Management and Budget, City of Miami
- Donovan Dawson, Budget Coordinator, Office of Management and Budget, City of Miami
- Aniska Elliott, Senior Budget Analyst, Office of Management and Budget, City of Miami
- Rachel Quintana, Assistant to the Director, Office of Management and Budget, City of Miami
- Calvin Fifer, Budget Analyst, Office of Management and Budget, City of Miami

- Fred Pericles, Senior Budget Analyst, Office of Management and Budget, City of Miami
- Gabriel Brito, CIP Budget Coordinator, Office of Management and Budget, City of Miami
- Daniel Alcala, Budget Analyst, Office of Management and Budget, City of Miami
- Jacques Joseph, Budget Analyst, Office of Management and Budget, City of Miami

Attached is a summary of the comments and recommendations made by the Committee. It is expected that the comments and recommendations will help the City of Miami achieve and maintain its financial and strategic goals.

Sincerely,



Marie M. Gouin
Director - City of Miami Office of Management and Budget
Budget Estimating Committee



CITY OF MIAMI - Revenue Estimating Conference Report

FY 2023-24 General Fund

April 18, 2023

Increase(+)	
Reduction(-)	-72,000
Percentage	0.0%

Revenue Object Code/Description	Office/ Department	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	3 Year Average YearTotal	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
						End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
411100 - Ad Valorem Taxes-Real	Finance	349,095,894	375,145,626	395,803,537	373,348,352	367,718,537	402,865,087	402,865,087	452,494,000	434,394,000	487,025,000	-		487,025,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	23,050,677	16,429,429	15,615,324	18,365,144	873,851	349,921	349,921	16,500,000	16,500,000	16,500,000	(500,000)	-3.0%	16,000,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	319,663	51,181	58,845	143,230	18,503	329,168	329,168	51,000	329,000	150,000	-		150,000
411300 - Ad Valorem Taxes-Personal	Finance	16,581,462	17,676,668	18,525,519	17,594,549	17,600,515	18,864,147	18,864,147	20,513,000	19,500,000	22,152,000	-		22,152,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	559,215	988,363	653,668	733,749	197,820	113,826	113,826	988,000	1,008,000	750,000	-		750,000
Property Taxes	Total	389,606,911	410,291,267	430,656,893	410,185,024	386,409,226	422,522,149	422,522,149	490,546,000	471,731,000	526,577,000	(500,000)	(0)	526,077,000
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	6,776,591	7,040,971	7,557,516	7,125,026	3,130,563	3,092,965	3,092,965	7,723,000	7,723,000	7,877,000	-		7,877,000
413100 - Franc Fee-Electricity	Finance	27,749,848	28,843,974	34,700,681	30,431,501	9,937,444	10,812,666	10,812,666	30,833,000	35,395,000	36,103,000	-		36,103,000
413400 - Franc Fee-Gas	Finance	379,892	461,373	748,029	529,765	300,335	451,318	451,318	838,000	838,000	915,000	-		915,000
414100 - Utility Ser Fee-Electricity	Finance	37,343,138	38,520,862	41,086,747	38,983,582	15,763,585	17,695,659	17,695,659	40,521,000	41,908,000	42,746,000	-		42,746,000
414300 - Utility Ser Fee-Water	Finance	6,580,013	7,402,697	7,792,089	7,258,266	2,482,393	2,760,703	2,760,703	8,433,000	7,948,000	8,107,000	-		8,107,000
414400 - Utility Ser Fee-Gas	Finance	675,469	827,751	807,833	770,351	356,593	394,521	394,521	870,000	824,000	841,000	-		841,000
414700 - Utility Ser Fee-Fuel Oil	Finance	14,784	14,693	45,120	24,866	5,679	52,950	52,950	15,000	46,000	47,000	-		47,000
415000 - Public Service Taxes	Finance	20,032,982	19,121,885	20,310,383	19,821,750	6,742,253	7,346,015	7,346,015	20,534,000	20,717,000	21,131,000	-		21,131,000
419000 - Other Taxes-Storm Water	Civil Service Board	0	154	0	51	0	0	0	0	0	0	-		0
419000 - Other Taxes-Storm Water	Finance	(6)	(4,428)	(6)	(1,480)	(3)	(3)	(3)	0	0	0	-		0
419000 - Other Taxes-Storm Water	Resilience and Public Works	14,176,714	13,997,406	13,995,200	14,056,440	4,780,785	4,799,282	4,799,282	14,400,000	13,997,000	14,000,000	-		14,000,000
Franchise Fees and Other Taxes	Total	113,729,425	116,227,338	127,043,592	119,000,118	43,499,627	47,406,076	47,406,076	124,167,000	129,396,000	131,767,000	0		131,767,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	11,071	6,700	3,950	7,241	3,280	414	414	7,000	3,000	7,000	-		7,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	335,976	85,354	449,723	290,351	32,952	1,128,347	1,128,347	29,000	2,251,000	1,600,000	-		1,600,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Resilience and Public Works	465	0	0	155	0	0	0	0	0	0	-		0
461100 - Misc-Int & Pen-Lot Clear & Demoli	Solid Waste	13,503	1,129	685	5,106	401	352	352	1,000	1,000	1,000	-		1,000
461110 - Misc-Int & Pen-Investment	Finance	8,870,415	2,451,265	4,269,312	5,196,997	841,382	11,323,477	11,323,477	2,500,000	25,415,000	9,400,000	500,000	5.3%	9,900,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	1,452,888	(1,735,594)	(6,622,512)	(2,301,739)	(4,527,101)	2,911,281	2,911,281	0	(6,936,000)	0	-		0
Interest	Total	10,684,318	808,854	(1,898,842)	3,198,111	(3,649,086)	15,363,871	15,363,871	2,537,000	20,734,000	11,008,000	500,000	0	11,508,000

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
481000 - Other-Interfund Transfer	Finance	5,291,193	5,605,700	25,201,507	12,032,800	19,773,000	6,870,977	6,870,977	14,598,000	14,654,000	7,537,000	-	-	7,537,000
481101 - Transfer In-Prior Year adjustment	Code Compliance	0	0	2	1	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Finance	0	0	266	89	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Human Resources	0	0	14	5	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Innovation and Technology	0	0	16	5	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Neighborhood Enhancement Teams	0	0	50,350	16,783	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Procurement	0	0	0	0	0	89	89	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Human Services	0	0	63,675	21,225	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Planning	0	0	79	26	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	General Services Administration	0	0	1,037	346	0	410	410	0	1,000	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Resilience and Public Works	0	0	472	157	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Solid Waste	0	0	389	130	0	1,858	1,858	0	2,000	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Capital Improvements and	0	0	29	10	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Fire-Rescue	0	0	105,806	35,269	0	2,893	2,893	0	3,000	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Police	0	0	460	153	0	1,219,305	1,219,305	0	1,219,000	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Real Estate and Asset Management	0	0	176	59	0	0	0	0	0	0	-	-	0
481101 - Transfer In-Prior Year adjustment	Parks and Recreation	0	0	1,622	541	0	0	0	0	0	0	-	-	0
481100 - Other-Intrafund Transfer	Non-Departmental	0	0	2,100,000	700,000	2,100,000	300,000	300,000	300,000	300,000	0	-	-	0
Transfers-IN	Total	5,291,193	5,605,700	27,525,900	12,807,599	21,873,000	8,395,532	8,395,532	14,898,000	16,179,000	7,537,000	0	-	7,537,000
451000 - Fines-Judgments And Fines	Police	6,740,903	6,695,909	5,568,900	6,335,238	2,030,376	2,494,201	2,494,201	5,067,000	6,065,000	6,000,000	(500,000)	-8.3%	5,500,000
451000 - Fines-Judgments And Fines	Real Estate and Asset Management	69,779	63,966	60,955	64,900	21,248	21,826	21,826	55,000	65,000	65,000	-	-	65,000
454000 - Fines-Violations Of Local Ordinances	Finance	(45,363)	(30,746)	(32,153)	(36,087)	21,651	1,761,676	1,761,676	22,000	1,762,000	0	-	-	0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	1,050	200	3,896	1,715	3,846	650	650	0	4,000	0	-	-	0
459000 - Fines-Other Fines And/Or Forfeits	Code Compliance	441,444	836,897	447,646	575,329	168,128	106,202	106,202	360,000	214,000	303,000	-	-	303,000
459000 - Fines-Other Fines And/Or Forfeits	Finance	(4,927)	(8,291)	(73,775)	(28,998)	(780)	0	0	0	0	0	-	-	0
459000 - Fines-Other Fines And/Or Forfeits	Neighborhood Enhancement Teams	1,950	2,150	2,800	2,300	1,100	2,500	2,500	0	3,000	0	-	-	0
459000 - Fines-Other Fines And/Or Forfeits	Building Department	18,710	38,498	23,732	26,980	8,805	3,493	3,493	35,000	11,000	25,000	-	-	25,000
459000 - Fines-Other Fines And/Or Forfeits	Planning	26,277	384	2,403	9,688	2,419	(15)	(15)	3,000	0	(3,000)	-	-	(3,000)

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget		(\$)	(%)
459000 - Fines-Other Fines And/Or Forfeits	Solid Waste	86,391	295,693	763,478	381,854	473,929	430,881	430,881	663,000	850,000	850,000	-	-	850,000
459000 - Fines-Other Fines And/Or Forfeits	Police	1,692	2,096	1,776	1,855	1,568	880	880	0	1,000	0	-	-	0
459000 - Fines-Other Fines And/Or Forfeits	Real Estate and Asset Management	2,347	302	5,875	2,841	205	3,780	3,780	3,000	3,000	3,000	-	-	3,000
462000 - Misc-Red Light Camera Fines	Finance	147,740	85,175	66,465	99,793	28,646	37,122	37,122	0	37,000	0	-	-	0
Fines and Forfeitures	Total	7,487,993	7,982,233	6,841,998	7,437,408	2,761,141	4,863,196	4,863,196	6,208,000	9,015,000	7,243,000	(500,000)	(0)	6,743,000
431000 - Federal Grants	Police	0	0	0	0	0	0	0	0	0	0	-	-	0
431000 - Federal Grants	Parks and Recreation	(849)	2,353	48	517	8,500	0	0	0	0	0	-	-	0
435000 - State Shared Revenues	Finance	779,047	822,593	890,243	830,628	237,742	190,326	190,326	864,000	908,000	917,000	-	-	917,000
435000 - State Shared Revenues	Police	9,154	23,393	0	10,849	0	0	0	0	0	0	-	-	0
435001 - Municipal Rev Sharing	Finance	15,522,488	17,870,627	21,603,809	18,332,308	8,290,009	9,034,326	9,034,326	20,115,000	24,198,000	24,198,000	802,000	3.3%	25,000,000
435002 - Half Cent Sales Tax	Finance	32,664,564	40,024,004	49,108,943	40,599,170	19,891,042	20,157,850	20,157,850	47,772,000	50,091,000	55,731,000	269,000	0.5%	56,000,000
436900 - State Pension Payment	Fire-Rescue	4,030,719	4,040,001	4,391,444	4,154,055	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000	4,523,000	-	-	4,523,000
436900 - State Pension Payment	Police	5,586,313	5,722,341	6,733,993	6,014,216	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,936,000	-	-	6,936,000
438000 - Shared Revenues From Other Local Units	Fire-Rescue	537,271	447,724	662,688	549,228	376,116	191,048	191,048	576,000	576,000	593,000	-	-	593,000
438010 - Shared Revenues - MPA	Finance	2,473,331	3,000,000	16,000,000	7,157,777	8,000,000	4,000,000	4,000,000	14,000,000	12,000,000	12,000,000	-	-	12,000,000
438011 - Shared Revenues From Other Loc- Federal	Fire-Rescue	2,264,719	221,935	5,235,856	2,574,170	84,495	0	0	2,600,000	4,033,000	4,200,000	(1,600,000)	-38.1%	2,600,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	0	325	0	108	0	0	0	2,000	0	0	-	-	0
434000 - State Grants	Parks and Recreation	158	0	38	65	264	0	0	0	0	0	-	-	0
Intergovernmental Revenues	Total	63,866,915	72,175,296	104,627,062	80,223,091	47,188,168	43,873,550	43,873,550	96,229,000	102,106,000	109,098,000	(529,000)	(0)	108,569,000
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	386,026	393,178	291,817	357,007	107,323	90,743	90,743	315,000	229,000	291,000	-	-	291,000
421000 - Business Tax Receipt	Finance	503	616	109	409	109	0	0	0	0	0	-	-	0
421100 - Business Tax Receipt-Business	Finance	6,993,086	7,245,096	7,134,490	7,124,224	6,726,634	6,638,987	6,638,987	7,538,000	7,277,000	7,349,000	-	-	7,349,000
421200 - Business Tax Receipt-Business- Penalty	Commissioners	0	(12)	0	(4)	0	0	0	0	0	0	-	-	0
421200 - Business Tax Receipt-Business- Penalty	Finance	435,192	676,766	497,581	536,513	418,638	377,684	377,684	690,000	437,000	314,000	86,000	27.4%	400,000
421400 - Business Tax Receipt-Metro	Finance	585,405	674,277	584,131	614,604	151,635	145,093	145,093	702,000	596,000	675,000	-	-	675,000
422000 - Building Permits	Building Department	26,739,546	26,730,006	41,203,796	31,557,782	18,754,851	21,825,488	21,825,488	30,000,000	44,303,000	35,000,000	-	-	35,000,000
422000 - Building Permits	Resilience and Public Works	4,543	1,534	13,680	6,586	13,680	3,686	3,686	0	4,000	0	-	-	0
429000 - Other Licenses, Fees and Permits	Code Compliance	4,463	2,888	2,888	3,413	1,313	1,575	1,575	3,000	4,000	5,000	-	-	5,000

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
429000 - Other Licenses, Fees and Permits	Finance	(502)	821	1,459	593	427	633	633	0	1,000	0	-	-	0
429000 - Other Licenses, Fees and Permits	Building Department	76,583	79,589	109,895	88,689	56,757	80,881	80,881	61,000	150,000	110,000	-	-	110,000
429000 - Other Licenses, Fees and Permits	Planning	555,099	680,911	755,637	663,882	409,917	469,685	469,685	700,000	900,000	900,000	-	-	900,000
429000 - Other Licenses, Fees and Permits	Zoning	1,743,215	1,788,177	2,846,170	2,125,854	1,409,786	1,462,607	1,462,607	2,000,000	2,835,000	2,700,000	-	-	2,700,000
429000 - Other Licenses, Fees and Permits	Resilience and Public Works	999,549	1,338,981	2,170,676	1,503,069	941,587	1,537,504	1,537,504	1,400,000	2,886,000	2,943,000	57,000	1.9%	3,000,000
429000 - Other Licenses, Fees and Permits	Solid Waste	(11,027)	0	0	(3,676)	0	0	0	0	0	0	-	-	0
429000 - Other Licenses, Fees and Permits	Fire-Rescue	(2,011)	1,210	1,099	99	994	1,082	1,082	0	1,000	0	-	-	0
429000 - Other Licenses, Fees and Permits	Police	346,750	297,714	320,743	321,735	172,354	125,160	125,160	295,000	295,000	295,000	-	-	295,000
429000 - Other Licenses, Fees and Permits	Real Estate and Asset Management	208,083	148,672	42,362	133,039	10,750	32,157	32,157	158,000	50,000	30,000	-	-	30,000
429000 - Other Licenses, Fees and Permits	Parks and Recreation	1,657	0	0	552	0	0	0	0	0	0	-	-	0
429010 - Other Licenses, Fees - CU(SW)	Finance	0	201	(4)	66	0	0	0	0	0	0	-	-	0
429010 - Other Licenses, Fees - CU(SW)	Management and Budget	(373)	0	0	(124)	0	0	0	0	0	0	-	-	0
429010 - Other Licenses, Fees - CU(SW)	Solid Waste	8,249,471	7,773,612	10,191,861	8,738,315	5,951,218	6,169,614	6,169,614	8,500,000	8,742,000	8,742,000	758,000	8.7%	9,500,000
429010 - Other Licenses, Fees - CU(SW)	Fire-Rescue	(7)	0	0	(2)	0	0	0	0	0	0	-	-	0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Finance	0	(116)	0	(39)	0	0	0	0	0	0	-	-	0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	16,845,658	16,964,762	20,435,024	18,081,815	8,317,199	11,184,519	11,184,519	18,027,000	21,415,000	20,152,000	-	-	20,152,000
429030 - Other Licenses, Fees - Murals	Zoning	3,244,601	3,087,157	2,816,551	3,049,436	1,703,592	2,091,543	2,091,543	3,200,000	3,432,000	2,800,000	-	-	2,800,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	603	0	85	229	85	(67)	(67)	0	0	0	-	-	0
429035 - Other Licenses, Fees - Fire Safety Permits	Fire-Rescue	2,396,533	2,209,692	2,258,034	2,288,086	2,029,231	1,974,757	1,974,757	2,438,000	2,288,000	2,300,000	-	-	2,300,000
429040 - Other Licenses, Fees - CU	Finance	1,269,850	1,272,432	1,253,714	1,265,332	1,203,333	1,183,356	1,183,356	1,324,000	1,279,000	1,291,000	-	-	1,291,000
429040 - Other Licenses, Fees - CU	Zoning	821,388	882,149	1,164,739	956,092	550,033	512,928	512,928	1,100,000	994,000	1,100,000	-	-	1,100,000
Licenses and Permits	Total	71,893,884	72,250,313	94,096,537	79,413,576	48,931,446	55,909,615	55,909,615	78,451,000	98,118,000	86,997,000	901,000	0	87,898,000
464000 - Misc-Disposition Of Fixed Assets	City Manager	135	76	61	91	0	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Office of Communications	0	0	282	94	0	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Finance	0	0	0	0	0	322	322	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Management and Budget	0	9	0	3	0	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Procurement	0	0	1,053	351	0	9	9	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Building Department	0	0	96	32	0	0	0	0	0	0	-	-	0

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
464000 - Misc-Disposition Of Fixed Assets	General Services Administration	885,795	220,575	369,825	492,065	139,835	588,145	588,145	152,000	698,000	152,000	-	-	152,000
464000 - Misc-Disposition Of Fixed Assets	Resilience and Public Works	1,220	0	0	407	0	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Solid Waste	0	0	11	4	0	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Fire-Rescue	959	0	133,350	44,770	133,350	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Police	0	6,500	31,552	12,684	0	58,950	58,950	0	59,000	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Real Estate and Asset Management	8,850	0	0	2,950	0	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Parks and Recreation	0	4	4,050	1,351	4,050	0	0	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	Risk Management	88	0	0	29	0	40	40	0	0	0	-	-	0
464000 - Misc-Disposition Of Fixed Assets	CRA OMNI	208	0	0	69	0	0	0	0	0	0	-	-	0
469010 - Misc.-Other Service Charges/Late Fees	Finance	243,557	253,965	229,543	242,355	206,092	182,532	182,532	264,000	234,000	264,000	-	-	264,000
469010 - Misc.-Other Service Charges/Late Fees	Building Department	0	4	0	1	0	0	0	0	0	0	-	-	0
469010 - Misc.-Other Service Charges/Late Fees	Zoning	6,691	7,794	8,640	7,708	4,247	4,385	4,385	9,000	9,000	9,000	-	-	9,000
469010 - Misc.-Other Service Charges/Late Fees	Fire-Rescue	6,383	7,413	8,304	7,367	4,047	4,220	4,220	10,000	7,000	10,000	-	-	10,000
469010 - Misc.-Other Service Charges/Late Fees	Real Estate and Asset Management	634	17,692	48,430	22,252	0	672	672	0	1,000	0	-	-	0
469013 - Misc - Fuel	Finance	200	17,939	2,496	6,878	2,496	0	0	0	0	0	-	-	0
469013 - Misc - Fuel	Real Estate and Asset Management	128,524	133,136	98,311	119,991	41,196	13,381	13,381	150,000	98,000	100,000	-	-	100,000
469014 - Misc - Vending	Real Estate and Asset Management	26,734	12,463	35,114	24,770	13,537	22,456	22,456	30,000	38,000	30,000	-	-	30,000
469300 - Misc-Settlements	Finance	443,686	646,913	694,204	594,934	123,959	358,002	358,002	443,000	708,000	443,000	157,000	35.4%	600,000
469300 - Misc-Settlements	Real Estate and Asset Management	603,694	137,557	0	247,084	0	0	0	0	0	0	-	-	0
469300 - Misc-Settlements	Non-Departmental	0	1,614,778	66,667	560,482	33,333	40,767	40,767	67,000	102,000	67,000	-	-	67,000
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	0	0	0	0	0	0	0	0	0	0	-	-	0
489000 - Other-Nonoperating Sources	City Attorney	0	126,243	129,285	85,176	65,403	63,882	63,882	128,000	128,000	128,000	-	-	128,000
489000 - Other-Nonoperating Sources	City Clerk	(6,984)	1,164	0	(1,940)	0	582	582	0	1,000	0	-	-	0
489000 - Other-Nonoperating Sources	Fire-Rescue	2,090,071	2,064,151	3,488,848	2,547,690	1,938,363	2,007,027	2,007,027	3,300,000	3,366,000	3,500,000	-	-	3,500,000
489000 - Other-Nonoperating Sources	Police	24,341	9,505	22,714	18,853	11,427	9,422	9,422	15,000	20,000	15,000	-	-	15,000
489000 - Other-Nonoperating Sources	Real Estate and Asset Management	0	0	175,000	58,333	0	0	0	0	0	0	-	-	0
489000 - Other-Nonoperating Sources	Parks and Recreation	0	1,680	0	560	0	0	0	0	0	0	-	-	0
489000 - Other-Nonoperating Sources	Non-Departmental	21,944,271	0	0	7,314,757	0	0	0	0	0	0	-	-	0

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
489910 - Other- Carryover Budget	Human Services	198,090	0	1,020	66,370	0	0	0	0	0	0	-	-	0
489910 - Other- Carryover Budget	Fire-Rescue	(597)	0	0	(199)	0	0	0	0	0	0	-	-	0
489910 - Other- Carryover Budget	Real Estate and Asset Management	(279,826)	0	0	(93,275)	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	0	0	42,588	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	City Clerk	0	(1,164)	0	(388)	0	(582)	(582)	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Code Compliance	0	130	0	43	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Finance	(33)	18,530	(28)	6,156	(14)	(13)	(13)	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Grants Administration	34,773	0	1,409	12,061	1,409	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Human Resources	0	961	0	320	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Innovation and Technology	0	1,089	0	363	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Neighborhood Enhancement Teams	0	18,896	0	6,299	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Procurement	(1,529)	0	0	(510)	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Human Services	(20,387)	65,592	0	15,069	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Building Department	99	128,723	0	42,941	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Planning	0	4,249	0	1,416	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	General Services Administration	15,390	60,259	5,340	26,996	5,340	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Resilience and Public Works	0	31,583	0	10,528	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Solid Waste	0	27,136	0	9,045	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Capital Improvements and	0	2,000	0	667	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Fire-Rescue	6,216	(13,085)	(4,002)	(3,624)	(4,002)	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Police	(30,890)	17,479	0	(4,470)	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Real Estate and Asset Management	0	12,202	0	4,067	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Parks and Recreation	80	105,414	0	35,165	0	0	0	0	0	0	-	-	0
489900 - Other-Oth N-optg Sour/Carryover	Non-Departmental	0	0	0	0	0	0	0	19,293,000	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Mayor	0	0	60	20	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	City Manager	50	0	50	33	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	City Attorney	5,298	14,726	20,734	13,586	9,595	6,641	6,641	0	7,000	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Code Compliance	167	856	392	472	84	391	391	0	1,000	0	-	-	0

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
469000 - Misc-Other Miscellaneous Revenues	Office of Communications	13,633	1,000	250	4,961	200	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Finance	523,426	652,104	593,887	589,806	437,827	458,129	458,129	612,000	606,000	612,000	-	-	612,000
469000 - Misc-Other Miscellaneous Revenues	Human Resources	0	0	21	7	0	1	1	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Innovation and Technology	241,709	162,574	27,466	143,916	27,466	0	0	60,000	15,000	30,000	-	-	30,000
469000 - Misc-Other Miscellaneous Revenues	Neighborhood Enhancement Teams	(934)	(690)	(660)	(761)	(450)	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Procurement	100	0	200	100	100	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Human Services	31,361	(1)	1,555	10,972	0	14,345	14,345	0	20,000	146,000	(126,000)	-86.3%	20,000
469000 - Misc-Other Miscellaneous Revenues	Building Department	(1,178,404)	(1,274,694)	(1,812,200)	(1,421,766)	(925,253)	(760,135)	(760,135)	0	(1,623,000)	(1,500,000)	-	-	(1,500,000)
469000 - Misc-Other Miscellaneous Revenues	Planning	53,967	194,564	35,449	94,660	24,159	36,102	36,102	32,000	81,000	100,000	(19,000)	-19.0%	81,000
469000 - Misc-Other Miscellaneous Revenues	Zoning	0	5,623	7,533	4,385	3,171	3,655	3,655	7,000	7,000	7,000	-	-	7,000
469000 - Misc-Other Miscellaneous Revenues	General Services Administration	0	0	75,000	25,000	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Resilience and Public Works	0	900	116	339	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Solid Waste	147	0	25,714	8,621	650	1,500	1,500	7,000	5,000	7,000	-	-	7,000
469000 - Misc-Other Miscellaneous Revenues	Capital Improvements and	0	0	634	211	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Fire-Rescue	305,284	475,804	512,116	431,068	285,448	163,853	163,853	480,000	405,000	405,000	120,000	29.6%	525,000
469000 - Misc-Other Miscellaneous Revenues	Police	256,887	415,415	464,231	378,844	1,718,685	131,724	131,724	27,000	144,000	297,000	168,000	56.6%	465,000
469000 - Misc-Other Miscellaneous Revenues	Housing and Community	0	0	184	61	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Real Estate and Asset Management	147,156	177,468	910,182	411,602	14,502	206,864	206,864	162,000	200,000	200,000	-	-	200,000
469000 - Misc-Other Miscellaneous Revenues	Parks and Recreation	202,151	122,975	344,367	223,165	171,315	137,663	137,663	300,000	300,000	300,000	-	-	300,000
469000 - Misc-Other Miscellaneous Revenues	Risk Management	941	214	0	385	0	0	0	0	0	0	-	-	0
469000 - Misc-Other Miscellaneous Revenues	Non-Departmental	0	19,134	92,793	37,309	29,395	189,113	189,113	35,000	202,000	150,000	-	-	150,000
469200 - Misc - POS Over/Under	Finance	(33,941)	(22,005)	(3,354)	(19,767)	(8,856)	(15,254)	(15,254)	0	(15,000)	0	-	-	0
Other Revenues (Inflows)	Total	27,027,205	6,705,522	6,848,295	13,527,008	4,512,106	3,928,791	3,928,791	25,583,000	5,824,000	5,472,000	300,000	0	5,772,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,193,100	1,879,501	2,018,200	1,696,934	1,124,800	637,200	637,200	1,955,000	2,059,000	1,955,000	104,000	5.3%	2,059,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Resilience and Public Works	94,717	238,334	271,140	201,397	121,070	102,034	102,034	240,000	277,000	277,000	-	-	277,000
441900 - CFS-GG-Other General Government Charges And Fees	Independent Auditor General	0	67,427	0	22,476	0	0	0	0	0	0	-	-	0
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	0	15,501	0	5,167	(105)	1,502	1,502	0	2,000	0	-	-	0
441900 - CFS-GG-Other General Government Charges And Fees	Real Estate and Asset Management	92	1,220	(1,595)	(95)	0	2,413	2,413	2,000	2,000	0	-	-	0

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
441900 - CFS-GG-Other General Government Charges And Fees	Parks and Recreation	809,093	944,798	1,093,767	949,219	515,548	499,849	499,849	1,015,000	711,000	35,000	-	-	35,000
442100 - CFS-PS-Police Services	Finance	27	0	(86)	(20)	14	53	53	0	0	0	-	-	0
442100 - CFS-PS-Police Services	Police	3,741,386	3,322,187	3,151,282	3,404,951	2,034,019	1,421,375	1,421,375	3,400,000	2,787,000	3,000,000	(200,000)	-6.7%	2,800,000
442100 - CFS-PS-Police Services	Risk Management	(10)	0	0	(3)	0	0	0	0	0	0	-	-	0
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	524	17	601	381	462	0	0	0	1,000	0	-	-	0
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	10,403,280	9,544,681	10,739,832	10,229,265	5,332,714	6,015,532	6,015,532	10,000,000	10,500,000	10,800,000	-	-	10,800,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	3,399,810	2,312,025	1,835,753	2,515,863	548,403	0	0	1,663,000	1,926,000	1,778,000	-	-	1,778,000
442500 - CFS-PS-Protective Inspection Fees	Finance	789	90	915	598	855	0	0	0	0	0	-	-	0
442500 - CFS-PS-Protective Inspection Fees	Fire-Rescue	464,670	439,100	511,671	471,814	246,025	297,149	297,149	415,000	540,000	540,000	-	-	540,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	525	780	795	700	310	230	230	0	0	0	-	-	0
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	697,681	792,326	1,110,582	866,863	528,057	558,161	558,161	715,000	867,000	800,000	67,000	8.4%	867,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	250,568	412,073	307,543	323,395	129,253	143,722	143,722	352,000	318,000	316,000	-	-	316,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Fire-Rescue	165,409	0	0	55,136	0	0	0	0	0	0	-	-	0
442900 - CFS-PS-Other Public Safety Charges And Fees	Police	531,653	485,422	644,268	553,781	232,381	624,638	624,638	552,000	879,000	552,000	-	-	552,000
443300 - CFS-PE-Water Utility Revenue	Solid Waste	0	1,906	0	635	0	0	0	0	0	0	-	-	0
443301 - CFS-Electrical Utility Fees	Finance	0	0	0	0	0	14,120	14,120	0	14,000	0	-	-	0
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset Management	7,078	7,562	6,318	6,986	1,444	11,544	11,544	7,000	10,000	7,000	-	-	7,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	122	0	0	41	0	0	0	0	0	0	-	-	0
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	808	1,085	2,408	1,433	435	5,065	5,065	0	8,000	0	-	-	0
443400 - CFS-PE-Garbage/Solid Waste Revenue	Solid Waste	24,683,264	24,378,398	24,274,196	24,445,286	21,113,421	20,942,023	20,942,023	24,619,000	24,542,000	24,510,000	-	-	24,510,000
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	564	1,024	3,029	1,539	808	2,385	2,385	1,000	3,000	1,000	-	-	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Finance	0	0	0	0	0	0	0	0	0	0	-	-	0
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	87,500	0	117,897	68,466	66,923	82,774	82,774	101,000	101,000	68,000	-	-	68,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	2,357,527	1,841,289	2,508,826	2,235,881	1,194,010	1,467,662	1,467,662	2,200,000	2,660,000	2,800,000	100,000	3.6%	2,900,000
444600 - CFS-Trans-Tolls	Parks and Recreation	297,077	567,957	567,311	477,448	234,948	285,429	285,429	500,000	596,000	625,000	-	-	625,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	0	1,765	5,908	2,558	4,152	0	0	0	0	0	-	-	0
444900 - CFS-Trans-Other Transportation Revenue	Real Estate and Asset Management	653	980	0	544	0	0	0	4,000	0	0	-	-	0
446000 - CFS-Trans-Tools	Real Estate and Asset Management	137,147	0	0	45,716	0	0	0	0	0	0	-	-	0

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
446000 - CFS-Trans-Tools	Parks and Recreation	11,507	26,050	0	12,519	0	0	0	0	0	0	-	-	0
447500 - CFS-C&R-Special Recreation Facilities	Civil Service Board	106	0	0	35	0	0	0	0	0	0	-	-	0
447500 - CFS-C&R-Special Recreation Facilities	Real Estate and Asset Management	691,607	692,147	1,716,533	1,033,429	165,724	508,183	508,183	692,000	1,000,000	1,000,000	-	-	1,000,000
447500 - CFS-C&R-Special Recreation Facilities	Parks and Recreation	479,784	635,634	1,089,846	735,088	482,653	585,286	585,286	841,000	1,028,000	466,000	-	-	466,000
447900 - CFS-C&R-Other Culture/Recreation	Finance	0	1,340	0	447	0	0	0	0	0	0	-	-	0
447900 - CFS-C&R-Other Culture/Recreation	Real Estate and Asset Management	103,327	8,633	14,677	42,212	2,380	77,846	77,846	0	71,000	0	-	-	0
447900 - CFS-C&R-Other Culture/Recreation	Parks and Recreation	3,034,609	3,822,037	4,457,003	3,771,217	1,987,527	2,026,854	2,026,854	4,098,000	2,521,000	905,000	-	-	905,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	2,690	0	0	897	0	0	0	0	0	0	-	-	0
447910 - CFS-C&R-Other Culture/Recreation (PF)	Real Estate and Asset Management	7,366,486	8,618,201	11,522,239	9,168,975	5,388,058	5,972,278	5,972,278	10,700,000	11,700,000	11,700,000	-	-	11,700,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Parks and Recreation	491	2,553	827	1,290	0	218	218	0	0	0	-	-	0
448000 - CFS-Rents And Royalties	Real Estate and Asset Management	11,057,808	17,744,955	23,383,663	17,395,476	9,533,063	12,062,549	12,062,549	17,500,000	20,685,000	21,000,000	(315,000)	-1.5%	20,685,000
448000 - CFS-Rents And Royalties	Parks and Recreation	11,988	14,844	28,756	18,529	5,925	18,448	18,448	26,000	36,000	6,000	-	-	6,000
449000 - CFS-Other Charges for Services	City Attorney	104,627	228,252	197,094	176,658	118,615	26,121	26,121	239,000	155,000	239,000	-	-	239,000
449000 - CFS-Other Charges for Services	City Clerk	1,661	55	175	630	19	109	109	0	0	0	-	-	0
449000 - CFS-Other Charges for Services	Civil Service Board	0	51	69	40	69	0	0	0	0	0	-	-	0
449000 - CFS-Other Charges for Services	Code Compliance										4,595,000	-	-	4,595,000
449000 - CFS-Other Charges for Services	Finance	11,041	10,803	9,904	10,582	4,805	4,712	4,712	11,000	10,000	11,000	-	-	11,000
449000 - CFS-Other Charges for Services	Innovation and Technology	1,313	1,878	3,558	2,250	1,509	1,692	1,692	6,000	4,000	4,000	-	-	4,000
449000 - CFS-Other Charges for Services	Procurement	70	15	0	28	0	0	0	0	0	0	-	-	0
449000 - CFS-Other Charges for Services	Human Services	66,977	19,228	42,432	42,879	18,812	9,227	9,227	37,000	15,000	37,000	-	-	37,000
449000 - CFS-Other Charges for Services	Building Department	903,245	964,665	972,786	946,899	1,012,916	1,039,222	1,039,222	1,000,000	1,049,000	1,000,000	-	-	1,000,000
449000 - CFS-Other Charges for Services	Planning	1,779,448	2,954,511	5,341,821	3,358,593	2,039,405	3,635,231	3,635,231	3,899,000	6,359,000	692,000	-	-	692,000
449000 - CFS-Other Charges for Services	Zoning	242,059	398,509	600,965	413,845	339,428	247,967	247,967	628,000	497,000	550,000	-	-	550,000
449000 - CFS-Other Charges for Services	Resilience and Public Works	1,920,685	2,641,366	2,983,812	2,515,288	1,331,248	1,659,735	1,659,735	2,300,000	3,200,000	3,264,000	-	-	3,264,000
449000 - CFS-Other Charges for Services	Solid Waste	2,975	751	2,025	1,917	1,416	904	904	1,000	1,000	1,000	-	-	1,000
449000 - CFS-Other Charges for Services	Fire-Rescue	739,961	784,599	1,089,279	871,279	507,990	583,113	583,113	950,000	1,000,000	1,020,000	-	-	1,020,000
449000 - CFS-Other Charges for Services	Police	1,218,315	817,550	786,350	940,738	454,693	560,741	560,741	1,002,000	965,000	1,002,000	-	-	1,002,000
449000 - CFS-Other Charges for Services	Real Estate and Asset Management	78,401	169,747	517,183	255,110	22,856	76,502	76,502	169,000	176,000	196,000	-	-	196,000

Revenue Object Code/Description	Office/ Department	FY 2019-20	FY 2020-21	FY 2021-22	3 Year	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	Estimated Conference Adjustment		FY 2023-24
		Actual YearTotal	Actual YearTotal	Actual YearTotal	Average YearTotal	End of Q2	End of Q2	Actual 3/31/2023	Amended YearTotal	Projections YearTotal	Proposed Budget	(\$)	(%)	Proposed Final
449000 - CFS-Other Charges for Services	Parks and Recreation	19,612	5,429	9,862	11,634	7,584	18,145	18,145	8,000	36,000	20,000	-	-	20,000
449001 CFS-DRI Administration	Human Services	8,866	0	0	2,955	0	0	0	0	0	0	-	-	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	Human Services	0	12,608	0	4,203	0	0	0	0	0	0	-	-	0
449010 - CFS-Parking Surcharges Lockbox	Finance	18,045,942	18,700,718	26,871,603	21,206,088	12,597,850	14,134,939	14,134,939	25,000,000	27,409,000	27,409,000	-	-	27,409,000
449015 - CFS - Pari-Mutuel Revenues	Finance	1,509,304	2,898,117	3,360,788	2,589,403	1,353,975	1,398,003	1,398,003	4,000,000	3,428,000	3,500,000	-	-	3,500,000
449020 - CFS-Building Inspections	Finance	904,169	646,853	885,125	812,049	503,174	500,089	500,089	714,000	850,000	850,000	-	-	850,000
449020 - CFS-Building Inspections	Building Department	4,212,754	5,691,309	6,366,983	5,423,682	3,308,325	2,918,128	2,918,128	5,100,000	6,488,000	5,450,000	-	-	5,450,000
449020 - CFS-Building Inspections	Fire-Rescue	0	(590)	0	(197)	0	0	0	0	0	0	-	-	0
Charges for Services	Total	103,856,882	115,770,266	141,425,919	120,351,022	74,619,966	81,181,102	81,181,102	126,662,000	137,486,000	132,981,000	(244,000)	(0)	132,737,000
Total Revenue	Total	793,444,726	807,816,789	937,167,354	846,142,957	626,145,594	683,443,882	683,443,882	965,281,000	990,589,000	1,018,680,000	(72,000)	(0)	1,018,608,000

INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members of the
City Commission

DATE: July 3, 2023

SUBJECT: **Equal Pay Protection**

FROM: Arthur Noriega, V
City Manager



REFERENCES: Resolution R-17-0420
ENCLOSURES: EEO Report/Chart

This year marks the 60th Anniversary of the passing of the Equal Pay Act (“EPA”) of 1963. This Act prohibits sex-based wage discrimination and requires that men and women in the workforce receive equal pay for equal work in jobs that are substantially equal and performed under similar working conditions.

The City of Miami recognizes pay equity is essential regardless of gender and strives to “level the playing field” as it concerns pay discrimination. On September 19, 2017, the City adopted resolution R-17-0420, Equal Pay Protection. This resolution strengthens equal pay efforts and ensures the City remains in compliance with the EPA and other federal, state, and local laws prohibiting discrimination in hiring, promotion, compensation, and unlawful discharge. In addition to measures already in place, the resolution further directs the City to document evidence of gender pay equality and provides that such documentation be included in the budget summary.

Accordingly, the attached report serves as a valuable tool for evaluating the City’s internal programs and ensuring equal employment opportunities.

The City’s Office of Equal Employment Opportunity and Diversity Programs (“EODP”) and the Human Resources Department advocate for equal employment and pay equity throughout the recruitment and selection process to prevent unfair employment practices, which further ensures that the City remains an equal opportunity employer, in compliance with Resolution R-17-0420.

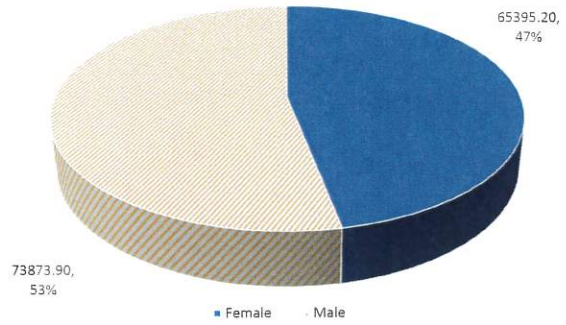
City of Miami Equal Pay Summary

Pursuant to Resolution R-17-0420, directed the City Manager to document evidence of gender pay equality and equality in opportunities for hiring, promotions, and acquiring management positions within the City of Miami in the yearly budget summary, the updated EODP Equal Pay Summary for the City of Miami is shown below

Employee Distribution

Gender	Total	Percent
Female	1614	33.49%
Male	3206	66.51%
Overall	4820	100.00%

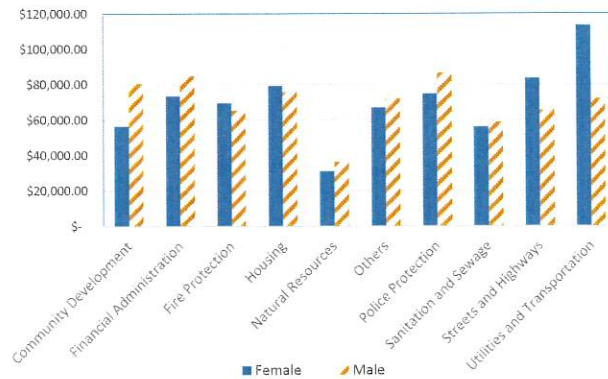
Median Salary by Gender



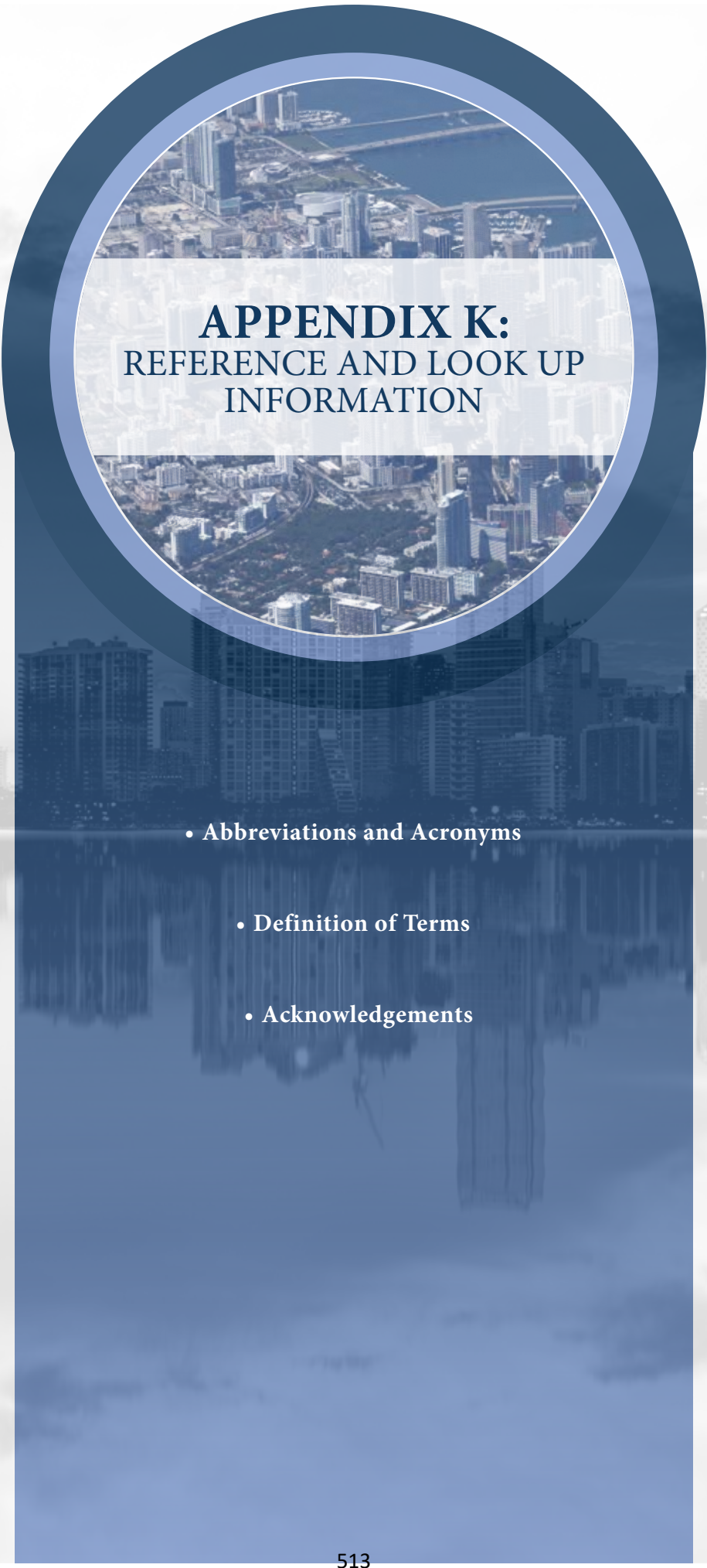
Median Salary by EEO Function and Gender

EEO Function	Female	Male
Community Development	\$ 56,490.51	\$ 80,550.08
Financial Administration	\$ 73,500.00	\$ 84,745.43
Fire Protection	\$ 69,580.58	\$ 65,410.18
Housing	\$ 79,377.79	\$ 75,702.85
Natural Resources	\$ 31,200.00	\$ 36,414.56
Others	\$ 66,982.34	\$ 72,097.79
Police Protection	\$ 74,854.21	\$ 86,653.22
Sanitation and Sewage	\$ 56,111.95	\$ 58,784.13
Streets and Highways	\$ 83,462.50	\$ 65,395.20
Utilities and Transportation	\$ 113,502.53	\$ 72,097.79
Overall	\$ 65,395.20	\$ 73,873.90

Median Salary by EEO Function and Gender



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APPENDIX K: REFERENCE AND LOOK UP INFORMATION

- **Abbreviations and Acronyms**
- **Definition of Terms**
- **Acknowledgements**

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Abbreviations and Acronyms

100 RC	100 Resilient Cities
3-1-1	Non-Emergency Information
AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ACEEE	American Council for Energy Efficient Economy
ACFR	Annual Comprehensive Financial Report
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
ADU	Accessory Dwelling Unit
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AFSCME	American Federation of State, County and Municipal Employees
AHCA	Agency for Health Care Administration
AIPPB	Art In Public Places Board
ALS	Advanced Life Support
AMI	Area Median Income
API	Application Program Interface
APM	Administrative Policies Manual
ARPA	American Rescue Plan Act
ASCE	American Society of Civil Engineers
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
BCC	Brickell City Centre
BE305	Building Efficiency
BID	Business Improvement District
BLS	Basic Life Support
BOAF	Building Official Association of Florida
BPMT	Bayfront Park Management Trust
BTR	Business Tax Receipts
BWC	Body Worn Cameras
CAD	Computer-Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Career Advancement Program
CAPA	Climate Adaption Planning Analytics
CAPER	Consolidated Annual Performance and Evaluation Report
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CARES	Coronavirus Aid, Relief, and Economic Security
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CCI	Code Compliance Inspectors

Abbreviations and Acronyms

CDBG	Community Development Block Grant
CDBG-DR	CDBG Disaster Recovery Program
CDBG-MIT	CDBG Mitigation Program
CDFI	Community Development Financial Institutional
CDL	Commercial Driver License
CDP	Carbon Disclosure Project
CEB	Code Enforcement Board
CED	Community and Economic Development
CFED	Corporation for Enterprises Development
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel
CIO	Chief Information Officer
CIP	Capital Improvement Program
CIP	Civilian Investigative Panel
CISO	Chief Information Security Officer
CITT	Citizen’s Independent Transportation Transit
CLE	Continuing Legal Education
CLUC	County Land Use Code
CM	City Manager
CO	Certificate of Occupancy
COBRA	Consolidated Omnibus Budget Reconciliation Act
COM	City of Miami
CoPe	Coastlines and People
COPS	Community Oriented Policing Services
COVID-19	Corona Virus Disease -19
CPPB	Certified Professional Public Buyer
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CRC	Coordinated Review Committee
CRO	Chief Resilience Officer
CRS	Community Rating System
CSBE	Community Small Business Enterprise Participation
CSI	Crime Scene Investigation
CSO	Chief Service Officer
CSRP	Construction Review and Synchronization Process
CST	Combined Simplified Tax
CU	Certificate of Use
CY	Calendar Year
DCF	Department of Children and Families

Abbreviations and Acronyms

DCM	Deputy City Manager
DDA	Downtown Development Authority
DDRI	Downtown Development Regional Impact
DEM	Division of Emergency Management
DERM	Department of Environmental Resources Management
DHS	Department of Human Services
DO	Development Order
DoIT	Department of Innovation and Technology
DOJ	Department of Justice
DREAM	Department of Real Estate and Asset Management
DRI	Development of Regional Impact
DROP	Deferred Retirement Option Program
DSMS	Data Stream Management System
EAR	Evaluation and Appraisal
EDR	Office of Economic and Demographic Research
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EGWP	Employer Group Waiver Program
EIDL	Economic Injury Disaster Loan
EKG	Electrocardiography
EMS	Emergency Medical Services
EMT	Emergency Medical Training
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Officers' Retirement Trust
EPA	Environmental Protection Agency
EPD	Emergency Police Dispatch
ERP	Enterprise Resource Planning
FACE	Florida Association of Code Enforcement
FBC	Florida Building Code
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FDVA	Florida Department of Veterans Affairs
FEC	Florida East Coast
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contributions Act
FIND	Florida Inland Navigation District
FIP	Financial Integrity Principle
FIPO	Firefighters' and Police Officers' Retirement Trust

Abbreviations and Acronyms

FIU	Florida International University
FLC	Florida League of Cities
FLSA	Fair Labor Standards Act
FLVEC	Florida Virtual Entrepreneur Center
FMLA	Family and Medical Leave Act
FNGLA	Florida Nursery and Landscape Association
FOCAL	Foundation of Community Assistance and Leadership
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FRPA	Florida Recreation and Parks Association
FTE	Full-Time Equivalent
FTR	For the Record
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GAWC	Globalization and World Cities Research Network
GESE	General Employees' and Sanitation Employees' Retirement Trust
GF	General Fund
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCD	Department of Housing and Community Development
HCM	Human Capital Management
HEAT	Homeless Empowerment Assistance Team
HEPB	Historic and Environmental Preservation Board
HFM	Hyperion Financial Management
HIDTA	High Intensity Drug Traffic Area
HIPAA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HS	Homeland Security
HUD	United States Department of Housing and Urban Development
HVAC	Heating Ventilation and Air Conditioning

Abbreviations and Acronyms

IAFF	International Association of Fire Fighters
ICC	International Code Council
ICE	Immigration and Customs Enforcement
ICMA	International City/County Management Association
IFB	Invitation for Bid
IFQ	Invitation for Quotation
ISF	Internal Service Fund
ITB	Invitation to Bid
ITTS	Information Technology and Telecommunication Services
JAG	Justice Assistance Grant
JOC	Job Order Contracting
LCD	Liquid crystal display
LCT	Liberty City Trust
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LETF	Law Enforcement Trust Fund
LIAF	Landscape Inspector Association of Florida
LISC	Local Initiatives Support Corporation
LOGT	Local Option Gas Tax
LSR	Legal Services Request
LTRA	Long-Term Rental Assistance
LWP	Local Workforce Participation
MADS	Maximum Annual Debt Service
MAGIC	Miami's Accessible Guide to Inclusion Community
MCNP	Miami Comprehensive Neighborhood Plan
MDX	Miami-Dade Expressway Authority
MFE	Miami for Everyone
MHAP	Miami Homeless Assistance Program
MIC	Mayor's International Council
MMC	Medicaid Managed Care
MPA	Miami Parking Authority
MPD	Miami Police Department
MRC	Miami Riverside Center
MS4	Municipal Separate Storm Sewer System
MSI	Miami Sustainable Initiatives
MUSP	Major Use Special Permit
MUVE	Museum Volunteers for the Environment
NASC	Net Area Service Centers
NASEO	National Association of State Energy Officials

Abbreviations and Acronyms

NDA	Non-Departmental Accounts
NFIP	National Flood Insurance Program
NOAA	National Oceanic and Atmospheric Administration
NOV	Notice of Violation
NPDES	National Pollutant Discharge Elimination System
NRD	Neighborhood Revitalization District
NSCA	Net Service Centers Area
NSP	Neighborhood Stabilization Program
OCI	Office of Capital Improvements
OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OIC	Opportunities Industrialization Center
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORS	Office of Resilience and Sustainability
OSHA	Occupational Safety and Health Administration
OYC	Overtown Youth Center
PADMA	Property Address Maintenance Application
PAF	Personnel Action Form
PAFR	Popular Annual Financial Report
PARC	Park and Recreational Facility Construction
P-CARD	Purchasing Card
PCI	Pavement Condition Index
PEMT	Public Emergency Medical Transportation
PFM	Public Financial Management, Inc.
PIVOT	Progress, Innovation, and Vision for Our Tomorrow
POMS	Personal and Office Management System
POS	Point of Sale
PPP	Paycheck Protection Program
PROW	Public Right of Way
PSM	Project Search Miami
PTSD	Post-Traumatic Stress Disorder
PZAB	Planning and Zoning Advisory Board
RDBMS	Relational Database Management System
RDSMS	Relational Data Stream Management System
RFI	Request for information
RFP	Request for Proposal

Abbreviations and Acronyms

RFQ	Request for Qualification
RHP	Recovery Housing Program
RID	Report Illegal Dumping
ROW	Right of way
RPW	Resilience and Public Works
RW	Responsible Wages and Davis-Bacon Act Wage
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plans
SBA	Small Business Administration
SCADA	Supervisory Control and Data Acquisition
SEFA	Schedule of Expenditures of Federal Awards
SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SFTOD	South Florida Transit Oriented Development
FWIB	South Florida Workforce Investment Board
SHSGP	State Homeland Security Grant Program
SJC	Summer Jobs Connect
SLA	Service Level Agreement
SLR	Sea Level Rise
SLUC	Sensible Land Use Coalition
SNAP	Supplemental Nutritional Assistance Program
SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
S&P	Standard and Poor's
SPPA	Smart Policing Predictive Analytics
SQL	Structured Query Language
SR	Special Revenue Fund
SSDN	Southern Sustainable Directors Network
STEM	Science Technology Engineering Arts and Math
STREAM	Science Technology Recreation Engineering Arts and Math
SWAT	Special Weapons and Tactics
TACOLCY	The Advisory Committee of Liberty City Youth
TAME	Tunnel and Marine Exercise
TASM	Ticketing Appellant Special Master
TAV	Taxable Assessed Value
TBRA	Tenant-Based Rental Assistance
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificate of Occupancy

Abbreviations and Acronyms

TCT	The Children's Trust
TEP	Temporary Event Permit
TPO	Transportation Planning Organization
TRACS	Transportation Automated Control System
TRIM	Truth in Millage
TRT	Technical Rescue Team
TUP	Temporary Use Permit
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UDRB	Urban Development Review Board
UIA	Urban Infill Area
ULI	Urban Land Institute
UPK	User Productivity Kit
US	United States
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services
USDA	United States Department of Agriculture
USDN	Urban Sustainability Directors Network
USDOJ	United States Department of Justice
USIS	United Self Insured Services
VISTA	Volunteers in Service to America
VITA	Volunteer Income Tax Assistance
VKBPT	Virginia Key Beach Park Trust
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
VPK	Voluntary Prekindergarten
WASD	Water and Sewer Department
WDRC	Wynwood Design Review Committee
WEDG	Waterfront Edge Design Guidelines
YARP2	Young Adult Re-entry Partnership
ZVL	Zoning Verification Letters

Definition of Terms

Account Code: Part of a numbering system designating accounts in such a manner that the symbol used quickly reveals certain required information.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of when cash is received or spent.

Actuarial: A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

Ad Valorem Taxes: A tax levied on the assessed value of real and tangible personal property (also known as “property taxes”).

Allocation: The amount provided by legislative action for planned purchases of goods or services.

Allotment: Part of an appropriation that may be expended or encumbered during the fiscal year.

American Rescue Plan Act: The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed.

Annual Comprehensive Financial Report: The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

Anti-Deficiency Act: A 1998 amendment to the City of Miami Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation: A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation: It is the value of land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Assigned Fund Balance: An amount a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

Audit: An examination of evidence including records, facilities, inventories, systems, etc., to discover or verify information.

Balanced Budget: It is a budget in which estimated recurring revenues equal estimated recurring expenses.

Definition of Terms

Bond: A written promise to pay a specific sum of money at a specified date or dates in the future, together with the periodic interest at a specified rate.

Budget: A financial plan of programs, services, and projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

Budget Amendment: A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another, or the appropriation of new sources of revenue.

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of \$5,000 and an expected life of more than one year such as automobiles, typewriters, and office furniture.

Capital Expenditure: The funds used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment.

Capital Improvement Budget: A plan of capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Plan (CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles, technology systems, or machinery, which becomes an addition to the City's fixed assets.

Civilian Position: Civilian are those positions which in the performance of their duties do not carry a firearm or have a badge and has not taken an oath of office as a solemn promise to defend the Constitution of the United States.

Civil Service: Shall comprise all positions of trust, skill or employment, including all employees whether permanent or temporary, on the service of the City, except as otherwise provided by the Charter of the City of Miami.

Definition of Terms

Classified Service: Comprises all positions not exempted by the Charter in accordance with these rules. The Charter shall be interpreted broadly to include employees in Federal grant programs whenever the Director of the Human Resources Department determines that it is feasible to select such employees in accordance with the selection requirements of these rules.

Collective Bargaining Agreement: A written agreement between an employer and a labor union setting forth the terms and conditions of employment or containing provisions in regards to rates of pay, hours of work, or other working conditions of employees.

Committed Fund Balance: Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Community Development Block Grant: A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Coronavirus Aid, Relief, and Economic Security: The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

County Land Use Code (CLUC) 90 Properties: Properties acquired in connection with delinquent taxes.

COVID-19: COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled "Certification of Taxable Value" that the City submits annually to the State of Florida and contains specific details about the City's proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Deficit: The amount by which expenditure exceeds revenues during a single accounting period.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is attached.

Definition of Terms

Department: An administrative unit of the City with overall management responsibility to provide a service or an operation for a group of related operations.

Depreciation: The decline in the value of assets because of wear and tear, age, and obsolescence.

Disbursement: Payment for goods and services.

Division: The second level in the City's organization in which a specific function is carried out. Several divisions may comprise a single department.

Encumbrances: An amount of committed funds to purchase a designated item or service or to cover specific contracts which are in the process of being completed.

Enterprise Fund: Fund used to finance and account for the acquisition, operation and maintenance of facilities and services that are intended to be entirely or predominantly self-supporting through collections of charges from external customers.

Enterprise Funds: Funds which are primarily self-supporting and provide goods and services to public users in exchange for a fee. Like private sector enterprises, the fee structure is set to recover the operating costs of the fund, including capital costs (i.e., depreciation, replacement, and debt servicing).

Estimated Revenues: It is the amount of income to be collected during the fiscal year.

Executive: Executives oversee their organization. They create and review goals for the company. They work closely with a team of upper-level staff or assistants.

Exemption: A portion of the total property valuation not subject to property taxes.

Expenditure: A transaction involving the exchange of money for payment of present or future obligations.

Expenses: An event which an asset is used up or a liability is incurred.

Financial Integrity Principles: Financial responsibility, financial capacity, and history of personal integrity to operate as a contractor and to engage in the contracting business.

Fiscal Year: The time period designated as the beginning and ending period for recording financial transactions. The City of Miami's fiscal year is from October 1st to September 30th.

Fixed Assets: Long-term tangible assets such as land, buildings, machinery, furniture, and equipment.

Frozen Position: A frozen position remains a position in the personnel count, but is not funded.

Definition of Terms

Full-Time Equivalent (FTE): A numerical expression which indicates the amount of time a position has been budgeted for. A position budgeted at 40 hours per week for 12 months equals 1.0 FTE.

Fund: An accounting entity containing a set of self-balancing accounts to record all financial transactions for specific activities or government functions. Seven commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust, and agency funds, and internal service funds.

Fund Balance: The amount of equity held by the City to support future operations or emergencies. It is the difference between fund assets and fund liabilities.

General Fund: The general operating fund used to account for most of the City's financial activities.

General Obligation Bonds: Voter approved bonds used to finance a variety of capital improvement projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government. The repayment of these bonds is usually made from ad valorem taxes based on an approved debt millage rate.

Government Accounting Standards Board (GASB): The Governmental Accounting Standards Board is the source of generally accepted accounting principles used by state and local governments in the United States.

Government Financial Officers Association (GFOA): is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.

Governmental Funds: Funds used to account for most City functions and primarily financed through taxes, grants, and other revenue sources.

Grant: An agreement made by a governmental unit, foundation, or corporation to provide financial contributions for specified purposes.

Hyperion: A comprehensive financial management, web-based budget application that delivers global financial consolidation, reporting and analysis in a single, highly scalable software solution.

Impact Fee: A fee that is imposed by a local government within the United States on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development.

Indirect Cost: Elements of costs necessary to produce a product or service which is not directly traceable to the product or service provided. It is typically associated with payments made by grant-funded activities to cover the City's central service costs. In the City of Miami, a cost allocation plan is developed to recoup central service costs from grants and other sources.

Definition of Terms

Interfund Transfers: Contributions made from one fund to another fund within an organization.

Interlocal Agreement: A contractual agreement between two or more governmental entities.

Levy: To impose taxes, special assessments, or service charges for City activities.

Line-item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each category.

Local Government Half-Cent Sales Tax: The value of ½ cent on the State's sales tax, which is returned to the City on the basis of population size and use for transportation related projects.

Local Option Gas Tax (LOGT): A tax levy of up to six cents on each gallon of motor and special fuels sold, which can be imposed by Miami-Dade County in accordance with State law, and which is shared with the cities within the county.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Long Term Vacant Position: A vacant position that has been vacant for one year or more.

Maintenance of Current Level of Service: The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

Major Fund: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds.

Millage Rate: The Property Tax rate of the City. One mill equals \$1.00 of tax for each \$1,000 of assessed value. The millage rate is the total number of mills of tax assessed against this value.

Non-Civilian Position: Non-Civilian are those positions which in the performance of their duties carry a firearm or have a badge and has taken an oath of office as a solemn promise to defend the Constitution of the United States.

Non-Major Fund: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are less than ten percent of corresponding totals for all governmental or enterprise funds or less than five percent of the aggregate amount for all governmental and enterprise funds.

Non-operating expenses: Expenses incurred by a business which are outside of its main or central operations.

Non-spendable fund balance: Amounts that are not in a spendable form (such as inventory) or required to be maintained intact (such as an endowment fund).

Definition of Terms

Object Code: An account code which identifies a type of asset, liability, revenue, or expense category.

Objective: Specific measurable action that will be taken to achieve a goal.

Operating Budget: It is a financial plan for providing programs and services for a specified period.

Operating Expenses: Expenses related directly to a department's primary activities.

Performance Indicator: A measure used to identify departmental achievements in numerical or statistical terms.

Personnel Costs: An expenditure category that includes employee costs such as salary, wages, shift differential, holiday pay, etc.

Post-Traumatic Stress Disorder (PTSD): A mental health condition that's triggered by a terrifying event either experiencing it or witnessing it. Symptoms may include flashbacks, nightmares, and severe anxiety, as well as uncontrollable thoughts about the event.

Projections: Forecast of anticipated revenues, expenditures, or other budget amounts for a specific time period, usually one-year.

Property Tax Levy: The value derived by multiplying the millage rate by the net taxable assessed value of property in the City.

Property Taxes: Taxes paid on the assessed or "just" value of land, buildings, business inventory, or equipment.

Proprietary Agency: Commonly called "self-supporting", these agencies pay for all or most of their cost of operations from user fees. These agencies receive little or no general tax support.

Proprietary Fund: A type of fund where government activities are primarily supported through fees and charges, like the private sector.

Rate of Return: The yield obtainable on an investment based on its purchase price or its current market price.

Reconciliation: A detailed explanation of changes in financial activities from one period to another or from one accounting basis to another.

Relational Data Stream Management System: A distributed, in-memory data stream management system (DSMS) that is designed to use standards-compliant SQL queries to process unstructured and structured data streams in real-time.

Definition of Terms

Relational Database Management System: A program that creates, updates, and administers a relational database.

Restricted fund balance: Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

Revenue: An increase in assets of governmental funds that do not increase liability or recovery of expenditure. It includes such items as tax payments, fees for specific services, receipts from other governments, franchise fees, fines, forfeitures, grants, shared revenues, and interest income.

Rolled-back Millage Rate: The millage rate which will provide the same property tax revenues as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions, and property added due to geographic boundary changes.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Obligation Bond: A bond secured by a limited revenue source. In Florida, a Special Obligation Bond does not require voter approval and may not be secured by Ad Valorem Revenue.

Stormwater: Stormwater, also spelled storm water, is water that originates during precipitation events and snow/ice melt. Stormwater can soak into the soil (infiltrate), be held on the surface and evaporate, or runoff and end up in nearby streams, rivers, or other water bodies (surface water).

Strategic Objectives: The object or goal of action that is measurable and attainable within a specific time frame within the strategic plan.

Strategic Perspective: The overall vision and strategy utilizing the balanced scorecard methodology.

Structured Query Language: A special-purpose programming language designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS).

Strategic Themes: The principal unifying element within a strategic plan.

Tax Reserve: The portion of the property tax levy estimated to be uncollected during the fiscal year and remains uncollected 60 days beyond the close of the fiscal year.

Taxable Assessed Value: The taxable value is the end result of market value minus the homestead cap, non-homestead cap, portability, and any exemptions.

Trim Bill: An acronym referring to House Bill 4D which was an act related to taxation amending Chapter 80-274 of the Florida State Statutes.

ACKNOWLEDGEMENTS

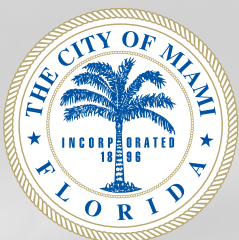


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PROPOSED
**OPERATING
BUDGET** FISCAL YEAR
2023-24