ADOPTED
OPERATING BUDGET

FISCAL YEAR 2020-21



Serving, enhancing, and transforming our community



FROM THE MAYOR

Fellow Residents and Honorable Commissioners:

I am pleased to present the Adopted Operating Budget and Multi-Year Capital Plan for the fiscal year 2020-21, beginning October 1, 2020. This budget prioritizes those who live in, work in, or visit the City of Miami, while appreciating the wide range of wants and needs of the individuals who we serve.

This budget addresses the hardships that the City faces with the COVID-19 pandemic and allows the flexibility to adjust further – whether the news is positive or negative. This budget does not raise taxes or fees, only reduces services in a measured and targeted way, and does not use any of our City reserves. It is a budget that we can use as a stepping-stone to build a better Miami.

We will continue to push the federal government to deal with the City of Miami directly, instead of through Miami-Dade County, on COVID-19 relief. Even though the City ended the previous fiscal year in a better financial position than expected, we still experienced significant losses of revenue. We will continue to champion revenue relief at the federal level.

I want to assure our residents, businesses, and taxpayers that we will not raise your property tax rate or the household waste collection fee. Your families and businesses have sacrificed and suffered enough without your local government adding to your burden.

For business owners, we are moving our City services online and increasing the speed at which you can access these services by simplifying and computerizing our permitting functions to save you time and costs.

For those who visit our City, I highly encourage you to come and vacation where we live every day. Our hospitality industry has pivoted to a post-COVID-19 world quickly and safely. Our hotels and restaurants have adjusted in all the appropriate ways to provide service while minimizing risk.

For the employees of the City of Miami, we know that we are all in this together and we believe that we can prevail through this temporary hardship unified toward a better future.

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. They overcame incredible hardships, burdens, and challenges; and we will do the same.

Respectfully,

Francis X. Suarez



FROM THE CITY MANAGER

I am pleased to present the FY 2020-21 Adopted Operating Budget for the City of Miami.

Budgets are generally made up of a basic equation: revenues minus expenditures. When the revenue side of the equation is severely diminished, this shortfall must be addressed by an increase in revenues, or a reduction of expenses.

While the long-term effects of the COVID-19 pandemic have not yet entirely been felt, the City of Miami is facing the impact of diminished revenues for the current and coming fiscal year.

Although we have made difficult decisions to balance this budget, it does not place the burden on our residents or our employees.

To that end, the City of Miami FY 2020-21 Adopted Operating Budget is balanced with:

- No tax rate increases, or fee raises on our residents and businesses,
- No large scale reductions in City services,
- No reduction in the City's reserves for the new year (after a projected reduction of $25 million in the current year),
- No layoffs of city employees (there are minimized, targeted reductions of both filled and vacant positions),
- No pay cuts to City employees.

The budget does not include wage or step increases. Instead, we are asking every employee not to take raises in the FY 2020-21 fiscal year. Combined with some targeted job eliminations, no employee will have to take a pay cut.

A significant policy change in this year's Adopted Budget is the elimination of the Neighborhood Enhancement Team from the City's Budget at the City Commission's direction and approval.

To gain the "big picture" of the Adopted Budget, I encourage you to review the graphs on pages 12-22 together with the General Fund Overview on page 57. This will explain the nuances of the City's main expenditure fund. Also, look at the Personnel Overview on page 91 to gain a thorough understanding of the major personnel changes that have been adopted.

Keep in mind that although balancing the budget for FY 2020-21 was a difficult challenge, next fiscal year's budget may be even more difficult. Rising unemployment and business closures will undoubtedly impact the real estate

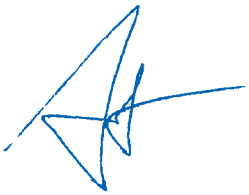
FROM THE CITY MANAGER

market and property tax revenues in FY 2021-22. Also, the City will likely not retain unassigned fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues at the end of this fiscal year as required by the Financial Integrity Principles. Although the Administration will begin the process of developing a two-year plan to regain compliance, these circumstances are setting up a difficult budget outlook for the next fiscal year.

The City also continues to seek every opportunity to increase efficiencies and sustainable fiscal responsibility. One of these opportunities in a budget where one out of every six dollars is spent on pension costs is to consider pension reforms for new hires.

Throughout its history, the City of Miami has been called upon to overcome natural and manmade challenges, and we have never given up. This time is no different. I am confident that with the leadership of our Mayor Francis X. Suarez and the members of the Miami City Commission, we can work together with balanced budget where all city workers share the burden, without sacrificing our commitment to one another and the residents we serve.

Warmest Regards,



Art Noriega, V



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami

Florida

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

Executive Director

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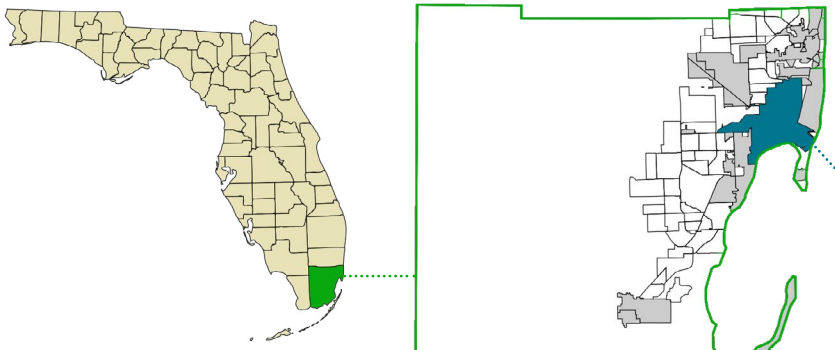
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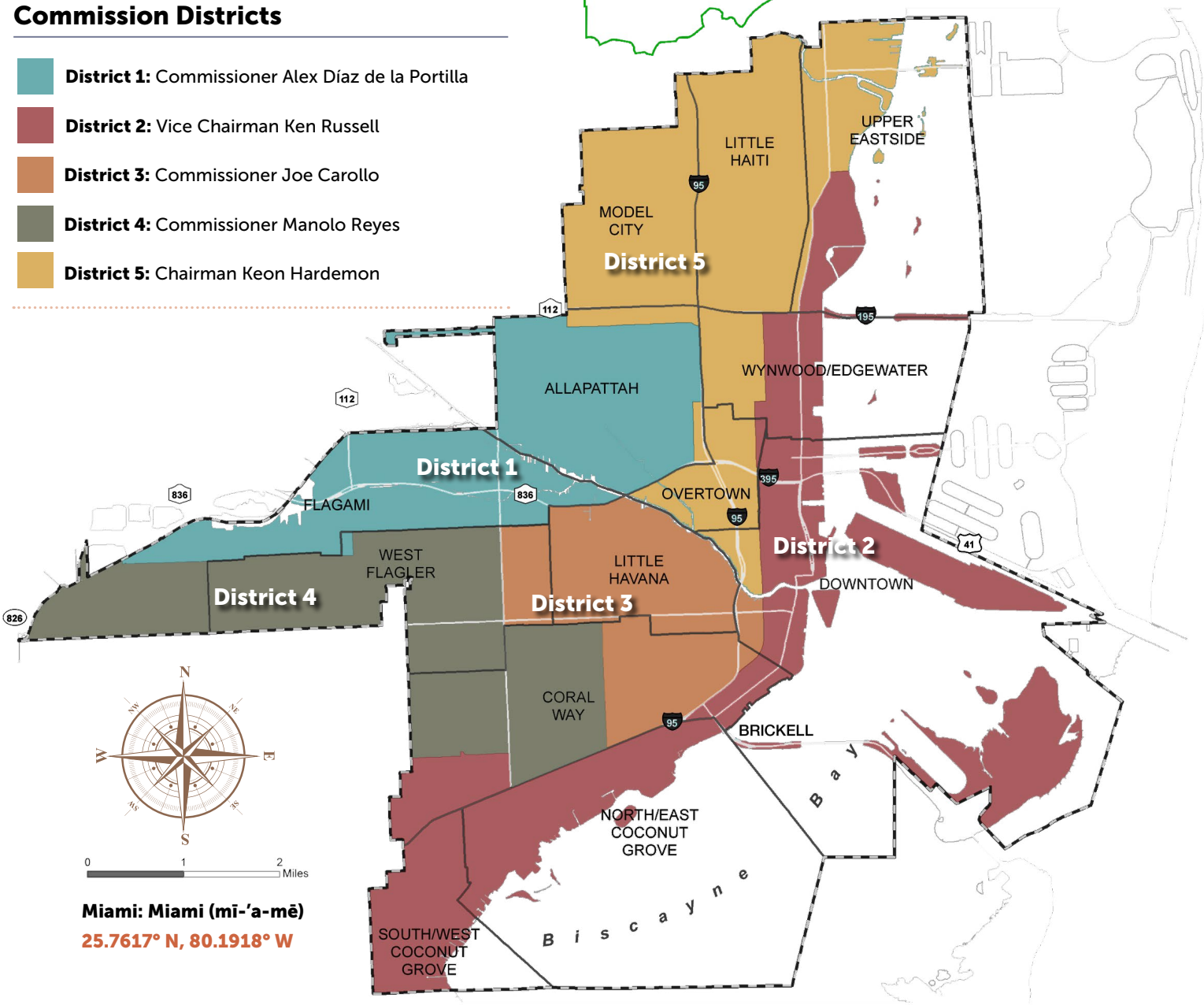
CITY COMMISSION

DISTRICTS



Commission Districts

- **District 1:** Commissioner Alex Díaz de la Portilla
- **District 2:** Vice Chairman Ken Russell
- **District 3:** Commissioner Joe Carollo
- **District 4:** Commissioner Manolo Reyes
- **District 5:** Chairman Keon Hardemon



Miami: Miami (mī-'a-mē)

25.7617° N, 80.1918° W

ELECTED OFFICIALS

CITY OF MIAMI

VISION STATEMENT

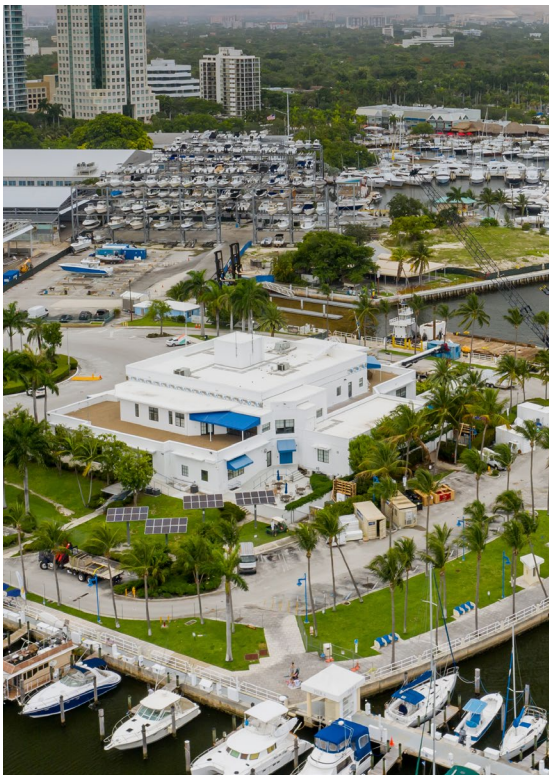
Miami is a modern and diverse city that is a global leader in technology, innovation, and resiliency.

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





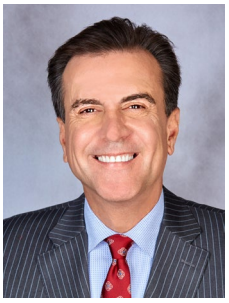
Francis X. Suarez
Mayor
(305) 250-5300
fsuarez@miamigov.com



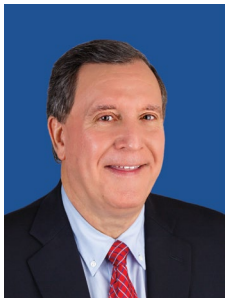
Keon Hardemon
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Chairman
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Commissioner - District 2
Vice-Chairman
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Commissioner - District 1
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Joe Carollo
Commissioner - District 3
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Manolo Reyes
Commissioner - District 4
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mreyes@miamigov.com

APPOINTED OFFICIALS



Arthur Noriega, V
City Manager



Victoria Méndez
City Attorney



Todd B. Hannon
City Clerk



Theodore Guba
Auditor General

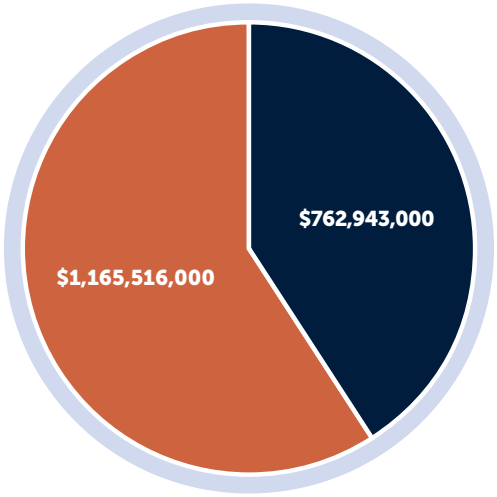
FY 2020-21

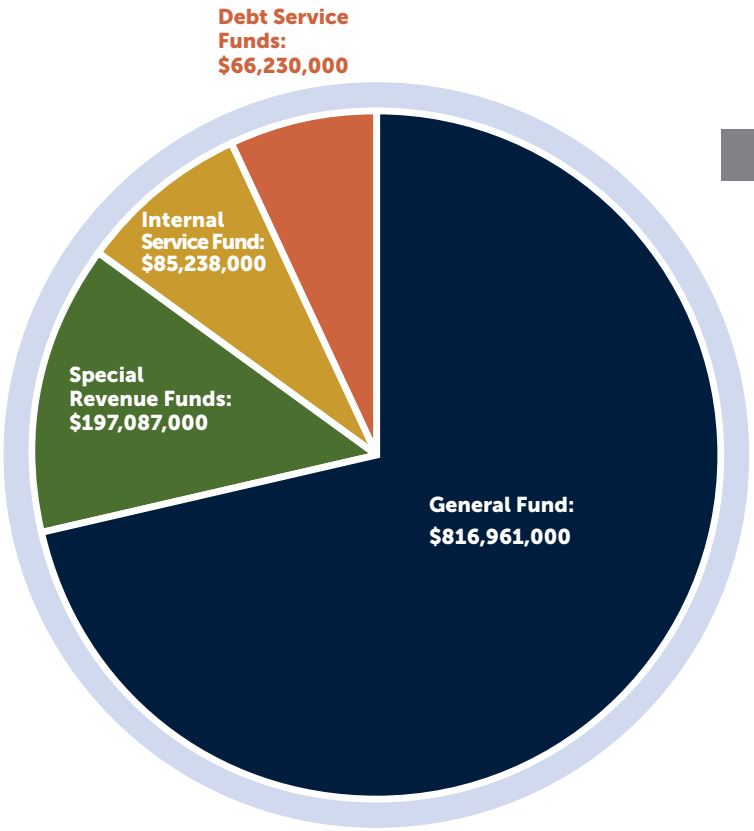
BUDGET OVERVIEW

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

The City's Adopted **Operating** Budget for FY 2020-21: **$1,165,516,000**

The City's Adopted **Capital** Budget for FY 2020-21: **$762,943,000** with **$29,519,000** newly appropriated.





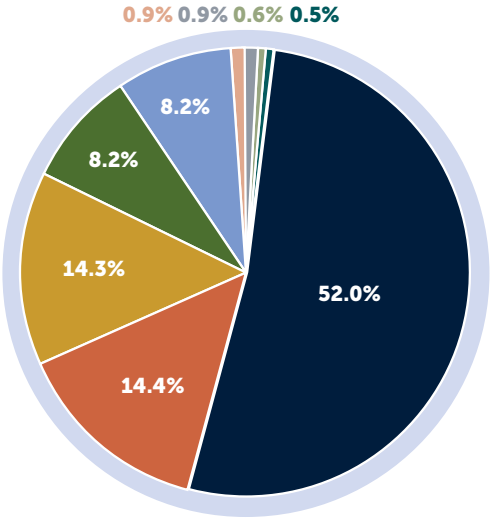
FY 2020-21 Adopted Operating Budget

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

ADOPTED BUDGET

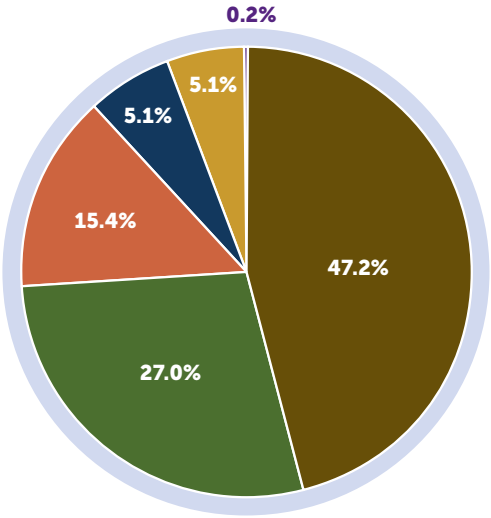


Where the Money Comes From:

General Fund Revenue Sources Total: $816,961,000

- **Property Taxes** • $424.6 million • **52.0%**
- **Franchise Fees and Other Taxes** • $117.6 million • **14.4%**
- **Charges for Services** • $116.8 million • **14.3%**
- **Intergovernmental Revenues** • $67.2 million • **8.2%**
- **Licenses and Permits** • $66.6 million • **8.2%**
- **Fines and Forfeitures** • $7.6 million • **0.9%**
- **Other Revenues (Inflows)** • $7.5 million • **0.9%**
- **Interest** • $4.8 million • **0.6%**
- **Transfers-In** • $4.2 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 52.0% of total General Fund revenues and represents the largest source of funding for general operations.

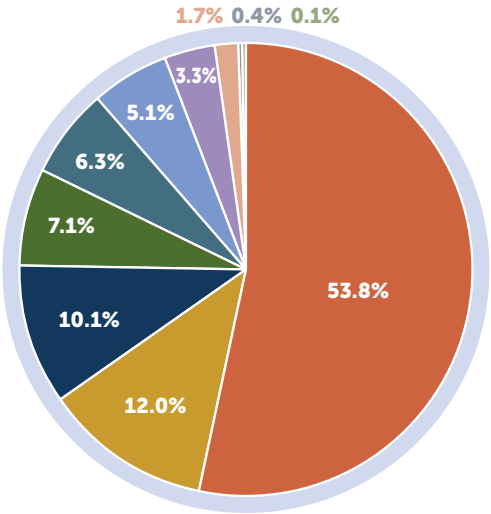


Where the Money Goes:

Expenditures by Category

- **Salaries and Wages** • $385.5 million • **47.2%**
- **Employee Benefits** • $220.5 million • **27.0%**
- **Operating Expenses** • $126.2 million • **15.4%**
- **Non-Operating Expenses** •$41.6 million • **5.1%**
- **Capital Outlay** •$1.6 million • **0.2%**
- **Transfer-Out** • $41.7 million • **5.1%**
  - *Transfer to Capital • $9.9 million*
  - *Transfer to Special Revenue • $3.7 million*
  - *Transfer to Debt Service • $30.9 million*
  - *Transfer to Cost Allocation • $730,000*

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.



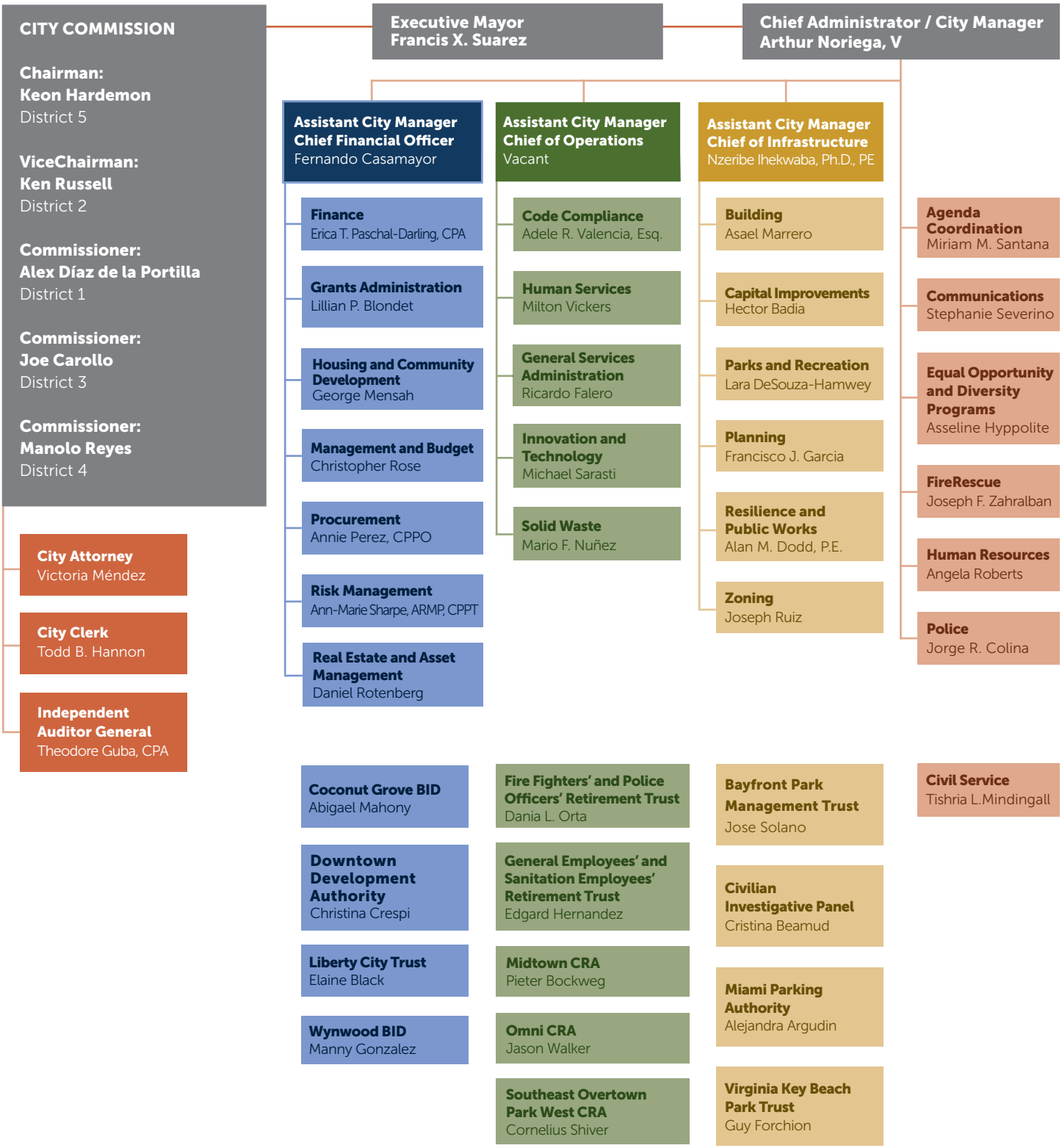
Where the Money Goes:

Expenditures by Function

- **Public Safety** • $440.0 million • **53.8%**
- **Public Works** • $97.8 million • **12.0%**
- **General Government** • $82.8 million • **10.1%**
- **Non-Departmental Accounts** • $58.2 million • **7.1%**
- **Parks and Recreation** • $51.4 million • **6.3%**
- **Transfer-Out** • $41.7 million • **5.1%**
- **Planning and Development** • $27.2 million • **3.3%**
- **Real Estate and Asset Management** • $13.6 million • **1.7%**
- **Risk Management** • $3.3 million • **0.4%**
- **Housing and Community Development** • $960,000 • **0.1%**

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 53.8% of the General Fund expenditure budget.

CITY ORGANIZATION



GENERAL FUND BUDGET

BY DEPARTMENT

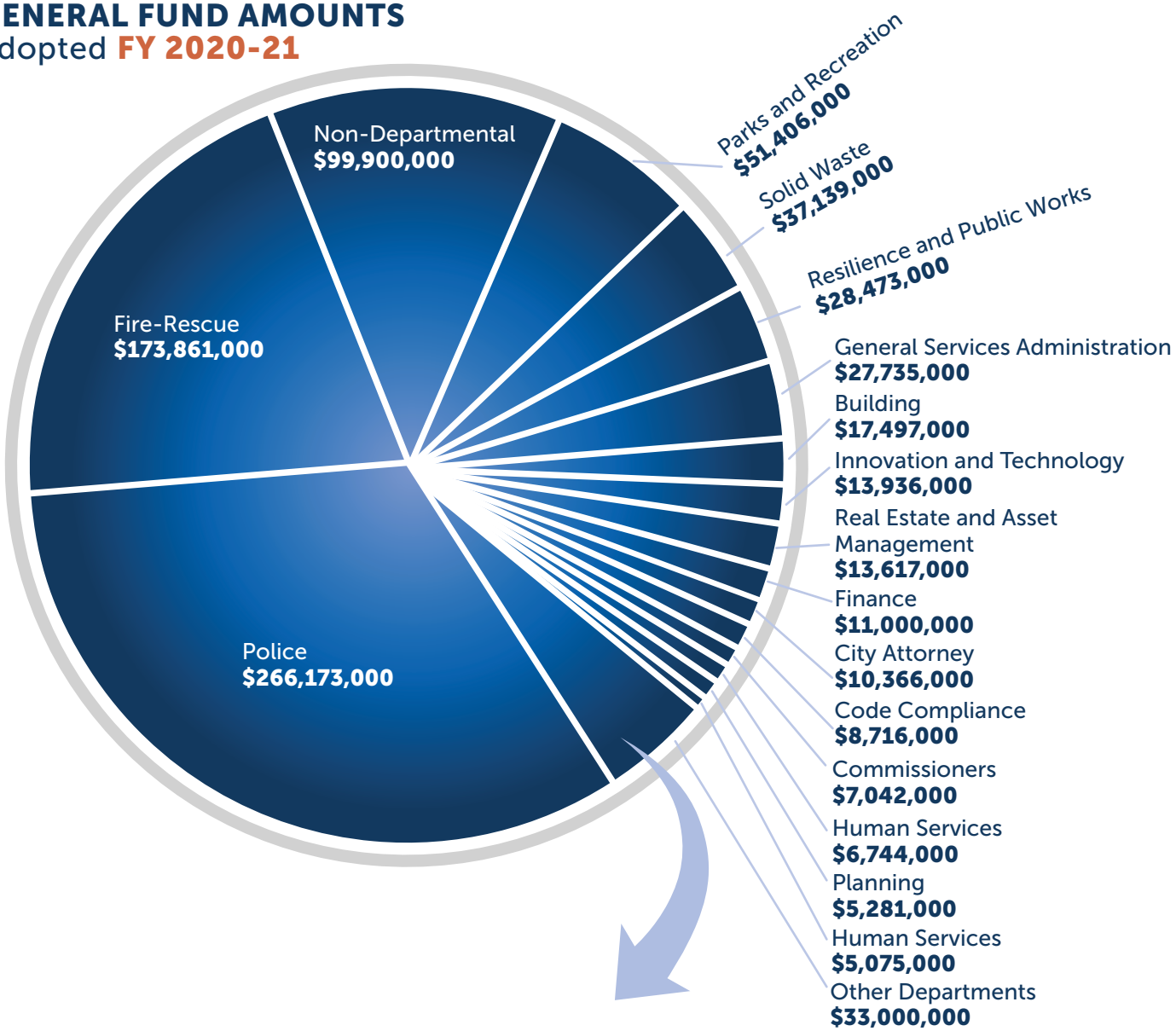
	FY 2019-20 Adopted BUDGET	FY 2020-21 Adopted BUDGET	FY 2019-20 Adopted POSITIONS	FY 2020-21 Adopted POSITIONS
Public Safety				
Fire-Rescue	$161,407,000	$173,861,000	887	884
Police	$265,621,000	$266,173,000	1,805	1672
Public Works				
Capital Improvements	$4,603,000	$4,410,000	52	52
General Services Administration	$27,865,000	$27,735,000	140	140
Resilience and Public Works	$26,298,000	$28,473,000	157	154
Solid Waste	$35,915,000	$37,139,000	242	263
General Government				
Agenda Coordination	$379,000	$379,000	3	3
City Attorney	$9,994,000	$10,366,000	60	60
City Clerk	$2,059,000	$2,009,000	13	12
City Manager	$3,072,000	$2,781,000	14	13
Civil Service	$559,000	$547,000	3	3
Code Compliance	$8,437,000	$8,716,000	71	71
Commissioners	$4,086,000	$7,042,000	36	89
Communications	$2,329,000	$1,702,000	16	11
Equal Opportunity and Diversity Programs	$508,000	$537,000	3	3
Finance	$10,330,000	$11,000,000	69	68
Grants Administration	$1,708,000	$1,634,000	10	9
Human Resources	$5,291,000	$5,075,000	38	34
Human Services	$5,962,000	$6,744,000	67	88
Independent Auditor General	$1,530,000	$1,334,000	9	9
Innovation and Technology	$14,454,000	$13,936,000	85	82
Management and Budget	$2,779,000	$3,321,000	17	19
Mayor	$1,687,000	$2,309,000	13	18
Neighborhood Enhancement Team (NET)	$8,637,000	$399,000	81	0
Procurement	$2,928,000	$2,949,000	21	20
Resilience and Sustainability	$831,000	$0	5	0
Other Departments				
Housing and Community Development	$2,437,000	$960,000	35	35
Parks and Recreation	$51,777,000	$51,406,000	299	288
Real Estate and Asset Management	$13,796,000	$13,617,000	57	50
Risk Management	$3,663,000	$3,270,000	24	24
Planning and Development				
Building	$16,625,000	$17,497,000	107	128
Planning	$5,927,000	$5,281,000	50	40
Zoning	$3,825,000	$4,459,000	28	28
Non-Departmental Accounts	$ 101,314,000	$99,900,000	6	11
TOTAL	**$808,633,000**	**$816,961,000**	**4,523**	**4,381**

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

CITY OF MIAMI

OPERATING BUDGET BY DEPARTMENT

GENERAL FUND AMOUNTS
Adopted **FY 2020-21**



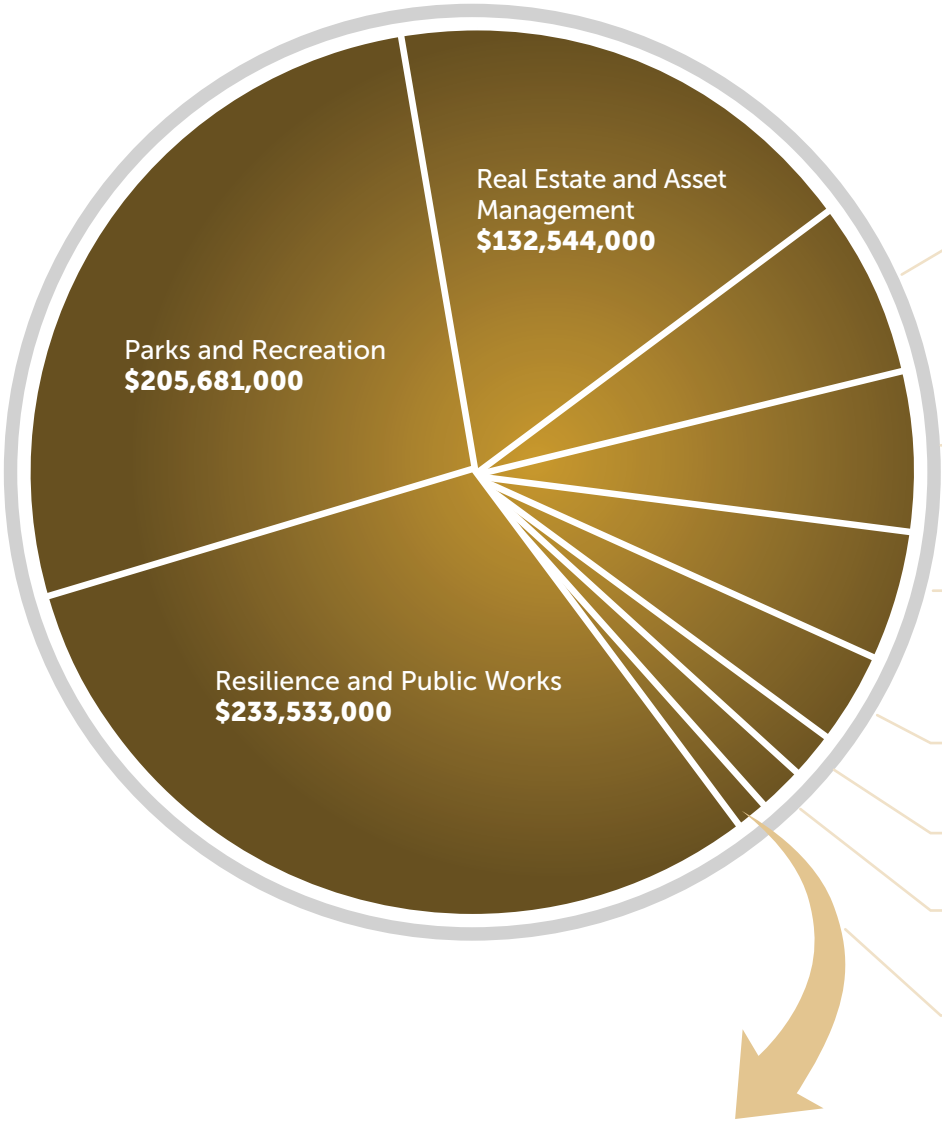
Departments with Operating Budgets less than $5 million

Zoning	$4,459,000
Capital Improvements	$4,410,000
Management and Budget	$3,321,000
Risk Management	$3,270,000
Procurement	$2,949,000
City Manager	$2,781,000
Mayor	$2,309,000
City Clerk	$2,009,000
Communications	$1,702,000
Grants Administration	$1,634,000
Independent Auditor General	$1,334,000
Housing and Community Development	$960,000
Civil Service	$547,000
Equal Opportunity and Diversity Programs	$537,000
Neighborhood Enhancement Teams (NET)	$399,000
Agenda Coordination	$379,000
Resilience and Sustainability	$0

CITY OF MIAMI

CAPITAL BUDGET

TOTAL SIX-YEAR PLAN
Adopted **FY 2020-21**

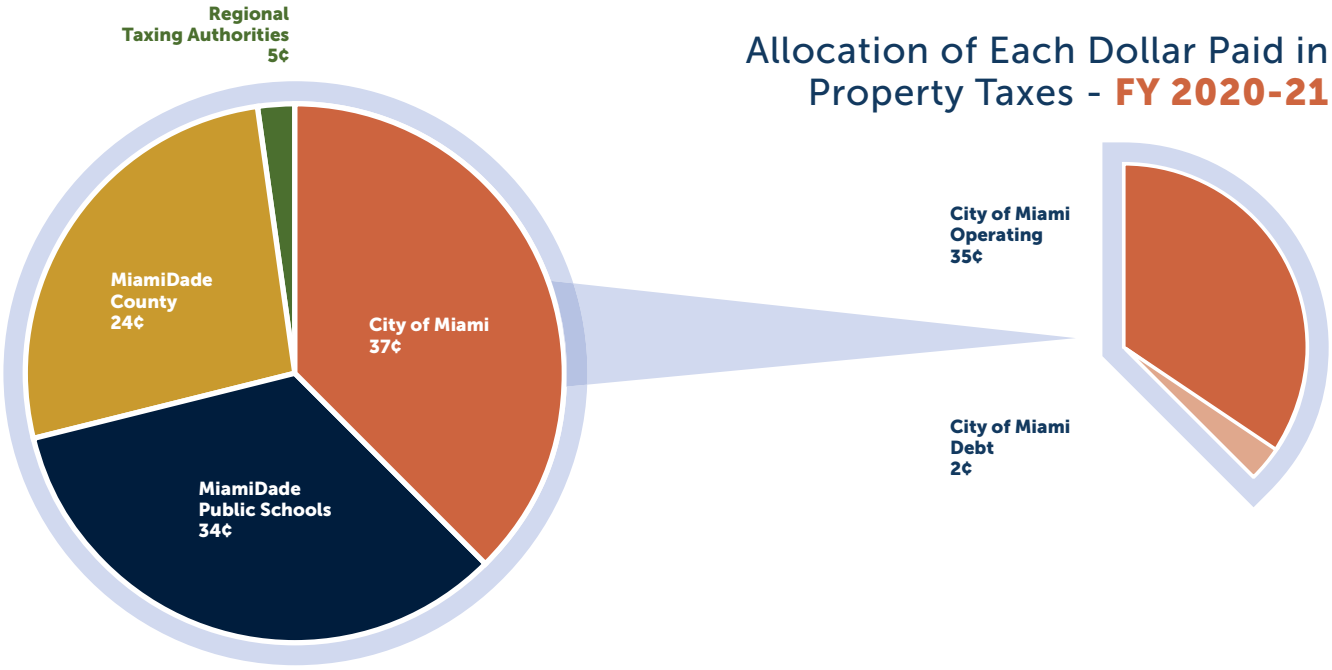


- Management and Budget **$50,164,000**
- Fire-Rescue **$44,003,000**
- General Services Administration **$34,864,000**
- Police **$26,496,000**
- Building **$13,605,000**
- Capital Improvements **$12,008,000**
- Other Departments and Agencies **$10,045,000**

Departments and Agencies with Capital Budgets less than $10 million

Innovation and Technology	$4,167,000
Code Compliance	$1,888,000
Downtown Development Authority	$1,560,000
Solid Waste	$1,328,000
Office of Planning	$832,000
Neighborhood Enhancement Team	$157,000
Independent Auditor General	$75,000
Communications	$38,000

YOUR PROPERTY TAX BILL



MILLAGE AND PROPERTY TAX

FY 2019-20 TOTAL ADOPTED MILLAGE RATE 7.9900 MILLS
General Operations: 7.5665
General Obligation Debt: 0.4235

FY 2020-21 TOTAL ADOPTED MILLAGE RATE 7.9900 MILLS
General Operations: 7.6665
General Obligation Debt: 0.3235

The City's total Adopted property tax rate for FY 2020-21 is 7.9900.

Total Assessed Value		$262,005 *Average Homestead*	$500,000	$1,000,000
				
FY 2019-20	Taxes **7.9900**	$2,093	$3,995	$7,990
FY 2020-21	Taxes **7.9900**	$2,093	$3,995	$7,990

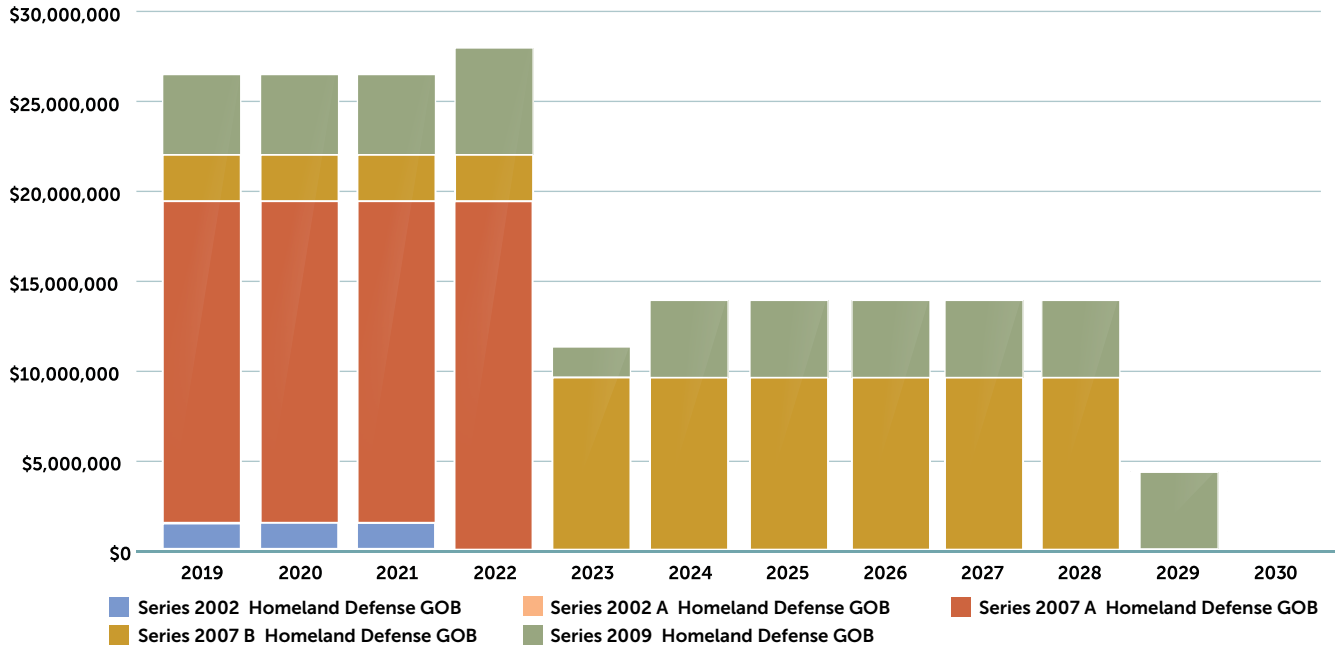
DEBT SERVICE
OVERVIEW

GENERAL OBLIGATION BONDS

Maximum Annual Debt Service of approximately $28.4 million (FY 2021-22) • Final Maturity in 2029

General Obligation Bond Debt Service

(Does not include: the Miami Forever Bond)



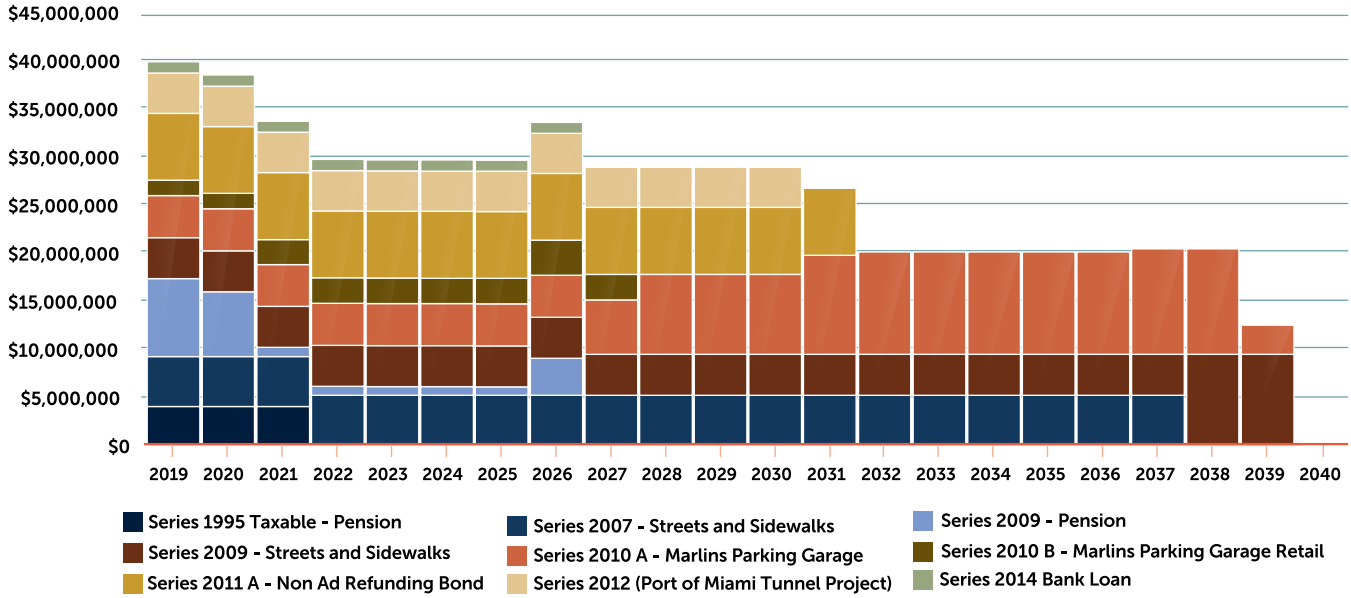
The first tranche of the Miami Forever General Obligation Bond was approved on December 13, 2018 in the amount of $58.653 million. The debt service payments will not show on this graph until the bond has been sold.

SPECIAL OBLIGATION BONDS

Maximum Annual Debt Service $56.8 million (FY 2020-21) • Final Maturity in 2039

Special Obligation Bond Debt Service

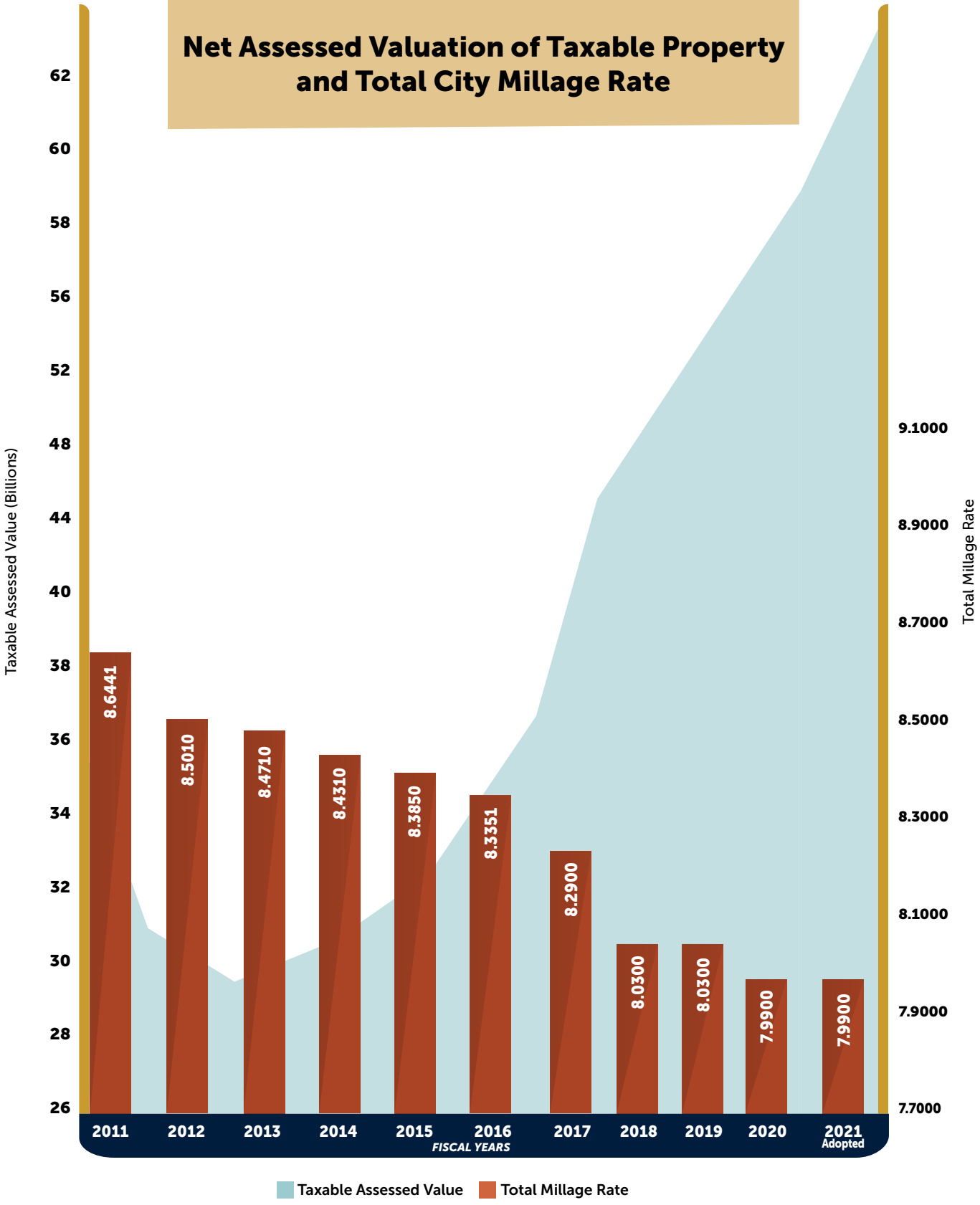
(Does not include: Miami Marine Stadium, FDEP Loan Wagner Creek, and FPL Undergrounding)



TAX ROLL AND

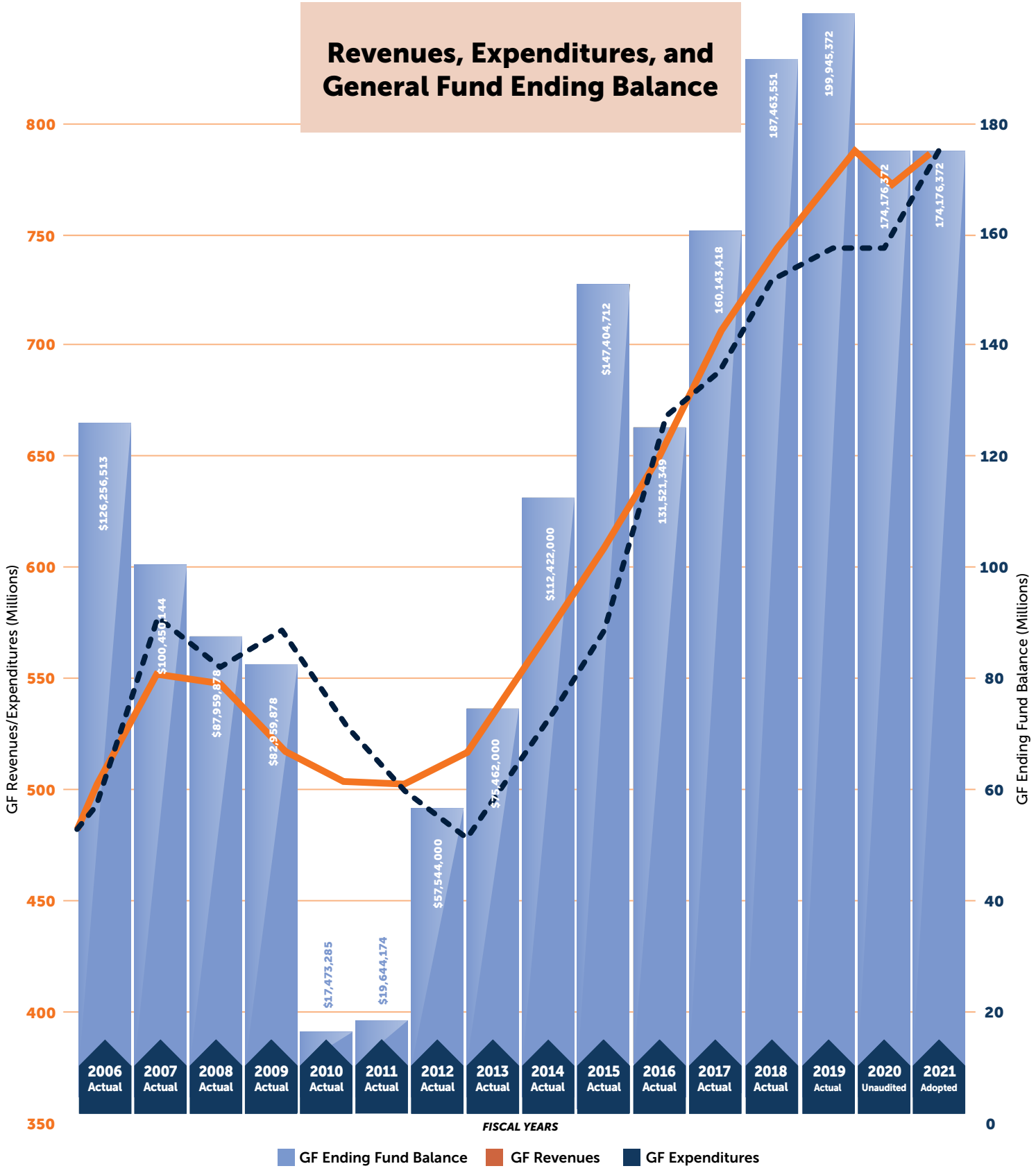
MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate



FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance

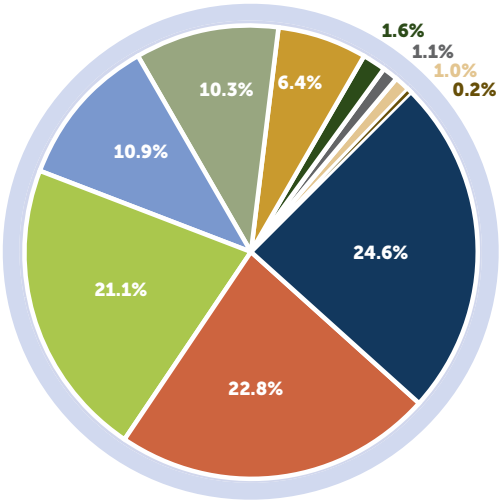


CAPITAL OVERVIEW

Summary by Department

Name	Total Cost Six-Year Plan	Total Funding Six-Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Parks and Recreation	228,302,000	205,681,000	194,190,000	11,491,000		22,621,000
Resilience and Public Works	1,953,084,000	233,533,000	225,551,000	7,982,000		1,719,551,000
Real Estate and Asset Management	185,180,000	132,544,000	126,701,000	5,843,000		52,636,000
Building	13,605,000	13,605,000	10,124,000	3,481,000		
Police	294,032,000	26,496,000	24,311,000	2,185,000		267,536,000
General Services Administration	71,278,000	34,864,000	34,374,000	490,000		36,414,000
Communications	38,000	38,000		38,000		
Fire-Rescue	192,754,000	44,003,000	45,994,000	(1,991,000)		148,751,000
Community Redevelopment Agency	202,750,000					202,750,000
Office of Capital Improvements	61,947,000	12,008,000	12,008,000			49,939,000
Office of Management and Budget	50,164,000	50,164,000	50,164,000			
Risk	15,000,000					15,000,000
Innovation and Technology	6,167,000	4,167,000	4,167,000			2,000,000
Office of Planning	4,176,000	832,000	832,000			3,344,000
Code Compliance	1,888,000	1,888,000	1,888,000			
Downtown Development Authority	1,560,000	1,560,000	1,560,000			
Neighborhood Enhancement Team	1,462,000	157,000	157,000			1,305,000
Solid Waste	1,359,000	1,328,000	1,328,000			31,000
Auditor General	75,000	75,000	75,000			
	3,284,821,000	**762,943,000**	**733,424,000**	**29,519,000**		**2,521,878,000**

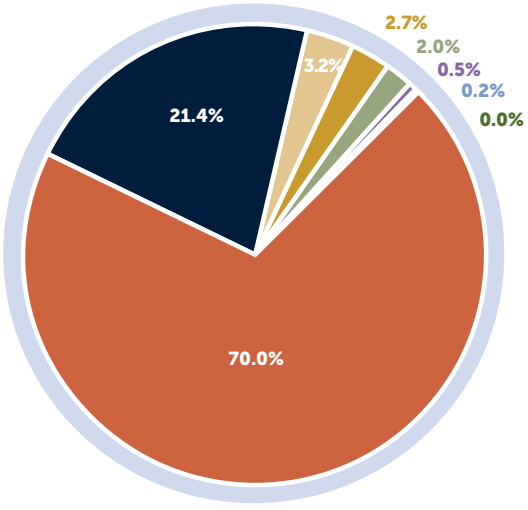
Summary by Program Fund



- Parks and Recreation 187,556,000
- Streets and Sidewalk 174,317,000
- Public Facilities 161,118,000
- Storm Sewer 82,964,000
- Public Safety 78,255,000
- General Government 48,747,000
- Mass Transit 12,321,000
- Sanitary Sewers 8,565,000
- Solid Waste 7,704,000
- Disaster Recovery 1,396,000

TOTAL: 762,943,000

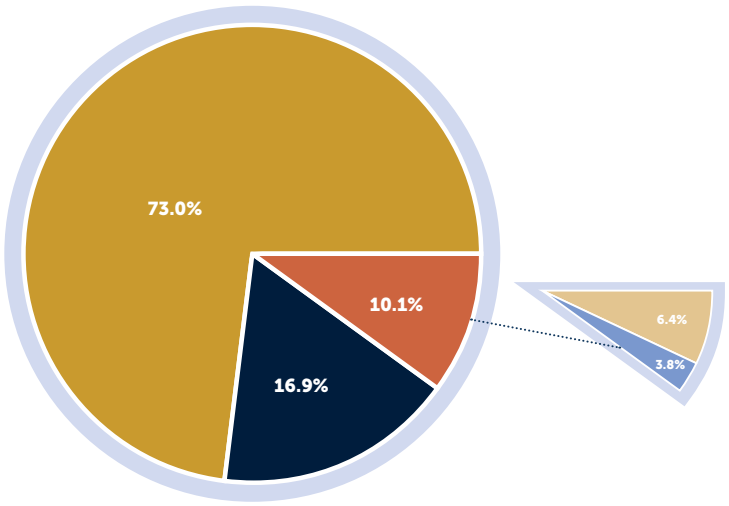
Summary by Funding Source



- City Funds 532,800,000
- City Debt Proceeds 162,927,000
- State 24,685,000
- Miami-Dade County 20,701,000
- Federal 15,220,000
- Donation 3,513,000
- Private/Other 1,772,000
- Other Local Units 1,325,000

TOTAL: 762,943,000

Summary of Funding Status



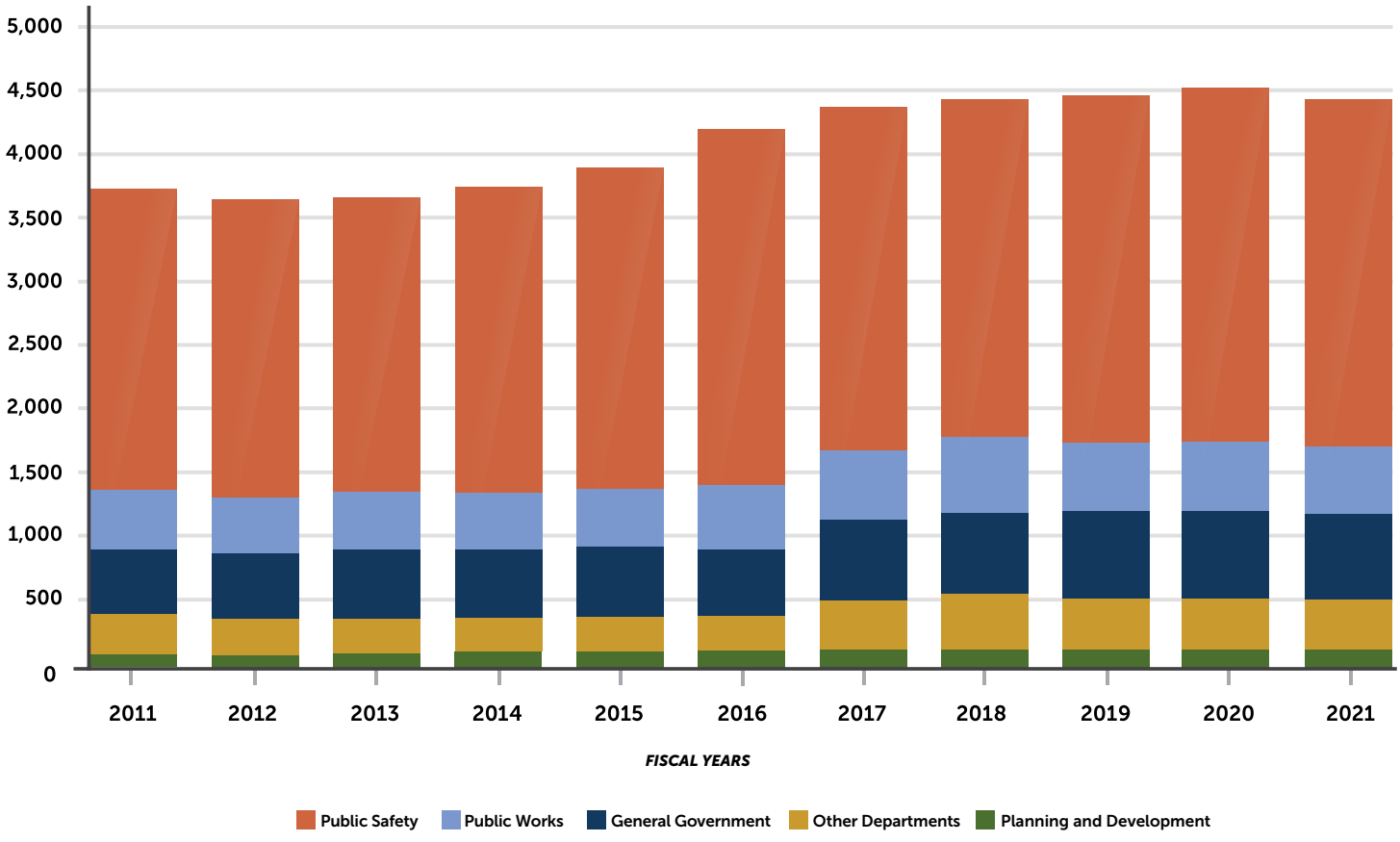
- Funded 555,569,000
- Partially Funded 330,780,000
- Unfunded 2,398,472,000
- Partially Funded Allocated 207,374,000
- Partially Funded Shortfall 123,406,,000

TOTAL: 3,284,821,000

FULL TIME EMPLOYEES

2011 to 2021

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Public Safety	2,383	2,282	2,286	2,338	2,447	2,548	2,580	2,599	2,648	2692	2556
Public Works	442	442	443	452	506	517	573	572	583	591	609
General Government	507	533	540	538	519	608	622	654	618	634	612
Other Departments	283	262	263	273	275	368	419	418	408	415	397
Planning and Development	101	111	124	126	135	138	152	169	179	185	196
Non-Departmental Accounts	0	0	0	0	0	0	0	0	0	6	11
TOTAL	**3,716**	**3,630**	**3,656**	**3,727**	**3,882**	**4,179**	**4,346**	**4,412**	**4,436**	**4,523**	**4,381**





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, 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, Resilience and Public Works, Public Safety, and Other Departments and Expenditures. 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.



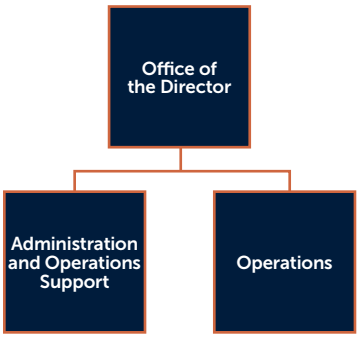
HOW TO USE THIS BOOK
DEPARTMENT PAGES

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Proposed
Personnel	12,226,820	12,790,422	14,000,178	14,325,000	16,522,000
Operating Expense	9,004,368	8,938,933	9,620,751	10,933,000	11,325,000
Capital Outlay	283,995	129,559	69,368	0	0
Non-Operating Expenses	0	0	0	25,000	25,000
	21,515,183	**21,858,914**	**23,690,297**	**25,283,000**	**27,872,000**

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.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
- Modernize and streamline City processes
- Strengthen trust through excellent customer service
- Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Projection	FY 2019-20 Target
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)	10	17	18	21
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)	9.10	10.75	10.35	14
	Position audits and reclassification completed (number)	240	234	127	200
	Average time for the completion of the Personnel Action Form cycle (days)	1.30	1.45	1.17	1.20

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

- 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.

INTRODUCTORY SECTION

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

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

City History

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.

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 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 late 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.

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,

Budget Methodology and Process

departments are encouraged to identify any potential operating efficiencies that can result in reduced spending in the upcoming year.

The budget process in 2020 was conducted entirely remotely and electronically. All budget submissions, communications, and budget meetings were done electronically by participants in various locations to insure social distancing during the COVID-19 pandemic.

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. In late April or early May, the OMB Director then organizes budget discussion sessions with the departments to review their submissions. These meetings are followed by a meeting between the Department directors and the City Manager for budget review and approval. Review and initial approval is conducted in an open forum format where department directors, the City Manager, and the OMB Director discuss funding availability and prioritized needs of the City overall. These allocation needs are then compared to the City's anticipated revenue inflows to determine whether these needs can be satisfied.

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.

Proposing the Budget

While the above noted processes are underway, in March or sooner, the Mayor delivers the State of the City Address setting general guidelines for the future. Goals identified in the City's Strategic Plan are also considered in prioritizing budget allocations. By mid-May, the Mayor, the City Manager, and the 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 no later than the first week of 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 values so that the information can be included in the property owners Noticed of Proposed Property Taxes or Truth in Millage report (TRIM).

Budget Methodology and Process

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

At the same time, in accordance with the City's Financial Integrity Principals, a Revenue Estimating Conference is assembled to review revenue assumptions and estimates employed at that time by OMB. Once estimating conference suggestions are reviewed and applied to the budget document, it 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 CAFR 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 $5 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

Community Budget meetings are held during the budget process. These meetings offer the citizens an opportunity to be informed about the budget process, give input on community needs, and have their questions answered by City staff. These meetings are held three times a year in each of the City's five Commission districts. In 2020, these meetings are being held remotely and electronically instead of in person.

In meetings scheduled in May, 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 early July, meetings are held to present and answer questions on the proposed budget. Community meetings are held again in October to present the adopted budget and answer question and concerns.


ANNUAL CITY BUDGET CYCLE
JANUARY
Budget Instructions to Departments
FEBRUARY
Departments input new fiscal year budgets
MARCH
OMB reviews information submitted by Departments
APRIL
Meetings to review budget submission with OMB
APRIL
Community Budget Meetings for input on proposed budget
APRIL
Mid-Year Budget Amendment
MAY
Review of City budget submission by Administration
JULY
Public Release of Proposed Budget
JULY
Community Budget Meeting on Proposed Budget
JULY
City Commission sets new fiscal year Mileage Rate ceiling
SEPTEMBER
City Commission approves final Mileage Rate and budget after conducting two budget hearings
New fiscal year OCTOBER 1
Budget is Monitored by OMB All Year
OCTOBER
Community Budget Meetings on Adopted Budget
NOVEMBER
Year End Review and Close-Out Budget Amendment

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 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 Principals (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 Comprehensive Annual Financial Report (CAFR) 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 CAFR. Citywide deficit for any fiscal year is defined as the decrease in unreserved general fund balance as reflected in CAFR. 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 (CAFR) 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.

Financial Structure and Policies

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. 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 (IT) shall be allocated, as of the end of the fiscal year in which such surplus arose, to an IT strategic plan special revenue fund. Allowed expenditures of the IT 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 Comprehensive Annual Financial Report (CAFR). 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.

Financial Structure and Policies

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 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.

(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 CAFR 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.

Financial Structure and Policies

(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 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

Financial Structure and Policies

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.

OVERVIEW SECTION

- 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 Barganing Overview
- Resilience Overview

City of Miami Strategic Plan Overview

FY 2019 – FY 2021

The City of Miami Strategic Plan serves as a roadmap to advance the City toward its vision ---- a modern and diverse city that is a global leader in technology, innovation, and resiliency. The City's first three-year plan was launched in September 2014. The plan, updated annually, was revamped in FY 2018-19 to reflect three priority areas identified as strategic to the City's success. This year, the plan was pressure-tested against the City's outlook toward COVID-19 Recovery efforts. The priority areas: *Quality of Life, Resilience, and Pathway to Prosperity* remain the foundation of the plan and basis from which each department will align their business.



Background

From these priorities, the Strategic Planning and Performance team worked with staff to further articulate the needs and wants of its residents. To ensure plan fidelity and feasibility, the Strategic Planning and Performance team conducted cross-departmental work sessions with department leadership or their designee. As part of these work sessions, staff contributed to the definition of priorities. After priority areas were clearly defined, the group articulated success metrics for categories within each priority area and defined how each department contributes. The plan was refined with direction from City leadership and influenced by resident feedback obtained from the City's annual survey.

This process informed 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 metrics. 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 new goals (five per priority area), and each goal 45 new 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.

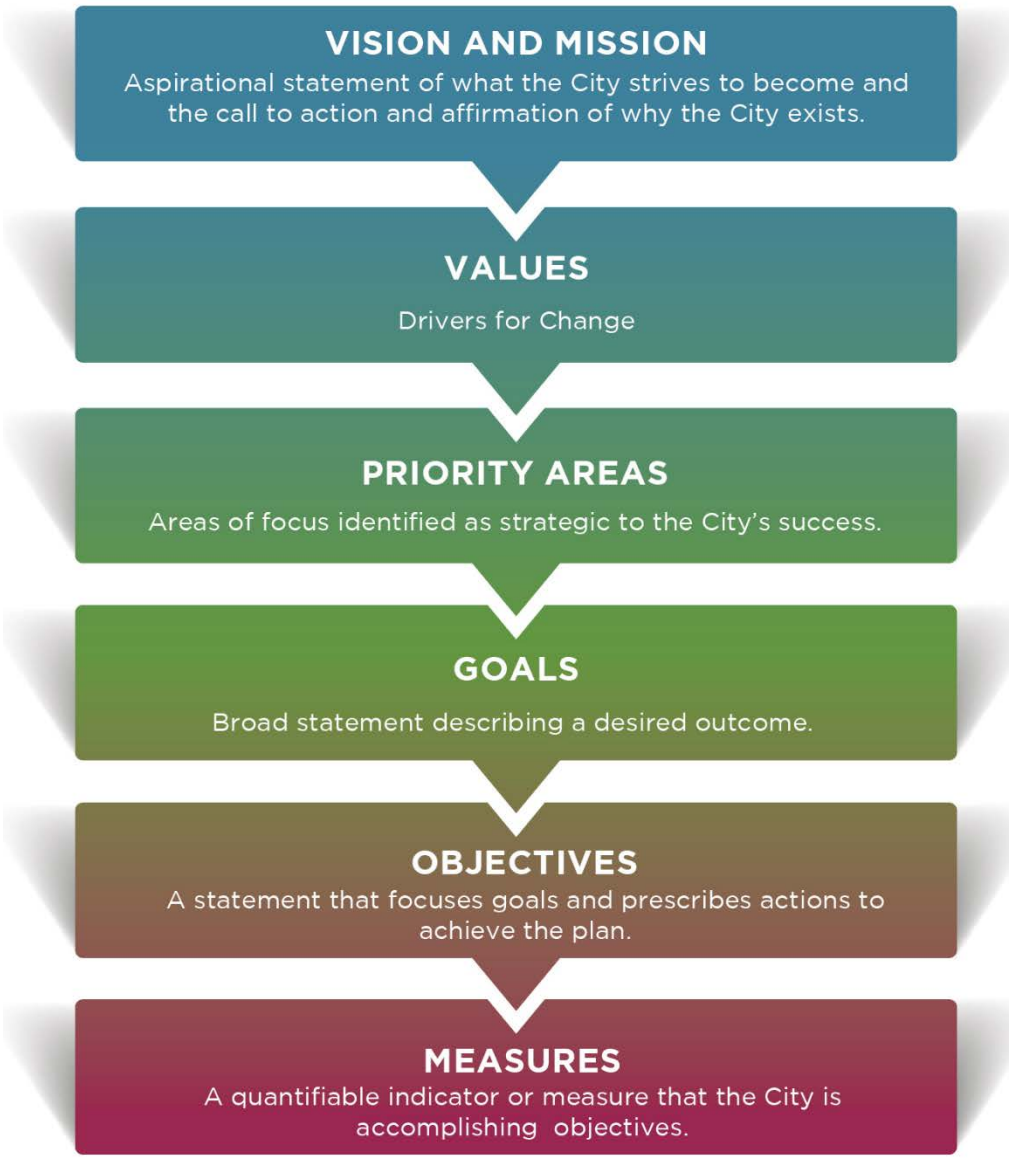
City of Miami Strategic Plan Overview

FY 2019 – FY 2021

However, for streamlined reporting, each department has identified one priority and goal to which it aligns with few exceptions.

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

FY 2019 – FY 2021

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

FY 2019 – FY 2021

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

FY 2019 – FY 2021

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

FY 2019 – FY 2021

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 2018-19

At the end of FY 2018-19, the City's total General Fund balance was $199.945 million. Of this amount, the City had approximately $130.891 million retained as designated fund balance, that included $93.565 million as restricted funds, approximately $3.342 million was reported as non-expendable for prepaid expenses, approximately $33.984 million was designated as assigned fund balance, and approximately $69.054 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 $12.482 million during the current fiscal year. Although revenues saw an increase of $45.327 million, expenditures also increased by $77.341 million and transfers-in decreased by $2.334 million. Significant revenue increases included property taxes (10.3 percent) and intergovernmental revenues (15.3 percent). These revenue increases reflected an improvement in the local economy which appears to have now recovered from the downturn in 2008. Investment earnings also increased significantly (112.8 percent) reflecting an improvement in market conditions and higher federal interest rates. Increased expenditures were 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 $89.700 million. The increase in fund balance of $1.250 million from the prior year resulted primarily from impact fees associated with an increase in High Rise Residential Units.

The Other Capital Project Fund had a fund balance of $138.570 million. This represented a decrease of approximately $11.843 million. The decrease could be attributed to the refunding of debt and debt services payment made in the pass year.

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2019

	Major Funds						
	General	Other Capital Projects	Impact Fee	Special Obligation Bonds	Emergency Services	Non-Major Governmental Funds	Total Governmental Funds
Revenues							
Property Taxes	$ 359,518,170	$ -	$ -	$ -	$ -	$ 67,686,379	$ 427,204,549
Franchise and Other Taxes	115,560,040	-	-	-	-	-	115,560,040
Licenses and Permits	75,421,804	-	-	-	-	4,588,337	80,010,141
Fines and Forfeitures	7,699,136	9,781	-	-	-	1,584,307	9,293,224
Intergovernmental Revenues	80,635,979	2,816,007	-	4,000,000	5,403,096	66,155,590	159,010,672
Charges for Services	122,174,203	293,789	-	-	-	12,488,295	134,956,287
Investment Earnings	12,357,625	-	2,221,198	160,173	-	2,329,761	17,068,757
Impact Fees	-	-	17,360,958	-	-	-	17,360,958
Other	10,723,544	21,438	-	-	4,078,644	8,035,710	22,859,336
Total Revenues	784,090,501	3,141,015	19,582,156	4,160,173	9,481,740	162,868,379	983,323,964
Expenditures							
Current Operating:							
General Government	124,503,826	2,839,221	12,986	1,367,927	85,518	18,263,789	147,073,267
Planning and Development	24,401,793	2,013,606	-	-	-	2,427,571	28,842,970
Community Development	1,848,391	14,509	-	-	-	27,415,950	29,278,850
Community Redevelpment Areas	-	-	-	-	-	38,207,865	38,207,865
Public Works	83,058,030	3,408,109	58,472	-	77,030	17,009,126	103,610,767
Public Safety	415,834,733	1,331,118	358,892	-	4,409,999	17,186,128	439,120,870
Public Facilities	13,097,706	397,341	-	-	-	2,776,503	16,271,550
Parks and Recreation	47,160,052	416,184	250,592	-	221,911	1,623,743	49,672,482
Debt Service:							
Principal	-	-	-	20,407,687	-	31,428,886	51,836,573
Interest and Other Charges	-	-	-	18,165,665	-	6,401,600	24,567,265
Capital Outlay	2,668,288	27,589,631	17,651,525	-	2,725,720	24,430,804	75,065,968
Total Expenditures	712,572,819	38,009,719	18,332,467	39,941,279	7,520,178	187,171,965	1,003,548,427
Excess (Deficiency) of Revenues Over (Under) Expenditures	71,517,682	(34,868,704)	1,249,689	(35,781,106)	1,961,562	(24,303,586)	(20,224,463)
Other Financing Sources (Uses)							
Transfers In	3,830,006	31,418,500	-	38,618,000	1,500,000	22,679,783	98,046,289
Transfers Out	(63,061,000)	-	-	-	(526,000)	(34,459,289)	(98,046,289)
Proceeds from Sale of Property	195,133	-	-	-	-	-	195,133
Proceeds Received from Refunding	-	-	-	105,640,167	-	7,315,902	112,956,069
Payment To Escrow Agent For Refunding	-	-	-	(120,320,000)	-	-	(120,320,000)
Issuance of Debt	-	877,473	-	-	-	-	877,473
Total Other Financing Sources (Uses)	(59,035,861)	32,295,973	-	23,938,167	974,000	(4,463,604)	(6,291,325)
Net Changes in Fund Balances (Deficit)	12,481,821	(2,572,731)	1,249,689	(11,842,939)	2,935,562	(28,767,190)	(26,515,788)
Fund Balances (Deficit) - Beginning	187,463,551	141,142,203	88,450,116	32,104,417	(17,474,235)	190,283,237	621,969,289
Fund Balances (Deficit) - Ending	$ 199,945,372	$ 138,569,472	$ 89,699,805	$ 20,261,478	$ (14,538,673)	$ 161,516,047	$ 595,453,501

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2020-21 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals $1.166 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 Comprehensive Annual Financial Report (CAFR) 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 2020-21 Budget for the General Fund is $816.961 million. This represents an increase of $8.328 million or 1.0 percent as compared to the FY 2019-20 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:

- Bayfront/Riverfront Land Acquisition Rouse Trust
- City Clerk Services
- Community Development
- Departmental Improvement Initiatives
- Emergency Services
- Fire-Rescue Services
- General Special Revenue
- Historic Preservation Trust Fund

Consolidated Budget Overview

- Homeless Program
- Human Services
- Law Enforcement Trust Fund
- Miami Ballpark Parking Facilities
- NET Offices and Code Enforcement
- Parks and Recreation Services
- Planning Services
- Police Services
- Public Art Fund
- Public Works Services
- Solid Waste Recycling Trust Fund
- Sports Facilities and Activities
- Transportation and Transit
- Tree Trust Fund

The FY 2020-21 Budget for all Special Revenue Funds is 197.087 million. This represents an increase of $35.901 million or 22.3 percent as compared to the FY 2019-20 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 2020-21 Budget for the Debt Service Fund is $66.230 million. This represents a decrease of $11.883 million or 15.2 percent as compared to the FY 2019-20 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 2020-21 Budget for the Internal Service Fund (ISF) is $85.238 million. This represents a decrease of $4.210 million or 4.7 percent as compared to the FY 2019-20 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 2020-21 General Fund Budget total is $816.961 million. This represents an increase of $8.328 million or 1.0 percent over the FY 2019-20 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.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 15, 2020, 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 2019-20 Adopted Budget:

	FY 2019-20 Adopted	FY 2020-21 Adopted	FY 2020-21 Adopted%	Change $ + / (-)	Change % + / (-)
Property Taxes	396,441,000	424,609,000	51.97%	28,168,000	7.11%
Franchise Fees and Other Taxes	115,481,000	117,566,000	14.39%	2,085,000	1.81%
Interest	7,150,000	4,814,000	0.59%	(2,336,000)	(32.67%)
Transfers-IN	3,862,000	4,211,000	0.52%	349,000	9.04%
Fines and Forfeitures	5,904,000	7,644,000	0.94%	1,740,000	29.47%
Intergovernmental Revenues	81,856,000	67,210,000	8.23%	(14,646,000)	(17.89%)
Licenses and Permits	67,905,000	66,587,000	8.15%	(1,318,000)	(1.94%)
Other Revenues (Inflows)	7,365,000	7,521,000	0.92%	156,000	2.12%
Charges for Services	122,669,000	116,799,000	14.30%	(5,870,000)	(4.79%)
Total Revenue (Inflows)	808,633,000	816,961,000	100.00%	8,328,000	1.03%

Property Taxes consist primarily of real and personal property taxes and accounts for 52.0 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 2020-21 Budget includes $424.609 million in anticipated property tax revenues. This represents an increase of $28.168 million or 7.1 percent over the FY 2019-20 Adopted Budget. This is based on a 2020 gross taxable value of $63.008 billion. The operating millage rate of 7.6665 mills at a 95 percent collection rate adjusted by $46.580 million (Tax Increment Financing (TIF) -Community Redevelopment Agency (CRA) transfer). The tax roll grew by 6.9 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.

General Fund Overview

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 14.4 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 2020-21 Budget includes $117.566 million in anticipated collections from this category. This represents an increase of $2.085 million or 1.8 percent over the FY 2019-20 Adopted Budget. This increase is primarily due to higher than anticipated collection, based on a three-year trend. Part of the increase is due to higher electrical franchise fee collection in accordance with the settlement with Florida Power and Light dated July 27th, 2017 that will be used to repay a future financing to pay the City's portion of undergrounding transmission lines.

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 2020-21 Budget includes $4.814 million in anticipated collections from this category. This represents a decrease of $2.336 million or 32.7 percent lower than the FY 2019-20 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 2020-21 Budget includes $4.211 million in anticipated revenues. This represents an increase of $349,000 or 9.0 percent over the FY 2019-20 Adopted Budget. 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 2020-21 Budget includes $7.644 million in anticipated revenues, an increase of $1.740 million, or 29.5 percent, over the FY 2019-20 Adopted Budget due to historical trend.

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 2020-21 Budget includes $67.210 million in anticipated revenues and accounts for 8.2 percent of the total General Fund revenue budget. This represents a decrease of $14.646 million or 17.9 percent under the FY 2019-20 Budget. This is primarily due to decreased revenues from the Miami Parking Authority ($15.225 million), decrease Half-Cent Sales Tax revenue ($1.358 million), and a decrease in Municipal Revenue Sharing ($418,000) that are offset by an increase in Federal Grants of ($1.435 million).

General Fund Overview

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 2020-21 Budget for Licenses and Permits is $66.587 million. This amount represents a decrease of $1.318 million or 1.9 percent as compared to the FY 2029-20 Adopted Budget. This is primarily due to decreased revenues from the Franchise and Commercial Haulers ($1.000 million) that have been impacted by the slowdown in the local economy and an increase in uncollected fees.

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2020-21 Budget for Other Revenues is $7.521 million. This amount represents an increase of $156,000 or 2.1 percent as compared to the FY 2019-20 Adopted Budget.

Charges for Services consist of revenues derived from charges for the use of certain City services and accounts for 13.9 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 2020-21 Budget includes $116.799 million in anticipated Charges for Services, a decrease of $5.870 million or 4.8 percent as compared to the FY 2019-20 Adopted Budget. This decrease is primarily due to decreased revenue collections for Parking Surcharge ($4.750 million), Cultural and Recreation fees ($1.269 million), Pari-Mutuel revenues ($768,000), and Building Inspections ($824,000).

General Fund Overview

General Fund Expenditures (Outflows)

The FY 2020-21 General Fund Budget total is $816.961 million. This represents an increase of $8.328 million or 1.0 percent over the FY 2019-20 Adopted Budget.

	FY 2019-20 Adopted	FY 2020-21 Adopted	FY 2020-21 Adopted%	Change $ + / (-)	Change % + / (-)
Salaries	377,194,000	385,470,000	47.18%	8,276,000	2.19%
Retirement Contributions	55,333,000	55,206,000	6.76%	(127,000)	(0.23%)
Police and Fire - FIPO	68,080,000	69,746,000	8.54%	1,666,000	2.45%
Secondary Pension Contributions	10,443,000	10,443,000	1.28%	0	0.00%
Life and Health Insurance	38,854,000	30,980,000	3.79%	(7,874,000)	(20.27%)
Health Trust - FOP	15,499,000	17,657,000	2.16%	2,158,000	13.92%
IAFF Health Insurance Trust	18,574,000	19,362,000	2.37%	788,000	4.24%
Workers' Compensation	19,901,000	17,079,000	2.09%	(2,822,000)	(14.18%)
Operating Expense	117,695,000	126,188,000	15.45%	8,493,000	7.22%
Capital Outlay	1,731,000	1,557,000	0.19%	(174,000)	(10.05%)
Non-Operating Expense	22,959,000	41,609,000	5.09%	18,650,000	81.23%
Transfers - OUT	62,370,000	41,664,000	5.10%	(20,706,000)	(33.20%)
Total Expenditures (Outflows)	808,633,000	816,961,000	100.00%	8,328,000	1.03%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2020-21 General Fund Budget:

Salaries increased $8.276 million or 2.2 percent. This increase is primarily due to overtime budgets in the Department of Fire-Rescue being increased due to historical pattern and a reduction in the amount of attrition removed from the budget due to position eliminations in various Departments. These increases are offset by reductions in other personnel line items ($5.730 million). The budget includes a three percent across-the-board increase for members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) as per the collective bargaining agreement. The Salaries budget does not include normal step progression for members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871); Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907); the (FOP); the Miami International Association of Firefighters (AFL-CIO Local 587); and all non-bargaining employees.

Retirement Contributions decreased by $127,000 or 0.2 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 $1.666 million or 2.5 percent due to the City's actuarial required contribution.

Secondary Pension Contribution estimate of $10.433 million is projected to be the same amount as FY 2019-20.

General Fund Overview

Life and Health Insurance decreased by $7.874 million or 20.3 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

Health Trust-FOP increased by $2.158 million or 13.9 percent due to an increased in annual plan costs that increases the City's contractually required contribution as per the FOP Collective Bargaining Agreement.

IAFF Health Insurance Trust Fund increased by $788,000 or 4.2 percent due to an increase in plan membership that requires additional contributions by the City per the IAFF Collective Bargaining Agreement.

Workers' Compensation decreased by $2.822 million or 14.2 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

Operating Expense increased $8.493 million or 0.7 percent primarily due to increases for various liability insurance and Information Technology Repair and Maintenance Services.

Capital Outlay decreased $174,000 or 10.5 percent decreased Machinery and Equipment expenditures.

Non-Operating Expense increased $18.650 million or 81.2 percent primarily due to increase in the Reserve for Uncollectable for revenue shortfall anticipated for the long-term effect of COVID-19.

Transfers-Out decreased by $20.706 million or 33.2 percent primarily due to lower General Fund transfers to debt service, Special Revenue Funds, Capital projects, and deferment of the City contribution to the Transportation Reserve Fund for FY 2020-21.

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 unassigned and designated 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 2018-19, the City's total General Fund balance was approximately $200.000 million. Of this amount, the City has approximately $130.900 million retained as designated fund balance, that includes approximately $93.600 million as restricted funds, approximately $3.330 million as non-expendable for prepaid expenses, approximately $34.000 million is designated as assigned fund balance, and approximately $69.100 million is unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The General Fund balance had a net increase of approximately $12.482 million in FY 2018-19. Although revenues increased by $45.328 million, they were offset by an expenditure increase of $77.342 million and a decrease in transfers-in of $2.334 million. Significant revenue increases included property taxes (10.5 percent) and intergovernmental revenues (15.3 percent). These revenue increases reflect an improvement in the local economy that has recovered from the downturn in 2008. Investment earnings also increased significantly (112.8 percent) reflecting an improvement in market conditions and higher federal interest rates. Increased expenditures are primarily attributed to increases in retirement contributions and payroll related expenditures.

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019

General Fund Report

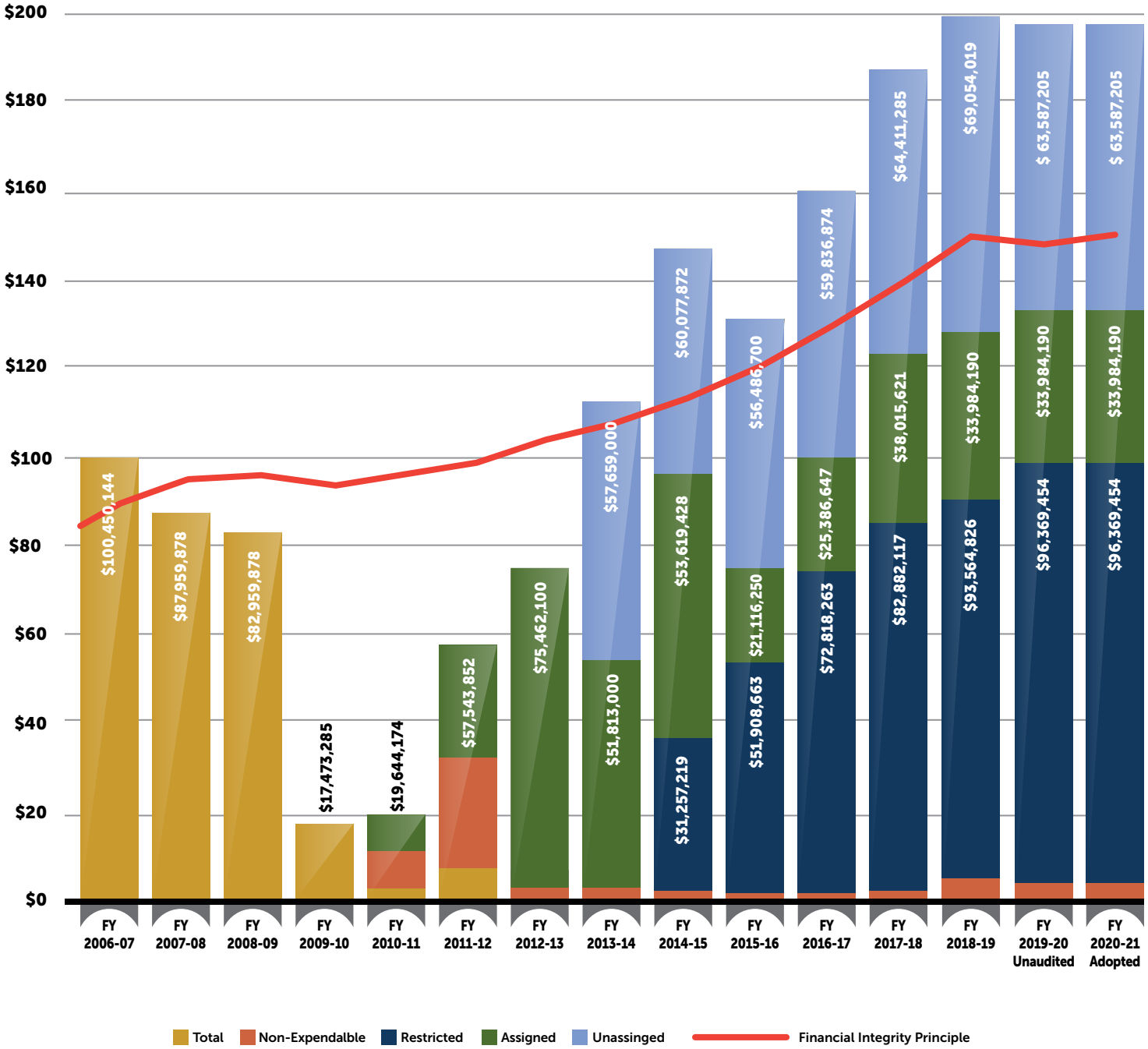
City of Miami, Florida
Statement of Revenues, Expenditures, and Changes In Fund Balances (Deficit)
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual
Revenues				
Property Taxes	262,607,953	294,888,735	325,267,816	359,518,170
Franchise and Other Taxes	107,436,744	111,740,819	113,992,902	115,560,040
Licenses and Permits	70,586,809	72,542,186	73,313,619	75,421,804
Fines and Forfeitures	15,074,723	15,861,887	13,887,391	7,699,136
Intergovernmental Revenues	65,515,561	66,924,951	69,954,774	80,635,979
Charges for Services	106,597,140	115,954,235	117,481,066	122,174,203
Interest (Investment Earnings (Loss)	2,662,789	2,986,388	5,808,378	12,357,625
Other Departments	8,412,526	13,064,144	19,057,070	10,723,544
Total Revenues	638,894,245	693,963,345	738,763,016	784,090,501
Expenditures				
Current Operating:				
General Government	85,229,772	98,088,311	104,803,715	124,503,826
Planning and Development	15,955,460	16,952,966	20,566,954	24,401,793
Public Works	71,692,400	72,715,761	77,187,997	83,058,030
Public Safety	341,774,004	359,124,724	370,435,719	415,834,733
Public Facilities	8,152,975	12,247,719	11,690,124	13,097,706
Parks and Recreation	36,095,677	42,170,266	46,354,888	47,160,052
Community Development	2,252,167	3,234,464	1,566,902	1,848,391
Capital Outlay	4,391,433	3,016,412	2,625,162	2,668,288
Total Expenditures	565,543,888	607,550,623	635,231,461	712,572,819
Excess (Deficiency) of Revenues Over Expenditures	73,350,357	86,412,722	103,531,555	71,517,682
Other Financing Sources (Uses)				
Transfers-In	4,205,760	12,073,226	6,163,609	3,830,006
Transfers-Out	(93,881,200)	(70,651,100)	(82,653,000)	(63,061,000)
Proceeds from Sale of Property	441,720	787,221	277,969	195,133
Total Other Financing Sources (Uses)	(89,233,720)	(57,790,653)	(76,211,422)	(59,035,861)
Net Changes in Fund Balances	(15,883,363)	28,622,069	27,320,133	12,481,821
Internal Service Fund Balance/13TH Month Adj.				
Fund Balances (Deficit) - Beginning	147,404,712	131,521,349	160,143,418	187,463,551
Fund Balances (Deficit) - Ending	131,521,349	160,143,418	187,463,551	199,945,372

Source: Comprehensive Annual Financial Report (CAFR) , Fiscal Year Ended September 30, 2019

GENERAL FUND

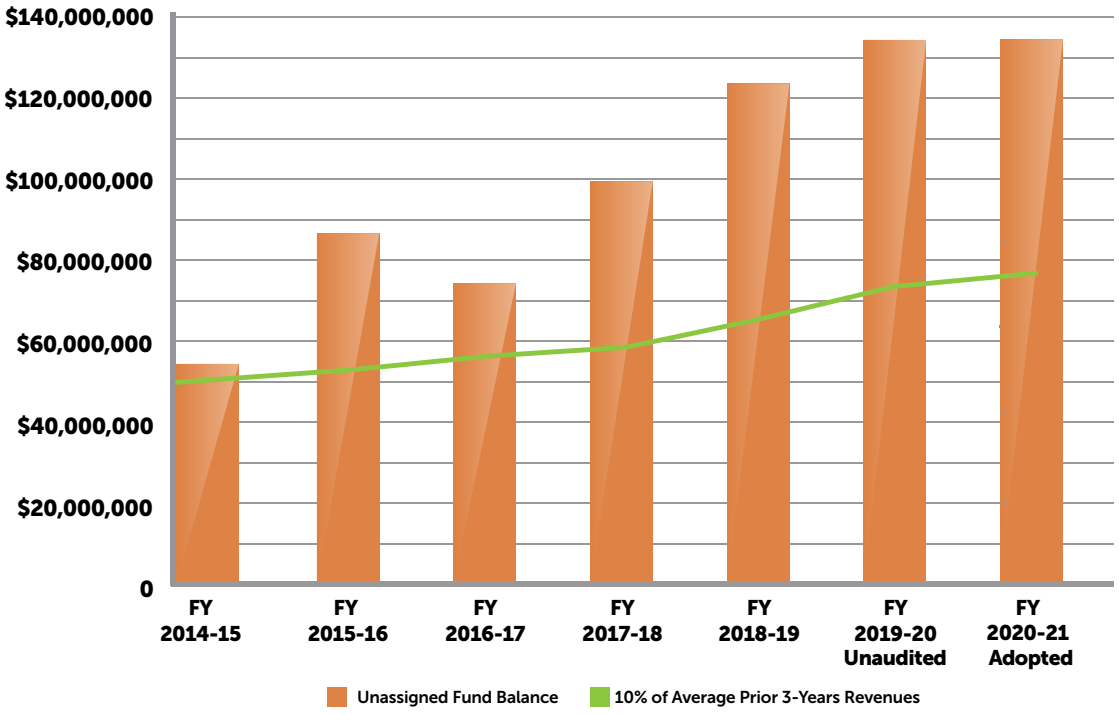
BALANCE HISTORY



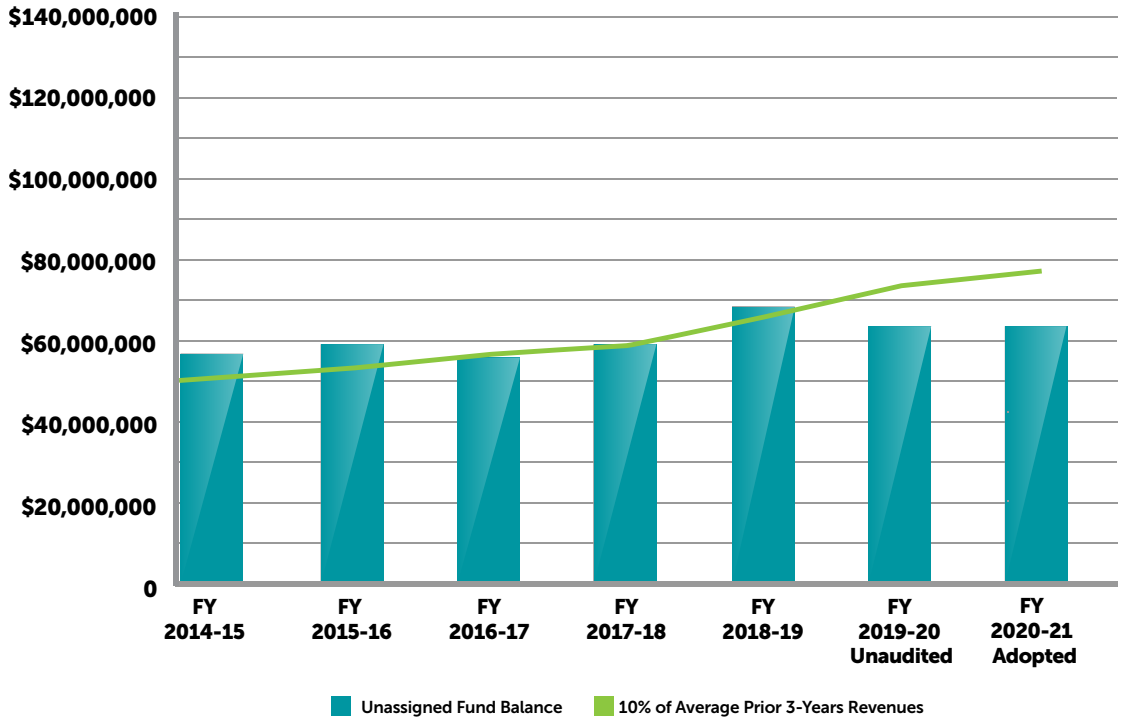
DESIGNATED AND UNASSIGNED

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 General Fund department component in their funding structure. Below is a list of Special Revenue Funds along with their corresponding General Fund department components:

Special Revenue Fund	General Fund Department
Bayfront/Riverfront Land Acquisition Rouse Trust	Real Estate and Asset Management
City Clerk Services	City Clerk
Community Development	Housing and Community Development
Departmental Improvement Initiatives	Building, Commissioners, Grants Administration, Management and Budget, Mayor, 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 Ordinance No. 13872, a new Special Revenue Fund was created in FY 2019-20 entitled Historic Preservation Trust Fund; the fund is being administered by the the Planning Department as noted above.

The environmental resources function and the Tree Trust Fund are being transferred from the Planning Department to the Building Department.

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Budget	FY 2020-21 Budget
Begin Date:	10/1/2016	10/1/2017	10/1/2018	10/1/2019	10/1/2020
Beginning Fund Balance	**$81,910,700**	**$80,906,000**	**$65,162,000**	**$64,125,000**	**$64,125,000**
Revenues/Inflows					
Interest	148,000	196,000	369,000	26,000	13,000
Transfers-In	23,651,000	17,093,000	15,487,000	8,297,000	5,152,000
Fines and Forfeitures	1,866,000	1,751,000	1,584,000	1,050,000	750,000
Intergovernmental Revenues	59,260,000	71,633,000	68,807,000	69,960,000	81,109,000
Licenses and Permits	489,000	443,000	4,588,000	1,133,000	4,721,000
Other Revenues/Inflows	1,019,000	7,140,000	6,099,000	69,769,000	97,850,000
Charges for Services	14,480,000	15,516,000	10,968,000	10,951,000	7,492,000
Total Revenues/Inflows	**100,913,000**	**113,772,000**	**107,902,000**	**161,186,000**	**197,087,000**
Expenditures/Outflows					
General Government	22,214,000	7,966,000	8,025,000	9,936,000	9,047,000
Planning and Development	1,172,000	1,047,000	2,423,000	24,179,000	23,495,000
Community and Economic Development	25,825,000	26,688,000	27,415,000	52,009,000	73,306,000
Public Works	7,319,000	34,258,000	16,857,000	23,552,000	24,094,000
Public Safety	16,989,000	26,243,000	21,596,000	31,666,000	41,597,000
Public Facilities	3,315,000	5,427,000	2,777,000	6,487,000	10,104,000
Parks and Recreation	1,473,000	2,069,000	703,000	1,047,000	1,031,000
Debt Service					
Capital Outlay	1,636,000	4,253,000	9,512,000		
Transfers-Out	21,975,000	21,565,000	19,631,000	12,310,000	14,413,000
Total Expenditures/Outflows	**101,918,000**	**129,516,000**	**108,939,000**	**161,186,000**	**197,087,000**
Revenues/Inflows Over(Under) Expenditures/Outflows	(1,005,000)	(15,744,000)	(1,037,000)		
Fund Balance Restated	81,911,000	80,906,000	65,162,000		
Ending Fund Balance	**80,906,000**	**65,162,000**	**64,125,000**	**64,125,000**	**64,125,000**
End Date:	9/30/2017	9/30/2018	9/30/2019	9/30/2020	9/30/2021

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 2020-21 Budget for the Debt Service Funds is $66.230 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. As an example, in FY 2018-19 the City's total net debt was 1.5 percent of the total debt limit of $8.539 billion using the Net Debt to Taxable Assessed Value ratio, which is below the five percent target.

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, 2020. 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 2020-21 Budget for debt service for general obligation bonds (truly, limited ad valorem bonds) is $23.428 million with $19.291 million from property tax revenues at a millage rate of 0.3235 and $4.137 million from prior year fund balance. The maximum annual debt service payment is $9.925 million in FY 2022-23 with a final maturity in FY 2027-28 and does not yet include the first tranche of the Miami Forever Bond estimated at $3.560 million.

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 2020-21 Budget for debt service on special obligation bonds is $42.802 million, which is comprised of $28.942 million of Transfers-In from General Fund, $4.890 million from Special Revenue Fund, $4.228 million from Omni Community Redevelopment Agency, four million from the Miami-Dade County Convention Development Tax (CDT), and $742,000 of prior year fund balance. The maximum annual debt service payment is $56.810 million in FY 2020-21 with a final maturity in 2039.

Debt Service Funds Balance - General Obligation Bond

General Obligation Bond	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual
Revenue				
Property Taxes	25,661,731	26,964,194	28,017,811	22,483,000
Other Revenues	2,144	29,765	32,876	37,000
Total Revenues	25,663,875	26,993,959	28,050,687	22,520,000
Expenditures				
General Government	181,582	276,915	9,557	25,000
Principal	14,908,304	17,145,000	20,255,000	19,070,000
Interest	12,655,706	9,490,770	3,941,109	3,425,000
Total Expenditures	27,745,592	26,912,685	24,205,666	22,520,000
Excess (Deficiency of Revenue Over Expenditures)	(2,081,717)	81,274	3,845,021	223,752
Other Financing Sources (Uses):				
Total Other Financing Sources (Uses)	3,720,649	2,050,000	-	-
Net Change in Fund Balance	1,638,932	2,131,274	3,845,021	223,752
Fund Balance - Beginning of Year	1,810,610	3,449,542	5,580,816	9,425,837
Fund Balance - End of Year	3,449,542	5,580,816	9,425,837	9,649,589

Debt Service Funds - Special Obligation: FY 2020-21 Debt Payments		
Total Transfers-In		
Description	**Amount**	**Funding Source**
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	4,827,000	General Fund - Public Service Tax
Sunshine State Loan Refinancing -2011A	3,242,000	General Fund - Public Service Tax
Special Obligation Refunding Bonds Series 2014	1,168,000	General Fund - Public Service Tax
Lease/purchase of vehicles /Santander Financing	6,717,000	General Fund
Citywide Radio Communication System P25	1,862,000	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	2,388,000	General Fund - Public Service Tax
Non-Ad Valorem Taxable Pension Refunding(2009) Note Series 2017	839,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2017 Park Remediation	2,182,000	General Fund -State Share Revenues
FDEP Loan Wagner Creek	572,000	General Fund -Storm Water Utilities
Streets and Sidewalks Series 2018A Ref (2007)	1,333,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2018A Ref (2007)	824,000	General Fund -Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	2,331,000	General Fund -Parking Surcharge
Streets and Sidewalks Series 2018C Ref	574,000	General Fund -Parking Surcharge
Dell Financial Services Lease 2018	83,000	General Fund
Vehicle Lease to Own Program/Santander	0	General Fund (Floor Amendment -$1.912 million)
Total Transfer In from General Fund	**28,942,000**	
Marlins Retail 2010A Refunding 2019	264,000	Parking Revenue
Marlins Garage 2010B Refunding Series 20	1,322,000	Parking Revenue
Streets and Sidewalks Series 2018B Ref (2009)	3,304,000	Transportation and Transit
Total Transfer In from Special Revenue	**4,890,000**	
Ttransfer from Outside Agency		
Port of Miami Tunnel Series 2012	**4,228,000**	CRA - Omni
Total Transfers-In	**38,060,000**	
Other Revenues		
Description	**Amount**	**Funding Source**
Marlins Garage 2010A	2,880,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	1,120,000	Miami-Dade County - Convention Development Tax
Sunshine State Loan Refi -2011A	742,000	Fund Balance
Total - Other Revenues	**4,742,000**	
Total - Special Obligation Bonds	**42,802,000**	

Debt Service Funds Balance - Special Obligation Bond

Special Obligation Bond	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual
Revenue				
Intergovernmental Revenues	4,083,335	4,000,002	4,000,000	4,000,000
Other Revenues	24,088	60,370	130,351	160,173
Total Revenues	4,107,423	4,060,372	4,130,351	4,160,173
Expenditures				
Current Operating:				
General Government	26,000	99,192	374,893	1,367,927
Principal	11,443,117	23,418,297	30,494,962	20,407,687
Interest	22,354,597	21,651,860	28,993,375	18,165,665
Total Expenditures	33,823,714	45,169,349	59,863,230	39,941,279
Excess (Deficiency of Revenue Over Expenditures)	(29,716,291)	(41,108,977)	(55,732,879)	(35,781,106)
Other Financing Sources (Uses):				
Transfers-In	35,510,100	37,991,500	43,805,000	38,618,000
Transfers-Out		(2,971,099)		
Issuance of Debt		129,100	8,940,000	8,940,000
Total Other Financing Sources (Uses)	35,510,100	35,149,501	52,745,000	47,558,000
Net Change in Fund Balance	5,793,809	(5,959,476)	(2,987,879)	(11,842,939)
Fund Balance - Beginning of Year	35,257,963	41,051,772	35,092,296	32,104,417
Fund Balance - End of Year	41,051,772	35,092,296	32,104,417	20,261,478

Debt Service Funds - Outstanding Debt

The following presents the City's bonds, loans and leases outstanding at September 30, 2019:

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	51,670,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	83,645,000	2.170%
Total General Obligation Bonds			**171,620,000**	**135,315,000**	
Special Obligation and Revenue Bonds, Loans and Leases:					
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000,000	7,550,000	7.200%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435,000	6,095,000	7.000%
Special Obligation Tax-Exempt Revenue Bonds Series 2010A	Parking	7/1/2039	84,540,000	84,540,000	5.000%-5.250%
Special Obligation Tax Revenue Bonds, Garages Series 2010B	Parking	7/1/2027	16,830,000	475,000	5.935%
Special Obligation Refunding Bonds Series 2018A	Refunding	1/1/2037	57,405,000	57,405,000	5.000%
Taxable Special Obligation Refunding Bonds Series 2018B	Refunding	1/1/2039	42,620,000	42,620,000	3.461%-4.808%
Taxable Special Obligation Revenue Bonds Series 2018C	Refunding	1/1/2039	7,455,000	7,455,000	3.836%-4.808%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	35,675,000	5.000%
Special Obligation Refunding Bonds Series 2011-A	Refunding	2/1/2031	70,645,000	7,595,000	4.794%-4.966%
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	24,120,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	7,138,449	3.280%
Special Obligation Refunding Notes Series 2017	Refunding	2/1/2031	59,310,000	57,235,000	2.780%
Special Obligation Refunding Note Pension Series 2017	Refunding	12/1/2025	7,180,000	7,055,000	3.150%
Special Obligation Refunding Note Garage Series 2018	Refunding	7/1/2027	16,555,000	16,240,000	3.750%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	38,610,000	5.000%
CRA OMNI Tax Increment Revenue Bonds Series 2018A	Redevelopment	9/1/2029	10,000,000	8,820,000	3.250%
CRA OMNI Tax Increment Revenue Bonds Series 2018B	Redevelopment	9/1/2029	15,000,000	13,995,000	4.490%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,863	0.000%
Vehicle Replacement Program Series 2016	Vehicle Lease	1/1/2021	10,644,628	4,295,626	1.6765%
Vehicle Replacement Program Series 2017	Vehicle Lease	1/1/2022	10,054,922	6,132,362	2.1856%
Vehicle Replacement Program Series 2018	Vehicle Lease	1/1/2023	11,270,011	9,067,912	3.1032%
Dell Financial Services Lease 2018	Equipment Lease	6/1/2022	373,938	224,024	4.8810%
P25 Citywide Radio Equip. Lease	Radio System Lease	1/1/2024	12,100,000	8,801,556	2.0590%
State Revolving Fund Loan	Wagner Creek	N/A	13,745,199	13,745,199	0.000%
Total Special Obligation Bonds, Revenue Bonds, Loans and Leases			**696,806,942**	**466,598,991**	
Total Bonds, Loans and Leases			**$ 868,426,942**	**$ 601,913,991**	

Source: Fiscal Year 2019 Comprehensive Annual Financial Report (CAFR)

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, 2019 are as follows:

General Obligation Bonds

($ in thousands)

Year Ended September 30,	Principal	Interest	Total
2020	34,460,825	7,709,673	42,170,498
2021	38,150,298	6,876,181	45,026,479
2022	42,602,777	5,902,249	48,505,026
2023	26,079,665	5,020,225	31,099,890
2024	27,153,933	4,297,868	31,451,801
2025-2029	122,161,918	10,406,573	132,568,491
2030-2034	21,575,711	591,541	22,167,252
2035-2039	1,708,864	-	1,708,864
Total	$313,893,991	$ 40,804,310	$354,698,301

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2020	22,365,000	13,995,184	36,360,184
2021	16,660,000	12,882,363	29,542,363
2022	9,295,000	12,212,457	21,507,457
2023	9,745,000	11,753,557	21,498,557
2024	10,225,000	11,269,971	21,494,971
2025-2029	68,730,000	47,820,514	116,550,514
2030-2034	72,580,000	29,622,280	102,202,280
2035-2039	78,420,000	10,688,666	89,108,666
Total	$288,020,000	$150,244,992	$438,264,992

Total General Obligation and Special Obligation Bonds	$601,913,991	$191,049,302	$792,963,293

Source: Fiscal Year 2019 Comprehensive Annual Financial Report (CAFR) .

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating cost to the operating departments. These costs are health care, certain information technology costs, and the property-casualty insurance program, which includes workers' compensation and liability claims. This fund also serves as a centralized account for payment of these expenditures. The FY 2020-21 Budget for the ISF is $85.238 million.

Health Insurance

The FY 2020-21 Budget for Health Insurance is $42.428 million. This represents an 10.8 percent decrease over the FY 2019-20 Budget. The decrease is primarily due in part to lagging claims from when the International Association of Fire Fighters (IAFF) members were in the City's health care plan, and due to lower stop loss coverage premiums on the medical plan.

Workers' Compensation

The FY 2020-21 Budget for Workers' Compensation is $17.382 million. This represents a 14 percent decrease over the FY 2019-20 Budget. Workers Compensation is actuarially projected at a 45 percent confidence level. This is the lowest confidence level allowed by the Governmental Accounting Standards Board (GASB) 10.

Property Insurance Premiums

The FY 2020-21 Budget for Insurance Premiums is $9.456 million. This represents a 15 percent increase over the FY 2019-20 Budget. The increase is primarily due to higher property premiums charged by our insurance carrier for Property and Casualty, Master Property, James L. Knight Center, Flood, Excess Workers' Compensation, and Excess Law Enforcement Liability.

General Liability

The FY 2020-21 Budget for General Liability is $4.770 million. This represents a net increase of 7.6 percent over the FY 2019-20 Budget. The net increase is due in part to a decrease in Police Torts and increases in General Liability and Vehicle Liability Claims. The claims are actuarially projected at a 45 percent confidence level.

Information and Technology Cost Allocation

The FY 2020-21 Budget for Information and Technology Cost Allocation is $11.202 million. This represents a 24.4 percent increase over the FY 2019-20 Budget. The increase is primarily due in part to an increase in application costs and licensing fees and new infrastructure platforms.

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Capital Fund - General Government	31000	381000	481000	40-B213100	1426	0	38,000	Purchase of Computer Upgrades for the Office of Communications
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221401	481000	40-B183418	1426	0	50,000	Purchase of Peacock Park Glasshouse Roof
General Fund	00001	980000	891000	Capital Fund - Streets and Sidewalks Fund	36000	201000	481000	40-B73102E	1552	716,000	648,000	Mandatory City Contribution from Local Option Gas Tax to CIP projects-Citywide Pavement Resurfacing
General Fund	00001	980000	891000	Capital Fund - Streets and Sidewalks Fund	36000	401000	481000	40-B30606	1419	0	670,000	Mandatory City Contribution from Parking Surcharge to CIP Projects-Flagler Street Beautification
General Fund	00001	980000	891000	Capital Fund - Storm Sewer	38000	201000	481000	40-B30262	1431	1,344,000	1,000,000	Mandatory City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Repair Project
General Fund	00001	980000	891000	Capital Fund - Storm Sewer	38000	401000	481000	40-B30632A	1431	0	250,000	Mandatory City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Master Plan
General Fund	00001	980000	891000	Capital Fund - Storm Sewer	38000	201000	481000	40-B203801	1431	1,050,000	0	Mandatory City Contribution from Stormwater Utility Fees to CIP projects-Supervisory Control and Data Acquisition (SCADA) System for Stormwater Pump Station
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221001	481000	40-B203404	1437	150,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP projects-Marina Management Software
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221050	481000	40-B203405	1437	0	25,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs - Marine Stadium Marina
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B173401	1437	0	50,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Pilings and Pier Repairs - Dinner Key Marina
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221120	481000	40-B173403	1437	0	6,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs - Dinner Key Mooring Field
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221001	481000	40-B70043	1437	0	47,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Derelict Vessel Removal
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B213400	1437	0	30,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Exterior Painting and Patching for Dinner Key Dockmaster Building
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B213401	1437	0	200,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Fuel Dock - Phase II
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221120	481000	40-B213402	1437	0	8,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Mooring Field Marker #6
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B213403	1437	0	120,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Pump out Boat

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221120	481000	40-B213404	1437	0	25,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Mooring Field Perimeter Buoy Replacement
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B213405	1437	0	25,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Shuttle Boat Repower
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B213406	1437	0	5,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Gate Repairs
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B213407	1437	0	80,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Wi-Fi
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221050	481000	40-B213408	1437	0	45,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Marine Stadium Marina Emergency Repairs
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221050	481000	40-B203405	1437	120,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs-Marine Stadium Marina
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B183410	1437	50,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Emergency Repair and Replacement
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221120	481000	40-B173403	1437	15,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs-Dinner Key Mooring Field
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B183404	1437	100,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miamarina Emergency Repairs
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B183407	1437	100,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Pier Repair at Miamarina
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221040	481000	40-B183408	1437	10,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs-Seminole Dinghy Dock and Boat Ramp
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B183409	1437	10,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs-Watson Island Boat Ramp
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221401	481000	40-B203403	1437	300,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Fuel Dock
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B183406	2150	509,000	400,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-MiaMarina Ticket Surcharge - Capital Operations and Improvements

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B183404	2150	0	46,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-MiaMarina Emergency Repairs
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B183407	2150	0	106,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-Pier Repairs-MiaMarina
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221030	481000	40-B213409	2150	0	130,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-MiaMarina Ice Machine
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221080	481000	40-B73504	1426	609,000	627,000	G4 Garage Improvements (Miami Parking Authority)
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-B203207	1426	492,000	0	Fire Station 6 Roof Replacement
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-B203208	1426	30,000	0	Fire Administration Building - Replacement of Emergency Generator for Communications Tower
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-B203209	1426	50,000	0	Fire Station 12 - Water Intrusion Roof Assessment
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-B203210	1426	40,000	0	Fire Station 8 - Water Intrusion Roof Assessment
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-B203211	1426	40,000	0	Fire Station 4 - Roof Repairs and Exterior Painting - Assessment
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291401	481000	40-B203503	1426	148,000	0	Domino Park - Concrete Floor Repair and FFE Replacement
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291401	481000	40-B193507	1426	42,000	0	Carrie Meek Center at Hadley Park - Exterior Doors Replacement
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291401	481000	40-B193504	1426	38,000	0	Parks Environmental Control Protection Monitoring
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291401	481000	40-B193504A	1426	212,000	0	Parks Environmental Control Protection Construction
General Fund	00001	980000	891000	Capital Fund - General Government	31000	401000	481000	40-B193101	1426	2,000	0	Citywide Environmental Compliance Monitoring
General Fund	00001	980000	891000	Capital Fund - General Government	31000	401000	481000	40-B193101A	1426	48,000	0	Citywide Environmental Compliance Construction
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221401	481000	40-B203401	1426	40,000	0	Manuel Artime - 50 Year Facility Recertification
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221060	481000	40-B203402	1426	106,000	0	Marine Stadium Marina - Asphalt Repairs
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221001	481000	40-B183402	1426	0	0	FIND grant match for Phase II construction - Knight Center project
General Fund	00001	980000	891000	Capital Fund - General Government	31000	401000	481000	40-B193101	1426	300,000	0	Citywide Environmental Compliance Monitoring
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	221401	481000	40-B50600	1426	150,000	0	FIND grant match for Phase II construction - New Baywalk and Seawall at NE 22 Street and NE 22 Terrace ($150K)
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	401000	481000	40-B183401	1426	943,000	86,000	FIND grant match for Phase II construction - First Presbyterian Church - Baywalk
General Fund	00001	980000	891000	Capital Fund - Public Facilities	34000	401000	481000	40-B30501C	1426	301,000	0	Manuel Artime Window Replacement 970 Building (Mold Remediation)

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-173210	1426	375,000	0	Fire Facilities Repairs Equipment and Furniture - fire garage lifts.
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-173210	1426	85,000	0	Fire Facilities Repairs Equipment and Furniture - air compressors
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	181000	481000	40-B203202	1426	300,000	0	Police Buildings Air Condition Renovations
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	191501	481000	40-B72928A	1426	285,000	0	South Station Police Roof Renovations
General Fund	00001	980000	891000	Capital Fund - Public Safety	32000	191602	481000	40-B203203	1426	120,000	0	Police L-3 Driving Simulator - PatrolSim
General Fund	00001	980000	891000	Capital Fund - Storm Sewer	38000	201000	481000	40-B203802	1426	10,000	0	Storm Drain System Improvements - storm drain collection system for the Mini-Dump area.
General Fund	00001	980000	891000	Capital Fund - Storm Sewer	38000	201000	481000	40-B203802	1426	11,000	0	Storm Drain System Improvements - storm drain water inlet filters
General Fund	00001	980000	891000	Capital Fund - General Government	31000	251000	481000	40-B203102	1426	250,000	0	Unified Endpoint Management Application
General Fund	00001	980000	891000	Capital Fund - General Government	31000	251000	481000	40-B203103	1426	140,000	0	Oracle Hardware Refresh
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291001	481000	40-B203511	1426	500,000	0	Citywide Parks Repair and Replacement - resurface deteriorating and cracked court surfaces at various park locations.
General Fund	00001	980000	891000	Capital Fund - Solid Waste	39000	212000	481000	40-B183902	1426	422,000	0	Hardening of the Solid Waste Building
General Fund	00001	980000	891000	Capital Fund - General Government	31000	401000	481000	40-B203106	1426	75,000	0	Build-out of the General Auditor Office
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291001	481000	40-B30304A	1426	50,000	0	Shenandoah Park Enhancement
General Fund	00001	980000	891000	Capital Fund - Parks and Recreation	35000	291001	481000	40-B40571	1426	300,000	0	Virrick Park New Pool Facility
General Fund	04004	980000	891000	Capital Fund - General Government	31000	281000	481000	40-B74614B	1426	0	3,481,000	ePlan Phase II
General Fund	04004	980000	891000	Capital Fund - General Government	31000	241000	481000	40-B183118	1426	0	420,000	Building Vehicles
				General Fund Transfer to Capital Fund Total						**10,988,000**	**8,618,000**	
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	101000	481000	101-MEvents	2545	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in the Mayors Office
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	114000	481000	114-D1Events	2547	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 1
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	113000	481000	113-D2Events	2549	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 2
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	111000	481000	111-D3Events	2550	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 3
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	112000	481000	112-D4Events	2551	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 4
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	115000	481000	115-D5Events	2552	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 5

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	980000	481000	98-0001	2430	0	0	City Contribution for Festivals and Special Events for the Three Kings Parade
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	980000	481000	98-0004	2430	0	0	City Contribution for Festivals and Special Events for the Bayfront Park New Year's Eve Celebration
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	980000	481000	98-0002	2430	0	0	City Contribution for Festivals and Special Events for the Dr. Martin Luther King Parade
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	980000	481000	98-0003	2430	232,000	150,000	City Contribution for Festivals and Special Events - Dr. Martin Luther King Candlelight Vigil
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	101000	481000	101-MAPI	2542	450,000	450,000	Allocation for Citywide Anti-Poverty Initiative Program-Mayor's Office
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	114000	481000	114-D1API	2543	430,000	430,000	Allocation for Citywide Anti-Poverty Initiative Program-District 1
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	113000	481000	113-D2API	2544	305,000	305,000	Allocation for Citywide Anti-Poverty Initiative Program-District 2
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	111000	481000	111-D3API	2546	437,000	437,000	Allocation for Citywide Anti-Poverty Initiative Program-District 3
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	112000	481000	112-D4API	2553	268,000	268,000	Allocation for Citywide Anti-Poverty Initiative Program-District 4
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	112000	481000	112-D4API	2553	100,000	100,000	City Contribution to restore funding for District 4 Anti-Poverty Initiative Program
General Fund	00001	980000	891000	Special Revenue Fund - Department Improvement Initiative	15500	115000	481000	115-D5API	2554	710,000	710,000	Allocation for Citywide Anti-Poverty Initiative Program-District 5
General Fund	00001	980000	891000	Special Revenue Fund - Fire Rescue Services	11000	184010	481000	TBD	TBD	63,000	0	City Grant Match for the Fire-EMS Grant
General Fund	00001	980000	891000	Special Revenue Fund - Human Services	14801	450004	481000	TBD	TBD	35,000	35,000	City Contribution for expenditures that are not covered by the Early Coalition Grant
General Fund	00001	980000	891000	Special Revenue Fund - Bayfront/Riverfront Land Acquisition Rouse Trust	15100	221110	481000	22-220007	2062	119,000	119,000	Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	00001	980000	891000	Special Revenue Fund - Social Services GAP Fund	14010	910101	481000	91-80677	2613	1,000,000	0	City Contribution to the Housing and Community Development for the Mayor's Elderly Rent Credit

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Special Revenue Fund - Police Services	12000	190101	481000	19-900007	2389	663,000	0	City's Grant Match To cover the costs not allowable under the COPS Hiring grant for 15 police officers (The FY 2016-17 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	00001	980000	891000	Special Revenue Fund - Police Services	12000	191602	481000	19-190013	2483	44,000	43,000	City Grants Match for the FY18 Comprehensive Opioid Abuse Site-Based Program
General Fund	00001	980000	891000	Special Revenue Fund - Police Services	12000	190001	481000	19-190014	2485	95,000	0	City Grants Match for the FY18 Justice and Mental Health Collaboration Program
General Fund	00001	980000	891000	Special Revenue Fund - Police Services	12000	191602	481000	19-190012	2477	0	27,000	2018 Edward Byrne Memorial Justice Assistance Grant (JAG) 2018-DJ-BX0831
General Fund	00001	980000	891000	Special Revenue Fund - Social Services GAP Fund	14010	910101	481000	Multiple	2574	743,000	0	Housing and Community Development Social Services Gap Funding from the General Fund
General Fund	00001	980000	891000	Special Revenue Fund - Social Services GAP Fund	14010	910101	481000	91-80389	2574	135,000	0	Housing and Community Development Social Services Gap Administration of contracts contribution from the General Fund
				General Fund Transfer to Special Revenue Fund Total						**6,129,000**	**3,374,000**	
General Fund	00001	980000	891200	Special Revenue Fund - Fire Rescue Services	11000	189000	481200	18-180107	1933	66,000	0	Cost Allocation Contribution from General Fund-FEMA/USAR 2018 (Administration)
General Fund	00001	980000	891200	Special Revenue Fund - Fire Rescue Services	11000	189000	481200	18-180107	1933	201,000	0	Cost Allocation Contribution from General Fund-FEMA/USAR 2018 (Special Operations)
	00001	980000	891200	Special Revenue Fund - Fire Rescue Services	11000	189000	481200	18-1801014	1933	0	305,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2019 (Administration)
General Fund	00001	980000	891200	Special Revenue Fund - UASI Fire Rescue Services	11100	189000	481200	18-180111	1933	514,000	425,000	Cost Allocation Contribution from General Fund-UASI 2018
General Fund	00001	980000	891200	Special Revenue Fund - Parks and Recreation	11550	293001	481200	29-115013	1933	36,000	0	Cost Allocation Contribution from General Fund-Disabilities Program
General Fund	00001	980000	891200	Special Revenue Fund - Police-E911 Wireless	12210	190351	481200	19-196003	1933	832,000	0	Cost Allocation Contribution from General Fund-E-911 Wireless
				General Fund Transfer to Cost Allocation Total						**1,649,000**	**730,000**	
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24025	162000	481000	0	0	1,251,000	1,333,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Local Option Tax (Three Cents)
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24025	162000	481000	0	0	3,589,000	824,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Parking Surcharge Revenue
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24026	162000	481000	0	0	588,000	2,331,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24027	162000	481000	0	0	573,000	574,000	Streets and Sidewalks Series 2018C Ref (Fund 24027) from Parking Surcharge Revenue
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24002	162000	481000	0	0	10,368,000	4,827,000	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	27999	162000	481000	0	0	3,984,000	3,242,000	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24016	162000	481000	0	0	1,168,000	1,168,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24020	162000	481000	0	0	1,862,000	1,862,000	P25 Radio System Repayment (Fund 24020) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24019	162000	481000	0	0	2,183,000	2,182,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24017	162000	481000	0	0	1,144,000	572,000	FDEP Loan Wagner Creek (Fund 24017) from Stormwater Revenues
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24018	162000	481000	0	0	6,789,000	6,717,000	Lease and Purchase of vehicles 2016, 2017, and 2018 (Santander Financing Fund 24018) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24021	162000	481000	0	0	4,758,000	2,388,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021) from Public Service Tax
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24022	162000	481000	0	0	451,000	839,000	Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017 (Fund 24022) from Public Service Tax
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24024	162000	481000	0	0	83,000	83,000	Computer Lease (Dell Financing 2018 Fund 24024) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	Debt Service Fund / Special Obligation Bond	24028	162000	481000	0	0	2,829,000	0	Lease and Purchase of vehicles (Fund 24028) from Non-Ad Valorem General Fund
				General Fund Transfer to Debt Service Fund / Special Obligation Bond Total						**41,620,000**	**28,942,000**	
General Fund	00001	980000	891100	Transportation Trust Fund (04005)	04005	402000	481100	0	0	1,984,000	0	Transportation Reserve General Fund sub-fund
				General Fund Transfer to Transportation Trust Fund Total						**1,984,000**	**0**	
				Total Transfer from General Fund						**62,370,000**	**41,664,000**	
Special Revenue Fund - Miami Ballpark Parking Facilities	15400	221130	891000	Debt Service Fund / Special Obligation Bond	24029	162000	481000	0	0	0	264,000	Marlins Retails Garage 2010A Refunding (Fund 24029)
Special Revenue Fund - Miami Ballpark Parking Facilities	15400	221130	891000	Debt Service Fund / Special Obligation Bond	24023	162000	481000	0	0	319,000	1,322,000	Marlins Retails Garage 2010B Ref (Fund 24023)
Special Revenue Fund - Transportation and Transit	15600	402000	891000	Debt Service Fund / Special Obligation Bond	24026	162000	481000	0	0	2,364,000	624,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026)
Special Revenue Fund - Transportation and Transit	15600	402000	891000	Debt Service Fund / Special Obligation Bond	24025	162000	481000	0	0		2,680,000	Streets and Sidewalks Series 2018A Ref (2007)(Fund 24025)

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				Special Revenue Fund Transfer to Debt Service Fund Total						**2,683,000**	**4,890,000**	
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0001	2430	75,000	0	City Contribution for Festivals and Special Events for the Three Kings Parade
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0004	2430	125,000	0	City Contribution for Festivals and Special Events for the Bayfront Park New Year's Eve Celebration
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0002	2430	75,000	0	City Contribution for Festivals and Special Events for the Dr. Martin Luther King Parade
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0011	2430	30,000	0	City Contribution for Festivals and Special Events for the Veterans Day Parade
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0012	2430	40,000	0	City Contribution for Festivals and Special Events for the July 4th City Hall Celebration
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0016	2430	16,000	0	City Contribution for Festivals and Special Events for the Latin Jazz in the Park
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0014	2430	100,000	0	City Contribution for Festivals and Special Events for the Little Havana Celebration
Special Revenue Fund - Sports Facilities and Activities	10110	221170	891100	Special Revenue Fund - Department Improvement Initiative	15500	980000	481100	98-0015	2430	10,000	0	City Contribution for Festivals and Special Events for the July 4th Hadley Park Celebration
Special Revenue Fund - Grants Workforce Program	15501	980000	891100	Special Revenue Fund - Social Services GAP Fund	14010	910101	481100	TBD	TBD	0	1,000,000	City Contribution to the Housing and Community Development for the Mayor's Elderly Rent Credit
				Special Revenue Fund Transfer to Special Revenue Fund Total						**471,000**	**1,000,000**	
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - General Government	31000	251000	481000	40-B203104	1350	225,000	0	Public Works Technology Improvements - ESRI Survey123 Application
Special Revenue Fund - Planning Services DRI DT	10401	356001	891000	Capital Fund - Streets and Sidewalks Fund	36000	401000	481000	40-B193623	1231	225,000	0	FIND grant match for Phase I design project - I-395 Baywalk (McArthur Causeway Baywalk)
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - Streets and Sidewalks Fund	36000	201000	481000	40-B30448	1350	500,000	0	Electronic Right-of-Way permit processing - Phase II and III (iPW)
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - Streets and Sidewalks Fund	36000	201401	481000	40-B203601	1350	27,000	0	FIND grant match for Phase I design project - Royal Road Seawall Replacement
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - Streets and Sidewalks Fund	36000	201401	481000	40-B203602	1350	27,000	0	FIND grant match for Phase I design project - Crystal View Court Seawall Replacement
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - Streets and Sidewalks Fund	36000	201401	481000	40-B203603	1350	33,000	0	FIND grant match for Phase I design project - Matheson Avenue Seawall Replacement
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - Public Facilities	34000	221401	481000	40-B183400	1350	371,000	0	FIND grant match for Phase II construction project - SE 25th Road Seawall, Baywalk, and Floating Dock
Special Revenue Fund - Public Works Services	13000	201000	891000	Capital Fund - General Government	31000	201000	481000	40-B203105	1350	900,000	0	Office of Resilience and Public Works Remodeling project

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Special Revenue Fund - Miami Ballpark Parking Facilities	15400	221130	891000	Capital Fund - Public Facilities	34000	221130	481000	40-B203408	1350	0	3,195,000	Repairs at Marlins Parking Garage
Special Revenue Fund - Miami Ballpark Parking Facilities	15400	221130	891000	Capital Fund - Public Facilities	34000	221130	481000	40-B203406	1350	69,000	0	Marlins Garage - ADA Compliance
Special Revenue Fund - Miami Ballpark Parking Facilities	15400	221130	891000	Capital Fund - Public Facilities	34000	221130	481000	40-B203407	1350	456,000	0	Marlins Garage - Technology Improvements - system upgrade
Special Revenue Fund - Miami Ballpark Parking Facilities	15400	221130	891000	Capital Fund - Public Facilities	34000	221130	481000	40-B203407	1350	57,000	0	Marlins Garage - Technology Improvements - point-to-point encryption equipment
Special Revenue Fund - Transportation and Transit	15600	402000	891000	Capital Fund - Transportation and Transit CITT	36500	402000	481000	40-B70245	1297	650,000	0	Transportation Program Support Services - Transportation Studies
Special Revenue Fund - Transportation and Transit	15600	402000	891000	Capital Fund - Transportation and Transit CITT	36500	402000	481000	40-B70246	1297	250,000	0	Transportation Program Support Services - Transit Studies
Special Revenue Fund - Transportation and Transit	15600	402000	891000	Capital Fund - Transportation and Transit CITT	36500	402000	481000	40-B70715E	1297	1,205,000	708,000	Trolley Vehicle Replacement
Special Revenue Fund - NET and Code	11500	152000	891000	Capital Fund - General Government	31000	152000	481000	40-B183122	1350	160,000	0	Code Compliance Computerized Enforcement System
Special Revenue Fund - NET and Code	11500	152000	891000	Capital Fund - General Government	31000	152000	481000	40-B193103	1350	72,000	0	Code Compliance Office Reconfiguration
Special Revenue Fund - Planning	10401	356001	891000	Capital Fund - Streets and Sidewalks Fund	36000	201000	481000	40-B193602	2526	0	1,966,000	Brickell Key Bridge Repairs-DRI Transportation
Special Revenue Fund - Planning	10401	356001	891000	Capital Fund - Streets and Sidewalks Fund	36000	201000	481000	40-B193602	2588	0	2,654,000	Brickell Key Bridge Repairs-DRI Administration
				Special Revenue Fund Transfer to Capital Fund Total						**5,227,000**	**8,523,000**	
				Total Transfer from Special Revenue Fund						**8,381,000**	**14,413,000**	
Outside Agency -Omni Community Redevelopment Agency	10040	920501	891000	Debt Service Fund / Special Obligation Bond	24015	162000	481000	0	0	4,231,000	3,126,000	Payment of the Port of Miami Tunnel Series 2012 (Fund 24015)
Outside Agency -Omni Community Redevelopment Agency	10040	920501	891000	Debt Service Fund / Special Obligation Bond	24030	162000	481000	0	0	0	1,102,000	24030-SOB-Port of Miami Tunnel S2020 Taxable
				Outside Agency Transfer to Debt Total						**4,231,000**	**4,228,000**	
Outside Agency - Civilian Investigative Panel	12100	950101	891000	General Fund	04002	221060	481000	0	0	29,000	0	Rental of Manuel Artime office space

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2019-20 Budget	FY 2020-21 Budget	Description
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	10050	920101	891000	General Fund	00001	162000	481000	0	0	838,000	840,000	Reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	10050	920101	891000	General Fund	00001	162000	481000	0	0	2,995,000	3,371,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007
				Outside Agency Transfer to General Fund Total						**3,862,000**	**4,211,000**	
Outside Agency - Southeast Overtown/Park West Community Redevelopment Agency	10050	920101	891000	Special Revenue Fund - City Clerk Services	13500	121000	481000	12-110064	2058	30,000	30,000	Reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency -Omni Community Redevelopment Agency	10040	920501	891000	Special Revenue Fund - City Clerk Services	13500	121000	481000	12-110064	2058	18,000	18,000	Reimburse City Clerk Services for Legislative Service Rep I position
				Outside Agency Transfer to Special Revenue Fund Total						**48,000**	**48,000**	
				Total Transfer from Outside Agency						**8,141,000**	**8,487,000**	
				Grand Total						**78,892,000**	**64,564,000**	

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 and also 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.

During FY 2020-21 capital budget appropriations totaling $29.519 million will be used to fund 55 projects as detailed in the Plan.

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 FY 2020-21 Capital Plan was adopted on September 24, 2020 pursuant to Resolution No. 20-0307.

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 projects 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.

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 (2019). 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

Capital Plan Overview

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

Construction Review and Synchronization Process (CRSP)

During FY 2018-19 and FY 2019-20, the CRSP was implemented to validate, define, and prioritize new capital construction project needs. All new capital improvement project requests contained in the Capital Plan have been reviewed, ranked, and are recommended by CRSP Panel.

The process is initiated by the OCI which is responsible for the data collection, validation, scoping, cost estimating, and initial prioritization of new projects. A list of projects is submitted on a quarterly basis to the CRSP Panel whose members are the Directors for Fire-Rescue, Police, Parks and Recreation, Department of Real Estate and Asset Management, and Resilience and Public Works. Based on the deliberations of the CRSP Panel, and with input from other Departments such as Grants Administration, City Attorney, Zoning, and the Office of Management and Budget, a "Recommended Project Prioritization List" is prepared and submitted for review to the Assistant City Managers, and for ultimate approval to the Deputy City Manager.

The responsibility for the CRSP process was transferred to the Office of Management and Budget (OMB) in FY 2020-21. OMB will review and assess the processes employed by the CRSP and will likely present new methodologies for prioritizing the funding of projects.

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

Capital Plan Overview

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

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

Capital Plan Overview

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 us 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 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 –** The acquisition of equipment or construction of major facilities that support the operations of the Police and Fire-Rescue Departments.
- **Disaster Recovery –** This fund is utilized to account for revenue received from the federal government, insurance, and other agencies resulting from declared disasters.
- **Public Facilities –** The Public Facilities 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–** The capital projects in the Streets and Sidewalks program provide 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 –** The Storm Sewer 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.

Capital Plan Overview

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; and
- Citywide reporting of capital construction improvement projects.

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

- 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.

The responsibility for the CRSP and Miami Forever Bond Program was transferred to OMB in FY 2020-21. OMB will review and assess the processes employed by the CRSP and will likely present new methodologies for prioritizing the funding of projects. OMB will also monitor and coordinate the Miami Forever Bond Program as well as provide support to the Miami Forever Bond Oversight Board.

Capital Plan Overview

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 modern 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 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.

The table below summarizes the estimated annual operating impact of current active capital projects on the City's operating budget by program fund. These estimated impacts will be recognized in the first year upon completion of the capital project.

Estimated Annual Operating Impact by Program Fund	
Program	**Year 1**
Disaster Recovery	-
General Government	864,000
Mass Transit	
Parks and Recreation	1,450,000
Public Facilities	681,000
Public Safety	146,000
Sanitary Sewers	
Solid Waste	
Storm Sewers	13,000
Streets and Sidewalks	93,000
Total	**3,247,000**

Personnel Overview

Introduction

The FY 2020-21 Budget's Full-Time Equivalent (FTE) position count is 4,381. The Budget includes transfers, additions, and 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 2019-20 Adopted Budget to the FY 2020-21 Adopted Budget is a net loss of 142 positions.

A net increase of three positions were adopted in the FY 2019-20 Mid-Year Budget Amendment, consisting of four additions, one elimination, and no positions transferred between departments.

The FY 2020-21 Adopted Budget includes 124 additions, 269 positions eliminated, and 15 positions transferred between departments (15 positions transferred out of departments into other departments, for a net of zero positions changed) for a total of 145 positions reduced.

Therefore, the FY 2020-21 Adopted Budget has a net reduction of 142 positions from the FY 2019-20 Adopted Budget (three net additions in the Mid-Year Amendment and 145 net reductions in the Proposed Budget).

Of the 269 positions that are being reduced from the budget, 114 are currently vacant. Of the 155 filled positions that are being reduced, 11 are executives, 15 are either unclassified or managerial confidential positions, and 23 are in the AFSCME 1907 labor union. There are 66 filled positions being reduced from the Fraternal Order of Police, and 40 positions from the AFSCME 871 labor union. As well, four Deputy Director positions in different departments are reclassified into Assistant Director or other Job Titles positions.

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 21 positions resulting from transfers, additions, and reductions.

The Budget includes the transfer from the Planning Department of a filled Chief of Environmental Resources position, two filled Environmental Resources Specialist I positions, two filled Environmental Resources Specialist II positions, and a filled Administrative Aide I position.

The Budget also includes the transfer to the Office of Zoning of a filled Building/Zoning Quality Control Manager position.

Personnel Overview

The Budget includes the addition of a Structural Engineer/Plans Examiner position, a Senior Mechanical Inspector position, a Senior Electrical Inspector position, a Senior Plumbing Inspector position, two Senior Building Inspector positions, three Building Inspector positions, seven Building Services Assistant III positions, and a Building Services Assistant IV position.

The Budget includes the elimination of a vacant Assistant Director of Building Services position and a vacant Clerical Aide position.

The Budget also includes a transfer of one full-time positions from the former Neighborhood Enhancement Team (NET).

Capital Improvements

The Budget for the Office of Capital Improvements includes a net decrease of zero positions resulting from additions, eliminations and transfers.

The Budget includes the transfer from the Department of Fire-Rescue of a vacant Project Manager-CIP (Vertical) position and from the Police Department of a vacant Project Manager-CIP (Vertical) position.

The Budget also includes the transfer to the Office of Management and Budget of a filled Capital Improvements Program Manager position and a filled Capital Improvements Program Coordinator position, and to the Department of Resilience and Public Works of a filled Special Revenue-funded Transportation Analyst position.

The Budget eliminates three vacant positions in the Department. A Contract Compliance Analyst, a Construction Manager, and a Project Manager.

The Budget also includes the addition of a Capital Improvements Program Manager position, which was added in the Mid-Year Budget Amendment for FY 2019-20 with no fiscal impact.

City Attorney

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

City Clerk

The Budget for the Office of the City Clerk includes a decrease of one position resulting from the elimination of a vacant Transcriber position.

City Manager

The Budget for the Office of the City Manager includes a decrease of one position resulting from the elimination of a vacant Deputy City Manager position, which was eliminated in the Mid-Year Budget Amendment for FY 2019-20.

Personnel Overview

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 a net increase of 53 positions resulting from additions of new positions.

The Budget includes the addition of two positions with no fiscal impact, all of which were added in the Mid-Year Budget Amendment for FY 2019-20.

The Budget also includes one position with no fiscal impact plus and additional transfer of 50 full-time positions to the five Commissioner's offices from the former Neighborhood Enhancement Team (NET)

Communications

The Budget for the Office of Communications includes a net decrease of five positions resulting from transfers and a reduction.

The Budget includes the transfer to the Non-Departmental Accounts of a filled Film and Culture Administrator position, a filled Administrative Aide I position, and two filled Administrative Clerk positions.

The Budget also includes the elimination of a vacant Broadcast Engineer position.

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 a decrease of one position resulting from the elimination of a vacant Financial Analyst I position.

Fire-Rescue

The Budget for the Department of Fire-Rescue includes a net decrease of three positions resulting from a transfer and eliminations.

The Budget includes the transfer to the Office of Capital Improvements of a vacant Project Manager-CIP (Vertical) position.

Personnel Overview

The Budget also includes the elimination of two filled Assistant Fire Chief positions.

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 a decrease of one position resulting from the elimination of a vacant Grant Writer position.

Housing and Community Development

The Budget for the Department of Housing and Community Development includes no transfers, additions, or reductions of positions.

Human Resources

The Budget for the Department of Human Resources includes a net decrease of four positions.

The Budget includes the elimination of a vacant Labor Relations Manager, a vacant Human Resources Generalist position, and two vacant Human Resources Technician II.

Human Services

The Budget for the Department of Human Services includes a net increase of 21 positions resulting from elimination and transfers of positions.

The Budget includes the elimination of vacant Financial Support Advisor, a filled Assistant Director of Homeless Services positions.

The Budget also includes the transfer of 23 full-time positions from the former Neighborhood Enhancement Team (NET).

Independent Auditor General

The Budget for the Office of the Independent Auditor General includes no transfers, additions, or reductions of positions, and the freezing of a vacant Audit Manager position and a vacant Senior Staff Auditor position.

Innovation and Technology

The Budget for the Department of Innovation and Technology includes a net decrease of three positions resulting from a transfer and reductions.

The Budget includes the transfer to the Office of Management and Budget of a vacant Strategic Planning and Performance Analyst position.

Personnel Overview

The Budget also includes the elimination of two vacant Information Technology Technician I positions.

Management and Budget

The Budget for the Office of Management and Budget includes a net increase of two positions resulting from transfers and a reduction.

The Budget includes the transfer from the Office of Capital Improvements of a filled Capital Improvements Program Manager position and a filled Capital Improvements Program Coordinator position, and from the Department of Innovation and Technology of a vacant Strategic Planning and Performance Analyst position.

The Budget also includes the elimination of a filled Capital Improvements Program Budget/Financial Administrator position in the Fall of 2020.

Mayor

The Budget for the Office of the Mayor includes a net increase of five positions resulting from transfers and additions of positions.

The transfer of five full-time positions from the former Neighborhood Enhancement Team (NET).

Neighborhood Enhancement Team

The Budget for the Neighborhood Enhancement Team (NET) includes a net decrease of 81 positions resulting from eliminations of all positions, thereby removing it from the City of Miami Table of Organization.

Parks and Recreation

The Budget for the Department of Parks and Recreation includes a decrease of 11 positions resulting from the elimination of positions.

The budget includes a vacant Park Ranger position, two vacant Grounds Tender positions, four vacant Laborer I positions, a vacant Auto Equipment Operator I position, a vacant Administrative Aide II position, a vacant Information Clerk position, and a vacant Public Relations Aide position.

Planning

The Budget for the Planning Department includes a net decrease of 10 positions resulting from transfers and reductions of positions.

The Budget includes the transfer to the Building Department of a filled Chief of Environmental Resources position, two filled Environmental Resources Specialist I positions, two filled Environmental Resources Specialist II positions, and a filled Administrative Aide I position.

The Budget also includes the elimination of a filled Deputy Director of Planning position, a vacant Administrative Aide I position, a vacant Administrative Aide II position, and a vacant Information Clerk position.

Police

The Budget for the Police Department includes a net decrease of 133 positions resulting from a transfer, an addition, and reductions.

The Budget includes the transfer to the Office of Capital Improvements of a vacant Project Manager-CIP (Vertical) position.

The Budget also includes the addition of a Police Major position, which was added in the Mid-Year Budget Amendment for FY 2019-20.

The Budget also includes the elimination of a filled Executive Officer to the Police Chief position, two vacant Senior Accountant positions, six vacant Administrative Aide I positions, a vacant Administrative Aide II position, a vacant Administrative Clerk position, a vacant Clerk I position, a vacant Clerk II position, a vacant Communications Repair Worker position, a vacant Database Specialist-SQL Server position, a vacant Information Technology Technician II position, a vacant Payroll Clerk position, a vacant Police Property Specialist I position, three vacant Public Service Aide positions, a vacant Special Projects Coordinator position, two vacant Technical Support Analyst positions, and two vacant Typist Clerk III positions. With the exception of the filled Executive Officer, the remaining positions are civilian positions.

Additionally, the Budget includes the elimination of one filled and one vacant civilian Detention Officer positions. The elimination of a total of 65 filled and 28 vacant Police Officer positions, one vacant Police Officer Motor, six vacant Police Sergeants, and five vacant Police Lieutenant positions.

Procurement

The Budget for the Procurement includes a decrease of one position resulting from the elimination of a vacant Senior Procurement Contracting Officer position.

Real Estate and Asset Management

The Budget for the Department of Real Estate and Asset Management includes a decrease of seven positions resulting from eliminations

The Budget includes the elimination of a filled Assistant Director of Public Facilities position, a vacant Property Management Representative position, a vacant Property Management Specialist position, a vacant Clerical Aide position, a vacant Marinas Facilities Attendant position, and two vacant Marinas Aide positions.

Personnel Overview

Resilience and Public Works

The Budget for the Department of Resilience and Public Works includes a net decrease of three positions resulting from transfers and reductions.

The Budget includes the transfer from the Office of Capital Improvements of a filled Special Revenue-funded Transportation Analyst position, and from the Office of Resilience and Sustainability of two filled Resilience Program Manager positions and a filled Administrative Assistant II position.

The Budget also includes the elimination of a vacant Special Revenue-funded Assistant Director of Public Works for Transportation position, a vacant Special Revenue-funded Transportation Analyst position, two vacant Information Clerk positions, and three vacant Laborer I positions.

Resilience and Sustainability

The Budget for the Office of Resilience and Sustainability includes a net decrease of five positions resulting from its merger with the Office of Resilience and Public Works, thereby removing it from the City of Miami Table of Organization.

The Budget includes the transfer to the Office of Resilience and Public Works of two filled Resilience Program Manager positions and a filled Administrative Assistant II position.

The Budget also includes the elimination of a filled Chief Resilience Officer position and a vacant Deputy Chief Resilience Officer position.

Risk Management

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

Solid Waste

The Budget for the Department of Solid Waste includes a net increase of 21 positions resulting from transfers and reductions.

The Budget also includes the elimination of a vacant Superintendent of Solid Waste position, a vacant Sanitation Supervisor position, a vacant Sanitation Inspector position, a vacant Senior Staff Analyst position, and a vacant Public Relations Aide position.

The Budget also includes the transfer of 26 full-time positions from the former Neighborhood Enhancement Team (NET).

Zoning

The Budget for the Office of Zoning includes no net increase or decrease in positions resulting from a transfer and a reduction.

Personnel Overview

The Budget includes the transfer from the Building Department of a filled Building/Zoning Quality Control Manager position.

The Budget also includes the elimination of a filled Assistant Director of Zoning for Administration position.

Non-Departmental Accounts

The Budget for the Non-Departmental Accounts includes a net increase of five positions resulting from transfers and an addition.

The Budget includes the transfer of the Film and Entertainment Division from the Office of Communications to the Non-Departmental Accounts (consisting of a filled Film and Culture Administrator position, a filled Administrative Aide I position, and two filled Administrative Clerk positions).

The Non-Departmental Accounts also shows the six existing positions in the Civilian Investigative Panel and includes the addition of a Civilian Investigative Panel Investigator I position.

FY 2020-21 Position Summary Schedule

City of Miami Departments, Offices, and Boards	Adopted Budget FY 2019-20 September 26, 2019	Proposed Net FTE Changes	Preliminary Budget FY 2020-21 September 10, 2020	Change to the Preliminary Budget FY 2020-21(Cuts)	Change to the Preliminary Budget FY 2020-21 - Net	Proposed Budget FY 2020-21 September 24, 2020	Floor Amendement	Adopted Budget FY 2020-21 September 24, 2020
Mayor	13	0	13		3	**16**	**2**	**18**
Commissioners	36	1	39		30	**69**	**20**	**89**
City Manager	14	0	13			**13**		**13**
Agenda Coordination	3	0	3			**3**		**3**
Building	107	20	127		1	**128**		**128**
Capital Improvements	52	(1)	52	(3)		**49**	**3**	**52**
City Attorney	60	0	60			**60**		**60**
City Clerk	13	(1)	12			**12**		**12**
Civil Service	3	0	3			**3**		**3**
Code Compliance	71	(7)	64	(3)		**61**	**10**	**71**
Communications	16	(5)	11			**11**		**11**
Equal Opportunity and Diversity	3	0	3			**3**		**3**
Finance	69	(1)	68			**68**		**68**
Fire-Rescue	887	(27)	860	(34)		**826**	**58**	**884**
General Services Administration	140	0	140	(1)		**139**	**1**	**140**
Grants Administration	10	(1)	9			**9**		**9**
Housing and Community Development	35	0	35			**35**		**35**
Human Resources	38	(4)	34		0	**34**		**34**
Human Services	67	(2)	65	(1)	1	**65**	**23**	**88**
Independent Auditor General	9	0	9			**9**		**9**
Innovation and Technology	85	(3)	82	(3)		**79**	**3**	**82**
Management and Budget	17	2	19			**19**		**19**
Neighborhood Enhancement Team	81	(11)	70		(70)	**0**	**0**	**0**
Parks and Recreation	299	(11)	288			**288**		**288**
Planning	50	(10)	40			**40**		**40**
Police	1,805	(27)	1,779	(126)		**1,653**	**19**	**1,672**
Procurement	21	(1)	20	(1)		**19**	**1**	**20**
Real Estate and Asset Management	57	(7)	50	(2)		**48**	**2**	**50**
Resilience and Public Works	157	(3)	154			**154**		**154**
Resilience and Sustainability	5	(5)	0			**0**		**0**
Risk Management	24	0	24			**24**		**24**
Solid Waste	242	(5)	237		26	**263**		**263**
Zoning	28	0	28			**28**		**28**
Non-Departmental Accounts	6	5	11			**11**		**11**
TOTAL	**4,523**	**(104)**	**4,422**	(174)	(9)	**4,239**	**142**	**4,381**

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 8, 2020, the AFSCME 1907 covers a total of 1,831 positions and has an estimated annual payroll that includes other pay items of $122.369 million. The current collective bargaining agreement expires on September 30, 2020.

The AFSCME 871 covers all sanitation occupations. As of May 8, 2020, the AFSCME 871 covers a total of 234 positions and has an estimated annual payroll that includes other pay items of $10.490 million. The current collective bargaining agreement expires on September 30, 2020.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of May 8, 2020, the FOP covers a total of 1,329 positions and has an estimated annual payroll that includes other pay items of $108.378 million. The current collective bargaining agreement expires on September 30, 2021.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of May 8, 2020, the IAFF covers a total of 773 positions and an estimated annual payroll that includes other pay items of $76.794 million. The current collective bargaining agreement expires on September 30, 2022.

The Non-Bargaining Unit consists of all other full-time occupations that are not in a CBU. As of May 8, 2020, there are a total of 366 positions with an estimated annual payroll of $43.708 million.

Resilience Overview

We must build a resilient and sustainable future for Miami by preparing for, adapting to, and mitigating current and future climate risks. In 2019, the City of Miami adopted the Miami Forever Climate Ready Strategy to prioritize resilience and tackle the increasing challenges posed by climate change. The strategy identifies five goals and fifteen objectives to reduce the increasing risks of flood, heat, and storm impacts over the next 40 years, while maximizing social, environmental, and economic co-benefits. The FY2020 – 2021 Budget highlights accomplishments from the previous year and actions in the upcoming year that will make Miami more resilient. These priorities are reflected throughout the budget by our resilience symbol ( ) which highlights projects, programs, and functions within each department and office that support resilience. These highlights are followed by the specific strategic plan objectives supported in parenthesis (for example, 3.2 refers to Objective 3 "Update and implement waterfront design standards", under Goal 3 "Protect and enhance our waterfront").

Goal 1: Ensure decisions are data-driven and human centered. To best utilize our limited resources and have the greatest possible impact, Miami needs the best available local and global information. Several data streams, collection methods, and analytical tools can inform decisions that shape the City's future. Adapting to climate threats over time requires understanding the triple bottom line (environmental, social, and economic) impacts of climate change. Potential adaptive solutions must be both broad in scope and local in context, including South Florida-specific climate and sea level rise projections, climate impacts on vulnerable populations, and global best practices in urban planning, built environment, green and grey infrastructure, and community engagement. Strategic decisions on investments and how to mitigate our impact on climate change requires a data inventory of assets and developing methods of monitoring and adaptive management. We must partner with stakeholders, from public agencies, academic institutions, and individual constituents, to ensure decisions are data-driven and take future conditions into account.

Objectives:

1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data.

1.2 Quantify the City's impact on climate change.

1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data.

- **City Clerk** worked with the Department of Information Technology to assess online security capabilities of the Weblink function of the Laserfiche Document Management System to allow internal & external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes) (1.3).
- **Fire Rescue Department** retired 17 gas only vehicles from daily use and replaced them with 17 hybrid vehicles that are more energy efficient and reduce greenhouse gas emissions. In the upcoming year will replace 24 older heavy fleet vehicles (12 Rescues, 6 Engine, Air Truck1, 3 Aerials, 2 Specialty Vehicles) with new more efficient vehicles that produce less diesel emissions and meet stricter EPA emission requirements that were mandated in 2007 and 2010 (1.2).

Resilience Overview

- **Planning Department** will implement ordinance revisions to encourage construction of Electric Vehicle charging infrastructure and remove impediments to installation of solar panels which will assist with the city's goal of becoming carbon neutral by 2050 (1.2).
- **Parks and Recreation** Established a Parks Needs Assessment tool called the Parks Heat Map to reflect a database of all pending or unfunded capital needs inclusive of new recreation amenities and replacement and maintenance projects required throughout the park system (1.1).
- **Resilience and Public Works Department (including former Office of Resilience and Sustainability)** completed the 2018 Greenhouse Gas Inventory (GHG inventory) to quantify emissions associated with City operations and citywide which will be used in the upcoming year as the basis for the city's greenhouse gas mitigation plan to reach carbon neutrality by 2050, emphasizing steep reductions by 2030 (1.2); improved community engagement/transparency of citywide climate and urban resilience priorities through the Climate Resilience Committee, and worked with the City's Resilience Action Group to coordinate and integrate climate awareness and strategic resilience planning in departmental operations and legislative recommendations (1.3); published the Miami Forever Climate Ready Strategy in January 2020, a comprehensive framework and action plan for adapting to the increasing risks associated with climate change and preparing and engaging our City residents and businesses to prepare and adapt to current and future storm, flooding and extreme heat impacts (1.1); worked with partner organizations and paid citizen scientist volunteers for the Heatwatch Miami project wherein data was collected about ambient heat to create a heat map model of the City which will be used to inform future cooling initiatives (1.1).
- **Solid Waste Department** rerouted garbage collection routes to ensure optimal efficiency and automated garbage and recycling cat deliveries, utilizing data to analyze, steer, and prioritize operational decisions and maximize efficiencies (1.1, 1.3)

Goal 2: Inform, prepare, and engage residents and businesses for stresses and shocks.

We must prepare for the increasing shocks and stresses of climate change, beginning with our residents, businesses, and City staff. Miami is home to roughly 471,000 people representing a wide variety of cultures and expectations on civic engagement. Enhancing our community's climate resilience and disaster preparedness takes investments in both social infrastructure and physical infrastructure. We must amplify and enhance efforts to educate residents and businesses of climate hazards while incorporating existing community social networks and leaders into our emergency response. Beyond emergencies, we need greater channels and mechanisms to utilize community feedback and integrate their priorities and knowledge into all stages of programming and development. City communications need to meet residents where they are and ensure messages are accessible by interacting in residents' native languages and using plain language. City staff needs greater tools to support resilience focused work through strengthened interdepartmental coordination and interagency collaboration.

Objectives:

2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions.

2.2 Create avenues to capture and integrate community feedback into all stages of programming.

Resilience Overview

2.3 Improve internal capacity, coordination and communications.

- **Communications Office** Coordinates and publishes the Resilience Update Newsletter and produces numerous topic specific video PSAs to increase awareness of climate resilience issues. Provides constant flow of information through social media platforms and new outlets to inform residents of impending severe weather events, King Tides, and other events to allow for community preparation to lessen impacts (2.1, 2.3).
- **Parks and Recreation Department**. Engaged with residents at Jose Marti Park to hear their concerns regarding details of the Miami Forever Bond Jose Marti Adaptive Redesign that emphasizes protecting the park and the surrounding neighborhood from sea level rise via community liaisons and public meetings. (2.2)
- **Procurement Department** Implemented the Bidsync electronic solicitation and bid system to be more user friendly and accessible to a larger number of respondents. The new system became a key initiative of the City's economic recovery by allowing greater access to City solicitations and for responses to be submitted electronically. Launched a partnership with Amazon Business known as the Local Seller Initiative on the City's Amazon punchout site in Oracle that flags local Miami sellers to encourage Amazon Business users to purchase from local Miami sellers, when applicable. Procurement will hold its first annual Pathways to Public Procurement Summit for local and small businesses this year, connecting local and small businesses to public and private opportunities while providing training workshops related to topics from governmental entities as well as Amazon Business (2.1)
- **Resilience and Public Works Department (including former Office of Resilience and Sustainability)** led City's King Tide awareness program with the launch of a King Tide website page, coordinated deployment of VMS signs in flood prone neighborhoods, and Shorecrest Parking Pass program in coordination with NET and MPA (2.1); built internal support for resilience hubs, strategically chose 11 park facilities to serve as future resilience hubs, and developed basic criteria and specs for resilience hub projects (2.1). Updated the City's climate resilience site to use more plain language and inform residents of what they can do to reduce their carbon footprint (2.1).
- **Fire Rescue Department** Division of Emergency Management hired 2 public information staff focused on facilitating public awareness campaigns around natural disasters and other threats to residents as well as coordinating and revamping the City's CERT program (2.1, 2.3).

- **Building Department** Implemented the Electronic Plan Review system and launched the "Easy Permits" on-line permit program to allow licensed and qualified contractors to quickly secure certain permits that can be issued without the need for a plan review. (2.3)

Goal 3: Protect and enhance our waterfront. The City of Miami has 88 miles of waterfront -- bayside, and riverside combined. Our waterfront is the first line of defense against flooding and, while the most vulnerable, is ripe for investment and enhancement. 29 miles are City-owned, while the remaining 59 miles are privately-owned, underscoring the need for government and private property owners to develop and install uniform solutions. A combination of nature-based and structural means can reduce Miami's risk of coastal and riverine flooding and make these areas more resilient. We will develop and

Resilience Overview

implement city-wide waterfront standards to reduce flood impacts from tidal events and storm surge, provide standards for aesthetic cohesion, help us adapt to sea level rise, and enhance waterfront access.

Objectives

3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities.

3.2 Update and implement waterfront design standards.

3.3 Accelerate investment in features along the waterfront.

- **Office of Capital Improvements** Advanced progress on the Miami Forever Bond Tranche 1 consisting of 33 projects valued at $58.7 million, with four projects in planning, 10 in design, six in bidding, 10 in construction, and three completed. Completed Stormwater Master Plan data collection. (3.1, 3.3)
- **Parks and Recreation Department**. Completed final design concept and cost estimates for Jose Marti Adaptive Redesign, engaging an engineering firm to complete drainage and shoreline protection plans for Morningside Park to protect the park and surrounding neighborhood, working on site plan and shoreline design for Albert Pallot Park to address issues with sea level rise and storm water issues that prevent use of the park due to standing water. Applied for FIND FY20 funding for phase 1 work with matching city funding for the project. Applied for FY2021 FIND funding for Jose Marti Park phase 2 (Seawall, Riverwalk and Kayak Launch; Little River Mini Park phase 2 (seawall and baywalk); Legion Park phase 1 (shoreline stabilization and kayak launches). (3.1, 3.3)
- **Planning Department and Department of Resilience and Public Works** revising waterfront design guidelines and seawall ordinances to ensure flood protection devices, such as seawalls are required to be installed at sufficient heights to protect the city from tidal flooding for the next 50 years as standard for capital improvement projects (3.1, 3.2). Officially accepted the 2019 Unified Sea Level Rise Projections from the Southeast Florida Regional Climate Change Compact as design standards (3.2).

Goal 4: Invest in resilient and smart public infrastructure. In late 2017 City residents voted to approve a $400-million General Obligation Bond, known as “Miami Forever,” to fund implementation of five major categories of infrastructure improvements. Not only does this bond provide funding for crucial infrastructure upgrades throughout the City, it provides a unique opportunity to create and implement an integrated framework for smart and resilient capital investments. We must leverage our current resources, like the Miami Forever Bond and its project selection process, to ensure infrastructure investments today have a positive, multi-benefit return on investment with significant long-term impact. Our investments need to protect residents from future climate conditions, prioritize critical and highly vulnerable areas and people, and reduce greenhouse gas emissions.

Objectives:

4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions.

Resilience Overview

4.2 Prioritize projects that protect the most critical and vulnerable areas.

4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability.

- **Fire Rescue Department** is hardening fire stations to be more resilient by incorporating flood proofing generator and electric rooms into projects, replacing old air conditioning units with more efficient units, and replacing roofing with more wind resistant materials (metal vs shingles) (4.3).
- **Office of Capital Improvements** Continue integrating the Miami Forever Bond with the Miami Climate Ready Strategy, the Stormwater Master Plan, the infrastructure portion of the local mitigation strategy, the flood prevention infrastructure funding and policy strategy, and the City's building policy and standards modification process (4.1, 4.2).
- **Procurement Department** Implemented a streamlined Purchase Order ("PO") process specifically for small purchases and new electronic quotation system that provides web-based, informal bidding service to the vendor community that will allow local vendors an easy way to locate and respond to informal IFQs from the City as well as other agencies located in South Florida, while developing a pre-qualified pool of contractors to accelerate award and completion of critical infrastructure projects. The department will continue to focus on innovative efforts to streamline procurement processes, improve performance metrics, and automate reporting (4.2, 5.2).
- **Resilience and Public Works Department (including former Office of Resilience and Sustainability)** Budgeted $280,000 for installation of inlet protection devices and other measures to reduce the amount of debris and contaminants discharged to Biscayne Bay (4.1) secured partnership with City Energy Project and hired a Special Projects Coordinator to implement the Building Efficiency 305 program, an initiative to require energy and water benchmarking in public and private buildings to encourage investments in energy efficiency and water conservation fixtures (4.3).

- **Solid Waste Department** procured the services of a consulting firm and contractor to provide the design, specifications and construction for a building hardening project at an approximate cost of $898,238 (4.3)

Goal 5: Promote adaptive neighborhoods and buildings. Miami's population is expected to grow 4% annually, with billions of dollars in private investment anticipated to grow the City and support new residents. This development brings great opportunities to the City, especially with a clear vision for its future growth. The establishment of Miami 21 in 2008 laid a strong foundation to guide the City's evolution with the tenants of New Urbanism and Smart Growth. City codes and other policies that help shape our diverse neighborhoods need to be updated to reduce environmental impacts and risks to meet current and future changes in how people seek to live, move, work, and play. To thrive in the face of climate change, a growing population, and a rapidly evolving economy, we must proactively regulate and incentivize development that will allow all Miamians to thrive, and to effectively and creatively achieve our resilience and sustainability goals.

Objectives:

5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability.

Resilience Overview

5.2 Incentivize development that allows residents and businesses to adapt and thrive under changing environmental, economic and social conditions.

5.3 Integrate resilience, sustainability and equity considerations into large development projects.

- **Building Department** Implemented the Electronic Plan Review system and launched the "Easy Permits" on-line permit program to allow licensed and qualified contractors to quickly secure certain permits that can be issued without the need for a plan review. Accelerated enforcement of abandoned and unsafe structures policies involving 1180 cases and overseeing 102 demolitions of unsafe structures. In the upcoming year will continue to improve turnaround of reviewing plans, issuing permits, and conducting inspections and implement necessary enhancements to iBuild, including waiver of building permit fees for residential projects, automatic flagging of the Environmental Review (ER) discipline, and enhancements to the Change of Scope Process, and 40 and 50 Year Recertification Process. (5.1, 5.2)
- **Planning Department** Completed the schematic design for the Virginia Key Flex Park Master Plan and site analysis for the Southwest Streetscape and Street Tree Master Plans. (5.1) Amended the Miami 21 Zoning Code to extend the freeboard ordinance to the Neighborhood Conservation Districts (NCDs), proposed the Evaluation and Appraisal Review (EAR) Amendments to the Comprehensive Plan; and developed legislation that modifies definitions, adds incentives, and permits Affordable and Attainable mixed-income developments that abut a T3 Transect Zone via the Exception process with approval by City Commission. (5.2). Began use of Resilience and Equity Development Review Checklist for Special Area Plan projects (5.3).
- **Resilience and Public Works Department (including former Office of Resilience and Sustainability)** secured $300,000 grant from Southeast Sustainable Communities Fund for the Keep Safe Miami program.

DEPARTMENT BUDGETS:
GENERAL GOVERNMENT

- Mayor
- Commissioners
- City Manager
- Agenda Coordination
- City Attorney
- City Clerk
- Civil Service Board
- Code Compliance
- Communications
- Equal Opportunity and Diversity Programs
- Finance
- Grants Administration
- Human Resources
- Human Services
- Independent Auditor General
- Innovation and Technology
- Management and Budget
- Neighborhood Enhancement Team (NET)
- Procurement

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 2021.

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 authority 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	1,137,971	1,268,135	1,366,294	1,492,000	1,294,000
Operating Expense	523,126	561,160	292,108	183,000	1,015,000
Capital Outlay	0	0	3,449	0	0
Non-Operating Expenses	541,000	688,193	465,502	662,000	550,000
Transfers - OUT	0	82,000	0	0	0
	2,202,097	**2,599,488**	**2,127,353**	**2,337,000**	**2,859,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	1,106,992	1,303,928	1,460,505	1,687,000	2,309,000
Departmental Improvement Initiative	1,091,611	1,295,560	666,848	650,000	550,000
Emergency Funds	3,495	0	0	0	0
	2,202,097	**2,599,488**	**2,127,353**	**2,337,000**	**2,859,000**

Budget Highlights for FY 2020-21

The Budget includes the following considerations:

The Mayor's Office has 18 full-time positions included in the FY 2020-21 Budget; this includes the Mayor and five positions from the former Neighborhood Enhancement Team (NET).

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

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 (SR $50,000).

The contribution from the General Fund to the Mayor's Special Revenue Fund for the Citywide Anti-Poverty Initiative will remain the same as the previous fiscal year (SR $450,000).

The Regular Salaries and Wages Line item reflects no step increases for employees.

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for the Mayor's Office includes an additional three positions from the former NET pursuant to the Recommended NET Plan ($426,000 GF).

To reflect the amendments made by the City Commission as detailed in the memorandum titled Actions Taken at the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for the Mayor's Office includes the addition of two positions pursuant to a further amended NET Plan ($274,000 GF).

Mayor

The NET Department is eliminated from the budget and constituent service functions are transferred to the Office of the Mayor and the City Commission Offices. As stated at the Second Budget Hearing, this will put constituent services closer to the citizens of Miami and properly place accountability with the Elected Officials providing the service.

Mayor

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	833,000	0	833,000	767,000	0	767,000
513000 - Other Salaries and Wages	17,000	0	17,000	0	0	0
516000 - Fringe Benefits	48,000	0	48,000	35,000	0	35,000
521000 - Fica Taxes	80,000	0	80,000	72,000	0	72,000
522000 - Retirement Contributions	199,000	0	199,000	174,000	0	174,000
523000 - Life and Health Insurance	218,000	0	218,000	149,000	0	149,000
Personnel	**1,492,000**	**0**	**1,492,000**	**1,294,000**	**0**	**1,294,000**
Operating Expense						
524000 - Workers' Compensation	14,000	0	14,000	12,000	0	12,000
534000 - Other Contractual Services	53,000	0	53,000	0	0	0
540000 - Travel and Per Diem	2,000	0	2,000	0	0	0
541000 - Communications & Related Services	2,000	0	2,000	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	0	0	0
545011 - Insurance - Vehicle Liability	7,000	0	7,000	19,000	0	19,000
546001 - IT-Repair and Maintenance Services	26,000	0	26,000	32,000	0	32,000
548000 - Promotional Activities	70,000	0	70,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	3,000	0	3,000	882,000	0	882,000
551000 - Office Supplies	4,000	0	4,000	0	0	0
Operating Expense	**183,000**	**0**	**183,000**	**1,015,000**	**0**	**1,015,000**
Non-Operating Expense						
896000 - Budget Reserve	12,000	650,000	662,000	0	550,000	550,000
Non-Operating Expenses	**12,000**	**650,000**	**662,000**	**0**	**550,000**	**550,000**
Total Expense	**1,687,000**	**650,000**	**2,337,000**	**2,309,000**	**550,000**	**2,859,000**

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 2021. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	2,736,809	3,048,447	3,343,885	3,553,000	3,448,000
Operating Expense	675,062	691,526	687,000	563,000	3,594,000
Capital Outlay	0	8,233	6,907	0	0
Non-Operating Expenses	1,974,881	1,510,689	1,579,833	4,275,000	2,970,000
	5,386,752	**5,258,896**	**5,617,625**	**8,391,000**	**10,012,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	2,950,415	3,287,270	3,465,265	4,086,000	7,042,000
Departmental Improvement Initiative	2,415,038	1,968,981	2,152,359	4,305,000	2,970,000
Emergency Funds	21,300	2,645	0	0	0
	5,386,752	**5,258,896**	**5,617,625**	**8,391,000**	**10,012,000**

Budget Highlights for FY 2020-21

The Budget includes the following considerations:

There are 89 full-time positions in all District offices combined; this includes the five Commissionersand six additional positions in the District Offices of Districts 1, 3, and 4.

Each City Commission Central Office has a General Fund budget (GF $592,000), the same as the previous fiscal year Adopted Budget. The Commission Chairperson's budget remains the same as the previous fiscal year (GF $100,000). This totals (GF $3.060 million) for all five Commission districts and the Chairperson. The remaining(GF $982,000) represents the total amount for cost allocation that is common to all departments.

All remaining funds that are not related to personnel or cost allocation have been combined into the Other Current Charges and Obligations line-item for each commission district office (GF $542,000).

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 (SR $250,000).

The total funding for the Citywide Anti-Poverty Initiative is (SR $2.700 million), the same as the previous fiscal year Adopted Budget. The City Commission's portion of the Anti-Poverty Initiative funding is (SR $2.250 million). The percentage allocated to each district has not changed.

District 1 is allocated approximately 19.1 percent of the Anti-Poverty Initiative funds (SR $430,000).

District 2 is allocated approximately 13.5 percent of the Anti-Poverty Initiative funds (SR $305,000).

District 3 is allocated approximately 19.4 percent of the Anti-Poverty Initiative funds (SR $437,000).

District 4 is allocated approximately 16.4 percent of the Anti-Poverty Initiative funds (SR $368,000).

District 5 is allocated approximately 31.6 percent of the Anti-Poverty Initiative funds (SR $710,000).

The Regular Salaries and Wages Line item reflects no salary increases for employees.

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Commissioners

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for each Commission Office will be increased by the equivalent of six positions from the former Neighborhood Enhancement Team (NET). This represents a total increase of 30 positions ($3,291,000 GF).

To reflect the amendments made by the City Commission as detailed in the memorandum titled Actions Taken at the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for the City Commissioners was reduced by a floor amendment to keep the seven NET Offices in Commission Districts 2 and 5 in place with their existing classifications and budgets ($291,000 GF) and are included in the Department of Human Services.

The NET Department is eliminated from the budget and constituent service functions are transferred to the Office of the Mayor and the City Commission Offices. As stated at the Second Budget Hearing, this will put constituent services closer to the citizens of Miami and properly place accountability with the Elected Officials providing the service.

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Commissioners

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	290,000	0	290,000	290,000	0	290,000
512000 - Regular Salaries and Wages	1,774,000	0	1,774,000	1,859,000	0	1,859,000
513000 - Other Salaries and Wages	145,000	30,000	175,000	28,000	0	28,000
516000 - Fringe Benefits	232,000	0	232,000	232,000	0	232,000
521000 - Fica Taxes	177,000	0	177,000	185,000	0	185,000
522000 - Retirement Contributions	360,000	0	360,000	368,000	0	368,000
523000 - Life and Health Insurance	545,000	0	545,000	486,000	0	486,000
Personnel	**3,523,000**	**30,000**	**3,553,000**	**3,448,000**	**0**	**3,448,000**
Operating Expense						
524000 - Workers' Compensation	53,000	0	53,000	44,000	0	44,000
546001 - IT-Repair and Maintenance Services	68,000	0	68,000	84,000	0	84,000
549000 - Other Current Charges and Obligations	442,000	0	442,000	3,466,000	0	3,466,000
Operating Expense	**563,000**	**0**	**563,000**	**3,594,000**	**0**	**3,594,000**
Non-Operating Expense						
896000 - Budget Reserve	0	4,275,000	4,275,000	0	2,970,000	2,970,000
Non-Operating Expenses	**0**	**4,275,000**	**4,275,000**	**0**	**2,970,000**	**2,970,000**
Total Expense	**4,086,000**	**4,305,000**	**8,391,000**	**7,042,000**	**2,970,000**	**10,012,000**

City Manager

Department Head: Arthur Noriega, V Phone: (305) 250-5400
www.miamigov.com/Government/City-Officials/City-Manager-Arthur-Noriega

Mission Statement

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

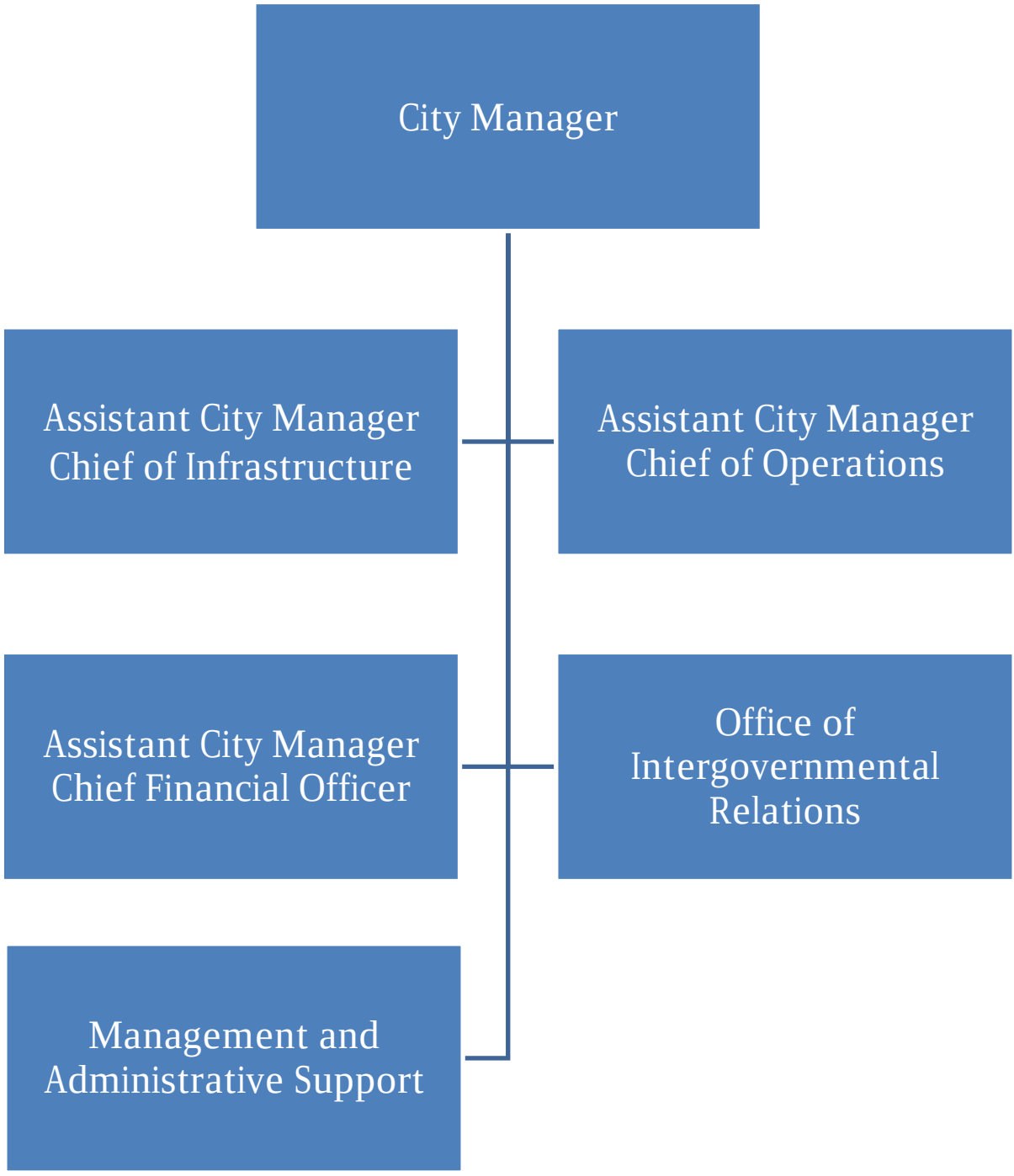
Description

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, three 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 2019-20	FY 2020-21
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.	2	1
ASSISTANT 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, Parks and Recreation, Planning, Resilience and Public Works, Resilience and Sustainability, and Zoning.	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, Human Services, Innovation and Technology, Neighborhood Enhancement Team, Real Estate and Asset Management, and Solid Waste.	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, General Services Administration, Grants Administration, Housing and Community Development, Management and Budget, Procurement, and Risk Management.	1	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the Office of the City Manager.	8	8
OFFICE OF INTERGOVERNMENT RELATIONS Interacts with other government agencies.	1	1
TOTAL FULL-TIME POSITIONS	**14**	**13**

City Manager

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	2,988,767	3,150,518	2,527,824	2,738,000	2,566,000
Operating Expense	251,155	390,120	199,439	338,000	219,000
Capital Outlay	2,518	19,573	0	0	0
Non-Operating Expenses	16,074	18,670	19,257	141,000	0
	3,258,514	**3,578,881**	**2,746,519**	**3,217,000**	**2,785,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	3,254,123	3,520,744	2,668,083	3,072,000	2,781,000
Departmental Improvement Initiative	1,043	57,789	78,437	145,000	4,000
Emergency Funds	3,348	347	0	0	0
	3,258,514	**3,578,881**	**2,746,519**	**3,217,000**	**2,785,000**

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

As approved in the FY 2019-20 Mid-Year Amendment, the budget reflects the reduction of one Deputy City Manager position (GF $242,000).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

City Manager

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,943,000	0	1,943,000	1,822,000	0	1,822,000
516000 - Fringe Benefits	68,000	0	68,000	60,000	0	60,000
521000 - Fica Taxes	120,000	0	120,000	116,000	0	116,000
522000 - Retirement Contributions	367,000	0	367,000	363,000	0	363,000
523000 - Life and Health Insurance	240,000	0	240,000	205,000	0	205,000
Personnel	**2,738,000**	**0**	**2,738,000**	**2,566,000**	**0**	**2,566,000**
Operating Expense						
524000 - Workers' Compensation	41,000	0	41,000	34,000	0	34,000
531000 - Professional Services	34,000	0	34,000	20,000	0	20,000
534000 - Other Contractual Services	100,000	0	100,000	20,000	0	20,000
540000 - Travel and Per Diem	25,000	0	25,000	0	0	0
541000 - Communications & Related Services	1,000	0	1,000	2,000	0	2,000
541100 - Postage	2,000	0	2,000	1,000	0	1,000
544000 - Rentals and Leases	7,000	0	7,000	4,000	0	4,000
545013 - Insurance - General Liability	16,000	0	16,000	17,000	0	17,000
546001 - IT-Repair and Maintenance Services	30,000	0	30,000	37,000	0	37,000
548000 - Promotional Activities	0	4,000	4,000	0	4,000	4,000
548100 - Advertising and Related Costs	3,000	0	3,000	2,000	0	2,000
549000 - Other Current Charges and Obligations	32,000	0	32,000	20,000	0	20,000
551000 - Office Supplies	31,000	0	31,000	51,000	0	51,000
552000 - Operating Supplies	9,000	0	9,000	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	**334,000**	**4,000**	**338,000**	**215,000**	**4,000**	**219,000**
Non-Operating Expense						
896000 - Budget Reserve	0	141,000	141,000	0	0	0
Non-Operating Expenses	**0**	**141,000**	**141,000**	**0**	**0**	**0**
Total Expense	**3,072,000**	**145,000**	**3,217,000**	**2,781,000**	**4,000**	**2,785,000**

Agenda Coordination

Department Head: Miriam M. Santana Phone: (305) 416-2070
www.miamigov.com/Government/Commission-Agendas

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 Accelalegislative 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 2019-20	FY 2020-21
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
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	341,066	357,665	341,107	364,000	364,000
Operating Expense	15,514	13,296	13,627	15,000	15,000
	356,579	**370,961**	**354,734**	**379,000**	**379,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	356,579	370,961	354,734	379,000	379,000
	356,579	**370,961**	**354,734**	**379,000**	**379,000**

Department Strategies for FY 2020-21

Continue efforts to go paperless with the City Commission Agenda Process.
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.

Agenda Coordination

Accomplishments in FY 2019-20

Successfully 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, for a total of 23 meetings in FY 2019-20.

Ensured that each draft agenda was released at least seven calendar days prior to the distribution of the final agenda.

Completed training on the Accela legislative system for Agenda Liaisons and their respective Department Directors and Assistant Directors.

Budget Highlights for FY 2020-21

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
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	997	953	947	1,300
	Planning and Zoning items distributed	234	206	141	250
	Substitutions distributed	26	16	14	13
To deliver high-quality customer service and improve operational efficiency.	Train new Agenda Liaisons regarding the agenda process	12	11	3	20

Office of Agenda Coordination

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	194,000	0	194,000	198,000	0	198,000
514000 - Overtime	2,000	0	2,000	0	0	0
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	15,000	0	15,000	16,000	0	16,000
522000 - Retirement Contributions	83,000	0	83,000	89,000	0	89,000
523000 - Life and Health Insurance	65,000	0	65,000	56,000	0	56,000
Personnel	**364,000**	**0**	**364,000**	**364,000**	**0**	**364,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	5,000	0	5,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	6,000	0	6,000	7,000	0	7,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
Operating Expense	**15,000**	**0**	**15,000**	**15,000**	**0**	**15,000**
Total Expense	**379,000**	**0**	**379,000**	**379,000**	**0**	**379,000**

City Attorney

Department Head: Victoria Méndez, City Attorney Phone: (305) 416-1800
www.miamigov.com/Government/Departments-Organizations/City-Attorneys-Office

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.

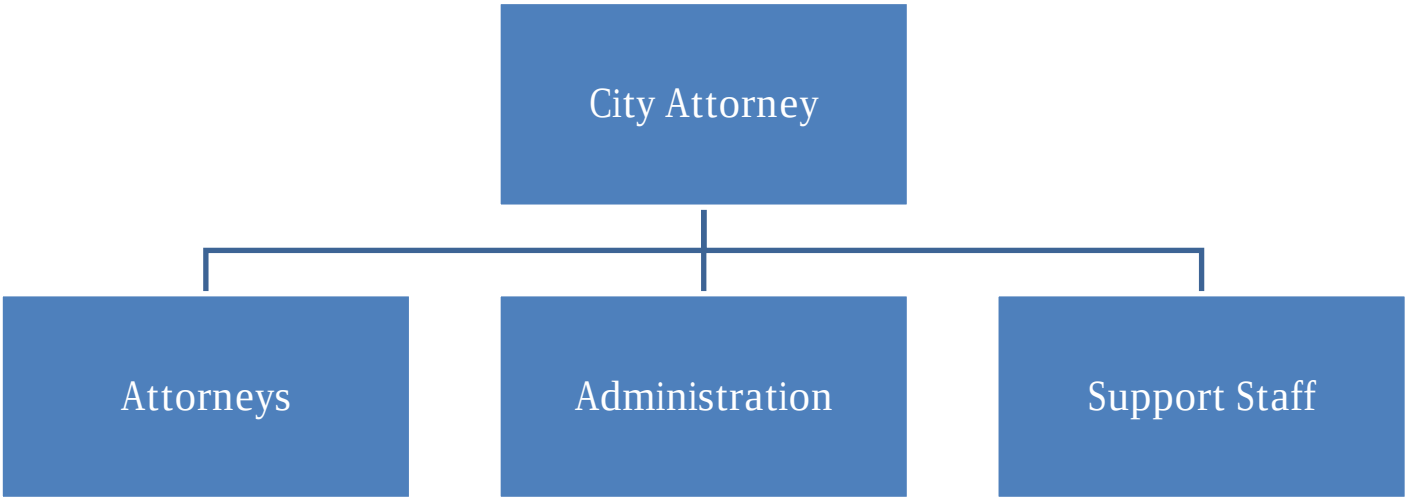
Description

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, andapproximately 44 City authorities, boards, and committees.

City Attorney



Departmental Function/Unit	FY 2019-20	FY 2020-21
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
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.	28	28
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
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
TOTAL FULL-TIME POSITIONS	**60**	**60**

City Attorney

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	7,458,977	8,170,129	8,702,250	9,478,000	9,856,000
Operating Expense	408,241	385,796	454,959	516,000	510,000
Capital Outlay	59,091	0	0	0	0
	7,926,308	**8,555,925**	**9,157,209**	**9,994,000**	**10,366,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	7,926,308	8,555,925	9,157,209	9,994,000	10,366,000
	7,926,308	**8,555,925**	**9,157,209**	**9,994,000**	**10,366,000**

Department Strategies for FY 2020-21

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

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

Continue to Minimize the cost of outside counsel fees to be more efficient and cost effective.

Continue to Increase publications regarding current topics of law in legal journals.

Continue developing the internship and clerkship program to enhance law students' legal knowledge for future growth potential including potential recruitment.

Develop a fully electronic office environment by utilizing on-line tools, i.e., Microsoft Teams, Zoom for internal and external meetings to be a more efficient virtual office. Improve Offices' internal electronic signature workflow

City Attorney

Accomplishments in FY 2019-20

Introduced and trained the Departments of Code Compliance, Fire-Rescue, and the City Clerk's Office to utilize "Next Requests" in fulfilling and complying with all public records requests.

Continued reviewing of all in-coming Legal Services Requests (LSRs) with a turn-around time frame of one business day.

Expanded collection efforts and recovered $2,314,205.32 as of September 30, 2020. The office handled one thousand one hundred nine (1,109) violations before the Code Enforcement Board and Ticket Magistrate, and twenty-five (25) cases were heard before the Unsafe Structure Panel, which resulted in an additional forty-nine (49) demand letters to property owners seeking payment of special assessment liens, code enforcementliens, and mitigated liens. In addition, the OCA sent out eight hundred ninety-nine (899) computer generated letters to property owners with outstanding code enforcement liens.

Lectured in several seminars and trainings to increase knowledge in new laws, technology updates, public records, ethics. Conducted workshops for the Police, Code Compliance, and Procurement departments.

Mentored fifteen (15) students from various law schools and universities.

Aggressively addressed quality of life matters including the matter of Samuel G. Jones vs. City of Miami, Court Case No. 18-181-AP-01. On appeal, the Circuit Court Appellate Division held the Appellant did not have standing to appeal. Further, the Court held that there was no legal authority requiring the Unsafe Structure Board to delay its hearing pending the outcome of the judicial foreclosure sale.

Aggressively litigated City of Miami v. State of Florida, et al., Court Case No. 19-028569 CA (01). The City validated the Miami Forever Bonds approved by the City Commission and the public after a referendum vote on all the associated projects, programs, and issuances in an aggregate principal amount not to exceed $400 million.

Budget Highlights for FY 2020-21

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees .

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

City Attorney

Strategic Alignment and Performance Metrics

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities	Litigation matters opened (number)	559	619	533	600
	Litigation matters closed (number)	371	608	615	600
	Non-litigation matters opened (number)	2,556	2,439	2,196	2,400
	Non-litigation matters closed (number)	2,039	2,507	2,529	2,300
Continue litigating matters on behalf of the City with the mindset of obtaining favorable and cost-effective results	Blended Attorney hourly rate (dollars)	62.11	65.00	65.00	68.00
	Blended billable hours per Attorney (hours)	1,500	1,440	1,634	1,700
Continue expanding collection efforts	Collection of Liens (dollars)	2,022,390	6,059,308	2,314,205	1,6000,000
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)	12	12	9	12
Continue responding to Legal Service Requests in a timely manner	Public Records Requests (opened)	1,930	3,506	3,432	1,800
	Public Records Request (closed)	1,907	3,458	3,096	1,800

City Attorney

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,026,000	0	6,026,000	6,064,000	0	6,064,000
512010 - Attrition Savings - Salaries	(117,000)	0	(117,000)	(85,000)	0	(85,000)
513000 - Other Salaries and Wages	80,000	0	80,000	80,000	0	80,000
515000 - Special Pay	22,000	0	22,000	22,000	0	22,000
516000 - Fringe Benefits	89,000	0	89,000	85,000	0	85,000
521000 - Fica Taxes	423,000	0	423,000	421,000	0	421,000
522000 - Retirement Contributions	1,843,000	0	1,843,000	2,304,000	0	2,304,000
523000 - Life and Health Insurance	1,112,000	0	1,112,000	965,000	0	965,000
Personnel	**9,478,000**	**0**	**9,478,000**	**9,856,000**	**0**	**9,856,000**
Operating Expense						
524000 - Workers' Compensation	102,000	0	102,000	86,000	0	86,000
531000 - Professional Services	45,000	0	45,000	45,000	0	45,000
531010 - Professional Services-Legal Services	100,000	0	100,000	100,000	0	100,000
540000 - Travel and Per Diem	18,000	0	18,000	0	0	0
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
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	116,000	0	116,000	144,000	0	144,000
551000 - Office Supplies	25,000	0	25,000	25,000	0	25,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	91,000	0	91,000	91,000	0	91,000
Operating Expense	**516,000**	**0**	**516,000**	**510,000**	**0**	**510,000**
Total Expense	**9,994,000**	**0**	**9,994,000**	**10,366,000**	**0**	**10,366,000**

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.

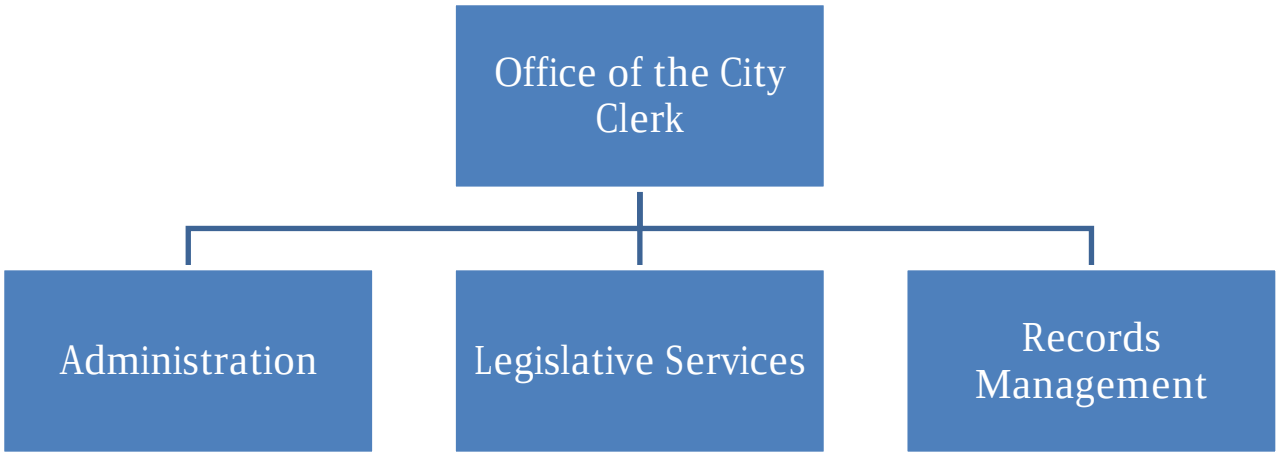
Description

The City Clerk's Office is the keeper of all official records. 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, minutesand 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 2019-20	FY 2020-21
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
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
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.	6	5
RECORDS MANAGEMENT Archives on-site 124 years of digitized official records; 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
TOTAL FULL-TIME POSITIONS	**13**	**12**

City Clerk

Department Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	1,362,093	1,522,265	1,637,724	1,833,000	1,716,000
Operating Expense	473,721	342,874	334,815	407,000	417,000
Capital Outlay	4,929	1,500	8,073	0	0
Non-Operating Expenses	0	0	0	959,000	1,454,000
	1,840,744	**1,866,639**	**1,980,611**	**3,199,000**	**3,587,000**

Funding Structure

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	1,716,047	1,781,705	1,887,419	2,059,000	2,009,000
City Clerk Services	124,697	84,803	93,193	1,140,000	1,578,000
Emergency Funds	0	132	0	0	0
	1,840,744	**1,866,639**	**1,980,611**	**3,199,000**	**3,587,000**

Department Strategies for FY 2020-21

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).
Redesign the Elections webpage of the City Clerk's website to enhance user-friendly accessibility for internal and external customers.

Accomplishments in FY 2019-20

Implemented an online appointment scheduling system for the Office of the City Clerk's Passport Acceptance Facility to enhance customer service and reduce wait time.
Worked with the Information Technology Department on assessing the online security capabilities of the Weblink function of the Laserfiche Document Management System so that the program can be launched to allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes).
Established a comprehensive outline with the Department of Innovation and Technology consisting of multiple web pages that will be used for the redesign of the Elections webpage located on the Office of the City Clerks website to enhance user-friendly accessibility for internal and external customers.
Successfully administered the November 5, 2019 City of Miami General Municipal Election for City Commission Districts 1, 2 and 4.

Destroyed approximately 3,223 cubic feet of off-site storage documents that either met their retention value per the Florida Department of State's GS1-SL Records Schedule, or were digitized and the paper copies were no longer needed resulting in a significant savings to the City through reduced off-site storage costs.

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

The Regular Salaries and Wages line item reflects the elimination of one vacant civilian Transcriber position in the AFSCME 1907 bargaining unit that has been vacant totaling $55,000 (SR). This reduction will have no impact on services provided by the City Clerk's office.

The Budget includes the following additional considerations:

The Regular Salaries and Wages line item reflects no step increases for employees.
The Travel and Per Diem Line item has been eliminated in the General Fund for all Departmentsand $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

City Clerk

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actual	FY 2020-21 Target
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)	76.6	81.8	97.9	85
	City Commission minutes completed within 25 business days (percent)	100	93.3	62.9	100
	City Commission minutes for consolidated, special, and budget meetings completed within 35 business days (percent)	100	100	50	100
Promote effective service delivery of City of Miami contracts and agreements by making them available promptly	Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	99.3	92.6	96	95
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)	97.9	100	93.4	100

City Clerk

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	976,000	100,000	1,076,000	933,000	50,000	983,000
516000 - Fringe Benefits	10,000	0	10,000	10,000	0	10,000
521000 - Fica Taxes	74,000	8,000	82,000	71,000	4,000	75,000
522000 - Retirement Contributions	381,000	22,000	403,000	419,000	23,000	442,000
523000 - Life and Health Insurance	240,000	22,000	262,000	187,000	19,000	206,000
Personnel	**1,681,000**	**152,000**	**1,833,000**	**1,620,000**	**96,000**	**1,716,000**
Operating Expense						
524000 - Workers' Compensation	24,000	3,000	27,000	20,000	2,000	22,000
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
540000 - Travel and Per Diem	1,000	0	1,000	0	0	0
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	1,000	0	1,000	11,000	0	11,000
546001 - IT-Repair and Maintenance Services	66,000	0	66,000	82,000	0	82,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	179,000	0	179,000	166,000	0	166,000
551000 - Office Supplies	4,000	2,000	6,000	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	**378,000**	**29,000**	**407,000**	**389,000**	**28,000**	**417,000**
Non-Operating Expense						
896000 - Budget Reserve	0	959,000	959,000	0	1,454,000	1,454,000
Non-Operating Expenses	**0**	**959,000**	**959,000**	**0**	**1,454,000**	**1,454,000**
Total Expense	**2,059,000**	**1,140,000**	**3,199,000**	**2,009,000**	**1,578,000**	**3,587,000**

Civil Service

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.

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, and performs all administrative functions for the members.

The Board and staff perform their duties for the benefit of City of Miami employees, applicants, and residents of the City of Miami, who have the ability to address the Board via Rules 2.7, 14.1, and 16.1.

Civil Service

Civil Service

Departmental Function/Unit	FY 2019-20	FY 2020-21
CIVIL SERVICE 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 whistleblower complaints; maintains meeting agendas and minutes, issues subpoenas, and prepares reports detailing the outcome of hearings; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	346,631	344,748	422,941	522,000	509,000
Operating Expense	30,684	34,777	30,672	37,000	38,000
	377,316	**379,525**	**453,613**	**559,000**	**547,000**

Department/Funding Structure

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	377,316	379,525	453,613	559,000	547,000
	377,316	**379,525**	**453,613**	**559,000**	**547,000**

Civil Service

Department Strategies for FY 2020-21

Continue to update rules and procedures as needed and assist in formulating personnel hiring and employment policies.
Conduct Appeal, Whistleblower, Grievance, Investigation, and Unsatisfactory Service Rating hearings.
Train and orient employees and continue to publish departmental newsletters and informational bulletins.

Accomplishments in FY 2019-20

Provided recommendations regarding formulating personnel hiring and employment policies to several department directors, who have come before the Board on various matters, and will update rules as needed.
Published eight Informational Bulletins and Departmental Newsletters.
Conducted 15 Civil Service Rules Workshops, New Employee, and Supervisor Orientations and training sessions.
Held thirteen Civil Service Board meetings, ruled on five hearings (inclusive of appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters).

Budget Highlights for FY 2020-21

The Budget includes the following considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Civil Service

Strategic Alignment and Performance Measures

Priority: Quality of Life
Department Goal: Deliver efficient and effective services
Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Hear citizen or employee complaints of alleged violations of the Rules or personnel policies, and formulate corrective actions and process improvements for the Manager's or Director's implementation	Appeals, Whistleblower, Grievance, Investigation, and Unsatisfactory Service Rating matters heard (number)	7	16	5	10
Establish procedures and grounds for disciplinary action hearings and conduct hearings at the request of an employee dismissed, suspended, demoted, laid off or reduced in pay by the Department Director.	Cases closed (number)	18	21	13	22
Conduct hearings upon notification of an employee's unsatisfactory service rating and impose appropriate sanctions.	Subpoenas prepared and processed (number)	24	84	74	75
Hear complaints of employees and investigate allegations concerning abuses of power or Rule violations in layoffs, appointments, removals without justification, or other ways.	Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	101	152	132	100
Conduct regular workshops, new employee and supervisor orientation sessions on the responsibilities of employees, functions of the Board, and generally improve the knowledge of and adherence to the Rules	Civil Service Rules workshops conducted (number)	2	5	1	6
	New employee and supervisor orientation conducted (number)	12	10	12	10
	Employees trained by the Civil Service Board (number)	150	76	52	50

Civil Services

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	11,000	0	11,000	11,000	0	11,000
512000 - Regular Salaries and Wages	294,000	0	294,000	286,000	0	286,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	21,000	0	21,000	22,000	0	22,000
522000 - Retirement Contributions	126,000	0	126,000	129,000	0	129,000
523000 - Life and Health Insurance	65,000	0	65,000	56,000	0	56,000
Personnel	**522,000**	**0**	**522,000**	**509,000**	**0**	**509,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	5,000	0	5,000
531010 - Professional Services-Legal Services	20,000	0	20,000	22,000	0	22,000
540000 - Travel and Per Diem	1,000	0	1,000	0	0	0
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	6,000	0	6,000	7,000	0	7,000
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	**37,000**	**0**	**37,000**	**38,000**	**0**	**38,000**
Total Expense	**559,000**	**0**	**559,000**	**547,000**	**0**	**547,000**

Code Compliance

Department Head: Adele R. Valencia, Esq. Phone: (305) 416-2087
www.miamigov.com/Government/Departments-Organizations/Code-Compliance

Mission Statement

The mission of the Department of Code Compliance is to work in partnership with our community to promote health and safety, safeguard civic and community assets, and elevate quality of life and aesthetics in the City of Miami by educating the public about and fairly enforcing our City's codes.

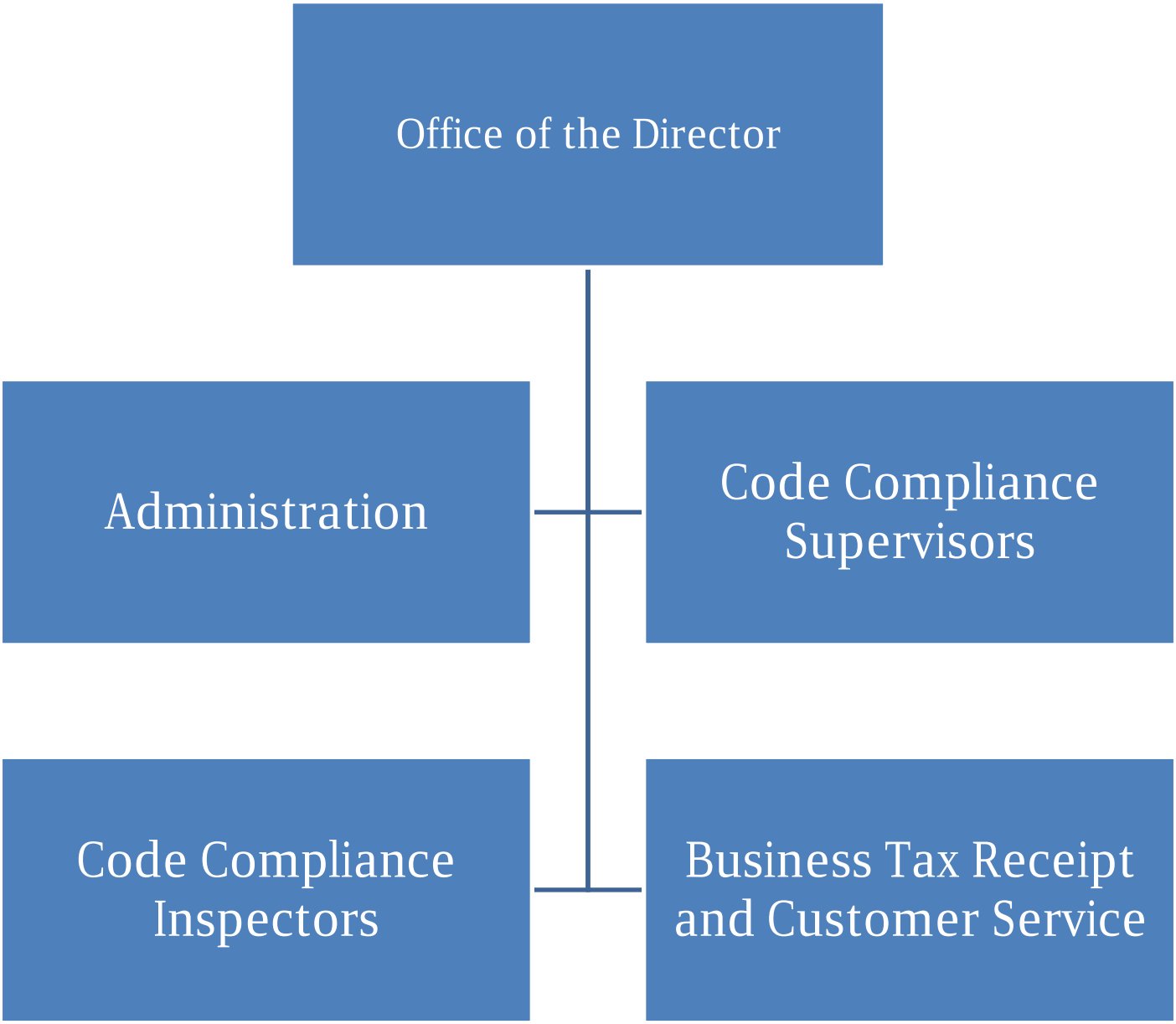
Description

The Department of Code Compliance is responsible for educating residents about and ensuring compliance with an environment of more than 300 civil infractions of our City code, approximately 470,000 residents, 56 square miles, and 69,000 single-family residences.

Contributing to the Administration's Priority of *Quality of Life*, the Department of Code Compliance is responsible for promoting effective service delivery and quality customer service, empowering residents and businesses to beautify their communities, and maintain streets and public spaces to a high standard using the City's Codes and Ordinances. Code Compliance proactively educates the community in the field and through community meetings. Code Compliance inspectors respond to complaints from the community, receive referrals from other departments, perform Certificate of Use inspections, participate in joint inspections with Fire-Rescue and Police Departments, address issues of community concern, and educate the property owners about the violation and assist in guiding them through the process of compliance.

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

Code Compliance



Code Compliance

Departmental Function/Unit	FY 2019-20	FY 2020-21
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.	3	2
ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, payroll and Kronos management, information technology, and procurement.	4	3
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.	5	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; collects outstanding fees.	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; maintains records and correspondence pertaining to violations; works 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.	53	57
TOTAL FULL-TIME POSITIONS	**71**	**71**

Code Compliance

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	5,259,300	6,098,809	6,843,285	7,868,000	8,167,000
Operating Expense	379,638	641,674	490,451	560,000	549,000
Capital Outlay	9,948	54,098	0	9,000	0
Non-Operating Expenses	716	1,469	2,320	0	0
Transfers - OUT	0	0	1,556,000	232,000	0
	5,649,601	**6,796,050**	**8,892,057**	**8,669,000**	**8,716,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	5,649,598	6,795,884	7,336,057	8,437,000	8,716,000
Net Offices & Code Enforcement (SR)	0	0	1,556,000	232,000	0
Emergency Funds	3	166	0	0	0
	5,649,601	**6,796,050**	**8,892,057**	**8,669,000**	**8,716,000**

Department Strategies for FY 2020-21

Continue to attend and actively engage civic, community, and professional groups interested in Code Compliance matters and quality of life issues generally.
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 generally.
Enhance the educational materials available online and in print in English, Spanish, and Creole for our residents to better understand commonly occurring Code Compliance violations and how to achieve compliance with relevant City codes.
Implement the new technological platform, Code Check.
Implement additional quality control measures to evaluate compliance regularly by Code Compliance staff with internal department protocols reflected in the Code Compliance Process Manual and Standard Operating Procedures.

Code Compliance

Accomplishments in FY 2019-2020

Attended 30 homeowners and neighborhood association meetings to educate residents on Code Compliance issues and listen to community concerns.
Updated Code Compliance educational materials available on the department's City website. Continued to publicize and disseminate the After-Hours Code Compliance Hotline information publicly.
Provided ongoing in-house training to Code Compliance staff.
Improved response times to 311 requests and customer service experience by making the Department and its inspectors more accessible.
Improved percentage of timely responses to 311 requests from the first and second quarters of FY 2019-20 to the third and fourth quarters of FY 2019-20 by six percent from 69 percent of all 311 requests responded to in the allotted time-frame to 75 percent of all of the 311 requests responded to within the allotted time-frame.
Created a Code Compliance call center to improve end-user experience with contacting the Department to ensure fewer lost calls. Began alpha-testing the new technological platform that will replace City View by the end of calendar year 2020.
Continued the Task Force to help ensure Citywide compliance with the Certificate of Use and Business Tax Receipts requirements and implemented the online Business Tax Receipt Application so that the public may apply online without having to visit the City administration building.
Participated in the Fire-led Stand Up, Miami Community Outreach and Inspection Program during the COVID-19 global health crisis to educate City businesses on safe, healthy re-opening guidelines.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of six vacant positions in AFSCME 1907, totaling $284,000 (GF). This reduction will impact services by reducing work quality in keeping Miami safe and beautiful.
The Regular Salaries and Wages Line item reflects the elimination of one filled position in an unclassified-executive position totaling $106,000 (GF). This reduction will impact services by reducing work quality in the day to day operations.

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Actions Taken at the Second Budget Hearing, (see Appendix J), the FY 2020-21 Adopted Budget for Code Compliance includes the seven previous eliminated positions ($325,000 GF).

Code Compliance

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal Areas: Deliver efficient and effective services, Transform the experience of conducting business with the City, Protect and promote the health and well-being of all residents.
Citywide Objectives:

- Modernize and streamline City processes
- Strengthen trust through excellent customer service
- Engage all stakeholders with timely and clear communication
- Minimize the need to visit a City building to conduct business
- Reduce the amount of time customers wait

Continue to strengthen community partnerships

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Increase awareness of and compliance with City codes	Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	28,043	16,700	9,096	22,000
Promote conditions that encourage small business development and growth	Collections from new/outstanding BTR and CU inspections (dollars)	2,759,387	1,731,333	958,268	2,000,000
Empower residents and businesses to take a more active role in the beautification of their communities	Respond to 311 complaints within 10 days (percent)	69	64.6	72	85
Promote effective service delivery and high-quality customer service	Qualitative Code Compliance Customer Service Survey (percent of excellence)	76	85	53	85
Maintain streets and public spaces to a high standard	Residents who agree their neighborhood appearance has improved in the last three years (percent)	83	88	83	85

Code Compliance

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,920,000	0	4,920,000	4,859,000	0	4,859,000
512010 - Attrition Savings - Salaries	(364,000)	0	(364,000)	(49,000)	0	(49,000)
514000 - Overtime	25,000	0	25,000	38,000	0	38,000
516000 - Fringe Benefits	45,000	0	45,000	9,000	0	9,000
521000 - Fica Taxes	372,000	0	372,000	316,000	0	316,000
522000 - Retirement Contributions	1,671,000	0	1,671,000	1,929,000	0	1,929,000
523000 - Life and Health Insurance	1,199,000	0	1,199,000	1,065,000	0	1,065,000
Personnel	**7,868,000**	**0**	**7,868,000**	**8,167,000**	**0**	**8,167,000**
Operating Expense						
524000 - Workers' Compensation	113,000	0	113,000	95,000	0	95,000
531000 - Professional Services	120,000	0	120,000	120,000	0	120,000
531010 - Professional Services-Legal Services	3,000	0	3,000	3,000	0	3,000
540000 - Travel and Per Diem	2,000	0	2,000	0	0	0
540010 - Training	39,000	0	39,000	0	0	0
541000 - Communications & Related Services	5,000	0	5,000	5,000	0	5,000
541100 - Postage	50,000	0	50,000	50,000	0	50,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
545011 - Insurance - Vehicle Liability	5,000	0	5,000	14,000	0	14,000
546001 - IT-Repair and Maintenance Services	158,000	0	158,000	197,000	0	197,000
547200 - Printing and Binding-Paper Stock	5,000	0	5,000	5,000	0	5,000
551000 - Office Supplies	22,000	0	22,000	22,000	0	22,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552200 - Clothing/Uniform Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	9,000	0	9,000	9,000	0	9,000
Operating Expense	**560,000**	**0**	**560,000**	**549,000**	**0**	**549,000**
Capital Outlay						
664000 - Machinery and Equipment	9,000	0	9,000	0	0	0
Capital Outlay	**9,000**	**0**	**9,000**	**0**	**0**	**0**
Transfers-OUT						
891000 - Interfund Transfers	0	232,000	232,000	0	0	0
Transfers - OUT	**0**	**232,000**	**232,000**	**0**	**0**	**0**
Total Expense	**8,437,000**	**232,000**	**8,669,000**	**8,716,000**	**0**	**8,716,000**

Communications

Department Head: Stephanie Severino 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, 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.

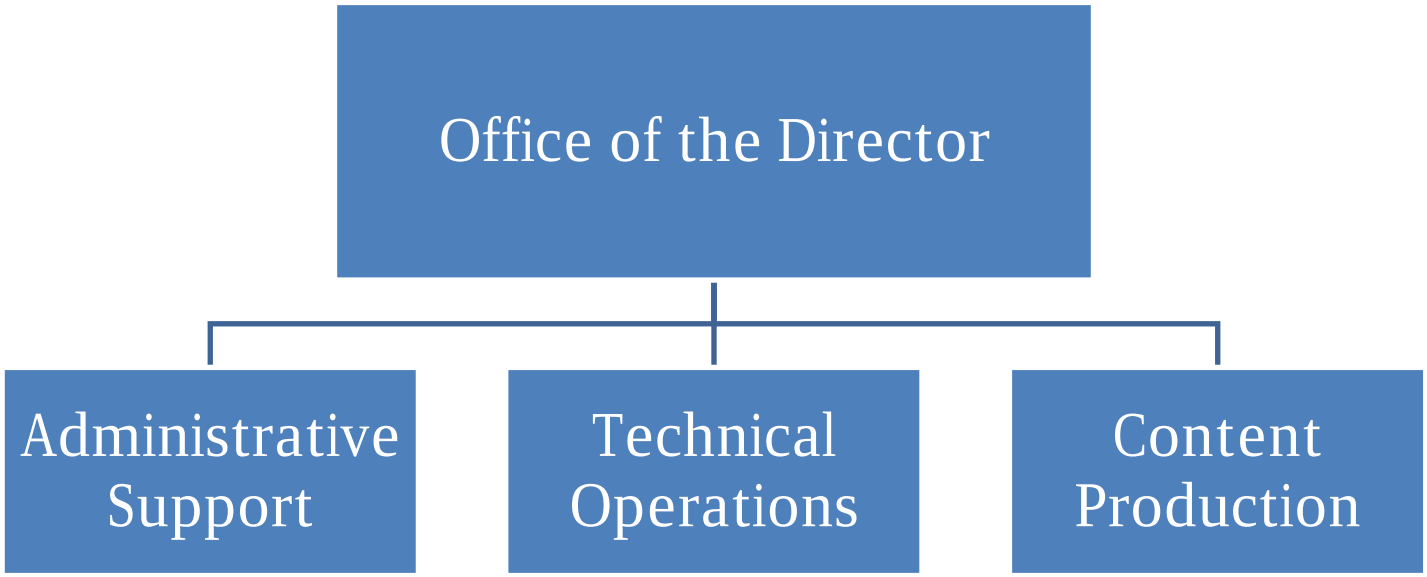
Description

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 livestreams 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 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR Oversees and directs public information, internal and external communications, digital platform content and engagement, photographic and video production, audio and video technical operations, and the division of Film and Entertainment.	2	2
TECHNICAL OPERATIONS Provides photography, videography, and editing services, audio and podium services for City events, operates Miami TV broadcasts, and schedules programming.	6	5
CONTENT PRODUCTION Creates content for all digital platforms, Miami TV, City websites, and official presentations.	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
FILM AND ENTERTAINMENT Assists and provides high-quality service to the film and entertainments industry in the City. Coordinates and processes film and special events permit.	4	0
TOTAL FULL-TIME POSITIONS	**16**	**11**

Communications

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	1,403,353	1,682,984	1,816,140	2,066,000	1,463,000
Operating Expense	151,606	237,299	244,483	263,000	239,000
Capital Outlay	3,042	40,611	12,957	0	0
	1,558,001	**1,960,894**	**2,073,580**	**2,329,000**	**1,702,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	1,545,001	1,960,894	2,073,580	2,329,000	1,702,000
Departmental Improvement Initiative	13,000	0	0	0	0
	1,558,001	**1,960,894**	**2,073,580**	**2,329,000**	**1,702,000**

Department Strategies for FY 2020-21

Continue to assist the City Administration, City Departments, and Elected Officials with the dissemination of information via original content, traditional media, and digital media outreach.

Continue to engage residents directly via social media platforms while simultaneously growing each platform's follower base.

Continue to produce the Resilience Update Newsletter, the Inside Miami Employee Newsletter, the Census 2020 #MakeMiamiCount campaign, the Mayor's bi-weekly Inside Miami program, as well as video segments named Hidden Gems, Miami Moves, Miami Networks, and Miami Eats.

Digitize DVDs to facilitate an easier and faster way to fulfill public records requests.

Accomplishments in FY 2019-20

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, Periscope, YouTube, Miami TV, and news releases.

Placed a strategic focus on engaging residents directly via social media and replied directly to follower messages when appropriate. Reached more than 22,000 residents Citywide using Nextdoor.com and geo-targeted messaging to specific neighborhoods and districts.

Regularly posted new content on the News and Events section of the newly launched website to keep the community informed and up to date on the City's news and initiatives.

Continued the initiative of converting City Commission meeting videos from DVD to digital files andupdate the department's video archive.

Created original content that directly aligned with the Administration's priorities.

Consistently posted advance notice of public meetings on the City's website home page and social media.

Communications

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination ofone vacant Broadcast Engineer position totaling $71,000 (GF). This reduction will not impact services.

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
The Budget includes the transfer of the functions of the Film and Entertainment section from the Office of Communication to the Non-Departmental Account. This includes four positions, all associated cost accounting, and certain line items ($472,000). The personnel and funding are reflected in the Communications Department in FY 2019-20 and in the Non-Departmental Account in FY 2020-21.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Department Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY2020-21 Target
Create more multi-platform original	Live or recorded broadcasts of Commission meetings and board hearings (hours)	277	218	170	280
Effectively work with other departments and officials	City events recorded or photographed (number)	279	391	204	400
Maintain a positive relationship with media	Media requests processed (number)	545	752	95	605
	Media requests responded to within two business days (percent)	100	100	100	100
More effectively engage	Facebook and Instagram posts commented on	N/A	86	84.17	90
	Percentage of Twitter posts retweeted at least three times (percent)	93	92	87.25	82
Create more multi-platform original content that aligns with City priorities and reaches the greatest amount of residents	Original content produced in more than one version for unique platforms (percent)	N/A	100	100	90

Office of Communications

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,185,000	0	1,185,000	866,000	0	866,000
513010 - Other Salaries and Wages -Part Time Year Year Round	12,000	0	12,000	12,000	0	12,000
516000 - Fringe Benefits	13,000	0	13,000	12,000	0	12,000
521000 - Fica Taxes	92,000	0	92,000	73,000	0	73,000
522000 - Retirement Contributions	437,000	0	437,000	313,000	0	313,000
523000 - Life and Health Insurance	327,000	0	327,000	187,000	0	187,000
Personnel	**2,066,000**	**0**	**2,066,000**	**1,463,000**	**0**	**1,463,000**
Operating Expense						
524000 - Workers' Compensation	30,000	0	30,000	20,000	0	20,000
534000 - Other Contractual Services	59,000	0	59,000	59,000	0	59,000
540000 - Travel and Per Diem	13,000	0	13,000	0	0	0
541000 - Communications & Related Services	2,000	0	2,000	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	0	0	0
546000 - Repair and Maintenance Services	3,000	0	3,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	46,000	0	46,000	57,000	0	57,000
549000 - Other Current Charges and Obligations	71,000	0	71,000	71,000	0	71,000
551000 - Office Supplies	9,000	0	9,000	4,000	0	4,000
552000 - Operating Supplies	26,000	0	26,000	26,000	0	26,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	0	0	0
Operating Expense	**263,000**	**0**	**263,000**	**239,000**	**0**	**239,000**
Total Expense	**2,329,000**	**0**	**2,329,000**	**1,702,000**	**0**	**1,702,000**

Equal Opportunity and Diversity Programs

Department Head: Asseline Hyppolite Phone: (305) 416-1990
www.archive.miamigov.com/eodp

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 2019-20	FY 2020-21
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
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	351,174	383,631	447,114	482,000	501,000
Operating Expense	18,776	26,767	17,406	26,000	36,000
	369,950	**410,398**	**464,520**	**508,000**	**537,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	369,950	410,398	464,520	508,000	537,000
	369,950	**410,398**	**464,520**	**508,000**	**537,000**

Equal Opportunity and Diversity Programs

Department Strategies for FY 2020-21

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.
Continue to create quarterly newsletter regarding best practices for boosting diversity initiatives and preventing employment discrimination.

Accomplishments in FY 2019-20

Aligned the internal investigation timeline and reports to more closely mirror those of the Equal Employment Opportunity Commission (EEOC). Projected to complete 45 investigations formally filed with EODP or the EEOC.
Completed over 50 trainings to employees on equal employment, diversity, and discrimination issues, which eliminates the City's need to allocate funding for outsourced employee training courses. Coordinated with the Police Department to developed specialized training for sworn Police personnel in leadership roles to help prevent, recognize, and address issues of equal opportunity, diversity, and sexual harassment.
Attended over ten pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.
Provided quality assistance advisory board by supplying administrative materials and technical guidance during organized meetings of the Equal Opportunity Advisory Board.
Working towards the expansion of the Nursing Mother's Program Citywide. Establishing a Nursing Mother's location at City Hall was not possible due to a lack of space.
Drafted a quarterly newsletter regarding best practices for boosting diversity initiatives and preventing employment discrimination.
Planned and coordinated "World Diversity Day" event for employees, as well as the community, to inspire dialogue and to promote the understanding and value of diversity.

Budget Highlights for FY 2020-21

The Budget includes the following addition:

- The Other Contractual Services line item reflects an increase to fund World Diversity Day ($2,000 GF)

Equal Opportunity and Diversity Programs

The Budget includes the following additional considerations:

- The Regular Salaries and Wages Line item reflects no step increases for employees.
- The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
To promote effective, high-quality customer service	Case investigations completed (number)	48	31	38	55
	Certification lists processed and returned to Departments within one day (percent)	99	100	100	100
Improve operational efficiency	Internal case investigations completed within 25 calendar days (percent)	89	97	100	100
	External (local, state, and federal) case investigations completed within 30 calendar days (percent)	100	100	100	100
	Certification lists reviewed and approved (number)	342	308	171	310
Foster a positive work environment for all City employees	Employees provided with mandatory EEO/Sex Harassment training (number)	745	760	545	800
	Employees attending mandatory training every three years (percent)	N/A	90	68	100
	Employees provided with additional empowerment trainings (number)	306	93	51	125

Equal Opportunity and Diversity Programs

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	286,000	0	286,000	287,000	0	287,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	22,000	0	22,000	22,000	0	22,000
522000 - Retirement Contributions	123,000	0	123,000	129,000	0	129,000
523000 - Life and Health Insurance	44,000	0	44,000	56,000	0	56,000
Personnel	**482,000**	**0**	**482,000**	**501,000**	**0**	**501,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	5,000	0	5,000
534000 - Other Contractual Services	0	0	0	4,000	0	4,000
540000 - Travel and Per Diem	2,000	0	2,000	0	0	0
540010 - Training	1,000	0	1,000	0	0	0
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
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
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	7,000	0	7,000	9,000	0	9,000
551000 - Office Supplies	3,000	0	3,000	5,000	0	5,000
552000 - Operating Supplies	2,000	0	2,000	7,000	0	7,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	2,000	0	2,000
Operating Expense	**26,000**	**0**	**26,000**	**36,000**	**0**	**36,000**
Total Expense	**508,000**	**0**	**508,000**	**537,000**	**0**	**537,000**

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.

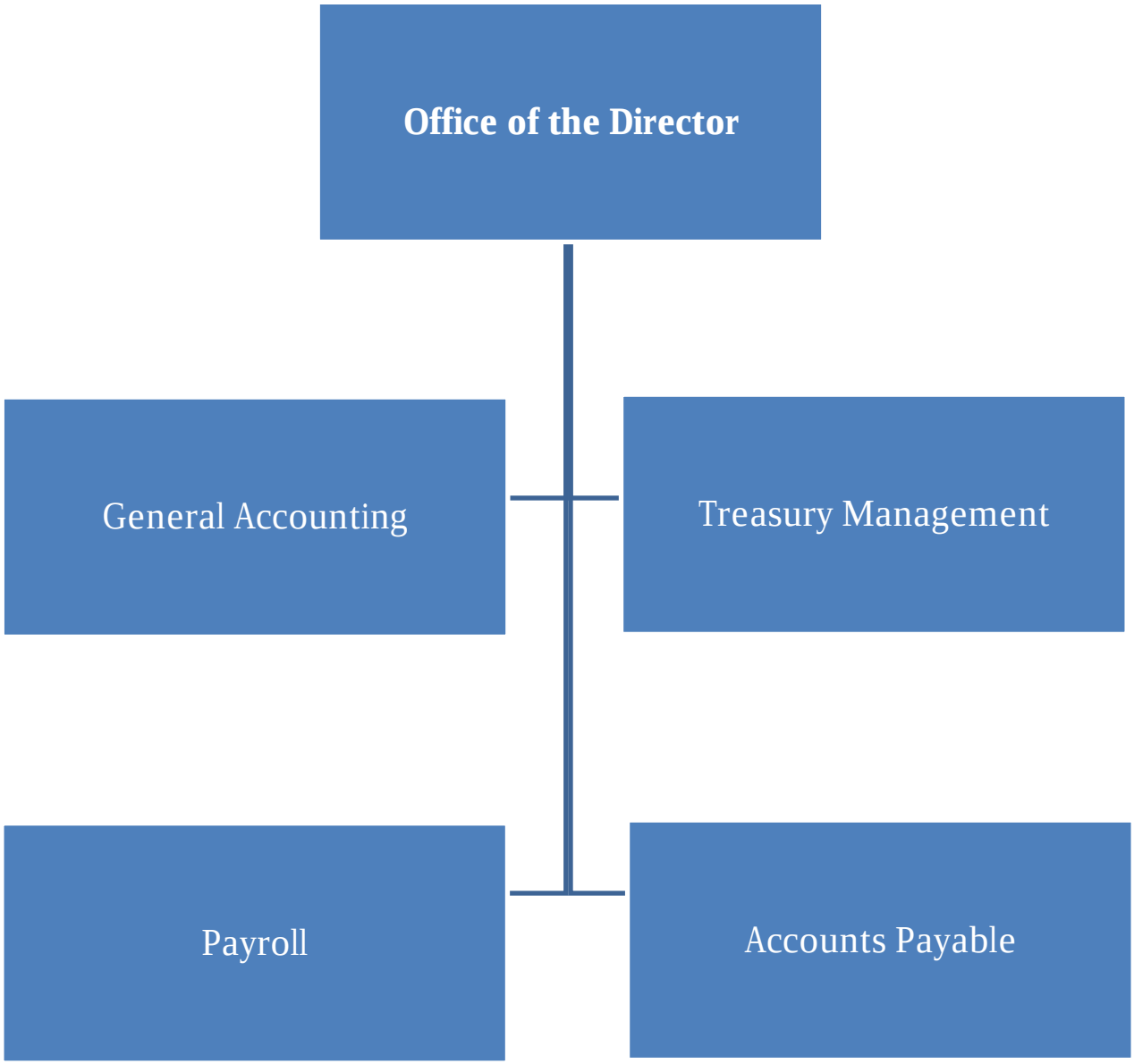
Description

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 responsively 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 Comprehensive Annual Financial Report (CAFR), 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


Office of the Director
General Accounting
Treasury Management
Payroll
Accounts Payable

Finance

Departmental Function/Unit	FY 2019-20	FY 2020-21
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 CAFR; performs departmental payroll, personnel, procurement, and legislative functions.	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.	23	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
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
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
TOTAL FULL-TIME POSITIONS	**69**	**68**

Finance

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	7,135,938	7,431,060	7,498,671	8,168,000	8,830,000
Operating Expense	1,198,322	1,275,256	1,861,609	2,162,000	2,170,000
Capital Outlay	275,474	3,324	102,835	0	0
Non-Operating Expenses	1,478	69,288	1,788	0	0
Transfers - OUT	0	0	526,000	0	0
	8,611,211	**8,778,928**	**9,990,903**	**10,330,000**	**11,000,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	8,611,211	8,709,604	9,431,096	10,330,000	11,000,000
Community Development	0	69,285	1,782	0	0
Emergency Funds	0	39	558,025	0	0
	8,611,211	**8,778,928**	**9,990,903**	**10,330,000**	**11,000,000**

Department Strategies for FY 2020-21

Continue to train user departments on the revised accounts payable process to achieve optimal operational efficiency regarding the payment of City vendors.

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

Implement regular trainings to reduce the average number of days to process invoices Citywide and ensure that all Departments have their respective invoices processed within the State of Florida mandate of 45 days.

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

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

Continue to provide training to key personnel to ensure staff expands on their foundations of knowledge, stays current with accounting standards and practices, and adds to their professional growth and development.

Accomplishments in FY 2019-20

Trained new users on the accounts payable payment process to ensure consistency with best practices, while exploring modifications to the process through a working group, including the City's Chief Innovation Officer.

The City received a revised Bond rating from Fitch by applying sound asset management internal controls and enhanced investment strategies. As a result, the Special Obligation Non-Ad Valorem Revenue Bond was

upgraded to AA-. In addition, Standard and Poor's Global Ratings affirmed its AA- long-term rating on the City of Miami's general obligation bonds (GOB), limited ad valorem bonds, and its bonds secured by the City's covenant to budget and appropriate legally available non-ad valorem revenue.
Provided regular trainings for accounts payable liaisons to educate them on the process of submitting an invoice within the State of Florida mandate. The goal is to reduce the amount of time it takes to process invoices.
Preparation of the Cost Allocation Plan is ongoing and is expected to be completed in September 2020.
Refunded the Tax-Exempt Special Obligation Parking Revenue Bonds, Series 2010A (Marlins Stadium Project) resulting in a savings of $6.879 million Net Present Value. Refunded Special Obligation Non-Ad Valorem Revenue Refunding Bonds, Series 2012 (Port of Miami Tunnel Project) resulting in a savings of $1.256 million Net Present Value.
Successfully published the 2019 Comprehensive Annual Financial Report with an unqualified audit opinion by March 31, 2020 utilizing the Hyperion Financial Management (HFM) system. Successfully completed the 2019 Single Audit and Management Letter by April 30, 2020, in accordance with the City's Financial Integrity Principles. The Management Letter reflected no findings for the Finance Department.
Purchased and implemented SymPro, a treasury management software that will improve processes related to cash, investment, and debt management. Managed the upgrade of KRONOS Timekeeper software to the cloud-based version of 8.1.1, which allows for the efficient use of city resources and generates cost savings by eliminating the need for an on-site support team and on-premise upgrades.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Other Contractual Services Line item reflects a reduction to account for anticipated savings following the implementation of the SymPro Treasury Management Software (GF $10,000).
The Regular Salaries and Wages Line item reflects the elimination of one vacant Financial Analyst I position in AFSCME 1907 totaling $49,000 (GF). This reduction will impact services by delaying the reporting of the city's monthly financials in the general ledger.

The Budget includes the following additions:

Additional funding was added to the Professional Services Line item for GASB87 implementation (GF $25,000).
Additional funding was added to the Other Contractual Services Line item for a four percent contractual increase to the KRONOS Timekeeper software (GF $10,000).

The Budget includes the following considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Finance

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
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)	99.74	99.82	99.88	99.9
	Dunning letters printed and mailed by the 15th of each month (percent)	100	98.11	100	100
Reduce the average number of days to process invoices Citywide	Invoices processed without exception monthly (percent)	81.79	80.55	80.76	85
Streamline the grant reimbursement process to ensure the timely receipt of City funds	Grant expenditures reimbursed at year end (percent)	95	98	98	98
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	Yes	Yes	Yes
	Number of repeat finance audit findings (number)	2	1	0	0
	Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit)	Yes	Yes	Yes	Yes
	Produce Comprehensive Annual Financial Report by the end of second quarter (unit)	Yes	Yes	Yes	Yes

Finance

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,244,000	0	5,244,000	5,220,000	0	5,220,000
512010 - Attrition Savings - Salaries	(575,000)	0	(575,000)	(38,000)	0	(38,000)
516000 - Fringe Benefits	16,000	0	16,000	22,000	0	22,000
521000 - Fica Taxes	399,000	0	399,000	397,000	0	397,000
522000 - Retirement Contributions	2,015,000	0	2,015,000	2,247,000	0	2,247,000
523000 - Life and Health Insurance	1,069,000	0	1,069,000	982,000	0	982,000
Personnel	**8,168,000**	**0**	**8,168,000**	**8,830,000**	**0**	**8,830,000**
Operating Expense						
524000 - Workers' Compensation	153,000	0	153,000	128,000	0	128,000
531000 - Professional Services	909,000	0	909,000	446,000	0	446,000
532000 - Accounting and Auditing	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	61,000	0	61,000	626,000	0	626,000
540000 - Travel and Per Diem	16,000	0	16,000	0	0	0
540010 - Training	11,000	0	11,000	0	0	0
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	38,000	0	38,000	41,000	0	41,000
546001 - IT-Repair and Maintenance Services	133,000	0	133,000	165,000	0	165,000
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	85,000	0	85,000	8,000	0	8,000
Operating Expense	**2,162,000**	**0**	**2,162,000**	**2,170,000**	**0**	**2,170,000**
Total Expense	**10,330,000**	**0**	**10,330,000**	**11,000,000**	**0**	**11,000,000**

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.

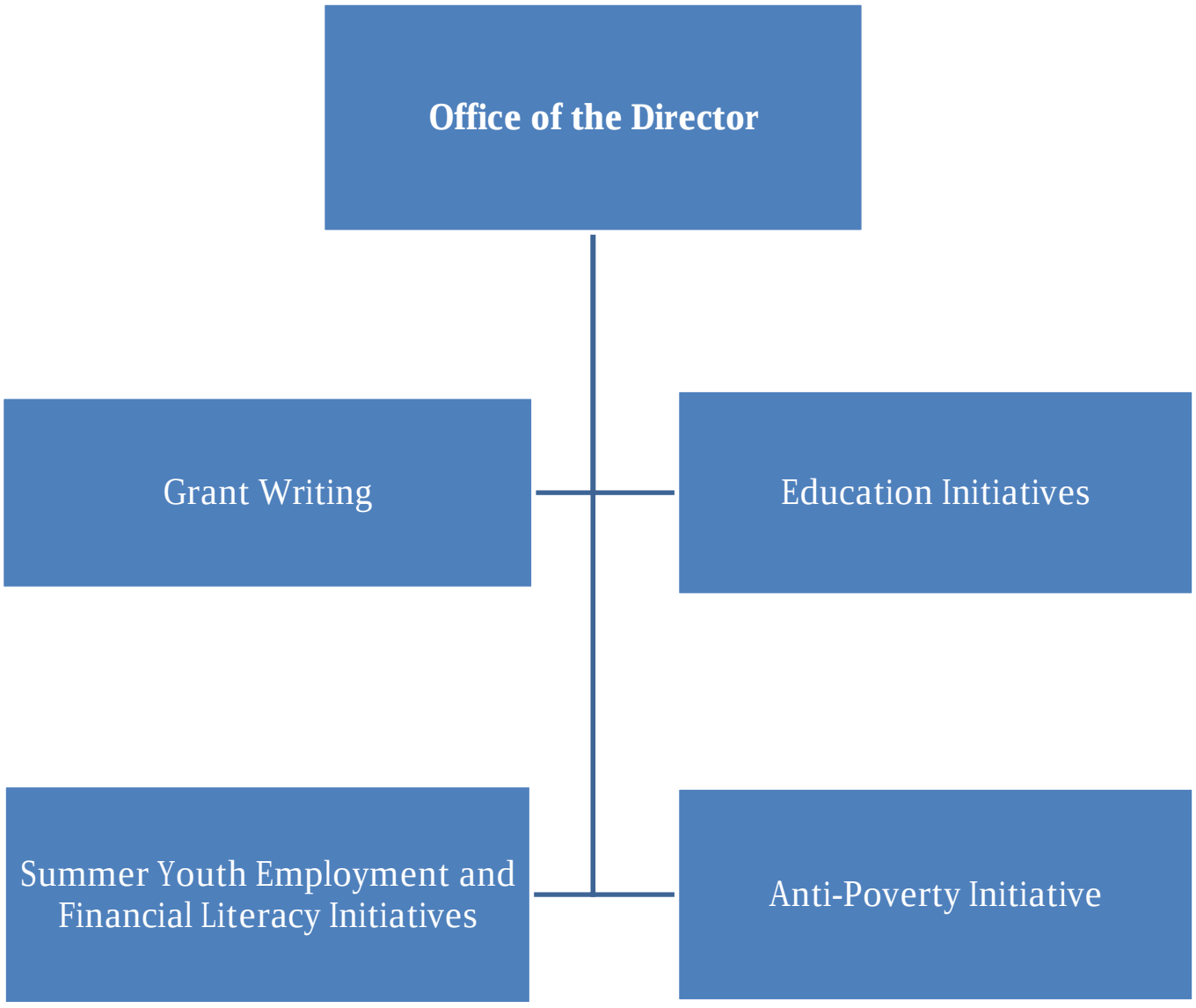
Description

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



Grants Administration

Departmental Function/Unit	FY 2019-20	FY 2020-21
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
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.	5	4
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
SUMMER YOUTH EMPLOYMENT and FINANCIAL LITERACY INITIATIVES Manages and implement the Summer Youth Employment and Financial Literacy Initiatives, 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
ANTI – POVERTY INITIATIVE 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
TOTAL FULL-TIME POSITIONS	**10**	**9**

Grants Administration

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	3,308,001	2,938,508	1,530,035	1,617,000	1,527,000
Operating Expense	815,887	478,056	1,010,378	256,000	550,000
Capital Outlay	3,744	33,526	0	2,000	2,000
Non-Operating Expenses	0	0	0	18,000	15,000
	4,127,633	**3,450,091**	**2,540,413**	**1,893,000**	**2,094,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	1,533,912	1,666,781	1,760,052	1,708,000	1,634,000
Departmental Improvement Initiative	2,187,523	776,636	625	0	0
Grants-Work Force Program	11,733	798,827	(81,249)	0	0
Grants-Other Programs	394,392	207,455	860,984	185,000	460,000
Emergency Funds	73	391	0	0	0
	4,127,633	**3,450,091**	**2,540,413**	**1,893,000**	**2,094,000**

Department Strategies for FY 2020-21

Continue to work with different entities to increase grant revenues.
Continue to offer the Families First Parenting Program to over 96 families and caregivers.
Continue to increase the number of student participation in the School Year Internship Program.
Continue to provide employment and financial literacy education to disadvantaged Miami youth for the Miami Connect Summer Jobs program.
Continue to provide human capital and capacity building to local entities for the Americorp VISTA program.
Continue to expeditiously process Anti-Poverty agreements.

Accomplishments in FY 2019-20

As of June 30th, submitted 57 grants totaling over $83.400 million in potential grant awards; and have been awarded 17 grants totaling $7.640 million with the expectation of meeting the goal of 60 percent awarded.
Offered the Families First Parenting Program to over 101 families and caregivers. As of the first week of March, families were contacted weekly to provide parenting and educational assistance as well as updates on City resources to ease impact of pandemic.
Increased the number of student participants in the School Year Internship Program (program ended in early March due to COVID-19).
Received a $275,000 grant from the Cities of Financial to provide employment and financial literacy education to 200 disadvantaged youth in the Miami Connect Summer Jobs Program for the 7th year.

Grants Administration

The AmeriCorps VISTA members collectively leveraged over $15,000 of donations in cash and in-kind resources. In addition, the AmeriCorps VISTA members provided over 1000 hours of community volunteer services in recruited and management

In adherence to COVID-19 social distancing protocols, the restructured Miami Connect Summer Jobs Program offered financial literacy education and a telework experience to approximately 200 disadvantaged Miami youth for 20 hours per week for five weeks via zoom.

As of June 30th, processed 17 Anti-Poverty agreements totaling $405,000 providing services to over 72,000 residents.

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the elimination of one vacant Grant Writer position in AFSCME 1907 $89,000 (GF). This reduction will impact services by reducing the volume of grant applications submitted, grant applications approved, and the amount monies the City generates.

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

The budget includes $382,000 (GF) for the Miami Connect Summer Jobs Program which will fund approximately 200 disadvantaged Miami youth for 20 hours per week for five weeks via zoom.

Grants Administration

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
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's services and programs	Actual value of Grants Awarded (dollars in millions)	9.7	13.38	24.59	10.5
	Grants Success Ratio (grants received versus grants applied for) (percent)	76	50	60	50
Implement grants and programs for citywide initiatives promoting financial self-sufficiency, and educational success	Summer Jobs Connect Miami participants increasing financial literacy to "very good" or higher (percent)	90	69	92	70
	Parents and primary caregivers increase parenting skills (percent)	N/A	90	97	80

Grants Administration

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	697,000	0	697,000	647,000	0	647,000
513000 - Other Salaries and Wages	364,000	21,000	385,000	382,000	20,000	402,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	52,000	0	52,000	49,000	0	49,000
522000 - Retirement Contributions	301,000	0	301,000	291,000	0	291,000
523000 - Life and Health Insurance	175,000	0	175,000	131,000	0	131,000
Personnel	**1,596,000**	**21,000**	**1,617,000**	**1,507,000**	**20,000**	**1,527,000**
Operating Expense						
524000 - Workers' Compensation	33,000	0	33,000	28,000	0	28,000
531000 - Professional Services	0	82,000	82,000	0	90,000	90,000
534000 - Other Contractual Services	4,000	12,000	16,000	29,000	287,000	316,000
540000 - Travel and Per Diem	10,000	8,000	18,000	0	12,000	12,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	21,000	0	21,000	26,000	0	26,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	0	32,000	32,000	0	27,000	27,000
551000 - Office Supplies	5,000	3,000	8,000	5,000	3,000	8,000
552000 - Operating Supplies	0	7,000	7,000	0	4,000	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	31,000	0	31,000	31,000	0	31,000
Operating Expense	**112,000**	**144,000**	**256,000**	**127,000**	**423,000**	**550,000**
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	18,000	18,000	0	15,000	15,000
Non-Operating Expenses	**0**	**18,000**	**18,000**	**0**	**15,000**	**15,000**
Total Expense	**1,708,000**	**185,000**	**1,893,000**	**1,634,000**	**460,000**	**2,094,000**

Human Resources

Department Head: Angela Roberts Phone: (305) 416-2110
www.miamigov.com/Government/Departments-Organizations/Human-Resources

Mission Statement

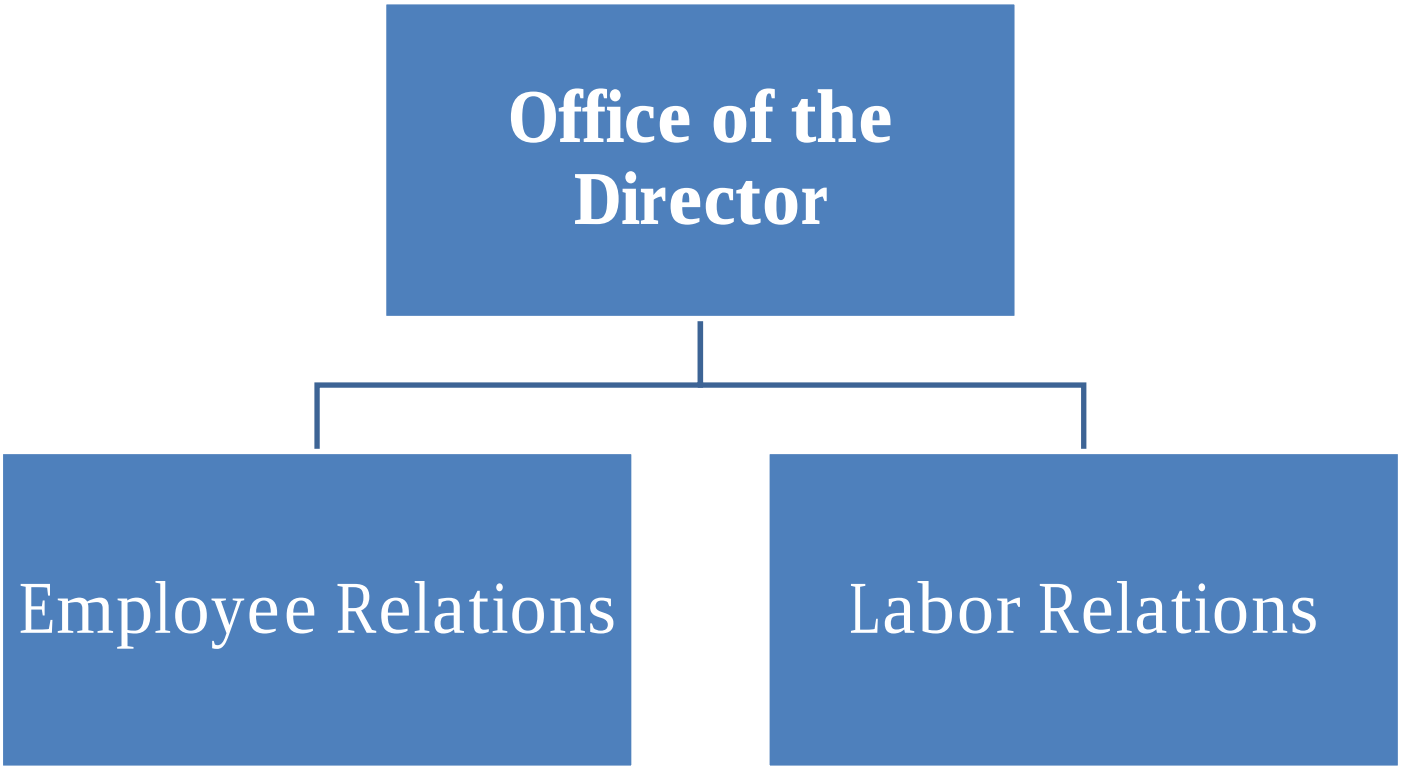
Providing excellent human resources services in a positive, professional, and proactive manner.

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.


Office of the Director
Employee Relations
Labor Relations

Human Resources

Departmental Function/Unit	FY 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR 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.	8	8
EMPLOYEE RELATIONS 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.	26	23
LABOR RELATIONS 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.	4	3
TOTAL FULL-TIME POSITIONS	**38**	**34**

Human Resources

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	3,930,906	4,312,302	4,411,138	5,074,000	4,845,000
Operating Expense	329,800	280,915	265,963	217,000	230,000
Capital Outlay	17,194	0	20,325	0	0
Non-Operating Expenses	0	88	0	0	0
	4,277,899	**4,593,304**	**4,697,427**	**5,291,000**	**5,075,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	4,277,899	4,593,259	4,697,427	5,291,000	5,075,000
Emergency Funds	0	46	0	0	0
	4,277,899	**4,593,304**	**4,697,427**	**5,291,000**	**5,075,000**

Department Strategies for FY 2020-21

Continue to conduct Professional Development level courses and coaching academies as requested by departmental directors focusing on conflict management, team building, and customer service.

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 with the American Federation of State, County, and Municipal Employees (AFSCME 1907), and the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871).

Meet hiring department's needs to fill initial and secondary job openings by working with all City Departments to develop, administer, score customized and job-related structured interviews, and to share the results. Work with the Office of the City Attorney to successfully resolve high-stakes promotional testing-related challenges from candidates.

Enhance the marketing of positions in areas such as information technology, engineering, and crime scene investigation in order to attract and retain more qualified candidates.

Streamline the NEOGOV online application process for the Summer Youth Program - Worker Trainee, Part-time for the Office of Grants Administration and purge old NEOGOV requisition recruitment data to help reduce the organization's liability, better organize data, and optimize system performance.

Complete the salary schedule book for distribution. The salary schedule book will include job code, job title, and salary information for every classification grouped by salary schedule. Work with departments, as requested, to review tables of organization, staffing, and responsibilities to help determine needs and accomplish goals through audits that reclassify, revise, or create classifications.

Human Resources

Accomplishments in FY 2019-20

Moved from monthly Oracle Performance Appraisal training to an as-needed or upon-request basis for individuals and department or employees requests.

Developed, implemented, and conducted Professional Development programs including Personality Styles at Work, and Business Etiquette, and at least two E-learning programs each month; developed and implemented Management and Leadership Development programs including Progressive Discipline, and Collaboration in the Workplace, as well as updated the Supervisor Orientation Program.

Implemented additional changes in our programs and trainings to promote the City's strategic plan and standard of excellence in our work in the mandatory Customer Service Champions, Professionalism and Ethics, and New Employee Orientation Programs for 2020. Created and implemented virtual trainings for the following classes: Mandatory Customer Service Champions; Mandatory Professionalism and Ethics; Delivering Service Excellence; Labor Relations APM Overview; Public Records Training; Dale Carnegie's Golden Rules; Change Management: Who Moved My Cheese?; and Live Wellness Programs through CIGNA. Coordinated the National Customer Service Week observance and launched of the Employee Recognition initiative.

Continued to review and revise the various City administrative policies to remain in line with changes in the law and the City's overall strategic objectives.

Conducted recruitment processes, qualifying procedures (QP), appeals review, processed volunteer and internship applications, provided customer service to internal and external applicants to assist City departments to achieve their hiring goals.

Coordinated the Quarterly Employee Recognition Program that honors employees for promotions within the City, completion of higher education degrees and professional certifications, and return from military deployment. Conducted the coordination of the Active Shooter Citywide training initiative including all logistics, scheduling, attendance monitoring and tracking with the Miami Police Department Shield Unit for all City employees as a mandatory safety initiative.

Worked on establishing procedures and informing employees of the new Families First Coronavirus Response Act and continued efforts to digitize all personnel records of active employees hired prior to 2015.

Implemented Across the Board Increases for (AFSCME 1907), (AFSCME 871), Innovation and Technology, Inspectors, the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP), Managerial Confidential, Unclassified, Executive, and Executive Police salary schedules.

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the elimination of four vacant AFSCME 1907 positions. One Human Resources Generalist, two Human Resources Technician II, and one Labor Relations Manager, totaling $225,000 (GF). This reduction will impact services by delaying the recruitment process for those seeking employment within the City.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages Line item reflects no step increases for employees.

Human Resources

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Modernize and streamline City processes
Strengthen trust through excellent customer service

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
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)	17	16	12	21
Seek ways to streamline and expedite various human resources process, such as, the hiring process to meet the needs of changing workforce and City as a whole	Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	10.75	10.18	8.16	14.00
	Position audits and reclassification completed (number)	234	178	229	199.92
	Average time for the completion of the Personnel Action Form cycle (days)	1.45	1.21	1.30	1.20
Provide training and development programs that support effective utilization and maximum development of human resources to promote organizational productivity	Average time effectiveness assessed by a post-training anonymous evaluation on a five-point Liker scale (where one is needs improvement and five is excellent) (ratings)	4.80	4.88	4.84	4.80
	Employee trained by courses offered by the Human Resources Department (number)	5,045	5,043	4,833	4,005

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Human Resources

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,940,000	0	2,940,000	2,725,000	0	2,725,000
512010 - Attrition Savings - Salaries	(112,000)	0	(112,000)	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	73,000	0	73,000	73,000	0	73,000
515000 - Special Pay	0	0	0	2,000	0	2,000
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	226,000	0	226,000	209,000	0	209,000
522000 - Retirement Contributions	1,215,000	0	1,215,000	1,226,000	0	1,226,000
523000 - Life and Health Insurance	719,000	0	719,000	597,000	0	597,000
Personnel	**5,074,000**	**0**	**5,074,000**	**4,845,000**	**0**	**4,845,000**
Operating Expense						
524000 - Workers' Compensation	94,000	0	94,000	79,000	0	79,000
531000 - Professional Services	24,000	0	24,000	24,000	0	24,000
534000 - Other Contractual Services	0	0	0	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	72,000	0	72,000	90,000	0	90,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,000	0	5,000	5,000	0	5,000
Operating Expense	**217,000**	**0**	**217,000**	**230,000**	**0**	**230,000**
Total Expense	**5,291,000**	**0**	**5,291,000**	**5,075,000**	**0**	**5,075,000**

Human Services

Department Head: Milton Vickers Phone: (305) 416-1091
www.miamigov.com/Government/Departments-Organizations/Human-Services

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 in order to promote citizen awareness of all available programs and improve the overall delivery of services.

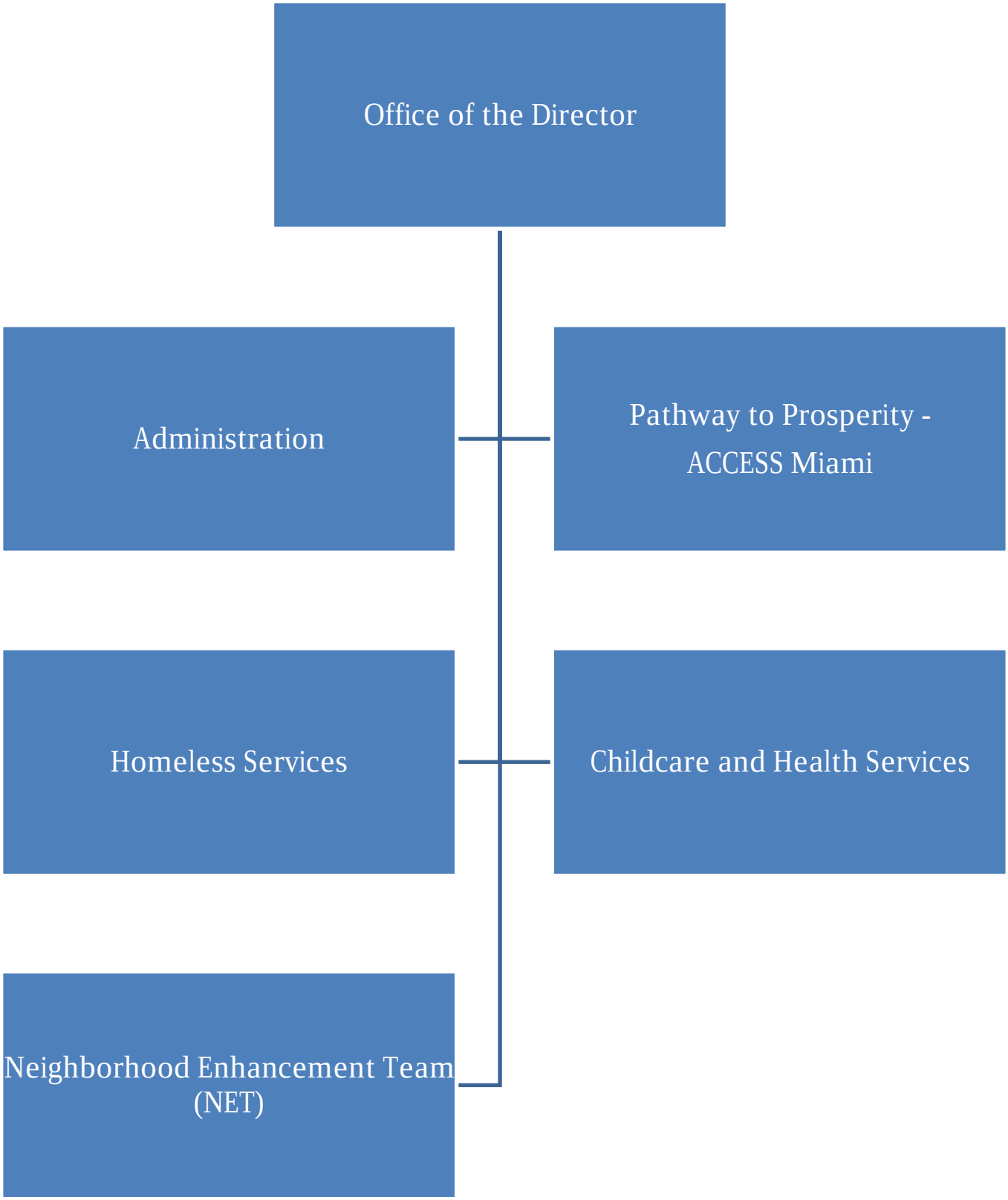
Description

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, and physical and environmental enhancements.

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



Human Services

Departmental Function/Unit	FY 2019-20	FY 2020-21
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, Health Initiatives, and the Neighborhood Enhancement Team.	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.	4	4
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
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.	45	44
CHILDCARE AND HEALTH SERVICES 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; develops partnerships with local health providers and community-based organizations, homeowners associations, and civic organizations.	10	10
LIVE HEALTHY MIAMI Manages multi-year all-inclusive partnerships with city stakeholders, aimed at making the City healthier.	1	0
NEIGHBORHOOD ENHANCEMENT TEAM Manages and monitors the daily activities of NET areas; serves as a liaison between the community and the City Administration; coordinates and attends outreach efforts and community meetings as required, and coordinates community functions; support staff serves as the technical and customer service liaisons between the City and residents; maintains and tracks daily tasks in conjunction with the Miami-Dade County 311 Call Center; processes Certificate of Use and Business Tax Receipt permits; prepares reports as necessary and assists community with tax preparations and other services at each NET Office; works closely with each District Commissioner in daily activities under the supervision of a NET Administrator.	0	23
TOTAL FULL-TIME POSITIONS	**67**	**88**

Human Services

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	0	3,688	5,261,025	5,794,000	6,746,000
Operating Expense	0	0	1,832,999	2,541,000	2,551,000
Capital Outlay	0	0	1,253	0	0
Non-Operating Expenses	0	0	0	352,000	659,000
	-	**3,688**	**7,095,277**	**8,687,000**	**9,956,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	0	0	4,506,975	5,962,000	6,744,000
Homeless Program	0	3,688	2,213,610	2,535,000	2,715,000
Human Services Fund	0	0	352,459	190,000	497,000
Departmental Improvement Initiative	0	0	22,237	0	0
Emergency Funds	0	0	(3)	0	0
	-	**3,688**	**7,095,277**	**8,687,000**	**9,956,000**

Department Strategies for FY 2020-21

Continue to provide residents and small businesses access to benefits, capital, and financial education.
Continue to expand our workforce development, placement, and training services for job seekers and local business 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 connect homeless individuals and veterans to resources and assistance.
Continue to promote health and well-being for children and provide quality childcare.

Accomplishments in FY 2019-20

Provided residents and small businesses access to benefits by overseeing the Florida Virtual Entrepreneur Center (FLVE) that provides online services to assist new small businesses and entrepreneurs to establish their business.
Provided free tax services that generated over $190 million in refunds since inception, relaunched buymiami.biz to promote small businesses and increase awareness and sales.
Expanded workforce development, placement, and training services for job seekers and local businesses during the pandemic by providing direct services to business clients who requested additional personnel due to layoffs and furloughs.

Placed 89 veterans and 4,798 homeless individuals in shelters; placed 512 families and individuals during emergency weather; conducted 223 clean-ups; and contacted on an average of 385 homeless individuals per day.
Engaged community partners that connected residents to free services, promoted healthy City, communicated available programs, and increased overall delivery of human services.
Promoted the health and well-being for children and distributed over 400 meals, educational packets, and hand sanitizers during the pandemic at the different childcare learning facilities.
Purchased diapers with grant funds and distributed to needy families.
Provided hand sanitizers, gloves, masks, and other safety equipments to the homeless population, as well as installed hand sanitizing stations throughout the City.
Supplied 800 meals to the children at Lotus House.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of one vacant Budget and Financial Support Advisor, and one filled Assistant Director of Homeless position, totaling $109,000 (GF). These reductions will not impact services.
The Other Contractual Services Line item reflects a reduction of $250,000 (GF) that will reduce the City's donation contribution to local community agencies.
Various Line items are reduced due to the elimination of the Veterans Affairs division $19,000 (GF).

The Budget includes the following additional considerations:

The Budget includes the transfer of funding from the Resilience and Public Works Department to the Department of Human Services for the Downtown Employment Program. The funding is reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (GF $63,000).
The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem Line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing, (see Appendix J), the FY 2020-21 Adopted Budget for Human Services includes the addition of one position $162,000 (GF)
To reflect the amendments made by the City Commission as recommended in the draftmemorandum titled Actions Taken at the Second Budget Hearing, (see Appendix J), the FY 2020-21 Adopted Budget for Human Services includes the addition of District Two and District Five NET Offices $1.523 million (GF).

Human Services

Strategic Alignment and Performance Measure

Priority: Pathway to Prosperity

Citywide Goal:

Maintain and grow a diverse and inclusive economy

Establish a supportive environment for small businesses

Foster and promote job training and education and position all for success by providing access to critical services

Citywide Objectives:

Connect at-risk population to opportunities for advancement

Bolster small businesses through supportive programs and incentives

Invest in youth by providing job opportunities, education, or financial support

Connect homeless to resources and assistance

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Establish a supportive environment for small business	Florida Virtual Entrepreneur Center (FLVEC) site visits (number) (new)	N/A	N/A	N/A	1,200
	Small Business Assistance – one on ones (number) (new)	N/A	N/A	N/A	1,800
	Small Business Assistance – workshop attendees (number) (new)	N/A	N/A	N/A	2,400
Foster and promote job training and education	Opportunity Center placements (number)	N/A	N/A	250	1,000
	Opportunity Center – Employer Job Orders (number) (new)	N/A	N/A	N/A	600
	Student enrollment for future bound (number) (new)	N/A	N/A	N/A	250
Position all for success by providing access to critical services	Participants served under Pathway to Prosperity ACCESS Miami Financial Empowerment Initiatives (number)	2,159	2,200	2,500	5,000
	Health Screenings (number)	60	1,170	500	1,000
	Community engagement events (number)	N/A	18	5	10
	Shelter placement, excludes veterans (number)	1,216	3,500	6,000	6,000
	Families placed during inclement weather (number)	387	400	400	N/A
	Individuals Homeless Outreach contacts (number) (new)	N/A	N/A	N/A	45,000
	Individuals placed in Emergency Weather (number) (new)	N/A	N/A	N/A	300
	Individuals placed in motel/hotel (number) (new)	N/A	N/A	N/A	200
	Veterans placed in shelter (number)	N/A	N/A	N/A	60
	Identification and Birth Certificate replaced (number)	N/A	N/A	N/A	200
	Maintain maximum student enrollment (number)	68	85	200	250

Human Services

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,049,000	1,255,000	3,304,000	3,426,000	1,167,000	4,593,000
512010 - Attrition Savings - Salaries	(51,000)	(254,000)	(305,000)	(36,000)	(254,000)	(290,000)
513000 - Other Salaries and Wages	58,000	0	58,000	58,000	0	58,000
513010 - Other Salaries and Wages -Part Time Year Year Round	95,000	80,000	175,000	95,000	80,000	175,000
516000 - Fringe Benefits	15,000	0	15,000	15,000	0	15,000
521000 - Fica Taxes	156,000	98,000	254,000	150,000	66,000	216,000
522000 - Retirement Contributions	1,202,000	0	1,202,000	939,000	238,000	1,177,000
523000 - Life and Health Insurance	1,091,000	0	1,091,000	743,000	59,000	802,000
Personnel	**4,615,000**	**1,179,000**	**5,794,000**	**5,390,000**	**1,356,000**	**6,746,000**
Operating Expense						
524000 - Workers' Compensation	70,000	0	70,000	54,000	3,000	57,000
531000 - Professional Services	3,000	1,019,000	1,022,000	3,000	1,019,000	1,022,000
534000 - Other Contractual Services	929,000	110,000	1,039,000	960,000	110,000	1,070,000
540000 - Travel and Per Diem	1,000	0	1,000	0	0	0
541000 - Communications & Related Services	23,000	16,000	39,000	22,000	16,000	38,000
543000 - Utility Services	27,000	0	27,000	0	0	0
543010 - Utilities Water	0	0	0	2,000	0	2,000
543020 - Utilities Electricity	0	0	0	23,000	0	23,000
544000 - Rentals and Leases	87,000	46,000	133,000	51,000	46,000	97,000
545011 - Insurance - Vehicle Liability	4,000	0	4,000	11,000	0	11,000
546001 - IT-Repair and Maintenance Services	126,000	0	126,000	157,000	0	157,000
548000 - Promotional Activities	8,000	0	8,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	19,000	0	19,000	17,000	0	17,000
552000 - Operating Supplies	27,000	3,000	30,000	27,000	3,000	30,000
552200 - Clothing/Uniform Supplies	19,000	0	19,000	18,000	0	18,000
Operating Expense	**1,347,000**	**1,194,000**	**2,541,000**	**1,354,000**	**1,197,000**	**2,551,000**
Non-Operating Expense						
896000 - Budget Reserve	0	352,000	352,000	0	659,000	659,000
Non-Operating Expenses	**0**	**352,000**	**352,000**	**0**	**659,000**	**659,000**
Total Expense	**5,962,000**	**2,725,000**	**8,687,000**	**6,744,000**	**3,212,000**	**9,956,000**

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 in order 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 in order 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 2019-20	FY 2020-21
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
TOTAL FULL-TIME POSITIONS	**9**	**9**

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	932,043	809,066	1,100,583	1,433,000	1,245,000
Operating Expense	60,099	61,649	72,440	95,000	87,000
Capital Outlay	0	0	0	2,000	2,000
	992,142	**870,716**	**1,173,023**	**1,530,000**	**1,334,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	992,142	870,716	1,173,023	1,530,000	1,334,000
	992,142	**870,716**	**1,173,023**	**1,530,000**	**1,334,000**

Independent Auditor General

Department Strategies for FY 2020-21

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 FY 2020-21. Audits will focus on recoveries of monies owed to the City, including contracts and leasing 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 the implemented investigative procedures prepared for staff use.

Accomplishments in FY 2019-20

Prepared a risk-based annual audit plan prior to the start of the new fiscal year and identified high-risk types of audit engagements relative to business and service delivery processes.
Followed-up on the status of a sample of prior audit findings and proposed recommendations.
Completed one investigation that resulted in recommendations for operating and control improvements in various areas.
Identified internal control deficiencies and lack of compliance with certain leasing activities and contracts.
Made recommendations for improvements in areas of Solid Waste fee billings and franchise fee collections, Real Estate, and Police Department operations. Recommendations for recoveries of monies totaled $697,980.

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the freezing of two vacant unclassified positions that have been vacant for more than a year totaling $147,000 (GF).

The Budget includes the following additional considerations:

- The Regular Salaries and Wages Line item reflects no step increases for employees.
  The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Independent Auditor General

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions	Audits performed (number)	9	14	7	7
	Special reviews performed (number)	1	1	2	3
	Investigations performed (number)	1	0	0	3
Target high risk areas for our audits to improve controls, enhance revenues, and minimize expenses	Recommended recoveries due from Audits (dollars)	1,988,467	1,664,757	698,374	750,000
	Actual recoveries collected from Audits (dollars)	1,077,946	387,300	698,374	792,000

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Independent Auditor General

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	928,000	0	928,000	726,000	0	726,000
512010 - Attrition Savings - Salaries	(18,000)	0	(18,000)	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	45,000	0	45,000	45,000	0	45,000
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	66,000	0	66,000	52,000	0	52,000
522000 - Retirement Contributions	264,000	0	264,000	274,000	0	274,000
523000 - Life and Health Insurance	131,000	0	131,000	131,000	0	131,000
Personnel	**1,433,000**	**0**	**1,433,000**	**1,245,000**	**0**	**1,245,000**
Operating Expense						
524000 - Workers' Compensation	20,000	0	20,000	16,000	0	16,000
531000 - Professional Services	11,000	0	11,000	11,000	0	11,000
532000 - Accounting and Auditing	25,000	0	25,000	25,000	0	25,000
540000 - Travel and Per Diem	8,000	0	8,000	0	0	0
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	18,000	0	18,000	22,000	0	22,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000
Operating Expense	**95,000**	**0**	**95,000**	**87,000**	**0**	**87,000**
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	**1,530,000**	**0**	**1,530,000**	**1,334,000**	**0**	**1,334,000**

Innovation and Technology

Department Head: Michael Sarasti Phone: (305) 416-1659
www.miamigov.com/Government/Departments-Organizations/Innovation-and-Technology-DoIT

Mission Statement

To continuously improve constituent services, ensure data-driven decision-making, and deliver innovative, user-friendly technology that empowers City departments and improves the quality of our community.

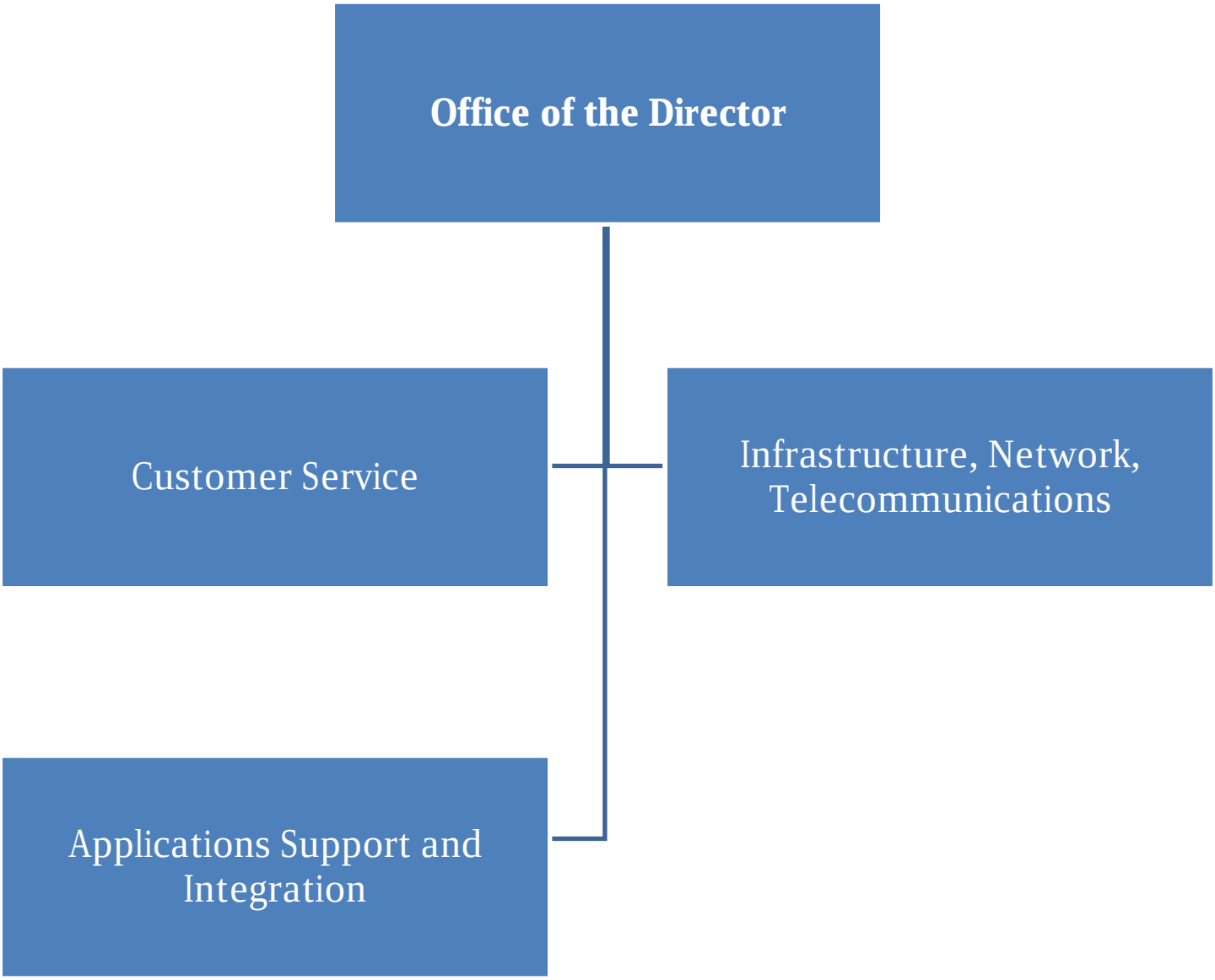
Description

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*, the Department advocates for and enables data sharing to improve transparency to the residents and the business community; collaborates with our civic technology partners to address challenges facing the City; empowers City employees through capacity building in lean techniques and data-driven decision making. DoIT takes a human-centered approach to digital transformation, ensuring 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 the 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



Innovation and Technology

Departmental Function/Unit	FY 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel responsible for the provision of networks, computers, and systems; provides administrative support to operations; develops the City's cyber-security policies; 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; supports the development of the City's Strategic Plan and performance management by ensuring data standards and practices; and instructs and leads Citywide process improvement, digital, and data initiatives.	12	11
CUSTOMER SERVICE Provides level one and level two 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; markets, promotes, and communicates DoIT services to all business partners.	15	13
INFRASTRUCTURE, NETWORK, AND TELECOMMUNICATIONS Maintains and supports the City's business network, application and data servers, email system, cloud and on-premise storage systems, business continuity, backup, and data archival systems.	18	18
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, Geographic Information System (GIS), Public Safety, Human Resources, and Enterprise Resource Planning (ERP) operations.	40	40
TOTAL FULL-TIME POSITIONS	**85**	**82**

Innovation and Technology

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	8,379,442	10,414,074	12,350,106	13,739,000	13,292,000
Operating Expense	672,182	873,704	1,829,496	677,000	606,000
Capital Outlay	44,130	166,750	118,790	38,000	38,000
Non-Operating Expenses	43	0	0	44,000	44,000
	9,095,796	**11,454,528**	**14,298,392**	**14,498,000**	**13,980,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	8,863,805	11,138,123	13,730,538	14,454,000	13,936,000
General Special Revenue	0	31,456	24,000	44,000	44,000
Departmental Improvement Initiative	231,941	284,874	533,118	0	0
Emergency Funds	51	74	10,736	0	0
	9,095,796	**11,454,528**	**14,298,392**	**14,498,000**	**13,980,000**

Department Strategies for FY 2020-21

Advance digital service delivery with end-to-end online solutions that support virtual government.

Bolster our security posture with improved infrastructure and automated processes.

Develop and implement the new Citywide Customer Relationship Management (CRM) Strategy; this includes Code Compliance (CodeCheck) and Parks Reservation System.

Deliver services and products that enable data-driven decision making.

Maintain an information technology program and project portfolio that lines up to the City's greatest needs.

Accomplishments in FY 2019-20

Continued Electronic Plans Review Project (ePlan) enhancements.

Code Compliance new ticketing and noticing modules are in beta and on track to be completed by December 2020.

Continued to add and improve high priority digital services to the City of Miami website (miamigov.com), including online business tax receipt (BTR) submission, Sidewalk Cafe permits, and others; established Americans with Disabilities Act (ADA) requirements for making services and information on the City's websites accessible to individuals with disabilities.

Enhanced the data program to include additional data sets and visualizations. The Resident Insights Dashboard was updated with 2019 survey responses. The 311 Dashboard is updated daily. Recovery Dashboard and DoIT Executive Dashboard are updated weekly in response to Covid-19.

Innovation and Technology

Leveraged Miami Innovation Academy graduates and techniques to update the business licensing processes (Certificate of Use and Business Tax Receipts).

Completed the implementation of the ransomware preventive technologies.

Reduced the time to respond to threats via new automated remediation mechanisms.

Completed the implementation of upgraded employee and public Wifi at the Miami Riverside Center and City Hall.

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

The Salaries and Wages Line item reflects the elimination of two vacant Information Technology Technician I positions in the AFSCME 1907 Bargaining Unit (95,000 GF). This reduction will impact services by delaying the day to day operations at the Service Desk that cater to the technological needs of all users of the City.

The Budget includes the following additional considerations:

The Budget includes the transfer of the Strategic Planning function, personnel, and funding from the Innovation and Technology Department to the Office of Management and Budget. The transfer includes one vacant Fulltime Strategic Planning and Performance Analyst $83,000 (GF) and one filled Part-time Special Project Specialist $30,000 (GF).

The Regular Salaries and Wages Line item reflects no step increases for employees.

The Travel and Per Diem Line item and Training line item have been eliminated in the General Fund for all Departments, and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget includesthe function of coordinating and liaising with Miami-Dade County 3-1-1 with no additional positions or funding.

Innovation and Technology

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes.
Seek feedback to inform improved business practices.
Enhance understanding of the City's vulnerability to environmental, social, and economic risks with data.
Promote conditions that encourage small business development and growth.

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Prioritize the user experience	Customer time saved through innovations and process improvement (hours)	N/A	34,621	41,304	60,000
	Service Request resolution time (avg) by email	N/A	N/A	N/A	2 days
	Same Day Service Request Resolution (percent)	N/A	N/A	N/A	85%
	Service Request resolution (average)	N/A	N/A	N/A	2 days
Enable the use of data and evidence to propel decision making	Number of visits to open data, performance data, and GIS sites (number)	n/a	19,274	19,921	48,000
	Data services or dashboards provided to understand a business need or support a decision.	n/a	n/a	n/a	20
Develop high-quality applications that impact our community.	Average time to open a business	n/a	n/a	n/a	TBD

Innovation and Technology

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,329,000	0	8,329,000	8,023,000	0	8,023,000
512010 - Attrition Savings - Salaries	(133,000)	0	(133,000)	(88,000)	0	(88,000)
516000 - Fringe Benefits	32,000	0	32,000	32,000	0	32,000
521000 - Fica Taxes	632,000	0	632,000	612,000	0	612,000
522000 - Retirement Contributions	3,288,000	0	3,288,000	3,389,000	0	3,389,000
523000 - Life and Health Insurance	1,591,000	0	1,591,000	1,324,000	0	1,324,000
Personnel	**13,739,000**	**0**	**13,739,000**	**13,292,000**	**0**	**13,292,000**
Operating Expense						
524000 - Workers' Compensation	116,000	0	116,000	94,000	0	94,000
531000 - Professional Services	60,000	0	60,000	136,000	0	136,000
534000 - Other Contractual Services	107,000	0	107,000	1,000	0	1,000
540000 - Travel and Per Diem	50,000	0	50,000	0	0	0
540010 - Training	25,000	0	25,000	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	216,000	0	216,000	272,000	0	272,000
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	66,000	0	66,000	66,000	0	66,000
Operating Expense	**677,000**	**0**	**677,000**	**606,000**	**0**	**606,000**
Capital Outlay						
664000 - Machinery and Equipment	38,000	0	38,000	38,000	0	38,000
Capital Outlay	**38,000**	**0**	**38,000**	**38,000**	**0**	**38,000**
Non-Operating Expense						
896000 - Budget Reserve	0	44,000	44,000	0	44,000	44,000
Non-Operating Expenses	**0**	**44,000**	**44,000**	**0**	**44,000**	**44,000**
Total Expense	**14,454,000**	**44,000**	**14,498,000**	**13,936,000**	**44,000**	**13,980,000**

Management and Budget

Department Head: Christopher Rose 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.

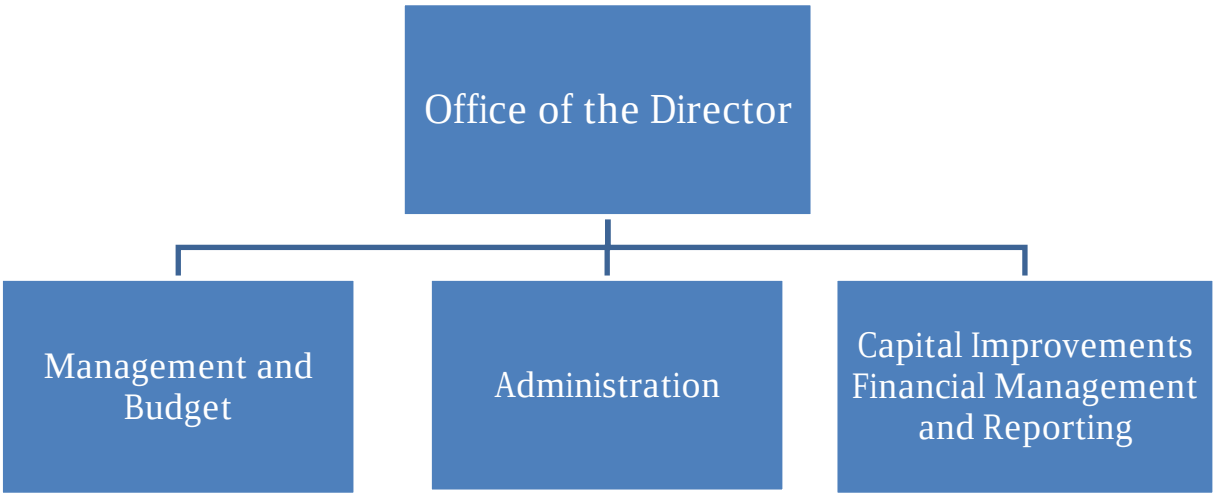
Description

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 will monitor and coordinate the Miami Forever Bond Program, support the Miami Forever Bond Oversight Board, maintain and update the City's Strategic Plan, and encourage 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 2019-20	FY 2020-21
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
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
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.	3	5
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
TOTAL FULL-TIME POSITIONS	**17**	**19**

Management and Budget

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	2,041,450	2,269,675	2,332,636	2,488,000	2,996,000
Operating Expense	345,469	185,073	150,909	330,000	352,000
Capital Outlay	3,441	4,291	7,927	0	12,000
Non-Operating Expenses	0	29,925	(5,893)	0	0
	2,390,360	**2,488,964**	**2,485,579**	**2,818,000**	**3,360,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	2,390,360	2,488,904	2,467,567	2,779,000	3,321,000
Departmental Improvement Initiative	0	0	18,012	39,000	39,000
Emergency Funds	0	60	0	0	0
	2,390,360	**2,488,964**	**2,485,579**	**2,818,000**	**3,360,000**

Department Strategies for FY 2020-21

Continue to present the Prior-year and current Mid-year Budget Amendments no later than the last City Commission meeting in November and April, respectively, complete the Operating and Capital Budgets for the coming year by the first week of July, and load all changes within one week of Commission approval.
Continue to provide advice and recommendations on other aspects of the administration and operations of the City, as requested.
Continue to update and revamp OMB's website to be more user friendly.
Continue to assist City offices and departments with labor negotiations; bond and loan financing; addressing and responding to bond rating agencies; leases and land deals; and legislative, pension, and contractual issues.
Maintain and update the current City of Miami Strategic Plan and encourage monthly departmental Performance Management Meetings.
Hold at least four meetings of the Miami Forever Oversight Board to ensure that the most important projects are prioritized and all projects are reported on.

Management and Budget

Accomplishments in FY 2019-20

Completed the Year-end Budget Amendment for FY 2018-19 on November 21, 2019 and the Mid-year Budget Amendments for FY 2019-20 on May 28, 2020.
Continued to provide advice and recommendations on other aspects of the administration and operations of the City.
Continued to update and revamp OMB's website to be more user friendly.
Projected to complete the Operating and Capital Budgets for FY 2019-20 bymid-July.
Projected to process 75 percent of agenda reviews, 88 percent of personnel approvals, and 100 percent of other budgetary requests from departments within appropriate time frames.
Projected to receive the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in governmental budgeting for the FY 2019-20 Budget.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

- The Budget also includes the elimination of a Capital Improvement Program Budget/Financial Administrator position in the Fall of 2020.

The Budget includes the following additional considerations:

The Budget includes the transfer of a Strategic Planning and Performance Analyst position and funding from the Department of Innovation and Technology to the Office of Management and Budget. The personnel and funding are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (one position, GF $82,000).
The Budget includes the transfer of a Capital Improvements Program Manager, a Capital Improvements Program Coordinator, and funding from the Office of Capital Improvements to the Office of Management and Budget. The personnel and funding are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (two positions, GF $368,000).
Additional funding was added to the the Other Salaries and Wages Line Item reflects the transfer of one Special Project Specialists Part-Time position from the Department of Innovation and Technology to the Office of Management and Budget (GF, $30,000).
The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel Line Item and the Training Line Item has been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Management and Budget

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Targets
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
To deliver high-quality customer service and promote buy-in from Departments	Agenda review requests from departments processed within three working days (percent)	79	63	48.75	85
To deliver high-quality customer service and promote buy-in from Departments	Position authorization requests (PARs) from departments processed within three working days (percent)	93	88	65.67	90
To deliver high-quality customer service and promote buy-in from Departments	Customer service satisfaction survey (percent)	N/A	100	100	100
To assist internal decision-makers and external ratings agencies by providing the best information possible	Average monthly accuracy of EOY Projections (percent)	N/A	77	90.67	99

Management and Budget

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,512,000	0	1,512,000	1,825,000	0	1,825,000
512010 - Attrition Savings - Salaries	(15,000)	0	(15,000)	(13,000)	0	(13,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	30,000	0	30,000
514000 - Overtime	0	0	0	2,000	0	2,000
516000 - Fringe Benefits	19,000	0	19,000	19,000	0	19,000
516010 - Fringe Benefits - Tuition Reimbursement	0	0	0	4,000	0	4,000
521000 - Fica Taxes	110,000	0	110,000	136,000	0	136,000
522000 - Retirement Contributions	557,000	0	557,000	695,000	0	695,000
523000 - Life and Health Insurance	305,000	0	305,000	298,000	0	298,000
Personnel	**2,488,000**	**0**	**2,488,000**	**2,996,000**	**0**	**2,996,000**
Operating Expense						
524000 - Workers' Compensation	28,000	0	28,000	27,000	0	27,000
531000 - Professional Services	198,000	39,000	237,000	198,000	39,000	237,000
534000 - Other Contractual Services	10,000	0	10,000	10,000	0	10,000
540000 - Travel and Per Diem	2,000	0	2,000	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	34,000	0	34,000	42,000	0	42,000
547000 - Printing and Binding	4,000	0	4,000	8,000	0	8,000
551000 - Office Supplies	8,000	0	8,000	16,000	0	16,000
552000 - Operating Supplies	3,000	0	3,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	4,000	0	4,000
Operating Expense	**291,000**	**39,000**	**330,000**	**313,000**	**39,000**	**352,000**
Capital Outlay						
663000 - Improvements Other Than Buildings	0	0	0	2,000	0	2,000
664000 - Machinery and Equipment	0	0	0	10,000	0	10,000
Capital Outlay	**0**	**0**	**0**	**12,000**	**0**	**12,000**
Total Expense	**2,779,000**	**39,000**	**2,818,000**	**3,321,000**	**39,000**	**3,360,000**

Neighborhood Enhancement Team (NET)

As a result of a series of actions by the City Commission and proposals by the Administration, theNeighborhood Enhancement Team (NET) has been removed from the budget and the City's table of organization.

Constituent service functions have been transferred to the Commission offices in Districts 1, 3, and 4 and to the Office of the Mayor. This includes the addition of 30 positions and $1 million to each of these District Offices and the addition of five positions and $700,000 to the Mayor's Office.

These functions will also continue in the Department of Human Services in Commission Districts 2 and 5. This includes 22 positions and encompass the Little Haiti, Model City, Overtown, Upper Eastside, and Wynwood/Edgewater offices in District 5 (totaling $943,000 of personnel costs) as well as the Coconut Grove and Downtown/Brickell offices in District 2 (totaling $369,000 of personnel costs). In addition, $32,000 of operating costs (for rental of copiers, pest control, office supplies, uniforms, and IT connectivity) will be included for these offices.

Several other functions formerly performed by the NET Offices have been assumed and undertaken by other Departments. The Building Department will undertake the functions of Construction Noise Waivers and Temporary Occupancy Permits. The Office of Code Compliance will undertake Business Tax Receipts. The Film and Entertainment section will assume the functions of Temporary Event Permits. The Department of Human Services will undertake the functions of Garage Sales, Public Outreach (Warrants, Waivers Notices), registration and contact with Homeowners Associations and notification of demolitions and special events. The Miami Parking Authority will assume Interim Parking Applications. The NET Commanders in the Police Department will undertake the functions of Plans Review Right-of-Way Permitting Assistance. The Special Events Office of the Police Department will assume Demonstration Permits. The Resilience and Public Works Department will undertake the functions of Temporary Banners. The Office of Zoning will the functions of Farmer's Market permitting and Certificates of Use.

As noted in the draft memorandum titled "Information for the Second Budget Hearing," $399,000has been budgeted in the NET budget to allow for a six-week transition period.

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	5,278,467	6,002,873	6,985,544	7,550,000	399,000
Operating Expense	417,188	405,129	459,238	1,073,000	0
Capital Outlay	52,025	3,259	16,233	14,000	0
	5,747,680	**6,411,261**	**7,461,016**	**8,637,000**	**399,000**

Neighborhood Enhancement Team (NET)

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	5,721,882	6,387,763	7,443,549	8,637,000	399,000
General Special Revenue	25,764	1,989	10,459	0	0
Departmental Improvement Initiative	0	290	181	0	0
Emergency Funds	34	21,220	6,826	0	0
	5,747,680	**6,411,261**	**7,461,016**	**8,637,000**	**399,000**

Table of Contents

Neighborhood Enhancement Teams (NET)

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,445,000	0	4,445,000	399,000	0	399,000
512010 - Attrition Savings - Salaries	(314,000)	0	(314,000)	0	0	0
513000 - Other Salaries and Wages	42,000	0	42,000	0	0	0
516000 - Fringe Benefits	60,000	0	60,000	0	0	0
521000 - Fica Taxes	343,000	0	343,000	0	0	0
522000 - Retirement Contributions	1,625,000	0	1,625,000	0	0	0
523000 - Life and Health Insurance	1,349,000	0	1,349,000	0	0	0
Personnel	**7,550,000**	**0**	**7,550,000**	**399,000**	**0**	**399,000**
Operating Expense						
524000 - Workers' Compensation	68,000	0	68,000	0	0	0
534000 - Other Contractual Services	94,000	0	94,000	0	0	0
541100 - Postage	1,000	0	1,000	0	0	0
543000 - Utility Services	30,000	0	30,000	0	0	0
544000 - Rentals and Leases	36,000	0	36,000	0	0	0
545011 - Insurance - Vehicle Liability	3,000	0	3,000	0	0	0
545012 - Insurance - Property & Casualty	11,000	0	11,000	0	0	0
546000 - Repair and Maintenance Services	6,000	0	6,000	0	0	0
546001 - IT-Repair and Maintenance Services	152,000	0	152,000	0	0	0
549000 - Other Current Charges and Obligations	600,000	0	600,000	0	0	0
551000 - Office Supplies	8,000	0	8,000	0	0	0
552000 - Operating Supplies	40,000	0	40,000	0	0	0
552200 - Clothing/Uniform Supplies	23,000	0	23,000	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	0	0	0
Operating Expense	**1,073,000**	**0**	**1,073,000**	**0**	**0**	**0**
Capital Outlay						
664000 - Machinery and Equipment	14,000	0	14,000	0	0	0
Capital Outlay	**14,000**	**0**	**14,000**	**0**	**0**	**0**
Total Expense	**8,637,000**	**0**	**8,637,000**	**399,000**	**0**	**399,000**

Procurement

Department Head: Annie Perez, CPPO Phone: (305) 416-1910
www.miamigov.com/Government/Departments-Organizations/Procurement

Mission Statement

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.

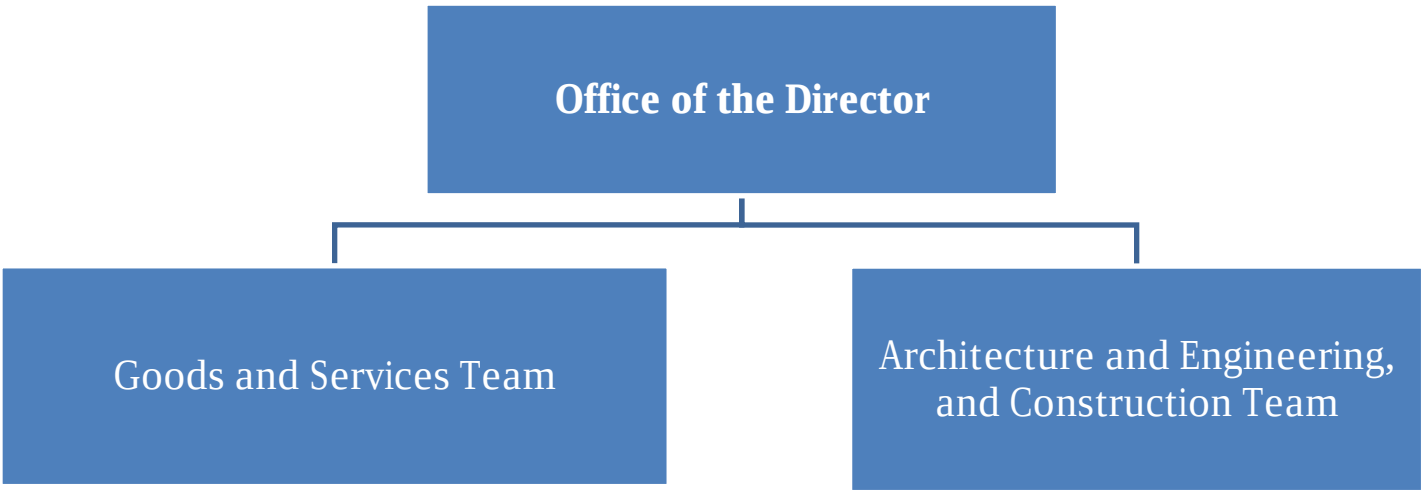
Description

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 otherindependent instrumentalities of the City of Miami.

Procurement



Departmental Function/Unit	FY 2019-20	FY 2020-21
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.	5	5
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.	12	11
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.	4	4
TOTAL FULL-TIME POSITIONS	**21**	**20**

Procurement

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	2,117,737	2,364,630	2,373,216	2,660,000	2,680,000
Operating Expense	138,111	159,745	148,961	264,000	265,000
Capital Outlay	3,725	4,040	16,975	4,000	4,000
Non-Operating Expenses	1,223	0	0	0	0
	2,260,796	**2,528,416**	**2,539,153**	**2,928,000**	**2,949,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	2,260,759	2,528,273	2,538,385	2,928,000	2,949,000
Emergency Funds	38	143	768	0	0
	2,260,796	**2,528,416**	**2,539,153**	**2,928,000**	**2,949,000**

Procurement

Department Strategies for FY 2020-21

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 innovate to streamline procurement processes, improve performance metrics, and automate reporting.
Continue to increase the City's vendor database and ensure healthy competition. Procurement will hold its first annual Pathways to Public Procurement Summit for Local and Small Businesses which was rescheduled from March 2020 due to the COVID-19 emergency response. This event is designed to connect local and small businesses to both public and private business opportunities and will provide training workshops related to various topics from multiple governmental entities as well as Amazon Business.
Continue to update and revamp Procurement's internal and external websites to be more user friendly.
Continue to train Procurement staff on the RFP and RFQ processes, negotiations, City Procurement Code, FEMA procurement requirements, and Florida Statutes that govern procurement.

Accomplishments in FY 2019-20

Implemented the Bidsync electronic solicitation and bid system to be more user friendly and accessible to a larger number of respondents. The new Bidsync system became a key initiative of the City's economic recovery by allowing greater access to City solicitations and allowing responses to be submitted electronically. Updated the Procurement Ordinance to incorporate the new Bidsync system.
Procurement identified and executed an innovation to streamline the Purchase Order ("PO") process, specifically the small purchase PO approval process, and launched a new electronic quotation system that provides web-based, informal bidding service to the vendor community that will allow the department to obtain quotes faster and more efficiently, while also maintaining free and open competition. The system allows vendors an easy way to locate and respond to these informal IFQs from the City as well as other agencies located in South Florida.
Launched a partnership with Amazon Business known as the Local Seller Initiative on the City's Amazon punchout site in Oracle. This initiative has flagged local Miami sellers on the Amazon Business account to encourage Amazon Business users to purchase from local Miami sellers, when applicable. This new initiative simplified the search process and continued to help us build our relationships with local sellers. As part of this initiative, Procurement successfully hosted, in conjunction with Amazon Business, a webinar workshop for local and small business to become sellers on Amazon Marketplace.
Worked with the Department of Innovation and Technology to incorporate service pages and webforms to make the Procurement website more user friendly. Created portals, updated Procurement's business guide, and included help tools for all new procurement electronic systems.
Trained staff on procurement fraud, due diligence, and negotiations.
Advertised for a pre-qualification pool of contractors for City construction projects and conducted negotiations for all City contracts within the Department.
Awarded the National Procurement Institute's 2019 Achievement of Excellence in Procurement Award.

Procurement

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the elimination of one vacant Senior Procurement Contracting Officer in AFSCME 1907, that has been vacant for more than a year totaling $62,000 (GF). This reduction will impact services by limiting the number of contracts processed, a backlog of solicitations, and RFQs will take longer to manage.

The Budget includes the following addition:

The Other Contractual Service Line item reflects an increase for the "Pathways to Prosperity Procurement Summit" to continue the “POP-UP Shops” outreach program for small businesses $30,000 (GF).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Procurement

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective service
Citywide Objectives:

Modernize and streamline City processes

Strengthen trust through excellent customer service

Engage all stakeholders with timely and clear communications

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY2020-21 Target
Achieve savings to the City via contract negotiations	Price savings during negotiations (percentage)	52	7	7	$250,000
Streamline the Architecture and Engineering Procurement Process	Average processing RFP and RFQs (days) - Architecture and Engineering	N/A	243	181	125
Streamline the Construction Procurement Process	Average processing time cycle for ITBs (days) - Construction	N/A	96	96	80
Reduce the procurement processing time for all solicitations	Solicitations completed within the target time period (percentage)	N/A	N/A	83	80
Increase training opportunities for internal and external customers to educate them on the procurement processes	Conduct trainings to internal/external customers on procurement processes and the procurement code (number per year)	N/A	22	26	18
Create a Paperless Procurement Department	Reduction of paper usage (percentage)	N/A	N/A	NA	50

Procurement

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,700,000	0	1,700,000	1,645,000	0	1,645,000
512010 - Attrition Savings - Salaries	(91,000)	0	(91,000)	(30,000)	0	(30,000)
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	135,000	0	135,000	125,000	0	125,000
522000 - Retirement Contributions	550,000	0	550,000	606,000	0	606,000
523000 - Life and Health Insurance	349,000	0	349,000	317,000	0	317,000
Personnel	**2,660,000**	**0**	**2,660,000**	**2,680,000**	**0**	**2,680,000**
Operating Expense						
524000 - Workers' Compensation	40,000	0	40,000	33,000	0	33,000
534000 - Other Contractual Services	0	0	0	30,000	0	30,000
540000 - Travel and Per Diem	15,000	0	15,000	0	0	0
540010 - Training	16,000	0	16,000	0	0	0
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	38,000	0	38,000	47,000	0	47,000
548100 - Advertising and Related Costs	55,000	0	55,000	55,000	0	55,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	73,000	0	73,000	73,000	0	73,000
Operating Expense	**264,000**	**0**	**264,000**	**265,000**	**0**	**265,000**
Capital Outlay						
664000 - Machinery and Equipment	4,000	0	4,000	4,000	0	4,000
Capital Outlay	**4,000**	**0**	**4,000**	**4,000**	**0**	**4,000**
Total Expense	**2,928,000**	**0**	**2,928,000**	**2,949,000**	**0**	**2,949,000**

DEPARTMENT BUDGETS:
PLANNING AND DEVELOPMENT

- Building
- Planning
- Zoning

Building

Department Head: Asael Ace Marrero, RA, RID, AIA, ICC Phone: (305) 416-1102
www.miamigov.com/Government/Departments-Organizations/Building

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.

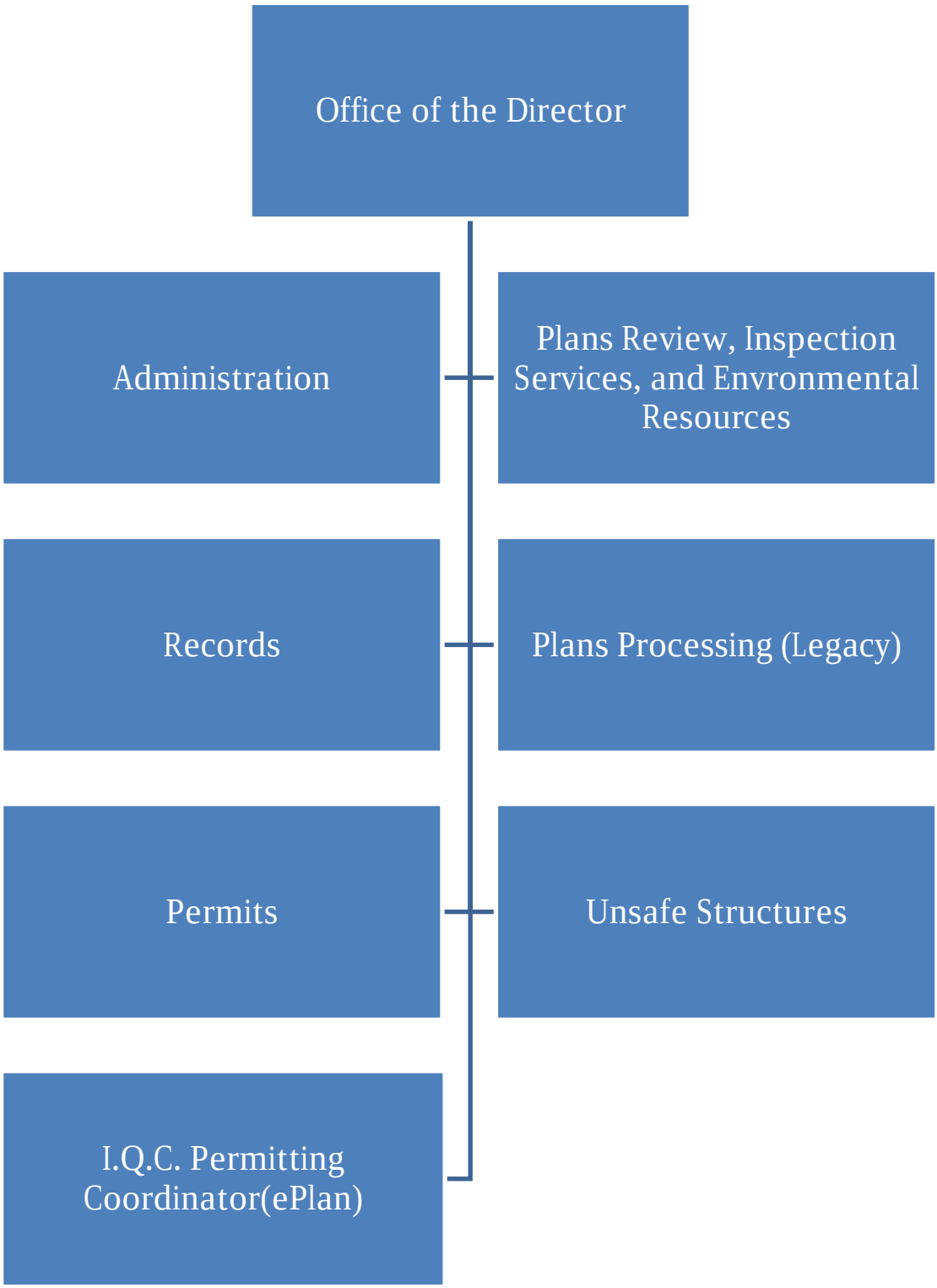
Description

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.

The primary stakeholders of the Building Department are property owners, homeowners' associations, private and charter schools, City departments, and the building construction industry at large.

Building


Office of the Director
Administration
Plans Review, Inspection Services, and Envronmental Resources
Records
Plans Processing (Legacy)
Permits
Unsafe Structures
I.Q.C. Permitting Coordinator(ePlan)

Building

Departmental Function/Unit	FY 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR Directs, administers, and manages departmental activities and professional or technical employees engaged in providing interpretations and enforcement of the FBC; develops and formulates policies and procedures and short and long-range plans.	4	3
ADMINISTRATION Prepares and implements the departmental budget; monitors revenue, and personnel activities; prepares legislative packages, and performs clerical duties.	9	9
PLANS REVIEW, INSPECTION SERVICES, AND ENVIRONMENTAL RESOURCES Conducts field inspections of new 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 the execution of inspection activities affecting installations, materials, and appliances; provide efficient environmental resource services while upholding the laws to protect, preserve, restore and enhance our City's tree canopy.	43	56
RECORDS Conducts research on record requests received from the general public; coordinates the digitizing of records to comply with State of Florida Public Records requirements; enters and retrieves information to and from the filing system.	10	8
PLANS PROCESSING Assists homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process.	15	8
EPLAN IQC PERMITTING COORDINATORS Responsible for initial quality control, prescreening plan applications, scanning of documents as needed, assigning tasks to all disciplines, works with Miami-Dade County as contractors for the Department of Environmental Resources Management, Water and Sewer Department and impact fees, processes all Special Events for the City, assist customers, and do final quality control.	0	13
PERMIT COUNTER Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (COs and TCOs), commercial, and residential certificates; collects fees to be recorded in a computerized system; performs data entry; assists callers and monitors the message center; reviews and prepares documents for digitizing.	19	12
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; conducts board hearings to determine structures that should be demolished and schedules those demolitions alongside the legal Department; records liens and demolition orders on abandoned properties; administers the 40 and 50 year recertification process.	7	19
TOTAL FULL-TIME POSITIONS	**107**	**128**

Building

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	8,999,497	10,296,307	11,545,407	13,436,000	14,314,000
Operating Expense	2,533,599	3,551,625	5,028,231	4,089,000	4,386,000
Capital Outlay	23,190	33,973	55,720	0	0
Non-Operating Expenses	2,565	4,245	3,251	3,594,000	2,865,000
	11,558,851	**13,886,150**	**16,632,608**	**21,119,000**	**21,565,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	10,730,587	13,258,095	15,922,441	16,625,000	17,497,000
Departmental Improvement Initiative	828,264	627,868	710,167	4,494,000	4,068,000
Emergency Funds	0	186	0	0	0
	11,558,851	**13,886,150**	**16,632,608**	**21,119,000**	**21,565,000**

Department Strategies for FY 2020-21

Continue to work on Phase II of the Electronic Plan Review (EPR) system, which will include Laserfiche integration, DocuSign integration, and configuration of pending workflow, reports, and dashboards.

Continue working with the Innovation and Technology Department (DoIT) on necessary enhancements to iBuild, which was upgraded as part of the Electronic Plan Review Implementation. Phase II will include the waiver of building permit fees for residential projects, automatic flagging of the Environmental Review (ER) discipline, further enhancements to the Change of Scope Process, and 40 and 50 Recertification Process.

Continue to collaborate with other City Departments involved in the permitting and development process to improve the prompt turnaround of reviewing plans, issuing permits, and conducting inspections.

Continue to aggressively pursue abandoned and unsafe structures throughout the City and demolishing those structures that pose hazards to the neighborhoods of the City.

Create "Virtual Inspections" for easy permits and convert all legacy plans into digitized format.

Schedule trainings for all staff on the Department Standard Operating Procedures (SOPs) to fully implement adherence to these procedures. In response to COVID-19, the Department is also developing detailed SOPs and polices for Teleworking.

Building

Accomplishments in FY 2019-20

Continued to work on Phase II of the Electronic Plan Review (EPR) system, which will include over 40 enhancements. Currently the DocuSign integration is in development.

Held more than 100 seminars and trainings for the public and reviewers as part of the EPR implementation process including classes for ProjectDox, iBuild, and iPW.

Continued working with DoIT on enhancements to iBuild, which was upgraded as part of the Electronic Plan Review Implementation.

Continued to collaborate with other City Departments involved in the permitting and development process by developing reports that clearly outline overdue projects.

Pursued abandoned and unsafe structures throughout the City by working on a total of 1180 cases (of which 24 cases have been resolved), overseeing a total of 102 demolitions of unsafe structures (35 City Demolitions and 67 Owner Demolitions).

Implemented expedited after-hours review and inspections in December 2020.

Launched the "Easy Permits" on-line permit program, allowing licensed and qualified contractors to quickly secure certain permits that can be issued without the need for a plan review, with over 1,430 Easy Permits issued as of April 30, 2020.

Developed the Standard Operating Procedures (SOPs) for the Department and shared them with all staff.

Completed improvements identified through a prior-year customer survey.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of one vacant Assistant Director position $85,000 (GF) and the elimination of one vacant Clerical Aide position $26,000 (GF).

The Other Regular Salaries and Wages Line item reflects the reduction of temporary personnel cost $102,000 (GF). This reduction will impact services by increasing workload, processing delays, and decrease in the quality of customer service.

As approved in the FY 2019-20 Mid-Year Amendment, the budget for Other Contractual Services reflects the reduction $1.553 million for the cost of the consultants that was transferred to the Resilience and Public Works Department $909,000 (GF) and the Office of Zoning $624,000 (GF).

The Other Contractual Services line item reflects a decrease due to the reduction of two consultants $125,000 (GF). This reduction will impact services by increasing workload on other section inspectors, and delay inspections.

The Budget includes the following additions:

As approved in the FY 2019-20 Mid-Year Amendment, the budget includes a General Fund(Building Reserves) contribution to Capital to fund the ePlan Phase II project ($1.200 million).

As approved in the FY 2019-20 Mid-Year Amendment, the budget includes a General Fund (Building Reserves) contribution to Capital to fund the purchase vehicles ($320,000).

The Regular Salaries and Wages Line item reflects the addition of 11 positions funded in the Special Revenue Fund for nine months for the Unsafe Structure Division $603,000 (SR).

The Regular Salaries and Wages Line item reflects the addition of six Building Service Assistant III positions funded for nine months for the Internal Quality Control Division $223,000 (GF).

Building

The Other Contractual Services Line item reflects an increase of $533,000 million (GF) for structural review and inspection services based on construction needs.

The Rental and Leases Line item reflects an increase of $37,000 (GF) for color printers and rental unit at BoxVault.

The Repair and Maintenance Line item reflects an increase of $30,000 (GF) for computer upgrades, software license renewals.

The Printing and Binding Line item reflects an increase of $22,000 (GF) for mailing of flood brochures to residents that is required by the Federal Emergency Management Agency (FEMA).

The Advertising and Related Costs Line item reflects an increase of $12,000 (GF) for cost related to the Demolition Panel meetings that is now scheduled for twice per month.

The Budget includes the following additional considerations:

A General Fund contribution (Building Reserves) to Capital to fund the ePlan Phase II project ($3.481 million).

A General Fund contribution (Building Reserves) to Capital to fund the purchase of vehicles ($420,000).

The Budget includes the transfer of the Environmental Resources function, personnel, and funding from the Department of Planning to the Building Department. The personnel and funding are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (six positions, $715,000). Additionally, the Tree Trust Fund is being transferred to the Building Department.

Department to the Building Department.

The Salaries and Wages Line item reflects the transfer of a Building and Zoning Quality Control Manager position to the Office of Zoning. The personnel and funding are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 $96,000 (GF).

The Regular Salaries and Wages Line item reflects no step increases or wage increases for employees.

The Travel and Per Diem line item and Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

The Murals and Billboard function will be transferred from the Office of Zoning to the Building Department.

To reflect the amendments made by City Commission as detail in the memorandum titled Actions Taken at the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget includes a transfer of one position from the NET Department with no fiscal impact.

Building

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Modernize and streamline City processes

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Increase the productivity and efficiency of plan reviewers and inspectors	Building construction permit applications processed for commercial properties (number)	15,967	13,920	13,920	10,500
	Building construction permit applications processed for residential properties (number)	9,361	9,207	9,207	6,000
	Inspections performed within 24 hours of request (percent)	96.5	97.4	97.42	95
Reduce the amount of time plans are with the City	Number of days to obtain a Commercial permit (days)	229	282	282	140
	Number of days to obtain a Residential permit (days)	133	226	226	90
	Time to conduct Building plan review (days)	3	3	4	4
	Time to conduct Electrical plan review (days)	2	3	4	4
	Time to conduct Mechanical plan review (days)	2	3	4	4
	Time to conduct Plumbing plan review (days)	3	3	4	4
	Time to conduct Structural plan review (days)	3	3	4	4

Building Department

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,254,000	0	8,254,000	8,397,000	560,000	8,957,000
512010 - Attrition Savings - Salaries	0	0	0	(288,000)	0	(288,000)
513000 - Other Salaries and Wages	150,000	0	150,000	48,000	0	48,000
514000 - Overtime	179,000	0	179,000	200,000	0	200,000
516000 - Fringe Benefits	21,000	0	21,000	20,000	0	20,000
521000 - Fica Taxes	617,000	0	617,000	645,000	43,000	688,000
522000 - Retirement Contributions	2,624,000	0	2,624,000	3,114,000	0	3,114,000
523000 - Life and Health Insurance	1,591,000	0	1,591,000	1,575,000	0	1,575,000
Personnel	**13,436,000**	**0**	**13,436,000**	**13,711,000**	**603,000**	**14,314,000**
Operating Expense						
524000 - Workers' Compensation	172,000	0	172,000	147,000	0	147,000
533000 - Court Services	60,000	0	60,000	50,000	0	50,000
534000 - Other Contractual Services	2,398,000	900,000	3,298,000	2,817,000	600,000	3,417,000
540000 - Travel and Per Diem	25,000	0	25,000	0	0	0
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	40,000	0	40,000	40,000	0	40,000
544000 - Rentals and Leases	23,000	0	23,000	60,000	0	60,000
545011 - Insurance - Vehicle Liability	25,000	0	25,000	70,000	0	70,000
545013 - Insurance - General Liability	6,000	0	6,000	6,000	0	6,000
546000 - Repair and Maintenance Services	70,000	0	70,000	100,000	0	100,000
546001 - IT-Repair and Maintenance Services	224,000	0	224,000	279,000	0	279,000
547000 - Printing and Binding	4,000	0	4,000	15,000	0	15,000
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	15,000	0	15,000
548100 - Advertising and Related Costs	38,000	0	38,000	50,000	0	50,000
551000 - Office Supplies	24,000	0	24,000	30,000	0	30,000
552000 - Operating Supplies	2,000	0	2,000	15,000	0	15,000
552100 - Public Safety Supplies	8,000	0	8,000	10,000	0	10,000
552200 - Clothing/Uniform Supplies	16,000	0	16,000	32,000	0	32,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**3,189,000**	**900,000**	**4,089,000**	**3,786,000**	**600,000**	**4,386,000**
Non-Operating Expense						
896000 - Budget Reserve	0	3,594,000	3,594,000	0	2,865,000	2,865,000

Building Department

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
Non-Operating Expenses	0	3,594,000	3,594,000	0	2,865,000	2,865,000
Total Expense	16,625,000	4,494,000	21,119,000	17,497,000	4,068,000	21,565,000

Planning

Department Head: Francisco J. Garcia Phone: (305) 416-1470
www.miamigov.com/Government/Departments-Organizations/Planning

Mission Statement

Create a sustainable and resilient City through the promotion of sound planning principles by leveraging geospatial technology, streamlined land use processes, and the implementation of a forward-thinking regulatory framework to support the City's vision.

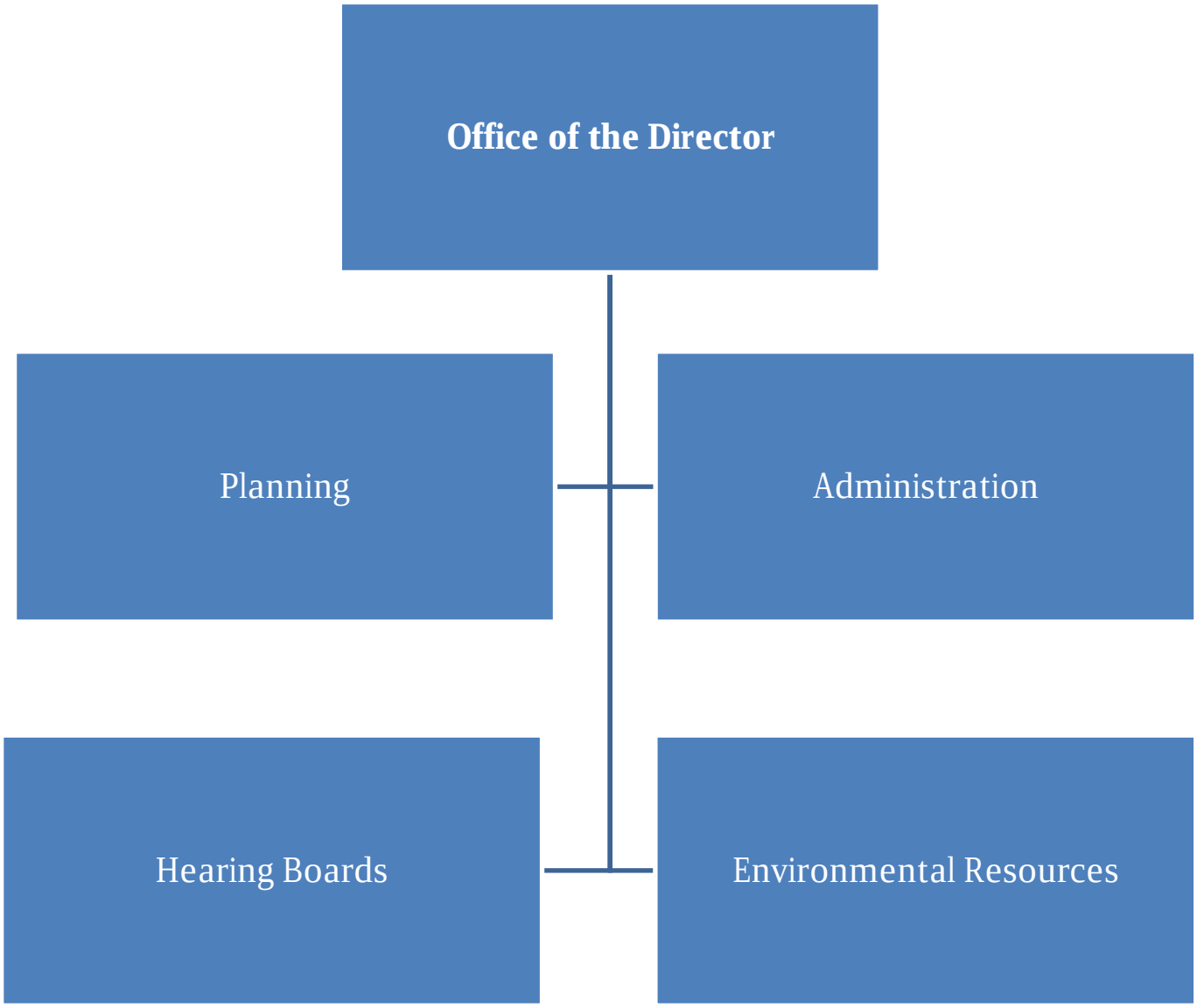
Description

The Planning Department, in collaboration with the Office of Zoning, manages and implements regulations, guidelines, and policies which direct the growth and redevelopment of the City of Miami. The Department drafts development regulations, district plans, and neighborhood plans to guide future growth, spur development, and preserve the City's residential and historic areas.

Contributing to the Administration's Priority of *Quality of Life*, staff analyzes the adopted growth for concurrency concerns and researches the constraints experienced by underdeveloped areas of the City to better understand the need for changes. The Planning Department is responsible for the review of large scale development projects to ensure compliance with Zoning Ordinances, review of urban design and preservation, and other state and local requirements that govern growth. The Department processes and handles applications, petitions, advertisings, signs of posting, notifications to property owners and neighborhood associations, open violation cases and liens, and schedules public hearings and meetings to be held by the Planning and Zoning portion of the City Commission, the Planning, Zoning, and Appeals Board (PZAB), the Historic and Environmental Preservation Board (HEPB), the Urban Development Review Board (UDRB), the Code Enforcement Board, the Ticketing Appellate Board, the Nuisance Abatement Board, and the Waterfront Advisory Board.

Stakeholders include City residents, Elected Officials, the business and development communities, City departments, and other governmental agencies.

Planning


Office of the Director
Planning
Administration
Hearing Boards
Environmental Resources

Planning

Departmental Function/Unit	FY 2019-20	FY 2020-21
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	3
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.	24	24
ENVIRONMENTAL RESOURCES Evaluates, reviews, and ensures compliance of environmental regulatory standards related to tree conservation, landscaping, and natural features in public and private rights-of-way; conducts field visits and assesses the status of proposed landscape related improvements and conditions; reviews and permits all tree removal, trimming, and planting; manages the Tree Trust Fund including the collection of payments and expenditures.	6	0
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 a 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.	9	7
HEARING BOARDS Processes applications for public meetings and hearings in support of the Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board; provides notice of hearings to property owners and neighborhood associations; schedules public hearing meetings for the PZAB as well as the Planning and Zoning portion of the City Commission; processes, records, and releases liens related to code enforcement, ticketing, lot clearing, and certain Board resolutions; serves as custodian of all case records and documents pertaining to orders and resolutions issued by various boards.	7	6
TOTAL FULL-TIME POSITIONS	**50**	**40**

Planning

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	5,759,582	4,541,473	5,111,244	5,347,000	4,953,000
Operating Expense	740,545	854,381	1,352,792	1,042,000	2,161,000
Capital Outlay	116,602	1,729	7,605	604,000	14,000
Non-Operating Expenses	89,550	0	876,551	18,619,000	17,447,000
Transfers - OUT	2,102,214	3,154,000	1,936,000	225,000	4,620,000
	8,808,494	**8,551,583**	**9,284,192**	**25,837,000**	**29,195,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	6,260,583	4,978,942	5,616,536	5,927,000	5,281,000
Planning Services	1,845,435	1,479,937	2,698,506	15,988,000	5,038,000
Planning Services-DRI DT	0	0	0	0	10,186,000
Planning Services-DRI SEOPW	0	0	0	0	4,539,000
Planning and Zoning Tree Trust Fund	612,925	2,046,145	940,728	3,466,000	3,343,000
Public Art Fund	0	46,536	28,421	456,000	758,000
Hist Preservation Trust Fund	0	0	0	0	50,000
Community Development	89,550	0	0	0	0
Emergency Funds	0	23	0	0	0
	8,808,494	**8,551,583**	**9,284,192**	**25,837,000**	**29,195,000**

Department Strategies for FY 2020-21

Secure the community's vision through land development regulations.
Improve the public realm experience in the built environment.
Implement long range planning that considers population trends' impact on housing affordability.
Digitize historic and current Planning Department records.
Activate the public realm in a manner that balances development and community interest.
Integrate new development with tangible and intangible cultural resources.

Planning

Accomplishments in FY 2019-20

Completed the schematic design for the Virginia Key Flex Park Master Plan. Completed the site analysis for the Southwest Streetscape and Street Tree Master Plan. Both continue toward ultimate completion.
Site Analysis for the current phase of the Climate-Adaptive Redesign is underway.
Amended the Miami 21 Zoning Code to extend the freeboard ordinance to the Neighborhood Conservation Districts (NCDs) and proposed the Evaluation and Appraisal Review (EAR) Amendments to the Comprehensive Plan.
Wrote, proposed, and passed on first reading legislation that modifies definitions, adds incentives, and permits Affordable and Attainable mixed-income developments that abut a T3 Transect Zone via the Exception process with approval by City Commission.
Achieved Tree City USA status for 13 consecutive years.
Drafted legislation to address electronic vehicle charging stations.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of one filled Deputy Director Executive position, one vacant Administrative Aide I, one vacant Administrative Aide II, and one vacant Information Clerk AFSCME 1907 positions totaling $273,000 (GF). This reduction will impact services by delaying applications and development and plan reviews.
The Regular Salaries and Wages Line item reflects a decrease to account for the 25 percent partial funding of the Chief of Comprehensive Planning salary in the Planning Service Special Revenue Fund(SR $39,000).

The Budget includes the following addition:

The Machinery and Equipment Line item reflects an increase due to the replacement of computers for the Hearing Board Division (GF $14,000).

The Budget includes the following additional considerations:

The Budget includes the transfer of the Environmental Resources function, personnel, and funding from the Department of Planning to the Building Department. (six positions, $715,000). Additionally, the Tree Trust Fund is being transferred to the Building Department.
The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem Line item and Training Line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Planning

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Create and enhance shared civics spaces
Citywide Objective:

Maintain the look and feel of public spaces to a high standard.
Reduce the amount of time customers wait.
Update and implement waterfront design standards.
Develop policy and regulations to reduce impact of environmental risks and promote sustainability.
Incentivize development that allows residents and businesses to adapt and thrive under changing environmental, economic and social conditions.
Preserve and increase the supply of housing for all income groups.

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Maintain the look and feel of public spaces to a high standard.	Number of private development projects that has committed to installing an artistic treatment as a part of the overall development project (number)	n/a	n/a	n/a	4
Reduce the amount of time customers wait.	Process small scale administrative entitlements within 70 business days for city related activities (percentage)	n/a	n/a	n/a	80
	Complete online submissions prescreen review for entitlements within 72 hours (percentage)	n/a	n/a	n/a	90
Update and implement waterfront design standards.	Amount of bay walk connectivity (linear feet)	n/a	n/a	n/a	9,157
Develop policy and regulations to reduce impact of environmental risks and promote sustainability.	Promote Climate Change, Resilience Oriented Policy and Development by programming six (6) engagements/ trainings on resilience to PZAB annually (number)	n/a	n/a	n/a	6
Incentivize development that allows residents and businesses to adapt and thrive under changing environmental, economic and social conditions.	Legislative initiatives to promote affordable housing, master plan for each neighborhood within the City, climate change and resilience in permitted development, development effects on gentrification (number) Reporting Period: Annually	n/a	n/a	n/a	4
	Monitor the Future Land Use Element Policies by conducting a Planning Study (number)	n/a	n/a	n/a	1
Preserve and increase the supply of housing for all income groups.	Affordable Housing, Mixed-Income, Workforce Housing Units proposed for development (number)	n/a	n/a	n/a	700

Planning

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,339,000	91,000	3,430,000	2,792,000	254,000	3,046,000
512010 - Attrition Savings - Salaries	(440,000)	0	(440,000)	(89,000)	0	(89,000)
516000 - Fringe Benefits	22,000	0	22,000	16,000	0	16,000
521000 - Fica Taxes	266,000	7,000	273,000	216,000	20,000	236,000
522000 - Retirement Contributions	1,216,000	39,000	1,255,000	1,032,000	114,000	1,146,000
523000 - Life and Health Insurance	785,000	22,000	807,000	536,000	62,000	598,000
Personnel	**5,188,000**	**159,000**	**5,347,000**	**4,503,000**	**450,000**	**4,953,000**
Operating Expense						
524000 - Workers' Compensation	48,000	1,000	49,000	34,000	4,000	38,000
531000 - Professional Services	310,000	301,000	611,000	297,000	1,200,000	1,497,000
531010 - Professional Services-Legal Services	0	0	0	25,000	0	25,000
533000 - Court Services	19,000	0	19,000	21,400	0	21,400
534000 - Other Contractual Services	0	0	0	0	188,000	188,000
541000 - Communications & Related Services	3,000	0	3,000	600	0	600
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	4,000	0	4,000	11,000	0	11,000
545013 - Insurance - General Liability	22,000	0	22,000	24,000	0	24,000
546001 - IT-Repair and Maintenance Services	93,000	0	93,000	116,000	0	116,000
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
552000 - Operating Supplies	12,000	0	12,000	7,000	5,000	12,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	1,000	11,000	10,000	0	10,000
Operating Expense	**739,000**	**303,000**	**1,042,000**	**764,000**	**1,397,000**	**2,161,000**
Capital Outlay						
663000 - Improvements Other Than Buildings	0	600,000	600,000	0	0	0
664000 - Machinery and Equipment	0	4,000	4,000	14,000	0	14,000
Capital Outlay	**0**	**604,000**	**604,000**	**14,000**	**0**	**14,000**

Planning

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	18,619,000	18,619,000	0	17,447,000	17,447,000
Non-Operating Expenses	**0**	**18,619,000**	**18,619,000**	**0**	**17,447,000**	**17,447,000**
Transfers-OUT						
891000 - Interfund Transfers	0	225,000	225,000	0	4,620,000	4,620,000
Transfers - OUT	**0**	**225,000**	**225,000**	**0**	**4,620,000**	**4,620,000**
Total Expense	**5,927,000**	**19,910,000**	**25,837,000**	**5,281,000**	**23,914,000**	**29,195,000**

Zoning

Department Head: Joseph A. Ruiz, Esq. Phone: (305) 416-1499
https://www.miamigov.com/Government/Departments-Organizations/Zoning

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.
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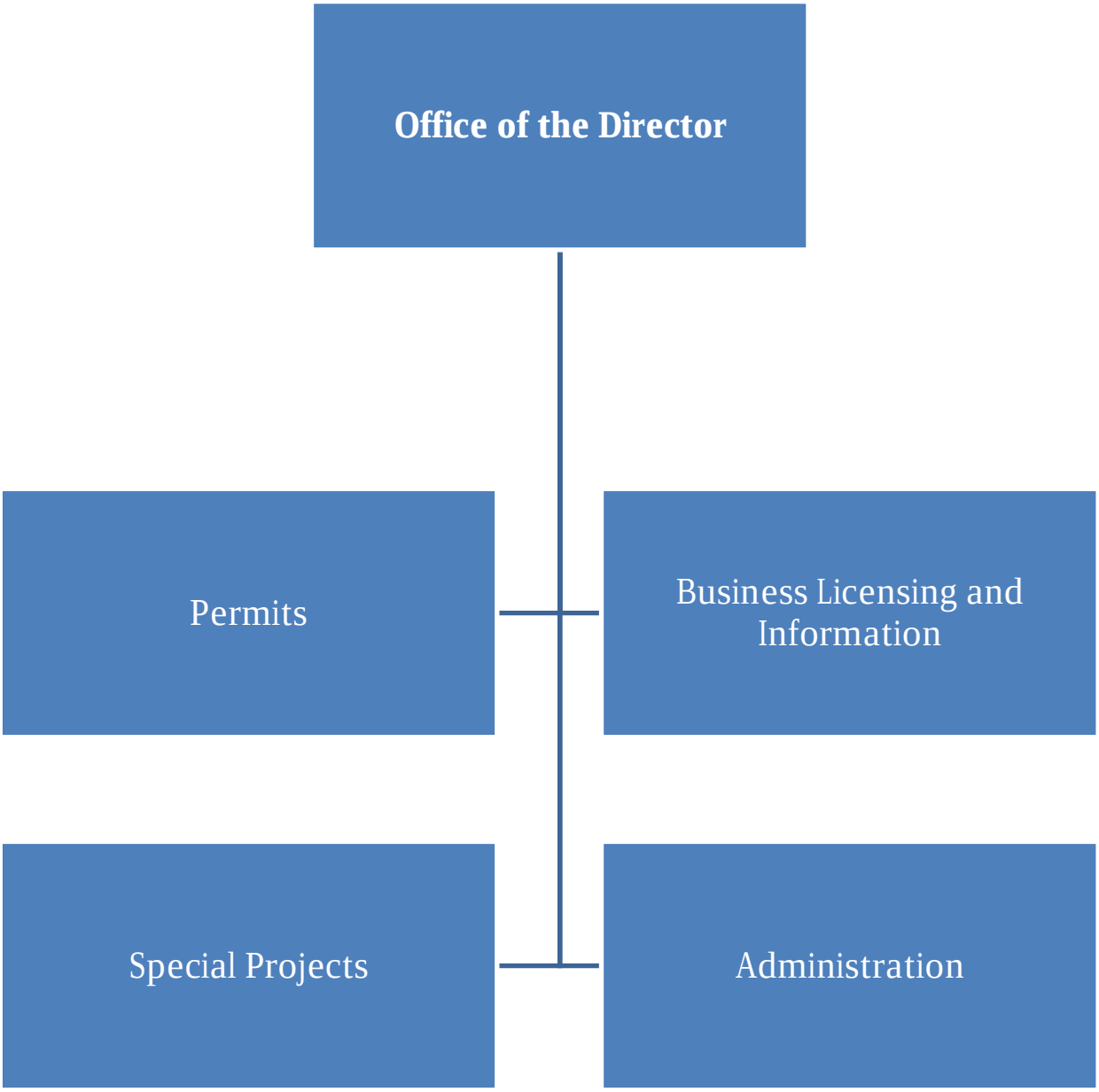
Description

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. More specifically, 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 includes the administration of temporary uses through the issuance of Interim Parking Permits, Temporary Event Permits, Temporary Occupancy Permits, and Temporary Uses on Vacant Land Permits; the issuance of Zoning Dry Runs, Zoning Verification Letters, Alcohol Reservation Letters, Waiver Extensions, Zoning Interpretations, Certificates of Eligibility, and Certificates of Transfer; the processing of State Extensions of Time, AHCA Local Zoning Forms, Alcohol and Tobacco Applications, and Florida Housing Finance Corporation Local Government Verification Forms; the creation and issuance of addresses; the calculation of impact fees; the administration and processing of Unities of Title/Covenants in Lieu and Declarations of Restrictive Covenants; and assists the Code Enforcement Department in vigorously enforcing the provisions of the Code.

Stakeholders include City residents, Elected Officials, the business and development communities, City departments, and other governmental agencies.

Zoning


Office of the Director
Permits
Business Licensing and Information
Special Projects
Administration

Zoning

Departmental Function/Unit	FY 2019-20	FY 2020-21
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.	3	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.	12	13
BUSINESS LICENSING AND INFORMATION 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.	8	9
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.	3	2
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters; manages all procurement solicitations and processes; provides support services to professional staff; tracks performance measures and statistics for the Department.	2	2
TOTAL FULL-TIME POSITIONS	**28**	**28**

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	0	2,294,422	2,789,436	3,636,000	3,635,000
Operating Expense	0	71,226	106,802	189,000	824,000
Capital Outlay	0	10,825	0	0	0
	-	**2,376,473**	**2,896,238**	**3,825,000**	**4,459,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	0	2,376,440	2,896,238	3,825,000	4,459,000
Emergency Funds	0	33	0	0	0
	-	**2,376,473**	**2,896,238**	**3,825,000**	**4,459,000**

Zoning

Department Strategies for FY 2020-21

Continue to participate in the implementation of Phase II of Electronic Plan Review(ePlan).
Develop system requirements for a permanent electronic Business Licensingsolution that will facilitate online applications and reviews, maintain inspection records, and allow for maintenance of business data and reporting.
Develop a streamlined process for identifying projects by type to ensure that special permits for single-family construction are prioritized.
Collaborate with Miami-Dade County's Department of Regulatory and Economic Resources, Division of Environmental Resources Management, commonly referred to as "DERM" to develop an electronic submission process for Temporary Use Permits and Certificate of Use reviews.
Continue to work collaboratively with the Code Compliance Department by providing guidance related to the application of the City's Zoning Ordinance for inspections and issuance of Certificate of Use.
Develop a continuing education schedule for the department to ensure that all employees are informed of code amendments and implementing regulations in a standard manner.

Accomplishments in FY 2019-20

Streamlined the Business Licensing process for the issuance of Certificates of Use by standardizing departmental procedures and developing a Pilot Program for online applications. Also, developed an electronic workflow process for the review and issuance of Certificates of Use during the COVID-19pandemic that conforms with protective standards by eliminating the need for customers to visit the office for service.
Added Covenants and Unities of Title to the Electronic Plan Review process which allows for concurrent reviews and reduces the time spent routing documents between departments. This enhancement is a result of the department's continued participation in the implementation of Electronic Plan Review.
Collaborated in the development of a Business Requirement Document for online processing of Temporary Use Permits, with the Special Events Office, Parks and Recreation, Fire-Rescue, PoliceSpecial Events, and the Neighborhood Enhancement Team. This document will ensure the implementation of a system that will streamline the process, improve communication among departments, and facilitate compliance.
Scheduled training with the Neighborhood Enhancement Team on the issuance of Certificates of Use and processing of Temporary Use Permits for April, but it was rescheduled to August due to COVID-19.
Trained members of the Code Compliance Department in February on the regulations applied in the City's Neighborhood Conservation Districts (NCD) in Coconut Grove.

Zoning

Budget Highlights for FY 2020-21

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the elimination of one filled Assistant Director Executive position $135,000 (GF).

The Budget includes the following additions:

As approved in the FY 2019-20 Mid-Year Amendment, the budget reflects the increase for consultant services that was previously funded in the Building Department $624,000 (GF).
The Regular Salaries and Wages Line item reflects the transfer of a Building Zoning Quality Control Manager position that was previously in the Building Department $96,000 (GF).
The Other Contractual Services Line item reflects an increase due to the Living Wage Ordinance $15,000 (GF).
The Subscriptions and Memberships Line item reflects an increase for the subscriptions of Westlaw, the American Planning Association, and Laserfiche client licenses $8,000 (GF).
The Other Salaries and Wages-Part-time Year-Round Line item reflects a four months funding for a Temporary Information Clerk position $10,000 (GF).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
The Murals and Billboard function will be transferred from the Office of Zoning to the Building Department.

Zoning

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Minimize the need to visit a City building to conduct business

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Ensure timely delivery of service	Waivers signed within 60 working days of submission of all documents by the applicant (percent)	69	70	51.33	75
	Zoning Verification Letters (ZVL) issued within 20 business days of receipt of request (percent)	27	28	27.92	50
	Number of customers served at the main office (number)	16,066	15,320	8,255	15,000
	Number of Certificates of Use issued (number)	n/a	n/a	1,273	3,000
	Building permits reviewed within ten business days in the first cycle. (percent)	n/a	n/a	n/a	95
	Waiver permits reviewed within 30 business days in the first cycle. (percent)	n/a	n/a	n/a	95
	Waiver permits reviewed within 15 business days after the first cycle. (percent)	n/a	n/a	n/a	95

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Zoning

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,421,000	0	2,421,000	2,282,000	0	2,282,000
512010 - Attrition Savings - Salaries	(144,000)	0	(144,000)	(86,000)	0	(86,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	10,000	0	10,000
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	179,000	0	179,000	174,000	0	174,000
522000 - Retirement Contributions	754,000	0	754,000	833,000	0	833,000
523000 - Life and Health Insurance	414,000	0	414,000	410,000	0	410,000
Personnel	**3,636,000**	**0**	**3,636,000**	**3,635,000**	**0**	**3,635,000**
Operating Expense						
524000 - Workers' Compensation	49,000	0	49,000	41,000	0	41,000
531000 - Professional Services	40,000	0	40,000	20,000	0	20,000
534000 - Other Contractual Services	30,000	0	30,000	669,000	0	669,000
541000 - Communications & Related Services	0	0	0	1,000	0	1,000
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	55,000	0	55,000	68,000	0	68,000
551000 - Office Supplies	6,000	0	6,000	8,000	0	8,000
552000 - Operating Supplies	1,000	0	1,000	3,000	0	3,000
552200 - Clothing/Uniform Supplies	5,000	0	5,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	8,000	0	8,000
Operating Expense	**189,000**	**0**	**189,000**	**824,000**	**0**	**824,000**
Total Expense	**3,825,000**	**0**	**3,825,000**	**4,459,000**	**0**	**4,459,000**

DEPARTMENT BUDGETS:
PUBLIC WORKS

- Capital Improvements
- General Services Administration
- Resilience and Public Works
- Solid Waste

Capital Improvements

Department Interim Head: Hector L. Badia Phone: (305) 416-1280
www.miamigov.com/Government/Departments-Organizations/Office-of-Capital-Improvements

Mission Statement

The Office of Capital Improvements manages and delivers the City of Miami's capital improvements program, proudly building the city's roadways, parks, facilities, and infrastructure to improve the quality of life, resilience, and pathway to prosperity for those who experience Miami.

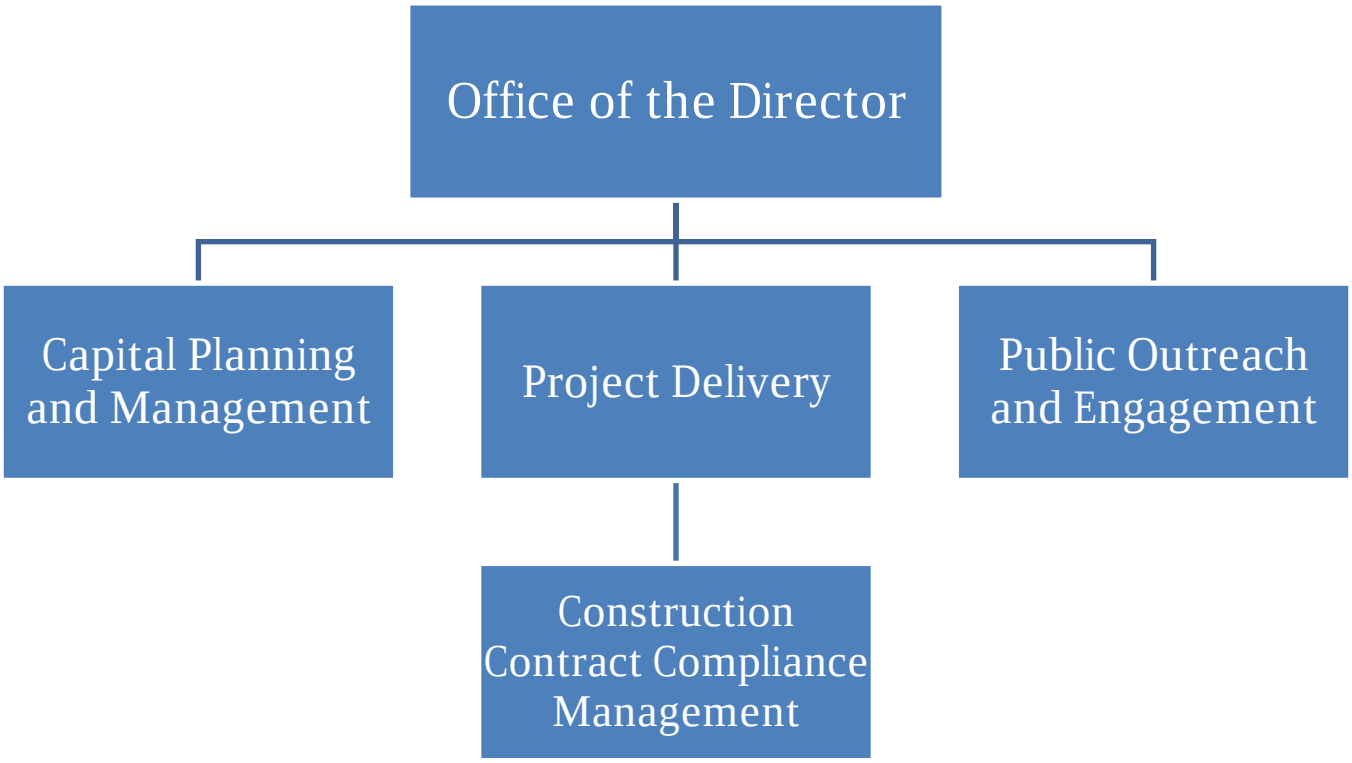
Description

The Office of Capital Improvements is staffed with professional project managers, architects, engineers, and construction managers. The Office administers all phases of programming, design, and construction of the City of Miami's Capital Improvements Program.

Contributing to the Administration's Priority of *Resilience*, the Office is passionate about serving the City's residents and making meaningful capital improvements to the City's facilities and infrastructure. The Office provides construction program and project management to Miami's residents, client departments, and client agencies to enhance mobility, advance public safety, improve shared spaces, enable governmental services, improve resiliency, and support a pathway to prosperity.

Stakeholders include the community, City departments, other governmental agencies, and Elected Officials.

Capital Improvements



Capital Improvements

Departmental Function/Unit	FY 2019-20	FY 2020-21
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 Office of Capital Improvements budget and manages cost controls.	2	2
CAPITAL PLANNING AND MANAGEMENT Formerly known as Program Management, supports the City's Capital Improvements Program by managing the Multi-Year Capital Improvement Plan, administering a requirements-based project initiation process, controlling project change management, managing project portfolios, developing best practices and standards, aligning the program with budget requirements, and ensuring program visibility and reporting.	5	6
STRATEGIC CAPITAL INITIATIVES Identifies, defines, and manages strategic capital initiatives aligning with the City's goals. Coordinates the initiatives' complexities and engages with experts to provide project specific skills and unique resources. Develops and plans a supporting business strategy to synchronize project design, construction, and operations to gain internal and external stakeholder backing, demonstrate value, attract support and investment, and ensure continued sustainment. Creates a communications and engagement plan together with the executive champion and client departments to promote and highlight each initiative.	5	0
PROJECT DELIVERY Formerly known as Design and Construction Delivery, manages and coordinates the planning, design, and construction of the City's facilities and infrastructure projects. Empowers professionally trained project and construction managers, delivers planning, design, and construction management services to clients; coordinates project requirements across all collaborators; and ensures that projects meet quality, cost, and time requirements.	33	37
PUBLIC OUTREACH AND ENGAGEMENT Formerly known as 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 the Office's brand and messaging by aligning with the City's vision, communications strategy, and the Capital Improvements Director's goals; and manages key leaders and agency engagement plans.	3	3
CONSTRUCTION CONTRACT COMPLIANCE MANAGEMENT Monitors design and construction contracts for compliance as it relates to Small Business Enterprise participation, local workforce participation, and Prevailing Wage and Davis-Bacon Act wage requirements.	4	4
TOTAL FULL-TIME POSITIONS	**52**	**52**

Capital Improvements

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	2,740,884	3,093,103	3,737,738	4,194,000	3,767,000
Operating Expense	270,361	717,017	243,563	562,000	570,000
Capital Outlay	15,330	(227,085)	2,465	0	73,000
Non-Operating Expenses	75	208	331	0	0
	3,026,651	**3,583,242**	**3,984,097**	**4,756,000**	**4,410,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	2,899,078	3,436,041	3,790,696	4,603,000	4,410,000
General Special Revenue	0	4,419	20,490	0	0
Planning Services	37,601	0	0	0	0
Transportation and Transit	89,972	19,529	141,430	153,000	0
Emergency Funds	0	123,254	31,480	0	0
	3,026,651	**3,583,242**	**3,984,097**	**4,756,000**	**4,410,000**

Department Strategies for FY 2020-21

Continue implementation of the e-Builder technology solution to manage the City of Miami Capital Improvement Plan and integrate all construction management processes within a single system (expected to be completed by December of FY 2019-20).

Continue to streamline and accelerate construction contract acquisition by working with the Department of Procurement to implement the Construction Contractors Pool, enhance solicitation visibility and access, and enforce timely contract close-out and evaluation.

Continue yearly monitoring of the effectiveness of existing environmental controls as required and seek Environmental Resources Management approval for a No Further Action with Conditions (NFAC) for the remaining six environmental remediation projects.

Continue to optimize the entire construction management process.

Continue to build a stronger team by ensuring employees are equipped with the necessary equipment and training to better oversee contractors and 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 integrating the Miami Forever Bond with the Miami Climate Ready Strategy, the Stormwater Master Plan, the infrastructure portion of the local mitigation strategy, the flood prevention infrastructure funding and policy strategy, and the City's building policy and standards modification process.

Capital Improvements

Accomplishments in FY 2019-20

Implemented e-Builder modules to manage the City of Miami Capital Improvement Plan (CIP). Established project schedule templates and operating procedure to import schedules regularly in eBuilder. Launched construction site inspection process in eBuilder to document project site conditions and daily reports.
Implemented the "best value" Job Order Contracting (JOC) program, right-sized professional services contract pools, and established a rotational Job Order distribution process.
Improved the construction management process by streamlining the request for capital improvement projects directly in eBuilder. Established a preliminary invoice process by implementing an on-line submittal for consultants and contractors.
Advanced progress on the Miami Forever Bond Tranche 1 consisting of 33 projects valued at $58.7 million, with four projects in planning, 10 in design, six in bidding, 10 in construction, and three completed. Held 25 Miami Forever Bond community engagement and/or industry events. Completed Stormwater Master Plan data collection.
Engaged over 40,630 residents and general public through various media platforms, such as community meetings, groundbreaking/ribbon cutting ceremonies, industry days, professional organizations, public inquiries, the OCI website, and social media.
Established a virtual process through the OCI website to share project information and collect feedback during COVID-19 social distancing.

Budget Highlights for FY 2020-21

The Office of Capital Improvements supports the City of Miami Capital Improvement Plan, which is detailed in the companion book to this operating budget book.
The General Fund allocation for personnel in OCI represents 25 percent of the full salary cost. The remaining 75 percent is charged to capital projects.

The Budget includes the following reduction:

The Other Salaries and Wages Line item reflects the reduction of $100,000 (GF) that will cause no impact to OCI services due to the addition of one Capital Improvements Program Manager position in the FY 2019-20 Mid-Year Amendment to manage the Miami Forever Bond Program.

The Budget includes the following additions:

As approved in the FY 2019-20 Mid-Year Amendment, the Regular Salaries and Wages Line item reflects the addition of one Capital Improvements Program Manager position to manage the Miami Forever Bond Program (GF $105,000).
Additional funding was added to the Machinery and Equipment Line Item to replace computers that are out of date and out of warranty (GF $73,000).

The Budget includes the following additional considerations:

Capital Improvements

The Budget includes the transfer of the Project Management function and funding from the Department of Fire-Rescue to the Office of Capital Improvements. The funding is reflected in the prior Department in FY 2019-20 and in the new Office in FY 2020-21 (one position, GF $85,000).

The Budget includes the transfer of the Project Management function and funding from the Police Department to the Office of Capital Improvements. The funding is reflected in the prior Department in FY 2019-20 and in the new Office in FY 2020-21 (one position, GF $87,000).

The Budget includes the transfer of capital budgeting and support of the Miami Forever Bond Oversight Board, personnel, and funding from the Office of Capital Improvements to the Office of Management and Budget. The personnel and funding are reflected in the prior Office in FY 2019-20 and in the new Office in FY 2020-21 (two positions, GF $368,000).

The Budget includes the transfer of personnel from the Office of Capital Improvements to the Department of Resilience and Public Works. The personnel and funding are reflected in the prior Office in FY 2019-20 and in the new Department in FY 2020-21 (one position, SR $93,000). Cost allocation for this position is $40,000 (SR).

The Regular Salaries and Wages Line item reflects no step increases for employees.

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Capital Improvements

Strategic Alignment and Performance Measures

Priority: Quality of Life, Resiliency, and Pathway to Prosperity
Citywide Goal: Mobility, Public Safety, Shared Spaces, Government Services, Sea Level Rise and Flood Prevention, and Pathway to Prosperity
Citywide Objectives: Build and improve the City's facilities and infrastructure.

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Mobility	Construct and/or renovate roadways (lane miles)	21.0	26.9	6.33	14.0
	Install traffic calming devices (number)	N/A	N/A	6.00	16
Public Safety	Build and/or renovate public safety facilities - Police, Fire-Rescue, Emergency Management (number)	N/A	N/A	2.00	3
	Harden critical facilities (number)	N/A	N/A	1.00	2
Shared Spaces	Build and/or renovate parks and open spaces (number)	N/A	N/A	66.00	15
	Build and/or renovate marinas and water access sites (number)	N/A	N/A	8	7
	Build and/or renovate cultural facilities (number)	N/A	N/A	5	3
Government Services	Total projects designed (number)	91	41	20	36
	Total projects constructed (number)	78	70	150	63
	Total value of projects constructed ($ millions)	62.300	40.800	67.400	97.400
	Total active projects (number)	246	204	240	290
	Total value of active projects ($ millions)	N/A	N/A	463.700	500.000
	Deliver quality capital projects on time and on budget (percent)	58	73	80	80
	Advance Miami Forever Bond Tranche 1 progress (percent)	N/A	N/A	32	85
	Advance Miami Forever Bond Tranche 2 progress (percent)	N/A	N/A	N/A	25
	Engage with the Community with meetings and events (number)	N/A	N/A	44	150
	Promote transparency of capital projects through integrated website and Geographic Information System (Yes/No)	Yes	Yes	Yes	Yes
Sea Level Rise and Flood Prevention	Construct and/or refurbish sea and river walls and associated bay walk (linear feet)	N/A	N/A	284	1,800
	Implement drainage solutions (number)	N/A	N/A	193	35
Pathway to Prosperity	Invest CDBG funding to improve capital investments (dollars)	N/A	N/A	463.700	1.000
	Foster Small Business Enterprise participation (dollars contracted)	N/A	N/A	522,200	2.000

Office of Capital Improvements

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,261,000	87,000	1,348,000	1,246,000	0	1,246,000
513000 - Other Salaries and Wages	100,000	0	100,000	0	0	0
516000 - Fringe Benefits	8,000	0	8,000	6,000	0	6,000
521000 - Fica Taxes	97,000	6,000	103,000	95,000	0	95,000
522000 - Retirement Contributions	1,748,000	37,000	1,785,000	1,767,000	0	1,767,000
523000 - Life and Health Insurance	828,000	22,000	850,000	653,000	0	653,000
Personnel	**4,042,000**	**152,000**	**4,194,000**	**3,767,000**	**0**	**3,767,000**
Operating Expense						
524000 - Workers' Compensation	74,000	1,000	75,000	63,000	0	63,000
534000 - Other Contractual Services	2,000	0	2,000	2,000	0	2,000
540000 - Travel and Per Diem	5,500	0	5,500	0	0	0
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	11,000	0	11,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	101,000	0	101,000	126,000	0	126,000
548000 - Promotional Activities	6,000	0	6,000	6,000	0	6,000
551000 - Office Supplies	20,000	0	20,000	18,000	0	18,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552100 - Public Safety Supplies	6,500	0	6,500	7,000	0	7,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	321,000	0	321,000	321,000	0	321,000
Operating Expense	**561,000**	**1,000**	**562,000**	**570,000**	**0**	**570,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	73,000	0	73,000
Capital Outlay	**0**	**0**	**0**	**73,000**	**0**	**73,000**
Total Expense	**4,603,000**	**153,000**	**4,756,000**	**4,410,000**	**0**	**4,410,000**

General Services Administration

Department Head: Ricardo Falero 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.

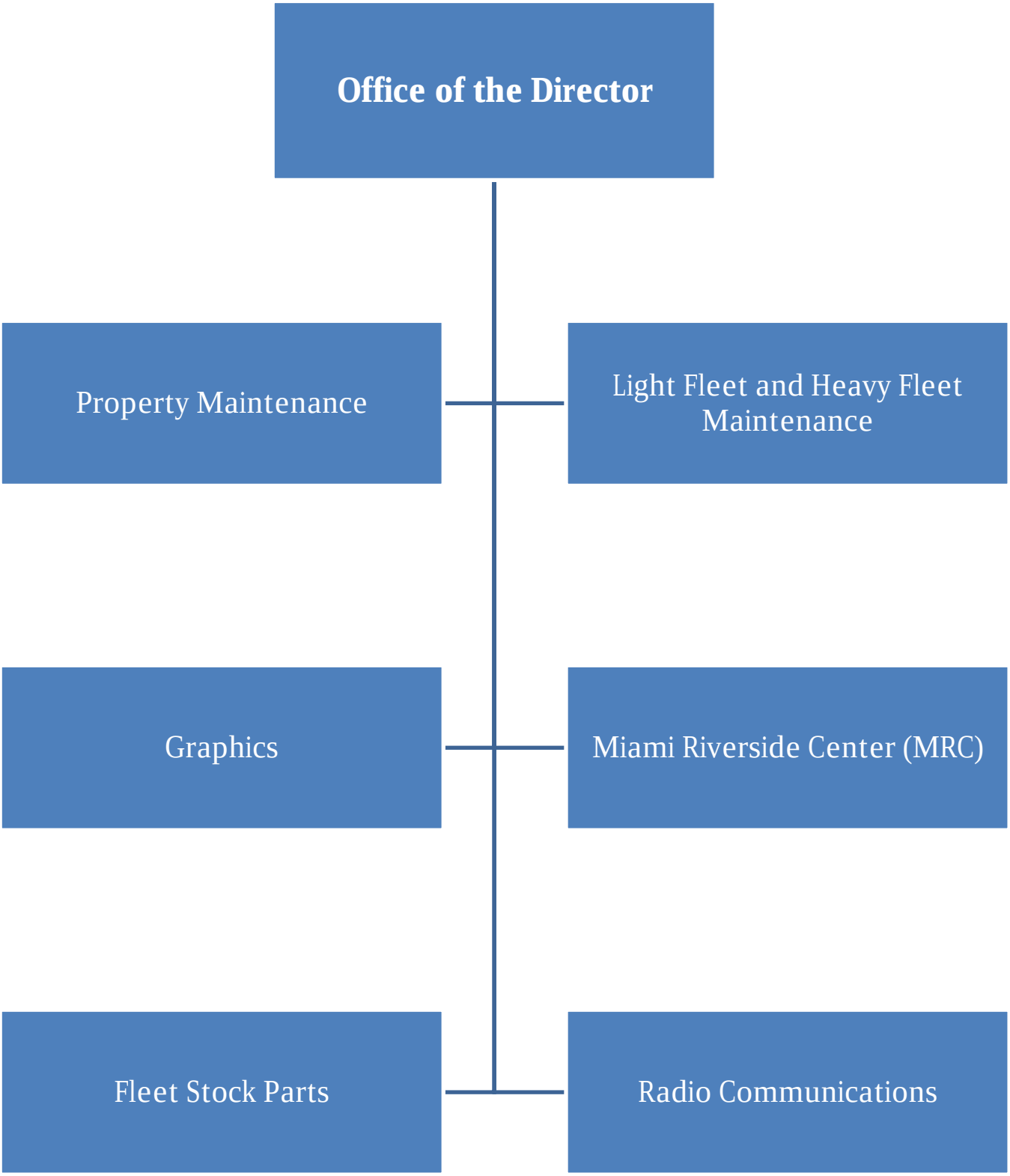
Description

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 are 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



General Services Administration

Departmental Function/Unit	FY 2019-20	FY 2020-21
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.	7	7
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.	39	39
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
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.	5	5
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.	8	8
FLEET STOCK PARTS Purchases, warehouses, and maintains an inventory of parts needed for repairs.	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.	9	9
TOTAL FULL-TIME POSITIONS	**140**	**140**

General Services Administration

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	12,790,422	14,000,178	15,038,200	16,527,000	16,001,000
Operating Expense	8,938,933	9,620,751	11,179,960	11,338,000	11,734,000
Capital Outlay	129,559	69,368	96,866	0	0
Non-Operating Expenses	0	0	0	25,000	25,000
	21,858,914	**23,690,297**	**26,315,026**	**27,890,000**	**27,760,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	21,857,169	23,577,392	26,313,714	27,865,000	27,735,000
General Special Revenue	1,697	1,891	848	25,000	25,000
Emergency Funds	48	111,014	464	0	0
	21,858,914	**23,690,297**	**26,315,026**	**27,890,000**	**27,760,000**

Department Strategies for FY 2020-21

Continue to partner with Risk Management to implement specialized safety trainings for employees

Continue to complete the full implementation of the Citywide Cartegraph management system that will efficiently manager work orders and inventories.

Accomplishments in FY 2019-20

Partnered with Risk Management to implement specialized safety trainings for employeesto reduce workers compensation claims and GSA effort to reduce absences in the shop as a result. Trainings take place approximately every six to eight weeks in the fleet garage and property maintenance divisions.

Continued to complete the full implementation of the Cartegraph management systemto be completed by December 2020.

Managed and completed construction and renovation projects of multiple offices and work areas of the Miami City Hall Facility.

Renovated restroom facilities at the Miami City Hall Facility and the MRC Facility.

Budget Highlights for FY 2020-21

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

The P25 Radio System project is proposed to receive an additional allocation from the General Fund ($70,000).

General Services Administration

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Modernize and streamline City processes
Strengthen trust through excellent customer service

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Turn around 65 percent of marked police pursuit vehicles with 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)	76.00	69.73	66.21	70.00
Maintain a minimum of 72 percent of daily automated garbage trucks, and a minimum of 79 percent of the daily cranes available for operations each day	Minimum required number of waste disposal trucks provided to the Solid Waste Department daily (percent of time)	99.50	100.00	99.04	87.50
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 of time)	93.75	93.08	97.25	99.00
Encounter zero service interruptions	Partial service interruptions in the communications system (number)	9.00	14.00	33.00	0
Complete all work orders within 25 days	Average time for completion of property maintenance work orders (days)	1.36	3.19	2.87	5

General Services Administration

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	9,389,000	0	9,389,000	9,152,000	0	9,152,000
512010 - Attrition Savings - Salaries	(281,000)	0	(281,000)	(130,000)	0	(130,000)
514000 - Overtime	76,000	0	76,000	114,000	0	114,000
515000 - Special Pay	11,000	0	11,000	26,000	0	26,000
516000 - Fringe Benefits	33,000	0	33,000	32,000	0	32,000
521000 - Fica Taxes	718,000	0	718,000	706,000	0	706,000
522000 - Retirement Contributions	3,898,000	0	3,898,000	3,870,000	0	3,870,000
523000 - Life and Health Insurance	2,683,000	0	2,683,000	2,231,000	0	2,231,000
Personnel	**16,527,000**	**0**	**16,527,000**	**16,001,000**	**0**	**16,001,000**
Operating Expense						
524000 - Workers' Compensation	657,000	0	657,000	548,000	0	548,000
534000 - Other Contractual Services	803,000	0	803,000	931,000	0	931,000
540000 - Travel and Per Diem	7,000	0	7,000	0	0	0
541000 - Communications & Related Services	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	633,000	0	633,000	4,000	0	4,000
543010 - Utilities Water	0	0	0	115,000	0	115,000
543020 - Utilities Electricity	0	0	0	521,000	0	521,000
544000 - Rentals and Leases	16,000	0	16,000	16,000	0	16,000
545011 - Insurance - Vehicle Liability	18,000	0	18,000	50,000	0	50,000
545012 - Insurance - Property & Casualty	1,548,000	0	1,548,000	1,780,000	0	1,780,000
546000 - Repair and Maintenance Services	4,764,000	0	4,764,000	4,748,000	0	4,748,000
546001 - IT-Repair and Maintenance Services	323,000	0	323,000	402,000	0	402,000
547100 - Printing and Binding-Outsourcing	10,000	0	10,000	10,000	0	10,000
547200 - Printing and Binding-Paper Stock	27,000	0	27,000	27,000	0	27,000
547300 - Printing and Binding-Supplies	4,000	0	4,000	6,000	0	6,000
549000 - Other Current Charges and Obligations	9,000	0	9,000	9,000	0	9,000
551000 - Office Supplies	11,000	0	11,000	11,000	0	11,000
552000 - Operating Supplies	32,000	0	32,000	51,000	0	51,000
552010 - Motor Fuel	2,400,000	0	2,400,000	2,400,000	0	2,400,000
552200 - Clothing/Uniform Supplies	27,000	0	27,000	54,000	0	54,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	46,000	0	46,000	48,000	0	48,000
Operating Expense	**11,338,000**	**0**	**11,338,000**	**11,734,000**	**0**	**11,734,000**

General Services Administration

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
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	**27,865,000**	**25,000**	**27,890,000**	**27,735,000**	**25,000**	**27,760,000**

Resilience and Public Works

Department Head: Alan M. Dodd, P.E. 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 (ROW) infrastructure, environment, and transportation capacity through the best professional, technical, engineering, transportation, and construction inspection services; 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.

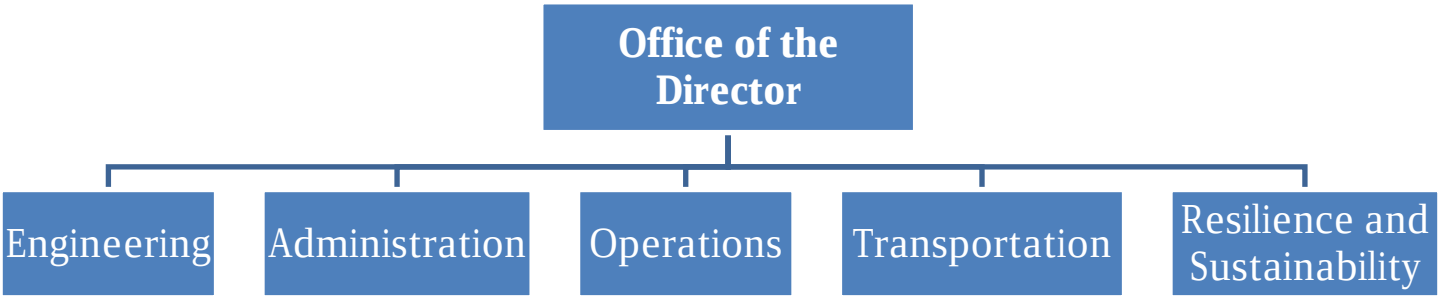
Description

The Department of Resilience and Public Works (RPW) is responsible for engineering design and technical standards, permitting and regulation of construction of public improvements, and the repair and maintenance of City-maintained streets, alleys, sidewalks, curbs, drainage, bridges, and canals within the public right-of-way and integrating sustainable practices and climate resilience into daily operations.

Contributing to the Administration's priority of *Quality of Life*, the Department 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, various tree plantings and landscaping improvement projects, the bus benches and shelters contract, public payphones, news racks, sidewalk cafes, and certain franchise agreements with public utility owners. As a Stormwater Utility, Resilience and Public Works promotes storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit. The Department is organized along five functional lines: Administration, Maintenance Operations, Engineering, Transportation, and Resilience and Sustainability. The Administration Division provides administrative and support services, conducts project reconciliations, performs personnel and payroll functions, enters and oversees purchasing requisitions, drafts solicitations and contract documents, and executes and tracks contracts for compliance. The Maintenance Operations Division performs routine maintenance of the roadways under the City's jurisdiction, receives and processes resident complaints related to any of the public ROW 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 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; 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 Transportation Operations Division plans, coordinates, and implements the City's Trolley service, On-Demand transportation service for the elderly, and the scooter and Citi Bike program. 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. The Resilience and Sustainability Division develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.

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 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department.	2	2
ENGINEERING 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; attends meetings such as homeowners' associations (HOAs), the Plat and Street Committee, and the Planning and Zoning Advisory Board (PZAB).	62	61
ADMINISTRATION Provides administrative and support services; 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	6
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; conducts tree maintenance in ROWs, City owned or maintained properties, and alleys.	78	74
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; provides oversight on projects including planning and coordinating all activities related to transportation projects.	9	8
RESILIENCE AND SUSTAINABILITY Develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.	0	3
TOTAL FULL-TIME POSITIONS	**157**	**154**

Resilience and Public Works

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	11,370,309	13,437,327	14,722,449	16,381,000	16,932,000
Operating Expense	19,758,160	22,461,870	26,629,497	17,970,000	33,375,500
Capital Outlay	410,315	759,490	1,585,696	0	70,000
Non-Operating Expenses	3,701,506	358,594	16,074	15,208,000	2,001,500
Transfers - OUT	13,275,700	14,876,155	14,985,500	6,552,000	4,012,000
	48,515,990	**51,893,437**	**57,939,215**	**56,111,000**	**56,391,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	19,643,405	22,122,614	24,646,462	26,298,000	28,473,000
General Special Revenue	1,969,285	730,336	644,424	1,200,000	2,124,000
Planning Services	0	49,226	104,277	0	0
Public Works Services	3,122,036	8,181,505	12,953,841	9,597,000	6,835,000
Solid Waste Recycling Trust	6,000	0	0	0	0
Departmental Improvement Initiative	0	0	0	0	80,000
Transportation and Transit	23,694,703	20,003,593	19,373,548	19,016,000	18,879,000
Transportation Cross Bay	0	0	177,790	0	0
Emergency Funds	80,561	806,162	38,874	0	0
	48,515,990	**51,893,437**	**57,939,215**	**56,111,000**	**56,391,000**

Department Strategies for FY 2020-21

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.
Improve the City's Stormwater Management System with drainage enhancements and system investments, implementation of a comprehensive stormwater pump station 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
Systematically improve the City's right-of-way (ROW) and roadways by requiring compliance with revised construction standard details, specifications, and bulletins, while implementing a GIS-based asset management system to track, plan, and manage all ROW improvements. Roadway improvements will be recommended utilizing industry standard methodologies that allow RPW to objectively select roadway segments for improvement based on the recently assessed roadway conditions and anticipated future degradation. Roadway

lighting will also continue to be improved through the various, on-going Light Emitting Diode (LED) lighting upgrades projects.

Maintain and continue improving the newly acquired Citywide GIS asset management database to manage, track, and report on existing ROW and roadway asset conditions and implement a more cohesive approach to capital planning for future ROW enhancement programs, permit approvals and tracking, and maintenance and operations work. 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 ROW 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, and the Right of Way and improve quality of life for our residents.

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.

Complete a carbon mitigation plan for achieving carbon neutrality by 2050, including developing a strategy around 100 percent renewable use. Oversee the Climate Resilience Committee and assist in producing legislative recommendations. Ensure climate and urban resilience are citywide priorities, integrating the climate awareness and action into all department operations. Incorporate community engagement within all strategies and prioritizing Miami's most underserved populations. Continue to support work to improve the water quality of the Biscayne Bay watershed and Miami River.

Accomplishments in FY 2019-20

Improved customer service capabilities through continued implementation of online permitting processes and web-based coordination systems to include further enhancements of the iPW system.

Completed over 40 stormwater drainage projects Citywide and submitted the third annual NPDES Annual Report for the fourth cycle of the MS4 permit with the Florida Department of Environmental Protection (FDEP); cleaned and maintained approximately 4,632 inlets and manholes; de-silted and cleaned approximately 196,076 linear feet of storm sewer pipeline; using contracted forces, maintained 13 stormwater pump stations and cleaned and maintained 28 miles of canal banks; removed approximately 80.34 tons of debris from the waterways; and removed approximately 7,500 cubic feet of floatables and debris from City of Miami waterways.Developed recommendations to update City ordinances related to seawall standards to mitigate impacts of sea level rise and make our waterfront neighborhoods more resilient.

Completed the conversion of 4,100 right of way lightings through the Light Emitting Diode (LED) lighting project.

Populated the Citywide GIS asset management database to manage, track, and report on existing ROW roadway asset conditions and implement a more cohesive approach to capital planning for future roadway enhancement programs, permit approval, and maintenance/operations work. This will improve efficiency by guiding all future annual sidewalk, curbing, and asphalt refurbishment plans and budgets for the Department as well as provide a public and internal-only view of all ROW permit applications, Maintenance of Traffic (MOT) applications, Special Event applications, and Capital Improvement projects. Completed data collection of 662 miles of City roadways for pavement conditions within a GIS asset management database.

Completed the planting of 3,500 trees Citywide and the mapping of 67,000 trees Citywide, as well as continued to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, and the Right-of-Way.

Finalized the Trolley System efficiency study and implemented improvements to optimize routes and improve on time performance, enhancing the program to better service our residents and meet rider needs.
Published Miami Forever Climate Ready, a comprehensive framework and action plan for mitigating the increasing risks associated with climate change and preparing and engaging our City residents and businesses to prepare and adapt to the current and future storm, flooding and heat impacts. This strategy makes up the Resilience portion of the citywide strategic plan so that department leads can report on its progress in one place.
Conducted eight workshops across Miami to educate 160 residents on climate change impacts and collected community input from over 700 residents on resilience priorities.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Other Salaries and Wages – Part-Time Year-Round Line item reflects the elimination of one vacant part-time Subject Matter Expert position $54,000 (GF).
The Regular Salaries and Wages Line item reflects the elimination of six vacant positions in AFSCME 1907 totaling $161,000 (GF), $65,000(SR). This reduction will impact services by reducing the frequency of maintenance of the City right-of-way.
The Regular Salaries and Wages Line item reflects the elimination of three vacant Laborer I positions (GF $99,000). The Regular Salaries and Wages Line item reflects the elimination of two vacant Information Clerk positions (GF $62,000). The Regular Salaries and Wages Line item reflects the elimination of one vacant Transportation Analyst position (SR $65,000).
The Regular Salaries and Wages Line item reflects the elimination of one vacant Assistant Director, Public Works – Transportation executive position with no service impact (SR $93,000).

The Budget includes the following additions:

As approved in the FY 2019-20 Mid-Year Amendment, the budget reflects an increase in the Professional Services line-item for consultant costs previously budgeted in the Building Department (GF $909,000).
Additional funding was added to the Other Contractual Services Line Item to for the operations and maintenance of City pump stations with no increase or decrease in the level of service provided in the contract (GF $414,000).
The Regular Salaries and Wages Line item reflects the transfer of one Transportation Analyst position from the Office of Capital Improvements to Resilience and Public Works with no fiscal impact.

The Budget includes the following considerations:

The Budget includes the transfer of funding for the Downtown Employment Program from the Resilience and Public Works Department to the Department of Human Services . The funding is reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (GF $63,000).
The Budget includes the transfer of the Resilience and Sustainability function, personnel, and funding from the Office of Resilience and Sustainability to the Resilience and Public Works Department. The personnel are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (three positions, $234,000).
The Regular Salaries and Wages Line item reflects the transfer of one Administrative Assistant II position from the Office of Resilience and Sustainability (GF $73,000). The Regular Salaries and Wages Line item reflects the

transfer of two Resilience Programs Manager positions from the Office of Resilience and Sustainability (GF $161,000).

Additional funding was added to the Professional Services Line item due to the transfer of the Resilience and Sustainability function, personnel, and funding from the Office of Resilience and Sustainability to the Resilience and Public Works Department (GF $175,000).

The Budget Reserve Line item reflects the transfer of two grants from Resilience and Sustainability to Resilience and Public Works (SR $80,000).

The Regular Salaries and Wages Line item reflects no step increases for employees.

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

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 Permit (GF $50,000).

The FY 2020-21 Transportation and Transit Special Revenue Fund budget includes a Transfer-Out in the amount of $4.012 million, of which, $3.304 million is a transfer to the Debt Service Fund for payment of the Street Bonds and $708,000 is a transfer to Capital for Trolley Acquisition.

The FY 2020-21 Transportation and Transit Special Revenue Fund budget does not contain a contribution from the Transportation Trust Fund.

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2020-21 Proposed Budget, an increase in the Other Salaries and Wages Line Item to fill the gap left between the current Urban Sustainability Directors Network (USDN) and the next USDN grant (GF $25,000). This grant and General Fund amounts will help fund
development of the City's carbon mitigation plan, which is one of the major resilience objectives for the current fiscal year.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Enhance mobility and transportation options
Citywide Objectives:
Create a safe and comfortable pedestrian environment
Facilitate connectivity through affordable multi-modal transportation options
Improve street paving and pothole repair

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Maintain pavement and reduce liability claims	Potholes repaired (number)	4,225	3,506	2,503	3,500
	Potholes repaired with-in 20 days of being reported (percent)	77.25	91	78.67	90
Improve walkability and ADA Compliance	Sidewalk repaired (square feet)	274,773	475,805	384,950	388,000
Maintain aesthetic of swales	Trash holes filled (number)	1,741	2,963	1,036	2,000
Properly maintain tree canopy	Trees trimmed (number)	10,434	6,817	2,317	7,000

Resilience and Public Works

Reduce flooding complaints and FDEP compliance	Storm sewer pipes cleaned (linear feet)	202,633	202,818	247,700	213,000
Provide expeditious customer service	Line & Grade Inspections completed within a day of scheduling (percent)	98.25	97.83	100	98
	Utility Permits preliminary approval issued with-in 15 days of complete submittal (percent)	48	N/A	N/A	N/A
	Lane Closure preliminary approval issued with-in 13 days of complete submittal (percent)	71	65	N/A	N/A
Prevent pollution and eliminate erosion from construction sites.	NPDES Permits issued with-in 2 days of submittal (percent)	97	98	98	98

Resilience and Public Works

Priority: Quality of Life
Citywide Goal: Enhance mobility and transportation options
Citywide Objectives:

Create a safe and comfortable pedestrian environment
Facilitate connectivity through affordable multi-modal transportation options
Improve street paving and pothole repair

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Increase Trolley Ridership by 5 percent	Trolley System Trips (boarding in millions)	5,100,000	5,289,096	3,538,645	5,000,000
Increase Citi Bike Participation by 3 percent	Total Ridership	205,446	209,217	81,740	200,000
Improve Trolley on-time performance by 5 percent	Time the trolley arrived within the scheduled time (percent)	58.47	55.42	50.73	65

Priority: Resilience
Citywide Goal:

Ensure decisions are data-driven and take future conditions into account
Inform, engage and prepare residents and businesses for stresses and shocks
Protect and enhance our waterfront
Invest in resilient and smart public infrastructure

Citywide Objective:

Enhance understanding of the City's vulnerability to environmental, social and economic risks with data
Quantify the City's impact on climate change
Improve internal capacity, coordination, and communications
Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities
Prioritize projects that protect the most critical and vulnerable areas
Incentivize development that allows residents and businesses to adapt and thrive under changing environmental, economic and social conditions
Integrate resilience, sustainability, and equity considerations into large development projects

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Involve as many residents as possible in education and the development of the City strategy	Engage residents through community meetings, presentations, focus groups, interviews and social media (number)	3,296	3,000	6,575	5,000
	Develop resilience performance measures (percent)	25	30	100	N/A
Optimize available resources	Secure pro-bono professional services and grants applied for (dollars)	343,000	534,116	555,500	1,000,000
Develop City strategy for resilience and sustainability	Develop Climate Solutions Strategy for the City (percent)	N/A	N/A	N/A	100

	Provide updates on implementation of R305 and Climate Solutions Strategies (number)	N/A	N/A	4	12

Total Resilience and Public Works Department

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	9,187,000	653,000	9,840,000	9,137,000	618,000	9,755,000
512010 - Attrition Savings - Salaries	(917,000)	0	(917,000)	(172,000)	0	(172,000)
513000 - Other Salaries and Wages	63,000	0	63,000	25,000	0	25,000
513010 - Other Salaries and Wages -Part Time Year Year Round	106,000	0	106,000	52,000	0	52,000
514000 - Overtime	300,000	0	300,000	300,000	0	300,000
516000 - Fringe Benefits	47,000	5,000	52,000	46,000	1,000	47,000
521000 - Fica Taxes	708,000	50,000	758,000	704,000	48,000	752,000
522000 - Retirement Contributions	3,455,000	22,000	3,477,000	3,799,000	69,000	3,868,000
523000 - Life and Health Insurance	2,688,000	14,000	2,702,000	2,212,000	93,000	2,305,000
Personnel	**15,637,000**	**744,000**	**16,381,000**	**16,103,000**	**829,000**	**16,932,000**
Operating Expense						
524000 - Workers' Compensation	336,000	6,000	342,000	292,000	19,000	311,000
531000 - Professional Services	185,000	0	185,000	1,269,000	13,800,500	15,069,500
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	2,673,000	6,177,000	8,850,000	3,087,000	4,784,000	7,871,000
540000 - Travel and Per Diem	5,000	5,000	10,000	0	5,000	5,000
540010 - Training	13,000	0	13,000	0	8,000	8,000
541000 - Communications & Related Services	29,000	1,000	30,000	29,000	1,000	30,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	6,025,000	500,000	6,525,000	0	0	0
543010 - Utilities Water	0	0	0	125,000	0	125,000
543020 - Utilities Electricity	0	0	0	5,900,000	500,000	6,400,000
544000 - Rentals and Leases	53,000	0	53,000	53,000	0	53,000
545011 - Insurance - Vehicle Liability	65,000	1,000	66,000	181,000	1,000	182,000
545013 - Insurance - General Liability	617,000	4,000	621,000	661,000	4,000	665,000
546000 - Repair and Maintenance Services	2,000	75,000	77,000	2,000	95,000	97,000
546001 - IT-Repair and Maintenance Services	447,000	15,000	462,000	556,000	15,000	571,000
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
549000 - Other Current Charges and Obligations	0	50,000	50,000	0	0	0
551000 - Office Supplies	24,000	10,000	34,000	27,000	10,000	37,000
552000 - Operating Supplies	29,000	99,000	128,000	29,000	99,000	128,000
552010 - Motor Fuel	0	0	0	0	1,298,000	1,298,000

Total Resilience and Public Works Department

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
552100 - Public Safety Supplies	15,000	0	15,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	33,000	14,000	47,000	34,000	14,000	48,000
552300 - Landscaping Related Supplies	0	175,000	175,000	0	175,000	175,000
553000 - Road Materials and Supplies	0	175,000	175,000	0	175,000	175,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	69,000	2,000	71,000	69,000	2,000	71,000
Operating Expense	**10,661,000**	**7,309,000**	**17,970,000**	**12,370,000**	**21,005,500**	**33,375,500**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	0	70,000	70,000
Capital Outlay	**0**	**0**	**0**	**0**	**70,000**	**70,000**
Non-Operating Expense						
896000 - Budget Reserve	0	15,208,000	15,208,000	0	2,001,500	2,001,500
Non-Operating Expenses	**0**	**15,208,000**	**15,208,000**	**0**	**2,001,500**	**2,001,500**
Transfers-OUT						
891000 - Interfund Transfers	0	6,552,000	6,552,000	0	4,012,000	4,012,000
Transfers - OUT	**0**	**6,552,000**	**6,552,000**	**0**	**4,012,000**	**4,012,000**
Total Expense	**26,298,000**	**29,813,000**	**56,111,000**	**28,473,000**	**27,918,000**	**56,391,000**

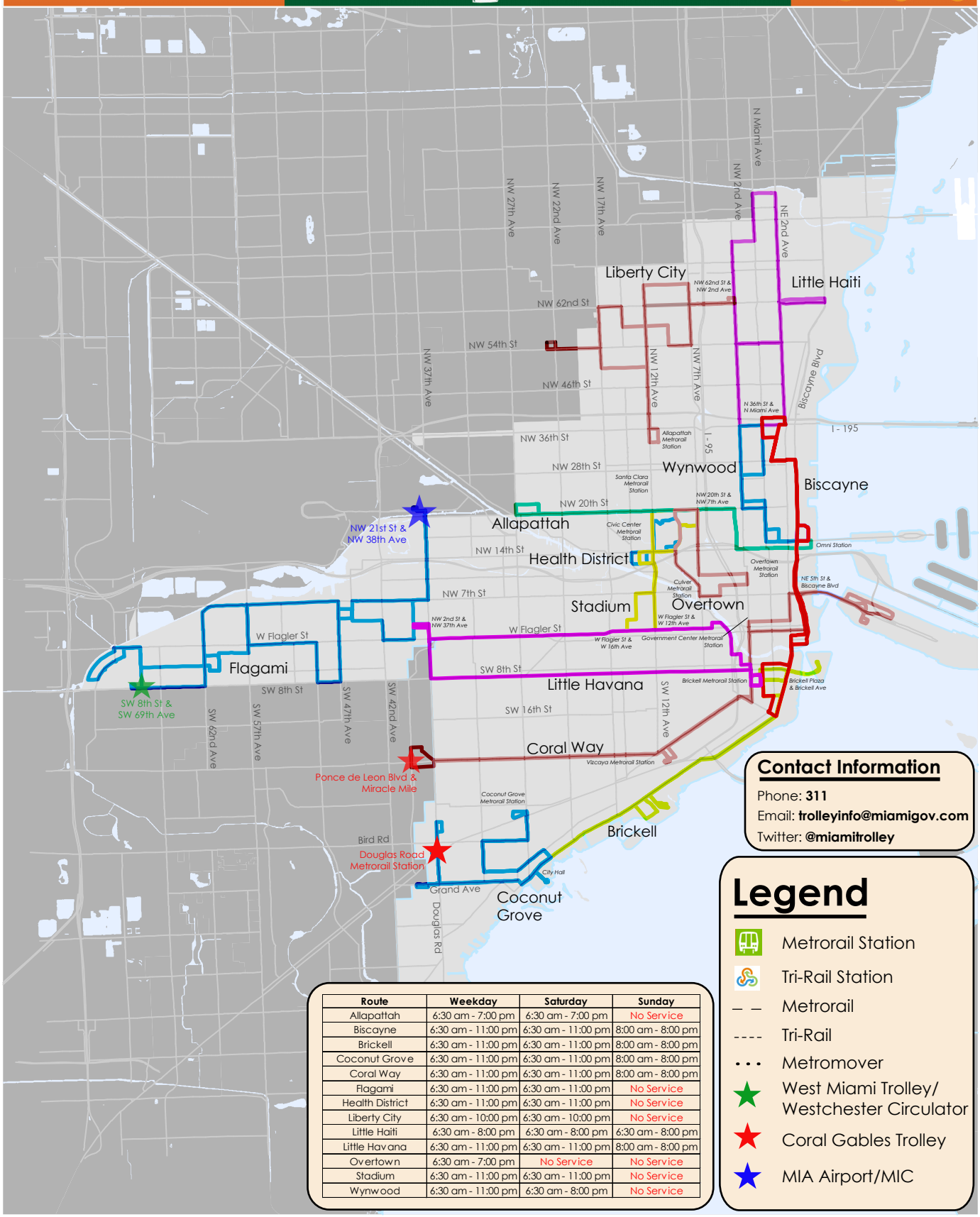
City of Miami
Half-Cent Surtax Pro-Forma

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	2020 Amended	2020 Projection	2020 COVID-19 Projection	2021 Adopted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Revenues/Funds								
FDOT Contribution Fd 10090 General SR	$600,000	$600,000	$600,000	$1,600,500				
FDOT Contribution Fd 39900 Capital	$295,000	$295,000	$295,000	$354,000	$1,180,000	$1,020,450	$1,841,311	$1,338,300
Advertising Revenues Fd 10090 General SR	$600,000	$514,000	$514,000	$524,000	$534,000	$545,000	$556,000	$567,000
Transit Funds (County Half-Cent) Fd 15600	$19,169,000	$19,169,000	$16,061,000	$17,879,000	$21,084,000	$21,717,000	$22,369,000	$23,040,000
Interest Fd 15600								
Contribution from General Fund Fd 10090								
Contribution from Transportation Trust Fund 04005								
Fund Balance Carryover	$1,390,000	$3,040,651	$3,040,651	$3,400,000	$3,535,000	$1,609,000		
Total Revenues	$22,054,000	$23,619,000	$20,511,000	$23,758,000	$26,333,000	$24,891,000	$24,766,000	$24,945,000
Expenditures								
Mass Transit								
Allapattah	$871,000	$853,000	$902,510	$883,000	$954,000	$1,059,000	$1,207,000	$1,412,000
Brickell	$1,291,000	$1,269,000	$1,110,500	$1,323,000	$1,429,000	$1,586,000	$1,808,000	$2,115,000
Biscayne	$1,516,000	$1,522,000	$1,336,015	$1,583,000	$1,710,000	$1,898,000	$2,164,000	$2,532,000
Coral Way	$1,521,000	$1,490,000	$1,235,000	$1,560,000	$1,685,000	$1,870,000	$2,132,000	$2,494,000
Health	$463,000	$452,000	$344,396	$464,000	$501,000	$556,000	$634,000	$742,000
Stadium	$463,000	$450,000	$414,000	$464,000	$501,000	$556,000	$634,000	$742,000
Overtown	$145,000	$143,000	$153,000	$147,000	$159,000	$176,000	$201,000	$235,000
Coconut Grove	$778,000	$757,000	$557,100	$780,000	$842,000	$935,000	$1,066,000	$1,247,000
Little Havana	$1,262,000	$1,245,000	$1,117,000	$1,300,000	$1,404,000	$1,558,000	$1,776,000	$2,078,000
Wynwood	$464,000	$450,000	$368,000	$464,000	$501,000	$556,000	$634,000	$742,000
Little Haiti	$1,051,000	$784,000	$639,622	$827,000	$893,000	$991,000	$1,130,000	$1,322,000
Flagami	$605,000	$590,488	$498,000	$600,000	$1,248,000	$1,385,000	$1,579,000	$1,847,000
Flagami - (FDOT Grant)	$600,000	$590,488	$498,000	$600,000	$0	$0	$0	$0
Liberty City (FDOT Grant)	$0	$0	$0	$1,000,500	$0	$0	$0	$0
Liberty City	$667,000	$661,000	$480,000	$1,000,500	$720,000	$799,000	$911,000	$1,066,000
Special Events	$27,000	$20,000	$20,000	$22,000	$24,000	$27,000	$31,000	$36,000
Fuel	$1,065,000	$1,097,000	$1,097,000	$1,163,000	$1,256,000	$1,394,000	$1,589,000	$1,859,000
On-Demand	$300,000	$210,000	$210,000	$223,000	$241,000	$253,000	$266,000	$279,000
Vehicle Acquisition / Replacement (Transfer-Out)	$1,205,000	$1,205,000	$1,205,000	$708,000	$1,180,000	$1,020,450	$1,841,311	$1,338,300
Vehicle Acquisition / Replacement (FDOT Grant)	$295,000	$295,000	$295,000	$354,000	$1,180,000	$1,020,450	$1,841,311	$1,338,300
Transit Studies (Capital)	$250,000	$250,000	$250,000	$0	$250,000	$250,000	$250,000	$250,000
Payment to Tri-Rail	$0	$0	$130,000	$0	$0	$0	$0	$0
Trolley Stop Signs	$0	$0	$0	$409,000	$0	$0	$0	$0
Other Costs (TSO Monthly Fee /Trolley Stop Signs	$220,000	$276,000	$276,000	$151,000	$163,000	$163,000	$163,000	$163,000
Subtotal Mass Transit	$15,059,000	$14,610,000	$13,136,000	$16,026,000	$16,841,000	$18,053,000	$21,858,000	$23,838,000
Subtotal Administration Cost (5% cap)	$961,000	$961,000	$961,000	$893,000	$1,054,000	$1,085,000	$1,118,000	$1,152,000
Subtotal Transfer Out to Debt	$2,364,000	$2,364,000	$2,364,000	$3,304,000	$6,179,000	$6,178,000	$6,179,000	$6,179,000
Transfer Out to Capital (Transportation Studies)	$650,000	$650,000	$650,000	$0	$650,000	$650,000	$650,000	$650,000
Budget Reserve	$3,020,000			$3,535,000				
Total Expenditures	$22,054,000	$18,585,000	$17,111,000	$23,758,000	$24,724,000	$25,966,000	$29,805,000	$31,819,000
Fiscal Year Surplus/(Deficit)	$0	$5,034,000	$3,400,000	$0	$1,609,000	-$1,075,000	-$5,039,000	-$6,874,000

Percent Spent on Mass Transit from Half-Cent Transit Funds	79%	76%	82%	90%	80%	83%	98%	103%
Percent Spent on Mass Transit from Total	68%	79%	77%	67%	68%	70%	73%	75%

Miami TROLLEY



Route	Weekday	Saturday	Sunday
Allapattah	6:30 am - 7:00 pm	6:30 am - 7:00 pm	No Service
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	8:00 am - 8:00 pm
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	6:30 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

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

Solid Waste

Department Head: Mario F. Nuñez 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.

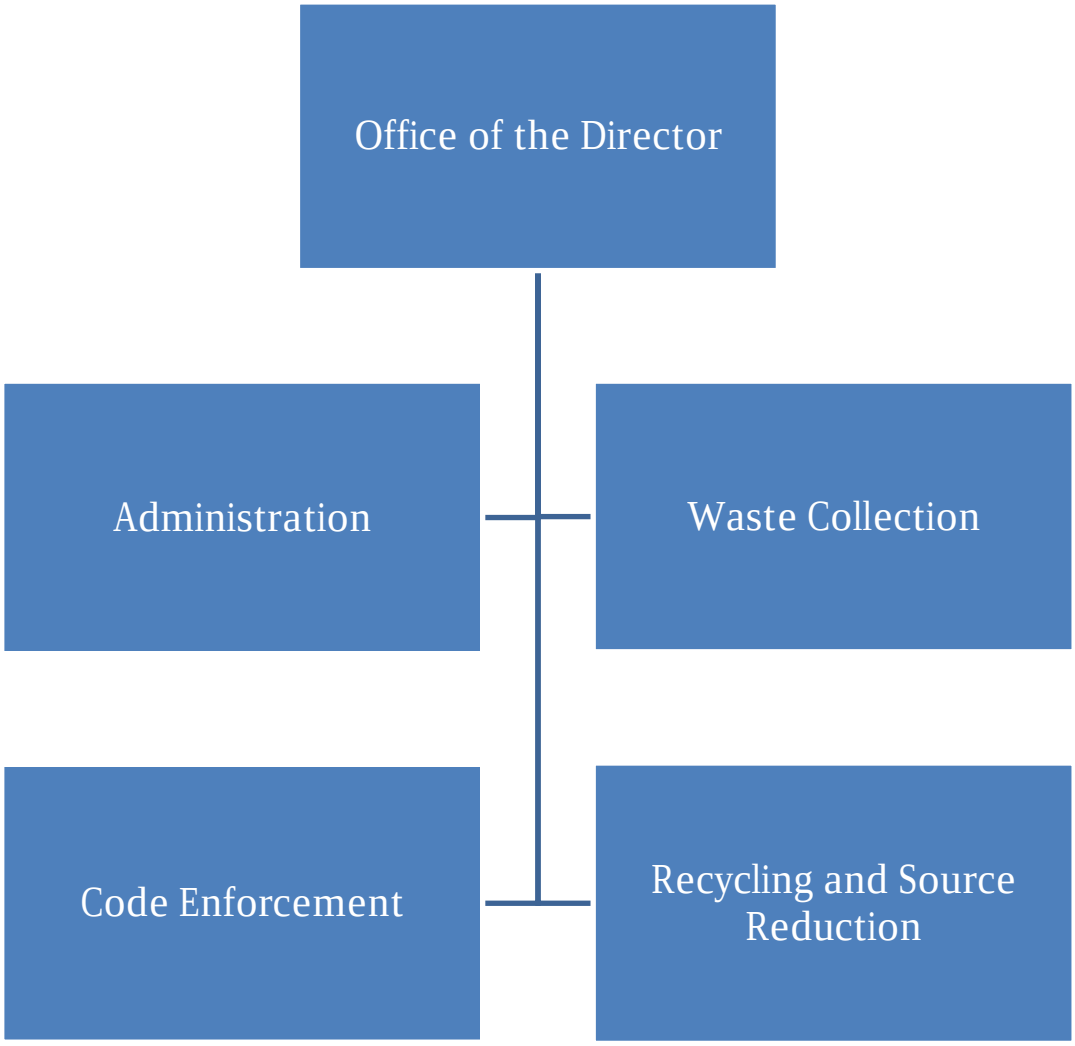
Description

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 residences 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 related to refuse 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


Office of the Director
Administration
Waste Collection
Code Enforcement
Recycling and Source Reduction

Solid Waste

Departmental Function/Unit	FY 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR Formulates departmental policies; provides overall direction and coordination of departmental operations and management.	3	3
ADMINISTRATION Implements departmental policies and provides overall direction on personnel, finance, budget, planning, procurement, and customer service; ensures the delivery of heavy equipment to the General Services Administration for repairs and service.	12	9
WASTE COLLECTION Provides residential and commercial garbage, trash, and recycling collection; performs mechanical street sweeping of major thoroughfares; performs litter collection and manual residential street sweeping in assigned areas.	207	233
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.	17	15
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
TOTAL FULL-TIME POSITIONS	**242**	**263**

Solid Waste

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	17,136,801	18,506,909	18,780,050	20,476,000	21,896,000
Operating Expense	18,992,320	33,058,835	13,544,569	15,154,000	14,942,000
Capital Outlay	195,259	124,327	225,762	342,000	358,000
Non-Operating Expenses	1,819	1,864	4,440	56,000	106,000
	36,326,199	**51,691,935**	**32,554,821**	**36,028,000**	**37,302,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	31,586,261	31,702,600	32,463,546	35,915,000	37,139,000
Solid Waste Recycling Trust	18,000	39,284	18,750	113,000	163,000
Departmental Improvement Initiative	17,738	21,915	34,833	0	0
Emergency Funds	4,704,201	19,928,136	37,692	0	0
	36,326,199	**51,691,935**	**32,554,821**	**36,028,000**	**37,302,000**

Department Strategies for FY 2020-21

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 utilize data from day to day operations to analyze, steer, and prioritize operational decisions and maximize efficiencies.

Expand current safety measures by maintaining the number of accidents below the national average.

Further automate current garbage and recycling carts deliveries.

Continuous rerouting of garbage collection routes to ensure optimal efficiency.

Enhance sanitation code enforcement efforts to have a stronger presence in the communities, catching and deterring illegal dumping.

Continue to actively participate in community meetings to help educate residents on sustainability efforts.

Establish departmental COVID-19 safety guidelines and protocols to help keep workers safe and maintain a healthy environment in line with the City's best practices and regulations.

Solid Waste

Accomplishments in FY 2019-20

Worked with the Department of Code Compliance and Resilience and Public Works to effectively address general issues to keep the City cleaner and safer for the residents.
Rerouted garbage collection routes to ensure optimal efficiency and automated current garbage and recycling carts deliveries. Utilized data from day to day operations to analyze, steer and prioritize operational decisions and maximize efficiencies.
Participated in community meetings to help educate residents on sustainability efforts.
Solid Waste Safety Specialists continue to close the gap with Risk Management, General Services Administration (mechanical fleet leadership) and County and State Public Health Departments on effectively targeting ways to prevent accidents. Solid Waste safety is working with Risk Management to enhance the metrics system on the number of workplace injuries and field accidents involving the Solid Waste Department.
Increased surveillance efforts in collaboration with the Police Department with the recent purchase of fifty additional surveillance cameras. At the inception of this initiative, the department commenced with five surveillance cameras and now has one hundred- two (102) cameras being deployed at undisclosed locations throughout the city to deter illegal dumping on the public right of way.
Procured the services of a consulting firm and contractor which will provide the design, specifications and construction for this building hardening project at an approximate cost of $898,238. The City was granted a one-year extension ending August 30, 2020.
Continued improvement of our internal service delivery processes in order to provide exceptional sanitation services to City residents in the most operationally efficient and safe manner as possible. The department has successfully closed 11,304 Service Requests (SRs) from the 311 HUB and completed all residential, recycling and bulky trash routes daily (30 to 40 thousand stops per day) including the collection of all dead animal requests by the close of each business day.
Established departmental COVID-19 safety guidelines and protocols to help keep workers safe and maintain a healthy environment in line with the City's best practices and regulations.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of one vacant Superintendent of Solid Waste, one vacant Sanitation Supervisor, one vacant Sanitation Inspector, one vacant Senior Staff Analyst, and one vacant Public Relations Aide positions, totaling $293,000 (GF) with no service impact.
The Subscriptions, Memberships, Licenses, Permits and Others Line Item reflects a reduction of $12,000 (GF) with no service impact.

The Budget includes the following additions:

Additional funding was added to the Overtime Line item to align budget with the current level of activity $140,000 (GF).
Additional funding was added to the Other Contractual Services Line Item for janitorial services and Verizon wireless $26,000 (GF).

Solid Waste

Additional funding was added to the Postage Line Item to cover the increase in mailing tickets $10,000 (GF)
Additional funding was added to the Repair and Maintenance Services Line Item to repair generators, ice machine, elevators, locksmith, painting and electrical repairs $14,000 (GF).
Additional funding was added to the Operating Supplies Line Item to cover the increase cost to efficiently operate the department $59,000 (GF).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem Line item and the Training Line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Actions Taken at the Second Budget Hearing, (see Appendix J), the FY 2020-21 Adopted Budget for Solid Waste includes 26 positions, Waste Collectors, a Waste Collector II, and a Special Projects Assistant $1.533 million (GF).

Solid Waste

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal:
Deliver efficient and effective services
Protect and promote the health and well-being of all residents
Citywide Objective:
Modernize and streamline City processes
Strengthen trust through excellent customer service
Engage all stakeholders with timely and clear communication

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Increase residential recycling participation to protect health, well-being and the environment	Children and Families Outreach in Environmental Education (number)	47,885	36,389	85,443	15,000
Reduce and deter illegal dumping and ensure code compliance thru effective programs	Solid Waste Code Inspections (number)	11,137	23,202	20,662	7,000
Deliver a comprehensive, safe and cost-effective solid waste management services	Residential Garbage trips to Resource Recovery Facility (percent)	35	30	30	35
Provide the highest level of excellence in the delivery of refuse, recycling, green waste, street sweeping, and bulky item collection services	Service requests closed within 15 business days (percent)	94	78	84	80
Deliver comprehensive, safe and cost-effective solid waste management services	DriveCam Monitoring System program effectiveness relative to other government users (percent)	69	61	61	50

* DriveCam is a safety program implemented by the Department to monitor driver and coach performance. The average score of cities using the program is 50 percent.

Solid Waste

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	11,650,000	0	11,650,000	13,018,000	0	13,018,000
512010 - Attrition Savings - Salaries	(1,013,000)	0	(1,013,000)	(647,000)	0	(647,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	31,000	0	31,000	31,000	0	31,000
514000 - Overtime	550,000	0	550,000	690,000	0	690,000
516000 - Fringe Benefits	1,000	0	1,000	2,000	0	2,000
521000 - Fica Taxes	879,000	0	879,000	852,000	0	852,000
522000 - Retirement Contributions	4,433,000	0	4,433,000	4,520,000	0	4,520,000
523000 - Life and Health Insurance	3,945,000	0	3,945,000	3,430,000	0	3,430,000
Personnel	**20,476,000**	**0**	**20,476,000**	**21,896,000**	**0**	**21,896,000**
Operating Expense						
524000 - Workers' Compensation	1,303,000	0	1,303,000	1,085,000	0	1,085,000
531000 - Professional Services	0	0	0	(325,000)	0	(325,000)
534000 - Other Contractual Services	182,000	0	182,000	208,000	0	208,000
540000 - Travel and Per Diem	11,000	0	11,000	0	0	0
540010 - Training	10,000	0	10,000	0	0	0
541100 - Postage	25,000	0	25,000	35,000	0	35,000
543000 - Utility Services	80,000	0	80,000	0	0	0
543010 - Utilities Water	0	0	0	40,000	0	40,000
543020 - Utilities Electricity	0	0	0	40,000	0	40,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	78,000	0	78,000	217,000	0	217,000
545013 - Insurance - General Liability	12,000	0	12,000	13,000	0	13,000
546000 - Repair and Maintenance Services	11,000	0	11,000	25,000	0	25,000
546001 - IT-Repair and Maintenance Services	451,000	0	451,000	561,000	0	561,000
547000 - Printing and Binding	10,000	0	10,000	10,000	0	10,000
548000 - Promotional Activities	15,000	0	15,000	22,000	0	22,000
549000 - Other Current Charges and Obligations	12,058,000	57,000	12,115,000	12,056,000	57,000	12,113,000
551000 - Office Supplies	14,000	0	14,000	14,000	0	14,000
552000 - Operating Supplies	748,000	0	748,000	807,000	0	807,000
552100 - Public Safety Supplies	35,000	0	35,000	35,000	0	35,000
552200 - Clothing/Uniform Supplies	38,000	0	38,000	38,000	0	38,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	12,000	0	12,000	0	0	0
Operating Expense	**15,097,000**	**57,000**	**15,154,000**	**14,885,000**	**57,000**	**14,942,000**

Solid Waste

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	342,000	0	342,000	358,000	0	358,000
Capital Outlay	**342,000**	**0**	**342,000**	**358,000**	**0**	**358,000**
Non-Operating Expense						
896000 - Budget Reserve	0	56,000	56,000	0	106,000	106,000
Non-Operating Expenses	**0**	**56,000**	**56,000**	**0**	**106,000**	**106,000**
Total Expense	**35,915,000**	**113,000**	**36,028,000**	**37,139,000**	**163,000**	**37,302,000**

DEPARTMENT BUDGETS:
PUBLIC SAFETY

- Fire-Rescue
- Police

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.

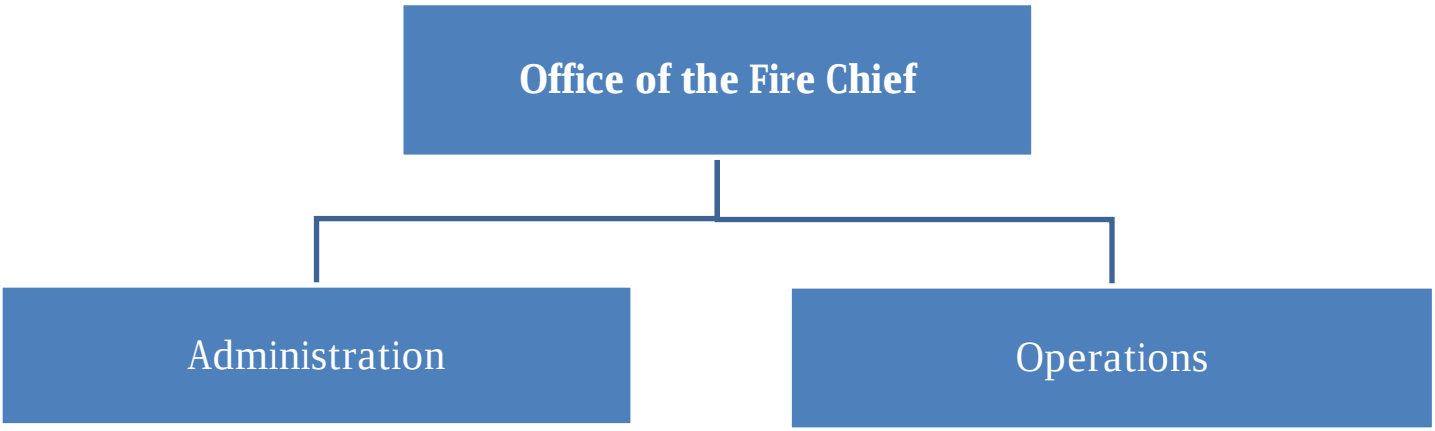
Description

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 suspectedfires. 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.

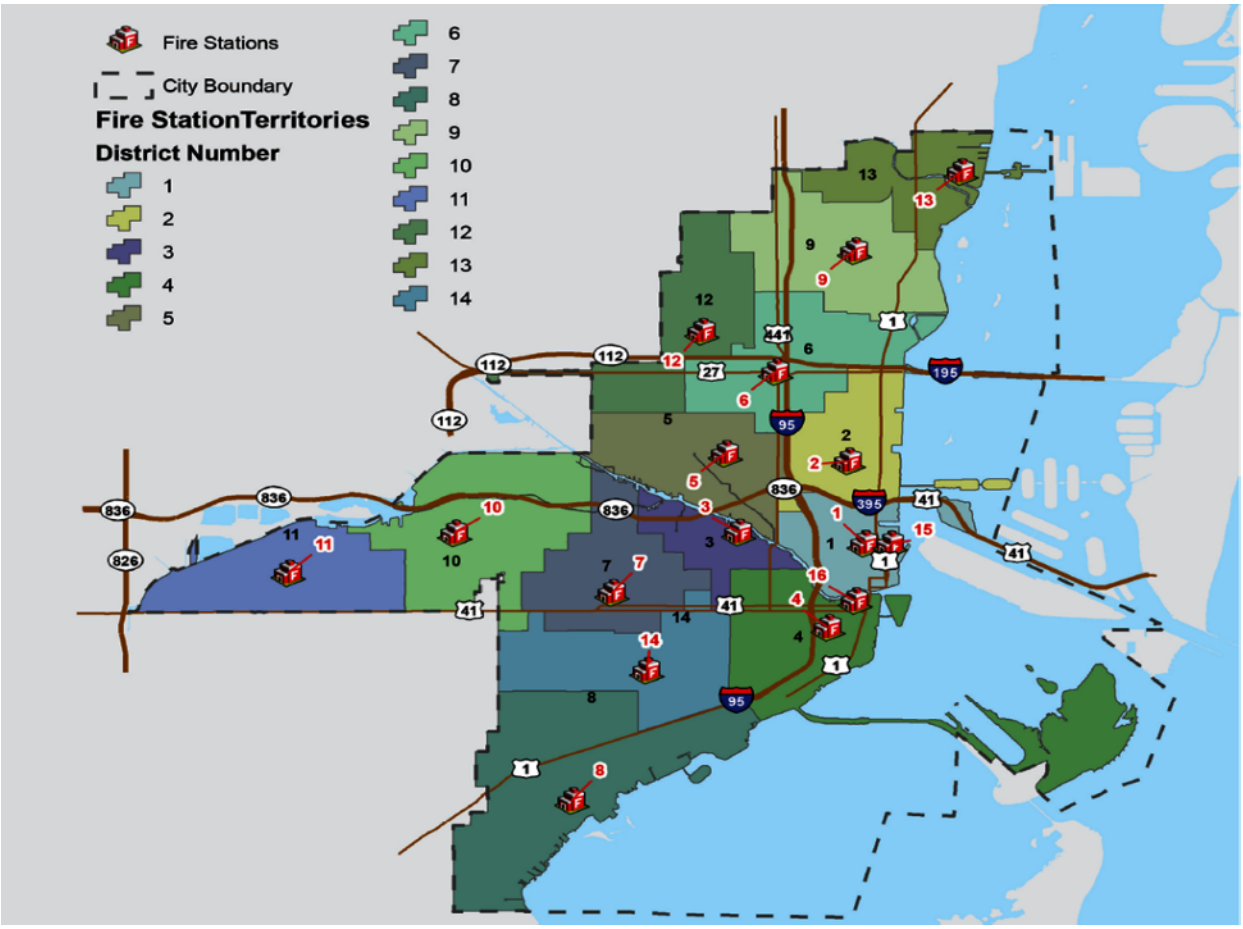
Stakeholders include residents, businesses, and visitors to the City of Miami.

Fire-Rescue



Departmental Function/Unit	FY 2019-20	FY 2020-21
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates; develops and implements policies, procedures, rules and regulations, plans, programs, and budgets; develops standards and methods to improve fire and life safety.	16	14
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 arson investigations; provides health and wellness and emergency medical support to sworn personnel.	106	105
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; answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls.	765	765
TOTAL FULL-TIME POSITIONS	**887**	**884**

Fire-Rescue



Station		Phone
FS-1	144 NE 5th St.	(305) 569-3901
FS-2	1901 N Miami Ave.	(305) 569-3902
FS-3	1103 NW 7th St.	(305) 569-3903
FS-4	1105 SW 2nd Ave	(305) 569-3904
FS-5	1200 NW 20th St.	(305) 569-3905
FS-6	701 NW 36th St.	(305) 569-3906
FS-7	314 Beacom Blvd	(305) 569-3907
FS-8	2975 Oak Avenue	(305) 569-3908

Station		Phone
FS-9	69 NE 62nd St.	(305) 569-3909
FS-10	4101 NW 7th St.	(305) 569- 3910
FS-11	5920 W Flagler St.	(305) 569-3911
FS-12	1455 NW 46th St.	(305) 569-3912
FS-13	990 NE 79th St.	(305) 569-3913
FS-14	3171 SW 22nd Terr.	(305) 569-3914
FS-15	401 Biscayne Blvd., Pier 5, Boat Slip 36	(305) 569-3915
FS-16	1105 SW 2nd Ave.	(305) 569-3904

Fire-Rescue

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	117,430,232	124,008,057	153,562,452	149,671,000	159,424,000
Operating Expense	18,238,946	18,565,835	19,589,213	14,391,000	16,666,000
Capital Outlay	395,372	744,466	1,210,135	3,651,000	4,153,000
Non-Operating Expenses	10,344	9,687	13,862	13,622,000	24,975,000
	136,074,893	**143,328,044**	**174,375,661**	**181,335,000**	**205,218,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	127,213,296	132,215,381	162,948,459	161,407,000	173,861,000
Fire Rescue Services	1,914,971	2,170,317	2,498,680	3,214,000	4,738,000
UASI-Fire Rescue	4,761,459	5,417,852	4,697,484	16,614,000	26,519,000
Emergency Funds	2,185,167	3,524,494	4,231,038	100,000	100,000
	136,074,893	**143,328,044**	**174,375,661**	**181,335,000**	**205,218,000**

Department Strategies for FY 2020-21

Continue to work to reduce response times to potentially life-threatening emergencies by expanding the availability of fire rescue units.

Continue working toward building and renovating Fire-Rescue stations. Work with City leaders to bring joint venture fire station projects to fruition.

Continue to implement the Department's Strategic Plan, as outlined, to the extent it is funded, and work with the City's Strategic Planning Team to ensure that the Fire-Rescue Department is equipped to deal with the anticipated growth of the City.

Continue to develop specifications and options for the implementation and installation of a new Computer Aided Dispatch (CAD) system to facilitate greater efficiency in E-911 call management and the processing of calls for emergency services as part of the Department's investment in proactive technology solutions.

Continue the implementation of initiatives outlined in the Department's Comprehensive Cancer Prevention Program and institution of a Health and Wellness Center, to the extent that it is funded.

Continue working with the community and public partnerships to positively impact at-risk youth through educational programs such as the Fire Explorer Program and the Fire Chief Maurice L. Kemp (EMS) Cadet Program to strengthen the community's relationship with our public safety personnel to the extent it is funded.

Fire-Rescue

Accomplishments in FY 2019-20

Placed into service the Heavy Rescue 6 unit, to augment the staffing of the Technical RescueTeam to appropriate National Fire Protection Association standards.
Finalizing the agreement with Swire for Temporary Fire Station #16 at Brickell City Centre, finalized the developer's agreement for the construction of a new Fire Station #4, collaborating with the Office of Capital Improvements to select an architect for the design criteria package for Fire Station #10, and attained a Temporary Certificate of Occupancy for Fire Station #14.
Continue to work in the implementation phase of the Opticom GPS based Traffic Signal Pre-emption system that will increase the safety of responding apparatus and decrease response times.
Started the procurement phase of a Computer Aided Dispatch system for the FireAlarm office.
Began the permitting phase for the Health and Wellness Center that will be located at the Marlins Park parking garage.
Graduated from Miami Dade College eight EMS cadets as Emergency Medical Technicians and five as Firefighter-Emergency Medical Technicians in the first ever Maurice L. Kemp Cadet Program that included both Emergency Medical Technician and Fire Fighter certifications.
Increased the number of promotional positions by six Chief Fire Officers, 16 Fire Captains, and 10 Fire Lieutenants to strengthen and solidify command, control, and leadership functions and initiated the process of filling firefighter vacancies.
Maintained an Insurance Service Office rating of Class 1. This is the highest rating that a Fire-Rescue Department can achieve which results in lower fire insurance premiums for the Cityresidents and businesses.
Graduated 21 Fire recruits in January 2020 from a class that began in July 2019.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the transfer of a vacant civilian Project Manager-CIP position in the AFSCME 1907 bargaining unit to the Office of Capital Improvements (GF $81,000). This transfer will have an impact on services by delaying the completion of Fire-Rescue Capital projects.
The Public Safety CAD Project that was appropriated in the FY 2019-20 Capital Mid-Year Budget Amendment will be deferred and the funding is re-appropriated to other capital projects in the Proposed Budget (GF $3.029 million).
To reflect the amendments made by the City Commission as detailed in the memorandum titled Actions Taken at the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for Fire-Rescue Department includes a decrease to the Regular Salaries and Wages Line item to freeze 17 vacant positions for the Technical Rescue Team ($1.700 million GF).
To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for Fire-Rescue Department includes the elimination to two filled executive positions ($377,000 GF).

Fire-Rescue

The Budget includes the following additions:

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for Fire-Rescue Department includes an increase in Emergency Services Fee line item ($3.500 million GF) and an increase in Regular Salaries and Wages line item for the sharing portion of this amount that will be paid out to members of the IAFF ($1.750 million GF).

To reflect the amendments made by the City Commission as detailed in the memorandum titled Actions Taken at the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for Fire-Rescue Department includes an increase to the Regular Salaries and Wages Line item to add back step increases for members of the IAFF bargaining unit ($2.279 million GF).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees of the Miami General Employees, American Federation of State County and Municipal Employees (AFSCME 1907) bargaining unit and non-bargaining unit employees.

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for the Fire-Rescue Department includes the renewal for a second year of the Medicaid Public Emergency Medical Transportation and Managed Care Emergency Medical System Supplement Payment Program (PEMT MMC), that was approved pursuant to Resolution 19 - 0512 on December 12, 2019. The budget for the required advance payment for this renewal was included in the proposed budget as stated below.

The Regular Salaries and Wages Line item includes funding for the shared portion of revenues associated with medical transport. Of the total $16.609 million of revenues associated with medical transportation ($11.500 million of fees, $3.674 million of Public Emergency Medical Transport (PEMT) Medicaid Fee for Service supplement (FFS), and $1.435 million of PEMT MMC, $4.665 million will be used to fund medical transportation and $4.665 million will be shared with employees per the current IAFF collective bargaining agreement (GF $4.665 million).

The Overtime, Overtime Staffing, Overtime EMS Backfill for Training, and Overtime Off Duty Events Line items have been increased to match historical expenditure amounts, accounting for wage increases (total $12.372 million, an increase of $5.584 million).

Section 175 state pass-through revenues and expenses for Firefighter Secondary Pensions are included in the Department's budget (GF $4.300 million).

Funding is included for the IAFF Health Trust per the current IAFF collective bargaining agreement (GF $19.362 million; SR $61,000). This Health Trust provides health insurance for 728 members of the IAFF, 16 executives, and their associated dependents.

The Travel and Per Diem Line item has been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Fire-Rescue

The budget includes funding for the advance payment of the City's state share portion of revenues received for the medical transport of Medicaid Managed Care patients. The City will send the advance to the Florida Agency for Health Care Administration (AHCA) that will intern use these funds to drawdown an additional $1.435 million from the Federal Government. The City will then receive both Federal and state share advance from ACHA through the various Medicaid Managed Care organizations that have contract with the Fire-Rescue Department (GF $900,000).

The Department's Special Revenue funds include projected grant budgets for USAR Cooperative Agreement 2020, State Homeland Security Grant Program 2020, 2019 Securing the Cities Program, and Urban Area Security Initiative 2020 (SR $17.977 million).

Funding from Fire Impact Fees for Fire-Rescue apparatus upgrades, EMS equipment purchases, and facility enhancements ($1.038 million).

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Appendix J), the FY 2020-21 Adopted Budget for Fire-Rescue includes annual payment for the settlement agreement ($2.500 million) required by the Collective Bargaining Labor Agreement with the IAFF. The settlement agreement is funded in the Non-Departmental Account.

The Department's personnel budget includes 773 regular sworn personnel and 14 sworn executives for a total of 787 sworn positions, and 97 civilians.

Fire-Rescue

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Protect and promote the health and well-being of all residents
Citywide Objective:
Maintain low response times and seek out new opportunities to optimize emergency operations

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Expeditiously and safely respond to all emergencies to save lives and protect property	Response time from initial call to first unit on scene (minutes)	5:38	5:41	5:47	5:43
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)	9,913	7,712	7,951	7,596
Continue to respond to the increasing number of calls for service to save lives and protect property	Fire and rescue alarm calls (number)	94,460	101,670	107,981	107,500
Replace an aging fleet with the technological advancements of modern apparatus to continue to safely and effectively mitigate incidents	Average age of firefighting units (years)	9.9	10.7	11	12.3
Assure apparatus have the ability to safely respond and render care in all emergency medical incidents, and provide rapid transport to hospital facilities for further care	Average age of rescue units (years)	7.3	8.0	8.2	9.4
Assure non-emergency vehicles are available to support emergency services functions and other essential services required for the protection of property and the saving of lives	Average age of light fleet support vehicles (years)	4.5	5.3	6.3	6.9
To sustain above – average satisfaction on our survey results	Customer Satisfaction Survey: satisfied responses (percent)	n/a	99	99	99

Fire-Rescue

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	75,065,000	1,178,000	76,243,000	77,790,000	1,110,000	78,900,000
512010 - Attrition Savings - Salaries	(1,143,000)	0	(1,143,000)	(150,000)	0	(150,000)
513000 - Other Salaries and Wages	58,000	0	58,000	43,000	149,000	192,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	15,000	0	15,000
514000 - Overtime	1,498,000	368,000	1,866,000	4,623,000	291,000	4,914,000
514010 - OT Staffing	1,593,000	0	1,593,000	3,528,000	0	3,528,000
514020 - OT EMS Backfill for Training	402,000	0	402,000	684,000	0	684,000
514030 - OT Off Duty Events	3,295,000	0	3,295,000	3,537,000	0	3,537,000
515000 - Special Pay	12,824,000	59,000	12,883,000	12,866,000	58,000	12,924,000
516000 - Fringe Benefits	25,000	0	25,000	49,000	0	49,000
521000 - Fica Taxes	1,882,000	68,000	1,950,000	1,857,000	68,000	1,925,000
522000 - Retirement Contributions	2,093,000	305,000	2,398,000	2,075,000	302,000	2,377,000
522010 - Police and Fire - FIPO	25,423,000	123,000	25,546,000	25,648,000	120,000	25,768,000
522020 - Secondary Pension Contributions	4,300,000	0	4,300,000	4,300,000	0	4,300,000
523000 - Life and Health Insurance	1,396,000	218,000	1,614,000	848,000	186,000	1,034,000
523011 - IAFF Health Insurance Trust Fund	18,574,000	63,000	18,637,000	19,362,000	61,000	19,423,000
Personnel	**147,289,000**	**2,382,000**	**149,671,000**	**157,079,000**	**2,345,000**	**159,424,000**
Operating Expense						
524000 - Workers' Compensation	4,048,000	72,000	4,120,000	3,730,000	61,000	3,791,000
531000 - Professional Services	670,000	164,000	834,000	740,000	702,000	1,442,000
531020 - Professional Services-Medical	433,000	0	433,000	433,000	0	433,000
534000 - Other Contractual Services	813,000	120,000	933,000	1,041,000	30,000	1,071,000
540000 - Travel and Per Diem	31,000	52,000	83,000	0	210,000	210,000
540010 - Training	301,000	52,000	353,000	0	0	0
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	15,000	0	15,000	15,000	0	15,000
543000 - Utility Services	511,000	0	511,000	15,000	0	15,000
543010 - Utilities Water	0	0	0	122,000	0	122,000
543020 - Utilities Electricity	0	0	0	409,000	0	409,000
544000 - Rentals and Leases	25,000	0	25,000	25,000	0	25,000
545011 - Insurance - Vehicle Liability	197,000	0	197,000	548,000	0	548,000
545012 - Insurance - Property & Casualty	847,000	0	847,000	974,000	0	974,000
545013 - Insurance - General Liability	51,000	0	51,000	55,000	0	55,000

Fire-Rescue

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
546000 - Repair and Maintenance Services	1,860,000	0	1,860,000	2,380,000	0	2,380,000
546001 - IT-Repair and Maintenance Services	1,637,000	0	1,637,000	2,036,000	0	2,036,000
549000 - Other Current Charges and Obligations	40,000	10,000	50,000	40,000	0	40,000
551000 - Office Supplies	36,000	0	36,000	36,000	0	36,000
552000 - Operating Supplies	635,000	92,000	727,000	1,046,000	75,000	1,121,000
552100 - Public Safety Supplies	1,155,000	0	1,155,000	1,155,000	0	1,155,000
552200 - Clothing/Uniform Supplies	326,000	2,000	328,000	586,000	6,000	592,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	195,000	0	195,000	195,000	0	195,000
Operating Expense	**13,827,000**	**564,000**	**14,391,000**	**15,582,000**	**1,084,000**	**16,666,000**
Capital Outlay						
664000 - Machinery and Equipment	291,000	3,360,000	3,651,000	300,000	3,853,000	4,153,000
Capital Outlay	**291,000**	**3,360,000**	**3,651,000**	**300,000**	**3,853,000**	**4,153,000**
Non-Operating Expense						
896000 - Budget Reserve	0	13,622,000	13,622,000	0	24,075,000	24,075,000
899000 - Other Uses	0	0	0	900,000	0	900,000
Non-Operating Expenses	**0**	**13,622,000**	**13,622,000**	**900,000**	**24,075,000**	**24,975,000**
Total Expense	**161,407,000**	**19,928,000**	**181,335,000**	**173,861,000**	**31,357,000**	**205,218,000**

Police

Department Head: Jorge R. Colina Phone: (305) 603-6100
www.miami-police.org

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.

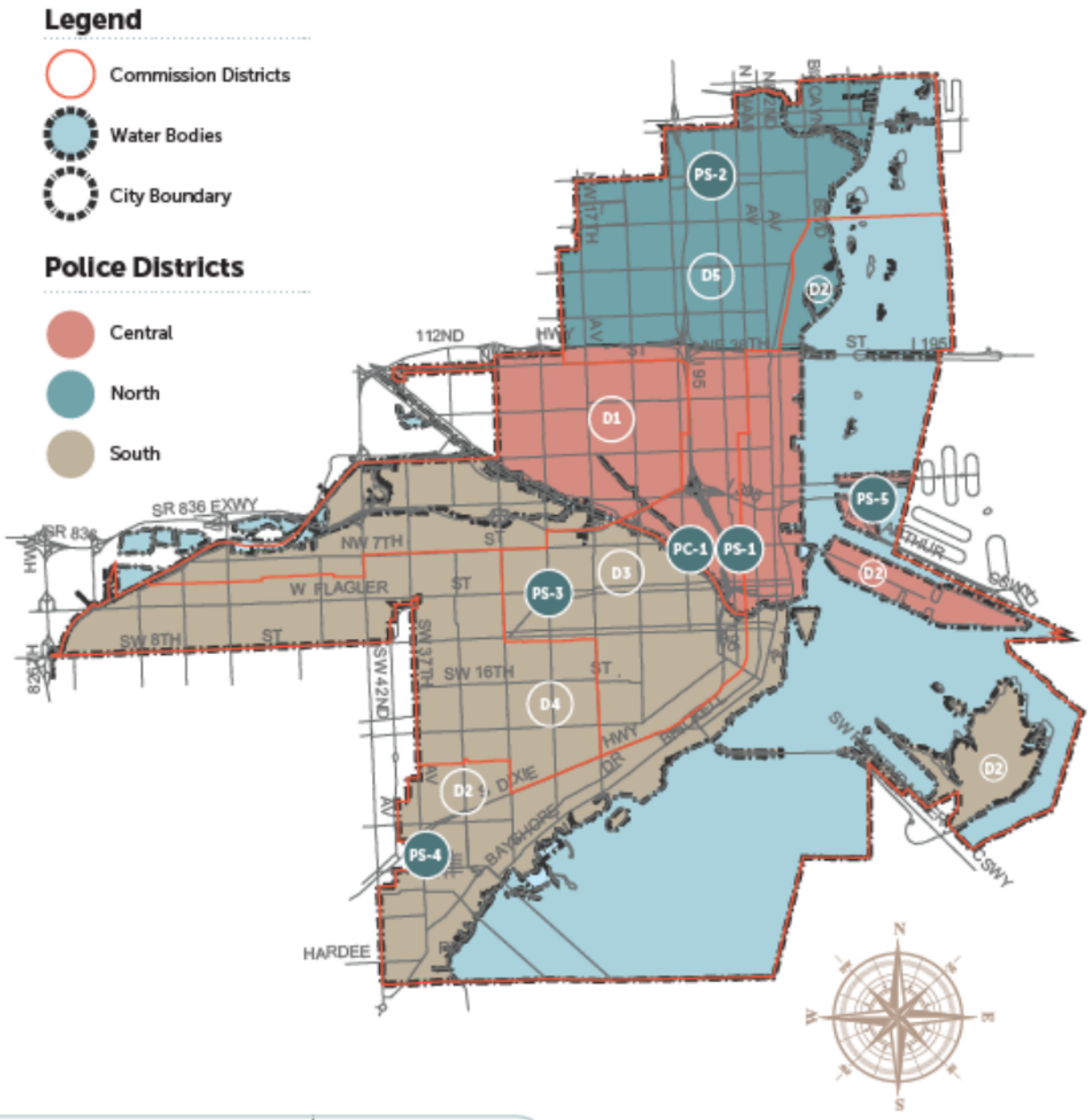
Stakeholders include residents, businesses, and visitors to the City of Miami.

Police



Departmental Function/Unit	FY 2019-20	FY 2020-21
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; oversees inter-agency narcotics and Homeland Security investigations; coordinates interaction with other City departments.	93	86
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service; provides traffic enforcement; conducts specialized police functions including aviation, canine response, marine, mounted, and Special Weapons and Tactics (SWAT) teams; engages in special crime suppression operations; coordinates special event staffing.	1,004	907
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations and conducts crime scene investigations; provides victims advocate services.	287	297
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; provides budget, finance, and procurement services.	421	382
TOTAL FULL-TIME POSITIONS	**1,805**	**1,672**

Police



STATION		ADDRESS
PS-1	Central District Station	400 N.W. 2nd Ave.
PC-1	Miami Police College	350 N.W. 2nd Ave.
PS-2	North District Station	1000 N.W. 62nd St.
PS-3	South District Station	2200 W. Flagler St.
PS-4	Coconut Grove Mini-Station	3727 Grand Ave.
PS-5	Marine Patrol Sub-Station	1001 MacArthur Cswy

CONTACT	PHONE
Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Drug Tip Hotline	(305) 623-7874
Gang / Graffiti Hotline	(305) 808-6800

DIAL 911 FOR EMERGENCIES ONLY

Police

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	203,094,845	211,568,540	219,309,781	232,295,000	233,766,000
Operating Expense	31,790,374	35,795,747	37,651,705	43,089,000	39,667,000
Capital Outlay	2,137,151	1,528,111	2,634,208	1,731,000	1,958,000
Non-Operating Expenses	40,000	301,967	0	244,000	1,022,000
	237,062,370	**249,194,364**	**259,595,695**	**277,359,000**	**276,413,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	228,251,557	233,431,330	247,285,550	265,621,000	266,173,000
Police Services	3,801,886	6,388,279	6,216,393	5,012,000	4,637,000
Total E911	3,990,318	4,115,178	5,305,851	5,749,000	4,781,000
Law Enforcement Trust Fund	780,860	623,697	499,908	977,000	822,000
Departmental Improvement Initiative	1,352	4,450	0	0	0
Emergency Funds	236,397	4,631,431	287,993	0	0
	237,062,370	**249,194,364**	**259,595,695**	**277,359,000**	**276,413,000**

Police

Department Strategies for FY 2020-21

Transition from laptop computers to cellular phones as the primary data entry device.
Deploy video analytics in the Real Time Crime Center.
Deploy comprehensive performance dashboards.
Eliminate paper-based forms and processes.
Transition major applications to cloud services.

Accomplishments in FY 2019-20

Continue working toward the completion of the design phase of the new Miami Police Headquarters ($91,000).
Completed the design phase of the new Miami Police property annex.
Continue to work towards a fully integrated Real Time Crime Center which provides 24/7 real time actionable information thereby enhancing the situational awareness and creating a "virtual arrival" scenario for officers responding to priority service calls and developing situations and critical incidents.
Completed the Communications Unit transition of ten Police Sergeant positions to Emergency Dispatch Supervisor positions. The department continued working towards civilianizing the Police Staffing Unit.
Expect to complete the transition to the 9mm duty weapon by October 2020.
Awarded the three accreditation programs from the Commission on Accreditation for Law Enforcement Agencies, Inc. for Public Safety Communications, Public Safety Training Academy, and Law Enforcement Accreditation.
Implemented the Collaborative Law Enforcement Assisted Diversion Program, which includes the Justice and Mental Health Collaboration Program and the Behavioral Science Research Institute.

Budget Highlights for FY 2019-20

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of 25 vacant civilian positions in AFSCME 1907 and one filled Police Executive position totaling $1.263 million (GF). This reduction will impact services by longer response times in clerical duties and non-emergency calls and reduction of IT support internal services.
The Other Salaries and Wages Line Item reflects the elimination of 22 Traffic Control Specialist, Part-time positions totaling $483,000 (GF). This reduction will cause more traffic congestion points across the City.
The Overtime Line Item reflects the reduction of $2.649 million (GF) that will cause longer response times to address emerging issues and the reduction of $1.132 million (SR) of non-recurring grant funding.
The Professional Services Line Item reflects the reduction of $212,000 (GF) that partially will reduce the ability to provide pre-employment examinations, promotional exams, towing service through a third party, due to adjustment based on future hiring needs, and the reduction of $357,000 (SR) of non-recurring grant funding.
The Professional Services-Medical Line Item reflects a reduction in the number of pre-employment medical assessments based on future hiring needs totaling $165,000 (GF).
The Other Contractual Services Line Item reflects the reduction of $333,000 (GF) to align the budget to the current level of services and the reduction of $118,000 (SR) of non-recurring expenditures in the E911 Funds.

Police

The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
The Communications and Related Services Line Item reflects the reduction of $58,000 (GF) with no service impact, based on a reduction of the inventory of equipment and the reduction of $123,000 (SR) of non-recurring expenditures in the E911 Funds.
The Rentals and Leases Line Item reflects the reduction of $150,000 (GF) partially due to the reallocation of the Internal Affair Office and a reduction of the number of rental car services, offset with the Capital Vehicle Acquisition Program.
The Repair and Maintenance Services Line Item reflects the reduction of $98,000 (GF) and $50,000 (SR) in the E911 Funds to align the budget with actual trend of expenditures.
The Printing and Binding-Paper Stock Line Item reflects the reduction of $6,000 (GF) due to the elimination of paper-based forms and processes.
The Advertising and Related Costs Line Item reflects a reduction of $14,000 (GF) and $2,000 (SR) due to adjustment based on future hiring needs.
The Other Current Charges and Obligations Line Item reflects the reduction of $8,000 (GF) that will reduce the department capacity of reimbursement for regular investigative expenditures and $676,000 (SR) of non-recurring expenditures in the E911 Funds.
The Office Supplies Line Item reflects a reduction of $79,000 (GF) with no service impact.
The Operating Supplies Line Item reflects a reduction of $3,000 (GF) with no service impact and $676,000 (SR) in the E911 Funds to align the budget with the actual trend of expenditures.
The Weapons and Ammunitions Line Item reflects a reduction of $929,000 (GF) due to a reduction of non-recurring expenditures budgeted in the previous fiscal year (0.9mm Glock transition and AR15 Rifles) and to adjustment based on future hiring needs.
The Machinery and Equipment Line Item reflects a reduction of $275,000 (GF) and $142,000 (SR) partially due to a reduction of non-recurring expenditures and a capital project funded in the previous fiscal year and to adjustment based on future hiring needs.

The Budget includes the following additions:

As approved in the FY 2019-20 Mid-Year Amendment, the budget reflects the addition of one Police Major position (GF $159,000).
The Regular Salaries and Wages Line item reflects a three percent across the board wage increase for positions in the Fraternal Order of Police ($2.892 million). The Regular Salaries and Wages Line item reflects no step increases for employees.
Additional funding was added to the Machinery and Equipment Line Item to cover the cost of Ballistic Shields - Rifle Caliber (GF $73,000).

The Budget includes the following additional considerations:

The Budget includes the transfer of the Capital Project Manager function, a Project Manager-CIP (Vertical) civilian position, and funding from the Police Department to the Office of Capital Improvement. The personnel and

funding are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (one position, $75,000).

The Budget includes the transfer of funding to cover the security service of the Marinas from the Police Department to the Department of Real State and Asset Management Department. The funding are reflected in the prior Department in FY 2019-20 and in the new Department in FY 2020-21 (GF $348,000).

Additional funding was added to the Motor Fuel Line Item to align the budget with current level of expenditures (GF $250,000).

Additional funding was added to the Subscriptions, Memberships, Licenses, Permits and Others Line Item to cover the increases in current contracts (GF $50,000; SR $51,000).

Funding of grant matching funds included in General Fund Transfers-Out shown in the Non-Departmental Accounts (NDA), the fiscal year 18 Collaborative Opioid Abuse Program (COAP) (GF $43,000) and the 2018 Edward Byrne Memorial Justice Assistance Grant (GF $27,000) for a total amount of $70,000.

The budget includes funding of “Do the Right Thing” (GF $125,000) and the “Police Athletic League” (GF $415,000) in NDA; and moving the 15 Police Officers partially covered by a three-year 2017 COPS grant (GF $952,000) from special revenue funding to the General Fund.

The Department will continue with the intent of hiring a company to provide School Crossing Guard services to ensure coverage at all time.

Funding from Police Impact Fees for Capital Improvement enhancement projects are included for the New Police Headquarters Planning Phase ($126,000), the Real Time Crime Center Software ($300,000), the New Police Web Emergency Operations Center Command Center ($100,000), and the Police Security System ($200,000).

The operating budget recommends postponing the acceptance of a COPS grant, a three-year grant that partially funds salaries and benefits for an additional 15 sworn officers to the City's Police Force. While acceptance of the grant would add more police officers, its financial impact will create unfavorable effects not only in FY 2020-21, but also in the five-year outlook.

The Miami-Dade School Board has requested that the MPD provide a third year of School Safety Officer services. The School Board has indicated that it will fund all costs associated with the service. The budget for this program is not included yet in the Proposed Budget.

The differences in amount of personnel between divisions are due to the reassignment of existing staff to best suit the needs of the Department.

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing (see Attachment B), the FY 2020-21 Adopted Budget for Police includes the reduction of 66 filled sworn ($3.929 million) positions, 41 vacant sworn ($2.770 million) positions, and other line items ($49,000) to cover the salary step increases ($3.841 million) and the settlement agreement ($2.917 million) required by the Collective Bargaining Labor Agreement with the Fraternal Order of Police The settlement agreement is funded in the Non-Departmental Account.

To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing, the FY 2020-21 Adopted Budget for Police includes the increase of the Police Services Special Revenue Fund to cover a two - year grant accepted pursuant to City Resolution R - 20 - 0225 approved by the City Commission on July 23, 2020, for the Bureau of Justice Assistance FY 2020 Coronavirus Emergency Supplemental Funding Program ($914,000 SR).

The Budget includes 1,222 regular sworn Police Officers and 42 sworn executives for a total of 1,264 sworn personnel, as well as 408 civilian positions.

Police

Strategic Alignment and Performance Measure

Priority: Quality of Life
Citywide Goal: Protect and promote the health and wellbeing of all residents.
Citywide Objectives:

- Reduce gun violence.
- Continue to strengthen community partnerships.
- Maintain low response times and seek out opportunities to optimize emergency operations

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Answer 911 calls as quickly as possible.	911 calls answered within ten seconds of call initiation (percent)	93	87	94	100
Minimize response times for emergency calls for service	Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	3.7	3.6	3.4	3.9
Reduce crime	Uniform Crime Reporting Part 1 Crimes which includes criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	20,172	20,171	21,538	18,500
Focus on recidivist offenders and reduce the overall number of arrests	Uniform Crime Reporting Arrests (number)	19,002	18,383	11,102	17,000
Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA) accreditation	Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)	Yes	Yes	Yes	Yes

Police

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	131,706,000	2,656,000	134,362,000	130,778,000	1,967,000	132,745,000
512010 - Attrition Savings - Salaries	(3,892,000)	0	(3,892,000)	(109,000)	0	(109,000)
513000 - Other Salaries and Wages	78,000	649,000	727,000	78,000	545,000	623,000
513010 - Other Salaries and Wages -Part Time Year Year Round	483,000	0	483,000	0	0	0
513020 - Other Salaries and Wages - Part Time Seasonal	593,000	0	593,000	593,000	0	593,000
514000 - Overtime	7,750,000	1,862,000	9,612,000	3,583,000	730,000	4,313,000
514001 - OT-Reimbursable	0	0	0	710,000	0	710,000
514010 - OT Staffing	0	0	0	165,000	0	165,000
514030 - OT Off Duty Events	0	1,000	1,000	72,000	1,000	73,000
514040 - OT Court	0	0	0	571,000	0	571,000
515000 - Special Pay	5,223,000	108,000	5,331,000	5,236,000	1,011,000	6,247,000
516000 - Fringe Benefits	519,000	0	519,000	513,000	0	513,000
516010 - Fringe Benefits - Tuition Reimbursement	0	1,000	1,000	0	1,000	1,000
521000 - Fica Taxes	3,455,000	144,000	3,599,000	3,313,000	133,000	3,446,000
522000 - Retirement Contributions	8,468,000	654,000	9,122,000	9,110,000	652,000	9,762,000
522010 - Police and Fire - FIPO	42,657,000	367,000	43,024,000	44,098,000	160,000	44,258,000
522020 - Secondary Pension Contributions	6,143,000	0	6,143,000	6,143,000	0	6,143,000
523000 - Life and Health Insurance	6,648,000	523,000	7,171,000	5,550,000	440,000	5,990,000
523010 - Health Trust - FOP	15,499,000	0	15,499,000	17,657,000	65,000	17,722,000
Personnel	**225,330,000**	**6,965,000**	**232,295,000**	**228,061,000**	**5,705,000**	**233,766,000**
Operating Expense						
524000 - Workers' Compensation	11,391,000	208,000	11,599,000	9,697,000	134,000	9,831,000
531000 - Professional Services	1,545,000	418,000	1,963,000	1,333,000	61,000	1,394,000
531020 - Professional Services-Medical	830,000	0	830,000	635,000	0	635,000
534000 - Other Contractual Services	2,380,000	467,000	2,847,000	1,699,000	349,000	2,048,000
540000 - Travel and Per Diem	50,000	399,000	449,000	0	256,000	256,000
540010 - Training	63,000	35,000	98,000	0	52,000	52,000
541000 - Communications & Related Services	1,013,000	713,000	1,726,000	936,000	590,000	1,526,000
541100 - Postage	54,000	1,000	55,000	54,000	1,000	55,000
543000 - Utility Services	889,000	0	889,000	0	0	0
543010 - Utilities Water	0	0	0	179,000	0	179,000
543020 - Utilities Electricity	0	0	0	710,000	0	710,000
544000 - Rentals and Leases	2,086,000	2,000	2,088,000	1,936,000	0	1,936,000
545010 - Insurance - Police Torts	791,000	0	791,000	753,000	0	753,000

Police

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
545011 - Insurance - Vehicle Liability	580,000	0	580,000	1,614,000	0	1,614,000
545012 - Insurance - Property & Casualty	1,515,000	0	1,515,000	1,742,000	0	1,742,000
545013 - Insurance - General Liability	52,000	0	52,000	56,000	0	56,000
546000 - Repair and Maintenance Services	2,562,000	80,000	2,642,000	2,464,000	30,000	2,494,000
546001 - IT-Repair and Maintenance Services	3,395,000	0	3,395,000	4,223,000	0	4,223,000
547100 - Printing and Binding-Outsourcing	20,000	0	20,000	14,000	0	14,000
547200 - Printing and Binding-Paper Stock	75,000	0	75,000	75,000	0	75,000
548000 - Promotional Activities	7,000	0	7,000	7,000	0	7,000
548100 - Advertising and Related Costs	45,000	3,000	48,000	31,000	1,000	32,000
549000 - Other Current Charges and Obligations	317,000	1,307,000	1,624,000	309,000	631,000	940,000
551000 - Office Supplies	215,000	2,000	217,000	136,000	2,000	138,000
552000 - Operating Supplies	351,000	100,000	451,000	348,000	59,000	407,000
552010 - Motor Fuel	3,693,000	0	3,693,000	3,943,000	0	3,943,000
552100 - Public Safety Supplies	768,000	0	768,000	768,000	0	768,000
552200 - Clothing/Uniform Supplies	1,237,000	10,000	1,247,000	1,237,000	10,000	1,247,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,709,000	43,000	1,752,000	1,759,000	94,000	1,853,000
667000 - Weapons And Ammunitions	1,668,000	0	1,668,000	739,000	0	739,000
Operating Expense	**39,301,000**	**3,788,000**	**43,089,000**	**37,397,000**	**2,270,000**	**39,667,000**
Capital Outlay						
664000 - Machinery and Equipment	990,000	741,000	1,731,000	715,000	1,243,000	1,958,000
Capital Outlay	**990,000**	**741,000**	**1,731,000**	**715,000**	**1,243,000**	**1,958,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	0	0	0	0	187,000	187,000
883000 - Other Grants and Aids	0	75,000	75,000	0	125,000	125,000
896000 - Budget Reserve	0	169,000	169,000	0	710,000	710,000
Non-Operating Expenses	**0**	**244,000**	**244,000**	**0**	**1,022,000**	**1,022,000**
Total Expense	**265,621,000**	**11,738,000**	**277,359,000**	**266,173,000**	**10,240,000**	**276,413,000**

DEPARTMENT BUDGETS:
OTHER DEPARTMENTS

- Housing and Community Development
- Parks and Recreation
- Real Estate and Asset Management
- Risk Management

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.

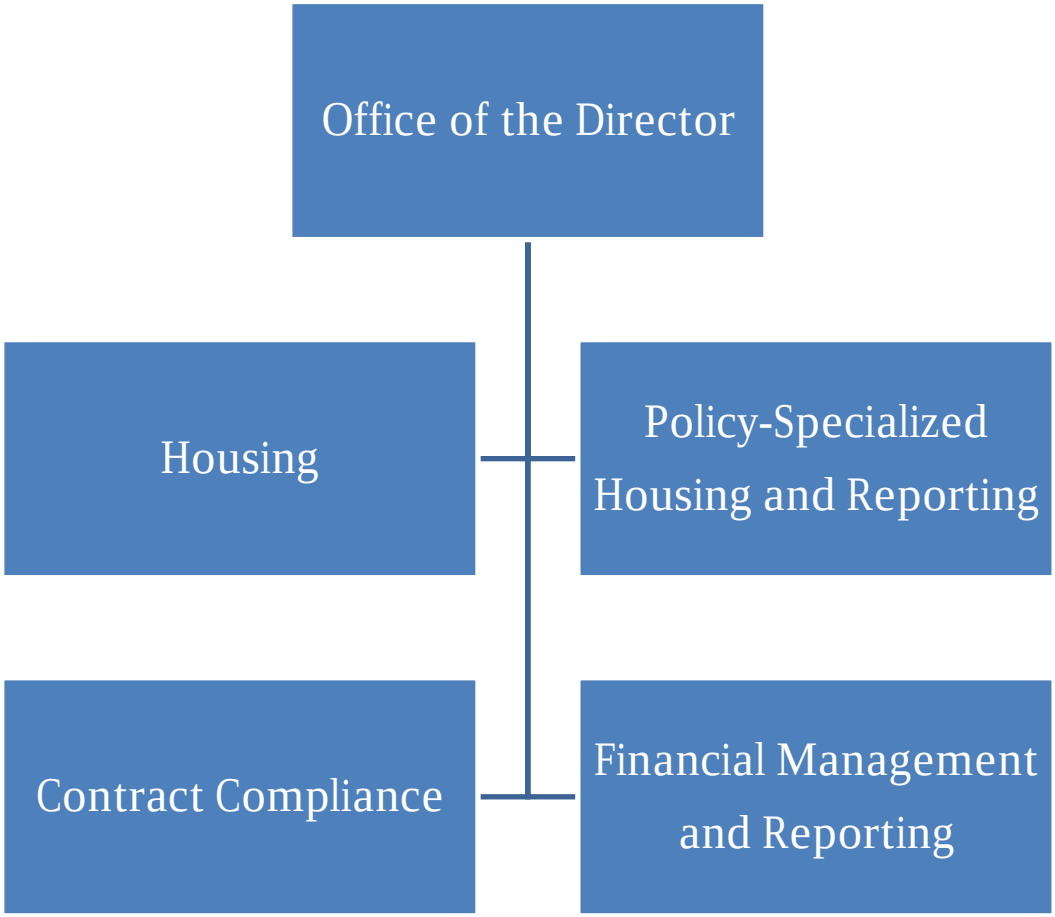
Description

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 Cityof 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 residents lives.

Our stakeholders include City residents, businesses, local community-based organizations, and elected officials.

Housing and Community Development



Housing and Community Development

Departmental Function/Unit	FY 2019-20	FY 2020-21
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; and oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.	6	6
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	11
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
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
FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; develops and manages the Department's budget; processes and reports all financial activities and transactions; and reimburses funded organizations.	9	9
TOTAL FULL-TIME POSITIONS	**35**	**35**

Housing and Community Development

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	3,648,717	4,397,867	4,450,346	5,109,000	4,817,000
Operating Expense	271,071	523,901	720,488	761,000	775,000
Capital Outlay	20,582	2,844,564	3,144,004	0	0
Non-Operating Expenses	25,139,589	23,333,264	24,093,506	48,576,000	68,674,000
	29,079,959	**31,099,596**	**32,408,344**	**54,446,000**	**74,266,000**

Department/Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	3,235,624	1,566,902	1,848,391	2,437,000	960,000
Community Development	25,834,064	29,530,408	30,559,952	52,009,000	73,306,000
Homeless Program	7,320	0	0	0	0
Emergency Funds	2,950	2,286	0	0	0
	29,079,959	**31,099,596**	**32,408,344**	**54,446,000**	**74,266,000**

Department Strategies for FY 2020-21

Serve at least 443 households through the Section 8 Program and at least 850 households through the Housing Opportunities for Persons With AIDS (HOPWA) Program.

Provide single-family rehabilitation assistance to 13 low-to moderate-income households and down payment assistance to approximately 13 low-to moderate-income households.

Continue to promote economic development through the provision of technical assistance to approximately 10 for-profit businesses.

Assist approximately 50 businesses to improve the exterior look of their establishment through the department's Commercial Façade Renovation and Code Compliance Program.

Provide funding for daycare and after-school services to approximately 92 youth and meals services to approximately 1,400 senior citizens.

Assist an anticipated more than 50% of agencies that will submit reimbursement packages on a monthly basis, process all reimbursement requests within ten days or less and the execution of contracts within 45 days.

Provide rental assistance to approximately 830 elderly residents spending more than 50% of their income on housing.

Accomplishments in FY 2019-20

This section reflects the Department's achievements through program year FY 2018-19 which runs from October 1, 2018 through September 30, 2019. As FY 2019-20 is still underway, final accomplishments will be gathered and reported to

the U.S. Department of Housing and Urban Development (HUD) by December 29, 2020. The accomplishments listed below show progress as of September 30, 2020.

The Section 8 Housing Choice Voucher and Moderate Rehabilitation Programs are assisting 392 households. The Housing Opportunities for Persons With AIDS (HOPWA) Tenant-Based Rental Assistance Program has assisted 859 households with HIV/AIDS.

The Single-Family Rehabilitation Program has assisted five low-to moderate-income households correct code violations and make improvements to their homes. The Down Payment Assistance Program has assisted six low-to moderate-income households become new homeowners.

Assisted 19 businesses with Technical Assistance and 39 businesses with applying for emergency loansand grants.

The Commercial Façade Renovation Program has assisted 71 businesses improve their business facades to attract more patrons.

The Department has provided 102 children with childcare services that provide learning and enrichment activities while maintaining the children in a safe environment so parents can work or look for employment and 182 youth with recreational and challenging programs that maintain them active and off the streets.

The Department has provided 1,029 elderly residents with daily nutritional meals.

The City of Miami Senior Rental Assistance Program is on pause and the Department has not been able to restart the program due to the effect of COVID-19 on elderly residents.

The Department is currently working on 15 projects to bring 1,850 affordable housing units to residents. This is significantly higher than previously published amounts.

Project Name	Amount Funded	Affordable Housing Units
Martin Fine Villas	$2,350,000	104
Pearl Gardens Apartments	$110,000	11
Smathers Preservation Phase One	$400,000	182
Tuscany Cove Apartments	$880,000	160
Liberty Square Phase I	$2,000,000	204
Gallery @ Smathers Plaza	$2,135,000	139
Brisas del Este Phase II (under contract negotiation)	$1,500,000	120
Citadel Villages	$990,000	96
Vineyards Villas	$1,871,000	75
MJ LH 337 NW 11 AVE	$229,000	8
Platform 3750	$3,500,000	191
Liberty Square Phase II	$750,000	192
The Gallery of River Parc	$800,000	150
Residents at Dr. King Blvd.	$2,000,000	120
Liberty Renaissance Apartments	$1,000,000	98
TOTALS:	**$20,515,000**	**1,850**

Budget Highlights for FY 2020-21

Housing and Community Development

The Budget includes the following reduction:

Various Line items are reduced due to special allocations made by the U.S. Department of Housing and Urban Development (HUD) to the City through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to be used to prevent, prepare for, and respond to the COVID-19 pandemic (GF $1,477,000).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.
Special Revenue Fund contribution to the City of Miami Senior Rental Assistance Program to bridge the gap between yearly rent spikes and the diminished growth of Social Security benefits (SR $1,000,000).
To reflect the amendments made by the City Commission as recommended in the draft memorandum titled Information for the Second Budget Hearing, the FY 2020-21 Adopted Budget for Housing and Community Development includes additional HUD allocation of the CARES Act coronavirus relief funding ($5.529 million SR).

Housing and Community Development

Strategic Alignment and Performance Measures

Priorities: Housing Options
Citywide Goal: Increasing the supply of housing that is affordable, increasing home ownership
Citywide Objectives:

- Create more opportunities and availability for affordable housing
- Support entrepreneurship and promote a high-quality job market
- Partner with schools and universities to increase the quality of education for residents
- Promote programs that support input from diverse cultural groups to understand their priorities as it relates to the City
- Reduce homelessness in the urban core

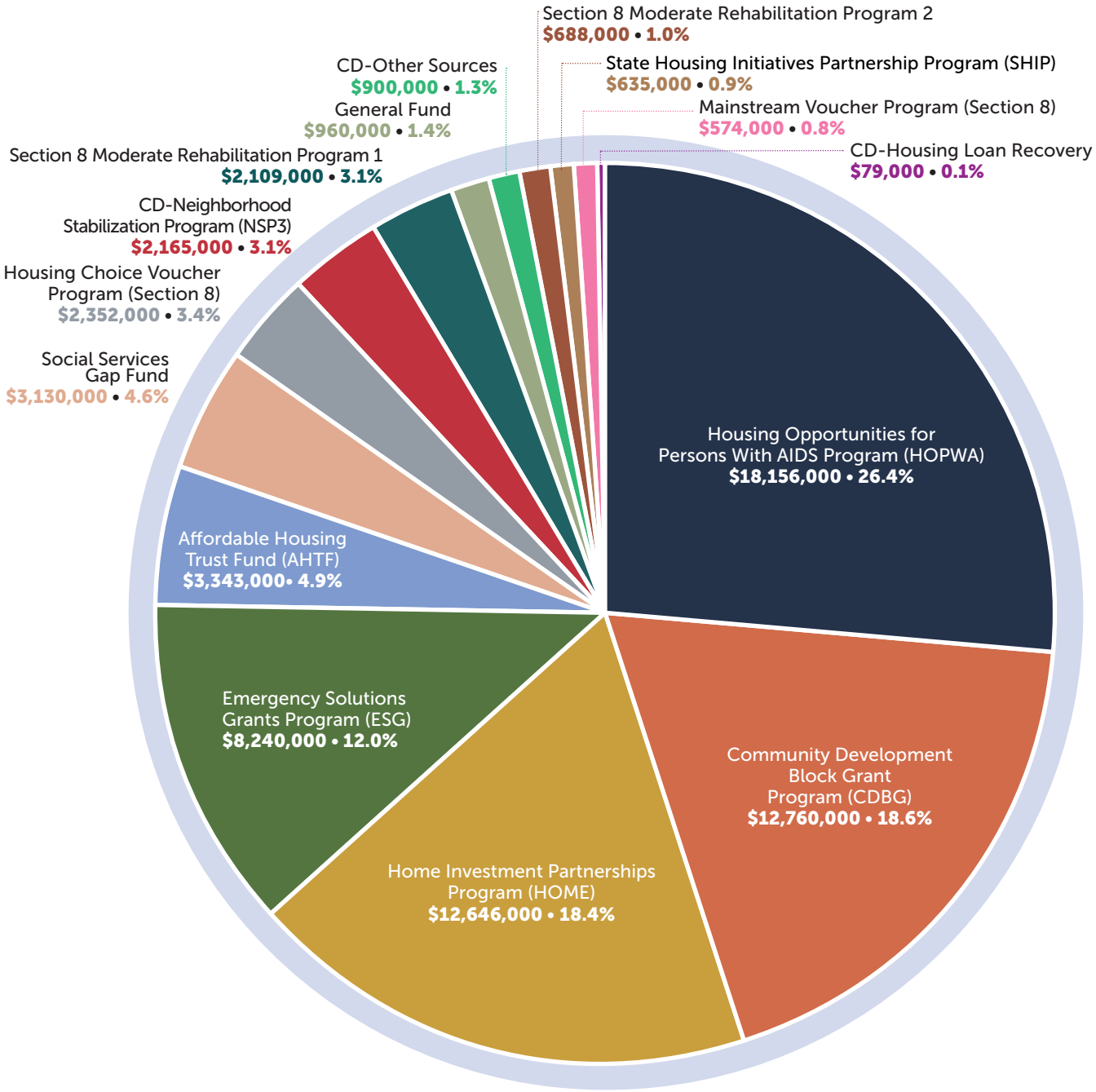
Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Provide daily nutritional meals for the elderly	Elderly meals provided with Community Development Block Grant (CDBG) and Anti-Poverty Initiative (API) funding (number)	2,557	2,508	1,029	700
Provide funding for daycare, after-school services, and for people with disabilities	Children and youth assisted with CDBG and API funding (number)	220	248	284	95
Support private for-profit businesses	Businesses assisted through the Commercial Façade Program with CDBG funding (number)	99	30	71	50
Provide access to affordable housing	Households assisted under the Down Payment Assistance Program (number)	27	16	6	13
	HOPWA clients assisted through the Tenant-Based Rental Assistance Program (number)	869	828	859	850
	Section 8 clients assisted (number)	392	391	392	443
Provide daily nutritional meals for the elderly; funding for daycare, after-school services, and for people with disabilities; support to private for-profit businesses; and access to affordable housing	Turnaround time on agency reimbursement packets (days)	8.5	9.0	9.6	10.0
	Agencies submitting their reimbursement monthly (percent)	40	47	36	>50
	Average turnaround time for execution of contracts (days)	62	48	30	45

Housing and Community Development

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	242,000	2,659,000	2,901,000	0	2,868,000	2,868,000
513000 - Other Salaries and Wages	110,000	98,000	208,000	0	0	0
516000 - Fringe Benefits	0	22,000	22,000	0	22,000	22,000
521000 - Fica Taxes	21,000	199,000	220,000	0	224,000	224,000
522000 - Retirement Contributions	1,004,000	144,000	1,148,000	460,000	721,000	1,181,000
523000 - Life and Health Insurance	610,000	0	610,000	363,000	159,000	522,000
Personnel	**1,987,000**	**3,122,000**	**5,109,000**	**823,000**	**3,994,000**	**4,817,000**
Operating Expense						
524000 - Workers' Compensation	64,000	0	64,000	54,000	0	54,000
531000 - Professional Services	0	129,000	129,000	0	129,000	129,000
534000 - Other Contractual Services	19,000	24,000	43,000	0	22,000	22,000
540000 - Travel and Per Diem	0	29,000	29,000	0	35,000	35,000
541000 - Communications & Related Services	0	10,000	10,000	0	9,000	9,000
541100 - Postage	0	9,000	9,000	0	9,000	9,000
544000 - Rentals and Leases	300,000	12,000	312,000	0	338,000	338,000
545013 - Insurance - General Liability	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	65,000	0	65,000	81,000	0	81,000
547000 - Printing and Binding	0	2,000	2,000	0	0	0
548100 - Advertising and Related Costs	0	53,000	53,000	0	53,000	53,000
549000 - Other Current Charges and Obligations	0	14,000	14,000	0	15,000	15,000
551000 - Office Supplies	0	18,000	18,000	0	16,000	16,000
552000 - Operating Supplies	0	4,000	4,000	0	5,000	5,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	7,000	7,000	0	7,000	7,000
Operating Expense	**450,000**	**311,000**	**761,000**	**137,000**	**638,000**	**775,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	31,390,000	31,390,000	0	36,736,000	36,736,000
883000 - Other Grants and Aids	0	17,186,000	17,186,000	0	22,808,000	22,808,000
896000 - Budget Reserve	0	0	0	0	9,130,000	9,130,000
Non-Operating Expenses	**0**	**48,576,000**	**48,576,000**	**0**	**68,674,000**	**68,674,000**
Total Expense	**2,437,000**	**52,009,000**	**54,446,000**	**960,000**	**73,306,000**	**74,266,000**

HOUSING AND COMMUNITY DEVELOPMENT

FUNDING SOURCES FY 2020-21



Parks and Recreation

Department Head: Lara Hamwey 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.

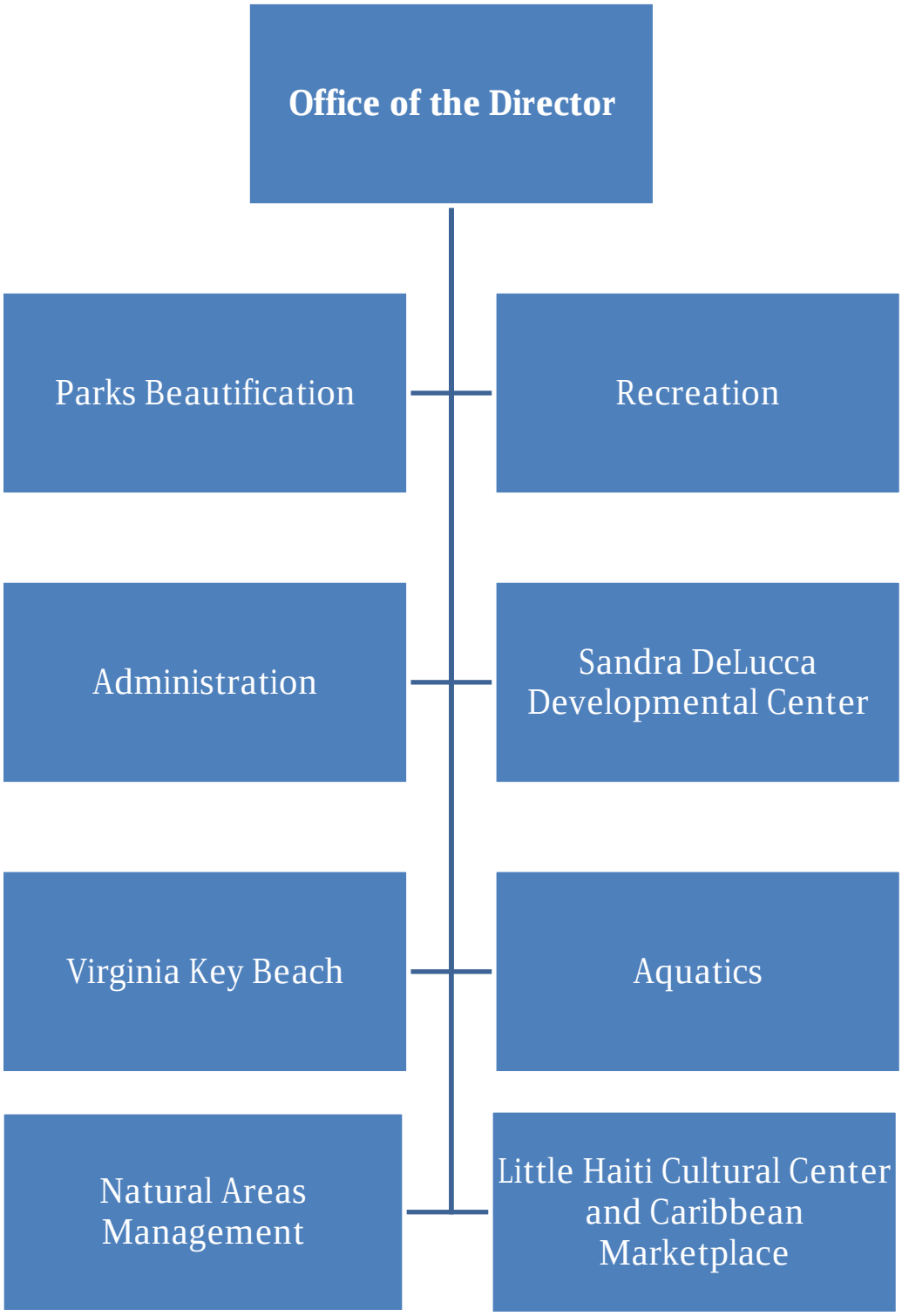
Description

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 Department provides 147 parks totaling more than 1,400 acres, 12 swimming pool facilities, 43 community centers, four gymnasiums, the SandraDeLucca Developmental Center, the Little Haiti Cultural Center and Caribbean Marketplace, the Ichimura Japanese Garden, the Grapeland Water Park, and the Melreese Golf Course. 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 2019-20	FY 2020-21
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; coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.	11	11
ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, procurement, finance functions. Manages internal Parks information technology functions and liaises with Risk Management on safety issues in parks.	12	9
PARKS BEAUTIFICATION Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire system of 147 parks. Ensures safety and security through the Park Ranger section. Manages stockroom and inventory.	153	146
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; provides enhanced programs through partnerships. Processes permit applications for park-level and citywide events that utilize parks.	68	68
AQUATICS Operates and programs 11 pools, one water park and one beach; provides learn-to-swim programs; hosts the annual Drowning Prevention Awareness event; provides access to water fitness activities and recreation swim team program.	13	13
VIRGINIA KEY BEACH Manages the operation of the Virginia Key Beach North Point and grounds 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 the toll booth for parking fee collection.	13	13
SANDRA DELUCCA DEVELOPMENTAL CENTER Provides recreation, life skills, and job training skills for people with special needs; advocates in local, state, and national forums for the rights of people with disabilities.	17	17
NATURAL AREAS Provides natural resource management for environmental areas and National Community Forests; Simpson Hammock Park, Alice Wainwright Park and Virginia Key Beach North Point Park. Encourages public engagement to promote stewardship and adoption of conservation efforts.	6	5
LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE Facilitates programs and special events that promote, showcase and support Afro-Caribbean culture in South Florida for all ages to participate.	6	6
TOTAL FULL-TIME POSITIONS	**299**	**288**

Parks and Recreation

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	28,167,551	31,783,846	32,224,469	34,988,000	34,257,000
Operating Expense	15,273,474	16,430,770	15,332,072	16,986,000	17,276,000
Capital Outlay	564,308	234,303	669,106	41,000	41,000
Non-Operating Expenses	202,627	209,465	217,803	809,000	863,000
Transfers - OUT	0	53,800	0	0	0
	44,207,961	**48,712,184**	**48,443,450**	**52,824,000**	**52,437,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	42,312,432	46,456,057	47,350,763	51,777,000	51,406,000
Parks & Recreation Services	954,344	890,328	496,712	1,047,000	1,031,000
Departmental Improvement Initiative	359,654	305,178	0	0	0
Emergency Funds	581,531	1,060,619	595,975	0	0
	44,207,961	**48,712,184**	**48,443,450**	**52,824,000**	**52,437,000**

Department Strategies for FY 2020-21

Continue to position the Department as a community health option through the health, wellness, and obesity prevention programs, and to pursue grant opportunities to fund recreation programming and site amenity improvements.

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts as funding is available throughout the system to keep grounds beautifuland safe.

Continue to expand Active Adult 55+ programming and increase volunteer opportunities and participation in the preservation of our natural areas.

Continue to develop the Caribbean Marketplace's role within the Little Haiti Community to provide entrepreneurial, quality of life, and recreation services.

Integrate a recreation software application for enhanced customer service and seamless registration for programs and park permits and establish best practices and implement standardized operating procedures to ensure a standard level of service by all divisions of the department to ensure consistent delivery.

Develop newly acquired park properties in collaboration with the Office of Capital Improvements.

Accomplishments in FY 2019-20

Served over 8,190 residents in our free fitness classes held at Jose Marti Park, Riverside Park, Henderson Park,

and Maximo Gomez Park. All 2,100 children enrolled in the afterschool program participated in the evidence based physical fitness program called SPARK (Sports, Play and Active Recreation for Kids) for 45 minutes a day, five days a week. Hosted a total of 350 participants in the Basketball League which had teams in three age categories from eight to seventeen years old. Served over 867 Learn-to-Swim participants with an average passing rate of 88 percent; 714 were under the age of 12. To date, 1,863 participants have taken water aerobics classes. Approximately 83,670 bathers and spectators visited Virginia Key Beach North Point Park and a total of 6,585 preventions have been made to ensure public safety.

Replaced seven playgrounds at Bryan Park, Legion Park, Williams Park, Allapattah Mini Park, Lummus Park, Mary Brickell Park, and Juan Pablo Duarte Park. Renovated existing walkways and added walkway connectivity at over 15 park locations to ensure safe park conditions and meet ADA compliance. Playground replacements (currently in planning, design, permitting, or construction) are scheduled at Bryan Park, Riverside Park, E.G. Sewell Park, Morningside Park, and Silver Bluff Park. Repaired pour-in-place rubber surfacing at nine playgrounds to address tripping hazards and prevent injuries at Antonio Maceo Park, Coral Gate Park, Peacock Park, Morningside Park, Buena Vista Park, Margaret Pace Park, Fern Isle Park, Gerry Curtis Park, Belle MeadeMini Park, Lemon City Park, Charles Hadley Park, and Alice Wainwright Park. Repaired, replaced, and added over $40,000 worth of fencing at eight locations. Outdoor fitness equipment installation projects in progress at Bryan Park, Coral Gate Park, David T. Kennedy Park, Margaret Pace Park, and Williams Park. Sports court resurfacing projects in progress at Bryan Park and Margaret Pace Park. Juan Pablo Duarte Park is expected to be completed at the end of the fiscal year.

Continued Active Adult 55+ programming with yoga, line dancing, step aerobics, fitness center time, computer and technology classes, arts and crafts, learning workshops, bowling league and chair aerobics to more than 600 adults at Charles Hadley Park, Antonio Maceo Park, West End Park, Shenandoah Park, Coral Gate Park, Sandra DeLucca Developmental Center, and 12th Avenue Park. Hosted a health fair and a fitness challenge day to promote healthy living with more than 30 vendors and received more than $7,000 in donations to compliment programming efforts.

Hosted various Miami Art Basel events at the Little Haiti Cultural Center and Caribbean Marketplace in December 2019 with approximately 2,500 residents and visitors in attendance. Hosted 30 events and programs such as Caribbean Market Days, Sounds of Little Haiti, the Holiday Tree Lighting Ceremony, Haiti Earthquake Vigil, and Creole classes with over 10,000 attendees and participants.

Partnered with the Innovation and Technology Department (DoIT) and the Chief Innovation Officer to select Salesforce as the provider of a recreation software to provide residents convenient and efficient registration access for park programs. Implemented a new comprehensive inspection procedure to improve data collection and accountability for all the City of Miami Parks Divisions and elevate the level of service that each of the park and facility receives. Processed more than 4,000 permits for facility rentals, film permitting, and various special events. Assisted more than 700 unique equipment requests to support various events throughout the city. Established a Park Standards Committee to ensure uniform standards for design, furnishing, maintenance, and operation of park facilities. Completed mobile crew efficiency study and program enhancement to allow efficient integration of newly funded mobile crew to the grounds maintenance services to be delivered.

Worked closely with the Office of Capital Improvements to conclude large-scale repair and replacement projects at Alice Wainwright Park, Spoil Islands, Gerry Curtis Park, and various park facilities. Construction substantially complete for the restroom renovation project at Charles Hadley Park Pool. Worked with Procurement to advertise solicitation and working with awarded bidder to replace three roofing systems at Juan Pablo Duarte Park, Buena Vista Park, and Grapeland Heights Park.

Parks and Recreation

Established a new Parks Needs Assessment tool called the Parks Heat Map with the assistance of the Planning Department. The map reflects a database of all pending or unfunded capital needs inclusive of new recreation amenities and replacement and maintenance projects required throughout the park system. This report is a living document and will be updated quarterly from onsite park inspections to reflect real-time capital needs of the Parks Department.

Suspended programs at the Sandra DeLucca Developmental Center and introduced weekly Zoom classes in response to the COVID-19 pandemic. Classes focus on subjects such as life skills, nutrition and physical fitness to address health, wellness, and to provide meaningful life experiences for registered participants with disabilities.

The Sandra DeLucca Developmental Center (SDDC) executed two "A Day at the Park" events at Jose Marti Park and Douglas Park for families of children with autism and related disabilities to familiarize them with their community and its available resources.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of four Laborer I positions (GF $131,000). The Regular Salaries and Wages Line item reflects the elimination of two Grounds Tender positions (GF $69,000). The Regular Salaries and Wages Line item reflects the elimination of one Public Relations Aide position (GF $42,000). The Regular Salaries and Wages Line item reflects the elimination of one Information Clerk position (GF $31,000). The Regular Salaries and Wages Line item reflects the elimination of one Automotive Equipment Operator I position (GF $36,000). The Regular Salaries and Wages Line item reflects the elimination of one Administrative Aide II position (GF $46,000). The Regular Salaries and Wages Line item reflects the elimination of one Park Ranger position (GF $30,000). These reductions will impact services in part by reducing the frequency of grounds maintenance at City parks.

Various Line items are reduced due to changing the operations of Grapeland Water Park to weekends only (GF $548,000).

Various Line items are reduced due to the elimination of transportation for Afterschool and Youth Sports (GF $144,000).

Various Line items are reduced due to the elimination of additional police services in City parks (GF $44,000).

Various Line items are reduced due to the closure of the Virrick Park pool for construction and repairs (GF $77,000).

The Budget includes the following additions:

Additional funding was added to the Other Contractual Services Line Item for Mangrove Maintenance Trimming to effectively remove exotic species with shoreline vegetation mapping in compliance with Department of Environmental Resources Management (DERM) standards (GF $21,000).

Additional funding was added to the Other Contractual Services Line Item to repair existing Pour in Place (PIP) surfaces on City playgrounds (GF $150,000).

The Budget includes the following additional considerations:

Parks and Recreation

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and the Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Create and enhance shared civic spaces
Citywide Objectives:
Maintain look and feel of public spaces to a high standard
Enhance greenways and green spaces to promote outdoor activity
Continue to enhance the quality of parks and open spaces

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Develop and maintain parks sites and facility assets	Average Park System Sparkle Tour (Score 5)	3.13	3.11	1.32*	3.00
	City of Miami Resident Survey: Positive Opinion of Recreation Centers (percent)	46.75	47.43	N/A**	50
	City of Miami Resident Survey: Positive Opinion of City Parks (percent)	57	54.85	N/A**	60
Increase Participation in Recreation Programs	Children enrolled in Summer Camp (number)	3,633	3,358	2,720	3,200
	Children taught Learn-to-Swim (number)	5,265	5,182	867	5,200
	Children enrolled in after school program (number)	2,185	2,229	2,133	4,200
	Percent of Summer Campers qualified for fee reduction or waived fee program (percent)	80.4	72	N/A**	85
	Enrollment in programs for persons with special needs (number)	292	427	151	200
Expand opportunities for leisure, recreation and cultural exchange	Park User Surveys and Customers Satisfaction Rating with Reservation (percent)	87.75	90	N/A**	85
	City of Miami Resident Survey: Recreation Opportunity Availability (percent)	50.75	50	N/A**	50
	City of Miami Resident Survey: Positive opinion of Recreation Programs (percent)	51	49.2	N/A**	45
	Increase Community Awareness	N/A	N/A	220	100

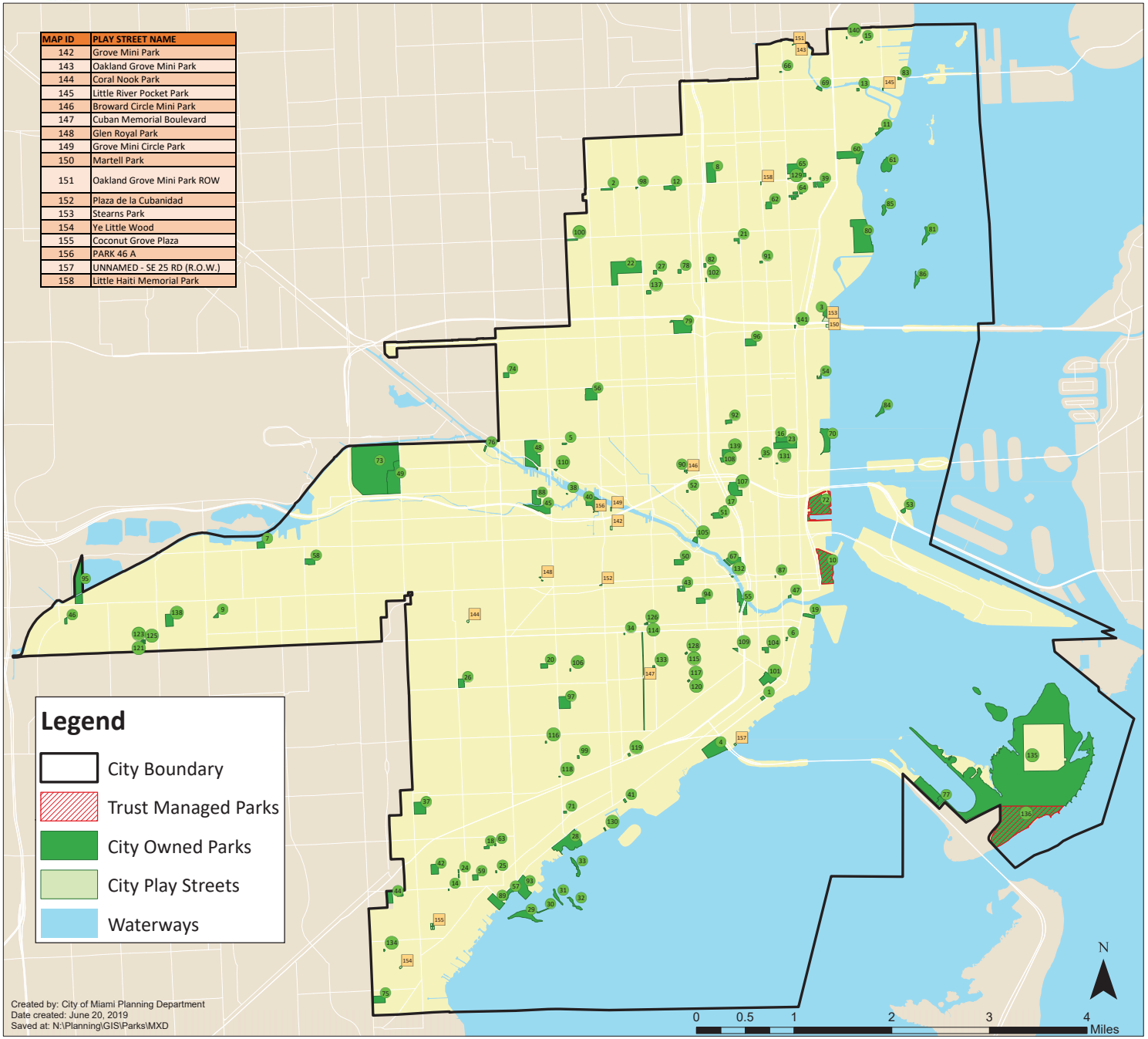
*3.17 average from October to February. Scoring ceased at the end of February due to COVID-19 protocols
** Data impacted by COVID-19 Recovery Efforts

Table of Contents

City of Miami Parks and Recreation

City-Owned Parks and Managed Play Streets

MAP ID	PLAY STREET NAME
142	Grove Mini Park
143	Oakland Grove Mini Park
144	Coral Nook Park
145	Little River Pocket Park
146	Broward Circle Mini Park
147	Cuban Memorial Boulevard
148	Glen Royal Park
149	Grove Mini Circle Park
150	Martell Park
151	Oakland Grove Mini Park ROW
152	Plaza de la Cubanidad
153	Stearns Park
154	Ye Little Wood
155	Coconut Grove Plaza
156	PARK 46 A
157	UNNAMED - SE 25 RD (R.O.W.)
158	Little Haiti Memorial Park



MAP ID	PARK NAME
1	1814 Brickell
2	African Square Park
3	Albert Pallot Park
4	Alice C. Wainwright Park
5	Allapattah Mini Park
6	Allen Morris Park
7	Antonio Maceo Park
8	Athalie Range Park
9	Bay of Pigs Memorial Park
10	Bayfront Park
11	Baywood Park
12	Belafonte-Tacolcy Park
13	Belle Meade Park
14	Billy Rolle Mini Park
15	Biscayne Heights Park
16	Biscayne Park
17	Black Police Precinct
18	Blanche Park
19	Brickell Park
20	Bryan Park
21	Buena Vista Park
22	Charles Hadley Park
23	City Cemetery
24	Coconut Grove Heritage Garden
25	Coconut Grove Tennis Court
26	Coral Gate Park
27	Crestwood Park
28	David T. Kennedy Park
29	Dinner Key Picnic Islands - Parcel
30	Dinner Key Picnic Islands - Parcel
31	Dinner Key Picnic Islands - Parcel
32	Dinner Key Picnic Islands - Parcel
33	Dinner Key Picnic Islands - Parcel
34	Domino Park
35	Dorsey Memorial Library
36	Dorsey Park
37	Douglas Park
38	Durham Park
39	Eaton Park
40	EG Sewell Park
41	Elizabeth Steele Park
42	Elizabeth Virrick Park
43	Ernesto Lecuona Park
44	Esther Mae Armbrister Park
45	Fern Isle Park
46	Flagami Park
47	Fort Dallas Park
48	Gerry Curtis Park
49	Grapeland Heights Park
50	Henderson Park
51	Henry Reeves Park
52	Highland Circle Mini Park
53	Ichimura Japanese Gardens (Watson Island)
54	Icon Bay Park
55	Jose Marti Park
56	Juan Pablo Duarte Park
57	Kenneth Myers Park
58	Kinloch Park
59	Kirk-Munroe Park
60	Legion Memorial Park
61	Legion Picnic Islands
62	Lemon City Park
63	Lincoln Park
64	Little Haiti Cultural Center and Market Place
65	Little Haiti Soccer Park
66	Little River Commerce Park
67	Lummus Landing
68	Lummus Park
69	Manatee Bend Park
70	Margaret Pace Park
71	Marjory Stoneman Douglas Mini Park
72	Maurice A. Ferré Park
73	Melreese Golf Course
74	Melrose Park
75	Merrie Christmas Park
76	Miami River Rapids Park
77	Miami Rowing Club
78	Miller Dawkins Mini-Park
79	Moore Park
80	Morningside Park

74	Melrose Park
75	Merrie Christmas Park
76	Miami River Rapids Park
77	Miami Rowing Club
78	Miller Dawkins Mini-Park
79	Moore Park
80	Morningside Park
81	Morningside Picnic Islands
82	North Bay Vista
83	Oasis by the Bay
84	Pace Park Picnic Islands
85	Parcel No 2 Picnic Island
86	Parcel No 4 Picnic Island
87	Paul S. Walker Mini Park
88	PBA (Fern Isle Park)
89	Peacock Park
90	Pine Heights Mini Park
91	Pullman Park
92	Rainbow Village Park
93	Regatta Park
94	Riverside Park
95	Robert King High Park
96	Roberto Clemente Park
97	Shenandoah Park
98	Sherdavia Jenkins Peace Park
99	Silver Bluff Park
100	Simonhoff Park
101	Simpson Park
102	South Bay Vista Park
103	South Shenandoah Mini Park
104	Southside Park
105	Spring Garden Point Park
106	Swannanoa Mini Park
107	Theodore Gibson Park
108	Town Park
109	Triangle Park
110	Unity Park
111	UNNAMED - 1211 Brickell Estate
112	UNNAMED - 1251 Lawrence Estate
113	UNNAMED - 1261 Lawrence Estate
114	UNNAMED - 1269 Lawrence Estate
115	UNNAMED - 2200 Brickell Estates
116	UNNAMED - 2300 Silver Bluff
117	UNNAMED - 2445 Brickell Hammock
118	UNNAMED - 2601 Silver Bluff
119	UNNAMED - 3701 East Shenandoah
120	UNNAMED - 471 Brickell Hammock
121	UNNAMED - 600 Fairlawn
122	UNNAMED - 601 Fairlawn
123	UNNAMED - 610 Fairlawn
124	UNNAMED - 615 Fairlawn
125	UNNAMED - 632 Fairlawn
126	UNNAMED - 643 Lawrence Estate
127	UNNAMED - 735 Fairlawn
128	UNNAMED - 910 Brickell Estates
129	UNNAMED - AIPP Triangle Parcel
130	UNNAMED - D2 Crystal Bluff Subdivision
131	UNNAMED - FAA Parcel
132	UNNAMED - Little Havanna Recreation Facility
133	UNNAMED - SW 12 AV/Coral Way NET Office
134	UNNAMED - Utopia Park (La Playa)
135	Virginia Key & Miami Marine Stadium
136	Historic Virginia Key Beach Park
137	West Buena Vista Mini Park
138	West End Park
139	Williams Park
140	Winston Park
141	Woodson Mini Park

Parks and Recreation Department

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	15,959,000	84,000	16,043,000	15,288,000	53,000	15,341,000
512010 - Attrition Savings - Salaries	(1,276,000)	0	(1,276,000)	(247,000)	0	(247,000)
513000 - Other Salaries and Wages	37,000	0	37,000	37,000	0	37,000
513010 - Other Salaries and Wages -Part Time Year Year Round	6,097,000	0	6,097,000	6,127,000	0	6,127,000
513020 - Other Salaries and Wages - Part Time Seasonal	1,391,000	0	1,391,000	1,042,000	0	1,042,000
514000 - Overtime	261,000	7,000	268,000	261,000	7,000	268,000
516000 - Fringe Benefits	28,000	0	28,000	31,000	0	31,000
521000 - Fica Taxes	1,223,000	6,000	1,229,000	1,180,000	4,000	1,184,000
522000 - Retirement Contributions	6,186,000	36,000	6,222,000	6,373,000	0	6,373,000
523000 - Life and Health Insurance	4,949,000	0	4,949,000	4,101,000	0	4,101,000
Personnel	**34,855,000**	**133,000**	**34,988,000**	**34,193,000**	**64,000**	**34,257,000**
Operating Expense						
524000 - Workers' Compensation	603,000	3,000	606,000	507,000	2,000	509,000
531000 - Professional Services	127,000	7,000	134,000	127,000	7,000	134,000
534000 - Other Contractual Services	4,047,000	201,000	4,248,000	4,138,000	221,000	4,359,000
540000 - Travel and Per Diem	20,000	14,000	34,000	0	14,000	14,000
541000 - Communications & Related Services	246,000	0	246,000	174,000	0	174,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
543000 - Utility Services	3,103,000	0	3,103,000	26,000	0	26,000
543010 - Utilities Water	0	0	0	1,389,000	0	1,389,000
543020 - Utilities Electricity	0	0	0	1,625,000	0	1,625,000
544000 - Rentals and Leases	61,000	0	61,000	58,000	0	58,000
545011 - Insurance - Vehicle Liability	18,000	0	18,000	50,000	0	50,000
545012 - Insurance - Property & Casualty	2,260,000	0	2,260,000	2,599,000	0	2,599,000
545013 - Insurance - General Liability	279,000	0	279,000	299,000	0	299,000
546000 - Repair and Maintenance Services	1,659,000	83,000	1,742,000	1,540,000	83,000	1,623,000
546001 - IT-Repair and Maintenance Services	710,000	0	710,000	883,000	0	883,000
547000 - Printing and Binding	6,000	0	6,000	6,000	0	6,000
548100 - Advertising and Related Costs	23,000	0	23,000	31,000	0	31,000
549000 - Other Current Charges and Obligations	60,200	0	60,200	102,200	0	102,200
551000 - Office Supplies	83,200	0	83,200	83,200	0	83,200
552000 - Operating Supplies	2,798,400	0	2,798,400	2,647,400	0	2,647,400
552100 - Public Safety Supplies	20,000	0	20,000	105,000	0	105,000

Parks and Recreation Department

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
552200 - Clothing/Uniform Supplies	238,200	0	238,200	243,200	0	243,200
552300 - Landscaping Related Supplies	275,000	0	275,000	275,000	0	275,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	37,000	0	37,000	37,000	0	37,000
Operating Expense	**16,678,000**	**308,000**	**16,986,000**	**16,949,000**	**327,000**	**17,276,000**
Capital Outlay						
664000 - Machinery and Equipment	41,000	0	41,000	41,000	0	41,000
Capital Outlay	**41,000**	**0**	**41,000**	**41,000**	**0**	**41,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	203,000	0	203,000	223,000	0	223,000
896000 - Budget Reserve	0	606,000	606,000	0	640,000	640,000
Non-Operating Expenses	**203,000**	**606,000**	**809,000**	**223,000**	**640,000**	**863,000**
Total Expense	**51,777,000**	**1,047,000**	**52,824,000**	**51,406,000**	**1,031,000**	**52,437,000**

Real Estate and Asset Management

Department Head: Daniel Rotenberg Phone: (305) 416-1458
www.miamigov.com/Government/Departments-Organizations/Real-Estate-Asset-Management-DREAM

Mission Statement:

To preserve, protect, and enhance the quality of life for Miami residents and visitors by ensuring the optimal use of all City-owned properties and assets. The Department of Real Estate and Asset Management's focus is to set a high standard in governmental asset management by applying sound real estate principles and property management expertise to optimize returns for all stakeholders.

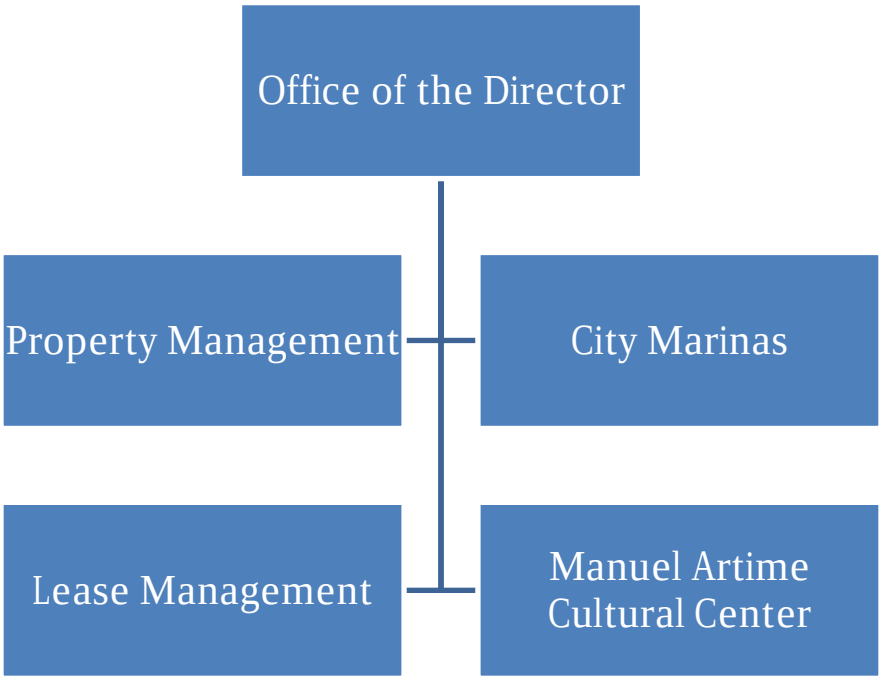
Description

The Department of Real Estate and Asset Management (DREAM), manages and provides facilities for community use in sporting, recreational, cultural, and entertainment events. The Department oversees the City's four municipal marinas, the James L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, and the Miami Ballpark Garages located at the Marlins Stadium.

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 84 leases throughout the City. The Department maintains an inventory of the City's properties, consisting of approximately 528 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 four municipal marinas: MiamiMarina, Marine Stadium Marina, 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 are City residents, tourists, businesses, and employees.

Real Estate and Asset Management



Departmental Function/Unit	FY 2019-20	FY 2020-21
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 the James L. Knight Center, Miami Convention Center, Miami Parking Garage 4, and the Marlins Parking Garages.	6	4
PROPERTY MANAGEMENT Negotiates agreements, researches properties, maintains the property inventory, performs requests for proposals, obtains surveys and appraisals, negotiates development agreements, monitors property, monitors development projects, and monitors property tax compliance in accordance with lease terms.	5	3
CITY MARINAS Oversees the day-to-day operation and maintenance of the four City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.	34	31
LEASE MANAGEMENT Prepares, negotiates, and manages 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 permits for use of City-owned properties.	5	5
MANUEL ARTIME CULTURAL CENTER Manages, operates, and maintains two multi-story buildings; books events; prepares, negotiates, and manages theater rental agreements; leases available office space; collects and process theater rental fees.	7	7
TOTAL FULL-TIME POSITIONS	**57**	**50**

Real Estate and Asset Management

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	4,425,650	4,960,301	5,228,515	5,448,000	5,181,000
Operating Expense	11,136,667	12,156,364	10,645,384	11,954,000	12,223,000
Capital Outlay	1,151	26,628	2,182,712	0	0
Non-Operating Expenses	0	0	0	2,881,000	6,317,000
Transfers - OUT	6,597,100	3,399,021	627,000	5,301,000	4,781,000
	22,160,567	**20,542,313**	**18,683,612**	**25,584,000**	**28,502,000**

Department Fund / Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	12,248,874	11,716,751	13,109,703	13,796,000	13,617,000
Department of Real Estate and Asset Management Services	5,537,400	1,119,000	0	0	0
Sports Facilities and Activities	0	0	73,049	471,000	13,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,539,000	1,777,000
Miami Ballpark Parking Facilities	4,043,664	4,349,550	2,703,453	9,778,000	13,095,000
Departmental Improvement Initiative	298,550	2,416,300	627,000	0	0
Emergency Funds	32,079	940,712	2,170,407	0	0
	22,160,567	**20,542,313**	**18,683,612**	**25,584,000**	**28,502,000**

Department Strategies for FY 2020-21

Continue to manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned properties as well as leases from other City Departments.

Continue to develop and manage plans for the renovation and repair of DREAM properties.

Continue to execute lease agreements of City-owned properties to maximize their revenue potential.

Continue to acquire park land to the extent that funding is available throughout the City to benefit residents within underserved areas.

Continue to develop new projects using City-owned property to enhance the current asset portfolio through conveyances, disposition, and land exchanges.

Enter into lease agreements for the remaining space at the Marlins Park Garages.

Real Estate and Asset Management

Accomplishments in FY 2019-20

Started implementation of marina management software and worked with the Finance Department on new lease accounting standards.
Completed the acquisition of the property located at 3699 SW 1 Avenue to be assembled with the adjacent City-owned parcel (3701 SW 1 Avenue).
Oversaw procurement of a contractor via an Invitation to Bid (ITB) for the construction of the Virginia Key Boat Launch and Trailer Parking project and Watson Island Mooring Field project.
Facilitated Florida Power and Light Company's and Miami-Dade Water and Sewer's grant of easement at Grove Bay Parking Garage.
Oversaw removal of six derelict vessels in and around the new Dinner Key North Mooring Field.
Stopped the unauthorized use of City-owned property located at 1595 NW 20 ST by way of a Permit to Use City Land for a Fee of $11,267. This fee is being charged while our Lease Section negotiates a long-term lease.

Budget Highlights for FY 2020-21

The Budget includes the following reductions:

The Regular Salaries and Wages line item reflects the elimination of a filled civilian Assistant Director of Public Facilities executive position (GF $139,000). This reduction will impact services by causing delays in the Agenda approval process.
The Regular Salaries and Wages line item reflects the elimination of two vacant civilian Marinas Aide positions in the AFSCME 1907 bargaining unit totaling $74,000 GF. This reduction could impact services by reducing the number of staff that service customers at City marinas.
The Regular Salaries and Wages line item reflects the elimination of one vacant civilian Marinas Facility Attendant position in the AFSCME 1907 bargaining unit that has been vacant for more than a year totaling $32,000 GF. This reduction could impact services by reducing the number of staff that service customers at City marinas.
The Regular Salaries and Wages line item reflects the elimination of one vacant civilian Clerical Aide position in the AFSCME 1907 bargaining unit that has been vacant for more than a year totaling $26,000 GF. This reduction could impact services by causing delays in responding to external customers, and processing of various of applications and permits.
The Regular Salaries and Wages line item reflects the elimination of one vacant civilian Property Management Representative position in the AFSCME 1907 bargaining unit that has been vacant for more than a year totaling $57,000 GF. This reduction could impact services by having less employees to research, review, organize, and update information on the maintenance of real estate and property files.
The Regular Salaries and Wages line item reflects the elimination of one vacant civilian Property Management Specialist position in the AFSCME 1907 bargaining unit totaling $89,000 GF. This reduction could impact services by causing delays in the City's RFP and RFQ processes to solicit public and private developer project proposals.

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.

Real Estate and Asset Management

The Travel and Per Diem Line item has been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Contribution from the General Fund of $627,000 and from Impact Fess of $623,000 for the G4 Garage improvements at the James L Knight Center ($1.250 million).

General Fund contributions to capital improvement for FIND grant match for First Presbyterian Church - Baywalk Phase Two project (GF $86,000).

General Fund contributions to capital improvement projects from the Miamarina ticket surcharge ($682,000).

General Fund contributions to capital improvement projects from ten percent of marina revenues ($666,000).

Special Revenue contribution to Capital to partially fund major repairs in various parking garages at the Miami Ballpark Parking Facility (SR $3.195 million).

Contribution from Marlins' Garage parking revenues to Debt Service Fund for partial funding of the Marlin's Retail Garage 2010A and 2010B Refunding Bonds (SR $1.586 million).

Increase in Budget Reserve Line item for the Miami Ballpark Parking Facilities Fund to reflect the correct fund balance level (SR $3.185 million).

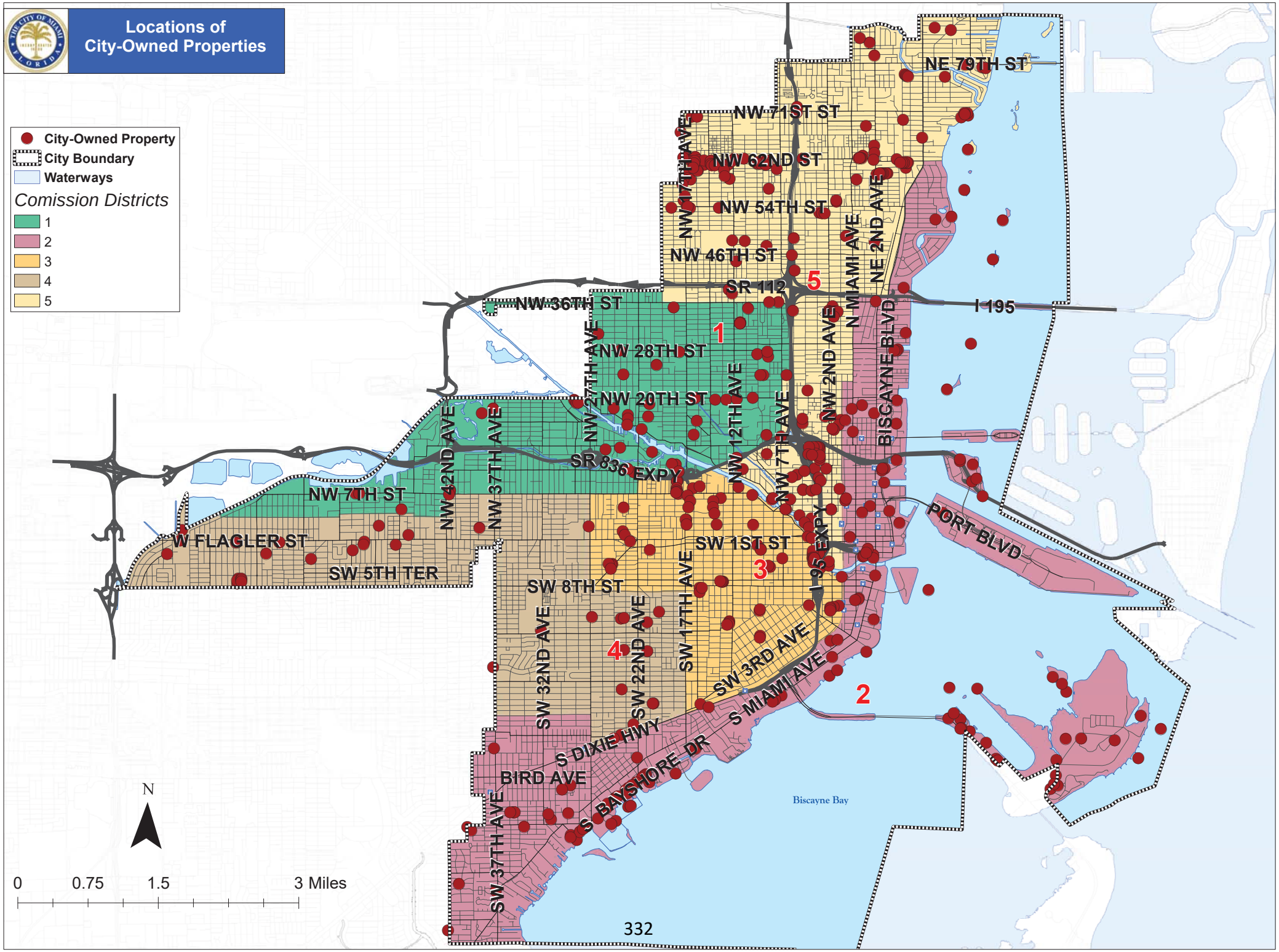
Real Estate and Asset Management

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:

- Maintain look and feel of public spaces to a high standard

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Promote and implement strong internal controls for the Department and its divisions	Lease and License collections rate (percent collected 30 days invoiced) (percent)	N/A	84	50	98
	Dockage receivables collection rate (percent)	95.3	97.3	95.2	92
Evaluate and optimize current business processes within all Departmental sections	Dockage occupancy rate (percent)	60.5	54.8	55.1	62
Explore opportunities and strategies that can expand and, or improve services at City-owned facilities	Utilization of Manuel Artime Theatre based on available days for rental (percent)	54.3	58.7	25.3	70
	Events per year at the Manuel Artime Theatre	155	157	81	160
Manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned properties and City departments	Leased office spaces occupied at Manuel Artime Center (percent)	86.8	87	87	90
Plan and recommend a balanced Capital Improvement plan for City-owned properties, to the extent funded	Capital Improvement and Repair grants awarded (number)	2	1	3	2
Collaborate to install a tailored customer service programs for each Departmental section	Marina customer satisfaction rating (Out of 5)	3.9	3.2	3.1	5
	Cultural Arts and Convention Centers customer satisfaction rating (out of 5)	3	5	5	5


Locations of
City-Owned Properties
City-Owned Property
City Boundary
Waterways
Comission Districts
1
2
3
4
5
NE 79TH ST
NW 71ST ST
NW 62ND ST
NW 54TH ST
NW 46TH ST
NW 17TH AVE
SR 112
NW 36TH ST
NW 28TH ST
NW 20TH ST
NW 27TH AVE
NW 12TH AVE
NW 7TH AVE
NW 2ND AVE
N MIAMI AVE
NE 2ND AVE
BISCAYNE BLVD
I 195
SR 836 EXPY
NW 42ND AVE
NW 37TH AVE
NW 7TH ST
W FLAGLER ST
SW 5TH TER
SW 1ST ST
I 95 EXPY
PORT BLVD
SW 8TH ST
SW 32ND AVE
SW 22ND AVE
SW 17TH AVE
SW 3RD AVE
S MIAMI AVE
S DIXIE HWY
BIRD AVE
S BAYSHORE DR
SW 37TH AVE
Biscayne Bay
N
0
0.75
1.5
3 Miles
332

Real Estate and Asset Management

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,364,000	0	3,364,000	2,926,000	0	2,926,000
512010 - Attrition Savings - Salaries	(481,000)	0	(481,000)	(45,000)	0	(45,000)
514000 - Overtime	71,000	0	71,000	71,000	0	71,000
516000 - Fringe Benefits	22,000	0	22,000	19,000	0	19,000
521000 - Fica Taxes	258,000	0	258,000	222,000	0	222,000
522000 - Retirement Contributions	1,210,000	0	1,210,000	1,207,000	0	1,207,000
523000 - Life and Health Insurance	1,004,000	0	1,004,000	781,000	0	781,000
Personnel	**5,448,000**	**0**	**5,448,000**	**5,181,000**	**0**	**5,181,000**
Operating Expense						
524000 - Workers' Compensation	73,000	0	73,000	61,000	0	61,000
531000 - Professional Services	204,000	8,000	212,000	106,000	88,000	194,000
533000 - Court Services	4,000	0	4,000	2,000	0	2,000
534000 - Other Contractual Services	4,498,000	3,558,000	8,056,000	4,498,000	3,657,000	8,155,000
540000 - Travel and Per Diem	3,000	0	3,000	0	0	0
541000 - Communications & Related Services	39,000	0	39,000	15,000	0	15,000
541100 - Postage	5,000	0	5,000	5,000	0	5,000
543000 - Utility Services	573,000	0	573,000	0	0	0
543010 - Utilities Water	0	0	0	239,000	0	239,000
543020 - Utilities Electricity	0	0	0	321,000	0	321,000
544000 - Rentals and Leases	284,000	0	284,000	223,000	0	223,000
545012 - Insurance - Property & Casualty	2,042,000	0	2,042,000	2,348,000	0	2,348,000
545013 - Insurance - General Liability	39,000	0	39,000	42,000	0	42,000
546000 - Repair and Maintenance Services	177,000	0	177,000	177,000	0	177,000
546001 - IT-Repair and Maintenance Services	116,000	0	116,000	144,000	0	144,000
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	1,000	0	1,000
549000 - Other Current Charges and Obligations	0	40,000	40,000	0	42,000	42,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	157,000	0	157,000	117,000	0	117,000
552011 - Saleable Fuel	70,000	0	70,000	70,000	0	70,000
552200 - Clothing/Uniform Supplies	12,000	0	12,000	12,000	0	12,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	40,000	0	40,000	44,000	0	44,000
Operating Expense	**8,348,000**	**3,606,000**	**11,954,000**	**8,436,000**	**3,787,000**	**12,223,000**

Real Estate and Asset Management

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	2,881,000	2,881,000	0	6,317,000	6,317,000
Non-Operating Expenses	**0**	**2,881,000**	**2,881,000**	**0**	**6,317,000**	**6,317,000**
Transfers-OUT						
891000 - Interfund Transfers	0	4,830,000	4,830,000	0	4,781,000	4,781,000
891100 - Intrafund Transfers	0	471,000	471,000	0	0	0
Transfers - OUT	**0**	**5,301,000**	**5,301,000**	**0**	**4,781,000**	**4,781,000**
Total Expense	**13,796,000**	**11,788,000**	**25,584,000**	**13,617,000**	**14,885,000**	**28,502,000**

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.

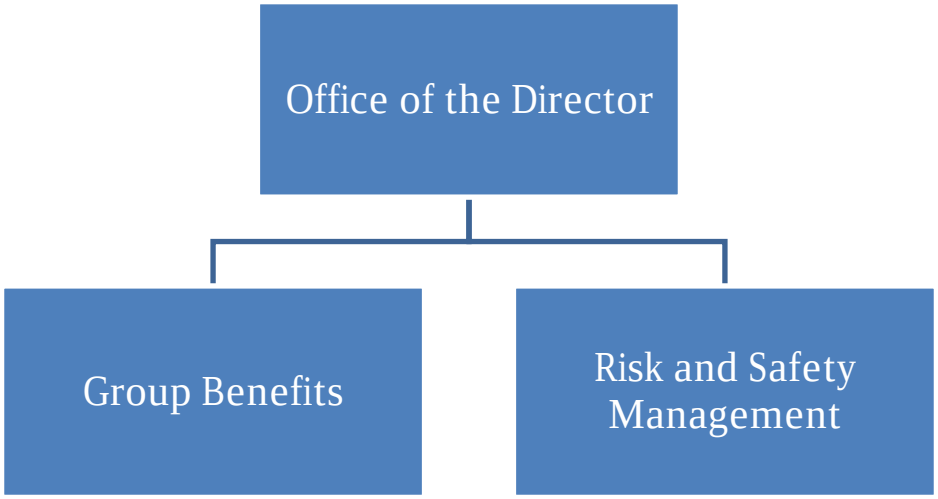
Description

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 and their employees, third party administrators, and the public in the effort to manage financial risk and liability.

Risk Management



Departmental Function/Unit	FY 2019-20	FY 2020-21
OFFICE OF THE DIRECTOR Recommends and implements effective enterprise risk management procedures and practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; establishes a collaborative relationship with all of the City's departments to minimize adverse financial losses and to promote a safe environment.	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); coordinates the management of unemployment benefits for qualified former employees; reconciles monthly billing invoices associated with group benefit-related payments.	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; completes and processes the required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process; implements safety management; assists with ensuring that 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
TOTAL FULL-TIME POSITIONS	**24**	**24**

Risk Management

Department Expenditure Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	2,245,746	2,320,626	2,487,821	3,023,000	2,750,000
Operating Expense	627,455	604,652	557,138	640,000	520,000
Capital Outlay	0	1,699	1,464	0	0
	2,873,201	**2,926,977**	**3,046,423**	**3,663,000**	**3,270,000**

Department / Fund Relationship

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Fund	2,873,201	2,926,977	3,046,423	3,663,000	3,270,000
	2,873,201	**2,926,977**	**3,046,423**	**3,663,000**	**3,270,000**

Department Strategies for FY 2020-21

Continue to obtain a minimum of a 65 percent completion rate of high priority corrective actions taken within 60 days by working collaboratively with departments to implement a process and procedure for corrective actions.

Continue to maintain an average of less than 16 days for average lost workdays for worker's compensation claims.

Continue to achieve a motor vehicle incident rate below 15 percent.

Accomplishments in FY 2019-20

Offered Defensive driving classes to employees' Citywide, including the Neighborhood Enhancement Team, Solid Waste, Parks and Recreation, General Services Administration, and Resilience and Public Works departments; and sessions were also scheduled for the Downtown Enhancement Team.

Obtained 70 percent completion rate of high priority corrective actions taken within 60 days.

Maintained an average of less than eight days for average lost work days for workers compensation claims.

Achieved a motor vehicle incident rate of seven percent compared to the targeted rate of 15.

Risk Management

Budget Highlights for FY 2020-21

The Budget includes the following addition:

Additional funding was added to the Office Supplies Line Item due to the increase in cost of required supplies $3,000 (GF).

The Budget includes the following additional considerations:

The Regular Salaries and Wages Line item reflects no step increases for employees.
The Travel and Per Diem line item and Training line item have been eliminated in the General Fund for all Departments and $250,000 has been placed in the Non-Departmental Accounts for Travel and Training Citywide.

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Strengthen trust through excellence service

Department Goals	Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Target
Improve employee wellness and work-life quality	Workers Compensation and Automobile claims closure rate (number)	255	272	291	125
	Average lost workdays for new workers compensation claim (days)	12	11	7	16
	Percentage of employees participating in well-being program (percent)	4	5	6.14	10
	Motor Vehicle Incident Rate (percent)	.11	3.5	.98	11
	High priority corrective action taken within 60 days (percent)	6	18.2	69.86	50

Risk Management

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,882,000	0	1,882,000	1,916,000	0	1,916,000
512010 - Attrition Savings - Salaries	(30,000)	0	(30,000)	(290,000)	0	(290,000)
516000 - Fringe Benefits	9,000	0	9,000	14,000	0	14,000
521000 - Fica Taxes	147,000	0	147,000	147,000	0	147,000
522000 - Retirement Contributions	601,000	0	601,000	608,000	0	608,000
523000 - Life and Health Insurance	414,000	0	414,000	355,000	0	355,000
Personnel	**3,023,000**	**0**	**3,023,000**	**2,750,000**	**0**	**2,750,000**
Operating Expense						
524000 - Workers' Compensation	41,000	0	41,000	35,000	0	35,000
525000 - Unemployment Compensation	80,000	0	80,000	80,000	0	80,000
531000 - Professional Services	433,000	0	433,000	312,000	0	312,000
540000 - Travel and Per Diem	7,000	0	7,000	0	0	0
541100 - Postage	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	3,000	0	3,000	8,000	0	8,000
546001 - IT-Repair and Maintenance Services	42,000	0	42,000	52,000	0	52,000
548100 - Advertising and Related Costs	4,000	0	4,000	0	0	0
551000 - Office Supplies	12,000	0	12,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	**640,000**	**0**	**640,000**	**520,000**	**0**	**520,000**
Total Expense	**3,663,000**	**0**	**3,663,000**	**3,270,000**	**0**	**3,270,000**

OTHER GENERAL FUND BUDGETS

- Non-Departmental Accounts (NDA)
- NDA Schedule
- Pension and Retirement Plans Overview
- Pension Summary

Non-Departmental Accounts

Description

The Non-Departmental Accounts (NDA) provides the fiscal resources necessary for governmental operations that are considered multi-departmental or otherwise do not fit into an individual department. Expenditures in this account include items such as contingency reserves, outside legal services, and lobbying services.

Budget Highlights for FY 2020-21

The Budget includes the following additions:

- The Budget includes the transfer of the Film and Entertainment function, personnel, and funding from the Office of Communications to the Non-Departmental Accounts (GF $472,000).
- The Non-Departmental Accounts reflect the positions included in the Civilian Investigative Panel (seven positions, $1.174 million).

Non-Departmental Accounts

Department Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel	12,305,477	7,980,243	8,222,297	8,958,000	10,189,000
Operating Expense	15,092,869	17,849,839	36,823,727	7,945,000	7,711,000
Capital Outlay	3,109	0	0	0	0
Non-Operating Expenses	7,344,333	7,706,821	3,691,592	22,744,000	40,526,000
Transfers - OUT	72,361,100	84,379,000	64,871,000	62,370,000	42,664,000
	107,106,887	**117,915,904**	**113,608,616**	**102,017,000**	**101,090,000**

Non-Departmental

	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	472,000	0	472,000
515000 - Special Pay	8,025,000	0	8,025,000	9,163,000	0	9,163,000
522000 - Retirement Contributions	933,000	0	933,000	554,000	0	554,000
Personnel	**8,958,000**	**0**	**8,958,000**	**10,189,000**	**0**	**10,189,000**
Operating Expense						
531000 - Professional Services	922,000	0	922,000	1,273,000	0	1,273,000
531010 - Professional Services-Legal Services	5,035,000	0	5,035,000	5,855,000	0	5,855,000
534000 - Other Contractual Services	300,000	0	300,000	(3,000)	0	(3,000)
540000 - Travel and Per Diem	0	0	0	250,000	0	250,000
544000 - Rentals and Leases	0	0	0	109,000	0	109,000
548000 - Promotional Activities	0	703,000	703,000	0	150,000	150,000
549000 - Other Current Charges and Obligations	873,000	0	873,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	112,000	0	112,000	62,000	0	62,000
Operating Expense	**7,242,000**	**703,000**	**7,945,000**	**7,561,000**	**150,000**	**7,711,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	1,773,000	0	1,773,000	1,773,000	0	1,773,000
882000 - Aids to Private Organizations	4,110,000	0	4,110,000	1,090,000	0	1,090,000
896000 - Budget Reserve	6,680,000	0	6,680,000	31,571,000	40,000	31,611,000
897000 - Contingency Reserve	7,000,000	0	7,000,000	5,388,000	0	5,388,000
899000 - Other Uses	3,181,000	0	3,181,000	664,000	0	664,000
Non-Operating Expenses	**22,744,000**	**0**	**22,744,000**	**40,486,000**	**40,000**	**40,526,000**
Transfers-OUT						
891000 - Interfund Transfers	58,737,000	0	58,737,000	40,934,000	0	40,934,000
891200 - Transfer Out-Cost Allocation	1,649,000	0	1,649,000	730,000	0	730,000
891100 - Intrafund Transfers	1,984,000	0	1,984,000	0	1,000,000	1,000,000
Transfers - OUT	**62,370,000**	**0**	**62,370,000**	**41,664,000**	**1,000,000**	**42,664,000**
Total Expense	**101,314,000**	**703,000**	**102,017,000**	**99,900,000**	**1,190,000**	**101,090,000**

NDA Schedule

Program	Object Type	Account Description	FY 2019-20 Budget	FY 2020-21 Budget	Difference	Description
Regular Salaries and Wages	Personnel	512000 Regular Salaries and Wages	0	472,000	+472,000	Office of Film and Entertainment Functions
Employee One-Time Payouts	Personnel	515000 Special Pay	8,025,000	9,163,000	+1,138,000	Reserve for centralization of separation and other one-time salary payments
Elected Officers' Retirement Trust	Personnel	522000 Retirement Contributions	829,000	554,000	-275,000	Elected Officers' Retirement Trust Payment
Change Memo #1 - Retirement cost related to Ordinance #5434	Personnel	522000 Retirement Contributions	104,000	0	-104,000	Increase in retirement cost related to the changes to Ordiance #5434 (Funded in FY 2019-20)
Legislative Support	Operating Expense	531000 Professional Services	125,000	500,000	+375,000	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	Operating Expense	531000 Professional Services	724,000	700,000	-24,000	Fee for the administration of the Parking Surcharge Program
Impact Fee Study	Operating Expense	531000 Professional Services	50,000	50,000	+0	Study Impact Fee Rates
Miami Dade Transportation Planning Organization (TPO)	Operating Expense	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	Operating Expense	531010 Professional Services Legal	1,500,000	2,200,000	+700,000	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Legal Services: Flagstone	Operating Expense	531010 Professional Services Legal	2,500,000	2,500,000	+0	Payment of the Flagstone Settlement (Year 3)
Legal Services: 346 NW 29th Street LLC	Operating Expense	531010 Professional Services Legal	854,000	854,000	+0	Payment of the 346 NW 29th St LLC Settlement (Year 4)
State Attorneys Office	Operating Expense	531010 Professional Services Legal	181,000	181,000	+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
Redistricting	Operating Expense	531010 Professional Services Legal	0	120,000	+120,000	Hiring a Law Firm to Handle redisticting
eMerge-Miami Technology Conference	Operating Expense	534000 Other Contractual	50,000	0	-50,000	eMerge-Miami Technology Conference
Energy Performance Contracting	Operating Expense	534000 Other Contractual	100,000	0	-100,000	Energy Performance Contracting (Funded only in FY 2019-20)
Census	Operating Expense	534000 Other Contractual	150,000	0	-150,000	Census Get Out the Count Effort (Funded only in FY 2019-20)
Census	Operating Expense	534000 Other Contractual	0	-3,000	-3,000	GESE Excess Benefit Saving
Travel and Training	Operating Expense	540000 Travel and Per Diem	0	250,000	+250,000	Citywide Travel and Training
Elections	Operating Expense	549000 Other Current Charges and Obligation	873,000	15,000	-858,000	Estimated elections expenses (as provided by the City Clerk)
Miami-Dade County League of Cities annual membership fee	Operating Expense	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Florida League of Cities annual membership fee	Operating Expense	554000 Subscription, Membership, License	50,000	0	-50,000	Citywide Subscriptions and Memberships (Funded only in FY 2019-20)
National League of Cities annual membership fee	Operating Expense	554000 Subscription, Membership, License	19,000	19,000	+0	Citywide Subscriptions and Memberships
Greater Miami Chamber of Commerce annual membership fee	Operating Expense	554000 Subscription, Membership, License	3,000	3,000	+0	Citywide Subscriptions and Memberships
Annual subscription for legislative research	Operating Expense	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships

NDA Schedule

Program	Object Type	Account Description	FY 2019-20 Budget	FY 2020-21 Budget	Difference	Description
International Hispanic Network annual membership fee	Operating Expense	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships
Network Forum for Black Public Administrators annual membership fee	Operating Expense	554000 Subscription, Membership, License	5,000	5,000	+0	Citywide Subscriptions and Memberships
Sister Cities International annual membership fee	Operating Expense	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships
U.S. Conference of Mayor's annual membership fee to the	Operating Expense	554000 Subscription, Membership, License	9,000	9,000	+0	Citywide Subscriptions and Memberships
Civilian Investigative Panel (CIP)	Non-Operating	881000 Aids to Government Agencies	1,174,000	1,174,000	+0	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	Non-Operating	881000 Aids to Government Agencies	300,000	300,000	+0	City contribution to the Virginia Key Beach Trust
Liberty City Community Revitalization Trust	Non-Operating	881000 Aids to Government Agencies	199,000	199,000	+0	City contribution to the Liberty City Community Revitalization Trust
Downtown Cleanup	Non-Operating	881000 Aids to Government Agencies	100,000	100,000	+0	Downtown Sidewalk Cleanup
Miami Dade College Scholarships	Non-Operating	882000 Aids to Private Organizations	50,000	50,000	+0	City contribution to the Miami Dade College Scholarships
Child Savings Accounts	Non-Operating	882000 Aids to Private Organizations	120,000	120,000	+0	Child Savings Accounts
Super Bowl: In-Kind Services	Non-Operating Expense	882000 Aids to Private Organizations	3,000,000	0	-3,000,000	In-Kind Services related the Super Bowl 2020 (Funded only in FY 2019-20)
Coconut Grove Business Improvement District	Non-Operating Expense	882000 Aids to Private Organizations	300,000	280,000	-20,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Do The Right Thing	Non-Operating	882000 Aids to Private Organizations	125,000	125,000	+0	City Contribution to Do The Right Thing
Police Athletic League	Non-Operating	882000 Aids to Private Organizations	415,000	415,000	+0	City Contribution to Police Athletic League
Lotus House	Non-Operating	882000 Aids to Private Organizations	100,000	100,000	+0	City Contribution to Lotus House
Reserve for Uncollectable	Non-Operating	896000 Budget Reserve	5,779,000	25,749,000	+19,970,000	Budget reserve for uncollectable revenues
Reserve for Internal Service Functions	Non-Operating Expense	896000 Budget Reserve	180,000	280,000	+100,000	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements
City Manager’s Reserve	Non-Operating	896000 Budget Reserve	125,000	125,000	+0	Reserve for other uses to be determined during the fiscal year
Emergency Medical Services (EMS Grant)	Non-Operating Expense	896000 Budget Reserve	9,000	0	-9,000	Grant Match for the FY 2018-19 Emergency Medical Services (EMS) Grant (Funded only in FY 2019-20)
Reserve for Salary Studies	Non-Operating Expense	896000 Budget Reserve	587,000	0	-587,000	Reserve for salary study of engineering positions (Funded only in FY 2019-20)
Police and Fire settlement	Non-Operating Expense	896000 Budget Reserve	0	2,917,000	+2,917,000	FOP Settlement Payments
Police and Fire settlement	Non-Operating Expense	896000 Budget Reserve	0	2,500,000	+2,500,000	IAFF Settlement Payment

NDA Schedule

Program	Object Type	Account Description	FY 2019-20 Budget	FY 2020-21 Budget	Difference	Description
Contingency Reserve	Non-Operating Expense	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
Reserve	Non-Operating Expense	897000 Contingency Reserve	2,000,000	388,000	-1,612,000	Reserve to Build Back the Unrestricted General Fund Balance (Funded only in FY 2019-20)
Reserve	Non-Operating Expense	897000 Contingency Reserve	0	464,000	+464,000	Reserve for NET Transition
Building Reserves	Non-Operating Expense	899000 Other Uses	2,181,000	200,000	-1,981,000	Reserves to ensure that Building Revenues are only spent on Building expenses
40 and 50 Year Recertifications	Non-Operating	899000 Other Uses	1,000,000	0	-1,000,000	40 and 50 Year Recertifications
		Total Non-Departmental Accounts less Transfer-Out	**38,944,000**	**58,236,000**	**19,292,000**	
Interfund Transfer	Transfers-OUT	891000 Interfund Transfer	58,737,000	40,934,000	-17,803,000	Please refer to the "All Transfers Out" Schedule
Intrafund Transfer	Transfers-OUT	891100 Intrafund Transfer	1,984,000	0	-1,984,000	Contribution from General Fund to the Transportation Reserve General sub-fund (Funded only in FY 2019-20)
Interfund Transfer	Transfers-OUT	891200 Cost Allocation Transfer	1,649,000	730,000	-919,000	Contribution from General Fund to Cost Allocation
		Total Transfer-Out	**62,370,000**	**41,664,000**	**-20,706,000**	
		Total Non-Departmental	**101,314,000**	**99,900,000**	**-1,414,000**	

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 the International City/County Management Association (ICMA). The City's FY 2020-21 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.

The FY 2020-21 Budget for Pension payments is $129.104 million. This represents an increase of $5.016 million or four percent as compared to the FY 2019-20 Budget. 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 following is a summary of the contribution requirement for each retirement plan in FY 2020-21:

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 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, 2019, membership in the FIPO Pension Plan consisted of 2,197 retirees and beneficiaries receiving benefits, and 1,997 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 7.3 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2020-21 required contribution based on the actuarial valuation report dated October 1, 2019, is $62.774 million, which includes $2.182 million of administrative cost. Additionally, the City is required to contribute $7.208 million for the Cost of Living Adjustment.

Pension and Retirement Plans Overview

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers three defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust"). 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, 2019, membership in the GESE Trust was 1,920 retirees, disabled, vested, and beneficiaries currently receiving benefits and 1,972 current employees. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, 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 valuation is based on a series of actuarial assumptions, including an interest (actuarial asset return) rate of 7.6 percent per year.

  Additionally, pursuant to the City of Miami Code Section Sec. 40-244, the Errors and Omission Insurance for the GESE Trust is now included in the actuarial valuation ($100,000).

The City's FY 2020-21 required contribution based on the actuarial valuation report dated October 1, 2019, is expected to be $54.122 million, which includes $7.056 million of normal cost. The administration cost for GESE is $3.051 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 2020-21 required contribution based on the actuarial valuation report dated October 1, 2019, is estimated at $364,000. 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, 2019, membership in the Staff Trust included seven retirees currently receiving benefits, and six active members. The City is required to contribute an actuarially determined amount that, when combined with participant contributions, 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 2020-21 contribution determined through actuarial valuation is $254,056 for the Staff Pension Staff Plan, and $39,721 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is $293,777 or $19,546 per employee/retiree. This amount 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 May 29, 2019, membership in the EORT consisted of six retirees, two active participants not receiving benefits, and two vested participants with deferred benefit payable at age 55. The FY 2020-21 budget does not include any enhancements or additional benefits in the EORT.

The City's FY 2020-21 contribution determined through actuarial valuation is $554,000 . 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 April 20, 2020, there were approximately 60 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2020-21 contributions are anticipated at $861,000 .

Pension Summary

Account	FY 2019-20 Budget	FY 2020-21 Budget	Difference	Percentage Difference
Revenues				
General and Special Revenue Funds	124,088,000	129,104,000	5,016,000	4.0%
Total Revenues	**124,088,000**	**129,104,000**	**5,016,000**	**4.0%**
Expenditures				
511000 Executive Salaries	38,000	38,000	0	0.0%
521000 FICA	3,000	3,000	0	0.0%
541100 Postage	15,000	15,000	0	0.0%
534000 Administrative Cost	3,052,000	3,051,000	(1,000)	0.0%
534000 GESE Administrative Cost for Excess	114,000	114,000	0	0.0%
522000 GESE Required Contributions	51,341,000	54,122,000	2,781,000	5.4%
522000 GESE Excess Benefits	421,000	364,000	(57,000)	-13.5%
Total GESE	**54,984,000**	**57,707,000**	**2,723,000**	**5.0%**
522010 Administrative Cost	2,210,000	2,182,000	(28,000)	-1.3%
522010 FIPO Required Contribution[1]	58,423,000	60,592,000	2,169,000	3.7%
522010 FIPO COLA	6,932,000	7,208,000	276,000	4.0%
Total FIPO	**67,565,000**	**69,982,000**	**2,417,000**	**3.6%**
522000 EORT[2]	829,000	554,000	(275,000)	-33.2%
Total EORT	**829,000**	**554,000**	**(275,000)**	**-33.2%**
522000 ICMA 401(a)	710,000	861,000	151,000	21.3%
Total ICMA	**710,000**	**861,000**	**151,000**	**21.3%**
Total Expenditures	**124,088,000**	**129,104,000**	**5,016,000**	**4.0%**

[1]The FY 2019-20 Adopted Book reflects $1.035 million that was later transferred to a Special Revenue account to establish the FIPO Pension Stabilization Fund pursuant to the City of Miami Code Section 40-326 and adopted in the FY 2019-20 Mid-Year Budget Amendment.

[2]The FY 2020-21 budget does not include any enhancements or additional benefits in the EORT.

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

Net Assessed Valuation of Taxable Property Last Ten Fiscal Years

Tax Year	Net Assessed Value	City of Miami Tax Rate
2010	31,466,457,890	8.6441
2011	30,352,746,208	8.5010
2012	31,333,834,037	8.4710
2013	32,735,569,577	8.4310
2014	35,284,841,538	8.3850
2015	39,903,058,628	8.3351
2016	44,602,305,542	8.2900
2017	49,632,000,000	8.0300
2018	53,357,105,033	8.0300
2019	58,961,599,417	7.9900
2020	63,007,642,722	7.9900

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
1990-91	9.5995	2.3381	11.9376
1991-92	9.5995	2.3308	11.9303
1992-93	9.5995	2.3308	11.9303
1993-94	9.5995	2.2126	11.8121
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

Note: A mill is expressed as $1 in taxes for every $1,000 of assessed valuation.

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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	Okeechobe Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2010	7.6740	0.9701	8.6441	8.2490	5.8725	0.5000	0.2840	0.5346	0.0894		0.0345	24.2081
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	0.0624		0.0345	22.7463
2012	7.5710	0.9000	8.4710	7.9980	4.9885	0.5000	0.1725	0.3676	0.0613		0.0345	22.5934
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	6.5040	4.6669	0.4415	0.2840	0.1209	0.0417	0.1310	0.0320	20.9454
2019	7.5665	0.4235	7.9900	7.0250	4.6669	0.4680	0.2840	0.1152	0.0397	0.1246	0.0320	21.3464
2020	7.6665	0.3235	7.9900	6.1860	4.6669	0.4507	0.2840	0.1103	0.0380	0.1192	0.0320	21.2981

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.

APPENDIX B:
FIVE-YEAR FINANCIAL FORECAST

- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

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

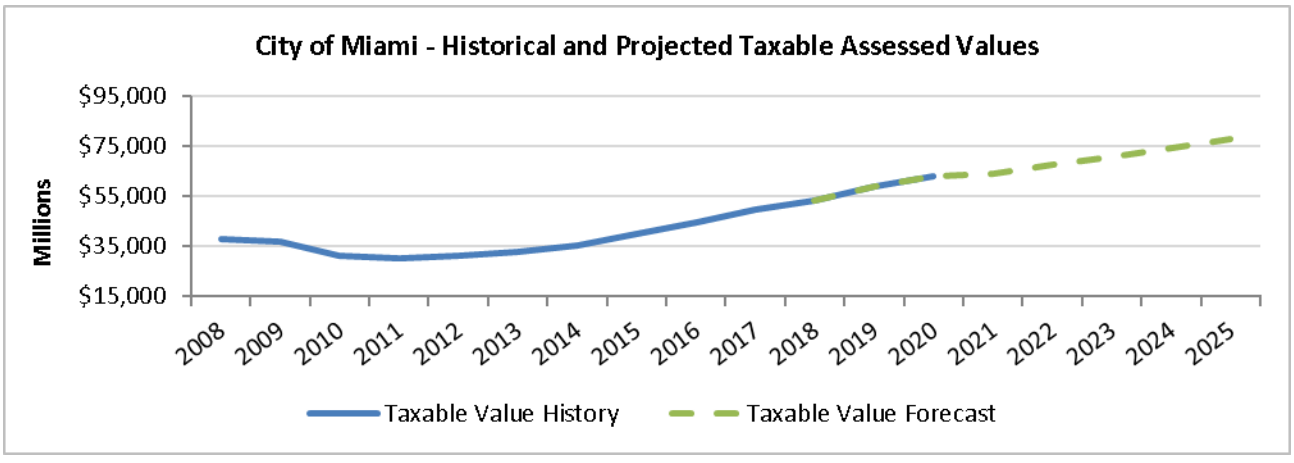
The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available estimate from the U.S. Census Bureau indicates that Miami's population in 2019 was 470,911. Based on this estimate 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 52.2 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 assessed values grow 13.1 percent in 2015, 11.8 percent in 2016, 11.3 percent in 2017, 7.5 percent in 2018, and 10.5 percent in 2019. However, assessed values grew by 6.9 percent in 2020 – one tenth of one percent lower than projected.

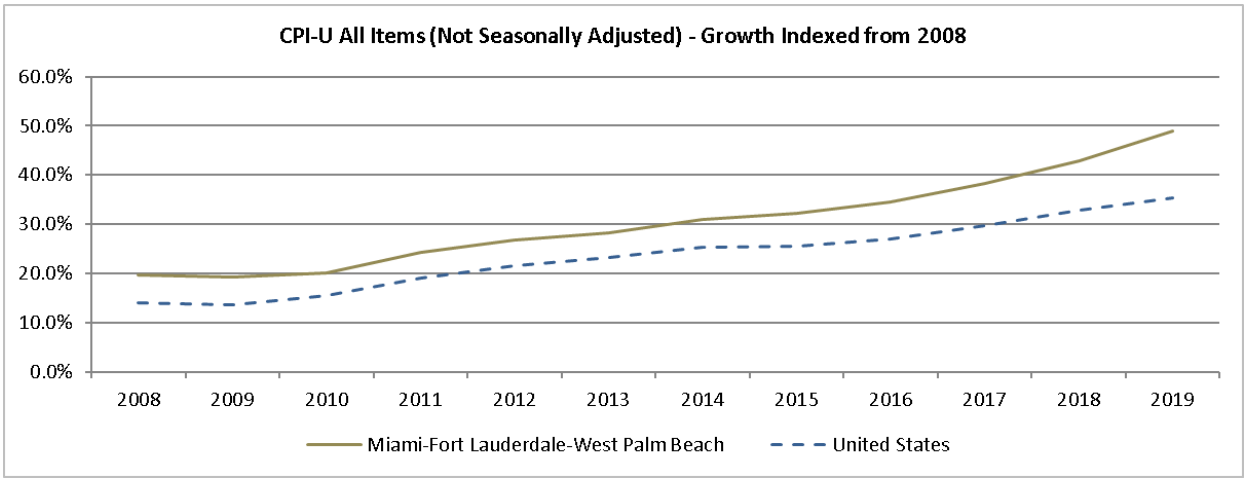


The five-year forecast assumes that the growth in taxable assessed value (TAV) will experience a significant decline in tax year 2021 and stabilize at around five percent in tax year 2022.

General Fund Forecast

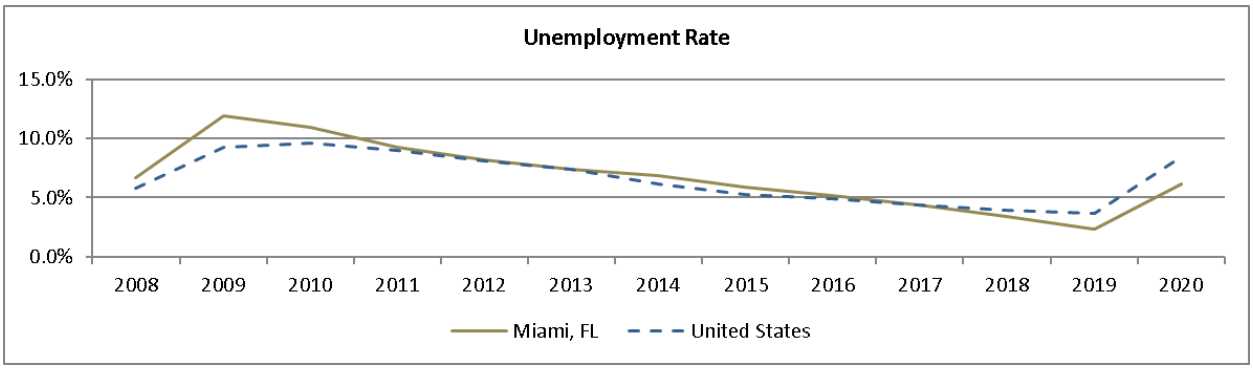
							Projected				
Tax Year	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
TAV (Billions)	$39.90	$44.60	$49.63	$53.36	$58.96	$63.01	$64.27	$67.48	$70.85	$74.40	$78.12
% Change	13.1%	11.8%	11.3%	7.5%	10.5%	6.9%	2.0%	5.0%	5.0%	5.0%	5.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicate that since 2008, 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 2009. The last three years have shown average growth of 1.43 percent annually.

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 9.6 percent in 2010 to 3.7 percent in 2019. Similarly, the unemployment rate in the City of Miami declined from a high of 12 percent in 2009 to two percent in 2019. The currently known unemployment effects of the COVID-19 pandemic are reflected nationally

General Fund Forecast

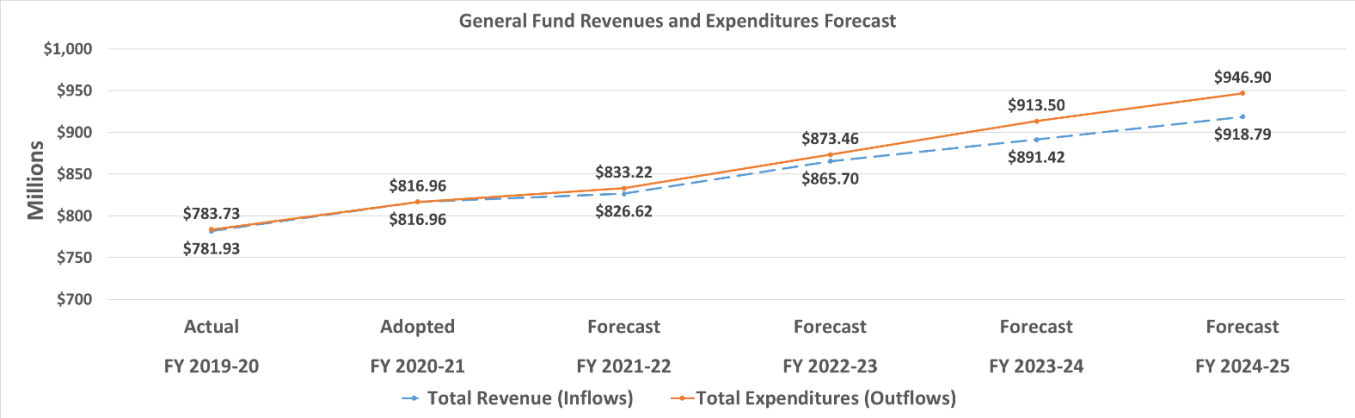
and locally as the United States experienced a significant increase in unemployment from 4.5 percent in March 2020 to 14.4 percent in April 2020. Miami also experienced an increase in unemployment from 3.7 percent in March 2020 to 12.4 percent in April 2020. While revenue forecasts are not based on unemployment directly, assumed growth or decline in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

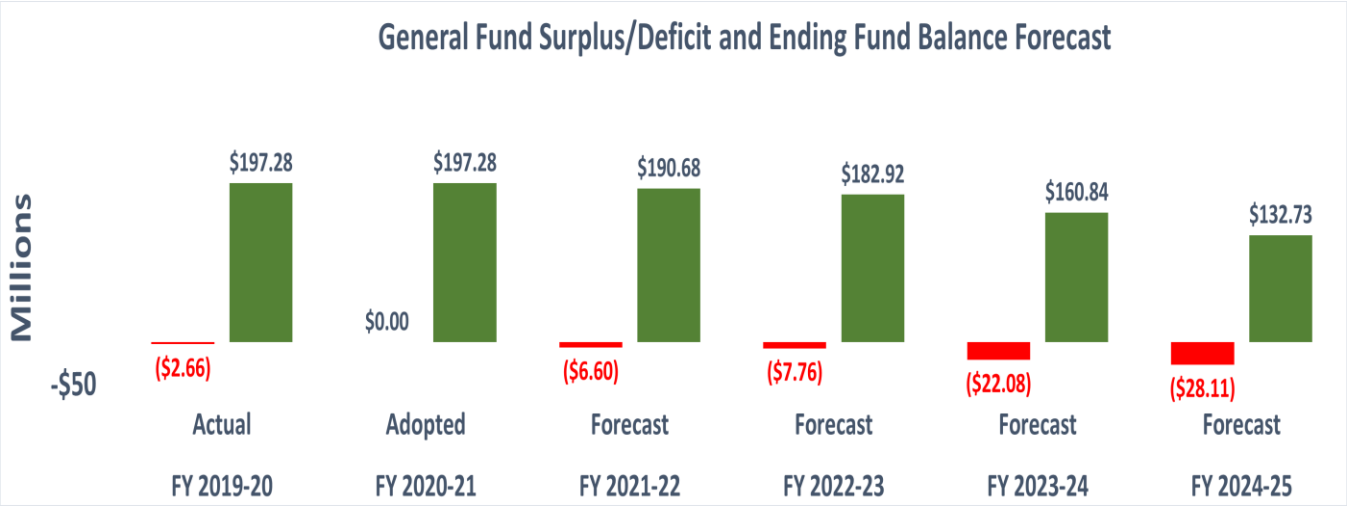
General Fund Five-Year Forecast Summary

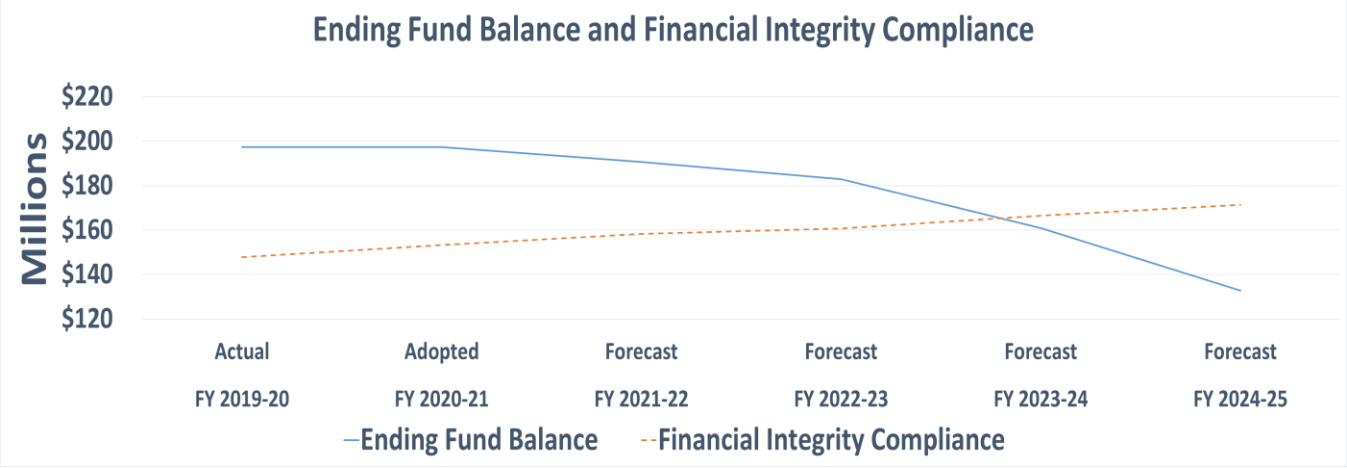
The Five-Year Financial Forecast projects that revenues will not grow as fast as anticipated expenditures. Overall, General Fund revenues are projected to grow by 12.5 percent over the next five years. However, General Fund expenditures are projected to grow by 15.9 percent over the same period. With an unaudited fund balance of $197.283 million for FY 2019-20, the City is projected meet the aggregate total Financial Integrity Principle (FIP) requirement estimated for that year but will not meet the requirement to retain ten percent of the prior three years average general revenue in unassigned fund balance reserves.

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 2020-21 to FY 2024-25 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.

General Fund Forecast







General Fund Five-Year Forecast Summary

	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast
Revenues						
Property Taxes	389,606,911	424,609,000	431,653,200	451,599,500	472,705,400	495,012,600
Franchise Fees and Other Taxes	113,412,525	117,566,000	119,917,300	122,315,700	124,762,000	127,257,300
Interest	10,684,318	4,814,000	4,332,600	3,899,300	3,509,300	3,158,500
Transfers-IN	5,291,193	4,211,000	4,211,000	4,211,000	4,211,000	4,211,000
Fines and Forfeitures	7,487,992	7,644,000	7,644,000	7,644,000	7,644,000	7,644,000
Intergovernmental Revenues	63,936,500	67,210,000	69,124,300	86,103,200	88,149,000	90,264,300
Licenses and Permits	72,452,806	66,587,000	64,609,100	62,900,800	61,436,400	60,192,900
Other Revenues (Inflows)	15,262,593	7,521,000	7,521,000	7,521,000	7,521,000	7,521,000
Charges for Services	103,792,511	116,799,000	117,610,300	119,504,100	121,477,800	123,528,100
Total Revenue (Inflows)	**781,927,349**	**816,961,000**	**826,622,800**	**865,698,600**	**891,415,900**	**918,789,700**
Expenditures						
General Government	84,142,156	82,780,000	86,825,500	91,054,100	95,503,900	100,186,300
Planning and Development	26,382,091	27,237,000	28,559,300	29,942,000	31,395,700	32,925,200
Public Works	94,546,341	97,757,000	102,211,300	106,861,800	111,745,800	116,877,700
Public Safety	420,285,148	440,034,000	462,257,500	485,525,800	509,227,600	534,181,400
Housing and Community Development	2,025,305	960,000	1,017,900	1,078,300	1,142,500	1,210,600
Total Other	62,514,503	68,293,000	71,267,600	74,371,300	77,629,800	81,051,600
Non Departmental Units	93,830,825	99,900,000	81,083,620	84,624,352	86,853,899	80,470,811
Total Expenditures (Outflows)	**783,726,369**	**816,961,000**	**833,222,720**	**873,457,652**	**913,499,199**	**946,903,611**
General Fund (Surplus / Deficit)	(1,799,020)	-	(6,599,920)	(7,759,052)	(22,083,299)	(28,113,911)
Internal Service Fund (Surplus / Deficit)	12,104,543					
Accruals and Close-Out	(12,967,709)					
Surplus / (Deficit) - TOTAL	(2,662,186)	-	(6,599,920)	(7,759,052)	(22,083,299)	(28,113,911)
Beginning Fund Balance	199,945,372	197,283,186	197,283,186	190,683,266	182,924,214	160,840,915
Ending Fund Balance	197,283,186	197,283,186	190,683,266	182,924,214	160,840,915	132,727,004
Designated	123,389,296	123,389,296	115,385,785	107,579,859	100,554,526	94,231,726
Unassigned	73,893,890	73,893,890	75,297,481	75,344,355	60,286,389	38,495,278
FIP Target 10%	73,904,304	76,660,065	79,126,298	80,393,265	83,221,647	166,443,293

General Fund Forecast

Major Revenue Assumptions

Between FY 2020-21 and FY 2024-25, General Fund revenues are forecasted to grow by a total of 12.5 percent. The largest components of General Fund revenues are Property Taxes (51.97 percent of FY 2020-21 General Fund revenues), Franchise Fees and Other Taxes (14.39 percent), Charges for Services (14.3 percent), Licenses and Permits (8.15 percent), and Intergovernmental Revenues (8.23 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining 2.96 percent.

Property Taxes

The FY 2020-21 Budget for General Fund property tax revenue is $424.609 million. This budget is based on an assessed valuation of $63.007 billion and a General Fund operating millage rate of 7.6665. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by two percent in FY 2020-21 and by five percent each remaining year of the forecast through FY 2024-25. This assumption is based on the expectation that the development activity in the City has leveled out and will remain flat through the end of the five-year period.

Franchise Fees and Other Taxes

The FY 2020-21 Budget for Franchise Fees and Other Taxes is $117.566 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 2020-21 Budget for Interest is $4.814 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 through the entirety of the forecast due to anticipated market volatility.

Transfers-In

The FY 2020-21 Budget for Transfers-In is $4.211 million. This category includes revenues transferred into the General Fund from other City funds. These transfers are projected to remain flat over the course of the forecast period.

Fines and Forfeitures

The FY 2020-21 Budget for Fines and Forfeitures is $7.644 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 remain flat over the course of the forecast period.

Intergovernmental Revenues

The FY 2020-21 Budget for Intergovernmental Revenues is $67.210 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 increase by two percent through FY 2024-25 with two notable exceptions. The Half Cent Sales Tax revenue is projected to increase by three percent and State Pension Payments are projected to increase by five percent through FY 2024-25. Shared Revenues from the Miami Parking Authority (MPA)

General Fund Forecast

have been significantly impacted by the ongoing COVID-19 pandemic. The FY 2019-20 Budget anticipated $17.225 million from the MPA. However, current projections anticipate only $2 million. The forecast remains flat in the FY 2021-22 forecast but anticipates an increase of $15 million in revenues from FY 2022-23 through the rest of the forecast.

Licenses and Permits

The FY 2020-21 Budget for Licenses and Permits is $66.587 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. However, there are indications that growth is slowing down. As such, the five-year forecast assumes that building permit revenues will decline to more typical levels over the course of the next five years as new construction decreases, just as building inspections are projected.

Other Revenues

The FY 2020-21 Budget for Other Revenues is $7.521 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 2024-25.

Charges for Services

The FY 2020-21 Budget for Charges for Services is $116.799 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 with the exception of Building Inspections. Building Inspections are expected to decline by ten percent in FY 2020-21 and by ten percent annually through the five-year period. As a result of the setoff clause of the settlement between the City of Miami and Flagstone Island Gardens, LLC, the Rents and Royalties revenue is projected to decrease by $1 million annually over ten years from FY 2021-22 to FY 2031-32.

General Fund Forecast

Major Expenditure Assumptions

General Fund expenditures are projected to grow by a total of 15.9 percent between FY 2020-21 and FY 2024-25. Personnel costs are the largest drivers of General Fund spending, comprising 72.1 percent of all FY 2020-21 General Fund expenditures. Personnel costs include salaries and wages, employee benefits, health benefits, pension costs, and worker's compensation. The remaining 27.9 percent is comprised of operating expenditures (17.5 percent), transfers out (5.1 percent), Capital Outlay (0.19 percent), and other non-operating expenses (5.1 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 cost of salaries and wages Citywide will grow by five percent annually through FY 2024-25 as normal step progression is assumed for each bargaining unit.

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 is projected to grow by 7.8 percent in FY 2021-22 and 7.5 percent annually through the remainder of the forecast.

Pension Costs

Growth in the cost of the City's retirement plans is forecasted at five percent annually through the forecast.

Workers' Compensation

Workers' compensation costs are projected to grow by 2.5 percent annually based on estimates developed by the City's casualty actuary.

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 and Motor Fuel: all are projected to grow at five percent annually through the 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 nearly flat at two percent through FY 2024-25.

The FY 2020-21 Budget includes several reserves: a $25.749 million budget reserve for uncollectable revenues, a $5 million Contingency Reserve per the City's Financial Integrity Principles to fund

General Fund Forecast

unanticipated budget issues, and a $200,000 Building reserve to ensure that Building Revenues are only spent on Building related expenses.

Key Long-Term Considerations

Collective Bargaining

The five-year forecast period includes normal step progression for all collective bargaining units except for FY 2020-21, where no step increases are included. Currently ongoing labor negotiations with AFSCME 1907 and AFSCME 871 as well as upcoming labor negotiations with the International Association of Fire Fighters (IAFF), the Fraternal Order of Police (FOP) and future negotiations with the other collective bargaining units will impact the forecasted personnel costs and will result in a different five-year outcome.

National Health Care Legislation

The five-year forecast incorporates the increased cost of expanded health coverage required under the Patient Protection and Affordable Care Act. However, there is still uncertainty on the extent to which federal health care exchanges may impact the cost of health insurance in the long-term. Additionally, continuing changes in the health care landscape will need to be monitored closely to anticipate any impacts on the future cost of providing employee health benefits.

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.

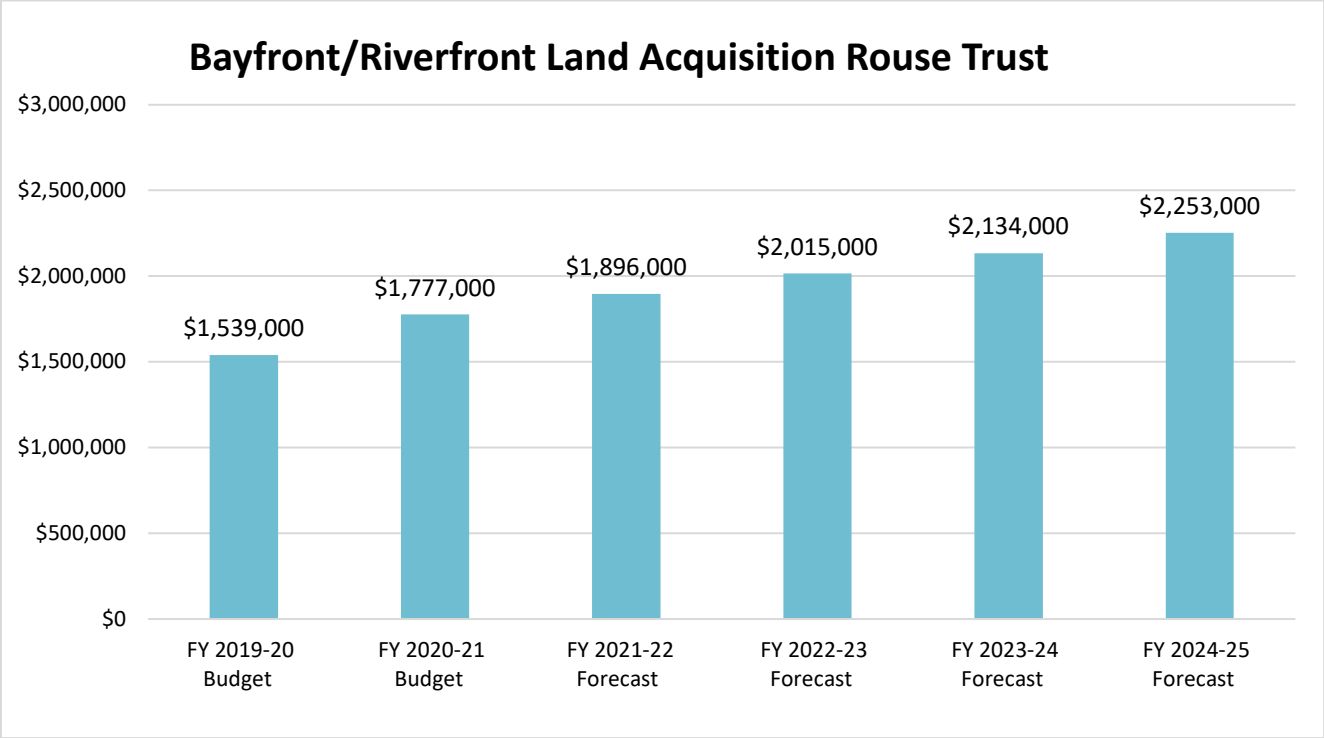
Funds Name and Numbers	FY 2019-20 Budget	FY 2020-21 Budget	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100	$1,539,000	$1,777,000	$1,896,000	$2,015,000	$2,134,000	$2,253,000
City Clerk Services - Fund 13500	$1,140,000	$1,578,000	$1,473,000	$1,425,300	$1,451,000	$1,415,000
Community Development - Funds 14001 to 14018	$52,009,000	$73,306,000	$41,262,000	$39,752,000	$37,742,000	$37,232,000
Department Improvement Initiative - Funds 15500 to 15502	$10,521,000	$9,361,000	$8,203,000	$8,238,000	$8,273,000	$8,309,000
Emergency Services - Fund 80000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Fire-Rescue Services - Funds 11000 and 11100	$19,828,000	$31,257,000	$22,345,000	$24,410,000	$23,205,000	$22,651,000
General Special Revenues - Fund 10090	$1,269,000	$2,193,000	$534,000	$545,000	$556,000	$567,000
Historic Preservation Trust Fund - Fund 10430	$0	$50,000	$50,000	$50,000	$50,000	$50,000
Homeless Programs - Fund 14800	$2,535,000	$2,715,000	$2,535,000	$2,535,000	$2,535,000	$2,535,000
Human Services - Fund 14801	$190,000	$497,000	$229,000	$155,000	$155,000	$155,000
Law Enforcement Trust Fund - Fund 12500	$977,000	$822,000	$150,000	$150,000	$150,000	$150,000
Miami Ballpark Parking Facilities - Fund 15400	$9,778,000	$13,095,000	$16,225,000	$14,147,000	$15,030,000	$16,002,000
Net Offices and Code Enforcement - Fund 11500	$232,000	$0	$0	$0	$0	$0
Parks and Recreation Services - Fund 11550	$1,047,000	$1,031,000	$925,000	$949,000	$974,000	$1,000,000
Planning Services - Funds 10400, 10401, 10402, and 10450	$15,988,000	$19,896,000	$19,963,000	$19,963,000	$19,963,000	$19,963,000
Police Services - Funds 12000, 12200, 12210, and 12220	$10,761,000	$9,418,000	$3,006,000	$3,006,000	$3,006,000	$3,006,000
Public Art Fund - Fund 10420	$456,000	$758,000	$766,000	$774,000	$783,000	$792,000
Public Works Services - Fund 13000	$9,597,000	$6,835,000	$4,788,000	$4,688,000	$4,588,000	$4,488,000
Solid Waste Recycling Trust - Fund 13100	$113,000	$163,000	$166,000	$169,000	$172,000	$175,000
Sport Facilities and Activities - Fund 10110	$471,000	$13,000	$0	$0	$0	$0
Transportation and Transit - Fund 15600	$19,169,000	$18,879,000	$21,084,000	$21,717,000	$22,369,000	$23,040,000
Tree Trust Fund - Fund 10410	$3,466,000	$3,343,000	$3,359,000	$3,375,000	$3,391,000	$3,407,000
Total Special Revenue Funds	**$161,186,000**	**$197,087,000**	**$149,059,000**	**$148,163,300**	**$146,627,000**	**$147,290,000**

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

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.

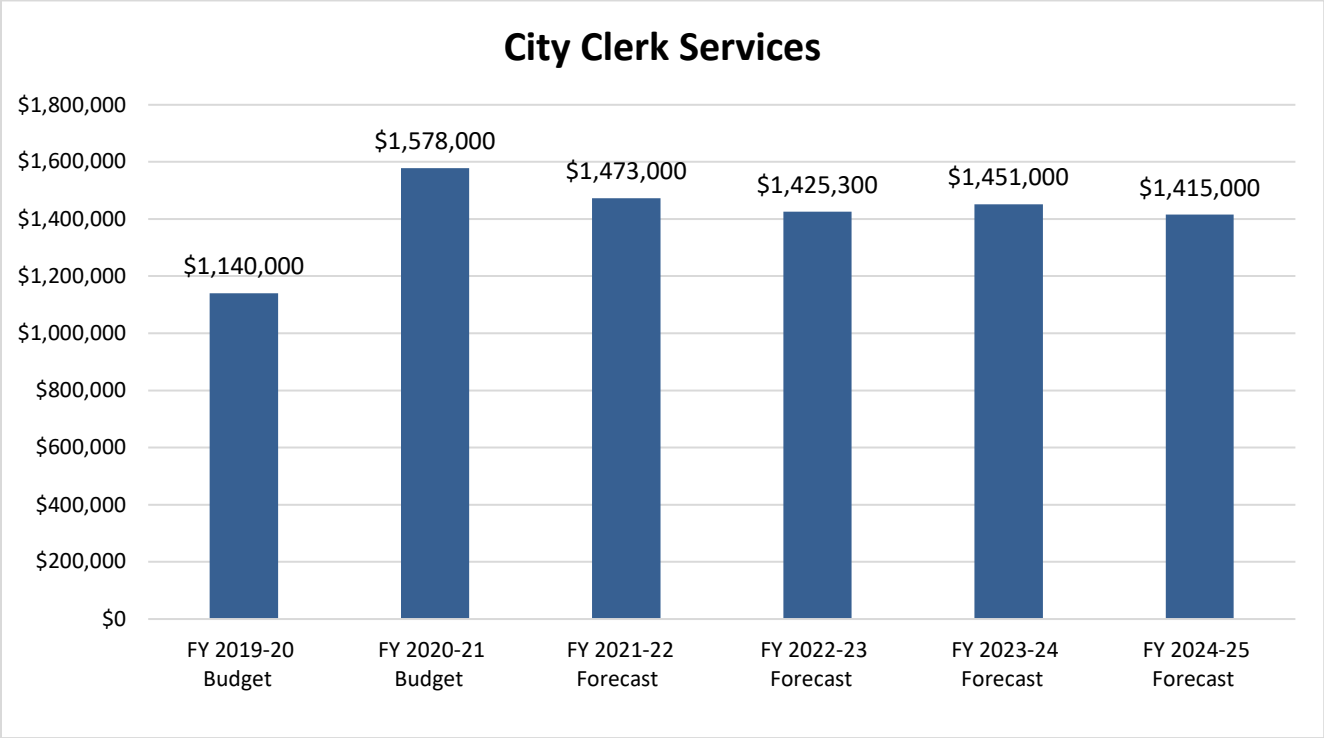


The five-year forecast assumes a stable pattern of revenues as a portion of rents received by the City pursuant to the retail parcel lease.

Special Revenue Funds Forecast

City Clerk Services - Fund 13500

The City Clerk Services Special Revenue Fund is used for the operation of the Passport Acceptance Facility, Municipal Archives and Records, and other City Clerk-related programs.

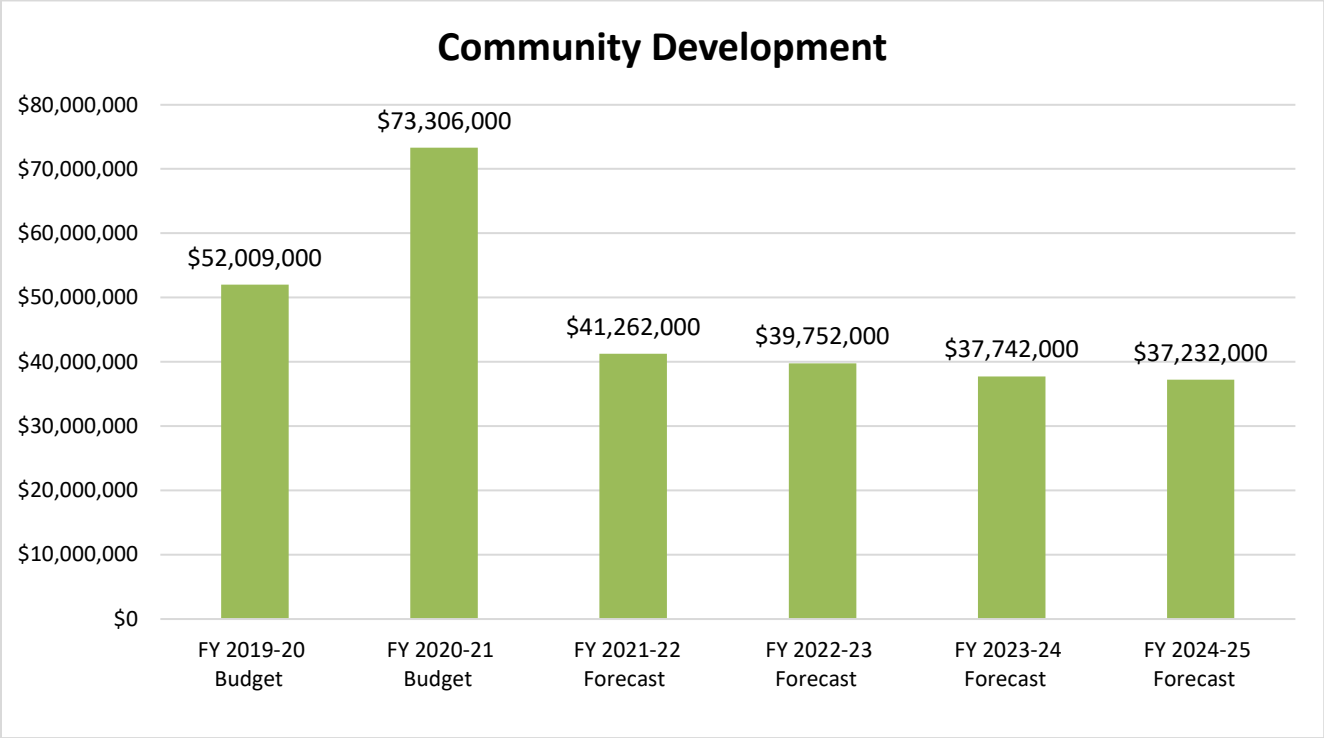


The five-year forecast assumes the annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position to remain flat. Increased spending of fund balances and revenue collections for the Lobbyists' Registration and U.S. Passport Acceptance programs beginning in FY 2020-21 through the remainder of the 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.

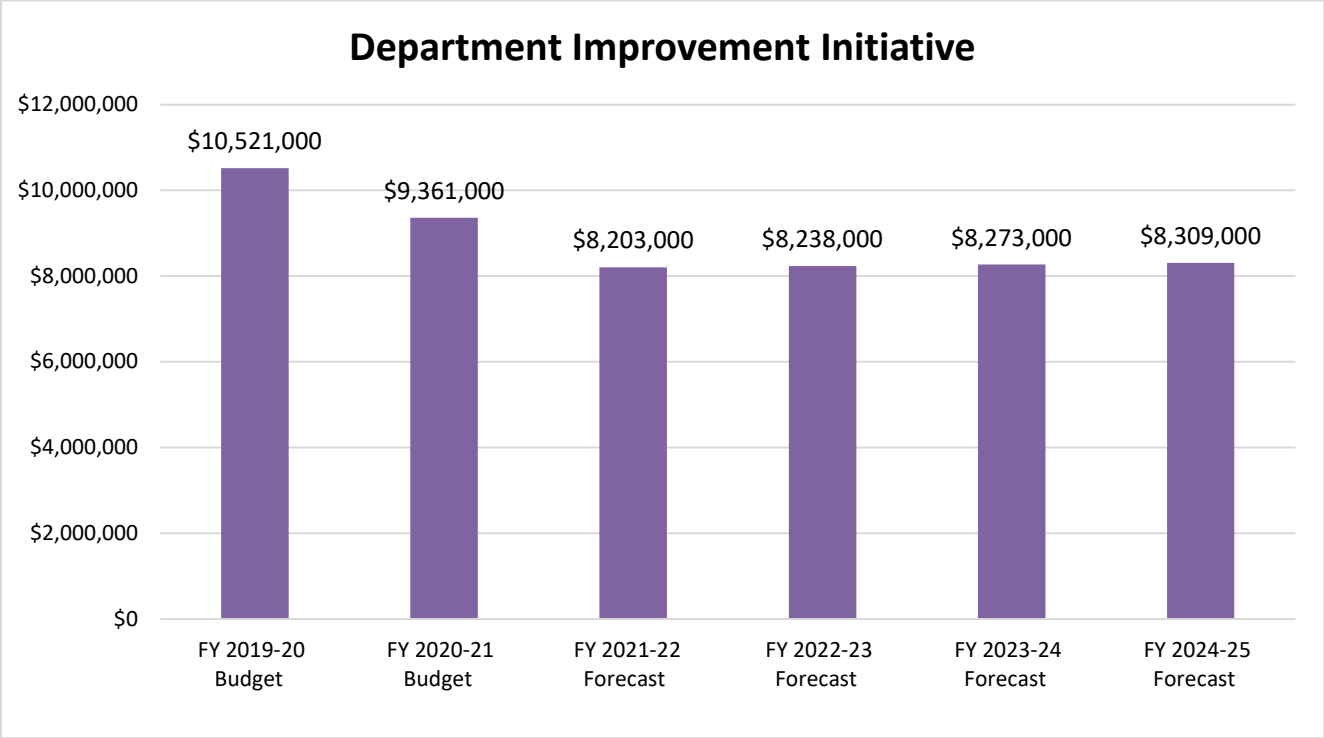


The five-year forecast assumes a sizable depletion of prior year grant balances with stable funding from federal and local grantors. Fiscal Year 2020-21 includes a fund balance from HUD - Emergency Solutions Grants (ESG)-CARES ACT allocation in an amount of $6.133 million. It is a non-recurring, non-budgeted grant to assist communities in their COVID-19 response effort.

Special Revenue Funds Forecast

Department Improvement Initiative - Funds 15500 to 15502

The Department Initiative Improvement Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

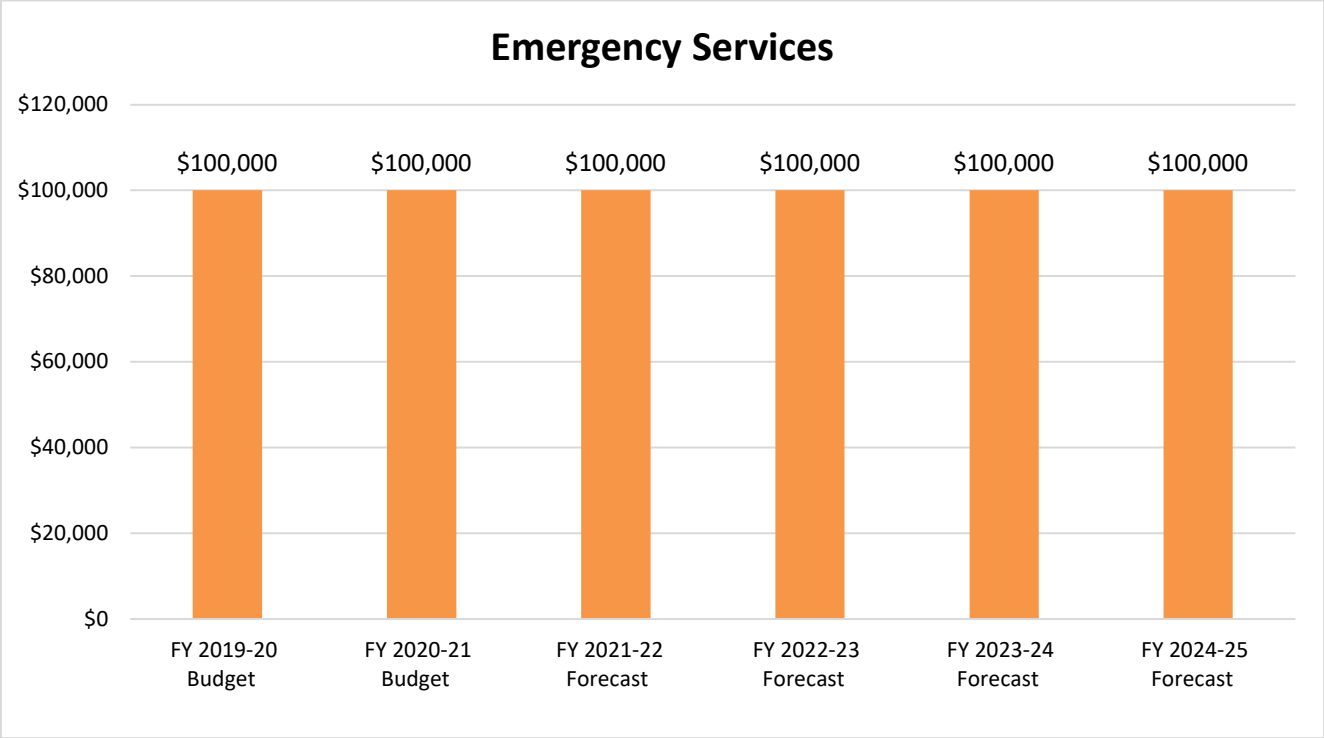


The five-year forecast assumes a constant annual General Fund contribution for the Citywide Anti-Poverty Initiative Program and for Festival and Events. Additionally, zero prior year carryovers are be projected for the Department of Real Estate and Asset Management, Innovation and Technology, and Parks and Recreation, as well as for the Offices of the Elected Officials. Furthermore, a steady pattern of revenues related to the Unsafe Structure program is be forecasted.

Special Revenue Funds Forecast

Emergency Services - Fund 80000

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

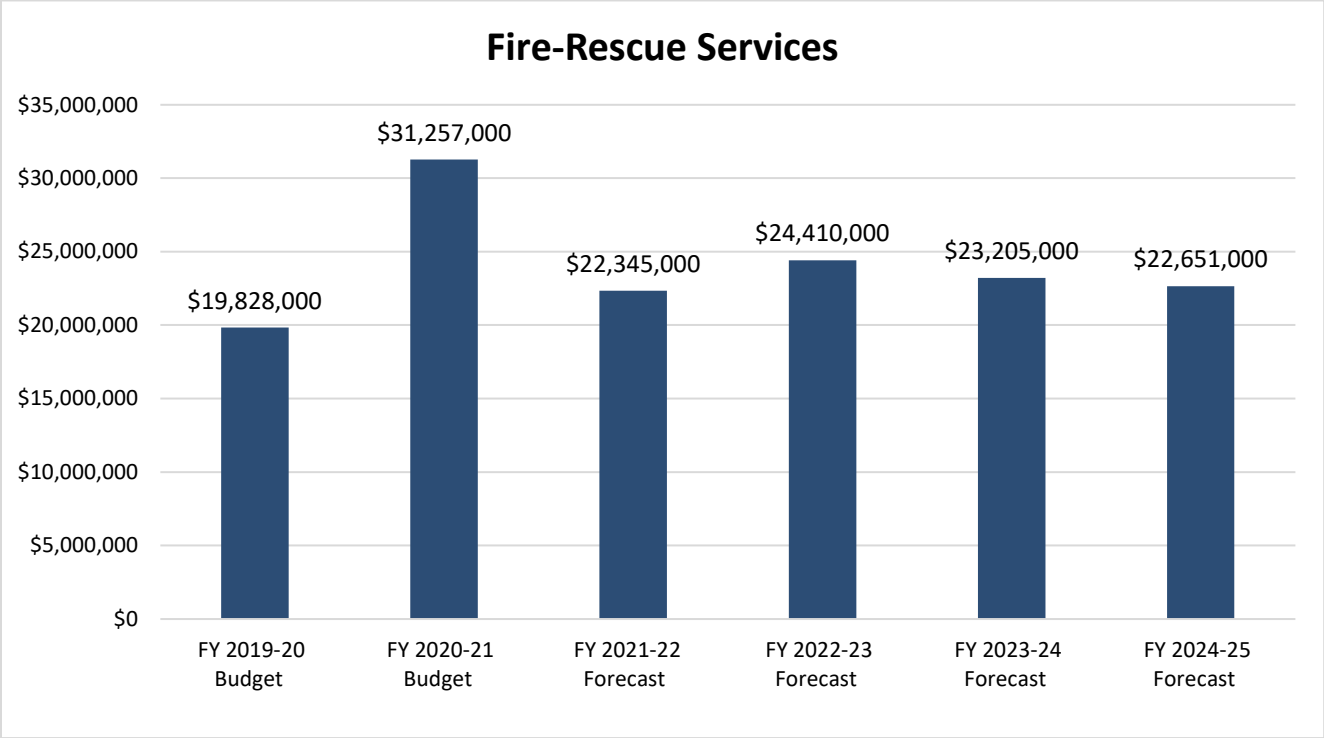


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

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.

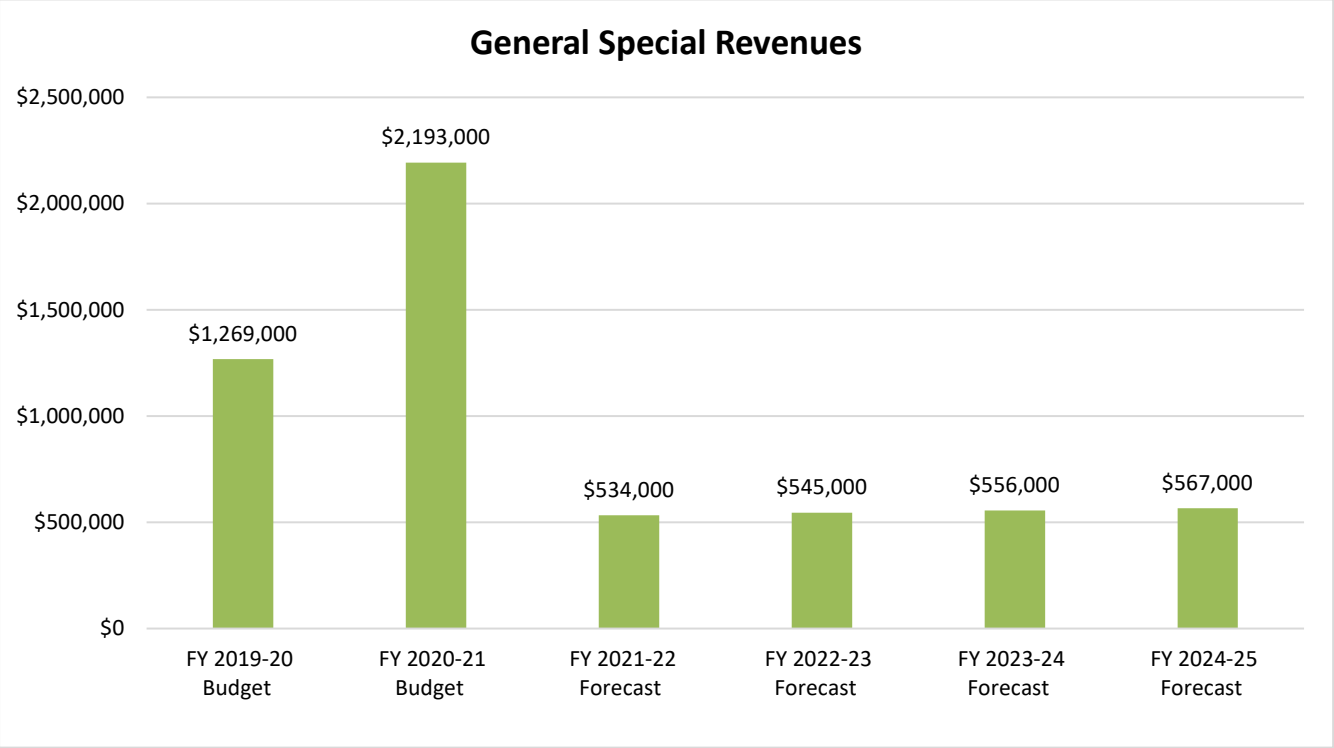


The forecast assumes that program revenues and donations will remain at current levels for smaller programs in the fund. A slight increase in funding for future USAR grants accompanied by study spending on current USAR grants. Decrease in the funding level of future State Homeland Security Grant Program and an additional increase to the fund due to the new 2019 Securing the Cities Program grant. The forecast also includes the study spend down of current UASI grants accompanied by a substantial increased funding for the new UASI 2020 grant. Future UASI grant funding and expenditures are projected to remain at the same level as the UASI 2020 grant throughout the five-year period.

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.

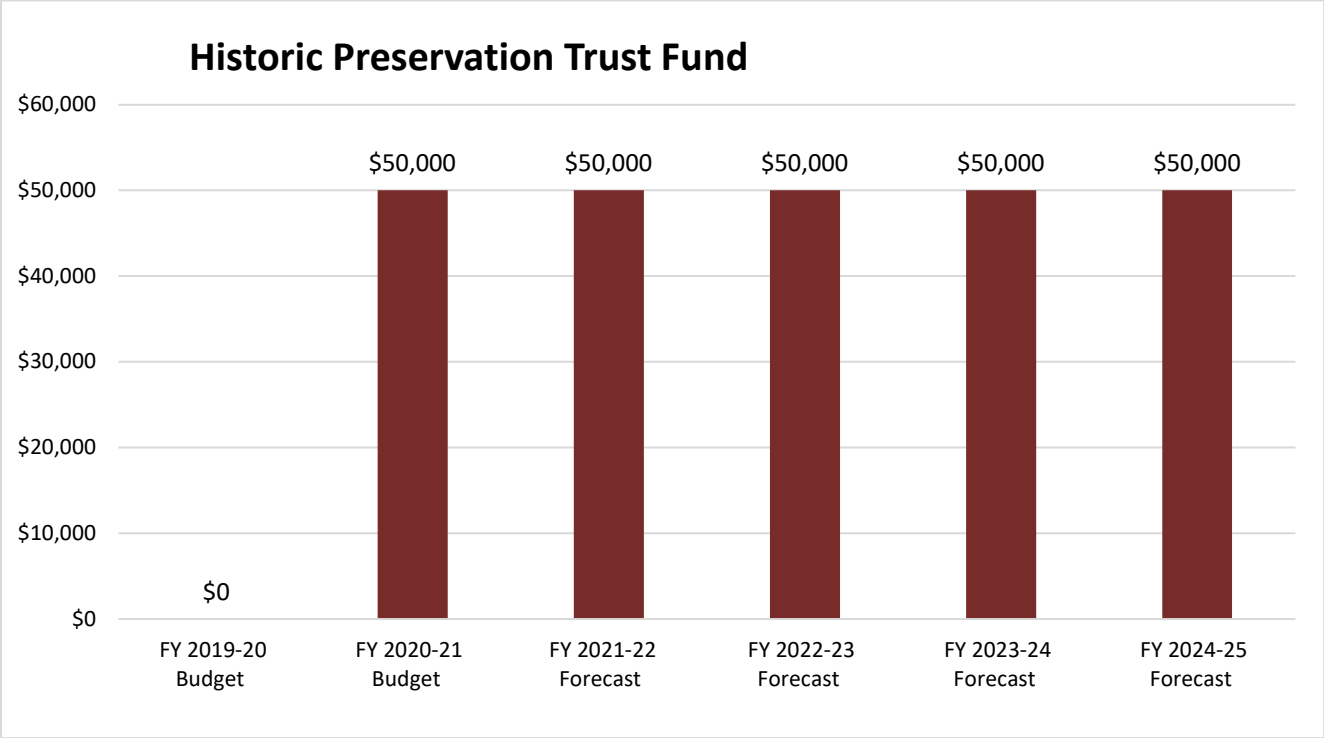


The five-year forecast assumes a considerable decrease in the FY 2021-22 budget due to the lack of a contribution from the Transportation Trust Fund and the expiration of two grants from the Florida Department of Transportation (FDOT) for the Flagami and Liberty City Trolley Routes. A previously forecasted five percent growth in trolley advertising revenues has been reduced to two percent annual growth considering the uncertain impact of the COVID-19 pandemic. However, revenues from trolley advertisements are expected to increase due to the acquisition of additional 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 forecast assumes a stable pattern of revenues based upon a 10 percent allocation of monies collected annually by the City pursuant to Chapter 62 - Article XVI - Art in Public Places with a steady distribution to properties qualifying for 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.



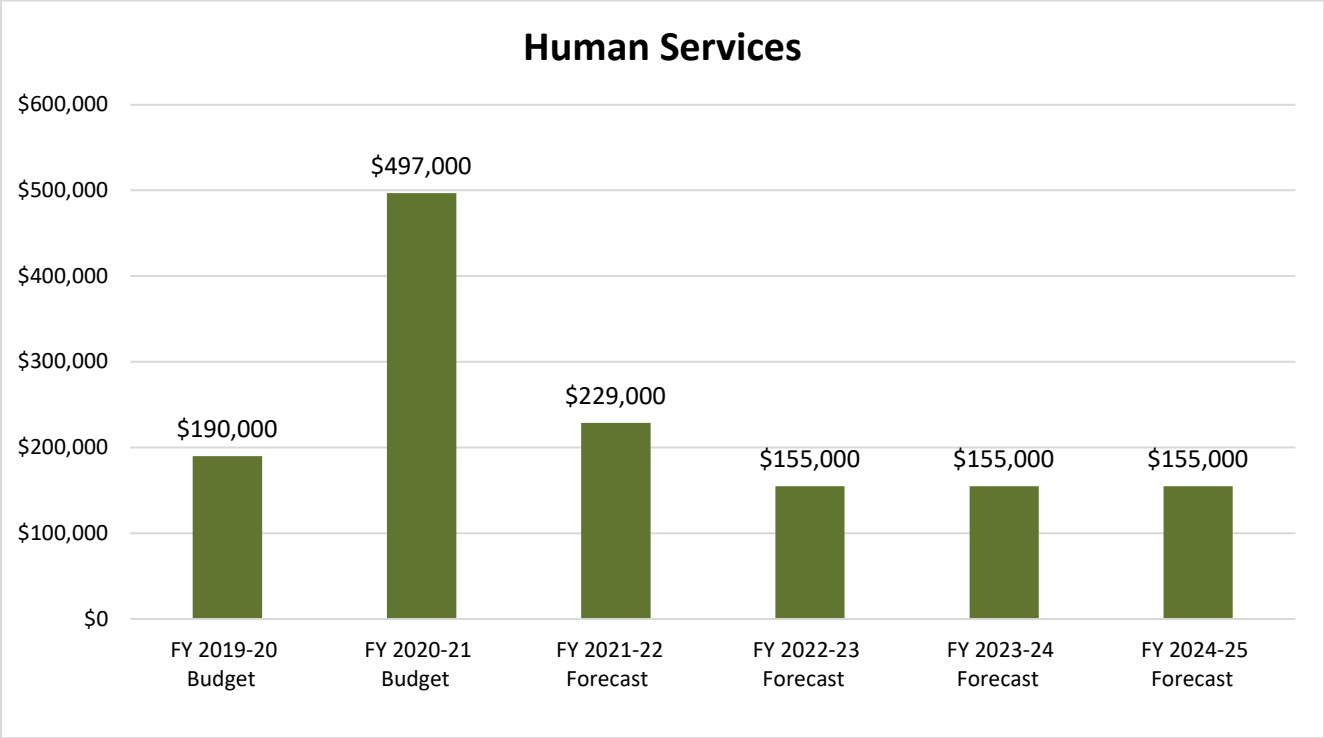
The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources.

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 Day-Care program activities and the Live Healthy Little Havana program activities in the Department of Human Services.

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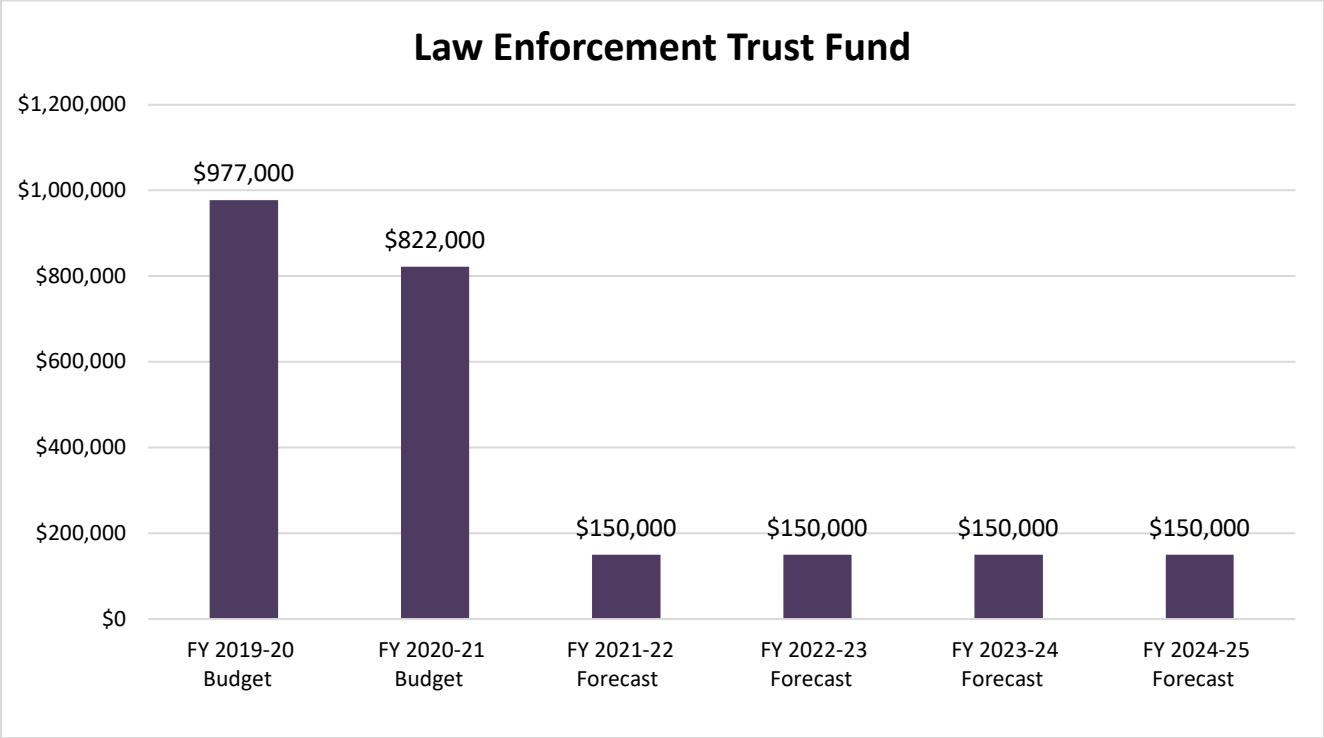


The five-year forecast assumes a depletion of prior year, non-budgeted grant funding in FY 2019-20 with steady funding from several grant sources over the five-year period.

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.

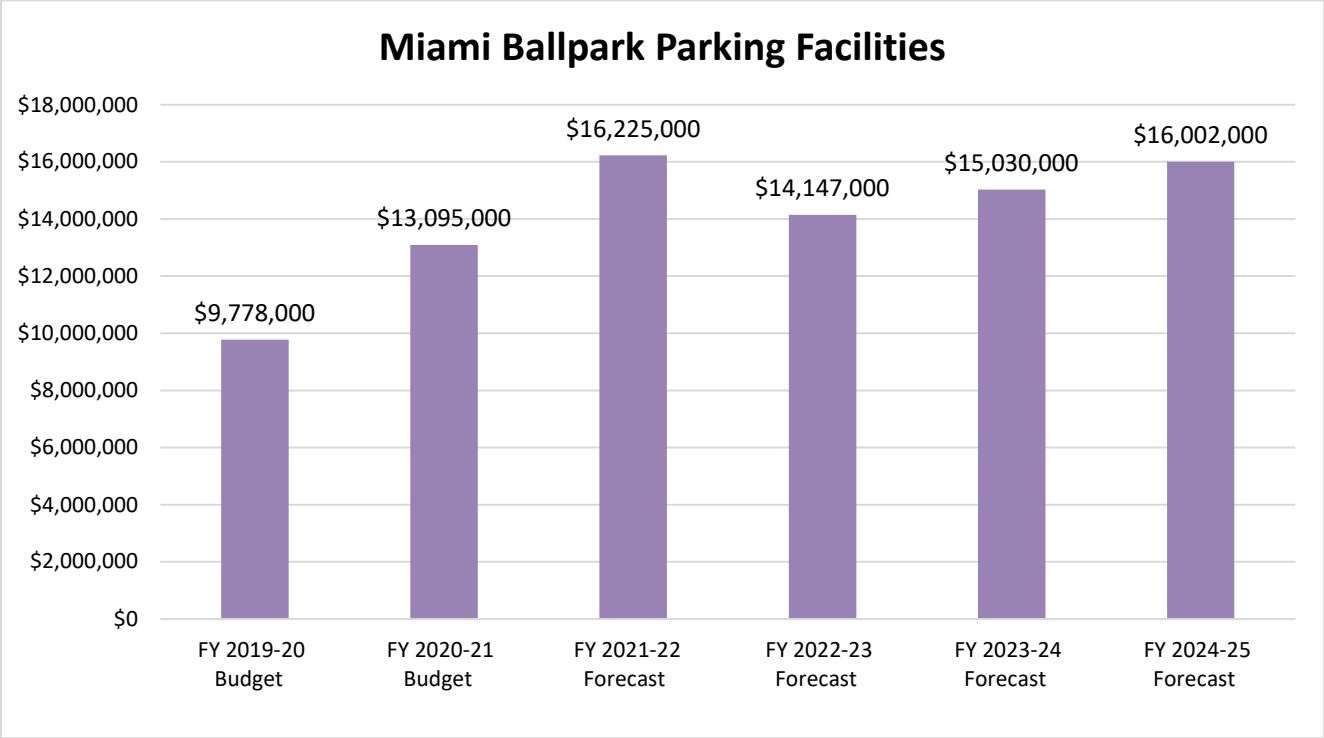


The five-year forecast assumes a depletion of prior year fund balances in FY 2020-21 with a sizable reduction of program over the five-year period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities - Fund 15400

To account for the operations of the Miami Ballpark Parking Facilities.

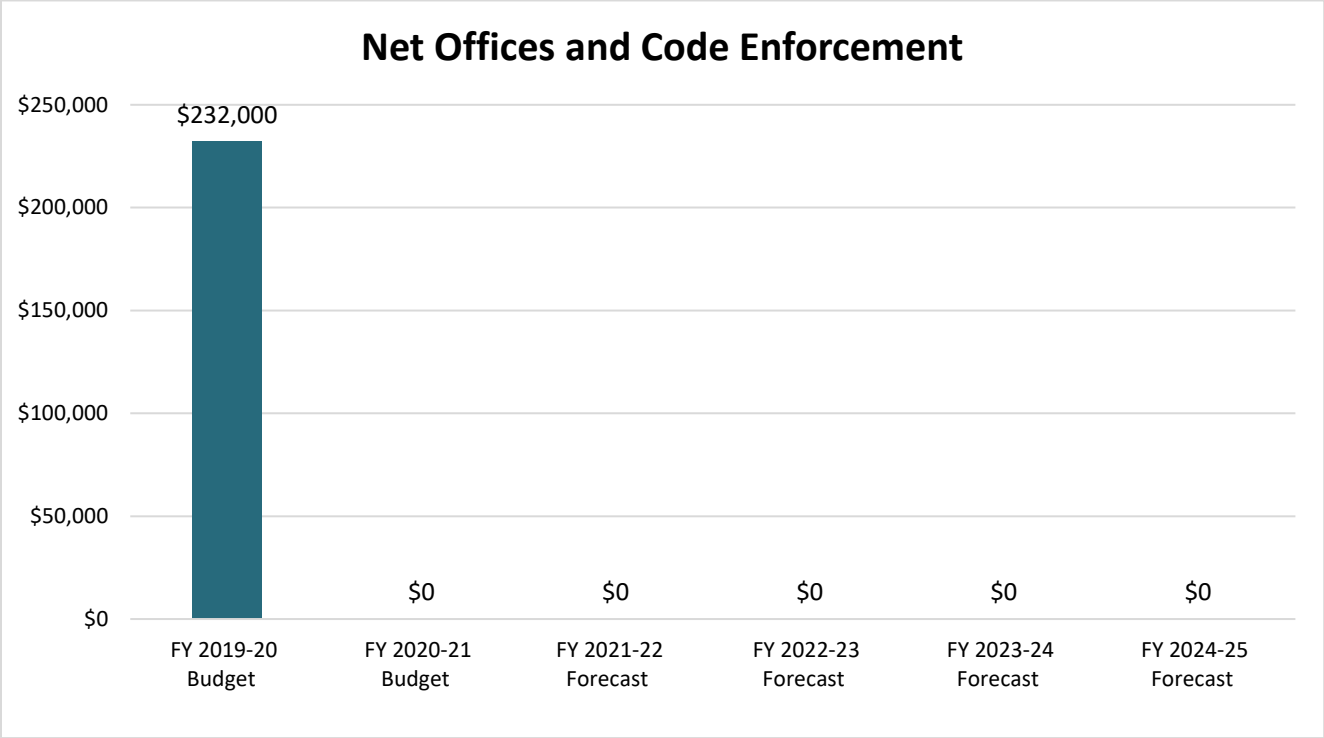


The five-year forecast assumes revenues decreasing in FY 2020-21 then increasing to past levels for the remainder of the period. Assumes steady contributions to debt payments and Capital improvements for the entire period. Fund Balance is projected to grow slightly over this period as more is used for Operating expenditures.

Special Revenue Funds Forecast

Net Offices and Code Enforcement - Fund 11500

The Net Offices and Code Enforcement Special Revenue Fund is used for activities of the Net Offices and Code Enforcement.

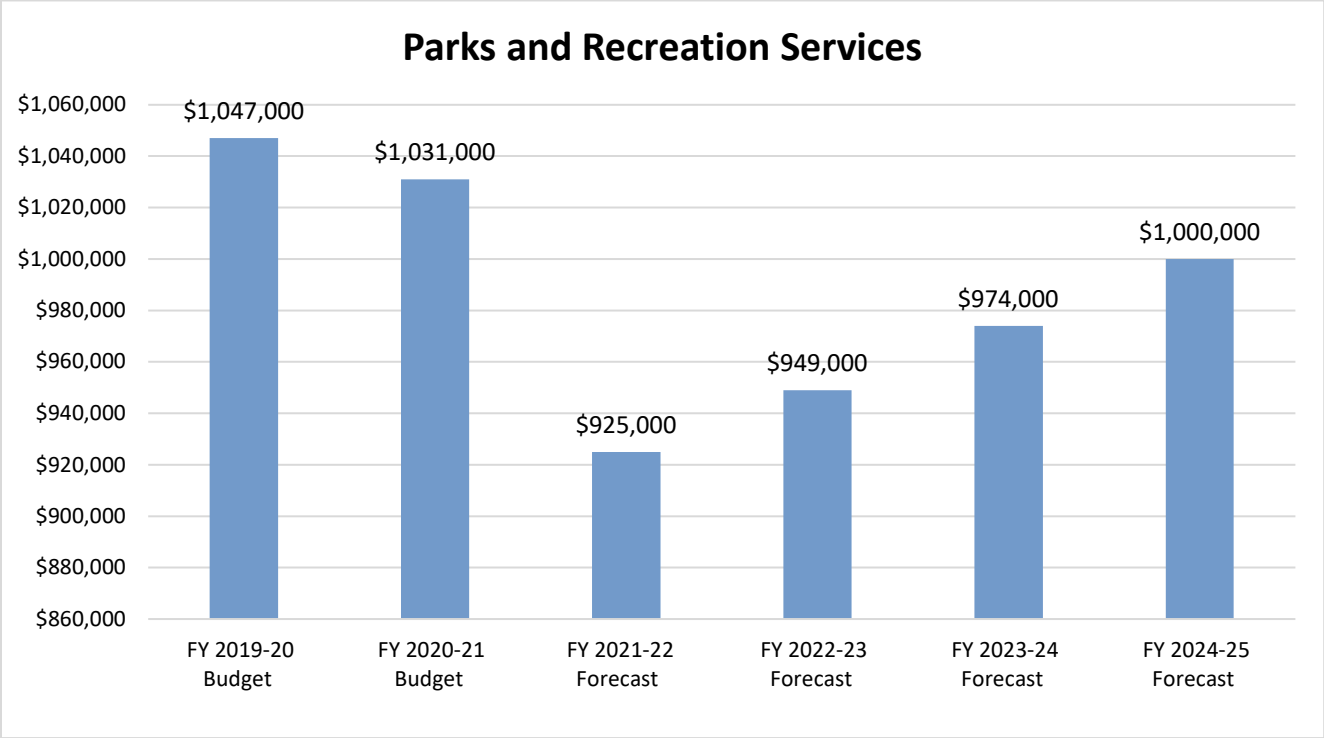


Fiscal Year 2019-20 includes Transfers-out of fund balance due to a reclassification of the revenues from the special revenue fund Net Offices and Code Enforcement to the General Fund. This special revenue fund is no longer active, therefore all future transactions related to this fund will be reclassified to the General Fund.

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.

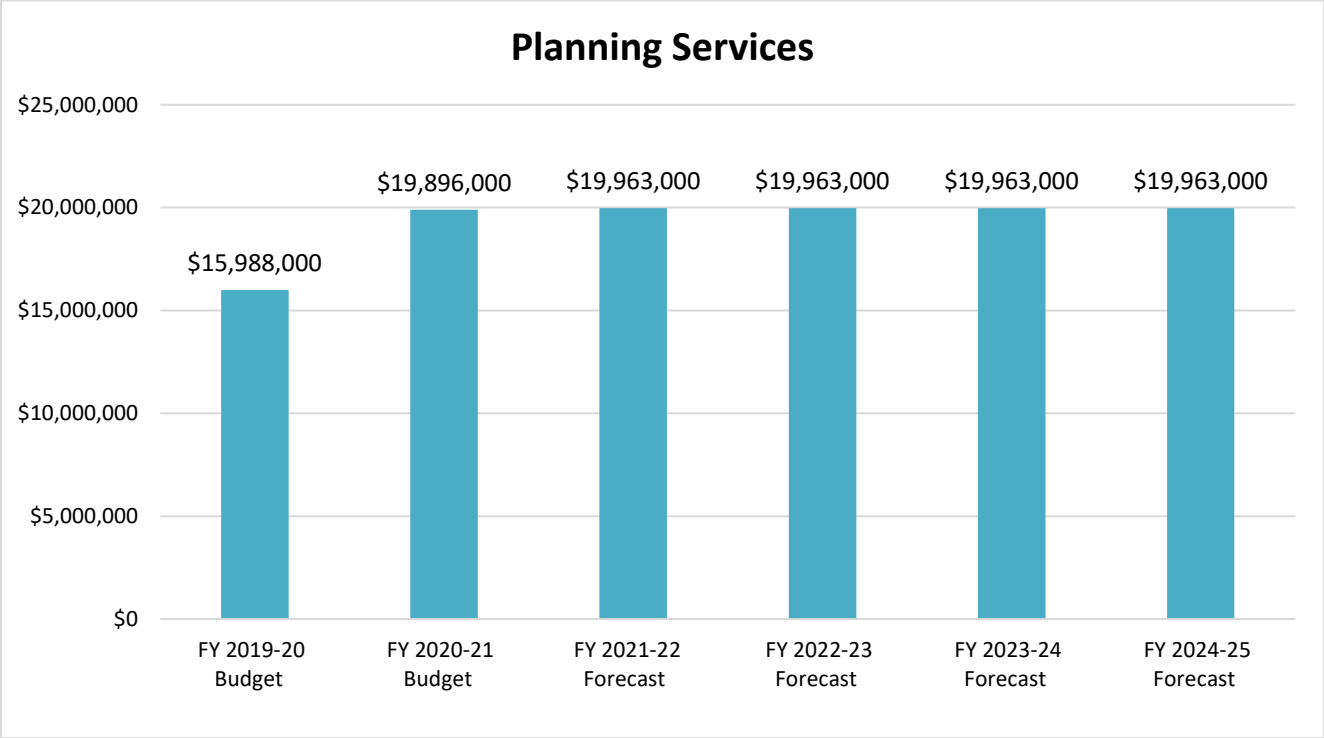


The five-year forecast assumes a decrease of prior year grant balances in FY 2020-21 with a stable pattern of revenues over the remaining period.

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 .

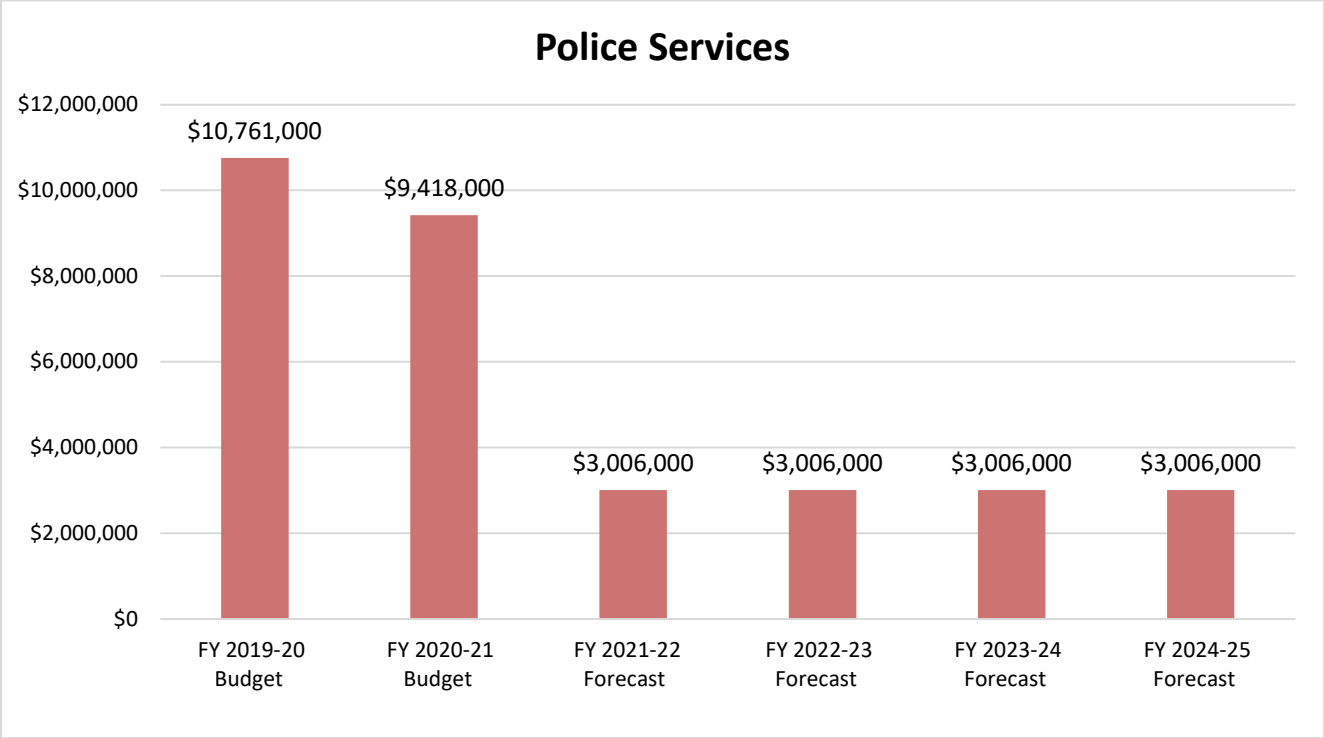


The five-year forecast assumes an increase in fund balance for FY 2020-21 primarily due to revenue collections in the Public Benefit Trust Fund. A steady pattern of revenues and a minimal decrease in fund balance is projected through fiscal year 2024-25. Additionally, the forecast accounts for two new funds, the Historic Perservation Trust Fund and the Downtown Development Authority Street Vendor Program.

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.

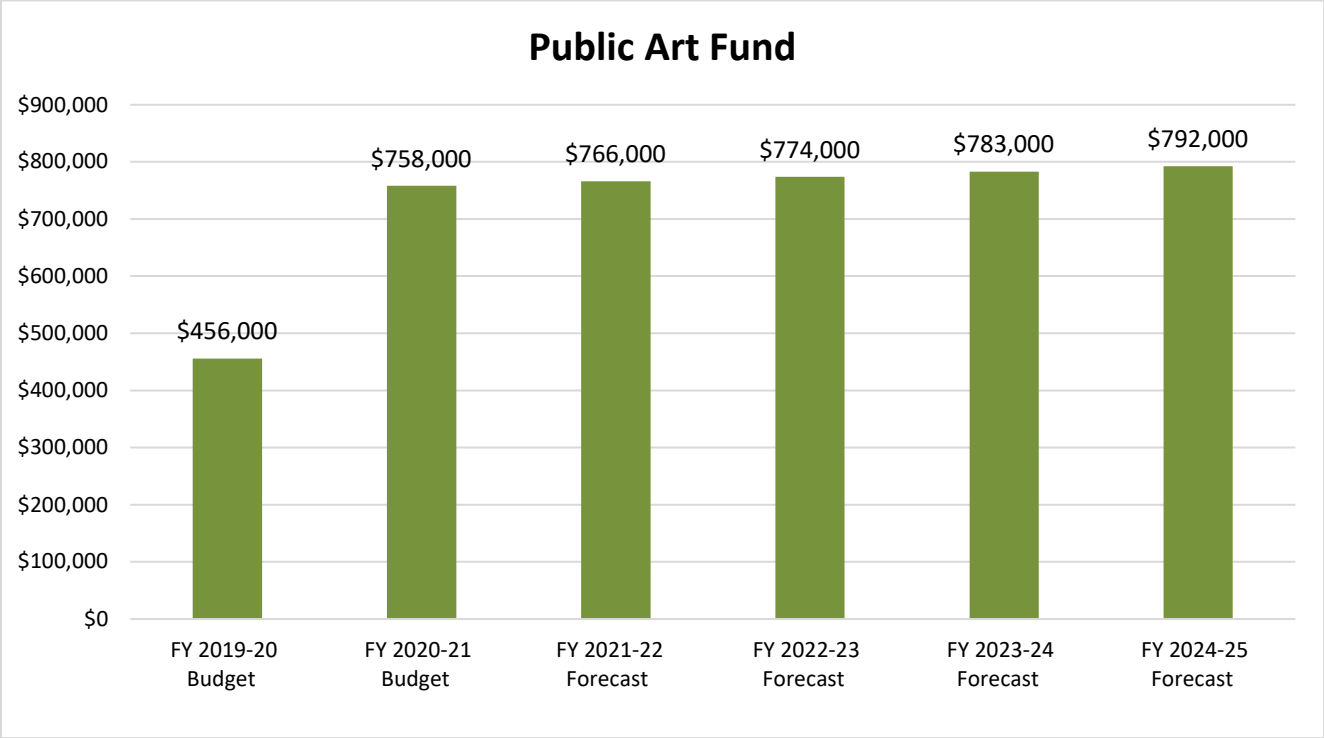


The five-year forecast assumes an extension of the Community Oriented Policing Services (COPS) 2016 Hiring Grant and the Body Worn Camara grant in FY 2019-20, and the termination of the COPS 2017 Hiring Grant in FY 2020-21. The COPS 2020 Hiring program (CHP) grant aceptance is put on hold due to its impact in the City General Fund Five-year financial projection. The FY 2021-22 budget reflects a reduction of non-recurring grants with a stable pattern of revenues over the remaining 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.

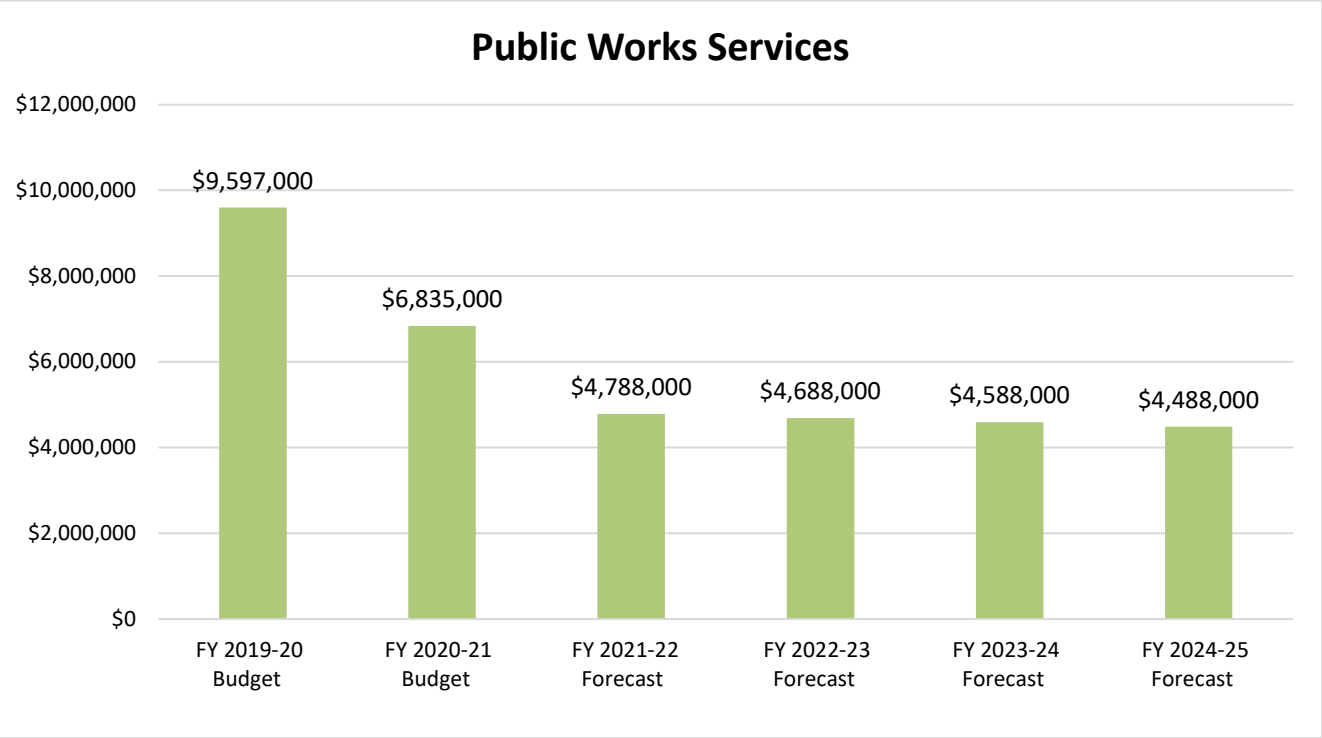


The five-year forecast assumes a stable pattern of revenues over the five-year period.

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 Resilience and 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 permiting and regulation of wall murals, per an agreement between the City and the Florida Department of Transportation

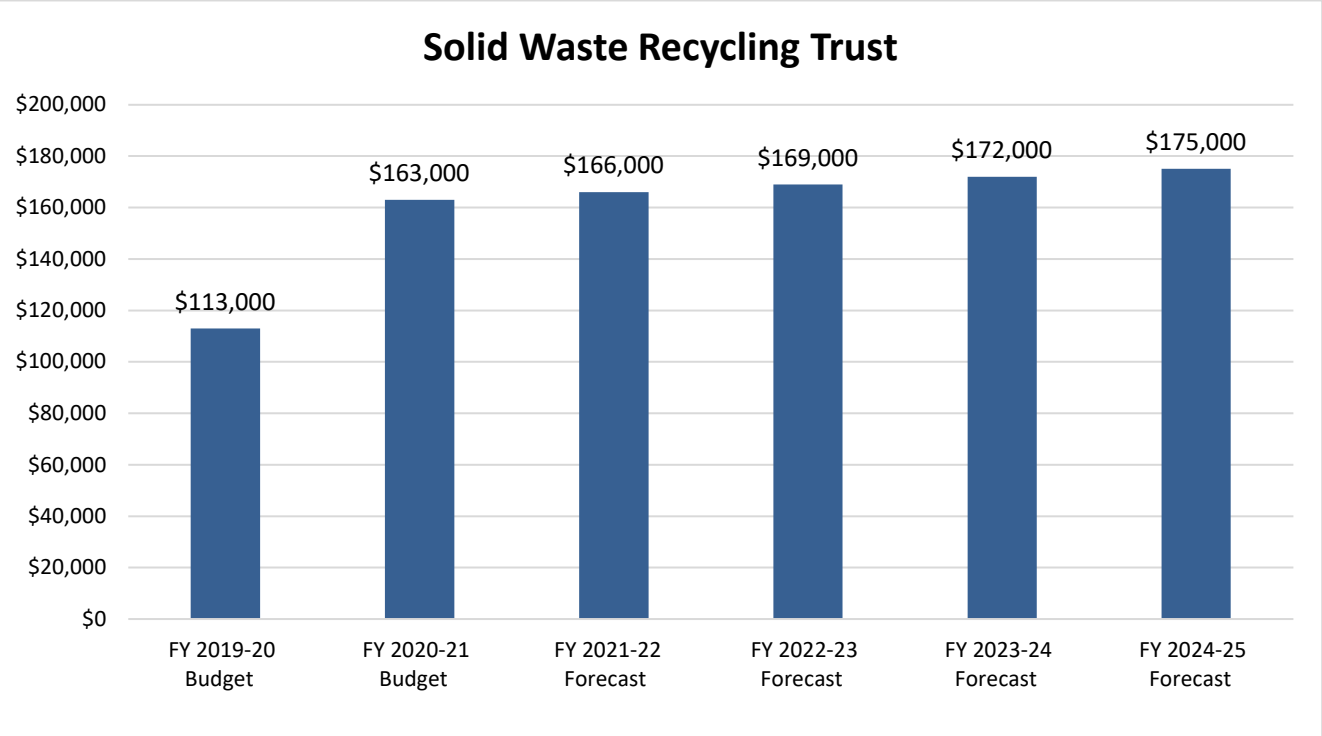


The five-year forecast assumes a sizable fund balance decrease in FY 2020-21 and FY 2021-22 primarily due to declining Lane Closure revenue collection and previous transfers-out to the Capital to fund various roadway and street beautification projects. The forecast assumes a constant revenue stream with a slight decrease in fund balance over the five-year period.

Special Revenue Funds Forecast

Solid Waste Recycling Trust - Fund 13100

The Solid Waste Recicling 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.

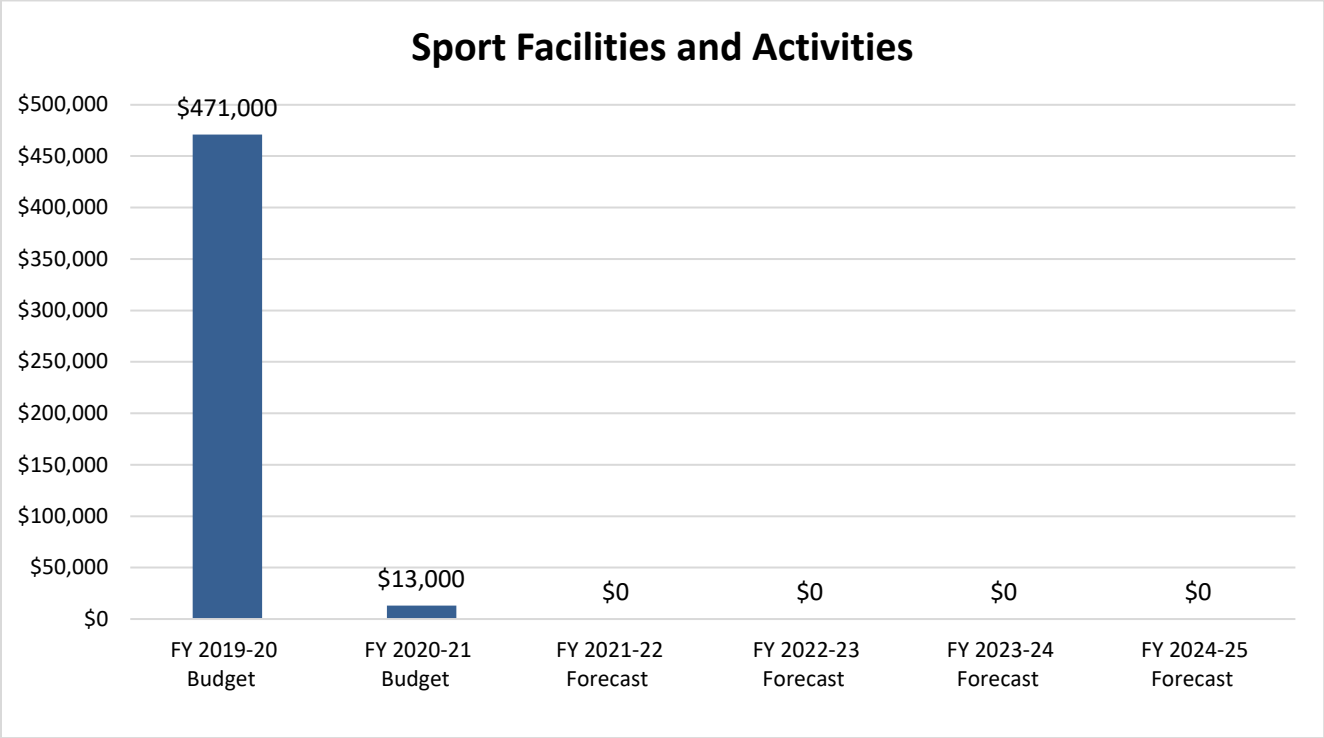


The five-year forecast assumes a steady receipt of the interest earning with a slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees. The fund balance allocated in FY 2020-21 represents the interest earned on the $1 million principal.

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.

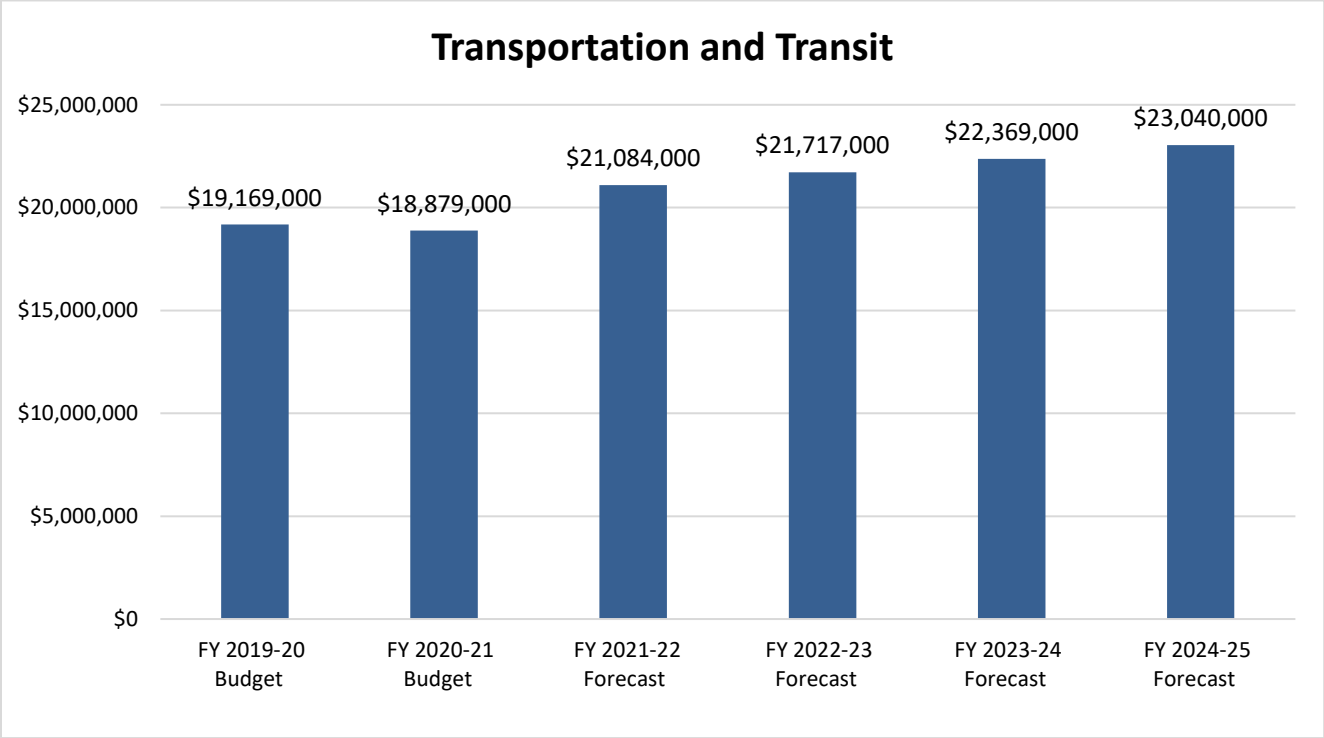


The FY 2020-21 includes a remainder of the previous year fund balance.

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.

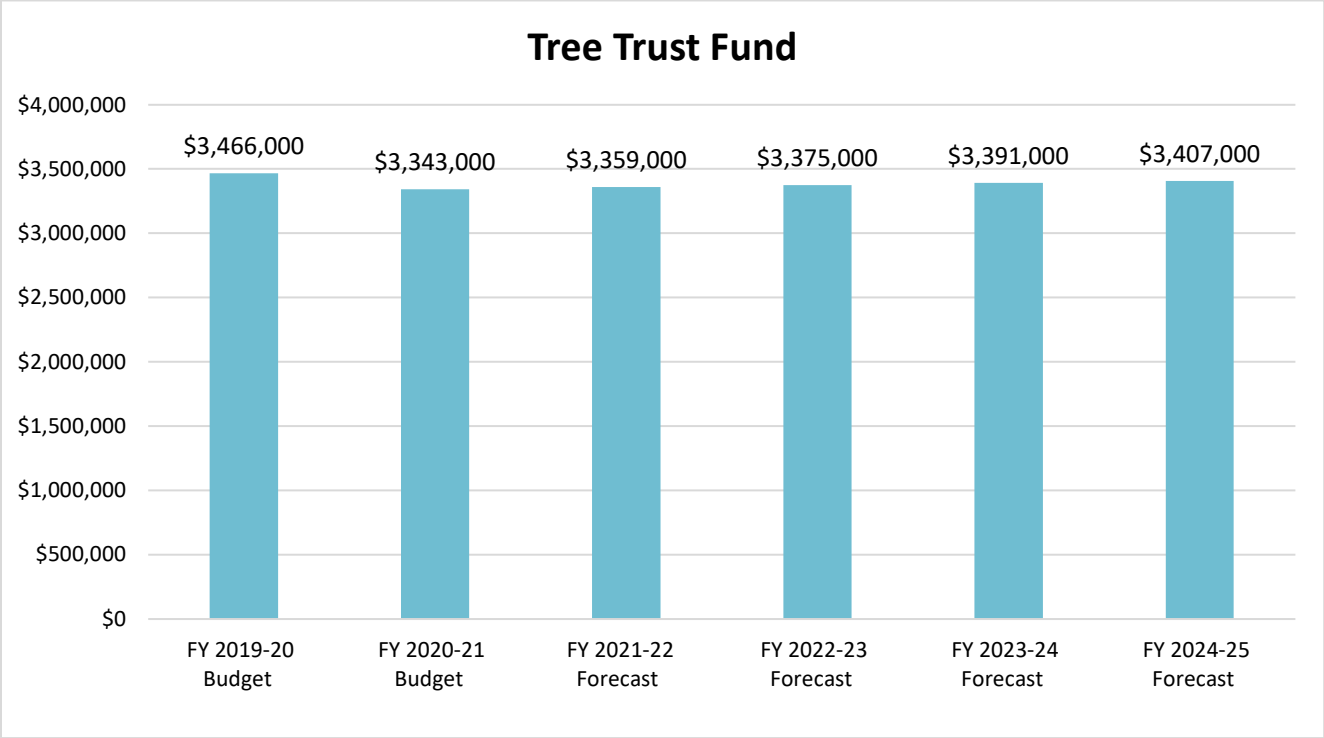


Projected revenues from Miami-Dade County are expected to decline in FY 2019-20 and in FY 2020-21 due to the uncertain impacts associated with the COVID-19 pandemic. However, in FY 2021-22 revenues are estimated to return to original pre-COVID levels and are presumed to increase by three percent annually through the remainder of the forecast. Prior year fund balance is projected to be depleted in FY 2022-23 as a result of increased operating and capital costs associated with the trolley route operations. The trolley program is projected to be in a deficit beginning in FY 2022-23 and through the end of the five-year period, as shown in the Half Cent Surtax Pro-Forma located at the end of the Resilience and Public Works narrative. Contributions from the Transportation Trust Fund are expected to cover the funding gap.

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.



The five-year forecast assumes a decrease in fund balance in FY 2020-21 and an annual increase in revenues over the five-year period due to a balanced pattern of revenues and expenditures.

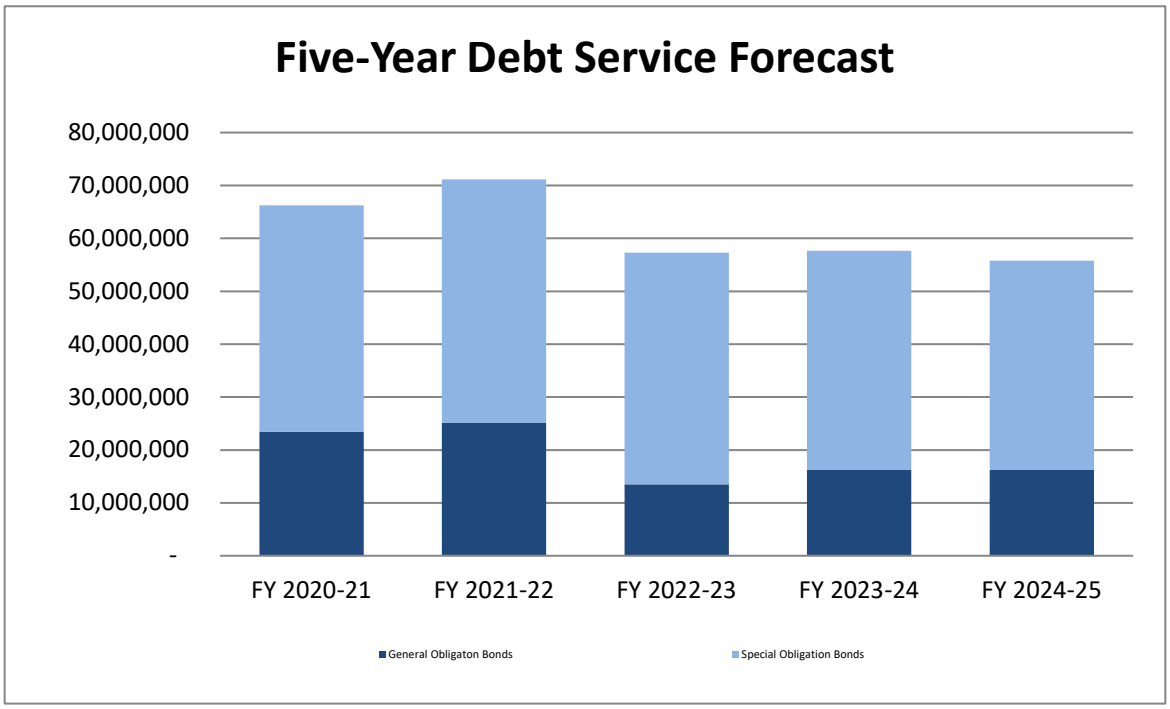
Debt Service Funds Forecast

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 2020-21 Debt Service Fund Budget is $66.230 million and the projected budget amounts for the FY 2020-21 through FY 2024–25 are as follows:

	FY 2020-21 Budget	FY 2021-22 Budget	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Budget
Revenues (Inflows)					
Property Taxes	23,428,000	25,093,000	13,485,000	16,207,000	16,218,000
Transfers-In/Other Revenues	42,802,000	46,050,000	43,805,000	41,433,000	39,545,000
Total Revenues (Inflows)	66,230,000	71,143,000	57,290,000	57,640,000	55,763,000
Expenditures (Outflows)					
General Obligation Bonds	23,428,000	25,093,000	13,485,000	16,207,000	16,218,000
Special Obligation Bonds	42,802,000	46,050,000	43,805,000	41,433,000	39,545,000
Total Expenditures (Outflows)	66,230,000	71,143,000	57,290,000	57,640,000	55,763,000



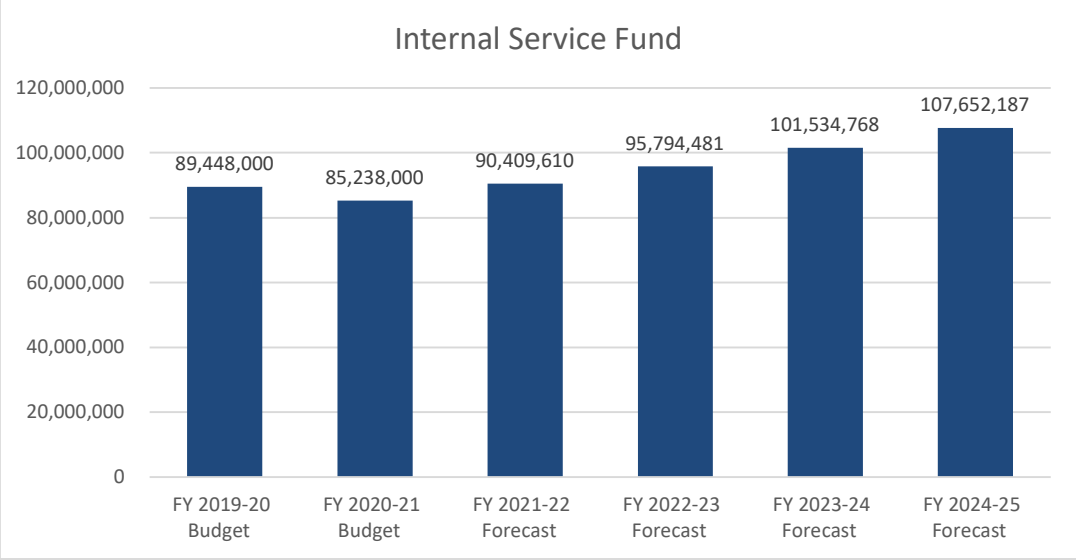
Internal Service Fund Forecast

Internal Service Fund:

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating cost to the operating departments. These cost are: health care, certain information technology costs, and the property casualty insurance program which includes workers' compensation and liability claims. This fund also serves as a centralized account for payment of these expenditures. The FY 2020-21 Budget for the ISF is $85.238 million.

	FY 2019-20 Budget	FY 2020-21 Budget	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast
Health Insurance	47,568,000	42,428,000	45,737,000	49,167,000	52,855,000	56,819,000
Workers' Compensation	20,220,000	17,382,000	17,886,000	18,405,000	18,939,000	19,488,000
Property Insurance Premiums	8,223,000	9,456,000	10,023,360	10,625,000	11,263,000	11,939,000
General Liability	4,432,000	4,770,000	4,889,250	5,011,481	5,136,768	5,265,187
IT Cost Allocation	9,005,000	11,202,000	11,874,000	12,586,000	13,341,000	14,141,000
Internal Service Fund Total	**89,448,000**	**85,238,000**	**90,409,610**	**95,794,481**	**101,534,768**	**107,652,187**

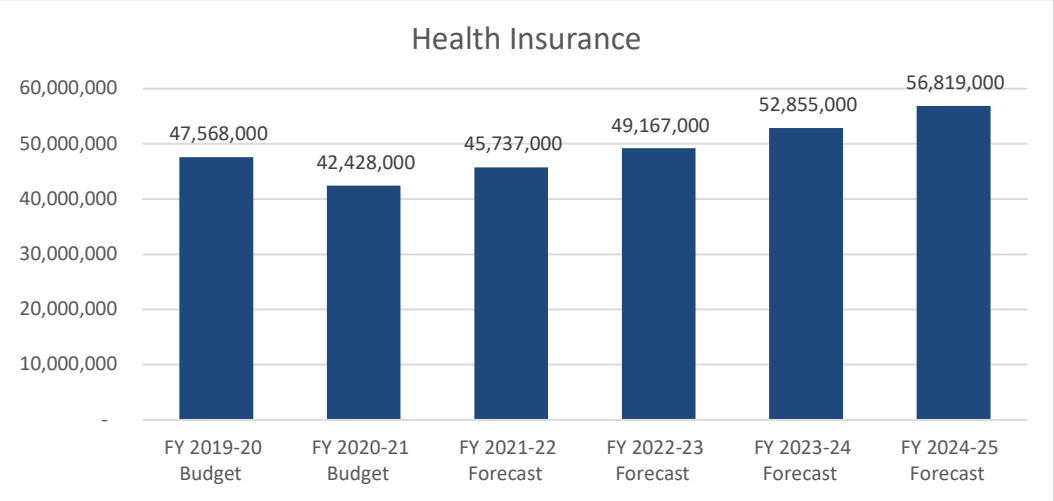
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item.



Internal Service Fund Forecast

Health Insurance

The FY 2020-21 Budget for Health Insurance is $42.428 million. This represents an 10.8 percent decrease over the FY 2019-20 Budget. The decrease is primarily due in part to lagging claims from when the International Association of Fire Fighters (IAFF) members were in the City's health care plan, and due to lower stop loss coverage premiums on the medical plan.

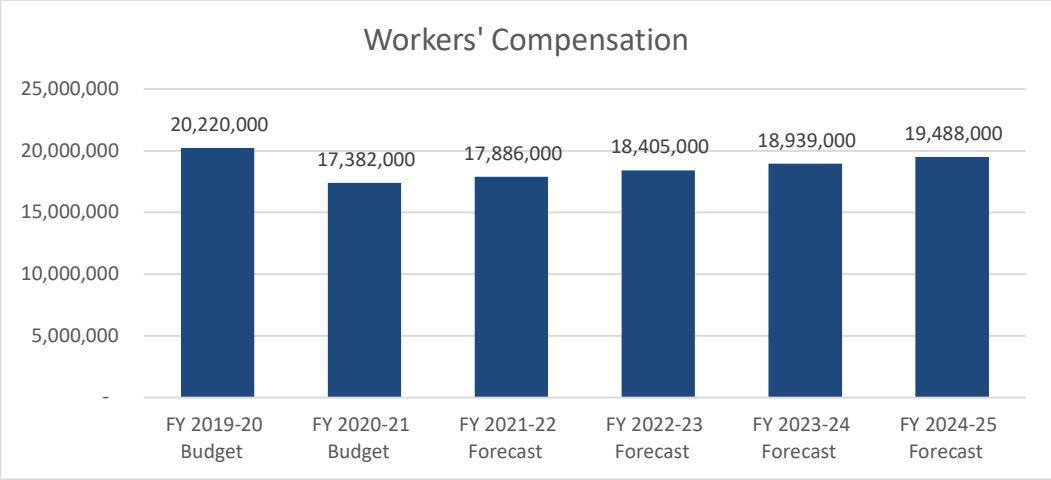


A 7.8 percent growth rate is actuarially projected in FY 2021-22 and a 7.5 percent is projected for FY 2022-23 through FY 2024-25 based on medical and prescription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2020-21 Budget for Workers' Compensation is $17.382 million. This represents a 14 percent decrease over the FY 2019-20 Budget. Workers Compensation is actuarially projected at a 45 percent confidence level. This is the lowest confidence level allowed by the Governmental Accounting Standards Board (GASB) 10.

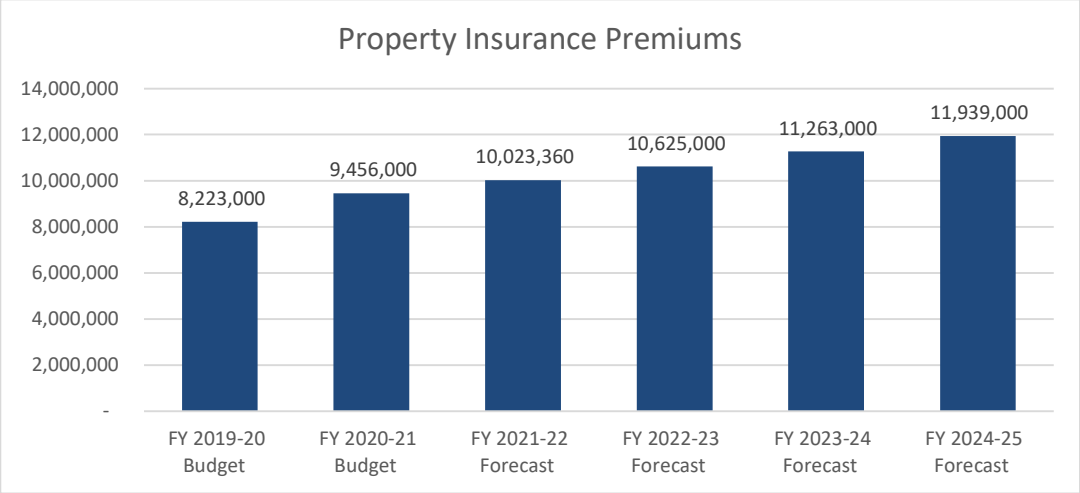


A 2.9 percent annual growth rate is actuarially projected throughout the forecast based on claims experience (frequency and severity).

Internal Service Fund Forecast

Property Insurance Premiums

The FY 2020-21 Budget for Insurance Premiums is $9.456 million. This represents a 15 percent increase over the FY 2019-20 Budget. The increase is primarily due to higher property premiums charged by our insurance carrier for Property and Casualty, Master Property, James L. Knight Center, Flood, Excess Workers' Compensation, and Excess Law Enforcement Liability.

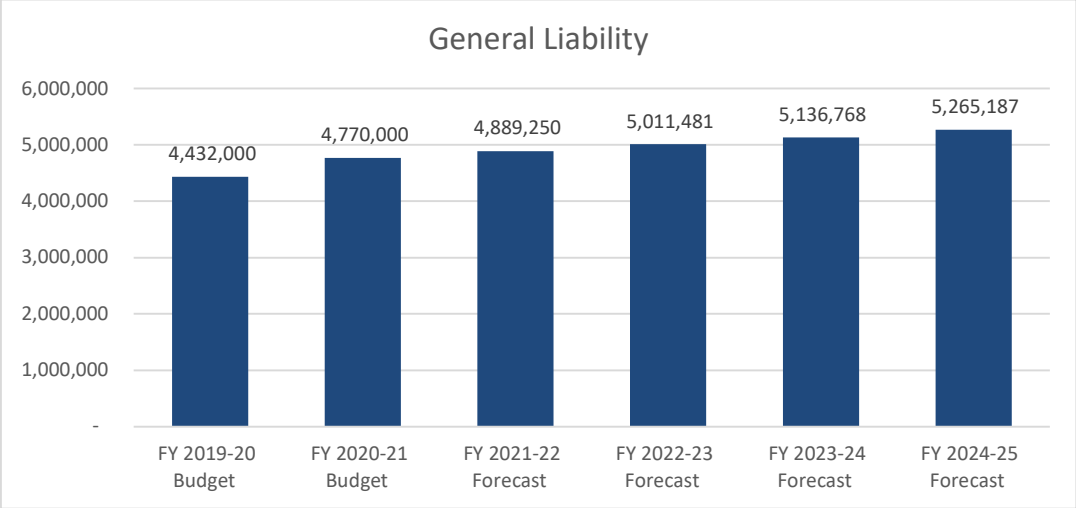


A six percent increase is projected throughout the forecast based on anticipated market conditions and resulting coverage revisions.

Internal Service Fund Forecast

General Liability

The FY 2020-21 Budget for General Liability is $4.770 million. This represents a net increase of 7.6 percent over the FY 2019-20 Budget. The net increase is due in part to a decrease in Police Torts and increases in General Liability and Vehicle Liability Claims. The claims are actuarially projected at a 45 percent confidence level.

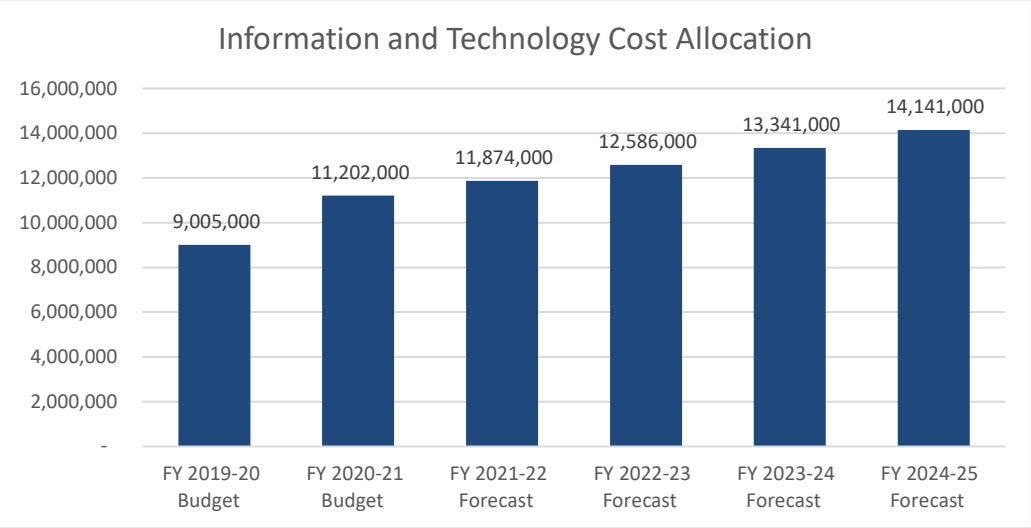


A 2.5 percent increase is projected throughout the forecast based on increases in automobile liability claims (frequency and severity), and general liability claims.

Internal Service Fund Forecast

Information and Technology Cost Allocation

The FY 2020-21 Budget for Information Technology Repair and Maintenance is $11.202 million. This represents a 24.4 percent increase over the FY 2019-20 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.

APPENDIX C:
PRESENTATION OF
SCHEDULES AND GRAPHS, ALL FUNDS

GRAPH:
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

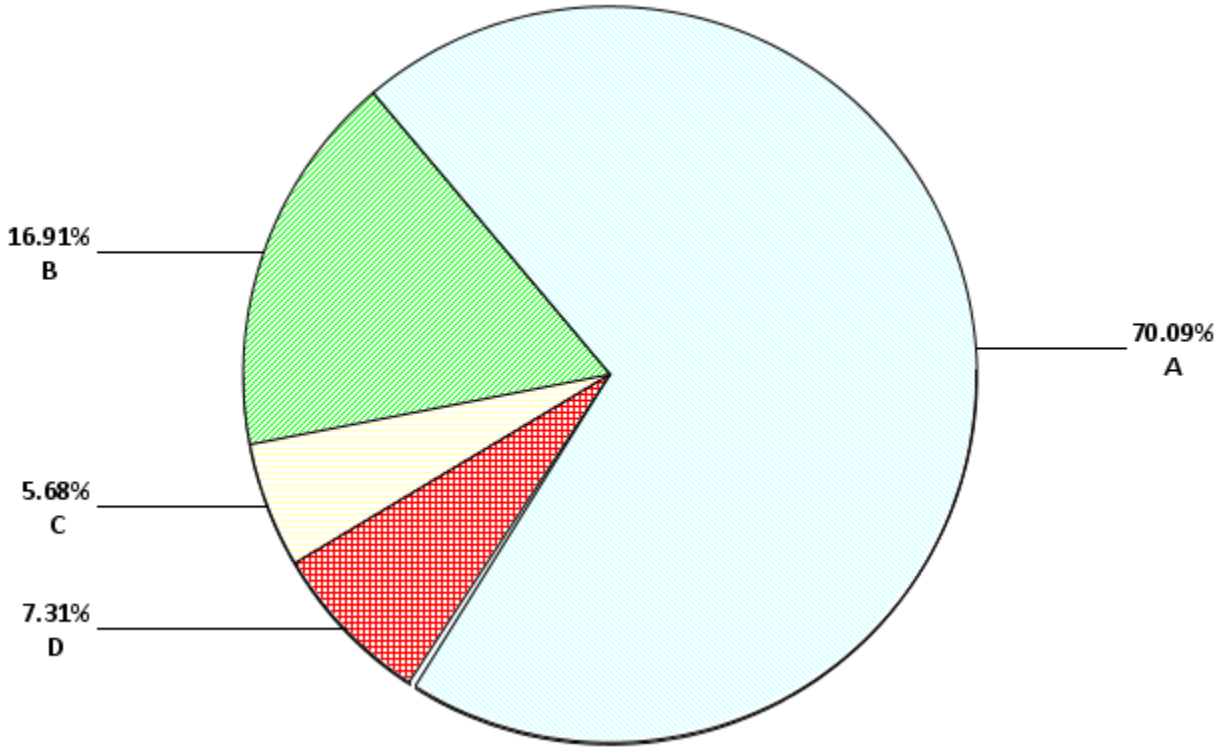
GRAPH:
Expenditures (Outflows) by Account Category

SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

BudgetFY21 Budget
All Funds

FY 2020-21

$1,165,516,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: General Fund	808,633,000	71.10%	816,961,000	70.09%
B: Special Revenue Funds	161,186,000	14.17%	197,087,000	16.91%
C: Debt Service Funds	78,113,000	6.87%	66,230,000	5.68%
D: Internal Service Fund	89,448,000	7.86%	85,238,000	7.31%
Total	1,137,380,000	100.00%	1,165,516,000	100.00%

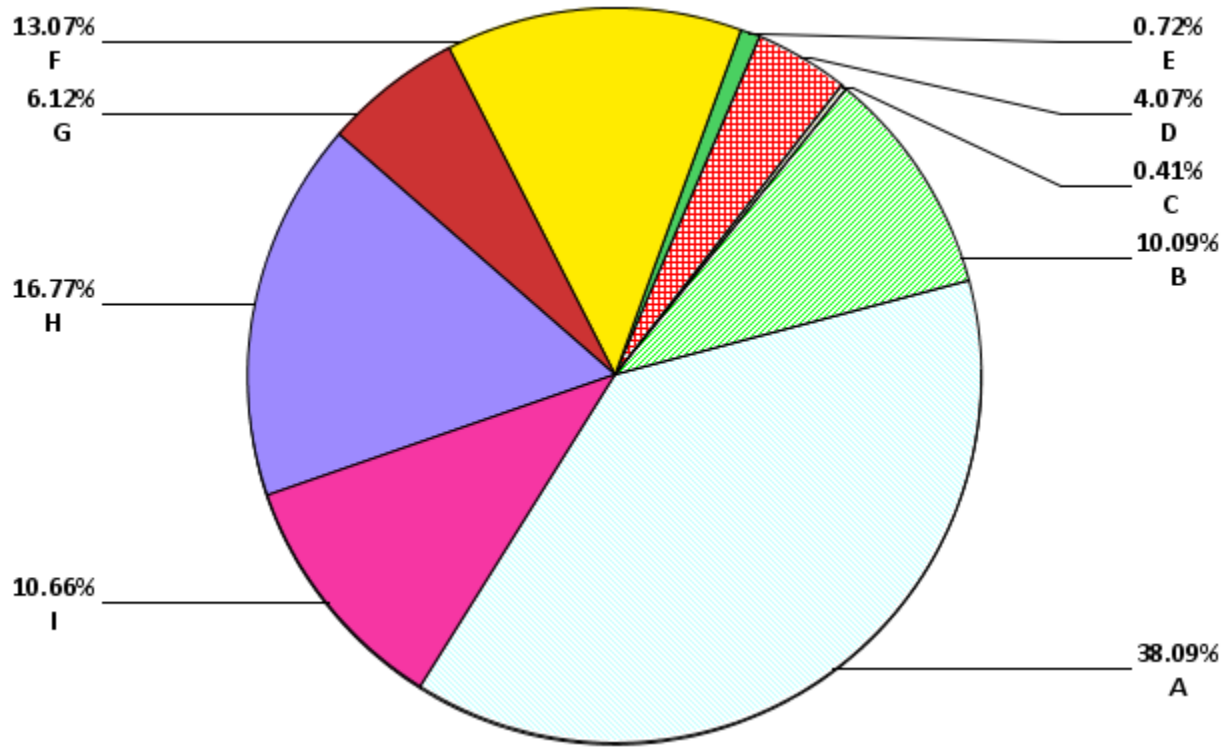
Schedule: Revenues and Expenditures by Functional Category
BudgetFY21
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted All Funds	FY 2019-20 Adopted All Funds
Revenues (Inflows)						
Property Taxes	424,609,000	0	19,367,000	0	443,976,000	420,166,000
Franchise Fees and Other Taxes	117,566,000	0	0	0	117,566,000	115,481,000
Interest	4,814,000	13,000	0	0	4,827,000	7,176,000
Transfers-IN	4,211,000	5,152,000	38,060,000	0	47,423,000	60,693,000
Fines and Forfeitures	7,644,000	750,000	0	0	8,394,000	6,954,000
Intergovernmental Revenues	67,210,000	81,109,000	4,000,000	0	152,319,000	155,311,000
Licenses and Permits	66,587,000	4,721,000	0	0	71,308,000	69,038,000
Other Revenues (Inflows)	7,521,000	97,850,000	4,803,000	85,238,000	195,412,000	168,941,000
Charges for Services	116,799,000	7,492,000	0	0	124,291,000	133,620,000
Total Revenues (Inflows)	**816,961,000**	**197,087,000**	**66,230,000**	**85,238,000**	**1,165,516,000**	**1,137,380,000**
Expenditures (Outflows)						
General Government	82,780,000	8,857,000	66,230,000	11,202,000	169,069,000	183,911,000
Planning and Development	27,237,000	23,362,000	0	0	50,599,000	50,556,000
Public Works	97,757,000	24,094,000	0	0	121,851,000	118,233,000
Public Safety	440,034,000	41,597,000	0	0	481,631,000	458,694,000
Housing and Community Development	960,000	73,306,000	0	0	74,266,000	54,446,000
Real Estate and Asset Management	13,617,000	10,104,000	0	0	23,721,000	20,283,000
Parks and Recreation	51,406,000	1,031,000	0	0	52,437,000	52,824,000
Risk Management	3,270,000	0	0	74,036,000	77,306,000	84,106,000
Non Departmental Units	58,236,000	190,000	0	0	58,426,000	39,647,000
Non Dept-Downtown Dev Authority	0	133,000	0	0	133,000	0
Transfers - OUT	41,664,000	14,413,000	0	0	56,077,000	74,680,000
Total Expenditures (Outflows)	**816,961,000**	**197,087,000**	**66,230,000**	**85,238,000**	**1,165,516,000**	**1,137,380,000**

Revenues (Inflows) by Functional Category
All Funds

FY 2020-21

$1,165,516,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: Property Taxes	420,166,000	36.94%	443,976,000	38.09%
B: Franchise Fees and Other Taxes	115,481,000	10.15%	117,566,000	10.09%
C: Interest	7,176,000	0.63%	4,827,000	0.41%
D: Transfers-IN	60,693,000	5.34%	47,423,000	4.07%
E: Fines and Forfeitures	6,954,000	0.61%	8,394,000	0.72%
F: Intergovernmental Revenues	155,311,000	13.66%	152,319,000	13.07%
G: Licenses and Permits	69,038,000	6.07%	71,308,000	6.12%
H: Other Revenues (Inflows)	168,941,000	14.85%	195,412,000	16.77%
I: Charges for Services	133,620,000	11.75%	124,291,000	10.66%
Total	1,137,380,000	100.00%	1,165,516,000	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 2020-21 Adopted AllFunds	FY 2019-20 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	393,403,000	0	19,367,000	0	412,770,000	392,453,000
Ad Valorem Taxes-Real-Delinquent	11,671,000	0	0	0	11,671,000	8,900,000
Ad Valorem Taxes-Penalty & Interest	269,000	0	0	0	269,000	300,000
Ad Valorem Taxes-Personal	18,915,000	0	0	0	18,915,000	18,088,000
Ad Valorem Taxes-Personal-Delinquent	351,000	0	0	0	351,000	425,000
Total Property Taxes:	**424,609,000**	**0**	**19,367,000**	**0**	**443,976,000**	**420,166,000**
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,113,000	0	0	0	7,113,000	7,500,000
Franc Fee-Electricity	30,228,000	0	0	0	30,228,000	29,700,000
Franc Fee-Gas	342,000	0	0	0	342,000	334,000
Utility Ser Fee-Electricity	38,705,000	0	0	0	38,705,000	37,800,000
Utility Ser Fee-Water	6,017,000	0	0	0	6,017,000	6,192,000
Utility Ser Fee-Gas	663,000	0	0	0	663,000	770,000
Utility Ser Fee-Fuel Oil	16,000	0	0	0	16,000	14,000
Public Service Taxes	20,082,000	0	0	0	20,082,000	19,466,000
Other Taxes-Storm Water	14,400,000	0	0	0	14,400,000	13,705,000
Total Franchise Fees and Other Taxes:	**117,566,000**	**0**	**0**	**0**	**117,566,000**	**115,481,000**
Interest						
Misc-Int & Pen-Lot Clear & Demoli	314,000	0	0	0	314,000	150,000
Misc-Int & Pen-Investment	4,500,000	13,000	0	0	4,513,000	7,026,000
Total Interest:	**4,814,000**	**13,000**	**0**	**0**	**4,827,000**	**7,176,000**
Transfers-IN						
Other-Interfund Transfer	4,211,000	3,422,000	38,060,000	0	45,693,000	58,589,000
Other-Transfer In-Cost Allocation	0	730,000	0	0	730,000	1,649,000
Other-Intrafund Transfer	0	1,000,000	0	0	1,000,000	455,000
Total Transfers-IN:	**4,211,000**	**5,152,000**	**38,060,000**	**0**	**47,423,000**	**60,693,000**
Fines and Forfeitures						
Fines-Judgments And Fines	6,874,000	0	0	0	6,874,000	5,246,000
Fines-Other Fines And/Or Forfeits	770,000	750,000	0	0	1,520,000	1,708,000
Total Fines and Forfeitures:	**7,644,000**	**750,000**	**0**	**0**	**8,394,000**	**6,954,000**

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted AllFunds	FY 2019-20 Adopted AllFunds
Intergovernmental Revenues						
Federal Grants	1,435,000	54,845,000	0	0	56,280,000	43,232,000
State Shared Revenues	642,000	0	0	0	642,000	622,000
Municipal Rev Sharing	15,799,000	0	0	0	15,799,000	16,217,000
Half Cent Sales Tax	35,444,000	0	0	0	35,444,000	36,802,000
State Pension Payment	10,443,000	0	0	0	10,443,000	10,443,000
Shared Revenues From Other Local Units	545,000	0	0	0	545,000	545,000
Shared Revenues - MPA	2,000,000	0	0	0	2,000,000	17,225,000
Pmts Other Local U In Lieu Of Taxes	2,000	0	0	0	2,000	2,000
State Grants	900,000	3,488,000	0	0	4,388,000	2,258,000
Grants From Other Local Units	0	20,898,000	4,000,000	0	24,898,000	26,091,000
Shared Revenues - E911 Wireles	0	1,421,000	0	0	1,421,000	1,344,000
Shared Revenues - E911 Phone C	0	425,000	0	0	425,000	522,000
Shared Revenues - E911 Land Li	0	32,000	0	0	32,000	8,000
Total Licenses and Permits:	**67,210,000**	**81,109,000**	**4,000,000**	**0**	**152,319,000**	**155,311,000**
Licenses and Permits						
Other Licenses, Fees - Code Foreclosure Registration	500,000	0	0	0	500,000	450,000
Business Tax Receipt-Business	7,250,000	0	0	0	7,250,000	7,800,000
Business Tax Receipt-Business-Penalty	449,000	0	0	0	449,000	456,000
Business Tax Receipt-Metro	680,000	0	0	0	680,000	600,000
Building Permits	23,087,000	0	0	0	23,087,000	24,000,000
Other Licenses, Fees and Permits	2,660,000	4,421,000	0	0	7,081,000	3,391,000
Other Licenses, Fees - CU(SW)	8,000,000	0	0	0	8,000,000	7,000,000
Other Licenses, Fees - SW Franchise andComm Haulers	16,000,000	0	0	0	16,000,000	17,000,000
Other Licenses, Fees - Murals	3,000,000	300,000	0	0	3,300,000	3,250,000
Other Licenses, Fees - Fire Safety Permits	2,431,000	0	0	0	2,431,000	2,500,000
Other Licenses, Fees - CU	2,530,000	0	0	0	2,530,000	2,591,000
Total Licenses and Permits:	**66,587,000**	**4,721,000**	**0**	**0**	**71,308,000**	**69,038,000**
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	172,000	0	0	0	172,000	474,000
Misc-Contributions And Donations From Private Sources	0	20,000	0	0	20,000	10,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted AllFunds	FY 2019-20 Adopted AllFunds
Misc.-Other Service Charges/Late Fees	260,000	0	0	0	260,000	302,000
Misc. -Other Revnues EE Health	0	0	0	4,536,000	4,536,000	4,320,000
Misc. -Other Revenues Retirees Health	0	0	0	3,617,000	3,617,000	3,445,000
Misc - Fuel	80,000	0	0	0	80,000	80,000
Misc - Vending	42,000	0	0	0	42,000	41,000
Misc-Settlements	723,000	0	0	500,000	1,223,000	131,000
Other-Nonoperating Sources	3,734,000	0	0	76,085,000	79,819,000	85,036,000
Other-Oth N-optg Sour/Carryover	128,000	94,376,000	4,803,000	0	99,307,000	70,063,000
Misc-Other Miscellaneous Revenues	2,382,000	3,454,000	0	500,000	6,336,000	5,039,000
Total Other Revenues (Inflows):	**7,521,000**	**97,850,000**	**4,803,000**	**85,238,000**	**195,412,000**	**168,941,000**
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	1,553,000	0	0	0	1,553,000	1,495,000
CFS-GG-Other General Government Charges And Fees	903,000	60,000	0	0	963,000	957,000
CFS-PS-Police Services	3,552,000	150,000	0	0	3,702,000	3,938,000
CFS-PS-Emergency Service Fees	14,965,000	0	0	0	14,965,000	11,139,000
CFS-Public Emerg Med Transp (PEMT) Payment	3,042,000	0	0	0	3,042,000	2,200,000
CFS-PS-Protective Inspection Fees	363,000	0	0	0	363,000	475,000
CFS-PS-Ambulance/False Alarm Fees	715,000	0	0	0	715,000	700,000
CFS-PS-Other Public Safety Charges And Fees	571,000	200,000	0	0	771,000	555,000
CFS-PE-Water Utility Revenue	7,000	0	0	0	7,000	5,000
CFS-PE-Garbage/Solid Waste Revenue	24,867,000	0	0	0	24,867,000	25,527,000
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,000
CFS-PE-Other Physical Environment Revenue	200,000	0	0	0	200,000	225,000
CFS-Trans-Parking Facilities	2,163,000	4,407,000	0	0	6,570,000	7,307,000
CFS-Trans-Tolls	300,000	0	0	0	300,000	312,000
CFS-Trans-Other Transportation Revenue	4,000	0	0	0	4,000	4,000
CFS-C&R-Special Recreation Facilities	2,342,000	0	0	0	2,342,000	2,517,000
CFS-C&R-Other Culture/Recreation	3,781,000	0	0	0	3,781,000	4,002,000
CFS-C&R-Other Culture/Recreation (PF)	9,105,000	135,000	0	0	9,240,000	10,492,000
CFS-Rents And Royalties	16,158,000	792,000	0	0	16,950,000	17,410,000

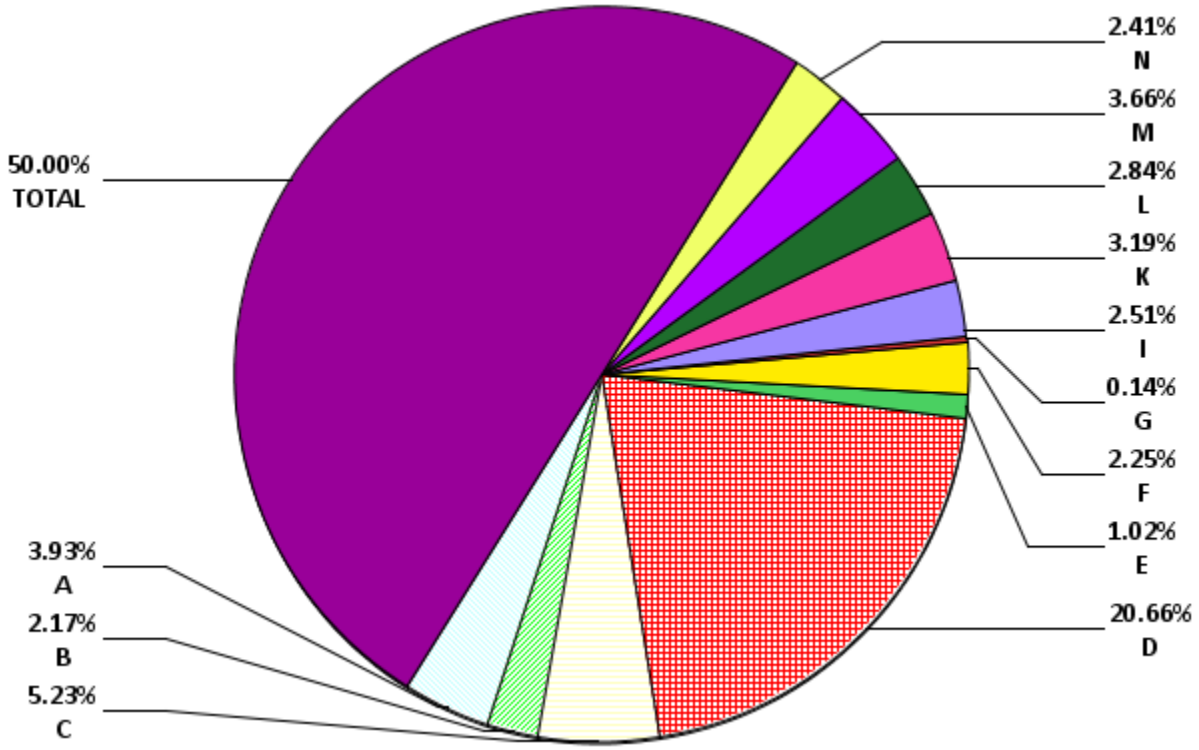
Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted AllFunds	FY 2019-20 Adopted AllFunds
CFS-Other Charges for Services	7,456,000	30,000	0	0	7,486,000	12,905,000
CFS-DRI Administration	0	350,000	0	0	350,000	0
CFS-DRI Master Planning	0	600,000	0	0	600,000	0
CFS-DRI Air Quality	0	7,000	0	0	7,000	0
CFS-DRI Transportation	0	400,000	0	0	400,000	0
CFS-Parking Surcharges Lockbox	19,000,000	361,000	0	0	19,361,000	24,111,000
CFS - Pari-Mutuel Revenues stor	1,890,000	0	0	0	1,890,000	2,658,000
CFS-Building Inspections	3,861,000	0	0	0	3,861,000	4,685,000
Total Charges for Services:	**116,799,000**	**7,492,000**	**0**	**0**	**124,291,000**	**133,620,000**
Total Revenue (Inflows):	**816,961,000**	**197,087,000**	**66,230,000**	**85,238,000**	**1,165,516,000**	**1,137,380,000**

Expenditures (Outflows) By Functional Category
All Funds

FY 2020-21

$1,165,516,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: General Government	96,793,000	8.51%	91,637,000	7.86%
B: Planning and Development	50,556,000	4.44%	50,599,000	4.34%
C: Public Works	118,233,000	10.40%	121,851,000	10.45%
D: Public Safety	458,694,000	40.33%	481,631,000	41.32%
E: Real Estate and Asset Management	20,283,000	1.78%	23,721,000	2.04%
F: Parks and Recreation Department	52,824,000	4.64%	52,437,000	4.50%
G: Risk Management	3,663,000	0.32%	3,270,000	0.28%
H: Non-Departmental	39,647,000	3.49%	58,426,000	5.01%
I: Housing and Community Development	54,446,000	4.79%	74,266,000	6.37%
J: Debt Service Funds	78,113,000	6.87%	66,230,000	5.68%
K: Internal Service Fund	89,448,000	7.86%	85,238,000	7.31%
L: Transfers - OUT	74,680,000	6.57%	56,077,000	4.81%
Total	1,137,380,000	100.00%	1,165,516,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted All Funds	FY 2019-20 Adopted All Funds
General Government						
Office of the Mayor	2,309,000	550,000	0	0	2,859,000	2,337,000
Board of Commissioners	7,042,000	2,970,000	0	0	10,012,000	8,391,000
Total City Manager	2,781,000	4,000	0	0	2,785,000	3,217,000
Total Office of Agenda Coordination	379,000	0	0	0	379,000	379,000
Total Office of the Auditor General	1,334,000	0	0	0	1,334,000	1,530,000
Office of the City Attorney	10,366,000	0	0	0	10,366,000	9,994,000
Office of the City Clerk	2,009,000	1,578,000	0	0	3,587,000	3,199,000
Total Civil Services	547,000	0	0	0	547,000	559,000
Total Code Compliance	8,716,000	0	0	0	8,716,000	8,669,000
Office of Communications	1,702,000	0	0	0	1,702,000	2,329,000
Total Office of EODP	537,000	0	0	0	537,000	508,000
Total Finance	11,000,000	0	66,230,000	0	77,230,000	88,443,000
Total Office of Grants Administration	1,634,000	460,000	0	0	2,094,000	1,893,000
Total Human Resources	5,075,000	0	0	0	5,075,000	5,291,000
Total Innovation and Technology	13,936,000	44,000	0	11,202,000	25,182,000	23,503,000
Total Office of Management and Budget	3,321,000	39,000	0	0	3,360,000	2,818,000
Total Neighborhood Enhancement Teams (NET)	399,000	0	0	0	399,000	8,637,000
Total Procurement	2,949,000	0	0	0	2,949,000	2,928,000
Total Office of Resilience and Sustainability	0	0	0	0	0	831,000
Human Services	6,744,000	3,212,000	0	0	9,956,000	8,687,000
Total General Government	**82,780,000**	**8,857,000**	**66,230,000**	**11,202,000**	**169,069,000**	**184,143,000**
Planning and Development						
Total Building Department	17,497,000	4,068,000	0	0	21,565,000	21,119,000
Office of Planning	5,281,000	23,914,000	0	0	29,195,000	25,837,000
Office of Zoning	4,459,000	0	0	0	4,459,000	3,825,000
Total Planning and Development	**27,237,000**	**27,982,000**	**0**	**0**	**55,219,000**	**50,781,000**
Community and Economic Development						
Total Housing and Community Development Department	960,000	73,306,000	0	0	74,266,000	54,446,000
Total Community and Economic Development	**960,000**	**73,306,000**	**0**	**0**	**74,266,000**	**54,446,000**
Public Works						

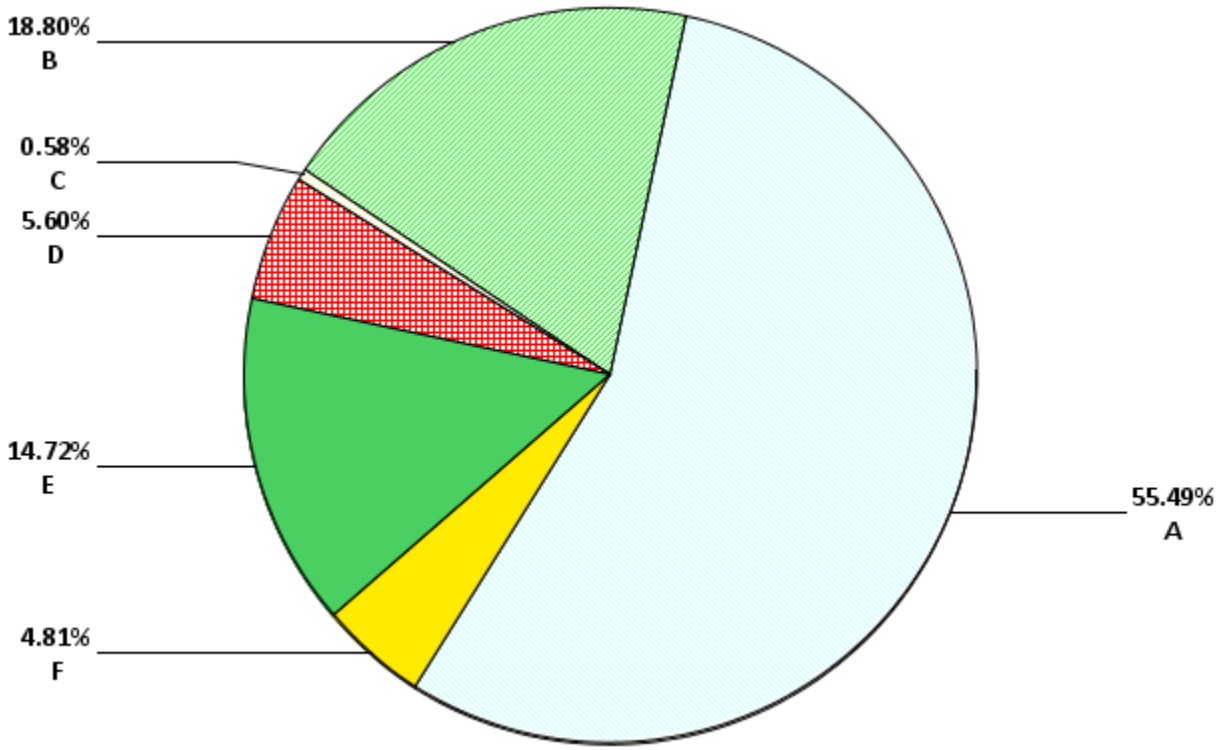
Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted All Funds	FY 2019-20 Adopted All Funds
Total Office of Capital Improvements	4,410,000	0	0	0	4,410,000	4,756,000
Total GSA Department	27,735,000	25,000	0	0	27,760,000	27,890,000
Total Resilience and Public Works Department	28,473,000	27,918,000	0	0	56,391,000	56,111,000
Total Solid Waste Department	37,139,000	163,000	0	0	37,302,000	36,028,000
Total Public Works	**97,757,000**	**28,106,000**	**0**	**0**	**125,863,000**	**124,785,000**
Public Safety						
Total Fire-Rescue	173,861,000	31,357,000	0	0	205,218,000	181,335,000
Total Police	266,173,000	10,240,000	0	0	276,413,000	277,359,000
Total Public Safety	**440,034,000**	**41,597,000**	**0**	**0**	**481,631,000**	**458,694,000**
Other Departments						
Total Real Estate and Asset Management	13,617,000	14,885,000	0	0	28,502,000	25,584,000
Total Parks and Recreation	51,406,000	1,031,000	0	0	52,437,000	52,824,000
Risk Management	3,270,000	0	0	74,036,000	77,306,000	84,106,000
Total Other	**68,293,000**	**15,916,000**	**0**	**74,036,000**	**158,245,000**	**162,514,000**
Pension						
Pensions	**0**	**0**	**0**	**0**	**0**	**0**
Non-Departmental						
Total Non Departmental	99,900,000	1,190,000	0	0	101,090,000	102,017,000
Total Non Departmental Units	**99,900,000**	**1,190,000**	**0**	**0**	**101,090,000**	**102,017,000**
Total All Organizations	**816,961,000**	**197,087,000**	**66,230,000**	**85,238,000**	**1,165,516,000**	**1,137,380,000**

Expenditures (Outflows) by Account Category
All Funds

FY 2020-21

$1,165,516,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: Personnel	646,584,000	56.85%	646,754,000	55.49%
B: Operating Expense	198,767,400	17.48%	219,115,500	18.80%
C: Capital Outlay	6,438,000	0.57%	6,725,000	0.58%
D: Debt Service	71,782,600	6.31%	65,288,000	5.60%
E: Non-Operating Expenses	139,128,000	12.23%	171,556,500	14.72%
F: Transfers - OUT	74,680,000	6.57%	56,077,000	4.81%
Total	1,137,380,000	100.00%	1,165,516,000	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 2020-21 Adopted All Funds	FY 2019-20 Adopted All Funds
Personnel						
Executive Salaries	402,000	0	0	0	402,000	402,000
Regular Salaries and Wages	317,771,000	8,647,000	0	0	326,418,000	329,154,000
Attrition Savings - Salaries	(2,592,000)	(254,000)	0	0	(2,846,000)	(11,661,000)
Other Salaries and Wages	779,000	714,000	0	0	1,493,000	2,100,000
Other Salaries and Wages -Part Time Year Year Round	6,490,000	80,000	0	0	6,570,000	7,022,000
Other Salaries and Wages - Part Time Seasonal	1,635,000	0	0	0	1,635,000	1,984,000
Overtime	9,882,000	1,028,000	0	0	10,910,000	12,949,000
OT-Reimbursable	710,000	0	0	0	710,000	0
OT Staffing	3,693,000	0	0	0	3,693,000	1,593,000
OT EMS Backfill for Training	684,000	0	0	0	684,000	402,000
OT Off Duty Events	3,609,000	1,000	0	0	3,610,000	3,296,000
OT Court	571,000	0	0	0	571,000	0
Special Pay	27,315,000	1,069,000	0	0	28,384,000	26,272,000
Fringe Benefits	1,362,000	23,000	0	0	1,385,000	1,504,000
Fringe Benefits - Tuition Reimbursement	4,000	1,000	0	0	5,000	1,000
Fica Taxes	13,155,000	610,000	0	0	13,765,000	14,582,000
Retirement Contributions	55,206,000	2,119,000	0	0	57,325,000	56,592,000
Police and Fire - FIPO	69,746,000	280,000	0	0	70,026,000	68,570,000
Secondary Pension Contributions	10,443,000	0	0	0	10,443,000	10,443,000
Life and Health Insurance	30,980,000	1,018,000	0	42,428,000	74,426,000	87,243,000
Health Trust - FOP	17,657,000	65,000	0	0	17,722,000	15,499,000
IAFF Health Insurance Trust Fund	19,362,000	61,000	0	0	19,423,000	18,637,000
Total Personnel:	**588,864,000**	**15,462,000**	**0**	**42,428,000**	**646,754,000**	**646,584,000**
Operating Expense						
Workers' Compensation	17,079,000	225,000	0	17,382,000	34,686,000	38,975,000
Unemployment Compensation	80,000	0	0	0	80,000	80,000
Professional Services	6,191,000	17,135,500	7,000	0	23,333,500	9,664,400
Professional Services-Legal Services	6,005,000	0	0	0	6,005,000	5,158,000
Professional Services-Medical	1,068,000	0	0	0	1,068,000	1,263,000
Accounting and Auditing	525,000	0	0	0	525,000	525,000
Court Services	75,400	0	0	0	75,400	85,000
Other Contractual Services	20,888,000	10,269,000	25,000	0	31,182,000	31,229,000
Travel and Per Diem	250,000	532,000	0	0	782,000	843,500
Training	0	60,000	0	0	60,000	566,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted All Funds	FY 2019-20 Adopted All Funds
Communications & Related Services	1,238,600	616,000	0	0	1,854,600	2,157,000
Postage	506,000	13,000	0	0	519,000	511,000
Utility Services	45,000	0	0	0	45,000	12,371,000
Utilities Water	2,211,000	0	0	0	2,211,000	0
Utilities Electricity	9,549,000	500,000	0	0	10,049,000	0
Rentals and Leases	2,604,000	384,000	0	0	2,988,000	3,109,000
Insurance - Police Torts	753,000	0	0	753,000	1,506,000	1,582,000
Insurance - Vehicle Liability	2,793,000	1,000	0	2,801,000	5,595,000	3,515,000
Insurance - Property & Casualty	9,443,000	0	0	9,456,000	18,899,000	16,446,000
Insurance - General Liability	1,216,000	4,000	0	1,216,000	2,436,000	2,272,000
Repair and Maintenance Services	11,457,000	208,000	0	0	11,665,000	11,361,000
IT-Repair and Maintenance Services	11,004,000	15,000	0	11,202,000	22,221,000	18,025,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	3,000
Printing and Binding	47,000	0	0	0	47,000	34,000
Printing and Binding-Outsourcing	24,000	0	0	0	24,000	30,000
Printing and Binding-Paper Stock	125,000	0	0	0	125,000	114,000
Printing and Binding-Supplies	6,000	0	0	0	6,000	4,000
Promotional Activities	116,000	154,000	0	0	270,000	819,000
Advertising and Related Costs	478,000	54,000	0	0	532,000	546,000
Other Current Charges and Obligations	16,983,200	772,000	0	0	17,755,200	16,028,200
Office Supplies	631,200	33,000	0	0	664,200	722,200
Operating Supplies	5,195,400	250,000	0	0	5,445,400	5,232,400
Motor Fuel	6,343,000	1,298,000	0	0	7,641,000	6,093,000
Saleable Fuel	70,000	0	0	0	70,000	70,000
Public Safety Supplies	2,095,000	0	0	0	2,095,000	2,007,500
Clothing/Uniform Supplies	2,283,200	30,000	0	0	2,313,200	2,026,200
Landscaping Related Supplies, LandscapingRelated Supplies	275,000	175,000	0	0	450,000	450,000
Road Materials and Supplies	0	175,000	0	0	175,000	175,000
Subscriptions, Memberships, Licenses, Permits & Others	2,872,000	103,000	0	0	2,975,000	3,007,000
Weapons And Ammunitions	739,000	0	0	0	739,000	1,668,000
Total Operating Expense:	**143,267,000**	**33,006,500**	**32,000**	**42,810,000**	**219,115,500**	**198,767,400**
Capital Outlay						
Improvements Other Than Buildings	2,000	0	0	0	2,000	600,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2020-21 Adopted All Funds	FY 2019-20 Adopted All Funds
Machinery and Equipment	1,555,000	5,168,000	0	0	6,723,000	5,838,000
Total Capital Outlay:	**1,557,000**	**5,168,000**	**0**	**0**	**6,725,000**	**6,438,000**
Debt Service						
Principal	0	0	49,452,700	0	49,452,700	52,823,500
Interest	0	0	15,835,300	0	15,835,300	18,959,100
Total Debt Service:	**0**	**0**	**65,288,000**	**0**	**65,288,000**	**71,782,600**
Non-Operating Expense						
Aids to Government Agencies	1,773,000	187,000	0	0	1,960,000	1,773,000
Aids to Private Organizations	1,313,000	36,736,000	0	0	38,049,000	35,703,000
Other Grants and Aids	0	22,933,000	0	0	22,933,000	17,261,000
Budget Reserve	31,571,000	69,181,500	910,000	0	101,662,500	74,210,000
Contingency Reserve	5,388,000	0	0	0	5,388,000	7,000,000
Other Uses	1,564,000	0	0	0	1,564,000	3,181,000
Total Non-Operating Expense:	**41,609,000**	**129,037,500**	**910,000**	**0**	**171,556,500**	**139,128,000**
Transfers-OUT						
Interfund Transfers	40,934,000	13,413,000	0	0	54,347,000	70,576,000
Transfer Out-Cost Allocation	730,000	0	0	0	730,000	1,649,000
Intrafund Transfers	0	1,000,000	0	0	1,000,000	2,455,000
Total Transfers-OUT:	**41,664,000**	**14,413,000**	**0**	**0**	**56,077,000**	**74,680,000**
Total Expenditure (Outflows):	**816,961,000**	**197,087,000**	**66,230,000**	**85,238,000**	**1,165,516,000**	**1,137,380,000**

APPENDIX D:
PRESENTATION OF
SCHEDULES AND GRAPHS, GENERAL FUND

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

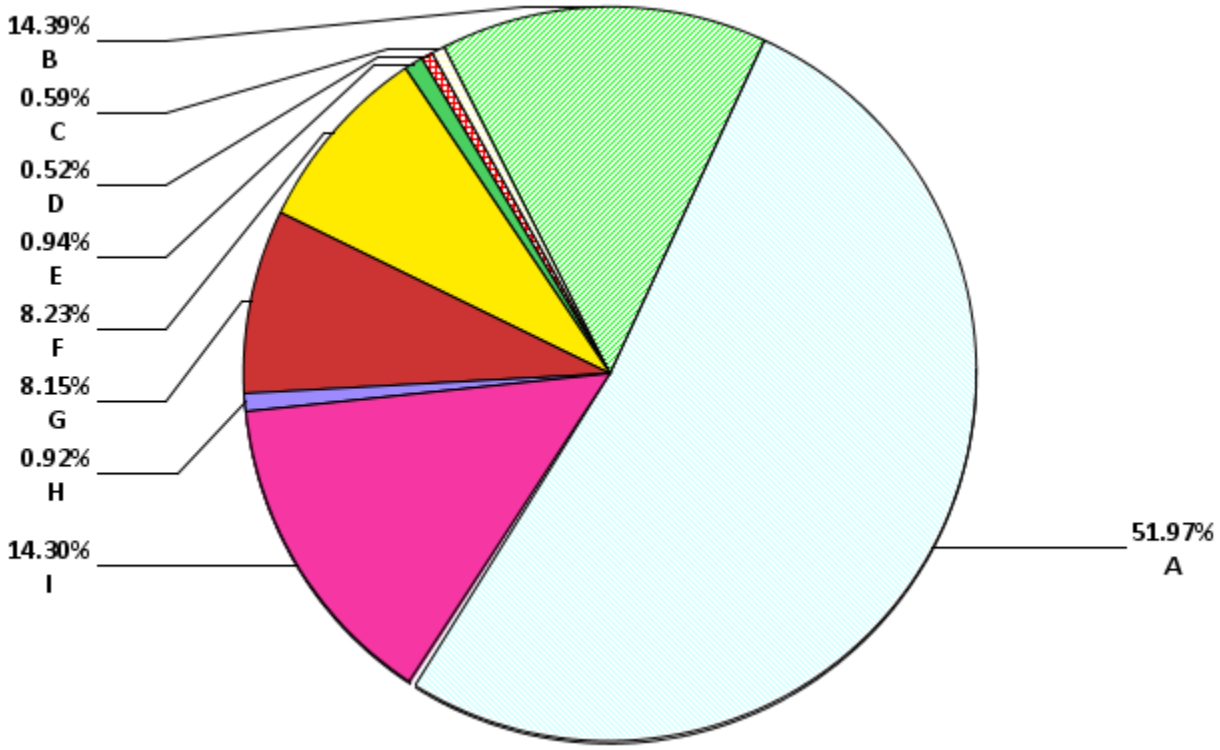
SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Revenues					
Property Taxes	294,888,720	325,267,795	359,518,153	396,441,000	424,609,000
Franchise Fees and Other Taxes	111,740,818	113,992,904	115,560,039	115,481,000	117,566,000
Interest	2,986,388	5,808,379	12,357,624	7,150,000	4,814,000
Transfers-IN	13,783,227	7,889,609	5,640,006	3,862,000	4,211,000
Fines and Forfeitures	15,861,887	13,887,393	7,699,138	5,904,000	7,644,000
Intergovernmental Revenues	66,924,951	69,954,774	80,635,979	81,856,000	67,210,000
Licenses and Permits	72,542,186	73,313,615	75,421,803	67,905,000	66,587,000
Other Revenues (Inflows)	13,851,366	19,335,042	10,918,679	7,365,000	7,521,000
Charges for Services	115,954,229	117,481,061	122,174,202	122,669,000	116,799,000
Total Revenues	**708,533,773**	**746,930,573**	**789,925,623**	**808,633,000**	**816,961,000**
Expenditures					
General Government	60,449,751	69,144,133	77,703,142	87,560,000	82,780,000
Planning and Development	16,991,171	20,613,477	24,435,215	26,377,000	27,237,000
Public Works	75,985,912	80,838,647	87,214,418	94,681,000	97,757,000
Public Safety	355,464,854	365,646,711	410,234,009	427,028,000	440,034,000
Real Estate and Asset Management	12,248,874	11,716,751	13,109,703	13,796,000	13,617,000
Parks and Recreation	42,312,432	46,456,057	47,350,763	51,777,000	51,406,000
Risk Management	2,873,201	2,926,977	3,046,423	3,663,000	3,270,000
Non-Departmental	34,745,787	33,536,904	47,969,541	38,944,000	58,236,000
Housing and Community Development	3,235,624	1,566,902	1,848,391	2,437,000	960,000
Transfers - OUT	72,361,100	84,379,000	64,871,000	62,370,000	41,664,000
Total Expenditures	**676,668,706**	**716,825,559**	**777,782,605**	**808,633,000**	**816,961,000**

Revenues (Inflows) By Functional Category
General Fund

FY 2020-21
$816,961,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: Property Taxes	396,441,000	49.03%	424,609,000	51.97%
B: Franchise Fees and Other Taxes	115,481,000	14.28%	117,566,000	14.39%
C: Interest	7,150,000	0.88%	4,814,000	0.59%
D: Transfers-IN	3,862,000	0.48%	4,211,000	0.52%
E: Fines and Forfeitures	5,904,000	0.73%	7,644,000	0.94%
F: Intergovernmental Revenues	81,856,000	10.12%	67,210,000	8.23%
G: Licenses and Permits	67,905,000	8.40%	66,587,000	8.15%
H: Other Revenues (Inflows)	7,365,000	0.91%	7,521,000	0.92%
I: Charges for Services	122,669,000	15.17%	116,799,000	14.30%
Total	808,633,000	100.00%	816,961,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Property Taxes					
Ad Valorem Taxes-Real	267,987,730	297,595,775	325,773,469	368,728,000	393,403,000
Ad Valorem Taxes-Real-Delinquent	11,023,464	11,671,312	16,399,793	8,900,000	11,671,000
Ad Valorem Taxes-Penalty & Interest	63,941	268,946	428,504	300,000	269,000
Ad Valorem Taxes-Personal	15,342,551	15,381,080	16,143,667	18,088,000	18,915,000
Ad Valorem Taxes-Personal-Delinquent	471,035	350,682	772,719	425,000	351,000
Total Property Taxes:	**294,888,720**	**325,267,795**	**359,518,153**	**396,441,000**	**424,609,000**
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	7,353,444	7,372,857	7,683,508	7,500,000	7,113,000
Franc Fee-Electricity	28,160,663	28,393,553	29,347,623	29,700,000	30,228,000
Franc Fee-Gas	272,735	323,486	332,455	334,000	342,000
Utility Ser Fee-Electricity	34,919,488	36,340,755	37,578,043	37,800,000	38,705,000
Utility Ser Fee-Water	6,117,486	6,027,246	5,841,572	6,192,000	6,017,000
Utility Ser Fee-Gas	681,777	763,461	643,310	770,000	663,000
Utility Ser Fee-Fuel Oil	9,437	13,789	15,604	14,000	16,000
Public Service Taxes	20,804,752	21,105,738	20,082,432	19,466,000	20,082,000
Other Taxes-Storm Water	13,421,036	13,652,017	14,035,492	13,705,000	14,400,000
Total Franchise Fees and Other Taxes:	**111,740,818**	**113,992,904**	**115,560,039**	**115,481,000**	**117,566,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	1,852	330,643	631,474	150,000	314,000
Misc-Int & Pen-Investment	3,264,844	5,748,009	10,429,599	7,000,000	4,500,000
Misc-Int & Pen-Miscelleneous	0	5,501	0	0	0
Misc-Net Increase Decrease In Fair ValueOf	(280,308)	(275,774)	1,296,551	0	0
Total Interest:	**2,986,388**	**5,808,379**	**12,357,624**	**7,150,000**	**4,814,000**
Transfers-IN					
Other-Interfund Transfer	12,073,227	6,163,609	3,830,006	3,862,000	4,211,000
Other-Intrafund Transfer	1,710,000	1,726,000	1,810,000	0	0
Total Transfers-IN:	**13,783,227**	**7,889,609**	**5,640,006**	**3,862,000**	**4,211,000**
Fines and Forfeitures					
Fines-Judgments And Fines	4,833,543	6,283,080	6,569,376	5,246,000	6,874,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Fines-Violations Of Local Ordinances	(40,341)	28,977	(68,768)	0	0
Fines-Other Fines And/Or Forfeits	570,075	833,026	781,890	658,000	770,000
Misc-Red Light Camera Fines	10,498,610	6,742,311	416,640	0	0
Total Fines and Forfeitures:	**15,861,887**	**13,887,393**	**7,699,138**	**5,904,000**	**7,644,000**
Intergovernmental Revenues					
Federal Grants	71,357	82,224	(134,371)	0	1,435,000
State Shared Revenues	618,296	617,579	690,552	622,000	642,000
Municipal Rev Sharing	15,068,964	15,763,342	16,563,480	16,217,000	15,799,000
Half Cent Sales Tax	33,521,269	35,786,997	37,022,921	36,802,000	35,444,000
State Pension Payment	9,485,549	9,623,417	9,030,933	10,443,000	10,443,000
Shared Revenues From Other Local Units	537,271	568,768	3,537,270	545,000	545,000
Shared Revenues - MPA	7,600,000	7,500,000	13,893,326	17,225,000	2,000,000
Pmts Other Local U In Lieu Of Taxes	14,815	8,646	31,868	2,000	2,000
State Grants	7,430	3,691	0	0	900,000
Grants From Other Local Units	0	111	0	0	0
Total Licenses and Permits:	**66,924,951**	**69,954,774**	**80,635,979**	**81,856,000**	**67,210,000**
Licenses and Permits					
Other Licenses, Fees - Code Foreclosure Registration	442,919	701,183	468,182	450,000	500,000
Business Tax Receipt	476	(11)	1,044	0	0
Business Tax Receipt-Business	7,277,638	7,559,830	7,628,294	7,800,000	7,250,000
Business Tax Receipt-Business-Penalty	438,643	789,965	525,923	456,000	449,000
Business Tax Receipt-Metro	581,357	630,328	660,005	600,000	680,000
Building Permits	28,472,221	26,759,232	30,771,602	24,000,000	23,087,000
Other Licenses, Fees and Permits	2,508,966	2,572,468	2,543,311	2,508,000	2,660,000
Other Licenses, Fees - CU(SW)	8,944,091	8,267,235	8,436,327	7,000,000	8,000,000
Other Licenses, Fees - SW Franchise andComm Haulers	15,778,906	17,920,124	16,419,368	17,000,000	16,000,000
Other Licenses, Fees - Murals	3,149,161	3,022,246	3,017,109	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	2,455,128	2,425,087	2,412,198	2,500,000	2,431,000
Other Licenses, Fees - CU	2,492,678	2,665,929	2,538,441	2,591,000	2,530,000
Total Licenses and Permits:	**72,542,186**	**73,313,615**	**75,421,803**	**67,905,000**	**66,587,000**
Other Revenues (Inflows)					

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Misc-Disposition Of Fixed Assets	787,220	277,970	195,133	474,000	172,000
Misc-Sales Of Surplus Materials And Scrap	143	0	1,667	0	0
Misc-Contributions And Donations From Private Sources	500	0	0	0	0
Misc.-Other Service Charges/Late Fees	296,473	255,623	572,909	302,000	260,000
Misc. -Other Revnues EE Health	91	0	986	0	0
Misc - Fuel	73,204	77,785	125,886	80,000	80,000
Misc - Vending	38,650	35,529	37,306	41,000	42,000
Misc-Settlements	2,755,373	1,055,522	2,899,395	131,000	723,000
Misc-Contra Revenue For Bad Debt Allowance	399,931	0	11	0	0
Other-Nonoperating Sources	7,612,708	8,333,445	4,162,168	3,353,000	3,734,000
Other- Carryover Budget	0	0	1,051,734	0	0
Other-Oth N-optg Sour/Carryover	127,720	6,490,508	788,958	0	128,000
Misc-Other Miscellaneous Revenues	1,770,783	2,836,243	1,113,759	2,984,000	2,382,000
Misc - POS Over/Under	(11,430)	(27,583)	(31,233)	0	0
Total Other Revenues (Inflows):	**13,851,366**	**19,335,042**	**10,918,679**	**7,365,000**	**7,521,000**
Charges for Services					
CFS-GG-Internal Service Fund Fees And Charges	1,367,858	1,518,299	1,487,724	1,495,000	1,553,000
CFS-GG-Other General Government Charges And Fees	859,477	935,800	767,222	897,000	903,000
CFS-PS-Police Services	2,756,656	3,551,875	5,193,811	3,635,000	3,552,000
CFS-PS-Fire Protection Services	546	429	50	0	0
CFS-PS-Emergency Service Fees	9,948,489	10,464,404	11,464,770	11,139,000	14,965,000
CFS-Public Emerg Med Transp (PEMT) Payment	0	966,640	2,343,288	2,200,000	3,042,000
CFS-PS-Protective Inspection Fees	469,089	461,979	483,525	475,000	363,000
CFS-Fire Investigation Fees	0	0	35	0	0
CFS-PS-Ambulance/False Alarm Fees	762,113	708,334	715,654	700,000	715,000
CFS-PS-Other Public Safety Charges And Fees	502,358	645,705	634,526	555,000	571,000
CFS-PE-Water Utility Revenue	2,542	8,911	10,094	5,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	24,976,604	25,432,092	24,305,692	25,527,000	24,867,000
CFS-PE-Sewer/Wastewater Utility Revenue	0	(1,462)	(53)	0	0

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
CFS-PE-Cemetery Fees	536	706	85	1,000	1,000
CFS-PE-Other Physical Environment Revenue	246,854	211,023	211,665	225,000	200,000
CFS-Trans-Parking Facilities	2,717,500	3,009,579	2,884,110	2,900,000	2,163,000
CFS-Mass Transit	0	0	70	0	0
CFS-Trans-Tolls	195,638	130,964	320,918	312,000	300,000
CFS-Trans-Other Transportation Revenue	0	4,390	2,695	4,000	4,000
CFS-Trans-Tools	505,576	564,139	1,094,893	0	0
CFS-C&R-Special Recreation Facilities	2,349,585	2,606,409	2,239,808	2,517,000	2,342,000
CFS-C&R-Other Culture/Recreation	4,215,181	3,845,697	3,769,927	4,002,000	3,781,000
CFS-C&R-Other Culture/Recreation (PF)	10,489,101	8,574,388	9,690,370	10,374,000	9,105,000
CFS-Commercial Dockage	0	0	6,211	0	0
CFS-Rents And Royalties	14,889,381	15,102,214	15,677,652	16,738,000	16,158,000
CFS-Other Charges for Services	8,507,646	7,890,182	7,399,697	7,875,000	7,456,000
CFS-Parking Surcharges Lockbox	22,153,939	22,290,412	23,990,978	23,750,000	19,000,000
CFS - Pari-Mutuel Revenues stor	2,171,650	2,486,668	2,520,061	2,658,000	1,890,000
CFS-Building Inspections	5,865,911	6,071,287	4,958,724	4,685,000	3,861,000
Total Charges for Services:	**115,954,229**	**117,481,061**	**122,174,202**	**122,669,000**	**116,799,000**
Total Revenue (Inflows):	**708,533,773**	**746,930,573**	**789,925,623**	**808,633,000**	**816,961,000**

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
411100 - Ad Valorem Taxes-Real	Finance	267,987,730	297,595,775	325,773,469	368,728,000	393,403,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	11,023,464	11,671,312	16,399,793	8,900,000	11,671,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	63,941	268,946	428,504	300,000	269,000
411300 - Ad Valorem Taxes-Personal	Finance	15,342,551	15,381,080	16,143,667	18,088,000	18,915,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	471,035	350,682	772,719	425,000	351,000
Property Taxes	**Total**	**294,888,720**	**325,267,795**	**359,518,153**	**396,441,000**	**424,609,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,353,444	7,372,857	7,683,508	7,500,000	7,113,000
413100 - Franc Fee-Electricity	Finance	28,160,663	28,393,553	29,347,623	29,700,000	30,228,000
413400 - Franc Fee-Gas	Finance	272,735	323,486	332,455	334,000	342,000
414100 - Utility Ser Fee-Electricity	Finance	34,919,488	36,340,755	37,578,043	37,800,000	38,705,000
414300 - Utility Ser Fee-Water	Finance	6,117,486	6,027,246	5,841,572	6,192,000	6,017,000
414400 - Utility Ser Fee-Gas	Finance	681,777	763,461	643,310	770,000	663,000
414700 - Utility Ser Fee-Fuel Oil	Finance	9,437	13,789	15,604	14,000	16,000
415000 - Public Service Taxes	Finance	20,804,752	21,105,738	20,082,432	19,466,000	20,082,000
419000 - Other Taxes-Storm Water	Finance	13	(1,085)	1,309	0	-
	Total Resilience and Public Works Department	13,420,951	13,653,102	14,034,184	13,705,000	14,400,000
	Parks and Recreation	73	-	-	-	-
Franchise Fees and Other Taxes	**Total**	**111,740,818**	**113,992,904**	**115,560,039**	**115,481,000**	**117,566,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	-	19,034	1,665	-	-
	Finance	(1,791)	309,488	627,263	150,000	312,000
	Solid Waste	3,643	2,614	2,609	0	2,000
	Housing and Community Development Department	-	(494)	-	-	-
	Real Estate and Asset Management	-	-	(62)	-	-
461110 - Misc-Int & Pen-Investment	Finance	3,264,844	5,748,009	10,429,599	7,000,000	4,500,000
461120 - Misc-Int & Pen-Miscelleneous	Finance	-	5,501	-	0	-
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	(280,308)	(275,774)	1,296,551	0	-
Interest	**Total**	**2,986,388**	**5,808,379**	**12,357,624**	**7,150,000**	**4,814,000**
481000 - Other-Interfund Transfer	Finance	10,704,097	5,663,609	3,830,006	3,833,000	4,211,000
	Police	1,369,129	500,000	-	0	-
	Real Estate and Asset Management	-	0	0	29,000	0
481100 - Other-Intrafund Transfer	Total Resilience and Public Works Department	1,710,000	1,726,000	1,810,000	-	-
Transfers-IN	**Total**	**13,783,227**	**7,889,609**	**5,640,006**	**3,862,000**	**4,211,000**
451000 - Fines-Judgments And Fines	Police	4,776,668	6,228,979	6,502,097	5,200,000	6,815,000
	Real Estate and Asset Management	56,875	54,100	67,279	46,000	59,000
454000 - Fines-Violations Of Local Ordinances	Finance	(40,341)	28,977	(68,768)	0	-

Dept_Schedule

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	525	575	34,920	-	-
	Code Compliance	412,933	558,292	597,032	450,000	523,000
	Finance	(83,437)	(19,421)	(61,448)	0	-
	Innovation and Technology	-	-	4	-	-
	Building Department	96,226	59,351	60,759	50,000	72,000
	Planning	2,551	2,071	2,428	15,000	3,000
	Solid Waste	138,717	226,779	141,017	140,000	169,000
	Capital Improvements and Transportation	-	(1,009)	-	-	-
	Fire-Rescue	-	4,760	-	-	-
	Police	2,560	1,422	2,481	0	-
	Real Estate and Asset Management	0	205	4,696	3,000	3,000
462000 - Misc-Red Light Camera Fines	Finance	10,498,610	6,742,311	416,640	0	-
Fines and Forfeitures	**Total**	**15,861,887**	**13,887,393**	**7,699,138**	**5,904,000**	**7,644,000**
431000 - Federal Grants	Fire-Rescue	-	-	-	-	1,435,000
	Police	-	-	3,677	-	-
	Parks and Recreation	71,357	82,224	(138,048)	0	-
435000 - State Shared Revenues	Finance	618,296	617,579	690,552	622,000	642,000
435001 - Municipal Rev Sharing	Finance	15,068,964	15,763,342	16,563,480	16,217,000	15,799,000
435002 - Half Cent Sales Tax	Finance	33,521,269	35,786,997	37,022,921	36,802,000	35,444,000
436900 - State Pension Payment	Fire-Rescue	4,032,832	3,788,047	3,557,063	4,300,000	4,300,000
	Police	5,452,717	5,835,370	5,473,870	6,143,000	6,143,000
438000 - Shared Revenues From Other Local Units	Finance	-	-	3,000,000	0	-
	Fire-Rescue	537,271	537,268	537,270	545,000	545,000
	Real Estate and Asset Management	-	31,500	-	-	-
438010 - Shared Revenues - MPA	Finance	7,600,000	7,500,000	13,893,326	17,225,000	2,000,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	14,815	8,646	31,868	2,000	2,000
434000 - State Grants	Fire-Rescue	-	-	-	-	900,000
	Real Estate and Asset Management	7,430	3,473	0	-	-
	Parks and Recreation	-	217	-	-	-
437000 - Grants From Other Local Units	Real Estate and Asset Management	-	111	-	-	-
Intergovernmental Revenues	**Total**	**66,924,951**	**69,954,774**	**80,635,979**	**81,856,000**	**67,210,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	442,919	701,183	468,182	450,000	500,000
421000 - Business Tax Receipt	Finance	476	(11)	1,044	0	-
421100 - Business Tax Receipt-Business	Finance	7,277,638	7,559,830	7,628,294	7,800,000	7,250,000
421200 - Business Tax Receipt-Business-Penalty	Finance	438,637	789,965	525,923	456,000	449,000
	Police	6	-	-	-	-
421400 - Business Tax Receipt-Metro	Finance	581,357	630,328	660,005	600,000	680,000
422000 - Building Permits	Building Department	28,472,221	26,759,232	30,769,097	24,000,000	23,087,000
	Total Resilience and Public Works Department	-	-	2,506	-	-
429000 - Other Licenses, Fees and Permits	Code Compliance	10,763	11,801	14,035	15,000	15,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
	Finance	8,311	4,952	3,439	2,000	4,000
	Building Department	64,928	65,555	31,669	70,000	0
	Planning	2,162,041	605,282	233,179	540,000	540,000
	Zoning	-	1,401,669	1,429,899	1,394,000	1,394,000
	Total Resilience and Public Works Department	13,060	9,369	330,757	135,000	297,000
	Solid Waste	56	(9,138)	0	0	-
	Fire-Rescue	10,974	6,386	4,144	10,000	7,000
	Police	219,564	215,671	300,294	192,000	245,000
	Real Estate and Asset Management	19,270	260,922	195,895	150,000	158,000
429010 - Other Licenses, Fees - CU(SW)	Commissioners	-	(26)	-	-	-
	Finance	-	(7)	-	0	-
	Solid Waste	8,944,098	8,267,268	8,436,327	7,000,000	8,000,000
	Fire-Rescue	(7)	-	-	-	-
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Building Department	-	17	-	-	-
	Solid Waste	15,778,906	17,920,107	16,419,368	17,000,000	16,000,000
429030 - Other Licenses, Fees - Murals	Planning	3,149,161	0	-	0	-
	Zoning	0	3,022,246	3,017,109	3,000,000	3,000,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	-	218	116	0	-
	Fire-Rescue	2,455,128	2,424,869	2,412,082	2,500,000	2,431,000
429040 - Other Licenses, Fees - CU	Finance	1,211,990	1,254,320	1,285,485	1,291,000	1,230,000
	Planning	1,280,688	0	(9,461)	0	-
	Zoning	-	1,411,609	1,262,417	1,300,000	1,300,000
Licenses and Permits	**Total**	**72,542,186**	**73,313,615**	**75,421,803**	**67,905,000**	**66,587,000**
464000 - Misc-Disposition Of Fixed Assets	City Manager	-	-	155	-	-
	City Clerk	110	-	101	-	-
	Office of Communications	59	-	-	-	-
	Finance	-	3	-	-	-
	Innovation and Technology	-	77	-	-	-
	Building Department	-	-	51	-	-
	General Services Administration	741,940	267,015	152,015	100,000	152,000
	Total Resilience and Public Works Department	-	-	11,977	-	-
	Solid Waste	325	-	-	-	-
	Fire-Rescue	11,380	2,000	1,284	-	-
	Police	31,755	1,803	22,974	374,000	20,000
	Real Estate and Asset Management	-	2,500	6,576	-	-
	Parks and Recreation	1,652	4,572	-	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	143	-	1,667	0	-
466000 - Misc-Contributions And Donations From Private Sources	Parks and Recreation	500	-	-	-	-
469010 - Misc.-Other Service Charges/Late Fees	Finance	272,945	231,383	230,939	280,000	238,000
	Planning	11,976	0	(4)	0	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
	Zoning	-	12,333	10,341	12,000	12,000
	Fire-Rescue	11,552	11,878	9,966	10,000	10,000
	Real Estate and Asset Management	-	30	321,665	-	-
469011 - Misc. -Other Revnues EE Health	Real Estate and Asset Management	91	-	986	-	-
469013 - Misc - Fuel	Real Estate and Asset Management	73,204	77,785	125,886	80,000	80,000
469014 - Misc - Vending	Real Estate and Asset Management	38,650	35,529	37,306	41,000	42,000
469300 - Misc-Settlements	Finance	605,400	683,403	702,012	131,000	723,000
	Total Resilience and Public Works Department	359,200	-	-	-	-
	Real Estate and Asset Management	1,790,773	372,120	796,010	-	-
	Non-Departmental	-	-	1,401,373	-	-
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	399,931	0	-	0	-
	Real Estate and Asset Management	-	-	11	-	-
489000 - Other-Nonoperating Sources	City Attorney	950	500	-	128,000	0
	City Clerk	-	-	1,164	-	-
	Total Resilience and Public Works Department	-	0	-	-	-
	Fire-Rescue	3,230,492	3,451,594	4,123,440	3,200,000	3,600,000
	Police	17,612	32,214	37,563	25,000	25,000
	Non-Departmental	4,363,654	4,849,137	0	-	109,000
489910 - Other- Carryover Budget	General Services Administration	-	-	66,911	-	-
	Total Resilience and Public Works Department	-	-	91,860	-	-
	Fire-Rescue	-	-	(143,944)	-	-
	Police	-	-	996,773	-	-
	Real Estate and Asset Management	-	-	3,074	-	-
	Parks and Recreation	-	-	37,060	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	127,864	127,764	0	128,000
	City Clerk	-	0	5,820	-	-
	Finance	(44)	(40)	(36)	0	0
	Procurement	-	-	3,368	-	-
	Veteran Affairs and Homeless Services	-	299,640	285,795	-	-
	General Services Administration	-	27,477	13,202	-	-
	Total Resilience and Public Works Department	-	106,577	-	0	-
	Fire-Rescue	-	1,584,461	353,046	-	-
	Police	-	4,299,029	-	0	-
	Parks and Recreation	-	45,499	-	-	-
469000 - Misc-Other Miscellaneous Revenues	City Manager	17,750	22,133	3,350	0	-
	Independent Auditor General	-	-	5	-	-
	City Attorney	-	-	25	0	-
	Code Compliance	39	502	10,126	-	-
	Office of Communications	100	50	18,749	-	-
	Equal Opportunity and Diversity Programs	-	133	-	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
	Finance	529,071	1,244,095	468,537	1,121,000	747,000
	Innovation and Technology	185,619	259,031	244,092	250,000	-
	Neighborhood Enhancement Teams (NET)	(347)	(1,200)	(1,192)	-	-
	Procurement	3,436	2,922	5,867	-	-
	Office of Resilience and Sustainability	168,223	84,337	84,117	0	-
	Human Services	-	-	9,801	-	-
	Building Department	(479,838)	(784,903)	(1,083,850)	0	-
	Planning	32,210	36,938	21,123	32,000	32,000
	Zoning	-	26	0	-	-
	General Services Administration	9	-	4,462	-	-
	Solid Waste	153,078	66,812	21,437	60,000	0
	Capital Improvements and Transportation	-	178	2,338	-	-
	Fire-Rescue	300,616	474,111	339,395	334,000	334,000
	Police	17,134	266,312	63,413	330,000	325,000
	Real Estate and Asset Management	606,335	838,748	446,727	591,000	630,000
	Parks and Recreation	237,347	318,962	454,918	266,000	314,000
	Risk Management	-	7,058	320	-	-
469200 - Misc - POS Over/Under	Finance	(11,430)	(15,679)	(31,233)	0	-
	Police	-	(11,904)	-	-	-
Other Revenues (Inflows)	**Total**	**13,851,366**	**19,335,042**	**10,918,679**	**7,365,000**	**7,521,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,161,400	1,303,318	1,316,700	1,285,000	1,356,000
	Total Resilience and Public Works Department	206,458	214,981	171,024	210,000	197,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	-	1,448	1,200	0	-
	Civil Services	156	193	95	-	-
	Grants Administration	372	-	-	-	-
	Real Estate and Asset Management	18,840	(703)	1,951	0	6,000
	Parks and Recreation	840,109	934,861	763,975	897,000	897,000
442100 - CFS-PS-Police Services	Finance	(60)	-	25	0	-
	Police	2,756,721	3,551,880	5,193,816	3,635,000	3,552,000
	Risk Management	(5)	(5)	(30)	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	546	429	50	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	9,948,489	10,464,404	11,464,770	11,139,000	14,965,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	-	966,640	2,343,288	2,200,000	3,042,000
442500 - CFS-PS-Protective Inspection Fees	Finance	969	279	460	0	-
	Fire-Rescue	468,120	461,700	483,065	475,000	363,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	-	-	35	-	-
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	762,113	708,334	715,654	700,000	715,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Civil Services	25	-	-	-	-
	Police	502,333	645,705	634,526	555,000	571,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset Management	2,542	8,911	10,094	5,000	7,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	855	2,814	2,397	0	-
	Total Resilience and Public Works Department	-	(166)	-	-	-
	Solid Waste	24,975,749	25,429,444	24,303,294	25,527,000	24,867,000
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	Total Resilience and Public Works Department	-	(1,462)	(53)	-	-
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	536	706	85	1,000	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Neighborhood Enhancement Teams (NET)	7,274	-	-	-	-
	Solid Waste	239,580	211,023	211,665	225,000	200,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	2,717,500	3,009,579	2,884,110	2,900,000	2,163,000
444300 - CFS-Mass Transit	Total Resilience and Public Works Department	-	-	70	-	-
444600 - CFS-Trans-Tolls	Parks and Recreation	195,638	130,964	320,918	312,000	300,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	-	-	85	-	-
	Real Estate and Asset Management	-	4,390	2,610	4,000	4,000
446000 - CFS-Trans-Tools	Real Estate and Asset Management	505,576	564,139	1,094,893	0	-
447500 - CFS-C&R-Special Recreation Facilities	Civil Services	158	-	-	-	-
	Real Estate and Asset Management	1,386,073	1,716,611	1,291,253	1,733,000	1,465,000
	Parks and Recreation	963,353	889,798	948,555	784,000	877,000
447900 - CFS-C&R-Other Culture/Recreation	City Clerk	-	9	-	-	-
	Finance	-	0	199,016	0	0
	Office of Resilience and Sustainability	10	-	-	-	-
	Planning	16	-	-	-	-
	Real Estate and Asset Management	34,570	23,611	24,945	0	-
	Parks and Recreation	4,180,585	3,822,077	3,545,966	4,002,000	3,781,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	23	-	-	-	-
	Real Estate and Asset Management	10,489,078	8,574,358	9,689,486	10,374,000	9,105,000
	Parks and Recreation	-	30	884	-	-
447911 - CFS-Commercial Dockage	Real Estate and Asset Management	-	-	6,211	-	-
448000 - CFS-Rents And Royalties	Planning	-	(3,582)	-	-	-
	Solid Waste	(318)	-	-	-	-
	Real Estate and Asset Management	14,822,732	15,068,883	15,635,043	16,705,000	16,134,000
	Parks and Recreation	66,968	36,913	42,610	33,000	24,000
449000 - CFS-Other Charges for Services	City Attorney	33,780	122,072	142,761	30,000	100,000
	City Clerk	547	342	796	0	-
	Finance	35,130	12,240	12,010	12,000	12,000
	Innovation and Technology	23,157	7,984	7,982	6,000	6,000
	Procurement	-	-	1,207	-	-
	Human Services	-	-	30,110	4,000	60,000
	Building Department	825,969	874,501	889,127	800,000	863,000
	Planning	3,422,787	2,499,505	2,267,680	2,801,000	2,268,000

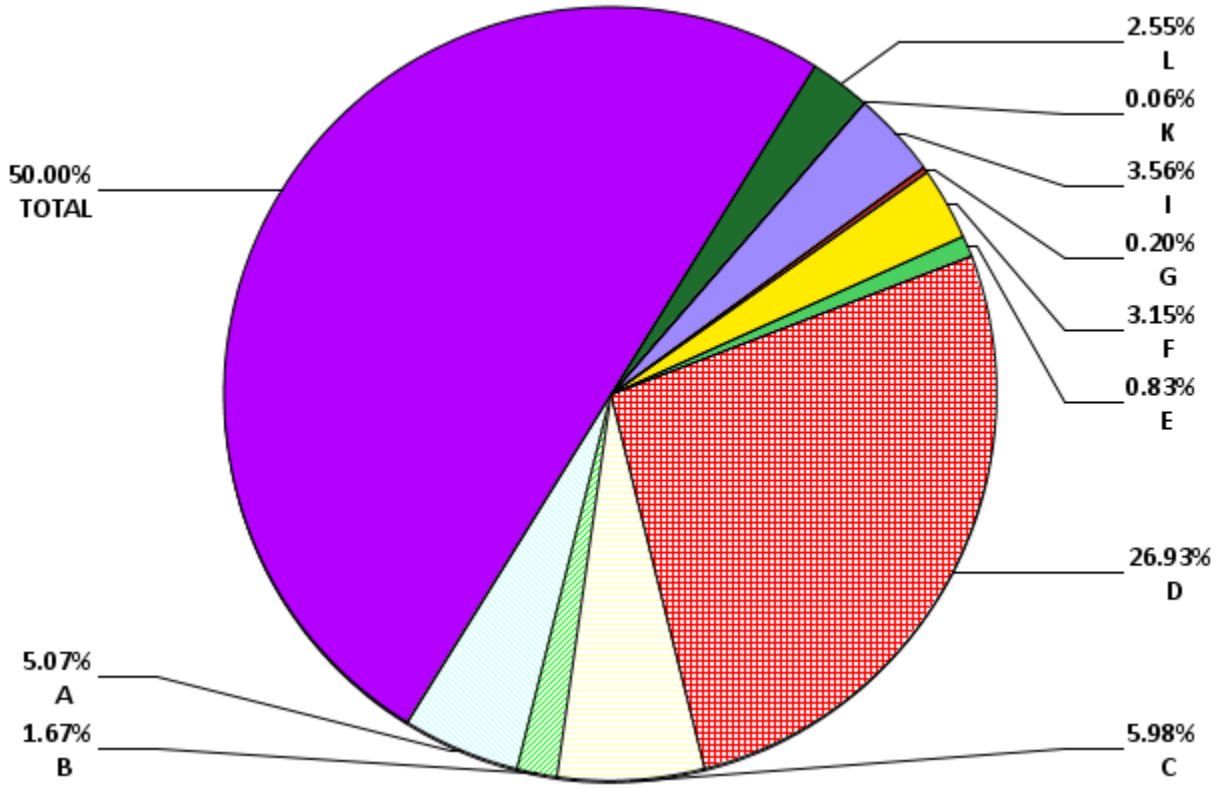
Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
	Zoning	-	357,274	291,433	250,000	250,000
	Total Resilience and Public Works Department	1,801,863	1,741,686	1,751,056	1,671,000	1,671,000
	Solid Waste	11,828	5,556	4,440	4,000	5,000
	Fire-Rescue	936,128	733,828	819,655	800,000	820,000
	Police	1,153,954	1,339,167	944,346	1,001,000	1,231,000
	Real Estate and Asset Management	58,375	62,312	119,403	385,000	166,000
	Parks and Recreation	203,263	133,715	117,691	111,000	4,000
	Non-Departmental	865	-	-	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	22,153,939	22,290,412	23,990,978	23,750,000	19,000,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,171,650	2,486,668	2,520,061	2,658,000	1,890,000
449020 - CFS-Building Inspections	Finance	897,857	715,702	641,574	660,000	661,000
	Building Department	4,968,054	5,355,585	4,317,150	4,025,000	3,200,000
Charges for Services	**Total**	**115,954,229**	**117,481,061**	**122,174,202**	**122,669,000**	**116,799,000**
Total Revenue	**Total**	**708,533,773**	**746,930,573**	**789,925,623**	**808,633,000**	**816,961,000**

Expenditures (Outflows) By Functional Category
General Fund

FY 2020-21

$816,961,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: General Government	87,560,000	10.83%	82,780,000	10.13%
B: Planning and Development	26,377,000	3.26%	27,237,000	3.33%
C: Public Works	94,681,000	11.71%	97,757,000	11.97%
D: Public Safety	427,028,000	52.81%	440,034,000	53.86%
E: Real Estate and Asset Management	13,796,000	1.71%	13,617,000	1.67%
F: Parks and Recreation	51,777,000	6.40%	51,406,000	6.29%
G: Risk Management	3,663,000	0.45%	3,270,000	0.40%
H: Non-Departmental	38,944,000	4.82%	58,236,000	7.13%
I: Housing and Community Development	2,437,000	0.30%	960,000	0.12%
J: Transfers - OUT	62,370,000	7.71%	41,664,000	5.10%
Total	808,633,000	100.00%	816,961,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Government					
Mayor	1,106,992	1,303,928	1,460,505	1,687,000	2,309,000
Commissioners	2,950,415	3,287,270	3,465,265	4,086,000	7,042,000
City Manager	3,254,123	3,520,744	2,668,083	3,072,000	2,781,000
Office of Agenda Coordination	356,579	370,961	354,734	379,000	379,000
Independent Auditor General	992,142	870,716	1,173,023	1,530,000	1,334,000
City Attorney	7,926,308	8,555,925	9,157,209	9,994,000	10,366,000
City Clerk	1,716,047	1,781,705	1,887,419	2,059,000	2,009,000
Civil Services	377,316	379,525	453,613	559,000	547,000
Code Compliance	5,649,598	6,795,884	7,336,057	8,437,000	8,716,000
Office of Communications	1,545,001	1,960,894	2,073,580	2,329,000	1,702,000
Equal Opportunity and Diversity Programs	369,950	410,398	464,520	508,000	537,000
Finance	8,611,211	8,709,604	9,431,096	10,330,000	11,000,000
Grants Administration	1,533,912	1,666,781	1,760,052	1,708,000	1,634,000
Human Resources	4,277,899	4,593,259	4,697,427	5,291,000	5,075,000
Innovation and Technology	8,863,805	11,138,123	13,730,538	14,454,000	13,936,000
Management and Budget	2,390,360	2,488,904	2,467,567	2,779,000	3,321,000
Neighborhood Enhancement Teams (NET)	5,721,882	6,387,763	7,443,549	8,637,000	399,000
Procurement	2,260,759	2,528,273	2,538,385	2,928,000	2,949,000
Office of Resilience and Sustainability	244,010	499,186	633,545	831,000	0
Veteran Affairs and Homeless Services	301,443	1,894,289	0	0	0
Human Services	0	0	4,506,975	5,962,000	6,744,000
Total General Government	60,449,751	69,144,133	77,703,142	87,560,000	82,780,000
Planning and Development					
Building Department	10,730,587	13,258,095	15,922,441	16,625,000	17,497,000
Planning	6,260,583	4,978,942	5,616,536	5,927,000	5,281,000
Zoning	0	2,376,440	2,896,238	3,825,000	4,459,000
Planning and Development	16,991,171	20,613,477	24,435,215	26,377,000	27,237,000
Community and Economic Development					
Housing and Community Development Department	3,235,624	1,566,902	1,848,391	2,437,000	960,000
Housing and Community Development	3,235,624	1,566,902	1,848,391	2,437,000	960,000
Public Works					
Office of Capital Improvements	2,899,078	3,436,041	3,790,696	4,603,000	4,410,000

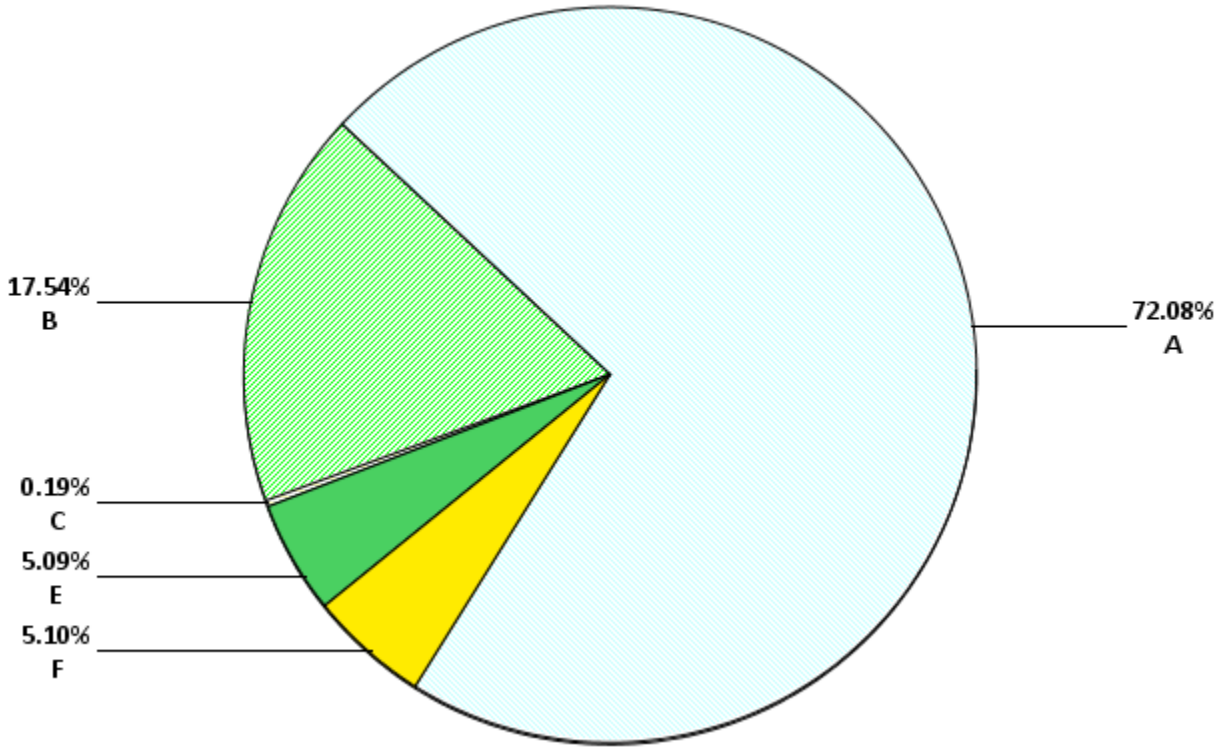
Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
General Services Administration	21,857,169	23,577,392	26,313,714	27,865,000	27,735,000
Total Resilience and Public Works Department	19,643,405	22,122,614	24,646,462	26,298,000	28,473,000
Solid Waste	31,586,261	31,702,600	32,463,546	35,915,000	37,139,000
Public Works	75,985,912	80,838,647	87,214,418	94,681,000	97,757,000
Public Safety					
Fire-Rescue	127,213,296	132,215,381	162,948,459	161,407,000	173,861,000
Police	228,251,557	233,431,330	247,285,550	265,621,000	266,173,000
Public Safety	355,464,854	365,646,711	410,234,009	427,028,000	440,034,000
Other Departments					
Real Estate and Asset Management	12,248,874	11,716,751	13,109,703	13,796,000	13,617,000
Parks and Recreation	42,312,432	46,456,057	47,350,763	51,777,000	51,406,000
Risk Management	2,873,201	2,926,977	3,046,423	3,663,000	3,270,000
Total Other	57,434,507	61,099,786	63,506,889	69,236,000	68,293,000
Pension					
Pensions	0	0	0	0	0
Non-Departmental					
Non-Departmental	34,745,787	33,536,904	47,969,541	38,944,000	58,236,000
Non Departmental Units	34,745,787	33,536,904	47,969,541	38,944,000	58,236,000
Transfers -OUT	72,361,100	84,379,000	64,871,000	62,370,000	41,664,000
Total Expenditures (Outflows)	676,668,706	716,825,559	777,782,605	808,633,000	816,961,000

Expenditures (Outflows) by Account Category
General Fund

FY 2020-21

$816,961,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: Personnel	583,977,000	72.22%	588,864,000	72.08%
B: Operating Expense	137,596,000	17.02%	143,267,000	17.54%
C: Capital Outlay	1,731,000	0.21%	1,557,000	0.19%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	22,959,000	2.84%	41,609,000	5.09%
F: Transfers - OUT	62,370,000	7.71%	41,664,000	5.10%
Total	808,633,000	100.00%	816,961,000	100.00%

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel					
Executive Salaries	429,330	426,128	427,181	402,000	402,000
Regular Salaries and Wages	253,926,059	264,803,320	287,329,300	320,391,000	317,771,000
Attrition Savings - Salaries	0	0	0	(11,407,000)	(2,592,000)
Other Salaries and Wages	10,186,810	9,257,988	625,884	1,302,000	779,000
Other Salaries and Wages -Part Time Year Year Round	0	0	2,219,920	6,942,000	6,490,000
Other Salaries and Wages - Part Time Seasonal	0	0	3,134,768	1,984,000	1,635,000
Other Salaries and Wages-PT Temp	0	0	594,228	0	0
Overtime	18,387,080	12,916,302	14,346,306	10,712,000	9,882,000
OT-Reimbursable	0	0	0	0	710,000
OT Staffing	1,179,209	2,791,258	3,359,749	1,593,000	3,693,000
OT EMS Backfill for Training	533,192	881,512	651,289	402,000	684,000
OT Off Duty Events	2,925,514	3,385,619	3,368,504	3,295,000	3,609,000
OT Court	0	0	0	0	571,000
Special Pay	28,306,096	23,968,657	33,771,508	26,105,000	27,315,000
Fringe Benefits	1,526,061	1,365,379	1,447,924	1,477,000	1,362,000
Fringe Benefits - Tuition Reimbursement	432,363	460,838	572,446	0	4,000
Fica Taxes	11,606,667	11,981,409	13,490,768	13,996,000	13,155,000
Retirement Contributions	34,896,121	41,956,853	47,112,326	55,333,000	55,206,000
Police and Fire - FIPO	52,837,109	55,940,866	61,890,851	68,080,000	69,746,000
Secondary Pension Contributions	9,485,549	9,623,417	9,030,933	10,443,000	10,443,000
Life and Health Insurance	32,994,120	38,912,316	47,841,464	38,854,000	30,980,000
Health Trust - FOP	11,902,967	16,284,554	18,410,508	15,499,000	17,657,000
IAFF Health Insurance Trust Fund	0	0	0	18,574,000	19,362,000
Total Personnel:	**471,554,246**	**494,956,417**	**549,625,856**	**583,977,000**	**588,864,000**
Operating Expense					
Workers' Compensation	15,382,159	17,672,578	18,790,687	19,901,000	17,079,000
Unemployment Compensation	34,444	29,234	16,048	80,000	80,000
Professional Services	4,891,848	4,182,804	4,747,220	6,051,000	6,191,000
Professional Services-Legal Services	964,439	4,632,053	11,755,560	5,158,000	6,005,000
Professional Services-Medical	880,186	885,397	691,347	1,263,000	1,068,000
Accounting and Auditing	473,071	476,214	482,579	525,000	525,000
Court Services	80,017	71,876	73,461	85,000	75,400
Other Contractual Services	18,050,099	19,387,005	19,143,612	19,614,000	20,888,000

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Investigations	1,078	440	1,622	0	0
Travel and Per Diem	373,482	376,422	347,249	336,500	250,000
Training	419,489	566,352	393,194	479,000	0
Communications & Related Services	143,450	349,672	1,209,200	1,417,000	1,238,600
Postage	471,404	479,881	500,195	498,000	506,000
Utility Services	11,528,800	12,181,416	12,754,110	11,871,000	45,000
Utilities Water	0	0	0	0	2,211,000
Utilities Electricity	0	0	0	0	9,549,000
Rentals and Leases	1,946,529	1,937,362	2,338,809	3,049,000	2,604,000
Insurance	3,440	5,371	344	0	0
Insurance - Police Torts	1,200,000	1,000,000	810,000	791,000	753,000
Insurance - Vehicle Liability	1,200,000	1,300,000	1,502,000	1,007,000	2,793,000
Insurance - Property & Casualty	7,040,000	6,500,000	7,475,000	8,223,000	9,443,000
Insurance - General Liability	2,400,000	1,598,000	1,634,000	1,134,000	1,216,000
Insurance - Public Official	200	0	0	0	0
Repair and Maintenance Services	9,353,208	10,142,983	12,223,458	11,123,000	11,457,000
IT-Repair and Maintenance Services	8,040,679	7,807,465	6,482,123	9,005,000	11,004,000
Vending - Repair and Maintenance Services	0	0	0	3,000	3,000
Printing and Binding	30,616	11,794	18,760	32,000	47,000
Printing and Binding-Outsourcing	28,752	30,093	39,951	30,000	24,000
Printing and Binding-Paper Stock	105,779	100,480	72,455	114,000	125,000
Printing and Binding-Supplies	8,130	3,773	5,974	4,000	6,000
Promotional Activities	173,204	233,172	190,056	112,000	116,000
Advertising and Related Costs	566,606	669,535	513,880	490,000	478,000
Other Current Charges and Obligations	17,335,406	15,144,225	34,969,783	14,518,200	16,983,200
Office Supplies	690,996	727,638	580,187	687,200	631,200
Operating Supplies	6,119,765	5,609,880	5,273,549	4,927,400	5,195,400
Motor Fuel	5,340,354	6,167,041	6,054,556	6,093,000	6,343,000
Saleable Fuel	50,597	66,599	74,675	70,000	70,000
Public Safety Supplies	1,903,225	2,023,431	1,152,631	2,007,500	2,095,000
Weapons/Ammunition	0	745,024	217,428	0	0
Clothing/Uniform Supplies	1,628,870	1,660,621	1,464,320	2,000,200	2,283,200
Landscaping Related Supplies, LandscapingRelated Supplies	364,212	403,202	293,260	275,000	275,000
Road Materials and Supplies	46,694	67,404	29,772	0	0

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Subscriptions, Memberships, Licenses, Permits & Others	1,548,627	1,688,449	2,837,686	2,954,000	2,872,000
Weapons And Ammunitions	130,375	312,835	32,211	1,668,000	739,000
Total Operating Expense:	**120,950,230**	**127,247,721**	**157,192,951**	**137,596,000**	**143,267,000**
Capital Outlay					
Improvements Other Than Buildings	94,769	37,837	125,420	0	2,000
Machinery and Equipment	2,759,181	2,218,295	2,491,545	1,731,000	1,555,000
Construction In Progress	15,330	527	248	0	0
Total Capital Outlay:	**2,869,279**	**2,256,658**	**2,617,213**	**1,731,000**	**1,557,000**
Non-Operating Expense					
Aids to Government Agencies	1,933,670	1,846,385	1,561,982	1,773,000	1,773,000
Aids to Private Organizations	2,560,759	1,245,852	1,867,521	4,313,000	1,313,000
Other Grants and Aids	40,000	0	0	0	0
Advances	1,920	4,500	0	0	0
Other Nonoperating Uses	4,363,654	4,849,137	0	0	0
Budget Reserve	0	0	0	6,692,000	31,571,000
Contingency Reserve	0	0	0	7,000,000	5,388,000
Other Uses	33,849	39,891	46,082	3,181,000	1,564,000
Total Non-Operating Expense:	**8,933,851**	**7,985,764**	**3,475,585**	**22,959,000**	**41,609,000**
Transfers-OUT					
Interfund Transfers	70,651,100	78,953,000	61,164,000	58,737,000	40,934,000
Transfer Out-Cost Allocation	0	3,700,000	1,897,000	1,649,000	730,000
Intrafund Transfers	1,710,000	1,726,000	1,810,000	1,984,000	0
Total Transfers-OUT:	**72,361,100**	**84,379,000**	**64,871,000**	**62,370,000**	**41,664,000**
Total Expenditure (Outflows):	**676,668,706**	**716,825,559**	**777,782,605**	**808,633,000**	**816,961,000**

APPENDIX E:
PRESENTATION OF
SCHEDULES AND GRAPHS, SPECIAL REVENUE 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

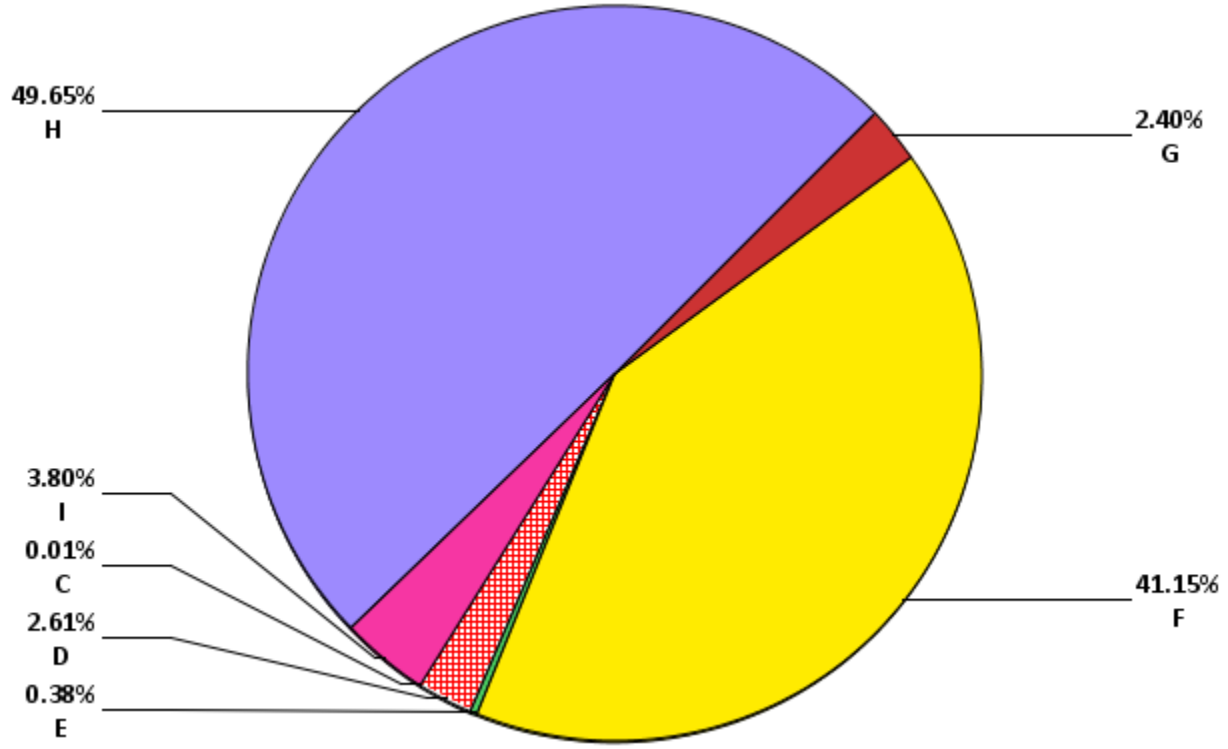
SCHEDULE:
Grants and Programs

Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Revenues					
Interest	148,018	195,647	369,067	26,000	13,000
Transfers-IN	23,651,615	17,093,000	15,487,000	8,297,000	5,152,000
Fines and Forfeitures	1,865,842	1,751,137	1,584,307	1,050,000	750,000
Intergovernmental Revenues	59,979,446	71,748,825	69,119,474	69,960,000	81,109,000
Licenses and Permits	488,800	443,168	4,577,341	1,133,000	4,721,000
Other Revenues (Inflows)	301,548	7,023,423	5,773,282	69,769,000	97,850,000
Charges for Services	14,477,711	15,515,821	10,968,063	10,951,000	7,492,000
Total Revenues	**100,912,979**	**113,771,021**	**107,878,533**	**161,186,000**	**197,087,000**
Expenditures					
General Government	9,476,063	7,722,612	7,072,965	9,233,000	8,857,000
Planning and Development	1,273,960	1,046,729	2,441,823	24,179,000	23,362,000
Public Works	20,466,142	35,144,109	18,593,240	23,552,000	24,094,000
Public Safety	17,672,410	26,875,697	23,737,347	31,666,000	41,597,000
Real Estate and Asset Management	3,314,593	5,426,541	4,946,909	6,487,000	10,104,000
Parks and Recreation	1,895,529	2,202,326	1,164,602	1,047,000	1,031,000
Non-Departmental	0	0	768,075	703,000	190,000
Housing and Community Development	25,844,334	29,532,694	30,559,952	52,009,000	73,306,000
Transfers - OUT	21,975,014	21,564,976	19,630,500	12,310,000	14,413,000
Total Expenditures	**101,918,044**	**129,515,684**	**108,915,227**	**161,186,000**	**197,087,000**

Revenues (Inflows) By Functional Category
Special Revenue Funds

FY 2020-21
$197,087,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	26,000	0.02%	13,000	0.01%
D: Transfers-IN	8,297,000	5.15%	5,152,000	2.61%
E: Fines and Forfeitures	1,050,000	0.65%	750,000	0.38%
F: Intergovernmental Revenues	69,960,000	43.40%	81,109,000	41.15%
G: Licenses and Permits	1,133,000	0.70%	4,721,000	2.40%
H: Other Revenues (Inflows)	69,769,000	43.28%	97,850,000	49.65%
I: Charges for Services	10,951,000	6.79%	7,492,000	3.80%
Total	161,186,000	100.00%	197,087,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Interest					
Misc-Int & Pen-Lot Clear & Demoli	68,664	62,543	91,610	0	0
Misc-Int & Pen-Investment	84,284	140,286	254,273	26,000	13,000
Misc-Net Increase Decrease In Fair ValueOf	(4,930)	(7,182)	23,184	0	0
Total Interest:	**148,018**	**195,647**	**369,067**	**26,000**	**13,000**
Transfers-IN					
Other-Interfund Transfer	23,651,615	13,393,000	13,590,000	6,193,000	3,422,000
Other-Transfer In-Cost Allocation	0	3,700,000	1,897,000	1,649,000	730,000
Other-Intrafund Transfer	0	0	0	455,000	1,000,000
Total Transfers-IN:	**23,651,615**	**17,093,000**	**15,487,000**	**8,297,000**	**5,152,000**
Fines and Forfeitures					
Fines-Other Fines And/Or Forfeits	1,865,842	1,751,137	1,584,307	1,050,000	750,000
Total Fines and Forfeitures:	**1,865,842**	**1,751,137**	**1,584,307**	**1,050,000**	**750,000**
Intergovernmental Revenues					
Federal Grants	34,189,143	46,063,395	42,114,758	43,232,000	54,845,000
Shared Revenues From Other Local Units	0	50,000	0	0	0
State Grants	2,878,641	2,686,182	1,593,936	2,258,000	3,488,000
Grants From Other Local Units	20,289,031	20,966,879	23,302,371	22,596,000	20,898,000
Shared Revenues - E911 Wireles	1,581,004	1,398,568	1,539,136	1,344,000	1,421,000
Shared Revenues - E911 Phone C	646,337	546,259	490,924	522,000	425,000
Shared Revenues - E911 Land Li	395,289	37,542	78,349	8,000	32,000
Total Licenses and Permits:	**59,979,446**	**71,748,825**	**69,119,474**	**69,960,000**	**81,109,000**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	3,822	880	(9,957)	0	0
Other Licenses, Fees and Permits	334,000	210,928	3,807,378	883,000	4,421,000
Other Licenses, Fees - CU(SW)	0	0	450,401	0	0
Other Licenses, Fees - Murals	150,978	231,359	329,519	250,000	300,000
Total Licenses and Permits:	**488,800**	**443,168**	**4,577,341**	**1,133,000**	**4,721,000**

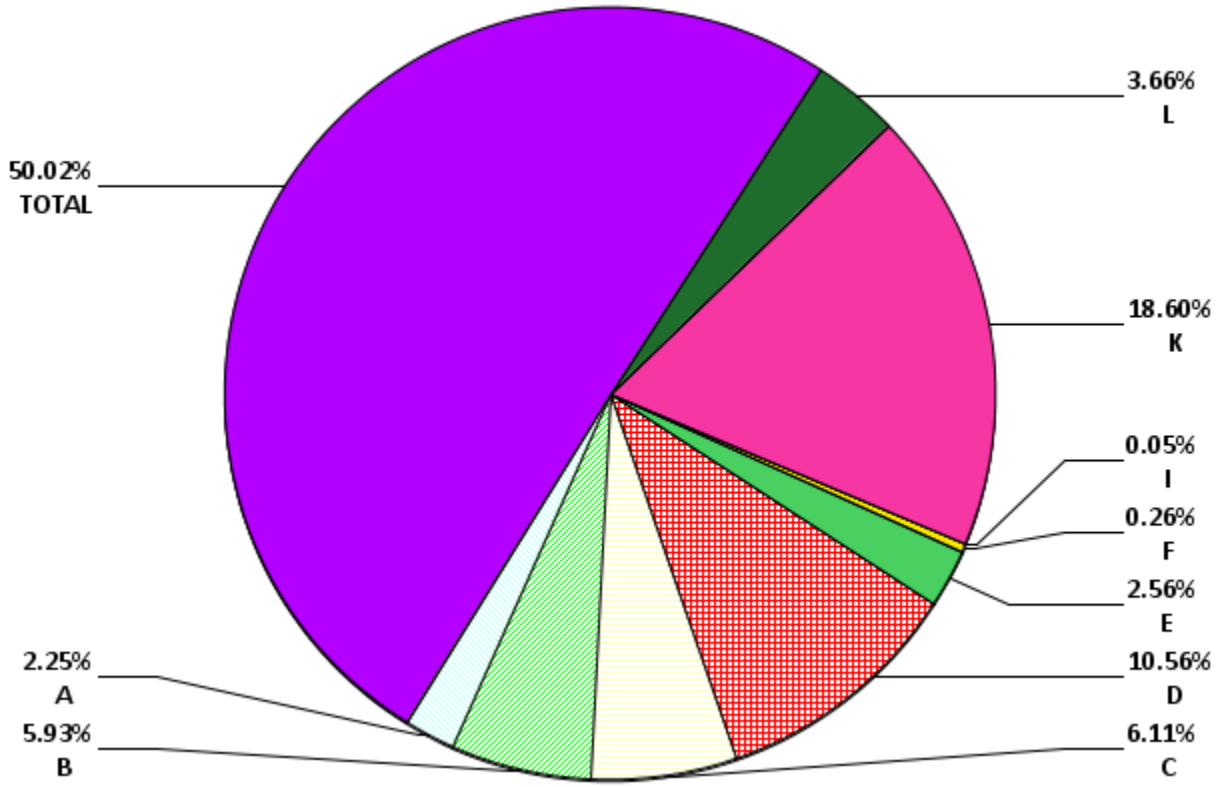
Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Other Revenues (Inflows)					
Misc-Contributions And Donations From Private Sources	44,422	67,758	13,583	10,000	20,000
Misc-Contra Revenue For Bad Debt Allowance	(1,859,099)	(2,129,317)	(2,995,718)	0	0
Other-Nonoperating Sources	0	29,155	0	0	0
Other- Carryover Budget	0	0	(1,183,930)	0	0
Other-Oth N-optg Sour/Carryover	0	139,919	78,473	67,704,000	94,376,000
Misc-Other Miscellaneous Revenues	2,116,224	8,915,909	9,860,874	2,055,000	3,454,000
Total Other Revenues (Inflows):	**301,548**	**7,023,423**	**5,773,282**	**69,769,000**	**97,850,000**
Charges for Services					
CFS-GG-Other General Government Charges And Fees	158,365	187,845	158,856	60,000	60,000
CFS-PS-Police Services	159,444	128,462	205,527	303,000	150,000
CFS-PS-Other Public Safety Charges And Fees	1,386,906	804,480	1,418,375	0	200,000
CFS-Trans-Parking Facilities	4,243,091	4,163,947	4,404,650	4,407,000	4,407,000
CFS-Mass Transit	0	0	10,793	0	0
CFS-C&R-Special Recreation Facilities	289	0	0	0	0
CFS-C&R-Other Culture/Recreation	(4,316)	(3,507)	(378)	0	0
CFS-C&R-Other Culture/Recreation (PF)	0	0	0	118,000	135,000
CFS-Rents And Royalties	0	0	0	672,000	792,000
CFS-Other Charges for Services	7,730,066	9,147,661	3,531,661	5,030,000	30,000
CFS-DRI Administration	0	0	0	0	350,000
CFS-DRI Master Planning	0	0	0	0	600,000
CFS-DRI Air Quality	0	0	0	0	7,000
CFS-DRI Transportation	0	0	0	0	400,000
CFS-Parking Surcharges Lockbox	803,866	1,086,933	1,238,578	361,000	361,000
Total Charges for Services:	**14,477,711**	**15,515,821**	**10,968,063**	**10,951,000**	**7,492,000**
Total Revenue (Inflows):	**100,912,979**	**113,771,021**	**107,878,533**	**161,186,000**	**197,087,000**

Expenditures (Outflows) By Functional Category
Special Revenue Funds

FY 2020-21

$197,087,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)
A: General Government	9,233,000	5.73%	8,857,000	4.49%
B: Planning and Development	24,179,000	15.00%	23,362,000	11.85%
C: Public Works	23,552,000	14.61%	24,094,000	12.23%
D: Public Safety	31,666,000	19.65%	41,597,000	21.11%
E: Real Estate and Asset Management	6,487,000	4.02%	10,104,000	5.13%
F: Parks and Recreation	1,047,000	0.65%	1,031,000	0.52%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	703,000	0.44%	190,000	0.10%
I: Housing and Community Development	52,009,000	32.27%	73,306,000	37.19%
J: Transfers - OUT	12,310,000	7.64%	14,413,000	7.31%
Total	161,186,000	100.00%	197,087,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,539,000	1,777,000
City Clerk Services	124,697	84,803	93,193	1,140,000	1,578,000
Community Development	25,923,614	29,599,692	30,561,734	52,009,000	73,306,000
Department of Real Estate and Asset Management Services	5,537,400	1,119,000	0	0	0
Departmental Improvement Initiative	7,445,712	7,759,841	5,636,517	10,336,000	7,901,000
Economic Development (SR)	0	0	0	0	133,000
Emergency Funds	7,851,276	31,153,652	8,045,873	100,000	100,000
Fire Rescue Services	1,914,971	2,170,317	2,498,680	3,214,000	4,738,000
General Special Revenue	1,996,747	770,092	700,221	1,269,000	2,193,000
Grants-Other Programs	394,392	207,455	860,984	185,000	460,000
Grants-Work Force Program	11,733	798,827	(81,249)	0	1,000,000
Hist Preservation Trust Fund	0	0	0	0	50,000
Homeless Program	2,958,301	2,201,367	2,260,860	2,535,000	2,715,000
Human Services Fund	0	0	352,459	190,000	497,000
Law Enforcement Trust Fund	780,860	623,697	499,908	977,000	822,000
Miami Ballpark Parking Facilities	4,043,664	4,349,550	2,703,453	9,778,000	13,095,000
Net Offices & Code Enforcement (SR)	0	0	1,556,000	232,000	0
Parks & Recreation Services	954,344	890,328	496,712	1,047,000	1,031,000
Planning and Zoning Tree Trust Fund	612,925	2,046,145	940,728	3,466,000	3,343,000
Planning Services	1,883,036	1,529,163	2,802,596	15,988,000	5,038,000
Planning Services-DRI DT	0	0	0	0	10,186,000
Planning Services-DRI SEOPW	0	0	0	0	4,539,000
Police Services	3,801,886	6,388,279	6,216,393	5,012,000	4,637,000
Public Art Fund	0	46,536	28,421	456,000	758,000
Public Works Services	3,122,036	8,181,505	12,953,841	9,597,000	6,835,000
Solid Waste Recycling Trust	24,000	39,284	18,750	113,000	163,000
Sports Facilities and Activities	0	0	73,049	471,000	13,000
Total E911	3,990,318	4,115,178	5,305,851	5,749,000	4,781,000
Transportation and Transit	23,784,675	20,023,121	19,514,978	19,169,000	18,879,000
Transportation Cross Bay	0	0	177,790	0	0
UASI-Fire Rescue	4,761,459	5,417,852	4,697,484	16,614,000	26,519,000
Special Revenue Funds	**101,918,044**	**129,515,684**	**108,915,227**	**161,186,000**	**197,087,000**

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
			Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100				
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$119,000	$119,000	Contribution from General Fund	Public Facilities
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$1,420,000	$1,658,000	Fund Balance Allocation	Public Facilities
			Total - Bayfront/Riverfront Land Acquisition Rouse Trust	**$1,539,000**	**$1,777,000**		
			City Clerk Services - Fund 13500				
12-110097	2563/2056	121000	Lobbyists' Registration Fee	$593,000	$944,000	Fund Balance Allocation	General Government
12-110097	2563/2056	121000	Lobbyists' Registration Fee	$60,000	$60,000	Program Revenue	General Government
12-110094	2566/2057	121000	U.S. Passport Acceptance Fee	$409,000	$496,000	Fund Balance Allocation	General Government
12-110094	2566/2057	121000	U.S. Passport Acceptance Fee	$30,000	$30,000	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	**$1,140,000**	**$1,578,000**		
			Community Development - Funds 14001 to 14018				
Multiples projects	Multiples Awards	910101	Community Development Block Grant (CDBG)	$5,390,000	$7,678,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Community Development Block Grant (CDBG)	$700,000	$700,000	Program Revenue	Community Development
Multiples projects	Multiples Awards	910101	Community Development Block Grant (CDBG)	$4,900,000	$6,482,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Home Investment Partnership	$3,298,000	$3,546,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Home Investment Partnership	$500,000	$500,000	Program Revenue	Community Development
Multiples projects	Multiples Awards	910101	Home Investment Partnership	$6,015,000	$8,600,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	State Housing Initiative Partnership (SHIP)	$1,300,000	$0	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	State Housing Initiative Partnership (SHIP)	$0	$635,000	Fund Balance Allocation	Community Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
Multiples projects	Multiples Awards	910101	Emergency Solutions Grant (ESG)	$446,000	$474,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Emergency Solutions Grant (ESG)	$0	$7,766,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$11,629,000	$13,256,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$3,000,000	$6,584,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Section 8 Voucher	$2,336,000	$2,352,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Affordable Housing Trust Fund (AHTF)	$887,000	$443,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Affordable Housing Trust Fund (AHTF)	$3,638,000	$2,900,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Social Services Gap Fund	$84,000	$2,130,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Social Services Gap Fund	$878,000	$0	Contribution from General Fund	Community Development
Multiples projects	Multiples Awards	910101	Social Services Gap Fund	$0	$1,000,000	Contribution from Special Revenue (Fund Balance from Grants-Work Force Program (Discontinued))	Community Development
Multiples projects	Multiples Awards	910101	Other Sources	$1,046,000	$0	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Other Sources	$1,000,000	$0	Contribution from General Fund	Community Development
Multiples projects	Multiples Awards	910101	Other Sources	$0	$900,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Economic Development Initiative Grant	$0	$1,313,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Housing Loan Recovery	$105,000	$79,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Section 8 Mod Rehab 1	$2,109,000	$2,109,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Section 8 Mod Rehab 2	$688,000	$688,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Neighborhood Stabilization Program (NSP)	$2,060,000	$2,165,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Neighborhood Stabilization Program	$0	$574,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Mainstream Voucher Program	$0	$432,000	Intergovernmental Revenue	Community Development
			Total - Community Development	**$52,009,000**	**$73,306,000**		

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
			Department Improvement Initiative - Funds 15500 to 15502				
10-119005/101-MDisc.	2050/2548	101000	Mayor -Elected Official Discretionary Account-101000, Award 2548	$50,000	$50,000	Fund Balance Allocation	General Government
10-119005/101-MAPI	2178/2542	101000	Mayor Citywide Anti- Poverty Initiative Program, Award 2178	$100,000	$0	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
11-110001/114-D1Disc.	2050/2555	114000	District 1 - Elected Official Discretionary Account-114000, Award 2050/2055	$100,000	$100,000	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 2178	$430,000	$430,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/114-D1API	2178/2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2178/2543	$200,000	$0	Fund Balance Allocation	General Government
11-110002/113-D2Disc.	2050/2556	113000	District 2 - Elected Official Discretionary Account-113000, Award 2050 - Rollover	$100,000	$100,000	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	$305,000	$305,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/113-D2API	2178/2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2178	$200,000	$0	Fund Balance Allocation	General Government
11-110003/111-D3Disc.	2050/2557	111000	District 3 - Elected Official Discretionary Account-110000, Award 2050 - Rollover	$300,000	$200,000	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 2178	$437,000	$437,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/111-D3API	2178/2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2178	$500,000	$0	Fund Balance Allocation	General Government
11-110004/115-D4Disc.	2050/2558	112000	District 4 - Elected Official Discretionary Account-112000, Award 2050 - Rollover	$25,000	$20,000	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	$368,000	$368,000	Contribution from General Fund - Poverty Initiative	General Government
11-119005/112-D4API	2178/2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2178	$205,000	$0	Fund Balance Allocation	General Government
11-110005/115-D5Disc.	2050/2559	115000	District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$75,000	$50,000	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

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	$710,000	$710,000	Contribution from General Fund - Poverty Initiative	General Government
11-119005/115-D5API	2178/2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2178	$100,000	$0	Fund Balance Allocation	General Government
15-15001301	2369	150013	Resilience-focus Data & IT Deployment - John S. & James L. Knight Foundation	$141,000	$0	Fund Balance Allocation	General Government
28-0000001	2063	282000	Unsafe Structure Program	$3,594,000	$3,468,000	Fund Balance Allocation	General Government
28-0000001	1842 / 2063	282000	Unsafe Structure Program	$900,000	$600,000	Program Revenue	General Government
25-119005	2100	231000	Professional Analysis Service	$39,000	$39,000	Fund Balance Allocation	General Government
15-921092B	2032	153000	Community Relations Board	$4,000	$4,000	Fund Balance Allocation	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	$0	$0	Contribution from General Fund - Festivals and Events	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	$75,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	$0	$0	Contribution from General Fund - Festivals and Events	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	$75,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	$232,000	$150,000	Contribution from General Fund - Festivals and Events	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$0	$0	Contribution from General Fund - Festivals and Events	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$125,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0011	2430	980000	Veteran's Day	$30,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0011	2430	980000	Veteran's Day	$0	$9,000	Fund Balance Allocation	General Government
98-0012	2430	980000	July 4th City Hall	$40,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0012	2430	980000	July 4th City Hall	$0	$15,000	Fund Balance Allocation	General Government
98-0014	2430	980000	Little Havana Celebrations	$100,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0015	2430	980000	July 4th Hadley Park	$10,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0016	2430	980000	Latin Jazz in the Park	$16,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0016	2430	980000	Latin Jazz in the Park	$0	$16,000	Fund Balance Allocation	General Government
44-441000	2633	441000/ 201000	Resilient Multi-Family Housing Initiative	$0	$75,000	Fund Balance Allocation	General Government

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
44-441001	2645	441000/ 201000	Storm Drain Painting Project	$0	$5,000	Fund Balance Allocation	General Government
			Grants-Work Force Program (Discontinued) - Fund 15501				
N/A	N/A	980000	Grants-Work Force Program (Discontinued)		$1,000,000	Fund Balance Allocation	Transfer-Out
			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	$0	$275,000	Intergovernmental Revenue	General Government
TBD	TBD	371007	CFE Grant	$12,000	$12,000	Intergovernmental Revenue	General Government
			Total - Department Improvement Initiative	**$10,521,000**	**$9,361,000**		
			Emergency Services - Fund 80000				
TBD	TBD	181000	Deployment	$100,000	$100,000	Fund Balance Allocation	Public Safety
			Total - Emergency Services	**$100,000**	**$100,000**		
			Fire-Rescue Services - Fund 11000				
18-180013	2079	181000	Fire-Rescue EMS Cadet Program	$50,000	$0	Fund Balance Allocation	Public Safety
18-180012	2077	181000	Fire-Rescue Explorers Program	$20,000	$44,000	Fund Balance Allocation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$0	$20,000	Donation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$5,000	$25,000	Fund Balance Allocation	Public Safety
TBD	TBD	181000	Assistance to Firefighters Grant Program Fiscal Year 2020	$63,000	$0	Contribution from General Fund	Public Safety
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$25,000	$30,000	Fund Balance Allocation	Public Safety
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$10,000	$0	Donation	Public Safety
18-109001	1017	184010	Fire Assesment Fee	$0	$31,000	Fund Balance Allocation	Public Safety
18-10414	1766	184010	EMS County Grant #C0013	$30,000	$65,000	Intergovernmental Revenue	Public Safety

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
Multiples Projects	2357	189000	FEMA/USAR FY2017	$250,000	$0	Fund Balance Allocation	Public Safety
18-180017	2459	184050	FEMA/USAR FY2018	$387,000	$18,000	Fund Balance Allocation	Public Safety
18-180017	2459	189000	FEMA/USAR FY2018	$887,000	$0	Fund Balance Allocation	Public Safety
18-1801014	2581	184050	FEMA/USAR FY2019	$1,100,000	$933,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	FEMA/USAR FY2020	$0	$1,200,000	Intergovernmental Revenue	Public Safety
18-1801013	2494	189000	2018 State Homeland Security Grant Program (SHSGP)	$20,000	$0	Fund Balance Allocation	Public Safety
TBD	2626	189000	2019 State Homeland Security Grant Program (SHSGP)	$100,000	$40,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	2020 State Homeland Security Grant Program (SHSGP)	$0	$50,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	2019 Securing the Cities Program	$0	$1,977,000	Intergovernmental Revenue	Public Safety
Multiples Projects	1933	189000	Contribution from GF for Allocations (USAR)	$267,000	$305,000	Contribution from General Fund (Cost Allocation)	Public Safety
			UASI-Fire Rescue - Fund 11100				
18-180085	2393	189000	UASI 2017	$3,700,000	$0	Fund Balance Allocation	Public Safety
18-180085	2393	189000	UASI 2018	$5,700,000	$0	Intergovernmental Revenue	Public Safety
18-180085	2393	189000	UASI 2018	$0	$4,594,000	Fund Balance Allocation	Public Safety
18-180118	2621	189000	UASI 2019	$6,700,000	$0	Intergovernmental Revenue	Public Safety
18-180118	2621	189000	UASI 2019	$0	$6,700,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	UASI 2020	$0	$14,800,000	Intergovernmental Revenue	Public Safety
Multiples Projects	1933	189000	Contribution from GF for Allocations (UASI)	$514,000	$425,000	Contribution from General Fund (Cost Allocation)	Public Safety
			Total - Fire Rescue Services	**$19,828,000**	**$31,257,000**		
			General Special Revenues - Fund 10090				
40 FDOT Flagami Trolley Route	2508	402000	FDOT Flagami Trolley Route	$600,000	$600,000	Intergovernmental Revenue	General Government
TBD	TBD	402000	FDOT Liberty City Trolley Route	$0	$1,000,000	Intergovernmental Revenue	General Government

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
40 CW Trolley 10090	2246	402000	Advertising Revenue - Trolley	$600,000	$524,000	Program Revenue	General Government
24-240003	1934	242000	Amigos for Kids	$25,000	$25,000	Fund Balance Allocation	General Government
25-119006	2400	251000	Mayors Challenge Grant - Bloomberg Philanthropies	$44,000	$44,000	Fund Balance Allocation	General Government
			Total - General Special Revenues	**$1,269,000**	**$2,193,000**		
			Historic Preservation Trust Fund - Fund 10430				
TBD	TBD	356000	Historic Preservatin Trust Fund	$0	$50,000	Program Revenue	Planning and Development
			Total - Historic Preservation Trust Fund	**$0**	**$50,000**		
			Homeless Programs - Fund 14800				
91-147011F	1400	450001	Homeless Project Administration	$0	$180,000	Fund Balance Allocation	General Government
45-19008	2517	450001	Miami Metro Homeless Assistance Program North (County North) - Award renewal	$288,000	$288,000	Intergovernmental Revenue	General Government
45-19009	2518	450001	Miami Metro Homeless Assistance Program South (County South) - Award renewal	$137,000	$137,000	Intergovernmental Revenue	General Government
45-19010	2519	450001	Miami Homeless Assistance Program (Main) - Award renewal	$248,000	$248,000	Intergovernmental Revenue	General Government
45-18001	2449	450001	Miami Metro Homeless Assistance Program North (County North) - Fund Balance from previous allocation	$96,000	$96,000	Intergovernmental Revenue	General Government
45-18002	2447	450001	Miami Metro Homeless Assistance Program South (County South) - Fund Balance from previous allocation	$91,000	$91,000	Intergovernmental Revenue	General Government
45-18003	2450	450001	Miami Homeless Assistance Program (Main) - Fund Balance from previous allocation	$165,000	$165,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Identification Assistance Program	$10,000	$10,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	$1,040,000	$1,040,000	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	$120,000	$120,000	Intergovernmental Revenue	General Government
			Total - Homeless Programs	**$2,535,000**	**$2,715,000**		

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
			Human Services - Fund 14801				
29-110155	2097	450004	Child Day Care Food Program	$75,000	$75,000	Intergovernmental Revenue	General Government
45-450004-ELC19/TBD	2611/TBD	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	$35,000	Contribution from General Fund	General Government
45-450006-VTA20	2523	450006	TAX PREP FY 20	$0	$7,000	Fund Balance Allocation	General Government
45-450006-AC20	2622	450006	Advancing Cities Grant Program	$0	$300,000	Fund Balance Allocation	General Government
			Total - Human Services	**$190,000**	**$497,000**		
			Law Enforcement Trust Fund - Fund 12500				
19-690001	1169	191602	LETF State	$222,000	$222,000	Fund Balance Allocation	Public Safety
19-690001	1169	191602	LETF State	$15,000	$15,000	Program Revenue	Public Safety
19-690003	1171	191602	LETF Treasury	$334,000	$334,000	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	$271,000	$116,000	Fund Balance Allocation	Public Safety
19-690002	1019	191602	LETF Justice	$85,000	$85,000	Program Revenue	Public Safety
			Total - Law Enforcement Trust Fund	**$977,000**	**$822,000**		
			Miami Ballpark Parking Facilities - Fund 15400				
22-500000	2159	221130	Miami Ballpark Parking Facilities (Fund 15400)	$4,757,000	$1,014,000	Program Revenue	Public Facilities
22-500000	2159	221130	Miami Ballpark Parking Facilities	$582,000	$3,195,000	Program Revenue	Transfer-Out to Capital
22-500000	2159	221130	Miami Ballpark Parking Facilities	$319,000	$1,586,000	Program Revenue	Transfer-Out to Debt
22-500000	2159	221130	Miami Ballpark Parking Facilities	$4,120,000	$7,300,000	Fund Balance Allocation	Public Facilities
			Total - Miami Ballpark Parking Facilities	**$9,778,000**	**$13,095,000**		

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
			Net Offices and Code Enforcement - Fund 11500				
N/A	N/A	152000	Net Offices and Code Enforcment	$232,000	$0	Fund Balance Allocation	Transfer-Out to Capital
			Total - Net Offices and Code Enforcment	**$232,000**	**$0**		
			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	$250,000	$250,000	Intergovernmental Revenue	Parks and Recreation
29-115013	1933	293001	Disabilities State Program	$36,000	$0	Contribution from General Fund (Cost Allocation)	Parks and Recreation
29-110112	2082	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
29-110155	2094	295999	Out-of-School Time Snack Program	$80,000	$100,000	Intergovernmental Revenue	Parks and Recreation
29-114016D	2177	295999	Miami Marlins Contribution for Heart of our Parks	$100,000	$100,000	Fund Balance Allocation	Parks and Recreation
			Total - Parks and Recreation Services	**$1,047,000**	**$1,031,000**		
			Planning Services - Fund 10400				
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$914,000	$2,703,000	Fund Balance Allocation	Planning and Development
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$0	$1,500,000	Program Revenue	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
32-691001	1223	356000	Downtown Development Authority	$46,000	$46,000	Fund Balance Allocation	Planning and Development
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	$200,000	$300,000	Fund Balance Allocation	Planning and Development
32-110096	1228	356000	Blue Ribbon Task Force	$2,000	$2,000	Fund Balance Allocation	Planning and Development
32-138002	1230	356000	Impact Fees Administration	$10,000	$10,000	Fund Balance Allocation	Planning and Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
35-110007	2086	356000	Traffic Study Review Fee for (M.U.S.P) Project	$0	$138,000	Program Revenue	Planning and Development
35-110007	2086	356000	Traffic Study Review Fee for (M.U.S.P) Project	$301,000	$326,000	Fund Balance Allocation	Planning and Development
			Planning Services-DRI DT - Fund 10401				
35-127010	2588	356001	Downtown Development Regional Impact Administration	$3,037,000	$1,816,000	Fund Balance Allocation	Planning and Development
35-127010	2588	356001	Downtown Development Regional Impact Administration	$0	$2,654,000	Fund Balance Allocation	Transfer-Out to Capital
35-127010	2588	356001	Downtown Development Regional Impact Administration	$0	$200,000	Program Revenue	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$3,517,000	$2,928,000	Fund Balance Allocation	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$0	$200,000	Program Revenue	Planning and Development
35-127010	2525	356001	Downtown Development Regional Impact Air quality Fee	$295,000	$53,000	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$4,266,000	$0	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$0	$300,000	Program Revenue	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$225,000	$1,966,000	Fund Balance Allocation	Transfer-Out to Capital
35-127010	TBD	356001	Downtown Development Regional Impact Interest	$35,000	$69,000	Fund Balance Allocation	Planning and Development
			Planning Services-DRI SEOPW - Fund 10402				
35-127110	2589	356002	Southeast Overtown Park West Administration	$934,000	$1,260,000	Fund Balance Allocation	Planning and Development
35-127110	2589	356002	Southeast Overtown Park West Administration	$0	$150,000	Program Revenue	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$1,125,000	$1,331,000	Fund Balance Allocation	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$0	$300,000	Program Revenue	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$212,000	$219,000	Fund Balance Allocation	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$0	$7,000	Program Revenue	Planning and Development
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	$856,000	$1,072,000	Fund Balance Allocation	Planning and Development
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	$0	$200,000	Program Revenue	Planning and Development
			Economic Development - Fund 10450				

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
35-127002	2085	981000	Downtown Development Authority - Street vendor program	$0	$133,000	Fund Balance Allocation	Planning and Development
			Total - Planning Services	**$15,988,000**	**$19,896,000**		
			Police Services - Fund 12000				
19-190013	2482	190001	FY18 Comprehensive Opioid Abuse Site-Based Program	$590,000	$291,000	Intergovernmental Revenue	Public Safety
19-190013	2483	190001	FY18 Comprehensive Opioid Abuse Site-Based Program - City Match	$44,000	$43,000	Contribution from General Fund	Public Safety
19-190014	2484	190001	FY18 Justice & Mental Health Collaboration Program	$250,000	$248,000	Intergovernmental Revenue	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$95,000	$0	Contribution from General Fund	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$0	$187,000	Fund Balance Allocation	Public Safety
19-900007	2388	190101	2017 COPS Hiring Grant	$625,000	$273,000	Intergovernmental Revenue	Public Safety
19-900007	2389	190101	2017 COPS Hiring Grant	$663,000	$0	Contribution from General Fund	Public Safety
19-900006	2389	190101	2017 COPS Hiring Grant	$116,000	$371,000	Fund Balance Allocation	Public Safety
19-200001	2386	190301	MPD Gun Buy Back Program	$5,000	$5,000	Fund Balance Allocation	Public Safety
19-19961	2598	191001	Miami Real Time Crime Center	$0	$258,000	Intergovernmental Revenue	Public Safety
TBD	TBD	191002	Victims of Crime Act (VOCA)	$546,000	$562,000	Intergovernmental Revenue	Public Safety
19-190016	2599	191006	2019 Edward Byrne Memorial Justice Assistance Grant	$0	$97,000	Intergovernmental Revenue	Public Safety
19-199923	2305	191501	Body -worn Cameras	$300,000	$0	Fund Balance Allocation	Public Safety
19-199300	2390	191501	FY 2017 SAFE-ITR Sexual Assault forensic Evidence Inventory, Tracking, and Reporting Program	$107,000	$59,000	Intergovernmental Revenue	Public Safety
19-126001	2066/2564	191507	Training Entrepreneurial Fund	$303,000	$150,000	Program Revenue	Public Safety
19-136002	2075/2570	191601	LETF Second Dollar Training-Consolidated	$78,000	$78,000	Intergovernmental Revenue	Public Safety
19-111101	2065/2569	191602	Bayheights Spec.Tax Dist. 2007	$311,000	$437,000	Program Revenue	Public Safety
19-111102	2065/2569	191602	Sp Tax Dist Pol Roving Patrol	$210,000	$254,000	Program Revenue	Public Safety
19-111103	2065/2569	191602	Fairhaven Spec Tax District	$108,000	$108,000	Program Revenue	Public Safety

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
19-111104	2065/2569	191602	Morningsd. Sec Grd Spc Tx Dis	$65,000	$65,000	Program Revenue	Public Safety
19-111105	2065/2569	191602	Natoma Man Sec Grd Sp Tx Dist	$40,000	$60,000	Program Revenue	Public Safety
19-190012	2456	191602	2017 Edward Byrne Memorial Justice Assistance Grant	$196,000	$0	Intergovernmental Revenue	Public Safety
19-190012	2476	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$360,000	$124,000	Intergovernmental Revenue	Public Safety
19-190012	2477	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$0	$27,000	Contribution from General Fund	Public Safety
19-190012	2477	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$0	$16,000	Fund Balance Allocation	Public Safety
19-199108	2619	191602	Hight Intensity Drug Trafficking Area - "Operation Cocaine Strategy Initiative	$0	$10,000	Intergovernmental Revenue	Public Safety
19-199602	TBD	191602	FY 20 Coronavirus Emergency Supplemental Funding Program	$0	$914,000	Intergovernmental Revenue	Public Safety
			E-911 Wireline - Fund 12200				
19-196002	1213	190351	E-911 Wireline	$0	$267,000	Fund Balance Allocation	Public Safety
19-196002	1213	190351	E-911 Wireline	$8,000	$32,000	Intergovernmental Revenue	Public Safety
			E-911 Wireless - Fund 12210				
19-196003	1214	190351	E-911 Wireless	$1,185,000	$2,318,000	Fund Balance Allocation	Public Safety
19-196003	1214	190351	E-911 Wireless	$1,344,000	$1,421,000	Intergovernmental Revenue	Public Safety
19-196003	1933	190351	E-911 Wireless	$832,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
			E-911 Prepaid Wireless - Fund 12220				
19-196004	2163/2560	190351	E-911 Prepaid Wireless	$1,858,000	$318,000	Fund Balance Allocation	Public Safety
19-196004	2163/2560	190351	E-911 Prepaid Wireless	$522,000	$425,000	Intergovernmental Revenue	Public Safety
			Total - Police Services	**$10,761,000**	**$9,418,000**		
			Public Art Fund - Fund 10420				
35-377000	2514	356000	Art In Public Places	$200,000	$200,000	Program Revenue	Planning and Development
35-377000	2514	356000	Art In Public Places	$256,000	$558,000	Fund Balance Allocation	Planning and Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
			Total - Public Art Fund	**$456,000**	**$758,000**		
			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)	$160,000	$161,000	Fund Balance Allocation	Public Works
20-650003	2053/2577	201000	Lane Closure Fund	$727,000	$1,000,000	Fund Balance Allocation	Public Works
20-650003	2053/2577	201000	Lane Closure Fund	$5,000,000	$4,000,000	Program Revenue	Public Works
20-650003	2053/2577	201000	Lane Closure Fund	$2,083,000	$0	Fund Balance Allocation	Transfer-Out to Capital
20-650004	2486	201000	Scooter Pilot Program	$225,000	$500,000	Fund Balance Allocation	Public Works
20-650004	2299/2565	201100	FDOT Mural Program	$878,000	$600,000	Fund Balance Allocation	Public Works
20-650004	2299/2565	201100	FDOT Mural Program	$250,000	$300,000	Program Revenue	Public Works
			Total - Public Works Services	**$9,597,000**	**$6,835,000**		
			Solid Waste Recycling Trust - Fund 13100				
20-650001	1242	212000	Educ. Trust Fund - Recycling	$26,000	$13,000	Program Revenue	Public Works
20-650001	1242	212000	Educ. Trust Fund - Recycling	$87,000	$150,000	Fund Balance Allocation	Public Works
			Total - Solid Waste Recycling Trust	**$113,000**	**$163,000**		
			Sport Facilities and Activities - Fund 10110				
N/A	N/A	221170	Sport Facilities and Activities	$0	$13,000	Fund Balance Allocation	Public Facilities
N/A	N/A	221170	Sport Facilities and Activities	$471,000	$0	Fund Balance Allocation	Transfer-Out

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2019-20 Budget	FY 2020-21 Budget	Funding Source	Expenditure (Outflow) by Function
			Total - Sport Facilities and Activities	**$471,000**	**$13,000**		
			Transportation and Transit - Fund 15600				
Multiples Projects	2167	402000	Transportation and Transit Fund	$2,364,000	$3,304,000	Intergovernmental Revenue	Transfer-Out to Debt
Multiples Projects	2167	402000	Transportation and Transit Fund (5% Admin)	$961,000	$893,000	Intergovernmental Revenue	Public Works
Multiples Projects	2167	402000	Transportation and Transit Fund	$13,739,000	$13,682,000	Intergovernmental Revenue	Public Works
Multiples Projects	2167	402000	Transportation and Transit Fund	$2,105,000	$708,000	Fund Balance Allocation	Transfer-Out to Capital
Multiples Projects	2167	402000	Transportation and Transit Fund	$0	$292,000	Fund Balance Allocation	Public Works
			Total - Transportation and Transit	**$19,169,000**	**$18,879,000**		
			Tree Trust Fund - Fund 10410				
15-110136A	2061/2561	356000	Tree Trust Fund	$600,000	$200,000	Program Revenue	Planning and Development
15-110136A	2061/2561	356000	Tree Trust Fund	$2,866,000	$3,143,000	Fund Balance Allocation	Planning and Development
			Total - Tree Trust Fund	**$3,466,000**	**$3,343,000**		
			Total - All Grants and Programs	**$161,186,000**	**$197,087,000**		

APPENDIX F:
PRESENTATION OF
SCHEDULES AND GRAPHS, DEBT SERVICE FUNDS

Legal Debt Margin Information from CAFR – 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

CITY OF MIAMI, FLORIDA
LEGAL DEBT MARGIN INFORMATION
LAST TEN FISCAL YEARS

	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Debt Limit	$ 8,539,422,902	$ 7,700,217,064	$ 7,144,383,602	$ 6,391,518,217	$ 5,688,668,194	$ 4,990,151,631	$ 4,599,936,687	$ 4,533,761,406	$ 4,383,368,881	$ 5,370,834,055
Total Net Debt Applicable to Limit	125,665,411	144,959,163	169,059,184	186,262,069	203,204,305	214,300,991	225,381,907	238,036,415	251,229,541	265,845,455
Legal Debt Margin	$ 8,413,757,491	$ 7,555,257,901	$ 6,975,324,418	$ 6,205,256,148	$ 5,485,463,889	$ 4,775,850,640	$ 4,374,554,780	$ 4,295,724,991	$ 4,132,139,340	$ 5,104,988,600
Total Net Debt Applicable to the Limit as a percentage of Debt Limit	1.47%	1.88%	2.37%	2.91%	3.57%	4.29%	4.90%	5.25%	5.73%	4.95%

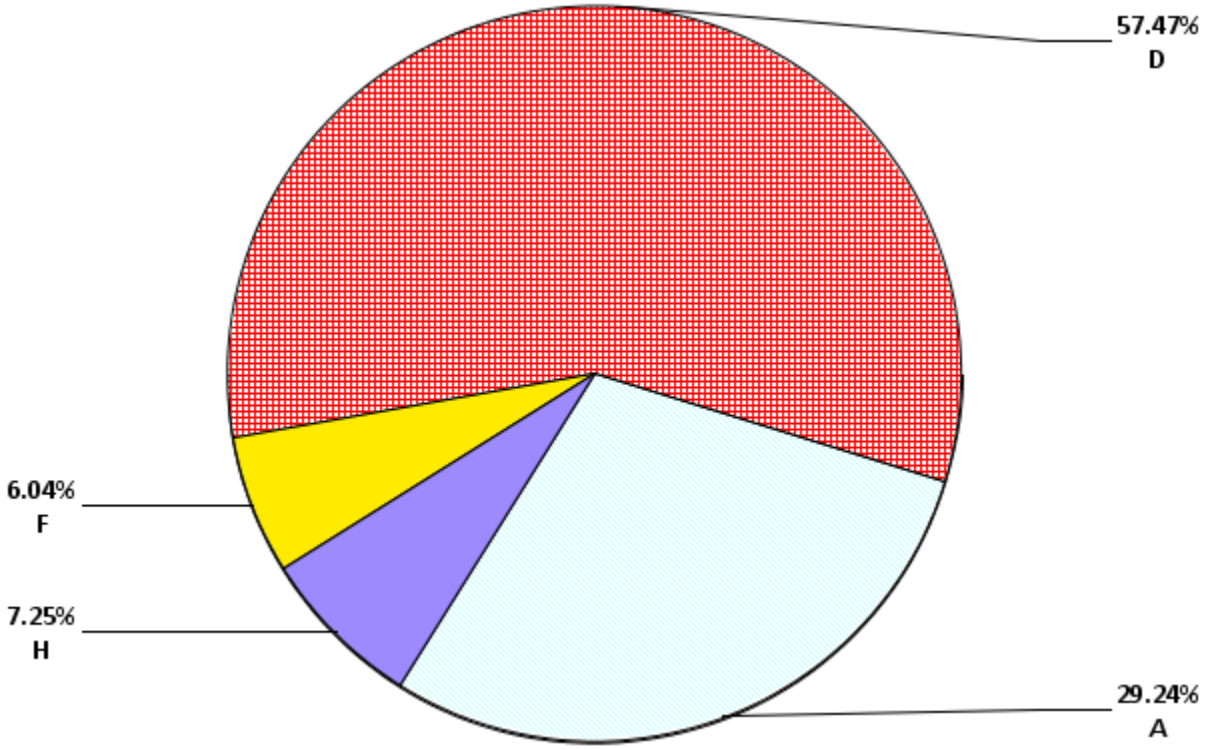
Net Assesed Value	$ 58,961,599,417
Less Homestead Exempt Valuation	(2,032,113,404)
Total Assessed Value	$ 56,929,486,013
Debt Limit for Bonds (15% of Total Assessed Value)	$ 8,539,422,902
Present Debt Application of Debt Limitation	
General Obligation Debt	135,315,000
Less Amount Available in Debt Service Fund	(9,649,589)
Total Net Debt Applicable to Limit	125,665,411
Legal Debt Margin	$ 8,413,757,491

Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Proposed
Revenues					
Property Taxes	26,964,192	28,017,809	22,725,248	23,725,000	19,367,000
Interest (R)	90,107	166,407	160,170	0	0
Transfers-IN	44,889,623	49,266,628	49,073,212	48,534,000	38,060,000
Intergovernmental Revenues	4,000,000	4,000,000	4,000,000	3,495,000	4,000,000
Other Revenues (Inflows)	114,509,108	85,814,972	105,640,166	2,359,000	4,803,000
Total Revenues	**190,453,030**	**167,265,816**	**181,598,796**	**78,113,000**	**66,230,000**
Expenditures					
General Obligation Bonds	139,242,681	24,452,633	22,501,494	24,055,000	23,428,000
Special Obligation Bonds	55,061,938	139,400,403	170,716,486	54,058,000	42,802,000
Total Expenditures	**194,304,619**	**163,853,035**	**193,217,981**	**78,113,000**	**66,230,000**

Revenues (Inflows) By Functional Category
Debt Service Funds

FY 2020-21
$66,230,000



	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)	FY 2020-21 Proposed ($)	FY 2020-21 Proposed (%)
A: Property Taxes	23,725,000	30.37%	19,367,000	29.24%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	48,534,000	62.13%	38,060,000	57.47%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	3,495,000	4.47%	4,000,000	6.04%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	2,359,000	3.02%	4,803,000	7.25%
I: Charges for Services	0	0.00%	0	0.00%
Total	78,113,000	100.00%	66,230,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Proposed
Property Taxes					
Ad Valorem Taxes-Real	24,698,161	25,845,617	20,714,286	23,725,000	19,367,000
Ad Valorem Taxes-Real-Delinquent	929,612	914,497	1,011,920	0	0
Ad Valorem Taxes-Personal	1,291,674	1,228,578	944,605	0	0
Ad Valorem Taxes-Personal-Delinquent	44,746	29,118	54,437	0	0
Total Property Taxes:	**26,964,192**	**28,017,809**	**22,725,248**	**23,725,000**	**19,367,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	43,981	86,250	53,025	0	0
Misc-Int & Pen-Investment	46,126	80,158	107,145	0	0
Total Interest:	**90,107**	**166,407**	**160,170**	**0**	**0**
Transfers-IN					
Other-Interfund Transfer	44,889,623	49,266,628	45,860,783	48,534,000	38,060,000
Other-Intrafund Transfer	0	0	3,212,429	0	0
Total Transfers-IN:	**44,889,623**	**49,266,628**	**49,073,212**	**48,534,000**	**38,060,000**
Intergovernmental Revenues					
Grants From Other Local Units	4,000,000	4,000,000	4,000,000	3,495,000	4,000,000
Total Licenses and Permits:	**4,000,000**	**4,000,000**	**4,000,000**	**3,495,000**	**4,000,000**
Other Revenues (Inflows)					
Other-Debt Proceeds	114,509,080	85,815,000	100,164,098	0	0
Other-Premium From Issuance of Debt	0	0	5,476,069	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	2,359,000	4,803,000
Misc-Other Miscellaneous Revenues	28	(28)	0	0	0
Total Other Revenues (Inflows):	**114,509,108**	**85,814,972**	**105,640,166**	**2,359,000**	**4,803,000**
Total Revenue (Inflows):	**190,453,030**	**167,265,816**	**181,598,796**	**78,113,000**	**66,230,000**

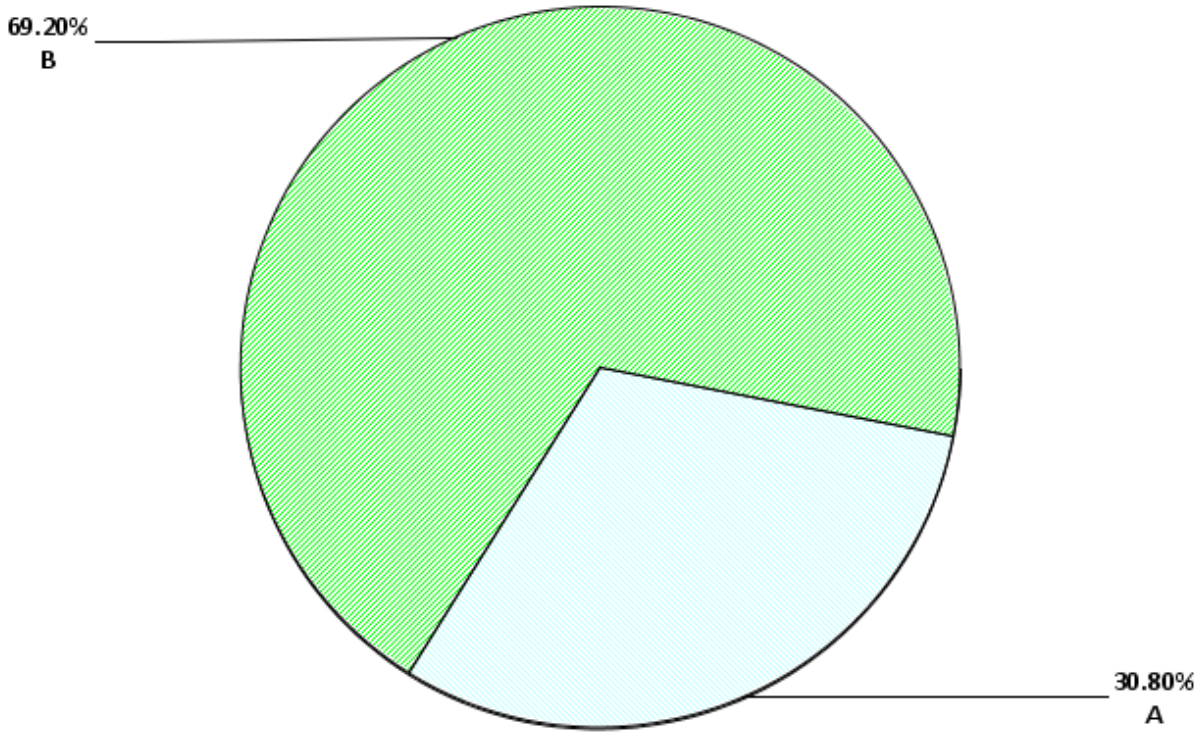
Debt Service
Schedule of Revenue (Inflows)

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Proposed
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,291,674	1,228,578	944,605	0	0
Ad Valorem Taxes-Personal-Delinquent	44,746	29,118	54,437	0	0
Ad Valorem Taxes-Real	24,698,161	25,845,617	20,714,286	23,725,000	19,367,000
Ad Valorem Taxes-Real-Delinquent	929,612	914,497	1,011,920	0	0
Misc-Int & Pen-Lot Clear & Demoli	29,737	32,904	0	0	0
Misc-Other Miscellaneous Revenues	28	(28)	0	0	0
Other-Debt Proceeds	114,380,000	0	0	0	0
Other-Interfund Transfer	0	246,967	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	330,000	4,061,000
Total -General Obligation Bonds	141,373,957	28,297,652	22,725,248	24,055,000	23,428,000
Special Obligation Bonds					
Grants From Other Local Units	4,000,000	4,000,000	4,000,000	3,495,000	4,000,000
Misc-Int & Pen-Investment	46,126	80,158	107,145	0	0
Misc-Int & Pen-Lot Clear & Demoli	14,244	53,345	53,025	0	0
Other-Debt Proceeds	129,080	85,815,000	100,164,098	0	0
Other-Interfund Transfer	44,889,623	49,019,661	45,860,783	48,534,000	38,060,000
Other-Intrafund Transfer	0	0	3,212,429	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	2,029,000	742,000
Other-Premium From Issuance of Debt	0	0	5,476,069	0	0
Total -Special Obligation Bonds	49,079,073	138,968,164	158,873,548	54,058,000	42,802,000
Total Revenues (Inflows)	190,453,030	167,265,816	181,598,796	78,113,000	66,230,000

Expenditures (Outflows)
Debt Service Funds

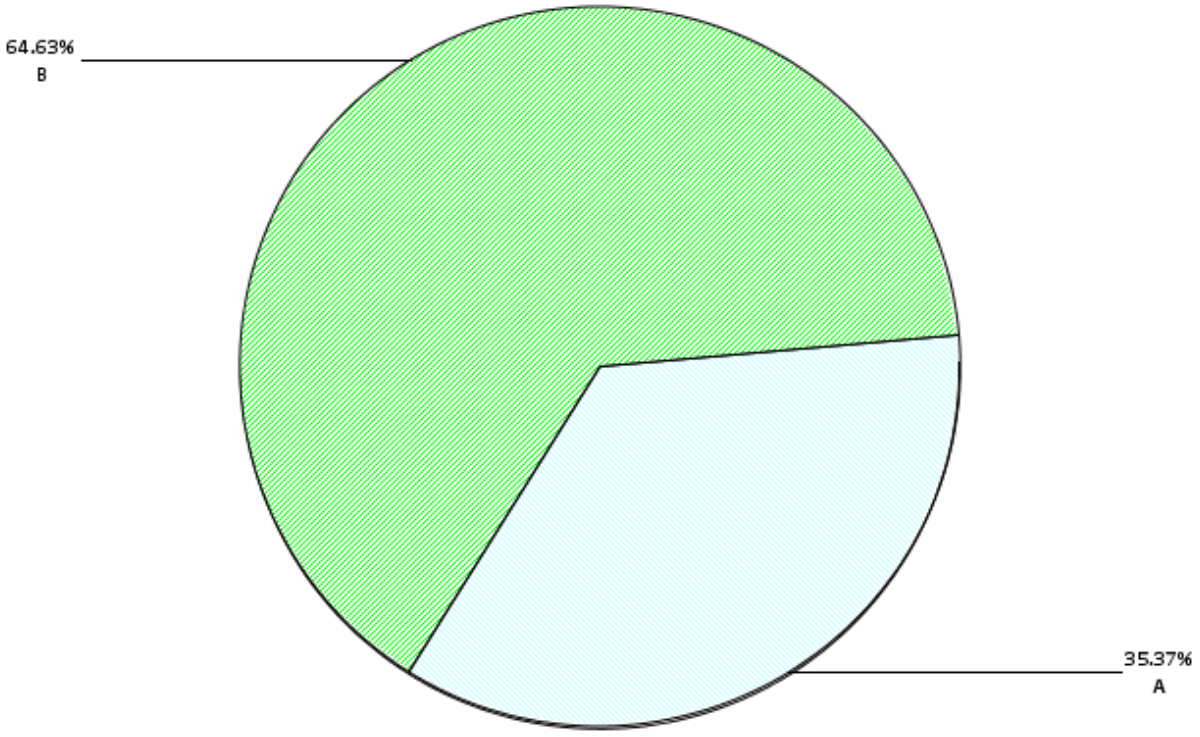
FY 2019-20

$78,113,000



FY 2020-21

$66,230,000



	FY 2019-20 Adopted	FY 2020-21 Proposed
A: General Obligation Bonds	24,055,000	23,428,000
B: Special Obligation Bonds	54,058,000	42,802,000
Total	78,113,000	66,230,000

Debt Service
Schedule of Expenditures (Outflows)

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Proposed
General Obligation Bonds					
Budget Reserve	0	0	0	997,000	0
Interest	9,490,770	3,941,109	3,423,817	2,958,000	2,508,000
Interfund Transfers	0	246,967	0	0	0
Other Contractual Services	11,238	8,177	7,677	25,000	25,000
Other Current Charges and Obligations	265,673	0	0	0	0
Principal	129,475,000	20,255,000	19,070,000	20,075,000	20,895,000
Professional Services	0	1,380	0	0	0
Total -General Obligation Bonds	139,242,681	24,452,633	22,501,494	24,055,000	23,428,000
Special Obligation Bonds					
Budget Reserve	0	0	0	5,302,000	910,000
Interest	23,885,984	31,358,035	21,143,446	16,001,100	13,327,300
Interfund Transfers	5,350,098	0	0	0	0
Intrafund Transfers	0	0	3,212,429	0	0
Other Current Charges and Obligations	122,559	592,406	1,367,924	0	0
Principal	25,703,298	107,449,962	144,992,687	32,748,500	28,557,700
Professional Services	0	0	0	6,400	7,000
Total -Special Obligation Bonds	55,061,938	139,400,403	170,716,486	54,058,000	42,802,000
Total Expenditures (Outflows)	194,304,619	163,853,035	193,217,981	78,113,000	66,230,000

APPENDIX G:
PRESENTATION OF
SCHEDULES AND GRAPHS, INTERNAL SERVICE FUND

SCHEDULE:
Revenues (Inflows) by Account Object

SCHEDULE:
Expenditures (Outflows) by Account Object

Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Licenses and Permits					
Business Tax Receipt-Business-Penalty	15	8	32	0	0
Total Licenses and Permits:	**15**	**8**	**32**	**0**	**0**
Other Revenues (Inflows)					
Misc. -Other Revnues EE Health	5,413,646	5,919,415	4,720,304	4,320,000	4,536,000
Misc. -Other Revenues Retirees Health	8,299,990	7,824,403	4,200,502	3,445,000	3,617,000
Misc-Settlements	3,608,152	1,889,272	1,191,412	0	500,000
Other-Nonoperating Sources	69,728,992	76,388,000	85,978,769	81,683,000	76,085,000
Other- Carryover Budget	0	0	696,543	0	0
Misc-Other Miscellaneous Revenues	497,694	1,182,568	1,795,778	0	500,000
Total Other Revenues (Inflows):	**87,548,475**	**93,203,658**	**98,583,308**	**89,448,000**	**85,238,000**
Charges for Services					
CFS-PS-Police Services	132,989	118,748	125,841	0	0
CFS-Other Charges for Services	49,094	47,145	47,095	0	0
Total Charges for Services:	**182,083**	**165,893**	**172,936**	**0**	**0**
Total Revenue (Inflows):	**87,730,572**	**93,369,559**	**98,756,275**	**89,448,000**	**85,238,000**

Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Personnel					
Executive Salaries	13,639	138	0	0	0
Regular Salaries and Wages	(7,211)	138	0	0	0
Fringe Benefits	0	27,760	73,004	0	0
Fica Taxes	858	21	0	0	0
Retirement Contributions	505	0	0	0	0
Life and Health Insurance	52,346,405	56,175,796	46,875,245	47,568,000	42,428,000
IAFF Health Insurance Trust Fund	0	0	14,831,473	0	0
Total Personnel:	**52,354,196**	**56,203,854**	**61,779,723**	**47,568,000**	**42,428,000**
Operating Expense					
Workers' Compensation	17,658,084	22,211,653	19,100,927	18,780,000	17,382,000
Professional Services	615	141,917	0	1,440,000	0
Other Contractual Services	3,652	200	0	0	0
Travel and Per Diem	0	0	(2,504)	0	0
Training	0	5,544	0	0	0
Communications & Related Services	17,693	0	0	0	0
Postage	0	0	10	0	0
Insurance	0	492	1,536	0	0
Insurance - Police Torts	587,470	760,794	641,757	791,000	753,000
Insurance - Vehicle Liability	2,281,628	1,824,698	2,110,109	2,507,000	2,801,000
Insurance - Property & Casualty	6,993,611	6,854,010	7,612,123	8,223,000	9,456,000
Insurance - General Liability	3,157,327	687,585	465,894	1,134,000	1,216,000
Insurance - Public Official	269,635	119,470	394,886	0	0
Repair and Maintenance Services	33,303	0	0	0	0
IT-Repair and Maintenance Services	7,439,814	7,279,509	6,298,679	9,005,000	11,202,000
Operating Supplies	0	(35)	0	0	0
Subscriptions, Memberships, Licenses, Permits & Others	159,785	9,072	(4,536)	0	0
Total Operating Expense:	**38,602,617**	**39,894,909**	**36,618,881**	**41,880,000**	**42,810,000**
Capital Outlay					
Machinery and Equipment	16,756	55,671	18,865	0	0
Total Capital Outlay:	**16,756**	**55,671**	**18,865**	**0**	**0**
Debt Service					

Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Adopted
Total Debt Service:	**0**	**0**	**0**	**0**	**0**
Total Expenditure (Outflows):	**90,973,569**	**96,154,435**	**98,417,469**	**89,448,000**	**85,238,000**

APPENDIX H:
STATISTICAL INFORMATION

- City Profile

CITY PROFILE

Year of Incorporation: 1896

Area of City of Miami: 55.9 Square Miles (Land 36.1; Water 19.8)

Source (a): City of Miami Planning Department

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
2005	361,701	$25,211	39.1	3.2%
2006	358,091	$27,088	39.2	2.8%
2007	348,827	$29,075	39.9	3.1%
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	463,347	$33,999	40.1	3.7%
2018	470,914	$33,999	40.0	4.0%
2019	470,911	$36,638	40.5	4.3%

Source (a): Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2019 (2019 Population Estimates)

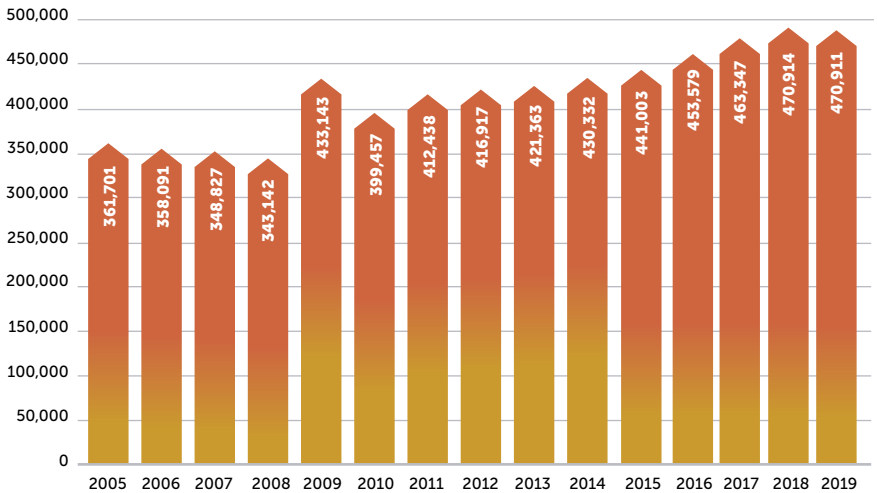
** Source: Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov*

Source: (b): Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Source: (c): 2018 American Community Survey 1-Year Estimates

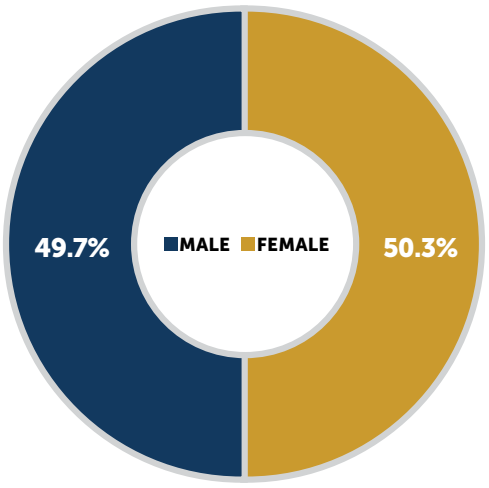
Source: (d): Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

City Population Trend



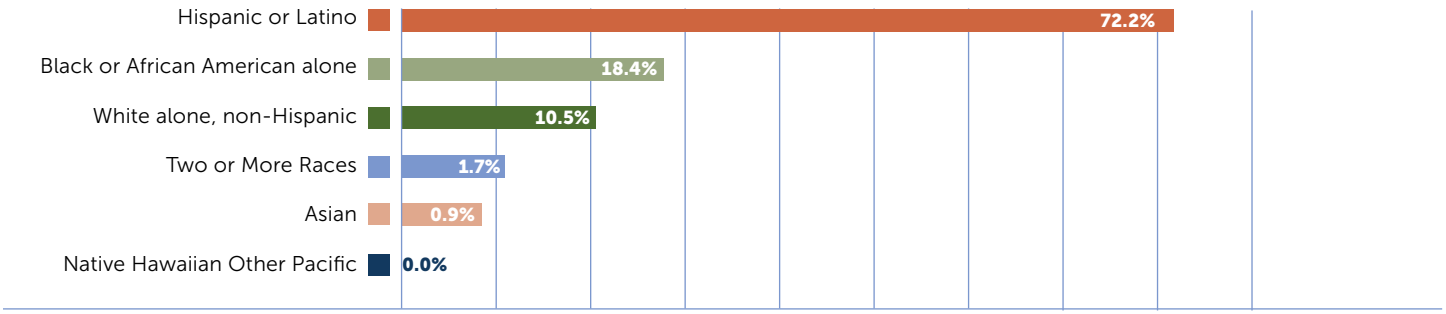
Source (a): Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Sex



Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Race/Ethnicity



Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Poverty and Per Capita Income

Per Capita Money Income (2017)
$27,078

Percentage of persons below poverty level
24.3%

Gini Coefficient, Miami City
0.5659

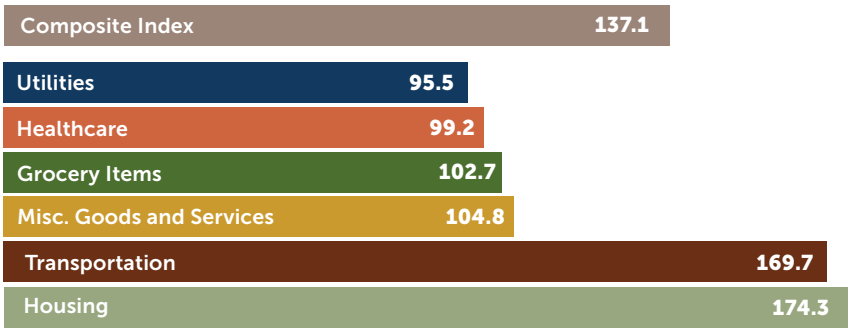
Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Educational Attainment

Population 18 to 24 years	**36,000**
Less than high school graduate	19.0%
High school graduate (incl. equivalency)	31.4%
Some college or Associate's degree	38.0%
Bachelor's degree or higher	11.5%
Population 25 years and over	**327,920**
Less than 9th grade	5.3%
9th to 12th grade, no diploma	10.0%
High school graduate (incl. equivalency)	7.1%
Some college, no degree	20.6%
Associate's degree	8.4%
Bachelor's degree	19.4%
Graduate or professional degree	10.9%
Percent High School Graduate or higher	**87.7%**
Percent Bachelor's Degree or higher	**31.5%**

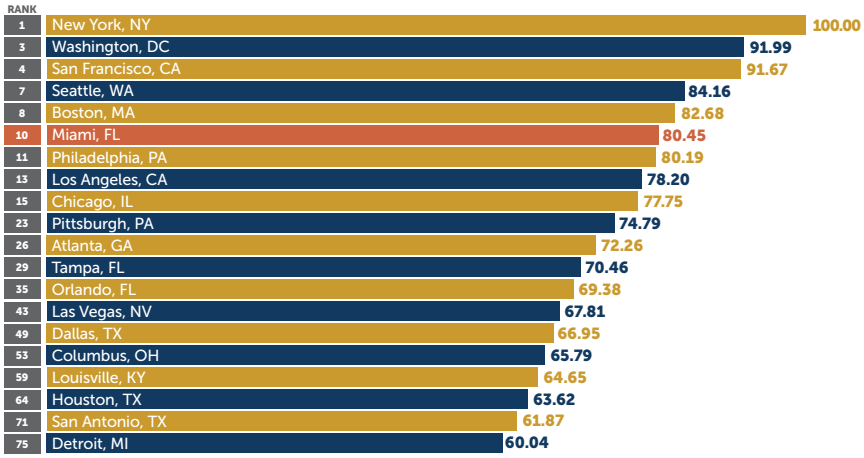
Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Sperling's Best Places, 2018

Cost of Living Index - selected U.S. Cities



Source: Numbeo.com - North America Cost of Living Index 2019

Housing Occupancy
City of Miami

Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Total housing units	**202,289**	
Occupied housing units	164,734	83.8%
Vacant housing units	31,884	16.2%
Homeowner vacancy rate	3.2	
Rental vacancy rate	6.8	
Housing Stock Owned	36.2%	
Housing Stock Rented	63.8%	

Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County,

Second Quarter 2019 (Seasonally Adjusted) (In thousands)

Occupational Title	Employees
Total Non-farm Employment	**2,719.7**
Mining and logging	0.7
Construction	141.2
Manufacturing	91.4
Trade, transportation, and utilities	608.2
Information	51.5
Financial activities	188.2
Professional and business services	448.4
Education and health services	411.7
Leisure and hospitality	337.7
Other services	120.7
Total Government	**320.6**

Source: U.S. BLS, Current Employment Statistics

City of Miami Business Owners

Total number of firms as of 2012	**98,222**
Men-owned firms	49,530
Women-owned firms	39,762
Minority-owned firms	77,125
Non-minority-owned firms	17,148
Veteran-owned firms	5,288
Non-veteran-owned firms	89,984

Source: 2012 Survey of Business Owners

Top Ten Major Employers in Miami-Dade County 2019

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
Miami Dade College	9,100
Florida International University	3,534
City of Miami	3,997
Homestead AFB	3,250
Miami VA Healthcare System	2,500

Source:https://www.beaconcouncil.com/data/economic-overview/top-employers/

Private Employers

Name	Number of Employees
1.Baptist Health South	11,353
University of Miami	12,818
American Airlines	11,031
Florida Power and Light	3,011
Carnival Cruise Lines	3,500
Mount Sinai Medical Center	3,321
Miami Children's Hospital	3,500
Royal Carribbean Cruises	2,989
Wells Fargo	2,050
Bank of America	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

Alcatel-Lucent (Miramar)
Amcor PET Packaging Latin America (Miramar)
American Airlines (Coral Gables)
APL (Miami)
Canon Latin America (Miami)
Caterpillar Americas Services (Miami)
Cisco Systems (Miami)
DHL Global Forwarding Latin America (Plantation)
Eastman Chemical Latin America, Inc. (Miami)
Electrolux Home Products International (Miami)
Gap International Sourcing (Americas) (Miami)
H.I.G. Capital Management (Miami)
Hewlett-Packard Latin America (Miami)
Hilton International (Miami)
Ingram Micro (Miami)
Komatsu Latin America (Miami)
Kraft Foods (Coral Gables)
Marriott International (Weston)
Microsoft Latin America (Ft. Lauderdale)
Millicom (Tigo) (Coral Gables)
Nokia Corp (Miami)
Novartis Pharmaceuticals Corp. (Miami)
Oracle Latin America (Miami)
Paccar International, Latin America (Miami)
SAP International (Miami)
Schering-Plough Corporation (Miami Lakes)
Tech Data (Miami)
Unisys Corporation (Boca Raton)
Visa International (Miami)
Western Union Latin America (Hollywood)

Source: WorldCity, Who's Here, 2017

Sister Cities Program

Source: City of Miami : Sister Cities International

Sister Cities

Agadir, Morocco
Amman, Jordan
Antalya, Turkey
Beersheba, Israel
Beirut, Lebanon
Buenos Aires, Argentina
Cali, Colombia
Cochabamba, Bolivia
Dong-Gu Incheon, South Korea
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
Murica, 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

Friendship Cities

A Coruna, Spain
Armenia, Colombia
Dept of Quindio, Colombia
Dept or Risaralda, Colombia
Dept, Of Caldas, Colombia
Manizales, Colombia
Margherita di Savoia, Italy
Merbella, Spain
Pereira, Colombia

Department of Real Estate and Asset Management

ASSET MANAGEMENT
444 SW 2nd Avenue, Third Floor
Miami, Florida 33130
305-416-1458

JAMES L. KNIGHT CENTER
400 SE Second Avenue
Miami, FL 33131
(305) 416-5970

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

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 Centers

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

EATON PARK
490 NE 61st Street

ELIZABETH VIRRICK PARK
3255 Plaza Street

ESTHER MAE ARMBRISTER PARK
4000 Grand Avenue

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

KINLOCH 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
250 SW 60th Avenue

WILLIAMS PARK
1717 NW 5th Avenue

POOL AND WATER PARK LOCATIONS

Year Round Locations

SHENANDOAH POOL
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

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

THEODORE GIBSON POOL
401 NW 12th Street

GRAPELAND HEIGHTS WATER PARK
1550 NW 37th Avenue

SEASONAL POOLS

WEST END POOL
250 SW 60th Avenue

WILLIAMS POOL
1717 NW 5th Avenue

ATHALIE RANGE POOL
525 NW 62nd Street

ELIZABETH VIRRICK POOL
3255 Plaza Street

MORNINGSIDE POOL
750 NE 55th Terrace
(POOL IS CLOSED)

GERRY CURTIS POOL
1901 NW 24th Avenue
(POOL IS CLOSED)

net
neighborhood enhancement team
a Division of the Department of Human Services

DISTRICT 2

COCONUT GROVE NET
at City Hall
3500 Pan American Drive
Miami, FL 33133
Phone: (305) 960-4670

DOWNTOWN / BRICKELL NET
at Omni CRA Building
1401 North Miami Avenue,
2nd Floor
Miami, FL 33136
Phone: (305) 960-5135

DISTRICT 5

WYNWOOD / EDGEWATER NET
at Roberto Clemente Park
101 NW 34th Street
Miami, FL 33125
Phone: (305) 960-2904

OVERTOWN NET
at Overtown
Shopping Center
1490 NW 3rd Avenue, 112-B
Miami, FL 33136
Phone: (305) 960-5133

UPPER EASTSIDE NET
at Legion Park
6599 Biscayne Boulevard
Miami, FL 33138
Phone: (305) 960-5118

MODEL CITY NET
at North District Substation
1000 NW 62nd Street
Miami, FL 33150
Phone: (305) 960-2990

LITTLE HAITI NET
at the Arthur E. Teele Jr.
Community Center
6301 NE 2nd Avenue
Miami, FL 33138
Phone: (305) 960-4660
Fax: (305) 400-5432

THE CITY OF MIAMI POLICE DEPT.

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) 795-2300

SOUTH STATION
2200 West Flagler Street
Miami, FL 33135
(305) 643-7160

MARINE PATROL
SUBSTATION
1001 MacArthur Causeway
Miami, FL 33132
(305) 350-7819

CITY OF MIAMI FIRE-RESCUE

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 22 Terrace
Miami, FL 33145
(305) 569-3914

STATION 15
401 Biscayne Boulevard,
Pier 5, Boat Slips 35 & 36,
Miami, FL 33132
(786) 256-6380

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

VIRRICK 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
Phillis 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 L'ouverture 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

Source: GreatSchools.org

Annual Residents Survey



The survey helps us to uncover the key metrics driving resident satisfaction in our city. We visualized some of our survey results in an interactive data analytics tool at www.data.miamigov.com. Full reports may be requested from Strategicplanning@miamigov.com

The summary below shows the percent positive responses from the past four years. Percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good," "essential" and "very important," etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating "yes" or participating in an activity at least once a month.

Trend analysis defines if satisfaction since 2018 has increased, stayed the same, or decreased per a threshold of 5%.

Focus & Evaluation		Topic Areas	'16	'17	'18	'19	Trend
Areas of Importance	Focus on Aspects of the City	Feeling of Safety	93%	96%	96%	97%	↔
		Efficiency and Effectiveness of Government	N/A	93%	94%	96%	↔
		Built Environment	82%	91%	94%	93%	↔
		Economic Health of Miami	90%	93%	93%	96%	↔
		Ease of getting to places you have to visit	90%	89%	92%	92%	↔
		Environment and Resilience of Miami	N/A	90%	92%	93%	↔
		Quality of Parks	N/A	85%	86%	80%	↓
		Opportunities for recreation/culture	N/A	84%	85%	81%	↔
Perceptions of the City	Satisfaction with items that influence Perceptions of the City Government	Overall economic health of Miami	34%	39%	42%	42%	↔
		Overall image or reputation of Miami	38%	40%	40%	47%	↑
		The job of Miami gov does at welcoming citizen (involvement)	29%	33%	35%	35%	↔
		The value of services for the taxes paid to Miami	30%	31%	34%	36%	↔
		Generally acting in best interest of community	25%	27%	31%	32%	↔
		Treating all residents fairly	24%	30%	28%	33%	↑
		Being honest	21%	27%	26%	33%	↑
		Overall confidence of Miami gov	26%	26%	26%	29%	↔
	Feeling of Safety in Various Situations	In neighborhood during day	76%	73%	77%	80%	↔
		In downtown/commercial areas during the day	61%	59%	61%	63%	↔
		Overall feeling of safety in Miami	38%	49%	52%	55%	↔
		In your neighborhood at night	N/A	47%	56%	58%	↔
		In downtown/commercial areas at night	N/A	25%	28%	31%	↔
Satisfaction with Services	Overall Satisfaction with City Services	Fire services	81%	89%	90%	91%	↔
		Ambulance or emergency medical services	79%	82%	83%	86%	↔
		Garbage collection	65%	77%	75%	78%	↔
		Yard waste pick up	57%	70%	67%	71%	↔
		Police services	49%	58%	61%	61%	↔
		Preservation of natural areas	43%	43%	33%	38%	↑
		Sidewalk maintenance	38%	34%	32%	38%	↑
		Code compliance	23%	32%	32%	39%	↑
		Street repair	28%	27%	31%	28%	↔
		Traffic Enforcement	29%	35%	31%	33%	↔
		Land use and zoning	26%	33%	30%	32%	↔
	Satisfaction with Various Aspects of Quality of Life	Shopping Opportunities	71%	74%	77%	78%	↔
		Opportunities to participate in religious/spiritual events	28%	62%	66%	66%	↔
		Opportunities to volunteer	58%	61%	60%	64%	↔
		Quality of business and service establishments	43%	59%	59%	61%	↓
		Vibrant downtown commercial area	42%	57%	57%	57%	↔
		Employment opportunities	23%	34%	35%	35%	↔
		Availability of affordable mental health care	31%	32%	29%	34%	↑
		Availability of a variety housing options	24%	22%	23%	21%	↔
		Availability of affordable quality housing	15%	12%	14%	11%	↔
		Cost of living in Miami	9%	14%	13%	11%	↔

Annual Residents Survey *(Continued)*

Focus & Evaluation		Topic Areas	'16	'17	'18	'19	Trend
Satisfaction with Services	Satisfaction with Various Aspects of Parks and Recreation Services	Proximity of your home to city parks	N/A	64%	63%	65%	↔
		Maintenance of city parks	N/A	62%	60%	59%	↔
		Opportunities to attend cultural/arts/music events	56%	57%	59%	56%	↔
		Opportunities to participate in social events	56%	59%	59%	53%	↓
		Quality of athletic fields	N/A	58%	55%	49%	↓
		Ease of registering for programs	N/A	50%	46%	44%	↔
		Fitness opportunities	36%	47%	42%	40%	↔
		Availability of paths and walking trails	25%	52%	41%	41%	↔
		Availability of information about programs	N/A	44%	40%	43%	↔
	Satisfaction with Various Aspects of Transportation and Mobility	Overall satisfaction with Miami's trolley system	N/A	59%	55%	52%	↔
		Traffic flow on residential streets in Miami	N/A	39%	38%	35%	↔
		Ease of walking in Miami	30%	35%	34%	36%	↔
		Safety of walking in Miami	N/A	33%	30%	32%	↔
		Ease of travel in bicycle in Miami	21%	24%	24%	27%	↔
		Ease of public parking in Miami	13%	25%	21%	21%	↔
		Ease of travel by car in Miami	23%	22%	21%	22%	↔
		Safety of biking in Miami	N/A	20%	17%	19%	↔
		Traffic flow on major streets in Miami	11%	15%	16%	16%	↔



APPENDIX I:
COST ALLOCATION PLAN

- Cost Allocation Methodology
- Indirect Cost Rates

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, 2018.

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 located 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 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. Basically, 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.

Table of Contents

CITY OF MIAMI, FLORIDA
COST ALLOCATION PLAN
FY2020 BASED ON ACTUALS AS OF SEPTEMBER 30,2018
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	276,742	0	0	276,742	830,504	33.3222 %
111-5 COMMISSIONERS	1,518,503	0	0	1,518,503	2,080,224	72.9971 %
151 NET -	968,107	0	0	968,107	3,625,808	26.7004 %
150.3 OFFICE OF FILM	120,871	0	0	120,871	217,912	55.4678 %
152 CODE COMPLIANCE	1,242,317	0	0	1,242,317	3,719,900	33.3965 %
181-9 FIRE-RESCUE	7,443,105	0	0	7,443,105	83,622,357	8.9009 %
190-1 POLICE	21,678,521	0	0	21,678,521	135,918,169	15.9497 %
201-9 PUBLIC WORKS	3,376,929	0	0	3,376,929	8,039,750	42.0029 %
211-3 SOLID WASTE	6,719,761	0	0	6,719,761	10,667,965	62.9901 %
221 DEPT OF REAL	1,423,553	0	0	1,423,553	2,933,293	48.5309 %
242 GSA PROPERTY	1,444,546	0	0	1,444,546	2,268,698	63.6729 %
245 GSA	345,215	0	0	345,215	675,889	51.0757 %
281-4 BUILDING	2,586,110	0	0	2,586,110	6,399,289	40.4125 %
291-8 PARKS &	7,564,612	0	0	7,564,612	21,256,988	35.5865 %
330 Veterans Affairs	31,309	0	0	31,309	159,523	19.6266 %
342 ZONING	608,646	0	0	608,646	1,527,900	39.8355 %
351-5 PLANNING	1,518,027	0	0	1,518,027	2,964,083	51.2141 %
381 COMMUNICATIONS	219,499	0	0	219,499	823,409	26.6573 %
402 TRANSPORTATION	1,025,127	0	0	1,025,127	470,837	217.7244 %
401 CIP	960,099	0	0	960,099	1,255,802	76.4531 %
441 OFFICE OF	102,331	0	0	102,331	353,131	28.9782 %
450 HUMAN SERVICES	146,920	0	0	146,920	3,688	3,983.7310 %
910 CD-COMMUNITY &	2,367,832	0	0	2,367,832	3,986,194	59.4008 %
920 CRA - COMMUNITY	351,860	0	0	351,860	1,587,436	22.1653 %
930 LIBERTY CITY	38,842	0	0	38,842	372,069	10.4395 %
940 VIRGINIA KEY	150,271	0	0	150,271	373,749	40.2064 %
950 CIVILIAN	85,043	0	0	85,043	410,452	20.7194 %
960 PENSION	11,445	0	0	11,445	277	4,131.7690 %
980 ND - NON	135,226	0	0	135,226	10,479,617	1.2904 %
Composite Rate	64,461,369	0	0	64,461,369	307,024,913	20.9954 %

APPENDIX J:
RESOLUTIONS

- Budget Resolution
- Millage Ordinance
- Revenue Estimating Conference Letter

City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 7735 **Enactment Number: 13925**

AN ORDINANCE OF THE MIAMI CITY COMMISSION RELATED TO TAXATION, DEFINING AND DESIGNATING THE TERRITORIAL LIMITS FOR THE CITY OF MIAMI ("CITY"); LEVYING AN AD VALOREM TAX ON ALL REAL AND PERSONAL PROPERTY IN THE CITY AT A TOTAL FINAL RATE OF 7.9900 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY FOR THE PURPOSES OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020 AND ENDING SEPTEMBER 30, 2021; CONTAINING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, for the purpose of this Ordinance, the City of Miami ("City") is defined as all of the territory and inhabitants within the area defined in Section 2 of the Charter of the City of Miami, Florida, as amended ("City Charter"), titled "Corporate Limits", and more specifically described in Exhibit "A" of the City Charter and on file in the Office of the City Clerk; and

WHEREAS, Section 200.065, Florida Statutes (2020), sets forth the method of fixing a millage rate; and

WHEREAS, on July 1, 2020, the Miami-Dade County Property Appraiser ("PA"), pursuant to Section 200.065(1), Florida Statutes (2020), certified to the City the preliminary taxable value within its territorial limits at $ 63,007,642,722; and

WHEREAS, the City prepared a Proposed Budget for the fiscal year ("Fiscal Year") beginning October 1, 2020 and ending September 30, 2021 and computed a total proposed millage rate of 7.9900, which is necessary to fund the proposed budget other than the portion of the budget to be funded from sources other than ad valorem taxes; and

WHEREAS, the City Commission enacted Resolution No. R-20-0221 on July 23, 2020, wherein it directed the City Manager to submit to the PA and the Miami-Dade County Tax Collector the total proposed millage rate of 7.99000 mills together with the required information set forth in Section 200.65(2)(b), Florida Statutes (2020); and

WHEREAS, on September 10, 2020, the City held a public hearing as required by Section 200.065(2)(c), Florida Statutes (2020), where the City Commission adopted a total tentative millage rate of 7.9900 mills pursuant to the first reading of this proposed Ordinance;

NOW, THEREFORE, BE IT ORDAINED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Ordinance are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. There shall be levied an ad valorem tax on all real and personal property in the City at a total final rate of 7.9900 mills on the dollar of the taxable value of such property for the Fiscal Year commencing October 1, 2020 and ending September 30, 2021 computed as follows for the purpose of:

7.6665 mills to fund the General Operating Budget.
0.3235 mills to provide for the payment of maturing principal, interest, charges, and requirements related thereto of voter approved indebtedness.

Section 3. The final millage rate herein adopted for the purpose of funding the General Operating Budget is 4.15 percent greater than the rolled-back rate of 7.3608 mills.

Section 4. If any section, part of a section, paragraph, clause, phrase, or word of this Ordinance is declared invalid, the remaining provisions of the Ordinance shall not be affected.

Section 5. This Ordinance shall be effective as of October 1, 2020 after final reading and adoption thereof.[1]

DATE:	**9/24/2020**
RESULT:	**ADOPTED**
MOVER:	**Joe Carollo, Commissioner**
SECONDER:	**Manolo Reyes, Commissioner**
AYES:	Keon Hardemon, Ken Russell, Alex Diaz de la Portilla, Joe Carollo, Manolo Reyes
DATE:	**9/25/2020**
ACTION:	**Signed by the Mayor**

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Ordinance No. 13925, passed by the City Commission on 9/24/2020.

City Clerk, Deputy Clerk (for Todd B. Hannon, City Clerk)

September 29, 2020
Date Certified

[1] This Ordinance shall become effective as specified herein unless vetoed by the Mayor within ten (10) days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission or upon the effective date stated herein, whichever is later.

City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 7736 **Enactment Number: 13926**

AN ORDINANCE OF THE MIAMI CITY COMMISSION, WITH ATTACHMENTS, ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020 AND ENDING SEPTEMBER 30, 2021; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY OFFICIALS IN ORDER TO UPDATE THE RELEVANT DEPARTMENTS, FINANCIAL CONTROLS, COMPLETED PROJECTS, PROJECT CLOSE-OUTS, EMERGENCY PROGRAMS AND FUNDING, ACCOUNTING ENTRIES, AND COMPUTER SYSTEMS IN CONNECTION THEREWITH FOR GRANTS AND OTHER FUNDING SOURCES IN PROGRESS AND FOR NECESSARY RELATED DOCUMENT NEGOTIATIONS AND EXECUTIONS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Sections 200.065(2)(a)(4) and (2)(c), Florida Statutes, the City Manager has prepared and submitted to the City Commission a proposed budget of the expenditures and revenues of all City of Miami ("City") Departments, Offices, and Boards ("Proposed Budget") for the Fiscal Year beginning October 1, 2020 and ending September 30, 2021 ("Fiscal Year 2020-21"); and

WHEREAS, a copy of the Proposed Budget was delivered to the City's Elected Officials, posted on the City's website, and placed on file with the Office of the City Clerk on July 21, 2020 and is incorporated herein by reference; and

WHEREAS, the General Fund Budget for Fiscal Year 2020-21 is $816,961,000 and the total Proposed Budget for all non-capital funds is $1,165,516,000; and

WHEREAS, the City's tentative general operating ad valorem millage rate and tentative millage rate for voter approved indebtedness were both approved on first reading on September 10, 2020 at the City's First Budget Meeting after the duly noticed First Budget Hearing; and

WHEREAS, on second reading at the City's Second Budget Meeting after the duly noticed Second Budget Hearing on September 24, 2020, the City's the tentative general operating ad valorem millage rate as the final general operating ad valorem millage rate which is 7.6665 and the tentative millage rate for voter approved indebtedness as the final millage rate to provide for payment of maturing principal, interest, and charges and requirements related thereto of voter approved indebtedness which is 0.3235 mills are both approved; and

WHEREAS, the foregoing tentative overall millage rates have been adopted as the now final overall total millage rate of 7.9900 mills on the dollar of taxable value of all real and personal property in the City; and

WHEREAS, the major source of revenue for the General Fund is derived from the

category identified as "Property Taxes" in the amount of $424,609,000; and

WHEREAS, it is in the best interests of the City to authorize the City Manager to make any necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, Strategic Plan, Multi-Year Capital Plan, and in connection with City services and resources as necessary and legally allowed to assist the public during the continuing COVID-19 pandemic and other emergencies, all for the purposes set forth in this Ordinance; and

WHEREAS, it is in the best interests of the City to ratify, approve, and confirm certain necessary actions of the City Manager and designated City Departments in order to update the relevant Departments, financial controls, completed projects, project close-outs, emergency programs and funding, accounting entries, and computer systems in connection therewith for grants and other funding sources in progress and for necessary related document negotiations and executions; and

WHEREAS, provisions have been duly made by the City Commission for Public Hearings on the Proposed Budget before the City Commission as a Committee of the Whole and Public Hearings thereon have been held as required pursuant to Section 200.065, Florida Statutes; and

WHEREAS, the City Manager's Memorandum titled "Information for the Second Budget Hearing" was distributed to the City Commission in draft form on September 23, 2020 and is attached and incorporated as Exhibit "A" ("Change Memo"); and

WHEREAS; after a duly noticed public hearing on September 24, 2020, the City Commission has considered the Change Memo and made additional floor amendments thereto, as more particularly described in the City Manager's Memorandum titled "Actions Taken at the Second Budget Hearing", attached and incorporated as Exhibit "B" ("Floor Amendments"); and

WHEREAS, the City Commission hereby adopts the Tentative Budget, as modified by the Change Memo and the Floor Amendments, in its entirety to become the City's "Final Budget" for the Fiscal Year 2020-21;

NOW, THEREFORE, BE IT ORDAINED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Ordinance are adopted by reference and incorporated as if fully set forth in this Section.

Section 2. The Proposed Budget as submitted to the City Commission on July 21, 2020 is incorporated herein and was adopted after a duly notice public hearing as the Tentative Budget on first reading on September 10, 2020 and was adopted with modifications in the Change Memo and the Floor Amendments on second reading after a duly noticed public hearing on September 24, 2020 as the Final Budget for the Fiscal Year 2020-21.

Section 3. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year 2020-21:

GENERAL FUND Departments, Boards and Offices:	APPROPRIATIONS with Change Memo	Floor Amendment	Final Adopted
Mayor	$ 2,035,000	274,000	$ 2,309,000
Commissioners	7,333,000	-291,000	7,042,000
City Manager	2,781,000	0	2,781,000
Agenda Coordination	382,000	-3,000	379,000
Independent Auditor General	1,334,000	0	1,334,000
City Attorney	10,366,000	0	10,366,000
City Clerk	2,009,000	0	2,009,000
Civil Service	547,000	0	547,000
Code Compliance	8,375,000	341,000	8,716,000
Communications	1,702,000	0	1,702,000
Equal Opportunity and Diversity Programs	537,000	0	537,000
Finance	11,000,000	0	11,000,000
Grants Administration	1,634,000	0	1,634,000
Human Resources	5,075,000	0	5,075,000
Innovation and Technology	14,022,000	-86,000	13,936,000
Management and Budget	3,321,000	0	3,321,000
Neighborhood Enhancement Teams (NET)	399,000	0	399,000
Procurement	2,979,000	-30,000	2,949,000
Human Services	5,243,000	1,501,000	6,744,000
Building	17,862,000	-365,000	17,497,000
Planning	5,281,000	0	5,281,000
Zoning	4,459,000	0	4,459,000
Housing and Community Development	960,000	0	960,000
General Services Administration	27,735,000	0	27,735,000
Resilience and Public Works	28,473,000	0	28,473,000
Solid Waste	37,139,000	0	37,139,000
Capital Improvements	4,403,000	7,000	4,410,000
Fire-Rescue	169,892,000	3,969,000	173,861,000
Police	264,859,000	1,314,000	266,173,000
Real Estate and Asset Management	13,602,000	15,000	13,617,000
Parks and Recreation	51,365,000	41,000	51,406,000
Risk Management	3,334,000	-64,000	3,270,000
Non-Departmental Accounts (NDA)	62,012,000	-3,776,000	58,236,000
Transfers - Out	44,676,000	-3,012,000	41,664,000
Total	$ 817,126,000	$ (165,000)	$ 816,961,000

Reserves Based on Financial Integrity Principles: (Included in General Fund – NDA)

Contingency Reserves	$	5,000,000
Undesignated Reserves		-
TOTAL RESERVES	$	5,000,000

Section 4. The above appropriations for the municipal operations of the General Fund are made based on the following sources of revenues for Fiscal Year 2020-21:

GENERAL FUND	REVENUES (with change Memo)	Floor Amendment	Final Adopted
Property Taxes	$ 424,609,000		$ 424,609,000
Franchise Fees and Other Taxes	117,566,000		117,566,000
Interest	4,814,000		4,814,000
Transfers-In	4,211,000		4,211,000
Fines and Forfeitures	7,644,000		7,644,000
Intergovernmental Revenues	67,210,000		67,210,000
Licenses and Permits	66,587,000		66,587,000
Other Revenues (Inflows)	7,686,000	(165,000)	7,521,000
Charges for Services	116,799,000		116,799,000
TOTAL GENERAL FUND	$ 817,126,000	$ (165,000)	$ 816,961,000

Section 5. The following appropriations are made for the municipal operations of Debt Service Funds for Fiscal Year 2020-21:

DEBT SERVICE FUNDS		APPROPRIATONS
General Obligation Bonds	$	23,428,000
Special Obligation Bonds		42,802,000
TOTAL DEBT SERVICE FUNDS	$	66,230,000

Section 6. The above appropriations for the municipal operations of Debt Service Funds are made based on the following sources of revenues for Fiscal Year 2020-21:

DEBT SERVICE FUNDS		REVENUES
Property Taxes	$	19,367,000
Transfers-In and Other Revenues		46,863,000
TOTAL DEBT SERVICE FUNDS	$	66,230,000

Section 7. The following appropriations are made for the municipal operations of Special Revenue Funds for Fiscal Year 2020-21:

SPECIAL REVENUE FUNDS		APPROPRIATIONS
General Special Revenues	$	2,193,000
Sports Facilities and Activities		13,000
Planning Services		19,946,000
Tree Trust Fund		3,343,000
Public Art Fund		758,000
Fire- Rescue Services		31,257,000
Parks and Recreation Services		1,031,000
Police Services		9,418,000
Law Enforcement Trust Fund		822,000
Public Works Services		6,835,000
Solid Waste Recycling Trust		163,000
City Clerk Services		1,578,000
Community Development		73,306,000
Homeless Programs		2,715,000
Human Services		497,000
Bayfront/Riverfront Land Acquisition Rouse Trust		1,777,000
Miami Ballpark Parking Facilities		13,095,000
Departmental Improvement Initiative		9,361,000
Transportation and Transit		18,879,000
Emergency Funds		100,000
TOTAL SPECIAL REVENUE FUNDS	$	197,087,000

Section 8. The above appropriations for the municipal operations of Special Revenue Funds are made based on the following sources of revenues for Fiscal Year 2020-21:

SPECIAL REVENUE FUNDS		REVENUES
All Sources	$	197,087,000
TOTAL SPECIAL REVENUE FUNDS	$	197,087,000

Section 9. The following appropriations are made for the municipal operations of Internal Service Funds for Fiscal Year 2020-21:

INTERNAL SERVICE FUND		APPROPRIATIONS
Life and Health Insurance		42,388,000
Workers' Compensation		17,382,000
Others		25,468,000
TOTAL INTERNAL SERVICE FUND	$	85,238,000

Section 10. The above appropriations for the municipal operations of Internal Service Funds are made based on the following sources of revenues for Fiscal Year 2020-21:

INTERNAL SERVICE FUND		REVENUES
All Sources	$	85,238,000
TOTAL INTERNAL SERVICE FUND	$	85,238,000

Section 11. This Ordinance is an ordinance of precedent and all other ordinances and resolutions in conflict with it are held null and void insofar as they pertain to these appropriations; however, no provision contained in this Ordinance shall be construed to violate the Anti-Deficiency Act as set forth in Sections 18-500 through 18-503 of the Code of the City of Miami, Florida, as amended ("City Code"). The appropriations are the anticipated expenditure requirements for the City and are not mandatory should efficient administration of City Departments and Boards or altered economic conditions indicate that a curtailment in certain expenditures is necessary or desirable for the general welfare of the City. The City Manager is specifically authorized[1] to create awards and to transfer funds between accounts and awards and to withhold any of these appropriated funds from encumbrance or expenditure should such action appear advantageous to the economic and efficient operation of the City. The City Manager is also authorized[1] to transfer any excess unrestricted moneys from other funds to the General Fund provided that those are appropriated moneys which are no longer needed to implement the original purpose of the appropriation, which are legally available at the time of such transfer, and whose expenditure is not limited to use for any other specified purpose.

Section 12. The City Manager is authorized[1] to make any necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, Strategic Plan, the Multi-Year Capital Plan, and in connection with City services and resources necessary and legally allowed to assist the public during the continuing COVID-19 pandemic and other emergencies, with transfers in and/or out, as necessary and applicable, of legally available funds and to designate projects, services, components, values, amounts, and uses, as necessary and applicable, for purposes set forth in this Ordinance.

Section 13. All departments and the number of employees designated for in the Proposed Budget and the Tentative Budget, as modified by the Change Memo and the Floor Amendments, either by position summary or by the organizational chart are deemed approved by the City Commission in this Final Budget. Any further permanent change regarding same shall require City Commission action.

Section 14. The City Manager is authorized[1] to administer the executive pay plan and benefit package and to disburse the funds appropriated herein for said purpose in a manner he deems appropriate. The City Manager is also authorized[1] to administer and disburse the City Commission benefit package. With the exception of those positions in which the salary is established by City Commission action, the City Manager is further authorized[1] to establish the salaries of those employees in executive and staff positions in accordance with the executive and staff pay plan. These employees may receive any salary increases given in in this Ordinance.

Section 15. The City Manager is authorized[1] to disburse any funds that may be designated by the City Commission as cost-of-living or other pay adjustments to Civil Service, executive, and staff employees as may be approved by the City Manager.

Section 16. Nothing contained in this Ordinance shall be construed as to prohibit or prevent the City Manager, the administrative head of the City who is responsible for the efficient administration of all Departments, from exercising the power granted to and imposed upon him in the Charter of the City of Miami, Florida, as amended ("City Charter"), to fix, adjust, raise, or lower salaries and to create, abolish, fill, or hold vacant, temporary, or permanent positions whenever it has been determined by the City Manager to be in the best interest of efficient and economical administration of the City and all its Departments. The authority contained in this Section shall also be applicable whenever the City Manager shall cause a Department to reorganize itself to perform its services more efficiently. Such reorganization may include

reduction of budgeted positions, reclassification of positions, and alteration of the number of budgeted positions in any given classification.

Section 17. The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above Sections hereof is approved and authorized[1] when such transfer shall have been made at the request of the City Manager and when such transfer shall have been made of any part of an unencumbered balance of an appropriation to or for a purpose or object for which the appropriation for Fiscal Year 2020-21 has proved insufficient.

Section 18. The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above Sections hereof is approved and authorized[1] when such transfer of funds is made at the request of the City Manager and when such transfer is to be made between the detailed accounts appropriated to the same office, department, or division.

Section 19. To effect salary adjustments, the City Manager is further authorized[1] to make departmental and other transfers from any reserve accounts established in the General Fund and is authorized[1] to approve transfers for any unforeseen requirements of all appropriated funds as may be required so long as such transfer is consistent with the provisions contained in Chapter 18, Article IX Financial Policies of the City Code.

Section 20. To facilitate effective budgetary control and sound fiscal management, the City Manager is further authorized[1] to transfer funds from departmental budget reserve accounts to the Emergency Account of Non-Departmental Accounts to other Funds and to departmental budget reserve accounts from the Emergency Account of Non-Departmental Accounts to other Funds.

Section 21. All Emergency Accounts are declared to be appropriated to meet emergency expenses and are subject to expenditure by the City Manager for any emergency purpose.

Section 22. Except as herein provided, transfers between items appropriated shall be authorized by resolutions or ordinances amendatory hereto except that transfers from the Non-Departmental Accounts may be made by resolution and any mid-year budget amendments that do not involve any changes of City Departments may be made by resolution.

Section 23. The City Manager is authorized[1] to invite or advertise for bids for the purchase of any material, equipment, physical improvement, or service provided by the aforementioned appropriations or which may be provided for in accordance with the authority of Chapter 18 of the City Code for which formal bidding is required. Such bids are to be returnable to the City Commission or City Manager in accordance with City Charter and City Code provisions.

Section 24. Expenditure of the herein appropriated funds is authorized[1] in the procurement of goods and services by award or contract for the same by the City Commission following the use, if applicable, of competitive negotiations unless the award of such contract by the City Manager is expressly allowed under City Code provisions.

Section 25. Certain necessary actions by the City Manager and the designated City Departments in order to update the relevant Departments, financial controls, completed projects, project close-outs, emergency programs and funding, accounting entries, and computer systems in connection therewith for grants and other funding sources in progress and for necessary related document negotiations and executions are hereby ratified, approved, and confirmed.

Section 26. The City Manager is authorized[1] to negotiate and execute any and all agreements necessary, all in forms acceptable to the City Attorney, in order to accomplish any of the appropriations and allocations stated herein.

Section 27. This Ordinance shall become effective immediately upon its adoption and signature of the Mayor.[2]

DATE:	**9/24/2020**
RESULT:	**ADOPTED WITH MODIFICATION(S)**
MOVER:	**Alex Diaz de la Portilla, Commissioner**
SECONDER:	**Joe Carollo, Commissioner**
AYES:	Keon Hardemon, Ken Russell, Alex Diaz de la Portilla, Joe Carollo, Manolo Reyes
DATE:	**9/25/2020**
ACTION:	**Signed by the Mayor**

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Ordinance No. 13926, with attachment(s), passed by the City Commission on 9/24/2020.

City Clerk, Deputy Clerk (for Todd B. Hannon, City Clerk)

September 29, 2020
Date Certified

[1] The herein authorization is further subject to compliance with all legal requirements that may be imposed, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

[2] This Ordinance shall become effective as specified herein unless vetoed by the Mayor within ten (10) days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission or upon the effective date stated herein, whichever is later..

Exhibit A

CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members of the City Commission

DATE: September 23, 2020

FROM: Arthur Noriega V City Manager

SUBJECT: Information for the Second Budget Hearing

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We are all aware of the situation that we face as we enter the Second Budget Hearing on Thursday. The COVID-19 global pandemic has negatively affected the non-Property Tax revenues of the City of Miami. Property Tax revenues have not grown as fast as expected. The County and the Federal Government have not allowed the use of CARES Act funds for revenue relief.

We have a budget that does not raise the total property tax rate on our residents or businesses, trims 123 positions (17 of them currently filled) from the budget, holds our financial reserves steady, does not require pay cuts, and allows all employees to keep their salaries at the same level – which, of course, means forgoing the raises that had been agreed upon in the last labor negotiations.

This is more than fair to all that have an interest in this budget – all those that pay to support the budget and all those that get paid from it.

There are service concerns and reorganizations that we may collectively wish to address as part of this budget. The proper and adequate staffing and structure of constituent services – whether in the Offices of our Elected Officials or in the Neighborhood Enhancement Team (NET) Department – is at the top of this discussion.

I know each of you look to the FY 2020-21 budget as a chance to improve the lives of those that live, work, and play in the City of Miami. This memo sets forth a framework for the discussions that will take place Thursday evening that will ultimately establish the direction for the next fiscal year and those following.

Neighborhood Enhancement Team

The Administration has worked with each Elected Official and is presenting a plan to move constituent services closer to the constituents by increasing the staff of each Elected Official's office, moving certain functions to other departments, eliminating the NET Department from the budget, and thereby saving the General Fund current and future expenses. These recommendations are shown in *Attachment A*. Specifically, the following is recommended:

- The City will save an additional $956,000 over what is in the Proposed Budget (which is a total savings of $2.262 million over the prior fiscal year, and will save approximately

$711,000 in the next fiscal year over what would have been paid had all positions continued).

- Each Commission Office will be increased by the equivalent of one NET Administrator, one Service Center Representative, one Service Center Aid, and three Waste Collectors ($658,000 per Office).
- The Mayor's Office will be increased by the equivalent of one NET Administrator, one Service Center Representative, and one Service Center Aid ($426,000);
- Twenty-Six positions (14 funded and 12 unfunded) will be moved to the Solid Waste Department ($1.533 million).
- One position will be moved to the Building Department with no additional funding;
- The function of coordinating and liaising with the Miami-Dade County 3-1-1 will be transferred to the Department of Innovation and Technology (DoIT) with no additional positions or funding.
- The function of special events permits will be transferred to the Office of Film and Entertainment in the NDA budget with no additional positions or funding.
- One position will be moved to the Department of Human Services ($162,000)
- The current NET Department will be removed from the budget after a six-week transition period ($399,000).
- Funding for the Pension, Health Insurance, and Workers Compensation for the positions not included in the budget will be moved to the Non-Departmental Accounts (NDA) ($686,000).

Budget Changes Associated with Adding Raises and Settlement Payments into the Budget

The Administration has been working with the City's four Labor Unions for the last several months to come to an agreement on not including raises and settlement payments in the FY 2020-21 Budget. Progress has been made, but an agreement has not been reached.

To add raises back into the budget would come at a cost of:

- **$4.789 million** for step increases for the Miami General Employees American Federation of State, County, and Municipal Employees Local 1907, AFL-CIO (AFSCME 1907). The AFSCME 1907 covers all non-sworn employees in the administrative, financial, and service occupations of the City. As of May 8, 2020, the AFSCME 1907 covers a total of 1,831 positions and has an estimated annual payroll that includes other pay items of $122.369 million. The current collective bargaining agreement expires on September 30, 2020.

- **$464,000** for step increases for the Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871). The AFSCME 871 covers all sanitation occupations. As of May 8, 2020, the AFSCME 871 covers a total of 234 positions and has an estimated annual payroll that

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includes other pay items of $10.490 million. The current collective bargaining agreement expires on September 30, 2020.

- **$6.758 million** total (**$3.841 million** for step increases and an additional **$2.917 million** for settlement payments) for the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP). The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of May 8, 2020, the FOP covers a total of 1,329 positions and has an estimated annual payroll that includes other pay items of $108.378 million. The current collective bargaining agreement expires on September 30, 2021.

- **$4.779 million** total (**$2.279 million** for step increases and an additional **$2.5 million** for settlement payments) for the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF). The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of May 8, 2020, the IAFF covers a total of 773 positions and an estimated annual payroll that includes other pay items of $76.794 million. The current collective bargaining agreement expires on September 30, 2022.

- **$0** for employees in non-bargaining positions such as unclassified, managerial-confidential, and executive positions since these step increases were not included in the Proposed Budget and are not proposed to be added now. The Non-Bargaining Unit consists of all other full-time occupations that are not in a collective bargaining unit. As of May 8, 2020, there are a total of 366 positions with an estimated annual payroll of $43.708 million.

This totals **$16.789 million** that is not currently included in the proposed budget. Since the budget has been proposed and tentatively adopted with no change to the total property tax millage rate in both July and at the First Budget Hearing, the only option to provide room for these raises is to reduce expenses in other areas of the budget.

As such, each Department Director has been working with the Budget Office and my senior staff to propose additional reductions of service proportional in each Department to match the above amounts. That is, the amount reduced from each Department will be roughly equivalent to the amount of the raises, by labor union, in those departments. Several steps are necessary and proposed if these raises are to be built into the budget:

- Each Department budget will be increased to accommodate those raises and the associated FICA taxes as shown in *Attachment B*.
- Departments that reduce multiple positions will then not be able to meet their attrition targets, attrition savings will need to decrease, which will cause their total budgets to further increase.

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- Departments will reduce personnel, line items, and services as shown in *Attachment C*. Department Directors understand that these cuts will need to hold in place for at least three years.

Some highlights of these reductions include 34 positions in the Fire-Rescue Department. These include 22 filled sworn positions, eight vacant sworn positions, two filled executive positions, and two vacant civilian positions. This will require the closing of two additional fire rescue or suppression units in addition to the two that were closed in the Proposed Budget. The Department will also work to increase revenues $3.5 million by increasing the collection of transportation fees, including newly seeking payment for transportation from motor vehicle accidents. Of this $3.5 million, according to the labor contract $1.75 million would be paid out to members of the IAFF and $1.75 million will be used to avoid closing a fifth fire rescue or suppression units. The response time of the Fire-Rescue Department would likely increase from an average of 5 minutes 43 seconds in the Proposed Budget to a longer wait time.

Further highlights include the reduction of 126 positions in the Police Department. These include 66 filled sworn positions, 41 vacant sworn positions, seven filled civilian positions, and 12 vacant civilian positions. The reduction of positions in the Police Department will not yield an increase in emergency response times from the Police Department. The reduction will likely decrease the number of labor hours available to investigate criminal cases and increase the per capita investigative workload for detectives. These reductions will also negatively impact response to victims, lost hours on investigations (increasing the time taken to bring offenders into custody), and other community relations efforts.

As well, the reduction of three additional filled Code Compliance Inspector positions in addition to the five vacant inspector positions reduced in the Proposed Budget will result in larger areas that each inspector will need to cover and, ultimately, less compliance Citywide. Three filled positions in the Department of Innovation and Technology will reduce the speed and depth of response from the help desk and will slow other technology projects. And, three vacant positions in the Office of Capital Improvements will slow the completion of capital construction projects.

Overall, these proposals in exchange for the raises and settlement payments will eliminate 174 total positions, 35 positions from AFSCME 1907, no positions from AFSCME 871, 107 positions from the FOP, 30 positions from the IAFF, and two executive classification positions. Again, all of these would be in addition to the 123 positions removed in the Proposed Budget.

Insurance Savings

As the City continued to search for savings heading into the Second Budget Hearing, the Administration has decided to increase its stop-loss level of the City's Health Plan resulting in a lower premium of the stop-loss insurance coverage, saving of $1.06 million. The FY 2020-21

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Proposed Internal Service Budget is $86.298 million. It is recommended that the budget be revised to $85.238 million to reflect these savings. It is also recommended that these savings be reflected in General Fund allocations of the following departments: Fire-Rescue, Police, Parks and Recreation, Solid Waste, Resilience and Public Works, General Service Administration, Building, Innovation and Technology, Real Estate and Asset Management, and Finance (reflecting a reduction of each by an average of $106,000 for a total of the same $1.060 million referenced above).

Other Savings

Independent of the discussions of raises and settlement payments, as discussed at the First Budget hearing, it is recommended that $1 million be removed from the Non-Departmental Accounts Budget that had been set aside for the College Football Playoff National Championship Game. Similarly, it is recommended that the funding be removed for the eMerge-Miami Technology Conference ($50,000), the Three Kings Parade ($75,000), the Bayfront Park New Year's Eve Celebration ($125,000), the Dr. Martin Luther King Parade ($75,000), and the Dr. Martin Luther King Candlelight Vigil ($232,000). These reductions total $1.157 million. It is further recommended that funding for the General Employees Sanitation Employees Trust (GESE) Excess Benefit Plan be reduced by $3,000 to match the amount that was adopted for that plan at the First Budget Hearing.

Downtown Development Authority

The Downtown Development Authority (DDA) has agreed to fund operating costs of the Downtown Pit Stop Program. It is recommended to increase the revenue of the General Fund by $109,000 and increase the expense in the NDA by the same $109,000, resulting increased expenditure authority, but no additional pressure on the General Fund.

Fire-Rescue Public Emergency Medical Transport Program

It is recommended that the City Commission renew for a second year the Medicaid Public Emergency Medical Transportation (PEMT) and Managed Care Emergency Medical System Supplement Payment Program that was approved pursuant to Resolution 19-0512 on December 12, 2019. The FY 2020-21 Proposed Budget anticipated the renewal of this program and includes revenues of $1.435 million and expenses of $900,000 to make the required Intergovernmental transfer to the State of Florida Agency for Health Care Administration and health care providers. This recommendation does not change the budget but does renew the programs.

Projects and Programs specifically mentioned in the budget

Heeding the advice of the City Attorney after queries from the Administration, the Budget Ordinance is recommended to be amended to allow the City Manager the ability to negotiate and execute agreements in a form acceptable to the City Attorney with entities that are

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specifically included in the budget books. Examples of these agreements would include the Miami River Commission or the Child Savings Accounts.

Enhancements to the Budget

Independent of the discussions of raises and settlement payments, it is recommended that the amount set aside for State and Federal lobbying efforts in the NDA budget be increased from $200,000 to $500,000 in FY 2020-21 to improve the City's financial and non-financial efforts in both Tallahassee and Washington, DC.

As was discussed and requested at the First Budget Hearing, it is recommended that $120,000 be set aside in the NDA budget for the City to hire a law firm to assist with redistricting efforts.

The last enhancement recommended is an additional $25,000 to be added to the General Fund budget of the Resilience and Public Works (RPW) Department to fill in the gap left between the current Urban Sustainability Directors Network (USDN) and the next USDN grant. An amendment in the amount of $25,000 is recommended in the special revenue portion of the RPW budget to reflect this second grant. This grant and General Fund amounts will help fund development of the City's carbon mitigation plan, which is one of the major resilience objectives for the upcoming year. Finally, additional explanations and goals will be added to the RPW budget narrative and a new Resilience Overview section in the Adopted Operating Budget.

Recommended Change to the RPW Capital Budget

It is also recommended that funding for Capital Project 40-B30262 - Citywide Storm Sewer Repair Project be reduced by $270,000 and re-allocated to fund a new project titled "Stormwater Inlet Filters" with a new project number. This will not result in a net increase or decrease to the Proposed Capital Budget.

Recommended Inclusion of Miami Forever Housing Bond Projects in the Capital Budget

It is also recommended that the Capital Budget be revised and amended to reflect the Housing Projects included in Tranche 1 of the Miami Forever Affordable Housing Bonds as adopted in the amount of $15 million on December 13, 2018. The recommendation does not change the projects in any way but now includes them in the Capital Plan as they were originally adopted. This includes the Affordable Housing Multi-Family Rental Projects under the Affordable Workforce New Rental Strategy, the Single-Family Owner-Occupied Rehabilitation Program under the Homeownership Preservation Strategy, and Affordable Housing Land Acquisition under the Affordable Housing Long Term Lease-Build Manage Strategy in a total amount of $15 million and will facilitate the City's capital construction and capital repair costs beginning during the first quarter of City's new Fiscal Year 2020-21 in the amount of $7.079 million and continuing throughout that fiscal year as approximated in Attachment D.

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District-Specific Requested Changes to the Capital Budget – District 3

At the request of Commissioner Carollo, it is recommended that the following projects specific to District 3 be re-appropriated into more general project numbers to allow more flexibility in project planning and construction:

- 40-B173617 SW 3 Street from SW 14 Avenue to SW 15 Avenue ($200,000) to 40-B193613 D3 Roadway Project
- 40-B173619 SW 15 Road from SW 3 Avenue to SW 11 Street ($1,100,000) to 40-B193613 D3 Roadway Project
- 40-B173619T SW 15 Road from SW 3 Avenue to SW 11 Street Trees ($54,200) to 40-B30613T D3 Tree Funded Project
- 40-B173621 SW 24 Road from SW 7 to SW 9 Street ($50,000) to 40-B193613 D3 Roadway Project
- 40-B193506 New Parks at 2445 SW 5 Avenue and 471 SW 25 Road ($845,283.07) to 40-B40713 D3 Parks, Streets, and Lighting Improvements
- 40-B193506T New Parks at 2445 SW 5 Avenue and 471 SW 25 Road Trees ($14,300) to 40-B30613T D3 Tree Funded Project
- 40-B193619 The Roads Neighborhood Traffic Calming ($400,000) to 40-B193613 D3 Roadway Project

District-Specific Requested Changes to the Capital Budget – District 2

At the request of Commissioner Russell, it is recommended that $1.311 million be re-appropriated from 40-B213501 Arthur Lamb Road, Jr. - Milling and Resurfacing to 40-B213507 District 2 Park Land Acquisition.

It is also recommended that funding for the previously-funded capital project 40-B193612 – D2 Roadway Project be reduced by $250,000 and re-allocated to fund a new project titled “South Grove Traffic Study” with a new project number 40-B213601.

Summary of General Fund Budget Changes

Whether or not the raises are implemented, the other recommendations will change the General Fund revenues from $813.352 million to $817.126 million. All changes to and options for departmental budgets are outlined in Attachment E1 with personnel changes outlined in Attachment E2.

Special Revenue Revenues and Expenditures Recommended Changes

Four changes to the Special Revenue budget are recommended. The FY 2020-21 Proposed Special Revenue Budget titled Community Development was proposed at $67.777 million. It is recommended that the budget be revised to $73.306 million to include additional HUD allocation of the CARES Act coronavirus relief funding ($5.529 million). The FY 2020-21 Proposed Budget for Fire-Rescue Services is $4.738 million. The FY 2020-21 Proposed Special Revenue Budget for Police Services was proposed at $8.504 million. It is recommended that the

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budget be revised to $9.418 million to include a two-year grant accepted pursuant to City Resolution R-20-0225 approved by the City Commission on July 23, 2020, for the Bureau of Justice Assistance FY 2020 Coronavirus Emergency Supplemental Funding Program ($914,000). The Resilience and Public Works Special Revenue Budget is recommended to change to recognize a new Urban Sustainability Directors Network (USDN) grant in the amount of $25,000.

Information and Reports (that do not change the budget)
Several requests for information have been made before, during, and after the First Budget Hearing. In addition to the information already sent, the following reports and answers are provided.

Information Regarding the Capital Budget
A request was made to present the New Capital Appropriations by Commission District (Attachment F) and to present those same appropriations with the Citywide projects distributed into the physical Commission Districts (Attachment G).

As discussed at the First Budget Hearing, the Marlin's Garage project will now be properly classified as a Citywide project instead of as a District 3 project, and the North Spring Garden project will now be properly classified as a District 5 project instead of District 3. All these updates will not change the overall funded amount of the FY 2020-21 Capital Budget and Multi-Year Capital Plan.

The FY 2020-21 Adopted Capital Plan will, when published, as in prior years, include updated information to properly reflect any changes to actual amounts spent, changes in status, completion dates of projects, correction of scriveners' errors, and aesthetic updates. These updates will not change any projects but will include up-to-date information about each project at the time of publication.

Information Regarding Capital Budgeting and Re-Appropriations in the New Fiscal Year
Senior Staff in the City Manager's Office has been working for several months with the Office of Capital Improvements and the Office of Management and Budget to improve the process by which capital projects are prioritized and thereby funded. The Proposed Capital Budget included some of the prioritization processes developed by the last Administration. In the Fall, you will see changes to include more interaction with Elected Officials regarding funding of capital projects to accompany the current meetings regarding the operational aspects and progress of capital projects. Together, we will keep periodically updated lists of projects

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underway in each district (already done by the Office of Capital Improvements), periodically updated lists of projects that are under-funded or unfunded, periodically updated lists of projects that are likely to be completed soon and have funding available, and periodically updated lists of new funding that might be available soon.

Staff will set fixed dates upon which capital re-appropriations will be brought before the City Commission so that all interested parties will prepare ahead of time for desired changes to the Capital Plan. These capital re-appropriations will include an attached write-up that explains the effect and reasoning behind each re-appropriated project (both projects from which funds are proposed to be reduced and projects to which funds are proposed to be increased). This will require more lead time and lead to less last-minute decision-making regarding capital projects.

This will be accomplished in the new fiscal year as the Proposed Budget includes the transfer of two positions and several responsibilities from the Office of Capital Improvements (OCI) to the Office of Management and Budget (OMB). This will allow the OCI to focus on building and completing projects and will allow the OMB to focus on prioritizing needs, both operating and capital, throughout the City.

As part of this transfer and this over-all plan, the responsibilities for the administration of the Miami Forever Bond and support of the Miami Forever Bond Oversight Board are being transferred to the OMB. Staff from OMB will work with each Elected Official's Office to develop the remainder of the Miami Forever Bond. A framework for discussion and prioritization has been developed and meetings will be scheduled throughout the Fall for the eventual presentation of recommendations to the City Commission in January.

CARES Act Update

The Administration has applied for more than $93 million of funding from Miami-Dade County from the CARES Act Coronavirus Relief Fund (CRF). You will recall that the County was awarded $474 million from the Federal Government as part of the CRF and was awarded an additional $430 million for transportation-related relief. Of the $474 million, $100 million has been set aside for COVID-19 related expense reimbursement for municipalities, which is further divided into $75 million for reimbursement of operational expense and $25 million for new programs.

For new projects, the City of Miami has applied for approximately $28 million and all other Cities combined have applied for an additional $32 million of funding. Approximately $60 million will be reviewed by County staff and consultants and will be presented to the City Commission for discussion and approval.

Regarding reimbursement of operational expense, the City of Miami has applied for approximately $106 million of expenses, and this number will grow as more charges are applied

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for reimbursement from the Federal Emergency Management Agency (FEMA) and the City applies for County CRF coverage of the 12.5 percent local match of the FEMA reimbursements.

At the time of publications of this memorandum, the City had applied for 39 projects, totaling $138.113 million. Six projects had been approved, totaling $6.395 million. Two projects had been denied, totaling $9.868 million. The remaining projects were in progress. The Administration will keep Elected Officials apprised of future development in these matters. The County Administration's presentation to the Board of County Commissioners on September 15, 2020, is included as Attachment H.

Information Regarding the General Fund Growth of Each Department

As requested before and during the First Budget Hearing, Attachment I includes the General Fund growth of each department in the Proposed Budget both with and without the positions that are proposed to be transferred between Departments.

Information Regarding the Solid Waste Fee and Solid Waste Operations

The full cost of solid waste services is $573 per household per year. This and a history of the Solid Waste Fee are shown in Attachment J. The Department of Solid Waste currently has 102 surveillance cameras deployed at undisclosed locations throughout the City of Miami to deter illegal dumping on the public right-of-way. The Department works closely with the Police Department, who monitors the camera feeds and conducts arrests for such violations. The Solid Waste Department currently has 15 sanitation inspector positions, of which ten are currently filled and five are currently vacant. The Proposed Budget includes the elimination of one of these five vacant positions.

Information Regarding Camillus House and Lotus House

As requested before and during the First Budget Hearing, the Proposed Budget includes $100,000 for the Lotus House in the NDA budget, $460,000 for the Camillus House Shelter Program in the Department of Human Services (DHS) budget, and $100,000 for the Camillus House Day Program in the DHS budget. The per capita funding at Lotus house is $23.36 (City Portion) of a total of $52.49 per capita per night. The per capita funding at Camillus house is $16.80 (City Portion) of a total of $24.66 per capita per night.

Information Regarding General Fund Revenues

The Administration will continue to monitor General Fund Revenues throughout the new Fiscal Year. There are approximately $23 million of non-Ad Valorem revenues that are budgeted higher in the new year than they are projected to finish the current year. In addition, the City has received indications from the State of Florida that four revenues will likely be lower next fiscal year than the City had anticipated when preparing the budget in the Spring and the Fall. These revenue sources are: the Local Option Fuel Tax ($678,000), the Public Service Tax ($3.528 million), the Half-Cent Sales Tax ($1.009 million), and the Municipal Revenue Sharing

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($1.017 million). At the moment, the City's reserves budgeted in FY 2020-21 are adequate for these reduced revenues. The Administration will continue to provide information regarding all revenues and expenditures to Elected Officials throughout the next fiscal year.

Information Regarding Personnel Reductions Included in the Proposed Budget

As requested at the First Budget Hearing, Attachment K includes details regarding the 123 positions that were recommended to be removed from Departments in the Proposed Budget.

Attachments:

- Attachment A – NET Recommended Plan
- Attachment B – Cost of Raises and Settlement Payments by Department
- Attachment C – Reductions of Service and Personnel by Department
- Attachment D – Miami Forever General Obligation Bond Housing Projects
- Attachment E – General Fund Changes by Type of Change
- Attachment F – New Capital Appropriations by Commission District
- Attachment G – New Capital Appropriations by Commission District with the Citywide projects distributed into the physical Commission Districts
- Attachment H – Miami-Dade County Coronavirus Relief Fund (CRF) Financial Update and Strategy September 15, 2020 Presentation
- Attachment I – General Fund Growth of Each Department
- Attachment J – Full Cost and History of the Solid Waste Fee
- Attachment K –Personnel Reductions Included in the Proposed Budget

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Attachment A

Neighborhood Enhancement Team (NET)

	Last Year	Proposed Change	Proposed	New Change	New Plan	To Commission Offices	To the Mayor's Office	To Solid Waste	To the Building Department	To Human Services	To NDA	Savings Last to Proposed	Savings Last to New
Director	**1**	0	**1**	-1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-1**
Assistant Director	**2**	-1	**1**	-1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-1**	**-2**
Assistant to the Director	**1**	0	**1**	-1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-1**
Special Projects Assistant	**2**	0	**2**	0	**2**	**0**	**0**	**1**	**1**	**0**	**0**	**0**	**0**
Special Projects Coordinator	**1**	0	**1**	-1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-1**
Administrative Service Manager	**1**	0	**1**	0	**1**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**
NET Administrator	**12**	-4	**8**	-2	**6**	**5**	**1**	**0**	**0**	**0**	**0**	**-4**	**-6**
Service Center Aide	**8**	-4	**4**	+2	**6**	**5**	**1**	**0**	**0**	**0**	**0**	**-4**	**-2**
Service Center Representative	**13**	-2	**11**	-5	**6**	**5**	**1**	**0**	**0**	**0**	**0**	**-2**	**-7**
Waste Collector (Funded)	**37**	-9	**28**	0	**28**	**15**	**0**	**13**	**0**	**0**	**0**	**-9**	**-9**
Waste Collector (Unfunded/Frozen)	**3**	+9	**12**	0	**12**	**0**	**0**	**12**	**0**	**0**	**0**	**+9**	**+9**
Total Personnel	**81**	-11	**70**	-9	**61**	**30**	**3**	**26**	**1**	**1**	**0**	**-11**	**-20**
512000 - Regular Salaries and Wages	**$4,445,000**	-$1,024,000	**$3,421,000**	-$956,957	**$2,464,043**	$1,564,249	$237,894	$571,970	$0	$89,930	$0	-$1,024,000	-$1,980,957
512010 - Attrition Savings - Salaries	**-$314,000**	+$314,000	**$0**	$0	**$0**	$0	$0	$0	$0	$0	$0	$314,000	$314,000
513000 - Other Salaries and Wages	**$42,000**	+$8,000	**$50,000**	-$50,000	**$0**	$0	$0	$0	$0	$0	$0	$8,000	-$42,000
514000 - Overtime	**$0**	+$9,000	**$9,000**	$0	**$9,000**	$9,000	$0	$0	$0	$0	$0	$9,000	$9,000
516000 - Fringe Benefits	**$60,000**	-$16,000	**$44,000**	-$23,600	**$20,400**	$16,200	$3,600	$600	$0	$0	$0	-$16,000	-$39,600
521000 - FICA Taxes	**$343,000**	-$74,000	**$269,000**	-$78,931	**$190,069**	$120,910	$18,475	$43,804	$0	$6,880	$0	-$74,000	-$152,931
522000 - Retirement Contributions	**$1,625,000**	+$113,000	**$1,738,000**	$0	**$1,738,000**	$570,482	$107,063	$494,418	$0	$40,472	$525,565	$113,000	$113,000
523000 - Life and Health Insurance	**$1,349,000**	-$164,000	**$1,185,000**	$0	**$1,185,000**	$466,450	$55,974	$404,257	$0	$18,658	$239,661	-$164,000	-$164,000
524000 - Workers' Compensation	**$68,000**	-$9,000	**$59,000**	$0	**$59,000**	$20,191	$3,071	$17,499	$0	$1,161	$17,078	-$9,000	-$9,000
531000 - Professional Services	**$0**	+$25,000	**$25,000**	$0	**$25,000**	$20,000	$0	$0	$0	$5,000	$0	$25,000	$25,000
534000 - Other Contractual Services	**$94,000**	$0	**$94,000**	$0	**$94,000**	$94,000	$0	$0	$0	$0	$0	$0	$0
541100 - Postage	**$1,000**	$0	**$1,000**	$0	**$1,000**	$1,000	$0	$0	$0	$0	$0	$0	$0
543000 - Utility Services	**$30,000**	-$30,000	**$0**	$0	**$0**	$0	$0	$0	$0	$0	$0	-$30,000	-$30,000
543020 - Utilities Electricity	**$0**	+$23,000	**$23,000**	$0	**$23,000**	$23,000	$0	$0	$0	$0	$0	$23,000	$23,000
544000 - Rentals and Leases	**$36,000**	$0	**$36,000**	-$28,000	**$8,000**	$8,000	$0	$0	$0	$0	$0	$0	-$28,000
545011 - Insurance - Vehicle Liability	**$3,000**	+$5,000	**$8,000**	$0	**$8,000**	$8,000	$0	$0	$0	$0	$0	$5,000	$5,000
545012 - Insurance - Property & Casualty	**$11,000**	+$2,000	**$13,000**	$0	**$13,000**	$13,000	$0	$0	$0	$0	$0	$2,000	$2,000
546000 - Repair and Maintenance Services	**$6,000**	+$1,000	**$7,000**	$0	**$7,000**	$7,000	$0	$0	$0	$0	$0	$1,000	$1,000
546001 - IT-Repair and Maintenance Service	**$152,000**	+$37,000	**$189,000**	$0	**$189,000**	$189,000	$0	$0	$0	$0	$0	$37,000	$37,000
549000 - Other Current Charges and Obligat	**$600,000**	-$500,000	**$100,000**	$0	**$100,000**	$100,000	$0	$0	$0	$0	$0	-$500,000	-$500,000
551000 - Office Supplies	**$8,000**	-$1,000	**$7,000**	$0	**$7,000**	$7,000	$0	$0	$0	$0	$0	-$1,000	-$1,000
552000 - Operating Supplies	**$40,000**	-$10,000	**$30,000**	$0	**$30,000**	$30,000	$0	$0	$0	$0	$0	-$10,000	-$10,000
552200 - Clothing/Uniform Supplies	**$23,000**	$0	**$23,000**	$0	**$23,000**	$23,000	$0	$0	$0	$0	$0	$0	$0
554000 - Subscriptions, Memberships, Licen	**$1,000**	$0	**$1,000**	$0	**$1,000**	$1,000	$0	$0	$0	$0	$0	$0	$0
664000 - Machinery and Equipment	**$14,000**	-$14,000	**$0**	$0	**$0**	$0	$0	$0	$0	$0	$0	-$14,000	-$14,000
Total Expense	**$8,637,000**	**-$1,305,000**	**$7,332,000**	**-$1,137,488**	**$6,194,512**	**$3,291,000**	**$426,000**	**$1,533,000**	**$0**	**$162,000**	**$782,000**	**-$1,305,000**	**-$2,442,000**

Per Office (dollars)	**$658,000**
Per Office (personnel)	**6**

*** There would be additional savings of $821,000 in the next fiscal year due to reduced pension, health care, workers compensation, and insurance costs (which are calculated on a per employee basis).**

**** The new plan calculations do not include any transition time. There are two types of transition time:**

- If we were to set a date for transition later than October 1, 2020, we would just take the part of the year before that date and keep it in NET, with the remainder in the various Departments. Only the "savings" section of the calculation would be reduced by the amount that the individuals remain in NET. Each month past October 1 would reduce the savings by a maximum $189,000.

- Additionally , employees have rights to time as a temp after they are laid off. The funding for these temp positions is not included in the NET budget. We would have to find them temp positions in other departments (the amount of time as a temp is unknown). Each month of temp time granted would cost a maximum of $140,000 for all of the positions being reduced from the budget.

Attachment B

Distribution of the Cost of Raises and Settlement Payments

	Cost Not Included in the Proposed				
Department	**AFSCME 1907**	**AFSCME 871**	**FOP**	**IAFF**	**Total Target**
Agenda Coordination	$5,000	$0	$0	$0	**$5,000**
Building	$365,000	$0	$0	$0	**$365,000**
Capital Improvements	$52,000	$0	$0	$0	**$52,000**
City Attorney's Office	$10,000	$0	$0	$0	**$10,000**
City Clerk	$28,000	$0	$0	$0	**$28,000**
City Manager's Office	$2,000	$0	$0	$0	**$2,000**
Civil Service Board	$3,000	$0	$0	$0	**$3,000**
Code Compliance	$194,000	$0	$0	$0	**$194,000**
Communications	$28,000	$0	$0	$0	**$28,000**
Equal Opportunity and Diversity Programs	$0	$0	$0	$0	**$0**
Finance	$199,000	$0	$0	$0	**$199,000**
Fire-Rescue	$235,000	$0	$0	$4,779,000	**$5,014,000**
General Services Administration	$420,000	$0	$0	$0	**$420,000**
Grants Administration	$21,000	$0	$0	$0	**$21,000**
Housing and Community Development	$0	$0	$0	$0	**$0**
Human Resources	$40,000	$0	$0	$0	**$40,000**
Human Services	$77,000	$0	$0	$0	**$77,000**
Independent Auditor General	$0	$0	$0	$0	**$0**
Innovation and Technology	$359,000	$0	$0	$0	**$359,000**
Management and Budget	$8,000	$0	$0	$0	**$8,000**
Mayor's Office and City Commissioners' Offices	$0	$0	$0	$0	**$0**
Neighborhood Enhancement Team	$96,000	$52,000	$0	$0	**$148,000**
Parks and Recreation	$709,000	$0	$0	$0	**$709,000**
Planning	$108,000	$0	$0	$0	**$108,000**
Police	$1,010,000	$0	$6,758,000	$0	**$7,768,000**
Procurement	$56,000	$0	$0	$0	**$56,000**
Real Estate and Asset Management	$110,000	$0	$0	$0	**$110,000**
Resilience and Public Works	$383,000	$0	$0	$0	**$383,000**
Risk Management	$64,000	$0	$0	$0	**$64,000**
Solid Waste	$109,000	$411,000	$0	$0	**$520,000**
Zoning	$86,000	$0	$0	$0	**$86,000**
Non-Departmental Accounts	$12,000	$0	$0	$0	**$12,000**
	$4,789,000	**$463,000**	**$6,758,000**	**$4,779,000**	**$16,789,000**
Settlement Payments	$0	$0	$2,917,000	$2,500,000	**$5,417,000**
Steps	$4,789,000	$463,000	$3,841,000	$2,279,000	**$11,372,000**
Total Needed	**$4,789,000**	**$463,000**	**$6,758,000**	**$4,779,000**	**$16,789,000**

Reductions of Service and Personnel by Department

Each Department professionally, dutifully, and reluctantly organized a plan to reduce personnel, line items, and services to afford the $16.789 million cost of step increases and settlements payments as noted in the memorandum titled "Information for the Second Budget Hearing." The below table summarizes the personnel and financial impact of these plans. The descriptions following the table describe the impacts on service and operations.

Department	Sworn	Civilian	Personnel Total	Personnel Total	Line Items Total	Grand Total
Agenda					$2,000	$2,000
Building					$0	$0
Capital Improvements		3	3	$54,000	$4,000	$58,000
City Attorney's Office					$10,000	$10,000
City Clerk					$28,000	$28,000
City Manager's Office					$2,000	$2,000
Civil Service Board					$3,000	$3,000
Code Compliance			3	$163,000	$31,000	$194,000
Communications					$28,000	$28,000
Equal Opportunity and Diversity Programs					$0	$0
Finance					$199,000	$199,000
Fire-Rescue	30	4	34	$2,440,000	$824,000	$3,264,000
General Services Administration		1	1	$109,000	$311,000	$420,000
Grants Administration					$21,000	$21,000
Housing and Community Development					$0	$0
Human Resources					$40,000	$40,000
Human Services		1	1	$58,000	$20,000	$78,000
Auditor General					$0	$0
Innovation and Technology		3	3	$335,000	$26,000	$361,000
Management and Budget					$8,000	$8,000
Mayor's Office and City Commissioners' Offices					$0	$0
Neighborhood Enhancement Team					$0	$0
Parks and Recreation					$750,000	$750,000
Planning					$108,000	$108,000
Police	107	19	126	$7,344,000	$424,000	$7,768,000
Procurement		1	1	$62,000	-$5,000	$57,000
Real Estate and Asset Management		2	2	$157,000	$13,000	$170,000
Resilience and Public Works					$383,000	$383,000
Risk Management					$0	$0
Solid Waste					$520,000	$520,000
Zoning					$86,000	$86,000
NDA					$0	$0
Totals	**137**	**37**	**174**	**$10,722,000**	**$3,836,000**	**$14,558,000**

Police

The plan for the Police Department includes the reduction of 126 positions. These include 66 filled sworn positions, 41 vacant sworn positions, seven filled civilian positions, and 12 vacant civilian positions. The reduction of positions in the Police Department will not yield an increase in emergency response times from the Police Department. The reduction will likely decrease the number of labor hours available to investigate criminal cases and increase the per capita investigative workload for detectives. These reductions will also negatively impact response to victims, lost hours on investigations (increasing the time taken to bring offenders into custody), and other community relations efforts.

Fire-Rescue

The plan for the Fire-Rescue Department includes the elimination of 34 positions. These include 22 filled sworn positions, eight vacant sworn positions, two filled executive positions, and two vacant civilian positions. This will require the closing of two additional fire rescue or suppression units in addition to the two that were closed in the Proposed Budget. The

Reductions of Service and Personnel by Department

Department will also work to increase revenues $3.5 million by increasing the collection of transportation fees, including newly seeking payment for transportation from motor vehicle accidents. Of this $3.5 million, according to the labor contract $1.75 million would be paid out to members of the IAFF and $1.75 million will be used to avoid closing a fifth fire rescue or suppression units. The response time of the Fire-Rescue Department would likely increase from an average of 5 minutes 43 seconds in the Proposed Budget to a longer wait time.

Agenda

The plan for the Office of Agenda Coordination includes reducing their office supplies budget from $2,000 to $0. They stop delivering hard copies of agendas and will use existing office supplies.

Building

The plan for the Building Department is to use $365,000 of building reserves rather than cut services.

Capital Improvements

The plan for the Office of Capital Improvements includes the reduction of three vacant positions. The personnel in this department are funded 25 percent by the General Fund and 75 by charges to capital projects. The three positions that would be removed from the budget are a Contract Compliance Analyst, a Construction Manager, and a Project Manager. This will result in Capital Projects being significantly delayed.

City Attorney's Office

The plan for the City Attorney's Office involves reducing the legal consultant line item by $10,000 without an impact to service.

City Clerk

The plan for the City Clerk’s Office is to move the expense of advertising out of the General Fund to the Clerk’s Special Revenue funds without an impact to service.

City Manager's Office

The plan for the City Manager’s Office is to reduce the outside consultants line item by $2,000 with a minimal impact on service.

Civil Service Board

The plan for the Civil Service Board is to reduce the legal services line item by $3,000 with the service impact of receiving less legal advice during the fiscal year.

Code Compliance

The plan for the Office of Code Compliance includes reducing three filled Code Compliance Inspectors (in addition to the six vacant positions removed in the proposed budget). This will

result in larger areas for the officers to cover and reduced compliance with the City code by residents and business.

Communications

The plan for the Office of Communications is to reduce one part-time Broadcast Engineer that served as a backup when the other two engineers are out on leave. The impact would reflect on certain broadcasts and event setups such as press conferences with City officials that will not be staffed. The office will also reduce the operating supplies budget, which will affect the department's ability to purchase certain software, graphic generating applications, etc. to keep up with some of the new digital and industry trends.

Equal Opportunity and Diversity Programs

This Office has no collective bargaining positions and will thus not reduce the budget or services.

Film and Entertainment

The plan for the Office of Film and Entertainment in the Non-Departmental Accounts is to reduce the travel and operating supplies line items by $12,000.

Finance

The plan for the Finance Department is to reduce the outside professional services line item by $194,000 which will reduce the usage of the City's Financial Advisor and the City's financial system programmer. The reduction of usage of the Financial Advisor will result in less oversight of the City's long-term portfolio, and results in a loss of the Department's ability to leverage the Financial Advisor's expertise and knowledge, possibly resulting in a lower rate of return. The reduction of usage of the contract with the programmer reduce the number of changes that can be made to the City's system. The postage line item will also be reduced by $5,000.

General Services Administration

The plan for the General Services Administration is to reduce the motor fuel budget from $2.4 million to $2.1 million, based on current fuel rates and anticipated market prices for the next fiscal year. The plan also includes eliminating one vacant Assistant Communications Technical Superintendent which will result in less oversight of the first responder 800MhZ system.

Grants Administration

The plan for the Office of Grants Administration is to reduce the summer youth intern program from $382,000 to $361,000 resulting in less youth served next summer.

Housing and Community Development

There are no general fund positions in this department and will thus not reduce the budget or services.

Reductions of Service and Personnel by Department

Human Resources
The plan for the Human Resources Department is to remove all four part-time positions, which will impact the scanning project and other special projects.

Human Services
The plan for the Human Services Department is to eliminate one Opportunity Center Client Support Supervisor and line item reductions resulting in less employees assisting citizens seeking job placement and employment.

Auditor General
This Office has no collective bargaining positions and will thus not reduce the budget or services.

Innovation and Technology
The plan for the Innovation and Technology Department is to eliminate one IT Customer Service Manager, one Help Desk Supervisor, and one IT Project Manager. This will directly impact coordination and performance tracking from the help desk, with impacts to customer response times across various functions including Service Ticket Management, IT Inventory, and IT Field work. Various projects will similarly be delayed.

Management and Budget
The plan for the Office of Management and Budget is to reduce the professional services line item from $198,000 to $190,000 resulting in fewer consultant studies and actuarial reports.

Mayor's Office and City Commissioners' Offices
These offices have no collective bargaining positions and will not reduce services.

Neighborhood Enhancement Team
The plan for the Neighborhood Enhancement Team being considered by the City Commission would be in leu of any other reductions.

Parks and Recreation
The plan for the Parks and Recreation Department is to reduce the Melreese Golf Course expenditure budget by $280,000. As well, the Caribbean Marketplace will be closed while roof repairs are undertaken, supplies for afterschool and camp will be reduced, a security guard will be removed at Sterns Park, and the Williams Park pool will remain closed longer.

Planning
The plan for the Planning Department is to reduce the Professional Services line item which will negatively impact the turnaround times for Historic Preservation, Planning Services, and Planning Studies requested by the City Commission or the Administration.

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Reductions of Service and Personnel by Department

Procurement
The plan for the Procurement Department is to eliminate one vacant Senior Procurement Contracting Officer which will cause the City to take longer to procure construction and architectural and engineering (A&E) Services, thereby delaying capital projects.

Real Estate and Asset Management
The plan for the Department of Real Estate and Asset Management is to eliminate one Assistant Marinas Manager and one Quality Control and Financial Modeling Analyst resulting in a negative impact on the Department's ability to audit utility payments and leases revenues.

Resilience and Public Works
The plan for the Resilience and Public Works Department is to reduce the Other Contractual line item which reduces funding levels back to the FY2018-2019 budget but still meets the requirements of the NPDES permit. Inlet and outfall cleaning will be reduced as well.

Risk Management
By changing the stop-loss amounts and increasing the deductibles, the City will save and can reduce the budget by $1.060m in the FY 2020-21 budget. There are no savings included in the department’s operating budget.

Solid Waste
The plan for the Solid Waste Department will be to close the City’s Mini-Dump to the public (but remain open for City Departments). The Department will also reduce Saturday daytime operations and night shift operations.

Zoning
The plan for the Office of Zoning is to reduce consultants that help with zoning plans review which will increase the time taken to review zoning plans.

DRAFT

Attachment D

Miami Forever General Obligation Bond (GOB) Housing Projects

GOB Project/Program	Number	GOB Funding	FY2020-21	FY2021-22	FY2022-23
Platform 3750 II, LLC	TBD	$3,500,000	$1,800,000	$1,700,000	$0
The Gallery At River Parc, LLC	91-180000	$800,000	$800,000	$0	$0
MJLH 337 NW 11 Ave, LLC	TBD	$229,000	$229,000	$0	$0
Liberty Square Phase Three, LLC	TBD	$750,000	$600,000	$150,000	$0
Vinyard Village, LLC	TBD	$1,871,000	$250,000	$1,621,000	$0
Residences at Dr. King Blvd.	TBD	$2,000,000	$750,000	$1,250,000	$0
Liberty Renaissance	TBD	$1,000,000	$200,000	$800,000	$0
Homeownership Preservation	TBD	$4,000,000	$1,600,000	$1,600,000	$800,000
Long Term Lease/Build Manage (D4)	TBD	$850,000	$850,000	$0	$0
Totals		**$15,000,000**	**$7,079,000**	**$7,121,000**	**$800,000**

Amounts are estimates

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Attachment E1 - General Fund Changes by Type of Change

General Fund Revenue	Proposed Budget FY 2020-21 July 21, 2020					Changes to Proposed Budget Cuts	Changes to Proposed Budget #1	Preliminary Budget
Property Taxes	$424,609,000							$424,609,000
Franchise Fees and Other Taxes	$117,566,000							$117,566,000
Interest	$4,814,000							$4,814,000
Transfers-In	$4,211,000							$4,211,000
Fines and Forfeitures	$7,644,000							$7,644,000
Intergovernmental Revenues	$67,210,000							$67,210,000
Licenses and Permits	$66,587,000							$66,587,000
Other Revenues (Inflows)	$7,412,000					$165,000	$109,000	$7,686,000
Charges for Services	$113,299,000					$3,500,000		$116,799,000
Total Revenues	**$813,352,000**					**$3,665,000**	**$109,000**	**$817,126,000**
General Fund Expenditures		**NET Plan**	**Other Changes**	**Steps and Settlements**	**Attrition**	**Reductions**	**Ttotal all changes**	**Preliminary Budget**
Mayor	$1,609,000	$426,000					$426,000	$2,035,000
Commissioners	$4,042,000	$3,291,000					$3,291,000	$7,333,000
City Manager	$2,781,000			$2,000		-$2,000	$0	$2,781,000
Agenda Coordination	$379,000			$5,000		-$2,000	$3,000	$382,000
Independent Auditor General	$1,334,000			$0			$0	$1,334,000
City Attorney	$10,366,000			$10,000		-$10,000	$0	$10,366,000
City Clerk	$2,009,000			$28,000		-$28,000	$0	$2,009,000
Civil Service	$547,000			$3,000		-$3,000	$0	$547,000
Code Compliance	$8,326,000			$194,000	$49,000	-$194,000	$49,000	$8,375,000
Communications	$1,702,000			$28,000		-$28,000	$0	$1,702,000
Equal Opportunity and Diversity Programs	$537,000			$0			$0	$537,000
Finance	$11,018,000		-$18,000	$199,000		-$199,000	-$18,000	$11,000,000
Grants Administration	$1,634,000			$21,000		-$21,000	$0	$1,634,000
Human Resources	$5,075,000			$40,000	$0	-$40,000	$0	$5,075,000
Innovation and Technology	$13,959,000		-$23,000	$359,000	$88,000	-$361,000	$63,000	$14,022,000
Management and Budget	$3,321,000			$8,000		-$8,000	$0	$3,321,000
Neighborhood Enhancement Teams (NET)	$7,332,000	-$6,933,000		$0			-$6,933,000	$399,000
Procurement	$2,949,000			$56,000	$30,000	-$56,000	$30,000	$2,979,000
Human Services	$5,046,000	$162,000		$77,000	$36,000	-$78,000	$197,000	$5,243,000
Building	$17,526,000		-$29,000	$365,000		$0	$336,000	$17,862,000
Planning	$5,281,000			$108,000		-$108,000	$0	$5,281,000
Zoning	$4,459,000			$86,000		-$86,000	$0	$4,459,000
Housing and Community Development	$960,000			$0			$0	$960,000
General Services Administration	$27,781,000		-$46,000	$420,000		-$420,000	-$46,000	$27,735,000
Resilience and Public Works	$28,496,000		-$23,000	$383,000		-$383,000	-$23,000	$28,473,000
Solid Waste	$35,666,000	$1,533,000	-$60,000	$520,000		-$520,000	$1,473,000	$37,139,000
Capital Improvements	$4,410,000			$52,000		-$59,000	-$7,000	$4,403,000
Fire-Rescue	$169,024,000		$1,468,000	$2,514,000	$150,000	-$3,264,000	$868,000	$169,892,000
Police	$266,719,000		-$445,000	$4,851,000	$1,502,000	-$7,768,000	-$1,860,000	$264,859,000
Real Estate and Asset Management	$13,640,000		-$23,000	$110,000	$45,000	-$170,000	-$38,000	$13,602,000
Parks and Recreation	$51,492,000		-$86,000	$709,000		-$750,000	-$127,000	$51,365,000
Risk Management	$3,270,000		$0	$64,000			$64,000	$3,334,000
Non-Departmental Accounts (NDA)	$55,479,000	$782,000	-$185,000	$5,417,000		$0	$6,014,000	$61,493,000
Transfers - Out	$45,183,000			$12,000			$12,000	$45,195,000
TOTAL GENERAL FUND	**$813,352,000**	**-$739,000**	**$530,000**	**$16,641,000**	**$1,900,000**	**-$14,558,000**	**$3,774,000**	**$817,126,000**

Attachment F

As Proposed with Marlins Garage and Spring Garden Park Properly Reflected

Project	Citywide	District 1	District 2	District 3	District 4	District 5	Total	Source
Sewell Park - Walkway and Park Enhancements - Construction Phase (40-B203504)	$0	$1,000,000	$0	$0	$0	$0	$1,000,000	Impact Fees - Parks
Kinloch Park (a.k.a. Charlie DeLucca Park) - General Plan Design (40-B213500)	$0	$100,000	$0	$0	$0	$0	$100,000	Impact Fees - Parks
Morningside Park Baywalk, Kayak Launch, and Boat Ramp - Phase I (40-B173511A)	$0	$0	$200,000	$0	$0	$0	$200,000	Impact Fees - Parks
Jimbo's Lagoon (40-B183513)	$0	$0	$133,000	$0	$0	$0	$133,000	Impact Fees - Parks
Virginia Key Northpoint Park - Design and Enhancements (40-B30184B)	$0	$0	$747,000	$0	$0	$0	$747,000	Impact Fees - Parks
Arthur Lamb Road, Jr. - Milling and Resurfacing (40-B213501)	$0	$0	$1,311,000	$0	$0	$0	$1,311,000	Impact Fees - Parks
G4 Garage Improvements (Miami Parking Authority) (40-B73504)	$623,000	$0	$0	$0	$0	$0	$623,000	Impact Fees - General Government
Flagler Street Beautification (40-B30606)	$0	$0	$670,000	$0	$0	$0	$670,000	Parking Surcharge
Miscellaneous Repairs - Marine Stadium Marina (40-B203405)	$25,000	$0	$0	$0	$0	$0	$25,000	Marinas Revenue - Contribution from General Fund
Pilings and Pier Repairs - Dinner Key Marina (40-B173401)	$50,000	$0	$0	$0	$0	$0	$50,000	Marinas Revenue - Contribution from General Fund
Miscellaneous Repairs - Dinner Key Mooring Field (40-B173403)	$6,000	$0	$0	$0	$0	$0	$6,000	Marinas Revenue - Contribution from General Fund

Derelict Vessel Removal (40-B70043)	$47,000	$0	$0	$0	$0	$0	$47,000	Marinas Revenue - Contribution from General Fund
Exterior Painting and Patching for Dinner Key Dockmaster Building (40-B213400)	$30,000	$0	$0	$0	$0	$0	$30,000	Marinas Revenue - Contribution from General Fund
Dinner Key Marina Fuel Dock - Phase II (40-B213401)	$200,000	$0	$0	$0	$0	$0	$200,000	Marinas Revenue - Contribution from General Fund
Dinner Key Mooring Field Marker #6 (40-B213402)	$8,000	$0	$0	$0	$0	$0	$8,000	Marinas Revenue - Contribution from General Fund
Dinner Key Pumpout Boat (40-B213403)	$120,000	$0	$0	$0	$0	$0	$120,000	Marinas Revenue - Contribution from General Fund
Dinner Key Mooring Field Perimeter Buoy Replacement (40-B213404)	$25,000	$0	$0	$0	$0	$0	$25,000	Marinas Revenue - Contribution from General Fund
Dinner Key Shuttle Boat Repower (40-B213405)	$25,000	$0	$0	$0	$0	$0	$25,000	Marinas Revenue - Contribution from General Fund
Dinner Key Marina Gate Repairs (40-B213406)	$5,000	$0	$0	$0	$0	$0	$5,000	Marinas Revenue - Contribution from General Fund
Dinner Key Marina Wi-Fi (40-B213407)	$80,000	$0	$0	$0	$0	$0	$80,000	Marinas Revenue - Contribution from General Fund
Marine Stadium Marina Emergency Repairs (40-B213408)	$45,000	$0	$0	$0	$0	$0	$45,000	Marinas Revenue - Contribution from General Fund
MiaMarina Ticket Surcharge - Capital Operations and Improvements (40-B183406)	$400,000	$0	$0	$0	$0	$0	$400,000	MiaMarina Revenue - Contribution from General Fund
MiaMarina Emergency Repairs (40-B183404)	$46,000	$0	$0	$0	$0	$0	$46,000	MiaMarina Revenue - Contribution from General Fund
Pier Repairs - MiaMarina (40-B183407)	$106,000	$0	$0	$0	$0	$0	$106,000	MiaMarina Revenue - Contribution from General Fund
MiaMarina Ice Machine (40-B213409)	$130,000	$0	$0	$0	$0	$0	$130,000	MiaMarina Revenue - Contribution from General Fund

G4 Garage Improvements (Miami Parking Authority) (40-B73504)	$627,000	$0	$0	$0	$0	$0	$627,000	Contribution from General Fund - DREAM
First Presbyterian Church - Baywalk - PH II - Construction (40-B183401)	$0	$0	$86,000	$0	$0	$0	$86,000	Contribution from General Fund - DREAM (FIND Match)
Knight Center - Phase II (40-B183402)	$0	$0	$1,250,000	$0	$0	$0	$1,250,000	Contribution from General Fund - DREAM (FIND Match)
Peacock Park Glasshouse Roof (40-B183418)	$0	$0	$50,000	$0	$0	$0	$50,000	Contribution from General Fund - DREAM
Brickell Key Bridge Repairs (40-B193602)	$2,654,000	$0	$0	$0	$0	$0	$2,654,000	Downtown Developmental Supplemental Fee - Administration
Brickell Key Bridge Repairs (40-B193602)	$1,966,000	$0	$0	$0	$0	$0	$1,966,000	Downtown Developmental Supplemental Fee - Transportation
Domino Park - Concrete Floor Repair and FFE Replacement (40-B203503)	$0	$0	$0	$500,000	$0	$0	$500,000	Impact Fees - Parks
Jose Marti Park Flood Mitigation - Construction Phase (40-B193803)	$0	$0	$0	$1,000,000	$0	$0	$1,000,000	Impact Fees - Parks
Henderson Park - New Sports Lighting (40-B213502)	$0	$0	$0	$100,000	$0	$0	$100,000	Impact Fees - Parks
New Park at 3699/3701 SW 1st AVE (40-B193517)	$0	$0	$0	$500,000	$0	$0	$500,000	Impact Fees - Parks
West End Park Pool Enhancements (40-B183505)	$0	$0	$0	$0	$1,000,000	$0	$1,000,000	Impact Fees - Parks
Shenandoah Park - Sports Lighting Upgrade (40-B213503)	$0	$0	$0	$0	$200,000	$0	$200,000	Impact Fees - Parks
Spring Garden Point Park Historic Building (40-B40566)	$0	$0	$0	$0	$0	$300,000	$300,000	Impact Fees - Parks
Legion Park Enhancements - Upgrade of Outdoor Fitness Equipment (40-B213504)	$0	$0	$0	$0	$0	$100,000	$100,000	Impact Fees - Parks

Legion Park Community Building Improvements (40-B40510A)	$0	$0	$0	$0	$0	$300,000	$300,000	Impact Fees - Parks
Athalie Range Park - Tennis and Basketball Courts Improvements (40-B213505)	$0	$0	$0	$0	$0	$500,000	$500,000	Impact Fees - Parks
New Police Headquarters Planning Phase (40-B183203)	$126,000	$0	$0	$0	$0	$0	$126,000	Impact Fees - Police
Real Time Crime Center Software (40-B193202)	$300,000	$0	$0	$0	$0	$0	$300,000	Impact Fees - Police
New Police Web EOC Command Center (40-B213202)	$100,000	$0	$0	$0	$0	$0	$100,000	Impact Fees - Police
Police Security System (40-B17320)	$200,000	$0	$0	$0	$0	$0	$200,000	Impact Fees - Police
Fire Rescue Apparatus Upgrades and Enhancements (40-B213200)	$567,000	$0	$0	$0	$0	$0	$567,000	Impact Fees - Fire
Firefighting EMS Equipment (40-B70106A)	$421,000	$0	$0	$0	$0	$0	$421,000	Impact Fees - Fire
Fire Rescue Facility Enhancements (40-B173214)	$50,000	$0	$0	$0	$0	$0	$50,000	Impact Fees - Fire
Citywide Pavement Resurfacing (40-B73102E)	$648,000	$0	$0	$0	$0	$0	$648,000	Local Option Gas Tax - Contribution from General Fund
Citywide Storm Sewer Repair Project (40-B30262)	$1,000,000	$0	$0	$0	$0	$0	$1,000,000	Stormwater Utility Trust Fund - Contribution from General Fund
Citywide Storm Sewer Master Plan (40-B30632A)	$250,000	$0	$0	$0	$0	$0	$250,000	Stormwater Utility Trust Fund - Contribution from General Fund
Repairs at Marlins Parking Garage (40-B203408)	$3,195,000	$0	$0	$0	$0	$0	$3,195,000	Contribution from Special Revenue
Communications -Computer Upgrade (40-B213100)	$38,000	$0	$0	$0	$0	$0	$38,000	Contribution from General Fund - Communications

Attachment F

ePlan - Phase II (40-B74614B)	$3,481,000	$0	$0	$0	$0	$0	$3,481,000	Contribution from General Fund - Building
Citywide Fleet Replacement - Building Vehicles (40-B183118)	$420,000	$0	$0	$0	$0	$0	$420,000	Contribution from General Fund - Building
Trolley Acquisition (40-B70715E)	$708,000	$0	$0	$0	$0	$0	$708,000	Transit Half-Cent Surtax
Total	**$18,722,000**	**$1,100,000**	**$4,447,000**	**$2,100,000**	**$1,200,000**	**$1,200,000**	**$28,769,000**	

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Attachment G

As Proposed with Marlins Garage and Spring Garden Park Properly Reflected with Citywide Broken into Physical Commission Districts								
Project	**Citywide**	**District 1**	**District 2**	**District 3**	**District 4**	**District 5**	**Total**	**Source**
Sewell Park - Walkway and Park Enhancements - Construction Phase (40-B203504)	$0	$1,000,000	$0	$0	$0	$0	$1,000,000	Impact Fees - Parks
Kinloch Park (a.k.a. Charlie DeLucca Park) - General Plan Design (40-B213500)	$0	$100,000	$0	$0	$0	$0	$100,000	Impact Fees - Parks
Morningside Park Baywalk, Kayak Launch, and Boat Ramp - Phase I (40-B173511A)	$0	$0	$200,000	$0	$0	$0	$200,000	Impact Fees - Parks
Jimbo's Lagoon (40-B183513)	$0	$0	$133,000	$0	$0	$0	$133,000	Impact Fees - Parks
Virginia Key Northpoint Park - Design and Enhancements (40-B30184B)	$0	$0	$747,000	$0	$0	$0	$747,000	Impact Fees - Parks
Arthur Lamb Road, Jr. - Milling and Resurfacing (40-B213501)	$0	$0	$1,311,000	$0	$0	$0	$1,311,000	Impact Fees - Parks
G4 Garage Improvements (Miami Parking Authority) (40-B73504)	$0	$0	$623,000	$0	$0	$0	$623,000	Impact Fees - General Government
Flagler Street Beautification (40-B30606)	$0	$0	$670,000	$0	$0	$0	$670,000	Parking Surcharge
Miscellaneous Repairs - Marine Stadium Marina (40-B203405)	$0	$0	$25,000	$0	$0	$0	$25,000	Marinas Revenue - Contribution from General Fund
Pilings and Pier Repairs - Dinner Key Marina (40-B173401)	$0	$0	$50,000	$0	$0	$0	$50,000	Marinas Revenue - Contribution from General Fund
Miscellaneous Repairs - Dinner Key Mooring Field (40-B173403)	$0	$0	$6,000	$0	$0	$0	$6,000	Marinas Revenue - Contribution from General Fund
Derelict Vessel Removal (40-B70043)	$0	$0	$47,000	$0	$0	$0	$47,000	Marinas Revenue - Contribution from General Fund

Attachment G

Project	Citywide	District 1	District 2	District 3	District 4	District	Total	Source
Exterior Painting and Patching for Dinner Key Dockmaster Building (40-B213400)	$0	$0	$30,000	$0	$0	$0	$30,000	Marinas Revenue - Contribution from General Fund
Dinner Key Marina Fuel Dock - Phase II (40-B213401)	$0	$0	$200,000	$0	$0	$0	$200,000	Marinas Revenue - Contribution from General Fund
Dinner Key Mooring Field Marker #6 (40-B213402)	$0	$0	$8,000	$0	$0	$0	$8,000	Marinas Revenue - Contribution from General Fund
Dinner Key Pumpout Boat (40-B213403)	$0	$0	$120,000	$0	$0	$0	$120,000	Marinas Revenue - Contribution from General Fund
Dinner Key Mooring Field Perimeter Buoy Replacement (40-B213404)	$0	$0	$25,000	$0	$0	$0	$25,000	Marinas Revenue - Contribution from General Fund
Dinner Key Shuttle Boat Repower (40-B213405)	$0	$0	$25,000	$0	$0	$0	$25,000	Marinas Revenue - Contribution from General Fund
Dinner Key Marina Gate Repairs (40-B213406)	$0	$0	$5,000	$0	$0	$0	$5,000	Marinas Revenue - Contribution from General Fund
Dinner Key Marina Wi-Fi (40-B213407)	$0	$0	$80,000	$0	$0	$0	$80,000	Marinas Revenue - Contribution from General Fund
Marine Stadium Marina Emergency Repairs (40-B213408)	$0	$0	$45,000	$0	$0	$0	$45,000	Marinas Revenue - Contribution from General Fund
MiaMarina Ticket Surcharge - Capital Operations and Improvements (40-B183406)	$0	$0	$400,000	$0	$0	$0	$400,000	MiaMarina Revenue - Contribution from General Fund
MiaMarina Emergency Repairs (40-B183404)	$0	$0	$46,000	$0	$0	$0	$46,000	MiaMarina Revenue - Contribution from General Fund
Pier Repairs - MiaMarina (40-B183407)	$0	$0	$106,000	$0	$0	$0	$106,000	MiaMarina Revenue - Contribution from General Fund
MiaMarina Ice Machine (40-B213409)	$0	$0	$130,000	$0	$0	$0	$130,000	MiaMarina Revenue - Contribution from General Fund

Attachment G

Project	Citywide	District 1	District 2	District 3	District 4	District	Total	Source
G4 Garage Improvements (Miami Parking Authority) (40-B73504)	$0	$0	$627,000	$0	$0	$0	$627,000	Contribution from General Fund - DREAM
First Presbyterian Church - Baywalk - PH II - Construction (40-B183401)	$0	$0	$86,000	$0	$0	$0	$86,000	Contribution from General Fund - DREAM (FIND Match)
Knight Center - Phase II (40-B183402)	$0	$0	$1,250,000	$0	$0	$0	$1,250,000	Contribution from General Fund - DREAM (FIND Match)
Peacock Park Glasshouse Roof (40-B183418)	$0	$0	$50,000	$0	$0	$0	$50,000	Contribution from General Fund - DREAM
Brickell Key Bridge Repairs (40-B193602)	$0	$0	$2,654,000	$0	$0	$0	$2,654,000	Downtown Developmental Supplemental Fee - Administration
Brickell Key Bridge Repairs (40-B193602)	$0	$0	$1,966,000	$0	$0	$0	$1,966,000	Downtown Developmental Supplemental Fee - Transportation
Domino Park - Concrete Floor Repair and FFE Replacement (40-B203503)	$0	$0	$0	$500,000	$0	$0	$500,000	Impact Fees - Parks
Jose Marti Park Flood Mitigation - Construction Phase (40-B193803)	$0	$0	$0	$1,000,000	$0	$0	$1,000,000	Impact Fees - Parks
Henderson Park - New Sports Lighting (40-B213502)	$0	$0	$0	$100,000	$0	$0	$100,000	Impact Fees - Parks
New Park at 3699/3701 SW 1st AVE (40-B193517)	$0	$0	$0	$500,000	$0	$0	$500,000	Impact Fees - Parks
West End Park Pool Enhancements (40-B183505)	$0	$0	$0	$0	$1,000,000	$0	$1,000,000	Impact Fees - Parks
Shenandoah Park - Sports Lighting Upgrade (40-B213503)	$0	$0	$0	$0	$200,000	$0	$200,000	Impact Fees - Parks
Spring Garden Point Park Historic Building (40-B40566)	$0	$0	$0	$0	$0	$300,000	$300,000	Impact Fees - Parks

Attachment G

Project	Citywide	District 1	District 2	District 3	District 4	District 5	Total	Source
Legion Park Enhancements - Upgrade of Outdoor Fitness Equipment (40-B213504)	$0	$0	$0	$0	$0	$100,000	$100,000	Impact Fees - Parks
Legion Park Community Building Improvements (40-B40510A)	$0	$0	$0	$0	$0	$300,000	$300,000	Impact Fees - Parks
Athalie Range Park - Tennis and Basketball Courts Improvements (40-B213505)	$0	$0	$0	$0	$0	$500,000	$500,000	Impact Fees - Parks
New Police Headquarters Planning Phase (40-B183203)	$126,000	$0	$0	$0	$0	$0	$126,000	Impact Fees - Police
Real Time Crime Center Software (40-B193202)	$300,000	$0	$0	$0	$0	$0	$300,000	Impact Fees - Police
New Police Web EOC Command Center (40-B213202)	$100,000	$0	$0	$0	$0	$0	$100,000	Impact Fees - Police
Police Security System (40-B17320)	$200,000	$0	$0	$0	$0	$0	$200,000	Impact Fees - Police
Fire Rescue Apparatus Upgrades and Enhancements (40-B213200)	$567,000	$0	$0	$0	$0	$0	$567,000	Impact Fees - Fire
Firefighting EMS Equipment (40-B70106A)	$421,000	$0	$0	$0	$0	$0	$421,000	Impact Fees - Fire
Fire Rescue Facility Enhancements (40-B173214)	$50,000	$0	$0	$0	$0	$0	$50,000	Impact Fees - Fire
Citywide Pavement Resurfacing (40-B73102E)	$648,000	$0	$0	$0	$0	$0	$648,000	Local Option Gas Tax - Contribution from General Fund
Citywide Storm Sewer Repair Project (40-B30262)	$1,000,000	$0	$0	$0	$0	$0	$1,000,000	Stormwater Utility Trust Fund - Contribution from General Fund
Citywide Storm Sewer Master Plan (40-B30632A)	$250,000	$0	$0	$0	$0	$0	$250,000	Stormwater Utility Trust Fund - Contribution from General Fund

Attachment G

Project	Citywide	District 1	District 2	District 3	District 4	District 5	Total	Source
Repairs at Marlins Parking Garage (40-B203408)	$0	$0	$0	$3,195,000	$0	$0	$3,195,000	Contribution from Special Revenue
Communications -Computer Upgrade (40-B213100)	$38,000	$0	$0	$0	$0	$0	$38,000	Contribution from General Fund - Communications
ePlan - Phase II (40-B74614B)	$3,481,000	$0	$0	$0	$0	$0	$3,481,000	Contribution from General Fund - Building
Citywide Fleet Replacement - Building Vehicles (40-B183118)	$420,000	$0	$0	$0	$0	$0	$420,000	Contribution from General Fund - Building
Trolley Acquisition (40-B70715E)	$708,000	$0	$0	$0	$0	$0	$708,000	Transit Half-Cent Surtax
Total	**$8,309,000**	**$1,100,000**	**$11,665,000**	**$5,295,000**	**$1,200,000**	**$1,200,000**	**$28,769,000**	

CORONAVIRUS RELIEF FUND (CRF) FINANCIAL UPDATE AND STRATEGY

Presentation to Board of County Commissioners

September 15, 2020

CURRENT ALLOCATION OF CORONAVIRUS RELIEF FUND (CRF) $474,000,000

Pandemic response activities reimbursements	$ 218,000,000	46%
Public Health expenses	60,000,000	13%
Basic needs	111,000,000	23%
Business assistance	85,000,000	18%
Total	$ 474,000,000	100%

2

1. REIMBURSEMENT FOR ELIGIBLE PANDEMIC RESPONSE ACTIVITIES

COVID-19 Regional services by County	$ 40,000,000	
COVID-19 Municipal services by County	21,000,000	
COVID-19 related expense reimbursement for municipalities	100,000,000	R-781-20
COVID-19 related expense reimbursement for UMSA	37,000,000	
Hazard pay for first responders	16,000,000	R-785-20
Public education and outreach	4,000,000	
	$ 218,000,000	

3

2. PUBLIC HEALTH EXPENSES

Contact tracing	$ 15,000,000
Testing	15,000,000
SURGE teams	5,000,000
Public schools support	15,000,000
Vulnerable communities	10,000,000
	$ 60,000,000

3. BASIC NEEDS, HOUSING ASSISTANCE AND OTHER SERVICES FOR IMPACTED RESIDENTS

Residential Landlord Financial Assistance	$	10,000,000	R-686-20
Emergency Rental Assistance		10,000,000	R-642-20
Restaurant Workers Program - FIU and SOBWFF		5,000,000	R-756-20
Basic needs - United Way		20,000,000	R-701-20
Veterans - Mortgage/Rent Relief and Basic Needs		20,000,000	R-764-20
Hotel Employee Training - Miami-Dade College		3,000,000	R-777-20
Bulk Food purchases		2,000,000	
Senior Meals		35,000,000	
Business and Employee Services		1,000,000	
Hotels for COVID-19 isolation		5,000,000	
	$	111,000,000	

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4. BUSINESS ASSISTANCE

Small business revolving loan program - DCFCU	$	25,000,000	R-583-20
Restaurant Grant Program		30,000,000	R-703-20
Not-for-profit Support Grants - Miami Foundation		10,000,000	R-750-20
Taxi, Jitney & For-Hire Limousine Driver Grant Program		10,000,000	R-777-20
Miami-Dade Arts Support (MAS) Grant Program		10,000,000	R-771-20
	$	85,000,000	

TOTAL COVID-19 EXPENDITURES TO DATE

- Approximately $299 million has been spent to date to address COVID-19 within Miami-Dade County
- Of this amount, approximately
  - $159 million will be charged to FEMA and
  - $140 million is being paid from the Coronavirus Relief Fund (CRF) i.e. from the $474 million CARES Act monies the County has received.
- Senior Meals account for $112.6m of these expenditures.

STATUS OF GRANT PROGRAMS

- **$100m** Municipalities CRF Grants – Finance Department
  - All municipalities have access to Miami-Dade's grant portal and training has been provided
  - 16 municipalities have executed their sub-grant interlocal agreement
    - **Re: $75m** for operational reimbursements and FEMA match
      - The municipalities have estimated a total of $108m for reimbursement
      - $12.7m of requests for reimbursements are pending completion by municipalities
      - A minimum of $312k will be paid out this week
    - **Re: $25m** for new COVID-19 Programs
      - 47 proposals have been received totaling $55.2m
      - 23 proposals totaling $10.6m have been deemed CRF eligible (2 denied)
      - 22 proposals totaling $44.6 million are pending more information from municipalities

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STATUS OF GRANT PROGRAMS

- **$30m** Restaurant Grant Program – SBD
  - Total Applications received: 785
  - Total In-Process: 400
  - Total Ineligible: 142
  - Total Eligible (pending expense documentation): 221
  - Total Approved and Dollar Amount: 17 / $407,312

- **$25m** Small Business Loan Program – DCFCU
  - 1,914 Applications in process ($28.5m)
  - 116 Loans made ($1.5M)

- **$16m** One Percent Hazard Pay for first responders
  - Will be reimbursed upon submission of payroll documentation

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STATUS OF GRANT PROGRAMS

- **$20m** Restaurant Grant Program – SBD
  - Total Applications received: 785
  - Total In-Process: 400
  - Total Ineligible: 142
  - Total Eligible (pending expense documentation): 221
  - Total Approved and Dollar Amount: 17 / $407,312

- **$25m** Small Business Loan Program – DCFCU
  - 1,914 Applications in process ($28.5m)
  - 116 Loans made ($1.5M)

STATUS OF GRANT PROGRAMS

- **$10m** Residential Landlord and Tenant Assistance Program – PHCD
  - Online application website went live on Sunday Sept 6th
  - Full program in operation as of 9/10/20

- **$10m** Non-Profit Support Grant Program – Miami Foundation
  - Application process opened on September 8th
  - Grants are anticipated to be award beginning on October 1st

- $**10m** Miami-Dade Arts Support (MAS) Grant Program – Cultural Affairs
  - Deadline for applications for grants to cultural organization was August 31st
  - Deadline for grants to artists/entrepreneurs was August 26th
  - The Cultural Affairs department is currently processing the applications.

STATUS OF GRANT PROGRAMS

- **$10m** Taxi, Jitney & For-Hire Limousine Driver Grants – DTPW
  - This program is under development.
  - Expected date for accepting applications is September 21st

- $**10m** Veteran and Active Military Housing Assistance – PHCD
- **$5m** Veteran Basic Needs – Military Affairs Board
  - The application process for both programs was combined into one form that can be accessed online or at 4 regional libraries
  - Programs started September 11th

- **$5m** Veteran Small Business Assistance Program - SBD
  - Program became operational on September 11th
  - 20 applications have been received

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STATUS OF GRANT PROGRAMS

- **$5m** Restaurant Workers Assistance – FIU and SOBWFF
  - As of September 12th, $378,350 has been distributed to workers

- **$3m** Hotel Employee Training Program – Miami-Dade College
  - Program launched on August 24, 2020
  - As of September 4th, 569 applicants have registered into the program

Attachment H

Grants Programs Disbursements by Commission District As of 9/10/2020

District #	Hospitality Industry Relief Grant Program FIU - $5M	Hospitality Business Relief Grant Program SBD - $30M	Basic Needs Hardship Assistance Program UW - $20M	Emergency Rental Assistance Prog.(ERAP) PHCD -$ 10M	Grand Total by District
1			$242,650	$311,535	$554,185
2	$17,250	$28,750	$259,900	$257,285	$563,185
3	$58,075	$82,433	$287,500	$596,640	$1,024,648
4	$24,150		$174,800	$463,807	$662,757
5	$133,975	$109,772	$207,000	$577,816	$1,028,563
6	$70,725	$26,935	$182,850	$351,932	$632,442
7	$36,800	$56,782	$127,650	$246,833	$468,065
8	$5,175		$251,850	$331,487	$588,512
9	$5,175	$16,705	$364,550	$366,150	$752,580
10			$182,850	$219,672	$402,522
11	$8,625	$57,185	$193,200	$431,080	$690,090
12	$16,100		$272,550	$652,631	$941,281
13	$2,300	$28,750	$162,150	$290,579	$483,779
	$378,350	**$407,312**	**$2,909,500**	**$5,097,447**	**$8,792,609**

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THE END

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Attachment I

General Fund Growth of Each Department

	FY 2019-20 Adopted	FY 2019-20 Amended	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed
	YearTotal	YearTotal	Total Budget	Change $+ / (-)	Change %+ / (-)	New budget without transfer	Change $+ / (-)	Change %+ / (-)
Expenditures								
Mayor	$1,687,000	$1,627,000	$1,609,000	($78,000)	(4.62%)	$1,609,000	($78,000)	(4.62%)
Commissioners	$4,086,000	$3,906,000	$4,042,000	($44,000)	(1.08%)	$4,042,000	($44,000)	(1.08%)
City Manager	$3,072,000	$2,822,000	$2,781,000	($291,000)	(9.47%)	$2,781,000	($291,000)	(9.47%)
Office of Agenda Coordination	$379,000	$379,000	$379,000	$0	0.00%	$379,000	$0	0.00%
Independent Auditor General	$1,530,000	$1,400,000	$1,334,000	($196,000)	(12.81%)	$1,334,000	($196,000)	(12.81%)
City Attorney	$9,994,000	$9,919,000	$10,366,000	$372,000	3.72%	$10,366,000	$372,000	3.72%
City Clerk	$2,059,000	$2,039,000	$2,009,000	($50,000)	(2.43%)	$2,009,000	($50,000)	(2.43%)
Civil Services	$559,000	$558,000	$547,000	($12,000)	(2.15%)	$547,000	($12,000)	(2.15%)
Code Compliance	$8,437,000	$8,417,000	$8,326,000	($111,000)	(1.32%)	$8,326,000	($111,000)	(1.32%)
Office of Communications	$2,329,000	$2,309,000	$1,702,000	($627,000)	(26.92%)	$1,702,000	($627,000)	(0.27%)
Equal Opportunity and Diversity Programs	$508,000	$573,000	$537,000	$29,000	5.71%	$537,000	$29,000	5.71%
Finance	$10,330,000	$10,320,000	$11,018,000	$688,000	6.66%	$11,018,000	$688,000	6.66%
Grants Administration	$1,708,000	$1,446,000	$1,634,000	($74,000)	(4.33%)	$1,634,000	($74,000)	(4.33%)
Human Resources	$5,291,000	$5,129,000	$5,075,000	($216,000)	(4.08%)	$5,075,000	($216,000)	(4.08%)
Innovation and Technology	$14,454,000	$14,004,000	$13,959,000	($495,000)	(3.42%)	$13,959,000	($495,000)	(0.03%)
Management and Budget	$2,779,000	$2,719,000	$3,321,000	$542,000	19.50%	$3,321,000	$542,000	0.20%
Neighborhood Enhancement Teams (NET)	$8,637,000	$8,397,000	$7,332,000	($1,305,000)	(15.11%)	$7,332,000	($1,305,000)	(15.11%)
Procurement	$2,928,000	$2,888,000	$2,949,000	$21,000	0.72%	$2,949,000	$21,000	0.72%
Office of Resilience and Sustainability	$831,000	$721,000	$0	($831,000)	(100.00%)	$0	($831,000)	(100.00%)
Human Services	$5,962,000	$5,722,000	$5,046,000	($916,000)	(15.36%)	$5,046,000	($916,000)	(15.36%)
General Government	**$87,560,000**	**$85,295,000**	**$83,966,000**	**($3,594,000)**		**$83,966,000**	**($3,594,000)**	
Building Department	$16,625,000	$15,092,000	$17,526,000	$901,000	5.42%	$17,526,000	$901,000	0.05%
Planning	$5,927,000	$5,787,000	$5,281,000	($646,000)	(10.90%)	$5,281,000	($646,000)	(0.11%)
Zoning	$3,825,000	$4,369,000	$4,459,000	$654,000	17.10%	$4,459,000	$654,000	0.17%
Planning and Development	**$26,377,000**	**$25,248,000**	**$27,266,000**	**$909,000**		**$27,266,000**	**$909,000**	

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Attachment I

General Fund Growth of Each Department

	FY 2019-20 Adopted	FY 2019-20 Amended	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed	FY 2020-21 Proposed
	YearTotal	YearTotal	Total Budget	Change $+ / (-)	Change %+ / (-)	New budget without transfer	Change $+ / (-)	Change %+ / (-)
Housing and Community Development	$2,437,000	$2,027,000	$960,000	($1,477,000)	(60.61%)	$960,000	($1,477,000)	(60.61%)
Housing and Community Development	**$2,437,000**	**$2,027,000**	**$960,000**	**($1,477,000)**		**$960,000**	**($1,477,000)**	
General Services Administration	$27,865,000	$27,465,000	$27,781,000	($84,000)	(0.30%)	$27,781,000	($84,000)	(0.30%)
Total Resilience and Public Works	$26,298,000	$27,187,000	$28,496,000	$2,198,000	8.36%	$28,496,000	$2,198,000	0.08%
Solid Waste	$35,915,000	$35,515,000	$35,666,000	($249,000)	(0.69%)	$35,666,000	($249,000)	(0.69%)
Capital Improvements and Transportation	$4,603,000	$4,553,000	$4,410,000	($193,000)	(4.19%)	$4,410,000	($193,000)	(0.04%)
Public Works	**$94,681,000**	**$94,720,000**	**$96,353,000**	**$1,672,000**		**$96,353,000**	**$1,672,000**	
Fire-Rescue	$161,407,000	$162,867,000	$169,024,000	$7,617,000	4.72%	$169,024,000	$7,617,000	0.05%
Police	$265,621,000	$260,621,000	$266,719,000	$1,446,000	0.54%	$266,719,000	$1,446,000	0.01%
Public Safety	**$427,028,000**	**$423,488,000**	**$435,743,000**	**$9,063,000**		**$435,743,000**	**$9,063,000**	
Non-Departmental	$38,944,000	$38,105,000	$55,479,000	$16,535,000	42.46%	$55,479,000	$16,535,000	0.42%
Non Departmental Units	**$38,944,000**	**$38,105,000**	**$55,479,000**	**$16,535,000**		**$55,479,000**	**$16,535,000**	
Real Estate and Asset Management	$13,796,000	$13,346,000	$13,640,000	($95,000)	(0.69%)	$13,640,000	($95,000)	(0.69%)
Parks and Recreation	$51,777,000	$49,777,000	$51,492,000	($285,000)	(0.55%)	$51,492,000	($285,000)	(0.55%)
Risk Management	$3,663,000	$3,543,000	$3,270,000	($393,000)	(10.73%)	$3,270,000	($393,000)	(10.73%)
Total Other	**$69,236,000**	**$66,666,000**	**$68,402,000**	**($773,000)**		**$68,402,000**	**($773,000)**	
Transfers - OUT	**$62,370,000**	**$68,227,000**	**$45,183,000**	**$45,183,000**		**$45,183,000**	**$45,183,000**	
Total Expenditures	**$808,633,000**	**$803,776,000**	**$813,352,000**	**$67,518,000**		**$813,352,000**	**$67,518,000**	

Attachment J

City of Miami Solid Waste Department
Residential Full Cost Disclosure for
Provision of Solid Waste Management Services
October 1, 2018 to September 30, 2019

Type ofService	Full Cost	Households Served	Full Cost Per Household
Collection	$26,776,900	67,488	$397
Disposal	$10,760,120	67,488	$159
Recycling	$1,105,946	67,488	$16
Total	**$38,642,966**	**67,488**	**$573**

Notes:

The average waste disposed on a per household basis was determined to be 2.50 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.

Attachment J

Solid Waste Household Collection Fee
History by Calendar Year and Fiscal Year

Calendar/Fiscal Year	Annual Fee	Calendar/Fiscal Year	Annual Fee
Calendar Year 1980	$36	FY 2000-01	$325
Calendar Year 1981	$150	FY 2001-02	$325
Calendar Year 1982	$150	FY 2002-03	$325
Calendar Year 1983	$150	FY 2003-04	$325
Calendar Year 1984	$150	FY 2004-05	$325
Calendar Year 1985	$160	FY 2005-06	$325
Calendar Year 1986	$160	FY 2006-07	$325
Calendar Year 1987	$160	FY 2007-08	$365
Calendar Year 1988	$160	FY 2008-09	$365
Calendar Year 1989	$160	FY 2009-10	$380
Calendar Year 1990	$160	FY 2010-11	$380
Calendar Year 1991	$160	FY 2011-12	$380
Calendar Year 1992	$160	FY 2012-13	$380
Calendar Year 1993	$160	FY 2013-14	$380
Calendar Year 1994	$160	FY 2014-15	$380
Calendar Year 1995	$160	FY 2015-16	$380
Calendar Year 1996	$160	FY 2016-17	$380
Calendar Year 1997	$160	FY 2017-18	$380
Calendar Year 1998	$188	FY 2018-19	$380
Calendar Year 1999	$214	FY 2019-20	$380
FY 1999-00	$234	FY 2020-21	$380



Attachment K

Personnel Reductions Included in the Proposed Budget

Department	Position String	Status	Salary	Taxes	Total
Building	Clerical Aide - Classified	Vacant	$24,389	$1,866	$26,255
Building	Assistant Director, Building Services - Unclassified, Executive	Vacant	$78,611	$6,014	$84,625
City Clerk	Transcriber - Classified	Vacant	$50,702	$3,874	$54,576
Code Compliance	Business Tax Receipts Aide - Classified	Vacant	$36,033	$2,757	$38,790
Code Compliance	Admin Aide I - Classified	Vacant	$41,713	$3,191	$44,904
Code Compliance	Business Tax Receipts Aide - Classified	Vacant	$36,033	$2,757	$38,790
Code Compliance	Code Compliance Inspector - Classified	Vacant	$52,589	$4,023	$56,612
Code Compliance	Code Compliance Inspector - Classified	Vacant	$52,589	$4,023	$56,612
Code Compliance	Deputy Director - Unclassified, Executive	Filled	$106,361	$8,476	$114,838
Code Compliance	Code Compliance Inspector - Classified	Filled	$64,621	$4,943	$69,564
Communications	Broadcast Engineer - Classified	Vacant	$71,343	$5,000	$76,343
Finance	Financial Analyst I - Classified	Vacant	$48,809	$3,734	$52,543
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
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Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Fire-Rescue	Firefighter - Classified	Vacant	$115,385	$2,038	$117,423
Grants Administration	Grant Writer - Classified	Vacant	$82,589	$6,318	$88,907
Human Resources	Human Resources Generalist - Classified	Vacant	$55,899	$4,276	$60,176
Human Resources	Human Resources Technician II - Classified	Vacant	$45,988	$3,518	$49,506
Human Resources	Human Resources Technician II - Classified	Vacant	$40,700	$6,227	$46,927
Human Resources	Labor Relations Manager - Classified	Vacant	$82,589	$6,318	$88,907
Human Services	Budget And Financial Support Advisor - Classified	Vacant	$74,910	$5,731	$80,641
Human Services	Assistant Director, Human Services - Unclassified, Executive	Filled	$0	$0	$0
Innovation and Technology	Information Technology Technician I - Classified	Vacant	$42,000	$6,000	$48,000
Innovation and Technology	Information Technology Technician I - Classified	Vacant	$43,176	$3,303	$46,479
Management and Budget	Capital Improvmt Prog Budget Financ Admi - Unclassified, Non-Executive	Filled	$0	$0	$0
Neighborhood Enhancement Team	Service Center Aide - Classified	Vacant	$36,033	$2,757	$38,790
Neighborhood Enhancement Team	NET Administrator - Spanish - Classified	Filled	$82,402	$6,533	$88,935
Neighborhood Enhancement Team	Net Administrator - Classified	Filled	$91,108	$7,199	$98,308
Neighborhood Enhancement Team	Service Center Repre- Net - Classified	Filled	$45,988	$3,518	$49,506
Neighborhood Enhancement Team	Service Center Aide - Classified	Filled	$45,988	$3,518	$49,506
Neighborhood Enhancement Team	Service Center Repre- Net - Classified	Filled	$48,288	$3,694	$51,982
Neighborhood Enhancement Team	NET Administrator - Spanish - Classified	Filled	$83,811	$6,641	$90,452
Neighborhood Enhancement Team	Net Administrator - Classified	Filled	$91,108	$7,245	$98,353
Neighborhood Enhancement Team	Service Center Aide - Classified	Filled	$36,033	$2,757	$38,790
Neighborhood Enhancement Team	Ast Dir Net - Unclassified, Executive	Filled	$101,532	$8,110	$109,641
Neighborhood Enhancement Team	Service Center Aide - Classified	Filled	$45,988	$3,518	$49,506
Parks and Recreation	Public Relations Aide - Classified	Vacant	$41,713	$3,191	$44,904
Parks and Recreation	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Parks and Recreation	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Parks and Recreation	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Parks and Recreation	Grounds Tender - Classified	Vacant	$34,318	$2,625	$36,943
Parks and Recreation	Information Clerk - Classified	Vacant	$31,127	$2,381	$33,508
Parks and Recreation	Auto Eqp Op I - Classified	Vacant	$36,033	$2,757	$38,790
Parks and Recreation	Admin Aide II - Classified	Vacant	$45,988	$3,518	$49,506

Attachment K

Personnel Reductions Included in the Proposed Budget

Department	Position String	Status	Salary	Taxes	Total
Parks and Recreation	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Parks and Recreation	Grounds Tender - Classified	Vacant	$34,318	$2,625	$36,943
Parks and Recreation	Park Ranger - Classified	Vacant	$29,645	$2,268	$31,913
Planning	Deputy Director, Planning - Unclassified, Executive	Filled	$129,000	$10,000	$139,000
Planning	Admin Aide II - Classified	Vacant	$46,000	$4,000	$50,000
Planning	Information Clerk - Classified	Vacant	$31,000	$2,000	$33,000
Planning	Admin Aide I - Classified	Vacant	$42,000	$3,000	$45,000
Police	Executive Officer to the Police Chief - Unclassified, Executive	Filled	$143,088	$2,125	$145,213
Police	Special Projects Coordinator - Classified	Vacant	$64,711	$4,950	$69,661
Police	Clerk I - Classified	Vacant	$28,233	$2,160	$30,393
Police	Admin Aide I - Classified	Vacant	$41,713	$3,191	$44,904
Police	Public Service Aide - Classified	Vacant	$36,033	$2,757	$38,790
Police	Public Service Aide - Classified	Vacant	$36,033	$2,757	$38,790
Police	Typist Clerk III - Classified	Vacant	$36,033	$2,757	$38,790
Police	Comm Repair Wrkr - Classified	Vacant	$43,799	$3,351	$47,149
Police	Admin Aide I - Classified	Vacant	$41,713	$3,191	$44,904
Police	Payroll Clerk - Classified	Vacant	$36,387	$2,784	$39,170
Police	Pol Prop Spec I - Classified	Vacant	$36,033	$2,757	$38,790
Police	Technical Support Analyst - Classified	Vacant	$58,694	$4,490	$63,185
Police	Admin Aide II - Classified	Vacant	$40,700	$3,114	$43,814
Police	Admin Aide I - Classified	Vacant	$44,267	$3,386	$47,654
Police	Admin Aide I - Classified	Vacant	$41,713	$3,191	$44,904
Police	Accountant Sr - Classified	Vacant	$53,237	$4,073	$57,310
Police	Accountant Sr - Classified	Vacant	$53,237	$4,073	$57,310
Police	Admin Aide I - Classified	Vacant	$41,713	$3,191	$44,904
Police	Typist Clerk III - Classified	Vacant	$36,033	$2,757	$38,790
Police	Admin Aide I - Classified	Vacant	$41,713	$3,191	$44,904
Police	Database Specialist(Sql Server) - Classified	Vacant	$81,416	$6,228	$87,644
Police	Administrative Clerk - Classified	Vacant	$36,033	$2,757	$38,790
Police	Clerk II - Classified	Vacant	$31,127	$4,762	$35,889
Police	Information Technology Technician II - Classified	Vacant	$48,288	$3,694	$51,982
Police	Public Service Aide - Classified	Vacant	$36,033	$2,757	$38,790
Police	Technical Support Analyst - Classified	Vacant	$74,910	$5,731	$80,641
Procurement	Senior Procurement Contracting Officer - Classified	Vacant	$83,854	$6,415	$90,268
Real Estate and Asset Management	Asst Dir Of Public Facilities - Unclassified, Executive	Filled	$116,000	$9,000	$125,000
Real Estate and Asset Management	Marinas Aide - Classified	Vacant	$34,000	$3,000	$37,000
Real Estate and Asset Management	Marinas Aide - Classified	Vacant	$34,000	$3,000	$37,000
Real Estate and Asset Management	Marinas Faclt Att - Classified	Vacant	$30,000	$2,000	$32,000
Real Estate and Asset Management	Clerical Aide - Classified	Vacant	$24,000	$2,000	$26,000
Real Estate and Asset Management	Property Mgmt Representative - Classified	Vacant	$53,000	$4,000	$57,000
Real Estate and Asset Management	Property Mgmt Specialist - Classified	Vacant	$83,000	$6,000	$89,000
Resilience and Public Works	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Resilience and Public Works	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Resilience and Public Works	Information Clerk - Classified	Vacant	$31,127	$2,381	$33,508
Resilience and Public Works	Information Clerk - Classified	Vacant	$31,127	$2,381	$33,508
Resilience and Public Works	Laborer I - Classified	Vacant	$32,683	$2,500	$35,184
Resilience and Public Works	Transportation Analyst - Classified	Vacant	$64,711	$4,950	$69,661
Resilience and Public Works	Assistant Director, Public Works - Transportation - Unclassified, Execu	Vacant	$86,669	$6,630	$93,299
Resilience and Sustainability	Deputy Chief Resilience Officer - Unclassified, Executive	Vacant	$82,541	$6,314	$88,856
Resilience and Sustainability	Chief Resilience Officer - Unclassified, Executive	Filled	$129,756	$10,444	$140,200
Solid Waste	Sanitation Inspector - Classified	Vacant	$43,799	$3,351	$47,149
Solid Waste	Public Relations Aide - Classified	Vacant	$41,713	$3,191	$44,904
Solid Waste	Superintendent Of Solid Waste - Classified	Vacant	$71,343	$5,458	$76,801
Solid Waste	Staff Anlst Sr - Classified	Vacant	$82,589	$6,318	$88,907
Solid Waste	Sani Supervisor - Classified	Vacant	$53,237	$4,073	$57,310
Zoning	Assistant Director, Zoning - Unclassified, Executive	Filled	$119,787	$9,500	$129,288

Exhibit B

CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO: Honorable Mayor and Members of the City Commission

DATE: September 29, 2020

FROM: Arthur Noriega V
City Manager

SUBJECT: Actions Taken at the Second Budget Hearing

This memorandum will serve to document the actions taken at the Second Budget Hearing last week.

The FY 2020-21 Operating Budget (Item BH.6) (Item #7736) and the FY 2020-21 Capital Budget and Multi-Year Capital Plan (Item BH.7) (Item #7812) were adopted with amendments that include the recommendations from the September 23rd memorandum, "Information for the Second Budget Hearing," and the floor amendments noted below.

For the FY 2020-21 Operating Budget (Item BH.6) (Item #7736), the amendments noted in the memorandum and several floor amendments were adopted.

The AFSCME 1907 Labor Union has tentatively agreed not to require that the Administration implement step increases in FY 2020-21. Therefore, the 35 positions that were proposed to be eliminated and the line items that were proposed to be reduced across all departments in the "Information for the Second Budget Hearing" memorandum were reinstated by floor amendment ($4.789 million). This included eliminating the use of prior year fund balance from the building reserves ($165,000). Also, the funding for step increases for AFSCME 1907 employees was not included in the budget. Departments were returned to the budgetary levels detailed in the Proposed Operating Budget as presented on July 21, 2020.

The plan for the Neighborhood Enhancement Team (NET) budget was amended to include $1 million for each Commission District (and further amended as noted below) and $700,000 for the Office of the Mayor with subsequent increases to personnel counts in those offices.

A further amendment was made to keep the seven NET Offices in Commission District 5 and Commission District 2 in place with the existing classifications and budgets, less the positions that would be transferred to the Department of Solid Waste (as noted in the "Information for the Second Budget Hearing" memorandum). This totals 19 positions and includes the Little Haiti, Model City, Overtown, Upper Eastside, and Wynwood/Edgewater offices in District 5 (totaling $943,000 of personnel costs) and the Coconut Grove and Downtown/Brickell offices in District 2 (totaling $369,000 of personnel costs). In addition, $32,000 of operating costs (for rental of copiers, pest control, office supplies, uniforms, and IT connectivity) are included in each office budget.

The budget for the Department of Code Compliance was amended to add $390,000 and seven positions.

The budget for the Fire-Rescue Department was amended to include step increases ($2.279 million), and the Non-Departmental Accounts Budget was amended to include the settlement agreement ($2.5 million) required by the Collective Bargaining Labor Agreement with the International Association of Fire Fighters. Due to language in the Labor Contract with the sworn members of the Fire-Rescue Department requiring a certain number of personnel on duty at all times, it became unfeasible to implement the plan included in the Proposed Budget. As included in the "Information for the Second Budget Hearing" memorandum, the Fire-Rescue Department will work to increase revenues in the amount of $3.5 million by increasing the collection of transportation fees, including newly seeking payment for transportation from motor vehicle accidents. Of this $3.5 million, according to the labor contract $1.75 million would be paid out to members of the IAFF and $1.75 million will be used to fund the steps and settlement payments. All personnel cuts for the Fire-Rescue Department were reinstated except for 17 vacant positions that were frozen. This resulted in a $4.119 million increase to the Fire-Rescue budget.

The Non-Departmental Accounts budget was adjusted to accommodate the above expenditures including reducing the Reserve to Build Back the Unrestricted General Fund Balance by $1.612 million (leaving $388,000 remaining). This also included reducing the transfers out to Capital by $1.25 million to defund the new funding for project 40-B183402 *Knight Center Vessel Dockage*, that will not be needed because the Florida Inland Navigation District (FIND) grant was not approved in the new fiscal year. This also included reducing the transfer out to Debt Service by $1.912 million for the *Vehicle Lease to Own Program/Santander*. This also included reducing the 40 and 50 Year Recertifications line item by $1 million. Other changes to the Non-Departmental Accounts budget include reinstating the Building Reserve associated with the AFSCME positions in the Building Department ($200,000), establishing the Reserve for the Neighborhood Enhancement Team Transition ($464,000) including the payments for the settlements with the International Association of Fire Fighters and the Fraternal Order of Police ($5.417 million).

The Special Revenue budget was amended by the above floor amendments to include the $150,000 for the Dr. Martin Luther King, Jr. Vigil. The Debt Service budget was amended by the above floor amendments to show the reduction of $1.912 million transferred to debt service for the *Vehicle Lease to Own Program/Santander* and the recognition that prior year fund balance would be used to make the payment in the new fiscal year.

The general fund dollar values of these amendments are detailed in Attachment A to this memorandum. The full-time equivalent personnel changes of these amendments are detailed in Attachment B to this memorandum.

For FY 2020-21 Capital Budget and Multi-Year Capital Plan (Item BH.7) (Item #7812), the amendments noted in the memorandum and two floor amendments were adopted. The first floor amendment recognized $2 million of revenue from the Omni Community Redevelopment Agency to be placed in Project 40-B183510 *Museum Park Improvement* and to expeditiously be transferred to the Bayfront Park Management Trust. It was noted by both the Budget Director and the City Attorney that the "Global Agreement" between the City, the CRAs, and Miami-Dade County required the funds to first be deposited into the City of Miami before being transferred to the Trust.

The second floor amendment to the Capital Budget reflected the budget reduction of $1.25 million for project 40-B183402 *Knight Center Vessel Dockage,* as noted above.

It should be noted that the City of Miami Millage Rates (Item BH.5) (Item 7735) and all items for the Downtown Development Authority (DDA) were adopted as proposed.

Should you have any questions or concerns regarding this memorandum, do not hesitate to call me at 305-250-5400 or Christopher Rose, Budget Director, at 305-416-1500.

Attachments:

Final General Fund Summary of Expenditures (Attachment A)
Updated Full-Time Equivalent (FTE) Count (Attachment B)

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Attachment A - Final General Fund Summary of Expenditures

General Fund Revenue	Proposed Budget July 21, 2020	Recommendations in the Information for the Second Budget Hearing Memo					Total All Changes in the Memo	Floor Amendments					Total All Floor Amendments	Adopted Budget FY 2020-21
		NET Plan	Other Changes	Step Increases and Settlements	Attrition	Reductions		Reverse AFSCME 1907 Step Increases	Reverse AFSCME 1907 Reductions	Reverse IAFF Step Increases and Settlement	Reverse Attrition	Other Floor Amendments		
Property Taxes	$424,609,000	$0	$0	$0	$0	$0	$424,609,000	$0	$0	$0	$0	$0	$0	$424,609,000
Franchise Fees and Other Taxes	$117,566,000	$0	$0	$0	$0	$0	$117,566,000	$0	$0	$0	$0	$0	$0	$117,566,000
Interest	$4,814,000	$0	$0	$0	$0	$0	$4,814,000	$0	$0	$0	$0	$0	$0	$4,814,000
Transfers-In	$4,211,000	$0	$0	$0	$0	$0	$4,211,000	$0	$0	$0	$0	$0	$0	$4,211,000
Fines and Forfeitures	$7,644,000	$0	$0	$0	$0	$0	$7,644,000	$0	$0	$0	$0	$0	$0	$7,644,000
Intergovernmental Revenues	$67,210,000	$0	$0	$0	$0	$0	$67,210,000	$0	$0	$0	$0	$0	$0	$67,210,000
Licenses and Permits	$66,587,000	$0	$0	$0	$0	$0	$66,587,000	$0	$0	$0	$0	$0	$0	$66,587,000
Other Revenues (Inflows)	$7,412,000	$0	$0	$0	$0	$165,000	$7,686,000	$0	($165,000)	$0	$0	$0	($165,000)	$7,521,000
Charges for Services	$113,299,000	$0	$0	$0	$0	$3,500,000	$116,799,000	$0	$0	$0	$0	$0	$0	$116,799,000
Total Revenues	**$813,352,000**	**$0**	**$0**	**$0**	**$0**	**$3,665,000**	**$817,126,000**	**$0**	**($165,000)**	**$0**	**$0**	**$0**	**($165,000)**	**$816,961,000**
General Fund Expenditures														
Mayor	$1,609,000	$426,000	$0	$0	$0	$0	$2,035,000	$0	$0	$0	$0	$274,000	$274,000	$2,309,000
Commissioners	$4,042,000	$3,291,000	$0	$0	$0	$0	$7,333,000	$0	$0	$0	$0	($291,000)	($291,000)	$7,042,000
City Manager	$2,781,000	$0	$0	$2,000	$0	($2,000)	$2,781,000	($2,000)	$2,000	$0	$0	$0	$0	$2,781,000
Agenda Coordination	$379,000	$0	$0	$5,000	$0	($2,000)	$382,000	($5,000)	$2,000	$0	$0	$0	($3,000)	$379,000
Independent Auditor General	$1,334,000	$0	$0	$0	$0	$0	$1,334,000	$0	$0	$0	$0	$0	$0	$1,334,000
City Attorney	$10,366,000	$0	$0	$10,000	$0	($10,000)	$10,366,000	($10,000)	$10,000	$0	$0	$0	$0	$10,366,000
City Clerk	$2,009,000	$0	$0	$28,000	$0	($28,000)	$2,009,000	($28,000)	$28,000	$0	$0	$0	$0	$2,009,000
Civil Service	$547,000	$0	$0	$3,000	$0	($3,000)	$547,000	($3,000)	$3,000	$0	$0	$0	$0	$547,000
Code Compliance	$8,326,000	$0	$0	$194,000	$49,000	($194,000)	$8,375,000	($194,000)	$194,000	$0	($49,000)	$390,000	$341,000	$8,716,000
Communications	$1,702,000	$0	$0	$28,000	$0	($28,000)	$1,702,000	($28,000)	$28,000	$0	$0	$0	$0	$1,702,000
Equal Opportunity and Diversity Programs	$537,000	$0	$0	$0	$0	$0	$537,000	$0	$0	$0	$0	$0	$0	$537,000
Finance	$11,018,000	$0	($18,000)	$199,000	$0	($199,000)	$11,000,000	($199,000)	$199,000	$0	$0	$0	$0	$11,000,000
Grants Administration	$1,634,000	$0	$0	$21,000	$0	($21,000)	$1,634,000	($21,000)	$21,000	$0	$0	$0	$0	$1,634,000
Human Resources	$5,075,000	$0	$0	$40,000	$0	($40,000)	$5,075,000	($40,000)	$40,000	$0	$0	$0	$0	$5,075,000
Innovation and Technology	$13,959,000	$0	($23,000)	$359,000	$88,000	($361,000)	$14,022,000	($359,000)	$361,000	$0	($88,000)	$0	($86,000)	$13,936,000
Management and Budget	$3,321,000	$0	$0	$8,000	$0	($8,000)	$3,321,000	($8,000)	$8,000	$0	$0	$0	$0	$3,321,000
Neighborhood Enhancement Teams (NET)	$7,332,000	($6,933,000)	$0	$0	$0	$0	$399,000	$0	$0	$0	$0	$0	$0	$399,000
Procurement	$2,949,000	$0	$0	$56,000	$30,000	($56,000)	$2,979,000	($56,000)	$56,000	$0	($30,000)	$0	($30,000)	$2,949,000
Human Services	$5,046,000	$162,000	$0	$77,000	$36,000	($78,000)	$5,243,000	($77,000)	$78,000	$0	($36,000)	$1,536,000	$1,501,000	$6,744,000
Building	$17,526,000	$0	($29,000)	$365,000	$0	$0	$17,862,000	($365,000)	$0	$0	$0	$0	($365,000)	$17,497,000
Planning	$5,281,000	$0	$0	$108,000	$0	($108,000)	$5,281,000	($108,000)	$108,000	$0	$0	$0	$0	$5,281,000
Zoning	$4,459,000	$0	$0	$86,000	$0	($86,000)	$4,459,000	($86,000)	$86,000	$0	$0	$0	$0	$4,459,000
Housing and Community Development	$960,000	$0	$0	$0	$0	$0	$960,000	$0	$0	$0	$0	$0	$0	$960,000
General Services Administration	$27,781,000	$0	($46,000)	$420,000	$0	($420,000)	$27,735,000	($420,000)	$420,000	$0	$0	$0	$0	$27,735,000
Resilience and Public Works	$28,496,000	$0	($23,000)	$383,000	$0	($383,000)	$28,473,000	($383,000)	$383,000	$0	$0	$0	$0	$28,473,000
Solid Waste	$35,666,000	$1,533,000	($60,000)	$520,000	$0	($520,000)	$37,139,000	($385,000)	$385,000	$0	$0	$0	$0	$37,139,000
Capital Improvements	$4,410,000	$0	$0	$52,000	$0	($59,000)	$4,403,000	($52,000)	$59,000	$0	$0	$0	$7,000	$4,410,000
Fire-Rescue	$169,024,000	$0	$1,468,000	$2,514,000	$150,000	($3,264,000)	$169,892,000	($68,000)	$68,000	$4,119,000	($150,000)	$0	$3,969,000	$173,861,000
Police	$266,719,000	$0	($445,000)	$4,851,000	$1,502,000	($7,768,000)	$264,859,000	($1,020,000)	$1,020,000	$0	$1,314,000	$0	$1,314,000	$266,173,000
Real Estate and Asset Management	$13,640,000	$0	($23,000)	$110,000	$45,000	($170,000)	$13,602,000	($110,000)	$170,000	$0	($45,000)	$0	$15,000	$13,617,000
Parks and Recreation	$51,492,000	$0	($86,000)	$709,000	$0	($750,000)	$51,365,000	($709,000)	$750,000	$0	$0	$0	$41,000	$51,406,000
Risk Management	$3,270,000	$0	$0	$64,000	$0	$0	$3,334,000	($64,000)	$0	$0	$0	$0	($64,000)	$3,270,000
Non-Departmental Accounts (NDA)	$55,479,000	$782,000	$334,000	$5,417,000	$0	$0	$62,012,000	$0	$0	$0	$0	($3,776,000)	($3,776,000)	$58,236,000
Transfers - Out	$45,183,000	$0	($507,000)	$0	$0	$0	$44,676,000	$0	$0	$0	$0	($3,012,000)	($3,012,000)	$41,664,000
Total Expenditures	**$813,352,000**	**($739,000)**	**$542,000**	**$16,629,000**	**$1,900,000**	**($14,558,000)**	**$817,126,000**	**($4,800,000)**	**$4,479,000**	**$4,119,000**	**$916,000**	**($4,879,000)**	**($165,000)**	**$816,961,000**

Attachment B - Updated Full-Time Equivalent (FTE) Count

City of Miami Departments, Offices, and Boards	Adopted Budget FY 2019-20 September 26, 2019	Proposed Net FTE Changes (+/-)	Preliminary Budget FY 2020-21 September 10, 2020	Change to the Preliminary Budget FY 2020-21(Cuts) (+/-)	Change to the Preliminary Budget FY 2020-21 - Net (+/-)	"Adopted Budget FY 2020-21"	Floor Amendement	Adopted Budget FY 2020-21
Mayor	13	0	13		3	16	2	18
Commissioners	36	1	39		30	69	20	89
City Manager	14	0	13			13		13
Agenda Coordination	3	0	3			3		3
Building	107	20	127		1	128		128
Capital Improvements	52	(1)	52	(3)		49	3	52
City Attorney	60	0	60			60		60
City Clerk	13	(1)	12			12		12
Civil Service	3	0	3			3		3
Code Compliance	71	(7)	64	(3)		61	10	71
Communications	16	(5)	11			11		11
Equal Opportunity and Diversity	3	0	3			3		3
Finance	69	(1)	68			68		68
Fire-Rescue	887	(27)	860	(34)		826	58	884
General Services Administration	140	0	140	(1)		139	1	140
Grants Administration	10	(1)	9			9		9
Housing and Community Development	35	0	35			35		35
Human Resources	38	(4)	34		0	34		34
Human Services	67	(2)	65	(1)	1	65	23	88
Independent Auditor General	9	0	9			9		9
Innovation and Technology	85	(3)	82	(3)		79	3	82
Management and Budget	17	2	19			19		19
Neighborhood Enhancement Team	81	(11)	70		(70)	0	0	0
Parks and Recreation	299	(11)	288			288		288
Planning	50	(10)	40			40		40
Police	1,805	(27)	1,779	(126)		1,653	19	1,672
Procurement	21	(1)	20	(1)		19	1	20
Real Estate and Asset Management	57	(7)	50	(2)		48	2	50
Resilience and Public Works	157	(3)	154			154		154
Resilience and Sustainability	5	(5)	0			0		0
Risk Management	24	0	24			24		24
Solid Waste	242	(5)	237		26	263		263
Zoning	28	0	28			28		28
Non-Departmental Accounts	6	5	11			11		11
TOTAL	**4,523**	**(104)**	**4,422**	(174)	(9)	**4,239**	**142**	**4,381**

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 22, 2020

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2020-21 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 May 15, 2020 to review the assumptions used in developing the Fiscal Year 2020-21 Proposed Operating Budget.

The results of the Conference were the net reduction of $20.414 million of revenues from next year's proposed budget. Some revenues are estimated but 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:

- Keith Kleiman, Assistant Finance Director of Management, Budget and Compliance, City of Coral Gables
- Michael Ruiz, Assistant Director of Administration, Department of Solid Waste Management, Miami-Dade County
- Scott Simpson, Chief Financial Officer, Miami Parking Authority
- Erica Paschal, Director, Finance Department, City of Miami
- Christopher Rose, 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
- Sandra Bridgeman, Assistant City Manager/Chief Financial Officer, Office of the City Manager, City of Miami
- Marisol Fernandez, Assistant to the Director – Office of Management and Budget, City of Miami
- Luis Hernandez Torres, Budget Coordinator – Office of Management and Budget, City of Miami
- Robin Jones-Jackson, Assistant City Attorney, Supervisor – Office of the City Attorney, City of Miami
- Pedro Lacret, Budget Coordinator – Office of Management and Budget, City of Miami
- Leon Michel, Deputy Director – Office of Management and Budget, City of Miami
- Rachel Quintana, Administrative Aide II– 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,

Christopher Rose, Director, City of Miami Office of Management and Budget
Budget Estimating Committee

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2020-21 General Fund

June 10, 2020

		FY 2016-17 Actual YearTotal	FY 2017-18 Actual YearTotal	FY 2018-19 Actual YearTotal	FY 2019-20 Adopted YearTotal	FY 2020-21 Proposed Pre-Conference	Estimating *Conference Adjustment*	FY 2020-21 Proposed Final
411100 - Ad Valorem Taxes-Real	**Finance**	*$267,987,730*	*$297,595,775*	*$325,773,469*	*$368,728,000*	*$390,406,000*		*$390,406,000*
411150 - Ad Valorem Taxes-Real-Delinquent	**Finance**	*$11,023,464*	*$11,671,312*	*$16,399,793*	*$8,900,000*	*$11,023,000*	***$648,000***	*$11,671,000*
411200 - Ad Valorem Taxes-Penalty & Interest	**Finance**	*$63,941*	*$268,946*	*$428,504*	*$300,000*	*$400,000*	***-$131,000***	*$269,000*
411300 - Ad Valorem Taxes-Personal	**Finance**	*$15,342,551*	*$15,381,080*	*$16,143,667*	*$18,088,000*	*$19,354,000*		*$19,354,000*
411350 - Ad Valorem Taxes-Personal-Delinquent	**Finance**	*$471,035*	*$350,682*	*$772,719*	*$425,000*	*$531,000*	***-$180,000***	*$351,000*
Property Taxes	**Total**	**$294,888,721**	**$325,267,795**	**$359,518,152**	**$396,441,000**	**$421,714,000**	**$337,000**	**$422,051,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	**Finance**	*$7,353,444*	*$7,372,857*	*$7,683,508*	*$7,500,000*	*$7,914,000*	***-$801,000***	*$7,113,000*
413100 - Franc Fee-Electricity	**Finance**	*$28,160,663*	*$28,393,553*	*$29,347,623*	*$29,700,000*	*$30,228,000*		*$30,228,000*
413400 - Franc Fee-Gas	**Finance**	*$272,735*	*$323,486*	*$332,455*	*$334,000*	*$342,000*		*$342,000*
414100 - Utility Ser Fee-Electricity	**Finance**	*$34,919,488*	*$36,340,755*	*$37,578,043*	*$37,800,000*	*$38,705,000*		*$38,705,000*
414300 - Utility Ser Fee-Water	**Finance**	*$6,117,486*	*$6,027,246*	*$5,841,572*	*$6,192,000*	*$6,017,000*		*$6,017,000*
414400 - Utility Ser Fee-Gas	**Finance**	*$681,777*	*$763,461*	*$643,310*	*$770,000*	*$663,000*		*$663,000*
414700 - Utility Ser Fee-Fuel Oil	**Finance**	*$9,437*	*$13,789*	*$15,604*	*$14,000*	*$16,000*		*$16,000*
415000 - Public Service Taxes	**Finance**	*$20,804,752*	*$21,105,738*	*$20,082,432*	*$19,466,000*	*$20,685,000*	***-$603,000***	*$20,082,000*
419000 - Other Taxes-Storm Water	**Finance**	*$13*	*-$1,085*	*$1,309*	*$0*	*$0*		*$0*
419000 - Other Taxes-Storm Water	**Total Resilience and Public Works Department**	*$13,420,951*	*$13,653,102*	*$14,034,184*	*$13,705,000*	*$14,734,000*	***-$334,000***	*$14,400,000*
419000 - Other Taxes-Storm Water	**Parks and Recreation**	*$73*	*$0*	*$0*	*$0*	*$0*		*$0*
Franchise Fees and Other Taxes	**Total**	**$111,740,819**	**$113,992,902**	**$115,560,040**	**$115,481,000**	**$119,304,000**	**-$1,738,000**	**$117,566,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	**Code Compliance**	*$0*	*$19,034*	*$1,665*	*$0*	*$0*		*$0*
461100 - Misc-Int & Pen-Lot Clear & Demoli	**Finance**	*-$1,791*	*$309,488*	*$627,263*	*$150,000*	*$150,000*	***$162,000***	*$312,000*
461100 - Misc-Int & Pen-Lot Clear & Demoli	**Total Resilience and Public Works Department**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
461100 - Misc-Int & Pen-Lot Clear & Demoli	**Solid Waste**	*$3,643*	*$2,614*	*$2,609*	*$0*	*$2,000*		*$2,000*

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2020-21 General Fund

June 10, 2020

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461100 - Misc-Int & Pen-Lot Clear & Demoli	Housing and Community Development Department	$0	-$494	$0	$0	$0		$0
461100 - Misc-Int & Pen-Lot Clear & Demoli	Real Estate and Asset Management	$0	$0	-$62	$0	$0		$0
461110 - Misc-Int & Pen-Investment	Finance	$3,264,844	$5,748,009	$10,429,599	$7,000,000	$3,500,000	***$1,000,000***	$4,500,000
461120 - Misc-Int & Pen-Miscelleneous	Finance	$0	$5,501	$0	$0	$0		$0
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	-$280,308	-$275,774	$1,296,551	$0	$0		$0
Interest	**Total**	**$2,986,388**	**$5,808,378**	**$12,357,625**	**$7,150,000**	**$3,652,000**	**$1,162,000**	**$4,814,000**
481000 - Other-Interfund Transfer	Finance	$10,704,097	$5,663,609	$3,830,006	$3,833,000	$3,945,000		$3,945,000
481000 - Other-Interfund Transfer	Police	$1,369,129	$500,000	$0	$0	$0		$0
481000 - Other-Interfund Transfer	Real Estate and Asset Management	$0	$0	$0	$29,000	$0		$0
481100 - Other-Intrafund Transfer	Total Resilience and Public Works Department	$1,710,000	$1,726,000	$1,810,000	$0	$0		$0
Transfers-IN	**Total**	**$13,783,226**	**$7,889,609**	**$5,640,006**	**$3,862,000**	**$3,945,000**	**$0**	**$3,945,000**
451000 - Fines-Judgments And Fines	Police	$4,776,668	$6,228,979	$6,502,097	$5,200,000	$6,980,000	***-$165,000***	$6,815,000
451000 - Fines-Judgments And Fines	Real Estate and Asset Management	$56,875	$54,100	$67,279	$46,000	$46,000	***$13,000***	$59,000
454000 - Fines-Violations Of Local Ordinances	Finance	-$40,341	$28,977	-$68,768	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	$525	$575	$34,920	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Code Compliance	$412,933	$558,292	$597,032	$450,000	$450,000	***$73,000***	$523,000
459000 - Fines-Other Fines And/Or Forfeits	Finance	-$83,437	-$19,421	-$61,448	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Innovation and Technology	$0	$0	$4	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Neighborhood Enhancement Teams (NET)	$0	$0	$0	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Building Department	$96,226	$59,351	$60,759	$50,000	$25,000	***$47,000***	$72,000
459000 - Fines-Other Fines And/Or Forfeits	Planning	$2,551	$2,071	$2,428	$15,000	$20,000	***-$17,000***	$3,000
459000 - Fines-Other Fines And/Or Forfeits	Solid Waste	$138,717	$226,779	$141,017	$140,000	$300,000	***-$131,000***	$169,000

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459000 - Fines-Other Fines And/Or Forfeits	Capital Improvements and Transportation	$0	-$1,009	$0	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Fire-Rescue	$0	$4,760	$0	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Police	$2,560	$1,422	$2,481	$0	$0		$0
459000 - Fines-Other Fines And/Or Forfeits	Real Estate and Asset Management	$0	$205	$4,696	$3,000	$3,000		$3,000
462000 - Misc-Red Light Camera Fines	Finance	$10,498,610	$6,742,311	$416,640	$0	$0		$0
Fines and Forfeitures	**Total**	**$15,861,887**	**$13,887,392**	**$7,699,137**	**$5,904,000**	**$7,824,000**	**-$180,000**	**$7,644,000**
431000 - Federal Grants	Fire-Rescue	$0	$0	$0	$0	$1,435,000		$1,435,000
431000 - Federal Grants	Police	$0	$0	$3,677	$0	$0		$0
431000 - Federal Grants	Parks and Recreation	$71,357	$82,224	-$138,048	$0	$0		$0
435000 - State Shared Revenues	Finance	$618,296	$617,579	$690,552	$622,000	$711,000	***-$69,000***	$642,000
435001 - Municipal Rev Sharing	Finance	$15,068,964	$15,763,342	$16,563,480	$16,217,000	$16,217,000	***-$418,000***	$15,799,000
435002 - Half Cent Sales Tax	Finance	$33,521,269	$35,786,997	$37,022,921	$36,802,000	$38,134,000	***-$2,690,000***	$35,444,000
436900 - State Pension Payment	Fire-Rescue	$4,032,832	$3,788,047	$3,557,063	$4,300,000	$4,300,000		$4,300,000
436900 - State Pension Payment	Police	$5,452,717	$5,835,370	$5,473,870	$6,143,000	$6,143,000		$6,143,000
438000 - Shared Revenues From Other Local Units	Finance	$0	$0	$3,000,000	$0	$0		$0
438000 - Shared Revenues From Other Local Units	Fire-Rescue	$537,271	$537,268	$537,270	$545,000	$545,000		$545,000
438000 - Shared Revenues From Other Local Units	Real Estate and Asset Management	$0	$31,500	$0	$0	$0		$0
438010 - Shared Revenues - MPA	Finance	$7,600,000	$7,500,000	$13,893,326	$17,225,000	$17,225,000	***-$15,225,000***	$2,000,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	$14,815	$8,646	$31,868	$2,000	$2,000		$2,000
434000 - State Grants	Fire-Rescue	$0	$0	$0	$0	$900,000		$900,000
434000 - State Grants	Real Estate and Asset Management	$7,430	$3,473	$0	$0	$0		$0
434000 - State Grants	Parks and Recreation	$0	$217	$0	$0	$0		$0
437000 - Grants From Other Local Units	Real Estate and Asset Management	$0	$111	$0	$0	$0		$0

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Intergovernmental Revenues	**Total**	**$66,924,951**	**$69,954,774**	**$80,635,979**	**$81,856,000**	**$85,612,000**	**-$18,402,000**	**$67,210,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	**Code Compliance**	*$442,919*	*$701,183*	*$468,182*	*$450,000*	*$450,000*	***$50,000***	*$500,000*
421000 - Business Tax Receipt	**Finance**	*$476*	*-$11*	*$1,044*	*$0*	*$0*		*$0*
421100 - Business Tax Receipt-Business	**Finance**	*$7,277,638*	*$7,559,830*	*$7,628,294*	*$7,800,000*	*$7,857,000*	***-$607,000***	*$7,250,000*
421200 - Business Tax Receipt-Business-Penalty	**Finance**	*$438,637*	*$789,965*	*$525,923*	*$456,000*	*$469,000*		*$469,000*
421200 - Business Tax Receipt-Business-Penalty	**Police**	*$6*	*$0*	*$0*	*$0*	*$0*		*$0*
421400 - Business Tax Receipt-Metro	**Finance**	*$581,357*	*$630,328*	*$660,005*	*$600,000*	*$680,000*	***-$20,000***	*$660,000*
422000 - Building Permits	**Building Department**	*$28,472,221*	*$26,759,232*	*$30,769,097*	*$24,000,000*	*$20,000,000*	***$3,087,000***	*$23,087,000*
422000 - Building Permits	**Total Resilience and Public Works Department**	*$0*	*$0*	*$2,506*	*$0*	*$0*		*$0*
429000 - Other Licenses, Fees and Permits	**Code Compliance**	*$10,763*	*$11,801*	*$14,035*	*$15,000*	*$15,000*		*$15,000*
429000 - Other Licenses, Fees and Permits	**Finance**	*$8,311*	*$4,952*	*$3,439*	*$2,000*	*$4,000*		*$4,000*
429000 - Other Licenses, Fees and Permits	**Building Department**	*$64,928*	*$65,555*	*$31,669*	*$70,000*	*$0*		*$0*
429000 - Other Licenses, Fees and Permits	**Planning**	*$2,162,041*	*$605,282*	*$233,179*	*$540,000*	*$540,000*		*$540,000*
429000 - Other Licenses, Fees and Permits	**Zoning**	*$0*	*$1,401,669*	*$1,429,899*	*$1,394,000*	*$1,394,000*		*$1,394,000*
429000 - Other Licenses, Fees and Permits	**Total Resilience and Public Works Department**	*$13,060*	*$9,369*	*$330,757*	*$135,000*	*$135,000*	***$162,000***	*$297,000*
429000 - Other Licenses, Fees and Permits	**Solid Waste**	*$56*	*-$9,138*	*$0*	*$0*	*$0*		*$0*
429000 - Other Licenses, Fees and Permits	**Fire-Rescue**	*$10,974*	*$6,386*	*$4,144*	*$10,000*	*$10,000*	***-$3,000***	*$7,000*
429000 - Other Licenses, Fees and Permits	**Police**	*$219,564*	*$215,671*	*$300,294*	*$192,000*	*$274,000*	***-$29,000***	*$245,000*
429000 - Other Licenses, Fees and Permits	**Real Estate and Asset Management**	*$19,270*	*$260,922*	*$195,895*	*$150,000*	*$150,000*	***$8,000***	*$158,000*
429000 - Other Licenses, Fees and Permits	**Parks and Recreation**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
429010 - Other Licenses, Fees - CU(SW)	**Commissioners**	*$0*	*-$26*	*$0*	*$0*	*$0*		*$0*
429010 - Other Licenses, Fees - CU(SW)	**Finance**	*$0*	*-$7*	*$0*	*$0*	*$0*		*$0*
429010 - Other Licenses, Fees - CU(SW)	**Management and Budget**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
429010 - Other Licenses, Fees - CU(SW)	**Solid Waste**	*$8,944,098*	*$8,267,268*	*$8,436,327*	*$7,000,000*	*$8,000,000*		*$8,000,000*

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429010 - Other Licenses, Fees - CU(SW)	Fire-Rescue	-$7	$0	$0	$0	$0		$0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Building Department	$0	$17	$0	$0	$0		$0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	$15,778,906	$17,920,107	$16,419,368	$17,000,000	$16,500,000	**-$500,000**	$16,000,000
429030 - Other Licenses, Fees - Murals	Planning	$3,149,161	$0	$0	$0	$0		$0
429030 - Other Licenses, Fees - Murals	Zoning	$0	$3,022,246	$3,017,109	$3,000,000	$3,000,000		$3,000,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	$0	$218	$116	$0	$0		$0
429035 - Other Licenses, Fees - Fire Safety Permits	Fire-Rescue	$2,455,128	$2,424,869	$2,412,082	$2,500,000	$2,500,000	**-$69,000**	$2,431,000
429040 - Other Licenses, Fees - CU	Finance	$1,211,990	$1,254,320	$1,285,485	$1,291,000	$1,324,000	**-$94,000**	$1,230,000
429040 - Other Licenses, Fees - CU	Planning	$1,280,688	$0	-$9,461	$0	$0		$0
429040 - Other Licenses, Fees - CU	Zoning	$0	$1,411,609	$1,262,417	$1,300,000	$1,300,000		$1,300,000
Licenses and Permits	**Total**	**$72,542,185**	**$73,313,617**	**$75,421,805**	**$67,905,000**	**$64,602,000**	**$1,985,000**	**$66,587,000**
464000 - Misc-Disposition Of Fixed Assets	City Manager	$0	$0	$155	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	City Clerk	$110	$0	$101	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Office of Communications	$59	$0	$0	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Finance	$0	$3	$0	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Innovation and Technology	$0	$77	$0	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Building Department	$0	$0	$51	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	General Services Administration	$741,940	$267,015	$152,015	$100,000	$100,000	**$52,000**	$152,000
464000 - Misc-Disposition Of Fixed Assets	Total Resilience and Public Works Department	$0	$0	$11,977	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Solid Waste	$325	$0	$0	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Fire-Rescue	$11,380	$2,000	$1,284	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Police	$31,755	$1,803	$22,974	$374,000	$20,000		$20,000
464000 - Misc-Disposition Of Fixed Assets	Real Estate and Asset Management	$0	$2,500	$6,576	$0	$0		$0
464000 - Misc-Disposition Of Fixed Assets	Parks and Recreation	$1,652	$4,572	$0	$0	$0		$0

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464000 - Misc-Disposition Of Fixed Assets	**Risk Management**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
464000 - Misc-Disposition Of Fixed Assets	**CRA OMNI**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
465000 - Misc-Sales Of Surplus Materials And Scrap	**Solid Waste**	*$143*	*$0*	*$1,667*	*$0*	*$0*		*$0*
466000 - Misc-Contributions And Donations From Private Sources	**Parks and Recreation**	*$500*	*$0*	*$0*	*$0*	*$0*		*$0*
469010 - Misc.-Other Service Charges/Late Fees	**Finance**	*$272,945*	*$231,383*	*$230,939*	*$280,000*	*$238,000*		*$238,000*
469010 - Misc.-Other Service Charges/Late Fees	**Planning**	*$11,976*	*$0*	*-$4*	*$0*	*$0*		*$0*
469010 - Misc.-Other Service Charges/Late Fees	**Zoning**	*$0*	*$12,333*	*$10,341*	*$12,000*	*$12,000*		*$12,000*
469010 - Misc.-Other Service Charges/Late Fees	**Fire-Rescue**	*$11,552*	*$11,878*	*$9,966*	*$10,000*	*$10,000*		*$10,000*
469010 - Misc.-Other Service Charges/Late Fees	**Real Estate and Asset Management**	*$0*	*$30*	*$321,665*	*$0*	*$0*		*$0*
469011 - Misc. -Other Revnues EE Health	**Real Estate and Asset Management**	*$91*	*$0*	*$986*	*$0*	*$0*		*$0*
469013 - Misc - Fuel	**Real Estate and Asset Management**	*$73,204*	*$77,785*	*$125,886*	*$80,000*	*$120,000*		*$120,000*
469014 - Misc - Vending	**Real Estate and Asset Management**	*$38,650*	*$35,529*	*$37,306*	*$41,000*	*$42,000*		*$42,000*
469300 - Misc-Settlements	**Finance**	*$605,400*	*$683,403*	*$702,012*	*$131,000*	*$723,000*		*$723,000*
469300 - Misc-Settlements	**Total Resilience and Public Works Department**	*$359,200*	*$0*	*$0*	*$0*	*$0*		*$0*
469300 - Misc-Settlements	**Real Estate and Asset Management**	*$1,790,773*	*$372,120*	*$796,010*	*$0*	*$0*		*$0*
469300 - Misc-Settlements	**Non-Departmental**	*$0*	*$0*	*$1,401,373*	*$0*	*$0*		*$0*
469900 - Misc-Contra Revenue For Bad Debt Allowance	**Police**	*$399,931*	*$0*	*$0*	*$0*	*$0*		*$0*
469900 - Misc-Contra Revenue For Bad Debt Allowance	**Real Estate and Asset Management**	*$0*	*$0*	*$11*	*$0*	*$0*		*$0*
489000 - Other-Nonoperating Sources	**City Attorney**	*$950*	*$500*	*$0*	*$128,000*	*$0*		*$0*
489000 - Other-Nonoperating Sources	**City Clerk**	*$0*	*$0*	*$1,164*	*$0*	*$0*		*$0*
489000 - Other-Nonoperating Sources	**Total Resilience and Public Works Department**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
489000 - Other-Nonoperating Sources	**Fire-Rescue**	*$3,230,492*	*$3,451,594*	*$4,123,440*	*$3,200,000*	*$3,600,000*		*$3,600,000*
489000 - Other-Nonoperating Sources	**Police**	*$17,612*	*$32,214*	*$37,563*	*$25,000*	*$25,000*		*$25,000*
489000 - Other-Nonoperating Sources	**Non-Departmental**	*$4,363,654*	*$4,849,137*	*$0*	*$0*	*$0*		*$0*
489910 - Other- Carryover Budget	**Human Services**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*

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489910 - Other- Carryover Budget	General Services Administration	$0	$0	$66,911	$0	$0		$0
489910 - Other- Carryover Budget	Total Resilience and Public Works Department	$0	$0	$91,860	$0	$0		$0
489910 - Other- Carryover Budget	Fire-Rescue	$0	$0	-$143,944	$0	$0		$0
489910 - Other- Carryover Budget	Police	$0	$0	$996,773	$0	$0		$0
489910 - Other- Carryover Budget	Real Estate and Asset Management	$0	$0	$3,074	$0	$0		$0
489910 - Other- Carryover Budget	Parks and Recreation	$0	$0	$37,060	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	$127,764	$127,864	$127,764	$0	$128,000		$128,000
489900 - Other-Oth N-optg Sour/Carryover	City Clerk	$0	$0	$5,820	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Finance	-$44	-$40	-$36	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Procurement	$0	$0	$3,368	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Veteran Affairs and Homeless Services	$0	$299,640	$285,795	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Building Department	$0	$0	$0	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	General Services Administration	$0	$27,477	$13,202	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Total Resilience and Public Works Department	$0	$106,577	$0	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Fire-Rescue	$0	$1,584,461	$353,046	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Police	$0	$4,299,029	$0	$0	$0		$0
489900 - Other-Oth N-optg Sour/Carryover	Parks and Recreation	$0	$45,499	$0	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	City Manager	$17,750	$22,133	$3,350	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Independent Auditor General	$0	$0	$5	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	City Attorney	$0	$0	$25	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Code Compliance	$39	$502	$10,126	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Office of Communications	$100	$50	$18,749	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Equal Opportunity and Diversity Programs	$0	$133	$0	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Finance	$529,071	$1,244,095	$468,537	$1,121,000	$483,000	***$264,000***	$747,000

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469000 - Misc-Other Miscellaneous Revenues	Innovation and Technology	$185,619	$259,031	$244,092	$250,000	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Neighborhood Enhancement Teams (NET)	-$347	-$1,200	-$1,192	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Procurement	$3,436	$2,922	$5,867	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Office of Resilience and Sustainability	$168,223	$84,337	$84,117	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Human Services	$0	$0	$9,801	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Building Department	-$479,838	-$784,903	-$1,083,850	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Planning	$32,210	$36,938	$21,123	$32,000	$32,000		$32,000
469000 - Misc-Other Miscellaneous Revenues	Zoning	$0	$26	$0	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	General Services Administration	$9	$0	$4,462	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Solid Waste	$153,078	$66,812	$21,437	$60,000	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Capital Improvements and Transportation	$0	$178	$2,338	$0	$0		$0
469000 - Misc-Other Miscellaneous Revenues	Fire-Rescue	$300,616	$474,111	$339,395	$334,000	$334,000		$334,000
469000 - Misc-Other Miscellaneous Revenues	Police	$17,134	$266,312	$63,413	$330,000	$325,000		$325,000
469000 - Misc-Other Miscellaneous Revenues	Real Estate and Asset Management	$606,335	$838,748	$446,727	$591,000	$639,000	***-$9,000***	$630,000
469000 - Misc-Other Miscellaneous Revenues	Parks and Recreation	$237,347	$318,962	$454,918	$266,000	$314,000		$314,000
469000 - Misc-Other Miscellaneous Revenues	Risk Management	$0	$7,058	$320	$0	$0		$0
469200 - Misc - POS Over/Under	Finance	-$11,430	-$15,679	-$31,233	$0	$0		$0
469200 - Misc - POS Over/Under	Police	$0	-$11,904	$0	$0	$0		$0
Other Revenues (Inflows)	**Total**	**$13,851,366**	**$19,335,045**	**$10,918,678**	**$7,365,000**	**$7,145,000**	**$307,000**	**$7,452,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	$1,161,400	$1,303,318	$1,316,700	$1,285,000	$1,356,000	***$0***	$1,356,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Total Resilience and Public Works Department	$206,458	$214,981	$171,024	$210,000	$210,000	***-$13,000***	$197,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	$0	$1,448	$1,200	$0	$0		$0
441900 - CFS-GG-Other General Government Charges And Fees	Civil Services	$156	$193	$95	$0	$0		$0

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441900 - CFS-GG-Other General Government Charges And Fees	**Grants Administration**	*$372*	*$0*	*$0*	*$0*	*$0*		*$0*
441900 - CFS-GG-Other General Government Charges And Fees	**Real Estate and Asset Management**	*$18,840*	*-$703*	*$1,951*	*$0*	*$20,000*	***-$14,000***	*$6,000*
441900 - CFS-GG-Other General Government Charges And Fees	**Parks and Recreation**	*$840,109*	*$934,861*	*$763,975*	*$897,000*	*$897,000*		*$897,000*
442100 - CFS-PS-Police Services	**Finance**	*-$60*	*$0*	*$25*	*$0*	*$0*		*$0*
442100 - CFS-PS-Police Services	**Police**	*$2,756,721*	*$3,551,880*	*$5,193,816*	*$3,635,000*	*$3,354,000*	***$198,000***	*$3,552,000*
442100 - CFS-PS-Police Services	**Risk Management**	*-$5*	*-$5*	*-$30*	*$0*	*$0*		*$0*
442200 - CFS-PS-Fire Protection Services	**Fire-Rescue**	*$546*	*$429*	*$50*	*$0*	*$0*		*$0*
442400 - CFS-PS-Emergency Service Fees	**Fire-Rescue**	*$9,948,489*	*$10,464,404*	*$11,464,770*	*$11,139,000*	*$11,139,000*	***$326,000***	*$11,465,000*
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	**Fire-Rescue**	*$0*	*$966,640*	*$2,343,288*	*$2,200,000*	*$2,200,000*	***$842,000***	*$3,042,000*
442500 - CFS-PS-Protective Inspection Fees	**Finance**	*$969*	*$279*	*$460*	*$0*	*$0*		*$0*
442500 - CFS-PS-Protective Inspection Fees	**Fire-Rescue**	*$468,120*	*$461,700*	*$483,065*	*$475,000*	*$479,000*	***-$116,000***	*$363,000*
442510 - CFS-Fire Investigation Fees	**Fire-Rescue**	*$0*	*$0*	*$35*	*$0*	*$0*		*$0*
442600 - CFS-PS-Ambulance/False Alarm Fees	**Fire-Rescue**	*$762,113*	*$708,334*	*$715,654*	*$700,000*	*$715,000*		*$715,000*
442900 - CFS-PS-Other Public Safety Charges And Fees	**Civil Services**	*$25*	*$0*	*$0*	*$0*	*$0*		*$0*
442900 - CFS-PS-Other Public Safety Charges And Fees	**Code Compliance**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
442900 - CFS-PS-Other Public Safety Charges And Fees	**Fire-Rescue**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
442900 - CFS-PS-Other Public Safety Charges And Fees	**Police**	*$502,333*	*$645,705*	*$634,526*	*$555,000*	*$400,000*	***$171,000***	*$571,000*
443300 - CFS-PE-Water Utility Revenue	**Real Estate and Asset Management**	*$2,542*	*$8,911*	*$10,094*	*$5,000*	*$7,000*		*$7,000*
443400 - CFS-PE-Garbage/Solid Waste Revenue	**Finance**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
443400 - CFS-PE-Garbage/Solid Waste Revenue	**Building Department**	*$855*	*$2,814*	*$2,397*	*$0*	*$0*		*$0*
443400 - CFS-PE-Garbage/Solid Waste Revenue	**Total Resilience and Public Works Department**	*$0*	*-$166*	*$0*	*$0*	*$0*		*$0*
443400 - CFS-PE-Garbage/Solid Waste Revenue	**Solid Waste**	*$24,975,749*	*$25,429,444*	*$24,303,294*	*$25,527,000*	*$24,867,000*		*$24,867,000*
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	**Total Resilience and Public Works Department**	*$0*	*-$1,462*	*-$53*	*$0*	*$0*		*$0*
443800 - CFS-PE-Cemetery Fees	**Parks and Recreation**	*$536*	*$706*	*$85*	*$1,000*	*$1,000*		*$1,000*
443900 - CFS-PE-Other Physical Environment Revenue	**Finance**	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*

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443900 - CFS-PE-Other Physical Environment Revenue	Neighborhood Enhancement Teams (NET)	$7,274	$0	$0	$0	$0		$0
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	$239,580	$211,023	$211,665	$225,000	$200,000		$200,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	$2,717,500	$3,009,579	$2,884,110	$2,900,000	$2,897,000	**-$734,000**	$2,163,000
444300 - CFS-Mass Transit	Total Resilience and Public Works Department	$0	$0	$70	$0	$0		$0
444600 - CFS-Trans-Tolls	Parks and Recreation	$195,638	$130,964	$320,918	$312,000	$330,000	**-$30,000**	$300,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	$0	$0	$85	$0	$0		$0
444900 - CFS-Trans-Other Transportation Revenue	Real Estate and Asset Management	$0	$4,390	$2,610	$4,000	$4,000		$4,000
446000 - CFS-Trans-Tools	Real Estate and Asset Management	$505,576	$564,139	$1,094,893	$0	$0		$0
447500 - CFS-C&R-Special Recreation Facilities	Civil Services	$158	$0	$0	$0	$0		$0
447500 - CFS-C&R-Special Recreation Facilities	Real Estate and Asset Management	$1,386,073	$1,716,611	$1,291,253	$1,733,000	$1,878,000	**-$413,000**	$1,465,000
447500 - CFS-C&R-Special Recreation Facilities	Parks and Recreation	$963,353	$889,798	$948,555	$784,000	$877,000		$877,000
447900 - CFS-C&R-Other Culture/Recreation	City Clerk	$0	$9	$0	$0	$0		$0
447900 - CFS-C&R-Other Culture/Recreation	Finance	$0	$0	$199,016	$0	$205,000	**-$205,000**	$0
447900 - CFS-C&R-Other Culture/Recreation	Office of Resilience and Sustainability	$10	$0	$0	$0	$0		$0
447900 - CFS-C&R-Other Culture/Recreation	Planning	$16	$0	$0	$0	$0		$0
447900 - CFS-C&R-Other Culture/Recreation	Real Estate and Asset Management	$34,570	$23,611	$24,945	$0	$0		$0
447900 - CFS-C&R-Other Culture/Recreation	Parks and Recreation	$4,180,585	$3,822,077	$3,545,966	$4,002,000	$3,781,000		$3,781,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	$23	$0	$0	$0	$0		$0
447910 - CFS-C&R-Other Culture/Recreation (PF)	Real Estate and Asset Management	$10,489,078	$8,574,358	$9,689,486	$10,374,000	$8,695,000	**$410,000**	$9,105,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Parks and Recreation	$0	$30	$884	$0	$0		$0
447911 - CFS-Commercial Dockage	Real Estate and Asset Management	$0	$0	$6,211	$0	$0		$0
448000 - CFS-Rents And Royalties	Planning	$0	-$3,582	$0	$0	$0		$0
448000 - CFS-Rents And Royalties	Solid Waste	-$318	$0	$0	$0	$0		$0
448000 - CFS-Rents And Royalties	Real Estate and Asset Management	$14,822,732	$15,068,883	$15,635,043	$16,705,000	$16,134,000		$16,134,000
448000 - CFS-Rents And Royalties	Parks and Recreation	$66,968	$36,913	$42,610	$33,000	$24,000		$24,000

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449000 - CFS-Other Charges for Services	City Attorney	*$33,780*	*$122,072*	*$142,761*	*$30,000*	*$100,000*		*$100,000*
449000 - CFS-Other Charges for Services	City Clerk	*$547*	*$342*	*$796*	*$0*	*$0*		*$0*
449000 - CFS-Other Charges for Services	Finance	*$35,130*	*$12,240*	*$12,010*	*$12,000*	*$12,000*		*$12,000*
449000 - CFS-Other Charges for Services	Innovation and Technology	*$23,157*	*$7,984*	*$7,982*	*$6,000*	*$6,000*		*$6,000*
449000 - CFS-Other Charges for Services	Procurement	*$0*	*$0*	*$1,207*	*$0*	*$0*		*$0*
449000 - CFS-Other Charges for Services	Human Services	*$0*	*$0*	*$30,110*	*$4,000*	*$74,000*	***-$14,000***	*$60,000*
449000 - CFS-Other Charges for Services	Building Department	*$825,969*	*$874,501*	*$889,127*	*$800,000*	*$900,000*	***-$37,000***	*$863,000*
449000 - CFS-Other Charges for Services	Planning	*$3,422,787*	*$2,499,505*	*$2,267,680*	*$2,801,000*	*$2,801,000*	***-$533,000***	*$2,268,000*
449000 - CFS-Other Charges for Services	Zoning	*$0*	*$357,274*	*$291,433*	*$250,000*	*$250,000*		*$250,000*
449000 - CFS-Other Charges for Services	Total Resilience and Public Works Department	*$1,801,863*	*$1,741,686*	*$1,751,056*	*$1,671,000*	*$1,671,000*		*$1,671,000*
449000 - CFS-Other Charges for Services	Solid Waste	*$11,828*	*$5,556*	*$4,440*	*$4,000*	*$5,000*		*$5,000*
449000 - CFS-Other Charges for Services	Fire-Rescue	*$936,128*	*$733,828*	*$819,655*	*$800,000*	*$820,000*		*$820,000*
449000 - CFS-Other Charges for Services	Police	*$1,153,954*	*$1,339,167*	*$944,346*	*$1,001,000*	*$1,001,000*	***$230,000***	*$1,231,000*
449000 - CFS-Other Charges for Services	Real Estate and Asset Management	*$58,375*	*$62,312*	*$119,403*	*$385,000*	*$413,000*	***-$247,000***	*$166,000*
449000 - CFS-Other Charges for Services	Parks and Recreation	*$203,263*	*$133,715*	*$117,691*	*$111,000*	*$4,000*		*$4,000*
449000 - CFS-Other Charges for Services	Non-Departmental	*$865*	*$0*	*$0*	*$0*	*$0*		*$0*
449001 CFS-DRI Administration	Human Services	*$0*	*$0*	*$0*	*$0*	*$0*		*$0*
449010 - CFS-Parking Surcharges Lockbox	Finance	*$22,153,939*	*$22,290,412*	*$23,990,978*	*$23,750,000*	*$22,000,000*	***-$3,000,000***	*$19,000,000*
449015 - CFS - Pari-Mutuel Revenues	Finance	*$2,171,650*	*$2,486,668*	*$2,520,061*	*$2,658,000*	*$2,596,000*	***-$706,000***	*$1,890,000*
449020 - CFS-Building Inspections	Finance	*$897,857*	*$715,702*	*$641,574*	*$660,000*	*$661,000*		*$661,000*
449020 - CFS-Building Inspections	Building Department	*$4,968,054*	*$5,355,585*	*$4,317,150*	*$4,025,000*	*$3,200,000*	***$0***	*$3,200,000*
Charges for Services	**Total**	**$115,954,230**	**$117,481,063**	**$122,174,201**	**$122,669,000**	**$117,184,000**	**-$3,885,000**	**$113,299,000**
Total Revenue	**Total**	**$708,533,773**	**$746,930,575**	**$789,925,623**	**$808,633,000**	**$830,982,000**	**-$20,414,000**	**$810,568,000**

APPENDIX K:
EQUAL PAY

- Resolution Summary

City of Miami
Equal Pay

Pursuant to Resolution R-17-0420, File ID# 2797, directing 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 FY 2020-21 EE0-4 Report for the City of Miami is attached in this appendix.

City of Miami
Equal Pay Summary
FY 2020-21

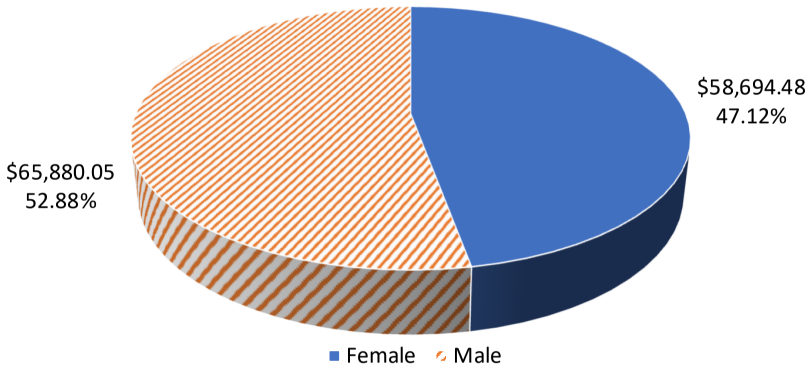
Employee Distribution

Gender	Total	Percent
Female	1,585	33.03%
Male	3,214	66.97%
Overall	**4,799**	**100.00%**

Median Salary by EEO Function and Gender

EEO Function	Female	Male
Community Development	$55,046.37	$64,710.67
Financial Administration	$71,244.37	$86,028.42
Fire Protection	$64,665.74	$62,258.56
Housing	$71,244.49	$64,710.67
Natural Resources	$22,110.40	$34,091.20
Police Protection	$61,543.46	$72,632.77
Sanitation and Sewage	$49,384.61	$51,736.46
Streets and Highways	$67,892.09	$67,851.85
Utilities and Transportation	$74,910.37	$63,555.34
Others	$60,121.05	$61,629.15
Overall	**$58,694.48**	**$65,880.05**

Median Salary by Gender



Median Salary by EEO Function and Gender

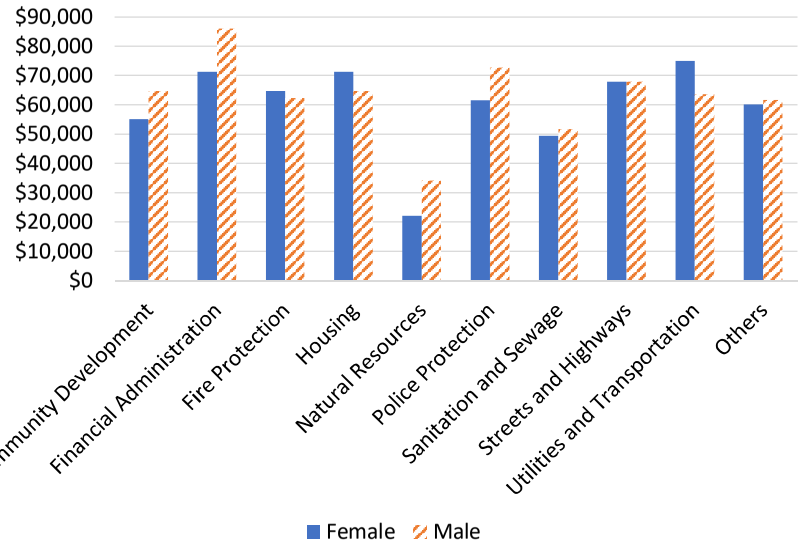


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APPENDIX L:
FINANCIAL HEALTH

- Municipal Financial Health

MUNICIPAL FINANCIAL HEALTH

City of Miami Bond Ratings
(as of 09/30/2020)

Moody's	Standard & Poor's	Fitch
Aa2	AA-	AA-

Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.



WIKIPEDIA
The Free Encyclopedia

BOND CREDIT RATING

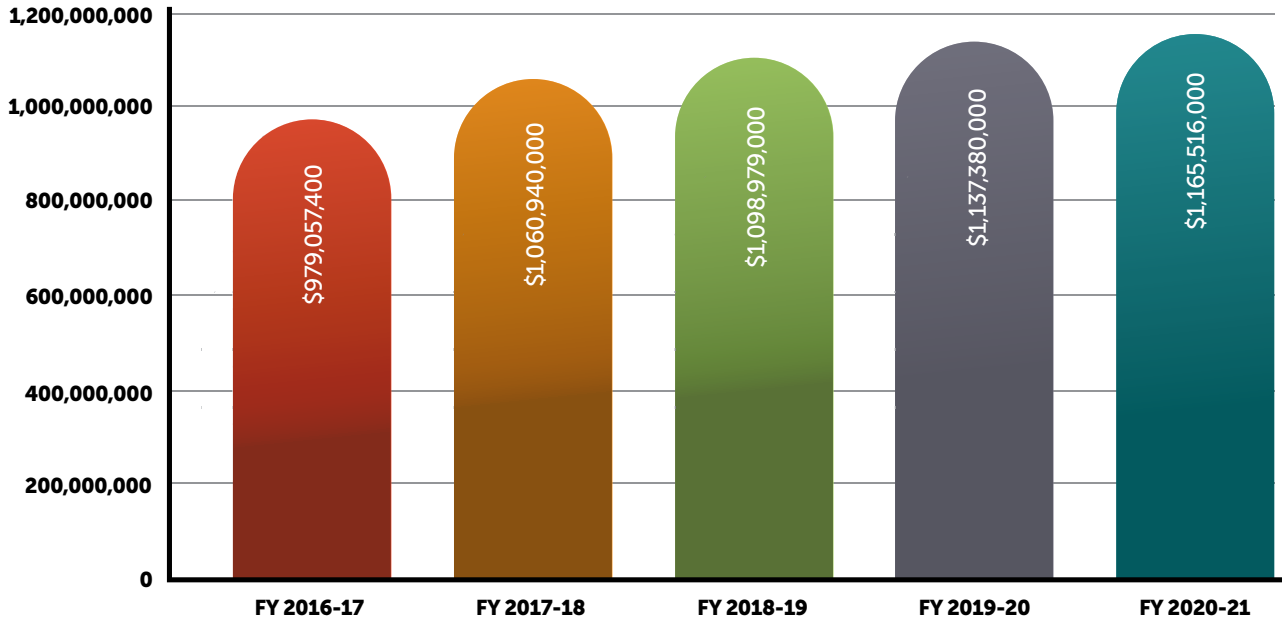
In investment, the bond credit rating represents the credit worthiness of corporate or government bonds. It is not the same as individual's credit score. The ratings are published by credit rating agencies and used by investment professionals to assess the likelihood the debt will be repaid. Credit rating is a highly concentrated industry with the two largest rating agencies — Moody's Investors Service, Standard & Poor's — having roughly 80% market share globally, and the "Big Three" credit rating agencies — Moody's, S&P and Fitch Ratings — controlling approximately 95% of the ratings business."

Moody's		Standard and Poor's (S&P)		Fitch		Rating description	
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment-grade
Aa1		AA+		AA+		High grade	
Aa2		AA		AA			
Aa3		AA–		AA–			
A1		A+	A-1	A+	F1	Upper medium grade	
A2		A		A			
A3	P-2	A–	A-2	A–	F2		
Baa1		BBB+		BBB+		Lower medium grade	
Baa2	P-3	BBB	A-3	BBB	F3		
Baa3		BBB–		BBB–			
Ba1	Not prime	BB+	B	BB+	B	Non-investment grade speculative	Non-investment grade AKA high-yield bonds AKA junk bonds
Ba2		BB		BB			
Ba3		BB–		BB–			
B1		B+		B+		Highly speculative	
B2		B		B			
B3		B–		B–			
Caa1		CCC+	C	CCC	C	Substantial risks	
Caa2		CCC				Extremely speculative	
Caa3		CCC–				Default imminent with little prospect for recovery	
Ca		CC					
		C					
C		D	/	DDD	/	In default	
/				DD			
				D			

Source: Wikipedia, Bond Credit Ratings ; Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

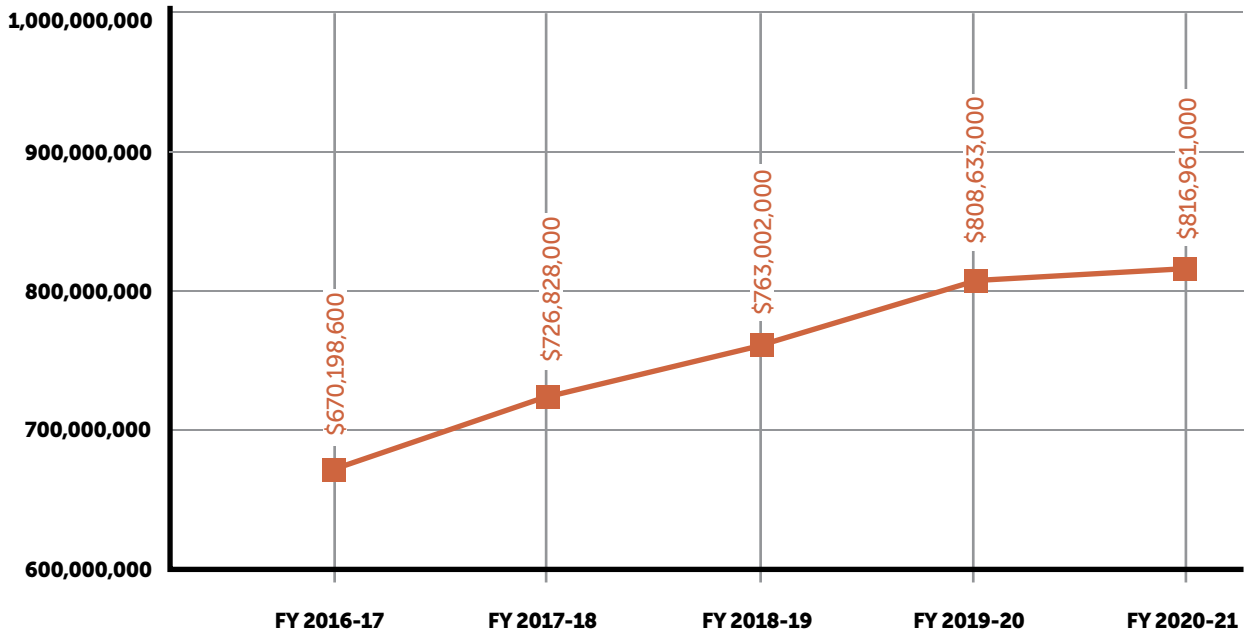
MUNICIPAL FINANCIAL HEALTH

Historic Total Operating Budget Growth (All Funds)



Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-20

Historic General Fund Budget Growth

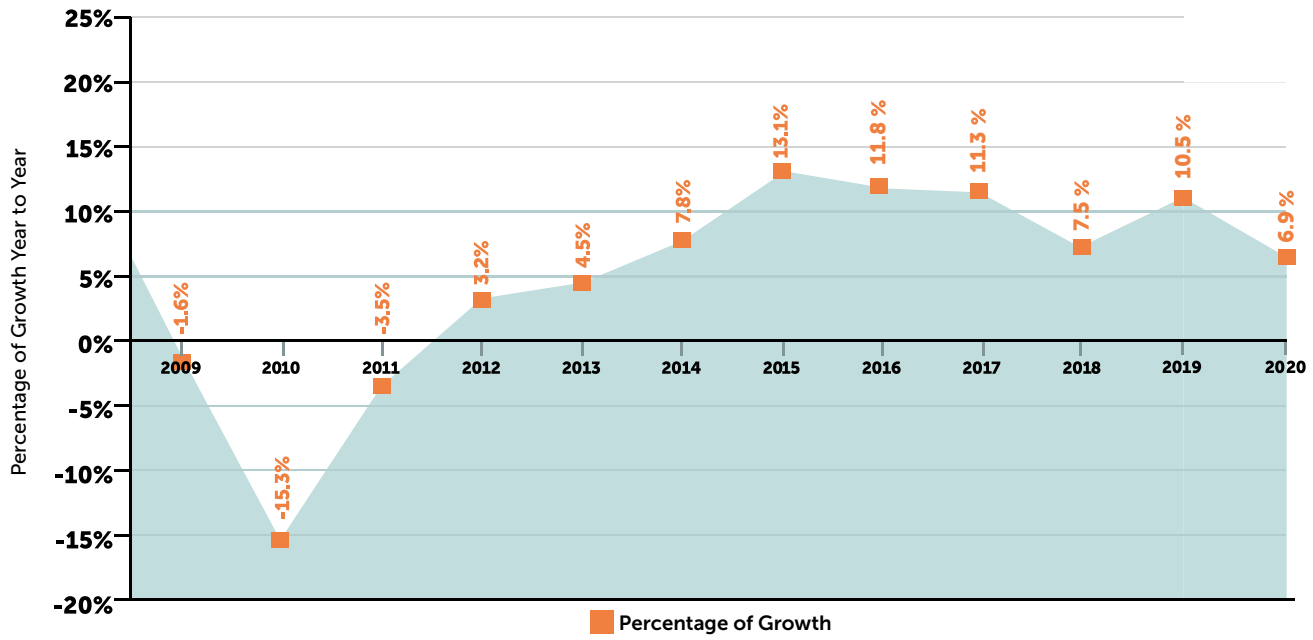


Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-20

MUNICIPAL FINANCIAL HEALTH

Historic Tax Roll Growth

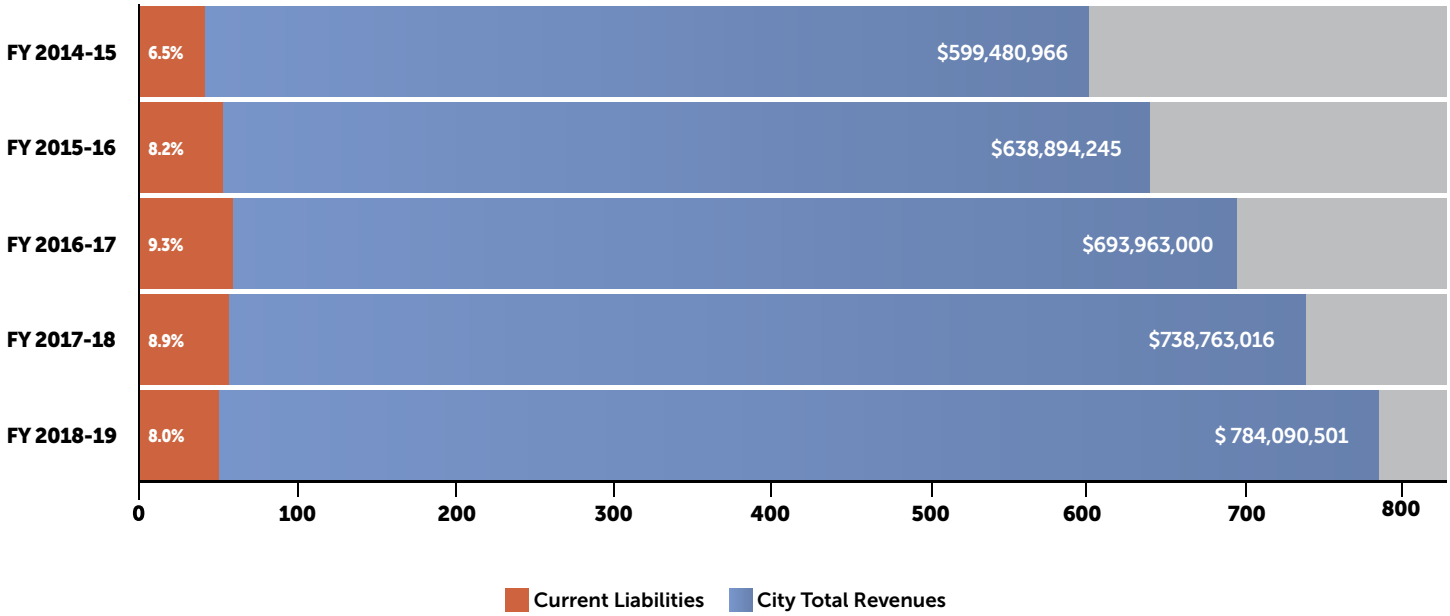
End of Fiscal Year



Source: City of Miami Fy 2019-20 Adopted Budget

Current Liabilities Divided by Total Revenues

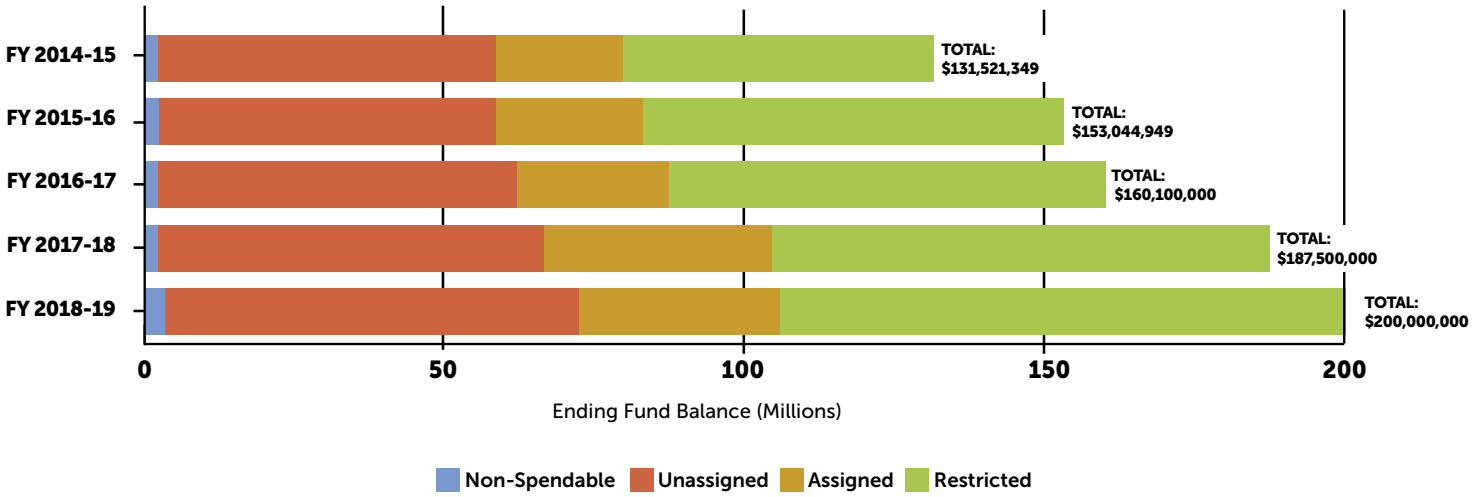
City Total Revenues (Millions)



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

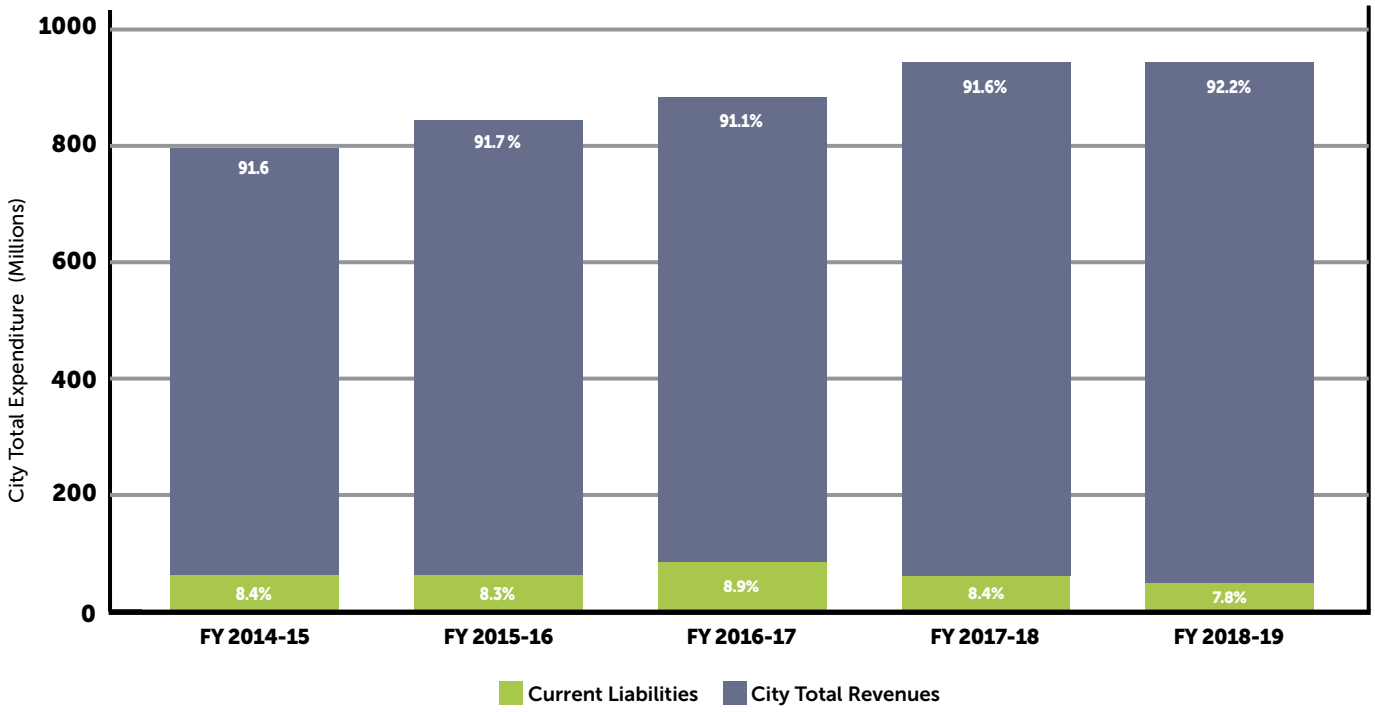
MUNICIPAL FINANCIAL HEALTH

Fund Balance by Type



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

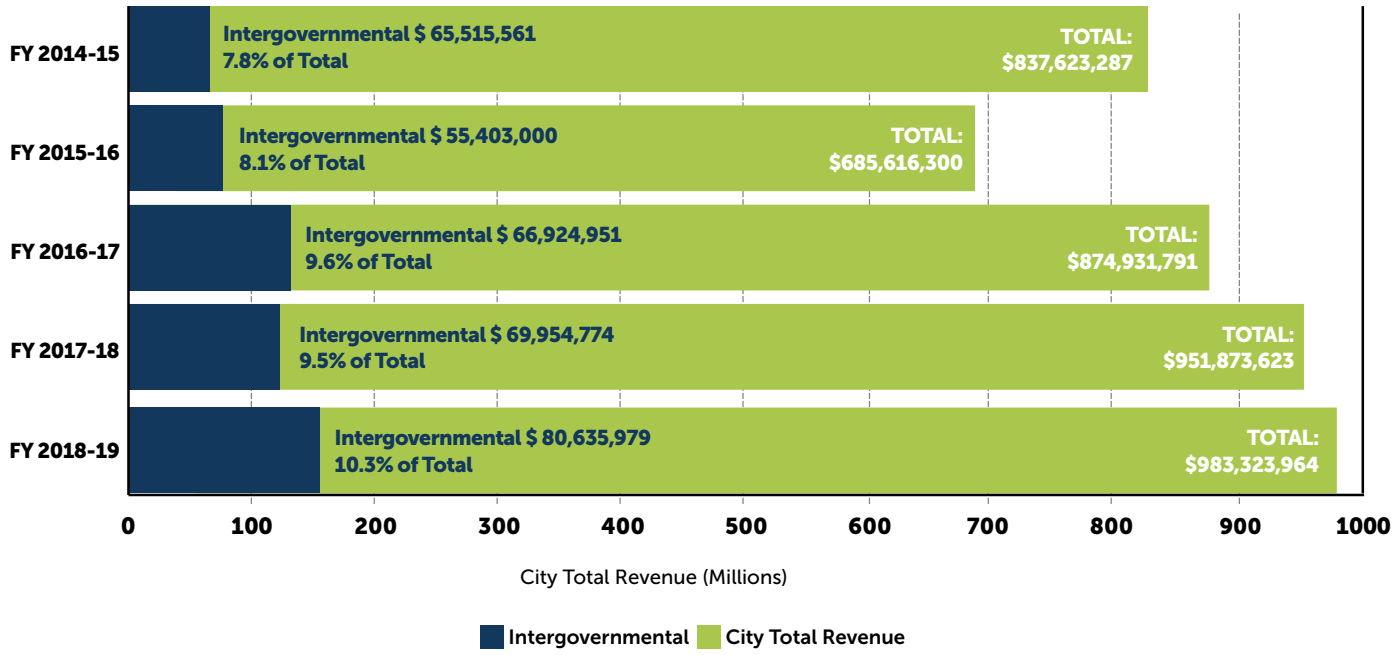
Debt Service Divided by Total Expenditures



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

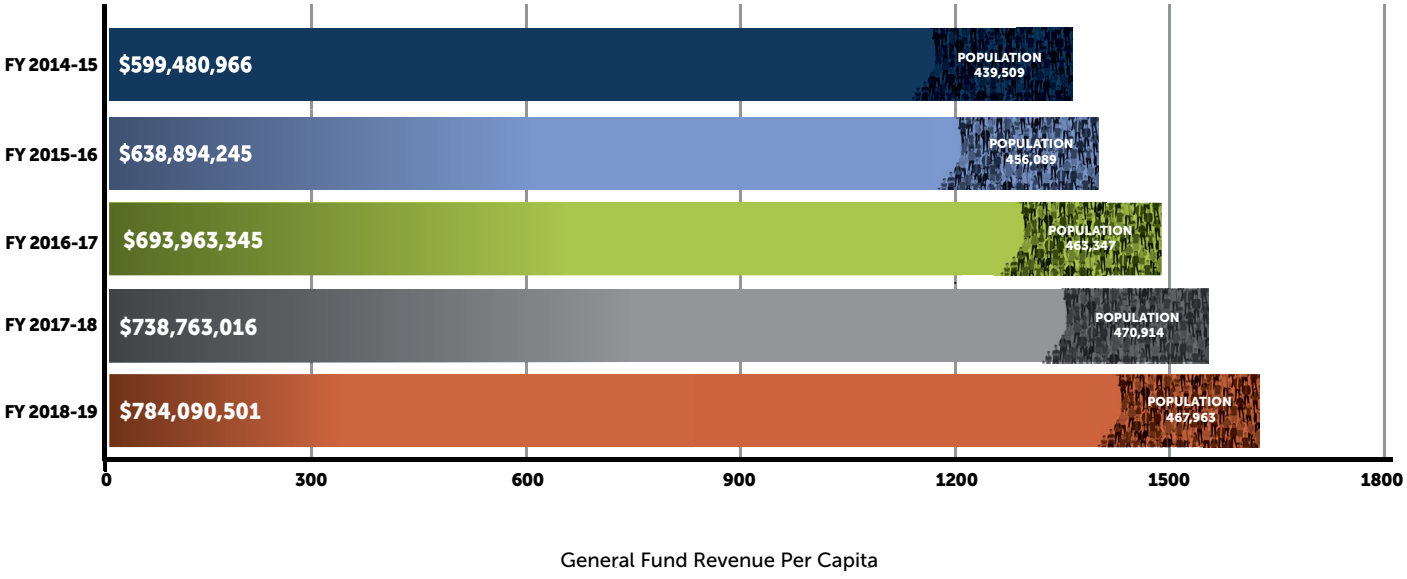
MUNICIPAL FINANCIAL HEALTH

Intergovernmental Revenues Divided by Total Revenues



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

General Fund Revenue per Capita



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019. United State Census Bureau, Amercian Community Survey

MUNICIPAL
FINANCIAL HEALTH

City of Miami Debt Management Policies

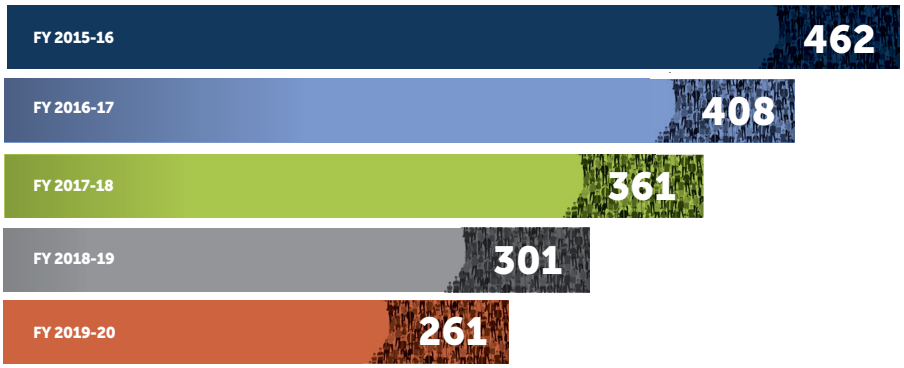
Debt Management Policy ratios used by the City of Miami to measure debt capacity and flexibility.

General Government Debt Service as a percentage of Non-Ad Valorem General Fund revenues of less than or equal to 15 percent



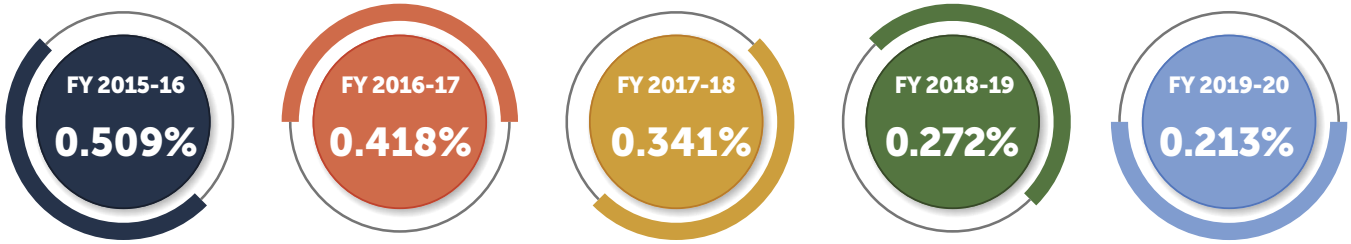
Source: City of Miami Finance Department, Debt Ration 2015-2019. http://archive.miamigov.com/finance/financialInfo.html

Net Debt per Capita of less than or equal to $2,000 per resident



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019, page 224.

Net Debt to Taxable Assessed Value less than or equal to five percent



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019, page 224.

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.

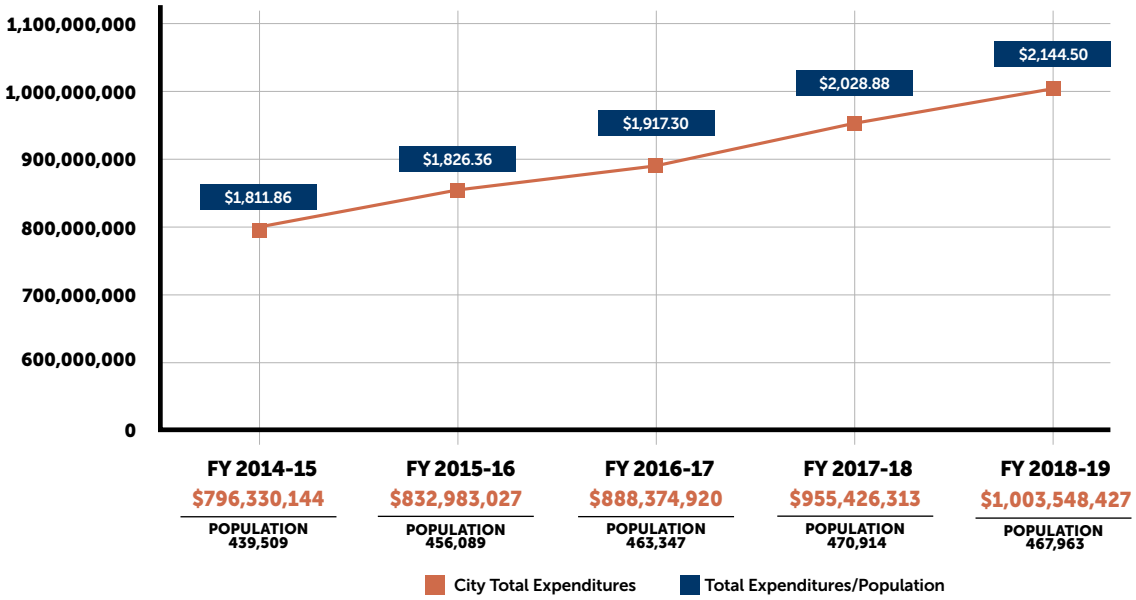
A. Government spending per resident for the previous five years.
B. Government debt per resident for the previous five years.
C. Average municipal employee salary
D. Median income within the municipality.
E. Number of special taxing districts, wholly or partially, within the municipality.
F. Percent of budget spent on salaries and benefits for municipal employees.



Source: Florida Statutes, Chapter 2019-56

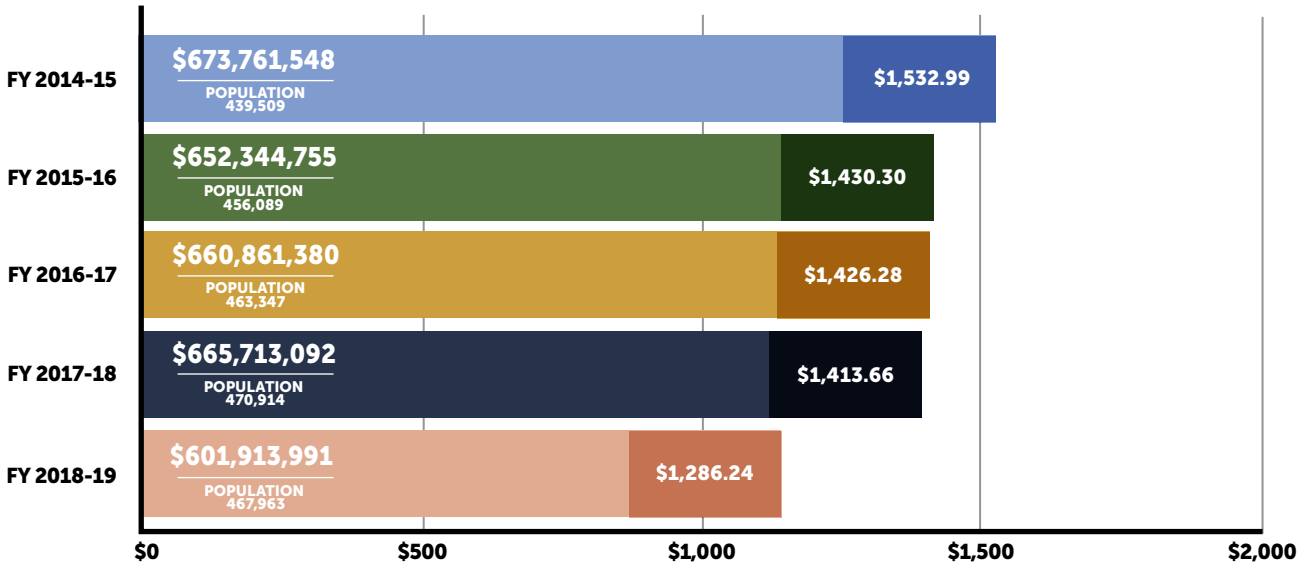
MUNICIPAL FINANCIAL HEALTH

Government Spending per Resident 166.241 (4)(A)



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

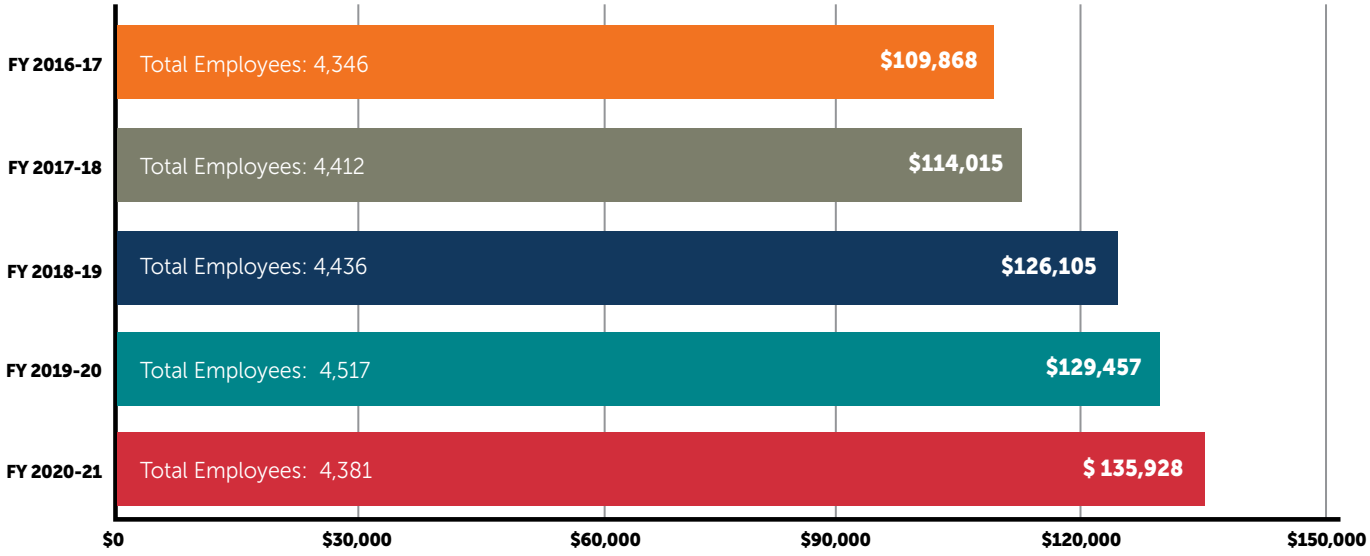
Long Term Debt Divided by Population 166.241 (4)(B)



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019.

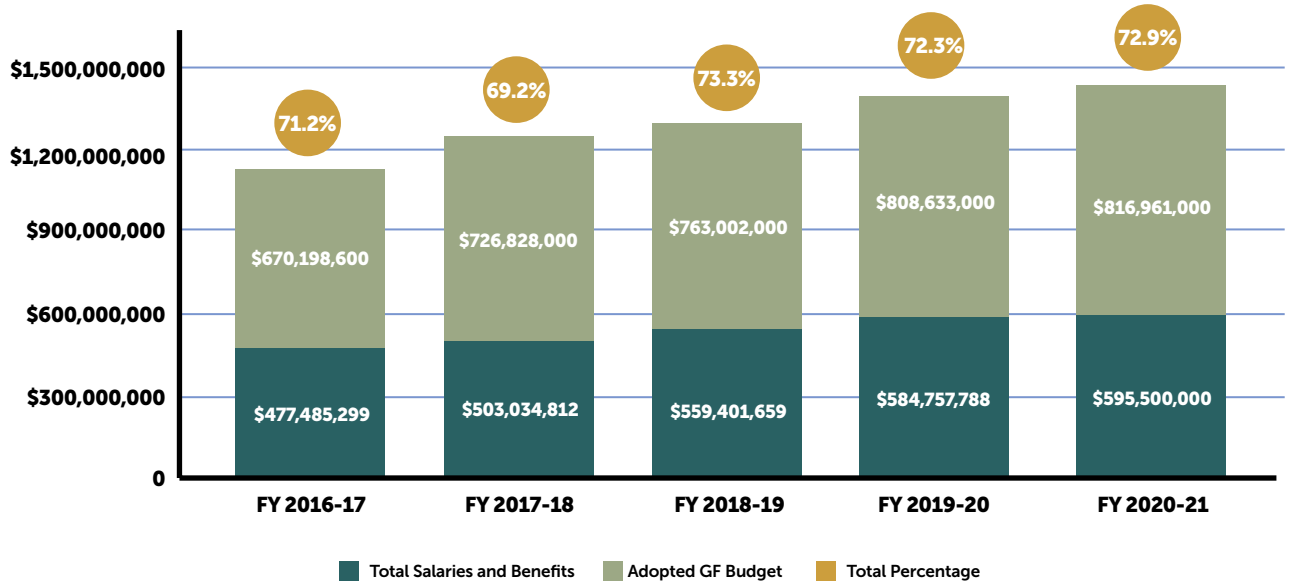
MUNICIPAL FINANCIAL HEALTH

Average Municipal Employee Salary 166.241 (4)(C)



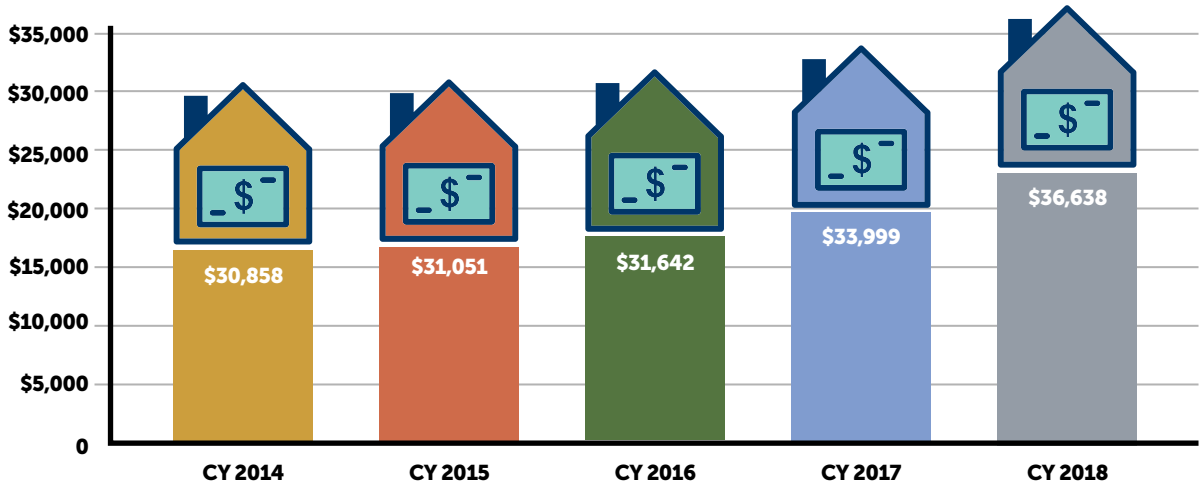
Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-20

Percent of Budget Spent on Salaries and Benefits 166.241 (4)(F)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-20

Median Household Income in the City of Miami 166.241 (4)(D)



Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates

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.

MIAMIDDA
DOWNTOWN DEVELOPMENT AUTHORITY

APPENDIX M:
REFERENCE AND LOOK UP INFORMATION

- Abbreviations and Acronyms
- Definitions of Terms
- Acknowledgements

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
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
ALS	Advanced Life Support
AFSCME	American Federation of State, County and Municipal Employees
APM	Administrative Policies Manual
BCC	Brickell CitiCentre
BID	Business Improvement District
BLS	Basic Life Support
BPMT	Bayfront Park Management Trust
BTR	Business Tax Receipts
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Career Advancement Program
CAPER	Consolidated Annual Performance and Evaluation Report
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant

Abbreviations and Acronyms

CDL	Commercial Driver License
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
CITT	Citizen's Independent Transportation Transit
CLE	Continuing Legal Education
CLUC	County Land Use Code
CM	City Manager
CO	Certificate of Occupancy
COM	City of Miami
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPS	Community Oriented Policing Services
CPPB	Certified Professional Public Buyer
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CRO	Chief Resilience Officer
CRS	Community Rating System
CSBE	Community Small Business Enterprise Participation
CSI	Crime Scene Investigation
CSO	Chief Service Officer
CST	Combined Simplified Tax

Abbreviations and Acronyms

CU	Certificate of Use
CY	Calendar Year
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
EB-5	Immigrant Investor Program
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
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

Abbreviations and Acronyms

ERP	Enterprise Resource Planning
FACE	Florida Association of Code Enforcement
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
FIU	Florida International University
FLC	Florida League of Cities
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FOCAL	Foundation of Community Assistance and Leadership
FOP	Fraternal Order of Police
FPL	Florida Power and Light
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

Abbreviations and Acronyms

GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCM	Human Capital Management
HIDTA	High Intensity Drug Traffic Area
HIPPA	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
IAFF	International Association of Fire Fighters
ICE	Immigration and Customs Enforcement
ICMA	International City/County Management Association
IFB	Invitation for Bid
IFQ	Invitation for Quotation
ISF	Internal Service Fund
ITTS	Information Technology and Telecommunication Services
JAG	Justice Assistance Grant
LCD	Liquid crystal display

Abbreviations and Acronyms

LED	Light Emitting Diodes
LETF	Law Enforcement Trust Fund
LCT	Liberty City Trust
LHLH	Live Healthy Little Havana
LOGT	Local Option Gas Tax
LSRS	Legal Services Request
LTRA	Long-Term Rental Assistance
LWP	Local Workforce Participation
MADS	Maximum Annual Debt Service
MDX	Miami-Dade Expressway Authority
MHAP	Miami Homeless Assistance Program
MIC	Mayor's International Council
MPA	Miami Parking Authorithy
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
NET	Neighborhood Enhancement Team
NDA	Non-Departmental Accounts
NPDES	National Pollutant Discharge Elimination System
NRD	Neighborhood Revitalization District
NSP	Neighborhood Stabilization Program
OCI	Office of Capital Improvements

Abbreviations and Acronyms

OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORS	Office of Resilience and Sustainability
OSHA	Occupational Safety and Health Administration
PARC	Park and Recreational Facility Construction
PADMA	Property Address Maintenance Application
PAF	Personnel Action Form
P-CARD	Purchasing Card
PEMT	Public Emergency Medical Transportation
PFM	Public Financial Management, Inc.
POMS	Personal and Office Management System
POS	Point of Sale
PROW	Public Right of Way
PZAB	Planning and Zoning Advisory Board
RDBMS	Relational Database Management System
RDSMS	Relational Data Stream Management System
RFP	Request for Proposal
RFQ	Request for Qualification
RFI	Request for information
ROW	Right of way
RW	Responsible Wages and Davis-Bacon Act Wage

Abbreviations and Acronyms

RPW	Resilience and Public Works Department
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plans
SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SFTOD	South Florida Transit Oriented Development
SFWIB	South Florida Workforce Investment Board
SHSGP	State Homeland Security Grant Program
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
STEM	Science Technology Engineering Arts and Math
SWAT	Special Weapons and Tactics
TACOLCY	The Advisory Committee of Liberty City Youth
TAME	Tunnel and Marine Exercise
TAV	Taxable Assessed Value
TCEA	Transportation Concurrency Exemption Area

Abbreviations and Acronyms

TCO	Temporary Certificate of Occupancy
TCT	The Children's Trust
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
UIA	Urban Infill Area
UPK	User Productivity Kit
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
VISTA	Volunteers in Service to America
VKBPT	Virginia Key Beach Park Trust
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
VPK	Voluntary Prekindergarten

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.

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.

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.

Balanced Budget: It is a budget in which estimated recurring revenues equal estimated recurring expenses.

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.

Definition of Terms

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.

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.

Definition of Terms

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.

Comprehensive Annual Financial Report (CAFR): 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).

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.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: An administrative unit of the City with overall management responsibility to provide a service or an operation for a group of related operations.

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.

Estimated Revenues: It is the amount of income to be collected during the fiscal year.

Definition of Terms

Executive: Executives are in charge of 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.

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.

Definition of Terms

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.

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.

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.

Definition of Terms

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).

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.

Definition of Terms

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.

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.

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).

Definition of Terms

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.

Unassigned Fund Balance: Amounts that are available for any purpose; these amounts are reported only in the general fund.

Unclassified Service: Comprises those positions specified in Section 62 of the City Charter, which do not fall under the classified service.

Unencumbered Balance: The amount of an appropriation that is neither amended nor encumbered. It is essentially the amount of money still available for future purchases.

Unrestricted Fund Balance: The unrestricted fund balance is the amount of fund balance that a local government, itself, has placed constraints on its use (committed and assigned) and fund balance that does not have any specific purpose identified for the use of those net resources (unassigned).

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ADOPTED OPERATING BUDGET

FISCAL YEAR 2020-21

Serving, enhancing, and transforming our community